



2023 ANNUAL REPORT

WATER POLLUTION CONTROL CENTER

Introduction

The annual report of operations of the Water Pollution Control Center for the year ending December 31, 2023 is respectfully submitted herein. We wish to acknowledge the initiative and cooperation exhibited by those employees listed below in the outstanding operation and maintenance of the wastewater system throughout the year 2023.

The Water Pollution Control Center (WPCC) is comprised of three departments, Water Pollution Control, Sewer Maintenance, and Stormwater Maintenance. Each department operates under separate budgets and are all under the direction of Dave Beach, Superintendent.

The key processes of operations at the WPCC include:

- Provide wastewater treatment that meets or exceeds our National Pollutant Discharge Elimination System (NPDES) Permit
- Meet regulatory reporting requirements set forth in NPDES
- Ensure reliable and valid analytical lab data
- Operation and maintenance of sanitary and storm collection systems
- Condition and dispose of biosolids
- Floodwater management

Staffing

Water Pollution Control Employees:

- Raul Amesquita
- Scott Bash
- David Beach
- Levi Bishop
- Joel Borer
- Wesley Breitigam
- Seth Cole
- James Fox
- Dave Frantz
- Joshua Gearing
- Savannah Kline
- Devin Luginbuhl
- Werner Roesch
- Seth Rosselit
- Caleb Swope

Sewer Maintenance Employees:

- Jordan Barton
- Parker Dukes
- Daniel Gonzalez
- Logan Gunter
- Blake Henry
- Colton Kidd
- Chris Kolhoff
- Michael Stillberger
- Brent Vaughan

Stormwater Maintenance Employees:

- Dana Cramer
- George Elston

The WPCC employs many staff members that are licensed with the State of Ohio in wastewater treatment and collection. To keep their licensure, they must participate in continuing education and continually meet the standards set forth by the Ohio EPA.

The following employees are licensed by the Ohio Environmental Protection Agency:

Waste Water Operator Licenses:

Dave Beach	Class 4	Werner Roesch	Class 2
David Frantz	Class 3	Joel Borer	Class 1
Raul Amesquita	Class 3	Josh Gearing	Class 1
Seth Cole	Class 3	Caleb Swope	Class 1
Seth Rosselit	Class 3		

Waste Water Collection Licenses:

Mike Stillberger	Class 1		
Dan Gonzalez	Class 1	Brent Vaughan	Class 1
Chris Kolhoff	Class 1		

Key Activities

In the year 2023, the City of Findlay WPCC completed its eighty-ninth year of operation by treating 3.3 billion gallons of sewage, which was 297 million gallons less than 2022. The average daily total for sewage treated was 9.216 million gallons per day which is a slight decrease from 2022’s daily average of 10.080 million gallons per day. The WPCC was 100% compliant for all regulatory reporting and effluent discharge limits & monitoring requirements of the WPCC NPDES permit. Additional flow data can be found in the graphs included with this report.

To assure compliance with the NPDES permit limits, laboratory testing is performed at the WPCC and several outside laboratories. Two full-time laboratory technicians are required to monitor the specified parameters.

The WPCC has an approved Ohio Environmental Protection Agency Sludge Management Plan and continues to meet all state and federal regulatory requirements for disposal in a landfill. The wastewater biosolids (sludge) generated at the WPCC is conditioned on four belt filter presses located in the Solids Processing Building. 1832.73 dry tons of biosolids were treated and disposed of at the Hancock County Landfill in 2023.

The Water Pollution Control Center also has an approved Ohio Environmental Protection Agency Industrial Pretreatment Program to regulate the disposal of industrial wastewater into the sanitary wastewater collection system. The Water Pollution Control Center is the legal authority responsible for the management, testing, and record keeping of the program. The WPCC works closely with local industries in the pretreatment of their individual discharges and has developed an excellent cooperative spirit to ensure compliance with the pretreatment program

