



## Financial Services Audit Committee Communication

**Date:** January 18, 2019

**To:** Great Lakes Water Authority Audit Committee

**From:** Nicolette N. Bateson, CPA, Chief Financial Officer/Treasurer

**Re:** Discussion: FY 2020 & 2021 Biennial Budget and Five-Year Plan

**Background:** In accordance with service agreements with Great Lakes Water Authority (GLWA) member partners, charges for the next fiscal year are annually presented at the end of January each year. To accommodate that schedule, the budget process for the GLWA begins early in the fiscal year.

**Analysis:** At the Audit Committee meeting on a December 21, 2018, staff presented a discussion draft of the FY 2020 & 2021 Biennial Budget and Five-Year Plan. This draft focused on a) overall strategy of key budget elements including system-wide service charges and b) proposed operating group budgets.

Additional analysis was provided at the January 4, 2018 Audit Committee meeting. Since that time, staff has focused on efforts to close open issues that could impact timely approval of budget and charges that are interdependent on resolution with GLWA's member partners.

For continued discussion at today's meeting, the following are attached.

1. Memo for consideration from The Foster Group (TFG) dated January 17, 2019 *regarding GLWA Sewer Facilities Served Directly by GLWA Transmission Mains*
2. Personnel Budget
3. Other Budget Analysis for Discussion

Departmental Reviews – Area Chiefs asked to focus on two questions

1. Requests for budget increases in light of projected spending this year and actual amounts spent last year
2. Actions taken to save money, increase efficiencies, etc.

**Proposed Action:** Receive for further review and discussion at the next Audit Committee meeting on February 15, 2019 at 8 am.

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MEMORANDUM

GLWA Sewer Facilities Served Directly by GLWA  
Transmission Mains

January 17, 2019

To: Nicolette Bateson

From: Bart Foster

This memorandum has been prepared to introduce how the above referenced topic has been addressed in the proposed GLWA FY 2020 Budget and service charge analysis. The accompanying exhibit assists in the explanation below.

The facilities in question are part of the Water Resource Recovery Facility (WRRF) and currently classified as retail **water** customers of DWSD. Traditional DWSD policy has been to not bill WRRF facilities for **sewer** service, given that they are providing that service to the region on property. Currently, these facilities are served as six DWSD retail water accounts and billed approximately \$3.6 million annually for water service.

Since the facilities are directly served via GLWA transmission mains, and do not receive any direct benefit of DWSD retail activities, GLWA proposes to change the structure of the accounts. It is our understanding that effective July 1, 2019, GLWA proposes to bill these facilities directly, rather than have them treated as DWSD retail customer accounts. GLWA (Water) will establish a mechanism to directly bill GLWA (Sewer) for wholesale water service. In essence, GLWA Sewer will become a new “internal” Customer of GLWA Water. The task at hand is to illustrate the various impacts of the proposed new approach GLWA is proposing these accounts. is new business arrangement.

Let’s start with the impact on the GLWA Budget, as summarized on Lines 1 through 3 of the exhibit. Initially, the GLWA Sewer operating expenses will experience a \$3.6 million reduction as the purchased **retail** water costs from DWSD are removed. These savings will be offset by the replaced purchased **wholesale** water costs from GLWA Water. We have established a reasonable wholesale price for this water (\$9.89/Mcf) that is designed to implement the new business arrangement in a manner that does not impact Suburban Wholesale Water Customers. *See Line 6.* This produces an annual wholesale water expense of approximately \$1.4 million. So the net budget impact on GLWA Sewer is an operating expense savings of approximately \$2.2 million.

Next let's evaluate the impact on GLWA cost of service allocations, as shown on Lines 4 through 9. On Line 4, we illustrate the preliminary allocation of the FY 2020 Water BUDGET to the Detroit and Suburban Wholesale customer classes *prior to recognizing the new structure*<sup>1</sup>. Since the facilities in question will no longer be categorized as retail DWSD customers, it is appropriate to remove the volumes and demands in question from Detroit's water units of service. We removed those volumes and demands from our cost of service analysis and assigned them to a new "Internal GLWA" Customer. The resulting reallocated cost of service is shown on Line 5, and compared to the prior allocation on Line 6. The water system in total, and the Suburban Wholesale class, are unaffected by this change. In effect, the amount allocated to the new internal GLWA Customer results in a reduced water cost of service allocation to the Detroit customer class.

A similar comparison for the Sewer cost of service impacts is shown on Lines 7 through 9. We have verified that the sales volumes to the facilities in question were not included in determining the current SHARES, since they were not billed for sewer service. Therefore there is no need to adjust Sewer units of service. Rather, the sewer operating budget savings are allocated proportionally to the Detroit and Suburban customer classes based on their existing SHARES, as shown on Line 9. *The internal GLWA amount on Line 9 is actually related to reduced industrial surcharges as a result of the adjustment.*

The consolidated impact of these adjustments is shown for the Detroit customer class on Lines 10 through 15. The wholesale water cost allocation savings of \$1.4 million are offset by the \$3.6 million loss of retail water revenue, resulting in a net increase of \$2.2 million to be recovered from the "remaining" DWSD water customers. This equates to a 2.2% increase, all else being equal, as shown on Line 15. Detroit's \$782,000 share of the sewer savings equates to an overall reduction, all else being equal, of 0.3%. The combined water and sewer impact of this adjustment is a net cost to DWSD of \$1.4 million, or 0.3% of total DWSD retail revenues, as shown on Lines 13 and 15.

Finally, Lines 16 through 19 present a similar analysis for the Suburban Wholesale customer classes. There is no impact of this adjustment on Suburban Wholesale water customers. The Suburban Wholesale \$1.4 million share of the sewer savings equates to an overall reduction, all else being equal, of 0.5% of annual revenue requirements.

We are prepared to discuss this matter at your convenience.

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<sup>1</sup> There are other, concurrent modifications to the cost of service analyses and the final impacts may not match these calculations precisely. The differences will not be material.

**Illustration of Potential Impact of Reassigning GLWA Sewer Facilities as GLWA Water Customers**

**DWSD Impact Illustration**

GLWA Internal price for Water =

**9.89** \$/Mcf

	<u>Water</u>	<u>Sewer</u>	<u>Total</u>	<u>Note</u>
<b>GLWA Budget Impact</b>				
1		(3,626,500)	(3,626,500)	DWSD no longer bills GLWA facilities served off of Transmission mains
2		1,438,000	1,438,000	GLWA Water charges GLWA Sewer for internal wholesale water purchases
3	0	(2,188,500)	(2,188,500)	(1) - (2)

