

MINUTES
NORTHEAST OHIO REGIONAL SEWER DISTRICT
BOARD OF TRUSTEES MEETING
NOVEMBER 19, 2020

A Regular Meeting of the Board of Trustees of the Northeast Ohio Regional Sewer District was called to order at 12:30 p.m. by Darnell Brown.

President Brown opened the meeting by addressing the COVID-19 pandemic, and read the following statement:

Due to the COVID emergency, we are again conducting our Board meeting via live stream video conference using the Zoom Video Communications tool and pursuant to House Bill 197.

Members of the public may have access to the meeting using the Zoom login link found on the top of the District website, and those who wished to address the Board were able to make that request through the Zoom system prior to the start of the meeting.

I. Roll Call

PRESENT: Darnell Brown
Ronald Sulik
Samuel Alai
Terence Joyce
Jack Bacci
Timothy DeGeeter
Sharon Dumas

The Secretary informed the President that a quorum was in attendance, remotely.

II. Approval of Minutes

MOTION – Mayor Bacci moved, and Mr. Joyce seconded to approve the Minutes of the November 5, 2020, Board Meeting. Without objection, the motion carried unanimously.

III. Public Session

There were no items

IV. Chief Executive Officer's Report

Kyle Dreyfuss-Wells, Chief Executive Officer, began her report by providing an update regarding the District's ongoing COVID-19 pandemic response. Ms. Dreyfuss-Wells informed the Board that as of November 19, 2020, the District has a total of thirty employees with confirmed diagnoses, of whom fifteen have recovered and returned to work, eight have recovered and are in

various stages of the return-to-work process, and seven are convalescing. There are five additional employees who are symptomatic and awaiting test results. The District wishes them a full and speedy recovery.

The District is monitoring the COVID-19 situation locally and statewide. In response to the Cuyahoga County Board of Health's recent stay-at-home advisory, reconstitution efforts across District facilities have been paused and will return to pre-September 1, 2020 teleworking arrangements effective November 23, 2020 and continuing at least until January 1, 2021.

On November 6, the District hosted its second annual Sewer University for executive assistants from member communities. Sewer University is a program that has been in place for several years to introduce people from various audiences to sewers and stormwater. This year's event was held virtually and was coordinated by District Administration and External Affairs, and Watershed Programs and focused on stormwater management. In addition to executive assistants, the District included community development corporations and engagement specialists for the City of Cleveland. There were thirty-five participants from twenty member communities and eight community development corporations.

On November 17, University Circle, Inc. recognized the Doan Brook Restoration Project with their Building the Circle Award, at their annual meeting. Ms. Dreyfuss-Wells provided photographs from the project site and advised the Board that it was a \$2.4 million project which restored floodplain access, addressed severe erosion, provided extensive riparian corridor restoration, and improved stream function along 960 feet of the Doan Brook adjacent to the Cleveland Museum of Art. This was a successful collaboration with the Cleveland Museum of Art, Nord Family Greenway, Ohio Historic Preservation Office, City of Cleveland, and the Ohio Department of Preservation. This project was completed in conjunction with a 6.5-acre landscape and trail project performed by the Cleveland Museum of Art and is an example of the collaboration that goes into projects in the city and across Northeast Ohio. The District is greatly appreciative of the award from University Circle, Inc.

Ms. Dreyfuss-Wells invited Eric Luckage, Chief Legal Officer, to provide an update regarding the virtual meeting rule in Ohio.

Mr. Luckage informed the Board that the Ohio Senate unanimously approved House Bill 404, which includes a provision extending the authority to hold remote public meetings through July 1, 2021. The expectation is that the House will concur with the changes today and the Bill will be sent to Governor DeWine for approval.

V. Action Items

Authorization to Advertise

Resolution No. 326-20 Authorization to publish notice calling for bids, in accordance with Ohio Revised Code Chapter 6119, for the delivery of up to 232,000 gallons of Sodium Bisulfite Solution to all Wastewater Treatment Plants with an anticipated expenditure of \$260,000.00.

