



Audit Committee

Friday, December 18, 2020 at 8:00 a.m.

GLWater.org

Join by Microsoft Teams

Dial-In: 313-771-3116 Conference ID: 868 434 344#

[GLWA Audit Committee Meeting](#)

AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF MINUTES
 - A. November 20, 2020 (Page 1)
 - B. December 4, 2020 (Page 6)
5. PUBLIC PARTICIPATION
6. OLD BUSINESS
7. NEW BUSINESS
 - A. Proposed FY 2022 & FY 2023 Biennial Budget and Five-Year Plan (Page 8)
 - B. Proposed FY 2031 Ten-Year Financial Plan (Page 160)
8. REPORTS
 - A. CFO Report (Page 179)
 - B. Monthly Financial Report for September 2020 (Page 182)
 - C. Quarterly WRAP Report (Page 183)
 - D. Water Residential Assistance Program Redesign Implementation (Page 197) Update
 - E. Business Inclusion & Diversity Program Update (Page 206)
 - F. Quarterly Construction Work in Progress (CWIP) Report for (Page 208) FY 2021 Q1
9. COMMUNICATIONS
 - A. *The Procurement Pipeline* for December 2020 (Page 227)
10. LOOK AHEAD
 - A. Next Audit Committee Meeting: January 15, 2021 at 8:00 a.m.
11. OTHER MATTERS
12. ADJOURNMENT

Note: Binders 1, 2 and 3 have been combined in agenda order and document was renumbered. PDF pages 167-175 and page 178 are 11x17.



Great Lakes Water Authority

735 Randolph Street
Detroit, Michigan 48226
glwater.legistar.com

Meeting Minutes - Draft

Audit Committee

Friday, November 20, 2020

8:00 AM

Telephonic Meeting

Call-In Number: 1-313-771-3116

Conference ID: 868 434 344#

Telephonic Meeting

Call-In Number: 1-313-771-3116 Conference ID: 868 434 344#

1. Call To Order

Chairperson Baker called the meeting to order at 8:02 a.m.

2. Quorum Call

Present: 3 - Chairperson Brian Baker, Director Gary Brown, and Director John J. Zech

Committee Members Attendance Location:

Chairperson Baker (Clinton Township, Macomb County, Michigan)

Director Brown (Detroit, Wayne County, Michigan)

Note: Director Zech joined the meeting at 8:10 a.m. under Item 8.C.
(Quarterly Investment Report through September 20, 2020).

3. Approval of Agenda

Nicolette Bateson, Chief Financial Officer/Treasurer, requested to move Item 8.C.
(Quarterly Investment Report through September 20, 2020) after Public Comment.

Chairperson Baker requested a Motion to approve the Agenda as Amended.

Motion By: Gary Brown

Support: Brian Baker

Action: Approved as Amended

The motion carried unanimously.

4. Approval of Minutes

4.A. [2020-411](#) Audit Committee Minutes of October 23, 2020

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [4A Audit Committee Meeting Minutes - October 23, 2020](#)

Chairperson Baker requested a Motion to approve the October 23, 2020 Audit Committee Meeting Minutes.

Motion By: Gary Brown

Support By: Brian Baker

Action: Approved

The motion carried by a unanimous vote.

5. Public Comment

There were no public comments.

8.C. [2020-419](#) Quarterly Investment Report through September 20, 2020

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [8C1 Quarterly Investment Report Cover Memo September 2020](#)

[8C2 Quarterly Investment Report September 2020](#)

Motion By: Gary Brown

Support By: John J. Zech

Action: Received and Filed

The motion carried by a unanimous vote.

6. Old Business**6.A.** [2020-412](#) FY 2020 Yearend Financial Audit Update

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [6A FY 2020 Annual Financial Audit Update Memo Nov 2020 v2](#)

[6A1 Baker Tilly Annual Financial Audit Update Nov 2020](#)

Motion By: Gary Brown

Support By: John J. Zech

Action: Received and Filed

The motion carried by a unanimous vote.

6.B. [2020-413](#) Water Residential Assistance Program Evaluation - Project Update

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [6B1 Update WRAP Evaluation Process Update](#)
[6B2 PSC Memo WRAP Advisor Implementation Support 11042020](#)

Motion By: John J. Zech
Support By: Gary Brown
Action: Received and Filed
The motion carried by a unanimous vote.

6.C. [2020-414](#) Shared Service Update

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [6C Shared Services Update 11.20.2020](#)

Motion By: Gary Brown
Support By: John J. Zech
Action: Received and Filed
The motion carried by a unanimous vote.

6.D. [2020-415](#) Business Inclusion & Diversity Plan - Continued Review of Procurement Policy Amendment & Work Plan

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [6D1 Proposed Procurement Policy Amendment for Business Inclusion Diversity Program](#)
[6D2 Proposed Procurement Policy Update for BID 11.20](#)
[6D3 Board Letter- Proposed Procurement Policy Amendment 11.20.2020](#)
[6D4 Procurement Policy Amendment Fall 2020 Working Draft 11.20.2020](#)

Motion By: John J. Zech
Support By: Gary Brown
Action: Recommended for Approval to the Board of Directors
Agenda of November 25, 2020
The motion carried by a unanimous vote.

7. New Business

7.A. [2020-416](#) Proposed Calendar Year 2021 Audit Committee Meeting Dates

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [7A1 FY 2021 Audit Committee Meeting Calendar](#)
 [7A2 Audit Committee Proposed FY 2021 Meeting Schedule Notice](#)

Motion By: John J. Zech

Support By: Gary Brown

Action: Approved

The motion carried by a unanimous vote.

8. Reports**8.A.** [2020-417](#) CFO Report

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [8A CFO Report November 2020](#)
 [8A1 CFO Report- Responses to Questions from October Audit Committee Meeting](#)
 [8A2 CFO Report Exhibit A-WRAP History](#)
 [8A3 CFO Report Exhibit B- Debt Svc Reconciliation](#)
 [8A4 Water Units of Service Presentation 111920](#)
 [8A5 Sewer Units of Service Presentation 111920](#)

Motion By: Gary Brown

Support By: John J. Zech

Action: Received and Filed

The motion carried by a unanimous vote.

8.B. [2020-418](#) Monthly Financial Report for August 2020

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [8B August 2020 Financial Report - Tagetik](#)

Motion By: Gary Brown

Support By: John J. Zech

Action: Received and Filed

The motion carried by a unanimous vote.

8.D. [2020-420](#) Quarterly Debt Report through September 30, 2020

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [8D1 Quarterly Debt Report as of 9.30.2020](#)

Motion By: Gary Brown

Support By: John J. Zech

Action: Received and Filed

The motion carried by a unanimous vote.

9. Communication**9.A.** [2020-421](#) The Procurement Pipeline for November 2020

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [9A November 2020 Procurement Pipeline_Final](#)

Motion By: John J. Zech

Support By: Gary Brown

Action: Received and File

The motion carried by a unanimous vote.

10. Look Ahead

A Special Audit Committee Meeting has been scheduled for Friday, December 4, 2020 at 8:00 a.m.

The next regular Audit Committee Meeting is scheduled for Friday, December 18, 2020 at 8:00 a.m.

11. Other Matters

None

12. Adjournment

Chairperson Baker requested a Motion to Adjourn.

Motion By: Gary Brown

Support By: John J. Zech

Action: Approved

The motion carried by a unanimous vote.

There being no further business, the meeting was adjourned at 10:00 a.m.



Great Lakes Water Authority

735 Randolph Street
Detroit, Michigan 48226
glwater.legistar.com

Meeting Minutes - Draft

Audit Committee

Friday, December 4, 2020

8:00 AM

Telephonic Meeting

Special Telephonic Meeting

Call-In Number: 1-313-771-3116

Conference ID: 868 434 344#

1. Call To Order

Chairperson Baker called the Special meeting to order at 8:00 a.m.

2. Quorum Call

Present: 3 - Chairperson Brian Baker, Director Gary Brown, and Director John J. Zech

Committee Members Attendance Location:

Chairperson Baker (Clinton Township, Macomb County, Michigan)

Director Brown (Detroit, Wayne County, Michigan)

Director Zech (Canton Township, Wayne County, Michigan)

3. Approval of Agenda

Chairperson Baker requested a Motion to approve the Agenda.

Motion By: John J. Zech

Support By: Gary Brown

Action: Approved

The motion carried by a unanimous vote.

4. Approval of Minutes

None

5. Public Comment

There were no public comments.

6. Old Business

A. [2020-439](#) Review and Approval of Audit and Related Draft Financial Reports Pertaining to the Fiscal Year Ended June 30, 2020

Sponsors: Nicolette Bateson

Indexes: Finance

Attachments: [6A FY 2020 Annual Financial Audit Update Memo Dec 4 2020](#)

2020-TBD Approval of Audit and Related Draft Financial Reports
Pertaining to FY Ended June 30, 2020

6A1 GLWA CAFR Draft as of 12.2.2020

6A2 GLWA Audit Presentation 11-13-2020

6A3 GLWA AUDIT RESULTS DRAFT 11.24.20

6A4 Management Letter- Informal

6A5 Great Lakes Water Authority SA 6-30-20 Final 11-6-2020

6A6 FY 2020 CAFR Highlights

Motion By: Gary Brown

Support By: John J. Zech

Action: Recommended to the Board of Directors

Agenda of December 17, 2020 to Receive and File the Reports for FY 2020, and authorizing staff to proceed with completing and filing the audit with the state of Michigan and other parties before December 31, 2020.

The motion carried by a unanimous vote.

7. New Business

None

8. Reports

None

9. Look Ahead

The next Audit Committee Meeting is scheduled for Friday, December 18, 2020 at 8:00 a.m.

10. Other Matters

None

11. Adjournment

Chairperson Baker requested a Motion to Adjourn.

Motion By: Gary Brown

Support By: John J. Zech

Action: Approved

The motion carried by a unanimous vote.

There being no further business, the meeting was adjourned at 8:42 a.m.



Financial Services Audit Committee Communication

Date: December 18, 2020

To: Great Lakes Water Authority Audit Committee

From: Lisa L Mancini, Financial Planning & Analysis Manager

Re: Discussion Draft: FY 2022 & FY 2023 Biennial Budget and Five-Year Plan

Background: In accordance with service agreements with the Great Lakes Water Authority (GLWA) member partners, the budget and charges for the next fiscal year are annually presented in January each year. To accommodate that schedule, the budget process for the GLWA begins early in the fiscal year. This year, we are presenting draft budget materials to the Audit Committee in December. *Please note that there continues to be refinements within the operations and maintenance budget, but the total for that category will remain the same as we move toward the complete draft budget document for presentation at the next Audit Committee meeting on January 15, 2021 at 8:00 am.*

Analysis: Attached are the following related to the discussion of the FY 2022 & 2023 Biennial Budget and Five-Year Plan.

- ✓ Top Ten FY 2022+ Financial Plan Highlights Presentation that spans the FY 2022 & FY 2023 Biennial Budget and Five-Year plan in addition to the FY 2031 Ten-year Financial Plan prepared by The Foster Group
- ✓ Draft operating area budgets for operations and maintenance (O&M) activities; the flow of the individual area documents follow the flow below with key matters for the proposed budget highlighted in yellow
 - Highlights from each operating area chief
 - Contracts
 - Organization
 - Biennial Budget Request
 - Personnel Budget
 - Five Year Financial Plan
 - Capital Outlay
- ✓ Line Item Budget and Financial Plan Schedule of upcoming activities and due dates related to the budget cycle

Proposed Action: Receive and file the discussion draft of the FY 2022 & FY 2023 Biennial Budget and Five-Year Plan.

Proposed FY 2022+ Financial Plan - Top Ten Highlights

*GLWA Audit Committee Meeting
December 18, 2020*



What is GLWA's "Financial Plan"?

What is GLWA's financial plan?

The financial plan is a set of documents that transparently charts the financial course on a path of long-term sustainability.

Why focus on a long-term plan?

Decisions decades ago impact today; decisions we make today impact future generations. This is the basis for achieving affordability.

What goes into a financial plan?

Extensive input, analysis, and collaboration by subject matter experts that span finance, engineering, legal, and operations, both internal and external to GLWA.

What are the Financial Plan documents?

- ✓ FY 2022 & FY 2023 Biennial Budget and Five Year Plan (FY 2022 – FY 2026)
- ✓ Ten Year Financial Plan through FY 2031
- ✓ FY 2022 – FY 2026 Five Year Capital Improvement Plan
- ✓ Cost of Service Study – FY 2022

Top Ten Highlights



Proposed FY 2022+ Financial Plan - Top Ten Highlights

1. Earliest & Best Available Information – *Ever!*
2. FY 2022 & FY 2023 Biennial Budget Overall: Goals Set -> Goals Met
3. Operations & Maintenance Budget – Dynamic Increases & Decreases
4. FY 2022 Charges Predictor – Water
5. FY 2022 Charges Predictor – Sewer
6. Ten Year Plan – Water System – Persistent Capital and O&M Pressures
7. Ten Year Plan – Sewer System – Achieving the long-term sustainability objective is within sight
8. Key Assumptions – Beyond Our Control
9. Key Assumptions - Things We Can Control
10. Yes, Our Sector has Challenges; We are Prepared to Address

#1 – Earliest, Best Available Information – *Ever!*

- ✓ Most complete budget information for decision making at this point in the fiscal year
- ✓ Matured organization with strong working relationship between Financial Planning & Analysis with operations and administration
- ✓ Four full fiscal years of audited financial history
- ✓ Stability of overall charge methodology at this point in the financial planning cycle

#2 - FY 2022 & FY 2023 Biennial Budget Overall: Goals Set -> Goals Met

- ✓ **The Promise:** Able to deliver an overall financial plan for FY 2022 and FY 2023 that holds revenue requirement increases below the 4% promise
- ✓ **Charges:** Resulting FY 2022 proposed charge adjustments reflect constraints within the goal to maintain stability for Member Partners
- ✓ **Sustainability & Affordability:** Facilitates progress towards long-term sustainability and affordability objectives
- ✓ **Quality:** Provides for progress on key initiatives that ensures the quality and reliability of our services and the impact on the environment

#3 Operations & Maintenance Budget – Dynamic Increases & Decreases

Overall FY 2022 GLWA operating budget meets objective of 2% annual increase compared to originally approved FY 2021 Budget

- ✓ Water **increase** is ~ 6%, Sewer **decrease** ~ 1%
- ✓ Water Operations budget pressure, particularly Chemical expense and Contractual Services
- ✓ Wastewater Operations budget savings in Contractual Services and Utilities
- ✓ Adjustments to Water / Sewer Unallocated Reserves to reflect recent performance
- ✓ Moderate focus shift of Systems Planning efforts from Sewer to Water

FY 2023 operating budget increase is also 2%

- ✓ Less variation in Water / Sewer impacts
- ✓ Water increase 2.8%, Sewer increase 1.4%

#4 - FY 2022 Charges Predictor – Water

Preliminary proposed FY 2022 Water System Charge Adjustment is a 2.0% increase

- ✓ System Charge Adjustment = the amount by which revenues from existing charges must be adjusted to meet budgeted revenue requirements
- ✓ Charge Adjustments for individual Member Partners will vary
- ✓ This is projected to produce a \$6.75 million revenue increase and becomes the foundational assumption for the rest of the budgeted revenue requirements
- ✓ Resulting plan reflects:
 - ✓ A negative investment earnings budget variance of \$3.6 million
 - ✓ A positive sales (volume) revenue budget variance of \$0.8 million
 - ✓ An overall budgeted revenue requirement increase of \$3.9 million
 - ✓ Budgeted contributions to I&E are less than the amended FY 2021 Budget by \$370K

#5 FY 2022 Charges Predictor – Sewer

Preliminary proposed FY 2022 Sewer *System Charge Adjustment* is a 0.2% decrease

- ✓ This is the result of a commitment to hold overall charge revenue recovered via SHARES at the same level as the existing charges
 - ✓ Charge Adjustments for individual Member Partners will vary based on new SHARES
- ✓ Resulting plan reflects:
 - ✓ A negative budgeted revenue variance of \$5.96 million related to the end of the recognition of the OMID contribution to meet revenue requirements
 - ✓ The preliminary decision to not include any bad bad Highland Park debt expense in the FY 2022 charges to suburban wholesale Member Partners
 - ✓ A negative investment earnings budget variance of \$4.2 million
 - ✓ An overall budgeted revenue requirement **decrease** of \$9.5 million
 - ✓ Budgeted contributions to I&E are lower than the amended FY 2021 Budget by \$6.3 million

#6 - Ten Year Plan – Water System – Continuing Capital and O&M Pressures

Over-delivers on The Promise with heavy caution on debt service

- ✓ Assuming future annual revenue requirement increases of 3% (less than the 4% Promise)
- ✓ Results in annual forecasted Water CIP requirements (at a 75% Spend Rate Assumption) that become more reliant on debt rather than I&E funding (i.e. Paygo)
- ✓ This, coupled with the increasing relative GLWA operating expense results in a fairly static forecast for Water
- ✓ Debt service coverage ratios (from the Regional System revenues) and related metrics are projected to decline under these assumptions
- ✓ Increasing performance on capital improvement program delivery could result in needing a revenue adjustment assumption higher than 3% and additional debt service

#7 - Ten Year Plan – Sewer System – Achieving the long-term sustainability objective is within sight

Demonstrates achievement of desired, comprehensive planning objectives

- ✓ Assuming future annual revenue requirement increases of 3% (less than the 4% Promise)
- ✓ The average annual forecasted Sewer CIP requirements (at a 75% Spend Rate Assumption) become less reliant on debt and more on I&E funding (i.e. Paygo)
- ✓ This, coupled with the moderate operating expense adjustments results in a forecast for the Sewer System in alignment with the desired strategy
- ✓ Debt service coverage ratios (from the Regional System revenues) and related metrics are projected to increase under these assumptions

#8 Key Assumptions – Beyond Our Control

- ✓ Pension Funding Needs for legacy closed General Retirement System pension plan
- ✓ Economic Impact on Investment Portfolio
- ✓ Construction Cost Increases
- ✓ Cash collections at the local system level
 - ✓ Turning “booked” revenues into “cash” receipts
- ✓ New regulatory requirements
- ✓ Labor Market

#9 – Key Assumptions - Things We Can Control

- ✓ Manage the pace of capital spending
- ✓ Manage the pace of change
- ✓ Smooth out charge and budget adjustments
- ✓ Strategic focus on operational and financial flexibility to navigate those things that are beyond our control

#10 - Yes, Our Sector has Challenges; We are Prepared to Address

- ✓ Maintenance intensive industry requiring continual reinvestment of capital
- ✓ Declining use of potable water and the associated reduced demand
- ✓ Regulatory concerns for both the Water and the Wastewater Systems
- ✓ Affordability





Financial Services Audit Committee Communication

Operations & Maintenance Budget by Operating Area Table of Contents

Section 1 – Overview

Section 2 – Area and Group FY 2022 & 2023 Operating Budget & Five-Year Financial Plan

Section 2A – Water System Operations

Water Operations

Section 2B – Wastewater (Sewer) System Operations

Wastewater Operations Group

Wastewater Pump Stations

Section 2C – Centralized Services

Planning Services

Systems Control

Facility Operations

Fleet Operations

Field Service Operations

Energy, Research & Innovation

Information Technology

Security & Integrity

Section 2D – Administrative Services

Board of Directors

Chief Executive Officer

Chief Administrative & Compliance Officer

General Counsel

Public Affairs

Organizational Development

Financial Services

Section 3 – Supplemental Analysis

Centralized & Administrative Services Allocation



Financial Services Audit Committee Communication

Work-in-Progress Notes - Draft FY 2022+ Budget as of December 18, 2020

The schedules below provide detail as it relates to the overall draft Operations and Maintenance budget. There are some refinements that the GLWA administration is working through as we prepare a proposed budget document for presentation in January 2021. Administration is committed, however, to the "top line" revenue requirement that includes the sum of O&M and the other key elements such as the contribution to the Improvement & Extension Funds being proposed to the Audit Committee.

Examples of open refinements:

1. Recent renewal rates and open enrollment census that become effective January 1, 2021. The impact will be an increase to fringe benefits to operating areas with an offset from other sections of the budget.
2. Final review of staffing is underway which may be offset with conversion of contractors to team members.
3. Labor market strategy and recruitment and retention efforts.
4. Evaluation of the sufficiency of the Unallocated Reserve to accommodate some of the above items.

Table 1 - Budget Trend by Major Category

Category	FY 2020 Amended Budget	FY 2020 Actual	FY 2021 Board Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
A - Water Operations	66,021,100	68,889,800	71,966,400	74,976,530	77,470,172	79,701,892	82,910,848	85,002,978
B - Sewer Operations	115,985,200	105,782,700	115,676,400	113,608,916	115,616,585	119,148,160	122,441,095	126,001,738
C - Centralized Services	97,731,600	102,810,200	102,721,300	105,205,203	106,274,956	106,845,944	106,987,475	107,672,957
D - Administrative Services	29,028,000	28,872,000	31,709,300	34,803,316	35,802,459	36,287,429	36,482,118	37,118,581
Grand Total	308,765,900	306,354,700	322,073,400	328,593,965	335,164,172	341,983,425	348,821,535	355,796,253
FY 2020 - Achievement of Budget		99.2%						
Variance from Prior Year Budget	FY 2020 Amended Budget	FY 2020 Performance Actual	FY 2021 Board Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
A - Water Operations		4.3%	9.0%	4.2%	3.3%	2.9%	4.0%	2.5%
B - Sewer Operations		-8.8%	-0.3%	-1.8%	1.8%	3.1%	2.8%	2.9%
C - Centralized Services		5.2%	5.1%	2.4%	1.0%	0.5%	0.1%	0.6%
D - Administrative Services		-0.5%	9.2%	9.8%	2.9%	1.4%	0.5%	1.7%
Grand Total		-0.8%	4.3%	2.0%	2.0%	2.0%	2.0%	2.0%

Table 2 – Expenses by Major Category

O&M Expense Categories by Operating Area	Actual			FY 2021 Board Adopted Budget	FY 2021 Activity thru 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
	FY 2018 Activity thru 06.30.2018	FY 2019 Activity thru 06.30.2019	FY 2020 Activity thru 06.30.2020							
2.0 Personnel	95,525,800	98,588,800	104,266,400	110,333,100	26,169,423	112,148,607	114,309,216	115,854,679	116,348,262	116,841,862
A Water Operations	17,554,200	19,349,000	20,747,300	20,765,100	5,362,188	20,922,655	21,018,188	21,113,721	21,209,254	21,304,787
B Wastewater Operations	35,353,900	36,668,300	36,296,300	37,871,500	8,781,507	38,179,705	39,416,874	39,575,074	39,733,274	39,891,474
C Centralized Services	27,601,700	26,877,400	29,530,300	32,276,800	7,630,193	32,632,874	33,102,330	34,243,993	34,398,126	34,552,276
D Administrative Services	15,016,000	15,694,100	17,692,500	19,419,700	4,395,537	20,413,374	20,771,824	20,921,891	21,007,608	21,093,325
3.0 Utilities	53,694,000	51,395,600	51,152,700	51,937,000	13,727,981	51,060,181	51,387,129	51,757,806	52,137,321	52,525,175
A Water Operations	26,801,100	26,130,400	27,670,400	26,153,800	8,017,013	26,669,800	26,669,800	26,669,800	26,669,800	26,669,800
B Wastewater Operations	26,732,700	25,037,200	23,388,100	25,531,600	5,682,986	24,145,793	24,470,600	24,839,100	25,216,400	25,602,000
C Centralized Services	139,100	168,500	65,900	156,800	21,696	152,550	152,850	153,150	153,450	153,750
D Administrative Services	21,100	59,500	28,300	94,800	6,286	92,038	93,879	95,756	97,671	99,625
4.1 Chemicals	12,877,700	13,275,600	14,241,800	13,419,800	4,093,970	16,044,300	16,172,700	16,292,100	16,357,700	16,454,000
A Water Operations	4,804,700	5,088,800	5,569,400	5,053,900	1,835,396	6,662,600	6,662,600	6,662,600	6,662,600	6,662,600
B Wastewater Operations	8,073,000	8,186,800	8,672,400	8,365,900	2,258,574	9,381,700	9,510,100	9,629,500	9,695,100	9,791,400
C Centralized Services				-	-					
4.2 Supplies & Other	34,950,100	37,119,900	35,402,400	38,620,800	8,214,355	39,427,138	38,703,765	37,934,873	38,170,543	38,884,397
A Water Operations	4,068,900	5,023,700	4,509,600	5,168,800	907,022	4,779,100	4,784,100	4,779,100	4,779,100	4,779,100
B Wastewater Operations	13,064,300	18,411,600	15,908,900	14,241,900	4,091,803	15,958,736	15,593,976	14,559,916	14,495,710	14,707,550
C Centralized Services	11,799,300	12,505,100	13,811,500	17,306,900	2,911,629	16,357,852	15,803,948	16,023,682	16,271,925	16,721,803
D Administrative Services	6,017,600	1,179,500	1,172,400	1,903,200	303,901	2,331,450	2,521,741	2,572,176	2,623,808	2,675,945
4.3 Contractual Services	100,456,700	101,873,100	106,371,700	106,154,600	24,625,678	106,444,559	107,550,167	106,215,578	106,409,574	106,959,715
A Water Operations	9,168,600	15,826,500	12,365,700	14,900,700	2,619,003	15,223,036	15,228,039	15,214,540	15,197,543	15,202,546
B Wastewater Operations	28,069,600	25,834,200	23,737,200	26,725,600	6,072,305	23,893,638	23,985,278	23,781,758	24,059,778	24,345,690
C Centralized Services	51,687,700	49,343,700	59,977,500	54,381,700	14,413,471	56,076,914	57,056,019	55,724,440	55,439,188	55,475,803
D Administrative Services	11,530,800	10,868,700	10,291,300	10,146,600	1,520,899	11,250,971	11,280,832	11,494,840	11,713,065	11,935,676
5.1 Capital Program Allocation	(1,683,300)	(3,380,700)	(3,347,200)	(3,447,700)	(777,248)	(3,391,514)	(3,419,771)	(3,434,255)	(3,448,739)	(3,463,222)
A Water Operations	(582,700)	(1,873,300)	(2,030,200)	(1,805,200)	(497,412)	(2,002,914)	(2,011,317)	(2,019,720)	(2,028,123)	(2,036,526)
B Wastewater Operations	(969,600)	(1,325,900)	(1,183,400)	(1,325,800)	(252,388)	(1,260,555)	(1,279,908)	(1,285,488)	(1,291,067)	(1,296,647)
C Centralized Services	(125,300)	(90,800)	(96,500)	(231,800)	(23,936)	(98,521)	(98,896)	(99,270)	(99,645)	(100,020)
D Administrative Services	(5,700)	(90,700)	(37,100)	(84,900)	(3,512)	(29,524)	(29,651)	(29,777)	(29,904)	(30,030)
5.2 Shared Services	(9,908,100)	(7,139,400)	(1,733,700)	(3,412,900)	(1,131,241)	(1,892,500)	(1,927,300)	(1,963,000)	(1,999,200)	(2,036,000)
A Water Operations	(141,100)	(351,500)	57,600	-	-	-	-	-	-	-
B Wastewater Operations	(293,000)	(713,700)	(1,036,800)	(338,200)	(84,556)	(344,900)	(351,900)	(359,000)	(366,300)	(373,400)
C Centralized Services	(9,438,300)	(5,740,300)	(589,400)	(2,806,300)	(1,005,855)	(1,378,900)	(1,406,300)	(1,434,500)	(1,463,100)	(1,492,400)
D Administrative Services	(35,700)	(333,900)	(165,100)	(268,400)	(40,830)	(168,700)	(169,100)	(169,500)	(169,800)	(170,200)
7.0 Unallocated Reserve				8,468,700	-	8,753,195	12,388,266	19,325,644	24,846,073	29,630,326
A Water Operations				1,729,300	-	2,722,253	5,118,762	7,281,851	10,420,674	12,420,671
B Wastewater Operations				4,603,900	-	3,654,800	4,271,566	8,407,300	10,898,200	13,333,670
C Centralized Services				1,637,200	-	1,462,434	1,665,004	2,234,450	2,287,530	2,361,745
D Administrative Services				498,300	-	913,708	1,332,934	1,402,043	1,239,669	1,514,240
Grand Total	285,912,900	291,732,900	306,354,100	322,073,400	74,922,917	328,593,965	335,164,172	341,983,425	348,821,535	355,796,253

Table 3 – Major Category with Cost Center Detail

Area and Cost Center	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
A Water System Operations	71,966,400	18,259,999	74,976,530	3,010,130	4.2%	77,470,171	79,701,892	82,910,848	85,002,978
882001 - COO - Water Operations & Field Services	462,900	128,352	486,052	23,152	5.0%	487,764	489,476	491,189	492,901
882101 - Water Director	1,724,200	352,456	1,800,747	76,547	4.4%	1,807,199	1,813,651	1,820,103	1,826,555
882111 - Water Engineering	1,360,900	289,875	1,308,236	(52,664)	-3.9%	1,311,284	1,309,332	1,312,379	1,315,427
882121 - Water Quality	1,944,700	555,541	1,964,549	19,849	1.0%	1,978,676	1,999,803	1,991,930	2,006,058
882131 - Water Works Park	8,729,500	1,868,562	9,053,055	323,555	3.7%	9,067,520	9,066,685	9,081,150	9,095,615
882141 - Springwells Water Plant	13,631,400	4,258,676	13,616,489	(14,911)	-0.1%	13,631,030	13,642,272	13,656,814	13,671,356
882151 - Northeast Water Plant	10,229,900	2,300,437	10,786,358	556,458	5.4%	10,799,252	10,809,845	10,822,738	10,835,631
882161 - Southwest Water Plant	9,407,500	2,123,622	9,807,919	400,419	4.3%	9,825,712	9,836,205	9,848,998	9,861,791
882171 - Lake Huron Water Plant	12,031,300	2,906,015	12,594,771	563,471	4.7%	12,606,872	12,616,672	12,628,773	12,640,874
882321 - Ford Rd Pumping Station	423,700	188,812	423,700	0	0.0%	423,700	423,700	423,700	423,700
882322 - Eastside Pumping Station	53,000	8,972	53,500	500	0.9%	53,500	53,500	53,500	53,500
882323 - Northwest Pumping Station	27,000	7,719	35,700	8,700	32.2%	35,700	35,700	35,700	35,700
882324 - West Service Center Pumping Station	799,300	216,504	798,700	(600)	-0.1%	798,700	798,700	798,700	798,700
882325 - Michigan Ave Pumping Station	102,000	25,330	105,700	3,700	3.6%	105,700	105,700	105,700	105,700
882326 - West Chicago Rd Pumping Station	36,000	3,598	37,000	1,000	2.8%	37,000	37,000	37,000	37,000
882327 - Electric Ave Pumping Station	19,500	2,555	21,500	2,000	10.3%	21,500	21,500	21,500	21,500
882328 - Orion Township Pumping Station	74,500	26,802	73,500	(1,000)	-1.3%	73,500	73,500	73,500	73,500
882329 - North Service Center Pumping Station	2,416,000	651,687	2,461,000	45,000	1.9%	2,461,000	2,461,000	2,461,000	2,461,000
882330 - Adams Road Pumping Station	605,000	212,657	605,000	0	0.0%	605,000	605,000	605,000	605,000
882331 - Newburgh Pumping Station	390,000	116,812	380,000	(10,000)	-2.6%	380,000	380,000	380,000	380,000
882332 - Franklin Road Pumping Station	915,000	229,097	875,000	(40,000)	-4.4%	875,000	875,000	875,000	875,000
882333 - Roseville Pumping Station	0	0	300	300	0.0%	300	300	300	300
882334 - Wick Road Pumping Station	589,500	185,801	605,500	16,000	2.7%	605,500	605,500	605,500	605,500
882335 - Joy Road Pumping Station	657,500	186,645	662,500	5,000	0.8%	662,500	662,500	662,500	662,500
882336 - Schoolcraft Pumping Station	416,000	118,452	433,000	17,000	4.1%	433,000	433,000	433,000	433,000
882337 - Ypsilanti Pumping Station	406,800	130,762	384,000	(22,800)	-5.6%	384,000	384,000	384,000	384,000
882338 - Imlay Pumping Station	2,305,000	875,269	2,405,000	100,000	4.3%	2,405,000	2,405,000	2,405,000	2,405,000
882339 - Rochester Pumping Station	231,000	189,832	218,000	(13,000)	-5.6%	218,000	218,000	218,000	218,000
882340 - Haggerty Road Pumping Station	248,000	99,157	257,500	9,500	3.8%	257,500	257,500	257,500	257,500
887601 - Water System Operations Unallocated	1,729,300	0	2,722,253	992,953	57.4%	5,118,762	7,281,851	10,420,674	12,420,671
B Sewer System Operations	115,676,400	26,837,109	113,608,916	(2,067,484)	-1.8%	115,616,585	119,148,160	122,441,095	126,001,738
892001 - Chief Operating Officer Wastewater	2,667,300	436,709	2,833,222	165,922	6.2%	2,343,443	1,852,565	1,859,486	1,771,607
892201 - Wastewater Director	5,136,200	1,135,651	6,396,950	1,260,750	24.5%	6,542,164	6,412,917	6,484,971	6,559,325
892211 - Wastewater Engineering	2,453,300	592,017	2,635,495	182,195	7.4%	2,701,938	2,721,481	2,741,124	2,761,367
892221 - Wastewater Operations	26,683,500	5,421,294	22,126,559	(4,556,941)	-17.1%	22,670,632	23,054,193	23,452,018	23,854,649
892222 - Wastewater Process Control	5,229,700	871,672	4,540,724	(688,976)	-13.2%	4,102,104	4,112,623	4,015,212	4,111,452
892223 - Wastewater Primary Process	7,836,000	2,300,346	8,154,706	318,706	4.1%	8,285,629	8,181,697	8,178,064	8,284,432
892224 - Wastewater Secondary Process	9,847,600	2,680,248	10,338,449	490,849	5.0%	10,353,701	10,281,763	10,335,626	10,418,889
892225 - Wastewater Dewatering Process	6,176,300	1,558,485	6,436,966	260,666	4.2%	6,592,269	6,427,096	6,456,622	6,556,249
892226 - Wastewater Incineration Process	5,167,800	1,282,753	6,173,836	1,006,036	19.5%	6,407,501	6,220,526	6,283,252	6,316,049
892227 - BDF, COF & Hauling	20,297,500	4,863,801	20,257,672	(39,828)	-0.2%	20,664,921	20,752,507	20,861,293	20,989,779
892231 - Industrial Waste Control	2,496,300	639,748	2,398,319	(97,981)	-3.9%	2,439,898	2,451,988	2,640,247	2,849,547
892235 - Wastewater Laboratories	4,558,500	1,057,204	3,971,237	(587,263)	-12.9%	4,152,319	4,172,460	4,202,402	4,289,844
892269 - Suburban Only Green Infrastructure Allo	0	0	388,900	388,900	0.0%	392,800	396,700	400,700	404,700
892270 - Combined Sewer Overflow	4,677,400	950,924	4,512,160	(165,240)	-3.5%	4,769,760	4,743,743	4,790,557	4,835,380
892271 - Puritan Fenkell Combined Sewer Overflow	301,100	58,795	306,500	5,400	1.8%	313,750	317,300	318,800	322,000
892272 - 7 Mile Combined Sewer Overflow	152,100	52,744	164,170	12,070	7.9%	168,750	171,350	173,360	175,270
892273 - Hubble Southfield CSO	447,800	130,385	568,330	120,530	26.9%	572,130	582,200	586,200	588,840
892274 - Leib Combined Sewer Overflow	152,000	166,863	305,800	153,800	101.2%	310,800	356,900	359,500	362,200
892275 - St Aubin Combined Sewer Overflow	140,300	67,991	278,950	138,650	98.8%	201,050	204,700	206,900	209,400
892276 - Connor Creek Combined Sewer Overflow	1,268,200	547,207	2,102,760	834,560	65.8%	2,112,310	2,148,400	2,313,400	2,203,300
892277 - Baby Creek Combined Sewer Overflow	1,119,800	280,451	972,910	(146,890)	-13.1%	1,027,160	1,115,400	793,100	745,800
892278 - Oakwood Combined Sewer Overflow	1,280,000	333,302	1,290,740	10,740	0.8%	1,453,570	1,300,340	1,333,050	1,305,770
892279 - Belle Isle Combined Sewer Overflow	(400)	57,813	31,360	31,760	-7940.0%	4,820	4,210	3,210	2,020

Area and Cost Center	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
B Sewer System Operations (Continued)									
892342 - Belle Isle Pumping Station	(6,000)	(8,208)	(8,800)	(2,800)	46.7%	(10,000)	(11,200)	(12,400)	(13,600)
892343 - Blue Hill Pumping Station	132,500	12,111	99,200	(33,300)	-25.1%	97,700	96,100	94,500	92,900
892345 - Conner Pumping Station	870,000	195,003	725,000	(145,000)	-16.7%	725,000	725,000	725,000	725,000
892346 - Fairview Pumping Station	535,000	349,557	555,000	20,000	3.7%	555,000	555,000	555,000	555,000
892347 - Fischer Pumping Station	(5,100)	(2,304)	300	5,400	-105.9%	100	(200)	(500)	(700)
892348 - Fox Creek Pumping Station	2,000	84	1,000	(1,000)	-50.0%	1,000	1,000	1,000	1,000
892349 - Freud Pumping Station	357,500	199,673	390,500	33,000	9.2%	390,500	390,500	390,500	390,500
892350 - Northeast Pumping Station	748,000	565,693	796,000	48,000	6.4%	793,900	793,900	793,900	793,900
892351 - Oakwood Pumping Station	823,000	34,876	178,000	(105,000)	-37.1%	178,000	178,000	178,000	178,000
892352 - Woodmere Pumping Station	67,300	4,221	31,200	(36,100)	-53.6%	30,400	29,700	28,800	28,200
897600 - Wastewater System Operations Unallocated	4,603,900	0	3,654,800	(949,100)	-20.6%	4,271,566	8,407,300	10,898,200	13,333,670
C Centralized Services	102,721,300	23,917,478	105,205,203	2,483,903	2.4%	106,274,956	106,845,944	106,987,475	107,672,957
881201 - Security and Integrity	4,365,200	1,106,446	4,321,351	(43,849)	-1.0%	4,380,386	4,516,891	4,546,359	4,576,129
881202 - HazMat	1,594,200	357,262	1,666,540	72,340	4.5%	1,627,447	1,792,412	1,798,324	1,776,123
882301 - Systems Operations Control	9,958,700	2,556,600	12,302,895	2,344,195	23.5%	12,312,536	12,321,977	12,331,319	12,203,860
882421 - Facility Operations	6,188,300	1,579,300	7,188,239	999,939	16.2%	7,247,756	7,306,073	7,365,390	7,425,707
882422 - Fleet Operations	2,109,000	304,100	2,687,934	578,934	27.5%	2,689,510	2,691,086	2,692,661	2,694,237
882431 - Field Service Operations	17,958,100	5,322,000	17,726,065	(232,035)	-1.3%	17,747,449	17,788,140	17,819,378	17,850,416
882501 - Energy, Research & Innovation	2,785,500	643,600	3,197,112	411,612	14.8%	3,568,962	3,561,812	3,482,662	3,487,512
883301 - Office of the CIO	878,200	176,670	1,172,895	294,695	33.6%	1,188,293	1,203,955	1,219,888	1,236,096
883311 - Info Technology Project Management Office	1,704,200	323,976	1,301,681	(402,519)	-23.6%	1,307,448	1,313,222	1,319,003	1,324,790
883321 - Info Technology Service Delivery	3,875,200	655,120	3,936,252	61,052	1.6%	4,030,809	4,092,772	4,155,816	4,220,063
883331 - Info Technology Infrastructure	19,802,900	5,875,769	18,321,908	(1,480,992)	-7.5%	18,711,127	19,017,112	19,374,999	19,784,930
883341 - Info Technology Enterprise Applications	2,570,600	515,121	4,572,193	2,001,593	77.9%	4,641,454	4,712,026	4,783,832	4,866,998
883351 - Info Technology Business Applications	9,685,800	1,109,874	8,577,973	(1,107,827)	-11.4%	8,012,255	8,145,179	8,280,693	8,418,748
883361 - Info Technology Security & Risk	459,800	50,140	460,594	794	0.2%	463,593	466,620	469,673	472,755
886001 - Chief Planning Officer	382,000	39,600	291,974	(90,026)	-23.6%	293,944	295,916	297,891	299,865
886101 - Systems Planning	2,960,700	421,600	2,858,214	(102,486)	-3.5%	3,706,970	3,115,070	2,570,409	2,073,902
886201 - Asset Management	3,693,900	596,800	5,329,095	1,635,195	44.3%	5,422,056	5,015,328	4,871,158	5,223,917
886401 - Systems Analytics	6,552,200	886,000	5,859,580	(692,620)	-10.6%	5,887,362	6,389,936	6,449,640	6,509,670
886601 - Capital Improvement Planning	3,559,600	1,397,500	1,970,276	(1,589,324)	-44.6%	1,370,594	865,966	870,849	875,493
887602 - Centralized Services Unallocated Reserve	1,637,200	0	1,462,434	(174,766)	-10.7%	1,665,004	2,234,450	2,287,530	2,361,745
D Administrative Services	31,709,300	6,182,213	34,803,316	3,094,016	9.8%	35,802,459	36,287,429	36,482,118	37,118,580
881001 - Chief Executive Officer	663,000	141,100	657,239	(5,761)	-0.9%	663,950	670,661	677,971	684,782
881101 - Public Affairs	1,587,900	215,619	1,525,713	(62,187)	-3.9%	1,656,901	1,676,539	1,696,493	1,716,769
881151 - Board of Directors	197,600	31,500	169,600	(28,000)	-14.2%	178,400	179,100	179,500	180,100
883001 - Chief Administrative Officer	1,123,600	179,657	1,160,754	37,154	3.3%	1,172,960	1,185,353	1,197,936	1,210,714
883101 - General Counsel	3,111,200	505,347	3,308,008	196,808	6.3%	3,356,296	3,405,457	3,455,508	3,506,467
883201 - OD Administration	4,421,200	203,073	640,827	(3,780,373)	-85.5%	645,251	649,715	654,220	658,767
883211 - OD Talent Management	0	135,430	584,336	584,336	0.0%	588,629	592,959	597,328	601,737
883221 - OD Organizational Wellness	0	105,554	424,814	424,814	0.0%	428,111	431,440	434,804	438,201
883231 - OD Training	0	303,611	1,554,231	1,554,231	0.0%	1,568,225	1,582,395	1,596,744	1,611,275
883241 - OD Performance	0	80,791	733,858	733,858	0.0%	744,023	754,364	764,885	775,589
883251 - OD Recruiting	0	75,246	427,617	427,617	0.0%	431,264	434,952	438,681	442,454
883261 - OD Compensation	0	38,547	358,576	358,576	0.0%	363,279	368,064	372,932	377,885
883401 - Enterprise Risk Management and Safety	1,828,600	165,405	1,857,482	28,882	1.6%	1,881,684	1,906,296	1,931,324	1,956,777
883411 - Enterprise Risk Mgt. Insurance Fund	2,634,100	662,533	3,600,000	965,900	36.7%	3,672,000	3,745,440	3,820,349	3,896,756
884001 - Chief Financial Officer	828,900	184,800	1,131,176	302,276	36.5%	1,030,742	1,035,009	1,039,676	1,044,142
884111 - Financial Reporting & Accounting	3,382,000	664,100	3,440,879	58,879	1.7%	3,467,213	3,494,048	3,520,982	3,548,417
884113 - Financial Planning & Analysis	1,358,600	306,500	1,414,795	56,195	4.1%	1,425,320	1,435,745	1,446,271	1,456,986
884121 - Procurement Director	3,111,600	790,000	3,426,911	315,311	10.1%	3,582,059	3,604,506	3,627,113	3,649,882
884124 - Logistics and Materials	1,921,300	568,500	2,569,791	648,491	33.8%	2,518,616	2,542,736	2,567,159	2,591,891
884126 - Owners' Representative	590,300	119,200	605,832	15,532	2.6%	609,236	612,659	616,103	619,567
884131 - Treasury	829,500	132,500	845,749	16,249	2.0%	852,643	859,538	866,632	873,727
884135 - Reporting and Compliance	516,900	105,500	522,318	5,418	1.0%	524,459	526,500	528,631	530,662
884141 - Public Finance	1,014,300	232,300	1,066,430	52,130	5.1%	1,077,092	1,088,253	1,099,615	1,110,777
884151 - Data Analytics & Internal Audit	750,500	90,300	755,036	4,536	0.6%	761,317	767,807	774,297	781,078
884161 - Transformation	1,339,900	145,100	1,107,634	(232,266)	-17.3%	1,269,854	1,335,849	1,337,294	1,338,939
887603 - Administrative Services Unallocated Reserve	498,300	0	913,708	415,408	83.4%	1,332,934	1,402,043	1,239,669	1,514,240
Grand Total	322,073,400	75,196,799	328,593,965	6,520,565	2.0%	335,164,171	341,983,426	348,821,535	355,796,253

Highlights from Cheryl Porter, Chief Operating Officer – Water & Field Services

The Water Operations Area presently leads several strategic initiatives.

- ❖ **Maintain 100% water quality compliance**
Delivery of pure, safe drinking water is an essential to GLWA's mission.
- ❖ **Restructuring Water Production**
Continue implementation of 2015 Water Master Plan Update; specifically, those aspects which address excess production capacity.
- ❖ **Improve Capital Project Delivery**
Sustain water treatment operations and transmission by effective and efficient delivery of capital investments.
- ❖ **Transmission Assessment & Rehabilitation**
Complete the designs and begin construction of water mains.
- ❖ **Improve Operational Reliability through Automation and Equipment Maintenance**
 - Plan implementation of water automation.
 - Support asset management to improve maintenance activities.

Water Operations Contracts

The Water Operations budget contains several contractual services to ensure system reliability, timely distribution and delivery of high-quality and safe water that complies with drinking water regulations. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process. It should be noted that several contracts are shared by multiple areas of GLWA. In the chart below are the key contracts for these services.

Project Description	Comprehensive Corrosion Control Optimization Study	Aluminum Sulfate	Ovation Evergreen Upgrade	Liquid Chlorine	Alum Sludge Hauling	Switchgear Maintenance & Testing Services	As Needed: CIP Implementation Assistance & Related Services	Standby Generator Preventative Maintenance & Repair Contract	Job Order Contract - Construction, Environmental, Special Testing, Inspection & Technical Services	Total
Prime Consultant	Arcadis of Michigan, LLC	Chemtrade Chemicals	Emerson Process Management	JCI Jones Chemicals	Mobile Dredging & Video Pipe Inc	Motor City Electric	PMA Consultants LLC	Preventive Maintenance Technologies	Professional Service Industries Inc	
Contract #	1803705	1803685	SCO-1134	1803508	GLWA-CON-170	1900995	GLWA-CS-166	2001082	GLWA-CS-201	
Contract Amount	\$6,931,619	\$3,317,750	\$14,000,000	\$1,795,500	\$15,298,560	\$9,702,373	\$11,300,000	\$1,587,500	\$1,626,350	
Contract End Date	11/08/24	07/01/22	07/11/21	03/31/22	03/31/21	TBD	01/08/21	01/01/23	07/05/21	
Pre-FY 2019 Spend	\$ -	\$ 2,002,704	\$ 228,242	\$ 408,786	\$ -	\$ 419,214	\$ 133,276	\$ 291,658	\$ -	\$ 3,483,880
FY 2019 Actual	-	1,979,213	84,120	402,332	10,634,418	1,224,678	539,937	192,943	-	15,057,641
FY 2020 Actual	462,303	2,538,847	-	637,602	4,701,430	1,288,286	437,902	136,596	89,810	10,292,776
FY 2021 Budget	1,100,000	1,950,000	250,000	382,400	8,082,600	1,276,000	100,000	187,000	84,700	13,412,700
FY 2022 Requested	1,175,000	2,605,000	250,000	488,000	8,141,800	1,199,000	360,000	239,000	84,700	14,542,500
FY 2023 Requested	1,175,000	2,605,000	250,000	488,000	8,141,800	1,199,000	360,000	239,000	84,700	14,542,500
FY 2024 Requested	1,175,000	2,605,000	250,000	488,000	8,141,800	1,199,000	360,000	239,000	84,700	14,542,500
FY 2025 Requested	1,175,000	2,605,000	250,000	488,000	8,141,800	1,199,000	360,000	239,000	84,700	14,542,500
FY 2026 Requested	1,175,000	2,605,000	250,000	488,000	8,141,800	1,199,000	360,000	239,000	84,700	14,542,500
Subtotal	\$ 7,437,303	\$ 21,495,764	\$ 1,812,362	\$ 4,271,120	\$ 64,127,448	\$ 10,203,178	\$ 3,011,115	\$ 2,003,197	\$ 598,010	\$ 114,959,496

Biennial Budget Request

The biennial budget reflects an overall increase in FY 2022 of \$3.0 million (4.2%). Key factors that impact FY 2022 include the following.

- ❖ Chemical prices have increased since the last contract renewal. The water treatment quality has been based on a three-year rolling average. Updated assumptions for usage and pricing are based on the most recent information for all chemicals (\$1.6 million).
- ❖ Unallocated Reserve requires a reasonable amount to provide for unforeseen expenditures and helps to ensure that adequate cash flow is available to meet the expected cost of Operations & Maintenance (\$994,000). It should be noted that the provision for wage and benefit adjustments is included in the annual unallocated O&M reserve.
- ❖ Energy consumption fluctuates from year to year and is dependent on flow rate, total pressure, climate, and overall pump efficiency (\$603,000).

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 20,747,300	\$ 20,765,100	\$ 5,362,188	\$ 20,923,391	\$ 158,291	0.8%	\$ 21,018,926
3.1 Electric	26,112,000	24,417,800	7,908,564	25,021,000	603,200	2.5%	25,021,000
3.2 Gas	1,014,700	1,082,000	59,597	1,066,600	(15,400)	-1.4%	1,066,600
3.3 Sewage Service	542,500	649,000	48,754	577,700	(71,300)	-11.0%	577,700
3.4 Water Service	1,200	5,000	98	4,500	(500)	-10.0%	4,500
4.1 Chemicals	5,569,400	5,053,900	1,835,396	6,662,600	1,608,700	31.8%	6,662,600
4.2 Supplies & Other	4,509,600	5,168,800	923,811	4,779,100	(389,700)	-7.5%	4,784,100
4.3 Contractual Services	12,365,700	14,900,700	2,619,003	15,222,300	321,600	2.2%	15,227,300
5.1 Capital Program Allocation	(2,030,200)	(1,805,200)	(497,412)	(2,002,914)	(197,714)	11.0%	(2,011,317)
5.2 Shared Services	57,600	-	-	-	-	0.0%	-
7.0 Unallocated Reserve	-	1,729,300	-	2,722,989	993,689	57.5%	5,119,501
Grand Total	\$ 68,889,800	\$ 71,966,400	\$ 18,259,999	\$ 74,977,266	\$ 3,010,866	4.2%	\$ 77,470,910

Unallocated Reserve Preview by Year

Expense Category	FY 2017 Adopted Budget	FY 2017 Amended Budget	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2020 Adopted Budget	FY 2020 Amended Budget	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance
7.0 Unallocated Reserve	-	2,500,000	2,036,500	1,149,100	1,954,500	-	2,697,200	19,100	1,729,300	2,722,989	993,689	57.5%
Grand Total	\$ -	\$ 2,500,000	\$ 2,036,500	\$ 1,149,100	\$ 1,954,500	\$ -	\$ 2,697,200	\$ 19,100	\$ 1,729,300	\$ 2,722,989	\$ 993,689	57.5%

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Administration	\$ 1,842,700	\$ 2,187,100	\$ 480,808	\$ 2,286,799	\$ 99,699	4.6%	\$ 2,294,963
Water Treatment Plants	52,324,700	54,029,600	13,457,312	55,858,593	1,828,993	3.4%	55,930,386
Water Engineering	1,460,000	1,360,900	289,875	1,308,236	(52,664)	-3.9%	1,311,284
Water Quality	2,107,800	1,944,700	555,541	1,964,549	19,849	1.0%	1,978,676
Water System Operations							
Unallocated	-	1,729,300	-	2,722,989	993,689	57.5%	5,119,501
Pumping Stations	11,154,600	10,714,800	3,476,464	10,836,100	121,300	1.1%	10,836,100
Grand Total	\$ 68,889,800	\$ 71,966,400	\$ 18,259,999	\$ 74,977,266	\$ 3,010,866	4.2%	\$ 77,470,910

Personnel Budget

Water system operations personnel consists of 234 positions and is largely comprised of staffing at the five water treatment plants at 170 positions for FY 2022. Water Quality, at 26 positions, and Water Engineering, at 22 positions, are the second and third largest categories for FY 2022, respectively. The staffing plan decrease of one position for Water Engineering is a result of transferring the Power Quality Manager position to Energy, Research & Innovation (Centralized Services cost center 882501). Recruiting and developing talent is a high priority for GLWA. For this reason, seven new positions are added to support the apprenticeship and training program. The investment in the apprenticeship program will enable the GLWA to develop a workforce for positions which have been challenging to recruit and fill.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Water System Operations	224.00	227.00	234.00	234.00	234.00	234.00	234.00
Chief Operating Officer - Water Operations & Field Services	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Water Director	9.00	11.00	13.00	13.00	13.00	13.00	13.00
Water Engineering	24.00	23.00	22.00	22.00	22.00	22.00	22.00
Water Quality	26.00	26.00	26.00	26.00	26.00	26.00	26.00
Subtotal Water Treatment Plants	163.00	164.00	170.00	170.00	170.00	170.00	170.00
Water Works Park	37.00	35.00	36.00	36.00	36.00	36.00	36.00
Springwells Water Plant	36.00	36.00	37.00	37.00	37.00	37.00	37.00
Northeast Water Plant	30.00	32.00	33.00	33.00	33.00	33.00	33.00
Southwest Water Plant	30.00	30.00	33.00	33.00	33.00	33.00	33.00
Lake Huron Water Plant	30.00	31.00	31.00	31.00	31.00	31.00	31.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalents

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Water System Operations	224.00	226.75	233.75	233.75	233.75	233.75	233.75
Chief Operating Officer - Water Operations & Field Services	2.00	2.75	2.75	2.75	2.75	2.75	2.75
Water Director	9.00	11.00	13.00	13.00	13.00	13.00	13.00
Water Engineering	24.00	23.00	22.00	22.00	22.00	22.00	22.00
Water Quality	26.00	26.00	26.00	26.00	26.00	26.00	26.00
Subtotal Water Treatment Plants	163.00	164.00	170.00	170.00	170.00	170.00	170.00
Water Works Park	37.00	35.00	36.00	36.00	36.00	36.00	36.00
Springwells Water Plant	36.00	36.00	37.00	37.00	37.00	37.00	37.00
Northeast Water Plant	30.00	32.00	33.00	33.00	33.00	33.00	33.00
Southwest Water Plant	30.00	30.00	33.00	33.00	33.00	33.00	33.00
Lake Huron Water Plant	30.00	31.00	31.00	31.00	31.00	31.00	31.00

Personnel Budget - The table below presents the Water Operations personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Overtime, and Employee Benefits. The values for the personnel budget are based on the full-time

equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in category 7.0 Unallocated Reserve as shown in the Five-Year Financial Plan below.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Water System Operations	\$ 20,765,100	\$ 20,923,391	\$ 21,018,926	\$ 21,114,462	\$ 21,209,997	\$ 21,305,532
Chief Operating Officer - Water Operations & Field Services	414,400	412,052	413,764	415,476	417,189	418,901
Water Director	1,307,200	1,491,547	1,497,999	1,504,451	1,510,903	1,517,355
Water Engineering	2,645,800	2,569,530	2,580,495	2,591,461	2,602,427	2,613,392
Water Quality	1,690,900	1,728,249	1,737,376	1,746,503	1,755,630	1,764,758
Subtotal Water Treatment Plants	14,706,800	14,722,013	14,789,292	14,856,570	14,923,849	14,991,127
Water Works Park	3,245,800	3,245,455	3,259,920	3,274,385	3,288,850	3,303,315
Springwells Water Plant	3,137,000	3,150,589	3,165,130	3,179,672	3,194,214	3,208,756
Northeast Water Plant	2,848,600	2,764,331	2,777,331	2,790,331	2,803,332	2,816,332
Southwest Water Plant	2,766,200	2,935,267	2,948,438	2,961,609	2,974,780	2,987,951
Lake Huron Water Plant	2,709,200	2,626,371	2,638,472	2,650,572	2,662,673	2,674,774

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 20,765,100	\$ 5,362,188	\$ 20,923,391	\$ 158,291	0.8%	\$ 21,018,926	\$ 21,114,462	\$ 21,209,997	\$ 21,305,532
3.1 Electric	24,417,800	7,908,564	25,021,000	603,200	2.5%	25,021,000	25,021,000	25,021,000	25,021,000
3.2 Gas	1,082,000	59,597	1,066,600	(15,400)	-1.4%	1,066,600	1,066,600	1,066,600	1,066,600
3.3 Sewage Service	649,000	48,754	577,700	(71,300)	-11.0%	577,700	577,700	577,700	577,700
3.4 Water Service	5,000	98	4,500	(500)	-10.0%	4,500	4,500	4,500	4,500
4.1 Chemicals	5,053,900	1,835,396	6,662,600	1,608,700	31.8%	6,662,600	6,662,600	6,662,600	6,662,600
4.2 Supplies & Other	5,168,800	923,811	4,779,100	(389,700)	-7.5%	4,784,100	4,779,100	4,779,100	4,779,100
4.3 Contractual Services	14,900,700	2,619,003	15,222,300	321,600	2.2%	15,227,300	15,213,800	15,196,800	15,201,800
5.1 Capital Program Allocation	(1,805,200)	(497,412)	(2,002,914)	(197,714)	11.0%	(2,011,317)	(2,019,720)	(2,028,123)	(2,036,526)
7.0 Unallocated Reserve	1,729,300	-	2,722,989	993,689	57.5%	5,119,501	7,282,591	10,421,417	10,421,417
Grand Total	\$ 71,966,400	18,259,999	\$ 74,977,266	\$ 3,010,866	4.2%	\$ 77,470,910	\$ 79,702,633	\$ 82,911,591	\$ 83,003,723

Five-Year Financial Plan by Team

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Administration	\$ 2,187,100	\$ 480,808	\$ 2,286,799	\$ 99,699	4.6%	\$ 2,294,963	\$ 2,303,127	\$ 2,311,291	\$ 2,319,456
Water Treatment Plants	54,029,600	13,453,134	55,858,593	1,828,993	3.4%	55,930,386	55,971,680	56,038,473	56,105,266
Water Engineering	1,360,900	289,875	1,308,236	(52,664)	-3.9%	1,311,284	1,309,332	1,312,379	1,315,427
Water Quality	1,944,700	555,541	1,964,549	19,849	1.0%	1,978,676	1,999,803	1,991,930	2,006,058
Water System Operations									
Unallocated	1,729,300	-	2,722,989	993,689	57.5%	5,119,501	7,282,591	10,421,417	10,421,417
Pumping Stations	10,714,800	3,476,464	10,836,100	121,300	1.1%	10,836,100	10,836,100	10,836,100	10,836,100
Grand Total	\$ 71,966,400	\$ 18,259,999	\$ 74,977,266	\$ 3,010,866	4.2%	\$ 77,470,910	\$ 79,702,633	\$ 82,911,591	\$ 83,003,723

Capital Outlay

Water Operations capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay Plan by Asset Category

In FY 2022, the Heavy Equipment asset category request of \$500,000 is driven by the need to replace several heavy duty outdoor high and low lifts due to the condition of the current equipment.

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 3,796,600	\$ 2,758,600	\$ 2,113,300	\$ 2,614,500	\$ 1,852,500	\$ 1,552,000
Information Technology	5,500	5,500	5,500	5,500	5,500	5,500
Software	5,500	5,500	5,500	5,500	5,500	5,500
Leasehold Improvements	-	-	-	-	158,000	-
Machinery & Equipment	3,764,100	2,691,100	2,100,800	2,547,000	1,682,000	1,484,500
Controls & Communication	1,505,000	25,000	139,000	35,000	52,000	120,000
Furniture & Fixtures	6,000	-	-	-	-	45,000
Heavy Equipment	-	500,000	150,000	105,000	57,000	30,000
Laboratory	254,000	328,000	330,700	280,000	254,000	199,500
Pipes, Gates & Valves	375,000	253,500	137,000	263,000	158,000	210,000
Process Equipment	400,000	452,000	449,000	377,000	305,000	445,000
Pumps & Motors	1,204,100	1,132,600	875,100	1,467,000	846,000	415,000
Tools, Shop & Warehouse	20,000	-	20,000	20,000	10,000	20,000
Vehicles	27,000	62,000	7,000	62,000	7,000	62,000
Trailer & Towable Equipment	20,000	40,000	-	40,000	-	40,000
Utility Vehicle	7,000	22,000	7,000	22,000	7,000	22,000
Grand Total	\$ 3,796,600	\$ 2,758,600	\$ 2,113,300	\$ 2,614,500	\$ 1,852,500	\$ 1,552,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 3,796,600	\$ 2,758,600	\$ 2,113,300	\$ 2,614,500	\$ 1,852,500	\$ 1,552,000
Grand Total	\$ 3,796,600	\$ 2,758,600	\$ 2,113,300	\$ 2,614,500	\$ 1,852,500	\$ 1,552,000

Five-Year Capital Outlay Plan by Team

In FY 2022, the Northeast Water Plant request of \$1,175,000 is driven by the critical need to replace current equipment such as heavy duty outdoor high and low lifts, turbidimeters, chlorinators, valves, and pumps.

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Water Engineering	\$ 11,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
Water Quality	32,000	20,000	51,000	18,000	30,000	17,500
Water Treatment Plants	3,753,100	2,733,100	2,056,800	2,591,000	1,817,000	1,529,000
Water Works Park	586,100	308,100	373,800	354,000	354,000	633,000
Springwells Water Plant	969,000	510,000	351,000	901,000	350,000	359,000
Northeast Water Plant	920,000	1,175,000	958,000	463,000	628,000	110,000
Southwest Water Plant	615,000	250,000	169,000	265,000	280,000	250,000
Lake Huron Water Plant	663,000	490,000	205,000	608,000	205,000	177,000
Grand Total	\$ 3,796,600	\$ 2,758,600	\$ 2,113,300	\$ 2,614,500	\$ 1,852,500	\$ 1,552,000

Line Item Budget and Financial Plan

The five-year plan with a line item expense budget is reflected on the following pages. The expenses are listed in custom grouping order by cost center.



Water Operations
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882001 - COO - Water Operations & Field Services	\$ 454,600	\$ 462,900	\$ 128,352	\$ 486,052	\$ 487,764	\$ 489,476	\$ 491,189	\$ 492,901
2.1 Salaries & Wages	328,900	329,300	82,907	326,446	326,446	326,446	326,446	326,446
2.4 Employee Benefits	81,700	85,100	18,810	85,607	87,319	89,031	90,743	92,455
4.2 Supplies & Other	44,000	38,500	26,635	69,000	69,000	69,000	69,000	69,000
Memberships, Licenses & Subscriptions	26,200	25,600	26,195	53,500	53,500	53,500	53,500	53,500
Office Supplies	200	500	-	500	500	500	500	500
Training and Internal Meetings	10,100	2,400	440	5,000	5,000	5,000	5,000	5,000
Travel	7,500	10,000	-	10,000	10,000	10,000	10,000	10,000
4.3 Contractual Services	-	10,000	-	5,000	5,000	5,000	5,000	5,000
Contractual Professional Services	-	10,000	-	5,000	5,000	5,000	5,000	5,000
882101 - Water Director	1,388,100	1,724,200	352,456	1,800,747	1,807,199	1,813,651	1,820,103	1,826,555
2.1 Salaries & Wages	867,000	982,100	229,432	1,128,943	1,128,943	1,128,943	1,128,943	1,128,943
2.3 Overtime	29,900	40,000	10,137	40,000	40,000	40,000	40,000	40,000
2.4 Employee Benefits	220,100	285,100	62,700	322,604	329,056	335,508	341,960	348,412
4.2 Supplies & Other	268,900	402,000	50,186	303,200	303,200	303,200	303,200	303,200
Employee Uniform Expense	106,600	85,000	19,130	85,000	85,000	85,000	85,000	85,000
Inspection and Permit Fees	-	5,500	288	-	-	-	-	-
Memberships, Licenses & Subscriptions	900	2,300	-	1,000	1,000	1,000	1,000	1,000
Mileage and Parking	14,400	5,000	2,848	5,000	5,000	5,000	5,000	5,000
Miscellaneous Expense	-	-	-	-	-	-	-	-
Office Supplies	13,800	7,200	19,979	7,200	7,200	7,200	7,200	7,200
Operating Supplies	700	-	-	-	-	-	-	-
Training and Internal Meetings	105,700	246,000	7,942	175,000	175,000	175,000	175,000	175,000
Travel	26,800	50,000	-	30,000	30,000	30,000	30,000	30,000
Tuition Refund	-	1,000	-	-	-	-	-	-
4.3 Contractual Services	2,200	15,000	-	6,000	6,000	6,000	6,000	6,000
Contractual Professional Services	2,200	15,000	-	6,000	6,000	6,000	6,000	6,000
882111 - Water Engineering	1,460,000	1,360,900	289,875	1,308,236	1,311,284	1,309,332	1,312,379	1,315,427
2.1 Salaries & Wages	2,005,300	1,963,500	496,214	1,901,251	1,901,251	1,901,251	1,901,251	1,901,251
2.3 Overtime	134,200	100,000	34,634	120,000	120,000	120,000	120,000	120,000
2.4 Employee Benefits	539,700	582,300	137,940	548,278	559,244	570,210	581,175	592,141
4.2 Supplies & Other	151,200	92,800	9,536	79,300	79,300	74,300	74,300	74,300
Capital Outlay less than \$5,000	80,600	5,000	-	5,000	5,000	-	-	-
Employee Uniform Expense	5,600	12,000	1,465	10,000	10,000	10,000	10,000	10,000
Memberships, Licenses & Subscriptions	1,900	9,700	1,874	6,700	6,700	6,700	6,700	6,700
Mileage and Parking	21,000	18,000	3,330	18,000	18,000	18,000	18,000	18,000
Office Supplies	7,900	13,000	328	13,000	13,000	13,000	13,000	13,000
Operating Supplies	3,300	3,500	-	3,500	3,500	3,500	3,500	3,500
Postage	-	100	-	100	100	100	100	100
Rentals-Miscellaneous	3,000	-	-	-	-	-	-	-
Supplies & Other - Covid19	200	-	-	-	-	-	-	-
Training and Internal Meetings	9,600	18,500	2,540	10,000	10,000	10,000	10,000	10,000
Travel	12,100	10,000	-	10,000	10,000	10,000	10,000	10,000
Tuition Refund	6,000	3,000	-	3,000	3,000	3,000	3,000	3,000
4.3 Contractual Services	549,600	290,000	90,426	550,000	550,000	550,000	550,000	550,000
Contractual Professional Services	549,600	290,000	90,426	550,000	550,000	550,000	550,000	550,000
5.1 Capital Program Allocation	(1,920,000)	(1,667,700)	(478,875)	(1,890,594)	(1,898,511)	(1,906,429)	(1,914,347)	(1,922,265)



Water Operations
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882121 - Water Quality	2,107,800	1,944,700	555,541	1,964,549	1,978,676	1,999,803	1,991,930	2,006,058
2.1 Salaries & Wages	1,123,100	1,186,800	307,405	1,221,097	1,221,097	1,221,097	1,221,097	1,221,097
2.3 Overtime	129,200	50,800	20,206	50,800	50,800	50,800	50,800	50,800
2.4 Employee Benefits	555,500	453,300	148,390	456,352	465,479	474,606	483,733	492,860
4.1 Chemicals	89,200	60,000	30,144	103,500	103,500	103,500	103,500	103,500
4.2 Supplies & Other	91,400	114,300	22,202	80,300	80,300	80,300	80,300	80,300
Capital Outlay less than \$5,000	12,700	15,000	395	-	-	-	-	-
Memberships, Licenses & Subscriptions	300	500	-	500	500	500	500	500
Mileage and Parking	-	200	-	200	200	200	200	200
Office Supplies	14,100	10,000	6,084	10,000	10,000	10,000	10,000	10,000
Operating Supplies	64,300	86,600	15,723	67,600	67,600	67,600	67,600	67,600
Printing	-	2,000	-	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	61,800	79,500	27,194	52,500	57,500	69,500	52,500	57,500
Contractual Operating Services	61,800	79,000	27,194	52,000	57,000	69,000	52,000	57,000
Contractual Professional Services	-	500	-	500	500	500	500	500
5.2 Shared Services	57,600	-	-	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	11,900	-	-	-	-	-	-	-
Shared Services Reimbursement	40,900	-	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	4,800	-	-	-	-	-	-	-
882131 - Water Works Park	8,792,800	8,729,500	1,868,562	9,053,055	9,067,520	9,066,685	9,081,150	9,095,615
2.1 Salaries & Wages	1,793,500	1,888,200	479,063	1,974,567	1,974,567	1,974,567	1,974,567	1,974,567
2.2 Workforce Development	109,500	94,500	9,485	36,525	36,525	36,525	36,525	36,525
2.3 Overtime	486,400	500,000	114,103	511,111	511,111	511,111	511,111	511,111
2.4 Employee Benefits	804,400	763,100	209,000	723,253	737,718	752,183	766,648	781,113
3.1 Electric	2,114,600	2,000,000	461,586	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000
3.2 Gas	223,400	250,000	11,484	240,000	240,000	240,000	240,000	240,000
3.3 Sewage Service	25,700	95,000	4,831	25,000	25,000	25,000	25,000	25,000
4.1 Chemicals	1,170,600	936,900	308,466	1,165,700	1,165,700	1,165,700	1,165,700	1,165,700
4.2 Supplies & Other	639,000	822,000	58,643	655,000	655,000	655,000	655,000	655,000
Capital Outlay less than \$5,000	43,000	50,000	1,890	30,000	30,000	30,000	30,000	30,000
Inspection and Permit Fees	700	2,500	1,881	1,500	1,500	1,500	1,500	1,500
Memberships, Licenses & Subscriptions	700	1,000	190	1,000	1,000	1,000	1,000	1,000
Mileage and Parking	-	1,000	-	-	-	-	-	-
Office Supplies	14,200	9,000	4,574	10,000	10,000	10,000	10,000	10,000
Operating Supplies	131,600	129,500	18,561	129,500	129,500	129,500	129,500	129,500
Operating Supplies-Janitorial	10,900	15,000	1,648	15,000	15,000	15,000	15,000	15,000
Repairs & Maintenance-Equipment	435,200	613,500	29,369	468,000	468,000	468,000	468,000	468,000
Supplies & Other - Covid19	2,700	-	530	-	-	-	-	-
Tuition Refund	-	500	-	-	-	-	-	-
4.3 Contractual Services	1,425,700	1,379,800	211,902	1,671,900	1,671,900	1,656,600	1,656,600	1,656,600
Contract Services-Information Technology	202,500	191,000	-	316,000	316,000	301,000	301,000	301,000
Contractual Buildings & Grounds Maint	519,300	576,000	69,208	585,100	585,100	584,800	584,800	584,800
Contractual Operating Services	481,800	315,800	19,075	468,800	468,800	468,800	468,800	468,800
Contractual Professional Services	212,700	295,000	123,618	295,000	295,000	295,000	295,000	295,000
Telecom, Managed Security & Network Svcs	9,400	2,000	-	7,000	7,000	7,000	7,000	7,000



Water Operations
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882141 - Springwells Water Plant	12,537,000	13,631,400	4,258,676	13,616,489	13,631,030	13,642,272	13,656,814	13,671,356
2.1 Salaries & Wages	1,913,600	1,855,600	496,584	1,891,219	1,891,219	1,891,219	1,891,219	1,891,219
2.2 Workforce Development	108,300	128,300	27,903	143,395	143,395	143,395	143,395	143,395
2.3 Overtime	491,600	400,000	125,543	388,889	388,889	388,889	388,889	388,889
2.4 Employee Benefits	824,700	753,100	219,450	727,085	741,627	756,169	770,711	785,252
3.1 Electric	2,935,100	3,100,000	1,126,752	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
3.2 Gas	263,800	280,200	23,168	280,300	280,300	280,300	280,300	280,300
4.1 Chemicals	1,322,700	1,600,000	648,718	1,981,000	1,981,000	1,981,000	1,981,000	1,981,000
4.2 Supplies & Other	430,500	612,400	123,672	478,400	478,400	478,400	478,400	478,400
Capital Outlay less than \$5,000	15,700	10,400	-	20,000	20,000	20,000	20,000	20,000
Inspection and Permit Fees	200	4,100	288	1,500	1,500	1,500	1,500	1,500
Memberships, Licenses & Subscriptions	500	500	190	500	500	500	500	500
Mileage and Parking	1,000	1,000	-	1,000	1,000	1,000	1,000	1,000
Office Supplies	14,600	11,200	1,782	11,200	11,200	11,200	11,200	11,200
Operating Supplies	150,200	124,100	4,952	156,100	156,100	156,100	156,100	156,100
Operating Supplies-Janitorial	13,800	10,000	521	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	232,800	449,100	115,779	276,100	276,100	276,100	276,100	276,100
Supplies & Other - Covid19	200	-	-	-	-	-	-	-
Tuition Refund	1,500	2,000	161	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	4,246,700	4,901,800	1,466,887	4,726,200	4,726,200	4,722,900	4,722,900	4,722,900
Contract Services-Information Technology	46,100	95,000	43,363	120,000	120,000	117,000	117,000	117,000
Contractual Buildings & Grounds Maint	890,400	365,000	61,865	411,100	411,100	410,800	410,800	410,800
Contractual Operating Services	3,202,600	4,165,400	1,291,425	3,944,500	3,944,500	3,944,500	3,944,500	3,944,500
Contractual Professional Services	107,600	276,400	70,234	250,600	250,600	250,600	250,600	250,600
882151 - Northeast Water Plant	9,302,700	10,229,900	2,300,437	10,786,358	10,799,252	10,809,845	10,822,738	10,835,631
2.1 Salaries & Wages	1,621,300	1,885,900	430,939	1,793,973	1,793,973	1,793,973	1,793,973	1,793,973
2.2 Workforce Development	47,900	33,800	11,088	70,346	70,346	70,346	70,346	70,346
2.3 Overtime	398,400	250,000	125,481	250,001	250,001	250,001	250,001	250,001
2.4 Employee Benefits	671,900	678,900	186,010	650,012	663,012	676,013	689,013	702,013
3.1 Electric	3,069,400	2,800,000	940,868	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
3.2 Gas	161,400	153,100	10,901	153,100	153,100	153,100	153,100	153,100
3.3 Sewage Service	127,000	130,000	23,527	130,000	130,000	130,000	130,000	130,000
3.4 Water Service	-	2,000	-	2,000	2,000	2,000	2,000	2,000
4.1 Chemicals	1,136,300	1,000,000	342,745	1,518,500	1,518,500	1,518,500	1,518,500	1,518,500
4.2 Supplies & Other	552,200	365,000	75,011	364,100	364,100	364,100	364,100	364,100
Capital Outlay less than \$5,000	34,800	10,000	14,576	10,000	10,000	10,000	10,000	10,000
Inspection and Permit Fees	7,500	4,200	275	3,200	3,200	3,200	3,200	3,200
Memberships, Licenses & Subscriptions	1,400	1,500	285	1,500	1,500	1,500	1,500	1,500
Mileage and Parking	100	1,000	-	500	500	500	500	500
Office Supplies	8,100	5,200	1,501	5,200	5,200	5,200	5,200	5,200
Operating Supplies	140,300	115,400	25,785	116,000	116,000	116,000	116,000	116,000
Operating Supplies-Janitorial	15,300	12,000	1,952	12,000	12,000	12,000	12,000	12,000
Postage	100	100	-	100	100	100	100	100
Repairs & Maintenance-Equipment	342,800	215,600	28,577	215,600	215,600	215,600	215,600	215,600
Supplies & Other - Covid19	1,800	-	60	-	-	-	-	-
Tuition Refund	-	-	2,000	-	-	-	-	-
4.3 Contractual Services	1,537,700	2,996,800	150,948	3,078,100	3,078,100	3,075,800	3,075,800	3,075,800
Contract Services-Information Technology	5,700	66,600	2,734	86,600	86,600	84,600	84,600	84,600
Contractual Buildings & Grounds Maint	440,500	318,300	43,311	379,400	379,400	379,100	379,100	379,100
Contractual Operating Services	976,300	2,385,900	34,669	2,386,100	2,386,100	2,386,100	2,386,100	2,386,100
Contractual Professional Services	115,200	226,000	70,234	226,000	226,000	226,000	226,000	226,000
5.1 Capital Program Allocation	(20,800)	(65,600)	2,918	(23,772)	(23,879)	(23,986)	(24,094)	(24,201)



Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882161 - Southwest Water Plant	9,257,200	9,407,500	2,123,622	9,807,919	9,825,712	9,836,205	9,848,998	9,861,791
2.1 Salaries & Wages	1,627,400	1,714,600	403,200	1,753,673	1,753,673	1,753,673	1,753,673	1,753,673
2.2 Workforce Development	26,400	-	18,399	73,050	73,050	73,050	73,050	73,050
2.3 Overtime	518,400	400,000	113,998	450,000	450,000	450,000	450,000	450,000
2.4 Employee Benefits	666,000	651,600	177,650	658,545	671,716	684,887	698,057	711,228
3.1 Electric	1,436,600	1,270,000	384,350	1,270,000	1,270,000	1,270,000	1,270,000	1,270,000
3.2 Gas	154,000	140,000	7,886	140,000	140,000	140,000	140,000	140,000
3.3 Sewage Service	319,200	350,000	8,626	350,000	350,000	350,000	350,000	350,000
3.4 Water Service	600	500	(0)	500	500	500	500	500
4.1 Chemicals	648,300	451,700	231,635	693,600	693,600	693,600	693,600	693,600
4.2 Supplies & Other	397,900	731,900	278,952	724,400	729,400	729,400	729,400	729,400
Capital Outlay less than \$5,000	62,000	25,000	17,513	35,000	35,000	35,000	35,000	35,000
Inspection and Permit Fees	700	3,000	1,675	3,000	3,000	3,000	3,000	3,000
Memberships, Licenses & Subscriptions	-	1,500	95	800	800	800	800	800
Mileage and Parking	-	1,000	-	100	100	100	100	100
Office Supplies	12,100	9,000	643	9,000	9,000	9,000	9,000	9,000
Operating Supplies	86,400	129,200	4,983	129,300	129,300	129,300	129,300	129,300
Operating Supplies-Janitorial	14,600	10,000	1,963	10,000	10,000	10,000	10,000	10,000
Property Taxes	2,200	260,200	240,791	245,200	250,200	250,200	250,200	250,200
Rentals-Miscellaneous	-	3,000	-	3,000	3,000	3,000	3,000	3,000
Repairs & Maintenance-Equipment	219,900	289,000	7,702	289,000	289,000	289,000	289,000	289,000
Supplies & Other - Covid19	-	-	3,587	-	-	-	-	-
Tuition Refund	-	1,000	-	-	-	-	-	-
4.3 Contractual Services	3,551,800	3,769,100	520,382	3,782,700	3,782,700	3,780,400	3,780,400	3,780,400
Contract Services-Information Technology	12,000	90,000	17,353	107,000	107,000	105,000	105,000	105,000
Contractual Buildings & Grounds Maint	355,800	527,000	42,283	533,100	533,100	532,800	532,800	532,800
Contractual Operating Services	3,066,900	2,905,100	389,513	2,895,600	2,895,600	2,895,600	2,895,600	2,895,600
Contractual Professional Services	117,100	247,000	71,234	247,000	247,000	247,000	247,000	247,000
5.1 Capital Program Allocation	(89,400)	(71,900)	(21,455)	(88,548)	(88,926)	(89,304)	(89,682)	(90,060)



Water Operations
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882171 - Lake Huron Water Plant	12,435,000	12,031,300	2,906,015	12,594,771	12,606,872	12,616,672	12,628,773	12,640,874
2.1 Salaries & Wages	1,650,900	1,709,400	413,047	1,671,342	1,671,342	1,671,342	1,671,342	1,671,342
2.3 Overtime	246,700	350,000	62,279	350,000	350,000	350,000	350,000	350,000
2.4 Employee Benefits	725,400	649,800	190,190	605,029	617,129	629,230	641,331	653,431
3.1 Electric	6,466,400	6,100,000	1,752,703	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
3.2 Gas	145,100	180,000	5,244	180,000	180,000	180,000	180,000	180,000
3.3 Sewage Service	68,300	70,000	11,380	70,000	70,000	70,000	70,000	70,000
3.4 Water Service	-	1,000	-	1,000	1,000	1,000	1,000	1,000
4.1 Chemicals	1,202,300	1,005,300	273,689	1,200,300	1,200,300	1,200,300	1,200,300	1,200,300
4.2 Supplies & Other	939,700	557,100	46,219	677,200	677,200	677,200	677,200	677,200
Capital Outlay less than \$5,000	31,000	15,000	8,619	15,000	15,000	15,000	15,000	15,000
Inspection and Permit Fees	800	3,000	-	1,000	1,000	1,000	1,000	1,000
Memberships, Licenses & Subscriptions	800	1,500	-	1,000	1,000	1,000	1,000	1,000
Mileage and Parking	2,000	3,000	-	3,000	3,000	3,000	3,000	3,000
Office Supplies	9,400	9,000	3,810	9,000	9,000	9,000	9,000	9,000
Operating Supplies	213,900	202,000	30,632	211,500	211,500	211,500	211,500	211,500
Operating Supplies-Automotive	8,900	9,600	-	-	-	-	-	-
Operating Supplies-Janitorial	7,100	6,500	3,335	6,500	6,500	6,500	6,500	6,500
Postage	-	500	-	200	200	200	200	200
Property Taxes	6,400	8,000	-	8,000	8,000	8,000	8,000	8,000
Repairs & Maintenance-Equipment	659,200	297,000	(175)	422,000	422,000	422,000	422,000	422,000
Supplies & Other - Covid19	200	-	-	-	-	-	-	-
Tuition Refund	-	2,000	-	-	-	-	-	-
4.3 Contractual Services	990,200	1,408,700	151,263	1,339,900	1,339,900	1,337,600	1,337,600	1,337,600
Contract Services-Information Technology	-	65,000	8,734	88,000	88,000	86,000	86,000	86,000
Contractual Buildings & Grounds Maint	140,500	285,000	12,760	311,100	311,100	310,800	310,800	310,800
Contractual Operating Services	701,300	824,700	52,035	706,800	706,800	706,800	706,800	706,800
Contractual Professional Services	148,400	234,000	77,734	234,000	234,000	234,000	234,000	234,000
882321 - Ford Rd Pumping Station	470,700	423,700	188,812	423,700	423,700	423,700	423,700	423,700
3.1 Electric	442,000	400,000	114,023	400,000	400,000	400,000	400,000	400,000
3.2 Gas	3,400	3,700	112	3,700	3,700	3,700	3,700	3,700
4.2 Supplies & Other	25,300	20,000	74,677	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment	25,300	20,000	74,677	20,000	20,000	20,000	20,000	20,000
882322 - Eastside Pumping Station	35,100	53,000	8,972	53,500	53,500	53,500	53,500	53,500
3.1 Electric	24,000	30,000	7,015	30,000	30,000	30,000	30,000	30,000
3.2 Gas	4,100	3,000	76	3,500	3,500	3,500	3,500	3,500
4.2 Supplies & Other	7,000	20,000	1,880	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment	7,000	20,000	1,880	20,000	20,000	20,000	20,000	20,000
882323 - Northwest Pumping Station	41,300	27,000	7,719	35,700	35,700	35,700	35,700	35,700
3.1 Electric	34,500	10,000	6,025	25,000	25,000	25,000	25,000	25,000
3.3 Sewage Service	200	500	69	200	200	200	200	200
3.4 Water Service	400	500	83	500	500	500	500	500
4.2 Supplies & Other	6,200	16,000	1,541	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	6,200	16,000	1,541	10,000	10,000	10,000	10,000	10,000



Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882324 - West Service Center Pumping Station	756,200	799,300	216,504	798,700	798,700	798,700	798,700	798,700
3.1 Electric	678,700	650,000	214,966	650,000	650,000	650,000	650,000	650,000
3.2 Gas	6,200	8,000	82	7,000	7,000	7,000	7,000	7,000
4.2 Supplies & Other	71,300	141,300	1,456	141,700	141,700	141,700	141,700	141,700
Repairs & Maintenance-Equipment	71,300	141,300	1,456	141,700	141,700	141,700	141,700	141,700
882325 - Michigan Ave Pumping Station	119,600	102,000	25,330	105,700	105,700	105,700	105,700	105,700
3.1 Electric	98,900	85,000	21,815	90,000	90,000	90,000	90,000	90,000
3.3 Sewage Service	100	1,000	12	200	200	200	200	200
3.4 Water Service	200	1,000	15	500	500	500	500	500
4.2 Supplies & Other	20,400	15,000	3,487	15,000	15,000	15,000	15,000	15,000
Repairs & Maintenance-Equipment	20,400	15,000	3,487	15,000	15,000	15,000	15,000	15,000
882326 - West Chicago Rd Pumping Station	35,100	36,000	3,598	37,000	37,000	37,000	37,000	37,000
3.1 Electric	24,700	30,000	3,262	30,000	30,000	30,000	30,000	30,000
4.2 Supplies & Other	10,400	6,000	336	7,000	7,000	7,000	7,000	7,000
Repairs & Maintenance-Equipment	10,400	6,000	336	7,000	7,000	7,000	7,000	7,000
882327 - Electric Ave Pumping Station	28,600	19,500	2,555	21,500	21,500	21,500	21,500	21,500
3.1 Electric	17,000	16,000	2,341	16,000	16,000	16,000	16,000	16,000
4.2 Supplies & Other	11,600	3,500	213	5,500	5,500	5,500	5,500	5,500
Repairs & Maintenance-Equipment	11,600	3,500	213	5,500	5,500	5,500	5,500	5,500
882328 - Orion Township Pumping Station	78,100	74,500	26,802	73,500	73,500	73,500	73,500	73,500
3.1 Electric	77,800	70,000	24,284	70,000	70,000	70,000	70,000	70,000
3.2 Gas	200	2,000	63	1,000	1,000	1,000	1,000	1,000
4.2 Supplies & Other	100	2,500	2,455	2,500	2,500	2,500	2,500	2,500
Repairs & Maintenance-Equipment	100	2,500	2,455	2,500	2,500	2,500	2,500	2,500
882329 - North Service Center Pumping Station	2,372,700	2,416,000	651,687	2,461,000	2,461,000	2,461,000	2,461,000	2,461,000
3.1 Electric	2,105,800	1,950,000	631,710	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
3.2 Gas	25,600	30,000	55	25,000	25,000	25,000	25,000	25,000
4.2 Supplies & Other	241,300	436,000	19,922	436,000	436,000	436,000	436,000	436,000
Repairs & Maintenance-Equipment	241,300	436,000	19,922	436,000	436,000	436,000	436,000	436,000
882330 - Adams Road Pumping Station	655,400	605,000	212,657	605,000	605,000	605,000	605,000	605,000
3.1 Electric	551,600	500,000	206,957	500,000	500,000	500,000	500,000	500,000
4.2 Supplies & Other	103,800	105,000	5,700	105,000	105,000	105,000	105,000	105,000
Repairs & Maintenance-Equipment	103,800	105,000	5,700	105,000	105,000	105,000	105,000	105,000
882331 - Newburgh Pumping Station	358,800	390,000	116,812	380,000	380,000	380,000	380,000	380,000
3.1 Electric	351,200	365,000	112,972	365,000	365,000	365,000	365,000	365,000
4.2 Supplies & Other	7,600	25,000	3,840	15,000	15,000	15,000	15,000	15,000
Repairs & Maintenance-Equipment	7,600	25,000	3,840	15,000	15,000	15,000	15,000	15,000
882332 - Franklin Road Pumping Station	898,900	915,000	229,097	875,000	875,000	875,000	875,000	875,000
3.1 Electric	816,600	750,000	208,134	750,000	750,000	750,000	750,000	750,000
4.2 Supplies & Other	82,300	165,000	20,963	125,000	125,000	125,000	125,000	125,000
Repairs & Maintenance-Equipment	82,300	165,000	20,963	125,000	125,000	125,000	125,000	125,000
882333 - Roseville Pumping Station	200	-	-	300	300	300	300	300
3.3 Sewage Service	200	-	-	300	300	300	300	300



Water Operations
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882334 - Wick Road Pumping Station	628,400	589,500	185,801	605,500	605,500	605,500	605,500	605,500
3.1 Electric	515,700	494,000	165,757	500,000	500,000	500,000	500,000	500,000
3.2 Gas	2,800	5,000	105	5,000	5,000	5,000	5,000	5,000
3.3 Sewage Service	400	500	39	500	500	500	500	500
4.2 Supplies & Other	109,500	90,000	19,901	100,000	100,000	100,000	100,000	100,000
Repairs & Maintenance-Equipment	109,500	90,000	19,901	100,000	100,000	100,000	100,000	100,000
882335 - Joy Road Pumping Station	650,300	657,500	186,645	662,500	662,500	662,500	662,500	662,500
3.1 Electric	596,000	525,000	174,818	550,000	550,000	550,000	550,000	550,000
3.2 Gas	3,000	3,000	108	3,000	3,000	3,000	3,000	3,000
3.3 Sewage Service	400	500	59	500	500	500	500	500
4.2 Supplies & Other	50,900	129,000	11,660	109,000	109,000	109,000	109,000	109,000
Repairs & Maintenance-Equipment	50,900	129,000	11,660	109,000	109,000	109,000	109,000	109,000
882336 - Schoolcraft Pumping Station	463,000	416,000	118,452	433,000	433,000	433,000	433,000	433,000
3.1 Electric	381,500	370,000	107,637	380,000	380,000	380,000	380,000	380,000
3.2 Gas	3,300	3,000	50	3,000	3,000	3,000	3,000	3,000
4.2 Supplies & Other	78,200	43,000	10,765	50,000	50,000	50,000	50,000	50,000
Repairs & Maintenance-Equipment	78,200	43,000	10,765	50,000	50,000	50,000	50,000	50,000
882337 - Ypsilanti Pumping Station	414,300	406,800	130,762	384,000	384,000	384,000	384,000	384,000
3.1 Electric	396,300	332,800	130,388	350,000	350,000	350,000	350,000	350,000
3.2 Gas	3,800	5,000	101	5,000	5,000	5,000	5,000	5,000
4.2 Supplies & Other	14,200	19,000	273	19,000	19,000	19,000	19,000	19,000
Repairs & Maintenance-Equipment	14,200	19,000	273	19,000	19,000	19,000	19,000	19,000
4.3 Contractual Services	-	50,000	-	10,000	10,000	10,000	10,000	10,000
Contractual Professional Services	-	50,000	-	10,000	10,000	10,000	10,000	10,000
882338 - Inlay Pumping Station	2,624,100	2,305,000	875,269	2,405,000	2,405,000	2,405,000	2,405,000	2,405,000
3.1 Electric	2,523,500	2,200,000	822,323	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
4.2 Supplies & Other	100,600	105,000	52,945	105,000	105,000	105,000	105,000	105,000
Repairs & Maintenance-Equipment	100,600	105,000	52,945	105,000	105,000	105,000	105,000	105,000
882339 - Rochester Pumping Station	245,100	231,000	189,832	218,000	218,000	218,000	218,000	218,000
3.1 Electric	218,600	170,000	189,653	185,000	185,000	185,000	185,000	185,000
3.2 Gas	8,200	6,000	119	7,000	7,000	7,000	7,000	7,000
3.3 Sewage Service	500	500	60	500	500	500	500	500
4.2 Supplies & Other	17,800	54,500	-	25,500	25,500	25,500	25,500	25,500
Repairs & Maintenance-Equipment	17,800	54,500	-	25,500	25,500	25,500	25,500	25,500
882340 - Haggerty Road Pumping Station	278,700	248,000	99,157	257,500	257,500	257,500	257,500	257,500
3.1 Electric	235,500	200,000	98,221	210,000	210,000	210,000	210,000	210,000
3.2 Gas	6,400	10,000	43	10,000	10,000	10,000	10,000	10,000
3.3 Sewage Service	500	1,000	151	500	500	500	500	500
4.2 Supplies & Other	36,300	37,000	741	37,000	37,000	37,000	37,000	37,000
Repairs & Maintenance-Equipment	36,300	37,000	741	37,000	37,000	37,000	37,000	37,000
887601 - Water System Operations								
Unallocated	-	1,729,300	-	2,722,989	5,119,501	7,282,591	10,421,417	10,421,417
7.0 Unallocated Reserve	-	1,729,300	-	2,722,989	5,119,501	7,282,591	10,421,417	10,421,417
Grand Total	\$ 68,889,800	\$ 71,966,400	\$ 18,259,999	\$ 74,977,266	\$ 77,470,910	\$ 79,702,633	\$ 82,911,591	\$ 83,003,723

Highlights from Navid Mehram, P.E, Chief Operating Officer – Wastewater Operating Services

The Wastewater Operating Group pursues various strategic initiatives including:

- ❖ **Safeguarding the publics' health and the environment**
Through compliance with the National Pollutant Discharge Elimination System (NPDES) permit and partnership with our co-permittee DWSD, and our member partners, and others.
- ❖ **Monitoring and improving the reliability of processing equipment**
By focusing on our maintenance program and optimizing our resources in removing defects and stabilizing our maintenance measures.
- ❖ **Continuing to build a reliable workforce**
In accordance with the Michigan Department of Environment, Great Lakes, and Energy (EGLE) staffing plan through the recruitment and retention of talented individuals and implementation of apprenticeship programs.
- ❖ **Optimizing the Biosolid Dryer Facility**
To enable the elimination of the Central Offloading process to minimize landfill disposal and maximize beneficial reuse.
- ❖ **Upgrading Instrumentation and Control Systems**
By establishing a calibration and replacement program for various instruments, including software updates and hardware to the wastewater controls system. The program will increase reliability in the Water Resource Recovery Facility (WRRF) and Combined Sewer Overflow (CSO) real time data to improve response time.
- ❖ **Continuing the efforts towards optimization of our operations through innovation**
By working with the Energy, Research and Innovation Group to explore opportunities to partner with universities to conduct research at the WRRF.

Wastewater Operations Contracts

The Wastewater Operations budget contains several contracts for services, commodities, and maintenance to ensure system reliability, safeguard public health and the environment in compliance with our NPDES permit. The contracts presented in the table represent those current for the services listed. Expired contracts are not presented. Budgeted amounts beyond contract date are estimates based on past-experience in addition to future program plans.

These contracts would generally require a separate procurement process. It should be noted that several contracts are shared by multiple areas of GLWA. In the tables below are the key contracts for these services.

Waste Water Operations Group	Facilities Maintenance Services	Landfill Service For Lime Stabilized Dewatered Sludge	Hauling and Disposal of Bar Rack and Grit	Hauling of Biosolids	Scum Disposal and Hauling	Ferric Chloride	Gaseous Oxygen Service	Total
Prime Consultant	Lakeshore Global Corporation	Waste Management Of Michigan Inc	Waste Management Of Michigan Inc	Custom Ecology of Ohio Inc	Rickman Enterprise Group LLC	Kemira Water Solutions	Praxair Inc	
Contract #	CON-1901658	PO 16507	PO 10945	PO 9417	1803456	PO 9172	2920576	
Contract Amount	\$ 10,944,780	\$ 2,000,000	\$ 856,500	\$ 1,060,400	\$ 907,290	\$ 3,999,550	\$ 14,091,663	\$ 33,860,183
Contract End Date	01/19/22	03/31/25	12/13/2021	6/30/2021	6/30/2022	05/01/21	07/31/19	
Cost Center Name	Various	Central Off Loading & Hauling	Central Off Loading & Hauling	Central Off Loading & Hauling	Central Off Loading & Hauling	Wastewater Primary Processing	Wastewater Secondary Processing	
Pre-FY 2020 Spend	\$ -	\$ -	\$ 234,311	\$ 47,620	\$ -	\$ 1,837,980	\$ 10,126,881	\$ 12,246,792
FY 2020 Spend	2,032,948	127,608	514,986	95,329	217,380	2,010,306	2,647,972	7,646,529
FY 2021 Budget	6,927,071	290,000	591,000	88,000	282,000	1,731,400	3,195,400	13,104,871
FY 2022 Requested	7,216,400	450,000	548,400	100,800	248,400	2,107,200	2,943,100	13,614,300
FY 2023 Requested	7,284,000	458,500	554,400	103,200	253,200	2,212,600	2,943,100	13,809,000
FY 2024 Requested	7,352,600	468,000	559,900	105,300	258,300	2,212,600	2,943,100	13,899,800
FY 2025 Requested	7,422,200	477,000	559,900	107,400	263,500	2,212,600	2,943,100	13,985,700
FY 2026 Requested	7,492,800	487,000	565,500	109,500	268,800	2,212,600	2,943,100	14,079,300
Total	\$ 45,728,019	\$ 2,758,108	\$ 4,128,397	\$ 757,149	\$ 1,791,580	\$ 16,537,286	\$ 30,685,753	\$ 102,386,292

Waste Water Operations Group	Sodium Bisulfite	Sulfur Dioxide	Sodium Hypochlorite	Flocculant, Organic Polymer	Maintenance Service contract for Accusonic Flow Meters	Fire -Alarms, Sprinklers, Extinguishers- Maintenance & Repair	HVAC Services	Total
Prime Consultant	Sulco Chemicals Limited	PVS Technologies Inc	PVS Nolwood Chemical Inc	Polydyne Inc	HESCO Group Inc	Johnson Controls Fire Protection LP	TBD	
Contract #	PO 9857	PO 9172	08901	1802179	PO 12613	200284	1902548	
Contract Amount	\$ 1,336,152	\$ 3,003,000	\$ 3,134,080	\$ 7,875,000	\$ 2,204,531	\$ 1,659,587	TBD	\$ 19,212,350
Contract End Date	04/30/22	05/27/21	03/31/21	01/31/24	04/29/24	08/31/23	12/31/23	
Cost Center Name	Wastewater Secondary Processing	Wastewater Secondary Processing	CSO Facilities and Wastewater Secondary Processing	Wastewater Incineration	All CSO Facilities	Wastewater Operations & CSO Facilities	Wastewater Operations & CSO Facilities	
Pre-FY 2020 Spend	\$ 234,838	\$ 525,301	\$ 1,637,177	\$ 291,927	\$ -	\$ -	\$ -	\$ 2,689,243
FY 2020 Spend	169,093	477,671	1,434,770	1,032,273	116,360	-	-	3,230,167
FY 2021 Budget	415,200	465,000	1,484,500	871,700	347,800	65,000	2,206,669	5,855,869
FY 2022 Requested	170,800	479,000	1,536,400	1,033,600	189,700	531,036	2,044,400	5,984,936
FY 2023 Requested	170,800	488,500	1,574,900	1,033,600	197,000	532,336	2,063,400	6,060,536
FY 2024 Requested	211,300	488,500	1,574,900	1,033,600	233,100	535,136	2,101,000	6,177,536
FY 2025 Requested	211,300	488,500	1,574,900	1,085,300	233,300	540,500	2,138,400	6,272,200
FY 2026 Requested	211,300	488,500	1,574,900	1,137,000	233,500	546,000	2,177,100	6,368,300
Total	\$ 1,794,631	\$ 3,900,972	\$ 12,392,447	\$ 7,519,000	\$ 1,550,760	\$ 2,750,008	\$ 12,730,969	\$ 42,638,787

Task Order Contracts

As a part of the delivery of services for Wastewater Operations three multi-vendor contacts have been executed. These task-oriented contracts are grouped into three key segments: rehabilitation (JOC), engineering (TOE) and control systems (TIC). Each segment contains multiple vendors who have the opportunity to compete for projects within their segment. The expenditure for any project, or task, is controlled by budget for the area for which that task is requested.

Below is a table for each of these three segments.

Task Order Contract Segment	Contract End Date	Number of Participating Vendors	Overall Value of the contract	Total Awarded Contracts	Pre-FY 2020 Spend	FY 2020 Spend
Job Order Maintenance Contract (JOC)	06/30/23	6	\$ 24,000,000	\$ 10,930,206	-	1,142,357
Task Order Engineering (TOE)	02/02/23	6	30,000,000	2,476,016	-	22,785
Task Instrumentation and Control (TIC)	09/30/25	5	7,620,000	-	-	-

Organization

The GLWA Wastewater Operations Area consists of four teams.

- ❖ **Water Resource Recovery Facility (WRRF)**
Processing plant for the treatment of sewage for the greater metropolitan area
- ❖ **Combined Sewer Overflow (CSO)**
Facilities utilized to control flow volumes for protecting the system and the receiving waters during increased system demand such as during rainstorms or snow melt
- ❖ **Wastewater Laboratories**
Monitoring of pollutants entering and exiting the GLWA sewage facilities
- ❖ **All Others (including)**
 - **Wastewater Engineering**
Provide study, design, and construction administration services for improvements to the WRRF and CSO facilities
 - **Industrial Waste Control**
Identification and monitoring of industrial users for pollutants
 - **Wastewater Systems Unallocated**
Funds not apportioned for a specific purpose used for significant unexpected or unbudgeted expenditures

Expense Categories

There are two major categories for Wastewater Operating Group. The expenses in the Operations and Maintenance Budget are listed below.

- ❖ Personnel Costs
- ❖ Contractual Services

As outlined in the strategic initiatives noted above, the Wastewater Operations Group is tasked with the handling and disposal of solids separated through the treatment process. The disposal of these materials make-up the majority of contractual services expenditures.

The Biosolids Dryer Facility (BDF) operated by the New England Fertilizer Company was commissioned in 2016. This facility has greatly reduced the volume of solid waste incinerated or sent to landfill by processing the product into a renewable resource (fertilizer). Over the past two years an estimated two thirds of the biological waste has been processed by the BDF. For FY 2022 the budget for biosolids hauling and the related landfill was reduced by \$335,500.

Reliability of processing equipment is of primary concern for GLWA. As part of this effort the Administration of the Wastewater Operating Group has continued to focus on reinforcing a proactive maintenance program.

Biennial Budget Request

The biennial budget reflects a near net zero change in FY 2022 decreasing \$455,523 or 0.4%. Key factors that impact this change include the following.

- ❖ Staffing, as noted in the *Personnel Budget* section below increased by \$0.3 million or 0.6%. This increase is due to a combination of factors. (1) The staffing mix reflects continued focus on equipment maintenance and asset management. (2) Additional positions that have proven more difficult to fill were budgeted as transitional contractors (3) Use of actual salaries and an updated benefits calculation for FY 2022.
- ❖ The chemical budget was increased by \$1.0 million or 12.1% due to the renewal and forecast renewal of several bulk chemical contracts in the Primary and Secondary operational areas.
- ❖ Contract Services was decreased \$2.8 million or 10.5%. Significant contracts impacting this change include the following: A contract for regulatory assistance expired (\$0.9 million). As outlined above, additional skilled labor positions were moved to Transition Services (\$1.6 million). A program to enhance staff training has been added (\$1.0 million). Contract services in Process Control for skilled labor were moved to Information Technology (\$0.5 million) and equipment maintenance contract for instrumentation and controls was taken over by GLWA staff (\$0.5 million).
- ❖ Contribution to the unallocated reserve was increase by \$0.4 million or 9.7%. The unallocated reserve is set aside for unbudgeted expenditures needed in operations. An example of these unknown events would be the potential impact of historically high-water levels in Lake St Clair and the Detroit and Rouge Rivers on the wastewater system.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 36,296,309	\$ 37,871,716	\$ 8,782,000	\$ 38,179,705	\$ 307,989	0.6%	\$ 39,416,874
3.1 Electric	12,340,881	12,538,000	2,966,200	12,618,400	80,400	0.6%	12,848,200
3.2 Gas	4,160,964	5,491,000	821,200	4,706,200	(784,800)	-14.3%	4,742,500
3.3 Sewage Service	1,539,128	1,417,500	381,100	1,452,393	34,893	2.5%	1,480,000
3.4 Water Service	3,110,431	3,880,100	654,200	3,131,300	(748,800)	-19.3%	3,164,500
4.1 Chemicals	8,672,404	8,365,940	2,258,600	9,381,700	1,015,760	12.1%	9,510,100
4.2 Supplies & Other	15,209,816	13,344,752	3,777,200	15,272,536	1,927,784	14.4%	14,907,776
4.3 Contractual Services	23,732,743	26,663,160	6,070,200	23,865,438	(2,797,722)	-10.5%	23,957,078
5.1 Capital Program Allocation	(1,183,397)	(1,325,784)	(252,400)	(1,260,555)	65,229	-4.9%	(1,279,908)
5.2 Shared Services	(482,422)	(157,400)	(39,400)	(160,400)	(3,000)	1.9%	(163,700)
6.0 Capital Outlay	-	-	67,900	-	-	n/a	-
7.0 Unallocated Reserve	-	4,603,856	-	5,050,600	446,744	9.7%	5,473,966
Grand Total	\$ 103,396,859	\$ 112,692,839	\$ 25,486,800	\$ 112,237,316	\$ (455,523)	-0.4%	\$ 114,057,385

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Wastewater Administration	\$ 1,603,207	\$ 2,667,277	\$ 436,800	\$ 2,833,222	\$ 165,945	6.2%	\$ 2,343,443
Water Resource Recovery Facility	81,380,663	86,371,716	20,112,900	84,809,062	(1,562,654)	-1.8%	86,005,921
Wastewater Engineering	1,732,250	2,453,296	592,100	2,635,495	182,199	7.4%	2,701,938
Industrial Waste Control	2,373,773	2,493,776	639,800	2,398,319	(95,457)	-3.8%	2,439,898
Wastewater Laboratories	4,495,916	4,558,691	1,057,300	3,971,237	(587,454)	-12.9%	4,152,319
Combined Sewer Overflow	11,811,050	9,544,226	2,647,900	10,539,380	995,154	10.4%	10,939,900
Wastewater Operations Unallocated	-	4,603,856	-	5,050,600	446,744	-20.1%	5,473,966
Grand Total	\$ 103,396,859	\$ 112,692,839	\$ 25,486,800	\$ 112,237,316	\$ (455,523)	-0.4%	\$ 114,057,385

Personnel Budget

Wastewater Operations Group personnel expense is largely comprised of wastewater operations and maintenance staffing of 440 positions. The staffing plan target is consistent with the agreed upon level with the Michigan Department of Environment, Great Lakes, and Energy. Included in the staffing plan are 8 workforce development positions for positions that have proven difficult to fill. This is an increase of five from the current fiscal year. These positions demonstrate GLWA's commitment to developing the talent necessary to accomplish its initiatives effectively.

The tables on the following page provide three alternate views of the staffing plan.

Staffing Plan- Number of Positions – The table below presents the number of positions in the 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 currently vacant.

Staffing Plan

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Wastewater System Operations	440.00	443.00	448.00	448.00	448.00	448.00	448.00
Wastewater Administration	14.00	14.00	15.00	15.00	15.00	15.00	15.00
Water Resource Recovery Facility	299.00	299.00	300.00	300.00	300.00	300.00	300.00
Wastewater Engineering	24.00	24.00	25.00	25.00	25.00	25.00	25.00
Wastewater Laboratories	38.00	40.00	41.00	41.00	41.00	41.00	41.00
Industrial Waste Control	29.00	29.00	29.00	29.00	29.00	29.00	29.00
Combined Sewer Overflow	36.00	37.00	38.00	38.00	38.00	38.00	38.00

Full Time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted, in a given year based upon a standard of 2,080 hours per year.

Full Time Equivalents

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Wastewater System Operations	432.25	436.75	431.25	447.75	447.75	447.75	447.75
Wastewater Administration	14.00	14.00	15.00	15.00	15.00	15.00	15.00
Water Resource Recovery Facility	293.00	294.25	288.00	300.00	300.00	300.00	300.00
Wastewater Engineering	24.00	23.50	24.50	25.00	25.00	25.00	25.00
Wastewater Laboratories	38.00	40.00	39.75	41.00	41.00	41.00	41.00
Industrial Waste Control	29.00	28.50	28.25	29.00	29.00	29.00	29.00
Combined Sewer Overflow	34.25	36.50	35.75	37.75	37.75	37.75	37.75

Personnel Budget – The table below presents the Wastewater Operations Group personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Overtime, Employee Benefits and Contractual Transition Services. The values are based on the *Full Time Equivalents* above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in category 7.0 Unallocated Reserve as shown in the Five-Year Financial Plan below.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Wastewater System Operations	\$ 37,871,716	\$ 38,179,705	\$ 39,416,874	\$ 39,575,074	\$ 39,733,274	\$ 39,891,474
Wastewater Administration	1,609,446	1,588,019	1,594,982	1,601,945	1,608,909	1,615,872
Water Resource Recovery Facility	24,585,971	25,263,745	26,091,637	26,190,659	26,289,681	26,388,704
Wastewater Engineering	2,336,448	2,420,083	2,487,622	2,498,675	2,509,727	2,520,780
Industrial Waste Control	2,107,576	2,133,019	2,178,018	2,188,988	2,199,957	2,210,927
Wastewater Laboratories	3,765,038	3,518,287	3,645,919	3,662,860	3,679,802	3,696,744
Combined Sewer Overflow	3,467,236	3,256,551	3,418,696	3,431,947	3,445,198	3,458,449

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 21,639,836	\$ 4,776,900	\$ 21,246,392	\$ (393,444)	-1.8%	\$ 22,029,455	\$ 22,029,455	\$ 22,029,455	\$ 22,029,455
2.2 Workforce									
Development	85,322	77,400	255,549	170,227	199.5%	255,549	255,549	255,549	255,549
2.3 Overtime	3,405,737	781,600	3,142,220	(263,517)	-7.7%	3,149,000	3,149,000	3,149,000	3,149,000
2.4 Employee Benefits	8,133,193	2,196,700	7,620,888	(512,305)	-6.3%	8,068,213	8,226,414	8,384,614	8,542,814
2.5 Transition Services	4,607,628	949,400	5,914,656	1,307,028	28.4%	5,914,656	5,914,656	5,914,656	5,914,656
3.1 Electric	12,538,000	2,966,200	12,618,400	80,400	0.6%	12,848,200	13,080,700	13,337,200	13,596,700
3.2 Gas	5,491,000	821,200	4,706,200	(784,800)	-14.3%	4,742,500	4,797,800	4,853,300	4,908,300
3.3 Sewage Service	1,417,500	381,100	1,452,393	34,893	2.5%	1,480,000	1,504,000	1,515,700	1,530,500
3.4 Water Service	3,880,100	654,200	3,131,300	(748,800)	-19.3%	3,164,500	3,221,200	3,274,800	3,331,100
4.1 Chemicals	8,365,940	2,258,600	9,381,700	1,015,760	12.1%	9,510,100	9,629,500	9,695,100	9,791,400
4.2 Supplies & Other	13,344,752	3,777,200	15,272,536	1,927,784	14.4%	14,907,776	13,873,716	13,809,510	14,021,350
4.3 Contractual Services	26,663,160	6,070,200	23,865,438	(2,797,722)	-10.5%	23,957,078	23,753,558	24,031,578	24,317,490
5.1 Capital Program									
Allocation	(1,325,784)	(252,400)	(1,260,555)	65,229	-4.9%	(1,279,908)	(1,285,488)	(1,291,067)	(1,296,647)
5.2 Shared Services	(157,400)	(39,400)	(160,400)	(3,000)	1.9%	(163,700)	(167,000)	(170,300)	(173,800)
6.0 Capital Outlay	-	67,900	-	-	n/a	-	-	-	-
7.0 Unallocated Reserve	4,603,856	-	5,050,600	446,744	9.7%	5,473,966	8,407,300	10,898,200	13,333,670
Grand Total	\$ 112,692,839	\$ 25,486,800	\$ 112,237,316	\$ (455,523)	-0.4%	\$ 114,057,385	\$ 116,390,360	\$ 119,687,295	\$ 123,251,538

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Wastewater Administration	\$ 2,667,277	\$ 436,800	\$ 2,833,222	\$ 165,945	6.2%	\$ 2,343,443	\$ 1,852,565	\$ 1,859,486	\$ 1,771,607
Water Resource Recovery									
Facility	86,371,716	20,112,900	84,809,062	(1,562,654)	-1.8%	86,005,921	85,834,123	86,461,759	87,489,324
Industrial Waste Control	2,453,296	592,100	2,635,495	182,199	7.4%	2,701,938	2,721,481	2,741,124	2,761,367
Wastewater Engineering	2,493,776	639,800	2,398,319	(95,457)	-3.8%	2,439,898	2,451,988	2,640,247	2,849,547
Wastewater Laboratories	4,558,691	1,057,300	3,971,237	(587,454)	-12.9%	4,152,319	4,172,460	4,202,402	4,289,844
Combined Sewer Overflow	9,544,226	2,647,900	10,539,380	995,154	10.4%	10,939,900	10,950,443	10,884,077	10,756,180
Wastewater Operations									
Unallocated	4,603,856	-	5,050,600	446,744	9.7%	5,473,966	8,407,300	10,898,200	13,333,670
Grand Total	\$ 112,692,839	\$ 25,486,800	\$ 112,237,316	\$ (455,523)	-0.4%	\$ 114,057,385	\$ 116,390,360	\$ 119,687,295	\$ 123,251,538

Wastewater Master Plan

As FY 2021 came to a close, the Comprehensive Regional Wastewater Master Plan (WWMP) effort was completed. The 40-year plan, unlike any other in the nation, is the result of unprecedented regional collaboration among 100 stakeholders, including GLWA's member partners, watershed advocacy groups, regulatory agencies and more. The WWMP gives the region a roadmap for the future and a plan that builds on the work already done – with a focus on water quality and a path that manages affordability through partnerships and collaboration. This five-year financial plan takes into consideration the elements of the WWMP that are called for in the first five years, including continuation of condition assessments to ensure our current assets are in good working order and preparation by operations and maintenance for the future capital projects that are identified in Phase 1 of the WWMP.

Capital Outlay

Wastewater Operations Group capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay by Asset Category

Asset Type	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2025 Department Requested
Improvement & Extension	\$ 10,921,050	\$ 7,215,800	\$ 9,416,700	\$ 4,489,900	\$ 4,210,900	\$ 5,151,540
Building/Structures	1,000,000	357,500	362,800	368,100	373,500	379,000
Leasehold Improvements	250,000	880,000	500,000	500,000	-	-
Machinery & Equipment	5,973,050	5,178,300	8,253,900	3,621,800	3,815,400	4,572,540
Computers & IT	1,300,000	150,000	150,000	100,000	360,500	-
Controls & Communication	90,000	1,960,000	5,307,500	1,924,000	1,146,500	2,855,000
Flow Measuring & Meters	531,000	625,000	145,000	120,000	35,000	20,000
Furniture & Fixtures	-	-	-	-	2,000	7,000
Heavy Equipment & Misc	850,000	-	-	-	-	-
Laboratory	25,000	40,100	61,700	14,200	43,400	101,200
Pipes, Gates & Valves	292,500	261,500	275,000	249,500	281,000	252,500
Process Equipment/Treatment	312,000	441,000	572,000	353,700	572,500	464,840
Pumps & Motors	2,533,550	1,613,900	1,684,600	844,700	1,365,800	854,100
Tools, Shop & Warehouse	39,000	86,800	58,100	15,700	8,700	17,900
Site Improvements	50,000	-	-	-	-	-
Lighting	50,000	-	-	-	-	-
Vehicles	615,000	-	300,000	-	22,000	200,000
Heavy Truck	-	-	-	-	-	200,000
Light Truck	590,000	-	300,000	-	-	-
Utility Vehicle	25,000	-	-	-	22,000	-
Non-Capitalizable Improvement	3,033,000	800,000	-	-	-	-
Grand Total	\$ 10,921,050	\$ 7,215,800	\$ 9,416,700	\$ 4,489,900	\$ 4,210,900	\$ 5,151,540

Five-Year Capital Outlay by Funding Source

Funding Source	FY 2021 Forecasted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2025 Department Requested
Improvement & Extension	\$ 10,921,050	\$ 7,215,800	\$ 9,416,700	\$ 4,489,900	\$ 4,210,900	\$ 5,151,540
Grand Total	\$ 10,921,050	\$ 7,215,800	\$ 9,416,700	\$ 4,489,900	\$ 4,210,900	\$ 5,151,540

Five-Year Capital Outlay by Team

Team	FY 2021 Forecasted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Water Resource Recovery Facility	6,073,000	4,356,300	7,735,400	3,431,400	2,266,500	4,200,900
Wastewater Engineering	-	-	-	-	-	-
Industrial Waste Control	25,000	-	25,000	-	27,500	7,000
Wastewater Laboratories	-	40,100	36,700	14,200	17,900	101,200
Combined Sewer Overflow	4,823,050	2,819,400	1,619,600	1,044,300	1,899,000	842,440
7 Mile CSO	5,250	131,000	35,000	68,000	756,400	8,000
Baby Creek CSO	307,000	302,000	364,800	269,000	274,000	281,100
Belle Isle CSO	-	-	-	-	-	-
Combined Sewer Overflow	3,033,000	800,000	-	-	-	-
Conner Creek CSO	325,000	515,000	440,500	324,700	489,700	397,500
Hubble Southfield CSO	110,000	200,000	260,000	110,000	110,000	90,000
Leib CSO	462,000	382,000	198,800	144,600	45,900	47,300
Oakwood CSO	150,000	95,000	120,000	95,000	95,000	-
Puritan Fenkell CSO	149,800	165,000	155,500	15,000	60,000	-
St Aubin CSO	281,000	229,400	45,000	18,000	68,000	18,540
Grand Total	\$ 10,921,050	\$ 7,215,800	\$ 9,416,700	\$ 4,489,900	\$ 4,210,900	\$ 5,151,540

Line Item Budget and Financial Plan

The five-year plan with a line item expense budget starts below. The expenses are listed in report order by cost center. Because many of GLWA's initiatives extend multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
892001 - Chief Operating Officer Wastewater	\$ 1,603,207	\$ 2,667,277	\$ 436,800	\$ 2,833,222	\$ 2,343,443	\$ 1,852,565	\$ 1,859,486	\$ 1,771,607
2.1 Salaries & Wages	1,200,545	1,168,128	287,700	1,237,034	1,237,034	1,237,034	1,237,034	1,237,034
2.3 Overtime	1,853	7,476	-	2,820	2,820	2,820	2,820	2,820
2.4 Benefits	328,968	330,882	81,500	348,165	355,128	362,091	369,055	376,018
2.5 Transition Services	64,688	102,960	-	-	-	-	-	-
4.2 Supplies and Other	21,614	61,000	53,100	170,900	171,300	171,600	171,700	172,000
Memberships, Licenses & Subscriptions	1,032	3,000	52,600	54,800	54,900	55,000	55,000	55,100
Mileage and Parking	886	5,000	-	1,600	1,700	1,800	1,800	1,800
Office Supplies	9,992	9,000	500	9,500	9,700	9,800	9,900	10,100
Training and Internal Meetings	4,706	30,000	-	75,000	75,000	75,000	75,000	75,000
Travel	4,998	14,000	-	30,000	30,000	30,000	30,000	30,000
4.3 Contractual Services	28,550	1,000,000	18,800	1,110,000	613,000	115,000	115,000	20,000
5.1 Capital Program allocation	(43,010)	(3,169)	(4,300)	(35,696)	(35,838)	(35,981)	(36,123)	(36,265)



Wastewater Operations Group
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
892201 - Wastewater Director	\$ 4,314,638	\$ 5,136,274	\$ 1,135,500	\$ 6,396,950	\$ 6,542,164	\$ 6,412,917	\$ 6,484,971	\$ 6,559,325
2.1 Salaries & Wages	1,854,350	2,071,393	460,700	1,939,649	1,997,992	1,997,992	1,997,992	1,997,992
2.2 Salaries & Wages - Workforce Development	13,464	-	9,700	36,525	36,525	36,525	36,525	36,525
2.3 Overtime	462,191	431,139	109,000	463,000	462,250	462,250	462,250	462,250
2.4 Benefits	856,137	788,116	209,000	708,812	747,334	761,987	776,641	791,294
2.5 Transition Services	595,313	1,157,627	143,200	1,993,464	1,993,464	1,993,464	1,993,464	1,993,464
4.2 Supplies and Other	293,238	488,000	146,200	429,000	416,200	209,400	202,800	196,400
Capital Outlay less than \$5,000	49,896	45,000	3,600	236,000	230,000	30,000	30,000	20,000
Car Lease	79,201	185,000	4,500	30,000	20,000	10,000	-	-
Memberships, Licenses & Subscriptions	699	2,000	-	1,500	1,500	1,500	1,500	1,500
Mileage and Parking	18	-	-	-	-	-	-	-
Office Supplies	2,558	5,000	400	3,500	3,600	3,700	3,800	3,900
Repairs & Maintenance-Equipment	149,955	200,000	137,700	155,000	158,000	161,000	164,200	167,600
Training and Internal Meetings	9,771	40,000	-	-	-	-	-	-
Travel	-	8,000	-	-	-	-	-	-
Tuition Refund	1,140	3,000	-	3,000	3,100	3,200	3,300	3,400
4.3 Contractual Services	239,944	200,000	57,700	826,500	888,400	951,300	1,015,300	1,081,400
892211 - Wastewater Engineering	\$ 1,732,250	\$ 2,453,296	\$ 592,100	\$ 2,635,495	\$ 2,701,938	\$ 2,721,481	\$ 2,741,124	\$ 2,761,367
2.1 Salaries & Wages	1,382,754	1,622,999	382,600	1,711,533	1,755,730	1,755,730	1,755,730	1,755,730
2.3 Overtime	168,137	176,310	43,400	168,350	168,220	168,220	168,220	168,220
2.4 Benefits	502,075	537,139	119,100	540,200	563,672	574,725	585,777	596,829
2.5 Transition Services	-	-	17,000	-	-	-	-	-
4.2 Supplies and Other	44,499	61,592	12,000	44,000	43,000	43,600	43,600	44,100
Capital Outlay less than \$5,000	8,073	-	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	3,723	6,482	3,500	5,000	5,000	5,000	5,000	5,000
Mileage and Parking	17,534	12,600	5,000	18,000	18,000	18,400	18,400	18,700
Office Supplies	8,180	18,170	2,400	10,000	9,000	9,200	9,200	9,400
Operating Supplies	5,584	9,000	1,100	9,000	9,000	9,000	9,000	9,000
Repairs & Maintenance-Equipment	-	100	-	-	-	-	-	-
Training and Internal Meetings	590	4,000	-	-	-	-	-	-
Travel	336	9,240	-	-	-	-	-	-
Tuition Refund	478	2,000	-	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	731,265	1,323,500	258,100	1,339,200	1,358,400	1,371,500	1,385,300	1,399,200
5.1 Capital Program allocation	(1,096,480)	(1,268,244)	(240,100)	(1,167,788)	(1,187,084)	(1,192,293)	(1,197,503)	(1,202,713)
892221 - Wastewater Operations	\$ 23,601,015	\$ 26,683,488	\$ 5,421,300	\$ 22,126,559	\$ 22,670,632	\$ 23,054,193	\$ 23,452,018	\$ 23,854,649
2.1 Salaries & Wages	660,035	630,818	174,600	713,744	846,070	846,070	846,070	846,070
2.3 Overtime	196,233	186,093	48,800	202,690	202,220	202,220	202,220	202,220
2.4 Benefits	236,520	246,687	64,800	242,416	298,906	304,767	310,628	316,489
2.5 Transition Services	292,618	359,390	30,000	-	-	-	-	-
3.1 Electric	10,389,378	10,498,000	2,423,700	10,543,000	10,753,000	10,968,000	11,187,000	11,411,000
3.2 Gas	2,104,323	3,094,000	418,200	2,500,000	2,513,000	2,526,000	2,539,000	2,552,000
3.3 Sewage	532,691	494,000	104,200	497,593	508,000	518,000	528,000	539,000
3.4 Water	2,565,254	3,331,000	527,300	2,591,000	2,617,000	2,669,000	2,722,000	2,776,000
4.1 Chemicals	5,014	2,500	-	5,000	5,100	5,200	5,300	5,400
4.2 Supplies and Other	3,576,038	4,033,000	771,100	4,281,116	4,366,336	4,442,936	4,528,800	4,611,470
Capital Outlay less than \$5,000	18,898	45,000	4,700	10,000	13,000	10,000	10,000	13,100
Inspection and Permit Fees	227,646	250,000	7,100	250,000	255,000	260,000	266,000	272,000
Memberships, Licenses & Subscriptions	700	2,000	-	1,200	1,200	1,200	1,200	1,200
Mileage and Parking	353	-	100	-	-	-	-	-
Office Supplies	27,410	47,000	6,200	30,000	30,600	31,200	31,800	32,400
Operating Supplies	103,305	125,000	14,700	105,000	107,200	109,400	111,600	113,900
Operating Supplies-Janitorial	56,218	30,000	9,600	55,000	56,000	57,000	58,000	59,000
Repairs & Maintenance-Equipment	70,330	100,000	8,700	75,000	76,400	77,900	79,400	49,670
Repairs & Maintenance-Facilities	2,959,858	3,200,000	670,700	3,636,736	3,706,236	3,772,736	3,844,500	3,941,000
Supplies & Other - Covid19	316	-	2,200	-	-	-	-	-
Training and Internal Meetings	(325)	120,000	16,000	-	-	-	-	-
Travel	8,604	8,000	-	-	-	-	-	-
Tuition Refund	-	3,000	-	3,000	3,100	3,200	3,300	3,400
Uniforms, Laundry, Cleaning	102,726	103,000	21,500	115,180	117,600	120,300	123,000	125,800
Penalties	-	-	9,600	-	-	-	-	-
4.3 Contractual Services	3,042,912	3,808,000	858,600	550,000	561,000	572,000	583,000	595,000



Wastewater Operations Group
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
892222 - Waster Process Control	\$ 3,165,295	\$ 5,229,650	\$ 871,500	\$ 4,540,724	\$ 4,102,104	\$ 4,112,623	\$ 4,015,212	\$ 4,111,452
2.1 Salaries & Wages	1,195,878	1,296,419	324,500	1,610,080	1,610,080	1,610,080	1,610,080	1,610,080
2.2 Salaries & Wages - Workforce Development	49,695	-	-	-	-	-	-	-
2.3 Overtime	110,182	123,038	27,400	110,200	110,200	110,200	110,200	110,200
2.4 Benefits	483,693	440,460	127,500	521,964	532,404	542,843	553,282	563,721
2.5 Transition Services	66,096	422,987	13,600	-	-	-	-	-
4.1 Chemicals	(189)	-	-	-	-	-	-	-
4.2 Supplies and Other	683,982	881,145	135,500	1,292,980	816,820	633,720	602,790	700,410
Capital Outlay less than \$5,000	80,313	4,700	100	60,000	14,000	15,000	17,000	18,000
Operating Supplies	9,547	7,070	200	10,780	10,780	10,990	11,100	11,220
Repairs & Maintenance-Equipment	269,604	134,600	-	636,200	387,640	139,010	140,410	141,810
Repairs & Maintenance-Hardware	213,696	692,575	78,200	414,000	382,000	403,220	389,680	433,580
Training and Internal Meetings	10,150	20,000	-	-	-	-	-	-
Tuition Refund	2,000	-	-	-	-	-	-	-
Repairs & Maintenance-Software	98,672	22,200	57,000	172,000	22,400	65,500	44,600	95,800
4.3 Contractual Services	764,798	2,127,200	258,400	1,068,300	1,096,700	1,281,180	1,205,560	1,195,040
5.2 Shared Services allocation	(188,839)	(61,600)	(15,400)	(62,800)	(64,100)	(65,400)	(66,700)	(68,000)
892223 - Wastewater Primary Processing	\$ 7,825,955	\$ 7,835,995	\$ 2,300,400	\$ 8,154,706	\$ 8,285,629	\$ 8,181,697	\$ 8,178,064	\$ 8,284,432
2.1 Salaries & Wages	1,975,951	2,237,967	462,300	2,120,137	2,171,067	2,171,067	2,171,067	2,171,067
2.2 Salaries & Wages - Workforce Development	85,786	67,642	10,100	-	-	-	-	-
2.3 Overtime	513,473	542,704	101,500	539,220	548,890	548,890	548,890	548,890
2.4 Benefits	1,165,553	972,179	284,200	834,519	870,442	887,510	904,577	921,645
2.5 Transition Services	507,983	449,104	168,800	822,631	822,631	822,631	822,631	822,631
4.1 Chemicals	2,010,665	1,731,400	463,900	2,107,200	2,212,600	2,212,600	2,212,600	2,212,600
4.2 Supplies and Other	1,137,253	1,675,000	823,300	1,300,000	1,220,300	1,090,600	1,061,100	1,141,600
Capital Outlay less than \$5,000	7,294	15,000	17,100	50,000	-	50,000	-	60,000
Operating Supplies	57,153	60,000	19,100	60,000	61,200	62,400	63,600	64,800
Repairs & Maintenance-Equipment	1,072,806	1,600,000	786,500	1,190,000	1,159,100	978,200	997,500	1,016,800
Tuition Refund	-	-	600	-	-	-	-	-
4.3 Contractual Services	429,291	160,000	(13,700)	431,000	439,700	448,400	457,200	466,000
892224 - Wastewater Secondary Processing	\$ 9,725,246	\$ 9,847,680	\$ 2,680,500	\$ 10,338,449	\$ 10,353,701	\$ 10,281,763	\$ 10,335,626	\$ 10,418,889
2.1 Salaries & Wages	2,017,113	2,065,769	545,400	2,119,674	2,119,674	2,119,674	2,119,674	2,119,674
2.2 Salaries & Wages - Workforce Development	36,210	-	19,300	72,925	72,925	72,925	72,925	72,925
2.3 Overtime	291,051	356,343	79,700	292,160	295,680	295,680	295,680	295,680
2.4 Benefits	914,588	785,847	257,100	792,867	808,999	824,862	840,724	856,587
2.5 Transition Services	653,112	673,022	188,500	750,123	750,123	750,123	750,123	750,123
4.1 Chemicals	4,251,530	4,401,700	1,143,700	4,801,700	4,821,600	4,908,100	4,920,200	4,961,700
4.2 Supplies and Other	985,158	1,365,000	310,100	1,315,000	1,285,900	1,106,800	1,127,900	1,149,000
Capital Outlay less than \$5,000	2,947	15,000	27,800	-	-	-	-	-
Operating Supplies	27,557	50,000	7,200	40,000	40,800	41,600	42,500	43,400
Repairs & Maintenance-Equipment	954,654	1,300,000	275,100	1,275,000	1,245,100	1,065,200	1,085,400	1,105,600
4.3 Contractual Services	576,484	200,000	136,700	194,000	198,800	203,600	208,400	213,200
892225 - Wastewater Dewatering Processing	\$ 6,760,483	\$ 6,176,397	\$ 1,558,400	\$ 6,436,966	\$ 6,592,269	\$ 6,427,096	\$ 6,456,622	\$ 6,556,249
2.1 Salaries & Wages	1,781,336	2,167,213	386,100	1,997,449	2,054,973	2,054,973	2,054,973	2,054,973
2.2 Salaries & Wages - Workforce Development	57,901	-	9,500	36,525	36,525	36,525	36,525	36,525
2.3 Overtime	307,782	373,845	79,000	307,800	303,630	303,630	303,630	303,630
2.4 Benefits	1,020,271	876,304	236,200	790,120	827,568	843,795	860,022	876,248
2.5 Transition Services	1,045,101	517,334	227,700	519,473	519,473	519,473	519,473	519,473
4.1 Chemicals	1,032,270	871,700	265,000	1,033,600	1,033,600	1,033,600	1,085,300	1,137,000
4.2 Supplies and Other	1,426,898	1,270,000	294,600	1,660,000	1,722,600	1,539,300	1,499,000	1,528,800
Capital Outlay less than \$5,000	12,480	20,000	600	-	83,000	70,100	-	-
Operating Supplies	50,595	100,000	10,400	60,000	61,200	62,400	63,600	64,800
Repairs & Maintenance-Equipment	1,362,251	1,150,000	283,600	1,600,000	1,578,400	1,406,800	1,435,400	1,464,000
Supplies & Other - Covid19	72	-	-	-	-	-	-	-
Tuition Refund	1,500	-	-	-	-	-	-	-
4.3 Contractual Services	88,925	100,000	60,300	92,000	93,900	95,800	97,700	99,600



Wastewater Operations Group
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
892226 - Wastewater Incineration Processing	\$ 4,476,441	\$ 5,167,809	\$ 1,282,800	\$ 6,173,836	\$ 6,407,501	\$ 6,220,526	\$ 6,283,252	\$ 6,316,049
2.1 Salaries & Wages	1,738,614	2,191,178	388,600	1,841,147	1,990,767	1,990,767	1,990,767	1,990,767
2.2 Salaries & Wages - Workforce Development	126,134	-	9,600	36,525	36,525	36,525	36,525	36,525
2.3 Overtime	225,903	246,510	80,600	225,830	243,880	243,880	243,880	243,880
2.4 Benefits	962,651	863,346	215,300	724,394	801,990	817,715	833,440	849,166
2.5 Transition Services	545,146	301,475	144,500	1,127,412	1,127,412	1,127,412	1,127,412	1,127,412
4.1 Chemicals	38,896	15,300	20,000	45,000	45,000	45,000	45,000	47,300
4.2 Supplies and Other	756,890	1,150,000	344,300	1,846,160	1,832,760	1,628,260	1,671,460	1,678,800
Capital Outlay less than \$5,000	1,450	25,000	3,400	44,000	65,100	45,000	71,500	46,200
Operating Supplies	23,603	25,000	5,000	25,000	25,400	25,800	26,300	26,800
Repairs & Maintenance-Equipment	730,358	1,100,000	335,900	1,777,160	1,742,260	1,557,460	1,573,660	1,605,800
Tuition Refund	1,480	-	-	-	-	-	-	-
4.3 Contractual Services	82,208	400,000	79,900	327,368	329,168	330,968	334,768	342,200
892227 - Bio-dryer Facility, Central	\$ 19,778,782	\$ 20,297,523	\$ 4,863,900	\$ 20,257,672	\$ 20,664,921	\$ 20,752,507	\$ 20,861,293	\$ 20,989,779
Offload & Hauling	349,408	477,321	67,000	343,932	402,274	402,274	402,274	402,274
2.1 Salaries & Wages	86,709	70,406	13,900	87,440	83,070	83,070	83,070	83,070
2.3 Overtime	168,497	196,296	31,400	135,713	162,489	165,675	168,861	172,047
2.4 Benefits	143,774	-	11,700	203,188	203,188	203,188	203,188	203,188
2.5 Transition Services	1,118,139	1,065,000	284,400	1,120,000	1,131,200	1,142,500	1,176,800	1,212,100
3.1 Electric	1,868,395	2,187,000	398,000	2,000,000	2,020,000	2,060,000	2,101,000	2,143,000
3.2 Gas	345,209	350,000	85,400	350,400	357,600	361,200	361,200	364,800
3.3 Sewage	172,123	179,000	42,900	180,000	182,400	184,200	184,200	186,000
3.4 Water	15,526,529	15,772,500	3,929,200	15,837,000	16,122,700	16,150,400	16,180,700	16,223,300
4.3 Contractual Services	2,373,773	2,496,276	639,800	2,398,319	2,439,898	2,451,988	2,640,247	2,849,547
892231 - Industrial Waste Control	\$ 2,373,773	\$ 2,496,276	\$ 639,800	\$ 2,398,319	\$ 2,439,898	\$ 2,451,988	\$ 2,640,247	\$ 2,849,547
2.1 Salaries & Wages	1,552,520	1,541,885	397,700	1,571,317	1,595,626	1,595,626	1,595,626	1,595,626
2.3 Overtime	29,341	17,114	5,800	24,210	22,940	22,940	22,940	22,940
2.4 Benefits	666,040	530,510	171,400	537,492	559,452	570,422	581,391	592,361
2.5 Transition Services	-	18,068	-	-	-	-	-	-
4.2 Supplies and Other	72,922	205,000	32,500	148,300	139,880	133,200	138,040	147,870
Advertising	27,637	52,000	26,900	56,200	57,400	58,000	58,600	59,200
Capital Outlay less than \$5,000	8,191	48,000	-	18,900	8,680	-	4,040	12,070
Memberships, Licenses & Subscriptions	534	2,500	-	2,900	2,500	2,900	2,500	2,900
Mileage and Parking	-	800	-	1,000	1,000	1,000	1,000	1,000
Office Supplies	7,576	17,500	2,600	14,500	15,000	15,100	15,100	15,200
Operating Supplies	22,071	30,000	900	25,400	25,800	26,300	26,600	27,200
Operating Supplies-Janitorial	41	5,000	300	1,900	2,000	2,100	2,200	2,300
Postage	1,701	22,500	1,000	10,000	10,000	10,200	10,200	10,200
Repairs & Maintenance-Equipment	-	10,000	-	2,000	2,000	2,000	2,000	2,000
Training and Internal Meetings	1,055	9,000	-	7,500	7,500	7,600	7,700	7,700
Travel	984	1,200	-	4,000	4,000	4,000	4,000	4,000
Uniforms, Laundry, Cleaning	3,132	4,000	800	4,000	4,000	4,000	4,100	4,100
Printing	-	2,500	-	-	-	-	-	-
4.3 Contractual Services	52,950	183,700	32,400	117,000	122,000	129,800	302,250	490,750
892235 - Wastewater Laboratories	\$ 4,495,916	\$ 4,558,691	\$ 1,057,300	\$ 3,971,237	\$ 4,152,319	\$ 4,172,460	\$ 4,202,402	\$ 4,289,844
2.1 Salaries & Wages	2,418,090	2,439,658	556,900	2,489,506	2,583,319	2,583,319	2,583,319	2,583,319
2.3 Overtime	208,815	309,930	70,500	208,970	198,570	198,570	198,570	198,570
2.4 Benefits	911,424	847,150	219,500	819,811	864,030	880,971	897,913	914,855
2.5 Transition Services	-	168,300	-	-	-	-	-	-
4.1 Chemicals	135,244	167,340	24,400	131,200	134,200	135,500	137,200	137,900
4.2 Supplies and Other	636,191	433,583	153,700	170,200	155,200	154,700	164,100	239,500
Capital Outlay less than \$5,000	1,474	-	2,400	8,600	300	7,000	7,900	89,000
Car Lease	24,296	9,800	-	10,000	5,500	-	-	-
Memberships, Licenses & Subscriptions	285	1,500	-	6,500	1,500	1,500	7,500	1,500
Office Supplies	6,050	1,000	300	5,900	6,000	1,000	1,000	-
Operating Supplies	125,611	59,850	21,900	127,900	130,400	133,500	135,600	136,700
Rentals-Buildings	442,877	276,283	114,900	-	-	-	-	-
Repairs & Maintenance-Equipment	7,072	17,650	1,200	7,800	8,000	8,200	8,400	8,600
Repairs & Maintenance-Facilities	23,657	60,000	12,100	-	-	-	-	-
Training and Internal Meetings	805	4,000	-	-	-	-	-	-
Tuition Refund	789	-	100	-	-	-	-	-
Uniforms, Laundry, Cleaning	3,275	3,500	800	3,500	3,500	3,500	3,700	3,700
4.3 Contractual Services	186,152	192,730	32,300	151,550	217,000	219,400	221,300	215,700



Wastewater Operations Group
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
892270 - Combined Sewer Overflow	\$ 4,469,763	\$ 4,677,415	\$ 950,800	\$ 4,512,160	\$ 4,769,760	\$ 4,743,743	\$ 4,790,557	\$ 4,835,380
2.1 Salaries & Wages	1,572,148	1,729,088	342,800	1,551,191	1,664,850	1,664,850	1,664,850	1,664,850
2.2 Salaries & Wages - Workforce Development	26,621	17,680	19,200	73,050	73,050	73,050	73,050	73,050
2.3 Overtime	509,519	564,829	122,000	509,530	506,630	506,630	506,630	506,630
2.4 Benefits	739,375	718,277	179,700	624,415	675,800	689,051	702,302	715,553
2.5 Transition Services	220,946	437,362	4,400	498,366	498,366	498,366	498,366	498,366
4.2 Supplies and Other	80,932	88,421	12,700	82,000	83,200	84,200	85,000	73,800
Car Lease	48,148	-	6,300	49,800	49,800	49,800	49,800	37,700
Inspection and Permit Fees	500	-	-	700	700	700	700	700
Memberships, Licenses & Subscriptions	361	500	100	500	500	500	500	500
Mileage and Parking	3,255	2,400	-	2,800	2,900	3,000	3,000	3,100
Office Supplies	4,720	-	-	4,100	4,100	4,100	4,100	4,200
Operating Supplies	1,986	71,500	300	2,000	2,100	2,100	2,200	2,200
Training and Internal Meetings	11,898	2,000	3,200	9,600	9,600	9,800	10,000	10,100
Travel	2,070	4,000	-	4,500	5,000	5,500	6,000	6,100
Tuition Refund	1,500	1,000	1,500	1,500	1,500	1,500	1,500	2,000
Uniforms, Laundry, Cleaning	6,494	7,021	1,300	7,000	7,000	7,200	7,200	7,200
4.3 Contractual Services	1,423,531	1,195,530	282,900	1,250,380	1,344,950	1,305,310	1,338,700	1,382,200
5.1 Capital Program allocation	(43,908)	(54,372)	(8,000)	(57,071)	(56,986)	(57,213)	(57,441)	(57,669)
5.2 Shared Services allocation	(59,401)	(19,400)	(4,900)	(19,700)	(20,100)	(20,500)	(20,900)	(21,400)
892271 - Puritan Fenkell Combined Sewer Overflow	\$ 373,686	\$ 301,199	\$ 58,900	\$ 306,500	\$ 313,750	\$ 317,300	\$ 318,800	\$ 322,000
3.1 Electric	51,344	46,000	10,200	52,000	52,200	52,500	52,500	52,500
3.2 Gas	17,196	21,000	900	20,000	21,000	21,000	21,000	21,000
3.3 Sewage	6,812	10,000	7,300	10,000	10,000	10,000	10,000	10,100
3.4 Water	7,501	9,100	4,500	10,000	10,000	10,000	10,000	10,100
4.1 Chemicals	8,846	12,700	-	9,800	9,800	10,000	10,000	10,000
4.2 Supplies and Other	241,386	202,399	30,400	159,800	165,250	168,000	169,100	171,300
Office Supplies	190	200	-	200	200	200	200	200
Operating Supplies	8,894	31,025	1,000	1,800	1,800	1,800	1,900	1,900
Repairs & Maintenance-Equipment	65,528	72,424	7,900	73,000	79,450	81,000	82,000	83,000
Repairs & Maintenance-Facilities	166,774	98,750	21,500	84,800	83,800	85,000	85,000	86,200
4.3 Contractual Services	40,600	-	5,600	44,900	45,500	45,800	46,200	47,000
892272 - Seven Mile Combined Sewer Overflow	\$ 118,050	\$ 152,104	\$ 52,800	\$ 164,170	\$ 168,750	\$ 171,350	\$ 173,360	\$ 175,270
3.1 Electric	776	42,000	9,400	26,000	26,500	27,000	27,000	27,000
3.2 Gas	11,621	12,000	500	12,000	12,000	12,000	12,500	12,500
3.3 Sewage	10,440	8,000	2,100	9,000	9,000	9,000	9,200	9,200
3.4 Water	7,398	42,000	2,000	12,000	13,600	13,600	13,600	14,000
4.1 Chemicals	-	7,800	-	1,900	1,900	2,000	2,000	2,000
4.2 Supplies and Other	73,128	40,304	36,400	59,970	61,650	63,250	63,860	64,870
Operating Supplies	660	11,100	-	1,800	1,800	1,800	1,800	1,800
Repairs & Maintenance-Equipment	20,437	16,704	8,000	42,550	43,900	45,150	45,400	46,050
Repairs & Maintenance-Facilities	52,030	12,500	28,400	15,620	15,950	16,300	16,660	17,020
4.3 Contractual Services	14,687	-	2,400	43,300	44,100	44,500	45,200	45,700
892273 - Hubble Southfield Combined Sewer Overflow	\$ 652,907	\$ 447,817	\$ 130,500	\$ 568,330	\$ 572,130	\$ 582,200	\$ 586,200	\$ 588,840
3.1 Electric	62,815	66,000	22,200	63,000	63,600	64,200	64,200	64,200
3.2 Gas	15,543	21,000	200	18,500	18,700	18,900	18,900	18,900
3.3 Sewage	1,555	2,000	(100)	2,000	2,000	2,000	2,000	2,000
3.4 Water	74,857	108,000	(3,700)	90,800	91,000	91,500	91,500	91,500
4.1 Chemicals	85,871	122,200	44,100	112,000	112,000	114,900	114,900	114,900
4.2 Supplies and Other	348,527	128,617	49,900	219,200	219,600	223,700	226,900	228,840
Capital Outlay less than \$5,000	21,428	-	-	-	-	-	-	-
Office Supplies	887	-	-	600	600	600	600	600
Operating Supplies	15,361	11,100	800	16,000	16,300	16,600	17,000	17,000
Repairs & Maintenance-Equipment	161,956	101,073	42,900	157,700	160,300	163,800	166,500	168,240
Repairs & Maintenance-Facilities	148,896	16,444	6,200	44,900	42,400	42,700	42,800	43,000
4.3 Contractual Services	63,738	-	17,900	62,830	65,230	67,000	67,800	68,500



Wastewater Operations Group
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
892274 - Leib Combined Sewer Overflow	\$ 535,420	\$ 152,089	\$ 166,700	\$ 305,800	\$ 310,800	\$ 356,900	\$ 359,500	\$ 362,200
3.1 Electric	778	45,000	10,700	27,000	27,300	27,500	27,800	28,000
3.2 Gas	8,977	16,000	200	16,000	16,200	16,500	16,600	16,600
3.3 Sewage	9,461	3,000	2,000	9,000	9,000	9,200	9,200	9,200
3.4 Water	5,326	2,000	1,200	5,000	5,000	5,100	5,100	5,100
4.1 Chemicals	15,005	17,900	8,900	17,800	17,800	18,300	18,300	18,300
4.2 Supplies and Other	424,117	68,189	142,500	164,200	167,400	211,300	212,400	214,000
Capital Outlay less than \$5,000	2,946	-	-	-	-	-	-	-
Office Supplies	540	-	-	500	500	600	600	600
Operating Supplies	5,206	5,250	1,200	5,500	5,500	5,600	5,600	5,700
Repairs & Maintenance-Equipment	383,992	54,616	128,000	131,100	134,400	177,600	178,500	179,600
Repairs & Maintenance-Facilities	31,433	8,323	13,300	27,100	27,000	27,500	27,700	28,100
4.3 Contractual Services	71,758	-	1,200	66,800	68,100	69,000	70,100	71,000
892275 - St Aubin Combined Sewer Overflow	\$ 295,142	\$ 140,303	\$ 67,900	\$ 278,950	\$ 201,050	\$ 204,700	\$ 206,900	\$ 209,400
3.1 Electric	(3,001)	26,000	6,400	26,000	26,000	26,000	26,000	26,000
3.2 Gas	7,579	8,000	-	8,000	8,000	8,000	8,000	8,000
3.3 Sewage	1,537	2,500	300	2,300	2,400	2,500	2,500	2,600
3.4 Water	2,892	4,000	700	3,000	3,100	3,200	3,300	3,300
4.1 Chemicals	15,672	24,300	-	21,600	21,600	22,100	22,100	22,100
4.2 Supplies and Other	281,641	75,503	49,900	173,500	94,600	96,800	98,300	99,900
Capital Outlay less than \$5,000	3,668	-	-	-	-	-	-	-
Office Supplies	1,095	-	-	1,000	1,000	1,100	1,100	1,100
Operating Supplies	7,031	11,200	800	8,400	8,600	8,700	8,900	9,000
Repairs & Maintenance-Equipment	67,393	54,101	24,600	69,100	70,600	72,300	73,400	74,600
Repairs & Maintenance-Facilities	202,455	10,202	24,500	95,000	14,400	14,700	14,900	15,200
4.3 Contractual Services	(11,178)	-	10,600	44,550	45,350	46,100	46,700	47,500
892276 - Conner Creek Combined Sewer Overflow	\$ 2,996,901	\$ 1,268,243	\$ 547,300	\$ 2,102,760	\$ 2,112,310	\$ 2,148,400	\$ 2,313,400	\$ 2,203,300
3.1 Electric	300,647	244,000	72,000	280,400	283,200	286,000	288,900	288,900
3.2 Gas	87,021	73,000	2,600	83,800	85,200	86,100	87,000	87,000
3.3 Sewage	209,770	83,000	80,900	150,100	151,200	152,700	154,200	154,200
3.4 Water	88,691	30,000	34,900	53,100	54,000	54,500	55,000	55,000
4.1 Chemicals	864,204	575,400	175,500	771,200	771,200	790,500	790,500	790,500
4.2 Supplies and Other	1,279,046	262,843	154,700	586,800	590,550	600,000	756,400	643,400
Capital Outlay less than \$5,000	48,245	-	(1,600)	-	-	-	-	-
Office Supplies	6,086	5,202	1,600	6,600	7,200	7,400	7,500	7,600
Operating Supplies	39,213	15,750	6,100	35,000	35,700	36,400	36,800	37,200
Repairs & Maintenance-Equipment	555,281	171,285	117,900	427,800	433,750	440,200	594,400	478,100
Repairs & Maintenance-Facilities	630,221	70,606	30,700	117,400	113,900	116,000	117,700	120,500
4.3 Contractual Services	167,523	-	26,700	177,360	176,960	178,600	181,400	184,300
892277 - Baby Creek Combined Sewer Overflow	\$ 1,012,683	\$ 1,119,830	\$ 280,400	\$ 972,910	\$ 1,027,160	\$ 1,115,400	\$ 793,100	\$ 745,800
3.1 Electric	127,390	157,000	22,600	132,000	133,200	135,000	135,000	135,000
3.2 Gas	40,067	53,000	500	45,400	45,800	46,300	46,300	46,300
4.1 Chemicals	117,853	289,300	62,000	212,600	212,600	218,000	218,000	218,000
4.2 Supplies and Other	600,076	620,530	187,400	497,290	548,740	628,800	305,700	257,700
Office Supplies	360	-	-	500	500	600	600	600
Operating Supplies	11,342	11,025	1,200	12,350	12,540	12,700	13,000	13,300
Repairs & Maintenance-Equipment	342,479	79,505	65,800	129,340	129,700	133,000	133,400	133,600
Repairs & Maintenance-Facilities	245,895	530,000	120,400	355,100	406,000	482,500	158,700	110,200
4.3 Contractual Services	127,297	-	7,900	85,620	86,820	87,300	88,100	88,800
892278 - Oakwood Combined Sewer Overflow	\$ 1,434,770	\$ 1,280,037	\$ 333,400	\$ 1,290,740	\$ 1,453,570	\$ 1,300,340	\$ 1,333,050	1,305,770
3.1 Electric	292,615	349,000	104,600	349,000	352,000	352,000	352,000	352,000
3.2 Gas	242	6,000	100	2,500	2,600	3,000	3,000	3,000
3.3 Sewage	421,655	465,000	99,000	422,000	430,800	439,400	439,400	439,400
3.4 Water	186,390	175,000	44,400	186,400	188,400	190,100	190,100	190,100
4.1 Chemicals	82,141	121,100	51,100	99,200	99,200	101,700	101,700	101,700
4.2 Supplies and Other	385,716	163,937	28,000	197,650	353,080	185,540	218,050	190,570
Capital Outlay less than \$5,000	2,136	-	-	-	-	-	-	-
Office Supplies	1,035	-	100	1,000	1,000	1,000	1,000	1,000
Operating Supplies	13,513	11,200	1,500	13,500	13,700	13,900	14,200	14,500
Repairs & Maintenance-Equipment	217,247	97,737	1,100	97,750	130,380	102,240	134,050	105,870
Repairs & Maintenance-Facilities	151,786	55,000	25,300	85,400	208,000	68,400	68,800	69,200
4.3 Contractual Services	66,009	-	6,200	33,990	27,490	28,600	28,800	29,000



Wastewater Operations Group
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
892279 - Belle Isle Combined Sewer Overflow	\$ (95,464)	\$ (411)	\$ 57,800	\$ 31,360	\$ 4,820	\$ 4,210	\$ 3,210	\$ 2,020
4.1 Chemicals	9,384	5,300	-	11,900	11,900	12,000	12,000	12,000
4.2 Supplies and Other	110,564	70,689	76,800	85,570	60,610	61,310	61,810	62,320
Capital Outlay over \$5k(O&M-Capitalized)			67,900					
Office Supplies	3,461	-	-	-	-	-	-	-
Operating Supplies	361	4,400	-	1,860	1,900	1,950	2,000	2,050
Repairs & Maintenance-Equipment	26,407	36,289	4,200	28,710	28,710	29,160	29,610	30,070
Repairs & Maintenance-Facilities	80,335	30,000	4,700	55,000	30,000	30,200	30,200	30,200
4.3 Contractual Services	18,769	-	100	11,790	11,810	12,000	12,100	12,100
5.2 Shared Services allocation	(234,181)	(76,400)	(19,100)	(77,900)	(79,500)	(81,100)	(82,700)	(84,400)
892269 - Suburban Only Green Infrastructure Allocation	\$ 1,750,000	\$ -	\$ -	\$ 388,900	\$ 392,800	\$ 396,700	\$ 400,700	\$ 404,700
897600 - Wastewater Operations Unallocated	\$ -	\$ 4,603,856	\$ -	\$ 5,050,600	\$ 5,473,966	\$ 8,407,300	\$ 10,898,200	\$ 13,333,670
Grand Total	\$ 103,396,859	\$ 112,692,839	\$ 25,486,800	\$ 112,237,316	\$ 114,057,385	\$ 116,390,360	\$ 119,687,295	\$ 123,251,538

Highlights from Cheryl Porter, Chief Operating Officer – Water & Field Services

The Wastewater Operations Area *Pumping (Lift) Stations* strategic initiatives include the following.