	<u>Total</u>	<u>Detroit</u>	<u>Suburban</u>	<u>Internal GLWA</u>		
<b>GLWA WATER Cost of Service Impact</b>						
4	Preliminary Allocated Water BUDGET	335,144,300	21,698,100	313,446,200	0	Preliminary "Status Quo" FY 2020 cost of service analysis
5	Adjusted Allocated Water BUDGET	335,142,400	20,258,200	313,446,200	1,438,000	GLWA Sewer becomes an internal Water Customer and assumes the units of service associated with purchased wholesale water from Line (1)
6	Impact of Adjustment	(1,900)	(1,439,900)	0	1,438,000	Minor rounding variance
<b>GLWA SEWER Cost of Service Impact</b>						
7	Preliminary Allocated Sewer BUDGET	477,881,200	188,891,800	288,989,400	0	Preliminary "Status Quo" FY 2020 cost of service analysis
8	Adjusted Allocated Sewer BUDGET	475,692,700	188,110,000	287,582,700	0	
9	Impact of Adjustment	(2,188,500)	(781,800)	(1,378,900)	(27,800)	GLWA Sewer budget reduction from Line (3) allocated ~ SHARES **

	<u>Water</u>	<u>Sewer</u>	<u>Total</u>		
<b>Detroit Customer Impact</b>					
10	Baseline Revenue Impact	3,626,500	0	3,626,500	See Line (1) - Initially a revenue loss to DWSD
<b>less: GLWA Wholesale Rev Req't Impact</b>					
11	Water Supply System	(1,439,900)		(1,439,900)	From Line (6) - results from DWSD's reduced units of service
12	Sewage Disposal System		(781,800)	(781,800)	From Line (9) - DWSD shares in lower Sewer BUDGET
13	<b>Net Increase in Charge Requirements</b>	<b>2,186,600</b>	<b>(781,800)</b>	<b>1,404,800</b>	Net Impact - Line (10) revenue impact less lines (11) and (12)
14	Revenue Base (after "lost" revenue)	97,963,500	307,737,200	405,700,700	Preliminary DWSD Revenue Base, Net of GLWA Transmission Served Facilities
15	Impact on Revenue Base	2.2%	-0.3%	0.3%	Line (13) / Line (14)

	<u>Water</u>	<u>Sewer</u>	<u>Total</u>		
<b>Suburban Wholesale Customer Impact</b>					
<b>GLWA Wholesale Rev Req't Impact</b>					
16	Water Supply System	0		0	From Line (6) - <b>Zero Impact</b>
17	Sewage Disposal System		(1,378,900)	(1,378,900)	From Line (9) - Suburban Customers share in lower Sewer BUDGET
18	<b>Net Increase in Charge Requirements</b>	<b>0</b>	<b>(1,378,900)</b>	<b>(1,378,900)</b>	Net Impact
19	Revenue Base	313,446,200	288,989,400	602,435,600	From Lines (4) and (7)
20	Impact on Revenue Base	0.0%	-0.5%	-0.2%	Line (18) / Line (19)



## **Personnel Budget**

Achieving the GLWA's initiatives is dependent on the ability to attract, retain, and develop highly qualified and effective team members.

As shown in the following **Personnel Budget** tables, the entity-wide personnel budget increases \$2.6 million, or 2.6%, between FY 2019 and FY 2020.

While specific reasons for the variances in the personnel budget are addressed in other sections of financial plan document, the following highlights some of the key factors.

**Salaries & Wages** – The increase in budget is due to several components.

- An increase in number of staffing positions to support key initiatives
- The filling of vacant positions with GLWA staff
- A change in the classification of positions to those with a higher level of knowledge, skillset, and abilities as existing staff advance and the needs of teams are evaluated.

**Salaries & Wages – Workforce Development** – The increase in budget is due to the continuation and expansion of the apprenticeship program.

**Overtime** – The overall decrease to overtime is due to the review of prior year's actuals as well as the plan to fill vacant positions thereby reducing or eliminating the need for overtime in a number of areas.

**Personnel Transition Adjustment** – The use of this account has been discontinued in FY 2020 as GLWA continues its recruitment efforts to fill vacant positions instead of utilizing individuals on a contractual basis.

**Contractual Transition Services** – The reduction in the Contractual Transition Services budget is the result of transitioning positions previously filled by individuals on a contract basis to GLWA employees.

**Biennial Personnel Budget by Operating Area**

Operating Area and Expense Category	FY 2018 Amended Budget	FY 2018 Activity thru 6.30.2018	FY 2019 Current Amended-to-date	FY 2020 Department Requested	FY 2020 Percent Variance	FY 2020 Dollar Variance	FY 2021 Department Requested
<b>Chief Operating Officer Water Operations</b>	<b>\$ 29,000,100</b>	<b>\$ 29,979,600</b>	<b>\$ 32,466,600</b>	<b>\$ 31,301,200</b>	<b>-3.6%</b>	<b>\$ (1,165,400)</b>	<b>\$ 31,443,500</b>
Salaries & Wages	18,268,500	17,692,200	19,417,900	21,056,200	8.4%	1,638,300	21,056,200
Salaries & Wages - Workforce Development	328,300	272,100	325,300	384,100	18.1%	58,800	384,100
Overtime	2,756,000	2,743,000	2,945,000	2,741,900	-6.9%	(203,100)	2,741,900
Employee Benefits	6,680,000	6,477,500	7,013,400	7,119,000	1.5%	105,600	7,261,300
Personnel Transition Adjustment	(1,546,000)	-	(245,000)	-	-100.0%	245,000	-
Contractual Transition Services	2,513,300	2,794,800	3,010,000	-	-100.0%	(3,010,000)	-
<b>Chief Operating Officer Wastewater Operations</b>	<b>37,301,900</b>	<b>35,353,900</b>	<b>35,145,000</b>	<b>36,219,200</b>	<b>3.1%</b>	<b>1,074,200</b>	<b>36,096,000</b>
Salaries & Wages	19,752,200	18,303,600	20,924,200	21,131,900	1.0%	207,700	21,718,900
Salaries & Wages - Workforce Development	201,600	201,600	196,000	386,100	97.0%	190,100	386,100
Overtime	3,380,400	3,026,300	3,521,200	3,043,400	-13.6%	(477,800)	3,146,000
Employee Benefits	8,100,600	7,897,800	7,865,900	7,858,700	-0.1%	(7,200)	8,266,300
Personnel Transition Adjustment	(11,200)	-	(1,575,700)	-	-100.0%	1,575,700	-
Contractual Transition Services	5,878,300	5,924,600	4,213,400	3,799,100	-9.8%	(414,300)	2,578,700
<b>Chief Planning Officer</b>	<b>4,940,900</b>	<b>4,062,500</b>	<b>5,152,700</b>	<b>6,272,400</b>	<b>21.7%</b>	<b>1,119,700</b>	<b>6,659,500</b>
Salaries & Wages	2,400,900	2,400,000	3,400,200	3,981,100	17.1%	580,900	4,255,300
Salaries & Wages - Workforce Development	131,600	131,200	206,100	231,000	12.1%	24,900	231,000
Overtime	82,300	82,800	85,400	86,800	1.6%	1,400	91,000
Employee Benefits	759,100	760,300	1,114,600	1,297,300	16.4%	182,700	1,409,000
Personnel Transition Adjustment	-	-	(659,400)	-	-100.0%	659,400	-
Contractual Transition Services	1,567,000	688,200	1,005,800	676,200	-32.8%	(329,600)	673,200
<b>Chief Administrative &amp; Compliance Officer</b>	<b>9,856,100</b>	<b>9,868,500</b>	<b>12,772,200</b>	<b>12,581,100</b>	<b>-1.5%</b>	<b>(191,100)</b>	<b>12,812,000</b>
Salaries & Wages	7,230,300	7,325,800	9,384,900	9,784,300	4.3%	399,400	9,920,500
Overtime	-	7,400	-	-	N/A	-	-
Employee Benefits	2,061,300	1,891,400	2,677,600	2,796,800	4.5%	119,200	2,891,500
Personnel Transition Adjustment	-	-	(106,100)	-	-100.0%	106,100	-
Contractual Transition Services	564,500	643,900	815,800	-	-100.0%	(815,800)	-
<b>Chief Financial Officer</b>	<b>10,502,800</b>	<b>10,262,800</b>	<b>10,728,800</b>	<b>12,016,200</b>	<b>12.0%</b>	<b>1,287,400</b>	<b>12,148,400</b>
Salaries & Wages	5,429,500	5,420,100	6,597,500	7,552,200	14.5%	954,700	7,640,100
Salaries & Wages - Workforce Development	-	-	12,800	12,800	0.0%	-	12,800
Overtime	8,200	12,300	11,200	8,000	-28.6%	(3,200)	8,000
Employee Benefits	1,723,100	1,729,100	2,062,000	2,288,200	11.0%	226,200	2,332,500
Personnel Transition Adjustment	-	-	(484,300)	-	-100.0%	484,300	-
Contractual Transition Services	3,342,000	3,101,300	2,529,600	2,155,000	-14.8%	(374,600)	2,155,000
<b>Chief Executive Officer</b>	<b>5,996,900</b>	<b>5,998,500</b>	<b>6,208,100</b>	<b>6,700,700</b>	<b>7.9%</b>	<b>492,600</b>	<b>6,758,300</b>
Salaries & Wages	4,032,400	4,032,700	4,435,700	4,795,700	8.1%	360,000	4,821,100
Overtime	289,700	289,800	250,500	259,700	3.7%	9,200	259,700
Employee Benefits	1,674,800	1,676,000	1,521,900	1,645,300	8.1%	123,400	1,677,500
<b>Grand Total</b>	<b>\$ 97,598,700</b>	<b>\$ 95,525,800</b>	<b>\$ 102,473,400</b>	<b>\$ 105,090,800</b>	<b>2.6%</b>	<b>\$ 2,617,400</b>	<b>\$ 105,917,700</b>