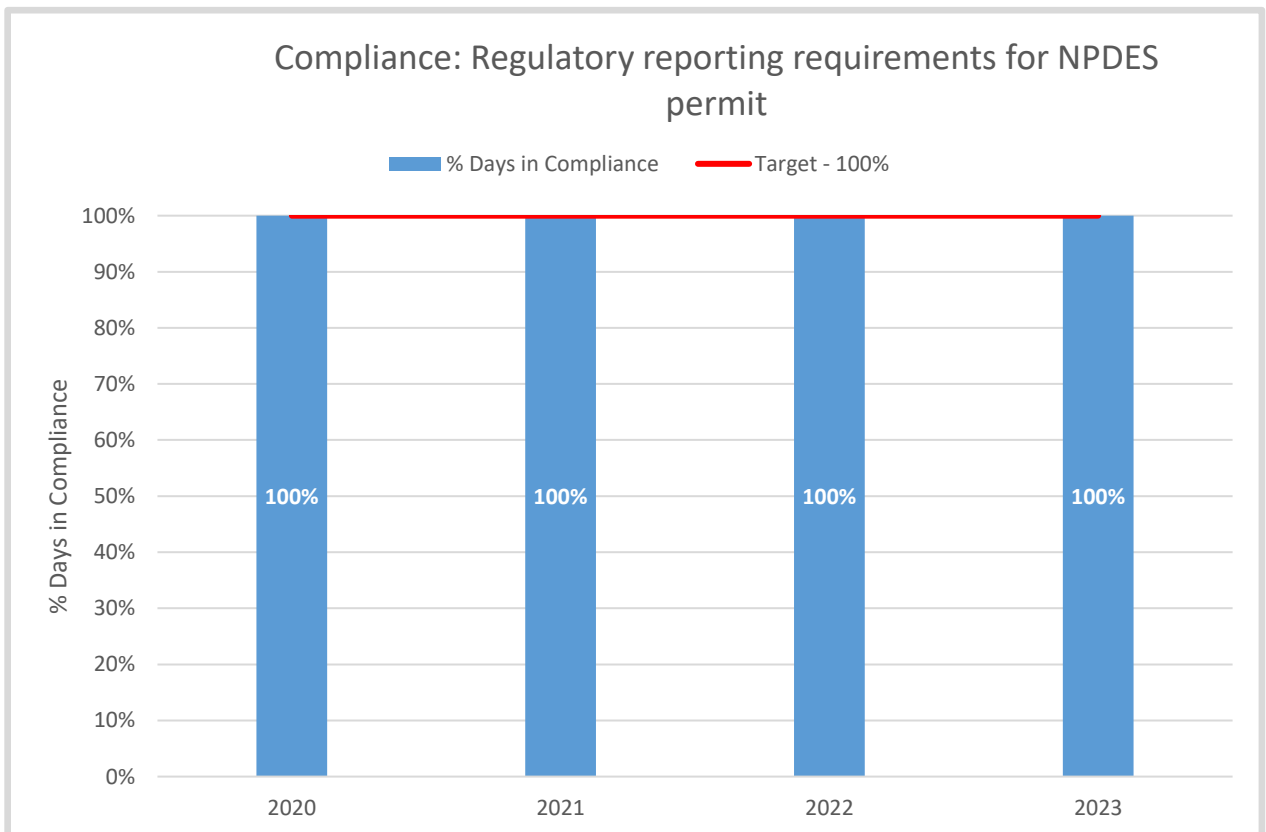
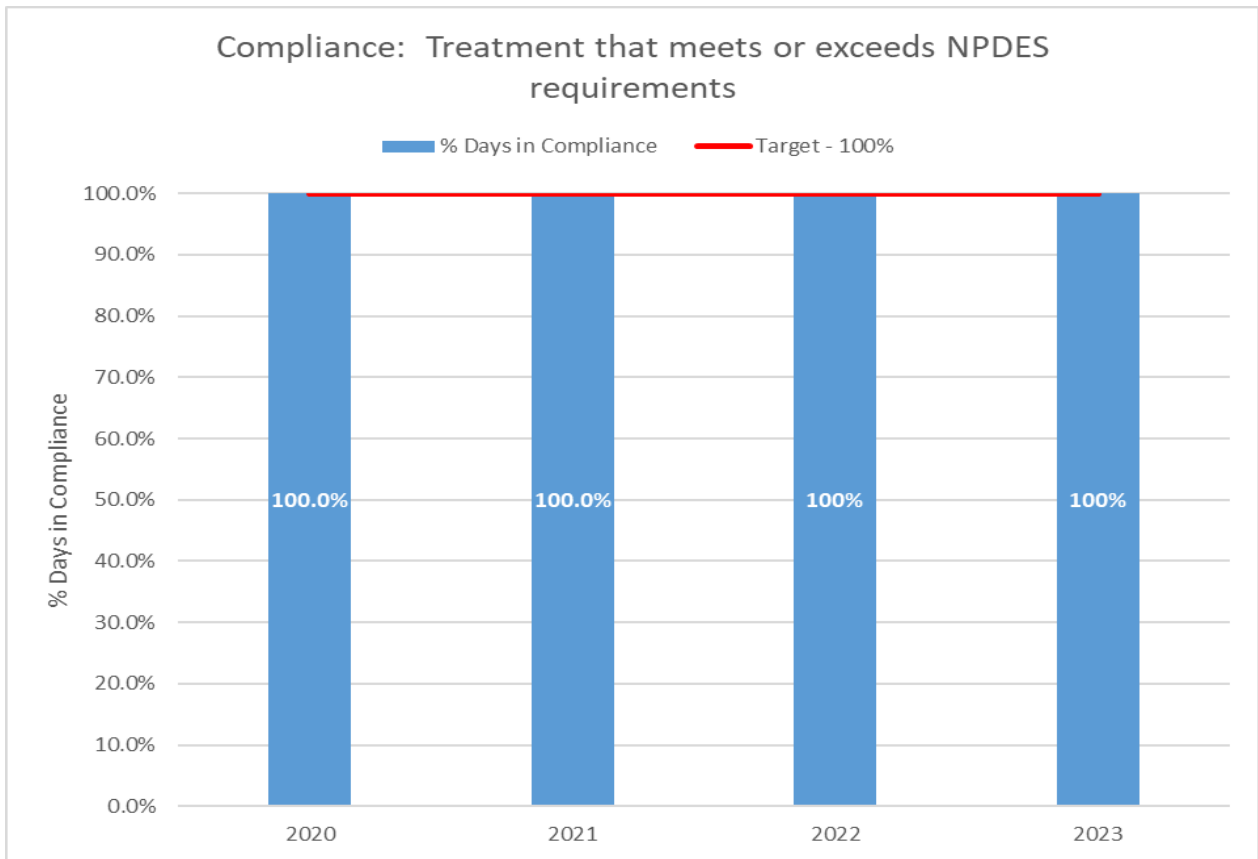
Key Accomplishment

- Oxidation ditch concrete repairs
- Remove combined sewer on W Hardin Street
- Cemetery sewer separation project (SSO removed)
- Water Pollution Control high voltage power repairs
- Lima Avenue pump station upgrade
- Surveillance camera upgrade

