

2019 Budget Report



**Northeast Ohio
Regional Sewer District**

Celebrating 50 years of progress on the
Cuyahoga River



NORTHEAST OHIO REGIONAL SEWER DISTRICT

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About the Northeast Ohio Regional Sewer District

VISION

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

MISSION

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

VALUES

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

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

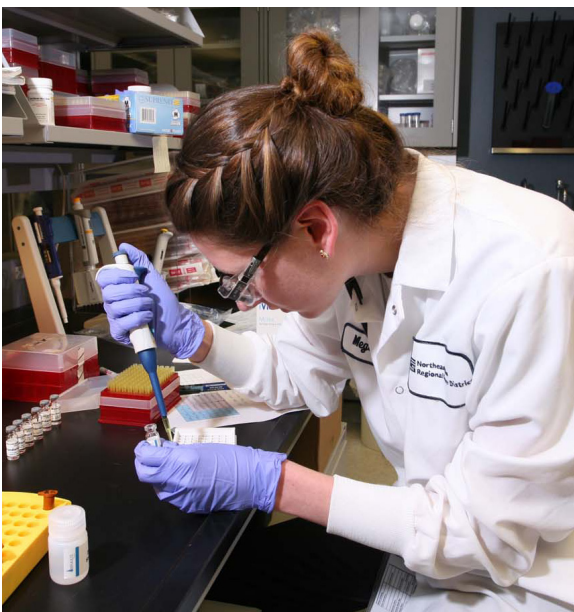
Balanced and Informed Decision Making: Quality decisions based on objective metrics, analysis of our systems, customer needs, and organizational goals that include diverse opinions, ideas, and perspectives.

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

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

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

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



NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 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 Jack Bacci.....	Member
Julius Ciaccia.	Member
Sharon A. Dumas	Member
Mayor Robert A. Stefanik.....	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

SENIOR STAFF

Devona Marshall.....	Director of Engineering & Construction
Angela Smith	Director of Human Resources
Francis P. Greenland.....	Director of Watershed Programs
Constance T. Haqq.....	Director of Administration & External Affairs
Mohan Kurup.....	Director of Information Technology
Francis G. Foley.....	Director of Operation and Maintenance



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Northeast Ohio Regional Sewer District
Ohio**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morrill

Executive Director

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 CHIEF EXECUTIVE OFFICER'S MESSAGE

March 21, 2019

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:

The Northeast Ohio Regional Sewer District's mission is to keep our Great Lake great. That work takes many forms, providing progressive sewage and stormwater management through innovation, fiscal responsibility, and community partnerships. Through the dedication of our Trustees, in addition to the experience and perseverance of our directors, managers and employees, we demonstrate the District's core values by our ongoing concern for environmental stewardship, ethical behavior, customer focus, accountability and balanced and informed decision-making. It is through our commitment to these values that we have been able to serve the residents and business of Northeast Ohio and protect the environment since 1972.

To meet our commitments, I am pleased to present the Sewer District's 2019 Operating and Capital budgets, which were approved and adopted by the Board of Trustees on March 21, 2019. Consistent with past practices, the 2019 Adopted Operating and Capital Budgets reflect the Sewer District's on-going commitment to fiscal accountability. In addition to myself the adopted budgets have undergone intense scrutiny by, our Chief Financial Officer, Chief Operating Officer, the Directors and Managers of each Budget Center, and the District's Finance Committee made up of Trustees and management.

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 CHIEF EXECUTIVE OFFICER'S MESSAGE

2018 accomplishments

SYSTEM

- A.** Comply with Project Clean Lake Consent Decree and achieve cost-effective modifications.
- Achieved Full Operation of Control Measure 1 to increase Easterly Wastewater Treatment Plant Secondary Capacity.
 - Met all required 2018 Consent Decree compliance and reporting milestones.
 - Achieved full operation of the Easterly Tunnel Dewatering Pump Station and resolved contract issues without litigation or cost overruns.
 - Achieved Lakeshore Boulevard Relief Sewer full operation.
 - Submitted CSO Consent Decree Modification to US Environmental Protection Agency (EPA), Ohio EPA, US Department of Justice (DOJ) and the Ohio Attorney General. Continue to meet and coordinate with USEPA, Ohio EPA, and US DOJ to discuss the request and work towards approval.
- B.** Implement 2018 goals of the Operational Readiness Program.
- People: Implemented significant organizational changes across Operation & Maintenance.
 - People & Process: Completed needs assessment evaluation of new Technical Services Department and presented table of organization and implementation plan to Senior leaders.
 - Process: Evaluated and in the process of developing standardized Operation & Maintenance documentation
 - Process: Developed and implementing improvements to Asset Management Key Performance Indicators and Performance.
 - Performance: Implemented improvements to Southerly solids dewatering, pumping systems and incineration to improve reliability and performance.
 - Performance: Improved incinerator scrubber pH limits to minimize use of caustic soda and improve throughput capacity of all incinerators at Southerly and Westerly.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 CHIEF EXECUTIVE OFFICER'S MESSAGE

- Identified opportunities to improve incinerator heat recovery boiler economizer and mercury scrubber performance with minor Capital Improvement Project under development, with significant economic payback on investment. Projects bid and currently underway.
 - Completed Incinerator #3 economizer tube replacement.
 - Implemented changes to optimize Headworks Grit removal operation and initiated test shutdown of Primary Sludge De-gritting facility, with significant potential Operation & Maintenance and Capital Improvement Program savings.
 - Evaluated Renewable Energy Facility costs and performance against original expectations, identified additional opportunities to improve overall system biosolids management costs.
 - Identified and in the process of implementing significant electricity usage savings in the Southerly Activated Sludge systems estimated to save approximately \$500,000 per year.
 - Identified and implemented total annualized savings: \$1,800,000.
- C. Deliver the Regional Stormwater Management Program.
- Project/Process Controls Group actively supporting the management of the Stormwater Program.
 - Continuing inspection and maintenance activities along regional stormwater system.
 - Bid and awarded contract for West Side Debris Maintenance. Currently bidding an East Side Sediment & Debris contract as prevailing wage to expand the ability to perform routine removal of sediment from regional basins.
 - Awarded 7 construction projects totaling \$12.2 million and 1 new design contract totaling \$1.5 million.
 - All four Stormwater Master Plans are underway.
- D. Promote the Green Infrastructure Policy and Member Community Infrastructure Program.
- Heights Hilltop Interceptor Local Sewer System Evaluation Study (SSES) Community Reports and Presentations in 1st quarter 2019.
 - All four Local SSES projects underway.
 - Awarded \$1.9 million to 10 local Green Infrastructure Grant project proposals for 2019 with projected 4.9 million gallons of stormwater runoff reduction/treatment within combined sewer service area.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 CHIEF EXECUTIVE OFFICER'S MESSAGE

- Awarded \$7.9M to 13 2019 Member Community Infrastructure Program (MCIP) projects within 12 Member Communities.
- E.** Explore options to holistically address local sewer infrastructure needs.
 - Initiated inspections on culverted streams during ongoing Stormwater Master Plan Projects.
 - Continuing SSES and Stormwater Master Planning studies
 - Utilizing Title IV Plan Review process to ensure resiliency in local combined sewer systems.
- F.** Use sustainability as a strategy to promote social, environmental and economic benefit across District operations and programs.
 - Request to award District-wide Energy Conservation and Management Design-Build project scheduled for third quarter (Performance based contract).
 - Implemented the beneficial reuse of ash program at the Southerly and Westerly Wastewater Treatment Plants.
- G.** Continue to meet National Pollutant Discharge Elimination System (NPDES) permit limits and other regulatory requirements.
 - Plants and collection system in compliance with all NPDES permit requirements.
 - Developed and implemented plan to comply with USEPA Combined Sewer Overflow (CSO) Great Lakes Basin Public notification rule.
 - Maintained accreditation of the District's Analytical Services laboratory.

BUSINESS

- A.** Collaborate with USEPA, Ohio EPA, and other agencies on regulatory issues.
 - Participating in an American Society for Testing and Materials collaborative study to promulgate a new test method for Total Nitrogen in water.
 - Reviewing proposed federal and state rules for potential impact to the District and member communities.
 - Submitted comments and participated in calls with USEPA and/or Ohio EPA as applicable to share feedback on proposed rules, including Credible Data Rules, Operator Certification Rules.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 CHIEF EXECUTIVE OFFICER'S MESSAGE

- Working closely with USEPA, USDOJ, and Ohio EPA on enforcement of pretreatment and other violations relating to industrial dischargers discharging into the District's system.
- B.** Maintain the integrity of the District's financial viability.
- Met the District's metrics.
 - Submitted Water Pollution Control Loan Fund electronic documents. Eliminated paper applications.
- C.** Maintain collaborative relationships with billing agents.
- Finalized new billing agreement with Cleveland Division of Water.
 - Met quarterly with Cleveland Division of Water Chief Financial Officer and other staff to discuss various topics, resolve potential issues, and strengthen the relationship between Sewer District and Cleveland Water.
- D.** Successfully integrate Information Technology (IT) across the District.
- Upgraded the District's Laboratory Information Management System
 - Enhanced IT Governance process and approach aligned with capital improvement process.
 - Designed a new, employee services focused Intranet with responsive design
 - Developed IT staff as business relationship managers for continued business engagement.
 - Implemented Cybersecurity program, developed Risk register and integrated plan.
 - Launched District-wide security awareness campaign through simulated phishing, training, and communications.
 - Implemented integrated solution (Ultipro) for Human Resources information management, Timekeeping and Payroll that went live on-time, minimal issues, and addressed several business issues.
 - Implemented phase I of Data warehouse for customer billing, payments, and receivables
 - Implemented new cloud-based solutions for Plan review (SagesGov), Sustainability (EnergyCap), and Grants (Blackbaud).
 - Issued Request for Proposals (RFP) for P6 upgrade and RFP for SharePoint in support of several processes and departments.
 - Expanded Engineering & Construction SharePoint to address needs of Process Controls & Automation.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 CHIEF EXECUTIVE OFFICER'S MESSAGE

- E. Develop new strategic plan to guide District from 2019-2021.
- Collaborated with Trustees, Senior Staff and employees to develop the plan theme, five strategic areas of focus, objectives, goals and tactics for 2019-2021.
 - Communicated the plan to Trustees.

COMMUNITY

Expand community and workforce initiatives that build capacity for people and businesses.

- Hired 37 people in the Ambassador Program Cohorts 1-4, Employed 27 people at the end of the program, 18 employed with the Sewer District.
- Participated actively on the Construction Diversity and Inclusion Initiative of the Commission for Economic Inclusion through the Greater Cleveland Partnership.
- Contributed to strategy for Green Infrastructure Maintenance Training project.
- Closed 3 Engineering and Construction projects in 2018, exceeding cumulative Business Opportunity Program goal.

CUSTOMERS

- A. Inform, educate and outreach to our customers in response to their service needs.
- Conducted targeted outreach to increase the participation of customers on the affordability programs.
 - Conducted a customer survey to assess customer call-in experience and overall satisfaction.
 - Regularly attended community meetings in neighborhoods where we have major construction to inform customers and respond to questions and concerns.
 - Provided 12 large scale laboratory tours and hands-on activities coordinated by Communications & Community Relations.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 CHIEF EXECUTIVE OFFICER'S MESSAGE

- B.** Educate the public on the range of water quality issues, in addition to combined sewer overflow, impacting Lake Erie and the District's efforts to address these multiple problems.
- Launched River Reborn campaign to connect improvements with the 50-year anniversary of the 1969 Cuyahoga River fire.
 - Expanded affordability outreach with pilot mailings with a response rate higher than national average.
 - Oversaw the implementation of the Public Art program for construction projects.

PEOPLE

- A.** Expand strategic initiatives to attract future talent.
- Approved outcomes and Key Performance Indicators for Minority and Women recruitment strategies.
 - Completed Engineering & Construction Career Path including new and revised job descriptions. Other departments to follow.
- B.** Leverage workforce diversity to implement an action plan that increases engagement.
- Established and communicated Diversity & Inclusion (D&I) Program vision, mission, goals and metrics.
 - Approved 2018 D&I and Employee Engagement action plan.
 - Established D&I Council, selected employee chairperson and held 3 quarterly meetings.
 - Launched Innovation Management Program.
 - Maintained or activated eight Employee Resource Groups (ERGs).
- C.** Implement development programs that support the District's mission and vision.
- Received Ohio State Apprentice Council (OSAC) application approval.
 - Established two management training programs.
 - Managed Maintenance Training Program is in progress. Twelve employees have graduated from the Maintenance Training Program through the end of 2018.
 - Managed Wastewater Plant Operator Training Program.
Established mentoring program and launched pilot group.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 CHIEF EXECUTIVE OFFICER'S MESSAGE

The successes of 2018 serve as the foundation for not only our 2019 goals, but the entire duration of our new 2019-2021 Strategic Plan. As demonstrated in these accomplishments, last year's goals featured a significant investment of resources. From assets to operational readiness, to regional stormwater management studies and community partnerships, we were committed to the work it takes to protect our great Lake and prepare for future challenges.

2019 Performance Goals

This year is the fiftieth anniversary of the 1969 Cuyahoga River fire, and the five areas of focus for 2019 are viewed with that unique significance. These goals guide our future work while ensuring our employees have both clarity and flexibility to define their teams' goals and make this long-term strategy personal.

CUSTOMER AND COMMUNITY CONNECTIONS

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

ENVIRONMENTAL PROTECTION AND SUSTAINABILITY

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

FINANCIAL VIABILITY

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 CHIEF EXECUTIVE OFFICER'S MESSAGE

OPERATIONAL EXCELLENCE


- A. Implement Operational Readiness Plan to support evolving operations and maintenance.
- B. Implement technologies and processes that improve business efficiency and effectiveness.
- C. Fully implement management process to support successful delivery of the Regional Stormwater Management Program.

WORKFORCE PLANNING AND INVESTMENT

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

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

Sincerely,



Kyle Dreyfuss-Wells
Chief Executive Officer

GENERAL INFORMATION

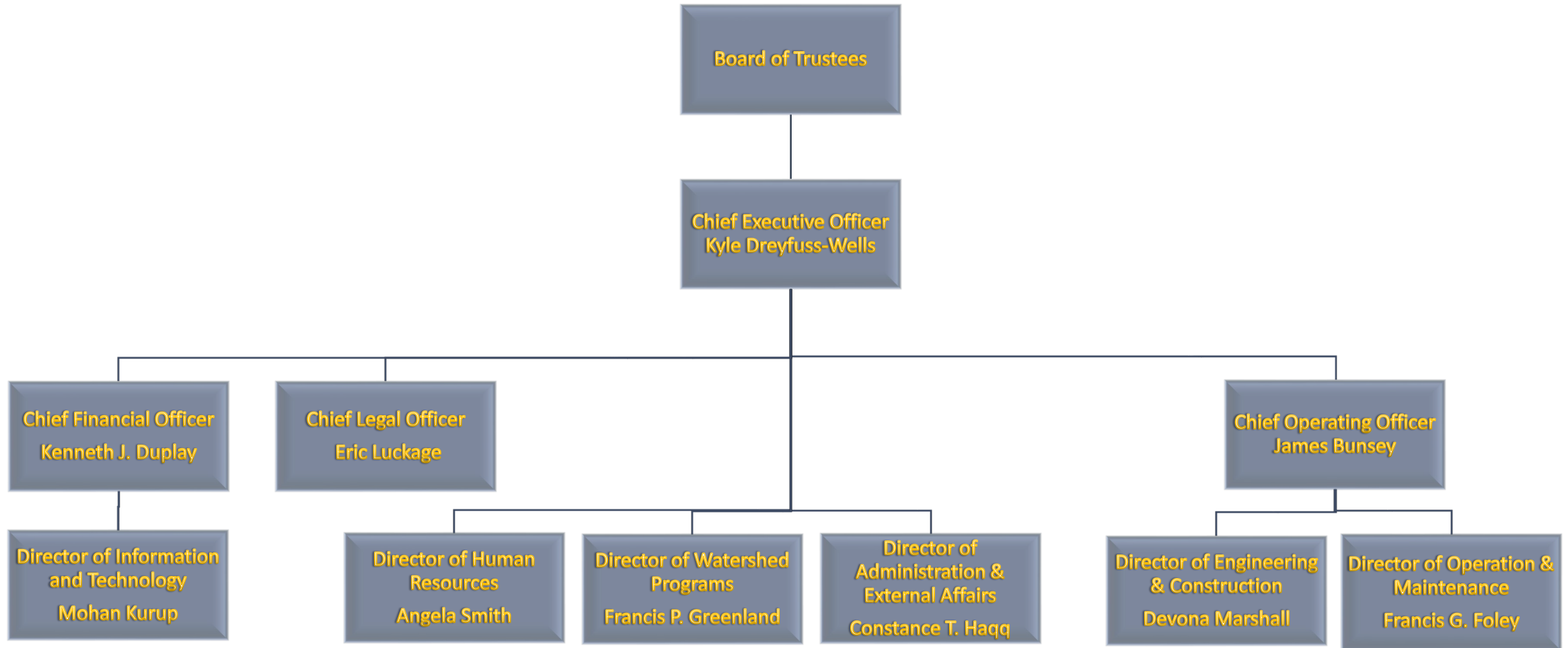


**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 OFFICIALS TABLE OF ORGANIZATION

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



NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BOARD OF TRUSTEES



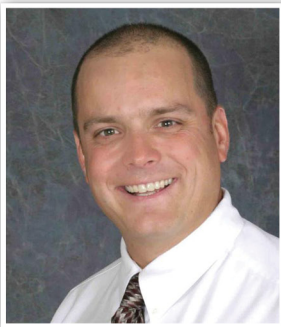
Darnell Brown,
Board President



Ronald D. Sulik,
Vice President



Mayor Timothy DeGeeter,
Secretary



Mayor Jack Bacci



Julius Ciaccia



Sharon A. Dumas



Mayor Robert A. Stefanik

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BOARD OF TRUSTEES

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

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

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

Darnell Brown	President
Ronald D. Sulik.	Vice President
Mayor Timothy DeGeeter	Secretary
Mayor Jack Bacci	Member
Julius Ciaccia.....	Member
Sharon A. Dumas	Member
Mayor Robert A. Stefanik	Member

Darnell Brown, President

Darnell Brown was appointed to the Board by the City of Cleveland Mayor in September, 2001. Mr. Brown is the Chief Operating Officer for the City of Cleveland. He attended Ohio University and is also a member of numerous professional agencies, including the Cuyahoga River Remedial Action Plan Coordinating Committee and the Doan Brook Watershed Partnership. Mr. Brown's current term expires March 1, 2020.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BOARD OF TRUSTEES - continued

Ronald D. Sulik, Vice President

A former District Trustee from 1985 to 1994, Ronald D. Sulik was reappointed to the Board for his second term by the Suburban Council of Governments in February, 2007. He served as Mayor of the Village of Newburgh Heights for 12 years and has more than 30 years experience in public and private accounting, budgeting, cost analysis and financial planning. Mr. Sulik's current term expires March 1, 2022.

Mayor Timothy DeGeeter, Secretary

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

Mayor Jack Bacci, Member

Jack Bacci was appointed to the Board by the Suburban Council of Governments in 2010. He was born and raised in the Village of Cuyahoga Heights where he has resided for over 40 years. Prior to becoming Mayor of Cuyahoga Heights, he worked as a patrolman for the Cuyahoga Heights Police Department and eventually became a detective, serving the department for almost 15 years. Mayor Bacci has been involved with politics his whole life; he is the son of former Mayor of Cuyahoga Heights, the late Louis J. Bacci. Mr. Bacci's current term expires March 1, 2020.

Julius Ciaccia, Member

Julius Ciaccia was appointed to the Board in March, 2017 by Cleveland Mayor Frank Jackson for a term effective March 16, 2017. Mr. Ciaccia attended Cleveland State University and is also a member of numerous professional agencies, including the Association of Metropolitan Water Agencies, American Water Works Association, Water Research Association and more recently the National Association of Clean Water Agencies and the Clean Water America Alliance. Mr. Ciaccia's current term expires March 1, 2022.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BOARD OF TRUSTEES – continued

Sharon A. Dumas, Member

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

Mayor Robert A. Stefanik, Member

Robert A. Stefanik was appointed to the Board in 2014 by the Suburban Council of Governments. He has served as Mayor of North Royalton since 2007 and previously served as North Royalton Council President (2003-2007) and Ward 6 Councilman (1999-2003). He is a member of the Cuyahoga County Mayors and City Managers Association and the Northeast Ohio Mayors and City Managers Association serving as the Executive Board member representing Cuyahoga County. Mr. Stefanik's current term expires March 1, 2024.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 DIRECTORS



Kyle Dreyfuss-Wells,
Chief Executive Officer



Eric Luckage,
Chief Legal Officer



Kenneth J. Duplay,
Chief Financial Officer



James Bunsey,
Chief Operating Officer



Devona Marshall,
Director of Engineering
& Construction



Angela Smith,
Director of
Human Resources



Francis P. Greenland,
Director of
Watershed Programs



Constance T. Haqq,
Director of Administration
& External Affairs



Mohan Kurup,
Director of
Information Technology



Francis G. Foley,
Director of
Operation & Maintenance

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 DIRECTORS

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

Kyle Dreyfuss-Wells	Chief Executive Officer
Kenneth J. Duplay	Chief Financial Officer
James Bunsey.....	Chief Operating Officer
Eric Luckage.....	Chief Legal Officer
Devona Marshall	Director of Engineering & Construction
Angela Smith	Director of Human Resources
Francis P. Greenland.....	Director of Watershed Programs
Constance T. Haqq.....	Director of Administration & External Affairs
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 District's watershed management, including the Regional Stormwater Management Program and the application of stormwater control measures to reduce combined sewer overflows under the District's Green Infrastructure Policy. She is past chair of the National Association of Clean Water Agencies (NACWA) Stormwater Management Committee and the One Water Council of the US Water Alliance. She serves on the NACWA Board and chairs the District 1 Natural Resources Assistance Council for the Ohio Public Works Commission's Clean Ohio Conservation Program. In 2012, Ms. Dreyfuss-Wells received the Stormwater Professional of the Year award from the Ohio Stormwater Association and the NACWA President's Award. Ms. Dreyfuss-Wells graduated summa cum laude from The Ohio State University with a Bachelor of Science degree in Biology. She earned master's degrees with honors in both Public Affairs and Environmental Science at Indiana University's School of Public and Environmental Affairs, and served as a Peace Corps Volunteer in Samoa. Before joining the District, she was Director of the Chagrin River Watershed Partners, Inc.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 DIRECTORS – continued

Kenneth J. Duplay, Chief Financial Officer

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

James Bunsey, Chief Operating Officer

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

Eric Luckage, Chief Legal Officer

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 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.

Devona Marshall, Director of Engineering & Construction

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

Angela Smith, Director of Human Resources

Ms. Smith joined the District as Director of Human Resources in January 2016. Prior to joining the District, Ms. Smith has over 19 years of experience in various facets of Human Resources including talent management, performance management, training and development, labor relations, compensation, and strategic planning. A native Clevelander, Ms. Smith holds a Bachelor's Degree in Business Administration from Cleveland State University and is a proud member of Alpha Kappa Alpha Sorority, Inc. In her capacity as Director of Human Resources, Ms. Smith will provide leadership to ensure effective design, development, implementation, and evaluation of current and future programs and initiatives.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 DIRECTORS - continued

Francis P. Greenland, Director of Watershed Programs

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

Constance T. Haqq, Director of Administration & External Affairs

Ms. Haqq joined the District in 2005 and is responsible for overseeing the organization's internal and external communications, 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 Cleveland, 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.

Mohan Kurup, Director of Information Technology

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 DIRECTORS – continued

Francis G. Foley, Director of Operation and Maintenance

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

HISTORY AND GOVERNANCE OF THE DISTRICT

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

Presently, the District provides wastewater treatment and interceptor sewer facilities to the City of Cleveland and all or part of 61 suburban municipalities in Cuyahoga and Summit counties (the “Service Area”). The District’s existing service area encompasses approximately 350 square miles. The area contains a residential service population slightly under one million and includes a diverse group of service, information, biotechnology, manufacturing and processing industries. The District treats more wastewater than any other wastewater treatment system in the State of Ohio.

LIFE BEFORE 1972

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

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

CREATION OF THE REGIONAL SEWER DISTRICT

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

HISTORY AND GOVERNANCE OF THE DISTRICT-continued

CREATION OF THE REGIONAL SEWER DISTRICT

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

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

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

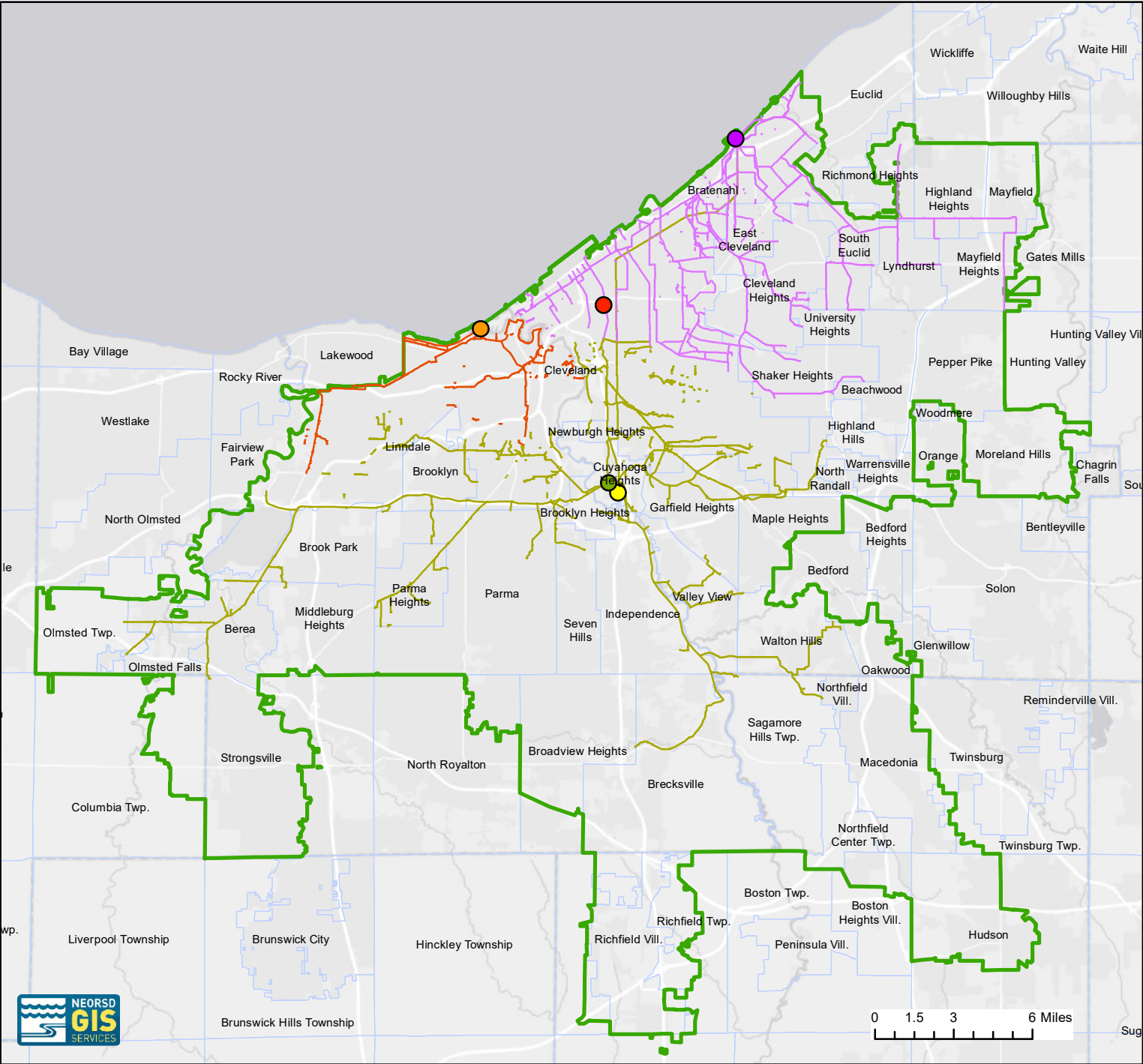
In 1979, the name of the District was changed to the Northeast Ohio Regional Sewer District.

GOVERNANCE










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









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



-  EASTERLY WWTP
-  EMSC
-  GJM ADMINISTRATION
-  SOUTHERLY WWTC
-  WESTERLY WPCC
-  District Stormwater Service Area

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2018 MUNICIPALITIES SERVED BY THE DISTRICT

<u>Municipality</u>	<u>Estimated Service Population(1)</u>	<u>Municipality</u>	<u>Estimated Service Population(1)</u>
SUBDISTRICT 1			
Cleveland City	381,371	Total Subdistrict 1	381,371
SUBDISTRICT 2		SUBDISTRICT 2	
Bath Township	60	Middleburg Heights City	15,630
Beachwood City	12,862	Moreland Hills Village	3,251
Bedford City	0 (3)	Newburgh Heights Village	2,105
Bedford Heights City	0 (3)	North Randall Village	1,058
Berea City	18,754	North Royalton City	4,066 (2)
Boston Heights Village	782 (2)	Northfield Center Township	5,667
Bratenahl Village	1,281	Northfield Village	3,535
Brecksville City	13,215 (2)	Oakwood Village	1,613 (2)
Broadview Heights City	14,930 (2)	Olmsted Falls City	8,876 (2)
Brook Park City	18,440	Olmsted Township	8,096 (2)
Brooklyn City	10,804	Orange Village	945 (2)
Brooklyn Heights Village	1,560	Parma City	78,851
Cleveland Heights City	45,775	Parma Heights City	20,483
Columbia Township	2,309 (2)	Pepper Pike City	6,165 (2)
Cuyahoga Heights Village	646	Richfield Township	946 (2)
East Cleveland City	16,486	Richfield Village	3,760 (2)
Euclid City	360 (2)	Richmond Heights City	4,315 (2)
Garfield Heights City	27,874	Sagamore Hills Township	11,074
Gates Mills Village	360 (2)	Seven Hills City	11,735
Glenwillow Village	3 (2)	Shaker Heights City	27,974
Highland Heights City	8,099	Solon City	148 (2)
Highland Hills Village	1,128	South Euclid City	21,335
Hudson City	8,904 (2)	Strongsville City	25,603 (2)
Independence City	7,129	Twinsburg City	9 (2)
Lakewood City	0 (3)	Twinsburg Township	541 (2)
Linndale Village	161	University Heights City	13,796
Lyndhurst City	13,563	Valley View Village	1,990
Macedonia City	11,607	Walton Hills Village	2,144
Maple Heights City	22,546	Warrensville Heights City	13,140
Mayfield Heights City	18,640	Willoughby Hills City	0 (3)
Mayfield Village	3,338		
		Total Subdistrict 2	<u>580,467</u>
Total estimated service population			<u>961,838</u>

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2018 MUNICIPALITIES SERVED BY THE DISTRICT-continued

- (1) Based on 2011 U.S. Census Block Data as presented in the Northeast Ohio Areawide Coordinating Agency (NOACA) using the NEORSD Service Area Boundary.
- (2) Estimated population for that portion of the municipality within the service area of the District.
- (3) Service population not applicable; District serves commercial properties only.

Principally as a result of the general migration of individuals and businesses from the northern industrial states to other regions of the country, the District and Cuyahoga County have experienced a decline in population as reported in the 1970, 1980, 1990, 2000, and 2010 U.S. Censuses.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

EASTERLY WASTEWATER TREATMENT PLANT



Location: 14021 Lakeshore Boulevard, Cleveland, OH 44110

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

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

Effluent Discharge Point: Lake Erie

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SOUTHERLY WASTEWATER TREATMENT PLANT



Location: 6000 Canal Road, Cuyahoga Heights, OH 44125

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

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

Effluent Discharge Point: Cuyahoga River

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WESTERLY WASTEWATER TREATMENT PLANT



Location: 5800 Cleveland Memorial Shoreway, Cleveland, OH 44102

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

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

Effluent Discharge Point: Lake Erie

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

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

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

The Northeast Ohio Regional Sewer

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

Doing great work for a **Great Lake**

STRATEGIC PLAN 2019-2021



 **Northeast Ohio
Regional Sewer District**

Great work. Great people. Great future.



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

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

Five strategic areas of focus—one on each of the following pages—and their corresponding objectives

will guide our future while ensuring employees have clarity and flexibility to define their teams' goals and make this vision personal.

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

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

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

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

Kyle Dreyfuss-Wells



Customer and Community Connections

Internal and External Engagement and Service

Assist member communities to address their Clean Water Act issues

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

Optimize our ability to advance community objectives

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

Celebrating 50 years of progress

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





Environmental Protection and Sustainability

Water Quality and Resource Management

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

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

Increase opportunities to improve resource management through sustainability practices

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

Progress is achieved through people.

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

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



Financial Viability

Cost and Value of Clean Water

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

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

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

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

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

— Kyle Dreyfuss-Wells, Chief Executive Officer



Sewage and Stormwater Management

Implement Operational Readiness Plan to support evolving operations and maintenance

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

Implement technologies and processes that improve business efficiency and effectiveness

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

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

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



Workforce Planning and Investment

Employee and Leadership Development

Expand workforce planning strategies to meet current and future business needs

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

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

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

Progress is built on a firm foundation.

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

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

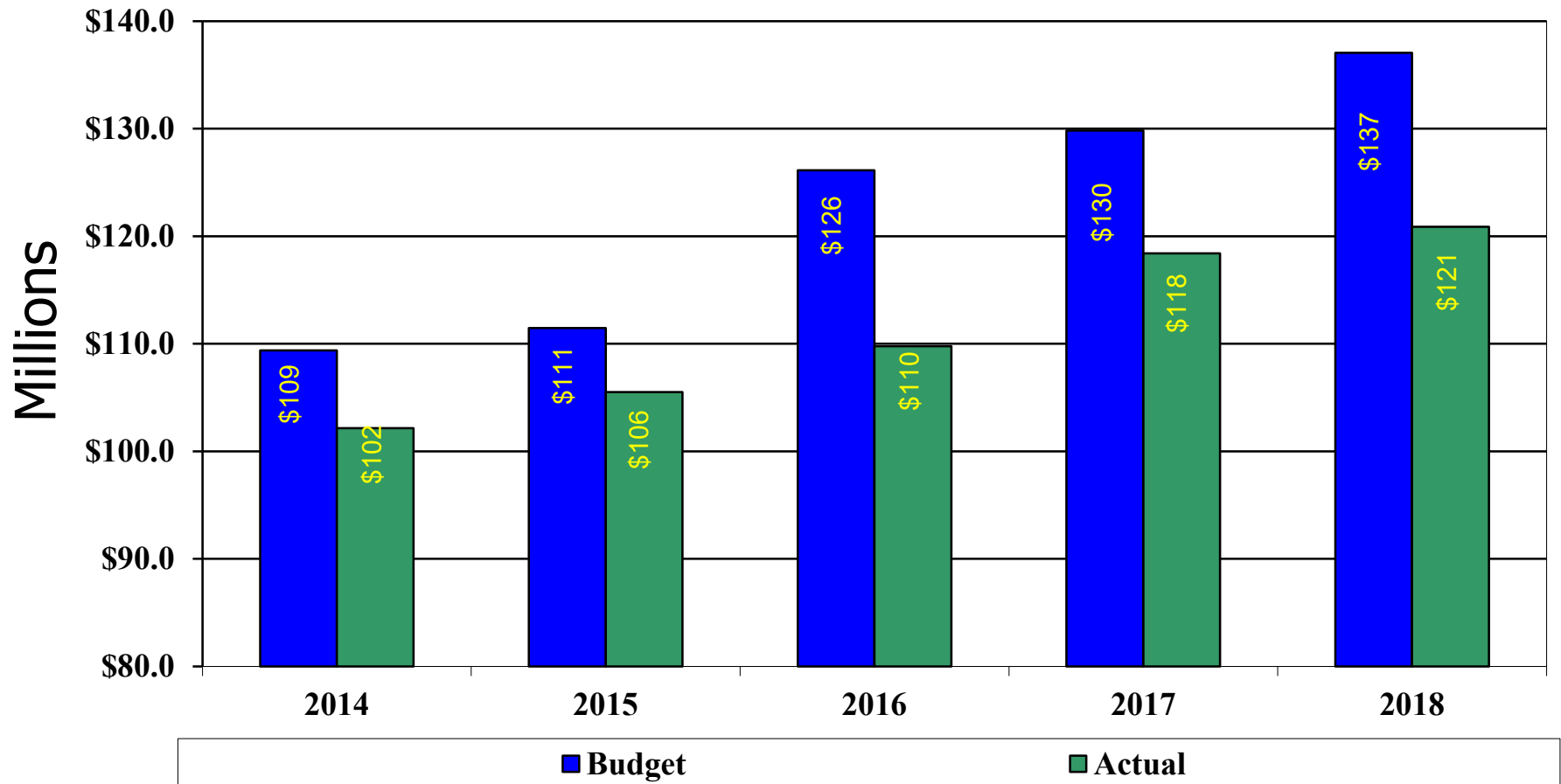
PERFORMANCE MEASURES&TARGETS



NORTHEAST OHIO REGIONAL SEWER DISTRICT

Sewer Budget vs. Actual Operating Budget

2014-2018

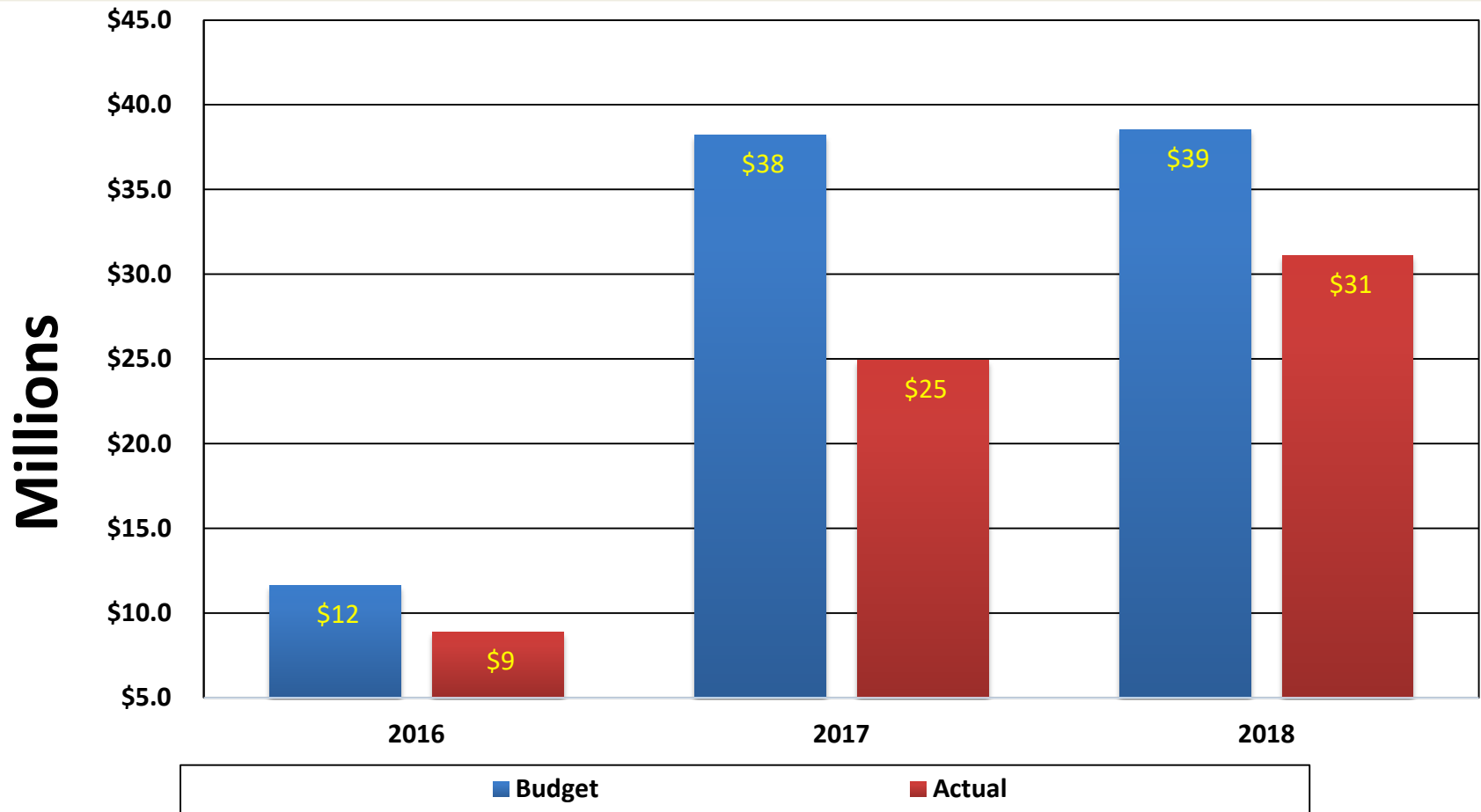


Net of Capital Internal Labor and starting in 2016, Indirect Cost Allocation to Stormwater

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Stormwater Budget vs. Actual Operating Budget

2016-2018



Net of Indirect Cost Allocation and Capital Acquisition

Northeast Ohio Regional Sewer District

2018 results: Debt Service Coverage

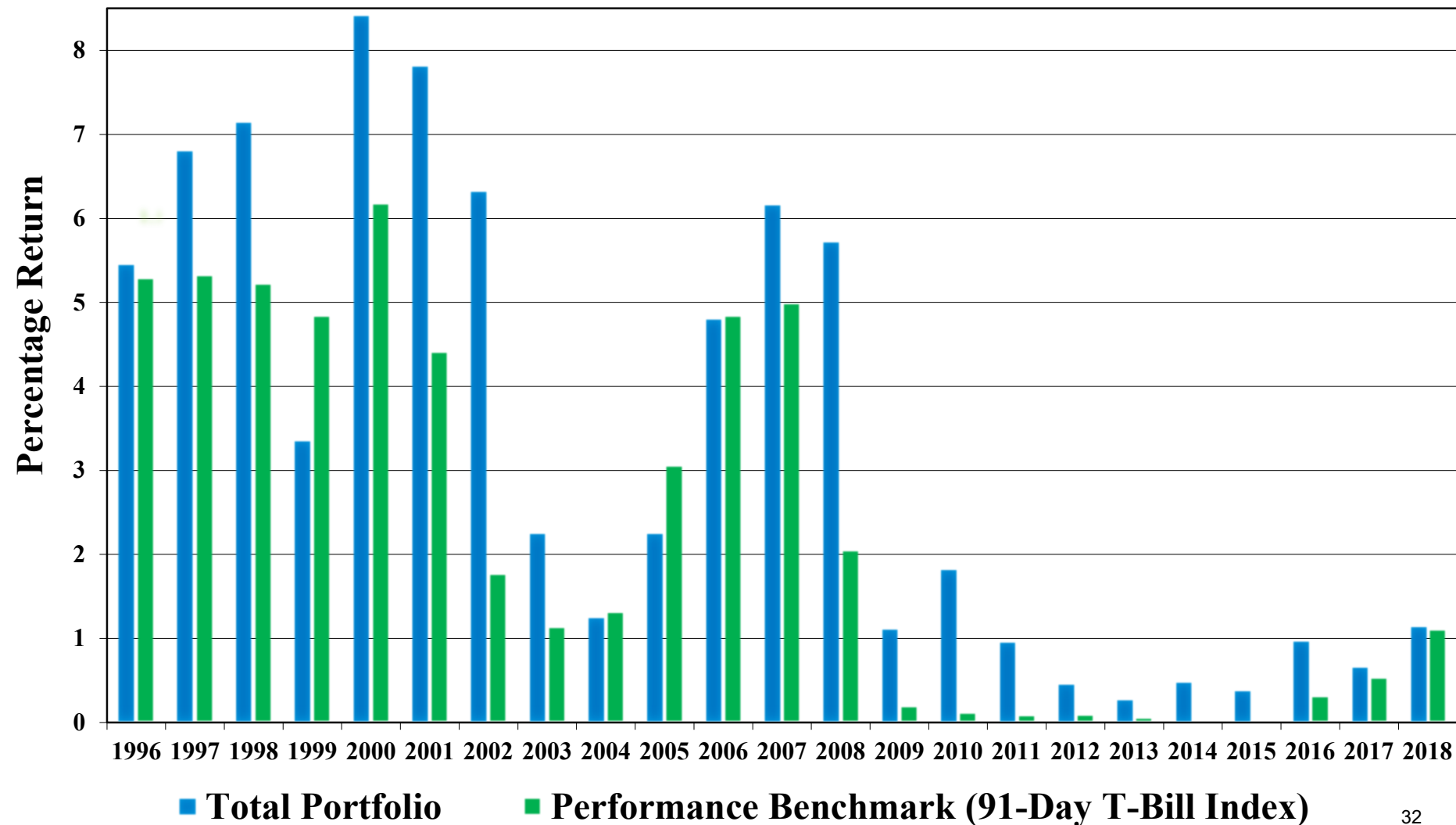
Total Revenue Available for Debt Service	\$315.6 million
Less: Net Operating Expenses	(\$120.9 million)
Net Revenue Available for Debt Service	<u>\$194.7 million</u>
Debt Service on Bonds	\$50.7 million
Debt Service Coverage (1.25x Goal)	3.84
Debt Service on All Debt	\$97.8 million
Debt Service Coverage (1.05x Goal)	1.99

Note: Revenue and Operating Expenses as of 4-4-2019

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Investment Portfolio Performance Report

Percent Return 1996 – 2018



NORTHEAST OHIO REGIONAL SEWER DISTRICT

2018 Wastewater Treatment Plant Performance

Actual vs NPDES Limits

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

EASTERLY WWTP

	Actual 2018 Performance	Monthly NPDES permit limit (mg/l)
CBOD (mg/l)	4	15
TSS (mg/l)	5	20
TPO ₄ (mg/l)	0.21	1.0

SOUTHERLY WWTP

	Actual 2018 Performance	Monthly NPDES permit limit (mg/l)	Monthly NPDES permit limit (mg/l)
CBOD (mg/l)	1.8	(winter) 16	(summer) 10
TSS (mg/l)	3	16	
TPO ₄ (mg/l)	0.3	0.7	

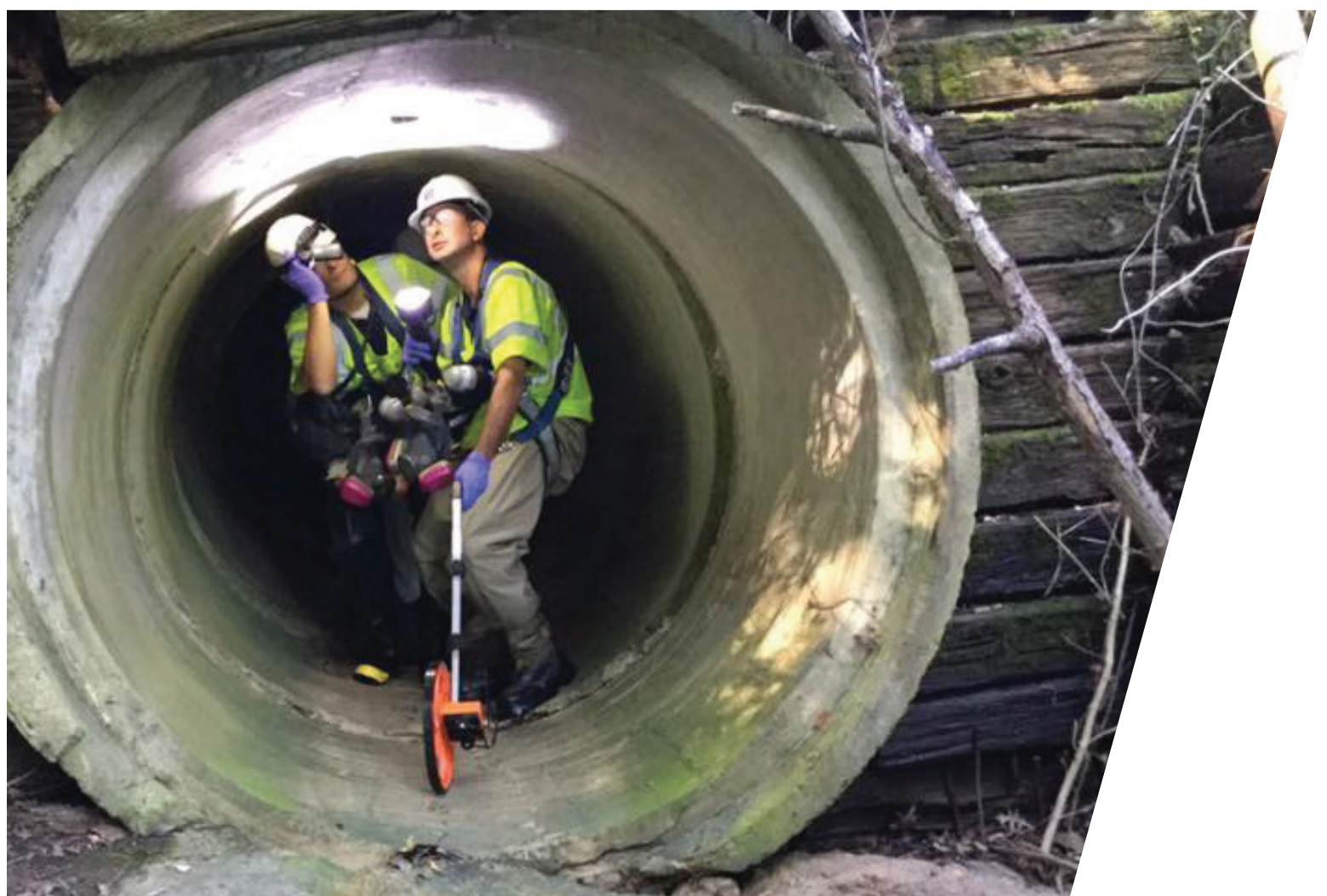
WESTERLY WWTP

	Actual 2018 Performance	Monthly NPDES permit limit (mg/l)
CBOD (mg/l)	6	15
TSS (mg/l)	7	20
TPO ₄ (mg/l)	0.57	1.0

Key:

CBOD (mg/l): Carbonaceous Biochemical Oxygen Demand
TSS (mg/l): Total Suspended Solids
TPO ₄ (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 2019-2028

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

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

BUDGET AND FINANCIAL POLICIES

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

- **Operating Budget Policy**

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

- **Rate Revenue Policy**

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

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- **Debt Service Coverage Policy**

The District will at all times prescribe, charge and collect such rates, rentals and other charges for the use of the services of the System and shall restrict the Operating Expenses of the System in such a way that Net Revenues Available for Debt Service (adjusted for purposes of clause (A) as described in the following sentence) in each Fiscal Year shall be not less than the greater of (A) 115% of Debt Service on all Bonds then Outstanding payable during that Fiscal Year or (B) 100% of the sum of such Debt Service and all required deposits in the Debt Service Reserve Account and all amounts payable from the Subordinated Debt Service Account during that Fiscal Year including, without limitation, debt service payable on any Subordinated Indebtedness and any required deposits to any reserves securing such Subordinated Indebtedness. The Chief Financial Officer has elected to tighten the coverage requirements by setting goals of 200% of debt service required for the 2010, 2013, 2014A, 2014B, 2016 and 2017 Bonds and 150% of all District debt service. For purposes of clause (A) of the preceding sentence, “Net Revenues Available for Debt Service” for any Fiscal Year shall include any amounts transferred from the Rate Stabilization Account to the Reserve Operating Account during such Fiscal Year, but shall be reduced by any amounts transferred from the Reserve Operating Account to the Rate Stabilization Account during that period.

- **Reserve Policy**

- **GENERAL OPERATING RESERVE**

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

Target funding levels are often characterized in terms of recommended number of days of cash operating expenses. The District will target the operating reserve to be equal to three months (90 days) of budgeted operating expenses.

- **DEBT SERVICE RESERVE**

As required by the Trust Agreement for the benefit of the District’s bondholders for our 2005 and 2007 Bonds, the District had maintained a Debt Service Reserve to provide

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additional security for the 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 District will no longer have a need to fund this reserve.

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

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

The purpose of the reserve is to help ensure sufficient funds are available to enable the replacement of aging infrastructure over an adequate replacement cycle. The funding will be established through the use of surpluses. The established reserve level and annual contributions will be identified during an evaluation through asset management.

- **INSURANCE RESERVE**

Currently, the District has an Insurance Reserve established for self-insurance for any catastrophic events that may occur. The reserve will also be used to pay for any emergency type events that occur that have previously been included in the annual operating or capital budgets. The reserve is analyzed by the District to determine the appropriate level of reserve versus offsetting it with a higher premium and insuring assets of the District.

- **RATE STABILIZATION RESERVE**

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

Funds deposited into this account are treated as operating costs in the year of deposit and will be treated as revenues in the years of use for the purpose of computing the District's debt service coverage ratio. Impacts to the account are determined by the annual performance of actual rate revenue versus the budgeted rate revenue. The account will accumulate funds annually up to 5% of rate revenues, after all payments are made for

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

▪ USES OF SURPLUSES

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

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

• Investment Policy

The District's Board of Trustees amended its investment policy on July 6, 2017. This Policy defines the District's investment objectives and types of instruments in which investments can be made. Eligible investments are governed, per policy, by the District's most current Bond Resolution. The District currently invests in ten major types of instruments: United States Treasury obligations; United States Agency obligations; municipal debt; bank or savings and loan non-negotiable certificates of deposit; repurchase agreements; bank money market accounts; commercial paper notes; STAR Ohio Fund; banker's acceptances insured by the FDIC; and no-load money market mutual funds. The District's investment portfolio is comprised of securities with maturity terms structured to match the time when the funds will be utilized to take advantage of higher interest rates.

Government securities are purchased directly from the U.S. Treasury or from approved broker dealers with the assistance of an investment advisory firm. The securities are held in the District's name either by the Federal Reserve Bank of Cleveland or the PNC National Association Trust Department Branch. The STAR Ohio Fund was founded by the State of Ohio and is controlled by the State Treasurer. It is a short-term money market fund with most of its investments in U.S. Government securities. The STAR Ohio Fund is rated "AAAm" by Standard Poor's Rating Group. In addition to FDIC insurance, all District certificates are collateralized by obligations maintained by the State Treasurer via the Ohio Pooled Collateral System.

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

- **Debt Management Policy**

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

- **Interest Rate Swap Policy**

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

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- **Capital Asset Policy**

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g. sewer lines and similar items) are reported on the Statement of Net Position. All capital assets are capitalized at cost (or estimated historical cost) and updated for additions and retirements during the year. The District's Board of Trustees amended its capital asset policy on December 20, 2018. The District now maintains a capitalization threshold of \$10,000. Major renewals and betterments are capitalized; the costs of normal improvements and repairs that do not add to the value of the assets or materially extend an asset's useful life are expensed. All reported capital assets except for land, permanent easements and construction in progress are depreciated. Major renewals and betterments are depreciated over the remaining useful lives of the related capital assets. Depreciation is computed using the straight-line method over the following useful lives:

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

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OPERATION AND MAINTENANCE EXPENSES

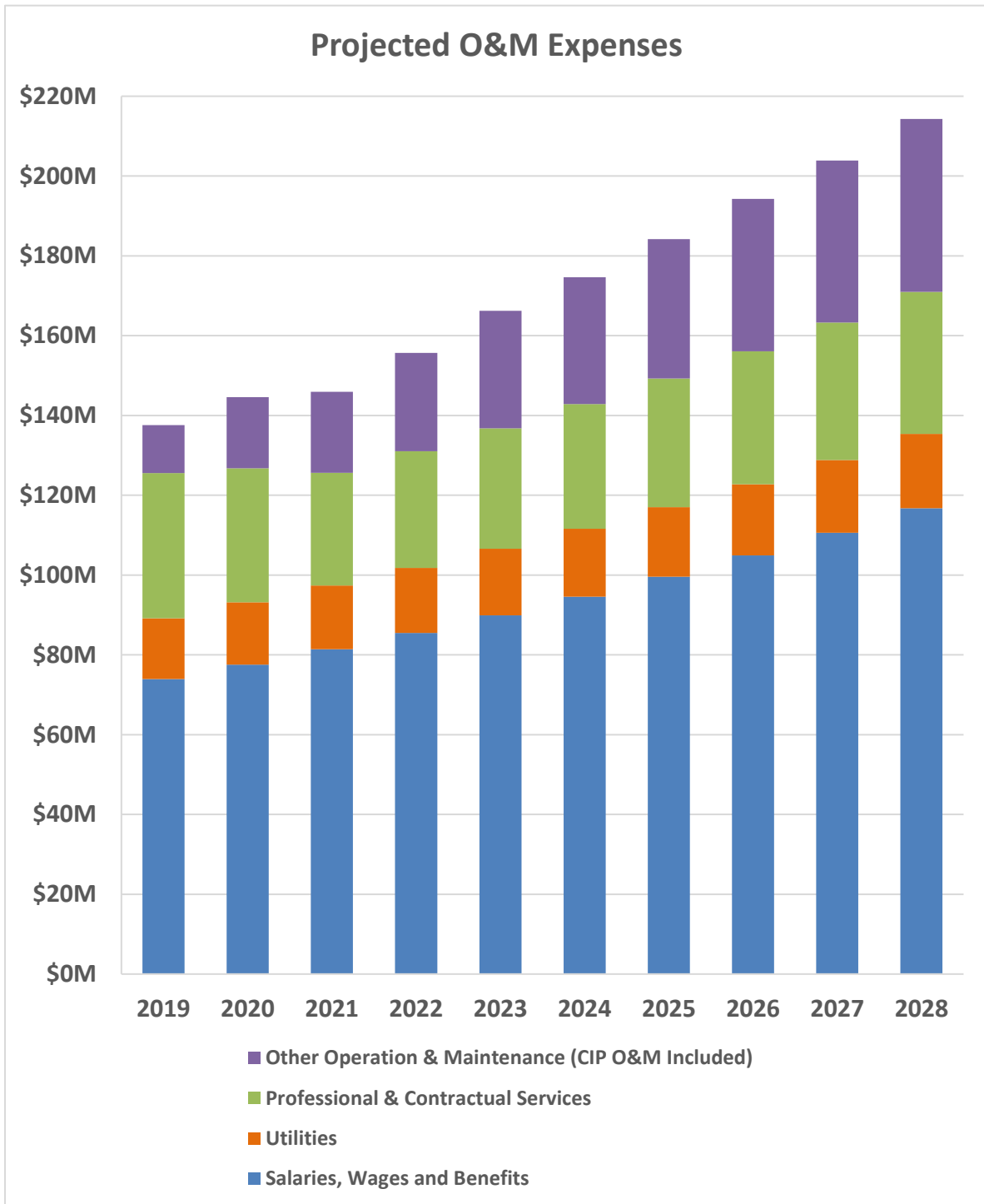
Over the past several years the District has identified opportunities to maximize operational efficiencies and minimize costs while continuing to provide safe and reliable services. Specific strategies employed include contractual purchase agreements with electricity and natural gas providers to limit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

It is the District's practice to revise annually its financial plan for projecting a ten year period. Rate recommendations are presented to the District's Board of Directors in five year increments. As such, the forecast of O&M costs considers projected operational needs for the periods 2019 through 2028. Over the past decade, the District's O&M costs have increased annually by a compounded rate of 2.62% due in large part to substantial cost pressures from certain categorical costs, particularly energy, chemicals, and health care. It is likely the level of increases for these types of costs, which have been higher than general inflation, will continue over the planning period. District staff has carefully reviewed other operating costs and identified reasonable escalation factors that considered historical levels of inflation as measured by the consumer price index, potential risk associated with future inflation, and the length of the financial planning period. The length of the financial planning period is particularly important as consideration must be given for the potential inflationary pressures over the next ten years which, based on levels of liquidity in the economy, may present a significant risk.

The regulatory components of the capital program will also affect the District's operating costs through additional staffing needs and other fixed and variable costs to operate and maintain the assets appropriately. However, certain projects, such as the Southerly Plant Renewable Energy Facility ("REF"), have created operational efficiencies through green technology designed to reduce energy use. The District has also identified opportunities to increase automation at some of its facilities to limit staffing requirements and further reduce costs. Both the incremental costs and estimated savings associated with the Combined Sewer Overflow Long-Term Control Plan were developed by District staff and incorporated into the forecast of O&M costs over the planning period. Over the ten year planning period, the projected O&M expenses are assumed to have a compounded rate of growth of 5.05%.

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CAPITAL IMPROVEMENTS AND FINANCING PLAN

A major focus is to integrate capital planning needs into the process of developing appropriate utility rates and charges and to assess the impact of these capital needs over the ten year planning period. The District developed a ten year Capital Improvement Program (CIP) (2019 – 2028) based on its anticipated capital needs with projects separated by improvements to the core system assets (“Non-CSO Projects”) and improvements identified in the District’s Combined Sewer Overflow Long-Term Control Plan (CSO LTCP). The total capital needs for 2019 – 2028 are approximately \$2.6 billion.

- **Non-CSO Projects**

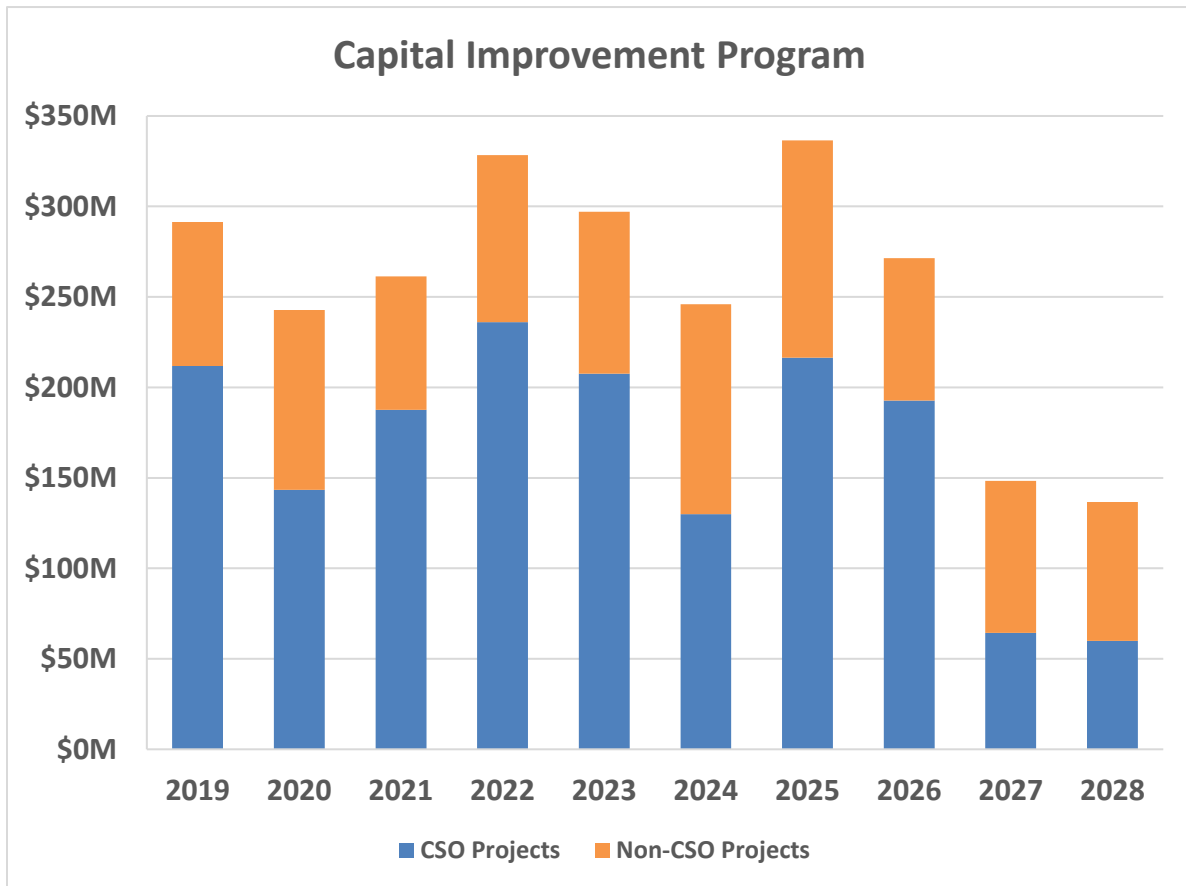
The District has identified approximately \$910.1 million in Non-CSO capital improvements in 2019 and over the ten year planning period. Primarily, these anticipated projects are related to various system improvements at the three wastewater treatment facilities, as well as specific costs associated with sewer interceptor repair and replacement. Of specific interest is the \$231.6 million in improvements at the Southerly Waste Water Treatment Plant in the ten year planning period.

- **CSO LTCP Projects**

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

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MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS

❖ Doan Valley Storage Tunnel (DVT-1293)

➤ Est. Construction Cost: \$157M, Start Date: 2nd Quarter 2017

- This project includes the installation of a 17-foot diameter storage and conveyance tunnel to control overflows from the Doan Valley service area. The dry weather flow will discharge to the Dugway West Interceptor Relief Sewer (DWIRS) and 16 million gallons (MG) of effective wet weather flows will be stored.
- The project will include two consolidated sewer tunnels and drop shafts to capture CSO (Combined Sewer Overflow) and inflow control gates within its diversion system to manage dynamic flow conditions.

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❖ **Westerly Main CSO Storage Tunnel (WST1-1390)**

➤ Est. Construction Cost: \$146M, Start Date: 1st Quarter 2019

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

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

➤ Est. Construction Cost: \$144M, Start Date: 4th Quarter 2019

- 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 Optimized Parallel Treatment (SOPT-1401)**

➤ Est. Construction Cost: \$64M, Start Date: 4th Quarter 2019

- This project consists of modification to the existing treatment plant in order to accommodate parallel operation of the first and second stage aeration systems during periods of high flows to meet the District's Long-Term Control Plan.
- This project also includes evaluation, design, and construction to protect Southerly's infrastructure and assets during extreme wet weather events.
 - In 2015, the District had bidding documents prepared for the rehabilitation of the main substation at Southerly. It was determined that this substation rehabilitation work should be bid with the Optimized Parallel Treatment project.

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

➤ Est. Construction Cost: \$80M, Start Date: 2nd Quarter 2020

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

❖ **Shoreline Storage Tunnel (SST-1536)**

➤ Est. Construction Cost: \$226M, Start Date: 1st Quarter 2021

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

❖ **Shoreline Consolidation Sewer (SCS-1574)**

➤ Est. Construction Cost: \$96M, Start Date: 3rd Quarter 2021

- This project consists of approximately 11,700 linear feet (LF) of 114-inch-diameter sewer.
- The Shoreline Consolidation Sewer (SCS) will be constructed along South Marginal Road from East 12th Street to its downstream connection to the Shoreline Storage Tunnel (SST) at Shaft SST-7 near Marquette Road.
- This project will have significant engineering costs during the end the ten year planning period ending in 2028.

