

Board of Trustees



Standing: Mayor Gerald M. Boldt, Andrew T. Ungar, Mayor Thomas J. Longo, Michael L. Nelson. Seated: Vice President Sheila J. Kelly, President Gary W. Starr, Secretary Michael Konicek.

Senior Staff



From left to right: Director of Engineering and Construction Charles J. Vasulka, General Counsel William B. Schatz, Director of Finance David A. DeMarco, Executive Director Erwin J. Odeal, Deputy Executive Director Kenneth A. Pew, Director of Plant Operation and Maintenance Will R. Baylis.

Cover artwork is an impressionistic painting created by Clark Elementary School students.

Their names and photograph appear on the back cover. The Northeast Ohio Regional Sewer District is Clark Elementary School's first Corporate Partner.

Message from the President and the Executive Director



Seated: Executive Director Erwin J. Odeal Standing: President Gary W. Starr

By now, most Clevelanders are aware of the resurrection of Lake Erie and the Cuyahoga River, as well as the role the Northeast Ohio Regional Sewer District has played in that rebirth. What may not be as readily apparent is the role each resident has in maintaining the health and vigor of our great lake.

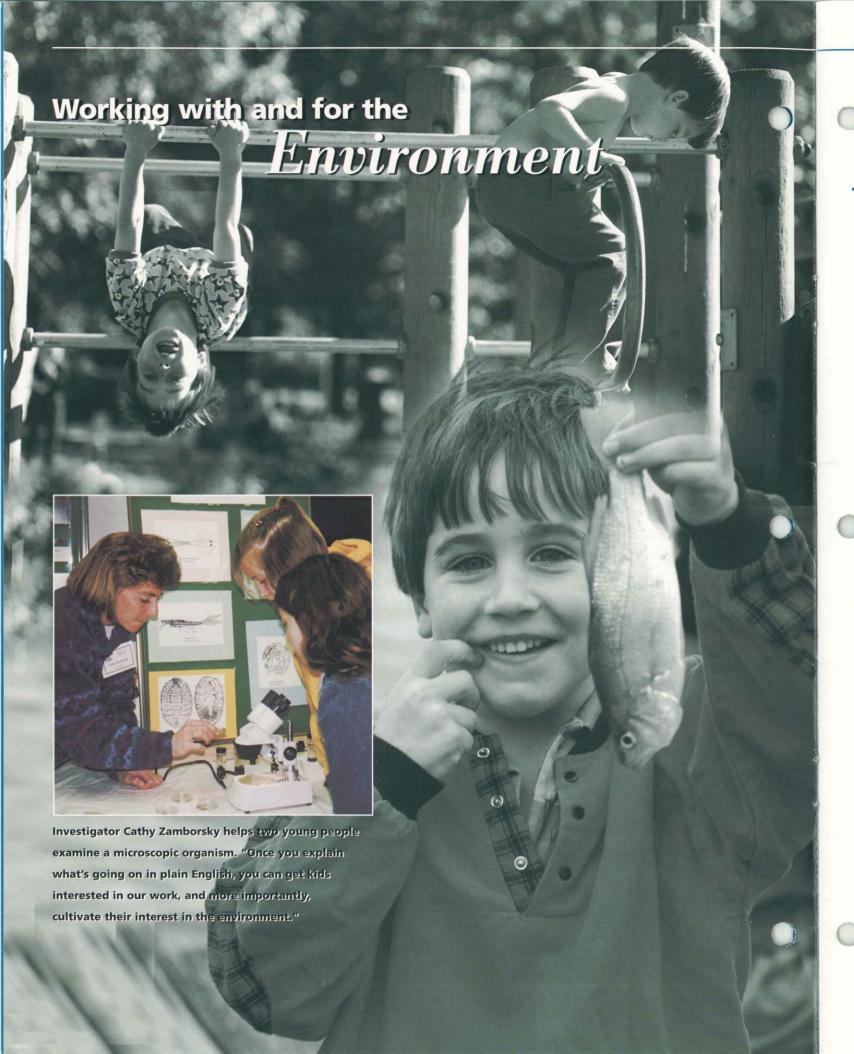
As part of our 25th anniversary celebration, the District organized several events inviting the community to learn how they can personally help protect area waterways. Our educational outreach efforts are meant to encourage the spirit of working together which is critical

for the long-term success of any city. In that regard, we recognize that we cannot ask for help without giving it. In 1997, the District also gave back to the Cleveland community in ways that were not necessarily related to our primary responsibility of "protecting your clean water investment."