Objectives for the Next Year

In looking ahead to next year, we continue to focus on meeting our key processes while working towards the 2023 objectives of:

- Replace WPC automatic transfer switch (ATS)
- Continue work on LTCP early action projects
- Sewer/manhole lining program
- Sewer televising program
- Install new storm system on Washington Ave
- Work with OEPA on sanitary collection system Spring Lake Subdivision



Budget Summary Sheet



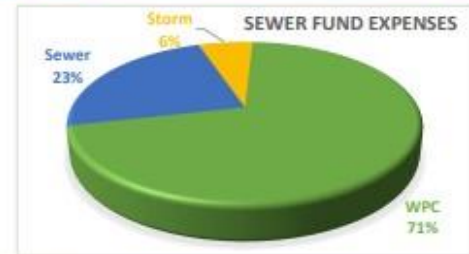
2024 BUDGET SUMMARY

Water Pollution, Dave Beach

BUDGET	Item	2021 ACTUAL	2022 ACTUAL	2023 ORIG BUD	2023 PROJECTION	2024 REQUEST	\$ change 2024/2023 BUDGET	% change 2024/2023 BUDGET
WPC	Personal Services	\$ 1,371,430	\$ 1,487,956	\$ 1,643,264	\$ 1,669,535	\$ 1,600,847	\$ (42,417)	-3%
	Other	\$ 1,584,385	\$ 1,679,017	\$ 2,185,148	\$ 1,497,576	\$ 2,315,902	\$ 130,754	6%
Sewer Maintenance	Personal Services	\$ 824,425	\$ 836,920	\$ 952,018	\$ 818,135	\$ 981,526	\$ 29,508	3%
	Other	\$ 122,416	\$ 192,640	\$ 257,692	\$ 429,664	\$ 255,164	\$ (2,528)	-1%
Storm Water	Personal Services	\$ 160,247	\$ 167,173	\$ 182,674	\$ 181,217	\$ 190,433	\$ 7,759	4%
	Other	\$ 538,439	\$ 74,484	\$ 126,050	\$ 101,486	\$ 130,073	\$ 4,023	3%
TOTAL		\$ 4,601,342	\$ 4,438,190	\$ 5,346,846	\$ 4,697,613	\$ 5,473,945	\$ 127,099	2%

BUDGET HIGHLIGHTS

- 3% permanent - 3% adjustment wage increase
- Additional chemical for phosphorus removal
- Portable radio replacement - conversion to VHF



STAFFING LEVEL	2020	2021	2022	2023	2024
WPC	16	16	16	16	16
Sewer Maintenance	10	10	10	10	10
Storm Water	2	2	2	2	2

2023 CAPITAL IMPROVEMENT HIGHLIGHTS

- Remove combined sewer on W. Lincoln Street
- Monroe Avenue sanitary sewer repair
- S. Main Street storm sewer replacement
- Long-term Control PPlan (LTCP) Flow Monitoring

2023 ACHIEVEMENTS

- Oxidation ditch concrete repairs
- Remove combined sewer on W. Hardin Street
- Cemetery sewer separation project (SSO removed)
- Water Pollution Control (WPC) high voltage power repairs
- Lima Avenue pump station upgrade
- Surveillance camera upgrade

2024 OBJECTIVES

- Replace WPC automatic transfer switch (ATS)
- Continue work on LTCP early action projects
- Sewer/Manhole lining program
- Sewer televising program
- Install new storm system on Washington Avenue
- Work with OEPA on sanitary collection system Spring Lake Subdivision

2023

ANNUAL SUMMARY OF OPERATIONS

MONTH	FLOW (MILLION GALLONS)		
	TOTAL	AVG/DAY	PEAK
JANUARY	309.892	9.997	19.663
FEBRUARY	330.990	11.821	28.894
MARCH	520.452	16.789	32.300
APRIL	298.935	9.965	16.931
MAY	274.178	8.844	16.281
JUNE	265.205	8.840	17.672
JULY	251.535	8.114	12.115
AUGUST	237.732	7.669	18.372
SEPTEMBER	181.772	6.059	9.186
OCTOBER	253.096	8.164	16.214
NOVEMBER	210.062	7.002	10.516
DECEMBER	227.248	7.331	11.712
2023 TOTAL	3,361.097		
2023 AVERAGE	280.091	9.216	17.488
2022 TOTAL	3,658.495		
2022 AVERAGE	304.875	10.048	19.800
2021 TOTAL	4,147.269		
2021 AVERAGE	345.606	11.338	27.876

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ANNUAL SUMMARY OF OPERATIONS

MONTH	SUSPENDED SOLIDS		5-DAY CBOD		AMMONIA	
	MG/L		MG/L		MG/L	
	RAW	FINAL	RAW	FINAL	RAW	FINAL
JANUARY	169	4.59	121	3.31	14.6	0.006
FEBRUARY	179	8.00	115	3.65	12.8	0.010
MARCH	174	3.60	81	3.47	9.0	0.005
APRIL	147	3.30	114	2.80	13.3	0.006
MAY	140	2.30	121	2.39	15.1	0.005
JUNE	195	4.18	153	1.95	17.3	0.007
JULY	181	2.85	134	1.90	18.0	0.049
AUGUST	191	1.30	129	1.39	16.7	0.013
SEPTEMBER	191	1.28	148	2.00	21.2	0.006
OCTOBER	224	2.13	158	1.36	19.7	0.594
NOVEMBER	185	4.13	139	2.63	20.0	0.011
DECEMBER	164	7.59	143	3.47	18.0	0.009
NPDES LIMIT (SUMMER)	5/01-10/31	14	N/A	10	N/A	0.91
NPDES LIMIT (WINTER)	11/01-4/30	18	N/A	13	N/A	3.5
2023 AVERAGE		178	3.77	130	2.53	16.3
2022 AVERAGE		173	5.19	122	4.20	15.7
2021 AVERAGE		147	2.29	115	2.84	14.6

