



**Northeast Ohio  
Regional Sewer District**

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# **2022** Budget Report

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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**MISSION** » Provide progressive regional management of sewage and stormwater that protects the environment and serves our community.

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

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**VALUES**

- » **ACCOUNTABILITY**  
Accept responsibility, account for one's action, and deliver on individual and collective commitments.
- » **BALANCED AND INFORMED DECISION-MAKING**  
Formulate quality decisions based on objective metrics, analysis of our systems, customer needs, safe practices, and organizational goals that include diverse opinions, ideas, and perspectives.
- » **CUSTOMER FOCUS**  
Collaborate effectively with internal and external customers when considering decisions, policies, and programs.
- » **ENVIRONMENTAL STEWARDSHIP**  
Initiate and maintain effective practices of environmental sustainability through commitment to a better tomorrow, a healthy environment, and strong communities.
- » **EQUITY**  
Ensure that diversity, equity, and inclusion principles, policies, and practices are embedded into our work at all levels of the organization.
- » **ETHICS, HONESTY AND TRANSPARENCY**  
Maintain the highest standards with our customers, our business partners, and each other.
- » **PROGRESSIVE CULTURE**  
Facilitate positive changes and innovation that benefit the organization, our industry, and the region while fostering a learning environment and an engaged workforce.
- » **RESPECT**  
Demonstrate a high regard and consideration for self, others, community, and the environment.

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**2022 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
Marjorie Chambers.....	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
Open .....	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 01, 2021**

*Christopher P. Morill*

Executive Director



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2022 CHIEF EXECUTIVE OFFICER'S MESSAGE**

March 17, 2022

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 2022 Operating and Capital Budgets, which were approved and adopted by the Board of Trustees on March 17, 2022. Consistent with past practices, the 2022 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, Chief Administrative 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**

### **2022 CHIEF EXECUTIVE OFFICER'S MESSAGE**

#### **2021 Accomplishments**

##### *Response to COVID-19*

The Sewer District's commitment to public health and the environment is more important than ever, and our employees showed flexibility, creativity and dedication to our mission throughout the second year of the pandemic.

Of note in our COVID-19 response:

- Adapted policies quickly to adapt to new information and changing conditions.
- Reconstituted all staff safely and efficiently.
- Coordinated on-site vaccine clinics and information sessions.
- Mobilized teams of staff to address emerging issues.

##### *Racial justice, diversity, equity, and inclusion*

Diversity, Equity, and Inclusion are advanced by confronting racism and justice openly and honestly. We engaged employees in such conversations throughout the year in events that welcomed diversity of both experience and thought.

This first year of department-specific DEI goals, metrics, and KPIs will allow us to continue tracking advancements and obstacles over the next two years.

##### *Affordability, customer service, and advocacy*

Establishing a 2022-2026 rate schedule with attention to the economic difficulties of a post-pandemic region was a challenge. But we expanded our cost-saving programs and will continue enhancing our presence at the local level to raise customers' awareness of opportunities to lower their bills.

We co-chaired NACWA's Affordability Task Force and advocated for federal ratepayer assistance by meeting with Senators Brown and Portman, as well as Representatives Gibbs, Joyce, Gonzalez, and Kaptur.

Notable highlights include:

- Met with all Cleveland mayoral candidates during primary season.

## **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

### **2022 CHIEF EXECUTIVE OFFICER'S MESSAGE**

- Advanced plans to remedy long-standing, difficult regional problems including Irishtown Bend and Horseshoe Lake dam.
- Launched Communications Alignment Project with logo evolution to build more consistency in our identifying marks and materials.
- Began succession planning in face of coming 3- to 5-year period of significant senior level turnover.
- Continued to demonstrate resiliency of both the organization and the people, providing service without interruption throughout ongoing pandemic.

#### *Project and program highlights:*

- Project Clean Lake: Doan Valley Tunnel went online, completing our east side tunnel systems. Also began the Shoreline Tunnel, our first soft-ground tunnel.
- Performance Awards: Easterly and Southerly received Gold Peak Performance Awards and Westerly earned a Silver Peak Performance Award.
- Stormwater: Since the Regional Stormwater Management Program began, we have spent \$80 million on projects on the regional stormwater system to address chronic flooding, erosion and water quality issues across our service area.
- Master Plans: Completed all four Stormwater Master Plans, identifying more than one billion dollars of potential projects and opportunities.
- LSSSES: Completed final Local Sewer System Evaluation Studies, \$47 million MCIP investments since 2016.
- Strategic planning: Developed 2022-2024 plan with the support of managers and their teams.
- Tech: Continued cybersecurity focus on training.
- Efficiency: Implemented GPS and a related policy on all fleet vehicles.

#### *Finances and our future*

Building on Trustees' sustained commitment to sound financial management, we have managed the financial effects through conservative forecasting while demonstrating continued fiscal responsibility to benefit our customers.

#### *Related highlights:*

- Adopted 2022-2026 rates following extensive outreach and collaboration with Trustees with critical focus on equity and affordability, reducing projected rate increase from 9.6% to actual 4.2%.
- Completing back-up generator pilot project at Southerly to further reduce electricity costs beginning in 2022.

## **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

### **2022 CHIEF EXECUTIVE OFFICER'S MESSAGE**

- Invested \$41 million in Business Opportunity Program firms January-September 2021.
- Maintained excellent credit ratings and conducted successful refinancing: \$12.9 M gross debt service savings, \$9.8 M (9.7%) NPV savings.

#### **2022 Priorities**

- Guide organization through the COVID-19 pandemic and update policies and practices, including regarding the future of work, based on lessons learned.
- Successfully implement 2022 to 2026 rate study including enhancements to Affordability Programs and financial management strategies.
- Implement proactive and comprehensive succession planning.
- Participate in and lead local and national discussions regarding affordability and equity.
- Improve leadership competencies in diversity, equity, and inclusion practices and principles to ensure racism and other forms of discrimination are not structural impediments to success.
- Secure additional funding for District and member community projects with a focus on resilient infrastructure.
- Complete efforts to modify the Consent Decree governing Project Clean Lake.
- Manage reputational and external relationships.
- Support employee engagement strategies and focus on continual improvement of communication between labor and management by ensuring effective leadership at all levels.
- Complete revision and Board adoption of Titles III and IV.

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.

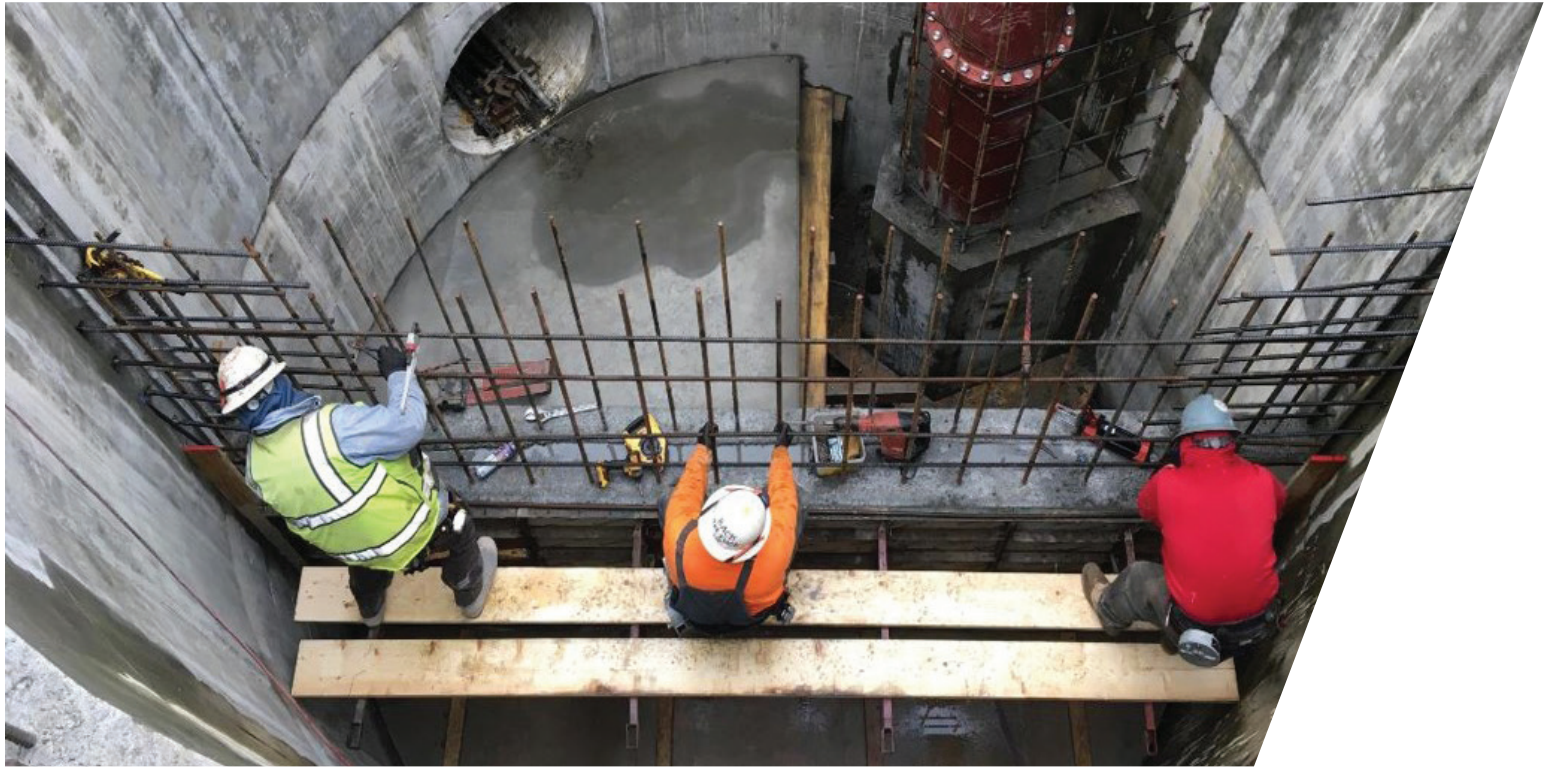
As we address public health, environmental, and regulatory challenges ahead, we will continue to depend on, and celebrate, our committed workforce and our partner agencies and organizations with the goal of protecting Northeast Ohio's most valuable water resources.

Sincerely,



Kyle Dreyfuss-Wells  
Chief Executive Officer

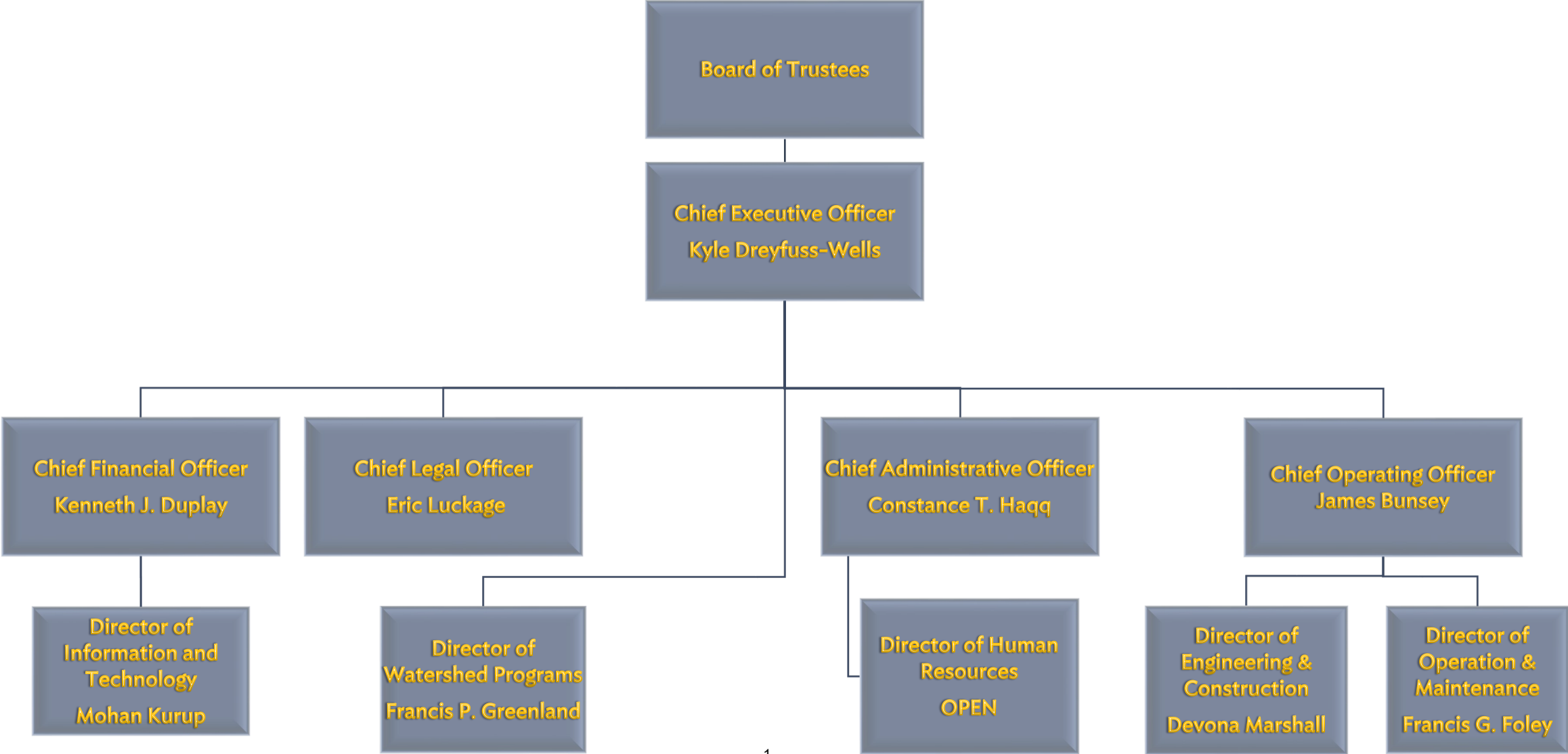
# GENERAL INFORMATION



**Northeast Ohio  
Regional Sewer District**

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT** **2022 OFFICIALS TABLE OF ORGANIZATION**

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



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**2022 BOARD OF TRUSTEES**



Darnell Brown,  
Board President



Ronald D. Sulik,  
Vice President



Mayor Timothy DeGeeter,  
Secretary



Mayor Samuel J. Alai



Mayor Jack Bacci



Marjorie Chambers



Sharon A. Dumas

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 BOARD OF TRUSTEES**

The Sewer 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 NEORS D 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 Sewer 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
Marjorie Chambers.....	Member

### *Darnell Brown, President*

Darnell Brown was appointed to the Board by former Mayor Frank Jackson of the City of Cleveland in September 2001. Mr. Brown was most recently 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 Sewer 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, 2027.

### *Mayor Timothy DeGeeter, Secretary*

Mayor 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 15<sup>th</sup> District of the Ohio House of Representatives, where he was the longest consecutive serving 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, 2027.

### *Mayor Samuel J. Alai, Member*

Mayor Samuel J. Alai was elected to the 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*

Mayor 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 a 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 former Mayor Frank Jackson of the City of Cleveland in March 2014. Ms. Dumas was most recently 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 Master's of Accounting and Financial Information Systems from Cleveland State University. Additionally, she serves as a board member of several civic and religious organizations. Ms. Dumas' current term expires March 1, 2024.

### *Marjorie Chambers, Member*

Marjorie Chambers was appointed by Mayor Justin Bibb of the City of Cleveland and began her term in March 2022. Ms. Chambers is the Chairperson of the Northeast Ohio Community Action Program Council (NEO-CAP) and a member of the United Auto Workers Union. She is a skilled tradesperson and has worked at General Motors for over 40 years. A two-time graduate of Cuyahoga Community College, Ms. Chambers holds a Bachelor's Degree of Business Administration in Management and Labor Relations from Cleveland State University. Ms. Chambers' current term expires March 1, 2027.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 DIRECTORS**



Kyle Dreyfuss-Wells,  
Chief Executive Officer



Eric Luckage,  
Chief Legal Officer



Kenneth J. Duplay,  
Chief Financial Officer



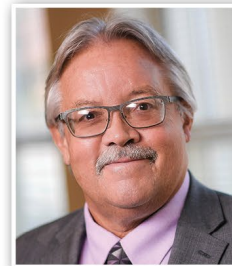
James Bunsey,  
Chief Operating Officer



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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 DIRECTORS**

The day-to-day operation of the Sewer District and the implementation of the policies set by the Board are the direct responsibility of the Sewer District’s Chief Executive Officer and senior staff. The following individuals currently comprise the Sewer 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 Administration 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

### *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 Sewer District’s watershed management, including the Regional Stormwater Management Program and the application of stormwater control measures to reduce combined sewer overflows under the Sewer 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 Sewer District, she was Director of the Chagrin River Watershed Partners, Inc.

## **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

### **2022 DIRECTORS – continued**

#### *Kenneth J. Duplay, Chief Financial Officer*

Mr. Duplay joined the Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer District in April of 2016 as the Chief Legal Officer. His responsibilities include managing the Sewer 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 Sewer 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**

### **2022 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 Administration Officer*

Ms. Haqq joined the Sewer 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 Sewer 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**

### **2022 DIRECTORS - continued**

*Francis P. Greenland, Director of Watershed Programs*

Mr. Greenland has worked for the Sewer 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 Sewer 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 Sewer 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 Sewer District as an operator at the Southerly Wastewater Treatment Center in 1988. In his current role, he oversees the operation and maintenance of the Sewer 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**

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

The Sewer 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 Sewer District is a single enterprise fund.

Presently, the Sewer 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 Sewer 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 Sewer 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 SEWER 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 Sewer 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.

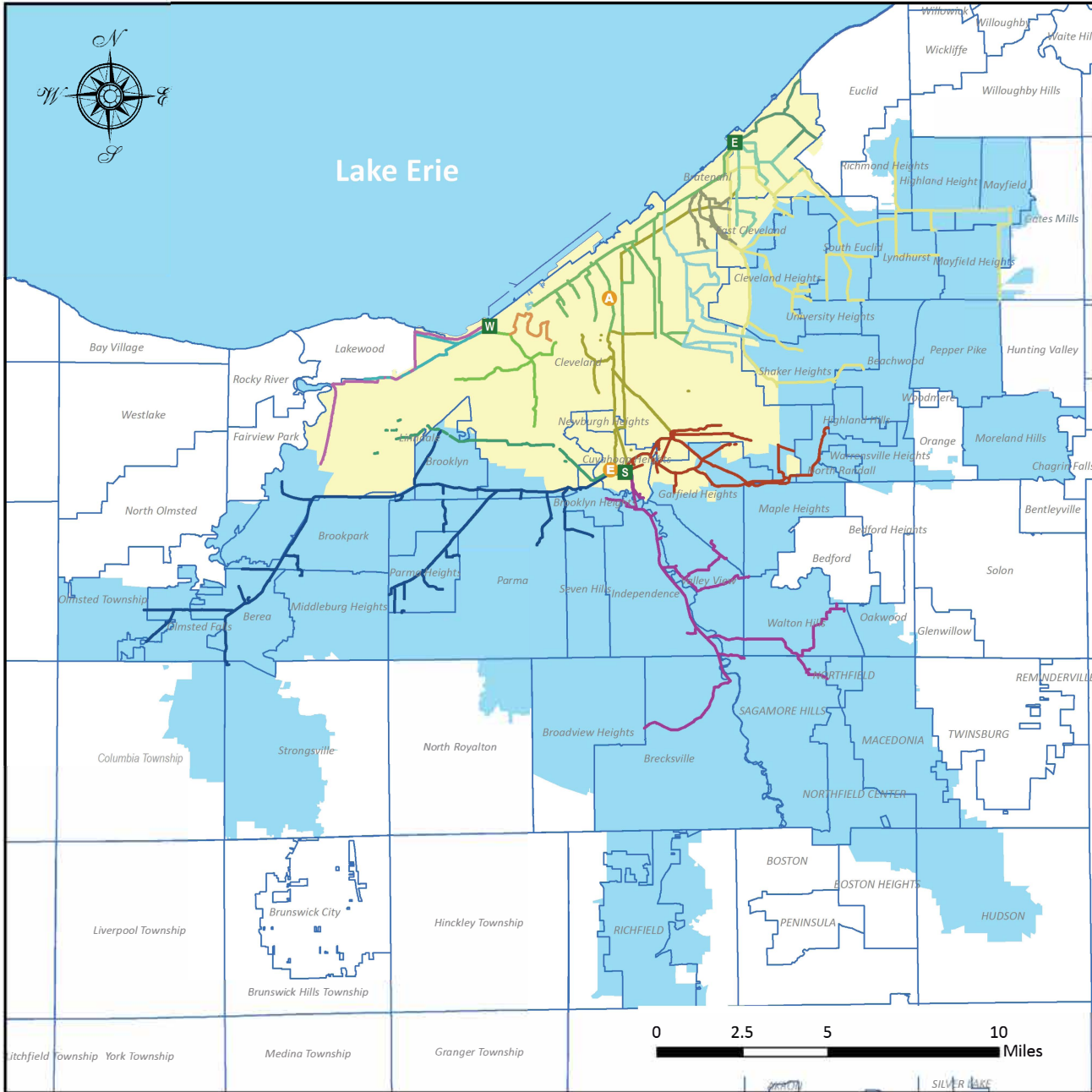
The initial Court Order provided that the Sewer District would acquire the treatment plants and intercepting sewers from Cleveland and that in return the Sewer District would make an equitable equalization payment to Cleveland to provide ownership participation for suburban users.

For rate-making and financing purposes, the Court divided the Sewer 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 Sewer 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 Sewer District was changed to the Northeast Ohio Regional Sewer District.

### **GOVERNANCE**

The Sewer 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

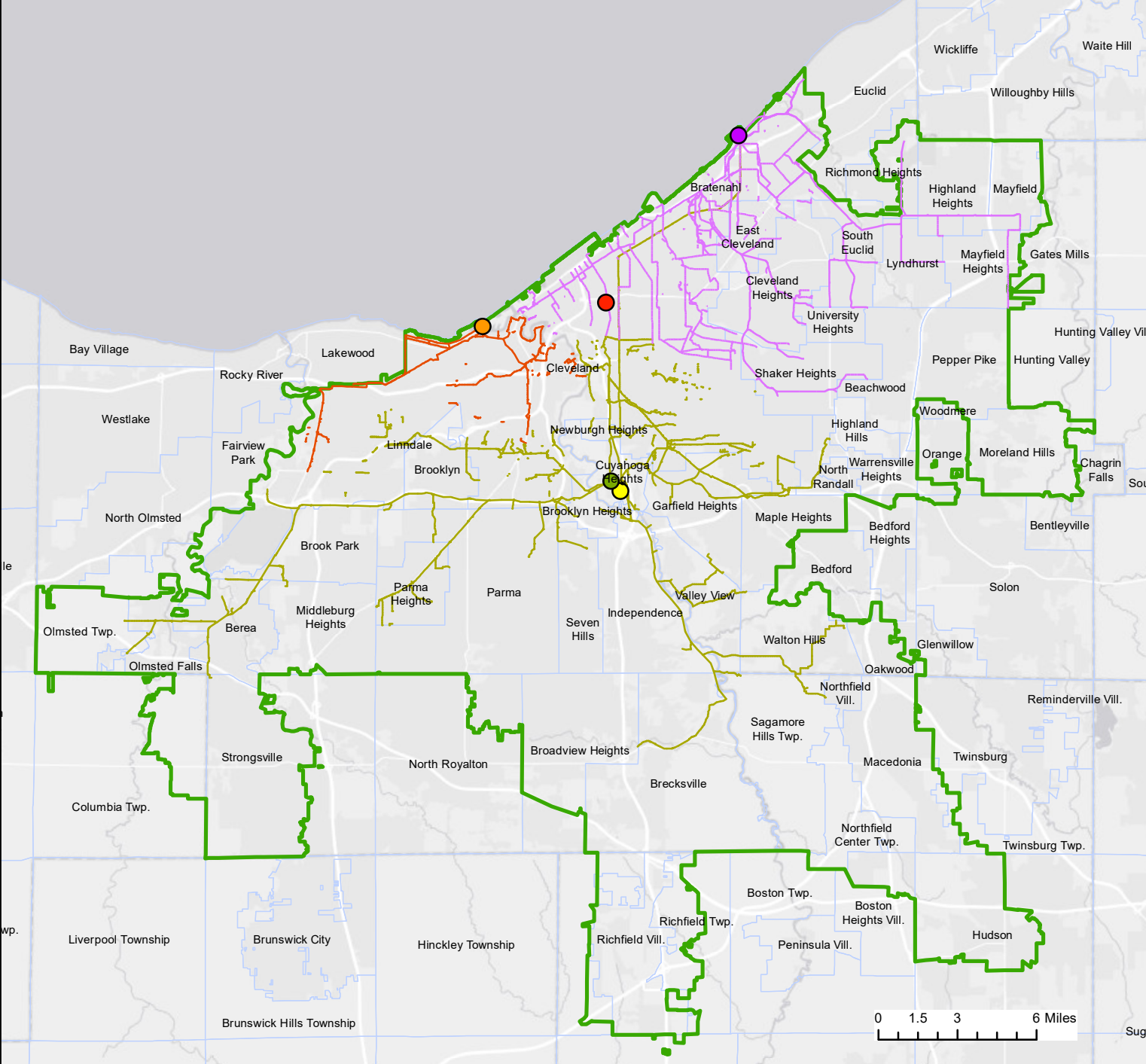
- Big Creek Interceptor
- Cuyahoga Valley Interceptor
- Mill Creek Interceptor
- Southerly Interceptor
- Southwest, West Leg Interceptors & ICRS

## WESTERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM

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



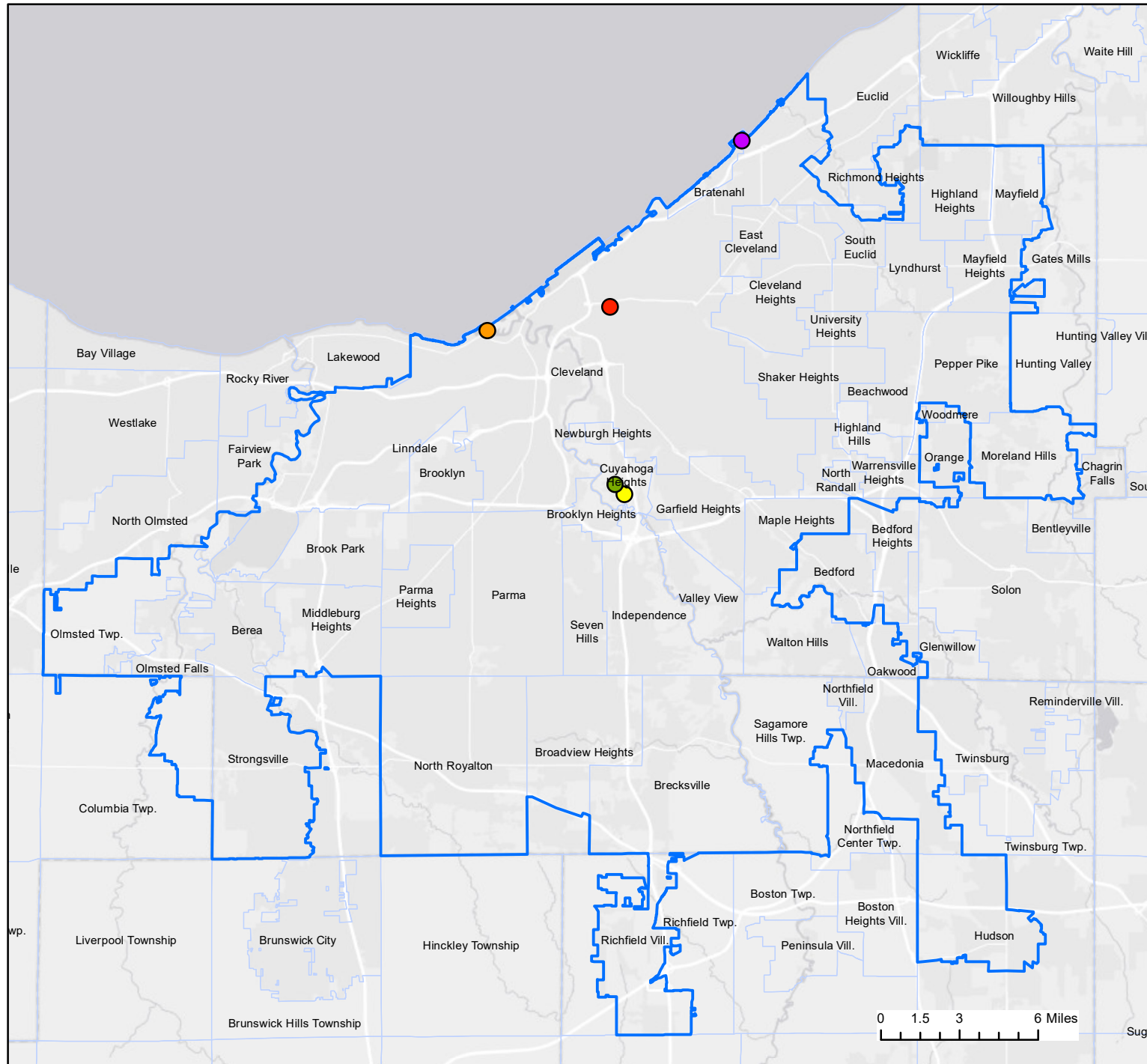
# NEORSD Wastewater Service Area Map





- Northeast Ohio Regional Sewer District**
- EASTERLY WWTP**
- EMSC**
- GJM ADMINISTRATION**
- SOUTHERLY WWTC**
- WESTERLY WPCC**
- Easterly Interceptors**
- Southerly Interceptors**
- Westerly Interceptors**
- District Wastewater Service Area**





# NEORS D 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

## 2021 MUNICIPALITIES SERVED BY THE DISTRICT

<u>Municipality</u>	Estimated Service <u>Population(1)</u>	<u>Municipality</u>	Estimated Service <u>Population(1)</u>
<b>SUBDISTRICT 1</b>			
Cleveland City	374,187	Total Subdistrict 1	374,187
<b>SUBDISTRICT 2</b>		<b>SUBDISTRICT 2</b>	
Bath Township	60	Middleburg Heights City	15,495
Beachwood City	13,290	Moreland Hills Village	3,271
Bedford City	- (3)	Newburgh Heights Village	2,028
Bedford Heights City	19 (3)	North Randall Village	1,066
Berea City	18,850	North Royalton City	4,065 (2)
Boston Heights Village	802 (2)	Northfield Center Township	5,577
Bratenahl Village	1,274	Northfield Village	3,514
Brecksville City	13,420 (2)	Oakwood Village	1,641 (2)
Broadview Heights City	14,901 (2)	Olmsted Falls City	8,953 (2)
Brook Park City	18,452	Olmsted Township	8,320 (2)
Brooklyn City	10,805	Orange Village	1,002 (2)
Brooklyn Heights Village	1,590	Parma City	79,360
Cleveland Heights City	45,178	Parma Heights City	20,228
Columbia Township	2,626 (2)	Pepper Pike City	6,320 (2)
Cuyahoga Heights Village	721	Richfield Township	963 (2)
East Cleveland City	16,183	Richfield Village	3,836 (2)
Euclid City	378 (2)	Richmond Heights City	4,361 (2)
Garfield Heights City	28,179	Sagamore Hills Township	11,000
Gates Mills Village	434 (2)	Seven Hills City	11,496
Glenwillow Village	3 (2)	Shaker Heights City	28,118
Highland Heights City	8,091	Solon City	137 (2)
Highland Hills Village	1,126	South Euclid City	21,196
Hudson City	8,851 (2)	Strongsville City	25,642 (2)
Independence City	7,429	Twinsburg City	- (2)
Lakewood City	83 (3)	Twinsburg Township	542 (2)
Linndale Village	164	University Heights City	13,827
Lyndhurst City	13,539	Valley View Village	2,024
Macedonia City	11,612	Walton Hills Village	2,133
Maple Heights City	22,541	Warrensville Heights City	13,041
Mayfield Heights City	18,596	Willoughby Hills City	- (3)
Mayfield Village	3,326		
		Total Subdistrict 2	581,679
Total estimated service population			955,866

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2021 MUNICIPALITIES SERVED BY THE DISTRICT**

- (1) Based on 2020 U.S. Census Block Data as presented in the ESRI demographics data sets using the NEORS D Service Area Boundary. (<https://doc.arcgis.com/en/esri-demographics/data/2020-census.htm>)
- (2) Estimated population for that portion of the municipality within the service area of the Sewer 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, 2010, and 2020 U.S. Censuses.

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**Principal Employers of Cuyahoga County, Ohio**

**As of December 31, 2021 and 2012**

Employer Name (1)	2021			2012		
	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)
	6-30-2021			12-31-2012		
Cleveland Clinic Health System	44,665	1	6.67%	33,000	1	4.98%
University Hospitals	24,636	2	3.68%	15,123	2	2.28%
Group Management Services Inc.	22,145	3	3.31%	7,403	9	1.12%
Minute Men Cos.	21,802	4	3.26%	-	-	-
U.S. Office of Personnel Management	15,342	5	2.29%	14,839	3	2.24%
Progressive Corp.	12,849	6	1.92%	8,766	5	1.32%
Giant Eagle Inc.	9,806	7	1.46%	10,398	4	1.57%
State of Ohio	7,734	8	1.16%	7,768	7	1.17%
Cuyahoga County	7,336	9	1.10%	7,709	6	1.16%
City of Cleveland	7,244	10	1.08%	7,061	10	1.07%
United States Postal Service	-	-	-	7,565	8	1.14%
<b>Total</b>	<b>173,559</b>		<b>25.93%</b>	<b>119,632</b>		<b>18.07%</b>
<b>Total Cuyahoga County Employment (2)</b>			<b>669,407</b>			<b>662,000</b>

\* Full-Time Equivalent.

(1) Sources are *Crain's Cleveland Business*, June 2021 and June 2012.

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**



<https://www.neorsd.org/about/easterly/>

**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**



<https://www.neorsd.org/about/southerly/>

**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**



<https://www.neorsd.org/about/westerly/>

**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.



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STRATEGIC PLAN 2022-2024



Kyle Dreyfuss-Wells  
Chief Executive Officer  
Northeast Ohio Regional Sewer District  
3900 Euclid Avenue  
Cleveland, Ohio 44115

You could say that our 2022-2024 Strategic Plan has been 50 years in the making. And you'd be right.

The new Strategic Plan takes effect in 2022, our 50th year as a public utility, and the timing could not be more perfect. It's a chance to recognize the value of our past work, face today's challenges, and advance our clean-water mission for decades to come.

We call it a mission for a reason: As a District employee, you are an agent with purpose in this Strategic Plan.

And that's why this Strategic Plan looks different than promotions we have shared in the past. We want this to be a living and working document for you. Mark it up, take notes, and make it as personal as your job is to you.

★ The Strategic Plan isn't just about the future, it's about the here and now. It's about our critical work, our daily jobs that our customers depend on every day: clean water, healthy streams, working sewers, project delivery, customer service, and so much more.

In addition to the printed Strategic Plan, you'll receive a handy pocket guide to help you set goals of your own.

This Strategic Plan was developed with input from employees like you. Missions have agents. The only way our decades-long mission can continue is with your involvement, and I'm proud we're moving it forward together.

*Kyle Dreyfuss*

Strategy Notes can help you set your personal goals for 2022-2024 and track successes.

**MISSION** » Provide progressive regional management of sewage and stormwater that protects the environment and serves our community.

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

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- VALUES**
- » **ACCOUNTABILITY**  
Accept responsibility, account for one's action, and deliver on individual and collective commitments.
  - » **BALANCED AND INFORMED DECISION-MAKING**  
Formulate quality decisions based on objective metrics, analysis of our systems, customer needs, safe practices, and organizational goals that include diverse opinions, ideas, and perspectives.
  - » **CUSTOMER FOCUS**  
Collaborate effectively with internal and external customers when considering decisions, policies, and programs.
  - » **ENVIRONMENTAL STEWARDSHIP**  
Initiate and maintain effective practices of environmental sustainability through commitment to a better tomorrow, a healthy environment, and strong communities.
  - » **EQUITY**  
*new* Ensure that diversity, equity, and inclusion principles, policies, and practices are embedded into our work at all levels of the organization.
  - » **ETHICS, HONESTY AND TRANSPARENCY**  
Maintain the highest standards with our customers, our business partners, and each other.
  - » **PROGRESSIVE CULTURE**  
Facilitate positive changes and innovation that benefit the organization, our industry, and the region while fostering a learning environment and an engaged workforce.
  - » **RESPECT**  
Demonstrate a high regard and consideration for self, others, community, and the environment.

**CUSTOMER & COMMUNITY CONNECTIONS**

**Objective:**

Assist member communities to address their Clean Water Act issues.

**Goals:**

- ★ 1. Build on Local Sewer System Evaluation Study (LSSES) findings to focus project selection under the Member Community Infrastructure Program (MCIP).
- 2. Work with member communities to strategically plan the grant management and project delivery process.
- 3. Consider environmental justice impact in making programmatic or project decisions

**Objective:**

Optimize our ability to advance community objectives.

**Goals:**

- 1. Continue to educate the public about who we are, what we do, and why our work is important.
- 2. Use Green Infrastructure to strategically address resiliency.
- 3. Leverage technology to provide better services and accessibility to resources for NEORS D customers, member communities, partners, suppliers, and vendors.
- 4. Implement changes to Business Opportunity Program (BOP) based on best practices and audit findings.
- 5. Increase customer participation in Cost-Saving Programs.
- 6. Implement the Communication Alignment Project (CAP).

MCIP is critical to support local infrastructure.  
2016-2021 Awards:  
\$47,192,996.87  
2022-2024  
+\$45 million more

**ENVIRONMENTAL PROTECTION & SUSTAINABILITY**

**Objective:**

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

**Goals:**

1. Identify opportunities to enhance water quality and continue to solve intercommunity sewer and stormwater infrastructure problems.
2. Enhance existing and initiate new programmatic opportunities to engage the public in clean-water issues and promote healthy communities.
- ★ 3. Identify and implement cost-effective opportunities to improve the local sewer collection system as NEORSR advances capital improvement projects. *enhance partnerships w/ cities*
4. Identify cost-effective opportunities to improve the local stormwater drainage system as NEORSR implements the Stormwater Master Plan recommendations.

*\$1 billion + of projects*

**Objective:**

Increase opportunities to improve resource management through sustainability practices.

**Goals:**

1. Advance any modifications identified through the implementation of the NEORSR Combined Sewer Overflow (CSO) Consent Decree and develop post-Long-Term Control Plan (LTCP) strategy to provide better overall environmental and public health benefits in the most cost-effective manner.
2. Improve resource management to reduce the costs and environmental footprint of NEORSR operations, including waste, purchased supplies, and utilities.
3. Implement solutions and technologies to support NEORSR sustainability initiatives.
4. Understand potential climate change implications and prepare to respond.



*Can't wait to read our employee case studies in November's People & Progress!*

**FINANCIAL VIABILITY**

**Objective:**

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

**Goals:**

1. Design and deliver a Total Rewards package to attract and retain talent.
2. Pursue funding sources that result in the lowest possible cost of borrowing for ratepayers.
3. Improve the understanding of risk in shaping decision-making and results across NEORS D programs.
4. Evaluate opportunities to reduce cost throughout Operation & Maintenance.

Always look for state and federal funding opportunities.



**OPERATIONAL EXCELLENCE**

**Objective:**

Implement Operational Readiness plan to support evolving operations and maintenance.

**Goals:**

1. Establish long-term organization for ongoing Operational Readiness Implementation (ORI) program.
2. Instill culture of continuous improvement and innovation enterprise wide.
3. Enhance improvements to Engineering and Construction's project delivery in support of Operation & Maintenance.

**Objective:**

Implement technologies and processes that improve business efficiency and effectiveness.

**Goals:**

1. Improve business operations by reducing process complexities, expanding digital workflows, and maximizing use of tools and systems.
2. Establish standard documentation practice including Policy, Manual, Procedures, and Work Instructions for all key business processes and applications.
3. Improve reporting capabilities through business intelligence initiatives focused on customer revenue and spending.
4. Further develop information security program to provide assurance that critical operations and information technology assets are protected.
5. Evaluate improved Operation & Maintenance information technology and control system applications and migrate to such systems as appropriate.

Standard Operating Procedures (SOPs) help ensure consistency and proper documentation.

**OPERATIONAL EXCELLENCE (CONT.)**

**Objective:**

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

**Goals:**

1. Use Stormwater Master Plan findings to drive design and construction prioritization for both NEORS and community cost-share projects.
2. Develop modeling and planning tools to assist NEORS and member communities in the refinement of the design, construction, operation, and maintenance of projects.
3. Improve maintenance efficiency and effectiveness across the regional stormwater system.
4. Continue refinement of Regional Stormwater Management Program financial planning while transitioning to larger-scale projects.

**Objective:**

★ Continue to protect public health and the environment through excellent operation of the wastewater and stormwater systems.

**Goals:**

*Our core purpose*

1. Actively embrace and improve upon safety.
2. Meet National Pollutant Discharge Elimination System (NPDES) permits and all other regulatory requirements.
3. Manage finances and meet metrics to maintain current bond ratings.
4. Enhance use of the Legal Department as a strategic partner in accomplishing goals.
5. Manage and deliver Capital Improvement Plan to meet both operational and financial requirements.
6. Maintain positive labor and employee relations.

*Check that my location's Safety Rep's cell # is saved in my phone.*

**WORKFORCE PLANNING, ENGAGEMENT AND INVESTMENT**

**Objective:**

Apply workforce planning and development strategies to ensure the workforce can achieve the mission of the District both now and in the future.

**Goals:**

1. Sustain and enhance training and development programs that support the workforce in acquiring the knowledge, skills, and abilities needed both now and in the future.
2. Create, maintain, and enhance workforce planning processes and staffing plans.
3. Finalize and sustain Career Pathways for all departments to support staff development.

**Objective:**

Ensure the District has workplace culture that engages employees.

**Goals:**

- \* 1. Monitor and improve Employee Engagement consistent with our core values.

Employees want to feel like they're a part of something big.

**WORKFORCE PLANNING, ENGAGEMENT AND INVESTMENT (CONT.)**

**Objective:**

Implement programs to ensure the development of effective leaders  
at all levels.

**Goals:**

1. Formalize an ongoing succession-planning process. *CRITICAL WORK*
2. Implement leadership training and development programs for all levels of leadership.
3. Ensure accountability for demonstrating leadership expectations across all levels.

**Objective:**

Strengthen diversity, equity, and inclusion (DEI) to increase understanding and ensure continued commitment across the organization.

**Goals:**

1. Attract, develop, and retain high-performing employees with diverse backgrounds and perspectives.
2. Deliver on the strategies outlined by the DEI Advisory Committee.
3. Integrate the principles of DEI into NEORSD's work.

# PERFORMANCE MEASURES & TARGETS

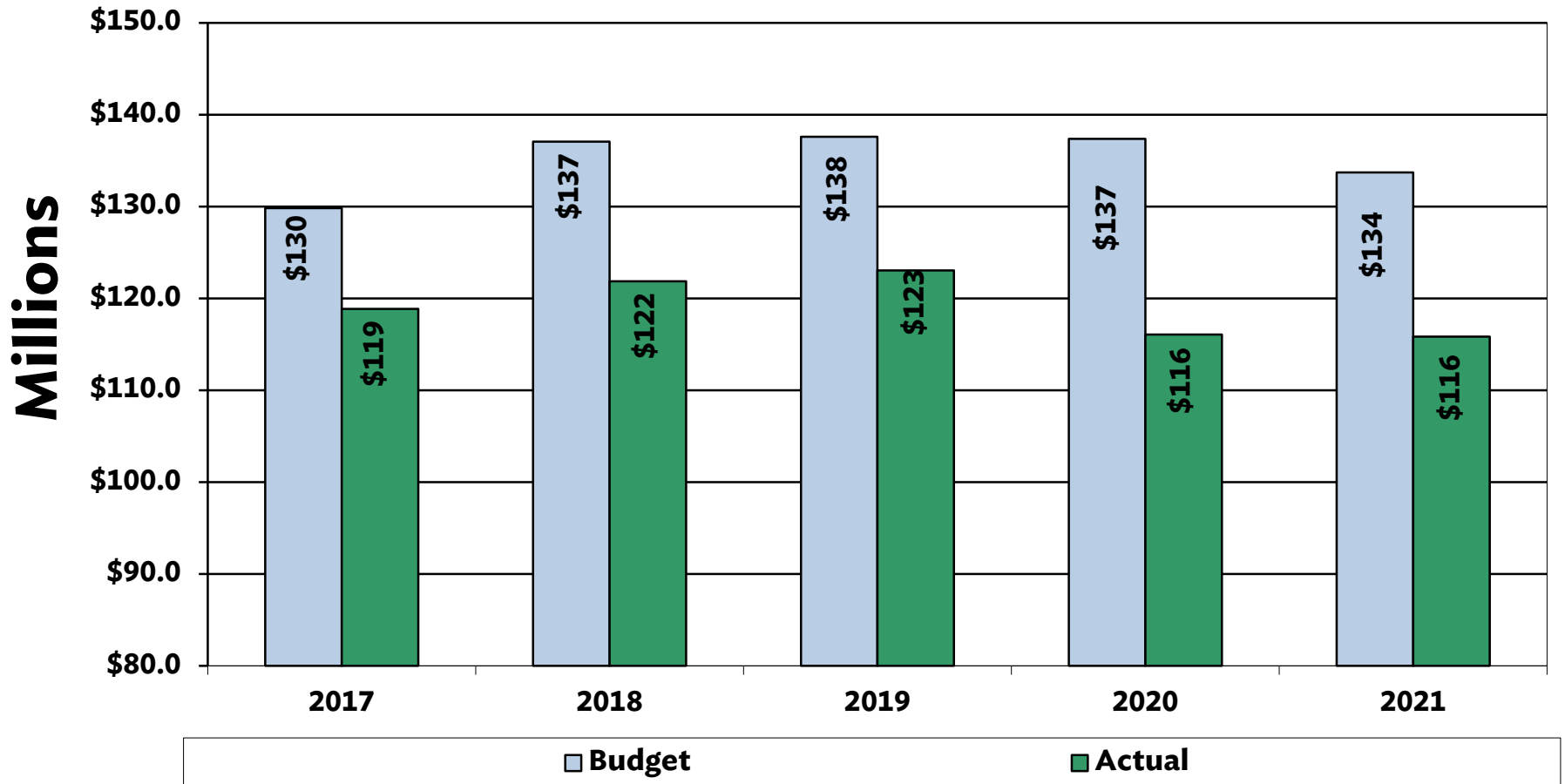


**Northeast Ohio  
Regional Sewer District**

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

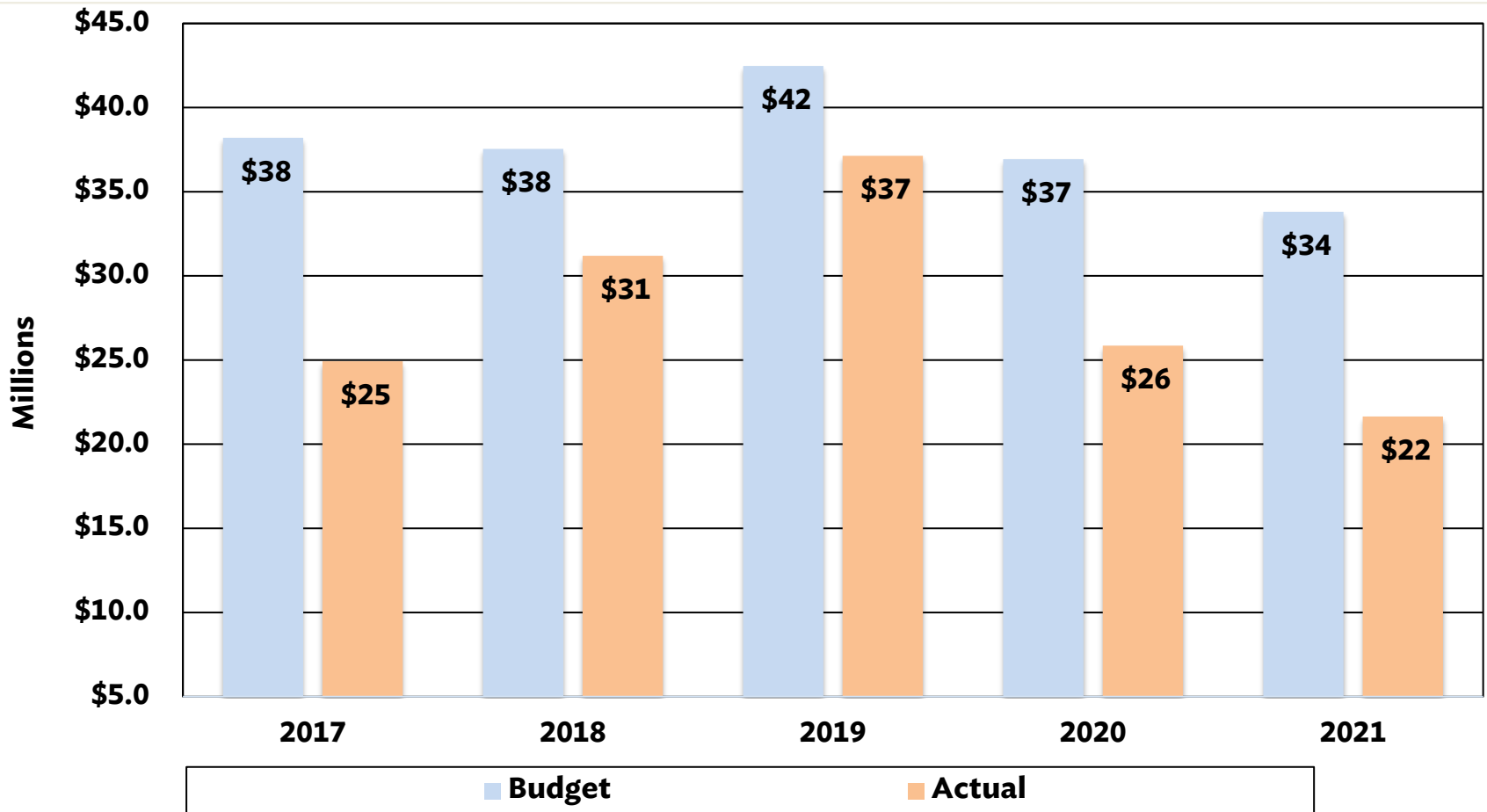
## Sewer Operating Expense Budget vs. Actual

### 2017-2021



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 2017-2021



**Net of Indirect Cost Allocation**

# Northeast Ohio Regional Sewer District

## 2021 Results: Debt Service Coverage

Total Revenue Available for Debt Service	\$374.9 million
Less: Net Operating Expenses	(\$115.9 million)
Net Revenue Available for Debt Service	<u>\$259.0 million</u>
Debt Service on Bonds <b>Debt Service Coverage (1.25x Goal)</b>	\$44.9 million <b>5.77</b>
Debt Service on All Debt <b>Debt Service Coverage (1.05x Goal)</b>	\$100.4 million <b>2.58</b>

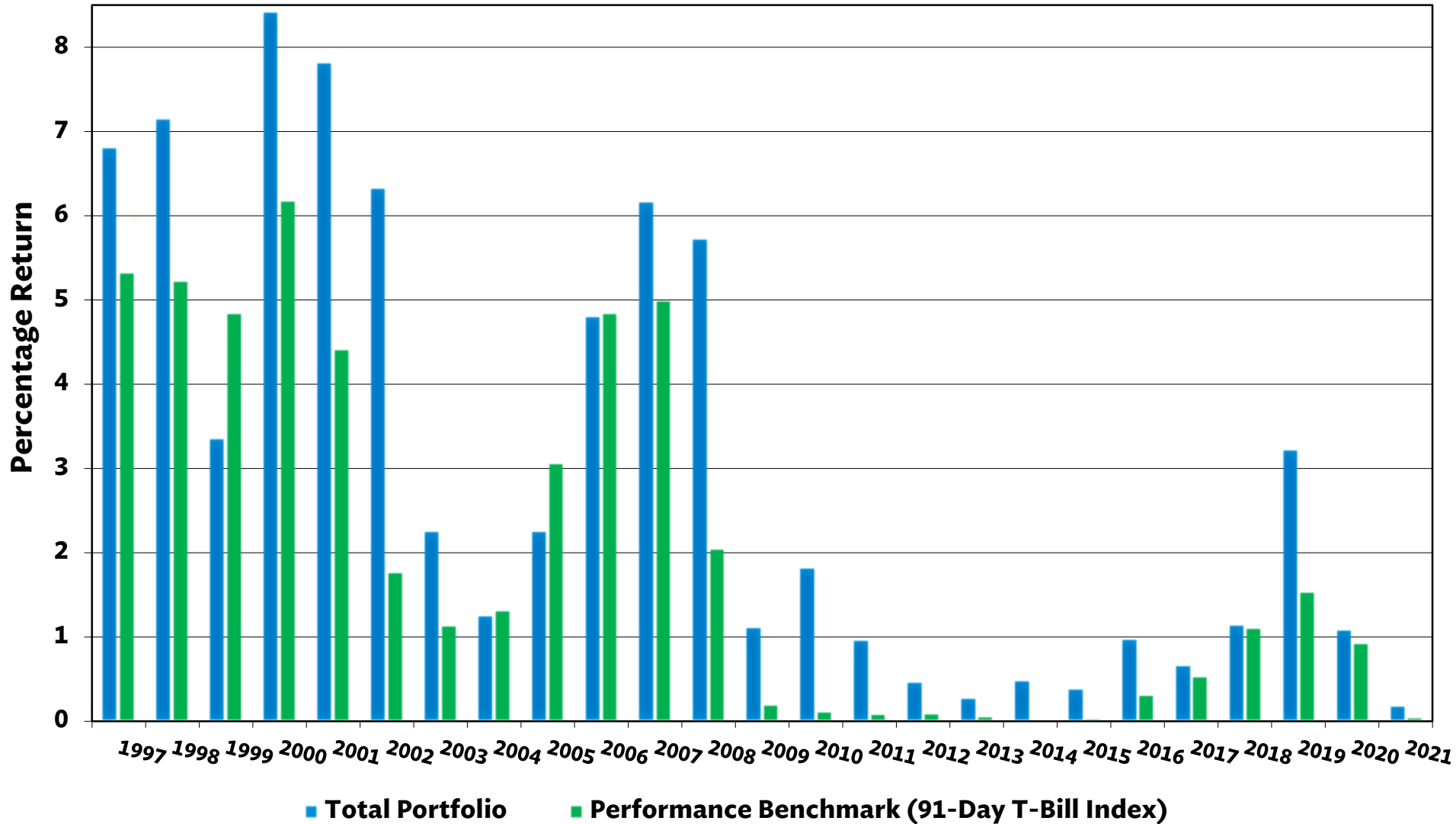
Note: Revenue and Operating Expenses are unaudited



# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Investment Portfolio Performance Report

### Percent Return 1997 - 2021



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**2021 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 2021.

**EASTERLY WWTP**

	Actual 2021 Performance	Monthly NPDES permit limit (mg/l)
CBOD (mg/l)	6	15
TSS (mg/l)	6	20
TPO <sub>4</sub> (mg/l)	0.26	1.0

**SOUTHERLY WWTP**

	Actual 2021 Performance	Monthly NPDES permit limit (mg/l)	Monthly NPDES permit limit (mg/l)
CBOD (mg/l)	3.4	(winter) 16	(summer) 10
TSS (mg/l)	3.1	16	
TPO <sub>4</sub> (mg/l)	0.4	0.7	

**WESTERLY WWTP**

	Actual 2021 Performance	Monthly NPDES permit limit (mg/l)
CBOD (mg/l)	4.5	15
TSS (mg/l)	3.8	20
TPO <sub>4</sub> (mg/l)	0.57	1.0

Key:

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

# 10 YEAR LONG TERM FINANCIAL PLAN



**Northeast Ohio  
Regional Sewer District**

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

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 Sewer 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 (NEORS) budget and financial policies set forth the basic framework for the Sewer 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 Sewer 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 Sewer 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 Sewer District are currently wastewater user fees, Water Pollution Control Loan Fund loans (WPCLF), investment income, and revenue bonds. The Sewer District will seek to establish rates that provide revenue stability, rate stability, affordability to disadvantaged customers, and support the cost of service. The Sewer District reviews wastewater rates every five years to determine if the revenues

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

support the revenue requirements. Rate increases to generate needed revenues are required to be submitted to the Board of Trustees for review and approval.

- **Debt Service Coverage Policy**

The Sewer 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, 2020 and 2021 Bonds and 150% of all Sewer 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 Sewer District will establish a general operating reserve for the purpose of helping to ensure the Sewer 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 Sewer District will target the operating reserve to be equal to three months (90 days) of budgeted operating expenses.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

### ▪ **DEBT SERVICE RESERVE**

As required by the Trust Agreement for the benefit of the Sewer District's bondholders for our 2005 and 2007 Bonds, the Sewer District had maintained a Debt Service Reserve to provide additional security for the Sewer District's long-term debt repayment obligations for those 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 Sewer District will no longer have a need to fund this reserve.

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

### ▪ **RATE STABILIZATION RESERVE**

This account was established to enable the Sewer 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.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

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 Sewer 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 and the working capital reserve are made. Funds will be drawn down to reduce or smooth rate increases and to ensure the Sewer District's goal for debt service coverage is met.

### ▪ **USES OF SURPLUSES**

It is the intent of the Sewer 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 Sewer District.

The Sewer 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 Sewer District's Board of Trustees amended its investment policy on July 6, 2017. This Policy defines the Sewer District's investment objectives and types of instruments in which investments can be made. Eligible investments are governed, per policy, by the Sewer District's most current Bond Resolution. The Sewer 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 Sewer 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.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

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 Sewer 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 Sewer District certificates are collateralized by obligations maintained by the State Treasurer via the Ohio Pooled Collateral System.

In determining portfolio performance and value, marketable securities are marked to market at least quarterly. Although the portfolio is marked to market regularly, the Sewer 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 Sewer District's Board of Trustees adopted a Debt Management Policy ("Debt Policy") on March 1, 2007, which established the Sewer District's requirements that govern the issuance of all Sewer 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 Sewer District may deviate from the requirements of the Debt Policy when, by resolution, the Sewer District's Board of Trustees finds that it is in the best interest to do so.

- **Interest Rate Swap Policy**

The Sewer District's Board of Trustees adopted an Interest Rate Swap Policy ("Swap Policy") on April 19, 2007, which established the Sewer 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 Sewer District and "Interest Rate



# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

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 Sewer District’s Debt Policy.

- **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 Sewer District’s Board of Trustees amended its capital asset policy on December 20, 2018. The Sewer 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:

<b><u>Description</u></b>	<b><u>Estimated Lives</u></b>
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 2022-2031**

### **OPERATION AND MAINTENANCE EXPENSES**

Over the past several years the Sewer 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; implementing electricity demand response/curtailment programs at the plants; 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 Sewer District's control, it is anticipated that O&M costs will increase over the forecast period.

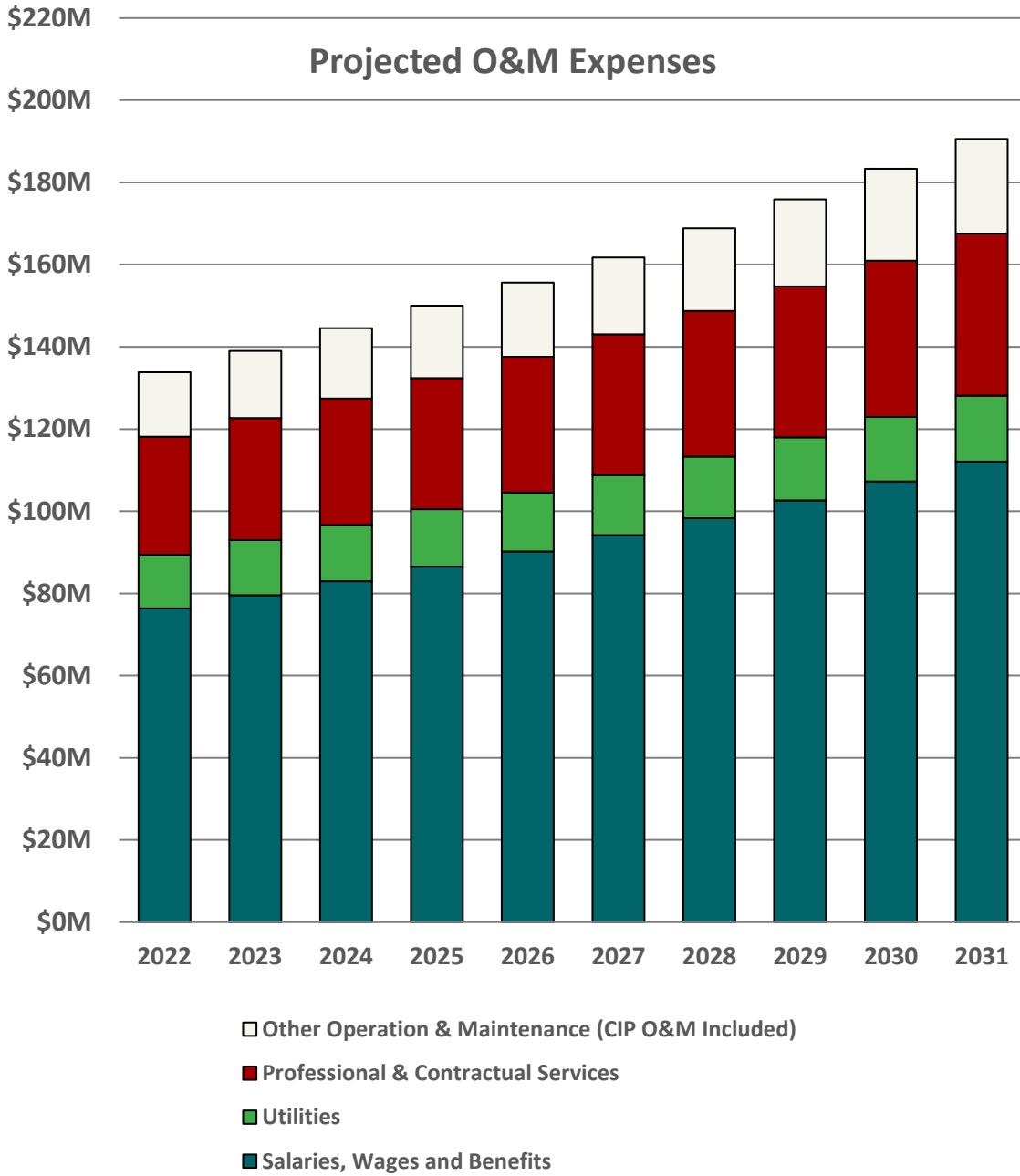
It is the Sewer District's practice to revise annually its financial plan for projecting a ten year period. Rate recommendations are presented to the Sewer District's Board of Directors in five year increments. As such, the forecast of O&M costs considers projected operational needs for the periods 2022 through 2031. Over the past decade, the Sewer District's O&M costs have increased annually by a compounded rate of 2.1% 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. Sewer 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.

Demand management at Southerly significantly reduces generation and transmission electricity costs and demand response/curtailment programs at the treatment plants provide additional energy savings. The regulatory components of the capital program will also affect the Sewer District's operating costs through additional staffing needs and other fixed and variable costs to operate and maintain the assets appropriately. However, certain projects have created operational efficiencies through green technology designed to reduce energy use. The Sewer 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 Sewer District staff and incorporated into the forecast of O&M costs over the planning period. Over the ten year

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

planning period, the projected O&M expenses are assumed to have a compounded rate of growth of 4.0%.



# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

### **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 Sewer District developed a ten year Capital Improvement Program (CIP) (2022 – 2031) based on its anticipated capital needs with projects separated by improvements to the core system assets (“Non-CSO Projects”) and improvements identified in the Sewer District’s Combined Sewer Overflow Long-Term Control Plan (CSO LTCP). The total capital needs for 2022 – 2031 are approximately \$2.3 billion.

- **Non-CSO Projects**

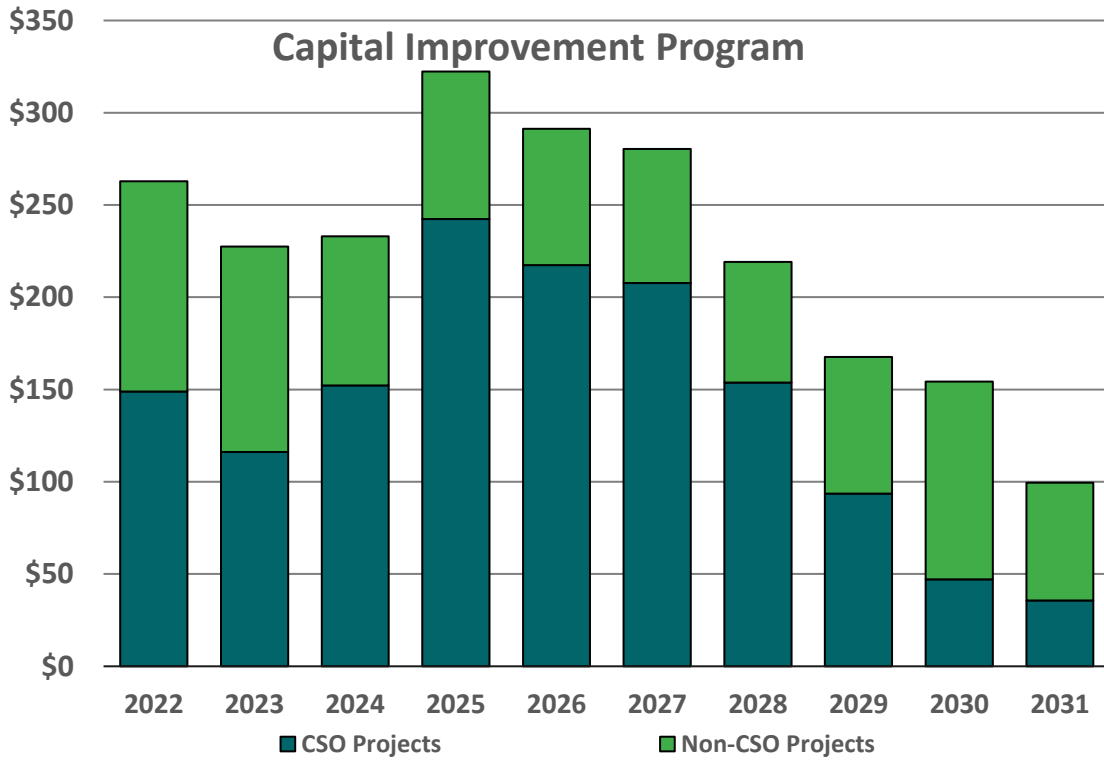
The Sewer District has identified approximately \$842.9 million in Non-CSO capital improvements in 2022 and over the ten year planning period. Primarily, these anticipated projects are related to various system improvements at the three wastewater treatment facilities, as well as specific costs associated with sewer interceptor repair and replacement.

- **CSO LTCP Projects**

In 2010, the Sewer 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 Sewer District has incorporated these anticipated costs into its annual capital planning initiatives. As such, the Sewer District has identified approximately \$1.4 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 2022-2031



### MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS

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

➤ Est. Construction Cost: \$82.6M, 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.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

### **❖ Shoreline Consolidation Sewer (1574)**

➤ Est. Construction Cost: \$51.5M, Start Date: 1st 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

### **❖ Shoreline Storage Tunnel (1536)**

➤ Est. Construction Cost: \$201.6M, Start Date: 2nd Quarter 2022

- 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.

### **❖ Pearl & Jennings Road Storage Tanks & Pump Station Upgrades (1548)**

➤ Est. Construction Cost: \$21.7M, Start Date: 4th Quarter 2022

- 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.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

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

➤ Est. Construction Cost: \$125M, Start Date: 1st Quarter 2023

- 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 Second Stage Aeration Improvements (1637)**

➤ Est. Construction Cost: \$24.2M, Start Date: 2nd Quarter 2023

- The Southerly Second Stage Aeration Improvements will rehabilitate aging equipment and structures that are part of the nitrifying activated sludge process. The major process components parts of this improvement project include ten three-pass aeration tanks, four process air compressors, ten final settling tanks, and seven Return Activated Sludge (RAS) screw pumps.
- Rehabilitate or replace the Process Air Compressors (PAC) at the second stage aeration process to provide an energy efficient system.
- Provide concrete rehabilitation to the Second Stage concrete exterior roof deck on the north and south sides of the Compressor Building.
- The existing four (4) channel blowers, intake filters, silencers and valves will be either re-built or replaced.
- Replace the existing four (4) aeration tank dewatering pumps, valves, piping and motors.

### ❖ **Southerly Tunnel and Consolidation (1622)**

➤ 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 2022-2023.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

### ❖ **Kingsbury Run Consolidation Sewer (1648)**

➤ Est. Construction Cost: \$84.4M, Start Date: 3rd Quarter 2024

- 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.

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

➤ Est. Construction Cost: \$32.9M, Start Date: 2nd 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 Sewer 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 2031.

### ❖ **Big Creek Tunnel (BCT-9099)**

➤ Est. Construction Cost: \$238.5M, Start Date: 1st 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 2031.



# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

### **FINANCING PLAN**

The Sewer 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 Sewer 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 Sewer District may consider utilizing the program again if appropriate. As of February of 2022, the Sewer District has not received funding from the Infrastructure Investment and Jobs Act and no such funding has been incorporated into this plan. The Sewer District will continue to explore options to gain access to this funding for our capital program and our member communities.

- **Internally Generated Capital**

The projection of revenue requirements over the planning period assumes the Sewer District will generate sufficient revenues internally to fund a majority (about \$1.3 billion) of the capital plan through 2031. By incorporating these costs into the financial plan and including them as a revenue requirement, the Sewer 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 Sewer District assumed an annual level of internally generated capital sufficient to exceed the Sewer District’s management debt service coverage target of 150% of total annual debt service. The Sewer District also has a financial policy that targets annually internally generating capital funding of 25% of the capital program. It is projected the Sewer District will meet and exceed its goal of 25% with an average 60.9% over the period through the end of projections in 2031.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

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

The Sewer 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 2022 is approximately \$59.7 million and grows to approximately \$65.4 million in 2031 due to interest earnings.

- **WPCLF Loans**

The Sewer District has consistently utilized the State of Ohio’s revolving fund loan program as a low-cost source for capital improvement projects. For modeling purposes, the Sewer District anticipates funding a portion of its capital requirements through WPCLF funds. The utilization of the WPCLF loan program is due to the ability to leverage historically low interest rates, flexibility in debt terms such as the option to borrow over a term of 30 years versus 20 years depending on the type of project and the ability to customize debt amortization, and there currently being no cap on annual funds available. It was determined that it would be advantageous for the Sewer District to leverage the WPCLF loans to meet a portion of its funding needs. The financial forecast assumes that new 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 \$1.0 billion in loan funded projects over the planning period.

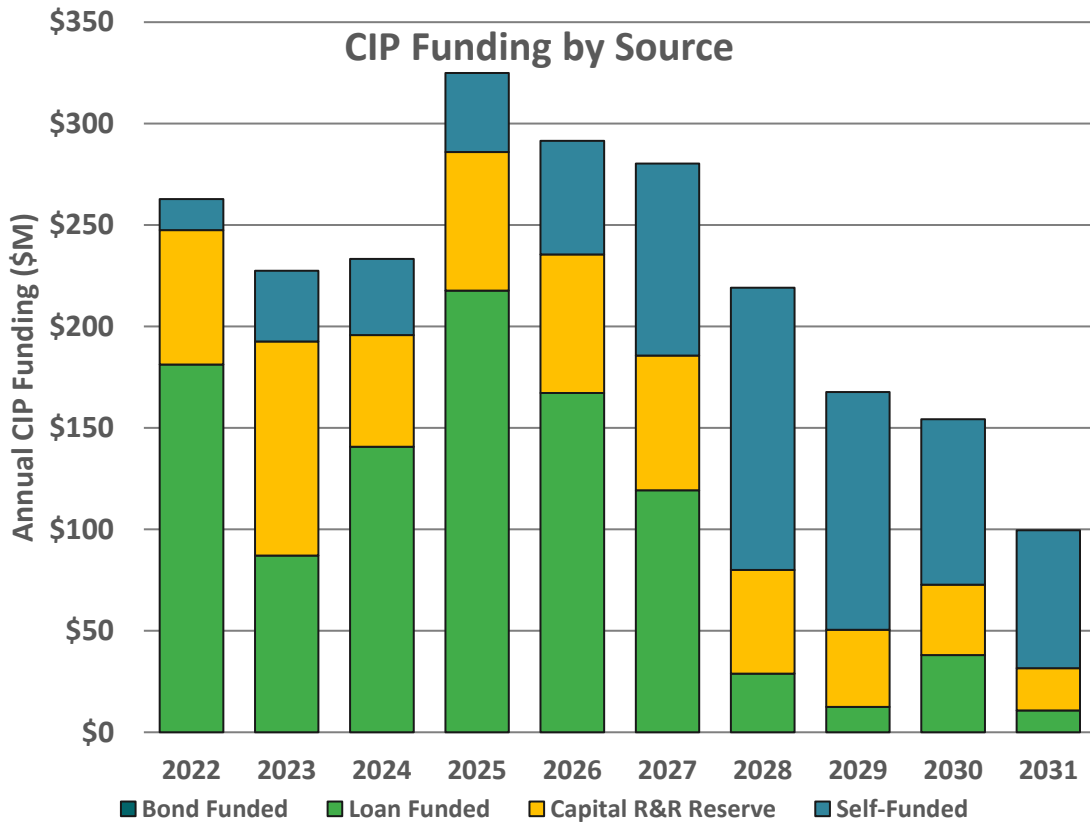
- **Revenue Bonds**

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

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

before the recent improvements to the WPCLF funding program. Revenue bonds had been the Sewer District’s primary capital funding source from 2007 to 2016. Currently, the ten year plan projects no new revenue bonds over the planning period. Finally, this plan projects the use of approximately \$52.0 million in 2022 to defease a portion of the outstanding series 2014 Bonds. This transaction will utilize available cash reserves to lower future debt service requirements.



