

A large, dynamic splash of blue water dominates the left and center of the page. The water is captured in mid-air, with numerous droplets and a main stream of water curving from the bottom left towards the right. The lighting creates bright highlights and deep shadows, giving the water a three-dimensional appearance.

# FY 2021 & FY 2022 Operational Budget Highlights

*Audit Committee Meeting  
January 27, 2020*



# Presentation Topics

- Water and Field Services (Water Operating Services & Centralized Services)
- Wastewater System Operating Services
- Planning Services (Centralized Services)
- Information Technology (Centralized Services)
- Security and Integrity (Centralized Services)
- Administrative & Compliance Officer (Administrative Services)
- General Counsel (Administrative Services)
- Organizational Development (Administrative Services)
- Public Affairs (Administrative Services)
- Financial Services (Administrative Services)

# Water System Operations Budget Summary

## Biennial Budget Request by Expense Category

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 19,349,000	\$ 19,477,100	\$ 6,956,500	\$ 20,765,100	\$ 1,288,000	6.6%	\$ 20,859,400
3.1 Electric	24,391,800	23,468,500	9,882,700	24,417,800	949,300	4.0%	24,433,700
3.2 Gas	1,088,000	1,060,100	79,500	1,082,000	21,900	2.1%	1,082,100
3.3 Sewage Service	649,800	527,000	93,300	649,000	122,000	23.1%	649,000
3.4 Water Service	800	23,300	200	5,000	(18,300)	-78.5%	5,000
4.1 Chemicals	5,088,800	4,774,700	2,014,300	5,053,900	279,200	5.8%	5,059,600
4.2 Supplies & Other	4,998,600	4,739,900	1,164,800	5,168,800	428,900	9.0%	5,176,000
4.3 Contractual Services	15,851,600	11,290,200	1,675,800	14,900,700	3,610,500	32.0%	14,916,300
5.1 Capital Program Allocation	(1,873,300)	(1,983,900)	(561,500)	(1,805,200)	178,700	-9.0%	(1,812,800)
5.2 Shared Services	(351,500)	(53,000)	-	-	53,000	-100.0%	-
7.0 Unallocated Reserve	-	2,697,300	-	1,729,300	(968,000)	-35.9%	2,723,000
<b>Grand Total</b>	<b>\$ 69,193,600</b>	<b>\$ 66,021,200</b>	<b>\$ 21,305,600</b>	<b>\$ 71,966,400</b>	<b>\$ 5,945,200</b>	<b>9.0%</b>	<b>\$ 73,091,300</b>

## Biennial Budget Request by Team

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Pumping Stations	\$ 11,062,000	\$ 9,192,100	\$ 4,224,000	\$ 10,714,800	\$ 1,522,700	16.6%	\$ 10,731,100
Administration	1,821,400	1,977,400	589,700	2,187,100	209,700	10.6%	2,195,100
Water Treatment Plants	53,581,200	48,635,500	15,263,400	54,029,600	5,394,100	11.1%	54,147,600
Water Engineering	1,456,300	1,672,300	563,700	1,360,900	(311,400)	-18.6%	1,365,100
Water Quality	1,272,700	1,846,600	664,800	1,944,700	98,100	5.3%	1,929,400
Water System Operations	-	2,697,300	-	1,729,300	(968,000)	-35.9%	2,723,000
Unallocated	-	2,697,300	-	1,729,300	(968,000)	-35.9%	2,723,000
<b>Grand Total</b>	<b>\$ 69,193,600</b>	<b>\$ 66,021,200</b>	<b>\$ 21,305,600</b>	<b>\$ 71,966,400</b>	<b>\$ 5,945,200</b>	<b>9.0%</b>	<b>\$ 73,091,300</b>

# Water System Operations

## Alum Sludge Hauling Project:

- Sludge that accumulates in the sedimentation basins and flocculation chambers at the Northeast, Southwest, and Springwells Water Treatment Plants must be removed manually, dewatered on site, loaded, transported, and disposed at a licensed solid waste landfill on a regular basis.
- Contract No. GLWA-CON-170 dated August 2017, with Mobile Dredging & Video Pipe, Inc., provides turn-key sludge removal, hauling and disposal services at the Northeast, Southwest, and Springwells WTPs.
- This service ensures regulatory compliance and drinking water of unquestionable quality. FY 2021 budget for Water Operations contractual services reflects a more realistic approach for the realignment of operational needs.