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❖ **Southerly Tunnel (SPS-9090)**

➤ Est. Construction Cost: \$309M, Start Date: 3rd Quarter 2024

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

❖ **Southerly Effluent Filtration and Disinfection Improvements (SEFDI-9045)**

➤ Est. Construction Cost: \$58.7M, Start Date: 1st Quarter 2024

- The project scope will include replacement and upgrades to Southerly twenty-eight (28) dual media filters.
- Specific improvements include replacement of media and underdrains, troughs, valving and rate of flow controllers; and, surface wash systems.
- Filter monitoring and controls will be updated to meet District's latest automation standards.
- Needed upgrades to Southerly's non-potable water (NPW) back-wash pumping system will be considered.
- Enhanced baffling be considered to improve disinfection and related chlorine contact times.
- This project will have significant engineering costs during the end the ten year planning period ending in 2028.

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

➤ Est. Construction Cost: \$80.1M, Start Date: 1st 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 2022 and 2023.

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FINANCING PLAN

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

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

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

- **Internally Generated Capital**

The projection of revenue requirements over the planning period assumes the District will generate sufficient revenues internally to fund a portion (about \$1.1 billion) of the capital plan through 2028. By incorporating these costs into the financial plan and including them as a revenue requirement, the District will achieve two primary objectives: (1) ensuring an annual source of cash to fund a portion of the CIP; and (2) providing a sufficient basis of revenue generation to meet debt service coverage targets. The District assumed an annual level of internally generated capital sufficient to exceed the District's management debt service coverage target of 150% of total annual debt service. The District also has a financial policy that targets annually internally generating capital funding of 25% of the capital program. It is projected the District will meet and exceed its goal of 25% with an average 41.9% over the period through the end of projections in 2028.

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

The District has established a Capital Equipment and Infrastructure Repair and Replacement Reserve ("Capital R&R Reserve"), which is a subset of the main Capital Account, to be used for non-recurring expenses for the replacement of aging infrastructure. The purpose of the reserve is to ensure sufficient funds are available to enable the replacement of aging infrastructure over an adequate replacement cycle. The

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estimated balance in the Capital R&R Reserve in 2019 is approximately \$57.8 million and grows to approximately \$58.5 million in 2028 due to interest earnings.

- **WPCLF Loans**

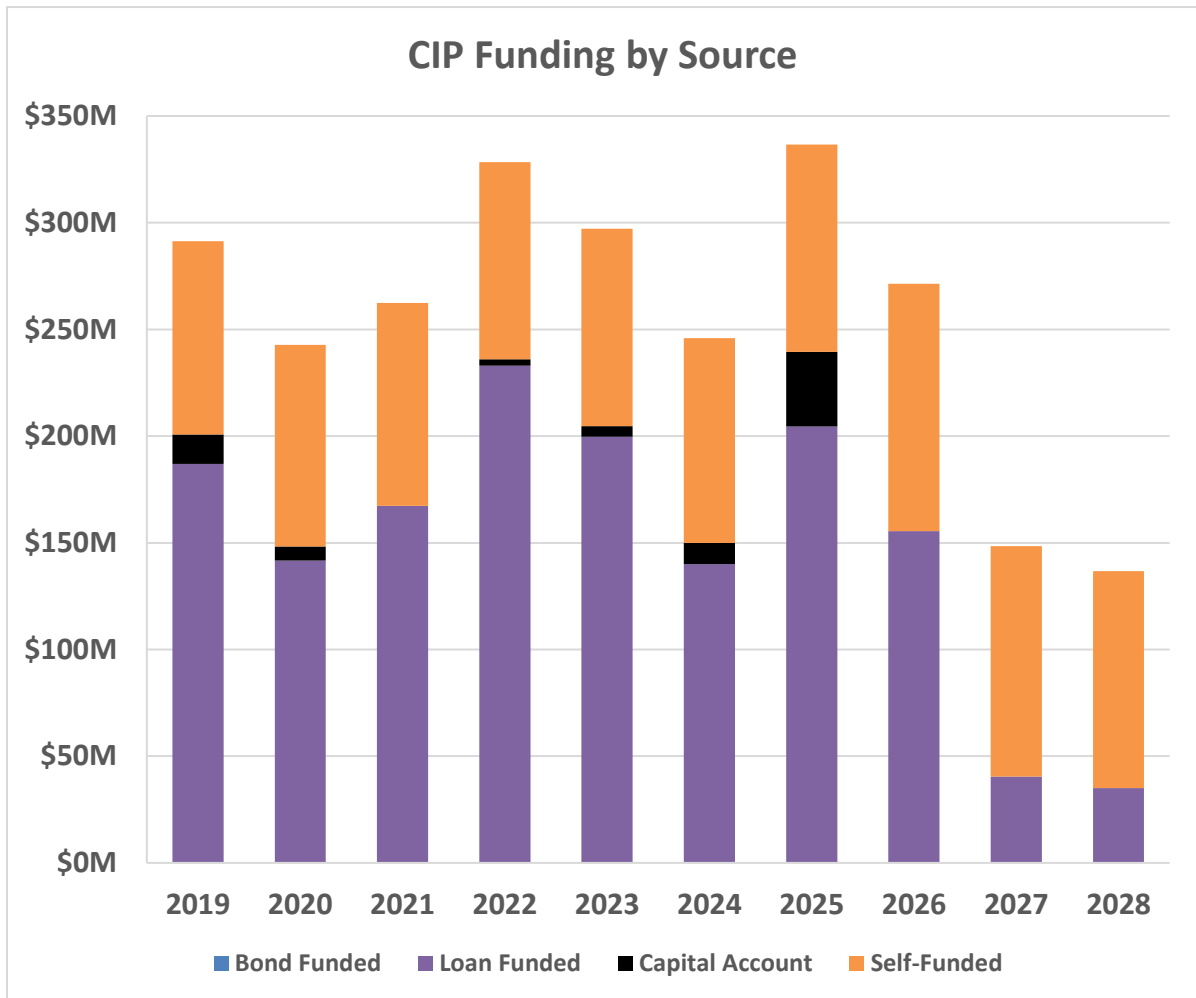
The District has consistently utilized the State of Ohio's revolving fund loan program as a low-cost financing source for capital improvement projects. In addition to loans approved prior to 2016, for modeling purposes, the District anticipates funding the majority of its capital funding requirements through WPCLF funds. This utilization of the loan program is significantly higher than what the District has utilized in recent years. The utilization of WPCLF loan program is due to historically low interest rates, more flexibility, such as the option to borrow over a term of 30 years versus 20 years depending on the type of project and there currently being no cap on annual funds available. It was determined that it would be more advantageous for the District to leverage the WPCLF loans to meet the majority of its funding needs. The financial forecast assumes that WPCLF loans will be repaid over a 20 to 30 year period at an average rate no greater than 3.2%, 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 \$1.5 billion in loan fund projects over the planning period.

- **Revenue Bonds**

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

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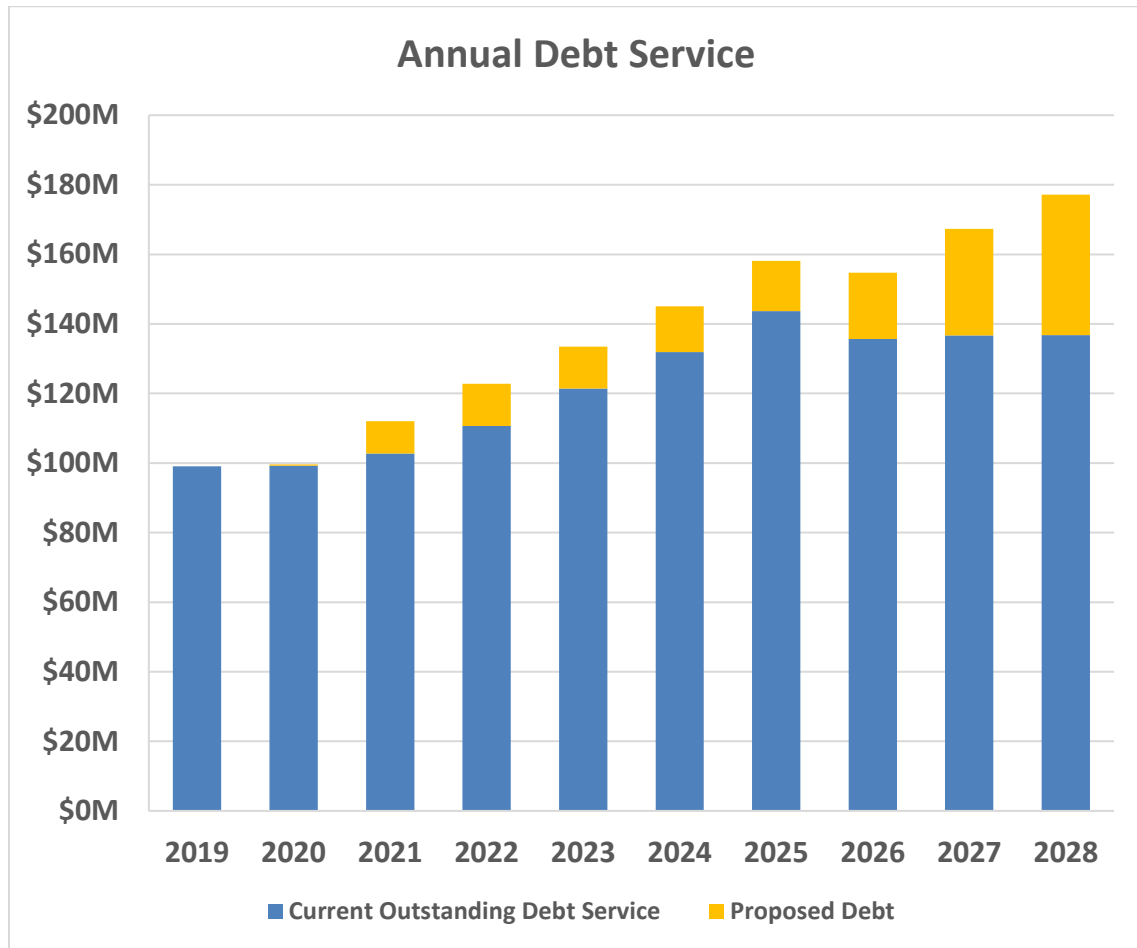


- **Debt Service Requirements**

The financial plan indicates the District will need to secure WPCLF loans to fund a large portion its CIP. As such, the debt service costs associated with these projected borrowings must be incorporated as an additional revenue requirement to provide an accurate representation of all forecasted capital costs. Currently, the District is obligated to pay approximately \$99.1 million in debt service associated with the Series 2010, Series 2013, Series 2014A, Series 2014B, Series 2016 and Series 2017 Wastewater Improvement Revenue and Revenue Refunding Bonds and various WPCLF loans. As outlined above, the CIP financing plan assumes that over the next 10 years, the District will secure most of the CIP funding in WPCLF funds and issue approximately \$1.5 billion in WPCLF loans in total for the ten year period.

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As shown, a significant driver in the projection of revenue requirements is the incremental debt service obligations to fund the CIP. Based on our assumptions, the District's debt service repayment requirements will increase from \$99.1 million in 2019 to \$177.1 million in 2028. Although this represents a significant increase, the financing plan's emphasis on utilizing WPCLF loans lowered the District's annual debt service materially when compared to alternative financing approaches.

- **Revenue Requirements**

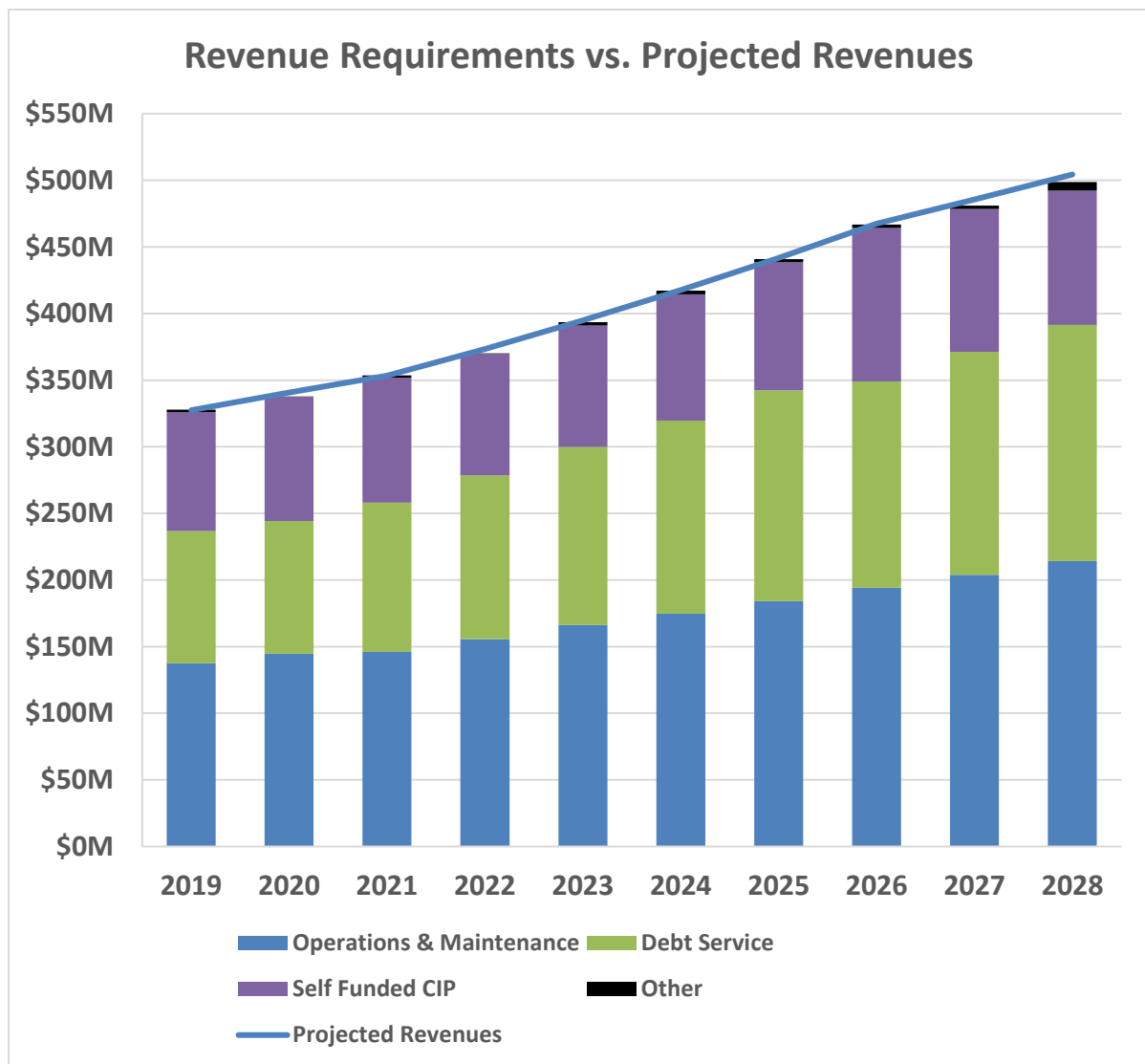
Recovering an appropriate level of revenue requirements through rates and charges ensures a utility's financial sufficiency and ability to provide safe and reliable services. For a governmental utility, it is typical to establish revenue requirements on a cash basis. Annual cash needs to cover both operating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

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To address concerns related to revenue sufficiency and anticipated rate adjustments, a forecast of revenue requirements was developed based on the 2019 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.

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



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- **Revenue and Coverage Requirements**

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

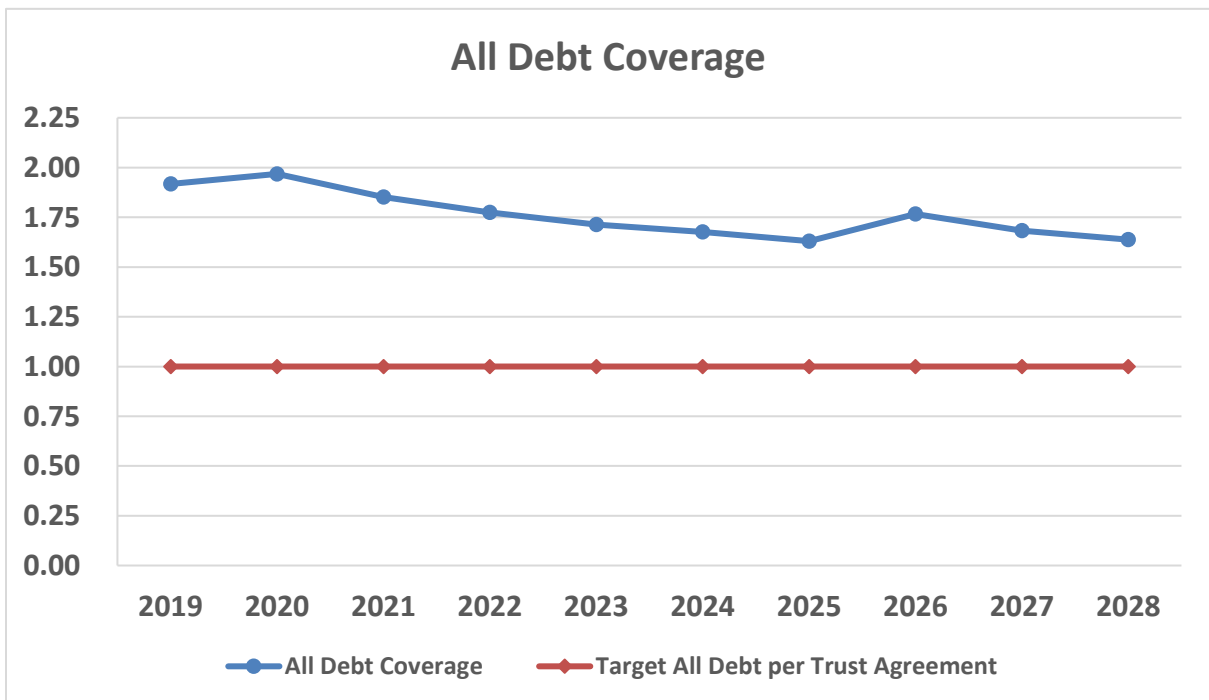
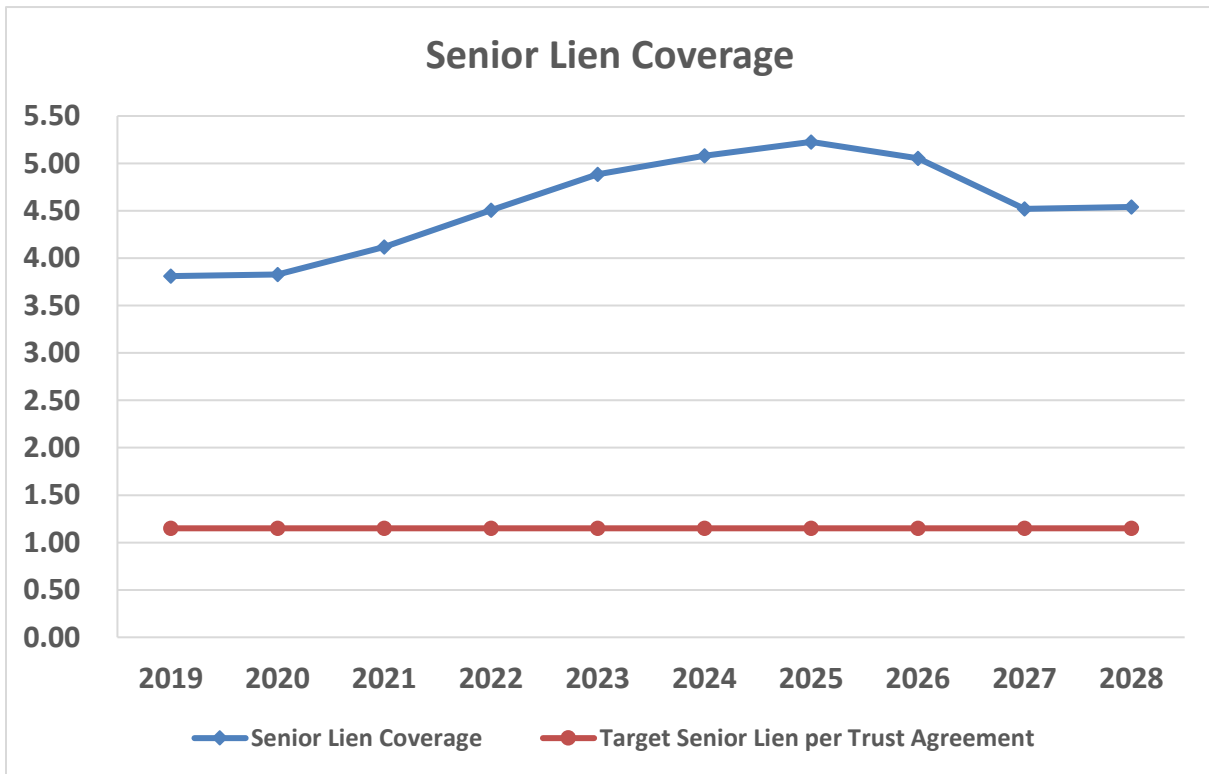
- **Debt Service Coverage**

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

To maintain credit ratings and liquidity targets, and in an effort to promote bond marketability, the District has targeted a level of revenue generation sufficient to exceed the minimum coverage requirements. Additionally, due to the size of the capital program and the need to demonstrate financial strength to the investment community, the District ensured debt service coverage levels, particularly senior debt service coverage, were consistent with expectations required to maintain or increase the District's credit rating. In 2010, the District received a ratings upgrade from Standard and Poor's to AA+ and was reaffirmed in 2017, which will have a positive impact on the District's cost of borrowing. The financial plan builds in a level of internally generated funds to finance specific capital improvement projects on an annual basis. Throughout the ten year period, the projections exceed coverage goals. Over the forecasted period, senior debt service coverage never falls below 381% and total debt service coverage never falls below 163%. The District satisfies coverage requirements for all forecasted years.

Northeast Ohio Regional Sewer District

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- **Rate Structure**

Starting in 2017, the District implemented a monthly billing cycle based on metered water consumption for the Cleveland Water Department (CWD) billed customers. The remaining customers will continue to be billed based on quarterly meter consumption. For 2019, customers residing within the City of Cleveland, otherwise known as Sub-district 1, will be assessed a rate of \$94.15 per Mcf of billed water consumption. Customers residing outside the city limits (Sub-district 2) will be assessed a rate of \$95.05 per Mcf of billed water consumption. The District's Homestead Program provides a rate discount in both Sub-districts for senior citizens and disabled customers. The District offers an Affordability rate to customers meeting certain income requirements. Also, since 2012, all customers are assessed a Fixed Cost Recovery Fee, which is \$6.35 per month in 2019.

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

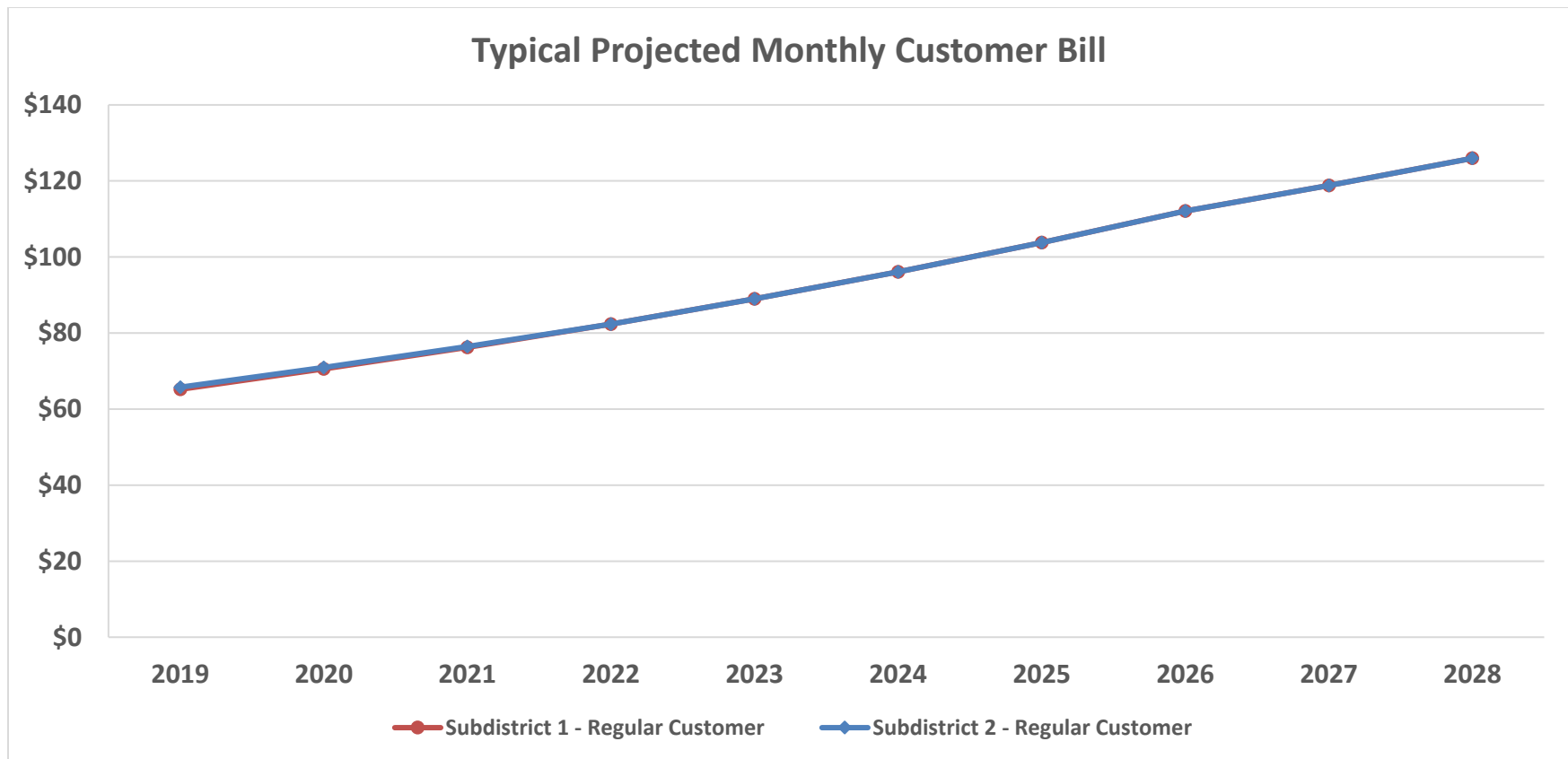
	Approved			Projected						
Projected Rates	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Fixed Cost Recovery Fee per Month	\$6.35	\$7.95	\$9.70	\$10.50	\$11.35	\$12.25	\$13.25	\$14.30	\$15.15	\$16.05
Affordability Fixed Cost Recovery Fee per Month	\$3.80	\$4.75	\$5.80	\$6.30	\$6.80	\$7.35	\$7.95	\$8.60	\$9.10	\$9.65
<i>Rate Per Mcf</i>										
Subdist.1, Regular	\$94.15	\$100.15	\$106.50	\$115.00	\$124.20	\$134.15	\$144.90	\$156.50	\$165.90	\$175.85
Subdist.1, Homestead / Affordability	\$56.50	\$60.10	\$63.90	\$69.00	\$74.50	\$80.50	\$86.95	\$93.90	\$99.55	\$105.50
Subdist.2, Regular	\$95.05	\$100.75	\$106.80	\$115.00	\$124.20	\$134.15	\$144.90	\$156.50	\$165.90	\$175.85
Subdist.2, Homestead / Affordability	\$57.10	\$60.50	\$64.10	\$69.00	\$74.50	\$80.50	\$86.95	\$93.90	\$99.55	\$105.50

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2019-2028

- **Rates and Customer Impact**

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

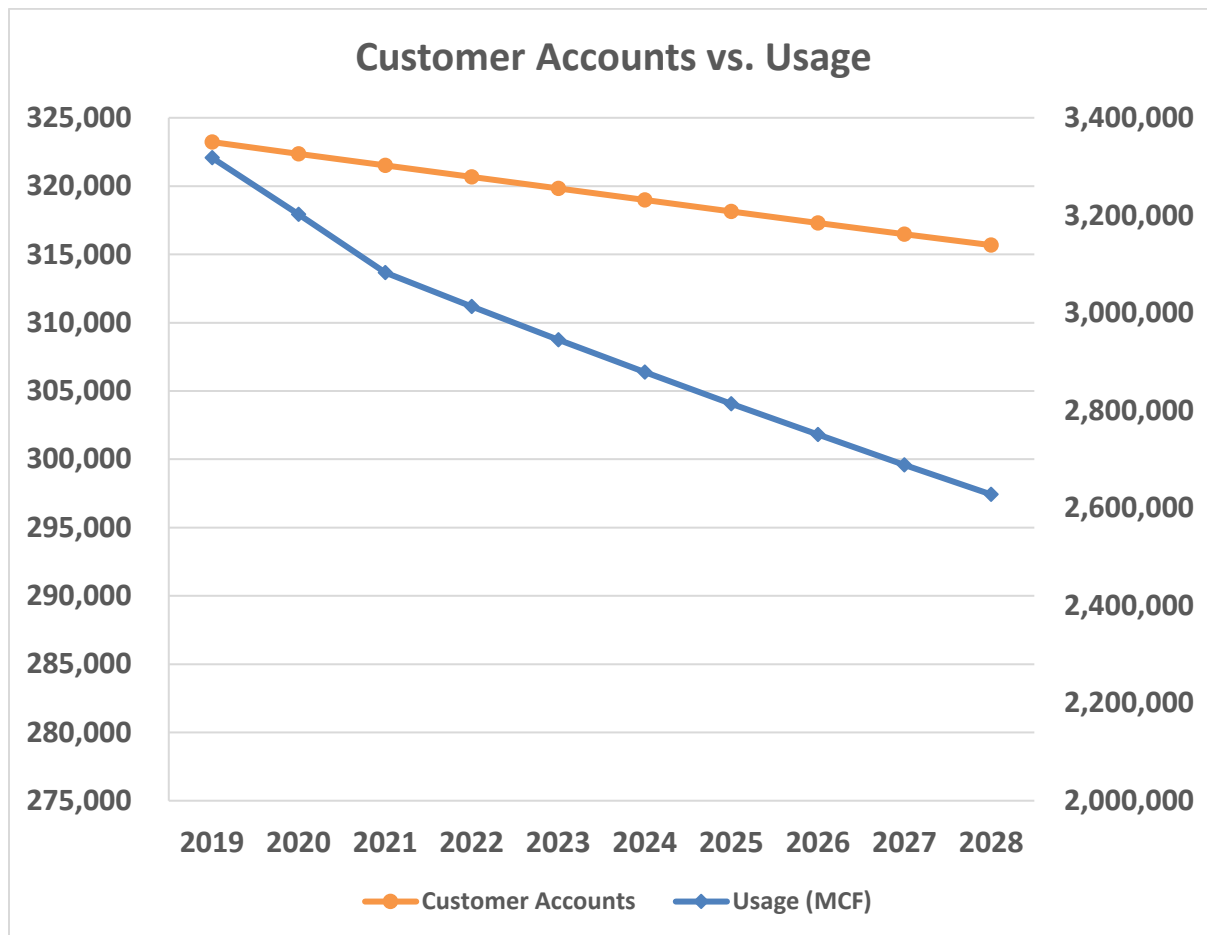


Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2019-2028

- **Customer Accounts and Consumption**

The decline in historical customers and households has been less severe than the decline in consumption. From 2019 thru 2028, an annual average rate of decline of 0.3% for customer accounts has been assumed for ten years to be fiscally conservative. Consumption has been forecasted to decrease at an average annual rate of decline of 2.7% through 2028 based on consumption history and forecasted decline in usage.



Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2019-2028

Reserves and Targets

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

- **General Operating Reserve**

The General Operating Reserve is a fund of unrestricted assets needed to accommodate the short-term cycles of revenues and expenses. Any surplus realized at the end of the fiscal year will be transferred to the General Operating Reserve. The minimum target for this fund is 90 days of the annual operating budget. For 2019, the General Operating Reserve is forecasted to have a balance equal to 90 days of the annual operating budget. Again, due to the size of the District's borrowing requirements and the need to demonstrate liquidity to maintain favorable credit ratings, the financial plan assumes transfers to this reserve at a level sufficient to maintain a balance above the minimum target over the forecasted ten year period with an average projected balance of 90 days of annual operating budget and a balance of \$66.9 million by 2028.

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

The District established the Capital Equipment and Infrastructure Repair and Replacement Reserve to cover non-recurring expenses for the replacement of aging infrastructure. Currently there is no target level for this reserve, and the estimated funds at the end of 2019 total approximately \$57.8 million. The District continues to accrue interest throughout our ten year period and projecting a balance of \$58.5 million by 2028.

- **Insurance Reserve**

Approximately \$21.0 million is currently being held in the District's Insurance Reserve. This reserve is for self-insurance related expenses such as workers' compensation and to address any catastrophic or emergency events that would not be included in the District's annual budget. It has been determined that the current level of funds is sufficient for the forecast at this time. Transfers to the Insurance Reserve to reestablish the existing level of funds would only be necessary if the District experienced significant payouts for a covered event. The District continues to accrue interest throughout our ten year period and is projecting a balance of \$21.3 million by 2028.

- **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

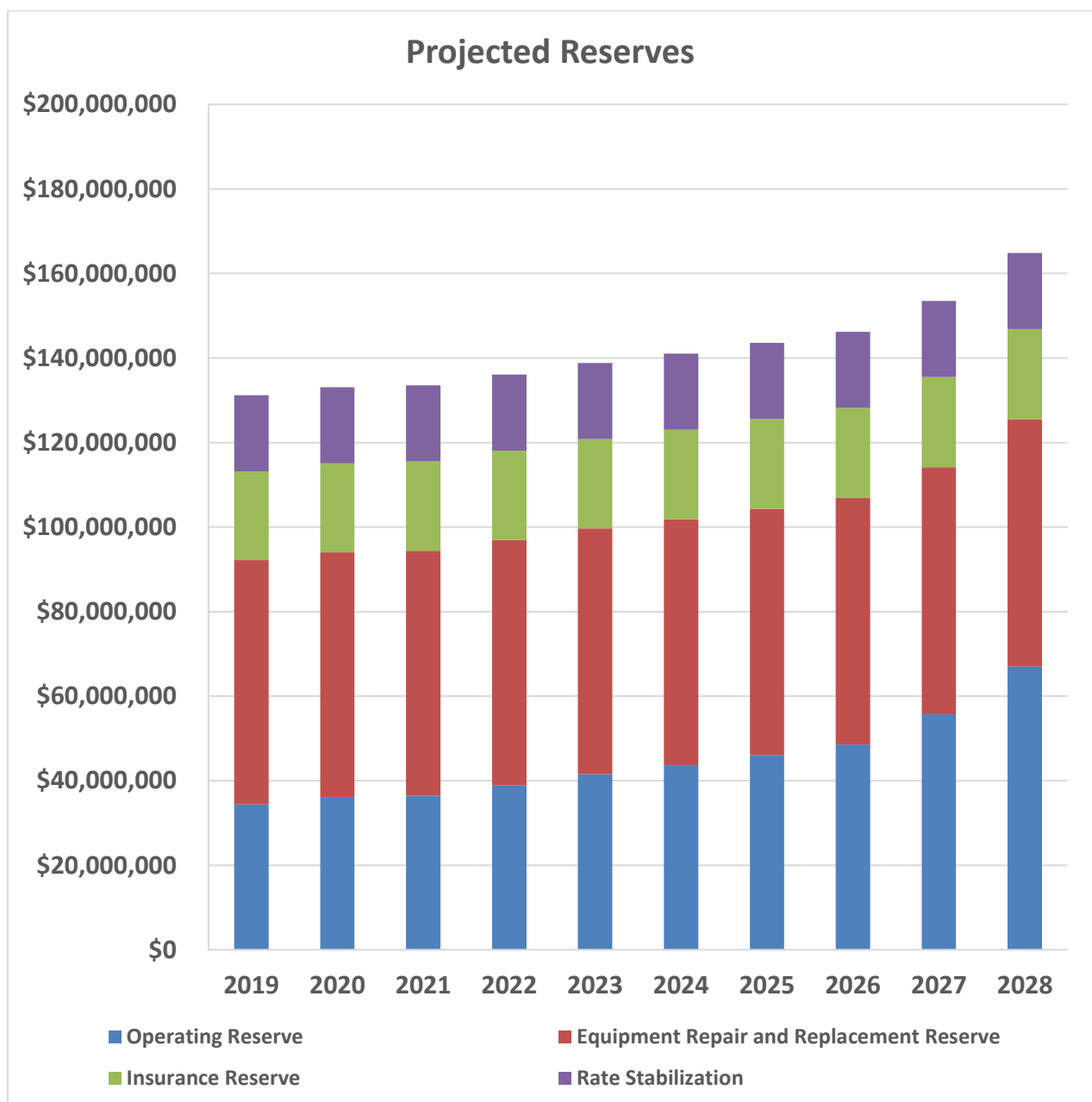
Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2019-2028

beginning of 2019. Currently, the financial plan assumes no further contributions through the end of the forecasted period with an estimated balance of \$18.0 million in 2028.

- **Capital/Bond Project Accounts**

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



Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2019-2028

- Projected Reserve Balances

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
General Operating Reserve	\$34,399,656	\$36,154,019	\$36,484,376	\$38,911,429	\$41,559,009	\$43,658,244	\$46,051,027	\$48,566,320	\$55,727,869	\$66,996,097
Capital Equipment and Infrastructure R&R Reserve	\$57,758,950	\$57,845,588	\$57,932,356	\$58,019,255	\$58,106,284	\$58,193,443	\$58,280,733	\$58,368,155	\$58,455,707	\$58,543,390
Insurance Reserve	\$21,036,281	\$21,067,836	\$21,099,437	\$21,131,086	\$21,162,783	\$21,194,527	\$21,226,319	\$21,258,159	\$21,290,046	\$21,321,981
Rate Stabilization Reserve	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000

Northeast Ohio Regional Sewer District

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- **Ratio Analysis**

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

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

	<u>Preliminary</u>	<u>Projected</u>									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Operating Margin %	61.38%	57.82%	57.54%	58.71%	58.31%	57.90%	58.18%	58.30%	58.45%	58.00%	57.51%
Percentage by which operating revenues exceed operating expenses; indicates financial margin <i>Target >34%</i>											
Operating Ratio	38.62%	42.18%	42.46%	41.29%	41.69%	42.10%	41.82%	41.70%	41.55%	42.00%	42.49%
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	57.01%	56.72%	54.04%	49.67%	45.30%	42.01%	40.99%	41.88%	42.54%	41.60%	40.43%
Ratio of debt principal to net property, plant, and equipment <i>Target <60%</i>											
Long-Term Debt Principle per Customer	\$5,013	\$5,378	\$5,420	\$5,281	\$5,183	\$5,105	\$5,207	\$5,668	\$6,024	\$5,988	\$5,898
<i>Dollars of long-term debt principle per customer</i>											
Senior Debt Service Coverage	3.84	3.82	3.83	4.12	4.51	4.88	5.08	5.23	5.05	4.52	4.54
Net operating income excluding depreciation over outstanding senior (revenue bond) debt service <i>Target >2.0</i>											
Total Debt Service Coverage	1.99	1.89	1.97	1.85	1.77	1.71	1.68	1.63	1.77	1.68	1.64
Net operating income excluding depreciation over outstanding total debt service <i>Target >1.5</i>											
Percent CIP Cash Funded	37.60%	30.70%	38.40%	35.90%	27.80%	30.70%	38.60%	28.60%	42.50%	71.70%	73.90%
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 2019-2028

Summary of Sewer Revenue and Revenue Requirements (in thousands)

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Total Revenue	\$327,452	\$340,620	\$353,466	\$373,328	\$394,890	\$417,615	\$441,761	\$467,497	\$485,527	\$504,393
Revenue Requirements										
Salaries, Wages and Benefits	82,418	86,362	90,557	95,023	99,780	104,853	110,266	116,045	122,222	128,826
Utilities	15,279	15,618	15,965	16,321	16,686	17,059	17,442	17,834	18,236	18,648
Professional & Contractual Services	36,336	33,610	28,260	29,210	30,193	31,209	32,259	33,345	34,468	35,629
Other Operations & Maintenance	3,566	9,027	11,156	15,092	19,577	21,512	24,237	27,041	28,994	31,207
Total Operating Costs	137,599	144,616	145,938	155,646	166,236	174,633	184,204	194,265	203,920	214,311
Capital Costs										
Debt Service	99,088	99,606	111,988	122,700	133,457	144,993	158,052	154,633	167,286	177,047
Internally Generated Capital	89,312	93,306	93,882	91,267	91,337	94,900	96,296	115,267	106,344	100,950
Subtotal	188,400	192,912	205,871	213,967	224,793	239,893	254,349	269,900	273,630	277,998
Other (1)	207	1,873	449	2,546	2,766	2,218	2,512	2,635	7,281	11,388
Total Revenue Requirements	\$326,205	\$339,401	\$352,257	\$372,158	\$393,796	\$416,744	\$441,065	\$466,800	\$484,831	\$503,697
Net Annual Balance	\$1,247	\$1,219	\$1,209	\$1,169	\$1,095	\$871	\$697	\$697	\$697	\$697

(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 2019-2028

REGIONAL STORMWATER MANAGEMENT PROGRAM

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

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

In July 2012, parties opposed to the District's Regional Stormwater Management Program filed an appeal to the 8th Appellate District to seek a halt to the Regional Stormwater Management Program. On September 26, 2013, the Appellate Court halted the District's Regional Stormwater Management Program by a 2 to 1 decision with a strong dissent. The District immediately suspended its program and placed all fees collected into an interest-bearing escrow account pending an appeal to the Supreme Court of Ohio. The District filed its notice of appeal in November 2013, and the Supreme Court accepted the case in February 2014. Oral arguments before the Supreme Court took place on September 9, 2014. In December 2015, the Ohio Supreme Court issued its final opinion that the District has the authority to implement the Regional Stormwater Management Program and collect the impervious surface fee. The District has restarted the Stormwater Program and resumed billing in July of 2016. The anticipated yearly estimated revenue from the Stormwater Program is over \$43 million.

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

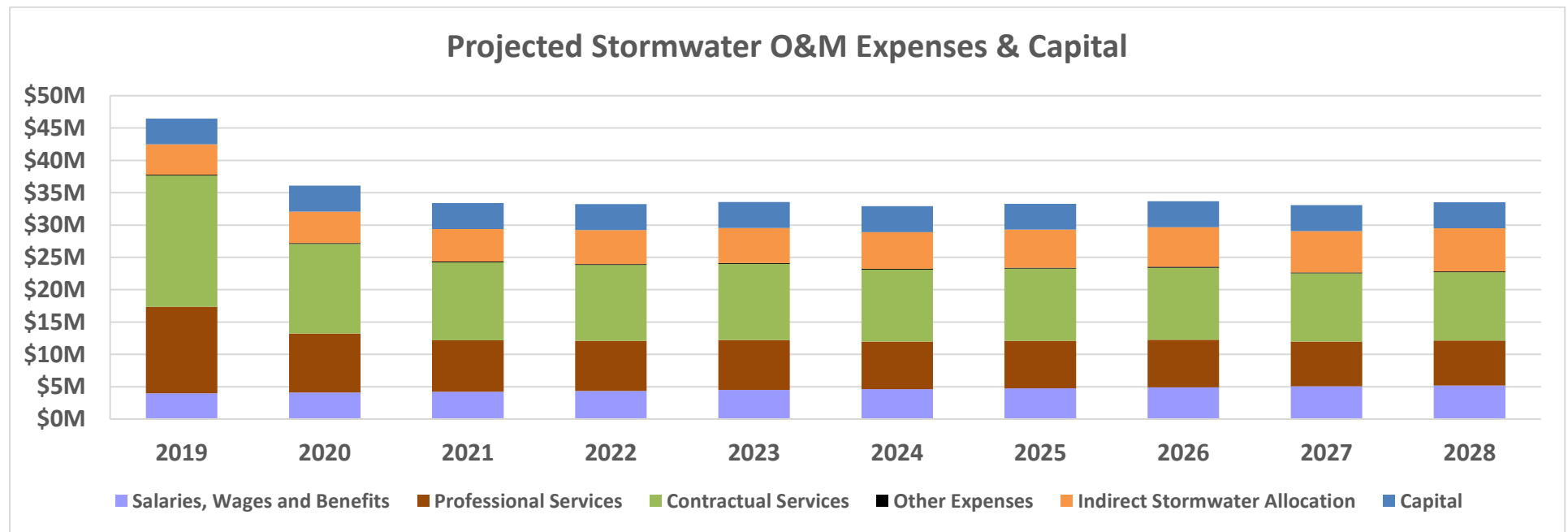
Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2019-2028

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

PROJECTED STORMWATER OPERATION AND MAINTENANCE EXPENSES

It is the District's practice to revise annually its financial plan for projecting a ten year period. Stormwater rate recommendations are presented to the District's Board of Directors in five year increments. As such, the forecast of O&M costs considers projected operational needs for the periods 2019 through 2028. It is likely the level of increases for these types of costs, which have been higher than general inflation, will continue over the planning period. District staff has carefully reviewed other operating costs and identified reasonable escalation factors that considered historical levels of inflation as measured by the consumer price index, potential risk associated with future inflation, and the length of the financial planning period. The length of the financial planning period is particularly important as consideration must be given for the potential inflationary pressures over the next ten years which, based on levels of liquidity in the economy, may present a significant risk.

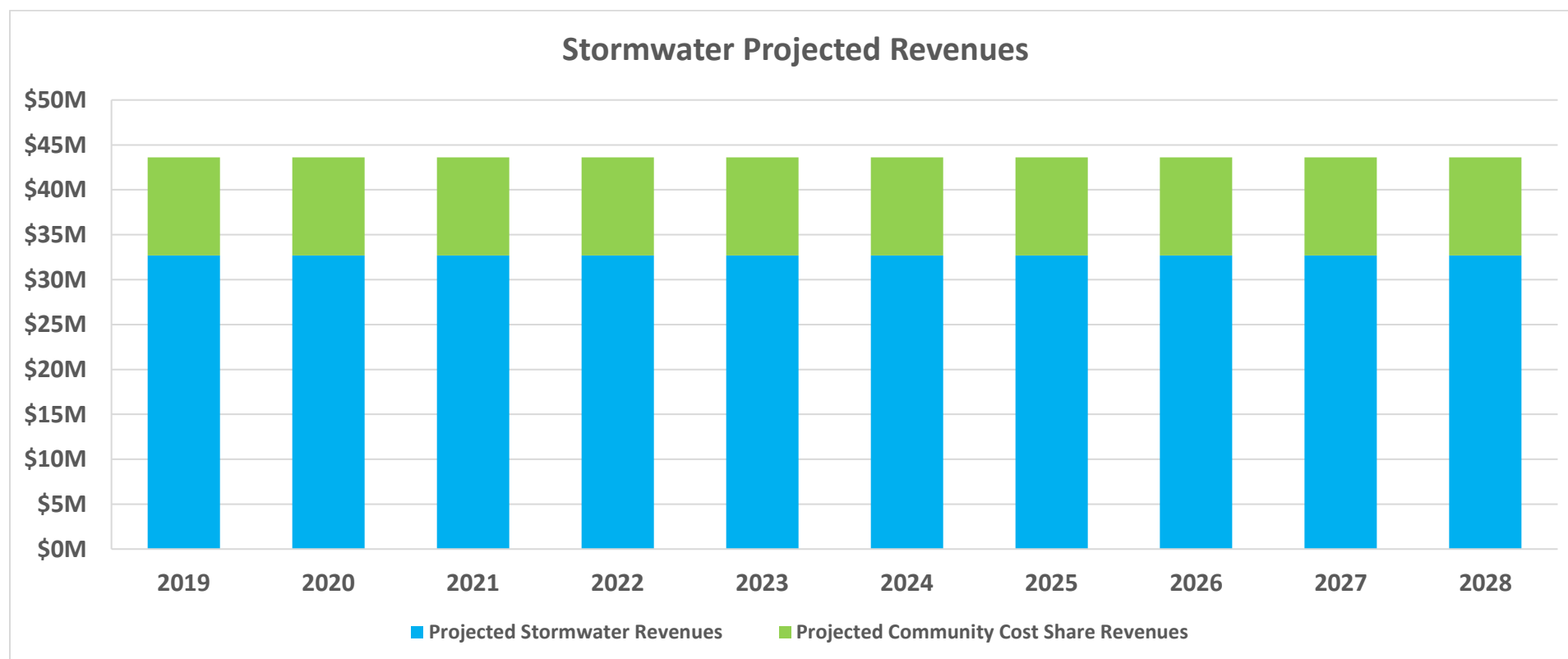


Northeast Ohio Regional Sewer District

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PROJECTED STORMWATER REVENUES

The District's total stormwater revenue for 2019 is projected to be \$43.6 million. The projection includes the Community Cost Share (CCS) Program, where the District will allocate twenty-five percent of the Stormwater cash collections to member communities. Member communities can apply for these funds from the District and use the monies for approved local stormwater-related projects including construction; operations and maintenance of their local stormwater systems; projects that assist communities with EPA requirements; equipment purchases; and projects necessary to mitigate separate sewer overflow problems.



Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2019-2028

- **Stormwater Rate Structure**

Our customers' stormwater bill will be based on an Equivalent Residential Unit (ERU) equal to 3,000 sq. ft. of impervious surface, such as roof and driveway. The approved rate for one ERU is \$5.15 per month. Residences are placed in one of three categories: Tier 1-(less than 2,000 square feet); Tier 2 (2,000 to 4,000 square feet); and Tier 3 (more than 4,000 square feet). According to the 2016-2021 Stormwater Financial Plan, a Tier 1 house pays \$3.09 per month, a Tier 2 house pays \$5.15 per month, and a Tier 3 house pays \$9.27 per month. A typical non-residential property is billed based on the actual number of ERU of its impervious surface. Rates are approved through 2021 and currently we do not project increases in rates during the ten year planning period.

	Approved			Projected						
<u>Rates Per ERU</u>	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Residential Tier 1	\$3.09	\$3.09	\$3.09	\$3.09	\$3.09	\$3.09	\$3.09	\$3.09	\$3.09	\$3.09
Residential Tier 2	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15
Residential Tier 3	\$9.27	\$9.27	\$9.27	\$9.27	\$9.27	\$9.27	\$9.27	\$9.27	\$9.27	\$9.27
Residential Homestead/Affordability	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07
Non-residential All	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15	\$5.15
Educational Economically Disadvantaged	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07	\$2.07

Northeast Ohio Regional Sewer District

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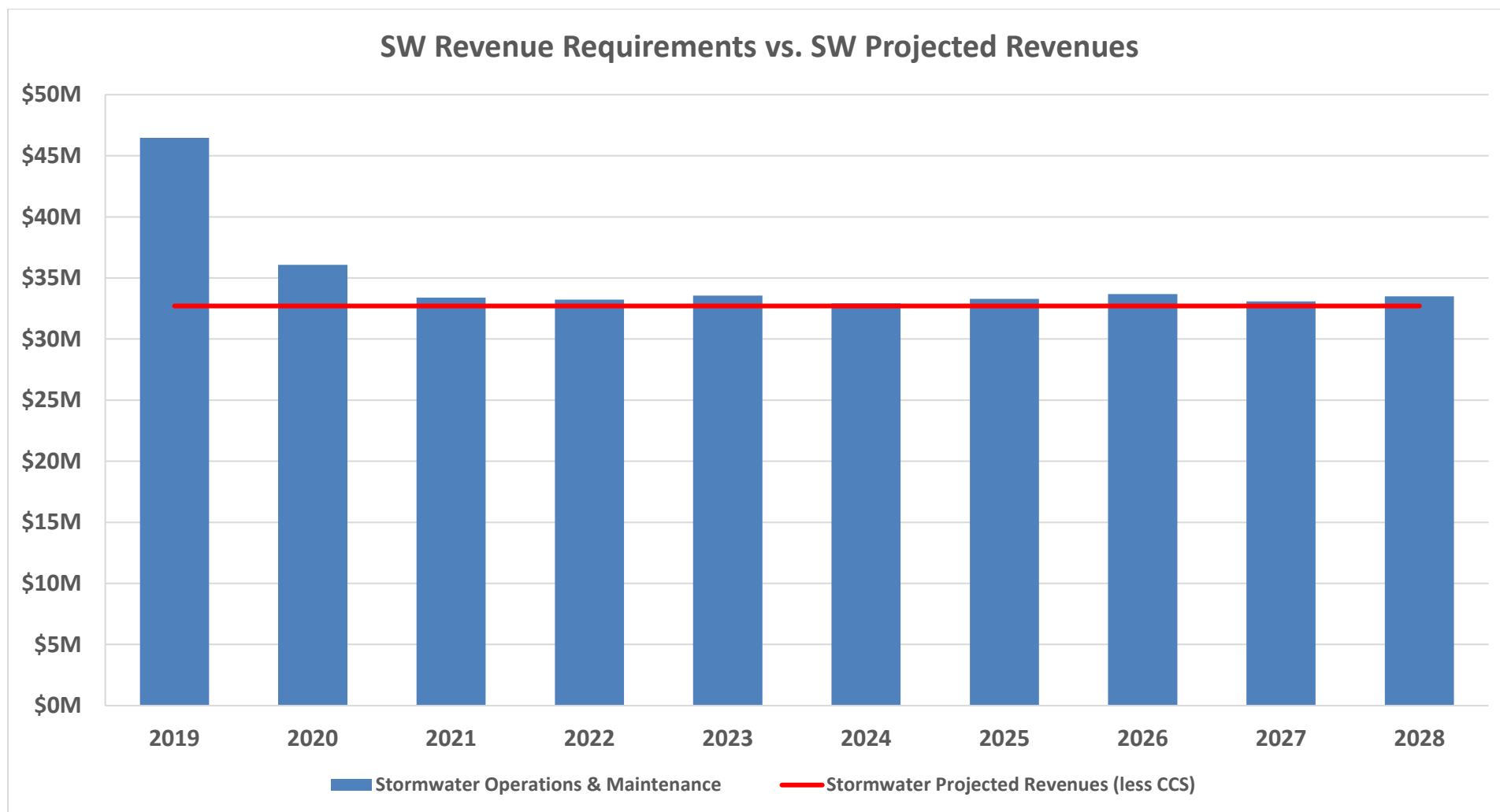
- **General Stormwater Operating Reserve**

The Stormwater Operating Reserve is a fund of unrestricted assets needed to accommodate the short-term cycles of revenues and expenses. Any surplus realized at the end of the fiscal year will be transferred to the Stormwater Operating Reserve. The minimum target for this fund is 90 days of the annual operating budget. For 2019, 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 \$5.6 million by 2028.

- **Projected Reserve Balance**

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
General Stormwater Operating Reserve	\$9,317,589	\$6,477,409	\$6,298,501	\$6,294,448	\$5,953,245	\$6,256,990	\$6,196,766	\$5,752,675	\$5,903,657	\$5,637,414

Northeast Ohio Regional Sewer District 10 Year Long-Term Financial Plan 2019-2028



Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2019-2028

Summary of Stormwater Revenue and Revenue Requirements (in thousands)

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Net Revenue (less CCS)	\$33,259	\$33,127	\$33,099	\$33,097	\$33,097	\$33,093	\$33,096	\$33,096	\$33,091	\$33,093
Revenue Requirements										
Salaries, Wages and Benefits	3,985	4,105	4,228	4,355	4,485	4,620	4,758	4,901	5,048	5,200
Professional Services	13,375	9,131	7,940	7,742	7,742	7,345	7,345	7,345	6,948	6,948
Contractual Services	20,314	13,869	12,060	11,758	11,758	11,155	11,155	11,155	10,552	10,552
Indirect Stormwater Allocation	4,684	4,863	5,050	5,246	5,453	5,670	5,898	6,139	6,392	6,659
Other Operations & Maintenance	109	113	116	120	123	127	131	135	139	143
Total Operating Costs	42,467	32,080	29,394	29,220	29,561	28,916	29,287	29,674	29,079	29,502
Capital Costs	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Total Revenue Requirements	\$46,467	\$36,080	\$33,394	\$33,220	\$33,561	\$32,916	\$33,287	\$33,674	\$33,079	\$33,502
Net Annual Balance	(\$13,208)	(\$2,953)	(\$295)	(\$124)	(\$464)	\$177	(\$191)	(\$579)	\$12	(\$409)

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2019-2028

CONCLUSION AND SUMMARY

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

The Financial Plan anticipates the cost of providing service will increase over time as a result of inflationary pressures: one driver behind the rates is the District's responsibility for Combined Sewer Overflows (CSO) within its service area under the Federal Clean Water Act and U.S. Environmental Protection Agency CSO Control Policy. The District is required to develop a Long-Term Control Plan to reduce or eliminate the number of overflows from its CSO outfalls. The estimated cost of the plan is approximately \$3 billion over 25 years. These costs are in addition to approximately \$910.1 million in non-CSO capital improvements over the ten year planning period. In order to fund these mandated projects and sustain the existing system the District will need to issue over \$1.5 billion in debt financing in the next ten years. This significant increase in the debt will require implementation of rate increases to support the debt service payments and the related debt service coverage requirements. Without obtaining financing the District will be unable to support these mandated projects.

The District's Stormwater Management Program is in its second full year of operation in 2019. Design and construction activities continue to ramp up on projects that will address known areas of concern related to water quality, erosion, flooding, and other related issues. In the coming years, the results of master planning will further define the region's stormwater needs. Currently, the District has not projected rate increases and the established rates are supporting projected Operation and Maintenance expenses and capital needs of \$349.2 million.

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

RATES & REVENUE



**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SERVICE RATES, BILLING AND COLLECTION PROCEDURES

The District is the largest wastewater treatment provider in the State of Ohio with a service area of approximately 350 square miles within and around the City of Cleveland. Specifically, the District serves 97% of the City of Cleveland and all or portions of 61 communities in Cuyahoga, Lorain and Summit Counties. The District's service area contains a residential service population of approximately 961,888.

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

The majority of the District's customers are billed monthly based on metered water consumption. The City of Cleveland's Division of Water serves as the billing and collection agent for those customers, except for those located in the cities of Berea and North Royalton which act as billing and collection agents for the District in their respective areas. All District customers' bills are based on metered water consumption and are charged a Fixed Cost Recovery Fee per month.

For 2019, customers who reside within the City of Cleveland, otherwise known as Subdistrict 1, are assessed a rate of \$94.15 per 1,000 cubic feet (MCF) of billed water consumption. Customers who reside outside the city limits (Subdistrict 2) are assessed a rate of \$95.05 per MCF of billed water consumption. All customers are charged a fixed cost recovery fee of \$6.35 per month. In addition, the following cost saving programs benefit eligible District customers: Homestead, Affordability, and Crisis Assistance. The Homestead program offers low income customers age 65+ or those who are totally disabled a 40% rate reduction. The Affordability program offers a rate reduction of 40% for customers whose income is at or below 200% of the poverty level. The Crisis Assistance program provides financial assistance to customers experiencing financial hardships.

The District continues its internal billing process with the Rural Lorain County Water Authority (RLCWA). The RLCWA internal billing process commenced late in 2012 and includes approximately 1,196 wastewater and 429 stormwater customers. The District continues to internally bill approximately 160 large commercial customers, as well as approximately 50 well water customers for their usage of the system.

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SERVICE RATES, BILLING AND COLLECTION PROCEDURES

granted, one or more extra meters are installed and maintained at the customer's expense to determine the quantity of water which actually enters the system. Currently, only a small number of customers are billed using this alternative method.

Since 1993, the District has offered a Summer Residential Sprinkling User Charge Program (the "SRSUC") for owner occupied one, two, three and four family residences. Under the SRSUC, summer bills are based upon average winter water consumption, unless actual summer consumption is lower. The program is effective for consumption from May 1 through September 30. There is no fee to participate in the program. The majority of residential customers have qualified for the program.

Billing Process

The District's largest billing agent is the Cleveland Division of Water, which bills individual customers on a monthly basis. The City's meter reading department prepares an annual master schedule of meter reads per route. The master schedule comprises 31-day read cycles. Meter route information is downloaded into the billing application from which bills are produced. All charges are due within 23 days of the date bills are created. The other District billing agents follow a similar process.

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

Collection of Delinquent Accounts

Under Cleveland's collection process, customers with a past due balance of more than \$50 are sent a reminder notice. Customers with past due balances in excess of \$300 are sent a delinquency letter stating that the account must be paid within 15 days or the customer will be subject to further collection efforts, including possible termination of water service. Customers that fail to enter into a payment plan or pay the account in full are then issued a 5-day Final Notice. Customers are informed that they have the right to contest their bills by appearing before a review board consisting of three City employees who are not involved in the billing and collection process. If the bill is not contested, or is contested and found to be proper, normal collection activity is pursued. If the account is still not paid or a payment plan is not arranged, water service is terminated. Service can be restored by full payment. In some cases, an arrangement can be made to restore service with less than full payment.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SERVICE RATES, BILLING AND COLLECTION PROCEDURES

The Ohio Revised Code specifically authorizes the District to refuse service if any charges are not paid. The District can also certify non-payment of charges to the appropriate County Fiscal Officer, whereupon such delinquent charges will become a lien on the property served and be collectible in the same manner as real estate taxes. These powers may be exercised by the District without obtaining consent of any other political subdivision. The District has, in the past, semi-annually exercised its authority to certify to the appropriate County Fiscal Officer delinquent sewage charges for properties which it serves.

Rate Setting Process

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

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SERVICE RATES, BILLING AND COLLECTION PROCEDURES

2019 PROJECTED SEWER REVENUE

For 2019 the District's total sewer service revenue is projected to be \$326.3 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 90.1% of the user fees while the suburbs of Berea, North Royalton and our customers billed directly by the District make up the other 9.9%. The revenue generated is based upon consumption, the number of customer accounts, and rate increases in effect for 2019. The historical trend of the District's billed consumption continues to decrease annually at an overall average rate of 2.42%. The District anticipates a 3.0% decrease in billed consumption in 2019 based on historical trends and demographic changes within our collection area.

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

The rate of decline in flows the District has experienced since 2008 is at a higher level than historical trends and will be above household decline of approximately 0.50% per year. The decline in households is consistent with the decline in customer accounts. Therefore, for budgetary purposes, the District estimated a 3.0% decrease in consumption for City of Cleveland in 2019 and a 3.0% decrease in consumption for the suburbs. In addition to the consumption, the District projected a 4.0% uncollectable rate and used the average 8.3% rate increase.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SERVICE RATES, BILLING AND COLLECTION PROCEDURES

continued

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

The District's Total Operating Revenue by Source indicates:

- 99.6 % of our 2019 Total Operating Revenue is composed of Sewer Service Fees.

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

- The District has increased wastewater rates on an average 9.8% since 2009. However due to the economy and reduction in demand, revenue has only increased an average of 6.2% per year since 2009.

The District's Annual Metered Billing Quantities indicates:

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

The District's Billed Consumption since 1993 indicates:

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

The District's Average Monthly Residential Bill indicates:

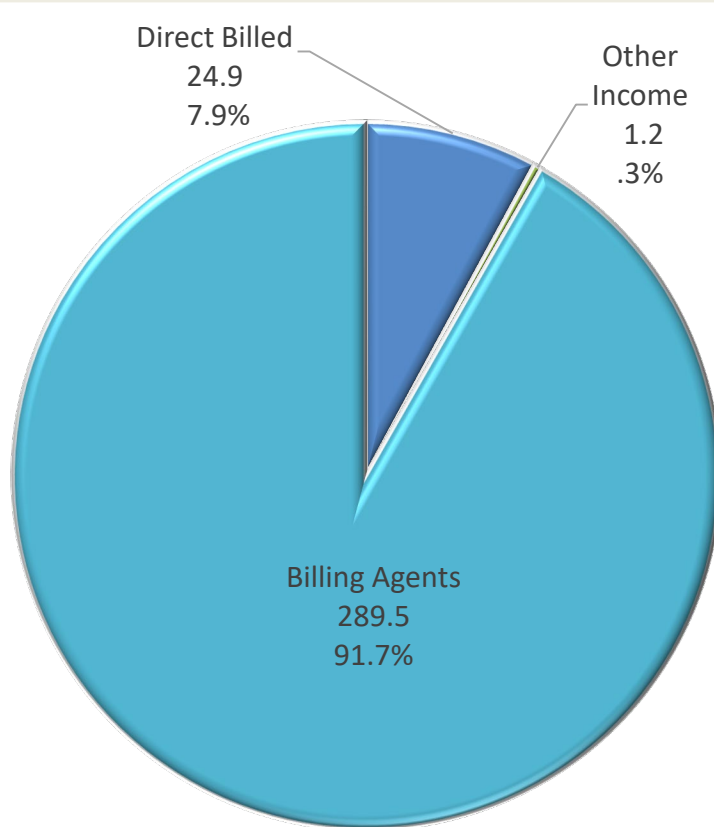
- An average monthly residential bill is 0.625 MCF.
- An average increase of an 8.5% fee for Sub District 1 and an 8.0% fee for Sub District 2 on 2019 monthly bills.