Inside this year's Annual Report, you will find the stories behind our outreach efforts along with some of the employees who made them happen. In retrospect we recognize that our unspoken goal was to connect with the children of our community, frankly because in their hands, they hold the future.

However, those outreach efforts did not detract us from initiating, maintaining and completing our environmental goals. As proof, we offer a comprehensive list of accomplishments, awards, and our usual plant performance and financial graphs.

But mostly we wish to inspire you; perhaps you already take an active role in helping your community. If so, you'll see that you're not alone. If you have not made that first step into community advocacy, perhaps our humble efforts will persuade you to begin.



s a wastewater treatment agency, our major responsibility is to clean wastewater. But our responsibilities actually cover a much broader perspective. Twenty-five years of treating wastewater and discouraging the pollution of our lakes and streams has earned us the role as protectors of the environment.

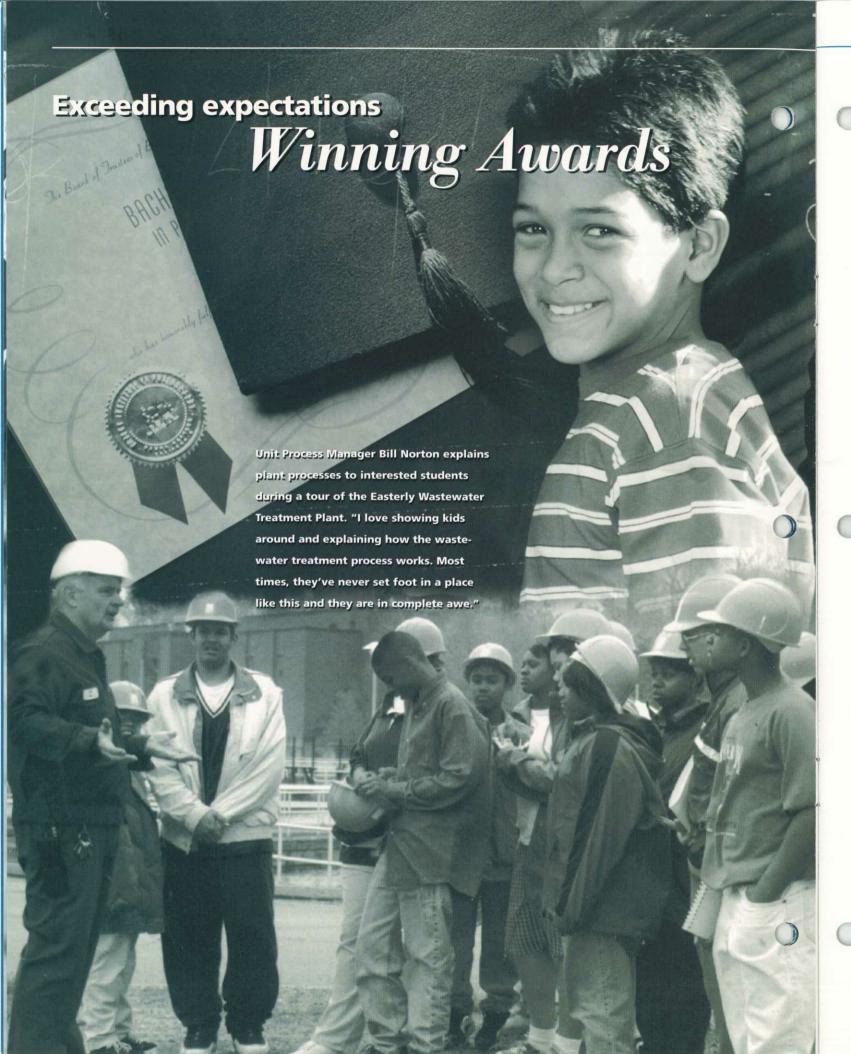
It is a role that we not only enjoy, but one we are compelled to fulfill. Here are some examples of how we put 'protecting the environment' first during the year of 1997.

