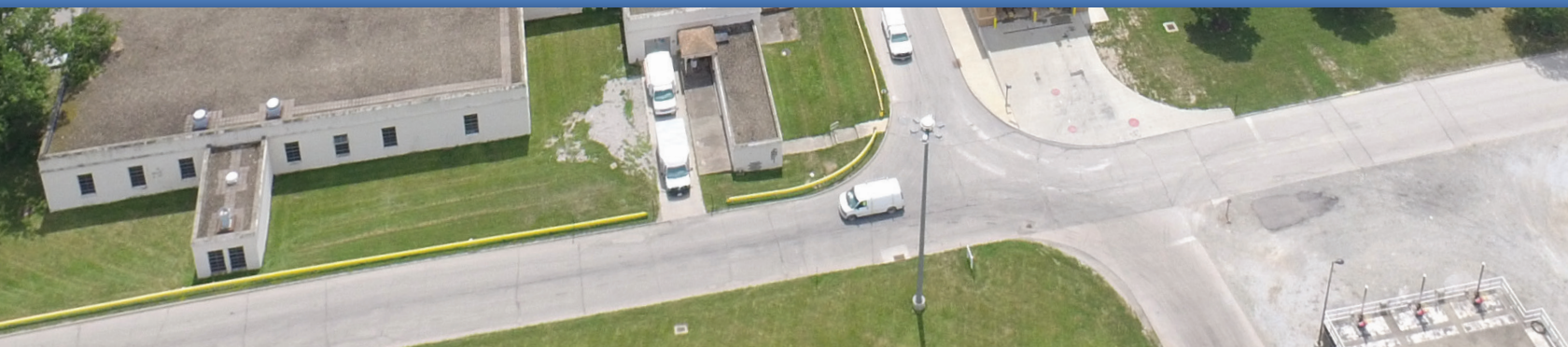




**Northeast Ohio  
Regional Sewer District**

Keeping our Great Lake great.

## **2020** Budget Report



# **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.

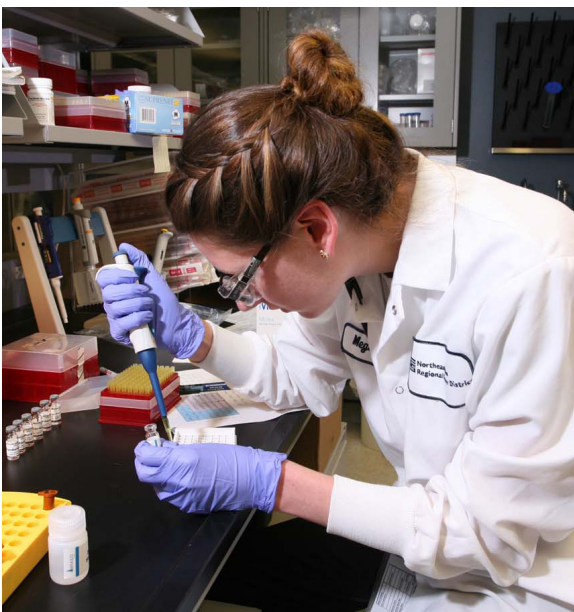
**Balanced and Informed Decision Making:** Quality decisions based on objective metrics, analysis of our systems, customer needs, and organizational goals that include diverse opinions, ideas, and perspectives.

**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**

## **2020 OFFICIALS**

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

### **BOARD OF TRUSTEES**

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

### **EXECUTIVE STAFF**

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

### **SENIOR STAFF**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Northeast Ohio Regional Sewer District  
Ohio**

For the Fiscal Year Beginning

**January 1, 2019**

*Christopher P. Morill*

Executive Director

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 CHIEF EXECUTIVE OFFICER'S MESSAGE**

March 19, 2020

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

Subject: Chief Executive Officer's Summary

Dear President Brown, Members of the Board and Customers:

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

To meet our commitments, I am pleased to present the Sewer District's 2020 Operating and Capital budgets, which were approved and adopted by the Board of Trustees on March 19, 2020. Consistent with past practices, the 2020 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**

## **2020 CHIEF EXECUTIVE OFFICER'S MESSAGE**

### **2019 Accomplishments**

In 2019 we celebrated 50 years since the last fire on the Cuyahoga River. That milestone not only marked five decades of progress but laid the foundation for future success and reaffirmed our commitment.

Our goals for 2019 were not single-year goals, but were part of a guiding framework for our decisions through 2021, the end of the current rate cycle. This summary is a representative glimpse into Staff, Operations, and Financial realities that mark our progress through highlighted accomplishments.

In the area of **Staff**, the reorganization of our Human Resources department was an effort to better align services and employee relationships to provide the strategic support necessary for Operational Readiness and other long-term workforce questions. An HR audit determined best practices, and the organization acted to make improvements. With the support and interim HR leadership of Director of Administration and External Affairs, we reorganized to maximize our team's talents and focus on future needs.

We also improved manager training and career-pathing efforts and expanded our manager training program, especially peer-to-manager training; we established a Technical Services Group to better align the efforts of Operations & Maintenance and Engineering & Construction; and we continue evaluating the operator training program for enhancements.

From an **Operations** standpoint, our plants maintained their award-winning reputations and earned National Association of Clean Water Agency awards in 2019. In addition, Operational Readiness reached a milestone, realizing more than \$4 million in annual savings since it began. These and future savings are attributed largely to efficiencies, biosolids management, energy management, and maintenance management software upgrades.

Under the Regional Stormwater Management Program, we met KPIs for spending for the first time, and all of our Stormwater Master Plans were either completed or underway as of December 31, 2019.

The first of four Local Sewer System Evaluation Studies (LSES) is complete, and technical support resulted in nearly \$5.5 million awarded to communities through our Member Community Infrastructure Program.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 CHIEF EXECUTIVE OFFICER'S MESSAGE**

Among our water-quality milestones, the Cuyahoga River “River Reborn” celebration was a huge success, telling the story of the progress that we have made possible.

In Project Clean Lake, we advanced our consent decree negotiations, and of last year’s 37 projects under construction, 22 were in active construction and 15 are in close-out at year’s end. The Euclid Creek Tunnel was fully online as of November 15, 2019, the same day we activated the Dugway Tunnel.

Looking ahead, the Doan Valley Tunnel is scheduled for activation by end of 2021; Westerly Storage Tunnel completion is scheduled for May 2021; and the Shoreline Tunnel is in design.

Our Financials are steady and strong. In 2016, we forecasted 9.6% annual increases for 2022-2026. As we closed 2019, our forecast is 6.0% annual increases. While this is subject to change, we attribute a lower forecast to favorable interest rates, bond refinance, and general fiscal responsibility. Last year finished under budget, a reflection of sound management.

In related highlights, bond refinancing saved \$37 million, reaffirming our stability and security. This reduced a potential rate increase by ½ percent. We realized \$61 million in Value Engineering savings in 2019, \$426 million since 2010. And our Business Opportunity Program invested \$54 million with 128 firms in 2019.

### **2020 Goals**

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

#### **CUSTOMER AND COMMUNITY CONNECTIONS**

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

#### **ENVIRONMENTAL PROTECTION AND SUSTAINABILITY**

- A. Expand water quality focus to increase benefits to the region’s waterways.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 CHIEF EXECUTIVE OFFICER'S MESSAGE**

- B.** Increase opportunities to improve resource management through sustainability practices.

### **FINANCIAL VIABILITY**

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

### **OPERATIONAL EXCELLENCE**

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

### **WORKFORCE PLANNING AND INVESTMENT**

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

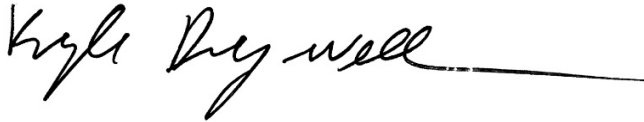
# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 CHIEF EXECUTIVE OFFICER'S MESSAGE**

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

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

Sincerely,

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

Kyle Dreyfuss-Wells  
Chief Executive Officer

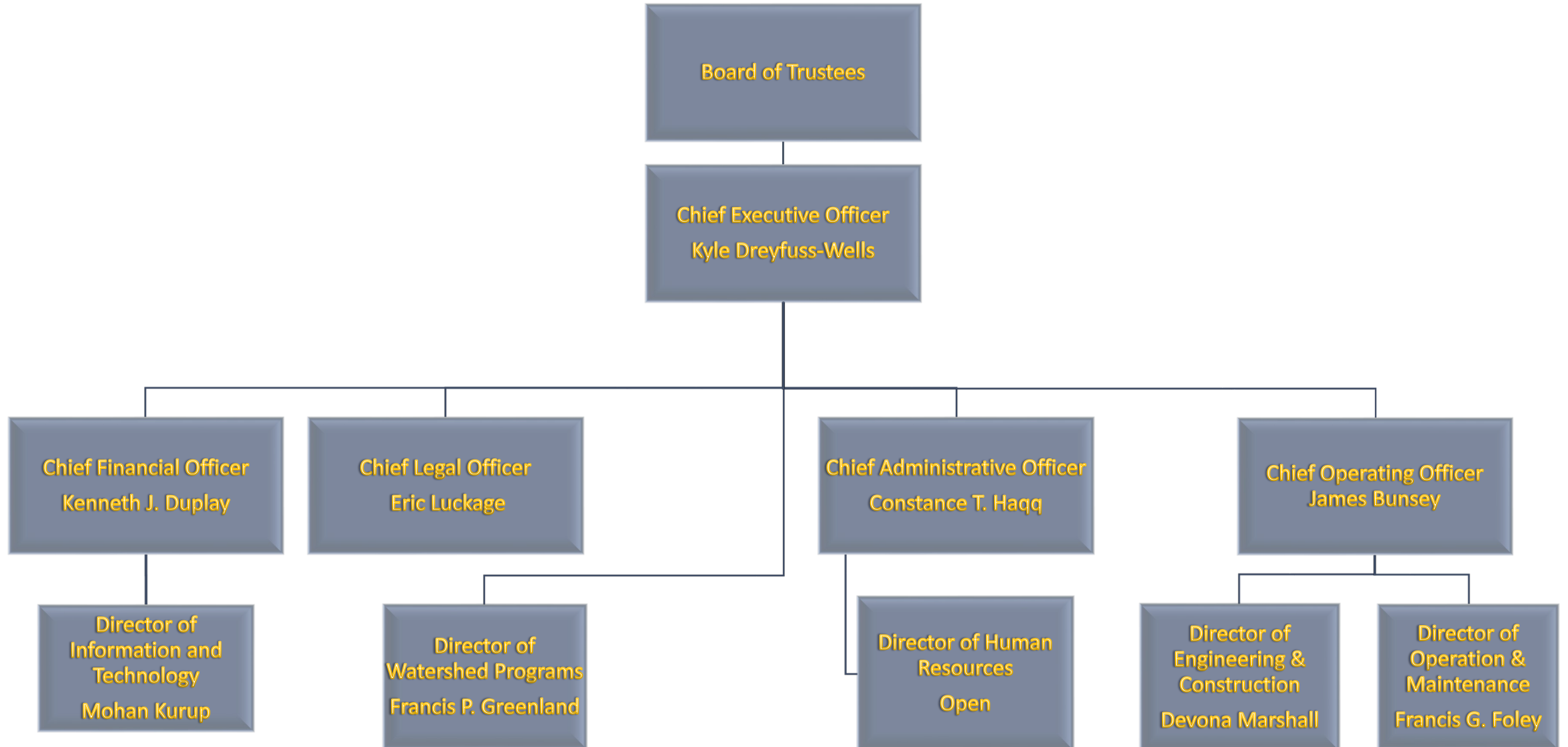
# GENERAL INFORMATION



# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## 2020 OFFICIALS TABLE OF ORGANIZATION

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



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 BOARD OF TRUSTEES**



Darnell Brown,  
Board President



Ronald D. Sulik,  
Vice President



Mayor Timothy DeGeeter,  
Secretary



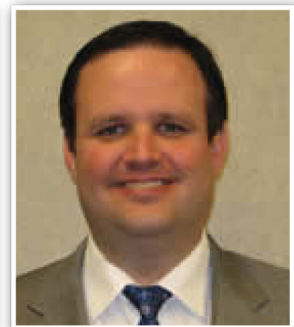
Mayor Samuel J. Alai



Mayor Jack Bacci



Sharon A. Dumas



Terry Joyce

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 BOARD OF TRUSTEES**

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

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

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

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

### *Darnell Brown, President*

Darnell Brown was appointed to the Board by the City of Cleveland Mayor in September, 2001. Mr. Brown is the Chief Operating Officer for the City of Cleveland. He attended Ohio University and is also a member of numerous professional agencies, including the Cuyahoga River Remedial Action Plan Coordinating Committee and the Doan Brook Watershed Partnership. Mr. Brown's current term expires March 1, 2025.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 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 15<sup>th</sup> District of the Ohio House of Representatives, where he was the longest consecutive member of the Ohio House. Before that he was a Parma City Councilman. Mr. DeGeeter has also served as Assistant Law Director in Avon Lake and Assistant Prosecutor in Berea. Mayor DeGeeter is a graduate of John Carroll University and the Cleveland Marshall College of Law. Mr. DeGeeter's current term expires March 1, 2022.

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

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

### *Mayor Jack Bacci, Member*

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 BOARD OF TRUSTEES – continued**

### *Sharon A. Dumas, Member*

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

### *Terry Joyce, Member*

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 DIRECTORS**



Kyle Dreyfuss-Wells,  
Chief Executive Officer



Eric Luckage,  
Chief Legal Officer



Kenneth J. Duplay,  
Chief Financial Officer



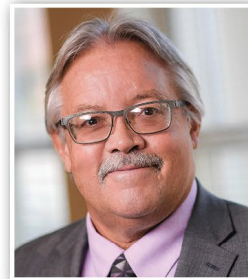
James Bunsey,  
Chief Operating Officer



Constance T. Haqq,  
Chief Administrative  
Officer



Devona Marshall,  
Director of Engineering  
& Construction



Francis P. Greenland,  
Director of  
Watershed Programs



Mohan Kurup,  
Director of  
Information Technology



Francis G. Foley,  
Director of  
Operation & Maintenance

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 DIRECTORS**

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

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

### *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**

## **2020 DIRECTORS – continued**

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

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

### *James Bunsey, Chief Operating Officer*

Mr. Bunsey joined the District in May 2010 after working 25 years as a consulting engineer for a large national water resources engineering firm where he managed several large capital improvement programs with responsibility for five offices as the Midwest Regional Manager. He has a Bachelor of Science Degree in Civil Engineering from Ohio University and is a registered Professional Engineer in Ohio. Upon joining the District as the Deputy Director of Engineering and then Director of Engineering, Mr. Bunsey was directly responsible for the planning, design, and construction of approximately \$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**

## **2020 DIRECTORS - continued**

### *Eric Luckage, Chief Legal Officer-continued*

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

### *Constance T. Haqq, Chief Administrative Officer*

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

### *Devona Marshall, Director of Engineering & Construction*

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 DIRECTORS – continued**

### *Francis P. Greenland, Director of Watershed Programs*

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

### *Mohan Kurup, Director of Information Technology*

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

### *Francis G. Foley, Director of Operation and Maintenance*

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **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.

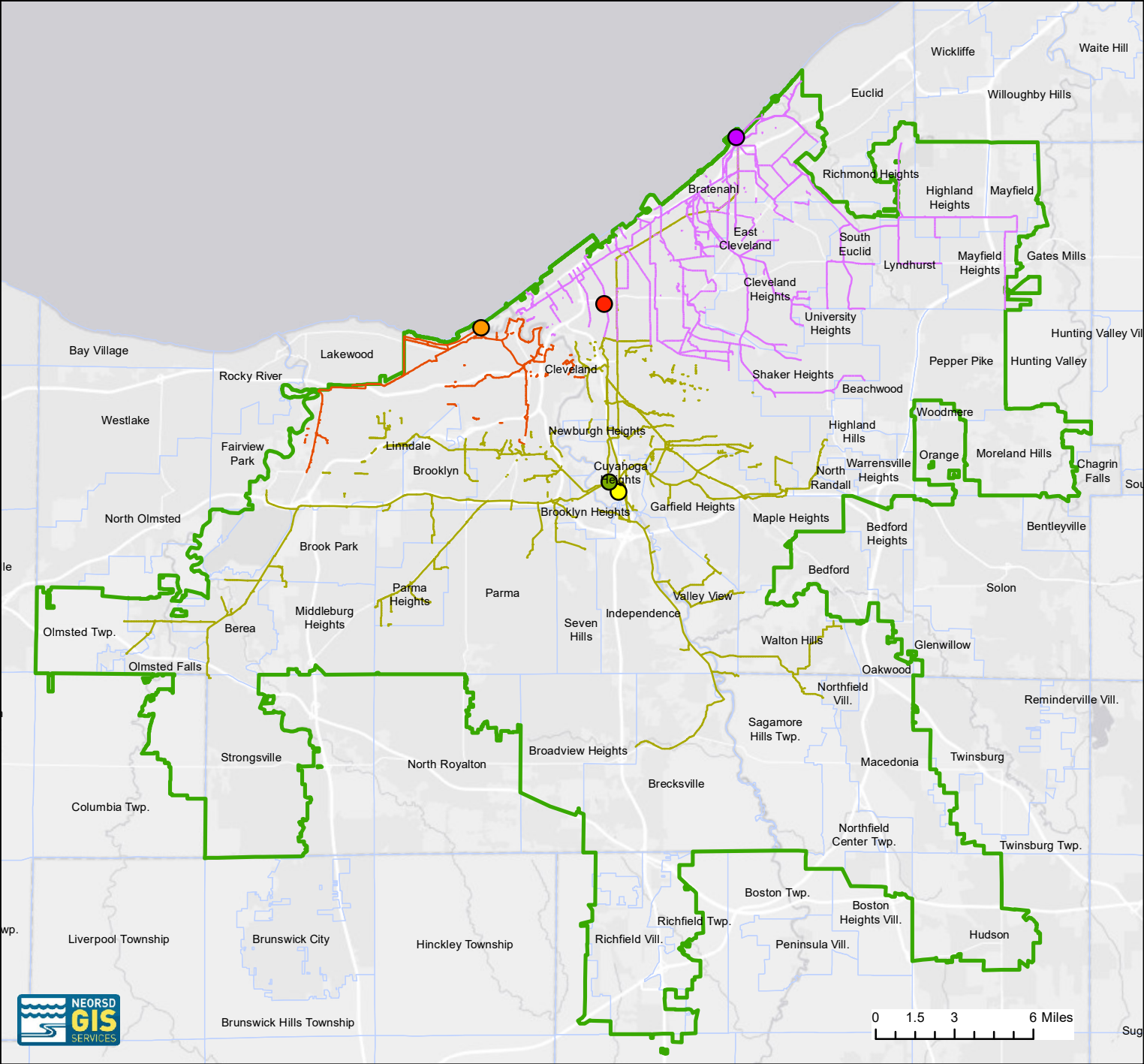
In 1979, the name of the District was changed to the Northeast Ohio Regional Sewer District.

### **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



0 1.5 3 6 Miles



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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2019 MUNICIPALITIES SERVED BY THE DISTRICT**

<u>Municipality</u>	Estimated Service Population(1)		<u>Municipality</u>	Estimated Service Population(1)
<b>SUBDISTRICT 1</b>				
Cleveland City	378,102		Total Subdistrict 1	378,102
<b>SUBDISTRICT 2</b>			<b>SUBDISTRICT 2</b>	
Bath Township	60		Middleburg Heights City	15,602
Beachwood City	12,784		Moreland Hills Village	3,253
Bedford City	-	(3)	Newburgh Heights Village	2,102
Bedford Heights City	19	(3)	North Randall Village	1,037
Berea City	18,702		North Royalton City	4,052 (2)
Boston Heights Village	741	(2)	Northfield Center Township	5,650
Bratenahl Village	1,283		Northfield Village	3,524
Brecksville City	13,314	(2)	Oakwood Village	1,619 (2)
Broadview Heights City	14,897	(2)	Olmsted Falls City	8,903 (2)
Brook Park City	18,449		Olmsted Township	8,125 (2)
Brooklyn City	10,785		Orange Village	953 (2)
Brooklyn Heights Village	1,553		Parma City	78,840
Cleveland Heights City	45,882		Parma Heights City	20,367
Columbia Township	2,363	(2)	Pepper Pike City	6,179 (2)
Cuyahoga Heights Village	701		Richfield Township	961 (2)
East Cleveland City	16,380		Richfield Village	3,757 (2)
Euclid City	364	(2)	Richmond Heights City	4,337 (2)
Garfield Heights City	27,888		Sagamore Hills Township	11,018
Gates Mills Village	443	(2)	Seven Hills City	11,750
Glenwillow Village	3	(2)	Shaker Heights City	27,856
Highland Heights City	8,121		Solon City	147 (2)
Highland Hills Village	1,124		South Euclid City	21,315
Hudson City	8,877	(2)	Strongsville City	25,575 (2)
Independence City	7,119		Twinsburg City	- (2)
Lakewood City	87	(3)	Twinsburg Township	541 (2)
Linndale Village	164		University Heights City	13,691
Lyndhurst City	13,540		Valley View Village	1,986
Macedonia City	11,677		Walton Hills Village	2,137
Maple Heights City	22,407		Warrensville Heights City	13,149
Mayfield Heights City	18,501		Willoughby Hills City	- (3)
Mayfield Village	3,286			
			Total Subdistrict 2	579,940
Total estimated service population				958,042

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2019 MUNICIPALITIES SERVED BY THE DISTRICT**

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

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **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.

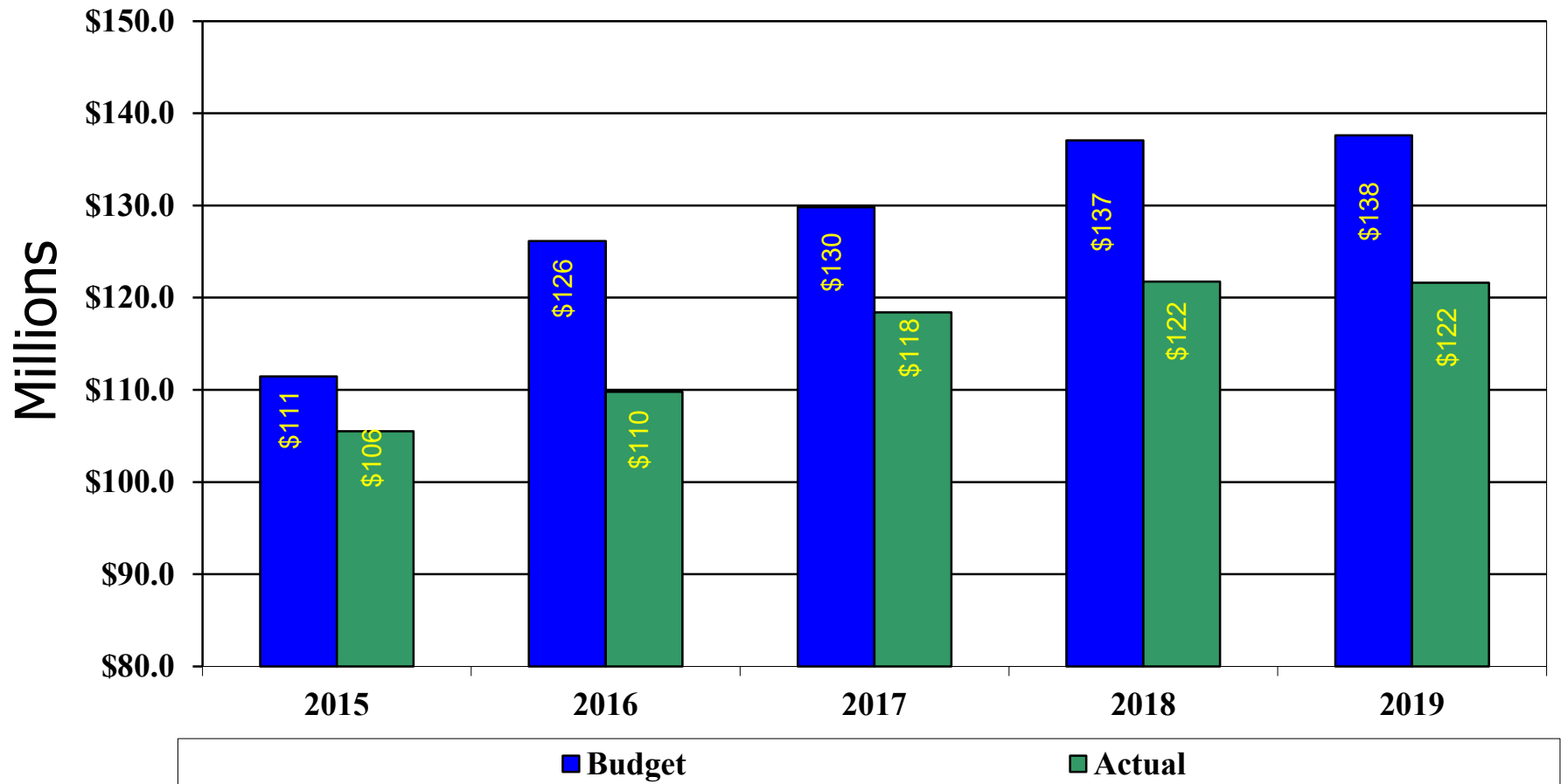
Our employees do amazing work. Our work of treating wastewater and managing stormwater is the foundation for all our efforts; whether that work is a commitment to daily efficiency, or strategic and future-oriented, our collective efforts will ensure our future success.

# PERFORMANCE MEASURES&TARGETS



# NORTHEAST OHIO REGIONAL SEWER DISTRICT

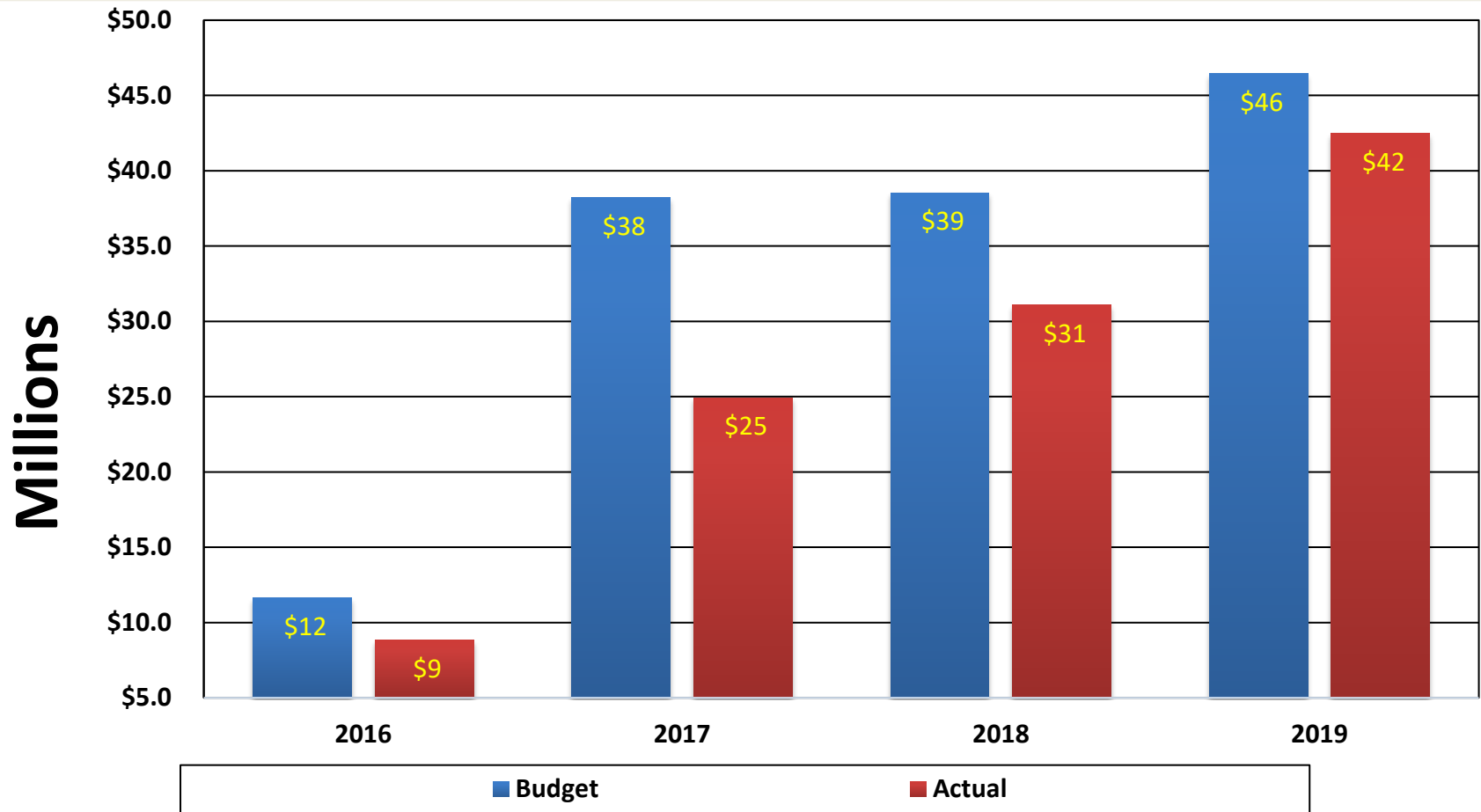
## Sewer Budget vs. Actual Operating Budget 2015-2019



# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Stormwater Budget vs. Actual Operating Budget

### 2016-2019



Net of Indirect Cost Allocation and Capital Acquisition

# Northeast Ohio Regional Sewer District

## 2019 results: Debt Service Coverage

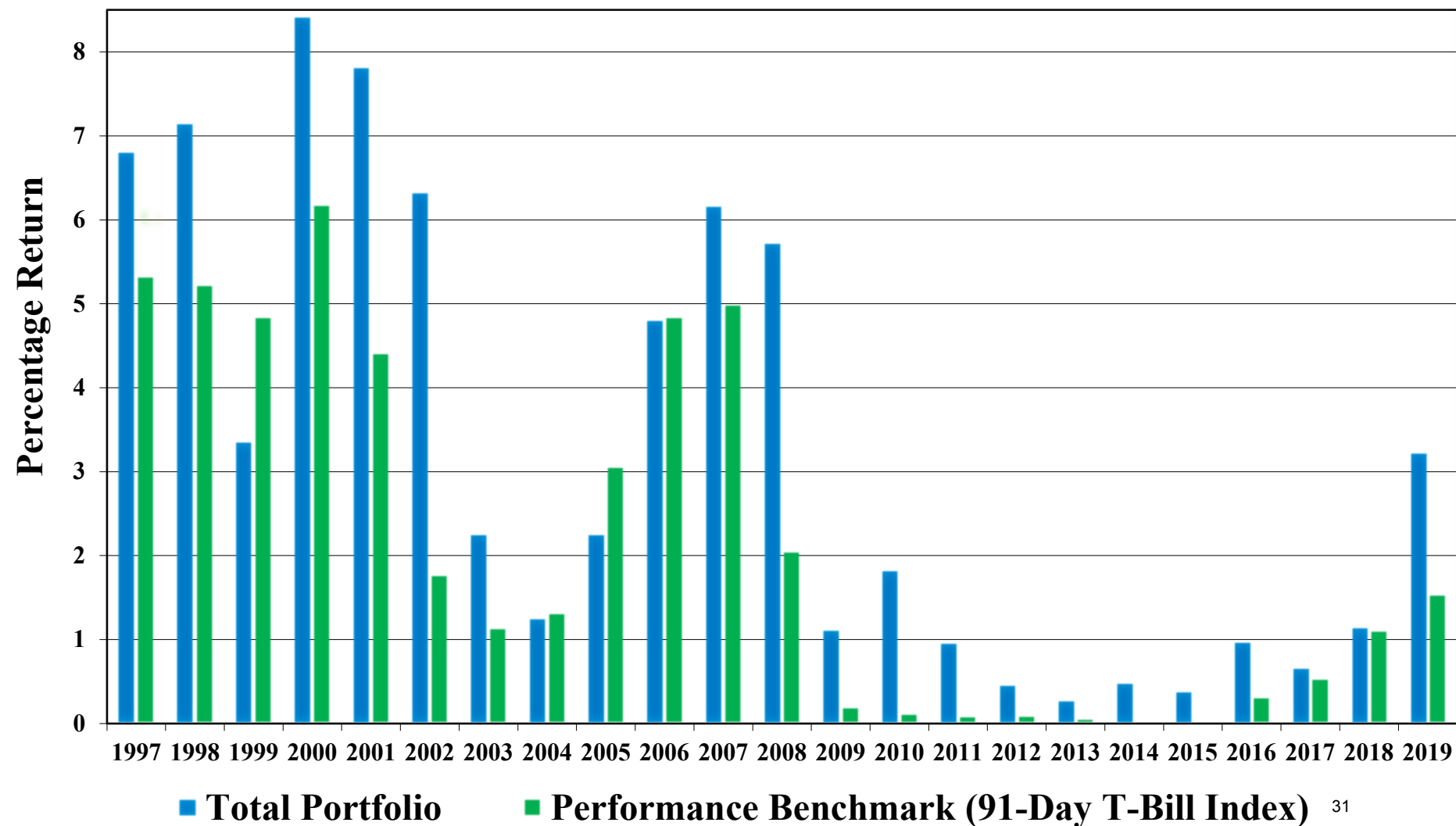
Total Revenue Available for Debt Service	\$338.7 million
Less: Net Operating Expenses	(\$121.6 million)
Net Revenue Available for Debt Service	<u>\$217.1 million</u>
Debt Service on Bonds	\$45.9 million
<b>Debt Service Coverage (1.25x Goal)</b>	<b>4.73</b>
Debt Service on All Debt	\$95.7 million
<b>Debt Service Coverage (1.05x Goal)</b>	<b>2.27</b>

Note: Revenue and Operating Expenses are unaudited

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Investment Portfolio Performance Report

### Percent Return 1997 – 2019



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2019 Wastewater Treatment Plant Performance**

### **Actual vs NPDES Limits**

The Wastewater Treameant Plants have National Pollutant Discharge Elimination System (NPDES) limits that indicate the acceptable criteria for clean water to re-enter the environment. The table below shows the NPDES performance for the three Treatment Plants in 2019.

#### **EASTERLY WWTP**

	Actual 2019 Performance	Monthly NPDES permit limit (mg/l )
CBOD (mg/l)	4	15
TSS (mg/l)	6	20
TPO <sub>4</sub> (mg/l)	0.29	1.0

#### **SOUTHERLY WWTP**

	Actual 2019 Performance	Monthly NPDES permit limit (mg/l )	Monthly NPDES permit limit (mg/l )
CBOD (mg/l)	1.5	(winter) 16	(summer) 10
TSS (mg/l)	3.14	16	
TPO <sub>4</sub> (mg/l)	0.37	0.7	

#### **WESTERLY WWTP**

	Actual 2019 Performance	Monthly NPDES permit limit (mg/l )
CBOD (mg/l)	5.8	15
TSS (mg/l)	7.1	20
TPO <sub>4</sub> (mg/l)	0.56	1.0

Key:

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

# 10 YEAR LONG TERM FINANCIAL PLAN



**Northeast Ohio  
Regional Sewer District**

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

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

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

### **BUDGET AND FINANCIAL POLICIES**

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

- **Operating Budget Policy**

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

- **Rate Revenue Policy**

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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

- **Debt Service Coverage Policy**

The District will at all times prescribe, charge and collect such rates, rentals and other charges for the use of the services of the System and shall restrict the Operating Expenses of the System in such a way that Net Revenues Available for Debt Service (adjusted for purposes of clause (A) as described in the following sentence) in each Fiscal Year shall be not less than the greater of (A) 115% of Debt Service on all Bonds then Outstanding payable during that Fiscal Year or (B) 100% of the sum of such Debt Service and all required deposits in the Debt Service Reserve Account and all amounts payable from the Subordinated Debt Service Account during that Fiscal Year including, without limitation, debt service payable on any Subordinated Indebtedness and any required deposits to any reserves securing such Subordinated Indebtedness. The Chief Financial Officer has elected to tighten the coverage requirements by setting goals of 200% of debt service required for the 2010, 2013, 2014, 2016, 2017, 2019 and 2020 Bonds and 150% of all District debt service. For purposes of clause (A) of the preceding sentence, “Net Revenues Available for Debt Service” for any Fiscal Year shall include any amounts transferred from the Rate Stabilization Account to the Reserve Operating Account during such Fiscal Year, but shall be reduced by any amounts transferred from the Reserve Operating Account to the Rate Stabilization Account during that period.

- **Reserve Policy**

- **GENERAL OPERATING RESERVE**

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

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

- **DEBT SERVICE RESERVE**

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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

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.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

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

- **Debt Management Policy**

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

- **Interest Rate Swap Policy**

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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

- **Capital Asset Policy**

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

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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

### **OPERATION AND MAINTENANCE EXPENSES**

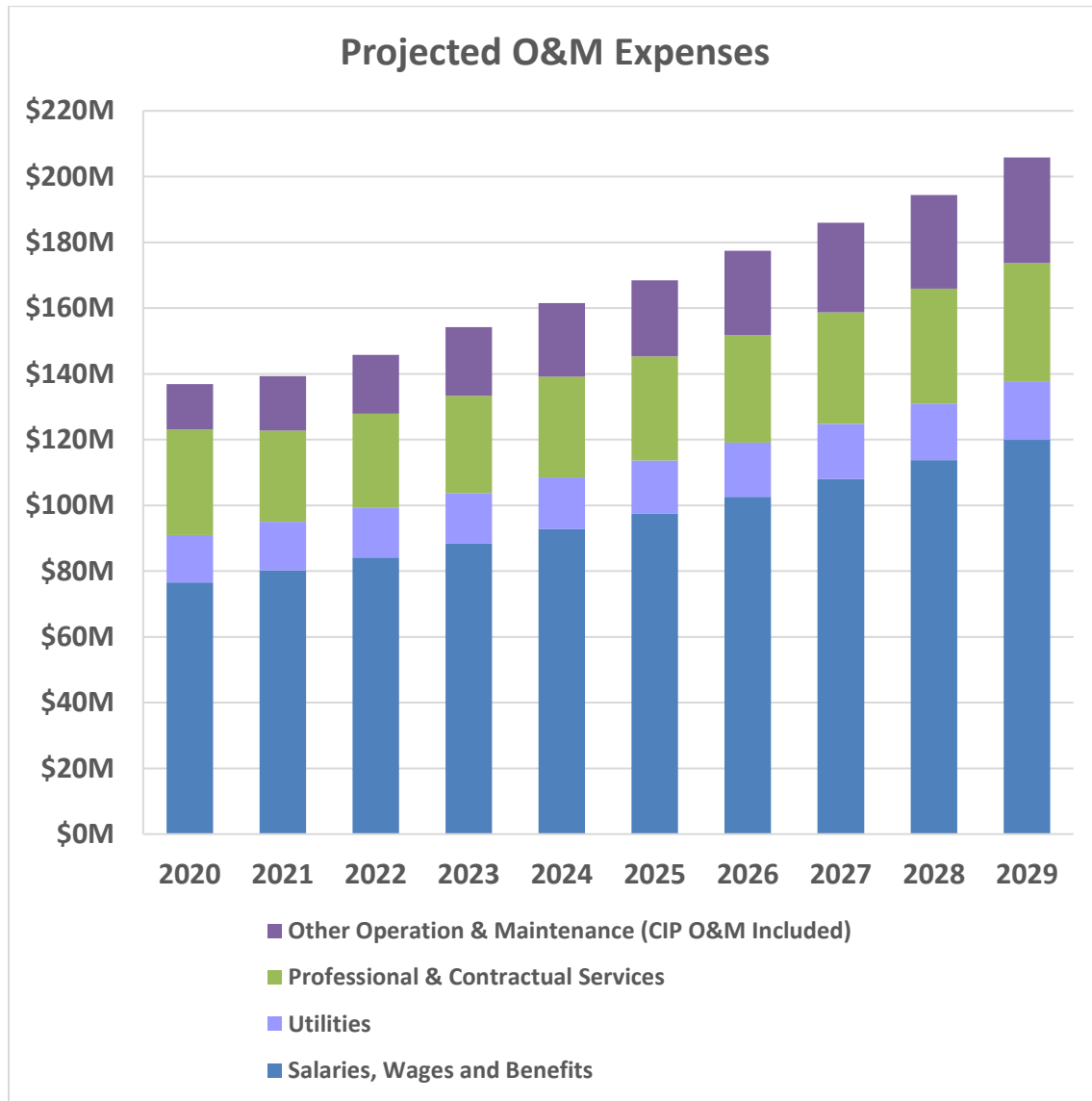
Over the past several years the District has identified opportunities to maximize operational efficiencies and minimize costs while continuing to provide safe and reliable services. Specific strategies employed include contractual purchase agreements with electricity and natural gas providers to limit 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 2020 through 2029. Over the past decade, the District's O&M costs have increased annually by a compounded rate of 2.5% due in large part to substantial cost pressures from certain categorical costs, particularly energy, chemicals, and health care. It is likely the level of increases for these types of costs, which have been higher than general inflation, will continue over the planning period. District staff has carefully reviewed other operating costs and identified reasonable escalation factors that considered historical levels of inflation as measured by the consumer price index, potential risk associated with future inflation, and the length of the financial planning period. The length of the financial planning period is particularly important as consideration must be given for the potential inflationary pressures over the next ten years which, based on levels of liquidity in the economy, may present a significant risk.

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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**



## **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) (2020 – 2029) 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 2020 – 2029 are approximately \$2.4 billion.

# **Northeast Ohio Regional Sewer District**

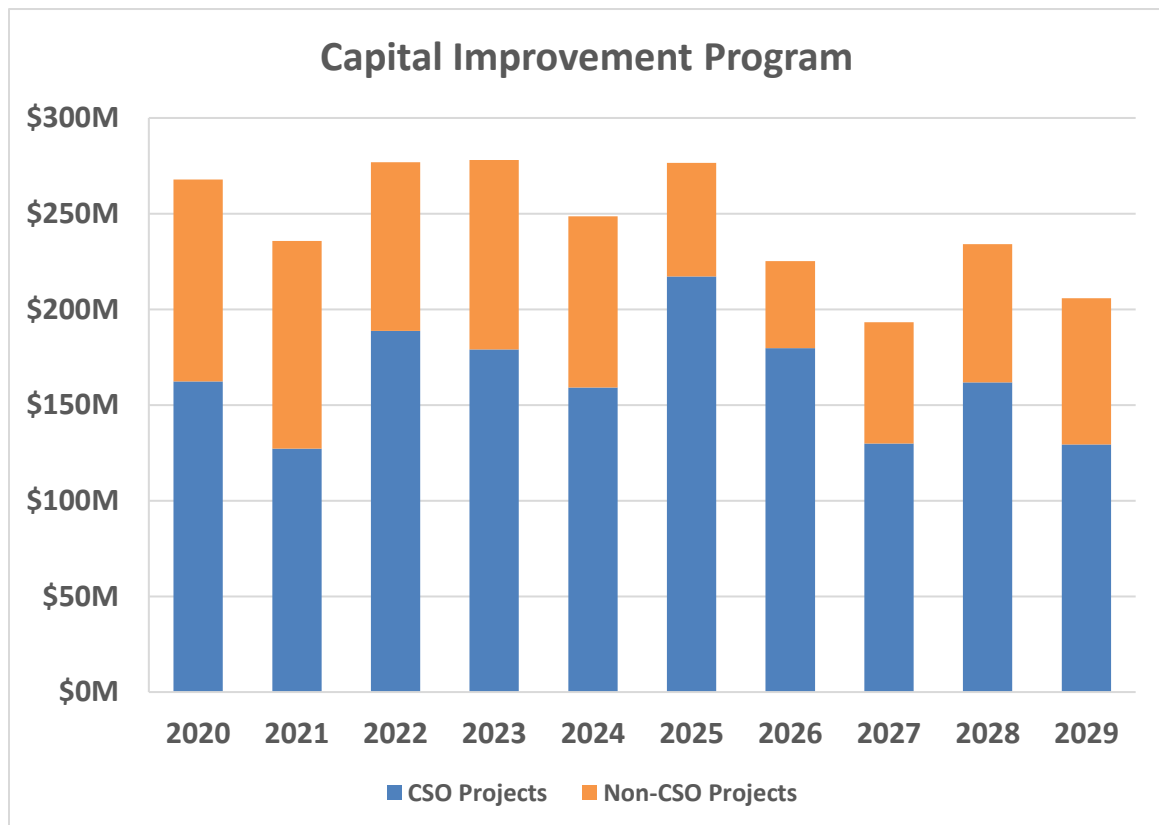
## **10 Year Long-Term Financial Plan 2020-2029**

- **Non-CSO Projects**

The District has identified approximately \$807.9 million in Non-CSO capital improvements in 2020 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 \$229.4 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 \$1.6 billion in CSO LTCP improvements to be completed over the ten year planning period.



# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

### **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.

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

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

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

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

➤ Est. Construction Cost: \$142M, Start Date: 1st Quarter 2021

- 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.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

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

➤ Est. Construction Cost: \$222M, 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.

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

➤ Est. Construction Cost: \$79M, Start Date: 2nd Quarter 2021

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

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

➤ Est. Construction Cost: \$40M, 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 2029.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

### ❖ **Southerly Tunnel (SOT-9090)**

➤ Est. Construction Cost: \$349M, Start Date: 1st Quarter 2024

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

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

➤ Est. Construction Cost: \$79M, Start Date: 2nd Quarter 2025

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

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

➤ Est. Construction Cost: \$36M, Start Date: 4th Quarter 2026

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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

### **❖ Big Creek Tunnel (BCT-9099)**

➤ Est. Construction Cost: \$243M, Start Date: 1st Quarter 2028

- The Big Creek Tunnel (BCT) project includes the construction of a 20-foot diameter storage tunnel extending approximately 22,500 feet in length.
- The BCT will drain into the Big Creek interceptor to the SWWTP.
- This project will have significant costs during the end the ten year planning period ending in 2029.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

### **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 \$894 million) of the capital plan through 2029. 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 33.0% over the period through the end of projections in 2029.

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

The District has established a Capital Equipment and Infrastructure Repair and Replacement Reserve ("Capital R&R Reserve"), which is a subset of the main Capital Account, to be used for non-recurring expenses for the replacement of aging infrastructure. The purpose of the reserve is to ensure sufficient funds are available to enable the replacement of aging infrastructure over an adequate replacement cycle. The estimated balance in the Capital R&R Reserve in 2020 is approximately \$58.9 million and grows to approximately \$61.6 million in 2029 due to interest earnings.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

- **WPCLF Loans**

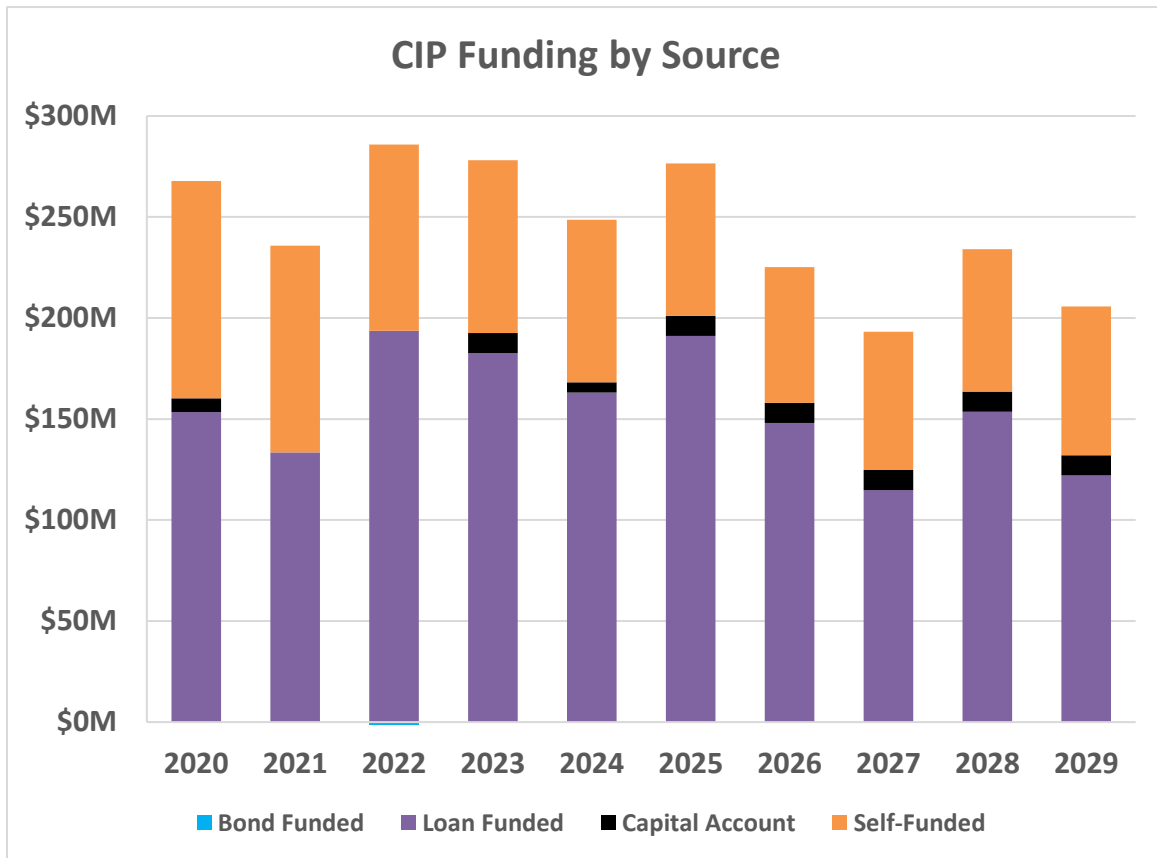
The District has consistently utilized the State of Ohio's revolving fund loan program as a low-cost financing source for capital improvement projects. In addition to loans approved prior to 2016, for modeling purposes, the District anticipates funding the majority of its capital funding requirements 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 \$1.6 billion in loan fund projects over the planning period.

- **Revenue Bonds**

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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

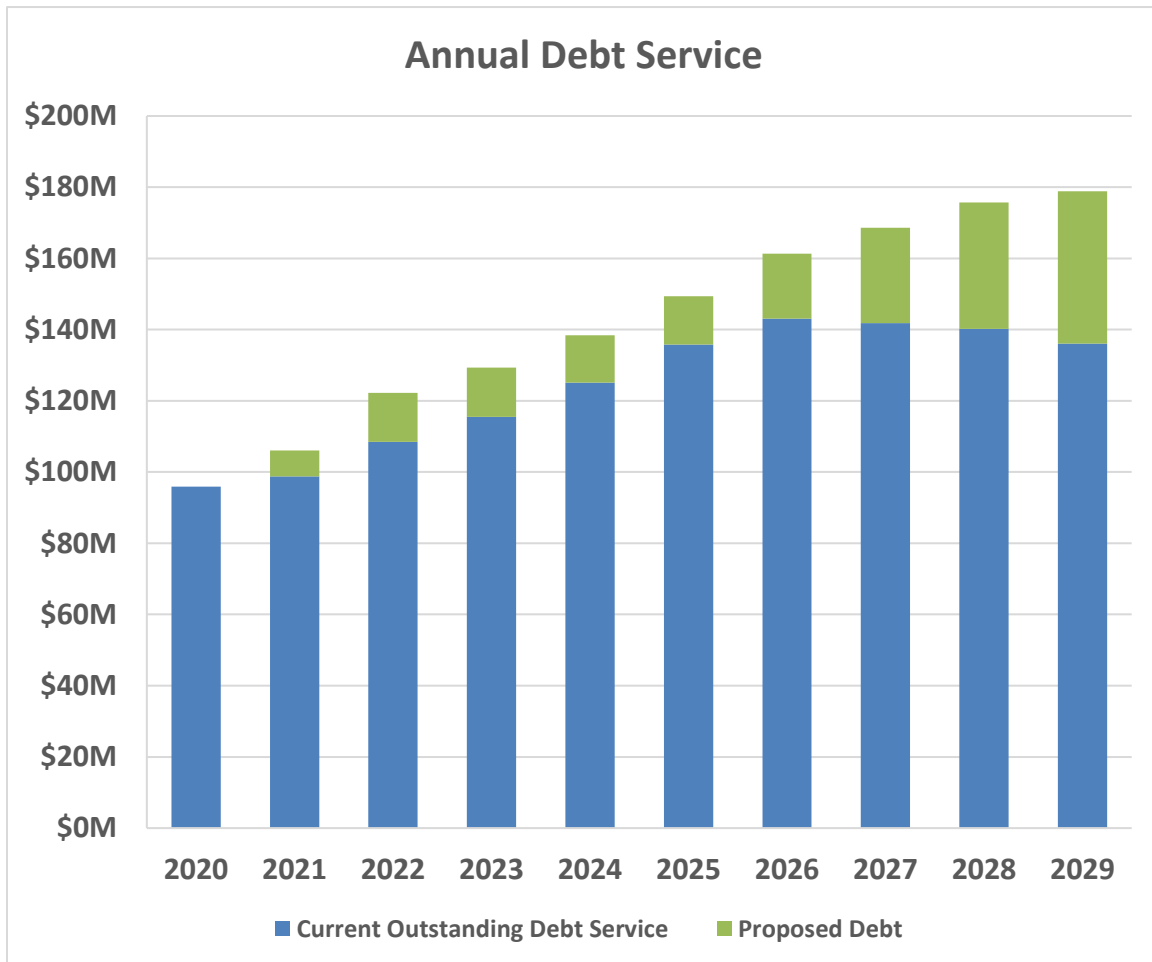


- **Debt Service Requirements**

The financial plan indicates the District will need to secure WPCLF loans to fund a large portion its CIP. As such, the debt service costs associated with these projected borrowings must be incorporated as an additional revenue requirement to provide an accurate representation of all forecasted capital costs. In the current year the District is obligated to pay approximately \$95.9 million in debt service associated with the Series 2010, Series 2013, Series 2014, Series 2016, Series 2017, Series 2019 and Series 2020 Wastewater Improvement Revenue and Revenue Refunding Bonds and various WPCLF loans. As outlined above, the CIP financing plan assumes that over the next 10 years, the District will secure most of the CIP funding in WPCLF funds and issue approximately \$1.6 billion in WPCLF loans in total for the ten year period.

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**



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 \$95.9 million in 2020 to \$178.9 million in 2029. 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

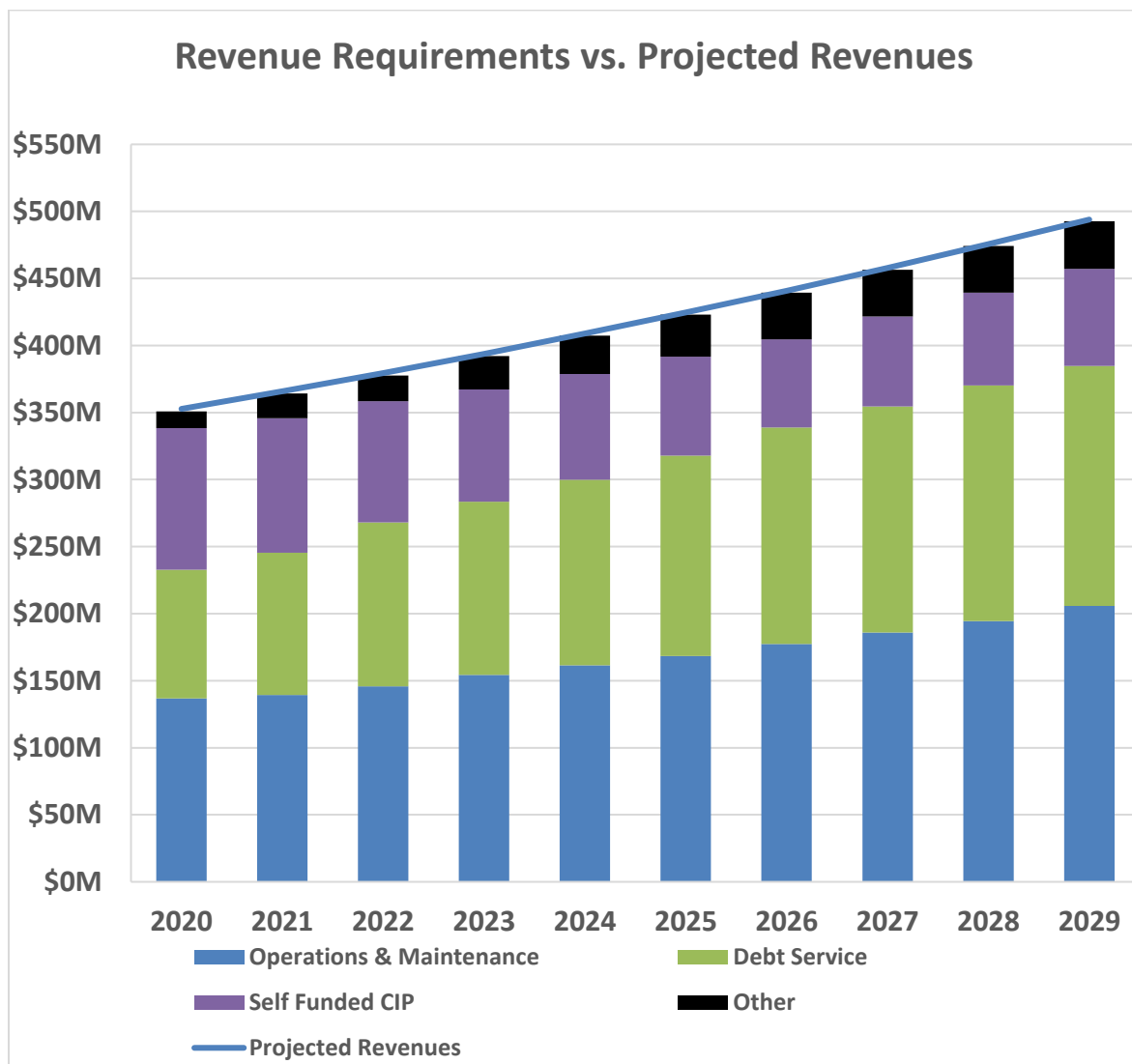
# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

over the forecast period. Consideration is also given to debt service coverage and reserve fund targets to produce a consolidated financial plan.

To address concerns related to revenue sufficiency and anticipated rate adjustments, a forecast of revenue requirements was developed based on the 2020 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.



# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

- **Revenue and Coverage Requirements**

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

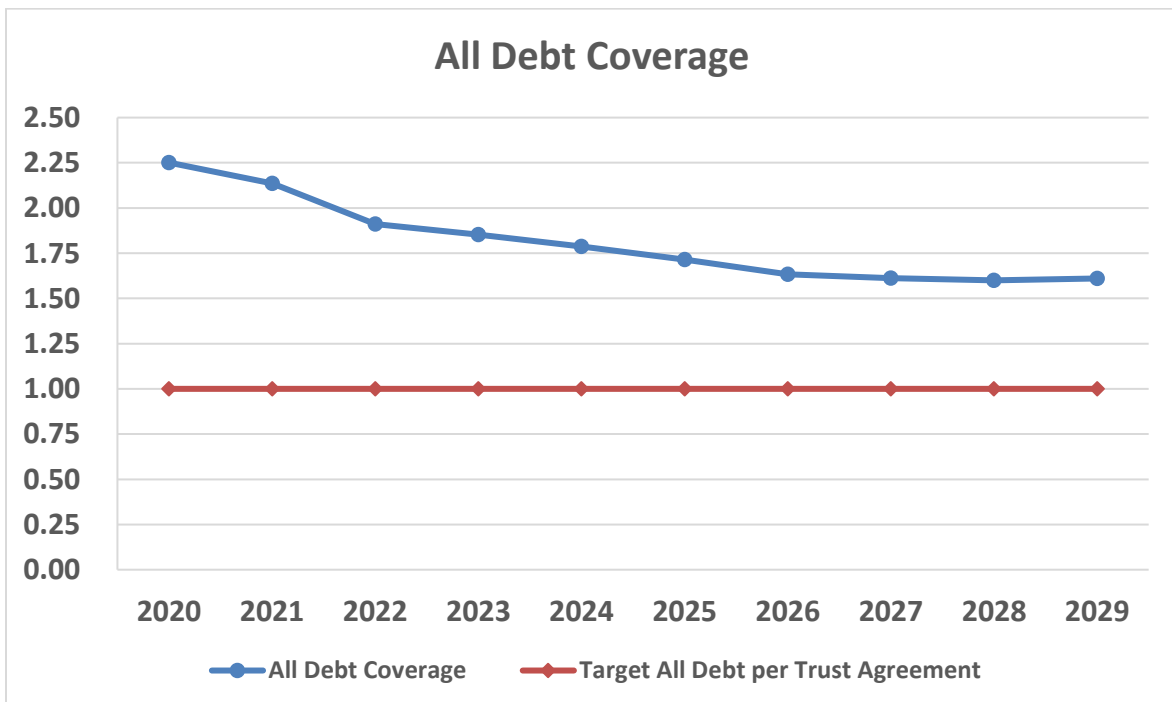
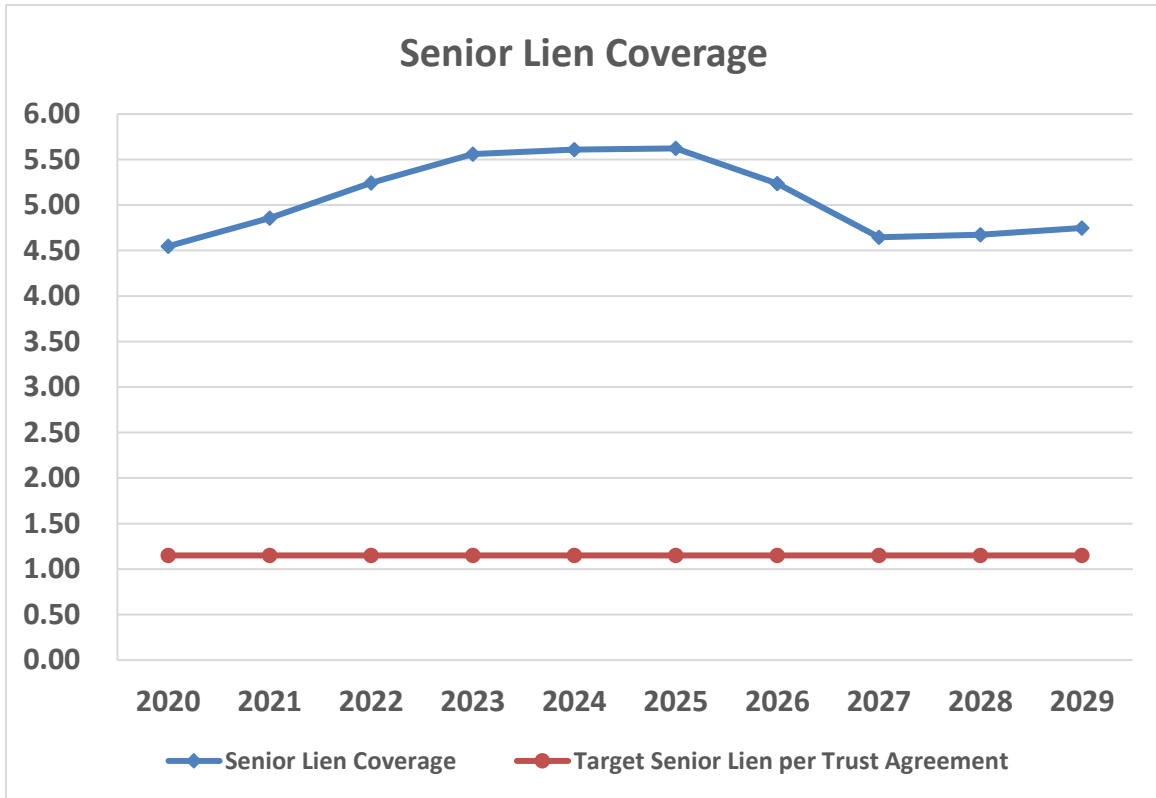
- **Debt Service Coverage**

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

To maintain credit ratings and liquidity targets, and in an effort to promote bond marketability, the District has targeted a level of revenue generation sufficient to exceed the minimum coverage requirements. Additionally, due to the size of the capital program and the need to demonstrate financial strength to the investment community, the District ensured debt service coverage levels, particularly senior debt service coverage, were consistent with expectations required to maintain or increase the District's credit rating. In 2010, the District received a ratings upgrade from Standard and Poor's to AA+ and was reaffirmed in 2019, 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 455% and total debt service coverage never falls below 160%. The District satisfies coverage requirements for all forecasted years.

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2020-2029



# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2020-2029

- **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 2020, customers residing within the City of Cleveland, otherwise known as Sub-district 1, will be assessed a rate of \$100.15 per Mcf of billed water consumption. Customers residing outside the city limits (Sub-district 2) will be assessed a rate of \$100.75 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 \$7.95 per month in 2020.

Inflationary pressures and the need to fund \$2.4 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.

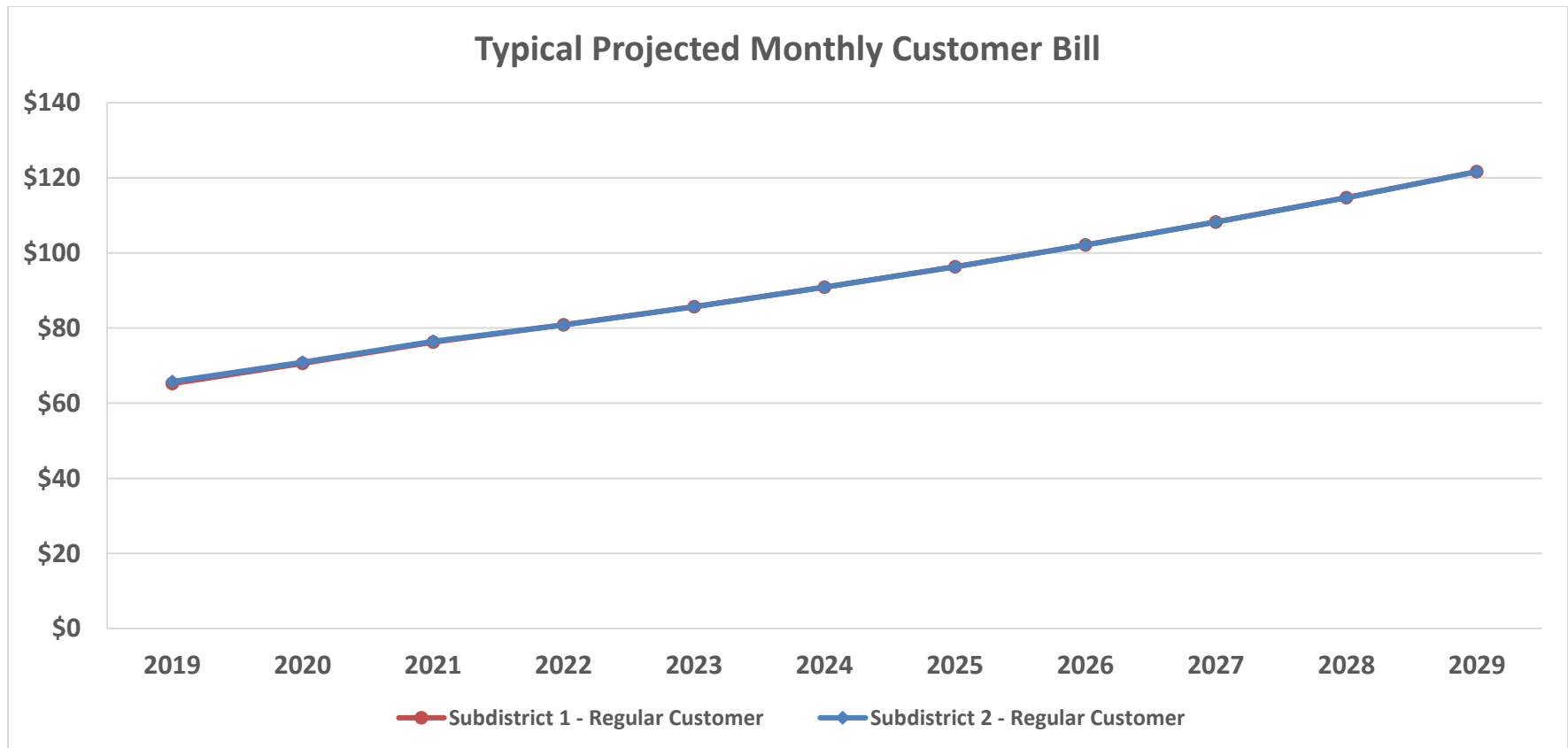
	<b>Approved</b>		<b>Projected</b>							
<b>Projected Rates</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Fixed Cost Recovery Fee per Month</b>	\$7.95	\$9.70	\$10.30	\$10.90	\$11.55	\$12.25	\$13.00	\$13.80	\$14.65	\$15.55
<b>Affordability Fixed Cost Recovery Fee per Month</b>	\$4.75	\$5.80	\$6.20	\$6.55	\$6.95	\$7.35	\$7.80	\$8.30	\$8.80	\$9.35
<i><b>Rate Per Mcf</b></i>										
<b>Subdist.1, Regular</b>	\$100.15	\$106.50	\$112.90	\$119.65	\$126.85	\$134.45	\$142.50	\$151.05	\$160.10	\$169.70
<b>Subdist.1, Homestead / Affordability</b>	\$60.10	\$63.90	\$67.75	\$71.80	\$76.10	\$80.65	\$85.50	\$90.65	\$96.05	\$101.80
<b>Subdist.2, Regular</b>	\$100.75	\$106.80	\$112.90	\$119.65	\$126.85	\$134.45	\$142.50	\$151.05	\$160.10	\$169.70
<b>Subdist.2, Homestead / Affordability</b>	\$60.50	\$64.10	\$67.75	\$71.80	\$76.10	\$80.65	\$85.50	\$90.65	\$96.05	\$101.80

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

- **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.

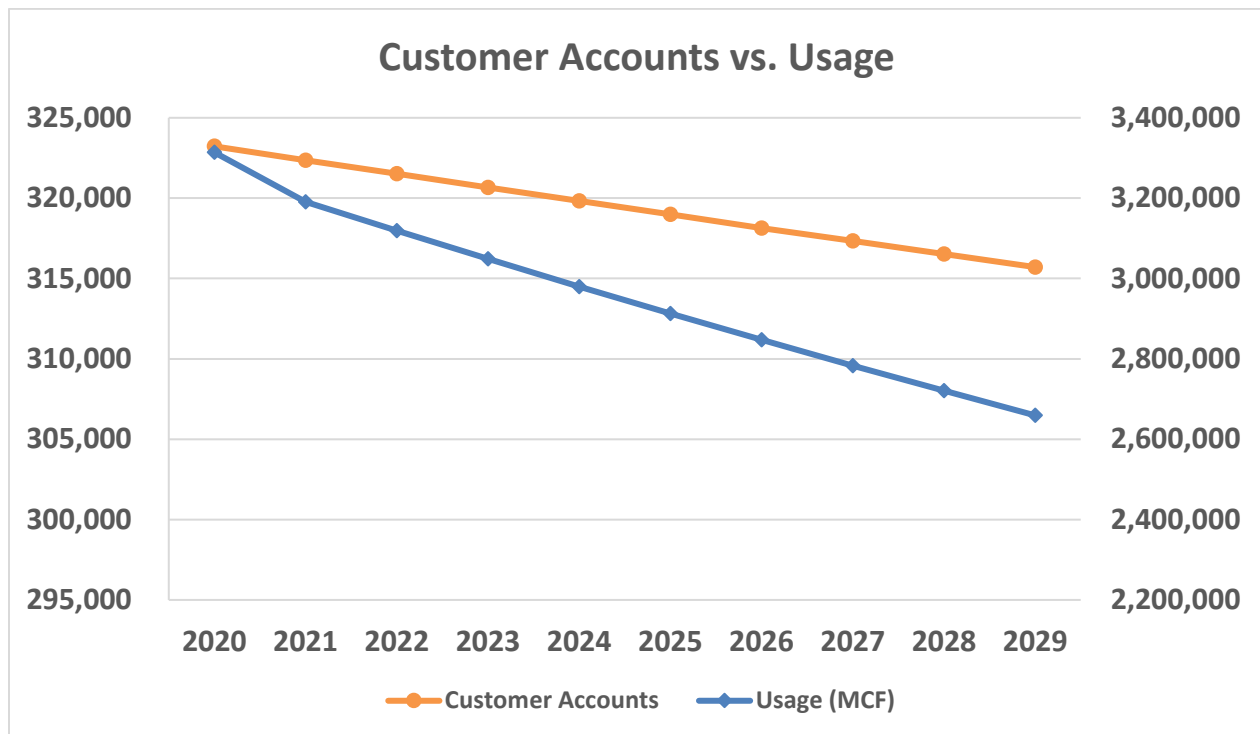


# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

- **Customer Accounts and Consumption**

The decline in historical customers and households has been less severe than the decline in consumption. From 2020 thru 2029, 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 2029 based on consumption history and forecasted decline in usage.



### **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 2020, 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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

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 \$51.5 million by 2029.

- **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 2020 total approximately \$58.9 million. The District continues to accrue interest throughout our ten year period and projecting a balance of \$61.6 million by 2029.

- **Insurance Reserve**

Approximately \$20.3 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 \$21.2 million by 2029.