Mobile Dredging & Video Pipe, CON-170 - Analysis (Alum Sludge hauling, removal & disposal program)								
Location	FY 2019 Adopted Budget	FY 2019 Activity	FY 2020 Activity Annualized	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested
Springwells WTP	\$ 1,628,600	\$ 5,038,952	\$ 5,053,556	\$ 3,482,600	\$ 3,541,800	\$ 3,601,100	\$ 3,601,100	\$ 3,601,100
Northeast WTP	696,400	2,981,707	1,611,841	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Southwest WTP	-	2,613,760	907,443	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
<b>Totals:</b>	<b>\$ 2,325,000</b>	<b>\$ 10,634,418</b>	<b>\$ 7,572,840</b>	<b>\$ 8,082,600</b>	<b>\$ 8,141,800</b>	<b>\$ 8,201,100</b>	<b>\$ 8,201,100</b>	<b>\$ 8,201,100</b>

## Water System Operations- Personnel

The personnel headcount increase in FY 2021 from the FY 2020 level is a result of

- A new management professional position is being added to support the Water Director and improve operational efficiency by managing the chemical, engineering, and maintenance contracts related to water operations. This higher level of expertise is necessary to support the increasing demand for tracking and accuracy of high dollar contracts.
- Recruiting and developing talent is a high priority for GLWA. For this reason, two new positions are added to support the existing Electrical Instrumentation Control Technician – Instrument Technician (EICT-I) and the new Maintenance Technician Apprenticeship/Training programs through Focus Hope. The investment in this program will enable GLWA to develop a workforce for positions which have been challenging to recruit and fill.

# Field Service Operations Budget Summary

## Biennial Budget Request by Expense Category

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 4,457,400	\$ 5,214,200	\$ 1,626,000	\$ 5,216,300	\$ 2,100	0.0%	\$ 5,241,100
4.2 Supplies & Other	637,900	402,700	157,400	578,200	175,500	43.6%	578,200
4.3 Contractual Services	11,663,200	15,021,300	2,797,100	12,308,100	(2,713,200)	-18.1%	12,453,900
5.1 Capital Program Allocation	(600)	(128,400)	-	(127,500)	900	-0.7%	(128,000)
5.2 Shared Services	(28,400)	(16,700)	(5,500)	(17,000)	(300)	1.8%	(17,400)
<b>Grand Total</b>	<b>\$ 16,729,500</b>	<b>\$ 20,493,100</b>	<b>\$ 4,575,000</b>	<b>\$ 17,958,100</b>	<b>\$ (2,535,000)</b>	<b>-12.4%</b>	<b>\$ 18,127,800</b>

## Biennial Budget Request by Team

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Field Service Operations	\$ 16,729,500	\$ 20,493,100	\$ 4,575,000	\$ 17,958,100	\$ (2,535,000)	-12.4%	\$ 18,127,800
<b>Grand Total</b>	<b>\$ 16,729,500</b>	<b>\$ 20,493,100</b>	<b>\$ 4,575,000</b>	<b>\$ 17,958,100</b>	<b>\$ (2,535,000)</b>	<b>-12.4%</b>	<b>\$ 18,127,800</b>

## Field Service Operations (Centralized Services)

- The contractual services budget decrease in FY 2021 from the FY 2020 level is due in part to a reduction in contracted sewer cleaning and investigation services.
- Contractual services are dependent on several factors and unforeseen circumstances, therefore the expenses for projects that are a combination of operations and maintenance (O&M) and capital improvement projects (CIP) fluctuate from fiscal year to fiscal year.
- Sewer cleaning and investigation services is an ongoing project for the Field Service Operations team.

# Facility Operations Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 1,576,100	\$ 2,090,400	\$ 664,400	\$ 2,129,600	\$ 39,200	1.9%	\$ 2,139,400
4.2 Supplies & Other	728,300	963,200	311,900	727,900	(235,300)	-24.4%	709,600
4.3 Contractual Services	3,025,000	5,546,400	1,511,900	3,330,800	(2,215,600)	-39.9%	3,332,200
5.1 Capital Program Allocation	-	(61,800)	-	-	61,800	-100.0%	-
5.2 Shared Services	29,500	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 5,358,900</b>	<b>\$ 8,538,200</b>	<b>\$ 2,488,200</b>	<b>\$ 6,188,300</b>	<b>\$ (2,349,900)</b>	<b>-27.5%</b>	<b>\$ 6,181,200</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Facility Operations	\$ 5,358,900	\$ 8,538,200	\$ 2,488,200	\$ 6,188,300	\$ (2,349,900)	-27.5%	\$ 6,181,200
<b>Grand Total</b>	<b>\$ 5,358,900</b>	<b>\$ 8,538,200</b>	<b>\$ 2,488,200</b>	<b>\$ 6,188,300</b>	<b>\$ (2,349,900)</b>	<b>-27.5%</b>	<b>\$ 6,181,200</b>