❖ **Maximize pumping reliability**

Regularly scheduled preventive maintenance is necessary and required to maintain the condition of all pumping (lift) stations.

❖ **Minimize energy usage**

Energy consumption is dependent on flow rate, total pressure, climate and overall pump efficiency. Energy can be minimized through proper preventive maintenance in order to maintain the condition of all pumping (lift) stations.

Biennial Budget Request

The biennial budget reflects an overall decrease in FY 2022 of \$216,800. Key factors that impact the FY 2022 budget include the following.

❖ Energy consumption being directly proportional to the unit cost of power and the actual power used by the lift station pumps (increase of \$27,500).

❖ Contractual services decrease by \$34,300 based on updated estimate for as-needed expert opinion services.

❖ Annual maintenance costs vary, depending on the complexity of the equipment and instrumentation. New forecast in usage result in a decrease of \$211,300.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
3.1 Electric	\$ 2,148,000	\$ 2,109,500	\$ 841,472	\$ 2,137,000	\$ 27,500	1.3%	\$ 2,134,900
3.2 Gas	13,600	29,000	440	24,000	(5,000)	-17.2%	24,000
3.3 Sewage Service	8,700	10,500	1,632	9,000	(1,500)	-14.3%	9,000
3.4 Water Service	66,400	56,000	16,980	67,500	11,500	20.5%	67,500
4.2 Supplies & Other	698,700	897,500	533,379	686,200	(211,300)	-23.5%	686,200
4.3 Contractual Services	4,700	62,500	2,005	28,200	(34,300)	-54.9%	28,200
5.2 Shared Services	(554,400)	(180,800)	(45,201)	(184,500)	(3,700)	2.0%	(188,200)
Grand Total	\$ 2,385,700	\$ 2,984,200	\$ 1,350,706	\$ 2,767,400	\$ (216,800)	-7.3%	\$ 2,761,600

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Pumping Stations							
- Wastewater Operations	\$ 2,385,700	\$ 2,984,200	\$ 1,350,706	\$ 2,767,400	\$ (216,800)	-7.3%	\$ 2,761,600
Detroit-owned							
Pumping Stations	(310,800)	188,700	5,820	121,900	(66,800)	-35.4%	118,200
Belle Isle Pumping Station	(138,900)	(6,000)	(8,208)	(8,800)	(2,800)	46.7%	(10,000)
Blue Hill Pumping Station	(67,000)	132,500	12,111	99,200	(33,300)	-25.1%	97,700
Fischer Pumping Station	(30,900)	(5,100)	(2,304)	300	5,400	-105.9%	100
Woodmere Pumping Station	(74,000)	67,300	4,221	31,200	(36,100)	-53.6%	30,400
Conner Pumping Station	645,200	870,000	195,003	725,000	(145,000)	-16.7%	725,000
Fairview Pumping Station	493,400	535,000	349,557	555,000	20,000	3.7%	555,000
Fox Creek Pumping Station	700	2,000	84	1,000	(1,000)	-50.0%	1,000
Freud Pumping Station	466,000	357,500	199,673	390,500	33,000	9.2%	390,500
Northeast Pumping Station	983,700	748,000	565,693	796,000	48,000	6.4%	793,900
Oakwood Pumping Station	107,500	283,000	34,876	178,000	(105,000)	-37.1%	178,000
Grand Total	\$ 2,385,700	\$ 2,984,200	\$ 1,350,706	\$ 2,767,400	\$ (216,800)	-7.3%	\$ 2,761,600

Personnel Budget

Personnel budget is not a component of the Wastewater Operations Area Pumping (Lift) Stations.

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
3.1 Electric	\$ 2,109,500	\$ 841,472	\$ 2,137,000	\$ 27,500	1.3%	\$ 2,134,900	\$ 2,134,900	\$ 2,134,900	\$ 2,134,900
3.2 Gas	29,000	440	24,000	(5,000)	-17.2%	24,000	24,000	24,000	24,000
3.3 Sewage Service	10,500	1,632	9,000	(1,500)	-14.3%	9,000	9,000	9,000	9,000
3.4 Water Service	56,000	16,980	67,500	11,500	20.5%	67,500	67,500	67,500	67,500
4.2 Supplies & Other	897,500	533,379	686,200	(211,300)	-23.5%	686,200	686,200	686,200	686,200
4.3 Contractual Services	62,500	2,005	28,200	(34,300)	-54.9%	28,200	28,200	28,200	28,200
5.2 Shared Services	(180,800)	(45,201)	(184,500)	(3,700)	2.0%	(188,200)	(192,000)	(196,000)	(199,600)
Grand Total	\$ 2,984,200	1,350,706	\$ 2,767,400	\$ (216,800)	-7.3%	\$ 2,761,600	\$ 2,757,800	\$ 2,753,800	\$ 2,750,200



Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Detroit-owned									
Pumping Stations	\$ 188,700	\$ 5,820	\$ 121,900	\$ (66,800)	-35.4%	\$ 118,200	\$ 114,400	\$ 110,400	\$ 106,800
Belle Isle Pumping Station	(6,000)	(8,208)	(8,800)	(2,800)	46.7%	(10,000)	(11,200)	(12,400)	(13,600)
Blue Hill Pumping Station	132,500	12,111	99,200	(33,300)	-25.1%	97,700	96,100	94,500	92,900
Fischer Pumping Station	(5,100)	(2,304)	300	5,400	-105.9%	100	(200)	(500)	(700)
Woodmere Pumping Station	67,300	4,221	31,200	(36,100)	-53.6%	30,400	29,700	28,800	28,200
Conner Pumping Station	870,000	195,003	725,000	(145,000)	-16.7%	725,000	725,000	725,000	725,000
Fairview Pumping Station	535,000	349,557	555,000	20,000	3.7%	555,000	555,000	555,000	555,000
Fox Creek Pumping Station	2,000	84	1,000	(1,000)	-50.0%	1,000	1,000	1,000	1,000
Freud Pumping Station	357,500	199,673	390,500	33,000	9.2%	390,500	390,500	390,500	390,500
Northeast Pumping Station	748,000	565,693	796,000	48,000	6.4%	793,900	793,900	793,900	793,900
Oakwood Pumping Station	283,000	34,876	178,000	(105,000)	-37.1%	178,000	178,000	178,000	178,000
Grand Total	\$ 2,984,200	\$ 1,350,706	\$ 2,767,400	\$ (216,800)	-7.3%	\$ 2,761,600	\$ 2,757,800	\$ 2,753,800	\$ 2,750,200

Capital Outlay

Capital Outlay is not a component of the Wastewater Operations Area Pumping (Lift) Stations budget.

Line Item Budget and Financial Plan

The five-year plan with a line item expense budget is reflected on the following page. The expenses are listed in custom grouping order by cost center.



Wastewater Pump Stations
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
892342 - Belle Isle Pumping Station	(138,900)	(6,000)	(8,208)	(8,800)	(10,000)	(11,200)	(12,400)	(13,600)
4.2 Supplies & Other	33,500	50,400	5,193	45,000	45,000	45,000	45,000	45,000
Repairs & Maintenance-Equipment	33,500	50,400	5,193	45,000	45,000	45,000	45,000	45,000
4.3 Contractual Services	500	-	702	3,700	3,700	3,700	3,700	3,700
Contractual Buildings & Grounds Maint	500	-	702	3,700	3,700	3,700	3,700	3,700
5.2 Shared Services	(172,900)	(56,400)	(14,104)	(57,500)	(58,700)	(59,900)	(61,100)	(62,300)
Shared Services Reimbursement	(172,900)	(56,400)	(14,104)	(57,500)	(58,700)	(59,900)	(61,100)	(62,300)
892343 - Blue Hill Pumping Station	(67,000)	132,500	12,111	99,200	97,700	96,100	94,500	92,900
4.2 Supplies & Other	164,100	208,000	30,635	173,000	173,000	173,000	173,000	173,000
Repairs & Maintenance-Equipment	164,100	208,000	30,635	173,000	173,000	173,000	173,000	173,000
4.3 Contractual Services	300	-	348	3,200	3,200	3,200	3,200	3,200
Contractual Buildings & Grounds Maint	300	-	348	3,200	3,200	3,200	3,200	3,200
5.2 Shared Services	(231,400)	(75,500)	(18,872)	(77,000)	(78,500)	(80,100)	(81,700)	(83,300)
Shared Services Reimbursement	(231,400)	(75,500)	(18,872)	(77,000)	(78,500)	(80,100)	(81,700)	(83,300)
892345 - Conner Pumping Station	645,200	870,000	195,003	725,000	725,000	725,000	725,000	725,000
3.1 Electric	460,400	600,000	135,877	500,000	500,000	500,000	500,000	500,000
3.2 Gas	1,100	2,000	116	2,000	2,000	2,000	2,000	2,000
3.3 Sewage Service	8,700	10,000	1,632	9,000	9,000	9,000	9,000	9,000
3.4 Water Service	38,800	36,000	9,775	39,000	39,000	39,000	39,000	39,000
4.2 Supplies & Other	134,200	207,000	47,604	170,000	170,000	170,000	170,000	170,000
Repairs & Maintenance-Equipment	134,200	207,000	47,604	170,000	170,000	170,000	170,000	170,000
4.3 Contractual Services	2,000	15,000	-	5,000	5,000	5,000	5,000	5,000
Contractual Professional Services	2,000	15,000	-	5,000	5,000	5,000	5,000	5,000
892346 - Fairview Pumping Station	493,400	535,000	349,557	555,000	555,000	555,000	555,000	555,000
3.1 Electric	404,300	450,000	338,858	450,000	450,000	450,000	450,000	450,000
3.2 Gas	500	15,000	116	10,000	10,000	10,000	10,000	10,000
3.4 Water Service	19,100	15,000	3,652	20,000	20,000	20,000	20,000	20,000
4.2 Supplies & Other	69,500	55,000	6,930	75,000	75,000	75,000	75,000	75,000
Repairs & Maintenance-Equipment	69,500	55,000	6,930	75,000	75,000	75,000	75,000	75,000
892347 - Fischer Pumping Station	(30,900)	(5,100)	(2,304)	300	100	(200)	(500)	(700)
4.2 Supplies & Other	6,200	7,100	207	7,200	7,200	7,200	7,200	7,200
Repairs & Maintenance-Equipment	6,200	7,100	207	7,200	7,200	7,200	7,200	7,200
4.3 Contractual Services	400	-	540	5,600	5,600	5,600	5,600	5,600
Contractual Buildings & Grounds Maint	400	-	540	5,600	5,600	5,600	5,600	5,600
5.2 Shared Services	(37,500)	(12,200)	(3,051)	(12,500)	(12,700)	(13,000)	(13,300)	(13,500)
Shared Services Reimbursement	(37,500)	(12,200)	(3,051)	(12,500)	(12,700)	(13,000)	(13,300)	(13,500)
892348 - Fox Creek Pumping Station	700	2,000	84	1,000	1,000	1,000	1,000	1,000
3.1 Electric	700	1,500	84	1,000	1,000	1,000	1,000	1,000
3.3 Sewage Service	-	500	-	-	-	-	-	-
892349 - Freud Pumping Station	466,000	357,500	199,673	390,500	390,500	390,500	390,500	390,500
3.1 Electric	369,200	190,000	81,672	275,000	275,000	275,000	275,000	275,000
3.2 Gas	12,000	12,000	207	12,000	12,000	12,000	12,000	12,000
3.4 Water Service	8,500	5,000	3,553	8,500	8,500	8,500	8,500	8,500
4.2 Supplies & Other	75,100	143,000	114,241	90,000	90,000	90,000	90,000	90,000
Repairs & Maintenance-Equipment	75,100	143,000	114,241	90,000	90,000	90,000	90,000	90,000
4.3 Contractual Services	1,200	7,500	-	5,000	5,000	5,000	5,000	5,000
Contractual Professional Services	1,200	7,500	-	5,000	5,000	5,000	5,000	5,000
892350 - Northeast Pumping Station	983,700	748,000	565,693	796,000	793,900	793,900	793,900	793,900
3.1 Electric	815,900	748,000	250,104	796,000	793,900	793,900	793,900	793,900
4.2 Supplies & Other	167,800	-	315,589	-	-	-	-	-
Repairs & Maintenance-Equipment	167,800	-	315,589	-	-	-	-	-
892351 - Oakwood Pumping Station	107,500	283,000	34,876	178,000	178,000	178,000	178,000	178,000
3.1 Electric	97,500	120,000	34,876	115,000	115,000	115,000	115,000	115,000
4.2 Supplies & Other	10,000	123,000	-	61,000	61,000	61,000	61,000	61,000
Repairs & Maintenance-Equipment	10,000	123,000	-	61,000	61,000	61,000	61,000	61,000
4.3 Contractual Services	-	40,000	-	2,000	2,000	2,000	2,000	2,000
Contractual Professional Services	-	40,000	-	2,000	2,000	2,000	2,000	2,000
892352 - Woodmere Pumping Station	(74,000)	67,300	4,221	31,200	30,400	29,700	28,800	28,200
4.2 Supplies & Other	38,300	104,000	12,980	65,000	65,000	65,000	65,000	65,000
Repairs & Maintenance-Equipment	38,300	104,000	12,980	65,000	65,000	65,000	65,000	65,000
4.3 Contractual Services	300	-	415	3,700	3,700	3,700	3,700	3,700
Contractual Buildings & Grounds Maint	300	-	415	3,700	3,700	3,700	3,700	3,700
5.2 Shared Services	(112,600)	(36,700)	(9,174)	(37,500)	(38,300)	(39,000)	(39,900)	(40,500)
Shared Services Reimbursement	(112,600)	(36,700)	(9,174)	(37,500)	(38,300)	(39,000)	(39,900)	(40,500)
Grand Total	\$ 2,385,700	\$ 2,984,200	\$ 1,350,706	\$ 2,767,400	\$ 2,761,600	\$ 2,757,800	\$ 2,753,800	\$ 2,750,200

Highlights from Suzanne Coffey, P.E., Chief Planning Officer

The Planning Services Area leads several strategic initiatives that impact both the Water and Wastewater Systems.

Water System Programs:

❖ **Linear System Integrity Program**

Assess the risk to the water delivery and wastewater conveyance infrastructure through the physical review of the system as well as assessing reliability to ensure stability of service delivery to member partners. We are presently in the vendor selection phase of this project.

❖ **Water Performance Monitoring**

Ensures quality and efficiency at local levels by monitoring community water systems with performance dashboards providing real time system data directly to our member partners.

❖ **Water Master Plan Update**

An update to the regional plan ensuring GLWA continues to meet the needs of its members and strategic investment in assets.

❖ **Units of Service for Non-Master Meter Members of Great Lakes Water Authority and System Water Audit**

An analytical review of data to quantify flow volumes for our member partners who do not have master meters and systemwide water audit including review of water treatment plant flows and transmission system.

Wastewater System Programs:

❖ **Wastewater Master Plan**

Maximizes the use of existing GLWA and member partner facilities through the review of collection and treatment facilities to produce affordable operating solutions. Implementation of components of this plan are ongoing.

❖ **Good Sewer Metering Practice Analysis & Support**

This ongoing program in the Wastewater Analytics Task Force (WATF) consists of four core elements: metering, sewer shares analysis and review, collection system initiative, and Water Resource Recovery Facility initiatives.

❖ **Meter Dye Testing**

This program ensures the accuracy of the sewer meters through review, repair, and calibration.

❖ **Professional and Technical Sewer Support Services**

This program is for the calibration, corrective maintenance, and emergency repair of sewer meters in the collection system. This program also covers the installation of new meters, control cabinets and programmable controllers at various locations throughout the collection system.

Both Systems (GLWA Wide) Initiatives

❖ Asset Management Planning

○ Strategic Asset Management Plan (SAMP)

To identify the timing related to key initiatives, identify how asset management related information is used to drive prudent Capital Improvement Plan expenditures and provide a long-term, 10-year, roadmap to execute various asset management initiatives. The plan is now in phase 2 of its execution cycle.

○ Water and Wastewater Asset Management Plan (AMP) Development

Currently in development of tactical water and wastewater AMP plans that will document the asset portfolio and risk profile, identify current preventative maintenance and possible mitigation strategies, and perform preventative maintenance optimization and visual condition assessments on high-risk assets. These plans will identify and prioritize improvement initiatives over the three-year life of the plan.

❖ Capital Improvement Plan

In May 2019 GLWA's Board of Directors approved a partnership with consultants, AECOM to provide Capital Improvement Planning (CIP) services. This partnership will provide GLWA with tools and resources to manage a best-in-class CIP program at the end of this four-year contract. The CIP is broken into the following 10 tasks.

Capital Improvement Process (CIP) Task	Purpose
1. - CIP Business Process Improvements 2. - CIP Delivery Standard Operating Procedure Development	These initial tasks will focus on general GLWA business and process improvements.
3. - CIP Delivery Resource Evaluation	This task will help GLWA identify and secure the human resources necessary to execute the CIP.
4. - Development of Project Management Information System (PMIS)	This task will identify and select technology solutions necessary to support the new CIP business processes.
5A. - Project Controls and Reporting Support (O&M) 5B. - Project Controls and Reporting Support (Capital) 6. - CIP Validation	These tasks will identify, validate, and implement project controls necessary for a well managed CIP.
7A. - Engineering & Construction Staff Augmentation (O&M) 7B. - Engineering & Construction Staff Augmentation (Capital) 9. - Other Staff Augmentation as Required	These tasks will provide staffing augmentation to execute the CIP and supplemental resources to meet the needs of the organization while existing internal processes are being re-engineered.
8. - Advanced Facilities Planning (Capital) 10. - Enterprise Wide Energy Optimization & Sustainability Planning	These tasks will support the creation of reliable and sustainable projects.

The bulk of the agreement will be funded as Capital as it targets specific, long term projects, however there is a significant O&M component involving business improvement, process development and other O&M related support. As we continue to complete the initial O&M groundwork for the CIP, activities and related expenditures will shift to capital funded programs. This shift is clearly seen in our 2021 and 2022 budget requests.

❖ Oracle Work and Asset Management System (WAM) Support

Provides consulting services for support, training, and policy management of GLWA's Computerized Maintenance Management System. A recent renegotiation of this contract has resulted in reduced costs for FY 2021 and beyond.

Planning Services Contracts

In the tables below, budget values beyond contract end date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process. The charts below delineate the key contracts for these services.

Water System

Water system programs provide infrastructure analysis, real time data for quality and efficiency of product delivery and flow analysis for non-metered systems assuring outstanding product quality, system reliability and billing accuracy for our member partners.

Water System Programs

Water System	Linear System Integrity Program (LSIP)	Water Performance Monitoring	Water Master Plan Update	Units of Service for Non-Master Meter Customers	Total
Prime Consultant	TBD	Aquasight	TBD	Black & Veatch	
Contract #	TBD	1900949	TBD	GLWA-CS-039	
Contract Amount	TBD	\$ 850,000	TBD	\$ 1,824,800	\$ 2,674,800
Contract End Date	TBD	04/25/22	TBD	10/31/21	
Cost Center Name	Asset Management	Systems Planning	Systems Planning	Systems Analytics	
Pre-FY 2020 Spend	-	-	-	\$ 1,300,700	\$ 1,300,700
FY 2020 Spend	-	-	-	336,700	336,700
FY 2021 Adopted	1,291,800	350,000	500,000	300,000	2,441,800
FY 2022 Requested	3,528,400	350,000	500,000	300,000	4,678,400
FY 2023 Requested	3,528,400	350,000	1,500,000	309,000	5,687,400
FY 2024 Requested	2,970,600	350,000	1,000,000	318,300	4,638,900
FY 2025 Requested	2,970,600	350,000	500,000	327,900	4,148,500
FY 2026 Requested	3,317,500	350,000		337,700	4,005,200
Total	\$ 17,607,300	\$ 2,100,000	\$ 4,000,000	\$ 3,530,300	\$ 27,237,600

Expenditures that extend beyond contract completion assume contract renewal.

LSIP expenditures contain a small wastewater component of \$100K/YR.

Wastewater System Programs

Wastewater system programs focus heavily on the preservation and improvement of system integrity and the efficiency of sewage flow. These programs benefit system operations today and many years into the future.

Wastewater System Programs

Wastewater System	Wastewater Master Plan & Update	Good Sewer Metering Practice Analysis & Support	Meter Dye Testing	Professional and Technical Sewer Support Services	Total
Prime Consultant	CDM Smith or Other	CDM Smith	Applied Science	PCI LLC	
Contract #	GLWA-CS-036	GLWA-CS-239	GLWA-CS-236	GLWA-CON-179	
Contract Amount	\$ 9,022,700	\$ 2,420,900	\$ 1,435,100	\$ 6,465,800	\$ 19,344,500
Contract End Date	10/31/20	06/15/21	Renewal in Process	07/02/22	
Cost Center Name	Systems Planning	Systems Analytics	Systems Analytics	Systems Analytics	
Pre-FY 2020 Spend	\$ 6,769,100	\$ 815,300	\$ 421,100	\$ 1,774,400	9,779,900
FY 2020 Spend	2,105,800	518,900	316,800	747,633	3,689,133
FY 2021 Adopted	125,000	816,000	675,000	490,000	2,106,000
FY 2022 Requested	-	600,000	425,000	490,000	1,515,000
FY 2023 Requested	-	600,000	425,000	490,000	1,515,000
FY 2024 Requested	500,000	700,000	425,000	490,000	2,115,000
FY 2025 Requested	500,000	730,000	425,000	490,000	2,145,000
FY 2026 Requested	-	760,000	425,000	490,000	1,675,000
Total	\$ 9,999,900	\$ 5,540,200	\$ 3,537,900	\$ 5,462,033	\$ 24,540,033

Combined Water / Wastewater Programs

System wide programs supporting both Water and Wastewater include initiatives that benefit the management of GLWA's strategic assets, computer systems and will further support the development of a Capital Improvement Planning Office that will oversee the organization's long-term strategic goals.

Combined System (GLWA Wide) Programs

Both Systems	Asset Management Planning	Capital Improvement Planning	CMMS Support	Total
Prime Consultant	Jacobs Engineering or Other	AECOM	Experis Financial or Other	
Contract #	GLWA-CS-198	GLWA-CS-272	PO 7279	
Contract Amount	\$ 4,113,300	\$ 15,519,000	Annual PO	\$ 19,632,300
Contract End Date	06/15/21	05/27/23	In Renewal	
Cost Center Name	Asset Management	Capital Improvement Planning	Asset Management	
Pre-FY 2020 Spend	1,900,400	558,500	\$ 552,400	\$ 3,011,300
FY 2020 Spend	792,900	7,107,300	282,400	8,182,600
FY 2021 Adopted	936,000	2,938,700	320,000	4,194,700
FY 2022 Requested	500,000	1,720,000	250,000	2,470,000
FY 2023 Requested	500,000		250,000	750,000
FY 2024 Requested	500,000	-	150,000	650,000
FY 2025 Requested	500,000			500,000
FY 2026 Requested	500,000	-	-	500,000
Total	\$ 6,129,300	\$ 12,324,500	\$ 1,804,800	\$ 20,258,600

Note: The AECOM (CS-272) total contract award was \$58.6 million of which \$15.5 million is allocatable to the O&M budget and the remainder of \$43.1 million is allocatable to the capital improvement program.

Biennial Budget Request

The biennial budget reflects a decrease in FY 2022 due to changes in activity levels of several large consulting projects within the Planning Services Area.

- ❖ Capital Improvement Planning spending with vendor, AECOM will decrease in FY 2022 as initial O&M based assessment and improvement of our existing CIP operations shifts to more Capital focused work. This shift began in FY 2021 and will continue through contract completion.
- ❖ Systems Planning has completed phase one of the Wastewater Master Plan with vendor, CDM Smith in FY 2020 resulting in reduced FY 2022 costs.
- ❖ Asset Management has completed phase one of the Asset Management Planning with vendor, Jacobs Engineering and has now entered phase 2. Phase 1 consisted of development of the Strategic Asset Management Plan and Phase 2 is the development of tactical water and wastewater Asset Management Plans. Additionally, the Asset Management Team is nearing completion of vendor selection for the Linear System Integrity Program and will begin preliminary work in late 2021 carrying into 2022.
- ❖ Systems Analytics will consolidate its East and West Side Sewer Modeling and Monitoring initiatives with the overall Wastewater Master Plan resulting in the reduction of significant organizational overlap and related costs of capital in the future.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity thru 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 4,710,800	\$ 6,450,500	\$ 1,189,100	\$ 5,939,000	\$ (511,500)	-7.9%	\$ 6,294,400
3.1 Electric	18,600	81,700	10,000	81,700	-	0.0%	82,000
4.2 Supplies & Other	271,000	328,800	37,300	285,200	(43,600)	-13.3%	280,600
4.3 Contractual Services	12,790,300	10,051,200	2,150,500	9,795,700	(255,500)	-2.5%	9,816,600
5.1 Capital Program Allocation	-	-	-	-	-	0.0%	-
5.2 Shared Services	146,300	-	(15,700)	-	-	0.0%	-
6.0 Capital Outlay	156,600	236,300	-	207,400	(28,900)	-12.2%	207,400
Grand Total	\$ 18,093,600	\$ 17,148,500	\$ 3,371,200	\$ 16,309,000	\$ (839,500)	-4.9%	\$ 16,681,000

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity thru 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY2022 Percent Variance	FY 2023 Department Requested
Chief Planning Officer	\$ 302,700	\$ 382,000	\$ 69,300	\$ 292,000	\$ (90,000)	-23.6%	\$ 294,000
Systems Planning	3,124,800	2,960,700	421,600	2,858,100	(102,600)	-3.5%	3,707,000
Asset Management	1,879,100	3,694,000	596,800	5,329,100	1,635,100	44.3%	5,422,100
Systems Analytics	5,165,800	6,552,100	886,000	5,859,600	(692,500)	-10.6%	5,887,400
Capital Improvement Planning	7,621,200	3,559,700	1,397,500	1,970,200	(1,589,500)	-44.7%	1,370,500
Grand Total	\$ 18,093,600	\$ 17,148,500	\$ 3,371,200	\$ 16,309,000	\$ (839,500)	-4.9%	\$ 16,681,000

Personnel Budget

The staffing plan provides for a steady state of 67 positions as of FY 2022. These positions are forecasted to be filled by FY 2024 as Planning Services levels out its staffing requirements.

Staffing Plan – Number of Positions - The table below presents the number of positions in the 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 forecast of hours less than 2,080 per year, or one that is vacant.

Staffing Plan

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Planning Services	62.00	64.00	63.00	64.00	66.00	66.00	66.00
Chief Planning Officer	3.00	3.00	2.00	2.00	2.00	2.00	2.00
Systems Planning	4.00	5.00	7.00	7.00	7.00	7.00	7.00
Asset Management	7.00	9.00	8.00	9.00	11.00	11.00	11.00
Systems Analytics	40.00	39.00	39.00	39.00	39.00	39.00	39.00
Capital Improvement Planning	8.00	8.00	7.00	7.00	7.00	7.00	7.00

Full Time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled or budgeted each year based upon a standard of 2,080 hours. For this budget area, the Staffing Plan and correlating FTEs project gradual, annual increases in staffing, leveling off to, “full” in FY 2024 and beyond.

Full Time Equivalents

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Planning Services	60.25	58.75	58.75	61.50	66.00	66.00	66.00
Chief Planning Officer	3.00	2.00	2.00	2.00	2.00	2.00	2.00
Systems Planning	4.00	4.50	6.00	7.00	7.00	7.00	7.00
Asset Management	7.00	9.00	7.50	8.50	11.00	11.00	11.00
Systems Analytics	40.00	39.00	37.00	37.00	39.00	39.00	39.00
Capital Improvement Planning	6.25	4.25	6.25	7.00	7.00	7.00	7.00

Personnel Budget – The table below presents the Planning Services personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Overtime, Employee Benefits and Contractual Transition Services. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Central Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel Budget

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Planning Services	\$ 4,710,800	\$ 6,450,500	\$ 5,939,000	\$ 6,294,400	\$ 7,044,800	\$ 7,073,700	\$ 7,102,700
Chief Planning Officer	295,000	368,000	277,300	278,400	279,600	280,700	281,900
Systems Planning	314,800	631,000	485,100	624,000	731,100	734,400	737,700
Asset Management	668,200	1,107,000	908,300	1,010,100	1,260,300	1,265,800	1,271,300
Systems Analytics	3,072,700	3,730,600	3,540,700	3,554,700	3,943,100	3,958,400	3,973,900
Capital Improvement Planning	360,100	613,900	727,600	827,200	830,700	834,400	837,900

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity thru 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 6,450,500	\$ 1,189,100	\$ 5,939,000	\$ (511,500)	-7.9%	\$ 6,294,400	\$ 7,044,800	\$ 7,073,700	\$ 7,102,700
3.1 Electric	81,700	10,000	81,700	-	0.0%	82,000	82,300	82,600	82,900
4.2 Supplies & Other	328,800	37,300	285,200	(43,600)	-13.3%	280,600	285,500	289,000	292,400
4.3 Contractual Services	10,051,200	2,150,500	9,795,700	(255,500)	-2.5%	9,816,600	8,062,300	7,407,200	7,297,500
5.1 Capital Program Allocation	-	-	-	-	0.0%	-	-	-	-
5.2 Shared Services	-	(15,700)	-	-	0.0%	-	-	-	-
6.0 Capital Outlay	236,300	-	207,400	(28,900)	-12.2%	207,400	207,400	207,400	207,400
Grand Total	\$ 17,148,500	\$ 3,371,200	\$ 16,309,000	\$ (839,500)	-4.9%	\$ 16,681,000	\$ 15,682,300	\$ 15,059,900	\$ 14,982,900

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity thru 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Chief Planning Officer	\$ 382,000	\$ 69,300	\$ 292,000	\$ (90,000)	-23.6%	\$ 294,000	\$ 295,900	\$ 297,900	\$ 299,900
Systems Planning	2,960,700	421,600	2,858,100	(102,600)	-3.5%	3,707,000	3,115,100	2,570,400	2,073,900
Asset Management	3,694,000	596,800	5,329,100	1,635,100	44.3%	5,422,100	5,015,300	4,871,200	5,223,900
Systems Analytics	6,552,100	886,000	5,859,600	(692,500)	-10.6%	5,887,400	6,389,900	6,449,600	6,509,700
Capital Improvement Planning	3,559,700	1,397,500	1,970,200	(1,589,500)	-44.7%	1,370,500	866,100	870,800	875,500
Grand Total	\$ 17,148,500	\$ 3,371,200	\$ 16,309,000	\$ (839,500)	-4.9%	\$ 16,681,000	\$ 15,682,300	\$ 15,059,900	\$ 14,982,900

Capital Outlay

Planning Services capital outlay is funded by the Improvement and Extension (I&E) Budget. Significant components of the 2021 I&E budget are as follows:

- ✓ Computers & IT / Machinery & Equipment – sewage meter design, installation, and replacement program
- ✓ Furniture & Fixtures /Leasehold Improvements – improvements to 11th floor Water Board Building and Central Services Facility. This effort has been delayed due the FY 2021 Covid-19 building vacancy and related funding will not be used in this period. We expect this work to resume in FY 2022 as displayed in the charts below.
- ✓ Tools, Shop & Warehouse – purchase equipment necessary to repair meters.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 2,811,600	\$ 996,000	\$ 560,500	\$ 594,700	\$ 555,000	\$ 555,000
Computers & IT	2,200,000	205,400	205,400	205,400	205,400	205,400
Flow Metering & Meters	95,000	340,600	355,100	349,600	349,600	309,500
Furniture & Fixtures	450,000	450,000	-	-	-	-
Leasehold Improvements	28,000	-	-	-	-	-
Passenger Vehicles	-	-	-	-	-	-
Tools, Shop & Warehouse	38,600	-	-	39,700	-	40,100
Grand Total	2,811,600	996,000	560,500	594,700	555,000	555,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 2,811,600	\$ 996,000	\$ 560,500	\$ 594,700	\$ 555,000	\$ 555,000
Grand Total	\$ 2,811,600	\$ 996,000	\$ 560,500	\$ 594,700	\$ 555,000	\$ 555,000

Five-Year Capital Outlay Plan by Team

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Systems Planning	\$ 2,811,600	\$ 996,000	\$ 560,500	\$ 594,700	\$ 555,000	\$ 555,000
Chief Planning Officer	28,000	-	-	-	-	-
Systems Planning	450,000	450,000	-	-	-	-
Asset Management	-	-	-	-	-	-
Systems Analytics	2,333,600	546,000	560,500	594,700	555,000	555,000
Capital Improvement Planning	-	-	-	-	-	-
Grand Total	\$ 2,811,600	\$ 996,000	\$ 560,500	\$ 594,700	\$ 555,000	\$ 555,000

Line Item Budget and Financial Plan

The five-year plan with a line item expense budget is presented on the pages below. The expenses for the Planning Services Team are listed in order by cost center.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
886001 - Chief Planning Officer	\$ 302,600	\$ 382,000	\$ 69,300	\$ 292,000	\$ 293,900	\$ 295,900	\$ 297,900	\$ 299,900
2.1 Salaries & Wages	246,100	288,500	56,300	219,800	219,800	219,800	219,800	219,800
2.3 Overtime	-	-	-	-	-	-	-	-
2.4 Employee Benefits	48,900	79,600	12,500	57,500	58,600	59,800	61,000	62,000
4.2 Supplies & Other	7,100	13,300	500	14,100	14,900	15,700	16,500	17,500
Capital Outlay less than \$5000	2,000	2,000	-	2,000	2,000	2,000	2,000	2,000
Memberships, Licenses & Subscriptions	600	600	-	800	1,100	1,300	1,500	1,900
Mileage and Parking	-	-	-	-	-	-	-	-
Office Supplies	3,100	2,200	200	2,400	2,700	3,000	3,200	3,400
Training and Internal Meetings	1,400	3,500	300	3,600	3,600	3,700	3,800	3,900
Travel	-	5,000	-	5,300	5,500	5,700	6,000	6,300
Tuition Refund	-	-	-	-	-	-	-	-
4.3 Contractual Services	500	600	-	600	600	600	600	600
886101 - Systems Planning	3,124,700	2,960,700	421,600	2,858,200	3,707,000	3,115,100	2,570,400	2,073,900
2.1 Salaries & Wages	244,800	488,400	69,900	376,900	480,900	560,900	560,900	560,900
2.3 Overtime	400	-	-	-	-	-	-	-
2.4 Employee Benefits	69,700	142,600	18,800	108,100	143,100	170,100	173,400	176,800
4.2 Supplies & Other	65,300	79,700	(200)	83,600	84,600	85,700	86,100	86,200
Capital Outlay less than \$5000	-	-	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	400	500	-	800	1,000	1,300	1,500	1,500
Mileage and Parking	400	1,200	-	1,200	1,200	1,300	1,300	1,300
Office Supplies	2,900	6,000	200	6,900	7,200	7,500	7,500	7,500
Operating Supplies	49,800	62,500	(400)	65,000	65,000	65,000	65,000	65,000
Training and Internal Meetings	4,900	500	-	500	800	1,000	1,000	1,000
Travel	6,900	9,000	-	9,200	9,400	9,600	9,800	9,900
4.3 Contractual Services	2,744,500	2,250,000	333,100	2,289,600	2,998,400	2,298,400	1,750,000	1,250,000
886201 - Asset Management	1,879,100	3,693,900	596,800	5,329,100	5,422,100	5,015,300	4,871,200	5,223,900
2.1 Salaries & Wages	534,700	864,200	143,000	712,900	787,900	975,400	975,400	975,400
2.4 Employee Benefits	133,500	242,800	33,400	195,400	222,200	285,000	290,400	295,900
4.2 Supplies & Other	86,000	80,100	23,500	42,400	33,600	34,300	34,800	35,100
Capital Outlay less than \$5000	-	-	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	1,500	1,200	-	1,500	1,800	2,100	2,100	2,100
Mileage and Parking	2,300	7,100	-	7,200	7,400	7,500	7,700	7,800
Office Supplies	6,800	8,700	100	9,000	9,100	9,200	9,500	9,700
Repairs & Maintenance	-	-	-	-	-	-	-	-
Software	55,900	40,000	23,100	10,000	2,500	2,500	2,500	2,500
Training and Internal Meetings	7,900	11,100	300	500	800	1,000	1,000	1,000
Travel	7,600	12,000	-	12,200	10,000	10,000	10,000	10,000
Tuition Refund	4,000	-	-	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	1,124,900	2,506,800	396,900	4,378,400	4,378,400	3,720,600	3,570,600	3,917,500



Planning Services
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
886401 - Systems Analytics	5,165,900	6,552,200	886,000	5,859,600	5,887,300	6,390,000	6,449,700	6,509,700
2.1 Salaries & Wages	1,587,000	2,027,900	436,600	1,883,600	1,883,600	2,175,600	2,175,600	2,175,600
2.2 Workforce								
Development	188,400	246,400	-	-	-	-	-	-
2.3 Overtime	134,000	112,400	23,600	136,400	137,700	139,100	140,500	141,900
2.4 Employee Benefits	680,600	755,800	169,300	617,900	630,400	725,500	739,500	753,600
2.5 Transition Services	482,600	588,100	125,500	902,900	902,900	902,900	902,900	902,900
3.1 Electric	18,600	81,700	10,000	81,700	82,000	82,300	82,600	82,900
4.2 Supplies & Other	262,100	384,800	13,500	345,000	346,500	347,900	349,100	350,400
Capital Outlay less than \$5000	156,600	234,300	-	205,400	205,400	205,400	205,400	205,400
Memberships, Licenses &								
Subscriptions	2,400	2,500	-	2,500	2,500	2,500	2,500	2,500
Mileage and Parking	2,800	2,700	100	2,700	2,700	2,700	2,700	2,700
Office Supplies	9,800	12,000	1,300	9,000	9,000	9,000	9,000	9,000
Operating Supplies	15,800	14,600	500	14,600	15,000	15,500	16,000	16,400
Repairs & Maintenance								
Equipment	42,300	68,000	6,000	68,300	68,600	68,900	69,200	69,500
Repairs & Maintenance								
Hardware	200	8,600	-	9,000	9,400	9,700	9,700	10,000
Repairs & Maintenance								
Miscellaneous	2,500	17,000	(400)	10,000	10,000	10,000	10,000	10,000
Training and Internal								
Meetings	19,100	5,100	4,000	5,100	5,100	5,100	5,100	5,100
Travel	3,200	5,000	-	5,900	6,000	6,000	6,000	6,000
Tuition Refund	700	2,000	-	2,000	2,000	2,000	2,000	2,000
Uniforms, Laundry, Cleaning	6,700	13,000	2,000	10,500	10,800	11,100	11,500	11,800
4.3 Contractual Services	1,666,400	2,355,100	131,200	1,892,100	1,904,200	2,016,700	2,059,500	2,102,400
5.2 Shared Services	146,200	-	(23,700)	-	-	-	-	-
886601 - Capital Improvement Planning	7,621,200	3,559,600	1,397,500	1,970,300	1,370,600	866,000	870,800	875,500
2.1 Salaries & Wages	294,600	477,600	85,300	569,900	644,900	644,900	644,900	644,900
2.4 Employee Benefits	65,500	136,300	23,000	157,800	182,300	185,900	189,500	193,000
4.2 Supplies & Other	7,100	7,000	-	7,600	8,400	9,200	9,900	10,500
Memberships, Licenses &								
Subscriptions	400	700	-	700	1,100	1,200	1,500	1,600
Mileage and Parking	100	800	-	800	800	800	800	900
Office Supplies	1,600	1,500	-	1,800	2,000	2,300	2,500	2,700
Training and Internal								
Meetings	2,000	1,000	-	1,000	1,000	1,100	1,100	1,100
Travel	3,000	3,000	-	3,300	3,500	3,800	4,000	4,200
4.3 Contractual Services	7,254,000	2,938,700	1,289,200	1,235,000	535,000	26,000	26,500	27,100
5.1 Capital Program Allocation	-	-	-	-	-	-	-	-
Grand Total	\$ 18,093,600	\$ 17,148,500	\$ 3,371,200	\$ 16,309,000	\$ 16,681,000	\$ 15,682,300	\$ 15,059,900	\$ 14,982,900

Highlights from Cheryl Porter, Chief Operating Officer – Water & Field Services

The Systems Control Area strategic initiatives include the following.

❖ **Control Systems Enhancement**

Drive the use of Ovation (distributed control system) and OSIsoft PI (application software for real-time data infrastructure solutions called process information) systems for technology enhancement and analytics

❖ **Operational Efficiency**

- Improve operational efficiency, maintain regulatory and environmental compliance, and accommodate future systems expansion.
- Implement real-time pump curves at all booster stations for pump efficiency monitoring.

Systems Control Contracts

The Systems Control budget contains several contractual services related to VFD (variable frequency drive) maintenance & service and specialized services for engineering, instrumentation & SCADA network. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process. In the chart below are the key contracts for these services. It should be noted that of these contracts both CON-158 & CON-089A are shared with other departments.

Project Description	VFD Maintenance & Service	Specialized Services (contract split w/ Field Service)	Professional Engineering Services for Instrumentation & SCADA	Low Voltage Electrical Wiring	(Wastewater) Regional River Water Quality Monitoring Program	Total
Prime Consultant	Siemens Industry	Lakeshore Global Corp	PCI LLC	Lakeshore Global Corp	U.S. Geological Survey	
Contract #	SCO-1091	GLWA-CON-158	CS-090A	CON-089A	2003901	
Contract Amount	\$250,000	\$15,139,200	\$10,302,138.76	\$5,498,000	\$1,365,000	
Contract End Date	07/17/20	07/17/20	8/14/21	04/17/2021	TBD	
Pre-FY 2020 Spend	\$ -	\$ 4,610,605	\$ 4,672,926	\$ 1,436,953		\$ 10,720,484
FY 2020 Actual	50,000	2,791,516	1,345,873	3,366,738	-	7,554,126
FY 2021 Budget	100,000	2,900,000	2,100,000	2,000,018		7,100,018
FY 2022 Requested	100,000	2,900,000	2,100,000	2,100,000	273,000	7,473,000
FY 2023 Requested	100,000	2,900,000	2,100,000	2,100,000	273,000	7,473,000
FY 2024 Requested	100,000	2,900,000	2,100,000	2,100,000	273,000	7,473,000
FY 2025 Requested	100,000	2,900,000	2,100,000	2,100,000	273,000	7,473,000
FY 2026 Requested	100,000	2,900,000	2,100,000	2,100,000	273,000	7,473,000
Total	\$ 650,000	\$ 24,802,121	\$ 18,618,799	\$ 17,303,709	\$ 1,365,000	\$ 62,739,628

Biennial Budget Request

The biennial budget reflects an increase of \$2,344,200, or 23.5% in Operations & Maintenance for FY2022. Key factors that impact the FY 2022 budget include the following.

- ❖ Contractual professional services budget increase of \$2,350,500 in FY 2022 is a result of the move of the CON-089A contract from Information Technology (\$2,000,000).
- ❖ This is also impacted by the new Regional River Water Quality Monitoring Program Contract (\$273,000). This contract is to be allocated 100% to wastewater as it aligns with their programs.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 4,635,600	\$ 4,435,100	\$ 1,183,300	\$ 4,530,300	\$ 95,200	2.1%	\$ 4,549,200
3.1 Electric	45,300	65,000	11,400	65,000	-	0.0%	65,000
3.2 Gas	200	500	-	200	(300)	-50.0%	200
3.3 Sewage Service	1,300	9,000	200	5,000	(4,000)	-44.4%	5,000
3.4 Water Service	500	600	100	600	-	0.0%	600
4.2 Supplies & Other	840,400	783,600	238,700	689,400	(94,200)	-12.0%	689,400
4.3 Contractual Services	4,950,700	5,207,000	1,256,200	7,557,500	2,350,500	45.1%	7,557,500
5.1 Capital Program Allocation	(96,500)	(104,300)	(23,900)	(98,500)	5,800	-5.5%	(98,900)
5.2 Shared Services	(1,341,900)	(437,800)	(109,400)	(446,600)	(8,800)	2.0%	(455,500)
Grand Total	\$ 9,035,600	\$ 9,958,700	\$ 2,556,600	\$ 12,302,900	\$ 2,344,200	23.5%	\$ 12,312,500

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Systems Operations Control	\$ 9,035,600	\$ 9,958,700	\$ 2,556,600	\$ 12,302,900	\$ 2,344,200	23.5%	\$ 12,312,500
Grand Total	\$ 9,035,600	\$ 9,958,700	\$ 2,556,600	\$ 12,302,900	\$ 2,344,200	23.5%	\$ 12,312,500

Personnel Budget

Systems Control personnel consists of 44 positions for FY 2022. Systems Control is largely comprised of technicians that operate and maintain instrumentation equipment in the water and wastewater operations, field services, pumping stations, electrical systems, computerized process controls, and equipment. This staffing plan includes 2 apprentice positions. The creation of these positions shows GLWA's commitment to developing its workforce and sustaining it for the future.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Systems Control	43.00	43.00	44.00	44.00	44.00	44.00	44.00

*Full-time Equivalent*s - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

*Full-time Equivalent*s

Team	FY 2020 FTEs	FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Systems Control	43.00	43.00	44.00	44.00	44.00	44.00	44.00

Personnel Budget - The table below presents the Systems Control personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Overtime, Employee Benefits and Contractual Transition Services. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Central Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Systems Control	\$ 4,435,100	\$ 4,530,300	\$ 4,549,200	\$ 4,568,100	\$ 4,587,000	\$ 4,605,900



Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 4,435,100	\$ 1,183,300	\$ 4,530,300	\$ 95,200	2.1%	\$ 4,549,200	\$ 4,568,100	\$ 4,587,000	\$ 4,605,900
3.1 Electric	65,000	11,400	65,000	-	0.0%	65,000	65,000	65,000	65,000
3.2 Gas	500	-	200	(300)	-50.0%	200	300	300	300
3.3 Sewage Service	9,000	200	5,000	(4,000)	-44.4%	5,000	5,000	5,000	5,000
3.4 Water Service	600	100	600	-	0.0%	600	600	600	600
4.2 Supplies & Other	783,600	238,700	689,400	(94,200)	-12.0%	689,400	689,400	689,400	689,400
4.3 Contractual Services	5,207,000	1,256,200	7,557,500	2,350,500	45.1%	7,557,500	7,557,500	7,557,500	7,421,000
5.1 Capital Program Allocation	(104,300)	(23,900)	(98,500)	5,800	-5.5%	(98,900)	(99,300)	(99,600)	(100,000)
5.2 Shared Services	(437,800)	(109,400)	(446,600)	(8,800)	2.0%	(455,500)	(464,600)	(473,800)	(483,300)
Grand Total	\$ 9,958,700	\$ 2,556,600	\$ 12,302,900	\$ 2,344,200	23.5%	\$ 12,312,500	\$ 12,322,000	\$ 12,331,300	\$ 12,203,900

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Field Services	\$ 9,958,700	\$ 2,556,600	\$ 12,302,900	\$ 2,344,200	23.5%	\$ 12,312,500	\$ 12,322,100	\$ 12,331,300	\$ 12,203,900
Grand Total	\$ 9,958,700	\$ 2,556,600	\$ 12,302,900	\$ 2,344,200	23.5%	\$ 12,312,500	\$ 12,322,000	\$ 12,331,300	\$ 12,203,900

Capital Outlay

Systems Control five-year capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 2,950,000	\$ 2,812,500	\$ 2,975,000	\$ 2,775,000	\$ 3,400,000	\$ 3,750,000
Information Technology	75,000	75,000	75,000	75,000	75,000	75,000
Software	75,000	75,000	75,000	75,000	75,000	75,000
Machinery & Equipment	2,875,000	2,737,500	2,900,000	2,700,000	3,325,000	3,675,000
Controls & Communication	500,000	375,000	375,000	375,000	625,000	500,000
Pipes, Gates & Valves	300,000	450,000	450,000	450,000	450,000	450,000
Process Equipment/Treatment	575,000	412,500	575,000	375,000	375,000	475,000
Pumps & Motors	1,500,000	1,500,000	1,500,000	1,500,000	1,875,000	2,250,000
Grand Total	\$ 2,950,000	\$ 2,812,500	\$ 2,975,000	\$ 2,775,000	\$ 3,400,000	\$ 3,750,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 2,950,000	\$ 2,812,500	\$ 2,975,000	\$ 2,775,000	\$ 3,400,000	\$ 3,750,000
Grand Total	\$ 2,950,000	\$ 2,812,500	\$ 2,975,000	\$ 2,775,000	\$ 3,400,000	\$ 3,750,000

Five-Year Capital Outlay Plan by Team

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Systems Control	\$ 2,950,000	\$ 2,812,500	\$ 2,975,000	\$ 2,775,000	\$ 3,400,000	\$ 3,750,000
Grand Total	\$ 2,950,000	\$ 2,812,500	\$ 2,975,000	\$ 2,775,000	\$ 3,400,000	\$ 3,750,000

Line Item Budget and Financial Plan

The five-year plan with a line item expense budget begins on the next page. The expenses are listed in report order by cost center. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882301 - Systems Operations Control	\$ 9,035,600	\$ 9,958,700	\$ 2,556,600	\$ 12,302,900	\$ 12,312,500	\$ 12,322,000	\$ 12,331,300	\$ 12,203,900
2.1 Salaries & Wages	2,429,500	2,347,300	641,300	2,590,000	2,590,000	2,590,000	2,590,000	2,590,000
2.2 Workforce Development	264,700	279,700	4,100	94,500	94,500	94,500	94,500	94,500
2.3 Overtime	938,100	800,000	295,400	900,000	900,000	900,000	900,000	900,000
2.4 Employee Benefits	1,003,300	1,008,100	242,400	945,800	964,700	983,600	1,002,500	1,021,500
3.1 Electric	45,300	65,000	11,400	65,000	65,000	65,000	65,000	65,000
3.2 Gas	200	500	-	200	200	300	300	300
3.3 Sewage Service	1,300	9,000	200	5,000	5,000	5,000	5,000	5,000
3.4 Water Service	500	600	100	600	600	600	600	600
4.2 Supplies & Other	840,400	783,600	238,700	689,400	689,400	689,400	689,400	689,400
Capital Outlay less than \$5,000	179,900	130,000	-	130,000	130,000	130,000	130,000	130,000
Employee Uniform Expense	20,400	20,000	3,800	20,000	20,000	20,000	20,000	20,000
Inspection and Permit Fees	-	1,000	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	700	10,400	-	10,500	10,500	10,500	10,500	10,500
Mileage and Parking	4,900	4,000	400	4,000	4,000	4,000	4,000	4,000
Office Supplies	11,300	12,200	1,300	12,200	12,200	12,200	12,200	12,200
Operating Supplies	60,100	169,700	163,800	114,800	114,800	114,800	114,800	114,800
Operating Supplies-Janitorial	900	1,000	-	1,000	1,000	1,000	1,000	1,000
Property Taxes	100	4,000	-	-	-	-	-	-
Rentals-Buildings	77,700	38,100	5,200	38,100	38,100	38,100	38,100	38,100
Repairs & Maintenance-Equipment	150,300	135,000	13,600	150,000	150,000	150,000	150,000	150,000
Repairs & Maintenance-Hardware	306,100	119,000	39,600	119,000	119,000	119,000	119,000	119,000
Repairs & Maintenance-Software	10,600	73,200	11,100	50,300	50,300	50,300	50,300	50,300
Training and Internal Meetings	6,600	53,000	-	28,000	28,000	28,000	28,000	28,000
Travel	9,600	10,000	-	10,000	10,000	10,000	10,000	10,000
Tuition Refund	1,200	3,000	-	1,500	1,500	1,500	1,500	1,500
4.3 Contractual Services	4,950,700	5,207,000	1,256,200	7,557,500	7,557,500	7,557,500	7,557,500	7,421,000
Contract Services-Information Technology	40,000	210,000	-	210,000	210,000	210,000	210,000	210,000
Contractual Buildings & Grounds Maint	2,900	5,000	500	5,000	5,000	5,000	5,000	5,000
Contractual Operating Services	1,066,300	1,392,000	563,100	3,492,000	3,492,000	3,492,000	3,492,000	3,492,000
Contractual Professional Services	3,841,500	3,600,000	692,700	3,850,500	3,850,500	3,850,500	3,850,500	3,714,000
5.1 Capital Program Allocation	(96,500)	(104,300)	(23,900)	(98,500)	(98,900)	(99,300)	(99,600)	(100,000)
5.2 Shared Services	(1,341,900)	(437,800)	(109,400)	(446,600)	(455,500)	(464,600)	(473,800)	(483,300)
Shared Services : Salaries & Wages Reimb	(423,700)	(138,200)	(34,500)	(141,000)	(143,800)	(146,700)	(149,600)	(152,600)
Shared Services Reimbursement	(749,100)	(244,400)	(61,100)	(249,300)	(254,300)	(259,400)	(264,500)	(269,800)
Shared Services: Employee Benefit Reimb	(169,100)	(55,200)	(13,800)	(56,300)	(57,400)	(58,500)	(59,700)	(60,900)
Grand Total	\$ 9,035,600	\$ 9,958,700	\$ 2,556,600	\$ 12,302,900	\$ 12,312,500	\$ 12,322,000	\$ 12,331,300	\$ 12,203,900

Highlights from Cheryl Porter, Chief Operating Officer – Water & Field Services

The Facility Operations Area key strategic initiative focuses on the following.

❖ **Improving buildings and grounds efficiency**

Ensure facilities, buildings and grounds are properly maintained, secure, environmentally safe and upgraded to support GLWA's specific operations.

Facility Operations Contracts

The Facility Operations budget contains several contractual services to provide maintenance and repairs for all GLWA facilities including but not limited to lawn care, snow removal, rubbish removal, elevator maintenance and extermination services. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process. In the chart below are the key contracts for these services. The GDI Services Commercial Janitorial Services budget is shared across multiple cost centers and not completely represented in the budget below.

Project Description	Commerical Janitorial Services	Deicing/Snow Removal Services	Lawn care/ Grounds Maintenance	Elevators Preventative Maintenance & Repair Service	Refuse & Recycling Service	Shared Facilities Shared Cost	Total
Prime Consultant	GDI Services	Premier Group Associates	Premier Group Associates	ThyssenKrupp Elevator Service	Waste Management	OPS-006 DWSD Shared Service	
Contract #	1904332	1901555	1900702	1703524	1902536		
Contract Amount	\$6,996,554.34	\$1,079,053	\$1,679,388	\$978,987	\$322,150		
Contract End Date	04/05/23	11/30/21	07/31/21	10/31/21	10/15/21	N/A	
Pre-FY 2020 Spend	\$ -	\$ 404,143	\$ -	\$ 501,608	\$ 111,584	\$ 3,833,133	\$ 4,850,468
FY 2020 Actual	705,286	337,351	913,821	265,120	22,761	2,300,000	4,544,338
FY 2021 Budget	1,245,300	600,000	900,000	500,000	85,000	2,300,000	5,630,300
FY 2022 Requested	1,251,900	600,000	900,000	500,000	85,000	2,440,800	5,777,700
FY 2023 Requested	1,262,820	600,000	900,000	500,000	85,000	2,489,600	5,837,420
FY 2024 Requested	1,274,500	600,000	900,000	500,000	85,000	2,539,400	5,898,900
FY 2025 Requested	1,285,500	600,000	900,000	500,000	85,000	2,590,200	5,960,700
FY 2026 Requested	1,297,600	600,000	900,000	500,000	85,000	2,642,000	6,024,600
Total	\$ 8,322,906	\$ 4,341,494	\$ 6,313,821	\$ 3,766,728	\$ 644,345	\$ 21,135,133	\$ 44,524,425

Biennial Budget Request.

The biennial budget reflects an increase of \$999,900 in FY 2022 as a result in increased contractual services that are required now that the fleet portion of the shared service contract is terminated with DWSD.

- ❖ In the prior year, this line item was reduced to \$3.3 million to accommodate a budget reduction effort. This line item was selected because it includes fluctuating expense levels depending on that year's equipment repair needs. Based upon further information and analysis, that did not previously exist, a budget increase by \$1.2 million (which is significantly less than the FY 2020 actual of \$6.6 million) is being proposed.
- ❖ In addition, this budget now also provides for the GDI Services Commercial Janitorial Services (1904332) contract for \$91,500 per year for cleaning services at all GLWA-owned pump stations.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 1,969,900	\$ 2,129,600	\$ 474,300	\$ 1,987,500	\$ (142,100)	-6.7%	\$ 1,997,100
4.2 Supplies & Other	592,700	727,900	44,100	714,100	\$ (13,800)	-1.9%	714,800
4.3 Contractual Services	6,609,900	3,330,800	1,060,900	4,486,600	1,155,800	34.7%	4,535,900
Grand Total	\$ 9,172,500	\$ 6,188,300	\$ 1,579,300	\$ 7,188,200	\$ 999,900	16.2%	\$ 7,247,800

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Facility Operations	\$ 9,172,500	\$ 6,188,300	\$ 1,579,300	\$ 7,188,200	\$ 999,900	16.2%	\$ 7,247,800
Grand Total	\$ 9,172,500	\$ 6,188,300	\$ 1,579,300	\$ 7,188,200	\$ 999,900	16.2%	\$ 7,247,800

Personnel Budget

Facility Operations personnel consists of 23 positions for FY 2022 and is largely comprised of operations staffing that perform a variety of skilled facility work relative to the operations and maintenance of water and wastewater facilities. The decrease of 2 positions from FY 2020 is due to the transfer of fleet exclusive positions to the Fleet Operations Cost Center.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Facility Operations	25.00	23.00	23.00	23.00	23.00	23.00	23.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalents

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Facility Operations	25.00	22.50	22.50	22.50	22.50	22.50	22.50

Personnel Budget - The table below presents the Facility Operations personnel budget which consists of the following expense categories: Salaries & Wages, Overtime and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Central Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Facility Operations	\$ 2,129,600	\$ 1,987,500	\$ 1,997,100	\$ 2,006,600	\$ 2,016,100	\$ 2,025,600

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 2,129,600	\$ 474,300	\$ 1,987,500	\$ (142,100)	-6.7%	\$ 1,997,100	\$ 2,006,600	\$ 2,016,100	\$ 2,025,600
4.2 Supplies & Other	727,900	44,100	714,100	\$ (13,800)	-1.9%	714,800	714,800	714,800	714,800
4.3 Contractual Services	3,330,800	1,060,900	4,486,600	1,155,800	34.7%	4,535,900	4,584,700	4,634,500	4,685,300
Grand Total	\$ 6,188,300	1,579,300	\$ 7,188,200	\$ 999,900	16.2%	\$ 7,247,800	\$ 7,306,100	\$ 7,365,400	\$ 7,425,700

Five-Year Financial Plan by Team

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Facility Operations	\$ 6,188,300	\$ 1,579,300	\$ 7,188,200	\$ 999,900	16.2%	\$ 7,247,800	\$ 7,306,100	\$ 7,365,400	\$ 7,425,700
Grand Total	\$ 6,188,300	1,579,300	\$ 7,188,200	\$ 999,900	16.2%	\$ 7,247,800	\$ 7,306,100	\$ 7,365,400	\$ 7,425,700

Capital Outlay

Facility Operations five-year capital outlay is funded by the Improvement & Extension (I&E) budget. Note that facility improvements are budgeted to align with cost centers requests for improvement. For further detail about entity-wide facility improvements, please see Section 6 - Capital Investment (Capital Outlay Financial Plan).

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Machinery & Equipment	125,000	125,000	125,000	125,000	125,000	125,000
Furniture & Fixtures	50,000	50,000	50,000	50,000	50,000	50,000
Heavy Equipment & Misc	15,000	15,000	15,000	15,000	15,000	15,000
Pumps & Motors	60,000	60,000	60,000	60,000	60,000	60,000
Grand Total	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Grand Total	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000

Five-Year Capital Outlay Plan by Team

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Facility Operations	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Grand Total	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000

Line Item Budget and Financial Plan

The five-year plan with a line item expense budget begins on the next page. The expenses are listed in report order by cost center. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882421 - Facility Operations	\$ 9,172,500	\$ 6,188,300	\$ 1,579,300	\$ 7,188,200	\$ 7,247,800	\$ 7,306,100	\$ 7,365,400	\$ 7,425,700
2.1 Salaries & Wages	1,436,600	1,597,900	344,000	1,491,700	1,491,700	1,491,700	1,491,700	1,491,700
2.3 Overtime	9,100	20,000	700	20,000	20,000	20,000	20,000	20,000
2.4 Employee Benefits	524,200	511,700	129,600	475,900	485,400	494,900	504,400	513,900
4.2 Supplies & Other	592,700	727,900	44,100	714,100	714,800	714,800	714,800	714,800
Capital Outlay less than \$5,000	49,800	125,000	-	125,000	125,000	125,000	125,000	125,000
Employee Uniform Expense	8,200	10,000	2,000	10,000	10,000	10,000	10,000	10,000
Inspection and Permit Fees	800	2,000	-	2,000	2,000	2,000	2,000	2,000
Memberships, Licenses & Subscriptions	7,000	8,000	-	16,000	16,000	16,000	16,000	16,000
Mileage and Parking	100	500	-	500	500	500	500	500
Office Supplies	8,200	8,000	-	8,000	8,000	8,000	8,000	8,000
Operating Supplies	202,300	231,000	12,800	231,000	231,000	231,000	231,000	231,000
Operating Supplies-Janitorial	3,200	5,000	1,300	5,000	5,000	5,000	5,000	5,000
Rentals-Miscellaneous	89,300	50,000	-	50,000	50,000	50,000	50,000	50,000
Repairs & Maintenance-Buildings & Ground	194,700	279,400	30,900	261,100	261,800	261,800	261,800	261,800
Repairs & Maintenance-Equipment	3,700	-	(2,900)	-	-	-	-	-
Supplies & Other - Covid19	23,300	-	-	-	-	-	-	-
Training and Internal Meetings	900	5,000	-	2,000	2,000	2,000	2,000	2,000
Travel	700	2,500	-	2,500	2,500	2,500	2,500	2,500
Tuition Refund	500	1,500	-	1,000	1,000	1,000	1,000	1,000
4.3 Contractual Services	6,609,900	3,330,800	1,060,900	4,486,600	4,535,900	4,584,700	4,634,500	4,685,300
Contractual Buildings & Grounds Maint	2,302,700	1,227,000	404,700	1,568,500	1,568,500	1,568,500	1,568,500	1,568,500
Contractual Operating Services	2,581,000	2,103,800	656,200	2,918,100	2,967,400	3,016,200	3,066,000	3,116,800
Contractual Services - Covid19	1,726,200	-	-	-	-	-	-	-
Grand Total	\$ 9,172,500	\$ 6,188,300	\$ 1,579,300	\$ 7,188,200	\$ 7,247,800	\$ 7,306,100	\$ 7,365,400	\$ 7,425,700

***Highlights from Cheryl Porter, Chief Operating Officer – Water & Field Services and
 Bill Wolfson, Chief Administrative & Compliance Officer***

The Fleet Operations Area strategic initiatives includes the following.

❖ **Improving vehicle efficiency**

Ensure vehicles are properly maintained, functioning properly and safely as well as matched to the job requirements to support GLWA's operational needs.

❖ **Proper staffing levels**

Ensure adequate and proactive fleet maintenance and upgrades.

Fleet Operations Contracts

The Fleet Operations budget contains several contractual services to ensure the company vehicles are in safe, operable conditions while controlling costs, productivity, and fuel management. In the chart below are the key contracts for these services. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process.

Project Description	Fleet Maintenance	Furnish Fuel & Diesel Fuel	Rental of Fleet Vehicles	GPS/AVL Tracking	Total
Prime Consultant	Enterprise Fleet Management	Waterfront Petroleum Terminal Co.	Enterprise Holding Inc.	GEOTAB Inc.	
Contract #	1802710	2850143		1904862	
Contract Amount	\$1,533,000	\$1,562,738	1802910	\$375,000	
Contract End Date	11/04/2024	07/31/20	\$310,886.89	06/30/22	
Pre-FY 2020 Spend	\$ -	\$ 764,397	\$ 82,448	\$ -	\$ 846,845
FY 2020 Actual	347,617	335,326	167,961	-	850,904
FY 2021 Budget	1,530,000	425,423	58,746	-	2,014,169
FY 2022 Requested	1,415,600	440,000	-	75,000	1,930,600
FY 2023 Requested	1,415,600	440,000	-	75,000	1,930,600
FY 2024 Requested	1,415,600	440,000	-	75,000	1,930,600
FY 2025 Requested	1,415,600	440,000	-	75,000	1,930,600
FY 2026 Requested	1,415,600	440,000	-	75,000	1,930,600
Total	\$ 8,955,617	\$ 3,725,146	\$ 309,155	\$ 375,000	\$ 13,364,917

Biennial Budget Request

The biennial budget reflects an increase of \$578,900, or 27.5% in Operations & Maintenance for FY2022. Key Factors that impacting the increase include the following.

- ❖ Personnel increase of \$367,300 due to account coding reallocation of two team members from the Facilities cost center and to establish a fleet manager position
- ❖ Implementation of GEOTAB (Contract 1904862) GPS/AVL Vehicle Tracking program for \$75,000
- ❖ Establishment of a Weingartz (Contract 2001636) Small Engine Repair contract for \$40,000
- ❖ Establishment of a pump rental program with Sunbelt Rentals (Contract 2001596) for \$75,000
- ❖ Enterprise Fleet Management took over fleet maintenance for \$1,415,600 per year.
- ❖ Lakeshore Services (Contract 200243) for welding services and materials for \$40,000 a year.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ -	\$ -	\$ -	\$ 367,300	\$ 367,300	n/a	\$ 368,900
4.2 Supplies & Other	469,900	539,000	108,400	555,000	16,000	3.0%	555,000
4.3 Contractual Services	1,710,000	1,570,000	195,800	1,765,600	195,600	12.5%	1,765,600
Grand Total	\$ 2,179,900	\$ 2,109,000	\$ 304,100	\$ 2,687,900	\$ 578,900	27.5%	\$ 2,689,500

Biennial Budget Request by Team

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Fleet Operations	\$ 2,179,900	\$ 2,109,000	\$ 304,100	\$ 2,687,900	\$ 578,900	27.5%	\$ 2,689,500
Grand Total	\$ 2,179,900	\$ 2,109,000	\$ 304,100	\$ 2,687,900	\$ 578,900	27.5%	\$ 2,689,500

Personnel Budget

Fleet Operations personnel consists of 3 positions for FY 2022. During FY 2021, two positions will be transferred from the Facilities Operations budget and added to Fleet Operations for the purpose of fleet management. A Fleet Operations Manager position has also been added with anticipation that it will be filled during FY 2021.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Fleet Operations	0.00	3.00	3.00	3.00	3.00	3.00	3.00

*Full-time Equivalent*s - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

*Full-time Equivalent*s

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Fleet Operations	0.00	3.00	3.00	3.00	3.00	3.00	3.00

Personnel Budget - The table below presents the Fleet Operations personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Overtime and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Central Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Fleet Operations	\$ -	\$ 367,300	\$ 368,900	\$ 370,500	\$ 372,100	\$ 373,600

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ -	\$ -	\$ 367,300	\$ 367,300	n/a	\$ 368,900	\$ 370,500	\$ 372,100	\$ 373,600
4.2 Supplies & Other	539,000	108,400	555,000	16,000	3.0%	555,000	555,000	555,000	555,000
4.3 Contractual Services	1,570,000	195,800	1,765,600	195,600	12.5%	1,765,600	1,765,600	1,765,600	1,765,600
Grand Total	\$ 2,109,000	304,100	\$ 2,687,900	\$ 578,900	27.5%	\$ 2,689,500	\$ 2,691,100	\$ 2,692,700	\$ 2,694,200

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Fleet Operations	\$ 2,109,000	\$ 304,100	\$ 2,687,900	\$ 578,900	27.5%	\$ 2,689,500	\$ 2,691,100	\$ 2,692,700	\$ 2,694,200
Grand Total	\$ 2,109,000	304,100	\$ 2,687,900	\$ 578,900	27.5%	\$ 2,689,500	\$ 2,691,100	\$ 2,692,700	\$ 2,694,200

Capital Outlay

Fleet Operations five-year capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 2,542,600	\$ 2,305,200	\$ 3,011,400	\$ 2,000,000	\$ 2,470,000	\$ 2,000,000
Machinery & Equipment	470,000	470,000	74,000	-	470,000	-
Heavy Equipment & Misc	470,000	470,000	74,000	-	470,000	-
Vehicles	2,072,600	1,835,200	2,937,400	2,000,000	2,000,000	2,000,000
Light Truck	-	50,000	-	-	-	-
Passenger	1,036,300	892,600	1,461,100	1,000,000	1,000,000	1,000,000
Utility Vehicle	1,036,300	892,600	1,476,300	1,000,000	1,000,000	1,000,000
Grand Total	\$ 2,542,600	\$ 2,305,200	\$ 3,011,400	\$ 2,000,000	\$ 2,470,000	\$ 2,000,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 2,542,600	\$ 2,305,200	\$ 3,011,400	\$ 2,000,000	\$ 2,470,000	\$ 2,000,000
Grand Total	\$ 2,542,600	\$ 2,305,200	\$ 3,011,400	\$ 2,000,000	\$ 2,470,000	\$ 2,000,000

Five-Year Capital Outlay Plan by Team

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Fleet Operations	\$ 2,542,600	\$ 2,305,200	\$ 3,011,400	\$ 2,000,000	\$ 2,470,000	\$ 2,000,000
Grand Total	\$ 2,542,600	\$ 2,305,200	\$ 3,011,400	\$ 2,000,000	\$ 2,470,000	\$ 2,000,000



Line Item Budget and Financial Plan

The five-year plan with a line item expense budget is reflected below. The expenses are listed in report order by cost center. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882422 - Fleet Operations	2,179,900	2,109,000	304,100	2,687,900	2,689,500	2,691,100	2,692,700	2,694,200
2.1 Salaries & Wages	-	-	-	288,500	288,500	288,500	288,500	288,500
2.4 Employee Benefits	-	-	-	78,800	80,400	81,900	83,500	85,100
4.2 Supplies & Other	469,900	539,000	108,400	555,000	555,000	555,000	555,000	555,000
Inspection and Permit Fees	1,500	1,000	-	1,000	1,000	1,000	1,000	1,000
Operating Supplies	-	-	10,800	-	-	-	-	-
Operating Supplies – Fuel	425,500	500,000	84,000	500,000	500,000	500,000	500,000	500,000
Operating Supplies-Automotive	25,300	9,000	4,500	9,000	9,000	9,000	9,000	9,000
Repairs & Maintenance-Automotive	17,600	29,000	9,100	45,000	45,000	45,000	45,000	45,000
4.3 Contractual Services	1,710,000	1,570,000	195,800	1,765,600	1,765,600	1,765,600	1,765,600	1,765,600
Contractual Operating Services	1,522,100	1,530,000	148,900	1,670,600	1,670,600	1,670,600	1,670,600	1,670,600
Contractual Vehicle Services	187,900	40,000	46,800	95,000	95,000	95,000	95,000	95,000
Grand Total	\$ 2,179,900	\$ 2,109,000	\$ 304,100	\$ 2,687,900	\$ 2,689,500	\$ 2,691,100	\$ 2,692,700	\$ 2,694,200

Highlights from Cheryl Porter, Chief Operating Officer – Water & Field Services

The Field Service Operations Area strategic initiatives include the following.

❖ **Sewer & Valve Condition Assessment Program**

Continue Sewer Condition Assessment Program for the conveyance system.

Continue Valve Assessment and replacement program to improve service reliability.

❖ **Transmission Main Assessment & Rehabilitation**

Continue to develop and optimize assessment and decommissioning programs.

Field Service Operations Contracts

The Field Service Operations budget contains several contractual services to assess the current condition of water transmission mains, repair sewers, install, or maintain equipment and systems. In the chart below are the key contracts for these services. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process.

Project Description	Water Transmission Main Repair	Sewer Repair Contract	Gate Valve Inspection/ Exercising	Specialized Services (contract split w/ Systems Control)	As Needed Field Services	Total
Prime Consultant	Ric-Man Construction Inc.	Inland Waters Pollution Control, Inc.	Hydromax USA LLC	Lakeshore Global Corp	OPS-003 Shared Service	
Contract #	1802745	CON-149	2000292	CON-158		
Contract Amount	\$15,000,000	\$53,600,000	\$5,601,663.33	\$5,360,762		
Contract End Date	05/28/2021	07/17/21	08/10/23	07/17/21	N/A	
Pre-FY 2020 Spend	\$ -	\$ 13,305,616	\$ -	\$ 2,557,524	\$ 90,547	\$ 15,953,687
FY 2020 Actual	-	4,629,522	-	2,971,616	100,000	7,701,138
FY 2021 Budget	2,500,000	4,825,600	2,288,000	3,200,000	102,000	12,915,600
FY 2022 Requested	2,500,000	4,918,400	1,866,667	3,200,000	104,000	12,589,067
FY 2023 Requested	2,500,000	4,918,400	1,866,667	3,200,000	106,100	12,591,167
FY 2024 Requested	2,500,000	4,918,400	1,866,667	3,200,000	108,200	12,593,267
FY 2025 Requested	2,500,000	4,918,400	1,866,667	3,200,000	110,400	12,595,467
FY 2026 Requested	2,500,000	4,918,400	1,866,667	3,200,000	112,600	12,597,667
Total	\$ 15,000,000	\$ 47,352,738	\$ 11,621,333	\$ 24,729,140	\$ 833,847	\$ 99,537,058

Organization

The Field Service Operations Area is responsible for ensuring reliable maintenance of pumps and booster stations used for the delivery and collection in the water system, as well as all associated equipment, such as valves, gates, interceptors, and siphons.

Biennial Budget Request

The biennial budget reflects an overall decrease of \$232,000 (-1.3%) in FY 2022. Key Factors impacting FY 2022 include the following.