- **Rate Stabilization Reserve**

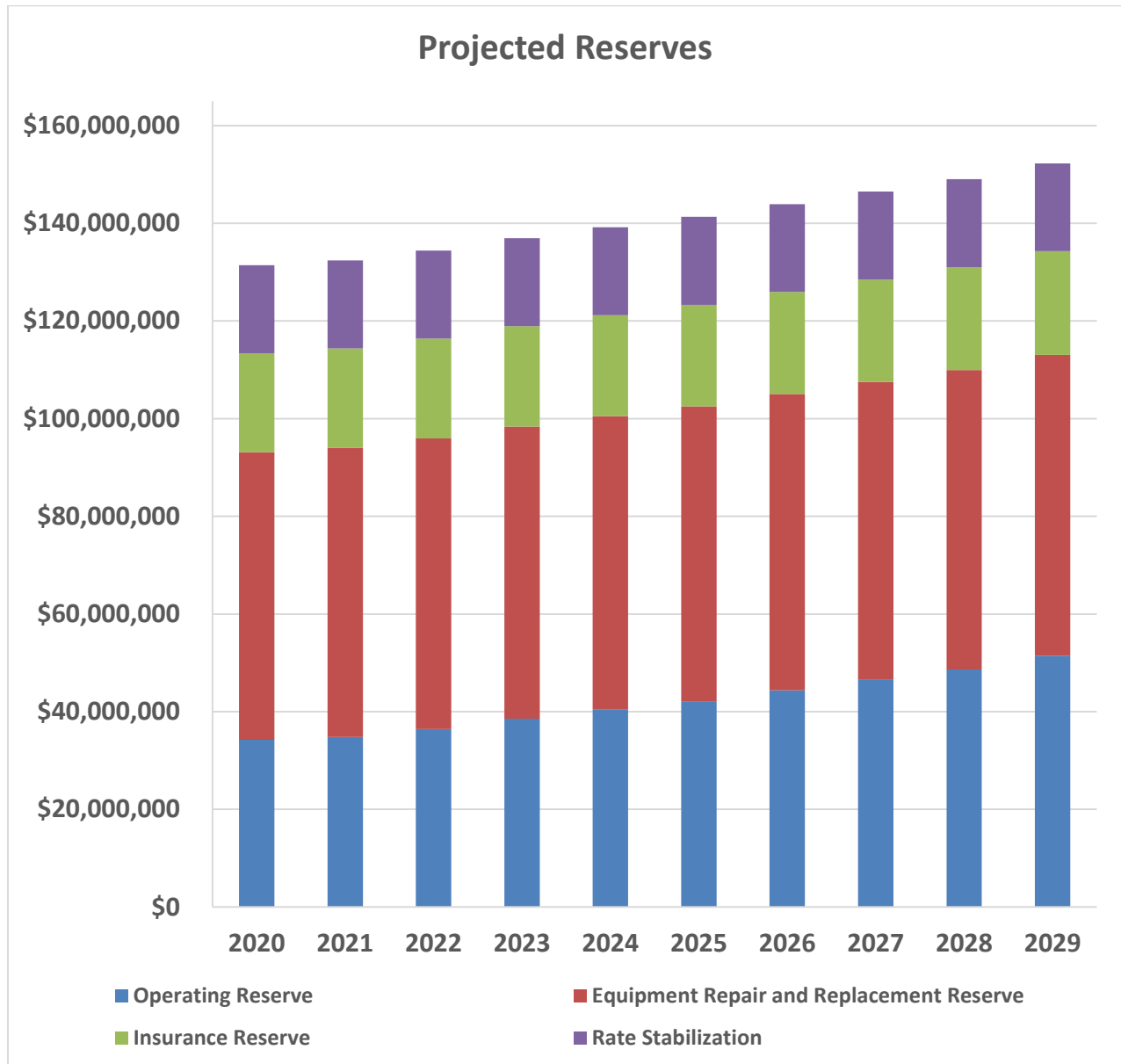
The Rate Stabilization Reserve exists to mitigate large, one-time rate increases. Rate stabilization reserves can smooth out rate increases by supplementing the increase in expenses with transfers from the fund. The benchmark for the Rate Stabilization Reserve is up to 5.0% of the annual rate revenue. The balance was \$18.0 million in the rate stabilization reserve at the beginning of 2020. Currently, the financial plan assumes no further contributions through the end of the forecasted period with an estimated balance of \$18.0 million in 2029.

- **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 2020-2029**



# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2020-2029

- Projected Reserve Balances

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>General Operating Reserve</b>	\$34,222,831	\$34,828,472	\$36,434,289	\$38,559,481	\$40,387,659	\$42,121,868	\$44,351,770	\$46,486,829	\$48,609,129	\$51,455,664
<b>Capital Equipment and Infrastructure R&amp;R Reserve</b>	\$58,918,923	\$59,213,518	\$59,509,585	\$59,807,133	\$60,106,169	\$60,406,700	\$60,708,733	\$61,012,277	\$61,317,338	\$61,623,925
<b>Insurance Reserve</b>	\$20,261,606	\$20,362,914	\$20,464,729	\$20,567,052	\$20,669,888	\$20,773,237	\$20,877,103	\$20,981,489	\$21,086,396	\$21,191,828
<b>Rate Stabilization Reserve</b>	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2020-2029

- **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>									
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Operating Margin %</b>	58.5%	61.0%	61.7%	61.4%	60.7%	60.3%	60.2%	59.6%	59.3%	59.0%	58.2%
Percentage by which operating revenues exceed operating expenses; indicates financial margin <i>Target &gt;34%</i>											
<b>Operating Ratio</b>	41.5%	39.0%	38.3%	38.6%	39.3%	39.7%	39.8%	40.4%	40.7%	41.0%	41.8%
Operating expenses (less Depreciation) as a percentage of operating revenues; indicates the percentage of operating revenues used to cover operating expenses											
<b>Total Debt to Net PPE</b>	77.2%	60.8%	56.5%	51.5%	47.4%	46.1%	46.1%	46.7%	46.9%	47.4%	47.4%
Ratio of debt principal to net property, plant, and equipment <i>Target &lt;60%</i>											
<b>Long-Term Debt Principle per Customer</b>	\$5,371	\$5,943	\$5,804	\$5,610	\$5,460	\$5,549	\$5,831	\$6,120	\$6,309	\$6,605	\$6,786
<i>Dollars of long-term debt principle per customer</i>											
<b>Senior Debt Service Coverage</b>	4.70	4.50	4.55	4.86	5.24	5.56	5.61	5.62	5.24	4.64	4.67
Net operating income excluding depreciation over outstanding senior (revenue bond) debt service <i>Target &gt;2.0</i>											
<b>Total Debt Service Coverage</b>	2.26	2.18	2.25	2.14	1.91	1.85	1.79	1.72	1.63	1.61	1.60
Net operating income excluding depreciation over outstanding total debt service <i>Target &gt;1.5</i>											
<b>Percent CIP Cash Funded</b>	30.7%	39.4%	42.6%	32.6%	30.1%	31.7%	26.7%	29.2%	34.7%	29.6%	35.2%
Percentage of Capital Improvement Plan costs funded by revenues generated the same year <i>Target 25%</i>											

# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2020-2029

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

	<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>	<u>2029</u>
<b>Total Revenue</b>	<b>\$352,719</b>	<b>\$365,893</b>	<b>\$379,385</b>	<b>\$393,808</b>	<b>\$408,935</b>	<b>\$424,556</b>	<b>\$440,797</b>	<b>\$457,748</b>	<b>\$475,575</b>	<b>\$493,904</b>
<b>Revenue Requirements</b>										
Salaries, Wages and Benefits	83,057	86,988	91,169	95,616	100,351	105,397	110,778	116,522	122,656	129,212
Utilities	14,403	14,726	15,057	15,397	15,744	16,101	16,466	16,841	17,225	17,619
Professional & Contractual Services	32,126	27,727	28,662	29,628	30,627	31,660	32,729	33,834	34,976	36,158
Other Operations & Maintenance	7,306	9,872	10,850	13,598	14,828	15,329	17,434	18,751	19,579	22,834
<b>Total Operating Costs</b>	<b>136,892</b>	<b>139,313</b>	<b>145,738</b>	<b>154,239</b>	<b>161,550</b>	<b>168,487</b>	<b>177,407</b>	<b>185,948</b>	<b>194,436</b>	<b>205,823</b>
<b>Capital Costs</b>										
Debt Service	95,889	106,061	122,272	129,336	138,414	149,354	161,358	168,626	175,745	178,869
Internally Generated Capital	105,630	100,425	90,331	83,742	78,848	73,783	65,703	67,038	69,268	72,460
<b>Subtotal</b>	<b>201,519</b>	<b>206,486</b>	<b>212,603</b>	<b>213,078</b>	<b>217,262</b>	<b>223,137</b>	<b>227,061</b>	<b>235,664</b>	<b>245,013</b>	<b>251,329</b>
<b>Other (1)</b>	12,517	18,302	19,304	24,825	28,530	31,438	34,936	34,843	34,832	35,559
<b>Total Revenue Requirements</b>	<b>\$350,928</b>	<b>\$364,101</b>	<b>\$377,645</b>	<b>\$392,142</b>	<b>\$407,342</b>	<b>\$423,062</b>	<b>\$439,404</b>	<b>\$456,455</b>	<b>\$474,281</b>	<b>\$492,711</b>
<b>Net Annual Balance</b>	<b>\$1,791</b>	<b>\$1,792</b>	<b>\$1,740</b>	<b>\$1,666</b>	<b>\$1,593</b>	<b>\$1,494</b>	<b>\$1,393</b>	<b>\$1,293</b>	<b>\$1,294</b>	<b>\$1,193</b>

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

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

### **REGIONAL STORMWATER MANAGEMENT PROGRAM**

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

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

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

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

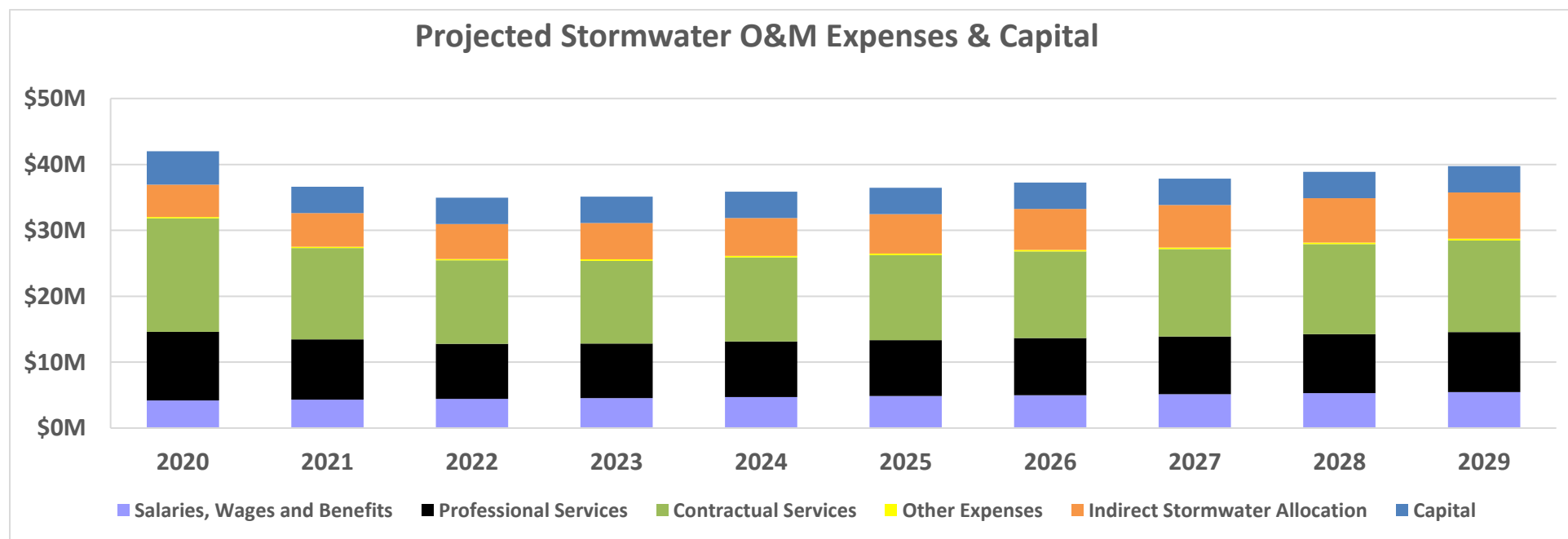
## **Northeast Ohio Regional Sewer District**

### **10 Year Long-Term Financial Plan 2020-2029**

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 2020 through 2029. 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.

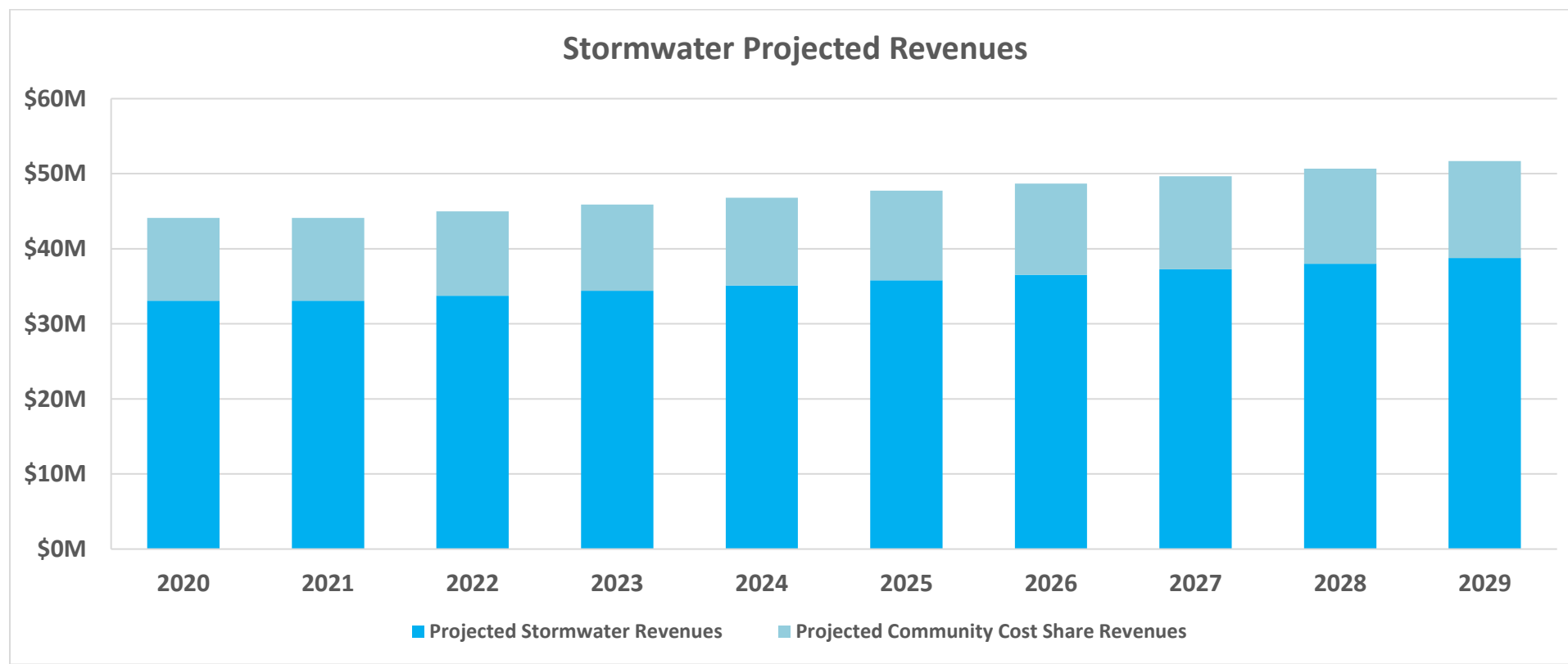


# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

### **PROJECTED STORMWATER REVENUES**

The District's total stormwater revenue for 2020 is projected to be \$44.1 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. Currently, we project 2% annual increases in rates starting in 2022 through the end of the planning period.



## **Northeast Ohio Regional Sewer District**

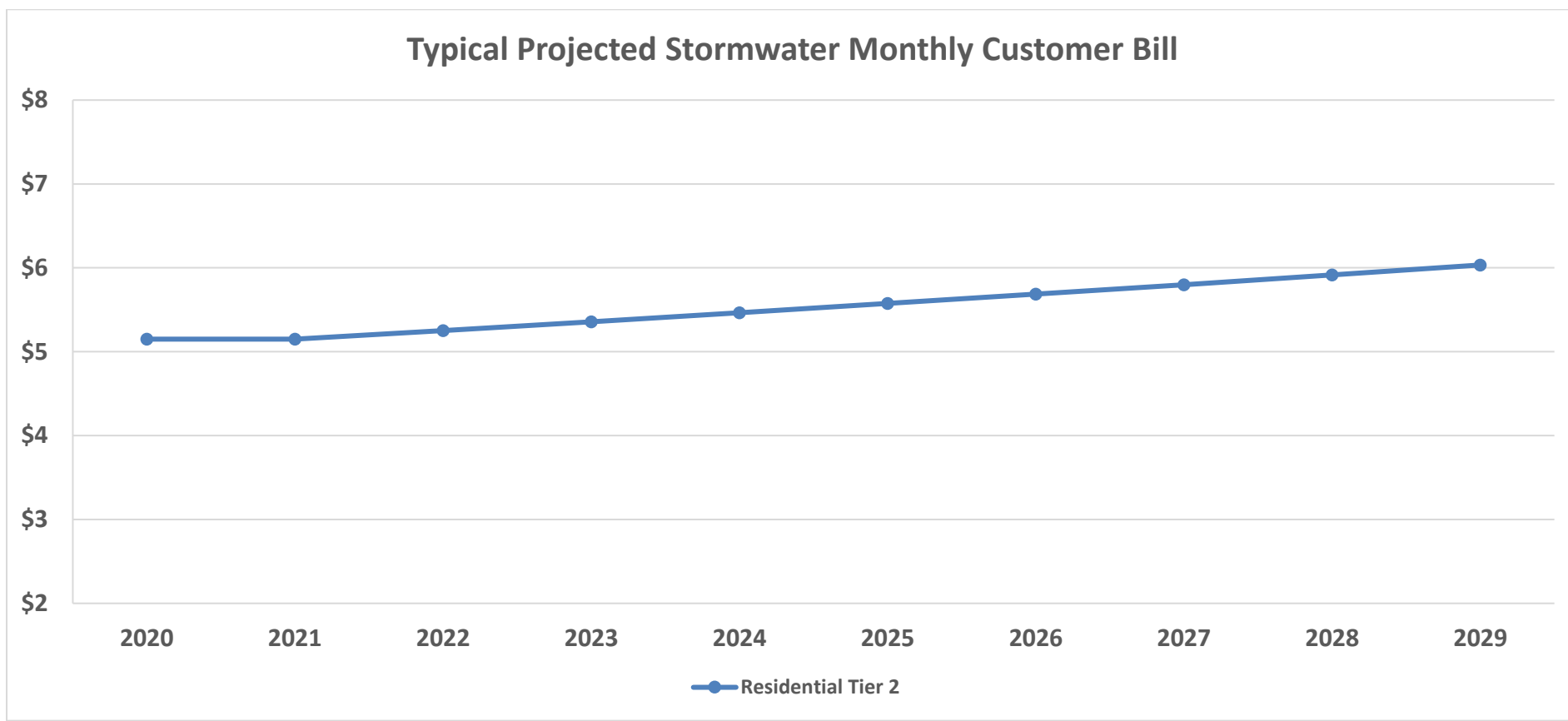
### **10 Year Long-Term Financial Plan 2020-2029**

- **Stormwater Rate Structure**

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

	<b>Approved</b>		<b>Projected</b>							
<b><u>Rates Per ERU</u></b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Residential Tier 1</b>	\$3.09	\$3.09	\$3.15	\$3.21	\$3.28	\$3.34	\$3.41	\$3.48	\$3.55	\$3.62
<b>Residential Tier 2</b>	\$5.15	\$5.15	\$5.25	\$5.36	\$5.47	\$5.57	\$5.69	\$5.80	\$5.92	\$6.03
<b>Residential Tier 3</b>	\$9.27	\$9.27	\$9.46	\$9.64	\$9.84	\$10.03	\$10.23	\$10.44	\$10.65	\$10.86
<b>Residential Homestead/Affordability</b>	\$2.07	\$2.07	\$2.11	\$2.15	\$2.20	\$2.24	\$2.29	\$2.33	\$2.38	\$2.43
<b>Non-residential All</b>	\$5.15	\$5.15	\$5.25	\$5.36	\$5.47	\$5.57	\$5.69	\$5.80	\$5.92	\$6.03
<b>Educational Economically Disadvantaged</b>	\$2.07	\$2.07	\$2.11	\$2.15	\$2.20	\$2.24	\$2.29	\$2.33	\$2.38	\$2.43

**Northeast Ohio Regional Sewer District**  
**10 Year Long-Term Financial Plan 2020-2029**



## **Northeast Ohio Regional Sewer District**

### **10 Year Long-Term Financial Plan 2020-2029**

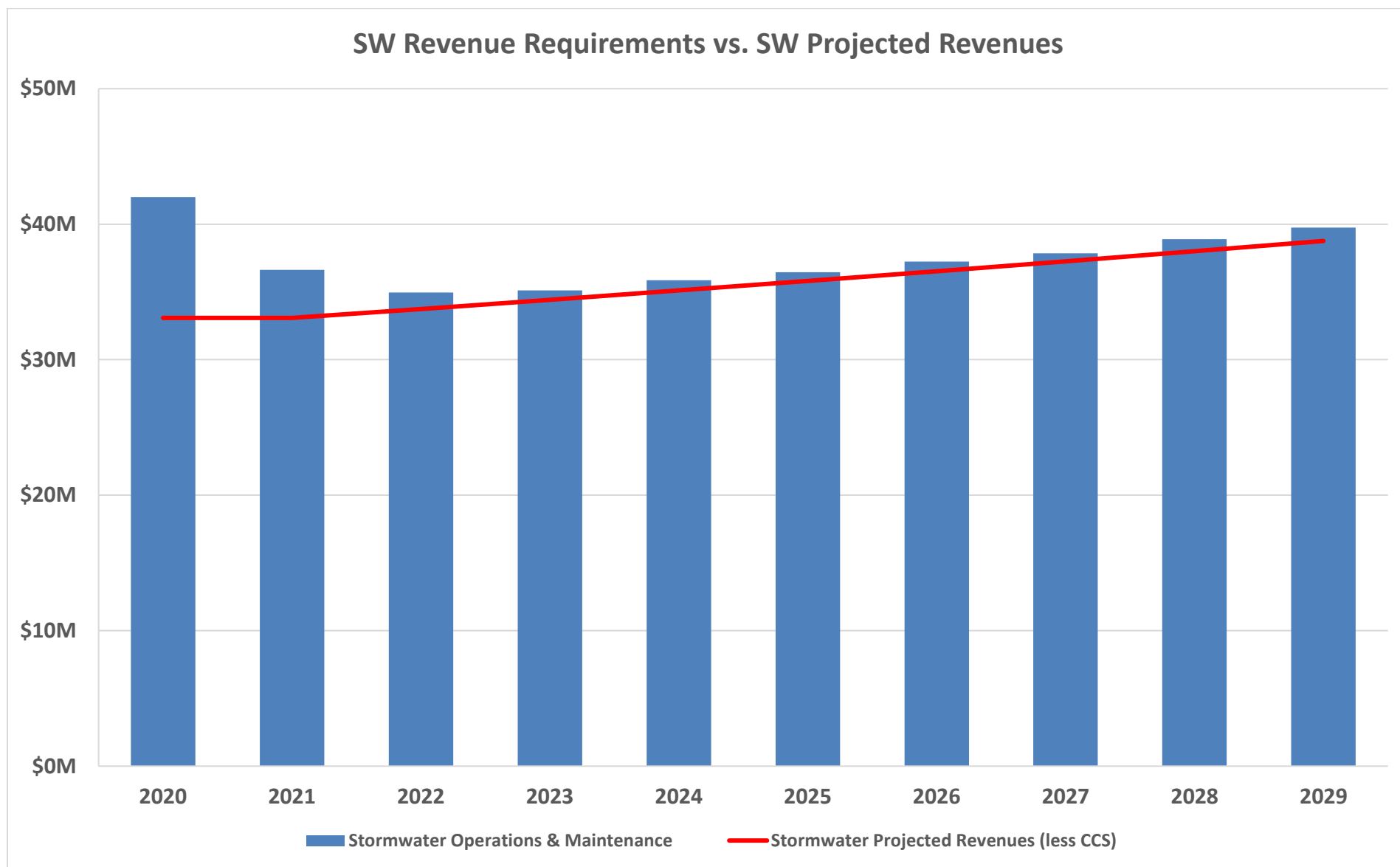
- **General Stormwater Operating Reserve**

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 2020, the Stormwater Operating Reserve is forecasted to have a balance equal to 90 days of the annual stormwater operating budget. The financial plan assumes transfers to this reserve at a level sufficient to maintain a balance above the minimum target over the forecasted ten year period with an average projected balance of 90 days of annual operating budget and a balance of \$7.2 million by 2029.

- **Projected Reserve Balance**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
General Stormwater Operating Reserve	\$8,006,668	\$6,878,658	\$6,412,518	\$6,397,393	\$6,533,315	\$6,620,314	\$6,758,424	\$6,847,676	\$7,038,107	\$7,179,750

**Northeast Ohio Regional Sewer District**  
**10 Year Long-Term Financial Plan 2020-2029**



# Northeast Ohio Regional Sewer District

## 10 Year Long-Term Financial Plan 2020-2029

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

	<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>	<u>2029</u>
<b>Net Revenue (less CCS)</b>	<b>\$34,026</b>	<b>\$33,879</b>	<b>\$34,502</b>	<b>\$35,181</b>	<b>\$35,884</b>	<b>\$36,599</b>	<b>\$37,331</b>	<b>\$38,077</b>	<b>\$38,840</b>	<b>\$39,613</b>
<b>Revenue Requirements</b>										
Salaries, Wages and Benefits	4,178	4,303	4,432	4,565	4,702	4,843	4,989	5,138	5,292	5,451
Professional Services	10,413	9,131	8,337	8,258	8,417	8,496	8,655	8,734	8,973	9,092
Contractual Services	17,231	13,869	12,663	12,542	12,783	12,904	13,145	13,266	13,627	13,808
Indirect Stormwater Allocation	4,919	5,108	5,307	5,516	5,735	5,966	6,209	6,466	6,736	7,022
Other Operations & Maintenance	205	211	218	224	231	238	245	253	260	268
<b>Total Operating Costs</b>	<b>36,946</b>	<b>32,622</b>	<b>30,957</b>	<b>31,105</b>	<b>31,868</b>	<b>32,447</b>	<b>33,243</b>	<b>33,857</b>	<b>34,888</b>	<b>35,641</b>
<b>Capital Costs</b>	<b>5,047</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Total Revenue Requirements</b>	<b>\$41,993</b>	<b>\$36,622</b>	<b>\$34,957</b>	<b>\$35,105</b>	<b>\$35,868</b>	<b>\$36,447</b>	<b>\$37,243</b>	<b>\$37,857</b>	<b>\$38,888</b>	<b>\$39,641</b>
<b>Net Annual Balance</b>	<b>(\$7,967)</b>	<b>(\$2,743)</b>	<b>(\$455)</b>	<b>\$76</b>	<b>\$16</b>	<b>\$152</b>	<b>\$88</b>	<b>\$220</b>	<b>(\$48)</b>	<b>(\$28)</b>

# **Northeast Ohio Regional Sewer District**

## **10 Year Long-Term Financial Plan 2020-2029**

### **CONCLUSION AND SUMMARY**

The District is faced with the challenge of being required to invest approximately \$2.4 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 \$807.9 million in non-CSO capital improvements over the ten year planning period. In order to fund these mandated projects and sustain the existing system the District will need to issue over \$1.6 billion in debt financing in the next ten years. This significant increase in the debt will require implementation of rate increases to support the debt service payments and the related debt service coverage requirements. To support these required improvements, this 10 Year Long-Term Financial Plan projects annual rate increases of 6.0% from 2022-2026 and 6.0% from 2027-2029.

The District's Stormwater Management Program is in its second full year of operation in 2020. Design and construction activities continue to ramp up on projects that will address known areas of concern related to water quality, erosion, flooding, and other related issues. In the coming years, the results of master planning will further define the region's stormwater needs. Currently, the District has projected 2% annual rate increases and the established rates are supporting projected Operation and Maintenance expenses and capital needs of \$374 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**

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

The District is the largest wastewater treatment provider in the State of Ohio with a service area of approximately 355 square miles within and around the City of Cleveland. Specifically, the District serves 97% of the City of Cleveland and all or portions of 61 communities in Cuyahoga, Lorain, Lake and Summit Counties. The District's service area contains a residential service population of approximately 960,000.

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

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

For 2020, customers who reside within the City of Cleveland, otherwise known as Subdistrict 1, are assessed a rate of \$100.15 per 1,000 cubic feet (MCF) of billed water consumption. Customers who reside outside the city limits (Subdistrict 2) are assessed a rate of \$100.75 per MCF of billed water consumption. All customers are charged a fixed cost recovery fee of \$7.95 per month. In addition, the following cost saving programs benefit eligible District customers: Homestead, Affordability, and Crisis Assistance. The Homestead program offers low income customers age 65+ or those who are totally disabled a 40% rate reduction. The Affordability program offers a rate reduction of 40% for customers whose income is at or below 200% of the poverty level. The Crisis Assistance program provides financial assistance to customers experiencing financial hardships.

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

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

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

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

### **Billing Process**

The District's largest billing agent is the Cleveland Division of Water, which bills individual customers on a monthly basis. The City's meter reading department prepares an annual master schedule of meter reads per route. The master schedule comprises 12 monthly read cycles approximately every 30 days. Meter read information is downloaded into the billing application from which bills are produced. All charges are due within 23 days of the date bills are created. The other District billing agents follow a similar process.

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

### **Collection of Delinquent Accounts**

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

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

### **Rate Setting Process**

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

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

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

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

### **2020 PROJECTED SEWER REVENUE**

For 2020 the District's total sewer service revenue is projected to be \$350.6 million, of which 99.9% is composed of user fees. The other 0.1% is made up of other income, interest income and non-operating grant revenue. The City of Cleveland Division of Water bills for approximately 90.0% of the user fees while the suburbs of Berea, North Royalton and our customers billed directly by the District make up the other 10%. The revenue generated is based upon consumption, the number of customer accounts, and rate increases in effect for 2020. The historical trend of the District's billed consumption continues to decrease annually at an overall average rate of 2%. The District anticipates a 4.0% decrease in billed consumption in 2020 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 2020 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:

- 99.8 % of our 2020 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 10.0% since 2010. However due to the economy and reduction in demand, revenue has increased an average of 9.8% per year since 2010.

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:

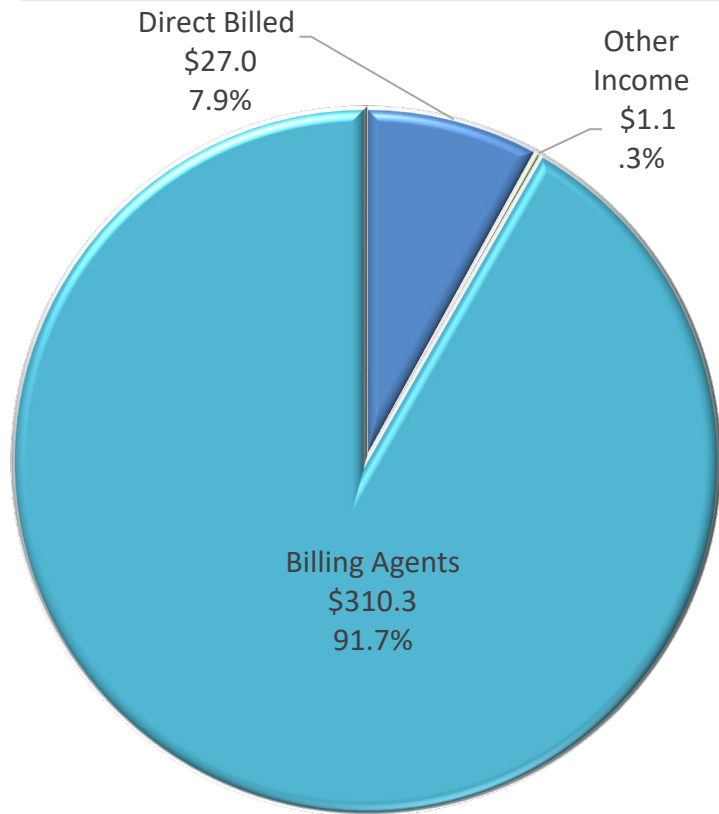
- An average monthly residential bill is 0.625 MCF.
- An average increase of an 8.2% fee for Sub District 1 and an 7.9% fee for Sub District 2 on 2020 monthly bills.

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

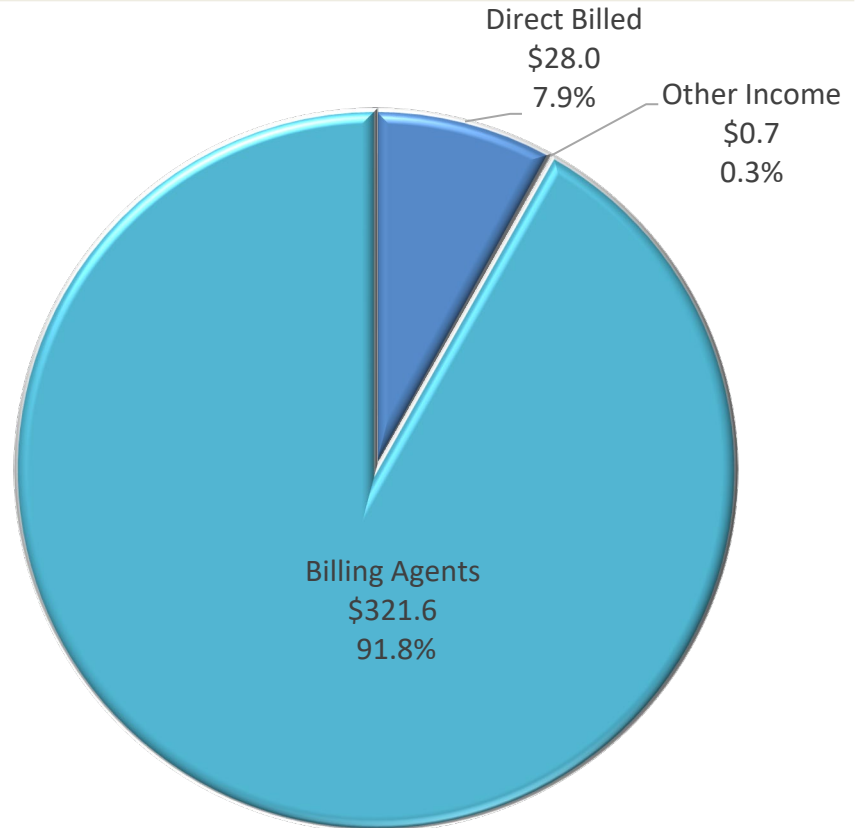
- An overall decrease of approximately 1.0% in the number of employees of our principal employers over a 10 year comparison period.

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Total Sewer Service Operating Revenue by Source



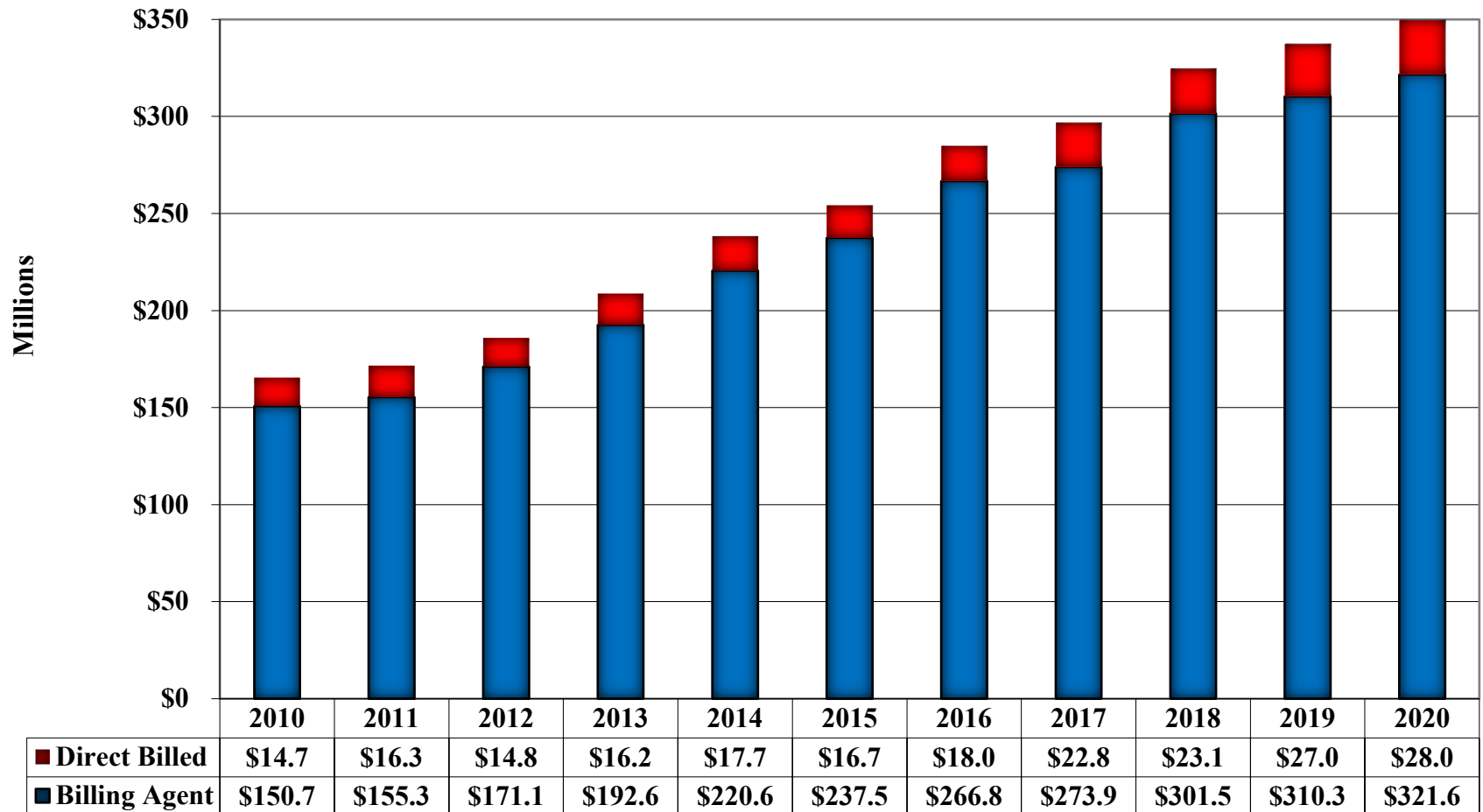
2019 Sewer Revenue  
Preliminary Actual  
\$338.4 million



2020 Sewer Revenue  
Budget  
\$350.3 Million

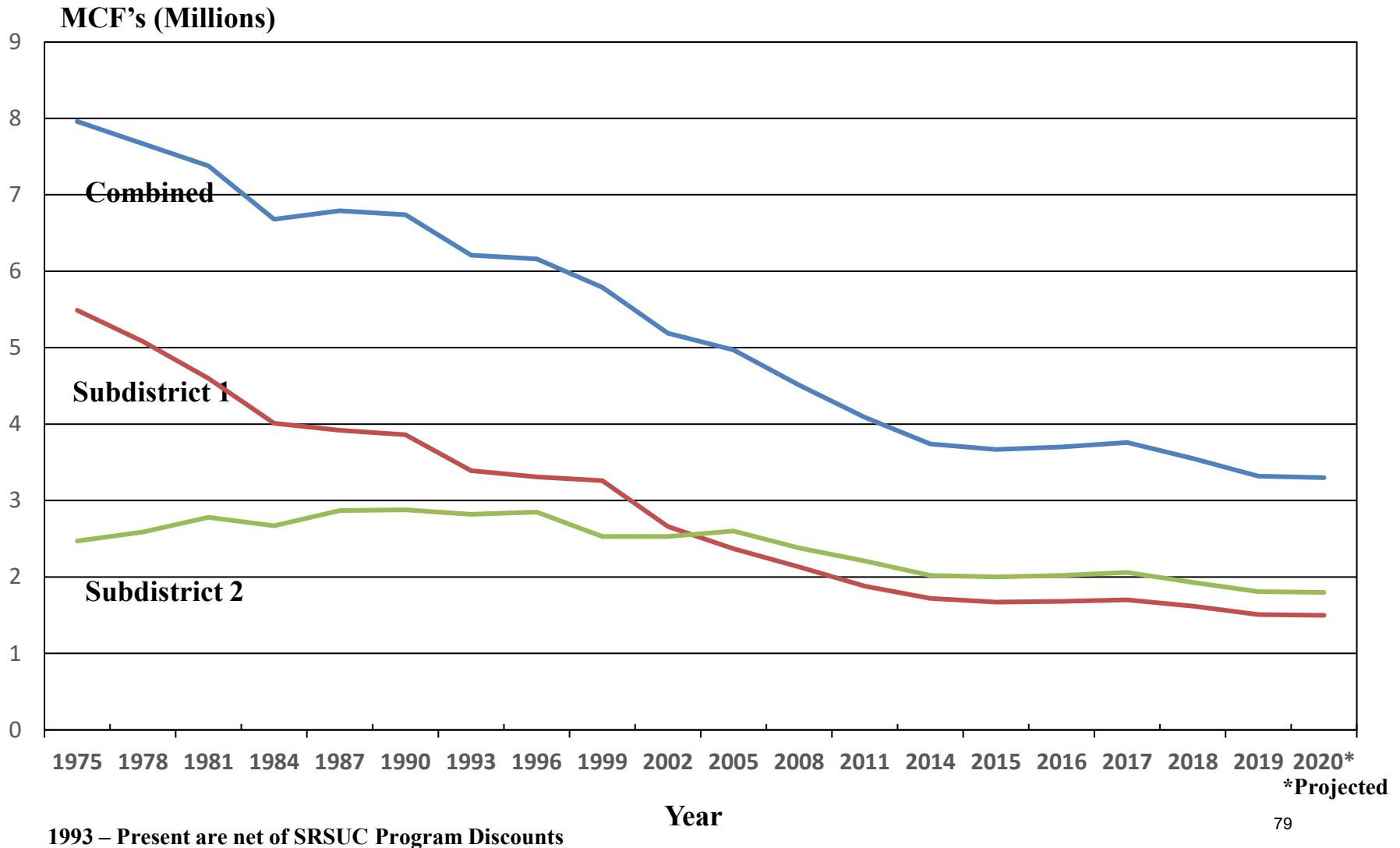
# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Historical Summary of Sewer Service Fee Revenue



# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Billed Consumption



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**ANNUAL METERED BILLING QUANTITIES**  
**2014-2020**  
**(IN THOUSANDS OF CUBIC FEET)**

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017(1)</u>	<u>2018</u>	<u>2019</u>	<u>Projected 2020</u>
<u>Subdistrict 1</u>							
City of Cleveland	1,650,453	1,606,410	1,613,081	1,628,557	1,531,107	1,499,699	1,415,504
Direct Billed	<u>64,906</u>	<u>62,095</u>	<u>71,852</u>	<u>73,147</u>	<u>91,299</u>	<u>75,785</u>	<u>71,530</u>
Total Subdistrict 1	1,715,359	1,668,505	1,684,932	1,701,704	1,622,406	1,575,484	1,487,034
<u>Subdistrict 2</u>							
City of Cleveland	1,606,844	1,620,866	1,658,081	1,809,268	1,711,845	1,684,339	1,597,404
Berea	60,560	58,315	60,582	57,855	55,896	55,677	52,803
Cleveland Heights	147,881	146,297	140,147	0	0	0	0
North Royalton	12,072	12,306	12,670	12,033	11,814	11,340	10,755
Direct Billed	<u>64,771</u>	<u>46,722</u>	<u>49,686</u>	<u>167,552</u>	<u>157,196</u>	<u>174,957</u>	<u>165,927</u>
Subtotal Subdistrict 2	1,892,128	1,884,506	1,921,167	2,046,707	1,936,751	1,926,313	1,826,889
Master Meters	<u>131,691</u>	<u>112,489</u>	<u>97,367</u>	<u>8,812</u>	<u>9,822</u>	<u>9,240</u>	<u>8,655</u>
Total Subdistrict 2	<u>2,023,819</u>	<u>1,996,995</u>	<u>2,018,534</u>	<u>2,055,519</u>	<u>1,946,573</u>	<u>1,935,553</u>	<u>1,835,544</u>
Total Service Area	<u><u>3,739,178</u></u>	<u><u>3,665,500</u></u>	<u><u>3,703,466</u></u>	<u><u>3,757,223</u></u>	<u><u>3,568,979</u></u>	<u><u>3,511,037</u></u>	<u><u>3,322,578</u></u>

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

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

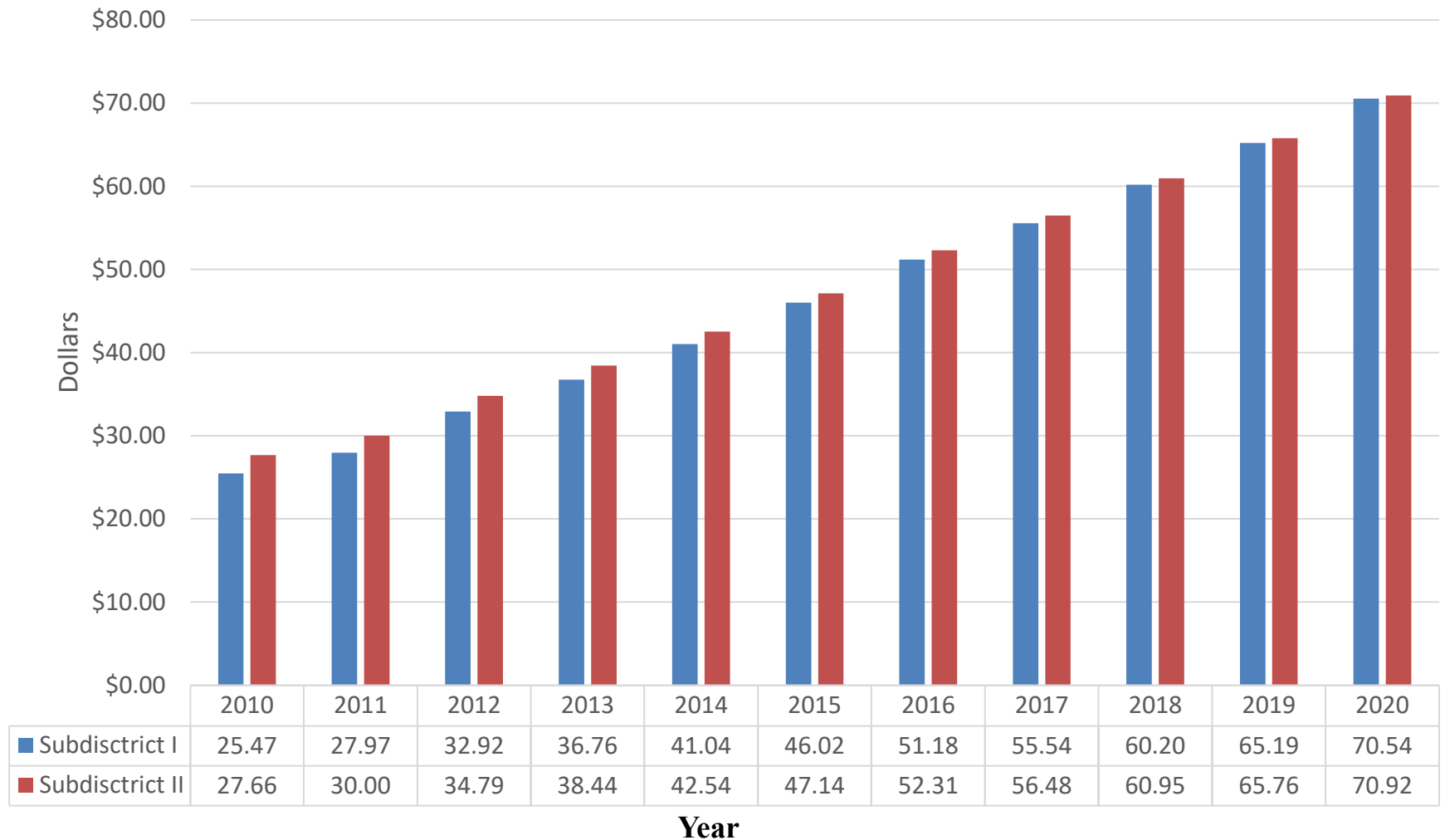
For years 2012-2015, Consumption of Master Meter Suburbs is presented at 70%, 65%, 60% and 55%; respectively, of their total consumption, which is the billing basis.

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

Village of Richfield is still a Master Meter community.

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

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



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

### **2020 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 2020 is projected to be \$44.1 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.

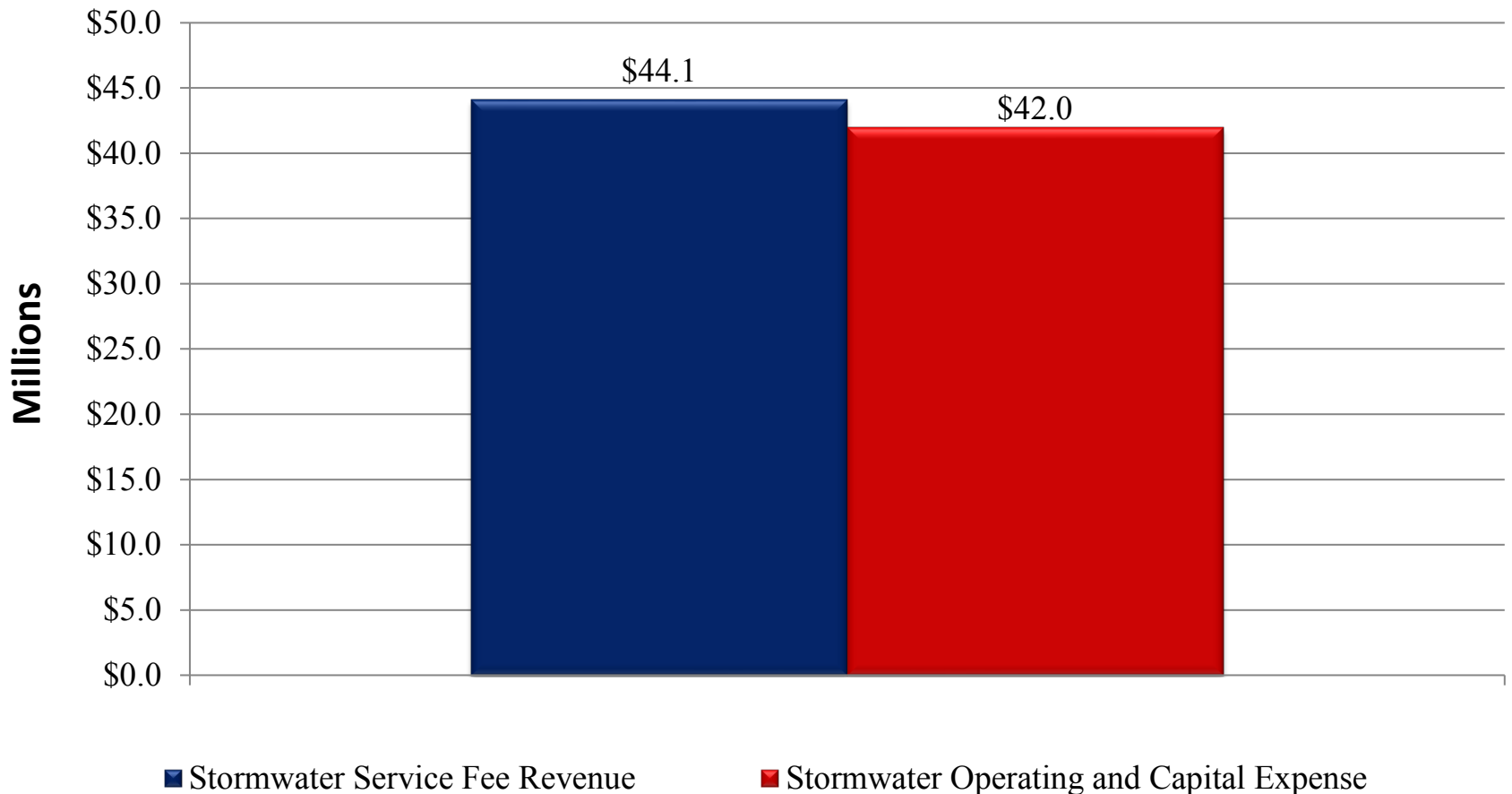
**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**STORMWATER RATES, BILLING AND COLLECTION PROCEDURES -**  
**2020 PROJECTED STORMWATER REVENUE – continued**

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

### 2020 Budget



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

**As of December 31, 2019 and 2010**

Employer Name (1)	2019			2010		
	Number of Employees (1)	Rank (1)	Percentage of Total County Employment (2)	Number of Employees (1)	Rank (1)	Percentage of Total County Employment (2)
	FTE* 6-30-2019			FTE* 12-31-2010		
Cleveland Clinic Health System	33,326	1	5.67%	34,000	1	5.04%
University Hospitals	17,711	2	3.01%	13,224	3	1.96%
U.S. Office of Personnel Management	12,125	3	2.06%	14,843	2	2.20%
Progressive Corp.	9,554	4	1.63%	8,900	5	1.32%
Group Management Services Inc.	7,641	5	1.30%	- (3)	-	-
Cuyahoga County	7,414	6	1.26%	8,036	6	1.19%
City of Cleveland	6,828	7	1.16%	7,580	9	1.12%
The MetroHealth System	6,538	8	1.11%	- (3)	-	0.00%
Cleveland Municipal School District	6,517	9	1.11%	7,385.00	10	1.09%
KeyCorp	4,959	10	0.84%	- (3)	-	-
State of Ohio	-	-	-	9,932	4	1.47%
Summa Health System	-	-	-	8,000	7	1.19%
United States Postal Service	-	-	-	7,641	8	1.13%
<b>Total</b>	<b>112,613</b>		<b>19.17%</b>	<b>119,541</b>		<b>17.71%</b>
<b>Total Cuyahoga County Employment (2)</b>			<b>587,552</b>			<b>675,000</b>

\* Full-Time Equivalent.

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

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

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

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

Department of Labor, Bureau of Labor Statistics.

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

# ACCOUNTING & BUDGET PROCESS



**Northeast Ohio  
Regional Sewer District**

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 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**

## **2020 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, 2017, 2019, and 2020. Particularly, the Debt Service Coverage covenant requires the District to charge rates and restrict operating expenses in such a way that Net Revenues Available for Debt Service shall be not less than the greater of 115% of Debt Service on all Bonds then Outstanding payable during the fiscal year or 100% of the sum of such Debt Service and all required deposits in the Debt Service Reserve Account and all amounts payable from the Subordinated Debt Service Account during the fiscal year. In order for the District to comply with this covenant the budget needs to exceed a Balanced Budget, a budget in which total revenues are equal to total expenditures, by a level that will generate Net Revenues that are in compliance per the Wastewater Improvement Revenue Bonds Series 2010, 2013, 2014A, 2014B, 2016, 2017, 2019, and 2020 Trust Agreements.

### **Budgetary Control**

General provisions regulating the District's budget and appropriation procedures are set forth in the Ohio Revised Code. The Chief Executive Officer is required to submit the District's operating and capital budgets to the Board of Trustees and they are required to adopt such budgets by July 15 of the prior year. Until the final budgets are adopted, the Board of Trustees must approve all the amendments to the budget. The District's budget process has been modified for the 2020 budget. Budget reports will be compiled at the directors' level. Funds are allocated to the individual departments based upon the percentage allocation of the rate study to total District budget. Each department will be required to budget within their allocated amount. Staffing plans have been developed for all departments with the exception of Operations, Engineering and IT. The staffing plans are used during the budget process to justify any new positions requested. The preliminary requests are evaluated and revised as necessary by the Budget Committee, consisting of the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, and Director of Human Resources. The revised version is then presented to the Finance Committee of the Board of Trustees for their

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 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 2020 budgets presented to the Board on June 20, 2019. 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**

## **2020 BUDGET PROCESS**

The 2020 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 2020 plus the change in unbilled revenues between the beginning and end of 2020. 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**

## **2020 BUDGET PROCESS**

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

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

1. 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**

## **2020 BUDGET PROCESS**

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.

### **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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 BUDGET PROCESS**

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.

### **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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 BUDGET PROCESS**

- Officer
  - 3) Various schedules and reports as dictated by the Chief Financial Officer and prepared by the Finance staff
  - 4) Cash Reserve Summary
  - 5) Summary Budget for each Budget Center
  - 6) Charts & Graphs of pertinent financial information
- b. Finance Committee Review Detail Section
  - 1) 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**

## **2020 BUDGET PROCESS**

- 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**

## **2020 BUDGET PROCESS**

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**

## **2020 BUDGET CALENDAR**

### **TIMETABLE FOR PREPARATION OF THE 2020 ANNUAL BUDGET**

Tuesday	10/01/19	Chief Financial Officer - Budget Kick-off Memo.
Tuesday	10/15/19- 10/16/19	PBCS Training.
Monday	10/21/19	Working 2019 Budget (PBCS) will be open for users.
Tuesday	11/05/19	2020 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	11/05/19	EMSC and GJM Administration Building budget centers' equipment repair and maintenance and meeting requests to Administrative Services.
Tuesday	11/05/19	2020 Anticipated Temporary Staffing requirements to Human Resources. Attention Laura Paull. These requests must be approved by the Director/Chief of the department <u>before</u> submitting to Human Resources.
Tuesday	11/05/19	2020 District-wide Training Budget Form to Human Resources: Attention Mildred Porter-Duncan. These requests must be approved by the Director/Chief of the department <u>before</u> submitting to Human Resources.
Tuesday	11/05/19	Anticipated bid/proposal information that will be advertised or require legal notices to Purchasing.
Friday	12/06/19	Working 2020 Budget (PBCS) due to Finance including all Operating and Five-Year Capital Plan appropriation request documents. Access will be terminated to make any edits to your 2020 PBCS.
Wednesday	12/18/19	SST workshop on overall budget. Discussion of priorities, if needed.
Monday	1/06/20- 1/17/20	Budget Centers' Budget Committee Review with Budget Center Heads.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 BUDGET CALENDAR**

### **TIMETABLE FOR PREPARATION OF THE 2020 ANNUAL BUDGET**

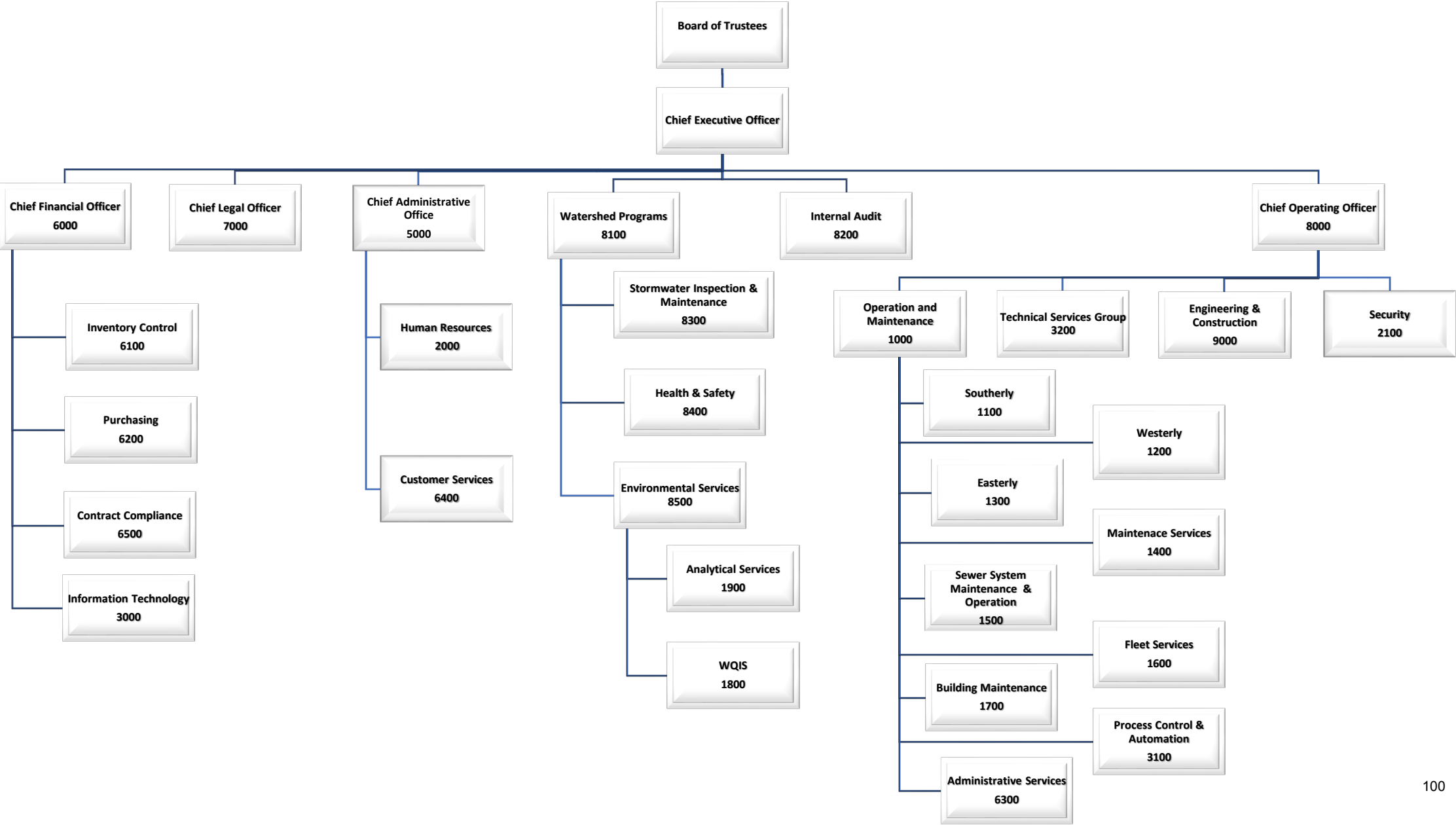
Friday	1/31/20	Description of Services Provided to Finance
Thursday	3/12/20	Presentation of Finance Committee Review Budget.
Thursday	3/19/20	Anticipated Adoption of the Amended Budget by Board of Trustees

# 2020 ADOPTED BUDGET DATA



**Northeast Ohio  
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT  
TABLE OF ORGANIZATION – DEPARTMENTAL VIEW



NORTHEAST OHIO REGIONAL SEWER DISTRICT  
RESOLUTION NO. 78-20

-----  
AUTHORIZATION TO AMEND RESOLUTION NO. 164-19 TO APPROVE THE DISTRICT'S  
OPERATING AND CAPITAL BUDGETS FOR THE FISCAL YEAR ENDING DECEMBER 31, 2020, AS  
PRESENTED  
-----

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

**WHEREAS**, on June 20, 2019, the Board of Trustees adopted Resolution No. 164-19, which adopted the operating and capital budgets of the Northeast Ohio Regional Sewer District for fiscal year 2020; and

**WHEREAS**, the proposed amended budget for 2020 has been prepared on an accrual accounting basis, as set forth below;

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. 164-19 and adopts the Northeast Ohio Regional Sewer District amended operating and capital budgets for fiscal year 2020, as set forth below.

**Section 2.** That this Board finds that in order to provide for current expenses and other expenditures of the District for the calendar year 2020, the following sums be and they are hereby appropriated:

Sewer Direct Operating Accounts

Operating Expenses, Before Depreciation	\$ 148,309,858
Capitalized Labor & Fringe Benefits	(6,500,000)
Accrued Vacation	475,000
Indirect Cost Allocation to Stormwater	<u>(4,918,534)</u>
Total	<u>\$137,366,324</u>

Non-Operating Accounts

Green Infrastructure Grants	\$ 2,115,000
Member Community Infrastructure Program	12,200,000
WRRSP Project Grants	<u>100,000</u>
Total	<u>\$ 14,415,000</u>


Sewer Capital Accounts

Major Capital Projects:	
Capital Projects Accounts	\$ 256,218,868
Capitalized Labor & Fringe Benefits	<u>6,500,000</u>

Total	\$ 262,718,868
<u>Debt Service</u>	
Debt Service Payments	\$ 98,156,647
<u>Depreciation</u>	
Depreciation	\$ 82,077,695
<u>Stormwater Direct Operating and Capital Accounts</u>	
Operating Expenses	\$ 32,012,670
Capital Land Acquisition	5,047,086
Indirect Cost Allocation to Stormwater	4,918,534
Total	\$ 41,978,290

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

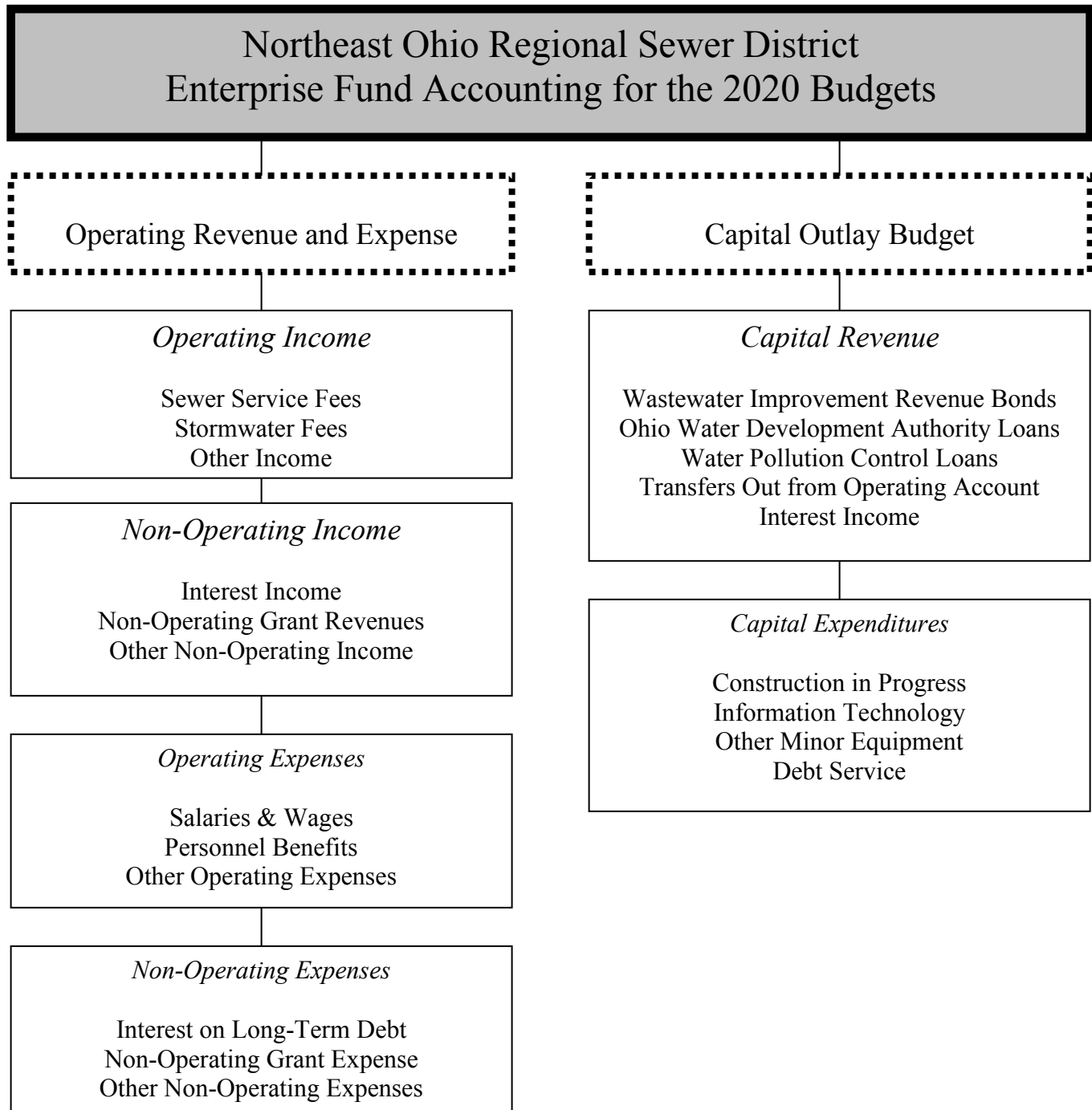
On motion of Ms. Dumas, seconded by Mayor Bacci, the foregoing resolution was unanimously adopted on March 19, 2020.