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ANNUAL SUMMARY OF OPERATIONS

MONTH	TOTAL PHOSPHORUS		COD	E. COLI
	MG/L		MG/L	#/100ML
	<i>RAW</i>	<i>FINAL</i>	<i>FINAL</i>	<i>FINAL</i>
JANUARY	3.8	0.73	10	
FEBRUARY	3.8	0.62	12	
MARCH	3.1	0.42	10	
APRIL	3.2	0.71	13	
MAY	3.2	0.73	13	5
JUNE	4.3	0.87	17	24
JULY	4.0	0.81	18	6
AUGUST	3.6	0.71	14	10
SEPTEMBER	4.8	0.91	15	17
OCTOBER	5.0	0.71	28	56
NOVEMBER	4.6	0.83	17	
DECEMBER	3.9	0.81	16	
NPDES LIMIT				
	N/A	1	N/A	126/100ML
2023 AVERAGE	3.94	0.74	15.25	19.67
2022 AVERAGE	3.83	0.75	23.00	9.83
2021 AVERAGE	3.31	0.74	15.00	4.17

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ANNUAL SUMMARY OF OPERATIONS

MONTH	DISSOLVED OXYGEN (PPM)		
	<i>FINAL EFFLUENT</i>	<i>BLANCHARD RIVER ABOVE</i>	<i>BLANCHARD RIVER BELOW</i>
JANUARY	9.0	12.6	12.1
FEBRUARY	9.6	13.7	13.5
MARCH	9.0	11.2	10.9
APRIL	8.7	11.0	11.0
MAY	8.1	10.0	9.7
JUNE	7.7	6.6	7.2
JULY	7.5	7.0	5.8
AUGUST	7.5	5.2	5.8
SEPTEMBER	7.7	7.8	7.8
OCTOBER	7.7	4.9	5.4
NOVEMBER	8.5	9.5	8.0
DECEMBER	8.9	8.4	7.4
NPDES PERMIT (SUMMER) 5/01-10/31	6.7		
NPDES PERMIT (WINTER) 11/01-4/30	5.3		
2023 AVERAGE	8.3	9.0	8.7
2022 AVERAGE	8.4	9.2	9.0
2021 AVERAGE	8.3	8.6	8.3

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SOLIDS PROCESSING ANNUAL REPORT

MONTH	TOTAL SLUDGE DEWATER & SUPNT. GALLONS	DEWATERED SLUDGE GALLONS	SUPERNANT GALLONS	DEWATERED SLUDGE DRY TONS	AVG. SOLIDS	
					FEED %	CAKE %
JANUARY	7,765,968	4,463,700	3,302,268	165.95	0.90	14.00
FEBRUARY	7,734,370	4,500,600	3,233,770	155.89	0.80	14.40
MARCH	8,936,380	5,463,600	3,472,780	199.77	0.88	16.20
APRIL	7,309,760	4,747,300	2,562,460	166.93	0.83	16.00
MAY	8,221,520	5,307,100	2,914,420	170.23	0.75	15.30
JUNE	8,296,924	5,123,500	3,173,424	160.45	0.79	14.90
JULY	6,846,040	3,727,300	3,118,740	119.63	0.81	14.70
AUGUST	7,582,862	5,015,300	2,567,562	168.70	0.86	15.80
SEPTEMBER	6,820,445	4,030,500	2,789,945	139.47	0.85	15.40
OCTOBER	6,616,409	3,649,400	2,967,009	129.92	0.92	14.70
NOVEMBER	5,723,145	2,741,300	2,981,845	106.07	0.94	13.90
DECEMBER	6,206,627	3,934,000	2,272,627	149.72	89.00	13.70
TOTAL	88,060,450	52,703,600	35,356,850	1,832.73		
AVERAGE	7,338,371	4,391,967	2,946,404	152.73	8.19	14.92

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SOLIDS PROCESSING ANNUAL REPORT

MONTH	OPERATING HOURS				TOTAL OPERATING
	1	2	3	4	HOURS
JANUARY	68.50	124.50	117.25	54.00	364.25
FEBRUARY	141.50	134.00	127.00		402.50
MARCH	167.00	157.75	149.75		474.50
APRIL	130.25	126.50	120.00		376.75
MAY	143.50	146.50	141.75		431.75
JUNE	122.00	124.00	125.25		371.25
JULY	95.75	93.25	90.75		279.75
AUGUST	128.50	123.50	118.50		370.50
SEPTEMBER	97.75	99.75	101.75		299.25
OCTOBER	89.50	93.00	96.50		279.00
NOVEMBER	67.25	72.25	77.25		216.75
DECEMBER		107.25	114.75	99.75	321.75
TOTAL	1,251.50		1,380.50	153.75	4,188.00
AVERAGE	114.10		100.43	92.08	349.00