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

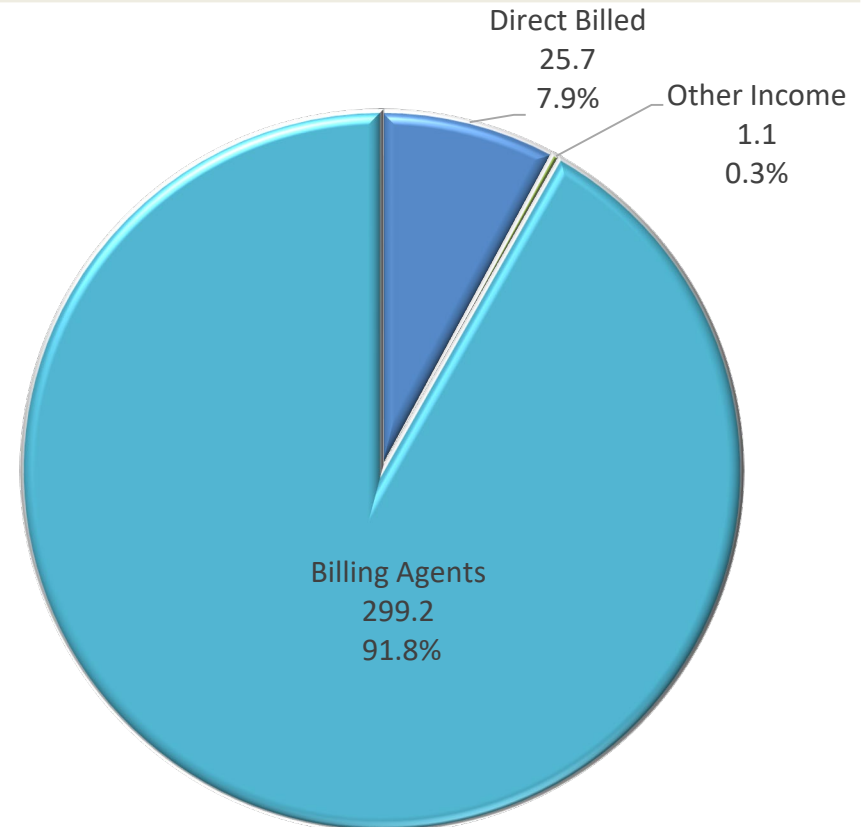
- An overall decrease of approximately 1.0% in the number of employees of our principal employers over a 10 year comparison period.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Total Sewer Service Operating Revenue by Source



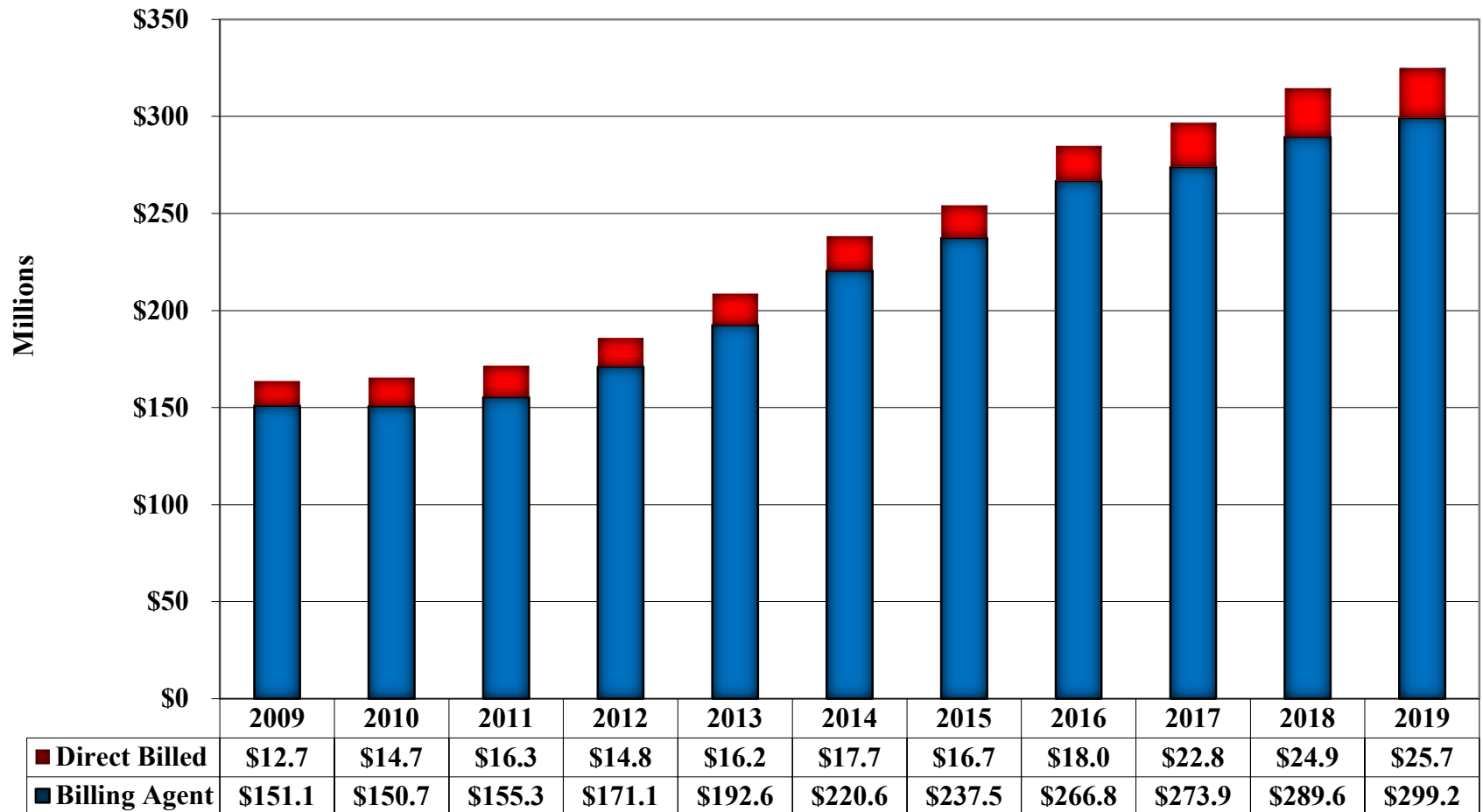
2018 Sewer Revenue
Preliminary Actual
\$315.6 million



2019 Sewer Revenue
Budget
\$326.0 Million

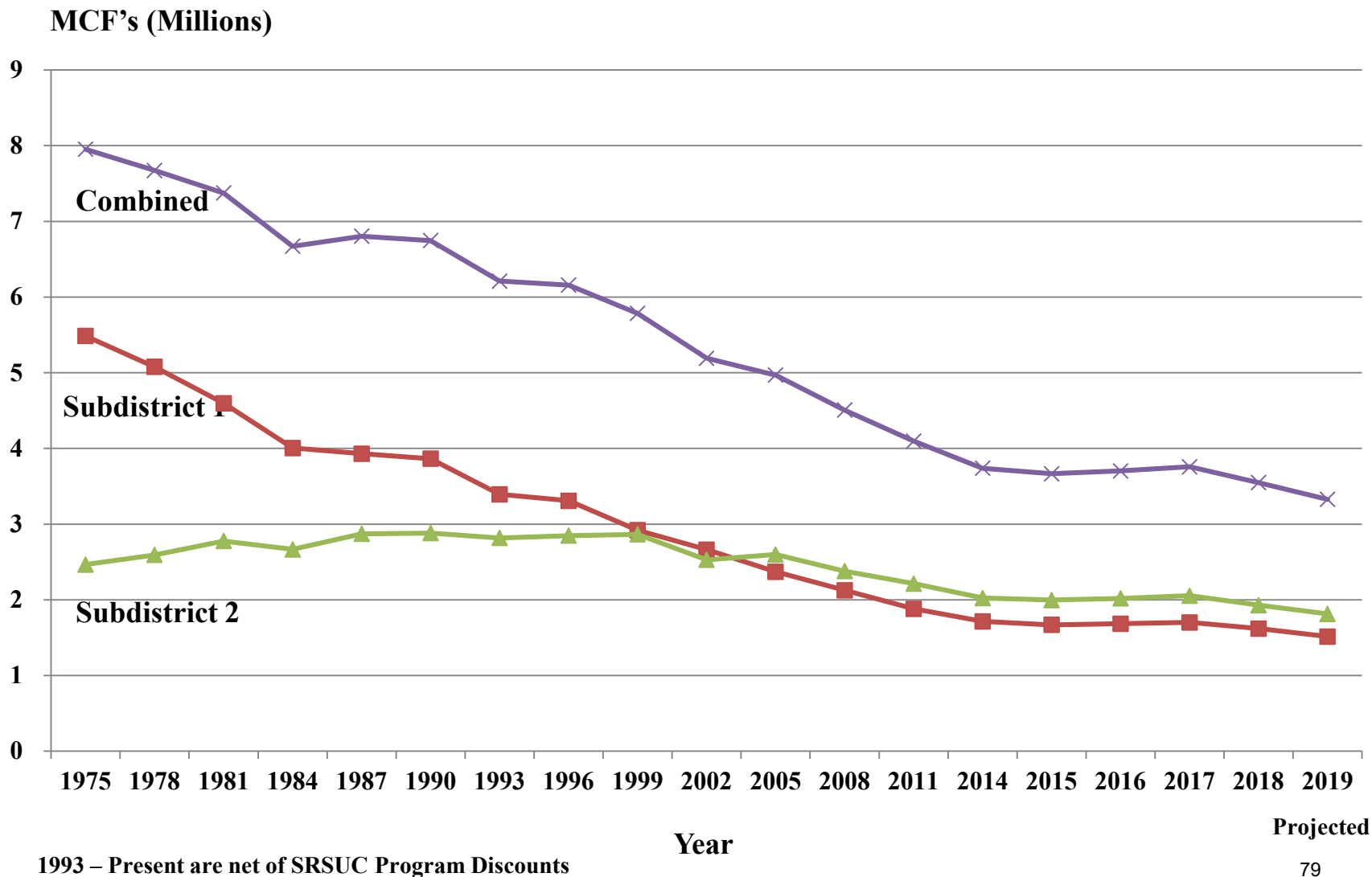
NORTHEAST OHIO REGIONAL SEWER DISTRICT

Historical Summary of Sewer Service Fee Revenue



NORTHEAST OHIO REGIONAL SEWER DISTRICT

Billed Consumption



NORTHEAST OHIO REGIONAL SEWER DISTRICT
ANNUAL METERED BILLING QUANTITIES
2013-2019
(IN THOUSANDS OF CUBIC FEET)

	2013	2014	2015	2016	2017 ⁽¹⁾	2018	Projected 2019
<u>Subdistrict 1</u>							
City of Cleveland	1,639,226	1,650,453	1,606,410	1,613,081	1,628,557	1,531,108	1,431,355
Direct Billed	67,212	64,906	62,095	71,852	73,147	88,706	82,927
Total Subdistrict 1	1,706,438	1,715,359	1,668,505	1,684,932	1,701,704	1,619,814	1,514,282
<u>Subdistrict 2</u>							
City of Cleveland	1,570,544	1,606,844	1,620,866	1,658,081	1,809,268	1,711,845	1,608,505
Berea	61,112	60,560	58,315	60,582	57,855	57,107	53,660
Cleveland Heights	151,614	147,881	146,297	140,147	0	0	0
North Royalton	12,726	12,072	12,306	12,670	12,033	11,814	11,101
Direct Billed	63,251	64,771	46,722	49,686	167,552	138,836	130,455
Subtotal Subdistrict 2	1,859,247	1,892,128	1,884,506	1,921,167	2,046,707	1,919,602	1,803,720
Master Meters	143,503	131,691	112,489	97,367	8,812	9,822	9,230
Total Subdistrict 2	2,002,750	2,023,819	1,996,995	2,018,534	2,055,519	1,929,424	1,812,950
Total Service Area	3,709,188	3,739,178	3,665,500	3,703,466	3,757,223	3,549,238	3,327,232

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

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

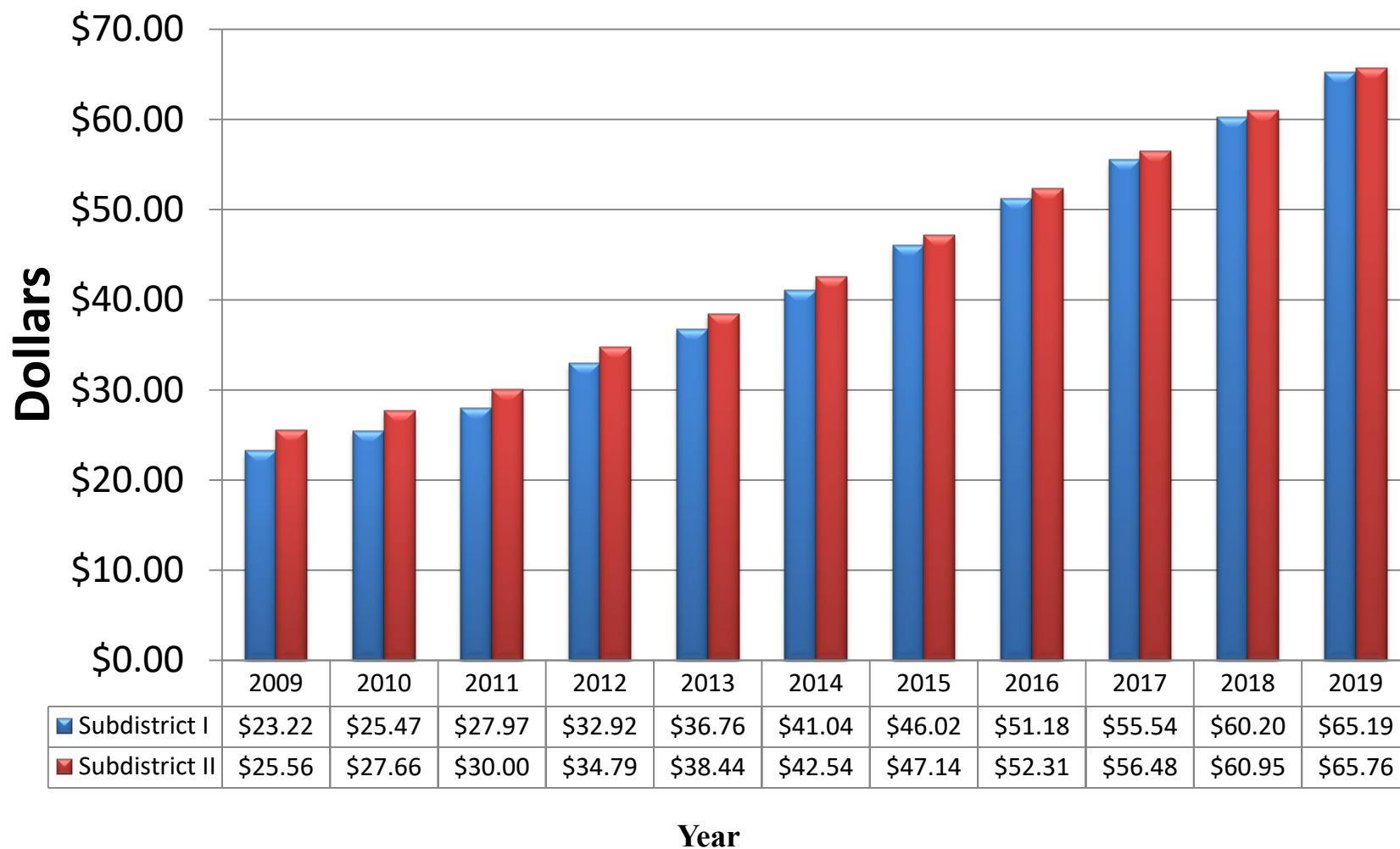
For years 2012-2015, Consumption of Master Meter Suburbs is presented at 70%, 65%, 60% and 55%; respectively, of their total consumption, which is the billing basis.

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

Village of Richfield is still a Master Meter community.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

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



NORTHEAST OHIO REGIONAL SEWER DISTRICT

STORMWATER RATES, BILLING AND COLLECTION PROCEDURES

2019 PROJECTED STORMWATER REVENUE

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

The District's stormwater service fee revenue for 2019 is projected to be \$43.6 million. The projection includes the Community Cost Share Program, where the District will allocate twenty-five percent of the Stormwater cash collections to member communities. Member communities can apply for these funds from the District and use the monies for approved local stormwater-related projects including construction; operations and maintenance of their local stormwater systems; projects that assist communities with EPA requirements; equipment purchases; and projects necessary to mitigate separate storm sewer overflow problems.

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

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

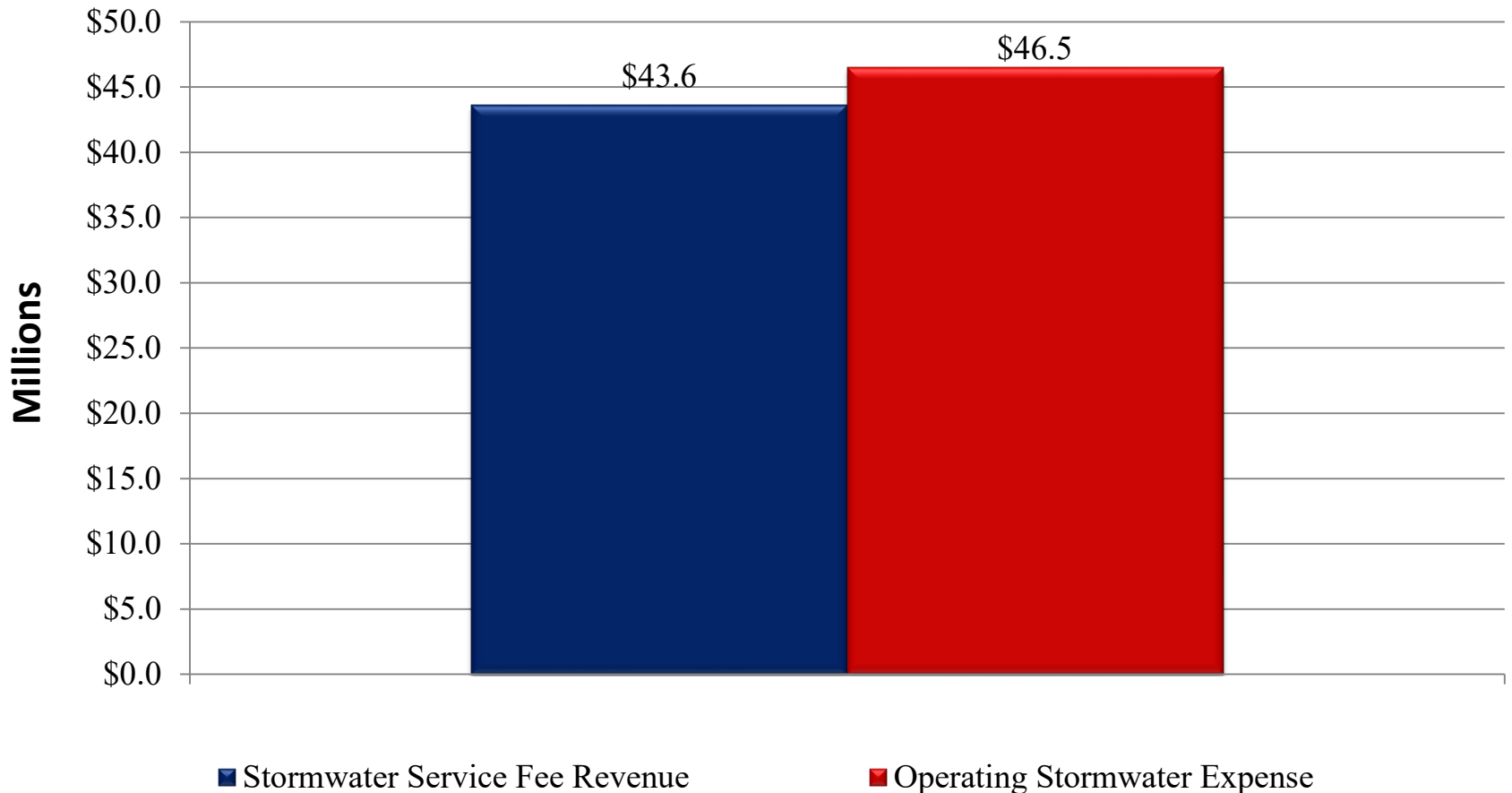
NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER RATES, BILLING AND COLLECTION PROCEDURES -
2019 PROJECTED STORMWATER REVENUE – continued

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

Stormwater Budgeted Revenue & Expense

2019 Budget



NORTHEAST OHIO REGIONAL SEWER DISTRICT
Principal Employers of Cuyahoga County, Ohio
As of December 31, 2018 and 2009

Employer Name (1)	2018			2009		
	Number of	Rank (1)	Percentage of Total County Employment (2)	Number of	Rank (1)	Percentage of Total County Employment (2)
	Employees (1) FTE*			Employees (1) FTE*		
	6-30-2018			12-31-2009		
Cleveland Clinic Health System	35,326	1	5.30%	32,000	1	5.12%
University Hospitals	17,711	2	2.66%	12,970	3	2.08%
U.S. Office of Personnel Management	12,125	3	1.82%	13,849	2	2.22%
Progressive Corp.	9,554	4	1.43%	8,795	6	1.41%
Group Management Services Inc.	7,641	5	1.15%	6,507	9	1.04%
Cuyahoga County	7,414	6	1.11%	8,956	5	-
City of Cleveland	6,828	7	1.02%	8,232	7	1.32%
Metro Health System	6,538	8	0.98%	- (3)	-	-
Cleveland Municipal School District	6,517	9	0.98%	- (3)	-	-
KeyCorp	4,959	10	0.74%	5,973	10	0.96%
Giant Eagle Inc.	-	-	-	10,319	4	1.65%
United States Postal Service	-	-	-	8,195	8	1.31%
Total	<u>114,613</u>		<u>17.20%</u>	<u>115,796</u>		<u>18.53%</u>
Total Cuyahoga County Employment (2)			<u>666,446</u>			<u>625,000</u>

* Full-Time Equivalent.

(1) Sources are *Crain's Cleveland Business*, December 2018 and December 2009.

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.

ACCOUNTING & BUDGET PROCESS



**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET INTRODUCTION

Basis of Accounting

The District is an independent political subdivision of and organized under the laws of the State of Ohio, specifically Chapter 6119 of the Ohio Revised Code. The District applies the accounting principles of the Governmental Accounting Standards Board (GASB) which is the accepted standard-setting body for governmental accounting and financial reporting principles. The District also applies the Financial Accounting Standards Board (FASB) Statements and Interpretations issued after November 30, 1989, provided they do not conflict with or contradict GASB pronouncements. On September 30, 2009, the District adopted authoritative guidance issued by the FASB which established the FASB Accounting Standards Codifications (ASC) as the single source of authoritative accounting principles generally accepted in the United States of America. The District prepares its financial statements and budgets using the economic resources measurement focus and the accrual basis of accounting. Revenue is recorded on the accrual basis when the exchange takes place. Expenses are recognized at the time they are incurred. All transactions are accounted for and budgeted in a single proprietary Enterprise Fund. Enterprise Fund reporting focuses on the determination of operating income, changes in net assets, financial position and cash flows. The proprietary fund category is used for governmental entities with ongoing activities that operate similar to the private sector. Enterprise Funds are used for operations that provide a service to citizens, financed primarily by a user charge and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability and other purposes. The primary source of revenue for the District is user fees charged to residential, commercial and industrial customers that send wastewater flow to the District's Wastewater Treatment Plants through its collection system.

Annual Budget Process

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET INTRODUCTION - continued

Annual Budget Process-continued

The District's revenue budget is prepared on the accrual basis which means that budgeted revenue estimates reflect revenue from completed transactions, not cash collections. Estimates for services provided between the ends of various cycles and the end of the year are recorded as unbilled revenue. Operating expenses are budgeted to reflect when the District incurs a liability for the goods or services it procures and not when it pays the invoice. The annual Capital Improvement Plan budget outlines a five year construction plan depicting estimated cost by project and associated equipment. The District does not budget for any increase in fair value of investments or gains and losses on equipment disposals. The District must adopt a budget that is within the parameters of the 2017-2021 adopted rate study and ensures compliance with the covenants under the Trust Agreement for the Wastewater Improvement Revenue Bonds Series 2010, 2013, 2014A, 2014B, 2016, and 2017. Particularly, the Debt Service Coverage covenant requires the District to charge rates and restrict operating expenses in such a way that Net Revenues Available for Debt Service shall be not less than the greater of 115% of Debt Service on all Bonds then Outstanding payable during the fiscal year or 100% of the sum of such Debt Service and all required deposits in the Debt Service Reserve Account and all amounts payable from the Subordinated Debt Service Account during the fiscal year. In order for the District to comply with this covenant the budget needs to exceed a Balanced Budget, a budget in which total revenues are equal to total expenditures, by a level that will generate Net Revenues that are in compliance per the Wastewater Improvement Revenue Bonds Series 2010, 2013, 2014A, 2014B, 2016, and 2017 Trust Agreements.

Budgetary Control

General provisions regulating the District's budget and appropriation procedures are set forth in the Ohio Revised Code. The Chief Executive Officer is required to submit the District's operating and capital budgets to the Board of Trustees and they are required to adopt such budgets by July 15 of the prior year. Until the final budgets are adopted, the Board of Trustees must approve all the amendments to the budget. The District's budget process has been modified for the 2019 budget. Budget reports will be compiled at the directors' level. Funds are allocated to the individual departments based upon the percentage allocation of the rate study to total District budget. Each department will be required to budget within their allocated amount. Staffing plans have been developed for all departments with the exception of Operations, Engineering and IT. The staffing plans are used during the budget process to justify any new positions requested. The preliminary requests are evaluated and revised as necessary by the Budget Committee, consisting of the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, and Director of Human Resources. The revised version is then presented to the Finance Committee of the Board of Trustees for their

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET INTRODUCTION - continued

Budgetary Control-continued

review. Any adjustments requested by the Finance Committee panel are then incorporated into the budgets and submitted to the Board for their adoption. The revised adopted budgets reflect the amendments made to the 2019 budgets presented to the Board on June 21, 2018. 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

2019 BUDGET PROCESS

The 2019 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 2019 plus the change in unbilled revenues between the beginning and end of 2019. 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.

New this year was the way the numbers were received and recorded. The Sewer District implemented Planning and Budgeting Cloud Service (PBCS) from Oracle. This program is a cloud based service that makes the budgeting quick, accurate, and shared between everyone who needs to access the Budget.

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:

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET PROCESS - continued

1. Table of Contents
2. Budget year memo from the Chief Financial Officer
3. Budget Preparation Instructions
4. Timetable for important dates relating to deadlines for the steps in the budget process
5. Summary of the Budget Request Data that is to be returned to the Finance Department
6. Organizational Coding Structure-2019 Budget Centers
7. Chart and Definitions of 2019 Operating Expense Accounts
8. Chart and Definitions of 2019 Capital Accounts
9. 2019 Description of Services Provided Document
10. 2019 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. Each Budget Center Head is required to review and make corrections to the Organizational Chart that is included in the Budget Instruction Package. A corrected copy must be returned to Finance by the requested date so the document can be updated by Finance. An updated chart is sent back to the Budget Center Head so it can be included in the Preliminary Budget Request Package.
2. The Employee Budget Detail Report – 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.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET PROCESS - continued

3. 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.
4. 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.
5. 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.
6. Each budget center head must also complete a five-year Capital Budget Worksheet – Exhibit E for expenditures that qualify as capital items per the “Fixed Asset Policy.” All requested capital expenditures are aggregated into the Capital Improvement Plan.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET PROCESS - continued

E. Preliminary Budget Request Package

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

1. Contents of the package include:
 - a. Description of Services Provided
 - b. Organizational Chart
 - c. Estimate of Personnel Requirements - PBCS
 - d. Proposed Increase in Personnel - PBCS
 - g. Expense Budget Detail Justification Report - PBCS
 - e. Expense Budget Detail Report Worksheet - PBCS
 - f. Five-year Capital Budget Worksheet - Exhibit E
2. Budget Center Heads will log into PBCS and enter each budget center's total personnel request which will automatically generate a salary for each position. The Budget Analyst enters each budget center's longevity pay, sick buy-out, and prior year's total actual salary expense. The Budget Analyst also reviews the Proposed Increase in Personnel. Any necessary adjustments to the Organizational Charts, Expense Budget Detail Report Worksheet, Expense Budget Detail Justification Report or Capital Budget Worksheet are made by the Budget Analyst.
3. Distribution of the Preliminary Budget Request
 - a. The Preliminary Budget Request is compiled 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, Director of Human Resources, and Controller. The Preliminary Budget Requests are distributed by Finance to the appropriate committee member.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET PROCESS - continued

4. Review of the Preliminary Budget Request
 - a. If a budget center requests a Budget Committee Review by the District's Budget Committee, it will be scheduled. 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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET PROCESS - continued

- b. Finance Committee Review Detail Section
 - 1) Operating Expense Budget Report from Oracle
 - 2) Description of Services Provided
 - 3) Organizational Chart
 - 4) Estimate of Personnel Requirements - PBCS
 - 5) Proposed Increase in Personnel - PBCS
- 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, Chief Executive Officer, Chief Operating Officer, Chief Financial Officer and the Director of Administration and External Affairs. 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.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET PROCESS - continued

- 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 Package

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

H. Budget Center Performance Reports

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 BUDGET PROCESS - continued

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.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

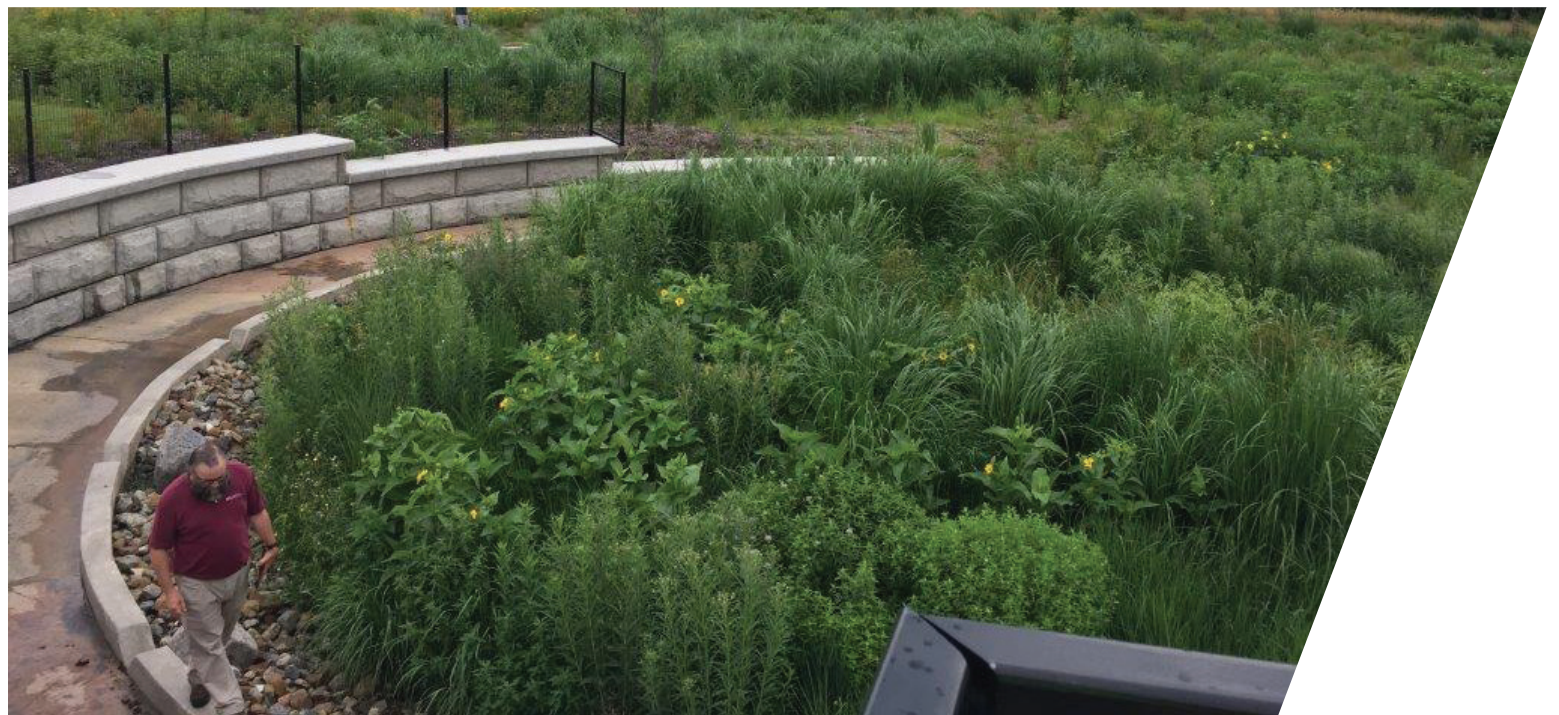
2019 BUDGET CALENDAR

TIMETABLE FOR PREPARATION OF THE 2019 ANNUAL BUDGET

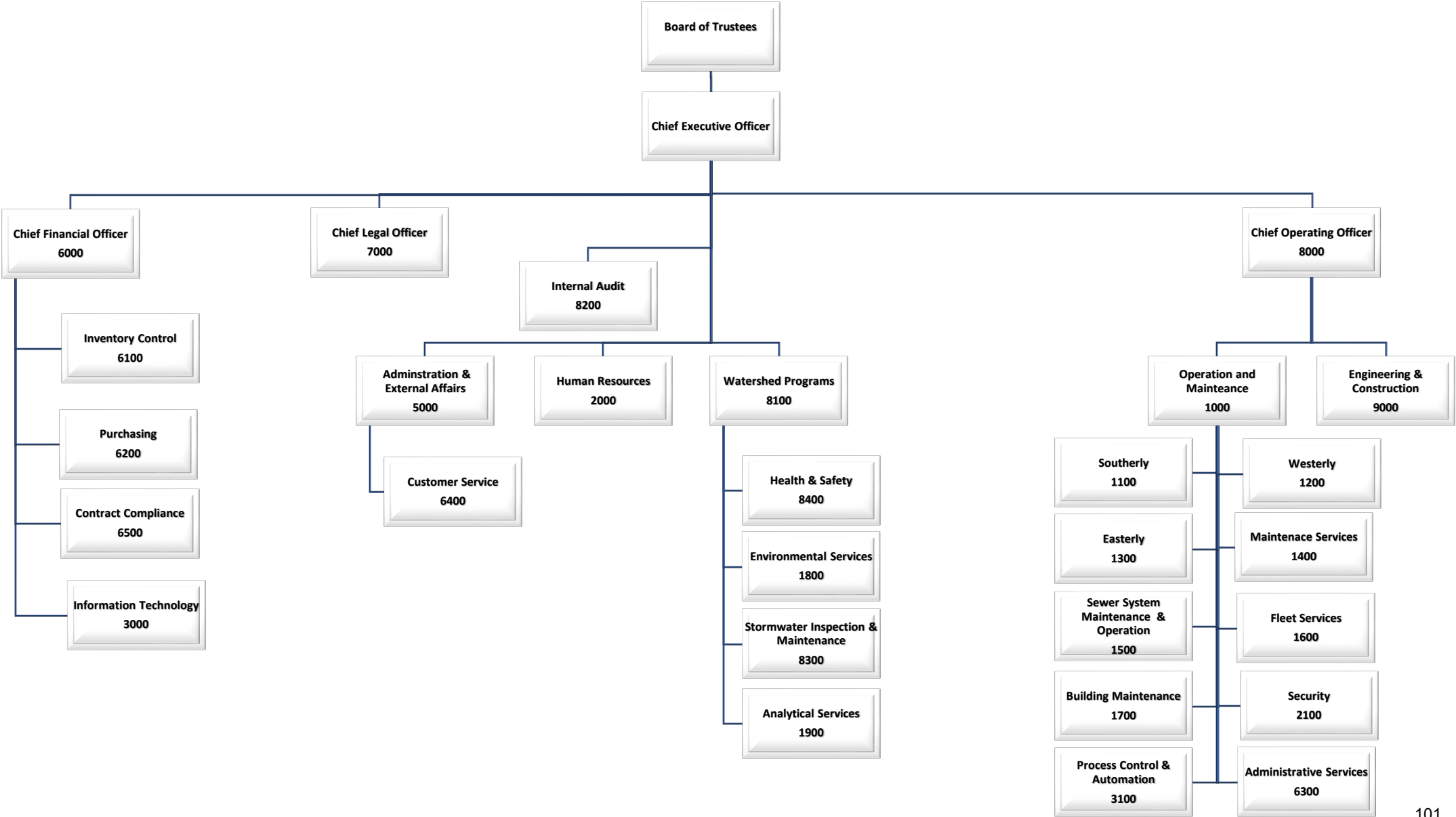
Monday	10/29/18	Chief Financial Officer - Budget Kick-off Memo.
Friday	11/09/18	PBCS Training.
Tuesday	11/13/18	Working 2019 Budget (PBCS) will be open for users.
Tuesday	11/13/18	2019 IT Budget Request to IT Department. The form can be found on the District's Intranet page. Select the icon IT Project Nomination. From there, select "New Nomination Request" from the left-hand navigation and complete the form accordingly.
Tuesday	11/13/18	EMSC and GJM Administration Building budget centers' equipment repair and maintenance and meeting requests to Administrative Services.
Tuesday	11/13/18	2019 Anticipated Temporary Staffing requirements to Human Resources. Attention Alishia McLin, copy Ed Zaborniak. These requests must be approved by the Director/Chief of the department <u>before</u> submitting to Human Resources.
Tuesday	11/13/18	2019 District-wide Training Budget Form to Human Resources: Attention Gina Velez, copy Mildred Porter-Duncan. These requests must be approved by the Director/Chief of the department <u>before</u> submitting to Human Resources.
Tuesday	11/13/18	Anticipated bid/proposal information that will be advertised or require legal notices to Purchasing.
Friday	12/07/18	Working 2019 Budget (PBCS), including revisions to Description of Services Provided, due to Finance including all Operating and Five-Year Capital Plan appropriation request documents. Access will be terminated to make any edits to your 2019 PBCS.
Wednesday	12/19/18	SST workshop on overall budget. Discussion of priorities. If needed.

Monday	1/07/19- 1/18/19	Budget Centers' Budget Committee Review with Budget Center Heads.
Thursday	3/14/19	Presentation of Finance Committee Review Budget.
Thursday	3/21/19	Adoption of the Amended Budget to Board of Trustees

2019 ADOPTED BUDGET DATA



NORTHEAST OHIO REGIONAL SEWER DISTRICT
TABLE OF ORGANIZATION – DEPARTMENTAL VIEW



NORTHEAST OHIO REGIONAL SEWER DISTRICT
RESOLUTION NO. 69-19

AUTHORIZATION TO AMEND RESOLUTION NO. 232-18 TO APPROVE THE DISTRICT'S
OPERATING AND CAPITAL BUDGET FOR THE FISCAL YEAR ENDING DECEMBER 31, 2019, AS
PERSENTED

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

WHEREAS, on June 21, 2018, the Board of Trustees adopted Resolution No. 232-18, which adopted the operating budget of the Northeast Ohio Regional Sewer District for fiscal year 2019; and

WHEREAS, the proposed amended budget for 2019 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. 232-18 and adopts the Northeast Ohio Regional Sewer District amended operating and capital budget for fiscal year 2019 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 2019, the following sums be and they are hereby appropriated:

Sewer Direct Operating Accounts

Operating Expenses, Before Depreciation	\$ 150,782,704
Capitalized Labor & Fringe Benefits	(8,500,000)
Accrued Vacation	474,300
Indirect Cost Allocation to Stormwater	<u>(4,684,080)</u>
Total	<u>\$138,072,924</u>

Non-Operating Accounts

Green Infrastructure Grants	\$ 2,300,000
Member Community Infrastructure Program	8,939,853
WRRSP Project Grants	<u>100,000</u>
Total	<u>\$ 11,339,853</u>

Sewer Capital Accounts

Major Capital Projects:	
Capital Projects Accounts	\$ 289,835,926
Capitalized Labor & Fringe Benefits	<u>8,500,000</u>
Total	<u>\$ 298,335,926</u>

Debt Service

Debt Service Payments	<u>\$ 99,833,573</u>
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Depreciation


Depreciation	<u>\$ 73,148,974</u>
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Stormwater Direct Operating and Capital Accounts

Operating Expenses	\$ 37,783,167
Capital Land Acquisition	4,000,000
Indirect Cost Allocation to Stormwater	<u>4,684,080</u>
Total	<u>\$ 46,467,247</u>

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

On motion of Ms. Dumas, seconded by Mr. Sulik, the foregoing resolution was unanimously adopted on March 21, 2019.

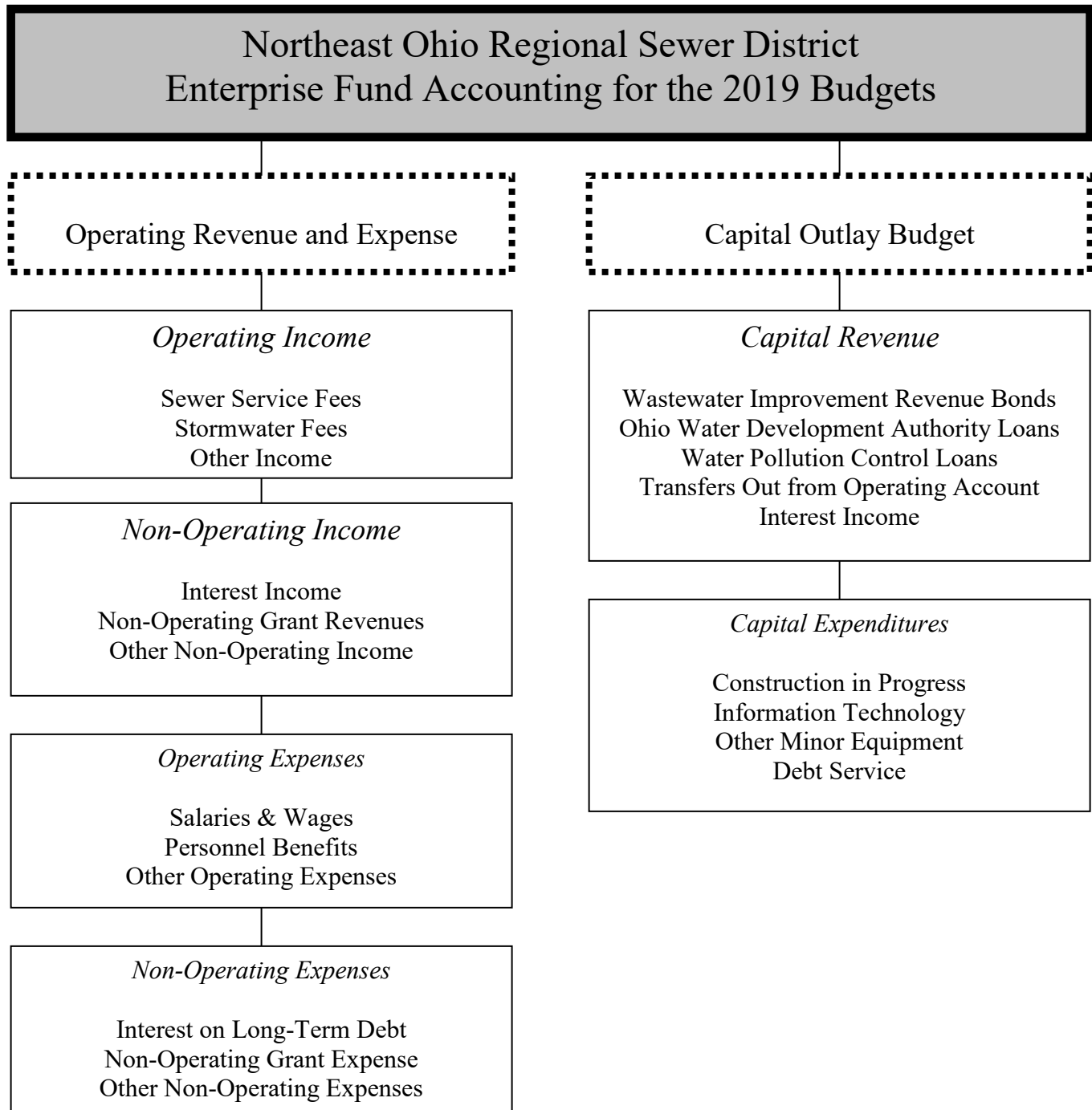


Timothy J. DeGeeter, Secretary
Board of Trustees
Northeast Ohio Regional Sewer District

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Fund Structure of 2019 Operating and Capital Budgets

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



NORTHEAST OHIO REGIONAL SEWER DISTRICT**2019 Adopted Sewer Service Budget Summary****Presented on an Accrual Basis**

	2017 Actual	2018 Adopted Budget	2018 Unaudited Actual	2019 Adopted Budget
OPERATING BUDGET				
REVENUE				
Sewer Service Fees	\$ 296,812,197	\$ 303,910,397	\$ 314,429,847	\$ 324,900,806
Other Income	2,567,476	937,152	1,220,067	1,108,165
Interest Income	156,776	195,888	207,960	200,000
Operating Grant Revenues (WRRSP Projects, ect.)	206,905	125,000	496,873	100,000
Total Revenue	\$ 299,743,354	\$ 305,168,437	\$ 316,354,747	\$ 326,308,971
EXPENSES				
Salaries & Wages	\$ 52,144,371	\$ 55,594,953	\$ 52,726,122	\$ 57,532,358
Personnel Benefits	19,621,823	23,121,021	20,282,019	24,885,427
Utilities	13,601,569	14,887,111	13,926,181	15,278,675
Professional Services	14,621,484	21,636,076	15,792,655	17,284,420
Contractual Services	17,590,159	19,930,817	16,354,989	19,051,638
Other Expenses	12,899,072	15,357,977	13,938,156	16,750,186
Total Operation & Maintenance Expenses	\$ 130,478,478	\$ 150,527,955	\$ 133,020,122	\$ 150,782,704
Indirect Cost Allocation to Stormwater	(3,755,359)	(4,465,790)	(3,974,441)	(4,684,080)
Personnel Services charged to Capital Projects	(8,323,277)	(9,000,000)	(8,159,225)	(8,500,000)
Sewer Operating Expenses Net Capital Labor	\$ 118,399,842	\$ 137,062,165	\$ 120,886,456	\$ 137,598,624
Green Infrastructure Grant	1,318,460	-	890,033	2,300,000
Member Community Infrastructure Program	3,118,863	7,090,030	4,603,701	8,939,853
Accrued Vacation Expense	455,760	465,000	105,699	474,300
New Sewer Expenditures	\$ 123,292,925	\$ 144,617,195	\$ 126,485,889	\$ 149,312,777
Non-Operating Grant Expense (WRRSP Projects, ect.)	97,733	125,000	(1,105)	100,000
Non-Operating Grant Expense	-	-	-	-
Transfer to Rate Stabilization Account	-	-	-	-
Transfer to/from Equipment Repair & Replacement Reserve	532,036	-	-	-
Transfer to/from Insurance Reserve	(620,838)	-	(1,045,366)	-
Debt Service	107,612,767	95,787,739	97,787,325	99,833,573
Total Net Operating Expenses	\$ 230,914,623	\$ 240,529,934	\$ 223,226,743	\$ 249,246,350
EXCESS REVENUES OVER EXPENSES	\$ 68,828,730	\$ 64,638,503	\$ 93,128,003	\$ 77,062,621
CAPITAL BUDGET				
Sources of Capital Funds	\$ 404,780,872	\$ 359,551,222	\$ 391,651,895	\$ 414,610,701
Uses of Capital Funds	238,781,544	291,923,205	249,252,880	298,335,926
BALANCE REMAINING	\$ 165,999,328	\$ 67,628,017	\$ 142,399,015	\$ 116,274,775
Beginning O&M Reserve Balance (Net of Rate Stabilization Fund)	\$ 33,521,572	\$ 33,521,572	\$ 33,521,573	\$ 37,041,380
Operating Surplus	68,372,970	71,728,533	92,169,877	77,062,621
Transfers to/from Capital Account	37,770,029	-	27,004,160	10,296,654
Transfer to/from Insurance Reserve	1,101,907	1,000,000	1,045,366	1,000,000
Transfer to/from Equipment Replacement Reserve	-	-	-	-
Transfer to/from Rate Stabilization Account	-	-	-	-
Transfer from Debt Service Reserve	736,511	139	139	-
Pay-As-You-Go Capital Financing	(107,981,416)	(71,993,703)	(116,699,734)	(91,000,999)
Transfer from Capital Account	-	-	-	-
Ending O&M Reserve Balance (Net of Rate Stabilization Fund)	\$ 33,521,573	\$ 34,256,541	\$ 37,041,380	\$ 34,399,656
RATE STABILIZATION ACCOUNT				
Beginning Balance - Rate Stabilization Account	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000
Transfer in/from Operating Account	-	-	-	-
RATE STABILIZATION BALANCE	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000
EQUIPMENT RESERVE				
Beginning Balance - Equipment Replacement Reserve	\$ 56,433,342	\$ 56,965,378	\$ 56,965,378	\$ 57,672,441
Interest Income	532,036	141,063	707,063	450,000
Transfers to/from Operating Account	-	-	-	-
EQUIPMENT RESERVE BALANCE	\$ 56,965,378	\$ 57,106,441	\$ 57,672,441	\$ 58,122,441
INSURANCE RESERVE				
Beginning Balance - Insurance Reserve	\$ 22,392,770	\$ 21,535,999	\$ 21,758,997	\$ 21,004,774
Claim Proceeds	249,060	-	-	-
Claim Disbursements	(1,101,907)	(1,000,000)	(1,045,366)	(1,000,000)
Interest Income	219,074	62,150	291,143	275,000
INSURANCE RESERVE BALANCE	\$ 21,758,997	\$ 20,598,149	\$ 21,004,774	\$ 20,279,774
DEBT SERVICE RESERVE W/TRUSTEE				
Beginning Balance - Debt Service Reserve	\$ 8,053,374	\$ 139	\$ 139	\$ -
Reserve Fund Debt Retirement	(7,674,037)	-	-	-
Return Excess Funds to Operating Account	(736,511)	(139)	(139)	-
Interest Income	357,313	-	-	-
DEBT SERVICE RESERVE W/TRUSTEE BALANCE	\$ 139	\$ -	\$ -	\$ -
TOTAL CASH RESERVES	\$ 130,246,087	\$ 129,961,131	\$ 133,718,595	\$ 130,801,871

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 Adopted Stormwater Service Budget Summary

Presented on an Accrual Basis

	2017 Actual	2018 Adopted Budget	2018 Unaudited Actual	2019 Adopted Budget
OPERATING BUDGET				
REVENUE				
Stormwater Service Fees	\$ 33,375,574	\$ 32,789,965	\$ 33,134,753	\$ 32,706,759
Interest Income	57,718	600,000	813,568	900,000
Total Revenue	\$ 33,433,292	\$ 33,389,965	\$ 33,948,321	\$ 33,606,759
EXPENSES				
Salaries & Wages	\$ 1,353,653	\$ 2,689,630	\$ 2,606,546	\$ 3,391,228
Personnel Benefits	196,233	418,404	379,151	527,704
Reimbursable Expenses	2,619	56,410	22,663	66,194
Professional Services	9,056,784	11,445,727	13,310,065	13,375,075
Contractual Services	10,446,914	17,633,770	9,511,582	20,313,516
Material and Supplies	118,980	129,400	34,117	109,450
Judgements and Awards	-	700,000	700,000	-
Total Operation & Maintenance Expenses	\$ 21,175,183	\$ 33,073,341	\$ 26,564,123	\$ 37,783,167
Indirect Cost Allocation to Stormwater	\$ 3,755,359	\$ 4,465,790	\$ 3,882,844	\$ 4,684,080
Capital Land Acquisition	-	1,000,000	637,000	4,000,000
Stormwater Operating Expenses Net of Indirect and Capital	24,930,542	38,539,131	31,083,967	46,467,247
Community Cost Share Program				
Community Cost Share Allocation	\$ 11,125,191	\$ 10,929,988	\$ 11,044,918	\$ 10,902,253
Community Cost Share Disbursements	2,626,418	5,071,488	4,218,308	6,000,000
Net Community Cost Share	\$ 8,498,773	\$ 5,858,500	\$ 6,826,610	\$ 4,902,253
EXCESS REVENUE OVER EXPENSES	\$ 17,001,523	\$ 709,334	\$ 9,690,964	\$ (7,958,235)
Beginning Stormwater Balance				
Operating Surplus	\$ 13,681,142	\$ 21,004,916	\$ 22,183,892	\$ 25,074,181
Accrual to Cash Adjustment	8,502,750	(5,149,166)	2,890,289	(12,860,488)
Ending Stormwater Balance	\$ 22,183,892	\$ 15,855,750	\$ 25,074,181	\$ 12,213,693
Beginning Community Cost Share Account Balance				
Current Year Allocations	\$ 8,344,079	\$ 17,185,753	\$ 16,842,852	\$ 23,669,462
Community Cost Share Disbursements	11,125,191	10,383,489	11,044,918	10,902,253
Ending Community Cost Share Account Balance	\$ 16,842,852	\$ 22,497,754	\$ 23,669,462	\$ 28,026,602
Total Stormwater Cash Reserves	\$ 39,026,744	\$ 38,353,504	\$ 48,743,643	\$ 40,240,295

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
SEWER SERVICE FEE REVENUE SUMMARY
2019 FINANCE COMMITTEE REVIEW BUDGET**

	2017 Actual		2018 Unaudited Preliminary Actual		2019 Budget	
	<u>Rate (1)</u>	<u>Revenue</u>	<u>Rate (1)</u>	<u>Revenue</u>	<u>Rate (2)</u>	<u>Revenue</u>
<u>Sewer Service Fees - Cleveland</u>						
Subdistrict 1 - Regular	\$78.05	\$ 131,635,329	\$83.10	\$ 130,169,717	\$88.40	\$ 134,504,553
- Homestead	46.85	4,071,196	49.85	4,025,868	53.05	4,159,935
- Fixed Regular	2.40		3.60		4.95	
-Fixed Homestead	2.40		2.15		2.95	
Subdistrict 2 - Regular	79.85	150,527,767	84.60	155,042,059	89.60	160,205,179
- Homestead	48.05	4,655,498	50.85	4,795,115	53.85	4,954,799
- Fixed Regular	2.40		3.60		4.95	
-Fixed Homestead	2.40		2.15		2.95	
 Gross Billings Cleveland		\$ 290,889,789		\$ 294,032,759		\$ 303,824,466
Bad Debt Expense		(4,158,966)		(8,529,857)		(8,813,913)
Change in Unbilled Sewer Revenue Fees		(18,848,624)		(2,104,236)		(2,174,310)
 Net Revenue - Cleveland		\$ 267,882,199		\$ 283,398,667		\$ 292,836,244
 <u>Sewer Service Fees - Other Billing Agents</u>						
Berea	\$	4,886,715	\$	4,999,833	\$	5,164,579
Unbilled Revenue Beria		45,278		-		-
Total Beria, Billed & Unbilled	\$	4,931,993	\$	4,999,833	\$	5,164,579
Cleveland Heights	\$	55,581	\$	(1,698)	\$	-
Unbilled Cleve Hts.		-		-		-
Total Cleve Hts., Billed & Unbilled	\$	55,581	\$	(1,698)	\$	-
North Royalton	\$	1,094,404	\$	1,156,139	\$	1,194,640
Unbilled Revenue N. Royalton		-		-		-
Total N. Royalton Billed & Unbilled	\$	1,094,404	\$	1,156,139	\$	1,194,640
 Gross Total Other Billing Agents	\$	6,081,978	\$	6,154,273	\$	6,359,219
 <u>Other Sewer Service Fees</u>						
Direct Billings	\$	18,725,509	\$	24,876,907	\$	25,705,344
Unbilled Revenue Direct Billed		4,122,510		-		-
 Gross Direct Billed Sewer Service Fees	\$	22,848,020	\$	24,876,907	\$	25,705,344
 Net Billed & Unbilled Sewer Service Fee	\$	296,812,197	\$	314,429,847	\$	324,900,806

NORTHEAST OHIO REGIONAL SEWER DISTRICT
Major Cost Recapitulation
2019 Adopted Sewer Budget

	2017 Actual	2018 Adopted Budget	2018 Unaudited Actual	2018 Actual Over (Under) 2018 Budget	2019 Adopted Budget	2019 Over (Under) 2018 Actual
Salaries & Wages	\$ 52,144,371	\$ 55,594,953	\$ 52,726,122	\$ (2,868,831)	\$ 57,532,358	\$ 4,806,236
Benefits	19,621,823	23,121,021	20,282,019	(2,839,002)	24,885,427	4,603,408
Power	10,052,193	10,885,559	10,588,902	(296,657)	11,335,014	746,112
Gas	1,326,026	1,685,376	1,539,945	(145,431)	1,809,319	269,374
Water	1,159,576	1,238,881	991,813	(247,068)	1,089,492	97,679
Professional Services	14,621,484	21,636,076	15,792,655	(5,843,421)	17,284,420	1,491,765
Collection Fees	8,316,636	8,511,400	8,084,334	(427,066)	8,617,600	533,266
Insurance and Bonds	762,390	985,000	881,263	(103,737)	1,350,000	468,737
Solids Handling	1,546,734	1,847,919	1,459,092	(388,827)	2,150,716	691,624
Other Contractual Services	4,484,460	5,820,975	5,930,300	109,325	4,062,616	(1,867,684)
Chemicals	2,006,345	2,814,026	2,596,735	(217,291)	3,266,980	670,245
Other Materials & Supplies	7,026,234	7,354,461	7,832,934	478,474	8,402,650	569,715
Repairs & Maintenance	3,172,685	4,138,713	2,877,250	(1,261,463)	3,993,488	1,116,238
Judgments / Awards	13,403	190,000	31,283	(158,717)	190,000	158,717
All Other Expenses	4,224,118	4,703,595	1,405,475	(3,298,120)	4,812,625	3,407,150
Total	\$ 130,478,478	\$ 150,527,955	\$ 133,020,122	\$ (17,507,833)	\$ 150,782,704	\$ 17,762,582

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Major Expense Recapitulation By Category

2019 Adopted Stormwater Budget

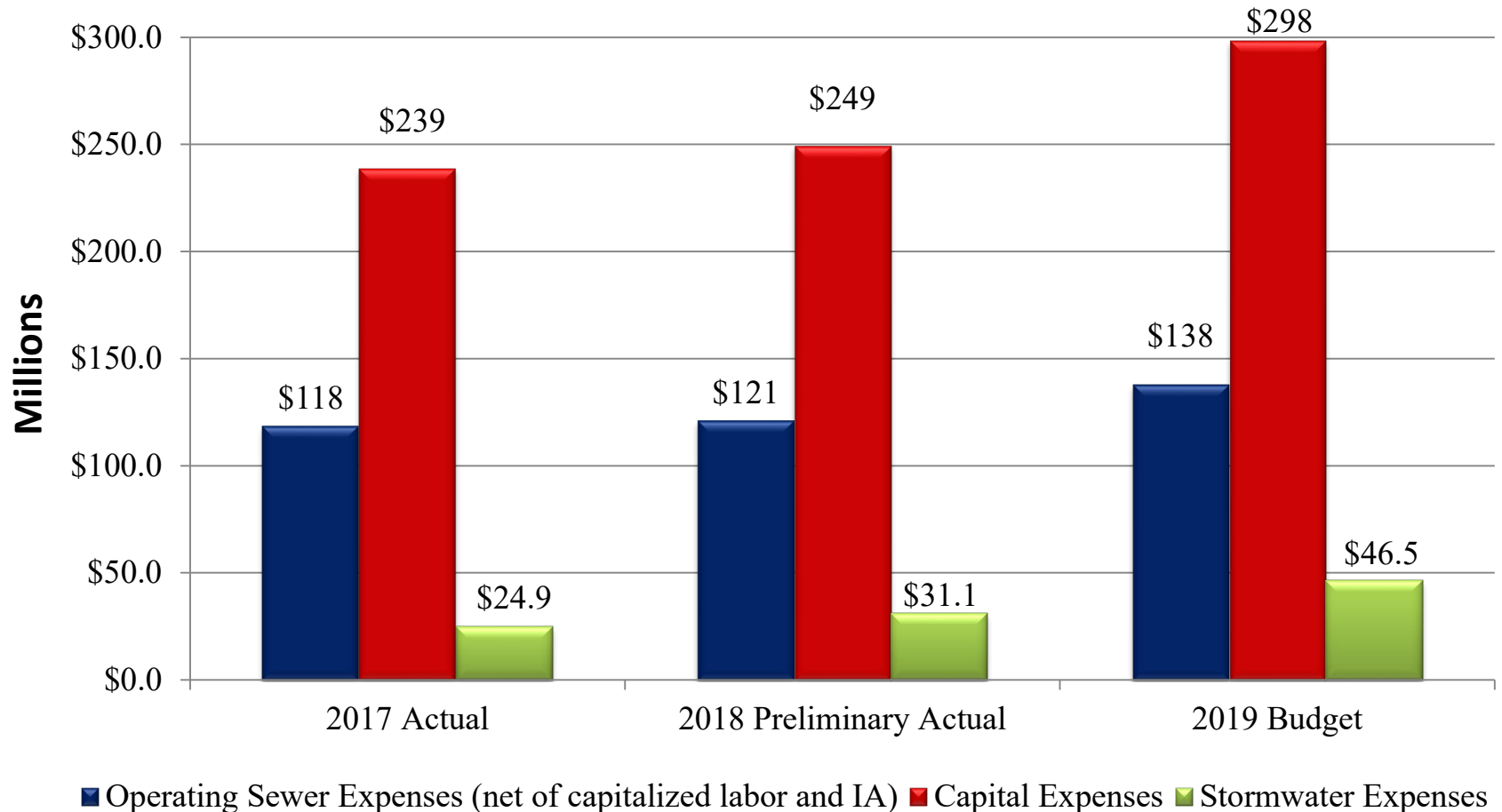
	<u>2017 Actual</u>	<u>2018 Adopted Budget</u>	<u>2018 Unaudited Actuals</u>	<u>2018 Actual Over (Under) 2018 Budget</u>	<u>2019 Adopted Budget</u>	<u>2019 Over (Under) 2018 Actuals</u>
Salaries & Wages	\$ 1,353,653	\$ 2,689,630	\$ 2,606,546	\$ (83,084)	\$ 3,391,228	\$ 784,682
Benefits	196,233	418,404	379,151	(39,253)	527,704	148,553
Professional Services	9,056,784	11,445,727	13,310,065	1,864,338	13,375,075	65,010
Other Contractual Services	10,446,914	17,633,770	9,291,607	(8,342,163)	20,313,516	11,021,909
Other Materials & Supplies	118,980	129,400	34,116	(95,284)	109,450	75,334
All Other Expenses	2,619	756,410	942,638	186,228	66,194	(876,444)
Sub-Total	<u>\$ 21,175,183</u>	<u>\$ 33,073,341</u>	<u>\$ 26,564,123</u>	<u>\$ (6,509,218)</u>	<u>\$ 37,783,167</u>	<u>\$ 11,219,044</u>

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Operating and Capital Expense

2017 – 2018 Actual

2019 Budget



CAPITAL IMPROVEMENT PROGRAM



**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT

CAPITAL IMPROVEMENT PROGRAM

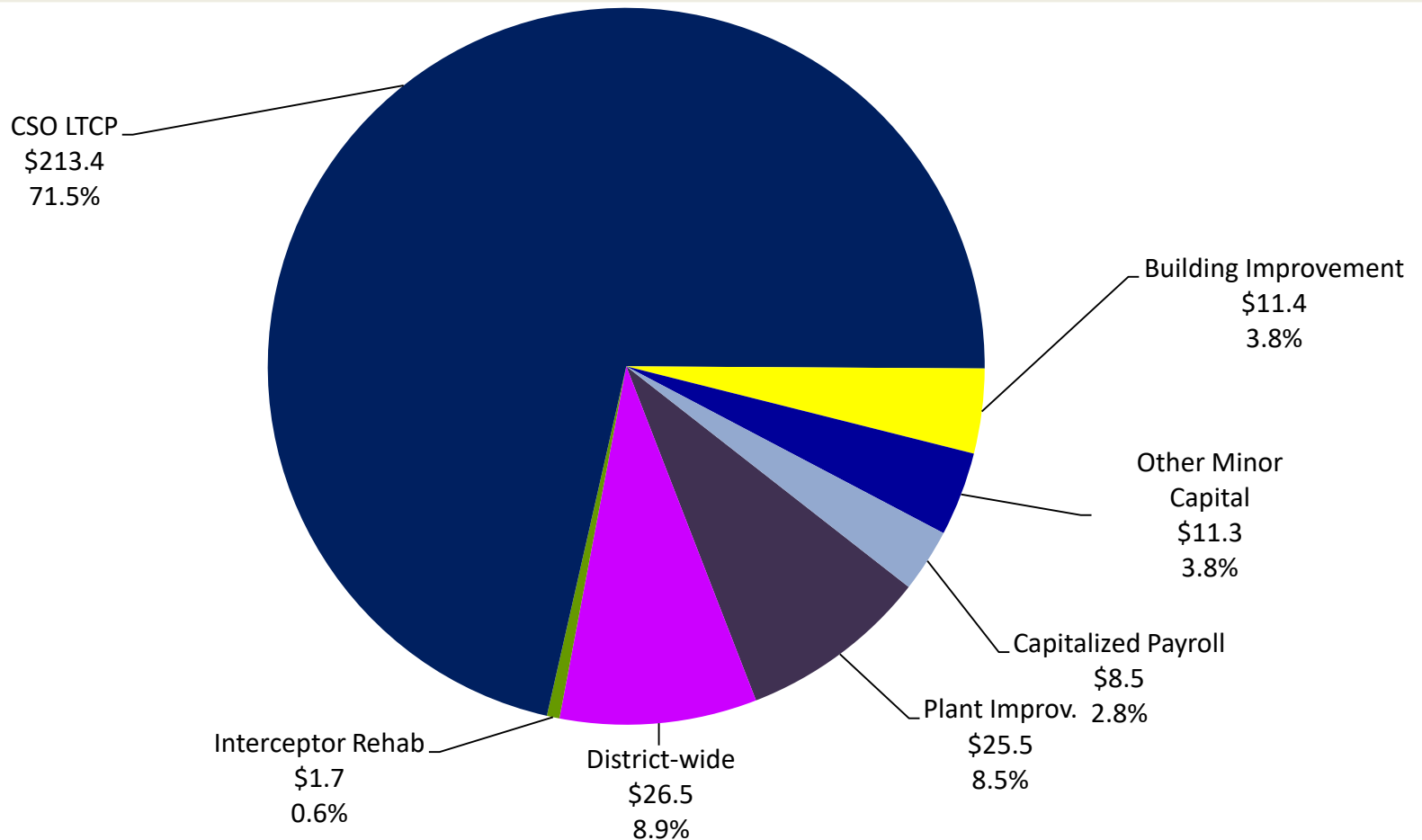
Annually the District staff prepares a five year Capital Improvement Program (“CIP”) which lists capital projects by major category and indicates the year in which each project is estimated to be under contract. In the 1970s and 1980s, the District was very successful in obtaining federal EPA grants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

The CIP for 2019-2023 lists expenditures totaling \$1,299,124,178. Management of the District recognizes that more stringent standards, including the CSO long-term control plan, will be instituted in the near future and the current CIP anticipates those requirements. Portions of the District’s treatment plant facilities constructed in the 1970s and 1980s need to be upgraded consistent with anticipated regulatory changes. Furthermore, additional regulatory requirements are expected to be established for effluent, biosolids, and other residual products and the disposal thereof. The capital improvement plan includes green infrastructure and the ongoing rehabilitation and maintenance of existing facilities in order to meet current and future treatment requirements at the wastewater treatments plants and in the collection system.