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **Fund Structure of 2020 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**

## **2020 Adopted Sewer Service Budget Summary Presented on an Accrual Basis**

	<b>2018 AUDITED ACTUAL</b>	<b>2019 ADOPTED BUDGET</b>	<b>2019 UNAUDITED ACTUAL</b>	<b>2020 ADOPTED BUDGET</b>
<b>OPERATING BUDGET</b>				
<b>REVENUE</b>				
Sewer Service Fees	\$ 324,666,083	\$ 324,900,806	\$ 337,291,565	\$ 349,539,032
Other Income	1,392,875	1,108,165	1,133,601	733,602
Interest Income	207,960	200,000	301,673	200,000
Operating Grant Revenues (WRRSP Projects, etc.) <b>Total Revenue</b>	<u><b>\$ 326,788,791</b></u>	<u><b>\$ 326,308,971</b></u>	<u><b>\$ 338,726,839</b></u>	<u><b>\$ 350,572,634</b></u>
<b>EXPENSES</b>				
Salaries & Wages	\$ 52,726,122	\$ 57,532,358	\$ 53,709,737	\$ 58,687,703
Personnel Benefits	20,312,071	24,885,427	19,814,938	24,368,925
Utilities	14,729,821	15,278,675	12,248,936	14,403,055
Professional Services	16,020,945	17,284,420	14,600,293	12,938,030
Contractual Services	16,234,262	19,051,638	16,236,620	19,187,643
Other Expenses	13,867,923	16,750,186	15,435,529	18,724,502
<b>Total Operation &amp; Maintenance Expenses</b>	<u><b>\$ 133,891,144</b></u>	<u><b>\$ 150,782,704</b></u>	<u><b>\$ 132,046,053</b></u>	<u><b>\$ 148,309,858</b></u>
Indirect Cost Allocation to Stormwater	(3,974,441)	(4,684,080)	(4,684,080)	(4,918,534)
Personnel Services charged to Capital Projects	(8,159,225)	(8,500,000)	(5,740,366)	(6,500,000)
<b>Sewer Operating Expenses Net Capital Labor</b>	<u><b>\$ 121,757,478</b></u>	<u><b>\$ 137,598,624</b></u>	<u><b>\$ 121,621,607</b></u>	<u><b>\$ 136,891,324</b></u>
Green Infrastructure Grant	1,361,640	2,300,000	1,673,529	2,115,000
Member Community Infrastructure Program	4,911,520	8,939,853	1,531,853	12,200,000
Accrued Vacation Expense	105,699	474,300	386,133	475,000
<b>Sewer Expenses</b>	<u><b>\$ 128,136,337</b></u>	<u><b>\$ 149,312,777</b></u>	<u><b>\$ 125,213,122</b></u>	<u><b>\$ 151,681,324</b></u>
Non-Operating Grant Expense (WRRSP Projects, etc.)	4,534	100,000	177,781	100,000
Transfer to Rate Stabilization Account	-	-	-	-
Transfer to/from Equipment Repair & Replacement Reserve	-	-	-	-
Transfer to/from Insurance Reserve	(1,045,366)	-	(1,266,314)	-
Debt Service	97,787,325	99,833,573	95,664,304	98,156,647
<b>Total Net Operating Expenses</b>	<u><b>\$ 224,882,830</b></u>	<u><b>\$ 249,246,350</b></u>	<u><b>\$ 219,788,893</b></u>	<u><b>\$ 249,937,971</b></u>
<b>EXCESS REVENUES OVER EXPENSES</b>	<b>\$ 101,905,962</b>	<b>\$ 77,062,621</b>	<b>\$ 118,937,946</b>	<b>\$ 100,634,663</b>
<b>CAPITAL BUDGET</b>				
Sources of Capital Funds	\$ 391,651,895	\$ 414,610,701	\$ 410,947,682	\$ 445,123,829
Uses of Capital Funds	249,252,880	298,335,926	224,016,341	262,718,868
<b>BALANCE REMAINING</b>	<u><u><b>\$ 142,399,015</b></u></u>	<u><u><b>\$ 116,274,775</b></u></u>	<u><u><b>\$ 186,931,341</b></u></u>	<u><u><b>\$ 182,404,961</b></u></u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 Wastewater Cash Reserve Summary**

**Presented on an Accrual Basis**

	<b>2018 AUDITED ACTUAL</b>	<b>2019 ADOPTED BUDGET</b>	<b>2019 UNAUDITED ACTUAL</b>	<b>2020 ADOPTED BUDGET</b>
<b>Beginning O&amp;M Reserve Balance (Net of Rate Stabilization Fund)</b>	\$ 33,521,572	\$ 37,041,380	\$ 34,311,096	\$ 34,399,656
Operating Surplus	101,905,962	77,062,621	118,937,946	100,634,663
Transfers to/from Capital Account	27,343,786	10,296,654	(40,384,085)	5,644,512
Transfer to/from Insurance Reserve	1,045,366	1,000,000	1,266,314	1,000,000
Transfer to/from Equipment Replacement Reserve	-	-	-	-
Transfer to/from Rate Stabilization Account	-	-	-	-
Transfer from Debt Service Reserve	139	-	-	-
Pay-As-You-Go Capital Financing	(129,505,729)	(91,000,999)	(79,731,615)	(107,456,000)
<b>Ending O&amp;M Reserve Balance (Net of Rate Stabilization Fund)</b>	<b>\$ 34,311,096</b>	<b>\$ 34,399,656</b>	<b>\$ 34,399,656</b>	<b>\$ 34,222,831</b>
<b>RATE STABILIZATION ACCOUNT</b>				
Beginning Balance - Rate Stabilization Account	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000
Transfer in/from Operating Account	-	-	-	-
<b>RATE STABILIZATION BALANCE</b>	<b>\$ 18,000,000</b>	<b>\$ 18,000,000</b>	<b>\$ 18,000,000</b>	<b>\$ 18,000,000</b>
<b>EQUIPMENT RESERVE</b>				
Beginning Balance - Equipment Replacement Reserve	\$ 56,965,378	\$ 57,672,441	\$ 57,672,441	\$ 58,625,793
Interest Income	707,063	450,000	953,352	500,000
Transfers to/from Operating Account	-	-	-	-
<b>EQUIPMENT RESERVE BALANCE</b>	<b>\$ 57,672,441</b>	<b>\$ 58,122,441</b>	<b>\$ 58,625,793</b>	<b>\$ 59,125,793</b>
<b>INSURANCE RESERVE</b>				
Beginning Balance - Insurance Reserve	\$ 21,758,997	\$ 21,004,774	\$ 21,004,774	\$ 20,160,802
Claim Proceeds	-	-	-	-
Claim Disbursements	(1,045,366)	(1,000,000)	(1,266,314)	(1,000,000)
Interest Income	291,143	275,000	422,342	300,000
<b>INSURANCE RESERVE BALANCE</b>	<b>\$ 21,004,774</b>	<b>\$ 20,279,774</b>	<b>\$ 20,160,802</b>	<b>\$ 19,460,802</b>
<b>DEBT SERVICE RESERVE W/TRUSTEE</b>				
Beginning Balance - Debt Service Reserve	\$ 139	\$ -	\$ -	\$ -
Reserve Fund Debt Retirement	-	-	-	-
Return Excess Funds to Operating Account	(139)	-	-	-
Interest Income	-	-	-	-
<b>DEBT SERVICE RESERVE W/TRUSTEE BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL CASH RESERVES</b>	<b>\$ 130,988,311</b>	<b>\$ 130,801,871</b>	<b>\$ 131,186,251</b>	<b>\$ 130,809,426</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020 Adopted Stormwater Service Budget Summary**

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

	<b>2018 Audited Actual</b>	<b>2019 Adopted Budget</b>	<b>2019 Unaudited Actuals</b>	<b>2020 Adopted Budget</b>
<b>OPERATING BUDGET</b>				
<b>REVENUE</b>				
Stormwater Service Fees	\$ 43,964,677	\$ 43,609,012	\$ 44,556,108	\$ 44,110,547
Interest Income	813,568	900,000	1,141,685	943,386
Community Cost Share Allocation	(10,991,169)	(10,902,253)	(11,139,027)	(11,027,637)
<b>Total Revenue</b>	<b>\$ 33,787,076</b>	<b>\$ 33,606,759</b>	<b>\$ 34,558,766</b>	<b>\$ 34,026,296</b>
<b>EXPENSES</b>				
Salaries & Wages	\$ 2,606,546	\$ 3,391,228	\$ 3,254,391	\$ 3,613,985
Personnel Benefits	353,836	527,704	505,624	563,817
Reimbursable Expenses	22,391	66,194	37,454	64,885
Professional Services	13,310,065	13,375,075	12,861,718	10,413,018
Contractual Services	9,511,582	20,313,516	15,866,062	17,230,515
Material and Supplies	33,769	109,450	69,561	116,450
Judgements and Awards	700,000	-	-	10,000
<b>Total Operation &amp; Maintenance Expenses</b>	<b>\$ 26,538,189</b>	<b>\$ 37,783,167</b>	<b>\$ 32,594,810</b>	<b>\$ 32,012,670</b>
Indirect Cost Allocation to Stormwater	\$ 3,974,441	\$ 4,684,080	\$ 4,684,080	\$ 4,918,534
Capital Land Acquisition	636,999	4,000,000	5,170,673	5,047,086
<b>Stormwater Operating Expenses Net of Indirect and Capital</b>	<b>31,149,629</b>	<b>46,467,247</b>	<b>42,449,563</b>	<b>41,978,290</b>
<b>Community Cost Share Program</b>				
Community Cost Share Allocation	\$ 10,991,169	\$ 10,902,253	\$ 11,139,027	\$ 11,027,637
Community Cost Share Disbursements	4,218,308	6,000,000	8,511,830	6,000,000
<b>Net Community Cost Share</b>	<b>\$ 6,772,861</b>	<b>\$ 4,902,253</b>	<b>\$ 2,627,197</b>	<b>\$ 5,027,637</b>
<b>EXCESS REVENUE OVER EXPENSES</b>	<b>\$ 9,410,308</b>	<b>\$ (7,958,235)</b>	<b>\$ (5,263,600)</b>	<b>\$ (2,924,357)</b>
<b>Beginning Stormwater Balance</b>				
Operating Surplus	2,637,446	(12,860,488)	(7,890,797)	(7,951,994)
Accrual to Cash Adjustment	3,492,955.00	-	(18,797.00)	-
<b>Ending Stormwater Balance</b>	<b>\$ 25,820,540</b>	<b>\$ 12,213,693</b>	<b>\$ 17,910,946</b>	<b>\$ 9,958,953</b>
<b>Beginning Community Cost Share Account Balance</b>				
Current Year Allocations	10,991,169	10,902,253	11,139,027	10,476,255
Community Cost Share Disbursements	(4,218,308)	(6,000,000)	(8,511,830)	(6,000,000)
Accrual to Cash Adjustment	-	-	(761,997)	-
<b>Ending Community Cost Share Account Balance</b>	<b>\$ 24,045,802</b>	<b>\$ 28,571,715</b>	<b>\$ 25,911,002</b>	<b>\$ 30,387,257</b>
<b>Total Stormwater Cash Reserves</b>	<b>\$ 49,866,343</b>	<b>\$ 40,785,408</b>	<b>\$ 43,821,949</b>	<b>\$ 40,346,210</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2020 SEWER SERVICE FEE REVENUE SUMMARY**  
**PRESENTED ON ACCRUAL BASIS**

	<b>2018 AUDITED ACTUAL</b>		<b>2019 UNAUDITED ACTUAL</b>		<b>2020 PRELIMINARY BUDGET</b>	
	<u>Rate (1)</u>	<u>Revenue</u>	<u>Rate (1)</u>	<u>Revenue</u>	<u>Rate (2)</u>	<u>Revenue</u>
<b><u>Sewer Service Fees - Cleveland</u></b>						
Subdistrict 1 - Regular	\$88.40	\$ 132,578,174	\$94.15	\$ 138,145,914	\$100.15	\$ 143,162,160
- Homestead	53.05	4,100,356	56.50	4,272,554	60.10	4,427,696
- Fixed Regular	4.95		6.35		7.95	
-Fixed Homestead	2.95		3.80		4.75	
Subdistrict 2 - Regular	89.60	157,910,714	95.05	164,542,317	100.75	170,517,049
- Homestead	53.85	4,883,837	57.10	5,088,938	60.50	5,273,724
- Fixed Regular	4.95		6.35		7.95	
-Fixed Homestead	2.95		3.80		4.75	
<b>Gross Billings Cleveland</b>		<b>\$ 299,473,081</b>		<b>\$ 312,049,723</b>		<b>\$ 323,380,628</b>
Bad Debt Expense		(3,733,159)		(9,134,799)		(9,171,372)
Change in Unbilled Sewer Revenue Fees		(302,091)		284,782		-
<b>Net Revenue - Cleveland</b>		<b>\$ 295,437,831</b>		<b>\$ 303,199,706</b>		<b>\$ 314,209,256</b>
<b><u>Sewer Service Fees - Other Billing Agents</u></b>						
Berea		\$ 4,884,056		\$ 5,212,422		\$ 5,780,517
Unbilled Revenue Berea		46,931		365,552		-
<b>Total Berea, Billed &amp; Unbilled</b>		<b>\$ 4,930,987</b>		<b>\$ 5,577,974</b>		<b>\$ 5,780,517</b>
Cleveland Heights		\$ (1,698)		\$ -		\$ -
Unbilled Cleve Hts.						
<b>Total Cleve Hts., Billed &amp; Unbilled</b>		<b>\$ (1,698)</b>		<b>\$ -</b>		<b>\$ -</b>
North Royalton		\$ 1,156,139		\$ 1,205,786		\$ 1,563,572
Unbilled Revenue N. Royalton		-		303,000		-
<b>Total N. Royalton Billed &amp; Unbilled</b>		<b>\$ 1,156,139</b>		<b>\$ 1,508,786</b>		<b>\$ 1,563,572</b>
<b>Gross Total Other Billing Agents</b>		<b>\$ 6,085,427</b>		<b>\$ 7,086,760</b>		<b>\$ 7,344,089</b>
<b><u>Other Sewer Service Fees</u></b>						
Direct Billings		\$ 24,876,907		\$ 27,733,645		\$ 27,985,687
Unbilled Revenue Direct Billed		(1,734,082)		(728,546)		-
<b>Gross Direct Billed Sewer Service Fees</b>		<b>\$ 23,142,825</b>		<b>\$ 27,005,099</b>		<b>\$ 27,985,687</b>
<b>Net Billed &amp; Unbilled Sewer Service Fee</b>		<b>\$ 324,666,083</b>		<b>\$ 337,291,565</b>		<b>\$ 349,539,032</b>

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

	<b>2019 ADOPTED BUDGET</b>	<b>2019 UNAUDITED ACTUAL</b>	<b>2019 ACTUAL OVER (UNDER) 2019 BUDGET</b>	<b>2020 PRELIMINARY BUDGET</b>	<b>2020 OVER (UNDER) 2019 ACTUAL</b>
Salaries & Wages	\$ 57,532,358	\$ 53,709,737	\$ (3,822,621)	\$58,687,703	\$ 4,977,966
Benefits	24,885,427	19,814,938	(5,070,488)	\$24,368,925	4,553,987
Power	11,335,014	9,008,321	(2,326,693)	10,485,100	1,476,779
Gas	1,809,319	1,285,320	(523,999)	1,794,795	509,475
Water	1,089,492	1,065,318	(24,174)	1,177,550	112,232
Professional Services	17,284,420	14,600,293	(2,684,127)	12,938,030	(1,662,263)
Collection Fees	8,617,600	8,474,433	(143,167)	8,967,900	493,467
Insurance and Bonds	1,350,000	952,143	(397,857)	1,350,000	397,857
Solids Handling	2,150,716	1,442,177	(708,539)	1,652,640	210,463
Other Contractual Services	4,062,616	2,687,571	(1,375,045)	4,377,910	1,690,339
Chemicals	3,266,980	3,103,835	(163,145)	3,508,311	404,476
Other Materials & Supplies	8,402,650	8,442,502	39,852	8,827,738	385,236
Repairs & Maintenance	3,993,488	3,191,540	(801,948)	5,314,976	2,123,436
Judgments / Awards	190,000	23,501	(166,499)	190,000	166,499
All Other Expenses	4,812,625	4,244,424	(568,201)	4,668,280	423,856
<b>Total</b>	<b>\$ 150,782,704</b>	<b>\$ 132,046,053</b>	<b>\$ (18,736,651)</b>	<b>\$ 148,309,858</b>	<b>\$ 16,263,805</b>

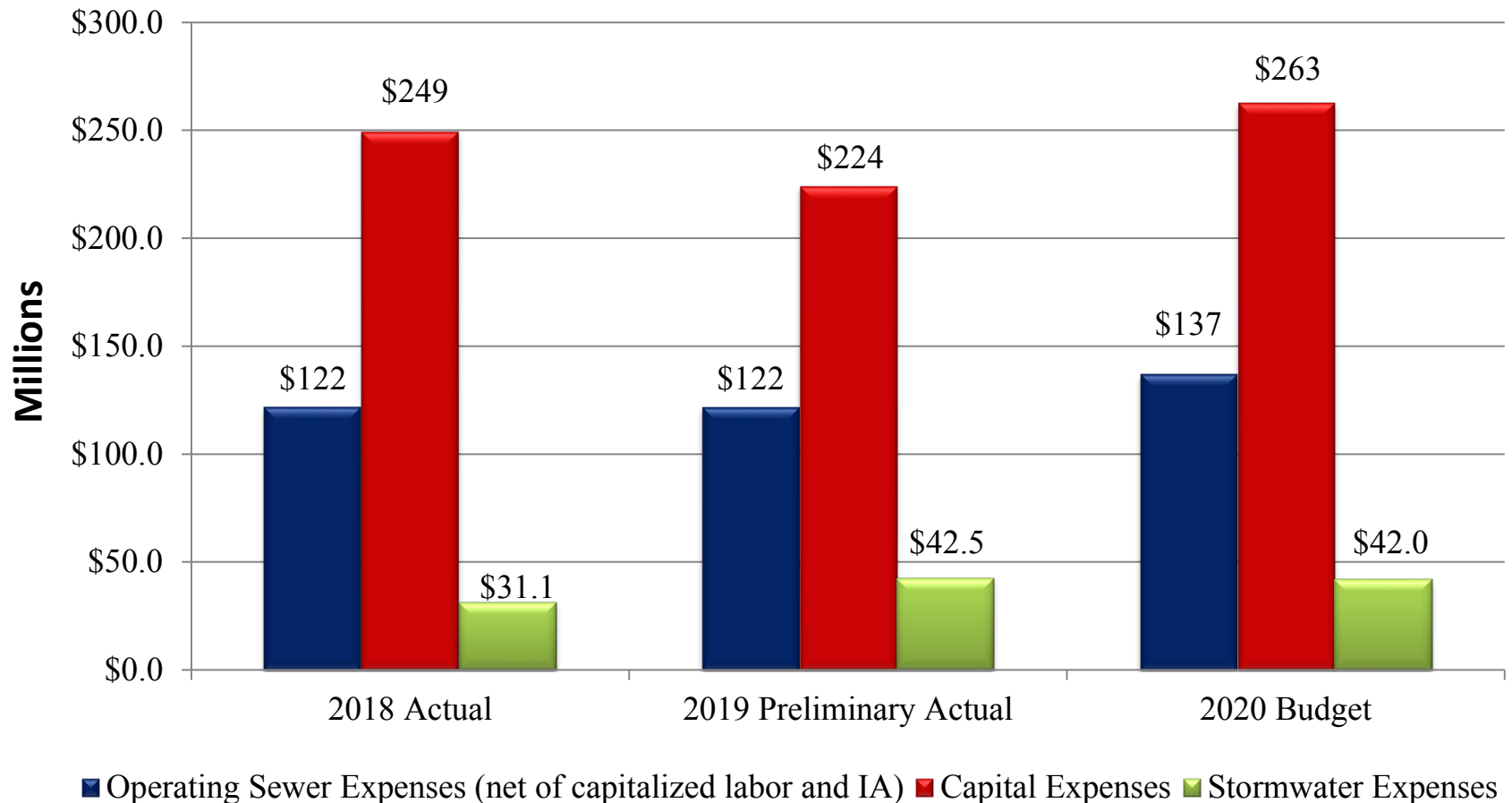
<b><u>NORTHEAST OHIO REGIONAL SEWER DISTRICT</u></b>					
<b>MAJOR EXPENSE RECAPITULATION BY CATEGORY</b>					
<b>2020 ADOPTED STORMWATER BUDGET</b>					
	<b>2019 Adopted Budget</b>	<b>2019 Unaudited Actuals</b>	<b>2019 Actual Over (Under) 2019 Budget</b>	<b>2020 Adopted Budget</b>	<b>2020 Over (Under) 2019 Actuals</b>
Salaries & Wages	\$ 3,391,228	\$ 3,254,391	\$ (136,837)	\$ 3,613,985	\$ 359,594
Benefits	527,704	505,624	(22,080)	563,817	58,193
Professional Services	13,375,075	12,861,718	(513,357)	10,413,018	(2,448,700)
Other Contractual Services	20,313,516	15,866,062	(4,447,454)	17,230,515	1,364,453
Other Materials & Supplies	109,450	69,561	(39,889)	116,450	46,889
All Other Expenses	66,194	37,454	(28,740)	74,885	37,431
<b>Sub-Total</b>	<b><u>\$ 37,783,167</u></b>	<b><u>\$ 32,594,810</u></b>	<b><u>\$ (5,188,357)</u></b>	<b><u>\$ 32,012,670</u></b>	<b><u>\$ (582,140)</u></b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

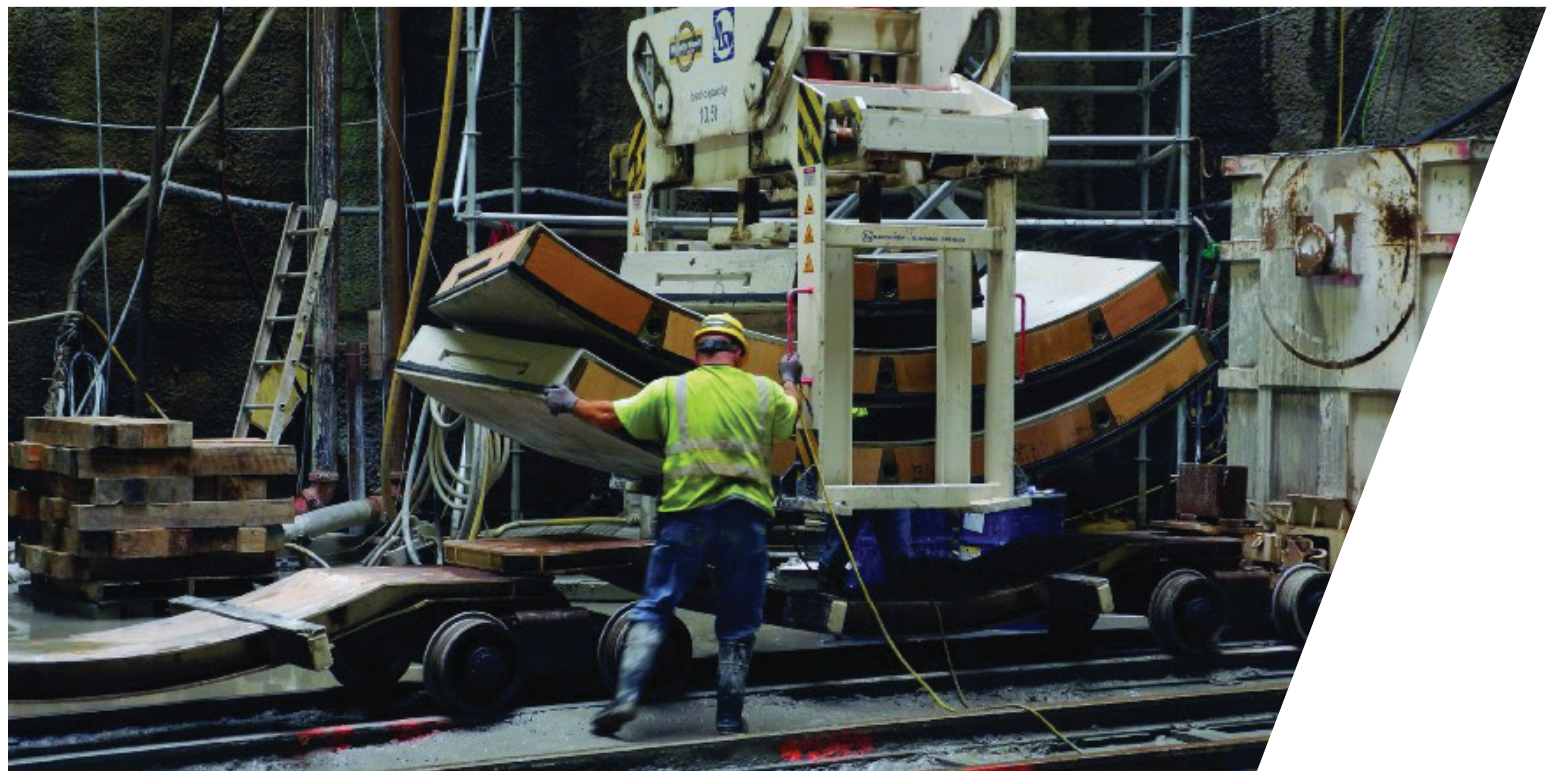
## Operating and Capital Expense

2018 – 2019 Actual

2020 Budget



# CAPITAL IMPROVEMENT PROGRAM



**Northeast Ohio  
Regional Sewer District**

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM**

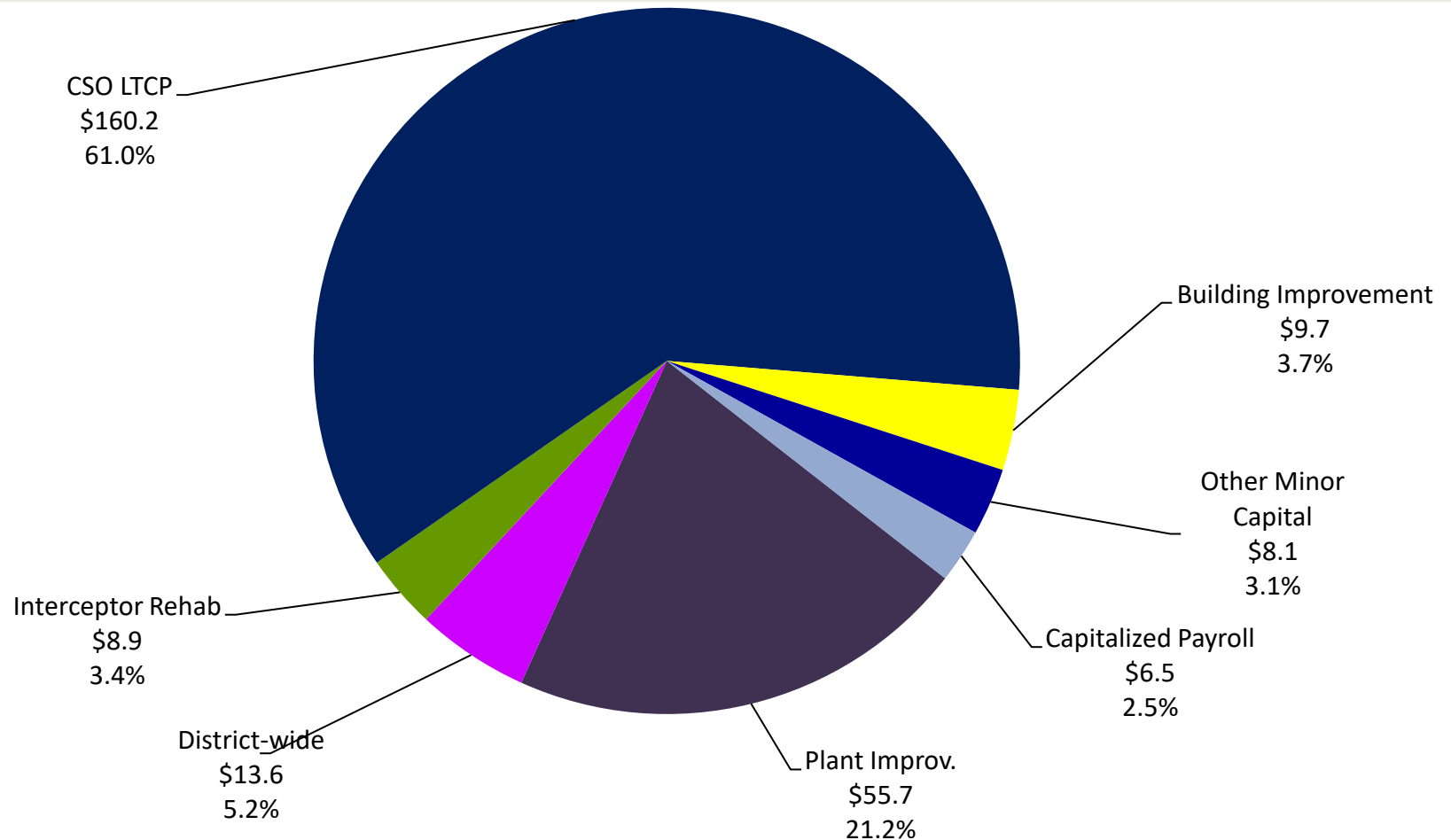
Annually the District staff prepares a five year Capital Improvement Program (“CIP”) which lists capital projects by major category and indicates the year in which each project is estimated to be under contract. In the 1970s and 1980s, the District was very successful in obtaining federal EPA grants 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 2020-2024 lists expenditures totaling \$1,184,939,020 including \$21,047,086 of stormwater property acquisitions. Management of the District recognizes that more stringent standards, including the CSO long-term control plan, will be instituted in the near future and the current CIP anticipates those requirements. Portions of the District’s treatment plant facilities constructed in the 1970s and 1980s need to be upgraded consistent with anticipated regulatory changes. Furthermore, additional regulatory requirements are expected to be established for effluent, biosolids, and other residual products and the disposal thereof. The capital improvement plan includes green infrastructure and the ongoing rehabilitation and maintenance of existing facilities in order to meet current and future treatment requirements at the wastewater treatments plants and in the collection system.

The investment over the next five years is substantial and will require the work of many to achieve. In 2020, 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 2020 through 2024.

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## 2020 Sewer Capital Project Disbursements

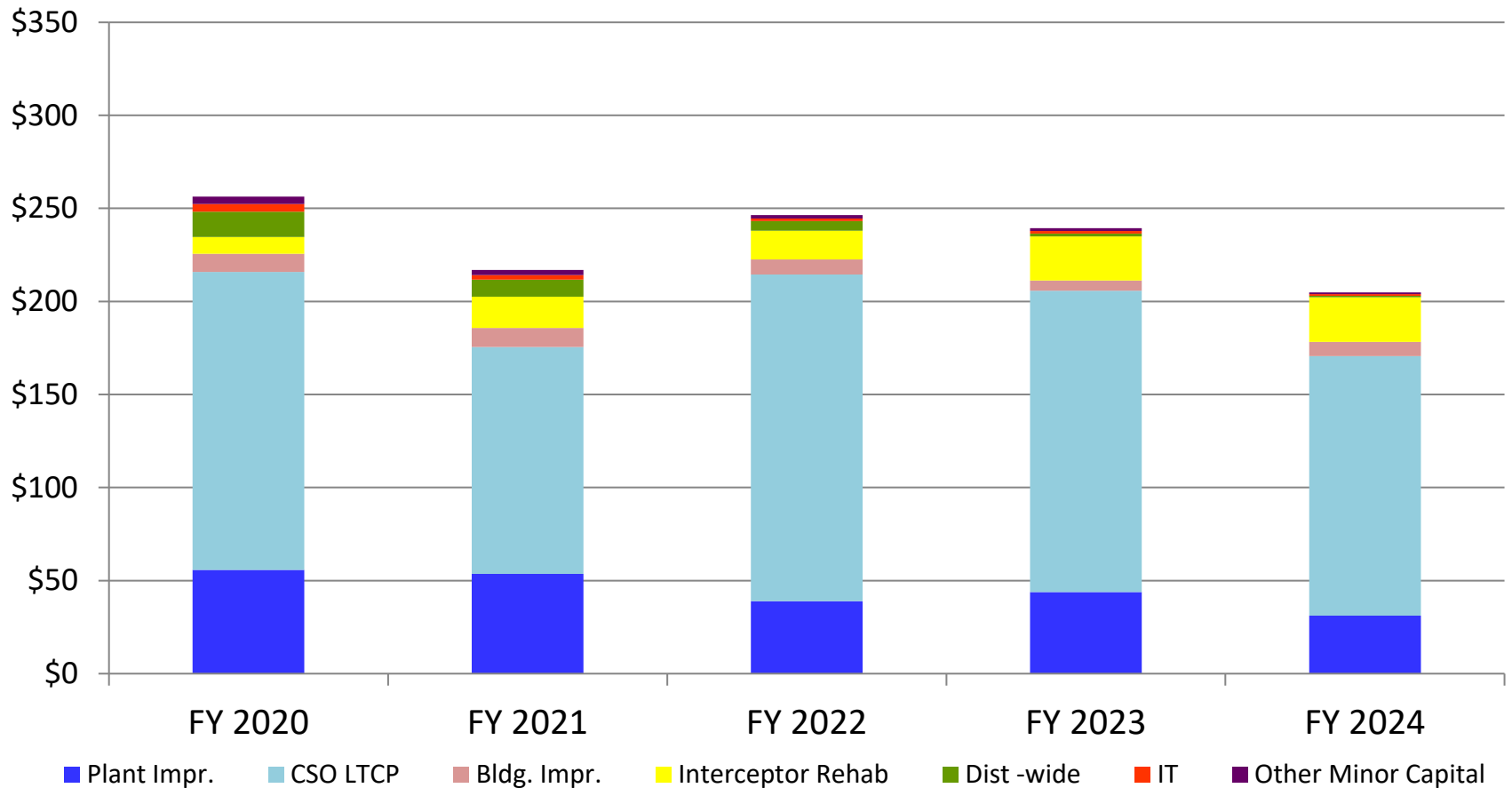


Cash Disbursement Summary  
\$262.7 Million

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Sewer Capital Improvement Plan

### 2020 – 2024



# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## 5 Year Capital Budget Summary

WASTEWATER												
DESCRIPTION	2020		2021		2022		2023		2024		Total Cost	
MAJOR IMPROVEMENTS:												
Plant Improvements	\$	55,716,617	\$	53,624,462	\$	38,902,110	\$	43,889,743	\$	31,229,412	\$	223,362,344
Interceptor Rehab		8,879,507		16,789,838		15,447,434		23,797,545		23,879,542		88,793,866
CSO LTCP		160,171,887		121,912,257		175,582,843		161,789,507		139,531,982		758,988,476
District-Wide Activities		13,586,456		9,175,663		5,176,257		1,482,043		776,915		30,197,334
Building Improvements		9,758,510		10,324,804		8,105,873		5,519,348		7,611,888		41,320,423
MAJOR IMPORVEMENT TOTAL	\$	248,112,977	\$	211,827,024	\$	243,214,517	\$	236,478,186	\$	203,029,739	\$	1,142,662,443
MINOR IMPROVEMENTS:												
Building	\$	20,000	\$	-	\$	-	\$	-	\$	-	\$	20,000
Minor Building Improvements		1,165,200		495,700		383,100		276,800		11,700		2,332,500
Machinery & Equipment		2,005,000		1,048,300		799,000		660,000		582,000		5,094,300
Vehicles		776,300		1,113,000		698,000		711,000		369,000		3,667,300
Grounds		30,000		-		-		-		-		30,000
Computer Hardware		2,192,731		1,255,000		630,000		730,000		875,000		5,682,731
Computer Software		1,891,660		1,081,000		706,000		551,000		85,000		4,314,660
Furniture		25,000		63,000		-		-		-		88,000
MINOR IMPORVEMENT TOTAL	\$	8,105,891	\$	5,056,000	\$	3,216,100	\$	2,928,800	\$	1,922,700	\$	21,229,491
TOTAL WASTEWATER	\$	256,218,868	\$	216,883,024	\$	246,430,617	\$	239,406,986	\$	204,952,439	\$	1,163,891,934
*Totals do not include Capitalized Labor												
STORMWATER												
PROPERTY ACQUSTION		5,047,086		4,000,000		4,000,000		4,000,000		4,000,000		21,047,086
TOTAL STORMWATER	\$	5,047,086	\$	4,000,000	\$	4,000,000	\$	4,000,000	\$	4,000,000	\$	21,047,086
TOTAL DISTRICT	\$	261,265,954	\$	220,883,024	\$	250,430,617	\$	243,406,986	\$	208,952,439	\$	1,184,939,020

NORTHEAST OHIO REGIONAL SEWER DISTRICT								
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN REPORT - WASTEWATER COLLECTION SYSTEM 2020-2024								
DISTRICT WIDE								
	Project Location	Project Phase	2020	2021	2022	2023	2024	Period Total
			248,112,977	211,827,024	243,214,517	236,478,188	203,029,737	1,142,662,443
			55,716,617	53,624,462	38,902,110	43,889,743	31,229,412	223,362,345
			10,328,953	16,042,689	5,090,076	14,589,906	3,582,791	49,634,414
Easterly Grease Handling Improvements	Easterly	Close-Out						-
Easterly Bar Screen Conveyor Belt Rehabilitation	Easterly	Project Construction	2,944,090	50,477				2,994,567
Easterly Aeration Tank Rehabilitation Improvements	Easterly	Project Design	2,648,654	9,745,006	1,071,598	200,871		13,666,129
EWWTTP R&R (2023-2029)	Easterly	Non-Applicable				1,626,153	1,653,255	3,279,408
EWWTTP R&R (2020-2039)	Easterly	Non-Applicable						-
Easterly Southerly Sludge Pump System (2011-0017)	Easterly	Not Started			830,025	6,912,020	437,536	8,179,581
Easterly Electrical Service Improvements	Easterly	Not Started	525,000	232,500	749,620	2,484,394	1,477,424	5,468,938
Easterly PLC Replacement (APM 2)	Easterly	Procurement	4,211,209	6,014,706	2,438,833	3,366,469	14,575	16,045,792
			9,182,569	4,253,499	9,441,721	2,961,785	2,786,719	28,626,292
Westerly Wet Weather Facility Improvements	Westerly	Close-Out						-
Westerly Incinerator Improvements	Westerly	Close-Out						-
Westerly Fiber Replacement (APM)	Westerly	Close-Out						-
Westerly Facilities Plan	Westerly	Project Design	519,475					519,475
Easterly & Westerly Low Voltage Equipment Replacement	Westerly	Project Construction	6,360,359	3,011,095				9,371,454
Westerly PLC Replacement	Westerly	Project Construction	1,536,923					1,536,923
Westerly 2018 CEMS Upgrade	Westerly	Project Construction						-
WWWTC R&R (2023-2029)	Westerly	Non-Applicable				2,741,035	2,786,719	5,527,753
WWWTC R&R (2030-2039)	Westerly	Non-Applicable						-
Westerly Facilities Plan Improvements	Westerly	Not Started	30,799	727,416	9,441,721	220,750		10,420,686
Westerly Grating and CSOTF Washdown Replacement	Westerly	Non-Applicable	735,013	514,987				1,250,000
			36,205,095	33,328,274	24,370,314	26,338,053	24,859,902	145,101,639
SWWTC First Stage Aeration Tank and Return Sludge PS Improvements	Southerly	Project Construction	45,297					45,297
2nd Lift Station Improvements	Southerly	Project Construction	514,069	8,056				522,125
Southerly Second Stage Settling Improvements	Southerly	Project Construction	16,121,278	13,871,813	7,707,217	141,516		37,841,824
Southerly Grit Receiving Station	Southerly	Close-Out						-
Southerly Electrical Infrastructure Improvements	Southerly	Project Construction	5,977,774	4,624,732	1,782,599			12,385,105
Southerly Miscellaneous Disinfection and Solids Handling Improvements	Southerly	Project Design	1,650,793	1,280,161				2,930,954
Southerly REF Improvements	Southerly	Project Construction	134,377					134,377
Southerly PLC Replacement (APM 2)	Southerly	Procurement	7,854,110	8,701,917	2,329,274	12,138,816	805,657	31,829,775
SWWTC R&R (2023-2029)	Southerly	Non-Applicable				4,729,014	4,807,831	9,536,844
SWWTC R&R (2030-2039)	Southerly	Non-Applicable						-
Gravity Belt Thickening Improvements	Southerly	Not Started						-
Southerly Effluent Filtration and Disinfection Improvements	Southerly	Not Started						-
Southerly 2nd Stage Aeration Improvements	Southerly	Not Started			1,628,019	4,086,607	16,592,960	22,307,586
Southerly Gravity Thickener Odor Control	Southerly	Not Started			597,011	3,843,941	313,837	4,754,789
Southerly Wet Stream Hg Removal	Southerly	Not Started						-
District Wide Solids Handling Study	Southerly	Project Study	176,044					176,044
District Wide Solids Handling Improvements	Southerly	Non-Applicable	139,205	852,283	9,535,735	1,398,160	74,617	12,000,000
Southerly WWTC Fire Safety and Code	Southerly	Project Design	685,748					685,748
Easterly/Southerly Fiber Replacement	Southerly	Project Design	2,217,125	3,719,045				5,936,170
REF Automation Replacement (APM3)	Southerly	Non-Applicable					2,265,000	2,265,000
Southerly North Fill Area Closure	Southerly	Non-Applicable	689,275	60,725				750,000
Southerly WWTC Tunnel Inspection and Rehabilitation	Southerly	Non-Applicable		209,541	790,459			1,000,000

NORTHEAST OHIO REGIONAL SEWER DISTRICT								
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN REPORT - WASTEWATER COLLECTION SYSTEM 2020-2024								
DISTRICT WIDE								
			160,171,887	121,912,257	175,582,843	161,789,507	139,531,982	758,988,476
				2,095,504	14,840,298	35,610,810	41,445,938	93,992,549
Easterly Chemically Enhanced High Rate Treatment Facility	Easterly	Project Design		2,095,504	14,840,298	35,610,810	41,445,938	93,992,549
			3,557,293	12,675,766	40,700,773	19,129,461	799,987	76,863,280
Westerly Chemically Enhanced High Rate Treatment Facility	Westerly	Project Design	3,557,293	12,675,766	40,700,773	19,129,461	799,987	76,863,280
			284,746	1,269,501	2,419,280	7,496,523	910,036	12,380,086
Southerly Optimized Parallel Treatment	Southerly	Project Design						-
Enhance Series Upgrade - SOPT Alternative	Southerly	Non-Applicable	284,746	1,269,501	2,419,280	7,496,523	910,036	12,380,086
			156,329,848	105,871,485	117,622,493	99,552,713	96,376,021	575,752,561
Easterly Tunnel Dewatering Pump Station	Easterly	Close-Out						-
Nine Mile Construction - Management Core Services	Easterly	Project Construction						-
Dugway Storage Tunnel	Easterly	Project Construction	3,025,648	126,277				3,151,925
Doan Valley Storage Tunnel	Easterly	Project Construction	17,816,425	7,869,059	2,301,408	60,757		28,047,649
Dugway South Relief and Consolidation Sewer	Easterly	Close-Out						-
East 140th Consolidation and Relief Sewer	Easterly	Project Construction	7,002,207	374,447				7,376,653
Superior-Stones-Canal CSO Improvements	Easterly	Project Construction	2,075					2,075
London Road Relief Sewer	Easterly	Project Construction	21,457,968	579,739				22,037,708
Dugway Regulators and Relief Sewers	Easterly	Project Construction	156,741					156,741
Doan Valley Miscellaneous Regulators / Relief	Easterly	Project Design	3,284,943	1,047,102	61,425			4,393,470
Doan Valley Relief and Consolidation Sewer	Easterly	Project Construction	3,153,843	278,002				3,431,845
Shoreline Storage Tunnel	Easterly	Project Design	6,504,659	33,160,086	63,203,217	69,438,664	25,782,568	198,089,194
Site Restoration Services	Easterly	Project Construction	7,586					7,586
Shoreline Consolidation Sewer	Easterly	Procurement	3,641,753	1,856,482	17,655,298	17,112,914	74,172	40,340,619
Easterly Flood Control/Relief Sewer Project	Easterly	Not Started						-
Site Restoration Services II	Easterly	Bidding	382,774					382,774
Mary Street Pump Station Upgrade	Westerly	Close-Out						-
Westerly Storage Tunnel	Westerly	Project Construction	49,409,069	15,313,016	781,872			65,503,957
Westerly Tunnel Dewatering Pump Station (C)	Westerly	Project Design	2,807,656	12,703,374	12,683,197	2,756,617	346,147	31,296,991
Westerly Low Level Relief Sewer	Westerly	Project Construction						-
West 3rd Quigley / Westerly Miscellaneous CSO Control	Westerly	Project Design	4,235,957	8,592,314	150,529			12,978,800
Woodland Central Green Infrastructure Project	Southerly	Project Construction	648,863					648,863
Morgana & Burke System Improvements (MBSI)	Southerly	Project Design	4,572,093	8,736,627	599,928			13,908,647
Burke Brook Open Channel Improvements (BOCI)	Southerly	Project Design	704,715	5,195,285				5,900,000
Pearl & Jennings Road Storage Tanks & Pump Station Upgrades	Southerly	Project Design	1,194,987	2,575,941	11,562,155	945,164	191,487	16,469,734
Stickney Creek at Ridge Road - Stream Relocation and Utility Repair Project	Southerly	Project Construction	137,247					137,247
Southerly Tunnel Dewatering Pump Station	Southerly	Not Started			175,540	999,331	1,112,565	2,287,435
SCSO-2 Kingsbury Run Consolidation Sewer	Southerly	Not Started				1,442,516	2,441,135	3,883,651
Southerly Miscellaneous CSO Control and Relief Sewers	Southerly	Not Started					295,488	295,488
Southerly Tunnel and Consolidation	Southerly	Not Started		2,922,490	6,440,718	4,348,579	63,835,823	77,547,610
BCSO-1 Ridge Road Consolidation	Southerly	Not Started						-
Big Creek Tunnel (BCT)	Southerly	Not Started						-
BBCSO-2 Bellaire Road/ Peelor Ave. Consolidation Sewer	Southerly	Not Started						-
Big Creek CSO-059 Storage Tank	Southerly	Not Started					515,145	515,145
BCSO-3 W143th St. Consolidation Sewer	Southerly	Not Started						-
Big Creek Tunnel Regulators	Southerly	Not Started						-
BCSO-2a W129th St. Consolidation Sewer	Southerly	Not Started						-
Miscellaneous CSO Improvements (MCSO)	Southerly	Project Design	2,259,738	670,262				2,930,000

NORTHEAST OHIO REGIONAL SEWER DISTRICT								
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN REPORT - WASTEWATER COLLECTION SYSTEM 2020-2024								
DISTRICT WIDE								
CEHRT-Preliminary Design Development	Districtwide	Project Study						-
Green Infrastructure Program Implementation Support	Districtwide	Reimbursement	57,350	57,193	190,526	228,907		533,977
Right of Way Services -1	Districtwide	Reimbursement	35,174					35,174
Right of Way Services - 2	Districtwide	Reimbursement	102,822					102,822
Union/Buckeye Green Infrastructure	Districtwide	Close-Out	82,195					82,195
Kingsbury Run Preliminary Engineering Project	Districtwide	Close-Out						-
CIP Right of Way Services -3	Districtwide	Reimbursement	474,275	358,946				833,220
CIP Right of Way Services -4	Districtwide	Reimbursement	308,273	233,311				541,584
CSO Outfall Repairs and Improvements	Districtwide	Project Design	2,376,503	523,497				2,900,000
Nine Mile Creek Site Wetland Mitigation	Districtwide	Reimbursement	51,555	39,459	36,590			127,604
CSO CD and NPDES Performance Compliance	Districtwide	Project Study	1,242,885	1,345,258				2,588,143
CSO Consent Decree and NPDES Performance Compliance Project Phases 2	Districtwide	Non-Applicable		1,313,318	1,780,089	2,219,265	1,781,492	7,094,165
CSO Consent Decree and NPDES Performance Compliance Project Phases 3	Districtwide	Non-Applicable						-
CSO Consent Decree and NPDES Performance Compliance Project Phases 4	Districtwide	Non-Applicable						-
			13,586,456	9,175,663	5,176,257	1,482,043	776,915	30,197,334
Testing & Construction Inspection Services	Districtwide	Project Construction						-
CIP Environmental Services	Districtwide	Project Design	40,972					40,972
Testing & Construction Inspection Services	Districtwide	Project Construction	4,905,415	763,958				5,669,373
GES-4 General (Mechanical, Process, Collection System)	Districtwide	Project Design	127,454	388,048				515,502
GES-5 MEP (Mechanical/Electrical/Plumbing)	Districtwide	Project Design	256,965	71,245				328,210
GES-6 Architectural / Civil / Structural	Districtwide	Project Design	201,328	58,083				259,411
Automation Program Management Phase-1	Districtwide	Project Design	2,026,543	1,290,462				3,317,005
CIP Environmental Assessment Services C, D & E	Districtwide	Project Design	119,118	79,649				198,767
CIP Environmental Assessment Services F	Districtwide	Project Design	427,965					427,965
District Wide Uninterruptible Power Supply (UPS) Replacement Project	Districtwide	Project Construction						-
Construction Safety and Security Services	Districtwide	Project Construction	409,385					409,385
Primavera P6 Upgrade Project	Districtwide	Project Study						-
GES-7,8,9	Districtwide	Not Started	1,152,416	1,783,045	2,595,260	469,280		6,000,000
Testing & Construction Inspection Services -HR Gray Tunnel	Districtwide	Project Construction	1,015,538	1,012,764	1,012,764	1,012,764	776,915	4,830,744
SharePoint Upgrade Project	Districtwide	Non-Applicable	478,279	1,021,721				1,500,000
WAM Upgrade Project	Districtwide	Non-Applicable	1,754,545	245,455				2,000,000
GES Construction	Districtwide	Not Started	670,533	2,461,233	1,568,233			4,700,000
			9,758,510	10,324,804	8,105,873	5,519,348	7,611,888	41,320,423
EMSC Building Interior Renovation	Districtwide	Close-Out						-
Easterly Service and Security Building Project	Easterly	Close-Out						-
District-Wide Energy Conservation and Management Project	Districtwide	Project Construction	201,463					201,463
Southerly Building Heat Boiler System Upgrades	Southerly	Project Construction	566,705					566,705
Easterly New Maintenance Building	Easterly	Not Started						-
Southerly Roof Safety	Southerly	Not Started				65,205	142,001	207,206
Building Maintenance Repair and Renewal (2023-2029)	Districtwide	Non-Applicable				4,429,358	4,503,181	8,932,540
Building Maintenance Repair and Renewal (2030-2039)	Districtwide	Non-Applicable						-
Districtwide HVAC Building Automation Systems Upgrades	Districtwide	Not Started	884,245	1,115,755				2,000,000
Districtwide HVAC Upgrade Phase 2	Districtwide	Non-Applicable		1,065,329	6,808,777	125,893		8,000,000
Easterly Resident Engineer and Headworks Decommisioning	Easterly	Non-Applicable						-
Southerly Building Demolition	Southerly	Not Started	796,675	6,129,834	277,497			7,204,006
Westerly CSOTF Boiler Replacement	Districtwide	Project Construction	57,905					57,905
District-Wide Roof Improvements	Districtwide	Not Started	1,307,810	1,159,479	282,710			2,750,000

NORTHEAST OHIO REGIONAL SEWER DISTRICT								
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN REPORT - WASTEWATER COLLECTION SYSTEM 2020-2024								
DISTRICT WIDE								
Districtwide HVAC Improvements Phase 1	Districtwide	Not Started	4,747,039	527,961				5,275,000
GJM 2nd Floor Renovation for TSG	Districtwide	Non-Applicable	500,000					500,000
FM200 Improvements for UPS Rooms	Districtwide	Non-Applicable	136,667	63,333				200,000
Westerly Boilers Replacement Project	Westerly	Non-Applicable	560,000					560,000
Easterly Aeration Galleries Energy Efficiency Project	Easterly	Non-Applicable		263,112	736,888			1,000,000
Districtwide HVAC Upgrade Phase 3	Districtwide	Non-Applicable				898,892	2,966,706	3,865,597
Districtwide HVAC Upgrade Phase 4	Districtwide	Non-Applicable						-
			8,879,507	16,789,838	15,447,434	23,797,545	23,879,542	88,793,866
Green Creek/CSO-206 Culvert Repair	Easterly	Non-Applicable	542,651	1,457,349				2,000,000
Kingsbury Run Culvert Repair	Districtwide	Close-Out						-
CSO Culvert Inspection and Repair 1	Districtwide	Not Started		1,225,458	1,319,943	8,455,738	14,385,486	25,386,625
CSO Culvert Inspection and Repair 2	Districtwide	Not Started						-
CSO Culvert Inspection and Repair 3	Districtwide	Not Started						-
CSO Culvert Inspection and Repair 4	Districtwide	Not Started						-
CSO Culvert Inspection and Repair 5	Districtwide	Not Started						-
CSO Culvert Inspection and Repair 6	Districtwide	Not Started						-
CSO Culvert Inspection and Repair 7	Districtwide	Not Started						-
Irishtown Bend Stabilization and Rehabilitation	Districtwide	Non-Applicable		4,266,667	2,733,333			7,000,000
Odor Control Facility Upgrades	Districtwide	Not Started		250,628	2,235,717	382,142	10,266	2,878,752
SSMO R&R (2023-2029)	Districtwide	Non-Applicable				764,813	777,560	1,542,373
SSMO R&R (2030-2039)	Districtwide	Non-Applicable						-
Collection System Asset Renewal-2	Districtwide	Not Started			645,174	940,452	7,436,059	9,021,685
Collection System Asset Renewal-3	Districtwide	Not Started					476,571	476,571
Collection System Asset Renewal-4	Districtwide	Not Started						-
Collection System Asset Renewal-5	Districtwide	Not Started						-
Collection System Asset Renewal-6	Districtwide	Not Started						-
Collections PLC Replacement	Districtwide	Procurement	4,943,451	5,382,612	2,113,796	13,254,400	793,600	26,487,860
Dille Avenue/Barberton Creek Pump Stations Upgrades	Districtwide	Project Design	1,393,405	606,595				2,000,000
Brookside Culvert Repair	Districtwide	Procurement	2,000,000	3,600,529	6,399,471			12,000,000
CSO Culvert Inspection and Repair 1	Not Started	CIP Collection System Systemwide			1,225,458	1,319,943	8,455,738	11,001,140
CSO Culvert Inspection and Repair 2	Not Started	CIP Collection System Systemwide						-
CSO Culvert Inspection and Repair 3	Not Started	CIP Collection System Systemwide						-
CSO Culvert Inspection and Repair 4	Not Started	CIP Collection System Systemwide						-
CSO Culvert Inspection and Repair 5	Not Started	CIP Collection System Systemwide						-
CSO Culvert Inspection and Repair 6	Not Started	CIP Collection System Systemwide						-
CSO Culvert Inspection and Repair 7	Not Started	CIP Collection System Systemwide						-
Irishtown Bend Facilities Improvements	Non-Applicable	CIP Collection System Systemwide	250,000	6,750,000				7,000,000
Odor Control Facility Upgrades	Not Started	CIP Collection System Systemwide		368,413	2,443,039	67,300		2,878,752
SSMO R&R (2022-2028)	Non-Applicable	CIP Collection System Systemwide				691,159	700,759	1,391,918
SSMO R&R (2029-2038)	Non-Applicable	CIP Collection System Systemwide						-
Collection System Asset Renewal-2	Not Started	CIP Collection System Systemwide	325,598	487,456	3,746,346	421,777	18,824	5,000,000
Collection System Asset Renewal-3	Not Started	CIP Collection System Systemwide			953,143	664,747	6,160,952	7,778,842
Collection System Asset Renewal-4	Not Started	CIP Collection System Systemwide					1,039,562	1,039,562
Collection System Asset Renewal-5	Not Started	CIP Collection System Systemwide						-
Collection System Asset Renewal-6	Not Started	CIP Collection System Systemwide						-
Collection System Asset Renewal-7	Not Started	CIP Collection System Systemwide						-
Collection System Asset Renewal-8	Not Started	CIP Collection System Systemwide						-

NORTHEAST OHIO REGIONAL SEWER DISTRICT								
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN REPORT - WASTEWATER COLLECTION SYSTEM 2020-2024								
DISTRICT WIDE								
Collection System Asset Renewal-9	Not Started	CIP Collection System Systemwide						-
Big Creek Chevrolet Boulevard Detention Basin in Parma	Close-Out	CIP Collection System Systemwide						-
Shaw Brook Culvert Rehabilitation	Project Construction	CIP Collection System Systemwide						-
Stickney Creek at Ridge Road - Stresm Relocation and Utility Repair Project	Project Construction	CIP Collection System Systemwide	298,788	245,823				544,611

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2020-2024 Capital Plan-Computer Software, Hardware, and Other Minor Capital**  
**All Budget Centers - 2020 Adopted Budget**

<b><u>Project #/Description</u></b>	<b><u>Budget Centers</u></b>	<b><u>Total Cost</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2023</u></b>	<b><u>2024</u></b>
<b>Computer Software</b>		<b>4,314,660</b>	<b>1,891,660</b>	<b>1,081,000</b>	<b>706,000</b>	<b>551,000</b>	<b>85,000</b>
Beamex License & Service Agreement	1100	25,000	25,000	-	-	-	-
CEMS Software Upgrade	1100	25,200	25,200	-	-	-	-
Project: Customer Information Management System (ITL)- CRM	3000	403,460	203,460	100,000	50,000	50,000	-
Project: EHS Management Software	3000	110,000	60,000	25,000	25,000	-	-
Project: Lockout/Tagout Procedure Management Software	3000	20,000	20,000	-	-	-	-
Project: Customer Billing and Revenue Data Warehouse	3000	350,000	200,000	100,000	50,000	-	-
Project: LIMS Implementation	3000	425,000	250,000	75,000	50,000	50,000	-
Project: PIMS Implementation	3000	300,000	100,000	75,000	75,000	50,000	-
Project: Compensation and Performance Management	3000	50,000	-	50,000	-	-	-
Project: Greenhouse Gas Inventory Application	3000	8,000	5,000	1,000	1,000	1,000	-
Project: Enterprise Content Management Implementation (Legal & Finance)	3000	700,000	250,000	150,000	150,000	150,000	-
Project: Enterprise Content Management (Scripting)	3000	13,000	13,000	-	-	-	-
Project: SEIM Implementation	3000	300,000	250,000	-	-	50,000	-
Project: LabGuard Wireless Monitoring System	3000	20,000	10,000	5,000	5,000	-	-
Project: Oracle Governance, Risk and Compliance Implementation	3000	250,000	150,000	50,000	50,000	-	-
Project: LIMS Scanning Document Management Software	3000	15,000	15,000	-	-	-	-
EBS Interface with New WAM Application (CMMS Interface)	3000	300,000	200,000	100,000	-	-	-
Oracle EBS Payables, Purchasing, and Major Upgrades	3000	600,000	-	300,000	150,000	150,000	-
Single sign-on Implementation for EBS	3000	50,000	-	-	50,000	-	-
6 Licenses for eAquaPro Application	3000	30,000	30,000	-	-	-	-
Rubrik On-premise Data Backup	3000	70,000	35,000	-	-	-	35,000
MS Windows Server 2012 and SQL Server Licenses	3000	250,000	50,000	50,000	50,000	50,000	50,000
<b>Computer Hardware</b>		<b>5,682,731</b>	<b>2,192,731</b>	<b>1,255,000</b>	<b>630,000</b>	<b>730,000</b>	<b>875,000</b>
PNM topology improvements	3100	25,000	25,000	-	-	-	-
General Hardware	3100	105,000	25,000	20,000	20,000	20,000	20,000
Server - Zabbix & Monitoring Software	3100	20,000	20,000	-	-	-	-
Application/Database Server Replacements	3000	550,000	150,000	150,000	50,000	50,000	150,000
Annual Refresh - Desktops/Laptops	3000	1,290,000	250,000	260,000	260,000	260,000	260,000
General Computer Hardware	3000	225,000	25,000	50,000	50,000	50,000	50,000
LTO Tape Changer Replacement (Qty:3)	3000	90,000	45,000	-	-	-	45,000
Project: Small Conference Room AV Upgrades	3000	200,000	150,000	50,000	-	-	-
Project: Network Cabling (CAT / Fiber) & IDF cabinet rehabilitation	3000	125,000	25,000	50,000	50,000	-	-
Project: Avaya Phone System Upgrade to v7	3000	200,000	100,000	-	-	100,000	-
Project: Enterprise Wireless Implementation at the Plants + Edge Switch + UPS	3000	1,200,000	1,000,000	50,000	50,000	50,000	50,000

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2020-2024 Capital Plan-Computer Software, Hardware, and Other Minor Capital**  
**All Budget Centers - 2020 Adopted Budget**

Project: SAN Storage & Firmware Upgrade	3000	400,000	-	150,000	50,000	150,000	50,000
Project: Southerly Security Systems Upgrade	3000	100,000	-	-	-	-	100,000
Project: Easterly and Westerly Security Systems Upgrade	3000	250,000	-	200,000	-	-	50,000
Project: Cisco Hardware Upgrades	3000	200,000	-	50,000	50,000	50,000	50,000
Project: Computer Room UPS Upgrades	3000	100,000	-	50,000	50,000	-	-
Project: Digital (2-way) Radio Upgrade (Year 3 of 3)	3000	75,000	25,000	-	-	-	50,000
Project: P25 Radios (4@\$2700=\$10800)	3000	10,800	10,800	-	-	-	-
Project: Plant Paging System Upgrades	3000	40,000	40,000	-	-	-	-
Project: SAN Live Volume Upgrade	3000	175,000	-	175,000	-	-	-
E&C	3000	13,320	13,320	-	-	-	-
Legal	3000	3,800	3,800	-	-	-	-
Analytical Services	3000	73,700	73,700	-	-	-	-
Easterly	3000	2,005	2,005	-	-	-	-
Environmental Services	3000	1,802	1,802	-	-	-	-
Health & Safety	3000	1,900	1,900	-	-	-	-
Human Resources	3000	12,800	12,800	-	-	-	-
Internet Audit	3000	3,800	3,800	-	-	-	-
Process Control and Automation	3000	30,000	30,000	-	-	-	-
Purchasing	3000	2,800	2,800	-	-	-	-
Security	3000	2,400	2,400	-	-	-	-
TSG	3000	3,200	3,200	-	-	-	-
WQIS	3000	2,800	2,800	-	-	-	-
Watershed	3000	1,802	1,802	-	-	-	-
Westerly	3000	1,802	1,802	-	-	-	-
MISC Hardware	3000	144,000	144,000	-	-	-	-
<b>Total Information Technology</b>		<b>9,997,391</b>	<b>4,084,391</b>	<b>2,336,000</b>	<b>1,336,000</b>	<b>1,281,000</b>	<b>960,000</b>

<b>Machinery &amp; Equipment</b>		<b>5,094,300</b>	<b>2,005,000</b>	<b>1,048,300</b>	<b>799,000</b>	<b>660,000</b>	<b>582,000</b>
CVI Lift Station (Bldg. #58) Seal Water Strainer - One (1)	1100	16,000	16,000	-	-	-	-
DAF (Bldg. #51) Recirculation Grinder - One (1)	1100	30,000	30,000	-	-	-	-
Lift Stations Rebuild One (1) Pump - SSLS	1100	60,000	-	30,000	30,000	-	-
Lift Stations Rehabilitate One (1) 800 HP Motor - SSLS	1100	34,000	-	17,000	17,000	-	-
Primary Treatment Replace One (1) 12 x 10 Wemco Drain Pump (Spare)	1100	22,000	22,000	-	-	-	-
Primary Treatment Replace One (1) 8 x 6 Wemco Pump (Spare)	1100	23,000	23,000	-	-	-	-
REF Centrifuge Rebuild Contract - Biosolids	1100	1,500,000	300,000	300,000	300,000	300,000	300,000
REF Purchase One (1) 110KW Electric Steam Boiler	1100	30,000	30,000	-	-	-	-

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2020-2024 Capital Plan-Computer Software, Hardware, and Other Minor Capital**  
**All Budget Centers - 2020 Adopted Budget**

REF Replace 32 Steam Traps	1100	125,000	125,000	-	-	-	-
Secondary Treatment Rebuild Two (2) SSRS Screw Pump Gear Boxes (\$25k/each)	1100	150,000	50,000	25,000	25,000	25,000	25,000
Weld Shop Purchase Two (2) Smog Hog Ventilation Systems (\$15k/each)	1100	30,000	30,000	-	-	-	-
Moyno Centrifuge Feed Pumps (3) replacements	1200	30,000	-	30,000	-	-	-
Disinfection Building Sump Pump Reconstruction	1200	20,000	-	20,000	-	-	-
Atlas Copco Drum Replacement (2 Units)	1200	50,000	-	50,000	-	-	-
Atlas Copco High Pressure Element (2 Units)	1200	50,000	-	50,000	-	-	-
Misc. Repairs for Atlas Copco's	1200	10,000	10,000	-	-	-	-
Spare Effluent Screw Pump Motor	1300	40,000	-	-	40,000	-	-
Replacement of NPW Pump (1 @ 15,000)	1300	15,000	-	15,000	-	-	-
Grit Slurry Pump with Chopper Conversion (1 @ 30,000)	1300	30,000	-	30,000	-	-	-
Aerated Grit Hopper Trailer Conveyors (carryover)	1300	70,000	70,000	-	-	-	-
Replace Headworks Channel Level Instrumentation	1300	65,000	65,000	-	-	-	-
Beamex Calibration Instrument	1300	20,000	20,000	-	-	-	-
CSO Permit Monitoring Sites Upgrades	1500	60,000	10,000	10,000	20,000	20,000	-
Automated Regulator Vent Stacks Modifications (Carry-over)	1500	100,000	100,000	-	-	-	-
Flats East Bank Pumps Replacement	1500	65,000	-	65,000	-	-	-
Front End Alignment Machine	1600	60,000	-	60,000	-	-	-
Portable Lifts	1600	120,000	-	-	120,000	-	-
Vehicle Wash Rack	1600	75,000	-	-	-	75,000	-
Water Quality Monitoring Station	1800	17,300	-	17,300	-	-	-
DJI Matrice, M210 V2	1800	11,000	-	11,000	-	-	-
DJI Zenmuse Thermal camera, XT2 w/ adapter	1800	15,000	15,000	-	-	-	-
Mercury Analyzer	1800	30,000	-	30,000	-	-	-
1) Discrete Analyzer for Nutrients \$50,000 2) CAAS for HABs \$35,000 3) Replacement BOD Analyzer \$45,000 4) Replacement Autotitrator \$12,000 5) Replacement Oil & Grease Extractor (4 place) \$52,000	1900	1,216,000	244,000	268,000	227,000	230,000	247,000
Confined Space Entry Equipment Replacement/ Upgrade (Ventilation, Self Rescue Equipment, etc.)	8400	30,000	10,000	10,000	10,000	-	-
AEDs (Unit, Pad and/or Battery Replacements)	8400	50,000	10,000	10,000	10,000	10,000	10,000
Southerly Grit Crane Rescue/Fall Protection Horizontal Lifeline	8400	35,000	35,000	-	-	-	-
GJM building-wide update of fire alarm and suppression systems	8400	140,000	140,000	-	-	-	-
District-Wide Upgrade of Portable Gas Monitoring Systems	8400	650,000	650,000	-	-	-	-
<b>Building Improvements</b>		<b>2,352,500</b>	<b>1,185,200</b>	<b>495,700</b>	<b>383,100</b>	<b>276,800</b>	<b>11,700</b>
Door Replacement - Special-Lite Fiberglass Doors	1100	105,300	-	35,100	35,100	35,100	-
Electrical Storage Building Roof	1100	13,000	-	-	13,000	-	-
GT Tanks Exhaust Fan Modifications (Bldg. #36)	1100	220,200	220,200	-	-	-	-
Overhead Door Replacements	1100	50,000	50,000	-	-	-	-
Resident Engineering (Bldg. #97) Flooring	1100	50,000	-	-	50,000	-	-

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2020-2024 Capital Plan-Computer Software, Hardware, and Other Minor Capital**

### **All Budget Centers - 2020 Adopted Budget**

Waste Liquor Handling (Bldg. #54) Roof	1100	50,600	-	50,600	-	-	-
Replacement of doors to special lite fiberglass (unit cost \$11,700)	1200	73,400	-	25,000	25,000	11,700	11,700
Asphalt repair	1200	75,000	15,000	20,000	20,000	20,000	
Overhead Door replacement	1200	105,000	-	25,000	40,000	40,000	-
Administration Building Flooring	1200	100,000	-	-	-	100,000	-
Maintenance Managers offices and kitchenette update	1200	50,000	-	50,000	-	-	-
Operations Control Room Renovations	1200	50,000	50,000	-	-	-	-
Replacement of Large overhead door at trailer shed between SH, and CH building.							
Have large door opening framed, and install a smaller overhead door	1200	50,000	50,000	-	-	-	-
Administration Building Shower/Locker Room	1200	100,000	-	-	100,000	-	-
Maintenance Building Office Development/Maintenance Shop Remodeling	1200	50,000	50,000	-	-	-	-
Remodel of Operations Hub	1300	50,000	50,000	-	-	-	-
Admin. Bldg. Stairwell - Repair damaged drywall and paint all levels	1300	30,000	30,000	-	-	-	-
Paint and label all plant potable/non-potable water lines	1300	50,000	-	-	50,000	-	-
Estimated 100k for Gate Improvements at GJM	2100	100,000	-	100,000	-	-	-
PARKING LOT REFINISHING & STRIPING	6300	230,000	230,000	-	-	-	-
CLEAN AND SEAL EXTERIOR BRICK	6300	30,000	-	30,000	-	-	-
MAIN ENTRANCE CONCRETE STEPS - REPAIR	6300	30,000	-	30,000	-	-	-
CARPET - REPLACEMENT SECOND FLOOR	6300	100,000	100,000	-	-	-	-
CARPET - REPLACEMENT FIRST FLOOR	6300	75,000	-	75,000	-	-	-
CARPET - REPLACEMENT FOURTH FLOOR	6300	50,000	-	-	50,000	-	-
CARPET - REPLACEMENT THIRD FLOOR	6300	50,000	-	-	-	50,000	-
RAIN GARDEN PAVERS - REPLACEMENT	6300	20,000	20,000	-	-	-	-
RAIN GARDEN RAILINGS - REPLACEMENT	6300	30,000	30,000	-	-	-	-
RAIN GARDEN EXTERIOR BEAM CLEANING & PAINTING - REPAIR	6300	20,000	20,000	-	-	-	-
RAIN GARDEN RETAINING WALL SEALING	6300	25,000	25,000	-	-	-	-
STORMWATER OFFICE SOUND PROOFING - MODIFICATION	6300	40,000	40,000	-	-	-	-
GARAGE EXIT CONCRETE - REPLACEMENT	6300	50,000	50,000	-	-	-	-
FIRST FLOOR HALLWAY (WALLPAPER) - REPLACEMENT	6300	25,000	25,000	-	-	-	-
ELEVATOR REPAIR	6300	80,000	80,000	-	-	-	-
EMERGENCY LIGHTING UPGRADES - REPLACEMENT	6300	20,000	20,000	-	-	-	-
FLEET SERVICES BADGE ACCESS - SECURITY	6300	10,000	10,000	-	-	-	-
PARKING STRIPING	6300	20,000	-	-	-	20,000	-
MASONRY SEALING OF BUILDINGS	6300	30,000	-	30,000	-	-	-
LOBBY AREA & LUNCHROOM HALLWAY (WALLPAPER) - REPLACEMENT	6300	25,000	-	25,000	-	-	-
For Audit department office space updates	8200	20,000	20,000	-	-	-	-
<b>Vehicles</b>		<b>3,667,300</b>	<b>776,300</b>	<b>1,113,000</b>	<b>698,000</b>	<b>711,000</b>	<b>369,000</b>
Replace Three (3) Utility Carts (\$18k/each)	1100	162,000	-	54,000	54,000	54,000	-
Replace Two (2) Gravelly Mowers (\$12k/each)	1100	24,000	24,000	-	-	-	-

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2020-2024 Capital Plan-Computer Software, Hardware, and Other Minor Capital**  
**All Budget Centers - 2020 Adopted Budget**

Purchase One (1) Tow Motor (4,000 lb capacity)	1100	42,000	-	42,000	-	-	-
Replace 2004 Stake Truck (V12-69544)	1100	65,000	-	65,000	-	-	-
Purchase Two (2) Stanley Hydraulic Pumps (\$12,500/each)	1100	25,000	25,000	-	-	-	-
2500 Series Truck ( 8' bed, single cab, snow plow, 4 x 4, Salt box/spreader)	1200	60,000	-	60,000	-	-	-
Skid Steer with attachments	1200	35,000	-	-	-	35,000	-
Replacement Plant Utility Vehicles (3 per year @ \$18,000 Ea.)	1300	216,000	-	54,000	54,000	54,000	54,000
Replacement Riding Lawn Mower (\$13,000 Ea.)	1300	26,000	-	13,000	-	13,000	-
Replacement of 2006 Caterpillar Tow Motor (1 @ \$52,300)	1300	52,300	52,300	-	-	-	-
One ton truck extended cab 4WD (Carry-over) - 2	1500	150,000	150,000	-	-	-	-
One ton utility truck enclosed service body	1500	75,000	-	-	75,000	-	-
One ton utility open body truck	1500	60,000	-	-	60,000	-	-
Sport Utility Vehicle - Replacement	1500	120,000	-	40,000	40,000	40,000	-
Boom Truck/Crane Truck - Replacement	1500	350,000	-	-	-	350,000	-
Jet/Vac - 80 GPM - Replacement	1500	450,000	-	450,000	-	-	-
Water Truck (Straight Jet) - Replacement	1500	250,000	-	-	250,000	-	-
Mini Excavator - New	1500	80,000	80,000	-	-	-	-
New Video Truck	1500	275,000	-	-	-	-	275,000
Video Truck Rehab.	1500	50,000	50,000	-	-	-	-
One ton service body truck (Carry-over)	1600	75,000	75,000	-	-	-	-
Equipment Trailer	1600	20,000	-	20,000	-	-	-
SEDAN - NEW (BUILDING SYSTEMS SUPERVISOR)	1700	25,000	25,000	-	-	-	-
SMALL CARGO VAN - NEW (BMP-HVAC) 4	1700	120,000	120,000	-	-	-	-
2000 SERVICE UTILITY TRUCK - REPLACEMENT	1700	85,000	-	85,000	-	-	-
4WD Pick Up Truck w/Tool Cap F-150	1800	160,000	-	40,000	40,000	40,000	40,000
4WD Pick Up Truck w/Tool Cap F-150	1800	40,000	-	40,000	-	-	-
4WD Pick Up Truck Extended (4 door cab) w/Tool Cap	1800	50,000	-	50,000	-	-	-
SUV	3100	40,000	40,000	-	-	-	-
GNA Trailer	5000	20,000	20,000	-	-	-	-
Loaner vehicle replacement for GJM (7595)	6300	25,000	-	-	25,000	-	-
Loaner vehicle replacement for GJM (7596)	6300	25,000	-	-	-	25,000	-
Engineering Vehicles	9000	358,000	58,000	100,000	100,000	100,000	-
Health & Safety Vehicles	8400	57,000	57,000	-	-	-	-
<b>Grounds</b>		<b>30,000</b>	<b>30,000</b>	-	-	-	-
Excavate and Cap Natural Gas Piping to Admin Building	1300	30,000	30,000	-	-	-	-
<b>Furniture</b>		<b>88,000</b>	<b>25,000</b>	<b>63,000</b>	-	-	-
Conference Room Furniture	1200	10,000	10,000	-	-	-	-
Large Investigator Office Furniture Remodel/Expansion	1800	63,000	-	63,000	-	-	-
FireProof LTO Tape Cabinets	3000	15,000	15,000	-	-	-	-
<b>Total Other Minor Capital</b>		<b>\$ 21,229,491</b>	<b>\$ 8,105,891</b>	<b>\$ 5,056,000</b>	<b>\$ 3,216,100</b>	<b>\$ 2,928,800</b>	<b>\$ 1,922,700</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries**

The following project summaries are presented to describe the major projects that will begin design or construction in the 2020 Capital Budget. For additional Capital Improvements Projects, please refer to the 10 Year Long-Term Financial Plan section.

<b>Project:</b>	Easterly Chemically Enhanced High Rate Treatment Facility		
<b>Design Start:</b>	3 <sup>rd</sup> Quarter 2015		
<b>Construction Start:</b>	1 <sup>st</sup> Quarter 2021	<b>Construction Est. (\$M):</b>	\$125.0
<b>Project Description:</b>			
The Easterly Chemically Enhanced High Rate Treatment (CEHRT) Facility is Consent Decree Control Measure 2. This facility must start design within 6 months of approval of the Pilot Testing Report. The Easterly CEHRT project includes preliminary design and then design of the new high rate treatment facility to treat CSO-001 based upon the findings documented in the Pilot Testing Report.			

<b>Project:</b>	Shoreline Consolidation Sewer		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2019		
<b>Construction Start:</b>	3 <sup>rd</sup> Quarter 2021	<b>Construction Est. (\$M):</b>	\$35.0
<b>Project Description:</b>			
The Shoreline Consolidation Sewer project consists of approximately 11,700 linear feet (LF) of 114-inch-diameter sewer to be constructed along South Marginal Road from East 12th Street to its downstream connection to the Shoreline Storage Tunnel (SST) at Shaft SST-7 near Marquette Road. The SCS project will reduce the number of combined sewer overflows (CSOs) to Lake Erie by capturing and conveying CSO from seven CSO outfalls that currently discharge to Lake Erie.			

