

2017

2017 Operating Budget Request

Balanced and Workable Budget to enable MSDGC to accomplish its mission to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to customers.



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Executive Summary

In accordance with the executed 1968 Agreement and the July 1997 Agreement between the City of Cincinnati and Hamilton County, the Metropolitan Sewer District of Greater Cincinnati (MSDGC) is presenting its 2017 balanced Operating Budget request. This recommended budget represents funding at a continuation budget level that allows fulfillment of MSDGC's pledge to preserve its resources and keep the utility financially sound in times of increasing fiscal challenges.

MSDGC's Operating Budget request for 2017 is \$237.9 million. This budget request is \$139,423 or 0.1% less than the 2016 approved budget. MSDGC Operating revenue for 2017 is projected to be nearly \$288 million. This revenue assumes a 5.25% rate increase in 2017. This rate increase projection is based on 2016's preliminary rate study. An updated rate study is projected to be completed later this fall.

The Operating Budget includes debt service and operations. Debt service represents a substantial amount of the 2017 Operating Budget; about \$111.2 million or 48% of the Operating Budget is allocated to pay debt service related to consent decree and other capital improvements. Operations and Maintenance represents \$126.7 million or 52% of the Operating Budget.

For Operations and Maintenance, \$47.4 million or 20% of the requested budget is allocated to Waste Water Treatment (WWT), \$20.6 million or 8.6% is allocated for Waste Water Collection (WWC), and \$8.5 million or 3.6% is allocated to Engineering. All divisional budgets outlined in this request allow MSDGC to fulfill its core functions of wastewater collection and wastewater treatment that supports meeting obligations under the Clean Water Act and the expectations of our customers and ratepayers.

2017's Operating Budget request is based on past years' spending levels, forecasted needs, and the professional judgment of licensed operators, engineers, and certified technicians. Without the assurance of an adequate budget up-front, it is very difficult to manage the utility operation given the complex technical, regulatory and weather dependent challenges MSDGC operates within. The process to legislate additional operating funds near the end of the year is extremely inefficient and a cumbersome method for meeting requirements in a timely manner. In the past, without sufficient funds available to cover operating expenses, necessary work or other costs were required to be deferred to the next year's budget.

In addition to the recommended budget request of \$237.9 million that represents a continuation of prior year funding, MSDGC recommends an additional request totaling \$5.9 million for Board of County Commissioners (BoCC) consideration; this additional funding is requested to enable necessary evaluations or improvements that were not envisioned in prior years. Appendix A provides a full list and details of this additional need and request.

MSDGC has experienced cuts to the expert service budget over the years. This trend is having detrimental impacts to the operational systems. Continuing to cut this budget will further increase the costs for repair and replacement when there are failures or breaks in systems that are old and outdated. It's important to note that expert services are a necessary resource that helps optimize and sustain existing investments to improve operations and enhance efficiencies, often to extend the useful life or utilization of assets.

MSDGC remains committed to providing our rate payers and the residents of Hamilton County the best service and best use of their money. MSDGC employees deliver on that commitment through their experience, dedication and continued hard work.

Mission

The mission of MSDGC is to protect public health and the environment by providing safe and efficient wastewater collection and treatment to our customers.

Operations

- The Sewer service area covers approximately 290 square miles and encompasses most of Hamilton County and part of three surrounding counties in southwestern Ohio.
- MSDGC provides wastewater collection and treatment through over 200,000 residential, commercial, and industrial sewer connections
- MSDGC operates and maintains over 3,000 miles of sanitary and combined sewers, seven major wastewater treatment plants, two package treatment plants, and more than 100 pump stations.

2016 Accomplishments

MSDGC accomplishments in 2016 define and demonstrate staff's commitment to the utility's mission. This 2017 budget request will allow MSDGC to build upon these accomplishments and position the District well for future challenges it faces.

- For the period of 2015-2017, the Metropolitan Sewer District of Greater Cincinnati (MSDGC) has once again been awarded the 2015 Platinum Excellence in Management by the National Association of Clean Water Agencies (NACWA). This unique honor is only presented to the "best in class utilities" in the United States. MSDGC received this highest level of honor for utilities by meeting or exceeding nine of the ten Attributes of Effectively Managed Water Sector Utilities and complying with four Resource Efficiency and Protection Activities. The 10 attributes of Effective Utility Management are:
 1. Product Quality
 2. Financial Viability
 3. Customer Satisfaction
 4. Employee and Leadership Development
 5. Operational Optimization
 6. Infrastructure Stability
 7. Operational Resiliency
 8. Community Sustainability
 9. Water Resource Adequacy
 10. Stakeholder Understanding and Support

The Resource Efficiency and Protection Activities that MSDGC was recognized for include:

- Energy Management
- Water Resources Recycling and Stormwater Management

- Pretreatment
 - Biosolids/Septage/Residuals Management
 - Climate Change Adaptation or Mitigation
- MSDGC was awarded the 2015 National Design-Build Award of Merit from the Design-Build Institute of America (DBIA) for its CSO 551 and 553 Sewer Separation Project at Oakley Station in Oakley.
 - MSDGC's trenchless technology methods, such as cured in place pipe and jack and bore, were featured in the November 2015 national publication of *Trenchless Technology* magazine.
 - The Metropolitan Sewer District of Greater Cincinnati's Little Miami Treatment Plant received the 2016 George W. Burke Award from the Water Environment Federation for its safety program.
 - MSDGC Director Gérald Checco won 2016 Earth Day Environmental Award for his environmental advocacy in both his professional and personal life.
 - MSDGC hosted U. S. Environmental Protection Agency Deputy Assistant Administrator for the Office of Water, Joel Beauvais, for a tour of the Lick Run Project.
 - In 2016, the Metropolitan Sewer District of Greater Cincinnati's Indian Creek and Muddy Creek Wastewater Treatment Plants received honors from the National Association of Clean Water Agencies (NACWA). Indian Creek and Muddy Creek were both awarded the Platinum 5 Peak Performance award for 5 years of consecutive 100% compliance with the National Pollutant Discharge Elimination System (NPDES) permit.

Treatment plants

MSDGC operates wastewater treatment plants 24/7 to meet federal, state and local requirements to protect public health and welfare of our ratepayers, employees and citizens of the region. MSDGC has an experienced workforce that operates and maintains operations at the following NPDES permitted facilities:

- **The Mill Creek** Wastewater Treatment Plant, originally constructed in 1957 with major upgrade adding Secondary in 1979. Average flow ~ 100 MGD
- **The Little Miami** Wastewater Treatment Plant, originally constructed in 1954 with major upgrade adding Secondary in 1979. Average flow ~ 27 MGD
- **The Muddy Creek** Wastewater Treatment Plant, originally constructed in 1960 with major upgrade adding Secondary in 1971. Average flow ~ 15 MGD
- **The Sycamore** Wastewater Treatment Plant, originally constructed in 1957 with major upgrade and addition of HRT in 2008. Average flow ~ 8 MGD

- **The Polk Run** Wastewater Treatment Plant, originally constructed in 1970 with major upgrade in 1988. Average flow ~ 4 MGD
- **The Taylor Creek** Wastewater Treatment Plant, originally constructed in 1992. Average flow ~ 2.5 MGD
- **The Indian Creek** Wastewater Treatment Plant, originally constructed in 1935 as a WPA project with major upgrades in 1977 & 1995. Average flow ~ 1.0 MGD

Department Programs and Divisions (see Appendix B – Organization Charts)

MSDGC is organized into 8 different programmatic areas; following a summary of the 2017 budget request is a summary of each area with more details on staffing and priorities for the coming year.

- | | |
|--|------------|
| 1. Office of the Director | OOD |
| 2. Wastewater Engineering | WWE |
| 3. Wastewater Administration | WWA |
| 4. Wastewater Treatment | WWT |
| 5. Wastewater Collection | WWC |
| 6. Regulatory Compliance & Safety | RCS |
| 7. Watershed Operation | WO |
| 8. Sewer Backup Response Program | SBU |

2017 Operating Budget Request

2017 Operating Budget Request

Program	2015 Budget	2015 Actual	2016 Budget	2016 Full Year Projection	2017 Budget Request
Personnel	\$46,089,781	\$43,642,016	\$49,841,000	\$49,777,560	\$53,579,194
OOD	\$2,183,536	\$2,106,338	\$1,823,247	\$1,952,752	\$2,122,489
WWE	\$6,668,867	\$6,522,027	\$6,508,938	\$7,652,874	\$7,752,205
WWA	\$5,599,258	\$5,377,536	\$6,577,182	\$6,349,819	\$6,812,776
WWT	\$18,514,677	\$17,307,666	\$18,922,422	\$18,832,628	\$19,393,502
WWC	\$9,350,312	\$8,775,082	\$10,345,938	\$9,149,021	\$10,348,545
RCS	\$3,773,131	\$3,553,366	\$4,721,888	\$4,411,272	\$5,048,171
WO	\$0	\$0	\$506,174	\$1,134,241	\$1,243,612
SBU			\$435,211	\$294,953	\$857,894
Non-Personnel	\$58,588,095	\$49,680,714	\$62,270,873	\$61,610,828	\$62,807,518
OOD	\$3,242,000	\$2,419,314	\$2,036,125	\$1,768,325	\$2,067,479
WWE	\$544,050	\$480,495	\$817,579	\$765,967	\$776,251
WWA	\$9,205,622	\$7,579,073	\$9,159,105	\$9,753,894	\$9,545,625
WWT	\$23,910,518	\$21,113,615	\$27,470,567	\$28,399,968	\$28,030,067
WWC	\$11,674,460	\$9,705,550	\$10,064,321	\$8,502,085	\$10,210,753
RCS	\$1,377,670	\$1,293,319	\$2,087,190	\$1,977,848	\$2,135,493
WO	\$8,633,775	\$7,089,348	\$5,766,326	\$5,838,125	\$6,176,608
SBU			\$4,869,660	\$4,604,616	\$3,865,243
City and County Overhead	\$2,564,382	\$2,544,382	\$3,373,835	\$3,250,195	\$3,441,312
Vehicles	\$1,250,000	\$1,160,986	\$1,277,000	\$1,277,000	\$1,444,000
OTEA	\$2,160,000	\$1,857,985	\$2,137,292	\$2,137,292	\$2,204,936
Total Without Debt Payment	\$110,652,258	\$98,886,082	\$118,900,000	\$118,052,875	\$123,476,960
Debt Payment	\$106,000,000	\$102,355,832	\$119,104,000	\$111,226,790	\$114,387,617
Total With Debt Payment	\$216,652,258	\$201,241,914	\$238,004,000	\$229,279,665	\$237,864,577

Variances (2016 Budget to 2017 Request)

\$	%
\$3,738,194	7.5%
\$299,242	16.4%
\$1,243,267	19.1%
\$235,594	3.6%
\$471,080	2.5%
\$2,607	0.0%
\$326,283	6.9%
\$737,438	145.7%
\$422,683	97.1%
\$536,645	0.9%
\$31,354	1.5%
(\$41,328)	-5.1%
\$386,520	4.2%
\$559,500	2.0%
\$146,432	1.5%
\$48,303	2.3%
\$410,282	7.1%
(\$1,004,417)	-20.6%
\$67,477	2.0%
\$167,000	13.1%
\$67,644	3.2%
\$4,576,960	3.8%
(\$4,716,383)	-4.0%
(\$139,423)	-0.1%

Actual (2011-2015) vs. 2016 Budget and 2017 Requested

Type	DEPT	App	Actual					Budget	Request
			2011	2012	2013	2014	2015	2016	2017
Personnel			\$33,335,399	\$45,154,712	\$46,148,215	\$45,206,689	\$43,642,016	\$49,841,000	\$53,579,194
	OOD		\$830,789	\$1,002,819	\$1,080,354	\$1,385,778	\$2,106,338	\$1,823,247	\$2,122,489
		71	\$830,789	\$653,378	\$744,705	\$1,014,269	\$1,591,701	\$1,370,329	\$1,587,822
		75		\$349,441	\$335,649	\$371,509	\$514,637	\$452,918	\$534,668
	WWE		\$4,629,430	\$5,986,600	\$5,860,391	\$7,697,533	\$6,522,027	\$6,508,938	\$7,752,205
		71	\$4,629,430	\$3,560,590	\$3,971,960	\$5,581,278	\$5,024,572	\$4,701,718	\$5,665,939
		75		\$2,426,010	\$1,888,430	\$2,116,256	\$1,497,455	\$1,807,220	\$2,086,265
	WWA		\$4,344,457	\$5,994,317	\$5,936,797	\$5,187,432	\$5,377,536	\$6,577,182	\$6,812,776
		71	\$4,344,457	\$4,135,205	\$4,087,230	\$3,750,973	\$4,091,484	\$4,857,346	\$5,009,258
		75		\$1,859,113	\$1,849,567	\$1,436,459	\$1,286,052	\$1,719,836	\$1,803,517
	WWT		\$14,071,730	\$19,618,187	\$19,841,130	\$18,451,915	\$17,307,666	\$18,922,422	\$19,393,502
		71	\$14,071,730	\$13,269,342	\$13,308,737	\$12,929,089	\$12,689,830	\$13,649,906	\$14,022,917
		75		\$6,348,846	\$6,532,393	\$5,522,826	\$4,617,836	\$5,272,516	\$5,370,586
	WWC		\$6,729,608	\$9,000,095	\$9,838,132	\$9,140,071	\$8,775,082	\$10,345,938	\$10,348,545
		71	\$6,729,608	\$5,838,747	\$6,572,953	\$6,311,083	\$6,383,832	\$7,528,180	\$7,426,038
		75		\$3,161,347	\$3,265,179	\$2,828,988	\$2,391,250	\$2,817,758	\$2,922,507
	RCS		\$2,729,385	\$3,552,695	\$3,591,412	\$3,343,959	\$3,553,366	\$4,721,888	\$5,048,171
		71	\$2,729,385	\$2,426,722	\$2,413,792	\$2,344,040	\$2,614,363	\$3,306,660	\$3,623,225
		75		\$1,125,972	\$1,177,620	\$999,919	\$939,004	\$1,415,228	\$1,424,946

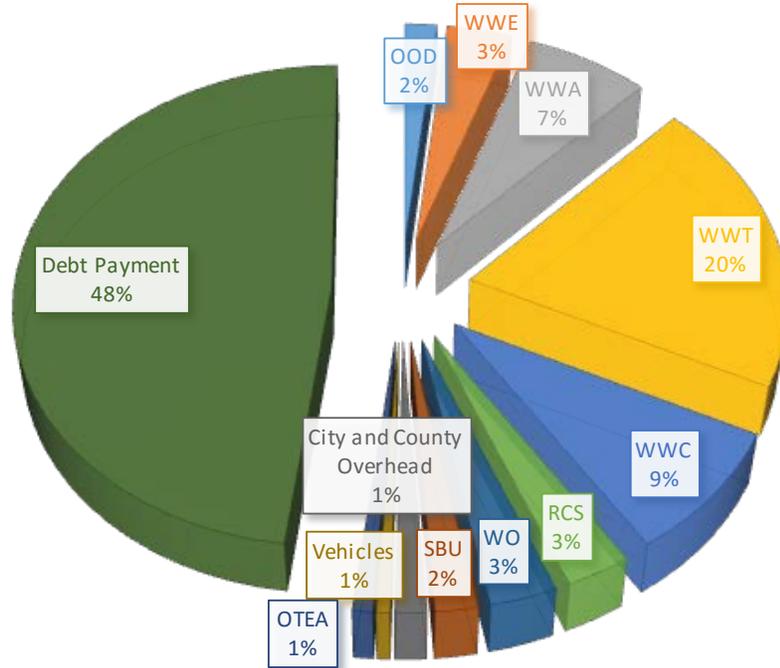
WO		\$0	\$0	\$506,174	\$1,243,612
	71	\$0	\$0	\$362,829	\$929,102
	75	\$0	\$0	\$143,345	\$314,510

SBU				\$435,211	\$857,894
	71			\$324,514	\$616,571
	75			\$110,697	\$241,323

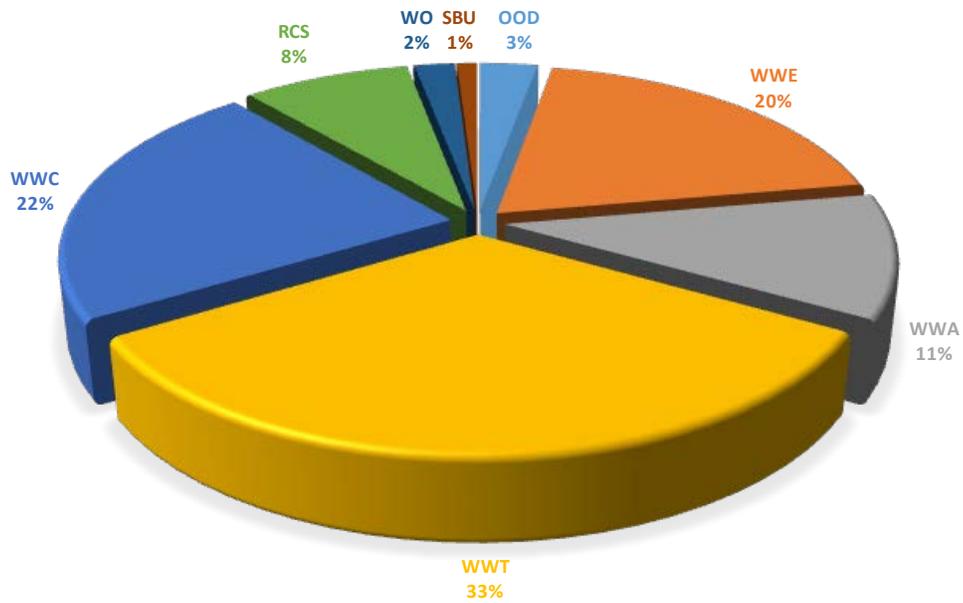
Non- Personnel		\$67,141,374	\$42,193,597	\$59,576,941	\$55,359,655	\$49,653,992	\$62,749,708	\$62,807,518
OOD		\$1,649,896	\$958,534	\$13,562,870	\$2,349,535	\$2,392,592	\$2,509,960	\$2,067,479
	72	\$992,479	\$615,065	\$11,146,796	\$1,940,370	\$1,824,903	\$1,871,050	\$1,415,790
	73	\$39,987	\$27,320	\$17,879	\$18,670	\$19,110	\$27,510	\$28,060
	74	\$617,430	\$316,149	\$2,398,194	\$390,495	\$548,579	\$611,400	\$623,628
WWE		\$2,750,713	\$669,974	\$641,065	\$719,161	\$480,495	\$817,579	\$776,251
	72	\$643,097	\$396,422	\$394,557	\$428,439	\$307,028	\$532,279	\$458,082
	73	\$107,494	\$126,646	\$99,024	\$91,305	\$50,608	\$93,302	\$117,711
	74	\$2,000,123	\$146,906	\$147,484	\$199,417	\$122,859	\$191,998	\$200,458
WWA		\$11,646,098	\$8,535,437	\$8,585,613	\$8,971,020	\$7,579,073	\$9,159,105	\$9,545,625
	72	\$7,564,708	\$6,094,769	\$5,658,850	\$6,245,268	\$5,010,528	\$6,347,661	\$6,402,001
	73	\$328,085	\$252,389	\$493,615	\$342,205	\$194,162	\$237,131	\$252,919
	74	\$3,753,305	\$2,188,279	\$2,433,148	\$2,383,548	\$2,374,383	\$2,574,313	\$2,890,706
WWT		\$32,436,236	\$22,755,018	\$23,739,557	\$22,662,020	\$21,113,615	\$27,470,567	\$28,030,067
	72	\$17,877,460	\$14,843,899	\$15,803,522	\$15,243,311	\$14,348,270	\$17,758,639	\$18,926,285
	73	\$8,317,253	\$7,292,274	\$7,396,407	\$6,474,102	\$6,162,369	\$8,816,210	\$8,219,734
	74	\$6,241,524	\$618,845	\$539,629	\$944,607	\$602,976	\$895,718	\$884,048

WWC		\$11,478,385	\$5,863,438	\$7,295,637	\$11,739,441	\$9,705,550	\$10,069,321	\$10,210,753
	72	\$6,278,600	\$4,035,079	\$5,125,556	\$9,638,972	\$7,876,900	\$8,058,201	\$8,084,896
	73	\$2,374,523	\$1,783,197	\$2,042,211	\$2,033,670	\$1,757,555	\$1,847,370	\$1,884,317
	74	\$2,825,262	\$45,163	\$127,869	\$66,798	\$71,095	\$163,750	\$241,539
RCS		\$2,624,985	\$868,958	\$1,092,470	\$1,331,383	\$1,293,319	\$2,087,190	\$2,135,493
	72	\$957,682	\$374,877	\$609,930	\$788,536	\$745,275	\$1,413,710	\$1,375,613
	73	\$559,048	\$476,343	\$463,101	\$527,325	\$529,620	\$633,250	\$726,729
	74	\$1,108,255	\$17,738	\$19,439	\$15,521	\$18,424	\$40,230	\$33,150
WO		\$4,555,061	\$2,542,238	\$4,659,730	\$7,587,097	\$7,089,348	\$5,766,326	\$6,176,608
	72	\$3,425,169	\$1,785,230	\$3,852,681	\$6,795,557	\$6,071,298	\$4,918,026	\$5,265,027
	73	\$1,455	\$290	\$53,712	\$149,285	\$424,122	\$493,300	\$514,626
	74	\$1,128,436	\$756,718	\$753,337	\$642,255	\$593,927	\$355,000	\$396,955
SBU							\$4,869,660	\$3,865,243
	72						\$4,239,660	\$3,222,643
	73						\$68,700	\$70,074
	74						\$561,300	\$572,526
County/GFOH		\$2,442,786	\$2,333,767	\$1,937,092	\$2,886,760	\$2,571,104	\$2,900,000	\$3,441,312
Automotive								
Equipment		\$1,824,344	\$1,346,722	\$1,946,162	\$1,728,451	\$1,160,986	\$1,277,000	\$1,444,000
OTEA		\$2,576,608	\$1,291,496	\$2,157,635	\$3,282,670	\$1,857,985	\$2,137,292	\$2,204,936
Total without Debt Payment		\$107,320,510	\$92,320,295	\$111,766,046	\$108,464,225	\$98,886,082	\$118,905,000	\$123,476,960
Debt Payment		\$77,652,201	\$80,596,477	\$89,943,952	\$96,535,606	\$102,355,832	\$119,104,000	\$114,387,617
Grand Total		\$184,972,711	\$172,916,772	\$201,709,999	\$204,999,831	\$201,241,914	\$238,009,000	\$237,864,577

2017 REQUEST



2017 FT



How did MSDGC budget each dollar of Operating Revenue resources for 2017?



2017 Budget Request Highlights

- 2017 Budget Request is less than the 2016 approved budget by \$139,423 or 0.1 %.
- 48% of the budget is for debt payments, while the other 52% is for O&M costs (of which 43.3% or \$53.1 million is for Personnel and 56.7% or \$69.5 million is for Non-Personnel)
- Funding is included in 2017 for the following:
 - \$2,885,000 Sludge hauling
 - \$5,000,000 Sewer Condition Assessment and Cleaning
 - \$100,000 Sewer Backup Customer Services
 - \$2,000,000 Sewer Backup Prevention Program
 - \$1,000,000 Sewer Backup Cleaning Contractors
 - \$1,550,000 Remote field monitoring equipment Services
 - \$2,000,000 Expansion of the wet weather operational capabilities through use of the Wet Weather SCADA System.
- Funding for a total of \$13.4 million is included to fund various Expert Services (7289) contracts for all programs. This a reduction of \$1.6 million from 2016 approved budget.
- Funding for a total of \$7.6 million is included to fund various Sundry Contractual Services (7299) contracts for all programs (this is an increase of \$900K from 2016 approved budget). Which include, but are not limited to -
 - Sludge Hauling
 - Landscaping services
 - Landfill Services & fees
 - Sewer Backup Cleaning Contractors
- The Personnel budget was reduced by \$3.8 million to reflect the management plan to keep 60 vacant positions unfilled in 2017.

2017 Personnel Budget Summary

Status	# of Positions	Capital Fund	Operating Fund	PVA \$	Total Personnel if Funded 100%
Filled (<i>by end of 2016</i>)	610	\$6,629,484	\$45,500,262		\$52,129,746
Vacant (60 FT not to be filled, 43 FT @50%)	103	\$256,885	\$3,568,551	\$4,209,171	\$8,034,607
Filled/Supplemental to in-house	24	\$212,570	\$1,724,763		\$1,937,334
Vacant/Supplemental to in-house	22	\$956,003	-\$170,655	\$1,038,387	\$1,823,735
CO-OP	22	\$6,241	-\$370,878	\$405,935	\$41,298
OT			\$2,596,088		\$2,596,088
Procurement Staff	8		\$731,063		\$731,063
Grand Total	789	\$8,061,183	\$53,579,194	\$5,653,494	\$67,293,871
		12.0%	79.6%	8.4%	100.0%

Non-Personnel Summary (change from 2016 adopted Budget to 2017 requested Budget)

Non-Personnel	Change from 2016 Budget (Adopted) to 2017 Budget (Requested)								
OBJ/Item	OOD	WWE	WWA	WWT	WWC	RCS	WO	SBU	Total
Inflation	\$20,623	\$10,919	\$36,423	\$456,918	\$86,446	\$26,661	\$21,027	\$15,005	\$674,021
7232 - Printing And Other Repro			\$10,355						\$10,355
7234 - Advertising Of Legal Noti			\$12,852						\$12,852
7241 - Gas		\$2,200		(\$128,745)					(\$126,545)
7246 - Sewerage Service Charges				\$43,470					\$43,470
7247 - Water Meter Service				\$34,780					\$34,780
7248 - Power				\$371,428			\$21,880		\$393,308
7253 - Technical Repairs						\$17,687			\$17,687
7271 - Building Cleaning		\$85,000		(\$103,000)		\$18,000			
7279 - Cleaning-Waste Removal -		\$45,000		(\$45,000)					
7289 - Expert Services-Noc		(\$270,000)		(\$122,301)	(\$31,895)		(\$40,000)	(\$939,000)	(\$1,403,196)
7297 - Temporary Personnel Servi				(\$154,000)		(\$60,471)			(\$214,471)
7299 - Sundry Contractual Servic			\$19,600	\$911,800	\$17,367	(\$16,000)	\$359,900	(\$80,422)	\$1,212,245
7315 - Minor Office Equipment <\$			\$13,407						\$13,407
7342 - Laboratory Supplies						\$11,160			\$11,160
7359 - Chemicals - Noc				(\$790,000)			\$4,820		(\$785,180)
7364 - Wearing Apparel		\$16,450				\$33,246			\$49,696
7383 - Technical Equipment Parts						\$33,246			\$33,246
7415 - Office MacHinery Rent			\$65,657						\$65,657
7417 - Data Comm Equipment Rent			\$27,000						\$27,000
7418 - Software & License Fees			\$185,876		\$74,514				\$260,390
7434 - Tuition Reimbursement			\$15,712						\$15,712
7452 - Subscriptions & Membershi							\$32,800		\$32,800
7457 - Taxes		\$73,000							\$73,000
Others (based on Historical Trend)	\$10,731	(\$3,897)	(\$361)	\$84,150	\$0	(\$15,226)	\$9,855		\$85,251
Total Changes from 2016 Budget to 2017 Budget	\$31,354	(\$41,328)	\$386,520	\$559,500	\$146,432	\$48,303	\$410,282	(\$1,004,417)	\$536,645

Office of the Director

OOD

The Office of the Director manages the department's centralized support services along with the overall leadership of the organization to identify and track performance metrics, implement consistent organizational goals and policies, ensure high level of service to continuously improve customer service and environmental and public health projection across all MSDGC divisions. OOD also coordinates consent decree planning and coordination, legislative needs, as well as, communication efforts internally and externally. All of these areas will be enhanced in 2017 to ensure efforts are coordinated and aligned with organizational goals and key performance indicators.

OOD – Personnel

The 2017 requested budget includes \$2.1 million for personnel cost. This represents 20 FT positions of which two vacancies are projected to be filled in 2017. This budget reflects inter-department transfers and elimination of some supplemental staff.

Status	Title	#
Filled		17
	Administrative Specialist	1
	Administrative Specialist-EXM	2
	Administrative Technician	1
	Administrative Technician-EXM	1
	Asst Treatment Supt-EXM	1
	Chief Counsel-EXM	1
	Deputy Director Water & Sewer	2
	Division Manager	1
	Senior Admin Spec-EXM	2
	Senior Asst City Solicitor-EXM	1
	Sewers Director	1
	Supervising Management Analyst	1
	Supvg Management Analyst-EXM	2
Filled/Supplemental Staff Elimination		1
	Senior Admin Spec-EXM	1
Vacant		2
	Environmental Programs Mgr-EXM	1
	Senior Admin Spec-EXM	1
Grand Total		20

OOD – Non-Personnel

Total non-personnel budget is \$2.07 million, which is only \$31K or 1.5% higher than 2016 budget. This is 16% or \$325K lower than 2015 actual expenditures. This budget includes, but is not limited to the following:

- \$21K Utilities (Power, Gas, Water, Phone)
- \$64.2K Staff Development
- \$311K Subscriptions & Membership
- \$21K Supplies
- \$805K Expert Services

Wastewater Engineering

WWE

The Engineering Division of MSDGC is charged with planning, design, right-of-way procurement and construction of MSDGC's capital improvement program (CIP). In addition, the Engineering Division houses MSDGC's Document Control, Development Services, QA/QC Asset Management Program implantation for the Treatment Division and the Lower Mill Creek Partial Remedy (LMCPR) Program Management. The LMCPR is the finalization of Phase 1 of the Consent Decree with the largest project being the Valley Conveyance Project estimated at over \$100,000,000. MSDGC's CIP is a very large and complex program to implement. The pressing need for asset renewal and strict federal consent decree deadlines require substantial effort and coordination to effectively achieve project goals and objectives while maintaining proper and prudent facility operation and regulatory compliance. The proper planning of projects as well as a roadmap toward asset management replacement is critical in the future operation of the Department.