- Completed stormwater pollution prevention plans for both Southerly and Westerly Wastewater Treatment Plants.
- Fully complied with all of the applicable air emissions and sludge disposal regulations during 1997.
- Continued negotiations with the Ohio EPA and the City of Cleveland for "plant-wide" air emissions permits for the Southerly and Westerly Wastewater Treatment Plants, as required under the Clean Air Act.
- Placed two new vapor combustion units into service at Southerly to mitigate odors emanating from the Plant's sludge dewatering facility. As a result, Southerly received only one odor complaint in 1997.
- Completed joint project with the U.S. EPA to examine clean sampling protocols and their application to effluent sampling at a Publicly Owned Treatment Works (POTW).
- Completed our involvement in the Ohio EPA's Great Lakes Initiative External Advisory Group, resulting in the adoption of a new set of water quality rules for the State of Ohio in October. Our input helped produce rules which were not appealed by any party, regulatory or environmental, although the new rules should fully meet the requirements of the U.S. EPA's controversial Great Lakes Water Quality Guidance.

- We conducted 285 enforcement investigations of industrial discharges in 1997.
 These investigations enabled us to send 96 Notices of Violation for problems ranging from paperwork omissions to discharges of chemical compounds outside the District's discharge limits. Eight of the Notices of Violation were serious enough to request Show Cause Hearings.
- Inspected 16,189 fixed weir regulators in 1997. Performed 1,689 total and partial blockage removals at 467 combined sewer overflow structures. As a result of this intensive inspection and maintenance program, the number of chronic malfunctioning regulators for 1997 was reduced to four. This number is the lowest on record since the statistics have been kept.
- Initiated Combined Sewer Overflow (CSO) Floatables Control Study that involved evaluating interim control measures we can adopt to reduce the discharge of floatables from CSOs.
- Initiated major CSO facilities planning study in the Easterly District.
- Initiated an U.S. EPA grant-funded watershed study in the Doan Brook area.
- Initiated a study of stormwater conveyance issues across the District's service area.



Accountant Mary Paugh is not terribly outspoken, but when she was asked to talk to seventh and eighth graders about her job, she readily agreed. "I feel very strongly about giving back to the community in which we live and work. Showing inner-city youth the possibilities an education can open up for you is my way of making that contribution."



t has always been our habit to go beyond the expectations of acceptable performance. It's not that we are just seeking recognition, but more so that we want to do the best job possible for our customers and the environment. In keeping with that tradition, we earned the following awards in 1997.

- Our Easterly Wastewater Treatment Plant earned its fifth consecutive annual Gold Peak Performance Award from the Association of Metropolitan Sewerage Agencies (AMSA).
- This accomplishment qualified Easterly as one of the first plants in the nation to receive AMSA's new Platinum Award for full National Pollution Discharge Elimination System (NPDES) compliance for the years 1993 through 1997.
- Easterly also earned an award for
 Operations and Maintenance Excellence
 in the Large Plant Secondary Treatment
 Category from Region V of the U.S. EPA.
- Our Westerly Wastewater Treatment Plant received the Gold Peak Performance Award for the second year in a row after converting from a chemical wastewater treatment process to the more effective biological wastewater treatment process.

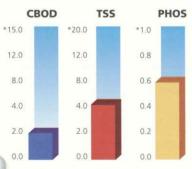
- The Southerly Wastewater Treatment Plant earned a Silver Peak Performance Award from AMSA.
- Our 1996 Annual Report earned an AMSA Public Information Award.
- The District received a "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association (GFOA) of the United States and Canada for the District's Comprehensive Annual Financial Report (CAFR) for the year ending December 31, 1995. This was our first CAFR prepared and submitted to the GFOA.



presents awards to Clark
Elementary School second graders
Latasha Hawkins (on the left) and
Angela Hendricks (on the right).
They were the first and second
place winners respectively, of the
District sponsored Environmental
Art Contest. The other winning students, Brian White (third place) and
Sharon Candelbrio (fourth place)
were not available for photographs.