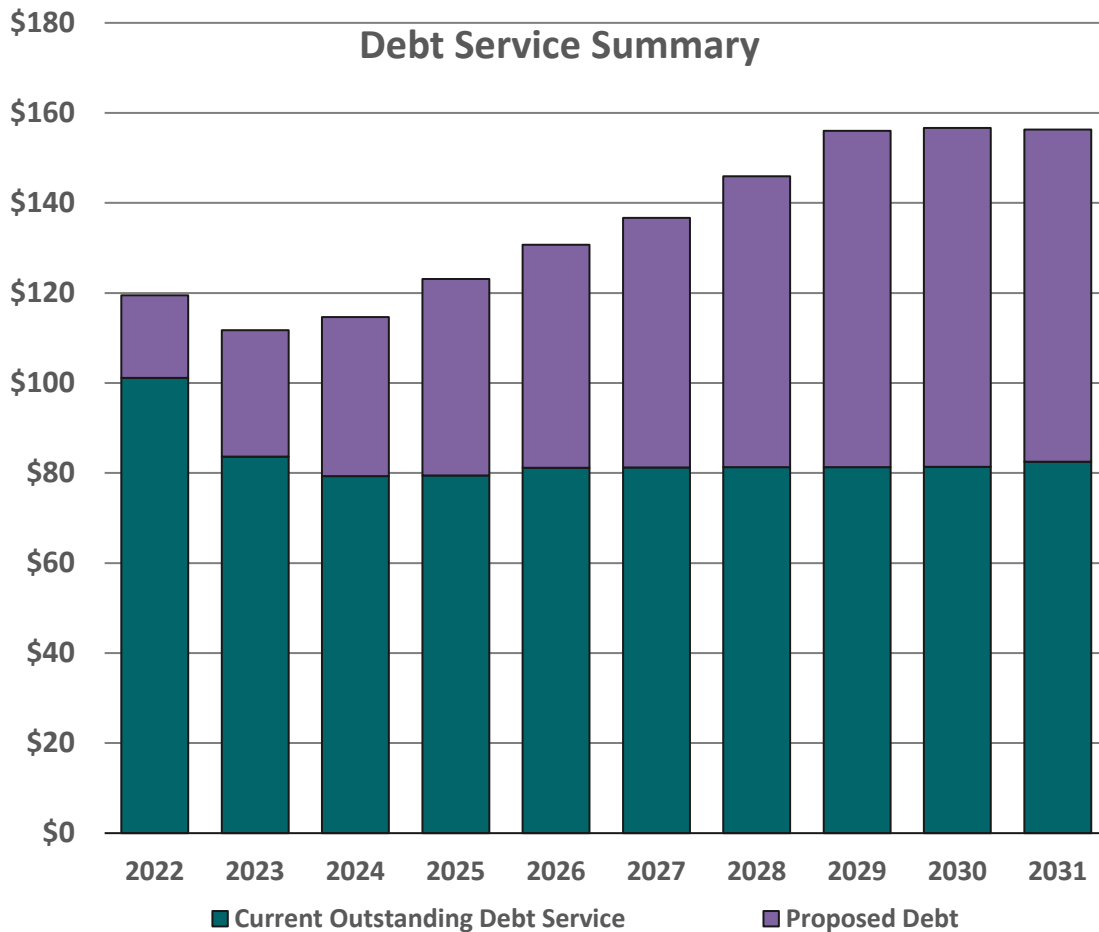
- **Debt Service Requirements**

The financial plan indicates the Sewer 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 Sewer District is obligated to pay approximately \$119.5 million in debt service associated with the Series 2010, Series 2013, Series 2014, Series 2016, Series 2017, Series 2019, Series 2020 and Series 2021 Wastewater Improvement Revenue and Revenue Refunding Bonds

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

and various WPCLF loans. This projection also includes savings of approximately \$2.1 million per year, resulting from the anticipated \$52.0 million defeasance of a portion of the outstanding series 2014 Bonds in 2022. As outlined above, the CIP financing plan assumes that over the next 10 years, the Sewer District will secure a portion of the CIP funding in WPCLF funds and issue approximately \$1.0 billion in WPCLF loans in total for the ten year period.



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 Sewer District's debt service repayment requirements will increase from \$119.5 million in 2022 to \$156.3 million in 2031. Although this represents a significant increase, the financing plan's emphasis on utilizing cash funding, WPCLF loans, and using reserves to retire older outstanding debt with higher interest rates. This approach lowered the Sewer District's annual debt service materially when compared to alternative financing approaches.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

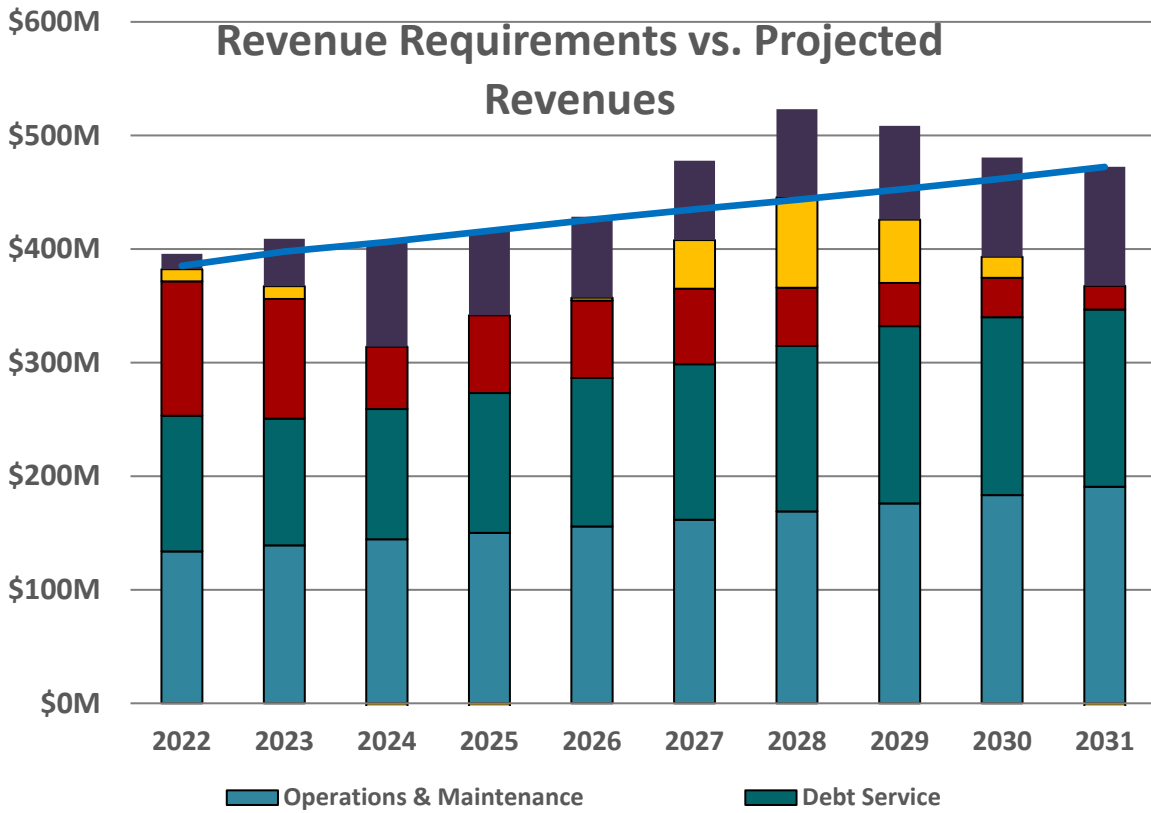
- **Revenue Requirements**

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. To address concerns related to revenue sufficiency and anticipated rate adjustments, a forecast of revenue requirements was developed based on the 2022 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. The Sewer District will project the annual collection rate at 96% for 2022-2031. The current Board approved rate increase of 4.2% annual began in 2022 through 2026 and a projected rate increase of 4.0% for the period of 2027 to 2031. In addition, the annual decrease in consumption will be 2% for 2022-2031.

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.

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031



- **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 Sewer District’s revenue bond Trust Agreement over the ten year planning period. The Sewer 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 Sewer District’s projected revenue requirements and debt service coverage targets.

# **Northeast Ohio Regional Sewer District**

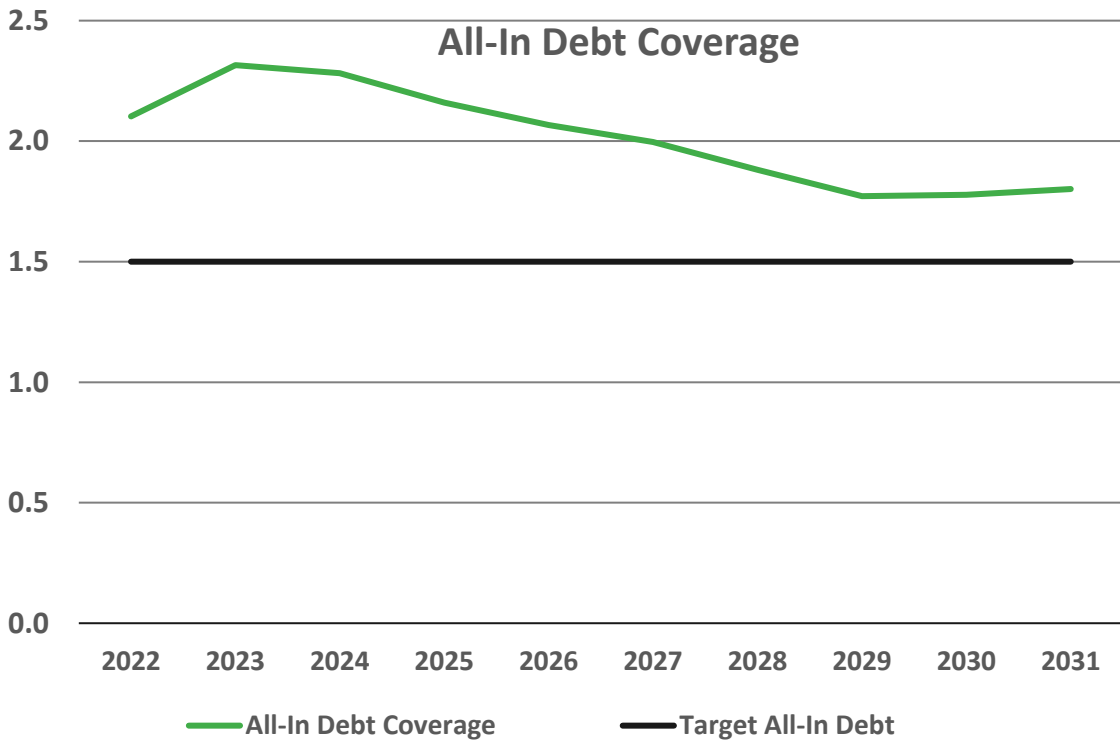
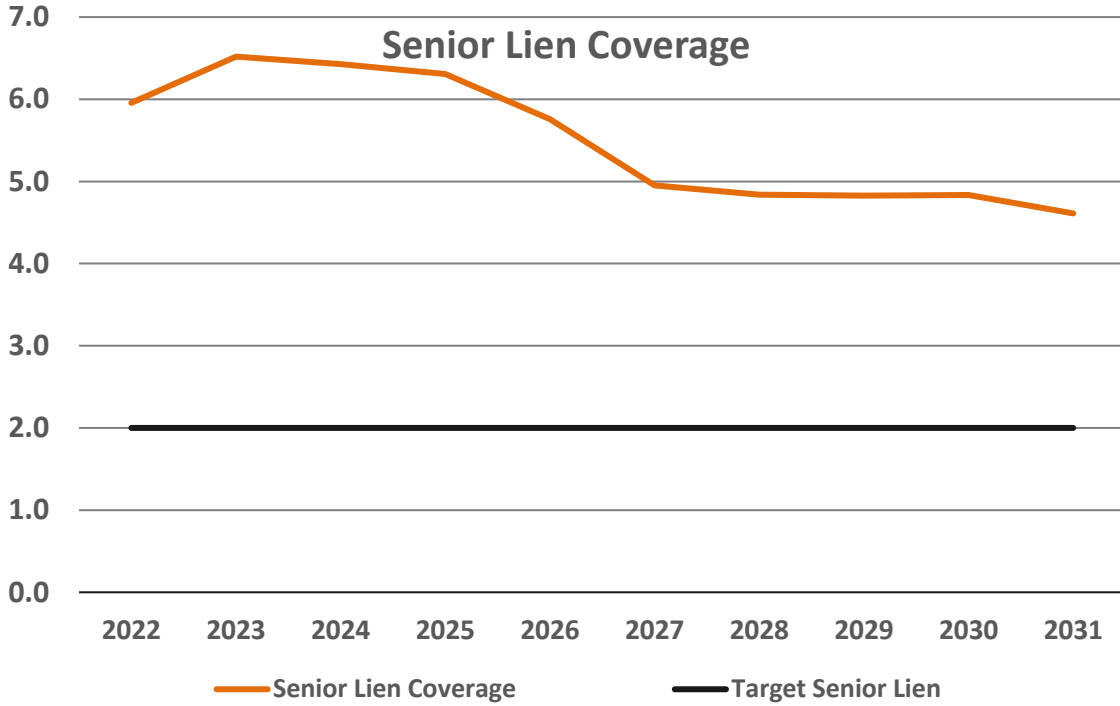
## **10 Year Long-Term Financial Plan 2022-2031**

- **Debt Service Coverage**

As a result of the Sewer 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 Sewer District currently has seven outstanding bond issues (Series 2010, 2013, 2014, 2016, 2017, 2019, 2020 and 2021 Bonds) which are senior to all other subordinate debt obligations. As outlined in the Sewer District's revenue bond Trust Agreement, the Sewer District must maintain net revenues available for debt service of no less than 115% of all bonds payable during that fiscal year. Additionally, the Sewer 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 Sewer 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 Sewer District ensured debt service coverage levels, particularly senior debt service coverage, were consistent with expectations required to maintain or increase the Sewer District's credit rating. In 2010, the Sewer District received a ratings upgrade from Standard and Poor's to AA+ and was reaffirmed in May of 2021, which will have a positive impact on the Sewer 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 461% and total debt service coverage never falls below 177%. The Sewer District satisfies coverage requirements for all forecasted years.

# Northeast Ohio Regional Sewer District 10 Year Long-Term Financial Plan 2022-2031





# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

- **Rate Structure**

Starting in 2017, the Sewer 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 2022, customers residing within the City of Cleveland, otherwise known as Sub-Sewer District 1, and customers residing outside the city limits (Sub-Sewer District 2) will both be assessed a rate of \$110.95 per Mcf of billed water consumption. The Sewer District’s Homestead Program provides a rate discount in both Sub-Sewer Districts for senior citizens and disabled customers. The Sewer District offers an Affordability rate to customers meeting certain income requirements.

Inflationary pressures and the need to fund \$2.3 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.

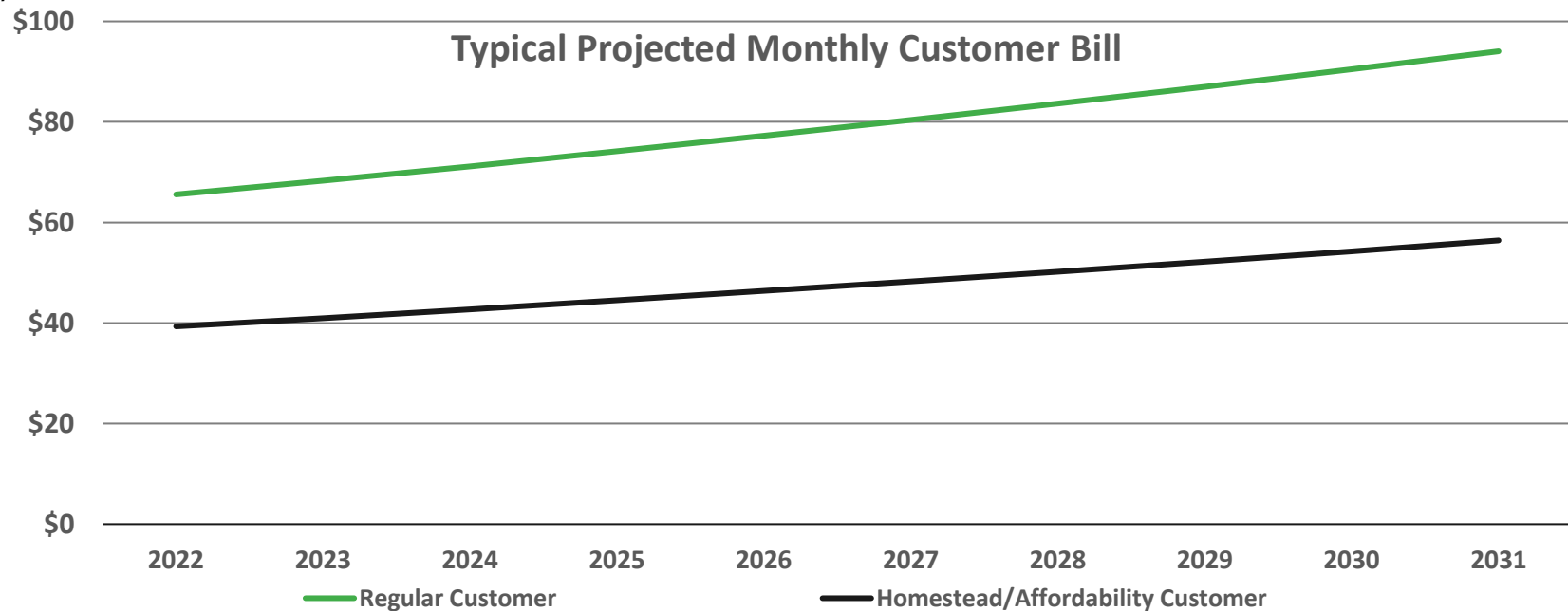
	Approved					Projected				
Projected Rates	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Fixed Cost Recovery Fee per Month</b>	\$10.10	\$10.50	\$10.95	\$11.40	\$11.90	\$12.40	\$12.90	\$13.40	\$13.95	\$14.50
<b>Affordability Fixed Cost Recovery Fee per Month</b>	\$6.05	\$6.30	\$6.55	\$6.85	\$7.15	\$7.45	\$7.75	\$8.05	\$8.35	\$8.70
<b>Rate Per Mcf</b>										
<b>Subdist.1 &amp; 2, Regular</b>	\$110.95	\$115.60	\$120.45	\$125.50	\$130.75	\$136.00	\$141.45	\$147.10	\$153.00	\$159.10
<b>Subdist.1 &amp; 2, Homestead / Affordability</b>	\$66.55	\$69.35	\$72.25	\$75.30	\$78.45	\$81.60	\$84.85	\$88.25	\$91.80	\$95.45

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

- 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-Sewer District 1 and Sub-Sewer District 2 with typical water consumption (.500 Mcf per month). Rate equalization is achieved in 2022 and henceforth the rates in Sub-Sewer District 1 and Sub-Sewer District 2 will be equal.

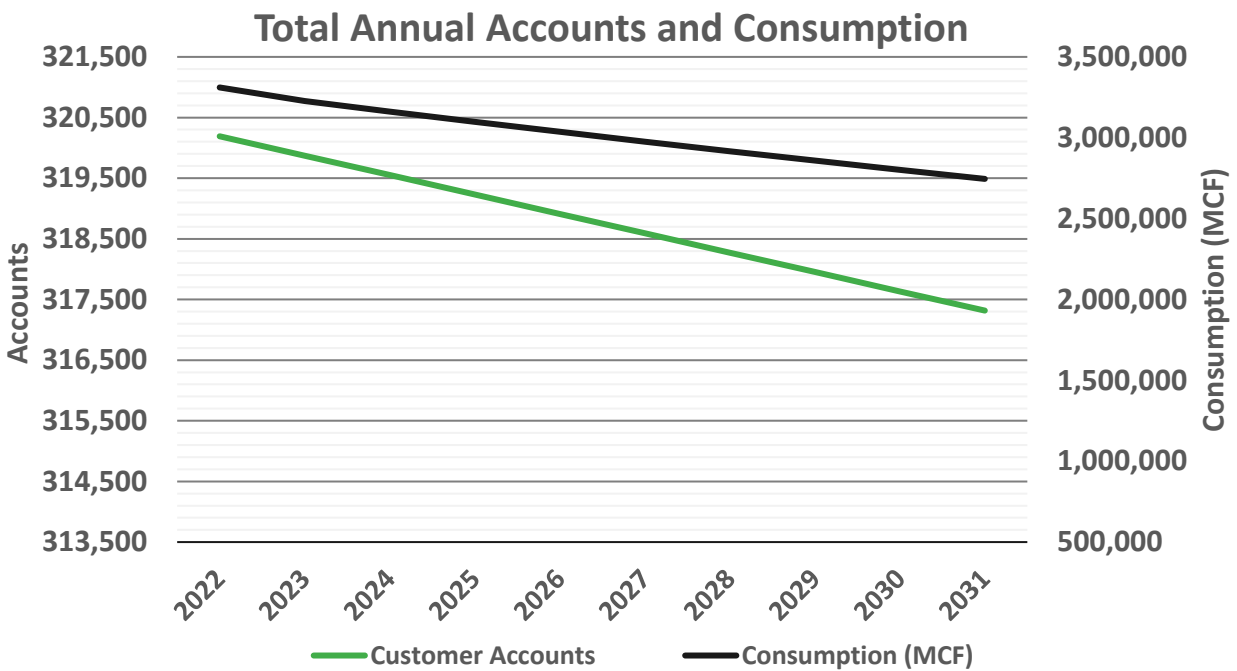


# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

- **Customer Accounts and Consumption**

The decline in historical customers and households has been less severe than the decline in consumption. From 2022 thru 2031, 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 a rate of 2% from 2022 through 2031 based on consumption history and forecasted decline in usage.



### **Reserves and Targets**

The Sewer 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 2022, 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 Sewer 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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

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 \$47.6 million by 2031.

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

The Sewer 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 2022 total approximately \$59.7 million. The Sewer District continues to accrue interest throughout our ten year period and projecting a balance of \$65.4 million by 2031.

- **Insurance Reserve**

Approximately \$18.0 million is currently being held in the Sewer 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 Sewer 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 Sewer District experienced significant payouts for a covered event. The Sewer District continues to accrue interest throughout our ten year period and is projecting a balance of \$18.6 million by 2031.

- **Rate Stabilization Reserve**

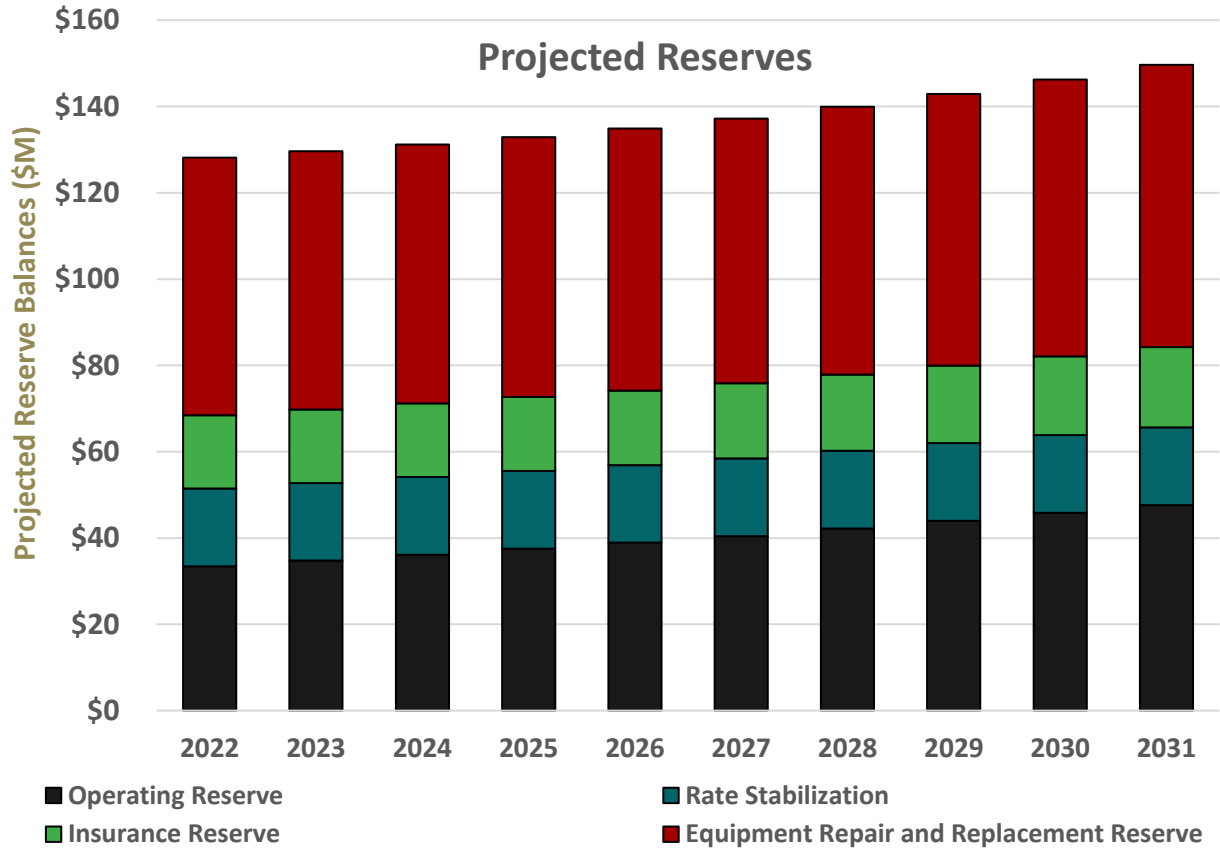
The Rate Stabilization Reserve exists to mitigate large, one-time rate increases. Rate stabilization reserves can smooth out rate increases by supplementing the increase in expenses with transfers from the fund. The benchmark for the Rate Stabilization Reserve is up to 5.0% of the annual rate revenue. The balance was \$18.0 million in the rate stabilization reserve at the beginning of 2022. Currently, the financial plan assumes no further contributions through the end of the forecasted period with an estimated balance of \$18.0 million in 2031.

- **Capital/Bond Project Accounts**

The Sewer 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. With the increased focus on using cash to fund the capital program and the anticipated defeasance of some higher interest rate bond debt, this plan projects a reduction in this account balance during the ten year period. The estimated funds at the end of 2022 total approximately \$312.9 million and we project a balance of \$165.7 million by 2031.

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031



# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

- Projected Reserve Balances

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>General Operating Reserve</b>	\$33,455,377	\$34,748,351	\$36,127,909	\$37,512,385	\$38,901,438	\$40,435,716	\$42,209,995	\$43,977,367	\$45,836,540	\$47,643,218
<b>Capital Equipment and Infrastructure R&amp;R Reserve</b>	\$59,713,022	\$59,832,448	\$59,952,113	\$60,251,873	\$60,703,762	\$61,310,800	\$62,077,185	\$63,008,343	\$64,110,989	\$65,393,209
<b>Insurance Reserve</b>	\$17,004,223	\$17,038,231	\$17,072,308	\$17,157,669	\$17,286,352	\$17,459,215	\$17,677,456	\$17,942,617	\$18,256,613	\$18,621,746
<b>Rate Stabilization Reserve</b>	\$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

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

- **Ratio Analysis**

The Sewer 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 Sewer District to maintain or improve upon the bond ratings assigned by various rating agencies. This will allow the Sewer District to minimize the cost of future borrowings for customers.

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

	<u>Preliminary</u>	<u>Projected</u>									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Operating Margin %	69.1%	65.3%	65.1%	64.4%	63.9%	63.5%	62.8%	61.9%	61.1%	60.3%	59.6%
Percentage by which operating revenues exceed operating expenses; indicates financial margin, <i>Target &gt;34%</i>											
Operating Ratio	30.9%	34.7%	34.9%	35.6%	36.1%	36.5%	37.2%	38.1%	38.9%	39.7%	40.4%
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	59.9%	55.6%	57.2%	56.9%	59.4%	57.7%	55.0%	52.1%	49.5%	47.4%	45.4%
Ratio of debt principle to net property, plant, and equipment <i>Target &lt;60%</i>											
Long-Term Debt Principle per Customer	\$5,834	\$5,718	\$6,146	\$6,376	\$7,083	\$7,258	\$7,247	\$7,083	\$6,841	\$6,649	\$6,386
<i>Dollars of long-term debt principle per customer</i>											
Days of Operating Cash On Hand	1,475	1,203	1,133	1,186	1,189	1,145	1,010	801	659	602	604
Days of operating cash on hand is cash and cash equivalents divided by daily cash expenses <i>Target &gt;400 Days</i>											
Senior Debt Service Coverage	5.77	5.96	6.52	6.43	6.31	5.76	4.95	4.84	4.83	4.84	4.61
Net operating income excluding depreciation over outstanding senior (revenue bond) debt service <i>Target &gt;1.25</i>											
Total Debt Service Coverage	2.58	2.10	2.32	2.28	2.16	2.07	2.00	1.88	1.77	1.78	1.80
Net operating income excluding depreciation over outstanding total debt service <i>Target &gt;1.0</i>											
Percent CIP Cash Funded	30.0%	31.0%	61.7%	39.7%	33.0%	42.6%	57.5%	86.8%	92.6%	75.3%	89.2%
Percentage of Capital Improvement Plan costs funded by revenues generated the same year <i>Target 25%</i>											

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

### Summary of Sewer Revenue and Revenue Requirements (in thousands)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Total Revenue</b>	<b>\$385,220</b>	<b>\$397,715</b>	<b>\$406,162</b>	<b>\$415,989</b>	<b>\$425,830</b>	<b>\$434,811</b>	<b>\$443,378</b>	<b>\$452,500</b>	<b>\$462,047</b>	<b>\$472,293</b>
<b>Revenue Requirements</b>										
Salaries, Wages and Benefits	76,333	79,556	82,940	86,497	90,235	94,166	98,301	102,653	107,233	112,057
Utilities	13,097	13,395	13,701	14,015	14,337	14,667	15,005	15,351	15,707	16,071
Professional & Contractual Services	28,665	29,694	30,759	31,865	33,011	34,199	35,431	36,709	38,034	39,408
Other Operations & Maintenance	15,726	16,349	17,110	17,673	18,023	18,711	20,103	21,196	22,372	23,037
<b>Total Operating Costs</b>	<b>133,822</b>	<b>138,993</b>	<b>144,512</b>	<b>150,050</b>	<b>155,606</b>	<b>161,743</b>	<b>168,840</b>	<b>175,909</b>	<b>183,346</b>	<b>190,573</b>
<b>Capital Costs</b>										
Debt Service	119,492	111,735	114,662	123,109	130,744	136,711	145,899	156,045	156,672	156,281
Internally Generated Capital	67,951	127,521	79,336	93,618	110,092	146,654	175,324	139,827	100,304	72,393
<b>Subtotal</b>	<b>187,443</b>	<b>239,255</b>	<b>193,997</b>	<b>216,727</b>	<b>240,836</b>	<b>283,365</b>	<b>321,223</b>	<b>295,872</b>	<b>256,976</b>	<b>228,673</b>
<b>Other (1)</b>	74,623	30,668	31,141	31,544	31,958	32,525	33,200	36,641	40,194	43,616
<b>Total Revenue Requirements</b>	<b>\$395,888</b>	<b>\$408,917</b>	<b>\$369,650</b>	<b>\$398,320</b>	<b>\$428,400</b>	<b>\$477,633</b>	<b>\$523,263</b>	<b>\$508,423</b>	<b>\$480,516</b>	<b>\$462,862</b>
<b>Net Annual Balance</b>	<b>(\$10,668)</b>	<b>(\$11,202)</b>	<b>\$36,512</b>	<b>\$17,668</b>	<b>(\$2,570)</b>	<b>(\$42,822)</b>	<b>(\$79,885)</b>	<b>(\$55,922)</b>	<b>(\$18,469)</b>	<b>\$9,431</b>

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



# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

### **REGIONAL STORMWATER MANAGEMENT PROGRAM**

The Sewer District’s founding Court Order required the Sewer 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 Sewer District.” The Sewer 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 Sewer 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 Sewer District’s Stormwater Code of Regulations (Title V), which the Sewer 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 Sewer District’s “authority” to implement the program as an Ohio Revised Code 6119 entity and issues related to the Sewer District’s stormwater fee. The Sewer District prevailed in the litigation and began the Stormwater Program in January 2013.

In July 2012, parties opposed to the Sewer District’s Regional Stormwater Management Program filed an appeal to the 8th Appellate Sewer District to seek a halt to the Regional Stormwater Management Program. On September 26, 2013, the Appellate Court halted the Sewer District’s Regional Stormwater Management Program by a 2 to 1 decision with a strong dissent. The Sewer 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 Sewer 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 Sewer District has the authority to implement the Regional Stormwater Management Program and collect the impervious surface fee. The Sewer District has restarted the Stormwater Program and resumed billing in July of 2016. The anticipated yearly estimated revenue from the Stormwater Program is around \$46 million in 2022 with annual Board approved rate increase of 4.2% annual through 2026.

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

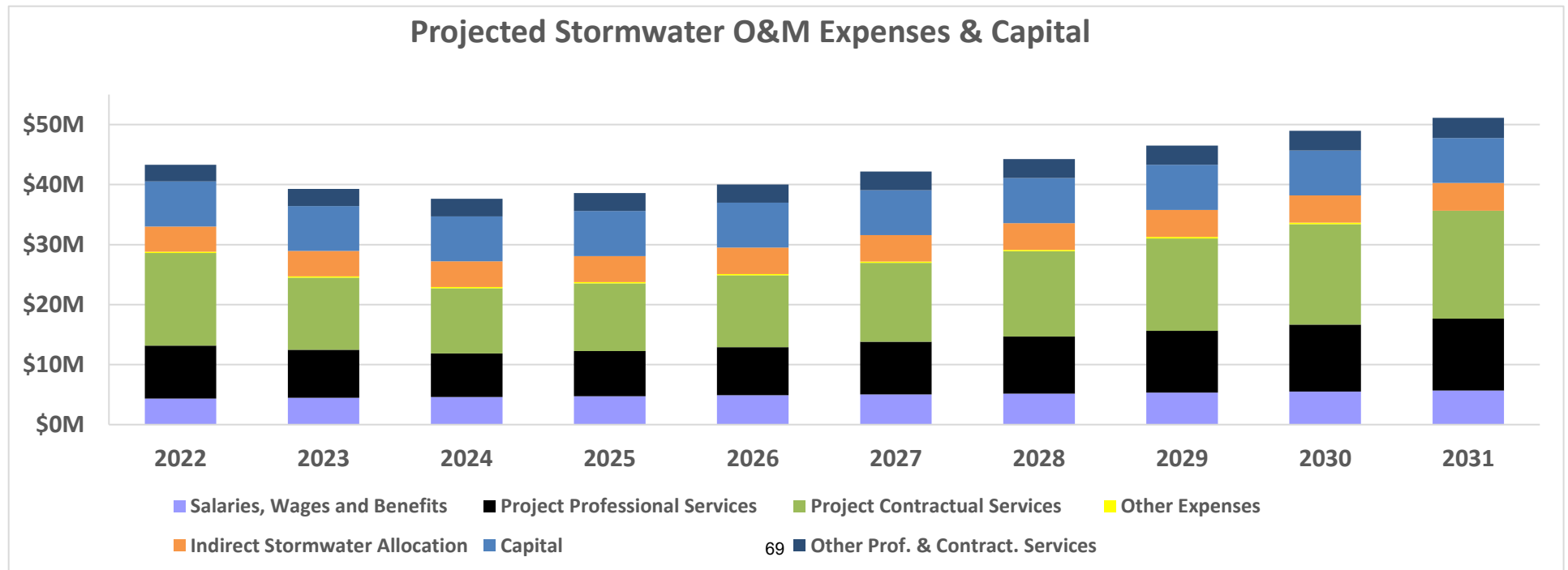
# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

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 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 Sewer District’s practice to revise annually its financial plan for projecting a ten year period. Stormwater rate recommendations are presented to the Sewer District’s Board of Directors in five year increments. As such, the forecast of O&M costs considers projected operational needs for the periods 2022 through 2031. 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. Sewer 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.

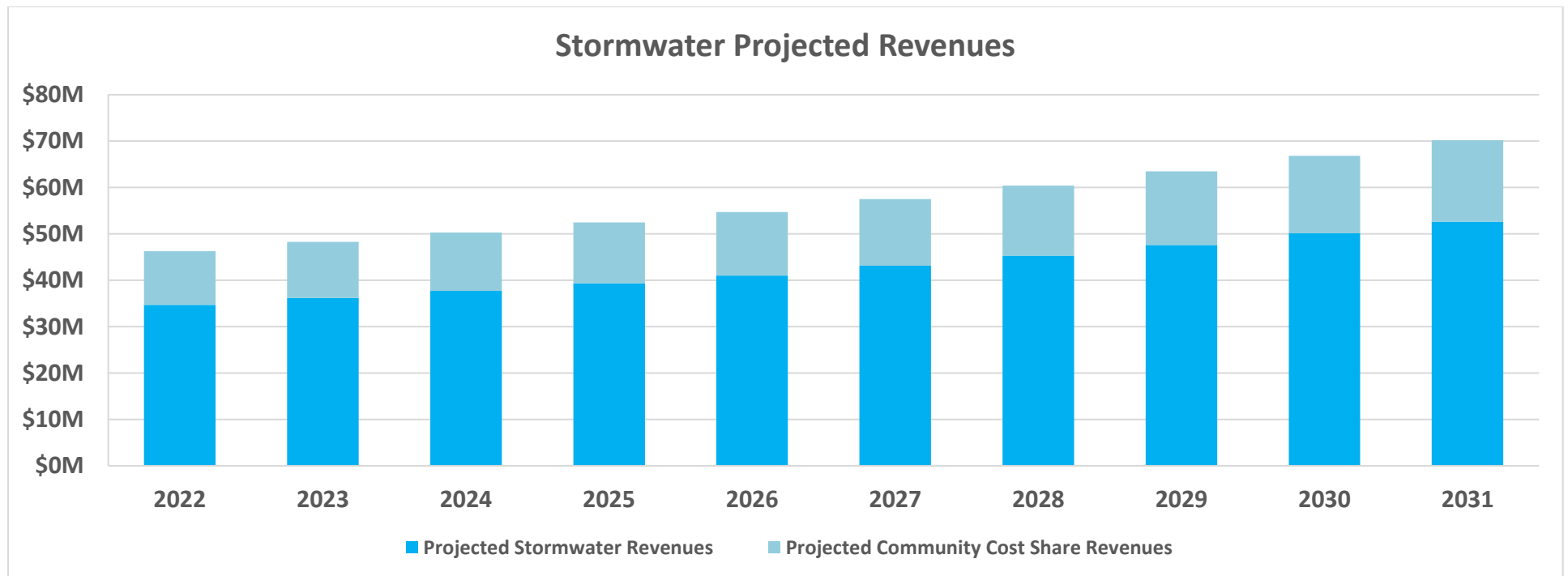


# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

### PROJECTED STORMWATER REVENUES

The Sewer District’s total stormwater revenue for 2022 is projected to be \$46.3 million. The projection includes the Community Cost Share (CCS) Program, where the Sewer District will allocate twenty-five percent of the Stormwater cash collections to member communities. Member communities can apply for these funds from the Sewer 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. The Sewer District will project the annual collection rate at 96% for 2022-2031. The current Board approved rate increase of 4.2% annual began in 2022 through 2026 and a projected rate increase of 5.0% per the rate study for the period of 2027 to 2031.



# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

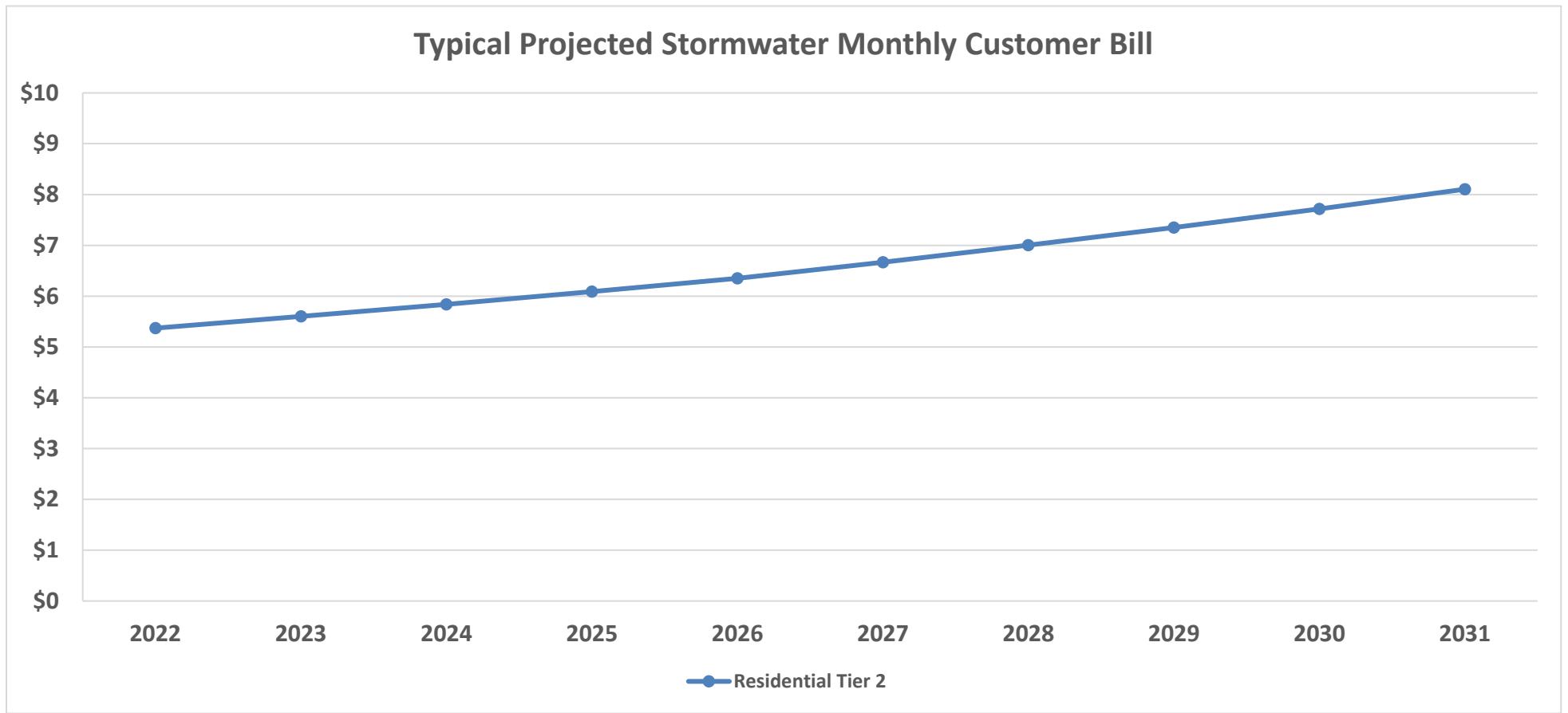
- **Stormwater Rate Structure**

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 \$5.37 per month in 2022. 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 2022 Stormwater Financial Plan, a Tier 1 house pays \$3.22 per month, a Tier 2 house pays \$5.37 per month, and a Tier 3 house pays \$9.66 per month. A typical non-residential property is billed based on the actual number of ERU of its impervious surface. Rates are approved from 2022-2026 for 4.2% and currently we project 5.0% annual increases in rates starting in 2027 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 Sewer 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>	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Residential Tier 1</b>	\$3.22	\$3.36	\$3.50	\$3.65	\$3.80	\$3.99	\$4.19	\$4.40	\$4.62	\$4.85
<b>Residential Tier 2</b>	\$5.37	\$5.60	\$5.84	\$6.09	\$6.35	\$6.67	\$7.00	\$7.35	\$7.72	\$8.10
<b>Residential Tier 3</b>	\$9.66	\$10.07	\$10.49	\$10.93	\$11.39	\$11.96	\$12.56	\$13.19	\$13.84	\$14.54
<b>Residential Homestead/Affordability</b>	\$2.16	\$2.25	\$2.34	\$2.44	\$2.54	\$2.67	\$2.80	\$2.94	\$3.09	\$3.24
<b>Non-residential All</b>	\$5.37	\$5.60	\$5.84	\$6.09	\$6.35	\$6.67	\$7.00	\$7.35	\$7.72	\$8.10
<b>Educational Economically Disadvantaged</b>	\$2.16	\$2.25	\$2.34	\$2.44	\$2.54	\$2.67	\$2.80	\$2.94	\$3.09	\$3.24

# Northeast Ohio Regional Sewer District 10 Year Long-Term Financial Plan 2022-2031



# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

- **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 2022, 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 \$9.8 million by 2031.

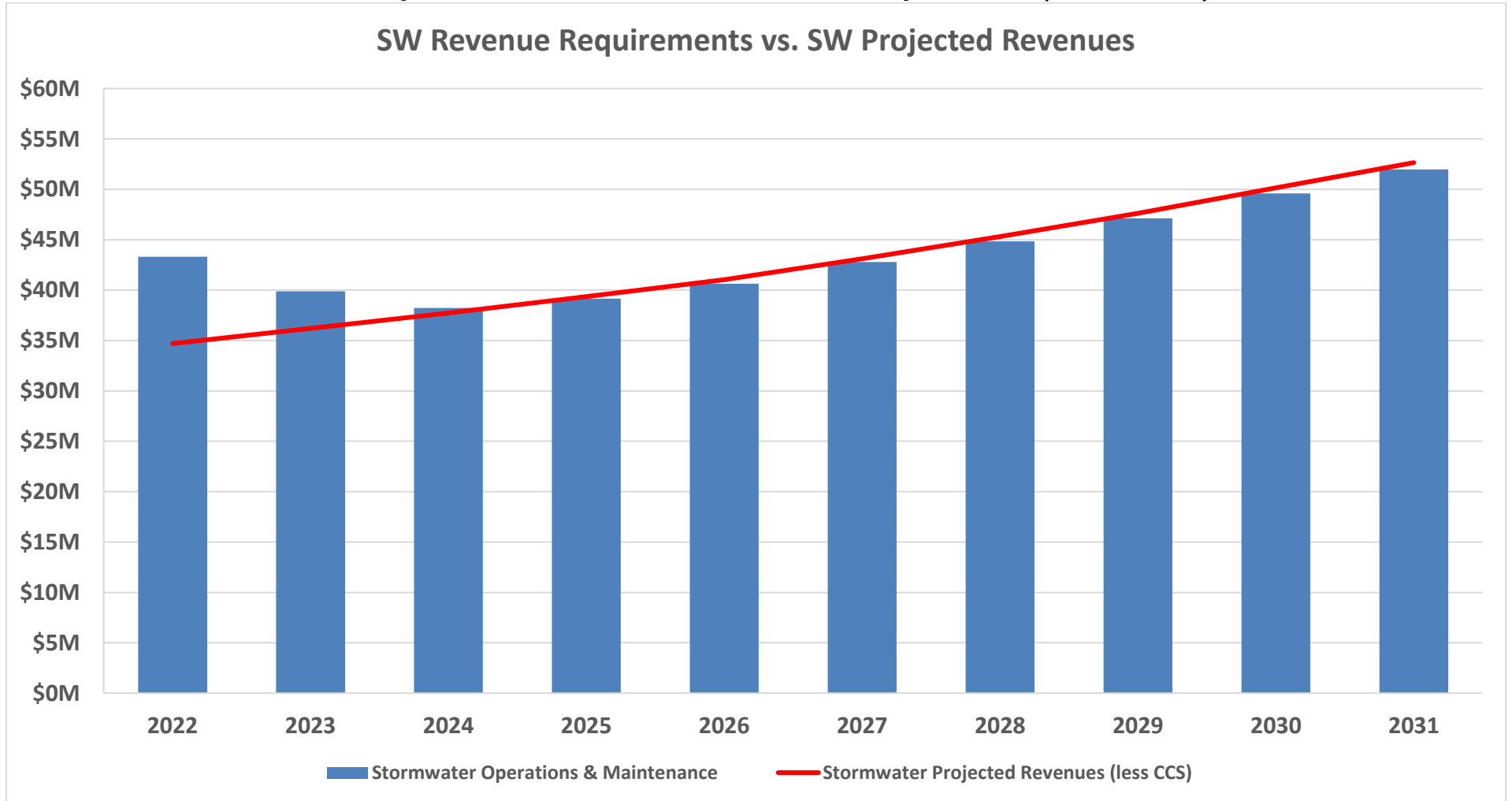
- **Projected Reserve Balance**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>General Stormwater Operating Reserve</b>	\$7,900,222	\$6,885,550	\$6,459,441	\$6,684,646	\$7,036,200	\$7,564,142	\$8,068,508	\$8,624,340	\$9,231,677	\$9,815,561

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

### Summary of Stormwater Revenue and Revenue Requirements (in thousands)



# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Net Revenue (less CCS)</b>	<b>\$34,733</b>	<b>\$36,234</b>	<b>\$37,767</b>	<b>\$39,385</b>	<b>\$41,073</b>	<b>\$43,161</b>	<b>\$45,356</b>	<b>\$47,662</b>	<b>\$50,184</b>	<b>\$52,692</b>
<b>Revenue Requirements</b>										
Salaries, Wages and Benefits	4,342	4,472	4,606	4,745	4,887	5,034	5,185	5,340	5,500	5,665
Other Prof. & Contr. Services (Non-Project)	2,800	2,856	2,913	2,971	3,031	3,091	3,153	3,216	3,281	3,346
Project Professional Services	8,811	6,920	7,040	7,480	8,000	8,760	9,480	10,280	11,160	12,000
Project Contractual Services	15,438	10,380	10,560	11,220	12,000	13,140	14,220	15,420	16,740	18,000
Other Allocations	0	600	603	606	609	612	615	618	621	624
Indirect Stormwater Allocation	4,200	4,242	4,284	4,327	4,371	4,414	4,458	4,503	4,548	4,593
Other Operations & Maintenance	210	214	218	223	227	232	236	241	246	251
<b>Total Operating Costs</b>	<b>35,801</b>	<b>29,684</b>	<b>30,224</b>	<b>31,572</b>	<b>33,125</b>	<b>35,283</b>	<b>37,347</b>	<b>39,618</b>	<b>42,096</b>	<b>44,479</b>
<b>Capital Costs</b>	<b>7,508</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
<b>Total Revenue Requirements</b>	<b>\$43,309</b>	<b>\$39,884</b>	<b>\$38,224</b>	<b>\$39,172</b>	<b>\$40,625</b>	<b>\$42,783</b>	<b>\$44,847</b>	<b>\$47,118</b>	<b>\$49,596</b>	<b>\$51,979</b>
<b>Net Annual Balance</b>	<b>(\$8,576)</b>	<b>(\$3,650)</b>	<b>(\$457)</b>	<b>\$213</b>	<b>\$448</b>	<b>\$378</b>	<b>\$509</b>	<b>\$544</b>	<b>\$588</b>	<b>\$713</b>



# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2022-2031**

### **CONCLUSION AND SUMMARY**

The Sewer District is faced with the challenge of being required to invest approximately \$2.3 billion in its wastewater system over the next ten years. The Sewer District is facing this challenge during a time of tremendous economic uncertainty. This 10 Year Long-Term Financial Plan incorporates the Sewer 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 Sewer 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 Sewer 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 Sewer 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 \$842.9 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 Sewer District will need to spend \$1.3 billion in cash and issue over \$1.0 billion in loan debt financing in the next ten years. The Sewer District analyzes capital funding options to optimize the use of available cash reserves, low interest loan financing, and other debt management best practices to produce the lowest debt service possible and least impact on rates. Nevertheless, the significant increase in 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 incorporates the Sewer District's Board approved 4.20% annual rate increases beginning in 2022 to 2026 then 4.00% projected rate increases from 2027-2031.

The Sewer District's Stormwater Management Program is in its fifth full year of operation in 2022. 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 Sewer District has Board approved 4.20% annual rate increases beginning in 2022 to 2026 then 5.00% projected from 2027-2031 and the established rates are supporting projected Operation and Maintenance expenses and capital needs of \$437.5 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 Sewer 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 Sewer District serves 97% of the City of Cleveland and all or portions of 61 communities in Cuyahoga, Lorain, Lake and Summit Counties. The Sewer District's service area contains a residential service population of approximately 956,000.

The Board of Trustees of the Northeast Ohio Regional Sewer District ("Sewer District") has exclusive authority and responsibility for establishing and maintaining the sewage service rates imposed for the services and facilities provided by the Sewer 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 Sewer 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 Sewer District in their respective areas. All Sewer District customers' bills are based on metered water consumption and are charged a Fixed Cost Recovery Fee per month.

For 2022, customers who reside within the City of Cleveland, otherwise known as Sub District 1, and customers who reside outside the city limits, otherwise known as Sub District 2, are assessed a rate of \$110.95 per MCF of billed water consumption. All customers are charged a fixed cost recovery fee of \$10.10 per month. In addition, the following cost saving programs benefit eligible Sewer 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 Sewer 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 1,413 wastewater and 406 stormwater only customers. The Sewer District continues to internally bill approximately 45 large commercial customers, as well as approximately 51 well water customers for their usage of the system.

The balance of the Sewer 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 granted, one or more extra meters are installed and maintained at the customer's expense to determine the quantity of

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

water which actually enters the system. Currently, only about 25 customers are billed using this alternative method.

Since 1993, the Sewer 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. Our residential customers have to request to be placed on the program.

### **Billing Process**

The Sewer 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 Sewer 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, once a customer’s account reaches a designated past due balance, a letter is mailed to the customer. The letter states that the account must be paid by a system designated date or the customer will be subject to further collection efforts, including possible termination of water service. Customers that fail to enter into a payment arrangement or pay the account in full are then issued a door hanger at their premise. On both the letter and door hanger, customers are informed that they have the right to contest their bills by appearing before a water review board. 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 arrangement is not arranged, water

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

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.

### **Rate Setting Process**

In 2021, the Sewer District along with the Stantec Consulting firm conducted a five-year rate study. The Sewer 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 Sewer 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 Sewer 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 Sewer 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 2022-2026 was adopted by the Board July 15, 2021.

### **2022 PROJECTED SEWER REVENUE**

For 2022 the Sewer District's total sewer service revenue is projected to be \$384.2 million, of which 99.6% is composed of user fees. The other 0.4% 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 Sewer District make up the other 10%. The revenue generated is based upon consumption, the number of customer accounts, and rate increases in effect for 2022. The historical trend of the Sewer District's billed consumption continues to decrease annually at an overall average rate of 2.0%.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

As part of the Sewer District's Rate Study, a demand analysis was performed to forecast the usage based on patterns of growth/decline. In this study, the Sewer 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 Sewer 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 Sewer District estimated a 2% decrease in consumption for City of Cleveland in 2022 and a 2% decrease in consumption for the suburbs. In addition to the consumption, the Sewer District annually projected a 4.0% uncollectable rate using 2021 trend analysis and using the average of 4.2% 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 Sewer District's Total Operating Revenue by Source indicates:

- 99.6 % of our 2022 Total Operating Revenue is composed of Sewer Service Fees.

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

- The Sewer District has increased wastewater rates on an average 8.3% since 2011. However due to the economy and reduction in demand, revenue has increased an average of 7.7% per year since 2011.

The Sewer District's Annual Metered Billing Quantities indicates:

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

The Sewer District's Billed Consumption since 1993 indicates:

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

The Sewer District's Average Monthly Residential Bill indicates:

- An average monthly residential bill is 0.5 MCF.
- An average increase of an 4.0% fee for Sub District 1 and Sub District 2 on 2022 monthly bills.

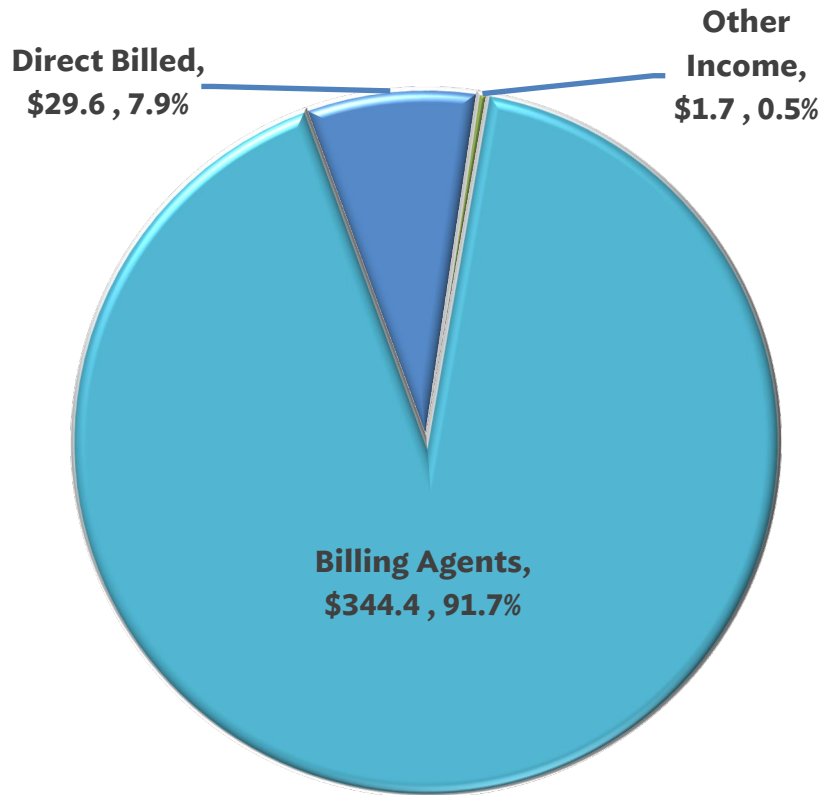
The Sewer District's Principal Employers in the Cuyahoga County area indicates:

- An overall increase of approximately 1.1% in the number of total Cuyahoga County employment over a 10 year comparison period.

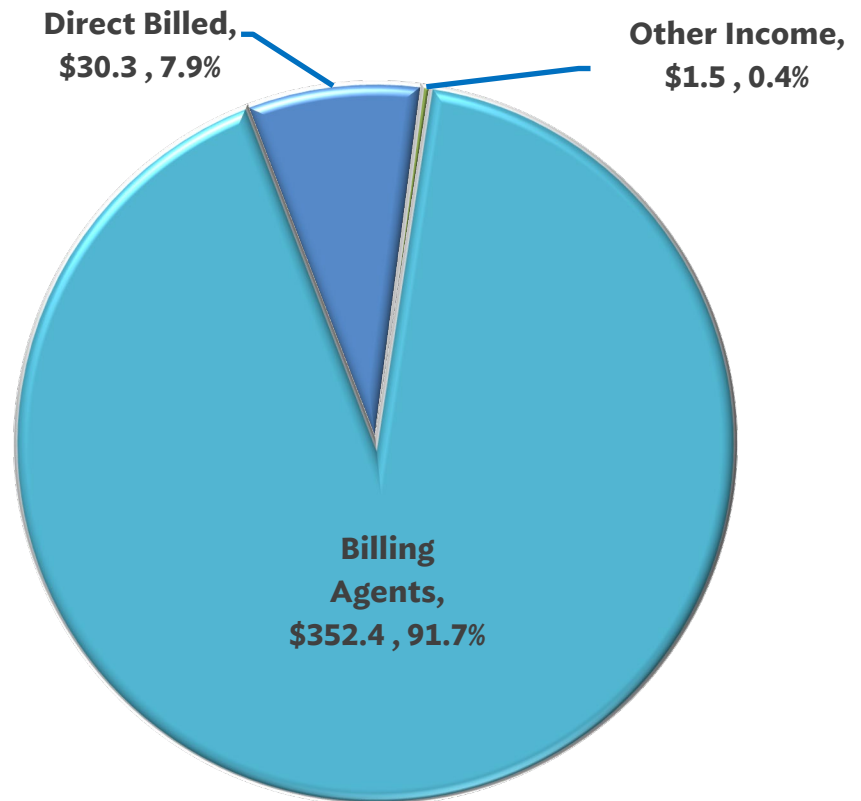
# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Total Sewer Service Operating Revenue by Source

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**2021 Sewer Revenue  
Preliminary Actual  
\$375.8 million**

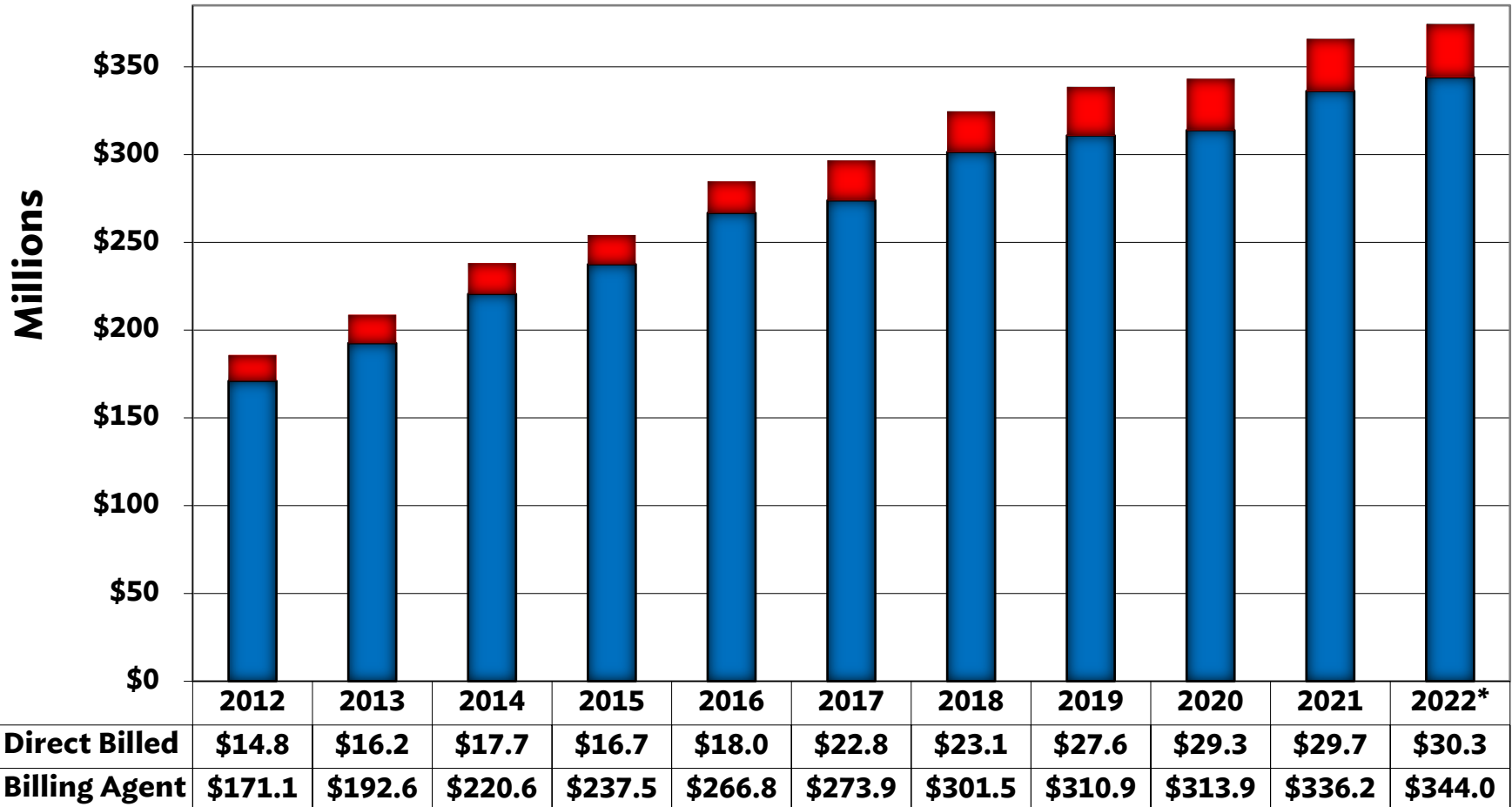


**2022 Sewer Revenue  
Budget  
\$384.2 Million**

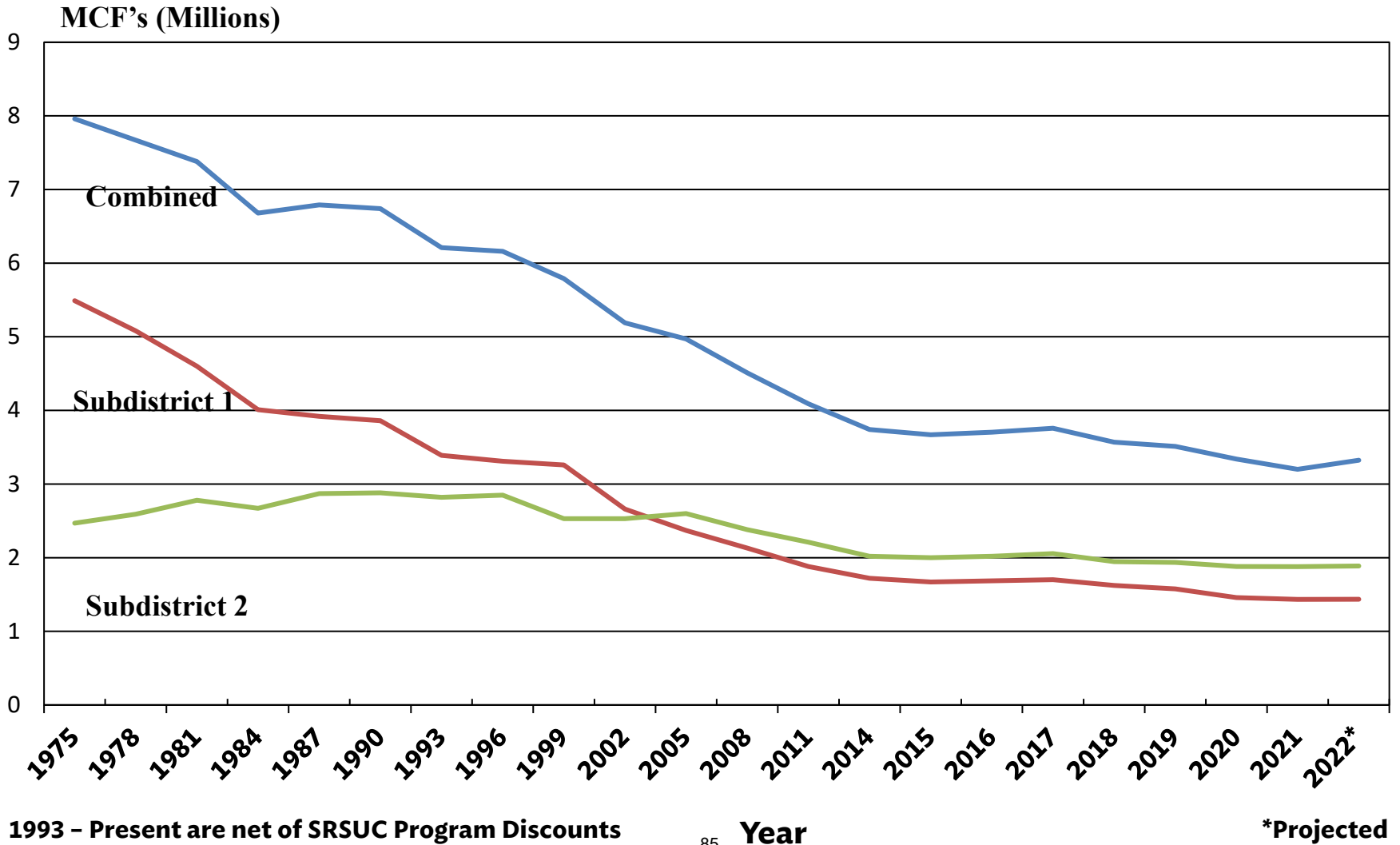


# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Historical Summary of Sewer Service Fee Revenue



# NORTHEAST OHIO REGIONAL SEWER DISTRICT Billed Consumption



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**ANNUAL METERED BILLING QUANTITIES**  
**2016-2022**  
**(IN THOUSANDS OF CUBIC FEET)**

	2016	2017(1)	2018	2019	2020	2021	Projected 2022
<b>Subdistrict 1</b>							
City of Cleveland	1,613,081	1,628,557	1,531,107	1,499,699	1,387,748	1,379,569	1,379,882
Direct Billed	71,852	73,147	91,299	75,785	71,295	54,660	54,672
Total Subdistrict 1	<u>1,684,932</u>	<u>1,701,704</u>	<u>1,622,406</u>	<u>1,575,484</u>	<u>1,459,042</u>	<u>1,434,228</u>	<u>1,434,554</u>
<b>Subdistrict 2</b>							
City of Cleveland	1,658,081	1,809,268	1,711,845	1,684,339	1,641,212	1,645,807	1,653,930
Berea	60,582	57,855	55,896	55,677	56,900	54,574	54,844
Cleveland Heights	140,147	0	0	0	0	0	0
North Royalton	12,670	12,033	11,814	11,340	11,931	11,720	11,778
Direct Billed	49,686	167,552	157,196	174,957	160,116	158,038	158,818
Subtotal Subdistrict 2	<u>1,921,167</u>	<u>2,046,707</u>	<u>1,936,751</u>	<u>1,926,313</u>	<u>1,870,160</u>	<u>1,870,139</u>	<u>1,879,369</u>
Master Meters	<u>97,367</u>	<u>8,812</u>	<u>9,822</u>	<u>9,240</u>	<u>9,420</u>	<u>8,804</u>	<u>8,495</u>
Total Subdistrict 2	<u>2,018,534</u>	<u>2,055,519</u>	<u>1,946,573</u>	<u>1,935,553</u>	<u>1,879,580</u>	<u>1,878,942</u>	<u>1,887,864</u>
Total Service Area	<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>3,338,622</u></u>	<u><u>3,313,170</u></u>	<u><u>3,322,418</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.

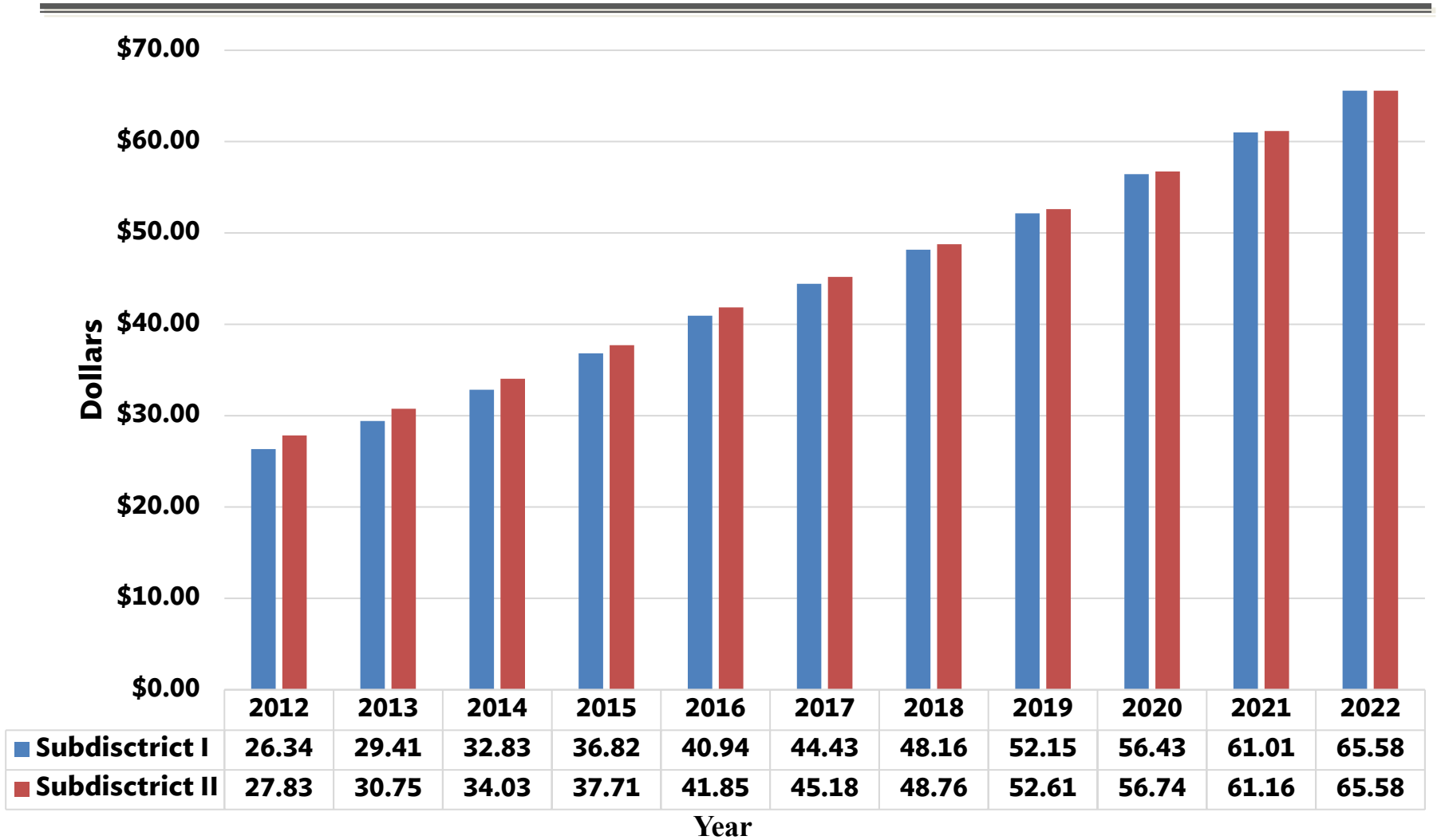
For years 2012-2015, Consumption of Master Meter Suburbs is presented at 70%, 65%, 60% and 55%; respectively, of their total consumption, which is the billing basis.