The Engineering Division's goal is to provide quality and on-time, on-budget, and on-scope engineering services to internal and external customers - primarily Wastewater Collections, Wastewater Treatment, Watershed Operations, and the Regulatory Compliance and Safety Divisions.

WWE – Personnel

The 2017 O&M budget includes \$7.8 million for Personnel cost. This represents 150 FT positions of which 30 vacancies are projected to be filled in 2017. This budget reflects the following reductions:

- This budget reflects inter-department transfers and elimination of some supplemental staff.
- 50% or \$1.6 million Position Vacancy Allowance (PVA) - Assuming that not all 30 vacancies will be filled for the full year
- Reduction of \$4.9 million capital funding (CIP)

Status	Title	#
Filled		119
	Administrative Specialist-EXM	2
	Administrative Technician-EXM	6
	Asst Treatment Supt-EXM	1
	Civil Engineering Technician 1	1
	Civil Engineering Technician 2	7
	Civil Engineering Technician 3	7
	Clerk Typist 3	1
	Engineering Technical Spvr	2
	Engineering Technical Spvr	1
	Principal Engineer	2
	Principal Engineer-EXM	4
	Public Works Inspector 2	10
	Reproduction Machine Operator	1

Senior Admin Spec-EXM	2
Senior Engineer	7
Senior Engineer-EXM	24
Senior Engineering Tech-EXM	1
Senior Engineering Technician	7
Sewer Construction Inspector	14
Sewers Chief Engineer-EXM	1
Supervising Engineer	2
Supervising Engineer-EXM	7
Supervising Real Property Spec	1
Supervising Surveyor	1
Surveyor	3
Engineering Technical Spvr-EXM	1
Senior Real Property Specialist	3
Filled/Supplemental Staff Elimination	1
Supervising Management Analyst	1
Vacant	15
Civil Engineering Technician 1	1
Civil Engineering Technician 2	2
Civil Engineering Technician 3	1
Senior Engineer-EXM	4
Senior Engineering Tech-EXM	1
Sewer Construction Inspector	1
Sr. Eng.	5
Vacant/Supplemental to in-house	15
Administrative Technician-EXM	1
Principal Engineer	1
Real Estate Specialty	2
Program Manager2	3
Project Controls Specialist	6
Project Planner	1
Acquisition Process Coordinator	1
CO-OP	6
Co-Op/Student Intern 4	6
Grand Total	156

WWE – Non-Personnel

Total non-personnel budget is \$776K which is \$41K or 5.1% lower than 2016 budget. This budget includes, but is not limited to the following:

- \$139K Utilities (Power, Gas, Water, Phone)
- \$35K Petroleum Products
- \$39K Staff Development
- \$21K Subscriptions & Membership
- \$77K Office Machinery Rent
- \$17K Wearing Apparel
- \$75K Property Tax

Business Services (WWA, IT and Finance)

Manages the department's centralized support services, which include: HR, Payroll, Training, Finance & Accounting and Information technology, focused on the core customers of Wastewater Collections, Wastewater Treatment, Watershed Operations, Enterprise Management and Regulatory Compliance and Safety.

Business Services – Personnel

The 2017 O&M budget includes \$6.8 million for Personnel cost. This represents 82 FT positions of which 12 vacancies are projected to be filled in 2017. This budget reflects the following reductions:

- This budget reflects inter-department transfers and elimination of some supplemental staff.
- 50% or \$631K Position Vacancy Allowance (PVA) - Assuming that not all 12 vacancies will be filled for the full year
- \$485K capital funding (CIP)

Status	Title	#
Filled		60
	Accounting Technician 2	2
	Accounting Technician 3	3
	Administrative Specialist	3
	Administrative Specialist-EXM	3
	Administrative Technician-EXM	4
	Asst Treatment Supt-EXM	1
	Computer Systems Analyst-EXM	8
	Division Manager	1
	Employment & Training Supvr-EXM	1
	Information Tech Asst Mgr-EXM	3
	Information Technology Mgr-EXM	1
	Laborer	1
	Pub Wks/Utilities Superintndt	1
	Senior Accountant	1
	Senior Accountant-EXM	2
	Senior Admin Spec-EXM	5
	Senior Admin Spec-EXM / Admin Spec	1
	Senior Administrative Specialist	1
	Senior Cmptr/Prgmr Anlyst-EXM	9
	Senior Engineer-EXM	1
	Senior Engineering Tech-EXM	1
	Supervising Management Analyst	2
	Supvg Accountant-EXM	1
	Technical Systems Analyst-EXM	4
Filled/Supplemental Staff Elimination		2
	Senior Accountant-EXM	1

	Senior Cmptr/Prgmr Anlyst-EXM	1
Vacant		8
	Accounting Technician 1	1
	Administrative Technician-EXM	2
	Information Technology Assistant	1
	Senior Accountant-EXM	2
	Senior Admin Spec-EXM	1
	Supervising Management Analyst	1
Vacant/Supplemental to in-house		4
	Project Controls Specialist	4
CO-OP		5
	Co-Op/Student Intern 4	5
Procurement Staff		8
	Admin Tech	1
	SMA	1
	Sr. Admin Spec	6
Grand Total		87

WWA – Non-Personnel

Total non-personnel budget is \$9.6 million, which is \$386K higher than 2016 budget and due mainly to increase in the following items:

- Software & License Fees (\$186K)
- Data Equipment Rent (\$27K)
- Office Machinery Rent(\$66K)

Total non-personnel budget includes, but is not limited to the following:

- \$5 million Billing, collections and customer care services (Services provided by GCWW)
- \$1.6 million Software & License Fees
- \$1.1 million CAGIS and other subscriptions.
- \$830K Expert Services

Items	2016 Approved Budget	2017 Budget	Variances
WWA	\$830,000	\$830,000	
Asset Management services	\$35,000	\$120,000	\$85,000
Business Intelligence development (reports, dashboards...)	\$32,500		(\$32,500)
Peoplesoft Upgrade and development services	\$40,000	\$200,000	\$160,000
Econ. Inclusion, Legal, System support, Outreach, SBE Compliance, Contractor Capacity			
FloWatch hosting services	\$50,000		(\$50,000)
Infrastructure Professional Services	\$50,000		(\$50,000)
Laboratory technical services (reports, development)	\$22,000	\$10,000	(\$12,000)
OnBase development services	\$45,000	\$50,000	\$5,000
Program Development, Org. Assessment, County Svc's	\$150,000		(\$150,000)
Service Desk Supplemental Staff	\$50,000		(\$50,000)
SharePoint development	\$75,000	\$75,000	
IT Service Management Services		\$30,000	\$30,000
Cityworks Dispatch Decision Support Tool		\$25,000	\$25,000
Workforce Training, Background checks, Org. Development	\$200,000		(\$200,000)
Job Classifications	\$80,500	\$80,500	
Testing (Ergometrics)		\$100,000	\$100,000
Misc Testing		\$10,000	\$10,000
Background Fee		\$5,000	\$5,000
Advanced Leadership Skills		\$15,000	\$15,000
Leadership Supervisory Development - New Supervisors		\$30,000	\$30,000
Supervisor/Manager Essential Skills		\$17,000	\$17,000
End User Computer Training		\$12,000	\$12,000
Career Building Initiatives		\$20,000	\$20,000
Career Development Training (Core Essentials)		\$20,000	\$20,000
Annual Department Wide Cross-participation		\$100,000	\$100,000
Superintendent's Organizational Development Requests		\$25,000	\$25,000
Hosted Webinars or Webcasts (WEF, ATD, SHRM, & others)		\$10,000	\$10,000
Overall Reduction		(\$124,500)	(\$124,500)

Wastewater Treatment

WWT

The Wastewater Treatment (WWT) Division is charged with operating seven major wastewater treatment plants, more than 100 pump stations, two package treatment plants and several high rate treatment facilities across Hamilton County. About 180 million gallons of wastewater is treated each day at MSDGC facilities.

The treatment plants continue to be nationally recognized for compliance with National Pollutant Discharge Elimination System (NPDES) permits, excellence in safety and an advanced maintenance program. The treatment of wastewater has significant financial needs related to electricity and natural gas usage, chemicals, equipment, SCADA, odor control and security.

WWT's Operating Budget is based on past years' spending levels, forecasted needs, and the professional judgment of licensed operators, engineers, and certified technicians.

WWT – Personnel

The 2017 O&M budget includes \$19.4 million for Personnel. This represents 246 FT positions of which 28 vacancies are projected to be filled in 2017. This budget reflects the following:

- This budget reflects inter-department transfers and elimination of some supplemental staff.
- 50% or \$1.0 million Position Vacancy Allowance (PVA) - Assuming that not all 28 vacancies will be filled for the full year.

Status	Title	#
Filled		216
	Administrative Specialist-EXM	1
	Administrative Technician	1
	Administrative Technician-EXM	4
	Asst Treatment Supt-EXM	1
	Bldg. & Grnds Mnt Crw Ldr-EXM	2
	Computer Systems Analyst	1
	Electrical Maint Worker 2	7
	Electrical Maintenance Worker	9
	Electrical Maintenance Worker3	3
	Electrical Maintnce Supvr-EXM	1
	Engineering Technician 3	12
	Engineering Technician 4	5
	Facility Maintenance Specialist	3
	Heat Ventilation & Air Condi	2
	Laborer	7
	Maintenance Crew Leader	14
	Maintenance Machinist	2
	Maintenance Machinist Helper	1

Maintenance Machinist-Crew Lea	1
Motor Equipment Operator 1	1
Motor Equipment Operator 2	1
Motor Equipment Operator 3	2
Painter	3
Plant Maintenance Specialist	14
Plant Maintenance Worker	16
Plant Operator 2 - Ohio Class	45
Plant Operator 2-OH Cert 3	13
Plant Supervisor-EXM	9
Principal Engineer-EXM	1
Senior Admin Spec-EXM	1
Senior Cmptr/Pgrmr Anlyst-EXM	2
Senior Engineer	1
Senior Engineer-EXM	2
Senior Plant Supervisor	1
Senior Plant Supervisor-EXM	3
Stockhandler	1
Storekeeper	4
Supervising Engineer	1
Supervising Engineer-EXM	1
Supervisor Of Maintenance	3
Supvg Storekeeper	1
Supvr of Maintenance-EXM	5
Technical Systems Analyst-EXM	2
Treatment Superintendent-EXM	1
Treatment Supervisor	2
Treatment Supervisor-EXM	1
Truck Driver	2

Filled/Supplemental Staff Elimination	1
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Asst. Superintendent2	1
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Vacant	28
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Administrative Specialist-EXM	1
Asst Facilities Mntnc Mgr-EXM	1
Electrical Maint Worker 2	2
Electrical Maintenance Worker3	1
Maintenance Crew Leader	6
Maintenance Machinist	1
Maintenance Machinist Helper	2
Plant Maintenance Worker	10
Plant Supervisor-EXM	1
Senior Cmptr/Pgrmr Anlyst-EXM	1
Senior Engineer	1

Supervising Engineer 1

CO-OP	1
Co-Op/Student Intern 4	1
Grand Total	246

WWT – Non-Personnel

Total non-personnel budget is \$28.0 million, which is only 2% or \$560K higher than 2016 budget. This budget includes, but is not limited to:

- \$10 million Utilities (Power, Gas, Water, Phone)
- \$4.3 million Sundry Contractual Services

Items	2016 Budget	2017 Budget	Variances
WWT	\$3,353,000	\$4,264,800	\$911,800
Grass cutting and vegetation control	\$48,000	\$78,800	\$30,800
HVAC maintenance agreement. Oil analysis.	\$53,000	\$53,000	
Landfill fees	\$330,000	\$330,000	
Landscaping services	\$250,000	\$100,000	(\$150,000)
Liquid Sludge Hauling to Little Miami or Mill Creek			
Locksmith services	\$1,000	\$21,000	\$20,000
Misc material disposal	\$1,500		(\$1,500)
Monthly PM and Emergency Repair of Stand-by Generators	\$40,000	\$40,000	
Remote monitoring data plan	\$20,000	\$25,000	\$5,000
Remote monitoring services	\$50,000	\$50,000	
SCADA and telemetry programming services	\$107,500	\$107,500	
Sludge hauling of dewatered cake to landfill	\$2,008,000	\$2,370,000	\$362,000
Sludge hauling and disposal	\$180,000	\$515,000	\$335,000
Telemetry call center monitoring	\$100,000	\$100,000	
Telemetry system support	\$25,000	\$25,000	
Underground storage tank fees	\$5,000	\$5,000	
Vactor services for cleaning incinerator when off line	\$12,000	\$20,000	\$8,000
Vactor services for cleaning of wet well	\$12,000	\$20,000	\$8,000
Vactor services for cleaning of wet wells and aeration tanks	\$110,000	\$200,000	\$90,000
Hazardous Material Remediation		\$50,000	\$50,000
Lubricant, Hydraulic Fluid, and Wear Particle Analysis		\$30,000	\$30,000
Predictive maintenance personnel mentoring, certification examinations and as-needed staff supplementation		\$50,000	\$50,000
Grit and Screening removal		\$264,000	\$264,000
PM, Maintain and Repair Computer-Controlled HVAC in CMF & Administration buildings.		\$15,000	\$15,000
MACT Testing Requirements (3)		\$69,000	\$69,000
Overall Reduction		(\$273,500)	(\$273,500)

- \$3.7 million Chemicals
- \$225K Software & License Fees
- \$1.5 million Mechanical and Plant Supplies
- \$2.1 million Plumbing & Electrical Machinery Parts
- \$2.7 million Repairs (Auto, Pumping, Building...)
- \$357K Building & Structure Insurance

- \$380K Security Guard Services
- \$317K Building Cleaning
- \$182K Staff Development
- \$893K Expert Services:

Items	2016 Approved Budget	2017 Budget	Variances
WWT	\$1,015,950	\$893,649	(\$122,301)
Aeration tank performance testing	\$108,000	\$108,000	
Air emission regulatory testing	\$53,500	\$25,500	(\$28,000)
Business process improvements	\$50,000		(\$50,000)
Condition monitoring services	\$25,000	\$25,500	\$500
Discharge and Sewer Sludge Fees	\$50,200	\$39,750	(\$10,450)
East/West Automation project	\$200,000		(\$200,000)
Facility inspections	\$12,250		(\$12,250)
Laboratory services	\$42,000	\$10,000	(\$32,000)
Maintenance management software development	\$100,000		(\$100,000)
MCTP Incinerator performance testing	\$200,000	\$200,000	
Odor Control Phase 2	\$150,000	\$140,149	(\$9,851)
Supplemental services	\$25,000		(\$25,000)
Asbestos Removal and Repair		\$3,000	\$3,000
Boiler/Elevator/Hoists Inspections		\$1,250	\$1,250
Regulatory Testing		\$8,000	\$8,000
Phosphorus Study		\$300,000	\$300,000
Mercury Scrubber		\$20,000	\$20,000
Predictive Maintenance		\$12,500	\$12,500

Wastewater Collection

WWC

Collect wastewater and convey it to the regional wastewater reclamation facilities.

WWC's Operating Budget is based on past years' spending levels, forecasted needs, and the professional judgment of engineers, managers and technicians. Wastewater collection manages the day-to-day operation of over 3,000 miles of combined and separate sewer system to meet NPDES permits requirements and customer service levels. The division performs state-of-the-art condition assessment & inspections, repairs & replacements, lining of aging mainline sewers, facility and mechanical maintenance of the wastewater collection system as part of a defined asset management program.

WWC – Personnel

The 2017 O&M budget includes \$10.3 million for Personnel cost. This represents 185 FT positions of which 43 vacancies are projected to be filled in 2017. This budget reflects the following:

- This budget reflects inter-department transfers and elimination of some supplemental staff.
- 50% or \$1.8 million Position Vacancy Allowance (PVA) - Assuming that not all 43 vacancies will be filled for the full year.
- Reduction of \$2.4 million capital funding (CIP)

Status	Title	#
Filled		129
	Administrative Specialist	2
	Administrative Specialist-EXM	1
	Automotive Mechanic-Crew Chief	1
	Fleet Services Supervisor	1
	Maint Fabrication Apprentice	3
	Maint. Fabrication Crew Leader	3
	Motor Equipment Operator 1	4
	Motor Equipment Operator 2	11
	Motor Equipment Operator 3	2
	Senior Admin Spec-EXM	3
	Senior Engineer	2
	Senior Engineer-EXM	2
	Senior Engineering Technician	8
	Sewer Construction Inspector	1
	Sewer Maintenance Crew Leader	9
	Storekeeper	1
	Supervisor Of Maintenance	1
	Supvg Storekeeper	1
	Surveyor	1
	Technical Systems Analyst-EXM	1
	Truck Driver	10
	Utility Technician	11

Wastewater Collection Crew Lea	6
Wastewater Collection Eq Spec	9
Wastewater Collection Inspector	14
Wastewater Collection Pipelaye	3
Wastewater Collection Superint	1
Wastewater Collection Supervisor	1
Wastewater Collection Supvr-EXM	2
Water Works Dispatcher	5
Water Works Maint Field Supvr	9

Filled/Supplemental Staff Elimination	13
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Senior Engineering Tech-EXM	1
Senior Engineering Technician	8
Sewer Construction Inspector	2
Sewer Construction Inspector	1
Water Works Dispatcher (MSDGC)	1

Vacant	43
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Assistant Supervisor of Fleet Services	1
Asst Fleet Services Mgr-EXM	1
Asst Supvr of Customer Service	3
Asst Treatment Supt (Collection System)	2
Automotive Mechanic	3
Automotive Mechanic-Crew Chief	3
Civil Engineering Technician 3	1
Maint Fabrication Specialist	4
Maintenance Machinist	1
Management Analyst-EXM	1
Principal Engineer	3
Senior Admin Spec-EXM	1
Senior Envrnmntl/Sfty Spec-EXM	1
Supvg Management Analyst-EXM	1
Supvr of Customer Service-EXM	1
Truck Driver	1
Utility Technician	2
Wastewater Collection Crew Lea	4
Wastewater Collection Eq Spec	4
Wastewater Collection Pipelaye	4
Wastewater Collection Supervisor	1

Grand Total	185
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WWC – Non-Personnel

Total non-personnel budget is \$10.2 million, which is \$146K or 1.5% higher than 2016 budget.

This budget includes, but is not limited to:

- \$352K Utilities (Power, Gas, Water, Phone)
- \$372K Petroleum Products
- \$121K Sundry Contractual Services

Items	2016 Budget	2017 Budget	Variances
WWC	\$103,133	\$120,500	\$17,367
Chemical Disposal Services	\$5,000	\$5,000	
Crane Inspection/Repair Services	\$7,500	\$7,500	
Driveway/Lot Sweeping Services	\$4,000	\$4,000	
Landfill Services	\$54,000	\$54,000	
Machine Shop Services	\$10,000	\$10,000	
Parts Washer Services	\$4,000	\$4,000	
Pest Control Services	\$2,633	\$20,000	\$17,367
Radio Repair Services	\$1,000	\$1,000	
Tree Removal Services	\$15,000	\$15,000	

- \$5.6 million Expert Services:

Items	2016 Approved Budget	2017 Budget	Variances
WWC	\$5,638,895	\$5,607,000	(\$31,895)
Building Alarm Monitoring	\$7,000	\$7,000	
Business Process Certification Program	\$200,000	\$150,000	(\$50,000)
Customer Communication	\$200,000	\$150,000	(\$50,000)
Geotechnical Support & Preconstruction Surveys	\$50,000	\$50,000	
Technical Staff Supplementation	\$200,000	\$100,000	(\$100,000)
WWC Vehicle GPS	\$75,000	\$75,000	
Sewer Condition Assessment and Cleaning	\$4,906,895	\$5,000,000	\$93,105
Pilot Learning Management System (LMS)		\$75,000	\$75,000

- 96K Claims
- \$578K Mechanical and Plant Supplies
- \$1.1 million Repairs (Auto, Pumping, Building...)
- \$275K Masonry And Road Material
- \$506K Street Opening And Restoration
- \$104K Security Guard Services
- \$46K Building Cleaning
- \$94K Cleaning-Waste Removal
- \$48K Staff Development

Regulatory Compliance & Safety - RCS

Monitor and regulate industrial and commercial customers under the Pretreatment Program of the Clean Water Act (CWA), monitor and assist in compliance related activities of MSDGC operations and provide analytical laboratory services.

Regulatory & Environmental Compliance

The Regulatory and Environmental Compliance is section charged with ensuring utility compliance with applicable federal, state and local environmental rules and regulations. Such rules and regulations include USEPA and Ohio EPA rules on such topics as surface water and wastewater, drinking water, storm water; sewage sludge, air quality, spill control, hazardous and universal waste management, chemical management; and many others. The Regulatory and Environmental Compliance group is the key interface between the utility and regulators for daily operations, and is involved in facility inspections, compliance reporting, violation abatement, permit renewals, etc. This focus area has enhanced efforts to coordinate closely with utility operational divisions to evaluate and recommend compliance strategies to maximize environmental compliance efforts.

Industrial Waste

The Industrial Pretreatment Program is responsible for managing MSDGC's Ohio EPA-approved Industrial Pretreatment Program, ensuring industrial customer compliance with federal, state and local wastewater discharge rules and regulations. The Industrial Waste Section also manages the implementation of the MSDGC's surcharge program, ensuring fair and equitable assessment of cost to dischargers of high strength waste and also MSDGC's hauled waste program.

Safety

MSDGC is proactively working to eliminate workplace hazards, preventing injuries and accidents by performing more training and audits and creating more conversation around prevention and awareness – both within operations and construction areas. The mission is to promote and engage employees and the community to strive towards a safer environment and workplace in an environmentally and fiscally responsible manner.

Safety Section's focus is on improving the quality of life for our employees and the community we serve.

This will be achieved by

- Assisting, educating and providing guidance to the community and workforce.
- Reduce hazards in workplace and the surrounding community.
- Provide assistance and coordinate with other/outside regulatory agencies.

RCS – Personnel

The 2017 O&M budget includes \$5.1 million for Personnel cost. This represents 61 FT positions of which 4 vacancies are projected to be filled in 2017. This budget reflects the following:

- 50% or \$309K Position Vacancy Allowance (PVA) - Assuming that not all 4 vacancies (and CO-OP) will be filled for the full year.

Status	Title	#
Filled		57
	Administrative Technician	1
	Administrative Technician-EXM	1
	Asst Treatment Supt-EXM	1
	Chemist	4
	Chemist-EXM	1
	Environment/Sld Wst Prgm Crd-EXM	1
	Environmental/Safety Specialist	1
	Industrial Investigator	6
	Industrial Waste Inspector	3
	Laboratory Assistant	1
	Laboratory Technician 2	7
	Laboratory Technician 3	3
	Laboratory Technician 4	4
	Pretreatment Specialist	6
	Senior Chemist	2
	Senior Chemist-EXM	2
	Senior Engineer-EXM	2
	Senior Environmental/Safety Sp	1
	Senior Envrnmntl/Sfty Spec-EXM	3
	Supervising Chemist	1
	Supervising Environmental/Safe	1
	Supervisor Of Industrial Waste	1
	Supvr Of Industrial Waste-EXM	2
	Treatment Superintendent-EXM	1
	Treatment Supervisor-EXM	1
Vacant		4
	Asst Treatment Supt	1
	Laboratory Technician 2	2
	Laboratory Technician 4	1
CO-OP		10
	Co-Op/Student Intern 4	10
Grand Total		71

RCS – Non-Personnel

Total non-personnel budget is \$2.1 million, which is \$48K or 2.3% higher than 2016 budget. This budget includes, but is not limited to:

- \$74K Utilities (Power, Gas, Water, Phone)
- \$20K Petroleum Products
- \$78K Wearing Apparel
- \$20K Cleaning-Waste Removal
- \$159K Supplies & Tools
- \$530K Sundry Contractual Services

Items	2016 Budget	2017 Budget	Variances
RCS	\$546,000	\$530,000	(\$16,000)
Algae pilot project	\$50,000	\$40,000	(\$10,000)
As Needed Program Support	\$20,000	\$20,000	
Documentation of Program Activities	\$45,000	\$45,000	
Industrial Hygiene support; haz assessments; air sampling	\$300,000	\$300,000	
ipacs customized enhancements	\$35,000	\$35,000	
Local Limits Development	\$50,000	\$50,000	
Water quality pilot project	\$50,000	\$40,000	(\$10,000)
Reduction	(\$4,000)		\$4,000

- \$200K Expert Services:

Items	2016 Approved Budget	2017 Budget	Variances
RCS	\$200,000	\$200,000	
Treatment Process Enhancement through Lab Program.	\$200,000		(\$200,000)
Regulatory Support		\$50,000	\$50,000
Surcharge Evaluation		\$50,000	\$50,000
Lab Expert		\$50,000	\$50,000
Lab UST		\$50,000	\$50,000

- \$399K Laboratory Supplies
- \$192K Technical Repairs
- \$228K Tests - Miscellaneous
- \$90K Staff Development

Watershed Operation - WO

The Watershed Operations Division (WO) is responsible for the operation and maintenance of MSDGC's wet weather facilities, oversight of the green infrastructure installations, and management of all sewer data collection activities from across the entire collection system.

In addition to optimizing individual asset performance, WO's goal is to operate the watershed in a manner that maximizes the conveyance and treatment capacity of the wastewater system during wet weather. The Wet Weather SCADA system has been constructed for this purpose and it is upon this platform that operational optimization occurs. This means that wet weather assets that interact with the collection system must be operated in a coordinated fashion, similar to the manner in which the collective assets in a treatment plant are operated, however, over a much larger geographical area.

WO carries forward the innovative approaches to wet weather management that MSDGC built into its Wet Weather Improvement Plan in order to achieve its mission.

Beginning with the 2016 budget year, the budgets for the **Watershed Operations Division** and the **SBU** Program are no longer represented under the same department code of 470. This enables MSDGC to track and report more effectively on discrete business functions as well as aids in managing the appropriate access to those cost centers in the financial system.

Wet Weather Facilities

Wet weather facilities include real time control (RTC), high rate treatment (HRT), storage, and other operable assets designed to manage wet weather flows. They are maintained to preserve function, operated to optimize performance, and monitored to demonstrate value. The priority for these facilities is achieving and maintaining high availability.

Dashboards for wet weather facility performance and availability were rolled out in early 2016 to allow monitoring of performance, review of system availability, and also provide specific information related to subsystem component availability. Data for these dashboards is made possible through the Wet Weather SCADA system which allows information to be continually updated and current within a day. These dashboards are crucial in targeting maintenance activities to ensure optimum system readiness and availability, and also very effective in evaluating individual facility performance for specific events or for longer periods of time.

Expansion of the WW SCADA System and development of additional facility dashboards for remaining facilities will continue in 2017 which will provide enhanced visibility of these facilities.

Remote Monitoring

Watershed Operations provides comprehensive monitoring of the wastewater collection system and the assets that impact it as a service for all MSDGC users. In 2016 level sensors were installed

throughout the Mill Creek basin to provide early estimations of stormwater volumes entering the collection system. In 2017 the same technology will be installed throughout the Little Miami River basin to provide the same early estimates of stormwater volume. With the implementation of these remote sensors, the monitoring program provides data to the Wet Weather SCADA System to allow for the optimization of controllable assets to minimize CSO and SSO overflows. Other portions of the monitoring program provide data for modeling projects to be used as a basis for design, remote sensing of air release valve failures and odor complaints, planning and design decisions, regulatory reporting of CSO and SSO overflows, and the hydraulic and water quality models. As such, WO acts as a centralized and streamlined provider of all field-generated data, including flow monitoring services.

Several major equipment upgrades are planned for the next few years. MSDGC will be performing a lifecycle replacement of flow monitors over the next 5-7 years to maintain an inventory of current technology. Additionally, approximately 200 of the CSO and SSO level sensors have older style modems and need to be upgraded for better data efficiency and streamlined data transmission 2017-2018.

WO will also pilot several real-time water quality sensors at selected locations which will feed directly into the SCADA system. These include remote monitoring of PAA concentrations at the Little Miami Auxillary Outfall, continuous TSS monitoring at several locations during the Little Miami/Upper Duck Creek water quality sampling program, and multi parameter monitoring at selected permanent locations, such as the border of Butler County on the Mill Creek. Based on the results of these evaluations, MSDGC will determine the cost/value of expanding the permanent real-time water quality network.

WO currently maintains equipment at over 500 sites and in 2017 that number will expand to about 600 sites.

Stormwater Control Measures

These assets include bioretention basins, vegetated swales, permeable pavement, and other landscape features designed to reduce stormwater inflow to the combined sewer system through infiltration, evapotranspiration, and capturing and slowly releasing stormwater. They are maintained to preserve function and inspected to evaluate their ability to perform.

Optimal performance of these systems is dependent on an ongoing high level of maintenance and inspection. Lack of proper and timely maintenance compromises the function of the SCM and shortens its lifespan. The systems' vertical components (soil media and gravel layers) can become clogged with debris and sediment, leading to standing pools of stagnant water. In addition to the public health risk this can pose, SCM assets that are not properly maintained become unsightly and unsafe, and any CSO reduction goals related to the SCM are not be realized.

Since these are living ecosystems, their maintenance extends beyond traditional landscaping activities and requires contractors that are qualified to perform this type of specialized work. As such, MSDGC, along with other utilities, has worked closely with the Water Environment Federation and DC Water to become a Partner in the development of a National Green Infrastructure Certification Program.

Recognizing the lack of a properly trained labor pool in the field of green infrastructure, the goal of the Program is to “provide a pool of skilled workers to construct, inspect, and maintain GI” to support the long-term performance. The Program is for local professionals and is focused only on construction, maintenance, and post-construction inspection. As a Partner, MSDGC is expected to conduct a training course and administer an exam using documents and materials developed by the Technical Advisory Group within the Program. The training course is currently 12 modules and is estimated to take 40 hours to complete and as such, MSDGC will need to supply a certified trainer, classroom space, a space for outdoor hands-on opportunities, and exam proctor. It is envisioned that the training conducted by MSDGC will include internal MSDGC inspectors and construction managers as well as some local professionals. Those who take the exam and receive a passing grade will receive the National Certification.

