

2011 Progress >>>

*A clean water program of the
Northeast Ohio Regional
Sewer District*



Photo: George Schur

*The District's 2011-2015
Capital Improvement
Program is valued at \$1.05 B
and is driven by
implementation of the
District's Consent Decree
required Combined Sewer
Overflow (CSO) Long Term
Control Plan (LTCP) which
will account for an estimated
54% of total CIP investment
for 2011-2015.*

*Improvements to the
Collection Systems will
account for 10% of CIP
investment; Treatment
Plants 33% of CIP investment
with 3% allocated for District
Wide capital improvements.*

Key Performance Indicators

The Northeast Ohio Regional Sewer District (District) uses key performance indicators (KPIs) to drive delivery of its Capital Improvement Plan (CIP).

The District monitors and reports on the progress of the CIP in meeting its KPIs. The District's KPIs for CIP delivery, the metrics being measured for each KPI, and the CIP's year-to-date performance against the KPI metrics are shown below.

	KPI	Status	Metric	2011 Goal	Year-to-Date Plan	Year-to-Date Actual
1	Deliver 95% of Planned CIP Annual Awards		# of CIP Projects	24 (Total Planned = 25*)	14	14
			CIP contract value (\$)	\$145 million (Total Planned = \$153M)	\$72.0 M	\$60.0 M
2	Provide accurate engineer estimates within $\pm 10\%$ of the average of bids received		Average Bid versus engineer estimates	$\pm 10\%$	N/A	-10.80%
3	Deliver 85% of projects within 105% of budget (<5% change from base contract)		Percentage of projects closed w/in 105% of base contract	85%	N/A	66.7% (2 of 3)
			Closed projects % change of base	<5%	N/A	1.4% (3 projects)
4	Deliver 80% of Business Opportunity Program participation goals		# of CIP projects	23 (80% of 29)	N/A	66.7% (2 of 3)

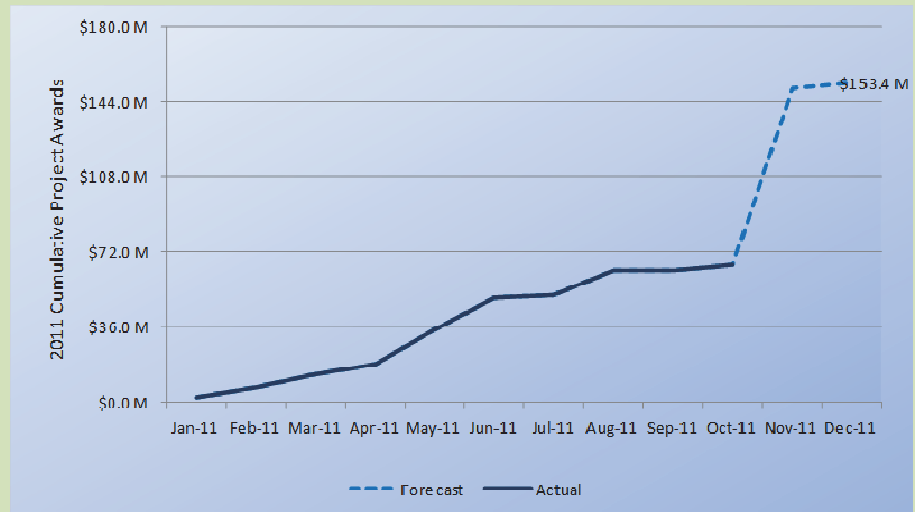
*The goal for CIP planned project awards for 2011 was changed in October due to project consolidations and delays due to anticipated regulatory approvals



KPI 1: CIP Delivery

E&C has awarded approximately 56% of planned projects totaling nearly 39% of the planned contract value (\$153M). In November, E&C will plan to award the Easterly Tunnel Dewatering Pump Station project bringing the total award value to about 84% of planned award amount. The remaining awards are on target for the November and December months.