<b>Project:</b>	Shoreline Storage Tunnel		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2018		
<b>Construction Start:</b>	4 <sup>th</sup> Quarter 2020	<b>Construction Est. (\$M):</b>	\$203.7
<b>Project Description:</b>			
This project includes the installation of a 21-foot diameter storage tunnel extending approximately 15,500 feet in length from its gated connection to the Dugway Storage Tunnel (DST). Once the ETDPS has completely drained the Euclid Creek Tunnel (ECT)/DST system, the SST gate will open and the ETDPS will also drain the Shoreline Storage Tunnel (SST) at the Nine Mile Site and send flow to the Easterly Waste Water Treatment Plant (EWWTP). The SST will connect various sewers along Lake Erie from Downtown to near Eddy Rd. and include diversion structures and drop shafts to capture and store CSO from the SST service area. The diversion systems feeding the drop structures will be equipped with the inflow control gates to allow the inflows to SST to be controlled when the tunnel is full.			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

<b>Project:</b>	Pearl & Jennings Road Storage Tanks & Pump Station Upgrades		
<b>Design Start:</b>	1 <sup>st</sup> Quarter 2019		
<b>Construction Start:</b>	2 <sup>nd</sup> Quarter 2021	<b>Construction Est. (\$M):</b>	\$14.0
<b>Project Description:</b>			
<p>This projects' purpose is to address Control Measure #23 of the Consent Decree, which requires improved CSO control for Outfalls CSO-045 and CSO-088. To limit Regulator WR-34 and BC-05-AJB activations to 4 or less in a typical year, several improvements are planned. These include the construction of CSO Storage Tanks at Regulators WR-34 and BC-05-AJB, the modification of Regulator WR-52, the upgrade of the pumping capacity of the Jennings Road Pump Station from 3.2 MGD to 5.5 MGD, and the separation of Old Treadway Creek from the Jennings Road combined sewer (and its rerouting to the Cuyahoga River). The scope of the Jennings Road Pump Station will likely include a more extensive electrical system upgrade.</p>			

<b>Project:</b>	Easterly PLC Replacement (APM 2)		
<b>Design Start:</b>	1 <sup>st</sup> Quarter 2020		
<b>Construction Start:</b>	1 <sup>st</sup> Quarter 2022	<b>Construction Est. (\$M):</b>	\$5.5
<b>Project Description:</b>			
<p>The primary objective of this project is to replace the obsolete programmable logic controllers (PLCs) and associated I/O distributed throughout the Easterly WWTP and well as bring those PLCs already upgraded at these facilities up to current District standards. This project will also replace obsolete operator interface terminals (OITs) and incorporate process improvements through application of automatic controls.</p>			

<b>Project:</b>	Morgana & Burke System Improvements		
<b>Design Start:</b>	2 <sup>nd</sup> Quarter 2016		
<b>Construction Start:</b>	3 <sup>rd</sup> Quarter 2020	<b>Construction Est. (\$M):</b>	\$11.6
<b>Project Description:</b>			
<p>The Morgana &amp; 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**

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

<b>Project:</b>	West 3rd Quigley / Westerly Miscellaneous CSO Control		
<b>Design Start:</b>	3 <sup>rd</sup> Quarter 2017		
<b>Construction Start:</b>	3 <sup>rd</sup> Quarter 2020	<b>Construction Est. (\$M):</b>	\$12.1
<b>Project Description:</b>			
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**

# **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, 2019 was \$707,522,345. The District's obligation to make payments on its Water Pollution Control Loans is subordinate to its obligation to pay Debt Service on the Series 2010, 2013, 2014, 2016, 2017, 2019 and 2020 Bonds. The District will continue to maximize the use of OWDA and WPCLF loans to the extent of their availability.

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

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

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **DEBT SERVICE – continued**

### **Wastewater Improvement Revenue Bonds, Series 2013**

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

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

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

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **DEBT SERVICE – continued**

### **Wastewater Improvement Revenue Refunding Bonds, Series 2016**

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

### **Wastewater Improvement Revenue Refunding Bonds, Series 2017**

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

### **Wastewater Improvement Revenue Refunding Bonds, Series 2019**

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **DEBT SERVICE – continued**

### **Wastewater Improvement Revenue Refunding Bonds, Series 2020**

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

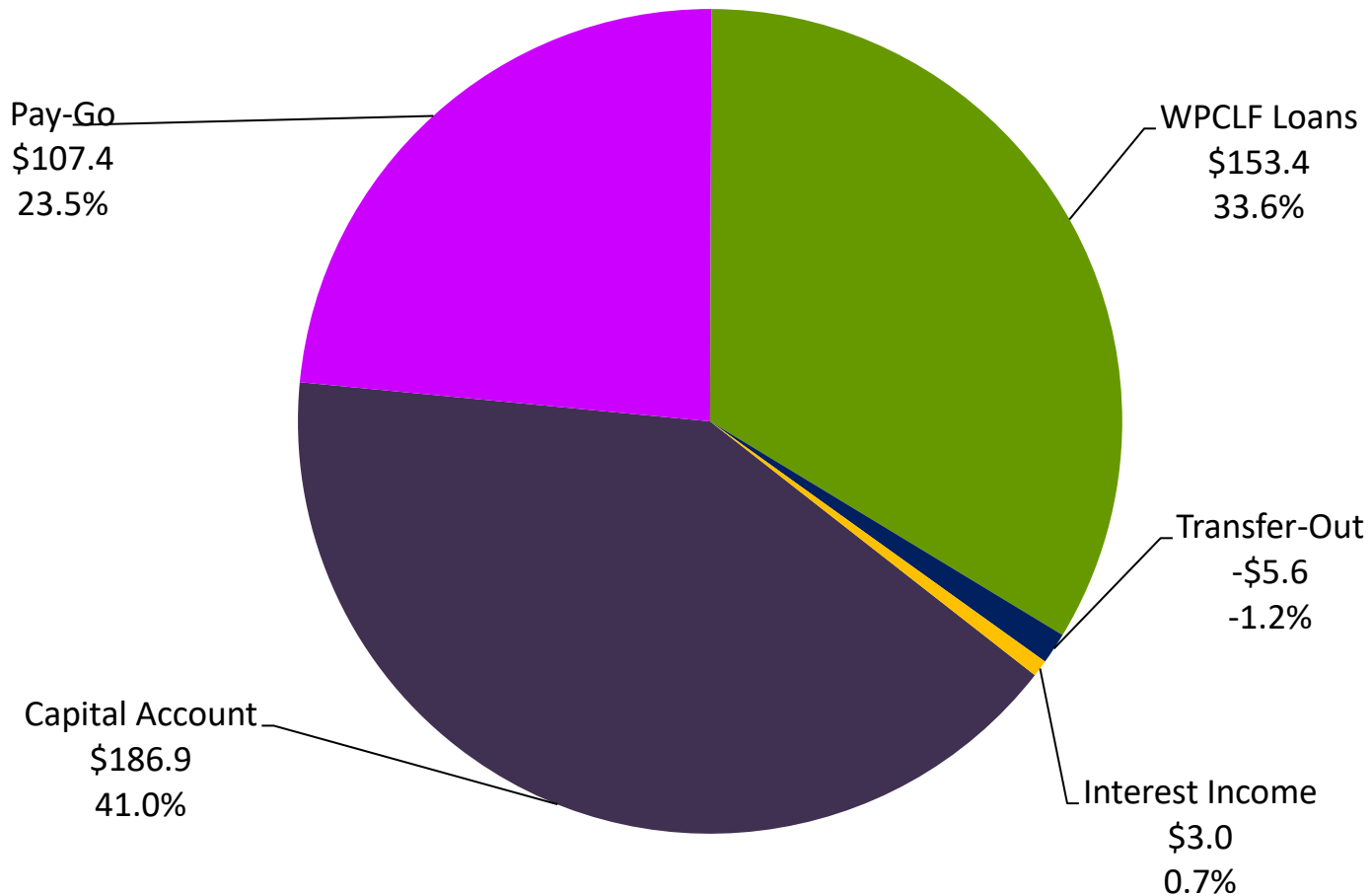
**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**Capital and Bond Project Accounts Budget**  
**Sources and Uses**  
**2020**

	<b>Capital Project Account</b>	<b>Bond Projected Account</b>	<b>Total Capital &amp; Bond Projected Account</b>
<b>CAPITAL AND BOND PROJECT ACCOUNTS</b>			
<b>Beginning Balance</b>	\$ 186,931,341	\$ -	\$ 186,931,341
<b><i>Funding Sources:</i></b>			
Pay As You Go Capital Financing	\$ 107,456,000	\$ -	\$ 107,456,000
New Issuance of Revenue Bonds	-	-	-
Transfer In from O&M	(5,644,512)	-	(5,644,512)
Interest Income	3,000,000	-	3,000,000
WPCLF Loans	153,381,000	-	153,381,000
<b>Total Funding Sources</b>	<b>\$ 258,192,488</b>	<b>\$ -</b>	<b>\$ 258,192,488</b>
<b>Total Sources of Capital funds</b>	<b>\$ 445,123,829</b>	<b>\$ -</b>	<b>\$ 445,123,829</b>
<b><i>Uses:</i></b>			
Capitalized Labor & Fringe Benefits	\$ 6,500,000	\$ -	\$ 6,500,000
Capital Outlays	248,112,977		248,112,977
Minor Capital	8,105,891		8,105,891
<b>Total Anticipated Payments</b>	<b>\$ 262,718,868</b>	<b>\$ -</b>	<b>\$ 262,718,868</b>
<b>Ending Balance</b>	<b>\$ 182,404,961</b>	<b>\$ -</b>	<b>\$ 182,404,961</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## 2020 Capital Project Funding Available

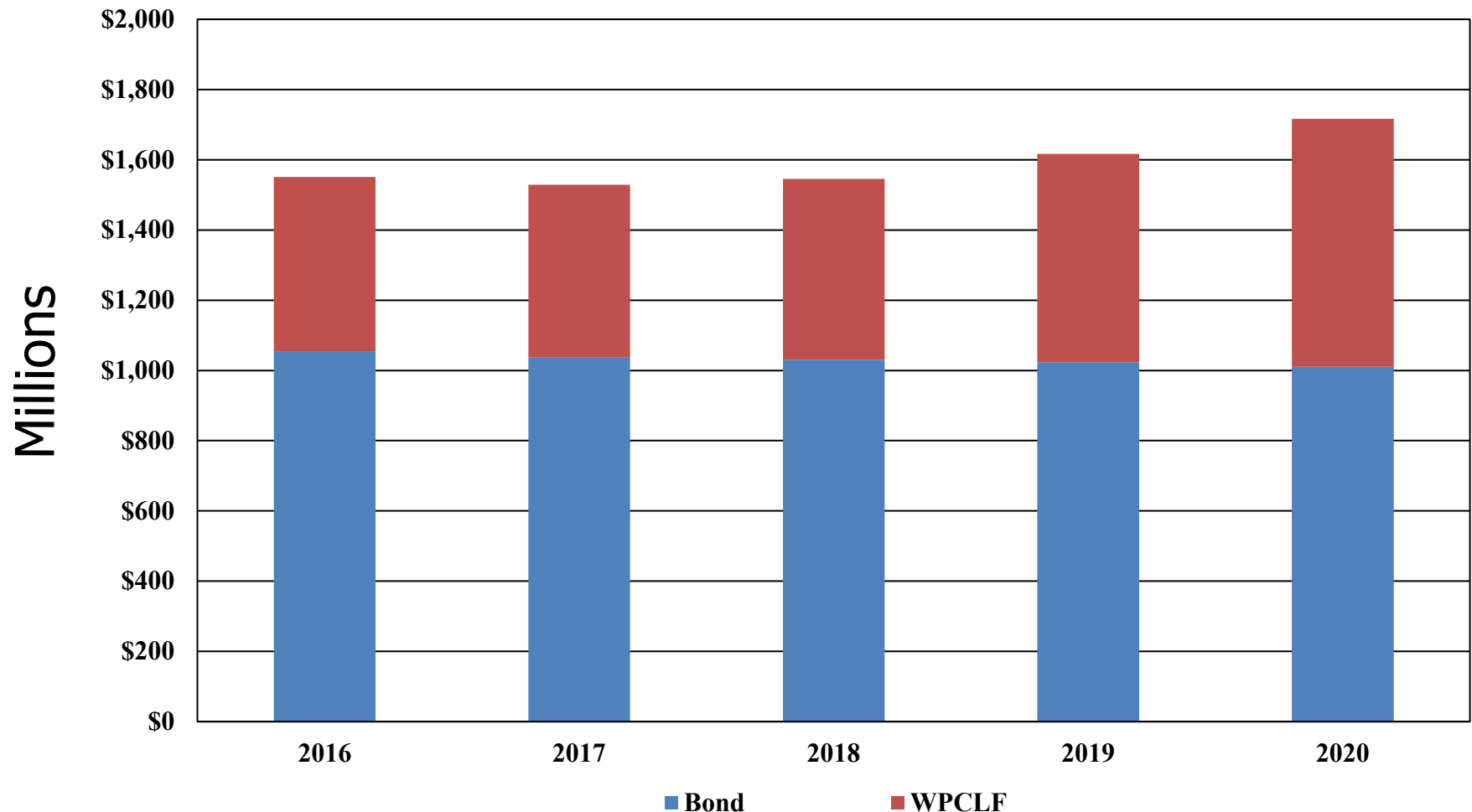
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Capital Project Funding Available  
\$445.1 Million

# 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, 2019 follows:

	<u>Interest Rate</u>	<u>2019</u>	<u>2018</u>
Wastewater Improvement Revenue			
Bonds, Series 2010:			
Serial Bonds Maturing 2026 through 2040	5.44%-6.04%	\$ 85,210,000	\$ 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	1.75%-5.00%	329,585,000	332,585,000
Wastewater Improvement Revenue			
Bonds, Series 2014B:			
Serial Bonds Maturing 2018 through 2033	4.00%-5.00%	62,285,000	65,440,000
Wastewater Improvement Revenue			
Refunding Bonds, Series 2016:			
Serial Bonds Maturing 2018 through 2036	3.00%	21,790,000	21,955,000
Wastewater Improvement Revenue			
Refunding Bonds, Series 2017:			
Serial Bonds Maturing 2019 through 2043	3.00-5.00%	241,040,000	241,595,000.00
Wastewater Improvement Revenue			
Refunding Bonds, Series 2019:			
Serial Bonds Maturing 2033 through 2040	3.00%-4.00%	245,005,000	-
Water Pollution Control Loans Payable			
Through 2054	0.00%-5.20%	707,522,345	595,876,147
Total Debt		<u>1,717,167,345</u>	<u>1,619,111,147</u>
Less Current Maturities		(45,336,035)	(44,545,380)
Bond Premium, Net		63,686,193	48,512,807
Total Long-Term Debt		<u>\$ 1,735,517,503</u>	<u>\$ 1,623,078,574</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
2020	\$ -	\$ 3,112,470	\$ 4,515,000	\$ 951,850
2021	-	3,112,470	3,850,000	801,250
2022	-	3,112,470	1,915,000	666,750
2023	-	3,112,470	-	578,000
2024	-	3,112,470	-	578,000
2025-2029	35,925,000	14,245,547	-	2,890,000
2030-2034	49,285,000	3,799,177	14,450,000	1,836,000
2035-2039	-	-	-	-
2040-2044	-	-	-	-
Total	\$ 85,210,000	\$ 33,607,074	\$ 24,730,000	\$ 8,301,850

	Wastewater Improvement Revenue Bonds Series 2014A		Wastewater Improvement Revenue Refunding Bonds Series 2014B	
	Principal	Interest	Principal	Interest
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	-	15,150,775	3,885,000	2,323,250
2025-2029	7,390,000	75,222,125	22,335,000	8,714,250
2030-2034	15,565,000	72,519,625	22,200,000	2,639,400
2035-2039	25,860,000	67,849,250	-	-
2040-2044	73,805,000	59,257,000	-	-
2045-2049	206,965,000	28,023,800	-	-
2050-2054	-	-	-	-
Total	\$ 329,585,000	\$ 378,625,675	\$ 62,285,000	\$ 24,651,650

# **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
2020	\$	170,000	\$ 653,700	\$ 585,000	\$ 9,618,463
2021		175,000	648,600	615,000	9,589,212
2022		180,000	643,350	645,000	9,558,463
2023		190,000	637,950	1,185,000	9,526,212
2024		195,000	632,250	2,280,000	9,466,963
2025-2029		1,055,000	3,070,500	27,615,000	44,287,062
2030-2034		7,065,000	2,902,350	28,410,000	37,367,563
2035-2039		12,760,000	577,050	76,250,000	28,948,012
2040-2044		-	-	103,455,000	10,477,188
2045-2049		-	-	-	-
Total	\$	<u>21,790,000</u>	<u>\$ 9,765,750</u>	<u>241,040,000</u>	<u>\$ 168,839,138</u>

		Wastewater Improvement Revenue Refunding Bonds Series 2019		Water Pollution Control Loans	
		Principal	Interest	Principal	Interest
2020	\$	-	\$ 7,958,700	\$ 36,841,033	\$ 11,593,203
2021		-	7,958,700	40,594,974	12,432,477
2022		-	7,958,700	43,896,389	13,240,282
2023		-	7,958,700	44,273,184	12,102,540
2024		-	7,958,700	40,018,111	10,988,861
2025-2029		-	39,793,500	169,540,400	47,446,802
2030-2034		47,060,000	39,118,350	138,886,385	28,742,490
2035-2039		159,600,000	22,708,700	87,503,382	15,224,548
2040-2044		38,345,000	1,150,350	41,824,462	8,829,772
2045-2049		-	-	41,358,198	4,746,169
2050-2054		-	-	22,785,827	1,000,317
Total	\$	<u>245,005,000</u>	<u>\$ 142,564,400</u>	<u>707,522,345</u>	<u>\$ 166,347,461</u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

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

		Future Debt	
		Service Requirements	
		Total	
		Principal	Interest
2020	\$	45,336,035	\$ 52,025,161
2021		48,619,974	52,518,234
2022		50,186,389	52,986,290
2023		49,353,184	51,575,147
2024		46,378,111	50,211,269
2025-2029		263,860,400	235,669,786
2030-2034		322,921,385	188,924,955
2035-2039		361,973,382	135,307,560
2040-2044		257,429,462	79,714,310
2045-2049		248,323,198	32,769,969
2050-2054		22,785,827	1,000,317
Total	\$	<u>1,717,167,347</u>	<u>\$ 932,702,998</u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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

	2019 Actual	2020 Adopted Budget
Service Revenues	\$ 337,291,565	\$ 349,539,032
Miscellaneous Revenues	1,133,601	733,602
Interest Revenues	301,673	200,000
Total Revenues	<u>\$ 338,726,839</u>	<u>\$ 350,472,634</u>
Operating Expenses (less: Capitalized Payroll)	\$ 121,621,607	\$ 136,891,324
Transferred to Rate Stabilization Account	-	-
	<u>\$ 121,621,607</u>	<u>\$ 136,891,324</u>
Net Revenues Available	<u><u>\$ 217,105,232</u></u>	<u><u>\$ 213,581,310</u></u>
Debt Service		
Sr. Lien Revenue Bonds	45,923,094	47,470,527
WPCLF Loans	49,741,210	50,686,120
Total Debt Service	<u><u>\$ 95,664,304</u></u>	<u><u>\$ 98,156,647</u></u>
<b>Debt Service Coverage</b>		
Sr. Lien Coverage	4.73	4.50
Target Sr. Lien Debt Coverage	1.25	1.25
All Debt Coverage	2.27	2.18
Target All Debt Coverage	1.05	1.05

# DEPARTMENT SUMMARIES

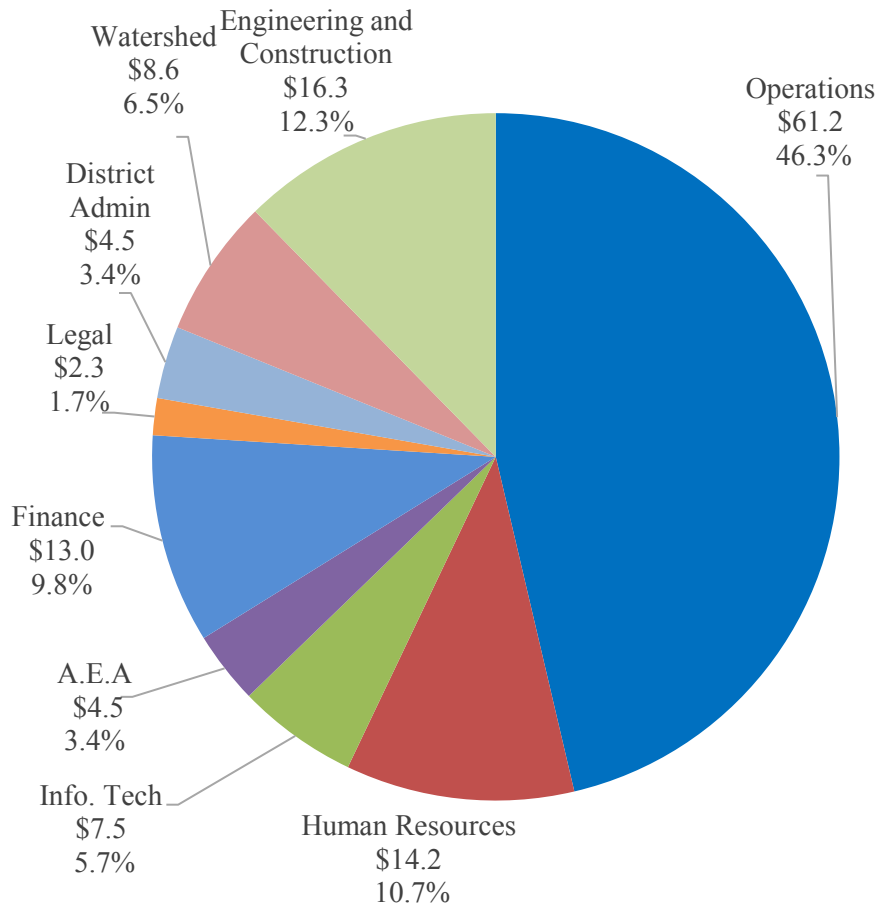


NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER 2020 PRELIMINARY BUDGET VS. ACTUAL COMPARISON						
BY BUDGET CENTER						
BUDGET CENTER	2019 ADOPTED BUDGET	2019 UNAUDITED ACTUALS	2020 PRELIMINARY BUDGET	2020 BUDGET OVER (UNDER)	% INCREASE (DECREASE)	
<b>OPERATIONS:</b>						
1100 SOUTHERLY WASTEWATER TREATMENT PLANT	\$ 31,129,679	\$ 27,629,399	\$ 29,523,081	\$ 1,893,682	6.85%	
1200 WESTERLY WASTEWATER TREATMENT PLANT	8,958,128	8,156,558	8,999,324	842,766	10.33%	
1300 EASTERLY WASTEWATER TREATMENT PLANT	9,249,869	8,938,293	9,805,473	867,180	9.70%	
<b>TOTAL PLANTS</b>	<b>\$ 49,337,676</b>	<b>\$ 44,724,250</b>	<b>\$ 48,327,878</b>	<b>\$ 3,603,628</b>	<b>8.06%</b>	
1000 OPERATION AND MAINTENANCE	\$ 1,760,714	\$ 936,557	\$ 1,124,956	\$ 188,399	20.12%	
1400 MAINTENANCE SERVICES	1,908,893	1,629,403	916,059	(713,344)	-43.78%	
SEWER SYSTEM MAINTENANCE AND						
1500 OPERATION	7,110,095	5,521,912	7,366,719	1,844,807	33.41%	
1600 FLEET SERVICES	1,196,759	1,074,254	1,275,567	201,313	18.74%	
3100 PROCESS CONTROL AND AUTOMATION	1,887,117	1,817,218	2,199,751	382,533	21.05%	
<b>TOTAL O&amp;M</b>	<b>\$ 13,863,578</b>	<b>\$ 10,979,344</b>	<b>\$ 12,883,052</b>	<b>\$ 1,903,708</b>	<b>17.34%</b>	
1700 BUILDING MAINTENANCE	\$ 619,319	\$ 678,844	\$ 1,017,919	\$ 339,075	49.95%	
2100 SECURITY	3,021,849	2,783,927	3,054,188	270,261	9.71%	
3200 TECHNICAL SERVICE GROUP	-	-	2,828,382	2,828,382	0.00%	
6300 ADMINISTRATIVE SERVICES	2,541,607	2,064,874	2,359,721	294,847	14.28%	
<b>TOTAL CENTRAL SERVICES</b>	<b>\$ 6,182,775</b>	<b>\$ 5,527,645</b>	<b>\$ 9,260,210</b>	<b>\$ 3,732,565</b>	<b>67.53%</b>	
<b>TOTAL OPERATIONS</b>	<b>\$ 69,384,029</b>	<b>\$ 61,231,239</b>	<b>\$ 70,471,140</b>	<b>\$ 9,239,901</b>	<b>15.09%</b>	
<b>HUMAN RESOURCES:</b>						
2000 HUMAN RESOURCES	\$ 19,827,956	\$ 14,179,258	\$ 19,394,986	\$ 5,215,728	36.78%	
<b>INFORMATION TECHNOLOGY</b>						
3000 INFORMATION TECHNOLOGY	\$ 9,805,999	\$ 7,462,441	\$ 9,879,672	\$ 2,417,231	32.39%	
<b>FINANCE:</b>						
6000 FINANCE	\$ 11,098,834	\$ 10,760,845	\$ 11,757,783	\$ 996,938	9.26%	
6100 INVENTORY CONTROL	686,678	977,105	658,552	(318,553)	-32.60%	
6200 PURCHASING	855,111	837,724	871,184	33,460	3.99%	
6500 CONTRACT COMPLIANCE	406,482	410,784	412,474	1,690	0.41%	
<b>TOTAL FINANCE</b>	<b>\$ 13,047,105</b>	<b>\$ 12,986,458</b>	<b>\$ 13,699,993</b>	<b>\$ 713,535</b>	<b>5.49%</b>	
<b>ADMINISTRATION AND EXTERNAL AFFAIRS:</b>						
5000 ADMINISTRATION AND EXTERNAL AFFAIRS	\$ 3,350,801	\$ 3,085,811	\$ 3,489,225	\$ 403,414	13.07%	
6400 CUSTOMER SERVICE	1,442,903	1,381,850	1,460,235	78,385	5.67%	
<b>TOTAL ADMIN AND EXTERNAL AFFAIRS</b>	<b>\$ 4,793,704</b>	<b>\$ 4,467,661</b>	<b>\$ 4,949,460</b>	<b>\$ 481,799</b>	<b>10.78%</b>	
<b>LEGAL:</b>						
7000 LEGAL	\$ 2,493,477	\$ 2,347,966	\$ 2,704,773	\$ 356,807	15.20%	

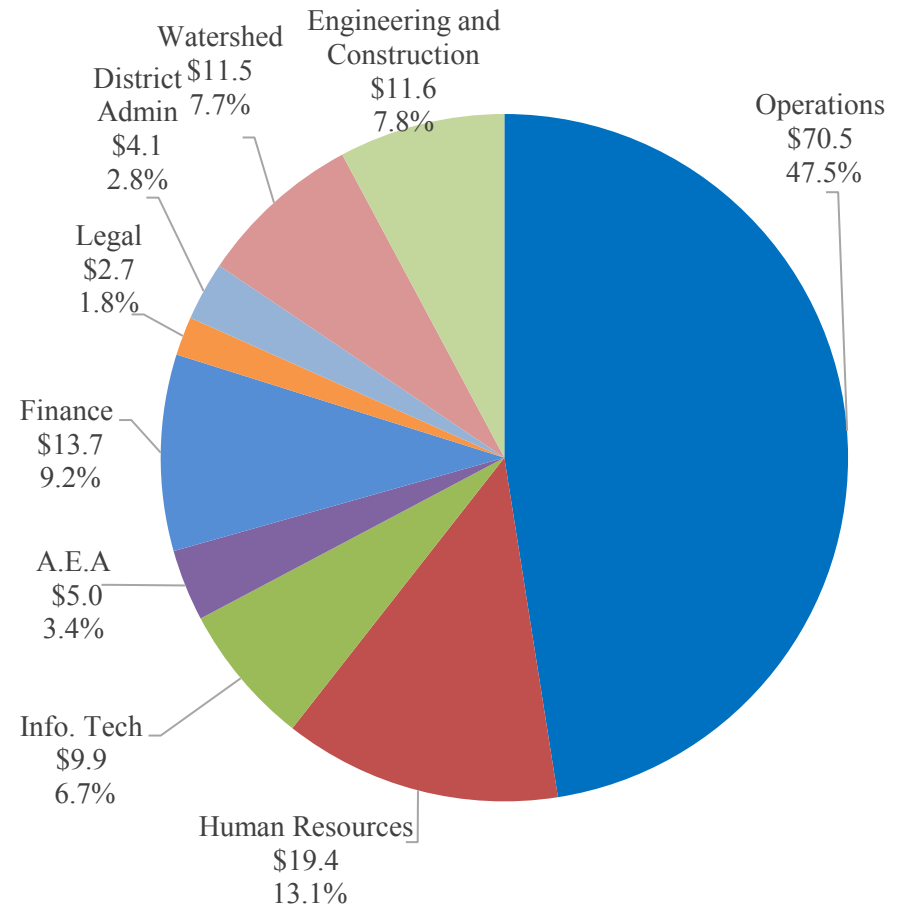
NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER 2020 PRELIMINARY BUDGET VS. ACTUAL COMPARISON						
BY BUDGET CENTER						
BUDGET CENTER	2019 ADOPTED BUDGET	2019 UNAUDITED ACTUALS	2020 PRELIMINARY BUDGET	2020 BUDGET OVER (UNDER)	% INCREASE (DECREASE)	
<b><i>DISTRICT ADMINISTRATION:</i></b>						
8000 DISTRICT ADMINISTRATION	\$ 1,530,457	\$ 2,693,019	\$ 1,507,394	\$ (1,185,625)	-44.03%	
8200 INTERNAL AUDIT	2,474,577	1,803,570	2,578,676	775,106	42.98%	
<b>TOTAL DISTRICT ADMINISTRATION</b>	<b>\$ 4,005,034</b>	<b>\$ 4,496,589</b>	<b>\$ 4,086,070</b>	<b>\$ (410,519)</b>	<b>-9.13%</b>	
<b><i>WATERSHED PROGRAMS:</i></b>						
1800 WATER QUALITY AND INDUSTRIAL SURVEILLANCE	\$ 2,824,753	\$ 2,623,175	\$ 2,564,590	\$ (58,585)	-2.23%	
1900 ANALYTICAL SERVICES	3,629,189	3,086,668	3,457,325	370,657	12.01%	
8100 WATERSHED PROGRAMS	2,703,890	2,202,687	2,984,342	781,655	35.49%	
8300 STORMWATER INSPECTION AND MAINTENANCE	-	20,182	935,265	915,083	0.00%	
8400 HEALTH AND SAFETY	1,150,450	663,347	1,115,858	452,511	68.22%	
8500 ENVIRONMENTAL SERVICES	-	-	457,285	457,285	0.00%	
<b>TOTAL WATERSHED PROGRAMS</b>	<b>\$ 10,308,282</b>	<b>\$ 8,596,059</b>	<b>\$ 11,514,665</b>	<b>\$ 2,918,606</b>	<b>33.95%</b>	
<b><i>ENGINEERING AND CONSTRUCTION:</i></b>						
9000 ENGINEERING AND CONSTRUCTION	\$ 17,117,119	\$ 16,278,382	\$ 11,609,099	\$ (4,669,283)	-28.68%	
<b>TOTAL WASTEWATER OPERATING EXPENSES</b>	<b>\$ 150,782,705</b>	<b>\$ 132,046,053</b>	<b>\$ 148,309,858</b>	<b>\$ 16,263,805</b>	<b>12.32%</b>	

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Sewer Service Operating Expenses by District Function



**2019 Preliminary Actual**  
**\$132.0 Million**



**2020 Adopted Budget**  
**\$148.3 Million**

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET REPORT BY BUDGET CENTER**

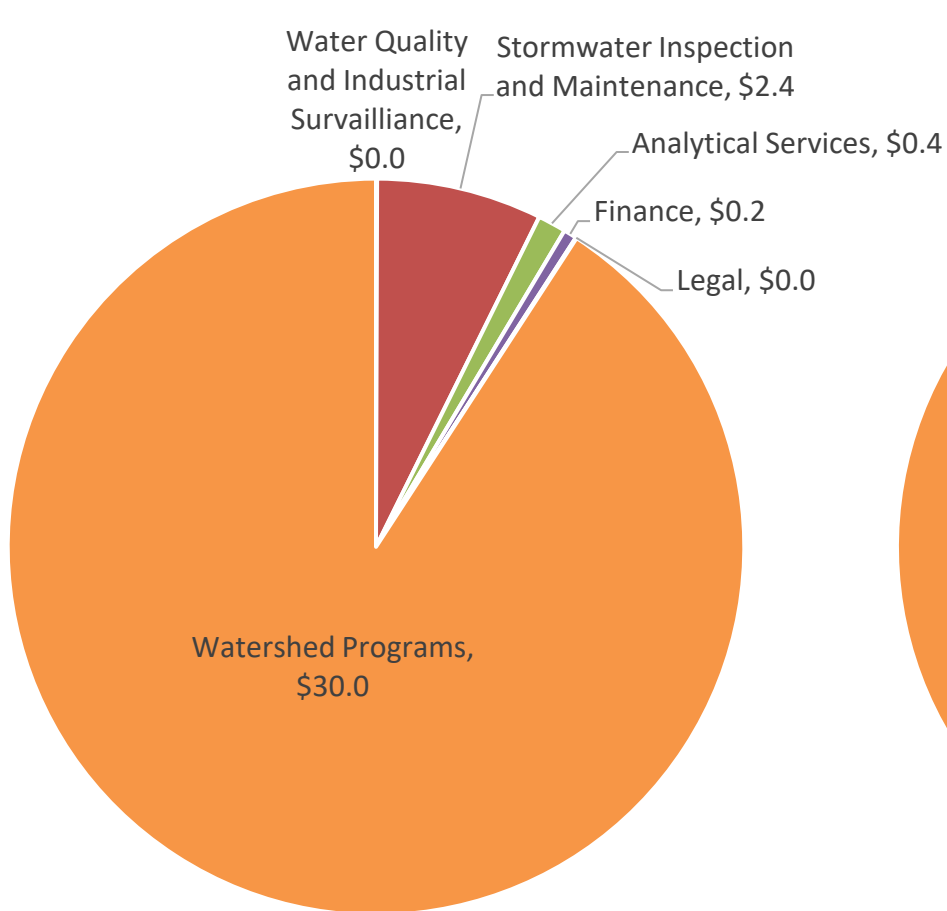
**STORMWATER**

		<b>2019 ADJUSTED BUDGET</b>	<b>2019 UNAUDITED ACTUALS</b>	<b>2020 ADOPTED BUDGET</b>	<b>2020 BUDGET OVER (UNDER) 2019 ACTUALS</b>	<b>% INCREASE (DECREASE)</b>
<b>BUDGET CENTER:</b>						
1800	WATER QUALITY AND INDUSTRIAL SURVEILLANCE	\$ 38,122	\$ 15,928	\$ 22,900	\$ 6,972	43.77%
1900	ANALYTICAL SERVICES	85,000	41,394	85,000	43,606	105.34%
6000	FINANCE	309,000	192,848	273,000	80,152	41.56%
7000	LEGAL	75,000	12,740	75,000	62,260	488.70%
8100	WATERSHED PROGRAMS	33,377,964	29,976,560	27,552,940	(2,423,620)	-8.09%
8300	STORMWATER INSPECTION AND MAINTENANCE	3,898,080	2,355,339	4,003,829	1,648,490	69.99%
<b>TOTAL STORMWATER OPERATING EXPENSES</b>		<b>\$ 37,783,166</b>	<b>\$ 32,594,809</b>	<b>\$ 32,012,669</b>	<b>\$ (582,140)</b>	<b>-1.79%</b>

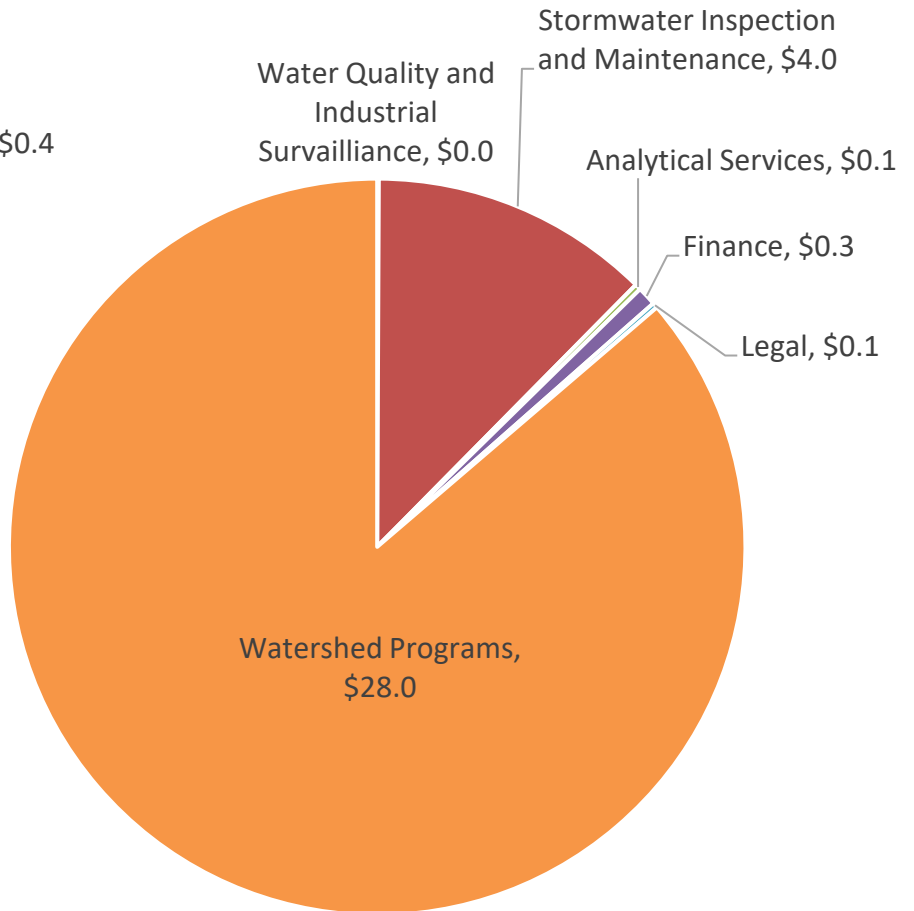
# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Stormwater Service Operating Expenses by District Function

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2019 Preliminary Actual  
\$32.6 Million



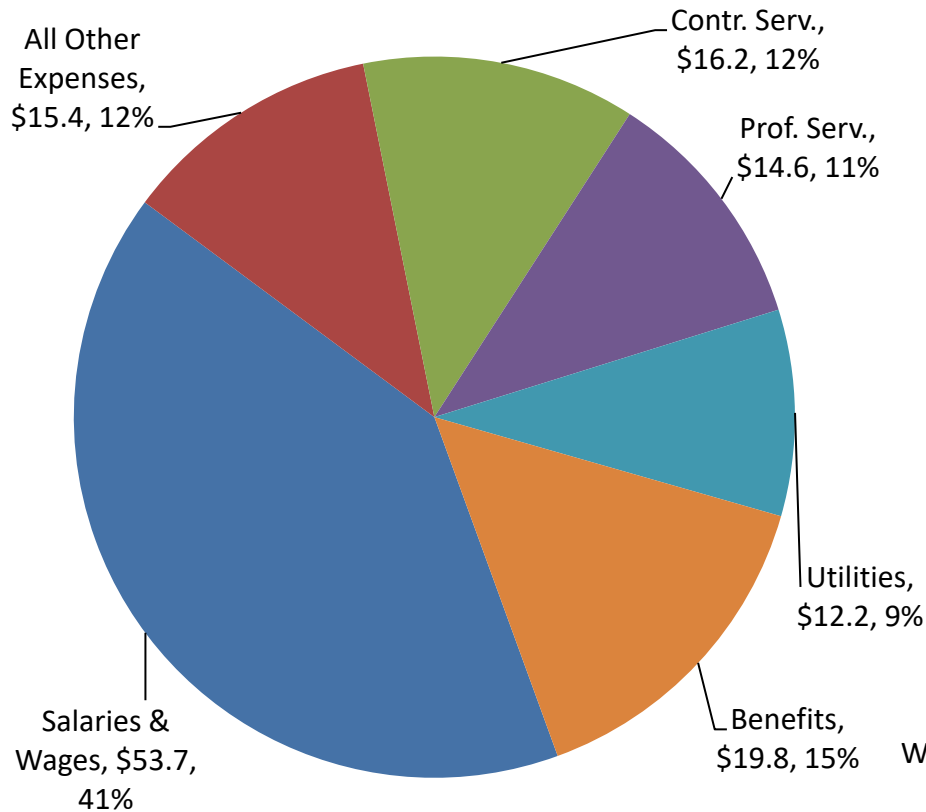
2020 Adopted Budget  
\$32.0 Million

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**SEWER SERVICE OPERATING EXPENSE COMPARISON BY CATEGORY**  
**2020 ADOPTED BUDGET COMPARED TO PRIOR YEAR ACTUALS**

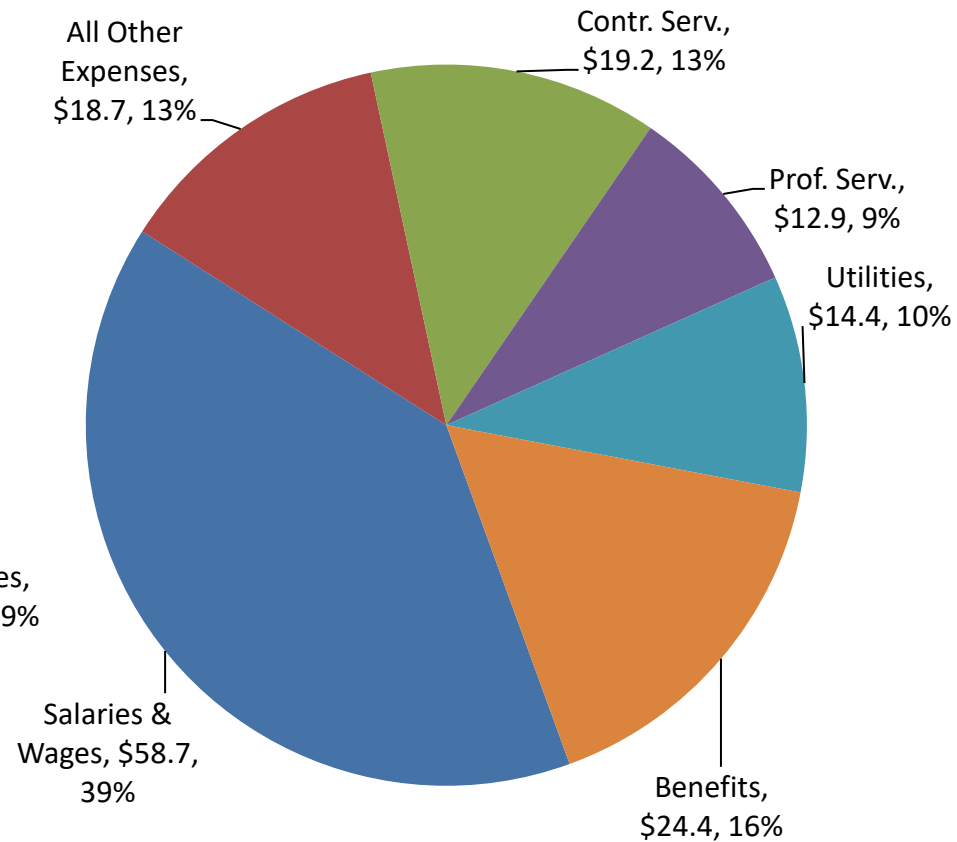
<b><u>EXPENSE CATEGORY</u></b>	<b><u>2018 ACTUAL</u></b>	<b><u>2019 ADOPTED BUDGET</u></b>	<b><u>2019 UNAUDITED ACTUAL</u></b>	<b><u>2020 ADOPTED BUDGET</u></b>
Salaries	\$ 52,726,122	\$ 57,532,358	\$ 53,709,737	\$ 58,687,703
Benefits	20,312,072	24,885,427	19,814,938	24,368,925
Reimbursable Expenses	599,954	897,069	674,152	883,477
Utilities	14,729,821	15,278,675	12,248,936	14,403,055
Professional Services	16,020,945	17,284,420	14,600,293	12,938,030
Contractual Services	16,234,262	19,051,638	16,236,620	19,187,643
Material & Supplies	10,399,430	11,669,630	11,546,337	12,336,049
Equipment Repair & Maintenance	1,623,167	1,983,768	1,765,223	2,381,456
Building & Road Repair & Maintenance	1,214,088	2,009,720	1,426,318	2,933,520
Judgements & Awards	31,283	190,000	23,501	190,000
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 133,891,144</b>	<b>\$ 150,782,705</b>	<b>\$ 132,046,055</b>	<b>\$ 148,309,858</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Sewer Service Operating Expenses by Cost Category



2019 Preliminary Actual  
\$132.0 Million



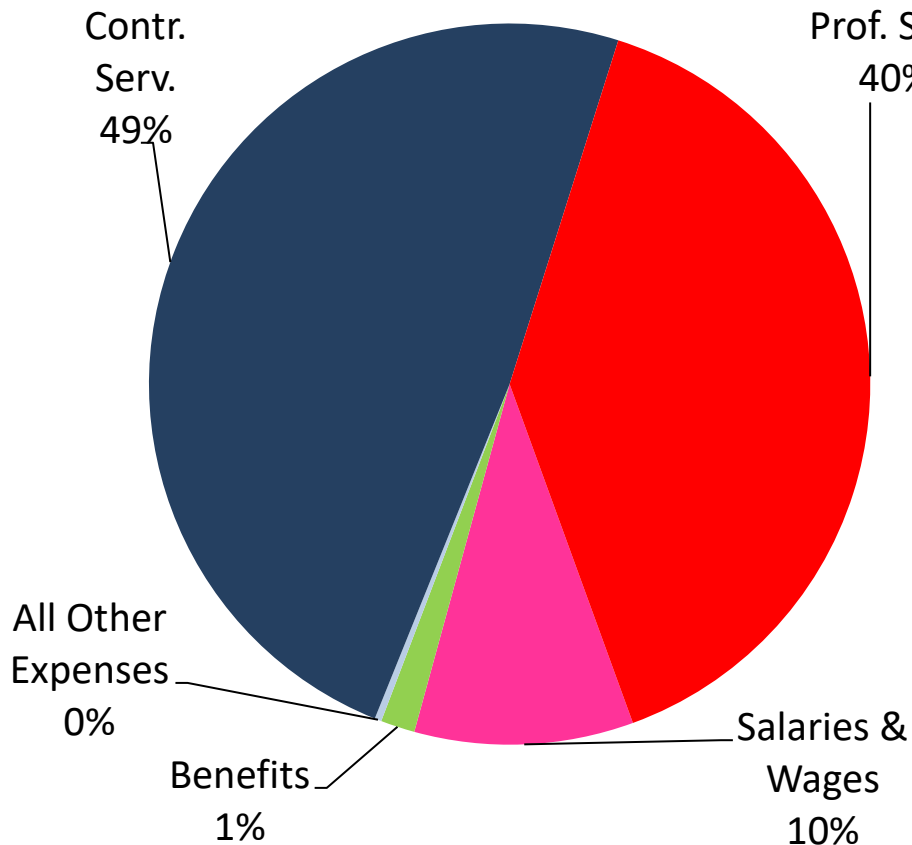
2020 Adopted Budget  
\$148.3 Million

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**STORMWATER OPERATING EXPENSE COMPARISON BY CATEGORY**  
**2020 ADOPTED BUDGET COMPARED TO PRIOR YEAR ACTUALS**

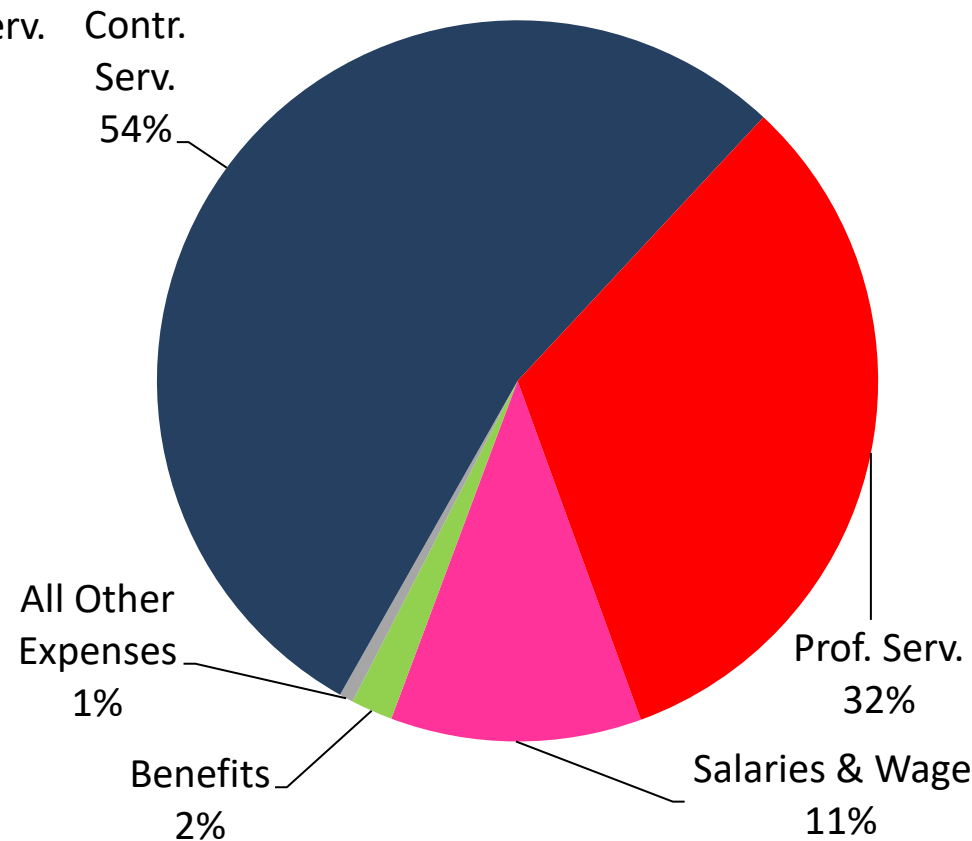
<b><u>EXPENSE CATEGORY</u></b>	<b><u>2018 ACTUAL</u></b>	<b><u>2019 ADOPTED BUDGET</u></b>	<b><u>2019 UNAUDITED ACTUAL</u></b>	<b><u>2020 ADOPTED BUDGET</u></b>
Salaries	\$ 2,606,546	\$ 3,391,228	\$ 3,254,391	\$ 3,613,985
Benefits	353,836	527,704	505,624	563,817
Reimbursable Expenses	22,391	66,194	37,454	64,885
Professional Services	13,310,065	13,375,075	12,861,718	10,413,018
Contractual Services	9,511,582	20,313,516	15,866,062	17,230,515
Material & Supplies	33,769	109,450	69,561	116,450
Judgements & Awards	700,000	-	-	10,000
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$ 26,538,189</u></b>	<b><u>\$ 37,783,167</u></b>	<b><u>\$ 32,594,810</u></b>	<b><u>\$ 32,012,670</u></b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Stormwater Service Operating Expenses by Cost Category



2019 Expenses –  
Unaudited Actual  
\$32.6 Million

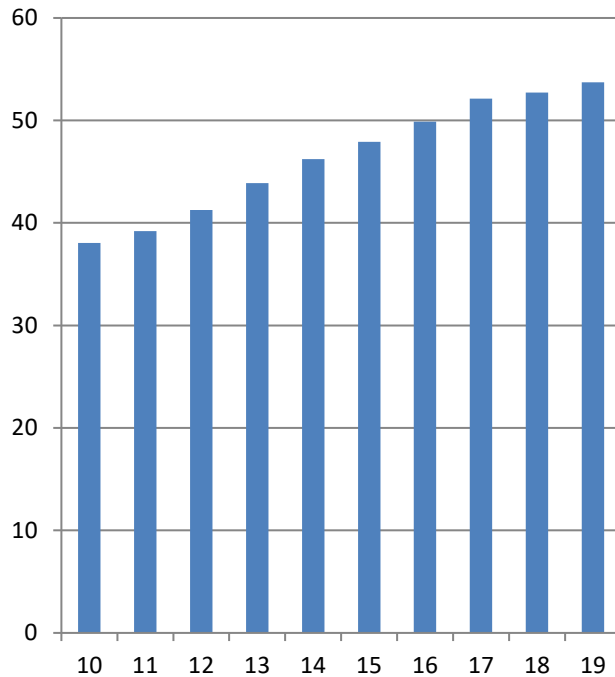


2020 Expenses –  
Budget  
\$32.0 Million

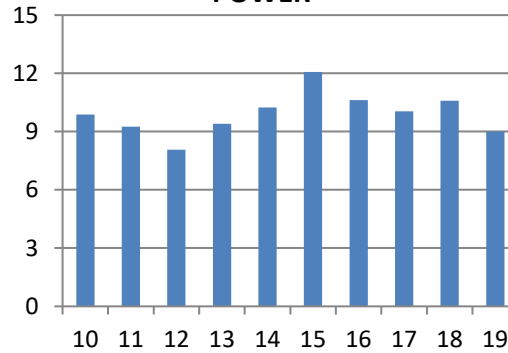
# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## 10 Year Comparison of Major Sewer Expenditures \$Millions

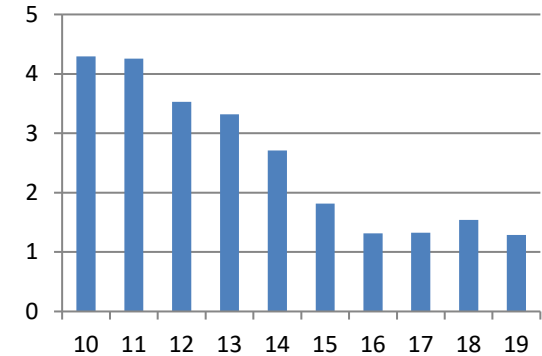
**SALARIES & WAGES**



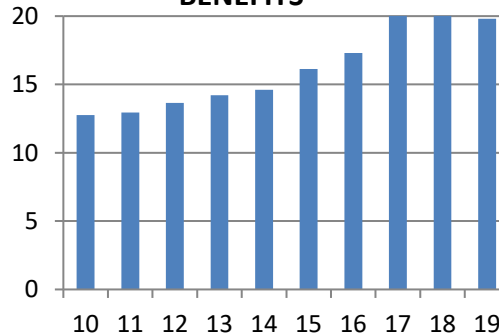
**POWER**



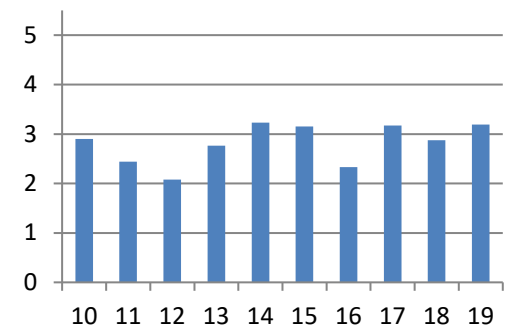
**GAS**



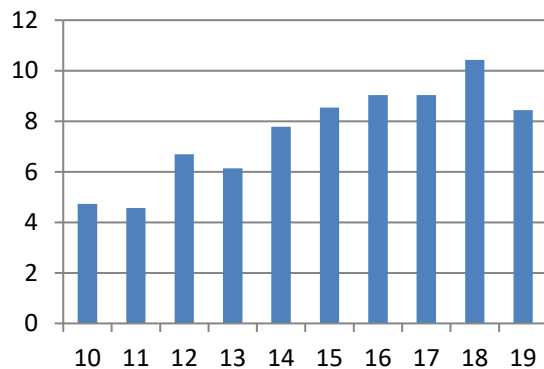
**BENEFITS**



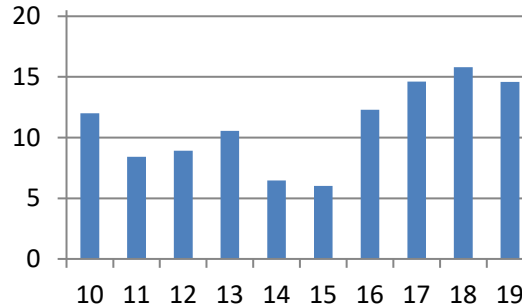
**REPAIRS & MAINTENANCE**



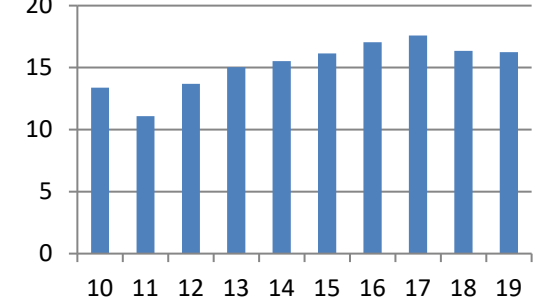
**MATERIALS & SUPPLIES**



**PROFESSIONAL SERVICES**



**CONTRACTUAL SERVICES**



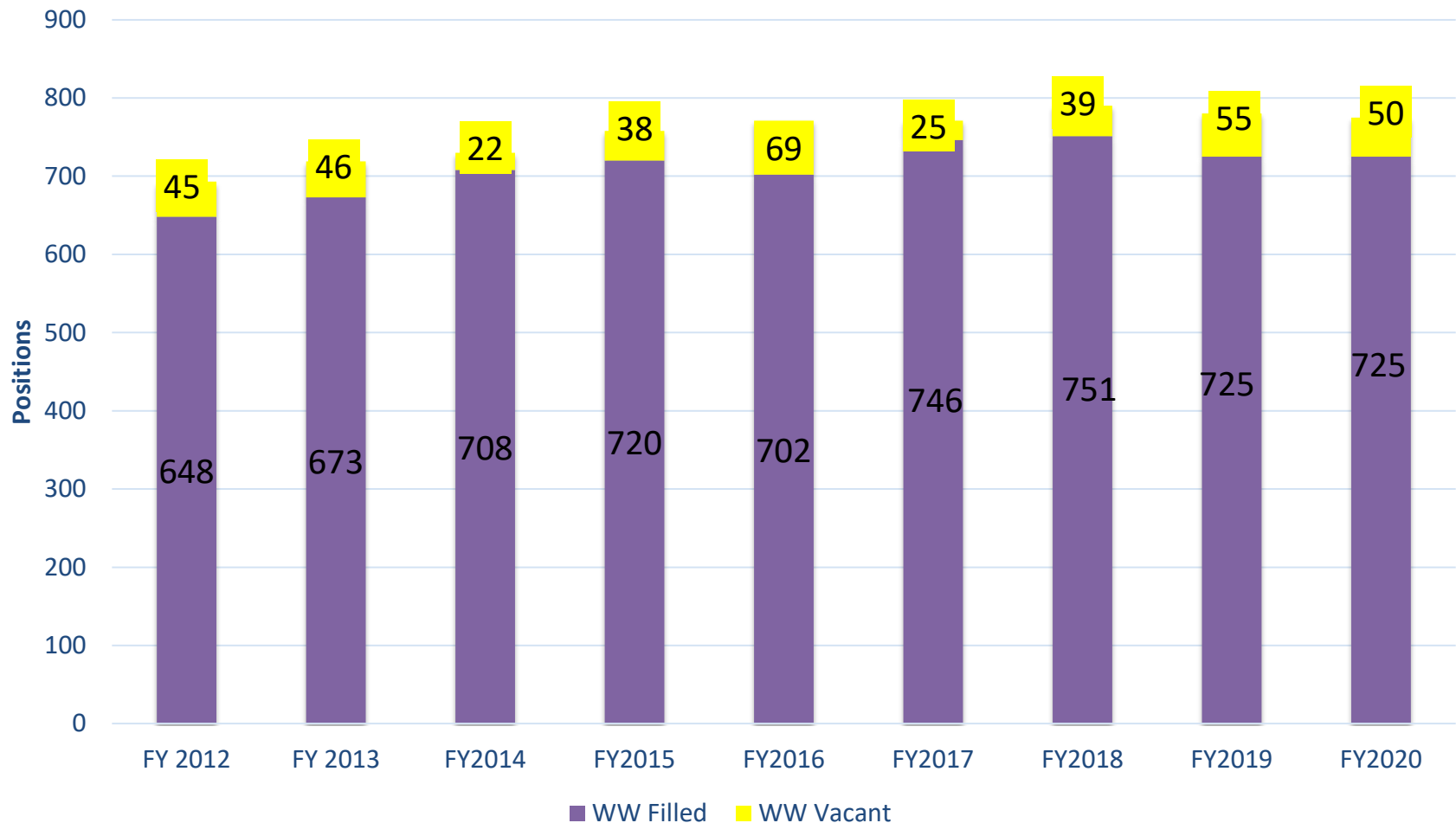
**NORTHEAST OHIO REGIONAL SEWER DISTRICT  
STAFFING SUMMARY BY BUDGET CENTER  
NON-STUDENT FULL-TIME/PART-TIME EMPLOYEES**

	FILLED POSITIONS			BUDGETED POSTIONS					
	2017	2018	2019	2019	Deleted	Added	Transfer	Net Change	2020
<b>WASTERWATER</b>									
<b>Operations</b>									
<b>Plant Operations</b>									
1100 - Southerly Wastewater Treatment Plant	163	172	157	179	(12)	1	(3)	(14)	165
1200 - Westerly Wastewater Treatment Plant	54	59	57	57	(1)	-	(2)	(3)	54
1300 - Easterly Wastewater Treatment Plant	57	56	52	54	-	-	2	2	56
<b>Total Plant Operations</b>	<b>274</b>	<b>287</b>	<b>266</b>	<b>290</b>	<b>(13)</b>	<b>1</b>	<b>(3)</b>	<b>(15)</b>	<b>275</b>
<b>Other Operations</b>									
1000 - Operation and Maintenance	13	13	10	15	(1)	-	(6)	(7)	8
<b>Total Other Operations</b>	<b>13</b>	<b>13</b>	<b>10</b>	<b>15</b>	<b>(1)</b>	<b>-</b>	<b>(6)</b>	<b>(7)</b>	<b>8</b>
<b>EMSC</b>									
1400 - Maintenance Services	14	17	12	20	-	-	(11)	(11)	9
1500 - Sewer System Maintenance And Operation	45	45	50	48	-	-	3	3	51
1600 - Fleet Services	9	9	7	9	-	-	-	-	9
1700 - Building Maintenance	7	7	7	7	-	4	2	6	13
6300 - Administrative Services	9	10	7	8	-	-	-	-	8
8300 - Stormwater Inspection And Maintenance	-	-	-	-	-	-	-	-	-
2100 - Security	36	35	36	37	-	-	-	-	37
3100 - Process Control And Automation	11	9	16	15	-	-	1	1	16
3200 - Technical Services Group	-	-	-	-	-	3	29	32	32
<b>Total EMSC</b>	<b>131</b>	<b>132</b>	<b>135</b>	<b>144</b>	<b>-</b>	<b>7</b>	<b>24</b>	<b>31</b>	<b>175</b>
<b>Total Operations</b>	<b>418</b>	<b>432</b>	<b>411</b>	<b>449</b>	<b>(14)</b>	<b>8</b>	<b>15</b>	<b>9</b>	<b>458</b>
<b>HUMAN RESOURCES</b>									
2000 - Human Resources	27	29	21	30	-	-	(1)	(1)	29
<b>Total Human Resources</b>	<b>27</b>	<b>29</b>	<b>21</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>(1)</b>	<b>(1)</b>	<b>29</b>
<b>INFORMATION TECHNOLOGY</b>									
3000 - Information Technology	31	35	33	38	-	-	-	-	38
<b>ADMINISTRATION &amp; EXTERNAL AFFAIRS</b>									
5000 - Administration And External Affairs	25	26	26	26	-	-	1	1	27
6400 - Customer Service	11	12	12	12	-	-	-	-	12
<b>Total Administration &amp; External Affairs</b>	<b>36</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>39</b>
<b>FINANCE</b>									
6000 - Finance	20	20	21	21	-	-	-	-	21
6100 - Inventory Control	9	9	10	11	(1)	-	-	(1)	10
6200 - Purchasing	10	10	10	10	-	-	-	-	10
6500 - Contract Compliance	5	5	5	5	-	-	-	-	5
<b>Total Finance</b>	<b>44</b>	<b>44</b>	<b>46</b>	<b>47</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>(1)</b>	<b>46</b>
<b>LEGAL</b>									
7000 - Legal	10	11	10	11	-	-	-	-	11
<b>DISTRICT ADMINISTRATION</b>									
8000 - District Administration	12	12	31	13	-	-	-	-	13
8200 - Internal Audit	5	5	6	6	-	-	-	-	6
<b>Total District Administration</b>	<b>17</b>	<b>17</b>	<b>37</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19</b>
<b>WATERSHED PROGRAMS</b>									
1800 - Water Quality and Industrial Surveillance	29	31	29	30	-	-	(3)	(3)	27
1900 - Analytical Services	32	29	30	32	-	-	(2)	(2)	30
8100 - Watershed Programs	33	16	14	16	(1)	-	-	(1)	15
8300 - Stormwater Inspection and Maintenance	-	-	3	-	-	3	-	3	3
8400 - Health And Safety	6	6	6	6	-	1	-	1	7
8500 - Environmental Services	-	-	-	-	-	-	5	5	5
<b>Total Watershed Programs</b>	<b>100</b>	<b>82</b>	<b>82</b>	<b>84</b>	<b>(1)</b>	<b>4</b>	<b>-</b>	<b>3</b>	<b>87</b>
<b>ENGINEERING</b>									
9000 - Engineering And Construction	63	63	47	64	-	-	(16)	(16)	48
<b>WASTEWATER TOTAL</b>	<b>746</b>	<b>751</b>	<b>725</b>	<b>780</b>	<b>(16)</b>	<b>12</b>	<b>(1)</b>	<b>(5)</b>	<b>775</b>
<b>STORMWATER</b>									
8300 - Stormwater Inspection And Maintenance	11	13	13	13	-	-	-	-	13
8100 - Watershed Programs	12	23	26	27	-	-	1	1	28
<b>STORMWATER TOTAL</b>	<b>23</b>	<b>36</b>	<b>39</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>41</b>
<b>DISTRICT TOTAL</b>	<b>769</b>	<b>787</b>	<b>764</b>	<b>820</b>	<b>(16)</b>	<b>12</b>	<b>-</b>	<b>(4)</b>	<b>816</b>

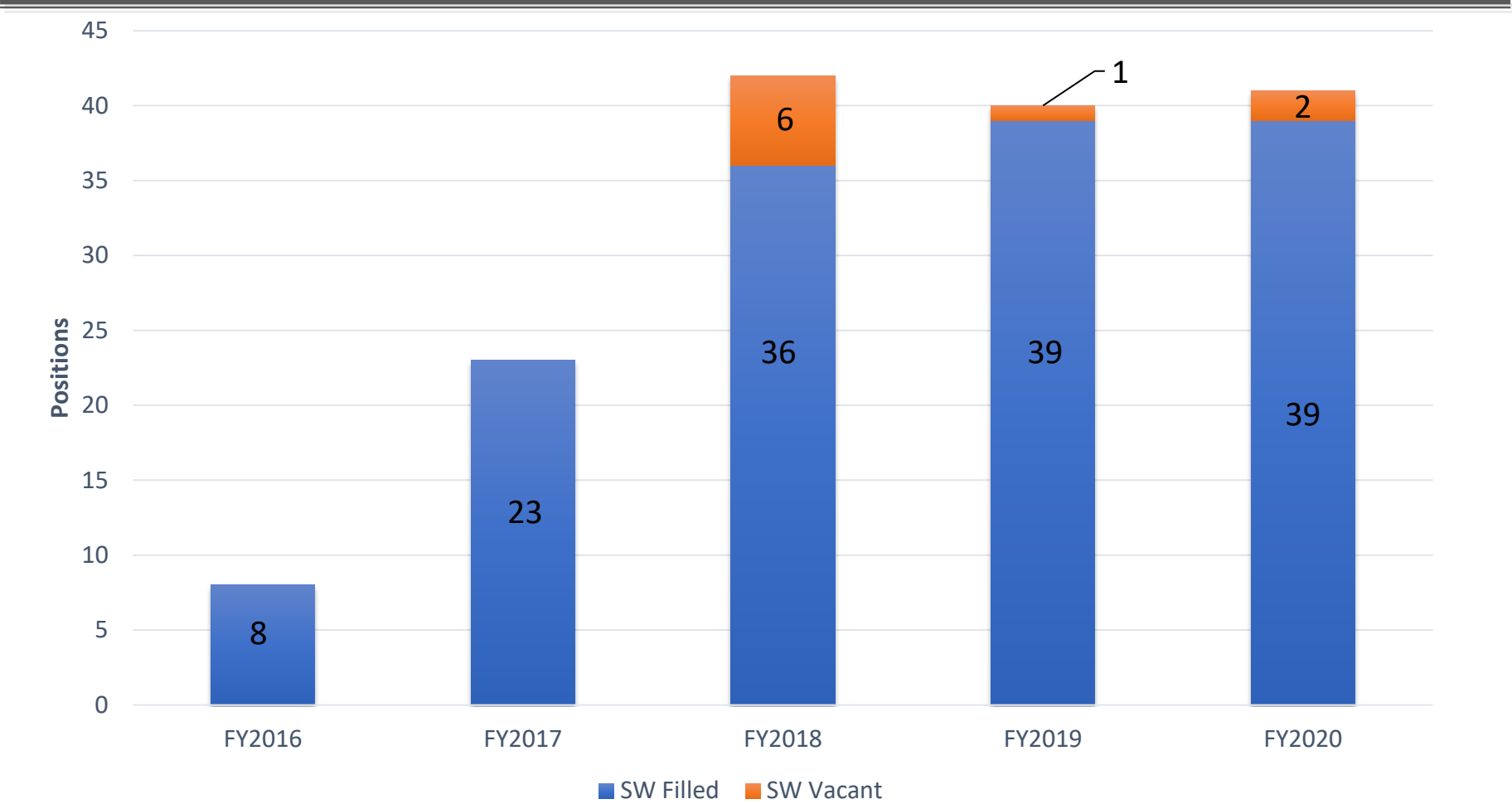
# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Wastewater Filled vs. Vacant Positions

### As of Year End 2012-2020



NORTHEAST OHIO REGIONAL SEWER DISTRICT  
Stormwater Filled vs. Vacant Positions  
As of Year End 2016-2020





**BUDGET****CENTER:**

Operation and Maintenance - 1000

**MANAGED BY:**

Francis G. Foley

Director of Operation and Maintenance

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

<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	Executed 2019 Operational Readiness Implementation tasks.	*	
*	Support Automation Program Management (APM) projects scheduled in 2019 including the successful migration of ODMS to PDMS.	*	
*	Met NPDES permit limits and all other regulatory requirements.	*	
*	Enhanced the O&M staffing plan.	*	
*	Provided needed support for the consolidation of technical support services across O&M and E&C.	*	

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>OPERATION &amp; MAINTENANCE - 1000</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Administrative Assistant	0	1	1	0
Asset Mgmt Syst Analyst	0	2	0	-2
Business Analyst	0	1	0	-1
Plant Administrative Consultant/Trainer	0	1	0	-1
Budget Analyst O&M	1	1	1	0
Business Mgr O&M	1	1	1	0
Deputy Director Of O&M	1	1	1	0
Director Of Oper & Maint	1	1	1	0
Emgy Mgmt & Bus Cont Pm	1	1	1	0
Enterprise Asset Mgr	1	1	1	0
Exec Asst O&M	0	1	0	-1
O&M Business Partner	1	0	1	1
O&M Procurement Adminr	1	1	0	-1
Project Coord O&M	0	1	0	-1
PDMS Administrator	0	1	0	-1
Project Engineer I - O&M	1	0	0	0
<b>TOTAL FULL-TIME</b>	<b>9</b>	<b>15</b>	<b>8</b>	<b>-7</b>
B-STEM Intern O&M	2	2	0	-2
Para Intern O&M	0	1	1	0
<b>TOTAL INTERNS</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>-2</b>
<b>TOTAL POSITIONS</b>	<b>11</b>	<b>18</b>	<b>9</b>	<b>-9</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
OPERATION & MAINTENANCE - 1000					
BUDGET REPORT BY LINE ITEMS					
	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 637,429	\$ 631,304	\$ 599,215	\$ 611,199	\$ 11,984
52030 - Professionals Salaries	\$ 437,586	\$ 296,310	\$ 699,724	\$ 192,025	\$ (507,698)
52031 - Administrative Support Salaries	\$ 46,771	\$ 3,689	\$ 53,040	\$ 43,000	\$ (10,040)
52036 - Para-Professional Salaries	\$ -	\$ 17,074	\$ 38,147	\$ 38,146	\$ (1)
52060 - Student Salaries	\$ 27,272	\$ 15,955	\$ 64,412	\$ -	\$ (64,412)
52071 - Longevity	\$ 3,100	\$ -	\$ 3,100	\$ 3,100	\$ -
52081 - Sick Buy Out	\$ 11,046	\$ 11,141	\$ 13,000	\$ 11,300	\$ (1,700)
52231 - Administrative Support Overtime	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
52236 - Para-Professional Overtime	\$ -	\$ 20	\$ -	\$ -	\$ -
52260 - Student Overtime	\$ 171	\$ 37	\$ -	\$ -	\$ -
<b>Salaries and Wages</b>	<b>\$ 1,163,375</b>	<b>\$ 975,530</b>	<b>\$ 1,470,637</b>	<b>\$ 899,771</b>	<b>\$ (570,867)</b>
52310 - Health Care	\$ (17,120)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 8,400	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 168,344	\$ 135,058	\$ 205,287	\$ 125,968	\$ (79,319)
52340 - Life Insurance	\$ (312)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 15,471	\$ 13,974	\$ 21,262	\$ 13,047	\$ (8,215)
52313 - Wellness Credit	\$ 1,784	\$ -	\$ 1,699	\$ -	\$ (1,699)
52370 - Uniform Allowance	\$ 2,153	\$ 1,480	\$ 2,382	\$ 1,920	\$ (462)
52380 - Awards and Recognition	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ -
<b>Benefits</b>	<b>\$ 178,720</b>	<b>\$ 150,512</b>	<b>\$ 236,630</b>	<b>\$ 146,935</b>	<b>\$ (89,696)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,342,095</b>	<b>\$ 1,126,042</b>	<b>\$ 1,707,268</b>	<b>\$ 1,046,706</b>	<b>\$ (660,562)</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 11,375	\$ 4,881	\$ 21,820	\$ 11,850	\$ (9,970)
52430 - Employee Education	\$ 3,873	\$ 2,823	\$ 9,250	\$ 7,750	\$ (1,500)
<b>Reimbursable Expenses</b>	<b>\$ 15,248</b>	<b>\$ 7,704</b>	<b>\$ 31,070</b>	<b>\$ 19,600</b>	<b>\$ (11,470)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ (203,404)	\$ -	\$ 37,000	\$ 37,000
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ (203,404)</b>	<b>\$ -</b>	<b>\$ 37,000</b>	<b>\$ 37,000</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 35	\$ -	\$ 250	\$ 6,200	\$ 5,950
52730 - Dues and Subscriptions	\$ 693	\$ 266	\$ 2,125	\$ 1,650	\$ (475)
52735 - Equipment Rental	\$ -	\$ 220	\$ -	\$ -	\$ -
52770 - Uniforms	\$ -	\$ (150)	\$ -	\$ -	\$ -
52780 - Other Contractual Services	\$ 12,647	\$ -	\$ -	\$ -	\$ -
<b>Contractual Services</b>	<b>\$ 13,375</b>	<b>\$ 336</b>	<b>\$ 2,375</b>	<b>\$ 7,850</b>	<b>\$ 5,475</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 458	\$ 224	\$ 1,000	\$ 1,000	\$ -
52840 - Laboratory Supplies	\$ -	\$ 6	\$ -	\$ -	\$ -
52845 - General Hardware Supplies	\$ 7	\$ 120	\$ -	\$ -	\$ -
52846 - Equipment And Instrumentation Parts	\$ 833	\$ 13	\$ -	\$ -	\$ -
52851 - Other Minor Equipment	\$ 2,874	\$ 5,312	\$ 2,000	\$ 12,800	\$ 10,800
52865 - Other Supplies	\$ -	\$ 144	\$ 17,000	\$ -	\$ (17,000)
52870 - Freight	\$ 10	\$ -	\$ -	\$ -	\$ -
<b>Materials And Supplies</b>	<b>\$ 4,181</b>	<b>\$ 5,819</b>	<b>\$ 20,000</b>	<b>\$ 13,800</b>	<b>\$ (6,200)</b>
<b>Building and Road Repair:</b>					
53050 - Building Maintenance Supplies	\$ 5,721	\$ 59	\$ -	\$ -	\$ -
53051 - Building Maintenance Services	\$ 2,662	\$ -	\$ -	\$ -	\$ -
<b>Building and Road Repair</b>	<b>\$ 8,383</b>	<b>\$ 59</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 41,187</b>	<b>\$ (189,485)</b>	<b>\$ 53,445</b>	<b>\$ 78,250</b>	<b>\$ 24,805</b>
<b>Total Operating Expenses</b>	<b>\$ 1,383,282</b>	<b>\$ 936,557</b>	<b>\$ 1,760,713</b>	<b>\$ 1,124,956</b>	<b>\$ (635,757)</b>

**BUDGET****CENTER:**

Southerly WWTP - 1100

**MANAGED BY:**Tracey Phelps  
Deputy Director of Operation and  
Maintenance

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

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

Southerly WWTC is an advanced biological treatment plant capable of treating up to 735 million gallons per day (MGD) prior to discharging into the Cuyahoga River. The plant is designed to provide two-stage activated sludge treatment for flows up to 175 MGD. Flows greater than 175 MGD, up to 400 MGD, receive single stage activated sludge treatment. Flows greater than 400 MGD, up to 735 MGD, receive preliminary and primary treatment. All biosolids accumulated at the facility are processed at the plant, with incineration being the primary means of disposal. During 2019, the plant treated 45,512.82 billion gallons of wastewater at an average daily flow of 124.69 MGD. Southerly incinerated 44,009 dry tons of biosolids and generated 10.03 million kwh of electricity. The total tons of biosolids processed at Southerly include the additional biosolids from the Easterly WWTP and the three City of Cleveland Water Treatment Plants (Baldwin, Nottingham, and Garrett Morgan).