Resolution No. 327-20 Authorization to publish notice calling for bids, in accordance with Ohio Revised Code Chapter 6119, for construction and repair services under the Westerly Wastewater Treatment Center Primary Effluent Pump #1 Repair project with an anticipated expenditure of \$210,000.00.

Resolution No. 328-20 Authorization to publish notice calling for bids, in accordance with Ohio Revised Code Chapter 6119, for the Southerly Building Demolition project with an anticipated expenditure of \$19,800,000.00.

MOTION – Mr. Sulik moved, and Mr. Joyce seconded to adopt Resolution Nos. 326-20 through 328-20. After the following discussion, without objection, the motion carried unanimously.

President Brown asked for an overview of the project involved with Resolution No. 328-20. Devona Marshall, Director of Engineering and Construction, advised that this project is the result of a planning study performed in recent years that evaluated several buildings that have been decommissioned in terms of the processes that were contained in them. The study resulted in the identification of buildings that could be partially or completely demolished, based on a cost analysis of whether it is most effective to demolish, repurpose or maintain the facilities as-is. As a result of this study, the District began design of this project one year ago. The District will completely demolish six buildings and their equipment, partially demolish a seventh building, and partially demolish and repurpose an eighth building. This process will require the rerouting of some existing utilities and process piping that runs through those facilities. The space left behind by the demolition will be repurposed into green space that can also be used for construction lay-down in the future. This project will allow for the elimination of safety concerns and upkeep costs for the decommissioned buildings.

Authorization to Issue Request for Proposals (RFP)

Resolution No. 329-20 Authorization to issue an RFP, in accordance with Ohio Revised Code Chapter 6119, for Risk and Audit Management Software Acquisition and Implementation necessary to support the Internal Audit department in the management of risks impacting the District.

MOTION – Ms. Dumas moved, and Mayor Bacci seconded to adopt Resolution No. 329-20.

Without objection, the motion carried unanimously.

Authorization to Enter Into Agreement

Resolution No. 330-20 Authorization to enter into an agreement with the Cuyahoga County Department of Public Works for grit disposal at the Southerly Wastewater Treatment Center for revenue to the District in an amount not-to-exceed \$1,072,000.00.

MOTION – Mayor Bacci moved, and Mayor Alai seconded to adopt Resolution No. 330-20. Without objection, the motion carried unanimously.

Authorization to Enter Into Contract

Resolution No. 331-20 Authorization to enter into a three-year requirement contract with Aqua Science, Inc. for water testing and treatment services for boilers, cooling towers, and closed loop water systems at all District facilities in an amount not-to-exceed \$91,670.00.

Resolution No. 332-20 Authorization to enter into a three-year contract with Synovia Solutions/dba CalAmp, LLC for GPS Services for District road vehicles including the lease of GPS equipment under the District's membership in the Sourcewell cooperative purchasing program in an initial amount not-to-exceed \$100,188.00, with an additional two-year option to renew the contract to be exercised by the CEO at her discretion for an additional amount not-to-exceed \$66,792.00, thereby bringing the total contract amount not-to-exceed \$166,980.00.

Resolution No. 333-20 Authorization to enter into construction contract with RiverReach Construction for the Hemlock Creek Streambank Stabilization project in an amount not-to-exceed \$60,891.60.

MOTION – Mr. Joyce moved, and Mr. Sulik seconded to adopt Resolution Nos. 331-20 through 333-20. After the following discussion, without objection, the motion carried unanimously.

President Brown asked, regarding Resolution No. 332-20, whether the information obtained through tracking is shared with managers and how it is utilized. Frank Foley, Director of Operation and Maintenance, explained that the information is provided to the District in real-time and updated every thirty seconds. The District will establish the rights for different managers throughout the organization to be able to monitor the vehicles in the field within their area of responsibility. It will allow for managers to locate vehicles in the field in case of emergency, help to deploy resources more efficiently, and provide engine run time data and vehicle trouble codes for maintenance purposes.

Property Related Transaction

Resolution No. 334-20 Authorization to appropriate one permanent sewer easement on property known as part of PPN 108-08-024, located at 559 East 99th Street, in the City of Cleveland, owned by John Jackson, necessary for the construction and maintenance of the Shoreline Storage Tunnel project, and to deposit \$300.00 with the Cuyahoga County Probate Court as consideration for the same.