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 2012-2022 (0.500 MCF)



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STORMWATER RATES, BILLING AND COLLECTION PROCEDURES-**

### **2022 PROJECTED STORMWATER REVENUE**

In 2015 the Ohio Supreme Court's favorable ruling on our Stormwater Management Program allowed the Sewer 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 Sewer District's stormwater service fee revenue for 2022 is projected to be \$46.3 million. The projection includes the Community Cost Share Program, where the Sewer District will allocate twenty-five percent of the Stormwater cash collections to member communities. Member communities can apply for these funds from the Sewer 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. During 2021, a Stormwater Rate study was completed and resulted in a annual stormwater rate increase of 4.2% annual from 2022-2026. The 2022 approved rate for one ERU is \$5.37 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 2022-2026 Stormwater Financial Plan, in 2022, a Tier 1 house pays \$3.22 per month, a Tier 2 house pays \$5.37 per month, and a Tier 3 house pays \$9.66 per month. In 2022, residential customers that qualify for the Sewer District's Homestead or Affordability program are charged a reduced monthly Stormwater fee of \$2.16 per month regardless of tier. A typical non-residential property is billed based on the actual number of ERU of its impervious surface.

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 Sewer 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.

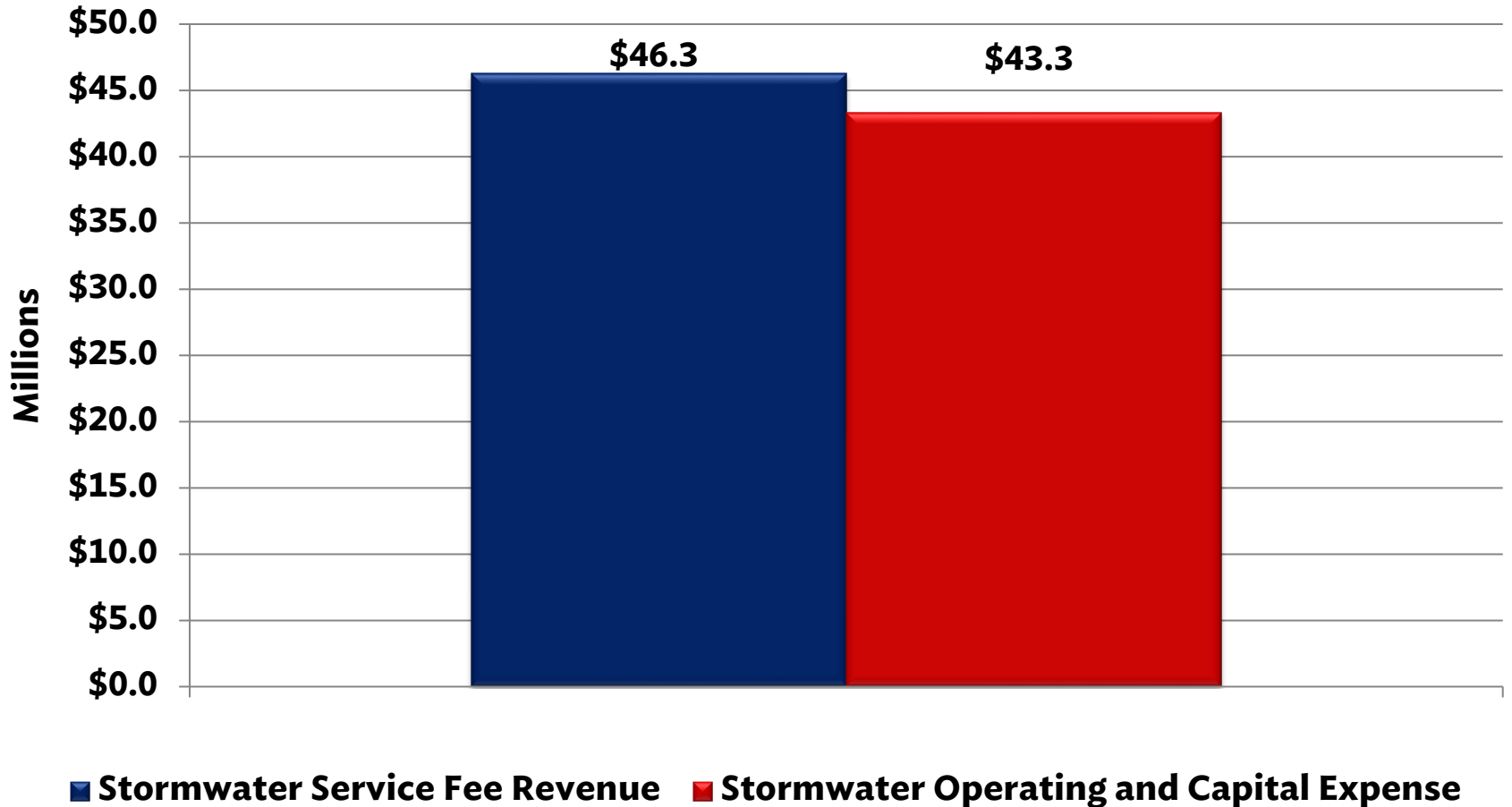
**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**STORMWATER RATES, BILLING AND COLLECTION PROCEDURES -**

**2022 PROJECTED STORMWATER REVENUE – continued**

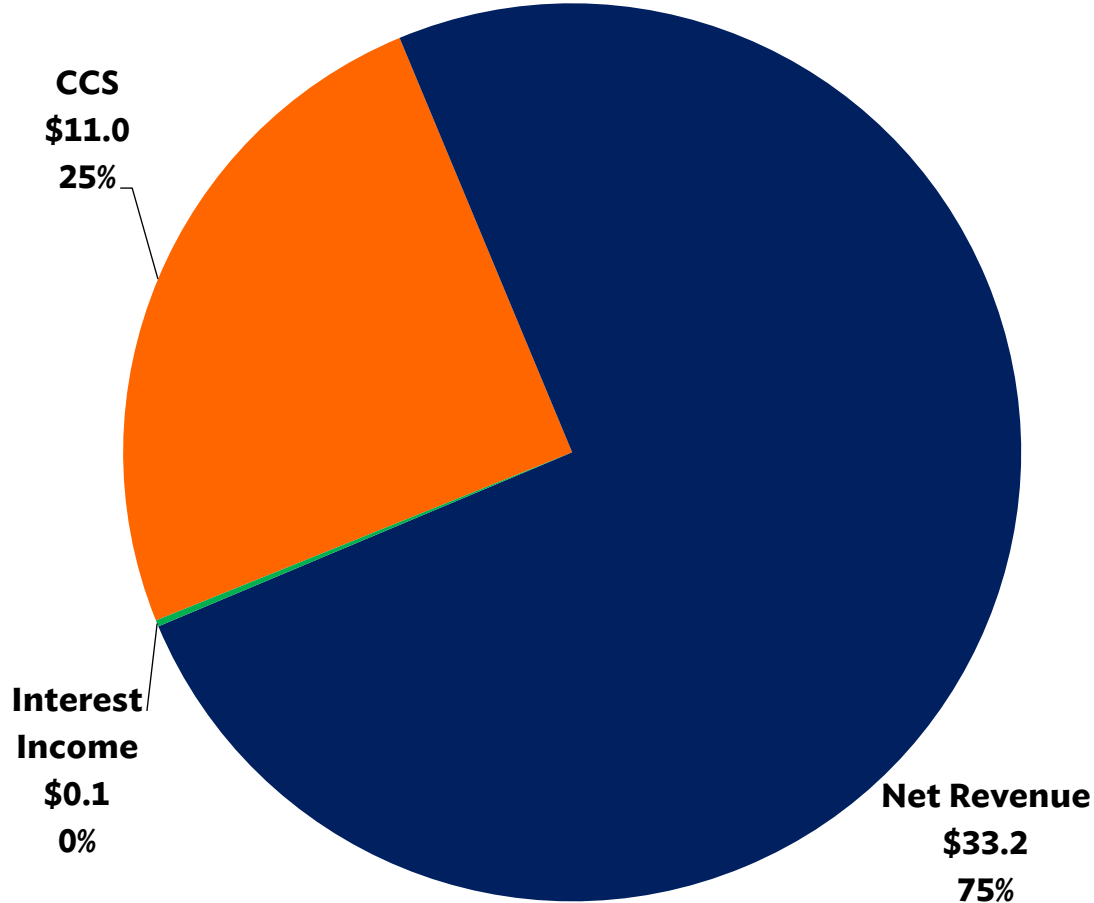
Also included into our Regional Stormwater Management Program is a Stormwater Education Credit available to area school districts and independent schools. The program is designed to promote the importance of healthy drainage systems. The provided curricula will adhere to Ohio State Standards and be available 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

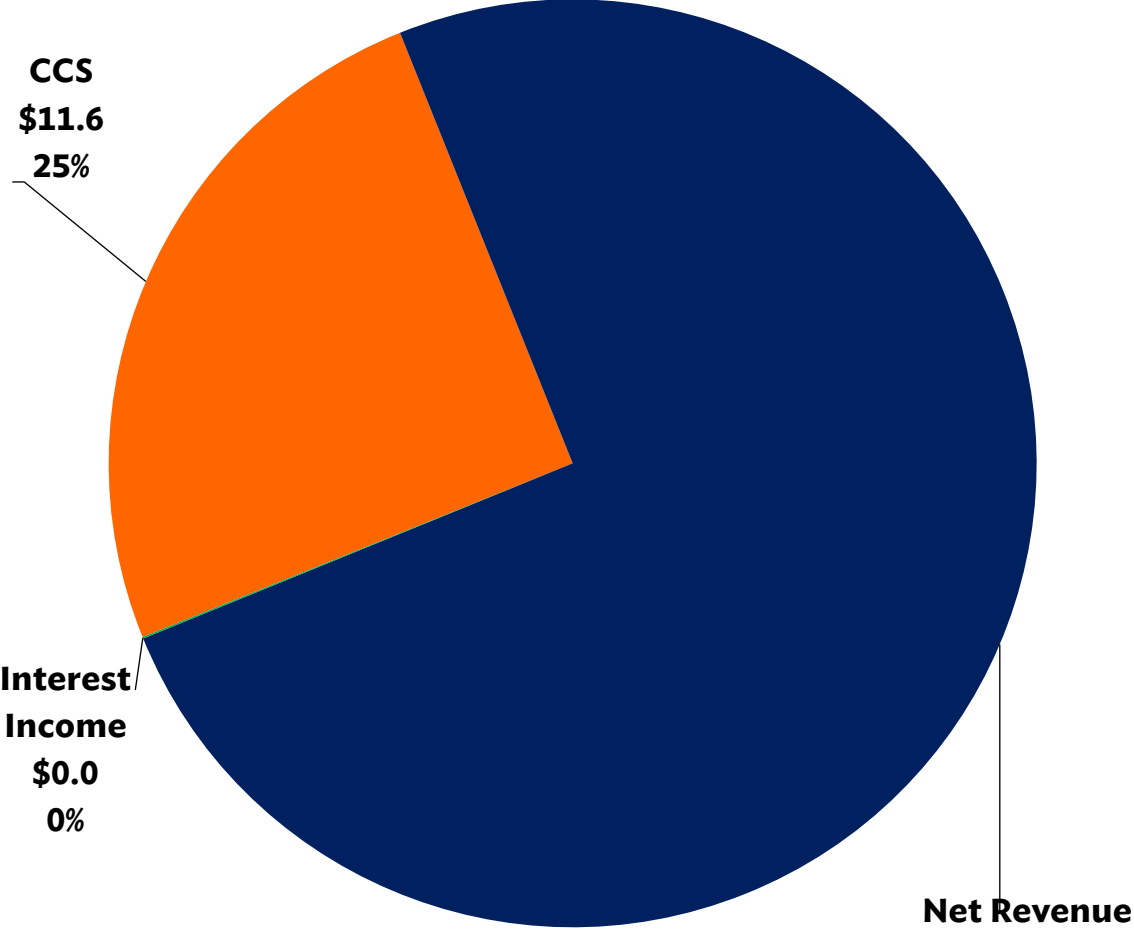
## 2022 Stormwater Budgeted Revenue & Expense



# NORTHEAST OHIO REGIONAL SEWER DISTRICT Total Stormwater Operating Revenue by Source



**2021 Revenue - Unaudited Actual  
\$44.3 Million**



**2022 Revenue - Budget  
\$46.3 Million**



# ACCOUNTING & BUDGET PROCESS



**Northeast Ohio  
Regional Sewer District**

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 BUDGET INTRODUCTION**

### **Basis of Accounting**

The Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer District is user fees charged to residential, commercial and industrial customers that send wastewater flow to the Sewer District's Wastewater Treatment Plants through its collection system.

### **Annual Budget Process**

The Sewer 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 Sewer 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 Sewer District is able to limit the necessity to finance all Capital Projects and control its level of debt.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 BUDGET INTRODUCTION - continued**

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

The Sewer 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 Sewer 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 Sewer District does not budget for any increase in fair value of investments or gains and losses on equipment disposals. The Sewer District must adopt a budget that is within the parameters of the 2022-2026 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, 2020 and 2021. Particularly, the Debt Service Coverage covenant requires the Sewer 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 Sewer 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, 2020 and 2021 Trust Agreements.

### **Budgetary Control**

General provisions regulating the Sewer District's budget and appropriation procedures are set forth in the Ohio Revised Code. The Chief Executive Officer is required to submit the Sewer 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 Sewer 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 Sewer 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**

## **2022 BUDGET INTRODUCTION - continued**

### **Budgetary Control-continued**

review. Any adjustments requested by the Finance Committee panel are than incorporated into the budgets and submitted to the Board for their adoption. The revised adopted budgets reflect the amendments made to the 2022 budgets presented to the Board on June 17, 2021. 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**

## **2022 BUDGET PROCESS**

The 2022 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 2022 plus the change in unbilled revenues between the beginning and end of 2022. 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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 BUDGET PROCESS**

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
  6. Organizational Coding Structure-2021 Budget Centers
  7. Chart and Definitions of 2021 Operating Expense Accounts
  8. Chart and Definitions of 2021 Capital Accounts
  9. 2021 Description of Services Provided Document
  10. 2021 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.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 BUDGET PROCESS**

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 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 - PBCS
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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 BUDGET PROCESS**

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 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



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 BUDGET PROCESS**

- 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

- 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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2022 BUDGET PROCESS**

- 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 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**

## **2022 BUDGET CALENDAR**

### **TIMETABLE FOR PREPARATION OF THE 2021 ANNUAL BUDGET**

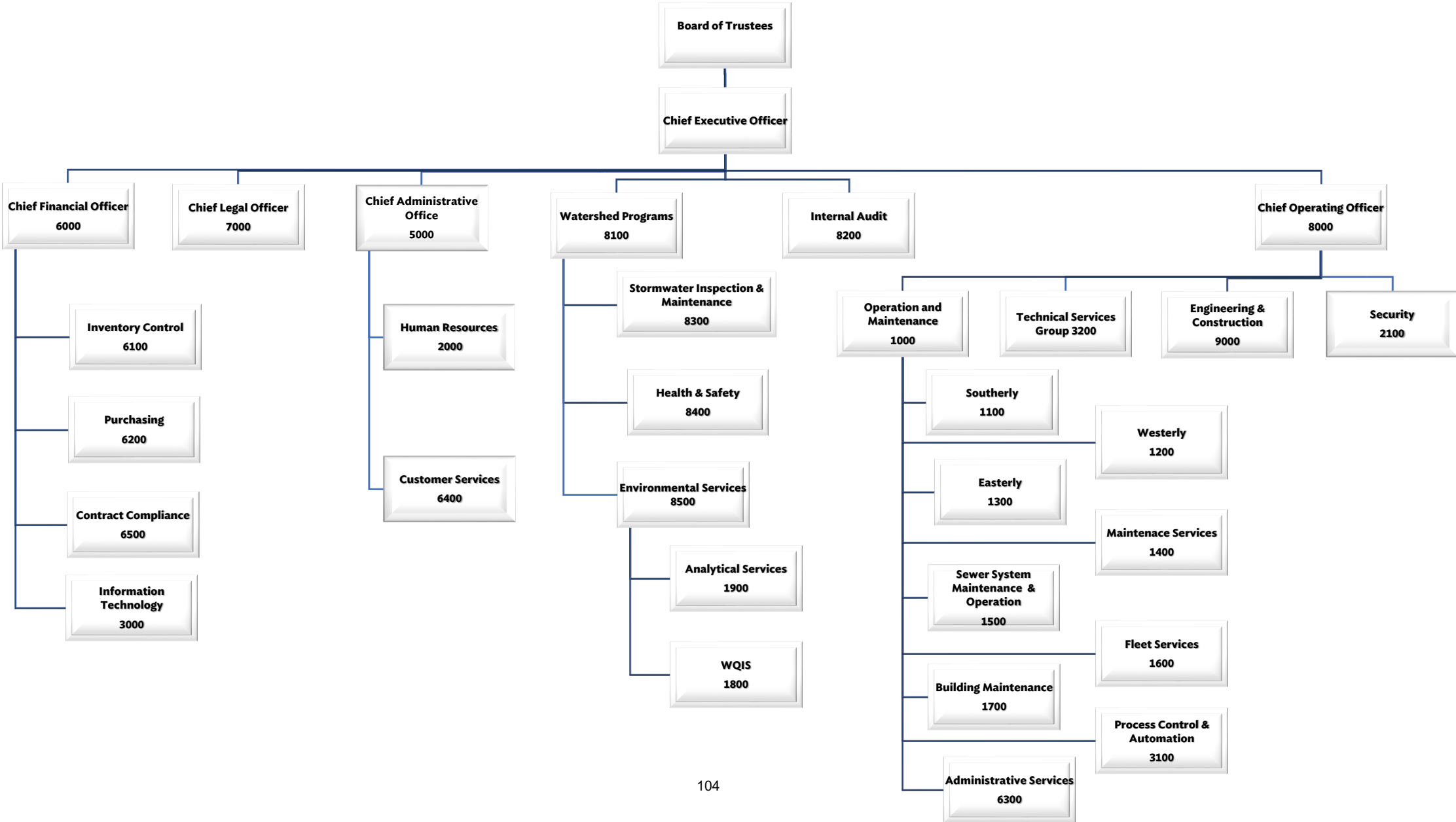
Monday	10/04/21	Chief Financial Officer - Budget Kick-off Memo.
Thursday	10/21/21	PBCS Training.
Wednesday	10/27/21	Working 2022 Budget (PBCS) will be open for users.
Friday	11/05/21	2022 IT Budget Request to IT Department.
Friday	11/05/21	EMSC and GJM Administration Building budget centers' equipment repair and maintenance and meeting requests to Administrative Services.
Friday	11/05/21	2022 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	11/05/21	2022 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	11/05/21	Anticipated bid/proposal information that will be advertised or require legal notices to Purchasing.
Friday	12/17/21	Working 2022 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 2022 PBCS.
Wednesday	12/22/21	SST workshop on overall budget. Discussion of priorities, if needed.
Monday	1/3/22- 1/21/22	Budget Centers' Budget Committee Review with Budget Center Heads.
Friday	1/28/22	Description of Services Provided to Finance.
Thursday	3/08/22	Presentation of Finance Committee Review Budget.
Thursday	3/17/22	Anticipated Adoption of the Amended Budget by Board of Trustees

# 2022 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. 103-22

-----  
AUTHORIZATION TO AMEND RESOLUTION NO. 188-21 TO APPROVE THE DISTRICT'S OPERATING AND CAPITAL BUDGETS FOR THE FISCAL YEAR ENDING DECEMBER 31, 2022, AS PRESENTED.  
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**WHEREAS**, the District is required by law to adopt operating and capital budgets for the succeeding fiscal year by July 15<sup>th</sup> of the prior year; and

**WHEREAS**, on June 3, 2021, the Board of Trustees adopted Resolution No. 188-21, which adopted the operating budget of the Northeast Ohio Regional Sewer District for fiscal year 2022; and

**WHEREAS**, the proposed amended budget for 2022 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. 188-21 and adopts the Northeast Ohio Regional Sewer District amended operating and capital budgets for fiscal year 2022 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 2022, the following sums be and they are hereby appropriated:

Sewer Direct Operating Accounts

Operating Expenses, Before Depreciation	\$ 144,752,463
Capitalized Labor & Fringe Benefits	(6,500,000)
Accrued Vacation Expense	400,000
Indirect Cost Allocation to Stormwater	<u>(4,200,000)</u>
Total	<u>\$134,452,463</u>

Non-Operating Accounts

Green Infrastructure Grants	\$ 1,454,300
Member Community Infrastructure Program	7,500,000
WRRSP Project Grants	<u>100,000</u>
Total	<u>\$ 9,054,300</u>

Sewer Capital Accounts

Major Capital Projects:	
Capital Projects Accounts	\$ 256,335,628
Capitalized Labor & Fringe Benefits	<u>6,500,000</u>
Total	<u>\$ 262,835,628</u>

Debt Service

Debt Service Payments \$ 119,492,192

Depreciation

Depreciation \$ 82,101,365

Stormwater Direct Operating and Capital Accounts

Operating Expenses	\$ 31,600,886
Capital Projects	7,508,000
Accrued Vacation Expense	40,000
Indirect Cost Allocation to Stormwater	<u>4,200,000</u>
Total	<u>\$ 43,348,886</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.

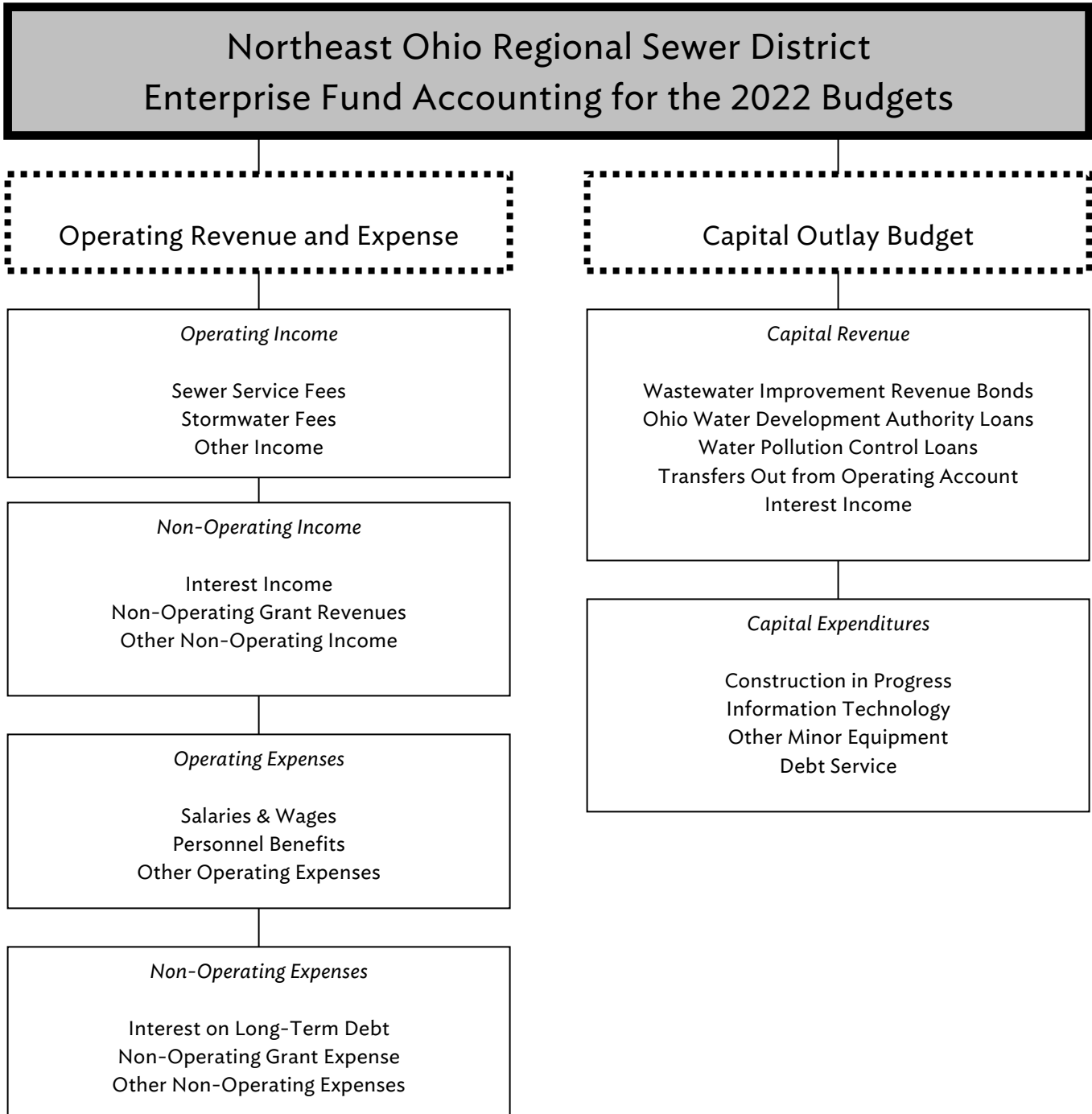
On motion of Mr. Sulik, seconded by Mayor Bacci, the foregoing resolution was unanimously adopted on March 17, 2022.

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

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Fund Structure of 2022 Operating and Capital Budgets

The Financial Statements and Budgets of the Sewer 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.





<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>2022 ADOPTED SEWER SERVICE BUDGET SUMMARY</b>				
<b>PRESENTED ON AN ACCRUAL BASIS</b>				
	<b>2020 AUDITED ACTUAL</b>	<b>2021 ADOPTED BUDGET</b>	<b>2021 UNAUDITED ACTUAL</b>	<b>2022 PRELIMINARY BUDGET</b>
<b>OPERATING BUDGET</b>				
<b>OPERATING REVENUE:</b>				
Sewer Service Fees	\$ 350,140,280	\$ 344,121,884	\$ 374,053,322	\$ 382,714,634
Other Income	1,934,392	733,602	1,701,489	1,526,116
<b>Total Operating Revenue</b>	<b>\$ 352,074,672</b>	<b>\$ 344,855,486</b>	<b>\$ 375,754,811</b>	<b>\$ 384,240,750</b>
<b>Non Operating Revenue:</b>				
Interest Income	\$ 177,914	\$ 200,000	\$ 98,061	\$ 217,893
Operating Grant Revenues (WRRSP Projects, etc..)	-	100,000	-	100,000
<b>Total Non-Operating Revenue</b>	<b>\$ 177,914</b>	<b>\$ 300,000</b>	<b>\$ 98,061</b>	<b>\$ 317,893</b>
<b>Total Revenue</b>	<b>\$ 352,252,587</b>	<b>\$ 345,155,486</b>	<b>\$ 375,852,872</b>	<b>\$ 384,558,643</b>
<b>EXPENSES</b>				
<b>Operating Expenses</b>				
Salaries & Wages	\$ 53,664,151	\$ 57,066,165	\$ 52,707,793	\$ 58,476,684
Personnel Benefits	18,930,215	24,728,394	19,785,446	23,515,983
Utilities	12,234,202	13,454,099	11,372,333	13,096,748
Professional Services	9,586,630	9,225,100	6,773,327	8,028,169
Contractual Services	15,851,031	20,787,926	17,748,978	20,800,913
Other Expenses	15,403,541	18,598,334	16,863,173	20,833,966
<b>Total Operation &amp; Maintenance Expenses</b>	<b>\$ 125,669,770</b>	<b>\$ 143,860,018</b>	<b>\$ 125,251,049</b>	<b>\$ 144,752,463</b>
<b>Adjustment to Operating Expenses</b>				
Indirect Cost Allocation to Stormwater	\$ (4,096,133)	\$ (4,136,192)	\$ (4,136,192)	\$ (4,200,000)
Personnel Services charged to Capital Projects	(6,311,545)	(6,500,000)	(5,507,810)	(6,500,000)
Accrued Vacation Expense	803,581	486,370	232,822	400,000
<b>Total Net Operating Expense (Before Depreciation)</b>	<b>\$ 116,065,672</b>	<b>\$ 133,710,196</b>	<b>\$ 115,839,869</b>	<b>\$ 134,452,463</b>
<b>Non Operating Expenses</b>				
Green Infrastructure Grant	\$ 1,286,128	\$ 1,459,440	\$ 1,095,859	\$ 1,454,300
Member Community Infrastructure Program	4,184,855	11,700,000	4,654,349	7,500,000
Non-Operating Grant Expense (WRRSP Projects, etc..)	177,781	100,000	-	100,000
Debt Service	96,921,055	102,161,478	100,398,809	119,492,192
<b>Total Non-Operating Expense</b>	<b>\$ 102,569,818</b>	<b>\$ 115,420,918</b>	<b>\$ 106,149,017</b>	<b>\$ 128,546,492</b>
<b>Transfer to Other Funds</b>				
Transfer to Rate Stabilization Account	\$ -	\$ -	\$ -	\$ -
Transfer to/from Equipment Repair & Replacement Reserve	-	-	-	-
Transfer to/from Insurance Reserve	(1,275,096)	-	(1,311,501)	-
<b>Total Net Transfer</b>	<b>\$ (1,275,096)</b>	<b>\$ -</b>	<b>\$ (1,311,501)</b>	<b>\$ -</b>
<b>EXCESS REVENUES OVER EXPENSES</b>	<b>\$ 134,892,192</b>	<b>\$ 96,024,372</b>	<b>\$ 155,175,487</b>	<b>\$ 121,559,688</b>
<b>CAPITAL BUDGET</b>				
<b>Sources of Capital Funds</b>	<b>\$ 454,556,333</b>	<b>\$ 500,102,890</b>	<b>\$ 525,734,571</b>	<b>\$ 628,092,330</b>
Uses of Capital Funds	176,999,389	211,085,084	172,124,700	262,835,628
<b>BALANCE REMAINING</b>	<b>\$ 277,556,944</b>	<b>\$ 289,017,806</b>	<b>\$ 353,609,871</b>	<b>\$ 365,256,702</b>
<b>Debt Defeasance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000,285</b>	<b>\$ 52,000,000</b>
<b>Ending Balance</b>	<b>\$ 277,556,944</b>	<b>\$ 289,017,806</b>	<b>\$ 323,609,586</b>	<b>\$ 313,256,702</b>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>2022 WASTEWATER CASH RESERVE SUMMARY</b>				
<b>PRESENTED ON CASH BASIS</b>				
	<b>2020 AUDITED ACTUAL</b>	<b>2021 ADOPTED BUDGET</b>	<b>2021 UNAUDITED ACTUAL</b>	<b>2022 PRELIMINARY BUDGET</b>
<b>Beginning O&amp;M Reserve Balance (Net of Rate Stabilization Fund)</b>	\$ 34,399,656	\$ 30,837,182	\$ 36,455,289	\$ 33,427,550
Operating Surplus	135,509,704	96,024,422	155,175,487	121,559,688
Transfers to/from Capital Account	(73,515,278)	(942,054)	(45,022,177)	(41,865,097)
Transfer to/from Insurance Reserve	1,275,096	1,000,000	1,311,501	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	(61,213,889)	(93,492,000)	(114,492,551)	(80,666,763)
<b>Ending O&amp;M Reserve Balance (Net of Rate Stabilization Fund)</b>	<b>\$ 36,455,289</b>	<b>\$ 33,427,550</b>	<b>\$ 33,427,550</b>	<b>\$ 33,455,378</b>
<b>RATE STABILIZATION ACCOUNT</b>				
Beginning Balance - Rate Stabilization Account	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000
Transfer in/from Operating Account	-	-	-	-
<b>RATE STABILIZATION BALANCE</b>	<b>\$ 18,000,000</b>	<b>\$ 18,000,000</b>	<b>\$ 18,000,000</b>	<b>\$ 18,000,000</b>
<b>EQUIPMENT RESERVE</b>				
Beginning Balance - Equipment Replacement Reserve	\$ 58,625,793	\$ 59,230,702	\$ 59,230,702	\$ 59,564,112
Interest Income	604,909	500,000	333,409	148,911
Transfers to/from Operating Account	-	-	-	-
<b>EQUIPMENT RESERVE BALANCE</b>	<b>\$ 59,230,702</b>	<b>\$ 59,730,702</b>	<b>\$ 59,564,112</b>	<b>\$ 59,713,023</b>
<b>INSURANCE RESERVE</b>				
Beginning Balance - Insurance Reserve	\$ 20,160,802	\$ 19,134,786	\$ 19,134,786	\$ 17,960,572
Claim Proceeds	-	-	-	-
Claim Disbursements	(1,275,096)	(1,000,000)	(1,311,501)	(1,000,000)
Interest Income	249,080	300,000	137,286	43,651
<b>INSURANCE RESERVE BALANCE</b>	<b>\$ 19,134,786</b>	<b>\$ 18,434,786</b>	<b>\$ 17,960,572</b>	<b>\$ 17,004,223</b>
<b>TOTAL CASH RESERVES</b>	<b>\$ 132,820,777</b>	<b>\$ 129,593,038</b>	<b>\$ 128,952,234</b>	<b>\$ 128,172,624</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**2022 ADOPTED STORMWATER SERVICE BUDGET SUMMARY**

**PRESENTED ON ACCRUAL BASIS**

	<b>2020 AUDITED ACTUALS</b>	<b>2021 ADOPTED BUDGET</b>	<b>2021 UNAUDITED ACTUALS</b>	<b>2022 PRELIMINARY BUDGET</b>
<b>STORMWATER OPERATING BUDGET</b>				
<b>OPERATING REVENUE:</b>				
Billing Agents	\$ 43,886,592	\$ 42,298,104	\$ 43,545,832	\$ 45,337,906
Direct Bill	808,341	893,473	770,756	925,263
<b>Total Operating Revenue</b>	<b>\$ 44,694,932</b>	<b>\$ 43,191,577</b>	<b>\$ 44,316,588</b>	<b>\$ 46,263,169</b>
<b>SW Revenue Allocation:</b>				
Stormwater Operating Revenue	\$ 33,521,199	\$ 32,393,683	\$ 33,237,441	\$ 34,697,377
Non-Operating Revenue Interest Income	327,188	330,765	35,411	40,000
<b>SW Net Revenue</b>	<b>\$ 33,848,388</b>	<b>\$ 32,724,448</b>	<b>\$ 33,272,852</b>	<b>\$ 34,737,377</b>
<b>OPERATING EXPENSES</b>				
Salaries & Wages	\$ 3,509,846	\$ 3,548,685	\$ 3,460,956	\$ 3,754,564
Personnel Benefits	545,932	555,228	531,274	587,381
Reimbursable Expenses	9,534	53,400	9,710	51,500
Professional Services	10,984,653	9,398,669	7,669,288	9,611,000
Contractual Services	6,572,144	15,988,581	5,730,178	17,438,141
Material and Supplies	91,440	119,300	93,353	148,300
Judgements and Awards	-	10,000	-	10,000
<b>Total Operation &amp; Maintenance Expenses</b>	<b>\$ 21,713,549</b>	<b>\$ 29,673,863</b>	<b>\$ 17,494,759</b>	<b>\$ 31,600,886</b>
<b>Adjustment to Operating Expense</b>				
Stormwater Indirect Cost Allocation	\$ 4,096,133	\$ 4,136,192	\$ 4,136,192	\$ 4,200,000
Accrued Vacation Expense	47,835	-	15,700	40,000
<b>Total SW Operating Expenses</b>	<b>\$ 25,857,517</b>	<b>\$ 33,810,055</b>	<b>\$ 21,646,651</b>	<b>\$ 35,840,886</b>
<b>EXCESS REVENUES OVER EXPENSES</b>	<b>\$ 7,990,871</b>	<b>\$ (1,085,607)</b>	<b>\$ 11,626,201</b>	<b>\$ (1,103,509)</b>
<b>CAPITAL BUDGET</b>				
Sources of Capital Funds	\$ 3,657,288	\$ 6,200,000	\$ 5,649,323	\$ 7,508,000
Uses of Capital Funds	(3,657,288)	(6,200,000)	(5,649,323)	(7,508,000)
<b>BALANCE REMAINING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**2022 STORMWATER CASH RESERVE SUMMARY**

**PRESENTED ON CASH BASIS**

	<b>2020 AUDITED ACTUALS</b>	<b>2021 ADOPTED BUDGET</b>	<b>2021 UNAUDITED ACTUALS</b>	<b>2022 ADOPTED BUDGET</b>
<b>Beginning Stormwater Operating Balance</b>	\$ 10,634,303	\$ 15,191,990	\$ 12,966,609	\$ 19,275,477
Operating Surplus	7,990,871	(1,085,607)	11,626,201	(1,103,509)
Capital Expenditures	(3,657,288)	(6,200,000)	(5,649,323)	(7,508,000)
Accrual to Cash Adjustment	(2,001,277)	(625,020)	331,990	(271,209)
<b>Ending Stormwater Operating Balance</b>	<b>\$ 12,966,609</b>	<b>\$ 7,281,363</b>	<b>\$ 19,275,477</b>	<b>\$ 10,392,759</b>
<b>Beginning Community Cost Share Account Balance</b>	\$ 25,911,002	\$ 29,795,920	\$ 30,484,566	\$ 30,509,499
Current Year Allocations	11,173,733	10,797,894	11,079,147	11,565,792
Community Cost Share Disbursements	(7,320,593)	(10,000,000)	(9,636,978)	(10,000,000)
Accrual to Cash Adjustment	720,423	-	(1,417,236)	-
<b>Ending Community Cost Share Account Balance</b>	<b>\$ 30,484,566</b>	<b>\$ 30,593,814</b>	<b>\$ 30,509,499</b>	<b>\$ 32,075,291</b>
<b>Total Stormwater Cash Position Before Grant</b>	<b>\$ 43,451,175</b>	<b>\$ 37,875,177</b>	<b>\$ 49,784,975</b>	<b>\$ 42,468,049</b>
<b>Beginning Stormwater Grant Balance</b>	\$ -	\$ -	\$ -	\$ -
Grant Revenue	-	-	-	7,000,000
Grant Expenditures	-	-	-	-
<b>Ending Stormwater Grant Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000,000</b>
<b>Total Stormwater Cash Position After Grant</b>	<b>\$ 43,451,175</b>	<b>\$ 37,875,177</b>	<b>\$ 49,784,975</b>	<b>\$ 49,468,049</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT  
SEWER SERVICE FEE REVENUE SUMMARY  
PRESENTED ON ACCRUAL BASIS**

	2020 AUDITED ACTUALS		2021 UNAUDITED ACTUALS		2022 ADOPTED BUDGET	
	Rate (1)	Revenue	Rate (1)	Revenue	Rate (2)	Revenue
<u>Sewer Service Fees - Cleveland</u>						
Subdistrict 1 - Regular	\$100.15	\$ 138,301,457	\$106.50	\$ 149,023,779	\$110.95	\$ 152,474,468
- Homestead	60.10	4,277,365	63.90	4,608,983	66.55	4,715,705
- Fixed Regular	7.95		9.70		10.10	
-Fixed Homestead	4.75		5.80		6.05	
Subdistrict 2 - Regular	100.75	174,508,136	106.80	186,613,033	110.95	190,934,111
- Homestead	60.50	5,397,159	64.10	5,771,537	66.55	5,905,179
- Fixed Regular	7.95		9.70		10.10	
-Fixed Homestead	4.75		5.80		6.05	
<b>Gross Billings Cleveland</b>		<b>\$ 322,484,117</b>		<b>\$ 346,017,332</b>		<b>\$ 354,029,463</b>
Bad Debt Expense		(9,831,361)		(9,831,361)		(10,001,782)
Change in Unbilled Sewer Revenue Fees		1,243,549		55,932		-
<b>Net Revenue - Cleveland</b>		<b>\$ 313,896,305</b>		<b>\$ 336,241,903</b>		<b>\$ 344,027,681</b>
<u>Sewer Service Fees - Other Billing Agents</u>						
Berea		\$ 5,491,512		\$ 5,942,799		\$ 6,521,205
Unbilled Revenue Beria		39,111		430,823		-
<b>Total Beria, Billed &amp; Unbilled</b>		<b>\$ 5,530,623</b>		<b>\$ 6,373,622</b>		<b>\$ 6,521,205</b>
North Royalton		\$ 1,363,814		\$ 1,441,922		\$ 1,849,785
Unbilled Revenue N. Royalton		-		366,000		-
<b>Total N. Royalton Billed &amp; Unbilled</b>		<b>\$ 1,363,814</b>		<b>\$ 1,807,922</b>		<b>\$ 1,849,785</b>
<b>Gross Total Other Billing Agents</b>		<b>\$ 6,894,437</b>		<b>\$ 8,181,544</b>		<b>\$ 8,370,990</b>
<u>Other Sewer Service Fees</u>						
Direct Billings		\$ 29,136,995		\$ 28,768,889		\$ 30,315,963
Unbilled Revenue Direct Billed		212,543		860,986		-
<b>Gross Direct Billed Sewer Service Fees</b>		<b>\$ 29,349,538</b>		<b>\$ 29,629,875</b>		<b>\$ 30,315,963</b>
<b>Net Billed &amp; Unbilled Sewer Service Fee</b>		<b>\$ 350,140,280</b>		<b>\$ 374,053,322</b>		<b>\$ 382,714,634</b>

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

	<b>2021 ADOPTED BUDGET</b>	<b>2021 UNAUDITED ACTUAL</b>	<b>2021 ACTUAL OVER (UNDER) 2021 BUDGET</b>	<b>2022 ADOPTED BUDGET</b>	<b>2022 OVER (UNDER) 2021 ACTUALS</b>
<b>OPERATING EXPENSES:</b>					
Salaries & Wages	\$ 57,066,165	\$ 52,707,793	\$ (4,358,372)	\$ 58,476,684	\$ 5,768,891
Benefits	24,728,394	19,785,450	(4,942,944)	23,515,982	3,730,532
Power	9,956,776	8,619,350	(1,337,426)	9,948,939	1,329,589
Gas	1,382,608	904,151	(478,457)	1,036,864	132,713
Water	1,072,865	868,341	(204,524)	1,037,441	169,100
Professional Services	9,225,100	6,773,327	(2,451,773)	8,028,169	1,254,842
Collection Fees	9,366,000	8,670,577	(695,423)	10,296,300	1,625,723
Insurance and Bonds	1,660,000	1,227,363	(432,637)	1,431,027	203,664
Solids Handling	2,363,770	2,355,978	(7,792)	2,263,555	(92,423)
Other Contractual Services	4,681,053	3,023,850	(1,657,203)	3,910,937	887,087
Chemicals	3,554,732	2,960,758	(593,974)	3,993,865	1,033,107
Other Materials & Supplies	9,488,434	9,766,488	278,054	11,386,994	1,620,506
Repairs & Maintenance	4,547,476	3,754,633	(792,843)	4,396,335	641,702
Judgments / Awards	200,000	(3,139)	(203,139)	200,000	203,139
All Other Expenses	4,566,645	3,836,131	(730,514)	4,829,371	993,240
<b>TOTAL</b>	<b>\$ 143,860,018</b>	<b>\$ 125,251,051</b>	<b>\$ (18,608,967)</b>	<b>\$ 144,752,463</b>	<b>\$ 19,501,412</b>

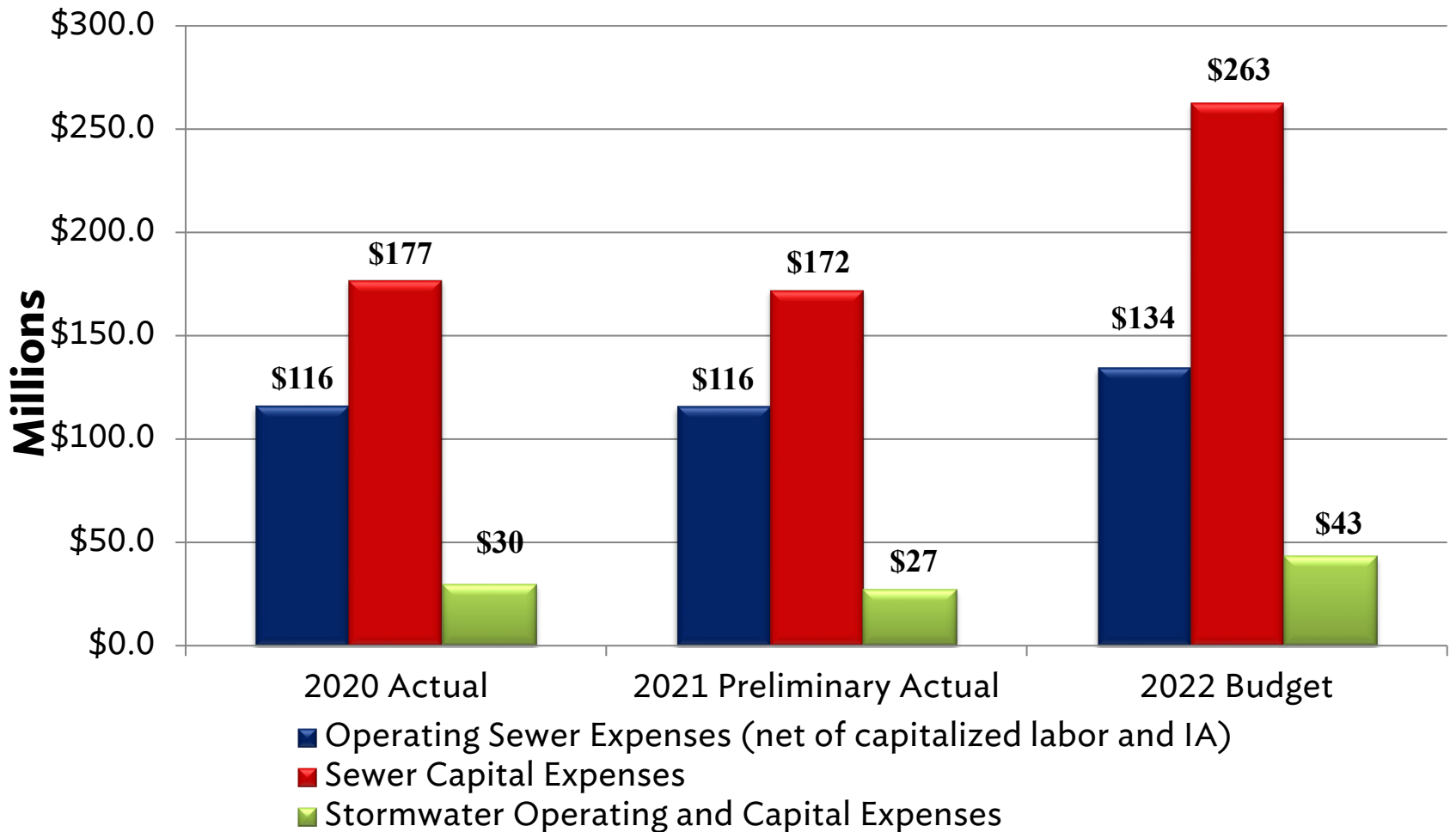
**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**MAJOR COST RECAPITULATION - STORMWATER**  
**PRESENTED ON ACCRUAL BASIS**

	<b>2021 ADOPTED BUDGET</b>	<b>2021 UNAUDITED ACTUAL</b>	<b>2021 ACTUAL OVER (UNDER) 2021 BUDGET</b>	<b>2022 ADOPTED BUDGET</b>	<b>2022 OVER (UNDER) 2021 ACTUALS</b>
<b>OPERATING EXPENSES:</b>					
Salaries & Wages	\$ 3,548,685	\$ 3,460,956	\$ (87,729)	\$ 3,754,564	\$ 293,608
Personnel Benefits	555,228	531,274	(23,954)	587,381	56,107
Reimbursable Expenses	53,400	9,710	(43,690)	51,500	41,790
Professional Services	9,398,669	7,669,288	(1,729,381)	9,611,000	1,941,712
Contractual Services	15,988,581	5,730,178	(10,258,403)	17,438,141	11,707,963
Material and Supplies	119,300	93,353	(25,947)	148,300	54,947
Judgements and Awards	10,000	-	(10,000)	10,000	10,000
<b>TOTAL</b>	<b>\$ 29,673,863</b>	<b>\$ 17,494,759</b>	<b>\$ (12,179,104)</b>	<b>\$ 31,600,886</b>	<b>\$ 14,106,127</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Operating and Capital Expense

### 2020 - 2021 Actual 2022 Budget





# CAPITAL IMPROVEMENT PROGRAM



**Northeast Ohio  
Regional Sewer District**

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM**

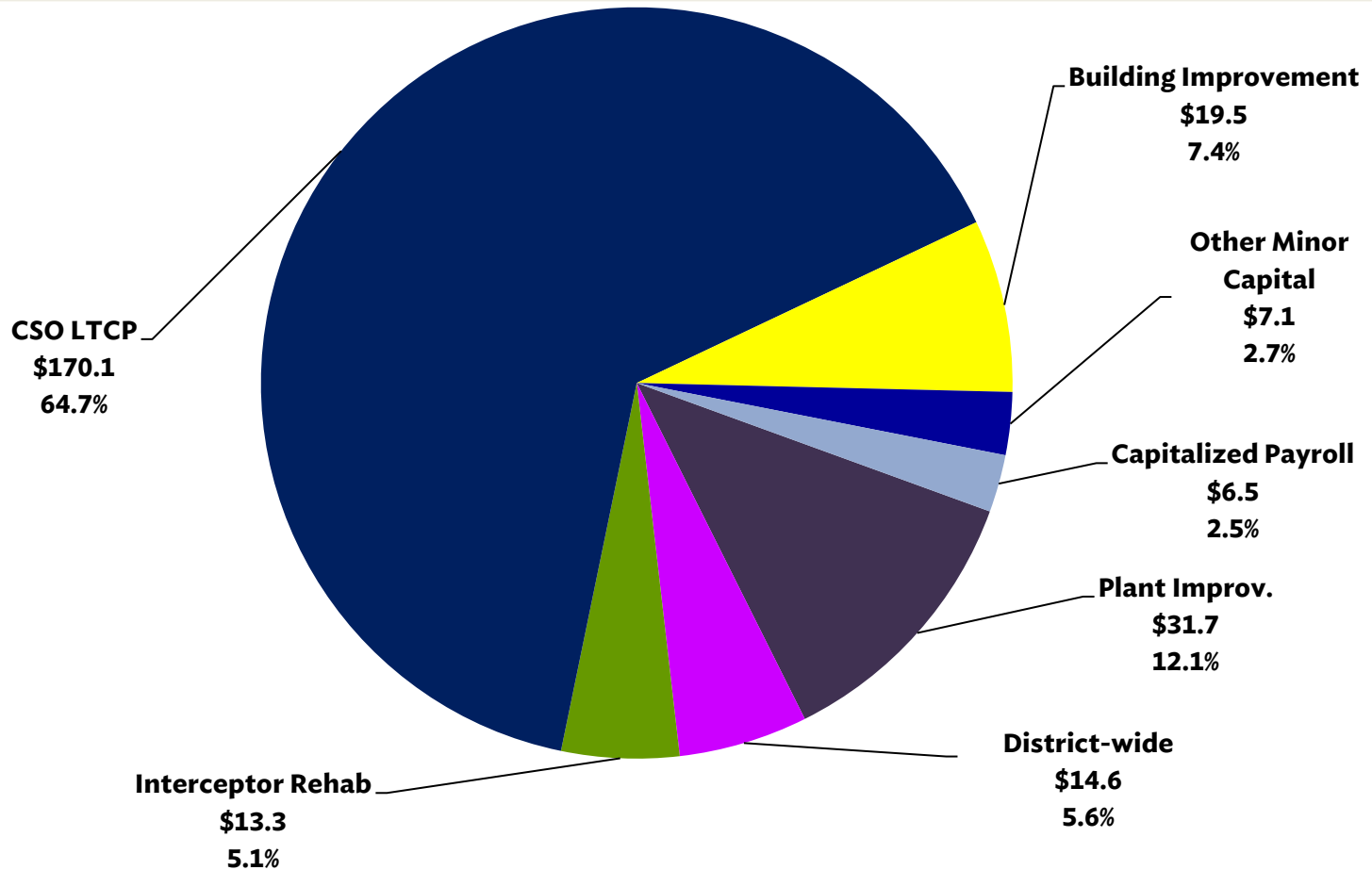
Annually the Sewer District staff prepares a five year Capital Improvement Program (“CIP”) which lists capital projects by major category and indicates the year in which each project is estimated to be under contract. In the 1970s and 1980s, the Sewer District was very successful in obtaining federal 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 Sewer 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 Sewer District. Internally generated funds and proceeds from the sale of Sewer District revenue bonds are the other major revenue sources used to finance capital projects.

The CIP for 2022-2026 lists expenditures totaling \$1,308,691,963 including \$20,060,000 of stormwater property acquisitions and \$14,473,432 of stormwater capital projects. Management of the Sewer 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 Sewer 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 2022, the Sewer 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 Sewer District during fiscal years 2022 through 2026.

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## 2022 Sewer Capital Project Disbursements

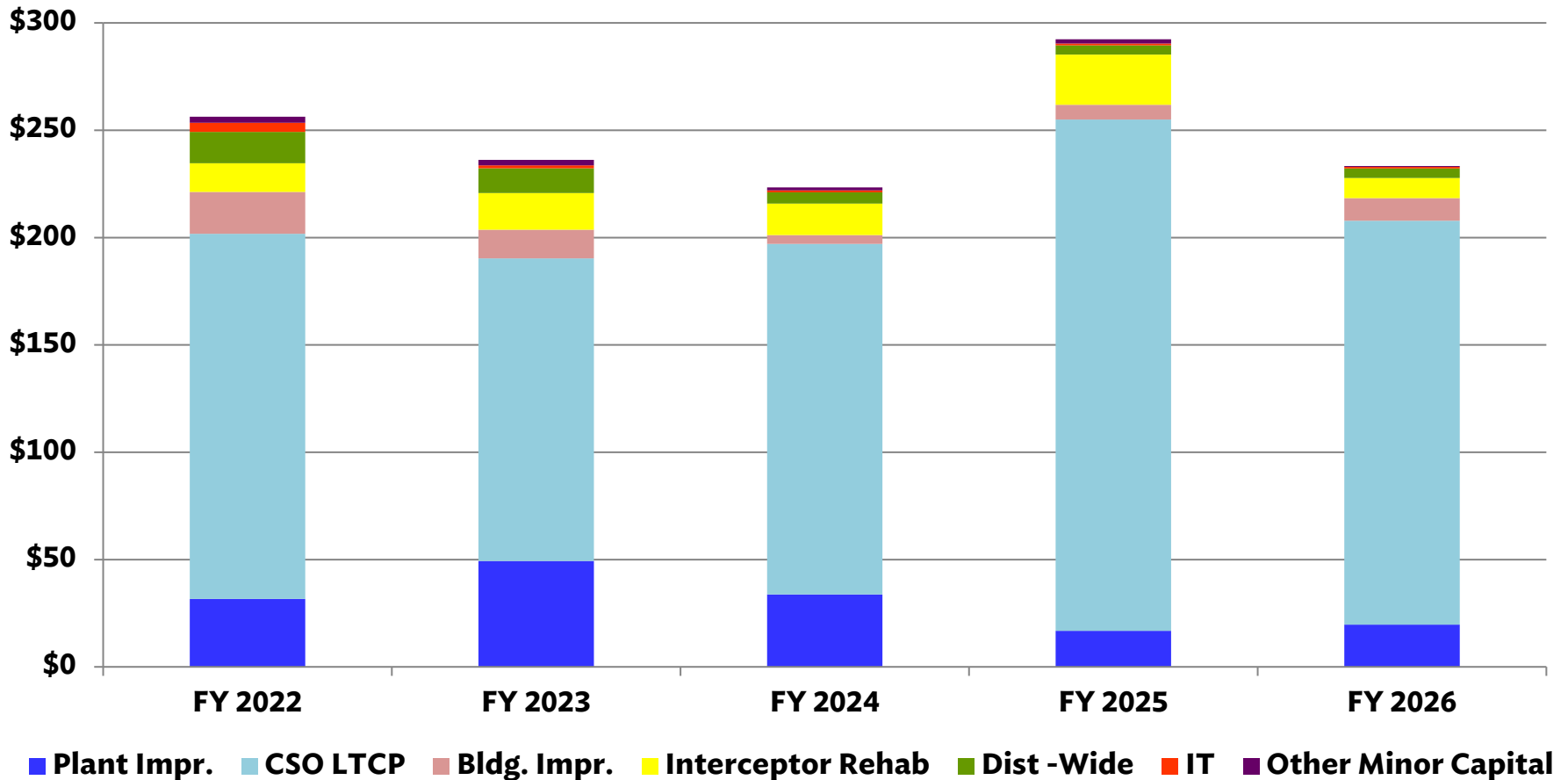


**Cash Disbursement Summary**  
**\$262.8 Million**

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Sewer Capital Improvement Plan

### 2022 - 2026



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**FIVE YEAR CAPITAL IMPROVEMENT PLAN REPORT SUMMARY 2022-2026**

**DISTRICT-WIDE**

**WASTERWATER**

<b>DESCRIPTION</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total Cost</b>
<b>Major Capital:</b>						
Plant Improvements	\$ 31,674,949	\$ 49,375,166	\$ 33,767,637	\$ 16,851,219	\$ 19,713,117	\$ 151,382,088
Interceptor Rehab	13,345,406	17,046,901	14,682,087	23,313,068	9,368,151	77,755,613
CSO LTCP	170,080,987	140,951,224	163,321,384	238,145,581	188,147,892	900,647,068
District-Wide Activities	14,603,350	11,545,165	5,251,933	4,321,367	4,428,003	40,149,818
Building Improvements	19,535,676	13,366,079	4,070,284	6,915,176	10,547,795	54,435,010
<b>Total Major Capital</b>	<b>\$ 249,240,368</b>	<b>\$ 232,284,535</b>	<b>\$ 221,093,325</b>	<b>\$ 289,546,411</b>	<b>\$ 232,204,958</b>	<b>\$ 1,224,369,597</b>
<b>Minor Capital:</b>						
Minor Building Improvements	\$ 1,098,700	\$ 632,107	\$ 313,617	\$ 210,850	\$ 30,000	\$ 2,285,274
Machinery & Equipment	978,000	791,000	715,000	1,012,000	250,000	3,746,000
Vehicles	715,600	1,069,000	388,100	749,000	136,000	3,057,700
Computer Hardware	2,655,760	700,000	480,000	560,000	710,000	5,105,760
Computer Software	1,622,200	677,000	406,000	301,000	-	3,006,200
Furniture	25,000	63,000	-	-	-	88,000
<b>Total Minor Capital</b>	<b>\$ 7,095,260</b>	<b>\$ 3,932,107</b>	<b>\$ 2,302,717</b>	<b>\$ 2,832,850</b>	<b>\$ 1,126,000</b>	<b>\$ 17,288,934</b>
<b>Total WW Major and Minor Capital</b>	<b>\$ 256,335,628</b>	<b>\$ 236,216,642</b>	<b>\$ 223,396,042</b>	<b>\$ 292,379,261</b>	<b>\$ 233,330,958</b>	<b>\$ 1,241,658,531</b>
WW -Capitalized Labor	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	32,500,000
<b>Total WW Capital</b>	<b>\$ 262,835,628</b>	<b>\$ 242,716,642</b>	<b>\$ 229,896,042</b>	<b>\$ 298,879,261</b>	<b>\$ 239,830,958</b>	<b>\$ 1,274,158,531</b>
<b>STORMWATER</b>						
<b>Capital Summary</b>						
District-Wide Activities	\$ 3,448,000	\$ 6,567,034	\$ 4,433,006	\$ 25,392	\$ -	\$ 14,473,432
Capital Land	4,060,000	4,000,000	4,000,000	4,000,000	4,000,000	20,060,000
<b>Total SW Capital</b>	<b>\$ 7,508,000</b>	<b>\$ 10,567,034</b>	<b>\$ 8,433,006</b>	<b>\$ 4,025,392</b>	<b>\$ 4,000,000</b>	<b>\$ 34,533,432</b>
<b>Total District Capital</b>	<b>\$ 270,343,628</b>	<b>\$ 253,283,676</b>	<b>\$ 238,329,048</b>	<b>\$ 302,904,653</b>	<b>\$ 243,830,958</b>	<b>\$ 1,308,691,963</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT							
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN - WASTEWATER COLLECTION SYSTEM 2022-2026							
DISTRICT WIDE							
PROJECT DESCRIPTION	PROJECT LOCATION	PERIOD TOTAL	2022	2023	2024	2025	2026
<b>CIP Total</b>		<b>1,224,369,599</b>	<b>\$ 249,240,369</b>	<b>\$ 232,284,535</b>	<b>\$ 221,093,325</b>	<b>\$ 289,546,412</b>	<b>\$ 232,204,958</b>
<b>CIP Treatment Plant Improvements</b>		<b>151,382,090</b>	<b>\$ 31,674,950</b>	<b>\$ 49,375,166</b>	<b>\$ 33,767,637</b>	<b>\$ 16,851,220</b>	<b>\$ 19,713,118</b>
<b>Easterly WWTP</b>		<b>18,963,652</b>	<b>\$ 4,798,617</b>	<b>\$ 9,029,124</b>	<b>\$ 2,698,885</b>	<b>\$ 994,592</b>	<b>\$ 1,442,434</b>
Easterly Aeration Tank Rehabilitation Improvements	Treatment Plant	759,884	759,884				
Easterly PLC Replacement (APM 2)	Treatment Plant	14,328,692	4,038,734	8,522,839	1,705,169	61,950	
Easterly Outfall Sewer Repairs	Treatment Plant	-					
Easterly Final Settling Tanks Gate Replacement	Treatment Plant	1,500,000		506,284	993,716		
Easterly Southerly Sludge Pump System (2011-0017)	Treatment Plant	-					
EWWT R&R (2025-2032)	Treatment Plant	2,375,076				932,642	1,442,434
EWWT R&R (2033-2042)	Treatment Plant	-					
<b>Southerly WWTC</b>		<b>96,310,102</b>	<b>\$ 21,391,217</b>	<b>\$ 27,469,221</b>	<b>\$ 30,165,110</b>	<b>\$ 12,459,931</b>	<b>\$ 4,824,622</b>
Southerly Boiler Feedwater Pumps Replacement	Treatment Plant	233,744	233,744				
2nd Lift Station Improvements	Treatment Plant	-					
Southerly Second Stage Settling Improvements	Treatment Plant	8,856,124	8,736,276	119,849			
Southerly Miscellaneous Disinfection and Solids Handling I	Treatment Plant	1,462,124	1,462,124				
Easterly/Southerly Fiber Replacement	Treatment Plant	476,784	476,784				
Southerly PLC Replacement (APM 2)	Treatment Plant	29,396,894	5,165,165	16,967,326	5,289,339	1,975,065	
Southerly WWTC Tunnel Structural Repairs	Treatment Plant	567,762	567,762				
Southerly WWTC PSTs 1-10 Flush Valves Improvements	Treatment Plant	366,280	366,280				
Southerly 2nd Stage Aeration Improvements	Treatment Plant	31,353,788	3,179,115	4,773,198	16,206,877	6,630,088	564,510
Southerly Electrical Infrastructure Improvements	Treatment Plant	91,163	91,163				
Southerly Effluent Filtration and Disinfection Improvement	Treatment Plant	-					
SWWTC R&R (2025-2032)	Treatment Plant	6,906,958				2,712,216	4,194,741
SWWTC R&R (2033-2042)	Treatment Plant	-					
REF Automation Replacement (APM3)	Treatment Plant	8,538,482	112,805	918,849	6,298,894	1,142,562	65,371
Primary Heat Exchanger Replacement	Treatment Plant	3,320,000	1,000,000	2,320,000			
Primary Heat Exchanger Replacement - Rehab Project	Treatment Plant	4,740,000		2,370,000	2,370,000		
Southerly Fuel Tank Removal/Replacement	Treatment Plant	-					
Gravity Belt Thickening Decommissioning	Treatment Plant	-					
<b>Westerly WWTC</b>		<b>36,108,336</b>	<b>\$ 5,485,115</b>	<b>\$ 12,876,821</b>	<b>\$ 903,642</b>	<b>\$ 3,396,696</b>	<b>\$ 13,446,061</b>
Easterly & Westerly Low Voltage Equipment Replacement	Treatment Plant	-					
Westerly Settling Tank Rehabilitation	Treatment Plant	2,018,091	2,018,091				
Westerly PLC Replacement	Treatment Plant	-					
Westerly Grating and CSOTF Washdown Replacement	Treatment Plant	-					
Westerly Steam Grease Handling Boilers Replacement Proj	Treatment Plant	-					
Westerly Sludge Pump Station and Force Main	Treatment Plant	16,497,744	3,467,024	12,380,647	632,860	17,213	
Westerly CEHRT Solids Drain Vault	Treatment Plant	500,000		496,173	3,827		
WWWTC R&R (2025-2032)	Treatment Plant	4,006,163				1,573,136	2,433,028
WWWTC R&R (2033-2042)	Treatment Plant	-					
Westerly Screen, Grit and Blower Improvements	Treatment Plant	1,483,744				252,581	1,231,163
Primary Settling Replacement and Rehabilitation	Treatment Plant	1,186,995				202,065	984,930
Westerly Disinfection Improvements	Treatment Plant	-					
Final Settling Replacement and Rehabilitation	Treatment Plant	-					
Trickling Filter and Solids Contact Tank Aeration Improvem	Treatment Plant	10,349,373			266,956	1,351,701	8,730,715
PEPS Pump Capacity Improvements	Treatment Plant	-					
Skimmings Concentration Rehabiliitiation	Treatment Plant	66,226					66,226
<b>CIP Districtwide</b>		<b>40,149,818</b>	<b>\$ 14,603,350</b>	<b>\$ 11,545,165</b>	<b>\$ 5,251,933</b>	<b>\$ 4,321,367</b>	<b>\$ 4,428,003</b>
CIP Environmental Services	District Wide	-					
Automation Program Management Phase-1	District Wide	231,402	231,402				
Districtwide Electrical Repair and Easterly Service Improver	District Wide	4,865,732	3,555,777	1,252,624	57,331		
WAM Upgrade Project	District Wide	663,995	663,995				
Project Lifecycle Management System	District Wide	508,000	225,454	282,546			

NORTHEAST OHIO REGIONAL SEWER DISTRICT							
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN - WASTEWATER COLLECTION SYSTEM 2022-2026							
DISTRICT WIDE							
PROJECT DESCRIPTION	PROJECT LOCATION	PERIOD TOTAL	2022	2023	2024	2025	2026
Districtwide Misc. Electrical Improvements	District Wide	2,259,785,009					
Testing & Construction Inspection Services	District Wide	2,353,442	2,353,442				
Testing & Construction Inspection Services 2022-2026	District Wide	13,616,438	2,408,767	2,800,000	2,807,671	2,800,000	2,800,000
GES Construction	District Wide	4,300,000	1,000,000	3,300,000			
GES-10	District Wide	3,000,000	497,159	1,165,490	1,042,576	294,775	
GES-11	District Wide	3,000,000	497,159	1,165,490	1,042,576	294,775	
GES-4 General (Mechanical, Process, Collection System)	District Wide	157,599	157,599				
GES-5 MEP (Mechanical/Electrical/Plumbing)	District Wide	20,171	20,171				
GES-6 Architectural / Civil / Structural	District Wide	-					
GES-7 - Treatment & Collections	District Wide	1,044,008	876,234	167,774			
GES-8 - Mechanical / Electrical / Plumbing	District Wide	794,564	400,000	394,564			
GES-9 - Civil / Structural / Architectural	District Wide	845,026	575,504	269,522			
CIP Environmental Assessment Services C, D & E	District Wide	-					
CIP Environmental Assessment Services F	District Wide	7,254	7,254				
CIP Environmental Contract	District Wide	1,071,633	642,892	428,741			
CIP Environmental Contract	District Wide	730,292			181,068	324,703	224,521
Environmental, Health, & Safety Consulting Services	District Wide	808,956	490,543	318,414			
Environmental, Health, & Safety Consulting Services	District Wide	486,861			120,712	216,469	149,681
Districtwide Future Limit Feasibility Analysis	District Wide	1,644,444				390,643	1,253,801
Districtwide Future Limit Process Upgrades	District Wide	-					
<b>CIP CSO Long Term Control Plan</b>		900,647,067	\$ 170,080,987	\$ 140,951,224	\$ 163,321,383	\$ 238,145,581	\$ 188,147,892
<b>CSO Easterly WWTP</b>		92,322,304	\$ 131,142	\$ 1,559,014	\$ 14,057,738	\$ 35,094,159	\$ 41,480,252
CEHRT-Preliminary Design Development	Combined Sewer Overflow	35,579	35,579				
Easterly Chemically Enhanced High Rate Treatment Facility	Combined Sewer Overflow	92,286,725	95,563	1,559,014	14,057,738	35,094,159	41,480,252
<b>CSO Westerly WWTC</b>		86,092,358	\$ 6,073,572	\$ 26,239,848	\$ 32,066,083	\$ 19,734,091	\$ 1,978,764
Westerly Chemically Enhanced High Rate Treatment Facility	Combined Sewer Overflow	86,092,358	6,073,572	26,239,848	32,066,083	19,734,091	1,978,764
<b>CSO Southerly WWTC</b>		13,852,220	\$ 2,577,748	\$ 2,330,993	\$ 7,965,843	\$ 777,387	\$ 200,250
Southerly Optimized Parallel Treatment	Combined Sewer Overflow	-					
Southerly Chemically Enhanced High Rate Treatment Upgrade	Combined Sewer Overflow	13,852,220	2,577,748	2,330,993	7,965,843	777,387	200,250
<b>CSO Districtwide</b>		12,827,864	\$ 3,583,600	\$ 3,917,185	\$ 2,804,742	\$ 1,476,523	\$ 1,045,814
Right of Way Services -1	Combined Sewer Overflow	26,672	26,672				
Right of Way Services - 2	Combined Sewer Overflow	36,335	36,335				
CSO CD and NPDES Performance Compliance	Combined Sewer Overflow	39,379	39,379				
CSO Consent Decree and NPDES Performance Compliance	Combined Sewer Overflow	7,079,817	1,759,439	2,202,414	1,791,304	1,326,660	
Testing & Construction Inspection Services -HR Gray Tunnel	Combined Sewer Overflow	3,174,882	1,147,358	1,147,358	880,165		
CIP Right of Way Services -3	Combined Sewer Overflow	536,806	268,403	268,403			
CIP ROW Services - 5	Combined Sewer Overflow	499,703			133,272	149,863	216,568