- ❖ Decrease of budget expense by \$421,000 for new Hydromax USA LLC valve exercising contract. This program no longer includes valve repair, only maintenance and exercising.
- ❖ Reduction of Capital Program Allocation Budget by \$127,500 due to shift in work performed to O&M projects from capitalizable projects team members in this area
- ❖ Increase in Personnel from FY 2021 by \$271,900 primarily for the addition of six apprenticeship positions and a new team leader position.
- ❖ Reduction of stock checkout supplies budget by \$175,000 based on actual usage

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 4,918,900	\$ 5,216,300	\$ 1,343,000	\$ 5,488,200	\$ 271,900	5.2%	\$ 5,505,700
4.2 Supplies & Other	447,800	578,200	156,100	456,700	(121,500)	-21.0%	456,700
4.3 Contractual Services	11,456,700	12,308,100	3,827,100	11,798,600	(509,500)	-4.1%	11,802,800
5.1 Capital Program Allocation	-	(127,500)	-	-	127,500	-100.0%	-
5.2 Shared Services	(52,100)	(17,000)	(4,300)	(17,400)	(400)	2.4%	(17,700)
Grand Total	\$ 16,771,300	\$ 17,958,100	\$ 5,322,000	\$ 17,726,100	\$ (232,000)	-1.3%	\$ 17,747,500

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Field Service Operations	\$ 16,771,300	\$ 17,958,100	\$ 5,322,000	\$ 17,726,100	\$ (232,000)	-1.3%	\$ 17,747,500
Grand Total	\$ 16,771,300	\$ 17,958,100	\$ 5,322,000	\$ 17,726,100	\$ (232,000)	-1.3%	\$ 17,747,500

Personnel Budget

Field Service Operations personnel consists of 72 positions for FY 2022. Field Service Operations is largely comprised of operations staffing that perform a variety of skilled field work relative to the operations and maintenance of water and wastewater systems. This staffing plan includes 6 apprentice positions and additional support for the appropriate evaluation of decommissioning transmission mains. The creation of the apprenticeship positions shows GLWA's commitment to developing its workforce and sustaining it for the future. The staffing level is in the tables below.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Field Service Operations	65.00	65.00	72.00	72.00	72.00	72.00	72.00

Full-time Equivalent - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalent

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Field Service Operations	65.00	65.00	72.00	72.00	72.00	72.00	72.00

Personnel Budget - The table below presents the Field Service Operations personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Overtime and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Central Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Field Service Operations	\$ 5,216,300	\$ 5,488,200	\$ 5,505,700	\$ 5,542,500	\$ 5,569,600	\$ 5,596,700

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Requested Budget	FY 2024 Requested Budget	FY 2025 Requested Budget	FY 2026 Requested Budget
2.0 Personnel	\$ 5,216,300	\$ 1,343,000	\$ 5,488,200	\$ 271,900	5.2%	\$ 5,505,700	\$ 5,542,500	\$ 5,569,600	\$ 5,596,700
4.2 Supplies & Other	578,200	156,100	456,700	(121,500)	-21.0%	456,700	456,700	456,700	456,700
4.3 Contractual Services	12,308,100	3,827,100	11,798,600	(509,500)	-4.1%	11,802,800	11,807,000	11,811,400	11,815,800
5.1 Capital Program Allocation	(127,500)	-	-	127,500	-100.0%	-	-	-	-
5.2 Shared Services	(17,000)	(4,300)	(17,400)	(400)	2.4%	(17,700)	(18,000)	(18,300)	(18,800)
Grand Total	\$ 17,958,100	\$ 5,322,000	\$ 17,726,100	\$ (232,000)	-1.3%	\$ 17,747,400	\$ 17,788,100	\$ 17,819,400	\$ 17,850,400

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Field Services	\$ 17,958,100	\$ 5,322,000	\$ 17,726,100	\$ (232,000)	-1.3%	\$ 17,747,400	\$ 17,788,100	\$ 17,819,400	\$ 17,850,400
Grand Total	\$ 17,958,100	\$ 5,322,000	\$ 17,726,100	\$ (232,000)	-1.3%	\$ 17,747,400	\$ 17,788,100	\$ 17,819,400	\$ 17,850,400

Capital Outlay

Field Service Operations five-year capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 50,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000
Machinery & Equipment	50,000	50,000	50,000	50,000	50,000	50,000
Furniture & Fixtures	50,000	50,000	50,000	50,000	50,000	50,000
Projects & Programs	-	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Projects & Programs	-	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Grand Total	\$ 50,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 50,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000
Grand Total	\$ 50,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000

Five-Year Capital Outlay Plan by Team

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Field Service Operations	\$ 50,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000
Grand Total	\$ 50,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000	\$ 3,050,000

Line Item Budget and Financial Plan

The five-year plan with a line item expense budget begins on the next page. The expenses are listed in report order by cost center. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882431 - Field Service Operations	16,771,300	17,958,100	5,322,000	17,726,100	17,747,400	17,788,100	17,819,400	17,850,400
2.1 Salaries & Wages	3,004,100	3,584,500	755,100	3,540,500	3,540,500	3,540,500	3,540,500	3,540,500
2.2 Workforce Development	110,900	67,600	74,200	290,800	290,800	290,800	290,800	290,800
2.3 Overtime	509,400	275,000	150,000	300,000	291,000	300,000	300,000	300,000
2.4 Employee Benefits	1,294,500	1,289,200	363,700	1,356,900	1,383,300	1,411,200	1,438,300	1,465,400
4.2 Supplies & Other	447,800	578,200	156,100	456,700	456,700	456,700	456,700	456,700
Capital Outlay less than \$5,000	66,400	25,000	36,600	50,000	50,000	50,000	50,000	50,000
Employee Uniform Expense	32,700	37,500	8,800	35,000	35,000	35,000	35,000	35,000
Inspection and Permit Fees	5,100	10,000	1,800	7,000	7,000	7,000	7,000	7,000
Memberships, Licenses & Subscriptions	23,700	39,200	10,400	30,100	30,100	30,100	30,100	30,100
Mileage and Parking	300	1,000	-	500	500	500	500	500
Office Supplies	24,000	24,000	2,200	17,000	17,000	17,000	17,000	17,000
Operating Supplies	249,100	400,000	69,000	273,500	273,500	273,500	273,500	273,500
Rentals-Buildings	800	-	1,200	5,100	5,100	5,100	5,100	5,100
Repairs & Maintenance-Equipment	2,800	5,000	200	2,000	2,000	2,000	2,000	2,000
Training and Internal Meetings	18,000	25,000	26,000	25,000	25,000	25,000	25,000	25,000
Travel	22,500	10,000	-	10,000	10,000	10,000	10,000	10,000
Tuition Refund	2,400	1,500	-	1,500	1,500	1,500	1,500	1,500
4.3 Contractual Services	11,456,700	12,308,100	3,827,100	11,798,600	11,802,800	11,807,000	11,811,400	11,815,800
Contractual Operating Services	9,603,700	10,508,100	3,380,100	9,998,600	10,002,800	10,007,000	10,011,400	10,015,800
Contractual Professional Services	1,853,000	1,800,000	447,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
5.1 Capital Program Allocation	-	(127,500)	-	-	-	-	-	-
5.2 Shared Services	(52,100)	(17,000)	(4,300)	(17,400)	(17,700)	(18,000)	(18,300)	(18,800)
Shared Services : Salaries & Wages Reimb	(33,100)	(10,800)	(2,700)	(11,000)	(11,200)	(11,400)	(11,600)	(11,900)
Shared Services Reimbursement	(5,600)	(1,800)	(500)	(1,900)	(1,900)	(1,900)	(2,000)	(2,000)
Shared Services: Employee Benefit Reimb	(13,400)	(4,400)	(1,100)	(4,500)	(4,600)	(4,700)	(4,700)	(4,900)
Grand Total	\$ 16,771,300	\$ 17,958,100	\$ 5,322,000	\$ 17,726,100	\$ 17,747,400	\$ 17,788,100	\$ 17,819,400	\$ 17,850,400

Highlights from Cheryl Porter, Chief Operating Officer – Water & Field Services

The Energy, Research & Innovation Area key strategic initiative includes the following.

❖ **Pursue Research of Treatment & Monitoring**

- Treatment techniques for emerging contaminants of concern
- Innovative monitoring tools

Energy, Research & Innovation Contracts:

The Energy, Research & Innovation budget contains several contractual services to assess the current innovation environment, create programs by tailoring them to the expectations, environment and resources of GLWA and launching the programs by establishing urgency and funding resources. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process. The following charts show a limited number of contracts for these services.

Project Name	Wayne State University Project	Wayne State University Project	Wayne State University Project	Michigan State University Project	University of Michigan Project	University of Michigan Project	
Project Description	PFAS Health & Ecological Impacts	Microplastics & Human Health	Lake Huron to Lake Erie Monitoring Platform, Photocatalytic UV materials	Transport & Fate of Nutrients in Biosolids	Smart Pipes	Biological Phosphorus Removal Pilot	Total
Prime Consultant	WSU	WSU	WSU	MSU	Regents of the University of Michigan	Regents of the University of Michigan	
Contract #	1902151			1902059	1900902	1900169	
Contract Amount	\$192,153	1904710		\$227,498	\$299,702	\$250,000	
Contract End Date	06/15/22	\$195,000	TBD	07/31/21	08/01/2021	05/31/2021	
Pre-FY 2020 Spend	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2020 Actual	-	-	-	140,759	159,687	84,690	385,135
FY 2021 Budget	96,000	85,000	71,000	114,000	150,000	125,000	641,000
FY 2022 Requested	96,000	100,000	-	114,000	150,000	-	460,000
FY 2023 Requested	10,000	110,000	35,000		150,000	125,000	430,000
FY 2024 Requested	110,000	110,000	35,000		175,000	125,000	555,000
FY 2025 Requested	150,000	-	35,000		175,000	125,000	485,000
FY 2026 Requested	-	-	-		-	-	-
Total	\$ 462,000	\$ 405,000	\$ 176,000	\$ 368,759	\$ 959,687	\$ 584,690	\$ 2,956,135

Biennial Budget Request

The biennial budget reflects an increase of \$411,700 or 14.8% in Operations & Maintenance for FY 2022. This is a result of the key factors listed below.

- ❖ Transfer of Power Quality Manager Position from Water Engineering (\$122,600)
- ❖ Request for new Laboratory equipment at WRRF, Lake Huron Water Plant and Water Works Park (\$290,000)

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity thru 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 544,300	\$ 791,400	\$ 155,300	\$ 913,900	\$ 122,600	15.5%	\$ 917,800
4.2 Supplies & Other	472,100	494,100	106,800	782,200	288,100	58.3%	663,200
4.3 Contractual Services	1,087,700	1,500,000	381,400	1,501,000	1,000	0.1%	1,988,000
Grand Total	\$ 2,104,100	\$ 2,785,500	\$ 643,600	\$ 3,197,100	\$ 411,700	14.8%	\$ 3,569,000

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Energy, Research & Innovation	\$ 2,104,100	\$ 2,785,500	\$ 643,600	\$ 3,197,100	\$ 411,700	14.8%	\$ 3,569,000
Grand Total	\$ 2,104,100	\$ 2,785,500	\$ 643,600	\$ 3,197,100	\$ 411,700	14.8%	\$ 3,569,000

Personnel Budget

Energy, Research & Innovation personnel consists of seven positions for FY 2022 and is largely comprised of staffing that will provide ongoing monitoring of developments in order to allow new research priorities to be set and phase out topics that are no longer relevant. Research and innovation are essential pillars of a promising future strategy for shaping energy supplies of tomorrow. The staffing level is in the tables below. The increase in staffing includes the reassignment of the Power Quality Manager position from Water Engineering to Energy, Research, & Innovation. This move was performed since this position is directly related to energy management functions.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Energy, Research & Innovation	6.00	7.00	7.00	7.00	7.00	7.00	7.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalents

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Energy, Research & Innovation	6.00	7.00	7.00	7.00	7.00	7.00	7.00

Personnel Budget - The table below presents the Water Operations personnel budget which consists of the following expense categories: Salaries & Wages and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Central Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Energy, Research & Innovation	\$ 791,400	\$ 913,900	\$ 917,800	\$ 921,600	\$ 925,500	\$ 929,300

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Requested Budget	FY 2024 Requested Budget	FY 2025 Requested Budget	FY 2026 Requested Budget
2.0 Personnel	\$ 791,400	\$ 155,300	\$ 913,900	\$ 122,600	15.5%	\$ 917,800	\$ 921,600	\$ 925,500	\$ 929,300
4.2 Supplies & Other	494,100	106,800	782,200	288,100	58.3%	663,200	674,200	675,200	856,200
4.3 Contractual Services	1,500,000	381,400	1,501,000	1,000	0.1%	1,988,000	1,966,000	1,882,000	1,702,000
Grand Total	\$ 2,785,500	\$ 643,600	\$ 3,197,100	\$ 411,700	14.8%	\$ 3,569,000	\$ 3,561,800	\$ 3,482,700	\$ 3,487,500

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Energy, Research & Innovation	\$ 2,785,500	\$ 643,600	\$ 3,197,100	\$ 411,700	14.8%	\$ 3,569,000	\$ 3,561,800	\$ 3,482,700	\$ 3,487,500
Grand Total	\$ 2,785,500	\$ 643,600	\$ 3,197,100	\$ 411,700	14.8%	\$ 3,569,000	\$ 3,561,800	\$ 3,482,700	\$ 3,487,500

Capital Outlay

Energy, Research & Innovations five-year capital outlay plan is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 125,000	\$ 170,000	\$ 230,000	\$ 155,000	\$ 155,000	\$ 35,000
Machinery & Equipment	125,000	170,000	230,000	155,000	155,000	35,000
Laboratory Equipment & Sensors	125,000	170,000	230,000	155,000	155,000	35,000
Grand Total	\$ 125,000	\$ 170,000	\$ 230,000	\$ 155,000	\$ 155,000	\$ 35,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 125,000	\$ 170,000	\$ 230,000	\$ 155,000	\$ 155,000	\$ 35,000
Grand Total	\$ 125,000	\$ 170,000	\$ 230,000	\$ 155,000	\$ 155,000	\$ 35,000

Five-Year Capital Outlay Plan by Team

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Energy, Research, & Innovation	\$ 125,000	\$ 170,000	\$ 230,000	\$ 155,000	\$ 155,000	\$ 35,000
Grand Total	\$ 125,000	\$ 170,000	\$ 230,000	\$ 155,000	\$ 155,000	\$ 35,000



Line Item Budget and Financial Plan

The five-year plan with a line item expense budget begins on the next page. The expenses are listed in report order by cost center. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
882501 - Energy, Research & Innovation	2,104,100	2,785,500	643,600	3,197,100	3,569,000	3,561,800	3,482,700	3,487,500
2.1 Salaries & Wages	445,700	623,500	124,000	721,400	721,400	721,400	721,400	721,400
2.4 Employee Benefits	98,600	167,900	31,400	192,500	196,300	200,200	204,000	207,900
4.2 Supplies & Other	472,100	494,100	106,800	782,200	663,200	674,200	675,200	856,200
Capital Outlay less than \$5,000	14,100	2,000	-	290,000	170,000	180,000	180,000	360,000
Memberships, Licenses & Subscriptions	372,200	423,000	96,600	423,100	423,100	423,100	423,100	423,100
Mileage and Parking	2,800	2,000	-	2,000	2,000	2,000	2,000	2,000
Office Supplies	5,200	7,100	500	7,100	7,100	7,100	7,100	7,100
Operating Supplies	45,000	25,000	9,900	25,000	25,000	25,000	25,000	25,000
Postage	200	-	(200)	-	-	-	-	-
Training and Internal Meetings	13,300	20,000	-	20,000	20,000	20,000	20,000	20,000
Travel	19,300	15,000	-	15,000	16,000	17,000	18,000	19,000
4.3 Contractual Services	1,087,700	1,500,000	381,400	1,501,000	1,988,000	1,966,000	1,882,000	1,702,000
Contractual Professional Services	1,063,100	1,500,000	381,400	1,501,000	1,988,000	1,966,000	1,882,000	1,702,000
Covid-19 Study	24,600	-	-	-	-	-	-	-
Grand Total	\$ 2,104,100	\$ 2,785,500	\$ 643,600	\$ 3,197,100	\$ 3,569,000	\$ 3,561,800	\$ 3,482,700	\$ 3,487,500

Highlights from Jeff Small, Chief Information Officer**The Information Technology Group is leading GLWA in several strategic initiatives.****❖ Shared Services**

The dollar amount of shared services reimbursement from DWSD will significantly decrease over the five-year plan. This is consistent with a long-term plan for DWSD to separate from GLWA systems. The decrease in service to DWSD shifts resources to an increased focus on growing demands for GLWA's IT services. There are shared services that are expected to continue beyond the originally estimated end date of June 2021. This continued need for support could impact progress on other GLWA initiatives. Additionally, depending on how long these services continue, there will likely be a need to procure for DWSD security services that are being deployed at GLWA to protect our network from cyber threats.

❖ Data Center Modernization

A three-year roadmap has been created to mitigate risks and provide infrastructure resiliency by building a sustainable, secure, compliant, robust, and reliable IT infrastructure as the foundation to support GLWA's core enterprise technology needs. Phase 1 update the data center infrastructure was completed in the second quarter of FY 2021. In FY 2022, an implementation of a hybrid cloud environment will occur which means that certain applications will be moved from the on-premises data center to a cloud environment. Also, new Disaster Recovery Services and extending the internal firewall protections to remote devices will be completed.

❖ Enterprise Resource Planning (ERP)

As the organization matures, the current Human Resources (HR) and Finance systems (Ceridian & BS&A, respectively) that were implemented during the stand-up of GLWA no longer meet our growing needs. A new ERP will replace these systems and fully integrate HR, Finance, Procurement, and reporting functions across the Enterprise. This system will leverage best practices to increase efficiency and effectiveness in reporting and operations. It will also ensure the proper controls and procedures are followed. Currently, FSA, OD, and IT team members are working collaboratively to evaluate responses to the RFP for these services. Once a vendor is selected and the contract is negotiated, it is anticipated that the system configuration and implementation will take 18 – 24 months.

❖ Enterprise Asset Management (EAM)

The current EAM (WAM) system is on extended support from the vendor (Oracle) and no longer meets the growing needs of our organization. GLWA will implement a new EAM to support enterprise asset management operations using improved technology platforms. The system will streamline work for maintenance technicians, add mobility for field workers and help to achieve the goals set forth in the Strategic Asset Management Plan (SAMP). Representatives from all impacted areas worked collaboratively to evaluate responses to the RFP for these services. Once a vendor is selected and contract negotiated, it is anticipated that the transition from WAM to the new system will be completed in 24 months.

Information Technology Contracts

The Information Technology (IT) budget contains most IT-related costs used throughout GLWA. This includes software licensing services, subscriptions for cloud-based solutions, hardware and software maintenance, contracted services including enhancement of our Geographical Information System (GIS). The largest expense category is Telecom, Managed Security & Network Services, due to an annual contract with AT&T who owns, operates, updates, and maintain the wide area network, local area network, phone services, Internet, and managed network security. In the chart below are the key contracts for these services.

Information Technology Centralized Service	Telecom, Managed Security & Networks 626700	Telecom, Managed Security & Networks 626700	Disaster Recovery Services 617900	Microsoft Enterprise Agreement 622301	Professional Services 617400	Repairs & Maintenance - Software 622302	Professional Services 617400	Repairs & Maintenance - Software 622302	Total
Prime Consultant	AT&T	Verizon	Disaster Recovery Services	Microsoft Enterprise Agreement	GIS Strategic Services	Enterprise Asset Management (EAM) Subscription	DXC - WAM	Enterprise Resource Planning (ERP) Subscription	
Contract #	CS-1689	1801674	TBD	1902696	1901592	TBD	CS-119	TBD	
Contract Amount	\$ 60,000,000	\$ 500,000	TBD	\$ 950,000	\$ 2,308,910	TBD	\$ 7,000,000	TBD	\$ 75,370,409
Contract End Date	TBD	TBD	TBD	9/30/2021	8/31/2023	TBD	6/3/2021	TBD	
Cost Center Name	Infrastructure	Service Delivery	Infrastructure	Infrastructure	Enterprise Asset Management	Enterprise Asset Management	Enterprise Asset Management	Business Productivity	
Pre -FY 2020 Spend	\$ 24,862,399	\$ 1,083,472	\$ -	\$ 1,188,094	\$ -	\$ -	\$ 6,921,144	\$ -	\$ 34,055,108
FY 2020 Budget	12,000,000	420,000	400,000	640,000	720,000	-	3,400,000	-	17,580,000
FY 2021 Budget	12,000,000	424,200	400,000	640,000	720,000	-	3,400,000	-	17,584,200
FY 2022 Requested	12,000,000	507,684	400,000	650,000	750,000	1,500,000	1,700,000	1,500,000	19,007,684
FY 2023 Requested	12,000,000	552,164	400,000	663,000	765,000	1,500,000	1,700,000	1,500,000	19,080,164
FY 2024 Requested	12,000,000	563,208	400,000	676,260	780,000	1,500,000	-	1,500,000	17,419,468
FY 2025 Requested	12,000,000	574,472	400,000	689,785	800,000	1,500,000	-	1,500,000	17,464,257
FY 2026 Requested	12,000,000	585,961	400,000	703,581	800,000	1,500,000	-	1,500,000	17,489,542
Total	\$ 108,862,399	\$ 4,711,161	\$ 2,800,000	\$ 5,850,720	\$ 5,335,000	\$ 7,500,000	\$ 17,121,144	\$ 7,500,000	\$ 159,680,423

Organization

The GLWA Information Technology (IT) Group consists of seven teams.

- ❖ **Office of the Chief Information Officer**
Provides administration and oversight for the entire IT operational area.
- ❖ **Project Management Office**
Fosters collaboration, support and oversees the execution of technology initiatives.
- ❖ **Security & Risk**
Responsible for deploying security solutions and monitoring our network, systems, and users to secure GLWA's systems and data from cyber threats.

❖ Infrastructure

Manages the information technology (IT) components that provide the technology backbone for the organization. These services include data center operations, data storage, systems administration, telecommunications, network administration, backups, and disaster recovery.

❖ Enterprise Asset Management Systems

Supports all asset management-related software which facilitates operations, maintenance, and capital planning of GLWA's assets. These services include Business Intelligence (BI), Geographic Information System (GIS), and Enterprise Asset Management (EAM).

❖ Business Productivity Systems

Leads the development and support of all customer-facing “back office” applications common to all team members such as email, office automation, and document management.

❖ Customer Service Delivery – Provides frontline service and support to all team members and is responsible for deployment and support of all team member assigned computing and mobile devices and printers.

Biennial Budget Request

The biennial budget reflects an overall decrease of \$633,204, or 1.6. percent in FY 2022.

- ❖ The supplies & other account is increasing by \$505,495 in FY 2022 due to an investment in ERP subscription services.
- ❖ The contractual services account is decreasing by \$1,278,007 due to changes in the WAM support contract.
- ❖ The shared service reimbursements will decrease by \$1,443,200 due to DWSD canceling services with GLWA as it continues to integrate its systems with the City of Detroit.
- ❖ The capital outlay account is decreasing by \$1,507,356 in FY 2022 due to moving the Lakeshore Global (Low Voltage Wiring) contract from Information Technology Infrastructure to Systems Operations Control. The change in assignment is to align management of the contract to the cost center responsible for managing the contract.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 6,722,600	\$ 7,761,300	\$ 1,774,087	\$ 7,964,764	\$ 203,464	2.6%	\$ 7,999,496
4.2 Supplies & Other	4,537,200	7,662,800	\$ 1,438,661	8,168,295	505,495	6.6%	8,376,661
4.3 Contractual Services	21,253,300	20,069,300	\$ 5,535,715	18,791,293	(1,278,007)	-6.4%	19,201,385
5.2 Shared Services	1,022,400	(2,020,000)	\$ (785,530)	(576,800)	1,443,200	-71.4%	(588,300)
6.0 Capital Outlay	5,797,000	5,503,300	\$ 743,735	3,995,944	(1,507,356)	-27.4%	3,365,739
Grand Total	\$ 39,332,500	\$ 38,976,700	\$ 8,706,670	\$ 38,343,496	\$ (633,204)	-1.6%	\$ 38,354,980

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Enterprise Asset Management Systems	\$ 6,054,800	\$ 9,685,800	\$ 1,109,874	\$ 8,577,973	\$ (1,107,827)	-11.4%	\$ 8,012,255
Business Productivity Systems	4,247,800	2,570,600	515,121	4,572,193	2,001,593	77.9%	4,641,454
Infrastructure	23,272,900	19,802,900	5,875,769	18,321,908	(1,480,992)	-7.5%	18,711,127
Security & Risk	242,200	459,800	50,140	460,594	794	0.2%	463,593
Service Delivery	2,840,100	3,875,200	655,120	3,936,252	61,052	1.6%	4,030,809
Project Management Office	1,759,300	1,704,200	323,976	1,301,681	(402,519)	-23.6%	1,307,448
Office of the CIO	915,400	878,200	176,670	1,172,895	294,695	33.6%	1,188,293
Grand Total	\$ 39,332,500	\$ 38,976,700	\$ 8,706,670	\$ 38,343,496	\$ (633,204)	-1.6%	\$ 38,354,980

Personnel Budget

Information Technology personnel consists of 74 positions for FY 2022, which is adding two Application Analysts and one intern to support the increased need for new applications and application support.

The information Technology Group is currently exploring an apprenticeship program that may add up to 3 FTEs depending on the identified need. Because of the preliminary nature of this opportunity, this additional headcount has not been reflected in the staffing plan counts below.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Information Technology	71.00	71.00	74.00	74.00	74.00	74.00	74.00
Office of the CIO	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Project Management Office	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Service Delivery	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Infrastructure	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Enterprise Asset Management Systems	13.00	10.00	17.00	17.00	17.00	17.00	17.00
Business Productivity Systems	13.00	16.00	12.00	12.00	12.00	12.00	12.00
Security & Risk	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalents

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Information Technology	71.00	71.00	73.50	73.50	73.50	73.50	73.50
Office of the CIO	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Project Management Office	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Service Delivery	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Infrastructure	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Enterprise Asset Management Systems	13.00	10.00	16.50	16.50	16.50	16.50	16.50
Business Productivity Systems	13.00	16.00	12.00	12.00	12.00	12.00	12.00
Security & Risk	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Personnel Budget - The table below presents the Information Technology personnel budget which consists of the following expense categories: Salaries & Wages and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Office of the CIO	\$ 508,100	\$ 511,330	\$ 513,497	\$ 515,664	\$ 517,830	\$ 519,997
Project Management Office	1,288,200	1,285,207	1,290,645	1,296,083	1,301,520	1,306,958
Service Delivery	1,227,000	1,225,237	1,231,250	1,237,263	1,243,276	1,249,290
Infrastructure	1,388,600	1,428,218	1,434,548	1,440,877	1,447,206	1,453,535
Enterprise Asset Management Systems	1,781,200	1,731,693	1,739,189	1,746,685	1,754,182	1,761,678
Business Productivity Systems	1,175,000	1,389,699	1,395,332	1,400,965	1,406,598	1,412,232
Security & Risk	393,200	393,380	395,035	396,690	398,345	400,000
Grand Total	\$ 7,761,300	\$ 7,964,764	\$ 7,999,496	\$ 8,034,227	\$ 8,068,958	\$ 8,103,689

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 7,761,300	\$ 1,774,087	\$ 7,964,764	\$ 203,464	2.6%	\$ 7,999,496	\$ 8,034,227	\$ 8,068,958	\$ 8,103,689
4.2 Supplies & Other	7,662,800	1,438,661	8,168,295	505,495	6.6%	8,376,661	8,498,294	8,668,260	8,886,625
4.3 Contractual Services	20,069,300	5,535,715	18,791,293	(1,278,007)	-6.4%	19,201,385	19,585,411	19,977,071	20,376,617
5.2 Shared Services	(2,020,000)	(785,530)	(576,800)	1,443,200	-71.4%	(588,300)	(600,100)	(612,100)	(624,300)
6.0 Capital Outlay	5,503,300	743,735	3,995,944	(1,507,356)	-27.4%	3,365,739	3,433,054	3,501,715	3,571,749
Grand Total	\$ 38,976,700	\$ 8,706,670	\$ 38,343,496	\$ (633,204)	-1.6%	\$ 38,354,980	\$ 38,950,886	\$ 39,603,904	\$ 40,314,380

Five-Year Biennial Budget Request by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Enterprise Asset Management Systems	\$ 9,685,800	\$ 1,109,874	\$ 8,577,973	\$ (1,107,827)	-11.4%	\$ 8,012,255	\$ 8,145,179	\$ 8,280,693	\$ 8,418,748
Business Productivity Systems	2,570,600	515,121	4,572,193	2,001,593	77.9%	4,641,454	4,712,026	4,783,832	4,856,998
Infrastructure	19,802,900	5,875,769	18,321,908	(1,480,992)	-7.5%	18,711,127	19,017,112	19,374,999	19,784,930
Security & Risk	459,800	50,140	460,594	794	0.2%	463,593	466,620	469,673	472,755
Service Delivery	3,875,200	655,120	3,936,252	61,052	1.6%	4,030,809	4,092,772	4,155,816	4,220,063
Project Management Office	1,704,200	323,976	1,301,681	(402,519)	-23.6%	1,307,448	1,313,222	1,319,003	1,324,790
Office of the CIO	878,200	176,670	1,172,895	294,695	33.6%	1,188,293	1,203,955	1,219,888	1,236,096
Grand Total	\$ 38,976,700	\$ 8,706,670	\$ 38,343,496	\$ (633,204)	-1.6%	\$ 38,354,980	\$ 38,950,886	\$ 39,603,904	\$ 40,314,380

Capital Outlay

Information Technology five-year capital outlay plan is funded by both the Improvements & Extension budget and the Operations & Maintenance budget.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Operations & Maintenance	\$ 5,503,254	\$ 3,995,944	\$ 3,365,739	\$ 3,433,054	\$ 3,501,715	\$ 3,571,749
Data/Network	2,000,018	-	-	-	-	-
Hardware	444,000	2,025,773	2,066,288	2,107,614	2,149,767	2,192,762
Software	3,059,236	1,970,171	1,299,450	1,325,439	1,351,948	1,378,987
Improvement & Extension	12,750,000	10,000,000	9,500,000	-	-	-
Hardware	6,750,000	-	-	-	-	-
Leasehold Improvements, Computers & IT, Furniture & Fixtures	2,000,000	1,000,000	1,000,000	-	-	-
Software	4,000,000	9,000,000	8,500,000	-	-	-
Grand Total	\$ 18,253,254	\$ 13,995,944	\$ 12,865,739	\$ 3,433,054	\$ 3,501,715	\$ 3,571,749

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Operations & Maintenance	\$ 5,503,254	\$ 3,995,944	\$ 3,365,739	\$ 3,433,054	\$ 3,501,715	\$ 3,571,749
Improvement & Extension	12,750,000	10,000,000	9,500,000	-	-	-
Grand Total	\$ 18,253,254	\$ 13,995,944	\$ 12,865,739	\$ 3,433,054	\$ 3,501,715	\$ 3,571,749

Five-Year Capital Outlay Plan by Team

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Service Delivery	\$ 494,000	\$ 1,583,320	\$ 1,359,986	\$ 1,387,186	\$ 1,414,930	\$ 1,443,228
Technology Infrastructure	5,313,754	2,352,924	2,379,982	1,407,582	1,435,734	1,464,448
Business Productivity Systems	4,050,000	4,000,000	4,000,000	-	-	-
Enterprise Asset Management						
Sytems	8,332,500	5,996,200	5,061,000	572,220	583,664	595,338
Security & Risks	63,000	63,500	64,770	66,065	67,387	68,734
Grand Total	\$ 18,253,254	\$ 13,995,944	\$ 12,865,739	\$ 3,433,054	\$ 3,501,715	\$ 3,571,749

Line-Item Budget and Plan

The Information Technology five-year plan with a line-item expense budget begins on the next page. Because of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations. The expenses are listed in order by cost center.



Information Technology
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
883301 - Office of the CIO	\$ 915,400	\$ 878,200	\$ 176,670	\$ 1,172,895	\$ 1,188,293	\$ 1,203,955	\$ 1,219,888	\$ 1,236,096
2.1 Salaries & Wages	409,500	399,300	103,185	402,996	402,996	402,996	402,996	402,996
2.3 Overtime	-	-	-	-	-	-	-	-
2.4 Employee Benefits	95,700	108,800	25,080	108,334	110,501	112,668	114,834	117,001
4.2 Supplies & Other	75,600	120,100	14,621	61,565	62,796	64,052	65,333	66,639
Memberships, Licenses & Subscriptions	18,600	28,600	10,207	27,389	27,937	28,495	29,065	29,646
Mileage and Parking	100	-	-	-	-	-	-	-
Office Supplies	46,700	72,800	3,419	14,285	14,571	14,862	15,159	15,463
Operating Supplies	300	-	-	-	-	-	-	-
Training and Internal Meetings	1,600	8,300	995	8,973	9,152	9,335	9,522	9,712
Travel	8,300	10,400	-	10,918	11,137	11,359	11,586	11,818
4.3 Contractual Services	317,400	250,000	33,785	600,000	612,000	624,240	636,725	649,459
Contract Services-Information Technology	317,400	250,000	33,785	600,000	612,000	624,240	636,725	649,459
6.0 Capital Outlay	17,200	-	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	17,200	-	-	-	-	-	-	-
883311 Project Management Office	1,759,300	1,704,200	323,976	1,301,681	1,307,448	1,313,222	1,319,003	1,324,790
2.1 Salaries & Wages	1,008,700	1,013,300	259,455	1,013,322	1,013,322	1,013,322	1,013,322	1,013,322
2.4 Employee Benefits	250,300	274,900	62,700	271,886	277,323	282,761	288,199	293,637
4.2 Supplies & Other	29,300	76,100	1,821	16,474	16,803	17,140	17,482	17,832
Memberships, Licenses & Subscriptions	2,300	1,600	527	1,625	1,658	1,691	1,724	1,759
Repairs & Maintenance-Software	-	60,000	-	-	-	-	-	-
Training and Internal Meetings	19,300	13,700	-	14,000	14,280	14,566	14,857	15,154
Travel	7,100	800	-	849	866	883	901	919
Tuition Refund	600	-	1,294	-	-	-	-	-
4.3 Contractual Services	500	339,900	-	-	-	-	-	-
Contract Services-Information Technology	-	339,900	-	-	-	-	-	-
Contractual Operating Services	500	-	-	-	-	-	-	-
6.0 Capital Outlay	470,500	-	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	470,500	-	-	-	-	-	-	-
883321 - Service Delivery	2,840,100	3,875,200	655,120	3,936,252	4,030,809	4,092,772	4,155,816	4,220,063
2.1 Salaries & Wages	881,300	925,800	225,844	924,581	924,581	924,581	924,581	924,581
2.3 Overtime	900	-	124	-	-	-	-	-
2.4 Employee Benefits	337,900	301,200	87,780	300,656	306,669	312,682	318,696	324,709
4.2 Supplies & Other	743,300	1,730,000	145,756	1,019,911	1,040,309	1,061,115	1,082,337	1,103,984
Capital Outlay less than \$5,000	280,800	916,000	16,601	100,000	102,000	104,040	106,121	108,243
Office Supplies	-	-	2,899	-	-	-	-	-
Memberships, Licenses & Subscriptions	1,200	5,200	-	5,306	5,412	5,520	5,631	5,743
Printing	-	205,000	-	300,000	306,000	312,120	318,362	324,730
Repairs & Maintenance-Hardware	(100)	44,600	-	45,466	46,376	47,303	48,249	49,214
Repairs & Maintenance-Miscellaneous	-	26,100	-	26,420	26,948	27,487	28,037	28,598
Repairs & Maintenance-Software	419,700	455,200	124,620	463,300	472,566	482,017	491,658	501,491
Training and Internal Meetings	40,900	62,300	359	63,500	64,770	66,065	67,387	68,734
Travel	800	15,600	-	15,918	16,236	16,561	16,892	17,230
Tuition Refund	-	-	1,276	-	-	-	-	-
4.3 Contractual Services	358,400	424,200	172,458	507,684	552,164	563,208	574,472	585,961
Contract Services-Information Technology	(500)	-	-	-	-	-	-	-
Telecom, Managed Security & Network Svcs	358,900	424,200	172,458	507,684	552,164	563,208	574,472	585,961
5.2 Shared Services	(24,000)	-	(41,652)	(149,900)	(152,900)	(156,000)	(159,200)	(162,400)
Shared Services : Salaries & Wages	-	-	-	-	-	-	-	-
Reimbursement	(17,100)	-	(29,751)	(56,500)	(57,600)	(58,800)	(60,000)	(61,200)
Shared Services Reimbursement	-	-	-	(70,800)	(72,200)	(73,600)	(75,100)	(76,600)
Shared Services: Employee Benefit	-	-	-	-	-	-	-	-
Reimbursement	(6,900)	-	(11,901)	(22,600)	(23,100)	(23,600)	(24,100)	(24,600)
6.0 Capital Outlay	542,300	494,000	64,809	1,333,320	1,359,986	1,387,186	1,414,930	1,443,228
Capital Outlay over \$5k(O&M-Capitalized)	542,300	494,000	64,809	1,333,320	1,359,986	1,387,186	1,414,930	1,443,228



Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
883331 - Infrastructure	23,272,900	19,802,900	5,875,769	18,321,908	18,711,127	19,017,112	19,374,999	19,784,930
2.1 Salaries & Wages	896,400	1,076,300	259,042	1,111,766	1,111,766	1,111,766	1,111,766	1,111,766
2.4 Employee Benefits	259,700	312,300	75,240	316,452	322,781	329,110	335,439	341,768
4.2 Supplies & Other	1,790,100	2,136,300	896,728	1,799,997	1,880,997	1,872,717	1,910,171	1,993,374
Capital Outlay less than \$5,000	190,400	-	70,545	-	-	-	-	-
Operating Supplies	-	-	-	-	-	-	-	-
Repairs & Maintenance-Hardware	1,454,800	2,003,900	773,656	1,664,937	1,698,236	1,732,200	1,766,844	1,802,181
Repairs & Maintenance-Software	134,200	92,000	51,747	93,885	140,763	97,678	99,632	146,624
Memberships, Licenses & Subscriptions	2,200	-	780	-	-	-	-	-
Mileage and Parking	200	-	-	-	-	-	-	-
Training and Internal Meetings	4,900	20,800	-	21,224	21,649	22,082	22,523	22,974
Travel	3,400	19,600	-	19,951	20,350	20,757	21,172	21,595
4.3 Contractual Services	17,096,900	14,364,200	4,594,749	14,167,669	14,451,000	14,740,036	15,034,789	15,335,473
Contract Services-Information Technology	122,800	392,500	8,430	92,467	94,316	96,203	98,127	100,089
Contractual Operating Services	215,500	553,000	41,202	556,100	567,200	578,560	590,083	601,873
Telecom, Managed Security & Network Svcs	16,758,600	13,418,700	4,545,118	13,519,102	13,789,484	14,065,273	14,346,579	14,633,510
5.2 Shared Services	(781,900)	(1,400,000)	(431,393)	(426,900)	(435,400)	(444,100)	(452,900)	(461,900)
Shared Services : Salaries & Wages								
Reimbursement	(125,300)	(250,000)	(23,495)	(146,400)	(149,300)	(152,300)	(155,300)	(158,400)
Shared Services Reimbursement	(606,500)	(1,050,000)	(398,503)	(221,900)	(226,300)	(230,800)	(235,400)	(240,100)
Shared Services: Employee Benefit								
Reimbursement	(50,100)	(100,000)	(9,395)	(58,600)	(59,800)	(61,000)	(62,200)	(63,400)
6.0 Capital Outlay	4,011,700	3,313,800	481,402	1,352,924	1,379,982	1,407,582	1,435,734	1,464,448
Capital Outlay over \$5k(O&M-Capitalized)	4,011,700	3,313,800	481,402	1,352,924	1,379,982	1,407,582	1,435,734	1,464,448
883341 - Business Productivity Systems	4,247,800	2,570,600	515,121	4,572,193	4,641,454	4,712,026	4,783,832	4,856,998
2.1 Salaries & Wages	782,700	917,900	183,579	1,017,892	1,017,892	1,017,892	1,017,892	1,017,892
2.4 Employee Benefits	210,200	257,100	50,160	281,657	287,290	292,924	298,557	304,190
2.5 Transition Services	-	-	-	90,149	90,149	90,149	90,149	90,149
4.2 Supplies & Other	650,100	757,500	161,883	2,557,354	2,608,501	2,660,671	2,713,885	2,768,162
Memberships, Licenses & Subscriptions	600	-	158	-	-	-	-	-
Repairs & Maintenance-Software	640,100	700,500	161,725	2,499,200	2,549,184	2,600,168	2,652,171	2,705,214
Training and Internal Meetings	7,800	35,400	-	36,081	36,803	37,539	38,290	39,055
Travel	1,100	21,600	-	22,073	22,515	22,965	23,424	23,893
Tuition Refund	500	-	-	-	-	-	-	-
4.3 Contractual Services	535,200	588,100	119,499	625,140	637,621	650,389	663,349	676,604
Contract Services-Information Technology	522,300	588,100	81,249	469,040	478,421	487,989	497,749	507,704
Contractual Operating Services	12,900	-	38,250	156,100	159,200	162,400	165,600	168,900
5.2 Shared Services	2,061,400	-	-	-	-	-	-	-
Shared Services : Salaries & Wages								
Reimbursement	480,900	-	-	-	-	-	-	-
Shared Services Reimbursement	1,388,200	-	-	-	-	-	-	-
Shared Services: Employee Benefit								
Reimbursement	192,300	-	-	-	-	-	-	-
6.0 Capital Outlay	8,200	50,000	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	8,200	50,000	-	-	-	-	-	-
883351 - Enterprise Asset Management								
Systems	6,054,800	9,685,800	1,109,874	8,577,973	8,012,255	8,145,179	8,280,693	8,418,748
2.1 Salaries & Wages	1,064,900	1,385,500	302,777	1,286,881	1,286,881	1,286,881	1,286,881	1,286,881
2.4 Employee Benefits	295,300	395,700	85,690	374,819	382,315	389,812	397,308	404,805
2.5 Transition Services	-	-	-	69,993	69,993	69,993	69,993	69,993
4.2 Supplies & Other	1,225,400	2,839,200	212,396	2,709,281	2,763,466	2,818,736	2,875,110	2,932,612
Memberships, Licenses & Subscriptions	800	500	285	531	541	552	563	574
Repairs & Maintenance-Software	1,169,900	2,800,000	132,086	2,670,000	2,723,400	2,777,868	2,833,425	2,890,094
Training and Internal Meetings	35,400	20,000	-	20,000	20,400	20,808	21,224	21,649
Mileage and Parking	300	700	-	750	765	780	796	812
Travel	19,000	18,000	80,025	18,000	18,360	18,727	19,102	19,484
4.3 Contractual Services	2,944,900	4,102,900	615,224	2,890,800	2,948,600	3,007,538	3,067,737	3,129,119
Contract Services-Information Technology	2,458,900	3,905,000	572,499	2,845,000	2,901,900	2,959,938	3,019,137	3,079,519
Contractual Operating Services	486,000	197,900	42,725	45,800	46,700	47,600	48,600	49,600
5.2 Shared Services	(222,800)	(620,000)	(303,736)	-	-	-	-	-
Shared Services : Salaries & Wages								
Reimbursement	(113,500)	(25,000)	(33,248)	-	-	-	-	-
Shared Services Reimbursement	(64,200)	(585,000)	(257,189)	-	-	-	-	-
Shared Services: Employee Benefit								
Reimbursement	(45,100)	(10,000)	(13,299)	-	-	-	-	-
6.0 Capital Outlay	747,100	1,582,500	197,524	1,246,200	561,000	572,220	583,664	595,338
Capital Outlay over \$5k(O&M-Capitalized)	747,100	1,582,500	197,524	1,246,200	561,000	572,220	583,664	595,338

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
883361 - Security & Risk	242,200	459,800	50,140	460,594	463,593	466,620	469,673	472,755
2.1 Salaries & Wages	176,000	309,700	40,891	310,621	310,621	310,621	310,621	310,621
2.4 Employee Benefits	53,100	83,500	12,540	82,758	84,413	86,069	87,724	89,379
4.2 Supplies & Other	23,400	3,600	5,457	3,714	3,789	3,864	3,942	4,020
Capital Outlay less than \$5,000	23,400	-	5,457	-	-	-	-	-
Memberships, Licenses & Subscriptions	-	3,600	-	3,714	3,789	3,864	3,942	4,020
5.2 Shared Services	(10,300)	-	(8,748)	-	-	-	-	-
Shared Services : Salaries & Wages	-	-	-	-	-	-	-	-
Reimbursement	(7,400)	-	(6,253)	-	-	-	-	-
Shared Services: Employee Benefit	-	-	-	-	-	-	-	-
Reimbursement	(2,900)	-	(2,495)	-	-	-	-	-
6.0 Capital Outlay	-	63,000	-	63,500	64,770	66,065	67,387	68,734
Capital Outlay over \$5k(O&M-Capitalized)	-	63,000	-	63,500	64,770	66,065	67,387	68,734
Grand Total	\$ 39,332,500	\$ 38,976,700	\$ 8,706,670	\$ 38,343,496	\$ 38,354,980	\$ 38,950,886	\$ 39,603,904	\$ 40,314,380

Highlights from W. Barnett Jones, Chief Security & Integrity Officer

The Security and Integrity Area presently is leading GLWA in several strategic initiatives.

❖ **Water Act 2018 Threat and Vulnerability Assessments**

Re-assess all GLWA facilities for threats and vulnerabilities to meet the five-year requirements of the Water Act of 2018

❖ **Report Management System**

Transition to a modernized records and reporting system

❖ **Online Training Program**

Expand annual training and re-training of certification courses for the Security and Integrity Area team members

❖ **Plan, design & implement a joint “Disaster Response Unit”**

The Security and Integrity Group will be working on a concept to Plan, Design, and Implement a Disaster Response Unit. This concept consists of several distinct phases:

- **Phase One** – Identify scope of response and type of equipment necessary to support and sustain responders to include vehicles. This phase was started in FY 2020 with the initial purchase of a truck and a trailer and will be completed in FY 2021.
- **Phase Two** - Coordinate with State of Michigan and Federal Emergency Management Agency (FEMA) to research requirements and certify GLWA as a Disaster Response team. This phase will start in FY 2021 with the research of requirements and be completed in FY 2022
- **Phase Three** – Identify training requirements and train members to standards. This phase will be completed in FY 2022.
- **Phase Four** – Identify team makeup to include total numbers on team and minimum number to be deployed. This phase will be completed in FY 2022.
- **Phase Five** - Identify policy's and standard operating guidelines. This phase will be completed in FY 2023 and will require a review with General Counsel.
- **Phase Six** - Recurring training to ensure competencies and maintain disciplines. This phase will be completed in FY 2024.

Organization

The Security and Integrity Area consists of two teams.

❖ **Security and Integrity** Provide high quality, professional security operations and technical intelligence for the organization and its valued customers throughout Michigan.

❖ **HazMat** An in-house delivery service within the Security & Integrity Group who perform immediate response to all Level (1) Hazmat calls on the property of Water Resource Recovery Facility (WRRF). This team provides three main services: immediate response to all HazMat

discharges at the WRRF, professional security operations for the Detroit Marine Terminal, and confined space rescue standby for GLWA employees at WRRF.

Biennial Budget Request

- ❖ The biennial budget reflects an overall \$28,491 increase or 0.5% in FY 2022.
- ❖ The \$50,471 increase in supplies & other is for the purchase of turnout gear for the HazMat Team. The turnout gear is estimated at \$79,800; (\$4,200 each for nineteen employees). The cost is being offset by \$30,000 due to the Continuity of Operations Plan (COOP) implementation being delayed until FY 2023.
- ❖ The contractual services account is increasing \$35,330 to implement a report management system.

Biennial Budget Request by Expense Category

Expense Categories	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 6,028,200	\$ 5,492,500	\$ 1,502,956	\$ 5,441,790	\$ (50,710)	-0.9%	\$ 5,469,908
4.2 Supplies & Other	226,800	453,100	37,755	503,571	50,471	11.1%	494,483
4.3 Contractual Services	118,900	345,300	5,864	380,630	35,330	10.2%	388,242
5.2 Shared Services	(364,000)	(331,500)	(82,868)	(338,100)	(6,600)	2.0%	(344,800)
Grand Total	\$ 6,009,900	\$ 5,959,400	\$ 1,463,708	\$ 5,987,891	\$ 28,491	0.5%	\$ 6,007,833

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
HazMat	1,577,300	1,594,200	\$ 357,262	1,666,540	72,340	4.5%	1,627,447
Security and Integrity	4,432,600	4,365,200	\$ 1,106,446	4,321,351	(43,849)	-1.0%	4,380,386
Grand Total	\$ 6,009,900	\$ 5,959,400	\$ 1,463,708	\$ 5,987,891	\$ 28,491	0.5%	\$ 6,007,833

Personnel Budget

The Security and Integrity Area consists of 79 positions in FY 2022, which is staying consistent with FY 2021 staffing level. The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Security and Integrity Area	79.00	79.00	79.00	79.00	83.00	83.00	83.00
Security and Integrity	60.00	60.00	60.00	60.00	62.00	62.00	62.00
HazMat	19.00	19.00	19.00	19.00	21.00	21.00	21.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in each year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalents

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Security and Integrity Area	79.00	79.00	79.00	79.00	83.00	83.00	83.00
Security and Integrity	60.00	60.00	60.00	60.00	62.00	62.00	62.00
HazMat	19.00	19.00	19.00	19.00	21.00	21.00	21.00

Personnel Budget - The table below presents the Security & Integrity personnel budget which consists of the following expense categories: Salaries & Wages, Overtime and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Security and Integrity Area	\$ 5,492,500	\$ 5,441,790	\$ 5,469,908	\$ 5,755,723	\$ 5,785,196	\$ 5,814,669
Security and Integrity	4,002,900	3,966,898	3,987,806	4,116,563	4,138,089	4,159,614
HazMat	1,489,600	1,474,892	1,482,102	1,639,161	1,647,108	1,655,055

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 5,492,500	\$ 1,502,956	\$ 5,441,790	\$ (50,710)	-0.9%	\$ 5,469,908	\$ 5,755,723	\$ 5,785,196	\$ 5,814,669
4.2 Supplies & Other	453,100	37,755	503,571	50,471	11.1%	494,483	509,373	514,460	491,576
4.3 Contractual Services	345,300	5,864	380,630	35,330	10.2%	388,242	396,007	403,927	412,006
5.2 Shared Services	(331,500)	(82,868)	(338,100)	(6,600)	2.0%	(344,800)	(351,800)	(358,900)	(366,000)
Grand Total	\$ 5,959,400	\$ 1,463,708	\$ 5,987,891	\$ 28,491	0.5%	\$ 6,007,833	\$ 6,309,303	\$ 6,344,683	\$ 6,352,251

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
HazMat	\$ 1,594,200	\$ 357,262	\$ 1,666,540	\$ 72,340	4.5%	\$ 1,627,447	\$ 1,792,412	\$ 1,798,324	\$ 1,776,123
Security and Integrity	4,365,200	1,106,446	4,321,351	(43,849)	-1.0%	4,380,386	4,516,891	4,546,359	4,576,129
Grand Total	\$ 5,959,400	\$ 1,463,708	\$ 5,987,891	28,491	0.5%	\$ 6,007,833	\$ 6,309,303	\$ 6,344,683	\$ 6,352,251

Capital Outlay

The Security and Integrity Area capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ -	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595
Access Control, Surveillance	-	80,000	81,600	83,232	84,897	86,595
Grand Total	\$ -	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595

Five-Year Capital Outlay by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ -	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595
Grand Total	\$ -	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595

Five-Year Capital Outlay by Team

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Security and Integrity		\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595
Grand Total	\$ -	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595

Line-Item Budget and Financial Plan

The five-year plan with a line-item expense budget begins below. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
881201 - Security and Integrity	\$ 4,432,600	\$ 4,365,200	\$ 1,106,446	\$ 4,321,351	\$ 4,380,386	\$ 4,516,891	\$ 4,546,359	\$ 4,576,129
2.1 Salaries & Wages	2,809,200	2,772,400	700,001	2,753,026	2,753,026	2,822,997	2,822,997	2,822,997
2.3 Overtime	248,500	168,500	76,154	168,510	168,510	174,222	174,222	174,222
Overtime	239,800	168,500	76,154	168,510	168,510	174,222	174,222	174,222
Personnel – Overtime Covid-19	8,700	-	-	-	-	-	-	-
2.4 Employee Benefits	1,437,500	1,062,000	372,020	1,045,362	1,066,270	1,119,343	1,140,869	1,162,395
4.2 Supplies & Other	182,500	348,500	35,273	311,923	349,138	356,121	363,244	370,509
Memberships, Licenses & Subscriptions	24,000	24,000	4,725	32,000	32,640	33,293	33,959	34,638
Mileage and Parking	-	200	-	214	218	223	227	232
Office Supplies	16,900	20,500	2,105	15,000	15,300	15,606	15,918	16,236
Supplies & Other - Covid19	3,000	-	87	-	-	-	-	-
Operating Supplies	26,200	134,800	18,278	114,064	116,345	118,672	121,046	123,467
Training and Internal Meetings	37,300	100,700	-	70,977	103,374	105,441	107,550	109,701
Travel	19,800	15,800	-	16,077	16,399	16,727	17,061	17,402
Tuition Refund	6,400	-	2,455	10,000	10,200	10,404	10,612	10,824
Employee Uniform Expense	48,900	52,500	7,623	53,591	54,663	55,756	56,871	58,009
4.3 Contractual Services	118,900	345,300	5,864	380,630	388,242	396,007	403,927	412,006
Contractual Operating Services	118,900	334,900	5,864	370,030	377,430	384,979	392,678	400,532
Contractual Security Services	-	10,400	-	10,600	10,812	11,028	11,249	11,474
5.2 Shared Services	(364,000)	(331,500)	(82,868)	(338,100)	(344,800)	(351,800)	(358,900)	(366,000)
Shared Services : Salaries & Wages	-	-	-	-	-	-	-	-
Reimbursement	(220,100)	(200,400)	(50,100)	(204,400)	(208,500)	(212,700)	(217,000)	(221,300)
Shared Services Reimbursement	(56,000)	(51,000)	(12,746)	(52,000)	(53,000)	(54,100)	(55,200)	(56,300)
Shared Services: Employee Benefit	-	-	-	-	-	-	-	-
Reimbursement	(87,900)	(80,100)	(20,021)	(81,700)	(83,300)	(85,000)	(86,700)	(88,400)
881202 - HazMat	1,577,300	1,594,200	357,262	1,666,540	1,627,447	1,792,412	1,798,324	1,776,123
2.1 Salaries & Wages	1,027,800	1,020,600	212,010	1,016,704	1,016,704	1,117,376	1,117,376	1,117,376
2.3 Overtime	62,300	97,700	32,001	97,682	97,682	108,536	108,536	108,536
2.4 Employee Benefits	442,900	371,300	110,770	360,506	367,716	413,249	421,196	429,143
4.2 Supplies & Other	44,300	104,600	2,481	191,648	145,345	153,252	151,216	121,068
Memberships, Licenses & Subscriptions	900	1,200	-	1,575	1,607	1,639	1,671	1,705
Office Supplies	200	7,000	117	18,523	18,893	19,271	19,657	20,050
Supplies & Other - Covid19	1,700	-	-	-	-	-	-	-
Operating Supplies	15,000	25,000	266	35,000	35,700	36,414	37,142	37,885
Repairs & Maintenance-Equipment	1,800	15,900	655	15,500	15,810	16,126	16,449	16,778
Training and Internal Meetings	12,000	17,500	-	20,500	20,910	21,328	21,755	22,190
Travel	2,600	4,000	-	4,050	4,131	4,214	4,298	4,384
Tuition Refund	1,300	-	-	-	-	-	-	-
Capital Outlay less than \$5,000	-	26,000	-	79,800	31,260	36,885	32,522	-
Uniforms, Laundry, Cleaning	-	6,000	-	7,200	7,344	7,491	7,641	7,794
Employee Uniform Expense	8,800	2,000	1,443	9,500	9,690	9,884	10,081	10,283
Grand Total	\$ 6,009,900	\$ 5,959,400	\$ 1,463,708	\$ 5,987,891	\$ 6,007,833	\$ 6,309,303	\$ 6,344,683	\$ 6,352,251

Organization

The Board of Directors is composed of six voting members. Two members are residents of the City of Detroit and are appointed by the Mayor of the city. The counties of Wayne, Oakland, and Macomb each appoint one member who is a resident of the county from which appointed. The Governor of the State of Michigan appoints one member who is a resident of an area served by GLWA that is outside of the three counties.

Board of Directors – A governing body that brings together representatives from the surrounding counties to set policies that help GLWA execute its mission and vision in the long-term to ensure GLWA is a provider of choice for water and wastewater services in Southeast Michigan.

Expense Categories

The primary cost driver in the Board of Directors' area is Salaries, Wages and Benefits. This is the category in which the Board's stipends are recorded. Budget to actual variances are recognized when a Board member opts out of receiving the monthly stipend.

Other smaller, but significant expenditures are captured in the following areas:

- ❖ Memberships, Licenses & Subscriptions
- ❖ Travel
- ❖ Training & Internal Meetings

Biennial Budget Request

The biennial budget reflects a decrease of \$28,000, or 14.2%, in Operations & Maintenance for FY 2022.

- ❖ Personnel - FY 2022 assumes 100% participation in the stipend for Board members. The budget is amended during the current year if Board members opt out of receiving the monthly stipend. The assumption of an increase to the annual stipend was built into the FY 2021 Budget. This increase did not occur and is not reflected in the budgets for FY 2022 through FY 2025.
- ❖ Supplies & Other – The budget for FY 2022 has been decreased based on a review of historical data.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 130,200	\$ 154,200	\$ 31,500	\$ 151,200	\$ (3,000)	-1.9%	\$ 151,200
4.2 Supplies & Other	2,100	43,400	-	18,400	(25,000)	-57.6%	27,200
Grand Total	\$ 132,300	\$ 197,600	\$ 31,500	\$ 169,600	\$ (28,000)	-14.2%	\$ 178,400

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Board of Directors	\$ 132,300	\$ 197,600	\$ 31,500	\$ 169,600	\$ (28,000)	-14.2%	\$ 178,400
Grand Total	\$ 132,300	\$ 197,600	\$ 31,500	\$ 169,600	\$ (28,000)	-14.2%	\$ 178,400

Personnel Budget

The Board of Directors' Area is not reported in the GLWA Staffing Plan and Full-time Equivalents tables.

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 154,200	\$ 31,500	\$ 151,200	\$ (3,000)	-1.9%	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200
4.2 Supplies & Other	43,400	-	18,400	(25,000)	-57.6%	27,200	27,900	28,300	28,900
Grand Total	\$ 197,600	\$ 31,500	\$ 169,600	\$ (28,000)	-14.2%	\$ 178,400	\$ 179,100	\$ 179,500	\$ 180,100

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Board of Directors	\$ 197,600	\$ 31,500	\$ 169,600	\$ (28,000)	-14.2%	\$ 178,400	\$ 179,100	\$ 179,500	\$ 180,100
Grand Total	\$ 197,600	\$ 31,500	\$ 169,600	\$ (28,000)	-14.2%	\$ 178,400	\$ 179,100	\$ 179,500	\$ 180,100

Capital Outlay

Capital Outlay is not a component of the Board of Directors' Area.



Line Item Budget and Financial Plan

The five-year plan with a line item expense budget is shown below. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
881151 - Board of Directors	\$ 132,300	\$ 197,600	\$ 31,500	\$ 169,600	\$ 178,400	\$ 179,100	\$ 179,500	\$ 180,100
2.1 Salaries & Wages	130,200	154,200	31,500	151,200	151,200	151,200	151,200	151,200
4.2 Supplies & Other	2,100	43,400	-	18,400	27,200	27,900	28,300	28,900
Inspection and Permit Fees	-	7,200	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	-	10,400	-	5,300	7,800	8,000	8,100	8,300
Office Supplies	-	5,200	-	2,600	3,900	4,000	4,100	4,100
Training and Internal Meetings	-	10,400	-	5,300	7,800	8,000	8,100	8,300
Travel	2,100	10,200	-	5,200	7,700	7,900	8,000	8,200
Grand Total	\$ 132,300	\$ 197,600	\$ 31,500	\$ 169,600	\$ 178,400	\$ 179,100	\$ 179,500	\$ 180,100

Highlights from Sue F. McCormick, Chief Executive Officer

In conjunction with the GLWA Board, the Chief Executive Officer's initiatives were established in FY 2019 and span multiple years. These initiatives speak to the values that are foundational to the establishment of GLWA.

- ❖ Environmental Regulatory Compliance
- ❖ Financial Resiliency and Charge Equity and Stability
- ❖ Capital and Operational Utility Optimization
- ❖ Member Partner Engagement and Satisfaction
- ❖ GLWA Team Member Support and Retention
- ❖ GLWA 4% Promise to contain revenue requirement
- ❖ Commitment to Affordability, Equity, and Inclusion
- ❖ Application of principles of Effective Utility Management (EUM)

Organization

Through the leadership of the Chief Executive Officer, and in conjunction with the GLWA Board and Member Partners, the team members of GLWA strive to achieve its mission and vision.

OUR MISSION: To exceed our customers' expectations by utilizing best practices in the treatment and transmission of water and wastewater, while promoting healthy communities and economic growth.

OUR VISION: Through regional collaboration, GLWA strives to be the provider of choice, dedicated to efficiently delivering the nation's best water and sewer services in partnership with our customers.

Chief Executive Officer

Responsible for the day-to-day supervision and management of the affairs of the utility, including establishing and delineating organizational goals and objectives which further GLWA's mission and values.

Expense Categories

The Chief Executive Officer's Area consists of three major expense categories:

- ❖ Personnel
- ❖ Supplies & Other
- ❖ Contractual Services

Based upon the nature of this service area, the highest category of expense is salaries. The second highest, Supplies & Other, provides for training, organizational memberships, and includes the contract with Park Rite for parking spaces.

Biennial Budget Request

The biennial budget reflects a decrease of \$5,800, or 0.9%, in FY 2022. The budget for both the Supplies & Other and Contractual Services categories includes a realignment based on a review of historical data.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 375,800	\$ 397,200	\$ 94,500	\$ 395,700	\$ (1,500)	-0.4%	\$ 397,200
4.2 Supplies & Other	181,300	202,600	46,600	201,500	(1,100)	-0.5%	205,500
4.3 Contractual Services	-	63,200	-	60,000	(3,200)	-5.1%	61,200
Grand Total	\$ 557,100	\$ 663,000	\$ 141,100	\$ 657,200	\$ (5,800)	-0.9%	\$ 663,900

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Chief Executive Officer	\$ 557,100	\$ 663,000	\$ 141,100	\$ 657,200	\$ (5,800)	-0.9%	\$ 663,900
Grand Total	\$ 557,100	\$ 663,000	\$ 141,100	\$ 657,200	\$ (5,800)	-0.9%	\$ 663,900

Personnel Budget

The staffing plan provides for the Chief Executive Officer and administrative support. This is consistent with the staffing plans of prior years.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan – The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Chief Executive Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Full Time Equivalents – the table below presents, “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, each year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full Time Equivalents

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Chief Executive Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Personnel Budget - the table below presents the Chief Executive Officer’s personnel budget which consists of the following expense categories: Salaries & Wages and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Chief Executive Officer	\$ 397,200	\$ 395,700	\$ 397,200	\$ 398,800	\$ 400,300	\$ 401,800
Grand Total	\$ 397,200	\$ 395,700	\$ 397,200	\$ 398,800	\$ 400,300	\$ 401,800

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 397,200	\$ 94,500	\$ 395,700	\$ (1,500)	-0.4%	\$ 397,200	\$ 398,800	\$ 400,300	\$ 401,800
4.2 Supplies & Other	202,600	46,600	201,500	(1,100)	-0.5%	205,500	209,500	214,000	218,100
4.3 Contractual Services	63,200		60,000	(3,200)	-5.1%	61,200	62,400	63,700	64,900
Grand Total	\$ 663,000	\$ 141,100	\$ 657,200	\$ (5,800)	-0.9%	\$ 663,900	\$ 670,700	\$ 678,000	\$ 684,800

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Chief Executive Officer	\$ 663,000	\$ 141,100	\$ 657,200	\$ (5,800)	-0.9%	\$ 663,900	\$ 670,700	\$ 678,000	\$ 684,800
Grand Total	\$ 663,000	\$ 141,100	\$ 657,200	\$ (5,800)	-0.9%	\$ 663,900	\$ 670,700	\$ 678,000	\$ 684,800

Capital Outlay

Capital Outlay is not a component of the Chief Executive Officer Area.



Line Item Budget and Financial Plan

The five-year plan with a line item expense budget is shown below. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
881001 - Chief Executive Officer	\$ 557,100	\$ 663,000	\$ 141,100	\$ 657,200	\$ 663,900	\$ 670,700	\$ 678,000	\$ 684,800
2.1 Salaries & Wages	326,900	320,200	82,000	320,200	320,200	320,200	320,200	320,200
2.4 Employee Benefits	48,900	77,000	12,500	75,500	77,000	78,600	80,100	81,600
4.2 Supplies & Other	181,300	202,600	46,600	201,500	205,500	209,500	214,000	218,100
Memberships, Licenses & Subscriptions	102,000	105,200	25,800	107,300	109,400	111,600	113,900	116,100
Mileage and Parking	62,200	63,800	20,800	65,100	66,400	67,700	69,100	70,400
Office Supplies	3,500	10,500	-	10,700	10,900	11,100	11,400	11,600
Training and Internal Meetings	2,900	7,300	-	7,400	7,600	7,700	7,900	8,100
Travel	10,700	15,800	-	11,000	11,200	11,400	11,700	11,900
4.3 Contractual Services	-	63,200	-	60,000	61,200	62,400	63,700	64,900
Contractual Professional Services	-	31,600	-	60,000	61,200	62,400	63,700	64,900
Legal	-	31,600	-	-	-	-	-	-
Grand Total	\$ 557,100	\$ 663,000	\$ 141,100	\$ 657,200	\$ 663,900	\$ 670,700	\$ 678,000	\$ 684,800

Highlights from William F. Wolfson, Chief Administrative & Compliance Officer

The Chief Administrative and Compliance Officer Area presently is leading GLWA in several strategic initiatives.

- ❖ **Support GLWA's Cooperative Labor-Management Relationship**
Focus on expansion of safety teams; identify and acknowledge safe work performance
- ❖ **Continue Build Out of Legislative Relations team**
Establish annual legislative agenda for the utility
- ❖ **Support multi area change management throughout the utility**
Provide leadership support for large multi-area initiatives

Organization

The Chief Administrative and Compliance Officer (CACO) Area consists of two teams.

- ❖ **Chief Administrative Officer**
Provides support to the Board of Directors and the Chief Executive Officer. The Office provides coordinative services and administrative support to Enterprise Risk Management, Organizational Development, General Counsel, and Information Technology.
- ❖ **Risk Management and Safety**
Responsible for a process, effected by GLWA's board of directors and management, which is designed to identify potential events that may affect the Authority, and to manage risk within its risk appetite to provide reasonable assurance regarding the achievement of GLWA's objectives.

Biennial Budget Request

- ❖ The biennial budget reflects an overall increase of \$1.0 million, or 18.5% in FY 2022.
- ❖ The primary driver of the increase is a \$970,000 budgeted in Contractual Services for the projected annual rate increases within the Enterprise Risk Management Fund associated with the placement of insurance lines.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 1,060,700	\$ 1,469,000	\$ 275,684	\$ 1,529,751	\$ 60,751	4.1%	\$ 1,536,390
4.2 Supplies & Other	19,100	28,100	1,250	28,889	789	2.8%	29,467
4.3 Contractual Services	4,252,500	4,089,200	730,661	5,059,596	970,396	23.7%	5,160,788
Grand Total	\$ 5,332,300	\$ 5,586,300	\$ 1,007,594	\$ 6,618,236	\$ 1,031,936	18.5%	\$ 6,726,645

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Chief Administrative Officer	\$ 707,000	\$ 1,123,600	\$ 707,000	\$ 1,160,754	\$ 37,154	3.3%	\$ 1,172,960
Risk Management and Safety	4,625,300	4,462,700	300,594	5,457,482	994,782	22.3%	5,553,684
Grand Total	\$ 5,332,300	\$ 5,586,300	\$ 1,007,594	\$ 6,618,236	\$ 1,031,936	18.5%	\$ 6,726,645

Personnel Budget

The Chief Administrative and Compliance Officer Area consists of 13 positions for FY 2022, which is staying consistent with FY 2021 staffing level.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Chief Administrative and Compliance Officer Area	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Chief Administrative Officer	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Risk Management and Safety	8.00	8.00	8.00	8.00	8.00	8.00	8.00

Full-time Equivalent - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalent

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Chief Administrative and Compliance Officer Area	13.00	11.00	13.00	13.00	13.00	13.00	13.00
Chief Administrative Officer	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Risk Management and Safety	8.00	6.00	8.00	8.00	8.00	8.00	8.00

Personnel Budget - The table below presents the Chief Administrative and Compliance Officer Area personnel budget which consists of the following expense categories: Salaries & Wages and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Chief Administrative and Compliance Officer Area	\$ 1,469,005	\$ 1,529,751	\$ 1,536,390	\$ 1,543,029	\$ 1,549,668	\$ 1,556,307
Chief Administrative Officer	662,398	694,269	697,146	700,022	702,899	705,775
Risk Management and Safety	806,607	835,482	839,244	843,007	846,769	850,531

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 1,469,000	\$ 275,684	\$ 1,529,751	\$ 60,751	4.1%	\$ 1,536,390	\$ 1,543,029	\$ 1,549,668	\$ 1,556,307
4.2 Supplies & Other	28,100	1,250	28,889	789	2.8%	29,467	30,056	30,657	31,270
4.3 Contractual Services	4,089,200	730,661	5,059,596	970,396	23.7%	5,160,788	5,264,004	5,369,284	5,476,669
Grand Total	\$ 5,586,300	\$ 1,007,594	\$ 6,618,236	\$ 1,031,936	18.5%	\$ 6,726,645	\$ 6,837,089	\$ 6,949,609	\$ 7,064,246

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Chief Administrative Officer	\$ 1,123,600	\$ 707,000	\$ 1,160,754	\$ 37,154	3.3%	\$ 1,172,960	\$ 1,185,353	\$ 1,197,936	\$ 1,210,714
Risk Management and Safety	4,462,700	300,594	5,457,482	994,782	22.3%	5,553,684	5,651,736	5,751,672	5,853,533
Grand Total	\$ 5,586,300	\$ 1,007,594	\$ 6,618,236	\$ 1,031,936	18.5%	\$ 6,726,645	\$ 6,837,089	\$ 6,949,609	\$ 7,064,246

Capital Outlay

Capital Outlay is not a component of the Chief Administrative and Compliance Officer Area.

Line-Item Budget and Financial Plan

The Chief Administrative and Compliance Officer Area five-year plan with a line-item expense budget is listed below. Because of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
883001 - Chief Administrative Officer	\$ 707,000	\$ 1,123,600	\$ 179,657	\$ 1,160,754	\$ 1,172,960	\$ 1,185,353	\$ 1,197,936	\$ 1,210,714
2.1 Salaries & Wages	479,700	522,100	118,305	550,445	550,445	550,445	550,445	550,445
2.4 Employee Benefits	97,700	140,300	25,080	143,824	146,701	149,577	152,453	155,330
4.2 Supplies & Other	6,300	6,100	265	6,889	7,027	7,167	7,311	7,457
Memberships, Licenses & Subscriptions	700	-	-	706	720	735	749	764
Supplies & Other - Covid19	-	-	265	-	-	-	-	-
Training and Internal Meetings	1,600	2,100	-	2,122	2,164	2,208	2,252	2,297
Travel	4,000	4,000	-	4,061	4,142	4,225	4,310	4,396
4.3 Contractual Services	123,300	455,100	36,006	459,596	468,788	478,164	487,727	497,481
883401 - Risk Management and Safety	4,625,300	4,462,700	827,938	5,457,482	5,553,684	5,651,736	5,751,672	5,853,533
2.1 Salaries & Wages	380,000	622,000	103,039	647,366	647,366	647,366	647,366	647,366
2.4 Employee Benefits	103,300	184,600	29,260	188,116	191,878	195,641	199,403	203,165
4.2 Supplies & Other	12,800	22,000	985	22,000	22,440	22,889	23,347	23,814
Operating Supplies	11,000	7,000	400	7,000	7,140	7,283	7,428	7,577
Mileage and Parking	1,000	-	-	-	-	-	-	-
Tuition Refund	800	-	-	-	-	-	-	-
Training and Internal Meetings	-	15,000	585	15,000	15,300	15,606	15,918	16,236
4.3 Contractual Services	4,129,200	3,634,100	694,654	4,600,000	4,692,000	4,785,840	4,881,557	4,979,188
Grand Total	\$ 5,332,300	\$ 5,586,300	\$ 1,007,594	\$ 6,618,236	\$ 6,726,645	\$ 6,837,089	\$ 6,949,609	\$ 7,064,246

Highlights from Randal Brown, General Counsel

The General Counsel Area presently is leading GLWA in several strategic initiatives.

- ❖ **Work collaboratively with GLWA water member partners to reopen their water usage demands**
 Ensure that all 85 member partners with direct water service contracts have an opportunity to determine whether they want to adjust their water usage demands
- ❖ **Create a Best Practices Manual**
 Ensure consistent representation of the Authority in contractual, real estate, employment, and litigation matters
- ❖ **Incorporate a bill review software for Contractual Services**
 Use a third-party service to review legal bills budgeted in Contractual Services, which should garner savings in contractual services costs

Organization

The General Counsel Area consists of a single team.

- ❖ **General Counsel**
 Provides legal representation, strategic guidance, counseling, advice, and support to the Great Lakes Water Authority so that it will make sound decisions and use appropriate legal processes to better provide its customers with quality compliant water services.

Biennial Budget Request

- ❖ The biennial budget reflects an overall increase of \$196,808 or 6.3% in FY 2022.
- ❖ The personnel account is increasing by \$154,146 for an Associate General Counsel position being added in the first quarter of FY 2022.
- ❖ The contractual services account is increasing by \$41,091, due to General Counsel initiatives to handle more matters in-house and use some insurance carriers who have panel counsel lists for handling GLWA claims. The negotiated rates with these insurance companies are below market rate, which is keeping the contractual services expenses to a minimum.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 972,300	\$ 971,900	\$ 242,665	\$ 1,126,046	\$ 154,146	15.9%	\$ 1,130,695
4.2 Supplies & Other	32,100	79,900	577	81,471	1,571	2.0%	83,100
4.3 Contractual Services	2,636,700	2,059,400	262,104	2,100,491	41,091	2.0%	2,142,501
Grand Total	\$ 3,641,100	\$ 3,111,200	\$ 505,347	\$ 3,308,008	\$ 196,808	6.3%	\$ 3,356,296

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
General Counsel	\$ 3,641,100	\$ 3,111,200	\$ 505,347	\$ 3,308,008	\$ 196,808	6.3%	\$ 3,356,296
Grand Total	\$ 3,641,100	\$ 3,111,200	\$ 505,347	\$ 3,308,008	\$ 196,808	6.3%	\$ 3,356,296

Personnel Budget

General Counsel consists of eight positions for FY 2022, which is an increase of one staffing position from FY 2021. **An Associate General Counsel position will be added in first quarter of FY 2022.**

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
General Counsel	7.00	7.00	8.00	8.00	8.00	8.00	8.00

*Full-time Equivalent*s - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalent

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
General Counsel	7.00	7.00	8.00	8.00	8.00	8.00	8.00

Personnel Budget - The table below presents the General Counsel personnel budget which consists of the following expense categories: Salaries & Wages Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
General Counsel	\$ 971,900	\$ 1,126,046	\$ 1,130,695	\$ 1,135,344	\$ 1,139,992	\$ 1,144,641

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 971,900	\$ 242,665	\$ 1,126,046	\$ 154,146	15.9%	\$ 1,130,695	\$ 1,135,344	\$ 1,139,992	\$ 1,144,641
4.2 Supplies & Other	79,900	577	81,471	1,571	2.0%	83,100	84,762	86,458	88,187
4.3 Contractual Services	2,059,400	262,104	2,100,491	41,091	2.0%	2,142,501	2,185,351	2,229,058	2,273,639
Grand Total	\$ 3,111,200	\$ 505,347	\$ 3,308,008	\$ 196,808	6.3%	\$ 3,356,296	\$ 3,405,457	\$ 3,455,508	\$ 3,506,467

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
General Counsel	\$ 3,111,200	\$ 505,347	\$ 3,308,008	\$ 49,477	1.6%	\$ 3,356,296	\$ 3,405,457	\$ 3,455,508	\$ 3,506,467
Grand Total	\$ 3,111,200	\$ 505,347	\$ 3,308,008	\$ 49,477	1.6%	\$ 3,356,296	\$ 3,405,457	\$ 3,455,508	\$ 3,506,467

Capital Outlay

Capital Outlay is not a component of the General Counsel Area.