<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	Operated and maintained the plant to achieve regulatory compliance. Attained the NACWA Gold Peak Performance Award.	*	Operate and maintain the plant to meet all regulatory requirements.
*	Enhanced maintenance initiatives to reduce backlog and increase work productivity.	*	Enhance plant operation and maintenance activities to improve equipment reliability. Begin baselining and optimizing process equipment.

<b>BUDGET CENTER:</b> Southerly WWTP - 1100			
<b>MANAGED BY:</b> Tracey Phelps Deputy Director of Operation and Maintenance			
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>			
	<b>2019 Accomplishments</b>		<b>2020 Goals</b>
	Provided project review and feedback between O&M and E&C in a timely manner.	*	Increase communication and feedback initiatives between O&M, E&C, and IT for project reviews, project execution, commissioning, and documentation.
*	Ensured plant staff was adequately trained and had access to resources to perform their job duties.	*	Continue to support ORI initiatives to enhance operation and maintenance efficiency and effectiveness.
*	Improved standardization of plant process control by developing Standard Operating Procedures (SOPs). Increased operational readiness through a comprehensive series of electrical system and emergency generator tests.	*	Improve plant communication. Develop a consistent communication plan from senior management to frontline staff.
*	Provided plant maintenance and operations staff resources to assist with ORI initiatives.	*	Improve WPO-IT training initiatives to meet facility needs. Perform operational tabletop exercise drills.
*	Instilled a culture of continuous improvement. Implemented District initiatives in the areas of diversity and inclusion, sustainability, and progressive culture.	*	Instill a culture of continuous improvement by better communication and relationship building between labor and management.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
SOUTHERLY WWTP - 1100				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUALS	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
Admin Asst South	2	2	2	0
Asset Rel Mgr South	3	3	3	0
Assistant Superintendent - Plants	0	0	1	1
Asst Supt	1	1	1	0
Asst Supt - South	1	1	1	0
Const Coord - Maint	0	1	0	-1
Contract Adminr South	1	1	0	-1
Custodial Worker	5	5	5	0
Deputy Director Of O&M	1	1	1	0
Elec & Inst Plt Maint Mgr	2	2	2	0
Elec & Inst Plt Maint Mgr	1	1	1	0
Electrical Inst Tech	1	1	1	0
Ent Biosolid & Resid Supt	1	1	1	0
Instrument Tech	6	10	6	-4
Instrument Tech South	4	1	4	3
Integrated Proc Mgr	2	0	2	2
Maint Supvr	1	1	1	0
Maint Worker	15	15	15	0
Maint Worker South	1	1	1	0
Mech Plt Maint Mgr	5	5	5	0
Mech Plt Maint Mgr South	1	1	1	0
Plant Supt	1	1	1	0
Plt Admin Mgr	1	1	1	0
Plt Clk	1	1	1	0
Plt Contract Mgr	1	1	0	-1
Plt Maint Aide	1	1	1	0
Plt Maint Machinist	2	2	2	0
Plt Mnt Electrician	6	8	8	0
Proc Mgr	1	1	1	0
PUMP	24	26	26	0
PUMP Welder	1	1	1	0
Shift Mgr	5	5	5	0
Shift Supvr	5	5	5	0

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>SOUTHERLY WWTP - 1100</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
Sr Maint Mgr	1	1	1	0
UMP-Instrument Tech	2	4	2	-2
UMP-Plt Maint Elec	1	3	1	-2
UMP-Plt Util Maint Person	7	13	10	-3
UMT/Equip Operator	2	2	2	0
Unit Proc Mgr	3	4	3	-1
Util Maint Tech	1	1	1	0
WWP Operator	13	12	14	2
WWP Operator C-1	13	13	13	0
WWP Operator IT	11	19	12	-7
<b>TOTAL FULL-TIME</b>	<b>157</b>	<b>179</b>	<b>165</b>	<b>-14</b>
B-STEM Intern O&M	0	1	1	0
Para Professional Intern	0	1	1	0
Seasonal Worker	0	0	2	2
<b>TOTAL INTERNS</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>2</b>
<b>TOTAL POSITIONS</b>	<b>157</b>	<b>181</b>	<b>169</b>	<b>-12</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**SOUTHERLY WWTP - 1100**

**BUDGET REPORT BY LINE ITEMS**

	<b>FY18</b>		<b>FY19</b>		<b>FY19</b>		<b>FY20</b>		<b>Budget</b>
	<b>Actuals</b>		<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>		<b>Variance</b>
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 3,086,018	\$	3,220,043	\$	3,200,672	\$	3,349,501	\$	148,829
52030 - Professionals Salaries	\$ 216,238	\$	125,416	\$	142,110	\$	-	\$	(142,110)
52031 - Administrative Support Salaries	\$ 144,282	\$	154,048	\$	140,323	\$	202,704	\$	62,381
52034 - Technicians Salaries	\$ 61,031	\$	41,500	\$	58,153	\$	-	\$	(58,153)
52036 - Para-Professional Salaries	\$ -	\$	-	\$	-	\$	16,640	\$	16,640
52040 - Operations Hourly	\$ 2,401,254	\$	3,107,865	\$	2,509,447	\$	5,931,993	\$	3,422,546
52050 - Maintenance Hourly	\$ 4,448,278	\$	3,711,545	\$	5,093,725	\$	1,215,028	\$	(3,878,697)
52060 - Student Salaries	\$ 15,592	\$	29,046	\$	50,014	\$	61,198	\$	11,184
52071 - Longevity	\$ 32,500	\$	-	\$	31,800	\$	33,200	\$	1,400
52081 - Sick Buy Out	\$ 73,118	\$	73,909	\$	86,100	\$	74,600	\$	(11,500)
52231 - Administrative Support Overtime	\$ 4,236	\$	7,074	\$	3,500	\$	3,500	\$	-
52234 - Technician Overtime	\$ 267	\$	21	\$	-	\$	-	\$	-
52240 - Operations Hourly Overtime	\$ 1,282,727	\$	1,271,936	\$	1,113,462	\$	1,538,245	\$	424,783
52250 - Maintenance Hourly Overtime	\$ 565,566	\$	335,094	\$	598,202	\$	75,000	\$	(523,202)
52260 - Student Overtime	\$ 110	\$	16	\$	-	\$	-	\$	-
<b>Salaries and Wages</b>	<b>\$ 12,331,216</b>	<b>\$</b>	<b>12,077,512</b>	<b>\$</b>	<b>13,027,508</b>	<b>\$</b>	<b>12,501,608</b>	<b>\$</b>	<b>(525,900)</b>
52310 - Health Care	\$ (343,172)	\$	-	\$	-	\$	-	\$	-
52311 - Health Care Opt-Out Full	\$ 59,850	\$	-	\$	-	\$	-	\$	-
52320 - Ops	\$ 1,745,139	\$	1,819,289	\$	1,822,751	\$	1,693,075	\$	(129,676)
52340 - Life Insurance	\$ (2,372)	\$	(290)	\$	-	\$	-	\$	-
52360 - Medicare	\$ 171,354	\$	172,267	\$	188,785	\$	175,354	\$	(13,431)
52313 - Wellness Credit	\$ 13,380	\$	-	\$	14,602	\$	-	\$	(14,602)
52370 - Uniform Allowance	\$ 4,600	\$	3,640	\$	24,160	\$	22,920	\$	(1,240)
<b>Benefits</b>	<b>\$ 1,648,779</b>	<b>\$</b>	<b>1,994,906</b>	<b>\$</b>	<b>2,050,297</b>	<b>\$</b>	<b>1,891,349</b>	<b>\$</b>	<b>(158,948)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 13,979,995</b>	<b>\$</b>	<b>14,072,418</b>	<b>\$</b>	<b>15,077,806</b>	<b>\$</b>	<b>14,392,957</b>	<b>\$</b>	<b>(684,849)</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expenses:</b>									
52410 - Travel	\$ 3,724	\$	2,629	\$	3,000	\$	3,184	\$	184
52430 - Employee Education	\$ 1,449	\$	935	\$	2,600	\$	6,445	\$	3,845
<b>Reimbursable Expenses</b>	<b>\$ 5,173</b>	<b>\$</b>	<b>3,564</b>	<b>\$</b>	<b>5,600</b>	<b>\$</b>	<b>9,629</b>	<b>\$</b>	<b>4,029</b>
<b>Utilities Expenses:</b>									
52510 - Electricity	\$ 5,300,843	\$	4,055,985	\$	5,772,185	\$	5,070,000	\$	(702,185)
52520 - Natural Gas	\$ 814,280	\$	589,867	\$	909,126	\$	845,070	\$	(64,056)
52530 - Water and Other Utilities	\$ 702,100	\$	648,462	\$	695,375	\$	738,684	\$	43,309
<b>Utilities Expenses</b>	<b>\$ 6,817,223</b>	<b>\$</b>	<b>5,294,314</b>	<b>\$</b>	<b>7,376,686</b>	<b>\$</b>	<b>6,653,754</b>	<b>\$</b>	<b>(722,932)</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 1,433,248	\$	617,691	\$	644,028	\$	200,000	\$	(444,028)
52615 - General Professional Services-Training	\$ 1,260	\$	-	\$	-	\$	-	\$	-
<b>Professional Services</b>	<b>\$ 1,434,508</b>	<b>\$</b>	<b>617,691</b>	<b>\$</b>	<b>644,028</b>	<b>\$</b>	<b>200,000</b>	<b>\$</b>	<b>(444,028)</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ 152	\$	88	\$	1,000	\$	1,000	\$	-
52720 - Taxes	\$ -	\$	514	\$	-	\$	-	\$	-
52730 - Dues and Subscriptions	\$ 2,186	\$	1,971	\$	2,830	\$	2,720	\$	(110)
52735 - Equipment Rental	\$ 60,131	\$	10,010	\$	18,000	\$	15,000	\$	(3,000)
52770 - Uniforms	\$ 55,334	\$	54,230	\$	75,000	\$	75,000	\$	-
52775 - Licenses,Fees, And Permits	\$ 3,414	\$	6,514	\$	3,894	\$	4,965	\$	1,071
52780 - Other Contractual Services	\$ 759,253	\$	554,408	\$	835,828	\$	983,423	\$	147,595
52745 - Grease Removal	\$ 3,725	\$	3,469	\$	7,425	\$	7,425	\$	-
52755 - Grit and Screening Disposal	\$ 396,667	\$	271,033	\$	511,105	\$	336,000	\$	(175,105)
52760 - Sludge Hauling Disposal	\$ 45,910	\$	33,458	\$	48,492	\$	25,000	\$	(23,492)
52765 - Ash Hauling Disposal	\$ 711,032	\$	842,127	\$	1,200,000	\$	850,000	\$	(350,000)
<b>Contractual Services</b>	<b>\$ 2,037,803</b>	<b>\$</b>	<b>1,777,823</b>	<b>\$</b>	<b>2,703,574</b>	<b>\$</b>	<b>2,300,533</b>	<b>\$</b>	<b>(403,041)</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**SOUTHERLY WWTP - 1100**

**BUDGET REPORT BY LINE ITEMS**

	<b>FY18</b>		<b>FY19</b>		<b>FY19</b>		<b>FY20</b>		<b>Budget</b>
	<b>Actuals</b>		<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>		<b>Variance</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 10,791	\$	5,094	\$	8,850	\$	7,000	\$	(1,850)
52806 - Software	\$ 10,292	\$	10,745	\$	20,000	\$	6,000	\$	(14,000)
52810 - Fuel and Oil	\$ 127,529	\$	184,196	\$	54,850	\$	60,000	\$	5,150
52811 - Vehicle Maintenance Parts	\$ 203	\$	592	\$	1,000	\$	-	\$	(1,000)
52825 - Chemicals	\$ 1,653,762	\$	2,177,343	\$	2,118,585	\$	2,367,510	\$	248,925
52840 - Laboratory Supplies	\$ 6,188	\$	2,201	\$	3,500	\$	3,500	\$	-
52845 - General Hardware Supplies	\$ 286,305	\$	279,084	\$	300,000	\$	360,000	\$	60,000
52846 - Equipment And Instrumentation Parts	\$ 1,401,098	\$	1,518,107	\$	1,400,000	\$	1,500,000	\$	100,000
52851 - Other Minor Equipment	\$ 117,236	\$	115,786	\$	125,000	\$	125,000	\$	-
52860 - Postage, Ups	\$ 270	\$	-	\$	500	\$	500	\$	-
52865 - Other Supplies	\$ 416,528	\$	474,371	\$	325,000	\$	425,698	\$	100,698
52870 - Freight	\$ 38,462	\$	44,942	\$	35,000	\$	15,000	\$	(20,000)
52880 - Invoice Price Variance	\$ (22)	\$	363	\$	-	\$	-	\$	-
52890 - Inventory Adjustment-Book To Physical	\$ 211,692	\$	-	\$	-	\$	-	\$	-
<b>Materials And Supplies</b>	<b>\$ 4,280,335</b>	<b>\$</b>	<b>4,812,825</b>	<b>\$</b>	<b>4,392,285</b>	<b>\$</b>	<b>4,870,208</b>	<b>\$</b>	<b>477,923</b>
<b>Equipment Repair and Maintenance:</b>									
52920 - Equipment Repair and Maintenance	\$ 547,536	\$	539,157	\$	510,000	\$	500,000	\$	(10,000)
<b>Equipment Repair And Maintenance</b>	<b>\$ 547,536</b>	<b>\$</b>	<b>539,157</b>	<b>\$</b>	<b>510,000</b>	<b>\$</b>	<b>500,000</b>	<b>\$</b>	<b>(10,000)</b>
<b>Building and Road Repair:</b>									
53010 - Building Repair and Maintenance	\$ -	\$	2,288	\$	-	\$	-	\$	-
53020 - Road Repair and Maintenance	\$ 8,975	\$	52,674	\$	43,000	\$	150,000	\$	107,000
53030 - Sewer Repair and Maintenance	\$ -	\$	8,248	\$	-	\$	-	\$	-
53040 - Miscellaneous Repair and Maintenance	\$ 19,310	\$	20,882	\$	25,000	\$	25,000	\$	-
53050 - Building Maintenance Supplies	\$ 79,762	\$	90,811	\$	57,500	\$	102,000	\$	44,500
53051 - Building Maintenance Services	\$ 281,141	\$	336,504	\$	259,000	\$	304,000	\$	45,000
53052 - Building Maintenance Miscellaneous	\$ 15,331	\$	-	\$	35,200	\$	15,000	\$	(20,200)
<b>Building and Road Repair</b>	<b>\$ 404,520</b>	<b>\$</b>	<b>511,407</b>	<b>\$</b>	<b>419,700</b>	<b>\$</b>	<b>596,000</b>	<b>\$</b>	<b>176,300</b>
<b>Total Other Operating Expenses</b>	<b>\$ 15,527,098</b>	<b>\$</b>	<b>13,556,781</b>	<b>\$</b>	<b>16,051,873</b>	<b>\$</b>	<b>15,130,124</b>	<b>\$</b>	<b>(921,749)</b>
<b>Total Operating Expenses</b>	<b>\$ 29,507,093</b>	<b>\$</b>	<b>27,629,199</b>	<b>\$</b>	<b>31,129,679</b>	<b>\$</b>	<b>29,523,081</b>	<b>\$</b>	<b>(1,606,598)</b>

<b>BUDGET CENTER:</b> Westerly WWTC – 1200  <b>MANAGED BY:</b> Deborah Klosz Superintendent			
<p align="center"><b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b></p>			
<p>The Westerly Wastewater Treatment Center, is located on a 14-acre site adjacent to Edgewater Park, provides service to approximately 101,530 people located in the northwestern portion of the City of Cleveland. The collection area encompasses approximately nine thousand four hundred (9,400) acres. The raw influent wastewater is a combination of sanitary sewage, storm water and industrial wastewater.</p> <p>The plant is designed to provide biological treatment to 35 million gallons per day (MGD) and a peak wet weather capacity of 100 MGD that may include primary effluent discharge of up to 30 MGD into Lake Erie. Wastewater flows exceeding the plant capacity are diverted to the Combined Sewer Overflow Treatment Facility (CSOTF). CSOTF flows are screened of debris and receive primary treatment. As of December 31, 2019, the Westerly plant treated 9.35 billion gallons of wastewater at an average daily flow rate of 25.61 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, 2019, the Westerly plant incinerated 5,999.93 dry tons of biosolids.</p>			
<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	Operated and maintained the plant to achieve regulatory compliance. Attained the NACWA Silver Peak Performance Award.	*	Operate and maintain the plant to achieve regulatory compliance. Attain the NACWA Gold Peak Performance Award.
*	Continued to prepare for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.	*	Prepare for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.
*	Continued to maintain high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Maintain high asset availability through enhanced maintenance practices to ensure permit compliance.
*	Continued to support the Automation Program Management project. This project will address SCADA stability and reporting issues and will replace obsolete equipment.	*	Support Automation Program Management (APM) through effective communication strategies, interdepartmental collaboration, and sound process management.

**BUDGET  
CENTER:**

Westerly WWTC – 1200

**MANAGED BY:**

Deborah Klosz  
Superintendent

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

<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	Prepared and managed a budget that supports the District's projected revenue.	*	Prepare and manage a budget that supports the District's projected revenue.
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Provide resources and project management services for outreach activities and the D&I strategic plan.
*	Developed and implemented standard operating and maintenance procedures for the entire plant.	*	Continue to develop and implement standard operating and maintenance procedures for the entire plant.
*	Participated in the creation of a strategy to develop and realign O&M staff to ensure O&M's ability to maintain permit compliance in the future.	*	Actively participate in the creation of a strategy to develop and realign O&M staff to ensure O&M's ability to maintain permit compliance in the future.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
WESTERLY WWTP - 1200				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUALS	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
Admin Asst West	1	1	1	0
Asset Rel Mgr West	1	1	1	0
Asst Supt	1	1	1	0
Asst Supt - West	1	1	1	0
Elec & Inst Plt Maint Mgr	1	1	1	0
Instrument Tech	3	3	3	0
Integrated Proc Mgr	2	2	2	0
Maint Worker	6	6	6	0
Mech Plt Maint Mgr	2	3	2	-1
Plant Supt West	1	1	1	0
Plt Clk	1	1	1	0
Plt Mnt Electrician	3	2	2	0
PUMP	5	4	3	-1
PUMP West	3	2	3	1
Shift Mgr	6	5	5	0
UMP-Instrument Tech	0	2	0	-2
UMP-Plt Maint Elec	1	0	1	1
UMP-Plt Util Maint Person	1	2	1	-1
UMT/Equip Operator	1	1	1	0
Utility Maintenance Person (UMP) IT	0	4	1	-3
WWP Operator	10	10	12	2
WWP Operator C-2	3	4	3	-1
WWP Operator IT	4	0	2	2
<b>TOTAL FULL-TIME</b>	<b>57</b>	<b>57</b>	<b>54</b>	<b>-3</b>
B-STEM Intern O&M	0	1	1	0
<b>TOTAL INTERNS</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>57</b>	<b>58</b>	<b>55</b>	<b>-3</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WESTERLY WWTP - 1200**

**BUDGET REPORT BY LINE ITEMS**

	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 1,388,344	\$	1,411,712	\$	1,398,426	\$	1,334,175	\$	(64,252)
52030 - Professionals Salaries	\$ 19,522	\$	-	\$	-	\$	-	\$	-
52031 - Administrative Support Salaries	\$ 89,923	\$	91,682	\$	89,001	\$	91,973	\$	2,972
52040 - Operations Hourly	\$ 922,948	\$	1,177,015	\$	999,679	\$	1,723,976	\$	724,297
52050 - Maintenance Hourly	\$ 1,239,436	\$	909,918	\$	1,207,815	\$	444,699	\$	(763,116)
52060 - Student Salaries	\$ 7,065	\$	9,340	\$	30,254	\$	34,158	\$	3,904
52071 - Longevity	\$ 13,000	\$	-	\$	13,200	\$	13,300	\$	100
52081 - Sick Buy Out	\$ 33,776	\$	25,845	\$	39,700	\$	34,500	\$	(5,200)
52231 - Administrative Support Overtime	\$ 2,518	\$	2,397	\$	5,000	\$	5,000	\$	-
52240 - Operations Hourly Overtime	\$ 358,972	\$	342,097	\$	324,360	\$	426,796	\$	102,436
52250 - Maintenance Hourly Overtime	\$ 73,673	\$	29,282	\$	124,950	\$	23,713	\$	(101,237)
<b>Salaries and Wages</b>	\$ 4,149,177	\$	3,999,287	\$	4,232,386	\$	4,132,290	\$	(100,096)
52310 - Health Care	\$ (113,366)	\$	(162)	\$	-	\$	-	\$	-
52311 - Health Care Opt-Out Full	\$ 25,625	\$	-	\$	-	\$	-	\$	-
52320 - Ops	\$ 585,371	\$	588,663	\$	590,770	\$	578,521	\$	(12,249)
52340 - Life Insurance	\$ (850)	\$	-	\$	-	\$	-	\$	-
52360 - Medicare	\$ 56,308	\$	55,493	\$	61,187	\$	59,918	\$	(1,269)
52313 - Wellness Credit	\$ 6,094	\$	-	\$	5,789	\$	-	\$	(5,789)
52370 - Uniform Allowance	\$ 1,133	\$	880	\$	5,630	\$	5,530	\$	(100)
<b>Benefits</b>	\$ 560,316	\$	644,874	\$	663,376	\$	643,969	\$	(19,407)
<b>Total Salaries and Benefits</b>	\$ 4,709,493	\$	4,644,161	\$	4,895,762	\$	4,776,259	\$	(119,503)
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expens:</b>									
52410 - Travel	\$ 1,663	\$	1,812	\$	5,285	\$	6,000	\$	715
52430 - Employee Education	\$ 695	\$	2,219	\$	1,000	\$	1,215	\$	215
<b>Reimbursable Expenses</b>	\$ 2,358	\$	4,031	\$	6,285	\$	7,215	\$	930
<b>Utilities Expens:</b>									
52510 - Electricity	\$ 1,340,266	\$	1,199,614	\$	1,516,000	\$	1,488,600	\$	(27,400)
52520 - Natural Gas	\$ 425,815	\$	392,384	\$	517,800	\$	514,800	\$	(3,000)
52530 - Water and Other Utilities	\$ 70,610	\$	119,556	\$	80,431	\$	112,000	\$	31,569
<b>Utilities Expenses</b>	\$ 1,836,690	\$	1,711,553	\$	2,114,231	\$	2,115,400	\$	1,169
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 26,574	\$	35,735	\$	54,474	\$	125,000	\$	70,526
<b>Professional Services</b>	\$ 26,574	\$	35,735	\$	54,474	\$	125,000	\$	70,526
<b>Contractual Services:</b>									
52715 - Printing	\$ 76	\$	89	\$	200	\$	150	\$	(50)
52720 - Taxes	\$ -	\$	22	\$	-	\$	-	\$	-
52730 - Dues and Subscriptions	\$ 680	\$	515	\$	1,070	\$	725	\$	(345)
52735 - Equipment Rental	\$ 9,512	\$	2,648	\$	7,500	\$	7,500	\$	-
52770 - Uniforms	\$ 17,053	\$	16,317	\$	21,810	\$	16,500	\$	(5,310)
52775 - Licenses,Fees, And Permits	\$ 957	\$	1,477	\$	1,200	\$	1,259	\$	59
52780 - Other Contractual Services	\$ 230,446	\$	181,857	\$	228,430	\$	182,490	\$	(45,940)
52745 - Grease Removal	\$ 5,462	\$	11,413	\$	9,876	\$	12,126	\$	2,250
52755 - Grit and Screening Disposal	\$ 31,995	\$	38,803	\$	46,600	\$	43,000	\$	(3,600)
52760 - Sludge Hauling Disposal	\$ 128,811	\$	104,005	\$	119,148	\$	201,100	\$	81,952
52765 - Ash Hauling Disposal	\$ 54,165	\$	78,047	\$	70,581	\$	70,399	\$	(182)
<b>Contractual Services</b>	\$ 479,157	\$	435,194	\$	506,415	\$	535,249	\$	28,834

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**WESTERLY WWTP - 1200**

**BUDGET REPORT BY LINE ITEMS**

	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 2,314	\$	4,793	\$	2,000	\$	3,000	\$	1,000
52806 - Software	\$ -	\$	5,772	\$	10,000	\$	6,000	\$	(4,000)
52810 - Fuel and Oil	\$ 19,819	\$	6,713	\$	17,500	\$	10,000	\$	(7,500)
52811 - Vehicle Maintenance Parts	\$ 4,003	\$	1,161	\$	200	\$	4,700	\$	4,500
52825 - Chemicals	\$ 412,765	\$	380,115	\$	526,705	\$	472,834	\$	(53,871)
52840 - Laboratory Supplies	\$ 3,671	\$	3,508	\$	7,700	\$	6,200	\$	(1,500)
52845 - General Hardware Supplies	\$ 63,368	\$	54,713	\$	85,000	\$	86,200	\$	1,200
52846 - Equipment And Instrumentation Parts	\$ 350,400	\$	308,148	\$	320,500	\$	274,850	\$	(45,650)
52851 - Other Minor Equipment	\$ 39,753	\$	51,419	\$	59,986	\$	48,295	\$	(11,691)
52860 - Postage, Ups	\$ -	\$	-	\$	50	\$	-	\$	(50)
52865 - Other Supplies	\$ 131,998	\$	112,697	\$	104,000	\$	95,000	\$	(9,000)
52870 - Freight	\$ 5,404	\$	6,406	\$	5,000	\$	5,000	\$	-
52880 - Invoice Price Variance	\$ 4,295	\$	213	\$	-	\$	-	\$	-
52890 - Inventory Adjustment-Book To Physical	\$ 58,142	\$	-	\$	-	\$	-	\$	-
<b>Materials And Supplies</b>	<b>\$ 1,095,933</b>	<b>\$</b>	<b>935,657</b>	<b>\$</b>	<b>1,138,641</b>	<b>\$</b>	<b>1,012,079</b>	<b>\$</b>	<b>(126,562)</b>
<b>Equipment Repair and Maintenance:</b>									
52910 - Office Equipment and Repair	\$ 4,254	\$	-	\$	2,000	\$	500	\$	(1,500)
52920 - Equipment Repair and Maintenance	\$ 73,891	\$	162,012	\$	84,818	\$	174,623	\$	89,805
<b>Equipment Repair And Maintenance</b>	<b>\$ 78,145</b>	<b>\$</b>	<b>162,012</b>	<b>\$</b>	<b>86,818</b>	<b>\$</b>	<b>175,123</b>	<b>\$</b>	<b>88,305</b>
<b>Building and Road Repair:</b>									
53010 - Building Repair and Maintenance	\$ -	\$	-	\$	-	\$	2,000	\$	2,000
53020 - Road Repair and Maintenance	\$ -	\$	-	\$	5,500	\$	1,000	\$	(4,500)
53030 - Sewer Repair and Maintenance	\$ -	\$	433	\$	-	\$	-	\$	-
53040 - Miscellaneous Repair and Maintenance	\$ -	\$	2,575	\$	2,000	\$	5,000	\$	3,000
53050 - Building Maintenance Supplies	\$ 21,662	\$	53,003	\$	18,000	\$	85,000	\$	67,000
53051 - Building Maintenance Services	\$ 134,453	\$	156,204	\$	119,000	\$	160,000	\$	41,000
53052 - Building Maintenance Miscellaneous	\$ 36	\$	15,999	\$	11,000	\$	-	\$	(11,000)
<b>Building and Road Repair</b>	<b>\$ 156,151</b>	<b>\$</b>	<b>228,214</b>	<b>\$</b>	<b>155,500</b>	<b>\$</b>	<b>253,000</b>	<b>\$</b>	<b>97,500</b>
<b>Total Other Operating Expenses</b>	<b>\$ 3,675,008</b>	<b>\$</b>	<b>3,512,397</b>	<b>\$</b>	<b>4,062,364</b>	<b>\$</b>	<b>4,223,066</b>	<b>\$</b>	<b>160,702</b>
<b>Total Operating Expenses</b>	<b>\$ 8,384,501</b>	<b>\$</b>	<b>8,156,558</b>	<b>\$</b>	<b>8,958,126</b>	<b>\$</b>	<b>8,999,325</b>	<b>\$</b>	<b>41,199</b>

<b>BUDGET CENTER:</b>	Easterly WWTP – 1300
<b>MANAGED BY:</b>	Robert M. Bonnett Superintendent

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

The Easterly Wastewater Treatment Plant located in the city of Cleveland on a 105-acre site along the southern shore of Lake Erie. The collection system receives flow from 17 municipalities (approximately 333,000 residents), several businesses and storm water runoff. Several combined sewers in the collection system collect and convey storm water runoff to the plant along with sanitary and industrial wastewater. During wet weather events, flow rates up to 1,200 million gallons per day of combined wastewater can be conveyed to the plant headworks from three large interceptor sewers. In 2019, the Easterly plant provided complete treatment to 32.31 billion gallons of combined wastewater for an average daily flow rate of 88.5 MGD. A total of 0.44 billion gallons of combined wastewater received partial treatment, then was overflowed to Lake Erie.

<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	Met all NPDES permit requirements.	*	Meet all NPDES permit requirements.
*	Participated in strategies for operational readiness implementation to improve efficiencies.	*	Participate in strategies for operational readiness implementation to improve efficiencies.
*	Continued to manage budgets that support the District's projected revenue.	*	Continue to manage budgets that support the District's projected revenue.
*	Continued to implement asset management continuous improvement projects to improve maintenance efficiency.	*	Continue to implement asset management continuous improvement projects to improve maintenance efficiency.
*	Continued to develop and implement process control management plans to ensure consistency in operation.	*	Continue to develop and implement process control management plans to ensure consistency in operation.
*	Continued to provide support for the Automation Program Management project.	*	Continue to provide support for the Automation Program Management project.
*	Continued to provide resources and project management services for outreach activities and the D&I strategic plan.	*	Continue to provide resources and project management services for outreach activities and the D&I strategic plan.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
EASTERLY WWTP - 1300				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUALS	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
Admin Asst East	1	1	1	0
Asset Rel Mgr East	1	1	1	0
Asst Supt	1	1	1	0
Custodial Worker	0	1	1	0
Elec & Inst Plt Maint Mgr	1	1	1	0
Electrical Inst Tech	1	2	1	-1
Instrument Tech	2	2	2	0
Integrated Proc Mgr	2	2	2	0
Maint Worker	6	6	6	0
Mech Plt Maint Mgr	2	2	2	0
Plant Supt	1	1	1	0
Plt Clk	1	1	1	0
Plt Mnt Electrician	1	1	2	1
PUMP	7	7	7	0
Shift Mgr	5	5	5	0
UMP-Instrument Tech	1	0	1	1
UMP-Plt Maint Elec	1	0	2	2
UMP-Plt Util Maint Person	0	1	1	0
UMT/Equip Operator	1	1	1	0
Util Maint Tech	2	2	2	0
WWP Operator	11	11	13	2
WWP Operator IT	4	5	2	-3
<b>TOTAL FULL-TIME</b>	<b>52</b>	<b>54</b>	<b>56</b>	<b>2</b>
Seasonal Worker Maintenance	0	2	2	0
<b>TOTAL INTERNS</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>52</b>	<b>56</b>	<b>58</b>	<b>2</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**EASTERLY - 1300**

**BUDGET REPORT BY LINE ITEMS**

	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 1,144,992	\$	\$ 1,184,951	\$	\$ 1,183,786	\$	\$ 1,215,088	\$	\$ 31,302
52030 - Professionals Salaries	\$ 64,279	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
52031 - Administrative Support Salaries	\$ 93,641	\$	\$ 94,617	\$	\$ 90,932	\$	\$ 94,172	\$	\$ 3,240
52040 - Operations Hourly	\$ 888,318	\$	\$ 1,138,020	\$	\$ 917,078	\$	\$ 1,740,295	\$	\$ 823,217
52050 - Maintenance Hourly	\$ 1,183,646	\$	\$ 996,070	\$	\$ 1,253,068	\$	\$ 574,351	\$	\$ (678,717)
52060 - Student Salaries	\$ -	\$	\$ 3,820	\$	\$ 13,173	\$	\$ 18,027	\$	\$ 4,853
52071 - Longevity	\$ 13,400	\$	\$ -	\$	\$ 13,900	\$	\$ 13,700	\$	\$ (200)
52081 - Sick Buy Out	\$ 23,662	\$	\$ 25,586	\$	\$ 27,800	\$	\$ 24,100	\$	\$ (3,700)
52231 - Administrative Support Overtime	\$ 364	\$	\$ 496	\$	\$ 700	\$	\$ 700	\$	\$ -
52240 - Operations Hourly Overtime	\$ 276,688	\$	\$ 250,025	\$	\$ 319,185	\$	\$ 325,000	\$	\$ 5,815
52250 - Maintenance Hourly Overtime	\$ 54,097	\$	\$ 45,513	\$	\$ 70,000	\$	\$ 20,000	\$	\$ (50,000)
<b>Salaries and Wages</b>	<b>\$ 3,743,087</b>	<b>\$</b>	<b>\$ 3,739,099</b>	<b>\$</b>	<b>\$ 3,889,622</b>	<b>\$</b>	<b>\$ 4,025,433</b>	<b>\$</b>	<b>\$ 135,811</b>
52310 - Health Care	\$ (128,085)	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
52311 - Health Care Opt-Out Full	\$ 8,925	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
52320 - Opers	\$ 538,990	\$	\$ 545,275	\$	\$ 544,617	\$	\$ 563,561	\$	\$ 18,944
52340 - Life Insurance	\$ 747	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
52360 - Medicare	\$ 49,474	\$	\$ 50,602	\$	\$ 56,407	\$	\$ 58,369	\$	\$ 1,962
52313 - Wellness Credit	\$ 6,126	\$	\$ -	\$	\$ 6,610	\$	\$ -	\$	\$ (6,610)
52370 - Uniform Allowance	\$ 353	\$	\$ 480	\$	\$ 6,180	\$	\$ 6,180	\$	\$ -
<b>Benefits</b>	<b>\$ 476,530</b>	<b>\$</b>	<b>\$ 596,357</b>	<b>\$</b>	<b>\$ 613,813</b>	<b>\$</b>	<b>\$ 628,109</b>	<b>\$</b>	<b>\$ 14,296</b>
<b>Total Salaries and Benefits</b>	<b>\$ 4,219,617</b>	<b>\$</b>	<b>\$ 4,335,455</b>	<b>\$</b>	<b>\$ 4,503,435</b>	<b>\$</b>	<b>\$ 4,653,542</b>	<b>\$</b>	<b>\$ 150,107</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expens:</b>									
52410 - Travel	\$ 365	\$	\$ 258	\$	\$ 690	\$	\$ 650	\$	\$ (40)
52430 - Employee Education	\$ 530	\$	\$ 695	\$	\$ 1,260	\$	\$ 1,200	\$	\$ (60)
<b>Reimbursable Expenses</b>	<b>\$ 895</b>	<b>\$</b>	<b>\$ 953</b>	<b>\$</b>	<b>\$ 1,950</b>	<b>\$</b>	<b>\$ 1,850</b>	<b>\$</b>	<b>\$ (100)</b>
<b>Utilities Expenes:</b>									
52510 - Electricity	\$ 2,595,530	\$	\$ 2,542,807	\$	\$ 2,646,200	\$	\$ 2,714,050	\$	\$ 67,850
52520 - Natural Gas	\$ 218,022	\$	\$ 218,186	\$	\$ 285,693	\$	\$ 330,525	\$	\$ 44,832
52530 - Water and Other Utilities	\$ 151,023	\$	\$ 252,478	\$	\$ 227,305	\$	\$ 265,551	\$	\$ 38,246
<b>Utilities Expenses</b>	<b>\$ 2,964,574</b>	<b>\$</b>	<b>\$ 3,013,471</b>	<b>\$</b>	<b>\$ 3,159,198</b>	<b>\$</b>	<b>\$ 3,310,126</b>	<b>\$</b>	<b>\$ 150,928</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 71,955	\$	\$ 82,942	\$	\$ 96,747	\$	\$ 125,000	\$	\$ 28,253
<b>Professional Services</b>	<b>\$ 71,955</b>	<b>\$</b>	<b>\$ 82,942</b>	<b>\$</b>	<b>\$ 96,747</b>	<b>\$</b>	<b>\$ 125,000</b>	<b>\$</b>	<b>\$ 28,253</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**EASTERLY - 1300**

**BUDGET REPORT BY LINE ITEMS**

	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Contractual Services:</b>									
52715 - Printing	\$ -		\$ 71		\$ 300		\$ 200		\$ (100)
52720 - Taxes	\$ -		\$ 282		\$ -		\$ -		\$ -
52730 - Dues and Subscriptions	\$ 765		\$ 680		\$ 810		\$ 1,335		\$ 525
52735 - Equipment Rental	\$ 1,612		\$ -		\$ 2,000		\$ 1,500		\$ (500)
52770 - Uniforms	\$ 16,626		\$ 20,830		\$ 28,288		\$ 25,000		\$ (3,288)
52775 - Licenses,Fees, And Permits	\$ 4,837		\$ 1,320		\$ 1,576		\$ 1,576		\$ -
52780 - Other Contractual Services	\$ 86,232		\$ 85,160		\$ 67,336		\$ 95,354		\$ 28,018
52745 - Grease Removal	\$ 4,990		\$ 4,283		\$ 12,663		\$ 7,597		\$ (5,066)
52755 - Grit and Screening Disposal	\$ 75,414		\$ 55,538		\$ 124,826		\$ 99,993		\$ (24,833)
<b>Contractual Services</b>	<b>\$ 190,477</b>		<b>\$ 168,165</b>		<b>\$ 237,799</b>		<b>\$ 232,555</b>		<b>\$ (5,244)</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 927		\$ 1,650		\$ 1,500		\$ 1,500		\$ -
52806 - Software	\$ 4,764		\$ 5,047		\$ 10,000		\$ 6,000		\$ (4,000)
52810 - Fuel and Oil	\$ 27,440		\$ 26,786		\$ 40,000		\$ 40,000		\$ -
52811 - Vehicle Maintenance Parts	\$ -		\$ 325		\$ 1,700		\$ 1,700		\$ -
52825 - Chemicals	\$ 229,453		\$ 256,371		\$ 300,090		\$ 346,367		\$ 46,277
52840 - Laboratory Supplies	\$ 401		\$ 858		\$ 1,500		\$ 1,500		\$ -
52845 - General Hardware Supplies	\$ 80,254		\$ 70,231		\$ 95,000		\$ 95,000		\$ -
52846 - Equipment And Instrumentation Parts	\$ 333,240		\$ 448,885		\$ 264,000		\$ 400,000		\$ 136,000
52851 - Other Minor Equipment	\$ 35,390		\$ 70,899		\$ 81,000		\$ 81,000		\$ -
52865 - Other Supplies	\$ (19,586)		\$ 112,535		\$ 110,000		\$ 110,000		\$ -
52870 - Freight	\$ 3,323		\$ 7,293		\$ 3,500		\$ 1,500		\$ (2,000)
52880 - Invoice Price Variance	\$ -		\$ 1		\$ -		\$ -		\$ -
52890 - Inventory Adjustment-Book To Physical	\$ 153,934		\$ -		\$ -		\$ -		\$ -
<b>Materials And Supplies</b>	<b>\$ 849,540</b>		<b>\$ 1,000,882</b>		<b>\$ 908,290</b>		<b>\$ 1,084,567</b>		<b>\$ 176,277</b>
<b>Equipment Repair and Maintenance:</b>									
52920 - Equipment Repair and Maintenance	\$ 103,819		\$ 124,340		\$ 108,250		\$ 125,133		\$ 16,883
52930 - Vehicle Repairs	\$ 1,161		\$ -		\$ -		\$ -		\$ -
<b>Equipment Repair And Maintenance</b>	<b>\$ 104,980</b>		<b>\$ 124,340</b>		<b>\$ 108,250</b>		<b>\$ 125,133</b>		<b>\$ 16,883</b>
<b>Building and Road Repair:</b>									
53010 - Building Repair and Maintenance	\$ -		\$ 24,376		\$ 13,000		\$ 60,000		\$ 47,000
53020 - Road Repair and Maintenance	\$ 2,590		\$ -		\$ 14,500		\$ 10,000		\$ (4,500)
53030 - Sewer Repair and Maintenance	\$ -		\$ -		\$ 3,000		\$ 3,000		\$ -
53050 - Building Maintenance Supplies	\$ 22,075		\$ 58,163		\$ 42,000		\$ 42,000		\$ -
53051 - Building Maintenance Services	\$ 75,547		\$ 129,547		\$ 149,700		\$ 149,700		\$ -
53052 - Building Maintenance Miscellaneous	\$ -		\$ -		\$ 12,000		\$ 8,000		\$ (4,000)
<b>Building and Road Repair</b>	<b>\$ 100,212</b>		<b>\$ 212,086</b>		<b>\$ 234,200</b>		<b>\$ 272,700</b>		<b>\$ 38,500</b>
<b>Total Other Operating Expenses</b>	<b>\$ 4,282,633</b>		<b>\$ 4,602,838</b>		<b>\$ 4,746,434</b>		<b>\$ 5,151,931</b>		<b>\$ 405,497</b>
<b>Total Operating Expenses</b>	<b>\$ 8,502,250</b>		<b>\$ 8,938,293</b>		<b>\$ 9,249,869</b>		<b>\$ 9,805,473</b>		<b>\$ 555,604</b>

**BUDGET****CENTER:**

Maintenance Services - 1400

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

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

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

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

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

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

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

<b>BUDGET CENTER:</b> Maintenance Services - 1400			
<b>MANAGED BY:</b> Kevin M. Zebrowski Superintendent of Maintenance Services			
<p align="center"><b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b></p>			
<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	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.

**BUDGET****CENTER:**

Maintenance Services - 1400

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

<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	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.
*	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.	*	Maintain high asset availability through enhanced maintenance practices to ensure permit compliance, environmental protection, and sustainability.

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>MAINTENANCE SERVICES - 1400</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Admin Asst Maint Svcs	0	2	2	0
Admin Clk	2	2	2	0
Asset Rel Mgr Maint	1	1	1	0
Asst Supt	1	1	1	0
Business Mgr Maint Svcs	1	1	1	0
Const Coord - Maint	1	1	1	0
Contract Adminr Maint	1	1	0	-1
Data Analyst	1	1	0	-1
Flow Monitoring Spec	0	3	0	-3
Flow Monitoring Tech	0	1	0	-1
Maint Svcs Supt	1	1	1	0
Project Coord Maint Svcs	1	1	0	-1
Sys Integration Spec	1	1	0	-1
Sys Support Spec	1	1	0	-1
Tech Support Aide	0	1	0	-1
Manager of Systems Integration	0	1	0	-1
<b>TOTAL FULL-TIME</b>	<b>12</b>	<b>20</b>	<b>9</b>	<b>-11</b>
Para Intern Maint Svcs	4	5	3	-2
<b>TOTAL INTERNS</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>16</b>	<b>25</b>	<b>12</b>	<b>-11</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
MAINTENANCE SERVICES - 1400						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 360,310	\$ 411,872	\$ 455,055	\$ 395,306	\$ (59,749)	
52030 - Professionals Salaries	\$ 455,041	\$ 467,300	\$ 476,119	\$ 73,605	\$ (402,514)	
52031 - Administrative Support Salaries	\$ 31,270	\$ 170,479	\$ 185,969	\$ 188,154	\$ 2,185	
52034 - Technicians Salaries	\$ 219,629	\$ 176,438	\$ 246,752	\$ -	\$ (246,752)	
52036 - Para-Professional Salaries	\$ 41,662	\$ 113,507	\$ 165,676	\$ 114,439	\$ (51,237)	
52050 - Maintenance Hourly	\$ 5,722	\$ -	\$ -	\$ -	\$ -	
52060 - Student Salaries	\$ 99,159	\$ -	\$ -	\$ -	\$ -	
52071 - Longevity	\$ 3,000	\$ -	\$ 2,050	\$ 3,100	\$ 1,050	
52081 - Sick Buy Out	\$ 7,405	\$ 3,661	\$ 8,600	\$ 7,500	\$ (1,100)	
52231 - Administrative Support Overtime	\$ 72	\$ 1,167	\$ 2,000	\$ 1,000	\$ (1,000)	
52234 - Technician Overtime	\$ 265	\$ 9	\$ 1,900	\$ -	\$ (1,900)	
52236 - Para-Professional Overtime	\$ 35	\$ 169	\$ -	\$ -	\$ -	
52250 - Maintenance Hourly Overtime	\$ 9	\$ -	\$ -	\$ -	\$ -	
52260 - Student Overtime	\$ 696	\$ -	\$ -	\$ -	\$ -	
Salaries and Wages	\$ 1,224,273	\$ 1,344,602	\$ 1,544,120	\$ 783,104	\$ (761,016)	
52310 - Health Care	\$ (21,940)	\$ -	\$ -	\$ -	\$ -	
52311 - Health Care Opt-Out Full	\$ 19,600	\$ -	\$ -	\$ -	\$ -	
52320 - Opers	\$ 168,608	\$ 187,484	\$ 215,295	\$ 109,635	\$ (105,660)	
52340 - Life Insurance	\$ 20	\$ -	\$ -	\$ -	\$ -	
52360 - Medicare	\$ 17,180	\$ 19,112	\$ 22,298	\$ 11,355	\$ (10,943)	
52313 - Wellness Credit	\$ 1,474	\$ -	\$ 1,843	\$ -	\$ (1,843)	
52370 - Uniform Allowance	\$ 2,707	\$ 3,020	\$ 4,180	\$ 1,210	\$ (2,970)	
Benefits	\$ 187,648	\$ 209,616	\$ 243,616	\$ 122,200	\$ (121,417)	
Total Salaries and Benefits	\$ 1,411,921	\$ 1,554,219	\$ 1,787,736	\$ 905,304	\$ (882,432)	
Other Operating Expenses:						
Reimbursable Expens:						
52410 - Travel	\$ 215	\$ 199	\$ 650	\$ 1,220	\$ 570	
52430 - Employee Education	\$ 4,221	\$ 4,903	\$ 8,200	\$ 4,840	\$ (3,360)	
Reimbursable Expenses	\$ 4,436	\$ 5,103	\$ 8,850	\$ 6,060	\$ (2,790)	
Contractual Services:						
52715 - Printing	\$ 80	\$ 789	\$ 200	\$ 200	\$ -	
52730 - Dues and Subscriptions	\$ 157	\$ 206	\$ 180	\$ 45	\$ (135)	
52770 - Uniforms	\$ 6,504	\$ 7,638	\$ 4,800	\$ 3,200	\$ (1,600)	
52775 - Licenses,Fees, And Permits	\$ 5,934	\$ -	\$ 6,127	\$ -	\$ (6,127)	
52780 - Other Contractual Services	\$ -	\$ -	\$ 1,000	\$ -	\$ (1,000)	
Contractual Services	\$ 12,674	\$ 8,633	\$ 12,307	\$ 3,445	\$ (8,862)	

NORTHEAST OHIO REGIONAL SEWER DISTRICT									
MAINTENANCE SERVICES - 1400									
BUDGET REPORT BY LINE ITEMS									
	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
Materials and Supplies:									
52805 - Office Supplies	\$	134	\$	200	\$	1,000	\$	250	\$ (750)
52806 - Software	\$	-	\$	995	\$	1,990	\$	-	\$ (1,990)
52810 - Fuel and Oil	\$	-	\$	166	\$	-	\$	-	\$ -
52811 - Vehicle Maintenance Parts	\$	-	\$	68	\$	-	\$	-	\$ -
52840 - Laboratory Supplies	\$	19	\$	873	\$	-	\$	-	\$ -
52845 - General Hardware Supplies	\$	5,002	\$	7,789	\$	16,010	\$	-	\$ (16,010)
52846 - Equipment And Instrumentation Parts	\$	18,715	\$	14,488	\$	15,400	\$	-	\$ (15,400)
52851 - Other Minor Equipment	\$	3,867	\$	16,166	\$	38,600	\$	-	\$ (38,600)
52865 - Other Supplies	\$	3,048	\$	3,709	\$	5,000	\$	1,000	\$ (4,000)
52870 - Freight	\$	3,379	\$	5,076	\$	2,000	\$	-	\$ (2,000)
52890 - Inventory Adjustment-Book To Physical	\$	10,902	\$	-	\$	-	\$	-	\$ -
Materials And Supplies	\$	45,065	\$	49,529	\$	80,000	\$	1,250	\$ (78,750)
Equipment Repair and Maintenance:									
52920 - Equipment Repair and Maintenance	\$	6,097	\$	11,739	\$	20,000	\$	-	\$ (20,000)
Equipment Repair And Maintenance	\$	6,097	\$	11,739	\$	20,000	\$	-	\$ (20,000)
Building and Road Repair:									
53051 - Building Maintenance Services	\$	-	\$	182	\$	-	\$	-	\$ -
Building and Road Repair	\$	-	\$	182	\$	-	\$	-	\$ -
Total Other Operating Expenses	\$	68,272	\$	75,185	\$	121,157	\$	10,755	\$ (110,402)
Total Operating Expenses	\$	1,480,193	\$	1,629,403	\$	1,908,893	\$	916,059	\$ (992,834)

<b>BUDGET CENTER:</b>		Sewer System Maintenance & Operation – 1500	
<b>MANAGED BY:</b>		Michael J. Zapior Manager – Sewer System Maintenance & Operation	
<div>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</div>			
<p>The Sewer System Maintenance and Operation Department (SSMO) operates and maintains the District’s collection system infrastructure. The infrastructure includes pumping stations, interceptors, trunk sewers, combined sewer regulators, diversion structures, manholes, drop shafts, bar racks, floatable control facilities, odor control facilities, storage tunnels, tunnel control structures and monitoring systems. SSMO also oversees the flow monitoring program, utilities response markings, and inspection of new connections.</p> <p>The department maintains three hundred twenty-two (322) miles of sewer pipe, approximately seven hundred forty (740) fixed-weir regulators, twenty-four (24) automated regulators, twenty-nine (29) precipitation gauges, sixty-four (64) level and flow monitoring sites, ten (10) floatables control facilities, eight (8) odor control facilities, eleven (11) pump stations, ten (10) generators, and ten (10) tunnel control structures.</p>			
2019 Accomplishments		2020 Goals	
*	Effectively managed budgets and planning for future budgets. 2019 Expenses ≤ budgets.	*	Effectively manage budgets and planning for future budgets. 2020 Expenses ≤ budgets.
*	Implemented Operational Readiness Plan to support evolving operations and maintenance.	*	Continue to implement Operational Readiness Plan to support evolving operations and maintenance.
*	Supported the identification and implementation of improvements to operational and maintenance practices and performance to enhance efficiency and effectiveness.	*	Support the implementation of the new Computerized Maintenance Management System. Support the mobile strategy initiative.
*	Provided excellent customer service. Provided resources for collection system outreach initiatives.	*	Provide excellent customer service. Provide resources for collection system outreach initiatives. Ensure KPI metrics are met. Support monitoring requests.
*	Effectively prepared for and responded to emergencies.	*	Effectively prepare for and respond to emergencies. Ensure all safety items are distributed to staff.
*	Updated SSMO Field Procedure Manual and existing collection system documentation.	*	Update Collection System connectivity and asset training courses. Create monitoring and technical support training courses.
*	Expanded workforce planning strategies to meet current and future business needs. Ensured the O&M staff is adequately trained to perform their jobs.	*	Expand workforce planning strategies to meet current and future business needs. Ensure the O&M staff is adequately trained to perform their jobs. Continue implementing union cross-training initiative.

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>SEWER SYSTEM MAINTENACE &amp; OPERATIONS - 1500</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Field Tech	7	9	8	-1
Field Tech Operator	11	11	8	-3
Flow Monitoring Specialist	2	0	2	2
Flow Monitoring Technician	1	0	1	1
Infrastructure Sppt Spec	1	1	0	-1
Operator/Tech	11	11	11	0
SSMO Mgr	1	1	1	0
SSMO Supvr	5	5	6	1
Sys Util Maint Person	8	8	8	0
Technical Support Aide	1	0	1	1
UMP-Sys Util Maint Person	1	2	2	0
Admin Asst Maint Svcs	1	0	0	0
Field Tech Operator - Heavy Equipment	0	0	3	3
<b>TOTAL FULL-TIME</b>	<b>50</b>	<b>48</b>	<b>51</b>	<b>3</b>
<b>TOTAL POSITIONS</b>	<b>50</b>	<b>48</b>	<b>51</b>	<b>3</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
SEWER SYSTEM MAINTENANCE & OPERATIONS - 1500					
BUDGET REPORT BY LINE ITEMS					
	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 487,545	\$ 453,078	\$ 482,561	\$ 579,613	\$ 97,051
52030 - Professionals Salaries	\$ 59,900	\$ 65,857	\$ 72,421	\$ 84,652	\$ 12,231
52031 - Administrative Support Salaries	\$ -	\$ 2,963	\$ -	\$ -	\$ -
52034 - Technicians Salaries	\$ -	\$ 6,542	\$ -	\$ 218,969	\$ 218,969
52040 - Operations Hourly	\$ -	\$ 352,508	\$ -	\$ 1,415,350	\$ 1,415,350
52050 - Maintenance Hourly	\$ 2,051,042	\$ 1,748,068	\$ 2,268,654	\$ 807,689	\$ (1,460,965)
52071 - Longevity	\$ 10,300	\$ -	\$ 10,300	\$ 10,500	\$ 200
52081 - Sick Buy Out	\$ 17,086	\$ 14,390	\$ 20,100	\$ 17,400	\$ (2,700)
52234 - Technician Overtime	\$ -	\$ -	\$ -	\$ 1,900	\$ 1,900
52240 - Operations Hourly Overtime	\$ -	\$ 17,410	\$ -	\$ 114,000	\$ 114,000
52250 - Maintenance Hourly Overtime	\$ 179,679	\$ 168,340	\$ 190,000	\$ 76,000	\$ (114,000)
<b>Salaries and Wages</b>	<b>\$ 2,805,552</b>	<b>\$ 2,829,156</b>	<b>\$ 3,044,036</b>	<b>\$ 3,326,072</b>	<b>\$ 282,037</b>
52310 - Health Care	\$ (94,451)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 10,500	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 389,480	\$ 425,179	\$ 426,151	\$ 450,250	\$ 24,099
52340 - Life Insurance	\$ (626)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 38,547	\$ 40,150	\$ 44,137	\$ 46,633	\$ 2,496
52313 - Wellness Credit	\$ 1,136	\$ -	\$ 1,325	\$ -	\$ (1,325)
52370 - Uniform Allowance	\$ 3,694	\$ 3,364	\$ 7,820	\$ 10,674	\$ 2,854
<b>Benefits</b>	<b>\$ 348,281</b>	<b>\$ 468,692</b>	<b>\$ 479,433</b>	<b>\$ 507,557</b>	<b>\$ 28,124</b>
<b>Total Salaries and Benefits</b>	<b>\$ 3,153,833</b>	<b>\$ 3,297,848</b>	<b>\$ 3,523,468</b>	<b>\$ 3,833,629</b>	<b>\$ 310,161</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 121	\$ 733	\$ 850	\$ 800	\$ (50)
52430 - Employee Education	\$ 250	\$ 939	\$ 1,680	\$ 2,480	\$ 800
<b>Reimbursable Expenses</b>	<b>\$ 371</b>	<b>\$ 1,672</b>	<b>\$ 2,530</b>	<b>\$ 3,280</b>	<b>\$ 750</b>
<b>Utilities Expenes:</b>					
52510 - Electricity	\$ 840,821	\$ 840,445	\$ 854,000	\$ 769,200	\$ (84,800)
52520 - Natural Gas	\$ 18,784	\$ 31,273	\$ 28,800	\$ 36,500	\$ 7,700
52530 - Water and Other Utilities	\$ 53,398	\$ 21,969	\$ 56,800	\$ 34,900	\$ (21,900)
<b>Utilities Expenses</b>	<b>\$ 913,003</b>	<b>\$ 893,687</b>	<b>\$ 939,600</b>	<b>\$ 840,600</b>	<b>\$ (99,000)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 8,537	\$ 6,436	\$ 5,367	\$ 50,000	\$ 44,633
<b>Professional Services</b>	<b>\$ 8,537</b>	<b>\$ 6,436</b>	<b>\$ 5,367</b>	<b>\$ 50,000</b>	<b>\$ 44,633</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
SEWER SYSTEM MAINTENANCE & OPERATIONS - 1500					
BUDGET REPORT BY LINE ITEMS					
	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance
<b>Contractual Services:</b>					
52715 - Printing	\$ 35	\$ -	\$ 50	\$ 50	\$ -
52730 - Dues and Subscriptions	\$ 65	\$ 1,262	\$ 1,230	\$ 1,140	\$ (90)
52735 - Equipment Rental	\$ 59,237	\$ 52,130	\$ 33,500	\$ 33,500	\$ -
52770 - Uniforms	\$ 17,042	\$ 16,378	\$ 23,000	\$ 23,000	\$ -
52775 - Licenses,Fees, And Permits	\$ -	\$ -	\$ -	\$ 7,770	\$ 7,770
52780 - Other Contractual Services	\$ 909,134	\$ 721,535	\$ 1,202,600	\$ 567,100	\$ (635,500)
<b>Contractual Services</b>	<b>\$ 985,513</b>	<b>\$ 791,305</b>	<b>\$ 1,260,380</b>	<b>\$ 632,560</b>	<b>\$ (627,820)</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 3,458	\$ 1,508	\$ 2,000	\$ 2,000	\$ -
52806 - Software	\$ -	\$ -	\$ 10,000	\$ 6,000	\$ (4,000)
52810 - Fuel and Oil	\$ 8,723	\$ 11,511	\$ 6,500	\$ 6,500	\$ -
52811 - Vehicle Maintenance Parts	\$ 2,886	\$ 3,362	\$ 1,500	\$ 1,500	\$ -
52825 - Chemicals	\$ 115	\$ 442	\$ -	\$ -	\$ -
52840 - Laboratory Supplies	\$ 2,556	\$ 1,896	\$ 500	\$ 1,000	\$ 500
52845 - General Hardware Supplies	\$ 55,074	\$ 59,925	\$ 66,500	\$ 97,900	\$ 31,400
52846 - Equipment And Instrumentation Parts	\$ 208,013	\$ 130,197	\$ 149,700	\$ 159,700	\$ 10,000
52851 - Other Minor Equipment	\$ 75,918	\$ 35,128	\$ 95,000	\$ 66,500	\$ (28,500)
52860 - Postage, Ups	\$ -	\$ -	\$ 50	\$ 50	\$ -
52865 - Other Supplies	\$ 82,909	\$ 88,971	\$ 73,000	\$ 73,000	\$ -
52870 - Freight	\$ 2,650	\$ 339	\$ 1,000	\$ 500	\$ (500)
52890 - Inventory Adjustment-Book To Physical	\$ (1,588)	\$ -	\$ -	\$ -	\$ -
<b>Materials And Supplies</b>	<b>\$ 440,715</b>	<b>\$ 333,278</b>	<b>\$ 405,750</b>	<b>\$ 414,650</b>	<b>\$ 8,900</b>
<b>Equipment Repair and Maintenance:</b>					
52910 - Office Equipment and Repair	\$ 480	\$ 144	\$ -	\$ -	\$ -
52920 - Equipment Repair and Maintenance	\$ 93,683	\$ 90,888	\$ 80,000	\$ 100,000	\$ 20,000
52930 - Vehicle Repairs	\$ 369	\$ -	\$ -	\$ -	\$ -
<b>Equipment Repair And Maintenance</b>	<b>\$ 94,532</b>	<b>\$ 91,032</b>	<b>\$ 80,000</b>	<b>\$ 100,000</b>	<b>\$ 20,000</b>
<b>Building and Road Repair:</b>					
53030 - Sewer Repair and Maintenance	\$ 77,268	\$ 75,992	\$ 784,000	\$ 1,383,000	\$ 599,000
53050 - Building Maintenance Supplies	\$ 5,794	\$ 8,477	\$ 10,000	\$ 10,000	\$ -
53051 - Building Maintenance Services	\$ 11,673	\$ 22,186	\$ 97,000	\$ 97,000	\$ -
53052 - Building Maintenance Miscellaneous	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -
<b>Building and Road Repair</b>	<b>\$ 94,735</b>	<b>\$ 106,655</b>	<b>\$ 893,000</b>	<b>\$ 1,492,000</b>	<b>\$ 599,000</b>
<b>Judgements and Awards:</b>					
<b>Total Other Operating Expenses</b>	<b>\$ 2,537,406</b>	<b>\$ 2,224,064</b>	<b>\$ 3,586,627</b>	<b>\$ 3,533,090</b>	<b>\$ (53,537)</b>
<b>Total Operating Expenses</b>	<b>\$ 5,691,239</b>	<b>\$ 5,521,912</b>	<b>\$ 7,110,095</b>	<b>\$ 7,366,719</b>	<b>\$ 256,624</b>

BUDGET

CENTER:

MANAGED BY:

Fleet Services - 1600

Jarrold Lewis - Acting  
Manager of Fleet Services

DESCRIPTION OF SERVICES PROVIDED  
AND  
ACCOMPLISHMENTS & GOALS

The Fleet Services Department maintains District fleet assets including automobiles, sport utility vehicles, trucks, sewer cleaning equipment, lawn maintenance equipment, portable power units and pumps, and emergency standby generators and systems. Fleet Services maintenance of assets ensures safe and efficient operation, minimizes downtime, increases user satisfaction, and controls costs.

2019 Accomplishments		2020 Goals	
*	Met regulatory requirements for emergency generator and vehicle emissions.	*	Continue to document, report, and maintain the emergency generators to meet regulatory requirements.
*	Met established Key Performance Indicator (KPI) metrics for vehicle turnaround time.	*	Continue to improve the fleet readiness of vehicles and equipment for all stakeholders.
*	Prepared and managed the department budget within the established target to support the District’s revenue base and Strategic Plan.	*	Establish and manage the Fleet Services’ budget in the most efficient and economical manner.
*	Provided resources for outreach activities including the inaugural participation in the annual Clean Water Fest.	*	Provide resources to support diversity and inclusion efforts and outreach activities.
*	Implemented a new Fuel Card Program to defer capital investment in replacement tanks at EMSC and decreased operating expenses.	*	Establish a baseline and cost analysis of fuel usage per department for future allocation of funds to the respective departments.
		*	Develop and implement a strategy to manage vehicle rotation for optimization of performance and utilization.
		*	Right size fleet assets to meet departmental requirements and operate more cost effectively.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
FLEET SERVICES -1600				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUAL	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
Fleet Svcs Mechanic	6	6	6	0
Fleet Svcs Mgr	0	1	1	0
Fleet Svcs Worker	0	1	1	0
Project Coord Fleet Svcs	0	1	1	0
Admin Asst Fleet	1	0	0	0
<b>TOTAL FULL-TIME</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>0</b>
Para-Professional Intern	0	2	1	-1
Seasonsal Worker Maintenance	0	2	1	-1
<b>TOTAL INTERNS</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>-2</b>
<b>TOTAL POSITIONS</b>	<b>7</b>	<b>13</b>	<b>11</b>	<b>-2</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**FLEET SERVICES -1600**

**BUDGET REPORT BY LINE ITEMS**

	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 96,019	\$	\$ 65,567	\$	\$ 93,733	\$	\$ 89,633	\$	\$(4,100)
52030 - Professionals Salaries	\$ 66,038	\$	\$ 54,129	\$	\$ 63,673	\$	\$ 66,062	\$	\$ 2,389
52031 - Administrative Support Salaries	\$ -	\$	\$ 4,140	\$	\$ -	\$	\$ -	\$	\$ -
52036 - Para-Professional Salaries	\$ -	\$	\$ -	\$	\$ -	\$	\$ 28,461	\$	\$ 28,461
52040 - Operations Hourly	\$ -	\$	\$ 95,759	\$	\$ -	\$	\$ 355,587	\$	\$ 355,587
52050 - Maintenance Hourly	\$ 387,468	\$	\$ 276,226	\$	\$ 399,191	\$	\$ 34,299	\$	\$(364,892)
52060 - Student Salaries	\$ -	\$	\$ 5,210	\$	\$ 13,173	\$	\$ 9,013	\$	\$(4,160)
52071 - Longevity	\$ 2,550	\$	\$ -	\$	\$ 2,550	\$	\$ 2,600	\$	\$ 50
52081 - Sick Buy Out	\$ 2,621	\$	\$ 2,225	\$	\$ 3,100	\$	\$ 2,700	\$	\$(400)
52240 - Operations Hourly Overtime	\$ -	\$	\$ 20,808	\$	\$ -	\$	\$ 25,000	\$	\$ 25,000
52250 - Maintenance Hourly Overtime	\$ 45,341	\$	\$ 18,410	\$	\$ 38,750	\$	\$ 5,000	\$	\$(33,750)
<b>Salaries and Wages</b>	<b>\$ 600,037</b>	<b>\$</b>	<b>\$ 542,473</b>	<b>\$</b>	<b>\$ 614,170</b>	<b>\$</b>	<b>\$ 618,356</b>	<b>\$</b>	<b>\$ 4,186</b>
52310 - Health Care	\$ (16,434)	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
52311 - Health Care Opt-Out Full	\$ 8,400	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
52320 - Opers	\$ 81,641	\$	\$ 74,224	\$	\$ 86,082	\$	\$ 86,570	\$	\$ 488
52340 - Life Insurance	\$ (145)	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
52360 - Medicare	\$ 8,353	\$	\$ 7,808	\$	\$ 8,916	\$	\$ 8,966	\$	\$ 51
52313 - Wellness Credit	\$ 216	\$	\$ -	\$	\$ 216	\$	\$ -	\$	\$(216)
52370 - Uniform Allowance	\$ 480	\$	\$ 380	\$	\$ 1,000	\$	\$ 800	\$	\$(200)
<b>Benefits</b>	<b>\$ 82,511</b>	<b>\$</b>	<b>\$ 82,412</b>	<b>\$</b>	<b>\$ 96,213</b>	<b>\$</b>	<b>\$ 96,336</b>	<b>\$</b>	<b>\$ 123</b>
<b>Total Salaries and Benefits</b>	<b>\$ 682,548</b>	<b>\$</b>	<b>\$ 624,886</b>	<b>\$</b>	<b>\$ 710,384</b>	<b>\$</b>	<b>\$ 714,692</b>	<b>\$</b>	<b>\$ 4,308</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expens:</b>									
52410 - Travel	\$ 18	\$	\$ 1,678	\$	\$ 3,550	\$	\$ 50	\$	\$(3,500)
52430 - Employee Education	\$ 150	\$	\$ 899	\$	\$ 4,000	\$	\$ 7,500	\$	\$ 3,500
<b>Reimbursable Expenses</b>	<b>\$ 168</b>	<b>\$</b>	<b>\$ 2,577</b>	<b>\$</b>	<b>\$ 7,550</b>	<b>\$</b>	<b>\$ 7,550</b>	<b>\$</b>	<b>\$ -</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 500	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
<b>Professional Services</b>	<b>\$ 500</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ -	\$	\$ -	\$	\$ 4,000	\$	\$ 4,000	\$	\$ -
52730 - Dues and Subscriptions	\$ 2,135	\$	\$ 2,044	\$	\$ 7,850	\$	\$ 2,100	\$	\$(5,750)
52735 - Equipment Rental	\$ 1,060	\$	\$ 7,420	\$	\$ 825	\$	\$ 825	\$	\$ -
52770 - Uniforms	\$ 3,132	\$	\$ 3,859	\$	\$ 4,500	\$	\$ 4,500	\$	\$ -
52780 - Other Contractual Services	\$ 6,774	\$	\$ 8,932	\$	\$ 38,050	\$	\$ 13,050	\$	\$(25,000)
<b>Contractual Services</b>	<b>\$ 13,101</b>	<b>\$</b>	<b>\$ 22,255</b>	<b>\$</b>	<b>\$ 55,225</b>	<b>\$</b>	<b>\$ 24,475</b>	<b>\$</b>	<b>\$ (30,750)</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 477	\$	\$ 12	\$	\$ 500	\$	\$ 500	\$	\$ -
52810 - Fuel and Oil	\$ 114,851	\$	\$ 39,570	\$	\$ 56,000	\$	\$ 125,000	\$	\$ 69,000
52811 - Vehicle Maintenance Parts	\$ 260,795	\$	\$ 297,768	\$	\$ 275,000	\$	\$ 310,000	\$	\$ 35,000
52825 - Chemicals	\$ 312	\$	\$ 102	\$	\$ -	\$	\$ -	\$	\$ -
52840 - Laboratory Supplies	\$ 137	\$	\$ -	\$	\$ 100	\$	\$ 100	\$	\$ -
52845 - General Hardware Supplies	\$ 1,835	\$	\$ 5,948	\$	\$ 3,500	\$	\$ 3,500	\$	\$ -
52846 - Equipment And Instrumentation Parts	\$ 2,282	\$	\$ 9,227	\$	\$ 3,500	\$	\$ 7,250	\$	\$ 3,750
52851 - Other Minor Equipment	\$ 3,565	\$	\$ 4,446	\$	\$ 2,500	\$	\$ 5,000	\$	\$ 2,500
52865 - Other Supplies	\$ 18,383	\$	\$ 14,329	\$	\$ 17,000	\$	\$ 17,000	\$	\$ -
52870 - Freight	\$ 82	\$	\$ 212	\$	\$ 500	\$	\$ 500	\$	\$ -
52890 - Inventory Adjustment-Book To Physical	\$ 1,750	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -
<b>Materials And Supplies</b>	<b>\$ 404,468</b>	<b>\$</b>	<b>\$ 371,615</b>	<b>\$</b>	<b>\$ 358,600</b>	<b>\$</b>	<b>\$ 468,850</b>	<b>\$</b>	<b>\$ 110,250</b>
<b>Equipment Repair and Maintenance:</b>									
52920 - Equipment Repair and Maintenance	\$ 41,105	\$	\$ 27,707	\$	\$ 15,000	\$	\$ 25,000	\$	\$ 10,000
52930 - Vehicle Repairs	\$ 34,432	\$	\$ 22,949	\$	\$ 50,000	\$	\$ 35,000	\$	\$(15,000)
<b>Equipment Repair And Maintenance</b>	<b>\$ 75,537</b>	<b>\$</b>	<b>\$ 50,657</b>	<b>\$</b>	<b>\$ 65,000</b>	<b>\$</b>	<b>\$ 60,000</b>	<b>\$</b>	<b>\$ (5,000)</b>
<b>Building and Road Repair:</b>									
53050 - Building Maintenance Supplies	\$ -	\$	\$ 2,265	\$	\$ -	\$	\$ -	\$	\$ -
<b>Building and Road Repair</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ 2,265</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>	<b>\$</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 493,774</b>	<b>\$</b>	<b>\$ 449,369</b>	<b>\$</b>	<b>\$ 486,375</b>	<b>\$</b>	<b>\$ 560,875</b>	<b>\$</b>	<b>\$ 74,500</b>
<b>Total Operating Expenses</b>	<b>\$ 1,176,322</b>	<b>\$</b>	<b>\$ 1,074,254</b>	<b>\$</b>	<b>\$ 1,196,759</b>	<b>\$</b>	<b>\$ 1,275,567</b>	<b>\$</b>	<b>\$ 78,808</b>

<b>BUDGET CENTER:</b> Building Maintenance – 1700			
<b>MANAGED BY:</b> Thomas Shively - Acting Manager of Building Maintenance			
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>			
The Building Maintenance Department oversees the maintenance of District buildings and grounds. Building and grounds assets include heating and ventilation equipment, fences, parking lots, plumbing equipment, electrical equipment, roofing, masonry, and flooring. The department participates in the capital planning process for new building assets and is responsible for developing operational and maintenance readiness plans for new building assets.			
<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	Continued to prepare for operating new assets by developing operational and maintenance readiness plans for new assets that are under construction.	*	Prepare for the implementation and re-structuring of the department focusing on improved customer service and maintenance of HVAC assets.
*	Continued to update HVAC asset condition scoring improving maintenance and capital planning.	*	Provide support to incorporate HVAC asset information with deployment of the new Computerized Maintenance Management System.
*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Provide support for increasing the application and functionality of the Building Automation System for HVAC.
*	Prepared and managed the department budget within the established target to support the District's revenue base and Strategic Plan.	*	Prepare and manage budgets that support the District's projected revenue.
*	Provided resources to support diversity and inclusion efforts and outreach activities.	*	Provide resources to support diversity and inclusion efforts and outreach activities.
*	Supported the implementation of the District wide temperature policy that started at GJM promoting the Green Infrastructure Policy.	*	Prepare for operating new assets by developing operational and maintenance readiness plans for new assets that are under construction.
		*	Eliminate the proprietary temperature control systems throughout the District.