NORTHEAST OHIO REGIONAL SEWER DISTRICT							
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN - WASTEWATER COLLECTION SYSTEM 2022-2026							
DISTRICT WIDE							
PROJECT DESCRIPTION	PROJECT LOCATION	PERIOD TOTAL	2022	2023	2024	2025	2026
CIP ROW Services - 6	Combined Sewer Overflow	-					
CIP Right of Way Services -4	Combined Sewer Overflow	473,835	236,918	236,918			
CSO Consent Decree and NPDES Performance Compliance	Combined Sewer Overflow	829,246					829,246
CSO Consent Decree and NPDES Performance Compliance	Combined Sewer Overflow	-					
Green Infrastructure Program Implementation Support	Combined Sewer Overflow	131,188	69,096	62,092			
<b>CSO Interceptors</b>		695,552,321	<b>\$ 157,714,925</b>	<b>\$ 106,904,184</b>	<b>\$ 106,426,978</b>	<b>\$ 181,063,421</b>	<b>\$ 143,442,812</b>
East 140th Consolidation and Relief Sewer	Combined Sewer Overflow	36,892	36,892				
Nine Mile Creek Site Wetland Mitigation	Combined Sewer Overflow	84,005	84,005				
Doan Valley Storage Tunnel	Combined Sewer Overflow	250,000	250,000				
Dugway Storage Tunnel	Combined Sewer Overflow	100,000	100,000				
Doan Valley Relief and Consolidation Sewer	Combined Sewer Overflow	-					
London Road Relief Sewer	Combined Sewer Overflow	33,000	33,000				
Doan Valley Regulators & Relief Sewers	Combined Sewer Overflow	77,113	77,113				
Shoreline Storage Tunnel	Combined Sewer Overflow	166,331,310	76,908,126	50,501,135	17,251,606	17,600,241	4,070,202
Shoreline Consolidation Sewer	Combined Sewer Overflow	52,603,118	16,862,184	32,959,208	2,687,701	94,026	
Easterly Tunnel System Improvements	Combined Sewer Overflow	-					
Easterly Flood Control/Relief Sewer Project	Combined Sewer Overflow	<b>1,417,016</b>				670,779	746,236
Stickney Creek at Ridge Road - Stream Relocation and Utilit	Combined Sewer Overflow	-					
Pearl & Jennings Road Storage Tanks & Pump Station Upgra	Combined Sewer Overflow	22,200,775	12,879,795	9,156,496	164,483		
Southerly Tunnel and Consolidation	Combined Sewer Overflow	305,266,454	9,241,809	5,076,948	79,699,314	128,997,692	82,250,691
Kingsbury Run Consolidation Sewer	Combined Sewer Overflow	71,570,718	1,178,371	3,099,566	1,711,455	22,889,262	42,692,064
Morgana & Burke System Improvements (MBSI)	Combined Sewer Overflow	1,740,237	1,608,454	131,783			
Burke Brook Open Channel Improvements (BOCI)	Combined Sewer Overflow	679,840	679,840				
Miscellaneous CSO Improvements (MCSO)	Combined Sewer Overflow	948,607	948,607				
Southerly Tunnel Dewatering Pump Station	Combined Sewer Overflow	2,739,517		69,584	1,033,372	1,067,602	568,959
BCSO-1 Ridge Road Consolidation	Combined Sewer Overflow	280,149					280,149
Big Creek CSO-059 Storage Tank	Combined Sewer Overflow	1,876,155				1,009,014	867,141
Big Creek Tunnel (BCT)	Combined Sewer Overflow	14,627,861			2,120,391	7,851,844	4,655,626
Big Creek Tunnel Regulators	Combined Sewer Overflow	-					
BBCSO-2 Bellaire Road/ Peelor Ave. Consolidation Sewer	Combined Sewer Overflow	-					
BCSO-3 W143th St. Consolidation Sewer	Combined Sewer Overflow	-					
Southerly Miscellaneous CSO Control and Relief Sewers	Combined Sewer Overflow	9,470,016			1,275,312	882,960	7,311,744
BCSO-2a W129th St. Consolidation Sewer	Combined Sewer Overflow	-					
Westerly Storage Tunnel	Combined Sewer Overflow	16,432,851	15,932,646	500,205			
Westerly Low Level Relief Sewer	Combined Sewer Overflow	-					
West 3rd Quigley / Westerly Miscellaneous CSO Control	Combined Sewer Overflow	3,205,216	3,164,450	40,767			
Westerly Tunnel Dewatering Pump Station (C)	Combined Sewer Overflow	22,081,471	17,729,632	3,994,616	357,223		
Elm Ave. Relief Sewer	Combined Sewer Overflow	1,500,000		1,373,878	126,122		
<b>CIP Interceptors/Collection Systems</b>		77,755,613	<b>\$ 13,345,406</b>	<b>\$ 17,046,901</b>	<b>\$ 14,682,087</b>	<b>\$ 23,313,068</b>	<b>\$ 9,368,151</b>
Dille Avenue/Barberton Creek Pump Stations Upgrades	Collection Systems	1,215,322	1,215,322				



NORTHEAST OHIO REGIONAL SEWER DISTRICT							
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN - WASTEWATER COLLECTION SYSTEM 2022-2026							
DISTRICT WIDE							
PROJECT DESCRIPTION	PROJECT LOCATION	PERIOD TOTAL	2022	2023	2024	2025	2026
CSO Outfall Repairs and Improvements	Collection Systems	188,096,176					
Collections PLC Replacement	Collection Systems	23,638,911	3,899,937	7,010,705	10,840,597	1,765,952	121,719
CSO Culvert/Outfall Inspection and Repair 1	Collection Systems	16,500,000	630,456	1,425,385	578,733	11,387,752	2,477,674
Odor Control Facility Upgrades	Collection Systems	2,642,473				261,493	2,380,980
CSO Culvert/Outfall Inspection and Repair 2	Collection Systems	3,859,998			721,168	1,925,931	1,212,899
CSO Culvert/Outfall Inspection and Repair 3	Collection Systems	-					
CSO Culvert/Outfall Inspection and Repair 4	Collection Systems	-					
CSO Culvert/Outfall Inspection and Repair 5	Collection Systems	-					
CSO Culvert/Outfall Inspection and Repair 6	Collection Systems	-					
CSO Culvert/Outfall Inspection and Repair 7	Collection Systems	-					
SSMO R&R (2025-2032)	Collection Systems	1,117,047				438,641	678,406
SSMO R&R (2033-2042)	Collection Systems	-					
Collection System Asset Renewal-2	Collection Systems	6,705,170		543,994	376,838	4,440,145	1,344,193
Collection System Asset Renewal-3	Collection Systems	1,323,549				346,007	977,543
Collection System Asset Renewal-5	Collection Systems	-					
Collection System Asset Renewal-4	Collection Systems	-					
Collection System Asset Renewal-6	Collection Systems	-					
CSO Outfall Protection	Collection Systems	-					
Brookside Culvert Repair	Collection Systems	9,975,752	6,695,697	3,065,269	214,785		
Irishtown Bend Stabilization and Rehabilitation	Collection Systems	7,000,000	807,692	4,675,641	1,516,667		
West Park CSO Improvements	Collection Systems	3,777,391	96,302	325,907	433,299	2,747,148	174,736
<b>CIP Building Improvements</b>		54,435,010	<b>\$ 19,535,676</b>	<b>\$ 13,366,079</b>	<b>\$ 4,070,284</b>	<b>\$ 6,915,176</b>	<b>\$ 10,547,795</b>
District-Wide Roof Improvements	CIP Building Improvements	2,301,216	2,301,216				
Districtwide HVAC Improvements Phase 1	CIP Building Improvements	874,890	874,890				
Districtwide HVAC Building Automation Systems Upgrades	CIP Building Improvements	1,602,455	1,602,455				
District Wide HVAC Equipment and Systems Upgrades Phase 1	CIP Building Improvements	7,030,000	2,177,338	3,824,049	1,028,613		
GJM 2nd Floor Remodel - HR Area	CIP Building Improvements	556,019	556,019				
District-Wide Roof Improvements Phase 2	CIP Building Improvements	3,000,000		2,711,825	288,175		
Southerly and Westerly Roof Safety	CIP Building Improvements	1,736,916		69,041	154,233	1,145,935	367,706
Districtwide HVAC Upgrade Phase 3	CIP Building Improvements	10,807,420		898,892	885,177	2,772,203	6,251,148
Districtwide HVAC Upgrade Phase 4	CIP Building Improvements	-					
Building Maintenance Repair and Renewal (2025-2032)	CIP Building Improvements	6,469,296				2,540,356	3,928,940
Building Maintenance Repair and Renewal (2033-2042)	CIP Building Improvements	-					
FM200 Improvements for UPS Rooms	CIP Building Improvements	158,826		158,826			
Easterly Stockroom Relocation	CIP Building Improvements	5,952,128	1,646,810	3,750,532	472,151	82,636	
Easterly Detritus Equipment Removal	CIP Building Improvements	-					
Southerly Building Demolition	CIP Building Improvements	11,745,845	9,721,098	1,908,766	115,981		
Southerly Fire Alarm and Fire Protection Upgrades	CIP Building Improvements	600,000	582,153	17,847			
Southerly Resident Engineering Building Rehab	CIP Building Improvements	100,000	73,698	26,302			
Easterly/Westerly WWTP Tunnel Inspection and Improvement	CIP Building Improvements	1,500,000			1,125,952	374,048	
Final Settling Replacement and Rehabilitation	Treatment Plant	-					
Trickling Filter and Solids Contact Tank Aeration Improvement	Treatment Plant	2,685,865				504,242	2,181,623
PEPS Pump Capacity Improvements	Treatment Plant	-					
Skimmings Concentration Rehabilitation	Treatment Plant	-					
Westerly Sludge Pump Station and Force Main	Treatment Plant		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				
Westerly PLC Replacement	Treatment Plant		363,232				
Westerly Grating and CSOTF Washdown Replacement	Treatment Plant		711,720				
Westerly Facilities Plan	Treatment Plant		79,128				
Westerly Steam Grease Handling Boilers Replacement Project	Treatment Plant		\$ 653,219	\$ 44,127			

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**2022-2026 MINOR CAPITAL IMPROVEMENT PLAN**

**ALL BUDGET CENTERS**

<b>BUDGET CENTER</b>	<b>DESCRIPTION</b>	<b>Project Description</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Physical Server Replacements (IT) - 12@\$20K	\$ 240,000	\$ 40,000	\$ 50,000	\$ 50,000	\$ 150,000	\$ 530,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Annual Refresh - Desktops/Laptops	260,000	260,000	260,000	260,000	260,000	1,300,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	General Computer Hardware	50,000	50,000	50,000	50,000	50,000	250,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Analytical Services UPS	100,000	-	-	-	-	100,000
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 5)	6,500	-	-	-	-	6,500
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Small Conference Room AV Upgrades Project (SCRAVUP)	60,000	20,000	-	-	-	80,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Network Cabling & IDF cabinet rehabilitation	20,000	20,000	20,000	-	-	60,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Network Infrastructure Upgrade (NIU) - 2021 Carry Over	373,100	-	-	-	-	373,100
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Enterprise Wireless Implementation for the Plants (EWIP) - 2021 Carry Over	60,000	10,000	-	-	-	70,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Westerly Security Camera Implementation (WSCI) - 2021 Carry Over	137,000	-	-	-	100,000	237,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Easterly Security Systems Upgrade	-	200,000	-	-	50,000	250,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Miscellaneous Capital Hardware request from IT Equipment form	253,660	-	-	-	-	253,660
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: X2O Media / Digital Signage Upgrade	20,000	-	-	-	-	20,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Network Infrastructure Upgrade 2022 (NIU2)	275,500	50,000	50,000	50,000	50,000	475,500
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: SAN Replacement Project (SRP)	775,000	50,000	50,000	150,000	50,000	1,075,000
<b>Computer Hardware Total</b>			<b>\$ 2,655,760</b>	<b>\$ 700,000</b>	<b>\$ 480,000</b>	<b>\$ 560,000</b>	<b>\$ 710,000</b>	<b>\$ 5,105,760</b>
1100 - SOUTHERLY WWTP	Computer Software	Beamex License and Service Agreement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Customer Information Management System - Salesforce CRM	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: EHS Management Software	-	5,000	-	-	-	5,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Customer Billing and Revenue Data Warehouse III	-	25,000	-	-	-	25,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: LIMS Implementation	5,200	10,000	-	-	-	15,200
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: PIMS Implementation	-	5,000	-	-	-	5,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Innovyze InfoWorks ICM Single User License for Stormwater	45,000	-	-	-	-	45,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Idea Managment 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	-	-	-	-	-	-
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	-	9,000	9,000	-	-	18,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Oracle Governance, Risk and Compliance Implementation	-	25,000	25,000	-	-	50,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Media Monitoring SaaS Implementation (AEA)	25,000	-	-	-	-	25,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project:Oracle EBS GL, Payables, Receivables, Purchasing, i-Expense- Major Upgrades-Assessment and implementation.	650,000	250,000	150,000	150,000	-	1,200,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Oracle EBS AD and Single sign-on Implementation	150,000	50,000	50,000	-	-	250,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: HR Software Solutions - Case management, Discipline and Grievance Tracking	100,000	-	-	-	-	100,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Electronic Bidding solution	200,000	50,000	-	-	-	250,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: OneLogin Phase 2	60,000	20,000	20,000	-	-	100,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Vulnerability Management Implementation	75,000	-	-	-	-	75,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: UKG Performance and compensation implementation	150,000	50,000	-	-	-	200,000
<b>Computer Software Total</b>			<b>\$ 1,622,200</b>	<b>\$ 677,000</b>	<b>\$ 406,000</b>	<b>\$ 301,000</b>	<b>\$ -</b>	<b>\$ 3,006,200</b>
1800 - ENVIRONMENTAL SERVICES	Furniture	Large Investigator Office Furniture Remodel/Expansion	\$ -	\$ 63,000	\$ -	\$ -	\$ -	\$ 63,000
3000 - INFORMATION TECHNOLOGY	Furniture	FireProof LTO Tape Cabinets	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2022-2026 MINOR CAPITAL IMPROVEMENT PLAN**  
**ALL BUDGET CENTERS**

BUDGET CENTER	DESCRIPTION	Project Description	2022	2023	2024	2025	2026	Total
<b>Furniture Total</b>			<b>\$ 25,000</b>	<b>\$ 63,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 88,000</b>
1100 - SOUTHERLY WWTP	Machinery & Equipment	CVI Lift Station (Bldg. #58)-Rebuild One (1) Pump	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 100,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	CVI Lift Station (Bldg. #58)-Rehabilitate One (1) 800 HP Motor & Eddy Current Clutch	40,000	40,000	40,000	40,000	-	160,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	Sludge Storage Tank- Modified Reversable Boom Crane For Repairing Equipment	45,000	-	-	-	-	45,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	Lift Station-Rebuild One (1) Pump- SSLS	-	30,000	-	30,000	-	60,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	Lift Station-Rehabilitate One (1) 800 HP Motor- SSLS	-	17,000	-	17,000	-	34,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	Primary Treatment-Replace Three (3) PO4 Meters	21,000	-	-	-	-	21,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	Primary Treatment-Replace Danfoss Spare Drive	15,000	-	15,000	-	-	30,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	REF-Centrifuge Rebuild Contract-Biosolids	180,000	180,000	180,000	180,000	-	720,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	REF-Dry Ice Blaster For ID Fan Maintenance	28,000	-	-	-	-	28,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	REF-Replace Three (3) Mercury Scrubber PH Probes	30,000	-	-	-	-	30,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	REF-Replace Air Dryer To Electric Dryer	22,000	-	-	-	-	22,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	Secondary Treatment-Rebuild One (1) SSRS Screw Pump Gear Box	30,000	30,000	30,000	30,000	-	120,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	Secondary Treatment-Rebuild One (1) NPW Pump	30,000	30,000	30,000	30,000	-	120,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	Secondary Treatment-Replace One (1) NPW Isolation Valve And Actuator	23,000	23,000	-	-	-	46,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	Primary Treatment-Replace Chain on Bar Screen	42,000	42,000	42,000	42,000	-	168,000
1100 - SOUTHERLY WWTP	Machinery & Equipment	REF-Install Ceramic Insulators And Extension Tubes To PHX	48,000	48,000	48,000	-	-	144,000
1200 - WESTERLY WWTP	Machinery & Equipment	Misc. Repairs For Atlas Copco's	\$ 20,000	\$ -	\$ -	\$ -	\$ -	20,000
1200 - WESTERLY WWTP	Machinery & Equipment	BMAX Calibration Equipment And Care Plan	-	-	45,000	-	-	45,000
1200 - WESTERLY WWTP	Machinery & Equipment	Phosphax Analyzer	30,000	-	-	-	-	30,000
1200 - WESTERLY WWTP	Machinery & Equipment	Centrifuge Rebuild (2) Units	120,000	-	-	-	-	120,000
1600 - FLEET SERVICES	Machinery & Equipment	Portable Lift	-	60,000.00	-	-	-	60,000
1600 - FLEET SERVICES	Machinery & Equipment	Tire Changing Equipment For Medium Duty Vehicles	-	20,000.00	-	-	-	20,000
1700 - BUILDING MAINTENANCE	Machinery & Equipment	Portable Compressor	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000
1700 - BUILDING MAINTENANCE	Machinery & Equipment	In-Pipe Optical Camera	14,000	-	-	-	-	14,000
1800 - ENVIRONMENTAL SERVICES	Machinery & Equipment		\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
1800 - ENVIRONMENTAL SERVICES	Machinery & Equipment	Water Quality Monitoring Station	18,000	-	-	-	-	18,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	New Ion Chromatograph for Anions & Speciation	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement Ion Chromatograph for Anions & Disinfection Byproducts	-	-	35,000	-	-	35,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	New Discrete Analyzer for Nutrients (NPDES) - Phosphorus	50,000	-	-	-	-	50,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	New BOD Analyzer	-	45,000	-	-	-	45,000

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2022-2026 MINOR CAPITAL IMPROVEMENT PLAN**  
**ALL BUDGET CENTERS**

<b>BUDGET CENTER</b>	<b>DESCRIPTION</b>	<b>Project Description</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
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 Low-Level	25,000	-	-	-	-	25,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement Autoclave	60,000	-	-	-	-	60,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement GC/MS/MS	-	-	-	-	130,000	130,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement GC/MS	-	-	-	-	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
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement CAAS for HABs	31,000	-	-	-	-	31,000
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	OI Analytical CN Manifold (NPDES & Pre-treatment)	13,000	-	-	-	-	13,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement WET Incubator (NPDES permits)	-	-	12,000	-	-	12,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Miele Laboratory Automated/Robotic Equipment Washer	18,000	18,000	18,000	18,000	-	72,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement Mercury Analyzer High-Level	-	25,000	-	-	-	25,000
<b>Machinery &amp; Equipment Total</b>			<b>\$ 978,000</b>	<b>\$ 791,000</b>	<b>\$ 715,000</b>	<b>\$ 1,012,000</b>	<b>\$ 250,000</b>	<b>\$ 3,746,000</b>
1100 - SOUTHERLY WWTP	Minor Building Improvements	Replacement Of Doors to Special Lite Fiberglass	\$ 48,000	\$ 52,800	\$ 58,080	\$ 63,888	\$ -	\$ 222,768
1100 - SOUTHERLY WWTP	Minor Building Improvements	Overhead Door Replacements	16,500	18,150	19,965	21,962	-	76,577
1100 - SOUTHERLY WWTP	Minor Building Improvements	Coat GT Decking For Non- Slip Surface	28,700	-	-	-	-	28,700
1200 - WESTERLY WWTP	Minor Building Improvements	Replacement Of Doors To Special Lite Fiberglass	\$ 27,500	\$ 14,157	\$ 15,572	\$ -	\$ -	\$ 57,229
1200 - WESTERLY WWTP	Minor Building Improvements	Asphalt Repair / Crack Sealing	-	-	-	-	30,000	30,000
1200 - WESTERLY WWTP	Minor Building Improvements	Administration Building Flooring	100,000	-	-	-	-	100,000
1200 - WESTERLY WWTP	Minor Building Improvements	Maintenance Managers Offices And Kitchenette Update	50,000	-	-	-	-	50,000
1200 - WESTERLY WWTP	Minor Building Improvements	Operations Control Room Renovation	-	-	50,000	-	-	50,000
1200 - WESTERLY WWTP	Minor Building Improvements	Operations Lunch Room Renovation	-	-	-	50,000	-	50,000
1200 - WESTERLY WWTP	Minor Building Improvements	New Windows At Admin Building	-	100,000	-	-	-	100,000
1200 - WESTERLY WWTP	Minor Building Improvements	Concrete Sealing Of Exterior Walls At Admin Building	100,000	-	-	-	-	100,000
1200 - WESTERLY WWTP	Minor Building Improvements	Drainage Improvements At New Grease Boiler Area	10,000	-	-	-	-	10,000

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2022-2026 MINOR CAPITAL IMPROVEMENT PLAN**  
**ALL BUDGET CENTERS**

BUDGET CENTER	DESCRIPTION	Project Description	2022	2023	2024	2025	2026	Total
1200 - WESTERLY WWTP	Minor Building Improvements	W75 Building Concrete Work	75,000	-	-	-	-	75,000
1300 - EASTERLY WWTP	Minor Building Improvements	Paint And Label All Plant Potable/Non-Potable Water Lines	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
1300 - EASTERLY WWTP	Minor Building Improvements	Update Of Pump And Service Building Restrooms and Locker Rooms	35,000	-	-	-	-	35,000
1300 - EASTERLY WWTP	Minor Building Improvements	Asphalt Replacement	103,000	-	-	-	-	103,000
1300 - EASTERLY WWTP	Minor Building Improvements	Install Fencing At Headworks For Inventory Control	25,000	-	-	-	-	25,000
1300 - EASTERLY WWTP	Minor Building Improvements	Service Building Lunch Room A/C Unit	20,000	-	-	-	-	20,000
1600 - FLEET SERVICES	Minor Building Improvements	Reseal Shop Floor Isles, Epoxy Coat Bays With Anti-Slip Coating	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
1600 - FLEET SERVICES	Minor Building Improvements	Camera System Upgrades To Cover Interior Of Building And Exterior Completely	-	-	20,000	-	-	20,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building- Parking Lot Refinishing & Striping	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building- Power Wash And Seal Exterior Brick	-	45,000	-	-	-	45,000
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	50,000	-	-	-	-	50,000
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 Third Floor	-	-	50,000	-	-	50,000
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- Rain Garden- Pavers- Replacement	20,000	-	-	-	-	20,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building - Repair Entrance Wing Walls On 40th Street	40,000	-	-	-	-	40,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center - Parking Lot Refinishing Trench Drain	12,000	-	-	-	-	12,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center - EOC And Telephone Server Room UPS	11,000	-	-	-	-	11,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center - Remodel Facility Technician Office	-	25,000	-	-	-	25,000
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- Second Floor Hallway Wallpaper	-	40,000	-	-	-	40,000

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**2022-2026 MINOR CAPITAL IMPROVEMENT PLAN**

**ALL BUDGET CENTERS**

<b>BUDGET CENTER</b>	<b>DESCRIPTION</b>	<b>Project Description</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
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	-	20,000	-	-	-	20,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center -Fleet Services Badge Access - Security	10,000	-	-	-	-	10,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center - Parking Lot Striping	-	-	-	25,000	-	25,000
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 & Lunch Room Hallway Wallpaper	-	30,000	-	-	-	30,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center- chilled Water System Sensor	-	12,000	-	-	-	12,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center- Chiller - Replacement	-	-	100,000	-	-	100,000
1800 - ENVIRONMENTAL SERVICES	Minor Building Improvements	Chlorine Access Bridge Improvements (replace boards and erect fencing and gates at each end)	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
8400	Minor Building Improvements	Roof Fall Protection Project	\$ 200,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 250,000
<b>Minor Building Improvements Total</b>			<b>\$ 1,098,700</b>	<b>\$ 632,107</b>	<b>\$ 313,617</b>	<b>\$ 210,850</b>	<b>\$ 30,000</b>	<b>\$ 2,285,274</b>
1100 - SOUTHERLY WWTP	Vehicles	Replace Two (2) Utility Carts	\$ 35,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ -	\$ 89,000
1100 - SOUTHERLY WWTP	Vehicles	Replace One (1) Gravely Mower	-	12,000	12,000	-	-	24,000
1100 - SOUTHERLY WWTP	Vehicles	Replace 2004 Stake Truck (V12-69544)	-	-	65,000	-	-	65,000
1100 - SOUTHERLY WWTP	Vehicles	Purchase Two (2) Stanley Hydraulic Pumps	-	25,000	-	-	-	25,000
1200 - WESTERLY WWTP	Vehicles	Fork Lift 6-7K Capacity With Enclosed Hard Side Cab, 4 Way Hydraulics For Clamp Rotator	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
1200 - WESTERLY WWTP	Vehicles	Skid Steer With Attachments	-	35,000	-	-	-	35,000
1300 - EASTERLY WWTP	Vehicles	Plant Utility Vehicles (3 per year @ \$17000 Each) - Replacement	\$ -	\$ 51,000	\$ 51,000	\$ 51,000	\$ 51,000	\$ 204,000
1300 - EASTERLY WWTP	Vehicles	Riding Mower - Replacement	-	-	12,100	-	-	12,100
1300 - EASTERLY WWTP	Vehicles	Skid Steer	85,000	-	-	-	-	85,000
1500 - SSMO	Vehicles	Excavator - New	\$ 117,000	\$ -	\$ -	\$ -	\$ -	\$ 117,000
1500 - SSMO	Vehicles	One Ton Utility Truck With Enclosed Service Body	65,000	-	-	-	-	65,000
1500 - SSMO	Vehicles	Boom Truck / Crane Truck - Rehab	40,000	-	-	-	-	40,000
1500 - SSMO	Vehicles	Jet/Vac- 80 GPM - Replacement	-	525,000	-	-	-	525,000
1500 - SSMO	Vehicles	Sport Utility Vehicle - Replacement	-	40,000	40,000	-	-	80,000
1500 - SSMO	Vehicles	One Ton Utility Open Body Truck	-	-	60,000	-	-	60,000
1500 - SSMO	Vehicles	Water Truck ( Straight Jet) - Replacement	-	-	-	250,000	-	250,000
1500 - SSMO	Vehicles	Boom Truck / Crane Truck - Replacement	-	-	-	350,000	-	350,000
1500 - SSMO	Vehicles	Video Truck - New	-	238,000	-	-	-	238,000
1600 - FLEET SERVICES	Vehicles	One (1) 2 1/2 Ton Service Body Truck (2019) - Replacement	\$ 102,700	\$ -	\$ -	\$ -	\$ -	\$ 102,700
1600 - FLEET SERVICES	Vehicles	One (1) Utility Cart Loaner	17,500	35,000	35,000	-	-	87,500
1600 - FLEET SERVICES	Vehicles	Two (2) Half Ton Crew Cab 4x4 Pickups For Loaner Pool - Replacement	-	65,000	-	-	-	65,000
1600 - FLEET SERVICES	Vehicles	Two (2) Hybrid Loaner Pool SUV's - Replacement	-	-	70,000	-	-	70,000
1600 - FLEET SERVICES	Vehicles	Electric Utility Cart Loaners	-	-	-	40,000	-	40,000
1600 - FLEET SERVICES	Vehicles	Fleet Services Full Size Loaner Sedan - Replacement	-	-	-	40,000	-	40,000
1600 - FLEET SERVICES	Vehicles	Landoll Traveling Axle Trailer With Winch For Large Vehicle Breakdowns And Equipment Transfer	-	-	-	-	85,000	85,000
1700 - BUILDING MAINTENANCE	Vehicles	2000 Service Utility Truck-Replacement	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
1700 - BUILDING MAINTENANCE	Vehicles	Two (2) HVAC Vans - \$34,00.00 Each - New	68,000	-	-	-	-	68,000
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
8300 - SWIM	Vehicles	New pickup truck with dump	\$65,400	\$ -	\$ -	\$ -	\$ -	\$65,400
<b>Vehicles Total</b>			<b>\$ 715,600</b>	<b>\$ 1,069,000</b>	<b>\$ 388,100</b>	<b>\$ 749,000</b>	<b>\$ 136,000</b>	<b>\$ 3,057,700</b>
<b>Grand Total</b>			<b>\$ 7,095,260</b>	<b>\$ 3,932,107</b>	<b>\$ 2,302,717</b>	<b>\$ 2,832,850</b>	<b>\$ 1,126,000</b>	<b>\$ 17,288,934</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**Impact of Capital Investments on Operating Budget**  
**As of December 31, 2021**

Project No.	Project	CAPX	Turnover Date	OPX	OPX as % of CAPX (or estimate)	Yearly Inflation Increase %	2022	2023	2024	2025	2026
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	\$ 56,345
				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%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Chemicals	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Materials	-0.25%	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Labor	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
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%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Consumables& Maintenance	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Labor	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
1570	Southerly PLC Replacement (APM 2) .25% hard savings	\$ 31,829,775.00	2025	Power	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Chemicals	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Materials	-0.25%	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Labor	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
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%	\$ (40,800)	\$ (41,616)	\$ (42,448)	\$ (43,297)	\$ (44,163)
				Chemicals	Estimate	2.0%	\$ (51,000)	\$ (52,020)	\$ (53,060)	\$ (54,122)	\$ (55,204)
		\$ 3,000,000.00		Maintenance	-2.0%	2.0%	\$ (205,098)	\$ (209,200)	\$ (213,384)	\$ (217,652)	\$ (222,005)
				Labor	Estimate	2.0%	\$ (408,000)	\$ (520,200)	\$ (636,725)	\$ (757,703)	\$ (772,857)
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%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Chemicals	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Maintenance	-0.25%	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Labor	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
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	\$ 29,767
				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%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Chemicals	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Maintenance	0.3%	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Labor	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
1486	Westerly Chemically Enhanced High Rate Treatment Facility	\$ 78,961,173.00	2024	Power	Estimate	2.0%	<del>---</del>	<del>---</del>	\$ 75,000	\$ 76,500	\$ 78,030
				Chemicals	Estimate	2.0%	<del>---</del>	<del>---</del>	\$ 100,000	\$ 102,000	\$ 104,040
				Maintenance	0.3%	2.0%	<del>---</del>	<del>---</del>	\$ 236,884	\$ 241,621	\$ 246,454
				Labor	Estimate	2.0%	<del>---</del>	<del>---</del>	\$ -	\$ -	\$ -
1401B	Enhance Series Upgrade - SOPT Alternative CIP Costs likely HIGH; Small incremental O&M 480 MGD peak SSAS cap. & minor add'l CEHRT	\$ 12,500,000.00	2025	Power	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	\$ 30,000	\$ 30,600
				Chemicals	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	\$ 30,000	\$ 30,600
				Maintenance	0.5%	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	\$ 62,500	\$ 63,750
				Labor	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	\$ -	\$ -
<b>Plants</b>							<b>\$ (625,344)</b>	<b>\$ (741,891)</b>	<b>\$ (1,490,012)</b>	<b>\$ (1,624,011)</b>	<b>\$ (1,964,571)</b>
1580	Collections PLC Replacement .25% hard savings	\$ 26,487,860.00	2025	Power	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Chemicals	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Materials	-0.25%	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>
				Labor	Estimate	2.0%	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>	<del>---</del>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**Impact of Capital Investments on Operating Budget**  
**As of December 31, 2021**

Project No.	Project	CAPX	Turnover Date	OPX	OPX as % of CAPX (or estimate)	Yearly Inflation Increase %	2022	2023	2024	2025	2026
							\$	\$	\$	\$	\$
<b>Collection Systems</b>											
1294	Dugway Storage Tunnel	\$ 164,001,229.37	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Maintenance	0.075%	2.0%	\$ 125,461	\$ 127,970	\$ 130,530	\$ 133,140	\$ 135,803
	Add 2CS FTE 2021 (for cumulative projects on line 2021)			Labor	Estimate	2.0%	\$ 125,461	\$ 127,970	\$ 130,530	\$ 133,140	\$ 135,803
1293	Doan Valley Storage Tunnel	\$ 157,938,375.48	2023	Power	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>
				Chemicals	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>
				Materials	0.075%	2.0%	<del>_____</del>	\$ 118,454	\$ 120,823	\$ 123,239	\$ 125,704
	Add 1CS FTE 2023			Labor	Estimate	2.0%	<del>_____</del>	\$ 118,454	\$ 120,823	\$ 123,239	\$ 125,704
1283	East 140th Consolidation and Relief Sewer	\$ 82,852,365.10	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.075%	2.0%	\$ 63,382	\$ 64,650	\$ 65,943	\$ 67,262	\$ 68,607
				Labor	Estimate	2.0%	\$ 63,382	\$ 64,650	\$ 65,943	\$ 67,262	\$ 68,607
1422	London Road Relief Sewer	\$ 46,843,513.81	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.075%	2.0%	\$ 35,835	\$ 36,552	\$ 37,283	\$ 38,029	\$ 38,789
				Labor	Estimate	2.0%	\$ 35,835	\$ 36,552	\$ 37,283	\$ 38,029	\$ 38,789
1421	Dugway Regulators and Relief Sewers	\$ 6,023,015.71	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.075%	2.0%	\$ 4,608	\$ 4,700	\$ 4,794	\$ 4,890	\$ 4,987
				Labor	Estimate	2.0%	\$ 4,608	\$ 4,700	\$ 4,794	\$ 4,890	\$ 4,987
1489	Doan Valley Miscellaneous Regulators / Relief	\$ 5,218,632.99	2022	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.075%	2.0%	\$ 3,992	\$ 4,072	\$ 4,154	\$ 4,237	\$ 4,321
				Labor	Estimate	2.0%	\$ 3,992	\$ 4,072	\$ 4,154	\$ 4,237	\$ 4,321
1408	Doan Valley Relief and Consolidation Sewer	\$ 17,590,665.95	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.075%	2.0%	\$ 13,457	\$ 13,726	\$ 14,001	\$ 14,281	\$ 14,566
				Labor	Estimate	2.0%	\$ 13,457	\$ 13,726	\$ 14,001	\$ 14,281	\$ 14,566
1536	Shoreline Storage Tunnel	\$ 222,421,315.58	2026	Power	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	\$ 70,000
	Adds pump 45 MGD to 9 Mile Pumping = 2800 Hp			Chemicals	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	\$ -
	(add 40% to current power costs)			Maintenance	0.075%	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	\$ 166,816
				Labor	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	\$ 166,816
1574	Shoreline Consolidation Sewer	\$ 39,833,925.00	2024	Power	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	\$ -
	Complete but not active until Shoreline Tunnel completed			Chemicals	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	\$ -
				Materials	0.075%	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	\$ 29,875
				Labor	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	\$ 29,875
9076-2018	Easterly Flood Control/Relief Sewer Project	\$ 15,433,949.99	2030	Power	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>
				Chemicals	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>
				Materials	0.075%	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>
				Labor	Estimate	2.0%	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>	<del>_____</del>
1390	Westerly Storage Tunnel	\$ 147,059,213.55	2023	Power	Estimate	2.0%	<del>_____</del>	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	<del>_____</del>	\$ -	\$ -	\$ -	\$ -
				Materials	0.075%	2.0%	<del>_____</del>	\$ 110,294	\$ 112,500	\$ 114,750	\$ 117,045
	Add 1CS FTE 2023			Labor	Estimate	2.0%	<del>_____</del>	\$ 110,294	\$ 112,500	\$ 114,750	\$ 117,045
1598	Westerly Tunnel Dewatering Pump Station (C)	\$ 35,877,375.85	2024	Power	Estimate	2.0%	<del>_____</del>	<del>_____</del>	\$ 200,000	\$ 204,000	\$ 208,080
	Hp = 2100 firm pumping + 200 Misc = 2300 tot			Chemicals	Estimate	2.0%	<del>_____</del>	<del>_____</del>	\$ -	\$ -	\$ -
				Maintenance	0.5%	2.0%	<del>_____</del>	<del>_____</del>	\$ 179,387	\$ 182,975	\$ 186,634
	Add 2 CS FTE 2024			Labor	Estimate	2.0%	<del>_____</del>	<del>_____</del>	\$ 179,387	\$ 182,975	\$ 186,634



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**Impact of Capital Investments on Operating Budget**

As of December 31, 2021

Project No.	Project	CAPX	Turnover Date	OPX	OPX as % of CAPX (or estimate)	Yearly Inflation Increase %					
							2022	2023	2024	2025	2026
1510	West 3rd Quigley / Westerly Miscellaneous CSO Control	\$ 12,077,713.00	2022	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.075%	2.0%	\$ 9,058	\$ 9,239	\$ 9,424	\$ 9,613	\$ 9,805
				Labor	Estimate	2.0%	\$ 9,058	\$ 9,239	\$ 9,424	\$ 9,613	\$ 9,805
1398B	Morgana & Burke System Improvements (MBSI)	\$ 15,905,000.00	2023	Power	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
				Materials	0.075%	2.0%		\$ 11,929	\$ 12,167	\$ 12,411	\$ 12,659
				Labor	Estimate	2.0%		\$ 11,929	\$ 12,167	\$ 12,411	\$ 12,659
1398C	Burke Brook Open Channel Improvements (BOCI)	\$ 5,900,000.00	2022	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.075%	2.0%	\$ 4,425	\$ 4,514	\$ 4,604	\$ 4,696	\$ 4,790
				Labor	Estimate	2.0%	\$ 4,425	\$ 4,514	\$ 4,604	\$ 4,696	\$ 4,790
1548	Pearl & Jennings Road Storage Tanks & Pump Station Upgrade Expanded Capacity 4 MGD to 11.5 MGD. 8.5 @100 ft + 3 @35 ft Pumps = 180 Hp	\$ 17,617,527.00	2024	Power	Estimate	2.0%			\$ 30,000	\$ 30,600	\$ 31,212
				Chemicals	Estimate	2.0%			\$ -	\$ -	\$ -
				Maintenance	0.58%	2.0%			\$ 101,301	\$ 103,327	\$ 105,393
				Labor	Estimate	2.0%			\$ 101,301	\$ 103,327	\$ 105,393
9091-2018	Southerly Tunnel Dewatering Pump Station Hp = 2050 firm pumping + 1065 Misc = 3115 tot BOD "3% of Project Cost" TOO HIGH	\$ 36,318,377.44	2029	Power	Estimate	2.0%					
				Chemicals	Estimate	2.0%					
				Maintenance	0.5%	2.0%					
				Labor	Estimate	2.0%					
9094-2018	SCSO-2 Kingsbury Run Consolidation Sewer	\$ 78,700,943.24	2029	Power	Estimate	2.0%					
				Chemicals	Estimate	2.0%					
				Materials	0.075%	2.0%					
				Labor	Estimate	2.0%					
9108-2018	Southerly Miscellaneous CSO Control and Relief Sewers	\$ 21,423,226.26	2029	Power	Estimate	2.0%					
				Chemicals	Estimate	2.0%					
				Materials	0.075%	2.0%					
				Labor	Estimate	2.0%					
1622	Southerly Tunnel and Consolidation  Add 2 CS FTE 2028	\$ 348,644,752.46	2028	Power	Estimate	2.0%					
				Chemicals	Estimate	2.0%					
				Materials	0.075%	2.0%					
				Labor	Estimate	2.0%					
9098-2018	Big Creek CSO-059 Storage Tank 8 MGD @ 25 ft pump out = 50 Hp pumping shaft  Add 1 CS FTE 2028	\$ 17,232,920.07	2028	Power	Estimate	2.0%					
				Chemicals	Estimate	2.0%					
				Maintenance	0.5%	2.0%					
				Labor	Estimate	2.0%					
	Supplemental Environmental: Cuyahoga water to canal 50 hHp pump runs continuously "spring to fall"	\$ -	2021	Power	Estimate	2.0%	\$ 26,177	\$ 26,701	\$ 27,235	\$ 27,780	\$ 28,335
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.0%	2.0%	\$ 40,800	\$ 41,616	\$ 42,448	\$ 43,297	\$ 44,163
				Labor	Estimate	2.0%	\$ 40,800	\$ 41,616	\$ 42,448	\$ 43,297	\$ 44,163

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**Impact of Capital Investments on Operating Budget**

**As of December 31, 2021**

Project No.	Project	CAPX	Turnover Date	OPX	OPX as % of CAPX (or estimate)	Yearly Inflation Increase %					
							2022	2023	2024	2025	2026
<b>Combined Sewer Overflow</b>							<b>\$ 628,214</b>	<b>\$ 1,122,132</b>	<b>\$ 1,935,950</b>	<b>\$ 1,974,669</b>	<b>\$ 2,477,545</b>
1381	Automation Program Management Phase-1 .25% hard savings, 1 Inst tech year 3 of APM	\$ 19,900,000.00	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%				\$ -	\$ -
				Materials	-0.25%	2.0%	\$ (50,745)	\$ (51,760)	\$ (52,795)	\$ (53,851)	\$ (54,928)
				Labor	Estimate	2.0%		\$ (100,000)	\$ (102,000)	\$ (104,040)	\$ (106,121)
1531	District-Wide Energy Conservation and Management Project	\$ 3,439,625.20	2021	Power	Estimate	2.0%	\$ (204,000)	\$ (208,080)	\$ (212,242)	\$ (216,486)	\$ (220,816)
				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)	\$ (201,630)
				Chemicals	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
				Materials	0.0%	2.0%		\$ -	\$ -	\$ -	\$ -
				Labor	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
<b>District Wide</b>							<b>\$ (50,745)</b>	<b>\$ (151,760)</b>	<b>\$ (154,795)</b>	<b>\$ (157,891)</b>	<b>\$ (161,049)</b>
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	\$ 75,504
				Labor	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Green Infrastructure</b>							<b>\$ 69,754</b>	<b>\$ 71,149</b>	<b>\$ 72,572</b>	<b>\$ 74,024</b>	<b>\$ 75,504</b>
<b>Grand Total</b>							<b>\$ 21,879</b>	<b>\$ 299,631</b>	<b>\$ 363,715</b>	<b>\$ 200,571</b>	<b>\$ 359,885</b>

# **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 2022 Capital Budget. For additional Capital Improvements Projects, please refer to the 10 Year Long-Term Financial Plan section.

<b>Project:</b>	Easterly Chemically Enhanced High Rate Treatment Facility		
<b>Design Start:</b>	3 <sup>rd</sup> Quarter 2015		
<b>Construction Start:</b>	1 <sup>st</sup> Quarter 2023	<b>Construction Est. (\$M):</b>	\$125.0
<b>Project Description:</b>	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.		

<b>Project:</b>	Shoreline Consolidation Sewer		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2019		
<b>Construction Start:</b>	1 <sup>st</sup> Quarter 2022	<b>Construction Est. (\$M):</b>	\$51.5
<b>Project Description:</b>	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.		

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

<b>Project:</b>	Kingsbury Run Consolidation Sewer		
<b>Design Start:</b>	<b>2<sup>nd</sup> Quarter 2022</b>		
<b>Construction Start:</b>	<b>3<sup>rd</sup> Quarter 2024</b>	<b>Construction Est. (\$M):</b>	<b>\$84.4</b>
<b>Project Description:</b>			
<p>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.</p>			

<b>Project:</b>	Shoreline Storage Tunnel		
<b>Design Start:</b>	<b>4<sup>th</sup> Quarter 2018</b>		
<b>Construction Start:</b>	<b>2<sup>nd</sup> Quarter 2022</b>	<b>Construction Est. (\$M):</b>	<b>\$201.6</b>
<b>Project Description:</b>			
<p>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.</p>			

<b>Project:</b>	Pearl & Jennings Road Storage Tanks & Pump Station Upgrades		
<b>Design Start:</b>	<b>1<sup>st</sup> Quarter 2019</b>		
<b>Construction Start:</b>	<b>4<sup>th</sup> Quarter 2022</b>	<b>Construction Est. (\$M):</b>	<b>\$21.7</b>
<b>Project Description:</b>			
<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>			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

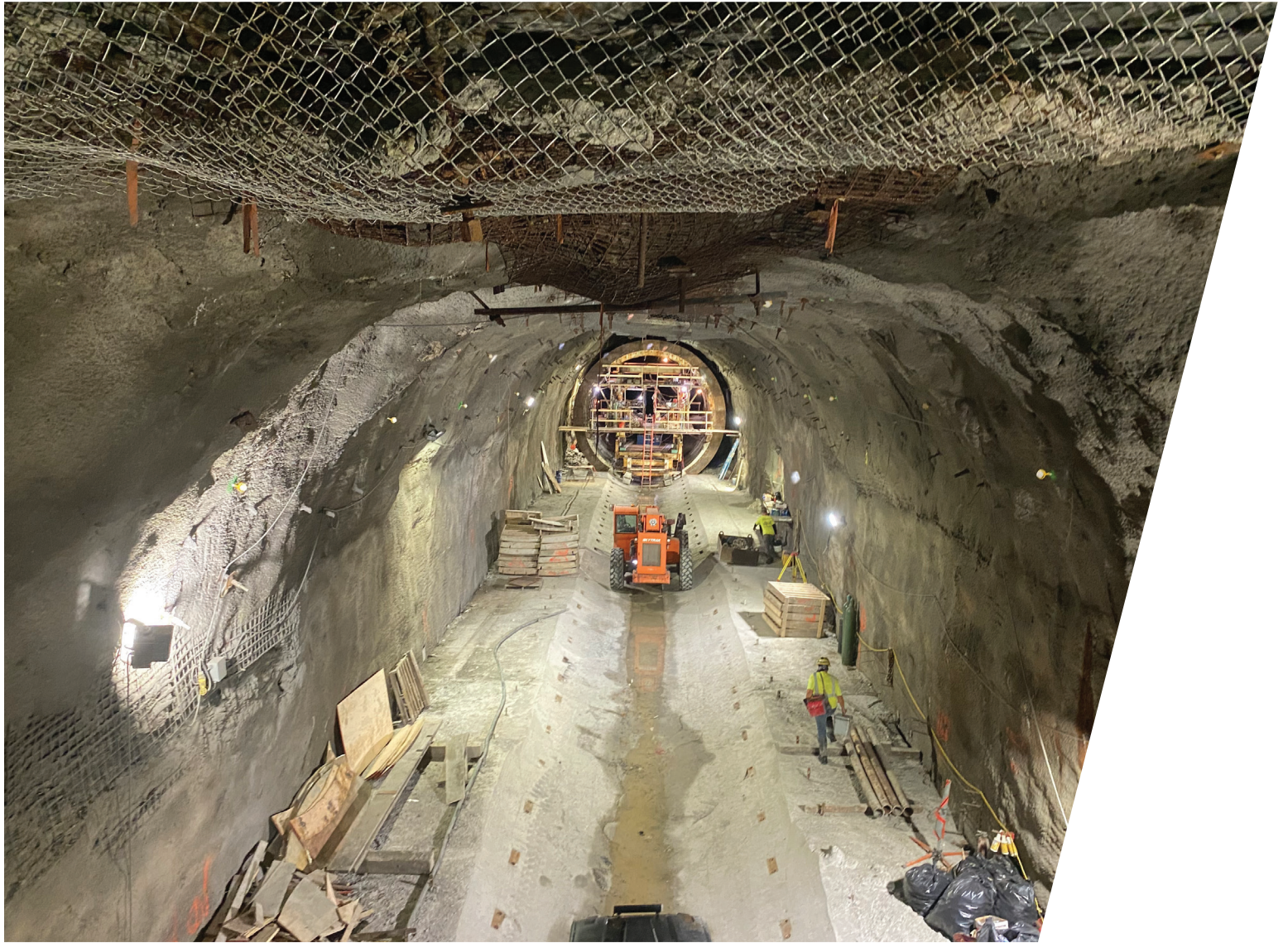
## **CAPITAL IMPROVEMENT PROGRAM - continued**

<b>Project:</b>	Westerly Chemically Enhanced High Rate Treatment Facility		
<b>Design Start:</b>	2 <sup>nd</sup> Quarter 2017		
<b>Construction Start:</b>	1 <sup>st</sup> Quarter 2022	<b>Construction Est. (\$M):</b>	\$82.6
<b>Project Description:</b>			
<p>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.</p>			

<b>Project:</b>	Southerly Tunnel and Consolidation		
<b>Design Start:</b>	2 <sup>nd</sup> Quarter 2021		
<b>Construction Start:</b>	1 <sup>st</sup> Quarter 2024	<b>Construction Est. (\$M):</b>	\$326.0
<b>Project Description:</b>			
<p>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 2022-2023.</p>			

<b>Project:</b>	Southerly Second Stage Aeration Improvements		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2021		
<b>Construction Start:</b>	3 <sup>rd</sup> Quarter 2023	<b>Construction Est. (\$M):</b>	\$24.2
<b>Project Description:</b>			
<p>The Southerly Second Stage Aeration Improvements will rehabilitate aging equipment and structures that are part of the nitrifying activated sludge process. The major process components parts of this improvement project include ten three-pass aeration tanks, four process air compressors, ten final settling tanks, and seven Return Activated Sludge (RAS) screw pumps. Rehabilitate or replace the Process Air Compressors (PAC) at the second stage aeration process to provide an energy efficient system. Provide concrete rehabilitation to the Second Stage concrete exterior roof deck on the north and south sides of the Compressor Building.</p>			

# CAPITAL FINANCING



**Northeast Ohio  
Regional Sewer District**

# **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) Internally generated funds
- c) Low interest loan funds from WPCLF
- 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 Sewer 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 Sewer 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, 2021 was \$855,237,232. The Sewer 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, 2020 and 2021 Bonds. The Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 2021**

On July 29, 2021, the Sewer District issued \$114,295,000 of Wastewater Improvement Revenue Refunding Bonds, Series 2021 (the “2021 Series Bonds”), in connection with the advance refunding of its Wastewater Improvement Revenue Bonds, Series 2013 (the “2013 Series Bonds”) and Series 2014 (the “2014 Series Bonds”). The 2021 Series Bonds are payable from the revenues of the Sewer 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 Sewer 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.

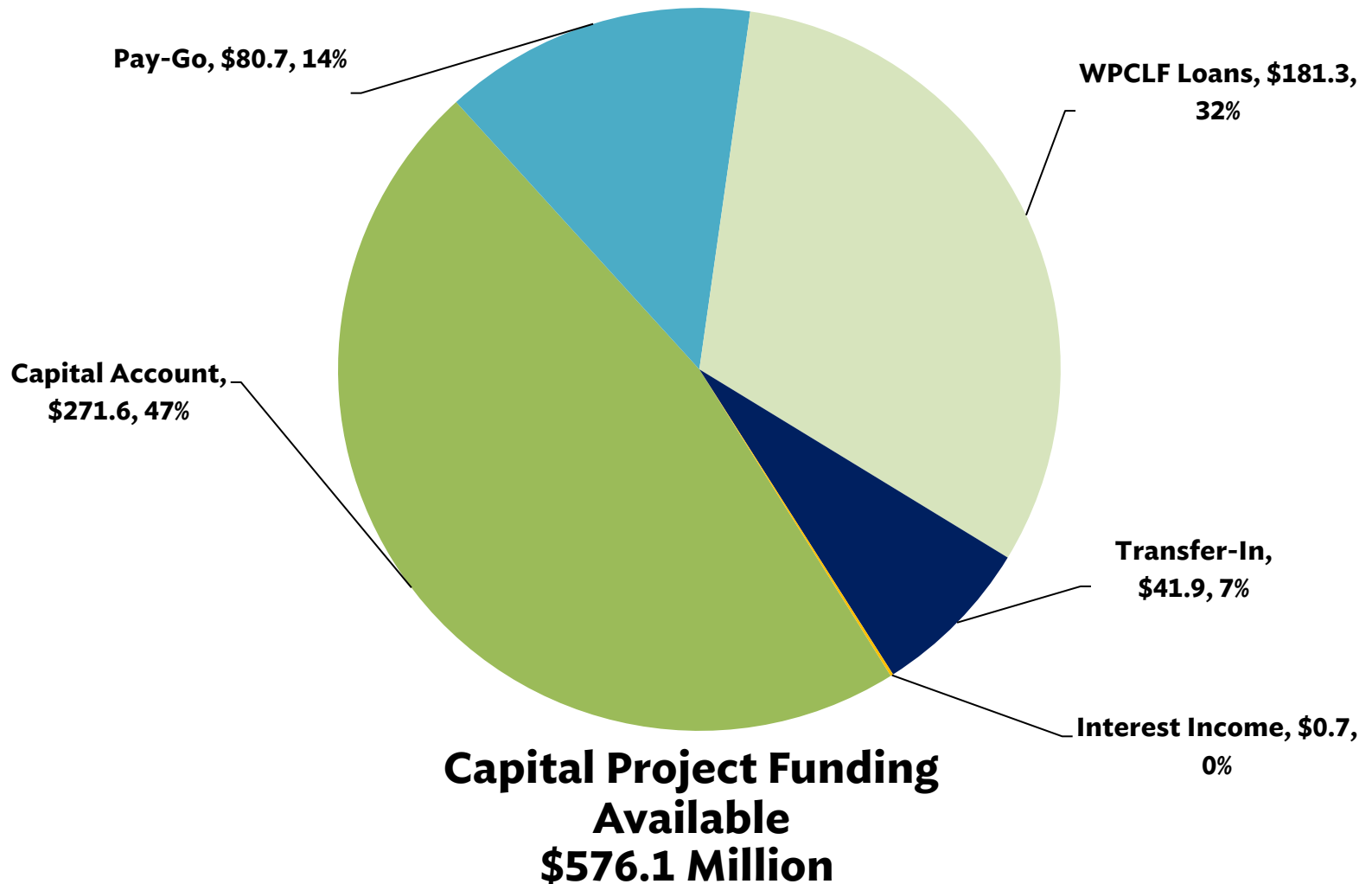
**NORTHEAST OHIO REGIONAL SEWER DISTRICT  
WASTEWATER CAPITAL BOND PROJECTS ACCOUNT  
2022 SUMMARY OF CASH ACTIVITY**

	<u>Capital Project Account</u>	<u>Bond Projected Account</u>	<u>Total Capital &amp; Bond Projected Account</u>
<b>CAPITAL AND BOND PROJECT ACCOUNTS</b>			
<b>Beginning Balance</b>	\$ 323,609,586	\$ -	\$ 323,609,586
Anticipated Debt Defeasance	(52,000,000)	-	(52,000,000)
<b>Adjusted Available Balance</b>	<b>\$ 271,609,586</b>	<b>\$ -</b>	<b>\$ 271,609,586</b>
<b>Funding Sources:</b>			
Pay As You Go Capital Financing	\$ 80,666,763	\$ -	\$ 80,666,763
Transfer In from O&M	41,865,097	-	41,865,097
Interest Income	661,311	-	661,311
WPCLF Loans	181,289,572	-	181,289,572
<b>Total Funding Sources</b>	<b>\$ 304,482,743</b>	<b>\$ -</b>	<b>\$ 304,482,743</b>
<b>Total Sources of Capital funds</b>	<b>\$ 576,092,329</b>	<b>\$ -</b>	<b>\$ 576,092,329</b>
<b>Uses:</b>			
Capitalized Labor & Fringe Benefits	\$ 6,500,000	\$ -	\$ 6,500,000
Capital Outlays	249,252,368	-	249,252,368
Minor Capital	7,083,260	-	7,083,260
<b>Total Anticipated Payments</b>	<b>\$ 262,835,628</b>	<b>\$ -</b>	<b>\$ 262,835,628</b>
<b>Ending Balance</b>	<b>\$ 313,256,701</b>	<b>\$ -</b>	<b>\$ 313,256,701</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

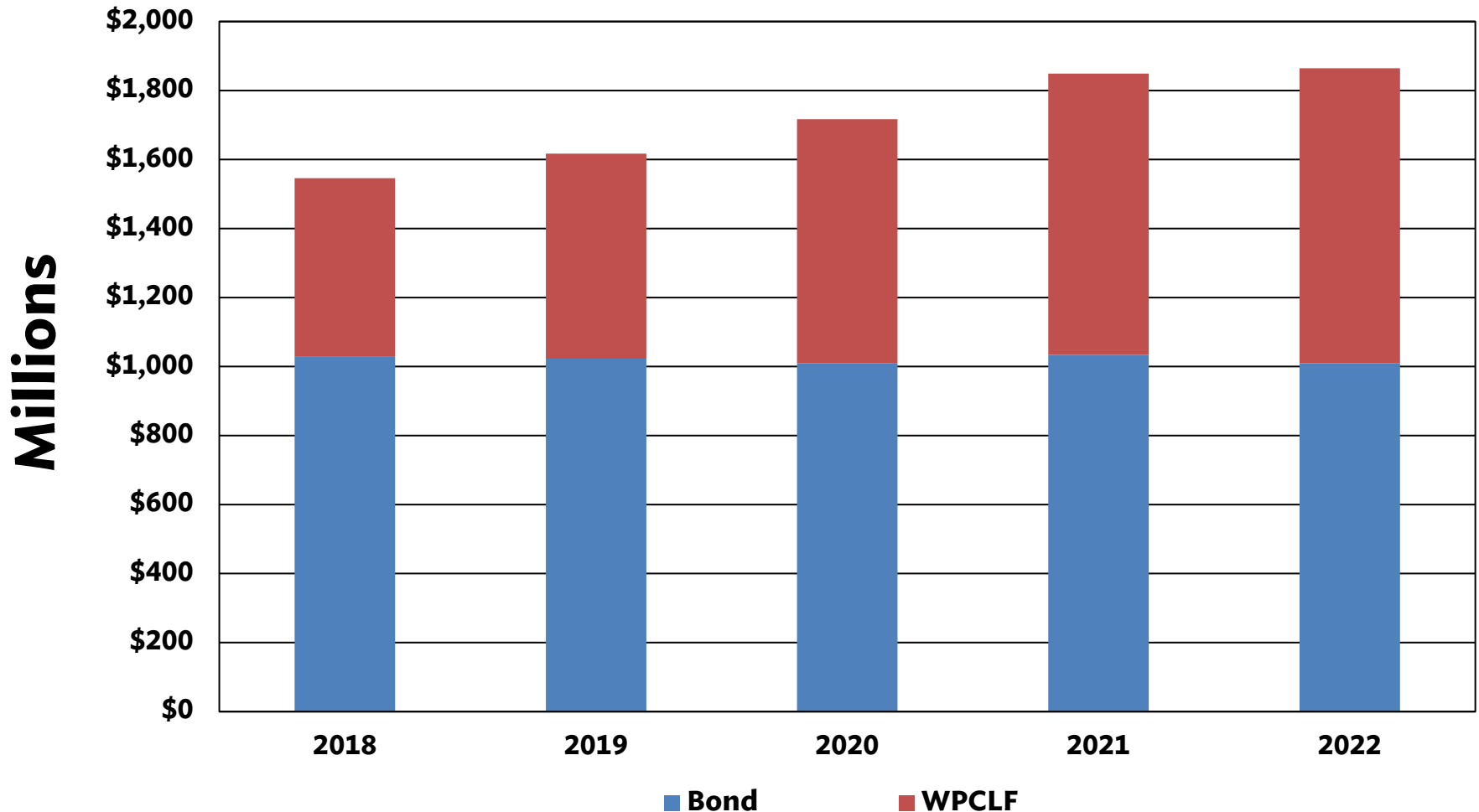
## 2022 Capital Project Funding Available

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# 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, 2021 follows:

	<u>Interest Rate</u>	<u>2021</u>	<u>2020</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%	1,915,000	20,215,000
Wastewater Improvement Revenue			
Bonds, Series 2014:			
Serial Bonds Maturing 2018 through 2049	1.75%-5.00%	62,865,000	179,925,000
Wastewater Improvement Revenue			
Refunding Bonds, Series 2016:			
Serial Bonds Maturing 2018 through 2036	3.00%	21,445,000	21,620,000
Wastewater Improvement Revenue			
Refunding Bonds, Series 2017:			
Serial Bonds Maturing 2019 through 2043	3.00-5.00%	239,840,000	240,455,000
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%	240,025,000	241,665,000
Wastewater Improvement Revenue			
Refunding Bonds, Series 2021:			
Serial Bonds Maturing 2021 through 2046	0.21%-2.77%	113,070,000	-
Water Pollution Control Loans Payable			
Through 2054	0.00%-5.20%	855,237,232	814,932,184
Total Debt		1,864,612,232	1,849,027,184
Less Current Maturities		(57,712,114)	(52,298,417)
Bond Premium, Net		32,392,049	43,967,129
Total Long-Term Debt		<u>\$ 1,839,292,167</u>	<u>\$ 1,840,695,896</u>

**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
2022	\$ -	\$ 3,107,604	\$ 1,915,000	\$ 88,750
2023	-	3,107,604	-	-
2024	-	3,107,604	-	-
2025	-	3,107,604	-	-
2026	1,540,000	3,107,604	-	-
2027-2031	64,625,000	11,106,741	-	-
2032-2036	19,045,000	694,571	-	-
2037-2041	-	-	-	-
2042-2046	-	-	-	-
2047-2051	-	-	-	-
2052-2055	-	-	-	-
<b>Total</b>	<b>\$ 85,210,000</b>	<b>\$ 27,339,331</b>	<b>\$ 1,915,000</b>	<b>\$ 88,750</b>

	Wastewater Improvement Revenue Bonds Series 2014		Wastewater Improvement Revenue Refunding Bonds Series 2016	
	Principal	Interest	Principal	Interest
2022	\$ 3,550,000	\$ 2,556,650	\$ 180,000	\$ 643,350
2023	3,705,000	2,409,650	190,000	637,950
2024	3,885,000	2,224,400	195,000	632,250
2025	-	2,069,000	200,000	626,400
2026	-	2,069,000	205,000	620,400
2027-2031	-	10,345,000	1,120,000	3,006,300
2032-2036	-	10,345,000	19,355,000	2,296,800
2037-2041	-	10,345,000	-	-
2042-2046	-	10,345,000	-	-
2047-2051	51,725,000	3,123,800	-	-
2052-2055	-	-	-	-
<b>Total</b>	<b>\$ 62,865,000</b>	<b>\$ 55,832,500</b>	<b>\$ 21,445,000</b>	<b>\$ 8,463,450</b>



**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
	\$	\$	\$	\$
2022	645,000	9,558,463	-	7,958,700
2023	1,185,000	9,526,213	-	7,958,700
2024	2,280,000	9,466,963	-	7,958,700
2025	3,830,000	9,352,963	-	7,958,700
2026	5,520,000	9,161,463	-	7,958,700
2027-2031	25,965,000	41,383,563	-	39,793,500
2032-2036	42,550,000	34,718,463	98,310,000	35,536,950
2037-2041	102,315,000	23,108,575	146,695,000	11,523,050
2042-2046	55,550,000	3,354,800	-	-
2047-2051	-	-	-	-
2052-2055	-	-	-	-
<b>Total</b>	<b>\$ 239,840,000</b>	<b>\$ 149,631,464</b>	<b>\$ 245,005,000</b>	<b>\$ 126,647,000</b>

	Wastewater Improvement Revenue Refunding Bonds Series 2020		Wastewater Improvement Revenue Refunding Bonds Series 2021	
	Principal	Interest	Principal	Interest
	\$	\$	\$	\$
2022	1,665,000	7,317,539	1,770,000	2,270,536
2023	1,695,000	7,288,801	1,780,000	2,266,022
2024	1,725,000	7,258,681	1,785,000	2,259,703
2025	1,760,000	7,226,372	5,840,000	2,248,619
2026	1,795,000	7,190,767	7,605,000	2,200,380
2027-2031	25,175,000	35,153,767	30,815,000	9,664,917
2032-2036	30,315,000	30,871,968	12,930,000	7,633,388
2037-2041	38,940,000	26,335,195	1,405,000	6,920,816
2042-2046	89,070,000	16,753,355	49,140,000	6,067,571
2047-2051	47,885,000	3,194,730	-	0
2052-2055	-	-	-	-
<b>Total</b>	<b>\$ 240,025,000</b>	<b>\$ 148,591,175</b>	<b>\$ 113,070,000</b>	<b>\$ 41,531,952</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**LONG-TERM DEBT-continued**

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

	Water Pollution Control Loans		Future Debt Service Requirements Total	
	Principal	Interest	Principal	Interest
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
2022	\$ 49,212,114	\$ 14,589,159	\$ 58,937,114	\$ 48,090,750
2023	53,213,110	13,975,688	61,768,110	47,170,628
2024	49,665,470	12,869,677	59,535,470	45,777,978
2025	53,075,967	14,424,749	64,705,967	47,014,406
2026	50,411,552	13,297,353	67,076,552	45,605,666
2027-2031	192,906,509	52,768,154	340,606,509	203,221,942
2032-2036	163,001,680	32,787,209	385,506,680	154,884,349
2037-2041	105,697,023	19,079,583	395,052,023	97,312,219
2042-2046	61,272,022	11,386,394	255,032,022	47,907,120
2047-2051	60,755,313	5,107,243	160,365,313	11,425,773
2052-2055	16,026,472	614,078	16,026,472	614,078
Total	<u>\$ 855,237,232</u>	<u>\$ 190,899,287</u>	<u>\$ 1,864,612,232</u>	<u>\$ 749,024,909</u>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>		
<b>Debt Service Coverage Test</b>		
<b>(in thousands)</b>		
	<b>2021 Unaudited Actual</b>	<b>2022 Adopted Budget</b>
Sewer Service Revenues	\$ 374,053	\$ 382,715
Miscellaneous Revenues	1,701	1,526
Interest Revenues	98	218
Total Revenues	<u>\$ 375,852</u>	<u>\$ 384,459</u>
Operating Expenses (less:Capitalized Payroll)	\$ 115,840	\$ 134,452
Transferred to Rate Stabilization Account	-	-
	<u>\$ 115,840</u>	<u>\$ 134,452</u>
Net Revenues Available	<u>\$ 260,012</u>	<u>\$ 250,007</u>
Debt Service		
Sr. Lien Revenue Bonds	44,908	42,198
WPCLF Loans	55,491	77,295
Total Debt Service	<u>\$ 100,399</u>	<u>\$ 119,493</u>
<b>Debt Service Coverage</b>		
Sr. Lien Coverage	1.25	1.25
Target Sr. Lien Debt Coverage	5.79	5.92
All Debt Coverage	1.05	1.05
Target All Debt Coverage	2.59	2.09

# DEPARTMENT SUMMARIES

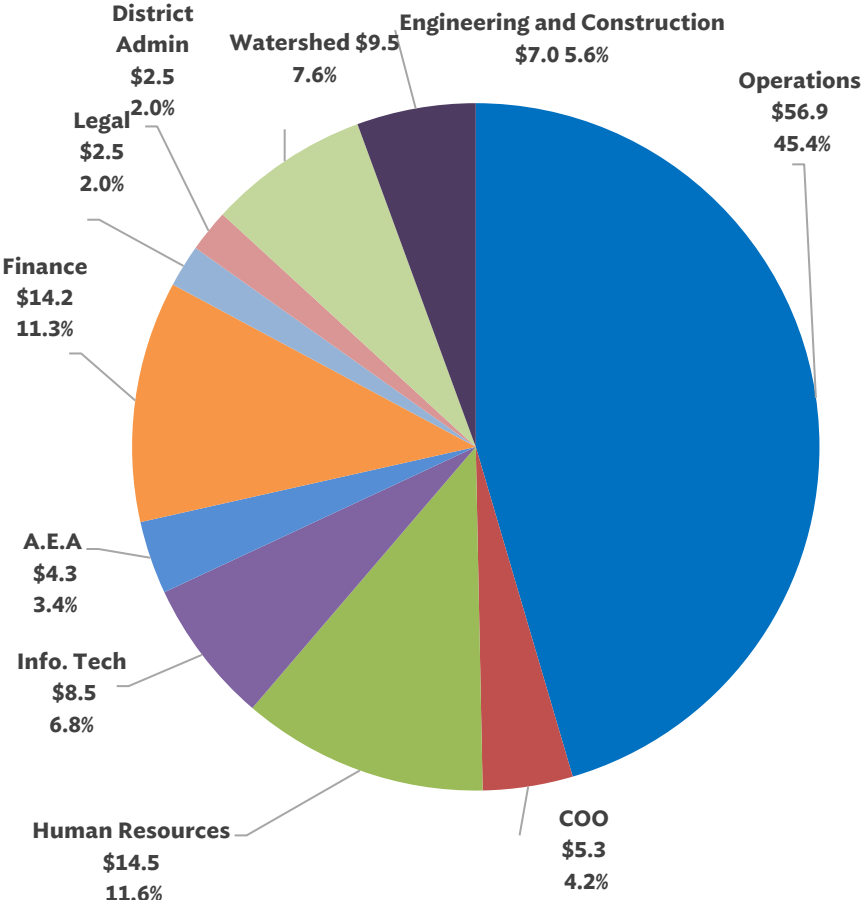


**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**SEWER SERVICE OPERATING EXPENSE COMPARISON BY BUDGET CENTER**  
**2022 ADOPTED BUDGET VS. 2021 ACTUALS**

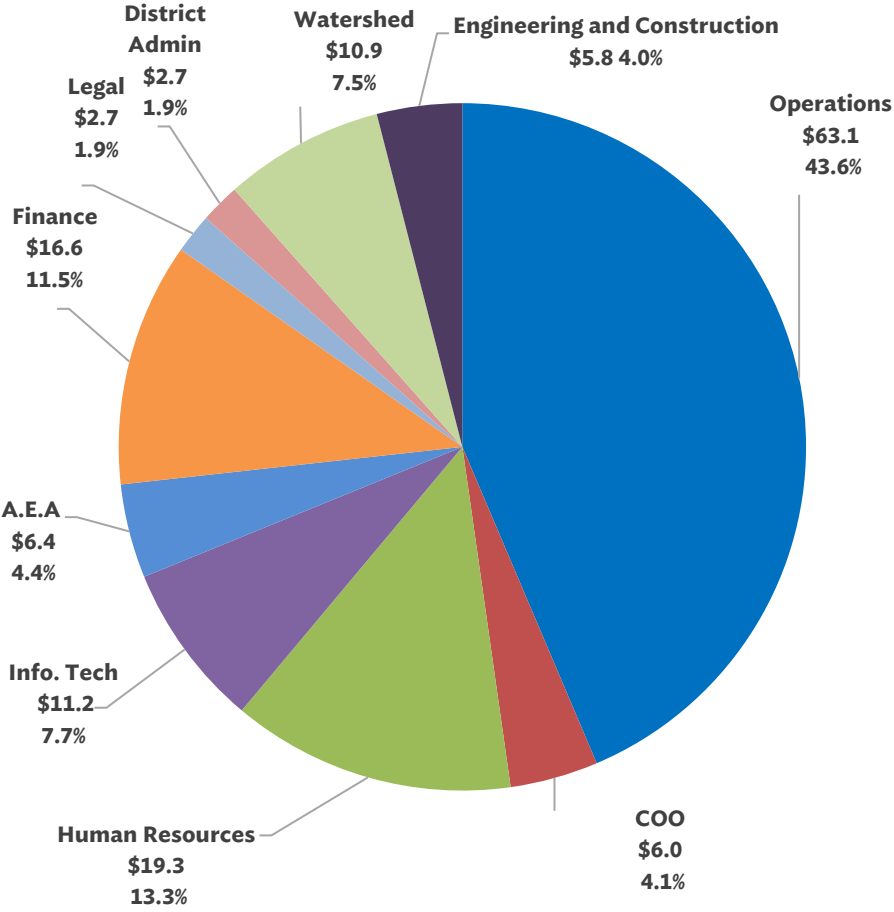
BUDGET CENTER		2021 ADOPTED BUDGET	2021 UNAUDITED ACTUALS	2022 PRELIMINARY BUDGET	2022 BUDGET 2021 OVER (UNDER)	% INCREASE (DECREASE)
<b>OPERATIONS:</b>						
1100	SOUTHERLY WASTEWATER TREATMENT PLANT	\$ 28,146,655	\$ 25,305,622	\$ 27,816,969	\$ 2,511,347	9.92%
1200	WESTERLY WASTEWATER TREATMENT PLANT	8,817,297	8,443,089	8,550,950	107,861	1.28%
1300	EASTERLY WASTEWATER TREATMENT PLANT	9,676,719	8,807,961	9,082,662	274,701	3.12%
	<b>TOTAL PLANTS</b>	<b>\$ 46,640,671</b>	<b>\$ 42,556,672</b>	<b>\$ 45,450,581</b>	<b>\$ 2,893,909</b>	<b>6.80%</b>
1000	OPERATION AND MAINTENANCE	\$ 1,115,015	\$ 964,712	\$ 990,374	\$ 25,662	2.66%
1400	MAINTENANCE SERVICES	574,892	772,917	664,793	(108,124)	-13.99%
1500	SEWER SYSTEM MAINTENANCE AND OPERATION	6,939,237	6,032,964	7,097,039	1,064,075	17.64%
1600	FLEET SERVICES	1,130,751	1,074,102	1,701,371	627,269	58.40%
3100	PROCESS CONTROL AND AUTOMATION	2,222,438	2,171,182	3,286,848	1,115,666	51.39%
	<b>TOTAL O&amp;M</b>	<b>\$ 11,982,333</b>	<b>\$ 11,015,877</b>	<b>\$ 13,740,425</b>	<b>\$ 2,724,548</b>	<b>24.73%</b>
1700	BUILDING MAINTENANCE	\$ 1,272,212	\$ 1,314,193	\$ 1,977,088	\$ 662,895	50.44%
6300	ADMINISTRATIVE SERVICES	2,054,146	2,061,461	1,939,768	(121,693)	-5.90%
	<b>TOTAL CENTRAL SERVICES</b>	<b>\$ 3,326,358</b>	<b>\$ 3,375,654</b>	<b>\$ 3,916,856</b>	<b>\$ 541,202</b>	<b>16.03%</b>
	<b>TOTAL OPERATIONS</b>	<b>\$ 61,949,362</b>	<b>\$ 56,948,202</b>	<b>\$ 63,107,862</b>	<b>\$ 6,159,660</b>	<b>10.82%</b>
<b>CHIEF OPERATION OFFICER:</b>						
2100	SECURITY	\$ 2,905,915	\$ 2,637,096	\$ 2,913,895	\$ 276,799	10.50%
3200	TECHNICAL SERVICE GROUP	3,049,985	2,678,071	3,060,748	382,677	0.00%
9000	ENGINEERING AND CONSTRUCTION	8,040,417	6,990,882	5,787,426	(1,203,456)	-17.21%
	<b>TOTAL COO</b>	<b>\$ 13,996,317</b>	<b>\$ 12,306,049</b>	<b>\$ 11,762,069</b>	<b>\$ (543,980)</b>	<b>-6.72%</b>
<b>INFORMATION TECHNOLOGY</b>						
3000	INFORMATION TECHNOLOGY	<b>\$ 10,009,366</b>	<b>\$ 8,491,216</b>	<b>\$ 11,234,541</b>	<b>\$ 2,743,325</b>	<b>32.31%</b>
<b>FINANCE:</b>						
6000	FINANCE	\$ 13,848,181	\$ 12,435,708	\$ 14,430,113	\$ 1,994,405	16.04%
6100	INVENTORY CONTROL	670,886	555,523	609,570	54,047	9.73%
6200	PURCHASING	873,090	894,634	1,026,519	131,885	14.74%
6500	CONTRACT COMPLIANCE	455,463	345,814	532,719	186,905	54.05%
	<b>TOTAL FINANCE</b>	<b>\$ 15,847,620</b>	<b>\$ 14,231,679</b>	<b>\$ 16,598,921</b>	<b>\$ 2,367,242</b>	<b>16.63%</b>
<b>ADMINISTRATION AND EXTERNAL AFFAIRS:</b>						
5000	ADMINISTRATION AND EXTERNAL AFFAIRS	\$ 3,532,122	\$ 2,859,538	\$ 4,249,081	\$ 1,389,543	48.59%
6400	CUSTOMER SERVICE	1,470,483	1,404,676	2,160,377	755,701	53.80%
2000	HUMAN RESOURCES	20,185,031	14,526,845	19,274,608	4,747,763	32.68%
	<b>TOTAL ADMIN AND EXTERNAL AFFAIRS</b>	<b>\$ 25,187,636</b>	<b>\$ 18,791,059</b>	<b>\$ 25,684,066</b>	<b>\$ 6,893,007</b>	<b>135.07%</b>
<b>LEGAL:</b>						
7000	LEGAL	<b>\$ 2,664,893</b>	<b>\$ 2,473,896</b>	<b>\$ 2,710,846</b>	\$ 236,950	<b>9.58%</b>
<b>DISTRICT ADMINISTRATION:</b>						
8000	DISTRICT ADMINISTRATION	\$ 1,728,436	\$ 1,618,245	\$ 1,830,887	\$ 212,642	13.14%
8200	INTERNAL AUDIT	776,915	877,982	881,001	3,019	0.34%
	<b>TOTAL DISTRICT ADMINISTRATION</b>	<b>\$ 2,505,351</b>	<b>\$ 2,496,227</b>	<b>\$ 2,711,888</b>	\$ 215,661	<b>8.64%</b>
<b>WATERSHED PROGRAMS:</b>						
1800	WATER QUALITY AND INDUSTRIAL SURVEILLANCE	\$ 2,653,656	\$ 2,107,220	\$ 2,631,486	\$ 524,266	24.88%
1900	ANALYTICAL SERVICES	3,444,976	3,046,174	3,533,225	487,051	15.99%
8100	WATERSHED PROGRAMS	3,137,938	2,676,549	2,505,462	(171,087)	-6.39%
8300	STORMWATER INSPECTION AND MAINTENANCE	902,844	315,182	841,152	525,970	0.00%
8400	HEALTH AND SAFETY	1,107,114	911,963	935,835	23,872	2.62%
8500	ENVIRONMENTAL SERVICES	452,946	455,633	495,110	39,477	0.00%
	<b>TOTAL WATERSHED PROGRAMS</b>	<b>\$ 11,699,474</b>	<b>\$ 9,512,721</b>	<b>\$ 10,942,270</b>	<b>\$ 1,429,549</b>	<b>15.03%</b>
	<b>TOTAL WASTEWATER OPERATING EXPENSES</b>	<b>\$ 143,860,018</b>	<b>\$ 125,251,049</b>	<b>\$ 144,752,463</b>	<b>\$ 19,501,414</b>	<b>15.57%</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Sewer Service Operating Expenses by District Function