Line-Item Budget and Financial Plan

The General Counsel five-year plan with a line-item expense budget is listed below. Because of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
883101 - General Counsel	\$ 3,641,100	\$ 3,111,200	\$ 505,347	\$ 3,308,008	\$ 3,356,296	\$ 3,405,457	\$ 3,455,508	\$ 3,506,467
2.1 Salaries & Wages	795,000	768,400	198,775	893,607	893,607	893,607	893,607	893,607
2.4 Employee Benefits	177,300	203,500	43,890	232,439	237,088	241,737	246,386	251,035
4.2 Supplies & Other	32,100	79,900	577	81,471	83,100	84,762	86,458	88,187
Memberships, Licenses & Subscriptions	8,900	12,300	652	12,496	12,746	13,001	13,261	13,526
Office Supplies	6,100	5,200	-	5,306	5,412	5,520	5,631	5,743
Postage	-	2,800	-	2,865	2,922	2,981	3,040	3,101
Mileage and Parking	-	-	-	-	-	-	-	-
Training and Internal Meetings	6,200	44,600	(75)	45,804	46,720	47,654	48,608	49,580
Travel	10,900	15,000	-	15,000	15,300	15,606	15,918	16,236
4.3 Contractual Services	2,636,700	2,059,400	262,104	2,100,491	2,142,501	2,185,351	2,229,058	2,273,639
Contractual Operating Services	500	-	-	-	-	-	-	-
Legal	2,636,200	2,059,400	262,104	2,100,491	2,142,501	2,185,351	2,229,058	2,273,639
Grand Total	\$ 3,641,100	\$ 3,111,200	\$ 505,347	\$ 3,308,008	\$ 3,356,296	\$ 3,405,457	\$ 3,455,508	\$ 3,506,467

Highlights from Michelle Zdrodowski, Chief Public Affairs Officer

The Public Affairs Area is presently leading GLWA in several strategic initiatives.

❖ **Grow and Enhance GLWA's Brand Recognition**

Continue implementation of a comprehensive, proactive public relations campaign to heighten knowledge of GLWA and the value it brings to its member partners and the southeast Michigan

❖ **Provide a Communications Resource to GLWA Member Partners**

Leverage the resources and capacity of the Public Affairs Team to produce relevant, informative materials/campaigns for use by GLWA and its member partner communities in educating their elected officials, residents, and other stakeholders about important water/wastewater-related issues

❖ **Refine GLWA's Internal Communications Outreach**

Continue to refine and implement an internal communications strategy that engages GLWA team members and helps to grow overall team member morale and satisfaction

Organization

The Public Affairs Area consists of a single team.

❖ **Public Affairs**

The Public Affairs Group is responsible for building knowledge of the Authority's mission, vision, values, as well as sharing its accomplishments with stakeholders – both internal and external.

Biennial Budget Request

- ❖ The biennial budget reflects an overall \$62,187 decrease, or 3.9% in FY 2022.
- ❖ The supplies & other account has a \$15,153 decrease due to a change in process. In FY 2021, the contract with Gallup for an employee satisfaction survey tool was budgeted in Public Affairs, but in FY 2022 Organizational Development will assume responsibility for the survey.
- ❖ The contractual services account has a \$43,620 decrease due to the Fleishman Hillard marketing and communications contract being reduced because of internal capacity building.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 652,700	\$ 755,100	\$ 158,554	\$ 751,686	\$ (3,414)	-0.5%	\$ 867,393
4.2 Supplies & Other	224,900	476,300	41,570	461,147	(15,153)	-3.2%	470,370
4.3 Contractual Services	363,200	356,500	15,494	312,880	(43,620)	-12.2%	319,138
Grand Total	\$ 1,240,800	\$ 1,587,900	\$ 215,619	\$ 1,525,713	\$ (62,187)	-3.9%	\$ 1,656,901

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Public Affairs	\$ 1,240,800	\$ 1,587,900	\$ 215,619	\$ 1,525,713	\$ (62,187)	-3.9%	\$ 1,656,901
Grand Total	\$ 1,240,800	\$ 1,587,900	\$ 215,619	\$ 1,525,713	\$ (62,187)	-3.9%	\$ 1,656,901

Personnel Budget

Public Affairs personnel consists of 7 positions for FY 2022. The vacant Office Support Specialist position forecasted during the FY 2021 budgeting process has been moved to FY 2023, due to the COVID-19 restrictions requiring staff employee to work from home. The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Public Affairs	8.00	8.00	7.00	8.00	8.00	8.00	8.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalents

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Public Affairs	7.50	7.25	7.00	8.00	8.00	8.00	8.00

Personnel Budget - The table below presents the Public Affairs personnel budget which consists of the following expense categories: Salaries & Wages and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Public Affairs	\$ 755,100	\$ 751,686	\$ 867,393	\$ 871,241	\$ 875,089	\$ 878,937

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 755,100	\$ 158,554	\$ 751,686	\$ (3,414)	-0.5%	\$ 867,393	\$ 871,241	\$ 875,089	\$ 878,937
4.2 Supplies & Other	476,300	41,570	461,147	(15,153)	-3.2%	470,370	479,777	489,373	499,160
4.3 Contractual Services	356,500	15,494	312,880	(43,620)	-12.2%	319,138	325,520	332,031	338,671
Grand Total	\$ 1,587,900	\$ 215,619	\$ 1,525,713	\$ (62,187)	-3.9%	\$ 1,656,901	\$ 1,676,539	\$ 1,696,493	\$ 1,716,769

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Public Affairs	\$ 1,587,900	\$ 215,619	\$ 1,525,713	\$ (62,187)	-3.9%	\$ 1,656,901	\$ 1,676,539	\$ 1,696,493	\$ 1,716,769
Grand Total	\$ 1,587,900	\$ 215,619	\$ 1,525,713	\$ (62,187)	-3.9%	\$ 1,656,901	\$ 1,676,539	\$ 1,696,493	\$ 1,716,769

Capital Outlay

Public Affairs capital outlay is funded by the Improvement & Extension budget.

Five-Year Capital Outlay by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 7,500	\$ 18,000	\$ 22,000	\$ 10,000	\$ 5,000	\$ 18,000
Computers & IT	7,500	18,000	22,000	10,000	5,000	18,000
Grand Total	\$ 7,500	\$ 18,000	\$ 22,000	\$ 10,000	\$ 5,000	\$ 18,000

Five-Year Capital Outlay by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 7,500	\$ 18,000	\$ 22,000	\$ 10,000	\$ 5,000	\$ 18,000
Grand Total	\$ 7,500	\$ 18,000	\$ 22,000	\$ 10,000	\$ 5,000	\$ 18,000

Five-Year Capital Outlay by Team

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Public Affairs	\$ 7,500	\$ 18,000	\$ 22,000	\$ 10,000	\$ 5,000	\$ 18,000
Grand Total	\$ 7,500	\$ 18,000	\$ 22,000	\$ 10,000	\$ 5,000	\$ 18,000

Line-Item Budget and Financial Plan

The five-year plan with a line-item expense budget begins below. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
881101 - Public Affairs	\$ 1,240,800	\$ 1,587,900	\$ 215,619	\$ 1,525,713	\$ 1,656,901	\$ 1,676,539	\$ 1,696,493	\$ 1,716,769
2.1 Salaries & Wages	506,100	584,000	120,934	583,936	671,148	671,148	671,148	671,148
2.4 Employee Benefits	146,600	171,100	37,620	167,750	196,245	200,093	203,941	207,789
4.2 Supplies & Other	224,900	476,300	41,570	461,147	470,370	479,777	489,373	499,160
Mileage and Parking	100	-	-	1,273	1,298	1,324	1,351	1,378
Memberships, Licenses & Subscriptions	200	-	-	-	-	-	-	-
Office Supplies	3,900	6,300	-	6,473	6,602	6,735	6,869	7,007
Operating Supplies	102,100	122,500	2,619	105,173	107,276	109,422	111,610	113,843
Printing	12,100	41,600	656	42,448	43,297	44,163	45,046	45,947
Training and Internal Meetings	6,000	12,000	1,309	12,300	12,546	12,797	13,053	13,314
Travel	9,400	12,200	-	12,480	12,730	12,984	13,244	13,509
Miscellaneous Expense	-	1,200	-	-	-	-	-	-
Advertising	69,200	280,500	32,835	281,000	286,620	292,352	298,199	304,163
Capital Outlay less than \$5,000	21,900	-	4,151	-	-	-	-	-
4.3 Contractual Services	363,200	356,500	15,494	312,880	319,138	325,520	332,031	338,671
Grand Total	\$ 1,240,800	\$ 1,587,900	\$ 215,619	\$ 1,525,713	\$ 1,656,901	\$ 1,676,539	\$ 1,696,493	\$ 1,716,769

Highlights from Terri Tabor Conerway Chief Organizational Development Director

The Organization Development Area presently is leading GLWA in several strategic initiatives.

❖ **Apprentice Program**

GLWA has established a robust apprenticeship program. In FY 2022, GLWA will continue to expand the use of apprenticeships throughout the organization by adding new classes of apprentices and titles to the program

❖ **Ceridian Reimplementation**

Organizational Development is now responsible for managed services that will affect Organizational Development, Financial Services, and Information Technology in terms of increased responsibilities and in our case staffing

❖ **Compensation Team**

Having initiated an internal compensation team in FY 2021, Organizational Development will initiate a compensation benchmarking study and review of job classifications, job duties, and compensation

❖ **GLWA Handbook,**

Review and update “The Way We Work”

Organization

The Organizational Development Area consists of seven teams.

❖ **Administration** Provides coordination and support to the Organizational Development Group and strategic direction for the utility relative to human relations as well as team support and development.

❖ **Talent Management** From recruitment to retirement talent management is responsible supporting all aspects of the employment relationship within the GLWA team.

❖ **Organizational Wellness** Provides strategy, implementation and administration of health and welfare plans and wellness initiatives that meet the needs of team members and supports talent retention efforts.

❖ **Training** Ensures new GLWA team members receive essential orientation and mandatory health and safety training. The Training Team is also responsible for planning, coordinating, and delivering ongoing health and safety and leadership development training to all GLWA team members. The Training Team provides training opportunities to GLWA’s member partners through the One Water Institute.

❖ **Performance** the Performance Team supports the performance review, progression processes and provides a pipeline of skilled talent through the development and administration of apprenticeships

❖ **Recruiting** supports the processes of matching GLWA and prospective team members from identification to interview to offer to on-boarding support.

- ❖ **Compensation** the compensation team supports equity and inclusion in the employment relationship by reviewing and benchmarking compensation for the organization.

Biennial Budget Request

- ❖ The biennial budget reflects a net \$303,059 increase, or 6.9% in FY 2022. The Personnel account has a \$124,883 increase due to the addition of two office support specialist positions being added to support Organizational Wellness.
- ❖ The supplies & other account is decreasing by \$30,427 in FY 2022, due to eliminating the printing budget of \$20,204. In FY 2022, printing will be done internally through the print shop as a cost saving initiative. The office supplies account has been decreased by \$10,223 to align the budget to match actual spend.
- ❖ The contractual services account is increasing by \$208,603 to conduct a compensation study for the organization.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 2,860,500	\$ 3,135,700	\$ 758,216	\$ 3,260,583	\$ 124,883	4.0%	\$ 3,275,833
4.2 Supplies & Other	279,300	419,000	14,447	388,573	(30,427)	-7.3%	396,344
4.3 Contractual Services	495,900	866,500	169,589	1,075,103	208,603	24.1%	1,096,605
5.2 Shared Services	(4,500)	-	-	-	-	0.0%	-
Grand Total	\$ 3,631,200	\$ 4,421,200	\$ 942,252	\$ 4,724,259	\$ 303,059	6.9%	\$ 4,768,782

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Administration	\$ 3,631,200	\$ 4,421,200	\$ 942,252	\$ 640,827	\$ (3,780,373)	-85.5%	\$ 645,251
Talent Management	-	-	-	584,336	584,336	0.0%	588,629
Organizational Wellness	-	-	-	424,814	424,814	0.0%	428,111
Training	-	-	-	1,554,231	1,554,231	0.0%	1,568,225
Performance	-	-	-	733,858	733,858	0.0%	744,023
Recruiting	-	-	-	427,617	427,617	0.0%	431,264
Compensation	-	-	-	358,576	358,576	0.0%	363,279
Grand Total	\$ 3,631,200	\$ 4,421,200	\$ 942,252	\$ 4,724,259	\$ 303,059	6.9%	\$ 4,768,782

Personnel Budget

Organizational Development personnel consists of 35 positions for FY 2022 which is an increase of two staff positions from FY 2021. The increase in staffing is to support Organizational Wellness by adding two office support specialists to start first quarter of FY 2022.

The following tables provide three alternate views of the staffing plans and budget.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Organizational Development	31.00	33.00	35.00	35.00	35.00	35.00	35.00
Administration	31.00	33.00	5.00	5.00	5.00	5.00	5.00
Talent Management	-	-	6.00	6.00	6.00	6.00	6.00
Organizational Wellness	-	-	4.00	4.00	4.00	4.00	4.00
Training	-	-	12.00	12.00	12.00	12.00	12.00
Performance	-	-	3.00	3.00	3.00	3.00	3.00
Recruiting	-	-	4.00	4.00	4.00	4.00	4.00
Compensation	-	-	1.00	1.00	1.00	1.00	1.00

Full-time Equivalent - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

Full-time Equivalent

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Organizational Development	31.00	33.00	35.00	35.00	35.00	35.00	35.00
Administration	31.00	33.00	5.00	5.00	5.00	5.00	5.00
Talent Management	-	-	6.00	6.00	6.00	6.00	6.00
Organizational Wellness	-	-	4.00	4.00	4.00	4.00	4.00
Training	-	-	12.00	12.00	12.00	12.00	12.00
Performance	-	-	3.00	3.00	3.00	3.00	3.00
Recruiting	-	-	4	4	4	4	4
Compensation	-	-	1	1	1	1	1

Personnel Budget - The table below presents the Organizational Development personnel budget which consists of the following expense categories: Salaries & Wages and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Administration	\$ 3,135,700	\$ 539,912	\$ 542,317	\$ 544,723	\$ 547,128	\$ 549,534
Talent Management	-	489,836	492,239	494,642	497,044	499,447
Organizational Wellness	-	342,464	344,114	345,764	347,413	349,063
Training	-	1,115,607	1,120,829	1,126,051	1,131,273	1,136,494
Performance	-	293,072	294,421	295,770	297,119	298,468
Recruiting	-	325,117	326,714	328,311	329,908	331,504
Compensation	-	154,576	155,199	155,823	156,446	157,069
Grand Total	\$ 3,135,700	\$ 3,260,583	\$ 3,275,833	\$ 3,291,082	\$ 3,306,331	\$ 3,321,580

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 3,135,700	\$ 758,216	\$ 3,260,583	\$ 124,883	4.0%	\$ 3,275,833	\$ 3,291,082	\$ 3,306,331	\$ 3,321,580
4.2 Supplies & Other	419,000	14,447	388,573	(30,427)	-7.3%	396,344	404,271	412,356	420,603
4.3 Contractual Services	866,500	169,589	1,075,103	208,603	24.1%	1,096,605	1,118,537	1,140,908	1,163,726
Grand Total	\$ 4,421,200	\$ 942,252	\$ 4,724,259	\$ 303,059	6.9%	\$ 4,768,782	\$ 4,813,890	\$ 4,859,595	\$ 4,905,909

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Administration	\$ 4,421,200	\$ 942,252	\$ 640,827	(3,780,373)	-85.5%	\$ 645,251	\$ 649,715	\$ 654,220	\$ 658,767
Talent Management	-	-	584,336	584,336	0%	588,629	592,959	597,328	601,737
Organizational Wellness	-	-	424,814	424,814	0%	428,111	431,440	434,804	438,201
Training	-	-	1,554,231	1,554,231	0%	1,568,225	1,582,395	1,596,744	1,611,275
Performance	-	-	733,858	733,858	0%	744,023	754,364	764,885	775,589
Recruiting	-	-	427,617	427,617	0%	431,264	434,952	438,681	442,454
Compensation	-	-	358,576	358,576	0%	363,279	368,064	372,932	377,885
Grand Total	\$ 4,421,200	\$ 942,252	\$ 4,724,259	\$ 303,059	6.9%	\$ 4,768,782	\$ 4,813,890	\$ 4,859,595	\$ 4,905,909

Capital Outlay

Capital outlay is not a component of the Organizational Development Area.

Line-Item Budget and Financial Plan

The Organizational Development five-year plan with a line-item expense budget is listed below. Because of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
883201 - Administration	\$ 3,631,200	\$ 4,421,200	\$ 203,073	\$ 640,827	\$ 645,251	\$ 649,715	\$ 654,220	\$ 658,767
2.1 Salaries & Wages	2,087,700	2,404,300	86,477	419,634	419,634	419,634	419,634	419,634
2.3 Overtime	5,200	-	(1)	-	-	-	-	-
2.4 Employee Benefits	660,000	731,400	25,080	120,278	122,684	125,089	127,495	129,900
2.5 Transition Services	107,600	-	(2,993)	-	-	-	-	-
4.2 Supplies & Other	279,300	419,000	3,144	46,173	47,096	48,038	48,999	49,979
Memberships, Licenses & Subscriptions	7,300	7,700	1,220	350	357	364	371	379
Office Supplies	22,100	59,200	209	20,000	20,400	20,808	21,224	21,649
Supplies & Other - Covid19	400	-	-	-	-	-	-	-
Operating Supplies	70,400	96,900	3,690	100	102	104	106	108
Printing	-	20,200	-	-	-	-	-	-
Training and Internal Meetings	135,600	93,800	(500)	10,000	10,200	10,404	10,612	10,824
Travel	11,800	43,900	(519)	10,000	10,200	10,404	10,612	10,824
Mileage and Parking	1,100	2,200	14	-	-	-	-	-
Tuition Refund	4,900	12,200	-	3,723	3,797	3,873	3,950	4,029
Advertising	25,700	82,900	(970)	2,000	2,040	2,081	2,122	2,165
4.3 Contractual Services	495,900	866,500	91,366	54,743	55,838	56,954	58,093	59,255
Contractual Operating Services	362,500	866,500	16	54,743	55,838	56,954	58,093	59,255
Contractual Professional Services	900	-	-	-	-	-	-	-
Contractual Services - Covid19	132,500	-	91,350	-	-	-	-	-
5.2 Shared Services	(4,500)	-	-	-	-	-	-	-
Shared Services Reimbursement	(2,300)	-	-	-	-	-	-	-
Shared Services : Salaries & Wages	-	-	-	-	-	-	-	-
Reimbursement	(1,600)	-	-	-	-	-	-	-
Shared Services: Employee Benefit	-	-	-	-	-	-	-	-
Reimbursement	(600)	-	-	-	-	-	-	-
883211 - Talent Management	-	-	135,430	584,336	588,629	592,959	597,328	601,737
2.1 Salaries & Wages	-	-	81,383	368,701	368,701	368,701	368,701	368,701
2.3 Overtime	-	-	401	1,000	1,000	1,000	1,000	1,000
2.4 Employee Benefits	-	-	37,620	120,135	122,538	124,941	127,343	129,746
4.2 Supplies & Other	-	-	-	4,500	4,590	4,682	4,775	4,871
Office Supplies	-	-	-	1,000	1,020	1,040	1,061	1,082
Operating Supplies	-	-	-	100	102	104	106	108
Memberships, Licenses & Subscriptions	-	-	-	2,000	2,040	2,081	2,122	2,165
Mileage and Parking	-	-	-	400	408	416	424	433
Travel	-	-	-	500	510	520	531	541
Training and Internal Meetings	-	-	-	500	510	520	531	541
4.3 Contractual Services	-	-	16,026	90,000	91,800	93,636	95,509	97,419
Contractual Operating Services	-	-	16,026	90,000	91,800	93,636	95,509	97,419
883221 - Organizational Wellness	-	-	105,554	424,814	428,111	431,440	434,804	438,201
2.1 Salaries & Wages	-	-	48,572	258,977	258,977	258,977	258,977	258,977
2.3 Overtime	-	-	89	1,000	1,000	1,000	1,000	1,000
2.4 Employee Benefits	-	-	14,630	82,487	84,137	85,787	87,437	89,086
2.5 Transition Services	-	-	5,283	-	-	-	-	-
4.2 Supplies & Other	-	-	32	12,350	12,597	12,849	13,106	13,368
Office Supplies	-	-	32	1,000	1,020	1,040	1,061	1,082
Operating Supplies	-	-	-	100	102	104	106	108
Advertising	-	-	-	10,000	10,200	10,404	10,612	10,824
Memberships, Licenses & Subscriptions	-	-	-	250	255	260	265	271
Travel	-	-	-	500	510	520	531	541
Training and Internal Meetings	-	-	-	500	510	520	531	541
4.3 Contractual Services	-	-	36,947	70,000	71,400	72,828	74,285	75,770
Contractual Operating Services	-	-	36,947	70,000	71,400	72,828	74,285	75,770



Organizational Development
Budget & Five-Year Plan
FY 2022 through FY 2026

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 9.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
883231 - Training	-	-	303,611	1,554,231	1,568,225	1,582,395	1,596,744	1,611,275
2.1 Salaries & Wages	-	-	206,619	853,513	853,513	853,513	853,513	853,513
2.3 Overtime	-	-	10	1,000	1,000	1,000	1,000	1,000
2.4 Employee Benefits	-	-	68,970	261,094	266,316	271,538	276,760	281,982
4.2 Supplies & Other	-	-	9,319	284,800	290,496	296,306	302,232	308,277
Office Supplies	-	-	37	15,000	15,300	15,606	15,918	16,236
Operating Supplies	-	-	-	54,000	55,080	56,182	57,305	58,451
Memberships, Licenses & Subscriptions	-	-	2,030	11,800	12,036	12,277	12,522	12,773
Travel	-	-	-	4,000	4,080	4,162	4,245	4,330
Training and Internal Meetings	-	-	7,252	200,000	204,000	208,080	212,242	216,486
4.3 Contractual Services	-	-	18,693	153,824	156,900	160,038	163,239	166,504
Contractual Operating Services	-	-	18,693	153,824	156,900	160,038	163,239	166,504
883241 - Performance	-	-	80,791	733,858	744,023	754,364	764,885	775,589
2.1 Salaries & Wages	-	-	59,007	225,615	225,615	225,615	225,615	225,615
2.3 Overtime	-	-	22	-	-	-	-	-
2.4 Employee Benefits	-	-	18,810	67,457	68,806	70,155	71,504	72,854
4.2 Supplies & Other	-	-	1,952	4,250	4,335	4,422	4,510	4,600
Office Supplies	-	-	-	1,000	1,020	1,040	1,061	1,082
Operating Supplies	-	-	-	100	102	104	106	108
Memberships, Licenses & Subscriptions	-	-	-	2,000	2,040	2,081	2,122	2,165
Mileage and Parking	-	-	-	150	153	156	159	162
Travel	-	-	-	500	510	520	531	541
Training and Internal Meetings	-	-	-	500	510	520	531	541
Tuition Refund	-	-	1,952	-	-	-	-	-
4.3 Contractual Services	-	-	1,000	436,536	445,267	454,172	463,256	472,521
Contractual Operating Services	-	-	1,000	436,536	445,267	454,172	463,256	472,521
883251 - Recruiting	-	-	75,246	427,617	431,264	434,952	438,681	442,454
2.1 Salaries & Wages	-	-	50,177	244,276	244,276	244,276	244,276	244,276
2.3 Overtime	-	-	702	1,000	1,000	1,000	1,000	1,000
2.4 Employee Benefits	-	-	18,810	79,841	81,438	83,035	84,632	86,229
4.2 Supplies & Other	-	-	-	32,500	33,150	33,813	34,489	35,179
Office Supplies	-	-	-	1,000	1,020	1,040	1,061	1,082
Operating Supplies	-	-	-	500	510	520	531	541
Advertising	-	-	-	25,000	25,500	26,010	26,530	27,061
Memberships, Licenses & Subscriptions	-	-	-	2,000	2,040	2,081	2,122	2,165
Mileage and Parking	-	-	-	1,000	1,020	1,040	1,061	1,082
Travel	-	-	-	2,000	2,040	2,081	2,122	2,165
Training and Internal Meetings	-	-	-	1,000	1,020	1,040	1,061	1,082
4.3 Contractual Services	-	-	5,558	70,000	71,400	72,828	74,285	75,770
Contractual Operating Services	-	-	5,558	70,000	71,400	72,828	74,285	75,770
883261 - Compensation	-	-	38,547	358,576	363,279	368,064	372,932	377,885
2.1 Salaries & Wages	-	-	32,277	123,413	123,413	123,413	123,413	123,413
2.3 Overtime	-	-	-	-	-	-	-	-
2.4 Employee Benefits	-	-	6,270	31,163	31,786	32,410	33,033	33,656
4.2 Supplies & Other	-	-	-	4,000	4,080	4,162	4,245	4,330
Office Supplies	-	-	-	1,000	1,020	1,040	1,061	1,082
Operating Supplies	-	-	-	500	510	520	531	541
Advertising	-	-	-	500	510	520	531	541
Printing	-	-	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	-	-	-	1,000	1,020	1,040	1,061	1,082
Mileage and Parking	-	-	-	-	-	-	-	-
Travel	-	-	-	500	510	520	531	541
Training and Internal Meetings	-	-	-	500	510	520	531	541
4.3 Contractual Services	-	-	-	200,000	204,000	208,080	212,242	216,486
Contractual Operating Services	-	-	-	200,000	204,000	208,080	212,242	216,486
Grand Total	\$ 3,631,200	\$ 4,421,200	\$ 942,252	\$ 4,724,259	\$ 4,768,782	\$ 4,813,890	\$ 4,859,595	\$ 4,905,909

Highlights from Nicolette Bateson, CPA, Chief Financial Officer & Treasurer

The Financial Services Area is engaged in several strategic initiatives – both as leader and key participant in entity-wide initiatives.

❖ **Financial operations**

Continued rollout of technology to reduce the inefficiencies of processing times and to expand analytical capacity – as well to improve the data available for management decisions

❖ **Business support**

Rollout the expanded Business Inclusion & Diversity program, explore utility cooperative procurement sponsorship, and vendor quality management

❖ **Cross-functional collaboration in key initiatives**

Support transformational efforts across GLWA including asset management, capital program management, and recent movement toward enterprise wide contractual program management

❖ **Member Partner Engagement**

Support short-and long-term efforts related to the charges equity and stability program

❖ **Affordability**

Carryout recommendations to improve and expand constituent service including implementation the water residential assistance program

Organization

The Financial Services Area consists of three groups.

❖ **CFO Services**

Plans and directs all strategic financial planning, compliance, internal audit, and intergovernmental activities

❖ **Business Operation Support Services**

Responsible for procurement, inventory management, and transformational business support

❖ **Financial Reporting & Accounting**

Construction, general ledger, accounts payable, payroll, asset management, and related activities

Expense Categories

The primary expense category in the Financial Services area is Personnel Services. The second largest category is Contractual Services for project management support, and other special projects, studies, and audits.

Biennial Budget Request

The biennial budget reflects an overall increase of \$1.2 million, or 7.9%. The primary reasons for this increase are highlighted below.

- ❖ **Personnel** – The primary driver is support for new and/or expanding programs and system as described further below in the Personnel section.
- ❖ **Supplies & Other** – The primary reason for the variance in this category is the lease for the new warehouse. The amount of this lease is estimated at \$45,000 per month or \$540,000 per year. This lease was initiated in FY 2021 after the sale of the prior warehouse which no longer met the needs of GLWA and needed significant capital investment. The long-term plan is contingent upon further evaluation of the space needs for warehousing operations that support the WRRF. Once the long-term vision is determined by WRRF leadership, a decision will follow regarding the lease, build, or purchase of a facility.
- ❖ **Capital Program Allocation** – The amount in this account is shown as negative as this is a “contra” account which represents an offset to the Personnel Costs section of the Operations & Maintenance (O&M) budget. A decrease in this account results in an increase to the O&M expense. The budget for the Capital Program Allocation account, shown in the tables below, was based on an estimate of the number of hours that the Owners’ Representative team would be working directly on capital projects. A review of the activity has shown that the number of hours that can be capitalize (moved from the O&M account to the CIP) are fewer than planned. The FY 2022 through FY 2026 budget has been adjusted accordingly.
- ❖ **Shared Services** – The GLWA and DWSD leverage economies of scale, assets, technology, and expertise by sharing services. The shared services agreement referenced in the tables below is for the bank fees that the GLWA incurs as a result of managing the cash receipts for both entities. A review of the history has shown that the bank fees are coming in lower than anticipated. A budget amendment will be created for FY 2021 and the budgets for FY 2022 through FY 2026 have been adjusted accordingly.

Biennial Budget Request by Expense Category

Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
2.0 Personnel	\$ 11,640,300	\$ 12,536,600	\$ 2,834,400	\$ 13,198,300	\$ 661,700	5.3%	\$ 13,413,000
3.0 Utilities	28,300	94,800	6,300	92,000	(2,800)	-3.0%	93,900
4.2 Supplies & Other	433,600	653,900	199,300	1,151,400	497,500	76.1%	1,309,700
4.3 Contractual Services	2,516,200	2,711,800	343,100	2,642,900	(68,900)	-2.5%	2,500,600
5.1 Capital Program Allocation	(37,100)	(84,900)	(3,500)	(29,500)	55,400	-65.3%	(29,600)
5.2 Shared Services	(160,600)	(268,400)	(40,800)	(168,700)	99,700	-37.1%	(169,100)
Grand Total	\$ 14,420,700	\$ 15,643,800	\$ 3,338,800	\$ 16,886,400	\$ 1,242,600	7.9%	\$ 17,118,500

Biennial Budget Request by Team

Team	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
CFO Services	\$ 4,759,200	\$ 5,298,700	\$ 1,051,900	\$ 5,735,400	\$ 436,700	8.2%	\$ 5,671,500
Chief Financial Officer	769,500	828,900	184,800	1,131,200	302,300	36.5%	1,030,700
Data Analytics & Internal Audit	505,400	750,500	90,300	755,000	4,500	0.6%	761,300
Financial Planning & Analysis	1,330,800	1,358,600	306,500	1,414,800	56,200	4.1%	1,425,300
Public Finance	908,400	1,014,300	232,300	1,066,400	52,100	5.1%	1,077,100
Reporting and Compliance	476,000	516,900	105,500	522,300	5,400	1.0%	524,500
Treasury	769,100	829,500	132,500	845,700	16,200	2.0%	852,600
Business Operations Support Services	6,529,500	6,963,100	1,622,800	7,710,100	747,000	10.7%	7,979,800
Procurement Director	2,998,600	3,111,600	790,000	3,426,900	315,300	10.1%	3,582,100
Logistics and Materials	2,220,200	1,921,300	568,500	2,569,800	648,500	33.8%	2,518,600
Owners' Representative	515,000	590,300	119,200	605,800	15,500	2.6%	609,200
Transformation	795,700	1,339,900	145,100	1,107,600	(232,300)	-17.3%	1,269,900
Financial Reporting & Accounting	3,132,000	3,382,000	664,100	3,440,900	58,900	1.7%	3,467,200
Grand Total	\$ 14,420,700	\$ 15,643,800	\$ 3,338,800	\$ 16,886,400	\$ 1,242,600	7.9%	\$ 17,118,500

Personnel Budget

The staffing plan provides for a steady state of 130 positions beginning in FY 2022. The staffing level is shown in the tables below.

- Chief Financial Officer – Addition of one Professional Administrative Analyst to support special projects and communications.
- Financial Planning & Analysis – Addition of one Management Professional to support reporting, analysis, and special projects.
- Public Finance – Addition of one Management Professional and one Professional Administrative Analyst for the administration of the WRAP program and other affordability initiatives.
- Procurement Director – Addition of 3 positions (Manager, Management Professional, and a Professional Administrative Assistant) to support the Business Inclusion & Diversity (BID) program. In FY 2022, two part time positions (Procurement Specialist and a Security Training Coordinator/Investigator) were eliminated. These positions became vacant in FY 2021 and were determined not to be needed going forward.
- Financial Reporting & Accounting – Addition of two Management Professionals to assist with managing technology initiatives, projects and staff development as well as succession planning. The cost of these additional positions is offset by a decrease to Contractual Professional Services. Currently project management is being performed by consultants.

- Not reflected in this first draft of the budget is establishment of a team of three to provide controls over enterprise wide contracts which now total over \$130 million. The amount of job order and enterprise wide contracts has grown significantly over the past year. These contracts are inherently complex, are not able to be efficiently accounted for by the existing financial system and are prone to overspending and errors.

Staffing Plan - The table below presents the number of positions in the 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.

Staffing Plan – Number of Positions

Team	Prior Year FY 2020 Staffing Plan	Current Year FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan
Financial Services Area	123.00	124.00	129.00	130.00	130.00	130.00	130.00
CFO Services	29.00	30.00	33.00	33.00	33.00	33.00	33.00
Chief Financial Officer	5.00	5.00	6.00	6.00	6.00	6.00	6.00
Data Analytics & Internal Audit	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Financial Planning & Analysis	9.00	9.00	10.00	10.00	10.00	10.00	10.00
Public Finance	5.00	5.00	6.00	6.00	6.00	6.00	6.00
Reporting and Compliance	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Treasury	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Business Operations Support Services	67.00	68.00	68.00	69.00	69.00	69.00	69.00
Procurement Director	29.00	31.00	32.00	32.00	32.00	32.00	32.00
Logistics and Materials	24.00	24.00	24.00	24.00	24.00	24.00	24.00
Owners' Representative	6.00	5.00	5.00	5.00	5.00	5.00	5.00
Transformation	8.00	8.00	7.00	8.00	8.00	8.00	8.00
Financial Reporting & Accounting	27.00	26.00	28.00	28.00	28.00	28.00	28.00

*Full Time Equivalent*s - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, in a given year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs project an increase over the next five years.

*Full Time Equivalent*s

Team	Prior Year FY 2020 FTEs	Current Year FY 2021 FTEs	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs
Financial Services Area	119.25	122.00	126.75	128.00	128.50	128.50	128.50
CFO Services	29.00	29.50	32.50	32.50	32.50	32.50	32.50
Chief Financial Officer	5.00	4.50	5.50	5.50	5.50	5.50	5.50
Data Analytics & Internal Audit	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Financial Planning & Analysis	9.00	9.00	10.00	10.00	10.00	10.00	10.00
Public Finance	5.00	5.00	6.00	6.00	6.00	6.00	6.00
Reporting and Compliance	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Treasury	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Business Operations Support Services	64.25	67.50	67.25	68.50	69.00	69.00	69.00
Procurement Director	27.00	30.50	32.00	32.00	32.00	32.00	32.00
Logistics and Materials	23.25	24.00	24.00	24.00	24.00	24.00	24.00
Owners' Representative	6.00	5.00	5.00	5.00	5.00	5.00	5.00
Transformation	8.00	8.00	6.25	7.50	8.00	8.00	8.00
Financial Reporting & Accounting	26.00	25.00	27.00	27.00	27.00	27.00	27.00

Personnel Budget – The following table presents the Financial Services personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Overtime, Employee Benefits and Contractual Transition Services. These values are based on the *Full Time Equivalent*s in table 2 using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel Budget

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Financial Services	12,536,600	13,198,300	13,413,000	13,531,100	13,585,000	13,638,800
CFO Services	3,645,500	3,932,300	3,947,900	3,963,600	3,979,200	3,994,900
Chief Financial Officer	781,500	838,000	841,400	844,900	848,400	851,800
Data Analytics & Internal Audit	492,900	492,300	493,300	494,400	495,500	496,600
Financial Planning & Analysis	1,036,000	1,146,800	1,151,800	1,156,800	1,161,800	1,166,800
Public Finance	560,200	672,400	675,400	678,400	681,300	684,300
Reporting and Compliance	499,400	507,600	509,500	511,300	513,100	515,000
Treasury	275,500	275,200	276,500	277,800	279,100	280,400
Business Operations Support	6,411,500	6,572,400	6,760,000	6,850,900	6,877,600	6,904,200
Procurement Director	2,855,900	3,168,100	3,182,600	3,197,000	3,211,500	3,225,900
Logistics and Materials	1,681,200	1,753,000	1,762,000	1,771,000	1,780,000	1,789,000
Owners' Representative	583,500	586,200	588,700	591,300	593,800	596,400
Transformation	1,290,900	1,065,100	1,226,700	1,291,600	1,292,300	1,292,900
Financial Reporting & Accounting	2,479,600	2,693,600	2,705,100	2,716,600	2,728,200	2,739,700

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
2.0 Personnel	\$ 12,536,600	\$ 2,834,400	\$ 13,198,300	\$ 661,700	5.3%	\$ 13,413,000	\$ 13,531,100	\$ 13,585,000	\$ 13,638,800
3.0 Utilities	94,800	6,300	92,000	(2,800)	-3.0%	93,900	95,700	97,700	99,600
4.2 Supplies & Other	653,900	199,300	1,151,400	497,500	76.1%	1,309,700	1,335,900	1,362,700	1,389,800
4.3 Contractual Services	2,711,800	343,100	2,642,900	(68,900)	-2.5%	2,500,600	2,539,000	2,578,100	2,618,100
5.1 Capital Program Allocation	(84,900)	(3,500)	(29,500)	55,400	-65.3%	(29,600)	(29,800)	(29,900)	(30,000)
5.2 Shared Services	(268,400)	(40,800)	(168,700)	99,700	-37.1%	(169,100)	(169,500)	(169,800)	(170,200)
Grand Total	\$ 15,643,800	\$ 3,338,800	\$ 16,886,400	\$ 1,242,600	7.9%	\$ 17,118,500	\$ 17,302,400	\$ 17,423,800	\$ 17,546,100

Five-Year Financial Plan by Team

Team	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
CFO Services	\$ 5,298,700	\$ 1,051,900	\$ 5,735,400	\$ 436,700	8.2%	\$ 5,671,500	\$ 5,712,800	\$ 5,755,100	\$ 5,797,400
Chief Financial Officer	828,900	184,800	1,131,200	302,300	36.5%	1,030,700	1,035,000	1,039,700	1,044,100
Data Analytics & Internal Audit	750,500	90,300	755,000	4,500	0.6%	761,300	767,800	774,300	781,100
Financial Planning & Analysis	1,358,600	306,500	1,414,800	56,200	4.1%	1,425,300	1,435,700	1,446,300	1,457,000
Public Finance	1,014,300	232,300	1,066,400	52,100	5.1%	1,077,100	1,088,300	1,099,600	1,110,800
Reporting and Compliance	516,900	105,500	522,300	5,400	1.0%	524,500	526,500	528,600	530,700
Treasury	829,500	132,500	845,700	16,200	2.0%	852,600	859,500	866,600	873,700
Business Operations Support									
Services	6,963,100	1,622,800	7,710,100	747,000	10.7%	7,979,800	8,095,600	8,147,700	8,200,300
Procurement Director	3,111,600	790,000	3,426,900	315,300	10.1%	3,582,100	3,604,500	3,627,100	3,649,900
Logistics and Materials	1,921,300	568,500	2,569,800	648,500	33.8%	2,518,600	2,542,700	2,567,200	2,591,900
Owners' Representative	590,300	119,200	605,800	15,500	2.6%	609,200	612,600	616,100	619,600
Transformation	1,339,900	145,100	1,107,600	(232,300)	-17.3%	1,269,900	1,335,800	1,337,300	1,338,900
Financial Reporting & Accounting	3,382,000	664,100	3,440,900	58,900	1.7%	3,467,200	3,494,000	3,521,000	3,548,400
Grand Total	\$ 15,643,800	\$ 3,338,800	\$ 16,886,400	\$ 1,242,600	7.9%	\$ 17,118,500	\$ 17,302,400	\$ 17,423,800	\$ 17,546,100

Capital Outlay

Financial Services capital outlay is funded by the Improvement & Extension (I&E) budget. The expansion and renovation of the Northeast Warehouse is planned to begin in FY 2021 and continue into FY 2022.

The renovation of a new warehouse is scheduled to take place in FY 2022. This warehouse will be replacing the McKinstry warehouse.

In addition to the warehouse renovations, Sprinter Pup delivery trucks and forklifts are scheduled to be purchased in FY 2021 and FY 2022 to transport materials and other items among GLWA's facility locations.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 1,250,000	\$ 3,030,750	\$ 75,000	\$ -	\$ -	\$ -
Machinery & Equipment	150,000	75,000	75,000			
Projects & Programs	950,000	2,805,750	-			
Vehicles	150,000	150,000				
Grand Total	\$ 1,250,000	\$ 3,030,750	\$ 75,000	\$ -	\$ -	\$ -

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Improvement & Extension	\$ 1,250,000	\$ 3,030,750	\$ 75,000			
Grand Total	\$ 1,250,000	\$ 3,030,750	\$ 75,000	\$ -	\$ -	\$ -

Five-Year Capital Outlay Plan by Team

Team	FY 2021 Adopted Budget	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Logistics & Material	\$ 1,250,000	\$ 3,030,750	\$ 75,000			
Grand Total	\$ 1,250,000	\$ 3,030,750	\$ 75,000	\$ -	\$ -	\$ -

Line Item Budget and Financial Plan

The five-year plan with a line item expense budget is presented on the following pages. The expenses are listed in order by cost center. Because of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
884001 - Chief Financial Officer	769,500	828,900	184,800	1,131,200	1,030,700	1,035,000	1,039,700	1,044,100
2.1 Salaries & Wages	461,300	440,500	131,000	664,600	664,600	664,600	664,600	664,600
2.4 Employee Benefits	85,200	93,000	25,100	173,400	176,800	180,300	183,800	187,200
2.5 Transition Services	81,500	248,000	-	-	-	-	-	-
4.2 Supplies & Other	36,400	46,600	1,200	47,400	48,500	49,300	50,500	51,500
Memberships, Licenses & Subscriptions	6,800	10,400	-	10,600	10,800	11,000	11,300	11,500
Mileage and Parking	-	2,000	-	2,000	2,100	2,100	2,200	2,200
Office Supplies	14,400	12,200	1,000	12,400	12,700	12,900	13,200	13,500
Training and Internal Meetings	12,600	10,400	200	10,600	10,800	11,000	11,300	11,500
Travel	2,600	11,400	-	11,600	11,900	12,100	12,300	12,600
Postage	-	200	-	200	200	200	200	200
4.3 Contractual Services	105,100	800	27,500	245,800	140,800	140,800	140,800	140,800
Contractual Operating Services	500	800	-	800	800	800	800	800
Contractual Professional Services	104,600	-	27,500	245,000	140,000	140,000	140,000	140,000
884113 - Financial Planning & Analysis	1,330,800	1,358,600	306,500	1,414,800	1,425,300	1,435,700	1,446,300	1,457,000
2.1 Salaries & Wages	735,900	808,000	184,100	896,000	896,000	896,000	896,000	896,000
2.4 Employee Benefits	191,300	228,000	50,100	250,800	255,800	260,800	265,800	270,800
2.5 Transition Services	31,200	-	-	-	-	-	-	-
4.2 Supplies & Other	6,300	16,600	1,000	16,000	16,500	16,700	17,100	17,400
Memberships, Licenses & Subscriptions	1,600	2,300	1,000	2,300	2,400	2,400	2,500	2,500
Mileage and Parking	-	300	-	300	300	300	400	400
Office Supplies	300	2,800	-	2,000	2,000	2,100	2,100	2,200
Training and Internal Meetings	3,200	6,100	-	6,200	6,500	6,500	6,600	6,700
Travel	1,200	5,100	-	5,200	5,300	5,400	5,500	5,600
4.3 Contractual Services	366,100	306,000	71,300	252,000	257,000	262,200	267,400	272,800
884131 - Treasury	769,100	829,500	132,500	845,700	852,600	859,500	866,600	873,700
2.1 Salaries & Wages	210,400	210,400	53,900	210,400	210,400	210,400	210,400	210,400
2.3 Overtime	400	100	100	100	100	100	100	100
2.4 Employee Benefits	73,300	65,000	18,800	64,700	66,000	67,300	68,600	69,900
4.2 Supplies & Other	6,900	20,500	900	23,400	23,800	24,200	24,600	25,000
Memberships, Licenses & Subscriptions	1,100	2,500	-	2,600	2,600	2,700	2,700	2,800
Mileage and Parking	800	500	700	3,000	3,000	3,000	3,000	3,000
Office Supplies	500	2,000	100	2,000	2,100	2,100	2,200	2,200
Training and Internal Meetings	1,500	5,000	-	5,100	5,200	5,300	5,400	5,500
Travel	2,900	10,000	-	10,200	10,400	10,600	10,800	11,000
Postage	100	500	100	500	500	500	500	500
4.3 Contractual Services	586,900	783,500	95,000	697,100	702,300	707,500	712,900	718,300
Contractual Operating Services	586,900	783,500	95,000	697,100	702,300	707,500	712,900	718,300
5.2 Shared Services	(108,800)	(250,000)	(36,200)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)



Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
884135 - Reporting and Compliance	476,000	516,900	105,500	522,300	524,500	526,500	528,600	530,700
2.1 Salaries & Wages	322,500	299,200	78,700	307,100	307,100	307,100	307,100	307,100
2.3 Overtime	2,600	6,000	800	6,000	6,000	6,000	6,000	6,000
2.4 Employee Benefits	97,700	91,200	25,100	91,500	93,400	95,200	97,000	98,900
2.5 Transition Services	40,900	103,000	-	103,000	103,000	103,000	103,000	103,000
4.2 Supplies & Other	12,300	14,500	900	14,700	15,000	15,200	15,500	15,700
Memberships, Licenses & Subscriptions	2,300	3,000	600	3,000	3,100	3,100	3,200	3,200
Mileage and Parking	100	300	-	300	300	300	300	300
Office Supplies	1,300	1,000	200	2,000	2,000	2,100	2,100	2,200
Training and Internal Meetings	2,800	2,300	100	3,000	3,100	3,100	3,200	3,200
Travel	5,700	5,700	-	5,900	6,000	6,100	6,200	6,300
Postage	100	2,200	-	500	500	500	500	500
4.3 Contractual Services	-	3,000	-	-	-	-	-	-
884141 - Public Finance	908,400	1,014,300	232,300	1,066,400	1,077,100	1,088,300	1,099,600	1,110,800
2.1 Salaries & Wages	439,000	436,000	102,100	524,400	524,400	524,400	524,400	524,400
2.4 Employee Benefits	122,200	124,200	31,400	148,000	151,000	154,000	156,900	159,900
2.5 Transition Services	-	-	-	-	-	-	-	-
4.2 Supplies & Other	7,900	10,800	500	14,000	14,100	14,600	15,000	15,100
Memberships, Licenses & Subscriptions	1,000	700	500	1,500	1,500	1,600	1,600	1,600
Mileage and Parking	800	800	-	1,500	1,500	1,600	1,600	1,600
Office Supplies	300	1,000	-	1,000	1,000	1,000	1,100	1,100
Training and Internal Meetings	800	1,300	-	1,500	1,500	1,600	1,600	1,600
Travel	5,000	6,000	-	7,500	7,600	7,800	8,000	8,100
Postage	-	1,000	-	1,000	1,000	1,000	1,100	1,100
4.3 Contractual Services	391,100	461,700	102,900	398,700	406,700	414,800	423,100	431,600
Contractual Operating Services	30,200	26,700	3,300	48,700	49,700	50,700	51,700	52,700
Contractual Professional Services	360,900	410,000	99,600	350,000	357,000	364,100	371,400	378,900
Legal	-	25,000	-	-	-	-	-	-
5.2 Shared Services	(51,800)	(18,400)	(4,600)	(18,700)	(19,100)	(19,500)	(19,800)	(20,200)
Shared Services Reimbursement	(27,800)	-	-	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	(17,100)	(13,100)	(3,300)	(13,300)	(13,600)	(13,900)	(14,100)	(14,400)
Shared Services: Employee Benefit Reimb	(6,900)	(5,300)	(1,300)	(5,400)	(5,500)	(5,600)	(5,700)	(5,800)
884151 - Data Analytics & Internal Audit	505,400	750,500	90,300	755,000	761,300	767,800	774,300	781,100
2.1 Salaries & Wages	113,500	200,700	28,700	200,600	200,600	200,600	200,600	200,600
2.4 Employee Benefits	24,400	54,600	6,300	54,000	55,100	56,200	57,300	58,400
2.5 Transition Services	255,000	237,600	55,300	237,600	237,600	237,600	237,600	237,600
4.2 Supplies & Other	500	7,600	-	7,800	7,900	8,100	8,200	8,500
Memberships, Licenses & Subscriptions	300	2,000	-	2,100	2,100	2,200	2,200	2,300
Mileage and Parking	-	100	-	100	100	100	100	100
Office Supplies	-	300	-	300	300	300	300	300
Training and Internal Meetings	200	3,200	-	3,200	3,300	3,300	3,400	3,500
Travel	-	2,000	-	2,100	2,100	2,200	2,200	2,300
4.3 Contractual Services	112,000	250,000	-	255,000	260,100	265,300	270,600	276,000
884161 - Transformation	795,700	1,339,900	145,100	1,107,600	1,269,900	1,335,800	1,337,300	1,338,900
2.1 Salaries & Wages	135,900	129,500	33,100	129,500	129,500	129,500	129,500	129,500
2.4 Employee Benefits	24,400	32,800	6,300	32,200	32,900	33,500	34,200	34,800
2.5 Transition Services	621,900	1,128,600	103,100	903,400	1,064,300	1,128,600	1,128,600	1,128,600
4.2 Supplies & Other	13,500	49,000	2,600	42,500	43,200	44,200	45,000	46,000
Memberships, Licenses & Subscriptions	800	5,000	-	2,000	2,000	2,100	2,100	2,200
Mileage and Parking	-	2,000	-	500	500	500	500	500
Office Supplies	1,200	1,000	-	1,000	1,000	1,000	1,100	1,100
Operating Supplies	11,500	10,000	2,600	15,000	15,300	15,600	15,900	16,200
Training and Internal Meetings	-	23,000	-	17,000	17,300	17,700	18,000	18,400
Travel	-	8,000	-	7,000	7,100	7,300	7,400	7,600

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
884121 - Procurement Director	2,998,600	3,111,600	790,000	3,426,900	3,582,100	3,604,500	3,627,100	3,649,900
2.1 Salaries & Wages	1,822,300	2,180,600	491,600	2,410,300	2,410,300	2,410,300	2,410,300	2,410,300
2.3 Overtime	34,300	6,000	16,900	35,000	35,000	35,000	35,000	35,000
2.4 Employee Benefits	612,600	669,300	163,000	722,900	737,300	751,800	766,300	780,700
2.5 Transition Services	316,200	-	86,000	-	-	-	-	-
4.2 Supplies & Other	112,900	229,900	32,300	213,700	353,600	360,600	367,800	375,200
Memberships, Licenses & Subscriptions	24,800	28,200	3,900	40,000	40,800	41,600	42,500	43,300
Mileage and Parking	700	10,500	-	15,000	15,300	15,600	15,900	16,200
Office Supplies	22,100	48,700	500	60,100	61,300	62,500	63,800	65,100
Supplies & Other - Covid19	49,600	-	27,700	-	-	-	-	-
Operating Supplies	500	11,800	-	25,000	25,500	26,000	26,500	27,100
Training and Internal Meetings	7,400	91,100	-	17,100	153,000	156,100	159,200	162,400
Travel	7,700	26,000	-	40,000	40,800	41,600	42,400	43,300
Postage	-	6,500	-	6,500	6,700	6,800	6,900	7,000
Tuition Refund	-	6,000	-	10,000	10,200	10,400	10,600	10,800
Repairs & Maintenance-Equipment	-	1,100	-	-	-	-	-	-
Advertising	100	-	200	-	-	-	-	-
4.3 Contractual Services	100,300	25,800	200	45,000	45,900	46,800	47,700	48,700
Contractual Operating Services	99,200	10,500	-	20,000	20,400	20,800	21,200	21,600
Contractual Professional Services	1,100	15,300	200	25,000	25,500	26,000	26,500	27,100
884124 - Logistics and Materials	2,220,200	1,921,300	568,500	2,569,800	2,518,600	2,542,700	2,567,200	2,591,900
2.1 Salaries & Wages	1,123,000	1,238,800	276,400	1,303,600	1,303,600	1,303,600	1,303,600	1,303,600
2.3 Overtime	2,200	5,000	1,100	-	-	-	-	-
2.4 Employee Benefits	513,300	437,400	125,400	449,400	458,400	467,400	476,400	485,400
2.5 Transition Services	52,200	-	-	-	-	-	-	-
3.1 Electric	4,500	28,000	1,200	27,000	27,600	28,100	28,700	29,300
3.2 Gas	6,200	26,500	700	25,000	25,500	26,000	26,500	27,000
3.3 Sewage Service	17,600	33,800	4,500	35,000	35,700	36,400	37,100	37,900
3.4 Water Service	-	6,500	-	5,000	5,100	5,200	5,300	5,400
4.2 Supplies & Other	143,600	145,300	153,700	649,800	662,700	676,000	689,600	703,300
Memberships, Licenses & Subscriptions	-	3,200	-	1,000	1,000	1,100	1,100	1,100
Mileage and Parking	800	2,000	-	2,100	2,100	2,100	2,200	2,200
Office Supplies	18,600	22,700	5,600	25,000	25,500	26,000	26,500	27,100
Supplies & Other - Covid19	37,000	-	-	-	-	-	-	-
Operating Supplies	60,300	43,800	139,700	55,700	56,800	58,000	59,100	60,300
Training and Internal Meetings	1,100	14,400	-	1,000	1,000	1,000	1,100	1,100
Travel	-	4,100	-	2,000	2,000	2,100	2,100	2,200
Employee Uniform Expense	11,900	25,400	800	15,000	15,300	15,600	15,900	16,200
Uniforms, Laundry, Cleaning	5,500	-	2,100	-	-	-	-	-
Tuition Refund	-	1,700	-	-	-	-	-	-
Repairs & Maintenance-Buildings & Ground	2,700	10,000	-	3,000	3,100	3,100	3,200	3,200
Repairs & Maintenance-Equipment	5,700	18,000	5,500	5,000	5,100	5,200	5,300	5,400
Rentals-Buildings	-	-	-	540,000	550,800	561,800	573,100	584,500
4.3 Contractual Services	357,600	-	5,500	75,000	-	-	-	-
Contractual Operating Services	(600)	-	-	-	-	-	-	-
Contractual Professional Services	358,200	-	5,500	75,000	-	-	-	-
884126 - Owners' Representative	515,000	590,300	119,200	605,800	609,200	612,600	616,100	619,600
2.1 Salaries & Wages	385,700	455,600	94,900	458,800	458,800	458,800	458,800	458,800
2.4 Employee Benefits	110,300	127,900	25,000	127,300	129,900	132,400	135,000	137,500
4.2 Supplies & Other	33,600	23,700	2,800	24,200	24,600	25,200	25,700	26,200
Capital Outlay less than \$5,000	19,200	-	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	3,600	1,200	-	1,200	1,200	1,300	1,300	1,300
Mileage and Parking	500	500	-	500	500	500	600	600
Operating Supplies	-	2,000	-	2,100	2,100	2,200	2,200	2,200
Training and Internal Meetings	10,200	10,000	2,800	10,200	10,400	10,600	10,800	11,100
Travel	100	10,000	-	10,200	10,400	10,600	10,800	11,000
4.3 Contractual Services	22,500	68,000	-	25,000	25,500	26,000	26,500	27,100
5.1 Capital Program Allocation	(37,100)	(84,900)	(3,500)	(29,500)	(29,600)	(29,800)	(29,900)	(30,000)
Capital Program: Salaries & Wages-Direct	(26,600)	(84,900)	(2,500)	(23,200)	(23,200)	(23,200)	(23,200)	(23,200)
Capital Program: Employee Benefits	(10,500)	-	(1,000)	(6,300)	(6,400)	(6,600)	(6,700)	(6,800)

Cost Center & Expense Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
884111 - Financial Reporting & Accounting	3,132,000	3,382,000	664,100	3,440,900	3,467,200	3,494,000	3,521,000	3,548,400
2.1 Salaries & Wages	1,825,000	1,710,600	468,600	1,923,000	1,923,000	1,923,000	1,923,000	1,923,000
2.2 Workforce Development	-	12,800	-	12,800	12,800	12,800	12,800	12,800
2.3 Overtime	400	1,000	800	1,000	1,000	1,000	1,000	1,000
2.4 Employee Benefits	565,800	507,900	150,500	576,800	588,300	599,800	611,400	622,900
2.5 Transition Services	206,500	247,300	-	180,000	180,000	180,000	180,000	180,000
4.2 Supplies & Other	59,700	89,400	3,500	98,000	99,800	101,800	103,800	105,900
Memberships, Licenses & Subscriptions	6,200	5,000	700	7,000	7,100	7,300	7,400	7,600
Mileage and Parking	1,800	3,000	-	3,100	3,100	3,200	3,200	3,300
Office Supplies	17,300	34,000	1,800	34,700	35,400	36,100	36,800	37,500
Training and Internal Meetings	13,100	10,000	(500)	15,000	15,300	15,600	15,900	16,200
Travel	3,600	10,400	-	10,600	10,800	11,000	11,300	11,500
Postage	16,800	23,000	1,500	23,500	23,900	24,400	24,900	25,400
Tuition Refund	900	4,000	-	4,100	4,200	4,200	4,300	4,400
4.3 Contractual Services	474,600	813,000	40,700	649,300	662,300	675,600	689,000	702,800
Contractual Operating Services	4,200	4,700	100	4,800	4,900	5,000	5,100	5,200
Contractual Professional Services	253,300	513,000	34,300	343,300	350,200	357,200	364,300	371,600
Auditing	217,100	295,300	6,300	301,200	307,200	313,400	319,600	326,000
Grand Total	\$ 14,420,700	\$ 15,643,800	\$ 3,338,800	\$ 16,886,400	\$ 17,118,500	\$ 17,302,400	\$ 17,423,800	\$ 17,546,100



Centralized and Administrative Services include operational functions that serve both water and wastewater operations. The following functional areas are included in this cost center group.

Centralized Services

- ✓ Planning Services (Chief Planning Officer, Systems Planning, Asset Management, Systems Analytics, and Capital Improvement Planning)
- ✓ Information Technology (Office of the CIO, Project Management Office, Infrastructure, Enterprise Asset Management Systems, Business Productivity Systems, Security & Risk, and Service Delivery)
- ✓ Security & Integrity (includes HazMat)
- ✓ Facility Operations
- ✓ Fleet Operations
- ✓ Systems Operations Control
- ✓ Field Service Operations
- ✓ Energy Research & Innovation

Administrative Services

- ✓ Board of Directors
- ✓ Chief Executive Officer
- ✓ Chief Administrative Officer
- ✓ General Counsel
- ✓ Public Affairs
- ✓ Organizational Development
- ✓ Enterprise Risk Management & Safety
- ✓ Financial Services Group (Chief Financial Officer, Financial Reporting & Accounting, Financial Planning & Analysis, Reporting & Compliance, Treasury, Public Finance, Procurement Director, Logistics & Materials, Owners' Representative, Data Analytics & Internal Audit, and Transformation)



Cost Allocation for the functional areas above disburses operational expenses to GLWA's water and wastewater systems using a defined methodology. Cost allocation for both Centralized Services and Administrative Services are allocated based upon a two-step approach.

- ✓ **Step One:** Specifically, identifiable costs to either water or wastewater are isolated for allocation directly to the appropriate system.
- ✓ **Step Two:** The remaining costs, net of those specifically identified in Step One, are allocated using a percentage basis that considers department operations as a whole.

The tables below detail the budgets for the Administrative and Centralized Services cost centers and their projected allocation to GLWA's water and wastewater systems. Data is presented in biennial and five-year budget formats.

Tables 1 and 2 – Costs Allocated to Water and Wastewater (Summary) presents the dollar amount allocated to each system based on the analysis of expenses by cost center for both the biennial and five-year budget periods.

Table 1 – Biennial Cost Allocation Summary

Expense Categories	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Dollar Variance	FY 2022 Percent Variance	FY 2023 Department Requested
Wastewater	\$ 68,343,800	\$ 69,269,800	\$ 15,605,600	\$ 69,487,800	\$ 218,000	0.3%	\$ 70,002,500
Administrative Services	14,477,800	15,854,600	3,091,100	17,617,700	1,763,100	11.1%	18,121,600
Centralized Services	53,866,000	53,415,200	12,514,500	51,870,100	(1,545,100)	-2.9%	51,880,900
Water	63,311,000	65,160,900	14,523,800	70,520,900	5,360,000	8.2%	72,075,100
Administrative Services	14,477,700	15,854,700	3,091,100	17,185,700	1,331,000	8.4%	17,681,000
Centralized Services	48,833,300	49,306,200	11,432,700	53,335,200	4,029,000	8.2%	54,394,100
Grand Total	\$ 131,654,800	\$ 134,430,700	\$ 30,129,400	\$ 140,008,700	\$ 5,578,000	4.1%	\$ 142,077,600

Table 2 – Five Year Cost Allocation Summary

Expense Categories	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Wastewater	\$ 68,343,800	\$ 69,269,800	\$ 15,605,600	\$ 69,487,800	\$ 70,002,500	\$ 71,191,500	\$ 71,627,400	\$ 72,293,500
Administrative Services	14,477,800	15,854,600	3,091,100	17,617,700	18,121,600	18,368,400	18,470,300	18,793,200
Centralized Services	53,866,000	53,415,200	12,514,500	51,870,100	51,880,900	52,823,100	53,157,100	53,500,300
Water	63,311,000	65,160,900	14,523,800	70,520,900	72,075,100	71,941,800	71,842,200	72,498,400
Administrative Services	14,477,700	15,854,700	3,091,100	17,185,700	17,681,000	17,919,000	18,011,800	18,325,600
Centralized Services	48,833,300	49,306,200	11,432,700	53,335,200	54,394,100	54,022,800	53,830,400	54,172,800
Grand Total	\$ 131,654,800	\$ 134,430,700	\$ 30,129,400	\$ 140,008,700	\$ 142,077,600	\$ 143,133,300	\$ 143,469,600	\$ 144,791,900



Table 3 Cost Allocation - Water and Wastewater Percentages presents the projected aggregate allocation percentages for the five-year period 2022 through 2026. The percentages are based off the data presented in tables 1 and 2 above and forecasted expenditures for periods 2024-2026.

Table 3 – Five Year Projected Cost Allocated Percentages

Expense Categories	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Activity as of 09.30.2020	FY 2022 Department Requested	FY 2022 Percent Variance	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested
Centralized Services	100.0%	100.0%	100.0%	100.0%	2.4%	100.0%	100.0%	0.0%	0.0%
Water	47.5%	48.0%	47.7%	50.7%	8.2%	51.2%	50.6%	50.3%	50.3%
Wastewater	52.5%	52.0%	52.3%	49.3%	-2.9%	48.8%	49.4%	49.7%	49.7%
Administrative Services	100.0%	100.0%	100.0%	100.0%	9.8%	100.0%	100.0%	0.0%	0.0%
Water	50.0%	50.0%	50.0%	49.4%	8.4%	49.4%	49.4%	49.4%	49.4%
Wastewater	50.0%	50.0%	50.0%	50.6%	11.1%	50.6%	50.6%	50.6%	50.6%
Total Allocated Services	100.0%	100.0%	100.0%	100.0%	4.1%	100.0%	100.0%	0.0%	0.0%
Water	48.1%	48.5%	48.2%	50.4%	8.2%	50.7%	50.3%	50.1%	50.1%
Wastewater	51.9%	51.5%	51.8%	49.6%	0.3%	49.3%	49.7%	49.9%	49.9%

Tables 4 through 7 list the Administrative and Centralized Services contracts and cost centers that receive specific water and/or sewer accounting treatment as noted above.

Table 4 – Administrative Services Water/Sewer Specific Contracts

Cost Center	Contract/Cost Center	Vendor	Description of Service	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	Allocation
884124 - Logistics & Materials	New Melvindale Warehouse	TBD	Warehouse Rental	\$ 540,000	\$ 550,800	\$ 561,800	\$ 573,100	\$ 584,500	90% Sewer, 10% Water
Total				\$ 540,000	\$ 550,800	\$ 561,800	\$ 573,100	\$ 584,500	

Table 5 – Centralized Services Water Specific Contracts

Cost Center	Contract/Cost Center	Vendor	Description of Service	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	Allocation
886101 - Systems Planning	TBD	Aquasight	Water Performance Monitoring	350,000	350,000	350,000	350,000	350,000	Water
886101 - Systems Planning	TBD	TBD	Water Master Plan Update	500,000	1,500,000	1,000,000	500,000	-	Water
886401 - Systems Analytics	CS-039	Black & Veatch	Units of Service D+ Region	300,000	309,000	318,300	327,800	337,700	Water
886201 - Asset Management	TBD	TBD	Linear System Integrity Program	3,428,400	3,428,400	2,870,600	2,870,600	3,217,500	Water
882431 - Field Service Operations	CON-181	Lakeshore Global	Water Transmission Main Repair	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	Water
882431 - Field Service Operations	WS-695C	Hydromax	Transmission Main Exercising	1,866,700	1,866,700	1,866,700	1,866,700	1,866,700	Water
Total				\$ 8,945,100	\$ 9,954,100	\$ 8,905,600	\$ 8,415,100	\$ 8,271,900	

Table 6 – Centralized Services Sewer Specific Contracts

Cost Center	Contract/Cost Center	Vendor	Description of Service	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	Allocation
882431 - Field Service Operations	CON-149	Inland Waters	Emergency Sewer Repair	\$ 4,918,400	\$ 4,918,400	\$ 4,918,400	\$ 4,918,400	\$ 4,918,400	Sewer
886201 - Asset Management	TBD	TBD	Linear System Integrity Program	100,000	100,000	100,000	100,000	100,000	Sewer
886401 - Systems Analytics	CON-179	PCI	Sewer Meter Support	490,000	490,000	490,000	490,000	490,000	Sewer
886401 - Systems Analytics	CS-236	Applied Science	Meter Dye Testing	425,000	425,000	425,000	425,000	425,000	Sewer
886401 - Systems Analytics	CS-239	CDM Michigan	Good Sewer Metering	600,000	600,000	700,000	730,000	760,000	Sewer
882301 - Systems Operational Control	USGS River Survey	USGS	River Survey	273,000	273,000	273,000	273,000	136,500	Sewer
881202 - Hazmat	Entire Cost Center	N/A	N/A	1,666,500	1,627,400	1,792,400	1,798,300	1,776,100	Sewer
Total				\$ 8,472,900	\$ 8,433,800	\$ 8,698,800	\$ 8,734,700	\$ 8,606,000	



Central and Admin Services
Budget & Five-Year Plan
FY 2022 through FY 2026

Table 7 – Centralized Services Water/Sewer Specific Contracts

Cost Center	Contract/Cost Center	Vendor	Description of Service	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	Allocation
882301 - Systems Operational Control	CON-089A	Lakeshore Global	Low Voltage Wiring	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	50% Water, 50% Sewer
882301 - Systems Operational Control	Non Specific	N/A	N/A	9,929,900	9,929,900	9,929,900	9,929,900	10,066,400	55% Water, 45% Sewer
Total				\$ 12,029,900	\$ 12,029,900	\$ 12,029,900	\$ 12,029,900	\$ 12,166,400	

Financial Plan Calendar – As of December 18, 2020

FY 2022 and 2023 Biennial Budget & Five-Year Financial Planning Cycle

The Great Lakes Water Authority (GLWA) Financial Planning Cycle includes:

1. FY 2022 and 2023 Biennial Budget
2. FY 2022 through FY 2026 Five-Year Financial Plan
3. FY 2022 through FY 2026 Five-Year Capital Improvement Plan
4. FY 2022 Schedule of Revenues and Charges

The schedule below reflects planning for the comprehensive GLWA Financial Plan.

Date	Activity
Thursday, October 29, 2020	Analytical Work Group – Exceedances (exceedances to notified to communities by October 1st, meet by November 1 st and AWG by December 1st)
<i>Tuesday, November 10, 2020</i>	<i>Charges Rollout Meeting #1 – Water & Sewer Capital Improvement Plan Version 1.0</i>
<i>Thursday, November 19, 2020</i>	<i>Charges Rollout Meeting #2 – Units of Service Update</i>
Tuesday, December 1, 2020	GLWA and DWSD (City) - Exchange shared services to be provided and related costs (Shared Services Agreement 5.4)
Friday, December 18, 2020	GLWA Audit Committee Meeting – Revenue Requirement & Charges Status Report
Friday, January 1, 2021	DWSD – Preliminary two-year budget forecast Including key assumptions and impact statement due to GLWA (Water and Sewer Services Agreement 5.3a)
<i>Thursday, January 7, 2021</i>	<i>Charges Rollout Meeting #3 – Proposed FY 2022 Revenue Requirement and Charges</i>
Wednesday, January 13, 2021	GLWA Regular Board Workshop - Review Proposed FY 2022 and 2023 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan & Proposed FY 2022 Charges
Friday, January 15, 2021	GLWA Audit Committee Meeting – Regular Meeting
<i>Thursday, January 21, 2021</i>	<i>Charges Rollout Meeting #4 – Feedback and Review of Proposed FY 2022 Revenue Requirements and Service Charges</i>

Date	Activity
Friday, January 22, 2021 <i>(Note: 30 days before is Monday, January 25, 2020)</i>	Mail Notice to Member Partners of Public Hearing to be held on February 24, 2021 (minimum 30 days prior to Act 279 Public Hearing) (D)
Wednesday, January 27, 2021	GLWA Regular Board Meeting
Monday, February 1, 2021	DWSD – Current capital improvement plan due to GLWA (Water and Sewer Services Agreement 5.3d(i))
Friday, February 5, 2021	Publish notice of the hearing by publication in a newspaper of general circulation (B)
Wednesday, February 24, 2021	GLWA Board Meeting – Public Hearing FY 2022 & FY 2023 Biennial Budget (A, D) and Possible Adoption of FY 2022 & FY 2023 Biennial Budget
Wednesday, February 24, 2021	GLWA Board Meeting – Public Hearing FY 2022 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) (C) and Possible Adoption of FY 2022 Schedule of Revenues and Charges
Wednesday, February 24, 2021	GLWA Board Meeting – Proposed Approval of the FY 2022 & FY 2023 Biennial Budget (A)
Wednesday, February 24, 2021	GLWA Board Meeting – Proposed Approval of FY 2022–2026 Capital Improvement Plan
Wednesday, February 24, 2021	GLWA Board Meeting – Public Hearing & Proposed Approval of FY 2022 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) (C)
Monday, March 1, 2021	Mail Notice to Member Partners of Approved Charges
Tuesday, March 23, 2021	DWSD – Local system adopted biennial budget due to GLWA (Water and Sewer Services Agreement 5.3b)
Saturday, May 1, 2021	DWSD – Local system provides direction to GLWA on how to apply lease payment (Water and Sewer Services Agreement 4.3)
Thursday, July 1, 2021	GLWA – Effective date of FY 2022 and FY 2023 Biennial Budget, FY 2022 Schedule of Charges, and FY 2022-2026 Capital Improvement Plan

(A) thru (D) - The above schedule is designed to meet applicable statutory and contractual requirements with excerpts shown below.

- A. **Uniform Budgeting and Accounting Act, Act 2 of 1968, Section 141.434**, “Before final passage of a general appropriations act by the legislative body, a public hearing shall be held as required by 1963 (2nd Ex Sess) PA 43, MCL 141.411 to 141.415, and the open meetings act, 1976 PA 267, MCL 15.261 to 15.275.” (For purposes of Public Act 2, the GLWA Board is the legislative body.)
- B. **Budget Hearings of Local Governments, Act 43 of 1963 (2nd Ex. Sess.), Section 141.412**, “The local unit shall give notice of the hearing by publication in a newspaper of general circulation within the local unit at least 6 days before the hearing.” (For purposes of Public Act 2, the GLWA Board is a local unit.)
- C. **Home Rule City Act, Act 279 of 1909, Section 117.5e**, “Municipal water or sewage system; annual audit; public hearing before proposed rate increase. A municipal water or sewage system established by a city incorporated under this act which serves more than 40% of the population of the state shall:(b) Hold at least 1 public hearing at least 120 days before a proposed rate increase is scheduled to take effect. Each hearing shall be conducted in compliance with Act No. 267 of the Public Acts of 1976, being sections 15.261 to 15.275 of the Michigan Compiled Laws. Notice of the time, date, and place of each hearing shall be given in the manner required by Act No. 267 of the Public Acts of 1976, shall be prominently printed in a daily newspaper of general circulation within the area, and shall be mailed to each city, village, or township served by the system not less than 30 days before each hearing. A final vote by the governing body of the city to implement a proposed rate increase shall not be taken until the hearings provided for in this subdivision are concluded and the results of those hearings are considered by the city's governing body.” (Emphasis added)

It should be noted that the Home Rule City Act does not apply to GLWA. It is relevant to GLWA’s planning cycle, however, as it is referenced in the *Wholesale Customer Model Water Contract* as noted below.

- D. **GLWA Wholesale Customer Model Water Contract Section 7.02** provides: “Notification of Rates. As soon as possible in the ratemaking process, the Board shall provide information on proposed rates and the draft data and information used in the calculation of proposed rates in a format that will enable Customer to assist in the ratemaking process. Not less than thirty calendar days prior to the hearing required by Act 279, the Board shall provide Customer with written notice of a proposed rate and the underlying data used to calculate the rate. The Board shall meet with Customer to review the rate and the data.” (Emphasis added; Act 279 is the Home Rule City Act noted above.) As a result of the model contract language, the result is that the Public Hearing should be scheduled no later than March 3rd of each year.



**Financial Services
Audit Committee Communication**

Date: December 18, 2020

To: Great Lakes Water Authority Audit Committee

From: Nicolette N. Bateson, Chief Financial Officer Treasurer

Re: Proposed FY 2031 Ten-Year Financial Plan

Background: At least annually, the Great Lakes Water Authority (GLWA) updates its ten-year financial plan. This is often done in conjunction with the annual budgeting cycle, in preparation for a bond transaction, or when new facts, circumstances, or programs arise that call for better understanding a current decision point with the added context of long-term financial implications. The last updates were in the form of the financial feasibility analysis within the official statements for refunding transactions released in April 2020 for the water system and June 2020 for the sewer system.

Analysis: Attached are the following.

- A. Updated proposed ten-year financial plan reflect the upcoming discussion of the FY 2022 & 2023 Biennial Budget and Five-Year Plan.
- B. Also attached is a presentation that will be reviewed with the Audit Committee
“Proposed FY 2022+ Financial Plan - Top Ten Highlights”

Proposed Action: Receive and file report.



Regional System
Water and Sewer Funds

Ten Year Financial Plan
Through FY 2031

Presented to
GLWA Audit Committee
December 18, 2020

tFg
THE FOSTER GROUP

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BART FOSTER, PRESIDENT
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BFOSTER@FOSTERGROUPLLC.COM

MEMORANDUM

GLWA Financial Forecast Update

December 17, 2020

To: Nicolette Bateson

From: Bart Foster

This memorandum is intended to introduce updated long-term financial plan forecasts for the GLWA Regional System Water and Sewer funds, prepared in coordination with development of the Fiscal Year 2022 budget and charges. These PRELIMINARY updated projections reflect forecasted financial results for a ten-year¹ projection period (*Fiscal Year 2021 through Fiscal Year 2031*) for GLWA's capital and operating requirements. Separate exhibits are designed to summarize forecasts for both the Water Fund and the Sewer Fund. These forecast summaries are presented in similar format to prior published work products we have prepared in various forums, which largely focused on revenue requirements (reflected as either "budget" or "cash" basis) in a manner that aligns with requirements of the GLWA Master Bond Ordinances (MBO's). We are in the process of updating the forecast exhibits that illustrate projected "GAAP basis" results. Those exhibits will be presented in subsequent documents.

This version of the forecast report is entirely focused on projected financial results for the GLWA Regional System. We are in the process of incorporating preliminary budget and forecast information for the DWSD Local System into the comprehensive forecast. Those exhibits will also be presented in subsequent documents.

Executive Summary Takeaways

- This forecast introduces recommended overall ***System Charge Adjustments*** of a 2.0% increase for Water and a 0.2% decrease for Sewer.
 - *The Water adjustment is proposed to increase the average charge to Member Partners by 2.0% is the product of:*
 - 1.2% to address a \$3.95 million revenue requirement increase;
 - 1.0% to address a \$3.61 million decrease in budgeted non-operating revenue;

¹ Actually 11 years, including estimated results for the current year.