The investment over the next five years is substantial and will require the work of many to achieve. In 2019, the District’s in-house Process Control group manages the aggressive CIP. The table on page 115 depicts the summary of the system capital improvements proposed by the District during fiscal years 2019 through 2023.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2019 Capital Project Disbursements

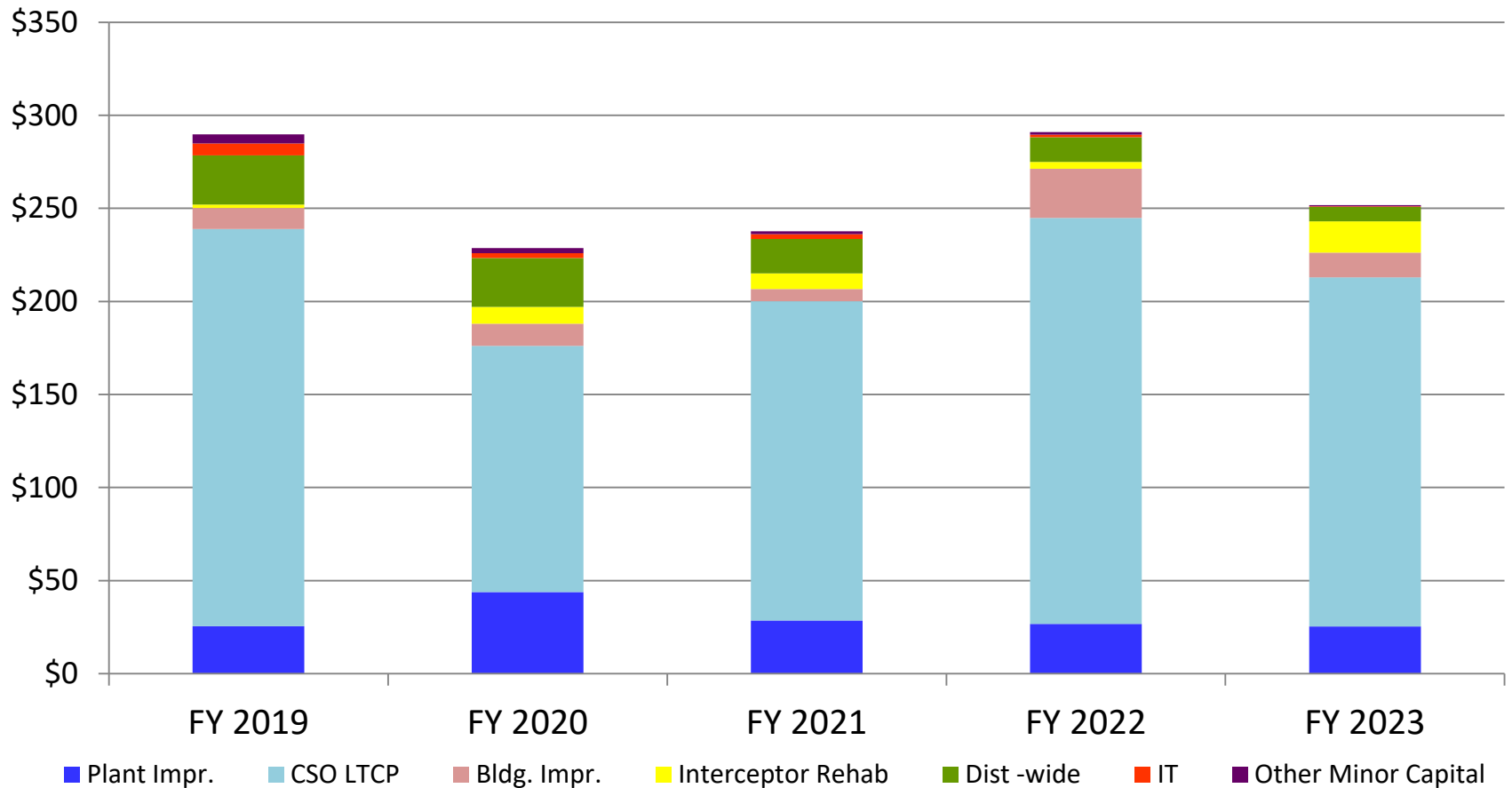


Cash Disbursement Summary
\$298.3 Million

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Capital Improvement Plan

2019 – 2023



NORTHEAST OHIO REGIONAL SEWER DISTRICT

5 Year Capital Budget Summary

DESCRIPTION	2019	2020	2021	2022	2023	Total Cost
<i>MAJOR CAPITAL IMPROVEMENT:</i>						
Plant Improvements	\$ 25,516,279	\$ 43,789,252	\$ 28,604,277	\$ 26,689,386	\$ 25,373,621	\$ 149,972,815
Interceptor Rehab	1,725,068	9,096,833	8,367,985	3,654,907	16,773,601	39,618,394
CSO LTCP	213,361,516	132,295,944	171,555,198	218,243,983	187,527,697	922,984,338
District-Wide Activities	26,501,462	26,183,958	18,532,864	13,318,667	7,732,979	92,269,930
Building Improvements	11,400,559	11,859,700	6,629,607	26,416,283	13,359,175	69,665,324
SUBTOTAL	\$ 278,504,884	\$ 223,225,687	\$ 233,689,931	\$ 288,323,226	\$ 250,767,073	\$ 1,274,510,801
<i>MINOR CAPITAL IMPROVEMENT:</i>						
Building Improvements	\$ 794,700	\$ 503,950	\$ 403,800	\$ 666,450	\$ 155,100	\$ 2,524,000
Machinery & Equipment	2,431,050	1,029,650	677,885	313,000	210,500	4,662,085
Vehicles	1,630,741	1,184,000	441,000	470,000	294,000	4,019,741
Grounds	75,000	30,000	-	-	-	105,000
Computer Hardware	3,387,251	1,520,000	1,420,000	1,020,000	170,000	7,517,251
Computer Software	2,973,000	1,090,000	1,175,000	280,000	165,000	5,683,000
Furniture	39,300	63,000	-	-	-	102,300
SUBTOTAL	\$ 11,331,042	\$ 5,420,600	\$ 4,117,685	\$ 2,749,450	\$ 994,600	\$ 24,613,377
TOTAL CAPITAL IMPROVEMENT	\$ 289,835,926	\$ 228,646,287	\$ 237,807,616	\$ 291,072,676	\$ 251,761,673	\$ 1,299,124,178

NEORS D Projects		Project Phase	Budget total	2019	2020	2021	2022	2023	Period Total
CIP Projects Total			\$3,776,274,100.21	\$278,504,884.09	\$223,225,686.07	\$233,689,931.81	\$288,323,226.64	\$250,767,072.83	\$1,274,510,801.44
CIP Treatment Plants			\$490,251,898.53	\$23,559,215.81	\$34,476,220.90	\$20,368,242.21	\$25,242,403.63	\$25,373,621.13	\$129,019,703.68
CIP Treatment Plants Easterly			\$64,465,965.54	\$2,902,007.87	\$5,577,210.07	\$6,686,338.88	\$2,890,783.98	\$10,773,265.76	\$28,829,606.56
1406	District Wide Facilities Decommissioning Study	Project Study	\$939,123.00						\$0.00
1513	Easterly Grease Handling Improvements	Project Construction	\$1,969,500.00	\$448,516.50					\$448,516.50
1512	Easterly Bar Rake Reconditioning	Project Construction	\$697,651.00						\$0.00
1540	Easterly Aeration Tank Rehabilitation	Procurement	\$13,000,000.00	\$1,194,855.01	\$5,034,908.93	\$6,293,773.48	\$337,368.13	\$15,032.91	\$12,875,938.46
2018-244A	EWWT P R&R (2022-2028)	Non-Applicable	\$9,535,047.00				\$1,345,069.33	\$1,363,750.84	\$2,708,820.17
2018-244B	EWWT P R&R (2029-2038)	Non-Applicable	\$22,288,215.00						\$0.00
D2011-1253-2017-1	Easterly Southerly Sludge Pump System (2011-	Not Started	\$8,179,580.61				\$830,024.65	\$6,912,019.95	\$7,742,044.60
D2015-0005-2017-1	Easterly Electrical Service Improvements	Not Started	\$5,760,000.00		\$300,937.50	\$392,565.40	\$378,321.87	\$1,912,418.98	\$2,984,243.75
D2014-0022-2017-1	Easterly Weigh Scale (design-build)	Not Started	\$596,848.93					\$570,043.08	\$570,043.08
1550-1	Easterly Bar Screen Conveyor Belt Rehabilitation	Procurement	\$1,500,000.00	\$1,258,636.36	\$241,363.64				\$1,500,000.00
CIP Treatment Plants Westerly			\$66,281,740.23	\$2,823,533.82	\$11,281,595.57	\$494,845.32	\$1,854,525.89	\$1,880,283.20	\$18,334,783.80
1338	WWWTC Ferric Chloride Tanks	Close-Out	\$9,721,246.84						\$0.00
1387	Westerly Wet Weather Facility Improvements	Project Construction	\$4,284,682.26	\$90,277.51					\$90,277.51
1419A	Westerly Scrubber Sump Pump VFD	Close-Out	\$196,218.50						\$0.00
1418	Westerly Fire Safety and Code Upgrade: WCSI	Project Construction	\$3,198,610.00	\$410,289.80					\$410,289.80
1419	Westerly Incinerator Improvements	Project Construction	\$2,704,066.33						\$0.00
1516	Westerly Fiber Replacement (APM)	Project Construction	\$540,937.30	\$104,940.41					\$104,940.41
1538	Westerly Facilities Plan	Project Design	\$1,300,000.00	\$31,191.49	\$13,275.51				\$44,467.00
1529	Easterly & Westerly Low Voltage Equipment	Project Design	\$8,850,000.00	\$2,012,874.00	\$6,383,856.17	\$453,269.83			\$8,850,000.00
1566	Westerly 2018 CEMS Upgrade	Procurement	\$100,000.00	\$100,000.00					\$100,000.00
2018-243A	WWWTC R&R (2022-2028)	Non-Applicable	\$13,146,528.00				\$1,854,525.89	\$1,880,283.20	\$3,734,809.09
2018-243B	WWWTC R&R (2029-2038)	Non-Applicable	\$17,239,451.00						\$0.00
1534-1	Westerly Facilities Plan Early Action Projects	Non-Applicable	\$5,000,000.00	\$73,960.61	\$4,884,463.89	\$41,575.49			\$4,999,999.99
CIP Treatment Plants Southerly			\$359,504,192.76	\$17,833,674.12	\$17,617,415.26	\$13,187,058.01	\$20,497,093.76	\$12,720,072.17	\$81,855,313.32
1222	First Stage FST 1-10 Improvements	Project Construction	\$45,715,201.66	\$118,832.00					\$118,832.00
1376	SWWTC First Stage Aeration Tank and Return Sludge PS Improvements	Project Construction	\$19,651,003.58	\$1,782,917.07	\$4,097.16				\$1,787,014.23
1377	2nd Lift Station Improvements	Project Construction	\$13,719,602.05	\$3,788,857.20	\$111,188.32				\$3,900,045.52
1230	Southerly Low Voltage Equipment Replacement	Close-Out	\$13,655,919.78						\$0.00
1488	Southerly Second Stage Settling Improvements	Project Construction	\$43,510,895.84	\$7,701,736.47	\$16,799,673.00	\$11,197,329.19	\$4,148,592.25	\$160,691.60	\$40,008,022.51
1417	Southerly Grit Receiving Station	Project Construction	\$1,219,647.57	\$58,754.17					\$58,754.17
1494	Southerly PS Tank 11-18 Repairs	Close-Out	\$634,502.67						\$0.00
1551	Southerly Miscellaneous Disinfection and Solids Handling Improvements	Procurement	\$3,000,000.00	\$3,000,000.00					\$3,000,000.00
1552	Southerly REF Improvements	Bidding	\$1,050,000.00	\$1,040,812.50	\$4,200.00				\$1,045,012.50
2018-242A	SWWTC R&R (2022-2028)	Non-Applicable	\$32,739,768.00				\$4,618,462.57	\$4,682,607.88	\$9,301,070.45
2018-242B	SWWTC R&R (2029-2038)	Non-Applicable	\$61,970,929.00						\$0.00
9047-1	Gravity Belt Thickening Improvements	Not Started	\$10,053,836.38						\$0.00
D2013-9045-1	Southerly Effluent Filtration and Disinfection	Not Started	\$58,724,266.71				\$201,645.69	\$3,447,772.38	\$3,649,418.07
D2013-9040-1	Southerly 2nd Stage Aeration Improvements	Not Started	\$27,962,482.52				\$1,628,019.35	\$4,086,606.55	\$5,714,625.90
1378-1	Southerly Gravity Thickener Odor Control	Not Started	\$4,772,517.97		\$400,816.94	\$1,110,306.06	\$3,160,711.58	\$100,683.38	\$4,772,517.96
D2014-0024-1	Southerly Wet Stream Hg Removal	Not Started	\$12,623,619.03						\$0.00
2016-0020-1	District Wide Solids Handling Study	Non-Applicable	\$500,000.00	\$341,764.71	\$158,235.29				\$500,000.00
2016-0020A	District Wide Solids Handling Improvements	Non-Applicable	\$8,000,000.00		\$139,204.55	\$879,422.76	\$6,739,662.32	\$241,710.38	\$8,000,000.01
CIP Combined Sewer Overflow Control Program (CSO) Control Measures			\$2,633,057,232.11	\$215,318,579.51	\$141,608,975.28	\$179,791,233.59	\$219,690,965.88	\$187,527,696.53	\$943,937,450.79
CSO Easterly Plants			\$226,177,985.51	\$350,833.26	\$4,274,589.69	\$22,010,055.17	\$40,625,472.35	\$39,632,531.45	\$106,893,481.92
1255	Easterly Secondary System Improvements	Close-Out	\$81,856,794.36						\$0.00
1399-1	Easterly Chemically Enhanced High Rate	Project Design	\$144,321,191.15	\$350,833.26	\$4,274,589.69	\$22,010,055.17	\$40,625,472.35	\$39,632,531.45	\$106,893,481.92
CSO Westerly Plants			\$80,040,398.29	\$4,066,871.92	\$6,867,447.54	\$26,101,966.43	\$28,202,700.46	\$12,357,846.13	\$77,596,832.48
1486-1	Westerly Chemically Enhanced High Rate	Project Design	\$80,040,398.29	\$4,066,871.92	\$6,867,447.54	\$26,101,966.43	\$28,202,700.46	\$12,357,846.13	\$77,596,832.48
CSO Southerly Plants			\$85,126,161.22	\$2,308,506.91	\$17,681,284.71	\$27,303,206.45	\$20,479,884.36	\$8,230,206.61	\$76,003,089.04
1401A	Southerly Electrical Infrastructure Improvements	Project Design	\$21,000,000.00	\$1,957,063.60	\$9,313,031.12	\$8,236,035.18	\$1,446,982.41		\$20,953,112.31
1401-1	Southerly Optimized Parallel Treatment	Project Design	\$64,126,161.22	\$351,443.31	\$8,368,253.59	\$19,067,171.27	\$19,032,901.95	\$8,230,206.61	\$55,049,976.73
CIP CSO Collection System/District-wide Projects			\$2,241,712,687.09	\$208,592,367.42	\$112,785,653.34	\$104,376,005.54	\$130,382,908.71	\$127,307,112.34	\$683,444,047.35
1105	Easterly Tunnel Dewatering Pump Station	Project Construction	\$89,460,530.91	\$253,406.10					\$253,406.10
1266	Dugway West Interceptor Relief	Close-Out	\$65,218,033.62						\$0.00
1265	Nine Mile Construction - Management Core	Project Construction	\$6,217,610.00	\$1,032,051.28					\$1,032,051.28
1294	Dugway Storage Tunnel	Project Construction	\$168,182,402.67	\$13,332,353.50	\$1,329,107.13				\$14,661,460.63
1293	Doan Valley Storage Tunnel	Project Construction	\$156,760,968.52	\$53,464,849.39	\$24,538,706.18	\$7,681,670.74	\$3,660,563.22	\$145,617.04	\$89,491,406.57
1360	Dugway South Relief and Consolidation Sewer	Project Construction	\$31,704,057.48	\$1,253,456.28					\$1,253,456.28
1283	East 140th Consolidation and Relief Sewer	Project Construction	\$82,176,735.72	\$9,268,128.39	\$5,367,750.21	\$356,159.96			\$14,992,038.56
1379	Superior-Stones-Canal CSO Improvements	Project Construction	\$22,018,367.22	\$257,689.25					\$257,689.25
1422	London Road Relief Sewer	Project Construction	\$46,122,372.94	\$26,107,263.22	\$11,736,498.64	\$505,898.25			\$38,349,660.11
1421	Dugway Regulators and Relief Sewers	Project Construction	\$5,997,420.22	\$3,686,076.93	\$1,173,915.09	\$45,096.31			\$4,905,088.33
1489	Doan Valley Miscellaneous Regulators / Relief	Project Design	\$10,176,521.00	\$860,968.18	\$7,306,303.92	\$612,678.81	\$67,862.88		\$8,847,813.79
1408	Doan Valley Relief and Consolidation Sewer	Project Construction	\$17,288,378.04	\$9,979,850.82	\$2,639,102.82	\$234,525.11			\$12,853,478.75
1416	Kendall - Cheshire Regulator & Flood Relief	Project Construction	\$1,000,000.00						\$0.00
1423	Site Restoration Services	Bidding	\$219,131.72	\$115,342.04					\$115,342.04
1332	Mary Street Pump Station Upgrade	Close-Out	\$12,305,626.04						\$0.00
1390	Westerly Storage Tunnel	Project Construction	\$146,434,413.95	\$70,969,193.79	\$31,637,276.48	\$12,674,316.78	\$623,277.19		\$115,904,064.24

NEORSD Projects		Project Phase	Budget total	2019	2020	2021	2022	2023	Period Total
CIP Projects Total			\$3,776,274,100.21	\$278,504,884.09	\$223,225,686.07	\$233,689,931.81	\$288,323,226.64	\$250,767,072.83	\$1,274,510,801.44
CIP Treatment Plants			\$490,251,898.53	\$23,559,215.81	\$34,476,220.90	\$20,368,242.21	\$25,242,403.63	\$25,373,621.13	\$129,019,703.68
CIP Treatment Plants Easterly			\$64,465,965.54	\$2,902,007.87	\$5,577,210.07	\$6,686,338.88	\$2,890,783.98	\$10,773,265.76	\$28,829,606.56
9128	Westerly Tunnel Dewatering Pump Station (C)	Project Design	\$36,390,299.26	\$16,070.92	\$2,804,248.83	\$12,703,373.75	\$12,683,196.83	\$2,756,617.08	\$30,963,507.41
1391	Westerly Low Level Relief Sewer	Project Construction	\$12,262,042.96	\$567,079.36	\$3,093.85				\$570,173.21
1510	West 3rd Quigley / Westerly Miscellaneous CSO	Project Design	\$10,464,513.00	\$1,350,035.11	\$7,401,203.06	\$307,537.04			\$9,058,775.21
1357	Woodland Central Green Infrastructure Project	Project Construction	\$14,006,255.00	\$2,268,208.65	\$287,139.60				\$2,555,348.25
1398	Morgana & Burke System Improvements	Project Design	\$16,955,000.00	\$1,044,607.36	\$3,835,249.58	\$5,280,173.36	\$2,610,104.92	\$182,454.89	\$12,952,590.11
1503	S-75/S-76 Stormwater Outlet Replacement	Close-Out	\$3,350,000.00						\$0.00
1398A	Burke Brook Open Channel Improvements (BOCI)	Project Design	\$9,110,000.00		\$433,809.52	\$7,627,610.88	\$1,048,579.59		\$9,109,999.99
1548	Pearl & Jennings Road Storage Tanks & Pump Station Upgrades	Procurement	\$17,700,000.00	\$1,510,035.84	\$971,755.93	\$11,812,764.51	\$3,188,060.37	\$217,383.35	\$17,700,000.00
1292	Green Infrastructure Design Services	Project Design	\$3,964,600.00						\$0.00
1319	CEHRT-Preliminary Design Development	Project Study	\$4,247,980.00	\$48,320.96					\$48,320.96
1323	Right of Way Services -1	Project Design	\$1,000,000.00						\$0.00
1324	Right of Way Services - 2	Project Design	\$1,000,000.00						\$0.00
1330	Union/Buckeye Green Infrastructure	Project Construction	\$7,088,079.60	\$992,569.72	\$98,519.10				\$1,091,088.82
1328	Green Ambassador - Urban Agriculture	Close-Out	\$5,291,873.03						\$0.00
1329	Green Ambassador - Fairhill/MLK	Close-Out	\$5,516,607.76						\$0.00
1386	Kingsbury Run Preliminary Engineering Project	Project Construction	\$7,621,068.75	\$295,157.23					\$295,157.23
1323_3	CIP Right of Way Services -3	Project Design	\$1,000,000.00	\$323,340.83	\$324,226.70	\$245,384.69			\$892,952.22
1324_4	CIP Right of Way Services -4	Project Design	\$1,000,000.00	\$256,050.40	\$256,751.91	\$194,317.70			\$707,120.01
9087-1	Shoreline Consolidation Sewer	Not Started	\$96,279,936.35	\$570,280.41	\$3,692,385.19	\$2,607,712.28	\$29,062,630.55	\$42,759,185.37	\$78,692,193.80
1536-1	Shoreline Storage Tunnel	Procurement	\$225,551,629.41	\$6,730,378.82	\$4,837,753.57	\$36,957,777.21	\$66,418,726.87	\$68,792,522.77	\$183,737,159.24
9076-1	Easterly Flood Control/Relief Sewer Project	Not Started	\$15,433,949.99						\$0.00
1423A	Site Restoration Services (2019-2020)	Non-Applicable	\$1,000,000.00	\$44,238.41	\$955,761.59				\$1,000,000.00
1423B	Site Restoration Services (2020-2021)	Non-Applicable	\$650,000.00		\$32,198.68	\$617,801.32			\$650,000.00
9092-2017-1	SCSO-1 Burke Brook Consolidation Sewer	Not Started	\$18,053,927.57					\$1,368,383.48	\$1,368,383.48
9091-2017-1	Southerly Tunnel Dewatering Pump Station	Not Started	\$35,387,137.00			\$326,603.43	\$936,753.95	\$800,669.19	\$2,064,026.57
9094-2017-1	SCSO-2 Kingsbury Run Consolidation Sewer	Not Started	\$80,106,317.22				\$2,587,659.95	\$2,390,198.33	\$4,977,858.28
9096-2017-1	SCSO-3 Morgana Run Consolidation Sewer	Not Started	\$33,911,543.24				\$324,963.09	\$1,568,025.77	\$1,892,988.86
9108-2017-1	Southerly Miscellaneous CSO Control and Relief	Not Started	\$21,972,539.76						\$0.00
9090-2017-1	Southerly Tunnel	Not Started	\$308,724,396.39			\$2,337,476.48	\$7,138,639.35	\$6,326,055.07	\$15,802,170.90
9097-2017-1	BCSO-1 Ridge Road Consolidation	Not Started	\$22,111,401.94						\$0.00
9099-2017-1	Big Creek Tunnel (BCT)	Not Started	\$247,816,946.81						\$0.00
9101-2017-1	BBCSO-2 Bellaire Road/ Peelor Ave.	Not Started	\$14,914,696.81						\$0.00
9098-2017-1	Big Creek CSO-059 Storage Tank	Not Started	\$17,232,920.07						\$0.00
9102-2017-1	BCSO-3 W143th St. Consolidation Sewer	Not Started	\$36,650,491.68						\$0.00
9100-2017-1	Big Creek Tunnel Regulators	Not Started	\$7,130,496.10						\$0.00
9112-2017-1	BCSO-2a W129th St. Consolidation Sewer	Not Started	\$25,828,403.53						\$0.00
1347-1	Green Infrastructure Program Implementation	Planning	\$2,500,000.00	\$482,737.39					\$482,737.39
1291	Nine Mile Creek Site Wetland Mitigation	Project Construction	\$392,787.00	\$48,742.15	\$39,022.59	\$32,676.90	\$31,889.95		\$152,331.59
1385	Fairmount Blvd SSO Relief Sewer	Close-Out	\$2,312,276.81						\$0.00
1407	CSO CD and NPDES Performance Compliance	Project Study	\$8,500,000.00	\$1,463,884.69	\$1,083,873.17	\$1,214,450.03			\$3,762,207.89
CIP Districtwide			\$160,954,395.54	\$26,501,462.25	\$26,183,957.61	\$18,532,864.24	\$13,318,667.05	\$7,732,978.94	\$92,269,930.09
9400	Testing & Construction Inspection Services	Procurement	\$25,000,000.00	\$46,095.82					\$46,095.82
1373	General Engineering Services Contract 3	Complete	\$3,000,000.00						\$0.00
1374	CIP Environmental Services	Project Design	\$2,502,142.79						\$0.00
9140	Testing & Construction Inspection Services	Procurement	\$16,000,000.00	\$3,758,623.26	\$3,768,920.86	\$586,963.09			\$8,114,507.21
1373_4	GES-4 General (Mechanical, Process, Collection	Project Design	\$3,000,000.00	\$1,235,723.21					\$1,235,723.21
1373_5	GES-5 MEP (Mechanical/Electrical/Plumbing)	Project Design	\$1,500,000.00	\$726,307.23					\$726,307.23
1373_6	GES-6 Architectural / Civil / Structural	Project Design	\$1,000,000.00	\$428,163.99					\$428,163.99
1381	Automation Program Management Phase-1	Project Design	\$19,900,000.00	\$4,145,268.08	\$2,850,574.50	\$1,106,374.46			\$8,102,217.04
1374_CDE	CIP Environmental Assessment Services C, D & E	Project Design	\$2,250,000.00	\$194,713.66	\$195,247.12	\$142,173.94			\$532,134.72
D2016-0046	CIP Environmental Contract	Non-Applicable	\$2,500,000.00		\$711,317.72	\$1,089,302.11	\$699,380.17		\$2,500,000.00
1374_F	CIP Environmental Assessment Services F	Project Design	\$1,000,000.00	\$573,167.19					\$573,167.19
1527	District Wide Uninterruptible Power Supply (UPS) Replacement Project	Project Construction	\$1,686,989.75	\$820,810.12					\$820,810.12
1561	Westerly PLC Replacement	Bidding	\$5,900,000.00	\$5,843,591.73	\$56,408.27				\$5,900,000.00
1541	Construction Safety and Security Services	Project Construction	\$1,000,000.00	\$428,562.33	\$429,736.47				\$858,298.80
1563	Easterly/Southerly Fiber Replacement	Procurement	\$7,500,000.00	\$1,311,131.73	\$906,269.85	\$4,944,803.15	\$337,795.28		\$7,500,000.01
2018-212	Collections HMI/PLC Replacement (APM 2)	Not Started	\$16,953,164.00			\$1,223,388.63	\$2,151,052.00	\$1,377,068.22	\$4,751,508.85
APM 2-A	District Wide UPS Replacement	Not Started	\$1,900,000.00		\$120,000.00	\$1,667,642.86	\$112,357.14		\$1,900,000.00
APM 2-B	Collections HMI/PLC Replacement Study	Not Started	\$500,000.00	\$500,000.00					\$500,000.00
APM 2-C	Easterly / Southerly PLC Replacement	Not Started	\$4,100,000.00	\$4,100,000.00					\$4,100,000.00
1570	Easterly / Southerly PLC Replacement (APM 2)	Not Started	\$32,656,660.00	\$1,631,321.56	\$13,759,261.37	\$4,745,783.73	\$8,661,333.33	\$3,858,960.00	\$32,656,659.99
P6 Upgrade	Primavera P6 Upgrade Project	Project Study	\$155,439.00	\$92,428.00					\$92,428.00
1307-1	GES Construction	Not Started	\$4,700,000.00	\$665,554.34	\$2,466,212.33	\$1,568,233.33			\$4,700,000.00
2018-259	WAM Upgrade Project	Non-Applicable	\$750,000.00		\$250,000.00	\$486,275.51	\$13,724.49		\$750,000.00
2018-261	REF Automation Replacement (APM3)	Non-Applicable	\$2,500,000.00				\$45,394.74	\$2,436,513.16	\$2,481,907.90
2018-XXX	GES-7	Non-Applicable	\$3,000,000.00		\$670,009.12	\$971,923.43	\$1,297,629.90	\$60,437.56	\$3,000,000.01
CIP Building Improvements			\$194,328,835.96	\$11,400,558.82	\$11,859,699.61	\$6,629,606.54	\$26,416,283.12	\$13,359,175.29	\$69,665,323.38
1342	EMSC Building Interior Renovation	Close-Out	\$1,249,603.41	\$104,223.27					\$104,223.27

NEORS D Projects		Project Phase	Budget total	2019	2020	2021	2022	2023	Period Total
CIP Projects Total			\$3,776,274,100.21	\$278,504,884.09	\$223,225,686.07	\$233,689,931.81	\$288,323,226.64	\$250,767,072.83	\$1,274,510,801.44
CIP Treatment Plants			\$490,251,898.53	\$23,559,215.81	\$34,476,220.90	\$20,368,242.21	\$25,242,403.63	\$25,373,621.13	\$129,019,703.68
CIP Treatment Plants Easterly			\$64,465,965.54	\$2,902,007.87	\$5,577,210.07	\$6,686,338.88	\$2,890,783.98	\$10,773,265.76	\$28,829,606.56
1382	EMSC Energy Conservation & Management	Close-Out	\$2,576,167.00						\$0.00
1388	Easterly Service and Security Building Project	Project Construction	\$6,490,100.00	\$180,636.71					\$180,636.71
1389	District-wide LED Lighting Upgrade	Close-Out	\$2,000,000.00						\$0.00
1480	E/W Power Quality Study	Project Study	\$640,794.10	\$85,315.79					\$85,315.79
1517	GJM Building Interior Renovation	Project Construction	\$1,092,344.21	\$82,528.60					\$82,528.60
1531	District-Wide Energy Conservation and	Project Construction	\$3,439,625.20	\$1,713,596.39	\$1,230,281.47	\$14,912.31			\$2,958,790.17
2017-159	District-wide Roof Evaluation and Improvements	Not Started	\$1,550,000.00	\$34,029.49	\$556,263.27	\$842,758.64	\$116,948.61		\$1,550,000.01
D2016-9046-1	Southerly Primary Sludge Degrit Building	Not Started	\$1,548,661.33	\$128,190.90	\$380,717.06	\$1,007,630.03	\$32,123.34		\$1,548,661.33
1297-2017-1	Easterly New Maintenance Building	Not Started	\$9,319,761.74		\$637,246.53	\$1,608,901.48	\$6,902,191.59	\$171,422.14	\$9,319,761.74
D2013-0001-2017-1	Easterly Roofing and Structural Improvments	Not Started	\$279,499.98				\$35,420.75	\$227,336.26	\$262,757.01
D2013-0002-2017-1	Easterly Screenings Building Improvements	Not Started	\$139,749.99				\$17,828.46	\$115,619.40	\$133,447.86
D2015-0013-1	Southerly Roof Safety	Not Started	\$1,625,000.00					\$65,204.79	\$65,204.79
2018-248B	Building Maintenance Repair and Renewal (2029-	Non-Applicable	\$87,147,013.00				\$12,293,465.78	\$12,464,208.36	\$24,757,674.14
2018-248A	Building Maintenance Repair and Renewal (2022-	Non-Applicable	\$19,958,336.00						\$0.00
2016-30	Districtwide HVAC Automation	Non-Applicable	\$2,000,000.00	\$245,908.10	\$1,754,091.90				\$2,000,000.00
2018-234	Districtwide HVAC Upgrade Phase 1	Non-Applicable	\$5,500,000.00	\$211,334.79	\$5,286,258.21	\$2,407.00			\$5,500,000.00
2018-234B	Districtwide HVAC Upgrade Phase 2	Non-Applicable	\$8,000,000.00			\$875,736.68	\$6,945,705.33	\$178,557.99	\$8,000,000.00
2018-234C	Districtwide HVAC Upgrade Phase 3	Non-Applicable	\$10,000,000.00					\$136,826.35	\$136,826.35
2018-234D	Districtwide HVAC Upgrade Phase 4	Non-Applicable	\$15,000,000.00						\$0.00
2018-228	Easterly Resident Engineer and Headworks	Non-Applicable	\$1,280,000.00						\$0.00
2018-169	Westerly Boilers Replacement Project	Non-Applicable	\$1,000,000.00	\$122,954.05	\$877,045.95				\$1,000,000.00
1537-1	Southerly Building Heat Boiler System Upgrades	Procurement	\$8,992,180.00	\$8,202,127.19	\$277,368.42				\$8,479,495.61
2017-162-1	Southerly Incineration and Steam Generation Demolition Project	Not Started	\$3,500,000.00	\$289,713.54	\$860,426.80	\$2,277,260.40	\$72,599.26		\$3,500,000.00
CIP Collection Systems (Interceptors - Rehabilitation)			\$297,681,738.07	\$1,725,067.70	\$9,096,832.67	\$8,367,985.23	\$3,654,906.96	\$16,773,600.94	\$39,618,393.50
CIP Collection System Easterly			\$4,621,720.74				\$489,980.08	\$397,767.12	\$887,747.20
D2014-0008-1	Green Creek Culvert Repair	Not Started	\$4,621,720.74				\$489,980.08	\$397,767.12	\$887,747.20
CIP Collection System Systemwide			\$293,060,017.33	\$1,725,067.70	\$9,096,832.67	\$8,367,985.23	\$3,164,926.88	\$16,375,833.82	\$38,730,646.30
1340	Kingsbury Run Culvert Repair	Project Construction	\$11,993,293.67	\$95,822.60					\$95,822.60
1306	Collection System Asset Renewal-1	Close-Out	\$7,549,730.60						\$0.00
1532	Dille Avenue/Barberton Creek Pump Stations	Procurement	\$2,000,000.00	\$754,858.93	\$1,245,141.07				\$2,000,000.00
D2012-0090-2017-1	CSO Culvert Inspection and Repair 1	Not Started	\$28,430,347.40			\$1,225,458.16	\$1,319,943.33	\$8,455,738.09	\$11,001,139.58
D2013-0017-2017-1	CSO Culvert Inspection and Repair 2	Not Started	\$25,384,237.57						\$0.00
D2013-0018-2017-1	CSO Culvert Inspection and Repair 3	Not Started	\$25,384,237.57						\$0.00
D2013-0019-2017-1	CSO Culvert Inspection and Repair 4	Not Started	\$25,384,237.57						\$0.00
D2013-0019a-2017-1	CSO Culvert Inspection and Repair 5	Not Started	\$25,384,237.57						\$0.00
D2013-0019b-2017-1	CSO Culvert Inspection and Repair 6	Not Started	\$25,384,237.57						\$0.00
D2013-0019c-2017-1	CSO Culvert Inspection and Repair 7	Not Started	\$25,384,237.57						\$0.00
D2015-0057-1	Irishtown Bend Facilities Improvements	Non-Applicable	\$7,000,000.00	\$250,000.00	\$6,750,000.00				\$7,000,000.00
D2012-0090-1	Odor Control Facility Upgrades	Not Started	\$2,878,751.67		\$368,412.68	\$2,443,038.68	\$67,300.32		\$2,878,751.68
2018-245A	SSMO R&R (2022-2028)	Non-Applicable	\$4,899,550.00				\$691,159.09	\$700,758.52	\$1,391,917.61
2018-245B	SSMO R&R (2029-2038)	Non-Applicable	\$6,668,891.00						\$0.00
2018-251	Collection System Asset Renewal-2	Not Started	\$5,000,000.00	\$325,598.46	\$487,455.68	\$3,746,345.53	\$421,776.80	\$18,823.53	\$5,000,000.00
2018-252	Collection System Asset Renewal-3	Not Started	\$10,000,000.00			\$953,142.86	\$664,747.34	\$6,160,952.04	\$7,778,842.24
2018-253	Collection System Asset Renewal-4	Not Started	\$10,000,000.00					\$1,039,561.64	\$1,039,561.64
2018-254	Collection System Asset Renewal-5	Not Started	\$10,000,000.00						\$0.00
2018-255	Collection System Asset Renewal-6	Not Started	\$7,000,000.00						\$0.00
2018-256	Collection System Asset Renewal-7	Not Started	\$4,000,000.00						\$0.00
2018-257	Collection System Asset Renewal-8	Not Started	\$8,000,000.00						\$0.00
2018-258	Collection System Asset Renewal-9	Not Started	\$11,000,000.00						\$0.00
1413	Big Creek Chevrolet Boulevard Detention Basin in	Close-Out	\$2,722,539.78						\$0.00
1487	Shaw Brook Culvert Rehabilitation	Project Construction	\$1,006,487.79						\$0.00
1535	Stickney Creek at Ridge Road - Stresm Relocation and Utility Repair Project	Project Construction	\$605,000.00	\$298,787.71	\$245,823.24				\$544,610.95

NORTHEAST OHIO REGIONAL SEWER DISTRICT
2019-2023 Capital Plan-Computer Software, Hardware, and Other Minor Capital
All Budget Centers - 2019 Adopted Budget

<u>Project #/Description</u>	<u>Budget Centers</u>	<u>Total Cost</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Computer Software	Total	5,683,000	2,973,000	1,090,000	1,175,000	280,000	165,000
CMX Beamax Software Support Agreement	1100	29,000	29,000	-	-	-	-
Project: Customer Information Management System (ITL)- CRM	3000	630,000	230,000	100,000	100,000	100,000	100,000
Project: Customer Billing and Revenue Data Warehouse II	3000	570,000	370,000	100,000	100,000	-	-
Project: LIMS Implementation	3000	575,000	375,000	100,000	50,000	50,000	-
Project: PIMS Implementation	3000	520,000	300,000	100,000	70,000	50,000	-
Project: Oracle WAM	3000	0	-	-	-	-	-
Project: HRIS, Payroll, Timekeeping	3000	250,000	200,000	50,000	-	-	-
Project: Energy & Sustainability Data Management	3000	0	-	-	-	-	-
Project: Document Management Solution (Legal & Finance)	3000	445,000	250,000	150,000	15,000	15,000	15,000
Project: Intranet Replacement	3000	50,000	50,000	-	-	-	-
Project: Oracle testing automation	3000	0	-	-	-	-	-
Project: SEIM Implementation	3000	200,000	200,000	-	-	-	-
Project: Information Security Program Implementation	3000	300,000	200,000	100,000	-	-	-
Tool)	3000	144,000	94,000	50,000	-	-	-
Project: LabGuard Wireless Monitoring System	3000	60,000	60,000	-	-	-	-
Project: Oracle Governance, Risk and Compliance Implementation	3000	250,000	150,000	50,000	50,000	-	-
EnC Sharepoint Upgrade-Nintex Forms & Workflows	3000	95,000	50,000	15,000	15,000	15,000	-
EBS Interface with New WAM Application	3000	200,000	-	-	200,000	-	-
Oracle EBS Payables, Purchasing, and Major Upgrades	3000	850,000	150,000	200,000	500,000	-	-
Single sign-on Implementation for EBS	3000	25,000	25,000	-	-	-	-
Environment, Health and Safety (EHS) Solutions	3000	100,000	50,000	25,000	25,000	-	-
Mobile Data and Device Security Solutions (LoJack)	3000	30,000	30,000	-	-	-	-
NetBrain Network Analysis Software	3000	45,000	45,000	-	-	-	-
MS Windows Server 2012 and SQL Server Licenses	3000	60,000	60,000	-	-	-	-
IntelliCENTER	3100	15,000	15,000	-	-	-	-
Application Server	3100	20,000	20,000	-	-	-	-
Network Monitoring	3100	20,000	20,000	-	-	-	-
Future	3100	200,000	-	50,000	50,000	50,000	50,000
Computer Hardware	Total	7,517,251	3,387,251	1,520,000	1,420,000	1,020,000	170,000
SSA3 Software	1100	129,781	129,781	-	-	-	-
SSIC Software	1100	74,161	74,161	-	-	-	-
SSA-3 Support Services	1200	10,929	10,929	-	-	-	-
SSIC Support Services	1200	6,245	6,245	-	-	-	-
Plant Automation Hardware	1300	380,146	80,146	75,000	75,000	75,000	75,000
SSA-3 Support Services	1300	51,002	51,002	-	-	-	-
SSIC Support Services	1300	29,144	29,144	-	-	-	-
Devicenet diagnostics and corrective actions	1300	250,000	50,000	50,000	50,000	50,000	50,000
Application/Database Server Replacements	3000	900,000	150,000	250,000	250,000	250,000	-
Annual Refresh - Desktops/Laptops	3000	1,010,000	260,000	250,000	250,000	250,000	-
General Computer Hardware	3000	400,000	100,000	100,000	100,000	100,000	-
LTO Tape Changer Replacement (Qty:3)	3000	45,000	45,000	-	-	-	-
Project: Small Conference Room AV Upgrades	3000	400,000	100,000	100,000	100,000	100,000	-
Project: Network Cabling (CAT / Fiber) & IDF cabinet rehabilitation	3000	450,000	-	150,000	150,000	150,000	-
Project Internet Firewall Upgrades (Sonicwall)	3000	50,000	-	50,000	-	-	-
Project: IT/PC&A Firewall Upgrades (ASA)	3000	0	-	-	-	-	-
Project: Avaya Phone System Upgrade to v7	3000	100,000	100,000	-	-	-	-
Project: Enterprise Wireless Implementation at the Plants	3000	366,000	366,000	-	-	-	-
Project: SAN Storage & Firmware Upgrade	3000	400,000	100,000	150,000	150,000	-	-
Project: Southerly Security Systems Upgrade	3000	250,000	250,000	-	-	-	-
Project: Core Switch Upgrades (EMSC, East, West, South) - core router part of WAN Migration Project	3000	500,000	-	250,000	250,000	-	-
Project: WAN Replacement (AT&T Circuit Upgrade and hardware)	3000	1,000,000	1,000,000	-	-	-	-
Project: GJM and EMSC UPS Upgrade	3000	0	-	-	-	-	-
Project: Digital (2-way) Radio Upgrade (Year 2 of 3)	3000	100,000	50,000	50,000	-	-	-
Project: Plant Paging System Upgrades	3000	40,000	40,000	-	-	-	-
Miscellaneous Hardware request from IT Equipment form	3000	334,843	334,843	-	-	-	-
Server	3100	15,000	15,000	-	-	-	-
Network Hardware	3100	75,000	15,000	15,000	15,000	15,000	15,000
General Hardware	3100	75,000	15,000	15,000	15,000	15,000	15,000
Testbed Hardware	3100	75,000	15,000	15,000	15,000	15,000	15,000
Total Information Technology		13,200,251	\$ 6,360,251	\$ 2,610,000	\$ 2,595,000	\$ 1,300,000	\$ 335,000
Machinery & Equipment	Total	4,662,085	2,431,050	1,029,650	677,885	313,000	210,500
Primary Treatment/ DAF & GUS	1100	0	-	-	-	-	-
Replace two (4) muffin monsters	1100	40,000	40,000	-	-	-	-
Lift Stations	1100	0	-	-	-	-	-
Rehabilitate One (1) 250 HP Motor - CVI	1100	11,235	-	5,350	5,885	-	-
Rehabilitate One (1) 800 HP Motor - CVI	1100	40,000	40,000	-	-	-	-
Rebuild One (1) Pump - SSLs	1100	30,000	-	-	-	30,000	-
Rehabilitate One (1) 800 HP Motor - SSLs	1100	17,000	-	-	17,000	-	-
Secondary Treatment	1100	0	-	-	-	-	-
Analysis of SSRs crane for upgrade to 4 ton	1100	15,000	15,000	-	-	-	-
Rebuild Two (2) SSRs Screw pump gear boxes	1100	170,000	45,000	50,000	25,000	25,000	25,000
Overhead door replacements	1100	150,000	50,000	50,000	50,000	-	-
Continued communications connections for HVAC equipment	1100	0	-	-	-	-	-

NORTHEAST OHIO REGIONAL SEWER DISTRICT
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Renewable Energy Facility	1100	0	-	-	-	-	-
Centrifuge Rebuild Contract - Biosolids	1100	710,500	225,000	246,000	239,500	-	-
Bi-Colored gauge glasses for boilers (Five)	1100	0	-	-	-	-	-
Mercury modules for SPC vessels	1100	467,000	467,000	-	-	-	-
Replace Stockroom Tow Motor with Rotator	1200	50,000	50,000	-	-	-	-
Spare Thickened Sludge Pump	1200	15,000	15,000	-	-	-	-
Moyno Centrifuge Feed Pumps (3) replacements	1200	30,000	-	30,000	-	-	-
Disinfection Building Sump Pump Reconstruction	1200	20,000	-	-	20,000	-	-
Lawn Care Equipment New Zero Turn, weed eater/ split sticks	1200	10,000	-	10,000	-	-	-
Vibration Analysis Equipment	1200	15,000	15,000	-	-	-	-
Welding Rod Cabinet/Dryer	1200	20,000	-	-	-	-	20,000
RSS #6 Replacement	1200	35,000	35,000	-	-	-	-
Centrifuge Rebuild	1200	65,600	65,600	-	-	-	-
Primary Sludge Pump VFD Replacement	1200	37,500	37,500	-	-	-	-
CSOTF Solids Pumps VFD Replacement	1200	56,800	56,800	-	-	-	-
NPW Pump #1 Replacement	1200	55,000	55,000	-	-	-	-
Odor Control Sump Pump Replacement	1200	20,000	20,000	-	-	-	-
Grit Pump Replacements	1200	60,000	60,000	-	-	-	-
Cable Tray for CSOTF End Gates	1200	50,000	50,000	-	-	-	-
Grit Washer #3 Replacement	1200	40,000	40,000	-	-	-	-
Grit Slurry Pump Motor	1300	14,000	7,000	-	7,000	-	-
Spare Effluent Screw Pump Motor	1300	40,000	-	40,000	-	-	-
Chemical Storage and Feed Facility Flow Meters and Control Valves	1300	30,000	30,000	-	-	-	-
Replacement of NPW Pump (2 @ 15,000)	1300	30,000	15,000	15,000	-	-	-
Replacement of Skimmings Process Grinders	1300	15,000	15,000	-	-	-	-
Grit Slurry Pump with Chopper Conversion (2 @ 30,000 Ea.)	1300	60,000	30,000	30,000	-	-	-
Aerated Grit Hopper Trailer Conveyors	1300	150,000	150,000	-	-	-	-
Replacement Boiler Water Softener System	1300	10,000	10,000	-	-	-	-
Replacement Effluent Flowmeter	1300	80,000	80,000	-	-	-	-
Replacement of Sanitary Pump and Motor (2 @ 6,000 Ea.)	1300	12,000	12,000	-	-	-	-
Torque Arm Replacement Kits (20 @ 2,500 Ea.)	1300	50,000	10,000	10,000	10,000	10,000	10,000
PST Replacement Parts	1300	300,000	100,000	100,000	100,000	-	-
Replacement Hand held, Process Calibration Instrument	1300	8,000	8,000	-	-	-	-
Upgrade Effluent Screw Pump Motor Starter/VFD Drive OITs	1300	37,500	15,000	7,500	7,500	7,500	-
Portable Interceptor Flow Monitors (Unit Cost=\$15,500)	1400	60,000	-	15,000.00	15,000	15,000.00	15,000.00
Permanent Precipitation Gauge Replacements	1500	75,000	25,000	25,000	25,000	-	-
Automated Regulator Vent Stack Corrosion Protection	1500	120,000	120,000	-	-	-	-
CSO-045 Backflow Prevention Gate Replacement	1500	100,000	-	100,000	-	-	-
Flats East Bank Pumps Replacement	1500	65,000	-	65,000	-	-	-
Fleet Vehicle Chasis Wash System	1600	20,000	20,000	-	-	-	-
Front End Alignment Machine	1600	60,000	-	60,000	-	-	-
Portable Lifts	1600	120,000	-	-	120,000	-	-
Vehicle Wash Rack	1600	20,500	-	-	-	20,500	-
Water Quality Monitoring Station	1800	24,200	6,900	17,300.00	-	-	-
qPCR Equipment & Supplies	1800	25,000	25,000	-	-	-	-
SonTech Acoustic Doppler (2@\$12,000)	1800	24,000	24,000	-	-	-	-
2019 Model Year Honda 250 hp 4-Stroke	1800	17,250	17,250	-	-	-	-
Ion Chromatograph for Anions & Speciation	1900	35,000	35,000	-	-	-	-
Discrete Analyzer for Nutrients	1900	55,000	55,000	-	-	-	-
New Next Generation Sequencer	1900	120,000	120,000	-	-	-	-
Replacement Analytical Balances (2 per year)	1900	50,000	10,000	10,000	10,000	10,000	10,000
Replacement ICP-MS	1900	120,500	-	-	-	-	120,500
Replacement ICP-OES	1900	85,000	-	-	-	85,000	-
Replacement Mercury Analyzer	1900	25,000	-	-	-	25,000	-
Replacement of 2 QC8500 Analyzers	1900	85,000	-	-	-	85,000	-
Replacement BOD Incubator	1900	18,500	-	8,500	-	-	10,000
Replacement Dishwasher	1900	18,000	-	-	18,000	-	-
Replacement Muffle Furnace	1900	20,000	12,000	-	8,000	-	-
Replacement qPCR System	1900	85,000	85,000	-	-	-	-
Replacement Fish Tanks	1900	12,000	12,000	-	-	-	-
Purchase of Real-time E.coli and HAB Monitor							
and Euclid Beachs - ZAPPS	1900	85,000	-	85,000	-	-	-
Monitoring Shed, Pumps and Construction for E. coli and HAB Monit	1900	50,000	-	50,000	-	-	-
Building Improvements	Total	2,524,000	794,700	503,950	403,800	666,450	155,100
HVAC (Building 23 - Unit 1)	1100	59,000	59,000	-	-	-	-
HVAC (Building 21)	1100	14,000	14,000	-	-	-	-
HVAC (Building 23 - Unit 2)	1100	40,000	40,000	-	-	-	-
Building 57 - Multi-Purpose Room Kitchen Improvements	1100	10,000	10,000	-	-	-	-
Asphalt road and parking areas resurface	1100	90,000	90,000	-	-	-	-
Replacement of doors to special-lite fiberglass doors	1100	162,100	21,700	35,100	35,100	35,100	35,100
Air handler heat basement 2nd stage blower	1100	30,000	30,000	-	-	-	-
Ash transfer vent system	1100	85,000	85,000	-	-	-	-
Perimeter Fencing Replacement	1100	60,000	60,000	-	-	-	-
South - Air handler - short roof dewater building	1100	60,000	-	60,000	-	-	-

NORTHEAST OHIO REGIONAL SEWER DISTRICT
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Electrical Storage Building flooring	1100	20,600	-	20,600	-	-	-
Waste liquors building roof	1100	50,600	-	-	50,600	-	-
Electrical Storage Building over head doors	1100	42,500	-	-	42,500	-	-
Electrical storage building roof	1100	13,000	-	-	-	13,000	-
Building MNTC flooring	1100	225,800	-	-	-	225,800	-
Gas Meter House flooring	1100	12,800	-	-	-	12,800	-
Plant engineers building flooring	1100	50,000	-	-	-	50,000	-
Replacement of doors to special lite fiberglass (unit cost \$11,700)	1200	100,000	25,000	25,000	25,000	25,000	-
Asphalt repair	1200	265,350	-	92,250	90,600	82,500	-
Overhead Door replacement	1200	200,000	40,000	40,000	40,000	40,000	40,000
Administration Building Flooring	1200	100,000	-	-	-	100,000	-
Maintenance Managers offices and kitchen update	1200	50,000	-	50,000	-	-	-
Research and correct in-plant telephone problems	1300	60,000	20,000	10,000	10,000	10,000	10,000
2018)	1300	30,000	30,000	-	-	-	-
Replace downspouts at Pump Building and E/W Galleries	1300	30,000	30,000	-	-	-	-
Shop Painting	1600	25,000	25,000	-	-	-	-
Shop Ventillation Improvements	1600	20,000	20,000	-	-	-	-
Electrical Improvements	1600	25,000	-	25,000	-	-	-
Badge Access System	1600	10,000	-	-	10,000	-	-
Overhead Doors	1600	67,250	-	-	20,000	22,250	25,000
Replace carpet/Office rehab for EMSC Offices	6300	30,000	30,000	-	-	-	-
Replace stairwell treads at EMSC	6300	15,000	15,000	-	-	-	-
Parking Lot Stripping EMSC	6300	38,000	-	18,000	-	-	20,000
Parking Lot Stripping GJM	6300	48,000	-	23,000	-	-	25,000
Power Wash & Seal GJM Exterior Brick	6300	30,000	-	-	30,000	-	-
Main Entrance Concrete Steps	6300	30,000	-	30,000	-	-	-
Rain Garden (vertical walls & refinish railings)	6300	50,000	50,000	-	-	-	-
Concrete of EMSC garage exit way	6300	20,000	20,000	-	-	-	-
Carpet for GJM (abatement?) 2nd, 1st, 4th, 3rd	6300	255,000	80,000	75,000	50,000	50,000	-
Vehicles	Total	4,019,741	1,630,741	1,184,000	441,000	470,000	294,000
Replace Utility Carts (\$17,000 each) - Three (3)	1100	270,000	54,000	54,000	54,000	54,000	54,000
Replace Dump Truck with Plow and Spreader	1100	150,000	150,000	-	-	-	-
Replace three(3) Gravely Mowers	1100	36,000	24,000	12,000	-	-	-
Two (2) Hydraulic pump units, hoses and pump heads	1100	25,000	25,000	-	-	-	-
Tow Motor (4,000 pound capacity)	1100	42,000	-	42,000	-	-	-
Replace 2004 Stake Truck (V12-69544)	1100	65,000	-	65,000	-	-	-
Trade Tow Motor (Stock Room)	1200	30,000	30,000	-	-	-	-
Replace Mower	1200	8,000	8,000	-	-	-	-
Replacement Plant Utility Vehicles (15) @ \$18,000 each	1300	270,000	54,000	54,000	54,000	54,000	54,000
Replacement Riding Lawn Mower (6) @ \$13,000 each	1300	78,000	13,000	13,000	26,000	-	26,000
Mid-size Truck, Plow and Salt Spreader - (Carry-Over)	1300	129,741	129,741	-	-	-	-
Replacement Pick-up 4x4 (Carry-Over)	1400	42,000	42,000	-	-	-	-
Explorer Type	1400	105,000	-	35,000	35,000	35,000	-
Expedition 4x4 with Inverter (Carry-Over)	1400	147,000	147,000	-	-	-	-
F-450 Super-Duty Utility Truck - (Carry-Over)	1500	124,000	49,000	-	-	75,000	-
F-450 Open Tool-Body Utility 4WD Trucks - (Carry-Over)	1500	109,000	49,000	-	-	60,000	-
Explorer/ Blazer types (unit cost= \$35,000) (Carry-Over)	1500	140,000	-	35,000	35,000	35,000	35,000
Boom Truck/Crane Truck - (unit cost = \$150,000)	1500	150,000	-	150,000	-	-	-
New Video Truck	1500	275,000	-	275,000	-	-	-
Replacement Utility Truck/SUMP -2 - (unit cost = \$75,000)	1500	150,000	150,000	-	-	-	-
Trailer	1500	22,000	22,000	-	-	-	-
Tool-Body Utility Truck	1600	75,000	75,000	-	-	-	-
Utility Cart - Loaner To Plants	1600	34,000	17,000	17,000	-	-	-
Equipment Trailer	1600	20,000	-	-	20,000	-	-
00 DUMP GMC	1700	150,000	-	150,000	-	-	-
Replacement Box UTIL Truck - (Carry-Over)	1700	47,000	47,000	-	-	-	-
00 STAKE GMC	1700	65,000	-	65,000	-	-	-
00 UTIL GMC-BUCKET 2WD	1700	170,000	-	85,000	85,000	-	-
4WD Pick Up Truck w/Tool Cap	1800	134,000	38,000	32,000	32,000	32,000	-
4WD Pick Up Truck w/Tool Cap	1800	38,000	38,000	-	-	-	-
4WD Pick Up Truck Extended (4 door cab) w/Tool Cap	1800	40,000	40,000	-	-	-	-
Misc Vehicles	1000	792,000	392,000	100,000	100,000	100,000	100,000
Escape Type - New	2100	32,000	32,000	-	-	-	-
Sweeper Roller for Gator at GJM	6300	32,000	5,000	-	-	-	-
Loaner vehicle replacement for GJM (7595)	6300	32,000	-	-	-	25,000.00	-
Loaner vehicle replacement for GJM (7596)	6300	32,000	-	-	-	-	25,000.00
Grounds	Total	105,000	75,000	30,000	0	0	0
Expand Sidewalk of the PST Area	1300	15,000	15,000	-	-	-	-
Excavate and cap Natural Gas Piping to Admin Building	1300	30,000	-	30,000	-	-	-
Misc Grounds Repair	1000	60,000	60,000				
Furniture	Total	102,300	39,300	63,000	0	0	0
Manager and Supervisors Funiture Replacement	1800	24,300	24,300	-	-	-	-
Large Investigator Office Furniture Remodel/Expansion	1800	63,000	-	63,000.00	-	-	-
FireProof LTO Tape Cabinets	3000	15,000	15,000	-	-	-	-
Total Other Minor Capital		\$ 24,613,377	\$ 11,331,042	5,420,600	\$ 4,117,685	\$ 2,749,450	\$ 994,600

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 2019 Capital Budget. For additional Capital Improvements Projects, please refer to the 10 Year Long-Term Financial Plan section.

Project:	Easterly Chemically Enhanced High Rate Treatment Facility		
Design Start:	3 rd Quarter 2015		
Construction Start:	4 th Quarter 2019	Construction Est. (\$M):	\$126.9
Project Description: The Easterly Chemically Enhanced High Rate Treatment (CEHRT) Facility is Consent Decree Control Measure 2. This facility must start design within 6 months of approval of the Pilot Testing Report. The Easterly CEHRT project includes preliminary design and then design of the new high rate treatment facility to treat CSO-001 based upon the findings documented in the Pilot Testing Report.			

Project:	Shoreline Consolidation Sewer		
Design Start:	3 rd Quarter 2019		
Construction Start:	4 th Quarter 2021	Construction Est. (\$M):	\$87.5
Project Description: The Shoreline Consolidation Sewer project consists of approximately 11,700 linear feet (LF) of 114-inch-diameter sewer to be constructed along South Marginal Road from East 12th Street to its downstream connection to the Shoreline Storage Tunnel (SST) at Shaft SST-7 near Marquette Road. The SCS project will reduce the number of combined sewer overflows (CSOs) to Lake Erie by capturing and conveying CSO from seven CSO outfalls that currently discharge to Lake Erie.			

Project:	Southerly Optimized Parallel Treatment		
Design Start:	1 st Quarter 2016		
Construction Start:	4 th Quarter 2019	Construction Est. (\$M):	\$50.50
Project Description: This project consists of modification to the existing treatment plant in order to accommodate parallel operation of the first and second stage aeration systems during period of high flows to meet the District's Long-Term Control Plan. This project also includes an evaluation, design and construction to protect Southerly's infrastructure and assets during extreme wet weather events. In 2015, the District had bidding documents prepared for the rehabilitation of the main substation at Southerly. It was determined that this substation rehabilitation work should be bid with the Optimized Parallel Treatment project.			

NORTHEAST OHIO REGIONAL SEWER DISTRICT

CAPITAL IMPROVEMENT PROGRAM - continued

Project:	Pearl & Jennings Road Storage Tanks & Pump Station Upgrades		
Design Start:	1 st Quarter 19		
Construction Start:	4th Quarter 20	Construction Est. (\$M):	\$14.0
Project Description:			
<p>This projects' purpose is to address Control Measure #23 of the Consent Decree, which requires improved CSO control for Outfalls CSO-045 and CSO-088. To limit Regulator WR-34 and BC-05-AJB activations to 4 or less in a typical year, several improvements are planned. These include the construction of CSO Storage Tanks at Regulators WR-34 and BC-05-AJB, the modification of Regulator WR-52, the upgrade of the pumping capacity of the Jennings Road Pump Station from 3.2 MGD to 5.5 MGD, and the separation of Old Treadway Creek from the Jennings Road combined sewer (and its rerouting to the Cuyahoga River). The scope of the Jennings Road Pump Station will likely include a more extensive electrical system upgrade.</p>			

Project:	Easterly / Southerly PLC Replacement (APM 2)		
Design Start:	4th Quarter 2019		
Construction Start:	1st Quarter 2022	Construction Est. (\$M):	\$13.1
Project Description:			
<p>The primary objective of this project is to replace the obsolete programmable logic controllers (PLCs) and associated I/O distributed throughout the Easterly WWTP and Southerly WWTC and well as bring those PLCs already upgraded at these facilities up to current District standards. This project will also replace obsolete operator interface terminals (OITs) and incorporate process improvements through application of automatic controls.</p>			

Project:	Morgana & Burke System Improvements		
Design Start:			
Construction Start:	3 rd Quarter 2019	Construction Est. (\$M):	\$10.0
Project Description:			
<p>The Morgana & Burke System Improvements (MBSI) project consists of sewer system surcharge relief and rehabilitation in the Southerly system and CSO control in the Westerly system. In Southerly, the Morgana Run System will complete regulator modifications, existing sewer rehabilitation, and include install of a new relief sewer. The Burke Brook System will complete culvert rehabilitation work. Both the Morgana and Burke work is an initial phase in addressing future CSO control requirements; associated CSO control improvements will follow in a separate project under Control Measure 21 of the Consent Decree. In Westerly, the West 3rd In-line Storage project will install upsized combined sewer piping to provide in-system storage to meet CSO control requirements of Control Measure 17 of the Consent Decree.</p>			

NORTHEAST OHIO REGIONAL SEWER DISTRICT

CAPITAL IMPROVEMENT PROGRAM - continued

Project:	Collections PLC Replacement (APM 2)		
Design Start:	4th Quarter 2019		
Construction Start:	1st Quarter 2022	Construction Est. (\$M):	\$9.9
Project Description:			
The objective of this project is to replace obsolete programmable logic controllers (PLCs) and associated I/O distributed throughout the collection system remote locations			

Project:	West 3rd Quigley / Westerly Miscellaneous CSO Control		
Design Start:	3rd Quarter 2017		
Construction Start:	2 nd Quarter 2019	Construction Est. (\$M):	\$9.9
Project Description:			
The West 3rd CSO Control project includes a storage and conveyance sewer and tank to control overflows at CSOs 082 and 089, both of which discharge to the Cuyahoga River. The projects will provide CSO control for the Typical Year control events.			

CAPITAL FINANCING



NORTHEAST OHIO REGIONAL SEWER DISTRICT

DEBT SERVICE

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

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

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

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

Interest accrues on principal amounts outstanding during the construction period and is combined with the principal balance upon completion of the project. The repayment period for each loan commences no later than the first January or July following the expected completion date of the project to which it relates, utilizing an estimate of total eligible project costs as the preliminary loan amount.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

DEBT SERVICE - continued

The District is required to submit final eligible project costs within one year of the project completion date at which time the final loan amount is determined and semi-annual payment amounts are adjusted to reflect such costs. Loans are to be repaid in semi-annual payments of principal and interest determined by each loan's amortization schedule. The loan amount outstanding as of December 31, 2018 was \$594,263,654. The District's obligation to make payments on its Water Pollution Control Loans is subordinate to its obligation to pay Debt Service on the Series 2010, 2013, 2014, 2016 and 2017 Bonds. The District will continue to maximize the use of OWDA and WPCLF loans to the extent of their availability.