As more projects including SCMs are being designed and constructed, Watershed Operations has realized a gap that exists between what is written in a construction contract and what can effectively be enforced internally, as it relates to maintenance during the establishment period. Construction Managers are finding it difficult to recognize if the proper maintenance has been completed by the contractor, as required by the contract. MSDGC CMs have expressed the need for additional documentation to help them distinguish between the intended and unintended plants at each SCM. Watershed Operations’ response to this is the development of a “Field Pocket Guide” that will include the pictures of each intended plants (for each season) at the site level. The Guide will also include a pictorial list of common invasive species.

Operational Optimization

MSDGC’s Wet Weather SCADA system was rolled out in 2015 with the initial capability of capturing field data from remote sensors and wet weather facilities, visualizing conditions at both the site-specific and basin-wide levels for the lower Mill Creek and lower Little Miami River, detecting possible high water/dry weather conditions, and predicting flows to the Mill Creek treatment plant. The system was expanded in 2016 to cover the entire Mill Creek Basin, gain remote control of all 4 RTCs, and include all rain gage and river stage data for the service area. By the end of the year, the SSO 700 high rate treatment facility and the Muddy-Westbourne wet weather facility will be integrated with the WW SCADA, and basin-wide wet weather performance will be improved through coordinated control of critical assets.

For 2017, coverage expands to include the Little Miami River basin as well as the combined-sewered area of the Muddy Creek basin. Additional monitoring capabilities will be added to alert MSDGC to abnormal dry weather conditions, wet weather conditions and high water/flooding conditions that will improve responsiveness. The operation of each wet weather asset will be further optimized with new algorithms that take into consideration the full capabilities of the system, reducing operational costs, and coordinated control logic will be enhanced in the Mill Creek Basin to achieve better wet weather performance basin-wide. It is critical that these investments are made in 2017 to leverage the investments made since 2014 and build on the progress already achieved and to provide data critical to the Phase II Consent Decree negotiations.

CSO Control Technology Evaluation

This Program is designed to aggressively seeking out new and emerging CSO control technologies in the areas of alternative disinfection; advanced filtration; state of the art solid and floatables control; and unconventional, in-system storage and control systems. All technologies are given a thorough review based on available, peer-reviewed literature and high quality gray literature, with special emphasis on the evaluation of cost and performance data. If technically sound and has the potential to provide the required level of control at a lower cost, a technology is piloted to validate the cost-effectiveness of the technology under MSDGC's unique operating conditions.

MSDGC has partnered with the U.S. EPA's Office of Research and Development in Cincinnati to acquire internationally recognized technical expertise in CSO management and treatment to lead WO's progressive efforts to uncover and validate new and emerging technologies for application in MSDGC's system.

Evaluations and demonstrations of promising CSO control technologies are in various stages of planning and preparation. Two technology evaluations are scheduled for implementation during the latter half of 2016 and into 2017. These technologies focus primarily on the removal of solids and floatables in CSO discharges

WO – Personnel

The 2017 O&M budget includes \$1.2 million for Personnel cost. This represents 15 FT positions. This budget reflects the following:

- This budget reflects inter-department transfers and elimination of some supplemental staff.
- 50% or \$98K Position Vacancy Allowance (PVA) - Assuming that not all 2 vacancies will be filled for the full year.
- Reduction of \$274K capital funding (CIP)

Status	Title	#
Filled		9
	Asst Treatment Supt-EXM	1
	Principal Engineer-EXM	1
	Senior Engineer	2
	Senior Engineer-EXM	2
	Supervising Engineer-EXM	2
	Treatment Superintendent-EXM	1
Filled/Supplemental Staff Elimination		4
	Principal Engineer-EXM	2
	Senior Engineering Technician	2
Vacant		2
	Principal Engineer-EXM	1
	Senior Engineer-EXM	1
Grand Total		15

WO – Non-Personnel

Total non-personnel budget is \$6.2 million. This budget includes, but is not limited to:

- \$2.05 million Sundry Contractual Services

Items	2016 Budget	2017 Budget	Variances
WSO	\$1,680,000	\$2,039,900	\$359,900
Contracted preventative and reactive maintenance for all green infrastructure/stormwater control measures and includes assets both above and below ground.	\$200,000	\$134,900	(\$65,100)
Contract services for the installation, removal and all site maintenance of remote field monitoring equipment, including level sensors, flow meters, and rain gauges.	\$1,480,000	\$1,550,000	\$70,000
CSO/SSO monitoring and reporting		\$355,000	\$355,000

- \$3.0 million Expert Services:

Items	2016 Approved Budget	2017 Budget	Variances
WO	\$3,035,000	\$2,995,000	(\$40,000)
Support services for CSO distributed treatment technologies	\$265,000	\$625,000	\$360,000
Performance management services for Real Time Control (RTC) and High Rate Treatment (HRT) facilities	\$370,000	\$250,000	(\$120,000)
Programmatic management and support for MSD's Remote Monitoring Program	\$400,000	\$120,000	(\$280,000)
Expansion of the wet weather operational capabilities through use of the GE IP Prophecy system.	\$2,000,000	\$2,000,000	
<ul style="list-style-type: none"> • \$395K Subscriptions & Membership • \$154K Utilities (Power, Gas, Water, Phone) • \$387K Technical Equipment Parts and other supplies • \$65K Chemicals 			

Sewer Backup Response Program - SBU

Provide customer relief for capacity related sewer backups.

Beginning with the 2016 budget year, the budgets for the **Watershed Operations Division** and the **SBU** Program are no longer represented under the same department code of 470. This enables MSDGC to track and report more effectively on discrete business functions as well as aids in managing the appropriate access to those cost centers in the financial system.

SBU – Personnel

The 2017 O&M budget includes \$858K for Personnel cost. This represents only 9 FT positions of which five vacancies are projected to be filled. This budget reflects the following:

- This budget reflects inter-department transfers and elimination of some supplemental staff.

Status	Title	#
Filled		3
	Engineering Technical Spvr	1
	Senior Admin Spec-EXM	1
	Senior Engineering Technician	1
Filled/Supplemental Staff Elimination		2
	Administrative Specialist	1
	Asst Supvr of Customer Service	1
Vacant		1
	Asst Treatment Supt (Collection System)	1
Vacant/Supplemental to in-house		3
	Supervising Field Service Rep	3
Grand Total		9

SBU – Non-Personnel

Total non-personnel budget is \$3.9 million, which is \$1.0 million or 20.6% lower than 2016 budget. This budget includes, but is not limited to:

- \$1.0 million Sundry Contractual Services

Items	2016 Budget	2017 Budget	Variances
SBU	\$1,080,422	\$1,000,000	(\$80,422)
Sewer Backup Cleaning Contractors	\$1,080,422	\$1,000,000	(\$80,422)

- \$2.1 million Expert Services:

Items	2016 Approved Budget	2017 Budget	Variances
SBU	\$3,039,000	\$2,100,000	(\$939,000)
Sewer Backup Claim Valuation	\$32,000		(\$32,000)
Sewer Backup Customer Services	\$900,000	\$100,000	(\$800,000)
Sewer Backup Prevention Program	\$2,107,000	\$2,000,000	(\$107,000)
Total Funded Request	\$15,033,845	\$13,432,049	(\$1,601,796)

- \$517K Claims & Legal Services

Vehicles

2017 Vehicle budget is \$1.44 million. This is a replacement budget only. No new additions to the current fleet.

Reason for replacements:

- Aged fleet. Some of these items are as old as 1990 & 2000
- Operational needs: e.g.: Dump truck; this will allow MSDGC to haul a load to the dump that would otherwise take almost three single axle dump trucks to haul.
- Safety concerns.

Vehicles Request

Motorized Equipment Request									
#	Reason	Repl. No.	Year	Mileage	L.T.D. Cost	Year to Date	Description - Item to be Purchased	Est, Cost	Division
1	Replacement	71892	2007	147,597	\$121,378.00	\$21,564.00	Flush/Vac Truck	\$500,000	WWC
2	Replacement	70964	2007	81,883	\$32,141.00	\$8,749.00	Single axle dump truck - chassis	\$85,000	WWC
							Single axle dump truck - body	\$40,000	
3	Replacement	70962	2007	73,050	\$28,185.00	\$3,943.00	Single axle dump truck - chassis	\$85,000	WWC
							Single axle dump truck - body	\$40,000	
4	Replacement	01800	1990	3,158	\$28,674.00	\$1,152.00	Chassis for Hyd Truck	\$90,000	WWC
							Hyd. Truck body remount	\$35,000	
5	Replacement	65810	2006	4,825	\$30,415.00	\$5,233.00	Wheel Loader	\$125,000	WWC
6	Replacement	02671	2000	1,198	\$18,988.00	\$2,245.00	Forklift - (Propane)	\$28,000	Muddy Creek
7	Addition						IBAK Camera test Equipment	\$60,000	WWC
8	Replacement	52816	2005	2,362	\$22,724.00	\$679.00	Gators/ Look at ZAP Truck	\$27,000	WWT
9	Replacement	52818	2005	2,502	\$19,626.00	\$618.00	Gators/ Look at ZAP Truck	\$27,000	WWT
10	Replacement	52819	2005	1,571	\$20,132.00	\$345.00	Gators/ Look at ZAP Truck	\$27,000	WWT
11	Replacement	00649	2010	117,238	\$18,805.00	\$5,425.00	Mini Van	\$24,000	WWT
12	Replacement	40803	2004	40,295	\$11,882.00	\$976.00	Window Van	\$26,500	WWT
13	Replacement	40808	2004	47,552	\$12,817.00	\$978.00	Window Van	\$26,500	WWT
14	Replacement	40809	2004	62,950	\$13,377.00	\$1,759.00	Window Van	\$26,500	WWT
15	Replacement	50842	2004	41,211	\$8,200.00	\$1,490.00	Window Van	\$26,500	WWT
16	Replacement	40850	2004	96,937	\$14,509.00	\$5,236.00	Pickup w/lift gate	\$32,000	WWT
17	Replacement	40838	2004	52,838	\$10,574.00	\$393.00	Pickup w/lift gate	\$32,000	WWT
18	Replacement	40852	2004	51,080	\$9,669.00	\$760.00	Pickup 4x4	\$32,000	WWT
19	Replacement	40791	2004	72,355	\$13,106.00	\$1,664.00	Pickup 4x4	\$32,000	WWT
20							Shop Tools	\$5,000	
21							Flatbed for roll off	\$12,000	WWT
							Total	\$1,444,000	

Capital Equipment (OTEA)

OTEa

Department	Itemization Name	New / Replacement	2016 Budget	2017 Budget
RCS	BOD Analyzer	Process Support	\$80,000	\$80,000
RCS	BOD incubator	Outlying lab	\$4,500	
RCS	Discrete Composite Sampler (1 each)	Support to WWT		\$50,000
RCS	Fitness Center		\$51,042	
RCS	ICPMS			\$180,000
RCS	Ion Chromatograph	Hexavalent Cr	\$45,000	
RCS	Jar Testing Apparatus	Phipps & Bird	\$4,000	
RCS	Liquid / Liquid Extraction System	Oil and Grease	\$70,000	
RCS	Liquid Argon Tank & Telemetry			\$50,000
RCS	Refrigerator (2 each)	Replace old	\$2,250	
RCS	Refrigerators (4 each)	Replace old	\$4,500	
RCS	Respirometer (1 each)	Support to WWT	\$35,000	\$35,000
RCS	Sampling and Field Analysis Equipment	Repair & replace	\$144,000	\$144,000
WSO	SSO 700 samplers			\$58,000
WSO	Equipment Replacement (Samplers, motors, pumps, desiccant dryer)	Replacements		\$50,000
WSO	Remote monitoring equipment (dye dilution testing)			\$20,000
WSO	Remote monitoring equipment (Flow Meters) - replacement and new purchases			\$125,000
WWA	Carpeting	Replace		\$100,000
WWA	COD Analyzer (1 each)	Hach DR3900	\$5,000	\$35,000
WWA	Coffee Vending Machine	New		\$2,000
WWA	Conference Room Chairs (Conference Room 123)	Replace		\$5,000
WWA	Conference Room Panels	Repair & Replace		\$10,000
WWA	Conference Room Table and Chairs	Replace		\$60,000
WWA	Break Room Tables and Chairs	Use the good ones from the conference rooms		
WWA	Data center improvements		\$220,000	\$220,000
WWA	Devices and equipment for safety program requirements: ie. lock out tag out / electrical; fall protection; confined space	new	\$30,000	
WWA	Heavy Duty Scanner	New		\$5,000
WWA	Lifecycle replacement desktops		\$250,000	\$200,000
WWA	Lifecycle replacement laptops		\$145,000	\$145,000
WWA	Office Chairs	Replace		\$10,000
WWA	Outdoor benches (picnic table type)			\$1,000
WWA	Refrigerator	Replace		\$750
WWA	Security needs		\$138,000	\$100,000
WWA	Specialty and Misc Equipment		\$25,000	\$25,000
WWA	Virtualization expansion		\$105,000	\$120,000
WWC	Air Release Valves	Replacement		\$0
WWC	CUES LAUNCH CABLE	Replacement	\$10,000	\$0
WWC	Facility asset replacement (HVAC, lighting, roof, UPS, etc.)	Replacements	\$500,000	
WWC	GNSS Reference Network Station (Receiver, Antenna and Installation)	New		\$25,516
WWC	IBAK - Orpheus Pan and Tilt cameras - 2 EA	New		\$46,120
WWC	IBAK COAX REEL LAUNCHER - 3 EA.	Replacement	\$15,000	\$0
WWC	IBAK FIBEROPTIC CABLE REEL - 3 EA.	Replacement	\$24,000	\$16,000
WWC	IBAK LISY	Replacement	\$65,000	\$60,000
WWC	LATERAL CAMERA REPLACEMENT - 3 EA.	Replacement	\$75,000	\$50,000
WWC	Leica - TS16 Robotic Total Station	Replacement		\$32,800
WWC	Locating Receivers - Ridgid Navtrak - 5 EA	Replacement		\$0
WWC	Metal Detectors 10EA.	Replacement		\$0
WWC	NOZZLES & ROOT CUTTERS FOR FLUSH/VAC TRUCKS	Replacement	\$50,000	\$0
WWC	Remote monitoring panels and instrumentation (10 stations)	New	\$0	
WWE	GPS Base Stations	replacement	\$20,000	\$37,500
WWE	Survey EDM/Theodolite Total Station	replacement	\$15,000	\$21,250
WWE	Survey GPS Software Upgrade	replacement	\$5,000	\$5,000
WWT	Baker Online Motor Tester			\$50,000
WWT	Conversion of open area into 5 workstations			\$30,000
			\$2,137,292	\$2,204,936

Indirect City Overhead

The calculation of the overhead is based on the rate determined in the Maximus cost allocation plan and applied to the prior year financial statement. The City and County in settlement of dispute in 1997 determined there would be an outside firm that will prepare a cost allocation plan and the overhead would be based on that rate.

Direct County Overhead

2017 budget is \$295,510 and included within OOD budget. Hamilton County submits quarterly statements for its oversight activities, which are paid from MSDGC Capital Fund.

Indirect County Overhead

2017 budget is \$178,325 and included within OOD budget.

Debt Service

\$114.4 is budgeted to pay existing and projected debt.

Appendices

Appendix A - Additional Necessary Requests Needed for 2017

Below is a list of items that are not included on the continuation budget request (above). MSDGC is asking The BOCC to consider approving these items to be added to 2017 Operating Budget. Many of these items were previously funded from CIP budget.

Additional Requests

WWC

7289 - Expert Services-Noc

Sewer Condition Assessment and Cleaning	\$1,000,000
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Total 7289 - Expert Services-Noc	\$1,000,000
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WWC Total Unfunded Request	\$1,000,000
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WWT

Replacement of WWT Hauling Vehicles	\$270,000
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WO

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7289 - Expert Services-Noc

Support services for the Green Infrastructure/Stormwater Control Measures Program	\$90,000
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Modeling BCE Support for CIPs [This was previously funded through an Allowance CIP]	\$120,000
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Initial flow monitoring modeling and data quality review [This was previously funded through an Allowance CIP]	\$22,000
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Specialized hydraulic modeling support to enable MSDGC to address key issues that are related to Consent Decree requirements. [This was previously funded through an Allowance CIP]	\$300,000
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Total 7289 - Expert Services-Noc	\$532,000
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7383 - Technical Equipment Parts	\$237,910
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7299 - Sundry Contractual Services

Water quality monitoring, odor monitoring, air release valve monitoring, I/I investigation including micromonitoring	\$190,000
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Watershed remote monitoring and control (Little Miami)	\$160,000
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Post construction monitoring	\$45,000
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Contract services for installation, removal, and servicing of wet weather facility assets.	\$25,000	
Contract services for the collection and transport of samples at wet weather facilities (25 events)	\$20,000	
Contract services for field dye dilution testing	\$70,000	
Contract services for Mill Creek Bioassessment - sampling for NPDES permit	\$150,000	
Total 7299 - Sundry Contractual Services	\$660,000	
WO Total Unfunded Request		\$1,429,910

RCS

7299 - Sundry Contractual Services		
Mixing Zone in Ohio River	\$200,000	
Specialty Lab Work and reports for NELAP	\$10,000	
Audits & Training (Alloway)	\$15,000	
LIMS Support	\$20,000	
LIMS Link Software Maintenance/upgrades	\$10,000	
As Needed Program/Activity Support	\$40,493	
	\$295,493	
 Security Guards	 \$438,101	
 <u>7291 - Tests - Miscellaneous</u>		
Surcharge Study	\$300,000	
	\$300,000	
RCS Total Unfunded Request		\$1,033,594

WWA

7293 - Collection Of Sewerage Billing - GCWW (increase due to Monthly billing)	\$319,827	
7293 - Collection Of Sewerage Billing (other than GCWW)	\$1,300,000	
WWA Total Unfunded Request		\$1,619,827
 Power - Additional Cost for Duke Energy Rider		\$500,000
 MSDGC Total Unfunded Request		\$5,853,331

Justification/Explanations/Descriptions

Wastewater Collection (WWC)

Sewer Condition Assessment and Cleaning \$1,000,000

Additional funds to support core mission of WWC to operate and maintain the collection system through an industry standard asset management program. (see Appendix A1, A2 and A3)

Watershed Operation (WO)

Support services for the Green Infrastructure (GI)/Stormwater Control Measures Program \$90,000

Administration of the National GI Certification Program for MSDGC. This includes conducting training and administering the exam for local professionals in stormwater control measures, installation, maintenance, and inspection using the materials provided by WEF/DC Water. Also this budget includes the development of a "Field Pocket Guide" for inspectors and MSDGC construction managers. These services are needed to ensure that MSDGC has a pool of certified contractors to perform maintenance on MSDGC's SCM assets. This support is not needed on a full time basis and once the certification program is in full swing support services will be minimal.

Modeling BCE Support for CIPs \$120,000

Data analysis, report development and QA/QC to ensure quality data for the hydraulic model and operational uses of field data. This was previously funded through an Allowance CIP.

Initial flow monitoring modeling and data quality review \$22,000

Early modeling analysis performed to gauge data quality and validate site selection of flow monitors. The purpose is to minimize data loss arising from quality issues and complete modeling activities within the required timeframe to keep projects on schedule. This was previously funded through an Allowance CIP.

Specialized hydraulic modeling support \$300,000

To enable MSDGC to address key issues that are related to Consent Decree requirements.

Provides model reviews, assistance in staff development and training for the MSDGC modeling staff, document review, and attending meetings with MSDGC staff, Regulators, and City/County representatives to present information and address questions relative to the modeling and Consent Decree requirements. Additional external expertise is needed to augment existing knowledge and capabilities and often to absorb short duration increases in workload that have short turnaround times. This was previously funded through an Allowance CIP.

Technical Equipment Parts \$237,910

Increased to allow for start of multi-year lifecycle replacement of field monitoring equipment and expansion of monitored locations.

Contract services for the installation, removal and all site maintenance of remote field monitoring equipment, including level sensors, flow meters, and rain gauges \$395,000

The number of sites with field monitoring equipment installs has increased and will continue to expand through 2017. This equipment enables geographic expansion for remote monitoring and control, and also meets business needs in the area of odor monitoring, air release valve monitoring, I/I investigation which includes micro-monitoring, and water quality monitoring.

Contract services for installation, removal, and servicing of wet weather facility assets \$25,000

These services are needed to cover specialized work for wet weather assets that are not available through internal resources.

Contract services for the collection and transport of samples at wet weather facilities \$20,000

Estimate based on an anticipated 25 events. Covers off-hours support during which time MSDGC lab personnel is not available.

Contract services for field dye dilution testing \$70,000

MSDGC is adopting a dye dilution technique to increase the accuracy of flow meter calibrations for equipment installed in the wastewater collection system. This process employs a very sophisticated dye dilution measurement through the use of florescent dyes and equipment known as a fluorimeter. This technique will verify the initial flow meter calibration and provide a means to routinely check that calibration. Properly calibrated meters will ultimately lower the cost of obtaining useable data for MSDGC's hydraulic model and provide the best quality data.

Contract services for Mill Creek Bioassessment - sampling for NPDES permit \$150,000

Sampling required as part of the CSO NPDES permit.

Regulatory Compliance & Safety (RCS)

Little Miami WWTP Auxiliary Outfall Mixing Zone Study \$200,000

In conjunction with the proposed Little Miami WWTP Auxiliary Outfall Disinfection Study MSDGC proposes an outfall mixing zone study to demonstrate the discharge mixing characteristics with respect to both disinfection chemical residual and bacterial indicator species.

Specialty Lab Work and reports for NELAP \$10,000

Develop detailed client reports following NELAP guidelines. Develop crystal report modules that gathers data from multiple sources for generating reports outside of LIMS. Also, develop reports and

informational aids utilized by management in data review, evaluating quality control, and tracking turn-around time.

Audits & Training (Alloway) \$15,000

Budget for 3rd party audits as required to maintain NELAC certification. Provide professional training to assist RCS laboratory personnel in developing and implementation of new methodology.

LIMS Support \$20,000

Enhancement of custom modules for reporting in LIMS. Provide laboratory personnel training on custom upgrades and LIMS reporting modules.

LIMS Link Software Maintenance/upgrades \$10,000

Provide professional services and upgrades to server, client applications and data base.

As Needed Program/Activity Support \$40,493

The line item has been used previously to document SOPs and policies as they relate to Industrial Waste. Since the Lab and Safety have recently rejoined RCS, the goal is to move onto these sections along with Regulatory Compliance to document SOPs. This will ensure our ability to continue on with the workload in a consistent manner as employees leave or retire from City employment.

Security Guards \$438,101

Currently security guards are contract employees that we would like to bring in-house. This budget request would bridge the gap between the security contract and the personnel and fringe cost for FTEs. See Appendix A4

Surcharge Study \$300,000

A surcharge program evaluation needs to be completed with extensive sampling and analysis of the commercial facilities for consideration of inclusion into the surcharge program. Currently the surcharge program includes industrial facilities that contribute higher than residential strength waste. We are evaluating for commercial facilities that may contribute higher than residential strength waste as well.

Wastewater Administration (WWA)

Billing Services (GCWW – increase due to monthly billing) \$1,300,000

Per GCWW, the total billing cost (estimate) to MSDGC including capital distribution would be approximately \$5,319,827 for monthly billing. At this time, GCWW is planning to launch monthly billing at the end of first quarter 2017 (April 1, 2017); however, this depends on many factors, including monthly billing rates from MSDGC. The estimated amount above is for billing services for an entire year.

Here are the assumptions used in reviewing the billing model to derive at the estimated 2017 monthly billing cost for MSDGC.

1. Although the number of bills (statements) mailed will increase significantly, it is assumed that the % allocation ratio (water, water plus sewer, and weighted water plus sewer) will remain the same as 2015
2. The % allocation for all business (sub-business) processes will remain the same as 2015
3. The personnel costs, including overhead are assumed to remain the same as for 2015 as GCWW will not be adding additional staff at this point. So it is assumed that any increase/decrease in cost is attributed to non-personnel processes only.
4. There are two additional capital projects that will begin depreciating in 2016/2017. This would increase MSDGC costs by \$300,000/year for next 10 years
5. The following sub-business processes are assumed to increase by 300% as a result of switching from quarterly billing to monthly billing:
 - a. Mailing processes (note: further review is needed here as we have launched a campaign to have more customers go paperless, however, you still have to provide a bill formatted for electronic viewing [cuts cost from mailing, but a cost is still there])
 - b. Meter reading and billing rejections
 - c. Online payment processing
 - d. Batch payments
 - e. Lockbox payments
 - f. Finance payments
6. The following sub-business processes are assumed to **decrease** by 50% as a result of switching from quarterly billing to monthly billing
 - a. Payment plans for delinquent accounts
 - b. Delinquent referrals.

Billing Services \$1,300,000

Billing services is provided by GCWW (90%) and other communities (10%). Per the existing contracts with the other communities, 7% of the collected revenue is retained as their cost of providing the billing services. MSDGC reports the net revenues and does not issue any payments related to the services provided by the communities. **NOTE: The County Monitor asked to include these costs in the MSDGC budget. It is worth noting that the County Monitor inaccurately added a note to 2016 approved budget indicating that \$1.3 million is included despite the repeated disagreement from MSDGC.**

Power \$500,000

Additional Cost for Duke Energy Rider.

Appendix A1 - Proposed Multi-Year Plan for MSDGC Main Sewer Visual Condition Assessment

Introduction and Overview

What is Sewer Condition Assessment?

Sewer Condition Assessment is the formal process of gathering standardized data regarding the current structural and operational state of individual sewer segments that convey flow in a wastewater collection system. Although MSDGC utilizes many innovative technologies to assess the current condition of sewers, by far the most common and useful methods involve the use of robotic closed-circuit television (CCTV) cameras or “side-scanning” panoramic cameras to perform remote visual inspections inside sewer system assets. These internal visual pipeline inspections are analyzed by qualified technicians to document observed defects using an industry-standard set of codes, and can be used as the primary indication of the “Likelihood of Failure” of individual assets in a standardized risk-based Asset Management program.

Changing the Approach, and Standardization

Prior to the widespread availability and use of CCTV sewer inspection equipment, wastewater collection system maintenance personnel were forced to operate in a highly reactive mode. Without a means to readily see structural defects in sewers that were too small or unsafe for “manned entry,” emergency response to unanticipated structural failures was standard practice. This emergency response model resulted in high operating costs and widespread system overflows and backups.

Visual Condition Assessment of sewer pipes dramatically altered the landscape of sewer operation and maintenance. With the capability to provide visual evidence of the extent and specific location of pipeline defects, the industry began to focus on preventive maintenance programs to identify and mitigate pipeline defects prior to failure.

In these early days of internal CCTV inspections, reports and the formats of observations were not standardized, and it was extremely difficult to process the rather subjective observations from different CCTV Inspectors in systematic “apples-to-apples” comparisons. To address these difficulties, the worldwide wastewater maintenance industry began to develop standardized defect coding systems so that Inspectors were trained and certified to consistently catalog visually observed pipeline defects. For the first time, the information gathered through this standardized approach allowed engineering and technical staff to plan and prioritize the renewal of pipelines in a standardized and objective manner. In the United States, the **Pipeline Assessment Certification Program (PACP)** system has become the leading industry program used to standardize the coding of structural and maintenance observations gathered through internal visual inspections of sewers in wastewater collection systems.

MSDGC’s Original Main Sewer PM Program

MSDGC began using the PACP system in 2005. Prior to this point in time, MSDGC used a “home-grown” database and coding system to log Visual Condition Assessment information that suffered from the same lack of consistency and standardization described previously. While MSDGC televised a large number of

main sewer segments as part of a dedicated Preventative Maintenance (PM) Program beginning in the late 1990's, and this information provided great value in helping to initiate much needed sewer renewal and maintenance work, the data gathered in this legacy system is not compatible with the standardized systems that MSDGC now has in place. Unfortunately, this means that MSDGC still has a large number of main sewer segments that must be inspected using the PACP coding system to establish an ***Initial Standardized Condition Assessment*** for each asset – even though many of these assets have been televised previously.

In the early days of MSDGC's PM Program, the "industry standard" approach was to treat every sewer "equally" so that all sewer segments shared the same re-inspection frequency. MSDGC set its initial re-inspection frequency at 10 years. Using this framework, MSDGC planned to televise approximately 300 miles of main sewer each year (10% of 3,000 miles), and the bottom line driver was "footage" above all else. While this approach was certainly better than the old "reactive" strategy, it failed to recognize the obvious differences between the "Criticality" of individual sewer segments when assigning resources, and often focused on quantity of footage over quality of data, the utility of the gathered information, and the importance of assessing the right asset at the right time.

Condition Assessment and Asset Management

In the first decade of the 21st century, the concepts of "Asset Management" began to spread widely throughout the wastewater industry – primarily due to demonstrated success with this approach in Australia. The Asset Management framework is fundamentally driven by the concept of Risk Management, and clearly acknowledges that all assets are not equal, and must be managed accordingly.

In 2009, MSDGC's Asset Management Team developed a GIS-based **Gravity Sewer Risk Model** based upon the core concepts of Probability of Failure and Consequence of Failure. This model is designed to use the standardized PACP scores (both Structural and Maintenance) of main sewer Visual Condition Assessments to provide the best available information regarding the "Likelihood of Failure" of each asset as key input parameters. When coupled with the Consequence of Failure to provide a normalized overall Structural and Maintenance Risk for each main sewer asset, the Gravity Sewer Risk Model provides a very objective and standardized approach to prioritizing the expenditure of limited resources. A standard Risk Matrix is shown in **Figure 1**.