- -0.2% (reduction) to reflect a \$0.8 million increase in budgeted water sales under existing charges
- *The 0.2% Sewer decrease has been established to result in no increase in charges paid via the recently proposed SHAREs and is the product of:*
 - 0.9% to address a \$4.18 million decrease in budgeted non-operating revenue
 - 0.9% to address a negative budgeted revenue variance totaling \$4.23 million, which is made up of:
 - the \$5.96 million decrease in charge revenue associated with of the revenue related to the OMID contribution, offset by:
 - a moderate \$0.44 million increase in baseline billings to industrial specific customers, and:
 - the decision to not include any bad debt expense related to Highland Park in the FY 2022 charges to suburban wholesale Member Partners
 - -2.0% (reduction) to decrease the overall revenue requirement by \$9.54 million in order to balance the revenue requirement and meet the objective of no System Charge adjustment for SHAREs Member Partners
- *These proposed adjustments will be more fully documented in the coming weeks, as the FY 2022 Charges are formally presented.*
- Despite the lower FY 2022 charge adjustments (compared to the 2nd year of the existing biennial budget) the budgeted FY 2022 amounts available for the I&E Funds are approximately \$30 million for each System.
- The Water CIP creates relatively more financing pressure on the forecast than does the Sewer CIP. As a result the Water System forecast contains continuation of significant debt financing, while mostly “pay go” capital financing is forecasted for the Sewer System towards the end of the ten year period.
 - *This fundamental difference in the Water and Sewer Forecasts is highlighted throughout this memorandum and in the accompanying exhibits.*

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Forecast Introduction and Exhibits

The efforts undertaken to prepare these forecasts are consistent with the analyses that we utilize to prepare financial feasibility report(s) that we have provided to GLWA in support of financial transactions. However, the efforts to date have not been as rigorous as those designed to support a public offering of debt, and should be considered “**Preliminary**”. We encourage stakeholders to review these forecasts with that understanding in mind. In addition, our formally published forecasts always carry this caveat:

In conducting our studies and formulating our projections and opinions contained herein, we reviewed the books, records, agreements, capital improvement programs and other information produced by the Authority as we deemed necessary. While we consider such books, records, and other documents to be reliable, we have not verified the accuracy of these documents. The projections set forth herein are intended as “forward-looking statements”. Actual results may differ materially from those projected, as influenced by conditions, events, and circumstances that may actually occur.

Having said all that, let’s review our first look at the updated forecasts. First, an introduction of the core executive summary assumptions we’ve incorporated into the baseline analysis.

1. FY 2021 estimated activity is consistent with the formally amended budget, with additional minor estimates to reflect ongoing review.
2. FY 2022 through FY 2026 O&M is consistent with the preliminary budget prepared by GLWA.
 - FY 2022 increase of 2.0% in total (combined Water and Sewer) compared to originally approved FY 2021 budget
 - Water increase is 6.1%, Sewer is a decrease of 1.0% - this reflects diligent review of the FY 2022 budget preparation and individual budget programs
3. Future O&M growth = 2%
4. CIP’s reflects current versions presented to Member Partners on November 10.
5. CIP Expenditure Level reflects a 75% Spend Rate Assumption for entire forecast period.
6. Investment earnings rate = 0.33% for FY 2022, gradually increasing to 1.00% by FY 2026 and 1.50% thereafter (consistent with estimates provided by PFM)
7. Capital financing forecast policy:
 - Fund all Major CIP expenditures via Construction Fund, which is sourced by:
 - SRF loans
 - Transfers from I&E
 - Bond Proceeds
 - Investment Earnings on Bond Proceeds
 - CIP funding source priority:
 - Apply “confirmed” SRF resources to specific projects;

- Identify short lived CIP projects that should be financed by I&E (*currently estimated at 10% of total CIP*)
 - Spend existing I&E Funds until they reach policy minimum (*\$90 million*);
 - Do not rely on annual deposits to I&E to finance CIP until subsequent year(s);
 - Issue debt to finance remainder of annual capital requirements;
 - Plan biennial bond sales in amounts that result in zero “carryover” at end of 2nd year²
8. FY 2022 System Charge adjustments = **2.0% increase** for Water and a **0.2% decrease** for Sewer.
- *Consistent with our understanding of pending charge proposals scheduled to be presented next month*
 - *After recognition of baseline revenue variances, results in overall total FY 2022 revenue requirement adjustments of:*
 - 1.2% **increase** for Water
 - 2.0% **decrease** for Sewer
9. “Top Line” increase in annual revenue requirements = 3% starting in FY 2023.
10. Total GLWA / DWSD “Legacy Pension Obligation” annual payments reduce from \$45.4 million to \$9.0 million starting in FY 2024, and all amounts are treated as a non-operating expense after FY 2023.

The forecasted financial results resulting from our application of these assumptions are summarized in the attached exhibits, and briefly introduced below. The exhibit page number references are consistent between the separate Water (W) and Sewer (S) page numbers.

1. Forecasted CIP Financing Plan
 - Illustrates forecasted plan resulting from application of CIP financing policy noted above. Note that the forecast anticipates the next “new money Regional System” bond transactions to occur in FY 2023 for both the Water and Sewer Systems. These are subject to change, and could be impacted by availability of additional SRF loans, DWSD Local System needs, and/or refinancing opportunities. Also note the relatively larger need for forecasted additional Water bond sales compared to Sewer due to the relatively larger Water CIP requirements. The Sewer forecast anticipates being able to “pay go” all CIP Financing starting in FY 2028.
2. Forecasted CIP Financing Plan Table
 - Same as 1, in tabular form consistent with published Feasibility Reports.
3. Forecasted Application of CIP Funding Sources
 - Illustrates growing utilization of I&E monies to finance annual capital improvements, particularly for Sewer. The Water picture is “muddled” because of the early year spend down of existing balances while the Sewer picture is

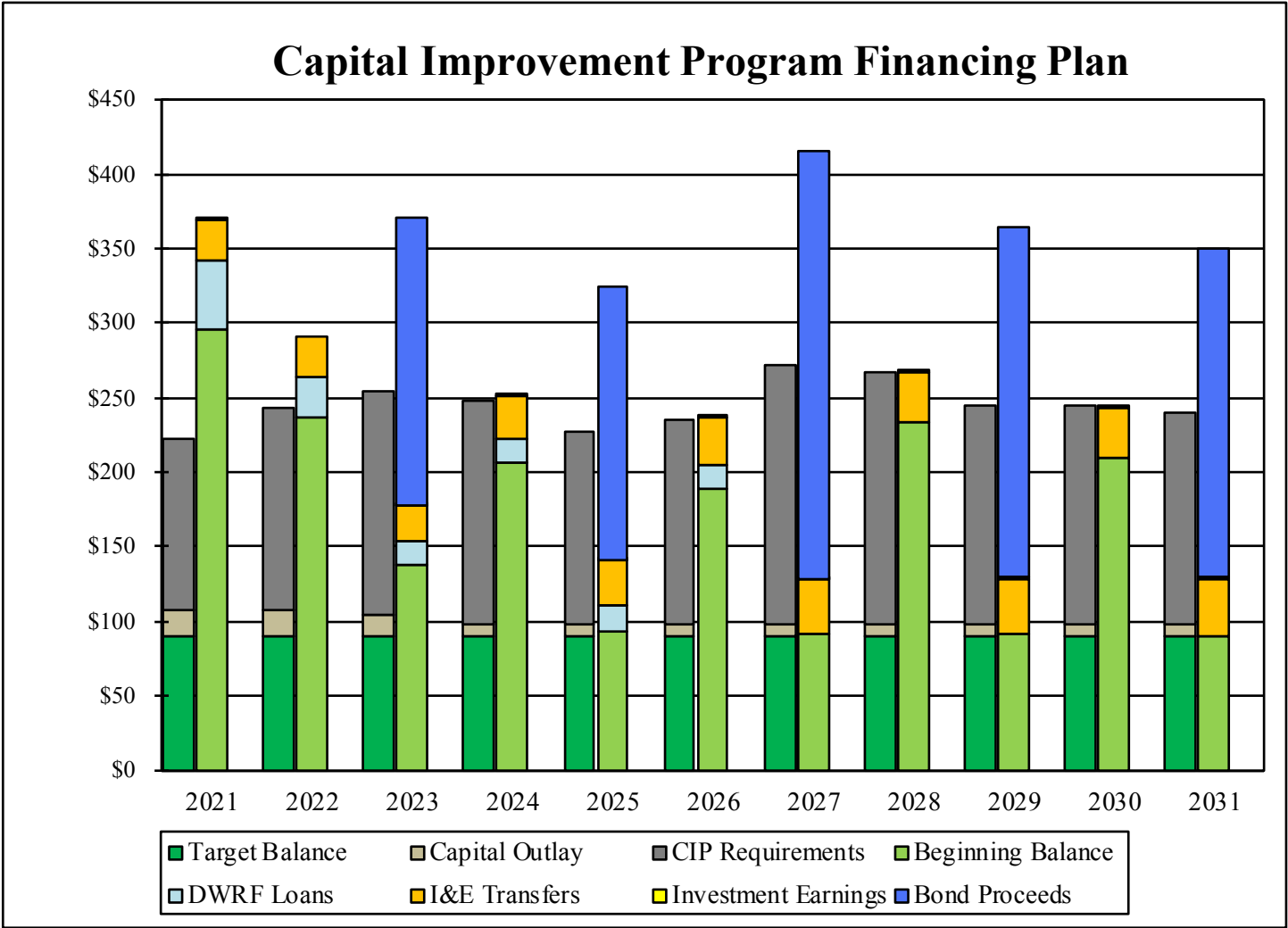
² In prior forecasts a \$50 million annual carryover minimum in Bond Funds was projected. This has been removed to facilitate compliance reporting and to recognize the \$90 million I&E balances.

more evident of steady growth – sufficient to fully fund the CIP and exceed the \$90 million policy minimum by the end of the forecast period.

4. Revenue Requirement Financing Plan
 - Graphical depiction of the “business plan” for the FY 2022 Budget / Charge adjustments of 2% for Water and the moderate reduction for Sewer, then following the 3% top line / 2% O&M growth rate assumption for the balance of the forecast period. Note the relatively stable transfers to Water I&E compared to the rapid growth in the Sewer amounts.
5. Wholesale System Revenue Requirement Financing Plan Table
 - Same as 4, in tabular form consistent with published Feasibility Reports.
6. Forecasted Fund Balance Summary
 - Illustrates “non-restricted” liquidity balances and debt service coverage (as computed for the Regional System portion)
 - Shows forecasted reduction of existing I&E balances to policy minimums for both systems, with Sewer increasing towards the end of the forecast period.
 - * *Note that if full “pay go” status of the Sewer CIP is achieved it would be appropriate to reduce the top line revenue growth assumption in the forecast.*
 - Debt service coverage provided by Regional System net revenues is relatively stable for Water and materially increasing for Sewer.
7. Projected Cash and Investment Balances – Wholesale System Table
 - Same as 6, in tabular form consistent with published Feasibility Reports.
 - Documents forecasted “Days Cash on Hand” metric
8. Relative Revenue Requirement Distribution
 - Illustrates “where each \$ of revenue goes” with respect to revenue requirements. Again, note the reduction in debt service, and corresponding increase in I&E bottom line transfers for Sewer, while the Water bottom line contribution is fairly constant as the relative debt service portion increases.
9. I&E Flow of Funds Forecast
 - Illustrates draw down of existing balances to fund CIP requirements, maintenance of the \$90 million policy minimums, and the growth in annual transfers from revenues, particularly for Sewer.
10. Schedule 1 – Revenue Requirements Budget Summary
 - Budget summary schedule version of Revenue Requirement Financing Plan. Illustrates the “anatomy of a charge increase” calculation introduced in the Executive Summary to this memorandum.
11. Schedule 5 – Capital Financing Budget Summary
 - Budget summary schedule version of Capital Financing Plan. Illustrates the flow of funds concept for the Construction Fund.

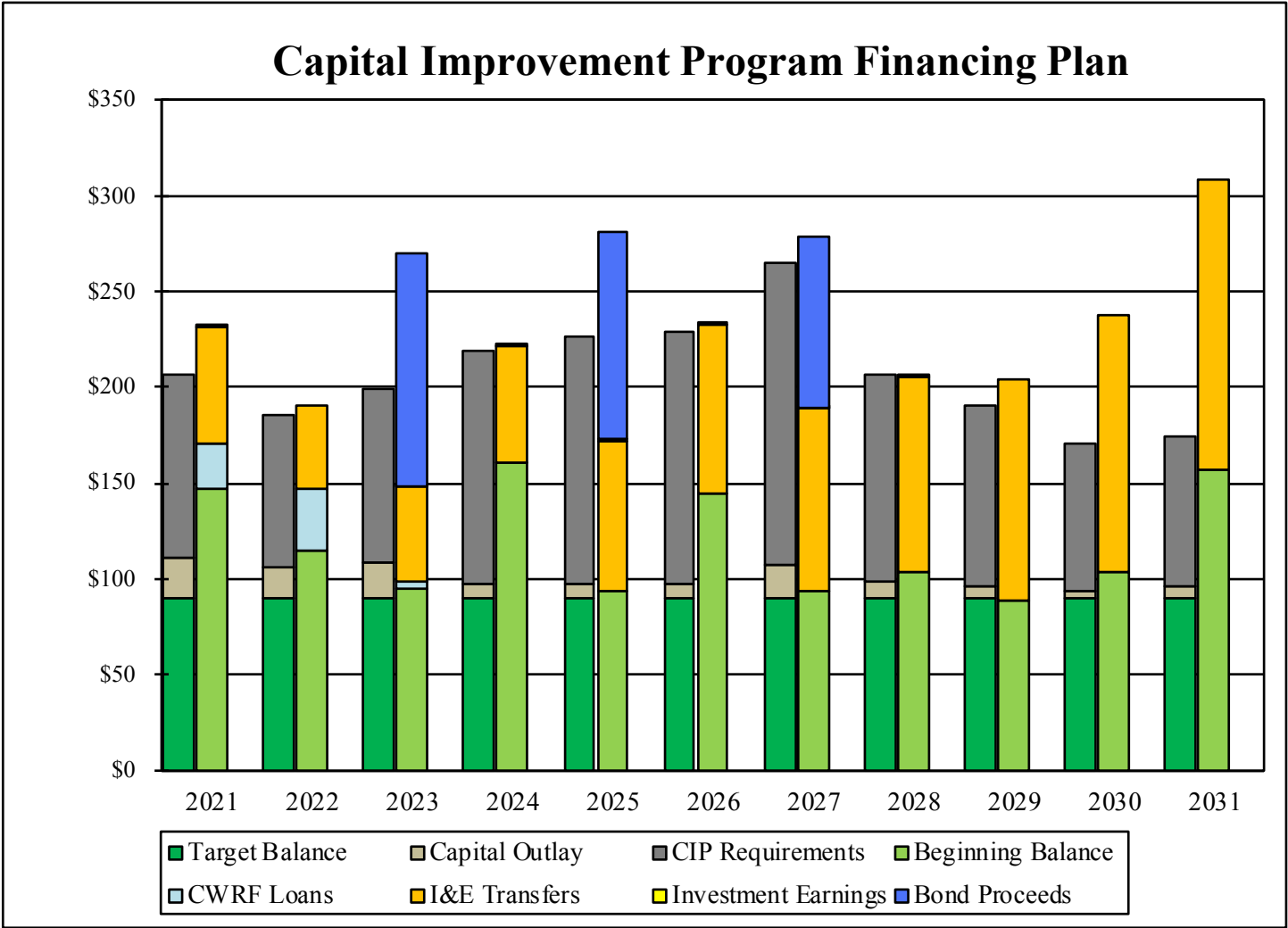
We are hopeful that this executive summary presentation provides a platform for discussion of financial planning policies and assumptions as the development of the FY 2022 Budget and related forecast proceeds. We are prepared to present this material at the Audit Committee meeting scheduled for December 18 and to discuss this matter further at your convenience.

GLWA Water Supply System Financial Plan Summary (\$ millions)



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>Requirements</u>											
Target Balance	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
Capital Outlay	17.9	17.0	14.1	8.8	8.6	8.5	7.9	7.5	7.9	7.4	7.6
CIP Requirement	114.6	136.6	150.6	149.4	128.2	136.8	174.6	170.2	147.1	147.7	142.8
Total	222.5	243.6	254.6	248.1	226.8	235.3	272.5	267.6	245.0	245.0	240.4
<u>Sources</u>											
Beginning Balance	296.0	237.5	138.1	206.2	93.7	188.5	92.3	233.3	91.2	209.3	90.3
DWRF Loans	45.4	26.1	16.6	16.6	16.6	15.8	0.0	0.0	0.0	0.0	0.0
I&E Transfers	28.5	28.1	23.3	28.4	31.3	32.4	35.7	33.4	37.2	34.2	38.9
Investment Earnings	0.1	0.0	0.2	0.7	0.4	1.0	1.1	2.1	0.9	1.8	0.8
Bond Proceeds	0.0	0.0	192.7	0.0	183.3	0.0	286.7	0.0	235.0	0.0	220.9
Total Sources	369.9	291.7	370.9	251.9	325.3	237.6	415.8	268.8	364.3	245.3	350.9
End Balance	237.5	138.1	206.2	93.7	188.5	92.3	233.3	91.2	209.3	90.3	200.4

GLWA Sewage Disposal System Financial Plan Summary (\$ millions)



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>Requirements</u>											
Target Balance	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
Capital Outlay	20.5	16.0	18.2	8.0	7.1	7.6	16.7	9.2	5.7	4.2	5.9
CIP Requirement	95.8	79.3	91.5	121.0	129.7	131.9	158.0	107.4	95.1	76.2	78.0
Total	206.3	185.3	199.7	219.0	226.8	229.5	264.7	206.6	190.7	170.4	173.9
<u>Sources</u>											
Beginning Balance	147.1	114.7	94.7	160.4	93.3	144.0	93.7	104.0	89.2	103.3	156.7
CWRf Loans	23.6	32.0	4.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
I&E Transfers	60.2	43.3	48.9	61.4	79.2	88.7	95.4	101.5	114.8	133.9	150.9
Investment Earnings	0.1	0.0	0.1	0.4	0.2	0.5	0.4	0.2	0.0	0.0	0.0
Bond Proceeds	0.0	0.0	122.2	0.0	108.1	0.0	89.3	0.0	0.0	0.0	0.0
Total Sources	231.0	190.0	270.1	222.2	280.8	233.1	278.7	205.8	204.0	237.2	307.7
End Balance	114.7	94.7	160.4	93.3	144.0	93.7	104.0	89.2	103.3	156.7	223.8

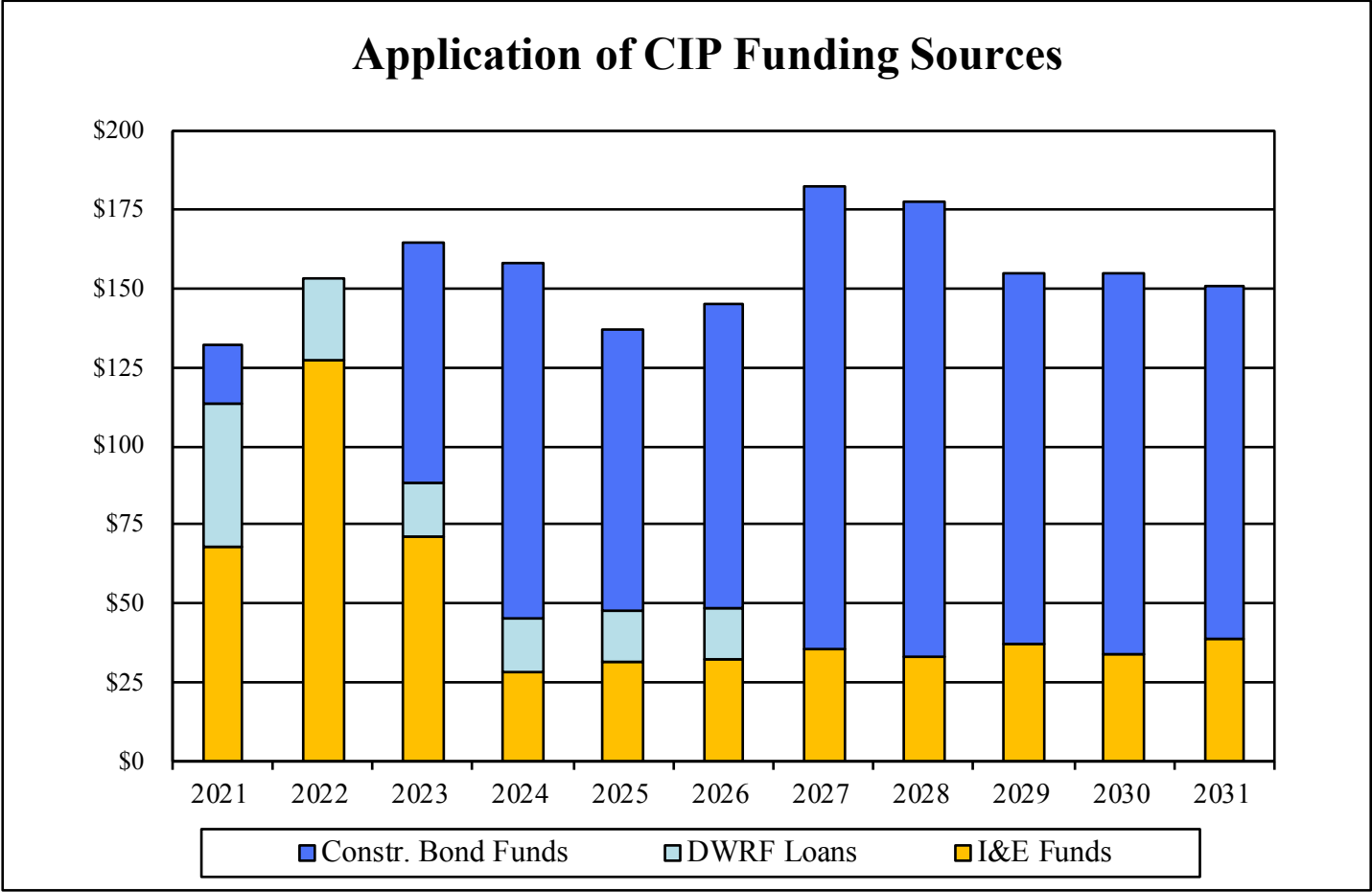
Water Table 4													
GLWA Wholesale System Capital Improvement Program Financing Plan (\$ millions)													
Line		Fiscal Year Ended June 30,											
No.		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Financing Requirements													
1	Budgeted Capital Outlay	17.9	17.0	14.1	8.8	8.6	8.5	7.9	7.5	7.9	7.4	7.6	113.0
2	Major Capital Improvement Program (a)	114.6	136.6	150.6	149.4	128.2	136.8	174.6	170.2	147.1	147.7	142.8	1,598.5
3	Total Financing Requirements	132.5	153.6	164.6	158.1	136.8	145.3	182.5	177.6	155.0	155.0	150.4	1,711.6
Financing Sources													
Construction Fund													
4	Beginning Balance (b)	-	-	-	-	-	-	-	-	-	-	-	(g)
5	State Drinking Water Revolving Fund Loans	74.4	45.8	16.6	16.6	16.6	15.8	-	-	-	-	-	185.8
6	Less: Transfer to DWSD Constr. Fund	(29.0)	(19.7)	-	-	-	-	-	-	-	-	-	(48.7)
7	Net State DWRF Financing for Authority	45.4	26.1	16.6	16.6	16.6	15.8	-	-	-	-	-	137.1
8	Transfers from Water Constr. Bond Fund (Line 20)	19.0	0.0	76.7	113.2	88.9	97.2	146.8	144.3	117.8	120.8	111.5	1,036.2
9	Transfers from Water I&E Fund (Line 26)	50.1	110.5	57.3	19.6	22.7	23.8	27.8	25.9	29.3	26.8	31.3	425.2
10	Total Construction Fund Sources	114.6	136.6	150.6	149.4	128.2	136.8	174.6	170.2	147.1	147.7	142.8	1,598.5
11	Uses - Major CIP Expenditures (Line 2)	114.6	136.6	150.6	149.4	128.2	136.8	174.6	170.2	147.1	147.7	142.8	1,598.5
12	Ending Balance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(h)
Subsidiary Capital Financing Funds													
Construction Bond Fund													
13	Beginning Balance (b)	19.0	-	-	116.2	3.7	98.5	2.3	143.3	1.2	119.3	0.3	19.0 (g)
Bond Proceeds													
14	Water System Revenue Bonds (c)	-	-	205.0	-	195.0	-	305.0	-	250.0	-	235.0	1,190.0
15	Less: Transfer to DWSD Const. Fund (e)	-	-	-	-	-	-	-	-	-	-	-	0.0
16	Less: Issuance Expenses (f)	-	-	(12.3)	-	(11.7)	-	(18.3)	-	(15.0)	-	(14.1)	(71.4)
17	Net Bond Proceeds Available	-	-	192.7	-	183.3	-	286.7	-	235.0	-	220.9	1,118.6
18	Investment Income	0.1	0.0	0.2	0.7	0.4	1.0	1.1	2.1	0.9	1.8	0.8	9.1
19	Total Constr. Bond Fund Sources	19.0	0.0	192.9	116.9	187.4	99.4	290.1	145.5	237.1	121.1	222.0	1,146.6
20	Less: Transfer to GLWA Constr. Fund	(19.0)	0.0	(76.7)	(113.2)	(88.9)	(97.2)	(146.8)	(144.3)	(117.8)	(120.8)	(111.5)	(1,036.2)
21	Ending Balance	0.0	0.0	116.2	3.7	98.5	2.3	143.3	1.2	119.3	0.3	110.4	110.4 (h)
GLWA Regional System Improvement and Extension Account													
22	Beginning Balance (b)	277.0	237.5	138.1	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	277.0 (g)
23	Transfers from Water Receiving Fund	28.5	28.1	23.3	28.4	31.3	32.4	35.7	33.4	37.2	34.2	38.9	351.3
24	Total I&E Fund Sources	305.5	265.6	161.4	118.4	121.3	122.4	125.7	123.4	127.2	124.2	128.9	628.3
25	Less: Capital Outlay (Line 1)	(17.9)	(17.0)	(14.1)	(8.8)	(8.6)	(8.5)	(7.9)	(7.5)	(7.9)	(7.4)	(7.6)	(113.0)
26	Less: Transfer to GLWA Constr. Fund	(50.1)	(110.5)	(57.3)	(19.6)	(22.7)	(23.8)	(27.8)	(25.9)	(29.3)	(26.8)	(31.3)	(425.2)
27	Ending Balance	237.5	138.1	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0 (h)

- (a) From Table 1.
- (b) Estimated balance available June 30, 2020 (applies only to Fiscal Year 2021).
- (c) Par value for future bonds.
- (d) Reserved
- (e) Includes amounts to provide funding to the DWSD CIP.
- (f) Assumes amounts will be required from bond proceeds to fund debt service reserve fund.
- (g) Total column reflects estimated balance available June 30, 2020.
- (h) Total column reflects estimated balance available June 30, 2031.

Sewer Table 4													
GLWA Wholesale System Capital Improvement Program Financing Plan (\$ millions)													
Line		Fiscal Year Ended June 30,											
No.		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Financing Requirements													
1	Budgeted Capital Outlay	20.5	16.0	18.2	8.0	7.1	7.6	16.7	9.2	5.7	4.2	5.9	119.1
2	Major Capital Improvement Program (a)	95.8	79.3	91.5	121.0	129.7	131.9	158.0	107.4	95.1	76.2	78.0	1,163.8
3	Total Financing Requirements	116.3	95.3	109.7	129.0	136.8	139.5	174.7	116.6	100.7	80.4	83.9	1,282.9
Financing Sources													
Construction Fund													
4	Beginning Balance (b)	-	-	-	-	-	-	-	-	-	-	-	(g)
5	State Clean Water Revolving Fund Loans	32.6	40.5	4.1	-	-	-	-	-	-	-	-	77.2
6	Less: Transfer to DWSD Constr. Fund	(9.0)	(8.5)	-	-	-	-	-	-	-	-	-	(17.5)
7	Net State DWRF Financing for Authority	23.6	32.0	4.1	-	-	-	-	-	-	-	-	59.7
8	Transfers from Sewer Constr. Bond Fund (Line 2)	21.2	-	51.9	67.5	57.7	50.8	79.3	14.2	-	-	-	342.7
9	Transfers from Sewer I&E Fund (Line 27)	51.0	47.3	35.4	53.4	72.1	81.0	78.6	93.2	95.1	76.2	78.0	761.4
10	Total Construction Fund Sources	95.8	79.3	91.5	121.0	129.7	131.9	158.0	107.4	95.1	76.2	78.0	1,163.8
11	Uses - Major CIP Expenditures (Line 2)	95.8	79.3	91.5	121.0	129.7	131.9	158.0	107.4	95.1	76.2	78.0	1,163.8
12	Ending Balance	-	-	-	-	-	-	-	-	-	-	-	(h)
Subsidiary Capital Financing Funds													
Construction Bond Funds													
13	Beginning Balance (b)	21.1	-	-	70.4	3.3	54.0	3.7	14.0	-	-	-	166.5 (g)
Bond Proceeds													
14	Sewer System Revenue Bonds (c)	-	-	130.0	-	115.0	-	95.0	-	-	-	-	340.0
15	Less: Transfer to DWSD Const. Fund (e)	-	-	-	-	-	-	-	-	-	-	-	-
16	Less: Issuance Expenses (f)	-	-	(7.8)	-	(6.9)	-	(5.7)	-	-	-	-	(20.4)
17	Net Bond Proceeds Available	-	-	122.2	-	108.1	-	89.3	-	-	-	-	319.6
18	Investment Income	0.1	-	0.1	0.4	0.2	0.5	0.4	0.2	-	-	-	2.0
19	Total Constr. Bond Fund Sources	21.2	-	122.3	70.8	111.6	54.5	93.4	14.2	-	-	-	488.1
20	Less: Transfer to GLWA Constr. Fund	(21.2)	-	(51.9)	(67.5)	(57.7)	(50.8)	(79.3)	(14.2)	-	-	-	(342.7)
21	Ending Balance	-	-	70.4	3.3	54.0	3.7	14.0	-	-	-	-	145.4 (h)
GLWA Regional System Improvement and Extension Account													
22	Beginning Balance (b)	126.0	114.7	94.7	90.0	90.0	90.0	90.0	89.2	103.3	156.7	1,134.6 (g)	
23	Transfers from Sewer Receiving Fund	40.9	34.6	48.9	61.4	79.2	88.7	95.4	101.5	114.8	133.9	150.9	950.3
24	Other Sources - DWSD Loan Receivable Pmts	19.3	8.7	-	-	-	-	-	-	-	-	-	28.0
25	Total I&E Fund Sources	186.2	158.0	143.6	151.4	169.2	178.7	185.4	191.5	204.0	237.2	307.7	2,112.8
26	Less: Capital Outlay (Line 1)	(20.5)	(16.0)	(18.2)	(8.0)	(7.1)	(7.6)	(16.7)	(9.2)	(5.7)	(4.2)	(5.9)	(119.1)
27	Less: Transfer to GLWA Constr. Fund	(51.0)	(47.3)	(35.4)	(53.4)	(72.1)	(81.0)	(78.6)	(93.2)	(95.1)	(76.2)	(78.0)	(761.4) (h)
28	Ending Balance	114.7	94.7	90.0	90.0	90.0	90.0	90.0	89.2	103.3	156.7	223.8	1,232.4

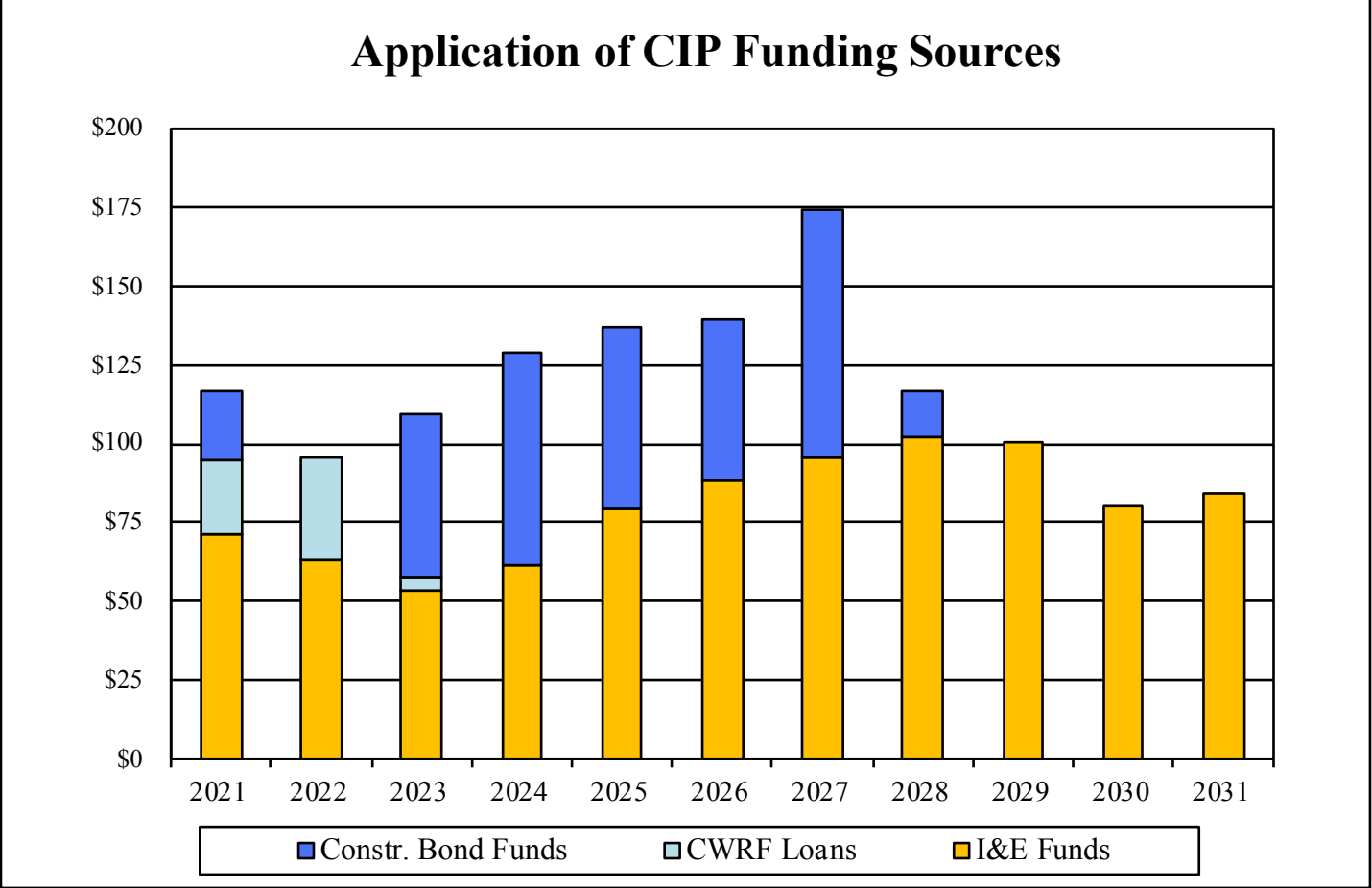
- (a) From Table 1.
- (b) Estimated balance available June 30, 2020 (applies only to Fiscal Year 2021).
- (c) Par value for future bonds.
- (d) Reserved
- (e) Includes amounts to provide funding to the DWSD CIP.
- (f) Assumes amounts will be required from bond proceeds to fund debt service reserve fund.
- (g) Total column reflects estimated balance available June 30, 2020.
- (h) Total column reflects estimated balance available June 30, 2031.

GLWA Water Supply System Financial Plan Summary (\$ millions)



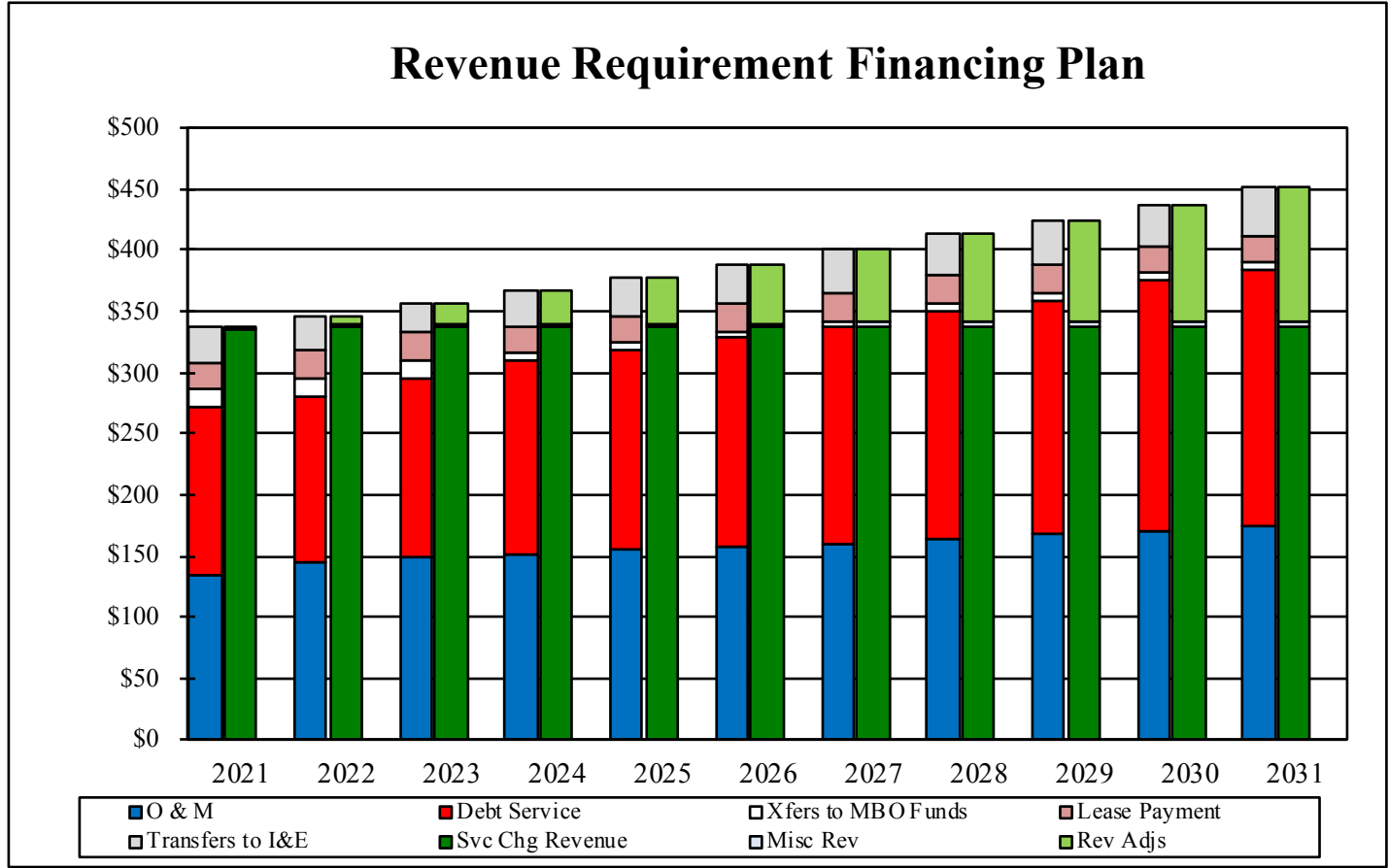
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
I&E Funds	68.0	127.5	71.4	28.4	31.3	32.4	35.7	33.4	37.2	34.2	38.9
DWRF Loans	45.4	26.1	16.6	16.6	16.6	15.8	0.0	0.0	0.0	0.0	0.0
Constr. Bond Funds	19.0	0.0	76.7	113.2	88.9	97.2	146.8	144.3	117.8	120.8	111.5
<i>I&E % of Total</i>	<i>51%</i>	<i>83%</i>	<i>43%</i>	<i>18%</i>	<i>23%</i>	<i>22%</i>	<i>20%</i>	<i>19%</i>	<i>24%</i>	<i>22%</i>	<i>26%</i>

GLWA Sewage Disposal System Financial Plan Summary (\$ millions)



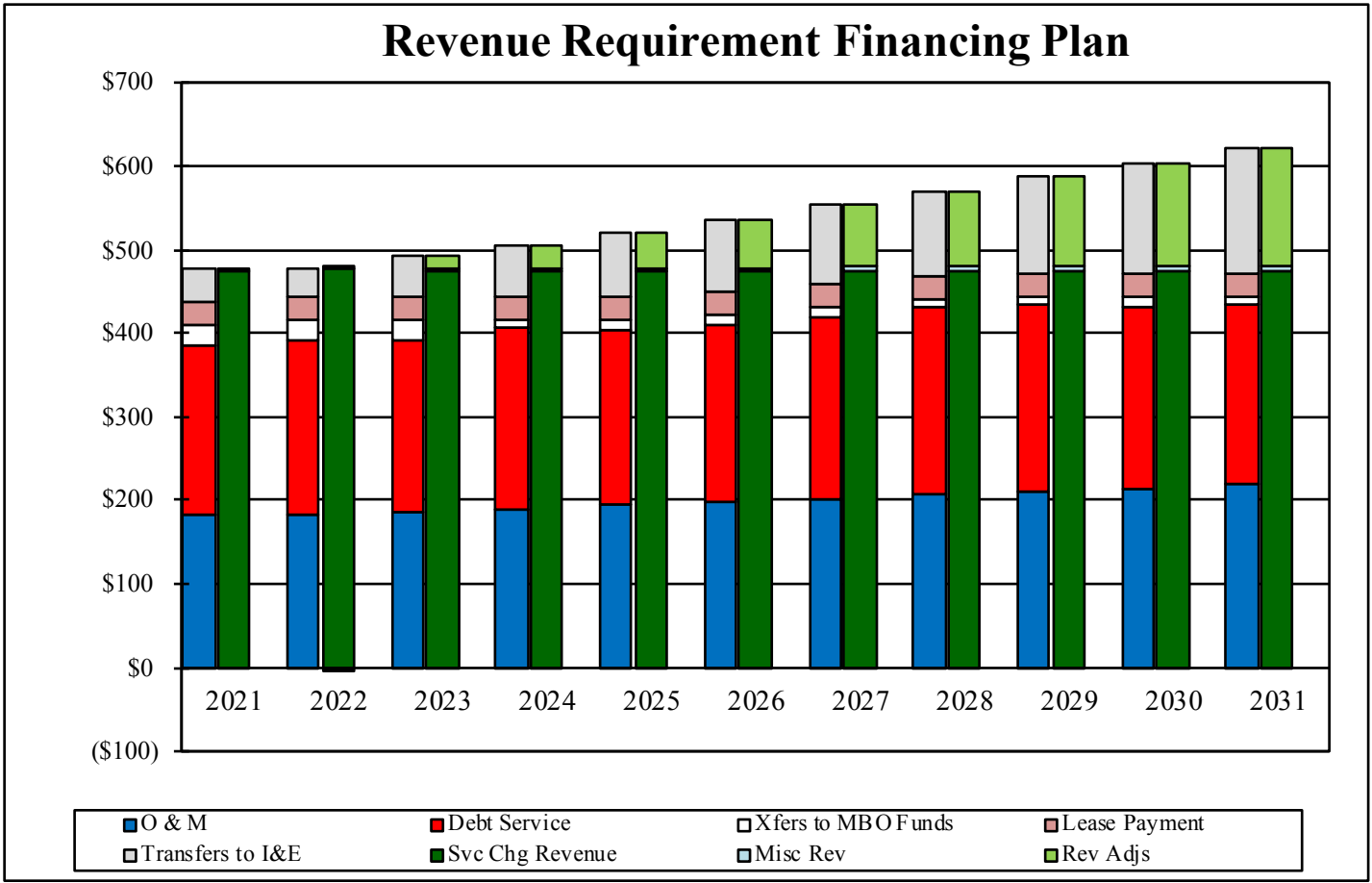
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
I&E Funds	71.5	63.3	53.6	61.4	79.2	88.7	95.4	102.3	100.7	80.4	83.9
CWRP Loans	23.6	32.0	4.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Constr. Bond Funds	21.2	0.0	51.9	67.5	57.7	50.8	79.3	14.2	0.0	0.0	0.0
<i>I&E % of Total</i>	<i>61%</i>	<i>66%</i>	<i>49%</i>	<i>48%</i>	<i>58%</i>	<i>64%</i>	<i>55%</i>	<i>88%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>

GLWA Water Supply System Financial Plan Summary (\$ millions)



REVENUE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Svc. Chg. Revenue	335.1	337.6	337.6	337.6	337.6	337.6	337.6	337.6	337.6	337.6	337.6
Charge Adjustments		2.0%	3.0%	2.9%	2.9%	2.8%	2.7%	3.0%	3.0%	3.0%	3.0%
Revenue from Adjs		6.8	17.1	27.5	38.2	48.9	59.4	71.3	83.7	96.4	109.5
Other	1.5	1.2	1.2	1.5	1.8	2.5	3.6	3.7	3.7	3.8	3.8
Total Revenue	336.5	345.6	356.0	366.6	377.6	389.0	400.6	412.7	425.0	437.8	450.9
BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
O&M Expense	134.1	145.5	149.5	151.6	154.8	157.5	160.7	163.9	167.1	170.5	173.9
Debt Service	137.4	135.5	146.5	158.9	163.0	170.5	175.8	187.0	192.3	204.6	209.6
Xfers to MBO Funds	14.0	14.0	14.1	5.2	6.1	6.1	6.0	5.9	5.9	6.0	6.0
Lease Payment	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5
Transfers to I&E	28.5	28.1	23.3	28.4	31.3	32.4	35.7	33.4	37.2	34.2	38.9
Total BUDGET	336.5	345.6	356.0	366.6	377.6	389.0	400.6	412.7	425.0	437.8	450.9
Balance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(0.0)

GLWA Sewage Disposal System Financial Plan Summary (\$ millions)



REVENUE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Svc. Chg. Revenue	475.9	476.9	475.6	475.6	475.6	475.6	475.6	475.6	475.6	475.6	475.6
Charge Adjustments		-0.2%	3.2%	2.9%	3.0%	2.9%	2.8%	3.0%	3.0%	3.0%	2.9%
Revenue from Adjs		(1.1)	14.3	28.6	43.5	58.4	73.2	89.8	106.9	124.2	141.6
Other	1.4	1.4	1.6	2.0	2.3	3.1	4.4	4.4	4.4	4.7	5.4
Total Revenue	477.4	477.2	491.5	506.3	521.5	537.1	553.2	569.8	586.9	604.5	622.6
BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
O&M Expense	182.3	183.1	185.6	190.3	194.1	198.3	202.3	206.3	210.4	214.6	218.9
Debt Service	201.8	207.2	204.6	218.0	209.9	211.8	217.6	224.2	223.8	218.1	214.9
Xfers to MBO Funds	24.9	24.8	24.9	9.0	10.8	10.8	10.5	10.3	10.3	10.3	10.4
Lease Payment	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5
Transfers to I&E	40.9	34.6	48.9	61.4	79.2	88.7	95.4	101.5	114.8	133.9	150.9
Total BUDGET	477.4	477.2	491.5	506.3	521.5	537.1	553.2	569.8	586.9	604.5	622.7
Balance	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)

Water Table 5a
Wholesale System Revenue Requirement Financing Plan (\$ millions)

Line No.	Item	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue (a)												
1	Operating Revenue Under Existing Charges	335.1	337.6	337.6	337.6	337.6	337.6	337.6	337.6	337.6	337.6	337.6
<u>Projected Revenue from Adjustments</u>												
2	FY 2022: 2.0%		6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8
3	FY 2023: 3.0%			10.4	10.4	10.4	10.4	10.4	10.4	10.4	10.4	10.4
4	FY 2024: 2.9%				10.4	10.4	10.4	10.4	10.4	10.4	10.4	10.4
5	FY 2025: 2.9%					10.7	10.7	10.7	10.7	10.7	10.7	10.7
6	FY 2026: 2.8%						10.7	10.7	10.7	10.7	10.7	10.7
7	FY 2027: 2.7%							10.5	10.5	10.5	10.5	10.5
8	FY 2028: 3.0%								11.9	11.9	11.9	11.9
9	FY 2029: 3.0%									12.4	12.4	12.4
10	FY 2030: 3.0%										12.7	12.7
11	FY 2031: 3.0%											13.1
12	Total Projected Revenue from Water Charges	335.1	344.4	354.7	365.1	375.8	386.5	397.0	409.0	421.3	434.0	447.1
13	Other Revenue	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
14	Non-Operating Revenue	1.3	1.0	1.0	1.3	1.6	2.3	3.4	3.5	3.5	3.6	3.6
15	Total Revenue Available	336.5	345.6	356.0	366.6	377.6	389.0	400.6	412.7	425.0	437.8	450.9
Revenue Requirements												
16	Transfer to GLWA Regional O&M Account	134.1	145.5	149.5	151.6	154.8	157.5	160.7	163.9	167.1	170.5	173.9
18	Total O&M Expense	140.2	151.5	155.6	151.6	154.8	157.5	160.7	163.9	167.1	170.5	173.9
19	Debt Service Allocation - Regional System	137.4	135.5	146.5	158.9	163.0	170.5	175.8	187.0	192.3	204.6	209.6
20	Non-Operating Portion of Pension Obligation	5.4	5.4	5.4	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
21	B & C Note Non-Operating Payments	0.9	0.9	0.9	0.9	1.7	1.6	1.4	1.3	1.3	1.2	1.2
22	Transfer to Pension Obligation Payment Fund	6.3	6.3	6.3	3.4	4.2	4.1	4.0	3.8	3.8	3.8	3.7
23	Transfer to WRAP Fund	1.7	1.7	1.8	1.8	1.9	1.9	2.0	2.1	2.1	2.2	2.3
24	Lease Payment to DWSD Local System	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5
25	Transfer to GLWA Regional I&E Account	28.5	28.1	23.3	28.4	31.3	32.4	35.7	33.4	37.2	34.2	38.9
26	Total Revenue Requirements	336.5	345.6	356.0	366.6	377.6	389.0	400.6	412.7	425.0	437.8	450.9
27	Indicated Balance (Deficiency)	-	-	-	-	-	-	-	-	-	-	-
28	Projected Debt Service Coverage Ratio (Regional)	1.43	1.43	1.37	1.35	1.37	1.36	1.37	1.33	1.34	1.31	1.32
29	<i>Net Revenues (15) - (18)</i>	196.3	194.0	200.4	215.0	222.9	231.5	240.0	248.8	257.9	267.3	277.0
30	<i>Revenues Remaining after Debt Service (29)-(19)</i>	58.9	58.6	53.8	56.1	59.8	60.9	64.2	61.7	65.6	62.7	67.4
31	<i>Applied to MBO Reserve Funds (22,23)</i>	(7.9)	(8.0)	(8.0)	(5.2)	(6.1)	(6.1)	(6.0)	(5.9)	(5.9)	(6.0)	(6.0)
32	<i>Applied as Lease Payment to DWSD (24)</i>	(22.5)	(22.5)	(22.5)	(22.5)	(22.5)	(22.5)	(22.5)	(22.5)	(22.5)	(22.5)	(22.5)
33	<i>Available for I&E Fund (29) - (30,31,32)</i>	28.5	28.1	23.3	28.4	31.3	32.4	35.7	33.4	37.2	34.2	38.9

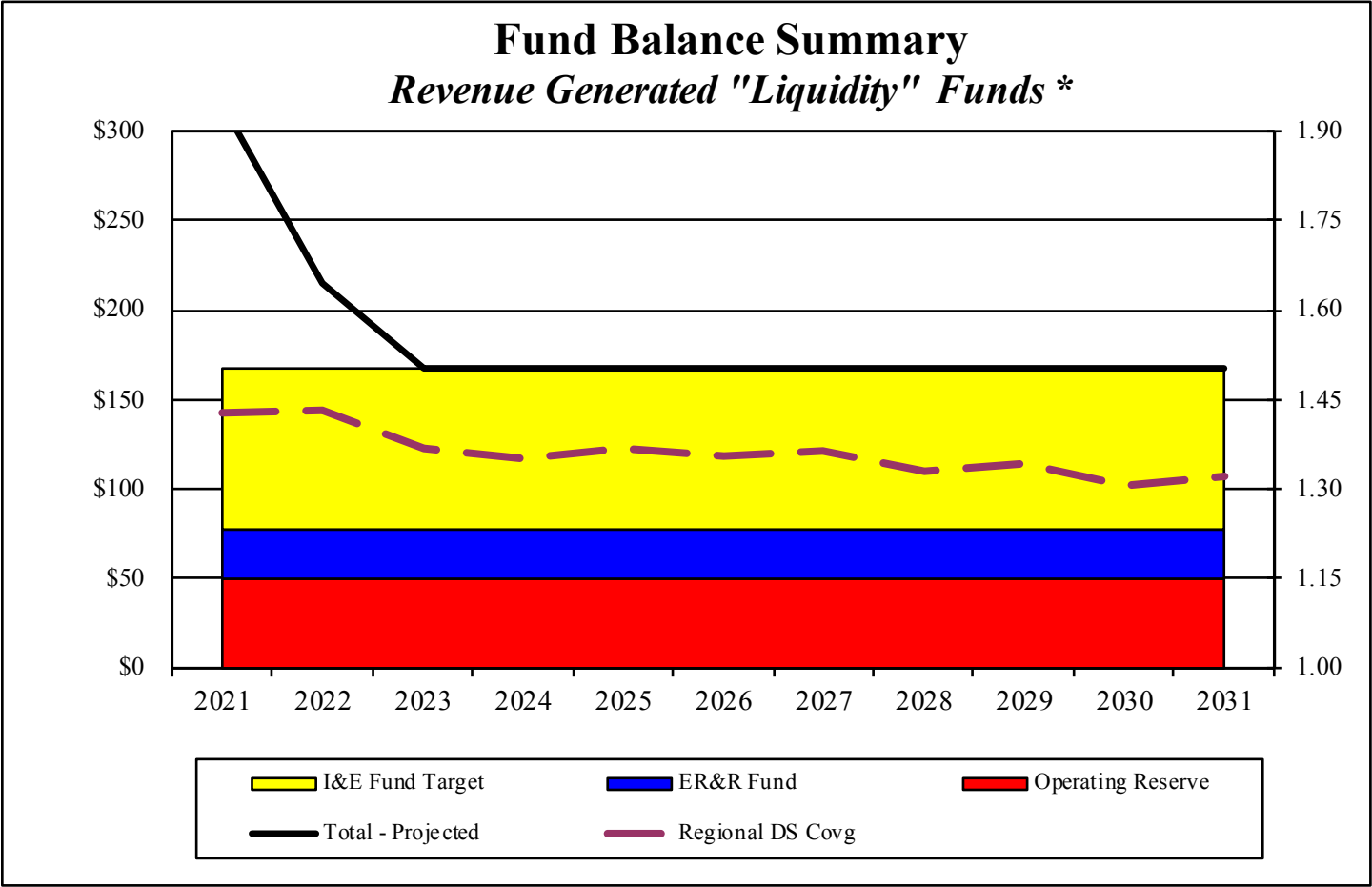
(a) From Table 3. Based on application of FY 2021 charges for 2021 through 2031.

Sewer Table 5a
Wholesale System Revenue Requirement Financing Plan (\$ millions)

Line No.	Item	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue (a)												
1	Operating Revenue Under Existing Charges	475.9	476.9	475.6	475.6	475.6	475.6	475.6	475.6	475.6	475.6	475.6
<u>Projected Revenue from Adjustments</u>												
2	FY 2022: -0.2%		(1.1)	(1.1)	(1.1)	(1.1)	(1.1)	(1.1)	(1.1)	(1.1)	(1.1)	(1.1)
3	FY 2023: 3.2%			15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4
4	FY 2024: 2.9%				14.3	14.3	14.3	14.3	14.3	14.3	14.3	14.3
5	FY 2025: 3.0%					14.9	14.9	14.9	14.9	14.9	14.9	14.9
6	FY 2026: 2.9%						14.9	14.9	14.9	14.9	14.9	14.9
7	FY 2027: 2.8%							14.8	14.8	14.8	14.8	14.8
8	FY 2028: 3.0%								16.6	16.6	16.6	16.6
9	FY 2029: 3.0%									17.1	17.1	17.1
10	FY 2030: 3.0%										17.3	17.3
11	FY 2031: 2.9%											17.4
12	Total Operating Revenue	475.9	475.8	489.9	504.2	519.1	534.0	548.8	565.5	582.5	599.8	617.2
13	Other Revenue	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
14	Non-Operating Revenue	1.0	1.0	1.2	1.6	1.9	2.7	4.0	4.0	4.0	4.3	5.0
15	Total Revenue Available	477.4	477.2	491.5	506.3	521.5	537.1	553.2	569.8	586.9	604.5	622.6
Revenue Requirements												
16	Transfer to GLWA Regional O&M Account	182.3	183.1	185.6	190.3	194.1	198.3	202.3	206.3	210.4	214.6	218.9
17	Transfer to GLWA Pension O&M Account	10.8	10.8	10.8	-	-	-	-	-	-	-	-
18	Total O&M Expense	193.1	193.9	196.4	190.3	194.1	198.3	202.3	206.3	210.4	214.6	218.9
19	Debt Service Allocation - Regional System	201.8	207.2	204.6	218.0	209.9	211.8	217.6	224.2	223.8	218.1	214.9
20	Non-Operating Portion of Pension Obligation	9.7	9.7	9.7	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
21	B & C Note Non-Operating Payments	2.0	2.0	2.0	2.0	3.7	3.6	3.3	2.9	2.9	2.8	2.7
22	Transfer to Pension Obligation Payment Fund	11.6	11.6	11.6	6.5	8.2	8.2	7.8	7.4	7.4	7.3	7.2
23	Transfer to WRAP Fund	2.4	2.3	2.5	2.5	2.6	2.7	2.8	2.8	2.9	3.0	3.1
24	Lease Payment to DWSD Local System	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5
25	Transfer to GLWA Regional I&E Account	40.9	34.6	48.9	61.4	79.2	88.7	95.4	101.5	114.8	133.9	150.9
26	Total Revenue Requirements	477.4	477.2	491.5	506.3	521.5	537.1	553.2	569.8	586.9	604.5	622.7
27	Indicated Balance (Deficiency)	-	-	-	-	-	-	-	-	-	-	-
28	Projected Debt Service Coverage Ratio (Regional)	1.41	1.37	1.44	1.45	1.56	1.60	1.61	1.62	1.68	1.79	1.88
29	<i>Net Revenues (15) - (18)</i>	284.2	283.3	295.1	315.9	327.4	338.8	351.0	363.5	376.5	389.9	403.7
30	<i>Revenues Remaining after Debt Service (29)-(19)</i>	82.4	76.1	90.5	97.9	117.5	127.0	133.4	139.3	152.6	171.7	188.8
31	<i>Applied to MBO Reserve Funds (22,23)</i>	(14.0)	(14.0)	(14.1)	(9.0)	(10.8)	(10.8)	(10.5)	(10.3)	(10.3)	(10.3)	(10.4)
32	<i>Applied as Lease Payment to DWSD (24)</i>	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)
33	<i>Available for I&E Fund (29) - (30,31,32)</i>	40.9	34.6	48.9	61.4	79.2	88.7	95.4	101.5	114.8	133.9	150.9

(a) From Table 3. Based on application of FY 2021 charges for 2021 through 2031.

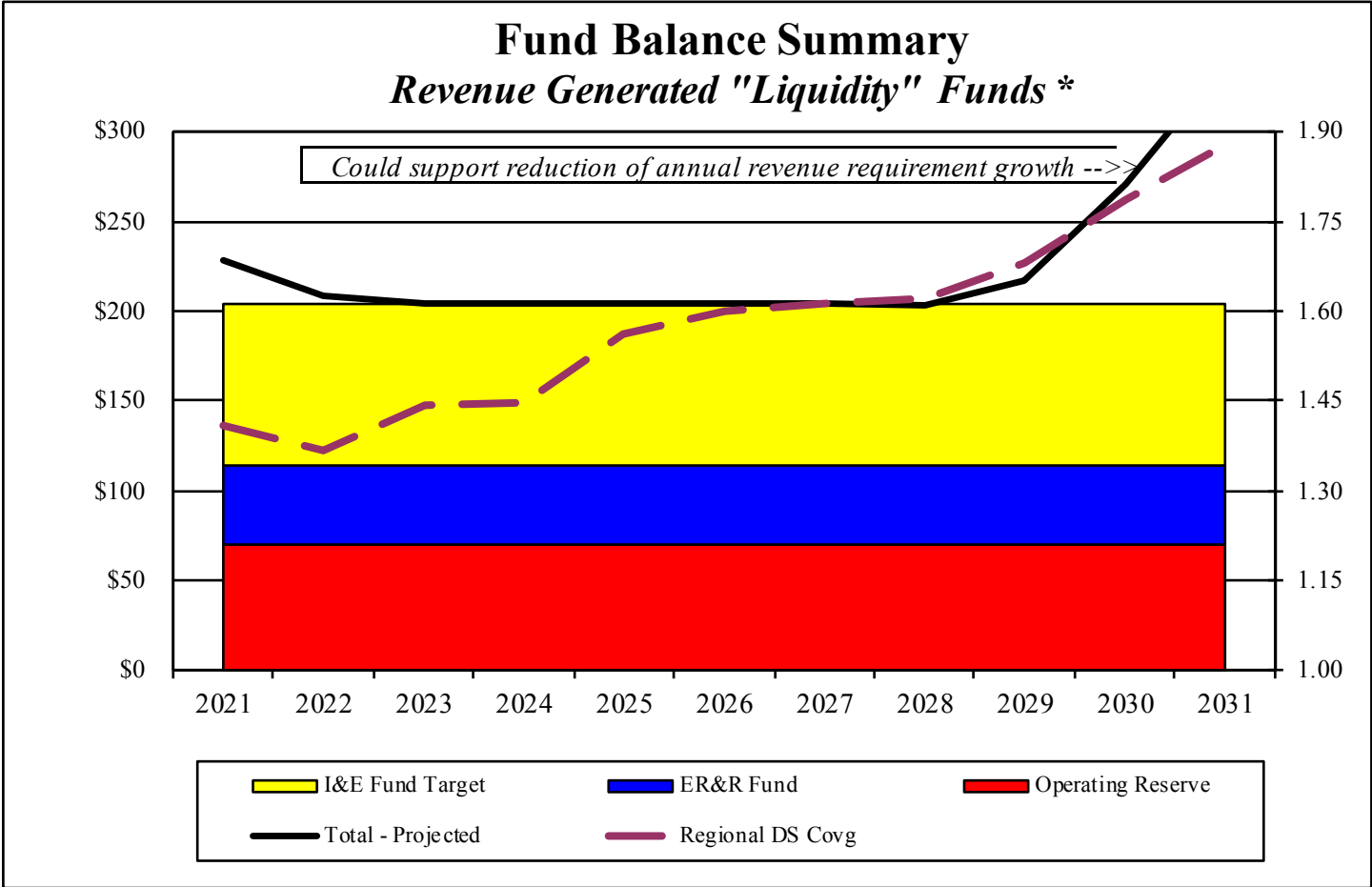
GLWA Water Supply System Financial Plan Summary (\$ millions)



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Fund Balance Minimums											
Operating Reserve	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
ER&R Fund	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5
I&E Fund Target	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
Total - Minimums	167.5	167.5	167.5	167.5	167.5	167.5	167.5	167.5	167.5	167.5	167.5
Projections											
Operating Reserve	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
ER&R Fund	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5
I&E Fund	237.5	138.1	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
Total - Projected	315.0	215.6	167.5	167.5	167.5	167.5	167.5	167.5	167.5	167.5	167.5
Projected > Minimum	147.5	48.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Regional DS Covg	1.43	1.43	1.37	1.35	1.37	1.36	1.37	1.33	1.34	1.31	1.32

* Revenue Generated Funds only. Excludes Debt Service Reserve & Construction Funds (Bond Generated) & "Pass Thru" Funds such as Debt Service Payment Funds, WRAP, etc.

GLWA Sewage Disposal System Financial Plan Summary (\$ millions)



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Fund Balance Minimums											
Operating Reserve	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0
ER&R Fund	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
I&E Fund Target	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
Total - Minimums	204.0	204.0	204.0	204.0	204.0	204.0	204.0	204.0	204.0	204.0	204.0
Projections											
Operating Reserve	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0
ER&R Fund	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
I&E Fund	114.7	94.7	90.0	90.0	90.0	90.0	90.0	89.2	103.3	156.7	223.8
Total - Projected	228.7	208.7	204.0	204.0	204.0	204.0	204.0	203.2	217.3	270.7	337.8
Projected > Minimum	24.7	4.7	0.0	0.0	0.0	0.0	0.0	(0.8)	13.3	66.7	133.8
Regional DS Covg	1.41	1.37	1.44	1.45	1.56	1.60	1.61	1.62	1.68	1.79	1.88

* Revenue Generated Funds only. Excludes Debt Service Reserve & Construction Funds (Bond Generated) & "Pass Thru" Funds such as Debt Service Payment Funds, WRAP, etc.

Water Table 6

Projected Cash and Investment Fund Balances - Wholesale System (\$ millions) (a)

Line No.	Fiscal Year Ended June 30,										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>Operating Fund</u>											
1	Beginning Balance	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
2	Deposit from Operations	-	-	-	-	-	-	-	-	-	-
3	Ending Balance	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
<u>Budget Stabilization Fund (a)</u>											
4	Beginning Balance	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
5	Deposits / (Withdrawals)	-	-	-	-	-	-	-	-	-	-
6	Ending Balance	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
<u>ER&R Fund (a)</u>											
7	Beginning Balance	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5
8	Transfers In	-	-	-	-	-	-	-	-	-	-
9	Ending Balance	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5
<u>I&E Fund (b)</u>											
10	Beginning Balance	277.0	237.5	138.1	90.0	90.0	90.0	90.0	90.0	90.0	90.0
11	Budgeted Capital Outlay	(17.9)	(17.0)	(14.1)	(8.8)	(8.6)	(8.5)	(7.9)	(7.5)	(7.4)	(7.6)
12	Transfer to Construction Fund	(50.1)	(110.5)	(57.3)	(19.6)	(22.7)	(23.8)	(27.8)	(25.9)	(26.8)	(31.3)
13	Subtotal prior to Revenue Transfer	209.0	110.0	66.7	61.6	58.7	57.6	54.3	56.6	55.8	51.1
14	Deposits from Revenues (b)	28.5	28.1	23.3	28.4	31.3	32.4	35.7	33.4	37.2	38.9
15	Ending Balance	237.5	138.1	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
<u>Total Revenue Generated Funds (c)</u>											
16	Beginning Balance	356.5	317.0	217.6	169.5	169.5	169.5	169.5	169.5	169.5	169.5
17	Net Sources and Uses	(39.6)	(99.4)	(48.1)	-	-	-	-	-	-	-
18	Ending Balance	317.0	217.6	169.5	169.5	169.5	169.5	169.5	169.5	169.5	169.5
19	Days Cash on Hand (d)	857	541	409	403	395	388	381	373	366	352
<u>Other Funds</u>											
20	Bond Reserve (excludes Surety)	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
21	Construction Bond Fund	-	-	116.2	3.7	98.5	2.3	143.3	1.2	119.3	0.3
22	Construction Fund	-	-	-	-	-	-	-	-	-	-
23	Total Funds	321.5	222.1	290.2	177.7	272.5	176.3	317.3	175.2	293.3	174.3
24	Subtotal w/o Construction Funds	321.5	222.1	174.0	174.0	174.0	174.0	174.0	174.0	174.0	174.0

(a) Technically includes "Combined System" amounts held by GLWA.
(b) Only includes GLWA Regional I&E Account. Does not include Lease Payment transferred to DWSD Local I&E Account.
(c) Excludes MBO Funds that are funded and assumed to be fully expended each year, such as the Bond Interest and Redemption Funds, the Pension Obligation Payment Fund, and the WRAP Fund.
(d) Excludes Budget Stabilization Fund amounts from Line 6.

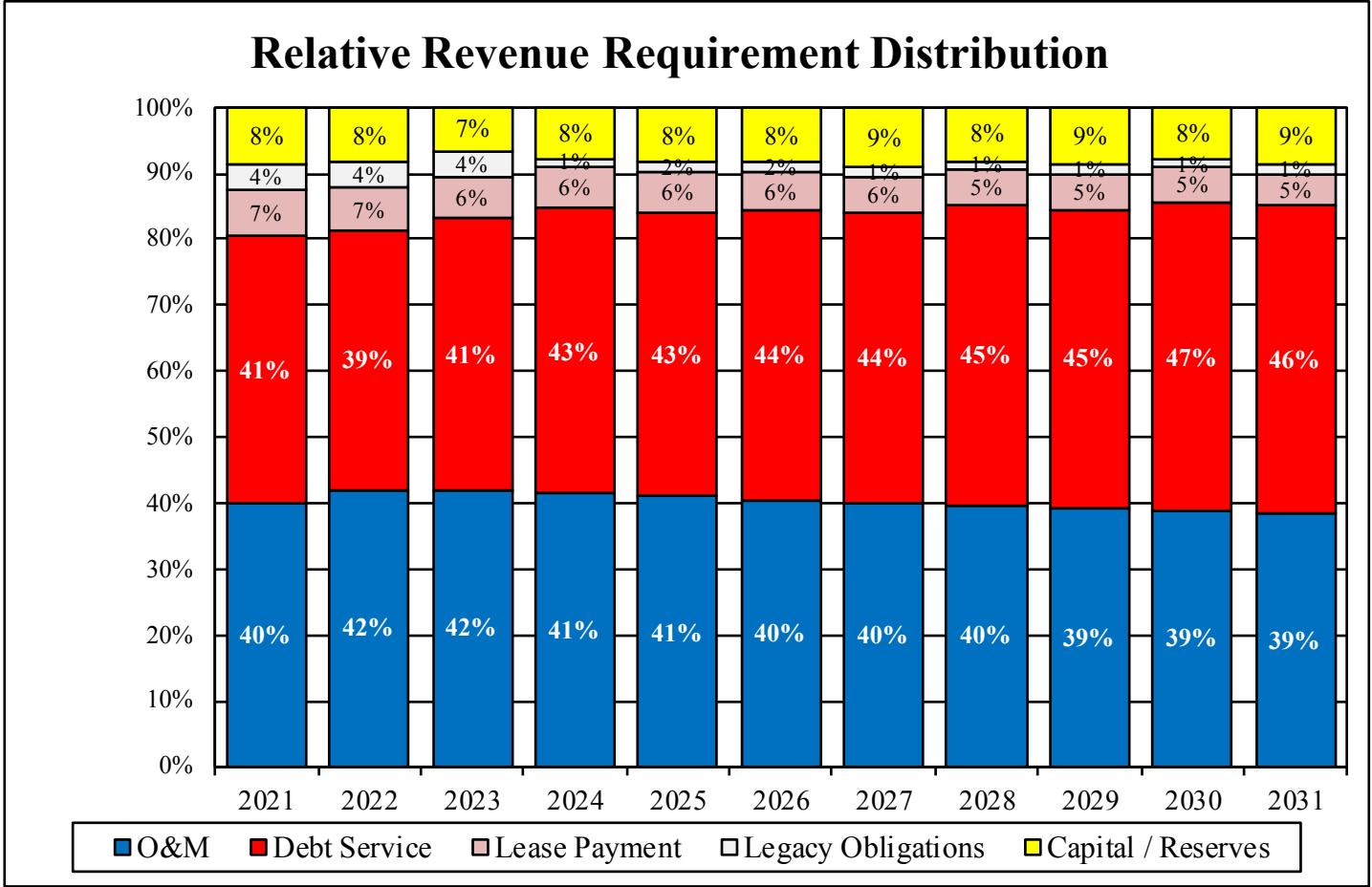
Sewer Table 6

Projected Cash and Investment Fund Balances - Wholesale System (\$ millions) (a)

Line No.	Fiscal Year Ended June 30,										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>Operating Fund</u>											
1	Beginning Balance	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0
2	Deposit from Operations	-	-	-	-	-	-	-	-	-	-
3	Ending Balance	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0
<u>Budget Stabilization Fund (a)</u>											
4	Beginning Balance	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
5	Deposits / (Withdrawals)	-	-	-	-	-	-	-	-	-	-
6	Ending Balance	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
<u>ER&R Fund (a)</u>											
7	Beginning Balance	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
8	Transfers In	-	-	-	-	-	-	-	-	-	-
9	Ending Balance	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
<u>I&E Fund (b)</u>											
10	Beginning Balance	126.0	114.7	94.7	90.0	90.0	90.0	90.0	89.2	103.3	156.7
11	Budgeted Capital Outlay	(20.5)	(16.0)	(18.2)	(8.0)	(7.1)	(7.6)	(16.7)	(9.2)	(5.7)	(5.9)
12	Transfer to Construction Fund	(51.0)	(47.3)	(35.4)	(53.4)	(72.1)	(81.0)	(78.6)	(93.2)	(95.1)	(78.0)
13	Subtotal prior to Revenue Transfer	54.5	51.4	41.1	28.6	10.8	1.3	(5.4)	(12.3)	(11.5)	22.8
14	Deposits from Revenues (b)	40.9	34.6	48.9	61.4	79.2	88.7	95.4	101.5	114.8	133.9
15	Other Deposits (c)	19.3	8.7	-	-	-	-	-	-	-	-
16	Ending Balance	114.7	94.7	90.0	90.0	90.0	90.0	90.0	89.2	103.3	223.8
<u>Total Revenue Generated Funds (c)</u>											
17	Beginning Balance	245.0	233.7	213.7	209.0	209.0	209.0	209.0	208.2	222.3	275.7
18	Net Sources and Uses	(30.6)	(28.7)	(4.7)	-	-	-	-	(0.8)	14.1	67.1
19	Ending Balance	214.4	205.0	209.0	209.0	209.0	209.0	209.0	208.2	222.3	342.8
20	Days Cash on Hand (e)	419	399	401	391	384	376	368	359	377	563
<u>Other Funds</u>											
21	Bond Reserve (excludes Surety)	20.3	20.3	20.3	20.3	20.3	20.3	20.3	20.3	20.3	20.3
22	Construction Bond Fund	-	-	70.4	3.3	54.0	3.7	14.0	-	-	-
23	Construction Fund	-	-	-	-	-	-	-	-	-	-
24	Total Funds	653.8	623.9	700.8	623.7	666.9	608.4	611.4	587.9	619.4	926.3
25	Subtotal w/o Construction Funds	653.8	623.9	630.4	620.5	612.9	604.8	597.4	587.9	619.4	926.3

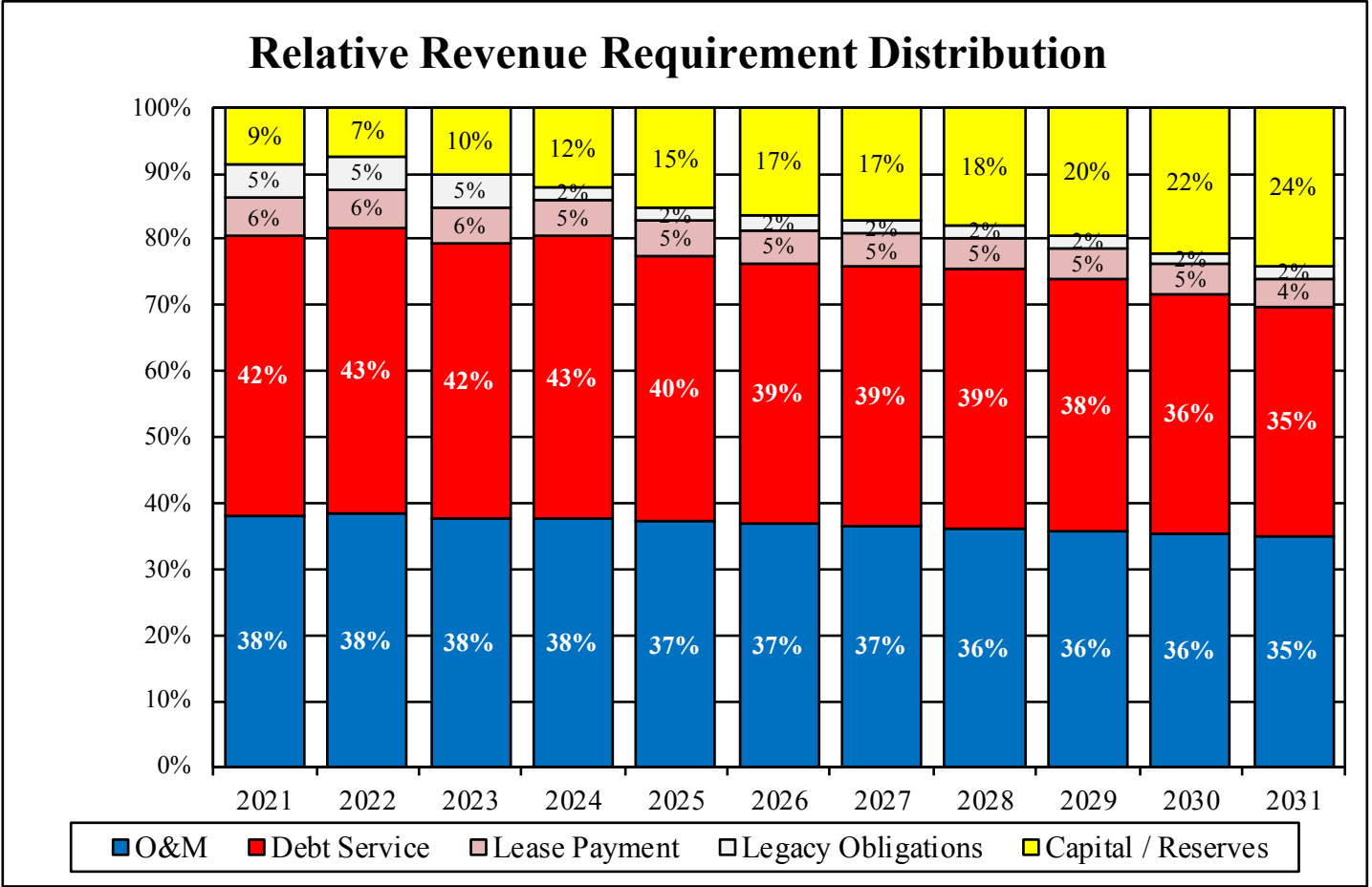
(a) Technically includes "Combined System" amounts held by GLWA.
(b) Only includes GLWA Regional I&E Account. Does not include Lease Payment transferred to DWSD Local I&E Account.
(c) Repayment of DWSD loan receivable.
(d) Excludes MBO Funds that are funded and assumed to be fully expended each year, such as the Bond Interest and Redemption Funds, the Pension Obligation Payment Fund, and the WRAP Fund.
(e) Excludes Budget Stabilization Fund amounts from Line 6.