## Facility Operations (Centralized Services)

The contractual services budget decrease in FY 2021 from the FY 2020 level is a result of

- lower facility costs based on historical review
  - ✓ Shared Services Agreement OPS-006 (Shared Facilities Shared Cost)
- improved pricing on snow removal contract
  - ✓ Contract 1901555, dated November 2019, with Premier Group Associates
- in-sourcing of trade services
  - ✓ The Facility Operations Area is reaching a steady state in staffing and accommodating the higher level of expertise required in order to efficiently maintain the GLWA facilities as needed.

# Wastewater System Operations Budget Summary

## Biennial Budget Request by Expense Category

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 36,668,300	\$ 36,219,200	\$ 12,014,000	\$ 37,871,500	\$ 1,652,300	4.6%	\$ 38,559,200
3.1 Electric	12,329,000	12,491,400	4,223,400	12,538,000	46,600	0.4%	12,782,000
3.2 Gas	5,432,200	5,344,600	1,193,700	5,491,000	146,400	2.7%	5,597,000
3.3 Sewage Service	1,408,900	1,280,200	528,500	1,417,500	137,300	10.7%	1,443,500
3.4 Water Service	3,569,500	4,566,700	1,069,800	3,880,100	(686,600)	-15.0%	3,955,300
4.1 Chemicals	8,186,800	9,123,900	3,207,200	8,365,900	(758,000)	-8.3%	8,492,000
4.2 Supplies & Other	17,535,400	14,248,600	3,998,100	13,344,400	(904,200)	-6.3%	13,036,000
4.3 Contractual Services	25,771,200	28,012,900	7,971,700	26,663,100	(1,349,800)	-4.8%	26,870,300
5.1 Capital Program Allocation	(1,325,900)	(1,239,400)	(359,200)	(1,325,800)	(86,400)	7.0%	(1,331,600)
5.2 Shared Services	(229,500)	(154,300)	(51,400)	(157,400)	(3,100)	2.0%	(160,400)
7.0 Unallocated Reserve		3,264,900		4,603,900	1,339,000	41.0%	5,971,800
<b>Grand Total</b>	<b>\$ 109,369,800</b>	<b>\$ 113,158,700</b>	<b>\$ 33,795,800</b>	<b>\$ 112,692,200</b>	<b>\$ (466,500)</b>	<b>-0.4%</b>	<b>\$ 115,215,100</b>

## Biennial Budget Request by Team

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Wastewater Administration	\$ 1,983,900	\$ 2,507,800	\$ 546,500	\$ 2,667,300	\$ 159,500	6.4%	\$ 2,695,000
Water Resource Recovery Facility	86,163,100	87,482,400	26,457,100	86,374,600	(1,107,800)	-1.3%	87,918,200
Wastewater Engineering	1,778,200	2,262,000	552,500	2,453,300	191,300	8.5%	2,563,500
Industrial Waste Control	2,708,600	2,407,100	775,500	2,496,300	89,200	3.7%	2,511,500
Wastewater Laboratories	4,047,300	4,148,900	1,547,200	4,558,500	409,600	9.9%	4,195,500
Combined Sewer Overflow	12,688,700	11,085,600	3,917,000	9,538,300	(1,547,300)	-14.0%	9,359,600
Wastewater Operations Unallocated		3,264,900	-	4,603,900	1,339,000	41.0%	5,971,800
<b>Grand Total</b>	<b>\$ 109,369,800</b>	<b>\$ 113,158,700</b>	<b>\$ 33,795,800</b>	<b>\$ 112,692,200</b>	<b>\$ (466,500)</b>	<b>-0.4%</b>	<b>\$ 115,215,100</b>