Resolution No. 335-20 Authorizing the District to acquire one temporary easement on property known as part of PPN 132-20-022, located at 6933 Ottawa Road, in the City of Cleveland, owned by Judith A. Ausherman and Michelle M. Dunn, necessary for the construction of the Morgan Burke Systems Improvement project with total consideration of \$500.00.

Resolution No. 336-20 Authorization to appropriate one temporary easement on property known as part of PPN 132-20-064, located at 6928 Worley Avenue, in the City of Cleveland, owned by Cerrone Edwards, necessary for the construction of the Morgana and Burke Systems Improvement project, and to deposit \$300.00 with the Cuyahoga County Probate Court as consideration for the same.

MOTION – Mayor Alai moved, and Mayor Bacci seconded to adopt Resolution Nos. 334-20 through 336-20. Without objection, the motion carried unanimously.

VI. Information Items

Mohan Kurup, Director of Information Technology, provided project updates beginning with the Environmental, Health, and Safety (EH&S) software update performed this year. The EH&S department requested assistance as they had been using Word, Excel, and other Office products to capture their data, making the information static and only useful for providing look-back data. The IT Department in collaboration with EH&S were able to implement an off-the-shelf solution and configure it to the department requirements to increase efficiency and tracking abilities. The program provides a central repository of information and allows for metrics and key performance indicator tracking. It is expected to go live at the end of the month.

The data warehouse is an in-house system that compiles data from multiple sources including the Cleveland Division of Water, Oracle, EBS, Census, and other sources, and allows the District to run reports that would not be possible in any of the individual systems. The current phase of the development project is looking to give access to real-time abatements to customer accounts. Abatements refer to any reduction in an outstanding amount owed such as payments or bill corrections.

Regarding the Geographic Information System (GIS), IT has partnered with the GIS Department and product vendor ESRI to perform an upgrade to the system and provide additional functionality to GIS. This includes allowing internal and external users to visualize data spatially and collaborate. Additionally, the database it relies upon will be upgraded from Oracle 12C to the most recent and stable version, Oracle 19C.

IT is implementing a cashflow reporting dashboard using Oracle Analytics Cloud, which will allow teams to run real-time spend reports, and provide more data to better inform decision making. The dashboards will provide the ability to report on actual cashflow spend and to identify those projects related to Project Clean Lake, Stormwater Design, and Construction.

The Tuition Assistance Program Phase 2 Project converted a very manual process that required employees to gather multiple pieces of data and connect with someone in HR to perform a lot of data entry to get reimbursement for tuition assistance. The new system is integrated into the expense module of Oracle to ensure that the District's rules and expense policies regarding tuition assistance are adhered to. The new process eliminates paper and manual processing, and reduces the time and effort required to process those payments.

The Avaya phone system received an upgrade to improve integration with some of the software that Customer Service uses, and improved system resiliency by replacing the hardware and software that the system runs on. It also improved functionality, including providing Customer Service representative with a virtual phone to be used through their District laptops while working remotely, and creating the possibility of expanding customer service hours.

The District is upgrading the ProWatch system, to improve the functionality of the system that is used for card access to secured areas of the District.

The CMMS-EBS interface project is to support another project that the Technical Services Group is leading to replace the WAM product with NEXGEN computerized maintenance software. It will integrate CMMS with the Oracle EBS financial system.

The analytical services document scanning solution will improve efficiencies such as allowing the lab to scan documents and have it automatically assigned to the right folder rather than manually scanning, emailing, and saving the document. This will reduce time and effort spent by staff.

The IT Department is also supporting several non-IT projects. For example, the lab is looking to protect 78 pieces of critical equipment with uninterruptable power supplies, so IT is assisting with that project as well as a number of fiber replacement projects across the District.

Information security is an ongoing concern with District-wide involvement. The Information Security Work Group is comprised of representatives from many departments such as IT, Human Resources, Audit, and Engineering and Construction to name a few. This group provides written guidelines and procedures for a variety of circumstances to protect District information and respond to incidents in an organized fashion.