### Five Year Financial Plan

Operating Area and Expense Category	FY 2019	FY 2020	FY 2020	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Current Amended-to-date	Department Requested	Percent Variance	Dollar Variance	Department Requested	Department Requested	Department Requested	Department Requested
<b>Chief Operating Officer Water Operations</b>	\$ 32,466,600	\$ 31,301,200	-3.6%	\$ (1,165,400)	\$ 31,443,500	\$ 31,588,700	\$ 31,736,900	\$ 31,888,000
Salaries & Wages	19,417,900	21,056,200	8.4%	1,638,300	21,056,200	21,056,200	21,056,200	21,056,200
Salaries & Wages - Workforce Development	325,300	384,100	18.1%	58,800	384,100	384,100	384,100	384,100
Overtime	2,945,000	2,741,900	-6.9%	(203,100)	2,741,900	2,741,900	2,741,900	2,741,900
Employee Benefits	7,013,400	7,119,000	1.5%	105,600	7,261,300	7,406,500	7,554,700	7,705,800
Personnel Transition Adjustment	(245,000)	-	-100.0%	245,000	-	-	-	-
Contractual Transition Services	3,010,000	-	-100.0%	(3,010,000)	-	-	-	-
<b>Chief Operating Officer Wastewater Operations</b>	<b>35,145,000</b>	<b>36,219,200</b>	<b>3.1%</b>	<b>1,074,200</b>	<b>36,096,000</b>	<b>36,637,900</b>	<b>36,773,000</b>	<b>36,957,700</b>
Salaries & Wages	20,924,200	21,131,900	1.0%	207,700	21,718,900	22,221,700	22,221,700	22,221,700
Salaries & Wages - Workforce Development	196,000	386,100	97.0%	190,100	386,100	386,100	386,100	386,100
Overtime	3,521,200	3,043,400	-13.6%	(477,800)	3,146,000	3,172,700	3,172,700	3,172,700
Employee Benefits	7,865,900	7,858,700	-0.1%	(7,200)	8,266,300	8,563,900	8,699,000	8,883,700
Personnel Transition Adjustment	(1,575,700)	-	-100.0%	1,575,700	-	-	-	-
Contractual Transition Services	4,213,400	3,799,100	-9.8%	(414,300)	2,578,700	2,293,500	2,293,500	2,293,500
<b>Chief Planning Officer</b>	<b>5,152,700</b>	<b>6,272,400</b>	<b>21.7%</b>	<b>1,119,700</b>	<b>6,659,500</b>	<b>6,827,700</b>	<b>6,962,000</b>	<b>6,990,200</b>
Salaries & Wages	3,400,200	3,981,100	17.1%	580,900	4,255,300	4,361,500	4,444,600	4,444,600
Salaries & Wages - Workforce Development	206,100	231,000	12.1%	24,900	231,000	231,000	231,000	231,000
Overtime	85,400	86,800	1.6%	1,400	91,000	94,100	94,700	94,700
Employee Benefits	1,114,600	1,297,300	16.4%	182,700	1,409,000	1,467,900	1,518,500	1,546,700
Personnel Transition Adjustment	(659,400)	-	-100.0%	659,400	-	-	-	-
Contractual Transition Services	1,005,800	676,200	-32.8%	(329,600)	673,200	673,200	673,200	673,200
<b>Chief Administrative &amp; Compliance Officer</b>	<b>12,772,200</b>	<b>12,581,100</b>	<b>-1.5%</b>	<b>(191,100)</b>	<b>12,812,000</b>	<b>12,867,500</b>	<b>12,923,200</b>	<b>12,978,800</b>
Salaries & Wages	9,384,900	9,784,300	4.3%	399,400	9,920,500	9,920,500	9,920,500	9,920,500
Overtime	-	-	N/A	-	-	-	-	-
Employee Benefits	2,677,600	2,796,800	4.5%	119,200	2,891,500	2,947,000	3,002,700	3,058,300
Personnel Transition Adjustment	(106,100)	-	-100.0%	106,100	-	-	-	-
Contractual Transition Services	815,800	-	-100.0%	(815,800)	-	-	-	-
<b>Chief Financial Officer</b>	<b>10,728,800</b>	<b>12,016,200</b>	<b>12.0%</b>	<b>1,287,400</b>	<b>12,148,400</b>	<b>12,193,100</b>	<b>12,237,400</b>	<b>12,281,800</b>
Salaries & Wages	6,597,500	7,552,200	14.5%	954,700	7,640,100	7,640,100	7,640,100	7,640,100
Salaries & Wages - Workforce Development	12,800	12,800	0.0%	-	12,800	12,800	12,800	12,800
Overtime	11,200	8,000	-28.6%	(3,200)	8,000	8,000	8,000	8,000
Employee Benefits	2,062,000	2,288,200	11.0%	226,200	2,332,500	2,377,200	2,421,500	2,465,900
Personnel Transition Adjustment	(484,300)	-	-100.0%	484,300	-	-	-	-
Contractual Transition Services	2,529,600	2,155,000	-14.8%	(374,600)	2,155,000	2,155,000	2,155,000	2,155,000
<b>Chief Executive Officer</b>	<b>6,208,100</b>	<b>6,700,700</b>	<b>7.9%</b>	<b>492,600</b>	<b>6,758,300</b>	<b>6,793,700</b>	<b>6,829,100</b>	<b>6,864,800</b>
Salaries & Wages	4,435,700	4,795,700	8.1%	360,000	4,821,100	4,824,300	4,827,500	4,830,800
Overtime	250,500	259,700	3.7%	9,200	259,700	259,700	259,700	259,700
Employee Benefits	1,521,900	1,645,300	8.1%	123,400	1,677,500	1,709,700	1,741,900	1,774,300
<b>Grand Total</b>	<b>\$ 102,473,400</b>	<b>\$ 105,090,800</b>	<b>2.6%</b>	<b>\$ 2,617,400</b>	<b>\$ 105,917,700</b>	<b>\$ 106,908,600</b>	<b>\$ 107,461,600</b>	<b>\$ 107,961,300</b>