# Wastewater System Operations

- ✓ Operational optimization
  - Biosolid management
  - Chemical reduction
- ✓ Focus areas for coming fiscal year
  - Overhaul of the instrumentation and controls for the facilities
  - SCADA reliability and security
  - Implementation of predictive tools
  - Maximizing our CMMS system
  - Focus on small focused projects
- ✓ Addition of Cyber Security personnel to safeguard the organizations' operational systems

# Planning Services Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 4,538,200	\$ 6,272,400	\$ 1,610,100	\$ 6,450,600	\$ 178,200	2.8%	\$ 7,220,900
3.1 Electric	88,600	80,500	17,400	81,700	1,200	1.5%	82,000
4.2 Supplies & Other	475,800	726,400	160,000	564,900	(161,500)	-22.2%	565,000
4.3 Contractual Services	10,415,300	13,918,400	4,450,900	10,051,200	(3,867,200)	-27.8%	9,833,400
5.1 Capital Program Allocation	-	(1,776,200)		(47,500)	1,728,700	-97.3%	(1,300)
5.2 Shared Services	(378,400)	(60,000)	(40,000)	-	60,000	-100.0%	-
6.0 Capital Outlay	-	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 15,139,500</b>	<b>\$ 19,161,500</b>	<b>\$ 6,198,400</b>	<b>\$ 17,100,900</b>	<b>\$ (2,060,600)</b>	<b>-10.8%</b>	<b>\$ 17,700,000</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY2021 Percent Variance	FY 2022 Department Requested
Chief Planning Officer	\$ 368,600	\$ 408,900	\$ 104,100	\$ 382,000	\$ (26,900)	-6.6%	\$ 383,600
Systems Planning	4,842,900	2,433,100	1,373,000	2,960,700	527,600	21.7%	3,046,900
Asset Management	3,115,100	4,990,100	1,020,800	3,693,900	(1,296,200)	-26.0%	4,370,200
Systems Analytics	6,155,800	9,385,500	1,665,800	6,504,700	(2,880,800)	-30.7%	6,610,800
Capital Improvement Planning	657,100	1,943,900	2,034,700	3,559,600	1,615,700	83.1%	3,288,500
<b>Grand Total</b>	<b>\$ 15,139,500</b>	<b>\$ 19,161,500</b>	<b>\$ 6,198,400</b>	<b>\$ 17,100,900</b>	<b>\$ (2,060,600)</b>	<b>-10.8%</b>	<b>\$ 17,700,000</b>

# Planning Services (Centralized Services)

## Systems Planning

- Completion of the Wastewater Master Plan (CDM Smith)
- Begin Mini Water Master Plan
- Begin Long Term CSO Control Plan
- Begin providing Aquasight analysis tool to partner community

## Asset Management

- Completion of Strategic Asset Master Plan (CH2M Hill engineers)
- Slowed pace of Water Transmission System Pipe Integrity Program due to lessons learned from the pilot

## Systems Analytics

- Integrated East and West Side Sewer Modeling & Monitoring programs with overall Wastewater Master Plan eliminating overlap