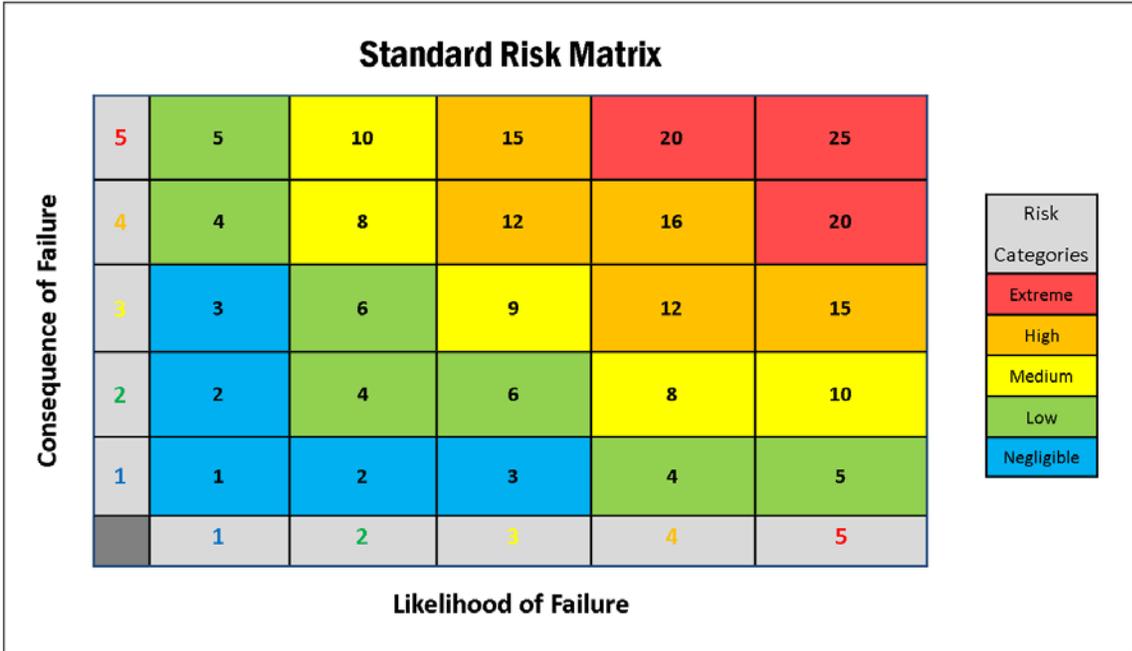


Figure 1 – Standard Risk Matrix

Risk-based Condition Assessment Frequency

While developing the systems and tools to apply the output of the Gravity Sewer Risk Model to the management of the 90,000 main sewers in the MSDGC wastewater collection system, MSDGC’s Asset Management Team recognized that all basic normalized Risk Scores in a simple 5x5 matrix (as the simple product of the 1-5 “Consequence of Failure” score, and the 1-5 “Likelihood of Failure” score) are not equal. With this mind, the Team developed the concept of “Risk Bins” in a standard 5x5 Risk Matrix to prioritize the activities of assets with the same normalized overall Risk scores.

Using the Risk Bin concept, the Asset Management Team developed a framework to plan the **Next Standardized Visual Condition Assessment** date for each main sewer asset based upon its last Structural Risk Bin placement. This approach assigns a Visual Condition Assessment Frequency ranging from 1 Year to 25 Years. The Visual Condition Assessment Frequency per Structural Risk Bin is shown in **Figure 2**.

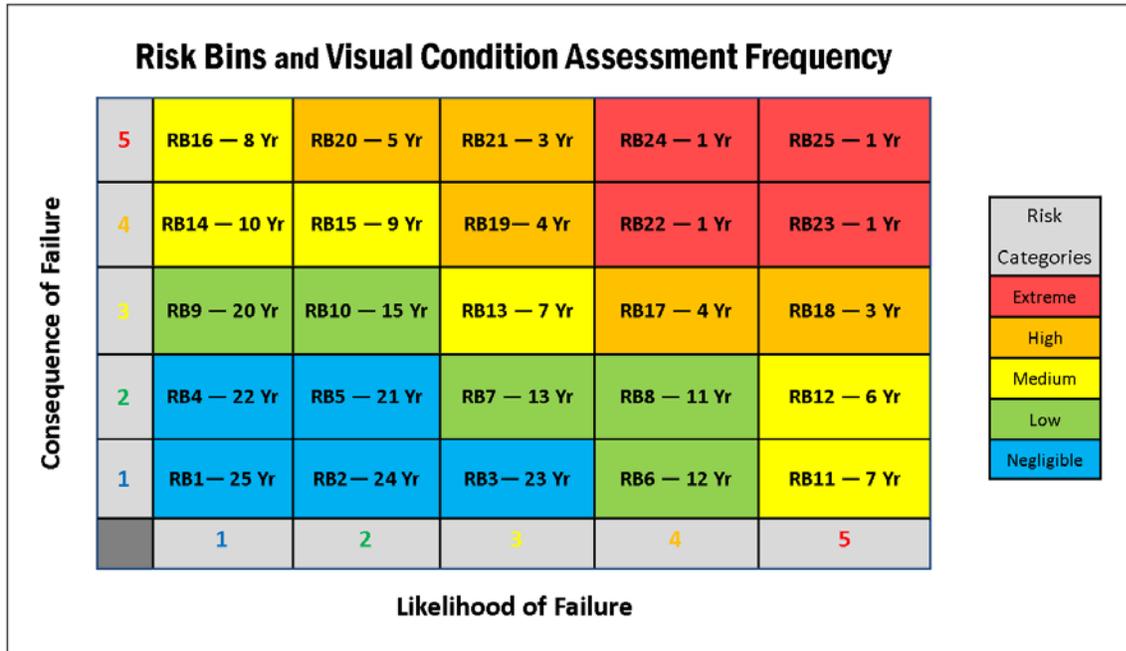


Figure 2 – Visual Condition Assessment Frequency per Risk Bin

For the purpose of scheduling and planning resources, MSDGC dynamically populates a “Next Visual Condition Assessment Date” per main sewer asset in its Gravity Sewer Asset Management (GSAM) Layer. This date is programmatically populated by adding the Visual Condition Assessment Frequency (in years) associated with each asset’s current Structural Risk Bin placement to the “Last Visual Condition Assessment Date”. For further information regarding MSDGC’s GSAM and the integrated suite of business support systems used with the GSAM, please see **Exhibit 1 – Gravity Sewer Asset Management Systems**.

For assets that have never been assessed using the PACP standard, the Likelihood of Failure is estimated in the Gravity Sewer Risk Model through a “desktop analysis” of asset parameters such as date of installation, pipe size, and pipe material in order to assign the asset to a Structural Risk Bin. Once the asset’s Risk Bin is established, the value of the corresponding **Visual Condition Assessment Frequency** (in years) is added to the asset’s **Installation Date** to provide a **Next Visual Condition Assessment Date** for the asset in the GSAM.

Developing and Implementing the Condition Assessment Plan

Methods of Condition Assessment

For the purposes of planning and implementing an ongoing Standardized Visual Condition Assessment Program, MSDGC assigns one of two Methods of Visual Condition Assessment to each asset:

1. **Standard** – sewer assets that may be visually inspected and coded with the PACP standard using traditional remote (no man-entry) Pan/Tilt CCTV cameras or Side-scanning cameras with little or no specialized flow control support. These assets are included in MSDGC’s **Standard Condition Assessment Program**.
2. **Specialized** – sewer assets that require unique technology systems or specialized working conditions to complete PACP-compliant condition assessments. Assessments may include a combination of the use of SONAR, LIDAR, manned-entry, and/or extensive flow control. These assets are included in MSDGC’s **Specialized Condition Assessment Program**.

Establishing a per asset Method of Visual Condition Assessment is extremely important in developing cost estimates and Operating Budget requirements, as the unit cost per foot of Specialized Condition Assessment can often be 3-4 times the unit cost per foot associated with Standard Condition Assessment methods.

Current Condition Assessment Status

For the purposes of planning and implementing an ongoing Standardized Visual Condition Assessment Program, it is necessary to consider the current Condition Assessment Status of each asset, and plan for the Re-inspection cycle of assets according to the frequency associated with their Structural Risk Bin. This is a very dynamic process. Asset renewal work completed as a result of the Condition Assessment process will generally lower the asset’s Likelihood of Failure – moving the asset into a “lower” Structural Risk Bin – with a longer “Re-inspection” Frequency. With this in mind, it is impossible to accurately forecast annual inspections far into the future – but it is certainly possible to establish reasonably accurate Condition Assessment programmatic needs over the next decade.

By analyzing the GSAM, all MSDGC main sewer assets fall into one of the **Current Condition Assessment Status** categories defined below:

1. **Planned for Condition Assessment** –The majority of assets in this category have been assessed using the PACP system, and have a Next Visual Condition Assessment Date in the future based upon their current Structural Risk Bin. This category includes some assets that have never been assessed using the PACP standard if the sum of the Installation Date plus the Condition Assessment Frequency (in years) provides a future date.
2. **Overdue for Initial Condition Assessment** – Assets in this category have a Next Visual Condition Assessment Date prior to the current date in the GSAM, and have never been assessed using the

PACP standard. This category includes very old sewer segments, as well as relatively new sewer segments that may have been previously assessed using MSDGC’s “legacy” coding system.

3. **Overdue for Planned Condition Assessment** – Assets in this category were previously assessed using the PACP standard, and have a Next Visual Condition Assessment Date in the past.

Putting It All Together

Using the GSAM, MSDGC’s Asset Management Team analyzed the values of the “Next Visual Condition Assessment Date”, the current Risk profile (the Risk Category associated with the Structural Risk Bin), and the estimated Visual Condition Assessment Cost (using the Method of Condition Assessment) for all main sewers in the MSDGC wastewater collection system. The Team used this analysis to develop a Master Multi-year Visual Condition Assessment Program for Main Sewers as summarized below.

Standard Visual Condition Assessment Program

Table 1 provides the Total Annual Footage and Estimated Annual Cost of main sewer segments **Planned for Condition Assessment** using **Standard** Methods from 2016 through 2028.

Planned for Condition Assessment		
Standard Method		
Year	Annual Footage	Estimated Cost
2016	126,606	\$ 339,624
2017	124,292	\$ 369,500
2018	84,537	\$ 285,511
2019	104,459	\$ 372,490
2020	108,992	\$ 306,354
2021	78,502	\$ 227,097
2022	83,064	\$ 226,020
2023	79,472	\$ 214,125
2024	68,487	\$ 195,546
2025	81,349	\$ 231,091
2026	158,465	\$ 422,261
2027	154,181	\$ 415,726
2028	272,862	\$ 714,483
Total	1,525,269	\$ 4,319,828

Table 1

Table 2 provides the Total Footage and Estimated Cost of main sewer segments **Overdue for Initial Condition Assessment** using **Standard** Methods by Risk Category.

Overdue for Initial Condition Assessment		
Standard Methods		
Risk Category	Footage	Cost
Extreme	44,510	\$118,480
High	182,872	\$ 511,888
Medium	705,104	\$1,968,096
Low	1,736,620	\$ 4,478,132
Negligible	3,552,182	\$8,943,070
Total	6,221,289	\$16,019,666

Table 2

Table 3 provides the Total Footage and Estimated Cost of main sewer segments **Overdue for Planned Condition Assessment** using **Standard Methods** by Risk Category.

Overdue for Planned Condition Assessment		
Standard Methods		
Risk Category	Footage	Cost
Extreme	3,316	\$ 8,804
High	11,880	\$ 35,762
Medium	343,604	\$ 1,116,652
Low	539,511	\$ 1,517,244
Negligible	1,395,636	\$ 3,541,290
Total	2,293,948	\$ 6,219,752

Table 3

In an effort to both keep pace with the annual Planned Condition Assessment needs, and “catch up” on the Overdue Condition Assessment body of work, MSDGC proposes to combine an accelerated risk-based schedule of completing assessments of sewer segments falling within the Extreme, High and Medium Risk categories through 2019, with a long-term scheduling approach to assess those segments falling into the Low and Negligible Risk categories through 2028. This approach is designed to allow MSDGC to complete

standardized condition assessments of the highest risk main sewers in the wastewater collection system, while establishing a consistent Operating Budget line item and staffing complement to manage the anticipated workload over the next 12 years.

The total annual footage and estimated annual costs associated with the planned work in this consolidated **Standard Visual Condition Assessment Program Plan** are outlined in **Table 4**. Please note that the values in Table 4 represent the sum of all work by proposed by calendar year from Tables 1, 2 and 3.

Totals - Standard Visual Condition Assessment Program		
Year	Footage	Estimated Cost
2016	369,185	\$1,014,559
2017	774,492	\$2,282,044
2018	801,705	\$2,297,068
2019	832,821	\$2,291,010
2020	795,318	\$2,053,228
2021	764,827	\$1,973,971
2022	769,390	\$1,972,893
2023	765,798	\$1,960,999
2024	754,813	\$1,942,419
2025	767,674	\$1,977,965
2026	844,790	\$2,169,135
2027	840,506	\$2,162,599
2028	959,188	\$2,461,356
Total	10,040,506	\$26,559,246

Table 4 – Totals of Annual Planned Work in the Standard Visual Condition Assessment Program

Figure 2 illustrates the consistency in the annual Operating Budget associated with the planned Standard Visual Condition Assessment Program, and the breakdown of Condition Assessment Status for each year.

Standard Planned Condition Assessment Annual Budget and Type

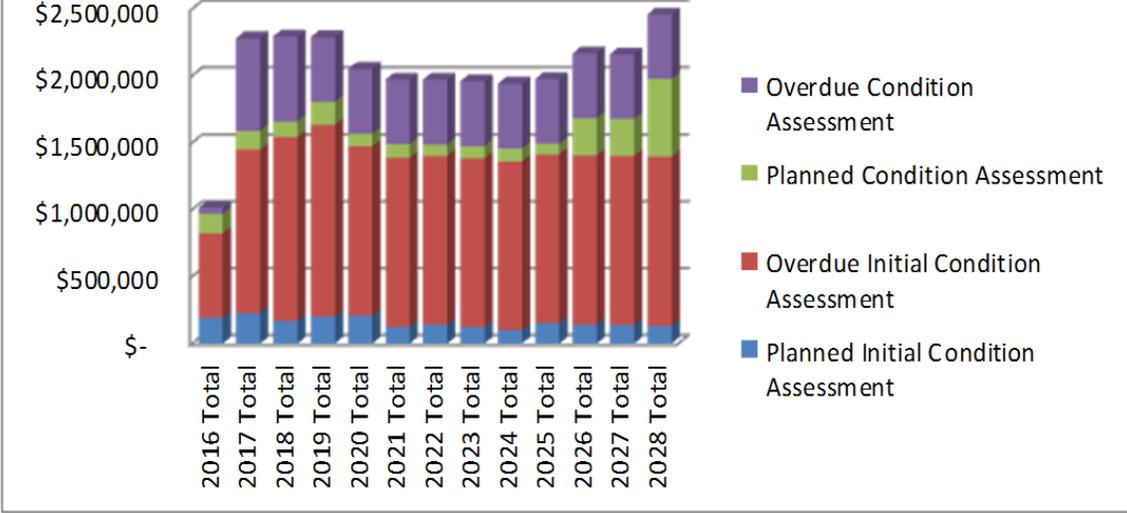


Figure 2 - Standard Planned Condition Assessment Budget by Category

Specialized Condition Assessment Program

Specialized Condition Assessment refers to the use of SONAR, LIDAR, Laser Profiling and High Definition inspections to complete standard PACP assessments. These methods of condition assessment are geared toward larger diameter main sewer segments and/or main sewer segments with high flow rates. As such, these sewer segments tend to have a higher Consequence of Failure and generally stay within the Extreme, High and Medium Risk categories. Consequently, if MSDGC were to adopt an approach of “spreading” Overdue condition assessments on assets requiring Specialized Condition Assessment Methods over the next twelve years, this would have the effect of sustaining an unacceptable level of risk.

Table 5 provides the Total Footage and Estimated Cost of main sewer segments **Overdue for Initial Condition Assessment** using **Specialized** Methods by Risk Category.

Overdue for Initial Condition Assessment		
Specialized Methods		
Risk Category	Footage	Cost
Extreme	2,364	\$ 20,096
High	63,359	\$ 540,228
Medium	143,161	\$ 1,219,977
Low	55,168	\$ 451,313
Negligible	28,734	\$ 226,254
Total	292,786	\$ 2,457,868

Table 5

Table 6 provides the Total Footage and Estimated Cost of main sewer segments **Overdue for Planned Condition Assessment** using **Specialized** Methods by Risk Category.

Overdue for Planned Condition Assessment		
Specialized Methods		
Risk Category	Footage	Cost
Extreme	870	\$ 7,833
High	7,849	\$ 70,642
Medium	166,650	\$ 1,440,188
Low	55,027	\$ 473,756
Negligible	18,906	\$ 159,355
Total	249,302	\$ 2,151,774

Table 6

Considering the overall Risk posed by assets in the “Overdue” classifications, and the relatively low footage associated with these assets, MSDGC proposes to initiate an accelerated schedule to get completely “caught up” on “Overdue” Specialized Condition Assessments by 2019.

This accelerated “catch-up” work must be completed in tandem with regularly Planned Specialized Condition Assessment work shown in **Table 7**.

Planned for Condition Assessment		
Specialized Methods		
Year	Footage	Estimated Cost
2016	12,258	\$ 108,963
2017	28,528	\$ 247,155
2018	18,691	\$ 164,252
2019	38,809	\$ 328,647
2020	16,973	\$ 148,412
2021	14,491	\$ 126,527
2022	3,765	\$ 33,381
2023	4,418	\$ 36,858
2024	5,146	\$ 45,422
2025	5,264	\$ 39,725
2026	2,595	\$ 23,152
2027	3,768	\$ 31,882
2028	8,835	\$ 75,330
Total	163,541	\$ 1,409,705

Table 7

Clearly, there is very little Planned Specialized work proposed on an annual basis from 2017-2028. In an effort to achieve a better pricing, MSDGC recommends packaging all Overdue work identified in Tables 5 and 6 along with all Planned work through 2019 into a single multi-year contract. Issuing a multi-year contract in this manner would require the County’s commitment to providing adequate funding in each year from 2017-2019 to obtain buy-in from potential bidders, and achieve the best possible pricing.

Figure 3 illustrates the proposed schedule of Specialized Planned Condition Assessment from 2017-2028. Implementing this plan will result in the inspection of more than 700,000 linear feet of sewer at approximately \$6 Million by 2020. The requested budget for this work is **\$2 Million** each year from 2017 through 2019.

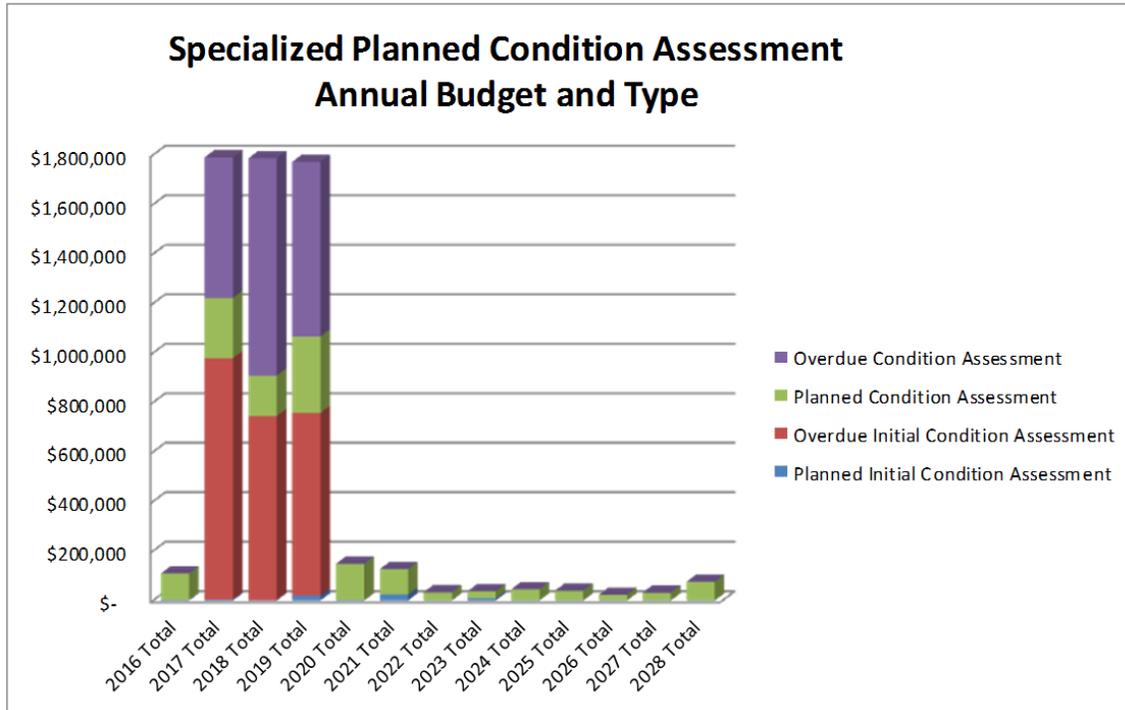


Figure 3 – Specialized Planned Condition Assessment Budget by Category

While this is a significant workload over a short period of time, it is not expected to have a large impact on staffing needs. The current staff already focused on the management of condition assessment work will be sufficient.

Conclusion and Total Budget Request

In addition to the body of condition assessment work that can be planned, MSDGC anticipates the need to perform additional condition assessment work in support of District-wide Construction Coordination efforts, and must also account for an unknown amount of Heavy Sewer Cleaning that will be required to support both the Planned and Reactive Standard condition assessment activities. MSDGC estimates the value of this additional work at \$1.5M per year.

For Budget Year 2017, MSDGC requests a 7289 Operating Budget Line Item appropriation of **\$6 Million** for **Sewer Condition Assessment and Cleaning**. This Line Item request includes \$2.5 Million for the Standard Visual Condition Assessment Program, \$2 Million for the Specialized Condition Assessment

Program and \$1.5 Million for reactive and planned Construction Coordination inspections as well as additional heavy sewer cleaning to support all Condition Assessment activities. This request represents a \$1M line item increase from WWC's 2017 Continuation Budget.

MSDGC anticipates requesting \$6M in its Operating Budget in both 2018 and 2019 for Sewer Condition Assessment and Cleaning activities, reducing to \$4M per year thereafter through 2028.

Appendix A2 – WWC - Gravity Sewer Asset Management Systems

Throughout 2016, MSDGC has continued to expand, develop, refine and integrate its usage of GIS-centric tools to better identify, plan and manage projects associated with the various asset classes that comprise the wastewater collection system – with a focus on Main Public Sewers. Since no single software or turn-key solution meets all business needs, MSDGC has developed processes to use multiple standardized industry-best solutions together in a complex integration framework with the goal of bridging the traditional organizational gaps between Long-term Planning, Short-term Projects, and Daily Operations. This goal has led to the development of MSDGC’s Gravity Sewer Asset Management Layer, or **GSAM**.

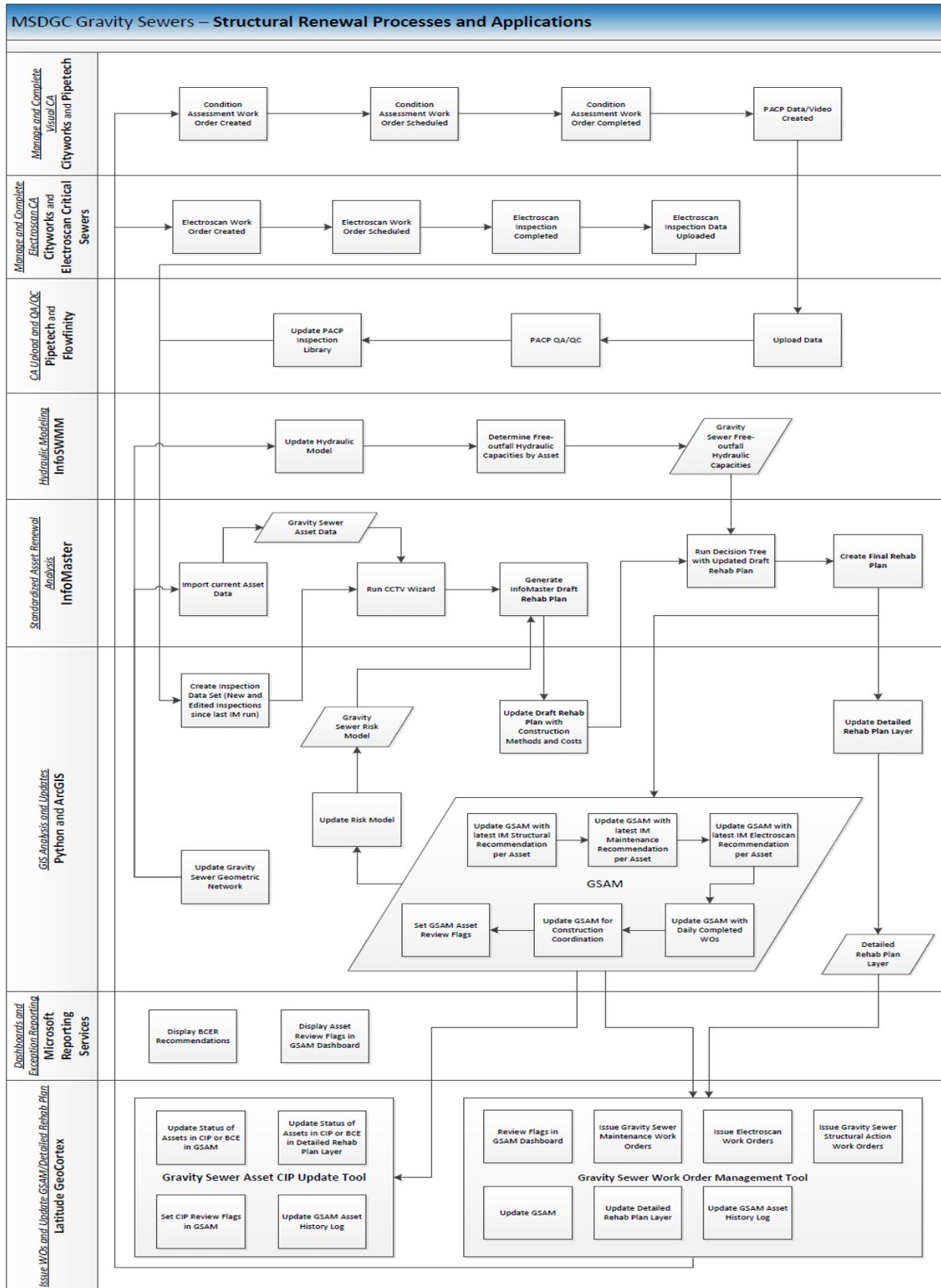
In its simplest form, the GSAM is a GIS layer with one feature for each gravity sewer asset in the MSDGC wastewater collection system. Unlike traditional GIS sewer layers, the GSAM is exceptionally dynamic in its attribution and related tables, and is designed to be continuously and seamlessly updated to provide current information on asset activities and costs, standardized recommendations for risk-based structural and maintenance activities, risk-based scheduling information, construction coordination support, and activity conflict exception reporting. The GSAM currently relies upon information managed and gathered in multiple systems and platforms including Cityworks, Flowfinity, Pipetech, the MSDGC Gravity Sewer Risk Model, InfoMaster, and custom GIS applications designed to optimize spatial cost-estimating of discrete point-repair projects and asset replacement costs. Integration efforts are planned to include additional information from the Countywide Construction Coordination System, and Electroscan’s Critical Sewers cloud platform.

While significant work remains to be done to optimize performance and maximize utility, this framework of tools is now functional in supporting MSDGC’s long term goal of dynamically and consistently identifying prioritized collection system improvements based upon industry standard Asset Management principles. As projects are appropriately categorized, prioritized, estimated, funded, and issued, progress on these improvements can be readily tracked in Cityworks, the Wastewater Collection Division’s Centralized Maintenance Management Software (CMMS) – which will then update the GSAM. Assets with structural defects that clearly lack theoretical adequate hydraulic capacity, or may require a higher level of analysis and planning can be readily identified through the standardized spatially enabled decision processes, and can be dynamically prioritized by structural risk to support the ongoing generation of Business Case Evaluations within MSDGC’s Planning Group. Specific tools are designed to integrate the status of individual assets within MSDGC’s CIP and Planning activities along with maintenance activities and external Construction Coordination opportunities to improve communication, enable exception reporting, and ultimately reduce asset life-cycle cost. A high level workflow of the process, systems and tools used to identify,

prioritize, update and manage work on main sewer assets in the MSDGC wastewater collection system is included as Attachment 1 to this document.

It is important to note and understand that the output of this system (the lists of prioritized projects by renewal method) is inherently dynamic. The relative priority of unassigned individual projects within a proposed renewal method may be dynamically adjusted based upon the standardized analysis of completed Initial Condition Assessments of main sewers that have not been previously inspected, the planned reassessment of main sewers using schedules derived from assets' Risk Bins, and external factors driving scheduling review – such as Construction Coordination opportunities. The dynamic, prioritized output of this entire system will continue to drive the body of work that is assigned and completed in both the Main Sewer Renewal Program and the Prioritized WWC System Improvements allowances for 2017.

Appendix A3 - Structural Renewal Processes and Applications



City of Cincinnati
Metropolitan Sewer District
Interdepartmental Memo



To: Mr. Gèrald Checco, Director, MSDGC

From: Jennifer L. Richmond, P.E., Superintendent, Regulatory Compliance and Safety

Date: August 4, 2016

Subject: Security Guards

MSD has utilized a security contract historically for the Mill Creek Wastewater Treatment Plant and Wastewater Collections. This contract, totaling \$499,819/year provides guards at the 2 guard shacks and 2 front desks at Mill Creek and rovers at both Mill Creek and WWC on a 24/7 basis and reception desk coverage. The current contract is set to expire on December 31, 2016.

In order to bring the security function in-house beginning in 2017, we need to add ~\$438,101 to the 2017 budget. This total of \$937,920 would cover our needs.

After evaluating options, the following is the proposed changes to our current operations:

1. Hire MSD employees to cover all shifts. This would equate to 14 FTE.
2. Convert the Evans Street Gate to an employee only entrance/exit therefore eliminating the need for a guard at this location. This gate would be open from 6am – 6pm M-F, and the card swipe and arm operational. The gates would be closed after hours and on weekends.
3. Place admin staff back at the front desks in WWA and WEEC. This would eliminate guards at the desks. Additionally panic buttons would be installed and the need for additional doors will be evaluated.