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SOLIDS PROCESSING

ANNUAL REPORT

MONTH	AVERAGE COST \$/TON	POLYMER COST TOTAL,\$	POLYMER USAGE GALLONS	AVERAGE SOLIDS CAPTURE, %
JANUARY	28.40	4,632.04	284.00	0.99
FEBRUARY	33.48	5,183.81	317.83	0.99
MARCH	32.65	6,456.97	395.89	0.99
APRIL	27.15	4,545.76	278.71	0.99
MAY	24.95	4,243.37	260.17	0.99
JUNE	26.59	4,247.12	260.40	0.99
JULY	29.53	3,517.74	215.68	0.99
AUGUST	26.61	4,479.22	274.63	0.99
SEPTEMBER	24.87	3,426.24	210.07	0.99
OCTOBER	26.02	3,340.45	204.81	0.98
NOVEMBER	25.00	2,623.30	160.84	0.99
DECEMBER	26.08	3,890.10	238.51	0.99
TOTAL		50,586.12	3,101.54	
AVERAGE	27.61			0.99

Polymer cost/gal \$13.80

2022-2023 COMPARISON OF OPERATIONS

REMOVAL OF SUSPENDED SOLIDS	
2022 RAW TO FINAL	2023 RAW TO FINAL
97.32%	97.14%

REMOVAL OF 5-DAY C.B.O.D. (Carbonaceous Biochemical Oxygen Demand)	
2022 RAW TO FINAL	2023 RAW TO FINAL
96.34%	97.78%

REMOVAL OF AMMONIA	
2022 RAW TO FINAL	2023 RAW TO FINAL
99.93%	99.68%

REMOVAL OF TOTAL PHOSPHORUS	
2022 RAW TO FINAL	2023 RAW TO FINAL
80.42%	81.10%

COST OF OPERATION		
	2023	2022
PAYROLL & BENEFITS	\$1,638,074	\$1,500,962
UTILITIES (electric, water & sewage)	\$559,698	\$467,556
CHEMICALS	\$101,543	\$84,132
EQUIPMENT MAINTENANCE	\$163,595	\$123,957
MISCELLANEOUS	\$351,156	\$200,639
CAPITAL EQUIPMENT	\$113,758	\$0
OPERATING COST TRANSFER	\$982,006	\$802,732
TOTAL	\$3,909,830	\$3,179,980
COST PER MILLION GALLONS	\$1,163.26	\$869.20

2022-2023 TEMPERATURE AND PRECIPITATION DATA

MONTH	AVERAGE TEMPERATURE (DEGREES)				PRECIPITATION (INCHES)			
	2022		2023		RAINFALL		ANNUAL SNOWFALL	
	MAX	MIN	MAX	MIN	2022	2023	2022	2023
JANUARY	55	-5	62	9	0.81	3.05	3.7	6.3
FEBRUARY	59	7	65	9	2.98	3.14	3	0.1
MARCH	73	15	63	17	2.68	3.83	0.4	3.9
APRIL	69	24	31	20	2.05	2.20	0.8	0.5
MAY	90	40	86	22	5.01	1.92		
JUNE	96	49	90	45	2.64	2.38		
JULY	93	57	91	58	4.27	3.09		
AUGUST	92	53	89	49	2.98	4.32		
SEPTEMBER	85	39	90	46	2.68	0.41		
OCTOBER	77	32	87	26	0.28	4.06	0.28	
NOVEMBER	75	14	70	18	1.36	1.11	1.4	
DECEMBER	58	-8	62	22	1.20	1.60	0.4	0.5
TOTAL					28.94	31.11	9.98	11.3
AVERAGE	76.8	26.4	73.8	28.4				
YEARLY AVERAGE	53.7		51.6					
HISTORICAL AVERAGE	50.5				36.09		26.4	

Sewer Maintenance

The Sewer Maintenance department maintains a sanitary sewer system that reaches far outside the City of Findlay corporation limits. The sanitary sewer system has over 20,000 customers and is estimated to consist of 306.87 miles of sewers and several thousand manholes. They also maintain 15.1 miles of sanitary force mains from various pump stations located both within the City of Findlay corporation limits and in the outlying area. Located on these force mains are 36 air relief valves that require weekly maintenance and replacement as needed to ensure efficient pumping and proper flows from the lift stations to the plant.

A total of 98 reports of sewer problems were investigated in the year 2023. About 5% of the reports were due to a problem within the City's sewer system while the remaining 95% were determined to be in the homeowner's sewer.

As part of a preventive maintenance program, all City sanitary sewers are cleaned every eight years and those areas that historically have sewer problems are monitored and cleaned more often. In 2023, a total of 35.3 miles of sanitary sewer were cleaned by a high-pressure water sewer cleaner and vacuum truck called the sanitary vector. This cleaning removed 94 cubic feet of debris from the City's sanitary system.



Vactor

Throughout the year, 7 sanitary sewer pipes and 7 storm sewer pipes were repaired which had either collapsed or were damaged. The Sewer Maintenance Department also repaired manholes, constructed new manholes, adjusted castings to grade, and conducted dye tests.

The Sewer Maintenance Department, along with the Water Distribution Department, is required to locate and mark sewers and related structures as part of the Ohio Utilities Protection Service. During 2023, there were 11,743 requests for sewer locates.

In 2023, 84,477 feet of sanitary sewer and 18,923 feet of storm sewer were televised and assigned a rating based on their condition.