### Capital Program Allocation

The amounts in the following **Capital Program Allocation** tables are shown as negative amounts because they are “contra” accounts which represent an offset to the Personnel Costs section of the Operations & Maintenance (O&M) budget. The Capital Program Allocation activity supports project delivery of the Capital Improvement Plan (CIP). As previously described, the decrease represents a realignment between O&M costs and Capital Program expenses as a strategy to build financial sustainability. This is achieved by ensuring that an appropriately conservative policy is in place for charging personnel costs to projects.

In an effort to improve on the process of capturing time charged to capital projects by GLWA employees, a new time tracking software, BigTime, was implemented and rolled out towards the end of FY 2018. The increase in the Capital Program Allocation for FY 2019 is due, in part, to the results of improved time tracking as well as an increase in construction activity for FY 2019 and FY 2020.

### Capital Program Allocation Biennial Budget

Operating Area and Expense Category	FY 2018 Amended Budget	FY 2018 Activity thru 6.30.2018	FY 2019 Current Amended-to-date	FY 2020 Department Requested	FY 2020 Percent Variance	FY 2020 Dollar Variance	FY 2021 Department Requested
<b>Chief Operating Officer Water Operations</b>	<b>\$ (1,053,500)</b>	<b>\$ (664,400)</b>	<b>\$ (1,070,400)</b>	<b>\$ (2,265,400)</b>	<b>111.6%</b>	<b>\$ (1,195,000)</b>	<b>\$ (2,279,100)</b>
Capital Program: Employee Benefits	(218,300)	(189,100)	(218,300)	(547,600)	150.8%	(329,300)	(549,800)
Capital Program: Salaries & Wages-Direct	(789,600)	(475,300)	(806,500)	(1,671,300)	107.2%	(864,800)	(1,681,900)
Capital Program: Salaries & Wages-Indire	(45,600)	-	(45,600)	(46,500)	2.0%	(900)	(47,400)
<b>Chief Operating Officer Wastewater Operations:</b>	<b>(890,800)</b>	<b>(969,600)</b>	<b>(921,500)</b>	<b>(1,239,400)</b>	<b>34.5%</b>	<b>(317,900)</b>	<b>(1,244,900)</b>
Capital Program: Employee Benefits	(248,900)	(276,300)	(252,300)	-	-100.0%	252,300	-
Capital Program: Salaries & Wages-Direct	(641,900)	(693,300)	(669,200)	(1,239,400)	85.2%	(570,200)	(1,244,900)
<b>Chief Planning Officer</b>	<b>-</b>	<b>-</b>	<b>(189,600)</b>	<b>-</b>	<b>-100.0%</b>	<b>189,600</b>	<b>-</b>
Capital Program: Employee Benefits	-	-	-	-	N/A	-	-
Capital Program: Salaries & Wages-Direct	-	-	(189,600)	-	-100.0%	189,600	-
<b>Chief Administrative &amp; Compliance Officer</b>	<b>(8,600)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>	<b>-</b>	<b>-</b>
Capital Program: Salaries & Wages-Direct	(8,600)	-	-	-	N/A	-	-
<b>Chief Financial Officer</b>	<b>(6,300)</b>	<b>(5,700)</b>	<b>-</b>	<b>(78,500)</b>	<b>N/A</b>	<b>(78,500)</b>	<b>(78,900)</b>
Capital Program: Employee Benefits	(1,800)	(1,600)	-	-	N/A	-	-
Capital Program: Salaries & Wages-Direct	(4,500)	(4,100)	-	(78,500)	N/A	(78,500)	(78,900)
<b>Chief Executive Officer</b>	<b>-</b>	<b>-</b>	<b>(23,400)</b>	<b>-</b>	<b>-100.0%</b>	<b>23,400</b>	<b>-</b>
Capital Program: Salaries & Wages-Direct	-	-	(23,400)	-	-100.0%	23,400	-
<b>Grand Total</b>	<b>\$ (1,959,200)</b>	<b>\$ (1,639,700)</b>	<b>\$ (2,204,900)</b>	<b>\$ (3,583,300)</b>	<b>62.5%</b>	<b>\$ (1,378,400)</b>	<b>\$ (3,602,900)</b>