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>BUILDING MAINTENANCE - 1700</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Bldg Maint Mgr	0	1	1	0
Bldg Maint Person	6	5	6	1
Building Systems Supervisor	0	0	1	1
HVAC Technician	0	0	4	4
Project Coord Bld Maint	1	1	1	0
<b>TOTAL FULL-TIME</b>	<b>7</b>	<b>7</b>	<b>13</b>	<b>6</b>
<b>TOTAL POSITIONS</b>	<b>7</b>	<b>7</b>	<b>13</b>	<b>6</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT										
BUILDING MAINTENANCE - 1700										
BUDGET REPORT BY LINE ITEMS										
	FY18		FY19		FY19		FY20		Budget	
	Actuals		Actuals		Budget		Budget		Variance	
Operating Expenses:										
52020 - Officials and Managers Salaries	\$	97,368	\$	75,043	\$	95,509	\$	166,079	\$	70,571
52030 - Professionals Salaries	\$	71,490	\$	79,553	\$	63,673	\$	54,167	\$	(9,506)
52034 - Technicians Salaries	\$	-	\$	-	\$	-	\$	186,507	\$	186,507
52050 - Maintenance Hourly	\$	289,144	\$	354,609	\$	303,452	\$	367,128	\$	63,676
52071 - Longevity	\$	1,750	\$	-	\$	1,750	\$	1,800	\$	50
52081 - Sick Buy Out	\$	2,176	\$	1,425	\$	2,600	\$	2,200	\$	(400)
52250 - Maintenance Hourly Overtime	\$	41,777	\$	63,907	\$	42,500	\$	90,000	\$	47,500
Salaries and Wages	\$	503,705	\$	574,537	\$	509,484	\$	867,881	\$	358,397
52310 - Health Care	\$	(16,099)	\$	-	\$	-	\$	-	\$	-
52311 - Health Care Opt-Out Full	\$	2,800	\$	-	\$	-	\$	-	\$	-
52320 - Opers	\$	67,955	\$	81,428	\$	71,188	\$	121,503	\$	50,316
52340 - Life Insurance	\$	(144)	\$	-	\$	-	\$	-	\$	-
52360 - Medicare	\$	7,018	\$	8,142	\$	7,373	\$	12,584	\$	5,211
52313 - Wellness Credit	\$	388	\$	-	\$	374	\$	-	\$	(374)
52370 - Uniform Allowance	\$	100	\$	40	\$	700	\$	1,200	\$	500
Benefits	\$	62,017	\$	89,610	\$	79,635	\$	135,288	\$	55,652
Total Salaries and Benefits	\$	565,722	\$	664,147	\$	589,119	\$	1,003,169	\$	414,049
Other Operating Expenses:										
Reimbursable Expenses:										
52410 - Travel	\$	9	\$	9	\$	450	\$	300	\$	(150)
52430 - Employee Education	\$	3,120	\$	284	\$	3,800	\$	2,000	\$	(1,800)
Reimbursable Expenses	\$	3,128	\$	293	\$	4,250	\$	2,300	\$	(1,950)
Contractual Services:										
52715 - Printing	\$	48	\$	43	\$	-	\$	-	\$	-
52730 - Dues and Subscriptions	\$	106	\$	171	\$	700	\$	700	\$	-
52770 - Uniforms	\$	2,222	\$	3,108	\$	3,200	\$	4,000	\$	800
52780 - Other Contractual Services	\$	123	\$	-	\$	-	\$	-	\$	-
Contractual Services	\$	2,498	\$	3,322	\$	3,900	\$	4,700	\$	800
Materials and Supplies:										
52805 - Office Supplies	\$	-	\$	-	\$	700	\$	250	\$	(450)
52840 - Laboratory Supplies	\$	23	\$	6	\$	-	\$	-	\$	-
52845 - General Hardware Supplies	\$	4,675	\$	5,510	\$	8,650	\$	500	\$	(8,150)
52846 - Equipment And Instrumentation Parts	\$	67	\$	542	\$	-	\$	-	\$	-
52851 - Other Minor Equipment	\$	2,847	\$	1,354	\$	7,500	\$	5,500	\$	(2,000)
52865 - Other Supplies	\$	667	\$	3,253	\$	4,200	\$	500	\$	(3,700)
52870 - Freight	\$	-	\$	-	\$	500	\$	500	\$	-
Materials And Supplies	\$	8,279	\$	10,665	\$	21,550	\$	7,250	\$	(14,300)
Equipment Repair and Maintenance:										
52920 - Equipment Repair and Maintenance	\$	4,254	\$	417	\$	500	\$	500	\$	-
Equipment Repair And Maintenance	\$	4,254	\$	417	\$	500	\$	500	\$	-
Building and Road Repair:										
53050 - Building Maintenance Supplies	\$	2,753	\$	-	\$	-	\$	-	\$	-
Building and Road Repair	\$	2,753	\$	-	\$	-	\$	-	\$	-
Total Other Operating Expenses	\$	20,913	\$	14,697	\$	30,200	\$	14,750	\$	(15,450)
Total Operating Expenses	\$	586,635	\$	678,844	\$	619,319	\$	1,017,919	\$	191 398,599

**BUDGET CENTER:** Water Quality and Industrial Surveillance (WQIS) – 1800

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

<b>DESCRIPTION OF SERVICES PROVIDED</b>
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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 167 Significant Industrial Users (SIUs), 119 Industrial Surcharges, 108 Categorical Industrial Users (CIUs), 23 Non-Significant Categorical Industrial Users, 708 general industrial users, 347 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 2019, WQIS responded to 89 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 2020 are:

**Environmental (Water Quality) Monitoring:** Demonstrate water quality conditions in the local streams, rivers and Lake Erie by sampling, monitoring and tracking water quality. Maintain Ohio EPA issued Qualified Data Collector status. Follow-up on all environmental disruptions, document water quality improvements, provide current scientifically sound information for 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	
2019 Accomplishments	2020 Goals
Met all NPDES Pretreatment Program requirements; No NPDES permit violations as a result of pass-through, interference and/or inhibition.	Meet all National Pollutant Discharge Elimination System (NPDES) Pretreatment Program requirements.
Completed all planned environmental monitoring projects.	Complete all planned environmental monitoring projects.
Demonstrated water quality conditions in the receiving streams by conducting water chemistry sampling, macroinvertebrate surveys, fish community surveys and habitat evaluations in relation to District facilities and capital improvement projects.	Demonstrate water quality improvements in the receiving streams by conducting water chemistry sampling, macroinvertebrate surveys, fish community surveys and habitat evaluations in relation to District facilities and capital improvement projects.
Met with external agencies to identify areas for collaboration and to share monitoring data.	Meet with external agencies to identify areas for collaboration; share monitoring data.
Continued the development of staff through various training programs, workshops and certifications.	Develop staff through various training programs, workshops and certifications.
Results from the District's Environmental Monitoring Programs were communicated via different forms of media (brochures, internet, TV and Radio).	Effectively communicate the results of the District's Environmental Monitoring Programs via different forms of media (brochures, internet, TV and Radio).
Completed sampling requirements of Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP) consent decree.	Continue to conduct monitoring requirements of Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP) consent decree.
Completed all environmental monitoring required by the District's CSO permit.	Conduct all environmental monitoring required by the District's CSO permit.
Hosted regulatory compliance seminars for local industrial users.	Work with local industry to further enhance their understanding of discharge regulations, explore opportunities for pollution prevention measures.
Identified, sampled and traced illicit discharges to their sources.	Continue to identify illicit discharges to the environment. Continue to source track so the discharges can be eliminated.
Met with County Board of Health Departments to discuss District stormwater services.	Implement component of District's Stormwater Management program into the WQIS Department.

ACCOMPLISHMENTS & GOALS	
2019 Accomplishments	2020 Goals
Testing of new Pretreatment Information Management System (PIMS) and Environmental Information Management System (EIMS) currently in progress.	Implement new Pretreatment Information Management System (PIMS) and Environmental Information Management System (EIMS)
Worked with the County Board of Health Departments within our service area to provide stormwater services.	Continue to work with the County Board of Health Departments within our service area to provide stormwater services.
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				
WQIS -- 1800				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUAL	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
Admin Asst	1	1	0	-1
Business Programs Supvr	1	1	1	0
Enforcement Supvr	1	1	1	0
Envir Assessment Supvr	1	1	1	0
Envir Svcs Supt	1	1	0	-1
Investigator	10	10	11	1
LIMS/PIMS Adminr	1	1	0	-1
Pollution Prevention Supv	0	1	1	0
Pretreatment Program Asst	1	1	1	0
Proc Analyst	1	1	1	0
Sr Investigator	9	10	9	-1
WQIS Mgr	1	1	1	0
<b>TOTAL FULL-TIME</b>	<b>28</b>	<b>30</b>	<b>27</b>	<b>-3</b>
B-STEM Intern Watershed	0	2	2	0
Para Intern - WSHED	2	4	2	-2
<b>TOTAL INTERNS</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>-2</b>
<b>TOTAL POSITIONS</b>	<b>30</b>	<b>36</b>	<b>31</b>	<b>-5</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## WQIS -- 1800

### BUDGET REPORT BY LINE ITEMS

	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 474,870	\$ 473,682	\$ 463,462	\$ 346,011	\$ (117,452)
52030 - Professionals Salaries	\$ 1,462,430	\$ 1,281,483	\$ 1,463,465	\$ 788,293	\$ (675,172)
52031 - Administrative Support Salaries	\$ 101,897	\$ 100,476	\$ 99,142	\$ 54,988	\$ (44,154)
52034 - Technicians Salaries	\$ -	\$ 142,962	\$ -	\$ 634,164	\$ 634,164
52036 - Para-Professional Salaries	\$ 70,171	\$ 57,707	\$ 137,211	\$ 76,293	\$ (60,918)
52060 - Student Salaries	\$ 36,177	\$ 15,002	\$ 22,772	\$ 44,974	\$ 22,203
52071 - Longevity	\$ 7,400	\$ -	\$ 7,000	\$ 7,500	\$ 500
52081 - Sick Buy Out	\$ 12,323	\$ 8,533	\$ 14,400	\$ 12,600	\$ (1,800)
52231 - Administrative Support Overtime	\$ 11	\$ 46	\$ 150	\$ -	\$ (150)
52236 - Para-Professional Overtime	\$ 2,866	\$ 3,075	\$ 6,000	\$ 6,000	\$ -
52260 - Student Overtime	\$ 1,541	\$ 1,813	\$ -	\$ -	\$ -
<b>Salaries and Wages</b>	<b>\$ 2,169,686</b>	<b>\$ 2,084,778</b>	<b>\$ 2,213,602</b>	<b>\$ 1,970,823</b>	<b>\$ (242,780)</b>
52310 - Health Care	\$ (57,015)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 4,200	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 300,619	\$ 289,503	\$ 309,652	\$ 275,915	\$ (33,737)
52340 - Life Insurance	\$ (864)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 28,607	\$ 27,939	\$ 32,071	\$ 28,577	\$ (3,494)
52313 - Wellness Credit	\$ 6,058	\$ -	\$ 6,163	\$ -	\$ (6,163)
52370 - Uniform Allowance	\$ 840	\$ 580	\$ 2,600	\$ 2,600	\$ -
<b>Benefits</b>	<b>\$ 282,444</b>	<b>\$ 318,022</b>	<b>\$ 350,487</b>	<b>\$ 307,092</b>	<b>\$ (43,395)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 2,452,130</b>	<b>\$ 2,402,799</b>	<b>\$ 2,564,089</b>	<b>\$ 2,277,915</b>	<b>\$ (286,174)</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Exps:</b>					
52410 - Travel	\$ 7,122	\$ 9,424	\$ 11,975	\$ 10,700	\$ (1,275)
52430 - Employee Education	\$ 5,931	\$ 8,387	\$ 8,925	\$ 10,000	\$ 1,075
<b>Reimbursable Expenses</b>	<b>\$ 13,053</b>	<b>\$ 17,811</b>	<b>\$ 20,900</b>	<b>\$ 20,700</b>	<b>\$ (200)</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 197	\$ -	\$ 500	\$ 500	\$ -
52730 - Dues and Subscriptions	\$ 20,906	\$ 15,004	\$ 20,127	\$ 20,257	\$ 130
52750 - Advertising	\$ 2,396	\$ 2,446	\$ 3,000	\$ 3,000	\$ -
52770 - Uniforms	\$ 11,107	\$ 11,654	\$ 11,000	\$ 9,090	\$ (1,910)
52775 - Licenses,Fees, And Permits	\$ 1,783	\$ 1,831	\$ 2,050	\$ 2,550	\$ 500
52780 - Other Contractual Services	\$ 27,384	\$ 39,396	\$ 64,540	\$ 62,600	\$ (1,940)
<b>Contractual Services</b>	<b>\$ 63,773</b>	<b>\$ 70,331</b>	<b>\$ 101,217</b>	<b>\$ 97,997</b>	<b>\$ (3,220)</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## WQIS -- 1800

### BUDGET REPORT BY LINE ITEMS

	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 4,957	\$ 4,729	\$ 5,500	\$ 4,140	\$ (1,360)
52810 - Fuel and Oil	\$ 1,118	\$ 394	\$ 1,000	\$ 1,000	\$ -
52811 - Vehicle Maintenance Parts	\$ 12	\$ -	\$ 850	\$ 1,482	\$ 632
52825 - Chemicals	\$ 1,723	\$ 1,554	\$ 1,600	\$ 1,600	\$ -
52840 - Laboratory Supplies	\$ 8,213	\$ 9,019	\$ 7,250	\$ 26,310	\$ 19,060
52845 - General Hardware Supplies	\$ 10,484	\$ 15,558	\$ 13,100	\$ 13,100	\$ -
52846 - Equipment And Instrumentation Parts	\$ 33,967	\$ 48,581	\$ 42,647	\$ 45,049	\$ 2,402
52851 - Other Minor Equipment	\$ 7,833	\$ 14,742	\$ 20,550	\$ 24,628	\$ 4,078
52860 - Postage, Ups	\$ 2,331	\$ 3,923	\$ 4,800	\$ 4,900	\$ 100
52865 - Other Supplies	\$ 25,917	\$ 21,071	\$ 26,650	\$ 31,219	\$ 4,569
52870 - Freight	\$ 742	\$ 681	\$ 3,000	\$ 1,500	\$ (1,500)
<b>Materials And Supplies</b>	<b>\$ 97,297</b>	<b>\$ 120,251</b>	<b>\$ 126,947</b>	<b>\$ 154,928</b>	<b>\$ 27,981</b>
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	\$ 4,584	\$ 9,893	\$ 11,600	\$ 13,050	\$ 1,450
<b>Equipment Repair And Maintenance</b>	<b>\$ 4,584</b>	<b>\$ 9,893</b>	<b>\$ 11,600</b>	<b>\$ 13,050</b>	<b>\$ 1,450</b>
<b>Building and Road Repair:</b>					
53050 - Building Maintenance Supplies	\$ 2,960	\$ 1,534	\$ -	\$ -	\$ -
53051 - Building Maintenance Services	\$ -	\$ 558	\$ -	\$ -	\$ -
<b>Building and Road Repair</b>	<b>\$ 2,960</b>	<b>\$ 2,092</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 181,666</b>	<b>\$ 220,378</b>	<b>\$ 260,664</b>	<b>\$ 286,675</b>	<b>\$ 26,011</b>
<b>Total Operating Expenses</b>	<b>\$ 2,633,796</b>	<b>\$ 2,623,177</b>	<b>\$ 2,824,753</b>	<b>\$ 2,564,590</b>	<b>\$ (260,163)</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## WQIS --1800

### BUDGET REPORT BY LINE ITEMS

	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ -	\$ 420	\$ 1,800	\$ 900	\$ (900)
52430 - Employee Education	\$ -	\$ 150	\$ 600	\$ 600	\$ -
<b>Reimbursable Expenses</b>	<b>\$ -</b>	<b>\$ 570</b>	<b>\$ 2,400</b>	<b>\$ 1,500</b>	<b>\$ (900)</b>
<b>Contractual Services:</b>					
52730 - Dues and Subscriptions	\$ -	\$ -	\$ 1,072	\$ 450	\$ (622)
52775 - Licenses,Fees, And Permits	\$ 8,700	\$ 6,000	\$ 10,700	\$ -	\$ (10,700)
52780 - Other Contractual Services	\$ 11,535	\$ 5,903	\$ 20,000	\$ 20,000	\$ -
<b>Contractual Services</b>	<b>\$ 20,235</b>	<b>\$ 11,903</b>	<b>\$ 31,772</b>	<b>\$ 20,450</b>	<b>\$ (11,322)</b>
<b>Materials and Supplies:</b>					
52846 - Equipment And Instrumentation Parts	\$ -	\$ 457	\$ 700	\$ 700	\$ -
52851 - Other Minor Equipment	\$ 802	\$ 2,999	\$ 3,000	\$ -	\$ (3,000)
52865 - Other Supplies	\$ -	\$ -	\$ 250	\$ 250	\$ -
<b>Materials And Supplies</b>	<b>\$ 802</b>	<b>\$ 3,456</b>	<b>\$ 3,950</b>	<b>\$ 950</b>	<b>\$ (3,000)</b>
<b>Total Operating Expenses</b>	<b>\$ 21,037</b>	<b>\$ 15,928</b>	<b>\$ 38,122</b>	<b>\$ 22,900</b>	<b>\$ (15,222)</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Analytical Services -- 1900

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

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

Analytical Services provides:

- Legally defensible and quality data, by operating the laboratory under guidelines and standards outlined by the National Environmental Laboratory Accreditation Program (NELAP).
- Analytical testing, report generation, chain of custody compliance, and sampling containers to the 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**

<b>BUDGET CENTER</b> Analytical Services -- 1900	
<b>MANAGED BY</b> Cheryl Soltis-Muth Manager Analytical Services	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>Analytical Services is dedicated to the following goals:</p> <ul style="list-style-type: none"> <li>• Maintain a Quality System that creates an efficient and supportive environment allowing all analysts to produce quality, and defensible data, while allowing continuous improvement and development of the laboratory and employees.</li> <li>• Maintain the laboratory's NELAP Accreditation in support of the District's NPDES requirements and other environmental and compliance initiatives in support of generating credible data.</li> <li>• Communicate and cooperate to promote good relationships within the department, with other District departments, and outside agencies to achieve common goals and objectives.</li> <li>• Keeping up to date with current methods, and technology to provide an efficient and competitive laboratory.</li> </ul>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Worked cooperatively with operations staff for approval and submission of the monthly Discharge Monitoring Reports by the 15th of each month.</li> <li>• Continued to provide internal training to all laboratory personnel including: Wastewater certification classes, required QA/QC subjects, safety, and good laboratory practices (GLP).</li> <li>• Continued to provide support to the Cuyahoga County Department of Public Works.</li> </ul>	<ul style="list-style-type: none"> <li>• Work cooperatively with operations staff for approval and submission of the monthly Discharge Monitoring Reports by the 15th of each month.</li> <li>• Continue to provide internal training to all laboratory personnel including: Wastewater certification classes, required QA/QC subjects, safety, and good laboratory practices (GLP).</li> <li>• Continue to provide support to the Cuyahoga County Department of Public Works.</li> <li>• Complete all samples submitted by the Cuyahoga.</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Analytical Services -- 1900
<b>MANAGED BY</b>	Cheryl Soltis-Muth Manager Analytical Services
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
2019 Accomplishments	2020 Goals
<ul style="list-style-type: none"> <li>Stayed up-to-date with all aspects of the laboratory's NELAC accreditation status and incorporate new methods to support stormwater monitoring. Switched accrediting bodies from PA-DEP to NH ELAP. The switch provided savings of approximately \$10,000.</li> <li>Continued to analyze IDDE samples for local health departments in support of the District's stormwater program.</li> <li>Continued to perform work for current customers and local utilities for NPDES, stormwater, and cyanotoxin parameters.</li> <li>Supported 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.</li> <li>Worked on the new Laboratory Information Management System (LIMS). The timeline was extended to early 2020.</li> <li>Installed and validated the following equipment: COD Analyzer, ICP-MS, GC-ECD.</li> </ul>	<ul style="list-style-type: none"> <li>County Board of Health (CCBH) within contract specifications.</li> <li>Stay up-to-date with all aspects of the laboratory's NELAC accreditation status and incorporate new methods to support stormwater monitoring.</li> <li>Continue to analyze IDDE samples for local health departments in support of the District's stormwater program.</li> <li>Continue to perform work for current customers and provide analytical support to local utilities. Cultivate new customers doing work that aligns with District core work.</li> <li>Implement the strategic plan to address the lab's work flow, efficiency, staffing, and focus.</li> <li>Continue to develop methods and analytical strategies in support of a Microbial Source Tracking (MST) project to evaluate efficiency of the LTCP.</li> <li>Implement the new Laboratory Information Management System (LIMS) within the specified timeline.</li> <li>Procure, install, and validate equipment to support District needs and initiatives</li> <li>Continue to search for collaborative projects funded through WRF, USEPA, other organizations for technology demonstration, method research and development.</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>ANALYTICAL SERVICES - 1900</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Advanced Inst Chemist	1	1	1	0
Analytical Svcs Mgr	1	1	1	0
Biologist	1	1	1	0
Chemist	5	6	6	0
Laboratory Asst	2	2	2	0
Laboratory Data Specialist	0	1	1	0
Logistics Chemist	1	1	1	0
Microbiologist	2	2	2	0
QA & QC Supvr	1	1	0	-1
QA Cntrl Spec	1	1	0	-1
Sample Cntrl Spec	1	1	1	0
Sample Cntrl Supvr	1	1	1	0
Sr WW Analyst	3	3	3	0
Supervising Biologist	1	1	1	0
Supv Chemist	2	2	2	0
WW Analyst	7	7	7	0
<b>TOTAL FULL-TIME</b>	<b>30</b>	<b>32</b>	<b>30</b>	<b>-2</b>
Para Intern Anl Svcs	3	4	5	1
<b>TOTAL INTERNS</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>
<b>TOTAL POSITIONS</b>	<b>33</b>	<b>36</b>	<b>35</b>	<b>-1</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
ANALYTICAL SERVICES - 1900						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 368,578	\$ 361,218	\$ 392,378	\$ 305,659	\$ (86,719)	
52030 - Professionals Salaries	\$ 769,651	\$ 745,529	\$ 897,311	\$ 812,900	\$ (84,411)	
52031 - Administrative Support Salaries	\$ 21,187	\$ 25,807	\$ 37,500	\$ 130,653	\$ 93,153	
52034 - Technicians Salaries	\$ 533,850	\$ 539,340	\$ 623,575	\$ 542,830	\$ (80,744)	
52036 - Para-Professional Salaries	\$ 49,087	\$ 78,084	\$ 123,541	\$ 110,450	\$ (13,090)	
52060 - Student Salaries	\$ 30,629	\$ -	\$ -	\$ -	\$ -	
52071 - Longevity	\$ 4,650	\$ -	\$ 4,650	\$ 4,700	\$ 50	
52081 - Sick Buy Out	\$ 4,054	\$ 7,294	\$ 4,800	\$ 4,100	\$ (700)	
52231 - Administrative Support Overtime	\$ 20	\$ 359	\$ -	\$ 1,200	\$ 1,200	
52234 - Technician Overtime	\$ 24,314	\$ 22,191	\$ 25,000	\$ 28,000	\$ 3,000	
52236 - Para-Professional Overtime	\$ 4,155	\$ 8,185	\$ 5,000	\$ 10,000	\$ 5,000	
52260 - Student Overtime	\$ 1,893	\$ -	\$ -	\$ -	\$ -	
<b>Salaries and Wages</b>	<b>\$ 1,812,069</b>	<b>\$ 1,788,007</b>	<b>\$ 2,113,755</b>	<b>\$ 1,950,493</b>	<b>\$ (163,262)</b>	
52310 - Health Care	\$ (44,845)	\$ -	\$ -	\$ -	\$ -	
52311 - Health Care Opt-Out Full	\$ 18,900	\$ -	\$ -	\$ -	\$ -	
52320 - Opers	\$ 259,311	\$ 249,971	\$ 295,940	\$ 273,069	\$ (22,871)	
52340 - Life Insurance	\$ (920)	\$ -	\$ -	\$ -	\$ -	
52360 - Medicare	\$ 25,280	\$ 25,761	\$ 30,651	\$ 28,282	\$ (2,369)	
52313 - Wellness Credit	\$ 3,758	\$ -	\$ 4,478	\$ -	\$ (4,478)	
52370 - Uniform Allowance	\$ 1,873	\$ 560	\$ 1,500	\$ 1,500	\$ -	
<b>Benefits</b>	<b>\$ 263,357</b>	<b>\$ 276,292</b>	<b>\$ 332,569</b>	<b>\$ 302,851</b>	<b>\$ (29,718)</b>	
<b>Total Salaries and Benefits</b>	<b>\$ 2,075,426</b>	<b>\$ 2,064,298</b>	<b>\$ 2,446,324</b>	<b>\$ 2,253,344</b>	<b>\$ (192,980)</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expens:</b>						
52410 - Travel	\$ 2,120	\$ 4,806	\$ 10,300	\$ 8,740	\$ (1,560)	
52430 - Employee Education	\$ 2,485	\$ 9,647	\$ 8,730	\$ 10,360	\$ 1,630	
<b>Reimbursable Expenses</b>	<b>\$ 4,605</b>	<b>\$ 14,453</b>	<b>\$ 19,030</b>	<b>\$ 19,100</b>	<b>\$ 70</b>	
<b>Professional Services:</b>						
52610 - General Professional Services	\$ (3)	\$ 101,020	\$ 121,885	\$ 65,556	\$ (56,329)	
<b>Professional Services</b>	<b>\$ (3)</b>	<b>\$ 101,020</b>	<b>\$ 121,885</b>	<b>\$ 65,556</b>	<b>\$ (56,329)</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ 267	\$ 331	\$ 1,000	\$ 1,000	\$ -	
52730 - Dues and Subscriptions	\$ 26,499	\$ 15,766	\$ 36,950	\$ 11,725	\$ (25,225)	
52735 - Equipment Rental	\$ 300	\$ -	\$ -	\$ -	\$ -	
52770 - Uniforms	\$ 4,433	\$ 4,016	\$ 5,000	\$ 5,000	\$ -	
52775 - Licenses,Fees, And Permits	\$ -	\$ -	\$ -	\$ 11,800	\$ 11,800	
52780 - Other Contractual Services	\$ 29,469	\$ 31,846	\$ 27,000	\$ 41,800	\$ 14,800	
<b>Contractual Services</b>	<b>\$ 60,967</b>	<b>\$ 51,958</b>	<b>\$ 69,950</b>	<b>\$ 71,325</b>	<b>\$ 1,375</b>	

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
ANALYTICAL SERVICES - 1900						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget		Variance
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 8,412	\$ 8,830	\$ 10,000	\$ 9,000	\$	(1,000)
52825 - Chemicals	\$ 297,846	\$ 287,908	\$ 320,000	\$ 320,000	\$	-
52840 - Laboratory Supplies	\$ 280,038	\$ 305,387	\$ 320,000	\$ 320,000	\$	-
52845 - General Hardware Supplies	\$ 12,352	\$ 19,140	\$ 14,000	\$ 16,000	\$	2,000
52846 - Equipment And Instrumentation Parts	\$ 14,133	\$ 23,002	\$ 24,000	\$ 27,000	\$	3,000
52851 - Other Minor Equipment	\$ 15,434	\$ 21,168	\$ 12,000	\$ 25,000	\$	13,000
52865 - Other Supplies	\$ 17,196	\$ 28,335	\$ 16,000	\$ 20,000	\$	4,000
52870 - Freight	\$ 9,115	\$ 6,247	\$ 10,000	\$ 8,000	\$	(2,000)
52880 - Invoice Price Variance	\$ (1)	\$ -	\$ -	\$ -	\$	-
52890 - Inventory Adjustment-Book To Physical	\$ 3,553	\$ -	\$ -	\$ -	\$	-
<b>Materials And Supplies</b>	<b>\$ 658,079</b>	<b>\$ 700,016</b>	<b>\$ 726,000</b>	<b>\$ 745,000</b>	<b>\$</b>	<b>19,000</b>
<b>Equipment Repair and Maintenance:</b>						
52920 - Equipment Repair and Maintenance	\$ 213,649	\$ 136,844	\$ 203,000	\$ 260,000	\$	57,000
<b>Equipment Repair And Maintenance</b>	<b>\$ 213,649</b>	<b>\$ 136,844</b>	<b>\$ 203,000</b>	<b>\$ 260,000</b>	<b>\$</b>	<b>57,000</b>
<b>Building and Road Repair:</b>						
53040 - Miscellaneous Repair and Maintenance	\$ 11,674	\$ 353	\$ 12,000	\$ 12,000	\$	-
53050 - Building Maintenance Supplies	\$ 2,671	\$ 4,711	\$ 1,000	\$ 1,000	\$	-
53051 - Building Maintenance Services	\$ 25,697	\$ 13,015	\$ 25,000	\$ 25,000	\$	-
53052 - Building Maintenance Miscellaneous	\$ 4,750	\$ -	\$ 5,000	\$ 5,000	\$	-
<b>Building and Road Repair</b>	<b>\$ 44,792</b>	<b>\$ 18,078</b>	<b>\$ 43,000</b>	<b>\$ 43,000</b>	<b>\$</b>	<b>-</b>
<b>Total Other Operating Expenses</b>	<b>\$ 982,089</b>	<b>\$ 1,022,369</b>	<b>\$ 1,182,865</b>	<b>\$ 1,203,981</b>	<b>\$</b>	<b>21,116</b>
<b>Total Operating Expenses</b>	<b>\$ 3,057,515</b>	<b>\$ 3,086,668</b>	<b>\$ 3,629,189</b>	<b>\$ 3,457,325</b>	<b>\$</b>	<b>(171,864)</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
ANALYTICAL SERVICES --1900					
BUDGET REPORT BY LINE ITEMS					
	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance
<b>Other Operating Expenses:</b>					
<b>Materials and Supplies:</b>					
52825 - Chemicals	\$ 20,522	\$ 27,194	\$ 60,000	\$ 60,000	\$ -
52840 - Laboratory Supplies	\$ 27,899	\$ 14,200	\$ 25,000	\$ 25,000	\$ -
<b>Materials And Supplies</b>	<b>\$ 48,421</b>	<b>\$ 41,394</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ -</b>
<b>Total Operating Expenses</b>	<b>\$ 48,421</b>	<b>\$ 41,394</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ -</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

<b>BUDGET CENTER</b>	Human Resources- 2000
<b>MANAGED BY</b>	Constance Haqq Interim Director of Human Resources
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>

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.

## Human Resources: Functions by Team

Updated: December 3, 2019

### HR Services

Talent Acquisition & Early Talent	Enterprise Learning	Technical Training	Benefits & HRIS	Compensation & Performance
Talent acquisition	Training design, development & deployment	LMS Administration & Registrar	Benefits strategy	Performance management (union & non-union)
Selection assessments	Instructor strategy	Maintenance and Operations Training Programs and technical training identified needs.	Benefits administration	Employee development process design
Sourcing programs including community partnerships	-insourcing/outourcing -identification, cultivation	Apprenticeship Program	Wellness programming	Tuition assistance strategy & policy
Pre-employment screening	Mentoring program design and implementation	maintenance of technical training records	Medical leaves of absence management	Career planning and development (individual, management)
Onboarding	Coaching program – identify and manage a suite of coaches (includes DISC, MBTI)	the on-the-job training (OJT) program	HRIS strategy, implementations and upgrades	Workforce and succession planning
Employer Branding			HRIS administration and records management	Job description oversight, audit & evaluation
Job fairs and campus recruiting			HR records management	Compensation programs management (union & non-union)
Applicant tracking system			HRIS and HR Analytics/Reporting	Workers Compensation strategy and management
Talent programs development				ADA accommodation oversight & compliance
Internship programs				

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

<b>BUDGET CENTER</b>	Human Resources- 2000
<b>MANAGED BY</b>	Constance Haqq Interim Director of Human Resources
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>

## Human Resources: Functions by Team

Updated: December 3, 2019

### HR Relationships and Administration

Administrative Center of Excellence (Exec Assistant + 3 dotted-line specialists)	HR Special Projects	HR Business Partners	Labor Relations
Admin support for director and managers	HR standard operating procedures (SOP) oversight and management	Employee and manager customer service, business partnership	Collective bargaining agreement negotiations and administration
Scheduling	HR continuous improvement	Employee and labor relations – conflict resolution, workplace concerns, harassment claims, investigations, grievances	District policies, procedures and compliance – create, update and train
Purchasing and invoicing	HR Scorecard/metrics		Oversight of discipline and corrective action
Budget management and oversight	Portfolio/project management	Discipline, hearings, corrective action, Performance Improvement Plans (PIPs), Administrative leave management, suspension management	Investigation process and consistency
Admin center of excellence coordination, cross-training	HR calendar, operational cadence and resource planning	EAP referrals	Mediations, arbitrations and litigation management
Responds to public records requests;	Charity Choice Campaign	Leave management, workers comp and ADA coordination	Escalated investigations and grievances
Creates, reviews and summarizes reports and documents; prepares letters/communications;	Innovation management		
Receives and distributes incoming mail, reviews and evaluates mail to identify those items requiring priority attention;	Employee engagement	Advise managers on job description development, talent acquisition and workforce planning	
Makes travel arrangements;		Advise managers on compensation	
Manages all office supplies.		Advise managers on organizational learning and performance	
		Offboarding and exit interviews	

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Human Resources- 2000	
<b>MANAGED BY</b> Constance Haqq Interim Director of Human Resources	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Shopped all employee benefits, <i>saving the District more than \$850,000 for the 2020 benefit year.</i></li> <li>• Established career path methodology and completed work for Engineering &amp; Construction, began the process for Operations &amp; Maintenance and Watersheds. Process developed &amp; implemented for moving people through career paths for E&amp;C.</li> <li>• Successfully configured and implemented UltiPro Learning Management, Recruiting and Onboarding modules.</li> <li>• Recruited and onboarded 88 external hires.</li> <li>• Promoted and transferred 66 internal employees.</li> <li>• Attended more than 60 career fairs and recruiting events to improve the District's diversity candidate pool and ensured that 100% of interview panels met District diversity requirements</li> <li>• Job shadowed roles within O&amp;M, E&amp;C, Watershed Programs, Customer Service, and Security.</li> <li>• Crossed trained on the creation of IDPs and Salary Recommendations.</li> <li>• Transitioned leave management to Employee Services team by cross training teammates and sharing SOPs.</li> <li>• Certified a team member to deliver DiSC training and workshops.</li> <li>• On time delivery and completion of 2019 Ethics computer-based training for 787 District employees</li> <li>• Completed the Mentoring pilot in O&amp;M and launched the program district wide</li> <li>• Designed and Delivered Mandatory Performance Management 2019 Year End Review and 2020 Goal Setting Training to 113 Non-Union Managers</li> <li>• O&amp;M Critical Training Priorities Completed inclusive of: Rigger &amp; Signal Training (144</li> </ul>	<ul style="list-style-type: none"> <li>• Provide cross-training for the team and support the HRBPs</li> <li>• Lead Contract Negotiations for 18-S and AFSCME contracts which expire on 12/31/2020 and OPBA which expires on 06/30/2021.</li> <li>• Train managers and employees on process improvements and new technology for use in 2021 regarding performance management and compensation.</li> <li>• Focus on building strong, positive relationships with key stakeholders, unions, managers, and employees throughout the District as the team consults and delivers on all HR services.</li> <li>• Complete both O&amp;M and Watershed Programs career development pathway by end of 2020.</li> <li>• Develop and implement a new Pay for Performance system for 2020.</li> <li>• Review the Performance Management and Compensation Structure for process improvements for 2021.</li> <li>• Execute communication plan District wide on HR visioning and re-org.</li> <li>• Create strategic agenda for HRBP onboarding of all District new hires in 2020 and beyond.</li> <li>• Build effective working relationships with colleagues across HR on both the Relationships and Services side of the department. Work cohesively with HR managers to meet HRBP customer needs in a timely manner, as prescribed by HR customer service expectations and metrics.</li> <li>• Establish the Enterprise Learning Council to identify, prioritize and communicate training solutions via catalog and calendar.</li> </ul>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

<b>BUDGET CENTER</b>	Human Resources- 2000
<b>MANAGED BY</b>	Constance Haqq Interim Director of Human Resources
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>

<p>employees), Mobile Crane Training (5 employees), CDL training (2 employees), ISA-International Society for Automation CCST (Certified Control Systems Technician®) Certification (8 employees)</p> <ul style="list-style-type: none"> <li>• E&amp;C, Watersheds and Maintenance Services Training Priorities Completed: NASSCO (National Associations of Sanitary Sewer Companies) Lateral, Pipeline and Manhole training and certification (35 employees)</li> <li>• Defensive Driving training completed for 15 Watersheds employees</li> <li>• Management Training: 8 <i>new</i> District Managers completed First FLUSH, 17 <i>newly promoted</i> District managers and supervisors completed the LEAD (Leadership Excellence &amp; Development) training</li> <li>• AEA and Watersheds Training Priorities Completed: 35 employees attended Crucial Conversations training</li> <li>• 50 District Wide Employees Participated in the Tuition Assistance Program valued at \$235,000</li> <li>• 14 trainees from MTP cohort 1 have graduated and are effective full-craft employees for the District.</li> <li>• 3 Maintenance instructors were certified in Forklift training for future cost avoidance.</li> <li>• The District's OSAC (Ohio State Apprenticeship Program) enrolled 19 employees during the year.</li> <li>• Launched the Understanding Unconscious Bias and Microinequities Training Districtwide to 8 District employees and will be ongoing through 2020.</li> <li>• Coordinated Racial Equity and Inclusion Training Phase I training for 17 Senior Staff and District employees who completed the 2 day course.</li> <li>• Coordinated the delivery of the Executive Thought Leadership 360 Session for all Senior Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Procure external training vendors to provide professional trainers and training solutions that address the District's prioritized needs.</li> <li>• Develop computer-based training for I-Expense.</li> <li>• Offer the District a catalog of technical training services.</li> <li>• Create an UltiPro Learning process flow for the District to effectively capture District training.</li> <li>• Develop a new Wastewater Plant Operator in Training (WPOIT) Program.</li> <li>• Integrate HR Business Partners into the full cycle recruiting process.</li> <li>• Formalize standard communications and metrics to keep Hiring Managers informed of open positions.</li> <li>• Provide additional training and improve engagement of new employees during orientation and departmental onboarding.</li> <li>• Update Talent Acquisition SOPs, process maps, and policies.</li> <li>• Improve records management through standard organization and naming conventions.</li> <li>• Promote NEORS as an employer of choice through storytelling employment branding.</li> <li>• Partner with Communications &amp; Community Relations to promote job opportunities at outreach events.</li> <li>• Onboard and orient a new Talent Acquisition &amp; Employment Specialist.</li> <li>• Assist with contract negotiations by providing benefits data, analysis, and recommendations.</li> <li>• Support CBA Negotiations with Compensation Modeling and Analysis</li> <li>• Complete revision of Employee Handbook updates and submit for approval. Develop and implement</li> </ul>
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# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Human Resources- 2000	
<b>MANAGED BY</b> Constance Haqq Interim Director of Human Resources	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Delivered a half day Women's Leadership Symposium on the topic of Generational Diversity that attracted 95 internal and external participants.</li> <li>• Partnered with TAWP and OL&amp;P to design and deliver The Workplace of Choice: Inclusion in Hiring for 97 District employees, including a computer-based training option.</li> <li>• The office of D&amp;I collaborated with the District's ERG's to host 66 events that resulted in 1,450 participants attending</li> <li>• Successfully configured and deployed UltiPro Recruiting and Onboarding functionality.</li> <li>• Risk Reducing Computer Based Training (CBT) - creation underway, mandatory rollout to managers and employees to come in 2020.</li> <li>• Upon successful completion of negotiations and signing of the AFSCME CBA, delivered training to management on OPBA, 18-S, and AFSCME Union Collective Bargaining Agreement changes and key provisions to ensure consistent application and adherence of articles.</li> <li>• Successfully created the SOP process and template, Designed and Delivered SOP Training to Human Resources.</li> <li>• Developed and delivered the HR Department Calendar of Activities for 2019 – 2020.</li> <li>• Improved TAP by establishing an automated submittal, tracking and approval processes.</li> </ul>	<ul style="list-style-type: none"> <li>training to support understanding of the Employee Handbook.</li> <li>• Thoroughly document all procedures and policies within the ES team.</li> <li>• SOPs: Develop and implement standard operating procedures (SOP's)/policies surrounding Compensation Management and Performance Management process.</li> <li>• Create high priority SOPs in new SOP format, cross train HRBPs and HR Specialist.</li> <li>• Establish and record HRBP team metrics.</li> <li>• Establish employee concern and investigation tracking log.</li> <li>• Create a defined process for improving and establishing Technical Training (Rigger/Signal Person, CDL etc.)</li> <li>• Implement labor and employee relations metrics</li> </ul>

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
HUMAN RESOURCES -- 2000				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUALS	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
Analyst HRIS		0	1	1
Benefits and HRIS Admin	1	0	1	1
Compensation Analyst	1	1	1	0
Director of HR	0	1	1	0
Diversity Mgr	0	1	0	-1
Emp Brand & Talt Prg Spec	1	1	1	0
Employee Relations Spec	0	1	0	-1
Executive Administrator	0	0	1	1
HCM App Analyst	0	1	0	-1
HR Manager - Labor Relations	1	0	1	1
HR Generalist	0	1	0	-1
HR Manager - Enterprise Learning	1	0	1	1
HR Manager - TA & Early Talent	1	0	1	1
HR Specialist	1	1	1	0
HR Specialist - Talent and Acquisition	0	0	1	1
HR Specialist - Training & Registrar	1	0	1	1
HRBP I - Westerly, Easterly	1	0	1	1
HRBP I - EMSC	0	0	1	1
HRBP II - GJM	1	0	1	1
HRBP II - Southerly	1	0	1	1
Human Resources Mgr	0	2	0	-2
Ind Electrical Instructor	1	1	1	0
Ind Mech Instructor	1	1	1	0
Ind Mech Instructor	1	1	1	0
Ind Ops Instructor	0	0	1	1
OL&M Admin/Registrar	0	1	0	-1
OL&M Manager	1	0	1	1
OL&M Mgr	0	1	0	-1
OL&M Spec	0	1	0	-1
OLM Business Partner	0	1	0	-1
Recruiter	0	0	1	1
Specialist - HR Projects/HR Specialist Initiatives	1	0	1	1
Sr E&LR Business Partner	0	2	0	-2
Sr Human Resouces Mgr	2	4	0	-4
Sr Instructional Designer	0	1	0	-1
Sr OL&M Consultant	0	1	0	-1
Sr. HR Manager - Benefit & HRIS	0	0	1	1

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
HUMAN RESOURCES -- 2000				
ONE YEAR HISTORY AND BUDGET COMPARISON				
Sr. HR Manager - Comp & Perf	0	0	1	1
Sr. HR Manager - Relationships	0	0	1	1
Sr. HR Manager - Services	0	0	1	1
Sr. Instructional Designer	1	0	1	1
Tal Acq & Emp Spec	1	2	1	-1
Training Advisor	1	3	0	-3
<b>TOTAL FULL-TIME</b>	<b>21</b>	<b>30</b>	<b>29</b>	<b>-1</b>
Para Intern HR	2	2	2	0
<b>TOTAL INERNS</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>23</b>	<b>32</b>	<b>31</b>	<b>-1</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## HUMAN RESOURCES -- 2000

### BUDGET REPORT BY LINE ITEMS

	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 841,723	\$	707,344	\$	863,768	\$	764,185	\$	(99,583)
52030 - Professionals Salaries	\$ 1,369,324	\$	1,148,391	\$	1,406,181	\$	1,604,434	\$	198,253
52031 - Administrative Support Salaries	\$ -	\$	15,064	\$	-	\$	-	\$	-
52036 - Para-Professional Salaries	\$ 2,657	\$	37,319	\$	-	\$	76,293	\$	76,293
52071 - Longevity	\$ 1,850	\$	-	\$	1,850	\$	4,200	\$	2,350
52081 - Sick Buy Out	\$ 8,071	\$	7,031	\$	9,500	\$	8,200	\$	(1,300)
52236 - Para-Professional Overtime	\$ 2	\$	681	\$	-	\$	-	\$	-
<b>Salaries and Wages</b>	<b>\$ 2,223,627</b>	<b>\$</b>	<b>1,915,831</b>	<b>\$</b>	<b>2,281,299</b>	<b>\$</b>	<b>2,457,312</b>	<b>\$</b>	<b>176,013</b>
52310 - Health Care	\$ 11,490,281	\$	9,504,997	\$	14,283,600	\$	13,443,500	\$	(840,100)
52311 - Health Care Opt-Out Full	\$ 8,400	\$	384,125	\$	15,000	\$	336,000	\$	321,000
52320 - Opers	\$ 318,283	\$	276,276	\$	319,634	\$	344,024	\$	24,390
52330 - Workers Compensation	\$ 151,985	\$	173,953	\$	254,100	\$	251,166	\$	(2,934)
52335 - Short Term Disability	\$ 757,512	\$	863,609	\$	810,000	\$	736,842	\$	(73,158)
52340 - Life Insurance	\$ 52,183	\$	59,210	\$	61,200	\$	84,000	\$	22,800
52350 - Unemployment Compensation	\$ 27,430	\$	29,688	\$	35,000	\$	40,000	\$	5,000
52360 - Medicare	\$ 30,623	\$	27,031	\$	33,105	\$	35,631	\$	2,526
52313 - Wellness Credit	\$ 3,694	\$	68,831	\$	4,162	\$	500	\$	(3,662)
52370 - Uniform Allowance	\$ 4,160	\$	3,980	\$	5,000	\$	5,000	\$	-
52380 - Awards and Recognition	\$ 10,629	\$	(22,420)	\$	61,150	\$	68,400	\$	7,250
<b>Benefits</b>	<b>\$ 12,855,181</b>	<b>\$</b>	<b>11,369,281</b>	<b>\$</b>	<b>15,881,950</b>	<b>\$</b>	<b>15,345,063</b>	<b>\$</b>	<b>(536,887)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 15,078,808</b>	<b>\$</b>	<b>13,285,111</b>	<b>\$</b>	<b>18,163,249</b>	<b>\$</b>	<b>17,802,375</b>	<b>\$</b>	<b>(360,874)</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expens:</b>									
52410 - Travel	\$ 10,752	\$	19,008	\$	35,550	\$	34,653	\$	(897)
52430 - Employee Education	\$ 16,717	\$	55,668	\$	45,800	\$	49,215	\$	3,415
52440 - Tuition Reimbursement	\$ 244,953	\$	240,538	\$	250,000	\$	225,000	\$	(25,000)
<b>Reimbursable Expenses</b>	<b>\$ 272,422</b>	<b>\$</b>	<b>315,215</b>	<b>\$</b>	<b>331,350</b>	<b>\$</b>	<b>308,868</b>	<b>\$</b>	<b>(22,482)</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 271,507	\$	292,595	\$	692,600	\$	716,054	\$	23,454
52615 - General Professional Services-Training	\$ 239,550	\$	223,483	\$	495,445	\$	422,341	\$	(73,104)
52620 - Temporary Staffing	\$ -	\$	18,695	\$	10,000	\$	10,000	\$	-
<b>Professional Services</b>	<b>\$ 511,057</b>	<b>\$</b>	<b>534,772</b>	<b>\$</b>	<b>1,198,045</b>	<b>\$</b>	<b>1,148,395</b>	<b>\$</b>	<b>(49,650)</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ 205	\$	1,085	\$	5,000	\$	5,000	\$	-
52720 - Taxes	\$ -	\$	-	\$	4,000	\$	4,000	\$	-
52730 - Dues and Subscriptions	\$ 25,067	\$	14,753	\$	73,025	\$	71,846	\$	(1,179)
52750 - Advertising	\$ 475	\$	450	\$	2,500	\$	2,500	\$	-
52770 - Uniforms	\$ 761	\$	820	\$	1,000	\$	1,000	\$	-
52780 - Other Contractual Services	\$ 4,917	\$	-	\$	-	\$	-	\$	-
52790 - Community Outreach And Education	\$ 2,843	\$	4,202	\$	-	\$	-	\$	-
<b>Contractual Services</b>	<b>\$ 34,268</b>	<b>\$</b>	<b>21,310</b>	<b>\$</b>	<b>85,525</b>	<b>\$</b>	<b>84,346</b>	<b>\$</b>	<b>(1,179)</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
HUMAN RESOURCES -- 2000						
BUDGET REPORT BY LINE ITEMS						
	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 1,288	\$ 2,314	\$ 12,050	\$ 14,754	\$ 2,704	
52845 - General Hardware Supplies	\$ -	\$ 8	\$ -	\$ -	\$ -	
52846 - Equipment And Instrumentation Parts	\$ 288	\$ 16	\$ -	\$ -	\$ -	
52851 - Other Minor Equipment	\$ 8,140	\$ -	\$ -	\$ -	\$ -	
52860 - Postage, Ups	\$ 1,287	\$ 979	\$ 1,200	\$ 1,200	\$ -	
52861 - Training Supplies	\$ 58,633	\$ 18,521	\$ 33,037	\$ 32,949	\$ (88)	
52865 - Other Supplies	\$ 1,723	\$ 284	\$ 2,500	\$ 1,099	\$ (1,401)	
52870 - Freight	\$ 261	\$ 728	\$ 1,000	\$ 1,000	\$ -	
52890 - Inventory Adjustment-Book To Physical	\$ 477	\$ -	\$ -	\$ -	\$ -	
<b>Materials And Supplies</b>	<b>\$ 72,097</b>	<b>\$ 22,850</b>	<b>\$ 49,787</b>	<b>\$ 51,002</b>	<b>\$ 1,215</b>	
<b>Total Other Operating Expenses</b>	<b>\$ 889,844</b>	<b>\$ 894,147</b>	<b>\$ 1,664,707</b>	<b>\$ 1,592,611</b>	<b>\$ (72,096)</b>	
<b>Total Operating Expenses</b>	<b>\$ 15,968,652</b>	<b>\$ 14,179,258</b>	<b>\$ 19,827,956</b>	<b>\$ 19,394,986</b>	<b>\$ (432,971)</b>	

**BUDGET****CENTER:**

Security - 2100

**MANAGED BY:**Shawn Hageman  
Chief of Security

Page 1 of 1

**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.

<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	Managed perimeter security at WWTP's by evaluating physical security mechanisms to determine current and future needs.	*	Develop succession planning by evaluating current and future needs of the Security Department and its role at the District.
*	Assessed key control throughout the District.	*	Manage phased implementation of Key & Access Control throughout the District.
*	Strategically planed for future security needs in order to provide a safe and secure works environment throughout the District.	*	Implement Integrated Security enhancements to provide a secure work environment for District employees.

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>SECURITY - 2100</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Chief Of Security	1	1	1	0
Exec Asst Security	1	1	1	0
Lieutenant	1	1	1	0
Security Officer	30	31	31	0
Sergeant	3	3	3	0
<b>TOTAL FULL-TIME</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>0</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**SECURITY - 2100**

**BUDGET REPORT BY LINE ITEMS**

	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 254,577	\$ 237,309	\$ 287,653	\$ 95,509	\$ (192,144)
52030 - Professionals Salaries	\$ 73,976	\$ 85,505	\$ 83,232	\$ 84,897	\$ 1,665
52031 - Administrative Support Salaries	\$ 28,873	\$ 56,371	\$ 55,082	\$ 56,184	\$ 1,102
52041 - Protective Service Salaries	\$ 1,566,204	\$ 1,566,633	\$ 1,616,130	\$ 1,835,309	\$ 219,178
52071 - Longevity	\$ 6,500	\$ -	\$ 6,500	\$ 6,600	\$ 100
52081 - Sick Buy Out	\$ 10,998	\$ 16,760	\$ 13,000	\$ 11,200	\$ (1,800)
52241 - Protective Service Overtime	\$ 360,441	\$ 355,098	\$ 403,600	\$ 433,600	\$ 30,000
<b>Salaries and Wages</b>	<b>\$ 2,301,569</b>	<b>\$ 2,317,675</b>	<b>\$ 2,465,197</b>	<b>\$ 2,523,298</b>	<b>\$ 58,101</b>
52310 - Health Care	\$ (58,258)	\$ 517	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 42,000	\$ -	\$ -	\$ -	\$ -
52320 - Ops	\$ 313,950	\$ 320,260	\$ 344,764	\$ 349,258	\$ 4,494
52340 - Life Insurance	\$ (1,046)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 32,759	\$ 33,572	\$ 35,708	\$ 36,173	\$ 465
52313 - Wellness Credit	\$ 919	\$ -	\$ 1,080	\$ -	\$ (1,080)
52370 - Uniform Allowance	\$ 24,507	\$ 23,685	\$ 40,760	\$ 31,319	\$ (9,441)
52380 - Awards and Recognition	\$ 780	\$ -	\$ -	\$ -	\$ -
<b>Benefits</b>	<b>\$ 355,612</b>	<b>\$ 378,034</b>	<b>\$ 422,311</b>	<b>\$ 416,750</b>	<b>\$ (5,561)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 2,657,181</b>	<b>\$ 2,695,709</b>	<b>\$ 2,887,509</b>	<b>\$ 2,940,048</b>	<b>\$ 52,539</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 1,598	\$ 159	\$ 5,000	\$ 3,000	\$ (2,000)
52430 - Employee Education	\$ 6,282	\$ 4,316	\$ 7,000	\$ 3,000	\$ (4,000)
<b>Reimbursable Expenses</b>	<b>\$ 7,881</b>	<b>\$ 4,475</b>	<b>\$ 12,000</b>	<b>\$ 6,000</b>	<b>\$ (6,000)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ 1,400	\$ -	\$ -	\$ -
52615 - General Professional Services-Training	\$ 316	\$ -	\$ -	\$ -	\$ -
<b>Professional Services</b>	<b>\$ 316</b>	<b>\$ 1,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 9,961	\$ -	\$ 1,000	\$ 1,000	\$ -
52730 - Dues and Subscriptions	\$ 370	\$ 125	\$ 2,000	\$ 500	\$ (1,500)
52770 - Uniforms	\$ 24,327	\$ 27,509	\$ 51,100	\$ 38,300	\$ (12,800)
52775 - Licenses,Fees, And Permits	\$ 2,815	\$ 850	\$ 3,500	\$ 1,500	\$ (2,000)
52780 - Other Contractual Services	\$ 5,003	\$ 2,529	\$ 10,340	\$ 10,340	\$ -
<b>Contractual Services</b>	<b>\$ 42,475</b>	<b>\$ 31,012</b>	<b>\$ 67,940</b>	<b>\$ 51,640</b>	<b>\$ (16,300)</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 2,100	\$ 12,743	\$ 2,000	\$ 2,000	\$ -
52810 - Fuel and Oil	\$ 1,696	\$ 1,322	\$ 2,000	\$ 2,000	\$ -
52840 - Laboratory Supplies	\$ 6	\$ 6	\$ -	\$ -	\$ -
52845 - General Hardware Supplies	\$ 399	\$ 247	\$ 1,500	\$ 500	\$ (1,000)

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
SECURITY - 2100						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
52846 - Equipment And Instrumentation Parts	\$ 39	\$ -	\$ -	\$ -	\$ -	
52851 - Other Minor Equipment	\$ 17,395	\$ 28,114	\$ 41,900	\$ 45,800	\$ 3,900	
52865 - Other Supplies	\$ 5,999	\$ 8,899	\$ 6,000	\$ 6,000	\$ -	
52870 - Freight	\$ 88	\$ -	\$ 1,000	\$ 200	\$ (800)	
Materials And Supplies	\$ 27,721	\$ 51,331	\$ 54,400	\$ 56,500	\$ 2,100	
Equipment Repair and Maintenance:						
52920 - Equipment Repair and Maintenance	\$ 12,209	\$ -	\$ -	\$ -	\$ -	
Equipment Repair And Maintenance	\$ 12,209	\$ -	\$ -	\$ -	\$ -	
Total Other Operating Expenses	\$ 90,602	\$ 88,218	\$ 134,340	\$ 114,140	\$ (20,200)	
Total Operating Expenses	\$ 2,747,783	\$ 2,783,927	\$ 3,021,849	\$ 3,054,188	\$ 32,339	

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Information Technology- 3000
<b>MANAGED BY</b>	Mohan Kurup Director of Information Technology
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>

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.

**Governance & Project Management Delivery**– 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**

<b>BUDGET CENTER</b>	Information Technology- 3000
<b>MANAGED BY</b>	Mohan Kurup Director of Information Technology
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>

**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**

<b>BUDGET CENTER</b> Information Technology- 3000	
<b>MANAGED BY</b> Mohan Kurup Director of Information Technology	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>Designed and deployed a Purchasing and Spend dashboard to provide the District's with procurement expenses analytics reporting.</li> <li>Managed, designed, and implemented the Data Warehouse Phase 2 Project to automate the lien certification process to improve the efficiency, accuracy, and timeliness of the lien certification process.</li> <li>Managed and supported the implementation of the Horizon Laboratory Information Management system and the integration between the Pretreatment and Environmental Information Management systems. (Go-Live April 2020)</li> <li>Managed and supported the implementation of the iPACS Pretreatment and eAquaPro Environmental Information Management systems and the integration Laboratory Information Management system. (Go-Live April 2020)</li> <li>Managed and implemented Wireless Temperature Monitoring System.</li> <li>Managed the implementation of the new Cherwell Service Management and Asset Management system.</li> <li>Managed District's annual IT hardware equipment lifecycle refresh.</li> <li>Implemented new IT Change management procedures to manage all changes that affect IT system environment.</li> <li>Managed District-wide implementation of Information Technology Service Catalog and Self-Service portal.</li> </ul>	<ul style="list-style-type: none"> <li>Procure and implement a security information and event management (SIEM) system for both the business and control networks.</li> <li>Update, implement and test the IT Disaster Recovery Plan and Incident Response Plan</li> <li>Effectively manage the requirements analysis, selection, procurement, and deployment of an Enterprise Content Management (ECM) solution in support of the District's ECM needs</li> <li>Implement 2-factor authentication as an enhanced security measure to protect employee's sensitive information in UltiPro.</li> <li>Evaluate case management solution to track HR enquires and complaints, build KPI solution.</li> <li>Timely implementation COVID-19 government PTO and pay polices in UltiPro.</li> <li>Support physical inventory to reconcile item and related cost.</li> <li>Support CMMS (NexGen) implementation, build interfaces between CMMS &amp; EBS for the continuous business process.</li> <li>Eliminate manual process, increase expense audit compliance and reporting of Tuition Assistance Program by enhancing Oracle I-Expense module.</li> <li>Upgrade the Avaya Phone System</li> <li>Upgrade Taske and Uptivity applications used by Customer Service</li> <li>Upgrade the Zenworks Configuration Manager servers and Open Enterprise Servers</li> <li>Upgrade VMware host servers and VMware management server</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Information Technology- 3000
<b>MANAGED BY</b>	Mohan Kurup Director of Information Technology
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>

<ul style="list-style-type: none"> <li>• Executed the deployment of the redesign of the District's Intranet, structure, governance, and collaboration site</li> <li>• Management, Recruiting, Onboarding, and Compensation Management to support the District's Human Resources business processes</li> <li>• Supported the implementation of an IT Service Management (ITSM) and IT Asset Management (ITAM) system to improve and enhance support to District's end users</li> <li>• Managed the CRM Assessment (ITL Replacement) to determine the District's business requirements for a new customer service application (Go-Live May 2020)</li> <li>• Continued implementation of the Information Security Program including             <ul style="list-style-type: none"> <li>○ Expanded the Security Awareness program with targeted training to departments and groups with increased responsibilities and privileged access to District information systems</li> <li>○ Developed and implement targeted information security policies</li> <li>○ Strategically treated the Very High and High risks identified in the InfoSec Risk Registry</li> </ul> </li> <li>• Implemented new cameras to fill surveillance gaps. Re-engineered camera wireless system in anticipation of building demolition over the next two years.</li> <li>• Completed the removal of the Novell/OES client from all PCs and laptops within the District and continue the Windows 10 rollout.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued to build the District's Information Security Program to protect the integrity, availability and confidentiality of District information and system assets and resources while mitigating the "very high" and "high" risks identified during Phase 1</li> <li>• Upgrade the audio\visual capabilities in 10 targeted conference rooms around the District</li> <li>• Upgrade the Southerly Paging System with new UPS units and replace failed amplifiers.</li> <li>• Implement IT Incident and Service request metrics and benchmarks to improve IT staff productivity, response time, and customer satisfaction.</li> <li>• Improve Software Asset management by implementing an automated process and dashboards to better track software compliance, and maintenance agreement renewals and budget.</li> <li>• Improve Hardware Asset management by implementing processes and dashboards to track District-owned laptop, desktop, and loaner equipment.</li> <li>• Assist in the COVID-19 and telework initiative by accelerating the deployment of VPN, laptops, and other mobile devices to key District employees to ensure effective remote working during the crisis.</li> <li>• Improve Information Technology Service Catalog and Self-Service to better serve our customers by increasing IT Knowledge articles</li> <li>• Manage District's annual IT hardware equipment lifecycle refresh.</li> </ul>
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# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Information Technology- 3000	
<b>MANAGED BY</b> Mohan Kurup Director of Information Technology	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>Completed the WAN Migration Project to upgrade WAN links and Internet links, and upgrade critical network hardware including Internet firewalls and IT/OT firewalls</li> <li>Implemented SQL server backup policies in PCNA</li> <li>DR is completed for EBS and WAM. (Need to do user testing.)</li> <li>Supported all oracle/EBS projects</li> <li>Installed new Zabbix (v4.0) for PCNA</li> <li>Implemented more robust monitoring of SQL server in PCNA</li> <li>Implemented and support UltiPro Recruiting and Onboarding application to bring all the HRMS business process in one application.</li> <li>Stabilized and enhanced UltiPro application to improve HR business process.</li> <li>Implemented interfacing from UltiPro to EBS to eliminate dual data entry and improve data accuracy.</li> <li>Continued to support finance to eliminate manual business process and reduce audit risks- enhance i-Expense to facility District wide use.</li> <li>Improved Customer billing and AP invoice processing- lien invoice automation, automated Huntington bank file transfer.</li> <li>Co-ordinated and worked with Oracle to retire Taleo</li> <li>Extended and managed Oracle license compliance.</li> <li>Improved and supported finance 2020 budget process.</li> </ul>	<ul style="list-style-type: none"> <li>Manage and support the implementation of an EHS Management solution that will aid Health and Safety department with streamlining and standardizing incident reporting and investigations, automating incident metric trend analysis and regulatory recordkeeping.</li> <li>Manage, design, and implemented the Data Warehouse Phase 3 Project to help simplify and automate manual reconciliation process for the lien certification collection process.</li> <li>Manage and support the implementation of an ComDoc's document scanning solution that will utilize the District's multiple function printers to create scanned images in PDF format, naming the files according to a barcode affixed to the document, and placing the files in a network drive to be consumed by the new Laboratory Information Management System (Horizon).</li> <li>Successfully managed the CRM Implementation Project (ITL Replacement) to support the District's Customer Service Department and other stakeholders (Watershed &amp; Operation and Maintenance) within the District</li> <li>Continue enhancement and support of the ITCIP Governance strategy by developing necessary reports and system of record.</li> </ul>

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
INFORMATION TECHNOLOGY -- 3000				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUAL	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
Business Intelligence Analyst / Developer	0	1	1	0
Business Intelligence Analyst / Developer	0	0	1	1
Business Intelligence Dev	1	4	1	-3
Data Governance & BI Mgr	1	1	1	0
Database Architect & Mgr	1	1	1	0
Director Of IT	1	1	1	0
IT Asset Manager	0	1	0	-1
IT Asset Mgmt Spec I	1	0	1	1
IT Gov & Proj Del Sr Mgr	1	1	1	0
IT Infra & Sec Sr Mgr	1	1	1	0
IT Infrastructure Mgr	1	1	1	0
IT Project Coordinator	0	1	0	-1
IT Project Mgmt Svcs Mgr	2	3	3	0
IT Svc Delivery Mgr	1	1	1	0
Oracle App Developer	1	2	1	-1
Oracle Financial Functional Analysts	0	2	1	-1
Oracle Purchasing Functional Analyst	0	1	1	0
Oracle Technical Mgr	1	1	1	0
Prog Analyst	2	1	2	1
Senior Programmer Analyst	2	2	2	0
SharePoint & Web Arch	1	1	1	0
Sr BI Dev	1	0	1	1
Sr DB & EBS Adminr	1	1	1	0
Sr Network Analyst	3	3	3	0
Sr Oracle Apps Developer	3	1	2	1
Sr Oracle Solution Eng	1	0	0	0
Sr Telecomm Analyst	1	1	1	0
Sr. Oracle Developer	0	1	2	1
Tech Project Cntrls Spec	1	0	1	1
Tech Svc Spec II	2	2	2	0
Technical Service Specialist I	2	2	2	0
<b>TOTAL FULL-TIME</b>	<b>33</b>	<b>38</b>	<b>38</b>	<b>0</b>
Para Intern IT	3	3	2	-1
Para Professional Intern	0	0	1	1
<b>TOTAL INTERNS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>36</b>	<b>41</b>	<b>41</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
INFORMATION TECHNOLOGY -- 3000					
BUDGET REPORT BY LINE ITEMS					
	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 931,789	\$ 924,527	\$ 855,197	\$ 1,128,836	\$ 273,639
52030 - Professionals Salaries	\$ 1,321,532	\$ 1,486,736	\$ 1,825,018	\$ 1,944,824	\$ 119,807
52031 - Administrative Support Salaries	\$ 2,563	\$ 41,400	\$ -	\$ 135,239	\$ 135,239
52034 - Technicians Salaries	\$ 600,873	\$ 356,897	\$ 488,215	\$ 122,584	\$ (365,631)
52036 - Para-Professional Salaries	\$ 40,465	\$ 75,299	\$ 114,439	\$ 114,439	\$ -
52060 - Student Salaries	\$ 34,949	\$ -	\$ -	\$ -	\$ -
52071 - Longevity	\$ 4,350	\$ -	\$ 4,350	\$ 4,400	\$ 50
52081 - Sick Buy Out	\$ 19,567	\$ 19,301	\$ 23,000	\$ 20,000	\$ (3,000)
52230 - Professional Overtime	\$ (7)	\$ -	\$ -	\$ -	\$ -
52231 - Administrative Support Overtime	\$ -	\$ -	\$ 2,100	\$ -	\$ (2,100)
52236 - Para-Professional Overtime	\$ 496	\$ 411	\$ -	\$ -	\$ -
52260 - Student Overtime	\$ 1,389	\$ -	\$ -	\$ -	\$ -
<b>Salaries and Wages</b>	<b>\$ 2,957,967</b>	<b>\$ 2,904,572</b>	<b>\$ 3,312,319</b>	<b>\$ 3,470,323</b>	<b>\$ 158,003</b>
52310 - Health Care	\$ (74,674)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 6,475	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 397,690	\$ 405,444	\$ 463,893	\$ 485,845	\$ 21,952
52340 - Life Insurance	\$ (704)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 40,626	\$ 41,045	\$ 48,046	\$ 50,320	\$ 2,274
52313 - Wellness Credit	\$ 3,139	\$ -	\$ 3,816	\$ -	\$ (3,816)
52370 - Uniform Allowance	\$ 7,307	\$ 6,780	\$ -	\$ -	\$ -
<b>Benefits</b>	<b>\$ 379,858</b>	<b>\$ 453,269</b>	<b>\$ 515,755</b>	<b>\$ 536,165</b>	<b>\$ 20,410</b>
<b>Total Salaries and Benefits</b>	<b>\$ 3,337,825</b>	<b>\$ 3,357,841</b>	<b>\$ 3,828,074</b>	<b>\$ 4,006,487</b>	<b>\$ 178,413</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 6,344	\$ 3,792	\$ 11,500	\$ 11,500	\$ -
52430 - Employee Education	\$ 11,047	\$ 15,485	\$ 29,500	\$ 29,500	\$ -
<b>Reimbursable Expenses</b>	<b>\$ 17,391</b>	<b>\$ 19,277</b>	<b>\$ 41,000</b>	<b>\$ 41,000</b>	<b>\$ -</b>
<b>Utilities Expenes:</b>					
52550 - Communications	\$ 805,356	\$ 889,978	\$ 1,044,850	\$ 945,610	\$ (99,240)
<b>Utilities Expenses</b>	<b>\$ 805,356</b>	<b>\$ 889,978</b>	<b>\$ 1,044,850</b>	<b>\$ 945,610</b>	<b>\$ (99,240)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 565,653	\$ 278,951	\$ 1,270,000	\$ 998,000	\$ (272,000)
<b>Professional Services</b>	<b>\$ 565,653</b>	<b>\$ 278,951</b>	<b>\$ 1,270,000</b>	<b>\$ 998,000</b>	<b>\$ (272,000)</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
INFORMATION TECHNOLOGY -- 3000						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
<b>Contractual Services:</b>						
52715 - Printing	\$ 57	\$ 35	\$ -	\$ -	\$ -	
52730 - Dues and Subscriptions	\$ 4,298	\$ 1,706	\$ 6,390	\$ 11,825	\$ 5,435	
52780 - Other Contractual Services	\$ 226,251	\$ 226,298	\$ 407,712	\$ 350,400	\$ (57,312)	
<b>Contractual Services</b>	<b>\$ 230,606</b>	<b>\$ 228,038</b>	<b>\$ 414,102</b>	<b>\$ 362,225</b>	<b>\$ (51,877)</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 377	\$ 204	\$ 4,000	\$ -	\$ (4,000)	
52806 - Software	\$ 1,947,736	\$ 2,412,786	\$ 2,629,447	\$ 2,855,742	\$ 226,295	
52845 - General Hardware Supplies	\$ 767	\$ 1,099	\$ -	\$ -	\$ -	
52846 - Equipment And Instrumentation Parts	\$ 11,057	\$ 421	\$ 13,250	\$ -	\$ (13,250)	
52851 - Other Minor Equipment	\$ 64,292	\$ 70,328	\$ 198,976	\$ 84,107	\$ (114,869)	
52865 - Other Supplies	\$ 576	\$ 734	\$ 16,400	\$ -	\$ (16,400)	
<b>Materials And Supplies</b>	<b>\$ 2,024,804</b>	<b>\$ 2,485,571</b>	<b>\$ 2,862,073</b>	<b>\$ 2,939,849</b>	<b>\$ 77,776</b>	
<b>Equipment Repair and Maintenance:</b>						
52910 - Office Equipment and Repair	\$ 263,923	\$ 199,228	\$ 345,900	\$ 586,500	\$ 240,600	
<b>Equipment Repair And Maintenance</b>	<b>\$ 263,923</b>	<b>\$ 199,228</b>	<b>\$ 345,900</b>	<b>\$ 586,500</b>	<b>\$ 240,600</b>	
<b>Building and Road Repair:</b>						
53040 - Miscellaneous Repair and Maintenance	\$ -	\$ 3,556	\$ -	\$ -	\$ -	
<b>Building and Road Repair</b>	<b>\$ -</b>	<b>\$ 3,556</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Judgements and Awards:</b>						
<b>Total Other Operating Expenses</b>	<b>\$ 3,907,733</b>	<b>\$ 4,104,600</b>	<b>\$ 5,977,925</b>	<b>\$ 5,873,184</b>	<b>\$ (104,741)</b>	
<b>Total Operating Expenses</b>	<b>\$ 7,245,558</b>	<b>\$ 7,462,441</b>	<b>\$ 9,805,999</b>	<b>\$ 9,879,672</b>	<b>\$ 73,672</b>	

**BUDGET****CENTER:**

Process Control and Automation - 3100

**MANAGED BY:**

Robert Meholif

Manager of Process Control &amp; Automation

Page 1 of 1

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

Process Control & Automation (PC&A) has the overall responsibility for managing and maintaining the process control and automation systems for all District facilities. Automation staff supports day to day operations, capital improvements, and plant projects around the clock. Their work enables the collection system and treatment plants to consistently meet permit requirements.