2023
Sewer Maintenance
Annual Report of Operations

MONTH	CLEANING									CATCH BASINS		CONFINED SPACE ENTRIES	MANHOLES ADJUSTED #	SEWER CALLS #	ISSUE WITH CITY SEWER #	TELEVISED		PIPE REPAIRS	
	BUCKET		VACTOR						JET	REPAIRED #	PATCHED #					SANITARY FEET	STORM FEET	SANI.	STORM
	SANITARY FEET	STORM FEET	SANITARY FEET	DEBRIS REMOVED FT3	STORM FEET	DEBRIS REMOVED FT3	BASINS #	DEBRIS REMOVED FT3	FLUSHING FEET										
JANUARY	0	0	10,250	5	0	0	158	1,414	0	0	24	0	0	13	0	4,311	0	0	0
FEBRUARY	0	0	10,624	3	0	0	112	909	0	0	17	0	0	8	1	5,538	433	2	0
MARCH	0	0	13,345	2	190	0	181	1,919	0	2	21	0	10	11	1	7,814	5,233	0	0
APRIL	0	0	19,645	1	776	0	107	1,010	0	1	6	3	1	5	0	4,616	4,825	2	1
MAY	0	0	26,890	16	1,163	4	196	1,616	0	5	15	1	0	9	1	4,454	3,170	1	1
JUNE	0	0	22,475	15	1,488	3	252	2,121	0	2	24	1	1	4	0	4,770	4,185	0	2
JULY	0	0	18,350	3	0	0	268	2,727	0	1	29	1	0	5	0	9,986	528	1	0
AUGUST	0	0	24,050	6	215	0	158	1,515	0	2	31	1	1	7	1	6,905	200	1	2
SEPTEMBER	0	0	9,490	9	430	0	100	1,010	0	0	12	0	0	10	0	9,617	14	0	1
OCTOBER	0	0	10,482	5	0	0	177	1,313	0	0	10	0	0	6	0	10,021	0	0	0
NOVEMBER	0	0	13,765	27	475	0	165	1,515	0	1	18	0	2	10	1	9,097	275	0	1
DECEMBER	0	0	7,105	2	0	0	56	303	0	0	9	0	3	10	0	7,348	60	0	0
TOTAL	0	0	186,471	94	4,737	7	1,930	17,372	0	14	216	7	18	98	5	84,477	18,923	7	7
2022 TOTAL	0	0	179,948	52	13,432	7	873	8,820	0	34	287	5	28	92	6	56,415	56,434	6	18

SEWER MAINTENANCE COST OF OPERATION		
	2023	2022
PAYROLL & BENEFITS	\$808,624	\$843,681
UTILITIES (electric, water & sewage)	\$10,044	\$12,700
WATER & SEWER LINE MAINTENANCE	\$19,365	\$26,530
VEHICLE & EQUIPMENT MAINTENANCE	\$20,958	\$18,050
FUEL	\$37,991	\$37,528
MISCELLANEOUS	\$64,066	\$46,773
CAPITAL EQUIPMENT	\$143,762	\$51,059
TOTAL	\$1,104,810	\$1,036,320

Stormwater Maintenance

The Stormwater Maintenance Department works in a combined effort with Sewer Maintenance to maintain and repair the storm sewer system within the City of Findlay corporation limits. The collection system consists of approximately 6,400 catch basins connected by an unknown amount of sewer line and manholes. Throughout the year, 1,930 catch basins along with 4,737 feet of storm sewer were cleaned. These efforts removed 643 cubic feet of debris from the stormwater collection system. A total of 216 catch basins were patched.

In an effort to decrease stormwater pollution, the Public Works department removed 816 cubic yards of debris from the streets by street sweeping and prevented this pollution from entering into the storm sewer system and then flowing into the receiving stream.

With Ordinance 2015-37 and 2015-38 concerning illicit discharge, illegal connection control, drainage, and erosion and sediment control in place, Mitchell Heacock, in the Engineering Department has been able to put the Storm Water Management Plan (MS4) into action.

The plan addresses the following six minimum controls which were set forth by the OEPA:

- ◆ Public Education and Outreach
- ◆ Public Participation and Involvement
- ◆ Illicit Discharge Detection and Elimination
- ◆ Construction Site Runoff Control
- ◆ Post Construction Storm Water Management
- ◆ Pollution Prevention and Good Housekeeping