**2021 Preliminary Actual**  
**\$125.3 Million**



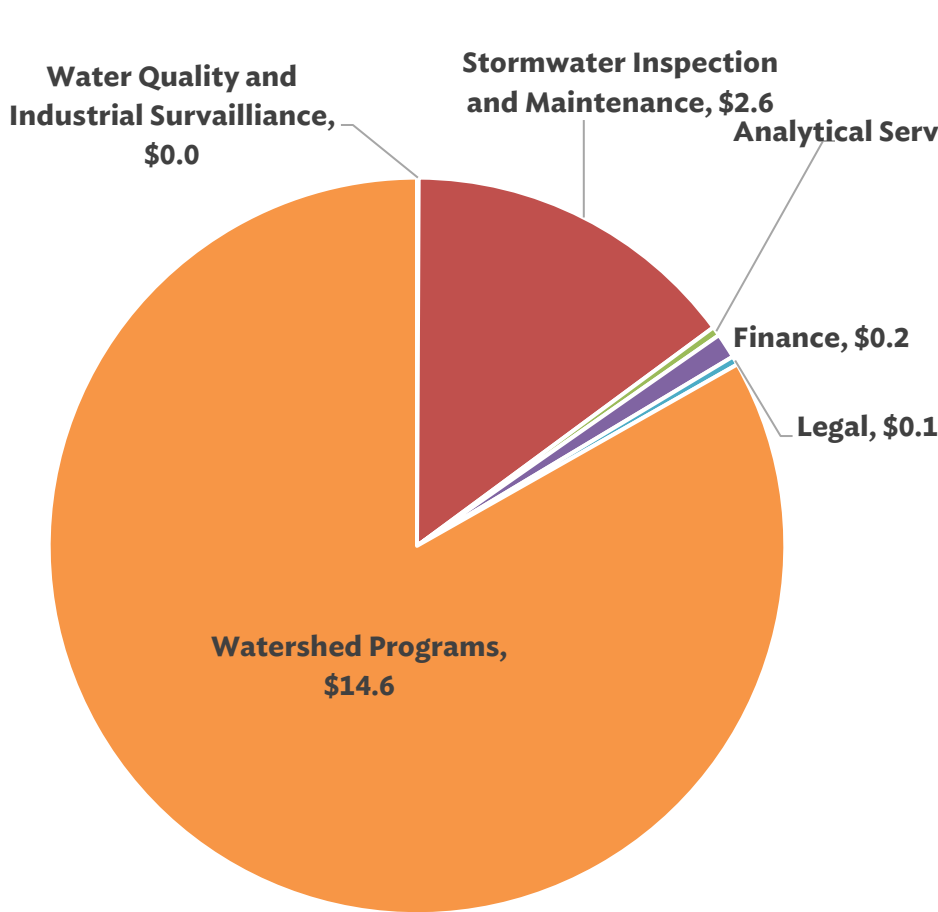
**2022 Adopted Budget**  
**\$144.8 Million**

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
STORMWATER OPERATING EXPENSE COMPARISON BY BUDGET CENTER						
2022 ADOPTED BUDGET VS. 2021 ACTUALS						
		2021	2021	2022	2022	%
		ADJUSTED	UNAUDITED	PRELIMINARY	OVER (UNDER)	INCREASE
		BUDGET	ACTUALS	BUDGET	2021	(DECREASE)
<b>BUDGET CENTER:</b>						
1800	WATER QUALITY AND INDUSTRIAL SURVAILLIANCE	\$ 22,550	\$ 12,747	\$ 11,750	\$ (10,800)	-47.89%
1900	ANALYTICAL SERVICES	85,000	72,504	95,000	10,000	11.76%
6000	FINANCE	290,000	193,626	314,000	24,000	8.28%
7000	LEGAL	75,000	67,704	75,000	-	0.00%
8100	WATERSHED PROGRAMS	25,383,020	14,571,154	27,241,637	1,858,617	7.32%
8300	STORMWATER INSPECTION AND MAINTENANCE	3,818,293	2,577,023	3,863,499	45,206	1.18%
<b>TOTAL STORMWATER OPERATING EXPENSES</b>		<b>\$ 29,673,863</b>	<b>\$ 17,494,759</b>	<b>\$ 31,600,886</b>	<b>\$ 1,927,023</b>	<b>6.49%</b>

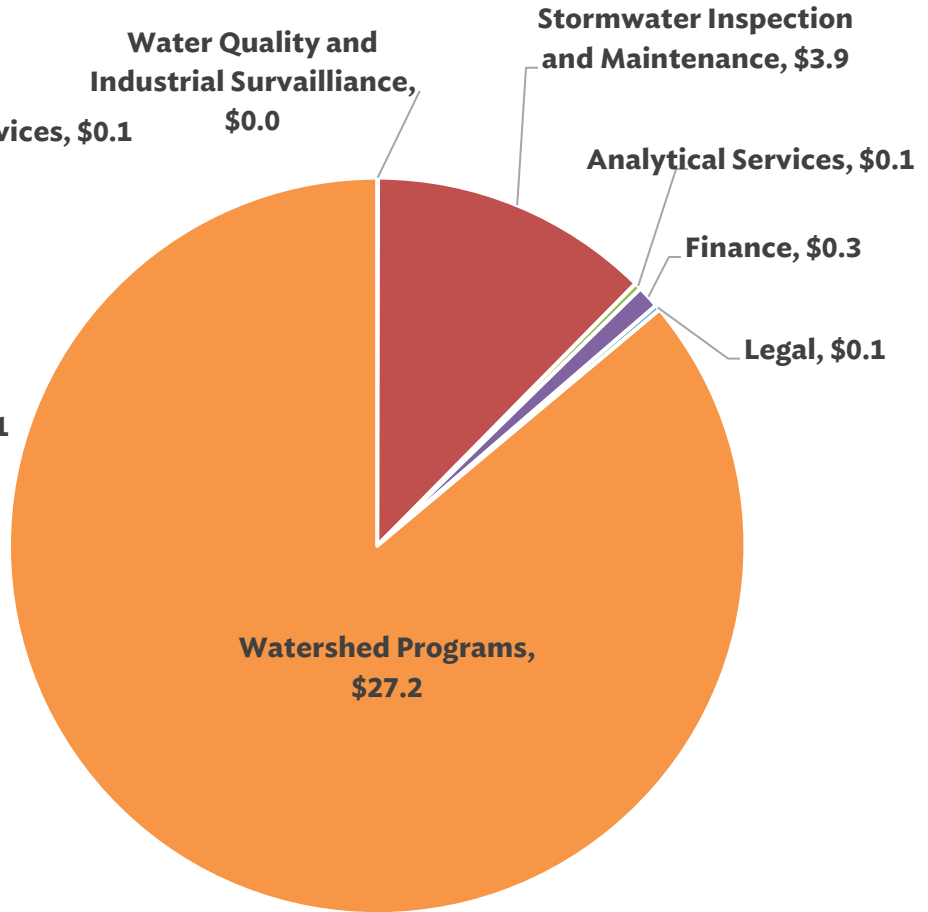
# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Stormwater Service Operating Expenses by District Function

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**2021 Preliminary Actual  
\$17.5 Million**



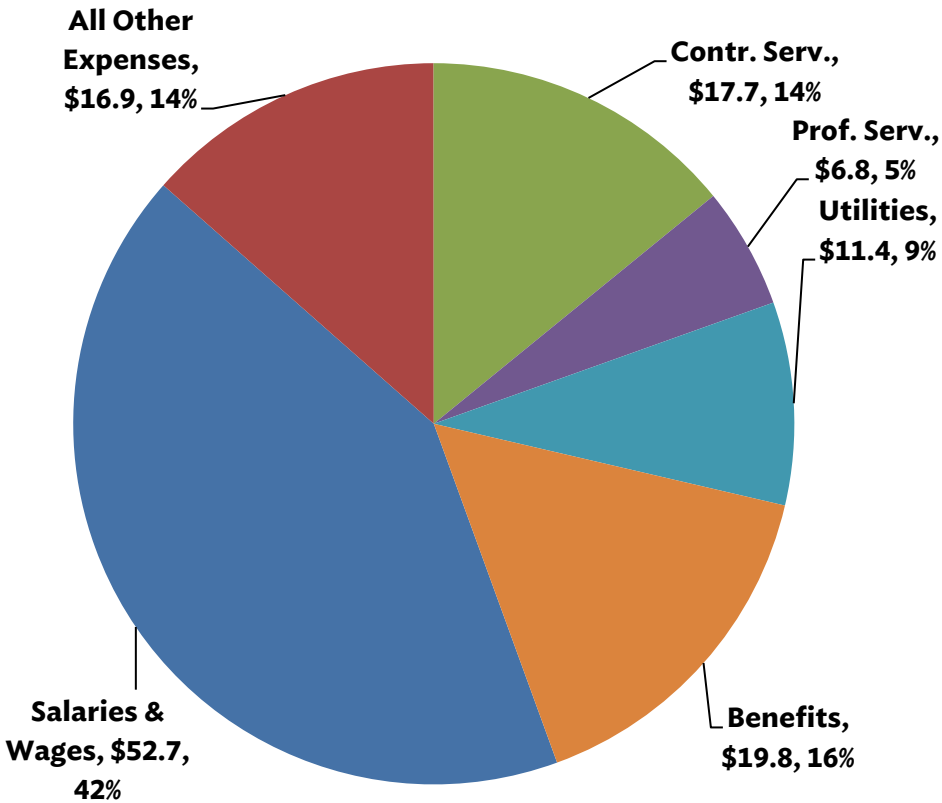
**2022 Adopted Budget  
\$31.6 Million**



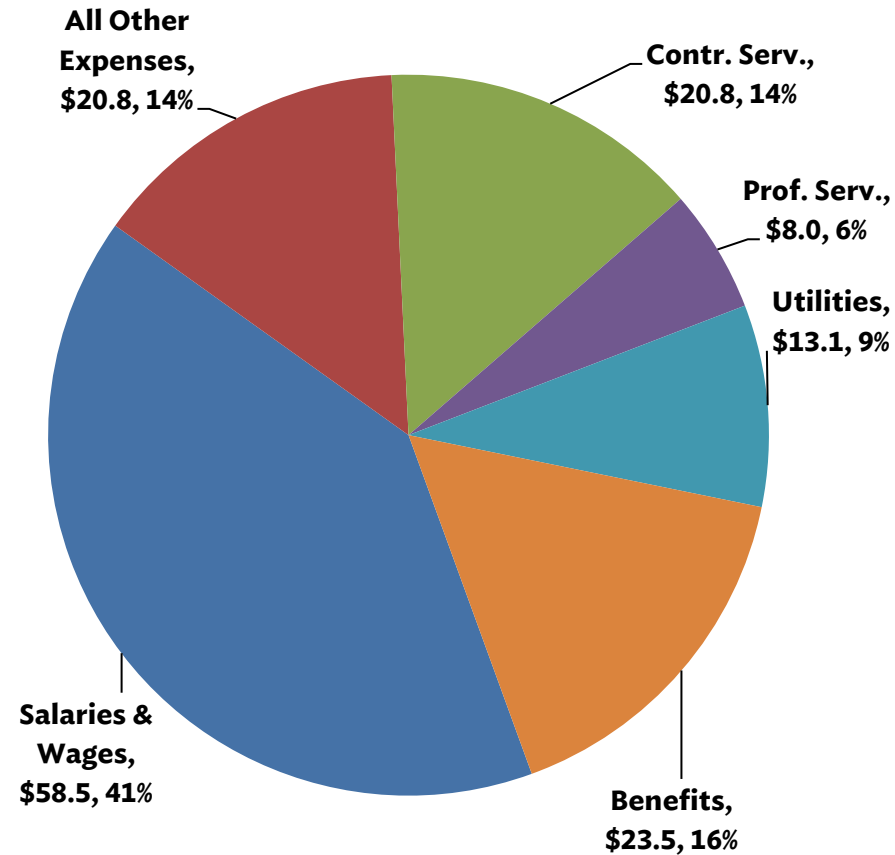
<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>SEWER SERVICE OPERATING EXPENSE COMPARISON BY CATEGORY</b>				
<b>2022 ADOPTED BUDGET COMPARED TO PRIOR YEAR ACTUALS</b>				
<b>EXPENSE CATEGORY</b>	<b>2020 ACTUAL</b>	<b>2021 UNAUDITED ACTUAL</b>	<b>2021 ADOPTED BUDGET</b>	<b>2022 ADOPTED BUDGET</b>
Salaries	\$ 53,664,151	\$ 52,707,793	\$ 57,066,165	\$ 58,476,684
Benefits	18,930,215	19,785,448	24,728,394	23,515,982
Reimbursable Expenses	339,911	384,433	807,692	856,772
Utilities	12,234,202	11,372,333	13,454,099	13,096,748
Professional Services	9,586,630	6,773,327	9,225,100	8,028,169
Contractual Services	15,851,031	17,748,978	20,787,926	20,800,913
Material & Supplies	11,678,304	12,727,246	13,043,166	15,380,859
Equipment Repair & Maintenance	1,715,070	2,112,495	2,488,776	2,802,845
Building & Road Repair & Maintenance	1,295,449	1,642,138	2,058,700	1,593,490
Judgements & Awards	374,808	(3,139)	200,000	200,000
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 125,669,770</b>	<b>\$ 125,251,052</b>	<b>\$ 143,860,018</b>	<b>\$ 144,752,462</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Sewer Service Operating Expenses by Cost Category



**2021 Preliminary  
Actual  
\$125.3 Million**



**2022 Adopted  
Budget  
\$144.8 Million**

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

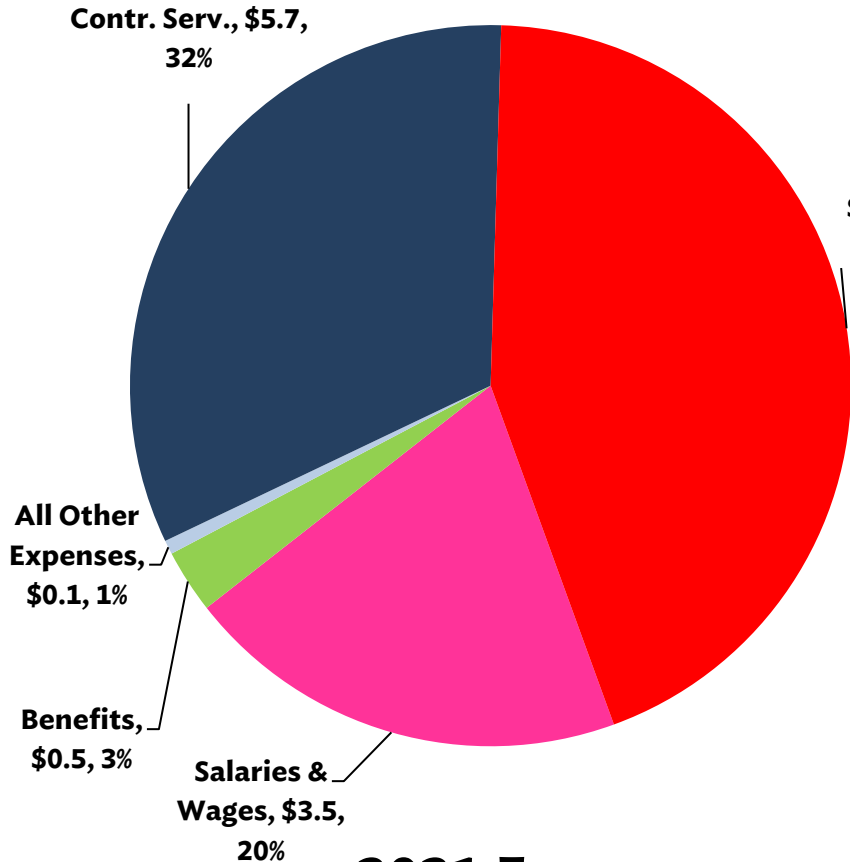
**STORMWATER OPERATING EXPENSE COMPARISON BY CATEGORY**

**2022 ADOPTED BUDGET COMPARED TO PRIOR YEAR ACTUALS**

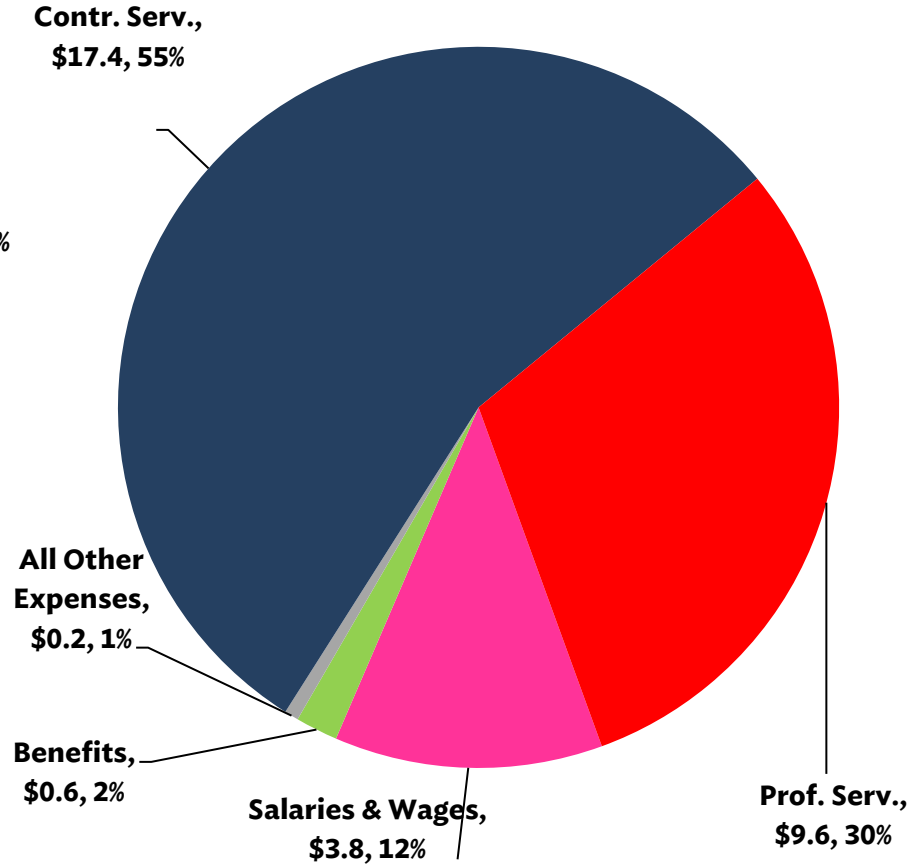
<b><u>EXPENSE CATEGORY</u></b>	<b><u>2020 ACTUAL</u></b>	<b><u>2021 UNAUDITED ACTUAL</u></b>	<b><u>2021 ADOPTED BUDGET</u></b>	<b><u>2022 ADOPTED BUDGET</u></b>
Salaries	\$ 3,509,846	\$ 3,460,955	\$ 3,548,685	\$ 3,754,563
Benefits	545,932	531,273	555,228	587,381
Reimbursable Expenses	9,534	9,710	53,400	51,500
Professional Services	10,984,653	7,669,288	9,398,669	9,611,000
Contractual Services	6,572,144	5,730,178	15,988,581	17,438,141
Material & Supplies	91,440	93,352	119,300	148,300
Judgements & Awards	-	-	10,000	10,000
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 21,713,548</u></b>	<b><u>\$ 17,494,756</u></b>	<b><u>\$ 29,673,863</u></b>	<b><u>\$ 31,600,885</u></b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Stormwater Service Operating Expenses by Cost Category



**2021 Expenses –  
Unaudited Actual  
\$17.5 Million**



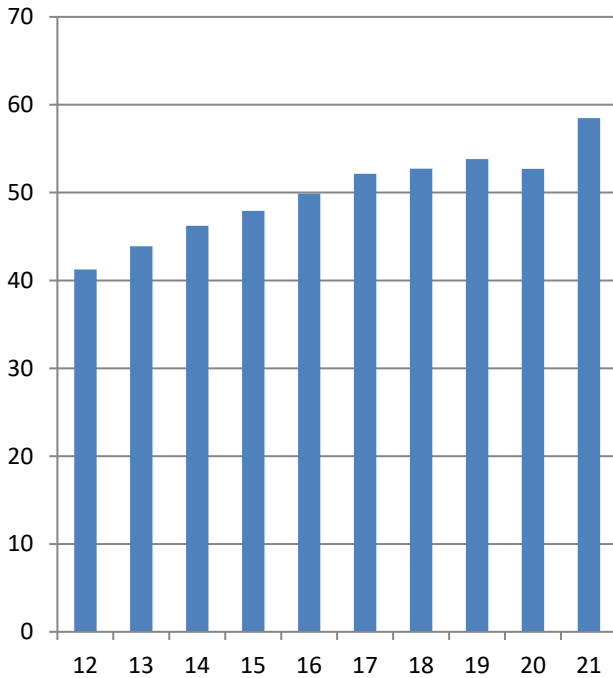
**2022 Expenses –  
Budget  
\$31.6 Million**

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

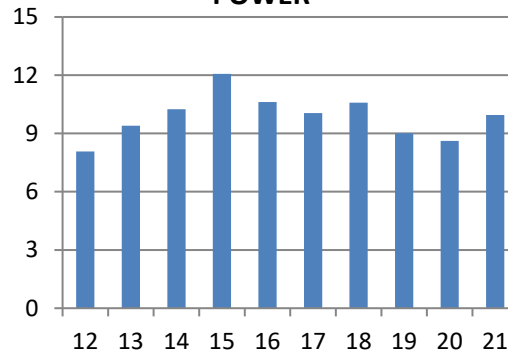
## 10 Year Comparison of Major Sewer Expenditures

\$Millions

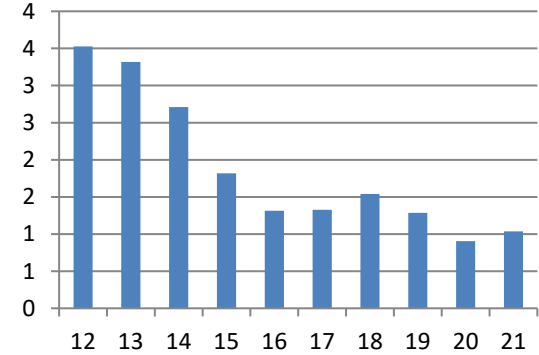
**SALARIES & WAGES**



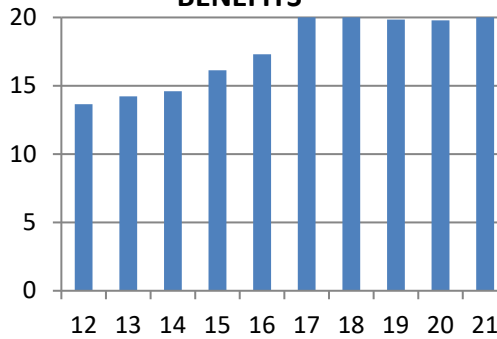
**POWER**



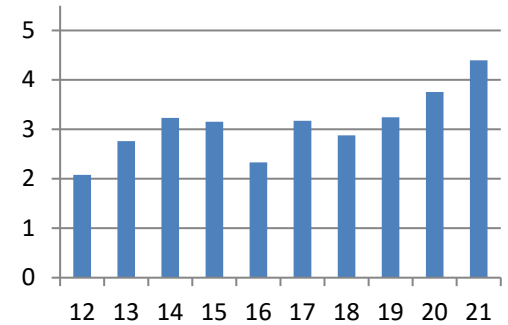
**GAS**



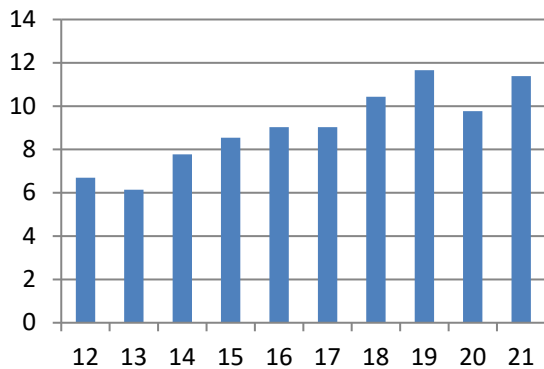
**BENEFITS**



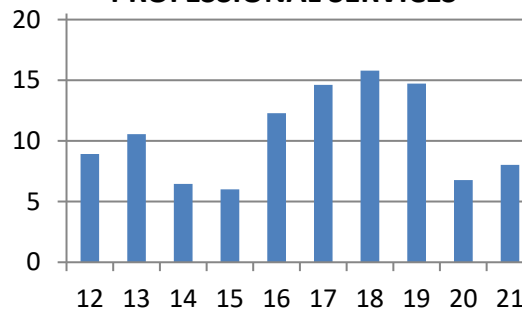
**REPAIRS & MAINTENANCE**



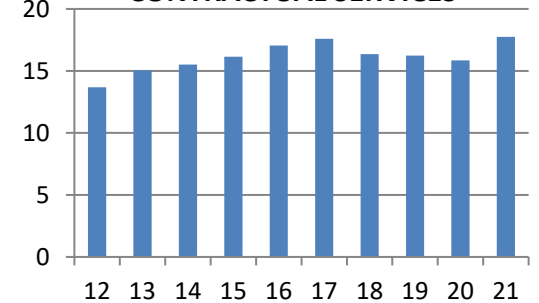
**MATERIALS & SUPPLIES**



**PROFESSIONAL SERVICES**



**CONTRACTUAL SERVICES**

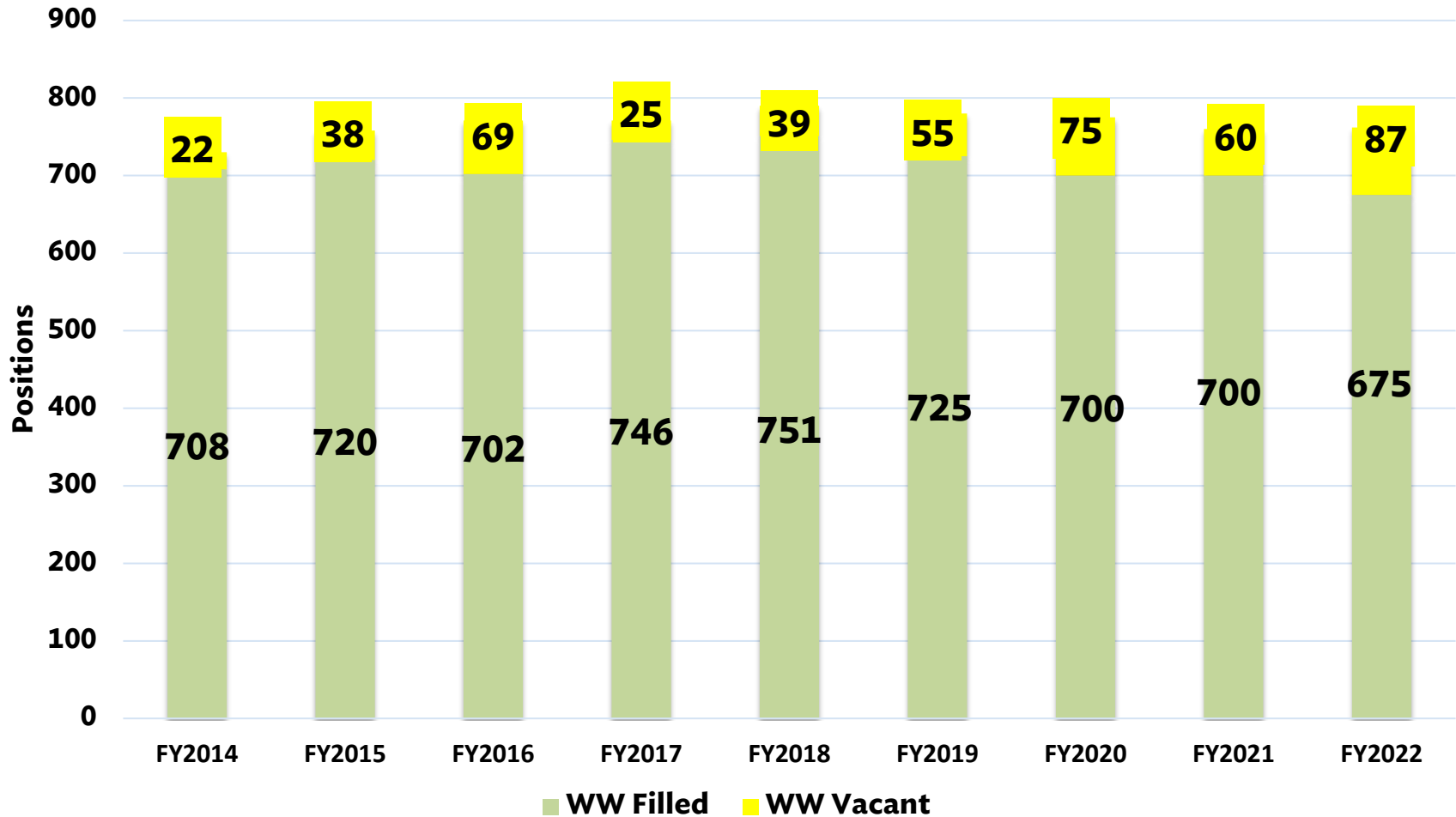


NORTHEAST OHIO REGIONAL SEWER DISTRICT									
STAFFING SUMMARY BY BUDGET CENTER									
NON-STUDENT FULL-TIME/PART-TIME EMPLOYEES									
BUDGET CENTER	Positions			Budgeted					
	2019	2020	2021	2021	Deleted	Added	Transfer	2022	Change
<b>Wastewater</b>									
<u>Plant Operations</u>									
1100 - Southerly WWTP	157	145	145	167	0	0	-4	163	-4
1200 - Westerly WWTP	57	50	40	47	0	0	3	50	3
1300 - Easterly WWTP	52	51	51	55	0	0	-2	53	-2
<b>Total Plant Operations</b>	<b>266</b>	<b>246</b>	<b>236</b>	<b>269</b>	<b>0</b>	<b>0</b>	<b>-3</b>	<b>266</b>	<b>-3</b>
<u>Other Operations</u>									
1000 - Operation and Maintenance	10	9	6	9	0	0	-2	7	-2
<b>Total Other Operations</b>	<b>10</b>	<b>9</b>	<b>6</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>-2</b>	<b>7</b>	<b>-2</b>
<u>EMSC</u>									
1400 - Maintenance Services	12	6	7	5	0	0	1	6	1
1500 - Sewer System Maintenance And Operation	50	47	47	53	0	0	2	55	2
1600 - Fleet Services	7	8	9	10	0	0	0	10	0
1700 - Building Maintenance	7	13	13	14	0	0	2	16	2
3100 - Process Control And Automation	16	16	16	16	0	0	0	16	0
6300 - Administrative Services	7	7	5	7	0	0	0	7	0
2100 - Security	36	34	29	34	0	0	0	34	0
3200 - Technical Services Group	0	30	31	35	0	0	0	35	0
<b>Total EMSC</b>	<b>135</b>	<b>161</b>	<b>157</b>	<b>174</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>179</b>	<b>5</b>
<b>Total Operations</b>	<b>411</b>	<b>416</b>	<b>399</b>	<b>452</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>452</b>	<b>0</b>
<b>INFORMATION TECHNOLOGY</b>									
3000 - Information Technology	33	34	32	37	0	0	0	37	0
<b>ADMINISTRATION &amp; EXTERNAL AFFAIRS</b>									
2000 - Human Resources	21	25	23	28	0	0	0	28	0
5000 - Administration And External Affairs	26	18	18	27	0	5	0	32	5
6400 - Customer Service	12	12	11	12	0	0	0	12	0
<b>Total Administration &amp; External Affairs</b>	<b>59</b>	<b>55</b>	<b>52</b>	<b>67</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>72</b>	<b>5</b>
<b>FINANCE</b>									
6000 - Finance	21	21	19	22	-1	0	0	21	-1
6100 - Inventory Control	10	10	9	10	-1	0	0	9	-1
6200 - Purchasing	10	10	10	10	0	0	0	10	0
6500 - Contract Compliance	5	5	4	5	0	1	0	6	1
<b>Total Finance</b>	<b>46</b>	<b>46</b>	<b>42</b>	<b>47</b>	<b>-2</b>	<b>1</b>	<b>0</b>	<b>46</b>	<b>-1</b>
<b>LEGAL</b>									
7000 - Legal	10	11	11	11	0	0	0	11	0
<b>DISTRICT ADMINISTRATION</b>									
8000 - District Administration	31	13	13	13	0	1	0	14	1
8200 - Internal Audit	6	5	5	5	0	0	0	5	0
<b>Total District Administration</b>	<b>37</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>1</b>
<b>WATERSHED PROGRAMS</b>									
1800 - Water Quality & Industrial Surveillance	29	25	26	27	0	0	0	27	0
1900 - Analytical Services	30	29	28	30	0	0	0	30	0
8100 - Watershed Programs	14	9	11	10	0	0	0	10	0
8300 - Stormwater Inspection & Maintenance	3	2	3	2	0	1	0	3	1
8400 - Health And Safety	6	7	6	7	0	0	0	7	0
8500 - Environmental Services	0	5	5	5	0	0	0	5	0
<b>Total Watershed Programs</b>	<b>82</b>	<b>77</b>	<b>79</b>	<b>81</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>82</b>	<b>1</b>
<u>ENGINEERING</u>									
9000 - Engineering And Construction	47	43	42	47	-4	0	0	43	-4
<b>WASTEWATER TOTAL</b>	<b>725</b>	<b>700</b>	<b>675</b>	<b>760</b>	<b>-6</b>	<b>8</b>	<b>0</b>	<b>762</b>	<b>2</b>
<b>STORMWATER MANAGEMENT</b>									
<b>WATERSHED PROGRAMS</b>									
8300 - Stormwater Inspection & Maintenance	13	12	11	11	0	0	0	11	0
8100 - Watershed Programs	26	28	28	29	0	0	0	29	0
<b>Total Watershed Programs</b>	<b>39</b>	<b>40</b>	<b>39</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>0</b>
<b>STORMWATER TOTAL</b>	<b>39</b>	<b>40</b>	<b>39</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>0</b>
<b>DISTRICT TOTAL</b>	<b>764</b>	<b>740</b>	<b>714</b>	<b>800</b>	<b>-6</b>	<b>8</b>	<b>0</b>	<b>802</b>	<b>2</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Wastewater Filled vs. Vacant Positions

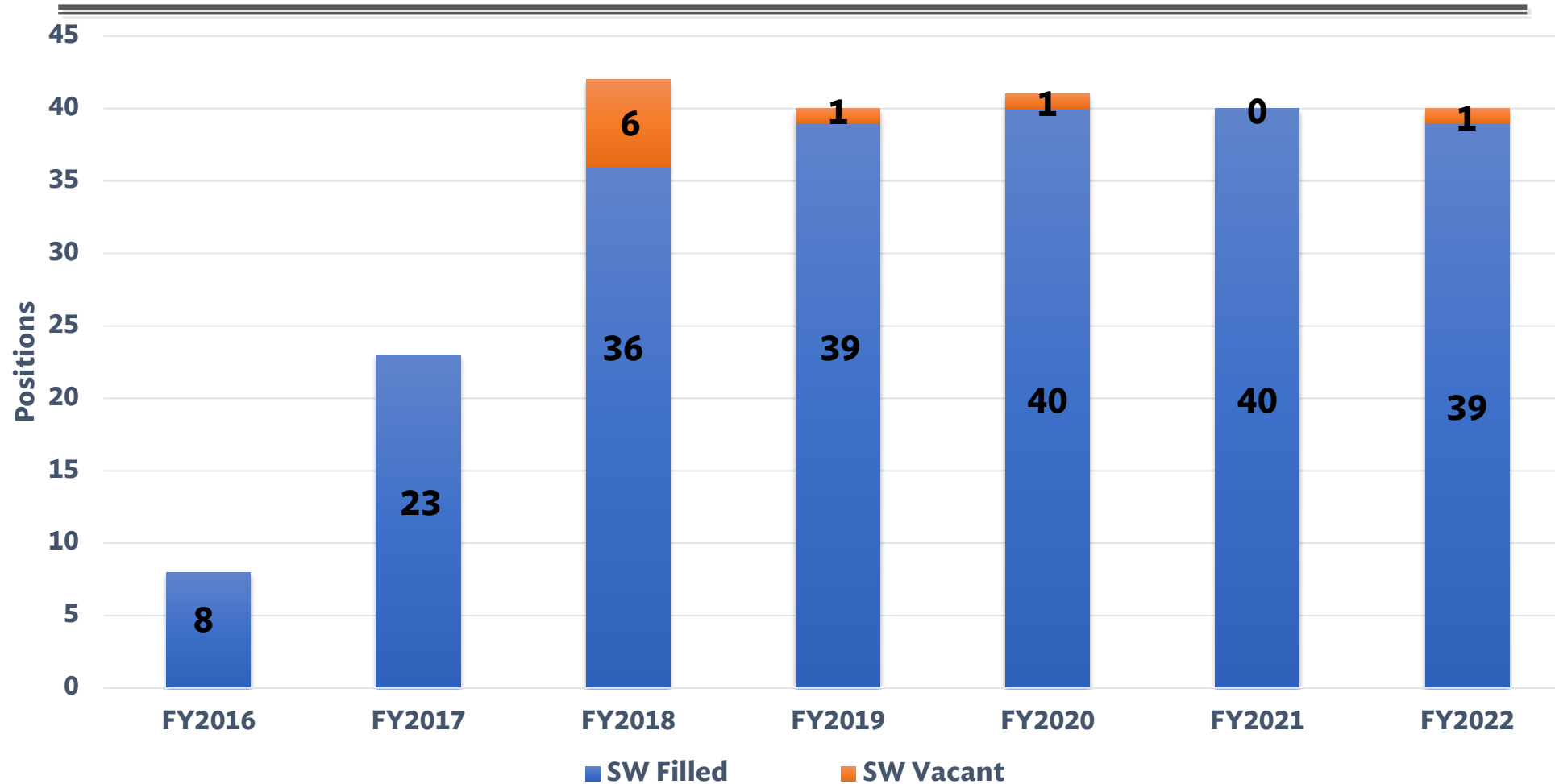
### As of Year End 2014-2022



# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Stormwater Filled vs. Vacant Positions

### As of Year End 2016-2022





<b>BUDGET CENTER:</b>	Operation and Maintenance - 1000
<b>MANAGED BY:</b>	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 380 full-time employees.

In 2021, the Sewer District's treatment plants received and processed an average of approximately 211 million gallons of wastewater per day for a total of approximately 77 billion gallons treated during the year.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Maintained a safe work environment for employees, reducing the number of lost and restricted workdays from 2020 levels.	*	Maintain a safe work environment for employees.
*	Met NPDES permits and other regulatory requirements.	*	Meet NPDES permits and other regulatory requirements.
*	Executed 2021 Operational Readiness Implementation (ORI) tasks.	*	Evaluate Fleet Services just-in-time parts contracting and delivery.
*	Provided support for CIP projects, the implementation of the Nexgen CMMS and for Automation Program Management (APM).	*	Provide inventory and condition assessment of critical equipment at each facility.
*	Implemented the Sewer District and O&M Diversity, Equity and Inclusion initiatives.	*	Complete the implementation of the eLogger system.
*	Continued to foster communications through regular meetings with Union leadership, O&M managers, and O&M staff.	*	Install fall protection near rooftop HVAC assets and skylights.
*	Continued to assist in guiding the organization through the COVID-19 pandemic.	*	Develop and deliver training on NPDES permits for each facility.
		*	Develop local continuous improvement committees at each facility.

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****OPERATIONS AND MAINTENANCE -- 1000****STAFFING****One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Admin Asst	0	1	1	0
Enterprise Asset Mgr	0	1	0	(1)
Operations Projcet Engineer I	0	1	0	(1)
Budget Analyst O&M	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
Emgy Mgmt & Bus Cont Pm	1	1	1	0
O&M Workforce Adminr	1	1	1	0
<b>TOTAL FULL TIME</b>	<b>6</b>	<b>9</b>	<b>7</b>	<b>(2)</b>
Para Intern O&M	1	1	1	0
<b>TOTAL INTERNS/STUDENTS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL EMPLOYEES</b>	<b>7</b>	<b>10</b>	<b>8</b>	<b>(2)</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1000: OPERATION & MAINTENANCE**

	<b>Actuals FY20</b>		<b>Actuals FY21</b>		<b>Budget FY21</b>		<b>Budget FY22</b>		<b>Budget Variance</b>
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 611,722	\$	\$ 442,634	\$	\$ 608,737	\$	\$ 497,778	\$	\$(110,959)
52030 - Professionals Salaries	227,984		140,656		192,025		196,826		4,801
52031 - Administrative Support Salaries	44,379		14,537		49,504		45,917		(3,587)
52036 - Para-Professional Salaries	32,072		10,966		37,398		38,333		935
52040 - Operations Hourly	2,457		(546)		-		-		-
52060 - Student Salaries	(283)		-		-		-		-
52071 - Longevity	2,400		-		2,754		2,500		(254)
52081 - Sick Buy Out	11,342		8,523		11,364		11,600		237
52231 - Administrative Support Overtime	393.00		18.00		500.00		250.00		(250.00)
52236 - Para-Professional Overtime	843		7		-		250		250
52260 - Student Overtime	\$ -	\$	\$ -	\$	\$ 1,000	\$	\$ -	\$	\$(1,000)
<b>Salaries and Wages</b>	<b>933,310</b>		<b>616,795</b>		<b>903,282</b>		<b>793,454</b>		<b>(109,828)</b>
<b>Benefits:</b>									
52310 - Health Care	\$ -	\$	\$ (423)	\$	\$ -	\$	\$ -	\$	\$ -
52311 - Health Care Opt-Out Full	-		138		-		-		-
52320 - Opers	139,898		83,568		126,460		111,084		(15,376)
52360 - Medicare	13,408		8,705		13,098		11,505		(1,593)
52313 - Wellness Credit	-		27		-		-		-
52314 - Dental and Vision Premiums	-		(24)		-		-		-
52370 - Uniform Allowance	2,000		1,503		2,400		1,920		(480)
52380 - Awards and Recognition	-		-		10,000		18,000		8,000
<b>Benefits</b>	<b>\$ 155,307</b>	\$	<b>\$ 93,492</b>	\$	<b>\$ 151,957</b>	\$	<b>\$ 142,509</b>	\$	<b>\$(9,448)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,088,616</b>	\$	<b>\$ 710,288</b>	\$	<b>\$ 1,055,240</b>	\$	<b>\$ 935,963</b>	\$	<b>\$(119,277)</b>
<b>Other Operating Expenses:</b>									
Reimbursable Expens:									
52410 - Travel	\$ 459	\$	\$ 1,073	\$	\$ 7,850	\$	\$ 8,150	\$	\$ 300
52430 - Employee Education	589		2,255		6,900		5,100		(1,800)
<b>Reimbursable Expenses</b>	<b>\$ 1,048</b>	\$	<b>\$ 3,328</b>	\$	<b>\$ 14,750</b>	\$	<b>\$ 13,250</b>	\$	<b>\$(1,500)</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 13,296	\$	\$ 12,672	\$	\$ 20,000	\$	\$ 10,000	\$	\$(10,000)
52615 - General Professional Services-Trainii	9,984		-		-		-		-
<b>Professional Services</b>	<b>\$ 23,280</b>	\$	<b>\$ 12,672</b>	\$	<b>\$ 20,000</b>	\$	<b>\$ 10,000</b>	\$	<b>\$(10,000)</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ -	\$	\$ -	\$	\$ 2,200	\$	\$ 200	\$	\$(2,000)
52730 - Dues and Subscriptions	644		1,535		1,825		1,725		(100)
52770 - Uniforms	(25)		-		-		-		-
52775 - Licenses,Fees, And Permits	72		-		-		-		-
<b>Contractual Services</b>	<b>\$ 691</b>	\$	<b>\$ 1,535</b>	\$	<b>\$ 4,025</b>	\$	<b>\$ 1,925</b>	\$	<b>\$(2,100)</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 16,007	\$	\$ 448	\$	\$ 1,000	\$	\$ 1,000	\$	\$ -
52845 - General Hardware Supplies	1,892		50		-		-		-
52846 - Equipment And Instrumentation Par	3,318		634		-		-		-
52851 - Other Minor Equipment	900		-		-		-		-
52865 - Other Supplies	32,852		1,463		20,000		16,500		(3,500)
52870 - Freight	68		6		-		-		-
<b>Materials And Supplies</b>	<b>\$ 55,038</b>	\$	<b>\$ 2,601</b>	\$	<b>\$ 21,000</b>	\$	<b>\$ 17,500</b>	\$	<b>\$(3,500)</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1000: OPERATION & MAINTENANCE**

	<b>Actuals FY20</b>		<b>Actuals FY21</b>		<b>Budget FY21</b>		<b>Budget FY22</b>		<b>Budget Variance</b>
<b>Equipment Repair and Maintenance:</b>									
52920 - Equipment Repair and Maintenance	\$ -		\$ 3,822		\$ -		\$ -		\$ -
<b>Equipment Repair And Maintenance</b>	<b>\$ -</b>		<b>\$ 3,822</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Building and Road Repair:</b>									
53050 - Building Maintenance Supplies	\$ 53		\$ 32		\$ -		\$ -		\$ -
<b>Building and Road Repair</b>	<b>\$ 53</b>		<b>\$ 32</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 80,109</b>		<b>\$ 23,990</b>		<b>\$ 59,775</b>		<b>\$ 42,675</b>		<b>\$ (17,100)</b>
<b>Total Operating Expenses</b>	<b>\$ 1,168,725</b>		<b>\$ 734,278</b>		<b>\$ 1,115,015</b>		<b>\$ 978,638</b>		<b>\$ (136,377)</b>

**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 2021, the plant treated 41.60 billion gallons of wastewater at an average daily flow of 113.97 MGD. Southerly incinerated 42,122 dry tons of biosolids and generated 9.38 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).

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Operated and maintained the plant to achieve regulatory compliance.	*	Operate and maintain the plant to achieve regulatory compliance.
*	Reduced maintenance backlogs.	*	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**

	<b>2021 Accomplishments</b>		<b>2022 Goals</b>
*	Continued to standardize and improve communication and feedback initiatives between O&M, E&C, and IT.	*	Continue to standardize and improve communication and feedback initiatives between O&M, E&C, and IT.
*	Reduced operating and maintenance costs through ORI implemented initiatives.	*	Continue to reduce operating and maintenance costs through ORI implemented initiatives.
*	Completed and implemented a new communication program (eLogger), leveraging updated technology to enhance information transfer.	*	Reduce greenhouse gas emissions to align with the Sewer District's sustainability goals.
*	Implemented new WPO-IT training program	*	Determine and implement a plan to abandon and mothball effluent filters.
*	Monitored and tracked DEI initiatives. Supported employee engagement in the Innovation Education & Outreach Program.	*	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**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Admin Asst South	0	2	0	-2
Admin Asst	0	0	2	2
UMP Instrument Tech	0	2	0	-2
Plt Mnt Electrician South	0	1	0	-1
UMP Plt Maint Elec	0	4	3	-1
Process Specialist I	0	1	1	0
Plt Maint Aide	1	1	1	0
Plt Clk	1	1	1	0
Deputy Director Of O&M	1	1	1	0
Project Engineer I O&M	1	0	0	0
Plt Admin Mgr	1	1	1	0
Proc Mgr	1	1	1	0
PUMP South	1	2	1	-1
Plant Supt	1	1	1	0
Supt Plt Maintenance	1	0	1	1
Maint Supvr	1	1	1	0
Ent Biosolid & Resid Supt	1	1	1	0
Elec Inst Technician	1	1	1	0
Util Maint Tech	1	1	1	0
UMP Plt Util Maint Person	1	0	0	0
UMP Plt Util Maint Person	1	7	5	-2
PUMP Welder	1	1	1	0
Maint Worker South	1	1	0	-1
Plt Maint Machinist	2	2	2	0
UMT/Equip Operator	2	2	2	0
WWP Operator IT	2	11	2	-9
Plant Mtce Mgr I E & I	2	3	3	0
Plant Mtce Mgr II	2	2	2	0
Asst Supt	2	3	2	-1
Instrument Tech South	2	4	2	-2
Unit Process Manager	3	5	5	0
Custodial Worker	4	5	5	0
Asset Rel Mgr	4	2	4	2
Plt Mnt Electrician	5	6	7	1
Shift Manager II	5	5	5	0
Shift Supvr	5	5	5	0
UMP Plt Util Maint Person	5	1	4	3
Plant Mtce Mgr I Mech	6	6	6	0
Instrument Tech	7	7	9	2
WWP Operator C1	10	11	12	1
Maint Worker	13	14	15	1
PUMP	19	24	25	1
WWP Operator	22	17	22	5
<b>TOTAL FULL TIME</b>	<b>139</b>	<b>167</b>	<b>163</b>	<b>-4</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1100: SOUTERLY WASTEWATER TREATMENT PLANT						
	2020	2021	2021	2022	Budget	
	Audited	Unaudited	Adopted	Adopted	Variance	
	Actuals	Actuals	Budget	Budget		
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 2,954,476	\$ 2,937,680	\$ 3,172,103	\$ 3,235,550	\$ 63,447	
52030 - Professionals Salaries	195,610	378,195	241,884	408,198	166,314	
52031 - Administrative Support Salaries	204,901	146,362	202,717	207,697	4,981	
52040 - Operations Hourly	5,271,705	4,962,948	5,669,023	4,982,579	(686,443)	
52050 - Maintenance Hourly	919,051	939,053	1,129,554	1,617,158	487,603	
52071 - Longevity	33,250	35,200	35,700	34,000	(1,700)	
52081 - Sick Buy Out	86,495	68,719	75,387	88,200	12,813	
52231 - Administrative Support Overtime	10,262	2,772	5,000	5,000	-	
52240 - Operations Hourly Overtime	1,480,242	1,451,401	1,487,157	1,540,231	53,074	
52250 - Maintenance Hourly Overtime	99,361	96,558	85,000	87,125	2,125	
<b>Salaries and Wages</b>	<b>\$ 11,255,352</b>	<b>\$ 11,018,888</b>	<b>\$ 12,103,525</b>	<b>\$ 12,205,738</b>	<b>\$ 102,212</b>	
<b>Benefits:</b>						
52320 - Opers	\$ 1,660,521	\$ 1,625,187	\$ 1,641,294	\$ 1,580,851	\$ (60,443)	
52360 - Medicare	161,154	156,555	169,991	163,732	(6,259)	
52313 - Wellness Credit	-	149	-	-	-	
52370 - Uniform Allowance	2,170	3,340	22,920	20,280	(2,640)	
<b>Benefits</b>	<b>1,823,845</b>	<b>1,785,231</b>	<b>1,834,205</b>	<b>1,764,862</b>	<b>(69,342)</b>	
<b>Total Salaries and Benefits</b>	<b>13,079,197</b>	<b>12,804,119</b>	<b>13,937,730</b>	<b>13,970,600</b>	<b>32,870</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expens:</b>						
52410 - Travel	\$ 2,570	\$ 1,331	\$ 3,282	\$ 7,650	\$ 4,368	
52430 - Employee Education	1,965	1,992	2,930	8,715	5,785	
<b>Reimbursable Expenses</b>	<b>\$ 4,535</b>	<b>\$ 3,323</b>	<b>\$ 6,212</b>	<b>\$ 16,365</b>	<b>\$ 10,153</b>	
<b>Utilities Expens:</b>						
52510 - Electricity	\$ 4,339,736	\$ 4,009,638	\$ 4,635,321	\$ 4,790,229	\$ 154,908	
52520 - Natural Gas	546,238	541,148	737,999	659,200	(78,799)	
52530 - Water and Other Utilities	480,602	520,398	568,260	568,260	-	
<b>Utilities Expenses</b>	<b>\$ 5,366,575</b>	<b>\$ 5,071,183</b>	<b>\$ 5,941,580</b>	<b>\$ 6,017,689</b>	<b>\$ 76,109</b>	
Professional Services:						
52610 - General Professional Services	\$ 226,489	\$ 164,982	\$ 180,000	\$ -	\$ (180,000)	
<b>Professional Services</b>	<b>\$ 226,489</b>	<b>\$ 164,982</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ (180,000)</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ 99	\$ 23	\$ 1,000	\$ 1,000	\$ -	
52730 - Dues and Subscriptions	408	1,126	2,965	2,803	(162)	
52735 - Equipment Rental	4,532	5,740	7,500	5,000	(2,500)	
52770 - Uniforms	77,434	51,939	75,000	65,000	(10,000)	
52775 - Licenses, Fees, And Permits	3,281	4,020	7,100	4,875	(2,225)	
52780 - Other Contractual Services	529,872	552,763	879,944	729,378	(150,566)	
52745 - Grease Removal	375	5,035	3,700	4,200	500	
52755 - Grit and Screening Disposal	272,630	250,123	247,930	287,070	39,140	
52760 - Sludge Hauling Disposal	109,131	50,535	74,911	61,905	(13,006)	
52765 - Ash Hauling Disposal	804,309	639,839	825,000	775,500	(49,500)	
<b>Contractual Services</b>	<b>\$ 1,802,072</b>	<b>\$ 1,561,142</b>	<b>\$ 2,125,050</b>	<b>\$ 1,936,731</b>	<b>\$ (188,319)</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 5,028	\$ 3,716	\$ 3,330	\$ 5,100	\$ 1,770	
52806 - Software	-	8,191	6,000	-	(6,000)	
52810 - Fuel and Oil	92,438	267,397	270,000	-	(270,000)	
52811 - Vehicle Maintenance Parts	10	195	-	-	-	
52825 - Chemicals	2,079,816	2,163,200	2,351,253	2,840,984	489,731	



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1100: SOUTERLY WASTEWATER TREATMENT PLANT**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
52840 - Laboratory Supplies	3,014	2,550	3,500	3,500	-
52845 - General Hardware Supplies	299,567	267,190	330,000	300,000	(30,000)
52846 - Equipment And Instrumentation Parts	1,516,759	1,502,407	1,500,000	1,425,000	(75,000)
52851 - Other Minor Equipment	106,095	70,068	125,000	125,000	-
52860 - Postage,Ups	-	1,784	500	500	-
52865 - Other Supplies	477,638	417,960	485,000	506,500	21,500
52870 - Freight	45,207	49,800	40,000	45,000	5,000
52880 - Invoice Price Variance	(37,602)	694	-	-	-
52890 - Inventory Adjustment-Book To Physical	150,509	28,762	-	-	-
<b>Materials And Supplies</b>	<b>\$ 4,738,479</b>	<b>\$ 4,783,914</b>	<b>\$ 5,114,583</b>	<b>\$ 5,251,584</b>	<b>\$ 137,001</b>
<b>Equipment Repair and Maintenance:</b>					
52910 - Office Equipment and Repair	\$ -	\$ 2,119	\$ -	\$ -	\$ -
52920 - Equipment Repair and Maintenance	368,772	552,466	450,000	450,000	-
<b>Equipment Repair And Maintenance</b>	<b>\$ 368,772</b>	<b>\$ 554,584</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ -</b>
<b>Building and Road Repair:</b>					
53020 - Road Repair and Maintenance	\$ 4,329	\$ -	\$ 15,000	\$ 8,000	\$ (7,000)
53040 - Miscellaneous Repair and Maintenance	3,514	18,025	15,000	14,000	(1,000)
53050 - Building Maintenance Supplies	65,234	110,504	65,000	100,000	35,000
53051 - Building Maintenance Services	257,797	244,512	284,000	39,500	(244,500)
53052 - Building Maintenance Miscellaneous	34,775	(10,665)	12,500	12,500	-
<b>Building and Road Repair</b>	<b>\$ 365,648</b>	<b>\$ 362,375</b>	<b>\$ 391,500</b>	<b>\$ 174,000</b>	<b>\$ (217,500)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 12,872,570</b>	<b>\$ 12,501,503</b>	<b>\$ 14,208,925</b>	<b>\$ 13,846,369</b>	<b>\$ (362,556)</b>
<b>Total Operating Expenses</b>	<b>25,951,768</b>	<b>25,305,622</b>	<b>28,146,655</b>	<b>27,816,969</b>	<b>(329,686)</b>

<b>BUDGET CENTER:</b>	Westerly WWTC – 1200
<b>MANAGED BY:</b>	CarrieAnne McConnell Superintendent

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

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.

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, 2021, the Westerly plant treated 7.07 billion gallons of wastewater at an average daily flow rate of 19.4 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, 2021, the Westerly plant incinerated 1,881 dry tons of biosolids and landfilled 6,455 dry tons of biosolids.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	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 Chemically Enhanced High Rate Treatment Construction (CEHRT) 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**

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Prepared and managed a budget that supports the Sewer District's projected revenue.	*	Prepare and manage a budget that supports the Sewer 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	2021	2021	2022	BUDGET
	ACTUALS	BUDGET	BUDGET	VARIANCE
Asset Rel Mgr	0	1	0	(1)
UMT/Equip Operator	0	1	1	0
UMP Plt Util Maint Person	0	1	0	(1)
Process Specialist 1	0	1	1	0
Operation and Maintenance Construction Coordinator	0	1	1	0
Admin Asst West	1	1	1	0
Plt Clk	1	1	1	0
Plt Mnt Electrician	1	1	2	1
Shift Mgr	1	1	1	0
Unit Process Manager	1	2	2	0
Plant Mtce Mgr I E & I	1	1	1	0
Asst Supt	1	1	1	0
Plant Supt	1	1	1	0
Instrument TechInstrument Tech	1	2	2	0
UMP Instrument Tech	1	0	1	1
UMP Plt Util Maint Person	1	0	1	1
Custodial Worker	1	0	1	1
WWP Operator IT	2	2	3	1
Plant Mtce Mgr I Mech	2	2	2	0
UMP Plt Maint Elec	2	1	1	0
PUMP West	3	3	3	0
PUMP	4	4	4	0
Shift Manager II	4	4	4	0
Maint Worker	5	5	5	0
WWP Operator	10	10	10	0
<b>TOTAL FULL TIME</b>	<b>44</b>	<b>47</b>	<b>50</b>	<b>3</b>
B STEM Intern O&M	0	0	1	1
<b>TOTAL INTERNS/STUDENTS</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>TOTAL EMPLOYEES</b>	<b>44</b>	<b>47</b>	<b>51</b>	<b>4</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1200: WESTERLY WASTEWATER TREATMENT PLANT**

	<b>2020 Audited Actuals</b>	<b>2021 Unaudited Actual</b>	<b>2021 Adopted Budget</b>	<b>2022 Adopted Budget</b>	<b>Budget Variance</b>
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 1,279,663	\$ 814,352	\$ 1,048,007	\$ 1,061,519	\$ (1,797)
52030 - Professionals Salaries	84,737	38,626	103,382	17,500	(85,882)
52031 - Administrative Support Salaries	92,583	70,081	91,978	81,825	(10,851)
52034 - Technicians Salaries	-	-	32,500	-	(32,500)
52040 - Operations Hourly	1,686,006	1,133,860	1,579,525	1,599,724	20,199
52050 - Maintenance Hourly	284,273	204,023	310,041	405,386	95,344
52060 - Student Salaries	-	-	-	17,163	17,163
52071 - Longevity	13,650	-	15,402	14,000	(1,402)
52081 - Sick Buy Out	28,176	19,938	26,362	28,700	2,338
52231 - Administrative Support Overtime	8	49	5,000	2,500	(2,500)
52240 - Operations Hourly Overtime	475,057	321,645	392,475	450,000	57,525
52250 - Maintenance Hourly Overtime	17,583	8,434	93,712	40,000	(53,712)
<b>Salaries and Wages</b>	<b>\$ 3,961,736</b>	<b>\$ 2,611,009</b>	<b>\$ 3,698,383</b>	<b>\$ 3,718,317</b>	<b>\$ 3,925</b>
<b>Benefits:</b>					
52320 - Opers	571,640	382,252	517,774	518,323	549
52360 - Medicare	55,896	36,487	53,627	53,683	57
52313 - Wellness Credit	-	149	-	-	-
52370 - Uniform Allowance	240	-	5,300	4,800	(500)
<b>Benefits</b>	<b>\$ 627,776</b>	<b>\$ 418,888</b>	<b>\$ 576,701</b>	<b>\$ 576,806</b>	<b>\$ 106</b>
<b>Total Salaries and Benefits</b>	<b>\$ 4,589,512</b>	<b>\$ 3,029,897</b>	<b>\$ 4,275,084</b>	<b>\$ 4,295,123</b>	<b>\$ 4,031</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 1,418	\$ 105	\$ 3,700	\$ 1,400	\$ (2,300)
52430 - Employee Education	285	1,390	1,215	4,680	3,465
<b>Reimbursable Expenses</b>	<b>\$ 1,703</b>	<b>\$ 1,495</b>	<b>\$ 4,915</b>	<b>\$ 6,080</b>	<b>\$ 1,165</b>
<b>Utilities Expenes:</b>					
52510 - Electricity	\$ 1,412,543	\$ 1,143,637	\$ 1,309,000	\$ 1,310,000	\$ 1,000
52520 - Natural Gas	361,754	137,807	252,212	85,914	(166,298)
52530 - Water and Other Utilities	146,123	64,827	172,514	136,440	(36,074)
<b>Utilities Expenses</b>	<b>\$ 1,920,420</b>	<b>\$ 1,346,270</b>	<b>\$ 1,733,726</b>	<b>\$ 1,532,354</b>	<b>\$ (201,372)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	115,062	60,075	60,000	-	(60,000)
<b>Professional Services</b>	<b>\$ 115,062</b>	<b>\$ 60,075</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ (60,000)</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 60	\$ -	\$ 100	\$ 660	\$ 560
52730 - Dues and Subscriptions	197	212	775	625	(150)
52735 - Equipment Rental	2,419	-	5,000	5,000	-
52770 - Uniforms	22,869	24,871	15,951	19,530	3,579
52775 - Licenses,Fees, And Permits	761	946	1,259	1,260	1
52780 - Other Contractual Services	113,207	160,769	193,414	212,818	19,404
52745 - Grease Removal	10,532	7,009	15,621	15,921	300
52755 - Grit and Screening Disposal	39,082	35,030	42,847	68,897	26,050
52760 - Sludge Hauling Disposal	200,523	956,953	1,024,184	916,296	(107,888)
52765 - Ash Hauling Disposal	32,414	14,609	17,680	-	(17,680)
<b>Contractual Services</b>	<b>\$ 422,063</b>	<b>\$ 1,200,399</b>	<b>\$ 1,316,831</b>	<b>\$ 1,241,007</b>	<b>\$ (75,824)</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1200: WESTERLY WASTEWATER TREATMENT PLANT**

	<b>2020 Audited Actuals</b>	<b>2021 Unaudited Actual</b>	<b>2021 Adopted Budget</b>	<b>2022 Adopted Budget</b>	<b>Budget Variance</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 2,183	\$ 1,664	\$ 3,000	\$ 4,000	\$ 1,000
52806 - Software	-	5,076	6,000	-	(6,000)
52810 - Fuel and Oil	5,445	23,752	7,500	-	(7,500)
52811 - Vehicle Maintenance Parts	407	8,271	4,000	4,000	-
52825 - Chemicals	437,271	309,782	496,984	456,281	(40,703)
52840 - Laboratory Supplies	1,597	2,012	6,200	6,200	-
52845 - General Hardware Supplies	83,080	68,039	86,200	77,500	(8,700)
52846 - Equipment And Instrumentation Parts	333,198	469,774	280,100	435,600	155,500
52851 - Other Minor Equipment	49,654	23,372	42,135	53,250	11,115
52865 - Other Supplies	116,560	117,074	95,000	112,500	17,500
52870 - Freight	7,047	11,375	5,000	10,000	5,000
52880 - Invoice Price Variance	(2,042)	176	-	-	-
52890 - Inventory Adjustment-Book To Physical	14,643	413,200	-	-	-
<b>Materials And Supplies</b>	<b>\$ 1,049,041</b>	<b>\$ 1,453,567</b>	<b>\$ 1,032,119</b>	<b>\$ 1,159,331</b>	<b>\$ 127,212</b>
<b>Equipment Repair and Maintenance:</b>					
52910 - Office Equipment and Repair	\$ -	\$ 2,951	\$ 500	\$ 500	\$ -
52920 - Equipment Repair and Maintenance	106,595	165,415	174,623	211,282	36,659
<b>Equipment Repair And Maintenance</b>	<b>\$ 106,595</b>	<b>\$ 168,366</b>	<b>\$ 175,123</b>	<b>\$ 211,782</b>	<b>\$ 36,659</b>
<b>Building and Road Repair:</b>					
53010 - Building Repair and Maintenance	\$ 5,750	\$ -	\$ 6,000	\$ 6,000	\$ -
53020 - Road Repair and Maintenance	-	-	1,000	1,000	-
53030 - Sewer Repair and Maintenance	11,728	11,728	-	-	-
53040 - Miscellaneous Repair and Maintenance	3,096	200	3,000	1,800	(1,200)
53050 - Building Maintenance Supplies	37,964	68,307	50,000	66,000	16,000
53051 - Building Maintenance Services	\$ 125,737	\$ 112,262	\$ 155,000	\$ 28,000	\$ (127,000)
53052 - Building Maintenance Miscellaneous	-	-	4,500	-	(4,500)
<b>Building and Road Repair</b>	<b>\$ 184,275</b>	<b>\$ 192,496</b>	<b>\$ 219,500</b>	<b>\$ 102,800</b>	<b>\$ (116,700)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 3,799,161</b>	<b>\$ 4,422,668</b>	<b>\$ 4,542,214</b>	<b>\$ 4,253,354</b>	<b>\$ (288,860)</b>
<b>Total Operating Expenses</b>	<b>\$ 8,388,673</b>	<b>\$ 8,443,089</b>	<b>\$ 8,817,297</b>	<b>\$ 8,550,950</b>	<b>\$ (266,347)</b>

**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 333,0000 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 2021, the Easterly plant provided complete treatment to 28.51 billion gallons of combined wastewater for an average daily flow rate of 78.07 MGD. In addition, a total of 585.47 million gallons of wastewater received partial treatment.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	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 Sewer District’s projected revenue.	*	Continue to manage budgets that support the Sewer 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.

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>EASTERLY WASTE WATER TREATMENT PLANT -- 1300</b>				
<b>STAFFING</b>				
<b>One Year History and Budget Comparison</b>				
<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Asset Rel Mgr	0	1	0	-1
Shift Mgr	0	1	0	(1)
Process Specialist 1	0	1	1	0
Admin Asst East	1	1	1	0
Plt Clk	1	1	1	0
Plt Mnt Electrician	1	1	1	0
UMT/Equip Operator	1	1	1	0
WWP Operator IT	1	1	1	0
Plant Mtce Mgr I E & I	1	1	1	0
Asst Supt	1	1	1	0
Plant Supt	1	1	1	0
Elec Inst Technician	1	1	1	0
UMP Instrument Tech	1	1	1	0
UMP Plt Maint Elec	1	1	1	0
UMP Plt Util Maint Person	1	1	0	(1)
Custodial Worker	1	1	1	0
Unit Process Manager	2	2	2	0
Plant Mtce Mgr I Mech	2	2	2	0
Instrument TechInstrument Tech	2	2	2	0
Util Maint Tech	2	2	2	0
Shift Manager II	5	4	5	1
Maint Worker	5	6	6	0
PUMP	7	8	8	0
WWP Operator	13	13	13	0
<b>TOTAL FULL TIME</b>	<b>51</b>	<b>55</b>	<b>53</b>	<b>(2)</b>
Seasonal Wrkr GL & Main	0	2	2	0
<b>TOTAL INTERNS/STUDENTS</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>TOTAL EMPLOYEES</b>	<b>51</b>	<b>57</b>	<b>55</b>	<b>(2)</b>



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1300: EASTERLY WASTEWATER TREATMENT PLANT**

	<b>2020 Audited Actuals</b>	<b>2021 Unaudited Actuals</b>	<b>2021 Adopted Budget</b>	<b>2022 Adopted Budget</b>	<b>Budget Variance</b>
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 1,077,401	\$ 1,138,964	\$ 1,109,857	\$ 1,158,849	\$ 48,992
52030 - Professionals Salaries	81,916	37,339	129,936	-	(129,936)
52031 - Administrative Support Salaries	94,783	97,771	94,182	97,855	3,673
52040 - Operations Hourly	1,700,936	1,727,068	1,729,309	1,745,191	15,883
52050 - Maintenance Hourly	396,945	397,960	468,520	480,233	11,713
52060 - Student Salaries	-	-	16,744	17,163	419
52071 - Longevity	13,850	14,400	13,668	14,100	432
52081 - Sick Buy Out	31,231	30,171	26,098	31,900	5,802
52231 - Administrative Support Overtime	199	131	500	500	-
52240 - Operations Hourly Overtime	342,580	279,300	370,000	295,000	(75,000)
52250 - Maintenance Hourly Overtime	22,378	15,033	25,000	55,000	30,000
<b>Salaries and Wages</b>	<b>\$ 3,762,219</b>	<b>\$ 3,738,137</b>	<b>\$ 3,983,814</b>	<b>\$ 3,895,791</b>	<b>\$ (88,022)</b>
<b>Benefits:</b>					
52320 - Opers	555,606	531,903	557,734	545,411	(12,323)
52360 - Medicare	51,048.00	50,601.00	57,765.00	56,489.00	(1,276.00)
52313 - Wellness Credit	-	72.00	-	-	-
52370 - Uniform Allowance	460	180	6,180	5,780	(400)
<b>Benefits</b>	<b>\$ 607,114</b>	<b>\$ 582,756</b>	<b>\$ 621,679</b>	<b>\$ 607,680</b>	<b>\$ (13,999)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 4,369,333</b>	<b>\$ 4,320,893</b>	<b>\$ 4,605,493</b>	<b>\$ 4,503,471</b>	<b>\$ (102,021)</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 16	\$ 643	\$ 630	\$ 650	\$ 20
52430 - Employee Education	235	335	1,290	2,440	1,150
<b>Reimbursable Expenses</b>	<b>\$ 251</b>	<b>\$ 969</b>	<b>\$ 1,920</b>	<b>\$ 3,090</b>	<b>\$ 1,170</b>
<b>Utilities Expenes:</b>					
52510 - Electricity	\$ 2,382,958	\$ 2,218,072	\$ 2,720,355	\$ 2,500,000	\$ (220,355)
52520 - Natural Gas	170,600	136,098	315,000	200,000	(115,000)
52530 - Water and Other Utilities	232,988	255,230	284,141	284,141	-
<b>Utilities Expenses</b>	<b>\$ 2,786,546</b>	<b>\$ 2,609,400</b>	<b>\$ 3,319,496</b>	<b>\$ 2,984,141</b>	<b>\$ (335,355)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 113,262	\$ 80,000	\$ 80,000	\$ -	\$ (80,000)
52615 - General Professional Services-Training	-	-	5,000	-	(5,000)
<b>Professional Services</b>	<b>\$ 113,262</b>	<b>\$ 80,000</b>	<b>\$ 85,000</b>	<b>\$ -</b>	<b>\$ (85,000)</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ -	\$ -	\$ 200	\$ 200	\$ -
52720 - Taxes	312	-	500	500	-
52730 - Dues and Subscriptions	887	230	600	1,240	640
52735 - Equipment Rental	-	-	1,200	1,200	-
52770 - Uniforms	31,694	21,224	25,000	25,000	-
52775 - Licenses,Fees, And Permits	1,576	1,161	1,726	1,726	-
52780 - Other Contractual Services	110,136	91,003	80,659	82,595	1,936
52745 - Grease Removal	7,127	2,895	10,735	10,736	1
52755 - Grit and Screening Disposal	92,337	393,951	101,162	123,030	21,868
<b>Contractual Services</b>	<b>\$ 244,068</b>	<b>\$ 510,464</b>	<b>\$ 221,782</b>	<b>\$ 246,227</b>	<b>\$ 24,445</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1300: EASTERLY WASTEWATER TREATMENT PLANT**

	<b>2020 Audited Actuals</b>	<b>2021 Unaudited Actuals</b>	<b>2021 Adopted Budget</b>	<b>2022 Adopted Budget</b>	<b>Budget Variance</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 930	\$ 1,754	\$ 1,500	\$ 1,500	\$ -
52806 - Software	-	5,076	6,000	-	(6,000)
52810 - Fuel and Oil	19,894	41,821	25,000	-	(25,000)
52811 - Vehicle Maintenance Parts	8	234	1,500	1,500	-
52825 - Chemicals	311,583	266,569	384,895	400,000	15,105
52840 - Laboratory Supplies	759	534	1,500	1,500	-
52845 - General Hardware Supplies	50,174	45,097	95,000	50,000	(45,000)
52846 - Equipment And Instrumentation Parts	367,885	453,453	400,000	500,000	100,000
52851 - Other Minor Equipment	28,769	12,216	60,000	25,000	(35,000)
52865 - Other Supplies	127,389	138,872	120,000	120,000	-
52870 - Freight	11,996	7,702	10,000	10,000	-
52880 - Invoice Price Variance	(2,489)	1,196	-	-	-
52890 - Inventory Adjustment-Book To Physical	32,134	37,472	-	-	-
<b>Materials And Supplies</b>	<b>\$ 949,031</b>	<b>\$ 1,011,995</b>	<b>\$ 1,105,395</b>	<b>\$ 1,109,500</b>	<b>\$ 4,105</b>
<b>Equipment Repair and Maintenance:</b>					
52910 - Office Equipment and Repair	\$ -	\$ 280	\$ -	\$ -	\$ -
52920 - Equipment Repair and Maintenance	82,129	135,868	125,133	125,133	-
52930 - Vehicle Repairs	350	(350)	-	-	-
<b>Equipment Repair And Maintenance</b>	<b>\$ 82,479</b>	<b>\$ 135,798</b>	<b>\$ 125,133</b>	<b>\$ 125,133</b>	<b>\$ -</b>
<b>Building and Road Repair:</b>					
53010 - Building Repair and Maintenance	\$ 24,261	\$ -	\$ -	\$ -	\$ -
53020 - Road Repair and Maintenance	9,950	-	7,500	7,500	-
53030 - Sewer Repair and Maintenance	-	-	5,000	5,000	-
53050 - Building Maintenance Supplies	26,291	22,524	35,000	34,100	(900)
53051 - Building Maintenance Services	120,002	115,916	165,000	64,500	(100,500)
<b>Building and Road Repair</b>	<b>\$ 180,505</b>	<b>\$ 138,440</b>	<b>\$ 212,500</b>	<b>\$ 111,100</b>	<b>\$ (101,400)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 4,356,142</b>	<b>\$ 4,487,067</b>	<b>\$ 5,071,226</b>	<b>\$ 4,579,191</b>	<b>\$ (492,035)</b>
<b>Total Operating Expenses</b>	<b>\$ 8,725,474</b>	<b>\$ 8,807,961</b>	<b>\$ 9,676,719</b>	<b>\$ 9,082,662</b>	<b>\$ (594,057)</b>

**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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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**

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Operated and maintained the wastewater collection system to achieve regulatory compliance through operational excellence.	*	Continue to 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.	*	Continue to implement 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.
*	Promoted the Automation Program Management (APM) project through participation with meetings, design workshops, documentation reviews, and implementation shutdowns.	*	Promote the Automation Program Management (APM) project through participation with 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 through 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 and increase communication of Human Resources activities and support the Diversity & Inclusion strategic plan.

