

annual report 2000

moving ahead right on target



Northeast Ohio Regional
Sewer District

final insert



(PICTURED ON THE LEFT)

Andrew T. Ungar

President

(PICTURED ON THE RIGHT)

Erwin J. Odeal

Executive Director

Whereas in 1999 it was imperative that we embrace change, the year 2000 demanded that we continue to take action. Increasingly stringent environmental regulations, an aging work force and the approaching new millennium filled us with a sense of urgency. Just because we had done our job well in the past did not guarantee success in the future. Therefore, we needed to create a plan that would help ensure our continuing success and increase overall efficiency.

Our efforts resulted in the Districts Strategic Plan, which was unveiled in 1999.

This plan will enable us to fulfill our promise to protect Greater Cleveland's clean water investment for our customers, our environment and ourselves.

BOARD OF TRUSTEES

(BACK ROW, LEFT TO RIGHT)

Michael L. Nelson, Sr.

Mayor Gerald M. Boldt
Vice President

(MIDDLE ROW, LEFT TO RIGHT)

Andrew T. Ungar
President

Michael G. Konicek

Mayor Gary W. Starr

Sheila J. Kelly

(FRONT)

Mayor Thomas J. Longo
Secretary

We do not mean to imply that we have perfected this process. Amid our successes, we've experienced some false starts and unexpected challenges along the way. But our focus has remained constant.

The goals of our strategic plan are to . . .

1. Continue to maintain environmental compliance at all facilities
2. Determine future role in storm water management
3. Continue to operate in a fiscally sound manner for the benefit of our customers
4. Fully develop and utilize human resources to maximize their potential
5. Effectively use technology as a tool

As illustrated in last year's Annual Report, these goals were launched by a series of initiatives. In our 2000 Annual Report, we will demonstrate how we began refining and moving ahead with those initiatives, while staying right on target.

SENIOR STAFF



In 2000, we demonstrated our ability to meet our strategic goals by implementing the following initiatives and earning the accolades listed on the following pages.

GOAL NUMBER 1

Continue to maintain **environmental compliance** at all facilities



- o The Southerly Wastewater Treatment Plant (*pictured at left*) was honored for environmental awareness with two national awards: the Beneficial Use of Biosolids Award for conservation of natural gas and reduction of air emissions and the National Storm Water Program Excellence Award for our storm water pollution prevention plan.

- o In 2000, we completed planning that will allow the Easterly Wastewater Treatment Plant to increase its flow capacity by 100 million gallons per day. Additionally, the plant's 70-year-old breakwater will undergo a \$8.85 million restoration project. The District anticipates that the USEPA will fund 55 percent of the reconstruction, which will be done as part of the Easterly Wet Weather Improvements Project.

- o The Southerly Wastewater Treatment Plant met the National Pollutant Discharge Elimination System (NPDES) free cyanide permit limit of 5.7 parts per billion. The prior cyanide permit limit was 14 parts per billion.

(LEFT TO RIGHT)

F. Michael Bucci Director of Finance	Will R. Baylis Director of Operation & Maintenance
Erwin J. Odeal Executive Director	William B. Schatz General Counsel
Kenneth A. Rew Deputy Executive Director	Charles J. Vasulka Director of Engineering & Construction
Ana I. Maldonado Manager of Information Technology	

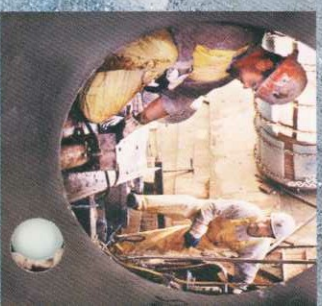
- o We completed the first major Mill Creek rehabilitation project in 2000. This project involved restoring the function of an aged structurally compromised brick interceptor.

Determine future role in

storm water management

- o The District released Combined Sewer Overflow Study results through public meetings.
- o The District organized additional public meetings to communicate Regional Plan for Sewerage and Drainage (RPSD) Phase I findings.
- o The District then began the Regional Intercommunity Drainage Evaluation (RIDE) study which will identify storm drainage projects and costs for alleviating existing intercommunity storm drainage problems.
- o The Fairmount Relief Sewer neared completion ahead of schedule. The sewer will help alleviate sewer overflows and improve the water quality of the surrounding Shaker Lakes.
- o District employees volunteered to help alleviate flooding and erosion along Big Creek by using natural techniques such as regrading and planting vegetation. This task was undertaken in anticipation of the EPA's more stringent storm water regulations.

GOAL NUMBER 2



Continue to operate in a **fiscally sound** manner for the benefit of our customers

- o The budget was linked to our Strategic Plan to ensure that there is a relationship between the money the District spends and the outlined strategies.
- o The District's Comprehensive Annual Financial Report (CAFR) received an award of recognition in governmental accounting and financial reporting from the Government Finance Officers Association.
- o The report met a strict set of reporting criteria and received the highest possible ranking in each category.
- o The Support Services Competitiveness Team identified 12 business processes that encompass the main services provided by departments outside the plants. The information will enable us to work more efficiently.

AT LEFT, TOP:
Photograph of Big
Creek area after
District volunteers
helped alleviate
flooding and
erosion through
natural techniques.
AT LEFT, BOTTOM:
District-hired
contractors prepare
an interceptor for
installation.



Fully develop and utilize **human resources** to maximize their potential



- o The District produced and

distributed the Organization Knowledge Binder to answer employee questions and concerns about the District and facilitate employee development
(middle photo above).

- o Four District employees graduated

from Cleveland State University's ninth Leadership Academy Class. This program helps enhance participants' communication skills and organizational leadership abilities.