We would propose that of the 14 FTE, one would be at the Senior CODE level to act as “supervisor”. This person would have security and IT experience. Proposed tasks of the senior supervisor would include:

1. Timesheets/schedules
2. Manage ID badge system – issue and approve access
3. Manage the Door Swipe system
4. Manage the video monitoring system including storage and review of tapes
5. Manage Fire Alarm system
6. Update and administer the security policies
7. Perform background checks
8. Investigate theft and threats
9. Hire/fire/discipline security guards
10. Training

Things to consider:

1. Class specs would need to be updated. What level of security experience would we be looking for?
2. Our CWW counterparts recommended senior position, security guard supervisor and security guard workers.
3. We may not be able to hire retired police officers anymore due to the DROP program restrictions.
4. We need to investigate a Detecx system – Rover monitoring system.

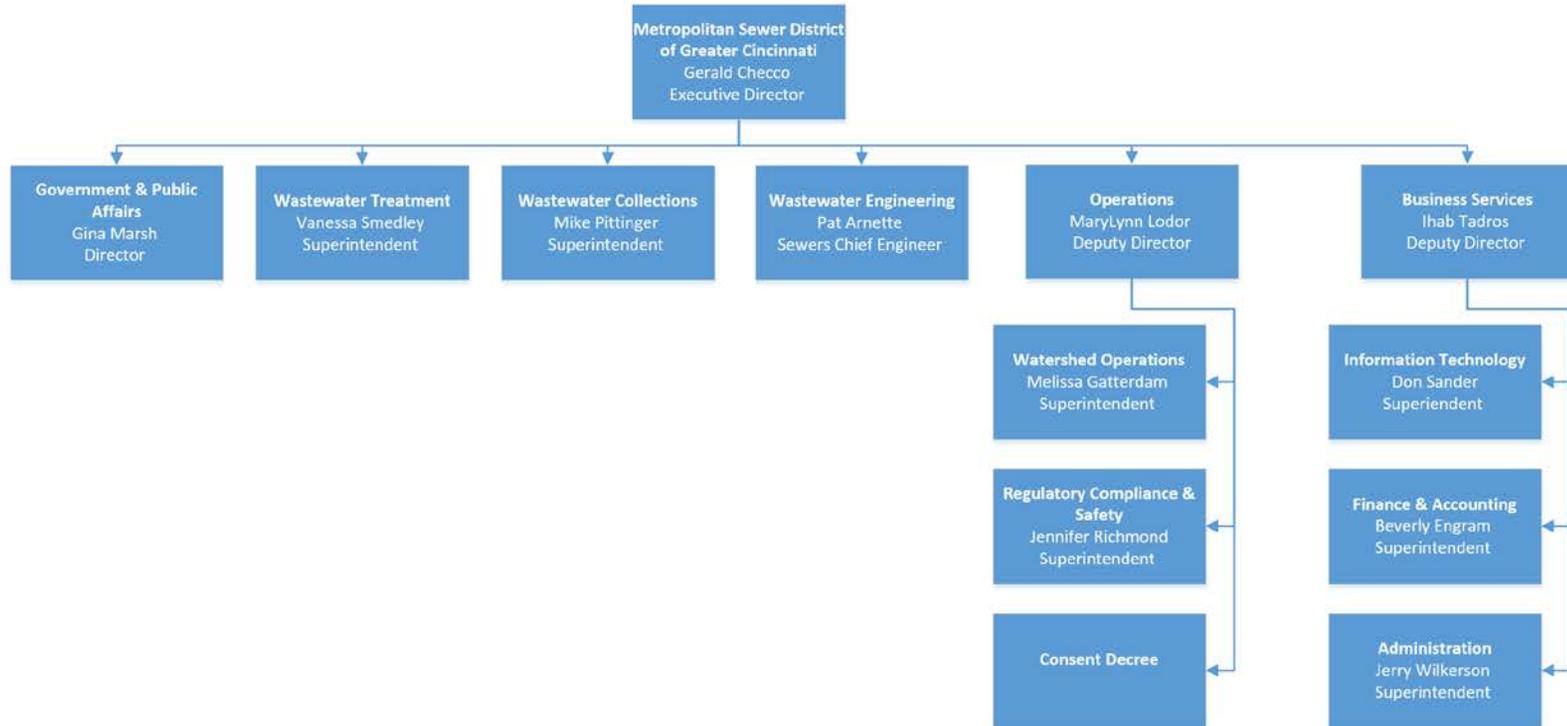
Cost Comparison between Existing Contract vs. MSD Employees at Proposed Schedule

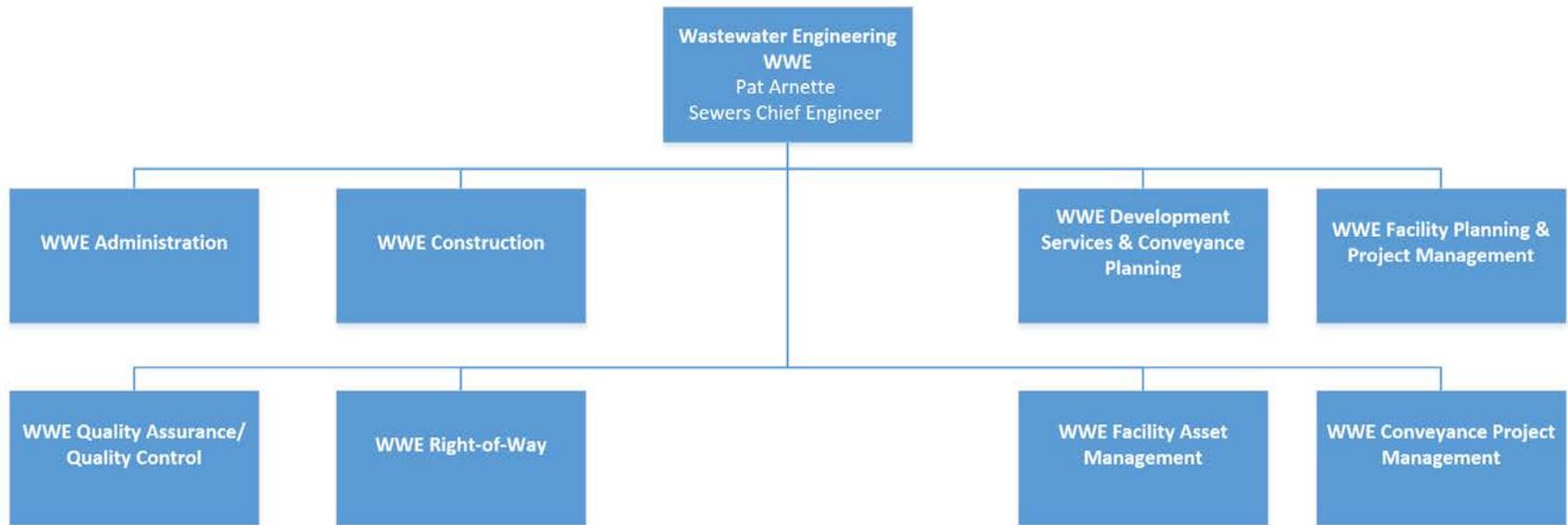
Revised Schedule					
	Est. Quantity	Contract Unit Price	MSD Unit Price w/Fringe	Contract Total	MSD Total
Gest Street Shack Guard 24/7	8760 hrs	\$15.72	\$32	\$137,707.20	\$280,320
Mill Creek Rover 24/7	8760 hrs	\$15.72	\$32	\$137,707.20	\$280,320
WWC Rover 24/7	8760 hrs	\$15.72	\$32	\$137,707.20	\$280,320
Vehicle	12 month	\$4500		\$54,000.00	\$20,000
Supervisor 8-5 M-F	2080	\$15.72	\$37	\$32,697.60	\$76,960
		Totals		\$499,819.20	\$937,920

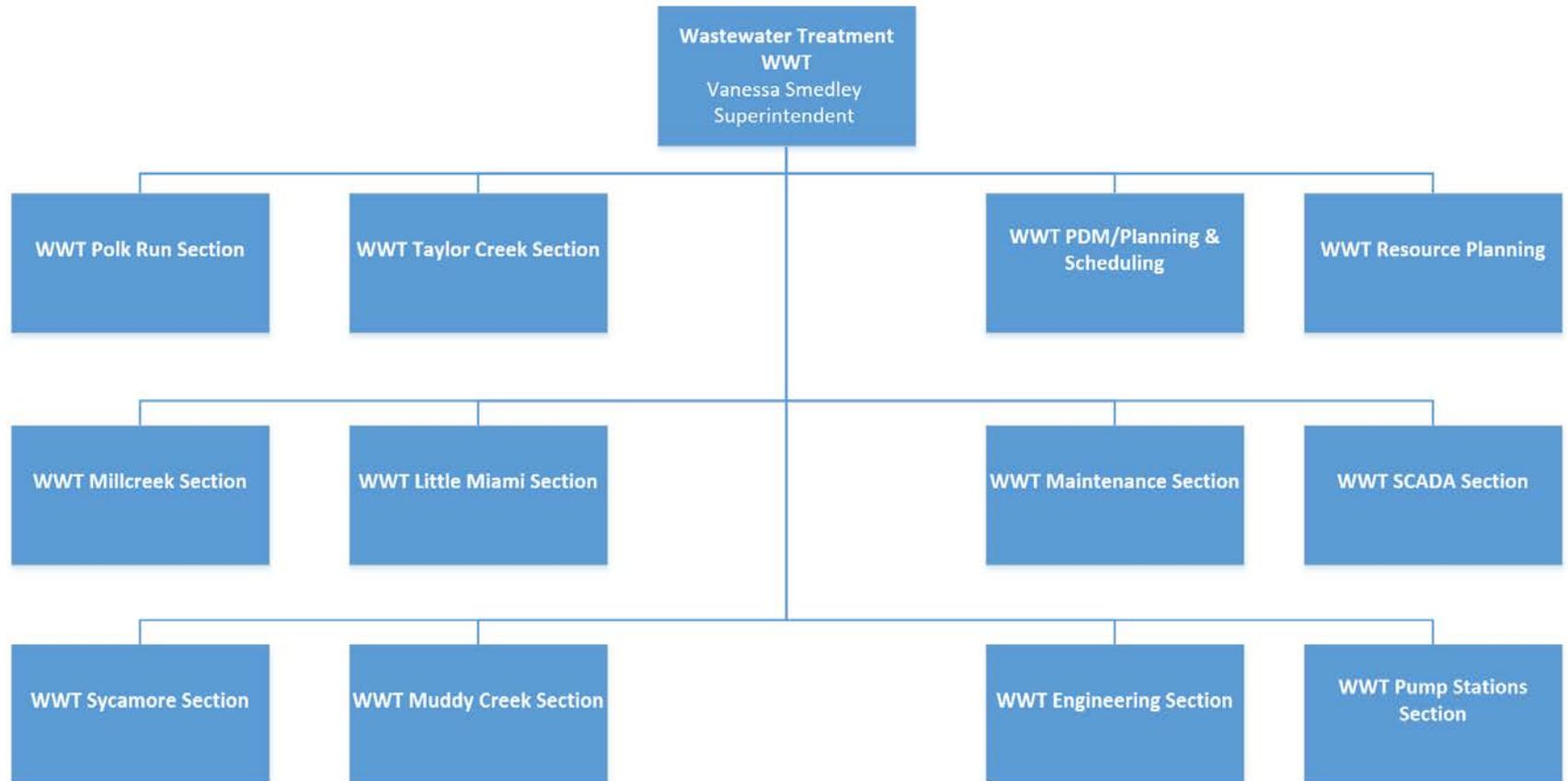
Class Specifications

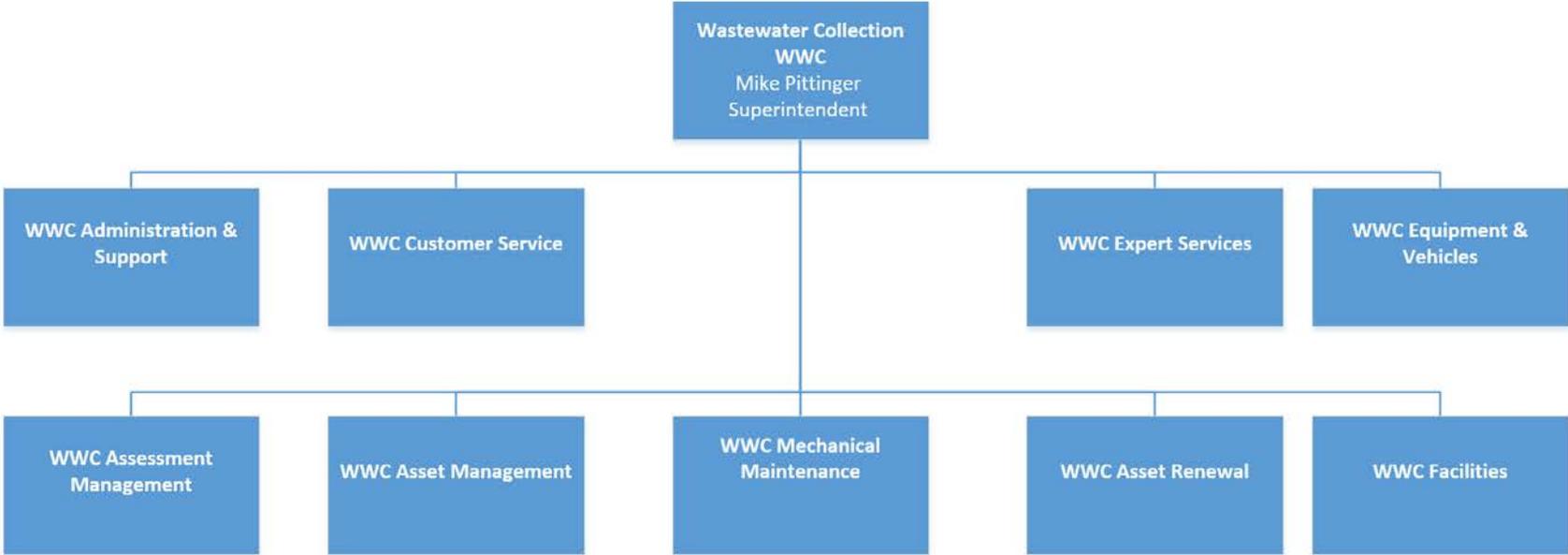
Senior Computer Prog. Analyst	\$28.44 - \$38.22	\$59,150.76 - \$79,493.68	CODE
Water Works Guard	\$16.23 - \$18.84	\$33,754.04 - \$39,181.94	AFSCME
Security Supervisor	\$16.87 - \$23.23	\$35,083.47 - \$48,309.95	CODE
Convention Hall Security Officer	\$18.04 - \$18.84	\$37,524.05 - \$39,181.94	AFSCME
Convention Hall Security Worker	\$10.60 - \$12.62	\$22,055.10 - \$26,25.46	AFSCME
Comparison			
Senior Admin Specialist	\$28.44 - \$38.22	\$59,150.76 - \$79,493.68	
Admin Specialist	\$22.49 - \$30.97	\$49,862.11 - \$67,010.50	
Admin Tech	\$18.16 - \$24.40	\$37,765.20 - \$50,753.27	
Clerk Typist 3	\$17.99 - \$19.07	\$37,419.01 - \$39,658.87	
Clerk Typist 2	\$16.48 - \$17.48	\$34,282.07 - \$36,354.44	

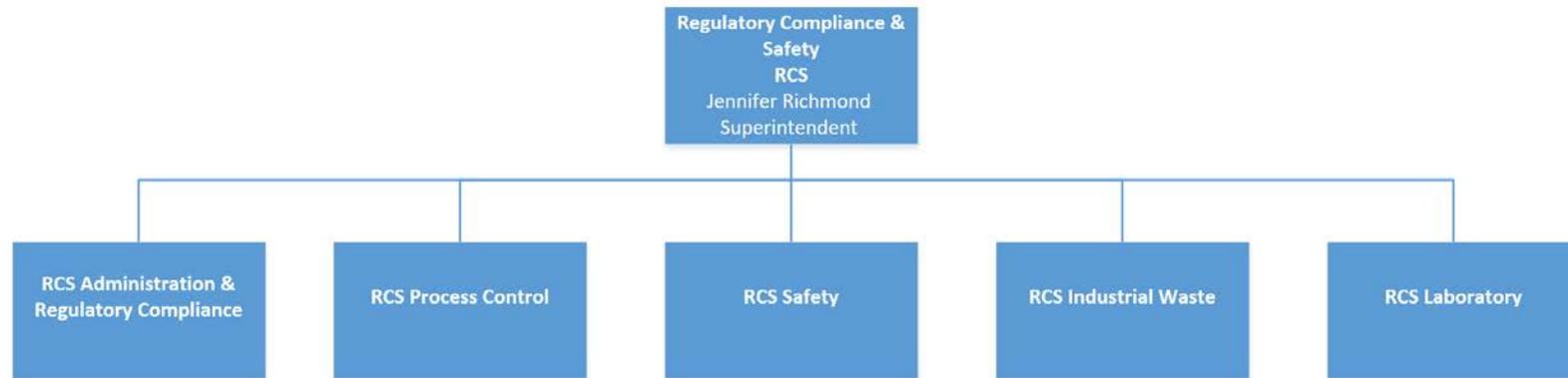
Appendix B - Organization Chart

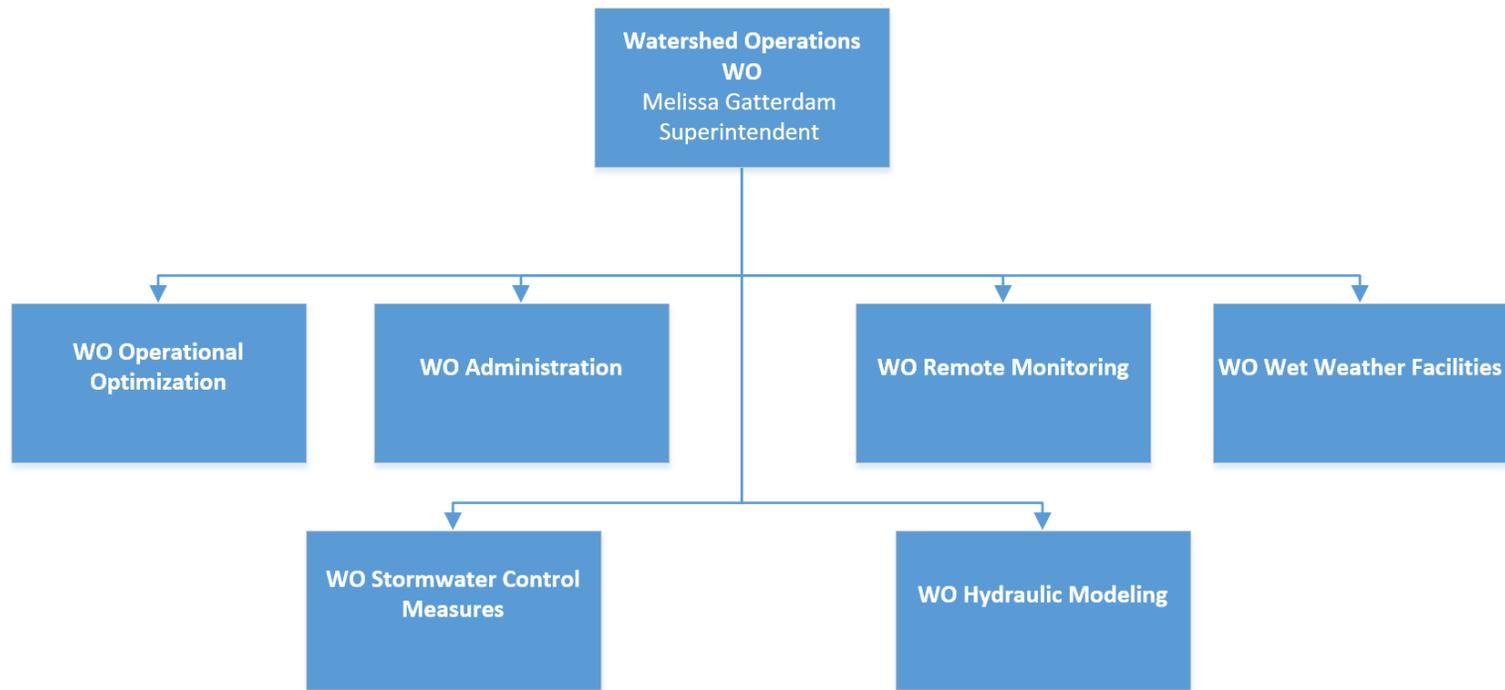


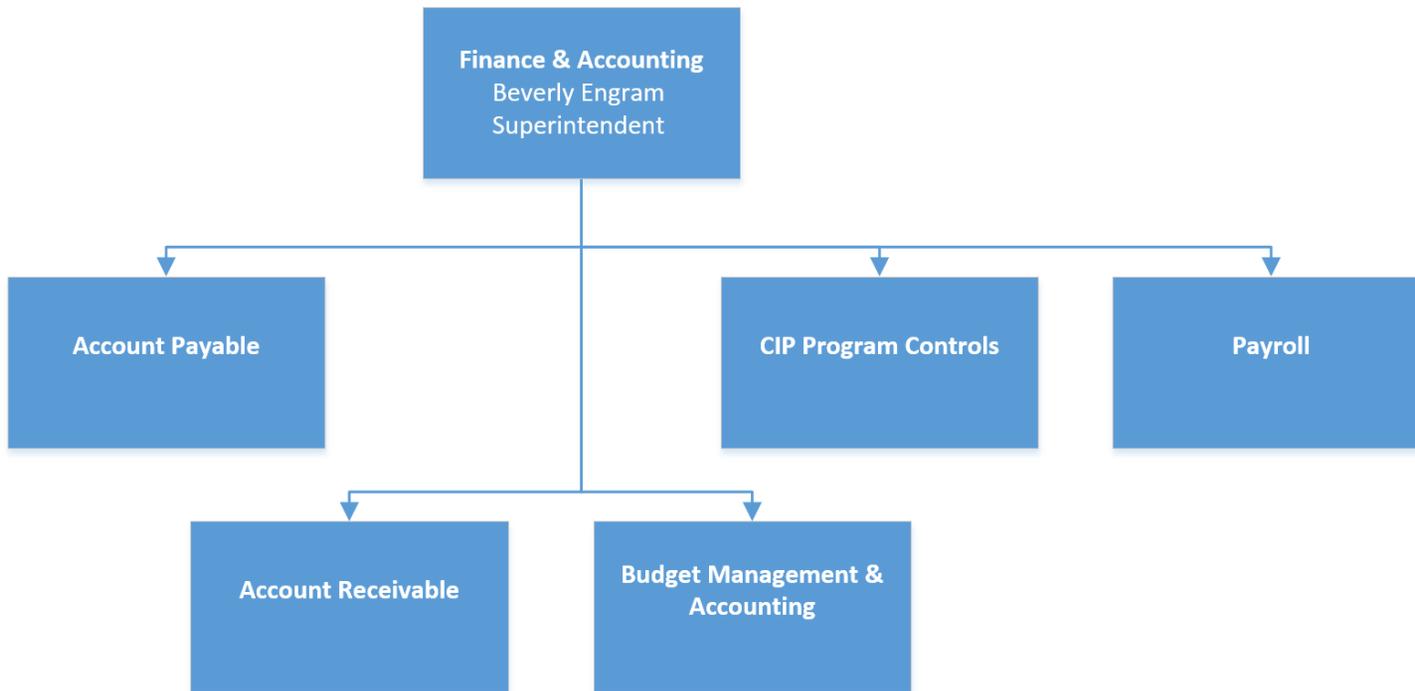


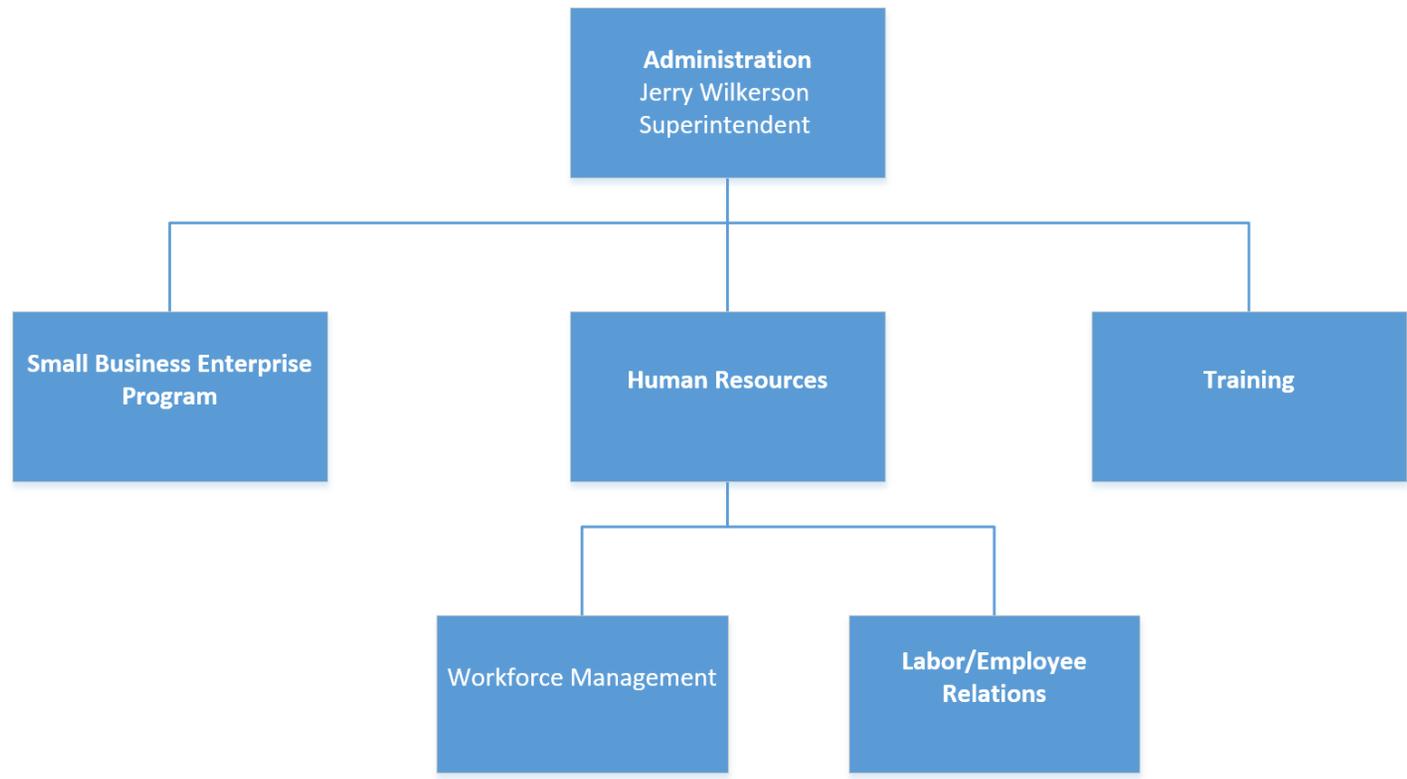


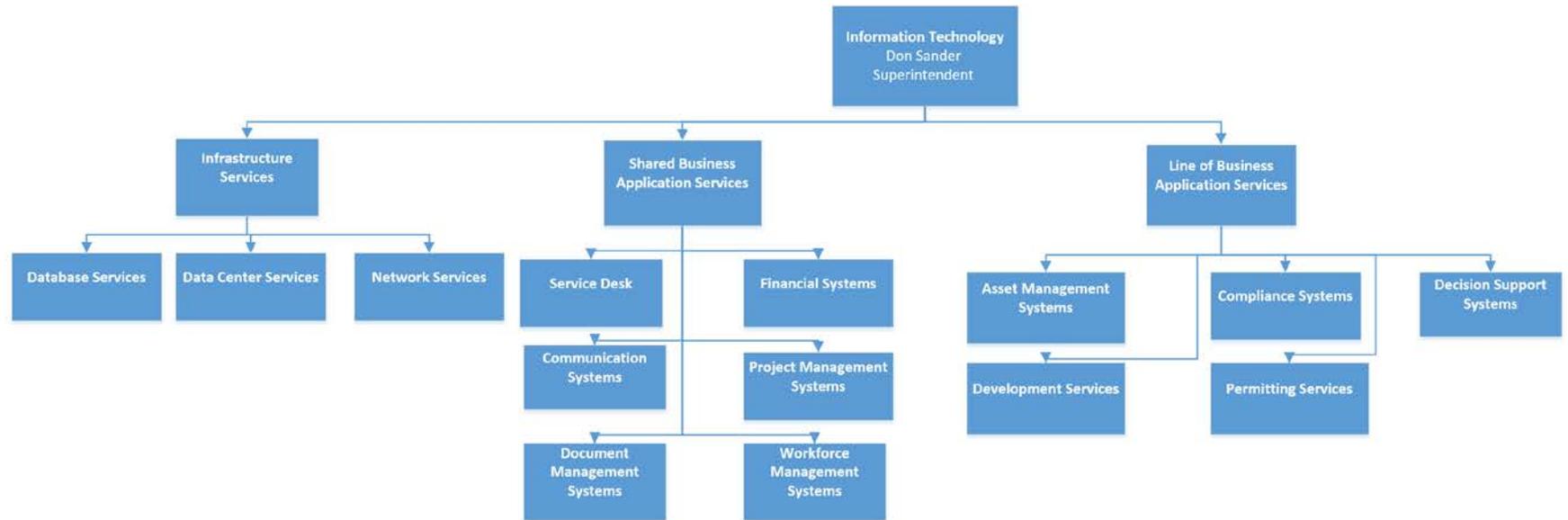


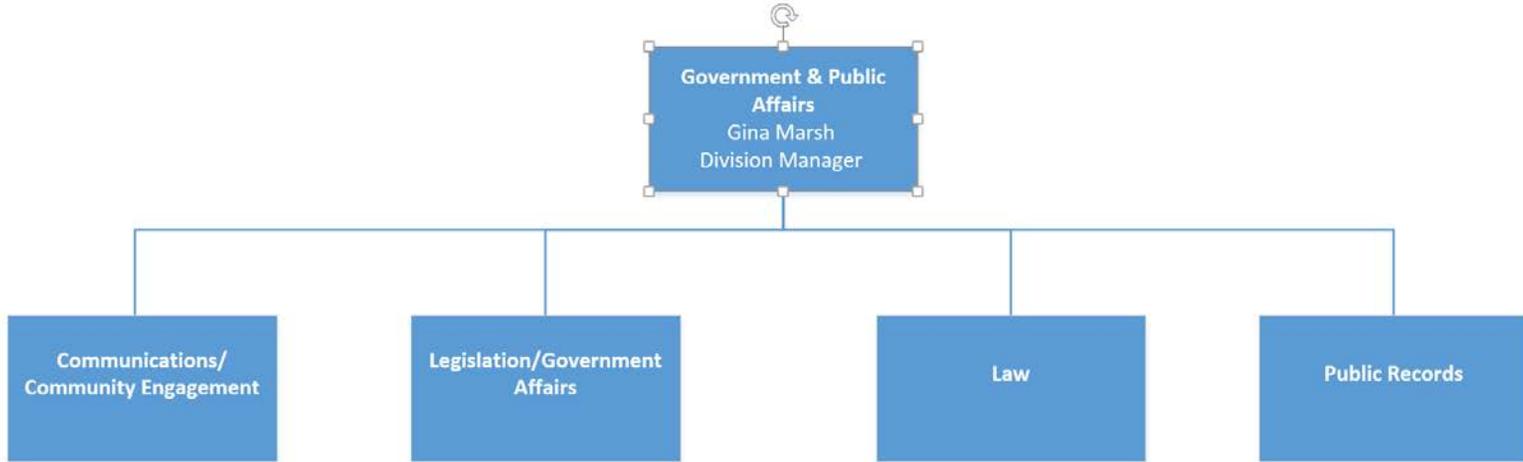












Appendix C - Expert Services

7289 - Expert Services - 2017 Budget Request

Items	2016 Approved Budget	2017 Budget	Variances
OOD	\$1,005,000	\$805,000	(\$200,000)
Contract DB Development, Phase 1 - IT analysis	\$5,000		(\$5,000)
Contract DB Development, Phase 1 - Needs, Uses, & Outline	\$15,000		(\$15,000)
Contract Procedures training	\$10,000		(\$10,000)
Contract Procedures Training Development	\$25,000		(\$25,000)
Rate Study and Financial Mgt Support	\$500,000	\$805,000	\$305,000
Communications	\$150,000		(\$150,000)
Strategic Planning & Benchmarking	\$150,000		(\$150,000)
Procurement Support	\$150,000		(\$150,000)
WWA	\$830,000	\$830,000	
Asset Management services	\$35,000	\$120,000	\$85,000
Business Intelligence development (reports, dashboards...)	\$32,500		(\$32,500)
Peoplesoft Upgrade and development services	\$40,000	\$200,000	\$160,000
Econ. Inclusion, Legal, System support, Outreach, SBE Compliance, Contractor Capacity			
FloWatch hosting services	\$50,000		(\$50,000)
Infrastructure Professional Services	\$50,000		(\$50,000)
Laboratory technical services (reports, development)	\$22,000	\$10,000	(\$12,000)
OnBase development services	\$45,000	\$50,000	\$5,000
Program Development, Org. Assessment, County Svc's	\$150,000		(\$150,000)
Service Desk Supplemental Staff	\$50,000		(\$50,000)
SharePoint development	\$75,000	\$75,000	
IT Service Management Services		\$30,000	\$30,000