**BUDGET CENTER:** Maintenance Services - 1400

**MANAGED BY:** Kevin M. Zebrowski  
Superintendent of Maintenance Services

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

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	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**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Asset Rel Mgr	1	1	1	0
Admin Asst Maint Svcs	1	0	0	0
Admin Clk	1	1	1	0
Const Coord Maint	1	1	1	0
Asset Rel Mgr Maint	1	0	1	1
Asst Supt	1	1	1	0
Supt - Maint Svcs	1	1	1	0
<b>TOTAL FULL TIME</b>	<b>7</b>	<b>5</b>	<b>6</b>	<b>1</b>
Para Intern Maint Svcs	0	1	0	(1)
<b>TOTAL INTERNS/STUDENTS</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>(1)</b>
<b>TOTAL EMPLOYEES</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1400: MAINTENANCE SERVICES						
	2020	2021	2021	2022		
	Audited	Unaudited	Adopted	Adopted	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 256,892	\$ 279,581	\$ 232,467	\$ 342,417	\$	109,950
52030 - Professionals Salaries	162,113	172,226	167,777	174,489		6,711
52031 - Administrative Support Salaries	97,136	96,561	44,949	47,477		2,528
52034 - Technicians Salaries	(3,046)	-	-	-		-
52036 - Para-Professional Salaries	49,715	9,333	37,398	-		(37,398)
52071 - Longevity	1,100	1,700	2,295	1,100		(1,195)
52081 - Sick Buy Out	3,734	3,735	3,734	3,800		66
52231 - Administrative Support Overtime	59	138	250	250		-
52236 - Para-Professional Overtime	40	-	-	-		-
<b>Salaries and Wages</b>	<b>\$ 567,743</b>	<b>\$ 563,273</b>	<b>\$ 488,871</b>	<b>\$ 569,532</b>	<b>\$</b>	<b>80,661</b>
<b>Benefits:</b>						
52320 - Opers	\$ 78,386	\$ 78,760	\$ 68,442	\$ 79,735	\$	11,293
52360 - Medicare	8,156	7,981	7,089	8,258		1,169
52313 - Wellness Credit	-	13	-	-		-
<b>Benefits</b>	<b>\$ 86,542</b>	<b>\$ 86,755</b>	<b>\$ 75,531</b>	<b>\$ 87,992</b>	<b>\$</b>	<b>12,462</b>
<b>Total Salaries and Benefits</b>	<b>\$ 654,286</b>	<b>\$ 650,028</b>	<b>\$ 564,402</b>	<b>\$ 657,525</b>	<b>\$</b>	<b>93,123</b>
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expenses:</b>						
52410 - Travel	\$ -	\$ -	\$ 600	\$ 600	\$	-
52430 - Employee Education	255	-	1,940	1,940		-
<b>Reimbursable Expenses</b>	<b>\$ 255</b>	<b>\$ -</b>	<b>\$ 2,540</b>	<b>\$ 2,540</b>	<b>\$</b>	<b>-</b>
<b>Contractual Services:</b>						
52715 - Printing	\$ -	\$ -	\$ 200	\$ 200	\$	-
52730 - Dues and Subscriptions	66	46	500	698		198
52770 - Uniforms	3,567	1,360	3,500	1,080		(2,420)
52780 - Other Contractual Services	13,497	-	-	-		-
<b>Contractual Services</b>	<b>\$ 17,130</b>	<b>\$ 1,406</b>	<b>\$ 4,200</b>	<b>\$ 1,978</b>	<b>\$</b>	<b>(2,222)</b>
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 237	\$ 6	\$ 250	\$ 250	\$	-
52810 - Fuel and Oil	1,774	252	2,500	-		(2,500)
52811 - Vehicle Maintenance Parts	123	11	-	-		-
52825 - Chemicals	(1,048)	6	-	-		-
52840 - Laboratory Supplies	(147)	22	-	-		-
52845 - General Hardware Supplies	6,753	3,276	-	-		-
52846 - Equipment And Instrumentation Parts	13,640	17,680	-	-		-
52851 - Other Minor Equipment	576	340	-	-		-
52865 - Other Supplies	4,085	3,239	1,000	2,500		1,500
52870 - Freight	5,737	7,144	-	-		-
52880 - Invoice Price Variance	(4,661)	(6,400)	-	-		-
52890 - Inventory Adjustment-Book To Physical	22,090	4,665	-	-		-
<b>Materials And Supplies</b>	<b>\$ 49,160</b>	<b>\$ 30,241</b>	<b>\$ 3,750</b>	<b>\$ 2,750</b>	<b>\$</b>	<b>(1,000)</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1400: MAINTENANCE SERVICES					
	2020	2021	2021	2022	Budget
	Audited	Unaudited	Adopted	Adopted	Variance
	Actuals	Actuals	Budget	Budget	
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	\$ 197	\$ (28)	\$ -	\$ -	\$ -
<b>Equipment Repair And Maintenance</b>	<b>\$ 197</b>	<b>\$ (28)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Building and Road Repair:</b>					
<b>53050 - Building Maintenance Supplies</b>	\$ -	\$ 48,888	\$ -	\$ -	\$ -
53051 - Building Maintenance Services	-	42,381	-	-	-
<b>Building and Road Repair</b>	<b>\$ -</b>	<b>\$ 91,269</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 66,742</b>	<b>\$ 122,889</b>	<b>\$ 10,490</b>	<b>\$ 7,268</b>	<b>\$ (3,222)</b>
<b>Total Operating Expenses</b>	<b>\$ 721,028</b>	<b>\$ 772,917</b>	<b>\$ 574,892</b>	<b>\$ 664,793</b>	<b>\$ 89,901</b>



<b>BUDGET CENTER:</b>	Sewer System Maintenance & Operation – 1500
<b>MANAGED BY:</b>	Eric C. Tanko 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, thirty (30) 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.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Effectively managed budgets and planning for future budgets. 2021 Expenses ≤ budgets.	*	Effectively manage SSMO budget and plan for future budget needs
*	Continued to implement the Operational Readiness Plan to support evolving operations and maintenance standardization. Enhanced the preventative maintenance program by performing RCFA analysis.	*	Continue to implement the Operational Readiness Initiatives (ORI) to support evolving operations and maintenance standardization. Utilize RCFA analysis as needed.
*	Supported the implementation of the new Computerized Maintenance Management System. Supported the mobile strategy plan to transition the workforce to increase efficiency.	*	Continue to utilize the new Computerized Maintenance Management System (CMMS) and promote proficiency throughout the department.
*	Provided excellent customer service. Provided resources for collection system outreach. Ensured O&M performance KPIs are met including wet weather performance and dry weather overflow avoidance. Supported monitoring and data requests for internal and external stakeholders. Continued to perform utility markings and service connection inspections.	*	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 takeholders. Continue to perform utility markings and service connection inspections.

<b>BUDGET CENTER:</b>	Sewer System Maintenance & Operation – 1500
<b>MANAGED BY:</b>	Eric C. Tanko Manager – Sewer System Maintenance & Operation

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

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	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.
*	Provided educational opportunities to staff by continuing to create and update technical support training courses. Continued to support the development of Collection System contact hours and tours.	*	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.
*	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**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
SSMO Supvr	0	5	0	-5
Admin Asst Maint Svcs	0	1	0	(1)
Sewer System Maintenance & Operation Assistant Manager	0	0	1	1
Administrative Assistant	0	0	1	1
Tech Support Aide	1	1	1	0
SSMO Mgr	1	1	1	0
Flow Monitoring Tech	1	2	2	0
UMP Sys Util Maint Person	1	3	4	1
Flow Monitoring Spec	2	2	2	0
Supervisor of SSMO - EMI	2	0	2	2
Field Tech Oper Heavy Equ	3	3	3	0
Supervisor of SSMO - MIR	3	0	3	3
Field Tech	7	8	10	2
Field Tech Operator	8	8	8	0
Sys Util Maint Person	8	8	8	0
Operator/Tech	10	11	9	(2)
<b>TOTAL FULL TIME</b>	<b>47</b>	<b>53</b>	<b>55</b>	<b>2</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1500: SEWER SYSTEM MAINTENANCE & OPERATION**

	<b>2020</b>		<b>2021</b>		<b>2021</b>		<b>2022</b>		<b>Budget</b>
	<b>Audited</b>		<b>Unaudited</b>		<b>Adopted</b>		<b>Adopted</b>		<b>Variance</b>
	<b>Actuals</b>		<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>		
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 477,871	\$	\$ 474,837	\$	\$ 493,104	\$	\$ 625,798	\$	\$ 132,694
52030 - Professionals Salaries	85,217		87,357		124,003		88,038		(35,965)
52031 - Administrative Support Salaries	48,936		29,253		48,381		36,667		(11,714)
52034 - Technicians Salaries	184,661		180,135		182,347		240,280		57,933
52040 - Operations Hourly	1,187,295		1,263,123		1,287,589		1,284,274		(3,315)
52050 - Maintenance Hourly	904,430		791,295		944,486		1,090,966		146,479
52071 - Longevity	10,950		12,400		12,444		11,200		(1,244)
52081 - Sick Buy Out	22,325		18,785		14,677		22,800		8,123
52231 - Administrative Support Overtime	253		17		250		250		-
52234 - Technician Overtime	-		-		250		250		-
52240 - Operations Hourly Overtime	72,212		92,451		101,000		-		(101,000)
52250 - Maintenance Hourly Overtime	89,727		65,987		79,000		165,000		86,000
<b>Salaries and Wages</b>	<b>\$ 3,083,878</b>	<b>\$</b>	<b>\$ 3,015,641</b>	<b>\$</b>	<b>\$ 3,287,532</b>	<b>\$</b>	<b>\$ 3,565,523</b>	<b>\$</b>	<b>\$ 277,991</b>
<b>Benefits:</b>									
52320 - Opers	440,329		428,115		446,954		487,624		40,669
52360 - Medicare	44,258		43,008		46,292		50,504		4,212
52313 - Wellness Credit	-		31		-		-		-
52370 - Uniform Allowance	1,932		1,551		6,114		6,894		780
<b>Benefits</b>	<b>\$ 486,519</b>	<b>\$</b>	<b>\$ 472,705</b>	<b>\$</b>	<b>\$ 499,360</b>	<b>\$</b>	<b>\$ 545,022</b>	<b>\$</b>	<b>\$ 45,662</b>
<b>Total Salaries and Benefits</b>	<b>\$ 3,570,397</b>	<b>\$</b>	<b>\$ 3,488,346</b>	<b>\$</b>	<b>\$ 3,786,892</b>	<b>\$</b>	<b>\$ 4,110,545</b>	<b>\$</b>	<b>\$ 323,653</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expenses:</b>									
52410 - Travel	\$ 20	\$	\$ -	\$	\$ 100	\$	\$ 250	\$	\$ 150
52430 - Employee Education	2,469		-		21,760		1,100		(20,660)
<b>Reimbursable Expenses</b>	<b>\$ 2,489</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ 21,860</b>	<b>\$</b>	<b>\$ 1,350</b>	<b>\$</b>	<b>\$ (20,510)</b>
<b>Utilities Expenses:</b>									
52510 - Electricity	\$ 973,552	\$	\$ 675,038	\$	\$ 980,000	\$	\$ 998,000	\$	\$ 18,000
52520 - Natural Gas	25,235		23,525		27,000		30,000		3,000
52530 - Water and Other Utilities	12,289		10,013		19,850		20,000		150
<b>Utilities Expenses</b>	<b>\$ 1,011,076</b>	<b>\$</b>	<b>\$ 708,575</b>	<b>\$</b>	<b>\$ 1,026,850</b>	<b>\$</b>	<b>\$ 1,048,000</b>	<b>\$</b>	<b>\$ 21,150</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 45,517	\$	\$ 45,000	\$	\$ 45,000	\$	\$ -	\$	\$ (45,000)
<b>Professional Services</b>	<b>\$ 45,517</b>	<b>\$</b>	<b>\$ 45,000</b>	<b>\$</b>	<b>\$ 45,000</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ (45,000)</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ -	\$	\$ -	\$	\$ 50	\$	\$ 50	\$	\$ -
52730 - Dues and Subscriptions	487		993		1,180		1,166		(14)
52735 - Equipment Rental	31,851		60,725		33,500		51,500		18,000
52770 - Uniforms	30,626		21,902		23,000		23,000		-
52775 - Licenses, Fees, And Permits	7,770		5,393		8,935		9,828		893
52780 - Other Contractual Services	414,053		354,304		548,600		722,000		173,400
<b>Contractual Services</b>	<b>\$ 484,786</b>	<b>\$</b>	<b>\$ 443,318</b>	<b>\$</b>	<b>\$ 615,265</b>	<b>\$</b>	<b>\$ 807,544</b>	<b>\$</b>	<b>\$ 192,279</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1500: SEWER SYSTEM MAINTENANCE & OPERATION**

	<b>2020</b>		<b>2021</b>		<b>2021</b>		<b>2022</b>		<b>Budget</b>
	<b>Audited</b>		<b>Unaudited</b>		<b>Adopted</b>		<b>Adopted</b>		<b>Variance</b>
	<b>Actuals</b>		<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>		
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 1,564	\$	962	\$	2,000	\$	2,000	\$	-
52806 - Software	6,799		5,200		6,000		-		(6,000)
52810 - Fuel and Oil	91,881		114,497		113,250		-		(113,250)
52811 - Vehicle Maintenance Parts	776		1,054		1,500		1,500		-
52825 - Chemicals	55		229		-		-		-
52840 - Laboratory Supplies	862		311		1,200		1,200		-
52845 - General Hardware Supplies	85,171		73,624		68,900		61,450		(7,450)
52846 - Equipment And Instrumentation Parts	239,689		220,527		169,700		209,700		40,000
52851 - Other Minor Equipment	39,368		48,500		68,570		40,000		(28,570)
52860 - Postage, Ups	-		-		50		50		-
52865 - Other Supplies	66,325		56,767		73,000		73,000		-
52870 - Freight	3,655		849		1,000		1,000		-
<b>Materials And Supplies</b>	<b>\$ 536,145</b>	<b>\$</b>	<b>522,520</b>	<b>\$</b>	<b>505,170</b>	<b>\$</b>	<b>389,900</b>	<b>\$</b>	<b>(115,270)</b>
<b>Equipment Repair and Maintenance:</b>									
52910 - Office Equipment and Repair	\$ -	\$	560	\$	-	\$	-	\$	-
52920 - Equipment Repair and Maintenance	137,692		94,964		100,000		117,000		17,000
52930 - Vehicle Repairs	39		39		-		-		-
<b>Equipment Repair And Maintenance</b>	<b>\$ 137,732</b>	<b>\$</b>	<b>95,563</b>	<b>\$</b>	<b>100,000</b>	<b>\$</b>	<b>117,000</b>	<b>\$</b>	<b>17,000</b>
<b>Building and Road Repair:</b>									
53020 - Road Repair and Maintenance	\$ -	\$	320	\$	-	\$	-	\$	-
53030 - Sewer Repair and Maintenance	276,364		425,862		793,000		610,600		(182,400)
53050 - Building Maintenance Supplies	12,835		18,985		7,700		8,300		600
53051 - Building Maintenance Services	36,253		48,647		37,500		3,800		(33,700)
<b>Building and Road Repair</b>	<b>\$ 325,451</b>	<b>\$</b>	<b>493,815</b>	<b>\$</b>	<b>838,200</b>	<b>\$</b>	<b>622,700</b>	<b>\$</b>	<b>(215,500)</b>
Total Other Operating Expenses	<b>\$ 2,543,196</b>	<b>\$</b>	<b>2,544,618</b>	<b>\$</b>	<b>3,152,345</b>	<b>\$</b>	<b>2,986,494</b>	<b>\$</b>	<b>(165,851)</b>
Total Operating Expenses	<b>\$ 6,113,593</b>	<b>\$</b>	<b>6,032,964</b>	<b>\$</b>	<b>6,939,237</b>	<b>\$</b>	<b>7,097,039</b>	<b>\$</b>	<b>157,802</b>

<b>BUDGET CENTER:</b>	Fleet Services - 1600
<b>MANAGED BY:</b>	Ryan Exum Manager of Fleet Services

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

The Fleet Services Department maintains the Sewer District’s 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.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Continued to document, report, and maintain the emergency generators to meet regulatory requirements. Reviewed and improved the maintenance contract specifications to right size preventative maintenance and optimize return on investment.	*	Continue to document, report, and maintain the emergency generators to meet regulatory requirements. Continue to work with stake holders in successful execution of demand response initiatives. Provide fueling event documentation to regulatory compliance to be placed in each generator on site binder.
*	Continued to improve the fleet readiness of vehicles and equipment for all stakeholders.	*	Continue work to further improve the readiness of vehicles and equipment for all stakeholders.
*	Established and managed the Fleet Services’ budget in the most efficient and economical manner. Continued to provide technical support to departmental heads for budgetary purposes specific to Fleet assets.	*	Continued management of the Fleet Services’ budget in the most efficient and economical manner. Continued technical support to departmental heads for budgetary purposes specific to Fleet assets.
*	Provided resources to support diversity and inclusion efforts and outreach activities.	*	Continue to provide resources to support diversity and inclusion efforts and outreach activities.
*	Improved the Fuel Master system to track WWTP consumption rates per department. Improve fuel tracking for facility generators and storage tanks. Continued analysis of the fuel card program for department allocation of funds.	*	Continue to support furthering Sewer District wide deployment of WEX fuel card. Continue to provide support to internal customers for Fuel Master.

**BUDGET CENTER:** Fleet Services - 1600

**MANAGED BY:** Ryan Exum  
Manager of Fleet Services

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

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Right size fleet assets to meet departmental requirements and operate more cost effectively.	*	Right size fleet assets to meet departmental requirements and operate more cost effectively. Focus on utility cart alternatives for future deployment, as well as on improving preventative maintenance and up time on current utility cart fleet.
*	Enhanced and optimized equipment preventative maintenance program to meet stakeholder expectations for efficiency of scheduling and work.	*	Continue to work with stakeholders on CMMS and GPS to further the accomplishments of 2021 with Fleet Maintenance practices and intervals.
*	Implemented GPS system for selected Sewer District vehicles to enhance preventative maintenance intervals based on runtime.	*	Continue to work with key stake holders to leverage GPS program to increase Sewer District fleet efficiency.
*	Continue developing and implementing a strategy to manage vehicle rotation for optimization of performance and utilization.	*	Continue work to further develop the strategy to manage vehicle rotation for optimization of performance and utilization by leveraging data from both the CMMS and GPS systems.

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****FLEET SERVICES -- 1600****STAFFING****One Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2021 ACTUALS</b>	<b>2021 BUDGET</b>	<b>2022 BUDGET</b>	<b>BUDGET VARIANCE</b>
Project Coord O&M	0	1	0	-1
Admin Asst Fleet	1	1	1	0
Project Coord Fleet Svcs	1	0	1	1
Fleet Svcs Mgr	1	1	1	0
Fleet Svcs Worker	1	1	1	0
Fleet Svcs Mechanic	6	6	6	0
<b>TOTAL FULL TIME</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>



NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1600: FLEET SERVICES						
	2020	2021	2021	2022		
	Audited	Unaudited	Adopted	Adopted	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 65,475	\$ 90,102	\$ 88,000	\$ 91,520	\$ 3,520	
52030 - Professionals Salaries	-	41,093	53,972	64,480	10,508	
52031 - Administrative Support Salaries	45,705	46,447	46,280	48,131	1,851	
52036 - Para-Professional Salaries	-	-	17,992	-	(17,992)	
52040 - Operations Hourly	342,697	312,087	385,819	303,703	(82,116)	
52050 - Maintenance Hourly	-	11,573	-	98,903	98,903	
52071 - Longevity	3,150	3,300	3,111	3,200	89	
52081 - Sick Buy Out	5,801	3,012	2,270	6,000	3,730	
52231 - Administrative Support Overtime	100	58	-	-	-	
52240 - Operations Hourly Overtime	20,716	54,315	40,000	40,000	-	
	-	469	-	-	-	
<b>Salaries and Wages</b>	<b>\$ 483,644</b>	<b>\$ 562,456</b>	<b>\$ 637,445</b>	<b>\$ 655,938</b>	<b>\$ 18,494</b>	
<b>Benefits:</b>						
52320 - Opers	67,672	84,400	89,242	91,831	2,589	
52360 - Medicare	6,846	7,859	9,243	9,510	267	
52313 - Wellness Credit	-	13	-	-	-	
52370 - Uniform Allowance	-	-	900	900	-	
<b>Benefits</b>	<b>\$ 74,518</b>	<b>\$ 92,273</b>	<b>\$ 99,385</b>	<b>\$ 102,242</b>	<b>\$ 2,856</b>	
<b>Total Salaries and Benefits</b>	<b>\$ 558,162</b>	<b>\$ 654,729</b>	<b>\$ 736,830</b>	<b>\$ 758,180</b>	<b>\$ 21,350</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expens:</b>						
52410 - Travel	\$ 10	\$ -	\$ 50	\$ 50	\$ -	
52430 - Employee Education	130	(8)	400	400	-	
<b>Reimbursable Expenses</b>	<b>\$ 140</b>	<b>\$ (8)</b>	<b>\$ 450</b>	<b>\$ 450</b>	<b>\$ -</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ -	\$ 572	\$ -	\$ -	\$ -	
52730 - Dues and Subscriptions	1,500	545	1,100	1,100	-	
52735 - Equipment Rental	220	3,890	825	825	-	
52770 - Uniforms	4,861	3,748	5,500	5,500	-	
52775 - Licenses, Fees, And Permits	46	-	-	-	-	
52780 - Other Contractual Services	28,585	57,260	62,146	62,146	-	
<b>Contractual Services</b>	<b>\$ 35,212</b>	<b>\$ 66,015</b>	<b>\$ 69,571</b>	<b>\$ 69,571</b>	<b>\$ -</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ -	\$ 2,324	\$ 500	\$ 500	\$ -	
52810 - Fuel and Oil	11,359	27,561	7,000	539,270	532,270	
52811 - Vehicle Maintenance Parts	188,226	244,102	225,000	236,000	11,000	
52825 - Chemicals	-	18	-	-	-	
52840 - Laboratory Supplies	11	-	100	100	-	
52845 - General Hardware Supplies	3,464	2,904	3,500	3,500	-	
52846 - Equipment And Instrumentation Parts	1,121	1,949	6,500	6,500	-	
52851 - Other Minor Equipment	1,316	7,232	4,500	4,500	-	
52865 - Other Supplies	15,626	7,745	16,300	16,300	-	
52870 - Freight	337	368	500	500	-	
52880 - Invoice Price Variance	(404)	-	-	-	-	
52890 - Inventory Adjustment-Book To Physical	-	-	-	-	-	
<b>Materials And Supplies</b>	<b>\$ 221,058</b>	<b>\$ 294,204</b>	<b>\$ 263,900</b>	<b>\$ 807,170</b>	<b>\$ 543,270</b>	

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1600: FLEET SERVICES						
	2020	2021	2021	2022	Budget	
	Audited	Unaudited	Adopted	Adopted	Variance	
	Actuals	Actuals	Budget	Budget		
<b>Equipment Repair and Maintenance:</b>						
52920 - Equipment Repair and Maintenance	\$ 14,043	\$ 33,234	\$ 25,000	\$ 31,000	\$	6,000
52930 - Vehicle Repairs	39,811	25,402	35,000	35,000		-
<b>Equipment Repair And Maintenance</b>	<b>\$ 53,854</b>	<b>\$ 58,636</b>	<b>\$ 60,000</b>	<b>\$ 66,000</b>	<b>\$</b>	<b>6,000</b>
<b>Building and Road Repair:</b>						
53050 - Building Maintenance Supplies	\$ 2,321	\$ 225	\$ -	\$ -	\$	-
53051 - Building Maintenance Services	-	300	-	-		-
<b>Building and Road Repair</b>	<b>\$ 2,321</b>	<b>\$ 525</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$</b>	<b>-</b>
<b>Total Other Operating Expenses</b>	<b>\$ 312,584</b>	<b>\$ 419,372</b>	<b>\$ 393,921</b>	<b>\$ 943,191</b>	<b>\$</b>	<b>549,270</b>
<b>Total Operating Expenses</b>	<b>\$ 870,746</b>	<b>\$ 1,074,102</b>	<b>\$ 1,130,751</b>	<b>\$ 1,697,973</b>	<b>\$</b>	<b>567,222</b>

**BUDGET CENTER:** Building Maintenance – 1700

**MANAGED BY:** James Knill  
Manager of Building Maintenance

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

The Building Maintenance Department oversees the maintenance of Sewer District’s 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.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Enhanced the service and maintenance of Sewer District wide HVAC assets through continued development of the HVAC-R technicians.	*	Enhance the service and maintenance of Sewer District wide HVAC assets through continued development of the HVAC-R technicians.
*	Continued to provide support to incorporate HVAC asset information with deployment of the new Computerized Maintenance Management System.	*	Expand services to support preventative and corrective maintenance of HVAC assets.
*	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 Sewer District’s projected revenue. Continued to provide technical support to departmental heads for budgetary purposes specific to accounts impacted by Building Maintenance repairs and improvements.	*	Prepare and managed budgets that support the Sewer District’s projected revenue. Transition HVAC expenditures to the Building Maintenance budget including contracted work.
*	Provided resources to support diversity, equity, 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**

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	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.
*	Continued to develop preventative maintenance benchmarks for facility assets that are maintained by Building Maintenance.	*	Continue to develop preventative maintenance benchmarks for facility assets that are maintained by Building Maintenance.
*	Continued to build and develop relationship with facility stakeholders to improve customer service to achieve the Sewer District initiatives.	*	Create separate job classifications of Building Maintenance Persons to better serve stakeholder requests identifying different roles and responsibilities.

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****BUILDING MAINTENANCE -- 1700****STAFFING****One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Administrative Assistant	0	1	1	0
Building Systems Supvr	1	1	1	0
Project Coord Bld Maint	1	1	1	0
Bldg Maint Mgr	1	1	1	0
HVAC R Tech	4	4	6	6
Bldg Maint Person	6	6	6	0
<b>TOTAL FULL TIME</b>	<b>13</b>	<b>14</b>	<b>16</b>	<b>6</b>
Para Professional Intern	0	0	1	(3)
Seasonal Worker Maintenance	0	2	0	(2)
Para Professional Intern	0	1	0	(1)
<b>TOTAL INTERNS/STUDENTS</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>(6)</b>
<b>TOTAL EMPLOYEES</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1700: BUILDING MAINTENANCE					
	2020	2021	2021	2022	
	Audited	Unaudited	Adopted	Adopted	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 148,938	\$ 172,837	\$ 170,000	\$ 176,800	\$ 6,800
52030 - Professionals Salaries	79,107	81,142	77,720	80,829	3,109
52031 - Administrative Support Salaries	-	-	48,672	49,691	1,019
52036 - Para-Professional Salaries	-	-	17,992	17,160	(832)
52040 - Operations Hourly	-	-	52,083	-	(52,083)
52050 - Maintenance Hourly	379,169	629,223	523,286	703,621	180,335
52060 - Student Salaries	-	-	13,867	-	(13,867)
52071 - Longevity	2,450	2,950	2,193	2,500	307
52081 - Sick Buy Out	5,412	2,398	1,453	5,500	4,047
52234 - Technician Overtime	-	-	57,000	-	(57,000)
52250 - Maintenance Hourly Overtime	86,616	111,940	85,000	142,000	57,000
<b>Salaries and Wages</b>	<b>\$ 701,692</b>	<b>\$ 1,000,491</b>	<b>\$ 1,049,267</b>	<b>\$ 1,178,102</b>	<b>\$ 128,835</b>
<b>Benefits:</b>					
52320 - Opers	106,406	140,276	146,897	156,954	10,057
52360 - Medicare	10,024	14,098	15,214	16,256	1,042
52313 - Wellness Credit	-	15	-	-	-
52370 - Uniform Allowance	-	-	1,300	1,500	200
<b>Benefits</b>	<b>\$ 116,430</b>	<b>\$ 154,389</b>	<b>\$ 163,412</b>	<b>\$ 174,710</b>	<b>\$ 11,298</b>
<b>Total Salaries and Benefits</b>	<b>\$ 818,122</b>	<b>\$ 1,154,880</b>	<b>\$ 1,212,678</b>	<b>\$ 1,352,812</b>	<b>\$ 140,134</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expenses:</b>					
52410 - Travel	\$ -	\$ -	\$ 75	\$ 75	\$ -
52430 - Employee Education	-	-	4,100	600	(3,500)
<b>Reimbursable Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,175</b>	<b>\$ 675</b>	<b>\$ (3,500)</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 56	\$ -	\$ -	\$ 30	\$ 30
52720 - Taxes	101	-	-	-	-
52730 - Dues and Subscriptions	340	386	834	861	27
52770 - Uniforms	5,538	6,402	5,200	5,450	250
52775 - Licenses, Fees, And Permits	-	72	-	-	-
<b>Contractual Services</b>	<b>\$ 6,034</b>	<b>\$ 6,860</b>	<b>\$ 6,034</b>	<b>\$ 6,341</b>	<b>\$ 307</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ -	\$ 2	\$ 100	\$ 100	\$ -
52806 - Software	-	5,200	6,000	-	(6,000)
52810 - Fuel and Oil	9,220	13,362	21,875	-	(21,875)
52811 - Vehicle Maintenance Parts	-	26	-	-	-
52840 - Laboratory Supplies	12	67	-	40	40
52845 - General Hardware Supplies	876	10,675	2,100	30,000	27,900
52846 - Equipment And Instrumentation Parts	2,246	14,739	1,750	44,000	42,250
52851 - Other Minor Equipment	10,491	13,766	15,500	29,000	13,500
52865 - Other Supplies	2,092	3,192	1,000	4,000	3,000
52870 - Freight	28	-	500	-	(500)
<b>Materials And Supplies</b>	<b>\$ 24,965</b>	<b>\$ 61,029</b>	<b>\$ 48,825</b>	<b>\$ 107,140</b>	<b>\$ 58,315</b>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>					
<b>WASTEWATER</b>					
<b>BUDGET CENTER 1700: BUILDING MAINTENANCE</b>					
	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	\$ 412	\$ 263	\$ 500	\$ 230	\$ (270)
<b>Equipment Repair And Maintenance</b>	<b>\$ 412</b>	<b>\$ 263</b>	<b>\$ 500</b>	<b>\$ 230</b>	<b>\$ (270)</b>
<b>Building and Road Repair:</b>					
53010 - Building Repair and Maintenance	\$ 1,726	\$ -	\$ -	\$ -	\$ -
53050 - Building Maintenance Supplies	4481	49533	0	161715	161715
53051 - Building Maintenance Services	0	41629	0	348175	348175
<b>Building and Road Repair</b>	<b>\$ 6,207</b>	<b>\$ 91,162</b>	<b>\$ -</b>	<b>\$ 509,890</b>	<b>\$ 509,890</b>
Judgements and Awards:					
<b>Total Other Operating Expenses</b>	<b>\$ 37,617</b>	<b>\$ 159,313</b>	<b>\$ 59,534</b>	<b>\$ 624,276</b>	<b>\$ 564,742</b>
<b>Total Operating Expenses</b>	<b>\$ 855,740</b>	<b>\$ 1,314,193</b>	<b>\$ 1,272,212</b>	<b>\$ 1,977,088</b>	<b>\$ 704,876</b>

<b>BUDGET CENTER:</b>	Security - 2100
<b>MANAGED BY:</b>	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 Sewer District's employees to perform their duties safely while supporting the Sewer District's goal of meeting all NPDES permit limits.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
	Monitor and develop Security Career Paths in support of staff development, succession planning, and diversity and inclusion	*	Financial Viability: Workforce planning, engagement, and investment
	Support efforts to implement new weigh scale computer system at Southerly. Learn new software and business practices as needed	*	Progressive Culture: Innovation- Utilize technology to create a more efficient work environment.
	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	*	Environmental Protection and Sustainability: Work with E&C to ensure efficient and effective security measures are implemented into construction projects.



**NORTHEAST OHIO REGIONAL SEWER DISTRICT****SAFETY AND SECURITY --2100****STAFFING****One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Exec Asst Security	1	1	1	0
Chief of Security	1	1	1	0
Lieutenant	1	1	1	0
Sergeant	2	3	3	0
Security Officer	24	28	28	0
<b>TOTAL FULL TIME</b>	<b>29</b>	<b>34</b>	<b>34</b>	<b>0</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 2100: SECURITY**

	<b>2020</b>		<b>2021</b>		<b>2021</b>		<b>2022</b>		<b>Budget</b>
	<b>Audited</b>		<b>Unaudited</b>		<b>Adopted</b>		<b>Adopted</b>		<b>Variance</b>
	<b>Actuals</b>		<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>		
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 96,034	\$	\$ 97,920	\$	\$ 95,509	\$	\$ 154,209	\$	\$ 58,700
52030 - Professionals Salaries	85,363		87,040		84,897		88,292		3,395
52031 - Administrative Support Salaries	56,058		56,900		56,184		58,431		2,248
52041 - Protective Service Salaries	1,741,367		1,587,612		1,726,697		1,627,845		(98,852)
52071 - Longevity	7,850		7,150		7,599		8,000		401
52081 - Sick Buy Out	11,572		6,430		17,095		11,800		(5,295)
52241 - Protective Service Overtime	311,690		368,376		433,600		443,600		10,000
<b>Salaries and Wages</b>	<b>\$ 2,309,935</b>	<b>\$</b>	<b>\$ 2,211,428</b>	<b>\$</b>	<b>\$ 2,421,580</b>	<b>\$</b>	<b>\$ 2,392,178</b>	<b>\$</b>	<b>(29,402)</b>
<b>Benefits:</b>									
52320 - Opers	327,838		307,188		335,017		330,901		(4,116)
52360 - Medicare	33,923		32,070		34,698		34,272		(427)
52313 - Wellness Credit	-		22		-		-		-
52370 - Uniform Allowance	21,565		29,258		29,219		39,294		10,075
<b>Benefits</b>	<b>\$ 383,326</b>	<b>\$</b>	<b>\$ 368,538</b>	<b>\$</b>	<b>\$ 398,934</b>	<b>\$</b>	<b>\$ 404,467</b>	<b>\$</b>	<b>5,533</b>
<b>Total Salaries and Benefits</b>	<b>\$ 2,693,261</b>	<b>\$</b>	<b>\$ 2,579,966</b>	<b>\$</b>	<b>\$ 2,820,515</b>	<b>\$</b>	<b>\$ 2,796,645</b>	<b>\$</b>	<b>(23,870)</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expenses:</b>									
52410 - Travel	17		223		3,000		3,000		-
52430 - Employee Education	623		-		2,800		7,600		4,800
<b>Reimbursable Expenses</b>	<b>\$ 640</b>	<b>\$</b>	<b>\$ 223</b>	<b>\$</b>	<b>\$ 5,800</b>	<b>\$</b>	<b>\$ 10,600</b>	<b>\$</b>	<b>4,800</b>
<b>Contractual Services:</b>									
52730 - Dues and Subscriptions	125		-		250		250		-
52770 - Uniforms	24,856		10,612		24,000		38,200		14,200
52775 - Licenses, Fees, And Permits	850		395		1,500		1,500		-
52780 - Other Contractual Services	2,165		1,975		9,000		9,500		500
<b>Contractual Services</b>	<b>\$ 27,996</b>	<b>\$</b>	<b>\$ 12,982</b>	<b>\$</b>	<b>\$ 34,750</b>	<b>\$</b>	<b>\$ 49,450</b>	<b>\$</b>	<b>14,700</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 2,784	\$	\$ 11,529	\$	\$ 2,000	\$	\$ 4,000	\$	\$ 2,000
52810 - Fuel and Oil	514		552		2,000		-		(2,000)
52811 - Vehicle Maintenance Parts	-		3		-		-		-
52840 - Laboratory Supplies	-		174		-		-		-
52845 - General Hardware Supplies	28		527		150		500		350
52846 - Equipment And Instrumentation Pa	142		436		-		-		-
52851 - Other Minor Equipment	15,128		22,669		35,600		45,600		10,000
52865 - Other Supplies	4,489		5,636		5,000		7,000		2,000
52870 - Freight	9		-		100		100		-
<b>Materials And Supplies</b>	<b>\$ 23,095</b>	<b>\$</b>	<b>\$ 41,527</b>	<b>\$</b>	<b>\$ 44,850</b>	<b>\$</b>	<b>\$ 57,200</b>	<b>\$</b>	<b>12,350</b>
<b>Building and Road Repair:</b>									
53050 - Building Maintenance Supplies	\$ 621	\$	\$ 2,397	\$	\$ -	\$	\$ -	\$	\$ -
<b>Building and Road Repair</b>	<b>\$ 621</b>	<b>\$</b>	<b>\$ 2,397</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>-</b>
<b>Total Other Operating Expenses</b>	<b>\$ 52,352</b>	<b>\$</b>	<b>\$ 57,129</b>	<b>\$</b>	<b>\$ 85,400</b>	<b>\$</b>	<b>\$ 117,250</b>	<b>\$</b>	<b>31,850</b>
<b>Total Operating Expenses</b>	<b>\$ 2,745,613</b>	<b>\$</b>	<b>\$ 2,637,096</b>	<b>\$</b>	<b>\$ 2,905,915</b>	<b>\$</b>	<b>\$ 2,913,895</b>	<b>\$</b>	<b>7,980</b>

**BUDGET CENTER:** Process Control and Automation - 3100

**MANAGED BY:** Robert Meholif  
Manager of Process Control & Automation

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

Process Control & Automation (PC&A) has the overall responsibility for managing and maintaining the process control and automation systems for all Sewer 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.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Supported the Automation Program Management (APM) projects.	*	Support the Automation Program Management (APM) projects.
*	Took ownership of new assets that are currently under construction or being replaced due to obsolescence.	*	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 Sewer District's projected revenue.	*	Prepare and manage budgets that support the Sewer District's projected revenue.
*		*	Mitigate operational cybersecurity risks

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>PROCESS CONTROL AND AUTOMATION -- 3100</b>				
<b>STAFFING</b>				
<b>One Year History and Budget Comparison</b>				
<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Sr Proc Cntrl & Auto Engr	0	2	0	(2)
Program Logic Cntrl Devr	0	2	0	(2)
Network Engineer	0	1	0	(1)
Proc Cntrl & Auto Engr	0	4	0	(4)
Sr Network Engr	0	1	0	(1)
Automation Engineer (part-time)	0	0	1	1
Automation Engineer I	1	0	1	1
Project Coord O&M	1	1	0	(1)
Commissioning Mgr	1	1	1	0
Mgr of Automation Cntrls	1	1	1	0
Mgr Of Proc Cntrl & Auto	1	1	1	0
SCADA Network Mgr	1	1	1	0
Network Engineer II	1	0	2	2
Network Engineer III	1	0	1	1
Auto Infrastructure Tech	1	1	1	0
Automation Engineer III	2	0	2	2
Automation Engineer II	4	0	4	4
<b>TOTAL FULL TIME</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>0</b>
B STEM Intern Dist Adm	0	2	2	0
<b>TOTAL INTERNS/STUDENTS</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>TOTAL EMPLOYEES</b>	<b>15</b>	<b>18</b>	<b>18</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 3100: PROCESS CONTROL & AUTOMATION					
	2020	2021	2021	2022	
	Audited	Unaudited	Adopted	Adopted	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 433,347	\$ 440,832	\$ 430,581	\$ 447,804	\$ 17,224
52030 - Professionals Salaries	680,399	783,934	675,786	869,513	193,727
52034 - Technicians Salaries	228,852	114,991	227,166	77,503	(149,662)
52060 - Student Salaries	5,643	-	33,488	51,488	18,000
52071 - Longevity	2,550	2,450	2,295	2,600	305
52081 - Sick Buy Out	11,868	10,879	12,559	12,100	(459)
52260 - Student Overtime	-	-	1,000	1,000	-
<b>Salaries and Wages</b>	<b>\$ 1,362,659</b>	<b>\$ 1,353,085</b>	<b>\$ 1,382,874</b>	<b>\$ 1,462,008</b>	<b>\$ 79,134</b>
<b>Benefits:</b>					
52320 - Opers	190,505	190,909	193,602	204,680	11,078
52360 - Medicare	19,792	19,584	20,052	21,200	1,148
52313 - Wellness Credit	-	33	-	-	-
52370 - Uniform Allowance	3,360	3,600	5,160	5,160	-
<b>Benefits</b>	<b>\$ 213,657</b>	<b>\$ 214,125</b>	<b>\$ 218,814</b>	<b>\$ 231,040</b>	<b>\$ 12,226</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,576,316</b>	<b>\$ 1,567,211</b>	<b>\$ 1,601,688</b>	<b>\$ 1,693,048</b>	<b>\$ 91,360</b>
<b>Other Operating Expenses:</b>					
Reimbursable Expens:					
52410 - Travel	\$ 1,450	\$ 574	\$ 21,650	\$ 17,000	\$ (4,650)
52430 - Employee Education	8,995	-	14,000	8,000	(6,000)
<b>Reimbursable Expenses</b>	<b>\$ 10,445</b>	<b>\$ 574</b>	<b>\$ 35,650</b>	<b>\$ 25,000</b>	<b>\$ (10,650)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ -	\$ -	\$ 450,000	\$ 450,000
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 19	\$ -	\$ 300	\$ 300	\$ -
52730 - Dues and Subscriptions	10,839	2,145	7,750	1,950	(5,800)
52770 - Uniforms	4,827	1,979	4,600	4,600	-
<b>Contractual Services</b>	<b>\$ 15,684</b>	<b>\$ 4,124</b>	<b>\$ 12,650</b>	<b>\$ 6,850</b>	<b>\$ (5,800)</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 4,852	\$ 1,138	\$ 3,000	\$ 3,000	\$ -
52806 - Software	367	14,166	16,000	27,500	11,500
52810 - Fuel and Oil	-	168	-	-	-
52840 - Laboratory Supplies	3	5	100	100	-
52845 - General Hardware Supplies	14,759	6,695	10,000	75,000	65,000
52846 - Equipment And Instrumentation Parts	14,566	67,020	10,000	295,000	285,000
52851 - Other Minor Equipment	15	15,175	3,000	3,000	-
52865 - Other Supplies	1,757	941	2,000	2,000	-
52870 - Freight	230	227	300	300	0
<b>Materials And Supplies</b>	<b>\$ 36,549</b>	<b>\$ 105,537</b>	<b>\$ 44,400</b>	<b>\$ 405,900</b>	<b>\$ 361,500</b>
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	\$ 453,155	\$ 493,737	\$ 528,050	\$ 706,050	\$ 178,000
<b>Equipment Repair And Maintenance</b>	<b>\$ 453,155</b>	<b>\$ 493,737</b>	<b>\$ 528,050</b>	<b>\$ 706,050</b>	<b>\$ 178,000</b>
<b>Total Other Operating Expenses</b>	<b>\$ 515,833</b>	<b>\$ 603,971</b>	<b>\$ 620,750</b>	<b>\$ 1,593,800</b>	<b>\$ 973,050</b>
<b>Total Operating Expenses</b>	<b>\$ 2,092,149</b>	<b>\$ 2,171,182</b>	<b>\$ 2,222,438</b>	<b>\$ 3,286,848</b>	<b>\$ 1,064,410</b>

<b>BUDGET CENTER:</b>	Technical Services Group -- 3200
<b>MANAGED BY:</b>	Melissa Keen Manager of Technical Services

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

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

- 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 the Sewer District's 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

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Managed the development, migration, deployment, user training, and support for the Nexgen CMMS project	*	Continue with user training, support, and enhancements for the Nexgen CMMS application
*	Provided training and dashboard creation support for the PDMS	*	Continue to provide administration and end user support for the PDMS system ensuring data collection and reporting are meeting Sewer District needs
*	Initiated the project for the Project Management Lifecycle System upgrade to Kahua and SharePoint Online	*	Continue to manage the planning, development, migration, deployment, and user training and support for the Kahua project management system and SharePoint Online to replace the current SharePoint 2010 environment
*	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 implementing annual review cycles and change management controls and migrating the process to SharePoint Online
*	Continued to provide and enhance CIP, project management, document control, technical, and administrative support 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
*	Assisted and implemented applications in support of ongoing COVID-19 initiatives	*	Continue to provide support and application development to E&C, O&M, Security, Watersheds, and Human Resources

*	Managed the development, deployment, user training, and support for the eLogger project	*	Continue to support O&M with eLogger modifications, Operator iPad rollout, and LOTO application development
*	Developed and implemented an Overtime Tool and Visitor Registration App for Security use	*	Support O&M and IT with the development of a Scheduling/Overtime application
*	Assisted E&C and Contract Compliance in the planning of the DEI Initiative to improve the process for identification of registered BOP firms for use in E&C projects	*	Continue to assist in the DEI initiative for the identification of registered BOP firms for use in E&C projects by validating changes in the B2G system and developing a Power BI tool to easily identify potential BOP firms prior to the bidding of E&C projects

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
2021 BUDGET HEADCOUNT SUMMARY				
BUDGET CENTER 3200 - TECHNICAL SERVICES GROUP				
POSITION	2021	2021	2022	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Contract Adminr South	0	1	0	-1
App Sys Supp Spec I	0	1	1	0
Infrastructure Sppt Spec	0	1	1	0
O&M Procurement Adminr	0	1	0	-1
Business Process Assoc	0	1	0	-1
Mgr of Document Controls	0	0	0	0
P/Q A Analyst I	0	1	0	-1
Project Controls Specialist I	0	1	0	-1
Contract Admin Lead	0	1	0	-1
CMMS Program Lead	0	1	0	-1
Process and Controls Lead	0	1	0	-1
Manager of Business Process and Controls	0	1	0	-1
Analyst II - AMS	0	1	0	-1
Analyst II Asset Mgmt Sys	1	1	1	0
Data Analyst	1	1	2	1
Doc Cntrl Assoc I	1	1	1	0
Contract Administrator II	1	0	1	1
CMMS Program Lead	1	0	1	1
Cost Engr I	1	1	1	0
App Sys Supp Lead	1	1	1	0
Process and Controls Lead	1	0	1	1
Application Manager	1	1	1	0
Mgr of Syst Dev & Ops	1	1	1	0
Mgr of Technical Services	1	1	1	0
Mgr Business Proc & Cntrl	1	0	1	1
Mgr of Contract Admin	1	1	1	0
Project Cntrls Mgr	1	1	1	0
Sys Integration Mgr	1	1	1	0
P/Q A Analyst II	1	0	1	1
App Sys Supp Spec II	1	1	1	0
Document Cntrl Spec	1	2	1	-1
Sys Support Spec	1	1	1	0
Pro Cntrls Spec I	1	1	1	0
Pro Cntrls Spec II	1	0	1	1
Sys Integration Spec	1	1	1	0
Eng Tech II	1	1	1	0
Analyst I Asset Mgmt Sys	2	1	2	1
Contract Administrator I	2	2	2	0
Business Process Spec	2	1	2	1
Contract Admin Lead	3	1	3	2
<b>Total Full Time</b>	<b>32</b>	<b>35</b>	<b>35</b>	<b>0</b>
Paraprofessional Intern Tech Services	0	1	0	-1
Para Intern Tech Srvc	1	2	4	2
Para Intern Dist Admin	1	0	1	1
<b>Total Intern</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>2</b>
<b>Total Employee</b>	<b>34</b>	<b>38</b>	<b>40</b>	<b>2</b>



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 3200: TECHNICAL GROUP SERVICES**

	<b>2020</b>		<b>2021</b>		<b>2021</b>		<b>2022</b>		<b>Budget</b>
	<b>Audited</b>		<b>Unaudited</b>		<b>Adopted</b>		<b>Adopted</b>		<b>Variance</b>
	<b>Actuals</b>		<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>		
<b>Operating Expenses:</b>									
<b>52020 - Officials and Managers Salaries</b>	\$ 658,711		\$ 846,526		\$ 820,165		\$ 1,174,923		\$ 354,758
52030 - Professionals Salaries	1,294,916		1,243,056		1,471,824		1,235,870		(235,954)
52031 - Administrative Support Salaries	99,760		70,211		98,675		51,160		(47,515)
52034 - Technicians Salaries	60,851		60,656		60,190		62,597		2,408
52036 - Para-Professional Salaries	74,722		57,429		102,430		76,667		(25,763)
52060 - Student Salaries	4,410		-		-		-		-
52071 - Longevity	4,300		4,350		-		-		-
52081 - Sick Buy Out	9,411		10,225		-		-		-
52231 - Administrative Support Overtime	62		9		500		250		(250)
52236 - Para-Professional Overtime	155		688		500		1,000		500
52260 - Student Overtime	5		-		-		-		-
<b>Salaries and Wages</b>	<b>\$ 2,207,303</b>		<b>\$ 2,293,150</b>		<b>\$ 2,554,284</b>		<b>\$ 2,602,467</b>		<b>\$ 48,183</b>
<b>Benefits:</b>									
52320 - Opers	309,087		317,771		357,600		364,344		6,744
52360 - Medicare	31,722		32,516		37,037		37,736		699
52313 - Wellness Credit	-		50		-		-		-
52370 - Uniform Allowance	1,180		1,863		4,910		3,570		(1,340)
<b>Benefits</b>	<b>\$ 341,989</b>		<b>\$ 352,200</b>		<b>\$ 399,547</b>		<b>\$ 405,650</b>		<b>\$ 6,103</b>
<b>Total Salaries and Benefits</b>	<b>\$ 2,549,292</b>		<b>\$ 2,645,349</b>		<b>\$ 2,953,831</b>		<b>\$ 3,008,117</b>		<b>\$ 54,286</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expens:</b>									
52410 - Travel	\$ 391		\$ 1,526		\$ 6,225		\$ 11,975		\$ 5,750
52430 - Employee Education	16,019		8,010		19,100		9,837		(9,263)
<b>Reimbursable Expenses</b>	<b>\$ 16,410</b>		<b>\$ 9,536</b>		<b>\$ 25,325</b>		<b>\$ 21,812</b>		<b>\$ (3,513)</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ -		\$ -		\$ 25,000		\$ -		\$ (25,000)
<b>Professional Services</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ 25,000</b>		<b>\$ -</b>		<b>\$ (25,000)</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ -		\$ -		\$ 350		\$ 350		\$ -
52730 - Dues and Subscriptions	129		319		129		739		610
52770 - Uniforms	1,369		132		1,500		750		(750)
<b>Contractual Services</b>	<b>\$ 1,498</b>		<b>\$ 451</b>		<b>\$ 1,979</b>		<b>\$ 1,839</b>		<b>\$ (140)</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ -		\$ 371		\$ 5,450		\$ 5,000		\$ (450)
52806 - Software	-		14,402		20,900		15,980		(4,920)
52810 - Fuel and Oil	198		441		5,000		-		(5,000)
52840 - Laboratory Supplies	3		-		-		-		-
52846 - Equipment And Instrumentation Parts	14		33		-		500		500
52851 - Other Minor Equipment	2,906		2,581		7,500		7,500		-
52865 - Other Supplies	15		4,908		5,000		-		(5,000)
<b>Materials And Supplies</b>	<b>\$ 3,136</b>		<b>\$ 22,735</b>		<b>\$ 43,850</b>		<b>\$ 28,980</b>		<b>\$ (14,870)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 21,044</b>		<b>\$ 32,722</b>		<b>\$ 96,154</b>		<b>\$ 52,631</b>		<b>\$ (43,523)</b>
<b>Total Operating Expenses</b>	<b>\$ 2,570,335</b>		<b>\$ 2,678,071</b>		<b>\$ 3,049,985</b>		<b>\$ 3,060,748</b>		<b>\$ 10,763</b>

<b>BUDGET CENTER:</b>	Administrative Services - 6300
<b>MANAGED BY:</b>	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 Sewer 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.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	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 through customer and community connections in alignment with the Communications & Community Relations (CCR) department outreach activities, annual Open House, and customer inquiries.
*	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 Sewer District's goals and objectives.	*	Monitor budget to support the Sewer 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**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Admin Asst Adm Svcs	1	1	1	0
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
<b>Total Full Time</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>
Seasonal Wrkr GL & Main	0	0	1	1
Seasonal Worker-Maintenance	0	1	0	(1)
B STEM Intern Dist Adm	1	1	1	1
<b>Total Intern</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>Total Employee</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>1</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 6300: ADMINISTRATIVE SERVICES**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 88,935	\$ 90,019	\$ 88,449	\$ 152,964	\$ 64,515
52030 - Professionals Salaries	68,145	63,117	67,773	1,017	(66,756)
52031 - Administrative Support Salaries	85,448	83,826	84,302	87,675	3,373
52034 - Technicians Salaries	-	-	-	38,838	38,838
52050 - Maintenance Hourly	141,103	132,907	139,235	98,733	(40,503)
52060 - Student Salaries	-	15,922	32,188	38,984	6,796
52071 - Longevity	2,300	1,900	2,346	2,300	(46)
52081 - Sick Buy Out	4,976	3,706	2,551	5,100	2,549
52231 - Administrative Support Overtime	792	581	1,000	1,000	-
52250 - Maintenance Hourly Overtime	1,802	5,016	9,000	9,000	-
52260 - Student Overtime	-	32	500	500	-
<b>Salaries and Wages</b>	<b>\$ 393,502</b>	<b>\$ 397,027</b>	<b>\$ 427,344</b>	<b>\$ 436,110</b>	<b>\$ 8,766</b>
<b>Benefits:</b>					
52320 - Opers	55,026	54,455	59,828	61,055	1,227
52360 - Medicare	5,506	5,527	6,196	6,323	126
52313 - Wellness Credit	-	10	-	-	-
52370 - Uniform Allowance	-	-	400	400	-
<b>Benefits</b>	<b>\$ 60,532</b>	<b>\$ 59,992</b>	<b>\$ 66,425</b>	<b>\$ 67,778</b>	<b>\$ 1,353</b>
<b>Total Salaries and Benefits</b>	<b>\$ 454,033</b>	<b>\$ 457,018</b>	<b>\$ 493,769</b>	<b>\$ 503,888</b>	<b>\$ 10,119</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ -	\$ (13)	\$ 250	\$ 250	\$ -
<b>Reimbursable Expenses</b>	<b>\$ -</b>	<b>\$ (13)</b>	<b>\$ 250</b>	<b>\$ 250</b>	<b>\$ -</b>
<b>Utilities Expenses:</b>					
52510 - Electricity	\$ 323,759	\$ 341,786	\$ 312,100	\$ 350,350	\$ 38,250
52520 - Natural Gas	43,529	58,710	50,397	61,750	11,353
52530 - Water and Other Utilities	12,815	20,093	28,100	28,600	500
<b>Utilities Expenses</b>	<b>\$ 380,103</b>	<b>\$ 420,588</b>	<b>\$ 390,597</b>	<b>\$ 440,700</b>	<b>\$ 50,103</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 1,975	\$ 5,062	\$ 6,000	\$ 6,000	\$ -
52735 - Equipment Rental	183,209	190,237	193,500	158,500	(35,000)
52740 - Real Property Rental	70,110	102,230	83,280	83,280	-
52770 - Uniforms	641	709	2,000	2,000	-
52775 - Licenses, Fees, And Permits	980	1,093	2,000	2,000	-
52780 - Other Contractual Services	357,299	467,405	293,500	419,750	126,250
52790 - Community Outreach And Education	835	5	-	-	-
<b>Contractual Services</b>	<b>\$ 615,049</b>	<b>\$ 766,741</b>	<b>\$ 580,280</b>	<b>\$ 671,530</b>	<b>\$ 91,250</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 19,559	\$ 20,135	\$ 25,750	\$ 25,750	\$ -
52810 - Fuel and Oil	6,176	32,975	14,450	-	(14,450)
52840 - Laboratory Supplies	41	347	50	50	-
52845 - General Hardware Supplies	9,330	7,419	12,000	12,000	-
52846 - Equipment And Instrumentation Parts	2,424	2,525	3,000	3,000	-
52851 - Other Minor Equipment	48,778	6,130	53,000	53,000	-
52860 - Postage, Ups	44,242	32,911	41,000	41,000	-
52861 - Training Supplies	16,026	14,761	16,500	92,100	75,600
52865 - Other Supplies	25,260	34,049	30,000	30,000	-
52870 - Freight	1,029	4,626	4,500	1,500	(3,000)
52890 - Inventory Adjustment-Book To Physica	93,056	-	-	-	-

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 6300: ADMINISTRATIVE SERVICES**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
<b>Materials And Supplies</b>	\$ 265,920	\$ 155,879	\$ 200,250	\$ 258,400	\$ 58,150
<b>Equipment Repair and Maintenance:</b>					
52910 - Office Equipment and Repair	\$ 2,859	\$ 280	\$ 2,000	\$ 2,000	\$ -
52920 - Equipment Repair and Maintenance	27,829	25,918	32,000	32,000	-
<b>Equipment Repair And Maintenance</b>	<b>\$ 30,688</b>	<b>\$ 26,198</b>	<b>\$ 34,000</b>	<b>\$ 34,000</b>	<b>\$ -</b>
<b>Building and Road Repair:</b>					
53020 - Road Repair and Maintenance	\$ -	\$ -	\$ 10,000	\$ 5,000	\$ (5,000)
53050 - Building Maintenance Supplies	96,898	99,380	100,000	-	(100,000)
53051 - Building Maintenance Services	102,851	135,536	243,000	25,000	(218,000)
53052 - Building Maintenance Miscellaneous	1,417	133	2,000	1,000	(1,000)
<b>Building and Road Repair</b>	<b>\$ 201,166</b>	<b>\$ 235,050</b>	<b>\$ 355,000</b>	<b>\$ 31,000</b>	<b>\$ (324,000)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 1,492,927</b>	<b>\$ 1,604,443</b>	<b>\$ 1,560,377</b>	<b>\$ 1,435,880</b>	<b>\$ (124,497)</b>
<b>Total Operating Expenses</b>	<b>\$ 1,946,960</b>	<b>\$ 2,061,461</b>	<b>\$ 2,054,146</b>	<b>\$ 1,939,768</b>	<b>\$ (114,378)</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Engineering and Construction -- 9000
<b>MANAGED BY</b>	Devona A. Marshall Director of Engineering & Construction
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>Responsible for the planning, design construction management and project control of all program areas of the Sewer 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 Sewer District's own capital improvement program. Provide monthly CIP status reports to the Board that outline performance against established Key Performance Indicators.</p> <p>The main objectives of the Engineering Department in this regard for 2022 are:</p> <ul style="list-style-type: none"><li>• Manage the planning, design, bid, construction, and closeout of all plant CSO, collection system project and meet or exceed all E&amp;C KPIs</li><li>• 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</li><li>• Support O&amp;M: Carryout APM efforts, conduct operational reviews during design, provide support during startup activities, support ORI tasks, &amp; continue coordination/communications efforts</li><li>• Support Local short-/long-term planning: Develop strategy and CIP prioritization for LSSES identified improvements to the Sewer District's infrastructure and improvements that address intercommunity issues; support implementation of revised Title III requirements and associated Community Compliance Plans</li><li>• Support SharePoint upgrade to ensure continuous improvement in the management and delivery of the Capital Improvement Program</li><li>• Support Sewer District's sustainability efforts and continuous improvement in the design and construction of capital improvement projects through implementation of the sustainability design checklist</li><li>• Strengthen diversity and inclusion to increase understanding and confirm continued commitment by meeting E&amp;C's 2022 DE&amp;I Goals including but not limited to finalizing and implementing BOP related improvements</li></ul>	

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

<b>BUDGET CENTER</b>	Engineering and Construction -- 9000	
<b>MANAGED BY</b>	Devona A. Marshall Director of Engineering & Construction	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>		
	<b>2021 Accomplishments</b>	<b>2022 Goals</b>
	<ul style="list-style-type: none"> <li>• KPI PR1: Deliver 85% of planned 2021 CIP Cashflow. <b>(93%)</b></li> <li>• KPI PR2: Meet Sewer District’s Business Opportunity Program goals (15.05%). <b>(34.82%)</b></li> <li>• KPI P1: Complete 2021 CIP validation process by October 2021 and prioritization by November 2021 to support 2022 budget process. <b>(Delivered on time)</b></li> <li>• KPI P2: Met all of 8 required 2021 Consent Decree Compliance reporting and Performance Milestones. <b>(8 of 8)</b></li> <li>• KPI D1: Complete designs within 60 days of planned. <b>(+1 Day)</b></li> <li>• KPI D2: Identify \$8M VE saving of the planned 2021 CIP cashflow. <b>(\$13.6 M)</b></li> <li>• KPI D3: Of the average lowest 3 bids received, EOPCC within 10%. <b>(+1.72%)</b></li> <li>• KPI D4: Award construction contracts within 60 days of planned. <b>(+12 Days)</b></li> <li>• KPI D5: Complete progressive design build Guaranteed Maximum Price (GMP) within 45 days average of planned. <b>(+20 Days)</b></li> <li>• KPI C1: Obtain construction substantial completion within 90 days of original contract substantial completion date. <b>(+31 Days)</b></li> <li>• KPI C2: On average, close construction contracts within 95% of original contract amount. <b>(90.57%)</b></li> <li>• KPI C3: Report out work orders by change categories as a percent of construction. <b>(3.82%)</b></li> </ul>	<ul style="list-style-type: none"> <li>• KPI PR1: Deliver 85% of planned 2022 CIP Cashflow.</li> <li>• KPI PR2: Meet Sewer District’s BOP goals.</li> <li>• KPI P1: Complete 2023 CIP validation process by October 2022 and prioritization by November 2022 to support 2023 budget process.</li> <li>• KPI P2: Meet all required 2022 Consent Decree Compliance reporting and Performance Milestones.</li> <li>• KPI D1: Complete designs within 60 days of planned.</li> <li>• KPI D2: Identify value engineering savings during Planning, Design and Construction Phase totaling \$10M of the planned 2022 Capital Improvement Program Cashflow</li> <li>• KPI D3: Of the average of lowest 3 bids received, Engineer estimates within ± 10%.</li> <li>• KPI D4: Award construction contracts within 60 days of planned.</li> <li>• KPI D5: Complete progressive design build Guaranteed Maximum Price (GMP) within 45 days average of planned</li> <li>• KPI C1: Obtain construction substantial completion within 90 days of original contract substantial completion date.</li> <li>• KPI C2: On average, close construction contracts within 95% of original contract amount.</li> <li>• KPI C3: Report out work orders by change categories as a percent of construction.</li> </ul>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**ENGINEERING AND CONSTRUCTION -- 9000**

**STAFFING**

**One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Col Sys Des / Const Coord	0	1	0	(1)
Commissioning Mgr	0	1	0	(1)
Exec Asst E&C	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	2	2	0
Design Mgr	1	1	1	0
Planning Mgr	1	1	1	0
Proj Mgr II E&C	1	1	1	0
Program Mgr E & C	2	2	2	0
P/Q A Analyst I	2	2	2	0
Const Mgr	3	3	3	0
Proj Mgr I E&C	3	3	3	0
Const Supvr II	3	3	4	1
Const Tech II	4	4	4	0
Proj Mgr III E&C	5	6	5	(1)
Const Supvr I	5	7	5	(2)
Const Supvr III	7	7	7	0
<b>Total Fulltime</b>	<b>41</b>	<b>47</b>	<b>43</b>	<b>(4)</b>
Para Intern E&C	1	1	2	1
<b>Total Intern</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>
<b>Total Employee</b>	<b>42</b>	<b>48</b>	<b>45</b>	<b>(3)</b>



NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 9000: ENGINEERING & CONSTRUCTION					
	2020	2021	2021	2022	
	Audited	Unaudited	Adopted	Adopted	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 3,058,760	\$ 3,083,837	\$ 3,085,772	\$ 3,099,090	\$ 13,318
52030 - Professionals Salaries	686,913	607,326	758,459	665,404	(93,055)
52031 - Administrative Support Salaries	54,751	55,782	119,847	57,283	(62,564)
52034 - Technicians Salaries	282,827	231,327	224,222	236,049	11,827
52036 - Para-Professional Salaries	6,982	26,440	37,398	68,650	31,252
52071 - Longevity	10,500	10,300	10,608	10,700	92
52081 - Sick Buy Out	52,471	46,942	34,628	34,600	(28)
<b>Salaries and Wages</b>	<b>4,153,203</b>	<b>4,061,955</b>	<b>4,270,934</b>	<b>4,171,777</b>	<b>(99,157)</b>
<b>Benefits:</b>					
52320 - Opers	585,742	571,837	597,931	584,049	(13,882)
52360 - Medicare	59,528	57,803	61,929	60,490	(1,438)
52313 - Wellness Credit	-	98	8,424	8,424	-
52370 - Uniform Allowance	6,660	6,750	7,500	7,500	-
<b>Benefits</b>	<b>\$ 651,931</b>	<b>\$ 636,488</b>	<b>\$ 675,783</b>	<b>\$ 660,464</b>	<b>\$ (15,320)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 4,805,134</b>	<b>\$ 4,698,443</b>	<b>\$ 4,946,717</b>	<b>\$ 4,832,240</b>	<b>\$ (114,477)</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expenses:</b>					
52410 - Travel	\$ 7,192	\$ 3,771	\$ 53,000	\$ 53,000	\$ -
52430 - Employee Education	5,555	6,835	32,000	32,000	-
<b>Reimbursable Expenses</b>	<b>\$ 12,747</b>	<b>\$ 10,606</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ -</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 5,696,837	\$ 2,242,832	\$ 2,912,000	\$ 779,000	\$ (2,133,000)
<b>Professional Services</b>	<b>\$ 5,696,837</b>	<b>\$ 2,242,832</b>	<b>\$ 2,912,000</b>	<b>\$ 779,000</b>	<b>\$ (2,133,000)</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 762	\$ 339	\$ 8,000	\$ 8,000	\$ -
52730 - Dues and Subscriptions	61,937	31,711	48,700	50,185	1,485
52770 - Uniforms	2,496	40	7,500	7,500	-
52775 - Licenses, Fees, And Permits	670	-	-	-	-
<b>Contractual Services</b>	<b>\$ 65,865</b>	<b>\$ 32,089</b>	<b>\$ 64,200</b>	<b>\$ 65,685</b>	<b>\$ 1,485</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 248	\$ 840	\$ 15,000	\$ 15,000	\$ -
52810 - Fuel and Oil	3,975	3,595	7,000	-	(7,000)
52840 - Laboratory Supplies	6	3	-	-	-
52845 - General Hardware Supplies	1,210	449	2,500	2,500	-
52846 - Equipment And Instrumentation Parts	139	145	1,000	1,000	-
52851 - Other Minor Equipment	39	-	5,000	5,000	-
52865 - Other Supplies	3,028	1,856	2,000	2,000	-
52870 - Freight	16	23	-	-	-
<b>Materials And Supplies</b>	<b>\$ 8,660</b>	<b>\$ 6,910</b>	<b>\$ 32,500</b>	<b>\$ 25,500</b>	<b>\$ (7,000)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 5,784,108</b>	<b>\$ 2,292,438</b>	<b>\$ 3,093,700</b>	<b>\$ 955,185</b>	<b>\$ (2,138,515)</b>
<b>Total Operating Expenses</b>	<b>\$ 10,589,242</b>	<b>\$ 6,990,882</b>	<b>\$ 8,040,417</b>	<b>\$ 5,787,426</b>	<b>\$ (2,252,992)</b>