### Capital Program Allocation Five Year Plan

Operating Area and Expense Category	FY 2019 Current Amended-to-date	FY 2020 Department Requested	FY 2020 Percent Variance	FY 2020 Dollar Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>Chief Operating Officer Water Operations</b>	<b>\$ (1,070,400)</b>	<b>\$ (2,265,400)</b>	<b>111.6%</b>	<b>\$ (1,195,000)</b>	<b>\$ (2,279,100)</b>	<b>\$ (2,293,500)</b>	<b>\$ (2,307,600)</b>	<b>\$ (2,315,800)</b>
Capital Program: Employee Benefits	(218,300)	(547,600)	150.8%	(329,300)	(549,800)	(552,000)	(554,300)	(556,600)
Capital Program: Salaries & Wages-Direct	(806,500)	(1,671,300)	107.2%	(864,800)	(1,681,900)	(1,693,100)	(1,703,900)	(1,709,800)
Capital Program: Salaries & Wages-Indire	(45,600)	(46,500)	2.0%	(900)	(47,400)	(48,400)	(49,400)	(49,400)
<b>Chief Operating Officer Wastewater Operations:</b>	<b>(921,500)</b>	<b>(1,239,400)</b>	<b>34.5%</b>	<b>(317,900)</b>	<b>(1,244,900)</b>	<b>(1,250,400)</b>	<b>(1,256,000)</b>	<b>(1,261,500)</b>
Capital Program: Employee Benefits	(252,300)	-	-100.0%	252,300	-	-	-	-
Capital Program: Salaries & Wages-Direct	(669,200)	(1,239,400)	85.2%	(570,200)	(1,244,900)	(1,250,400)	(1,256,000)	(1,261,500)
<b>Chief Planning Officer</b>	<b>(189,600)</b>	<b>-</b>	<b>-100.0%</b>	<b>189,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital Program: Employee Benefits	-	-	N/A	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	(189,600)	-	-100.0%	189,600	-	-	-	-
<b>Chief Administrative &amp; Compliance Officer</b>	<b>-</b>	<b>-</b>	<b>N/A</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital Program: Salaries & Wages-Direct	-	-	N/A	-	-	-	-	-
<b>Chief Financial Officer</b>	<b>-</b>	<b>(78,500)</b>	<b>N/A</b>	<b>(78,500)</b>	<b>(78,900)</b>	<b>(79,200)</b>	<b>(79,500)</b>	<b>(79,800)</b>
Capital Program: Employee Benefits	-	-	N/A	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	(78,500)	N/A	(78,500)	(78,900)	(79,200)	(79,500)	(79,800)
<b>Chief Executive Officer</b>	<b>(23,400)</b>	<b>-</b>	<b>-100.0%</b>	<b>23,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital Program: Salaries & Wages-Direct	(23,400)	-	-100.0%	23,400	-	-	-	-
<b>Grand Total</b>	<b>\$ (2,204,900)</b>	<b>\$ (3,583,300)</b>	<b>62.5%</b>	<b>\$ (1,378,400)</b>	<b>\$ (3,602,900)</b>	<b>\$ (3,623,100)</b>	<b>\$ (3,643,100)</b>	<b>\$ (3,657,100)</b>



## Staffing Plan

The table on the next page presents both a “Staffing Plan” reflecting the *number* of positions and a “Staffing Budget” based on *full-time equivalents* (FTEs). In the Staffing Plan each position has a value of one. The position count does not distinguish between a position that is filled 100% (2,080 hours per year), filled for a number of hours less than 2,080 per year, or one that is vacant. The FTE staffing is based on the number of hours that the positions is filled, or budgeted for, in each year based upon a standard of 2,080 hours per year.

The increase in the staffing plan from 1,184 to 1,207 positions is explained in detail in other sections of the financial plan document. The Staffing Plan and FTE counts level out beginning in FY 2021 as the organization reaches an optimal staffing level and vacancies are filled. The goal of the staffing plan is to provide the organization with an appropriate level of personnel to achieve operational reliability, to ensure a safe environment, maintain compliance and efficient capital delivery, and to provide reliable and quality services to our customer communities.



## Other Budget Analysis for Discussion

**Employee benefits costs** are accumulated in none cost center with an offsetting account to the other funds (“Transfers – Employee Benefits”). The rates charged to cost centers is a combination of fixed per person (i.e. medical plan premiums, net of employee premium copay) and variable rate based on payroll dollars (such as payroll taxes at 7.65% of pay). This is an area of the budget that may be subject to amendment if medical plan costs (fixed and self-insured) increase or decrease from modest estimates.

DESCRIPTION	FY 2017 Activity	FY 2018 Activity	FY 2019 Amended Budget	FY 2019 Activity thru 11.30.2018	FY 2019 Annualized	FY 2020 Department Requested	FY 2021 Department Requested
					Based on 11.30.2018 Close		
Employer Health	11,036,000	10,394,600	7,956,500	4,907,700	11,778,480	7,992,000	7,992,000
Employer FICA	4,062,400	4,524,600	5,593,000	2,049,700	4,919,280	5,630,300	5,630,400
Employer 401 Contribution	3,986,800	4,278,100	6,580,000	2,050,700	4,921,680	6,623,900	6,624,100
Employer Retiree Healthcare Savings Fund	1,661,400	1,878,200	2,331,700	833,300	1,999,920	2,342,100	2,342,100
Life, AD&D, STD, LTD	461,900	545,400	511,700	308,200	739,680	515,200	515,200
Employer Workers Compensation	339,700	470,100	584,900	199,500	478,800	588,800	588,800
Employer Unemployment	111,700	(21,500)	621,400	20,700	49,680	625,600	625,600
Employer Vision	51,500	52,000	46,900	29,600	71,040	47,100	47,100
Employer EAP	9,300	10,300	12,800	5,900	14,160	12,800	12,800
Employer Flexible Spending	6,700	10,900	37,000	5,600	13,440	37,200	37,200
Transition Makeup Pension Benefit	-	791,100	-	-	-	-	-
Personnel Transition Adjustment	-	-	(823,300)	-	-	-	-
Unallocated Reserve	-	-	-	-	-	168,200	617,700
Employer Dental	-	-	504,300	-	-	506,600	506,600
Other Refunds and Contributions	(284,600)	(418,000)	-	(120,900)	(290,160)	-	-
Medical Plan Costs	(1,787,800)	(2,147,100)	(1,701,500)	(1,045,400)	(2,508,960)	(1,709,100)	(1,709,100)
Transfers-Employee Benefits	(19,655,000)	(20,368,600)	(22,255,400)	(10,460,400)	(25,104,960)	(23,380,700)	(23,830,500)
<b>Fund Sum</b>	-	<b>100</b>	-	<b>(1,215,800)</b>		-	-

**FY 2019 Actuals Update** based upon October 2018 in the December 21, 2018 draft budget vs. November 2018 actual expenses annualized is shown below. The budget document is presently being updated for the November 2018 amounts.

Great Lakes Water Authority						
Actual Expense by Group						
January 18, 2019						
Grouping	FY 2017 Activity	FY 2018 Activity	FY 2019 Activity thru 10.31.2018	FY 2019 Activity thru 11.30.2018	FY 2020 Department Requested	FY 2021 Department Requested
A Water Operations	\$ 58,962,800	\$ 61,673,700	\$ 23,466,291	\$ 27,847,100	\$ 67,928,100	\$ 69,286,700
B Wastewater Operations	107,908,700	110,030,900	37,041,842	44,111,300	120,685,300	123,099,000
C Centralized Services	67,551,400	81,637,600	28,927,183	36,021,800	106,913,600	108,816,100
D Administrative Services	18,478,200	31,964,300	8,216,226	10,264,000	29,627,800	30,151,200
<b>Grand Total</b>	<b>\$ 252,901,100</b>	<b>\$ 285,306,500</b>	<b>\$ 97,651,542</b>	<b>\$ 118,244,200</b>	<b>\$ 325,154,800</b>	<b>\$ 331,353,000</b>
<b>Annualized</b>			<b>\$ 292,954,626</b>	<b>\$ 283,786,080</b>		

**Top ten increases and decreases** by expense account type and by cost center (department) are attached.

Great Lakes Water Authority  
Account Categories with the Highest and Lowest Difference  
FY 2020 Requested vs. FY 2018 Actual  
As of 1.17.2019