GLWA Water Supply System Financial Plan Summary (\$ millions)



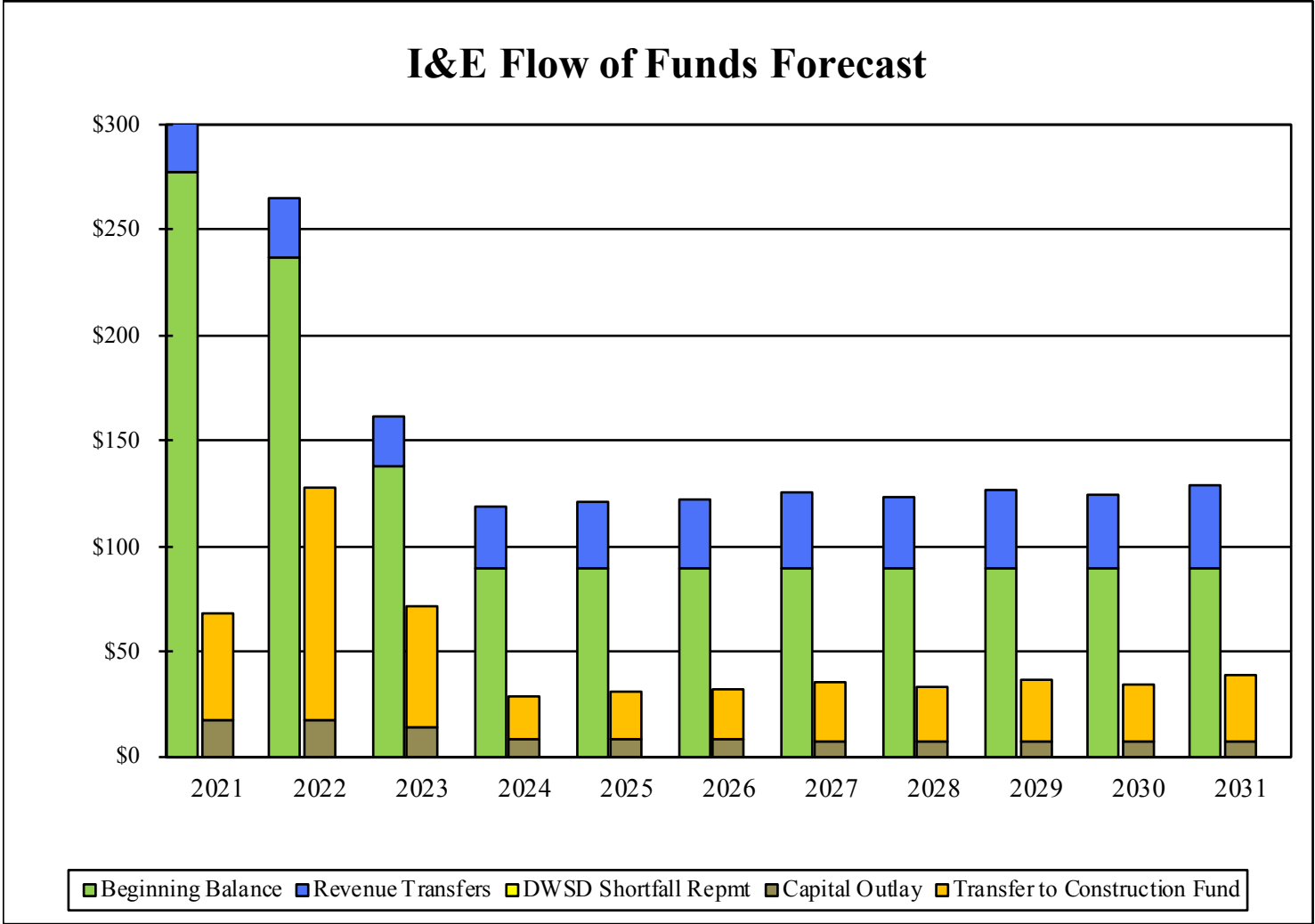
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
O&M	134.1	145.5	149.5	151.6	154.8	157.5	160.7	163.9	167.1	170.5	173.9
Debt Service	137.4	135.5	146.5	158.9	163.0	170.5	175.8	187.0	192.3	204.6	209.6
Lease Payment	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5
Legacy Obligations	14.0	14.0	14.1	5.2	6.1	6.1	6.0	5.9	5.9	6.0	6.0
Capital / Reserves	28.5	28.1	23.3	28.4	31.3	32.4	35.7	33.4	37.2	34.2	38.9
Total	336.5	345.6	356.0	366.6	377.6	389.0	400.6	412.7	425.0	437.8	450.9

GLWA Sewage Disposal System Financial Plan Summary (\$ millions)



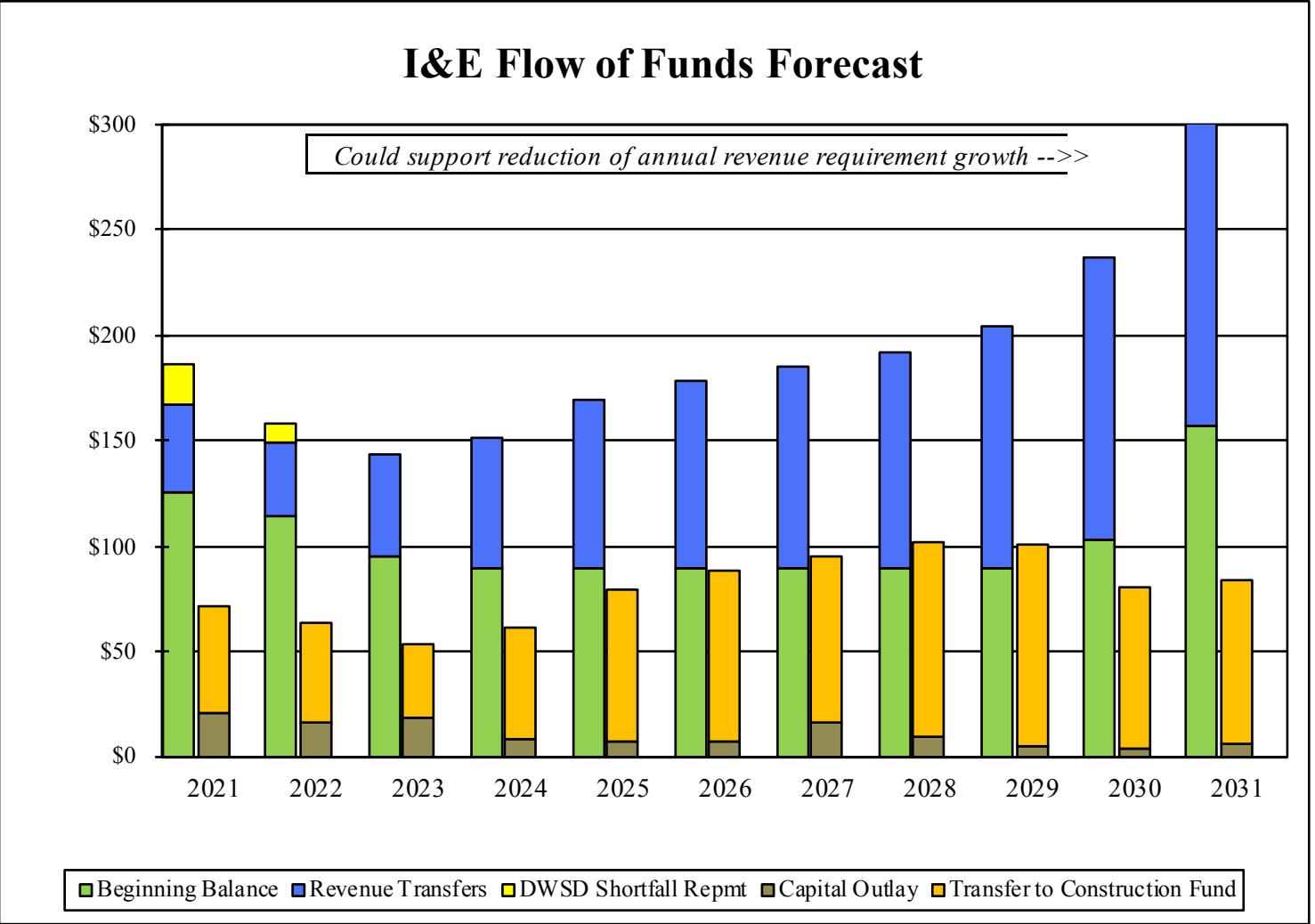
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
O&M	182.3	183.1	185.6	190.3	194.1	198.3	202.3	206.3	210.4	214.6	218.9
Debt Service	201.8	207.2	204.6	218.0	209.9	211.8	217.6	224.2	223.8	218.1	214.9
Lease Payment	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5
Legacy Obligations	24.9	24.8	24.9	9.0	10.8	10.8	10.5	10.3	10.3	10.3	10.4
Capital / Reserves	40.9	34.6	48.9	61.4	79.2	88.7	95.4	101.5	114.8	133.9	150.9
Total	477.4	477.2	491.5	506.3	521.5	537.1	553.2	569.8	586.9	604.5	622.7

GLWA Water Supply System Financial Plan Summary (\$ millions)



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Beginning Balance	277.0	237.5	138.1	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
Capital Outlay	(17.9)	(17.0)	(14.1)	(8.8)	(8.6)	(8.5)	(7.9)	(7.5)	(7.9)	(7.4)	(7.6)
Transfer to Constr	(50.1)	(110.5)	(57.3)	(19.6)	(22.7)	(23.8)	(27.8)	(25.9)	(29.3)	(26.8)	(31.3)
Initial Balance	209.0	110.0	66.7	61.6	58.7	57.6	54.3	56.6	52.8	55.8	51.1
Revenue Transfers	28.5	28.1	23.3	28.4	31.3	32.4	35.7	33.4	37.2	34.2	38.9
DWSD Shortfall Repmt	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

GLWA Sewage Disposal System Financial Plan Summary (\$ millions)



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Beginning Balance	126.0	114.7	94.7	90.0	90.0	90.0	90.0	90.0	89.2	103.3	156.7
Capital Outlay	(20.5)	(16.0)	(18.2)	(8.0)	(7.1)	(7.6)	(16.7)	(9.2)	(5.7)	(4.2)	(5.9)
Transfer to Constr	(51.0)	(47.3)	(35.4)	(53.4)	(72.1)	(81.0)	(78.6)	(93.2)	(95.1)	(76.2)	(78.0)
Initial Balance	54.5	51.4	41.1	28.6	10.8	1.3	(5.4)	(12.3)	(11.5)	22.8	72.9
Revenue Transfers	40.9	34.6	48.9	61.4	79.2	88.7	95.4	101.5	114.8	133.9	150.9
DWSD Shortfall Repmt	19.3	8.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Schedule 1A - Water System Revenue Requirements Budget

Water System Revenue Requirements	Current Year (a)		Biennial Budget						Forecast		
	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Requested	FY 2022 \$ Change	FY 2022 % Change	FY 2023 Requested	FY 2023 \$ Change	FY 2023 % Change	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Revenues											
1 Revenues from Charges	\$ 336,807,600	\$ 335,060,200	\$ 344,369,900	\$ 7,562,300	2.2%	\$ 354,735,100	\$ 10,365,200	3.0%	\$ 365,140,600	\$ 375,821,200	\$ 386,492,500
2 Other Operating Revenue	-	175,000	175,000	175,000	NA	175,000	-	0.0%	175,000	175,000	175,000
3 Non-Operating Revenue	4,834,400	1,276,400	1,046,000	(3,788,400)	-78.4%	1,048,500	2,500	0.2%	1,322,000	1,640,500	2,298,100
4 Total Revenues	341,642,000	336,511,600	345,590,900	3,948,900	1.2%	355,958,600	10,367,700	3.0%	366,637,600	377,636,700	388,965,600
Revenue Requirements											
5 Operations & Maintenance (O&M) Expense	\$ 137,127,300	\$ 134,127,300	\$ 145,497,300	\$ 8,370,000	6.1%	\$ 149,545,300	\$ 4,048,000	2.8%	\$ 151,643,700	\$ 154,753,000	\$ 157,501,200
6 O&M Legacy Pension Allocation	6,048,000	6,048,000	6,048,000	-	0.0%	6,048,000	-	0.0%	-	-	-
7 Debt Service Allocation	143,189,900	137,436,100	135,481,000	(7,708,900)	-5.4%	146,520,400	11,039,400	8.1%	158,907,300	163,033,800	170,520,200
8 Accelerated Legacy Pension Allocation	6,268,300	6,268,300	6,268,300	-	0.0%	6,268,300	-	0.0%	3,395,500	4,173,300	4,142,200
9 Water Residential Assistance Program	1,669,400	1,669,400	1,702,000	32,600	2.0%	1,779,800	77,800	4.6%	1,833,200	1,888,200	1,944,800
10 Lease Payment to Local System I&E Account (b)	22,500,000	22,500,000	22,500,000	-	0.0%	22,500,000	-	0.0%	22,500,000	22,500,000	22,500,000
11 Improvement & Extension Fund Allocation	23,962,500	28,462,600	28,093,900	4,131,400	17.2%	23,296,400	(4,797,500)	-17.1%	28,357,400	31,287,900	32,356,700
12 Operating Reserve Deposit	876,600	-	-	(876,600)	-100.0%	-	-	NA	-	-	-
13 Extraordinary Repair & Replacement Deposit	-	-	-	-	NA	-	-	NA	-	-	-
14 Annual Revenue Requirements	\$ 341,642,000	\$ 336,511,700	\$ 345,590,500	\$ 3,948,500	1.2%	\$ 355,958,200	\$ 10,367,700	3.0%	\$ 366,637,100	\$ 377,636,200	\$ 388,965,100
15 <i>Change in Annual Revenue Requirement</i>				3,948,500	1.2%		10,367,700	3.0%	3.0%	3.0%	3.0%
16 <i>Change Attributable to Non-Charge Revenue (FY 2022 reduction in investment earnings see lines 2&3)</i>				3,613,400	1.1%		(2,500)	0.0%	-0.1%	-0.1%	-0.2%
17 <i>Change Attributable to Sales Revenue (FY 2022 attributable to increased projected Water Sales)</i>				<u>(809,700)</u>	<u>-0.2%</u>		<u>-</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
18 Charge Adjustment (Based on System Charge Adjustment of 2.0%)				6,752,200	2.0%		10,365,200	3.0%	2.9%	2.9%	2.8%

(a) The originally adopted FY 2021 Budget did not reflect anticipated debt service savings projected by the bond refinancing, nor the increase in the deposit to the I&E Fund. However that expectation was understood as part of the budget approval process, and was accomplished via the First Quarter FY 2021 Budget Amendment once the May 2020 transaction closed.

Schedule 1B - Sewer System Revenue Requirements Budget

Sewer System Revenue Requirements	Current Year (a)		Biennial Budget						Forecast		
	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Requested	FY 2022 \$ Change	FY 2022 % Change	FY 2023 Requested	FY 2023 \$ Change	FY 2023 % Change	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Revenues											
1 Revenues from Charges	\$ 481,162,100	\$ 475,904,100	\$ 475,802,800	\$ (5,359,300)	-1.1%	\$ 489,928,100	\$ 14,125,300	3.0%	\$ 504,239,700	\$ 519,116,500	\$ 534,044,000
2 Other Operating Revenue	-	400,000	400,000	400,000	NA	400,000	-	0.0%	400,000	400,000	400,000
3 Non-Operating Revenue	5,589,200	1,045,900	1,010,800	(4,578,400)	-81.9%	1,201,900	191,100	18.9%	1,636,200	1,947,800	2,664,200
4 Total Revenues	486,751,300	477,350,000	477,213,600	(9,537,700)	-2.0%	491,530,000	14,316,400	3.0%	506,275,900	521,464,300	537,108,200
Revenue Requirements											
5 Operations & Maintenance (O&M) Expense	\$ 184,946,100	\$ 182,296,000	\$ 183,096,700	\$ (1,849,400)	-1.0%	\$ 185,619,000	\$ 2,522,300	1.4%	\$ 190,339,700	\$ 194,068,500	\$ 198,295,100
6 O&M Legacy Pension Allocation	10,824,000	10,824,000	10,824,000	-	0.0%	10,824,000	-	0.0%	-	-	-
7 Debt Service Allocation	209,739,900	201,780,500	207,209,500	(2,530,400)	-1.2%	204,566,500	(2,643,000)	-1.3%	218,008,000	209,894,000	211,809,200
8 Accelerated Legacy Pension Allocation	11,620,700	11,620,700	11,620,700	-	0.0%	11,620,700	-	0.0%	6,479,300	8,228,800	8,158,800
9 Water Residential Assistance Program	2,415,100	2,415,100	2,345,600	(69,500)	-2.9%	2,457,600	112,000	4.8%	2,531,400	2,607,300	2,685,500
10 Lease Payment to Local System I&E Account (b)	27,500,000	27,500,000	27,500,000	-	0.0%	27,500,000	-	0.0%	27,500,000	27,500,000	27,500,000
11 Improvement & Extension Fund Allocation	39,705,500	40,913,900	34,616,900	(5,088,600)	-12.8%	48,942,000	14,325,100	41.4%	61,417,300	79,165,400	88,659,300
12 Operating Reserve Deposit	-	-	-	-	NA	-	-	NA	-	-	-
13 Extraordinary Repair & Replacement Deposit	-	-	-	-	NA	-	-	NA	-	-	-
15 Annual Budgeted Revenue Requirements	\$ 486,751,300	\$ 477,350,200	\$ 477,213,400	\$ (9,537,900)	-2.0%	\$ 491,529,800	\$ 14,316,400	3.0%	\$ 506,275,700	\$ 521,464,000	\$ 537,107,900
16 <i>Change in Annual Revenue Requirement</i>				(9,537,900)	-2.0%		14,316,400	3.0%	3.0%	3.0%	3.0%
17 <i>Change Attributable to Non-Charge Revenue (FY 2022 reduction in investment earnings see lines 2&3)</i>				4,178,400	0.9%		(191,100)	0.0%	-0.1%	-0.1%	-0.1%
18 <i>Change Attributable to Sales Revenue (FY 2022 attributable to elimination of one time OMID Charge)</i>				<u>4,226,100</u>	<u>0.9%</u>		<u>-</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
19 Charge Adjustment (Based on no change in overall charges to "SHAREs" Member Partners)				(1,133,400)	-0.2%		14,125,300	3.0%	2.9%	2.9%	2.9%

(a) The originally adopted FY 2021 Budget did not reflect anticipated debt service savings projected by the bond refinancing, nor the increase in the deposit to the I&E Fund. However that expectation was understood as part of the budget approval process, and was accomplished via the First Quarter FY 2021 Budget Amendment once the June 2020 transaction closed.

Schedule 5A - Water Capital Financing Plan
Water Construction Fund

	Current Year	Biennial Budget		Forecast		
Inflows & Outflows	FY 2021 Estimated	FY 2022 Requested	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Water Construction Fund						
Initial <i>Transfer / Assignment</i> of Bond Proceeds	\$18,960,300					
Transfers of Bond Proceeds	-	-	76,468,400	112,518,000	88,551,400	96,191,400
Transfer of Bond Fund Earnings on Investments	62,600	-	202,300	674,100	356,700	984,600
Contributions In Aid of Construction	-	-	-	-	-	-
Grant Revenues (DWRf Loans)	45,397,000	26,100,000	16,600,000	16,600,000	16,600,000	15,810,000
Transfers from I&E Fund	50,139,100	110,481,000	57,280,300	19,597,900	22,705,900	23,837,000
Project Expenditures	(114,559,000)	(136,581,000)	(150,551,000)	(149,390,000)	(128,214,000)	(136,823,000)
Increase (Decrease) in Construction Funds	-	\$0	\$0	\$0	\$0	\$0
Beginning Year Balance	-	-	-	-	-	-
Projected Ending Balance	\$0	\$0	\$0	\$0	\$0	\$0

Water Improvement & Extension Fund

	Current Year	Biennial Budget		Forecast		
Inflows & Outflows	FY 2021 Estimated	FY 2022 Requested	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Water Improvement & Extension Fund						
Water System Revenue Transfers	\$28,462,600	\$28,093,900	\$23,296,400	\$28,357,400	\$31,287,900	\$32,356,700
Receipt of DWSD Shortfall Loan	-	-	-	-	-	-
Grant Revenues	-	-	-	-	-	-
Earnings on Investments, Net	-	-	-	-	-	-
Budgeted Capital Outlay	(17,892,000)	(17,006,600)	(14,078,600)	(8,759,500)	(8,582,000)	(8,519,700)
Minimum Transfer to Construction Fund	(11,455,900)	(13,658,100)	(15,055,100)	(14,939,000)	(12,821,400)	(13,682,300)
Additional Transfer to Construction Fund	(38,683,200)	(96,822,900)	(42,225,200)	(4,658,900)	(9,884,500)	(10,154,700)
Increase (Decrease) in I&E Reserves	(\$39,568,500)	(\$99,393,700)	(\$48,062,500)	\$0	\$0	\$0
Beginning Year Balance	277,024,700	237,456,200	138,062,500	90,000,000	90,000,000	90,000,000
Projected Ending Balance	\$237,456,200	\$138,062,500	\$90,000,000	\$90,000,000	\$90,000,000	\$90,000,000

Water Construction Bond Fund

	Current Year	Biennial Budget		Forecast		
Inflows & Outflows	FY 2021 Estimated	FY 2022 Requested	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Water Construction Bond Fund						
Bond Proceeds, Net	-	-	192,700,000	-	183,300,000	-
Earnings on Investments, Net	62,600	-	202,300	674,100	356,700	984,600
Transfer / Assignment to Construction Fund	(19,022,900)	-	(76,670,700)	(113,192,100)	(88,908,100)	(97,176,000)
Increase (Decrease) in Construction <u>Bond</u> Funds	(\$18,960,300)	\$0	\$116,231,600	(\$112,518,000)	\$94,748,600	(\$96,191,400)
Beginning Year Balance	18,960,300	-	-	116,231,600	3,713,600	98,462,200
Projected Ending Balance	\$0	\$0	\$116,231,600	\$3,713,600	\$98,462,200	\$2,270,800

Schedule 5B - Sewer Capital Financing Plan
Sewer Construction Fund

	Current Year	Biennial Budget		Forecast		
Inflows & Outflows	FY 2021 Estimated	FY 2022 Requested	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Sewer Construction Fund						
Initial <i>Transfer / Assignment</i> of Bond Proceeds	\$21,137,700					
Transfers of Bond Proceeds	-	-	122,200,000	-	108,100,000	-
Transfer of Bond Fund Earnings on Investments	69,800	-	128,300	408,400	218,300	539,500
Contributions In Aid of Construction	-	-	-	-	-	-
Grant Revenues (CWRf Loans)	23,586,000	31,992,000	4,122,000	-	-	-
Transfers from I&E Fund	51,020,500	47,321,000	35,422,000	53,437,400	72,055,300	81,027,400
Project Expenditures	(95,814,000)	(79,313,000)	(91,456,000)	(120,972,000)	(129,713,000)	(131,850,000)
Increase (Decrease) in Construction Funds	-	\$0	\$70,416,300	(\$67,126,200)	\$50,660,600	(\$50,283,100)
Beginning Year Balance	-	-	-	70,416,300	3,290,100	53,950,700
Projected Ending Balance	\$0	\$0	\$70,416,300	\$3,290,100	\$53,950,700	\$3,667,600

Sewer Improvement & Extension Fund

	Current Year	Biennial Budget		Forecast		
Inflows & Outflows	FY 2021 Estimated	FY 2022 Requested	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Sewer Improvement & Extension Fund						
Sewer System Revenue Transfers	\$40,913,900	\$34,616,900	\$48,942,000	\$61,417,300	\$79,165,400	\$88,659,300
Receipt of DWSD Shortfall Loan	19,288,300	8,705,000	-	-	-	-
Grant Revenues	-	-	-	-	-	-
Earnings on Investments, Net	-	-	-	-	-	-
Budgeted Capital Outlay	(20,521,300)	(15,965,100)	(18,211,900)	(7,979,900)	(7,110,100)	(7,631,900)
Minimum Transfer to Construction Fund	(9,581,400)	(7,931,300)	(9,145,600)	(12,097,200)	(12,971,300)	(13,185,000)
Additional Transfer to Construction Fund	(41,439,100)	(39,389,700)	(26,276,400)	(41,340,200)	(59,084,000)	(67,842,400)
Increase (Decrease) in I&E Reserves	(\$11,339,600)	(\$19,964,200)	(\$4,691,900)	\$0	\$0	\$0
Beginning Year Balance	125,995,700	114,656,100	94,691,900	90,000,000	90,000,000	90,000,000
Projected Ending Balance	\$114,656,100	\$94,691,900	\$90,000,000	\$90,000,000	\$90,000,000	\$90,000,000

Sewer Construction Bond Fund

	Current Year	Biennial Budget		Forecast		
Inflows & Outflows	FY 2021 Estimated	FY 2022 Requested	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
Sewer Construction Bond Fund						
Bond Proceeds, Net	\$0	\$0	\$122,200,000	\$0	\$108,100,000	\$0
Earnings on Investments, Net	69,800	-	128,300	408,400	218,300	539,500
Transfer / Assignment to Construction Fund	(21,207,500)	-	(122,328,300)	(408,400)	(108,318,300)	(539,500)
Increase (Decrease) in Construction <u>Bond</u> Funds	(\$21,137,700)	\$0	\$0	\$0	\$0	\$0
Beginning Year Balance	21,137,700	-	-	-	-	-
Projected Ending Balance	\$0	\$0	\$0	\$0	\$0	\$0



Financial Services Audit Committee Communication

Date: December 18, 2020

To: Great Lakes Water Authority Audit Committee

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

Re: CFO Update

This month we are providing follow-up information as previously requested.

1. Better understanding the aged DWSD Accounts Receivable

See attached analysis from Tom Naughton, Chief Financial Officer for DWSD.

Mr. Naughton also notes “The pandemic played a big role in the total AR increases, especially for residential and commercial customers. Importantly, however, increases in the allowances for doubtful accounts have kept pace and the net valuation actually decreases.”

2. Draft FY 2022 – FY 2026 CIP question from Jeff McKeen, SOCWA

See attached memo from Andrew Sosnoski, Construction Accounting & Financial Reporting Manager.

Proposed Action: Receive and file this report.

Changes in DWSD Retail Receivables

August 31, 2019 to August 31, 2020

< Pre-Covid 6 Months >										< Post-Covid 6 Months >			Increase (Decrease)		
Sales Class	August 31, 2019			February 29, 2020			August 31, 2020			Change in Receivables			Pre-Covid 6 Months	Post-Covid 6 Months	Total Changes
	Sales	Receivables	Days in AR	Sales	Receivables	Days in AR	Sales	Receivables	Days in AR						
Residential	\$ 16,454,598	\$ 87,182,058	159	\$ 15,092,092	\$ 87,680,082	174	\$ 18,145,484	\$ 96,719,354	160	\$ 498,024	\$ 9,039,272	\$ 9,537,296			
Commercial	9,639,954	30,602,846	95	7,675,252	31,281,523	122	9,534,539	36,685,696	115	678,678	5,404,173	6,082,851			
Industrial	4,048,638	10,638,240	79	3,703,772	11,185,487	91	4,110,876	12,890,731	94	547,248	1,705,243	2,252,491			
Tax Exempt	587,759	2,533,342	129	535,047	2,753,304	154	687,210	3,185,472	139	219,962	432,168	652,129			
Government	3,995,307	17,752,520	133	2,878,899	20,043,214	209	3,687,189	20,562,073	167	2,290,694	518,859	2,809,553			
Drainage Only	3,053,191	21,986,746	216	3,072,943	26,593,979	260	3,472,552	29,044,678	251	4,607,233	2,450,699	7,057,932			
Total Active Accounts	\$ 37,779,446	170,695,751	136	\$ 32,958,004	179,537,590	163	\$ 39,637,849	199,088,004	151	8,841,838	19,550,414	28,392,252			
Inactive Accounts Receivable		22,268,761			27,411,414			27,876,909		5,142,653	465,496	5,608,148			
Total Accounts Receivable		192,964,512			206,949,003			226,964,913		13,984,491	20,015,910	34,000,401			
Allowance for Doubtful Accounts		(113,873,723)			(134,213,876)			(149,832,152)		(20,340,153)	(15,618,276)	(35,958,429)			
Net Accounts Receivable		\$ 79,090,789			\$ 72,735,127			\$ 77,132,761		\$ (6,355,662)	\$ 4,397,634	\$ (1,958,028)			

Notes:

1. Total DWSD Receivables increased \$34 million between August 31, 2019 and August 31, 2020.
2. Total Active Receivables increased \$28.4 million over the same period. The increase represents approximately 7% of annual sales.
3. Inactive Receivables increased \$5.6 million over the same period. Inactive accounts are considered fully-reserved for valuation purposes (included in Allowance for Doubtful Accounts).
4. The Allowance for Doubtful Accounts increased by \$36 million between August 2019 and August 2020 resulting in a decrease of \$2 million in Net Accounts Receivable.
5. DWSD subsequently received State funding of approximately \$12 million to compensate for increases in Residential delinquencies accruing through the Post-Covid period. Those amounts will be credited to customer account balances later this month.



Financial Services
Construction Accounting and
Financial Reporting Team
 735 Randolph Street, Suite 1800
 Detroit, Michigan 48226
 Phone: (313) 964-9698

Memorandum

Date: December 17, 2020

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

From: Andrew Sosnoski, CCIFP
 Manager, Construction Accounting & Financial Reporting

RE: CIP Preliminary Draft 1 Questions/Comments

Questions & answers from CIP Discussion Draft 1 were presented to the Capital Planning Committee December 15, 2020. The following question required response from GLWA Financial Services Area:

Comment 1: Jeff McKeen, General Manager at SOCRRA/SOCWA - It would be good to include the total CIP spending in prior years (2019 and 2020) and the current plan for 2021 spending in Table 10 and Figure 4 in order to show how ambitious the plan is.

The presentation indicated in response to the comment that Financial Services will provide this information in a separate document.

Historical CIP Data

The below table represents the planned and actual CIP activity for each full fiscal year of GLWA by system:

<u>Fiscal Year</u>	Planned / Actual Expenditures						Achievement Percentage		
	Water Supply System		Sewage Disposal System		Total		Water	Sewer	Total
	Plan	Actual	Plan	Actual	Plan	Actual			
2017	130.2	39.48	129.0	56.78	259.2	96.30	30%	44%	37%
2018	137.7	37.01	160.7	69.56	298.4	106.60	27%	43%	36%
2019	66.0	61.58	105.0	82.13	171.0	143.70	93%	78%	84%
2020	143.2	76.50	161.5	73.80	304.7	150.40	53%	46%	49%

As it relates to the financial plan, a capital spending ratio of 75% has been in place for the past few years. Also, the actual spending when compared the 75% ratio is improving in early FY 2021.

GLWA

Great Lakes Water Authority



Monthly Financial Report Binder

September 2020

**Presented to the
Great Lakes Water Authority
Audit Committee on December 18, 2020**

TABLE OF CONTENTS

Executive Summary Dashboard	1
Budget to Actual Analysis.....	3
Basic Financial Statements	10
Financial Activity Charts.....	18
Financial Operations Key Performance Indicator.....	21
Budget to Financial Statements Crosswalk.....	22
Construction Work in Progress Summary	26
Master Bond Ordinance Transfers	29
Cash and Investment.....	35
Retail Revenues, Receivables, & Collections	39
Wholesale Billings, Receivables, & Collections.....	44
Trust Receipts and Disbursements	50
Appendix	
Aged Accounts Receivable Report.....	A-1
Highland Park Life-to-Date Billings & Collections	B-1



Key Financial Metrics

The table below provides key report highlights and flags the financial risk of a budget shortfall by year-end as follows:

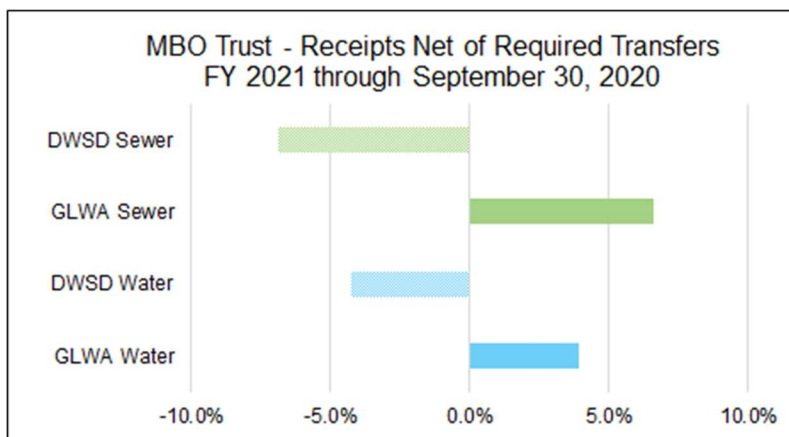
No Risk (green) - Potential (yellow) - Likely (red)

Each variance is monitored by the Great Lakes Water Authority (GLWA) management and, where appropriate, operating and/or budget priorities are re-evaluated. Budget amendments are prepared and presented quarterly based on most current information.

As of September 30, 2020				
Metric	FY 2021 Budget	FY 2021 Actual	Variance from Financial Plan	Report Page Reference
Wholesale Water Billed Revenue (\$M)	\$88.9	\$92.7	4%	45
Wholesale Water Billed Usage (mcf)	4,462,000	4,799,000	8%	
Wholesale Sewer Billed Revenue (\$M)	\$67.0	\$67.0	0%	47
Wholesale Water Operations & Maintenance (\$M)	\$33.5	\$33.2	-1%	6
Wholesale Sewer Operations & Maintenance (\$M)	\$45.6	\$42.2	-7%	
Investment Income (\$M)	\$0.9	\$2.3	156%	35
Water Prorated Capital Spend w/SRA* (\$M)	\$27.0	\$27.0	0%	27
Sewer Prorated Capital Spend w/SRA* (\$M)	\$20.0	\$17.0	-15%	28

*SRA refers to the capital spending ratio assumption which allows capital program delivery realities to align with the financial plan.

Master Bond Ordinance (MBO) Trust Net Receipts (page 50)



Net cash flow receipts remain positive for GLWA Water and Sewer. This means that all legal commitments of the MBO Trust and the lease payment are fully funded to date – and that positive cash flow is available for additional capital program funding in subsequent year(s). DWSD Water and Sewer net receipt shortfalls are

\$1.1 million and \$4.8 million respectively through September 2020 attributed to the impact of the COVID-19 pandemic. GLWA and DWSD staff meet regularly to discuss steps to mitigate this shortfall as outlined in the 2018 MOU. Looking ahead, DWSD Management a) expects a material distribution of state of Michigan CARES Act funding to support these past due balances; b) will be implementing tax liens on commercial and industrial properties; c) anticipates a positive operating budget variance.

The current DWSD loan receivable balance for fiscal years 2017 and 2018 is \$22.0 million. Monthly payments to GLWA continue to be made timely and in accordance with the agreed upon amortization schedule.

Budget to Actual Analysis (page 3)

- The first quarter budget amendment that was approved by the GLWA Board on October 28, 2020 is reflected in the FY 2021 Amended Budget columns on the tables in the September 2020 Budget to Actual report.
- The total Revenue Requirements are on target through September 2020.
- The total Operations & Maintenance expenses are at 23.8% of budget through September 2020 which is reasonably within the pro-rata benchmark of 25.0%.

Basic Financial Statements (page 10)

- The Basic Financial Statements are prepared on a full accrual basis and reflect preliminary, unaudited results.
- Operating income for September 2020 is \$34.0 million for the Water fund (34.7% of total revenues) and \$37.2 million for the Sewer fund (31.5% of total revenues).
- Water Net Position increased \$6.7 million and Sewer Net Position increased \$7.1 million for the year to date through September 2020.

Construction Work in Progress Summary (page 26)

- Both the Water and Wastewater systems fall within the 75% Capital Spend Ratio.

Master Bond Ordinance Transfers (page 29)

- For September, transfers of \$12.7 million and \$17.6 million were completed for the GLWA Water and Sewer funds, respectively.
- Also for September, transfers of \$4.5 million and \$8.2 million were completed for the DWSD Water and Sewer funds, respectively.

Cash Balances & Investment Income (page 35)

- Total cash & investments are \$499 million in the Water fund and \$391 million in the Sewer fund.
- The total combined cumulative investment income for FY 2021 through September was \$2.3 million.

DWSD Retail Revenues, Receivables & Collections (page 39)

- Water usage through September 30, 2020 is at 94.61% of budget and revenues at 94.95% of budget.
- Sewer usage through September 30, 2020 is at 96.53% of budget and revenues at 99.22% of budget.
- Combined accounts receivable balances for the water and sewer funds report an increase of \$33.3 million over the prior year.
- Past dues over 180 days make up 63.7% of the total accounts receivable balance. The current bad debt allowance covers 100% of past dues over 180 days.

GLWA Wholesale Billing, Receivables & Collections (page 44)

- GLWA accounts receivable past due balances in total (net of Highland Park) are less than one percent of the total balance due.
- The Highland Park past due balance is \$44.3 million, includes \$33.8 million for wastewater treatment services, \$1.7 million for industrial waste control services, and \$8.8 million for water supply services. Highland Park made three payments totaling \$1.8 million in FY 2021 in September 2020.

Questions? Contact the Office of the Chief Financial Officer at CFO@glwater.org



The Monthly Budget to Actual Analysis report includes the following three sections.

1. Revenue Requirement Budget Basis Analysis
2. Operations & Maintenance Budget – Major Budget Categories
3. Alignment of Operations & Maintenance Budget Priorities – Expense Variance Analysis

The FY 2021 information presented in these sections includes the first quarter budget amendments approved by the GLWA Board on October 28, 2020.

The FY 2020 columns of the tables in the Budget to Actual Analysis report are presented in a draft format. Any adjustments related to the fiscal year end 2020 audit will affect the data presented.

Revenue Requirement Budget Basis Analysis

GLWA's annual revenue requirement represents the basis for calculating Member Partner charges and aligns with the Master Bond Ordinance flow of funds categories. The budget basis is not the same as the full accrual basis used for financial reporting although the revenues and operations and maintenance expense are largely reported on an accrual basis. The primary difference between the revenue requirement budget basis to the financial reporting basis is the treatment of debt service, legacy pension obligations, and lease related activities. The Revenue Requirement Basis is foundational to GLWA's daily operations, financial plan, and of most interest to key stakeholders.

Table 1A – Water Revenue Requirement Budget and **Table 1B – Sewer Revenue Requirement Budget** presents a year-over-year budget to actual performance report. The revenue requirement budget is accounted for in the operations and maintenance fund for each system. Since this report is for September 2020, the pro-rata benchmark is 25.0% (3 of 12 months of the fiscal year).

Items noted below are highlighted in gold on Tables 1A (Water) and 1B (Sewer).

1. **Revenues:** For *both* systems, FY 2021 revenues are either at or above target. Detailed schedules related to revenues are provided in the *Wholesale Billings, Collections, and Receivables* section of this financial report binder.

Water revenues presented in Table 1A differ from those presented in *Table 2 – Statement of Revenues, Expenses and Changes in Net Position* found in the *Basic Financial Statement* section of this report. Water Revenues presented in Table 1A for revenue requirement purposes are reduced by the monthly payment to the City of Flint for a license to raw water rights under the Flint Raw Water Contract as documented in Appendix A-2 of the [Flint Water Agreement](#). Through September 30, 2020 these payments total \$1.7 million for FY 2021.

2. **Investment Earnings:** For *both* systems, investment earnings are above the pro-rata benchmark for FY 2021; the *water* system is at 106.0%; while the *sewer* system is at 93.0%. The market adjustment, previously reported in this section in FY 2020, has been removed. These annual entries are recorded for financial reporting purposes and are not a part of the revenue requirements reporting. Detailed analysis of investment earnings activity to date can be found in the *Cash & Investment Income* section of this financial report binder.
3. **Other Revenues:** These are one-time and unusual items that do not fit an established revenue category. Both the *water* and *sewer* systems actual amount will vary from budget due to the nature of the items recorded in this category.
4. **Operations & Maintenance Expense:** Actual expenses¹ for *both* systems have variances from the pro-rata benchmark. The *water* system is slightly under the pro-rata benchmark for FY 2021 at 24.9%. The *sewer* system O&M expenses, at 23.1%, is less than the pro-rata benchmark.
5. **Debt Service:** *Both* systems are on target with the pro-rata benchmark for FY 2021; the *water* system is at 25.1%; while the *sewer* system is at 25.2%. The activity is based on the payment schedules adjusted for the State Revolving Fund loans that are still being drawn down.
6. **Operating Reserve Deposit:** GLWA is required by the Master Bond Ordinance (“MBO”) to maintain at least 60 days of budgeted O&M expenditures in the O&M fund. GLWA has established a target balance in the O&M Fund of 120 days of operating expense which works in tandem with the I&E Funds to provide liquidity to the utility. Adequate funding is in place to meet this requirement; therefore, it is expected that additional transfers to this reserve will not be required in FY 2021. The approved FY 2021 first quarter budget amendment removes the budgeted amount of \$877 thousand for the *water* system for this line item.
7. **DWSD Budget Shortfall Pending:** To the extent that the local (DWSD) system experiences budgetary shortfalls as defined by the Water & Sewer Services Agreement, the GLWA budget is impacted.² Steps to proactively detect, and ideally prevent, this shortfall scenario were put into place with the 2018 Memorandum of Understanding (dated June 27, 2018). For FY 2020, DWSD *sewer* ended the year with a budgetary shortfall through June 30, 2020, of \$10.8 million. The DWSD *water* system experienced a \$937 thousand budgetary shortfall through June 30, 2020. For FY 2021, the DWSD *water* system has a budgetary shortfall of \$1.1 million and the DWSD *sewer* system has a budgetary shortfall of \$4.8 million through September 30, 2020. GLWA and DWSD staff are meeting regularly to discuss steps to mitigate this shortfall as outlined in the 2018 MOU.

¹The tables in this analysis reflect actual amounts spent. If this analysis was on a master bond ordinance (MBO) basis, like that used for calculating debt service coverage, O&M “expense” would equal the pro-rata budget because 1/12 of the O&M budget is transferred monthly outside the MBO trust to an O&M bank account.

² As a reminder, the monthly O&M transfer for MBO purposes is at 1/12 of the budget to a DWSD O&M bank account outside the trust. Actual budget may be less than that amount providing an actual positive variance for DWSD.

8. **Improvement & Extension (I&E) Fund Transfer Pending:** The contribution to the I&E Fund is for improvements, enlargements, extensions, or betterment of the Water System.
9. **Other Revenue Requirements:** The remaining revenue requirements for *both* systems are funded on a 1/12th basis each month in accordance with the Master Bond Ordinance.
10. **Overall:** Total revenue requirements for *both* systems are in line with the benchmark.

Table 1A – Water Revenue Requirement Budget (year-over-year) – (\$000)

	FY2020 AMENDED BUDGET	FY 2020 THRU 9/30/2019	Percent Year-to- Date	FY 2021 BOARD ADOPTED BUDGET	FY 2021 AMENDED BUDGET	FY 2021 THRU 9/30/2020	Percent Year-to- Date
Water System							
Revenues							
Suburban Wholesale Customer Charges	\$ 304,634	\$ 86,482	28.4%	\$ 314,252	\$ 313,134	\$ 90,940	29.0%
Retail Service Charges	21,296	5,324	25.0%	22,555	21,926	5,560	25.4%
Investment Earnings	8,084	2,393	29.6%	4,834	1,270	1,346	106.0%
Other Revenues	2	-	0.0%	-	-	7	0.0%
Total Revenues	\$ 334,016	\$ 94,199	28.2%	\$ 341,642	\$ 336,329	\$ 97,854	29.1%
Revenue Requirements							
Operations & Maintenance Expense	\$ 126,840	\$ 32,172	25.4%	\$ 137,127	\$ 134,127	\$ 33,167	24.7%
General Retirement System Legacy Pension	6,048	1,512	25.0%	6,048	6,048	1,512	25.0%
Debt Service	135,999	30,689	22.6%	143,190	137,436	34,435	25.1%
General Retirement System Accelerated Pension	6,268	1,567	25.0%	6,268	6,268	1,567	25.0%
Extraordinary Repair & Replacement Deposit	-	-	0.0%	-	-	-	0.0%
Water Residential Assistance Program Contribution	1,698	425	25.0%	1,669	1,669	413	24.8%
Lease Payment	22,500	5,625	25.0%	22,500	22,500	5,625	25.0%
Operating Reserve Deposit	3,976	-	0.0%	877	-	-	0.0%
DWSD Budget Shortfall/(Surplus) Pending Improvement & Extension Fund Transfer Pending	1,230	(758)	-61.6%	-	-	1,118	0.0%
	29,456	7,364	25.0%	23,963	28,280	5,991	21.2%
Total Revenue Requirements	\$ 334,016	\$ 78,596	23.5%	\$ 341,642	\$ 336,329	\$ 83,828	24.9%
Net Difference		\$ 15,603				\$ 14,026	
<i>Recap of Net Positive Variance</i>							
Revenue Variance		\$ 10,695				\$ 13,772	
Revenue Requirement Variance		4,908				254	
Overall Variance		\$ 15,603				\$ 14,026	

Table 1B – Sewer Revenue Requirement Budget (year-over-year) – (\$000)

	FY 2020 AMENDED BUDGET	FY 2020 THRU 9/30/2019	Percent Year-to- Date	FY 2021 BOARD ADOPTED BUDGET	FY 2021 AMENDED BUDGET	FY 2021 THRU 9/30/2020	Percent Year-to- Date
Sewer System							
Revenues							
Suburban Wholesale Customer Charges	\$ 272,324	\$ 68,648	25.2%	\$ 277,012	\$ 274,054	\$ 67,150	24.5%
Retail Service Charges	185,807	46,452	25.0%	190,112	187,960	47,259	25.1%
Industrial Waste Control Charges	7,834	2,091	26.7%	8,775	8,683	1,963	22.6%
Pollutant Surcharges	5,910	1,481	25.1%	5,263	5,208	1,498	28.8%
Investment Earnings	7,731	2,059	26.6%	5,589	987	918	93.0%
Other Revenues	400	126	31.4%	-	-	157	0.0%
Total Revenues	\$ 480,005	\$ 120,856	25.2%	\$ 486,751	\$ 476,891	\$ 118,945	24.9%
Revenue Requirements							
Operations & Maintenance Expense	\$ 181,926	\$ 41,147	22.6%	\$ 184,946	\$ 182,296	\$ 42,156	23.1%
General Retirement System Legacy Pension	10,824	2,706	25.0%	10,824	10,824	2,706	25.0%
Debt Service	214,691	50,645	23.6%	209,740	201,780	50,806	25.2%
General Retirement System Accelerated Pension	11,621	2,905	25.0%	11,621	11,621	2,905	25.0%
Extraordinary Repair & Replacement Deposit	-	-	0.0%	-	-	-	0.0%
Water Residential Assistance Program Contribution	2,403	601	25.0%	2,415	2,415	601	24.9%
Lease Payment	27,500	6,875	25.0%	27,500	27,500	6,875	25.0%
Operating Reserve Deposit	-	-	0.0%	-	-	-	0.0%
DWSD Budget Shortfall/(Surplus) Pending Improvement & Extension Fund Transfer Pending	10,244	6,292	61.4%	-	-	4,830	0.0%
	20,798	5,199	25.0%	39,706	40,455	9,926	24.5%
Total Revenue Requirements	\$ 480,005	\$ 116,370	24.2%	\$ 486,751	\$ 476,891	\$ 120,805	25.3%
Net Difference		\$ 4,486				\$ (1,860)	
<i>Recap of Net Positive Variance</i>							
Revenue Variance		\$ 855				\$ (278)	
Revenue Requirement Variance		3,632				(1,582)	
Overall Variance		\$ 4,486				\$ (1,860)	

Operations & Maintenance Budget – Major Budget Categories

The year-over-year benchmark ratio as of September 30, 2020, is 25.0% (three months). When comparing FY 2021 to FY 2020 in **Table 2 – Operations & Maintenance Budget – Major Budget Categories**, it appears that overall spending is consistent.

In addition to the four major budget categories, an internal charge cost center for employee benefits is shown in the table below. If the number is positive, it indicates that the internal cost allocation rate charges to other cost centers is not sufficient. A negative number indicates a surplus in the internal cost center. A moderate surplus is preferred as it provides a hedge for mid-year benefit program cost adjustments (premiums adjust on January 1 each year) as well as managing risk as the program is partially self-insured.

Table 2 – Operations & Maintenance Budget – Major Budget Categories – (\$000)

Major Budget Categories	FY 2020			FY 2021			Percent Year-to-Date
	FY 2020 AMENDED BUDGET	FY 2020 ACTIVITY THRU 9/30/2019		FY 2021 BOARD ADOPTED BUDGET	FY 2021 AMENDED BUDGET	FY 2021 ACTIVITY THRU 9/30/2020	
Water	\$ 66,021	\$ 16,578	25.1%	\$ 71,966	\$ 70,820	\$ 18,243	25.8%
Sewer	115,985	26,786	23.1%	115,677	114,975	26,550	23.1%
Centralized	97,732	23,276	23.8%	102,722	100,338	23,947	23.9%
Administrative	29,028	6,766	23.3%	31,709	30,290	6,182	20.4%
Employee Benefits	-	(87)	0.0%	-	-	400	0.0%
Total O&M Budget	\$ 308,767	\$ 73,319	23.7%	\$ 322,075	\$ 316,423	\$ 75,323	23.8%

Totals may be off due to rounding

Alignment of Operations & Maintenance Budget Priorities – Expense Variance Analysis

The purpose of **Table 3 – Operations & Maintenance Expense Variance Analysis** is to evaluate whether the actual spend rate within a natural cost category is in alignment with the budget. Given the effort to develop an accurate budget, a variance is a red flag of a *potential* budget amendment or misalignment of priorities.

Total: In total, the O&M expenses are at 23.8% which is reasonably within the pro-rata benchmark of 25.0%. This positive variance equates to a dollar amount of \$3.8 million. The expense category commentary is provided below for items highlighted on Table 3.

Personnel Costs: The overall category is on target with the pro-rata benchmark; coming in at 24.4% through September 2020.

Utilities: The overall category is higher than the pro-rata benchmark; coming in at 26.4% through September 2020. Variances within this category, when they occur, are not unexpected as usage varies throughout the year.

- **Electric** is higher than the benchmark, coming in at 29.9%. The first three months of GLWAS's fiscal year (July, August, and September) are typically peak months for the usage of electricity. June, the last month of GLWA's fiscal year, is typically a peak month as well.
- **Gas** is coming in at 13.3% which is lower than the benchmark of 25.0%. A review of the accounts has confirmed that the usage is variable throughout the year.
- **Sewage service** is lower than the benchmark, coming in at 20.6%. A review of this category is being conducted.
- **Water service** is lower than the benchmark, coming in at 17.0%. While usage does vary throughout the year, a review of the accounts has shown that the water service bills are coming in lower for Wastewater Operations. Utilization of the new chemical building has required changes to the operational processes which has resulted in the reduction of the use of potable water.

Chemicals: This category is higher than the pro-rate benchmark; coming in at 30.5% through September 2020. Variances within this category are not unexpected as usage varies throughout the year. While this category is being reviewed, this variance is not a concern at this time.

Supplies & Other: This category is lower than the benchmark; coming in at 21.1% through September 2020. Given that the nature of the items in this category are subject to one-time expenses that do not occur evenly throughout the year, this variance is not a concern at this time. A review of this category is being conducted.

Contractual Services: The overall category is lower than the pro-rata benchmark; coming in at 23.5% through September 2020. Variances in this category, when they occur, are not unexpected as the usage of contracts varies throughout the year (projects scheduled to begin during the latter half of the year as well as contracts that are on an as needed basis). Budget amendments will be processed for those projects in which the actual start dates have been delayed from that in which they were budgeted.

Capital Program Allocation: This category is slightly lower than the benchmark; coming in at 22.5% through September 2020. The amount in the Capital Program Allocation account is shown as negative as this is a "contra" account which represents an offset to the Personnel Costs section of the Operations & Maintenance (O&M) budget.

Shared Services: This category is higher than the benchmark; coming in at 33.1% through September 2020. The shared services reimbursement is comprised of both labor (tracked via BigTime) and expenses, such as annual fees for software licensing. Staff from both GLWA and DWSD have been working together to evaluate and refine the budget for the shared services agreements. Based on these evaluations, adjustments have been made to both the billings and accounting accruals to reflect the forecasted activity more accurately for FY 2021. A budget amendment will be entered to adjust the shared services budget to this revised FY 2021 forecast. In addition, it is important to note that some of the shared services agreements are not billed at a monthly rate of 1/12 of the annual budgeted amount.

Table 3 – Operations & Maintenance Expense Variance Analysis – (\$000)

Expense Categories	FY 2020 AMENDED BUDGET	FY 2020 ACTIVITY THRU 9/30/2019	Percent Year-to-Date at 9/30/2019	FY 2020 ACTIVITY THRU 6/30/2020	Percent Year-to-Date at 6/30/2020	FY 2021 AMENDED BUDGET	FY 2021 PRORATED AMENDED BUDGET (3 MONTHS)	FY 2021 ACTIVITY THRU 9/30/2020	Percent Year-to-Date	PRORATED BUDGET LESS FY 2021 ACTIVITY
Entity-wide										
Salaries & Wages	\$ 64,703	\$ 16,056	24.8%	\$ 64,190	25.0%	\$ 69,842	\$ 17,461	\$ 16,220	23.2%	\$ 1,240
Workforce Development	1,271	218	17.2%	1,252	17.4%	948	237	222	23.5%	15
Overtime	7,191	1,853	25.8%	7,494	24.7%	6,988	1,747	1,987	28.4%	(240)
Employee Benefits	22,466	6,370	28.4%	25,001	25.5%	24,194	6,048	6,418	26.5%	(370)
Transition Services	5,872	1,233	21.0%	6,330	19.5%	6,834	1,708	1,321	19.3%	387
Employee Benefits Fund	-	(87)	0.0%	-	0.0%	-	-	400	0.0%	(400)
Personnel Costs	101,503	25,644	25.3%	104,266	24.6%	108,806	27,202	26,570	24.4%	632
Electric	39,549	11,628	29.4%	40,669	28.6%	39,240	9,810	11,739	29.9%	(1,929)
Gas	5,332	963	18.1%	5,196	18.5%	6,629	1,657	882	13.3%	775
Sewage Service	1,988	487	24.5%	2,109	23.1%	2,120	530	436	20.6%	94
Water Service	3,662	834	22.8%	3,178	26.2%	3,948	987	671	17.0%	316
Utilities	50,531	13,912	27.5%	51,153	27.2%	51,937	12,984	13,728	26.4%	(744)
Chemicals	14,019	4,420	31.5%	14,242	31.0%	13,420	3,355	4,094	30.5%	(739)
Supplies & Other	34,124	8,306	24.3%	35,403	23.5%	39,021	9,755	8,214	21.1%	1,541
Contractual Services	103,975	23,062	22.2%	106,372	21.7%	104,782	26,196	24,626	23.5%	1,570
Capital Program Allocation	(3,122)	(682)	21.8%	(3,347)	20.4%	(3,448)	(862)	(777)	22.5%	(85)
Shared Services	(4,995)	(1,344)	26.9%	(1,734)	77.5%	(3,413)	(853)	(1,131)	33.1%	278
Unallocated Reserve	12,731	-	0.0%	-	0.0%	5,318	1,329	-	0.0%	1,329
Total Expenses	\$ 308,767	\$ 73,319	23.7%	\$ 306,355	23.9%	\$ 316,423	\$ 79,106	\$ 75,323	23.8%	\$ 3,783



The Basic Financial Statements report includes the following four tables.

1. Statement of Net Position - All Funds Combined
2. Statement of Revenues, Expenses and Changes in Net Position – All Funds Combined
3. Supplemental Schedule of Operations & Maintenance Expenses -All Funds Combined
4. Supplemental Schedule of Nonoperating Expenses – All Funds Combined

At a macro level GLWA has two primary funds for financial reporting purposes: *Water Fund* and *Sewage Disposal Fund*. These funds represent the combined total of four sub-funds for each system that are used internally to properly account for sources and uses of funds. Those sub-funds for each system are: *Operations & Maintenance Fund*, *Improvement & Extension Fund*, *Construction Bond Fund*, and *Capital Asset Fund*.

The June 2020 comparative values shown in the tables below are presented in a draft format. Adjustments related to fiscal year end 2020 audit affect the basic financial statements. The results of these adjustments will be presented in the audited CAFR.

Statement of Net Position – All Funds Combined

Explanatory notes follow the Statement of Net Position shown in Table 1 below.

Table 1 – Statement of Net Position - All Funds Combined
As of September 30, 2020
(\$000)

	Water	Sewage Disposal	Total Business-type Activities	Comparative June 30, 2020
Assets				
Cash - unrestricted (a)	\$ 118,801	\$ 128,545	\$ 247,346	\$ 208,357
Cash - restricted (a)	27,953	45,219	73,172	114,415
Investments - unrestricted (a)	279,191	152,197	431,388	473,549
Investments - restricted (a)	56,778	78,666	135,445	157,786
Accounts Receivable	110,267	78,890	189,157	193,719
Due from (to) Other Funds (b)	(4,209)	4,209	-	-
Other Assets (c)	678,395	434,982	1,113,377	1,114,230
Cash Held FBO DWSD Advance (d)	-	15,025	15,025	-
Capital Assets, net of Depreciation	1,359,438	2,261,305	3,620,743	3,689,047
Land	292,799	123,846	416,645	416,645
Construction Work in Process (e)	155,072	195,201	350,274	303,220
Total assets	3,074,486	3,518,085	6,592,572	6,670,969
Deferred Outflows (f)	62,000	152,344	214,344	217,097
Liabilities				
Liabilities - Short-Term (g)	150,928	156,766	307,694	305,598
Due to (from) Other Funds (b)	-	-	-	-
Other Liabilities (h)	2,782	6,577	9,359	9,179
Cash Held FBO DWSD (d)	129	-	129	1,250
Liabilities - Long-Term (i)	3,016,998	3,572,513	6,589,510	6,683,741
Total liabilities	3,170,837	3,735,856	6,906,693	6,999,768
Deferred Inflows (f)	55,345	52,614	107,959	109,876
Total net position (j)	\$ (89,696)	\$ (118,040)	\$ (207,736)	\$ (221,578)

Totals may be off due to rounding

In general, the Statement of Net Position reflects a mature organization with no unexpected trends.

An ongoing challenge is the Net Position Deficit. The underlying causes took years to build (largely heavy use of debt to finance capital asset investment versus a strategic blend of debt, state revolving funds, and cash). The effect is reflected in GLWA's high debt interest expense. The GLWA is regularly updating the FY 2030 forecast which helps to provide a pathway to a positive Net Position in the future.

Footnotes to Statement of Net Position

- a. *Cash and Investments* are reported at book value. Investments at June 30, 2020 are reported at market value. The September 30, 2020 values differ from the Cash and Investment section of this Financial Report Binder due to timing of certain items recognized on a cash versus accrual basis.
- b. *Due from Other Funds* and *Due to Other Funds* are shown at gross for sub-fund activity.
- c. *Other Assets* primarily consists of the contractual obligation receivable from DWSD related to reimbursement of bonded indebtedness for local system improvements.
- d. *Cash Held FBO Advance (for benefit of) DWSD* and *Cash Held FBO DWSD* represents the net difference between DWSD retail cash received from customers and net financial commitments as outlined in the Master Bond Ordinance.
- e. *Construction Work in Process* represents the beginning balance of CWIP plus any construction spending during the fiscal year. The balance will fluctuate based on the level of spend less any capitalizations or write-offs.
- f. *Deferred Inflow* and *Deferred Outflow* relate mainly to financing activity and GLWA's share of the legacy General Retirement System (GRS) pension obligation.
- g. *Liabilities - Short-term* include accounts payable, retainage payable, and certain accrued liabilities. Some items, such as compensated absences and worker's compensation, are reviewed periodically but only adjusted in the interim if there is a material change.
- h. *Other Liabilities* account for the cash receipts set aside for the Budget Stabilization Fund and the Water Residential Assistance Program.
- i. *Liabilities – Long-term* include bonds payable, lease payable, and legacy General Retirement System pension liabilities.
- j. *Net Position Deficit* is defined by accounting standards as the residual of all other elements presented in a statement of financial position. It is the difference between (a) assets and deferred outflows of resources and (b) liabilities and deferred inflows of resources. A net deficit occurs when the liabilities and deferred inflows exceed assets and deferred outflows. GLWA's net deficit is largely driven by an increase in depreciation expense because of the increase in the acquisition valuation approach for recording capital asset values in the opening Statement of Net Position on January 2016. Efforts are underway to evaluate the net operating effect of this matter over the long term.

Statement of Revenues, Expenses and Changes in Net Position

– All Funds Combined

This statement, shown in Table 2, is presented in summary format. The accrual basis of revenues and operations and maintenance expense vary from the revenue requirement basis presented in the *Budget to Actual Analysis* and the *Wholesale Billings, Receivables & Collections* sections of the September 2020 Financial Report Binder. Prior year ending balances are provided in the June 30, 2020 column as a reference for comparative purposes. Explanatory notes follow this statement.

Water revenues presented below in Table 2 differ from those presented in *Table 1A – Water Revenue Requirement Budget* found in the *Budget to Actual Analysis* section of this report because water revenues presented in Table 1A for revenue requirement purposes are reduced by the monthly payment to the City of Flint for a license to raw water rights.

Table 2 – Statement of Revenues, Expenses and Changes in Net Position
– All Funds Combined
For the Three Months ended September 30, 2020
(\$000)

	Water	Percent of Revenue	Sewage Disposal	Percent of Revenue	Total Business- Type Activities	Comparative June 30, 2020
Revenue						
Wholesale customer charges	\$ 92,603	94.3%	\$ 67,150	56.9%	\$ 159,753	\$ 578,705
Local system charges	5,560	5.7%	47,259	40.0%	52,819	207,103
Industrial waste charges		0.0%	1,963	1.7%	1,963	7,855
Pollutant surcharges		0.0%	1,498	1.3%	1,498	6,449
Other revenues	7	0.0%	157	0.1%	164	778
Total Revenues	98,171	100.0%	118,027	100.0%	216,198	800,889
Operating expenses						
Operations and Maintenance	33,167	33.8%	43,210	36.6%	76,377	309,482
Depreciation	30,963	31.5%	37,629	31.9%	68,592	280,104
Total operating expenses	64,130	65.3%	80,839	68.5%	144,969	589,586
Operating Income	34,041	34.7%	37,188	31.5%	71,229	211,303
Total Nonoperating (revenue) expense	27,327	27.8%	30,060	25.5%	57,387	232,056
Increase/(Decrease) in Net Position	6,714	6.8%	7,128	6.0%	13,842	(20,753)
Net Position (deficit), beginning of year	(96,410)		(125,168)		(221,578)	(200,825)
Net position (deficit), end of year	\$ (89,696)		\$ (118,040)		\$ (207,736)	\$ (221,578)
<i>Totals may be off due to rounding</i>						

Water Fund

- ✓ The increase in Water Fund Net Position is \$6.7 million.
- ✓ Wholesale water customer charges of \$92.6 million account for 94.3% of Water System revenues.
- ✓ Operating expenses of \$64.1 million represent 65.3% of total operating revenue. Depreciation is the largest operating expense at \$31.0 million or 48.3% of operating expense.
- ✓ Operating income after operating expenses (including depreciation) equals \$34.0 million or 34.7 % of operating revenue.
- ✓ The largest category within nonoperating activities is bonded debt interest expense of \$21.0 million (this equates to the bonded debt interest expense less the offset from DWSD contractual obligation income).

Sewage Disposal Fund

- ✓ The increase in the Sewage Disposal Fund Net Position is \$7.1 million.
- ✓ Wholesale customer charges of \$67.1 million account for 56.9% of Sewer System revenues. Wholesale customer charges are billed one-twelfth each month based on an agreed-upon historical average “share” of each customer’s historical flows which are formally revisited on a periodic basis. The result is no revenue shortfall or overestimation.
- ✓ Local system (DWSD) charges of \$47.3 million account for 40.0% of total operating revenues. These are also billed at one-twelfth of the annual revenue requirement.
- ✓ Operating expenses of \$80.8 million represent 68.5% of total operating revenue. Depreciation is the largest operating expense at \$37.6 million or 46.5% of total operating expense.
- ✓ Operating income after operating expenses (including depreciation) equals \$37.2 million or 31.5 % of operating revenue.
- ✓ The largest category within nonoperating activities is bonded debt interest expense of \$24.2 million (this equates to the bonded debt interest expense less the offset from DWSD contractual obligation income).

Supplemental Schedule of Operations & Maintenance Expenses – All Funds Combined

This Supplemental Schedule of Operations & Maintenance Expenses (O&M) schedule is shown below in Table 3. This accrual basis of operations and maintenance expense may vary from the revenue requirement basis presented in the *Budget to Actual Analysis* section of the September 2020 Financial Report Binder. Explanatory notes follow this schedule.

**Table 3 – Supplemental Schedule of Operations & Maintenance Expenses
– All Funds Combined
For the Three Months ended September 30, 2020
(\$000)**

	Water	Percent of Total	Sewage Disposal	Percent of Total	Total Business- Type Activities	Percent of Total
Operating Expenses						
Personnel						
Salaries & Wages	5,855	17.7%	11,909	27.6%	17,764	23.3%
Overtime	1,205	3.6%	782	1.8%	1,987	2.6%
Benefits	4,622	13.9%	2,197	5.1%	6,819	8.9%
Total Personnel	\$ 11,682	35.2%	\$ 14,887	34.5%	\$ 26,570	34.8%
Utilities						
Electric	7,918	23.9%	3,821	8.8%	11,739	15.4%
Gas	60	0.2%	822	1.9%	882	1.2%
Sewage	53	0.2%	383	0.9%	436	0.6%
Water		0.0%	671	1.6%	671	0.9%
Total Utilities	\$ 8,032	24.2%	\$ 5,696	13.2%	\$ 13,728	18.0%
Chemicals	1,835	5.5%	2,259	5.2%	4,094	5.4%
Supplies and other	2,525	7.6%	5,689	13.2%	8,214	10.8%
Contractual services	10,664	32.2%	15,016	34.8%	25,680	33.6%
Capital Adjustment	-	0.0%	-	0.0%	-	0.0%
Capital program allocation	(525)	-1.6%	(252)	-0.6%	(777)	-1.0%
Shared services allocation	(1,047)	-3.2%	(85)	-0.2%	(1,131)	-1.5%
Operations and Maintenance Expenses	\$ 33,167	100.0%	\$ 43,210	100.0%	\$ 76,377	100.0%

Totals may be off due to rounding

- ✓ Core expenses for water and sewage disposal systems are utilities (18.0% of total O&M expenses) and chemicals (5.4% of total O&M expenses).
- ✓ Personnel costs (34.8% of total O&M expenses) include all salaries, wages, and benefits for employees as well as staff augmentation contracts that fill a vacant position (contractual transition services).
- ✓ Contractual services (33.6%) includes:
 - Water System costs of sludge removal and disposal services at the Northeast, Southwest and Springwells Water Treatment Plants (approximately \$1.5 million);
 - Sewage Disposal System costs for the operation and maintenance of the biosolids dryer facility (approximately \$3.9 million); and
 - Centralized and administrative contractual costs allocated to both systems for information technology, building maintenance, field, planning and other services.
- ✓ Both the Capital Program Allocation and Shared Services Allocation are shown as negative amounts because they are 'contra' expense accounts representing offsets to associated costs in other Operations and Maintenance expense categories.

Supplemental Schedule of Nonoperating Expenses – All Funds Combined

The Supplemental Schedule of Nonoperating Expenses – All Funds Combined is shown in Table 4. Explanatory notes follow this schedule.

**Table 4 – Supplemental Schedule of Nonoperating Expenses – All Funds Combined
For the Three Months ended September 30, 2020
(\$000)**

	Water	Sewage Disposal	Total Business- type Activities	Comparative June 30, 2020
Nonoperating (Revenue)/Expense				
Interest income contractual obligation	\$ (6,616)	\$ (4,404)	\$ (11,020)	\$ (41,136)
Interest income DWSD Shortfall	-	(222)	(222)	(1,299)
Investment earnings	(1,363)	(938)	(2,301)	(19,445)
Net (increase)/decrease in fair value of investments	4,946	3,340	8,286	(5,972)
Other nonoperating revenue	(1)	(6)	(7)	(2,552)
Interest Expense				
Bonded debt	27,630	28,625	56,255	243,745
Lease obligation	4,333	5,296	9,628	38,808
Other obligations	1,189	388	1,578	6,395
Total interest expense	33,152	34,309	67,461	288,948
Other non-capital expense	-	-	-	-
Memorandum of Understanding	-	-	-	-
Capital Contribution	-	-	-	(5,960)
Amortization, issuance costs, debt	(3,958)	(2,812)	(6,771)	(10,303)
Amortization, raw water rights	594	-	594	3,567
(Gain) loss on disposal of capital assets	(1)	(9)	(10)	1,317
Loss on impairment of capital assets	-	-	-	1,432
Water Residential Assistance Program	574	802	1,376	3,315
Legacy pension expense	-	-	-	20,144
Total Nonoperating (Revenue)/Expense	\$ 27,327	\$ 30,060	\$ 57,387	\$ 232,056

- ✓ Interest income on contractual obligation relates to the portion of the total GLWA debt obligation attributable to DWSD. This interest income offsets the total debt interest expense paid by GLWA on behalf of both entities monthly.
- ✓ Interest income DWSD shortfall represents interest from a budgetary shortfall loan from fiscal years 2016, 2017 and 2018 and is paid in accordance with the 2018 Memorandum of Understanding (MOU).
- ✓ Investment earnings in this report are reflected at book value. Any differences between the Basic Financial report and Cash and Investment section of this Financial Report binder are due to accrued interest and related market adjustments for FY 2020 and FY 2021. FY 2020 market value adjustments for

Water and Sewer totaled \$4.9 million and \$3.3 million, respectively. FY 2021 market value adjustment will be made as part of audit preparation in June 2021.

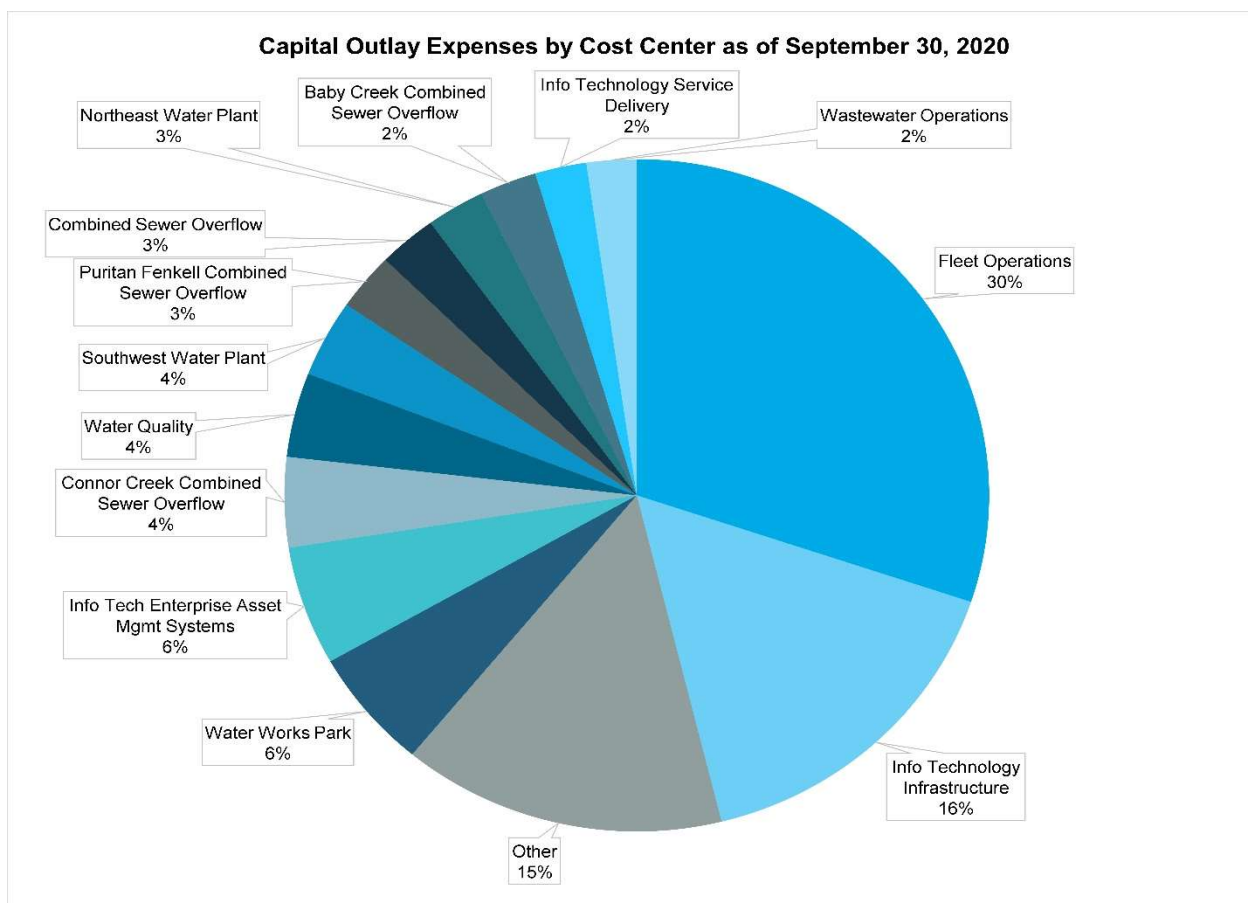
- ✓ Interest expense, the largest category of nonoperating expenses, is made up of three components:
 - Bonded debt;
 - Lease obligation for the regional assets from the City of Detroit; and
 - Other obligations such as an obligation payable to the City of Detroit for an allocation BC Notes related to assumed DWSD liabilities; acquisition of raw water rights related to the KWA Pipeline.

Financial Activity Charts

Chart 1 – Capital Outlay – Water and Sewer System Combined

Capital Outlay represents purchases of equipment, software, and small facility improvement projects. It *excludes* any capital investment which is included in the monthly construction work-in-progress report related to the Capital Improvement Program. Some items span several months so the entire cost may not have been incurred yet. In addition, items are capitalized only if they meet GLWA's capitalization policy.