**BUDGET****CENTER:**

2000 – Human Resources

**MANAGED BY:**

Denise Rice-Ali

Director of Human Resources

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

Human Resources has overall responsibility for the programs that support the Sewer 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.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Continued support of the Sewer District’s overall COVID response including administration of COVID Vaccine Leave Policy and ongoing HR COVID response team	*	Provide COVID response team training to new HR team members as part of onboarding who will become members of the COVID response team should an increase in cases occur. Work closely with Legal in ensuring our COVID policy and response plans align with the CDC guidance on COVID for employers.
*	Work on Development of the Performance Management Process.	*	Deliver a re-designed performance management process for non-union EEs
*	Attract/retain employees from underrepresented groups by expanding diversity sourcing strategy and delivering a rotational internship program	*	Continue to attract/retain employees from underrepresented groups by expanding diversity sourcing strategy and delivering a rotational internship program
*	Deliver an updated Employee Handbook including training and acknowledgment	*	Create new SOPs and policies where needed and ensure that SOPs, policies, and handbook changes are communicated and all materials are readily available to all employees.
*	HR customer service by expanding HR Direct and implementing a ticketing system	*	Continue to evolve HR customer service by expanding HR Direct and implementing a ticketing system
*	Finalize new contracts with AFSCME and OPBA	*	Conduct orientation to our Union contracts and Labor Relations processes for our new HR Director, HR Labor Manager, O&M Workforce Specialist and HRBPs
*	Initiated Frontline Supervisor development project in partnership with Tri-C	*	Implement Frontline Supervisor development.
*	Clarify Employee Engagement strategy and measure with internal survey. Align current/future workforce programs to support overall strategy.	*	Clarify Employee Engagement strategy and measure with internal survey. Align current/future workforce programs to support overall strategy.
*	Create Operator Training Program curriculum	*	Implementing the Operating Training Program.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
HUMAN RESOURCES --2000				
STAFFING				
One Year History and Budget Comparison				
JOB TITLE	2021 ACTUALS	2021 BUDGET	2022 BUDGET	BUDGET VARIANCE
Benefits and HRIS Adminr	1	1	1	0
Compensation & Benefits Admin II	0	1	0	(1)
Compensation Analyst	1	1	1	0
Dir of Human Resources	1	1	1	0
Emp Brand & Talt Prg Spc	1	1	0	(1)
Exec Assistant HR	1	1	1	0
HCM App AnalystHCM App Analyst	0	0	0	0
HR Business Partners	0	1	0	(1)
HR Business Partner I	2	2	2	0
HR Business Partner II	1	1	2	1
HR Manager - Labor Relations	0	1	0	(1)
HR Manager - Talent Acquisition & HRIS	0	1	0	(1)
HR Manager - Total Rewards and Performance Management	0	1	0	(1)
HR Manager - Training	0	1	0	(1)
HR Mgr - Tal Acq	1	0	1	1
HR Mgr Labor Relations	0	0	1	1
HR Spec Training & Reg	1	1	1	0
HR Specialist	0	1	0	(1)
HR Specialist - Services	1	0	1	1
HR Specialist Initiatives	1	1	1	0
HR Specialist TAWP	0	1	0	(1)
HRIS Analyst	1	1	2	1
Ind Electrical Instructor	1	1	1	0
Ind Mech Instructor	2	2	2	0
Instructor Plant Ops	1	1	1	0
Mgr HR Tot Rew HRIS Perf	1	0	1	1
Mgr HR Training	1	0	1	1
Sr HR Mgr Relationships	1	0	1	1
Sr HR Mgr Services	0	1	0	(1)
Sr. HR Manager - Services	0	1	1	0
Supvr HR - HRIS	0	0	0	0
Supvr HR Ent & Tech Learn	1	0	1	1
Tal Acq & Emp Spec	2	2	3	1
Training & Dev Lead	1	1	1	0
<b>Total Full Time</b>	<b>24</b>	<b>28</b>	<b>28</b>	<b>0</b>
Para Intern HR	1	1	1	0
<b>Total Intern</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Total Employee</b>	<b>25</b>	<b>29</b>	<b>29</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 2000: HUMAN RESOURCES						
	2020	2021	2021	2022		
	Audited	Unaudited	Adopted	Adopted	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 617,822	\$ 761,291	\$ 681,000	\$ 1,176,876	\$ 495,876	
52030 - Professionals Salaries	1,209,778	1,172,580	1,466,638	1,133,328	(333,310)	
52031 - Administrative Support Salaries	63,261	77,851	103,840	58,240	(45,600)	
52036 - Para-Professional Salaries	35,679	32,882	37,398	38,333	935	
52071 - Longevity	2,150	2,750	1,989	2,200	211	
52081 - Sick Buy Out	14,927	6,870	7,172	15,200	8,028	
52231 - Administrative Support Overtime	578	569	-	-	-	
52236 - Para-Professional Overtime	7	263	-	-	-	
<b>Salaries and Wages</b>	<b>\$ 1,944,201</b>	<b>\$ 2,055,057</b>	<b>\$ 2,298,038</b>	<b>\$ 2,424,178</b>	<b>\$ 126,140</b>	
<b>Benefits:</b>						
52310 - Health Care	\$ 8,522,406	\$ 9,771,820	\$ 14,053,500	\$ 12,500,000	\$ (1,553,500)	
52311 - Health Care Opt-Out Full	364,875	352,275	275,000	275,000	-	
52320 - Opers	283,712	294,110	321,725	339,385	17,660	
52330 - Workers Compensation	267,901	121,187	259,000	255,870	(3,130)	
52335 - Short Term Disability	594,824	629,172	663,886	662,130	(1,755)	
52340 - Life Insurance	68,848	73,228	90,000	90,000	-	
52350 - Unemployment Compensation	29,936	28,546	40,000	40,000	-	
52360 - Medicare	27,926	29,755	33,322	35,151	1,829	
52313 - Wellness Credit	85,497	77,944	7,000	100,000	93,000	
52314 - Dental and Vision Premiums	246,335	290,769	390,000	500,000	110,000	
52370 - Uniform Allowance	4,082	3,934	5,000	5,000	-	
52380 - Awards and Recognition	(14,807)	25,379	58,400	58,400	-	
<b>Benefits</b>	<b>\$ 10,481,535</b>	<b>\$ 11,698,119</b>	<b>\$ 16,196,833</b>	<b>\$ 14,860,936</b>	<b>\$ (1,335,896)</b>	
<b>Total Salaries and Benefits</b>	<b>\$ 12,425,736</b>	<b>\$ 13,753,175</b>	<b>\$ 18,494,870</b>	<b>\$ 17,285,114</b>	<b>\$ (1,209,756)</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expenses:</b>						
52410 - Travel	\$ 3,945	\$ 244	\$ 14,000	\$ 25,080	\$ 11,080	
52430 - Employee Education	14,836	1,660	35,215	38,030	2,815	
52440 - Tuition Reimbursement	174,912	227,777	250,000	250,000	-	
<b>Reimbursable Expenses</b>	<b>\$ 193,693</b>	<b>\$ 229,681</b>	<b>\$ 299,215</b>	<b>\$ 313,110</b>	<b>\$ 13,895</b>	
<b>Utilities Expenses:</b>						
<b>Professional Services:</b>						
52610 - General Professional Services	250,189	239,181	522,650	657,191	134,541	
52615 - General Professional Services-Trainin	138,448	244,258	711,385	906,271	194,886	
52620 - Temporary Staffing	-	-	10,000	25,000	15,000	
<b>Professional Services</b>	<b>\$ 388,637</b>	<b>\$ 483,440</b>	<b>\$ 1,244,035</b>	<b>\$ 1,588,462</b>	<b>\$ 344,427</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ 4,931	\$ 8,448	\$ 4,500	\$ -	\$ (4,500)	
52720 - Taxes	-	-	4,500	4,500	-	
52730 - Dues and Subscriptions	22,924	18,220	74,477	48,392	(26,085)	
52735 - Equipment Rental	-	760	-	-	-	
52750 - Advertising	50	750	2,500	1,500	(1,000)	
52770 - Uniforms	764	1,300	1,000	-	(1,000)	
52780 - Other Contractual Services	16	-	-	-	-	
52790 - Community Outreach And Education	3,180	490	10,000	5,000	(5,000)	
<b>Contractual Services</b>	<b>\$ 31,865</b>	<b>\$ 29,968</b>	<b>\$ 96,977</b>	<b>\$ 59,392</b>	<b>\$ (37,585)</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 673	\$ 663	\$ 15,754	\$ 9,000	\$ (6,754)	
52806 - Software	6,800	-	-	-	-	
52810 - Fuel and Oil	-	42	-	-	-	

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 2000: HUMAN RESOURCES					
	2020	2021	2021	2022	
	Audited	Unaudited	Adopted	Adopted	Budget
	Actuals	Actuals	Budget	Budget	Variance
52845 - General Hardware Supplies	-	982	-	-	-
52846 - Equipment And Instrumentation Part:	-	1,784	-	-	-
52851 - Other Minor Equipment	-	86	-	-	-
52860 - Postage,Ups	379	-	1,200	-	(1,200)
52861 - Training Supplies	25,575	24,980	30,705	17,034	(13,671)
52865 - Other Supplies	491	3097	1275	2000	725
52870 - Freight	485	189	1000	500	-500
<b>Materials And Supplies</b>	<b>\$ 34,403</b>	<b>\$ 31,824</b>	<b>\$ 49,934</b>	<b>\$ 28,534</b>	<b>\$ (21,400)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 648,599</b>	<b>\$ 774,913</b>	<b>\$ 1,690,161</b>	<b>\$ 1,989,498</b>	<b>\$ 299,337</b>
<b>Total Operating Expenses</b>	<b>\$ 13,074,335</b>	<b>\$ 14,528,088</b>	<b>\$ 20,185,031</b>	<b>\$ 19,274,612</b>	<b>\$ (910,419)</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Administration and External Affairs -- 5000		
<b>MANAGED BY</b>	Constance T. Haqq Director of Administration and External Affairs		
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>			
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.			
<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
<ul style="list-style-type: none"> <li>• Continued the implementation of the Communication Alignment Project</li> <li>• Coordinated and communicated 2022-2026 rate changes to public.</li> <li>• Revised outreach to include a variety of remote learning opportunities for customers and schools</li> <li>• Redesigned Good Neighbor Ambassador Program delivery with staff re-alignment and new program offerings</li> <li>• Supported Infrastructure Week</li> <li>• Faced and managed challenges of the pandemic</li> <li>• Fully implemented software system in Customer Service</li> <li>• Reviewing our student programs to ensure more pipeline opportunities</li> <li>• Established the Greater Cleveland Water Equity Partners organization.</li> <li>• Transitioned the Green Infrastructure Maintenance Training Program to the new national coordinator and make training available for the remaining positions.</li> <li>• Facilitated the development and implementation of DEI Departmental goals.</li> <li>• Coordinated briefings with all City of Cleveland mayoral candidates.</li> </ul>		<ul style="list-style-type: none"> <li>• Commemorate NEORSD’s 50<sup>th</sup> anniversary.</li> <li>• Develop and implement Diversity, Equity and Inclusion goals in Administration &amp; External Affairs, Human Resources, DEI and Customer Service departments.</li> <li>• Pilot the new HR Goal Setting process</li> <li>• Effectively onboard new Communications and Community Relations staff members</li> <li>• Resume in-person full-scale Clean Water Fest</li> <li>• Monitor the Sewer District’s Strategic Planning process</li> <li>• Conduct All Employee Meetings</li> <li>• Conduct a Cost Savings Research Study to determine most effective outreach methods</li> <li>• Stabilize the restructured Good Neighbor Ambassador team.</li> <li>• Continue ongoing efforts of the Communications Alignment Project.</li> <li>• Focus on building a stronger relationship with the City of Cleveland.</li> <li>• Expand affordability outreach to eligible customers.</li> <li>• Advance leadership role in Greater Cleveland Water Equity Partners.</li> <li>• Continue to adapt to COVID-19 pandemic issues.</li> </ul>	

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<p><b>BUDGET CENTER</b>    Administration and External Affairs -- 5000</p> <p><b>MANAGED BY</b>        Constance T. Haqq  Director of Administration and External Affairs</p>	
<p><b>DESCRIPTION OF SERVICES PROVIDED  AND  ACCOMPLISHMENTS &amp; GOALS</b></p>	
<p><b>2021 Accomplishments</b></p>	<p><b>2022 Goals</b></p>
<ul style="list-style-type: none"> <li>• Established DEI Advisory Committee.</li> <li>• Devised creative outreach strategy to encourage customers to take advantage of our affordability programs.</li> <li>• Prepared and implemented our communications to customers providing our rate increase needs and benefits.</li> <li>• Developed new opportunities to engage local officials, partners and trade associations.</li> <li>• Conducted SewerU for Executive Assistants</li> </ul>	<ul style="list-style-type: none"> <li>• Determine best staffing method to assist with DEI program implementation.</li> <li>• Launch the Minority Technical Rotation Program.</li> <li>• Continue Racial Justice Dialogues.</li> <li>• Expand Dialogues to include broad DEI topics such as LGBTQ, migration, etc.</li> <li>• Require departments to submit 2022 DEI department goals.</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>ADMINISTRATION AND EXTERNAL AFFAIRS -- 5000</b>				
<b>STAFFING</b>				
<b>One Year History and Budget Comparison</b>				
<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Admin Asst Adm Svcs	1	1	2	1
Business Manager	1	1	1	0
Chief Admin Officer	1	1	1	0
Communications Mgr	1	1	1	0
Communications Specialist	1	1	1	0
Community Relations Spec	2	2	2	0
Div Equity & Incl Spec	1	1	1	0
Engineering, Science & Construction Management Development	0	0	3	3
Exec Asst AEA	2	2	2	0
GNA Coordinator	1	0	1	1
GNA Supvr	0	1	0	(1)
Good Neighbor Amb Lead	0	1	0	(1)
Good Neighbor Ambassador	3	10	10	0
Government Affairs Mgr	0	0	0	0
Government Affairs Specialist	0	0	1	1
Govt Affairs Adm - GNA	0	0	1	1
Sr Communications Spec	1	1	1	0
Sr Gvt Affairs Spec	1	1	1	0
Sr Mgr Comm & Community R	1	1	1	0
Sr Mgr Govt & Cust Relat	1	1	1	0
Sr Public Info Spec	1	1	1	0
<b>Total Fulltime</b>	<b>19</b>	<b>27</b>	<b>32</b>	<b>5</b>
Para Intern CCR	2	4	5	3
Para Intern DE&I	0	2	0	(2)
<b>Total Intern</b>	<b>2</b>	<b>6</b>	<b>5</b>	<b>1</b>
<b>Total Employee</b>	<b>21</b>	<b>33</b>	<b>37</b>	<b>6</b>



NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 5000: ADMINISTRATION & EXTERNAL AFFAIRS						
	2020	2021	2021	2022		
	Audited	Unaudited	Adopted	Adopted	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 603,963	\$ 637,442	\$ 610,594	\$ 699,433	\$ 88,840	
52030 - Professionals Salaries	453,921	485,162	482,440	666,194	183,754	
52031 - Administrative Support Salaries	184,861	177,504	173,101	230,117	57,016	
52036 - Para-Professional Salaries	41,758	81,386	154,606	157,763	3,156	
52050 - Maintenance Hourly	178,466	106,445	268,382	285,581	17,199	
52071 - Longevity	3,700	3,700	3,570	3,800	230	
52081 - Sick Buy Out	18,436	7,764	13,846	18,800	4,954	
52231 - Administrative Support Overtime	114	228	-	-	-	
52236 - Para-Professional Overtime	708	2,872	-	-	-	
52250 - Maintenance Hourly Overtime	98	-	-	-	-	
<b>Salaries and Wages</b>	<b>\$ 1,486,025</b>	<b>\$ 1,502,503</b>	<b>\$ 1,706,540</b>	<b>\$ 2,061,689</b>	<b>\$ 355,149</b>	
<b>Benefits:</b>						
52320 - Opers	211,271	210,622	238,916	288,762	49,847	
52360 - Medicare	21,438	21,504	24,745	29,908	5,163	
52313 - Wellness Credit	-	24	1,872	1,872	-	
52370 - Uniform Allowance	5,705	8,187	14,000	14,000	-	
52380 - Awards and Recognition	-	199	4,000	1,000	(3,000)	
<b>Benefits</b>	<b>\$ 238,414</b>	<b>\$ 240,536</b>	<b>\$ 283,532</b>	<b>\$ 335,542</b>	<b>\$ 52,009</b>	
<b>Total Salaries and Benefits</b>	<b>\$ 1,724,439</b>	<b>\$ 1,743,039</b>	<b>\$ 1,990,072</b>	<b>\$ 2,397,231</b>	<b>\$ 407,158</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expens:</b>						
52410 - Travel	\$ 6,399.00	\$ 1,946.00	\$ 42,000.00	\$ 42,000.00	\$ -	
52430 - Employee Education	5,048	51,518	18,000	34,650	16,650	
<b>Reimbursable Expenses</b>	<b>\$ 11,447.00</b>	<b>\$ 53,465.00</b>	<b>\$ 60,000.00</b>	<b>\$ 76,650.00</b>	<b>\$ 16,650.00</b>	
<b>Professional Services:</b>						
52610 - General Professional Services	\$ 68,190.00	\$ 169,957.00	\$ 443,300.00	\$ 421,300.00	\$ (22,000.00)	
52615 - General Professional Services-Training	2,750	2,650	-	-	-	
<b>Professional Services</b>	<b>\$ 70,940.00</b>	<b>\$ 172,607.00</b>	<b>\$ 443,300.00</b>	<b>\$ 421,300.00</b>	<b>\$ (22,000.00)</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ 58,711.00	\$ 169,972.00	\$ 300,000.00	\$ 525,000.00	\$ 225,000.00	
52730 - Dues and Subscriptions	14,485	10,898	10,500	18,500	8,000	
52735 - Equipment Rental	-	21,904	21,500	35,000	13,500	
52780 - Other Contractual Services	5,209	59,023	46,500	55,500	9,000	
52790 - Community Outreach And Education	361,271	595,988	600,000	600,000	-	
<b>Contractual Services</b>	<b>\$ 439,676.00</b>	<b>\$ 852,585.00</b>	<b>\$ 978,500.00</b>	<b>\$ 1,234,000.00</b>	<b>\$ 255,500.00</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 888.00	\$ 3,758.00	\$ 6,000.00	\$ 6,000.00	\$ -	
52840 - Laboratory Supplies	-	1,235	-	-	-	
52845 - General Hardware Supplies	68	-	10,450	-	(10,450)	
52851 - Other Minor Equipment	-	15,506	-	11,600	11,600	
52860 - Postage,Ups	240	10,000	10,000	50,000	40,000	
52865 - Other Supplies	5,588	6,852	33,300	51,800	18,500	
52870 - Freight	74	90	500	500	-	
<b>Materials And Supplies</b>	<b>\$ 6,858.00</b>	<b>\$ 37,843.00</b>	<b>\$ 60,250.00</b>	<b>\$ 119,900.00</b>	<b>\$ 59,650.00</b>	
<b>Total Other Operating Expenses</b>	<b>\$ 528,921.00</b>	<b>\$ 1,116,499.00</b>	<b>\$ 1,542,050.00</b>	<b>\$ 1,851,850.00</b>	<b>\$ 309,800.00</b>	
<b>Total Operating Expenses</b>	<b>\$ 2,253,360.00</b>	<b>\$ 2,859,538.00</b>	<b>\$ 3,532,122.00</b>	<b>\$ 4,249,081.00</b>	<b>\$ 716,958.00</b>	

<b>BUDGET CENTER:</b>	Customer Service Department - 6400
<b>MANAGED BY:</b>	Pauletta Hubbard Customer Service Manager

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

The Customer Service Budget Center acts as the Sewer District’s liaison by providing full cycle service and responsiveness to and for Sewer District customers, the public, local, and government agencies.

Customer Service is responsible for: Providing accurate & updated information to Sewer District customers with regards to the Sewer District’s Cost Savings Programs, customer billing inquiries, initiating investigations for both wastewater and stormwater related billing & maintenance issues. Administering the Sewer 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 Sewer District outreach events.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Collaborated with Sewer District partners to improve communication between agencies for Cost Savings Programs and customers.	*	Continue to collaborate with Sewer District partners to improve communication between agencies for Cost Savings Programs & increase program enrollment.
*	Increased awareness about Sewer District Cost Savings Programs through various modes of communication.	*	Assist CHN Housing Partners & Step Forward with verifying accounts for the LIHWAP program & other modes of customer assistance.
*	Trained staff to utilize the online chat feature in Salesforce CRM to give customers the option to email or chat with Customer Service Representatives.	*	Develop training module to be utilized Sewer District wide to train staff & various Sewer District Partners on Sewer District Cost Savings Programs.
*	Provided refresher training to staff to keep up to date on any changes in workflow or software utilized by staff.	*	Utilize technology (iPad & laptops) at outreach events to assist customers with billing questions & enrollment in Sewer District Cost Savings Programs.
*	Maintained open lines of communication with District staff to ensure Customer Service team is	*	Develop Cost Savings calculator to assist customers with determining eligibility requirements for various programs.

	providing accurate & up to date information to its customers.		
*	Assisted with staffing for Sewer District Outreach & community events.	*	Develop new partnerships with other agencies to support customer outreach & increase enrollment in Sewer District Cost Savings Programs.

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****CUSTOMER SERVICE -- 6400****STAFFING****One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2022</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Admin Clk	1	1	1	0
Billing & Prog Spec	1	1	1	0
Customer Service Rep	5	5	5	0
Infrastructure Svc Rep	3	3	3	0
Manager of Customer Srvc	1	1	1	0
Super of Customer Service	1	1	1	0
<b>Total Fulltime</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>0</b>
<b>Total Employee</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 6400: CUSTOMER SERVICE					
	2020	2021	2021	2022	
	Audited	Unaudited	Adopted	Adopted	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52030 - Professionals Salaries	\$ 212,309	\$ 218,970	\$ 212,657	\$ 225,081	\$ 12,425
52031 - Administrative Support Salaries	382,031	377,076	390,541	409,766	19,225
52060 - Student Salaries	363	-	-	-	-
52071 - Longevity	1,650	1,850	1,479	1,700	221
52081 - Sick Buy Out	4,202	4,310	4,014	4,300	286
52231 - Administrative Support Overtime	2,839	15,103	16,000	20,000	4,000
<b>Salaries and Wages</b>	<b>\$ 603,393</b>	<b>\$ 617,309</b>	<b>\$ 624,690</b>	<b>\$ 660,847</b>	<b>\$ 36,157</b>
<b>Benefits:</b>					
52320 - Opers	85,599	86,848	87,457	92,519	5,062
52360 - Medicare	8,313	8,422	9,058	9,583	525
52313 - Wellness Credit	-	12	878	878	-
<b>Benefits</b>	<b>\$ 93,912</b>	<b>\$ 95,281</b>	<b>\$ 97,393</b>	<b>\$ 102,980</b>	<b>\$ 5,587</b>
<b>Total Salaries and Benefits</b>	<b>\$ 697,305</b>	<b>\$ 712,591</b>	<b>\$ 722,083</b>	<b>\$ 763,827</b>	<b>\$ 41,744</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ -	\$ 256	\$ 5,000	\$ 10,000	\$ 5,000
52430 - Employee Education	-	2,873	10,000	10,000	-
<b>Reimbursable Expenses</b>	<b>\$ -</b>	<b>\$ 3,128</b>	<b>\$ 15,000</b>	<b>\$ 20,000</b>	<b>\$ 5,000</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 501,232	\$ 688,740	\$ 710,000	\$ 1,350,000	\$ 640,000
52615 - General Professional Services-Training	-	-	5,000	8,000	3,000
<b>Professional Services</b>	<b>\$ 501,232</b>	<b>\$ 688,740</b>	<b>\$ 715,000</b>	<b>\$ 1,358,000</b>	<b>\$ 643,000</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -
52730 - Dues and Subscriptions	-	-	2,000	2,000	-
52770 - Uniforms	1,315	-	3,000	3,000	-
<b>Contractual Services</b>	<b>\$ 1,315</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 42	\$ 152	\$ 1,300	\$ 1,300	\$ -
52860 - Postage, Ups	2,275	-	5,100	5,250	150
52861 - Training Supplies	65	65	2,000	2,000	-
52870 - Freight	52	-	-	-	-
<b>Materials And Supplies</b>	<b>\$ 2,434</b>	<b>\$ 217</b>	<b>\$ 8,400</b>	<b>\$ 8,550</b>	<b>\$ 150</b>
<b>Total Other Operating Expenses</b>	<b>\$ 504,982</b>	<b>\$ 692,086</b>	<b>\$ 748,400</b>	<b>\$ 1,396,550</b>	<b>\$ 648,150</b>
<b>Total Operating Expenses</b>	<b>\$ 1,202,287</b>	<b>\$ 1,404,676</b>	<b>\$ 1,470,483</b>	<b>\$ 2,160,377</b>	<b>\$ 689,894</b>

**BUDGET CENTER** Information Technology - 3000

**MANAGED BY** Mohan Kurup  
Director of Information Technology

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

Supports Sewer 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 Sewer 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 Sewer District's technology infrastructure and data and reduce risk. Manage the Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer 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 Sewer District's usage of enterprise applications.

**Financial Management** - Manages the Sewer District's software assets through timely license renewal process and conformation of software terms and conditions. Ensures the reduction of risk with Sewer 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 Sewer 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**

**2021 Accomplishments**

- Supported and implemented integration of CMMS ( NexGen ) to Oracle EBS to facilitate Sewer District’s purchasing business process.
- 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.
- Assessed Oracle EBS upgrade to latest version of application and technology stack and create plan for implementation in 2022.
- Supported OnBase document management solution implementation for Legal department.
- Supported transition from Oracle WAM to NexGen and Implement integration between Oracle EBS and NexGen application to support financial business functions.
- Continued to support finance to eliminate manual business process and reduce audit risks- enhance i-Expense to facility Sewer District wide use.
- Continued to improve IT Asset Management to better track and expedite computer deployments, imaging, and inventory process.
- Improved the IT Software Asset Management (SAM) process to ensure software compliance and budget Tracking of Maintenance renewals and budget.
- Completed deployment of equipment purchased in 2020

**2022 Goals**

- Complete the upgrade of EBS from 12.1 to 12.2
- 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.
- Support Finance to consolidate construction and engineering invoices by integrating Kahua to Oracle EBS.
- Support Finance to improve the certificate of invoice process by identifying software system and solution to eliminate current manual tracking process.
- Complete deployment of equipment purchased in 2021 by November of 2022
- 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.
- Continue to improve IT Asset Management to better track and expedite computer deployments, imaging, and inventory process.
- Upgrade of Laboratory Software and IT equipment.



**BUDGET CENTER** Information Technology -- 3000

**MANAGED BY** Mohan Kurup  
Director of Information Technology

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

<b>2021 Accomplishments</b>	<b>2022 Goals</b>
<ul style="list-style-type: none"><li>• Created process for permanent assignments of Loaner computers used for teleworking during COVID-19 pandemic. Completion once reconstitution starts.</li><li>• Produced a history of how IT metrics have performed and created expected levels of performance that are published.</li><li>• Oversaw and managed the provision of first-level support, resolutions provided by the Service Delivery team, with a positive customer satisfaction rating of 4.9 for Timeliness, Customer Service, and Communication.</li><li>• Completed upgrade of the Zenworks client on all Sewer District computers.</li><li>• Completed upgrade of Southerly Scale computer including automated reporting tasks configured in the system.</li><li>• Supported the implementation or renewal of the new Sewer District wide printer and copiers contract.</li><li>• Completed Internal Audit recommendations for penetration testing and firewall/switch configuration analysis</li><li>• Completed upgrades to enterprise wireless and the business network infrastructure</li><li>• Completed the implementation of the SIEM platform</li><li>• Completed Incident Response Plan Live Test</li><li>• Implemented MFA for O365 and VPN access</li></ul>	<ul style="list-style-type: none"><li>• Continue to support the Sewer District-wide DEI program by completing IT's DEI goals and participating in the Advisory and sub-committees.</li><li>• DEI Dashboard and Toolkit intranet development.</li><li>• Improve IT Change Management process to include manager review of changes implemented.</li><li>• Continue support of The SWFT application by implementing enhancements and bug fixes.</li><li>• Implement Power BI strategy.</li><li>• Innovyze InfoWorks License Upgrade</li><li>• Sustainability intranet and internet enhancements.</li><li>• Innovation Program Intranet redesign and development.</li><li>• Implement Level and Flow Monitoring data into the data warehouse.</li><li>• Continue improvement of the Lien certification process.</li><li>• Overtime site phase 2 enhancements.</li><li>• Complete upgrades to core switches and targeted edge switches on the business network.</li><li>• Replace the storage area network platform at both GJM and EMSC.</li><li>• Refine and test the IT Incident Response Plan and Disaster Recovery Plan</li><li>• Continue implementation of MFA for other Sewer District enterprise applications including UKG and EBS</li></ul>

- Implemented OverTime site for Maintenance Services, Fleet Services, and SSMO departments.
- Implemented Reconciliation Process (DW Phase 3).
- Implemented EHS Insights application for Safety and Security.
- Implemented new Green Infrastructure Grant web application.
- Developed DEI dashboard to track DEI goals.
- Enhancements to the ITCIP Dashboard to give a better presence to the customers and BRMs.
- Enhancement to Nomination workflow to accommodate the flow for CAPEX & OPEX projects.
- Completed the development of the Coaching form for the Human Resources department.
- Completed the Standard Operating Procedure (SOP) request form and workflow for Human Resources department.
- Developed Corporate registration form for Human Resources department.
- Enhanced the Wellness application on the Sewer District's Intranet.
- Implemented new risk and audit application Highbond.

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**INFORMATION TECHNOLOGY -- 3000**

**STAFFING**

**One Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2021 ACTUALS</b>	<b>2021 BUDGET</b>	<b>2022 BUDGET</b>	<b>BUDGET VARIANCE</b>
Business Intelligence Dev	2	2	2	0
Data Governance & BI Mgr	1	1	1	0
Database Architect & Mgr	1	1	1	0
Director Of IT	1	1	1	0
Exec Asst AEA	0	0	0	0
IT Asset Manager Specialist	0	0	1	1
IT Asset Mgmt Spec I	0	1	0	(1)
IT Gov & Proj Del Sr Mgr	0	1	0	(1)
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 Svc Delivery Mgr	1	1	1	0
Oracle Funct Fin Analyst	1	1	1	0
Oracle Technical Mgr	1	1	1	0
Prog Analyst	1	2	2	0
Project Manager I - IT	2	0	2	2
Senior Programmer Analyst	2	2	2	0
SharePoint & Web Arch	1	1	1	0
Sr BI DevSr BI Dev	0	1	0	(1)
Sr DB & EBS Adminr	0	1	1	0
Sr Network Analyst	3	3	3	0
Sr Oracle Apps Developer	4	5	5	0
Sr Oracle Funct Fin Analy	0	1	1	0
Sr Oracle Solution Eng	1	1	1	0
Sr Telecomm Analyst	1	1	1	0
Tech Project Cntrls Spec	0	0	1	1
Tech Project Cntrls Spec	0	1	0	(1)
Tech Svc Spec II	2	2	2	0
Technical Service Spec I	2	2	2	0
<b>Total Fulltime</b>	<b>31</b>	<b>37</b>	<b>37</b>	<b>0</b>
Para Intern IT	1	4	4	0
<b>Total Intern</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>0</b>
<b>Total Positions</b>	<b>32</b>	<b>41</b>	<b>41</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 3000: INFORMATION TECHNOLOGY					
	2020	2021	2021	2022	Budget
	Audited	Unaudited	Adopted	Adopted	Variance
	Actuals	Actuals	Budget	Budget	
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 1,149,566	\$ 1,020,355	\$ 1,018,472	\$ 1,058,166	\$ 39,694
52030 - Professionals Salaries	1,798,920	1,725,476	2,048,155	2,080,520	32,365
52031 - Administrative Support Salaries	130,039	118,376	135,239	82,304	(52,935)
52036 - Para-Professional Salaries	143,825	55,717	149,594	112,514	(37,080)
52071 - Longevity	4,750	4,550	5,457	4,800	(657)
52081 - Sick Buy Out	39,215	42,195	19,687	40,000	20,313
52236 - Para-Professional Overtime	1,153	668	-	-	-
<b>Salaries and Wages</b>	<b>\$ 3,267,467.00</b>	<b>\$ 2,967,336.00</b>	<b>\$ 3,376,604.00</b>	<b>\$ 3,378,304.00</b>	<b>\$ 1,700.00</b>
<b>Benefits:</b>					
52320 - Opers	454,042	410,015	472,725	472,963	238
52360 - Medicare	46,780	42,211	48,961	48,986	25
52313 - Wellness Credit	-	32	-	-	-
52370 - Uniform Allowance	9,410	8,780	-	-	-
52390 - Relocation Expense Reimbursement	6,277	-	-	-	-
<b>Benefits</b>	<b>\$ 516,509.00</b>	<b>\$ 461,038.00</b>	<b>\$ 521,685.00</b>	<b>\$ 521,949.00</b>	<b>\$ 263.00</b>
<b>Total Salaries and Benefits</b>	<b>\$ 3,783,976</b>	<b>\$ 3,428,375</b>	<b>\$ 3,898,290</b>	<b>\$ 3,900,253</b>	<b>\$ 1,963</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	3,513	406	11,500	14,500	3,000
52430 - Employee Education	19,572	18,674	29,500	33,800	4,300
<b>Reimbursable Expenses</b>	<b>\$ 23,085.00</b>	<b>\$ 19,080.00</b>	<b>\$ 41,000.00</b>	<b>\$ 48,300.00</b>	<b>\$ 7,300.00</b>
<b>Utilities Expenes:</b>					
52550 - Communications	769,482	980,488	1,041,850	1,073,504	31,654
<b>Utilities Expenses</b>	<b>\$ 769,482</b>	<b>\$ 980,488</b>	<b>\$ 1,041,850</b>	<b>\$ 1,073,504</b>	<b>\$ 31,654</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 206,082	\$ 181,433	\$ 635,500	\$ 584,000	\$ (51,500)
<b>Professional Services</b>	<b>\$ 206,082</b>	<b>\$ 181,433</b>	<b>\$ 635,500</b>	<b>\$ 584,000</b>	<b>\$ (51,500)</b>
<b>Contractual Services:</b>					
52730 - Dues and Subscriptions	\$ 7,471	\$ 5,489	\$ 11,850	\$ 11,075	\$ (775)
52770 - Uniforms	(25)	(25)	-	-	-
52780 - Other Contractual Services	283,507	195,090	297,400	247,000	(50,400)
<b>Contractual Services</b>	<b>\$ 290,953</b>	<b>\$ 200,554</b>	<b>\$ 309,250</b>	<b>\$ 258,075</b>	<b>\$ (51,175)</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 314	\$ 1,998	\$ -	\$ -	\$ -
52806 - Software	2,916,026	3,241,130	3,350,726	4,507,859	1,157,133
52840 - Laboratory Supplies	3	-	-	-	-
52845 - General Hardware Supplies	103	89	-	-	-
52846 - Equipment And Instrumentation Parts	2,319	550	-	-	-
52851 - Other Minor Equipment	33,784	74,038	69,250	65,250	(4,000)
52865 - Other Supplies	1,039	218	-	6,000	6,000
52870 - Freight	-	24	-	-	-
<b>Materials And Supplies</b>	<b>\$ 2,953,588</b>	<b>\$ 3,318,046</b>	<b>\$ 3,419,976</b>	<b>\$ 4,579,109</b>	<b>\$ 1,159,133</b>
<b>Equipment Repair and Maintenance:</b>					
52910 - Office Equipment and Repair	\$ 266,099	\$ 363,241	\$ 663,500	\$ 791,300	\$ 127,800
<b>Equipment Repair And Maintenance</b>	<b>\$ 266,099</b>	<b>\$ 363,241</b>	<b>\$ 663,500</b>	<b>\$ 791,300</b>	<b>\$ 127,800</b>
<b>Total Other Operating Expenses</b>	<b>\$ 4,509,288</b>	<b>\$ 5,062,841</b>	<b>\$ 6,111,076</b>	<b>\$ 7,334,288</b>	<b>\$ 1,223,212</b>
<b>Total Operating Expenses</b>	<b>\$ 8,293,264</b>	<b>\$ 8,491,216</b>	<b>\$ 10,009,366</b>	<b>\$ 11,234,541</b>	<b>\$ 1,225,176</b>

**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.

**BUDGET CENTER:** Finance - 6000

**MANAGED BY:** Kenneth J. Duplay  
Chief Financial Officer

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

**General Accounting:** The General Accounting Section is responsible for the recommendation and implementation of procedures, internal controls and financial reporting to accurately reflect District operations. Currently, the General Accounting Section is primarily concerned with recording accrual basis 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 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.

**BUDGET CENTER:** Finance - 6000

**MANAGED BY:** Kenneth J. Duplay Chief Financial Officer

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

<b>2021 Accomplishments</b>	<b>2022 Goals</b>
<ul style="list-style-type: none"><li>* Completed 2022-2026 Rate Study</li><li>* Refinanced portion of 2013 and 2014 Bonds resulting in \$9.8M NPV savings</li><li>* Executed \$30M Defeasance of 2014 Bonds with debt service savings of \$28.1M</li><li>* Worked with OWDA and OEPA to develop structured loan for Shoreline Storage Tunnel</li><li>* Developed Long-Term Plan of Finance</li><li>* Continued development of Billing Data Warehouse</li><li>* Earned Auditor of State Award with Distinction</li><li>* Earned GFOA ACFR and Budget Awards.</li></ul>	<ul style="list-style-type: none"><li>* Update billing agreement with CWD</li><li>* Upgrade Oracle eBusiness to version 12.2</li><li>* Utilize Billing Data Warehouse for 2022 Certification Process</li><li>* Review and update Debt Management and Related Policies</li><li>* Earn Auditor of State Award with Distinction</li><li>* Earn GFOA ACFR and Budget Awards.</li></ul>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**FINANCE -- 6000**

**STAFFING**

**Two Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Account Clk	0	1	0	(1)
Accountant	0	0	1	1
Accounting Mgr	0	1	0	(1)
Accounts Payable Supvr	1	1	1	0
Asst Acct	3	2	3	1
Billing Analyst	2	2	2	0
Billing Spec	1	2	1	(1)
Billing Svcs & Sys Mgr	1	1	1	0
Budget Analyst Fin	1	1	1	0
Chief Financial Officer	1	1	1	0
Debt Administrator	1	1	1	0
Debt and Treasury Mgr	1	1	1	0
Financial Analyst	1	1	1	0
Insurance and Claims Analyst	0	1	1	0
Mgr of Acct & Reporting	1	0	1	1
Mgr of Finance and Comp	1	1	1	0
Payroll Adminr	1	1	1	0
Prevailing Wage Officer	1	0	0	0
Senior Acct	1	2	1	(1)
Senior Financial Analyst	1	1	1	0
Sr Finance Adminrinance Adminr	1	1	1	0
<b>TOTAL FULLTIME</b>	<b>20</b>	<b>22</b>	<b>21</b>	<b>(1)</b>
B STEM Intern Fin	0	1	1	0
<b>TOTAL INTERN/STUDENT</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL EMPLOYEES</b>	<b>20</b>	<b>23</b>	<b>22</b>	<b>(1)</b>



NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 6000: FINANCE					
	2020	2021	2021	2022	
	Audited	Unaudited	Adopted	Adopted	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 700,427	\$ 665,666	\$ 627,207	\$ 678,997	\$ 51,790
52030 - Professionals Salaries	555,730	601,873	582,662	643,478	60,815
52031 - Administrative Support Salaries	357,205	314,113	455,499	348,187	(107,313)
52060 - Student Salaries	14,584	21,295	33,488	37,398	3,910
52071 - Longevity	4,000	3,600	4,029	4,100	71
52081 - Sick Buy Out	22,624	19,121	15,402	23,100	7,698
52230 - Professional Overtime	-	-	500	500	-
52231 - Administrative Support Overtime	692	502	750	750	-
52260 - Student Overtime	-	-	200	200	-
<b>Salaries and Wages</b>	<b>\$ 1,655,263</b>	<b>\$ 1,626,170</b>	<b>\$ 1,719,738</b>	<b>\$ 1,736,710</b>	<b>\$ 16,972</b>
<b>Benefits:</b>					
52320 - Opers	232,293	225,474	240,199	243,140	2,941
52360 - Medicare	23,385	22,902	24,878	25,182	304
52313 - Wellness Credit	-	33	-	-	-
52370 - Uniform Allowance	1,680	2,860	2,000	3,000	1,000
<b>Benefits</b>	<b>\$ 257,358</b>	<b>\$ 251,269</b>	<b>\$ 267,077</b>	<b>\$ 271,322</b>	<b>\$ 4,245</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,912,621</b>	<b>\$ 1,877,439</b>	<b>\$ 1,986,815</b>	<b>\$ 2,008,032</b>	<b>\$ 21,217</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 3,903	\$ 3,144	\$ 17,000	\$ 17,000	\$ -
52430 - Employee Education	4,195	10,117	13,950	13,950	-
<b>Reimbursable Expenses</b>	<b>\$ 8,098</b>	<b>\$ 13,261</b>	<b>\$ 30,950</b>	<b>\$ 30,950</b>	<b>\$ -</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 373,265	\$ 422,556	\$ 462,260	\$ 323,060	\$ (139,200)
<b>Professional Services</b>	<b>\$ 373,265</b>	<b>\$ 422,556</b>	<b>\$ 462,260</b>	<b>\$ 323,060</b>	<b>\$ (139,200)</b>
<b>Contractual Services:</b>					
52705 - Collection Fees	\$ 8,603,544	\$ 8,670,577	\$ 9,366,000	\$ 10,296,300	\$ 930,300
52715 - Printing	4,394	4,680	6,750	7,250	500
52720 - Taxes	228,309	183,595	200,000	200,000	-
52725 - Insurance And Bonds	-	1,223,164	1,660,000	1,431,027	(228,973)
52730 - Dues and Subscriptions	6,225	5,453	15,271	13,309	(1,962)
52740 - Real Property Rental	34,838	32,950	34,900	34,950	50
52750 - Advertising	3,280	2,350	5,000	5,000	-
52775 - Licenses,Fees, And Permits	1,400	905	1,185	1,185	-
52780 - Other Contractual Services	-	-	25,000	25,000	-
<b>Contractual Services</b>	<b>\$ 8,881,990</b>	<b>\$ 10,123,674</b>	<b>\$ 11,314,106</b>	<b>\$ 12,014,021</b>	<b>\$ 699,915</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 32	\$ 109	\$ 2,500	\$ 2,500	\$ -
52851 - Other Minor Equipment	-	310	1,000	1,000	-
52865 - Other Supplies	104	52	350	350	-
52870 - Freight	24	-	200	200	-
<b>Materials And Supplies</b>	<b>\$ 161</b>	<b>\$ 471</b>	<b>\$ 4,050</b>	<b>\$ 4,050</b>	<b>\$ -</b>
<b>Judgements and Awards:</b>					
53210 - Judgments	\$ 350,670	\$ -	\$ -	\$ -	\$ -
53220 - Other Awards	-	(1,693)	50,000	50,000	-
<b>Judgments And Awards</b>	<b>\$ 350,670</b>	<b>\$ (1,693)</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 9,614,184</b>	<b>\$ 10,558,269</b>	<b>\$ 11,861,366</b>	<b>\$ 12,422,081</b>	<b>\$ 560,715</b>
<b>Total Operating Expenses</b>	<b>\$ 11,526,805</b>	<b>\$ 12,435,708</b>	<b>\$ 13,848,181</b>	<b>\$ 14,430,113</b>	<b>\$ 581,932</b>

**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 Sewer District departments as it pertains to parts and supplies needed to run the Sewer District efficiently and support the Sewer District's Mission Statement. Maintain four Sewer District Storerooms and part of the Sewer 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 Sewer District's guidelines for safety trained personnel with new technology as it is developed.

**2021 Accomplishments**

- CMMS software implementation and Oracle integration in conjunction with TSG and O&M
- Worked with IT to Develop a new cycle count strategy targeting high dollar value items
- Inventory reduction of \$622,892 or 8% over 2020
- Developed a Standard Operating Procedure for Tool Request/Replacement to prevent inventory misuse

**2022 Goals**

- Oracle/NexGen Stock Item Photo Project
- Easterly inventory clean-up in preparation for relocation
- Minimize overall inventory value by 3% - starting inventory \$6.9M
- Oracle Upgrade Project
- Develop a Standard Operating Procedure for New Stock Item Request

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****INVENTORY CONTROL -- 6100****STAFFING****One Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2021 ACTUALS</b>	<b>2021 BUDGET</b>	<b>2022 BUDGET</b>	<b>BUDGET VARIANCE</b>
Asst Warehouse Supvr	1	1	1	0
Inventory Control Clerk	0	1	0	(1)
Storekeeper	2	7	3	(4)
Storekeeper S	3	0	4	4
Supvr Inventory	1	0	1	1
Warehouse Supvr	0	1	0	(1)
<b>Total Fulltime</b>	<b>7</b>	<b>10</b>	<b>9</b>	<b>(1)</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 6100: INVENTORY CONTROL**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 138,559	\$ 120,674	\$ 137,603	\$ 139,360	\$ 1,757
52031 - Administrative Support Salaries	343,803	338,298	390,728	347,443	(43,285)
52071 - Longevity	1,650	400	2,142	1,700	(442)
52081 - Sick Buy Out	4,545	3,492	1,556	4,600	3,044
52231 - Administrative Support Overtime	22,042	4,503	20,000	7,000	(13,000)
<b>Salaries and Wages</b>	<b>\$ 510,599</b>	<b>\$ 467,366</b>	<b>\$ 552,029</b>	<b>\$ 500,103</b>	<b>\$ (51,926)</b>
<b>Benefits:</b>					
52320 - Opers	77,262	66,948	76,304	70,015	(6,289)
52360 - Medicare	6,749	6,268	7,903	7,252	(651)
52313 - Wellness Credit	-	10	-	-	-
52370 - Uniform Allowance	460	500	-	500	500
<b>Benefits</b>	<b>\$ 84,472</b>	<b>\$ 73,726</b>	<b>\$ 84,207</b>	<b>\$ 77,767</b>	<b>\$ (6,440)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 595,071</b>	<b>\$ 541,091</b>	<b>\$ 636,236</b>	<b>\$ 577,870</b>	<b>\$ (58,367)</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expenses:</b>					
52410 - Travel	\$ -	\$ 438	\$ 500	\$ 500	\$ -
52430 - Employee Education	-	-	1,750	500	(1,250)
<b>Reimbursable Expenses</b>	<b>\$ -</b>	<b>\$ 438</b>	<b>\$ 2,250</b>	<b>\$ 1,000</b>	<b>\$ (1,250)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Contractual Services:</b>					
52730 - Dues and Subscriptions	\$ -	\$ -	\$ 750	\$ 750	\$ -
52770 - Uniforms	3,744	2,076	3,500	3,500	-
<b>Contractual Services</b>	<b>\$ 3,744</b>	<b>\$ 2,076</b>	<b>\$ 4,250</b>	<b>\$ 4,250</b>	<b>\$ -</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 556	\$ 747	\$ 400	\$ 700	\$ 300
52810 - Fuel and Oil	-	-	12,000	-	(12,000)
52845 - General Hardware Supplies	5,341	2,184	2,500	2,500	-
52846 - Equipment And Instrumentation Parts	2,095	3,042	-	-	-
52851 - Other Minor Equipment	21,189	2,051	15,500	15,500	-
52860 - Postage,Ups	-	805	-	-	-
52865 - Other Supplies	1,549	1,187	1,500	1,500	-
52870 - Freight	5,618	1,491	30,000	30,000	-
52890 - Inventory Adjustment-Book To Physical	-19112	88	-36250	-36250	0
<b>Materials And Supplies</b>	<b>\$ 17,235</b>	<b>\$ 11,596</b>	<b>\$ 25,650</b>	<b>\$ 13,950</b>	<b>\$ (11,700)</b>
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	\$ 412	\$ 321	\$ 2,500	\$ 2,500	\$ -
<b>Equipment Repair And Maintenance</b>	<b>\$ 412</b>	<b>\$ 321</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 21,391</b>	<b>\$ 14,432</b>	<b>\$ 34,650</b>	<b>\$ 31,700</b>	<b>\$ (2,950)</b>
<b>Total Operating Expenses</b>	<b>\$ 616,462</b>	<b>\$ 555,523</b>	<b>\$ 670,886</b>	<b>\$ 609,570</b>	<b>\$ (61,317)</b>

**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.

**2021 Accomplishments**

- Achieved the Excellence in Procurement Award
- COVID expense tracking and supply replenishment
- CMMS software implementation and Oracle integration in conjunction with TSG and O&M
- Sold 110 items on GovDeals ~ \$25,328.20
- Maintained a service level of 85% for on-time PO delivery

**2022 Goals**

- Obtain Achievement of Excellence in Procurement Award
- Oracle Upgrade Project in conjunction with IT
- Electricity Procurement
- Work with TSG on converting the Contract Tracking Log from SharePoint to SharePoint on-line with enhancements (notifications, alerts, and additional fields for date tracking)
- Work with Fleet Services to implement Just-In-Time parts contracting and delivery

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****PURCHASING -- 6200****STAFFING****One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Buyer	2	2	2	0
Junior Buyer/ExpeditorJ	1	1	1	0
Procurement Asst	1	1	1	0
Procurement Spec II	2	0	2	2
Procurement Specialist II	0	1	0	(1)
Procurement Svcs Mgr	1	1	1	0
Purchasing & Inv Analyst	1	1	1	0
Purchasing Supvr	1	1	1	0
Technical Buyer	1	2	1	(1)
<b>Total Fulltime</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>
<b>Total Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 6200: PURCHASING**

	<b>2020 Audited Actuals</b>		<b>2021 Unaudited Actuals</b>		<b>2021 Adopted Budget</b>		<b>2022 Adopted Budget</b>		<b>Budget Variance</b>
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 194,461	\$	\$ 200,820	\$	\$ 193,399	\$	\$ 201,135	\$	\$ 7,736
52030 - Professionals Salaries	387,378		392,721		400,628		417,438		16,810
52031 - Administrative Support Salaries	92,990		97,861		95,971		99,810		3,839
52071 - Longevity	3,250		2,800		4,080		3,300		(780)
52081 - Sick Buy Out	6,030		4,796		-		6,200		6,200
52230 - Professional Overtime	81		-		-		-		-
52231 - Administrative Support Overtime	35		514		500		500		-
<b>Salaries and Wages</b>	<b>\$ 684,224</b>	<b>\$</b>	<b>\$ 699,512</b>	<b>\$</b>	<b>\$ 694,578</b>	<b>\$</b>	<b>\$ 728,383</b>	<b>\$</b>	<b>\$ 33,805</b>
<b>Benefits:</b>									
52320 - Opers	94,923		96,564		97,241		101,974		4,733
52360 - Medicare	9,830		9,989		10,071		10,562		491
52313 - Wellness Credit	-		7		-		-		-
52370 - Uniform Allowance	518		540		-		1,000		1,000
<b>Benefits</b>	<b>\$ 105,270</b>	<b>\$</b>	<b>\$ 107,100</b>	<b>\$</b>	<b>\$ 107,312</b>	<b>\$</b>	<b>\$ 113,536</b>	<b>\$</b>	<b>\$ 6,223</b>
<b>Total Salaries and Benefits</b>	<b>\$ 789,494</b>	<b>\$</b>	<b>\$ 806,612</b>	<b>\$</b>	<b>\$ 801,890</b>	<b>\$</b>	<b>\$ 841,919</b>	<b>\$</b>	<b>\$ 40,029</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expenses:</b>									
52410 - Travel	\$ 49	\$	\$ 1,141	\$	\$ 2,500	\$	\$ 2,500	\$	\$ -
52430 - Employee Education	249		1,742		3,500		3,500		-
<b>Reimbursable Expenses</b>	<b>\$ 298</b>	<b>\$</b>	<b>\$ 2,883</b>	<b>\$</b>	<b>\$ 6,000</b>	<b>\$</b>	<b>\$ 6,000</b>	<b>\$</b>	<b>\$ -</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ -	\$	\$ -	\$	\$ -	\$	\$ 120,000	\$	\$ 120,000
<b>Professional Services</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ 120,000</b>	<b>\$</b>	<b>\$ 120,000</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ 37	\$	\$ 35	\$	\$ 10,000	\$	\$ 5,000	\$	\$ (5,000)
52730 - Dues and Subscriptions	1,625		4,870		2,000		2,000		-
52750 - Advertising	63,715		79,624		50,000		50,000		-
52770 - Uniforms	-		160		-		-		-
<b>Contractual Services</b>	<b>\$ 65,377</b>	<b>\$</b>	<b>\$ 84,690</b>	<b>\$</b>	<b>\$ 62,000</b>	<b>\$</b>	<b>\$ 57,000</b>	<b>\$</b>	<b>\$ (5,000)</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 2,017	\$	\$ 429	\$	\$ 2,100	\$	\$ 1,500	\$	\$ (600)
52865 - Other Supplies	675		-		1,000		-		(1,000)
52870 - Freight	-		20		100		100		-
<b>Materials And Supplies</b>	<b>\$ 2,692</b>	<b>\$</b>	<b>\$ 449</b>	<b>\$</b>	<b>\$ 3,200</b>	<b>\$</b>	<b>\$ 1,600</b>	<b>\$</b>	<b>\$ (1,600)</b>
<b>Equipment Repair and Maintenance:</b>									
52920 - Equipment Repair and Maintenance	\$ 1,891	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
<b>Equipment Repair And Maintenance</b>	<b>\$ 1,891</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 70,259</b>	<b>\$</b>	<b>\$ 88,022</b>	<b>\$</b>	<b>\$ 71,200</b>	<b>\$</b>	<b>\$ 184,600</b>	<b>\$</b>	<b>\$ 113,400</b>
<b>Total Operating Expenses</b>	<b>\$ 859,753</b>	<b>\$</b>	<b>\$ 894,634</b>	<b>\$</b>	<b>\$ 873,090</b>	<b>\$</b>	<b>\$ 1,026,519</b>	<b>\$</b>	<b>\$ 153,429</b>

<b>BUDGET CENTER</b> Contract Compliance -- 6500	
<b>MANAGED BY</b> Tiffany E. Jordan Contract Compliance Manager	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>The objective of the Small Business Enterprise Program is to promote and encourage full and open competition in the procurement of goods and services by the Sewer District's; encourage all the Sewer District's personnel involved with procurement and contracting activities to maintain good faith efforts and appropriate purchasing procedures; to protect the Sewer District from becoming a passive participant in any unlawful discrimination; and to otherwise spur economic development in the public and private sectors of the economy.</p>	
<b>2021 Accomplishments</b>	<b>2022 Goals</b>
<ul style="list-style-type: none"> <li>• Host Certification Clinics</li> <li>• Host large pre-bid and pre-consultant meetings</li> <li>• Connect newly certified with NEORS D departments that are most like to utilizes their services.</li> <li>• Host Stormwater Conference with Stormwater department with BOP as the feature.</li> <li>• Make necessary changes for the BOP under the newly formed BOP Committee on program changes in the policy and program application</li> <li>• Work with other department within the organization on DEI and BOP goals</li> <li>• Provide BOP Board updates and create BOP publications</li> </ul>	<ul style="list-style-type: none"> <li>• Completed BOP Audit</li> <li>• Add addition question to on-site questionnaire</li> <li>• Add additional questions to certification application and re-certification application</li> <li>• Unsure Finance Department DEI goals 2022 are meet</li> <li>• Ensure all project with partial prevailing wage goals are entered in LCPtracker</li> <li>• Host certification clinics with Urban League of Greater Cleveland and Akron</li> <li>• Conduct additional on-site visit for construction firms that re-certify in the BOP</li> </ul>



**NORTHEAST OHIO REGIONAL SEWER DISTRICT****CONTRACT COMPLIANCE -- 6500****STAFFING****One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Certification Officer	1	1	2	1
Contract Compliance Mgr	1	1	1	0
Contract Project Coord	1	2	2	0
Prevailing Wage Officer	0	1	1	0
<b>TOTAL EMPLOYEES</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>1</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 6500: CONTRACT COMPLIANCE					
	2020	2021	2021	2022	
	Audited	Unaudited	Adopted	Adopted	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 93,900	\$ 96,445	\$ 93,386	\$ 97,122	\$ 3,736
52030 - Professionals Salaries	112,817	94,166	112,200	192,697	80,497
52031 - Administrative Support Salaries	133,178	102,295	132,266	136,399	4,133
52071 - Longevity	300	300	306	300	(6)
52081 - Sick Buy Out	4,459	4,442	-	4,600	4,600
<b>Salaries and Wages</b>	<b>\$ 344,653</b>	<b>\$ 297,647</b>	<b>\$ 338,159</b>	<b>\$ 431,119</b>	<b>\$ 92,960</b>
<b>Benefits:</b>					
52320 - Opers	48,226	40,825	47,342	60,441	13,098
52360 - Medicare	4,848	4,183	4,903	6,260	1,357
52313 - Wellness Credit	-	3	158	-	(158)
52370 - Uniform Allowance	1,840	1,480	-	-	-
<b>Benefits</b>	<b>\$ 54,914</b>	<b>\$ 46,490</b>	<b>\$ 52,404</b>	<b>\$ 66,700</b>	<b>\$ 14,296</b>
<b>Total Salaries and Benefits</b>	<b>\$ 399,567</b>	<b>\$ 344,138</b>	<b>\$ 390,563</b>	<b>\$ 497,819</b>	<b>\$ 107,256</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expenses:</b>					
52410 - Travel	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ -
52430 - Employee Education	771	1,650	2,000	2,000	-
<b>Reimbursable Expenses</b>	<b>\$ 771</b>	<b>\$ 1,650</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ -</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ -	\$ 50,000	\$ 20,000	\$ (30,000)
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 20,000</b>	<b>\$ (30,000)</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 19	\$ -	\$ 1,200	\$ 1,200	\$ -
52730 - Dues and Subscriptions	-	-	1,000	1,000	-
52770 - Uniforms	-	-	500	500	-
52790 - Community Outreach And Education	1,500	-	6,000	6,000	-
<b>Contractual Services</b>	<b>\$ 1,519</b>	<b>\$ -</b>	<b>\$ 8,700</b>	<b>\$ 8,700</b>	<b>\$ -</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 44	\$ 26	\$ 200	\$ 200	\$ -
<b>Materials And Supplies</b>	<b>\$ 44</b>	<b>\$ 26</b>	<b>\$ 200</b>	<b>\$ 200</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 2,334</b>	<b>\$ 1,676</b>	<b>\$ 64,900</b>	<b>\$ 34,900</b>	<b>\$ (30,000)</b>
<b>Total Operating Expenses</b>	<b>\$ 401,901</b>	<b>\$ 345,814</b>	<b>\$ 455,463</b>	<b>\$ 532,719</b>	<b>\$ 77,256</b>

**BUDGET CENTER**      Legal Budget Center -- 7000

**MANAGED BY**              Eric Luckage  
   Chief Legal Officer

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

The Legal Budget Center is charged with the responsibility of all legal affairs of the Sewer District, as well as managing the Sewer District's state and federal legislative and administrative relations efforts.

**Executive:** The Chief Legal Officer is the General Counsel and chief legal advisor of the Sewer District, charged with the responsibility of all legal and regulatory matters of the Sewer District. The Chief Legal Officer advises the Board and the Chief Executive Officer in developing overall management policy and on matters of legislation and regulations which may impact the Sewer District. Duties of the Chief Legal Officer are performed 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 Sewer District's in-house attorneys and may retain the services of outside legal counsel as deemed necessary to best represent the Sewer District. The Chief Legal Officer also coordinates state and federal legislative and administrative policy upon consultation with the CEO.

**Contracting:** The Sewer District has many contracting needs related to its operations, including the procurement of goods and services, professional services, provision of grants under its various grant programs, and its Regional Stormwater Management and Capital Improvement Programs. The Legal Department provides legal advice and services to Sewer District departments on contracting matters, including drafting and negotiating contracts, advising on competitive bidding matters, and assisting with contracting issues.

**Real Estate & Property Acquisition:** The Legal Department assists in the acquisition, management, and disposition of Sewer 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 right-of-way consultants, as required. Legal 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 Sewer District Departments. Participates in maintenance of real property records, responses to inquiries concerning the Sewer District's real property, and any applicable certification process.

**Employment and Labor:** 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 of approximately 750 employees, collective bargaining negotiations, administration of collective bargaining agreements, administrative actions, workers' compensation, and compliance with federal and state labor and employment

**BUDGET CENTER** Legal Budget Center -- 7000

**MANAGED BY** Eric Luckage  
Chief Legal Officer

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

laws. The Sewer 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 Sewer District's Code of Ethics.

**Litigation & Claims:** Litigation & Claims involves managing all legal actions in which the Sewer District has an interest in 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, Legal can provide guidance on minimizing liability and suggest litigation avoidance strategies, which may include coordinating with the Sewer District's insurance team. Legal may also participate in negotiations to settle claims and legal action, including assisting with the recovery where the Sewer District has a claim against others.

**Environmental/Regulatory:** Provides legal advice to Sewer 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 Sewer District departments on implementation of new legislation, regulations, and emerging environmental/regulatory issues that may impact the Sewer District.

**Legislative Affairs:** The Sewer District tracks and follows state and federal legislation, rules, and policies and 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 Sewer District's response to the proposed changes in state and federal legislation, rules, and policies. Legislative Affairs also serves as a liaison for the Sewer District with the Ohio General Assembly, Congress, the President's Administration and Governor's Administration and sometimes regulatory agencies.

**Records Management:** Leads the administration of the Sewer 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 Sewer District's Departments to ensure compliance with the records management program as to the retention, maintenance, protection, disposition, and document control of the Sewer District's information assets.

**Board Meetings:** 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

**BUDGET CENTER**      Legal Budget Center -- 7000

**MANAGED BY**            Eric Luckage  
                                 Chief Legal Officer

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

reporting of each meeting. Drafts resolutions for Board approval, obtains Board Secretary's signature, and disseminates executed Board resolutions to other Sewer District departments.

<b>BUDGET CENTER</b>	Legal Budget Center -- 7000
<b>MANAGED BY</b>	Eric Luckage Chief Legal Officer

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

<b>2021 Accomplishments</b>	<b>2022 Goals</b>
<ul style="list-style-type: none"> <li>• Timely provided contracts for CIP, MCIP, RSMP, GIG, Community Cost-Share, IT, HR, and procurement.</li> <li>• Provided support to E&amp;C on construction claims.</li> <li>• Timely acquisition of property for construction, CIP, and RSMP program needs.</li> <li>• Drafted and coordinated revisions to multiple policy documents in response, and related to, the continuing COVID-19 pandemic.</li> <li>• Territory expansion within the Village of Glenwillow for both the Sanitary Sewage and Stormwater Service Areas.</li> <li>• Provided support for all Board and committee meetings.</li> <li>• Prepared and distributed individual guidance responses to Sewer District Board Members and employees affirmatively reporting matters for attention in the Consolidated Financial Disclosure (CFD) form; and revised the 2021 CFD Form for distribution in December of 2021.</li> <li>• Updated Employee Handbook with an effective date of January 1, 2022.</li> <li>• Finalized all collective bargaining agreement contracts with the three unions.</li> <li>• Supported CBA negotiations with OPBA</li> <li>• Completed reconstitution procedure development for Legal and provided legal support to all departments on reconstitution efforts.</li> <li>• Successfully defended Sewer District against claims with negligible expense to Sewer District.</li> </ul>	<ul style="list-style-type: none"> <li>• Further improve Legislative Affairs program and improve process of evaluating introduced and proposed legislative and administrative proposals at state and federal level.</li> <li>• Continue to seek and apply state and federal funding opportunities for Sewer District projects through the Legislative Affairs Program</li> <li>• Advance CSO Consent Decree material modification requests related to CM2 and Appendix 3 Green Infrastructure.</li> <li>• Continued review and revisions to Titles 3 and 4 of Sewer District Regulations to meet Sewer District regulatory and policy needs.</li> <li>• Successful defense of litigation against Sewer District.</li> <li>• Timely acquisition of properties for CIP and RSMP programs.</li> <li>• Timely contract support for all Sewer District programs.</li> <li>• Continue to provide efficient Board and committee support.</li> <li>• Timely and effective legal support as a strategic partner for all Sewer District departments.</li> <li>• Continue to provide Sewer District-wide COVID-19 support with policies and related matters.</li> <li>• Coordinate with HR and O&amp;M in preparation for union negotiations in 2023.</li> <li>• Fully implement the OnBase ECM system for matter management.</li> <li>• Coordinate revisions of the Sewer District-wide Retention Schedule for Board approval</li> </ul>

<b>BUDGET CENTER</b>	Legal Budget Center -- 7000
<b>MANAGED BY</b>	Eric Luckage Chief Legal Officer
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2021 Accomplishments</b>	<b>2022 Goals</b>
<ul style="list-style-type: none"> <li>• Supported regulatory compliance with regard to permitting and other regulatory matters.</li> <li>• Finalized revisions to Titles 1 and 2 of Sewer District Regulations and received Board approval.</li> <li>• Finalized the Enforcement Response Plan to meet Sewer District regulatory needs.</li> <li>• Successfully negotiated non-material modifications to the Consent Decree and lodged same with Federal Sewer District court.</li> <li>• Successfully advocated and engaged with the State regarding their Plan for Ohio's \$43 million in Federal LIHWAP dollars for sewer and water customer utility assistance and implementation and rollout of the Program.</li> <li>• Participated and engaged in discussions with Cuyahoga County regarding use of the County's American Rescue Plan Act (ARPA) funding for expansion of the Sewer District's Green Infrastructure Grant Program</li> <li>• In 2021, applied for federal earmark funding through Congress' FY 2022 Appropriations Bill, ultimately receiving \$3 million in earmarks for 2 Sewer District projects.</li> <li>• Continued enhanced legislative and rule review and evaluation process.</li> <li>• Assisted Finance and Customer Service Departments with resolving sewer and stormwater billing issues.</li> </ul>	<p>and submit a revised Retention Schedule to Ohio History Connection.</p> <ul style="list-style-type: none"> <li>• Revise the Public Records Policy and submit for Board approval.</li> </ul>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****LEGAL -- 7000****STAFFING****One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Associate General Counsel	1	1	1	0
Asst General Counsel	5	5	5	0
Chief Legal Officer	1	1	1	0
Legal Admin	1	1	1	0
Legal Ops Mgr	1	1	1	0
Legislative Affairs Mgr	1	1	1	0
Records Mgmt Spec	1	1	1	0
<b>TOTAL EMPLOYEES</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 7000: LEGAL**

	<b>2020 Audited Actuals</b>	<b>2021 Unaudited Actuals</b>	<b>2021 Adopted Budget</b>	<b>2022 Adopted Budget</b>	<b>Budget Variance</b>
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 286,323	\$ 295,113	\$ 284,758	\$ 296,148	\$ 11,390
52030 - Professionals Salaries	777,995	833,665	792,939	890,962	98,023
52031 - Administrative Support Salaries	56,466	33,950	56,160	-	(56,160)
52071 - Longevity	1,200	1,800	918	1,200	282
52081 - Sick Buy Out	16,807	16,607	14,275	17,100	2,825
52231 - Administrative Support Overtime	182	456	100	-	(100)
<b>Salaries and Wages</b>	<b>\$ 1,138,972</b>	<b>\$ 1,181,590</b>	<b>\$ 1,149,149</b>	<b>\$ 1,205,410</b>	<b>\$ 56,260</b>
<b>Benefits:</b>					
52320 - Opers	159,462	167,057	160,881	168,757	7,877
52360 - Medicare	16,440	17,005	16,663	17,478	816
52313 - Wellness Credit	-	15	-	-	-
52370 - Uniform Allowance	1,618	1,520	-	2,000	2,000
<b>Benefits</b>	<b>\$ 177,519</b>	<b>\$ 185,597</b>	<b>\$ 177,544</b>	<b>\$ 188,236</b>	<b>\$ 10,692</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,316,491</b>	<b>\$ 1,367,186</b>	<b>\$ 1,326,693</b>	<b>\$ 1,393,646</b>	<b>\$ 66,953</b>
<b>Other Operating Expenses:</b>					
Reimbursable Expens:					
52410 - Travel	\$ 5,488	\$ 756	\$ 15,000	\$ 15,000	\$ -
52430 - Employee Education	4,035	3,758	13,000	10,000	(3,000)
<b>Reimbursable Expenses</b>	<b>\$ 9,523</b>	<b>\$ 4,514</b>	<b>\$ 28,000</b>	<b>\$ 25,000</b>	<b>\$ (3,000)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 1,065,060	\$ 1,046,631	\$ 1,103,000	\$ 1,082,000	\$ (21,000)
<b>Professional Services</b>	<b>\$ 1,065,060</b>	<b>\$ 1,046,631</b>	<b>\$ 1,103,000</b>	<b>\$ 1,082,000</b>	<b>\$ (21,000)</b>
<b>Contractual Services:</b>					
52730 - Dues and Subscriptions	\$ 21,697	\$ 13,523	\$ 15,500	\$ 15,500	\$ -
52750 - Advertising	1,672	549	3,000	3,500	500
52780 - Other Contractual Services	41,278	42,458	37,500	40,000	2,500
<b>Contractual Services</b>	<b>\$ 64,647</b>	<b>\$ 56,530</b>	<b>\$ 56,000</b>	<b>\$ 59,000</b>	<b>\$ 3,000</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 119	\$ 370	\$ 1,000	\$ 1,000	\$ -
52865 - Other Supplies	90	-	-	-	-
52870 - Freight	-	-	200	200	-
<b>Materials And Supplies</b>	<b>\$ 209</b>	<b>\$ 370</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ -</b>
<b>Judgements and Awards:</b>					
53210 - Judgments	\$ 24,138	\$ (7,836)	\$ 150,000	\$ 150,000	\$ -
53220 - Other Awards	-	6,500	-	-	-
<b>Judgments And Awards</b>	<b>\$ 24,138</b>	<b>\$ (1,336)</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 1,163,577</b>	<b>\$ 1,106,709</b>	<b>\$ 1,338,200</b>	<b>\$ 1,317,200</b>	<b>\$ (21,000)</b>
<b>Total Operating Expenses</b>	<b>\$ 2,480,068</b>	<b>\$ 2,473,896</b>	<b>\$ 2,664,893</b>	<b>\$ 2,710,846</b>	<b>\$ 45,953</b>

# 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 further defines them as the issues 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 as strategic advocates for the Sewer District. Builds a foundation for the Board to make decisions about additional areas of business for the Sewer District. Deliberates on strategic issues related to combined sewer overflow control regulatory compliance, operation and maintenance of plants and collection system, and regional stormwater management. Continues focus on operational efficiency and sustainability across all departments. Engages the Board in the process of determining the Sewer District's role in regional urban drainage system and regional environmental matters.