DESCRIPTION	FY 2017 Activity	FY 2018 Activity	FY 2019 Annualized Based on 11.30.2018 Close	FY 2020 Department Requested	FY 2020 Requested Less FY 2018 Actual	FY 2021 Department Requested
Salaries & Wages	46,042,700	55,174,400	59,505,600	68,301,400	13,127,000	69,412,100
Contractual Operating Services	53,827,700	60,256,400	64,385,280	68,819,800	8,563,400	69,680,300
Contractual Professional Services	4,062,700	11,630,800	16,189,680	19,000,700	7,369,900	18,972,300
Unallocated Reserve	-	-	-	6,912,300	6,912,300	8,619,200
Capital Outlay over \$5k(O&M-NonCapitlzd)	888,200	1,812,500	4,060,560	4,890,500	3,078,000	4,470,300
Operating Supplies-Chemicals	14,765,300	12,877,700	13,755,840	15,698,600	2,820,900	16,030,900
Shared Services Reimbursement	(7,666,200)	(6,867,300)	(5,633,760)	(4,177,000)	2,690,300	(1,623,000)
Employee Benefits	19,654,800	20,432,100	25,028,880	23,005,300	2,573,200	23,838,100
Contract Services-Information Technology	7,463,000	5,781,700	4,250,160	7,389,300	1,607,600	6,627,600
Shared Services : Salaries & Wages Reimb	(3,010,300)	(2,194,800)	(1,240,080)	(877,900)	1,316,900	(414,600)
Repairs & Maintenance-Facilities	1,223,600	4,424,400	2,628,720	5,662,600	1,238,200	5,527,600
Telecom, Managed Security & Network Svcs	16,787,200	12,840,400	12,522,480	14,013,400	1,173,000	14,289,300
Repairs & Maintenance-Hardware	2,058,400	1,585,000	780,480	2,410,000	825,000	2,424,700
Shared Services: Employee Benefit Reimb	(1,027,900)	(846,000)	(473,760)	(351,200)	494,800	(166,000)
Repairs & Maintenance-Equipment	10,036,200	8,581,900	7,146,960	9,026,200	444,300	9,494,200
Repairs & Maintenance-Software	2,404,300	2,586,900	1,142,160	3,026,600	439,700	2,832,700
Salaries & Wages - Workforce Development	-	604,900	724,800	1,014,000	409,100	1,014,000
Auditing	733,200	57,900	324,240	450,000	392,100	450,000
Training and Internal Meetings	621,800	819,000	600,000	1,157,600	338,600	1,157,500
Utilities-Gas	6,449,600	6,611,500	4,769,280	6,943,600	332,100	7,058,600
Utilities-Water	5,469,400	4,493,100	4,169,040	4,757,800	264,700	4,843,000
Utilities-Sewage	2,230,300	1,715,600	1,914,960	1,946,600	231,000	1,962,800
Operating Supplies	1,976,500	2,490,500	2,260,320	2,708,900	218,400	2,740,600
Travel	121,500	208,700	367,680	417,100	208,400	436,200
Advertising	72,600	55,800	35,520	263,800	208,000	269,800
Penalties	129,600	31,200	-	200,000	168,800	200,000
Memberships, Licenses & Subscriptions	263,500	705,000	618,240	841,900	136,900	835,100
Utilities-Electricity	41,512,600	40,873,800	42,444,960	40,985,700	111,900	41,428,600
Printing	38,600	37,600	4,800	149,400	111,800	157,200
Office Supplies	340,800	433,900	561,840	528,200	94,300	528,800
Repairs & Maintenance-Buildings & Ground	136,900	459,300	229,920	542,700	83,400	551,600
Uniforms, Laundry, Cleaning	86,000	73,100	106,080	154,200	81,100	157,400
Employee Uniform Expense	171,100	197,200	188,880	272,200	75,000	276,900
Contractual Buildings & Grounds Maint	4,416,400	4,767,000	3,090,720	4,841,300	74,300	4,830,600
Inspection and Permit Fees	407,100	396,700	1,680	451,200	54,500	456,100
Postage	312,100	19,500	27,120	60,400	40,900	63,500
Mileage and Parking	84,900	110,600	118,800	145,200	34,600	148,200
Rentals-Miscellaneous	2,200	18,100	173,280	48,100	30,000	48,100
Repairs & Maintenance-Automotive	4,800	49,900	18,000	76,500	26,600	78,000
Repairs & Maintenance-Miscellaneous	76,500	24,300	5,760	50,200	25,900	50,700
Operating Supplies-Janitorial	41,900	49,900	78,480	72,200	22,300	72,700
Tuition Refund	38,100	32,800	53,040	49,500	16,700	49,700
Operating Supplies-Automotive	2,400	10,000	23,040	25,000	15,000	25,000
Contractual Security Services	122,100	-	-	10,200	10,200	10,400
Miscellaneous Expense	2,500	1,700	-	7,300	5,600	7,400
Repairs & Maintenance-Damage Recovery	1,753,200	-	84,240	-	-	-
Contract Services-Building Maintenance	618,400	517,500	438,000	508,000	(9,500)	518,100
Overtime	7,242,800	6,161,600	7,454,400	6,139,800	(21,800)	6,246,600
Capital Program: Salaries & Wages-Indire	-	-	-	(46,500)	(46,500)	(47,400)
Operating Supplies – Fuel	199,400	509,700	444,720	447,000	(62,700)	455,800
<b>Capital Program: Employee Benefits</b>	<b>(469,000)</b>	<b>(467,000)</b>	<b>(929,520)</b>	<b>(547,600)</b>	<b>(80,600)</b>	<b>(549,800)</b>
<b>Property Taxes</b>	<b>139,400</b>	<b>391,300</b>	<b>7,920</b>	<b>275,700</b>	<b>(115,600)</b>	<b>280,900</b>
<b>Rentals-Buildings</b>	<b>490,100</b>	<b>484,400</b>	<b>556,080</b>	<b>285,500</b>	<b>(198,900)</b>	<b>61,100</b>
<b>Capital Outlay over \$5k(O&amp;M-Capitalized)</b>	<b>-</b>	<b>411,000</b>	<b>-</b>	<b>-</b>	<b>(411,000)</b>	<b>-</b>
<b>Capital Outlay less than \$5,000</b>	<b>1,309,200</b>	<b>2,834,300</b>	<b>1,769,280</b>	<b>2,286,300</b>	<b>(548,000)</b>	<b>1,813,800</b>
<b>Capital Program: Nonpersonnel</b>	<b>(486,800)</b>	<b>(43,600)</b>	<b>(56,640)</b>	<b>(1,831,000)</b>	<b>(1,787,400)</b>	<b>(1,867,600)</b>
<b>Capital Program: Salaries &amp; Wages-Direct</b>	<b>(1,172,100)</b>	<b>(1,172,700)</b>	<b>(2,309,280)</b>	<b>(2,989,200)</b>	<b>(1,816,500)</b>	<b>(3,005,700)</b>
<b>Legal</b>	<b>2,104,900</b>	<b>4,025,300</b>	<b>1,420,080</b>	<b>2,075,100</b>	<b>(1,950,200)</b>	<b>2,116,100</b>
<b>Damage Claims</b>	<b>(5,418,900)</b>	<b>5,103,900</b>	<b>-</b>	<b>-</b>	<b>(5,103,900)</b>	<b>-</b>
<b>Contractual Transition Services</b>	<b>13,216,000</b>	<b>13,152,800</b>	<b>7,947,840</b>	<b>6,630,300</b>	<b>(6,522,500)</b>	<b>5,406,900</b>
<b>Grand Total</b>	<b>252,901,300</b>	<b>285,333,200</b>	<b>283,786,800</b>	<b>325,154,800</b>	<b>39,821,600</b>	<b>331,353,000</b>