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

DEBT SERVICE – continued

Wastewater Improvement Revenue Bonds, Series 2013

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

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

DEBT SERVICE – continued

Wastewater Improvement Revenue Refunding Bonds, Series 2016

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

Wastewater Improvement Revenue Refunding Bonds, Series 2017

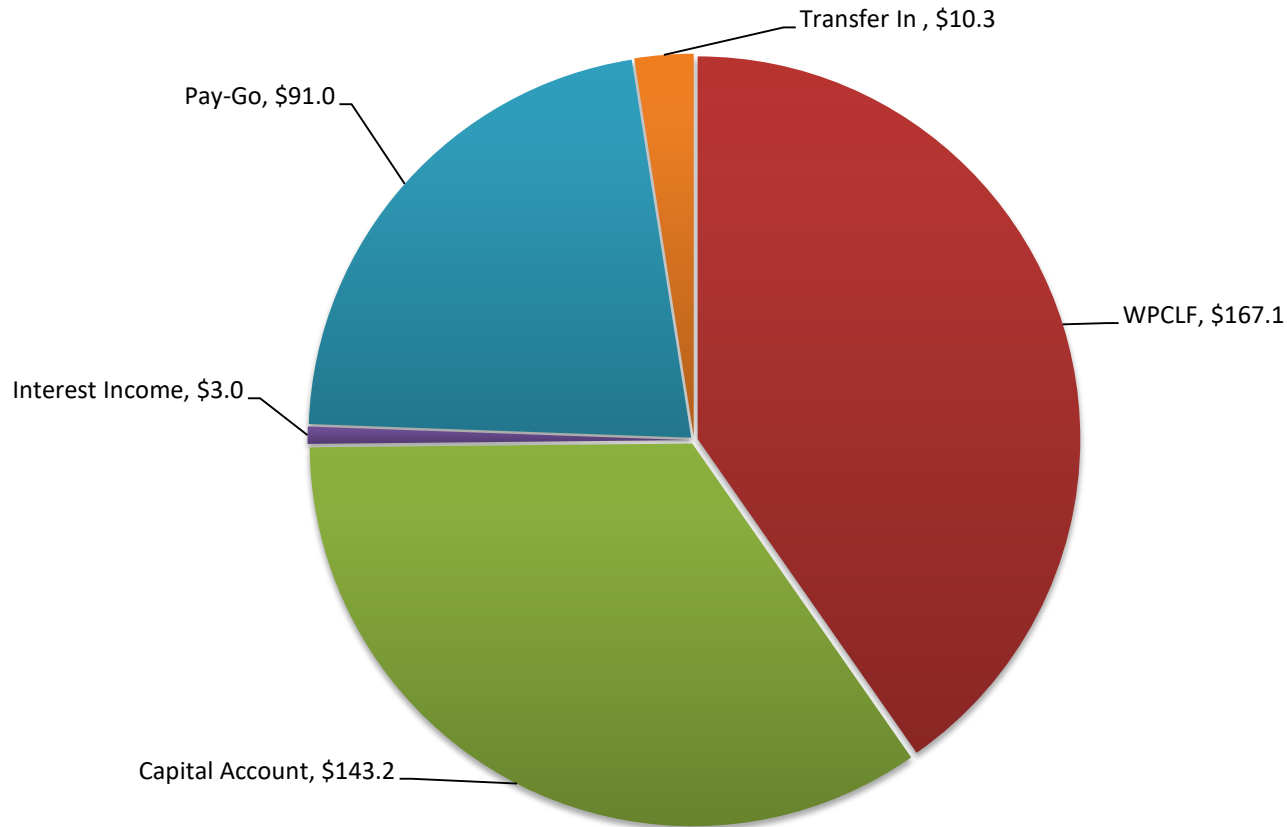
On September 20, 2017, the District issued \$241,595,000 of Wastewater Improvement Revenue Refunding Bonds, Series 2017 (the “2017 Series Bonds”), in connection with the advance refunding of its Wastewater Improvement Revenue Bonds, Series 2013 (the “2013 Series Bonds”). The 2017 Series Bonds are payable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

NORTHEAST OHIO REGIONAL SEWER DISTRICT
Capital and Bond Project Accounts Budget
Sources and Uses
2019

	Capital Project Account	Bond Projected Account	Total Capital & Bond Projected Account
CAPITAL AND BOND PROJECT ACCOUNTS			
Beginning Balance	\$ 143,210,117	\$ -	\$ 143,210,117
<i>Funding Sources:</i>			
Pay As You Go Capital Financing	\$ 91,000,999	\$ -	\$ 91,000,999
New Issuance of Revenue Bonds	-	-	-
Transfer In from O&M	10,296,654	-	10,296,654
Interest Income	3,000,001	-	3,000,001
WPCLF Loans	167,102,930	-	167,102,930
Total Funding Sources	\$ 271,400,584	\$ -	\$ 271,400,584
Total Sources of Capital funds	\$ 414,610,701	\$ -	\$ 414,610,701
<i>Uses:</i>			
Capitalized Labor & Fringe Benefits	\$ 8,500,000	\$ -	\$ 8,500,000
Capital Outlays	278,504,884		278,504,884
Minor Capital	11,331,042		11,331,042
Total Anticipated Payments	\$ 298,335,926	\$ -	\$ 298,335,926
Ending Balance	\$ 116,274,775	\$ -	\$ 116,274,775

NORTHEAST OHIO REGIONAL SEWER DISTRICT

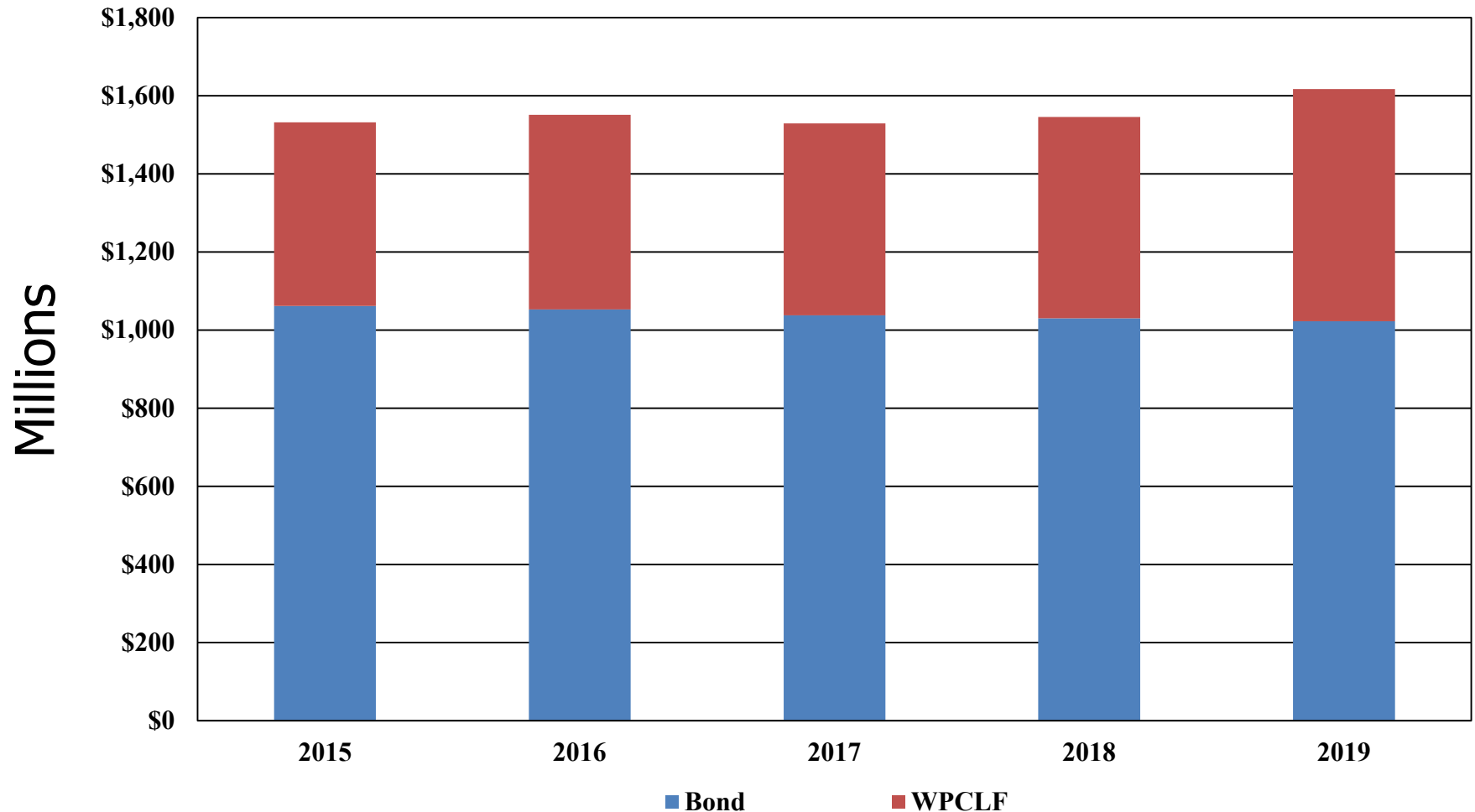
2019 Capital Project Funding Available



Capital Project Funding Available
\$414.6 Million

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, 2018 follows:

	<u>Interest Rate</u>	<u>2018</u>	<u>2017</u>
Wastewater Improvement Revenue			
Bonds, Series 2010:			
Serial Bonds Maturing 2026 through 2040	5.44%-6.04%	\$ 336,930,000	\$ 336,930,000
Wastewater Improvement Revenue			
Bonds, Series 2013:			
Serial Bonds Maturing 2020 through 2033	2.00%-5.00%	24,730,000	24,730,000
Wastewater Improvement Revenue			
Bonds, Series 2014A:			
Serial Bonds Maturing 2018 through 2049	3.37%-5.00%	332,585,000	336,570,000
Wastewater Improvement Revenue			
Bonds, Series 2014B:			
Serial Bonds Maturing 2018 through 2033	4.00%-5.00%	65,440,000	68,460,000
Wastewater Improvement Revenue			
Bonds, Series 2016:			
Serial Bonds Maturing 2018 through 2036	3.00%	21,955,000	22,115,000
Wastewater Improvement Revenue			
Bonds, Series 2017:			
Serial Bonds Maturing 2019 through 2043	3.00-5.00%	241,595,000	241,595,000.00
Water Pollution Control Loans Payable			
Through 2054	2.44%-5.20%	594,263,654	515,685,142
Total Debt		<u>1,617,498,654</u>	<u>1,546,085,142</u>
Less Current Maturities		(44,525,201)	(44,394,666)
Bond Premium, Net		48,533,094	53,956,171
Total Long-Term Debt		<u><u>\$ 1,621,506,547</u></u>	<u><u>\$ 1,555,646,647</u></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
2019	\$ -	\$ 13,335,422	\$ -	\$ 951,850
2020	-	13,335,422	4,515,000	951,850
2021	-	13,335,422	3,850,000	801,250
2022	-	13,335,422	1,915,000	666,750
2023	-	13,335,422	-	578,000
2024-2028	23,150,000	66,205,423	-	2,890,000
2029-2033	84,610,000	57,170,914	14,450,000	2,414,000
2034-2038	150,395,000	35,712,752	-	-
2039-2040	78,775,000	4,828,297	-	-
Total	\$ 336,930,000	\$ 230,594,496	\$ 24,730,000	\$ 9,253,700

	Wastewater Improvement Revenue Bonds Series 2014A		Wastewater Improvement Revenue Refunding Bonds Series 2014B	
	Principal	Interest	Principal	Interest
2019	\$ 3,000,000	\$ 15,300,775	\$ 3,155,000	\$ 3,054,213
2020	-	15,150,775	3,225,000	2,986,000
2021	-	15,150,775	3,385,000	2,824,750
2022	-	15,150,775	3,550,000	2,655,500
2023	-	15,150,775	3,705,000	2,508,500
2024-2028	5,405,000	75,492,375	21,305,000	9,740,650
2029-2033	13,930,000	73,216,125	27,115,000	3,936,250
2034-2038	23,790,000	68,979,925	-	-
2039-2043	47,535,000	61,633,750	-	-
2044-2048	193,905,000	36,723,600	-	-
2049	45,020,000	1,976,800	-	-
Total	\$ 332,585,000	\$ 393,926,450	\$ 65,440,000	\$ 27,705,863

NORTHEAST OHIO REGIONAL SEWER DISTRICT

LONG-TERM DEBT-continued

Long-Term Obligations by Category-continued

	Wastewater Improvement Revenue Refunding Bonds Series 2016		Wastewater Improvement Revenue Refunding Bonds Series 2017	
	Principal	Interest	Principal	Interest
2019	\$ 165,000	\$ 658,650	\$ 555,000	\$ 9,646,213
2020	170,000	653,700	585,000	9,618,464
2021	175,000	648,600	615,000	9,589,213
2022	180,000	643,350	645,000	9,558,463
2023	190,000	637,950	1,185,000	9,526,212
2024-2028	1,025,000	3,101,250	23,510,000	45,462,562
2029-2033	1,190,000	2,938,050	26,920,000	38,713,561
2034-2038	18,860,000	1,142,850	63,175,000	31,256,612
2039-2043	-	-	124,405,000	15,114,050
2044-2048	-	-	-	-
Total	\$ 21,955,000	\$ 10,424,400	\$ 241,595,000	\$ 178,485,350

	Water Pollution Control Loans		Future Debt Service Requirements Total	
	Principal	Interest	Principal	Interest
2019	\$ 37,650,201	\$ 11,591,290	\$ 44,525,201	\$ 54,538,413
2020	36,567,422	11,479,486	45,062,422	54,175,697
2021	37,842,828	11,490,599	45,867,828	53,840,609
2022	39,266,624	11,123,693	45,556,624	53,133,953
2023	39,533,110	10,040,313	44,613,110	51,777,172
2024-2028	155,578,923	38,266,674	229,973,923	241,158,934
2029-2033	119,369,831	21,423,102	287,584,831	199,812,002
2034-2038	72,724,726	9,174,481	328,944,726	146,266,620
2039-2043	22,931,362	4,392,059	273,646,362	85,968,156
2044-2048	18,700,688	2,515,039	212,605,688	39,238,639
2049-2053	12,919,248	713,009	57,939,248	2,689,809
2054	1,178,691	19,217	1,178,691	19,217
Total	\$ 594,263,654	\$ 132,228,962	\$ 1,617,498,654	\$ 982,619,221

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Debt Service Coverage Test

(in thousands)

	2018 Actual	2019 Adopted Budget
Service Revenues	\$ 314,430	\$ 324,901
Miscellaneous Revenues	1,220	1,108
Interest Revenues	208	200
Total Revenues	<u>\$ 315,858</u>	<u>\$ 326,209</u>
Operating Expenses (less: Capitalized Payroll)	\$ 120,886	\$ 137,599
Transferred to Rate Stabilization Account	-	-
	<u>\$ 120,886</u>	<u>\$ 137,599</u>
Net Revenues Available	<u>\$ 194,972</u>	<u>\$ 188,610</u>
Debt Service		
Sr. Lien Revenue Bonds	50,720	49,378
WPCLF Loans	47,068	50,456
Total Debt Service	<u>\$ 97,788</u>	<u>\$ 99,834</u>
Debt Service Coverage		
Sr. Lien Coverage	3.84	3.82
Target Sr. Lien Debt Coverage	1.25	1.25
All Debt Coverage	1.99	1.89
Target All Debt Coverage	1.05	1.05

DEPARTMENT SUMMARIES



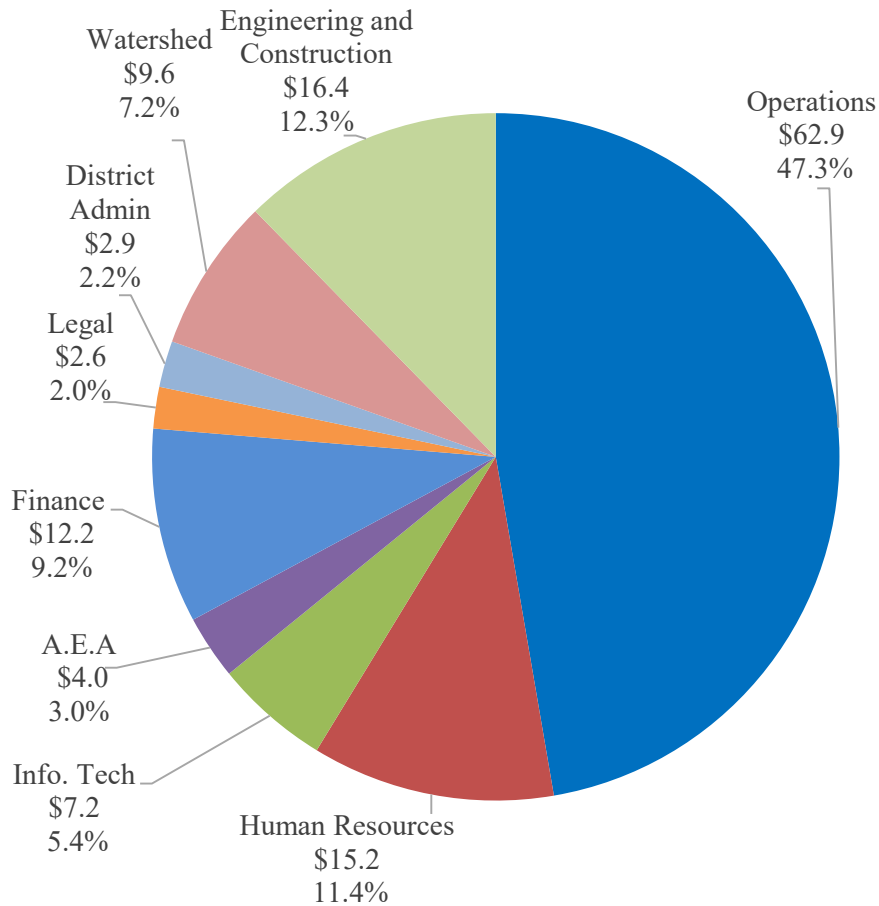
**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT
SEWER SERVICE OPERATING EXPENSE COMPARISON BY BUDGET CENTER
2019 ADOPTED BUDGET VS. 2018 ACTUALS

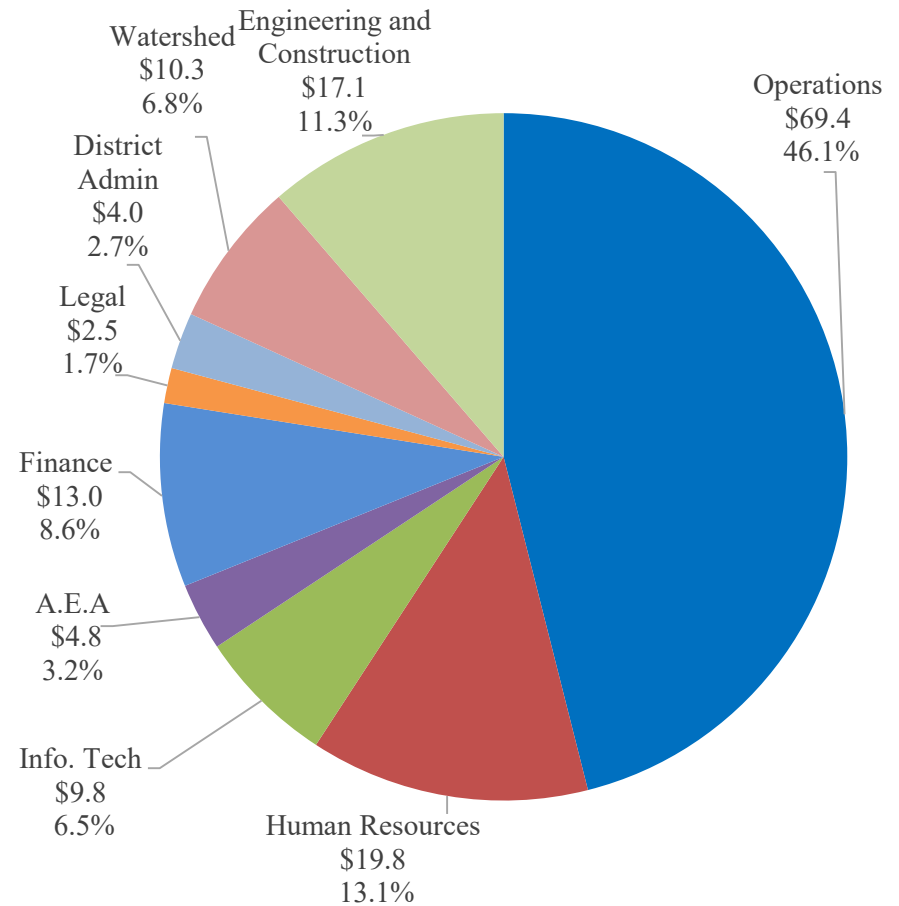
BUDGET CENTER		2017 ACTUAL	2018 ADJUSTED BUDGET	2018 UNAUDITED ACTUAL	2019 ADOPTED BUDGET	2019 BUDGET OVER(UNDER) 2018 ACTUAL	% INCREASE (DECREASE)
OPERATIONS							
<i>PLANT OPERATIONS</i>							
1100	SOUTHERLY	\$ 28,650,680	\$ 31,092,948	\$ 29,505,816	\$ 31,129,679	\$ 1,623,863	5.50%
1200	WESTERLY	7,479,102	8,569,332	8,363,408	8,958,126	594,718	7.11%
1300	EASTERLY	8,498,042	8,785,711	8,527,224	9,249,869	722,645	8.47%
	TOTAL PLANTS	\$ 44,627,824	\$ 48,447,991	\$ 46,396,448	\$ 49,337,674	\$ 2,941,226	6.34%
<i>OTHER OPERATIONS</i>							
1000	OPERATION & MAINTENANCE	\$ 2,339,565	\$ 2,094,265	\$ 1,359,796	\$ 1,760,713	\$ 400,917	29.48%
	TOTAL OTHER OPERATION	\$ 2,339,565	\$ 2,094,265	\$ 1,359,796	\$ 1,760,713	\$ 400,917	29.48%
<i>ENVIRONMENTAL AND MAINTENANCE SERVICES CENTER (EMSC)</i>							
1400	MAINTENANCE SERVICES	\$ 1,544,337	\$ 1,690,714	\$ 1,450,281	\$ 1,908,893	\$ 458,612	31.62%
1500	SEWER SYSTEM MAINT. & OPER	5,423,653	6,646,832	5,699,511	7,110,095	1,410,584	24.75%
1600	FLEET SERVICES	1,168,385	1,314,740	1,178,981	1,196,759	17,778	1.51%
3100	PROCESS CONTROL AND AUTO	1,052,527	1,378,555	1,206,864	1,887,117	680,253	56.37%
2100	SECURITY	2,655,054	2,855,200	2,710,782	3,021,849	311,067	11.48%
1700	BUILDING MAINTENANCE	590,948	660,159	587,915	619,319	31,404	5.34%
6300	ADMINISTRATIVE SERVICES	2,121,168	2,557,239	2,330,874	2,541,607	210,733	9.04%
	TOTAL EMSC	\$ 14,556,071	\$ 17,103,439	\$ 15,165,208	\$ 18,285,639	\$ 3,120,431	20.58%
	TOTAL OPERATIONS	\$ 61,523,460	\$ 67,645,695	\$ 62,921,452	\$ 69,384,026	\$ 6,462,574	10.27%
HUMAN RESOURCES							
2000	HUMAN RESOURCES	\$ 15,741,705	\$ 18,360,386	\$ 15,181,937	\$ 19,827,956	\$ 4,646,019	30.60%
INFORMATION TECHNOLOGY							
3000	INFORMATION TECHNOLOGY	\$ 6,854,627	\$ 9,425,940	\$ 7,228,670	\$ 9,805,999	\$ 2,577,329	35.65%
ADMINISTRATION & EXTERNAL AFFAIRS							
5000	ADMIN & EXTERNAL AFFAIRS	\$ 2,595,502	\$ 3,206,619	\$ 2,728,795	\$ 3,350,801	\$ 622,006	22.79%
6400	CUSTOMER SERVICE	1,226,929	1,375,728	1,312,865	1,442,903	130,038	9.90%
	TOTAL ADMIN. & EXTERNAL AFFAIRS	\$ 3,822,431	\$ 4,582,347	\$ 4,041,660	\$ 4,793,704	\$ 752,044	18.61%
FINANCE							
6000	FINANCE	\$ 10,563,053	\$ 10,939,766	\$ 10,414,630	\$ 11,098,834	\$ 684,204	6.57%
6100	INVENTORY CONTROL	552,055	644,920	617,186	686,678	69,492	11.26%
6200	PURCHASING	768,600	793,374	820,922	855,111	34,189	4.16%
6500	CONTRACT COMPLIANCE	346,328	430,498	348,964	406,482	57,518	16.48%
	TOTAL FINANCE	\$ 12,230,037	\$ 12,808,558	\$ 12,201,702	\$ 13,047,105	\$ 845,403	6.93%
LEGAL							
7000	LEGAL	\$ 1,695,624	\$ 2,571,233	\$ 2,546,496	\$ 2,493,477	\$ (53,019)	-2.08%
DISTRICT ADMINISTRATION							
8000	DISTRICT ADMIN.	\$ 1,190,364	\$ 1,412,795	\$ 1,314,981	\$ 1,530,457	\$ 215,476	16.39%
8200	INTERNAL AUDIT	1,514,406	1,868,399	1,598,522	2,474,577	876,055	54.80%
	TOTAL DISTRICT ADMINISTRATION	\$ 2,704,770	\$ 3,281,194	\$ 2,913,503	\$ 4,005,034	\$ 1,091,531	37.46%
WATERSHED PROGRAMS							
8100	WATERSHED PROGRAMS	\$ 3,296,277	\$ 5,527,798	\$ 3,236,164	\$ 2,703,890	\$ (532,274)	-16.45%
1800	ENVIRONMENTAL SERVICES	2,418,815	2,738,486	2,633,092	2,824,753	191,661	7.28%
1900	ANALYTICAL SERVICES	3,318,077	3,401,130	3,035,302	3,629,189	593,887	19.57%
8300	STORMWATER INSP & MAINT	(9,891)	-	(30,014)	-	30,014	-100.00%
8400	HEALTH & SAFETY	735,683	1,069,275	689,452	1,150,450	460,998	66.86%
	TOTAL WATERSHED PROGRAMS	\$ 9,758,960	\$ 12,736,689	\$ 9,563,996	\$ 10,308,284	\$ 744,288	7.78%
ENGINEERING & CONSTRUCTION							
9000	ENGINEERING	\$ 16,146,864	\$ 19,115,913	\$ 16,420,707	\$ 17,117,119	\$ 696,412	4.24%
	TOTAL OPERATION AND MAINTENANCE	\$ 130,478,479	\$ 150,527,955	\$ 133,020,123	\$ 150,782,704	\$ 17,762,581	13.35%

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Sewer Service Operating Expenses by District Function



2018 Preliminary Actual
\$133.0 Million



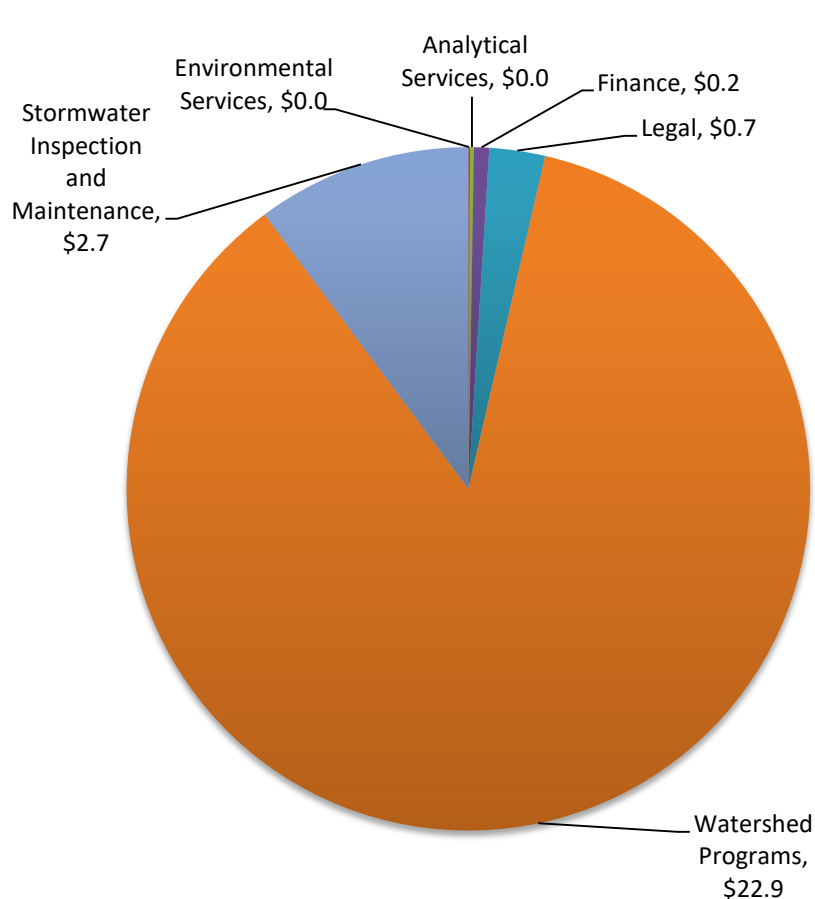
2019 Adopted Budget
\$150.8 Million

NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER OPERATING EXPENSE COMPARISON BY BUDGET CENTER
2019 ADOPTED BUDGET VS. 2018 ACTUALS

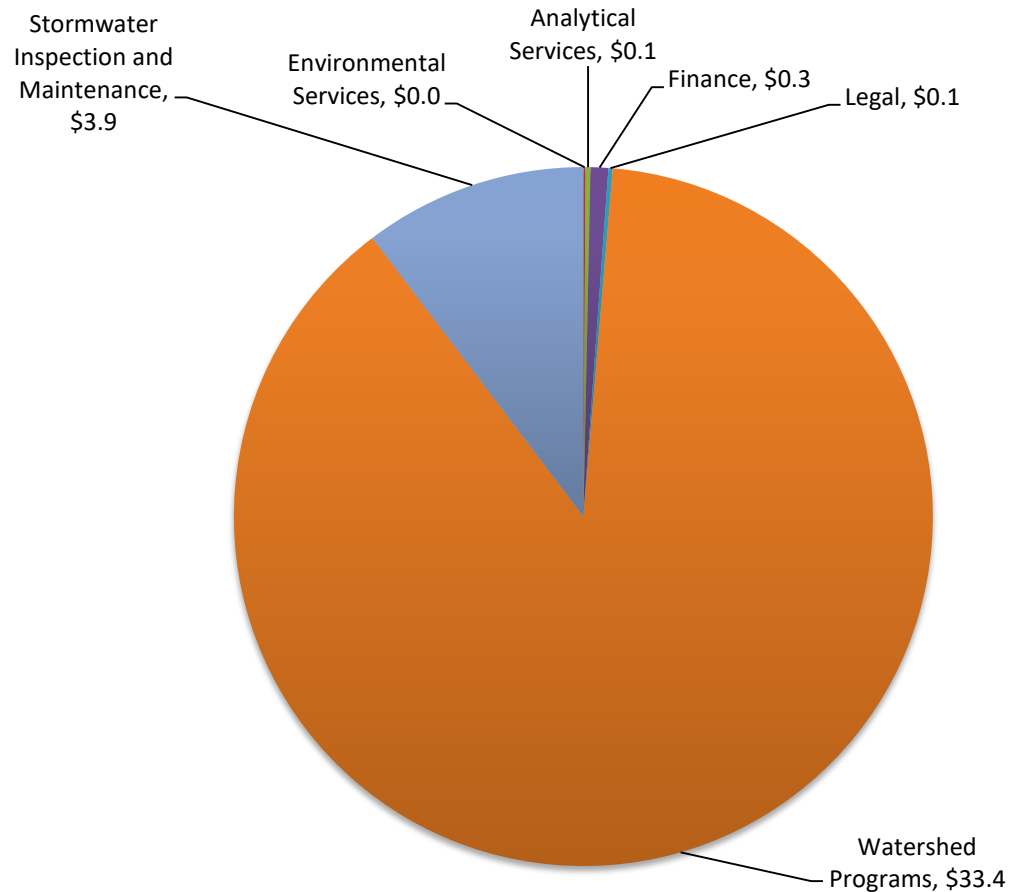
BUDGET CENTER	2017 ACTUAL	2018 ADJUSTED BUDGET	2018 UNAUDITED ACTUALS	2019 ADOPTED BUDGET	2019 BUDGET OVER(UNDER) 2018 ACTUAL	% INCREASE (DECREASE)
FINANCE						
6000 FINANCE	\$ 190,176	\$ 243,000	\$ 191,017	\$ 309,000	\$ 117,984	61.77%
OPERATIONS						
6300 ADMINISTRATIVE SERVICES	\$ (46)	\$ -	\$ -	\$ -	\$ -	0.00%
LEGAL						
7000 LEGAL	\$ -	\$ 700,000	\$ 700,000	\$ 75,000	\$ (625,000)	-89.29%
ADMIN. & EXTERNAL AFFAIRS						
5000 ADMIN. & EXTERNAL AFFAIRS	\$ -	\$ -	\$ (40,000)	\$ -	\$ -	-100.00%
WATERSHED PROGRAMS						
8100 WATERSHED PROGRAMS	\$ 19,059,335	\$ 27,907,206	\$ 22,955,329	\$ 33,377,964	\$ 10,422,635	45.40%
8300 STORMWATER INSPECTION	2,305,928	4,092,835	2,688,318	3,898,080	1,209,762	45.00%
1800 ENVIRONMENTAL SERVICES	12,345	35,300	21,037	38,122	17,085	81.21%
1900 ANALYTICAL SERVICES	88735.68	95,000	48,421	85,000	36,579	75.54%
TOTAL WATERSHED PROGRAM	\$ 21,466,343	\$ 32,130,341	\$ 25,713,106	\$ 37,399,166	\$ 11,686,060	45.45%
ENGINEERING & CONSTRUCTION						
9000 ENGINEERING	\$ (481,291)	\$ -	\$ -	\$ -	\$ -	0.00%
GRAND TOTAL	\$ 21,175,228	\$ 33,073,341	\$ 26,564,123	\$ 37,783,166	\$ 11,179,043	42.23%

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Stormwater Service Operating Expenses by District Function



2018 Preliminary Actual
\$26.6 Million



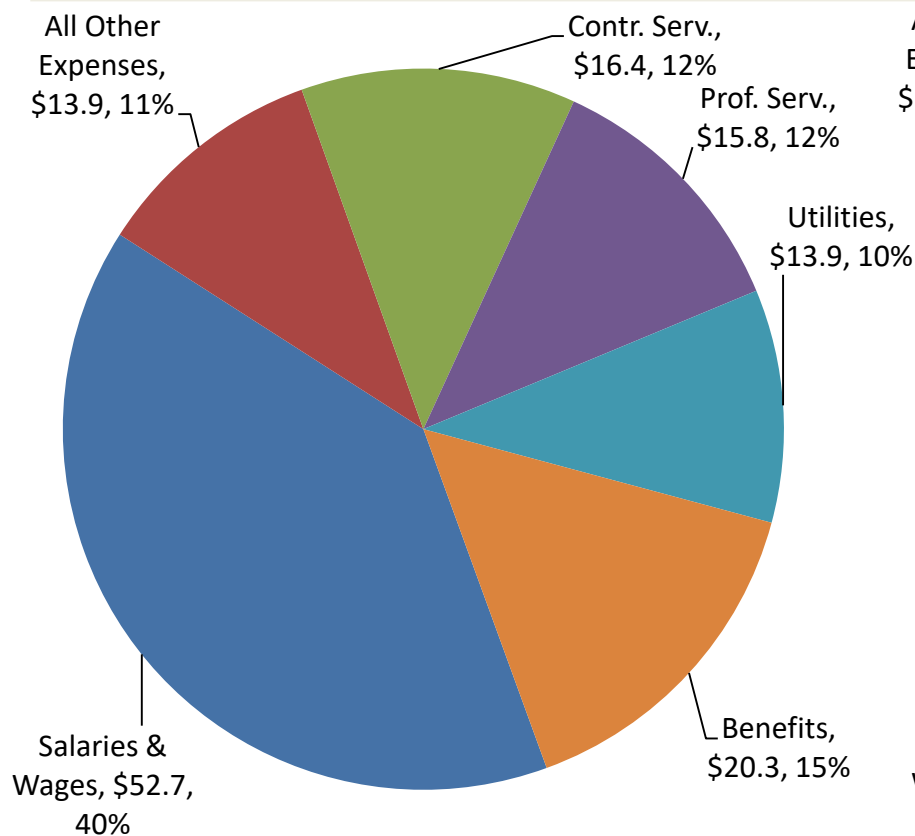
2019 Adopted Budget
\$37.8 Million

NORTHEAST OHIO REGIONAL SEWER DISTRICT
SEWER SERVICE OPERATING EXPENSE COMPARISON BY CATEGORY
2019 ADOPTED BUDGET COMPARED TO PRIOR YEAR ACTUALS

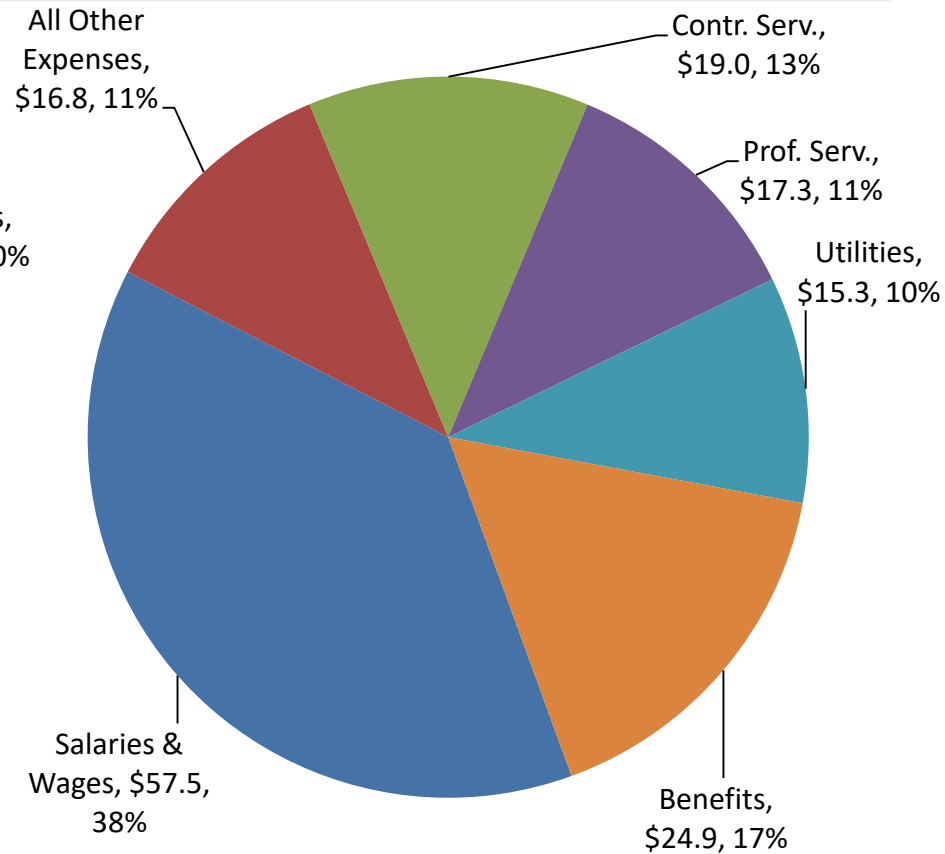
<u>EXPENSE CATEGORY</u>	<u>2017 ACTUAL</u>	<u>2018 ADOPTED BUDGET</u>	<u>2018 UNAUDITED ACTUAL</u>	<u>2019 ADOPTED BUDGET</u>
Salaries	\$ 52,144,371	\$ 55,594,951	\$ 52,726,122	\$ 57,532,357
Benefits	19,621,823	23,121,022	20,282,019	24,885,427
Reimbursable Expenses	680,405	860,778	599,954	897,068
Utilities	13,601,569	14,887,111	13,926,181	15,278,675
Professional Services	14,621,484	21,636,076	15,792,655	17,284,420
Contractual Services	17,590,159	19,930,817	16,354,989	19,051,638
Material & Supplies	9,032,579	10,168,487	10,429,669	11,669,630
Equipment Repair & Maintenance	1,557,819	1,840,893	1,663,162	1,983,768
Building & Road Repair & Maintenance	1,614,867	2,297,820	1,214,088	2,009,720
Judgements & Awards	13,403	190,000	31,283	190,000
TOTAL OPERATING EXPENSES	<u>\$ 130,478,479</u>	<u>\$ 150,527,955</u>	<u>\$ 133,020,122</u>	<u>\$ 150,782,704</u>

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Sewer Service Operating Expenses by Cost Category



2018 Preliminary Actual
\$133.0 Million



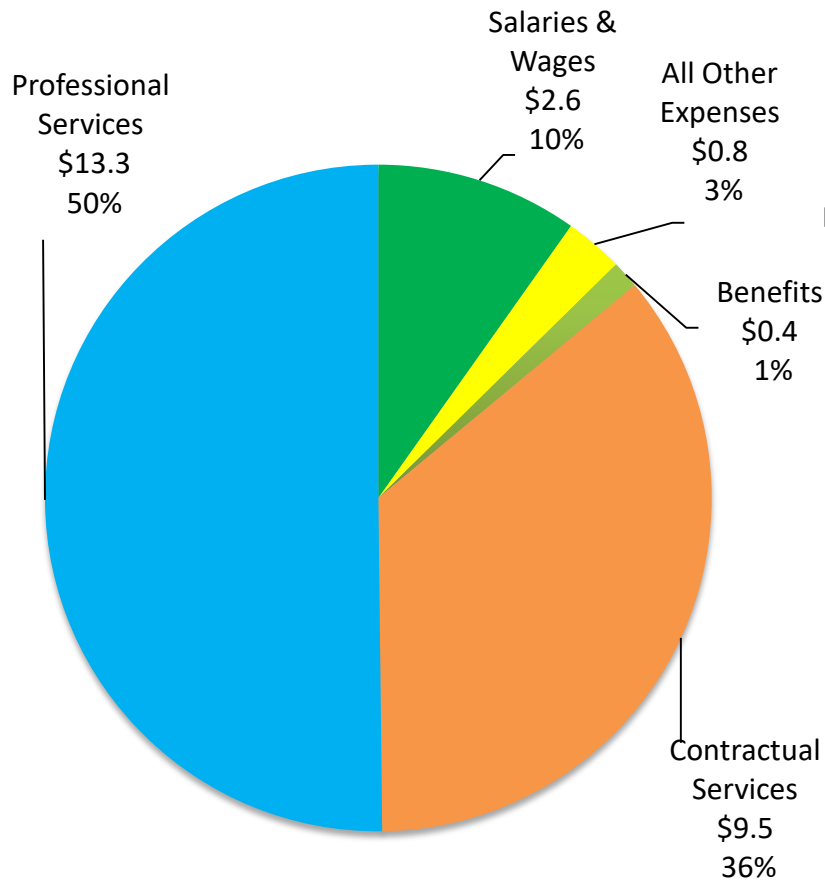
2019 Adopted Budget
\$150.8 Million

NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER OPERATING EXPENSE COMPARISON BY CATEGORY
2019 ADOPTED BUDGET COMPARED TO PRIOR YEAR ACTUALS

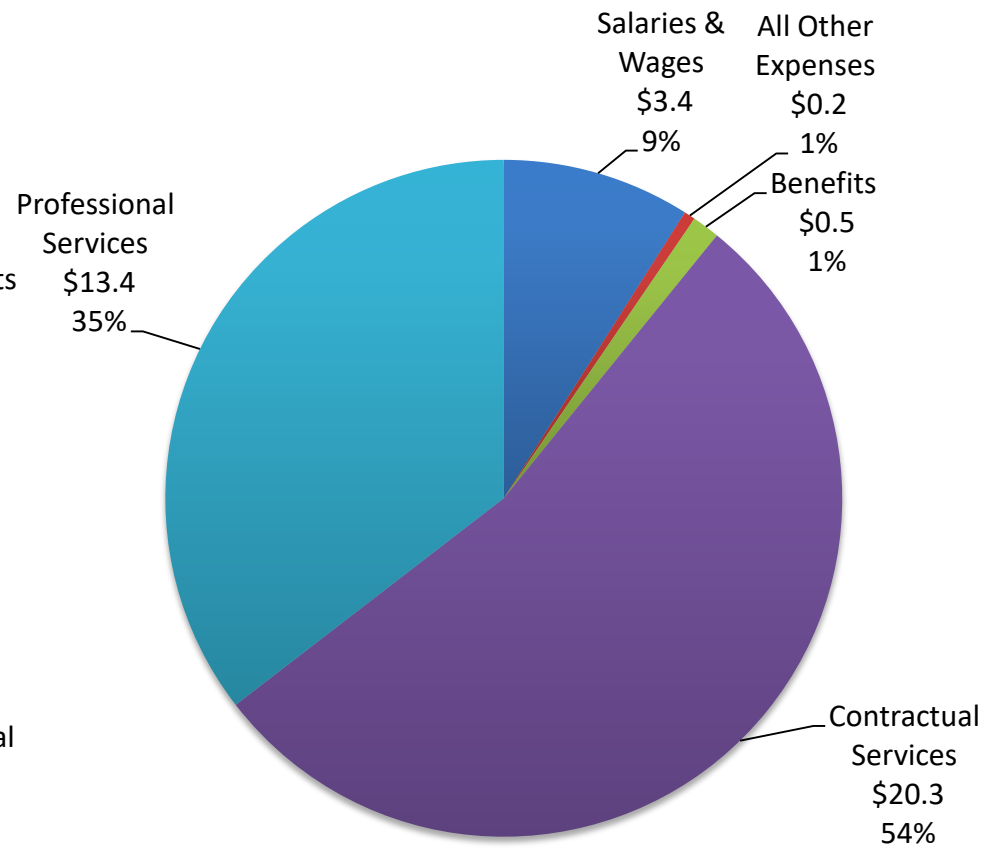
<u>EXPENSE CATEGORY</u>	<u>2017 ACTUAL</u>	<u>2018 ADOPTED BUDGET</u>	<u>2018 UNAUDITED ACTUAL</u>	<u>2019 ADOPTED BUDGET</u>
Salaries	\$ 1,353,653	\$ 2,689,630	\$ 2,606,546	\$ 3,391,228
Benefits	196,233	418,404	379,151	527,704
Reimbursable Expenses	2,619	56,410	22,663	66,194
Professional Services	9,056,784	11,445,727	13,310,065	13,375,075
Contractual Services	10,446,914	17,633,770	9,511,582	20,313,516
Material & Supplies	118,980	129,400	34,116	109,450
Judgements & Awards	-	700,000	700,000	-
TOTAL OPERATING EXPENSES	<u>\$ 21,175,183</u>	<u>\$ 33,073,341</u>	<u>\$ 26,564,123</u>	<u>\$ 37,783,167</u>

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Stormwater Service Operating Expenses by Cost Category



2018 Preliminary Actual
\$26.5 Million

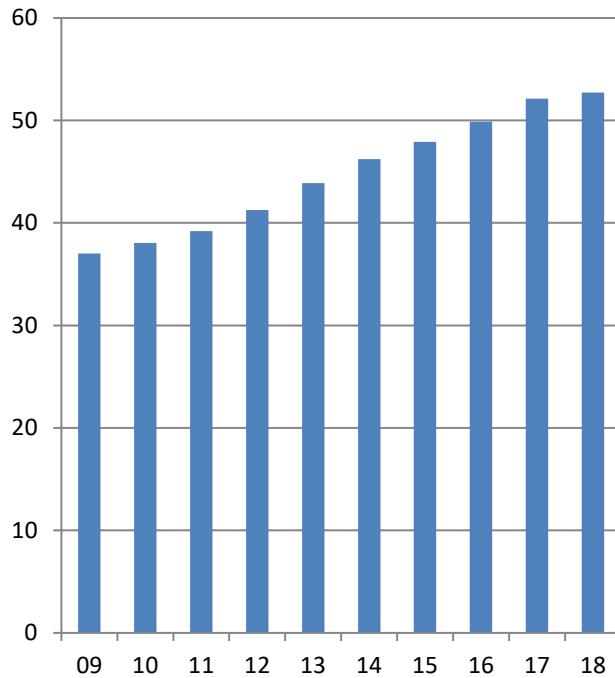


2019 Adopted Budget
\$37.8 Million

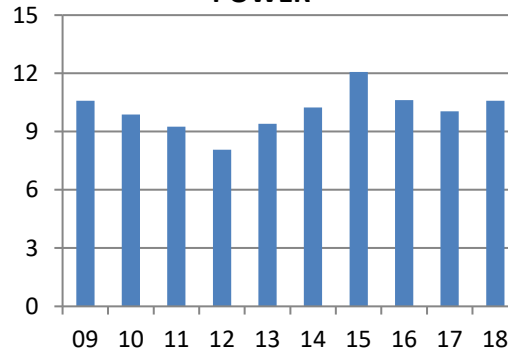
NORTHEAST OHIO REGIONAL SEWER DISTRICT

10 Year Comparison of Major Sewer Expenditures \$Millions

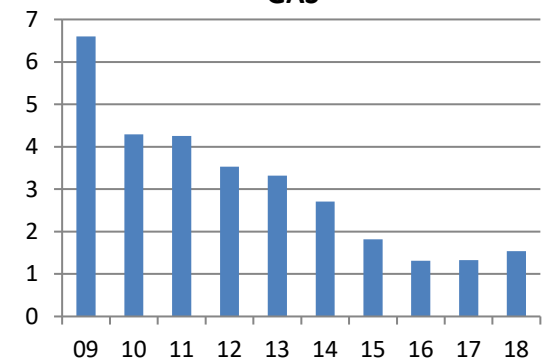
SALARIES & WAGES



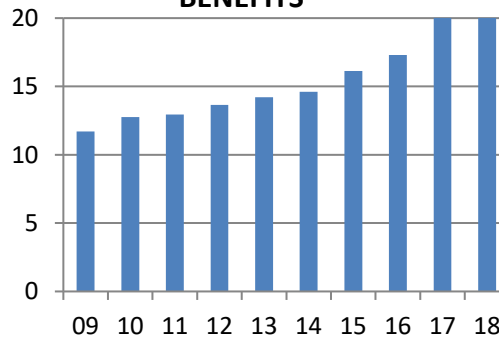
POWER



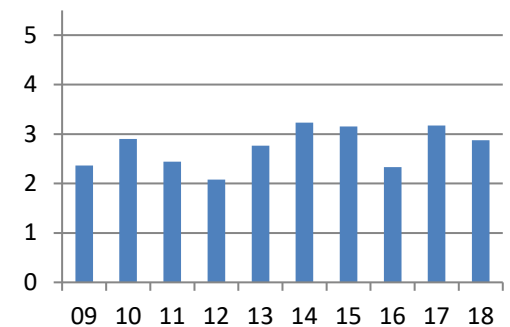
GAS



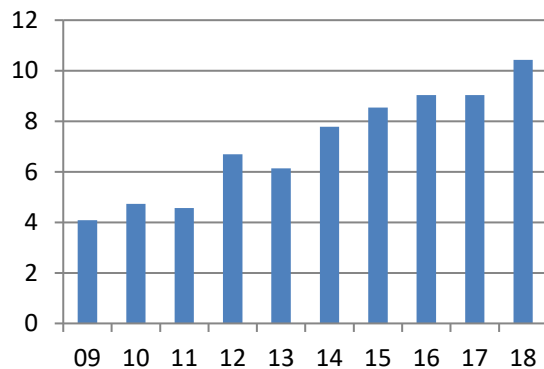
BENEFITS



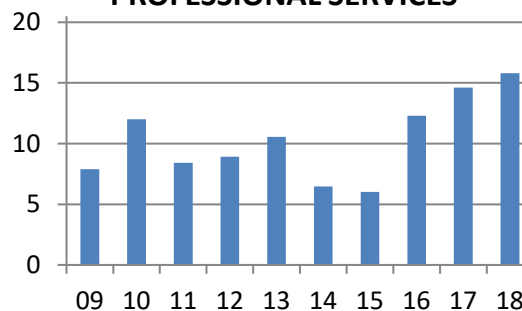
REPAIRS & MAINTENANCE



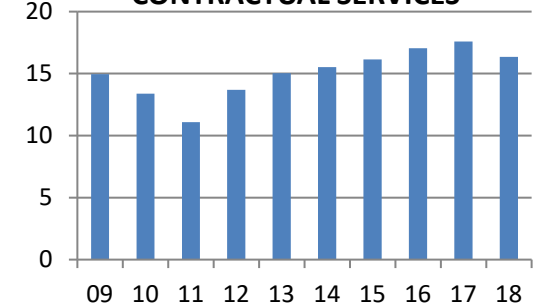
MATERIALS & SUPPLIES



PROFESSIONAL SERVICES



CONTRACTUAL SERVICES



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

	Positions Filled During Years			Positions	Deleted	Added	Transfer	2019	Change
	2016	2017	2018	2018					
Operations									
<u>Plant Operations</u>									
1100 - Wastewater - Southerly WWTP	162	163	172	181	3	-	-	179	(2)
1200 - Wastewater - Westerly WWTP	53	54	59	59	3	-	-	57	(2)
1300 - Wastewater - Easterly WWTP	56	57	56	61	8	1	-	54	(7)
Total Plant Operations	271	274	287	301	14	1	-	290	(11)
<u>Other Operations</u>									
1000 - Wastewater - Operation and Maintenance	12	13	13	15	-	-	-	15	-
Total Other Operations	12	13	13	15	-	-	-	15	-
<u>ENVIRONMENTAL AND MAINTENANCE SERVICES CENTER (EMSC)</u>									
1400 - Wastewater - Maintenance Services	17	14	17	17	-	3	-	20	3
1500 - Wastewater - Sewer System Maintenance And Operation	46	45	45	48	-	-	-	48	-
1600 - Wastewater - Fleet Services	9	9	9	9	-	-	-	9	-
1700 - Wastewater - Building Maintenance	8	7	7	7	-	-	-	7	-
6300 - Wastewater - Administrative Services	10	9	10	10	2	-	-	8	(2)
8300 - Wastewater - Stormwater Inspection And Maintena	7	-	-	-	-	-	-	-	-
2100 - Wastewater - Security	33	36	35	37	-	-	-	37	-
3100 - Wastewater - Process Control And Automation	8	11	9	13	-	2	-	15	2
Total EMSC	138	131	132	141	2	5	-	144	3
Total Operations	421	418	432	457	16	6	-	449	(8)
HUMAN RESOURCES									
2000 - Wastewater - Human Resources	30	27	29	31	1	-	-	30	(1)
Total Human Resources	30	27	29	31	-	-	-	30	(1)
INFORMATION TECHNOLOGY									
3000 - Wastewater - Information Technology	23	31	35	37	-	1	-	38	1
ADMINISTRATION & EXTERNAL AFFAIRS									
5000 - Wastewater - Administration And External Affairs	25	25	26	26	-	-	-	26	-
6400 - Wastewater - Customer Service	11	11	12	12	-	-	-	12	-
Total Administration & External Affairs	36	36	38	38	-	-	-	38	-
FINANCE									
6000 - Wastewater - Finance	20	20	20	22	1	-	-	21	-1
6100 - Wastewater - Inventory Control	9	9	9	11	-	-	-	11	-
6200 - Wastewater - Purchasing	9	10	10	10	-	-	-	10	-
6500 - Wastewater - Contract Compliance	4	5	5	5	-	-	-	5	-
Total Finance	42	44	45	48	1	-	-	47	-1
LEGAL									
7000 - Wastewater - Legal	9	10	11	11	-	-	-	11	-
DISTRICT ADMINISTRATION									
8000 - Wastewater - District Administration	10	12	12	12	-	1	-	13	1
8200 - Wastewater - Internal Audit	5	5	5	5	-	1	-	6	1
Total District Administration	15	17	17	17	-	2	-	19	2
WATERSHED PROGRAMS									
8100 - Wastewater - Watershed Programs	28	33	16	20	4	-	-	16	(4)
1800 - Wastewater - Environmental Services	28	29	31	31	1	-	-	30	(1)
1900 - Wastewater - Analytical Services	31	32	29	32	1	1	-	32	-
8400 - Wastewater - Health And Safety	6	6	6	6	-	-	-	6	-
Total Watershed Programs	93	100	82	89	6	1	-	84	(5)
ENGINEERING									
9000 - Wastewater - Engineering And Construction	66	63	63	62	-	2	-	64	2
WASTEWATER TOTAL	735	746	752	790	24	12	-	780	(10)

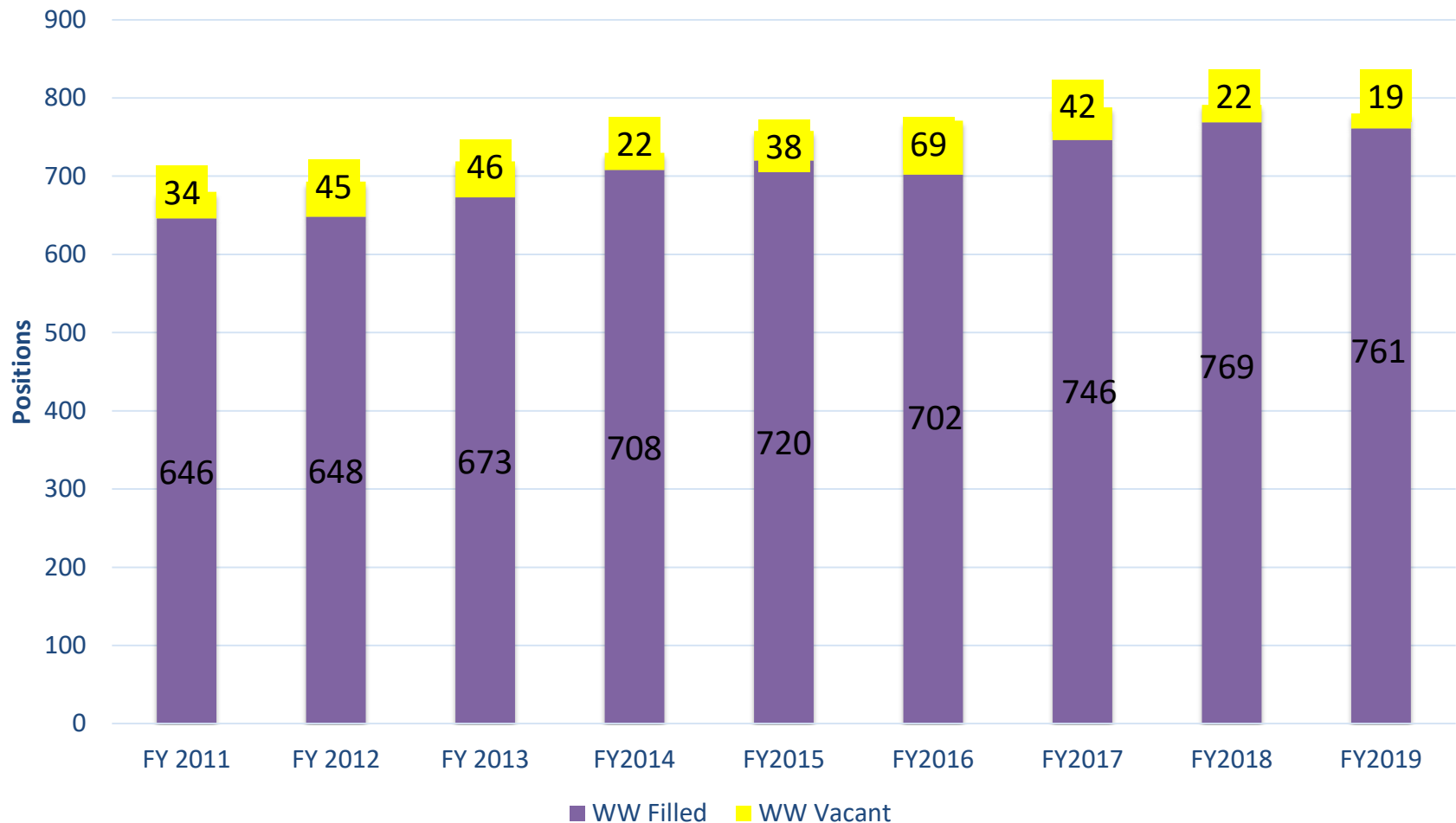
NORTHEAST OHIO REGIONAL SEWER DISTRICT
STAFFING SUMMARY BY BUDGET CENTER
NON-STUDENT FULL-TIME/PART-TIME EMPLOYEES

	Positions Filled During Years			Positions	Deleted	Added	Transfer	2019	Change
	2016	2017	2018	2018					
STORMWATER									
8300 - Stormwater Management - Stormwater Inspection /	8	11	13	13	-	-	-	13	-
8100 - Stormwater Management - Watershed Programs	-	12	23	21	1	7	-	27	6
STORMWATER TOTAL	8	23	36	34	1	7	-	40	6
DISTRICT TOTAL	743	769	788	824	25	19	-	820	(4)

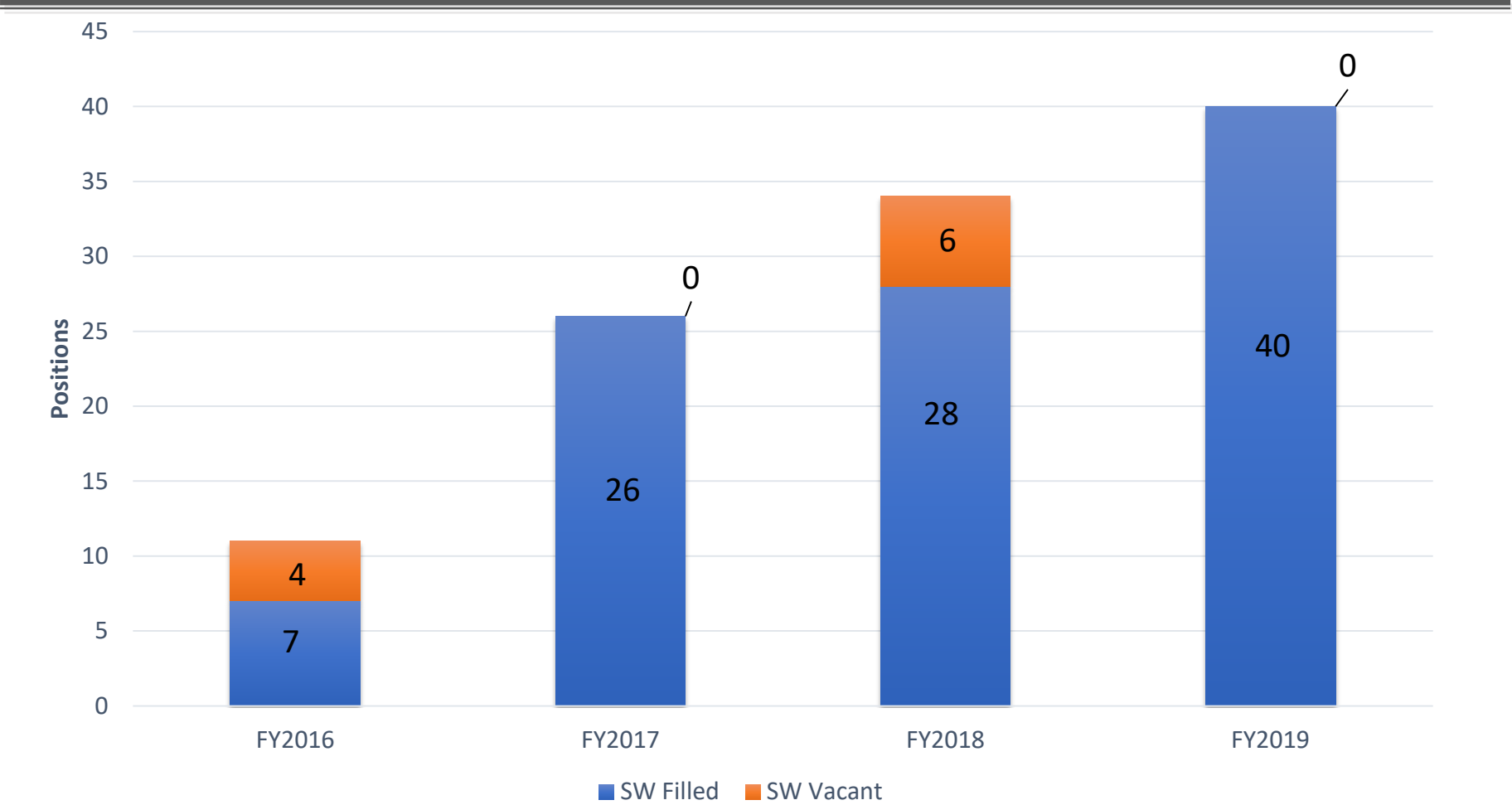
NORTHEAST OHIO REGIONAL SEWER DISTRICT

Wastewater Filled vs. Vacant Positions

As of Year End 2011-2019



NORTHEAST OHIO REGIONAL SEWER DISTRICT
Stormwater Filled vs. Vacant Positions
As of Year End 2011-2019



BUDGET CENTER: Operation and Maintenance - 1000			
MANAGED BY: Francis G. Foley Director of Operation and Maintenance			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
<p>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, Systems Integration, Fleet Services, Building Maintenance and Administrative Services), Process Control & Automation, Asset Management, Emergency Management and Security. This includes the overall supervision of approximately 450 full-time employees.</p> <p>In 2018, the District's treatment plants received and processed an average of approximately 253 million gallons of wastewater per day for a total of approximately 92 billion gallons treated during the year.</p>			
2018 Accomplishments		2019 Goals	
*	Operated and maintained the wastewater system to achieve regulatory compliance. Met NACWA's criteria for Gold Peak Performance Awards at two plants and for Silver award at one plant.	*	Provide excellent customer service.
*	Prepared for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.	*	Provide staffing and other resources for District outreach activities.
*	Developed a plan to optimize the performance of the renewable energy facility.	*	Assist in the business case evaluation and implementation of accepted process control-related activities concerning reduced chemical and utility costs.
*	Continued to develop and realign O&M staff to ensure O&M's ability to maintain permit compliance in the future.	*	Assist in the business case analysis for the potential processing of Westerly sludge and external sources of biosolids at the Southerly WWTC.
*	Maintained asset availability through enhanced maintenance practices to ensure permit compliance.	*	Establish operating and minor capital budgets that can be supported by the District's rate structure.
*	Supported the Automation Program Management project. This project improved SCADA stability and reporting issues and has begun the replacement of obsolete equipment.	*	Improve the standardization of O&M procedures.

BUDGET CENTER: Operation and Maintenance - 1000			
MANAGED BY: Francis G. Foley Director of Operation and Maintenance			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
*	Prepared and managed budgets that support the District's projected revenue.	*	Execute 2019 Operational Readiness Implementation tasks.
*	Continued to implement and enhance programs to prevent injuries.	*	Support Automation Program Management (APM) projects scheduled in 2019 including the successful migration of ODMS to PDMS.
*	Met customer service metrics.	*	Meet NPDES permit limits and all other regulatory requirements.
*	Enhanced emergency management plans.	*	Enhance the O&M staffing plan.
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Provide needed support for the consolidation of technical support services across O&M and E&C

NORTHEAST OHIO REGIONAL SEWER DISTRICT

OPERATIONS AND MAINTENANCE -- 1000

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017	2018		2019	BUDGET
	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE
Director of Operation & Maintenance	1	1	1	1	0
Deputy Dir of Operation & Maintenance	2	1	1	1	0
Business Analyst	0	1	0	1	0
Business Manager	1	1	1	1	0
O&M Procurement Administrator	0	1	1	1	0
PDMS Administrator	0	1	0	1	0
Plant Administrative Consultant/Trainer	1	1	0	1	0
Enterprise Asset Manager	1	1	1	1	0
Budget Analyst	1	1	1	1	0
Asset Management System Analyst	2	1	2	2	1
Executive Assistant	1	1	1	1	0
Construction Manager	0	1	0	0	-1
Emgy Mgmt & Bus Continuity Prg Mgr	1	1	1	1	0
O&M Strategic Projects Adviosr	1	1	0	0	-1
Project Coordinator	1	1	1	1	0
Solutions & Systems Arch	0	0	1	0	0
O&M Administrative Manager	0	0	0	1	1
TOTAL POSITIONS	13	15	12	15	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 1000: OPERATION & MAINTENANCE**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 707,608	\$ 774,240	\$ 619,676	\$ 599,215
52030 PROFESSIONALS SALARIES	456,095	437,586	425,311	699,724
52031 ADMINISTRATIVE SUPPORT SALARIES	52,143	73,335	45,200	53,040
52034 TECHNICIANS SALARIES	28,171	82,192	-	-
52036 PARA-PROFESSIONAL SALARIES	-	9,537	-	38,147
52060 STUDENT SALARIES	39,813	49,779	25,940	64,412
52071 LONGEVITY	2,700	2,600	3,100	3,100
52081 SICK BUY OUT	8,567	12,000	11,046	13,000
52260 STUDENT OVERTIME	265	400	171	-
Total Salary & Wages	\$ 1,295,362	\$ 1,441,668	\$ 1,130,445	\$ 1,470,637

Personnel Benefits

52310 HEALTH CARE	\$ (17,557)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	8,750	-	-	-
52313 WELLNESS CREDIT	1,865	1,699	-	1,699
52320 OPERS	164,221	201,834	168,344	205,287
52340 LIFE INSURANCE	88	-	(312)	-
52360 MEDICARE	15,136	20,904	15,471	21,262
52370 UNIFORM ALLOWANCE	1,657	2,415	2,153	2,382
52380 AWARDS AND RECOGNITION	-	6,000	-	6,000
Total Personnel Benefits	\$ 174,160	\$ 232,852	\$ 185,656	\$ 236,630

Reimbursable Expenses

52410 TRAVEL	\$ 11,997	\$ 23,170	\$ 11,874	\$ 21,820
52430 EMPLOYEE EDUCATION	2,700	8,300	3,873	9,250
Total Reimbursable Expenses	\$ 14,697	\$ 31,470	\$ 15,747	\$ 31,070

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 765,950	\$ 344,080	\$ -	\$ -
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	400	-	-	-
Total Professional Services	\$ 766,350	\$ 344,080	\$ -	\$ -

Contractual Services

52715 PRINTING	\$ 70	\$ 250	\$ 35	\$ 250
52730 DUES AND SUBSCRIPTIONS	464	12,025	790	2,125
52735 EQUIPMENT RENTAL	-	100	-	-
52765 ASH HAULING DISPOSAL	70,992	-	-	-
52775 LICENSES, FEES, AND PERMITS	-	-	50	-
52780 OTHER CONTRACTUAL SERVICES	(0)	-	12,647	-
Total Contractual Services	\$ 71,526	\$ 12,375	\$ 13,522	\$ 2,375

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 2,708	\$ 1,000	\$ 594	\$ 1,000
52845 GENERAL HARDWARE SUPPLIES	1,166	20	7	-
52846 EQUIPMENT AND INSTRUMENTATION PARTS	299	1,800	833	-
52851 OTHER MINOR EQUIPMENT	186	15,000	2,874	2,000
52865 OTHER SUPPLIES	619	-	1,635	17,000
52870 FREIGHT	-	-	102	-
Total Materials & Supplies	\$ 4,977	\$ 17,820	\$ 6,044	\$ 20,000

Equipment Repair & Maintenance

52920 EQUIPMENT REPAIR AND MAINTENANCE	\$ 2,920	\$ -	\$ -	\$ -
Total Equipment Repair & Maintenance	\$ 2,920	\$ -	\$ -	\$ -

Building & Road Repair

53050 BUILDING MAINTENANCE SUPPLIES	\$ 3,275	\$ 11,000	\$ 5,721	\$ -
53051 BUILDING MAINTENANCE SERVICES	6,298	3,000	2,662	-
Total Building & Road Repair	\$ 9,573	\$ 14,000	\$ 8,383	\$ -

BUDGET CENTER TOTAL

\$ 2,339,565	\$ 2,094,265	\$ 1,359,796	\$ 1,760,713
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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 2018, the plant treated 48.3 billion gallons of wastewater at an average daily flow of 132 MGD. Southerly incinerated 44,254 dry tons of biosolids and generated 8.6 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).