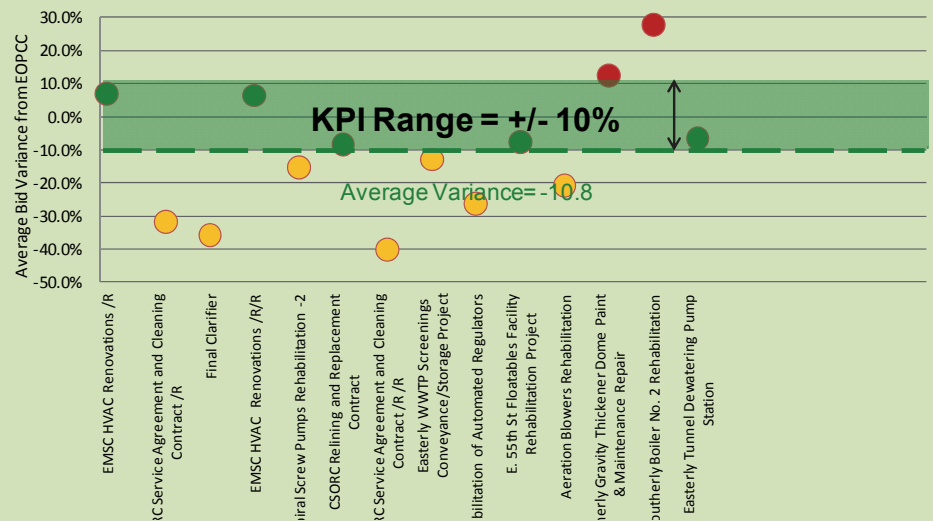
On Target to Deliver



KPI 2: Accurate Engineer's Estimates

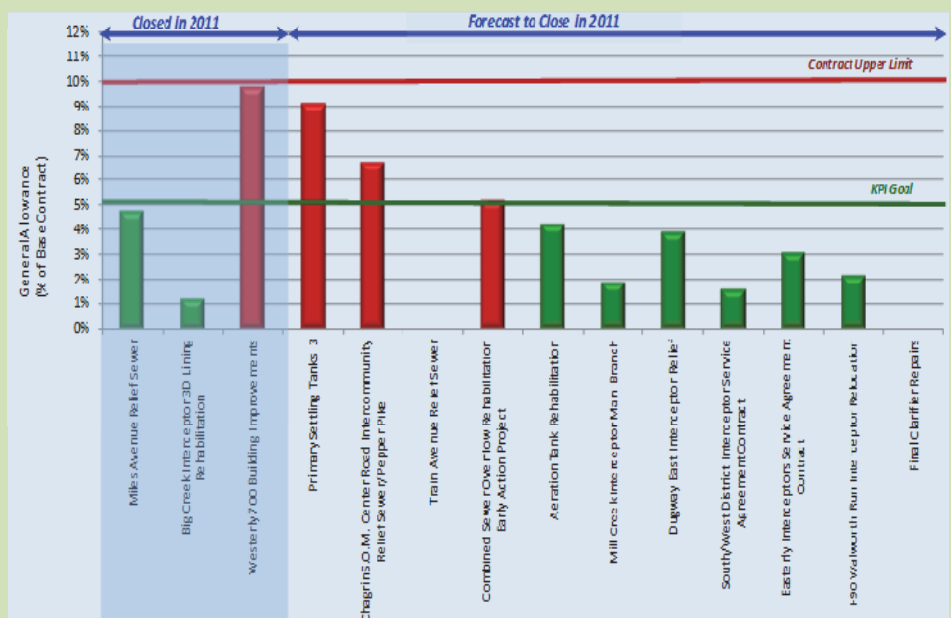
Based on 14 construction project awards, the average of contractor bids are below the Engineers Opinion of Probable Construction Cost (EOPCC). The average bids for construction awards are about 10.8% less than the planned for these projects. Conditions continue to provide an extremely competitive environment for this type of work.

14 Projects To Date; Variance averages 10.8% lower than EOPCC



KPI 3: Deliver Projects within 105% of Budget

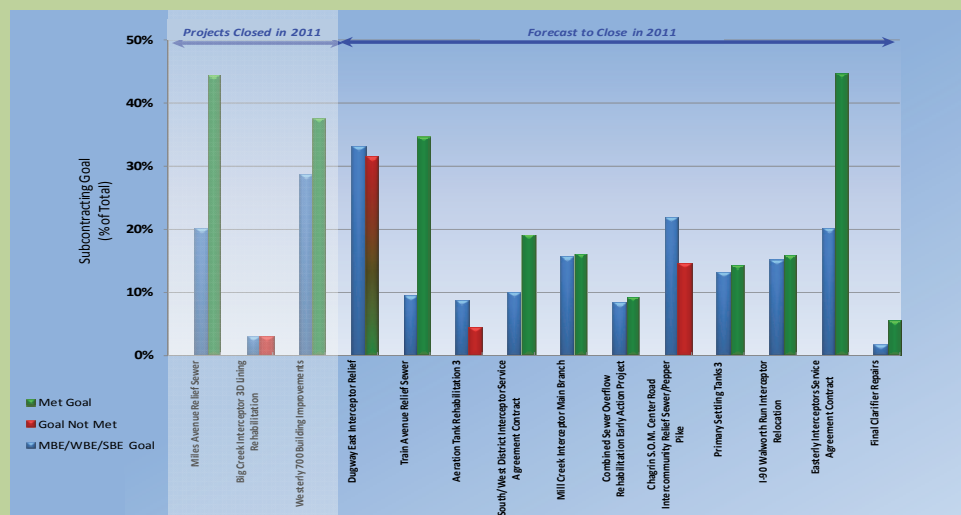
During October, E&C progressively held design and construction cost within budget. To date, no contract modifications have impacted the \$494M of active construction contracts. For 2011, 10 of the 14 projects were completed or are forecasted to complete within 105% of the original budget. The remaining 20 active project are within the planned budgets.



