

Choosing



change



Northeast Ohio Regional Sewer District Annual Report 1999

Message from the President and Executive Director



Michael G. Konick
President

Erwin J. Odeal
Executive Director

A key to success for any organization is recognizing and maintaining areas of consistent strength, while identifying and improving operations through dramatic but careful change. Just as resisting change can be counterproductive, needlessly embracing change can undermine hard-won achievements. At NEORSID, we believe we have struck an optimal balance between the two to fulfill our commitment to the people of Northeast Ohio. That deep commitment to you, after all, never changes.

Year after year we have earned national awards for operating well within permit limits – and even partial credit for contributing to Cleveland's economic resurgence. So, one could argue, why tamper with something that is apparently not broken? Really, why change at all?

The answer, of course, is because we realize compliance does not sustain success; to continue the level of excellence you expect, we must change. Moreover, as an environmental agency, accountable to you and the area in which we all live, we must be prepared to meet increasingly stringent EPA regulations while containing sewer charges for our customers.

Beginning in the middle 1990's, we began to modify the way we conduct business to accommodate the changing times. The first step was to alter our organizational culture by shifting from a top-down management style to a team approach.

Our ultimate goal is to distribute influence more equally among all employees as we address economic and societal changes such as rising operating costs, an increasingly diverse workforce, and rapidly advancing technology.

Changing our organizational culture has not been easy. We are still adjusting to this team approach, but in 1999, we saw that some real change for the better had taken place.

In the following annual insert, you will find a description of some major changes our organization made in 1999. You will also see the rewards we continue to receive for our consistent pursuit of excellence.

Teamwork



SENIOR STAFF

STANDING (L TO R):

William B. Schatz
General Counsel

Will R. Baylis
*Director of Operation
& Maintenance*

David A. DeMarco
Director of Finance

Charles J. Vasulka
*Director of Engineering
& Construction*

SEATED (L TO R):

Kenneth A. Pew
Deputy Executive Director

Ana I. Maldonado
*Manager of Electronic
Information Services*

Erwin J. Odeal
Executive Director

STANDING (L TO R):

Mayor Thomas J. Longo

Mayor Gary W. Starr

Michael L. Nelson

Andrew T. Ungar

Vice President

SEATED (L TO R):

Mayor Gerald M. Boldt

Secretary

Sheila J. Kelly

Michael G. Konick

President

BOARD OF TRUSTEES



Embracing Change

In 1999, the Northeast Ohio Regional Sewer District took the following steps as it embraced change:

- Organized a Leadership Program Development (LPD) Team to ensure that we have knowledgeable, responsible leadership in place for the future.
- Completed Phase I of the Regional Plan for Sewerage and Drainage Study as well as the Westerly Combined Sewer Overflow Study.
- Shortly thereafter, we launched the Southerly Combined Sewer Overflow Study and introduced the Regional Intercommunity Drainage Evaluation (RIDE). Also continued work on our Easterly and Doan Brook projects. These initiatives address the water pollution challenges of the future.
- Launched the Support Services Competitiveness Initiative, focusing on business processes instead of traditional department responsibilities, to strengthen efficiency and cost-effectiveness.
- Upgraded our computer technology to make sure we can communicate more seamlessly both internally and externally. In the process, we upgraded our voice-mail system, provided Internet access to designated employees, and confirmed our Y2K compliancy.
- Produced a strategic plan that incorporated employees' ideas and suggestions. This effort demonstrated our increasing reliance on the team management approach and our commitment to a more equitably distributed decision-making process.

Awards

Where performance is already high, consistency is the goal . . .

All District Plants Earn AMSA Gold Awards

The Association of Metropolitan Sewerage Agencies (AMSA) recognized our Easterly, Southerly, and Westerly Wastewater Treatment Plants with Gold Awards for meeting all of the National Pollutant Discharge Elimination System (NPDES) permit limits in 1999.

Westerly Earns Honors for Safety

The Westerly Wastewater Treatment Plant received the Ohio Water Environment Association's 1999 Safety Award for an over 30-person treatment facility. This award recognizes the plant for its outstanding safety record during operation.

Comprehensive Annual Financial Report Wins Yet Another Award

The Finance Department earned a fourth consecutive Certificate of Achievement for its Comprehensive Annual Financial Report (CAFR). The Government Finance Officers Association recognized the District for meeting a rigorous set of reporting criteria.