2018 Accomplishments		2019 Goals	
*	Operated and maintained the plant to achieve regulatory compliance. Met criteria for NACWA's Gold Peak Performance Award.	*	Operate and maintain the plant to achieve regulatory compliance. Attain the NACWA Gold Peak Performance Award.
*	Prepared for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.	*	Enhance maintenance initiatives to reduce backlog and increase work productivity.
*	Optimized the performance of the renewable energy facility.	*	Provide project review and feedback between O&M and E&C in a timely manner.
*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Ensure plant staff is adequately trained and has access to resources to perform their job duties.

BUDGET**CENTER:**

Southerly WWTP - 1100

MANAGED BY:Tracey Phelps
Deputy Director of Operation and
Maintenance**DESCRIPTION OF SERVICES PROVIDED
AND
ACCOMPLISHMENTS & GOALS**

*	Supported the Automation Program Management project by attending progress meeting and providing feedback.	*	Improve standardization of plant process control by developing Standard Operating Procedures (SOPs). Increase operational readiness through a comprehensive series of electrical system and emergency generator tests.
*	Provided resources and project management services for outreach activities and the D&I strategic plan. Improved D&I initiatives in interviewing panel selection.	*	Provide plant maintenance and operations staff resources to assist with ORI initiatives.
*	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.	*	Instill a culture of continuous improvement. Implement District initiatives in the areas of diversity and inclusion, sustainability, and progressive culture.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SOUTHERLY WASTE WATER TREATMENT PLANT -- 1100

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Superintendent	1	1	1	1	0
Assistant Superintendent	1	3	3	2	(1)
Deputy Director of O&M	1	1	1	1	0
Superintendent-Enterprise Biosolids and Residuals	1	1	1	1	0
Shift Manager	5	5	5	5	0
Shift Supervisor	5	5	5	5	0
Unit Process Manager	4	4	3	4	0
Plant Contract Manager	1	1	1	1	0
Plant Engineer	0	1	0	0	(1)
Process Manager	1	1	1	1	0
Process Specialist	1	1	1	0	(1)
Maintenance Manager	1	1	1	1	0
Maintenance Supervisor	1	1	1	1	0
Plant Mnt. Manager- Elec. & Instr.	2	2	3	3	1
Plant Mnt. Manager- Mech.	6	6	6	6	0
Plant Administration Manager	1	1	1	1	0
Asset Reliability Manager	3	3	3	3	0
Plant Construction & Safety Coord	1	1	1	1	0
Administrative Assistant	2	2	2	2	0
Contract Administrator	1	1	1	1	0
Plant Clerk	1	1	1	1	0
Plant Maintenance Aide	1	1	1	1	0
Wastewater Plant Operator	14	14	12	12	(2)
Wastewater Plant Operator-Training	12	15	18	19	4
Wastewater Plant Operator C-1	13	14	13	13	(1)
Plant Utility Mnt Person (PUMP)	22	29	22	26	(3)
Plant Utility Mnt Person (PUMP) Welder	1	1	1	1	0
Electrical/Instrument Tech. (EIT)	1	1	1	1	0
Instrument Technician	7	8	10	11	3
Plant Maintenance Electrician	6	7	8	8	1
Plant Maintenance Machinist	2	2	2	2	0
UMT/Equipment Operator	2	2	2	2	0
Utility Maintenance Person (UMP) / PME	5	5	3	3	(2)
Utility Maintenance Person (UMP) / IT	7	7	3	4	(3)
Utility Maintenance Technician (UMT)	1	1	1	1	0
Utility Maintenance Person (UMP)	9	11	14	13	2
Maintenance Worker	15	15	16	16	1
Custodial Worker	5	5	5	5	0
TOTAL POSITIONS	163	181	174	179	(2)

NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 1100: SOUTERLY WASTEWATER TREATMENT PLANT

	2017	2018	2018	2019
	Actual	Adjusted Budget	Unaudited Actual	Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 2,882,858	\$ 3,086,018	\$ 2,999,759	\$ 3,200,672
52030 PROFESSIONALS SALARIES	169,061	123,792	210,321	142,110
52031 ADMINISTRATIVE SUPPORT SALARIES	121,481	138,413	140,124	140,323
52034 TECHNICIANS SALARIES	57,428	-	59,308	58,153
52036 PARA-PROFESSIONAL SALARIES	-	8,539	-	-
52040 OPERATIONS HOURLY	2,276,158	2,401,254	2,333,994	2,509,447
52050 MAINTENANCE HOURLY	4,028,715	4,595,242	4,316,403	5,093,725
52060 STUDENT SALARIES	49,422	76,855	15,592	50,014
52071 LONGEVITY	31,800	31,400	32,500	31,800
52081 SICK BUY OUT	73,877	80,000	73,118	86,100
52231 ADMINISTRATIVE SUPPORT OVERTIME	3,457	3,500	4,236	3,500
52234 TECHNICIAN OVERTIME	-	-	267	-
52240 OPERATIONS HOURLY OVERTIME	1,263,745	1,282,727	1,282,727	1,113,462
52250 MAINTENANCE HOURLY OVERTIME	593,692	575,000	565,566	598,202
52260 STUDENT OVERTIME	1,098	-	110	-
Total Salary & Wages	\$ 11,552,790	\$ 12,402,740	\$ 12,034,024	\$ 13,027,508
Personnel Benefits				
52310 HEALTH CARE	\$ (303,551)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	59,601	-	-	-
52313 WELLNESS CREDIT	15,164	14,602	-	14,602
52320 OPERS	1,672,681	1,736,384	1,745,139	1,822,751
52340 LIFE INSURANCE	578	-	(2,372)	-
52360 MEDICARE	168,714	179,840	171,354	188,785
52370 UNIFORM ALLOWANCE	21,127	24,000	4,600	24,160
Total Personnel Benefits	\$ 1,634,315	\$ 1,954,826	\$ 1,918,721	\$ 2,050,297
Reimbursable Expenses				
52410 TRAVEL	\$ 2,343	\$ 3,000	\$ 3,859	\$ 3,000
52430 EMPLOYEE EDUCATION	1,473	2,600	1,449	2,600
Total Reimbursable Expenses	\$ 3,816	\$ 5,600	\$ 5,308	\$ 5,600
Utilities				
52510 ELECTRICITY	\$ 5,345,295	\$ 5,535,000	\$ 5,320,733	\$ 5,772,185
52520 NATURAL GAS	724,747	839,476	814,280	909,126
52530 WATER AND OTHER UTILITIES	711,761	851,200	702,100	695,375
Total Utilities	\$ 6,781,803	\$ 7,225,676	\$ 6,837,113	\$ 7,376,686
Professional Services				
52610 GENERAL PROFESSIONAL SERVICES	\$ 1,785,126	\$ 2,240,000	\$ 1,433,248	\$ 644,028
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	-	-	1,260	-
Total Professional Services	\$ 1,785,126	\$ 2,240,000	\$ 1,434,508	\$ 644,028
Contractual Services				
52715 PRINTING	\$ 286	\$ 450	\$ 152	\$ 1,000
52730 DUES AND SUBSCRIPTIONS	2,480	2,770	2,186	2,830
52735 EQUIPMENT RENTAL	82,294	81,750	60,131	18,000
52745 GREASE REMOVAL	525	1,000	3,125	7,425
52755 GRIT AND SCREENING DISPOSAL	498,980	503,138	396,667	511,105
52760 SLUDGE HAULING DISPOSAL	0	16,175	45,910	48,492
52765 ASH HAULING DISPOSAL	701,433	713,958	711,032	1,200,000
52770 UNIFORMS	71,846	70,150	55,334	75,000
52775 LICENSES, FEES, AND PERMITS	8,277	3,725	3,414	3,894
52780 OTHER CONTRACTUAL SERVICES	829,883	759,253	759,253	835,828
Total Contractual Services	\$ 2,196,005	\$ 2,152,369	\$ 2,037,203	\$ 2,703,574

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WASTEWATER

BUDGET CENTER 1100: SOUTERLY WASTEWATER TREATMENT PLANT

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 8,586	\$ 8,850	\$ 11,227	\$ 8,850
52806 SOFTWARE	-	-	10,292	20,000
52810 FUEL AND OIL	25,355	54,850	127,529	54,850
52811 VEHICLE MAINTENANCE PARTS	690	1,000	203	1,000
52825 CHEMICALS	1,176,717	1,801,662	1,653,762	2,118,585
52840 LABORATORY SUPPLIES	2,890	3,500	6,188	3,500
52845 GENERAL HARDWARE SUPPLIES	260,961	300,000	286,636	300,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	1,455,748	1,304,000	1,402,266	1,400,000
52851 OTHER MINOR EQUIPMENT	175,080	175,000	118,731	125,000
52860 POSTAGE, UPS	-	100	270	500
52861 TRAINING SUPPLIES	-	100	-	-
52865 OTHER SUPPLIES	565,091	590,300	416,528	325,000
52870 FREIGHT	25,344	24,500	38,494	35,000
52880 INVOICE PRICE VARIANCE	(223)	-	(22)	-
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	86,284	-	211,692	-
Total Materials & Supplies	\$ 3,782,523	\$ 4,263,862	\$ 4,283,797	\$ 4,392,285
Equipment Repair & Maintenance				
52910 OFFICE EQUIPMENT AND REPAIR	\$ 185	\$ -	\$ -	\$ -
52920 EQUIPMENT REPAIR AND MAINTENANCE	542,510	471,875	548,147	510,000
Total Equipment Repair & Maintenance	\$ 542,695	\$ 471,875	\$ 548,147	\$ 510,000
Building & Road Repair				
53010 BUILDING REPAIR AND MAINTENANCE	\$ -	\$ -	\$ -	\$ -
53020 ROAD REPAIR AND MAINTENANCE	8,300	12,000	8,975	43,000
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	5,736	25,000	19,310	25,000
53050 BUILDING MAINTENANCE SUPPLIES	73,801	50,000	82,237	57,500
53051 BUILDING MAINTENANCE SERVICES	281,906	269,000	281,141	259,000
53052 BUILDING MAINTENANCE MISCELLANEOUS	346	20,000	15,331	35,200
Total Building & Road Repair	\$ 370,089	\$ 376,000	\$ 406,994	\$ 419,700
BUDGET CENTER TOTAL	\$ 28,649,163	\$ 31,092,948	\$ 29,505,816	\$ 31,129,679

BUDGET CENTER:	Westerly WWTC – 1200
MANAGED BY:	Deborah Klosz 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, 2018, the Westerly plant treated 9.87 billion gallons of wastewater at an average daily flow rate of 26.87 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, 2018, the Westerly plant incinerated 4,780.63 dry tons of biosolids.

2018 Accomplishments		2019 Goals	
*	Operated and maintained the plant to achieve regulatory compliance. Met criteria for NACWA Gold Peak Performance Award.	*	Operate and maintain the plant to achieve regulatory compliance. Attain the NACWA Gold Peak Performance Award
*	Prepared for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.	*	Continue to prepare for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.
*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Continue to maintain high asset availability through enhanced maintenance practices to ensure permit compliance.
*	Supported the Automation Program Management project. This project will address SCADA stability and reporting issues and will replace obsolete equipment.	*	Continue to support the Automation Program Management project. This project will address SCADA stability and reporting issues and will replace obsolete equipment.

BUDGET CENTER:	Westerly WWTC – 1200
MANAGED BY:	Deborah Klosz Superintendent

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

*	Prepared and managed budgets that supported the District's projected revenue.	*	Prepare and manage a budget that supports the District's projected revenue.
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Provide resources and project management services for outreach activities and the D&I strategic plan.
*	Developed and implemented standard operating and maintenance procedures for the entire plant.	*	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.	*	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

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Superintendent	1	1	1	1	0
Assistant Superintendent	1	1	2	2	1
Shift Manager	5	5	5	5	0
Plant Mnt. Manager- Mech.	3	3	3	3	0
Plant Mnt. Manager- Elec. & Instr.	1	1	1	1	0
Asset Reliability Manager	1	1	1	1	0
Process Specialist	1	1	0	0	(1)
Administrative Assistant	1	1	1	1	0
Plant Clerk	1	1	1	1	0
Wastewater Plant Operator	10	10	10	10	0
Wastewater Plant Operator-Training	3	6	4	4	(2)
Wastewater Plant Operator C-2	4	4	3	4	0
Plant Utility Mnt Person (PUMP)	4	5	6	6	1
Instrument Technician	2	3	3	3	0
Plant Maintenance Electrician	2	2	2	2	0
UMP-Plant Maintenance Electrician	1	1	0	0	(1)
UMP-Plant Maintenance Person (PUMP)	4	4	3	2	(2)
Utility Maintenance Technician Equip Op	1	1	1	1	0
Utility Maintenance Person (UMP) / IT	0	0	1	2	2
Maintenance Worker	5	5	6	6	1
Custodial Worker	1	1	0	0	(1)
Integrated Process Manager	2	2	2	2	0
TOTAL POSITIONS	54	59	56	57	(2)

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WASTEWATER

BUDGET CENTER 1200: WESTERLY WASTEWATER TREATMENT PLANT

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 1,170,000	\$ 1,388,344	\$ 1,349,905	\$ 1,398,426
52030 PROFESSIONALS SALARIES	89,655	19,522	19,522	-
52031 ADMINISTRATIVE SUPPORT SALARIES	86,293	88,322	87,290	89,001
52040 OPERATIONS HOURLY	875,362	927,361	894,604	999,679
52050 MAINTENANCE HOURLY	1,015,162	1,203,947	1,203,801	1,207,815
52060 STUDENT SALARIES	14,979	7,065	7,065	30,254
52071 LONGEVITY	11,700	11,700	13,000	13,200
52081 SICK BUY OUT	25,257	27,000	33,776	39,700
52231 ADMINISTRATIVE SUPPORT OVERTIME	959	5,000	2,518	5,000
52240 OPERATIONS HOURLY OVERTIME	384,834	324,360	358,972	324,360
52250 MAINTENANCE HOURLY OVERTIME	123,119	79,960	73,673	124,950
Total Salary & Wages	\$ 3,797,320	\$ 4,082,581	\$ 4,044,125	\$ 4,232,386
Personnel Benefits				
52310 HEALTH CARE	\$ (95,780)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	16,975	-	-	-
52313 WELLNESS CREDIT	6,739	5,789	-	5,789
52320 OPERS	558,951	580,031	585,371	590,770
52340 LIFE INSURANCE	219	-	(850)	-
52360 MEDICARE	54,611	60,075	56,308	61,187
52370 UNIFORM ALLOWANCE	7,623	5,580	1,133	5,630
Total Personnel Benefits	\$ 549,338	\$ 651,475	\$ 641,962	\$ 663,376
Reimbursable Expenses				
52410 TRAVEL	\$ 2,204	\$ 3,259	\$ 1,663	\$ 5,285
52430 EMPLOYEE EDUCATION	1,100	3,750	695	1,000
Total Reimbursable Expenses	\$ 3,304	\$ 7,009	\$ 2,358	\$ 6,285
Utilities				
52510 ELECTRICITY	\$ 1,341,754	\$ 1,430,600	\$ 1,340,266	\$ 1,516,000
52520 NATURAL GAS	364,711	501,600	425,815	517,800
52530 WATER AND OTHER UTILITIES	84,902	75,300	70,610	80,431
Total Utilities	\$ 1,791,367	\$ 2,007,500	\$ 1,836,690	\$ 2,114,231
Professional Services				
52610 GENERAL PROFESSIONAL SERVICES	\$ 26,703	\$ 34,000	\$ 26,574	\$ 54,474
Total Professional Services	\$ 26,703	\$ 34,000	\$ 26,574	\$ 54,474
Contractual Services				
52715 PRINTING	\$ 84	\$ 200	\$ 76	\$ 200
52730 DUES AND SUBSCRIPTIONS	1,035	1,900	680	1,070
52735 EQUIPMENT RENTAL	5,412	15,000	9,512	7,500
52745 GREASE REMOVAL	16,305	10,020	5,462	9,876
52755 GRIT AND SCREENING DISPOSAL	38,303	51,894	31,995	46,600
52760 SLUDGE HAULING DISPOSAL	91,637	128,811	128,811	119,148
52765 ASH HAULING DISPOSAL	68,444	100,862	54,165	70,581
52770 UNIFORMS	23,809	21,810	17,053	21,810
52775 LICENSES, FEES, AND PERMITS	671	1,200	957	1,200
52780 OTHER CONTRACTUAL SERVICES	123,469	182,612	230,446	228,430
Total Contractual Services	\$ 369,168	\$ 514,309	\$ 479,157	\$ 506,415

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WASTEWATER

BUDGET CENTER 1200: WESTERLY WASTEWATER TREATMENT PLANT

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 2,339	\$ 2,000	\$ 2,314	\$ 2,000
52806 SOFTWARE	-	-	-	10,000
52810 FUEL AND OIL	5,823	22,000	19,819	17,500
52811 VEHICLE MAINTENANCE PARTS	469	200	4,003	200
52825 CHEMICALS	264,822	336,090	412,765	526,705
52840 LABORATORY SUPPLIES	3,257	7,000	3,671	7,700
52845 GENERAL HARDWARE SUPPLIES	57,996	80,000	65,488	85,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	295,674	420,400	350,400	320,500
52851 OTHER MINOR EQUIPMENT	18,988	48,900	39,753	59,986
52860 POSTAGE, UPS	-	50	-	50
52865 OTHER SUPPLIES	107,565	104,000	131,998	104,000
52870 FREIGHT	4,478	5,000	5,404	5,000
52880 INVOICE PRICE VARIANCE	-	-	4,295	-
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	(44,243)	-	58,142	-
Total Materials & Supplies	\$ 717,168	\$ 1,025,640	\$ 1,098,052	\$ 1,138,641
Equipment Repair & Maintenance				
52910 OFFICE EQUIPMENT AND REPAIR	\$ -	\$ 6,000	\$ 4,254	\$ 2,000
52920 EQUIPMENT REPAIR AND MAINTENANCE	97,788	79,818	74,084	84,818
Total Equipment Repair & Maintenance	\$ 97,788	\$ 85,818	\$ 78,338	\$ 86,818
Building & Road Repair				
53010 BUILDING REPAIR AND MAINTENANCE	\$ -	\$ -	\$ -	\$ -
53020 ROAD REPAIR AND MAINTENANCE	-	11,000	-	5,500
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	3,000	2,000	-	2,000
53050 BUILDING MAINTENANCE SUPPLIES	27,509	18,000	21,662	18,000
53051 BUILDING MAINTENANCE SERVICES	91,592	119,000	134,453	119,000
53052 BUILDING MAINTENANCE MISCELLANEOUS	4,844	11,000	36	11,000
Total Building & Road Repair	\$ 126,945	\$ 161,000	\$ 156,151	\$ 155,500
BUDGET CENTER TOTAL	\$ 7,479,102	\$ 8,569,332	\$ 8,363,408	\$ 8,958,126

BUDGET CENTER: Easterly WWTP – 1300			
MANAGED BY: Robert M. Bonnett Superintendent			
<p align="center">DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>			
<p>The Easterly Wastewater Treatment Plant located in the city of Cleveland on a 105-acre site along the southern shore of Lake Erie. The collection system receives flow from 17 municipalities (approximately 333,000 residents), several businesses and storm water runoff. Several combined sewers in the collection system collect and convey storm water runoff to the plant along with sanitary and industrial wastewater. During wet weather events, flow rates up to 1,200 million gallons per day of combined wastewater can be conveyed to the plant headworks from three large interceptor sewers. In 2018, the Easterly plant provided complete treatment to 34.25 billion gallons of combined wastewater for an average daily flow rate of 93.8 MGD. A total of 1.46 billion gallons of combined wastewater received partial treatment, then was overflowed to Lake Erie.</p>			
2018 Accomplishments		2019 Goals	
*	Met all NPDES permit requirements, except one.	*	Meet all NPDES permit requirements.
*	Continued to develop operational and maintenance readiness plans for assets that are under construction.	*	Participate in strategies for operational readiness implementation to improve efficiencies.
*	Implemented strategies to reorganize plant resources to operate and maintain new Project Clean Lake assets.	*	Continue to manage budgets that support the District's projected revenue.
*	Implemented asset management continuous improvement projects to improve maintenance efficiency.	*	Continue to implement asset management continuous improvement projects to improve maintenance efficiency.
*	Developed and implemented process control management plans to ensure consistency in operation.	*	Continue to develop and implement process control management plans to ensure consistency in operation.
*	Provided support for the Automation Program Management project. This project addressed SCADA stability and reporting issues and replaced obsolete equipment.	*	Continue to provide support for the Automation Program Management project.
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Continue to provide resources and project management services for outreach activities and the D&I strategic plan.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

EASTERLY WASTE WATER TREATMENT PLANT -- 1300

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2016	2018		2019	BUDGET CHANGE
	ACTUAL	BUDGET	ACTUAL	BUDGET	
Superintendent	1	1	1	1	0
Assistant Superintendent	1	1	1	1	0
Shift Manager	5	5	5	5	0
Shift Supervisor	1	1	0	0	(1)
Plant Mnt. Manager- Mech.	3	2	2	2	0
Plant Mnt. Manager- Elec. & Instr.	1	1	1	1	0
Asset Reliability Manager	1	1	1	1	0
Integrated Process Manager	1	1	1	2	1
O&M Construction Coordinator	1	1	0	0	(1)
Administrative Assistant	1	1	1	1	0
Plant Clerk	1	1	1	1	0
Wastewater Plant Operator	11	11	11	11	0
Wastewater Plant Operator-Training	5	7	5	5	(2)
Plant Utility Mnt Person (PUMP)	3	6	5	7	1
UMP-Plant Maintenance Person-PUMP	4	4	3	1	(3)
Plant Maintenance Electrician	1	1	1	1	0
Instrument Technician	2	2	2	2	0
Electrical/Instrument Technician (EIT)	2	2	2	2	0
Utility Maintenance Technician (UMT)	2	2	2	2	0
UMP-Plant Maintenance Person- Equipment Operator	1	1	1	1	0
UMP-Instrument Technician	2	2	0	0	(2)
Maintenance Worker	5	6	6	6	0
Custodial Worker	2	1	1	1	0
TOTAL POSITIONS	57	61	53	54	(7)

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WASTEWATER

BUDGET CENTER 1300: EASTERLY WASTEWATER TREATMENT PLANT

	2017	2018	2018	2019
	Actual	Adjusted Budget	Unaudited Actual	Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 1,327,545	\$ 1,076,243	\$ 1,112,367	\$ 1,183,786
52030 PROFESSIONALS SALARIES	83,583	65,569	61,713	-
52031 ADMINISTRATIVE SUPPORT SALARIES	90,369	89,998	90,947	90,932
52040 OPERATIONS HOURLY	825,447	888,318	862,448	917,078
52050 MAINTENANCE HOURLY	1,172,445	1,183,646	1,154,562	1,253,068
52060 STUDENT SALARIES	5,358	17,079	-	13,173
52071 LONGEVITY	13,000	13,600	13,400	13,900
52081 SICK BUY OUT	27,559	28,000	23,662	27,800
52231 ADMINISTRATIVE SUPPORT OVERTIME	137	500	364	700
52240 OPERATIONS HOURLY OVERTIME	310,127	285,000	276,688	319,185
52250 MAINTENANCE HOURLY OVERTIME	54,284	70,000	54,097	70,000
Total Salary & Wages	\$ 3,909,853	\$ 3,717,954	\$ 3,650,248	\$ 3,889,622
Personnel Benefits				
52310 HEALTH CARE	\$ (124,891)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	6,300	-	-	-
52313 WELLNESS CREDIT	7,796	6,610	-	6,610
52320 OPERS	537,948	520,514	538,990	544,617
52340 LIFE INSURANCE	219	-	747	-
52360 MEDICARE	52,993	53,910	49,474	56,407
52370 UNIFORM ALLOWANCE	6,018	6,880	353	6,180
Total Personnel Benefits	\$ 486,384	\$ 587,914	\$ 589,564	\$ 613,813
Reimbursable Expenses				
52410 TRAVEL	\$ 2,482	\$ 850	\$ 365	\$ 690
52430 EMPLOYEE EDUCATION	645	1,680	530	1,260
Total Reimbursable Expenses	\$ 3,127	\$ 2,530	\$ 895	\$ 1,950
Utilities				
52510 ELECTRICITY	\$ 2,384,101	\$ 2,502,500	\$ 2,595,530	\$ 2,646,200
52520 NATURAL GAS	190,086	247,600	218,022	285,693
52530 WATER AND OTHER UTILITIES	312,923	250,000	151,023	227,305
Total Utilities	\$ 2,887,110	\$ 3,000,100	\$ 2,964,574	\$ 3,159,198
Professional Services				
52610 GENERAL PROFESSIONAL SERVICES	\$ 44,020	\$ 67,600	\$ 71,955	\$ 96,747
Total Professional Services	\$ 44,020	\$ 67,600	\$ 71,955	\$ 96,747
Contractual Services				
52715 PRINTING	\$ 18	\$ 300	\$ -	\$ 300
52730 DUES AND SUBSCRIPTIONS	725	1,290	765	810
52735 EQUIPMENT RENTAL	-	2,000	1,612	2,000
52745 GREASE REMOVAL	7,246	12,556	6,512	12,663
52755 GRIT AND SCREENING DISPOSAL	52,869	68,702	75,414	124,826
52770 UNIFORMS	21,159	28,288	16,626	28,288
52775 LICENSES, FEES, AND PERMITS	660	7,576	5,157	1,576
52780 OTHER CONTRACTUAL SERVICES	47,193	65,197	86,399	67,336
Total Contractual Services	\$ 129,869	\$ 185,909	\$ 192,484	\$ 237,799

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WASTEWATER

BUDGET CENTER 1300: EASTERLY WASTEWATER TREATMENT PLANT

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 1,049	\$ 1,500	\$ 927	\$ 1,500
52806 SOFTWARE	-	8,000	4,764	10,000
52810 FUEL AND OIL	15,851	32,000	27,440	40,000
52811 VEHICLE MAINTENANCE PARTS	496	1,700	-	1,700
52825 CHEMICALS	215,691	353,754	229,453	300,090
52840 LABORATORY SUPPLIES	531	1,500	401	1,500
52845 GENERAL HARDWARE SUPPLIES	66,680	90,000	80,511	95,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	354,035	269,000	333,791	264,000
52851 OTHER MINOR EQUIPMENT	60,062	46,000	35,390	81,000
52865 OTHER SUPPLIES	105,263	110,000	(19,444)	110,000
52870 FREIGHT	4,170	3,500	3,323	3,500
52880 INVOICE PRICE VARIANCE	(1)	-	-	-
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	(6,797)	-	153,934	-
Total Materials & Supplies	\$ 817,031	\$ 916,954	\$ 850,491	\$ 908,290
Equipment Repair & Maintenance				
52910 OFFICE EQUIPMENT AND REPAIR	\$ -	\$ -	\$ -	\$ -
52920 EQUIPMENT REPAIR AND MAINTENANCE	93,892	118,250	103,836	108,250
52930 VEHICLE REPAIRS	-	2,000	1,161	-
Total Equipment Repair & Maintenance	\$ 93,892	\$ 120,250	\$ 104,997	\$ 108,250
Building & Road Repair				
53010 BUILDING REPAIR AND MAINTENANCE	\$ -	\$ 2,000	\$ -	\$ 13,000
53020 ROAD REPAIR AND MAINTENANCE	-	14,500	2,590	14,500
53030 SEWER REPAIR AND MAINTENANCE	16,500	3,000	-	3,000
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	3,798	-	-	-
53050 BUILDING MAINTENANCE SUPPLIES	21,936	42,000	24,133	42,000
53051 BUILDING MAINTENANCE SERVICES	77,073	113,000	75,292	149,700
53052 BUILDING MAINTENANCE MISCELLANEOUS	7,450	12,000	-	12,000
Total Building & Road Repair	\$ 126,756	\$ 186,500	\$ 102,015	\$ 234,200
BUDGET CENTER TOTAL	\$ 8,498,042	\$ 8,785,711	\$ 8,527,224	\$ 9,249,869

BUDGET**CENTER:**

Maintenance Services - 1400

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

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

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

Systems Integration: Performs data analysis, quality assurance and data quality control functions for wastewater assets. Ensures Maintenance Services is compliant with regulations and maintains defensible data and documentation. Develops operational data reports and mapping data for various internal and external stakeholders. Performs operational verification and troubleshooting of instrumentation and equipment. Performs portable rain, level, and flow monitoring within the District's wastewater and stormwater service area. Manages the Ohio Utility Protection Service (OUPS) program.

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

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

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

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

BUDGET CENTER: Maintenance Services - 1400			
MANAGED BY: Kevin M. Zebrowski Superintendent of Maintenance Services			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
2018 Accomplishments		2019 Goals	
*	Operated and maintained the wastewater collection system to achieve regulatory compliance.	*	Operate and maintain the wastewater collection system to achieve regulatory compliance through operational excellence.
*	Prepared for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.	*	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.
*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Promote the Automation Program Management (APM) project through participation with meetings, design workshops, documentation reviews, and implementation shutdowns.
*	Supported the Automation Program Management project. This project will address SCADA stability and reporting issues and will replace obsolete equipment.	*	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.
*	Prepared and managed budgets that supported the District's projected revenue.	*	Allocate resources and increase communication of Human Resources activities and support the Diversity & Inclusion strategic plan.
*	Continued to meet customer service metrics.	*	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.
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Promote financial viability through employee development and efficient asset maintenance through monitoring and reporting while obtaining key performance indicators.
*	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.	*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance, environmental protection, and sustainability.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

MAINTENANCE SERVICES -- 1400

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Superintendent of Maintenance Services	0	1	1	1	0
Assistant Superintendent of Maint. Serv.	1	1	1	1	0
Business Manager	1	1	1	1	0
Manager of System Integration	1	1	0	1	0
Asset Reliability Manager	1	1	1	1	0
Project Coordinator	1	1	1	1	0
Contract Administrator	1	1	1	1	0
Construction Coordinator	1	1	1	1	0
Administrative Assistant	1	1	2	2	1
Administrative Clerk	0	0	2	2	2
Flow Monitoring Specialist	0	3	3	3	0
Flow Monitoring Technician	3	2	1	1	(1)
Technical Support Aide	1	1	1	1	0
System Integration Specialist	1	1	1	1	0
Data Analyst	1	1	1	1	0
System Support Specialist	0	0	1	1	1
TOTAL POSITIONS	14	17	19	20	3

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 1400: MAINTENANCE SERVICES**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 413,016	\$ 314,455	\$ 349,320	\$ 455,055
52030 PROFESSIONALS SALARIES	419,399	439,683	446,499	476,119
52031 ADMINISTRATIVE SUPPORT SALARIES	13,103	117,527	31,270	185,969
52034 TECHNICIANS SALARIES	231,356	255,067	212,303	246,752
52036 PARA-PROFESSIONAL SALARIES	-	-	41,662	165,676
52050 MAINTENANCE HOURLY	-	-	5,722	-
52060 STUDENT SALARIES	117,900	234,077	95,239	-
52071 LONGEVITY	2,150	2,700	3,000	2,050
52081 SICK BUY OUT	2,301	7,000	7,405	8,600
52231 ADMINISTRATIVE SUPPORT OVERTIME	646	2,000	72	2,000
52234 TECHNICIAN OVERTIME	-	-	265	1,900
52236 PARA-PROFESSIONAL OVERTIME	-	-	35	-
52250 MAINTENANCE HOURLY OVERTIME	-	-	9	-
52260 STUDENT OVERTIME	711	-	696	-
Total Salary & Wages	\$ 1,200,582	\$ 1,372,509	\$ 1,193,495	\$ 1,544,120

Personnel Benefits

52310 HEALTH CARE	\$ (19,221)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	23,800	-	-	-
52313 WELLNESS CREDIT	1,645	1,843	-	1,843
52320 OPERS	166,921	192,151	168,608	215,295
52340 LIFE INSURANCE	112	-	20	-
52360 MEDICARE	18,095	19,901	17,180	22,298
52370 UNIFORM ALLOWANCE	3,743	3,360	2,707	4,180
Total Personnel Benefits	\$ 195,095	\$ 217,255	\$ 188,514	\$ 243,616

Reimbursable Expenses

52410 TRAVEL	\$ 201	\$ 650	\$ 215	\$ 650
52430 EMPLOYEE EDUCATION	2,732	7,600	4,221	8,200
Total Reimbursable Expenses	\$ 2,934	\$ 8,250	\$ 4,436	\$ 8,850

Contractual Services

52715 PRINTING	\$ 99	\$ 200	\$ 80	\$ 200
52730 DUES AND SUBSCRIPTIONS	151	420	157	180
52770 UNIFORMS	7,402	4,400	6,504	4,800
52775 LICENSES, FEES, AND PERMITS	5,498	5,780	5,934	6,127
52780 OTHER CONTRACTUAL SERVICES	21,713	11,000	-	1,000
Total Contractual Services	\$ 34,862	\$ 21,800	\$ 12,674	\$ 12,307

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 58	\$ 1,000	\$ 134	\$ 1,000
52806 SOFTWARE	-	1,990	-	1,990
52840 LABORATORY SUPPLIES	242	-	19	-
52845 GENERAL HARDWARE SUPPLIES	10,360	14,010	5,002	16,010
52846 EQUIPMENT AND INSTRUMENTATION PARTS	11,350	15,400	18,715	15,400
52851 OTHER MINOR EQUIPMENT	1,093	11,500	3,867	38,600
52865 OTHER SUPPLIES	2,924	5,000	3,048	5,000
52870 FREIGHT	4,209	2,000	3,379	2,000
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	73,649	-	10,902	-
Total Materials & Supplies	\$ 103,885	\$ 50,900	\$ 45,065	\$ 80,000

Equipment Repair & Maintenance

52920 EQUIPMENT REPAIR AND MAINTENANCE	\$ -	\$ 20,000	\$ 6,097	\$ 20,000
Total Equipment Repair & Maintenance	\$ -	\$ 20,000	\$ 6,097	\$ 20,000

Building & Road Repair

53010 BUILDING REPAIR AND MAINTENANCE	\$ -	\$ -	\$ -	\$ -
53050 BUILDING MAINTENANCE SUPPLIES	1,908	-	-	-
53051 BUILDING MAINTENANCE SERVICES	5,072	-	-	-
Total Building & Road Repair	\$ 6,979	\$ -	\$ -	\$ -

BUDGET CENTER TOTAL

\$ 1,544,337	\$ 1,690,714	\$ 1,450,281	\$ 1,908,893
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BUDGET CENTER:		Sewer System Maintenance & Operation – 1500	
MANAGED BY:		Michael J. Zapior Manager – Sewer System Maintenance & Operation	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
<p>The Sewer System Maintenance and Operation Department (SSMO) operates and maintains the District’s collection system infrastructure. The infrastructure includes pumping stations, interceptors, trunk sewers, combined sewer regulators, diversion structures, manholes, drop shafts, bar racks, floatable control facilities, odor control facilities, storage tunnels, tunnel control structures and monitoring systems.</p> <p>The department maintains three hundred twenty-two (322) miles of sewer pipe, approximately seven hundred forty (740) fixed weir regulators, twenty-four (24) automated regulators, 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 six (6) tunnel control structures.</p>			
2018 Accomplishments		2019 Goals	
*	Operated and maintained the wastewater collection system to achieve regulatory compliance.	*	Effectively manage budgets and planning for future budgets. 2019 Expenses ≤ budgets.
*	Prepared for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.	*	Implement Operational Readiness Plan to support evolving operations and maintenance.
*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Support the identification and implementation of improvements to operational and maintenance practices and performance to enhance efficiency and effectiveness.
*	Supported the Automation Program Management project.	*	Provide excellent customer service. Provide resources for collection system outreach initiatives.
*	Prepared and managed budgets that supported the District’s projected revenue.	*	Effectively prepare for and respond to emergencies.
*	Met customer service metrics.	*	Update SSMO Field Procedure Manual and existing collection system documentation.
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Expand workforce planning strategies to meet current and future business needs. Ensure the O&M staff is adequately trained to perform their jobs.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SYSTEM MAINTENANCE AND OPERATION -- 1500

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017	2018		2019	BUDGET CHANGE
	ACTUAL	BUDGET	ACTUAL	BUDGET	
Manager Sewer System M & O	1	1	1	1	0
Supervisor Sewer Systems M & O	5	5	5	5	0
Infrastructure Support Specialist	1	1	1	1	0
Field Tech. Operator - Heavy Equipment	3	3	0	3	0
Field Tech. Operator	8	8	10	8	0
Operator Technician	10	11	11	11	0
Field Technician	8	9	8	9	0
Systems Utility Maintenance Person	7	8	8	8	0
Utility Maintenance Person	2	2	1	2	0
TOTAL POSITIONS	45	48	45	48	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
WASTEWATER				
BUDGET CENTER 1500: SEWER SYSTEM MAINTENANCE & OPERATION				
	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 422,647	\$ 441,760	\$ 473,248	\$ 482,561
52030 PROFESSIONALS SALARIES	65,209	71,788	57,755	72,421
52031 ADMINISTRATIVE SUPPORT SALARIES	21,831	-	-	-
52040 OPERATIONS HOURLY	-	107,650	-	-
52050 MAINTENANCE HOURLY	2,012,080	2,039,505	1,991,058	2,268,654
52060 STUDENT SALARIES	42,965	-	-	-
52071 LONGEVITY	10,400	10,200	10,300	10,300
52081 SICK BUY OUT	18,496	13,000	17,086	20,100
52250 MAINTENANCE HOURLY OVERTIME	195,313	160,000	179,679	190,000
52260 STUDENT OVERTIME	48	-	-	-
Total Salary & Wages	\$ 2,788,989	\$ 2,843,903	\$ 2,729,125	\$ 3,044,036
Personnel Benefits				
52310 HEALTH CARE	\$ (88,309)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	8,400	-	-	-
52313 WELLNESS CREDIT	2,217	1,325	-	1,325
52320 OPERS	396,864	398,147	389,480	426,151
52340 LIFE INSURANCE	150	-	(626)	-
52360 MEDICARE	40,821	41,237	38,547	44,137
52370 UNIFORM ALLOWANCE	8,650	8,200	3,694	7,820
Total Personnel Benefits	\$ 368,793	\$ 448,909	\$ 431,095	\$ 479,433
Reimbursable Expenses				
52410 TRAVEL	\$ 1,551	\$ 1,450	\$ 121	\$ 850
52430 EMPLOYEE EDUCATION	2,218	1,680	250	1,680
Total Reimbursable Expenses	\$ 3,769	\$ 3,130	\$ 371	\$ 2,530
Utilities				
52510 ELECTRICITY	\$ 488,415	\$ 895,821	\$ 840,821	\$ 854,000
52520 NATURAL GAS	1,871	23,800	18,784	28,800
52530 WATER AND OTHER UTILITIES	31,379	55,800	53,398	56,800
Total Utilities	\$ 521,665	\$ 975,421	\$ 913,003	\$ 939,600
Professional Services				
52610 GENERAL PROFESSIONAL SERVICES	\$ 2,846	\$ 8,750	\$ 8,537	\$ 5,367
Total Professional Services	\$ 2,846	\$ 8,750	\$ 8,537	\$ 5,367
Contractual Services				
52715 PRINTING	\$ 35	\$ 50	\$ 35	\$ 50
52730 DUES AND SUBSCRIPTIONS	1,986	905	65	1,230
52735 EQUIPMENT RENTAL	29,374	58,500	59,311	33,500
52770 UNIFORMS	23,470	22,000	17,042	23,000
52780 OTHER CONTRACTUAL SERVICES	687,220	876,600	909,379	1,202,600
Total Contractual Services	\$ 742,085	\$ 958,055	\$ 985,833	\$ 1,260,380
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 566	\$ 3,500	\$ 3,458	\$ 2,000
52810 FUEL AND OIL	6,834	7,755	8,723	6,500
52811 VEHICLE MAINTENANCE PARTS	3,182	1,200	2,886	1,500
52825 CHEMICALS	-	200	115	-
52840 LABORATORY SUPPLIES	718	2,550	2,556	500
52845 GENERAL HARDWARE SUPPLIES	43,770	49,600	55,475	66,500
52846 EQUIPMENT AND INSTRUMENTATION PARTS	100,523	201,700	209,166	149,700
52851 OTHER MINOR EQUIPMENT	84,938	60,000	75,918	95,000
52860 POSTAGE, UPS	-	50	-	50
52865 OTHER SUPPLIES	76,983	67,000	82,909	73,000
52870 FREIGHT	442	1,500	2,660	1,000
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	3,714	-	(1,588)	-
Total Materials & Supplies	\$ 321,670	\$ 395,055	\$ 442,279	\$ 405,750

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
WASTEWATER				
BUDGET CENTER 1500: SEWER SYSTEM MAINTENANCE & OPERATION	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Equipment Repair & Maintenance				
52910 OFFICE EQUIPMENT AND REPAIR	\$ -	\$ -	\$ 480	\$ -
52920 EQUIPMENT REPAIR AND MAINTENANCE	83,757	82,000	93,683	80,000
52930 VEHICLE REPAIRS	-	500	369	-
Total Equipment Repair & Maintenance	\$ 83,757	\$ 82,500	\$ 94,532	\$ 80,000
Building & Road Repair				
53020 ROAD REPAIR AND MAINTENANCE	\$ 4,000	\$ -	\$ -	\$ -
53030 SEWER REPAIR AND MAINTENANCE	529,473	824,109	77,268	784,000
53050 BUILDING MAINTENANCE SUPPLIES	21,866	5,000	5,794	10,000
53051 BUILDING MAINTENANCE SERVICES	34,740	97,000	11,673	97,000
53052 BUILDING MAINTENANCE MISCELLANEOUS	-	5,000	-	2,000
Total Building & Road Repair	\$ 590,079	\$ 931,109	\$ 94,735	\$ 893,000
BUDGET CENTER TOTAL	\$ 5,423,653	\$ 6,646,832	\$ 5,699,511	\$ 7,110,095

BUDGET CENTER:

Fleet Services - 1600

MANAGED BY:

Darryl Key
Manager of Fleet Services

DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS

The Fleet Services Department maintains District fleet equipment such as cars, trucks, sewer cleaning equipment, lawn maintenance equipment, portable power units and pumps.

2018 Accomplishments		2019 Goals	
*	Met legal requirements for emergency generators and vehicle emissions.	*	Continue to document, report, and maintain the emergency generators to meet permit.
*	Provided fast asset turn-around to assist the plants and collection system with keeping their assets in service.	*	Continue to provide the quality and high standards (KPI's) for the Fleet readiness of vehicles and equipment for the plants, collection systems and departments.
*	Prepared and managed budgets that supported the District's projected revenue.	*	Continue to manage the Fleet Services' budget in the most efficient and economical manner.
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Fleet Services' will participate in the 2019 Open House with the public being allowed to tour the shop.
		*	Track departments fuel card usage and cost to analysis for future budgets.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

FLEET SERVICES -- 1600

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017	2018		2019	BUDGET
	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE
Manager of Fleet Services	1	1	1	1	0
Project Coordinator	1	1	1	1	0
Fleet Service Mechanic	6	6	6	6	0
Fleet Service Worker	1	1	1	1	0
TOTAL POSITIONS	9	9	9	9	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 1600: FLEET SERVICES**

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 83,889	\$ 91,895	\$ 93,242	\$ 93,733
52030 PROFESSIONALS SALARIES	37,661	62,424	64,152	63,673
52050 MAINTENANCE HOURLY	375,919	382,143	376,146	399,191
52060 STUDENT SALARIES	10,120	17,234	-	13,173
52071 LONGEVITY	2,550	2,500	2,550	2,550
52081 SICK BUY OUT	3,740	4,000	2,621	3,100
52250 MAINTENANCE HOURLY OVERTIME	24,942	45,000	45,341	38,750
Total Salary & Wages	\$ 538,821	\$ 605,196	\$ 584,051	\$ 614,170
Personnel Benefits				
52310 HEALTH CARE	\$ (16,049)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	6,650	-	-	-
52313 WELLNESS CREDIT	297	217	-	216
52320 OPERS	76,391	84,727	81,641	86,082
52340 LIFE INSURANCE	25	-	(145)	-
52360 MEDICARE	7,983	8,775	8,353	8,916
52370 UNIFORM ALLOWANCE	1,160	1,000	480	1,000
Total Personnel Benefits	\$ 76,456	\$ 94,719	\$ 90,329	\$ 96,213
Reimbursable Expenses				
52410 TRAVEL	\$ 155	\$ 1,550	\$ 18	\$ 3,550
52430 EMPLOYEE EDUCATION	-	2,000	150	4,000
Total Reimbursable Expenses	\$ 155	\$ 3,550	\$ 168	\$ 7,550
Professional Services				
52610 GENERAL PROFESSIONAL SERVICES	\$ -	\$ -	\$ 500	\$ -
Total Professional Services	\$ -	\$ -	\$ 500	\$ -
Contractual Services				
52715 PRINTING	\$ 18	\$ 4,000	\$ -	\$ 4,000
52730 DUES AND SUBSCRIPTIONS	1,999	5,050	2,135	7,850
52735 EQUIPMENT RENTAL	-	825	1,060	825
52770 UNIFORMS	4,457	4,500	3,132	4,500
52780 OTHER CONTRACTUAL SERVICES	9,619	34,050	6,774	38,050
Total Contractual Services	\$ 16,092	\$ 48,425	\$ 13,101	\$ 55,225
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ (258)	\$ 500	\$ 477	\$ 500
52810 FUEL AND OIL	113,854	175,000	114,851	56,000
52811 VEHICLE MAINTENANCE PARTS	336,836	250,000	271,384	275,000
52825 CHEMICALS	-	200	312	-
52840 LABORATORY SUPPLIES	77	100	137	100
52845 GENERAL HARDWARE SUPPLIES	1,947	7,000	1,835	3,500
52846 EQUIPMENT AND INSTRUMENTATION PARTS	7,557	23,450	2,483	3,500
52851 OTHER MINOR EQUIPMENT	4,703	4,100	3,565	2,500
52865 OTHER SUPPLIES	16,300	17,000	18,383	17,000
52870 FREIGHT	39	500	119	500
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	(1,320)	-	1,750	-
Total Materials & Supplies	\$ 479,734	\$ 477,850	\$ 415,295	\$ 358,600
Equipment Repair & Maintenance				
52920 EQUIPMENT REPAIR AND MAINTENANCE	\$ 6,346	\$ 35,000	\$ 41,105	\$ 15,000
52930 VEHICLE REPAIRS	41,118	50,000	34,432	50,000
Total Equipment Repair & Maintenance	\$ 47,464	\$ 85,000	\$ 75,537	\$ 65,000
Building & Road Repair				
53050 BUILDING MAINTENANCE SUPPLIES	\$ 6,366	\$ -	\$ -	\$ -
53051 BUILDING MAINTENANCE SERVICES	3,296	-	-	-
Total Building & Road Repair	\$ 9,662	\$ -	\$ -	\$ -
BUDGET CENTER TOTAL	\$ 1,168,385	\$ 1,314,740	\$ 1,178,981	\$ 1,196,759

BUDGET CENTER: Building Maintenance – 1700 MANAGED BY: Gregory Holmes Manager of Building Maintenance			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
The Building Maintenance Department oversees the maintenance of District buildings and grounds. Building and grounds assets include heating and ventilation equipment, fences, parking lots, plumbing equipment, electrical equipment, roofing, masonry, and flooring. The department also participates in the capital planning process for new building assets, and is responsible for developing operational and maintenance readiness plans for new building assets.			
2018 Accomplishments		2019 Goals	
*	Continued to prepare for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.	*	Preparation for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.
*	Finalized the HVAC asset condition monitoring and reporting process.	*	Continue to update the HVAC asset condition monitoring and reporting process by implementing phase 2 of GES project on HVAC Equipment Assessment.
*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Maintain high asset availability through enhanced maintenance practices by using WAM PM's, monitoring each system's status daily and maintaining a weekly HVAC critical asset report.
*	Prepared and managed budgets that supported the District's projected revenue.	*	Prepare and manage budgets that support the District's projected revenue.
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Provide resources and project management services through customer and community connections in alignment with the Communications & Community Relations (CCR) department outreach activities, annual Open House, and customer inquiries. Allocate resources and increase communication of Human Resources activities and support the Diversity& Inclusion strategic plan.

BUDGET**CENTER:**

Building Maintenance – 1700

MANAGED BY:

Gregory Holmes

Manager of Building Maintenance

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

	Developed a District wide temperature policy.	*	Work with District Leadership to implement the District wide temperature policy. This will help to promote the Green Infrastructure Policy.
		*	Work toward eliminating the proprietary temperature control systems throughout the district. This aligns with the Operational Readiness Program goals to improve process and reduce expense.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUILDING MAINTENANCE -- 1700

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017	2018		2019	BUDGET
	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE
Manager Building Maintenance	1	1	1	1	0
Project Coordinator	1	1	1	1	0
Building Maintenance Person	5	5	5	5	0
TOTAL POSITIONS	7	7	7	7	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 1700: BUILDING MAINTENANCE**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 93,335	\$ 93,636	\$ 94,539	\$ 95,509
52030 PROFESSIONALS SALARIES	62,529	99,183	69,604	63,673
52050 MAINTENANCE HOURLY	289,192	291,508	282,228	303,452
52060 STUDENT SALARIES	3,104	-	-	-
52071 LONGEVITY	1,750	1,900	1,750	1,750
52081 SICK BUY OUT	1,393	1,600	2,176	2,600
52250 MAINTENANCE HOURLY OVERTIME	28,520	53,000	41,777	42,500
52260 STUDENT OVERTIME	(57)	-	-	-
Total Salary & Wages	\$ 479,765	\$ 540,827	\$ 492,074	\$ 509,484

Personnel Benefits

52310 HEALTH CARE	\$ (15,237)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	4,375	-	-	-
52313 WELLNESS CREDIT	534	374	-	374
52320 OPERS	67,167	75,716	67,955	71,188
52340 LIFE INSURANCE	36	-	(144)	-
52360 MEDICARE	7,096	7,842	7,018	7,373
52370 UNIFORM ALLOWANCE	730	900	100	700
Total Personnel Benefits	\$ 64,702	\$ 84,832	\$ 74,929	\$ 79,635

Reimbursable Expenses

52410 TRAVEL	\$ -	\$ 450	\$ 9	\$ 450
52430 EMPLOYEE EDUCATION	-	8,100	3,120	3,800
Total Reimbursable Expenses	\$ -	\$ 8,550	\$ 3,128	\$ 4,250

Contractual Services

52715 PRINTING	\$ -	\$ 50	\$ 48	\$ -
52730 DUES AND SUBSCRIPTIONS	-	650	106	700
52770 UNIFORMS	3,386	3,200	2,222	3,200
52780 OTHER CONTRACTUAL SERVICES	-	-	123	-
Total Contractual Services	\$ 3,386	\$ 3,900	\$ 2,498	\$ 3,900

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 11	\$ 700	\$ -	\$ 700
52840 LABORATORY SUPPLIES	6	100	23	-
52845 GENERAL HARDWARE SUPPLIES	11,607	4,650	4,675	8,650
52846 EQUIPMENT AND INSTRUMENTATION PARTS	2,530	100	67	-
52851 OTHER MINOR EQUIPMENT	9,354	7,500	2,847	7,500
52865 OTHER SUPPLIES	7,769	4,200	667	4,200
52870 FREIGHT	-	300	-	500
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	402	-	-	-
Total Materials & Supplies	\$ 31,678	\$ 17,550	\$ 8,279	\$ 21,550

Equipment Repair & Maintenance

52920 EQUIPMENT REPAIR AND MAINTENANCE	\$ 4,713	\$ 500	\$ 4,254	\$ 500
Total Equipment Repair & Maintenance	\$ 4,713	\$ 500	\$ 4,254	\$ 500

Building & Road Repair

53050 BUILDING MAINTENANCE SUPPLIES	\$ 6,704	\$ 500	\$ 2,753	\$ -
53051 BUILDING MAINTENANCE SERVICES	-	3,500	-	-
Total Building & Road Repair	\$ 6,704	\$ 4,000	\$ 2,753	\$ -

BUDGET CENTER TOTAL

\$ 590,948	\$ 660,159	\$ 587,915	\$ 619,319
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BUDGET CENTER: Environmental Services (WQIS) – 1800

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

DESCRIPTION OF SERVICES PROVIDED

Environmental Services – Water Quality and Industrial Surveillance (WQIS) conducts environmental sampling and monitoring of streams, rivers and near-shore Lake Erie within the District's service area. Environmental monitoring includes: sampling for water chemistry, bacteriological sampling, habitat assessments, electrofishing surveys and macroinvertebrate sampling. The industrial monitoring program provides plant support through its control and oversight of approximately 1668 Significant Industrial Users (SIUs), 118 Industrial Surcharges, 106 Categorical Industrial Users (CIUs), 22 Non-Significant Categorical Industrial Users, 712 general industrial users, 387 dental offices, and 13 hospitals. WQIS administers business programs for industrial users, works with Finance to ensure that industrial users are billed appropriately, and investigates water leaks. Additionally, WQIS provides 24-hour emergency spill response and/or mitigation to chemical products accidentally or deliberately discharged to the collection system and area waterways. Between January and November 2018, WQIS responded to 82 spill or odor complaints.

WQIS is responsible for complying with all National Pollutant Discharge Elimination System (NPDES) pretreatment requirements. By controlling industrial discharges, WQIS supports all District wastewater treatment plants in meeting their NPDES discharge limits.

WQIS plays a proactive role regarding pending regulatory issues such as mercury, Whole Effluent Toxicity (WET), and wet weather issues, and represents the District on numerous national, state and local trade association committees, such as the National Association of Clean Water Agencies (NACWA) Pretreatment & Pollution Prevention Committee, Ohio Environmental Protection Agency (OEPA) / Ohio Water Environment Association (OWEA) Industrial Pretreatment Committee, Northeast Ohio Environmental Crimes Task Force and the Cuyahoga County Local Emergency Planning Committee (LEPC).

WQIS provides support to the oversight of the District's Radiological License issued by the Ohio Department of Health and represents the District at outreach activities such as school presentations, environmental events, and hazardous waste collection events.

The major objectives for WQIS in 2019 are:

Environmental (Water Quality) Monitoring: Demonstrate water quality conditions in the local streams, rivers and Lake Erie by sampling, monitoring and tracking water quality. Maintain Ohio EPA issued Qualified Data Collector status. Follow-up on all environmental disruptions, document water quality improvements, provide current scientifically sound

BUDGET CENTER: Environmental Services (WQIS) – 1800

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

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 problem remediation. Work with the District's Watersheds Program staff to communicate the status of IDDE investigations and findings with member communities and regulatory agencies. Inspect dental facilities, hospitals, and industrial facilities to assess their contribution of mercury. Continue to implement and expand a Pollutant Minimization Program (PMP) for mercury.

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

ACCOMPLISHMENTS & GOALS	
2018 Accomplishments	2019 Goals
Met all NPDES Pretreatment Program requirements; No NPDES permit violations as a result of pass-through, interference and/or inhibition.	Meet all National Pollutant Discharge Elimination System (NPDES) Pretreatment Program requirements.
Completed all planned environmental monitoring projects.	Complete all planned environmental monitoring projects.
Demonstrated water quality conditions in the receiving streams by conducting water chemistry sampling, macroinvertebrate surveys, fish community surveys and habitat evaluations in relation to District facilities and capital improvement projects.	Demonstrate water quality improvements in the receiving streams by conducting water chemistry sampling, macroinvertebrate surveys, fish community surveys and habitat evaluations in relation to District facilities and capital improvement projects.

BUDGET CENTER: Environmental Services (WQIS) – 1800

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

ACCOMPLISHMENTS & GOALS	
Met with external agencies to identify areas for collaboration and to share monitoring data.	Meet with external agencies to identify areas for collaboration; share monitoring data.
Continued the development of staff through various training programs, workshops and certifications.	Develop staff through various training programs, workshops and certifications.
Results from the District's Environmental Monitoring Programs were communicated via different forms of media (brochures, internet, TV and Radio).	Effectively communicate the results of the District's Environmental Monitoring Programs via different forms of media (brochures, internet, TV and Radio).
Completed sampling requirements of Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP) consent decree.	Continue to conduct monitoring requirements of Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP) consent decree.
Completed all environmental monitoring required by the District's CSO permit.	Conduct all environmental monitoring required by the District's CSO permit.
Hosted regulatory compliance seminars for local industrial users.	Work with local industry to further enhance their understanding of discharge regulations, explore opportunities for pollution prevention measures.
Identified, sampled and traced illicit discharges to their sources.	Continue to identify illicit discharges to the environment. Continue to source track so the discharges can be eliminated.
Met with County Board of Health Departments to discuss District stormwater services.	Implement component of District's Stormwater Management program into the WQIS Department.
Procure and Implement new Pretreatment Information Management System (PIMS) and Environmental Information Management System (EIMS)	Implement new Pretreatment Information Management System (PIMS) and Environmental Information Management System (EIMS)
Worked with the County Board of Health Departments within our service area to provide stormwater services.	Continue to work with the County Board of Health Departments within our service area to provide stormwater services.
Conducted local mercury thermometer exchange events in conjunction with pharmaceutical collection events.	Continue to work with CCR to conduct mercury thermometer exchange events.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ENVIRONMENTAL SERVICES -- 1800

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Superintendent of Environmental Services	1	1	1	1	0
Manager WQIS	1	1	1	1	0
Supervisor of Business Programs	1	1	1	1	0
Supervisor of Enforcement	1	1	1	1	0
Supervisor of Pollution Prevention	0	1	1	1	0
Supervisor of Environmental Assessment	1	1	1	1	0
Investigator	20	21	19	20	(1)
Process Analyst	1	1	1	1	0
Project Coordinator	0	0	1	0	0
Administrative Assistant	1	1	1	1	0
Pretreatment Program Assistant	1	1	1	1	0
LIMS/PIMS Administrator	1	1	1	1	0
TOTAL POSITIONS	29	31	30	30	(1)

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 1800: ENVIRONMENTAL SERVICES**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 445,834	\$ 446,232	\$ 461,385	\$ 463,462
52030 PROFESSIONALS SALARIES	1,314,085	1,396,275	1,424,109	1,463,465
52031 ADMINISTRATIVE SUPPORT SALARIES	98,511	97,190	98,960	99,142
52036 PARA-PROFESSIONAL SALARIES	-	92,187	70,171	137,211
52040 OPERATIONS HOURLY	-	-	-	-
52060 STUDENT SALARIES	67,168	94,947	32,787	22,772
52071 LONGEVITY	6,700	6,500	7,400	7,000
52081 SICK BUY OUT	12,335	14,000	12,323	14,400
52231 ADMINISTRATIVE SUPPORT OVERTIME	-	150	11	150
52236 PARA-PROFESSIONAL OVERTIME	1,133	6,000	2,866	6,000
52260 STUDENT OVERTIME	3,455	-	1,541	-
Total Salary & Wages	\$ 1,949,221	\$ 2,153,481	\$ 2,111,552	\$ 2,213,602

Personnel Benefits

52310 HEALTH CARE	\$ (51,875)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	4,375	-	-	-
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	-	-	-	-
52313 WELLNESS CREDIT	6,273	6,163	-	6,163
52320 OPERS	272,900	301,487	300,619	309,652
52340 LIFE INSURANCE	224	-	(864)	-
52360 MEDICARE	27,362	31,225	28,607	32,071
52370 UNIFORM ALLOWANCE	3,000	2,600	840	2,600
Total Personnel Benefits	\$ 262,260	\$ 341,475	\$ 329,202	\$ 350,487

Reimbursable Expenses

52410 TRAVEL	\$ 12,462	\$ 7,200	\$ 7,943	\$ 11,975
52430 EMPLOYEE EDUCATION	7,297	8,300	5,931	8,925
Total Reimbursable Expenses	\$ 19,759	\$ 15,500	\$ 13,874	\$ 20,900

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 26	\$ -	\$ -	\$ -
Total Professional Services	\$ 26	\$ -	\$ -	\$ -

Contractual Services

52715 PRINTING	\$ 75	\$ 500	\$ 197	\$ 500
52730 DUES AND SUBSCRIPTIONS	14,179	20,580	20,906	20,127
52750 ADVERTISING	1,699	3,000	2,396	3,000
52770 UNIFORMS	16,009	11,000	11,107	11,000
52775 LICENSES, FEES, AND PERMITS	2,669	2,050	1,783	2,050
52780 OTHER CONTRACTUAL SERVICES	44,607	58,500	33,559	64,540
Total Contractual Services	\$ 79,239	\$ 95,630	\$ 69,948	\$ 101,217

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 3,685	\$ 4,900	\$ 5,022	\$ 5,500
52810 FUEL AND OIL	812	1,000	1,118	1,000
52811 VEHICLE MAINTENANCE PARTS	-	250	12	850
52825 CHEMICALS	1,326	1,600	1,723	1,600
52840 LABORATORY SUPPLIES	6,726	6,750	8,366	7,250
52845 GENERAL HARDWARE SUPPLIES	14,459	15,600	10,484	13,100
52846 EQUIPMENT AND INSTRUMENTATION PARTS	22,175	41,600	33,967	42,647
52851 OTHER MINOR EQUIPMENT	12,251	14,900	9,567	20,550
52860 POSTAGE, UPS	5,857	6,800	2,331	4,800
52865 OTHER SUPPLIES	28,729	26,000	27,553	26,650
52870 FREIGHT	2,742	3,000	830	3,000
Total Materials & Supplies	\$ 98,762	\$ 122,400	\$ 100,972	\$ 126,947

Equipment Repair & Maintenance

52910 OFFICE EQUIPMENT AND REPAIR	\$ 1,734	\$ -	\$ -	\$ -
52920 EQUIPMENT REPAIR AND MAINTENANCE	7,382	10,000	4,584	11,600
Total Equipment Repair & Maintenance	\$ 9,116	\$ 10,000	\$ 4,584	\$ 11,600

Building & Road Repair

53050 BUILDING MAINTENANCE SUPPLIES	\$ 433	\$ -	\$ 2,960	\$ -
Total Building & Road Repair	\$ 433	\$ -	\$ 2,960	\$ -

BUDGET CENTER TOTAL

\$ 2,418,815	\$ 2,738,486	\$ 2,633,092	\$ 2,824,753
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NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER
BUDGET CENTER 1800: ENVIRONMENTAL SERIVCES

Reimbursable Expenses

52410 TRAVEL
52430 EMPLOYEE EDUCATION

Total Reimbursable Expenses

Contractual Services

52775 LICENSES, FEES, AND PERMITS
52780 OTHER CONTRACTUAL SERVICES

Total Contractual Services

Materials & Supplies

52805 OFFICE SUPPLIES
52840 LABORATORY SUPPLIES
52845 GENERAL HARDWARE SUPPLIES
52846 EQUIPMENT AND INSTRUMENTATION PARTS
52851 OTHER MINOR EQUIPMENT
52865 OTHER SUPPLIES
52870 FREIGHT

Total Materials & Supplies

BUDGET CENTER TOTAL

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
\$	-	\$ -	\$ -	\$ 2,400
	-	-	-	1,200
\$	-	\$ -	\$ -	\$ 3,600
\$	-	\$ -	\$ -	\$ 8,800
	-	47,000	12,345	20,000
\$	-	\$ 47,000	\$ 12,345	\$ 28,800
\$	-	\$ -	\$ -	\$ -
	-	-	-	-
	-	-	-	-
	-	-	-	1,550
	-	-	-	1,100
	-	-	-	250
	-	-	-	-
\$	-	\$ -	\$ -	\$ 2,900
\$	-	\$ 47,000	\$ 12,345	\$ 35,300

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 District's treatment plants in order to meet requirements outlined in the NPDES permits as well as other requirements defined by the operations department.
- Verification of the quality of the chemicals used in the treatment process to ensure the adherence to contract specifications.
- Certified results for samples submitted by the District's Water Quality and Industrial Surveillance (WQIS) department for samples required for the District's pretreatment, water quality monitoring, sewer surcharge, and enforcement programs.
- Microscopic analysis of the activated sludge system, quality control checks on analytical equipment, and providing 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 2018, these services totaled approximately \$274,000 in revenue for the District.
- Support staff for a variety of outreach activities throughout the year.

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	
<p>Analytical Services is dedicated to the following goals:</p> <ul style="list-style-type: none"> • Maintain a Quality System that creates an efficient and supportive environment allowing all analysts to produce quality, and defensible data, while allowing continuous improvement and development of the laboratory and employees. • Maintain the laboratory's NELAP Accreditation in support of the District's NPDES requirements and other environmental and compliance initiatives in support of generating credible data. • Communicate and cooperate to promote good relationships within the department, with other District departments, and outside agencies to achieve common goals and objectives. • Keeping up to date with current methods, and technology to provide an efficient and competitive laboratory. 	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Worked cooperatively with operations staff for approval and submission of the monthly Discharge Monitoring Reports by the 15th of each month. • Continued to provide internal training to all laboratory personnel including: Wastewater certification classes, required QA/QC subjects, safety, and good laboratory practices (GLP). • Continued to provide support to the Cuyahoga County Department of Public Works. 	<ul style="list-style-type: none"> • Work cooperatively with operations staff for approval and submission of the monthly Discharge Monitoring Reports by the 15th of each month. • Continue to provide internal training to all laboratory personnel including: Wastewater certification classes, required QA/QC subjects, safety, and good laboratory practices (GLP). • Continue to provide support to the Cuyahoga County Department of Public Works. • Complete all samples submitted by the Cuyahoga.