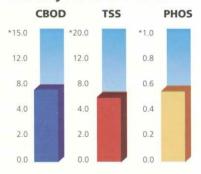
Plant Performance

Easterly Plant Performance



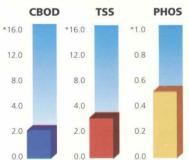
Colored bars represent plant operating range for 1997
*Number Represents NPDES Permit Limit

Westerly Plant Performance



Colored area represents plant operating range for 1997
*Number Represents NPDES Permit Limit

Southerly Plant Performance



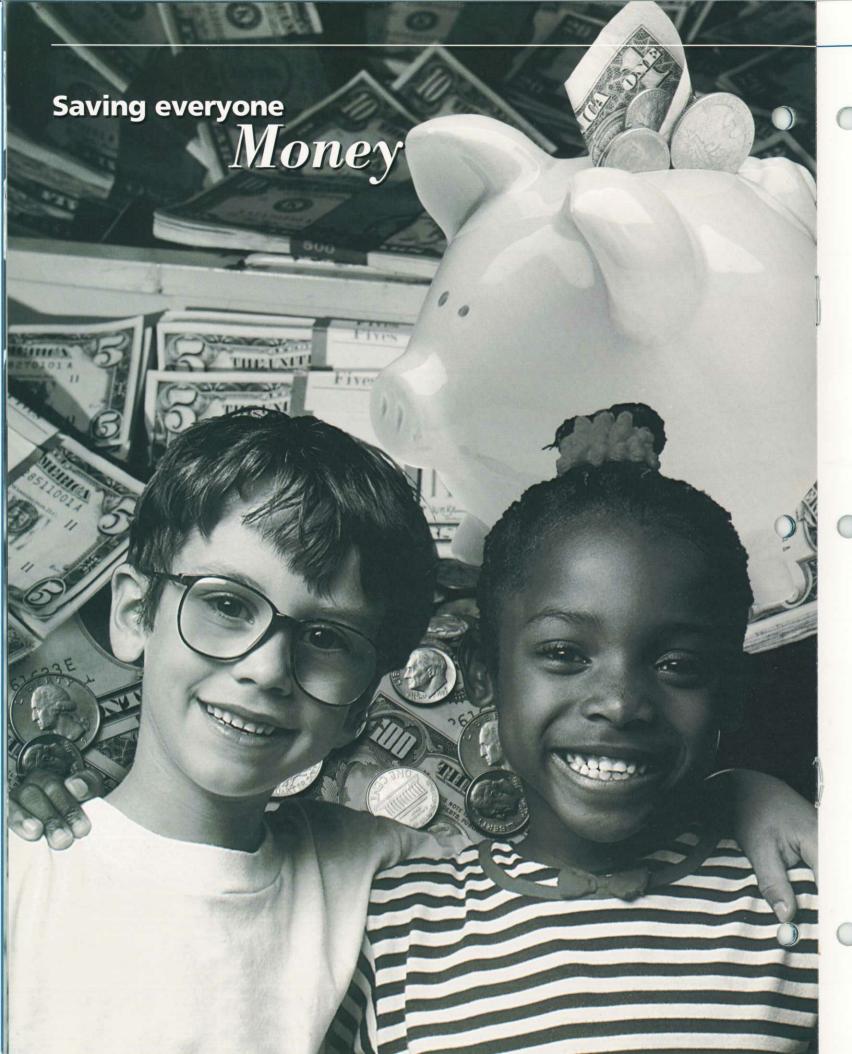
Colored area represents plant operating range for 1997
*Number Represents NPDES Permit Limit