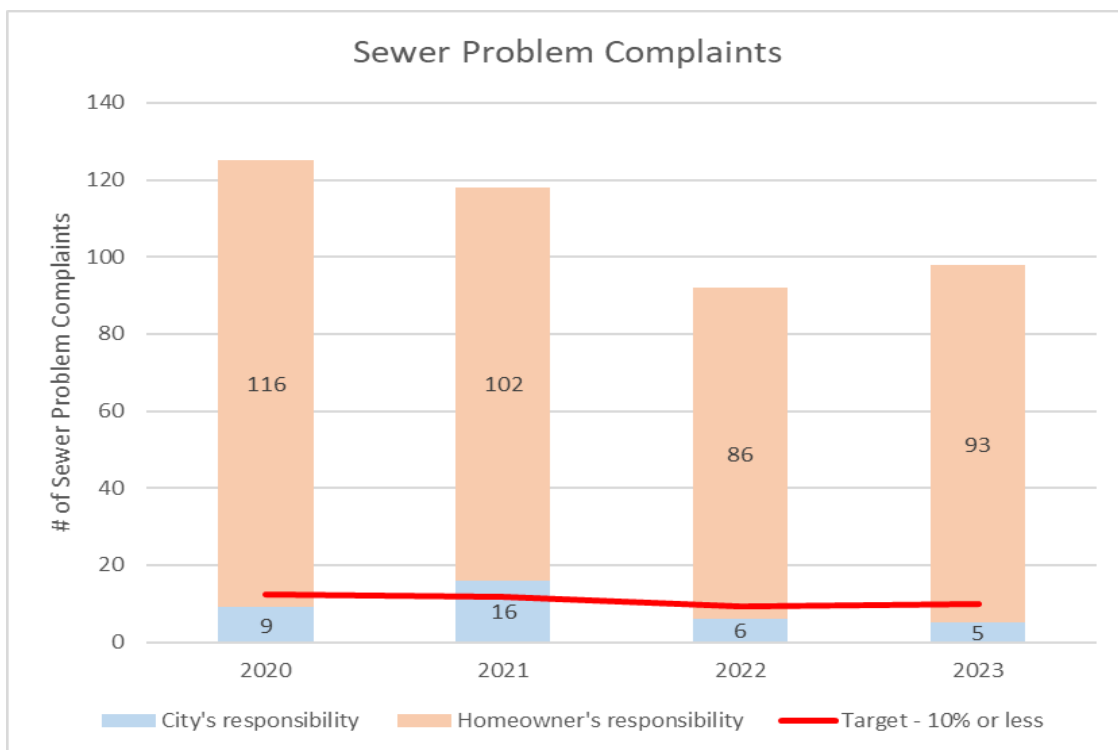
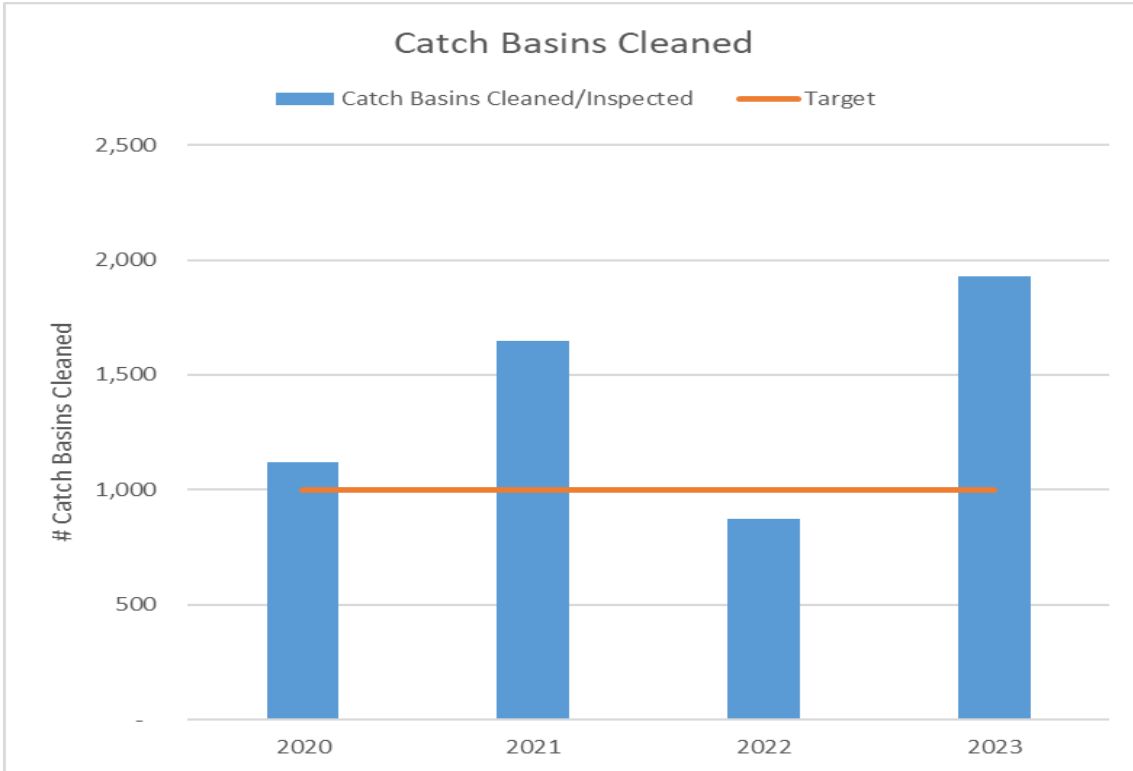
Each of these controls have BMPs (Best Management Practices) or activities which have measurable goals. Each of these goals have an implementation schedule to track the progress of the activities that are being achieved.