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	
<ul style="list-style-type: none"> Stayed up-to-date with all aspects of the laboratory's current NELAC accreditation status and incorporated new methods to support stormwater monitoring, in particular, organic methods 624 and 625, and incorporated NELAC standard changes. Completed all samples submitted by the Cuyahoga County Board of Health (CCBH) within contract specification. Continued to analyze IDDE samples for local health departments in support of the District's stormwater program. Continued to perform work for current customers and local utilities for cyanotoxin analysis using ELISA, LC/MS/MS and qPCR. Worked with the Water Research Foundation (WRF) and finalized the report for WRF Funding Proposal 04747. Installed and validated the following equipment: COD Analyzer, ICP-MS, GC-ECD. 	<ul style="list-style-type: none"> County Board of Health (CCBH) within contract specifications. Stay up-to-date with all aspects of the laboratory's NELAC accreditation status and incorporate new methods to support stormwater monitoring. Continue to analyze IDDE samples for local health departments in support of the District's stormwater program. Continue to perform work for current customers and local utilities. Continue to search for collaborative projects funded through WRF, USEPA, and other organizations for technology demonstration and method research and development. Support the Director's initiative to assess the lab's work flow, efficiency, staffing, and focus in order to establish a strategic plan for the lab. Continue to develop methods and analytical strategies in support of a Microbial Source Tracking (MST) project to evaluate efficiency of the LTCP. Implement the new Laboratory Information Management System (LIMS) within the specified timeline.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ANALYTICAL SERVICES --1900

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017	2018		2019	BUDGET
	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE
Manager Analytical Services	1	1	1	1	0
Supervising Chemist	2	2	1	2	0
Supervising Biologist	1	1	1	1	0
Supervising Sample Control	1	1	1	1	0
Supervisor of Q/A and Q/C	1	1	1	1	0
Logistics Chemist	1	1	1	1	0
QA/QC Specialist	1	1	1	1	0
Chemist	3	4	6	6	2
MicroBiologist	2	2	1	2	0
Biologist	1	1	1	1	0
Sample Control Specialist	1	1	1	1	0
Advanced Instrumentation Chemist	2	2	0	1	(1)
Data Specialists	0	0	0	1	1
WW Analyst	9	12	10	10	(2)
Analytical Lab Assistant	3	2	2	2	0
Administrative Assistant	2	0	0	0	0
Quality Assurance Specialist	1	0	0	0	0
TOTAL POSITIONS	32	32	28	32	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 1900: ANALYTICAL SERVICES**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 438,608	\$ 403,232	\$ 357,079	\$ 392,378
52030 PROFESSIONALS SALARIES	683,412	842,036	750,261	897,311
52031 ADMINISTRATIVE SUPPORT SALARIES	46,167	46,802	19,776	37,500
52034 TECHNICIANS SALARIES	639,759	607,200	520,294	623,575
52036 PARA-PROFESSIONAL SALARIES	-	82,551	49,087	123,541
52060 STUDENT SALARIES	58,529	-	28,482	-
52071 LONGEVITY	6,450	6,300	4,650	4,650
52081 SICK BUY OUT	4,763	7,000	4,054	4,800
52231 ADMINISTRATIVE SUPPORT OVERTIME	56	500	20	-
52234 TECHNICIAN OVERTIME	22,736	18,000	24,314	25,000
52236 PARA-PROFESSIONAL OVERTIME	-	6,000	4,155	5,000
52260 STUDENT OVERTIME	5,639	-	1,893	-
Total Salary & Wages	\$ 1,906,119	\$ 2,019,621	\$ 1,764,066	\$ 2,113,755

Personnel Benefits

52310 HEALTH CARE	\$ (51,538)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	14,350	-	-	-
52313 WELLNESS CREDIT	6,029	4,478	-	4,478
52320 OPERS	273,753	282,747	259,311	295,940
52340 LIFE INSURANCE	240	-	(920)	-
52360 MEDICARE	27,410	29,284	25,280	30,651
52370 UNIFORM ALLOWANCE	2,803	1,500	1,873	1,500
Total Personnel Benefits	\$ 273,047	\$ 318,009	\$ 285,544	\$ 332,569

Reimbursable Expenses

52410 TRAVEL	\$ 14,400	\$ 13,800	\$ 2,120	\$ 10,300
52430 EMPLOYEE EDUCATION	7,176	5,500	2,485	8,730
Total Reimbursable Expenses	\$ 21,576	\$ 19,300	\$ 4,605	\$ 19,030

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 89,950	\$ 120,000	\$ 597	\$ 121,885
Total Professional Services	\$ 89,950	\$ 120,000	\$ 597	\$ 121,885

Contractual Services

52715 PRINTING	\$ 166	\$ 1,000	\$ 267	\$ 1,000
52730 DUES AND SUBSCRIPTIONS	27,993	32,200	26,579	36,950
52735 EQUIPMENT RENTAL	-	-	300	-
52770 UNIFORMS	1,723	5,000	4,527	5,000
52775 LICENSES, FEES, AND PERMITS	4,613	-	-	-
52780 OTHER CONTRACTUAL SERVICES	41,220	28,000	29,541	27,000
Total Contractual Services	\$ 75,715	\$ 66,200	\$ 61,213	\$ 69,950

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 14,314	\$ 10,000	\$ 8,606	\$ 10,000
52810 FUEL AND OIL	-	-	-	-
52811 VEHICLE MAINTENANCE PARTS	-	-	-	-
52825 CHEMICALS	347,789	320,000	298,604	320,000
52840 LABORATORY SUPPLIES	319,507	320,000	281,451	320,000
52845 GENERAL HARDWARE SUPPLIES	16,743	12,000	12,352	14,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	29,886	28,000	14,133	24,000
52851 OTHER MINOR EQUIPMENT	13,453	15,000	15,434	12,000
52865 OTHER SUPPLIES	16,161	12,000	17,196	16,000
52870 FREIGHT	14,292	10,000	9,182	10,000
52880 INVOICE PRICE VARIANCE	2,516	-	(1)	-
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	2,952	-	3,553	-
Total Materials & Supplies	\$ 777,613	\$ 727,000	\$ 660,510	\$ 726,000

Equipment Repair & Maintenance

52920 EQUIPMENT REPAIR AND MAINTENANCE	\$ 116,572	\$ 120,000	\$ 213,974	\$ 203,000
Total Equipment Repair & Maintenance	\$ 116,572	\$ 120,000	\$ 213,974	\$ 203,000

Building & Road Repair

53040 MISCELLANEOUS REPAIR AND MAINTENANCE	\$ 12,975	\$ -	\$ 11,674	\$ 12,000
53050 BUILDING MAINTENANCE SUPPLIES	813	1,000	2,671	1,000
53051 BUILDING MAINTENANCE SERVICES	43,697	10,000	25,697	25,000
53052 BUILDING MAINTENANCE MISCELLANEOUS	-	-	4,750	5,000
Total Building & Road Repair	\$ 57,484	\$ 11,000	\$ 44,792	\$ 43,000

BUDGET CENTER TOTAL

\$ 3,318,077	\$ 3,401,130	\$ 3,035,302	\$ 3,629,189
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**NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER
BUDGET CENTER 1900: BUILDING MAINTENANCE**

Materials & Supplies

52825 CHEMICALS
52840 LABORATORY SUPPLIES

Total Materials & Supplies

BUDGET CENTER TOTAL

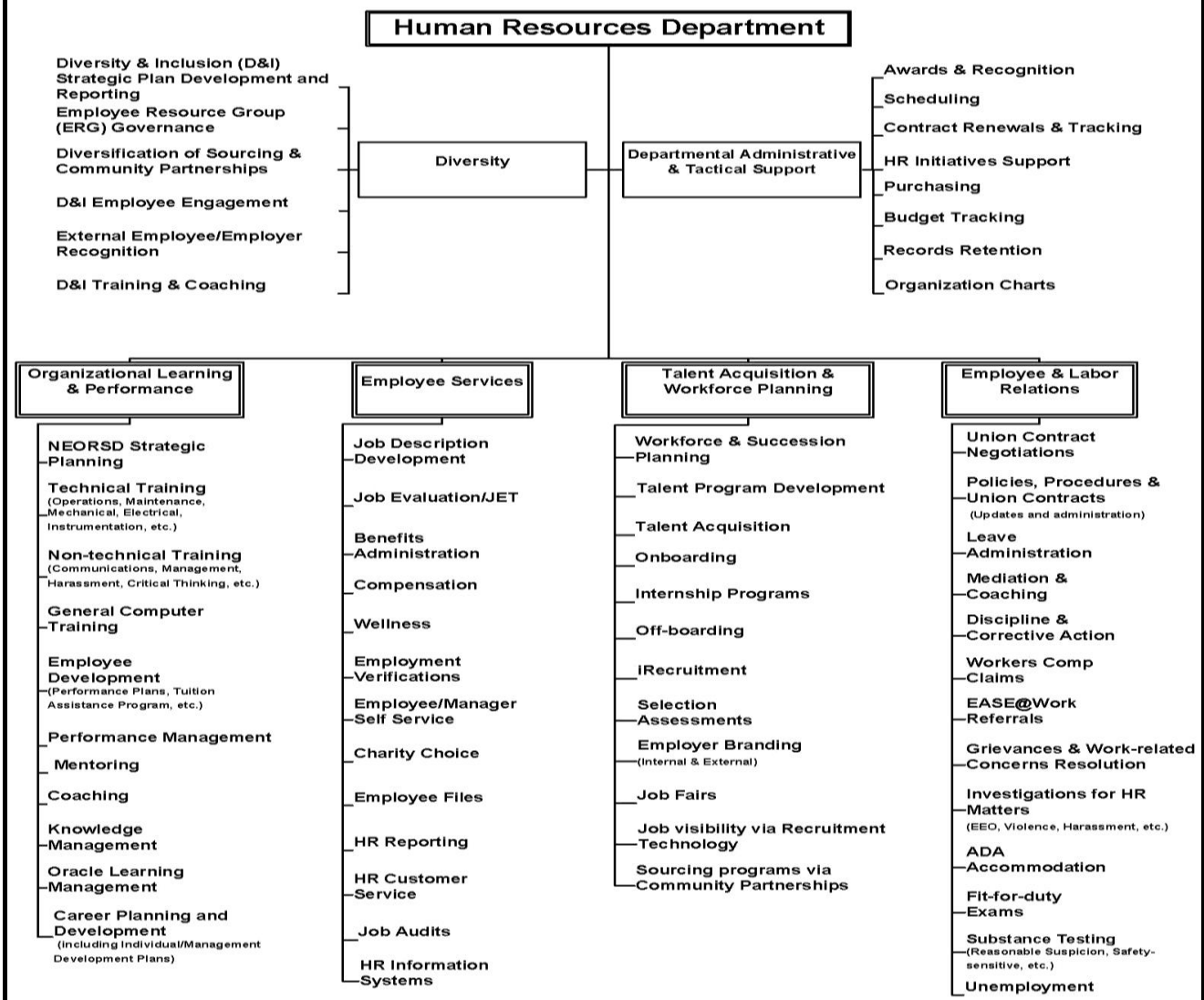
	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
\$ -	\$ 65,000	\$ 56,543	\$ 70,000	
-	-	32,192	25,000	
\$ -	\$ 65,000	\$ 88,736	\$ 95,000	
\$ -	\$ 65,000	\$ 88,736	\$ 95,000	

BUDGET CENTER: Human Resources - 2000

MANAGED BY: Angela G. Smith
Director of Human Resources

DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS

The mission of the Human Resources Department is to contribute to the success of the District by creating an engaging and satisfying environment where our most valuable resource – our workforce – flourishes. The services provided to accomplish this mission and that of the District are below.



BUDGET CENTER: Human Resources - 2000

MANAGED BY: Angela G. Smith
Director of Human Resources

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

Human Resources is dedicated to the following goals:

- * Enhancing workforce effectiveness and proactively anticipating changing needs
- * Enhancing HR service delivery
- * Maintaining legal and organizational compliance
- * Attracting top talent through proactive and innovative recruitment strategies
- * Embracing diversity and encouraging inclusion
- * Cultivating internal and external partnerships that advance the District's mission

2018 Accomplishments	2019 Goals
<ul style="list-style-type: none">* Expand strategic initiatives to attract future talent.<ul style="list-style-type: none">- Outcomes and KPI's for minority and women recruitment strategies approved.- E&C Career Pathing completed- Launched employer branding initiative* Leverage workforce diversity to implement an action plan that increases engagement.<ul style="list-style-type: none">- D&I Program vision, mission, goals and KPIs established and communicated.-D&I Council established-Innovation Management Program launched-Eight active ERGs* Implement development programs that support the District's mission and vision.<ul style="list-style-type: none">- Ohio State Apprentice Council (OSAC) application approved- Management training underway: 1st FLUSH and LEAD- Maintenance Training Program underway – 12 graduates, 27 more by 2021.- Wastewater Plant Operator Training Program underway 29 trainees- Mentoring Program pilot completed	<ul style="list-style-type: none">* Expand workforce planning strategies to meet current and future business needs<ul style="list-style-type: none">- Establish and pilot methodology for determining workforce capability and capacity- Establish methodology for moving people through career paths-Establish career paths in a 2nd core function department* Strengthen diversity and inclusion to increase understanding and confirm continued commitment across the organization<ul style="list-style-type: none">- Implement 2019 and D&I Action items- Develop Annual D&I Report- Incorporate signature Employee Resource Group events into normal District business- Educate employees on the value of participating in community outreach opportunities* Process Improvement/Employee Development:<ul style="list-style-type: none">- Continue UltiPro implementation- Validate and secure in-house hiring assessments- Communicate CBA changes and employee handbook updates- Explore health care plan design improvements- Fulfill district-wide training priorities

NORTHEAST OHIO REGIONAL SEWER DISTRICT

HUMAN RESOURCES --2000

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017	2018		2019	BUDGET
	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE
Director of Human Resources	1	1	1	1	0
HR Manager	6	7	2	2	(5)
Senior Human Resource Manager	0	0	4	4	4
Employee Brand & Talent Program Specialist	0	0	1	1	1
Talent Acquisition and Employee Program Assoc.	1	1	0	0	(1)
Administrative Assistant	0	1	0	0	(1)
Employee Relations Specialist	0	0	1	1	1
Human Resource Specialist	1	1	0	1	0
Compensation Analyst	0	1	1	1	0
Human Resources Wellness & Benefits	1	1	0	0	(1)
OL&M Business Partner	0	0	1	1	1
Human Resources Spec - Training	1	1	0	0	(1)
Instructor-Industrial Electrical	1	1	1	1	0
Instructor-Industrial Mechanical	2	2	2	2	0
Senior E&LR Business Partner	1	1	2	2	1
Senior HR Business Partner	1	1	0	0	(1)
Senior Instructional Designer	1	1	1	1	0
Senior Org & Emp Developer Consultant	1	1	0	1	0
Talent Acquisition & Employment Specialist	1	2	2	2	0
Human Resources Generalist	1	1	1	1	0
HCM Application Analyst	1	1	1	1	0
OL&M Manager	0	0	1	1	1
OL&M Specialist	0	0	1	1	1
Training and Development Partner	1	1	0	0	(1)
Administration/Registrar	1	1	1	1	0
Manager of Diversity	1	1	1	1	0
Training Advisors	3	3	3	3	0
TOTAL POSITIONS	27	31	28	30	(1)

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER
BUDGET CENTER 2000: HUMAN RESOURCES**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 688,587	\$ 841,723	\$ 816,348	\$ 863,768
52030 PROFESSIONALS SALARIES	1,569,750	1,369,324	1,330,111	1,406,181
52036 PARA-PROFESSIONAL SALARIES	-	-	2,657	-
52071 LONGEVITY	1,850	2,400	1,850	1,850
52081 SICK BUY OUT	11,048	11,237	8,071	9,500
52236 PARA-PROFESSIONAL OVERTIME	-	-	2	-
Total Salary & Wages	\$ 2,271,235	\$ 2,224,684	\$ 2,159,039	\$ 2,281,299

Personnel Benefits

52310 HEALTH CARE	\$ 11,089,381	\$ 12,762,407	\$ 10,345,826	\$ 14,283,600
52311 HEALTH CARE OPT-OUT FULL	15,400	360,000	346,050	15,000
52313 WELLNESS CREDIT	4,670	4,162	75,603	4,162
52320 OPERS	312,267	311,456	318,283	319,634
52330 WORKERS COMPENSATION	213,442	254,100	151,985	254,100
52335 SHORT TERM DISABILITY	716,418	735,071	757,512	810,000
52340 LIFE INSURANCE	95,794	49,650	52,311	61,200
52350 UNEMPLOYMENT COMPENSATION	19,414	35,000	27,430	35,000
52360 MEDICARE	33,596	32,258	30,623	33,105
52370 UNIFORM ALLOWANCE	4,673	5,000	4,160	5,000
52380 AWARDS AND RECOGNITION	16,985	54,000	10,629	61,150
Total Personnel Benefits	\$ 12,522,040	\$ 14,603,104	\$ 12,120,413	\$ 15,881,950

Reimbursable Expenses

52410 TRAVEL	\$ 29,041	\$ 35,550	\$ 10,752	\$ 35,550
52430 EMPLOYEE EDUCATION	24,603	45,800	16,717	45,800
52440 TUITION REIMBURSEMENT	270,019	250,000	244,953	250,000
Total Reimbursable Expenses	\$ 323,663	\$ 331,350	\$ 272,422	\$ 331,350

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 394,087	\$ 651,278	\$ 272,724	\$ 692,600
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	84,307	385,194	245,286	495,445
52620 TEMPORARY STAFFING	50,115	10,000	-	10,000
Total Professional Services	\$ 528,508	\$ 1,046,472	\$ 518,010	\$ 1,198,045

Contractual Services

52715 PRINTING	\$ 1,038	\$ 5,000	\$ 205	\$ 5,000
52720 TAXES	-	-	-	4,000
52730 DUES AND SUBSCRIPTIONS	15,306	53,612	25,426	73,025
52750 ADVERTISING	(400)	2,500	475	2,500
52770 UNIFORMS	670	1,000	761	1,000
52780 OTHER CONTRACTUAL SERVICES	-	-	4,917	-
52790 COMMUNITY OUTREACH AND EDUCATION	1,395	-	3,713	-
Total Contractual Services	\$ 18,010	\$ 62,112	\$ 35,497	\$ 85,525

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 2,218	\$ 13,364	\$ 1,821	\$ 12,050
52846 EQUIPMENT AND INSTRUMENTATION PARTS	3,888	-	288	-
52851 OTHER MINOR EQUIPMENT	-	-	8,140	-
52860 POSTAGE, UPS	512	-	1,326	1,200
52861 TRAINING SUPPLIES	56,977	75,950	63,493	33,037
52865 OTHER SUPPLIES	7,187	2,500	1,723	2,500
52870 FREIGHT	786	850	261	1,000
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	-	-	22	-
Total Materials & Supplies	\$ 71,567	\$ 92,664	\$ 77,074	\$ 49,787

BUDGET CENTER TOTAL

\$ 15,735,023	\$ 18,360,386	\$ 15,182,456	\$ 19,827,956
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BUDGET CENTER: Security - 2100 MANAGED BY: Shawn Hageman Chief of Security			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
The Security Department provides a safe and secure work environment. The Security Department enables the District employees to perform their duties safely while supporting the District's goal of meeting all NPDES permit limits.			
2018 Accomplishments		2019 Goals	
*	Provided a safe work environment for District employees, contractors, and visitors through a trained, properly outfitted security staff and through emergency preparedness.	*	Manage perimeter security at WWTP's by evaluating physical security mechanisms to determine current and future needs.
*	Managed the operation and maintenance of current & newly constructed security assets.	*	Assess key control throughout the District.
*	Assessed staffing levels and provide recommendations for right-sized staffing levels.	*	Strategically plan for future security needs in order to provide a safe and secure works environment throughout the District.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SAFETY AND SECURITY --2100

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Chief of Security	1	1	1	1	0
Lieutenant	1	1	1	1	0
Sergeant	2	2	3	3	1
Corporal	0	1	0	0	(1)
Executive Assistant	1	1	1	1	0
Security Officer	31	31	29	31	0
TOTAL POSITIONS	36	37	35	37	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER
BUDGET CENTER 2100: SECURITY**

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 216,797	\$ 276,111	\$ 247,853	\$ 287,653
52030 PROFESSIONALS SALARIES	96,221	83,000	72,743	83,232
52031 ADMINISTRATIVE SUPPORT SALARIES	44,586	34,490	28,873	55,082
52041 PROTECTIVE SERVICE SALARIES	1,484,365	1,542,359	1,521,307	1,616,130
52060 STUDENT SALARIES	3,266	2,079	-	-
52071 LONGEVITY	6,100	6,100	6,500	6,500
52081 SICK BUY OUT	8,417	12,000	10,998	13,000
52241 PROTECTIVE SERVICE OVERTIME	336,064	377,000	360,441	403,600
52260 STUDENT OVERTIME	6	-	-	-
Total Salary & Wages	\$ 2,195,822	\$ 2,333,139	\$ 2,248,714	\$ 2,465,197
Personnel Benefits				
52310 HEALTH CARE	\$ (58,101)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	31,383	-	-	-
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	-	-	-	-
52313 WELLNESS CREDIT	1,615	1,080	-	1,080
52320 OPERS	309,283	326,640	313,950	344,764
52340 LIFE INSURANCE	256	-	(1,046)	-
52360 MEDICARE	32,964	33,831	32,759	35,708
52370 UNIFORM ALLOWANCE	27,506	29,960	24,507	40,760
52380 AWARDS AND RECOGNITION	952	-	780	-
Total Personnel Benefits	\$ 345,858	\$ 391,511	\$ 370,950	\$ 422,311
Reimbursable Expenses				
52410 TRAVEL	\$ 1,094	\$ 7,500	\$ 1,598	\$ 5,000
52430 EMPLOYEE EDUCATION	2,769	8,000	6,282	7,000
Total Reimbursable Expenses	\$ 3,864	\$ 15,500	\$ 7,881	\$ 12,000
Professional Services				
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	\$ -	\$ 500	\$ 316	\$ -
Total Professional Services	\$ -	\$ 500	\$ 316	\$ -
Contractual Services				
52715 PRINTING	\$ 323	\$ 2,000	\$ 9,961	\$ 1,000
52730 DUES AND SUBSCRIPTIONS	125	1,500	370	2,000
52735 EQUIPMENT RENTAL	-	-	-	-
52770 UNIFORMS	30,904	41,350	24,827	51,100
52775 LICENSES, FEES, AND PERMITS	2,795	3,500	2,830	3,500
52780 OTHER CONTRACTUAL SERVICES	3,642	9,500	5,003	10,340
Total Contractual Services	\$ 37,789	\$ 57,850	\$ 42,990	\$ 67,940
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 701	\$ 2,000	\$ 2,100	\$ 2,000
52810 FUEL AND OIL	1,073	2,000	1,696	2,000
52811 VEHICLE MAINTENANCE PARTS	-	-	-	-
52840 LABORATORY SUPPLIES	6	10	6	-
52845 GENERAL HARDWARE SUPPLIES	385	1,500	399	1,500
52846 EQUIPMENT AND INSTRUMENTATION PARTS	93	-	39	-
52851 OTHER MINOR EQUIPMENT	15,662	33,190	17,395	41,900
52861 TRAINING SUPPLIES	-	-	-	-
52865 OTHER SUPPLIES	7,082	6,000	5,999	6,000
52870 FREIGHT	161	1,000	88	1,000
Total Materials & Supplies	\$ 25,162	\$ 45,700	\$ 27,721	\$ 54,400
Equipment Repair & Maintenance				
52920 EQUIPMENT REPAIR AND MAINTENANCE	\$ 46,559	\$ 11,000	\$ 12,209	\$ -
Total Equipment Repair & Maintenance	\$ 46,559	\$ 11,000	\$ 12,209	\$ -
BUDGET CENTER TOTAL	\$ 2,655,054	\$ 2,855,200	\$ 2,710,782	\$ 3,021,849

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Information Technology - 3000

MANAGED BY Mohan Kurup
Director of Information Technology

DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Information Technology - 3000

MANAGED BY Mohan Kurup
Director of Information Technology

DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS

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

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

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

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

Helpdesk Service – 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. Manage and track District hardware inventory and software licensing.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Information Technology -- 3000	
MANAGED BY Mohan Kurup Director of Information Technology	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Stabilized the District's Laboratory and Pretreatment LabLynx application by upgrading to the supported 64bit version and migrating to Windows 2012 servers. • Managed and supported the implementation of Customer Billing and Revenue Data Warehouse to provide the District's with the ability to perform analytics and reporting on customer billing, revenue, consumption, meter usage, and account receivable data. • Supported the selection and procurement processes of the new Laboratory Information Management system (Horizon) to support the District's Laboratory business processes. • Supported the selection and procurement processes of the new Pretreatment and Environmental Information Management systems (iPACS and eAquaPro) to support the District's WQIS business processes. • Completed the assessment, procurement, and selection of the IT Service Management (ITSM) and Asset Management (ITAM) system. • Designed and documented the IT Service catalog. • Designed and documented the IT Change Management workflow process. • Successful deployment of 122 new desktops and laptops to new employees and equipment scheduled for lifecycle refresh. 	<ul style="list-style-type: none"> • Design and deploy a Purchasing and Spend dashboard to provide the District's with procurement expenses analytics reporting. • Manage, design, and implement the Data Warehouse Phase 2 Project to automate the lien certification process to improve the efficiency, accuracy, and timeliness of the lien certification process. • Manage and support the implementation of the Horizon Laboratory Information Management system and the integration between the Pretreatment and Environmental Information Management systems. • Manage and support the implementation of the iPACS Pretreatment and eAquaPro Environmental Information Management systems and the integration Laboratory Information Management system. • Manage the selection and implementation of a Governance Risk and Compliance (GRC) solution that support the COSO and NIST framework. • Design and implement a Property Interest solution to support the District's property acquisitions and easement processes. • Manage and implement LabGuard Wireless Monitoring System.

BUDGET CENTER	Information Technology -- 3000	
MANAGED BY	Mohan Kurup Director of Information Technology	
<div>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</div>		
<ul style="list-style-type: none">• Designed and implemented incident, service request and customer satisfaction benchmark dashboards and reports.• Managed and implemented benchmarks for IT service delivery key performance indicators.• Successful completion of over 12,350 incidents and service requests and 479 change requests• Managed and executed an automated testing solution for the integration of Oracle EBS-WAM processes that will streamline and reduce effort for change management exercises• Completed the Plan Review Project to implement a cloud based Sagesgov application to automate the submission, review, and approval of the District’s Watershed Programs• Managed and facilitated the selection process for the Intranet Replacement Project to migrate from an older technology to a newer platform in support on internal capital resources• Completed the installation, configuration and training of the Bluebeam Revu software solution that streamlined the management of estimates, take-offs, and as-builts on construction plans.• Assessed and implemented a high-availability Enterprise Wireless solution and increased wireless network availability across GJM and EMSC. Planned wireless for the treatment plants.• Developed and executed a Security Awareness Training program for all District employees.• Renewed the Security Systems Maintenance Contract providing support for all video surveillance and access control systems at the District’s five main sites. Assumed management of the contract for the system owner, the Security Department.	<ul style="list-style-type: none">• Manage the implementation of the new Cherwell Service Management and Asset Management system.• Manage District’s annual IT hardware equipment lifecycle refresh.• Implementation of IT Change management procedures to manage all changes that affect IT system environment.• Manage District-wide implementation of Information Technology Service Catalog and Self-Service portal.• Execute the deployment of the redesign of the District’s Intranet, structure, governance and collaboration site• Management, Recruiting, Onboarding, and Compensation Management to support the District’s Human Resources business processes• Extend the high availability Cisco wireless solution into the treatment plants• Support the implementation of an IT Service Management (ITSM) and IT Asset Management (ITAM) system to improve and enhance support to District’s end users• Manage the CRM Assessment and Implementation (ITL Replacement) to determine the District’s business requirements for a new customer service application• Expand the Enterprise Wireless project (Phase II) to include coverage for the District plants.• Continue implementation of the Information Security Program including<ul style="list-style-type: none">○ Expanding the Security Awareness program with targeted training to	

BUDGET CENTER	Information Technology -- 3000	
MANAGED BY	Mohan Kurup Director of Information Technology	
<div>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</div>		
<ul style="list-style-type: none">• Replaced MaxPro VMS Server and NVR systems at Southerly to allow for expansion of cameras for Operations and Security.• Integrated Novell/OES servers with Microsoft Active Directory to allow full implementation of a Microsoft environment. Began removal of the OES client to provide an easier, streamlined login experience, improved file access speed, utilization of OneDrive and facilitated the Windows 10 rollout.• Implemented a life-cycle replacement strategy and phased replacement of the District’s handheld two-way radios used for Security and Operations.• Completed major upgrades to the SAN at EMSC and GJM, replacing end-of-life disk drives with solid state disk drives.• Completed the development and initial implementation of the Information Security Program• Successfully completed the implementation of HRMS application UltiPro bringing Core HR, Time & Payroll data within one application which improved data integrity, reduced payroll processing time.• Successfully implemented LMS system enabling course access from anywhere, employees to track their own progress.• Successfully implemented Travel and Expense system i-Expense eliminating paper process, enabling better auditing capabilities.• Supported implementation of the District energy system, EnergyCap through interfacing invoice and billing details between EBS and EnergyCAP	<div><div>departments and groups with increased responsibilities and privileged access to District information systems</div><ul style="list-style-type: none">○ Develop and implement targeted information security policies○ Strategically treat the Very High and High risks identified in the InfoSec Risk Registry</div>	<ul style="list-style-type: none">• Perform major upgrade of the video surveillance system at Southerly as part of the lifecycle upgrade of that system. Implement new cameras to fill surveillance gaps. Re-engineer camera wireless system in anticipation of building demolition over the next two years.• Complete the removal of the Novell/OES client from all PCs and laptops within the District and continue the Windows 10 rollout.• Complete the WAN Migration Project to upgrade WAN links and upgrade critical network hardware including Internet firewalls and IT/OT firewalls• Procure and implement a security information and event management (SIEM) system for both the business and control networks.• Update the IT Disaster Recovery Plan and Incident Response Plan• Implementing SQL server backup policies in PCNA• DR is completed for EBS and WAM. Need to do user testing.• Support all oracle/EBS projects

BUDGET CENTER	Information Technology -- 3000
MANAGED BY	Mohan Kurup Director of Information Technology
<p align="center">DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>	
<ul style="list-style-type: none"> • Automated summer sprinkling water calculation bringing weeks of manual effort into less than hour and improving the accuracy. • Successfully Implemented Oracle supplier evaluation process in i-supplier enhancing purchasing department to get users feedback on the supplier performance and provide feedback to the vendors. • Automated EBS test scripts for purchasing and finance modules enabling quicker deployment of patches and minimizing manual test efforts by users. • Supported purchasing business process by enhancing BPA/CPA workflows. • Enhanced PBCS to support 2019 budget process by remapping workforce from EBS to UltiPro. • Completed the implementation of a high availability Cisco Enterprise Wireless Solution for GJM and EMSC • Successfully implemented an Information Security Program on the NIST Cybersecurity Framework foundation to support the protection, confidentiality, and availability of District's information assets and resources • Enhanced a revised IT/Shared services project governance and PMO to increase effectiveness in project implementation, execution and transparency • Successfully captured document management business requirements for the District's Legal and Finance departments. • Supported and managed the proxy server settings removal project to increase internet performance across the District • Completed the Open Enterprise Server (OES) client removal pilot project within IT and other 	<ul style="list-style-type: none"> • Install new Zabbix(v4.0) for PCNA • Implement more robust monitoring of SQL server in PCNA • Implement and support UltiPro Recruiting and Onboarding application to bring all the HRMS business process in one application. • Stabilize and enhance UltiPro application to improve HR business process. • Implement interfacing from UltiPro to EBS to eliminate dual data entry and improve data accuracy. • Continue support finance to eliminate manual business process and reduce audit risks- enhance i-Expense to facility District wide use. • Improve Customer billing and AP invoice processing- lien invoice automation, automate Huntington bank file transfer. • Facilitate and support Document Management implementation. • Co-ordinate and work with Oracle to retire Taleo and get data dump for future reporting. • Extend and manage Oracle license compliance. • Improve and support finance 2020 budget process. • Effectively manage the requirements analysis, selection, procurement and deployment of an Enterprise Content Management (ECM) solution in support of the District's ECM needs • Manage the implementation of the District's Wide Area Network (WAN) and IT/OT

BUDGET CENTER	Information Technology -- 3000
MANAGED BY	Mohan Kurup Director of Information Technology
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
departments to initiate the transition from Novell eDirectory to Microsoft Active Directory	Firewall upgrades; including internet circuit enhancements <ul style="list-style-type: none"> • Continue to build the District's Information Security Program to protect the integrity, availability and information of District's assets and resources while starting to mitigate the "very high" and "high" risks identified during phase I • Implement a Security Information and Event Management (SIEM) Solution to mitigate the identified very high security risk of not having a solution in place • Implement and update the Information Technology Incident Response and Disaster Recovery Plans

NORTHEAST OHIO REGIONAL SEWER DISTRICT

INFORMATION TECHNOLOGY -- 3000

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Director of Information Technology	1	1	1	1	0
Manager of IT Infrastructure & Security	1	1	1	1	0
Manager of IT Infrastructure	1	1	1	1	0
Manager of IT Project Mngm't Services	3	3	2	3	0
Data Governance and Business Intel. Mgr.	1	1	1	1	0
IT Asset Manager	0	0	0	1	1
Oracle Technical Manager	1	1	1	1	0
Database Architect and Manager	1	1	1	1	0
IT Project Coordinator	0	1	0	1	0
Technical Service Specialist I	0	0	2	2	2
Helpdesk Support Analyst	2	2	0	0	(2)
Executive Assistant	0	1	0	0	(1)
Business Intelligence Architect	1	1	0	0	(1)
Business Intelligence Developer	2	2	3	4	1
IT Service Delivery Manager	1	1	1	1	0
Oracel App Developer	2	2	2	2	0
Senior Database Administrator	1	1	0	1	0
Senior DB & EBS Administrator	1	0	1	0	0
Senior Help Desk Support Analyst	1	2	0	0	(2)
Senior Oracle App Developer	1	1	0	1	0
Senior Programmer Analyst	2	2	2	2	0
SharePoint & Web Architect	0	1	1	1	0
Senior Telecomm Analyst	1	1	1	1	0
Senior Network Analyst	3	3	3	3	0
Senior Manager of IT Gov & Project Delivery	1	1	1	1	0
Programmer/Analyst	1	1	1	1	0
Oracle Financial Functional Analyst	2	2	2	2	0
Oracle Purchasing Functional Analyst	0	1	0	1	0
Oracle WAM Functional Analyst	0	1	0	0	(1)
Technical Project Controls Specialist	0	0	1	0	0
Technical Service Specialist II	0	0	2	2	2
Senior Oracle Developer	0	0	1	1	1
Business Intelligence Analyst/Developer	0	1	0	1	0
TOTAL POSITIONS	31	37	32	38	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER
BUDGET CENTER 3000: INFORMATION TECHNOLOGY

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 838,966	\$ 931,789	\$ 902,986	\$ 855,197
52030 PROFESSIONALS SALARIES	816,726	1,455,855	1,288,463	1,825,018
52031 ADMINISTRATIVE SUPPORT SALARIES	127,451	103,656	2,563	-
52034 TECHNICIANS SALARIES	617,509	565,207	580,428	488,215
52036 PARA-PROFESSIONAL SALARIES	-	24,960	40,465	114,439
52060 STUDENT SALARIES	49,979	100,359	32,365	-
52071 LONGEVITY	3,750	3,700	4,350	4,350
52081 SICK BUY OUT	23,770	20,000	19,567	23,000
52230 PROFESSIONAL OVERTIME	-	-	(7)	-
52231 ADMINISTRATIVE SUPPORT OVERTIME	-	2,100	-	2,100
52236 PARA-PROFESSIONAL OVERTIME	-	-	496	-
52260 STUDENT OVERTIME	509	-	1,389	-
Total Salary & Wages	\$ 2,478,659	\$ 3,207,626	\$ 2,873,065	\$ 3,312,319

Personnel Benefits

52310 HEALTH CARE	\$ (61,075)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	5,775	-	-	-
52313 WELLNESS CREDIT	2,660	3,816	-	3,816
52320 OPERS	344,226	449,068	397,690	463,893
52340 LIFE INSURANCE	216	-	(704)	-
52360 MEDICARE	35,809	46,511	40,626	48,046
52370 UNIFORM ALLOWANCE	6,363	-	7,307	-
52390 RELOCATION EXPENSE REIMBURSEMENT	10,000	-	-	-
Total Personnel Benefits	\$ 343,975	\$ 499,395	\$ 444,918	\$ 515,755

Reimbursable Expenses

52410 TRAVEL	\$ 7,029	\$ 11,500	\$ 6,344	\$ 11,500
52430 EMPLOYEE EDUCATION	13,843	29,500	11,047	29,500
Total Reimbursable Expenses	\$ 20,872	\$ 41,000	\$ 17,391	\$ 41,000

Utilities

52530 WATER AND OTHER UTILITIES	\$ 354	\$ -	\$ -	\$ -
52550 COMMUNICATIONS	1,063,773	1,077,295	805,521	1,044,850
Total Utilities	\$ 1,064,127	\$ 1,077,295	\$ 805,521	\$ 1,044,850

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 683,977	\$ 1,650,000	\$ 565,653	\$ 1,270,000
Total Professional Services	\$ 683,977	\$ 1,650,000	\$ 565,653	\$ 1,270,000

Contractual Services

52715 PRINTING	\$ 153	\$ -	\$ 57	\$ -
52730 DUES AND SUBSCRIPTIONS	1,652	68,250	4,298	6,390
52780 OTHER CONTRACTUAL SERVICES	487,952	226,251	226,362	407,712
Total Contractual Services	\$ 489,757	\$ 294,501	\$ 230,718	\$ 414,102

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 2,551	\$ 4,000	\$ 377	\$ 4,000
52806 SOFTWARE	1,319,704	1,889,273	1,948,170	2,629,447
52840 LABORATORY SUPPLIES	6	-	-	-
52845 GENERAL HARDWARE SUPPLIES	361	-	767	-
52846 EQUIPMENT AND INSTRUMENTATION PARTS	1,825	13,250	11,057	13,250
52851 OTHER MINOR EQUIPMENT	63,474	99,000	66,534	198,976
52865 OTHER SUPPLIES	593	16,400	576	16,400
Total Materials & Supplies	\$ 1,388,515	\$ 2,021,923	\$ 2,027,480	\$ 2,862,073

Equipment Repair & Maintenance

52910 OFFICE EQUIPMENT AND REPAIR	\$ 384,746	\$ 634,200	\$ 263,923	\$ 345,900
Total Equipment Repair & Maintenance	\$ 384,746	\$ 634,200	\$ 263,923	\$ 345,900

BUDGET CENTER TOTAL

\$ 6,854,627	\$ 9,425,940	\$ 7,228,670	\$ 9,805,999
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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 system for all District facilities. Automation staff supports day to day operations, capital improvements, and plant projects. Their work enables the collection system and treatment plants to consistently meet permit requirements.			
2018 Accomplishments		2019 Goals	
*	Supported the Automation Program Management project. This project will address SCADA stability and reporting issues and will replace obsolete equipment.	*	Support the Automation Program Management project. This project will address automation obsolescence.
*	Prepared 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.
*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Maintain high asset availability through enhanced maintenance practices to ensure permit compliance.
*	Finalized PC&A reorganization to enhance its ability to support the assets constructed under the Project Clean Lake.	*	Provide rapid response to plant and collection system urgent/emergency work.
*	Provided rapid response to plant and collection system urgent/emergency work.	*	Prepare and manage budgets that support the District's projected revenue.
*	Prepared and managed budgets that supported the District's projected revenue.	*	
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	

NORTHEAST OHIO REGIONAL SEWER DISTRICT

PROCESS CONTROL AND AUTOMATION -- 3100

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
OSIsoft PI Developer	0	1	0	0	(1)
Manager of Process Control & Automation	1	1	1	1	0
Contract Administrator	1	1	0	0	(1)
PLC Developer	2	3	2	2	(1)
Network Engineer	0	0	1	1	1
Automation Infrastructure Technologist	1	1	1	1	0
Controls Commissioning Engineer	0	0	0	1	1
Manager of Automation Controls	1	1	1	1	0
SCADA Network Manager	1	1	1	1	0
Senior Network Engineer	1	1	1	1	0
Senior Process Controls & Automation Engineer	2	2	0	2	0
Supervisor of Process Controls & Automation	1	1	0	0	(1)
Process Control and Automation Engineer	0	0	1	4	4
TOTAL POSITIONS	11	13	9	15	2

NORTHEAST OHIO REGIONAL SEWER DISTRICT

STORMWATER

BUDGET CENTER 3100: PROCESS CONTROL & AUTOMATION

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 294,108	\$ 390,213	\$ 347,145	\$ 312,121
52030 PROFESSIONALS SALARIES	170,487	238,882	232,261	158,741
52034 TECHNICIANS SALARIES	223,898	269,561	187,243	584,980
52036 PARA-PROFESSIONAL SALARIES	-	-	15,499	63,500
52060 STUDENT SALARIES	48,522	60,508	29,039	64,408
52071 LONGEVITY	2,050	2,000	1,650	1,650
52081 SICK BUY OUT	10,757	8,000	9,991	11,800
52236 PARA-PROFESSIONAL OVERTIME	-	-	161	-
52260 STUDENT OVERTIME	293	-	144	1,000
Total Salary & Wages	\$ 750,117	\$ 969,163	\$ 823,133	\$ 1,198,199
Personnel Benefits				
52310 HEALTH CARE	\$ (17,463)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	1,575	-	-	-
52313 WELLNESS CREDIT	1,681	1,786	-	1,786
52320 OPERS	105,016	135,683	115,025	167,636
52340 LIFE INSURANCE	64	-	(288)	-
52360 MEDICARE	10,986	14,053	11,690	17,362
52370 UNIFORM ALLOWANCE	1,860	2,360	1,060	2,460
Total Personnel Benefits	\$ 103,720	\$ 153,882	\$ 127,487	\$ 189,244
Reimbursable Expenses				
52410 TRAVEL	\$ 8,169	\$ 8,400	\$ 6,334	\$ 13,100
52430 EMPLOYEE EDUCATION	4,198	8,000	-	15,500
Total Reimbursable Expenses	\$ 12,367	\$ 16,400	\$ 6,334	\$ 28,600
Contractual Services				
52715 PRINTING	\$ 18	\$ 300	\$ -	\$ 300
52730 DUES AND SUBSCRIPTIONS	658	1,980	2,017	1,800
52770 UNIFORMS	2,995	3,330	355	1,475
Total Contractual Services	\$ 3,670	\$ 5,610	\$ 2,373	\$ 3,575
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 2,323	\$ 4,000	\$ 5,740	\$ 4,000
52806 SOFTWARE	8,551	-	3,715	10,000
52845 GENERAL HARDWARE SUPPLIES	14,639	15,000	5,932	15,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	66,764	-	18,436	-
52851 OTHER MINOR EQUIPMENT	1,102	3,000	684	3,000
52865 OTHER SUPPLIES	-	2,000	2	2,000
52870 FREIGHT	-	500	48	500
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	4,959	-	6	-
Total Materials & Supplies	\$ 98,338	\$ 24,500	\$ 34,564	\$ 34,500
Equipment Repair & Maintenance				
52920 EQUIPMENT REPAIR AND MAINTENANCE	\$ 84,316	\$ 209,000	\$ 212,973	\$ 433,000
Total Equipment Repair & Maintenance	\$ 84,316	\$ 209,000	\$ 212,973	\$ 433,000
BUDGET CENTER TOTAL	\$ 1,052,527	\$ 1,378,555	\$ 1,206,864	\$ 1,887,117

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Administration and External Affairs -- 5000	
MANAGED BY Constance T. Haqq Director of Administration and External Affairs	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
The Administration and External Affairs Department is responsible for: Communications and Community Relations (CCR); Government Affairs; Board Process Management; and Customer Service. The Department also oversees the Executive Administrative Team.	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Initiated sponsorships with new and returning partners • Hosted 2018 Open House welcoming 3,000 guests with new exhibits and innovations • Hosted an enhanced Camp Clean Water summer camp • Expanded the reach and attendance of Sewer University • Expanded the stall sticker program to educate and inform residents • Launched #RiverReborn brand and campaign to celebrate 50 years of Cuyahoga River progress • Produced fifth issue of Clean Water Works magazine • Assisted Operations with implementation of Operational Readiness • Assisted Human Resources with District communications efforts • Assisted departments with communications materials, presentations, training, consulting, and multimedia • Strengthened link between major construction projects and the communities impacted • Earned national attention and awards for outreach, social media, and education 	<ul style="list-style-type: none"> • Continue strategic outreach to customers who are eligible for cost savings • Continue staff shadowing • Work with IT to upgrade the ITL system • Develop and implement Branding Campaign • Roll-out the Public Engagement Statement and Train staff on its use • Provide all materials for River Reborn campaign • Publish and circulate Clean Water Works • Publish People & Progress monthly • Produce a monthly TV20 program highlighting our work • Produce printed material, social media content, power points, videos and giveaways for departments and the District • Continue to coordinate Toastmasters Club • Manage web content • Maintain activity on social media platforms • Maintain an active schedule of events to commemorate River Reborn • Actively seek opportunities to highlight Project Clean Lake, the Regional Stormwater Management Program, Plant and Laboratory • Implement annual sponsorship process

NORTHEAST OHIO REGIONAL SEWER DISTRICT

<p>BUDGET CENTER Administration and External Affairs -- 5000</p> <p>MANAGED BY Constance T. Haqq Director of Administration and External Affairs</p>	
<p>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>	
<ul style="list-style-type: none"> • Published the Government Affairs bulletin for elected officials • Expanded affordability outreach with pilot mailings with a response rate higher than national average • Encouraged the Suburban Council of Governments to promote affordability program resident participation • Participate in the development of new and improved inquiry tracking system • Initiated customer survey to determine service satisfaction and areas for improvement • Expanded involvement of Customer Service staff in outreach efforts • Contributed to strategy for Green Infrastructure Maintenance Training project • Oversaw the implementation of the Public Art program for construction projects • Assisted the Business Opportunity Program in outreach and education for small and local businesses • Launched a monthly news magazine television production with TV20 Cleveland 	<ul style="list-style-type: none"> • Work with Metroparks to establish clear protocols for handling beach announcements during the recreational season • Continue to work with Public Square to maintain an active presence there • Coordinate with Consent Decree Taskforce • Launch catch basin cleanup campaign (one Cleveland Ward, one Suburban community) • Solicit SCOG communities to promote cost savings message • Design public interactions to reflect Public Participation goals • Deepen relationships with regional partners. • Design and implement community outreach activities on Cleveland's West side • Recruit GNA Cohort 6 • Assist with job placement for GNA Cohort 5 • Explore making the GNA program a certificate program at Tri-C • Continue implementation of Public Art Program • Promote the Business Opportunity Program • Develop the Green Infrastructure Maintenance Training Program with partners • Conduct Clean Water Camp year 3 • Expand the offering of Sewer University • Continue outreach to students, educators • Work with E&C on implementation of construction apprenticeship opportunity

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ADMINISTRATION and EXTERNAL AFFAIRS -- 5000

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Director of Administration & External Affairs	1	1	1	1	0
Manager of Communications	1	1	1	1	0
Manager of Community & Media Relations	1	1	1	1	0
Manager of Government Affairs	1	1	1	1	0
Good Neighbor Ambassador Supervisor	1	0	1	0	0
Good Neighbor Ambassador Lead	0	1	1	1	0
Government Affairs Supervisor	0	0		1	1
Public Information Specialist	1	1	1	1	0
Community Relations Specialist	2	2	2	2	0
Senior Government Affairs Specialist	1	1	1	1	0
Administrative Clerk	1	1	0	0	(1)
Communications Specialist	1	1	1	1	0
Senior Communications Spec	1	1	1	1	0
Administrative Assistant	1	1	1	1	0
Executive Assistant	3	3	3	3	0
Good Neighbor Ambassador	9	10	9	10	0
TOTAL POSITIONS	25	26	25	26	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER
BUDGET CENTER 5000: ADMINISTRATION & EXTERNAL AFFAIRS

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 483,179	\$ 534,221	\$ 479,360	\$ 477,201
52030 PROFESSIONALS SALARIES	454,387	471,166	403,330	402,097
52031 ADMINISTRATIVE SUPPORT SALARIES	370,265	484,197	423,870	572,224
52036 PARA-PROFESSIONAL SALARIES	-	22,772	15,361	80,844
52060 STUDENT SALARIES	29,611	38,146	4,666	-
52071 LONGEVITY	2,900	2,900	3,200	3,200
52081 SICK BUY OUT	11,816	10,000	14,637	17,200
52231 ADMINISTRATIVE SUPPORT OVERTIME	575	-	921	-
52236 PARA-PROFESSIONAL OVERTIME	-	-	305	-
52260 STUDENT OVERTIME	229	-	35	-
Total Salary & Wages	\$ 1,352,963	\$ 1,563,402	\$ 1,345,686	\$ 1,552,765
Personnel Benefits				
52310 HEALTH CARE	\$ (29,710)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	17,500	-	-	-
52313 WELLNESS CREDIT	3,368	1,872	-	1,872
52320 OPERS	188,576	218,876	187,902	216,673
52340 LIFE INSURANCE	160	-	(664)	-
52360 MEDICARE	20,011	22,669	19,093	22,441
52370 UNIFORM ALLOWANCE	4,915	14,000	7,684	14,000
52380 AWARDS AND RECOGNITION	-	1,000	75	1,000
Total Personnel Benefits	\$ 204,819	\$ 258,417	\$ 214,091	\$ 255,986
Reimbursable Expenses				
52410 TRAVEL	\$ 26,625	\$ 35,000	\$ 29,526	\$ 42,000
52430 EMPLOYEE EDUCATION	9,846	12,500	14,182	18,000
Total Reimbursable Expenses	\$ 36,471	\$ 47,500	\$ 43,708	\$ 60,000
Professional Services				
52610 GENERAL PROFESSIONAL SERVICES	\$ 265,626	\$ 209,500	\$ 62,035	\$ 278,500
Total Professional Services	\$ 265,626	\$ 209,500	\$ 62,035	\$ 278,500
Contractual Services				
52715 PRINTING	\$ 103,953	\$ 166,500	\$ 131,125	\$ 166,500
52730 DUES AND SUBSCRIPTIONS	10,611	10,000	8,242	10,000
52735 EQUIPMENT RENTAL	21,172	45,000	25,887	45,000
52770 UNIFORMS	1,318	-	-	-
52780 OTHER CONTRACTUAL SERVICES	(147,081)	63,500	48,270	63,500
52790 COMMUNITY OUTREACH AND EDUCATION	706,070	774,250	756,626	850,000
Total Contractual Services	\$ 696,043	\$ 1,059,250	\$ 970,151	\$ 1,135,000
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 5,347	\$ 6,000	\$ 3,273	\$ 6,000
52840 LABORATORY SUPPLIES	625	-	739	-
52845 GENERAL HARDWARE SUPPLIES	4,925	3,750	2,374	3,750
52846 EQUIPMENT AND INSTRUMENTATION PARTS	56	-	150	-
52851 OTHER MINOR EQUIPMENT	497	-	37	-
52860 POSTAGE, UPS	450	20,000	40,450	20,000
52861 TRAINING SUPPLIES	110	-	-	-
52865 OTHER SUPPLIES	25,681	38,300	44,520	38,300
52870 FREIGHT	1,888	500	1,583	500
Total Materials & Supplies	\$ 39,580	\$ 68,550	\$ 93,126	\$ 68,550
BUDGET CENTER TOTAL	\$ 2,595,502	\$ 3,206,619	\$ 2,728,795	\$ 3,350,801

NORTHEAST OHIO REGIONAL SEWER DISTRICT

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, 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.

BUDGET CENTER Finance -- 6000

MANAGED BY Kenneth J. Duplay
Chief Financial Officer

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

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

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

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

Budget 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.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Finance -- 6000	
MANAGED BY Kenneth J. Duplay Chief Financial Officer	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<u>Payroll:</u> 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.	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Finalized billing agreement with Cleveland Department of Public Utilities • Implemented Billing Data Warehouse Phase 1 • Reduced >90 days aged Accounts Receivable by 15.4% (\$3M) • Implemented UltiPro payroll system • Initial implementation of iExpense travel and expense reimbursement system • Earned Auditor of State Award with Distinction • Earned GFOA CAFR and Budget Awards. 	<ul style="list-style-type: none"> • Modernize certification identification and reconciliation processes utilizing the new Billing Data Warehouse • Continue efforts to address aged Accounts Receivable • Issue RFP to select Financial Advisor and develop strategy for underwriting services system • Earn Auditor of State Award with Distinction • Earn GFOA CAFR and Budget Awards.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

FINANCE -- 6000

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Chief Financial Officer	1	1	1	1	0
Manager of Treasury and Debt	1	1	1	1	0
Manager of Accounting	0	0	1	1	0
Manager of Billing Services	1	1	1	1	0
Supervisor of Account Payable	1	1	1	1	0
Assistant Controller	1	1	0	0	0
Senior Accountant	1	1	1	1	0
Senior Finance Administrator	1	1	1	1	0
Senior Financial Analyst	1	1	1	1	0
Junior Debt Administrator	0	1	1	1	0
Budget Analyst	2	2	1	1	(1)
Financial Analyst	1	1	1	1	0
Billing Specialist	2	2	2	2	0
Accountant	0	0	1	1	1
Payroll Administrator	1	1	1	1	0
Manager of Finance & Compliance	0	1	0	1	0
Assistant Accountant	3	3	2	2	(1)
Accounting Clerk	1	1	1	1	0
Billing Analyst	2	2	2	2	0
TOTAL POSITIONS	20	22	20	21	(1)

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 6000: FINANCE**

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 473,920	\$ 507,481	\$ 535,418	\$ 652,420
52030 PROFESSIONALS SALARIES	593,673	779,559	758,528	713,144
52031 ADMINISTRATIVE SUPPORT SALARIES	299,283	224,671	218,311	214,673
52060 STUDENT SALARIES	3,075	45,544	17,795	30,254
52071 LONGEVITY	3,700	3,600	3,150	3,150
52081 SICK BUY OUT	15,300	12,000	18,442	21,700
52230 PROFESSIONAL OVERTIME	168	-	397	-
52231 ADMINISTRATIVE SUPPORT OVERTIME	285	1,000	26	1,000
52260 STUDENT OVERTIME	9	200	1	200
Total Salary & Wages	\$ 1,389,413	\$ 1,574,055	\$ 1,552,068	\$ 1,636,540
Personnel Benefits				
52310 HEALTH CARE	\$ (34,303)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	9,800	-	-	-
52313 WELLNESS CREDIT	3,794	2,491	-	2,491
52320 OPERS	195,390	220,368	214,574	228,262
52340 LIFE INSURANCE	152	-	(688)	-
52350 UNEMPLOYMENT COMPENSATION	-	-	-	-
52360 MEDICARE	20,693	22,824	22,016	23,641
52370 UNIFORM ALLOWANCE	2,153	-	1,927	-
Total Personnel Benefits	\$ 197,680	\$ 245,683	\$ 237,828	\$ 254,394
Reimbursable Expenses				
52410 TRAVEL	\$ 8,863	\$ 17,000	\$ 12,012	\$ 17,000
52430 EMPLOYEE EDUCATION	3,835	13,950	4,856	13,950
Total Reimbursable Expenses	\$ 12,698	\$ 30,950	\$ 16,868	\$ 30,950
Professional Services				
52610 GENERAL PROFESSIONAL SERVICES	\$ 480,038	\$ 304,180	\$ 250,406	\$ 235,000
52660 STATE AUDITOR FEES	-	-	-	-
Total Professional Services	\$ 480,038	\$ 304,180	\$ 250,406	\$ 235,000
Contractual Services				
52705 COLLECTION FEES	\$ 8,316,636	\$ 8,511,400	\$ 8,084,334	\$ 8,617,600
52715 PRINTING	5,052	6,750	3,382	6,750
52720 TAXES	118,255	150,000	235,246	200,000
52730 DUES AND SUBSCRIPTIONS	5,324	10,598	6,095	11,750
52740 REAL PROPERTY RENTAL	21,114	21,500	11,879	19,500
52750 ADVERTISING	3,368	3,500	4,018	4,500
52775 LICENSES, FEES, AND PERMITS	11,836	1,500	3,896	1,500
52780 OTHER CONTRACTUAL SERVICES	-	35,000	-	35,000
Total Contractual Services	\$ 8,481,584	\$ 8,740,248	\$ 8,348,850	\$ 8,896,600
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 1,450	\$ 2,500	\$ 2,230	\$ 2,500
52846 EQUIPMENT AND INSTRUMENTATION PARTS	62	-	-	-
52851 OTHER MINOR EQUIPMENT	-	1,600	790	1,000
52860 POSTAGE, UPS	-	-	-	1,300
52865 OTHER SUPPLIES	29	350	31	350
52870 FREIGHT	-	200	15	200
Total Materials & Supplies	\$ 1,541	\$ 4,650	\$ 3,065	\$ 5,350
Judgments & Awards				
53220 OTHER AWARDS	\$ 100	\$ 40,000	\$ 5,546	\$ 40,000
Total Judgments & Awards	\$ 100	\$ 40,000	\$ 5,546	\$ 40,000
BUDGET CENTER TOTAL	\$ 10,563,053	\$ 10,939,766	\$ 10,414,630	\$ 11,098,834

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Inventory Control -- 6100	
MANAGED BY Charles Stennis Warehouse Supervisor	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<p>The Inventory Control Department provides support for all District departments as it pertains to parts and supplies needed to run the District efficiently and support the District's Mission Statement. Maintain four District Storerooms and part of the District storage facility at Southerly. Work with Operations and Maintenance personnel to achieve results that will enable our plants to meet permits. Order and maintain parts that are needed in a Maintenance Management System. Follow the District's guidelines for safety trained personnel with new technology as it is developed.</p>	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • \$170,000 category inventory reduction across all District Stockrooms as result of reviewing items with no activity since 2013. • Updated the Min/Max of 2,000 stock items reducing inventory overstock by \$360,000 • Created "C" status locations at Southerly (BSMTRK), Easterly (LKRC) and Westerly(CRK) these locations were created to house inventory with no utility. • Amsoil Oil Transition • Contract Spare Part Contracts 1222 1st Stage FST IMPRV ESSI CAPY IMPV 1105 East Dewatering Tunnel 	<ul style="list-style-type: none"> • Pilot a kitting program with O&M • Pilot an inventory stage program for planned work orders • Collaborate with O&M in the removal of obsolete inventory • Analyze cycle count data to determine the cause of count errors and implement a solution • Conduct a physical inventory along with the Audit department • Westerly tool crib rehabilitation program

NORTHEAST OHIO REGIONAL SEWER DISTRICT

INVENTORY CONTROL -- 6100

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Warehouse Supervisor	1	1	1	1	0
Assistant Warehouse Supervisor	1	1	1	1	0
Cycle Counter	0	1	0	1	0
Inventory Control Clerk	0	1	0	1	0
Storekeeper	7	7	7	7	0
TOTAL POSITIONS	9	11	9	11	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 6100: INVENTORY CONTROL**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 115,822	\$ 132,260	\$ 135,932	\$ 134,905
52031 ADMINISTRATIVE SUPPORT SALARIES	299,708	390,865	349,440	388,629
52040 OPERATIONS HOURLY	-	-	-	36,333
52071 LONGEVITY	2,100	2,000	2,200	2,200
52081 SICK BUY OUT	4,306	3,000	1,498	1,800
52231 ADMINISTRATIVE SUPPORT OVERTIME	17,643	15,000	15,706	15,000
Total Salary & Wages	\$ 439,578	\$ 543,125	\$ 504,776	\$ 578,867

Personnel Benefits

52310 HEALTH CARE	\$ (9,826)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	12,775	-	-	-
52313 WELLNESS CREDIT	536	432	-	432
52320 OPERS	65,183	76,038	70,752	81,489
52340 LIFE INSURANCE	30	-	(155)	-
52360 MEDICARE	5,980	7,875	6,595	8,440
52370 UNIFORM ALLOWANCE	1,373	-	480	-
Total Personnel Benefits	\$ 76,052	\$ 84,345	\$ 77,671	\$ 90,361

Reimbursable Expenses

52410 TRAVEL	\$ 54	\$ 500	\$ 3,275	\$ 500
52430 EMPLOYEE EDUCATION	-	1,750	298	1,750
Total Reimbursable Expenses	\$ 54	\$ 2,250	\$ 3,573	\$ 2,250

Contractual Services

52730 DUES AND SUBSCRIPTIONS	\$ -	\$ 750	\$ -	\$ 750
52770 UNIFORMS	3,341	3,500	4,486	3,500
Total Contractual Services	\$ 3,341	\$ 4,250	\$ 4,486	\$ 4,250

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 22	\$ 400	\$ 558	\$ 400
52845 GENERAL HARDWARE SUPPLIES	149	400	2,182	400
52846 EQUIPMENT AND INSTRUMENTATION PARTS	718	-	12,818	-
52851 OTHER MINOR EQUIPMENT	10,749	15,500	26,803	15,500
52865 OTHER SUPPLIES	160	400	803	400
52870 FREIGHT	22,397	30,000	12,181	30,000
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	(1,166)	(36,250)	(29,745)	(36,250)
Total Materials & Supplies	\$ 33,030	\$ 10,450	\$ 25,600	\$ 10,450

Equipment Repair & Maintenance

52920 EQUIPMENT REPAIR AND MAINTENANCE	\$ -	\$ 500	\$ 1,079	\$ 500
Total Equipment Repair & Maintenance	\$ -	\$ 500	\$ 1,079	\$ 500

BUDGET CENTER TOTAL

\$ 552,055	\$ 644,920	\$ 617,186	\$ 686,678
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NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Purchasing -- 6200	
MANAGED BY Linda Shomon Purchasing Supervisor	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<p>Purchasing is responsible for the management of the acquisition of all materials and services required to sustain the operations of the District in a timely, cost effective manner.</p> <p>Materials and services costing less than \$50,000.00 are processed by requisitions. After approval, Purchasing requests vendor quotations and issues the purchase order to the lowest and best quote.</p> <p>Materials and services costing more than \$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.</p>	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Awarded the Achievement of Excellence in Procurement • Enhanced Oracle approval workflow: Added the account code to approval page Creating a route for account code review by the Senior Financial Analyst • Facilitated procurement and accounts payable Roadshow Training for WAM & iProcurement users • Implemented iExpense for Subscriptions & Dues • Sold 151 items on GovDeals valued at \$79,180.73 	<ul style="list-style-type: none"> • Obtain Achievement of Excellence in Procurement Award • Implement District-wide fuel card program • Execute new procurement strategies with Amerex for natural gas and electricity • Facilitate procurement and accounts payable Roadshow Training for WAM & iProcurement users • In conjunction with IT, develop business intelligence dashboard for spend analysis • Update Purchasing Policies and Procedures. • Sale 175 items on GovDeals

NORTHEAST OHIO REGIONAL SEWER DISTRICT

PURCHASING -- 6200

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Manager of Procurement Services	1	1	1	1	0
Purchasing Supervisor	1	1	1	1	0
Technical Buyer	2	2	2	2	0
Purchasing & Inventory Analyst	1	1	1	1	0
Buyer	2	2	2	2	0
Procurement Assistant	1	1	1	1	0
Purchasing Contract Coordinator	1	1	1	1	0
Junior Buyer Expeditor	1	1	1	1	0
TOTAL POSITIONS	10	10	10	10	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 6200: PURCHASING**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 183,795	\$ 181,891	\$ 190,393	\$ 191,853
52030 PROFESSIONALS SALARIES	342,672	360,817	393,711	421,102
52031 ADMINISTRATIVE SUPPORT SALARIES	101,527	97,931	71,940	46,824
52060 STUDENT SALARIES	-	-	-	-
52071 LONGEVITY	3,350	3,200	3,700	3,700
52081 SICK BUY OUT	3,156	3,000	3,162	3,700
52230 PROFESSIONAL OVERTIME	16	-	4	-
52231 ADMINISTRATIVE SUPPORT OVERTIME	-	500	17	500
52260 STUDENT OVERTIME	-	-	-	-
Total Salary & Wages	\$ 634,516	\$ 647,339	\$ 662,927	\$ 667,678

Personnel Benefits

52310 HEALTH CARE	\$ (16,358)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	4,375	-	-	-
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	-	-	-	-
52313 WELLNESS CREDIT	878	1,037	-	1,037
52320 OPERS	88,832	90,628	93,136	93,405
52340 LIFE INSURANCE	80	-	(264)	-
52360 MEDICARE	9,372	9,386	9,457	9,674
52370 UNIFORM ALLOWANCE	533	-	556	-
Total Personnel Benefits	\$ 87,713	\$ 101,051	\$ 102,885	\$ 104,116

Reimbursable Expenses

52410 TRAVEL	\$ 1,700	\$ 2,500	\$ 2,375	\$ 2,500
52430 EMPLOYEE EDUCATION	1,414	3,500	1,525	3,500
Total Reimbursable Expenses	\$ 3,114	\$ 6,000	\$ 3,899	\$ 6,000

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	-	-	-	-
Total Professional Services	\$ -	\$ -	\$ -	\$ -

Contractual Services

52715 PRINTING	\$ 4,184	\$ 2,000	\$ 31	\$ 2,000
52730 DUES AND SUBSCRIPTIONS	1,434	1,200	1,664	1,200
52750 ADVERTISING	37,488	31,667	48,426	70,000
52770 UNIFORMS	-	-	(25)	-
52775 LICENSES, FEES, AND PERMITS	-	-	-	-
52780 OTHER CONTRACTUAL SERVICES	-	-	-	-
Total Contractual Services	\$ 43,106	\$ 34,867	\$ 50,096	\$ 73,200

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 151	\$ 2,100	\$ 1,115	\$ 2,100
52845 GENERAL HARDWARE SUPPLIES	-	-	-	-
52851 OTHER MINOR EQUIPMENT	-	-	-	-
52861 TRAINING SUPPLIES	-	-	-	-
52865 OTHER SUPPLIES	-	1,917	-	1,917
52870 FREIGHT	-	100	-	100
Total Materials & Supplies	\$ 151	\$ 4,117	\$ 1,115	\$ 4,117

BUDGET CENTER TOTAL

\$ 768,600	\$ 793,374	\$ 820,922	\$ 855,111
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BUDGET CENTER: Administrative Services - 6300			
MANAGED BY: Lisa C. Francisco Manager of Facilities & Admin Support			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
<p>Administrative Services is responsible for facilities management of the GJM Administrative Building and the EMSC. Responsibilities include providing basic amenities: snow removal, landscaping, and a safe and clean work environment.</p> <p>Administrative Services provides and manages both internal and external services to meet the District's office support needs. Services include mail delivery; meeting services for external and internal groups; office technology (networked copiers, facsimile and other equipment); office supplies; furniture; printing and other services. Administrative Services also provides administrative support to all departments for overflow work, special projects, and team support.</p>			
2018 Accomplishments		2019 Goals	
*	Managed services to ensure building cleanliness, snow removal, and landscaping.	*	Closely monitor contracts to ensure services are rendered as specified and within budget restraints
*	Oversaw coordination of resources for office remodeling projects.	*	Provide support to office remodeling projects as they arise
*	Prepared and managed budgets that supported the District's projected revenue.	*	Monitor budget to support the District's goals
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Provide resources and clerical support to outreach activities

