

Metropolitan Sewer District

Budget, Finance & Governance Committee

April 1, 2026

Agenda

- Mission Statement and Services
- Budget and FTE History
- FY26 Performance Agreement
- FY26 Performance Measures
- FY27 Proposed Performance Agreement Measures
- Other Service Delivery Challenges
- Accomplishments

Mission Statement and Services

MSD collects and treats wastewater from Greater Cincinnati communities, protecting the environment and public health by returning clean water to local rivers and streams.

- Clean Water Act (Consent Decree) Compliance
- Customer Assistance Program
- Optimize Wastewater Infrastructure Lifecycle Affordability
- Permitting Commercial and Industrial Waste Discharge
- Property Development Support
- Sewer Backup Program
- Wastewater Collection and Conveyance
- Wastewater Treatment in Compliance with the Clean Water Act

Budget and FTE History

- MSD's CY 2026 Operating Budget of \$255.9 million was approved on December 18, 2025, by the Hamilton County Board of County Commissioners. This was a \$15.1 million, or 6.3%, increase over the approved CY 2025 Operating Budget of \$240.9 million.
- This increase was due to the impact of negotiated wage adjustments in collective bargaining agreements, rising utility costs, increased facility and infrastructure maintenance needs, additional debt service expenses, and new cyber insurance and technology costs.
- MSD maintains 677.0 FTE. For CY 2026, MSD's budget assumes 62.0 FTE of those positions will be vacant for the entire year. This assumption is unchanged from the prior year.

FY26 Performance Agreement

City Goal	Service	Performance Goal
Thriving Neighborhoods	Wastewater Treatment in Compliance with the Clean Water Act	100% of the NPDES permit-related items are met
	Customer Assistance Program	Reach 25% participation of eligible customers
Public Safety and Health	Sewer Backup Program	100% of calls are responded to within 4 hours (excluding exceptions in the Global Consent Decree)
Growing Economic Opportunities	Property Development Support	90% of sewer availability review requests are completed within 10 business days
Fiscal Sustainability	Optimize Wastewater Infrastructure Lifecycle Affordability	At least 85% of Completed Structural Rehabilitation Work Orders (Includes Repair and Rehabilitation) are for planned work

FY26 Performance Measures

Wastewater Treatment

Q1: July-September

18

Pump Station Wet
Weather Overflows



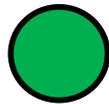
100%

100% of the NPDES permit-related items are met

Q2: October-December

1

Pump Station Wet
Weather Overflows



100%

Achieving 100% compliance involves sample collection and lab analyses across 9 wastewater treatment plants equaling nearly 16,000 monitoring parameters.

FY26 Performance Measures

Sewer Backup Program

Q1: July-September

410

SBU Site Investigation
Calls Received

 99.7%

100% of calls are responded to within 4 hours
(excluding exceptions in the Global Consent Decree)

Q2: October-December

482

SBU Site Investigation
Calls Received

 99.7%

Maintaining a four-hour customer service response time, 365 days per year, reflects the high level of dedication and operational excellence demonstrated by MSD's Customer Service crews and supervisors.

FY26 Performance Measures

Customer Assistance Program

Q1: July-September

Q2: October-December



Reach 25% participation of eligible customers (or 4,750 participants)

MSD continues to provide information regarding the Customer Assistance Program at all public outreach meetings and events that we attend (~90 in CY25). We provide direct customer assistance – completing necessary paperwork and making follow-up phone calls.

FY26 Performance Measures

Wastewater Infrastructure

Q1: July-September

188

Completed Work Orders

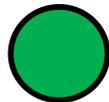


97%

Q2: October-December

118

Completed Work Orders



95%

At least 85% of completed Structural Rehabilitation Work Orders (includes Repair and Rehabilitation) are for planned work

MSD has steadily increased the number of proactive repairs while reducing reactive emergency work. Because planned repairs cost significantly less than emergency responses after a failure, this shift improves system reliability while lowering long-term costs.

FY26 Performance Measures

Property Development Support

Q1: July-September

165

Sewer Availability
Review Requests



100%

Q2: October-December

163

Sewer Availability
Review Requests



93%

90% of sewer availability review requests are
completed within 10 business days

MSD has consistently completed its review and response to development requests for sewer availability within 10 business days.

Proposed FY27 Performance Measures

Wastewater Treatment	Sewer Backup Program	Customer Assistance Program	Wastewater Infrastructure	Property Development Support
No Change	No Change	Modification	No Change	No Change
<p>Why: Core to operations and still the measure of performance.</p> <p>Measure: 100% of NPDES permit-related items will be in compliance with permit.</p>	<p>Why: Core to operations. Still the correct goal.</p> <p>Measure: 100% of SBU calls will be responded to in 4 hours or less.</p>	<p>Why: Reestablish baseline using updated data and benchmarking.</p> <p>Measure: Increase CAP participation by 25%.</p>	<p>Why: Core to operations. Still the correct goal.</p> <p>Measure: 85% of completed structural rehabilitation work orders are planned.</p>	<p>Why: Core to Growing Economic Opportunities.</p> <p>Measure: 90% of sewer availability requests will be completed in 10 business days.</p>

Other Service Delivery Challenges

- **Affordability**

Much of MSD's wastewater system was built decades, even centuries, ago. MSD must repair or replace aging pipes, pump stations, and treatment facilities while managing rising construction costs. As we invest in infrastructure upgrades *and* regulatory compliance, maintaining affordable rates for customers, especially low-income households, has become increasingly challenging.

- **Workforce**

MSD has experienced a wave of retirements among experienced operators, engineers, and maintenance staff. Recruiting and training the next generation of skilled workers while preserving institutional knowledge is a major operational challenge. In addition, the construction of new major infrastructure will require additional resources to operate, including hard to fill wastewater treatment plant positions.

- **Emerging Contaminants**

MSD monitors and regulates commercial and industrial discharges to protect treatment processes and receiving waters. New contaminants such as PFAS and other industrial compounds require evolving monitoring strategies and potential treatment plant upgrades.

FY26 Accomplishments

- **MSD** is recognized with **Peak Performance Awards** from the National Association of Clean Water Agencies (NACWA) for perfect and near-perfect NPDES permit compliance.
 - **Silver Awards:** Ft. Scott, Indian Creek, Muddy Creek
 - **Gold Awards:** Little Miami, Mayflower, Mill Creek, Polk Run, Sycamore Creek, Taylor Creek.
- **MSD** assists customers with recurring sewer backups (SBUs) caused by inadequate capacity in the public sewer by designing and installing property-specific solutions to prevent future backups. In the past year, MSD equipped 35 properties with **SBU prevention solutions**. The total number of properties protected through the SBU Prevention Program is 1,473.
- **The Consent Decree Regulators approved the next phase of work under the Wet Weather Improvement Program**, aimed at reducing combined sewer overflows ("Phase 2B"). MSD's approved CIP budget reflects the delivery of the Phase 2B schedule of projects.

Questions?