## Capital Improvement Planning

- Begin system wide CIP with contractual services provided by AECOM

# Information Technology Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 5,977,100	\$ 7,550,300	\$ 2,232,900	\$ 7,761,300	\$ 211,000	2.8%	\$ 7,794,800
4.2 Supplies & Other	6,238,700	5,991,400	\$ 2,080,200	7,662,800	1,671,400	27.9%	7,138,800
4.3 Contractual Services	16,904,500	21,007,900	\$ 6,510,400	20,069,300	(938,600)	-4.5%	19,808,500
5.2 Shared Services	(5,409,100)	(3,185,700)	\$ (1,312,900)	(2,020,000)	1,165,700	-36.6%	(357,000)
6.0 Capital Outlay	2,249,100	4,890,500	\$ 1,659,500	5,503,300	612,800	12.5%	5,998,800
<b>Grand Total</b>	<b>\$ 25,960,300</b>	<b>\$ 36,254,400</b>	<b>\$ 11,170,100</b>	<b>\$ 38,976,700</b>	<b>\$ 2,722,300</b>	<b>7.5%</b>	<b>\$ 40,383,900</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
<b>Information Technology</b>	<b>\$ 25,960,300</b>	<b>\$ 36,254,400</b>	<b>\$ 11,170,100</b>	<b>\$ 38,976,700</b>	<b>\$ 2,722,300</b>	<b>7.5%</b>	<b>\$ 40,383,900</b>
Enterprise Asset Management Systems	\$ 5,371,300	\$ 5,914,000	\$ 1,572,700	\$ 9,685,800	\$ 3,771,800	63.8%	\$ 9,811,200
Business Productivity Systems	635,900	4,098,700	679,600	2,570,600	(1,528,100)	-37.3%	2,139,600
Infrastructure	14,779,500	19,432,400	7,238,300	19,802,900	370,500	1.9%	21,443,400
Security & Risk	223,500	403,200	96,300	459,800	56,600	14.0%	462,100
Service Delivery	3,123,300	3,807,700	870,700	3,875,200	67,500	1.8%	3,928,700
Project Management Office	1,164,000	1,622,600	465,900	1,704,200	81,600	5.0%	1,716,700
Office of the CIO	662,800	975,800	246,600	878,200	(97,600)	-10.0%	882,200
<b>Grand Total</b>	<b>\$ 25,960,300</b>	<b>\$ 36,254,400</b>	<b>\$ 11,170,100</b>	<b>\$ 38,976,700</b>	<b>\$ 2,722,300</b>	<b>7.5%</b>	<b>\$ 40,383,900</b>

## Information Technology (Centralized Services)

- Shared Services reimbursement decrease
- Implementation of Enterprise Asset Management System (EAM)
- Data Center Modernization

# Security and Integrity Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Categories	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 5,420,900	\$ 5,431,500	\$ 2,012,800	\$ 5,492,500	\$ 61,000	1.1%	\$ 5,520,000
4.2 Supplies & Other	502,000	378,500	61,400	453,100	74,600	19.7%	485,000
4.3 Contractual Services	312,400	314,100	36,400	345,300	31,200	9.9%	352,200
5.2 Shared Services	(487,700)	(325,000)	(108,400)	(331,500)	(6,500)	2.0%	(338,100)
<b>Grand Total</b>	<b>\$ 5,747,600</b>	<b>\$ 5,799,100</b>	<b>\$ 2,002,200</b>	<b>\$ 5,959,400</b>	<b>\$ 160,300</b>	<b>2.8%</b>	<b>\$ 6,019,100</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
<b>Security &amp; Integrity Area</b>	<b>\$ 5,747,600</b>	<b>\$ 5,799,100</b>	<b>\$ 1,488,157</b>	<b>\$ 5,959,400</b>	<b>\$ 160,300</b>	<b>2.8%</b>	<b>\$ 6,019,100</b>
HazMat	1,540,800	1,545,500	\$ 521,800	1,594,200	48,700	3.2%	1,666,800
Security and Integrity	4,206,800	4,253,600	\$ 1,480,400	4,365,200	111,600	2.6%	4,352,300
<b>Grand Total</b>	<b>\$ 5,747,600</b>	<b>\$ 5,799,100</b>	<b>\$ 2,002,200</b>	<b>\$ 5,959,400</b>	<b>\$ 160,300</b>	<b>2.8%</b>	<b>\$ 6,019,100</b>

## Security and Integrity (Centralized Services)

- Continuing the implementation of the Continuity of Operations Planning (COOP)
- Upgrading vehicle technology i.e. cellular hardware, monitor screen and the keyboard in each vehicle (24 vehicles)
- Purchase of racks, trays and lockboxes for security vehicles and the purchase of a new drone

# Chief Administrative & Compliance Officer Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 922,000	\$ 1,233,300	\$ 363,400	\$ 1,469,000	\$ 235,700	19.1%	\$ 1,475,300
4.2 Supplies & Other	20,800	23,100	8,700	28,100	5,000	21.6%	28,200
4.3 Contractual Services	3,562,200	3,911,300	1,497,700	4,089,200	177,900	4.5%	4,144,600
<b>Grand Total</b>	<b>\$ 4,505,000</b>	<b>\$ 5,167,700</b>	<b>\$ 1,869,800</b>	<b>\$ 5,586,300</b>	<b>\$ 418,600</b>	<b>8.1%</b>	<b>\$ 5,648,100</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Chief Administrative Officer	\$ 378,900	\$ 936,600	\$ 255,000	\$ 1,123,600	\$ 187,000	20.0%	\$ 1,131,600
Risk Management and Safety	1,785,300	4,231,100	1,614,800	4,462,700	231,600	5.5%	4,516,500
<b>Grand Total</b>	<b>\$ 2,164,200</b>	<b>\$ 5,167,700</b>	<b>\$ 1,869,800</b>	<b>\$ 5,586,300</b>	<b>\$ 418,600</b>	<b>8.1%</b>	<b>\$ 5,648,100</b>