Key for Plant Performance Graphs
CBOD Carbonaceous Riochemical Oxygen Demanu

TSS Total Suspended Solids

PHOS Phosphorus

NPDES National Pollutant Discharge Elimination System



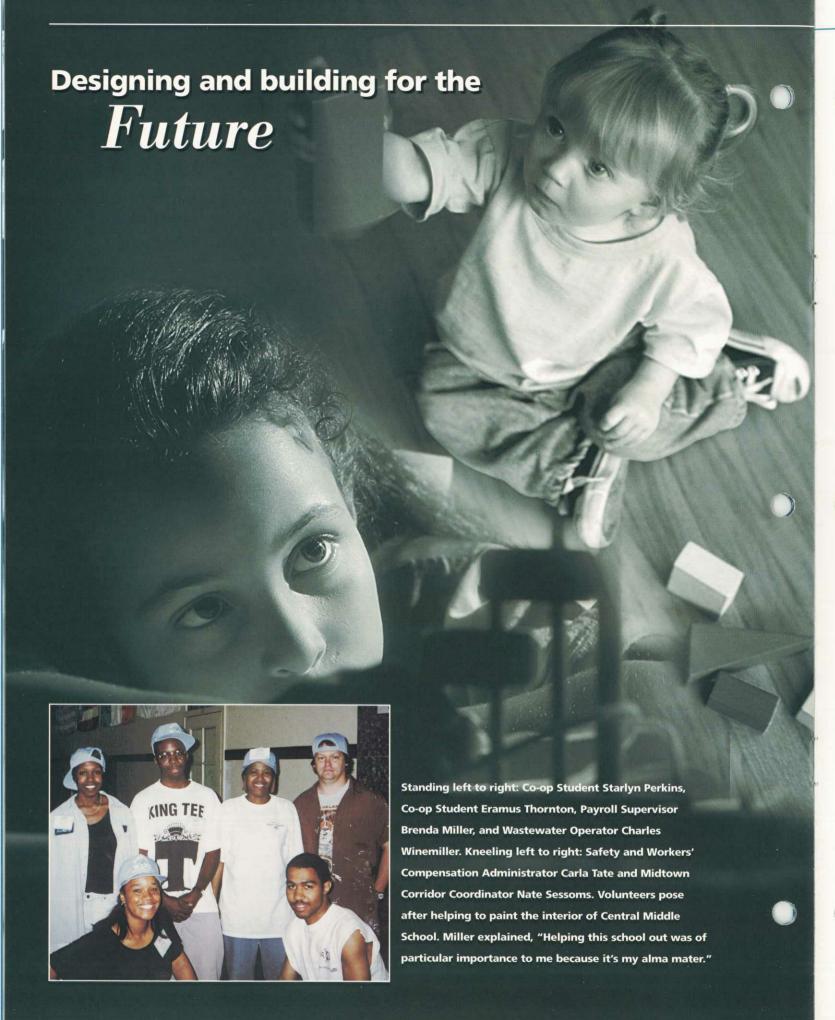
ince the District's federal funding ended in 1990, our operating costs have continually risen. To offset these unavoidable increases, we strive to be as efficient and economically responsible as possible. Here are some of the ways we have saved money and were able to pass these savings on to our customers in 1997.

- Secured a \$10 million grant for the development and implementation of a stormwater management plan for Doan Brook.
- Sought and secured four Water Pollution Control Loan Fund (WPCLF) loans totaling over \$60 million at below market interest rates.
- Collected \$100,000 from American Metal Coatings. This was one of the largest cash settlements of a pretreatment show cause hearing.
- Analyzed delinquent customer accounts for those customers not following normal collection routines and certified 387 of them, with a value of \$464,526, to the County Auditor for collection in the same manner as taxes.
- Replaced process Chemical Oxygen
 Demand (COD) analysis for all treatment plants with Total Organic
 Compound (TOC). TOC data is provided daily to the plants for an assessment
 of organic loading in all relevant
 process streams. This resulted in a
 \$4,000 savings in COD reagents, plus
 an additional savings in disposal costs.
- Based on the District's appeal arguments, we were able to eliminate \$987,000 in audit findings on three EPA grant audits.

 Installed and implemented a remote display application for Easterly. This application displays flows for all major interceptors and calculates the total plant flow. By completing this project in-house, we saved a total of \$25,150.
 Additionally, we saved \$157,636 by internally upgrading this remote display application.



Human Resources Secretary Susan Haelbich-Graf and Employee Relations
Representative Rose Ford watch as elementary school students interact with
the District display at Parmatown Mall.