With regards to IT support, the District implemented the Cherwell system last year which allows IT to collect data such as the number of tickets created, what types of tickets are created, how long they take to close, and who is closing them. This data allows for the development of metrics to measure and improve department performance. The IT Department is also tracking hardware deployments. So far this year, 320 computers have been deployed, versus 233 for 2019, a 37% increase, due in large part to teleworking.

The IT Department implemented the Change Request Dashboard which is available to all employees to view the status of their request. A risk management feature has been added to discern the amount of risk involved with a change and the sign-off requirement is escalated based on that amount of risk. It also provides a record of opened and closed tickets and provides data about workloads to help forecast staffing needs based on historical data.

The Oracle database which supports District applications such as Oracle EBS, WAM, and others was up and running 99.96% of the time based on tracking. The hope is to have that kind of data for each individual application in the future.

The IT Department sends satisfaction surveys to its internal customers and the Department's performance currently is 4.88 out of 5 potential points, which is up from last year which was 4.83. Given the additional workload, increased deployments, and telework status, the team is performing very well.

The IT Department has made great improvements to asset management through improved tracking dashboards to provide more accurate analysis of location, assigned employees, software installed, and equipment life cycle. A computer refresh schedule dashboard was created to track computers due to be replaced. Additionally, the off-boarding process has been improved to automatically notify managers of equipment collected and ensuring that data from the equipment is properly preserved.

Regarding the change request approval workflow, it was expanded so that the change control can require approvals from staff outside of IT so that the primary stakeholders of systems implicated in a change are notified and required to provide their approval.

Ms. Marshall began the Capital Improvement Program update for October 2020 by advising the Board that the construction update is contained in their information packets, and by introducing Lita Laven, Engineering and Construction Project Manager, who would provide a monthly feature presentation update regarding the 2021 Capital Improvement planning process.

Regarding cashflow, October ended at 73% of planned, which is consistent with September, and down from the previous few months that closed at 75% to 76%, with \$14 million paid out in October and \$140 million year-to-date. It is projected that the total spent will be \$170 million through year's end, which is below the key performance indicator (KPI) of 85% of planned which was \$230 million. The main reason for the decreased spending is the delay in the mining of the Westerly Storage Tunnel, due to slower than planned mining production and COVID-19. It is

anticipated that the mining will be complete early next year if the mining continues to move forward at the current rate.

The design of the Southerly Building Demolition Project was completed within 60 days of planned, meeting the KPI. Substantial completion of two construction projects was achieved in October. The Southerly Plant Fire Safety and Code Project reached substantial completion within 90 days of planned, meeting that KPI. Substantial completion of the East 140th Consolidation and Relief Sewer Project was achieved as part of Project Clean Lake; however, it did not meet the KPI as it was not achieved within 90 days of planned.

A site restoration services contract was closed in October. It was a \$204,000 construction contract that closed within 95% of the original contract amount meeting that KPI. Although there was no Business Opportunity Program (BOP) goal established due to the size and nature of the project, the projected actual BOP participation is 16.5% in the category of WBE. Total work orders came in at 6.6% which equates to \$13,500, which fell under the categories of owner requested changes and differing and unforeseen site conditions.

The construction contract for the Site Restoration Phase 2 Project was also closed in October. It was a \$420,000 contract that did not close within 95% of the original contract amount meaning that KPI was not met. The BOP KPI for this project was met as it was set at 10% MBE/WBE and 5% SBE and the projected actuals are 16.6% MBE/WBE and 81.6% SBE. The total work orders for the project as a percent of construction were 8.54%, equaling \$36,000, which fell under the categories of community benefit and differing and unforeseen site conditions.

The construction contract for the Southerly Plant Second Stage Lift Station Improvements was closed. It was a \$9.6 million construction contract which closed within 95% of the original contract amount, meeting that KPI. The KPI for BOP was met and exceeded as the goals were set at 8% MBE/WBE and 5% SBE, and the projected actuals are 9.71% MBE/WBE and 31.49% SBE. The total work orders as a percent of construction totaled 3.93% at \$378,000.