Change

Electronic Information Services conducts training after upgrading from Windows 3.1 to Windows NT.

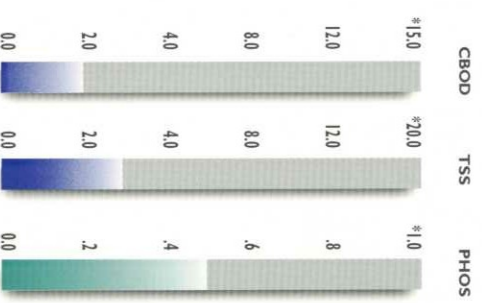


A plant clerk enters operating data into a computer system. The data will later be used to compile reports for the EPA.

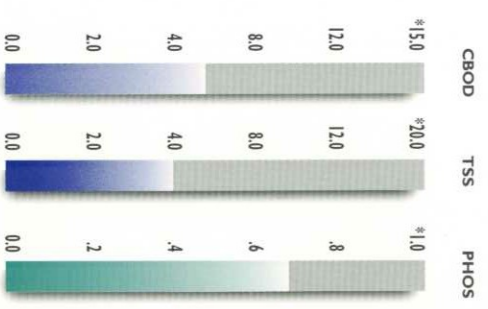


1 9 9 9 *Financial Summary*

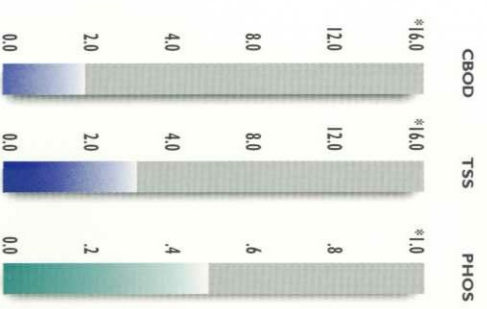
Key for Plant Performance Graphs
CBOD Carbonaceous Biochemical Oxygen Demand
TSS Total Suspended Solids
PHOS Phosphorus
NPDES National Pollutant Discharge Elimination System



Easterly
 Average annual effluent concentration in milligrams per liter.



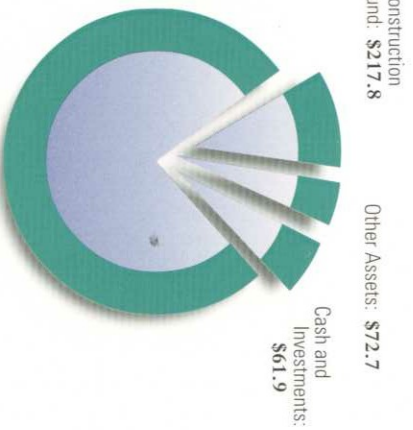
Westerly
 Average annual effluent concentration in milligrams per liter.



Southerly
 Average annual effluent concentration in milligrams per liter.

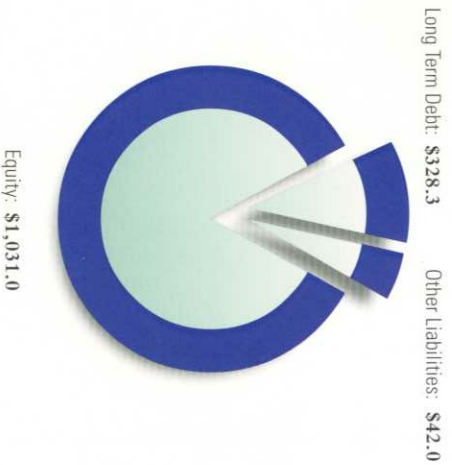
Assets

As of December 31, 1999
 (In millions)
Total Assets: \$1,401.3



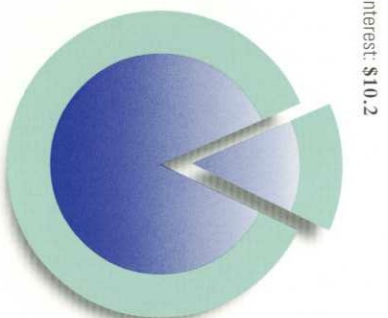
Equity and Liabilities

As of December 31, 1999
 (In millions)
Total Equity and Liabilities: \$1,401.3



Revenues

For the year ended December 31, 1999
 (In millions)
Total Revenues: \$143.6



Expenses

For the year ended December 31, 1999
 (In millions)
Total Expenses: \$104.2