Cityworks Dispatch Decision Support Tool		\$25,000	\$25,000
Workforce Training, Background checks, Org. Development	\$200,000		(\$200,000)
Job Classifications	\$80,500	\$80,500	
Testing (Ergometrics)		\$100,000	\$100,000
Misc Testing		\$10,000	\$10,000
Background Fee		\$5,000	\$5,000
Advanced Leadership Skills		\$15,000	\$15,000
Leadership Supervisory Development - New Supervisors		\$30,000	\$30,000
Supervisor/Manager Essential Skills		\$17,000	\$17,000
End User Computer Training		\$12,000	\$12,000
Career Building Initiatives		\$20,000	\$20,000
Career Development Training (Core Essentials)		\$20,000	\$20,000
Annual Department Wide Cross-participation		\$100,000	\$100,000
Superintendent's Organizational Development Requests		\$25,000	\$25,000
Hosted Webinars or Webcasts (WEF, ATD, SHRM, & others)		\$10,000	\$10,000
Overall Reduction		(\$124,500)	(\$124,500)
WWE	\$270,000		(\$270,000)
Model Maintenance Support	\$10,000		(\$10,000)
Others - Based on Historical trend	\$60,000		(\$60,000)
Hamilton County Planning	\$120,000		(\$120,000)
Ribway Engineering (Planning Services and support)	\$80,000		(\$80,000)
WWT	\$1,015,950	\$893,649	(\$122,301)
Aeration tank performance testing	\$108,000	\$108,000	
Air emission regulatory testing	\$53,500	\$25,500	(\$28,000)
Business process improvements	\$50,000		(\$50,000)
Condition monitoring services	\$25,000	\$25,500	\$500
Discharge and Sewer Sludge Fees	\$50,200	\$39,750	(\$10,450)
East/West Automation project	\$200,000		(\$200,000)
Facility inspections	\$12,250		(\$12,250)
Laboratory services	\$42,000	\$10,000	(\$32,000)

Maintenance management software development	\$100,000		(\$100,000)
MCTP Incinerator performance testing	\$200,000	\$200,000	
Odor Control Phase 2	\$150,000	\$140,149	(\$9,851)
Supplemental services	\$25,000		(\$25,000)
Asbestos Removal and Repair		\$3,000	\$3,000
Boiler/Elevator/Hoists Inspections		\$1,250	\$1,250
Regulatory Testing		\$8,000	\$8,000
Phosphorus Study		\$300,000	\$300,000
Mercury Scrubber		\$20,000	\$20,000
Predictive Maintenance		\$12,500	\$12,500
WWC	\$5,638,895	\$5,607,000	(\$31,895)
Building Alarm Monitoring	\$7,000	\$7,000	
Business Process Certification Program	\$200,000	\$150,000	(\$50,000)
Customer Communication	\$200,000	\$150,000	(\$50,000)
Geotechnical Support & Preconstruction Surveys	\$50,000	\$50,000	
Technical Staff Supplementation	\$200,000	\$100,000	(\$100,000)
WWC Vehicle GPS	\$75,000	\$75,000	
Sewer Condition Assessment and Cleaning	\$4,906,895	\$5,000,000	\$93,105
Pilot Learning Management System (LMS)		\$75,000	\$75,000
RCS	\$200,000	\$200,000	
Treatment Process Enhancement through Lab Program.	\$200,000		(\$200,000)
Regulatory Support		\$50,000	\$50,000
Surcharge Evaluation		\$50,000	\$50,000
Lab Expert		\$50,000	\$50,000
Lab UST		\$50,000	\$50,000
WO	\$3,035,000	\$2,995,000	(\$40,000)
Support services for CSO distributed treatment technologies	\$265,000	\$625,000	\$360,000

Performance management services for Real Time Control (RTC) and High Rate Treatment (HRT) facilities	\$370,000	\$250,000	(\$120,000)
Programmatic management and support for MSDGC's Remote Monitoring Program	\$400,000	\$120,000	(\$280,000)
Expansion of the wet weather operational capabilities through use of the GE IP Prophecy system.	\$2,000,000	\$2,000,000	
SBU	\$3,039,000	\$2,100,000	(\$939,000)
Sewer Backup Claim Valuation	\$32,000		(\$32,000)
Sewer Backup Customer Services	\$900,000	\$100,000	(\$800,000)
Sewer Backup Prevention Program	\$2,107,000	\$2,000,000	(\$107,000)
Total Funded Request	\$15,033,845	\$13,430,649	(\$1,603,196)

Appendix D - Sundry Contractual Services

7299 - Sundry Contractual Services - 2017 Budget Request

Items	2016 Budget	2017 Budget	Variances
WWA	\$41,000	\$60,600	\$19,600
Financial Audits	\$41,000	\$55,000	\$14,000
UPS, Federal Express		\$5,000	\$5,000
Document management and Disposal		\$600	\$600
WWT	\$3,353,000	\$4,264,800	\$911,800
Grass cutting and vegetation control	\$48,000	\$78,800	\$30,800
HVAC maintenance agreement. Oil analysis.	\$53,000	\$53,000	
Landfill fees	\$330,000	\$330,000	
Landscaping services	\$250,000	\$100,000	(\$150,000)
Liquid Sludge Hauling to Little Miami or Mill Creek			
Locksmith services	\$1,000	\$21,000	\$20,000
Misc material disposal	\$1,500		(\$1,500)
Monthly PM and Emergency Repair of Stand-by Generators	\$40,000	\$40,000	
Remote monitoring data plan	\$20,000	\$25,000	\$5,000
Remote monitoring services	\$50,000	\$50,000	
SCADA and telemetry programming services	\$107,500	\$107,500	
Sludge hauling of dewatered cake to landfill	\$2,008,000	\$2,370,000	\$362,000
Sludge hauling and disposal	\$180,000	\$515,000	\$335,000
Telemetry call center monitoring	\$100,000	\$100,000	
Telemetry system support	\$25,000	\$25,000	
Underground storage tank fees	\$5,000	\$5,000	
Vactor services for cleaning incinerator when off line	\$12,000	\$20,000	\$8,000
Vactor services for cleaning of wet well	\$12,000	\$20,000	\$8,000
Vactor services for cleaning of wet wells and aeration tanks	\$110,000	\$200,000	\$90,000

Harzardous Material Remediaton		\$50,000	\$50,000
Lubricant, Hydraulic Fluid, and Wear Particle Analysis		\$30,000	\$30,000
Predictive maintenance personnel mentoring, certification examinations and as-needed staff supplementation		\$50,000	\$50,000
Grit and Screening removal		\$264,000	\$264,000
PM, Maintain and Repair Computer-Controlled HVAC in CMF & Administration buildings.		\$15,000	\$15,000
MACT Testing Requirements (3)		\$69,000	\$69,000
Overall Reduction		(\$273,500)	(\$273,500)

WWC	\$103,133	\$120,500	\$17,367
Chemical Disposal Services	\$5,000	\$5,000	
Crane Inspection/Repair Services	\$7,500	\$7,500	
Driveway/Lot Sweeping Services	\$4,000	\$4,000	
Landfill Services	\$54,000	\$54,000	
Machine Shop Services	\$10,000	\$10,000	
Parts Washer Services	\$4,000	\$4,000	
Pest Control Services	\$2,633	\$20,000	\$17,367
Radio Reapir Services	\$1,000	\$1,000	
Tree Removal Serivces	\$15,000	\$15,000	

RCS	\$546,000	\$530,000	(\$16,000)
Algae pilot project	\$50,000	\$40,000	(\$10,000)
As Needed Program Support	\$20,000	\$20,000	
Documentation of Program Activities	\$45,000	\$45,000	
Industrial Hygiene support; haz assessments; air sampling	\$300,000	\$300,000	
ipacs customized enhancements	\$35,000	\$35,000	
Local Limits Development	\$50,000	\$50,000	
Water quality pilot project	\$50,000	\$40,000	(\$10,000)
Reduction	(\$4,000)		\$4,000

WSO	\$1,680,000	\$2,039,900	\$359,900
Contracted preventative and reactive maintenance for all green infrastructure/stormwater control measures and includes assets both above and below ground.	\$200,000	\$134,900	(\$65,100)
Contract services for the installation, removal and all site maintenance of remote field monitoring equipment, including level sensors, flow meters, and rain gauges.	\$1,480,000	\$1,550,000	\$70,000
CSO/SSO monitoring and reporting		\$355,000	\$355,000
SBU	\$1,080,422	\$1,000,000	(\$80,422)
Sewer Backup Cleaning Contractors	\$1,080,422	\$1,000,000	(\$80,422)
7299 Total Request	\$6,803,555	\$8,015,800	\$1,212,245

Appendix E - Software & License

Software & License

Vendor/Software	2016 Budget	2017 Budget
24/7 Tango	\$ 23,958	\$ 24,013
3dVision SolidWorks	\$ 4,828	\$ 5,311
Adobe Acrobat Pro CLP (Dell) 2YR	\$ -	\$ 16,595
ArcGIS GeoEvent Processor	\$ 1,979	\$ -
ArcGIS Online	\$ 34,062	\$ -
ArcGIS Server/ArcGIS Online	\$ 26,272	\$ 84,639
ArcView Editor for Infomaster	\$ -	\$ -
Azteca CityWorks	\$ 96,957	\$ 99,143
Bentley Flowmaster	\$ 1,470	\$ 1,397
Bi-Cycle	\$ 8,706	\$ 8,163
BIOVIA CISPro		\$ 13,159
CBTS (Juniper support)	\$ 45,334	\$ 36,011
ChemSW CISpro	\$ 12,983	\$ -
Computational Hydraulics (CHI)	\$ 8,015	\$ 8,624
Cornerstone Controls Guardian	\$ -	\$ 3,670
Crystal Reports	\$ -	\$ 1,000
CustomGuide	\$ 10,279	\$ 10,445
Datacenter	\$ -	\$ -
Dell Altiris (SCADA)	\$ -	\$ -
Dell ControlPoint	\$ 5,273	\$ 6,908
Dell Microsoft SA	\$ 173,674	\$ 75,000
Dell Office 365	\$ -	\$ 81,000
Dell Symantec Endpoint	\$ -	\$ -
Dell Symantec Endpoint (SCADA)	\$ -	\$ -

DLT Solutions AutoDesk	\$ 24,152	\$ 26,593
E-Man electronic compliance		\$ 2,420
Emerson UPS (2 yrs)	\$ 43,225	\$ 15,211
EnfoTech iPACS	\$ 62,890	\$ 69,179
EnvioSim BioWin	\$ 4,235	\$ 4,500
FlowFinity	\$ -	\$ 66,000
Freeance	\$ -	\$ 9,625
Hydromatis GPS-X	\$ 7,561	\$ 7,561
IBM Maximo	\$ 214,464	\$ 238,528
Innovyze InfoSWMM and CapPlan	\$ 75,625	\$ 30,000
IPS OMS Connect	\$ 13,310	\$ 12,100
JMS Software	\$ 5,322	\$ 5,058
Kronos	\$ 62,942	\$ 45,251
Labworks LLC	\$ 48,922	\$ 53,658
Latitude Geographics Geocortex		\$ 6,820
MC2 ICE	\$ 4,780	\$ 4,345
MCPC Citrix XenDesktop and Netscaler	\$ 102,667	\$ 72,575
MCPc EMC PowerPath		\$ -
MCPc RSA Securcare	\$ -	\$ -
MCPc Veeam	\$ 7,425	\$ 13,600
MCPc Vmware	\$ -	\$ 15,051
Mythics Oracle Database	\$ 45,411	\$ 85,000
Mythics Peoplesoft (co-termed w/ Primavera & Purchasing)	\$ 84,188	\$ -
Netwave Polycom CMA	\$ 13,085	\$ -
Norex	\$ -	\$ 6,908
OARNet Airwatch MDM	\$ 12,012	\$ 13,215
OARNet Airwatch MDM True Up	\$ 1,016	\$ 1,346
OARNet VMWare		\$ 34,221
OARNet vSphere	\$ 12,746	\$ 34,221
OCG ChangeGear	\$ 10,151	\$ 9,643
OCG ExaGrid	\$ 922	\$ 27,866

OCG Primavera (co-termed)	\$ -	\$ 53,110
OnBase	\$ 13,831	\$ 18,000
OnCenter Takeoff	\$ 4,227	\$ 3,842
Oracle Peoplesoft Purchasing	\$ -	\$ -
PCM Seagull Scientific Bartender	\$ 305	\$ 335
PCM Symantec Enterprise Vault	\$ -	\$ -
PCM Symantec NetBackUp	\$ 64,464	\$ 74,780
PCM Vmware Shavlik	\$ 4,789	\$ 5,244
PCM Whatsup Gold	\$ 3,941	\$ 1,895
Peninsular PipeTech	\$ 12,240	\$ 14,138
PerkinElmer LIMS Link		\$ 4,703
Richard Palmer & Associates	\$ 1,100	\$ 1,100
RoundTower NS120 & Vmware	\$ 24,215	\$ -
SHI Tricerat	\$ 4,574	\$ -
SOLUFY	0	\$ 990
TechSmith Camtasia	\$ 189	\$ 208
Telog	\$ 4,932	\$ 5,251
Versata Alertfind	\$ 11,775	\$ 17,809
Websense	\$ -	\$ 5,000
TWC Fiber		\$ 24,750
TWC Coax		\$ 4,000
TWA DA Convertor		\$ 1,100
CustomGuide		\$ 9,000
CISPro		\$ 12,000
Norex		\$ 5,200
Quest		\$ 245
Global Care (GE Proficy Annual Support)		\$ 150,000.00
Shavlik Server License		\$ 2,560.00
Shavlik Client License		\$ 320.00
Vmware service agreement extension		\$ 15,000.00
Symantec Endpoint Protection (Antivirus)		\$ 3,750.00

Techconnect Rockwell Automation Annual Support		\$ 25,000.00
Cisco IPS Annual Support		\$ 5,000.00
Remote Alarming Software and License		\$ 20,000.00
Vmware License for Telemetry Network (per processor)		\$ 3,600.00
WebCo	\$ -	\$ 2,055.00
SBU Software & License Fees		\$ 3,562.00
WWC Software & License Fees		\$ 75,589.00
Total Request	\$ 1,461,422	\$ 1,954,708

Appendix F – Travel & Training

Department	Class or Event	Date of Class (month)	7213-Travel Expense Local	7214-Travel Expense Non-Local	7215-Training
WSO	Ohio Stormwater Conference			\$1,400	\$100
WSO	OWEA Conference			\$1,300	\$200
WSO	OWEA Conference			\$1,300	\$200
WSO	WEFTEC			\$3,600	\$400
WSO	PLC logic training				\$2,500
WSO	WEFTEC			\$3,600	\$400
WSO	TBD			\$4,000	\$4,000
WSO	TBD			\$4,000	\$400
WWT	WEFTEC 2017	September 30 to October 4, 2017		\$15,000	\$5,000
WWT	OWEA State Conference	6/1/2017	\$2,000		
WWT	National Electric Code Training		\$1,000		
WWT	Generator Training				\$3,500
WWT	International Maintenance Conference			\$4,000	
WWT	SWOWEA Section Meetings	March/May/September			\$450
WWT	SWOWEA Plant Ops Seminar	June			\$150
WWT	OWEA Annual Conference				\$1,500
WWT	OWEA Plant Ops Seminar 2-day, Columbus – 3 attendees @ \$600 ea = \$1800			\$1,000	\$900
WWT	SWOWEA Plant Ops Seminar	November			\$600
WWT	Various committee meetings for SWOWEA, OWEA and WEF	Throughout the Year	\$200		
WWT	Substation Maintenance Training	TBD			\$20,000

WWT	Substation Maintenance Training				\$8,000
WWT	ISA Level 2 Certification				\$5,000
WWT	GE Proficy software training				\$15,000
WWT	Cyber Security training			\$8,000	\$1,000
WWT	UMC			\$10,000	
WWT	CISCO training				\$4,000
WWT	Vibration (\$6,000) -				\$6,000
WWT	IR Training (\$5,000) -				\$5,000
WWT	Oil Training				\$3,000
WWT	Think Reliability RCA Training				\$8,000
WWT	Laser Alignment				\$6,000
WWT	Planning/Scheduling Training				\$5,000
WWT	ISA Certification	Not Known at this time			\$5,000
WWT	Utility Management Conference	Not Known at this time		\$5,000	\$1,000
WWT	Utility Management Conference	Not Known at this time		9,000	
WWT	Computer Training	Not Known at this time			1,000
WWT	GE Proficy software training	Not Known at this time			15,000
WWT	Cyber Security training	Not Known at this time		8,000	1,000
WWT	CISCO training	Not Known at this time			4,000
WWT	Safety Training	Not Known at this time			1,000
WWT	Machine Training	Not Known at this time			4,200
WWT	Substation Maintenance Training	Not Known at this time			16,000
WWT	Vibration	Not Known at this time			6,000
WWT	IR Training	Not Known at this time			5,000
WWT	Oil Training	Not Known at this time			3,000
WWT	Think Reliability RCA Training	Not Known at this time			8,000
WWT	Laser Alignment	Not Known at this time			6,000
RCS	Mileage Reimbursement		\$500		

RCS			\$1,532		
RCS					
RCS	WEF			\$7,980	\$4,040
RCS	OWEA			\$2,000	\$2,500
RCS	Five Cities			\$3,000	\$900
RCS	SWOWEA			\$1,233	\$2,005
RCS	enfotech			\$6,000	
RCS	PittCon			\$1,500	\$2,000
RCS	NELAP			\$1,516	\$2,159
RCS	NACWA			\$2,500	
RCS	Safety Training			\$5,000	\$60,000
RCS	OTCO				\$357
FINANCE	5 Cities Plus Conference	Summer 2017		\$3,500	\$1,000
FINANCE	GFOA		May-17	\$10,000	\$2,500
FINANCE	Utility Management Conference		Jan-17	\$1,500	\$500
FINANCE	People Soft Training		Jan-17		\$15,000
FINANCE	WEFTEC	September or October 2017		\$6,000	\$2,100

FINANC E	Various Training		2017			\$20,000
IT	Maximo Training					\$8,000
IT	Geocrotex Advanced Workflow Training					\$2,120
IT	SQL Server Reporting Services					\$3,000
IT	OnBase System Administration Training					\$12,000
IT	SharePoint Administration and Workflow Training					\$6,000
IT	PeopleSoft Administration Training					\$6,000
IT	Active Directory Administration Training					\$18,000
IT	ChangeGear Training					\$10,000
IT	Server SAN VDI					\$5,000
IT	Database Training (Oracle)					\$2,500
IT	Network Training (CISCO)					\$2,500
IT	PMI Training					\$2,500
HR	NKU LMC Conference	May		\$700		
HR	National SHRM Conference	June			\$4,000	\$1,800
HR	HR Conferences & Training	NA				\$1,000
HR	Xavier Leadership Institute	NA				\$1,000
HR	Regional SHRM Conference	NA			\$6,000	
HR	Workforce Training					\$20,000
HR	Organizational Development					\$10,000

HR	NKU LMC Conference	May	\$1,100		
HR	National SHRM Conference	June		\$4,000	\$1,800
HR	Regional SHRM Conference	NA		\$7,500	
HR	Local Training/Conferences	NA	\$2,000		
HR	ATD Annual Conference	NA		\$4,500	
HR	XLC Leadership Institute	NA	\$500		
SBE	B2GNow Conference	NA		\$3,000	
SBE	American Contract Compliance Association Conference	NA		\$6,000	
SBE	SBE Profession Training	NA			\$5,000
WWE	N/A	N/a	\$21,600		
WWE	N/A	N/a	\$14,100		
WWE	WEF, Five Cities, Specialty Conferences, ODOT, Right of Way classes, DBIA	N/a		\$23,300	
WWE	Five Cities, Specialty Conferences, ODOT, Right of Way classes, DBIA, WEF, Five Cities, Specialty Conferences, ODOT, Right of Way classes, DBIA	N/a			\$57,990
WWC	ESRI - User Conference	July		\$2,500	\$1,500
WWC	NAFA Events	Various		\$2,000	\$1,500
WWC	NAFA Events	Various		\$2,000	\$1,500
WWC	2016 Annual PLSO Conference	February		\$500	\$500
WWC	OEPA Operator Training			\$1,000	\$5,000
WWC	Professional Development Content for LMS			NA	\$50,000

WWC	Heavy Equipment and CDL Training	Various		NA	\$100,000
WWC	Cityworks User Conference	December?		\$12,000	\$5,000

Total Request (by Divisions)	45,232	209,229	638,771
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	7213-Travel Expense	7214-Travel Expense	7215-Training
OOD	\$7,069	\$43,419	\$20,788
WWE	\$16,779	\$20,021	\$19,180
WWA	\$3,975	\$40,554	\$43,634
WWT	\$881	\$42,173	\$140,003
WWC	\$1,312	\$8,993	\$39,032
RCS	\$2,040	\$35,801	\$54,026
WO		\$1,047	\$0
SBU			\$279
Total 2017 Budget Request	\$32,056	\$192,008	\$316,943

Appendix G – Five Years History (Budget and Actual)

App2	DEPT_CD2	Unit	App	Year		Values								
				2011		2012		2013		2014		2015		
				BUDGET	EXPENDED	BUDGET	EXPENDED	BUDGET	EXPENDED	BUDGET	EXPENDED	BUDGET	EXPENDED	
					\$37,111,190	\$33,335,399	\$44,623,490	\$45,154,712	\$50,476,630	\$46,148,215	\$45,842,177	\$45,206,689	\$46,089,781	\$43,642,016
			OOD		\$1,523,020	\$830,789	\$1,625,240	\$1,002,819	\$1,297,060	\$1,080,354	\$1,385,778	\$1,385,778	\$2,183,536	\$2,106,338
			410X0000				\$0	\$16,061	\$14,620	\$11,619	\$0	\$7,537	\$1,389,203	\$24,008
			71										\$1,020,625	\$0
			75				\$0	\$16,061	\$14,620	\$11,619	\$0	\$7,537	\$368,578	\$24,008
			410X1000		\$1,523,020	\$830,540	\$1,625,240	\$986,758	\$1,282,440	\$1,068,736	\$1,385,778	\$1,378,241	\$794,333	\$2,082,330
			71		\$1,523,020	\$830,540	\$1,091,270	\$653,378	\$948,260	\$744,705	\$1,014,269	\$1,014,269	\$576,560	\$1,591,701
			75				\$533,970	\$333,380	\$334,180	\$324,031	\$371,509	\$363,972	\$217,773	\$490,629
			410X2000		\$0	\$249	\$0	\$0						
			71		\$0	\$249	\$0	\$0						
			410X4000		\$0	\$0								
			71		\$0	\$0								
			WWE		\$4,629,430	\$4,629,430	\$5,988,120	\$5,986,600	\$7,577,680	\$5,860,391	\$7,698,087	\$7,697,533	\$6,668,867	\$6,522,027
			420X0000		\$0	(\$298)	\$280,470	\$152,798	\$53,445	\$157,923	\$40,500	\$167,770	(\$9,516)	\$37,502
			71		\$0	(\$298)	\$170,760	\$8,363	\$0	\$0	\$40,500	\$0		
			75				\$109,710	\$144,436	\$53,445	\$157,923	\$0	\$167,770	(\$9,516)	\$37,502
			420X1000		\$159,450	\$117,478	\$169,460	\$118,386	\$198,334	\$123,554	\$267,110	\$194,942	\$1,981,890	\$248,375
			71		\$159,450	\$117,478	\$121,550	\$91,133	\$150,179	\$101,297	\$230,670	\$133,324	\$1,872,619	\$187,440
			75				\$47,910	\$27,253	\$48,155	\$22,258	\$36,440	\$61,618	\$109,271	\$60,935

420X2000	\$1,546,470	\$352,904	\$1,103,440	\$462,017	\$75,213	\$470,028	\$614,246	\$590,355	\$127,040	\$761,257
71	\$1,546,470	\$352,904	\$841,950	\$228,236	\$40,570	\$332,109	\$319,496	\$454,579	\$19,690	\$618,116
75			\$261,490	\$233,782	\$34,643	\$137,919	\$294,750	\$135,776	\$107,350	\$143,141
420X3000	\$23,140	\$74,261	\$225,030	\$210,225	\$934,531	\$424,097	\$631,526	\$500,777	\$441,043	\$806,607
71	\$23,140	\$74,261	\$136,780	\$60,754	\$631,390	\$287,246	\$419,129	\$409,002	\$33,350	\$656,369
75			\$88,250	\$149,471	\$303,141	\$136,851	\$212,397	\$91,775	\$407,693	\$150,238
420X4000	\$0	\$67,782	\$0	\$92,831	\$2,304	\$0			\$384,839	\$0
71	\$0	\$67,782	\$0	\$71,144	\$1,913	\$0			\$254,570	\$0
75			\$0	\$21,688	\$391	\$0			\$130,269	\$0
420X5000	\$956,900	\$823,834	\$946,370	\$1,240,701	\$1,090,353	\$1,169,575	\$951,241	\$1,050,223	\$43,131	\$978,715
71	\$956,900	\$823,834	\$558,520	\$845,800	\$649,738	\$795,141	\$730,820	\$743,625	\$31,035	\$727,585
75			\$387,850	\$394,901	\$440,615	\$374,434	\$220,421	\$306,598	\$12,096	\$251,130
421X0000			\$0	\$61,735	\$40,615	\$38,955	\$468,528	\$23,534	\$257,000	\$70,878
71							\$468,528	\$0		
75			\$0	\$61,735	\$40,615	\$38,955	\$0	\$23,534	\$257,000	\$70,878
421X1100	\$357,470	\$867,728	\$1,404,610	\$952,039	\$1,210,254	\$1,173,608	\$2,058,789	\$2,542,303	\$2,436,693	\$741,860
71	\$357,470	\$867,728	\$848,430	\$660,936	\$790,984	\$895,305	\$1,485,236	\$1,851,775	\$2,361,746	\$560,984
75			\$556,180	\$291,103	\$419,270	\$278,303	\$573,553	\$690,528	\$74,947	\$180,876
421X2100	\$681,340	\$307,305	\$398,590	\$327,667	\$503,158	\$197,936	\$244,800	\$224,655	\$290,150	\$350,519
71	\$681,340	\$307,305	\$247,600	\$166,688	\$368,181	\$141,131	\$149,406	\$214,288	\$138,050	\$296,804
75			\$150,990	\$160,979	\$134,977	\$56,805	\$95,394	\$10,367	\$152,100	\$53,715
421X3100	\$66,930	\$951,149	\$493,850	\$1,210,641	\$1,816,297	\$1,023,029	\$647,430	\$1,086,015	\$263,884	\$1,047,915
71	\$66,930	\$951,149	\$357,830	\$819,467	\$891,934	\$702,181	\$485,355	\$782,146	\$56,730	\$784,399
75			\$136,020	\$391,174	\$924,363	\$320,848	\$162,075	\$303,869	\$207,154	\$263,516