Ms. Marshall invited Lita Laven to present the 2021 Capital Improvement Program update.

Ms. Laven advised the Board that she has been managing the Capital Improvement Program (CIP) process for the past five years and would provide a brief overview of how the process develops through collaboration with District staff and the use of existing resources.

Ms. Laven provided a graph demonstrating the workflow process and explained that the process evolves throughout the year with the bulk of the effort being performed in the second half of the year. Engineering and Construction collaborates with various budget centers and internal staff to prioritize non-CSO projects through a scoring process and ensure that the Consent Decree needs are met, and budget is allocated accordingly. Engineering and Construction works closely with the Finance Department to ensure that the cashflow developed in the CIP process aligns with the rate model.

This year, the team took a different approach in planning for 2021, as they identified that the nominations were due from the budget centers at the same time as the water pollution control loan funding applications are due. This year, the team adjusted its timeframe to receive the CIP nominations ahead of that due date and worked with Finance to identify which CIP projects may require loan funding. Additionally, there were virtual scoring workshops this year, as opposed to the usual in-person workshops. Engineering and Construction worked with approximately fifty staff members from various District departments and budget centers to gain understanding of what issues could be addressed through the CIP. As a result of the scoring workshops, there were 55 new CIP project nominations, 33 of which are from the Westerly Facilities Plan and 22 are from various other budget centers.

Approximately 75% of the project nominations have been added to the existing CIP to develop an annual maximum projected cashflow for a ten-year planning period. The cashflow for these projects includes the whole contract value and full allowances for budget planning because they are contracted. When adding new projects, it is also necessary consider the number of active projects to estimate the project management and construction resources.

Ms. Laven provided a graph demonstrating historical estimated cashflow since 2012. Historically, the range has been \$200 million to \$275 million over the past eight years and typically 80% of the estimated cashflow is spent, but slightly less for 2020.

Ms. Laven provided a graph demonstrating future cashflow for the upcoming ten years and explained that the projects are divided into CSO and non-CSO categories. It is projected that 2021 will have the lowest cashflow in the past ten years and peak cashflow is projected to occur in 2024. Due to 2020 impacts, there will likely be cashflow that will push into 2021. Each year, approximately 60% to 70% is budgeted to CSO projects and the remainder to non-CSO projects. As for future resource needs, there are 78 active projects scheduled for 2021 and the needs will be evaluated to ensure appropriate distribution of staffing resources.

Of note, there are repair and renewal placeholders from the Asset Management Group which will develop into actual projects in the future.

The team is currently in the process of refining the Capital Improvement Plan cashflow and adjusting schedules and budgets accordingly. The refinements will continue until the plan is finalized in January and budgets will likely shift due to active cashflow spends and pending information from the rate study.

Of note, one of the challenges of developing the CIP was creating new projects totaling \$50 million in construction costs from 33 project nominations from the Westerly Facilities Plan. These new projects had to be scheduled in conjunction with other projects that will be beginning construction at that site. Establishing a schedule for multiple projects within the confined footprint of the plant within a realistic timeframe has taken significant effort.

Ms. Laven closed her presentation by informing the Board that Engineering and Construction will provide a budget to Finance for the Capital Improvement Plan in December. The plan will be finalized in 2021 and presented to the stakeholders and memorialized in a report.

Open Session

There were no items

VII. Public Session (any subject matter)

There were no items.

VIII. Executive Session

Mayor Bacci, pursuant to Ohio Revised Code Section 121.22(G), moved and Mayor Alai seconded to enter executive session to consider the employment and compensation of a public employee. By roll call vote, the Board voted unanimously and entered into executive session from 1:27 p.m. until 2:00 pm.

IX. Approval of Items from Executive Session

N/A

X. Adjournment

MOTION – President Brown stated business having been concluded, he would entertain a motion to adjourn. Mayor Bacci moved, and Mr. Sulik seconded the motion to adjourn at 2:01 p.m. Without objection, the motion carried unanimously.



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



Darnell Brown, President
Board of Trustees
Northeast Ohio Regional Sewer District