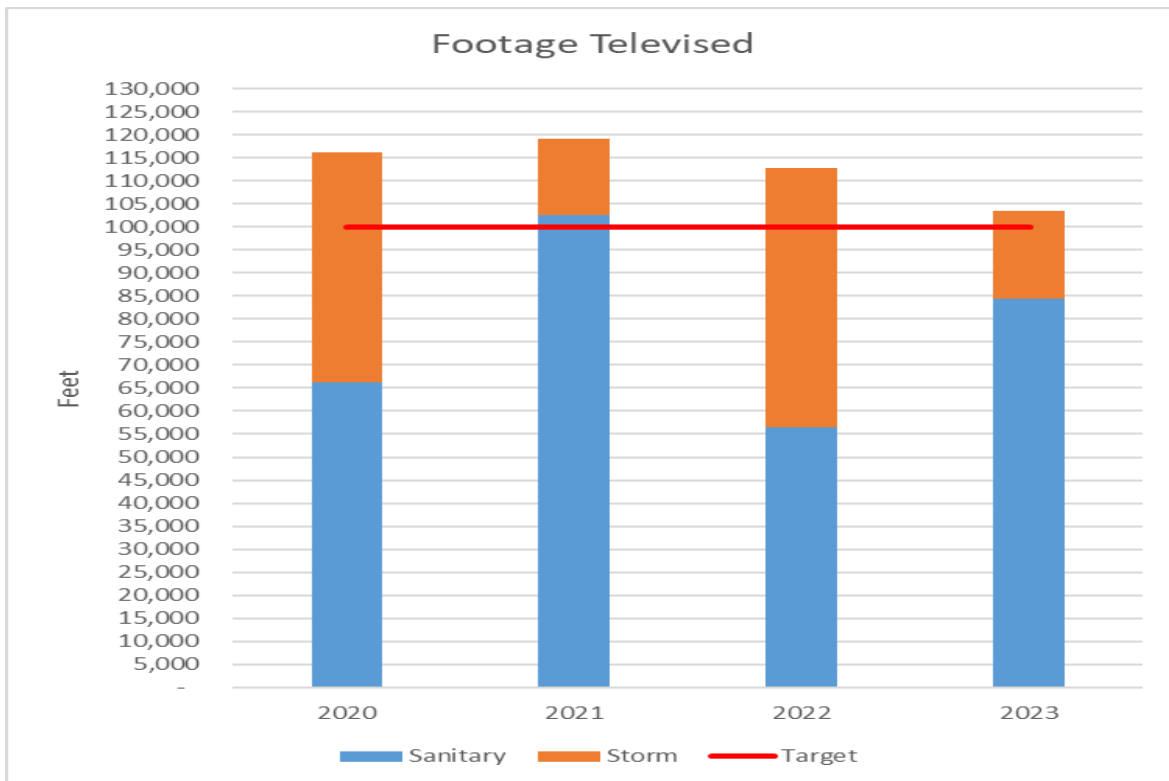
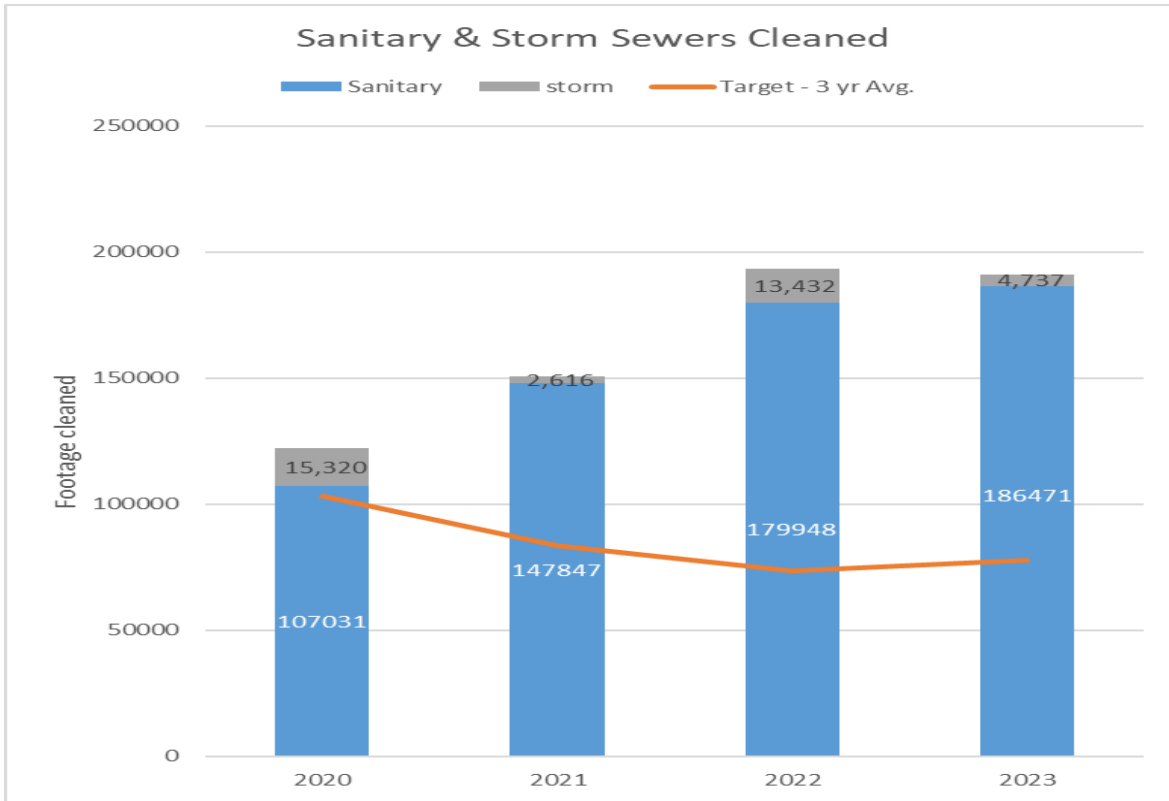
All City departments submitted their of Municipal Operations Pollution Prevention/Good Housekeeping reports which require each city department to complete quarterly non-stormwater inspections during dry weather, semi-annual stormwater inspections during rain events, and an annual site inspection report each year that sums up all findings from the year and explains the actions taken to correct any problems. There were again no significant issues found from this reporting.

Continued outreach to the public through the distribution of fliers in the water and sewer bills helps to alert residents of the hazards of storm water pollution and how they can prevent it. Educational materials were also provided during field trips and tours given at the WPCC.

<i>STORMWATER MAINTENANCE</i>		
<i>COST OF OPERATION</i>		
	2023	2022
PAYROLL & BENEFITS	\$180,344	\$168,756
WATER LINE, SEWER LINE, & CATCH BASIN MAINTENANCE	\$8,842	\$14,218
VEHICLE & EQUIPMENT MAINTENANCE	\$5,973	\$6,403
STREET SWEEPING	\$33,546	\$4,050
MISCELLANEOUS	\$11,669	\$44,988
CAPITAL EQUIPMENT	\$0	\$4,824
TOTAL	\$240,374	\$243,240

Key Performance Indicators (KPIs)





More details on Key Performance Indicators can be found at: www.findlayohio.com/performance