# Chief Administrative & Compliance Officer (Administrative Services)

- Promote GLWA legislative and regulatory objectives with the support of a government relations contractor
- Expansion of the Risk Management Team

# General Counsel Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 817,800	\$ 941,400	\$ 332,100	\$ 971,900	30,500	3.2%	\$ 975,800
4.2 Supplies & Other	24,100	78,400	6,600	79,900	1,500	1.9%	81,500
4.3 Contractual Services	1,164,700	2,019,100	615,800	2,059,400	40,300	2.0%	2,100,500
<b>Grand Total</b>	<b>\$ 2,006,600</b>	<b>\$ 3,038,900</b>	<b>\$ 954,500</b>	<b>\$ 3,111,200</b>	<b>\$ 72,300</b>	<b>2.4%</b>	<b>\$ 3,157,800</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
General Counsel	\$ 2,006,600	\$ 3,038,900	\$ 954,500	\$ 3,111,200	\$ 72,300	2.4%	\$ 3,157,800
<b>Grand Total</b>	<b>\$ 2,006,600</b>	<b>\$ 3,038,900</b>	<b>\$ 954,500</b>	<b>\$ 3,111,200</b>	<b>\$ 72,300</b>	<b>2.4%</b>	<b>\$ 3,157,800</b>

## General Counsel (Administrative Services)

- Work collaboratively with GLWA customers to secure resolutions supporting GLWA's Industrial Pretreatment Program (IPP)
- Provide training for areas, groups and teams on contractual, real estate, employment and regulatory matters impacting GLWA
- Develop GLWA Templates

# Organizational Development Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 2,411,600	\$ 2,856,100	\$ 888,000	\$ 3,135,700	\$ 279,600	9.8%	\$ 3,149,700
4.2 Supplies & Other	222,800	210,300	86,200	419,000	208,700	99.2%	427,000
4.3 Contractual Services	580,000	1,300,000	137,900	866,500	(433,500)	-33.3%	1,131,500
5.2 Shared Services	(7,100)						
<b>Grand Total</b>	<b>\$ 3,207,300</b>	<b>\$ 4,366,400</b>	<b>\$ 1,112,100</b>	<b>\$ 4,421,200</b>	<b>\$ 54,800</b>	<b>1.3%</b>	<b>\$ 4,708,200</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Organizational Development	\$ 3,207,300	\$ 4,366,400	\$ 1,112,100	\$ 4,421,200	\$ 54,800	1.3%	\$ 4,708,200
<b>Grand Total</b>	<b>\$ 3,207,300</b>	<b>\$ 4,366,400</b>	<b>\$ 1,112,100</b>	<b>\$ 4,421,200</b>	<b>\$ 54,800</b>	<b>1.3%</b>	<b>\$ 4,708,200</b>

# Organizational Development (Administrative Services)

- Transfer of the Managed Services function from the vendor to Organizational Development
- Establishment of a Compensation Team
- Implementation of the third Apprenticeship Program EICT-E

# Public Affairs Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 526,000	\$ 728,300	\$ 217,300	\$ 755,100	\$ 26,800	3.7%	\$ 804,700
4.2 Supplies & Other	336,900	333,800	55,300	476,300	142,500	42.7%	432,000
4.3 Contractual Services	398,800	324,000	141,800	356,500	32,500	10.0%	356,500
<b>Grand Total</b>	<b>\$ 1,261,700</b>	<b>\$ 1,386,100</b>	<b>\$ 414,400</b>	<b>\$ 1,587,900</b>	<b>\$ 201,800</b>	<b>14.6%</b>	<b>\$ 1,593,200</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Public Affairs	\$ 1,261,700	\$ 1,386,100	\$ 414,400	\$ 1,587,900	\$ 201,800	14.6%	\$ 1,593,200
<b>Grand Total</b>	<b>\$ 1,261,700</b>	<b>\$ 1,386,100</b>	<b>\$ 414,400</b>	<b>\$ 1,587,900</b>	<b>\$ 201,800</b>	<b>14.6%</b>	<b>\$ 1,593,200</b>