<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	Supported the Automation Program Management project. This project will address automation obsolescence.	*	Support both phases of the Automation Program Management (APM) 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.	*	Take ownership of 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.
*	Provided rapid response to plant and collection system urgent/emergency work.	*	Provide rapid response to plant and collection system urgent/emergency work.
*	Prepared and managed budgets that support the District's projected revenue.	*	Prepare and manage budgets that support the District's projected revenue.
		*	Mitigate process nuisance alarms through reviewing, validating, and justifying notifications that meet the criteria of an alarm.

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>PROCESS CONTROL AND AUTOMATION - 3100</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Auto Infrastructure Tech	1	1	1	0
Automation Cntrls Mgr	1	1	1	0
Commissioning Mgr	1	1	1	0
Network Engineer	1	1	1	0
PCA Mgr	1	1	1	0
Proc Cntrl & Auto Engr	4	4	4	0
Program Logic Cntrl Devr	2	2	2	0
Project Coord O&M	1	0	1	1
SCADA Network Mgr	1	1	1	0
Sr Network Engr	1	1	1	0
Sr Proc Cntrl & Auto Engr	2	2	2	0
Controls Commissioning Mgr	0	0	0	0
<b>TOTAL FULL-TIME</b>	<b>16</b>	<b>15</b>	<b>16</b>	<b>1</b>
B-STEM Intern O&M	2	2	2	1
<b>TOTAL INTERNS</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>TOTAL POSITIONS</b>	<b>18</b>	<b>17</b>	<b>18</b>	<b>2</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**PROCESS CONTROL AND AUTOMATION - 3100**

**BUDGET REPORT BY LINE ITEMS**

	<b>FY18</b>	<b>FY19</b>	<b>FY19</b>	<b>FY20</b>	<b>Budget</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Variance</b>
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 358,937	\$ 388,931	\$ 312,121	\$ 430,581	\$ 118,460
52030 - Professionals Salaries	\$ 238,882	\$ 377,987	\$ 158,741	\$ 681,856	\$ 523,115
52034 - Technicians Salaries	\$ 191,677	\$ 344,786	\$ 584,980	\$ 227,166	\$ (357,814)
52036 - Para-Professional Salaries	\$ 15,499	\$ -	\$ 63,500	\$ -	\$ (63,500)
52060 - Student Salaries	\$ 30,148	\$ 33,014	\$ 64,408	\$ 60,508	\$ (3,900)
52071 - Longevity	\$ 1,650	\$ -	\$ 1,650	\$ 1,700	\$ 50
52081 - Sick Buy Out	\$ 9,991	\$ 12,312	\$ 11,800	\$ 10,200	\$ (1,600)
52236 - Para-Professional Overtime	\$ 161	\$ -	\$ -	\$ -	\$ -
52260 - Student Overtime	\$ 144	\$ 80	\$ 1,000	\$ 1,000	\$ -
<b>Salaries and Wages</b>	<b>\$ 847,089</b>	<b>\$ 1,157,111</b>	<b>\$ 1,198,199</b>	<b>\$ 1,413,011</b>	<b>\$ 214,812</b>
52310 - Health Care	\$ (19,454)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 1,750	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 115,025	\$ 164,629	\$ 167,636	\$ 197,821	\$ 30,186
52340 - Life Insurance	\$ (288)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 11,690	\$ 16,579	\$ 17,362	\$ 20,489	\$ 3,126
52313 - Wellness Credit	\$ 1,198	\$ -	\$ 1,786	\$ -	\$ (1,786)
52370 - Uniform Allowance	\$ 1,060	\$ 2,700	\$ 2,460	\$ 5,160	\$ 2,700
<b>Benefits</b>	<b>\$ 110,982</b>	<b>\$ 183,908</b>	<b>\$ 189,244</b>	<b>\$ 223,470</b>	<b>\$ 34,226</b>
<b>Total Salaries and Benefits</b>	<b>\$ 958,071</b>	<b>\$ 1,341,019</b>	<b>\$ 1,387,442</b>	<b>\$ 1,636,481</b>	<b>\$ 249,038</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 6,334	\$ 15,254	\$ 13,100	\$ 23,900	\$ 10,800
52430 - Employee Education	\$ -	\$ 12,020	\$ 15,500	\$ 15,000	\$ (500)
<b>Reimbursable Expenses</b>	<b>\$ 6,334</b>	<b>\$ 27,274</b>	<b>\$ 28,600</b>	<b>\$ 38,900</b>	<b>\$ 10,300</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ -	\$ 194	\$ 300	\$ 300	\$ -
52730 - Dues and Subscriptions	\$ 1,559	\$ 1,764	\$ 1,800	\$ 2,250	\$ 450
52770 - Uniforms	\$ 355	\$ 1,359	\$ 1,475	\$ 3,170	\$ 1,695
52775 - Licenses,Fees, And Permits	\$ -	\$ 89	\$ -	\$ -	\$ -
<b>Contractual Services</b>	<b>\$ 1,914</b>	<b>\$ 3,404</b>	<b>\$ 3,575</b>	<b>\$ 5,720</b>	<b>\$ 2,145</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**PROCESS CONTROL AND AUTOMATION - 3100**

**BUDGET REPORT BY LINE ITEMS**

	<b>FY18</b>	<b>FY19</b>	<b>FY19</b>	<b>FY20</b>	<b>Budget</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Variance</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 5,740	\$ 771	\$ 4,000	\$ 3,000	\$ (1,000)
52806 - Software	\$ 3,715	\$ 221	\$ 10,000	\$ 36,000	\$ 26,000
52845 - General Hardware Supplies	\$ 5,442	\$ 11,486	\$ 15,000	\$ 15,000	\$ -
52846 - Equipment And Instrumentation Parts	\$ 18,436	\$ 19,348	\$ -	\$ -	\$ -
52851 - Other Minor Equipment	\$ 684	\$ 6,207	\$ 3,000	\$ 3,000	\$ -
52865 - Other Supplies	\$ 2	\$ 541	\$ 2,000	\$ 2,000	\$ -
52870 - Freight	\$ 48	\$ 94	\$ 500	\$ 500	\$ -
52890 - Inventory Adjustment-Book To Physical	\$ 6	\$ -	\$ -	\$ -	\$ -
<b>Materials And Supplies</b>	<b>\$ 34,074</b>	<b>\$ 38,667</b>	<b>\$ 34,500</b>	<b>\$ 59,500</b>	<b>\$ 25,000</b>
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	\$ 212,973	\$ 406,854	\$ 433,000	\$ 459,150	\$ 26,150
<b>Equipment Repair And Maintenance</b>	<b>\$ 212,973</b>	<b>\$ 406,854</b>	<b>\$ 433,000</b>	<b>\$ 459,150</b>	<b>\$ 26,150</b>
<b>Total Other Operating Expenses</b>	<b>\$ 255,295</b>	<b>\$ 476,199</b>	<b>\$ 499,675</b>	<b>\$ 563,270</b>	<b>\$ 63,595</b>
<b>Total Operating Expenses</b>	<b>\$ 1,213,366</b>	<b>\$ 1,817,218</b>	<b>\$ 1,887,117</b>	<b>\$ 2,199,751</b>	<b>\$ 312,633</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Technical Service Group -- 3200	
<b>MANAGED BY</b> Melissa Keen Manager of Technical Services	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>The Technical Services Group was established to ensure consistent business processes, procedures, and high level of customer service are provided to the primary departments that it supports. This group</p> <ul style="list-style-type: none"> <li>• Supports Engineering &amp; Construction and Watershed Programs with the management and implementation of ongoing CIP and Stormwater program projects</li> <li>• Supports O&amp;M with management and implementation of contracts for services and supplies</li> <li>• Maintains applications that support data collection for daily operation &amp; maintenance of District facilities</li> <li>• Provides enhanced knowledge sharing of best practices across the organization</li> <li>• Develops and executes efficient business practices using updated technology</li> <li>• Establishes or improves access to trustworthy data and information</li> </ul>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• New budget center established in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the planning, development, migration, deployment, and user training and support for the WAM replacement project</li> <li>• Provide administration and end user support for the PDMS as the system transitions to production</li> <li>• Manage the planning, development, migration, deployment, and user training and support for the Project Management Lifecycle System project</li> <li>• Provide support to IT for the identification and evaluation of an Enterprise Content Management system and plan for future TSG, E&amp;C, O&amp;M, and Watersheds implementation</li> <li>• Continue to provide support to O&amp;M in the development and control of standard operating procedures and process related documentation</li> <li>• Continue to provide and enhance CIP, project management, document control, technical, and administrative support previously given to E&amp;C, Watersheds and O&amp;M</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>TECHNICAL SERVICES GROUP - 3200</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
App Sys Supp Lead	0	0	1	1
App Sys Supp Spec II	0	0	1	1
Application Manager	0	0	1	1
Asset Mgmt Syst Analyst	0	0	1	1
BA & Project Lead	0	0	1	1
Business Process Assoc	0	0	1	1
Business Process Manager	0	0	1	1
Contract Adminr Maint	0	0	3	3
Contract Adminr South	0	0	1	1
Cost Engr I	0	0	1	1
Data Analyst	0	0	1	1
Doc Cntrl Assoc I	0	0	1	1
Document Cntrl Spec	0	0	2	2
Eng Tech II	0	0	1	1
Infrastructure Sppt Spec	0	0	1	1
Manager of Syst Dev & Ops	0	0	1	1
Manager of Technical Services	0	0	1	1
Mgr of Contract Admin	0	0	1	1
Mgr of Document Controls	0	0	1	1
O&M Procurement Adminr	0	0	1	1
P/Q A Analyst I	0	0	1	1
Plt Admin Trainer	0	0	1	1
Plt Contract Mgr	0	0	1	1
Pro Cntrls Spec I	0	0	1	1
Process Spec	0	0	1	1
Project Cntrls Mgr	0	0	1	1
Sys Integration Mgr	0	0	1	1
Sys Integration Spec	0	0	1	1
Sys Support Spec	0	0	1	1
<b>TOTAL FULL-TIME</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>32</b>
B-STEM Intern O&M	0	0	1	1
Para Intern TSG	0	0	3	3
<b>TOTAL INTERNS</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>
<b>TOTAL POSTIONS</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>36</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT		
TECHNICAL SERVICES GROUP - 3200		
BUDGET REPORT BY LINE ITEMS		
	FY20 Budget	Budget Variance
<b>Operating Expenses:</b>		
52020 - Officials and Managers Salaries	\$ 378,333	\$ 378,333
52030 - Professionals Salaries	\$ 1,773,760	\$ 1,773,760
52031 - Administrative Support Salaries	\$ 98,664	\$ 98,664
52036 - Para-Professional Salaries	\$ 99,729	\$ 99,729
52060 - Student Salaries	\$ 30,254	\$ 30,254
52231 - Administrative Support Overtime	\$ 500	\$ 500
52236 - Para-Professional Overtime	\$ 500	\$ 500
52260 - Student Overtime	\$ 250	\$ 250
<b>Salaries and Wages</b>	<b>\$ 2,381,991</b>	<b>\$ 2,381,991</b>
52320 - Opers	\$ 333,479	\$ 333,479
52360 - Medicare	\$ 34,539	\$ 34,539
52370 - Uniform Allowance	\$ 5,015	\$ 5,015
<b>Benefits</b>	<b>\$ 373,033</b>	<b>\$ 373,033</b>
<b>Total Salaries and Benefits</b>	<b>\$ 2,755,023</b>	<b>\$ 2,755,023</b>
<b>Other Operating Expenses:</b>		
<b>Reimbursable Expens:</b>		
52410 - Travel	\$ 19,275	\$ 19,275
52430 - Employee Education	\$ 23,785	\$ 23,785
<b>Reimbursable Expenses</b>	<b>\$ 43,060</b>	<b>\$ 43,060</b>
<b>Professional Services:</b>		
52610 - General Professional Services	\$ 10,000	\$ 10,000
<b>Professional Services</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Contractual Services:</b>		
52715 - Printing	\$ 350	\$ 350
52730 - Dues and Subscriptions	\$ 4,749	\$ 4,749
52770 - Uniforms	\$ 1,500	\$ 1,500
<b>Contractual Services</b>	<b>\$ 6,599</b>	<b>\$ 6,599</b>
<b>Materials and Supplies:</b>		
52805 - Office Supplies	\$ 7,050	\$ 7,050
52806 - Software	\$ 650	\$ 650
52810 - Fuel and Oil	\$ 5,000	\$ 5,000
52865 - Other Supplies	\$ 1,000	\$ 1,000
<b>Materials And Supplies</b>	<b>\$ 13,700</b>	<b>\$ 13,700</b>
<b>Total Other Operating Expenses</b>	<b>\$ 73,359</b>	<b>\$ 73,359</b>
<b>Total Operating Expenses</b>	<b>\$ 2,828,382</b>	<b>\$ 2,828,382</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Administration and External Affairs -- 5000	
<b>MANAGED BY</b> Constance T. Haqq Director of Administration and External Affairs	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
The Administration and External Affairs Department is responsible for: Communications and Community Relations (CCR); Government Affairs; Board Process Management; and Customer Service. The Department also oversees the Executive Administrative Team.	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Continued strategic outreach to customers who are eligible for cost savings</li> <li>• Continued staff shadowing</li> <li>• Worked with IT to upgrade the ITL system</li> <li>• Developed Branding Strategy</li> <li>• Established Public Engagement Statement</li> <li>• Coordinated award-winning River Reborn campaign and related events and materials</li> <li>• Published Clean Water Works magazine</li> <li>• Published People &amp; Progress monthly</li> <li>• Produced TV20 program highlighting our work</li> <li>• Produced printed material, social media content, power points, videos and giveaways for departments and the District</li> <li>• Managed Toastmasters Club</li> <li>• Managed web content</li> <li>• Maintained activity on social media platforms</li> <li>• Actively seek opportunities to highlight Project Clean Lake, the Regional Stormwater Management Program, Plant and Laboratory</li> <li>• Implement annual sponsorship process</li> </ul>	<ul style="list-style-type: none"> <li>• Launch a re-branding campaign for internal and external audience.</li> <li>• Provide oversight for the use of the re-branding materials in all areas of the District.</li> <li>• Establish a project tracking process.</li> <li>• Develop an inventory tracking system.</li> <li>• Utilize software to track sponsorships.</li> <li>• Automate certification process.</li> <li>• Expand the use of GIS in tracking GNA work activity reporting.</li> <li>• Develop a departmental tracking system for the AEA Strategic Plan.</li> <li>• Centralize resolution request, CRC creation.</li> <li>• Develop an employee engagement strategy.</li> <li>• Develop a District Direct service for internal and external requests for assistance.</li> <li>• Utilize a software program to track D&amp;I participation and impact</li> <li>• Develop and Standardize Operating Procedures processes for the AEA Department.</li> <li>• Implement the recommendations of the District Affordability Task Force.</li> <li>• Implement a new Customer Service Management System in Customer Service and throughout the District for greater coordinated customer responsiveness and reporting.</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Administration and External Affairs -- 5000
<b>MANAGED BY</b>	Constance T. Haqq Director of Administration and External Affairs
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Worked with Metroparks to establish clear protocols for handling beach announcements during the recreational season</li> <li>• Continued to work with Public Square to maintain an active presence there</li> <li>• Coordinated with Consent Decree Taskforce</li> <li>• Designed public interactions to reflect Public Participation goals</li> <li>• Deepened relationships with regional partners.</li> <li>• Began implementation of community outreach activities on Cleveland's West side</li> <li>• Recruited GNA Cohort 6</li> <li>• Assisted with job placement for GNA Cohort 5</li> <li>• Ongoing exploration of establishing GNA program as certificate program at Tri-C</li> <li>• Continued implementation of Public Art Program, including debut of first project at Union Buckeye</li> <li>• Promoted the Business Opportunity Program</li> <li>• Developed the Green Infrastructure Maintenance Training Program with partners</li> <li>• Expanded the offering of Sewer University</li> <li>• Continued outreach to students, educators</li> </ul>	<ul style="list-style-type: none"> <li>• Establish baseline for outreach programs and sponsorships</li> <li>• Research innovative and effective communications tools for multiple audiences.</li> <li>• Develop the framework for rate public meetings.</li> <li>• Implement the Public Engagement Statement and determine method to measure its impact.</li> <li>• Clarify and share goals and intent of the D&amp;I Initiative at the District and share</li> <li>• Report on D&amp;I performance.</li> <li>• Establish a pipeline for student and workforce programs.</li> <li>• Strengthen relationships with government, legislative and regulatory partners and engage industry partners and trade associations in the promotion of our mutual objectives.</li> <li>• Host Customer Service Week activities.</li> <li>• Enhance AEA presence in Onboarding.</li> <li>• Coordinate outreach activities with all District departments.</li> <li>• Strengthen and expand marketing of the Clean Water Fest.</li> <li>• Develop 2020 Camp Clean Water.</li> <li>• Increase participation in affordability programs</li> <li>• Commission study to assess GNA program.</li> <li>• Seek public art funding partners.</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>ADMINISTRATION AND EXTERNAL AFFAIRS - - 5000</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Admin Asst Adm Svcs	1	1	1	0
Cmty & Media Rel Mrg	1	1	1	0
Communications Mgr	1	1	1	0
Communications Spec	1	1	1	0
Community Relations Spec	2	2	2	0
Dir of AEA	1	1	1	0
Diversity Manager	1	0	1	1
Exec Asst AEA	3	3	3	0
GNA Supvr	1	1	1	0
Good Neighbor Amb Lead	1	1	1	0
Good Neighbor Ambassador	9	10	10	0
Government Affairs Mgr	1	1	1	0
Sr Communications Spec	1	1	1	0
Sr Gvt Affairs Spec	1	1	1	0
Sr Public Info Spec	1	1	1	0
<b>TOTAL FULL-TIME</b>	<b>26</b>	<b>26</b>	<b>27</b>	<b>1</b>
Para Intern CCR	2	3	3	0
<b>TOTAL INTERNS</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>1</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
ADMINISTRATION AND EXTERNAL AFFAIRS - - 5000					
BUDGET REPORT BY LINE ITEMS					
	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 493,499	\$ 493,018	\$ 477,201	\$ 573,595	\$ 96,394
52030 - Professionals Salaries	\$ 415,243	\$ 414,452	\$ 402,097	\$ 417,440	\$ 15,343
52031 - Administrative Support Salaries	\$ 434,918	\$ 406,442	\$ 572,224	\$ 235,097	\$ (337,127)
52036 - Para-Professional Salaries	\$ 15,361	\$ 36,184	\$ 80,844	\$ 106,462	\$ 25,618
52050 - Maintenance Hourly	\$ -	\$ 66,322	\$ -	\$ 328,551	\$ 328,551
52060 - Student Salaries	\$ 4,666	\$ 24,643	\$ -	\$ -	\$ -
52071 - Longevity	\$ 3,200	\$ -	\$ 3,200	\$ 3,300	\$ 100
52081 - Sick Buy Out	\$ 14,637	\$ 13,574	\$ 17,200	\$ 14,900	\$ (2,300)
52231 - Administrative Support Overtime	\$ 921	\$ 1,958	\$ -	\$ -	\$ -
52236 - Para-Professional Overtime	\$ 305	\$ 2,474	\$ -	\$ -	\$ -
52250 - Maintenance Hourly Overtime	\$ -	\$ 551	\$ -	\$ -	\$ -
52260 - Student Overtime	\$ 35	\$ 1,344	\$ -	\$ -	\$ -
<b>Salaries and Wages</b>	<b>\$ 1,382,785</b>	<b>\$ 1,460,963</b>	<b>\$ 1,552,765</b>	<b>\$ 1,679,344</b>	<b>\$ 126,580</b>
52310 - Health Care	\$ (26,178)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 16,800	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 187,902	\$ 201,150	\$ 216,673	\$ 235,108	\$ 18,435
52340 - Life Insurance	\$ (664)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 19,093	\$ 20,565	\$ 22,441	\$ 24,350	\$ 1,909
52313 - Wellness Credit	\$ 1,865	\$ -	\$ 1,872	\$ 1,872	\$ -
52370 - Uniform Allowance	\$ 7,684	\$ 7,150	\$ 14,000	\$ 14,000	\$ -
52380 - Awards and Recognition	\$ 75	\$ -	\$ 1,000	\$ 4,000	\$ 3,000
<b>Benefits</b>	<b>\$ 206,578</b>	<b>\$ 228,865</b>	<b>\$ 255,986</b>	<b>\$ 279,331</b>	<b>\$ 23,344</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,589,363</b>	<b>\$ 1,689,828</b>	<b>\$ 1,808,751</b>	<b>\$ 1,958,675</b>	<b>\$ 149,924</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 28,785	\$ 29,208	\$ 42,000	\$ 42,000	\$ -
52430 - Employee Education	\$ 13,287	\$ 12,396	\$ 18,000	\$ 18,000	\$ -
<b>Reimbursable Expenses</b>	<b>\$ 42,072</b>	<b>\$ 41,604</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 62,035	\$ 67,049	\$ 278,500	\$ 285,800	\$ 7,300
52615 - General Professional Services-Training	\$ -	\$ 5,000	\$ -	\$ -	\$ -
<b>Professional Services</b>	<b>\$ 62,035</b>	<b>\$ 72,049</b>	<b>\$ 278,500</b>	<b>\$ 285,800</b>	<b>\$ 7,300</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
ADMINISTRATION AND EXTERNAL AFFAIRS - - 5000						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
Contractual Services:						
52715 - Printing	\$ 128,211	\$ 184,492	\$ 166,500	\$ 156,500	\$ (10,000)	
52730 - Dues and Subscriptions	\$ 7,764	\$ 6,275	\$ 10,000	\$ 10,500	\$ 500	
52735 - Equipment Rental	\$ 25,887	\$ 33,927	\$ 45,000	\$ 45,000	\$ -	
52780 - Other Contractual Services	\$ 48,270	\$ 91,384	\$ 63,500	\$ 44,000	\$ (19,500)	
52790 - Community Outreach And Education	\$ 756,601	\$ 933,377	\$ 850,000	\$ 850,000	\$ -	
Contractual Services	\$ 966,734	\$ 1,249,455	\$ 1,135,000	\$ 1,106,000	\$ (29,000)	
Materials and Supplies:						
52805 - Office Supplies	\$ 3,281	\$ 2,854	\$ 6,000	\$ 6,000	\$ -	
52840 - Laboratory Supplies	\$ 739	\$ 470	\$ -	\$ -	\$ -	
52845 - General Hardware Supplies	\$ 2,374	\$ 1,802	\$ 3,750	\$ 10,450	\$ 6,700	
52846 - Equipment And Instrumentation Parts	\$ 150	\$ 278	\$ -	\$ -	\$ -	
52851 - Other Minor Equipment	\$ 37	\$ 1,250	\$ -	\$ -	\$ -	
52860 - Postage,Ups	\$ 40,450	\$ 235	\$ 20,000	\$ 10,000	\$ (10,000)	
52865 - Other Supplies	\$ 44,514	\$ 25,815	\$ 38,300	\$ 51,800	\$ 13,500	
52870 - Freight	\$ 1,583	\$ 171	\$ 500	\$ 500	\$ -	
Materials And Supplies	\$ 93,127	\$ 32,875	\$ 68,550	\$ 78,750	\$ 10,200	
Total Other Operating Expenses	\$ 1,163,968	\$ 1,395,983	\$ 1,542,050	\$ 1,530,550	\$ (11,500)	
Total Operating Expenses	\$ 2,753,331	\$ 3,085,811	\$ 3,350,801	\$ 3,489,225	\$ 138,424	

**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 SSCBOUITS 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.

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

**BUDGET CENTER:** Finance - 6000

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

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

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

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

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

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

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

**BUDGET CENTER:** Finance - 6000

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

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

<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"><li>* Refinanced portion of 2010 Bonds resulting in \$37M NPV savings</li><li>* Implemented Billing Data Warehouse Phase 2</li><li>* Full implementation of iExpense for employee travel and reimbursement requests</li><li>* Initial implementation of iExpense travel and expense reimbursement system</li><li>* Earned GFOA CAFR and Budget Awards.</li></ul>	<ul style="list-style-type: none"><li>* Issue RFP to select 2022 2026 Rate Study Consultant and begin study</li><li>* Issue RFP to select Financial Advisor and develop strategy for future underwriting services</li><li>* Continue development of Billing Data Warehouse to improve certification process</li><li>* Complete District-wide implementation of iExpense</li><li>* Earn Auditor of State Award with Distinction</li><li>* Earn GFOA CAFR and Budget Awards.</li></ul>

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
FINANCE - - 6000				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUALS	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
Account Clk	1	1	1	0
Accountant	0	1	0	-1
Accounting Mgr	1	1	1	0
Accounts Payable Supvr	1	1	1	0
Asst Acct	2	2	2	0
Billing Analyst	2	2	2	0
Billing Spec	2	2	2	0
Billing Svcs & Sys Mgr	1	1	1	0
Budget Analyst Fin	1	1	1	0
Chief Financial Officer	1	1	1	0
Debt Administrator	1	0	1	1
Debt and Treasury Mgr	1	1	1	0
Financial Analyst	1	1	1	0
Junior Debt Adminr	0	1	0	-1
Mgr of Finance and Comp	1	1	1	0
Payroll Adminr	1	1	1	0
Senior Acct	2	1	2	1
Senior Financial Analyst	1	1	1	0
Sr Finance Adminr	1	1	1	0
<b>TOTAL FULL-TIME</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>0</b>
B-STEM Intern Fin	1	1	1	0
<b>TOTAL INTERNS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>0</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## FINANCE -- 6000

### BUDGET REPORT BT LINE ITEMS

	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 551,275	\$	603,264	\$	652,420	\$	650,978	\$	(1,442)
52030 - Professionals Salaries	\$ 779,581	\$	732,646	\$	713,144	\$	585,709	\$	(127,434)
52031 - Administrative Support Salaries	\$ 224,671	\$	264,179	\$	214,673	\$	383,584	\$	168,912
52060 - Student Salaries	\$ 18,360	\$	19,536	\$	30,254	\$	30,254	\$	-
52071 - Longevity	\$ 3,150	\$	-	\$	3,150	\$	3,200	\$	50
52081 - Sick Buy Out	\$ 18,442	\$	15,100	\$	21,700	\$	18,800	\$	(2,900)
52230 - Professional Overtime	\$ 397	\$	471	\$	-	\$	750	\$	750
52231 - Administrative Support Overtime	\$ 26	\$	257	\$	1,000	\$	500	\$	(500)
52260 - Student Overtime	\$ 1	\$	-	\$	200	\$	200	\$	-
<b>Salaries and Wages</b>	<b>\$ 1,595,904</b>	<b>\$</b>	<b>1,635,453</b>	<b>\$</b>	<b>1,636,540</b>	<b>\$</b>	<b>1,673,975</b>	<b>\$</b>	<b>37,435</b>
52310 - Health Care	\$ (41,958)	\$	-	\$	-	\$	-	\$	-
52311 - Health Care Opt-Out Full	\$ 5,600	\$	-	\$	-	\$	-	\$	-
52320 - Opers	\$ 214,574	\$	228,164	\$	228,262	\$	234,357	\$	6,095
52340 - Life Insurance	\$ (688)	\$	-	\$	-	\$	-	\$	-
52360 - Medicare	\$ 22,016	\$	23,034	\$	23,641	\$	24,273	\$	631
52313 - Wellness Credit	\$ 3,050	\$	-	\$	2,491	\$	-	\$	(2,491)
52370 - Uniform Allowance	\$ 1,927	\$	1,440	\$	-	\$	-	\$	-
<b>Benefits</b>	<b>\$ 204,520</b>	<b>\$</b>	<b>252,638</b>	<b>\$</b>	<b>254,394</b>	<b>\$</b>	<b>258,629</b>	<b>\$</b>	<b>4,235</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,800,424</b>	<b>\$</b>	<b>1,888,091</b>	<b>\$</b>	<b>1,890,934</b>	<b>\$</b>	<b>1,932,605</b>	<b>\$</b>	<b>41,670</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expens:</b>									
52410 - Travel	\$ 12,012	\$	13,355	\$	17,000	\$	17,000	\$	-
52430 - Employee Education	\$ 4,856	\$	9,428	\$	13,950	\$	13,950	\$	-
<b>Reimbursable Expenses</b>	<b>\$ 16,868</b>	<b>\$</b>	<b>22,783</b>	<b>\$</b>	<b>30,950</b>	<b>\$</b>	<b>30,950</b>	<b>\$</b>	<b>-</b>
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 247,447	\$	199,706	\$	235,000	\$	497,435	\$	262,435
<b>Professional Services</b>	<b>\$ 247,447</b>	<b>\$</b>	<b>199,706</b>	<b>\$</b>	<b>235,000</b>	<b>\$</b>	<b>497,435</b>	<b>\$</b>	<b>262,435</b>
<b>Contractual Services:</b>									
52705 - Collection Fees	\$ 8,084,334	\$	8,474,433	\$	8,617,600	\$	8,967,900	\$	350,300
52715 - Printing	\$ 3,382	\$	2,981	\$	6,750	\$	6,750	\$	-
52720 - Taxes	\$ 219,308	\$	92,833	\$	200,000	\$	200,000	\$	-
52730 - Dues and Subscriptions	\$ 5,660	\$	6,224	\$	11,750	\$	12,408	\$	658
52740 - Real Property Rental	\$ 11,879	\$	66,909	\$	19,500	\$	34,400	\$	14,900
52750 - Advertising	\$ 4,018	\$	4,794	\$	4,500	\$	5,000	\$	500
52775 - Licenses, Fees, And Permits	\$ 3,896	\$	(1,263)	\$	1,500	\$	1,285	\$	(215)
52780 - Other Contractual Services	\$ -	\$	-	\$	35,000	\$	25,000	\$	(10,000)
<b>Contractual Services</b>	<b>\$ 8,332,477</b>	<b>\$</b>	<b>8,646,910</b>	<b>\$</b>	<b>8,896,600</b>	<b>\$</b>	<b>9,252,743</b>	<b>\$</b>	<b>356,143</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
FINANCE -- 6000						
BUDGET REPORT BT LINE ITEMS						
	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 2,230	\$ 495	\$ 2,500	\$ 2,500	\$	-
52851 - Other Minor Equipment	\$ 790	\$ -	\$ 1,000	\$ 1,000	\$	-
52860 - Postage,Ups	\$ -	\$ -	\$ 1,300	\$ -	\$	(1,300)
52865 - Other Supplies	\$ 31	\$ 17	\$ 350	\$ 350	\$	-
52870 - Freight	\$ -	\$ 8	\$ 200	\$ 200	\$	-
<b>Materials And Supplies</b>	<b>\$ 3,051</b>	<b>\$ 519</b>	<b>\$ 5,350</b>	<b>\$ 4,050</b>	<b>\$</b>	<b>(1,300)</b>
<b>Judgements and Awards:</b>						
53220 - Other Awards	\$ 5,546	\$ 2,835	\$ 40,000	\$ 40,000	\$	-
<b>Judgments And Awards</b>	<b>\$ 5,546</b>	<b>\$ 2,835</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$</b>	<b>-</b>
<b>Total Other Operating Expenses</b>	<b>\$ 8,605,388</b>	<b>\$ 8,872,754</b>	<b>\$ 9,207,900</b>	<b>\$ 9,825,178</b>	<b>\$</b>	<b>617,278</b>
<b>Total Operating Expenses</b>	<b>\$ 10,405,812</b>	<b>\$ 10,760,845</b>	<b>\$ 11,098,834</b>	<b>\$ 11,757,783</b>	<b>\$</b>	<b>658,948</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## FINANCE --6000

### BUDGET REPORT BY LINE ITEMS

	FY18 Actuals	FY19 Actuals	FY19 Budget	FY20 Budget	Budget Variance
<b>Operating Expenses:</b>					
<b>Contractual Services:</b>					
52705 - Collection Fees	\$ 191,016	\$ 192,848	\$ 209,000	\$ 213,000	\$ 4,000
52780 - Other Contractual Services	\$ -	\$ -	\$ 100,000	\$ 50,000	\$ (50,000)
<b>Contractual Services</b>	<b>\$ 191,016</b>	<b>\$ 192,848</b>	<b>\$ 309,000</b>	<b>\$ 263,000</b>	<b>\$ (46,000)</b>
<b>Judgements and Awards:</b>					
53220 - Other Awards	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
<b>Judgments And Awards</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Total Operating Expenses</b>	<b>\$ 191,016</b>	<b>\$ 192,848</b>	<b>\$ 309,000</b>	<b>\$ 273,000</b>	<b>\$ (36,000)</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Inventory Control -- 6100	
<b>MANAGED BY</b> Charles Stennis Warehouse Supervisor	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<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>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Collaborated with O&amp;M in the removal of \$400k in obsolete inventory</li> <li>• Completed the Easterly and Westerly tool crib upgrade</li> <li>• Project Shoulder Lean a special project to review cycle counting procedures to determine the root cause of inventory inaccuracy</li> <li>• Piloted work order staging program</li> <li>• Decreased credit card usage by 47%</li> <li>• Established a maintenance repair and operating contract with Grainger for non-stock purchases</li> <li>• Eliminated all stock items in the Fleet Services storeroom</li> </ul>	<ul style="list-style-type: none"> <li>• CMMS software implementation and Oracle integration in conjunction with TSG and O&amp;M</li> <li>• Conduct a physical inventory</li> <li>• Decrease Excess inventory by 240k</li> <li>• Reduce storeroom footprint</li> <li>• Increase inventory Turnover Ratio by 20% for boiler parts, instrumentation, electrical, pump parts and housekeeping.</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>INVENTORY CONTROL - - 6100</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Asst Warehouse Supvr	1	1	1	0
Inventory Control Clerk	1	1	1	0
Storekeeper	7	7	7	0
Warehouse Supvr	1	1	1	0
Cycle Counter	0	1	0	-1
<b>TOTAL FULL-TIME</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>-1</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
INVENTORY CONTROL -- 6100					
BUDGET REPORT BT LINE ITEMS					
	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 139,929	\$ 138,554	\$ 134,905	\$ 137,603	\$ 2,698
52031 - Administrative Support Salaries	\$ 360,514	\$ 364,403	\$ 388,629	\$ 390,704	\$ 2,075
52040 - Operations Hourly	\$ -	\$ -	\$ 36,333	\$ -	\$ (36,333)
52071 - Longevity	\$ 2,200	\$ -	\$ 2,200	\$ 2,200	\$ -
52081 - Sick Buy Out	\$ 1,498	\$ 1,526	\$ 1,800	\$ 1,500	\$ (300)
52231 - Administrative Support Overtime	\$ 15,706	\$ 24,283	\$ 15,000	\$ 20,000	\$ 5,000
<b>Salaries and Wages</b>	<b>\$ 519,847</b>	<b>\$ 528,766</b>	<b>\$ 578,867</b>	<b>\$ 552,007</b>	<b>\$ (26,860)</b>
52310 - Health Care	\$ (12,939)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 8,575	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 70,752	\$ 73,589	\$ 81,489	\$ 76,021	\$ (5,468)
52340 - Life Insurance	\$ (155)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 6,595	\$ 6,990	\$ 8,440	\$ 7,874	\$ (566)
52313 - Wellness Credit	\$ 427	\$ -	\$ 432	\$ -	\$ (432)
52370 - Uniform Allowance	\$ 480	\$ 480	\$ -	\$ -	\$ -
<b>Benefits</b>	<b>\$ 73,735</b>	<b>\$ 81,059</b>	<b>\$ 90,361</b>	<b>\$ 83,895</b>	<b>\$ (6,467)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 593,582</b>	<b>\$ 609,825</b>	<b>\$ 669,228</b>	<b>\$ 635,902</b>	<b>\$ (33,326)</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 3,158	\$ -	\$ 500	\$ 500	\$ -
52430 - Employee Education	\$ 298	\$ -	\$ 1,750	\$ 1,750	\$ -
<b>Reimbursable Expenses</b>	<b>\$ 3,456</b>	<b>\$ -</b>	<b>\$ 2,250</b>	<b>\$ 2,250</b>	<b>\$ -</b>
<b>Contractual Services:</b>					
52720 - Taxes	\$ -	\$ 169	\$ -	\$ -	\$ -
52730 - Dues and Subscriptions	\$ -	\$ -	\$ 750	\$ 750	\$ -
52770 - Uniforms	\$ 4,486	\$ 635	\$ 3,500	\$ 3,500	\$ -
<b>Contractual Services</b>	<b>\$ 4,486</b>	<b>\$ 804</b>	<b>\$ 4,250</b>	<b>\$ 4,250</b>	<b>\$ -</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 507	\$ 1,007	\$ 400	\$ 400	\$ -
52845 - General Hardware Supplies	\$ 2,182	\$ 2,277	\$ 400	\$ 2,500	\$ 2,100
52846 - Equipment And Instrumentation Parts	\$ 12,818	\$ 6,356	\$ -	\$ -	\$ -
52851 - Other Minor Equipment	\$ 26,803	\$ 20,988	\$ 15,500	\$ 15,500	\$ -
52865 - Other Supplies	\$ 803	\$ 1,408	\$ 400	\$ 1,500	\$ 1,100
52870 - Freight	\$ 12,162	\$ 7,590	\$ 30,000	\$ 30,000	\$ -
52890 - Inventory Adjustment-Book To Physical	\$ (29,745)	\$ 324,286	\$ (36,250)	\$ (36,250)	\$ -
<b>Materials And Supplies</b>	<b>\$ 25,530</b>	<b>\$ 363,913</b>	<b>\$ 10,450</b>	<b>\$ 13,650</b>	<b>\$ 3,200</b>
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	\$ 1,079	\$ 2,563	\$ 500	\$ 2,500	\$ 2,000
<b>Equipment Repair And Maintenance</b>	<b>\$ 1,079</b>	<b>\$ 2,563</b>	<b>\$ 500</b>	<b>\$ 2,500</b>	<b>\$ 2,000</b>
<b>Total Other Operating Expenses</b>	<b>\$ 34,551</b>	<b>\$ 367,280</b>	<b>\$ 17,450</b>	<b>\$ 22,650</b>	<b>\$ 5,200</b>
<b>Total Operating Expenses</b>	<b>\$ 628,133</b>	<b>\$ 977,105</b>	<b>\$ 686,678</b>	<b>\$ 658,552</b>	<b>\$ (28,126)</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Purchasing -- 6200

**MANAGED BY**            Jacqueline Williams  
Purchasing Supervisor

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

Purchasing is responsible for the management of the acquisition of all materials and services required to sustain the operations of the District in a timely, cost effective manner.

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

Materials and services costing more than \$50,000.00 are processed only after the Board of Trustees authorizes Purchasing to formally advertise for bids. The bids are opened publicly, read out loud and summarized. The user department evaluates the bids, determines the lowest, best bidder and submits a recommendation to the Board of Trustees for approval to award a contract. Purchasing processes the award, issues a purchase order and contract.

<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Awarded the Achievement of Excellence in Procurement</li> <li>• 1 Year Natural Gas Requirement Contract with Direct Energy Solutions</li> <li>• 3 Year Electricity Requirement Contract with 50% Renewable Energy with WGL <ul style="list-style-type: none"> <li>◦ Named in the top 30 local government agencies as an EPA Green Power Partnership</li> </ul> </li> <li>• Implemented Fuel Card Management Program in conjunction with Fleet Services</li> <li>• Created 28 New Inventory Requirements</li> <li>• Implemented iExpense for Subscription and Dues</li> <li>• Conduct in-house iSupplier training</li> <li>• Modified the procurement approval process to include expense account review</li> <li>• Generated \$115,278 in revenue using Govdeals</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain Achievement of Excellence in Procurement Award</li> <li>• CMMS software implementation and Oracle integration in conjunction with TSG and O&amp;M</li> <li>• Natural Gas procurement</li> <li>• Work with E&amp;C and GIS to develop a process for identifying temporary utility account District-wide</li> <li>• Generate \$125,000 in revenue using Govdeals</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>PURCHASING - - 6200</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Buyer	2	2	2	0
Junior Buyer/Expeditor	1	1	1	0
Procurement Asst	1	1	1	0
Procurement Svcs Mgr	1	1	1	0
Purchasing & Inv Analyst	1	1	1	0
Purchasing Contract Coord	1	1	1	0
Purchasing Supvr	1	1	1	0
Technical Buyer	2	2	2	0
<b>TOTAL FULL-TIME</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>
Paraprofessional	0	0	1	1
<b>TOTAL INTERNS</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>TOTAL POSITIONS</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>1</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## PURCHASING - - 6200

### BUDGET REPORT BT LINE ITEMS

	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 195,889	\$	209,034	\$	191,853	\$	193,399	\$	1,546
52030 - Professionals Salaries	\$ 404,553	\$	413,121	\$	421,102	\$	380,078	\$	(41,024)
52031 - Administrative Support Salaries	\$ 74,961	\$	61,791	\$	46,824	\$	95,975	\$	49,151
52036 - Para-Professional Salaries	\$ -	\$	-	\$	-	\$	22,880	\$	22,880
52071 - Longevity	\$ 3,700	\$	-	\$	3,700	\$	3,800	\$	100
52081 - Sick Buy Out	\$ 3,162	\$	-	\$	3,700	\$	3,225	\$	(475)
52230 - Professional Overtime	\$ 4	\$	47	\$	-	\$	-	\$	-
52231 - Administrative Support Overtime	\$ 17	\$	25	\$	500	\$	500	\$	-
<b>Salaries and Wages</b>	<b>\$ 682,287</b>	<b>\$</b>	<b>684,018</b>	<b>\$</b>	<b>667,678</b>	<b>\$</b>	<b>699,857</b>	<b>\$</b>	<b>32,178</b>
52310 - Health Care	\$ (17,641)	\$	-	\$	-	\$	-	\$	-
52311 - Health Care Opt-Out Full	\$ 4,200	\$	-	\$	-	\$	-	\$	-
52320 - Opers	\$ 93,136	\$	92,193	\$	93,405	\$	97,980	\$	4,575
52340 - Life Insurance	\$ (264)	\$	-	\$	-	\$	-	\$	-
52360 - Medicare	\$ 9,457	\$	9,686	\$	9,674	\$	10,148	\$	474
52313 - Wellness Credit	\$ 1,027	\$	-	\$	1,037	\$	-	\$	(1,037)
52370 - Uniform Allowance	\$ 556	\$	540	\$	-	\$	-	\$	-
<b>Benefits</b>	<b>\$ 90,470</b>	<b>\$</b>	<b>102,419</b>	<b>\$</b>	<b>104,116</b>	<b>\$</b>	<b>108,128</b>	<b>\$</b>	<b>4,012</b>
<b>Total Salaries and Benefits</b>	<b>\$ 772,758</b>	<b>\$</b>	<b>786,437</b>	<b>\$</b>	<b>771,794</b>	<b>\$</b>	<b>807,984</b>	<b>\$</b>	<b>36,190</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expens:</b>									
52410 - Travel	\$ 2,375	\$	3,591	\$	2,500	\$	2,500	\$	-
52430 - Employee Education	\$ 1,525	\$	2,863	\$	3,500	\$	3,500	\$	-
<b>Reimbursable Expenses</b>	<b>\$ 3,899</b>	<b>\$</b>	<b>6,454</b>	<b>\$</b>	<b>6,000</b>	<b>\$</b>	<b>6,000</b>	<b>\$</b>	<b>-</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ 31	\$	2,625	\$	2,000	\$	2,000	\$	-
52730 - Dues and Subscriptions	\$ 1,464	\$	2,196	\$	1,200	\$	2,000	\$	800
52750 - Advertising	\$ 47,145	\$	39,567	\$	70,000	\$	50,000	\$	(20,000)
52770 - Uniforms	\$ (25)	\$	-	\$	-	\$	-	\$	-
<b>Contractual Services</b>	<b>\$ 48,615</b>	<b>\$</b>	<b>44,388</b>	<b>\$</b>	<b>73,200</b>	<b>\$</b>	<b>54,000</b>	<b>\$</b>	<b>(19,200)</b>
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$ 1,115	\$	440	\$	2,100	\$	2,100	\$	-
52865 - Other Supplies	\$ -	\$	-	\$	1,917	\$	1,000	\$	(917)
52870 - Freight	\$ -	\$	6	\$	100	\$	100	\$	-
<b>Materials And Supplies</b>	<b>\$ 1,115</b>	<b>\$</b>	<b>446</b>	<b>\$</b>	<b>4,117</b>	<b>\$</b>	<b>3,200</b>	<b>\$</b>	<b>(917)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 53,629</b>	<b>\$</b>	<b>51,287</b>	<b>\$</b>	<b>83,317</b>	<b>\$</b>	<b>63,200</b>	<b>\$</b>	<b>(20,117)</b>
<b>Total Operating Expenses</b>	<b>\$ 826,387</b>	<b>\$</b>	<b>837,724</b>	<b>\$</b>	<b>855,111</b>	<b>\$</b>	<b>871,184</b>	<b>\$</b>	<b>16,074</b>

BUDGET

CENTER:

MANAGED BY:

Administrative Services - 6300

Lisa C. Francisco

Manager of Facilities & Admin Support

DESCRIPTION OF SERVICES PROVIDED

AND

ACCOMPLISHMENTS & GOALS

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

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

2019 Accomplishments		2020 Goals	
*	Managed services to ensure building cleanliness, snow removal, and landscaping.	*	Monitor contracts to ensure services are rendered as specified and within established budgets.
*	Oversaw coordination of resources for office remodeling projects.	*	Provide project management support for effective communication to employees and visitors in managing the facilities.
*	Prepared and managed the department budget within the established target to support the District's revenue base and Strategic Plan.	*	Monitor budget to support the District's goals and objectives.
*	Provided resources to support diversity and inclusion efforts and outreach activities.	*	Provide resources to support diversity and inclusion efforts and outreach activities.

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>ADMINISTRATIVE SERVICES - 6300</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Admin Asst Adm Svcs	1	2	2	0
Fac & Admin Sppt Asst Mgr	1	1	1	0
Facilities & Admin Mgr	1	1	1	0
Facilities Asst	1	1	1	0
Facilities Tech	3	3	3	0
<b>TOTAL FULL-TIME</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>0</b>
B-STEM	0	1	0	-1
B-Stem Intern	0	0	1	1
Seasonal Worker Maintenance	0	1	1	0
<b>TOTAL INTERN</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>TOTAL POSITION</b>	<b>7</b>	<b>10</b>	<b>10</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
ADMINISTRATIVE SERVICES - 6300					
BUDGET REPORT BY LINE ITEMS					
	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 89,162	\$ 87,964	\$ 86,715	\$ 88,449	\$ 1,734
52030 - Professionals Salaries	\$ 67,994	\$ 66,737	\$ 66,444	\$ 67,773	\$ 1,329
52031 - Administrative Support Salaries	\$ 337,462	\$ 219,514	\$ 264,521	\$ 269,812	\$ 5,290
52050 - Maintenance Hourly	\$ -	\$ 39,262	\$ -	\$ -	\$ -
52060 - Student Salaries	\$ 10,123	\$ 15,176	\$ 35,194	\$ 6,760	\$ (28,434)
52071 - Longevity	\$ 2,500	\$ -	\$ 3,450	\$ 2,600	\$ (850)
52081 - Sick Buy Out	\$ 2,774	\$ 2,501	\$ 3,300	\$ 2,800	\$ (500)
52231 - Administrative Support Overtime	\$ 4,753	\$ 6,038	\$ 10,000	\$ 10,000	\$ -
52250 - Maintenance Hourly Overtime	\$ -	\$ 693	\$ -	\$ -	\$ -
52260 - Student Overtime	\$ 116	\$ 53	\$ 500	\$ 500	\$ -
<b>Salaries and Wages</b>	<b>\$ 514,884</b>	<b>\$ 437,939</b>	<b>\$ 470,123</b>	<b>\$ 448,693</b>	<b>\$ (21,430)</b>
52310 - Health Care	\$ (17,422)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 4,025	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 74,950	\$ 61,239	\$ 65,397	\$ 62,817	\$ (2,580)
52340 - Life Insurance	\$ 95	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 7,073	\$ 6,086	\$ 6,773	\$ 6,506	\$ (267)
52313 - Wellness Credit	\$ 673	\$ -	\$ 763	\$ -	\$ (763)
52370 - Uniform Allowance	\$ 1,507	\$ 1,320	\$ 2,040	\$ 2,040	\$ -
<b>Benefits</b>	<b>\$ 70,901</b>	<b>\$ 68,645</b>	<b>\$ 74,974</b>	<b>\$ 71,363</b>	<b>\$ (3,611)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 585,785</b>	<b>\$ 506,584</b>	<b>\$ 545,097</b>	<b>\$ 520,056</b>	<b>\$ (25,041)</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ -	\$ (130)	\$ 350	\$ 350	\$ -
52430 - Employee Education	\$ 1,536	\$ 149	\$ -	\$ -	\$ -
<b>Reimbursable Expenses</b>	<b>\$ 1,536</b>	<b>\$ 19</b>	<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ -</b>
<b>Utilities Expens:</b>					
52510 - Electricity	\$ 491,553	\$ 369,471	\$ 546,629	\$ 443,250	\$ (103,379)
52520 - Natural Gas	\$ 63,044	\$ 53,611	\$ 67,900	\$ 67,900	\$ -
52530 - Water and Other Utilities	\$ 14,683	\$ 22,852	\$ 29,581	\$ 26,415	\$ (3,166)
<b>Utilities Expenses</b>	<b>\$ 569,280</b>	<b>\$ 445,933</b>	<b>\$ 644,110</b>	<b>\$ 537,565</b>	<b>\$ (106,545)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 5,423	\$ -	\$ -	\$ -	\$ -
<b>Professional Services</b>	<b>\$ 5,423</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 10,802	\$ 5,100	\$ 4,000	\$ 4,000	\$ -
52735 - Equipment Rental	\$ 190,885	\$ 166,893	\$ 193,500	\$ 193,500	\$ -
52740 - Real Property Rental	\$ 81,140	\$ 84,290	\$ 85,080	\$ 85,080	\$ 255

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
ADMINISTRATIVE SERVICES - 6300					
BUDGET REPORT BY LINE ITEMS					
	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
52770 - Uniforms	\$ 721	\$ 928	\$ 2,500	\$ 2,500	\$ -
52775 - Licenses,Fees, And Permits	\$ 660	\$ 1,461	\$ 2,500	\$ 2,500	\$ -
52780 - Other Contractual Services	\$ 300,863	\$ 329,210	\$ 484,800	\$ 458,500	\$ (26,300)
<b>Contractual Services</b>	<b>\$ 585,071</b>	<b>\$ 587,882</b>	<b>\$ 772,380</b>	<b>\$ 746,080</b>	<b>\$ (26,300)</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 36,415	\$ 28,628	\$ 72,000	\$ 60,000	\$ (12,000)
52810 - Fuel and Oil	\$ 4,471	\$ 2,032	\$ 7,350	\$ 7,350	\$ -
52811 - Vehicle Maintenance Parts	\$ -	\$ 350	\$ -	\$ -	\$ -
52840 - Laboratory Supplies	\$ 21	\$ -	\$ -	\$ -	\$ -
52845 - General Hardware Supplies	\$ 15,812	\$ 14,243	\$ 12,000	\$ 12,000	\$ -
52846 - Equipment And Instrumentation Parts	\$ 2,653	\$ 7,485	\$ 3,000	\$ 3,000	\$ -
52851 - Other Minor Equipment	\$ 9,570	\$ 19,726	\$ 72,250	\$ 59,500	\$ (12,750)
52860 - Postage,Ups	\$ 45,052	\$ 13,714	\$ 46,000	\$ 26,000	\$ (20,000)
52861 - Training Supplies	\$ 27,362	\$ 35,998	\$ 24,250	\$ 32,500	\$ 8,250
52865 - Other Supplies	\$ 15,632	\$ 27,524	\$ 40,000	\$ 40,000	\$ -
52870 - Freight	\$ 3,857	\$ 4,745	\$ 4,000	\$ 4,500	\$ 500
52890 - Inventory Adjustment-Book To Physical	\$ 339	\$ -	\$ -	\$ -	\$ -
<b>Materials And Supplies</b>	<b>\$ 161,185</b>	<b>\$ 154,446</b>	<b>\$ 280,850</b>	<b>\$ 244,850</b>	<b>\$ (36,000)</b>
<b>Equipment Repair and Maintenance:</b>					
52910 - Office Equipment and Repair	\$ -	\$ -	\$ 2,500	\$ 2,000	\$ (500)
52920 - Equipment Repair and Maintenance	\$ 24,578	\$ 28,287	\$ 32,000	\$ 32,000	\$ -
<b>Equipment Repair And Maintenance</b>	<b>\$ 24,578</b>	<b>\$ 28,287</b>	<b>\$ 34,500</b>	<b>\$ 34,000</b>	<b>\$ (500)</b>
<b>Building and Road Repair:</b>					
53010 - Building Repair and Maintenance	\$ 1,703	\$ -	\$ -	\$ -	\$ -
53020 - Road Repair and Maintenance	\$ -	\$ 4,400	\$ 10,000	\$ 10,000	\$ -
53050 - Building Maintenance Supplies	\$ 77,277	\$ 100,124	\$ 51,000	\$ 51,000	\$ -
53051 - Building Maintenance Services	\$ 277,194	\$ 236,098	\$ 162,320	\$ 162,320	\$ -
53052 - Building Maintenance Miscellaneous	\$ 35,421	\$ 1,102	\$ 41,000	\$ 53,500	\$ 12,500
<b>Building and Road Repair</b>	<b>\$ 391,594</b>	<b>\$ 341,724</b>	<b>\$ 264,320</b>	<b>\$ 276,820</b>	<b>\$ 12,500</b>
<b>Total Other Operating Expenses</b>	<b>\$ 1,738,667</b>	<b>\$ 1,558,290</b>	<b>\$ 1,996,510</b>	<b>\$ 1,839,665</b>	<b>\$ (156,845)</b>
<b>Total Operating Expenses</b>	<b>\$ 2,324,452</b>	<b>\$ 2,064,874</b>	<b>\$ 2,541,607</b>	<b>\$ 2,359,721</b>	<b>\$ (181,886)</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Customer Service -- 6400

**MANAGED BY**           Pauletta Hubbard  
Customer Service Manager

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

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

Customer Service 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.

Customer Service is responsible for: Communicating and collaborating with the public, financial institutions, local, and government agencies with regards to the District's Cost Savings Programs, customer billing inquiries, initiating investigations for both wastewater and stormwater related billing & maintenance issues. Administering the District's bi-annual certification program. Providing support to internal departments by acting as liaison to public, private, and governmental entities. Fostering community relations through District outreach events.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Customer Service -- 6400	
<b>MANAGED BY</b> Pauletta Hubbard Customer Service Manager	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Completed &amp; utilized findings from Customer Service phone survey and determined customer satisfaction and areas to improve upon performance.</li> <li>• Increased participation with customer outreach opportunities to maximize enrollment in District cost-saving programs.</li> <li>• Collaborated with CCR, the County, DPU &amp; CHN Housing Partners to increase affordability &amp; homestead enrollment.</li> <li>• Provided growth &amp; development opportunities; both internally &amp; externally for Customer Service staff.</li> <li>• Assisted IT with the investigation &amp; evaluation of a tool to replace the current ITL application.</li> <li>• Assisted IT &amp; Finance with Phase II of the Billing Data Warehouse Project.</li> <li>• Successfully completed the 2019 Certification Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with District department stakeholders to replace the current ITL system.</li> <li>• Successfully implement the new Customer Relations Management system or CRM.</li> <li>• Coordinate training sessions of new CRM for District Users.</li> <li>• Collaborate with District stakeholders &amp; CHN Housing Partners to improve the efficiency of the Crisis Assistance Program.</li> <li>• Discover new ways to communicate with customers about the District's Cost Savings Programs.</li> <li>• Develop a training mechanism to encourage balance between life &amp; work for the Customer Service team.</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>CUSTOMER SERVICE - - 6400</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Admin Clk	1	1	1	0
Billing & Prog Spec	1	1	1	0
Cust Svc Proc Analyst	1	1	1	0
Customer Service Rep	5	5	5	0
Infrastructure Svc Rep	3	3	3	0
Manager of Customer Srvc	1	1	1	0
<b>TOTAL FULL-TIME</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>0</b>
B-Stem Intern	1	0	1	1
<b>TOTAL INTERNS</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>TOTAL POSITIONS</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>1</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
CUSTOMER SERVICE - - 6400						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 34,722	\$ -	\$ -	\$ -	\$ -	
52030 - Professionals Salaries	\$ 167,299	\$ 206,520	\$ 200,533	\$ 204,544	\$ 4,011	
52031 - Administrative Support Salaries	\$ 353,400	\$ 368,138	\$ 384,476	\$ 390,553	\$ 6,077	
52060 - Student Salaries	\$ -	\$ 3,520	\$ -	\$ 5,200	\$ 5,200	
52071 - Longevity	\$ 650	\$ -	\$ 650	\$ 700	\$ 50	
52081 - Sick Buy Out	\$ 4,038	\$ 3,935	\$ 4,800	\$ 4,100	\$ (700)	
52231 - Administrative Support Overtime	\$ 7,605	\$ 11,669	\$ 16,000	\$ 16,000	\$ -	
Salaries and Wages	\$ 567,716	\$ 593,781	\$ 606,459	\$ 621,097	\$ 14,638	
52310 - Health Care	\$ (26,255)	\$ -	\$ -	\$ -	\$ -	
52320 - Opers	\$ 78,371	\$ 82,901	\$ 84,512	\$ 86,954	\$ 2,441	
52340 - Life Insurance	\$ (368)	\$ -	\$ -	\$ -	\$ -	
52360 - Medicare	\$ 7,555	\$ 8,149	\$ 8,753	\$ 9,006	\$ 253	
52313 - Wellness Credit	\$ 707	\$ -	\$ 878	\$ 878	\$ -	
Benefits	\$ 60,010	\$ 91,050	\$ 94,144	\$ 96,838	\$ 2,694	
Total Salaries and Benefits	\$ 627,726	\$ 684,831	\$ 700,603	\$ 717,935	\$ 17,332	
Other Operating Expenses:						
Reimbursable Expens:						
52410 - Travel	\$ 912	\$ -	\$ 5,000	\$ 5,000	\$ -	
52430 - Employee Education	\$ 6,459	\$ 1,811	\$ 10,000	\$ 10,000	\$ -	
Reimbursable Expenses	\$ 7,371	\$ 1,811	\$ 15,000	\$ 15,000	\$ -	
Professional Services:						
52610 - General Professional Services	\$ 663,314	\$ 684,804	\$ 712,000	\$ 710,000	\$ (2,000)	
52615 - General Professional Services-Training	\$ -	\$ 3,740	\$ 3,000	\$ 3,000	\$ -	
Professional Services	\$ 663,314	\$ 688,544	\$ 715,000	\$ 713,000	\$ (2,000)	
Contractual Services:						
52715 - Printing	\$ 18	\$ 1,641	\$ 1,000	\$ 3,000	\$ 2,000	
52730 - Dues and Subscriptions	\$ 225	\$ 225	\$ 1,000	\$ 1,000	\$ -	
52770 - Uniforms	\$ 509	\$ 900	\$ 3,000	\$ 3,000	\$ -	
Contractual Services	\$ 752	\$ 2,765	\$ 5,000	\$ 7,000	\$ 2,000	
Materials and Supplies:						
52805 - Office Supplies	\$ 977	\$ 1,123	\$ 1,300	\$ 1,300	\$ -	
52860 - Postage,Ups	\$ 2,175	\$ 2,255	\$ 5,000	\$ 5,000	\$ -	
52861 - Training Supplies	\$ -	\$ 471	\$ 1,000	\$ 1,000	\$ -	
52865 - Other Supplies	\$ 33	\$ -	\$ -	\$ -	\$ -	
52870 - Freight	\$ -	\$ 49	\$ -	\$ -	\$ -	
52890 - Inventory Adjustment-Book To Physical	\$ 39	\$ -	\$ -	\$ -	\$ -	
Materials And Supplies	\$ 3,225	\$ 3,898	\$ 7,300	\$ 7,300	\$ -	
Total Other Operating Expenses	\$ 674,661	\$ 697,019	\$ 742,300	\$ 742,300	\$ -	
Total Operating Expenses	\$ 1,302,386	\$ 1,381,850	\$ 1,442,903	\$ 1,460,235	\$ 17,332	

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Contract Compliance -- 6500	
<b>MANAGED BY</b> Tiffany E. Jordan Contract Compliance Manager	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>The objective of the Small Business Enterprise Program is to promote and encourage full and open competition in the procurement of goods and services by the 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>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Host a Small Business certification workshop in each of the 12 counties (MSA).</li> <li>• Host 3 internal signature events for certified firms such as How to Business with NEORS</li> <li>• Create workflow for new progressive design-build projects (PDB)</li> <li>• Develop new affidavit the new PDB projects</li> <li>• Include new BOP -PDB in the procurement policy</li> <li>• Improve the BOP tab for the NEORS intranet</li> <li>• Staff training on software products such as LCPtracker and B2G Place all stormwater projects with and without BOP goals in Lcptracker (prevailing wage)</li> </ul>	<ul style="list-style-type: none"> <li>• Host Certification Clinics with Urban League of Greater Cleveland and Akron</li> <li>• Create LCPtrcker user guide and FAQ's</li> <li>• Create LCPtracker e – interviews platform</li> <li>• Connect newly certified with NEORS departments that are most like to utilizes their services.</li> <li>• Host Stormwater Conference with Stormwater department with BOP as the feature.</li> <li>• Analysis historical data on projects with BOP, (the set BOP goal -vs- what was achieved).</li> <li>• Look at trends in firm type. Which firms we need to seek out for certification. Which firms or firm type is being utilized the most.</li> <li>• Host pre-bid for project with several subcontracting opportunities.</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>CONTRACT COMPLIANCE - - 6500</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Certification Officer	1	1	1	0
Contract Compliance Mgr	1	1	1	0
Contract Project Coord	2	2	2	0
Prevailing Wage Officer	1	1	1	0
<b>TOTAL FULL-TIME</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## CONTRACT COMPLIANCE - - 6500

### BUDGET REPORT BT LINE ITEMS

	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 95,710	\$ 94,739	\$ 91,555	\$ 93,386	\$ 1,831
52030 - Professionals Salaries	\$ 207,847	\$ 201,003	\$ 243,193	\$ 112,200	\$ (130,993)
52031 - Administrative Support Salaries	\$ -	\$ 41,731	\$ -	\$ 132,266	\$ 132,266
52071 - Longevity	\$ 3,971	\$ -	\$ 300	\$ 3,300	\$ 3,000
52081 - Sick Buy Out	\$ 883	\$ 2,409	\$ 1,000	\$ 1,000	\$ -
<b>Salaries and Wages</b>	<b>\$ 308,412</b>	<b>\$ 339,882</b>	<b>\$ 336,048</b>	<b>\$ 342,153</b>	<b>\$ 6,105</b>
52310 - Health Care	\$ (7,571)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 1,400	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 40,732	\$ 47,298	\$ 47,271	\$ 47,901	\$ 631
52340 - Life Insurance	\$ (168)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 4,180	\$ 4,788	\$ 4,896	\$ 4,961	\$ 65
52313 - Wellness Credit	\$ 67	\$ -	\$ 158	\$ 158	\$ -
52370 - Uniform Allowance	\$ 1,000	\$ 1,580	\$ -	\$ -	\$ -
<b>Benefits</b>	<b>\$ 39,640</b>	<b>\$ 53,666</b>	<b>\$ 52,325</b>	<b>\$ 53,021</b>	<b>\$ 696</b>
<b>Total Salaries and Benefits</b>	<b>\$ 348,051</b>	<b>\$ 393,549</b>	<b>\$ 388,373</b>	<b>\$ 395,174</b>	<b>\$ 6,801</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 2,478	\$ 6,322	\$ 3,667	\$ 5,000	\$ 1,333
52430 - Employee Education	\$ 2,210	\$ 4,484	\$ 3,042	\$ 1,000	\$ (2,042)
<b>Reimbursable Expenses</b>	<b>\$ 4,688</b>	<b>\$ 10,806</b>	<b>\$ 6,708</b>	<b>\$ 6,000</b>	<b>\$ (708)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ -	\$ 10,000	\$ -	\$ (10,000)
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ (10,000)</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 161	\$ 59	\$ 200	\$ 200	\$ -
52730 - Dues and Subscriptions	\$ 39	\$ 149	\$ 400	\$ 400	\$ -
52770 - Uniforms	\$ -	\$ -	\$ 500	\$ 500	\$ -
52780 - Other Contractual Services	\$ 11	\$ -	\$ -	\$ -	\$ -
52790 - Community Outreach And Education	\$ 153	\$ 6,222	\$ -	\$ 10,000	\$ 10,000
<b>Contractual Services</b>	<b>\$ 365</b>	<b>\$ 6,429</b>	<b>\$ 1,100</b>	<b>\$ 11,100</b>	<b>\$ 10,000</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 1,216	\$ -	\$ 200	\$ 200	\$ -
52840 - Laboratory Supplies	\$ 12	\$ -	\$ -	\$ -	\$ -
52846 - Equipment And Instrumentation Parts	\$ 26	\$ -	\$ -	\$ -	\$ -
52865 - Other Supplies	\$ 18	\$ -	\$ -	\$ -	\$ -
52870 - Freight	\$ -	\$ -	\$ 100	\$ -	\$ (100)
<b>Materials And Supplies</b>	<b>\$ 1,272</b>	<b>\$ -</b>	<b>\$ 300</b>	<b>\$ 200</b>	<b>\$ (100)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 6,325</b>	<b>\$ 17,235</b>	<b>\$ 18,108</b>	<b>\$ 17,300</b>	<b>\$ (808)</b>
<b>Total Operating Expenses</b>	<b>\$ 354,376</b>	<b>\$ 410,784</b>	<b>\$ 406,482</b>	<b>\$ 412,474</b>	<b>\$ 5,992</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

<b>BUDGET CENTER</b>	Legal Budget Center -- 7000
<b>MANAGED BY</b>	Eric Luckage Chief Legal Officer
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<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><b><u>Executive:</u></b> The Chief Legal Officer is the chief legal advisor of the District and is charged with the responsibility of all legal and regulatory matters of the District. The Chief Legal Officer shall advise the Board and the Chief Executive Officer in developing overall management policy and on matters of legislation and regulations which may impact the District. The Chief Legal Officer shall perform his or her duties under the direction of the Chief Executive Officer and in accordance with any policies, rules and regulations adopted by the Board relating thereto. The Chief Legal Officer shall oversee the District's in-house attorneys and may retain the services of outside legal counsel as he or she deems necessary to best represent the District. The Chief Legal Officer also coordinates legislative and administrative policy upon consultation with the CEO.</p> <p><b><u>Contracting:</u></b> 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><b><u>Real Estate &amp; Property Acquisition:</u></b> 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><b><u>Employment and Labor:</u></b> 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 &amp; 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><b><u>Litigation &amp; Claims:</u></b> Litigation &amp; 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 &amp; Claims can provide guidance on minimizing liability and suggest litigation avoidance strategies, which may include coordinating with the District's insurance team. Litigation &amp; 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>	