**Great Lakes Water Authority**  
**Cost Center Categories with the Highest and Lowest Difference**  
**FY 2020 Requested vs. FY 2018 Actual**  
**As of 1.10.2019**

<b>Department Description</b>	<b>FY 2017 Activity</b>	<b>FY 2018 Activity</b>	<b>FY 2019 Annualized Based on 11.30.2018 Close</b>	<b>FY 2020 Department Requested</b>	<b>FY 2020 Requested Less FY 2018 Actual</b>	<b>FY 2021 Department Requested</b>
Field Service Operations	4,732,900	11,989,700	22,298,640	20,493,100	<b>8,503,400</b>	20,732,500
Info Technology Infrastructure	19,984,300	14,264,300	16,469,760	19,432,400	<b>5,168,100</b>	21,640,600
Wastewater Secondary Process	5,376,100	6,198,500	9,646,320	11,099,900	<b>4,901,400</b>	11,107,000
Wastewater Primary Process	3,290,700	2,615,700	6,732,720	7,463,600	<b>4,847,900</b>	7,480,000
Wastewater Process Control	306,500	1,081,200	3,959,280	4,944,700	<b>3,863,500</b>	4,507,200
Wastewater Dewatering Process	2,118,300	1,990,000	4,730,640	5,636,700	<b>3,646,700</b>	5,851,200
Wastewater Incineration Process	2,058,000	1,812,100	4,275,840	5,274,000	<b>3,461,900</b>	5,190,500
Combined Sewer Overflow	1,623,700	2,396,700	3,332,400	5,846,900	<b>3,450,200</b>	6,130,800
Asset Management	710,100	1,711,200	2,320,800	4,990,100	<b>3,278,900</b>	4,766,000
Wastewater System Operations Unallocated	-	-	-	3,264,900	<b>3,264,900</b>	3,976,300
Wastewater Laboratories	753,800	884,300	4,179,360	4,148,900	<i>3,264,600</i>	3,812,000
Info Technology Enterprise Applications	839,600	1,074,900	1,505,280	4,098,700	<i>3,023,800</i>	4,063,700
BDF, COF & Hauling	15,706,000	18,782,100	19,755,600	21,766,000	<i>2,983,900</i>	22,277,100
Systems Analytics	3,756,800	6,497,400	6,678,480	9,385,500	<i>2,888,100</i>	8,299,200
Wastewater Director	2,032,800	2,384,200	3,498,240	5,242,300	<i>2,858,100</i>	5,422,600
Water System Operations Unallocated	-	-	-	2,644,200	<i>2,644,200</i>	3,624,900
Chief Operating Officer Wastewater	-	400	1,375,440	2,511,100	<i>2,510,700</i>	2,538,200
Springwells Water Plant	9,620,900	10,047,600	15,088,560	12,413,800	<i>2,366,200</i>	12,572,400
Capital Improvement Planning	-	-	34,320	1,943,900	<i>1,943,900</i>	2,171,700
Baby Creek Combined Sewer Overflow	628,200	1,067,400	3,035,760	2,974,900	<i>1,907,500</i>	2,905,900
Organizational Development	2,172,100	2,615,300	2,800,080	4,366,400	<i>1,751,100</i>	4,402,400
Info Technology Service Delivery	3,406,900	2,136,300	1,607,760	3,807,700	<i>1,671,400</i>	3,854,200
Energy, Research & Innovation	-	613,300	2,470,800	2,040,000	<i>1,426,700</i>	1,808,400
HazMat	-	410,100	1,672,800	1,545,500	<i>1,135,400</i>	1,622,300
Info Technology Business Applications	2,565,500	4,980,200	4,209,840	5,914,000	<i>933,800</i>	6,408,200
Facility Operations	4,765,600	7,774,100	4,839,600	8,538,200	<i>764,100</i>	8,593,300
Centralized Services Unallocated Reserve	-	-	-	653,100	<i>653,100</i>	660,900
Water Quality	1,146,200	1,239,500	1,157,760	1,856,600	<i>617,100</i>	1,864,500
Lake Huron Water Plant	11,023,800	11,542,600	12,079,440	12,126,200	<i>583,600</i>	12,153,900
Procurement (Enterprise Services)	-	104,600	667,440	664,000	<i>559,400</i>	667,100
Office of the CIO	1,874,700	437,700	494,160	975,800	<i>538,100</i>	592,500
Owners' Representative	-	97,000	410,160	629,100	<i>532,100</i>	620,500
InfoTechnology Project Management Office	929,400	1,102,400	952,800	1,622,600	<i>520,200</i>	1,634,700
Financial Reporting & Accounting	5,155,000	3,011,400	3,075,600	3,511,800	<i>500,400</i>	3,524,000
Transformation	1,165,100	946,200	814,560	1,414,900	<i>468,700</i>	1,415,400
Water Works Park	8,618,700	8,618,600	8,043,600	9,043,400	<i>424,800</i>	9,086,600
Reporting and Compliance	-	-	482,880	395,200	<i>395,200</i>	397,000
Logistics and Materials	-	1,341,500	1,681,440	1,723,900	<i>382,400</i>	1,771,100
Chief Administrative Officer	471,100	561,400	712,800	936,600	<i>375,200</i>	944,400
Public Affairs	929,300	1,028,700	1,047,120	1,386,100	<i>357,400</i>	1,414,700
Administrative Services Unallocated Res	-	-	-	350,100	<i>350,100</i>	357,100
Chief Financial Officer	326,200	563,000	668,640	840,400	<i>277,400</i>	843,000
Water Engineering	1,535,300	1,402,000	1,693,920	1,672,300	<i>270,300</i>	1,681,700
Enterprise Risk Management and Safety	333,100	1,552,800	912,240	1,819,800	<i>267,000</i>	1,998,400
Water Director	728,800	1,375,500	1,434,960	1,617,800	<i>242,300</i>	1,628,600
Systems Operations Control	14,223,300	11,748,100	9,402,720	11,939,700	<i>191,600</i>	11,983,700
Northeast Water Plant	8,875,500	9,400,300	9,551,760	9,576,600	<i>176,300</i>	9,644,700
Financial Planning & Analysis	507,000	1,095,100	1,045,440	1,239,200	<i>144,100</i>	1,243,900