421X4100	\$503,490	\$504,969	\$307,710	\$464,265	\$553,590	\$364,038	\$1,188,753	\$506,848	\$119,111	\$523,851
71	\$503,490	\$504,969	\$231,070	\$267,047	\$398,484	\$251,919	\$928,153	\$375,962	\$45,210	\$419,910
75			\$76,640	\$197,218	\$155,106	\$112,120	\$260,600	\$130,886	\$73,901	\$103,941
421X5100	\$61,370	\$395,093	\$223,550	\$504,556	\$619,839	\$661,461	\$319,514	\$724,728	\$329,081	\$717,757
71	\$61,370	\$395,093	\$147,110	\$271,691	\$396,643	\$429,046	\$186,182	\$520,448	\$233,113	\$542,410
75			\$76,440	\$232,865	\$223,196	\$232,415	\$133,332	\$204,280	\$95,968	\$175,347
421X6100	\$221,350	\$164,258	\$402,660	\$188,739	\$479,747	\$56,186	\$265,650	\$85,384	\$4,521	\$236,792
71	\$221,350	\$164,258	\$337,310	\$69,333	\$350,774	\$36,587	\$137,888	\$96,129	\$4,521	\$230,555
75			\$65,350	\$119,406	\$128,973	\$19,599	\$127,762	(\$10,745)	\$0	\$6,238
421X7100	\$51,520	\$2,966	\$32,380	\$0						
71	\$51,520	\$2,966	\$21,840	\$0						
75			\$10,540	\$0						
WBS	\$5,124,900	\$4,344,457	\$5,806,630	\$5,994,317	\$6,367,380	\$5,936,797	\$5,557,502	\$5,187,432	\$5,599,258	\$5,377,536
430X0000	\$2,895,630	\$564,750	\$819,690	\$535,376	\$604,713	\$428,875	\$682,666	\$560,476	\$1,131,532	\$534,819
71	\$2,895,630	\$564,750	\$636,860	\$292,566	\$426,454	\$241,324	\$645,615	\$380,043	\$742,839	\$376,994
75			\$182,830	\$242,810	\$178,259	\$187,551	\$37,051	\$180,433	\$388,693	\$157,825
430X1000	\$0	\$259,899	\$333,350	\$361,441	\$363,564	\$367,458	\$467,288	\$275,374	(\$31,854)	\$417,323
71	\$0	\$259,899	\$238,530	\$269,148	\$261,536	\$268,113	\$317,378	\$212,891	\$48,980	\$345,514
75			\$94,820	\$92,293	\$102,028	\$99,345	\$149,910	\$62,483	(\$80,834)	\$71,809
430X2000	\$0	\$305,937	\$618,540	\$506,167	\$633,140	\$504,344	\$462,227	\$465,545	\$870,163	\$662,147
71	\$0	\$305,937	\$436,820	\$357,698	\$434,324	\$354,785	\$294,641	\$341,256	\$719,060	\$505,806
75			\$181,720	\$148,469	\$198,816	\$149,559	\$167,586	\$124,290	\$151,103	\$156,341
430X3000	\$0	\$720,831	\$573,280	\$922,711	\$998,137	\$946,955	\$817,279	\$889,946	\$1,094,740	\$682,012

	71	\$0	\$720,831	\$207,690	\$620,470	\$624,373	\$627,228	\$472,499	\$624,793	\$760,870	\$493,383
	75			\$365,590	\$302,240	\$373,764	\$319,727	\$344,780	\$265,153	\$333,870	\$188,629
	430X4000	\$0	\$229,613	\$465,280	\$282,112	\$537,075	\$396,515	\$439,088	\$257,934	\$15,838	\$481,776
	71	\$0	\$229,613	\$338,730	\$210,970	\$384,825	\$312,077	\$280,420	\$200,670	\$1,280	\$381,476
	75			\$126,550	\$71,143	\$152,250	\$84,438	\$158,668	\$57,264	\$14,558	\$100,300
	430X5000	\$0	\$380,234	\$519,090	\$496,108	\$513,791	\$472,989	\$303,914	\$479,502	\$302,749	\$385,910
	71	\$0	\$380,234	\$376,790	\$383,706	\$389,818	\$373,390	\$194,397	\$399,848	\$277,660	\$315,193
	75			\$142,300	\$112,402	\$123,973	\$99,598	\$109,517	\$79,654	\$25,089	\$70,717
	431X0000	\$0	\$1,764,899	\$2,105,780	\$2,675,047	\$2,440,318	\$2,610,765	\$1,417,418	\$2,180,624	\$217,434	\$2,173,721
	71	\$0	\$1,764,899	\$1,392,600	\$1,850,396	\$1,674,279	\$1,768,446	\$756,628	\$1,531,314	\$123,860	\$1,644,388
	75			\$713,180	\$824,651	\$766,039	\$842,319	\$660,790	\$649,311	\$93,574	\$529,332
	431X1000	\$2,229,270	\$118,293	\$371,620	\$215,356	\$276,642	\$208,897	\$967,622	\$78,030	\$1,998,656	\$39,828
	71	\$2,229,270	\$118,293	\$270,860	\$150,251	\$166,801	\$141,868	\$904,872	\$60,159	\$1,550,390	\$28,730
	75			\$100,760	\$65,105	\$109,841	\$67,029	\$62,750	\$17,871	\$448,266	\$11,099
	WWT	\$15,231,930	\$14,071,730	\$18,457,730	\$19,618,187	\$21,374,070	\$19,841,130	\$18,659,997	\$18,451,915	\$18,514,677	\$17,307,666
	441X0000	\$771,480	\$678,721	\$1,106,730	\$1,004,923	\$1,256,320	\$923,717	\$985,647	\$1,008,405	\$649,162	\$660,803
	71	\$771,480	\$678,721	\$743,120	\$699,100	\$740,480	\$631,169	\$741,367	\$748,976	\$497,632	\$509,844
	75			\$363,610	\$305,824	\$515,840	\$292,548	\$244,280	\$259,430	\$151,530	\$150,960
	441X1000							\$24,350	(\$83,178)	\$45,080	\$0
	71							\$8,630	(\$55,910)	\$43,160	\$0
	75							\$15,720	(\$27,269)	\$1,920	\$0
	442X0000	\$4,527,610	\$4,516,062	\$5,572,620	\$6,377,586	\$6,738,330	\$6,737,948	\$6,489,200	\$6,444,328	\$6,242,110	\$5,941,698
	71	\$4,527,610	\$4,516,062	\$3,741,750	\$4,345,265	\$4,427,830	\$4,573,308	\$4,575,000	\$4,532,483	\$4,480,440	\$4,331,259
	75			\$1,830,870	\$2,032,320	\$2,310,500	\$2,164,639	\$1,914,200	\$1,911,845	\$1,761,670	\$1,610,439

443X0000	\$1,810,410	\$1,726,857	\$2,076,930	\$2,523,447	\$2,563,930	\$2,571,861	\$2,355,000	\$2,350,674	\$2,357,030	\$2,336,270
71	\$1,810,410	\$1,726,857	\$1,394,560	\$1,733,426	\$1,712,730	\$1,715,802	\$1,655,000	\$1,654,916	\$1,713,030	\$1,707,719
75			\$682,370	\$790,021	\$851,200	\$856,060	\$700,000	\$695,758	\$644,000	\$628,551
444X0000	\$1,224,870	\$1,095,062	\$1,458,120	\$1,590,870	\$1,506,720	\$1,680,855	\$1,768,000	\$1,766,495	\$1,711,480	\$1,546,093
71	\$1,224,870	\$1,095,062	\$979,060	\$1,049,951	\$965,050	\$1,079,668	\$1,206,000	\$1,205,322	\$1,256,340	\$1,117,347
75			\$479,060	\$540,918	\$541,670	\$601,188	\$562,000	\$561,173	\$455,140	\$428,746
444X1000									\$0	\$0
75									\$0	\$0
445X0000	\$765,160	\$537,936	\$799,220	\$775,145	\$944,720	\$776,608	\$720,000	\$703,494	\$656,740	\$600,208
71	\$765,160	\$537,936	\$536,640	\$509,261	\$623,940	\$507,821	\$490,000	\$489,405	\$438,060	\$432,510
75			\$262,580	\$265,884	\$320,780	\$268,787	\$230,000	\$214,089	\$218,680	\$167,698
446X0000	\$773,110	\$542,511	\$947,290	\$827,117	\$977,400	\$702,477	\$670,000	\$667,010	\$763,820	\$744,825
71	\$773,110	\$542,511	\$636,060	\$555,202	\$646,260	\$466,369	\$450,000	\$447,593	\$551,110	\$549,771
75			\$311,230	\$271,915	\$331,140	\$236,109	\$220,000	\$219,417	\$212,710	\$195,054
447X0000	\$758,900	\$684,026	\$844,660	\$794,566	\$814,590	\$775,022	\$643,000	\$622,131	\$774,900	\$680,761
71	\$758,900	\$684,026	\$567,150	\$540,716	\$555,430	\$519,140	\$440,000	\$439,455	\$549,700	\$502,514
75			\$277,510	\$253,849	\$259,160	\$255,881	\$203,000	\$182,676	\$225,200	\$178,247
449X0000	\$4,600,390	\$4,290,554	\$5,652,160	\$5,724,534	\$6,572,060	\$5,672,642	\$5,004,800	\$4,972,555	\$5,314,355	\$4,797,009
71	\$4,600,390	\$4,290,554	\$3,795,160	\$3,836,421	\$4,292,400	\$3,815,461	\$3,470,800	\$3,466,848	\$3,774,695	\$3,538,867
75			\$1,857,000	\$1,888,113	\$2,279,660	\$1,857,181	\$1,534,000	\$1,505,707	\$1,539,660	\$1,258,142
WWC	\$7,482,380	\$6,729,608	\$9,049,160	\$9,000,095	\$9,982,340	\$9,838,132	\$9,191,350	\$9,140,071	\$9,350,312	\$8,775,082
450X0000	\$7,482,380	(\$106,378)	\$1,215,530	\$307,941	\$1,421,723	\$350,624	\$1,035,599	\$274,555	\$338,786	\$30,990
71	\$7,482,380	(\$106,378)	\$1,030,110	(\$16,793)	\$1,035,065	\$21,522	\$916,415	(\$35,951)	\$94,686	(\$69,727)

75			\$185,420	\$324,734	\$386,658	\$329,102	\$119,184	\$310,505	\$244,100	\$100,717
450X1000	\$0	\$2,513,425	\$1,443,920	\$3,554,106	\$1,263,179	\$3,476,800	\$1,262,642	\$3,255,936	\$833,310	\$3,161,622
71	\$0	\$2,513,425	\$965,000	\$2,470,844	\$853,926	\$2,448,113	\$886,920	\$2,350,135	\$635,790	\$2,330,202
75			\$478,920	\$1,083,262	\$409,253	\$1,028,687	\$375,722	\$905,802	\$197,520	\$831,420
450X2000			\$1,642,655	\$0	\$1,901,374	\$0	\$1,436,094	\$0	\$2,252,371	\$0
71			\$1,302,060	\$0	\$1,099,362	\$0	\$1,013,765	\$0	\$1,628,870	\$0
75			\$340,595	\$0	\$802,012	\$0	\$422,329	\$0	\$623,501	\$0
450X3000	\$0	\$924,195	\$1,490,950	\$982,202	\$918,628	\$1,079,596	\$1,020,257	\$1,037,357	\$1,070,170	\$535,774
71	\$0	\$924,195	\$977,660	\$693,375	\$598,724	\$752,798	\$686,090	\$737,733	\$754,560	\$401,696
75			\$513,290	\$288,827	\$319,904	\$326,798	\$334,167	\$299,623	\$315,610	\$134,077
450X4000	\$0	\$100,060	\$67,180	\$9,517	\$65,128	\$19,732	\$28,679	\$26,768	\$75,590	\$4,924
71	\$0	\$100,060	\$41,220	\$7,039	\$40,395	\$9,556	\$5,560	\$17,896	\$53,150	\$2,865
75			\$25,960	\$2,479	\$24,733	\$10,177	\$23,119	\$8,872	\$22,440	\$2,059
450X5000	\$0	\$1,026,433	\$1,355,800	\$1,103,752	\$1,119,169	\$1,073,765	\$1,073,934	\$1,109,272	\$1,053,104	\$2,282,676
71	\$0	\$1,026,433	\$867,270	\$729,911	\$706,980	\$711,818	\$744,930	\$784,265	\$756,975	\$1,684,484
75			\$488,530	\$373,841	\$412,189	\$361,947	\$329,004	\$325,006	\$296,129	\$598,192
450X6000	\$0	\$454,715	\$462,020	\$795,143	\$795,164	\$895,646	\$800,635	\$855,339	\$772,700	\$984,207
71	\$0	\$454,715	\$309,430	\$560,579	\$529,782	\$621,303	\$589,300	\$629,487	\$564,410	\$731,822
75			\$152,590	\$234,563	\$265,382	\$274,343	\$211,335	\$225,852	\$208,290	\$252,385
450X7000	\$0	\$0							\$0	\$246,761
71	\$0	\$0							\$0	\$185,113
75									\$0	\$61,648
450X8000	\$0	\$1,405,116	\$706,175	\$1,595,968	\$1,680,458	\$2,159,122	\$1,523,621	\$1,880,106	\$1,990,311	\$955,075

	71	\$0	\$1,405,116	\$145,060	\$956,347	\$1,009,265	\$1,474,240	\$764,470	\$1,336,400	\$1,553,440	\$714,645
	75			\$561,115	\$639,621	\$671,193	\$684,882	\$759,151	\$543,707	\$436,871	\$240,430
	450X9000	\$0	\$412,043	\$664,930	\$651,466	\$817,517	\$782,846	\$1,009,889	\$700,738	\$963,970	\$573,054
	71	\$0	\$412,043	\$438,270	\$437,446	\$516,821	\$533,604	\$703,680	\$491,118	\$669,610	\$402,732
	75			\$226,660	\$214,020	\$300,696	\$249,243	\$306,209	\$209,620	\$294,360	\$170,322
	RCS	\$3,119,530	\$2,729,385	\$3,696,610	\$3,552,695	\$3,878,100	\$3,591,412	\$3,349,463	\$3,343,959	\$3,773,131	\$3,553,366
	460X0000	\$3,119,530	\$0	\$385,870	\$122,120	\$385,813	\$122,123	\$243,220	\$143,594	\$689,675	\$143,489
	71	\$3,119,530	\$0	\$325,510	\$0	\$282,613	\$0	\$206,330	\$30,296	\$498,428	\$96,244
	75			\$60,360	\$122,120	\$103,200	\$122,123	\$36,890	\$113,298	\$191,247	\$47,246
	460X1000	\$0	\$532,956	\$742,890	\$565,005	\$555,332	\$539,418	\$491,300	\$329,012	\$77,700	\$450,373
	71	\$0	\$532,956	\$523,660	\$402,872	\$378,525	\$409,128	\$394,180	\$264,673	\$59,250	\$343,477
	75			\$219,230	\$162,133	\$176,807	\$130,290	\$97,120	\$64,339	\$18,450	\$106,896
	460X2000	\$0	\$459,419	\$776,020	\$656,669	\$730,482	\$755,168	\$646,330	\$776,006	\$4,785	\$775,746
	71	\$0	\$459,419	\$542,320	\$461,475	\$508,298	\$520,565	\$482,860	\$560,863	\$3,030	\$584,813
	75			\$233,700	\$195,194	\$222,184	\$234,603	\$163,470	\$215,144	\$1,755	\$190,933
	460X3000	\$0	\$530,678	\$753,670	\$776,009	\$770,438	\$756,903	\$642,560	\$658,448	\$1,058,040	\$670,465
	71	\$0	\$530,678	\$504,890	\$533,411	\$507,324	\$516,328	\$417,960	\$467,343	\$730,727	\$486,051
	75			\$248,780	\$242,598	\$263,114	\$240,575	\$224,600	\$191,105	\$327,313	\$184,414
	460X4000	\$0	\$1,206,332	\$1,038,160	\$1,432,892	\$1,436,035	\$1,417,800	\$1,326,053	\$1,436,898	\$1,942,931	\$1,513,293
	71	\$0	\$1,206,332	\$585,720	\$1,028,965	\$938,830	\$967,771	\$842,720	\$1,020,865	\$1,395,680	\$1,103,778
	75			\$452,440	\$403,927	\$497,205	\$450,029	\$483,333	\$416,033	\$547,251	\$409,515
	WO							\$0	\$0	\$0	\$0
	470X0000							\$0	\$0	(\$260,470)	\$0
	71							\$0	\$0	(\$206,370)	\$0

75								\$0	\$0	(\$54,100)	\$0
470X1000										\$260,470	\$0
71										\$206,370	\$0
75										\$54,100	\$0

SBU

480X0000

71

75

Non- Personnel	\$71,831,382	\$69,584,160	\$46,520,425	\$44,527,364	\$65,165,490	\$61,514,034	\$63,786,052	\$58,246,415	\$61,152,477	\$52,225,095
OOD	\$2,089,570	\$1,649,896	\$1,360,190	\$1,093,891	\$13,289,100	\$13,562,870	\$2,661,037	\$2,349,535	\$3,242,000	\$2,419,314
410X0000	\$661,770	\$198,234	\$0	\$10,790	\$27,730	\$106,092	\$49,100	\$75,320	\$1,009,075	\$62,781
72	\$0	\$6,295	\$0	\$9,101	\$27,730	\$105,742	\$49,100	\$74,436	\$986,695	\$62,581
73	\$0	\$18,428	\$0	\$1,689	\$0	\$350	\$0	\$0	\$18,000	\$10
74	\$661,770	\$173,511	\$0	\$0	\$0	\$0	\$0	\$884	\$4,380	\$190
410X1000	\$1,427,800	\$1,452,850	\$1,360,190	\$1,080,623	\$13,261,370	\$13,456,749	\$2,611,937	\$2,274,128	\$2,232,925	\$2,355,206
72	\$1,127,800	\$980,333	\$1,016,190	\$738,842	\$11,903,920	\$11,041,025	\$2,091,937	\$1,865,847	\$1,628,305	\$1,788,889
73	\$20,000	\$21,559	\$17,200	\$25,631	\$17,950	\$17,530	\$20,000	\$18,670	\$9,000	\$17,929
74	\$280,000	\$450,958	\$326,800	\$316,149	\$1,339,500	\$2,398,194	\$500,000	\$389,611	\$595,620	\$548,389
410X2000	\$0	(\$1,188)	\$0	\$2,479	\$0	\$29	\$0	\$86	\$0	\$156
72	\$0	\$5,851	\$0	\$2,479	\$0	\$29	\$0	\$86	\$0	\$156
74	\$0	(\$7,040)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
410X6000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,171
72	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
73	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,171

WWE	\$2,846,730	\$2,750,713	\$643,440	\$669,974	\$928,810	\$641,065	\$1,415,848	\$719,161	\$544,050	\$480,495
420X0000	\$0	\$1,173,493	\$0	\$14,584	\$0	\$9,564	\$0	\$33,460	\$5,000	\$2,675
72	\$0	\$3,690	\$0	\$12,727	\$0	\$5,034	\$0	\$33,099	\$5,000	\$1,052
73	\$0	(\$2,010)	\$0	\$1,857	\$0	\$4,529	\$0	\$361	\$0	\$451
74	\$0	\$1,171,813	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,173
420X1000	\$1,300,610	\$171,936	\$72,680	\$79,331	\$67,360	\$61,761	\$47,860	\$222,266	\$6,280	\$9,019
72	\$104,330	\$150,234	\$72,130	\$70,539	\$63,230	\$58,952	\$35,330	\$211,388	\$5,060	\$8,438
73	\$5,300	\$5,841	\$550	\$7,000	\$4,130	\$1,789	\$12,530	\$8,775	\$1,220	\$581
74	\$1,190,980	\$15,861	\$0	\$1,792	\$0	\$1,020	\$0	\$2,102	\$0	\$0
420X2000	\$18,830	(\$289,171)	\$19,460	\$13,198	\$15,820	\$4,318	\$12,996	\$9,808	\$3,530	\$3,733
72	\$12,050	\$20,944	\$14,630	\$8,066	\$11,300	\$4,318	\$10,980	\$9,355	\$3,500	\$3,733
73	\$6,300	\$920	\$1,100	\$0	\$3,220	\$0	\$1,600	\$0	\$30	\$0
74	\$480	(\$311,035)	\$3,730	\$5,132	\$1,300	\$0	\$416	\$453	\$0	\$0
420X3000	\$15,550	(\$113,524)	\$22,640	\$15,064	\$30,450	\$9,460	\$575,562	\$10,117	\$7,000	\$4,794
72	\$12,050	\$29,876	\$16,350	\$9,361	\$28,500	\$7,665	\$574,010	\$9,399	\$1,500	\$3,701
73	\$3,500	\$1,243	\$1,580	\$4	\$200	\$100	\$660	\$3	\$2,000	\$825
74	\$0	(\$144,643)	\$4,710	\$5,699	\$1,750	\$1,695	\$892	\$715	\$3,500	\$268
420X4000	\$0	\$381	\$800	\$2,422	\$0	\$1,304	\$30	\$1,327	\$5,000	\$1,394
72	\$0	\$381	\$800	\$100	\$0	\$0	\$30	\$1,062	\$5,000	\$147
73	\$0	\$0	\$0	\$2,322	\$0	\$1,304	\$0	\$266	\$0	\$1,247
74	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
420X5000	\$33,790	\$5,173	\$21,140	\$2,459	\$16,300	\$2,762	\$43,552	\$6,227	\$0	\$3,561
72	\$23,830	\$2,589	\$17,860	\$1,859	\$16,100	\$2,497	\$29,650	\$4,013	\$0	\$2,728
73	\$2,400	\$20	\$600	\$0	\$200	\$0	\$210	\$0	\$0	\$0
74	\$7,560	\$2,564	\$2,680	\$600	\$0	\$265	\$13,692	\$2,214	\$0	\$833

420X6000								\$0	\$506	\$0	\$0
72								\$0	\$506	\$0	\$0
420X7000	\$0	\$0						\$0	\$230	\$0	\$0
72	\$0	\$0						\$0	\$230	\$0	\$0
421X0000	\$0	\$1,998,031	\$0	\$8,957	\$0	(\$8,703)		\$0	\$2,310	\$0	\$50,383
72	\$0	\$1,272	\$0	\$0						\$0	\$0
73	\$0	\$6,491	\$0	\$0				\$0	\$494	\$0	\$3,697
74	\$0	\$1,990,268	\$0	\$8,957	\$0	(\$8,703)		\$0	\$1,816	\$0	\$46,685
421X1000					\$0	\$0		\$0	\$0	\$0	\$0
72										\$0	\$0
73					\$0	\$0		\$0	\$0		
74					\$0	\$0					
421X1100	\$1,121,630	\$314,353	\$258,620	\$394,716	\$555,916	\$400,951	\$614,651	\$352,695	\$371,020	\$306,359	
72	\$125,130	\$131,541	\$110,900	\$227,817	\$375,389	\$223,113	\$124,594	\$133,718	\$221,500	\$221,837	
73	\$60,800	\$52,512	\$69,280	\$68,619	\$57,983	\$52,910	\$49,110	\$46,909	\$16,660	\$14,115	
74	\$935,700	\$130,300	\$78,440	\$98,280	\$122,544	\$124,927	\$440,947	\$172,068	\$132,860	\$70,408	
421X2100	\$165,920	\$152,414	\$29,550	\$10,301	\$22,075	\$12,945	\$24,878	\$5,593	\$10,930	\$4,259	
72	\$160,380	\$223,768	\$26,750	\$5,642	\$16,275	\$9,009	\$21,408	\$3,173	\$10,730	\$3,364	
73	\$3,250	\$1,681	\$1,400	\$1,000	\$1,400	\$691	\$1,390	\$999	\$80	\$895	
74	\$2,290	(\$73,035)	\$1,400	\$3,660	\$4,400	\$3,245	\$2,080	\$1,421	\$120	\$0	
421X3100	\$69,610	(\$132,929)	\$105,510	\$61,011	\$97,394	\$62,358	\$44,866	\$47,804	\$81,950	\$47,948	
72	\$38,990	\$39,481	\$73,060	\$18,639	\$47,361	\$22,056	\$7,366	\$9,275	\$35,260	\$26,116	
73	\$19,750	\$26,502	\$7,400	\$22,248	\$27,547	\$20,542	\$21,520	\$21,071	\$30,690	\$18,633	
74	\$10,870	(\$198,911)	\$25,050	\$20,124	\$22,486	\$19,761	\$15,980	\$17,457	\$16,000	\$3,199	

421X4100	\$55,660	(\$191,160)	\$48,680	\$29,275	\$57,215	\$51,130	\$21,676	\$12,321	\$7,000	\$19,482
72	\$49,290	\$19,563	\$43,590	\$16,589	\$40,625	\$38,904	\$8,916	\$4,319	\$7,000	\$13,903
73	\$6,280	\$7,710	\$5,000	\$10,163	\$14,500	\$7,276	\$10,010	\$7,416	\$0	\$5,578
74	\$90	(\$218,433)	\$90	\$2,523	\$2,090	\$4,950	\$2,750	\$586	\$0	\$0
421X5100	\$53,590	(\$169,458)	\$49,760	\$34,751	\$56,865	\$30,377	\$21,091	\$12,443	\$35,340	\$23,629
72	\$47,800	\$17,404	\$44,670	\$21,317	\$44,175	\$20,495	\$10,921	\$7,568	\$26,970	\$18,899
73	\$5,700	\$6,584	\$5,000	\$13,434	\$12,600	\$9,882	\$9,420	\$4,874	\$8,370	\$4,587
74	\$90	(\$193,446)	\$90	\$0	\$90	\$0	\$750	\$0	\$0	\$143
421X6100	\$5,540	(\$166,894)	\$7,300	\$3,187	\$5,970	\$2,147	\$3,937	\$1,824	\$7,500	\$1,603
72	\$5,110	\$2,046	\$3,750	\$3,048	\$3,420	\$1,822	\$1,487	\$1,104	\$7,500	\$1,454
73	\$300	\$0	\$1,550	\$0	\$1,550	\$0	\$1,750	\$136	\$0	\$0
74	\$130	(\$168,940)	\$2,000	\$139	\$1,000	\$325	\$700	\$585	\$0	\$149
421X7100	\$6,000	(\$1,933)	\$7,300	\$719	\$3,445	\$690	\$4,749	\$230	\$3,500	\$1,656
72	\$4,000	\$307	\$3,750	\$719	\$895	\$690	\$1,509	\$230	\$3,500	\$1,656
73	\$2,000	\$0	\$1,550	\$0	\$1,550	\$0	\$1,800	\$0		
74	\$0	(\$2,239)	\$2,000	\$0	\$1,000	\$0	\$1,440	\$0		
WBS	\$12,292,800	\$11,777,884	\$8,970,660	\$8,659,047	\$9,544,980	\$8,585,613	\$9,522,499	\$8,971,020	\$9,205,622	\$7,579,073
430X0000	\$8,296,880	\$970,837	\$6,065,390	\$82,958	\$5,938,020	\$99,351	\$4,684,619	\$140,867	(\$356,298)	\$92,487
72	\$6,851,050	\$49,637	\$5,908,000	\$61,028	\$5,782,740	\$69,102	\$4,578,224	\$93,929	(\$356,298)	\$33,084
73	\$104,170	\$4,462	\$90,140	\$7,930	\$88,520	\$10,485	\$76,395	\$23,020	\$0	\$4,459
74	\$1,341,660	\$916,738	\$67,250	\$14,001	\$66,760	\$19,763	\$30,000	\$23,919	\$0	\$54,944
430X1000	\$0	\$314,825	\$0	\$286,283	\$0	\$98,067	\$120,000	\$919,558	\$218,220	\$510,822
72	\$0	\$301,478	\$0	\$280,146	\$0	\$70,541	\$120,000	\$908,874	\$145,640	\$483,636
73	\$0	\$11,879	\$0	\$5,629	\$0	\$25,960	\$0	\$7,553	\$57,080	\$25,929
74	\$0	\$1,468	\$0	\$508	\$0	\$1,566	\$0	\$3,130	\$15,500	\$1,256

430X2000	\$0	\$17,873	\$0	\$16,998	\$0	\$12,540	\$0	\$10,649	\$63,550	\$7,599
72	\$0	\$4,461	\$0	\$6,837	\$0	\$10,087	\$0	\$8,956	\$39,330	\$7,028
73	\$0	\$12,302	\$0	\$7,376	\$0	\$1,324	\$0	\$1,305	\$14,000	\$35
74	\$0	\$1,110	\$0	\$2,784	\$0	\$1,129	\$0	\$388	\$10,220	\$535
430X3000	\$0	\$6,270,501	\$0	\$5,232,686	\$0	\$4,891,184	\$1,534,000	\$4,821,766	\$5,641,030	\$4,191,705
72	\$0	\$6,263,151	\$0	\$5,220,229	\$0	\$4,888,135	\$1,534,000	\$4,821,499	\$5,637,980	\$4,088,557
73	\$0	\$7,200	\$0	\$10,607	\$0	\$2,898	\$0	\$117	\$2,900	\$10,436
74	\$0	\$150	\$0	\$1,851	\$0	\$150	\$0	\$150	\$150	\$92,712
430X4000	\$0	\$73,214	\$0	\$63,363	\$1,300	\$50,989	\$1,330	\$60,007	\$1,340	\$44,046
72	\$0	\$35,366	\$0	\$24,574	\$0	\$12,732	\$0	\$21,007	\$0	\$5,895
73	\$0	\$35,699	\$0	\$38,149	\$1,300	\$35,886	\$1,330	\$38,829	\$1,340	\$32,773
74	\$0	\$2,149	\$0	\$640	\$0	\$2,372	\$0	\$170	\$0	\$5,378
430X5000	\$0	\$9,672	\$0	\$7,292	\$0	\$1,180	\$0	\$1,717	\$299,800	\$3,500
72	\$0	\$5,414	\$0	\$6,241	\$0	\$1,150	\$0	\$1,717	\$96,800	\$1,150
73	\$0	\$45	\$0	\$82	\$0	\$30	\$0	\$0	\$3,000	\$0
74	\$0	\$4,213	\$0	\$970	\$0	\$0	\$0	\$0	\$200,000	\$2,350
430X6000	\$0	\$3,843	\$0	\$5,145	\$0	\$926	\$0	\$1,101	\$0	\$31,176
72	\$0	\$3,843	\$0	\$5,145	\$0	\$837	\$0	\$1,101	\$0	\$31,176
73	\$0	\$0	\$0	\$0	\$0	\$89	\$0	\$0	\$0	\$0
74	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
431X0000	\$966,700	\$772,620	\$0	\$36,677	\$0	\$34,642	\$0	\$17,922	\$0	\$715,665
72	\$0	\$18,208	\$0	\$23,771	\$0	\$17,725	\$0	\$12,414	\$0	\$41,015
73	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
74	\$966,700	\$754,412	\$0	\$12,906	\$0	\$16,917	\$0	\$5,508	\$0	\$674,650
431X1000	\$3,029,220	\$3,344,499	\$2,905,270	\$2,927,644	\$3,605,660	\$3,396,734	\$3,182,550	\$2,997,434	\$3,337,980	\$1,982,072