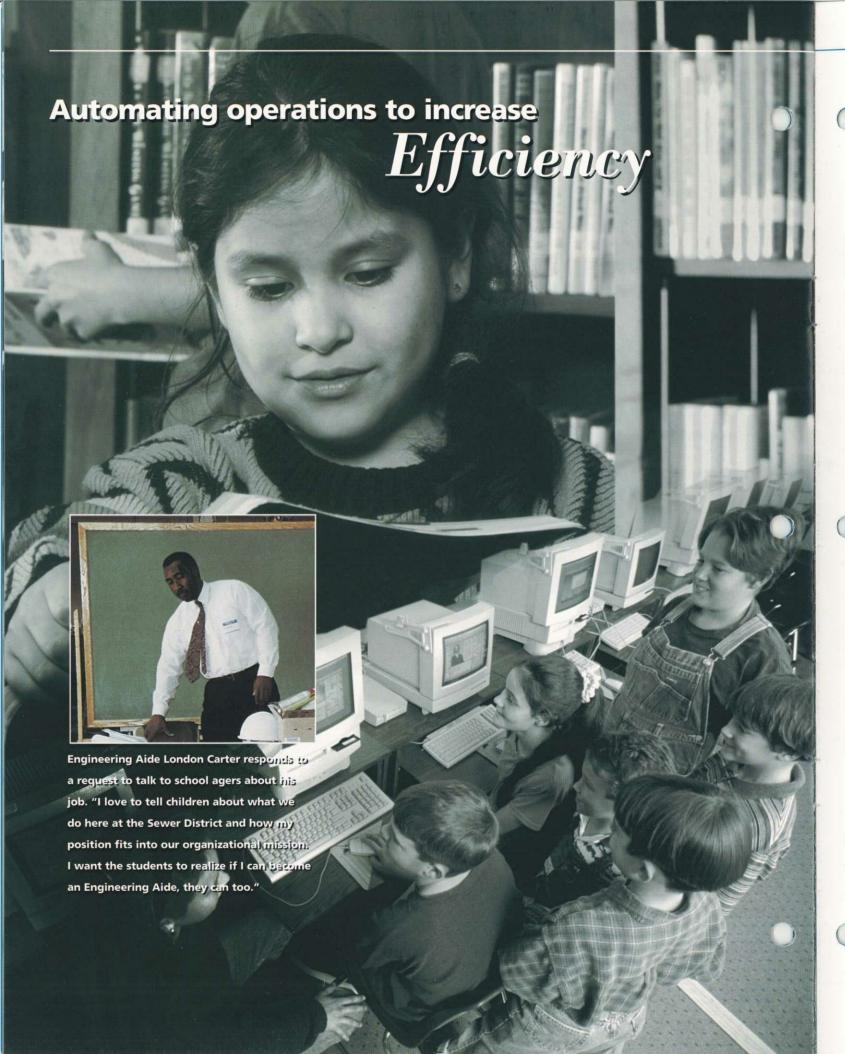


hen we first took over Northeast Ohio's wastewater treatment facilities in 1972, they were in poor operating condition. Thus, our primary goal at that time was to get them repaired, renovated and updated for future use. Although that phase of our effort is almost complete, we are still busy finishing projects that will take us safely into the next millennium. Here are some of the final projects we've initiated, continued and completed in 1997.

- Acquired necessary property rights for Heights/Hilltop Interceptor Contract 7C and Phase I of the Mill Creek Tunnel Project.
- Initiated design of remaining Heights Interceptor Intercommunity Relief Sewer projects. The total length of this project is 62,000 feet.
- Began construction of Heights
 Interceptor Contract 7C. This is the
 last of the main line segments of the
 Heights/Hilltop Interceptor system.
 It consists of 8,700 feet of five foot
 diameter sewer, in tunnel.
- Initiated operations of the Bluestone Intercommunity Relief Sewer.
- Initiated design of the second and third contracts of the Mill Creek Tunnel project. This project consists of 28,300 feet of 20 foot diameter sewer, in tunnel.
- Continued design for providing additional grit handling capacity, a new maintenance center, a new outfall and other miscellaneous enhancements at Westerly.
- Began construction of the Big Creek Interceptor Contract 3CR. This project involves the rehabilitation of the Big Creek Interceptor.
- Initiated operations of the State Road Relief Sewer.