(FAR LEFT)

Employees undergo Hazardous Materials (HazMat) training to learn how to dispose of dangerous substances in the safest manner possible.

(FAR RIGHT)

Southerly Wastewater Treatment Plant Assistant Superintendent conducts a plant tour for District employees.

- o The Director's Forum accom-

plished our goal of opening lines of communication between upper management and employees at all levels.

2000 Awards

Never to neglect the areas in which we are known for our strengths, 2000 also proved to be a stellar year for technical achievement at NEORS&D. We won awards in several categories and maintained or completed interceptor construction projects ahead of schedule. Those accomplishments are further proof of our commitment to continuous improvement.

All District Plants Earn AMSA Awards

The Association of Metropolitan Sewerage Agencies (AMSA) recognized our Easterly and Southerly wastewater treatment plants with Gold Awards for meeting all of the National Pollutant Discharge Elimination System (NPDES) permit limits in 2000. Our Westerly Wastewater Treatment Plant received AMSA's Silver Award for only one permit limit violation in 2000.

Westerly Earns Another Safety Award

Westerly earned its second consecutive Safety Award from the Ohio Water Environment Association for an over-30-person treatment facility. This award recognizes the plant for its outstanding safety record during operation.

District Earns AMSA Public Service Award

The District received the AMSA Public Service Award for volunteering to help alleviate flooding and stream bank erosion along Big Creek using natural vegetation techniques.

District Earns AMSA Public Education and Information Award

AMSA awarded us the Public Information and Education award in the video category for our twenty-one-minute videotape that communicates basic information about the district and how we treat wastewater.

Southerly Plant Earns Two EPA Awards*

**Award previously described under goal number one.*

Financial Report Earns Top Honors**

***Award previously described under goal number three.*

GOAL NUMBER 5

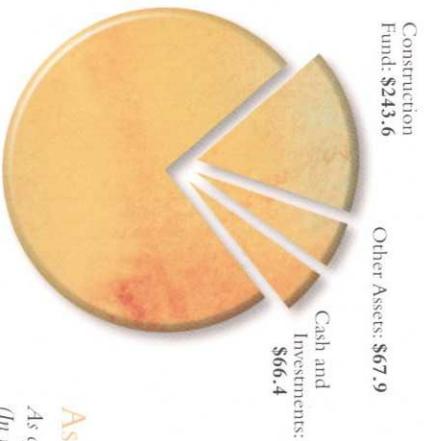
Effectively use technology as a tool

- o Software upgrade implementation began which will make the process of purchasing new equipment and supplies more user-friendly.
- o In the most groundbreaking use of technology at the District to date, employees received Internet training from the American Public Works Association over the Internet itself.
- o A new computer lab was created to help employees better use computer software to do their jobs.



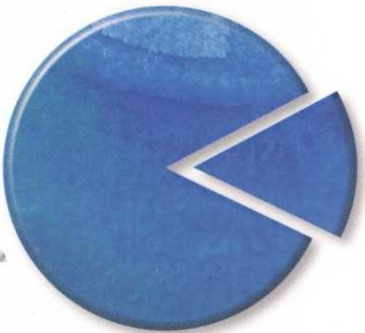
A Lab Technician enters phosphorous data into a database.

2000 Financial Summary



Plant and Equipment: \$1,088.4

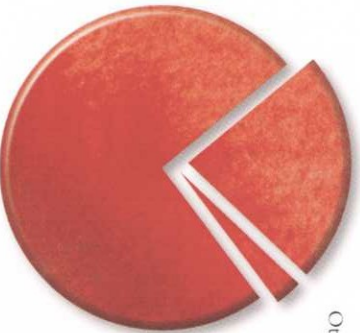
Interest: \$23.1



User Charges: \$131.9

Long Term Debt: \$338.7

Other Liabilities: \$39.4



Equity: \$1,088.2

Depreciation: \$30.3

Utility Costs: \$13.9

Interest: \$16.6

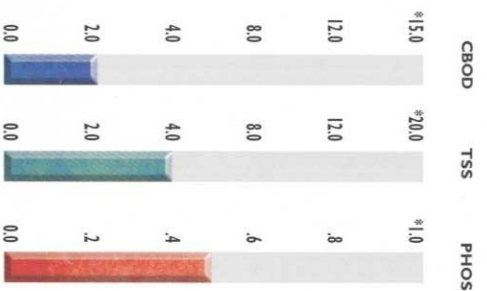
Other Costs: \$15.5

Personnel Costs: \$31.1

Expenses
For the year ended
December 31, 2000
(In millions)
Total Expenses: \$107.4

2000 Plant Performance

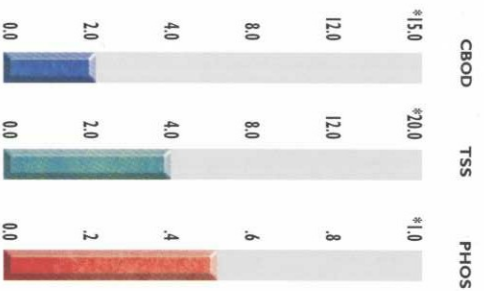
KEY FOR PLANT PERFORMANCE GRAPHS:
CBOD Carbonaceous Biochemical Oxygen Demand • TSS Total Suspended Solids • PHOS Phosphorus • NPDES National Pollutant Discharge Elimination System



Easterly
Average annual effluent
concentration
in milligrams per liter.
* Number represents NPDES permit limit



Westerly
Average annual effluent
concentration
in milligrams per liter.
* Number represents NPDES permit limit



Southerly
Average annual effluent
concentration
in milligrams per liter.
* Number represents NPDES permit limit



Northeast Ohio Regional Sewer District
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