	72	\$809,960	\$1,014,936	\$661,390	\$590,407	\$732,590	\$588,540	\$436,550	\$375,771	\$880,250	\$318,986
	73	\$271,100	\$256,498	\$227,980	\$182,617	\$424,640	\$416,944	\$275,000	\$271,381	\$179,600	\$120,529
	74	\$1,948,160	\$2,073,065	\$2,015,900	\$2,154,619	\$2,448,430	\$2,391,250	\$2,471,000	\$2,350,282	\$2,278,130	\$1,542,557
	431X3000			\$0	\$0						
	73			\$0	\$0						
	WWT	\$33,784,022	\$32,436,236	\$22,578,255	\$22,755,018	\$24,422,120	\$23,739,557	\$23,914,026	\$22,662,020	\$23,910,518	\$21,113,615
	441X0000	\$869,530	\$289,287	\$457,350	\$42,307	\$242,900	\$114,381	\$397,700	\$154,463	\$164,653	\$120,342
	72	\$493,750	\$24,107	\$427,930	\$34,677	\$215,160	\$103,917	\$370,700	\$140,411	\$132,760	\$104,811
	73	\$13,700	\$1,399	\$12,220	\$1,630	\$11,740	\$4,915	\$12,000	\$7,762	\$11,910	\$9,115
	74	\$362,080	\$263,781	\$17,200	\$6,000	\$16,000	\$5,549	\$15,000	\$6,290	\$19,983	\$6,415
	441X1000	\$0	\$325,105	\$0	\$42,076	\$0	\$52,246	\$0	\$222,408	\$0	\$6,030
	72	\$0	\$290,859	\$0	\$31,649	\$0	\$37,779	\$0	\$212,345	\$0	\$5,171
	73	\$0	\$8,649	\$0	\$9,751	\$0	\$6,589	\$0	\$3,209	\$0	\$859
	74	\$0	\$25,598	\$0	\$677	\$0	\$7,877	\$0	\$6,855	\$0	\$0
	442X0000	\$14,767,100	\$14,352,702	\$10,723,540	\$11,182,223	\$13,062,860	\$11,374,903	\$13,274,957	\$11,581,532	\$13,084,513	\$11,318,683
	72	\$8,819,770	\$7,892,330	\$7,128,150	\$7,024,171	\$8,161,110	\$6,747,737	\$8,717,697	\$7,324,990	\$8,626,440	\$7,201,717
	73	\$3,936,470	\$4,697,593	\$3,557,980	\$4,146,614	\$4,866,350	\$4,617,465	\$4,522,260	\$4,242,485	\$4,420,770	\$4,090,793
	74	\$2,010,860	\$1,762,779	\$37,410	\$11,438	\$35,400	\$9,701	\$35,000	\$14,056	\$37,303	\$26,172
	442X1000	\$0	\$1,208,238	\$0	\$923,922	\$375,000	\$2,263,407	\$129,000	\$1,240,032	\$0	\$478,306
	72	\$0	\$844,064	\$0	\$543,480	\$375,000	\$1,932,373	\$129,000	\$1,190,474	\$0	\$443,794
	73	\$0	\$325,757	\$0	\$355,514	\$0	\$306,035	\$0	\$29,451	\$0	\$25,464
	74	\$0	\$38,417	\$0	\$24,928	\$0	\$24,999	\$0	\$20,107	\$0	\$9,048
	442X2000	\$0	\$58,879	\$0	\$12,362	\$0	\$39,541	\$0	\$1,499	\$0	\$0
	72	\$0	\$51,752	\$0	\$7,734	\$0	\$1,440	\$0	\$0	\$0	\$0
	73	\$0	\$7,127	\$0	\$4,628	\$0	\$38,101	\$0	\$1,499	\$0	\$0

442X3000	\$0	\$108,438	\$0	(\$11,555)	\$0	(\$18,796)	\$0	\$8,236	\$0	\$8,041
72	\$0	\$3,775	\$0	\$6,106	\$0	\$3,481	\$0	\$3,136	\$0	\$2,860
73	\$0	\$104,662	\$0	(\$17,661)	\$0	(\$22,277)	\$0	\$5,100	\$0	\$5,181
443X0000	\$4,890,810	\$3,243,684	\$3,547,140	\$2,829,728	\$3,446,120	\$2,617,791	\$3,952,819	\$3,077,860	\$3,295,180	\$2,874,268
72	\$3,113,950	\$2,357,219	\$2,683,780	\$2,576,012	\$2,517,230	\$2,242,531	\$2,793,019	\$2,584,312	\$2,352,448	\$2,145,129
73	\$920,100	\$189,393	\$794,130	\$170,628	\$922,100	\$368,577	\$872,300	\$416,107	\$861,850	\$649,782
74	\$856,760	\$697,072	\$69,230	\$83,088	\$6,790	\$6,683	\$287,500	\$77,441	\$80,882	\$79,357
443X1000	\$0	\$1,037,198	\$0	\$721,248	\$0	\$617,774	\$7,000	\$466,781	\$0	\$7,277
72	\$0	\$464,522	\$0	\$178,863	\$0	\$146,936	\$7,000	\$78,495	\$0	\$6,244
73	\$0	\$572,412	\$0	\$541,849	\$0	\$470,772	\$0	\$388,286	\$0	\$1,033
74	\$0	\$264	\$0	\$536	\$0	\$66	\$0	\$0		
443X2000	\$0	\$152,426	\$0	\$61,912	\$0	\$27,176	\$0	\$50,627	\$0	\$0
72	\$0	\$59,742	\$0	\$4,479	\$0	\$4,837	\$0	\$213	\$0	\$0
73	\$0	\$91,619	\$0	\$57,432	\$0	\$22,339	\$0	\$50,414	\$0	\$0
74	\$0	\$1,065	\$0	\$0						
443X3000	\$0	\$126,590	\$0	\$125,645	\$0	\$31,719	\$0	\$5,039	\$0	\$484
72	\$0	\$838	\$0	\$498	\$0	\$495	\$0	\$368	\$0	\$484
73	\$0	\$125,752	\$0	\$125,147	\$0	\$31,224	\$0	\$4,671	\$0	\$0
444X0000	\$2,187,440	\$1,502,993	\$1,520,920	\$855,689	\$1,515,300	\$711,432	\$1,258,600	\$674,163	\$1,503,758	\$1,293,733
72	\$1,331,650	\$877,802	\$1,207,570	\$747,711	\$1,168,700	\$634,033	\$908,500	\$561,749	\$1,120,110	\$942,856
73	\$318,000	\$108,452	\$304,150	\$100,986	\$336,200	\$72,124	\$341,000	\$104,700	\$371,010	\$341,266
74	\$537,790	\$516,739	\$9,200	\$6,992	\$10,400	\$5,276	\$9,100	\$7,714	\$12,638	\$9,611
444X1000	\$0	\$608,890	\$0	\$439,659	\$0	\$631,367	\$0	\$487,038	\$0	\$51,251
72	\$0	\$441,322	\$0	\$281,681	\$0	\$405,275	\$0	\$292,127	\$0	\$40,168

73	\$0	\$165,562	\$0	\$155,699	\$0	\$223,663	\$0	\$193,610	\$0	\$10,749
74	\$0	\$2,006	\$0	\$2,278	\$0	\$2,429	\$0	\$1,301	\$0	\$335
444X2000	\$0	\$52,433	\$0	\$35,466	\$0	\$16,889	\$0	\$14,498	\$0	\$3,390
72	\$0	\$3,132	\$0	\$0						
73	\$0	\$49,301	\$0	\$35,466	\$0	\$16,889	\$0	\$14,498	\$0	\$3,390
444X3000	\$0	\$2,454	\$0	\$1,028	\$0	\$263	\$0	\$366	\$0	\$484
72	\$0	\$1,986	\$0	\$812	\$0	\$263	\$0	\$366	\$0	\$484
73	\$0	\$468	\$0	\$216	\$0	\$0				
444X8000	\$0	\$42,891	\$0	\$21,108	\$0	\$927	\$0	\$255	\$0	\$381
72	\$0	\$368	\$0	\$373	\$0	\$248	\$0	\$255	\$0	\$381
73	\$0	\$42,523	\$0	\$20,735	\$0	\$679	\$0	\$0		
445X0000	\$1,872,610	\$813,928	\$1,152,470	\$553,731	\$1,079,370	\$940,758	\$998,600	\$879,215	\$1,111,630	\$1,024,711
72	\$1,113,000	\$507,560	\$839,020	\$482,032	\$794,130	\$756,043	\$791,000	\$743,066	\$876,370	\$809,417
73	\$414,100	\$94,830	\$309,970	\$69,429	\$280,880	\$180,703	\$202,600	\$131,979	\$230,210	\$211,488
74	\$345,510	\$211,538	\$3,480	\$2,270	\$4,360	\$4,011	\$5,000	\$4,170	\$5,050	\$3,806
445X1000	\$0	\$360,775	\$155	\$214,535	\$0	\$72,221	\$0	\$74,026	\$0	\$4,023
72	\$0	\$185,767	\$0	\$41,998	\$0	\$20,668	\$0	\$5,558	\$0	\$3,845
73	\$0	\$175,277	\$155	\$172,537	\$0	\$51,552	\$0	\$68,468	\$0	\$179
74	\$0	(\$269)	\$0	\$0						
445X2000	\$0	\$280,608	\$0	\$209,782	\$0	\$2,626	\$0	\$0		
72	\$0	\$213,298	\$0	\$181,071	\$0	\$0				
73	\$0	\$67,310	\$0	\$28,711	\$0	\$2,626	\$0	\$0		
445X3000			\$0	\$0						
73			\$0	\$0						

446X0000	\$1,469,150	\$852,833	\$1,075,190	\$599,793	\$981,970	\$504,327	\$785,700	\$442,845	\$1,061,246	\$913,778
72	\$795,650	\$508,955	\$816,440	\$549,757	\$719,300	\$425,883	\$605,700	\$408,113	\$803,190	\$682,504
73	\$322,500	\$99,124	\$253,330	\$48,053	\$256,560	\$75,012	\$175,000	\$30,361	\$251,756	\$228,766
74	\$351,000	\$244,754	\$5,420	\$1,982	\$6,110	\$3,432	\$5,000	\$4,370	\$6,300	\$2,508
446X1000	\$0	\$275,856	\$0	\$167,048	\$0	\$312,057	\$0	\$307,035	\$0	\$5,495
72	\$0	\$100,337	\$0	\$123,923	\$0	\$154,104	\$0	\$180,066	\$0	\$3,129
73	\$0	\$175,321	\$0	\$42,993	\$0	\$157,822	\$0	\$126,823	\$0	\$2,366
74	\$0	\$198	\$0	\$132	\$0	\$132	\$0	\$146	\$0	\$0
446X2000	\$0	\$15,611	\$0	\$13,138	\$0	\$6,560	\$0	\$14,582	\$0	\$246
73	\$0	\$15,611	\$0	\$13,138	\$0	\$6,560	\$0	\$14,582	\$0	\$246
446X3000	\$0	\$5,028	\$0	\$5,937	\$0	\$5,981	\$0	\$5,018	\$0	\$6,133
72	\$0	\$5,028	\$0	\$5,937	\$0	\$5,981	\$0	\$5,018	\$0	\$6,133
446X4000	\$0	\$337	\$0	\$369	\$0	\$371	\$0	\$225	\$0	\$351
72	\$0	\$337	\$0	\$369	\$0	\$371	\$0	\$225	\$0	\$351
446X8000	\$0	\$0								
73	\$0	\$0								
447X0000	\$1,524,370	\$779,300	\$969,250	\$595,942	\$834,310	\$648,079	\$621,200	\$565,479	\$836,620	\$724,368
72	\$925,650	\$467,072	\$752,370	\$464,735	\$621,430	\$514,383	\$493,100	\$458,462	\$674,090	\$617,799
73	\$258,500	\$49,694	\$214,940	\$130,943	\$209,240	\$131,092	\$123,100	\$104,441	\$158,890	\$104,263
74	\$340,220	\$262,533	\$1,940	\$264	\$3,640	\$2,604	\$5,000	\$2,576	\$3,640	\$2,306
447X1000	\$0	\$280,870	\$0	\$96,134	\$0	\$45,499	\$0	\$19,757	\$0	\$5,812
72	\$0	\$171,979	\$0	\$39,141	\$0	\$20,478	\$0	\$4,572	\$0	\$5,641
73	\$0	\$108,469	\$0	\$56,703	\$0	\$24,731	\$0	\$14,895	\$0	\$6

74	\$0	\$422	\$0	\$290	\$0	\$290	\$0	\$290	\$0	\$165
447X2000	\$0	\$42,124	\$0	\$27,586	\$0	\$17,505	\$0	\$0		
72	\$0	\$2,109	\$0	\$5,639	\$0	\$0				
73	\$0	\$31,714	\$0	\$21,947	\$0	\$17,505	\$0	\$0		
74	\$0	\$8,300	\$0	\$0						
447X3000	\$0	\$72,484	\$0	\$1,172	\$0	\$3,565	\$0	\$317	\$0	\$380
72	\$0	\$50,898	\$0	\$1,172	\$0	\$3,565	\$0	\$317	\$0	\$380
73	\$0	\$21,587	\$0	\$0						
448X0000										
72										
73										
74										
449X0000	\$6,202,780	\$4,524,603	\$3,132,240	\$2,356,879	\$2,884,290	\$1,988,960	\$2,482,450	\$1,594,725	\$2,852,917	\$2,185,615
72	\$2,648,380	\$1,592,317	\$1,798,780	\$1,132,694	\$1,773,740	\$1,184,761	\$1,147,450	\$811,174	\$1,797,470	\$1,286,049
73	\$996,930	\$886,349	\$852,550	\$898,883	\$640,880	\$477,312	\$540,700	\$441,869	\$523,504	\$452,796
74	\$2,557,470	\$2,045,937	\$480,910	\$325,303	\$469,670	\$326,887	\$794,300	\$341,682	\$531,943	\$446,770
449X1000	\$232	\$1,016,679	\$0	\$626,162	\$0	\$652,197	\$6,000	\$764,554	\$0	\$79,962
72	\$0	\$757,985	\$0	\$377,186	\$0	\$455,939	\$0	\$237,500	\$0	\$38,852
73	\$232	\$98,306	\$0	\$96,310	\$0	\$56,565	\$0	\$69,446	\$0	\$24,628
74	\$0	\$160,388	\$0	\$152,665	\$0	\$139,693	\$6,000	\$457,609	\$0	\$16,482
449X3000			\$0	\$0						
74			\$0	\$0						
449X4000	\$0	\$2,993	\$0	\$3,991	\$0	\$57,831	\$0	\$9,418	\$0	\$70
72	\$0	\$0							\$0	\$70

73	\$0	\$2,993	\$0	\$3,991	\$0	\$57,831	\$0	\$9,418	\$0	\$0
449X9000	\$0	\$0					\$0	\$26	\$0	\$0
73	\$0	\$0					\$0	\$26	\$0	\$0
WWC	\$11,858,130	\$11,478,385	\$6,641,820	\$5,863,438	\$7,574,740	\$7,295,637	\$13,107,857	\$11,739,441	\$11,674,460	\$9,705,550
450X0000	\$11,858,130	\$6,950,551	\$6,641,820	\$4,218,986	\$7,574,740	\$4,170,196	\$10,422,408	\$4,010,353	\$11,674,460	\$6,555,354
72	\$6,536,200	\$1,691,471	\$4,871,390	\$2,454,393	\$5,853,410	\$2,145,155	\$8,204,635	\$2,057,397	\$9,713,594	\$4,780,599
73	\$1,923,180	\$2,326,421	\$1,649,510	\$1,742,601	\$1,574,040	\$1,999,540	\$2,127,773	\$1,928,146	\$1,837,460	\$1,732,814
74	\$3,398,750	\$2,932,658	\$120,920	\$21,992	\$147,290	\$25,501	\$90,000	\$24,810	\$123,406	\$41,940
450X1000	\$0	\$4,547,470	\$0	\$1,609,553	\$0	\$3,049,812	\$2,685,449	\$7,651,760	\$0	\$3,145,188
72	\$0	\$4,508,222	\$0	\$1,548,120	\$0	\$2,910,110	\$2,685,449	\$7,576,058	\$0	\$3,092,280
73	\$0	\$46,015	\$0	\$39,612	\$0	\$41,923	\$0	\$41,723	\$0	\$23,753
74	\$0	(\$6,767)	\$0	\$21,821	\$0	\$97,779	\$0	\$33,979	\$0	\$29,155
450X2000							\$0	\$0		
74							\$0	\$0		
450X3000	\$0	\$649	\$0	\$369	\$0	\$59	\$0	\$1,940	\$0	\$679
72	\$0	\$649	\$0	\$369	\$0	\$59	\$0	\$1,940	\$0	\$395
73									\$0	\$284
74	\$0	\$0								
450X4000	\$0	\$80	\$0	\$0						
74	\$0	\$80	\$0	\$0						
450X5000	\$0	(\$5,165)	\$0	\$0	\$0	\$25,884	\$0	\$0	\$0	\$247
72	\$0	\$211	\$0	\$0	\$0	\$25,884	\$0	\$0	\$0	\$247
74	\$0	(\$5,376)	\$0	\$0						

450X6000	\$0	(\$12,320)	\$0	\$675	\$0	\$761	\$0	\$64,632	\$0	\$1,725
72	\$0	\$1,536	\$0	\$675	\$0	\$761	\$0	\$1,632	\$0	\$1,725
73							\$0	\$63,000	\$0	\$0
74	\$0	(\$13,856)	\$0	\$0						
450X7000	\$0	\$76,498	\$0	\$30,902	\$0	\$43,432	\$0	\$2,833	\$0	\$1,802
72	\$0	\$74,411	\$0	\$29,918	\$0	\$42,685	\$0	\$2,032	\$0	\$1,097
73	\$0	\$2,087	\$0	\$984	\$0	\$748	\$0	\$801	\$0	\$705
450X8000	\$0	(\$79,530)	\$0	\$2,783	\$0	\$5,163	\$0	\$7,890	\$0	\$242
72	\$0	\$1,947	\$0	\$1,433	\$0	\$573	\$0	(\$120)	\$0	\$242
74	\$0	(\$81,476)	\$0	\$1,350	\$0	\$4,590	\$0	\$8,010	\$0	\$0
450X9000	\$0	\$153	\$0	\$170	\$0	\$331	\$0	\$33	\$0	\$314
72	\$0	\$153	\$0	\$170	\$0	\$331	\$0	\$33	\$0	\$314
RCS	\$3,035,730	\$2,624,985	\$1,108,120	\$868,958	\$1,201,020	\$1,092,470	\$1,419,783	\$1,331,383	\$1,377,670	\$1,293,319
460X0000	\$3,035,730	\$1,476,959	\$1,108,120	\$126,748	\$1,201,020	\$152,986	\$1,419,783	\$171,582	\$0	\$150,988
72	\$1,023,330	\$359,825	\$588,460	\$86,446	\$684,520	\$114,433	\$852,880	\$147,043	\$0	\$110,747
73	\$558,550	\$29,367	\$485,080	\$33,513	\$482,180	\$31,678	\$546,903	\$24,539	\$0	\$40,241
74	\$1,453,850	\$1,087,767	\$34,580	\$6,790	\$34,320	\$6,875	\$20,000	\$0		
460X1000	\$0	\$1,077,530	\$0	\$934,783	\$0	\$323,626	\$0	\$331,146	\$308,860	\$450,529
72	\$0	\$570,904	\$0	\$533,597	\$0	\$283,573	\$0	\$288,562	\$245,980	\$412,237
73	\$0	\$504,959	\$0	\$399,245	\$0	\$33,213	\$0	\$37,955	\$54,410	\$37,872
74	\$0	\$1,667	\$0	\$1,941	\$0	\$6,840	\$0	\$4,630	\$8,470	\$420
460X2000	\$0	\$23,919	\$0	\$7,242	\$0	\$9,598	\$0	\$9,298	\$212,130	\$45,064
72	\$0	\$13,161	\$0	\$6,462	\$0	\$9,179	\$0	\$9,298	\$209,430	\$42,321
73	\$0	\$1,200	\$0	\$340	\$0	\$0			\$1,750	\$0
74	\$0	\$9,559	\$0	\$439	\$0	\$419	\$0	\$0	\$950	\$2,743

460X3000	\$0	\$9,640	\$0	\$8,974	\$0	\$29,618	\$0	\$16,299	\$103,500	\$23,823
72	\$0	\$4,071	\$0	\$3,699	\$0	\$8,319	\$0	\$6,593	\$75,240	\$7,198
73					\$0	\$18,296	\$0	\$7,390	\$26,850	\$15,348
74	\$0	\$5,569	\$0	\$5,275	\$0	\$3,003	\$0	\$2,315	\$1,410	\$1,277
460X4000	\$0	\$36,937	\$0	(\$208,789)	\$0	\$576,642	\$0	\$803,057	\$753,180	\$622,914
72	\$0	\$9,721	\$0	(\$255,327)	\$0	\$194,426	\$0	\$337,040	\$285,590	\$172,771
73	\$0	\$23,522	\$0	\$43,245	\$0	\$379,914	\$0	\$457,441	\$456,990	\$436,158
74	\$0	\$3,694	\$0	\$3,293	\$0	\$2,302	\$0	\$8,576	\$10,600	\$13,985
460X5000	\$0	\$0								
72	\$0	\$0								
73										
74										
460X6000			\$0	\$0						
73			\$0	\$0						
460X7000	\$0	\$0	\$0	\$0						
72	\$0	\$0								
73			\$0	\$0						
WO	\$3,424,400	\$4,555,061	\$2,717,940	\$2,542,238	\$5,704,720	\$4,659,730	\$8,780,002	\$7,587,097	\$8,633,775	\$7,089,348
470X0000	\$3,424,400	\$189,818	\$2,717,940	\$88,789	\$5,704,720	\$129,815	\$8,330,002	\$275,761	\$8,301,775	\$3,739,597
72	\$2,462,700	\$188,362	\$1,911,100	\$91,390	\$4,900,870	\$76,103	\$7,930,002	\$126,476	\$7,293,685	\$3,190,395
73	\$7,500	\$1,455	\$7,310	\$150	\$68,400	\$53,712	\$150,000	\$149,285	\$150,000	\$78,503
74	\$954,200	\$0	\$799,530	(\$2,752)	\$735,450	\$0	\$250,000	\$0	\$858,090	\$470,699
470X1000	\$0	\$4,365,243	\$0	\$2,453,450	\$0	\$4,529,915	\$450,000	\$7,311,336	\$332,000	\$480,407
72	\$0	\$3,236,807	\$0	\$1,693,840	\$0	\$3,776,579	\$0	\$6,669,081	\$0	\$188,730

73			\$0	\$140	\$0	\$0				\$332,000	\$292,108
74	\$0	\$1,128,436	\$0	\$759,470	\$0	\$753,337	\$450,000	\$642,255	\$0		(\$432)
470X2000										\$0	\$828,129
72										\$0	\$704,468
74										\$0	\$123,661
470X3000										\$0	\$555,436
72										\$0	\$507,102
73										\$0	\$48,334
470X4000										\$0	\$1,485,779
72										\$0	\$1,480,602
73										\$0	\$5,177
74											
SBU											
480X0000											
72											
73											
74											
GFOH											
944X0000	\$2,500,000	\$2,311,000	\$2,500,000	\$2,074,800	\$2,500,000	\$1,937,092	\$2,965,000	\$2,886,760	\$2,564,382	\$2,544,382	\$2,544,382
72	\$2,500,000	\$2,311,000	\$2,500,000	\$2,074,800	\$2,500,000	\$1,937,092	\$2,965,000	\$2,886,760	\$2,564,382	\$2,544,382	\$2,544,382
76	\$4,923,290	\$4,400,952	\$3,245,850	\$2,638,218	\$4,119,150	\$4,103,797	\$5,853,703	\$5,011,121	\$3,410,000	\$3,018,971	\$3,018,971
OOD											
410X0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
76	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	Automotive Equipment	\$1,878,000	\$1,824,344	\$1,727,740	\$1,346,722	\$2,219,650	\$1,946,162	\$1,792,580	\$1,728,451	\$1,250,000	\$1,160,986
	981X0000	\$1,878,000	\$1,824,344	\$1,727,740	\$1,346,722	\$2,219,650	\$1,946,162	\$1,792,580	\$1,728,451	\$1,250,000	\$1,160,986
	76	\$1,878,000	\$1,824,344	\$1,727,740	\$1,346,722	\$2,219,650	\$1,946,162	\$1,792,580	\$1,728,451	\$1,250,000	\$1,160,986
	OTEA	\$3,045,290	\$2,576,608	\$1,518,110	\$1,291,496	\$1,899,500	\$2,157,635	\$4,061,123	\$3,282,670	\$2,160,000	\$1,857,985
	982X0000	\$3,045,290	\$2,576,608	\$1,518,110	\$1,291,496	\$1,899,500	\$2,157,635	\$4,061,123	\$3,282,670	\$2,160,000	\$1,857,985
	76	\$3,045,290	\$2,576,608	\$1,518,110	\$1,291,496	\$1,899,500	\$2,157,635	\$4,061,123	\$3,282,670	\$2,160,000	\$1,857,985
77		\$83,052,000	\$77,652,201	\$85,000,000	\$80,596,477	\$95,000,000	\$89,943,952	\$97,809,346	\$96,535,606	\$106,000,000	\$102,355,832
	Debt Payment	\$83,052,000	\$77,652,201	\$85,000,000	\$80,596,477	\$95,000,000	\$89,943,952	\$97,809,346	\$96,535,606	\$106,000,000	\$102,355,832
	490X0000	\$83,052,000	\$77,652,201	\$85,000,000	\$80,596,477	\$95,000,000	\$89,943,952	\$97,809,346	\$96,535,606	\$106,000,000	\$102,355,832
	77	\$83,052,000	\$77,652,201	\$85,000,000	\$80,596,477	\$95,000,000	\$89,943,952	\$97,809,346	\$96,535,606	\$106,000,000	\$102,355,832
Grand Total		\$196,917,862	\$184,972,711	\$179,389,765	\$172,916,772	\$214,761,270	\$201,709,999	\$213,291,278	\$204,999,831	\$216,652,258	\$201,241,914

Appendix H – 2016 Budget vs. Projections (based on 2nd qtr. Financial Review)

Program	2016 Budget	Committed YTD	Rest of Year Projection	2016 Full Year Projection	Projected Surplus/Deficit	Budget Authority Transfer Request
Personnel	\$49,841,000	\$20,137,843	\$29,639,717	\$49,777,560	\$63,440	\$375,000
OOD	\$1,823,247	\$1,122,906	\$829,846	\$1,952,752	(\$129,505)	\$150,000
WWE	\$6,508,938	\$3,060,145	\$4,592,729	\$7,652,874	(\$1,143,936)	\$1,200,000
WWA	\$6,577,182	\$2,560,532	\$3,789,287	\$6,349,819	\$227,363	(\$200,000)
WWT	\$18,922,422	\$7,851,384	\$10,981,244	\$18,832,628	\$89,794	(\$50,000)
WWC	\$10,345,938	\$3,552,457	\$5,596,564	\$9,149,021	\$1,196,917	(\$1,000,000)
RCS	\$4,721,888	\$1,685,310	\$2,725,962	\$4,411,272	\$310,616	(\$275,000)
WSO	\$506,174	\$233,802	\$900,439	\$1,134,241	(\$628,067)	\$550,000
SBU	\$435,211	\$71,307	\$223,646	\$294,953	\$140,258	
Non-Personnel	\$62,270,873	\$40,373,422	\$21,237,406	\$61,610,828	\$660,045	(\$375,000)
OOD	\$2,036,125	\$1,741,799	\$26,526	\$1,768,325	\$267,800	(\$200,000)
WWE	\$817,579	\$653,018	\$112,949	\$765,967	\$51,612	
WWA	\$9,159,105	\$4,504,578	\$5,249,316	\$9,753,894	(\$594,789)	\$600,000
WWT	\$27,470,567	\$19,851,271	\$8,548,697	\$28,399,968	(\$929,401)	\$930,000
WWC	\$10,064,321	\$3,464,063	\$5,038,022	\$8,502,085	\$1,562,236	(\$1,500,000)
RCS	\$2,087,190	\$1,010,247	\$967,601	\$1,977,848	\$109,342	(\$50,000)
WSO	\$5,766,326	\$5,347,910	\$490,215	\$5,838,125	(\$71,799)	
SBU	\$4,869,660	\$3,800,536	\$804,080	\$4,604,616	\$265,044	(\$155,000)
City and County Overhead	\$3,373,835	\$2,786,360	\$463,835	\$3,250,195	\$123,640	
Vehicles	\$1,277,000	\$1,256,785	\$20,215	\$1,277,000	\$0	
OTEA	\$2,137,292	\$883,649	\$1,253,643	\$2,137,292	\$0	
Total Without Debt Payment	\$118,900,000	\$65,438,059	\$52,614,816	\$118,052,875	\$847,125	\$0

Debt Payment	\$119,104,000	\$47,790,968	\$63,435,822	\$111,226,790	\$7,877,210
Total With Debt Payment	\$238,004,000	\$113,229,027	\$116,050,638	\$229,279,665	\$8,724,335