Planning Engineer Betsy Yingling demonstrates the combined sewer overflow model to a group of assorted spectators. "You can try to explain to people how combined sewers work, but actually showing them is much more effective," she said.



o stay leaders in the wastewater treatment industry, we know we must continually improve the efficiency of our operations. The recent proliferation of computers has enabled us to make some revolutionary changes in the way we operate as an organization. Many tasks we once performed manually, we have managed to automate, saving us tremendous amounts of time, manpower and money. In 1997, we initiated, continued and completed the following automation projects.

- Fully implemented a Laboratory Information Management System (LIMS). The monthly operating reports are now sent electronically to the Ohio EPA in Columbus, Ohio.
- Began implementation of an internally developed system that tracks employee education, development, and training. Saved money by avoiding system modifications, formal training or the use of outside consultants.
- Renovated Sludge Handling Facilities with automated control panels so that when completed in 1998, the odors will be reduced and the new facility will operate more effectively.
- Made pump station data from the Sewer Operations and Maintenance Database accessible to all District employees. This data is now sent back to the Westerly Control Room and is useful for interceptor total flow calculations.
- Acquired and implemented bar code scanners which enable our technical staff to automatically enter data into the computer system as opposed to manually entering the data.
- Completed a flexible spending account tracking system that automates the process, making it faster and more efficient.

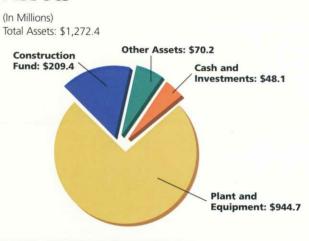
- Converted the water quality monitoring database so that it is not only year 2000 compliant, but it also manages a greater amount of data more efficiently.
- Initiated Windows NT pilot program.
 Once implemented, NT will support intranet functions that will significantly enhance our potential to internally communicate and process information more efficiently.



District employees host the Environmental Fair in honor of our 25th Anniversary at the Easterly Wastewater Treatment Plant. As part of the entertainment, Jennifer DaDante, daughter of Easterly Plant Superintendent Mike DaDante, paints the faces of eager children.

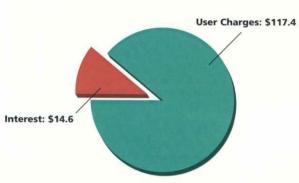
1997 Financial Summary

Assets



Revenues

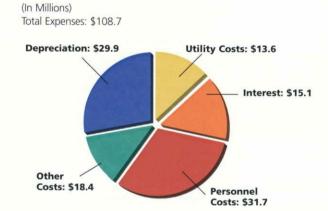
(In Millions) Total Revenues: \$132.0



Equity and Liabilities



Expenses

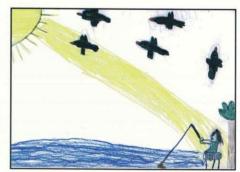


A copy of the detailed financial statement is available by writing to the Director of Finance, Northeast Ohio Regional Sewer District, 3826 Euclid Avenue, Cleveland, Ohio 44115-2504.

Clark Elementary School Environmental Art Contest Winners



1st Place LaTasha Hawkins



2nd Place Angela Hendricks



3rd Place Brian White

Service Area Map and Interceptors



(WWTC)

Community Boundary

Combined Sewer Area Separate Sewer Area

Southwest Interceptor

Heights-Hilltop Interceptor

Mill Creek Interceptor

Northwest Interceptor

Cuyahoga Valley Interceptor



Clark Elementary School students and Art
Teacher Susan Gould present the impressionistic painting students created as a gift for
the District's outreach efforts. The students'
names from left to right are as follows:
Fifth grader Antonio Andino, Third grader
Joseph Neubauer and Third grader Edwin
Rodriguez.



"Protecting Your Clean Water Investment"

3826 Euclid Avenue Cleveland, Ohio 44115-2504 216-881-6600