KPI 4: Deliver 80% of Business Opportunity Program Participation Goals

Three construction contracts have closed in 2011 and an additional 11 are forecasted to close by year's end. As of October, participation is at nearly 23% for the Minority, Women and/or Small Businesses generating \$38M to support the Business Opportunity Program.

On Target to Deliver



ECT2-Grouting with invert at el 570 02



ECT1 Shaft 1 invert at el 455 02



ECT4-2 view of shaft looking west 01

Project Clean Lake Highlights



Tunnel Dewatering Pump Station (EOPCC: \$86M)

- On October 13, District received 5 bids for construction of the project. Bids under evaluation with recommendations to award planned for November.

Euclid Creek Storage Tunnel (Construction Contract: \$198M)

- ECT-1: continue rock excavation and installation of primary lining, shaft down approximately 160 feet.
- ECT-2: commenced soft ground excavation, shaft down approximately 30 feet.
- ECT-4: commenced excavation and installation of earth support system for diversion structure 4-2 along Lakeshore Blvd.
- ECT-5: Demolition of existing buildings complete, commenced excavation for installation of shaft ring beam.
- Coordinating with City of Cleveland, Cleveland Public Power, and First Energy for utility relocations along Lakeshore Blvd for installation of consolidation and relief sewers.

CIP Project Highlights

Renewable Energy Facility (Construction Contracts: \$142M)

- The construction of the facilities brick veneer, air barrier, and built-up roofing is well underway.
- Refractory for Incinerator No. 1 is complete. Refractory for the other two incinerators continues and is nearing completion.
- The NPW booster pumps, and incinerator dome spray units were installed on their equipment pads.
- Walsh continues to accept shipment of equipment, piping, instrumentation and panels from IDI.



Facility Elevation

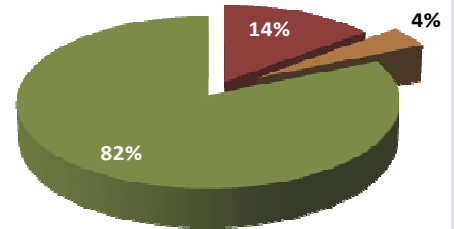


Refractory Brick in Incinerator #1

Capital Improvement Program Summary

Status Review	
E&C Contract Awards	2011 to Date
Construction Projects	\$32M
Design Projects	\$28M
Business Opportunity Program (Active Construction)	Program to Date
Total Construction Contract Value	\$444M
Total Contractor Commitments	\$87M
Total Construction Contract Invoiced to Date	\$169M
Invoiced to Date to MBE/WBE/SBE firms	\$38M
Percentage of Invoiced to MBE/WBE/SBE firm	23%

Program Cost Performance
(Based on 2011 Active CIP Contracts)



Number of Projects:
■ Forecasting Higher Than Planned
■ Forecasting to Meet Plan
■ Forecasting to Complete Under Plan

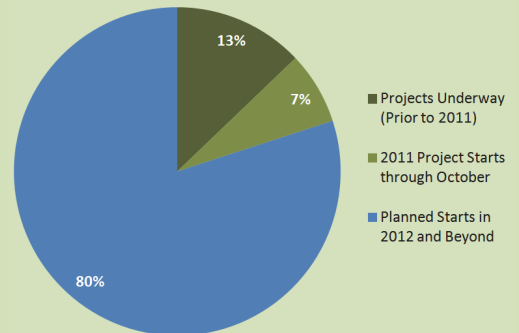
Aggressive management of Design and Construction Contracts is keeping Project Costs within Budget



Project Clean Lake Program Summary

Status Review (2011 - 2035)	2010 & Prior	2011	New Rates		Total
			2012 - 2016**	Beyond**	
Summary					
Project Starts	9	5	22	34	70
Budgeted Cost	\$305M	\$112M	\$1,057M	\$1,352M	\$2,826M
Actual Cost To Date	\$82M	\$0.5M			\$82.5M
Business Opportunity Program					
Potential Commitments	\$49M	\$16M			\$65M
Expenditures to Date	\$17M	\$0.2M			\$17.2M

** Project Data is Estimated for 2012 - 2016 Years; variations will occur with annual planning changes



20% of the 70 Project Clean Lake Projects are Underway



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