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ADMINISTRATIVE SERVICES -- 6300

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017	2018		2019	BUDGET
	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE
Manager of Facilities & Admin Support	1	1	1	1	0
Assistant Manager of Fac. & Admin Supp.	1	1	1	1	0
Administrative Clerk	2	2	0	0	(2)
Administrative Assistant	2	2	2	2	0
Facilities Technician	3	3	3	3	0
Facility Assistant	0	1	1	1	0
TOTAL POSITIONS	9	10	8	8	(2)

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 6300: ADMINISTRATIVE SERVICES**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 83,699	\$ 85,014	\$ 86,593	\$ 86,715
52030 PROFESSIONALS SALARIES	64,931	65,141	66,025	66,444
52031 ADMINISTRATIVE SUPPORT SALARIES	306,389	352,249	328,271	264,521
52060 STUDENT SALARIES	19,998	17,079	10,123	35,194
52071 LONGEVITY	3,200	3,100	2,500	3,450
52081 SICK BUY OUT	336	2,000	2,774	3,300
52231 ADMINISTRATIVE SUPPORT OVERTIME	7,143	15,000	4,753	10,000
52260 STUDENT OVERTIME	546	500	116	500
Total Salary & Wages	\$ 486,241	\$ 540,083	\$ 501,155	\$ 470,123

Personnel Benefits

52310 HEALTH CARE	\$ (17,676)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	175	-	-	-
52313 WELLNESS CREDIT	937	763	-	763
52320 OPERS	68,021	75,612	74,950	65,397
52340 LIFE INSURANCE	72	-	95	-
52360 MEDICARE	7,079	7,831	7,073	6,773
52370 UNIFORM ALLOWANCE	1,817	2,040	1,507	2,040
Total Personnel Benefits	\$ 60,424	\$ 86,246	\$ 83,624	\$ 74,974

Reimbursable Expenses

52410 TRAVEL	\$ 16	\$ 500	\$ (12)	\$ 350
52430 EMPLOYEE EDUCATION	-	1,600	1,536	-
Total Reimbursable Expenses	\$ 16	\$ 2,100	\$ 1,524	\$ 350

Utilities

52510 ELECTRICITY	\$ 492,627	\$ 546,629	\$ 491,553	\$ 546,629
52520 NATURAL GAS	44,611	67,900	63,044	67,900
52530 WATER AND OTHER UTILITIES	18,259	29,581	14,683	29,581
Total Utilities	\$ 555,497	\$ 644,110	\$ 569,280	\$ 644,110

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ -	\$ 20,000	\$ 5,423	\$ -
Total Professional Services	\$ -	\$ 20,000	\$ 5,423	\$ -

Contractual Services

52715 PRINTING	\$ 1,990	\$ 4,000	\$ 10,802	\$ 4,000
52730 DUES AND SUBSCRIPTIONS	-	-	-	-
52735 EQUIPMENT RENTAL	176,343	202,000	190,885	193,500
52740 REAL PROPERTY RENTAL	89,020	85,080	81,140	85,080
52770 UNIFORMS	1,289	2,500	748	2,500
52775 LICENSES, FEES, AND PERMITS	931	2,500	660	2,500
52780 OTHER CONTRACTUAL SERVICES	252,483	342,526	301,451	484,800
Total Contractual Services	\$ 522,057	\$ 638,606	\$ 585,685	\$ 772,380

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 6300: ADMINISTRATIVE SERVICES**

Materials & Supplies

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52805 OFFICE SUPPLIES	\$ 33,058	\$ 63,000	\$ 36,415	\$ 72,000
52806 SOFTWARE	-	-	-	-
52810 FUEL AND OIL	3,734	7,350	4,471	7,350
52811 VEHICLE MAINTENANCE PARTS	351	-	-	-
52840 LABORATORY SUPPLIES	3	-	21	-
52845 GENERAL HARDWARE SUPPLIES	6,559	12,000	16,648	12,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	1,946	3,000	2,653	3,000
52851 OTHER MINOR EQUIPMENT	9,945	4,500	9,570	72,250
52860 POSTAGE, UPS	22,739	46,000	45,636	46,000
52861 TRAINING SUPPLIES	32,020	33,800	28,518	24,250
52865 OTHER SUPPLIES	29,176	40,000	15,802	40,000
52870 FREIGHT	3,959	3,500	3,857	4,000
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	-	-	339	-
Total Materials & Supplies	\$ 143,489	\$ 213,150	\$ 163,931	\$ 280,850

Equipment Repair & Maintenance

52910 OFFICE EQUIPMENT AND REPAIR	C	\$ 4,250	\$ -	\$ 2,500
52920 EQUIPMENT REPAIR AND MAINTENANCE		36,424	20,500	24,946
Total Equipment Repair & Maintenance		\$ 43,281	\$ 24,750	\$ 34,500

Building & Road Repair

53010 BUILDING REPAIR AND MAINTENANCE	\$ 6,566	\$ 2,000	\$ 1,703	\$ -
53020 ROAD REPAIR AND MAINTENANCE	3,954	2,000	-	10,000
53050 BUILDING MAINTENANCE SUPPLIES	81,012	51,000	80,988	51,000
53051 BUILDING MAINTENANCE SERVICES	215,369	292,194	277,194	162,320
53052 BUILDING MAINTENANCE MISCELLANEOUS	3,260	41,000	35,421	41,000
Total Building & Road Repair	\$ 310,161	\$ 388,194	\$ 395,306	\$ 264,320

BUDGET CENTER TOTAL

\$ 2,121,168	\$ 2,557,239	\$ 2,330,874	\$ 2,541,607
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NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER	Customer Service -- 6400
MANAGED BY	Pauletta Hubbard Customer Service Manager
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<p>The Customer Service Budget Center acts as the District's liaison by providing full cycle service and responsiveness to and for District customers, the general public, local, and government agencies.</p> <p>The Customer Service Provides accurate and updated information, answering questions regarding billing, cost savings programs, stormwater issues, cost-effective and environmentally safe treatment & disposal of municipal, commercial, & industrial wastewater to ensure customer related issues are addressed in an expeditious and courteous manner.</p> <p>Customer Service is responsible for: Communicating and collaborating with the public, financial institutions, local, and government agencies with regards to the District's Rate Savings Programs, customer billing inquiries, initiating investigations for both wastewater and stormwater related billing & maintenance issues. Administering the District's bi-annual certification program. Providing support to internal departments by acting as liaison to public, private, and governmental entities. Fostering community relations through District outreach events.</p>	

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Customer Service -- 6400	
MANAGED BY Pauletta Hubbard Customer Service Manager	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Implemented customer satisfaction survey for online customers that communicate virtually. • Developed a Customer Service Training Manual to streamline the training process for new hires. • Worked with IT & Finance to assist with the Phase II of the Billing Data Warehousing Project. • Coordinated with Maintenance teams to provide opportunities for ISRs to shadow Maintenance staff to increase knowledge of District assets. • Successfully completed bi-annual Certification Program for 2018 for both wastewater & stormwater. • Participated in outreach activities to educate customers about the District's Cost Savings Programs. • Collaborated with CHN Housing Partners to improve the efficiency of the Crisis Assistance Program Process. 	<ul style="list-style-type: none"> • Complete & utilize findings from Customer Service phone survey to determine customer satisfaction and areas to improve upon performance. • Increase participation with customer outreach opportunities to maximize enrollment in District cost-saving programs. • Collaborate with CCR, the County, DPU & CHN Housing Partners to increase affordability & homestead enrollment. • Provide growth & development opportunities; both internally & externally for Customer Service staff. • Continue to assist IT with the investigation & evaluation of a tool to replace the current ITL application. • Continue to assist IT & Finance with Phase II of the Billing Data Warehouse Project. • Successfully complete the 2019 Certification Program.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

CUSTOMER SERVICE -- 6400

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Customer Service Manager	0	0	1	1	1
Assistant Manager of Customer Service	1	1	0	0	(1)
Customer Service Specialist-Process Analyst	1	1	1	1	0
Customer Service Specialist-Billing & Special Programs	1	1	1	1	0
Customer Service Rep	5	5	5	5	0
Infrastructure Service Representative	3	3	3	3	0
Administrative Clerk	0	1	1	1	0
TOTAL POSITIONS	11	12	12	12	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 6400: CUSTOMER SERVICE**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 56,304	\$ 69,361	\$ 32,626	\$ -
52030 PROFESSIONALS SALARIES	97,806	117,287	163,776	200,533
52031 ADMINISTRATIVE SUPPORT SALARIES	365,868	383,267	342,877	384,476
52071 LONGEVITY	650	600	650	650
52081 SICK BUY OUT	1,962	1,000	4,038	4,800
52230 PROFESSIONAL OVERTIME	-	-	-	-
52231 ADMINISTRATIVE SUPPORT OVERTIME	5,076	8,000	7,605	16,000
Total Salary & Wages	\$ 527,665	\$ 579,515	\$ 551,573	\$ 606,459

Personnel Benefits

52310 HEALTH CARE	\$ (16,585)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	2,800	-	-	-
52313 WELLNESS CREDIT	392	878	-	878
52320 OPERS	74,017	81,132	78,371	84,512
52340 LIFE INSURANCE	82	-	(368)	-
52360 MEDICARE	7,717	8,403	7,555	8,753
Total Personnel Benefits	\$ 68,424	\$ 90,413	\$ 85,558	\$ 94,144

Reimbursable Expenses

52410 TRAVEL	\$ -	\$ 2,000	\$ 912	\$ 5,000
52430 EMPLOYEE EDUCATION	4,421	7,000	6,459	10,000
Total Reimbursable Expenses	\$ 4,421	\$ 9,000	\$ 7,371	\$ 15,000

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 621,197	\$ 681,500	\$ 663,314	\$ 712,000
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	-	3,000	-	3,000
Total Professional Services	\$ 621,197	\$ 684,500	\$ 663,314	\$ 715,000

Contractual Services

52715 PRINTING	\$ 53	\$ 1,000	\$ 18	\$ 1,000
52730 DUES AND SUBSCRIPTIONS	-	1,000	225	1,000
52770 UNIFORMS	2,205	3,000	1,583	3,000
Total Contractual Services	\$ 2,258	\$ 5,000	\$ 1,825	\$ 5,000

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 783	\$ 1,000	\$ 977	\$ 1,300
52846 EQUIPMENT AND INSTRUMENTATION PARTS	29	-	-	-
52860 POSTAGE, UPS	2,150	5,300	2,175	5,000
52861 TRAINING SUPPLIES	-	1,000	-	1,000
52865 OTHER SUPPLIES	-	-	33	-
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	-	-	39	-
Total Materials & Supplies	\$ 2,963	\$ 7,300	\$ 3,225	\$ 7,300

BUDGET CENTER TOTAL

\$ 1,226,929	\$ 1,375,728	\$ 1,312,865	\$ 1,442,903
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NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Contract Compliance -- 6500	
MANAGED BY Tiffany E. Jordan Contract Compliance Manager	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<p>The objective of the Small Business Enterprise Program is to promote and encourage full and open competition in the procurement of goods and services by the District; encourage all District personnel involved with procurement and contracting activities to maintain good faith efforts and appropriate purchasing procedures; to protect the District from becoming a passive participant in any unlawful discrimination; and to otherwise spur economic development in the public and private sectors of the economy.</p>	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Hired new Contract Project Coordinator • Hired BOP Outreach Coordinator Consultant • Hosted London Road pre-bid • Included all BOP/ WPCLF projects in Sharepoint. • Included all bids in the new 3-day BOP bid process • Hosted Stormwater Outreach event • Audited firms doing Business with NEORS • Hosted event outside of Cuyahoga Promote Small Business Week. • Hosted the “Blue Ribbon” Departmental retreat 	<ul style="list-style-type: none"> • Host a Small Business certification workshop in each of the 12 counties (MSA). • Host 3 internal signature events for certified firms such as How to Business with NEORS • Create workflow for new progressive design-build projects (PDB) • Develop new affidavit the new PDB projects • Include new BOP -PDB in the procurement policy • Improve the BOP tab for the NEORS intranet • Staff training on software products such as LCPtracker and B2G • Place all stormwater projects with and without BOP goals in Lcptracker (prevailing wage)

NORTHEAST OHIO REGIONAL SEWER DISTRICT

CONTRACT COMPLIANCE -- 6500

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Contract Compliance Manager	1	1	1	1	0
Contract Project Coordinator	2	2	2	2	0
Certification Officer	1	1	1	1	0
Prevailing Wage Coordinator	1	1	1	1	0
TOTAL POSITIONS	5	5	5	5	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 6500: CONTRACT COMPLIANCE**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 90,510	\$ 89,760	\$ 92,998	\$ 91,555
52030 PROFESSIONALS SALARIES	198,508	223,961	202,506	243,193
52071 LONGEVITY	200	200	300	300
52081 SICK BUY OUT	2,538	2,000	883	1,000
Total Salary & Wages	\$ 291,756	\$ 315,921	\$ 296,687	\$ 336,048

Personnel Benefits

52310 HEALTH CARE	\$ (6,774)	\$ -	\$ -	\$ -
52313 WELLNESS CREDIT	319	158	-	158
52320 OPERS	37,892	44,229	40,732	47,271
52340 LIFE INSURANCE	32	-	(168)	-
52360 MEDICARE	4,294	4,581	4,180	4,896
52370 UNIFORM ALLOWANCE	560	-	1,000	-
Total Personnel Benefits	\$ 36,324	\$ 48,968	\$ 45,744	\$ 52,325

Reimbursable Expenses

52410 TRAVEL	\$ 3,426	\$ 3,667	\$ 2,478	\$ 3,667
52430 EMPLOYEE EDUCATION	1,500	3,042	2,210	3,042
Total Reimbursable Expenses	\$ 4,926	\$ 6,709	\$ 4,688	\$ 6,708

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 7,999	\$ 57,500	\$ -	\$ 10,000
Total Professional Services	\$ 7,999	\$ 57,500	\$ -	\$ 10,000

Contractual Services

52715 PRINTING	\$ 18	\$ 200	\$ 161	\$ 200
52730 DUES AND SUBSCRIPTIONS	139	400	39	400
52770 UNIFORMS	2,088	500	-	500
52780 OTHER CONTRACTUAL SERVICES	2,250	-	11	-
52790 COMMUNITY OUTREACH AND EDUCATION	714	-	362	-
Total Contractual Services	\$ 5,209	\$ 1,100	\$ 574	\$ 1,100

Materials & Supplies

52805 OFFICE SUPPLIES	\$ -	\$ 200	\$ 1,216	\$ 200
52840 LABORATORY SUPPLIES	-	-	12	-
52846 EQUIPMENT AND INSTRUMENTATION PARTS	13	-	26	-
52865 OTHER SUPPLIES	13	-	18	-
52870 FREIGHT	88	100	-	100
Total Materials & Supplies	\$ 114	\$ 300	\$ 1,272	\$ 300

BUDGET CENTER TOTAL

\$ 346,328	\$ 430,498	\$ 348,964	\$ 406,482
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NORTHEAST OHIO REGIONAL SEWER DISTRICT

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER	Legal Budget Center -- 7000
MANAGED BY	Eric Luckage Chief Legal Officer
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Timely provided contracts for CIP, MCIP, RSMP and Community Cost Share, IT and procurement. • Completed CBA negotiations with 18-S and OPBA and Fact Finding with AFSCME 2798 unions. • Continued review and revisions to Titles 1, 2, 3, and 4 of District Regulations • Successfully defended District against claims with negligible expense to District. • Supported regulatory compliance with regard to permitting and other regulatory matters. • Successfully negotiated new billing agreement with the City of Cleveland. • Provided support to E&C on construction claims. • Timely acquisition of property for construction needs. • On-boarded Legislative Affairs Manager and assumed supervision of Legislative and Administrative efforts. • Developed KPI for state and federal advocates. • Enhanced legislative and rule review and evaluation process. • Coordinated and prepared request for material modification of Consent Decree. • Continued enforcement negotiations with Epa regarding enforcement of industrial polluters. • Provided ethics training materials for all staff and training for District hearing officers. 	<ul style="list-style-type: none"> • Further improve Legislative Affairs program and improve process of evaluating introduced and proposed legislative and administrative proposals at state and federal level. • Advance CSO Consent Decree material modification request. • Successful defense of litigation against District. • Finalize all collective bargaining agreement contracts with the three unions. • Inventory District policies and implement organization system to manage same. • Selection and implementation of file management system to improve record keeping. • Further review and revisions to Titles 1, 2, 3, and 4 of District Regulations TO MEET District policy needs. • Timely acquisition of properties for CIP and RSMP programs. • Timely contract support for all District programs. • Timely and effective legal support for all District departments.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

LEGAL -- 7000

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Chief Legal Officer	1	1	1	1	0
Legislative Affairs Manager	0	1	1	1	0
Real Estate Acquisition Specialist	1	1	1	1	0
Senior Paralegal	1	1	0	0	(1)
Assistant General Counsel	5	5	5	5	0
Legal Ops Manager	0	0	1	1	1
Legal Administrative Assistant	1	1	1	1	0
Records Management Associate	1	1	1	1	0
Document Control Associate	0	0	0	0	0
TOTAL POSITIONS	10	11	11	11	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 7000: LEGAL**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 192,445	\$ 188,700	\$ 196,450	\$ 192,474
52030 PROFESSIONALS SALARIES	688,531	807,587	785,106	826,646
52031 ADMINISTRATIVE SUPPORT SALARIES	71,155	63,678	42,147	46,675
52060 STUDENT SALARIES	9,842	-	-	-
52071 LONGEVITY	900	900	900	900
52081 SICK BUY OUT	6,033	4,000	7,814	9,000
52231 ADMINISTRATIVE SUPPORT OVERTIME	-	-	20	-
Total Salary & Wages	\$ 968,907	\$ 1,064,865	\$ 1,032,437	\$ 1,075,695

Personnel Benefits

52310 HEALTH CARE	\$ (18,177)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	4,375	-	-	-
52313 WELLNESS CREDIT	1,280	1,339	-	1,339
52320 OPERS	135,647	149,081	148,221	150,205
52340 LIFE INSURANCE	80	-	(288)	-
52360 MEDICARE	14,188	15,441	14,711	15,557
52370 UNIFORM ALLOWANCE	767	-	1,197	-
52390 RELOCATION EXPENSE REIMBURSEMENT	2,250	-	-	-
Total Personnel Benefits	\$ 140,409	\$ 165,861	\$ 163,842	\$ 167,101

Reimbursable Expenses

52410 TRAVEL	\$ 8,250	\$ 18,885	\$ 11,777	\$ 25,000
52430 EMPLOYEE EDUCATION	6,334	13,000	7,425	13,000
Total Reimbursable Expenses	\$ 14,584	\$ 31,885	\$ 19,202	\$ 38,000

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 513,245	\$ 1,089,000	\$ 1,252,082	\$ 989,000
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	44	-	-	-
Total Professional Services	\$ 513,289	\$ 1,089,000	\$ 1,252,082	\$ 989,000

Contractual Services

52715 PRINTING	\$ 47	\$ -	\$ 18	\$ -
52730 DUES AND SUBSCRIPTIONS	10,643	18,500	20,414	28,400
52750 ADVERTISING	2,521	4,080	1,792	4,080
52780 OTHER CONTRACTUAL SERVICES	30,926	42,942	30,582	37,500
Total Contractual Services	\$ 44,137	\$ 65,522	\$ 52,805	\$ 69,980

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 996	\$ 3,500	\$ 345	\$ 3,500
52810 FUEL AND OIL	-	-	-	-
52865 OTHER SUPPLIES	-	-	46	-
52870 FREIGHT	-	600	-	200
Total Materials & Supplies	\$ 996	\$ 4,100	\$ 391	\$ 3,700

Judgments & Awards

53210 JUDGMENTS	\$ 8,303	\$ 150,000	\$ 25,738	\$ 150,000
53220 OTHER AWARDS	5,000	-	-	-
Total Judgments & Awards	\$ 13,303	\$ 150,000	\$ 25,738	\$ 150,000

BUDGET CENTER TOTAL

\$ 1,695,624	\$ 2,571,233	\$ 2,546,496	\$ 2,493,477
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NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER District Administration -- 8000

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

DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS

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

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER District Administration -- 8000	
MANAGED BY Kyle Dreyfuss-Wells / James Bunsey Chief Executive Officer / Chief Operating Officer	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Complied with Project Clean Lake Consent Decree and achieve cost-effective modifications • Implemented 2018 goals of the Operational Readiness Program. • Delivered the Regional Stormwater Management Program • Advanced the Green Infrastructure Policy and Member Community Infrastructure Program. • Initiated options to holistically address local sewer infrastructure needs. • Explore options to holistically address local sewer infrastructure needs. • Used sustainability as a strategy to promote social, environmental and economic benefit across District operations and programs. • Continued to meet NPDES permit limits and other regulatory requirements. • Collaborated with USEPA, Ohio EPA, and other agencies on regulatory issues. • Maintained the integrity of the District's financial viability. • Maintained collaborative relationships with billing agents. • Successfully integrated IT across the District. 	<ul style="list-style-type: none"> • Assist member communities to address their Clean Water Act issues. • Optimize NEORS D ability to advance community objectives. • Expand water quality focus to increase benefits to the region's waterways. • Increase opportunities to improve resource management through sustainability practices. • Explore new ways to enhance long-term financial planning that optimize ability to provide sewer and stormwater services with minimal impact on rates. • Develop future business opportunities to optimize operations and better serve member communities. • Implement Operational Readiness Plan to support evolving operations and maintenance. • Implement technologies and processes that improve business efficiency and effectiveness.

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	
<ul style="list-style-type: none">• Developed new strategic plan to guide District from 2019-2021.• Expanded community and workforce initiatives that build capacity for people and businesses.• Informed, educated and reached out to our customers in response to their service needs.• Educated the public on the range of water quality issues, in addition to combined sewer overflow, impacting Lake Erie and the District's efforts to address these multiple problems.• Expanded strategic initiatives to attract future talent.• Leveraged workforce diversity to implement an action plan that increases engagement.• Implemented development programs that support the District's mission and vision.	<ul style="list-style-type: none">• Fully implement management process to support successful delivery of the Regional Stormwater Management Program.• Expand workforce planning strategies to meet current and future business needs.• Strengthen diversity and inclusion to increase understanding and confirm continued commitment across the organization.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

DISTRICT ADMINISTRATION -- 8000

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Board Member	7	7	7	7	0
Chief Executive Officer	1	1	1	1	0
Chief Operating Officer	1	1	1	1	0
Deputy Chief Operating Officer	1	1	1	1	0
Sustainability Manager	1	1	0	1	0
Public Service Fellow	0	0	1	1	1
Program Manager	1	1	1	1	0
TOTAL POSITIONS	12	12	12	13	1

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 8000: DISTRICT ADMINISTRATION**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 539,806	\$ 739,039	\$ 772,053	\$ 768,020
52030 PROFESSIONALS SALARIES	29,745	87,903	84,975	142,463
52060 STUDENT SALARIES	3,899	30,264	17,914	30,254
52071 LONGEVITY	800	400	900	900
52081 SICK BUY OUT	5,769	4,000	9,199	10,800
52260 STUDENT OVERTIME	-	-	204	-
Total Salary & Wages	\$ 580,019	\$ 861,606	\$ 885,244	\$ 952,436

Personnel Benefits

52310 HEALTH CARE	\$ (9,248)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	3,850	-	-	-
52313 WELLNESS CREDIT	496	288	-	288
52320 OPERS	69,218	120,625	123,083	131,829
52340 LIFE INSURANCE	63	-	(286)	-
52360 MEDICARE	8,677	12,493	12,587	13,654
52370 UNIFORM ALLOWANCE	1,016	-	1,867	-
52390 RELOCATION EXPENSE REIMBURSEMENT	10,000	-	-	-
Total Personnel Benefits	\$ 84,072	\$ 133,406	\$ 137,251	\$ 145,771

Reimbursable Expenses

52410 TRAVEL	\$ 17,719	\$ 45,000	\$ 19,643	\$ 41,000
52430 EMPLOYEE EDUCATION	6,127	16,000	6,755	10,000
Total Reimbursable Expenses	\$ 23,846	\$ 61,000	\$ 26,398	\$ 51,000

Contractual Services

52715 PRINTING	\$ 35	\$ 250	\$ -	\$ 250
52730 DUES AND SUBSCRIPTIONS	502,303	352,533	264,729	377,000
Total Contractual Services	\$ 502,338	\$ 352,783	\$ 264,729	\$ 377,250

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 89	\$ 2,500	\$ -	\$ 2,500
52846 EQUIPMENT AND INSTRUMENTATION PARTS	-	1,500	800	1,500
52851 OTHER MINOR EQUIPMENT	-	-	360	-
52865 OTHER SUPPLIES	-	-	39	-
52870 FREIGHT	-	-	161	-
Total Materials & Supplies	\$ 89	\$ 4,000	\$ 1,360	\$ 4,000

BUDGET CENTER TOTAL

\$ 1,190,364	\$ 1,412,795	\$ 1,314,981	\$ 1,530,457
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NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER	Watershed Programs -- 8100
MANAGED BY	Francis P. Greenland Director of Watershed Programs
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<p>The Watershed Programs Department is responsible for the coordination and implementation of watershed management-related services within the District. This Department provides watershed management leadership and support in the following areas:</p> <ul style="list-style-type: none">• Watershed Programs: The Watershed Programs Department administers the District's Regional Stormwater Management Program (RSMP) by implementing the Stormwater Construction Plan, which is supported by the stormwater project prioritization process and design development that is based on the findings of field evaluations of regional stormwater system assets and refinement of stormwater master plans. The Watershed Programs Department coordinates the delivery of watershed management-related technical expertise, education, coordination and support to Member Communities, watershed groups and technical service providers that promotes restoration, maintenance and operation of the regional stormwater system. The Watershed Programs Department oversees the implementation of the Member Community Infrastructure Program, Green Infrastructure Grant Program, Watershed Partner Service Agreement and the RSMP's Community Cost Share grant programs. The Watershed Programs Department also coordinates member community compliance with the District's Community Discharge Permit Program, assists the Engineering and Construction Department with implementation of the District's Appendix 3 Green Infrastructure responsibilities under Project Clean Lake and assists with the development of Local Sewer System Evaluation Studies (LSSES).• Regulatory Compliance: The Regulatory Compliance workgroup coordinates regulatory compliance activities and information sharing across District departments, ensuring compliance with environmental permits and regulations, manages environmental assessment projects in support of the District's capital improvement program and works to anticipate the impact of future regulatory initiatives on the District and its Member Communities. This workgroup also coordinates activities with the District's Health & Safety workgroup (Budget Center – 8400).	

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER	Watershed Programs -- 8100
MANAGED BY	Francis P. Greenland Director of Watershed Programs
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<ul style="list-style-type: none">• Geographic Information Systems: The Geographic Information Systems (GIS) workgroup provides data management, mapping, infrastructure information and tools to assist internal District and external stakeholders with a variety of GIS data management and analysis to support the management of wastewater, stormwater and watershed infrastructure throughout the District service area. The GIS workgroup also supports Billing Services, Customer Service, Sewer System Maintenance & Operation, Engineering & Construction, Water Quality Industrial Surveillance and the Communication & Community Relations Departments and workgroups with data management and mapping tools developed for analysis and effective communication of information to Member Communities, customers and the public.• Watershed Technical Support: The Watershed Technical Support workgroup is responsible for implementation of the Community Discharge Permit Program, oversees the administration of the District's Title III & IV Code of Regulations and conducts all plan reviews in support of the District's Title V Code of Regulations. Additionally, the Watershed Technical Support workgroup administers the District's Regional Stormwater Management Program's credit program and leads the development of the stormwater master plans for the five major watersheds in the District service area. This workgroup also oversees the Water Resource Restoration Sponsor Program in partnership with the Finance Department.	

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Watershed Programs -- 8100	
MANAGED BY Francis P. Greenland Director of Watershed Programs	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Coordinated effective implementation activities of the Regional Stormwater Management Program. Led stormwater master planning, implemented the Stormwater Construction Plan and provided Phase II compliance assistance services to Member Communities. • Continued and strengthened delivery of the Member Community Infrastructure Program. • Supported the implementation of Project Clean Lake with focus on Appendix 3 Green Infrastructure projects. • Continued to seek opportunities to enhance the District's environmental monitoring, research, GIS, and analytical efforts. • Continued to coordinate the District's environmental and regulatory compliance programs. • Supported development of LSSSES activities and continued Title III & IV Code of Regulation revision process for Member Community compliance with the Community Discharge Permit Program. • Developed GIS tools to further enhance infrastructure asset management and streamline data collection. 	<ul style="list-style-type: none"> • Lead effective and refined implementation efforts related to the Regional Stormwater Management Program. • Continue to seek opportunities to enhance the District's role and service to Member Communities in the area of watershed management. • Support implementation of Project Clean Lake and the Appendix 3 Green Infrastructure Program. • Continue to seek opportunities to improve the District's environmental monitoring, research, GIS, and analysis efforts. • Continue to coordinate the District's regulatory compliance program and promote the District as an environmental leader for the region. • Efficiently administer the MCIP, Green Infrastructure Grant and Community Cost Share programs. • Lead the inter-departmental coordination to modify the District's Community Discharge Permit Program and Titles III & IV. • Support the implementation of LSSSES. • Utilize GIS data/tools to enhance implementation of LSSSES and Regional Stormwater Management Program.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WATERSHED PROGRAMS -- 8100

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Director of Watershed Programs	1	1	1	1	0
Manager of Watershed Programs	1	1	1	0	(1)
Manager of GIS Services	1	1	1	1	0
Manager of Regulatory Compliance	1	1	1	1	0
Manager of Watershed Technical Support	1	0	0	0	0
GIS Supervisor	2	2	0	0	(2)
Data Technician	1	1	0	0	(1)
Senior Project Manager	1	0	1	0	0
GIS Technician	3	2	4	2	0
Environmental Specialist	3	3	3	3	0
Environmental Education Specialist	0	1	0	0	(1)
Senior Environmental Specialist	1	1	1	0	(1)
GIS Application Administrator	1	1	0	0	(1)
Senior GIS Analyst	0	0	0	1	1
GIS Analyst	2	1	1	1	0
Community Discharge Permit Program Mgr.	1	1	1	1	0
Community Discharge Permit Program Special't	1	1	1	1	0
Watershed Funding Administrator	1	1	1	1	0
Stormwater Technical Specialist	1	0	0	0	0
Watershed Team Leader	2	0	0	0	0
Senior Watershed Team Leader	2	0	0	0	0
Executive Assistant	1	1	1	1	0
Watershed Program Specialist	0	0	1	1	1
Design Manager	1	0	0	0	0
Supervisor Environmental Compliance	0	0	0	1	1
Project Manager	3	0	0	0	0
SW Design & Construction Program Mgr.	1	0	0	0	0
TOTAL POSITIONS	33	20	19	16	(4)

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WATERSHED PROGRAMS -- 8100 Stormwater

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017	2018		2019	BUDGET CHANGE
	ACTUAL	BUDGET	ACTUAL	BUDGET	
Stormwater Projects Spec.	1	1	1	1	0
Watershed Team Leader.	2	2	2	2	0
Mgr Of Design.	1	1	1	1	0
Senior Project Manager	0	1	1	1	0
Construction Supervisor	1	2	2	2	0
Senior Construction Supervisor	0	1	1	1	0
Project Manager	3	4	5	5	1
Design & Construction Program Manager	1	1	0	0	-1
Stormwater Tech Spec	1	1	1	1	0
Watershed Programs Mgr of Watershed Technical Support	0	1	1	1	0
Deputy Director of Watershed Programs	0	1	1	1	0
Manager of Watershed Programs	1	0	1	1	1
Watershed Programs GIS Analyst	0	1	1	1	0
GIS Technician	0	1	3	3	2
Senior Watershed Team Leader	1	2	1	1	-1
Construction Manager	0	1	1	1	0
Senior GIS Supervisor	0	0	1	1	1
Senior GIS Analyst	0	0	1	1	1
PM Property Acquisitions	0	0	0	1	1
Watershed Technician	0	0	0	1	1
TOTAL POSITIONS	12	21	25	27	6

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 8100: WATERSHED PROGRAMS**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 707,607	\$ 628,587	\$ 572,367	\$ 394,691
52030 PROFESSIONALS SALARIES	1,352,466	845,750	878,234	802,189
52031 ADMINISTRATIVE SUPPORT SALARIES	56,301	55,662	57,391	56,775
52036 PARA-PROFESSIONAL SALARIES	-	-	38,693	99,406
52060 STUDENT SALARIES	179,962	228,878	59,336	-
52071 LONGEVITY	5,500	5,400	3,650	6,650
52081 SICK BUY OUT	20,445	19,000	7,804	8,000
52230 PROFESSIONAL OVERTIME	-	-	255	-
52236 PARA-PROFESSIONAL OVERTIME	-	4,792	252	2,000
52260 STUDENT OVERTIME	861	1,000	360	-

Total Salary & Wages

\$ 2,323,142	\$ 1,789,069	\$ 1,618,342	\$ 1,369,710
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Personnel Benefits

52310 HEALTH CARE	\$ (75,082)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	15,575	-	-	-
52313 WELLNESS CREDIT	5,944	-	-	5,846
52320 OPERS	328,065	250,469	249,921	194,377
52340 LIFE INSURANCE	256	-	(848)	-
52360 MEDICARE	33,584	31,787	22,653	20,132
52370 UNIFORM ALLOWANCE	5,693	1,000	3,773	2,000

Total Personnel Benefits

\$ 314,035	\$ 283,256	\$ 275,499	\$ 222,356
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Reimbursable Expenses

52410 TRAVEL	\$ 43,157	\$ 25,700	\$ 22,147	\$ 25,700
52430 EMPLOYEE EDUCATION	17,209	14,245	7,498	14,245

Total Reimbursable Expenses

\$ 60,366	\$ 39,945	\$ 29,645	\$ 39,945
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Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ (807,101)	\$ 343,624	\$ 418,122	\$ 453,874
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	309	-	-	-

Total Professional Services

\$ (806,792)	\$ 343,624	\$ 418,122	\$ 453,874
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Contractual Services

52715 PRINTING	\$ 287	\$ 2,250	\$ 322	\$ 3,500
52730 DUES AND SUBSCRIPTIONS	2,882	7,344	15,242	3,500
52770 UNIFORMS	118	2,000	(25)	-
52775 LICENSES, FEES, AND PERMITS	156,959	192,035	282,952	187,125
52780 OTHER CONTRACTUAL SERVICES	1,239,441	2,858,500	589,796	417,480

Total Contractual Services

\$ 1,399,686	\$ 3,062,129	\$ 888,287	\$ 611,605
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Materials & Supplies

52805 OFFICE SUPPLIES	\$ 3,725	\$ 4,875	\$ 4,262	\$ 3,700
52810 FUEL AND OIL	-	1,200	60	-
52845 GENERAL HARDWARE SUPPLIES	4	-	37	-
52846 EQUIPMENT AND INSTRUMENTATION PARTS	13	-	1,035	-
52851 OTHER MINOR EQUIPMENT	1,887	2,000	796	1,500
52860 POSTAGE, UPS	-	500	-	500
52865 OTHER SUPPLIES	189	1,000	72	500
52870 FREIGHT	22	200	8	200

Total Materials & Supplies

\$ 5,840	\$ 9,775	\$ 6,270	\$ 6,400
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BUDGET CENTER TOTAL

\$ 3,296,277	\$ 5,527,798	\$ 3,236,164	\$ 2,703,890
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**NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER
BUDGET CENTER 8100: WATERSHED PROGRAMS**

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ -	\$ 109,238	\$ -	\$ 215,463
52030 PROFESSIONALS SALARIES	-	553,094	550,590	1,406,754
Total Salary & Wages	\$ -	\$ 662,332	\$ 550,590	\$ 1,622,217
Personnel Benefits				
52320 OPERS	\$ -	\$ 92,727	\$ 77,082	\$ 227,110
52360 MEDICARE	-	9,630	8,260	23,522
Total Personnel Benefits	\$ -	\$ 102,357	\$ 85,342	\$ 250,632
Reimbursable Expenses				
52410 TRAVEL	\$ -	\$ -	\$ -	\$ 31,275
52430 EMPLOYEE EDUCATION	159	-	840	13,935
Total Reimbursable Expenses	\$ 159	\$ -	\$ 840	\$ 45,210
Professional Services				
52610 GENERAL PROFESSIONAL SERVICES	\$ 842,781	\$ 14,210,206	\$ 9,538,075	\$ 11,445,727
Total Professional Services	842,781	14,210,206	9,538,075	11,445,727
Contractual Services				
52715 PRINTING	\$ 34,323	\$ 65,000	\$ 18,158	\$ 25,000
52730 DUES AND SUBSCRIPTIONS	6,000	7,780	6,000	8,005
52770 UNIFORMS	-	-	-	2,000
52775 LICENSES, FEES, AND PERMITS	-	-	76,848	40,000
52780 OTHER CONTRACTUAL SERVICES	914,575	14,322,697	8,769,731	14,461,415
Total Contractual Services	\$ 954,898	\$ 14,395,477	\$ 8,870,737	\$ 14,536,420
Materials & Supplies				
52846 EQUIPMENT AND INSTRUMENTATION PARTS	\$ -	\$ -	\$ 13,751	\$ -
52851 OTHER MINOR EQUIPMENT	-	-	-	6,500
52860 POSTAGE, UPS	-	-	-	500
52865 OTHER SUPPLIES	346	-	-	-
Total Materials & Supplies	\$ 346	\$ -	\$ 13,751	\$ 7,000
BUDGET CENTER TOTAL	\$ 1,798,184	\$ 29,370,372	\$ 19,059,335	\$ 27,907,206

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Internal Audit -- 8200	
MANAGED BY John A. Wasko Internal Audit Manager	
<div>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</div>	
<div><div>Internal Audit Objectives</div><div>Assist the organization with identifying risks to completing objectives and identifying the controls used by management to mitigate those risks through the audit planning process with the intent to improve the District's ability to achieve its objectives.</div><div>Provide assurance to District Management of 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.</div><div>Organizational Risk Management Objectives</div><div>To help management identify and assess risks and determine the proper risk treatment methods to avoid, reduce, transfer, or control risk.</div><div>To engage internal and external resources to manage the District’s risk activities effectively, to monitor outcomes and to promote transparency and accountability.</div><div>To ensure that the District’s risk bearing capacity is allocated into different business areas according to chosen strategies and that risks are properly qualified</div></div>	
<div>2018 Accomplishments</div> <div><ul style="list-style-type: none">• Maintained Key Performance Indicators (KPIs) goals – audit plan, audit milestones, audit follow-ups and audit surveys.• Continued milestone-driven performance for individual audits with time management monitoring.• Enhanced the COSO principle of communication by developing monthly status communication for audit activities and remediation status.</div>	<div>2019 Goals</div> <div><ul style="list-style-type: none">• Continue improvement in the completion of audits on a timely basis- KPI improvements related to milestone performance.• Continue ERM efforts and communication of District risks and controls.• Revision of audit universe activities to incorporate Strategic Risk Survey results to facilitate audit plans.</div>

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER	Internal Audit -- 8200
MANAGED BY	John A. Wasko Internal Audit Manager
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<ul style="list-style-type: none"> • Incorporate ERM specific risks and controls into individual audit planning, objectives, scope and procedures. • Ongoing COSO risk identification and documentation of compliance principles of internal control in audit planning and workpapers. • Completion of the 2018 Audit Plan. • Continued updating and maintenance of the Insurance Certification database. • Completed testing and implementation of new TeamMate audit software and related risk management tools. • Formal COSO certification and Data Analytics training for audit staff successfully completed. 	<ul style="list-style-type: none"> • COSO - continuous implementation of compliance principles of risk identification, ownership and internal control. • Insurance – Maintain Certification of Insurance database and enhance capabilities by reviewing RMIS options. • Continue insurance-cost and value analysis for cost trends, cost of risk, and ongoing reserve analysis. • Development of Audit Committee relationships to guide Budget Center 8200 mission and objectives. • Maintain and expand professional certifications. • Implementation of business intelligence partnership with IT, and/or use of enhanced BI software and techniques.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

INTERNAL AUDIT -- 8200

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	ACTUAL	2019 BUDGET	BUDGET CHANGE
Manage of Risk & Internal Audit	1	1	1	1	0
Senior Internal Auditor	3	3	2	2	(1)
Internal Auditor	1	1	1	2	1
Risk & Claims Analyst	0	0	0	1	1
TOTAL POSITIONS	5	5	5	6	1

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 8200: INTERNAL AUDIT**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 331,312	\$ 332,027	\$ 299,284	\$ 265,063
52030 PROFESSIONALS SALARIES	50,513	63,187	79,523	167,028
52036 PARA-PROFESSIONAL SALARIES	-	34,158	19,294	38,146
52060 STUDENT SALARIES	9,598	-	(589)	-
52071 LONGEVITY	600	600	600	600
Total Salary & Wages	\$ 392,022	\$ 429,972	\$ 398,112	\$ 470,837

Personnel Benefits

52310 HEALTH CARE	\$ (8,352)	\$ -	\$ 38,333	\$ 150,000
52311 HEALTH CARE OPT-OUT FULL	4,375	-	-	-
52313 WELLNESS CREDIT	1,168	1,066	-	1,066
52320 OPERS	54,883	60,196	55,722	65,917
52330 WORKERS COMPENSATION	88,606	80,000	85,858	120,000
52340 LIFE INSURANCE	40	-	(136)	-
52360 MEDICARE	5,750	6,235	5,581	6,827
52370 UNIFORM ALLOWANCE	1,133	-	1,127	-
Total Personnel Benefits	\$ 147,603	\$ 147,497	\$ 186,485	\$ 343,810

Reimbursable Expenses

52410 TRAVEL	\$ 9,262	\$ 12,000	\$ 7,896	\$ 14,000
52430 EMPLOYEE EDUCATION	8,510	10,000	13,480	12,000
Total Reimbursable Expenses	\$ 17,771	\$ 22,000	\$ 21,376	\$ 26,000

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 190,857	\$ 275,500	\$ 107,202	\$ 275,500
Total Professional Services	\$ 190,857	\$ 275,500	\$ 107,202	\$ 275,500

Contractual Services

52725 INSURANCE AND BONDS	\$ 762,390	\$ 985,000	\$ 881,263	\$ 1,350,000
52730 DUES AND SUBSCRIPTIONS	3,614	5,200	3,600	5,200
52770 UNIFORMS	-	530	-	530
Total Contractual Services	\$ 766,004	\$ 990,730	\$ 884,863	\$ 1,355,730

Materials & Supplies

52805 OFFICE SUPPLIES	\$ -	\$ 2,500	\$ 562	\$ 2,500
52865 OTHER SUPPLIES	126	-	(88)	-
52870 FREIGHT	22	200	11	200
Total Materials & Supplies	\$ 148	\$ 2,700	\$ 485	\$ 2,700

BUDGET CENTER TOTAL

\$ 1,514,406	\$ 1,868,399	\$ 1,598,522	\$ 2,474,577
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NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER	Stormwater Inspection and Maintenance -- 8300
MANAGED BY	George Remias Manager of Stormwater & Maintenance
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<p>The Stormwater Inspection and Maintenance (SWIM) Department is responsible for the inspection and maintenance activities of watershed assets.</p> <ul style="list-style-type: none"> • Inspection Program – The inspection program will respond to customer requests, emergency calls, urgent storm events, and conduct routine inspections. The inspection program will also provide supporting information to conduct maintenance for any asset that the SWIM Department is authorized to maintain, or any construction project requested by E&C or Watershed Departments. • Department Administration – Department administration is intended to develop, implement, and maintain the most effective and sustainable SWIM department, which may include policies, procedures, workflows, standards, training, tools, and equipment to support a reliable, preventive, and predictive asset management approach. 	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • Improved customer and community response by using trail cam monitors for inspection/maintenance activities • Expanded types of maintenance by implementing small scale projects • Improved Consistency by creating an asset inventory standards for RSS assets • Ensured regulatory compliance by managing the GI Property Management contract for the GI consent decree sites • Ensured regulatory compliance by submitting to ODNR an updated EAP and OMI for Lakeview Dam 	<ul style="list-style-type: none"> • Improve customer and community response by defining NWS flood stages to stream monitors and install additional trail cameras • Improve customer and community service by sharing condition of RSS assets and schedule for maintenance projects • Improve RSS reliability by implementing additional small scale projects • Improve reliability by conducting grounds maintenance on newly acquired properties under the RSMP • Protect RSS assets by providing vegetation management on completed construction and small scale projects • Ensure regulatory compliance by procuring and managing a new GI Property Management contract for the GI consent decree sites • Ensure regulatory compliance at Lakeview Dam by implementing any repairs noted on the recent ODNR Dam Safety Inspection Report

NORTHEAST OHIO REGIONAL SEWER DISTRICT

STORMWATER INSPECTION AND MAINTENANCE -- 8300

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	ACTUAL	2019 BUDGET	BUDGET CHANGE
Manager of Stormwater Inspection & Maintenance	1	1	1	1	0
Supervisor of Stormwater Inspection	1	2	2	2	0
Asset Reliability Manager	1	1	1	1	0
Stormwater Data Maintenance Administrator	1	2	2	2	0
Junior Stormwater Inspector	2	2	2	2	0
Stormwater Maintenance Project Coordinator	2	2	1	2	0
Stormwater Inspectors	2	2	0	2	0
Contract Administrator	1	1	1	1	0
TOTAL POSITIONS	11	13	10	13	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WASTEWATER

BUDGET CENTER 8300: STORMWATER INSPECTION AND MAINTENANCE

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ (4,903)	\$ -	\$ (6,102)	\$ -
52030 PROFESSIONALS SALARIES	2,273	-	(4,521)	-
52031 ADMINISTRATIVE SUPPORT SALARIES	-	-	765	-
52034 TECHNICIANS SALARIES	2,279	-	(1,474)	-
52060 STUDENT SALARIES	884	-	(3,598)	-
52071 LONGEVITY	900	-	900	-
52260 STUDENT OVERTIME	(11)	-	-	-
Total Salary & Wages	\$ 1,423	\$ -	\$ (14,030)	\$ -
Personnel Benefits				
52310 HEALTH CARE	\$ 407	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	-	-	-	-
52313 WELLNESS CREDIT	-	-	-	-
52320 OPERS	(3,009)	-	2,912	-
52340 LIFE INSURANCE	672	-	56	-
52360 MEDICARE	(122)	-	129	-
52370 UNIFORM ALLOWANCE	-	-	-	-
Total Personnel Benefits	\$ (2,052)	\$ -	\$ 3,098	\$ -
Reimbursable Expenses				
52410 TRAVEL	\$ 1,399	\$ -	\$ -	\$ -
Total Reimbursable Expenses	\$ 1,399	\$ -	\$ -	\$ -
Contractual Services				
52770 UNIFORMS	\$ 1,705	\$ -	\$ 1,041	\$ -
52775 LICENSES, FEES, AND PERMITS	(926)	-	-	-
52780 OTHER CONTRACTUAL SERVICES	(6,000)	-	-	-
Total Contractual Services	\$ (5,221)	\$ -	\$ 1,041	\$ -
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 17	\$ -	\$ -	\$ -
52840 LABORATORY SUPPLIES	2	-	-	-
52845 GENERAL HARDWARE SUPPLIES	1,234	-	-	-
52846 EQUIPMENT AND INSTRUMENTATION PARTS	188	-	-	-
52851 OTHER MINOR EQUIPMENT	89	-	-	-
52865 OTHER SUPPLIES	1,409	-	-	-
Total Materials & Supplies	\$ 2,939	\$ -	\$ -	\$ -
BUDGET CENTER TOTAL	\$ (1,512)	\$ -	\$ (9,891)	\$ -

NORTHEAST OHIO REGIONAL SEWER DISTRICT

STORMWATER

BUDGET CENTER 8300 STORMWATER INSPECTION AND MAINTENANCE

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	\$ 296,129	\$ 362,093	\$ 374,472	\$ 382,195
52030 PROFESSIONALS SALARIES	244,988	206,489	289,122	385,973
52031 ADMINISTRATIVE SUPPORT SALARIES	40,062	29,020	107,139	129,973
52034 TECHNICIANS SALARIES	138,723	251,140	97,788	72,074
52036 PARA-PROFESSIONAL SALARIES	-	14,232	59,529	152,585
52060 STUDENT SALARIES	83,038	190,939	45,922	-
52071 LONGEVITY	-	900	1,200	1,600
52081 SICK BUY OUT	-	12,600	-	-
52236 PARA-PROFESSIONAL OVERTIME	-	-	175	-
52260 STUDENT OVERTIME	122	-	40	-
Total Salary & Wages	\$ 803,063	\$ 1,067,413	\$ 975,387	\$ 1,124,401
Personnel Benefits				
52310 HEALTH CARE	\$ (16,526)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	3,325	-	-	-
52313 WELLNESS CREDIT	1,755	1,800	-	1,800
52320 OPERS	109,228	149,438	132,009	157,416
52340 LIFE INSURANCE	-	-	(208)	-
52360 MEDICARE	11,527	15,478	13,583	16,304
52370 UNIFORM ALLOWANCE	1,583	1,056	313	1,056
Total Personnel Benefits	\$ 110,892	\$ 167,772	\$ 145,698	\$ 176,576
Reimbursable Expenses				
52410 TRAVEL	\$ 1,719	\$ 4,200	\$ 3,933	\$ 7,068
52430 EMPLOYEE EDUCATION	60	3,400	2,755	11,516
Total Reimbursable Expenses	\$ 1,779	\$ 7,600	\$ 6,688	\$ 18,584
Contractual Services				
52715 PRINTING	\$ 219	\$ 300	\$ 219	\$ 300
52730 DUES AND SUBSCRIPTIONS	311	250	481	360
52770 UNIFORMS	313	1,000	494	1,000
52775 LICENSES, FEES, AND PERMITS	-	1,000	-	1,000
52780 OTHER CONTRACTUAL SERVICES	1,372,813	2,823,000	1,540,123	2,559,860
Total Contractual Services	\$ 1,373,656	\$ 2,825,550	\$ 1,541,318	\$ 2,562,520
Materials & Supplies				
52805 OFFICE SUPPLIES	\$ 1,028	\$ 1,500	\$ -	\$ -
52840 LABORATORY SUPPLIES	8	-	42	-
52845 GENERAL HARDWARE SUPPLIES	3,447	4,000	1,330	4,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	3,187	3,000	1,523	6,000
52851 OTHER MINOR EQUIPMENT	5,876	14,000	13,551	4,000
52865 OTHER SUPPLIES	2,967	2,000	2,734	2,000
52870 FREIGHT	26	-	49	-
Total Materials & Supplies	\$ 16,539	\$ 24,500	\$ 19,229	\$ 16,000
BUDGET CENTER TOTAL	\$ 2,305,928	\$ 4,092,835	\$ 2,688,318	\$ 3,898,080

BUDGET CENTER: Health & Safety - 8400 MANAGED BY: Carla DeSantis Manager of Health and Safety			
<p align="center">DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>			
The role of the Health and Safety Department is the prevention of workplace fatalities, injuries, illnesses through organization compliance to applicable health and safety regulations. The Health and Safety Department enables the District employees to perform their duties safely while supporting the District's goal of meeting all NPDES permit limits.			
2018 Accomplishments		2019 Goals	
*	Department was restructured under Watersheds (formerly O&M) in the Regulatory Compliance division.	*	Continue integration with Environmental Compliance staff to enhance the Regulatory Compliance division.
*	Enhanced Health & Safety department via elimination of ineffective staff.	*	Fill open positions with competent and efficient Health & Safety professionals
*	Completed updating and implementation of programs to prevent injuries in the following areas: 1) Confined Space Entry 2) Respiratory Protection	*	Continue to implement and enhance programs to prevent injuries in the following three areas: 1) Lockout/Tagout 2) Electrical Safety 3) Health & Safety Training Program
*	Continued to implement and enhance programs to prevent injuries in the following areas: 1) Lockout/Tagout 2) Electrical Safety	*	1) Finalize and implement revised Lockout/Tagout program (consistent procedures and training). 2) Continue development of Electrical Safety program and procedures.
*	Developed labor/management task force teams to guide the development of health and safety programs with specific focus on Lockout/Tagout and Electrical Safety	*	Continue quarterly meetings with task force teams, making forward progress on program development and safety culture improvement.
*	Began implementation of revised Health and Safety training curriculum	*	Continue refinement of Health & Safety training curriculum. Develop and publish standardized schedule of classes.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

HEALTH & SAFETY -- 8400

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	ACTUAL	2019 BUDGET	BUDGET CHANGE
Manager of Health & Safety	1	1	1	1	0
Health & Safety Coordinator	1	1	1	1	0
Health & Safety Specialist	4	4	4	4	0
TOTAL POSITIONS	6	6	6	6	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 8400: HEALTH & SAFETY**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 87,800	\$ 91,800	\$ 92,221	\$ 91,800
52030 PROFESSIONALS SALARIES	273,826	336,570	296,333	340,910
52036 PARA-PROFESSIONAL SALARIES	-	7,979	22,128	76,293
52060 STUDENT SALARIES	53,162	37,347	12,383	-
52071 LONGEVITY	300	300	300	300
52081 SICK BUY OUT	-	900	-	-
52236 PARA-PROFESSIONAL OVERTIME	-	150	138	1,500
52260 STUDENT OVERTIME	707	800	693	-
Total Salary & Wages	\$ 415,795	\$ 475,846	\$ 424,196	\$ 510,803

Personnel Benefits

52310 HEALTH CARE	\$ (12,913)	\$ -	\$ -	\$ -
52313 WELLNESS CREDIT	192	979	-	979
52320 OPERS	57,095	66,620	59,012	71,512
52340 LIFE INSURANCE	40	-	(96)	-
52360 MEDICARE	6,092	6,900	5,967	7,407
52370 UNIFORM ALLOWANCE	2,300	3,060	2,220	-
52380 AWARDS AND RECOGNITION	-	1,010	1,003	5,000
Total Personnel Benefits	\$ 52,807	\$ 78,569	\$ 68,106	\$ 84,898

Reimbursable Expenses

52410 TRAVEL	\$ 2,751	\$ 6,800	\$ 3,541	\$ 8,900
52430 EMPLOYEE EDUCATION	5,905	2,000	1,845	6,000
Total Reimbursable Expenses	\$ 8,656	\$ 8,800	\$ 5,386	\$ 14,900

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 47,344	\$ 236,000	\$ 58,438	\$ 154,000
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	95	19,450	9,953	83,000
Total Professional Services	\$ 47,439	\$ 255,450	\$ 68,391	\$ 237,000

Contractual Services

52715 PRINTING	\$ 4,269	\$ 6,800	\$ 3,224	\$ 6,800
52730 DUES AND SUBSCRIPTIONS	1,152	5,340	3,400	4,389
52770 UNIFORMS	1,221	700	413	870
52780 OTHER CONTRACTUAL SERVICES	129,054	200,700	72,200	141,500
Total Contractual Services	\$ 135,695	\$ 213,540	\$ 79,237	\$ 153,559

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 15	\$ 700	\$ 25	\$ 8,000
52825 CHEMICALS	-	920	-	-
52840 LABORATORY SUPPLIES	17	-	12	-
52845 GENERAL HARDWARE SUPPLIES	94	-	160	-
52846 EQUIPMENT AND INSTRUMENTATION PARTS	540	-	599	-
52851 OTHER MINOR EQUIPMENT	73,533	28,950	11,839	41,600
52861 TRAINING SUPPLIES	-	5,900	11,265	13,470
52865 OTHER SUPPLIES	1,031	100	2,635	1,020
52870 FREIGHT	61	500	30	500
Total Materials & Supplies	\$ 75,291	\$ 37,070	\$ 26,566	\$ 64,590

Equipment Repair & Maintenance

52920 EQUIPMENT REPAIR AND MAINTENANCE	\$ -	\$ -	\$ 17,572	\$ 84,700
Total Equipment Repair & Maintenance	\$ -	\$ -	\$ 17,572	\$ 84,700

BUDGET CENTER TOTAL

\$ 735,683	\$ 1,069,275	\$ 689,452	\$ 1,150,450
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NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER	Engineering and Construction -- 9000
MANAGED BY	Devona A. Marshall Director of Engineering & Construction
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<p>Responsible for the planning, design construction management and project control of all program areas of the District's Capital Improvement Program (CIP), including the CSO, Wastewater Treatment Plants, and Collection System. Administer all aspects of the engineering and construction contracts within these areas including procurement, cost negotiations, contractual changes, invoice review and approval and deliverance/acceptance of final project. Responsible to interface with member communities in coordination of community capital improvement programs with the District's own capital improvement program. Provide monthly CIP status reports to the Board that outline performance against established Key Performance Indicators.</p> <p>The main objectives of the Engineering Department in this regard for 2019 are:</p> <ul style="list-style-type: none">• Manage the planning, design, bid, construction, and closeout of all plant CSO, collection system project and meet or exceed all E&C KPIs• Lead the administration of the CSO LTCP Consent Decree projects, including staffing the planning, design, and construction and providing strategic/technical support for CD modification efforts.• Support O&M: Carryout APM efforts, conduct operational reviews during design, and provide support during startup and commissioning activities.• Complete P6 upgrade and commence SharePoint upgrade in support of the Capital Improvement Program, Stormwater Construction Program, & O&M.• Explore ways to quantify water quality improvements in the local system from the LSSES and MCIP• Finalize standard documents (ex. RFQ, RFP, General Conditions) and develop Standard Operating Procedures for Design-Build contracts• Work with HR to implement reclassifications, promotions, and equity adjustments based on newly established E&C Career Paths by April 2019• Transition Controls Group to Technical Services Group to better support needs across E&C, O&M, and Stormwater.	

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER Engineering and Construction -- 9000	
MANAGED BY Devona A. Marshall Director of Engineering & Construction	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2018 Accomplishments	2019 Goals
<ul style="list-style-type: none"> • KPI PR1: Delivered 85% of planned 2018 CIP Cashflow. (90%) • KPI PR2: Meet District Business Opportunity Program goals (20%). (27.08%) • KPI P1: Complete 2019 CIP validation process by October 2018 and prioritization by November 2018 to support 2019 budget process. (Delivered on time) • KPI P2: Meet all of 7 required 2018 Consent Decree Compliance reporting and Performance Milestones. (6 of 7) • KPI D1: Complete designs within 60 days of planned. (+10 Days) • KPI D2: Identify \$20M VE saving of the planned 2018 CIP cashflow. (\$24.2M) • KPI D3: Of the average lowest 3 bids received, EOPCC within 10%. (-10.26%) • KPI D4: Award construction contracts within 60 days of planned. (+32 Days) • KPI C1: Obtain construction substantial completion within 90 days of original contract substantial completion date. (+146 Days) • KPI C2: On average, close construction contracts within 95% of original contract amount. (99.3%) • KPI C3: Trend work orders by change categories as a percent of construction. (6.8%) 	<ul style="list-style-type: none"> • KPI PR1: Deliver 85% of planned 2019 CIP Cashflow. • KPI PR2: Meet District Business Opportunity Program goals. • KPI P1: Complete 2020 CIP validation process by October 2019 and prioritization by November 2019 to support 2020 budget process. • KPI P2: Meet all required 2019 Consent Decree Compliance reporting and Performance Milestones. • KPI D1: Complete designs within 60 days of planned. • KPI D2: Identify value engineering savings during Planning, Design and Construction Phase totaling \$15M of the planned 2019 Capital Improvement Program Cashflow • KPI D3: Of the average of lowest 3 bids received, Engineer estimates within $\pm 10\%$. • KPI D4: Award construction contracts within 60 days of planned. • KPI C1: Obtain construction substantial completion within 90 days of original contract substantial completion date. • KPI C2: On average, close construction contracts within 95% of original contract amount. • KPI C3: Trend work orders by change categories as a percent of construction.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ENGINEERING AND CONSTRUCTION -- 9000

STAFFING

Two Year History and Budget Comparison

JOB TITLE	2017 ACTUAL	2018 BUDGET	2018 ACTUAL	2019 BUDGET	BUDGET CHANGE
Director of Engineering & Construction	1	1	1	1	0
Deputy Director of Engineering & Constr.	1	1	1	1	0
Program Manager	2	1	2	2	1
Construction Manager	3	3	3	3	0
Manager of Process Controls	1	1	1	1	0
Manager of Project Controls	1	1	1	1	0
Design Manager	1	1	1	1	0
Planning Manager	1	1	1	1	0
Construction Supervisor	11	10	8	9	(1)
Engineer Technician	1	1	1	1	0
Construction Technician	4	5	6	6	1
Construction Engineer	1	1	1	1	0
Project Engineer	2	1	2	2	1
Engineer	1	2	3	3	1
Site Process QA Analyst	1	1	1	1	0
Project Manager	4	4	4	4	0
Business Analyst & Project Lead	2	2	1	1	(1)
Business Process Associate	0	0	1	1	1
Document Controls Associate	0	0	1	1	1
Process Specialists	0	0	1	1	1
Senior Project Engineer	5	5	5	5	0
Document Controls Specialst	1	1	2	2	1
Project Controls Technician	1	1	0	0	(1)
Project Controls Specialist	2	2	2	2	0
Process/Quality Assurance Analyst	2	2	1	1	(1)
Program Management System Admin.	1	1	1	1	0
Senior Construction Supervisor	7	7	7	7	0
Project Mgmt System Developer	1	1	1	1	0
Collection Sys. Dec & Const. Coordinator	1	1	1	1	0
Commissioning Manager	0	0	0	1	1
Facilities Asst.	0	1	0	0	(1)
Executive Assistant	1	0	0	1	1
Document Control Clerk	3	3	0	0	(3)
TOTAL POSITIONS	63	62	61	64	2

**NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER
BUDGET CENTER 9000: ENGINEERING & CONSTRUCTION**

Salary & Wages

	2017 Actual	2018 Adjusted Budget	2018 Unaudited Actual	2019 Adopted Budget
52020 OFFICIALS AND MANAGERS SALARIES	\$ 1,432,977	\$ 1,276,182	\$ 1,368,848	\$ 1,313,041
52030 PROFESSIONALS SALARIES	3,455,114	3,606,695	3,505,879	3,792,257
52031 ADMINISTRATIVE SUPPORT SALARIES	215,746	194,505	153,827	162,150
52034 TECHNICIANS SALARIES	34,506	51,979	15,994	-
52036 PARA-PROFESSIONAL SALARIES	-	58,413	10,211	34,158
52050 MAINTENANCE HOURLY	-	-	-	-
52060 STUDENT SALARIES	54,659	1,177	41,368	30,254
52071 LONGEVITY	11,350	11,600	11,500	11,500
52081 SICK BUY OUT	37,377	34,000	37,948	44,700
52231 ADMINISTRATIVE SUPPORT OVERTIME	-	-	100	-
52236 PARA-PROFESSIONAL OVERTIME	-	-	54	-
52260 STUDENT OVERTIME	-	-	49	-
Total Salary & Wages	\$ 5,241,729	\$ 5,234,551	\$ 5,145,779	\$ 5,388,060

Personnel Benefits

52310 HEALTH CARE	\$ (119,155)	\$ -	\$ -	\$ -
52311 HEALTH CARE OPT-OUT FULL	39,025	-	-	-
52313 WELLNESS CREDIT	9,378	8,424	-	8,424
52320 OPERS	730,053	732,837	725,281	753,404
52340 LIFE INSURANCE	488	-	(2,040)	-
52360 MEDICARE	77,718	75,901	73,207	78,031
52370 UNIFORM ALLOWANCE	10,717	-	7,833	-
Total Personnel Benefits	\$ 748,223	\$ 817,162	\$ 804,280	\$ 839,860

Reimbursable Expenses

52410 TRAVEL	\$ 36,827	\$ 62,300	\$ 39,693	\$ 53,000
52430 EMPLOYEE EDUCATION	22,709	22,700	21,706	32,000
Total Reimbursable Expenses	\$ 59,536	\$ 85,000	\$ 61,398	\$ 85,000

Professional Services

52610 GENERAL PROFESSIONAL SERVICES	\$ 9,368,946	\$ 12,875,000	\$ 10,344,406	\$ 10,700,000
Total Professional Services	\$ 9,368,946	\$ 12,875,000	\$ 10,344,406	\$ 10,700,000

Contractual Services

52715 PRINTING	\$ 2,923	\$ 10,000	\$ 5,001	\$ 8,000
52730 DUES AND SUBSCRIPTIONS	19,733	46,700	37,783	48,700
52770 UNIFORMS	4,725	15,000	1,407	15,000
52775 LICENSES, FEES, AND PERMITS	12,233	-	-	-
52780 OTHER CONTRACTUAL SERVICES	680,870	-	-	-
Total Contractual Services	\$ 720,483	\$ 71,700	\$ 44,191	\$ 71,700

Materials & Supplies

52805 OFFICE SUPPLIES	\$ 1,980	\$ 15,000	\$ 13,005	\$ 15,000
52810 FUEL AND OIL	2,868	7,000	4,413	7,000
52840 LABORATORY SUPPLIES	21	-	15	-
52845 GENERAL HARDWARE SUPPLIES	507	2,500	415	2,500
52846 EQUIPMENT AND INSTRUMENTATION PARTS	259	1,000	2,382	1,000
52851 OTHER MINOR EQUIPMENT	113	5,000	115	5,000
52865 OTHER SUPPLIES	2,198	2,000	298	2,000
Total Materials & Supplies	\$ 7,946	\$ 32,500	\$ 20,653	\$ 32,500

BUDGET CENTER TOTAL

\$ 16,146,864	\$ 19,115,913	\$ 16,420,707	\$ 17,117,119
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ACRONYMS/ GLOSSARY



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 Capital 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

GCP	Greater 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
HIPAA	Health Insurance Portability & Accounting 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

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
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

RMP	Risk Management Plan
RTA	Regional Transit Authority
SMP	Stormwater Management Program
SOP	Standard Operating Procedures
SSO	Sanitary Sewer Overflows
SSLS	Second Stage Lift Station
SST	Senior Staff Team
SRSUC	Summer Residential Sprinkling Charge Program
SWAMI	Stormwater Asset Maintenance and Inspection
SWIM	Stormwater Inspection and Maintenance
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 WasteWater 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 Capital Program, an approved 25 year plan to control CSO into the District's waterways.

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

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

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

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

GLOSSARY OF TERMS

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

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

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

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

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

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

FUND BALANCE – See “Unreserved Fund Balance”.

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

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

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

GLOSSARY OF TERMS

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

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

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

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

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

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

OUTSTANDING OBLIGATIONS – This term means outstanding purchase orders, contracts and reserves from Fund Balance.

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

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

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

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

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

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



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