**Great Lakes Water Authority**  
**Cost Center Categories with the Highest and Lowest Difference**  
**FY 2020 Requested vs. FY 2018 Actual**  
**As of 1.10.2019**

<b>Department Description</b>	<b>FY 2017 Activity</b>	<b>FY 2018 Activity</b>	<b>FY 2019 Annualized Based on 11.30.2018 Close</b>	<b>FY 2020 Department Requested</b>	<b>FY 2020 Requested Less FY 2018 Actual</b>	<b>FY 2021 Department Requested</b>
Data Analytics & Internal Audit	308,900	403,400	615,600	544,000	140,600	546,900
Chief Executive Officer	458,000	501,100	535,920	632,700	131,600	639,300
Procurement (Wastewater)	-	758,500	743,280	852,700	94,200	889,900
Info Technology Security & Risk	109,200	326,600	(1,315,200)	403,200	76,600	436,500
Board of Directors	2,300	129,100	103,920	202,400	73,300	206,500
Conner Pumping Station	613,000	831,900	829,440	899,400	67,500	916,900
Fairview Pumping Station	460,700	616,100	333,120	680,200	64,100	690,400
Haggerty Road Pumping Station	249,400	211,300	143,760	271,100	59,800	276,200
Freud Pumping Station	273,300	223,300	260,400	281,600	58,300	282,200
Northeast Pumping Station	-	792,200	950,880	850,000	57,800	850,000
Puritan Fenkell Combined Sewer Overflow	138,500	242,900	352,320	293,000	50,100	287,400
Schoolcraft Pumping Station	424,000	408,900	418,560	451,300	42,400	451,600
Rochester Pumping Station	183,000	182,400	360,480	224,200	41,800	228,400
North Service Center Pumping Station	2,064,100	2,094,500	2,297,280	2,127,000	32,500	2,129,000
Oakwood Pumping Station	2,700	165,900	161,760	196,900	31,000	200,700
COO - Water Operations & Field Services	285,200	332,100	299,760	359,600	27,500	362,100
West Service Center Pumping Station	839,100	745,600	836,640	770,000	24,400	785,000
Michigan Ave Pumping Station	87,500	83,500	90,960	100,800	17,300	102,800
Fox Creek Pumping Station	13,900	1,500	960	18,500	17,000	18,900
Electric Ave Pumping Station	24,000	18,700	9,360	35,500	16,800	36,000
Wick Road Pumping Station	465,100	558,200	727,440	571,000	12,800	581,500
West Chicago Rd Pumping Station	25,100	50,500	27,840	61,000	10,500	62,000
Roseville Pumping Station	4,000	-	-	10,300	10,300	10,400
Orion Township Pumping Station	61,500	71,200	56,640	81,500	10,300	83,000
Eastside Pumping Station	37,500	34,200	37,680	43,000	8,800	43,100
Northwest Pumping Station	5,400	8,300	13,920	17,000	8,700	17,000
Newburgh Pumping Station	358,000	375,800	400,080	382,300	6,500	389,600
Belle Isle Combined Sewer Overflow	82,500	(200)	108,720	-	200	100
Transition	1,275,100	-	-	-	-	-
Belle Isle Pumping Station	-	-	160,560	-	-	-
Blue Hill Pumping Station	13,900	-	32,880	-	-	-
Woodmere Pumping Station	200	-	143,760	-	-	-
Fischer Pumping Station	400	-	9,360	-	-	-
Wastewater Fire Damage	1,753,200	-	84,240	-	-	-
Joy Road Pumping Station	436,800	592,400	520,560	592,300	(100)	592,700
Ford Rd Pumping Station	281,700	401,000	429,360	394,600	(6,400)	402,300
System Analytics	-	10,300	-	-	(10,300)	-
Franklin Road Pumping Station	810,100	845,100	866,880	830,600	(14,500)	831,200
Ypsilanti Pumping Station	308,900	375,000	347,040	353,300	(21,700)	360,200
7 Mile Combined Sewer Overflow	121,800	154,000	172,800	130,300	(23,700)	131,600
Adams Road Pumping Station	541,800	545,100	485,760	520,000	(25,100)	520,000
Fleet Operations	2,361,700	2,085,800	2,631,840	2,034,500	(51,300)	2,074,800
Oakwood Combined Sewer Overflow	1,447,500	1,364,400	1,175,520	1,306,300	(58,100)	1,343,800
St Aubin Combined Sewer Overflow	90,100	232,200	433,920	165,900	(66,300)	148,400
Leib Combined Sewer Overflow	122,900	230,400	414,720	145,800	(84,600)	148,300
Treasury	465,900	687,000	741,360	591,200	(95,800)	598,200
Hubble Southfield CSO	383,000	572,800	439,440	472,400	(100,400)	475,200
Energy Management	365,600	196,200	-	-	(196,200)	-

Great Lakes Water Authority  
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 As of 1.10.2019

Department Description	FY 2017 Activity	FY 2018 Activity	FY 2019 Annualized Based on 11.30.2018 Close	FY 2020 Department Requested	FY 2020 Requested Less FY 2018 Actual	FY 2021 Department Requested
Enterprise Risk Mgt. Insurance Fund	2,704,000	2,624,400	2,807,760	2,411,300	(213,100)	2,459,500
Connor Creek Combined Sewer Overflow	1,560,600	1,483,700	1,467,600	1,250,100	(233,600)	1,255,000
Wastewater Engineering	1,704,200	2,537,900	2,180,880	2,262,000	(275,900)	1,965,300
Imlay Pumping Station	1,899,400	2,091,300	3,472,080	1,805,300	(286,000)	1,840,600
Security and Integrity	4,034,100	4,551,000	4,411,440	4,253,600	(297,400)	4,289,700
Public Finance	1,000,400	1,255,900	1,168,560	878,400	(377,500)	884,900
Procurement (Water & Field Services)	-	1,161,800	875,280	737,200	(424,600)	760,400
Chief Planning Officer	438,400	886,700	378,480	408,900	(477,800)	525,000
Field Engineering	1,018,500	899,100	-	-	(899,100)	-
Southwest Water Plant	8,022,000	8,022,500	5,940,960	6,975,500	(1,047,000)	6,924,700
Procurement Director	4,064,600	1,661,300	474,720	461,500	(1,199,800)	482,100
General Counsel	2,559,200	4,761,000	2,248,800	3,038,900	(1,722,100)	3,084,500
Systems Planning	1,308,600	4,286,600	5,388,720	2,433,100	(1,853,500)	2,658,200
Industrial Waste Control	4,887,800	5,162,600	2,693,520	2,407,100	(2,755,500)	2,443,700
Field Services Director	126,200	3,682,200	-	-	(3,682,200)	-
Legal Settlement & Claims - Operating	(5,418,900)	5,103,900	-	-	(5,103,900)	-
Wastewater Operations	60,344,400	56,206,700	28,938,720	29,151,900	(27,054,800)	30,742,300
<b>Grand Total</b>	<b>252,901,300</b>	<b>285,333,200</b>	<b>283,786,800</b>	<b>325,154,800</b>	<b>39,821,600</b>	<b>331,353,000</b>