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

**Management:** Guides Sewer 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 the range of regulatory requirements under which the Sewer District operates, and collaboration in a spirit of austerity, honesty and efficiency for the rapid and successful completion of the construction program across Sewer District departments. Perpetuates a comprehensive plan for the formation of a Sewer District Upper and Middle Management Development System to ensure Leadership Management Sustainability.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> District Administration -- 8000	
<b>MANAGED BY</b> Kyle Dreyfuss-Wells / James Bunsey Chief Executive Officer / Chief Operating Officer	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2021 Accomplishments</b>	<b>2022 Goals</b>
<ul style="list-style-type: none"> <li>• Continued to guide organization through COVID-19 pandemic ensuring continued operations, no staff reductions, and on-going support for customers.</li> <li>• Successfully worked with Board and customers to adopt 2022 to 2026 rates.</li> <li>• Participated in and lead local and national discussions regarding affordability and equity.</li> <li>• Continued to leverage practices that ensure racism and other forms of discrimination are not structural impediments to the success of under-represented groups.</li> <li>• Continued efforts to modify the Consent Decree governing Project Clean Lake.</li> <li>• Managed reputational and external relationships.</li> <li>• Completed revision and obtained Board adoption of Titles I and II.</li> <li>• Focused on continual improvement of communication between labor and management.</li> </ul>	<ul style="list-style-type: none"> <li>• Guide organization through the long-term implications of COVID-19 pandemic.</li> <li>• Complete negotiation of agreement for billing services with the City of Cleveland.</li> <li>• Complete the upgrade to EBS.</li> <li>• Continue to implement actions and practices that ensure racism and other forms of discrimination are not structural impediments to the success of under-represented groups.</li> <li>• Focus on cyber security by formalizing policy and improving the network infrastructure.</li> <li>• Complete career pathing for remaining Sewer District departments and focus on succession planning within the Operations team.</li> <li>• Continue to focus on improvement of communication between labor and management.</li> <li>• Complete revisions and obtain Board approval for Titles III and IV.</li> <li>• Begin design of the Doan Brook at Horseshoe Lake restoration project.</li> <li>• Ensure use of federal earmark funding for Brookside Culvert repair and Upper Ridgewood Lake project.</li> </ul>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**DISTRICT ADMINISTRATION -- 8000**

**STAFFING**

**One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
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
Mgr of Innovation Prog	1	1	1	0
Program Mgr Dist Admin	1	1	1	0
Sustainability Prg Mgr	1	1	1	0
Special Projects Technician	0	0	1	1
<b>Total Fulltime</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>1</b>
Para Intern Dist Admin	1	1	1	2
<b>Total Intern</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>Total Positions</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>3</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 8000: DISTRICT ADMINISTRATION**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 930,413	\$ 754,876	\$ 1,006,503	\$ 1,083,153	\$ 76,650
52030 - Professionals Salaries	31,002	-	22,325	-	(22,325)
52031 - Administrative Support Salaries	(431)	-	-	-	-
52036 - Para-Professional Salaries	276	7,700	-	38,333	38,333
52071 - Longevity	1,650	-	3,162	1,700	(1,462)
52081 - Sick Buy Out	15,352	11,592	15,456	15,700	244
<b>Salaries and Wages</b>	<b>978,263</b>	<b>774,168</b>	<b>1,047,446</b>	<b>1,138,886</b>	<b>91,441</b>
<b>Benefits:</b>					
52310 - Health Care	\$ -	\$ (765)	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	-	138	-	-	-
52320 - Opers	139,909	108,370	146,642	159,444	12,802
52360 - Medicare	14,158	10,866	15,188	16,514	1,326
52313 - Wellness Credit	-	27	-	-	-
52314 - Dental and Vision Premiums	-	(39)	-	-	-
52370 - Uniform Allowance	1,680	1,127	-	-	-
52380 - Awards and Recognition	-	-	400	2,000	1,600
<b>Benefits</b>	<b>\$ 155,747</b>	<b>\$ 119,724</b>	<b>\$ 162,230</b>	<b>\$ 177,958</b>	<b>\$ 15,728</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,134,010</b>	<b>\$ 893,892</b>	<b>\$ 1,209,676</b>	<b>\$ 1,316,844</b>	<b>\$ 107,168</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 5,032	\$ 1,409	\$ 5,450	\$ 7,250	\$ 1,800
52430 - Employee Education	1,338	1,337	6,100	4,300	(1,800)
<b>Reimbursable Expenses</b>	<b>\$ 6,370</b>	<b>\$ 2,746</b>	<b>\$ 11,550</b>	<b>\$ 11,550</b>	<b>\$ -</b>
<b>Utilities Expens:</b>					
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ -	\$ 102,500	\$ 56,000	\$ (46,500)
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 102,500</b>	<b>\$ 56,000</b>	<b>\$ (46,500)</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ -	\$ -	\$ 1,000.00	\$ -	\$ (1,000.00)
52730 - Dues and Subscriptions	362,052	308,621	396,370	396,370	-
52780 - Other Contractual Services	-	3,050	3,340	5,800	2,460
<b>Contractual Services</b>	<b>\$ 362,052</b>	<b>\$ 311,671</b>	<b>\$ 400,710</b>	<b>\$ 402,170</b>	<b>\$ 1,460</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ -	\$ -	\$ 500	\$ 1,800	\$ 1,300
52810 - Fuel and Oil	-	65	-	-	-
52846 - Equipment And Instrumentation Part:	22	52	-	-	-
52865 - Other Supplies	-	1,654	3,500	4,500	1,000
<b>Materials And Supplies</b>	<b>\$ 22</b>	<b>\$ 1,771</b>	<b>\$ 4,000</b>	<b>\$ 6,300</b>	<b>\$ 2,300</b>
<b>Total Other Operating Expenses</b>	<b>\$ 368,444</b>	<b>\$ 316,188</b>	<b>\$ 518,760</b>	<b>\$ 476,020</b>	<b>\$ (42,740)</b>
<b>Total Operating Expenses</b>	<b>\$ 1,502,454</b>	<b>\$ 1,210,080</b>	<b>\$ 1,728,436</b>	<b>\$ 1,792,865</b>	<b>\$ 64,428</b>

<b>BUDGET CENTER</b> Risk & Assurance -- 8200	
<b>MANAGED BY</b> John A. Wasko Manager – Risk & Assurance	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>Risk &amp; Assurance Objectives</b>	
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 Sewer District’s ability to achieve its objectives.	
Provide reasonable assurance to Sewer 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.	
<b>Organizational Risk Management Objectives</b>	
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 Sewer District’s risk activities effectively, to monitor approaches and outcomes and to promote transparency and accountability.	
To ensure that the Sewer 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.	
<b>2021 Accomplishments</b>	<b>2022 Goals</b>
<ul style="list-style-type: none"> <li>• Maintained Key Performance Indicators (KPIs) goals – audit plan, audit milestones, audit follow-ups and audit surveys.</li> <li>• Continued milestone-driven performance for individual audits with time management and audit-quality monitoring.</li> <li>• Completed the implementation and scheduled staff training for the Highbond system for managing Risk Frameworks and Audit Projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue improvement in the completion of audits on a timely basis- KPI improvements related to milestone performance and overall audit-quality.</li> <li>• Continued implementation and training on the Highbond system and populating the Risk and Control Frameworks used to guide audit planning.</li> <li>• Continuous review of audit universe activities to incorporate Strategic Risk Survey results to facilitate future audit plans.</li> </ul>

<b>BUDGET CENTER</b> Risk & Assurance -- 8200	
<b>MANAGED BY</b> John A. Wasko Manager – Risk & Assurance	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2021 Accomplishments</b>	<b>2022 Goals</b>
<ul style="list-style-type: none"> <li>• Incorporate ERM specific risks and controls into individual audit planning, objectives, scope and procedures.</li> <li>• Ongoing COSO risk identification and documentation of compliance principles of internal control in audit planning and workpapers.</li> <li>• Completion of the 2021 Audit Plan.</li> <li>• Continued updating and maintenance of the Insurance Certification database.</li> <li>• Formal COSO certification and Data Analytics training for audit staff successfully completed.</li> <li>• Continue development and certification progress for audit staff.</li> <li>• Adjusted to work from home model to manage the Audit Plan during the Covid-19 (20-21-22) pandemic</li> </ul>	<ul style="list-style-type: none"> <li>• COSO - continuous implementation of compliance principles of risk identification, ownership and internal control.</li> <li>• Continued development of Audit Committee relationships to guide Budget Center 8200 mission and objectives.</li> <li>• Maintain and expand professional certifications that improve the Sewer District’s Audit Department.</li> <li>• Implementation of business intelligence partnership with IT, and/or use of enhanced BI software and techniques.</li> <li>• Continued implementation of the new Diligent Highbond Audit and Risk Management software</li> </ul>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****INTERNAL AUDIT -- 8200****STAFFING****One Year History and Budget Comparison**

<b>JOB</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Internal Auditor	0	3	0	(3)
Internal Auditor II	2	0	2	2
Internal Auditor III	2	0	2	2
Para Intern Maint Svcs	0	0	0	0
Risk & Internal Audit Mgr	1	1	1	0
Sr Internal Auditor	0	1	0	(1)
<b>TOTAL FULLTIME</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
Para Intern IA	1	1	1	0
<b>TOTAL INTERN</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL EMPLOYEE</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>



NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 8200: INTERNAL AUDIT						
	2020	2021	2021	2022	Budget	
	Audited	Unaudited	Adopted	Adopted	Variance	
	Actuals	Actuals	Budget	Budget		
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 108,192	\$ 86,321	\$ 107,601	\$ 123,000	\$ 15,399	
52030 - Professionals Salaries	333,902	182,571	255,150	284,438	29,289	
52036 - Para-Professional Salaries	(14,061)	8,234	15,442	38,333	22,892	
52071 - Longevity	600	-	714	600	(114)	
52081 - Sick Buy Out	1,035	1,324	1,765	1,100	(665)	
<b>Salaries and Wages</b>	<b>\$ 429,668</b>	<b>\$ 278,450</b>	<b>\$ 380,671</b>	<b>\$ 447,472</b>	<b>\$ 66,801</b>	
<b>Benefits:</b>						
52310 - Health Care	\$ 118,116	\$ 58,675	\$ -	\$ -	\$ -	
52311 - Health Care Opt-Out Full	-	138	-	-	-	
52320 - Opers	63,411	43,525	53,294	62,646	9,352	
52330 - Workers Compensation	106,044	-	-	-	-	
52360 - Medicare	6,482	3,983	5,520	6,488	969	
52313 - Wellness Credit	-	24	-	-	-	
52314 - Dental and Vision Premiums	-	(17)	-	-	-	
52370 - Uniform Allowance	1,080	751	-	-	-	
<b>Benefits</b>	<b>\$ 295,133</b>	<b>\$ 107,078</b>	<b>\$ 58,814</b>	<b>\$ 69,134</b>	<b>\$ 10,321</b>	
<b>Total Salaries and Benefits</b>	<b>\$ 724,801</b>	<b>\$ 385,528</b>	<b>\$ 439,485</b>	<b>\$ 516,606</b>	<b>\$ 77,121</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expenses:</b>						
52410 - Travel	\$ 342	\$ -	\$ 16,000	\$ 16,000	\$ -	
52430 - Employee Education	5,737	1,850	13,000	13,000	-	
<b>Reimbursable Expenses</b>	<b>\$ 6,079</b>	<b>\$ 1,850</b>	<b>\$ 29,000</b>	<b>\$ 29,000</b>	<b>\$ -</b>	
Utilities Expenses:						
<b>Professional Services:</b>						
52610 - General Professional Services	\$ 243,803	\$ 277,878	\$ 300,000	\$ 320,000	\$ 20,000	
<b>Professional Services</b>	<b>\$ 243,803</b>	<b>\$ 277,878</b>	<b>\$ 300,000</b>	<b>\$ 320,000</b>	<b>\$ 20,000</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ 91	\$ -	\$ -	\$ -	\$ -	
52725 - Insurance And Bonds	989,625	-	-	-	-	
52730 - Dues and Subscriptions	4,903	810	5,200	5,290	90	
52770 - Uniforms	-	-	530	530	-	
<b>Contractual Services</b>	<b>\$ 994,619</b>	<b>\$ 810</b>	<b>\$ 5,730</b>	<b>\$ 5,820</b>	<b>\$ 90</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 369	\$ 16	\$ 2,500	\$ 2,500	\$ -	
52865 - Other Supplies	28	-	-	-	-	
52870 - Freight	-	-	200	200	-	
<b>Materials And Supplies</b>	<b>\$ 397</b>	<b>\$ 16</b>	<b>\$ 2,700</b>	<b>\$ 2,700</b>	<b>\$ -</b>	
<b>Total Other Operating Expenses</b>	<b>\$ 1,244,898</b>	<b>\$ 280,555</b>	<b>\$ 337,430</b>	<b>\$ 357,520</b>	<b>\$ 20,090</b>	
<b>Total Operating Expenses</b>	<b>\$ 1,969,698</b>	<b>\$ 666,083</b>	<b>\$ 776,915</b>	<b>\$ 874,126</b>	<b>\$ 97,211</b>	

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

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

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

Environmental Services – Water Quality and Industrial Surveillance (WQIS) conducts environmental sampling and monitoring of streams, rivers and near-shore Lake Erie within the Sewer 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 135 Significant Industrial Users (SIUs), 123 Industrial Surcharges, 103 Categorical Industrial Users (CIUs), 23 Non-Significant Categorical Industrial Users, 708 general industrial users, 332 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 December 2021, 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 Sewer 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 Sewer 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 Sewer District’s Radiological License issued by the Ohio Department of Health and represents the Sewer 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

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

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

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

current scientifically sound information for 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 Sewer 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 Sewer District through public outreach. Provide support for Sewer District departments.

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

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

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

**2021 Accomplishments**

- Met all NPDES Pretreatment Program requirements; No NPDES permit violations as a result of pass-through, interference and/or inhibition.
- Completed 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 Sewer District facilities and capital improvement projects.
- Met with external agencies to identify areas for collaboration and to share monitoring data.
- Continued the development of staff through various training programs, workshops and certifications.
- Results from the Sewer District's Environmental Monitoring Programs were communicated 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.
- Completed all environmental monitoring required by the Sewer District's CSO permit.
- Hosted regulatory compliance seminars via zoom for local industrial users.
- Identified, sampled and traced illicit discharges to their sources.
- Met with County Board of Health Departments virtually to discuss Sewer District stormwater services.

**2022 Goals**

- Develop and implement workflows for the new Equipment Technician position
- Meet all National Pollutant Discharge Elimination System (NPDES) Pretreatment Program requirements.
- Complete all planned environmental monitoring 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 Sewer District facilities and capital improvement projects.
- Meet with external agencies to identify areas for collaboration; share monitoring data.
- Develop staff through various training programs, workshops and certifications.
- Effectively communicate the results of the Sewer District's Environmental Monitoring Programs via different forms of media (brochures, internet, TV and Radio).
- Continue to conduct monitoring requirements of Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP) consent decree.
- Conduct all environmental monitoring required by the Sewer District's CSO permit.
- Work with local industry to further enhance their understanding of discharge regulations, explore opportunities for pollution prevention measures.
- Continue to identify illicit discharges to the environment. Continue to source track so the discharges can be eliminated.

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

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

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

**2021 Accomplishments**

- Some issues corrected with the Pretreatment Information Management System (PIMS) and Environmental Information Management System (EIMS) currently in progress.
- Worked with the County Board of Health Departments within our service area to provide stormwater services.
- Collected thermometers and other mercury containing items at EMSC.

**2022 Goals**

- Implement component of Sewer District's Stormwater Management program into the WQIS Department.
- Ensure new Pretreatment Information Management System (PIMS) and Environmental Information Management System (EIMS) are working properly
- Continue to work with the County Board of Health Departments within our service area to provide stormwater services.
- 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**

<b>JOB TITLE</b>	<b>2021 ACTUALS</b>	<b>2021 BUDGET</b>	<b>2022 BUDGET</b>	<b>BUDGET VARIANCE</b>
Business Programs Supvr	1	1	1	0
Enforcement Supvr	1	1	1	0
Envir Assessment Supvr	1	1	1	0
Enviro Comp Inspector I	7	0	6	5
Enviro Comp Inspector I	0	11	0	-11
Enviro Comp Inspector II	0	1	0	0
Enviro Comp Inspector II	2	0	6	6
Equipment Technician	0	0	1	0
Field Biologist I	2	0	3	3
Field Biologist II	0	2	0	(2)
Industrial Comp Spec I	4	0	2	2
Industrial Comp Spec II	0	1	2	1
Industrial Comp Spec I	0	5	0	(5)
InvestigatorInvestigator	0	0	0	0
Pretreatment Prgm Spec	1	1	1	0
Proc Analyst	1	1	1	0
Sr Investigator	0	0	0	0
Supv Pollution Prevention	1	1	1	0
WQIS Mgr	1	1	1	0
<b>Total Fulltime</b>	<b>22</b>	<b>27</b>	<b>27</b>	<b>(1)</b>
B STEM Intern Watershed	0	2	0	(2)
Para Intern Env Svcs	1	0	1	1
Para Intern Maint Svcs	0	0	4	4
Para Intern WSHED	0	2	0	(2)
<b>Total Intern</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>3</b>
<b>Total Postions</b>	<b>23</b>	<b>31</b>	<b>32</b>	<b>2</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1800: ENVIRONMENTAL SERVICES					
	2020	2021	2021	2022	
	Audited	Unaudited	Adopted	Adopted	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 358,753	\$ 348,228	\$ 263,522	\$ 355,214	\$ 91,692
52030 - Professionals Salaries	1,312,170	1,212,838	1,591,397	1,357,602	(233,796)
52031 - Administrative Support Salaries	55,150	56,209	54,995	57,195	2,200
52034 - Technicians Salaries	59,651	4,230	-	-	-
52036 - Para-Professional Salaries	3,523	23,348	44,651	164,192	119,542
52040 - Operations Hourly	-	-	-	47,111	47,111
52060 - Student Salaries	-	-	44,651	-	(44,651)
52071 - Longevity	5,600	6,100	7,701	5,700	(2,001)
52081 - Sick Buy Out	9,723	9,064	8,704	10,000	1,296
52231 - Administrative Support Overtime	30	-	-	-	-
52236 - Para-Professional Overtime	-	2,218	6,000	9,000	3,000
52260 - Student Overtime	-	-	3,000	-	(3,000)
<b>Salaries and Wages</b>	<b>\$ 1,804,600</b>	<b>\$ 1,662,234</b>	<b>\$ 2,024,621</b>	<b>\$ 2,006,015</b>	<b>\$ (18,607)</b>
<b>Benefits:</b>					
52320 - Opers	247,371	235,460	283,447	280,843	(2,604)
52360 - Medicare	24,436	22,213	29,357	29,087	(270)
52313 - Wellness Credit	-	68	-	-	-
52370 - Uniform Allowance	460	480	2,600	4,200	1,600
<b>Benefits</b>	<b>\$ 272,267</b>	<b>\$ 258,222</b>	<b>\$ 315,404</b>	<b>\$ 314,129</b>	<b>\$ (1,275)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 2,076,867</b>	<b>\$ 1,920,456</b>	<b>\$ 2,340,025</b>	<b>\$ 2,320,144</b>	<b>\$ (19,881)</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expenses:</b>					
52410 - Travel	\$ 568	\$ 42	\$ 10,700	\$ 14,900	\$ 4,200
52430 - Employee Education	3,689	1,974	11,345	14,125	2,780
<b>Reimbursable Expenses</b>	<b>\$ 4,257</b>	<b>\$ 2,016</b>	<b>\$ 22,045</b>	<b>\$ 29,025</b>	<b>\$ 6,980</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ (95)	\$ -	\$ -	\$ -
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ (95)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 19	\$ -	\$ 1,260	\$ 1,260	\$ -
52730 - Dues and Subscriptions	17,097	23,390	20,302	20,296	(6)
52750 - Advertising	2,446	2,388	3,000	3,500	500
52770 - Uniforms	24,168	14,722	9,090	13,300	4,210
52775 - Licenses, Fees, And Permits	1,908	1,875	2,550	2,550	-
52780 - Other Contractual Services	41,818	46,483	75,600	75,600	-
<b>Contractual Services</b>	<b>\$ 87,455</b>	<b>\$ 88,857</b>	<b>\$ 111,802</b>	<b>\$ 116,506</b>	<b>\$ 4,704</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	2,285	3,185	4,282	6,282	2,000
52810 - Fuel and Oil	9,332	12,057	13,000	-	(13,000)
52811 - Vehicle Maintenance Parts	232	927	1,482	4,550	3,068
52825 - Chemicals	393	122	1,600	1,600	-
52840 - Laboratory Supplies	6,863	9,391	25,398	8,970	(16,428)
52845 - General Hardware Supplies	11,707	13,168	13,556	21,036	7,480
52846 - Equipment And Instrumentation Parts	17,259	22,030	46,102	41,873	(4,229)
52851 - Other Minor Equipment	477	9,774	24,945	31,819	6,874
52860 - Postage, Ups	1,521	2,298	4,900	4,900	-
52865 - Other Supplies	22,347	14,931	26,549	26,931	382
52870 - Freight	559	638	1,500	1,500	-
<b>Materials And Supplies</b>	<b>\$ 72,975</b>	<b>\$ 88,521</b>	<b>\$ 163,314</b>	<b>\$ 149,461</b>	<b>\$ (13,853)</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1800: ENVIRONMENTAL SERVICES					
	2020 Audited Actuals	2021 Unaudited Actuals	2021 Adopted Budget	2022 Adopted Budget	Budget Variance
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	\$ 6,005	\$ 6,022	\$ 16,470	\$ 16,350	\$ (120)
<b>Equipment Repair And Maintenance</b>	<b>\$ 6,005</b>	<b>\$ 6,022</b>	<b>\$ 16,470</b>	<b>\$ 16,350</b>	<b>\$ (120)</b>
<b>Building and Road Repair:</b>					
53050 - Building Maintenance Supplies	\$ 185	\$ 234	\$ -	\$ -	\$ -
53051 - Building Maintenance Services	-	1209	-	-	-
<b>Building and Road Repair</b>	<b>\$ 185</b>	<b>\$ 1,443</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 170,876</b>	<b>\$ 186,764</b>	<b>\$ 313,631</b>	<b>\$ 311,342</b>	<b>\$ (2,289)</b>
<b>Total Operating Expenses</b>	<b>\$ 2,247,743</b>	<b>\$ 2,107,220</b>	<b>\$ 2,653,656</b>	<b>\$ 2,631,486</b>	<b>\$ (22,170)</b>



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER** Analytical Services -- 1900

**MANAGED BY** Cheryl Soltis-Muth  
Manager Analytical Services

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

Analytical Services provides:

- 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 Sewer 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 Sewer District's Water Quality and Industrial Surveillance (WQIS) department for samples required for the Sewer 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 2021, these services totaled approximately \$200,000.
- Support staff for a variety of outreach activities throughout the year.

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

<b>BUDGET CENTER</b>	Analytical Services -- 1900	
<b>MANAGED BY</b>	Cheryl Soltis-Muth Manager Analytical Services	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>		
<p>Analytical Services is dedicated to the following goals:</p> <ul style="list-style-type: none"> <li>• Maintaining a Quality System that creates an efficient and supportive environment allowing all analysts to produce defensible, high-quality data, while allowing continuous improvement and development of the laboratory and employees.</li> <li>• Maintaining the laboratory’s NELAP Accreditation in support of the Sewer District’s NPDES requirements and other environmental and compliance initiatives in support of generating credible data.</li> <li>• Communicating and cooperating to promote good relationships within Analytical Services, with other Sewer District departments as well as outside agencies to achieve common goals and objectives.</li> <li>• Keeping up to date with current methods and technology to provide an efficient and competitive laboratory.</li> </ul>		
<b>2021 Accomplishments</b>		
<b>2022 Goals</b>		
<ul style="list-style-type: none"> <li>• Worked cooperatively with operations for approval and submission of the monthly Discharge Monitoring Reports by the 15th of each month. In June, increased plant testing to 75% of pre-pandemic level.</li> <li>• Provided internal training to all laboratory personnel including required QA/QC subjects, safety, and good laboratory practices (GLP). Utilized QT9 for CBT for lab team training as well as to document and track training.</li> </ul>	<ul style="list-style-type: none"> <li>• Work cooperatively with operations for approval and submission of the monthly Discharge Monitoring Reports by the 15th of each month. Meet with operations to ensure testing meets their analytical needs and adjust accordingly.</li> <li>• Provide internal training to all laboratory personnel including lab analyst certification classes, required QA/QC subjects,</li> </ul>	

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

**BUDGET CENTER** Analytical Services -- 1900

**MANAGED BY** Cheryl Soltis-Muth  
Manager Analytical Services

## DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS

2021 Accomplishments	2022 Goals
<ul style="list-style-type: none"> <li>• Provided analytical support to the Cuyahoga County Department of Public Works for Gates Mills treatment plant. However, in February, Gates Mills ended their contract with CCDPW and contracted with a private firm to run the plant. This private firm also provided testing services.</li> <li>• Completed all samples submitted by the Cuyahoga County Board of Health (CCBH) within contract specifications. Won bid for new contract for 2021-2023.</li> <li>• Stayed up to date with all aspects of the laboratory's NELAP accreditation status including all documentation and performance evaluation studies.</li> <li>• Analyzed IDDE samples for local health departments in support of the Sewer District's stormwater program.</li> <li>• Performed work for current customers and local utilities for NPDES, stormwater, water quality, source tracking, cyanotoxin, and consent decree programs and initiatives.</li> <li>• Promoted seven employees through career pathing and worked on employee development plan. Worked with Talent Acquisition to hire</li> </ul>	<ul style="list-style-type: none"> <li>• safety, and good laboratory practices (GLP). Utilize QT9 and UKG to maintain and create additional online training modules.</li> <li>• Complete all samples submitted by the Cuyahoga County Board of Health (CCBH) within contract specifications.</li> <li>• Stay up to date with all aspects of the laboratory's NELAP accreditation status.</li> <li>• Incorporate new methods to support stormwater monitoring.</li> <li>• Analyze IDDE samples for local health departments in support of the Sewer District's stormwater program.</li> <li>• Perform work for current customers and provide analytical support to local utilities. Cultivate new customers doing work that aligns with Sewer District core work.</li> <li>• Improve career pathing, employee development plan, and lab employee engagement and retention.</li> </ul>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

<b>BUDGET CENTER</b>	Analytical Services -- 1900	
<b>MANAGED BY</b>	Cheryl Soltis-Muth Manager Analytical Services	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>		
<b>2021 Accomplishments</b>	<b>2022 Goals</b>	
<p>three Paraprofessional Interns, two Chemist II's and one Chemist I.</p> <ul style="list-style-type: none"> <li>• Developed methods and analytical strategies in support of a Microbial Source Tracking (MST) project to evaluate effectiveness of the LTCP.</li> <li>• Streamlined Horizon Laboratory Information Management System (LIMS) and worked on business functions (reporting, quoting, invoicing).</li> <li>• Purchased, installed, and validated the following equipment: Discrete Analyzer (Nitrogen), Autotitrator for plant bulk chemicals, and Automated Glassware Washer. Purchased new Oil &amp; Grease Analyzer.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop methods and analytical strategies in support of a Microbial Source Tracking (MST) project to evaluate effectiveness of the LTCP.</li> <li>• Troubleshoot and improve Horizon LIMS. Install, test, and implement Horizon v 13.2 before end of second quarter.</li> <li>• Procure, install, and validate equipment to support Sewer District needs and initiatives.</li> <li>• Search for collaborative projects funded through WRF, USEPA, and other organizations for technology demonstration and method research and development.</li> </ul>	

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****ANALYTICAL SERVICES --1900****STAFFING****One Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2021 ACTUALS</b>	<b>2021 BUDGET</b>	<b>2022 BUDGET</b>	<b>BUDGET VARIANCE</b>
Analytical Svcs Mgr	1	1	1	0
Biologist I	1	1	1	0
Biologist II	0	0	1	1
Biologist III	2	2	2	0
Chemist I	4	4	4	0
Chemist II	3	2	3	1
Chemist III	0	1	0	(1)
Lab Analyst I	7	6	5	(1)
Lab Analyst II	2	3	4	1
Lab Analyst III	1	1	0	(1)
Lab Data Spec	1	1	1	0
Laboratory Asst	2	2	2	0
QA & QC Supvr	0	0	0	0
Sample Control Specialist	1	1	1	0
Super of Lab EHS & Logist	1	1	1	0
Supervising Biologist	1	1	1	0
Supv Chemist	2	2	2	0
Supvr of Sample Control	1	1	1	0
<b>Total Fulltime</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>0</b>
Para Intern Anl Svcs	4	5	5	0
<b>Total Intern</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>Total Postions</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>0</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1900: ANALYTICAL SERVICES**

	<b>2020</b>		<b>2021</b>		<b>2021</b>		<b>2022</b>		<b>Budget</b>
	<b>Audited</b>		<b>Unaudited</b>		<b>Adopted</b>		<b>Adopted</b>		<b>Variance</b>
	<b>Actuals</b>		<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>		
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 665,146	\$	477,864	\$	696,505	\$	492,772	\$	(203,733)
52030 - Professionals Salaries	424,732		585,334		440,595		617,863		177,268
52031 - Administrative Support Salaries	114,952		44,914		127,358		47,970		(79,388)
52034 - Technicians Salaries	444,044		597,804		528,679		738,135		209,456
52036 - Para-Professional Salaries	52,306		101,039		126,700		143,604		16,905
52071 - Longevity	4,200		4,350		4,692		4,300		(392)
52081 - Sick Buy Out	7,110		5,409		7,440		7,300		(140)
52231 - Administrative Support Overtime	5,008		17		5,000		3,000		(2,000)
52234 - Technician Overtime	30,810		22,181		30,000		28,000		(2,000)
52236 - Para-Professional Overtime	4,517		8,457		10,000		9,000		(1,000)
<b>Salaries and Wages</b>	<b>\$ 1,752,825</b>	<b>\$</b>	<b>1,847,370</b>	<b>\$</b>	<b>1,976,970</b>	<b>\$</b>	<b>2,091,944</b>	<b>\$</b>	<b>114,975</b>
<b>Benefits:</b>									
52320 - Opers	246,541		263,785		276,776		289,470		12,695
52360 - Medicare	25,097		26,531		28,666		29,980		1,314
52313 - Wellness Credit	-		57		-		-		-
52370 - Uniform Allowance	-		20		1,500		1,000		(500)
<b>Benefits</b>	<b>\$ 271,638</b>	<b>\$</b>	<b>290,392</b>	<b>\$</b>	<b>306,942</b>	<b>\$</b>	<b>320,451</b>	<b>\$</b>	<b>13,509</b>
<b>Total Salaries and Benefits</b>	<b>\$ 2,024,463</b>	<b>\$</b>	<b>2,137,762</b>	<b>\$</b>	<b>2,283,911</b>	<b>\$</b>	<b>2,412,395</b>	<b>\$</b>	<b>128,484</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expens:</b>									
52410 - Travel	\$ 554	\$	(84)	\$	3,580	\$	6,125	\$	2,545
52430 - Employee Education	2,877		513		6,010		5,225		(785)
<b>Reimbursable Expenses</b>	<b>\$ 3,431</b>	<b>\$</b>	<b>429</b>	<b>\$</b>	<b>9,590</b>	<b>\$</b>	<b>11,350</b>	<b>\$</b>	<b>1,760</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ -	\$	-	\$	20,865	\$	20,865	\$	-
<b>Professional Services</b>	<b>\$ -</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>20,865</b>	<b>\$</b>	<b>20,865</b>	<b>\$</b>	<b>-</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ 594	\$	1,041	\$	1,000	\$	1,200	\$	200
52730 - Dues and Subscriptions	2,914		2,341		4,810		4,915		105
52770 - Uniforms	446		3,665		5,000		5,000		-
52775 - Licenses, Fees, And Permits	5,781		1,686		7,000		7,000		-
52780 - Other Contractual Services	30,162		48,125		49,800		51,500		1,700
<b>Contractual Services</b>	<b>\$ 39,897</b>	<b>\$</b>	<b>56,857</b>	<b>\$</b>	<b>67,610</b>	<b>\$</b>	<b>69,615</b>	<b>\$</b>	<b>2,005</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 7,840	\$	8,205	\$	9,000	\$	9,000	\$	-
52825 - Chemicals	188,514		213,630		320,000		295,000		(25,000)
52840 - Laboratory Supplies	207,277		274,303		320,000		290,000		(30,000)
52845 - General Hardware Supplies	8,728		17,955		15,000		18,000		3,000
52846 - Equipment And Instrumentation Parts	56,214		26,585		28,000		30,000		2,000
52851 - Other Minor Equipment	21,732		32,298		25,000		70,000		45,000

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 1900: ANALYTICAL SERVICES**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
52865 - Other Supplies	66,868	30,272	25,000	25,000	-
52870 - Freight	5,767	13,460	8,000	15,000	7,000
52880 - Invoice Price Variance	(9,580)	452	-	-	-
52890 - Inventory Adjustment-Book To Physical	(479)	53	-	-	-
<b>Materials And Supplies</b>	<b>\$ 552,882</b>	<b>\$ 617,213</b>	<b>\$ 750,000</b>	<b>\$ 752,000</b>	<b>\$ 2,000</b>
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	200,822	200,777	271,000	225,000	(46,000)
<b>Equipment Repair And Maintenance</b>	<b>200,822</b>	<b>200,777</b>	<b>271,000</b>	<b>225,000</b>	<b>(46,000)</b>
<b>Building and Road Repair:</b>					
53040 - Miscellaneous Repair and Maintenance	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
53050 - Building Maintenance Supplies	2,282	12,504	2,000	15,000	13,000
53051 - Building Maintenance Services	26,735	20,631	25,000	12,000	(13,000)
53052 - Building Maintenance Miscellaneous	-	-	5,000	5,000	-
<b>Building and Road Repair</b>	<b>\$ 29,017</b>	<b>\$ 33,135</b>	<b>\$ 42,000</b>	<b>\$ 42,000</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 826,049</b>	<b>\$ 908,411</b>	<b>\$ 1,161,065</b>	<b>\$ 1,120,830</b>	<b>\$ (40,235)</b>
<b>Total Operating Expenses</b>	<b>\$ 2,850,512</b>	<b>\$ 3,046,174</b>	<b>\$ 3,444,976</b>	<b>\$ 3,533,225</b>	<b>\$ 88,249</b>

**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 Sewer District. This Department provides watershed management leadership and support in the following areas:

**Watershed Programs:** The Watershed Programs Department administers the Sewer 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 completed stormwater master plans that cover the entire stormwater service area. 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 Sewer District’s Community Discharge Permit Program, assists the Engineering and Construction Department with implementation of the Sewer District’s Appendix 3 Green Infrastructure responsibilities under Project Clean Lake and assists with the development of Local Sewer System Evaluation Studies (LSSES).

**Environmental Compliance and Health & Safety:** The Environmental Compliance workgroup coordinates regulatory compliance activities and information sharing across Sewer District departments, ensuring compliance with environmental permits and regulations, manages environmental assessment projects in support of the Sewer District’s capital improvement program and works to anticipate the impact of future regulatory initiatives on the Sewer District and its Member Communities. The Health & Safety workgroup (Budget Center – 8400) conducts risk assessments, incident analysis and compliance actions to create a progressive safety culture within the Sewer District. Injury prevention is achieved through the implementation of training, safety programs and access to personal protective equipment for all job responsibilities.

**Geographic Information Systems:** The Geographic Information Systems (GIS) workgroup provides data management, mapping, infrastructure information and tools to assist internal Sewer 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 Sewer 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.

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

**Analytical Services:** The Analytical Services (Budget Center – 1900) workgroup provides legally defensible and quality data analysis for multiple programs throughout the Sewer District including National Pollutant Discharge Elimination System (NPDES) operating reports for compliance and process controls. Analytical Services also provides certified results for WQIS pre-treatment, water quality monitoring, sewer surcharge and enforcement programs in addition to providing analytical testing to external clients for research and technical service provider programs.

**Water Quality Industrial Surveillance:** The WQIS (Budget Center – 1800) workgroup administers the Sewer District’s NPDES pre-treatment program, supports the Sewer District’s WWTPs in meeting discharge limits, conducts annual chemical and biological surface water monitoring throughout the service area, works to eliminate illicit discharges into the environment, oversees the Sewer District mercury collection and reduction program and responds to emergencies impacting the Sewer District’s WWTPs or the environment within the service area.

2021 Accomplishments		2022 Goals	
*	Coordinated and delivered effective implementation of the Regional Stormwater Management Program. Led the fourth and final stormwater master plan completion, 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 Sewer District’s role and service to Member Communities in 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 Sewer District's environmental monitoring, research, GIS, and analytical efforts.	*	Continue to seek opportunities to improve the Sewer District's environmental monitoring, research, GIS, and analysis efforts.
*	Continued to coordinate the Sewer District's environmental compliance and health & safety programs.	*	Continue to coordinate the Sewer District's regulatory compliance program and promote the Sewer District as an environmental leader for the region. Ensure a safe work environment for all Sewer District employees.
*	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.
*	Developed GIS tools to further enhance infrastructure asset management and streamline data collection.	*	Lead the adoption of the Sewer District's Title III and IV Code of Regulations and evolution of the Community Discharge Permit Program.
		*	Support the implementation of LSSES recommendations with Member Communities.

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WATERSHED PROGRAMS -- 8100**

**STAFFING**

**One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
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 SpecEnvir Spec	0	2	0	(2)
Enviro Specialist I	1	0	1	1
Enviro Specialist II	1	0	1	1
Exec Asst Watershed	1	1	1	0
Grant Programs Admin	0	1	0	(1)
Grant Programs Admin II	1	0	1	1
Manager of Environmental Services	1	0	1	1
Reg Compliance Mgr	1	1	1	0
Supr of Environmental Com	0	1	0	(1)
Watershed Program Spec	1	0	1	1
Watershed Programs Spec	0	1	0	(1)
<b>Total Fulltime</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>
Para Intern WSHED	0	2	1	(1)
<b>Total Intern</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>(1)</b>
<b>Total Positions</b>	<b>10</b>	<b>12</b>	<b>11</b>	<b>(1)</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 8100: WATERSHED PROGRAMS					
	2020 Audited Actuals	2021 Unaudited Actuals	2021 Adopted Budget	2022 Adopted Budget	Budget Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 412,900	\$ 439,117	\$ 379,609	\$ 514,674	\$ 135,065
52030 - Professionals Salaries	452,380	368,609	444,153	365,107	(79,046)
52031 - Administrative Support Salaries	58,244	59,228	57,910	60,227	2,317
52034 - Technicians Salaries	18,793	-	-	-	-
52036 - Para-Professional Salaries	14,591	8,770	66,976	-	(66,976)
52071 - Longevity	2,850	3,000	3,723	3,500	(223)
52081 - Sick Buy Out	13,112	2,628	6,260	13,400	7,140
52236 - Para-Professional Overtime	162	350	1,000	1,000	-
<b>Salaries and Wages</b>	<b>\$ 973,032</b>	<b>\$ 881,701</b>	<b>\$ 959,632</b>	<b>\$ 957,908</b>	<b>\$ (1,724)</b>
<b>Benefits:</b>					
52320 - Opers	137,168	123,396	134,348	134,107	(241)
52360 - Medicare	13,890	12,441	13,915	13,890	(25)
52313 - Wellness Credit	-	14	-	-	-
52370 - Uniform Allowance	1,240	1,180	2,000	2,000	-
52380 - Awards and Recognition	-	-	300	-	(300)
<b>Benefits</b>	<b>\$ 152,298</b>	<b>\$ 137,031</b>	<b>\$ 150,563</b>	<b>\$ 149,997</b>	<b>\$ (566)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,125,330</b>	<b>\$ 1,018,732</b>	<b>\$ 1,110,195</b>	<b>\$ 1,107,905</b>	<b>\$ (2,290)</b>
Other Operating Expenses:					
Reimbursable Expens:					
52410 - Travel	\$ 5,609	\$ 792	\$ 13,000	\$ 13,000	\$ -
52430 - Employee Education	7,502	6,197	8,925	8,925	-
<b>Reimbursable Expenses</b>	<b>\$ 13,111</b>	<b>\$ 6,989</b>	<b>\$ 21,925</b>	<b>\$ 21,925</b>	<b>\$ -</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 424,304	\$ 704,180	\$ 580,640	\$ 681,632	\$ 100,992
<b>Professional Services</b>	<b>\$ 424,304</b>	<b>\$ 704,180</b>	<b>\$ 580,640</b>	<b>\$ 681,632</b>	<b>\$ 100,992</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 142	\$ -	\$ 2,000	\$ 2,000	\$ -
52730 - Dues and Subscriptions	37,333	2,182	2,000	5,387	3,387
52775 - Licenses,Fees, And Permits	61,662	292,364	213,828	207,563	(6,265)
52780 - Other Contractual Services	413,619	633,527	1,201,150	472,850	(728,300)
<b>Contractual Services</b>	<b>\$ 512,756</b>	<b>\$ 928,073</b>	<b>\$ 1,418,978</b>	<b>\$ 687,800</b>	<b>\$ (731,178)</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 381	\$ 1,169	\$ 1,500	\$ 1,500	\$ -
52806 - Software	1,500	1,500	2,000	2,000	-
52810 - Fuel and Oil	-	718	-	-	-
52845 - General Hardware Supplies	57	-	-	-	-
52846 - Equipment And Instrumentation Parts	-	15,062	-	-	-
52851 - Other Minor Equipment	105	-	1,000	1,000	-
52860 - Postage,Ups	-	-	500	500	-
52865 - Other Supplies	335	43	1,000	1,000	-
52870 - Freight	26	82	200	200	-
<b>Materials And Supplies</b>	<b>\$ 2,404</b>	<b>\$ 18,575</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 952,576</b>	<b>\$ 1,657,817</b>	<b>\$ 2,027,743</b>	<b>\$ 1,397,557</b>	<b>\$ (630,186)</b>
<b>Total Operating Expenses</b>	<b>\$ 2,077,906</b>	<b>\$ 2,676,549</b>	<b>\$ 3,137,938</b>	<b>\$ 2,505,462</b>	<b>\$ (632,476)</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Stormwater Inspection and Maintenance – Budget Center 8300	
<b>MANAGED BY</b>	Kristen Buccier Manager of Stormwater Inspection & Maintenance	
<b>DESCRIPTION OF SERVICES PROVIDED / 2021 ACCOMPLISHMENTS / 2022 GOALS</b>		
<p>The Stormwater Inspection and Maintenance (SWIM) group is responsible for the inspection and maintenance of 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"> <li>• Inspection Program – The inspection program responds to customer requests, emergency calls, urgent storm events, coordinate CCTV inspections, and conduct routine inspections. The inspection program provides supporting information for routine maintenance, small scale restoration projects, and larger Stormwater Design &amp; Construction projects.</li> <li>• Maintenance Program – The maintenance program coordinates and implements routine (sediment &amp; debris) maintenance projects, small scale restoration projects, hydrovac cleaning, and property demolition services.</li> <li>• GI Program – The GI program provides inspection and maintenance coordination for all Sewer District GI sites. The SWIM GI Workers also support the SWIM property maintenance and grounds maintenance programs.</li> <li>• Data Management Program – The data management program manages and maintains all SWIM RSS asset and GI data within the AGO and NEXGEN systems.</li> </ul>		
<b>2021 Accomplishments</b>		<b>2022 Goals</b>
<ul style="list-style-type: none"> <li>• Reached goal of having condition scores for 100% of RSS assets.</li> <li>• Implemented the SWIM CMMS transition from the WAM system to NEXGEN.</li> <li>• Organized and prioritized all RSS culverted stream inspections and repairs based on condition scores.</li> <li>• Completed 1,381 RSS inspections.</li> <li>• Completed 223 routine maintenance projects.</li> <li>• Completed 7 property demolitions.</li> <li>• Facilitated 5 urgent storm responses.</li> <li>• Successfully completed the SWIM Career Pathway process and reorganized SWIM organization chart to better align with SWIM vision.</li> <li>• Implemented a GI yard waste recycling program.</li> </ul>		<ul style="list-style-type: none"> <li>• Complete and implement the AGO based urgent storm viewer and response maps.</li> <li>• Complete field inspections for all SWIM Project Monitoring Plans.</li> <li>• Prioritize and complete 3 small scale and/or basin dredging projects.</li> <li>• Maintain / improve aesthetics and performance of the Appendix 3 GI Sites.</li> <li>• Complete the 2021 SOI report and continue to improve template to publish future SOI reports.</li> <li>• Continue inspections and prioritization of RSS culverted streams for the 2023 construction plan.</li> <li>• Complete the trail improvements at the Woodland-Central GI site.</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>STORMWATER INSPECTION AND MAINTENANCE -- 8300</b>				
<b>STAFFING</b>				
<b>One Year History and Budget Comparison</b>				
<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Green Infrastructure Worker	3	2	3	1
<b>Total Postions</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>1</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**BUDGET CENTER 8300: STORMWATER INSPECTION AND MAINTENANCE**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
<b>Operating Expenses:</b>					
52050 - Maintenance Hourly	\$ 69,190	\$ 73,842	\$ 66,560	\$ 128,880	\$ 62,320
52250 - Maintenance Hourly Overtime	102	53	-	-	-
<b>Salaries and Wages</b>	<b>\$ 69,292</b>	<b>\$ 73,894</b>	<b>\$ 66,560</b>	<b>\$ 128,880</b>	<b>\$ 62,320</b>
<b>Benefits:</b>					
52320 - Opers	9,615	10,274	9,318	18,043	8,724
52360 - Medicare	983	1,077	965	1,869	904
52313 - Wellness Credit	-	4	-	-	-
52370 - Uniform Allowance	-	-	-	500	500
<b>Benefits</b>	<b>\$ 10,598</b>	<b>\$ 11,355</b>	<b>\$ 10,284</b>	<b>\$ 20,412</b>	<b>\$ 10,128</b>
<b>Total Salaries and Benefits</b>	<b>\$ 79,890</b>	<b>\$ 85,249</b>	<b>\$ 76,844</b>	<b>\$ 149,292</b>	<b>\$ 72,448</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expenses:</b>					
52410 - Travel	\$ -	\$ -	\$ 500	\$ 750	\$ 250
52430 - Employee Education	600	-	500	750	250
<b>Reimbursable Expenses</b>	<b>\$ 600</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 1,500</b>	<b>\$ 500</b>
<b>Utilities Expenses:</b>					
52510 - Electricity	\$ -	\$ -	\$ -	\$ 360	\$ 360
<b>Utilities Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 360</b>	<b>\$ 360</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 17,951	\$ 13,825	\$ 90,000	\$ 75,000	\$ (15,000)
<b>Professional Services</b>	<b>\$ 17,951</b>	<b>\$ 13,825</b>	<b>\$ 90,000</b>	<b>\$ 75,000</b>	<b>\$ (15,000)</b>
<b>Contractual Services:</b>					
52770 - Uniforms	2,831	1,740	1,000	1,000	-
52780 - Other Contractual Services	194,123	208,533	720,000	600,000	(120,000)
<b>Contractual Services</b>	<b>\$ 196,954</b>	<b>\$ 210,273</b>	<b>\$ 721,000</b>	<b>\$ 601,000</b>	<b>\$ (120,000)</b>
<b>Materials and Supplies:</b>					
52845 - General Hardware Supplies	\$ -	\$ 37	\$ -	\$ -	\$ -
52846 - Equipment And Instrumentation Par	-	-	1,000	1,000	-
52851 - Other Minor Equipment	4,498	4,946	13,000	13,000	-
52865 - Other Supplies	4,021	853	-	-	-
<b>Materials And Supplies</b>	<b>\$ 8,520</b>	<b>\$ 5,836</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 224,024</b>	<b>\$ 229,934</b>	<b>\$ 826,000</b>	<b>\$ 691,860</b>	<b>\$ (134,140)</b>
<b>Total Operating Expenses</b>	<b>\$ 303,915</b>	<b>\$ 315,182</b>	<b>\$ 902,844</b>	<b>\$ 841,152</b>	<b>\$ (61,692)</b>

**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 Sewer District employees to perform their duties safely while supporting the Sewer District’s goal of meeting all NPDES permit limits while continuously striving for Operational Excellence.

<b>2021 Accomplishments</b>		<b>2022 Goals</b>	
*	Supported the Sewer 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 implementation of EHS software modules with focus on Corrective Action / Preventative Action, Audit and Inspection and Compliance Task. Focus on recording and reporting proactive actions as main metric for safety management system effectiveness.
*	1) Implemented automated safety incident reporting system via EHS Insight software platform. Trained all managers and supervisors and developed CBT for training of all future managers/supervisors. 2) Built library of historical Safety Alerts and rolled out to all managers/supervisors for use with employee safety meetings.	*	Develop five additional computer-based trainings to cover topics that require annual refresher to improve training compliance: Hazard Communication, Hearing Conservation, Fire Prevention/Fire Extinguisher, Bloodborne Pathogens, and Blackline G7 Gas Meter User Training.
*	Administered Defensive Driver CBT to all Sewer District employees. This effort contributed to the reduction of preventable MVAs from ~24 per year to 0 in 2021.	*	Execute Roof Fall Prevention Project to procure fall prevention equipment for roofs at all 3 WWTPs and EMSC. Work with Maintenance to get equipment installed.
*	Completed Rooftop Fall Protection Assessment and initiated project to purchase and install corrective measures to protect employees from rooftop fall hazards.	*	SSMO Ergonomics Project – utilize ergonomic study conducted in 2021 to address high risk lifting tasks. Aimed at reducing risk of ergonomic injuries such as back and shoulder strains. Utilize Ohio BWC Safety Grants to procure equipment if appropriate.
*	Completed Sewer District-wide Gas Detector Project, including implementation of new protection standards requiring employees to carry portable gas meters into designated hazardous areas. Deployed an additional 130 devices and trained, in total, over 300 employees.	*	Develop Blackline Safety gas meter data governance plan. Utilize gas meter data to identify high hazard areas and implement controls to reduce employee exposures.



**NORTHEAST OHIO REGIONAL SEWER DISTRICT****HEALTH & SAFETY -- 8400****STAFFING****Two Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Health & Safety Coord	0	2	0	(2)
Health & Safety Coord I	1	0	1	1
Health & Safety Coord II	1	0	1	1
Health & Safety Spec	0	4	0	(4)
Health & Safety Spec I	1	0	2	2
Health & Safety Spec II	2	0	2	2
Mgr of Health & Safety	1	0	1	1
Mgr of Health & Safety	0	1	0	(1)
<b>TOTAL FULLTIME</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>0</b>
Para Intern	0	2	1	(1)
<b>TOTAL INTERN</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>(1)</b>
<b>TOTAL EMPLOYEE</b>	<b>6</b>	<b>9</b>	<b>8</b>	<b>(1)</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 8400: HEALTH & SAFETY						
	2020	2021	2021	2022		
	Audited	Unaudited	Adopted	Adopted	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 94,250	\$ 95,866	\$ 93,636	\$ 123,126	\$ 29,490	
52030 - Professionals Salaries	258,520	308,786	265,025	357,978	92,953	
52031 - Administrative Support Salaries	96,340	89,706	148,422	-	(148,422)	
52036 - Para-Professional Salaries	-	-	49,488	-	(49,488)	
52071 - Longevity	600	800	816	600	(216)	
52081 - Sick Buy Out	2,701	-	-	2,800	2,800	
52236 - Para-Professional Overtime	-	-	1,000	1,000	-	
<b>Salaries and Wages</b>	<b>\$ 452,411</b>	<b>\$ 495,158</b>	<b>\$ 558,387</b>	<b>\$ 485,504</b>	<b>\$ (72,883)</b>	
<b>Benefits:</b>						
52320 - Opers	63,189	69,176	78,174	67,970	(10,204)	
52360 - Medicare	6,554	7,097	8,097	7,040	(1,056)	
52313 - Wellness Credit	-	10	-	-	-	
52370 - Uniform Allowance	2,800	3,220	3,360	4,160	800	
52380 - Awards and Recognition	139	724	5,000	2,500	(2,500)	
<b>Benefits</b>	<b>\$ 72,682</b>	<b>\$ 80,228</b>	<b>\$ 94,631</b>	<b>\$ 81,671</b>	<b>\$ (12,960)</b>	
<b>Total Salaries and Benefits</b>	<b>\$ 525,093</b>	<b>\$ 575,386</b>	<b>\$ 653,018</b>	<b>\$ 567,175</b>	<b>\$ (85,843)</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expens:</b>						
52410 - Travel	\$ 1,312	\$ 945	\$ 3,000	\$ 1,500	\$ (1,500)	
52430 - Employee Education	6,039	2,809	5,000	5,000	-	
<b>Reimbursable Expenses</b>	<b>\$ 7,350</b>	<b>\$ 3,754</b>	<b>\$ 8,000</b>	<b>\$ 6,500</b>	<b>\$ (1,500)</b>	
<b>Professional Services:</b>						
52610 - General Professional Services	\$ 4,000	\$ -	\$ -	\$ 20,000	\$ 20,000	
52615 - General Professional Services-Train	70,910	126,065	151,000	108,850	(42,150)	
<b>Professional Services</b>	<b>\$ 74,910</b>	<b>\$ 126,065</b>	<b>\$ 151,000</b>	<b>\$ 128,850</b>	<b>\$ (22,150)</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ 594	\$ 134	\$ 2,500	\$ -	\$ (2,500)	
52730 - Dues and Subscriptions	4,647	1,739	4,196	4,060	(136)	
52770 - Uniforms	803	114	900	2,000	1,100	
52780 - Other Contractual Services	131,758	102,083	157,500	99,500	(58,000)	
<b>Contractual Services</b>	<b>\$ 137,802</b>	<b>\$ 104,069</b>	<b>\$ 165,096</b>	<b>\$ 105,560</b>	<b>\$ (59,536)</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 3,878.00	\$ 4,143.00	\$ 2,500.00	\$ 2,500.00	\$ -	
52840 - Laboratory Supplies	-	3	-	-	-	
52845 - General Hardware Supplies	11	38	-	250	250	
52846 - Equipment And Instrumentation Pa	2,535	4,457	-	5,000	5,000	
52851 - Other Minor Equipment	32,988	76,582	58,000	42,500	(15,500)	
52861 - Training Supplies	749	-	-	-	-	
52865 - Other Supplies	22,765	12,156	6,500	17,000	10,500	
52870 - Freight	171	116	500	3,000	2,500	
<b>Materials And Supplies</b>	<b>\$ 63,097</b>	<b>\$ 97,496</b>	<b>\$ 67,500</b>	<b>\$ 70,250</b>	<b>\$ 2,750</b>	
<b>Equipment Repair and Maintenance:</b>						
52920 - Equipment Repair and Maintenance	\$ 5,957	\$ 5,193	\$ 62,500	\$ 57,500	\$ (5,000)	
<b>Equipment Repair And Maintenance</b>	<b>\$ 5,957</b>	<b>\$ 5,193</b>	<b>\$ 62,500</b>	<b>\$ 57,500</b>	<b>\$ (5,000)</b>	
<b>Total Other Operating Expenses</b>	<b>\$ 289,117</b>	<b>\$ 336,577</b>	<b>\$ 454,096</b>	<b>\$ 368,660</b>	<b>\$ (85,436)</b>	
<b>Total Operating Expenses</b>	<b>\$ 814,210</b>	<b>\$ 911,963</b>	<b>\$ 1,107,114</b>	<b>\$ 935,835</b>	<b>\$ (171,279)</b>	

**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 2022 are:

**Strategic Planning:** Continue implementation of the 2020-2022 Strategic Plan for Environmental Services. Begin developing a plan for 2023 and beyond.

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

**BUDGET CENTER:** Environmental Services – 8500

**MANAGED BY:** Scott C. Broski  
Superintendent of Environmental Services

<b>ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2021 Accomplishments</b>	<b>2022 Goals</b>
Implemented all NELAP audit requirements into laboratory standard operating procedures. Evaluated all audit recommendations and determined how they should be addressed.	Continue gathering and assembling information to develop a non-monitored surcharge program.
Worked with Finance to address industrial rates and rate programs as part of the cost-of-service study.	Continue end-user training and development on departmental information systems and incorporate more of the available software functionality. Evaluate Sewer District deployment of these software packages for the upgrade to most current versions and expanded functionality.
Completed a full review and revision of Titles I & II of the Sewer District's <i>Code of Regulations</i> . Took the modifications through member review and comment and obtained Board approval for all proposed changes.	Closely monitor all regulatory developments that impact the Sewer District. Provide stakeholder comments to governing bodies. Work with Legislative Affairs and Regulatory Compliance to ensure the Sewer District lobbies appropriately and is in the best position to comply with proposed or impending regulations.
Monitored all regulatory developments that impact the Sewer District. Provided stakeholder comments to governing bodies. Worked with Legislative Affairs and Regulatory Compliance to ensure the Sewer District lobbies appropriately and is in the best position to comply with proposed or impending regulations.	Continue developing an Industrial User Recognition Program and recognize the first Industrial Users with awards for compliance with discharge regulations.
Submitted an Industrial Pretreatment Program modification to Ohio EPA to modify the Sewer District's local limits and to revise the Sewer District's Enforcement Response Plan.	Continue to expand the Quality Program to incorporate more field (sample collection) quality procedures.
Worked with WQIS and Law to ensure industrial facilities in non-compliance do not threaten the Sewer District's operations.	

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****ENVIRONMENTAL SERVICES -- 8500****STAFFING****One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Admin Asst	1	1	1	0
Data Management Spec	1	1	1	0
Manager of QA/QC Manager of QA/QC	1	1	1	0
QA Cntrl Spec	1	1	1	0
Envir Svcs Supt	1	1	1	0
<b>TOTAL FULLTIME</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WASTEWATER**

**ENVIRONMENTAL SERVICES: 8500**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 205,454	\$ 207,652	\$ 203,221	\$ 211,349	\$ 8,129
52030 - Professionals Salaries	132,947	130,741	130,825	145,600	14,775
52031 - Administrative Support Salaries	48,283	49,780	48,672	50,619	1,947
52071 - Longevity	850	1,250	-	900	900
52081 - Sick Buy Out	5,546	3,912	-	5,700	5,700
52231 - Administrative Support Overtime	9	9	500	500	-
<b>Salaries and Wages</b>	<b>\$ 393,088</b>	<b>\$ 393,345</b>	<b>\$ 383,218</b>	<b>\$ 414,668</b>	<b>\$ 31,450</b>
<b>Benefits:</b>					
52320 - Opers	54,379	53,813	53,651	58,054	4,403
52360 - Medicare	5,624	5,451	5,557	6,012	456
52313 - Wellness Credit	-	15	-	-	-
52370 - Uniform Allowance	460	480	600	600	-
<b>Benefits</b>	<b>\$ 60,463</b>	<b>\$ 59,758</b>	<b>\$ 59,807</b>	<b>\$ 64,666</b>	<b>\$ 4,859</b>
<b>Total Salaries and Benefits</b>	<b>\$ 453,552</b>	<b>\$ 453,103</b>	<b>\$ 443,026</b>	<b>\$ 479,335</b>	<b>\$ 36,309</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 70	\$ 518	\$ 2,900	\$ 4,900	\$ 2,000
52430 - Employee Education	1,065	195	4,420	7,550	3,130
<b>Reimbursable Expenses</b>	<b>\$ 1,135</b>	<b>\$ 713</b>	<b>\$ 7,320</b>	<b>\$ 12,450</b>	<b>\$ 5,130</b>
<b>Contractual Services:</b>					
52730 - Dues and Subscriptions	\$ 204	\$ 550	\$ 500	\$ 825	\$ 325
52775 - Licenses, Fees, And Permits	56	56	100	500	400
<b>Contractual Services</b>	<b>\$ 260</b>	<b>\$ 606</b>	<b>\$ 600</b>	<b>\$ 1,325</b>	<b>\$ 725</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ -	\$ 846	\$ 500	\$ 1,000	\$ 500
52810 - Fuel and Oil	-	25	500	-	(500)
52865 - Other Supplies	-	335	1,000	1,000	-
52870 - Freight	-	6	-	-	-
<b>Materials And Supplies</b>	<b>\$ -</b>	<b>\$ 1,211</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 1,395</b>	<b>\$ 2,530</b>	<b>\$ 9,920</b>	<b>\$ 15,775</b>	<b>\$ 5,855</b>
<b>Total Operating Expenses</b>	<b>\$ 454,947</b>	<b>\$ 455,633</b>	<b>\$ 452,946</b>	<b>\$ 495,110</b>	<b>\$ 42,164</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**STORMWATER**

**BUDGET CENTER 6000: FINANCE**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
<b>Operating Expenses</b>					
<b>Contractual Services:</b>					
52705 - Collection Fees	\$ 201,277	\$ 193,626	\$ 230,000	\$ 254,000	\$ 24,000
52780 - Other Contractual Services	-	-	50,000	50,000	-
<b>Contractual Services</b>	<b>\$ 201,277</b>	<b>\$ 193,626</b>	<b>\$ 280,000</b>	<b>\$ 304,000</b>	<b>\$ 24,000</b>
<b>Judgements and Awards:</b>					
53220 - Other Awards	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
<b>Judgments And Awards</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 201,277</b>	<b>\$ 193,626</b>	<b>\$ 290,000</b>	<b>\$ 314,000</b>	<b>\$ 24,000</b>
<b>Total Operating Expenses</b>	<b>\$ 201,277</b>	<b>\$ 193,626</b>	<b>\$ 290,000</b>	<b>\$ 314,000</b>	<b>\$ 24,000</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**STORMWATER**

**BUDGET CENTER 7000: LEGAL**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Audited</b>	<b>Unaudited</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Variance</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	
<b>Operating Expenses</b>					
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ 67,704	\$ 75,000	\$ 75,000	\$ -
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ 67,704</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ -</b>	<b>\$ 67,704</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>
<b>Total Operating Expenses</b>	<b>\$ -</b>	<b>\$ 67,704</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**STORMWATER**

**BUDGET CENTER 1800: ENVIRONMENTAL SERVICES**

	<b>2020 Audited Actuals</b>	<b>2021 Unaudited Actuals</b>	<b>2021 Adopted Budget</b>	<b>2022 Adopted Budget</b>	<b>Budget Variance</b>
<b>Operating Expenses:</b>					
52036 - Para-Professional Salaries	\$ -	\$ 11,045	\$ -	\$ -	\$ -
52236 - Para-Professional Overtime	-	20	-	-	-
<b>Salaries and Wages</b>	<b>\$ -</b>	<b>\$ 11,066</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Benefits:</b>					
52320 - Opers	\$ -	\$ 1,521	\$ -	\$ -	\$ -
52360 - Medicare	-	160	-	-	-
<b>Benefits</b>	<b>\$ -</b>	<b>\$ 1,682</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Salaries and Benefits</b>	<b>\$ -</b>	<b>\$ 12,747</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expenses:</b>					
52410 - Travel	\$ (124)	\$ -	\$ 900	\$ 900	\$ -
52430 - Employee Education	585	-	1,400	600	(800)
<b>Reimbursable Expenses</b>	<b>\$ 461</b>	<b>\$ -</b>	<b>\$ 2,300</b>	<b>\$ 1,500</b>	<b>\$ (800)</b>
<b>Contractual Services:</b>					
52780 - Other Contractual Services	\$ -	\$ -	\$ 20,000	\$ 10,000	\$ (10,000)
<b>Contractual Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 10,000</b>	<b>\$ (10,000)</b>
<b>Materials and Supplies:</b>					
52865 - Other Supplies	\$ -	\$ -	\$ 250	\$ 250	\$ -
<b>Materials And Supplies</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250</b>	<b>\$ 250</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 461</b>	<b>\$ -</b>	<b>\$ 22,550</b>	<b>\$ 11,750</b>	<b>\$ (10,800)</b>
<b>Total Operating Expenses</b>	<b>\$ 461</b>	<b>\$ 12,747</b>	<b>\$ 22,550</b>	<b>\$ 11,750</b>	<b>\$ (10,800)</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**STORMWATER**

**BUDGET CENTER 1900: WQIS**

	<b>2020</b>		<b>2021</b>		<b>2021</b>		<b>2022</b>		<b>Budget</b>
	<b>Audited</b>		<b>Unaudited</b>		<b>Adopted</b>		<b>Adopted</b>		<b>Variance</b>
	<b>Actuals</b>		<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>		
<b>Operating Expenses:</b>									
<b>Materials and Supplies:</b>									
52825 - Chemicals	\$ 30,842		\$ 49,131		\$ 60,000		\$ 65,000		\$ 5,000
52840 - Laboratory Supplies	22,276		23,225		25,000		30,000		5,000
<b>Materials And Supplies</b>	<b>\$ 53,117</b>		<b>\$ 72,356</b>		<b>\$ 85,000</b>		<b>\$ 95,000</b>		<b>\$ 10,000</b>
<b>Total Other Operating Expenses</b>	<b>\$ 53,117</b>		<b>\$ 72,356</b>		<b>\$ 85,000</b>		<b>\$ 95,000</b>		<b>\$ 10,000</b>
<b>Total Operating Expenses</b>	<b>\$ 53,117</b>		<b>\$ 72,356</b>		<b>\$ 85,000</b>		<b>\$ 95,000</b>		<b>\$ 10,000</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WATERSHED PROGRAMS -- 8100 Stormwater**

**STAFFING**

**One Year History and Budget Comparison**

<b>JOB</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>BUDGET</b>
<b>TITLE</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Const Sup Watersheds	0	1	0	(1)
Const Supvr I Watersheds	1	0	0	0
Const Supvr II Watersheds	0	0	1	0
Const Supvr III Watershed	2	0	2	2
Deputy Dir Of Watershed	1	1	1	0
Enviro Specialist III	1	0	1	1
GIS App Analyst I	0	0	1	1
GIS App Analyst II	0	0	1	1
GIS Data Analyst I	0	0	2	2
GIS Data Analyst II	1	0	0	0
GIS Project Manager	0	0	1	1
GIS Tech	3	3	0	(3)
Mgr of GIS Svcs	1	1	1	0
Mgr Of Stormwater Design	1	1	1	0
Mgr of SW Strategic Suprt	1	1	1	1
Mgr of Watershed Programs	1	1	1	0
Mgr Watershed Tech Sprt	1	1	1	0
Proj Mgr I Watersheds	1	0	1	1
Proj Mgr II Watersheds	3	0	3	3
Proj Mgr III Watersheds	2	0	2	2
Project Mgr Prop Acq	1	1	1	0
Project Mgr Watershed	0	4	0	(4)
Sr Const Supvr Wtrshed	0	1	0	(1)
Sr Const Supvr	0	1	0	(1)
Sr Envir Spec	0	1	0	(1)
Sr GIS Analyst	0	1	0	(1)
Sr GIS App Admin	0	1	0	(1)
Sr Project Mgr	0	2	0	(2)
Stormwater Const Mgr	1	1	1	0
Stormwater Program Mgr	1	1	1	0
Stormwater Project Spec	1	1	1	0
Stormwater Tech Spec	1	1	1	0
Watershed Sr Team Leader	0	1	0	(1)
Watershed Team Leader I	2	0	0	0
Watershed Team Leader II	1	0	3	3
Watershed Team Leader	0	2	0	(2)
<b>Total Fulltime</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>0</b>
Para Intern WSHED	1	3	4	1
<b>Total Intern</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>1</b>
<b>Total Positions</b>	<b>29</b>	<b>32</b>	<b>33</b>	<b>1</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**STORMWATER**

**BUDGET CENTER 8100: WATERSHED PROGRAMS**

	<b>2020 Audited Actuals</b>	<b>2021 Unaudited Actuals</b>	<b>2021 Adopted Budget</b>	<b>2022 Adopted Budget</b>	<b>Budget Variance</b>
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 1,079,237	\$ 1,286,742	\$ 1,212,514	\$ 1,594,422	\$ 381,908
52030 - Professionals Salaries	1,001,106	904,317	1,008,965	929,658	(79,306)
52031 - Administrative Support Salaries	165,366	160,345	164,462	166,918	2,455
52034 - Technicians Salaries	161,026	127,589	160,147	2,685	(157,462)
52036 - Para-Professional Salaries	76,969	30,962	104,374	141,309	36,935
52071 - Longevity	3,900	4,900	3,570	4,000	430
52081 - Sick Buy Out	12,911	16,743	10,610	13,200	2,590
52236 - Para-Professional Overtime	20	7	1,000	1,000	-
<b>Salaries and Wages</b>	<b>\$ 2,500,535</b>	<b>\$ 2,531,606</b>	<b>\$ 2,665,643</b>	<b>\$ 2,853,192</b>	<b>\$ 187,550</b>
<b>Benefits:</b>					
52320 - Opers	349,936	352,354	373,190	399,447	26,257
52360 - Medicare	35,669	36,028	38,652	41,372	2,720
52313 - Wellness Credit	-	59	-	-	-
52370 - Uniform Allowance	3,960	3,820	3,500	3,500	-
52380 - Awards and Recognition	-	-	600	-	(600)
<b>Benefits</b>	<b>\$ 389,564</b>	<b>\$ 392,261</b>	<b>\$ 415,942</b>	<b>\$ 444,318</b>	<b>\$ 28,376</b>
<b>Total Salaries and Benefits</b>	<b>\$ 2,890,100</b>	<b>\$ 2,923,867</b>	<b>\$ 3,081,585</b>	<b>\$ 3,297,511</b>	<b>\$ 215,926</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expenses:</b>					
52410 - Travel	\$ 3,637	\$ 4,114	\$ 20,000	\$ 20,000	\$ -
52430 - Employee Education	4,112	2,299	13,935	13,935	-
<b>Reimbursable Expenses</b>	<b>\$ 7,749</b>	<b>\$ 6,413</b>	<b>\$ 33,935</b>	<b>\$ 33,935</b>	<b>\$ -</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 10,981,642	\$ 7,590,096	\$ 9,233,669	\$ 9,456,000	\$ 222,331
52615 - General Professional Services-Tra	-	-	-	5,000	5,000
<b>Professional Services</b>	<b>\$ 10,981,642</b>	<b>\$ 7,590,096</b>	<b>\$ 9,233,669</b>	<b>\$ 9,461,000</b>	<b>\$ 227,331</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 1,071	\$ -	\$ 3,000	\$ 3,000	\$ -
52730 - Dues and Subscriptions	11,508	829	15,000	13,787	(1,213)
52775 - Licenses,Fees, And Permits	116,785	107,987	142,500	32,000	(110,500)
52780 - Other Contractual Services	4,198,888	3,941,370	12,868,281	14,376,854	1,508,573
<b>Contractual Services</b>	<b>\$ 4,328,252</b>	<b>\$ 4,050,186</b>	<b>\$ 13,028,781</b>	<b>\$ 14,425,641</b>	<b>\$ 1,396,860</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 212	\$ -	\$ 2,050	\$ 2,050	\$ -
52810 - Fuel and Oil	435	54	1,500	-	(1,500)
52846 - Equipment And Instrumentation	-	495	-	-	-
52851 - Other Minor Equipment	9,586	-	1,000	21,000	20,000
52860 - Postage,Ups	-	-	500	500	-
52865 - Other Supplies	26	43	-	-	-
52870 - Freight	2,527	-	-	-	-
<b>Materials And Supplies</b>	<b>\$ 12,786</b>	<b>\$ 592</b>	<b>\$ 5,050</b>	<b>\$ 23,550</b>	<b>\$ 18,500</b>
<b>Total Other Operating Expenses</b>	<b>\$ 15,330,428</b>	<b>\$ 11,647,287</b>	<b>\$ 22,301,435</b>	<b>\$ 23,944,126</b>	<b>\$ 1,642,691</b>
<b>Total Operating Expenses</b>	<b>\$ 18,220,528</b>	<b>\$ 14,571,154</b>	<b>\$ 25,383,020</b>	<b>\$ 27,241,637</b>	<b>\$ 1,858,617</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**STORMWATER INSPECTION AND MAINTENANCE -- 8300**

**STAFFING**

**One Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2021 ACTUALS</b>	<b>2021 BUDGET</b>	<b>2022 BUDGET</b>	<b>BUDGET VARIANCE</b>
Analyst I Asst Mgt Sys W	0	0	1	1
Analyst II Asst Mgt Sys W	1	0	1	1
Asset Rel Mgr SWIM	0	1	0	(1)
Contract Adminr SWIM	0	1	0	(1)
Jr Stormwater Inspector	0	3	0	(3)
Mgr of SWIM	1	1	1	0
Mgr SW Strategic Support	0	0	0	0
Project Coord II SWIM	1	0	1	1
Project Coord SWIM	0	2	1	(1)
Stormwater Data Mnt Admin	0	1	0	(1)
Stormwater Inspector	0	1	0	(1)
Stormwater Inspector II	3	0	3	3
Stormwater Inspector III	1	0	1	1
Supvr of SWIM	1	1	2	1
<b>Total Fulltime</b>	<b>8</b>	<b>11</b>	<b>11</b>	<b>0</b>
Para Intern SWIM	2	2	3	1
<b>Total Intern</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>
<b>Total Positions</b>	<b>10</b>	<b>13</b>	<b>14</b>	<b>1</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**STORMWATER**

**BUDGET CENTER 8300 STORMWATER INSPECTION AND MAINTENANCE**

	<b>2020</b>		<b>2021</b>		<b>2021</b>		<b>2022</b>		<b>Budget</b>
	<b>Audited</b>		<b>Unaudited</b>		<b>Adopted</b>		<b>Adopted</b>		<b>Variance</b>
	<b>Actuals</b>		<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>		
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 391,118	\$	\$ 289,405	\$	\$ 275,971	\$	\$ 274,011	\$	\$(1,959)
52030 - Professionals Salaries	65,639		83,207		65,280		362,995		297,715
52031 - Administrative Support Salaries	251,735		142,460		227,249		144,109		\$(83,140)
52034 - Technicians Salaries	237,302		142,357		235,537		-		\$(235,537)
52036 - Para-Professional Salaries	58,881		49,591		74,797		107,137		32,340
52071 - Longevity	1,700		-		2,142		1,700		\$(442)
52081 - Sick Buy Out	2,821		1,551		2,068		2,900		832
52236 - Para-Professional Overtime	115		229		-		-		-
<b>Salaries and Wages</b>	<b>\$ 1,009,310</b>	<b>\$</b>	<b>\$ 708,799</b>	<b>\$</b>	<b>\$ 883,042</b>	<b>\$</b>	<b>\$ 892,852</b>	<b>\$</b>	<b>\$ 9,810</b>
<b>Benefits:</b>									
52310 - Health Care	\$ -	\$	\$(437)	\$	\$ -	\$	\$ -	\$	\$ -
52320 - Opers	141,164		123,820		123,626		126,192		2,566
52360 - Medicare	14,744		13,385		12,804		13,070		266
52313 - Wellness Credit	-		24		1,800		1,800		-
52370 - Uniform Allowance	460		540		1,056		2,000		944
<b>Benefits</b>	<b>\$ 156,367</b>	<b>\$</b>	<b>\$ 137,331</b>	<b>\$</b>	<b>\$ 139,286</b>	<b>\$</b>	<b>\$ 143,063</b>	<b>\$</b>	<b>\$ 3,777</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,165,678</b>	<b>\$</b>	<b>\$ 1,055,616</b>	<b>\$</b>	<b>\$ 1,022,328</b>	<b>\$</b>	<b>\$ 1,044,434</b>	<b>\$</b>	<b>\$ 22,106</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expenses:</b>									
52410 - Travel	\$ 139	\$	\$ -	\$	\$ 9,600	\$	\$ 8,500	\$	\$(1,100)
52430 - Employee Education	1,185		1,540		7,565		7,565		-
<b>Reimbursable Expenses</b>	<b>\$ 1,324</b>	<b>\$</b>	<b>\$ 1,540</b>	<b>\$</b>	<b>\$ 17,165</b>	<b>\$</b>	<b>\$ 16,065</b>	<b>\$</b>	<b>\$ (1,100)</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 3,011	\$	\$ 11,488	\$	\$ 90,000	\$	\$ 75,000	\$	\$(15,000)
<b>Professional Services</b>	<b>\$ 3,011</b>	<b>\$</b>	<b>\$ 11,488</b>	<b>\$</b>	<b>\$ 90,000</b>	<b>\$</b>	<b>\$ 75,000</b>	<b>\$</b>	<b>\$ (15,000)</b>
<b>Contractual Services:</b>									
<b>52715 - Printing</b>	\$ 60	\$	\$ 1,650	\$	\$ 2,300	\$	\$ 500	\$	\$(1,800)
52730 - Dues and Subscriptions	394		165		500		500		-
52770 - Uniforms	3,768		3,530		1,000		2,500		1,500
52780 - Other Contractual Services	2,038,395		1,481,021		2,656,000		2,695,000		39,000
<b>Contractual Services</b>	<b>\$ 2,042,616</b>	<b>\$</b>	<b>\$ 1,486,365</b>	<b>\$</b>	<b>\$ 2,659,800</b>	<b>\$</b>	<b>\$ 2,698,500</b>	<b>\$</b>	<b>\$ 38,700</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ -	\$	\$ -	\$	\$ 1,000	\$	\$ 1,000	\$	\$ -
52810 - Fuel and Oil	5,768		6,553		7,000		7,500		500
52840 - Laboratory Supplies	39		8		-		-		-
52845 - General Hardware Supplies	1,741		872		-		-		-
52846 - Equipment And Instrumentation	3,306		2,629		8,000		8,000		-
52851 - Other Minor Equipment	12,926		8,478		13,000		13,000		-
52865 - Other Supplies	1,675		1,694		-		-		-
52870 - Freight	83		21		-		-		-
<b>Materials And Supplies</b>	<b>\$ 25,537</b>	<b>\$</b>	<b>\$ 20,257</b>	<b>\$</b>	<b>\$ 29,000</b>	<b>\$</b>	<b>\$ 29,500</b>	<b>\$</b>	<b>\$ 500</b>
<b>Total Other Operating Expenses</b>	<b>\$ 2,072,488</b>	<b>\$</b>	<b>\$ 1,521,407</b>	<b>\$</b>	<b>\$ 2,795,965</b>	<b>\$</b>	<b>\$ 2,819,065</b>	<b>\$</b>	<b>\$ 23,100</b>
<b>Total Operating Expenses</b>	<b>\$ 3,238,165</b>	<b>\$</b>	<b>\$ 2,577,023</b>	<b>\$</b>	<b>\$ 3,818,293</b>	<b>\$</b>	<b>\$ 3,863,499</b>	<b>\$</b>	<b>\$ 45,206</b>

# 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 1<sup>st</sup> 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 20<sup>th</sup>. 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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