**Environmental/Regulatory:** 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.

**Legislative Affairs:** 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.

**Records Management:** Leads the administration of the District's records management program. Maintains compliance with applicable laws, statutes and regulations, including the Ohio Public Records Act. Ensures program policies and procedures are consistent with industry best practices. Provides records and management support to all the District's Departments to ensure compliance with the records management program as to the retention, maintenance, protection, disposition, and document control of the District's information assets. The Legal Department also prepares and maintains Board resolutions and Board meeting minutes.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Legal Budget Center -- 7000
<b>MANAGED BY</b>	Eric Luckage Chief Legal Officer
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Timely provided contracts for CIP, MCIP, RSMP and Community Cost Share, IT and procurement.</li> <li>• Completed CBA negotiations with 18-S and OPBA and Fact Finding with AFSCME 2798 unions.</li> <li>• Continued review and revisions to Titles 1, 2, 3, and 4 of District Regulations</li> <li>• Successfully defended District against claims with negligible expense to District.</li> <li>• Supported regulatory compliance with regard to permitting and other regulatory matters.</li> <li>• Successfully negotiated new billing agreement with the City of Cleveland.</li> <li>• Provided support to E&amp;C on construction claims.</li> <li>• Timely acquisition of property for construction needs.</li> <li>• On-boarded Legislative Affairs Manager and assumed supervision of Legislative and Administrative efforts.</li> <li>• Developed KPI for state and federal advocates.</li> <li>• Enhanced legislative and rule review and evaluation process.</li> <li>• Coordinated and prepared request for material modification of Consent Decree.</li> <li>• Continued enforcement negotiations with Epa regarding enforcement of industrial polluters.</li> <li>• Provided ethics training materials for all staff and training for District hearing officers.</li> </ul>	<ul style="list-style-type: none"> <li>• Further improve Legislative Affairs program and improve process of evaluating introduced and proposed legislative and administrative proposals at state and federal level.</li> <li>• Advance CSO Consent Decree material modification request.</li> <li>• Successful defense of litigation against District.</li> <li>• Finalize all collective bargaining agreement contracts with the three unions.</li> <li>• Inventory District policies and implement organization system to manage same.</li> <li>• Selection and implementation of file management system to improve record keeping.</li> <li>• Further review and revisions to Titles 1, 2, 3, and 4 of District Regulations TO MEET District policy needs.</li> <li>• Timely acquisition of properties for CIP and RSMP programs.</li> <li>• Timely contract support for all District programs.</li> <li>• Timely and effective legal support for all District departments.</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>LEGAL -- 7000</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Admin Asst AEA	0	1	0	-1
Associate General Counsel	1	0	1	1
Asst General Counsel	5	5	5	0
Chief Legal Officer	1	1	1	0
Law.Real Estate Acq Spec	0	1	0	-1
Legal Admin Asst	1	0	1	1
Legal Ops Mgr	0	1	1	0
Legislative Affairs Mgr	1	1	1	0
Records Mgmt Spec	1	1	1	0
<b>TOTAL FULL-TIME</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
LEGAL -- 7000						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 202,153	\$ 226,488	\$ 192,474	\$ 284,758	\$ 92,284	
52030 - Professionals Salaries	\$ 807,587	\$ 817,198	\$ 826,646	\$ 798,902	\$ (27,744)	
52031 - Administrative Support Salaries	\$ 43,635	\$ 35,612	\$ 46,675	\$ 57,283	\$ 10,608	
52071 - Longevity	\$ 900	\$ -	\$ 900	\$ 900	\$ -	
52081 - Sick Buy Out	\$ 7,814	\$ 13,995	\$ 9,000	\$ 8,000	\$ (1,000)	
52231 - Administrative Support Overtime	\$ 20	\$ 33	\$ -	\$ -	\$ -	
<b>Salaries and Wages</b>	<b>\$ 1,062,109</b>	<b>\$ 1,093,326</b>	<b>\$ 1,075,695</b>	<b>\$ 1,149,843</b>	<b>\$ 74,148</b>	
52310 - Health Care	\$ (17,740)	\$ -	\$ -	\$ -	\$ -	
52311 - Health Care Opt-Out Full	\$ 6,650	\$ -	\$ -	\$ -	\$ -	
52320 - Opers	\$ 148,221	\$ 151,758	\$ 150,205	\$ 160,978	\$ 10,773	
52340 - Life Insurance	\$ (288)	\$ -	\$ -	\$ -	\$ -	
52360 - Medicare	\$ 14,711	\$ 15,567	\$ 15,557	\$ 16,673	\$ 1,116	
52313 - Wellness Credit	\$ 1,059	\$ -	\$ 1,339	\$ -	\$ (1,339)	
52370 - Uniform Allowance	\$ 1,197	\$ 1,280	\$ -	\$ -	\$ -	
<b>Benefits</b>	<b>\$ 153,810</b>	<b>\$ 168,605</b>	<b>\$ 167,101</b>	<b>\$ 177,651</b>	<b>\$ 10,549</b>	
<b>Total Salaries and Benefits</b>	<b>\$ 1,215,919</b>	<b>\$ 1,261,931</b>	<b>\$ 1,242,797</b>	<b>\$ 1,327,493</b>	<b>\$ 84,697</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expens:</b>						
52410 - Travel	\$ 11,267	\$ 13,909	\$ 25,000	\$ 25,000	\$ -	
52430 - Employee Education	\$ 7,425	\$ 5,654	\$ 13,000	\$ 13,000	\$ -	
<b>Reimbursable Expenses</b>	<b>\$ 18,692</b>	<b>\$ 19,564</b>	<b>\$ 38,000</b>	<b>\$ 38,000</b>	<b>\$ -</b>	
<b>Professional Services:</b>						
52610 - General Professional Services	\$ 1,207,755	\$ 984,906	\$ 989,000	\$ 1,114,000	\$ 125,000	
<b>Professional Services</b>	<b>\$ 1,207,755</b>	<b>\$ 984,906</b>	<b>\$ 989,000</b>	<b>\$ 1,114,000</b>	<b>\$ 125,000</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ 18	\$ 78	\$ -	\$ -	\$ -	
52730 - Dues and Subscriptions	\$ 19,899	\$ 30,709	\$ 28,400	\$ 30,000	\$ 1,600	
52750 - Advertising	\$ 1,792	\$ 1,681	\$ 4,080	\$ 4,080	\$ -	
52770 - Uniforms	\$ -	\$ (25)	\$ -	\$ -	\$ -	
52780 - Other Contractual Services	\$ 30,582	\$ 27,774	\$ 37,500	\$ 37,500	\$ -	
<b>Contractual Services</b>	<b>\$ 52,290</b>	<b>\$ 60,216</b>	<b>\$ 69,980</b>	<b>\$ 71,580</b>	<b>\$ 1,600</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 345	\$ 682	\$ 3,500	\$ 3,500	\$ -	
52865 - Other Supplies	\$ 46	\$ -	\$ -	\$ -	\$ -	
52870 - Freight	\$ -	\$ -	\$ 200	\$ 200	\$ -	
<b>Materials And Supplies</b>	<b>\$ 391</b>	<b>\$ 682</b>	<b>\$ 3,700</b>	<b>\$ 3,700</b>	<b>\$ -</b>	

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
LEGAL -- 7000						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Judgements and Awards:</b>						
53210 - Judgments	\$ 25,738	\$ 8,000	\$ 150,000	\$ 150,000	\$	-
53220 - Other Awards	\$ -	\$ 12,667	\$ -	\$ -	\$	-
<b>Judgments And Awards</b>	<b>\$ 25,738</b>	<b>\$ 20,667</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$</b>	<b>-</b>
<b>Total Other Operating Expenses</b>	<b>\$ 1,304,866</b>	<b>\$ 1,086,035</b>	<b>\$ 1,250,680</b>	<b>\$ 1,377,280</b>	<b>\$</b>	<b>126,600</b>
<b>Total Operating Expenses</b>	<b>\$ 2,520,785</b>	<b>\$ 2,347,966</b>	<b>\$ 2,493,477</b>	<b>\$ 2,704,773</b>	<b>\$</b>	<b>211,297</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT****LEGAL --7000****BUDGET REPORT BY LINE ITEMS**

	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
<b>Professional Services:</b>					
52610 - General Professional Services	\$ -	\$ 12,740	\$ 75,000	\$ 75,000	\$ -
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ 12,740</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>
<b>Judgements and Awards:</b>					
53210 - Judgments	\$ 700,000	\$ -	\$ -	\$ -	\$ -
<b>Judgments And Awards</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Operating Expenses</b>	<b>\$ 700,000</b>	<b>\$ 12,740</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER** District Administration -- 8000

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

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

**Policy Matters:** Alerts Board of Trustees to evolving issues and 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**

<b>BUDGET CENTER</b> District Administration -- 8000	
<b>MANAGED BY</b> Kyle Dreyfuss-Wells / James Bunsey Chief Executive Officer / Chief Operating Officer	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Assisted member communities to address their Clean Water Act issues.</li> <li>• Optimized NEORSD ability to advance community objectives.</li> <li>• Expanded water quality focus to increase benefits to the region's waterways.</li> <li>• Increased opportunities to improve resource management through sustainability practices.</li> <li>• Explored new ways to enhance long-term financial planning that optimized ability to provide sewer and stormwater services with minimal impact on rates.</li> <li>• Developed future business opportunities to optimize operations and better serve member communities.</li> <li>• Implemented Operational Readiness Plan to support evolving operations and maintenance.</li> <li>• Implemented technologies and processes that improved business efficiency and effectiveness.</li> <li>• Fully implemented management process to support successful delivery of the Regional Stormwater Management Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete efforts to modify the Consent Decree governing Project Clean Lake.</li> <li>• Begin 2021 rate study with RFP development and consultant selection, including discussion of affordability and equity.</li> <li>• Improve Human Resources department to meet the needs of current and future employees.</li> <li>• Continue Operational Readiness implementation recommendations.</li> <li>• Continue to refine budgeting and project management processes for Regional Stormwater Management Program.</li> <li>• Maintain focus on cybersecurity enhancements and establish policies as necessary.</li> <li>• Manage reputational and external relationships.</li> <li>• Complete revision and Board adoption of Titles I, II, III, and IV.</li> <li>• Focus on continual improvement of communication between labor and management.</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> District Administration -- 8000	
<b>MANAGED BY</b> Kyle Dreyfuss-Wells / James Bunsey Chief Executive Officer / Chief Operating Officer	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"><li>• Expanded workforce planning strategies to meet current and future business needs.</li><li>• Strengthened diversity and inclusion to increase understanding and confirm continued commitment across the organization.</li></ul>	<ul style="list-style-type: none"><li>• Begin collective bargaining negotiations in advance of contract expiration.</li></ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>DISTRICT ADMINISTRATION -- 8000</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
App Sys Supp Lead	1	0	0	0
App Sys Supp Spec II	1	0	0	0
Application Manager	1	0	0	0
Asset Mgmt Syst Analyst	1	0	0	0
BA & Project Lead	1	0	0	0
Board Member	4	4	4	0
Board President	1	1	1	0
Board Secretary	1	1	1	0
Board Vice President	1	1	1	0
Business Process Assoc	1	0	0	0
Chief Executive Officer	1	1	1	0
Chief Operating Officer	1	1	1	0
Cost Engr I	1	0	0	0
Deputy COO	1	1	1	0
Doc Cntrl Assoc I	1	0	0	0
Document Cntrl Spec	2	0	0	0
Mgr of Contract Admin	1	0	0	0
Mgr of Document Controls	1	0	0	0
Mgr of Syst Dev & Ops	1	0	0	0
Mgr of Technical Services	1	0	0	0
P/Q A Analyst I	1	0	0	0
Plt Admin Trainer	1	0	0	0
Pro Cntrls Spec I	1	0	0	0
Process Spec	1	0	0	0
Program Mgr Dist Admin	1	1	1	0
Project Cntrls Mgr	1	0	0	0
Public Service Fellow	0	1	1	0
Sustainability Prg Mgr	1	1	1	0
<b>TOTAL FULL-TIME</b>	<b>31</b>	<b>13</b>	<b>13</b>	<b>0</b>
Para Intern	2	1	0	-1
<b>TOTAL INTERNS</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>-1</b>
<b>TOTAL POSITIONS</b>	<b>33</b>	<b>14</b>	<b>13</b>	<b>-1</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
DISTRICT ADMINISTRATION - -8000						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 794,807	\$ 1,004,934	\$ 768,020	\$ 791,140	\$ 23,120	
52030 - Professionals Salaries	\$ 87,903	\$ 789,018	\$ 142,463	\$ 154,902	\$ 12,440	
52031 - Administrative Support Salaries	\$ -	\$ 75,625	\$ -	\$ -	\$ -	
52036 - Para-Professional Salaries	\$ -	\$ 39,181	\$ -	\$ -	\$ -	
52060 - Student Salaries	\$ 18,778	\$ 8,890	\$ 30,254	\$ -	\$ (30,254)	
52071 - Longevity	\$ 900	\$ -	\$ 900	\$ 900	\$ -	
52081 - Sick Buy Out	\$ 9,199	\$ 15,153	\$ 10,800	\$ 9,400	\$ (1,400)	
52231 - Administrative Support Overtime	\$ -	\$ 9	\$ -	\$ -	\$ -	
52236 - Para-Professional Overtime	\$ -	\$ 142	\$ -	\$ -	\$ -	
52260 - Student Overtime	\$ 204	\$ 80	\$ -	\$ -	\$ -	
<b>Salaries and Wages</b>	<b>\$ 911,790</b>	<b>\$ 1,933,031</b>	<b>\$ 952,436</b>	<b>\$ 956,343</b>	<b>\$ 3,906</b>	
52310 - Health Care	\$ (16,477)	\$ -	\$ -	\$ -	\$ -	
52311 - Health Care Opt-Out Full	\$ 5,600	\$ -	\$ -	\$ -	\$ -	
52320 - Opers	\$ 123,083	\$ 272,964	\$ 131,829	\$ 133,888	\$ 2,059	
52340 - Life Insurance	\$ (286)	\$ -	\$ -	\$ -	\$ -	
52360 - Medicare	\$ 12,587	\$ 27,544	\$ 13,654	\$ 13,867	\$ 213	
52313 - Wellness Credit	\$ 509	\$ -	\$ 288	\$ -	\$ (288)	
52370 - Uniform Allowance	\$ 1,867	\$ 1,860	\$ -	\$ -	\$ -	
<b>Benefits</b>	<b>\$ 126,882</b>	<b>\$ 302,368</b>	<b>\$ 145,771</b>	<b>\$ 147,755</b>	<b>\$ 1,984</b>	
<b>Total Salaries and Benefits</b>	<b>\$ 1,038,673</b>	<b>\$ 2,235,399</b>	<b>\$ 1,098,207</b>	<b>\$ 1,104,097</b>	<b>\$ 5,890</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expens:</b>						
52410 - Travel	\$ 18,605	\$ 18,325	\$ 41,000	\$ 8,050	\$ (32,950)	
52430 - Employee Education	\$ 6,755	\$ 7,329	\$ 10,000	\$ 4,000	\$ (6,000)	
<b>Reimbursable Expenses</b>	<b>\$ 25,360</b>	<b>\$ 25,654</b>	<b>\$ 51,000</b>	<b>\$ 12,050</b>	<b>\$ (38,950)</b>	
<b>Professional Services:</b>						
52610 - General Professional Services	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500	
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ -	\$ -	\$ 250	\$ 250	\$ -	
52730 - Dues and Subscriptions	\$ 264,401	\$ 431,220	\$ 377,000	\$ 381,200	\$ 4,200	
52780 - Other Contractual Services	\$ -	\$ -	\$ -	\$ 1,200	\$ 1,200	
<b>Contractual Services</b>	<b>\$ 264,401</b>	<b>\$ 431,220</b>	<b>\$ 377,250</b>	<b>\$ 382,650</b>	<b>\$ 5,400</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ -	\$ 52	\$ 2,500	\$ 2,500	\$ -	
52846 - Equipment And Instrumentation Parts	\$ 313	\$ 478	\$ 1,500	\$ 3,596	\$ 2,096	
52851 - Other Minor Equipment	\$ 360	\$ -	\$ -	\$ -	\$ -	
52861 - Training Supplies	\$ -	\$ 152	\$ -	\$ -	\$ -	
52865 - Other Supplies	\$ 39	\$ 62	\$ -	\$ -	\$ -	
52870 - Freight	\$ 87	\$ -	\$ -	\$ -	\$ -	
<b>Materials And Supplies</b>	<b>\$ 799</b>	<b>\$ 745</b>	<b>\$ 4,000</b>	<b>\$ 6,096</b>	<b>\$ 2,096</b>	
<b>Total Other Operating Expenses</b>	<b>\$ 290,559</b>	<b>\$ 457,620</b>	<b>\$ 432,250</b>	<b>\$ 403,296</b>	<b>\$ (28,954)</b>	
<b>Total Operating Expenses</b>	<b>\$ 1,329,232</b>	<b>\$ 2,693,019</b>	<b>\$ 1,530,457</b>	<b>\$ 1,507,394</b>	<b>\$ (23,063)</b>	

# **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**

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

- **Watershed Programs:** The Watershed Programs Department administers the District's Regional Stormwater Management Program (RSMP) by implementing the Stormwater Construction Plan, which is supported by the stormwater project prioritization process and design development that is based on the findings of field evaluations of regional stormwater system assets and refinement of stormwater master plans. The Watershed Programs Department coordinates the delivery of watershed management-related technical expertise, education, coordination and support to Member Communities, watershed groups and technical service providers that promotes restoration, maintenance and operation of the regional stormwater system. The Watershed Programs Department oversees the implementation of the Member Community Infrastructure Program, Green Infrastructure Grant Program, Watershed Partner Service 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**

- **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**

<b>BUDGET CENTER</b> Watershed Programs -- 8100	
<b>MANAGED BY</b> Francis P. Greenland Director of Watershed Programs	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Coordinated and delivered effective implementation of the Regional Stormwater Management Program. Led stormwater master planning, implemented the Stormwater Construction Plan and provided Phase II compliance assistance services to Member Communities.</li> <li>• Continued and enhanced delivery of the Member Community Infrastructure Program.</li> <li>• Supported the operation and maintenance of Project Clean Lake - Appendix 3 Green Infrastructure projects.</li> <li>• Continued to seek opportunities to enhance the District's environmental monitoring, research, GIS, and analytical efforts.</li> <li>• Continued to coordinate the District's environmental and regulatory compliance programs.</li> <li>• Supported development of LSSSES activities and advanced the Title III &amp; IV Code of Regulation revision process for Member Community compliance with the Community Discharge Permit Program.</li> <li>• Developed GIS tools to further enhance infrastructure asset management and streamline data collection.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead effective and refined implementation efforts related to the Regional Stormwater Management Program.</li> <li>• Continue to seek opportunities to enhance the District's role and service to Member Communities in the area of watershed management.</li> <li>• Support operation and maintenance of Project Clean Lake - Appendix 3 Green Infrastructure Program projects.</li> <li>• Continue to seek opportunities to improve the District's environmental monitoring, research, GIS, and analysis efforts.</li> <li>• Continue to coordinate the District's regulatory compliance program and promote the District as an environmental leader for the region.</li> <li>• Efficiently administer the MCIP, Green Infrastructure Grant and Community Cost Share grant programs.</li> <li>• Lead the modification of the District's Community Discharge Permit Program and Titles III/IV.</li> <li>• Support the implementation of LSSSES recommendations.</li> <li>• Utilize GIS data/tools to enhance LSSSES project and Regional Stormwater Management Program implementation.</li> </ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>WATERSHED PROGRAMS - -8100</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Comm Dis Permit Prg Spec	1	1	1	0
Comm Dis Permit Prog Mgr	1	1	1	0
Dir of Watershed Prgms	1	1	1	0
Envir Spec	2	3	2	-1
Exec Asst Watershed	1	1	1	0
GIS Analyst	1	1	1	0
GIS Svcs Mgr	1	1	1	0
GIS Tech	1	1	1	0
GIS Tech	0	1	1	0
Reg Compliance Mgr	1	1	1	0
Sr GIS Analyst	1	1	1	0
Supr of Environmental Com	1	1	1	0
Watershed Funding Adminr/Grants Program Admin in Ultipro	1	1	1	0
Watershed Programs Spec	1	1	1	0
<b>TOTAL FULL-TIME</b>	<b>14</b>	<b>16</b>	<b>15</b>	<b>-1</b>
Para Intern - WSHED	3	3	3	0
<b>TOTAL INTERNS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>17</b>	<b>19</b>	<b>18</b>	<b>-1</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## WATERSHED PROGRAMS - -8100

### BUDGET REPORT BY LINE ITEMS

	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 601,107	\$ 459,957	\$ 394,691	\$ 497,929	\$ 103,239
52030 - Professionals Salaries	\$ 942,755	\$ 710,705	\$ 802,189	\$ 564,961	\$ (237,227)
52031 - Administrative Support Salaries	\$ 59,073	\$ 57,259	\$ 56,775	\$ 57,910	\$ 1,136
52034 - Technicians Salaries	\$ -	\$ 27,943	\$ -	\$ 100,909	\$ 100,909
52036 - Para-Professional Salaries	\$ 38,693	\$ 78,612	\$ 99,406	\$ 114,439	\$ 15,033
52060 - Student Salaries	\$ 63,337	\$ 13,258	\$ -	\$ -	\$ -
52071 - Longevity	\$ 3,650	\$ -	\$ 6,650	\$ 4,300	\$ (2,350)
52081 - Sick Buy Out	\$ 7,804	\$ 6,138	\$ 8,000	\$ -	\$ (8,000)
52230 - Professional Overtime	\$ 255	\$ -	\$ -	\$ -	\$ -
52236 - Para-Professional Overtime	\$ 252	\$ 728	\$ 2,000	\$ 2,000	\$ -
52260 - Student Overtime	\$ 360	\$ 267	\$ -	\$ -	\$ -
<b>Salaries and Wages</b>	<b>\$ 1,717,287</b>	<b>\$ 1,354,866</b>	<b>\$ 1,369,710</b>	<b>\$ 1,342,449</b>	<b>\$ (27,261)</b>
52310 - Health Care	\$ (59,927)	\$ -	\$ -	\$ -	\$ -
52311 - Health Care Opt-Out Full	\$ 7,175	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 249,921	\$ 191,288	\$ 194,377	\$ 187,943	\$ (6,435)
52340 - Life Insurance	\$ (848)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 22,653	\$ 19,243	\$ 20,132	\$ 19,466	\$ (666)
52313 - Wellness Credit	\$ 4,468	\$ -	\$ 5,846	\$ -	\$ (5,846)
52370 - Uniform Allowance	\$ 3,773	\$ 1,480	\$ 2,000	\$ 2,000	\$ -
<b>Benefits</b>	<b>\$ 227,215</b>	<b>\$ 212,012</b>	<b>\$ 222,356</b>	<b>\$ 209,408</b>	<b>\$ (12,947)</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,944,502</b>	<b>\$ 1,566,878</b>	<b>\$ 1,592,066</b>	<b>\$ 1,551,857</b>	<b>\$ (40,208)</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 21,954	\$ 24,214	\$ 25,700	\$ 25,700	\$ -
52430 - Employee Education	\$ 7,498	\$ 13,474	\$ 14,245	\$ 14,245	\$ -
<b>Reimbursable Expenses</b>	<b>\$ 29,452</b>	<b>\$ 37,687</b>	<b>\$ 39,945</b>	<b>\$ 39,945</b>	<b>\$ -</b>
<b>Utilities Expens:</b>					
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 81,270	\$ 74,398	\$ 453,874	\$ 450,624	\$ (3,250)
52615 - General Professional Services-Training	\$ -	\$ -	\$ -	\$ 9,800	\$ 9,800
<b>Professional Services</b>	<b>\$ 81,270</b>	<b>\$ 74,398</b>	<b>\$ 453,874</b>	<b>\$ 460,424</b>	<b>\$ 6,550</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 322	\$ 280	\$ 3,500	\$ 2,000	\$ (1,500)
52730 - Dues and Subscriptions	\$ 14,555	\$ 8,594	\$ 3,500	\$ 3,000	\$ (500)
52770 - Uniforms	\$ (25)	\$ 1,183	\$ -	\$ -	\$ -
52775 - Licenses,Fees, And Permits	\$ 282,952	\$ 205,485	\$ 187,125	\$ 192,763	\$ 5,638
52780 - Other Contractual Services	\$ 835,231	\$ 298,517	\$ 417,480	\$ 719,653	\$ 302,173
<b>Contractual Services</b>	<b>\$ 1,133,035</b>	<b>\$ 514,058</b>	<b>\$ 611,605</b>	<b>\$ 917,416</b>	<b>\$ 305,811</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WATERSHED PROGRAMS - -8100						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget		Variance
Materials and Supplies:						
52805 - Office Supplies	\$ 4,262	\$ 1,912	\$ 3,700	\$ 2,500	\$	(1,200)
52806 - Software	\$ -	\$ 4,820	\$ -	\$ 2,000	\$	2,000
52810 - Fuel and Oil	\$ 60	\$ -	\$ -	\$ -	\$	-
52845 - General Hardware Supplies	\$ 37	\$ 208	\$ -	\$ -	\$	-
52846 - Equipment And Instrumentation Parts	\$ 1,035	\$ 63	\$ -	\$ 1,000	\$	1,000
52851 - Other Minor Equipment	\$ 796	\$ 2,321	\$ 1,500	\$ 6,000	\$	4,500
52860 - Postage,Ups	\$ -	\$ -	\$ 500	\$ 500	\$	-
52861 - Training Supplies	\$ -	\$ 117	\$ -	\$ -	\$	-
52865 - Other Supplies	\$ 72	\$ 217	\$ 500	\$ 2,500	\$	2,000
52870 - Freight	\$ 8	\$ 7	\$ 200	\$ 200	\$	-
Materials And Supplies	\$ 6,270	\$ 9,666	\$ 6,400	\$ 14,700	\$	8,300
Total Other Operating Expenses	\$ 1,250,027	\$ 635,809	\$ 1,111,824	\$ 1,432,485	\$	320,661
Total Operating Expenses	\$ 3,194,529	\$ 2,202,687	\$ 2,703,890	\$ 2,984,342	\$	280,453
Non-Operating Expenses:						
70030 - Green Infrastructure Grant	\$ -	\$ -	\$ -	\$ 2,115,000	\$	2,115,000
70010 - Member Community Infrastructure Program	\$ -	\$ -	\$ -	\$ 12,200,000	\$	12,200,000
Total Non-Operating Expenses	\$ -	\$ -	\$ -	\$ 14,315,000	\$	14,315,000
Total Expenses	\$ 3,194,529	\$ 2,202,687	\$ 2,703,890	\$ 17,299,342	\$	14,595,453

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>STORMWATER WATERSHED PROGRAMS -- 8100</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>Title</b>	<b>2019 Actuals</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>Budget Variance</b>
Sr GIS Analyst	1	1	1	0
Deputy Dir Of Watershed	1	1	1	0
Watershed Programs Mgr	1	1	1	0
Mgr Of Stormwater Design	1	1	1	0
Sr Project Mgr	1	1	1	0
Stormwater Const Mgr	1	1	1	0
Watershed Tech Sprt Mgr	1	1	1	0
Project Mgr Watershed	5	5	5	0
Project Mgr Prop Acq	1	1	1	0
Stormwater Program Mgr	1	1	1	0
Sr Envir Spec	1	0	1	1
Stormwater Projects Spec	1	1	1	0
Stormwater Tech Spec	1	1	1	0
Const Sup Watersheds	1	2	1	-1
Sr GIS Supvr	1	1	1	0
Sr Const Supvr -Wtrshed	1	1	2	1
GIS Tech	3	3	3	0
Watershed Sr Team Leader	1	1	1	0
Watershed Team Leader	2	2	2	0
Watershed Technician	0	1	1	0
<b>TOTAL TULL-TIME</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>1</b>
Para Intern - WSHED	4	3	3	0
<b>TOTAL INTERNS</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>30</b>	<b>30</b>	<b>31</b>	<b>1</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## WATERSHED PROGRAMS -- 8100

### BUDGET REPORT BY LINE ITEMS

	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Operating Expenses:</b>									
52020 - Officials and Managers Salaries	\$ 366,655	\$	689,475	\$	522,395	\$	896,734	\$	374,339
52030 - Professionals Salaries	\$ 1,221,714	\$	1,375,153	\$	1,634,256	\$	1,161,799	\$	(472,457)
52031 - Administrative Support Salaries	\$ -	\$	46,983	\$	-	\$	164,462	\$	164,462
52034 - Technicians Salaries	\$ -	\$	45,238	\$	-	\$	160,420	\$	160,420
52036 - Para-Professional Salaries	\$ 23,585	\$	95,596	\$	95,076	\$	114,439	\$	19,363
52060 - Student Salaries	\$ 9,195	\$	-	\$	-	\$	-	\$	-
52071 - Longevity	\$ 3,000	\$	-	\$	-	\$	3,000	\$	3,000
52081 - Sick Buy Out	\$ 6,963	\$	10,402	\$	7,100	\$	7,100	\$	-
52236 - Para-Professional Overtime	\$ 47	\$	162	\$	8,000	\$	2,000	\$	(6,000)
<b>Salaries and Wages</b>	<b>\$ 1,631,159</b>	<b>\$</b>	<b>2,263,010</b>	<b>\$</b>	<b>2,266,827</b>	<b>\$</b>	<b>2,509,955</b>	<b>\$</b>	<b>243,128</b>
52310 - Health Care	\$ (22,921)	\$	-	\$	-	\$	-	\$	-
52311 - Health Care Opt-Out Full	\$ 2,275	\$	-	\$	-	\$	-	\$	-
52320 - Opers	\$ 208,525	\$	316,398	\$	316,362	\$	351,394	\$	35,032
52360 - Medicare	\$ 23,108	\$	31,822	\$	32,766	\$	36,394	\$	3,628
52313 - Wellness Credit	\$ 1,345	\$	-	\$	-	\$	-	\$	-
52370 - Uniform Allowance	\$ 1,820	\$	3,960	\$	2,000	\$	2,000	\$	-
52380 - Awards and Recognition	\$ -	\$	-	\$	-	\$	600	\$	600
<b>Benefits</b>	<b>\$ 214,152</b>	<b>\$</b>	<b>352,180</b>	<b>\$</b>	<b>351,128</b>	<b>\$</b>	<b>390,388</b>	<b>\$</b>	<b>39,260</b>
<b>Total Salaries and Benefits</b>	<b>\$ 1,845,311</b>	<b>\$</b>	<b>2,615,189</b>	<b>\$</b>	<b>2,617,955</b>	<b>\$</b>	<b>2,900,343</b>	<b>\$</b>	<b>282,388</b>
<b>Other Operating Expenses:</b>									
<b>Reimbursable Expens:</b>									
52410 - Travel	\$ 9,639	\$	16,773	\$	31,275	\$	31,275	\$	-
52430 - Employee Education	\$ 6,336	\$	10,668	\$	13,935	\$	13,935	\$	-
<b>Reimbursable Expenses</b>	<b>\$ 15,975</b>	<b>\$</b>	<b>27,441</b>	<b>\$</b>	<b>45,210</b>	<b>\$</b>	<b>45,210</b>	<b>\$</b>	<b>-</b>
<b>Utilities Expenes:</b>									
<b>Professional Services:</b>									
52610 - General Professional Services	\$ 13,310,065	\$	12,848,641	\$	13,300,075	\$	10,208,018	\$	(3,092,057)
<b>Professional Services</b>	<b>\$ 13,310,065</b>	<b>\$</b>	<b>12,848,641</b>	<b>\$</b>	<b>13,300,075</b>	<b>\$</b>	<b>10,208,018</b>	<b>\$</b>	<b>(3,092,057)</b>
<b>Contractual Services:</b>									
52715 - Printing	\$ 2,564	\$	6,878	\$	5,000	\$	5,000	\$	-
52730 - Dues and Subscriptions	\$ 6,000	\$	1,076	\$	17,500	\$	17,500	\$	-
52770 - Uniforms	\$ -	\$	(25)	\$	-	\$	1,000	\$	1,000
52775 - Licenses,Fees, And Permits	\$ 10,500	\$	2,800	\$	123,000	\$	179,000	\$	56,000
52780 - Other Contractual Services	\$ 7,739,949	\$	14,471,636	\$	17,264,724	\$	14,182,369	\$	(3,082,355)
<b>Contractual Services</b>	<b>\$ 7,759,013</b>	<b>\$</b>	<b>14,482,365</b>	<b>\$</b>	<b>17,410,224</b>	<b>\$</b>	<b>14,384,869</b>	<b>\$</b>	<b>(3,025,355)</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WATERSHED PROGRAMS -- 8100					
BUDGET REPORT BY LINE ITEMS					
	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ -	\$ 765	\$ 1,000	\$ 14,000	\$ 13,000
52851 - Other Minor Equipment	\$ 5,664	\$ 2,092	\$ 3,000	\$ -	\$ (3,000)
52860 - Postage,Ups	\$ -	\$ -	\$ 500	\$ 500	\$ -
52865 - Other Supplies	\$ -	\$ 67	\$ -	\$ -	\$ -
<b>Materials And Supplies</b>	<b>\$ 5,664</b>	<b>\$ 2,924</b>	<b>\$ 4,500</b>	<b>\$ 14,500</b>	<b>\$ 10,000</b>
<b>Total Other Operating Expenses</b>	<b>\$ 21,090,717</b>	<b>\$ 27,361,371</b>	<b>\$ 30,760,009</b>	<b>\$ 24,652,597</b>	<b>\$ (6,107,412)</b>
<b>Total Operating Expenses</b>	<b>\$ 22,936,028</b>	<b>\$ 29,976,560</b>	<b>\$ 33,377,964</b>	<b>\$ 27,552,940</b>	<b>\$ (5,825,024)</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Internal Audit -- 8200	
<b>MANAGED BY</b> John A. Wasko Internal Audit Manager	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>Internal Audit Objectives</b>	
Assist the organization with identifying risks to completing organizational objectives and identifying the controls used by management to mitigate those risks, using risk assessment and audit planning processes to improve the District's ability to achieve its objectives.	
Provide reasonable assurance to District Management on the existence, design, and effectiveness of process controls used by management to mitigate risks to achieving objectives by identifying, testing, and reporting on those controls, resulting in an improved business environment.	
<b>Organizational Risk Management Objectives</b>	
To help management identify and assess risks and to determine the proper risk-treatment methods to avoid, reduce, transfer, or control those risks.	
To engage internal and external resources to manage the District's risk activities effectively, to monitor approaches and outcomes and to promote transparency and accountability.	
To ensure that the District's risk-bearing capacity is understood and allocated into different functional areas according to chosen strategies. To review the risk universe and ensure that risks are properly identified & qualified.	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Maintained Key Performance Indicators (KPIs) goals – audit plan, audit milestones, audit follow-ups and audit surveys.</li> <li>• Continued milestone-driven performance for individual audits with time management and audit-quality monitoring.</li> <li>• Enhanced the COSO principle of communication by developing monthly status communication for audit activities and remediation status.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue improvement in the completion of audits on a timely basis- KPI improvements related to milestone performance and overall audit-quality.</li> <li>• Continue ERM efforts and communication of District risks and controls.</li> <li>• Continuous review of audit universe activities to incorporate Strategic Risk Survey results to facilitate future audit plans.</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Internal Audit -- 8200	
<b>MANAGED BY</b> John A. Wasko Internal Audit Manager	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• Incorporate ERM specific risks and controls into individual audit planning, objectives, scope and procedures.</li> <li>• Ongoing COSO risk identification and documentation of compliance principles of internal control in audit planning and workpapers.</li> <li>• Completion of the 2019 Audit Plan.</li> <li>• Continued updating and maintenance of the Insurance Certification database.</li> <li>• Formal COSO certification and Data Analytics training for audit staff successfully completed.</li> </ul>	<ul style="list-style-type: none"> <li>• COSO - continuous implementation of compliance principles of risk identification, ownership and internal control.</li> <li>• Insurance – Maintain Certification of Insurance database and enhance capabilities by reviewing RMIS options.</li> <li>• Continue insurance-cost and value analysis for cost trends, cost of risk, and ongoing reserve analysis.</li> <li>• Continued development of Audit Committee relationships to guide Budget Center 8200 mission and objectives.</li> <li>• Maintain and expand professional certifications that improve the District's audit department.</li> <li>• Implementation of business intelligence partnership with IT, and/or use of enhanced BI software and techniques.</li> </ul>

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
INTERNAL AUDIT -- 8200				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUALS	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
Internal Auditor	3	2	3	1
Risk & Internal Audit Mgr	1	1	1	0
Risk and Claims Analyst	0	1	0	-1
Sr Internal Auditor	2	2	2	0
<b>TOTAL FULL-TIME</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>
Para Intern IA	1	1	1	0
<b>TOTAL INTERNS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
INTERNAL AUDIT - -8200					
BUDGET REPORT BY LINE ITEMS					
	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 309,318	\$ 224,866	\$ 265,063	\$ 107,601	\$ (157,462)
52030 - Professionals Salaries	\$ 81,276	\$ 189,363	\$ 167,028	\$ 345,508	\$ 178,480
52036 - Para-Professional Salaries	\$ 19,294	\$ 50,924	\$ 38,146	\$ 38,146	\$ -
52071 - Longevity	\$ 600	\$ -	\$ 600	\$ 600	\$ -
52081 - Sick Buy Out	\$ -	\$ 1,730	\$ -	\$ -	\$ -
<b>Salaries and Wages</b>	<b>\$ 410,487</b>	<b>\$ 466,883</b>	<b>\$ 470,837</b>	<b>\$ 491,855</b>	<b>\$ 21,017</b>
52310 - Health Care	\$ 28,003	\$ 84,653	\$ 150,000	\$ 150,000	\$ -
52311 - Health Care Opt-Out Full	\$ 3,325	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 55,722	\$ 60,537	\$ 65,917	\$ 68,860	\$ 2,942
52330 - Workers Compensation	\$ 85,858	\$ 116,462	\$ 120,000	\$ 120,000	\$ -
52340 - Life Insurance	\$ (136)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 5,581	\$ 5,993	\$ 6,827	\$ 7,132	\$ 305
52313 - Wellness Credit	\$ 1,060	\$ -	\$ 1,066	\$ -	\$ (1,066)
52370 - Uniform Allowance	\$ 1,127	\$ 1,540	\$ -	\$ -	\$ -
<b>Benefits</b>	<b>\$ 180,540</b>	<b>\$ 269,185</b>	<b>\$ 343,810</b>	<b>\$ 345,992</b>	<b>\$ 2,182</b>
<b>Total Salaries and Benefits</b>	<b>\$ 591,027</b>	<b>\$ 736,069</b>	<b>\$ 814,647</b>	<b>\$ 837,846</b>	<b>\$ 23,199</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 7,896	\$ 9,044	\$ 14,000	\$ 16,000	\$ 2,000
52430 - Employee Education	\$ 12,495	\$ 8,114	\$ 12,000	\$ 13,000	\$ 1,000
<b>Reimbursable Expenses</b>	<b>\$ 20,391</b>	<b>\$ 17,158</b>	<b>\$ 26,000</b>	<b>\$ 29,000</b>	<b>\$ 3,000</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 107,202	\$ 93,381	\$ 275,500	\$ 353,400	\$ 77,900
<b>Professional Services</b>	<b>\$ 107,202</b>	<b>\$ 93,381</b>	<b>\$ 275,500</b>	<b>\$ 353,400</b>	<b>\$ 77,900</b>
<b>Contractual Services:</b>					
52725 - Insurance And Bonds	\$ 873,190	\$ 952,143	\$ 1,350,000	\$ 1,350,000	\$ -
52730 - Dues and Subscriptions	\$ 2,716	\$ 2,384	\$ 5,200	\$ 5,200	\$ -
52770 - Uniforms	\$ -	\$ -	\$ 530	\$ 530	\$ -
<b>Contractual Services</b>	<b>\$ 875,906</b>	<b>\$ 954,527</b>	<b>\$ 1,355,730</b>	<b>\$ 1,355,730</b>	<b>\$ -</b>
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 562	\$ 243	\$ 2,500	\$ 2,500	\$ -
52865 - Other Supplies	\$ (88)	\$ 8	\$ -	\$ -	\$ -
52870 - Freight	\$ 11	\$ -	\$ 200	\$ 200	\$ -
<b>Materials And Supplies</b>	<b>\$ 485</b>	<b>\$ 251</b>	<b>\$ 2,700</b>	<b>\$ 2,700</b>	<b>\$ -</b>
<b>Equipment Repair and Maintenance:</b>					
52910 - Office Equipment and Repair	\$ -	\$ 2,185	\$ -	\$ -	\$ -
<b>Equipment Repair And Maintenance</b>	<b>\$ -</b>	<b>\$ 2,185</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$ 1,003,984</b>	<b>\$ 1,067,501</b>	<b>\$ 1,659,930</b>	<b>\$ 1,740,830</b>	<b>\$ 80,900</b>
<b>Total Operating Expenses</b>	<b>\$1,595,011</b>	<b>\$1,803,570</b>	<b>\$2,474,577</b>	<b>\$2,578,676</b>	<b>\$104,099</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Stormwater Inspection and Maintenance -- 8300	
<b>MANAGED BY</b>	George Remias Manager of Stormwater Inspection & Maintenance	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>		
<p>The Stormwater Inspection and Maintenance (SWIM) Department is responsible for the inspection and maintenance of regional stormwater system (RSS) assets under the Regional Stormwater Management Program (RSMP) and the Appendix 3 Green Infrastructure (GI) Assets under the Wastewater Program.</p> <ul style="list-style-type: none"><li>• Inspection Program – The inspection program 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&amp;C or Watershed Departments.</li><li>• 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.</li></ul>		
<b>2019 Accomplishments</b>		<b>2020 Goals</b>
<ul style="list-style-type: none"><li>• Improved customer and community response.</li><li>• Improved urgent storm response.</li><li>• Implemented maintenance projects to provide capacity assurance.</li><li>• Implemented maintenance projects to improve structural integrity.</li><li>• Improved the aesthetics and maintained the performance of the Appendix 3 GI sites.</li><li>• Integrated GIS and WAM for Work Order tracking.</li><li>• Improved the inventory of the RSS and GI assets.</li></ul>		<ul style="list-style-type: none"><li>• Improve customer and community response.</li><li>• Improve urgent storm response.</li><li>• Improve capacity assurance</li><li>• Improve structural integrity</li><li>• Maintain aesthetics and performance of the Appendix 3 GI Sites</li><li>• Transition from WAM to NEXGEN.</li><li>• Continue improve the inventory of the regional stormwater system assets.</li><li>• Expand Maintenance Service Contracts.</li><li>• Conduct root cause analysis on trouble assets.</li></ul>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>STORMWATER INSPECTION AND MAINTENANCE - -8300</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>Title</b>	<b>2019 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>Budget Variance</b>
Green Infrastructure Worker	3	0	3	3
<b>TOTAL FULL-TIME</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**STORMWATER INSPECTION AND MAINTENANCE - -8300**

**BUDGET REPORT BY LINE ITEMS**

	FY19 Actuals	FY20 Budget	Budget Variance
<b>Operating Expenses:</b>			
52050 - Maintenance Hourly	\$ 17,265	\$ 99,840	\$ 99,840
52250 - Maintenance Hourly Overtime	\$ 264	\$ -	\$ -
<b>Salaries and Wages</b>	<b>\$ 17,529</b>	<b>\$ 99,840</b>	<b>\$ 99,840</b>
52320 - Opers	\$ 2,404	\$ 13,978	\$ 13,978
52360 - Medicare	\$ 249	\$ 1,448	\$ 1,448
<b>Benefits</b>	<b>\$ 2,653</b>	<b>\$ 15,425</b>	<b>\$ 15,425</b>
<b>Total Salaries and Benefits</b>	<b>\$ 20,182</b>	<b>\$ 115,265</b>	<b>\$ 115,265</b>
<b>Professional Services:</b>			
52610 - General Professional Services	\$ -	\$ 115,000	\$ 115,000
<b>Professional Services</b>	<b>\$ -</b>	<b>\$ 115,000</b>	<b>\$ 115,000</b>
<b>Contractual Services:</b>			
52780 - Other Contractual Services	\$ -	\$ 705,000	\$ 705,000
<b>Contractual Services</b>	<b>\$ -</b>	<b>\$ 705,000</b>	<b>\$ 705,000</b>
<b>Total Other Operating Expenses</b>	<b>\$ -</b>	<b>\$ 820,000</b>	<b>\$ 820,000</b>
<b>Total Operating Expenses</b>	<b>\$ 20,182</b>	<b>\$ 935,265</b>	<b>\$ 935,265</b>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>STORMWATER INSPECTION AND MAINTENANCE -- 8300</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>Title</b>	<b>2019 Actuals</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>Budget Variance</b>
Contract Adminr SWIM	1	1	1	0
Stormwater Data Mnt Admin	2	2	2	0
Project Coord SWIM	2	2	2	0
Jr Stormwater Inspector	3	2	3	1
Stormwater Inspector	1	2	1	-1
Asset Rel Mgr SWIM	1	1	1	0
SWIM Mgr	1	1	1	0
SWIM Supvr	2	2	2	0
<b>TOTAL FULL-TIME</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>0</b>
Para Intern SWIM	3	4	3	-1
<b>TOTAL INTERNS</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>-1</b>
<b>TOTAL POSITIONS</b>	<b>16</b>	<b>17</b>	<b>16</b>	<b>-1</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT									
STORMWATER INSPECTION AND MAINTENANCE -- 8300									
BUDGET REPORT BY LINE ITEMS									
	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
Operating Expenses:									
52020 - Officials and Managers Salaries	\$	374,472	\$	383,969	\$	382,195	\$	383,788	\$ 1,593
52030 - Professionals Salaries	\$	289,122	\$	250,077	\$	385,973	\$	146,431	\$ (239,542)
52031 - Administrative Support Salaries	\$	107,139	\$	179,128	\$	129,973	\$	213,723	\$ 83,751
52034 - Technicians Salaries	\$	97,788	\$	82,375	\$	72,074	\$	235,537	\$ 163,462
52036 - Para-Professional Salaries	\$	59,529	\$	93,427	\$	152,585	\$	110,450	\$ (42,135)
52060 - Student Salaries	\$	45,922	\$	-	\$	-	\$	-	\$ -
52071 - Longevity	\$	1,200	\$	-	\$	1,600	\$	1,200	\$ (400)
52081 - Sick Buy Out	\$	-	\$	2,027	\$	-	\$	12,900	\$ 12,900
52236 - Para-Professional Overtime	\$	175	\$	378	\$	-	\$	-	\$ -
52260 - Student Overtime	\$	40	\$	-	\$	-	\$	-	\$ -
Salaries and Wages	\$	975,387	\$	991,381	\$	1,124,401	\$	1,104,030	\$ (20,371)
52310 - Health Care	\$	(18,766)	\$	-	\$	-	\$	-	\$ -
52311 - Health Care Opt-Out Full	\$	11,375	\$	-	\$	-	\$	-	\$ -
52320 - Opers	\$	132,009	\$	138,800	\$	157,416	\$	154,564	\$ (2,852)
52340 - Life Insurance	\$	(208)	\$	-	\$	-	\$	-	\$ -
52360 - Medicare	\$	13,583	\$	14,265	\$	16,304	\$	16,008	\$ (295)
52313 - Wellness Credit	\$	1,377	\$	-	\$	1,800	\$	1,800	\$ -
52370 - Uniform Allowance	\$	313	\$	380	\$	1,056	\$	1,056	\$ -
Benefits	\$	139,684	\$	153,445	\$	176,576	\$	173,429	\$ (3,147)
Total Salaries and Benefits	\$	1,115,071	\$	1,144,825	\$	1,300,976	\$	1,277,458	\$ (23,518)
Other Operating Expenses:									
Reimbursable Expens:									
52410 - Travel	\$	3,661	\$	5,107	\$	7,068	\$	10,510	\$ 3,442
52430 - Employee Education	\$	2,755	\$	4,337	\$	11,516	\$	7,665	\$ (3,851)
Reimbursable Expenses	\$	6,416	\$	9,444	\$	18,584	\$	18,175	\$ (409)
Utilities Expenes:									
Professional Services:									
52610 - General Professional Services	\$	-	\$	338	\$	-	\$	130,000	\$ 130,000
Professional Services	\$	-	\$	338	\$	-	\$	130,000	\$ 130,000
Contractual Services:									
52715 - Printing	\$	219	\$	272	\$	300	\$	300	\$ -
52730 - Dues and Subscriptions	\$	481	\$	865	\$	360	\$	896	\$ 536
52770 - Uniforms	\$	494	\$	-	\$	1,000	\$	1,000	\$ -
52775 - Licenses,Fees, And Permits	\$	-	\$	945	\$	1,000	\$	-	\$ (1,000)
52780 - Other Contractual Services	\$	1,540,123	\$	1,176,864	\$	2,559,860	\$	2,560,000	\$ 140
Contractual Services	\$	1,541,318	\$	1,178,946	\$	2,562,520	\$	2,562,196	\$ (324)

NORTHEAST OHIO REGIONAL SEWER DISTRICT									
STORMWATER INSPECTION AND MAINTENANCE -- 8300									
BUDGET REPORT BY LINE ITEMS									
	FY18		FY19		FY19		FY20		Budget
	Actuals		Actuals		Budget		Budget		Variance
<b>Materials and Supplies:</b>									
52805 - Office Supplies	\$	-	\$	807	\$	-	\$	1,000	\$ 1,000
52810 - Fuel and Oil	\$	-	\$	124	\$	-	\$	-	\$ -
52840 - Laboratory Supplies	\$	42	\$	20	\$	-	\$	-	\$ -
52845 - General Hardware Supplies	\$	1,330	\$	2,959	\$	4,000	\$	3,000	\$ (1,000)
52846 - Equipment And Instrumentation Parts	\$	1,523	\$	268	\$	6,000	\$	1,000	\$ (5,000)
52851 - Other Minor Equipment	\$	13,535	\$	13,862	\$	4,000	\$	9,000	\$ 5,000
52865 - Other Supplies	\$	2,435	\$	3,652	\$	2,000	\$	2,000	\$ -
52870 - Freight	\$	18	\$	95	\$	-	\$	-	\$ -
<b>Materials And Supplies</b>	<b>\$</b>	<b>18,882</b>	<b>\$</b>	<b>21,787</b>	<b>\$</b>	<b>16,000</b>	<b>\$</b>	<b>16,000</b>	<b>\$ -</b>
<b>Total Other Operating Expenses</b>	<b>\$</b>	<b>1,566,616</b>	<b>\$</b>	<b>1,210,514</b>	<b>\$</b>	<b>2,597,104</b>	<b>\$</b>	<b>2,726,371</b>	<b>\$ 129,267</b>
<b>Total Operating Expenses</b>	<b>\$</b>	<b>2,681,686</b>	<b>\$</b>	<b>2,355,339</b>	<b>\$</b>	<b>3,898,080</b>	<b>\$</b>	<b>4,003,829</b>	<b>\$ 105,749</b>

**BUDGET****CENTER:**

Health &amp; Safety - 8400

**MANAGED BY:**

Carla DeSantis

Manager of Health and Safety

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

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

<b>2019 Accomplishments</b>		<b>2020 Goals</b>	
*	Completed integration into Watersheds Regulatory Compliance department. Filled all open FTE positions with competent staff professionals. Improved H&S communications and reputation with other District departments.	*	Increase efficiency and effectiveness of H&S department through departmental cross-training, use of technological systems for data and task management, and development of departmental SOPs for consistency in program and process management.
*	Worked with IT to build and deploy new H&S Intranet page as employee resource for H&S information.	*	Work with IT to evaluate and select EHS management software to better track data, tasks, and recordkeeping, with goal of improving efficiency and effectiveness.
*	Finalized and began implementation of LOTO Program changes. Rectified compliance gaps and significantly reduced risk of accidents related to LOTO.	*	Continue refinement and deployment of improved programs/processes in the following: 1) Electrical Safety/Arc Flash PPE 2) Health & Safety Training Program
*	Continued progress to improve compliance and mitigate risk in the following: 1) Electrical Safety/Arc Flash PPE 2) Fleet and Driver Safety	*	1) Finalize and deploy District-wide Fleet and Driver Safety Program and Defensive Driver Safety CBT. 2) Finalize and deploy Supervisor Safety Training Modules (CBT and In Class)
*	1) Improved process of New Hire Safety Orientation training. 2) Built Ultipro LMS CBTs for Accident Reporting and Hearing Conservation	*	1) Finalize and deploy Day 1 New Hire Safety Orientation Training 2) Finalize and deploy H&S Training Calendar, Supervisor Safety Training Guide on District intranet page, and CBTs via Ultipro LMS
*	Began work on CIP to upgrade all fixed and portable atmospheric monitoring systems. Cost savings and replacement of defunct equipment.	*	Continue work on atmospheric monitoring systems project: 1) Fixed systems assessment/updating 2) Portable instrument/systems replacement

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>HEALTH AND SAFETY - 8400</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Health & Safety Coord	1	1	2	1
Health & Safety Mgr	1	1	1	0
Health & Safety Spec	4	4	4	0
<b>TOTAL FULL-TIME</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>1</b>
Para Intern H&S	0	2	2	0
<b>TOTAL INTERNS</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>TOTAL POSITIONS</b>	<b>6</b>	<b>8</b>	<b>9</b>	<b>1</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## HEALTH AND SAFETY - 8400

### BUDGET REPORT BY LINE ITEMS

	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Operating Expenses:</b>					
52020 - Officials and Managers Salaries	\$ 94,941	\$ 89,551	\$ 91,800	\$ 93,731	\$ 1,931
52030 - Professionals Salaries	\$ 304,411	\$ 296,732	\$ 340,910	\$ 264,532	\$ (76,378)
52031 - Administrative Support Salaries	\$ -	\$ 22,089	\$ -	\$ 137,931	\$ 137,931
52036 - Para-Professional Salaries	\$ 22,128	\$ 28,120	\$ 76,293	\$ 44,974	\$ (31,319)
52060 - Student Salaries	\$ 12,383	\$ -	\$ -	\$ -	\$ -
52071 - Longevity	\$ 300	\$ -	\$ 300	\$ 300	\$ -
52236 - Para-Professional Overtime	\$ 138	\$ 391	\$ 1,500	\$ 500	\$ (1,000)
52260 - Student Overtime	\$ 693	\$ -	\$ -	\$ -	\$ -
<b>Salaries and Wages</b>	<b>\$ 434,994</b>	<b>\$ 436,884</b>	<b>\$ 510,803</b>	<b>\$ 541,969</b>	<b>\$ 31,166</b>
52310 - Health Care	\$ (12,458)	\$ -	\$ -	\$ -	\$ -
52320 - Opers	\$ 59,012	\$ 60,692	\$ 71,512	\$ 75,876	\$ 4,363
52340 - Life Insurance	\$ (96)	\$ -	\$ -	\$ -	\$ -
52360 - Medicare	\$ 5,967	\$ 6,208	\$ 7,407	\$ 7,859	\$ 452
52313 - Wellness Credit	\$ 743	\$ -	\$ 979	\$ -	\$ (979)
52370 - Uniform Allowance	\$ 2,220	\$ 2,920	\$ -	\$ 3,640	\$ 3,640
52380 - Awards and Recognition	\$ 1,003	\$ 166	\$ 5,000	\$ 5,000	\$ -
<b>Benefits</b>	<b>\$ 56,390</b>	<b>\$ 69,986</b>	<b>\$ 84,898</b>	<b>\$ 92,374</b>	<b>\$ 7,476</b>
<b>Total Salaries and Benefits</b>	<b>\$ 491,384</b>	<b>\$ 506,870</b>	<b>\$ 595,701</b>	<b>\$ 634,343</b>	<b>\$ 38,642</b>
<b>Other Operating Expenses:</b>					
<b>Reimbursable Expens:</b>					
52410 - Travel	\$ 3,541	\$ 4,427	\$ 8,900	\$ 6,850	\$ (2,050)
52430 - Employee Education	\$ 1,545	\$ 4,318	\$ 6,000	\$ 4,000	\$ (2,000)
<b>Reimbursable Expenses</b>	<b>\$ 5,086</b>	<b>\$ 8,745</b>	<b>\$ 14,900</b>	<b>\$ 10,850</b>	<b>\$ (4,050)</b>
<b>Professional Services:</b>					
52610 - General Professional Services	\$ 58,438	\$ -	\$ 154,000	\$ 61,000	\$ (93,000)
52615 - General Professional Services-Training	\$ 9,953	\$ 22,150	\$ 83,000	\$ 226,520	\$ 143,520
<b>Professional Services</b>	<b>\$ 68,391</b>	<b>\$ 22,150</b>	<b>\$ 237,000</b>	<b>\$ 287,520</b>	<b>\$ 50,520</b>
<b>Contractual Services:</b>					
52715 - Printing	\$ 3,224	\$ 2,053	\$ 6,800	\$ 2,300	\$ (4,500)
52730 - Dues and Subscriptions	\$ 2,165	\$ 1,965	\$ 4,389	\$ 4,525	\$ 136
52770 - Uniforms	\$ 413	\$ 430	\$ 870	\$ 900	\$ 30
52780 - Other Contractual Services	\$ 72,200	\$ 88,725	\$ 141,500	\$ 80,500	\$ (61,000)
<b>Contractual Services</b>	<b>\$ 78,002</b>	<b>\$ 93,174</b>	<b>\$ 153,559</b>	<b>\$ 88,225</b>	<b>\$ (65,334)</b>

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## HEALTH AND SAFETY - 8400

### BUDGET REPORT BY LINE ITEMS

	FY18	FY19	FY19	FY20	Budget
	Actuals	Actuals	Budget	Budget	Variance
<b>Materials and Supplies:</b>					
52805 - Office Supplies	\$ 25	\$ 262	\$ 8,000	\$ 3,500	\$ (4,500)
52840 - Laboratory Supplies	\$ 12	\$ 6	\$ -	\$ -	\$ -
52845 - General Hardware Supplies	\$ 160	\$ 541	\$ -	\$ -	\$ -
52846 - Equipment And Instrumentation Parts	\$ 599	\$ 49	\$ -	\$ -	\$ -
52851 - Other Minor Equipment	\$ 11,413	\$ 28,353	\$ 41,600	\$ 23,300	\$ (18,300)
52860 - Postage,Ups	\$ -	\$ -	\$ -	\$ 150	\$ 150
52861 - Training Supplies	\$ 11,265	\$ 2,027	\$ 13,470	\$ -	\$ (13,470)
52865 - Other Supplies	\$ 2,635	\$ 1,154	\$ 1,020	\$ 2,470	\$ 1,450
52870 - Freight	\$ 30	\$ -	\$ 500	\$ -	\$ (500)
<b>Materials And Supplies</b>	<b>\$ 26,140</b>	<b>\$ 32,391</b>	<b>\$ 64,590</b>	<b>\$ 29,420</b>	<b>\$ (35,170)</b>
<b>Equipment Repair and Maintenance:</b>					
52920 - Equipment Repair and Maintenance	\$ 17,572	\$ 18	\$ 84,700	\$ 65,500	\$ (19,200)
<b>Equipment Repair And Maintenance</b>	<b>\$ 17,572</b>	<b>\$ 18</b>	<b>\$ 84,700</b>	<b>\$ 65,500</b>	<b>\$ (19,200)</b>
<b>Total Other Operating Expenses</b>	<b>\$ 195,189</b>	<b>\$ 156,477</b>	<b>\$ 554,749</b>	<b>\$ 481,515</b>	<b>\$ (73,234)</b>
<b>Total Operating Expenses</b>	<b>\$ 686,574</b>	<b>\$ 663,347</b>	<b>\$ 1,150,450</b>	<b>\$ 1,115,858</b>	<b>\$ (34,592)</b>

**BUDGET CENTER:** Environmental Services – 8500

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

<b>DESCRIPTION OF SERVICES PROVIDED</b>
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The Environmental Services department provides leadership and centralizes administrative support functions provided to the Analytical Services department (1900) and Water Quality & Industrial Surveillance department (1800). Environmental Services coordinates strategy development and implementation, coordinates efforts to address environmental initiatives where both field and laboratory resources are required, administers a quality program to ensure legally defensible data from field sample collection through laboratory sample analysis, monitors developing environmental and regulatory issues and works with internal departments to develop strategies to address these issues, and oversee customer programs and customer interaction. The major objectives for Environmental Services in 2020 are:

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

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

**Data management:** Finalize implementation of three new information management systems: Laboratory Information Management System (LIMS), Industrial Pretreatment Information Management System (PIMS), and Environmental Information Management System (EIMS). Develop end-user training and establish system governance teams for each system.

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

ACCOMPLISHMENTS & GOALS	
2019 Accomplishments	2020 Goals
New budget center established in 2020.	Participate in a NELAP audit conducted by our certifying body. Respond to all audit findings, implement appropriate corrective actions, as necessary.
	Go “live” with 3 new information management systems. Phase out existing system.
	Closely monitor all regulatory developments that impact the District. Provide stakeholder comments to governing bodies. Work with Legislative Affairs and Regulatory Compliance to ensure the District lobbies appropriately and is in the best position to comply with proposed or impending regulations.
	Work with internal departments to conduct a full review and revision of Titles I & II of the District’s <i>Code of Regulations</i> .
	Work with Finance department to develop Scope of Work for 2022-2026 rate study.
	Work with WQIS and Law to ensure industrial facilities in non-compliance do not threaten the District’s operations.

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>				
<b>ENVIRONMENTAL SERVICES - 8500</b>				
<b>ONE YEAR HISTORY AND BUDGET COMPARISON</b>				
<b>JOB TITLE</b>	<b>2019 ACTUALS</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>BUDGET VARIANCE</b>
Administrative Assistant	0	0	1	1
LIMS/PIMS Administrator	0	0	1	1
QAQC Specialist	0	0	1	1
Superintendent of Environmental Services	0	0	1	1
Supervisor of QAQC	0	0	1	1
<b>TOTAL FULL-TIME</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>

<b>NORTHEAST OHIO REGIONAL SEWER DISTRICT</b>	
<b>ENVIRONMENTAL SERVICES - 8500</b>	
<b>BUDGET REPORT BY LINE ITEMS</b>	
	<b>FY20 Budget</b>
<b>Operating Expenses:</b>	
52020 - Officials and Managers Salaries	\$203,221
52030 - Professionals Salaries	\$130,825
52031 - Administrative Support Salaries	\$47,840
52231 - Administrative Support Overtime	\$500
<b>Salaries and Wages</b>	<b>\$382,386</b>
52320 - Opers	\$53,534
52360 - Medicare	\$5,545
52370 - Uniform Allowance	\$600
<b>Benefits</b>	<b>\$59,679</b>
<b>Total Salaries and Benefits</b>	<b>\$442,065</b>
<b>Other Operating Expenses:</b>	
<b>Reimbursable Expens:</b>	
52410 - Travel	\$6,900
52430 - Employee Education	\$6,070
<b>Reimbursable Expenses</b>	<b>\$12,970</b>
<b>Contractual Services:</b>	
52730 - Dues and Subscriptions	\$450
<b>Contractual Services</b>	<b>\$450</b>
<b>Materials and Supplies:</b>	
52805 - Office Supplies	\$800
52865 - Other Supplies	\$1,000
<b>Materials And Supplies</b>	<b>\$1,800</b>
<b>Total Other Operating Expenses</b>	<b>\$15,220</b>
<b>Total Operating Expenses</b>	<b>\$457,285</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Engineering and Construction -- 9000
<b>MANAGED BY</b>	Devona A. Marshall Director of Engineering & Construction
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>Responsible for the planning, design construction management and project control of all program areas of the 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 2020 are:</p> <ul style="list-style-type: none"><li>• Manage the planning, design, bid, construction, and closeout of all plant CSO, collection system project and meet or exceed all E&amp;C KPIs</li><li>• Lead the administration of the CSO LTCP Consent Decree projects, including staffing the planning, design, and construction and providing strategic/technical support for CD modification efforts.</li><li>• Support O&amp;M: Carryout APM efforts, conduct operational reviews during design, provide support during startup and commissioning activities, support ORI tasks (HVAC, REF documentation), &amp; increase coordination/communications efforts.</li><li>• Support District and Local short-/long-term planning: Complete District-wide Solids Study &amp; Westerly Facilities Plan, and carryout Local Sewer System Evaluation Studies.</li><li>• Finalize standard documents (ex. RFQ, RFP, General Conditions) and develop Standard Operating Procedures for Design-Build contracts.</li><li>• Work with HR to implement promotions and equity adjustments based on E&amp;C Career Paths by April 2020.</li><li>• Strengthen diversity and inclusion within E&amp;C through D&amp;I training opportunity for managers.</li></ul>	

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Engineering and Construction -- 9000	
<b>MANAGED BY</b> Devona A. Marshall Director of Engineering & Construction	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2019 Accomplishments</b>	<b>2020 Goals</b>
<ul style="list-style-type: none"> <li>• KPI PR1: Delivered 85% of planned 2019 CIP Cashflow. <b>(90%)</b></li> <li>• KPI PR2: Meet District Business Opportunity Program goals (20%). <b>(28.47%)</b></li> <li>• KPI P1: Complete 2020 CIP validation process by October 2019 and prioritization by November 2019 to support 2020 budget process. <b>(Delivered on time)</b></li> <li>• KPI P2: Meet all of 6 required 2019 Consent Decree Compliance reporting and Performance Milestones. <b>(5 of 6)</b></li> <li>• KPI D1: Complete designs within 60 days of planned. <b>(+6 Days)</b></li> <li>• KPI D2: Identify \$15M VE saving of the planned 2019 CIP cashflow. <b>(\$61.1M)</b></li> <li>• KPI D3: Of the average lowest 3 bids received, EOPCC within 10%. <b>(-8.26%)</b></li> <li>• KPI D4: Award construction contracts within 60 days of planned. <b>(+20 Days)</b></li> <li>• KPI D5: Complete progressive design build Guaranteed Maximum Price (GMP) within 45 days average of planned. <b>(+28 Days)</b></li> <li>• KPI C1: Obtain construction substantial completion within 90 days of original contract substantial completion date. <b>(+37 Days)</b></li> <li>• KPI C2: On average, close construction contracts within 95% of original contract amount. <b>(90.44%)</b></li> <li>• KPI C3: Trend work orders by change categories as a percent of construction. <b>(4.49%)</b></li> </ul>	<ul style="list-style-type: none"> <li>• KPI PR1: Deliver 85% of planned 2020 CIP Cashflow.</li> <li>• KPI PR2: Meet District BOP goals.</li> <li>• KPI P1: Complete 2021 CIP validation process by October 2020 and prioritization by November 2020 to support 2021 budget process.</li> <li>• KPI P2: Meet all required 2020 Consent Decree Compliance reporting and Performance Milestones.</li> <li>• KPI D1: Complete designs within 60 days of planned.</li> <li>• KPI D2: Identify value engineering savings during Planning, Design and Construction Phase totaling \$12M of the planned 2020 Capital Improvement Program Cashflow</li> <li>• KPI D3: Of the average of lowest 3 bids received, Engineer estimates within <math>\pm</math> 10%.</li> <li>• KPI D4: Award construction contracts within 60 days of planned.</li> <li>• KPI D5: Complete progressive design build Guaranteed Maximum Price (GMP) within 45 days average of planned</li> <li>• KPI C1: Obtain construction substantial completion within 90 days of original contract substantial completion date.</li> <li>• KPI C2: On average, close construction contracts within 95% of original contract amount.</li> <li>• KPI C3: Report out work orders by change categories as a percent of construction.</li> </ul>

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
ENGINEERING AND CONSTRUCTION - - 9000				
ONE YEAR HISTORY AND BUDGET COMPARISON				
JOB TITLE	2019 ACTUALS	2019 BUDGET	2020 BUDGET	BUDGET VARIANCE
BA & Project Lead	0	1	0	-1
Col Sys Des / Const Coord	1	1	1	0
Commissioning Mgr	1	1	1	0
Const Mgr	3	3	3	0
Const Supvr E&C	0	9	0	-9
Const Supvr I	6	0	6	6
Const Supvr II	3	0	3	3
Const Supvr III	7	0	7	7
Const Tech I	1	0	1	1
Const Tech II	5	0	5	5
Deputy Director Of E&C	1	1	1	0
Design Mgr	1	1	1	0
Director Of Engr & Const	1	1	1	0
Document Cntrl Assoc	0	1	0	-1
E & C.Const Tech	0	6	0	-6
E & C.Cost Engr	0	1	0	-1
E & C.Document Cntrl Spec	0	2	0	-2
E & C.Eng Tech	0	1	0	-1
E & C.Engr	0	3	0	-3
E & C.Process Controls Mgr	0	1	0	-1
E & C.Proj Mgmt Sys Dev	0	1	0	-1
E & C.Project Cntrls Mgr	0	1	0	-1
E & C.Project Engr	0	2	0	-2
E&C Business Process Assoc	0	1	0	-1
E&C Site Proc/QA Analyst	0	1	0	-1
Eng Tech II	1	0	0	0
Exec Asst E&C	1	1	1	0
O & M.Process Spec	0	1	0	-1
P/Q A Analyst I	1	0	1	1
Planning Mgr	1	1	1	0
Process & QA Analyst	0	1	0	-1
Program Mgr E & C	2	2	2	0
Project Cntrls Spec	0	2	0	-2
Project Engr I	3	0	4	4
Project Mgmt Sys Admin	0	1	0	-1
Project Mgr E&C	0	4	0	-4
Project Mgr I	1	0	1	1
Project Mgr II	1	0	2	2
Project Mgr III	6	0	6	6
Sr Const Supvr	0	7	0	-7
Sr Project Engr	0	5	0	-5
<b>TOTAL FULL-TIME</b>	<b>47</b>	<b>64</b>	<b>48</b>	<b>-16</b>
B-STEM Intern O&M	0	1	0	-1
Para Intern Maint Svcs	0	1	1	0
<b>TOTAL INTERNS</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>-1</b>
<b>TOTAL POSITIONS</b>	<b>47</b>	<b>66</b>	<b>49</b>	<b>-17</b>

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
ENGINEERING AND CONSTRUCTION - - 9000						
BUDGET REPORT BY LINE ITEMS						
	FY18	FY19	FY19	FY20	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
<b>Operating Expenses:</b>						
52020 - Officials and Managers Salaries	\$ 1,407,539	\$ 1,735,453	\$ 1,313,041	\$ 3,022,243	\$ 1,709,202	
52030 - Professionals Salaries	\$ 3,606,695	\$ 2,494,969	\$ 3,792,257	\$ 884,473	\$ (2,907,784)	
52031 - Administrative Support Salaries	\$ 158,504	\$ 75,715	\$ 162,150	\$ 55,080	\$ (107,070)	
52034 - Technicians Salaries	\$ 15,994	\$ 110,722	\$ -	\$ 337,674	\$ 337,674	
52036 - Para-Professional Salaries	\$ 10,211	\$ 25,314	\$ 34,158	\$ 34,158	\$ -	
52060 - Student Salaries	\$ 43,603	\$ -	\$ 30,254	\$ -	\$ (30,254)	
52071 - Longevity	\$ 11,500	\$ -	\$ 11,500	\$ 11,700	\$ 200	
52081 - Sick Buy Out	\$ 37,948	\$ 33,950	\$ 44,700	\$ 38,800	\$ (5,900)	
52231 - Administrative Support Overtime	\$ 100	\$ 9	\$ -	\$ -	\$ -	
52236 - Para-Professional Overtime	\$ 54	\$ 115	\$ -	\$ -	\$ -	
52260 - Student Overtime	\$ 49	\$ -	\$ -	\$ -	\$ -	
<b>Salaries and Wages</b>	<b>\$ 5,292,197</b>	<b>\$ 4,476,246</b>	<b>\$ 5,388,060</b>	<b>\$ 4,384,127</b>	<b>\$ (1,003,933)</b>	
52310 - Health Care	\$ (120,167)	\$ -	\$ -	\$ -	\$ -	
52311 - Health Care Opt-Out Full	\$ 43,225	\$ -	\$ -	\$ -	\$ -	
52320 - Ops	\$ 725,281	\$ 625,292	\$ 753,404	\$ 613,778	\$ (139,627)	
52340 - Life Insurance	\$ (2,040)	\$ -	\$ -	\$ -	\$ -	
52360 - Medicare	\$ 73,207	\$ 63,580	\$ 78,031	\$ 63,570	\$ (14,461)	
52313 - Wellness Credit	\$ 7,863	\$ -	\$ 8,424	\$ 8,424	\$ -	
52370 - Uniform Allowance	\$ 7,833	\$ 7,200	\$ -	\$ 7,500	\$ 7,500	
<b>Benefits</b>	<b>\$ 735,202</b>	<b>\$ 696,072</b>	<b>\$ 839,860</b>	<b>\$ 693,272</b>	<b>\$ (146,588)</b>	
<b>Total Salaries and Benefits</b>	<b>\$ 6,027,399</b>	<b>\$ 5,172,317</b>	<b>\$ 6,227,919</b>	<b>\$ 5,077,399</b>	<b>\$ (1,150,521)</b>	
<b>Other Operating Expenses:</b>						
<b>Reimbursable Expenses:</b>						
52410 - Travel	\$ 39,693	\$ 36,084	\$ 53,000	\$ 53,000	\$ -	
52430 - Employee Education	\$ 21,706	\$ 21,381	\$ 32,000	\$ 32,000	\$ -	
<b>Reimbursable Expenses</b>	<b>\$ 61,398</b>	<b>\$ 57,466</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ -</b>	
<b>Professional Services:</b>						
52610 - General Professional Services	\$ 10,344,406	\$ 11,009,616	\$ 10,700,000	\$ 6,350,000	\$ (4,350,000)	
<b>Professional Services</b>	<b>\$ 10,344,406</b>	<b>\$ 11,009,616</b>	<b>\$ 10,700,000</b>	<b>\$ 6,350,000</b>	<b>\$ (4,350,000)</b>	
<b>Contractual Services:</b>						
52715 - Printing	\$ 5,001	\$ 1,978	\$ 8,000	\$ 8,000	\$ -	
52730 - Dues and Subscriptions	\$ 35,084	\$ 29,496	\$ 48,700	\$ 48,700	\$ -	
52770 - Uniforms	\$ 1,407	\$ 230	\$ 15,000	\$ 7,500	\$ (7,500)	
<b>Contractual Services</b>	<b>\$ 41,492</b>	<b>\$ 31,704</b>	<b>\$ 71,700</b>	<b>\$ 64,200</b>	<b>\$ (7,500)</b>	
<b>Materials and Supplies:</b>						
52805 - Office Supplies	\$ 13,005	\$ 1,233	\$ 15,000	\$ 15,000	\$ -	
52810 - Fuel and Oil	\$ 4,413	\$ 4,738	\$ 7,000	\$ 7,000	\$ -	
52840 - Laboratory Supplies	\$ 15	\$ 3	\$ -	\$ -	\$ -	
52845 - General Hardware Supplies	\$ 415	\$ 926	\$ 2,500	\$ 2,500	\$ -	
52846 - Equipment And Instrumentation Parts	\$ 2,382	\$ -	\$ 1,000	\$ 1,000	\$ -	
52851 - Other Minor Equipment	\$ 115	\$ -	\$ 5,000	\$ 5,000	\$ -	
52865 - Other Supplies	\$ 298	\$ 367	\$ 2,000	\$ 2,000	\$ -	
52870 - Freight	\$ 10	\$ 13	\$ -	\$ -	\$ -	
<b>Materials And Supplies</b>	<b>\$ 20,653</b>	<b>\$ 7,280</b>	<b>\$ 32,500</b>	<b>\$ 32,500</b>	<b>\$ -</b>	
<b>Total Other Operating Expenses</b>	<b>\$ 10,467,949</b>	<b>\$ 11,106,065</b>	<b>\$ 10,889,200</b>	<b>\$ 6,531,700</b>	<b>\$ (4,357,500)</b>	
<b>Total Operating Expenses</b>	<b>\$ 16,495,348</b>	<b>\$ 16,278,382</b>	<b>\$ 17,117,119</b>	<b>\$ 11,609,099</b>	<b>\$ (5,508,021)</b>	

# 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
HIPPA	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 Waste Water Treatment Plant

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

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

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **GLOSSARY OF TERMS**

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

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

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

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

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

**CSO LTCP** – Combined Sewer Overflow Long Term 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 1<sup>st</sup> each year.

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

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

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

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

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

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

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

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

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

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **GLOSSARY OF TERMS**

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

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

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

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

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

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

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

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

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

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

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

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **GLOSSARY OF TERMS**

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

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

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

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

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

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

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

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

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

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



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