## Public Affairs (Administrative Services)

- Year two of GLWA Brand Awareness Campaign (five-month broadcast/ digital initiative)
- Funding of GLWA five-year anniversary activities (one-time funding request)
- Implementation of the team member recognition program

# Financial Services Budget Summary

## Biennial Budget Request by Expense Category

Expense Category	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
<b>2.0 Personnel</b>	\$ 10,531,000	\$ 12,016,100	\$ 3,710,400	\$ 12,536,600	\$ 520,500	4.3%	\$ 12,583,500
3.0 Utilities	59,500	16,200	7,200	94,800	78,600	485.2%	96,500
4.2 Supplies & Other	391,100	629,600	118,900	654,700	25,100	4.0%	653,400
4.3 Contractual Services	2,904,600	2,523,900	944,400	2,711,000	187,100	7.4%	2,690,100
5.1 Capital Program Allocation	(90,700)	(78,500)	-	(84,900)	(6,400)	8.2%	(85,300)
5.2 Shared Services	(326,800)	(623,900)	(63,800)	(268,400)	355,500	-57.0%	(273,700)
<b>Grand Total</b>	<b>\$ 13,468,700</b>	<b>\$ 14,483,400</b>	<b>\$ 4,717,100</b>	<b>\$ 15,643,800</b>	<b>\$ 1,160,400</b>	<b>8.0%</b>	<b>\$ 15,664,500</b>

## Biennial Budget Request by Team

Team	FY 2019 Actual	FY 2020 Amended Budget	FY 2020 Activity as of 10.31.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
<b>CFO Services</b>	\$ 4,777,900	\$ 4,488,400	\$ 1,645,100	\$ 5,298,700	\$ 810,300	18.1%	\$ 5,265,000
Chief Financial Officer	678,100	840,400	268,600	828,900	(11,500)	-1.4%	831,800
Data Analytics & Internal Audit	633,700	544,000	221,100	750,500	206,500	38.0%	756,800
Financial Planning & Analysis	1,150,400	1,239,200	398,400	1,358,600	119,400	9.6%	1,369,400
Public Finance	1,147,400	878,400	333,000	1,014,300	135,900	15.5%	946,500
Reporting and Compliance	447,000	395,200	173,300	516,900	121,700	30.8%	519,200
Treasury	721,300	591,200	250,700	829,500	238,300	40.3%	841,300
<b>Business Operations Support Services</b>	<b>5,651,000</b>	<b>6,483,200</b>	<b>2,073,600</b>	<b>6,963,100</b>	<b>479,900</b>	<b>7.4%</b>	<b>6,989,500</b>
Procurement Director	2,596,200	2,715,300	915,900	3,111,600	396,300	14.6%	3,121,900
Logistics and Materials	1,691,400	1,723,900	679,400	1,921,300	197,400	11.5%	1,934,400
Owners' Representative	615,800	629,100	220,600	590,300	(38,800)	-6.2%	594,200
Transformation	747,600	1,414,900	257,700	1,339,900	(75,000)	-5.3%	1,339,000
<b>Financial Reporting &amp; Accounting</b>	<b>3,039,800</b>	<b>3,511,800</b>	<b>998,400</b>	<b>3,382,000</b>	<b>(129,800)</b>	<b>-3.7%</b>	<b>3,410,000</b>
<b>Grand Total</b>	<b>\$ 13,468,700</b>	<b>\$ 14,483,400</b>	<b>\$ 4,717,100</b>	<b>\$ 15,643,800</b>	<b>\$ 1,160,400</b>	<b>8.0%</b>	<b>\$ 15,664,500</b>

# Financial Services (Administrative Services)

The Financial Services budget increase in FY 2021 from the FY 2020 level is a result of

- Personnel
  - ✓ Procurement Director – Addition of 3 FTE: (1) Management Professional, (2) Professional Administrative Analysts to meet growing demands
- Utilites
  - ✓ Logistics & Materials - McKinstry Warehouse: New connection for Electric (previously shared); Gas now billed separately
- Contractual Services
  - ✓ Public Finance - Service Charges Consultant
  - ✓ Data Analytics & Internal Audit - Continuation of Construction Audit Services
- Shared Services
  - ✓ Treasury - Lower bank fees based on historical review



**GLWA**  
*Great Lakes Water Authority*