Through September 30, 2020, total capital outlay spend is \$3.5 million. Following this chart is a sample list of projects and purchases from the total spend of \$3.5 million:



Note: Due to rounding totals may not equal 100%.

Water Operations: Generator (\$111k); Southwest Water Plant feed system (\$110k) and emergency valve closure (\$43k).

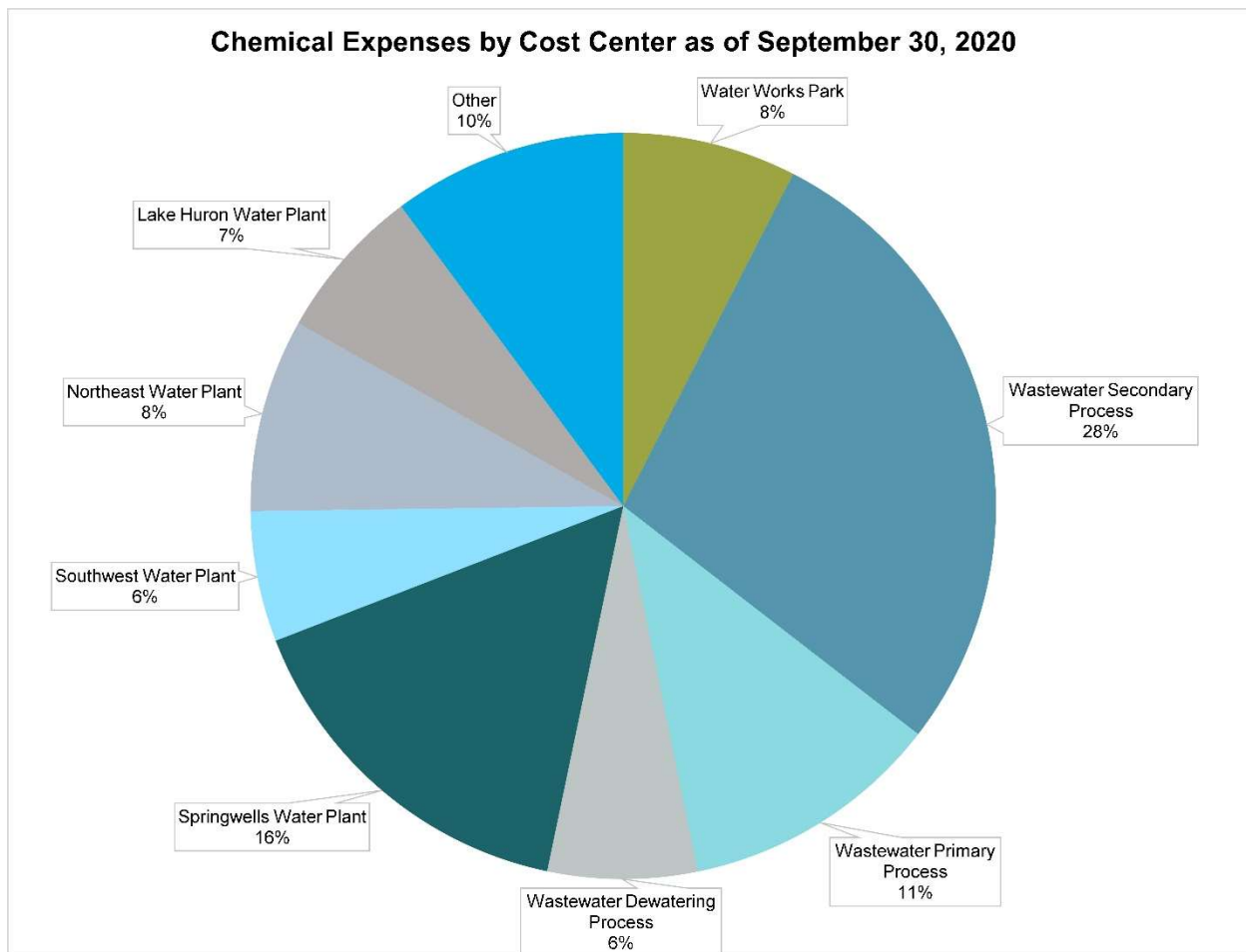
Wastewater Operations: Level and flow instrumentation (\$156k); magnetic drive (\$129k); chemical containment improvements (\$93k); actuators (\$68k); Complex A Bio

Solids dryer (\$68k); dilute water control (\$56k); sewer meter support (\$50k); electric check valve (\$46k); actuator (\$38k); and flow metering equipment (\$34k).

Centralized & Administrative Facilities: Trucks and vehicles (\$1.0m); datacenter modernization (\$334k); IT software (\$418k); IT Computers (\$110k) and universal power supply (\$60k).

Chart 2 – Chemical Expenses – Water and Sewer System Combined

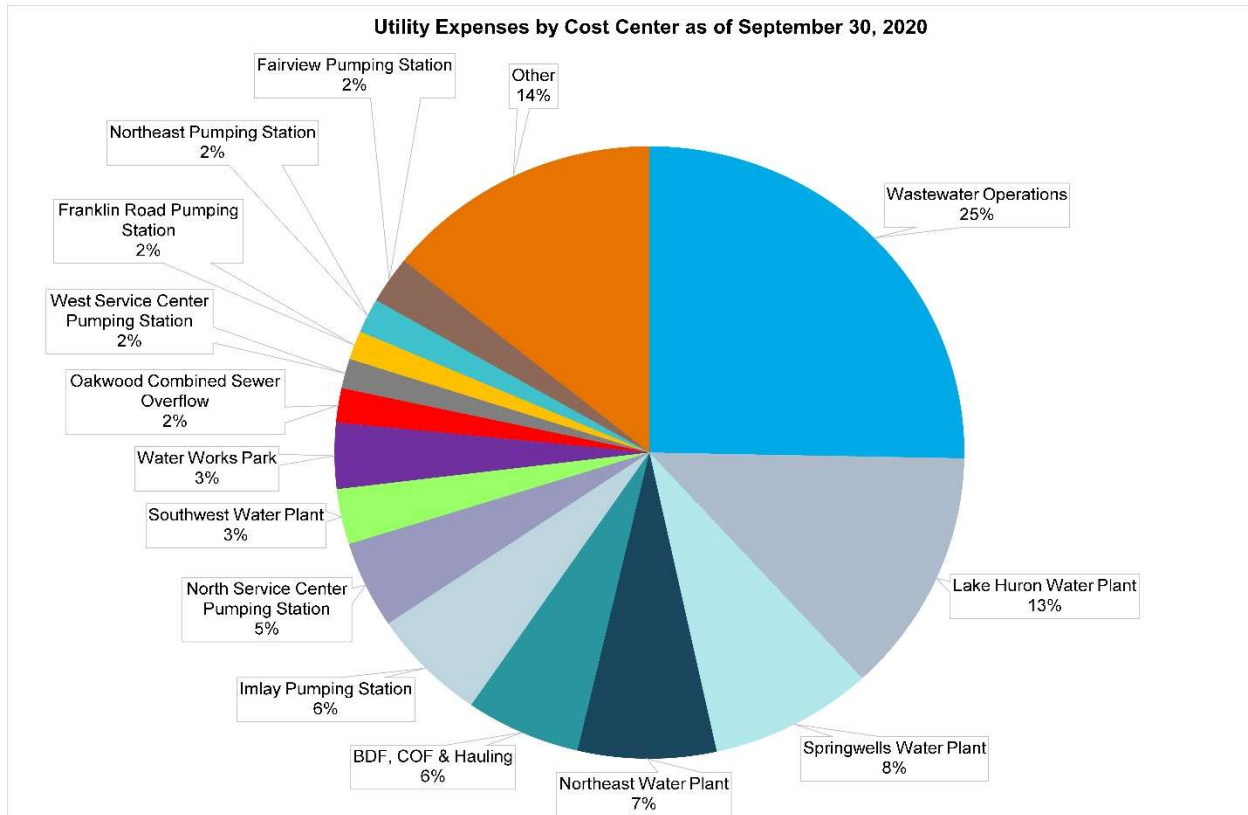
Chemical expenses are \$4.1 million through September 30, 2020. The allocation is shown in the chart below and remains consistent with prior periods.



Note: “Other” includes Combined Sewer Overflow (CSO), portions of the Wastewater process and two departments from Water. Due to rounding totals may not equal 100%.

Chart 3 – Utility Expenses – Water and Sewer System Combined

Utility expenses are \$13.7 million through September 30, 2020. The allocation is shown in the chart below and consistent with prior periods.



Note: Due to rounding totals may not equal 100%.



Financial Operations KPI

This key performance indicator shown in **Chart 1 – Bank Reconciliation Completion Status** below provides a measure of the progress made in the month-end close process which includes bank reconciliations with a completed status at month end. Through September 30, 2020 all reconciliations are up-to-date and complete.

Two cost of issuance accounts have been updated to inactive. These accounts were used as part of the bond transactions that occurred in March 2020 and June 2020. There were no other changes from August 2020.

Chart 1 – Bank Reconciliation Completion Status

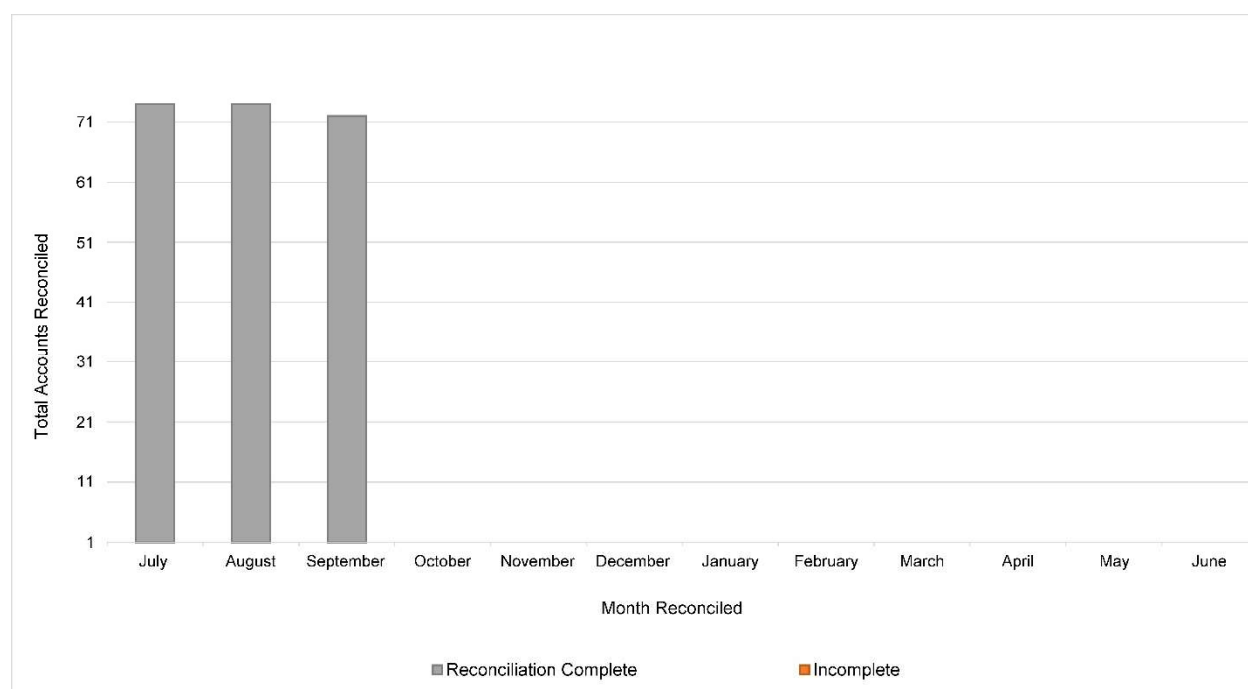


Table 1 – Fiscal Year 2021 GL Cash Account Rollforward

Total GL Cash accounts as of July 1, 2020	74
New GL Cash accounts	0
Inactivated GL Cash accounts	(2)
Total GL Cash accounts as of September 30, 2020	<u>72</u>



The monthly Budget to Financial Statements Crosswalk includes the following.

1. Crosswalk Budget Basis to Financial Reporting Basis
2. Explanatory Notes for Crosswalk

Purpose for Crosswalk: The Great Lakes Water Authority establishes a “Revenue Requirements” budget for the purposes of establishing charges for services. The financial report is prepared in accordance with Generally Accepted Accounting Policies for enterprise funds of a local government. Because the budget and the financial statements are prepared using different basis of accounting, the crosswalk reconciles the “Net Revenue Requirement Basis” from the Budget to Actual Analysis (Table 1A and Table 1B) to the “Increase/(Decrease) in Net Position” in Table 2 of the Basic Financial Statements in the monthly Financial Report.

The Authority has a Water Master Bond Ordinance and a Sewer Master Bond Ordinance (MBO). The Ordinances provide additional security for payment of the bonds. All revenues of the system are deposited into Revenue Receipts Funds which are held in trust by a trustee. The cash is moved to multiple bank accounts monthly based on 1/12th of the budget as defined in the MBO (“the flow of funds”) for all revenue requirements except for the Debt Service monthly transfer. The Debt Service monthly requirement is computed by the trustee, U.S. Bank. The cash transfer for debt is net of investment earnings that remain in the debt service accounts to be used for debt service.

The budget is prepared on a modified cash basis. The revenue requirements are determined based upon the cash needed to meet the financial commitments as required by the Master Bond Ordinance.

- Operation & Maintenance (O&M) expenses based on an accrual basis
- O&M Legacy Pension Allocation (includes administrative fee) and Accelerated Legacy Pension Allocation (includes B&C notes obligation) based on a cash basis
- Debt Service Allocation based on a cash set aside basis to provide the cash for the debt payments on the due dates
- Lease payments based on a cash basis
- Water Residential Assistance Program based on a percentage of budgeted revenue
- Regional System Improvement & Extension Fund Allocation on a cash basis

Budget: In Table 1A and Table 1B of the Budget to Actual Analysis the ‘Revenues’ section is the accrual basis revenues that are available to meet the ‘Revenue Requirements’. The “Revenue Requirements’ section budget column indicates the annual cash transfers to be made.

Financial Reporting: The Authority's financial statements are prepared in conformity with generally accepted accounting principles (GAAP) as applied to government units. The Authority maintains its records on the accrual basis of accounting to conform to GAAP. Revenues from operations, investments and other sources are recorded when earned. Expenses (including depreciation) are recorded when incurred.

Table 1 – Crosswalk Budget Basis to Financial Reporting Basis provides a reconciliation of the "Net Difference" in Table 1A and Table 1B in the Budget to Actual Analysis report to the "Increase/(Decrease) in Net Position" in Table 2 of the Basic Financial Statements in this monthly Financial Report. Explanatory notes follow the Crosswalk shown in Table 1 below.

Table 1 – Crosswalk Budget Basis to Financial Reporting Basis (\$000)
For the Three Months Ended September 30, 2020

	Water	Sewer	Total
Net Revenue Requirement Budget Variance (a)	\$ 14,026	\$ (1,860)	\$ 12,166
Budgetary categories adjustments to financial reporting basis			
Pension delayed accounting election adjustments			
Current year pension transfers/payments recorded as deferral (c)	2,860	5,119	7,979
Prior year pension contribution accounted for in current year (d)	-	-	-
Administrative prepaid adjustment (e)	-	-	-
Debt service (f)	13,421	26,585	40,006
Accelerated pension B&C notes obligation portion (g)	46	104	150
Lease payment (h)	1,292	1,579	2,871
WRAP (i)	(161)	(201)	(362)
DWSD short term allocation (j)	1,118	4,830	5,948
Operating Reserve Deposit (j)	-	-	-
Improvement & Extension Fund (j)	5,991	8,872	14,863
Nonbudgeted financial reporting categories adjustments			
Depreciation (k)	(30,963)	(37,629)	(68,592)
Amortization (k)	3,364	2,812	6,176
Other nonoperating income (k)	2	6	8
Other nonoperating expense (k)	-	-	-
Gain(loss) on disposal of capital assets (k)	1	9	10
Raw water rights (l)	646	-	646
Investment earnings construction fund & WRAP (m)	17	20	37
Investment earnings DWSD note receivable (m)	-	222	222
Investment earnings unrealized gain/loss (m)	(4,946)	(3,340)	(8,286)
Capital contribution (n)	-	-	-
Net Position Increase/(Decrease) per Financial Statements (b)	\$ 6,714	\$ 7,128	\$ 13,842

Table 2- Explanatory Notes for Crosswalk

- (a) Source: Budget to Actual Table 1A and Table 1B in Monthly Financial Binder
- (b) Source: Basic Financial Statements Table 2 in Monthly Financial Binder
- (c) Current year pension payments are an expense for budget purposes but not for financial reporting purposes.

- (d) Prior year pension payments are accounted for in the current year financial statements.
- (e) The administrative fee is part of the O&M Legacy Pension shown as an expense for budget purposes. For financial reporting purposes part of the administrative fee is considered prepaid based on the prior year General Retirement System audit information and therefore not an expense for the current year financial reporting. The prepaid portion is adjusted in June each year.
- (f) Debt service (principal and interest payments) are shown as an expense for budget purposes. Most of the adjustment relates to principal payments which are not an expense for financial reporting purposes. A portion of the adjustment relates to interest expense variances on state revolving fund debt due to the timing of payment draws. The cash set aside basis for interest expense generally is the same as the accrual basis for financial reporting.
- (g) The accelerated pension payment includes the obligation payable for the B&C notes. The pension portion is included in item (c) above. This adjustment relates to the B&C note obligation payments. The principal and interest cash basis payments are treated as an expense for budget purposes. The principal portion is not an expense for financial reporting purposes. For financial reporting purposes interest is expensed on an accrual basis which is different from the cash basis.
- (h) The lease payment is included as an expense for budget and includes both principal and interest payments. Most of the adjustment relates to the principal payments which are not an expense for financial reporting purposes. A portion of the adjustment relates to interest expense which is recorded on an accrual basis for financial reporting which is different from the cash basis.
- (i) WRAP is shown as an expense for budget purposes. For financial reporting purposes the expense is not recognized until the funds have been transferred to the WRAP administrator. The adjustment shown is the amount of current year transfers that have not been transferred to the WRAP administrator. Note that there are funds from the prior year that have not been transferred to the WRAP administrator.
- (j) The DWSD short term allocation, Operating Reserve Deposit, and Improvement & Extension Fund transfers are shown as an expense for budget purposes but not for financial reporting purposes. For FY 2021, the Sewer Improvement and Extension Fund adjustments also reflect \$1.1 million in Sewer Improvement and Extension Fund expenses relating to repairs paid for through the Sewer Improvement and Extension Fund. These are consolidated expenses for financial reporting purposes but are not reflected in the current Operations and Maintenance budget expenses.

- (k) Certain nonoperating income and expenses are reported in financial statements only.
- (l) The water service contract with Flint includes a license for raw water rights which has been recorded as an asset and liability by the Authority. The contract provides a credit to Flint as Flint satisfies its monthly bond payment obligation to KWA. This KWA credit is treated as a noncash payment of principal and interest on the liability recorded for the raw water rights. For budget, wholesale customer charges are net of the anticipated KWA credits to Flint as that is the cash that will be received and available to meet the budgeted revenue requirements. For financial reporting basis the Flint wholesale charges are recorded at the total amount billed. When the KWA credit is issued, the receivable from Flint is reduced and the principal and interest payments on the liability for the raw water rights are recorded as a noncash transaction. Most of the adjustment shown relates to the principal reduction made for the credits applied which are not an expense for financial reporting basis.
- (m) Investment earnings from the construction fund are not shown as revenue in the budget and are shown as revenue in the financial statements. Construction fund investment earnings are excluded from the definition of revenue for budget purposes as they are used for construction costs and are not used to meet the revenue requirements in the budget. WRAP account earnings are also excluded from the definition of revenue for budget purposes and are not used to meet the revenue requirements in the budget. Interest on the DWSD note receivable is budgeted as part of the Sewer improvement and extension fund and is transferred directly to that fund as payments are made. Unrealized gains and losses are recorded annually as required for financial reporting purposes but do not reflect actual investment earnings and are not included in cash basis reporting.
- (n) The capital contribution is a one-time payment of \$11.92 million made to GLWA by the Oakland Macomb Interceptor Drainage District (OMIDD) as part of an amendment to the OMIDD Wastewater Disposal Services Contract. This contribution is associated with revenue requirements for FY 2020 and 2021 so one-half of the contribution (or \$5.96 million) was recognized in FY 2020 and the remaining \$5.96 will be recognized as a capital contribution in FY 2021.



The Monthly Construction Work in Progress (CWIP) Summary includes the following.

1. Water System Construction Work in Progress costs incurred to date
2. Sewer System Construction Work in Progress costs incurred to date

Construction Work in Progress

Great Lakes Water Authority (GLWA) capital improvement projects generally span two or more years due to size and complexity. Therefore, the GLWA Board of Directors adopts a five-year capital improvement plan (CIP). The CIP is a five-year, rolling plan which is updated annually and formally adopted by the GLWA Board of Directors. In addition, the Board of Directors adopts a capital spending ratio assumption (SRA) which allows the realities of capital program delivery to align with the financial plan. The SRA is an analytical approach to bridge the total dollar amount of projects in the CIP with what can realistically be spent due to limitations beyond GLWA's control and/or delayed for nonbudgetary reasons. Those limitations, whether financial or non-financial, necessitate the SRA for budgetary purposes, despite the prioritization established.

This report presents quarterly and monthly CWIP spending against the prorated CIP in total and the CIP adjusted for the SRA. The prorated CIP is calculated by dividing the total fiscal year 2021 board-approved CIP plan by twelve equal months. It should be noted that for operational purposes, GLWA utilizes Primavera P6 for refined monthly projections for cash management and project management.

Chart 1 – Water System Construction in Work in Progress Spend

As of September 2020, the Water system incurred over \$27 million of construction costs to date. This is 75% of the fiscal year 2021 prorated CIP through September and 100% of the financial plan which is labeled as the FY 2021 CIP w/SRA in the chart below.

Chart 2 – Sewer System Construction in Work in Progress Spend

As of September 2020, the Sewer system incurred over \$17 million of construction costs to date. This is 63% of the fiscal year 2021 prorated CIP through September and 85% of the financial plan which is labeled as the FY 2021 CIP w/SRA in the chart below.

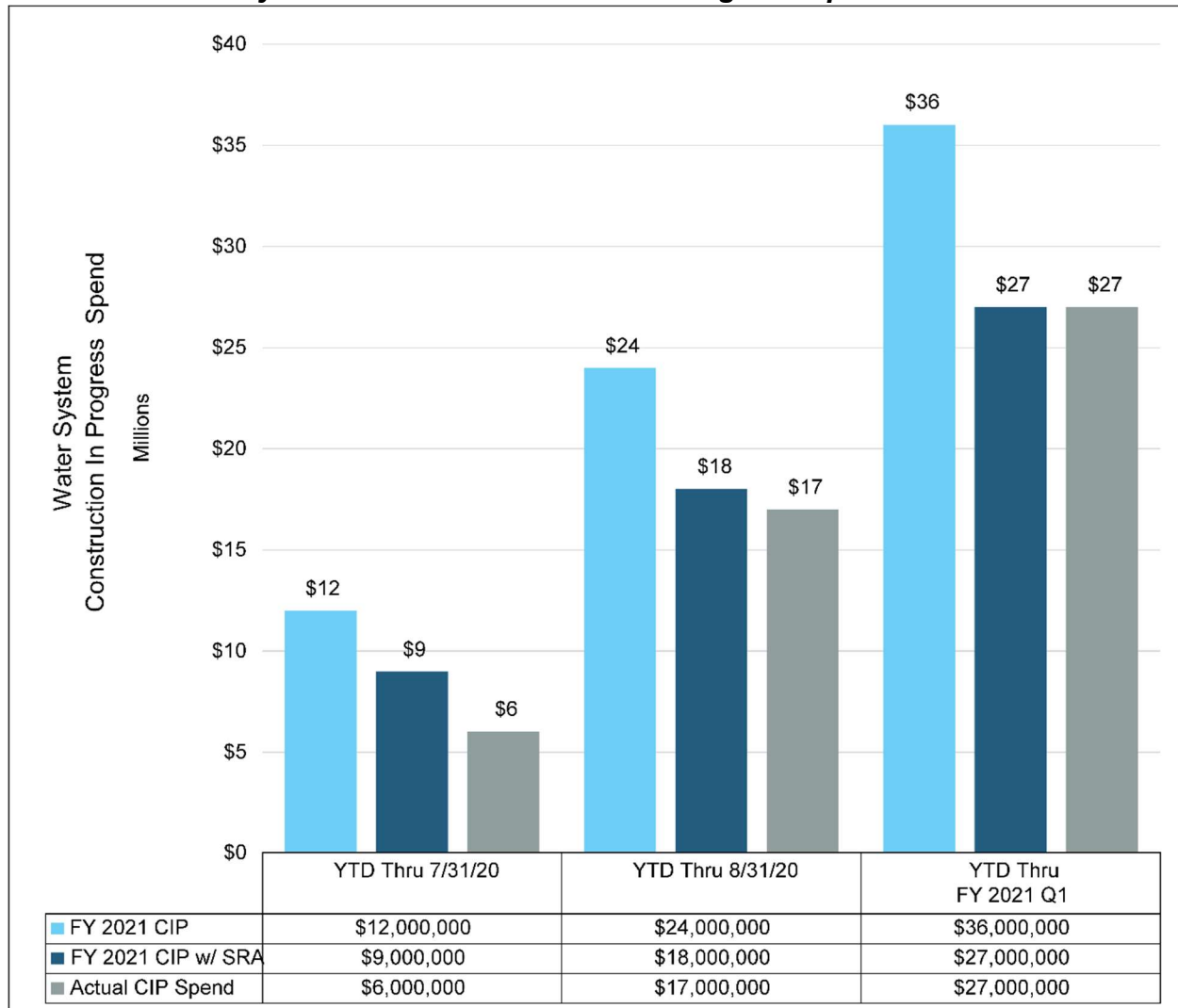
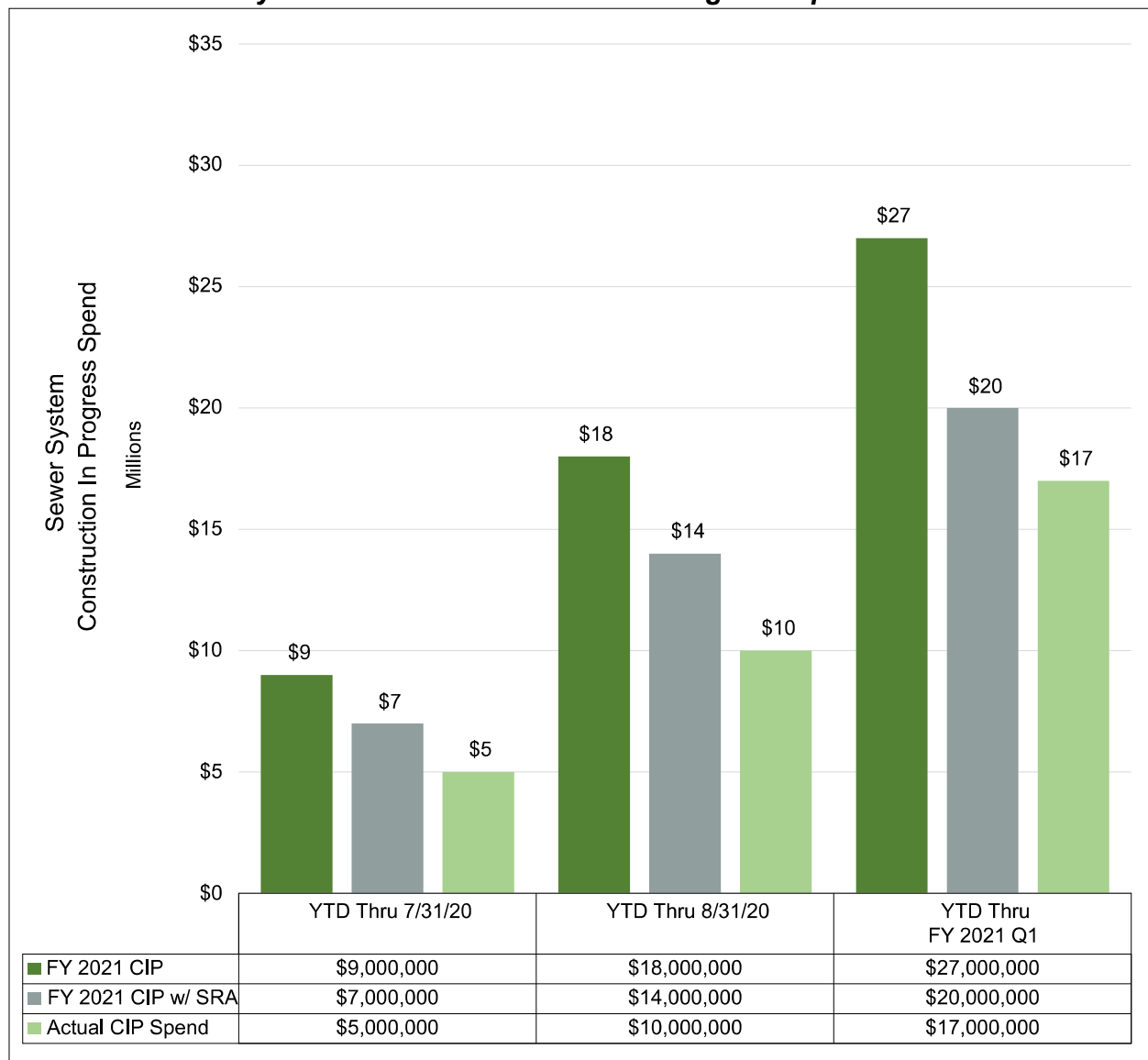
Chart 1 – Water System Construction Work in Progress Spend


Chart 2 – Sewer System Construction Work in Progress Spend




This report includes the following.

1. Master Bond Ordinance (MBO) Required Transfers to Accounts Held by GLWA
2. Master Bond Ordinance (MBO) Required Transfers to Accounts Held by DWSD

MBO Transfers to Accounts Held by GLWA

GLWA Transfers: The Treasury team completes required MBO transfers on the first business day of each month. These transfers are completed in accordance with the Great Lakes Water Authority (GLWA) and Detroit Water & Sewerage Department (DWSD) budgets as approved and adopted by the GLWA Board of Directors and DWSD Board of Water Commissioners annually.

Monthly transfers for Operations & Maintenance (O&M), Pension, and Water Residential Assistance Program (WRAP) are one-twelfth of the annual, budgeted amount. Budget stabilization should not require additional funding due to new, baseline funding levels established as part of the June 2018 Memorandum of Understanding but is included to reflect historical activity. Transfers to the Extraordinary Repair & Replacement (ER&R) fund are completed annually based on budget and year-end fund status.

Table 1 – GLWA FY 2021 Water MBO Transfers reflects the required transfers for FY 2021 completed through September 1, 2020. MBO transfers for water totaling \$38.2 million have been transferred to GLWA accounts.

Table 2 – GLWA FY 2021 Sewer MBO Transfers reflects the required transfers for FY 2021 completed through September 1, 2020. MBO transfers for sewer totaling \$52.9 million have been transferred to GLWA accounts.

Table 3 – GLWA MBO Transfer History reflects historical transfers for FY 2016 through FY 2021 to date.

Table 1 – GLWA FY 2021 Water MBO Transfers

WATER							
	Operations & Maintenance	Pension Sub Account	Pension Obligation	WRAP	Budget Stabilization (For Benefit of DWSD)	Extraordinary Repair & Replacement (ER&R)	Total Water
FY 2021							
July 2020	\$ 11,160,517	\$504,000	\$891,308	\$192,608	-	-	\$12,748,433
August 2020	11,160,517	504,000	891,308	192,608	-	-	12,748,433
September 2020	11,160,517	504,000	891,308	192,608	-	-	12,748,433
Total FY 2021	\$ 33,481,551	\$1,512,000	\$2,673,924	\$577,824	\$ -	\$ -	\$38,245,299

Table 2 – GLWA FY 2021 Sewer MBO Transfers

SEWER							
	Operations & Maintenance	Pension Sub Account	Pension Obligation	WRAP	Budget Stabilization (For Benefit of DWSD)	Extraordinary Repair & Replacement (ER&R)	Total Sewer
FY 2021							
July 2020	\$ 15,194,175	\$902,000	\$1,223,950	\$313,500	-	-	\$17,633,625
August 2020	15,194,175	902,000	1,223,950	313,500	-	-	17,633,625
September 2020	15,194,175	902,000	1,223,950	313,500	-	-	17,633,625
Total FY 2021	\$45,582,525	\$2,706,000	\$3,671,850	\$940,500	\$ -	\$ -	\$52,900,875

Table 3 – GLWA MBO Transfer History

GLWA MBO Transfer History							
WATER							
	Operations & Maintenance	Pension Sub Account	Pension Obligation	WRAP	Budget Stabilization (For Benefit of DWSD)	Extraordinary Repair & Replacement (ER&R)	Total Water
Total FY 2016	\$71,052,000	\$6,037,100	\$10,297,200	\$1,983,300	\$2,326,900	\$606,000	\$92,302,500
Total FY 2017	111,879,600	6,037,200	10,297,200	2,077,200	360,000	-	130,651,200
Total FY 2018	121,562,604	6,048,000	10,695,696	2,159,400	-	-	140,465,700
Total FY 2019	121,562,604	6,048,000	10,695,696	2,061,000	-	-	140,367,300
Total FY 2020	126,840,204	6,048,000	10,695,683	1,980,804	-	-	145,564,691
Total FY 2021 (3 months)	33,481,551	1,512,000	2,673,924	577,824	-	-	38,245,299
Life to Date	\$586,378,563	\$31,730,300	\$55,355,399	\$10,839,528	\$2,686,900	\$606,000	\$687,596,690
SEWER							
	Operations & Maintenance	Pension Sub Account	Pension Obligation	WRAP	Budget Stabilization (For Benefit of DWSD)	Extraordinary Repair & Replacement (ER&R)	Total Sewer
Total FY 2016	\$100,865,600	\$10,838,400	\$14,025,800	\$2,523,400	\$5,591,700	\$779,600	\$134,624,500
Total FY 2017	175,858,800	10,838,400	14,026,800	2,654,400	2,654,400	-	206,032,800
Total FY 2018	191,079,396	10,824,000	14,687,496	2,760,804	-	-	219,351,696
Total FY 2019	191,079,396	10,824,000	14,687,496	2,870,992	-	-	219,461,884
Total FY 2020	181,925,800	10,824,000	14,687,517	2,887,300	-	-	210,324,617
Total FY 2021 (3 months)	45,582,525	2,706,000	3,671,850	940,500	-	-	52,900,875
Life to Date	\$886,391,517	\$56,854,800	\$75,786,959	\$14,637,396	\$8,246,100	\$779,600	\$1,042,696,372

MBO Required and Lease Payment Transfers to DWSD

DWSD Transfers: The GLWA Treasury team completes the required MBO transfers on the first business day of each month. These transfers are completed in accordance with the GLWA and DWSD budgets as approved and adopted by the GLWA Board of Directors and DWSD Board of Water Commissioners annually. Transfers are coordinated with other areas of GLWA Financial Services in advance of the first business day of each month. GLWA Treasury sends confirmation of transfers made to DWSD Treasury.

Monthly transfers for O&M and O&M Pension are one-twelfth of the annual, budgeted amount. The annual lease payment, as stated in the Water & Sewer Lease Agreements, is \$22,500,000 for Water and \$27,500,000 for Sewer. The monthly lease transfer is one-twelfth of the amount as stated in the Lease agreements unless otherwise designated by DWSD. Per Section 3.5 of the Lease, the Lease payment may be used for (a) bond principal and interest for Local System Improvements, (b) bond principal and interest for the City's share of common-to-all System Improvements, and (c) Local System improvements.

Table 4 – DWSD FY 2021 Water MBO Transfers reflects the required transfers for FY 2021 completed through September 1, 2020. MBO transfers for Water totaling \$13.4 million have been transferred to accounts held by DWSD. For FY 2021, DWSD has requested that \$8,278,300 of the lease payment be utilized to offset a portion of debt service.

Table 5 – DWSD FY 2021 Sewer MBO Transfers reflects the required transfers for FY 2021 completed through September 1, 2020. MBO transfers for Sewer totaling \$24.5 million have been transferred to accounts held by DWSD. For FY 2021, DWSD has requested that \$3,257,200 of the lease payment be utilized to offset a portion of debt service.

Table 6 – DWSD Water MBO and Lease Payment Transfer History reflects historical transfers for FY 2016 through FY 2021 to date.

Table 7 – DWSD Sewer MBO and Lease Payment Transfer History reflects historical transfers for FY 2016 through FY 2021 to date.

Table 4 – DWSD FY 2021 Water MBO Transfers

	WATER			
	<u>Operations & Maintenance</u>	<u>Pension</u>	<u>Lease Payment (I&E Fund)</u>	<u>Total Water</u>
FY 2021				
July 2020	\$2,986,158	\$356,000	\$1,139,808	\$4,481,966
August 2020	2,986,158	356,000	1,139,808	4,481,966
September 2020	2,986,158	356,000	1,139,808	4,481,966
Total FY 2021	\$8,958,474	\$1,068,000	\$3,419,424	\$13,445,898

Table 5 – DWSD FY 2021 Sewer MBO Transfers

	SEWER			
	<u>Operations & Maintenance</u>	<u>Pension</u>	<u>Lease Payment (I&E Fund)</u>	<u>Total Sewer</u>
FY 2021				
July 2020	\$5,826,308	\$238,000	\$2,109,017	\$8,173,325
August 2020	5,826,308	238,000	2,109,017	8,173,325
September 2020	5,826,308	238,000	2,109,017	8,173,325
Total FY 2021	\$17,478,924	\$714,000	\$6,327,051	\$24,519,975

Table 6 – DWSD Water MBO and Lease Payment Transfer History

Transfers to DWSD				
WATER				
	Operations & Maintenance	Operations & Maintenance Pension	Lease Payment (I&E Fund)	Total Water
FY 2016 *				
MBO/Lease Requirement	\$26,185,600	\$4,262,700	\$22,500,000	\$52,948,300
Offset to Debt Service	-	-	(2,326,900)	(2,326,900)
Net MBO Transfer	26,185,600	4,262,700	20,173,100	50,621,400
FY 2017				
MBO/Lease Requirement	33,596,400	4,262,400	22,500,000	60,358,800
Offset to Debt Service	-	-	-	-
Net MBO Transfer	33,596,400	4,262,400	22,500,000	60,358,800
FY 2018				
MBO/Lease Requirement	35,059,704	4,272,000	22,500,000	61,831,704
Offset to Debt Service	-	-	(1,875,000)	(1,875,000)
Net MBO Transfer	35,059,704	4,272,000	20,625,000	59,956,704
FY 2019				
MBO/Lease Requirement	35,484,300	4,272,000	22,500,000	62,256,300
Offset to Debt Service	-	-	(3,972,200)	(3,972,200)
Net MBO Transfer	35,484,300	4,272,000	18,527,800	58,284,100
FY 2020				
MBO/Lease Requirement	34,662,400	4,272,000	22,500,000	61,434,400
Offset to Debt Service	-	-	(3,548,000)	(3,548,000)
Net MBO Transfer	34,662,400	4,272,000	18,952,000	57,886,400
FY 2021 (3 months)				
MBO/Lease Requirement	8,958,474	1,068,000	5,625,000	15,651,474
Offset to Debt Service	-	-	(2,205,576)	(2,205,576)
Net MBO Transfer	8,958,474	1,068,000	3,419,424	13,445,898
Life-to-Date				
MBO/Lease Requirement	173,946,878	22,409,100	118,125,000	314,480,978
Offsets	-	-	(13,927,676)	(13,927,676)
Total Water	173,946,878	22,409,100	104,197,324	300,553,302

Table 7 – DWSD Sewer MBO and Lease Payment Transfer History

	SEWER			
	Operations & Maintenance	Operations & Maintenance Pension	Lease Payment (I&E Fund)	Total Sewer
FY 2016 *				
MBO/Lease Requirement	\$19,774,300	\$2,861,800	\$27,500,000	\$50,136,100
Offset to Debt Service	-	-	(19,991,500)	(19,991,500)
Total MBO Transfer	19,774,300	2,861,800	7,508,500	30,144,600
FY 2017				
MBO/Lease Requirement	41,535,600	2,862,000	27,500,000	71,897,600
Offset to Debt Service	-	-	-	-
Total MBO Transfer	41,535,600	2,862,000	27,500,000	71,897,600
FY 2018				
MBO/Lease Requirement	60,517,992	2,856,000	27,500,000	90,873,992
Offset to Debt Service	-	-	(9,166,664)	(9,166,664)
Total MBO Transfer	60,517,992	2,856,000	18,333,336	81,707,328
FY 2019				
MBO/Lease Requirement	56,767,920	2,856,000	27,500,000	87,123,920
Offset to Debt Service	-	-	(4,415,000)	(4,415,000)
Total MBO Transfer	56,767,920	2,856,000	23,085,000	82,708,920
FY 2020				
MBO/Lease Requirement	62,343,500	2,856,000	27,500,000	92,699,500
Offset to address shortfall	(7,100,000)	-	-	(7,100,000)
Offset to Debt Service	-	-	(5,032,700)	(5,032,700)
Total MBO Transfer	55,243,500	2,856,000	22,467,300	80,566,800
FY 2021 (3 months)				
MBO/Lease Requirement	17,478,924	714,000	6,875,000	25,067,924
Offset to Debt Service	-	-	(547,949)	(547,949)
Total MBO Transfer	17,478,924	714,000	6,327,051	24,519,975
Life-to-Date				
MBO/Lease Requirement	258,418,236	15,005,800	144,375,000	417,799,036
Offsets	(7,100,000)	-	(39,153,813)	(46,253,813)
Total Sewer	251,318,236	15,005,800	105,221,187	371,545,223

* Note: FY 2016 lease transfer amounts shown do not include prepayment on the lease amount for the 6 months period before bifurcation.



This report includes the following:

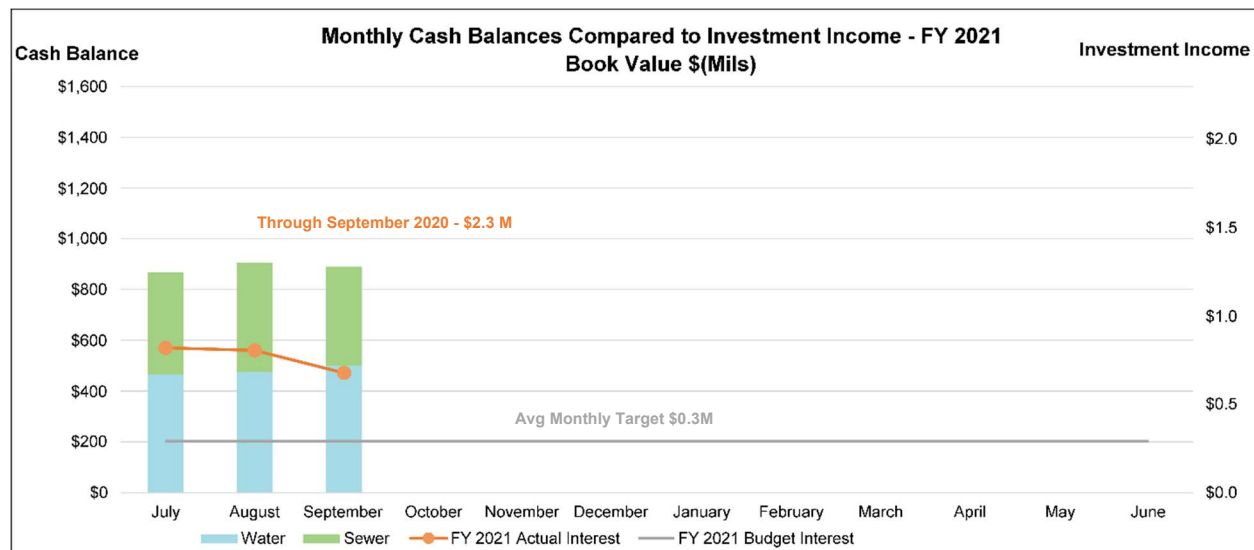
1. Monthly Cash Balances Compared to Investment Income
2. Cash Balance Detail

Monthly Cash Balances Compared to Investment Income

GLWA's investment holdings comply with the requirements of Public Act 20 of 1948, as amended and the GLWA Investment Policy. The cash balances shown in this report include bank deposits, money market funds, a local government investment pool, U.S. Treasuries, Federal Agencies, and commercial paper.

Cash and investment balances change each month based on Master Bond Ordinance (MBO) funding requirements, operational needs, capital spending pace, and mandatory debt payments. Investment income fluctuates monthly based on cash and investment balances as well as market conditions and investment strategy. The total cumulative investment income for September 2020 is \$2.3 million. This total investment income includes earnings from revenue requirement funds as well as construction bond funds.

Chart 1 – Monthly Cash Balances Compared to Investment Income – Through September 2020



\$(Mils)	July	August	September	October	November	December	January	February	March	April	May	June
Water	\$464	\$473	\$499	-	-	-	-	-	-	-	-	-
Sewer	\$403	\$431	\$391	-	-	-	-	-	-	-	-	-
Total	\$867	\$904	\$890	-	-	-	-	-	-	-	-	-
Investment Income	\$0.8	\$0.8	\$0.7	-	-	-	-	-	-	-	-	-

Cash Balance Detail

Funds Held By GLWA: GLWA cash balances are held in accounts as defined by the Master Bond Ordinance. The accounts are funded by monthly transfers, as stipulated in the MBO, on the first business day of each month. The “operations and maintenance” (O&M) fund transfer amounts are based upon the annual O&M budget approved by the GLWA Board of Directors for the regional systems and by the Board of Water Commissioners for the Detroit Water & Sewerage Department (DWSD) local system budgets. The water and sewer funds held by GLWA and their purpose, as defined by the MBO, are listed below.

Funds Held Within Trust:

- Receiving – all retail and wholesale revenues collected which are distributed in subsequent month(s)
- Debt Service – funds set aside for debt service and debt reserve requirements
- Pension Obligation – funds set aside to meet GLWA’s annual funding requirements for the legacy General Retirement System Pension Plan
- Water Residential Assistance Program (WRAP) – funds set aside to be used to provide financial assistance to qualified residents throughout the local and regional water system as directed by program guidelines
- Budget Stabilization – funds held by GLWA on behalf of DWSD that can be applied against shortfalls in retail revenues
- Emergency Repair & Replacement (ER&R) – funds set aside to pay the costs for major unanticipated repairs and replacements of the local and regional systems
- Improvement & Extension (I&E) – funds set aside to be used for the improvements, enlargements, and extensions of the regional system

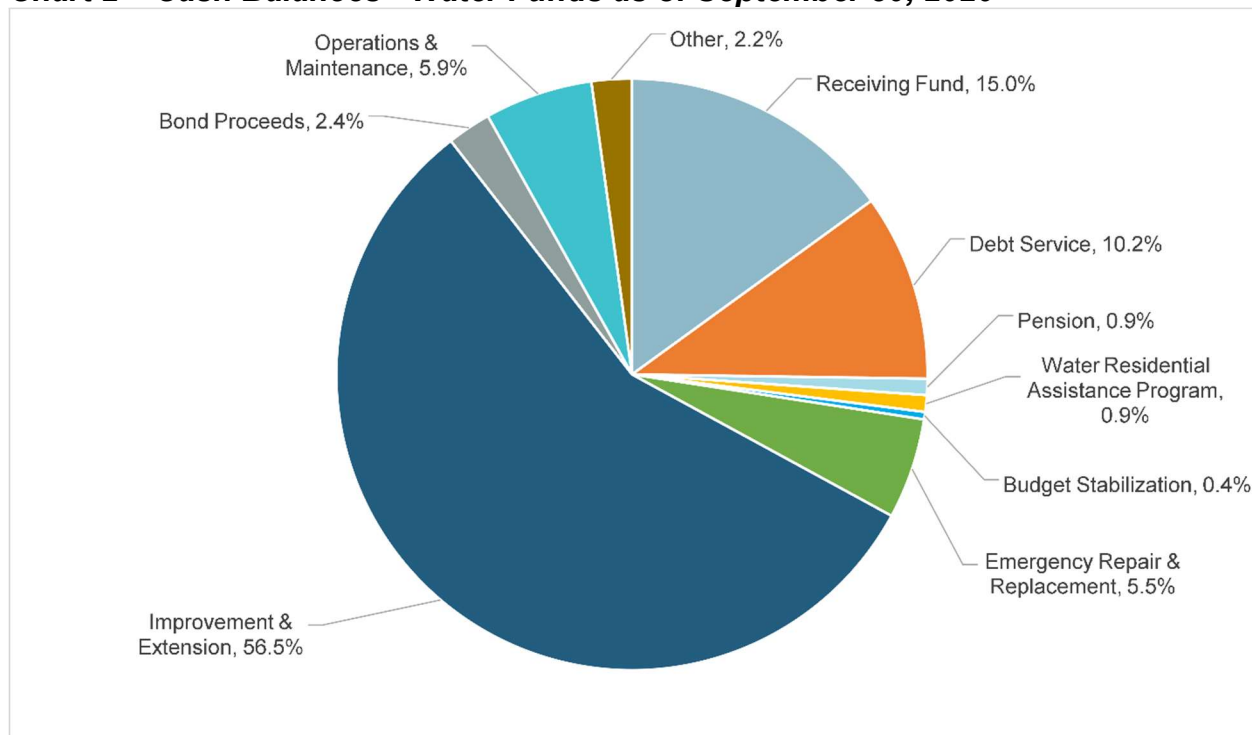
Funds Held Outside Trust:

- Bond Proceeds – funds raised from debt issuance used for costs of repairs, construction, and improvements of the regional system
- Operations & Maintenance (O&M) – funds used to meet the operational and maintenance requirements of the regional system
- Other – retainage funds held on behalf of contractors and security deposit funds held on behalf of the City of Flint

A [chart](#) depicting the follow of funds is online at glwater.org as well as the [MBO](#) documents.

Chart 2 – Cash Balances - Water Funds as of September 30, 2020 - Shows the allocation of the balance among the different categories defined in the section above. The total cash balance for Water Funds as of September 30, 2020 is \$499 million. The allocation of balances among the I&E, bond proceeds, and debt service reserve funds reflects GLWA's commitment to funding capital improvements and meeting debt reserve requirements while simultaneously increasing I&E resources to fund pay-as-you-go capital funding to reduce long-term debt in the future.

Chart 2 – Cash Balances - Water Funds as of September 30, 2020

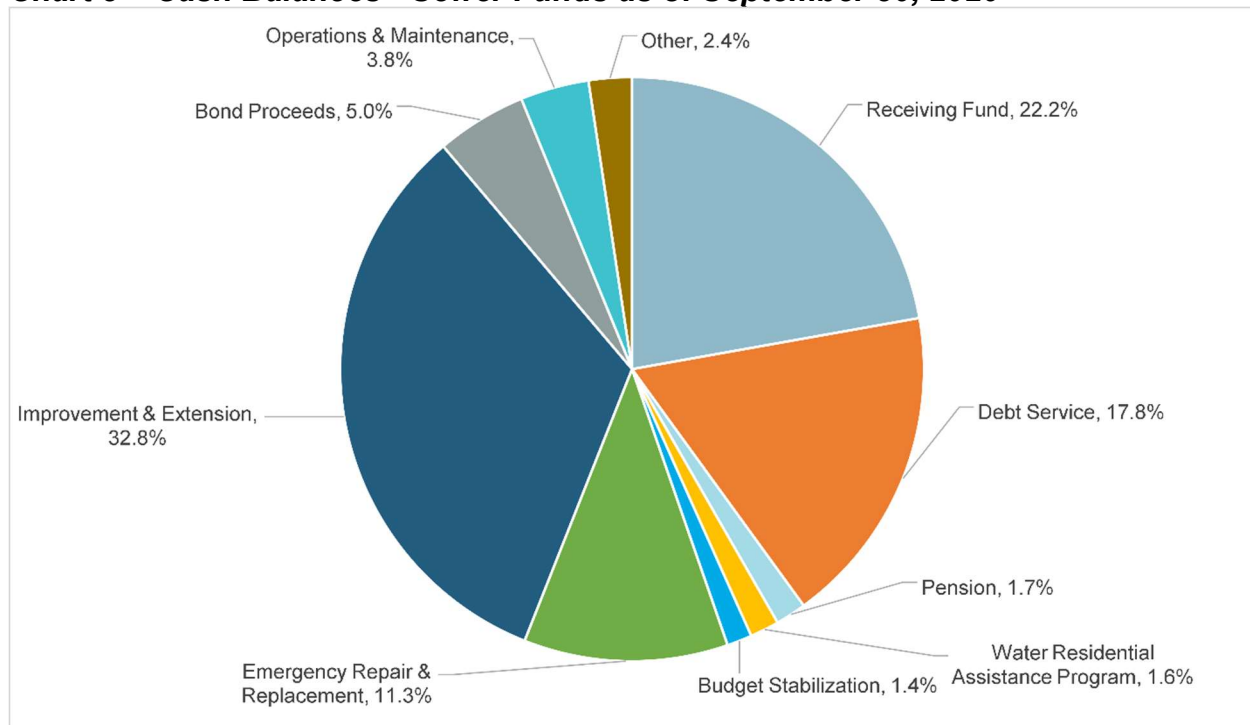


Note: Due to rounding totals may not equal 100%.

Chart 3 – Cash Balances - Sewer Funds as of September 30, 2020 - Shows the allocation of the balance among the different funds defined in the section above. The total cash balance for Sewer Funds as of September 30, 2020 is \$391 million. Like the Water Funds, the allocation of balances among the I&E, bond proceeds, and debt service reserve funds reflects GLWA's commitment to funding capital improvements and meeting debt reserve requirements while simultaneously increasing I&E resources to fund pay-as-you-go capital funding to reduce long-term debt in the future.

The pace for Sewer I&E deposits has been less than anticipated due to a budget shortfall over multiple years by DWSD. Beginning in February 2019, DWSD began making payments which will replenish the I&E fund.

Chart 3 – Cash Balances - Sewer Funds as of September 30, 2020



Note: Due to rounding totals may not equal 100%.



Retail Revenues, Receivables, and Collections: Pursuant to the terms of the lease agreement between the City of Detroit and the Great Lakes Water Authority (GLWA), the Detroit Water & Sewerage Department (DWSD) serves as GLWA's agent for billing activities for the City of Detroit retail customer class. All water and sewer service collections from DWSD customers are deposited in a trust account and are administered in accordance with the GLWA Master Bond Ordinance.

The Monthly Retail Revenues, Receivables, & Collections Report includes the following.

1. DWSD Retail Water Revenue Billings and Collections
2. DWSD Retail Sewer Revenue Billings and Collections
3. DWSD Retail Water & Sewer System Accounts Receivable Aging Report

Note: Wholesale customer revenues are billed by the Great Lakes Water Authority.

DWSD Retail Water Billings and Collections

Retail Billing Basis: DWSD bills retail customers monthly. Customers are billed throughout the month in cycles based on a meter reading schedule beginning with residential accounts and ending with commercial and industrial customers.

Table 1 - DWSD Retail Billings shows the FY 2021 water usage and billed revenue which are provided by DWSD staff. As of September 30, 2020, the DWSD usage was at 94.61% of the budget and billed revenue was at 94.95% of budget.

DWSD Retail Water Collections: The collections represent payments made by DWSD retail customers. These receipts are deposited directly into a lockbox with a trustee for administration of the flow of funds defined by GLWA's Master Bond Ordinance.

Table 2 - Retail Water Collections shows collections by month for the past 12 months compared to collections for the prior year as well as the calculated difference between the periods.

Table 1 – DWSD Retail Water Billing

RETAIL WATER CUSTOMERS								
Month (1)	FY 2021 - Original Budget		FY 2021 - Actual		FY 2021 - Variance		FY 2020 - Actuals	
	Volume	Revenue	Volume	Revenue (2)	Volume	Revenue	Volume	Revenue
	Mcf	\$	Mcf	\$	Mcf	\$	Mcf	\$
July	273,700	10,099,621	265,796	9,747,518	(7,904)	(352,103)	267,054	9,802,572
August	263,300	9,828,389	250,308	9,378,385	(12,992)	(450,004)	259,489	9,601,097
September	239,800	9,215,509	218,840	8,544,457	(20,960)	(671,052)	228,961	8,811,834
October	228,800	8,928,629					217,031	8,578,738
November	208,200	8,391,381					200,432	7,879,694
December	208,900	8,409,637					201,225	7,811,106
January	210,200	8,443,541					205,993	7,981,382
February	214,600	8,558,293					196,490	7,748,377
March	216,500	8,607,845					198,483	7,755,210
April	211,700	8,482,661					191,691	7,550,074
May	221,300	8,733,029					207,387	7,929,281
June	261,800	9,789,269					248,085	8,951,538
Total	2,758,800	107,487,800	734,944	27,670,360	(41,856)	(1,473,158)	2,622,321	100,400,903
Subtotals ytd	776,800	29,143,518	734,944	27,670,360	(41,856)	(1,473,158)		
Achievement of Budget			94.61%	94.95%				

(1) Figures are stated as "Service Months"; that is, July figures represent bills issued in August, etc.

(2) Retail Revenues include Miscellaneous Revenues and Penalties

Table 2 – DWSD Retail Water Collections

Water				
Month	Current Year	Prior Year	Variance	Ratio
October	9,619,977	9,015,400	604,577	6.71%
November	7,067,667	7,938,517	(870,850)	-10.97%
December	8,597,558	7,297,698	1,299,860	17.81%
January	9,076,091	8,158,817	917,274	11.24%
February	8,281,985	7,927,299	354,686	4.47%
March	6,948,308	8,707,578	(1,759,270)	-20.20%
April	5,956,105	8,475,657	(2,519,552)	-29.73%
May	8,109,469	8,415,767	(306,298)	-3.64%
June	7,821,791	7,554,457	267,334	3.54%
July	8,017,490	8,093,394	(75,904)	-0.94%
August	7,135,456	8,671,848	(1,536,392)	-17.72%
September	9,031,966	8,610,801	421,165	4.89%
Rolling, 12-Month Total	95,663,863	98,867,233		
Rolling, 12-Month Average	7,971,989	8,238,936		

DWSD Retail Sewer Billings and Collections

Retail billing basis: DWSD bills retail customers monthly. Customers are billed throughout the month in cycles based on a meter reading schedule beginning with residential accounts and ending with commercial and industrial customers.

Table 3 - DWSD Retail Sewer Billings shows the FY 2021 sewer billed revenue which are provided by DWSD staff. As of September 30, 2020, the DWSD usage was at 96.53% of the budget and billed revenue was at 99.22% of budget.

DWSD Retail Sewer Collections: The collections represent payments made by DWSD retail customers. These receipts are deposited directly into a lockbox with a trustee for administration of the flow of funds defined by GLWA's Master Bond Ordinance.

Table 4 – DWSD Retail Sewer Collections shows collections by month for the past 12 months compared to collections for the prior year as well as the calculated difference between the periods.

Table 3 - DWSD Retail Sewer Billings

RETAIL SEWER CUSTOMERS								
Month (1)	FY 2021 - Original Budget		FY 2021 - Actual		FY 2021 - Variance		FY 2020 - Actuals	
	Volume	Revenue	Volume	Revenue (2)	Volume	Revenue	Volume	Revenue
	Mcf	\$	Mcf	\$	Mcf	\$	Mcf	\$
July	252,700	29,612,070	252,929	29,802,377	229	190,307	244,810	28,049,707
August	252,900	29,624,420	240,390	29,261,344	(12,510)	(363,076)	246,989	28,076,649
September	219,800	27,736,625	206,880	27,232,400	(12,920)	(504,225)	215,119	26,430,710
October	245,700	29,214,479					238,202	27,549,787
November	192,400	26,173,181					188,779	24,726,161
December	192,600	26,184,593					186,917	24,853,335
January	195,700	26,361,479					190,230	24,857,510
February	195,300	26,338,655					187,219	24,524,288
March	192,100	26,279,396					186,521	24,784,918
April	188,900	25,973,471					180,397	24,538,664
May	195,300	26,338,655					192,362	25,035,540
June	245,560	29,206,491					238,679	27,572,637
Total	2,568,960	329,043,516	700,199	86,296,121	(25,201)	(676,994)	2,496,224	310,999,906
Subtotals ytd	725,400	86,973,115	700,199	86,296,121		(676,994)		
Achievement of Budget/Goal			96.53%	99.22%				

(1) Figures are stated as "Service Months"; that is, July figures represent bills issued in August, etc.

(2) Retail Revenues include Miscellaneous Revenues and Penalties

Table 4 – DWSD Retail Sewer Collections

Sewer				
Month	Current Year	Prior Year	Variance	Ratio
October	26,321,010	23,938,933	2,382,077	9.95%
November	17,546,180	20,624,039	(3,077,859)	-14.92%
December	25,889,823	19,612,154	6,277,669	32.01%
January	23,512,702	19,612,154	3,900,548	19.89%
February	22,682,982	20,624,039	2,058,943	9.98%
March	19,325,377	22,111,691	(2,786,314)	-12.60%
April	17,105,146	20,930,511	(3,825,365)	-18.28%
May	23,639,652	22,807,283	832,369	3.65%
June	22,558,827	20,426,151	2,132,676	10.44%
July	20,652,159	20,940,157	(287,998)	-1.38%
August	22,395,220	23,175,643	(780,423)	-3.37%
September	26,463,387	21,972,754	4,490,633	20.44%
Rolling 12-Month Total	268,092,465	256,775,509		
Rolling, 12-Month Average	22,341,039	21,397,959		

DWSD Retail Water and Sewer Accounts Receivable Aging Report

The DWSD detailed accounts receivable aging is categorized by customer category.

Table 5 is a summary of the total, current and non-current Water and Sewer receivables by category as of September 30, 2020 with comparative totals from September 30, 2019.

Table 5 – DWSD Retail Accounts Receivable Aging Report – Water & Sewer Combined

Sales Class	# of Accounts	Avg. Balance	Current	> 30 Days	> 60 Days	> 180 Days	Balance
Residential	204,226	\$ 480.59	\$ 14,129,000 14.4%	\$ 7,807,000 8.0%	\$ 17,902,000 18.2%	\$ 58,312,000 59.4%	\$ 98,150,000 100.0%
Commercial	20,621	1,748.04	8,657,000 24.0%	2,724,000 7.6%	5,034,000 14.0%	19,632,000 54.5%	36,046,000 100.0%
Industrial	2,141	6,503.35	3,929,000 28.2%	1,104,000 7.9%	2,433,000 17.5%	6,458,000 46.4%	13,924,000 100.0%
Tax Exempt	3,448	950.19	567,000 17.3%	201,000 6.1%	439,000 13.4%	2,070,000 63.2%	3,276,000 100.0%
Government	66,060	322.04	3,409,000 16.0%	2,972,000 14.0%	3,670,000 17.3%	11,223,000 52.8%	21,274,000 100.0%
Drainage	33,748	874.45	2,676,000 9.1%	1,633,000 5.5%	3,740,000 12.7%	21,462,000 72.7%	29,511,000 100.0%
Subtotal - Active Accounts	330,244	\$ 612.22	\$ 33,367,000 16.5%	\$ 16,441,000 8.1%	\$ 33,218,000 16.4%	\$ 119,156,000 58.9%	\$ 202,181,000 100.0%
Inactive Accounts	288,113	96.94	(26,000) (0.1%)	52,000 0.2%	479,000 1.7%	27,425,000 98.2%	27,930,000 100.0%
Total	618,357	\$ 372.13	\$ 33,341,000	\$ 16,493,000	\$ 33,697,000	\$ 146,581,000	\$ 230,111,000
% of Total A/R			14.5%	7.2%	14.6%	63.7%	100.0%
Water Fund	224,956	192.18	\$ 7,462,000	\$ 3,214,000	\$ 5,899,000	\$ 26,656,000	\$ 43,232,000
Sewer Fund	276,900	674.90	\$ 25,878,000	\$ 13,279,000	\$ 27,798,000	\$ 119,924,000	\$ 186,880,000
Total September 30, 2020 (a)	618,357	372.13	\$ 33,341,000	\$ 16,493,000	\$ 33,697,000	\$ 146,581,000	\$ 230,111,000
Water Fund- Allowance							\$ (29,318,000)
Sewer Fund- Allowance							\$ (124,099,000)
Total Bad Debt Allowance							\$ (153,417,000)
Comparative - September 2019 (b)	599,709	328.24	\$ 33,966,000	\$ 14,439,000	\$ 31,424,000	\$ 117,019,000	\$ 196,849,000
Difference (a) - (b)	18,648	43.89	\$ (626,000)	\$ 2,054,000	\$ 2,272,000	\$ 29,562,000	\$ 33,263,000



The Monthly Wholesale Billings, Receivables, & Collections Report includes the following.

1. Wholesale Water Billings and Collections
2. Wholesale Sewer Billings and Collections
3. City of Highland Park Billings and Collections
4. Wholesale Water & Sewer Accounts Receivable Aging Report

Wholesale Water Billings and Collections

Wholesale Water Contracts: Great Lakes Water Authority (GLWA) provides wholesale water service to 87 member-partners through a variety of service arrangements.

Service Arrangement Type

Model Contract	82
Emergency	1
Older Contracts	4
Total	<u>87</u>

Note: Services are provided to the Detroit Water & Sewerage Department (DWSD) via a Water and Sewer Services Agreement (WSSA). See the “Retail Revenues, Receivables, and Collections Report” section of this monthly report.

Wholesale Water Billing Basis: Beginning with FY 2016, wholesale water charges were restructured to create a more stable revenue stream by using a historical rolling average to project customer volumes which accounts for 40% of the monthly charges and 60% of the annual customer revenue requirement as a monthly fixed charge.

Table 1 - Wholesale Water Billings shows the FY 2021 water billed usage and revenues. As of September 30, 2020, the billed usage was at 107.54% of budget and billed revenue at 104.24% of budget. Billings and usage from the City of Flint are included as they were assumed in the FY 2021 Budget. This schedule has been updated to reflect the most recent, Board-approved budget amendments.

Wholesale Water Collections: The collections represent payments made by wholesale customers. These receipts are deposited directly into a lockbox with a trustee for administration of the flow of funds defined by GLWA’s Master Bond Ordinance.

Table 2 - Wholesale Water Collections shows collections by month for the past 12 months compared to collections for the prior year as well as the calculated difference between the periods. The difference in rolling average from current year to prior year reflects the gentle downward trend in water usage over time.

Table 1 – FY 2021 Wholesale Water Billings Report

WHOLESALE WATER CHARGES								
Month (1)	FY 2021 - Original Budget		FY 2021 - Amended Budget		FY 2021 - Actual		FY 2021 - Variance	
	Volume	Revenue	Volume	Revenue	Volume	Revenue (2)	Volume	Revenue
	Mcf	\$	Mcf	\$	Mcf	\$	Mcf	\$
July	1,639,200	31,200,300	1,639,200	31,200,500	1,862,791	33,583,619	223,591	2,383,119
August	1,491,400	29,822,200	1,491,400	29,826,800	1,622,324	31,230,027	130,924	1,403,227
September	1,331,600	27,852,100	1,331,600	27,851,500	1,313,440	27,836,560	(18,160)	(14,940)
October	1,034,400	25,773,900	1,034,400	25,055,600				
November	901,700	24,557,700	901,700	23,897,700				
December	982,100	25,189,000	982,100	24,506,200				
January	985,300	25,260,100	985,300	25,263,400				
February	884,200	24,344,600	884,200	24,348,400				
March	984,200	25,208,400	984,200	25,213,400				
April	912,200	24,593,900	912,200	24,594,700				
May	1,032,900	25,895,100	1,032,900	25,896,800				
June	1,373,700	29,502,100	1,373,700	29,463,900				
Total	13,552,900	319,199,400	13,552,900	317,118,900	4,798,555	92,650,206	336,355	3,771,406
Subtotals ytd	4,462,200	88,874,600	4,462,200	88,878,800	4,798,555	92,650,206	336,355	3,775,606
Achievement of Budget					107.54%	104.24%		

(1) Figures are stated as "Service Months"; that is, July figures represent bills issued in August, etc.

(2) Water Revenues differ from Table 1A because amounts are reduced by the monthly payment to the City of Flint for a license to raw water right Contract in Table 1A

Table 2 - Wholesale Water Collections

Water				
Month	Current Year	Prior Year	Variance	Ratio
October	25,786,774	27,827,722	(2,040,948)	-7.33%
November	29,245,969	29,238,260	7,709	0.03%
December	23,292,382	27,720,646	(4,428,264)	-15.97%
January	25,470,795	23,430,974	2,039,821	8.71%
February	24,629,768	26,147,082	(1,517,314)	-5.80%
March	25,017,989	24,967,264	50,725	0.20%
April	17,856,644	23,045,654	(5,189,010)	-22.52%
May	24,811,582	20,749,943	4,061,639	19.57%
June	27,098,783	25,676,458	1,422,325	5.54%
July	25,080,575	23,212,979	1,867,596	8.05%
August	26,241,018	28,808,254	(2,567,236)	-8.91%
September	26,078,015	28,336,152	(2,258,137)	-7.97%
Rolling 12-Month Total	300,610,294	309,161,388		
Rolling, 12-Month Average	25,050,858	25,763,449		

Wholesale Sewer Billings and Collections

Wholesale Sewer Contracts: GLWA provides wholesale sewer service to 18 member-partners via multiple service arrangements.

Service Arrangement Type

Model Contract	11
Emergency	0
Older Contracts	7
Total	<u>18</u>

Note: Services are provided to the Detroit Water & Sewerage Department via a Water and Sewer Services Agreement (WSSA). See the “Retail Revenues, Receivables, and Collections Report” section of the monthly report.

Wholesale Sewer Billing Basis: Beginning in FY 2015, the “sewer rate simplification” initiative was applied which provides for a stable revenue stream and predictability for our member partners. Wholesale sewer customers are billed a fixed monthly fee based upon the annual revenue requirement.

Table 3 - Wholesale Sewer Billings shows the FY 2021 sewer billed revenue. As of September 30, 2020 the billed revenue is at 100.00% of budget. This schedule has been updated to reflect the most recent, Board-approved budget amendments.

Wholesale Sewer Collections: The collections represent payments made by wholesale customers. These receipts are deposited directly into a lockbox with a trustee for administration of the flow of funds defined by GLWA’s Master Bond Ordinance.

Table 4 - Wholesale Sewer Collections shows collections by month for the past 12 months compared to collections for the prior year as well as the calculated difference between the periods. The year-over-year rolling average from FY 2020 to FY 2021 remains consistent.

The shift in wholesale sewer collection patterns is largely attributable to the timing of payments received. There are several large accounts whose payments swing between the end of the current month and the beginning of the next month.

Table 3 – FY 2021 Wholesale Sewer Billings Report

WHOLESALE SEWER CHARGES								
Month (1)	FY 2021 - Original Budget		FY 2021 - Amended Budget		FY 2021 - Actual		FY 2021 - Variance	
	Volume (2)	Revenue	Volume (2)	Revenue	Volume (2)	Revenue	Volume (2)	Revenue
	Mcf	\$	Mcf	\$	Mcf	\$	Mcf	\$
July	N/A	22,323,183	N/A	22,323,183	N/A	22,323,183	N/A	-
August	N/A	22,323,183	N/A	22,323,183	N/A	22,323,183	N/A	-
September	N/A	22,323,183	N/A	22,323,183	N/A	22,323,183	N/A	-
October	N/A	22,323,183	N/A	22,323,183	N/A		N/A	
November	N/A	22,323,183	N/A	22,323,183	N/A		N/A	
December	N/A	22,323,183	N/A	22,323,183	N/A		N/A	
January	N/A	23,005,800	N/A	22,633,025	N/A		N/A	
February	N/A	23,005,800	N/A	22,633,025	N/A		N/A	
March	N/A	23,005,800	N/A	22,633,025	N/A		N/A	
April	N/A	23,005,800	N/A	22,633,025	N/A		N/A	
May	N/A	23,005,800	N/A	22,633,025	N/A		N/A	
June	N/A	23,005,800	N/A	22,633,025	N/A		N/A	
Total		271,973,898		269,737,248		66,969,549		-
Subtotals ytd		66,969,549		66,969,549		66,969,549		-
Achievement of Budget						100.00%		

(1) Figures are stated as "Service Months"; that is, July figures represent bills issued in August, etc.

(2) Not tracked as part of the wholesale sewer charges.

Table 4 - Wholesale Sewer Collections

Sewer				
Month	Current Year	Prior Year	Variance	Ratio
October	29,833,760	16,105,200	13,728,560	85.24%
November	19,428,000	28,633,300	(9,205,300)	-32.15%
December	19,999,642	24,440,000	(4,440,358)	-18.17%
January	17,121,812	26,874,927	(9,753,115)	-36.29%
February	23,284,737	13,895,100	9,389,637	67.58%
March	21,108,100	22,388,600	(1,280,500)	-5.72%
April	10,024,575	23,203,703	(13,179,128)	-56.80%
May	21,189,047	9,284,000	11,905,047	128.23%
June	28,598,467	32,639,436	(4,040,969)	-12.38%
July	22,297,737	27,222,400	(4,924,663)	-18.09%
August	25,354,280	35,153,500	(9,799,220)	-27.88%
September	19,593,613	18,833,257	760,356	4.04%
Rolling 12-Month Total	257,833,770	278,673,423		
Rolling, 12-Month Average	21,486,148	23,222,785		

City of Highland Park Billings and Collections

The City of Highland Park is provided water service pursuant to an emergency service basis. Sewer service is provided pursuant to a 1982 amended contract which indicates that the parties are guided in their legal relationship by a Michigan Supreme Court decision from 1949.

As of September 30, 2020, Highland Park had a delinquent balance of \$44.3 million, including \$33.8 million for wastewater treatment services, \$1.7 million for industrial waste control services, and \$8.8 million for water supply services.

Table 5 - City of Highland Park Billings and Collections provides a life-to-date balance summary of the billing and collection history for Highland Park with detail provided for fiscal year 2021 through September 30, 2020. Please note the numbers below reflect the month the billing was sent and not the month the service was provided. A life-to-date summary is provided as an appendix to this monthly financial report.

Table 5 - City of Highland Park Billings and Collections

	Water	Sewer	IWC	Total
October 31, 2019 Balance	7,777,814	32,701,587	1,691,336	42,170,737
November 2019 Billing	101,003	472,500	3,948	577,451
November 2019 Payments	-	-	-	-
November 30, 2019 Balance	7,878,817	33,174,087	1,695,284	42,748,188
December 2019 Billing	98,501	472,500	3,845	574,846
December 2019 Payments	-	-	-	-
December 31, 2019 Balance	7,977,318	33,646,587	1,699,129	43,323,034
January 2020 Billing	85,342	472,500	3,853	561,695
January 2020 Payments	-	(1,561,812)	-	(1,561,812)
January 31, 2020 Balance	8,062,660	32,557,275	1,702,982	42,322,917
February 2020 Billing	93,589	472,500	3,892	569,981
February 2020 Payments	-	-	-	-
February 28, 2020 Balance	8,156,249	33,029,775	1,706,874	42,892,898
March 2020 Billing	92,950	472,500	3,906	569,356
March 2020 Payments	-	-	-	-
March 31, 2020 Balance	8,249,199	33,502,275	1,710,780	43,462,254
April 2020 Billing	94,738	472,500	3,905	571,143
April 2020 Payments	-	-	-	-
April 30, 2020 Balance	8,343,937	33,974,775	1,714,685	44,033,397
May 2020 Billing	92,674	472,500	3,824	568,998
May 2020 Payments	-	(807,648)	-	(807,648)
May 31, 2020 Balance	8,436,611	33,639,627	1,718,509	43,794,747
June 2020 Billing	97,073	472,500	3,831	573,404
June 2020 Payments	-	-	-	-
June 30, 2020 Balance	8,533,684	34,112,127	1,722,340	44,368,151
July 2020 Billing	100,390	472,500	3,831	576,721
July 2020 Payments	-	(926,053)	-	(926,053)
July 31, 2020 Balance	8,634,074	33,658,574	1,726,171	44,018,819
August 2020 Billing	104,325	472,500	3,835	580,660
August 2020 Payments	-	(560,097)	-	(560,097)
August 31, 2020 Balance	8,738,399	33,570,977	1,730,006	44,039,382
September 2020 Billing	105,628	472,500	3,835	581,963
September 2020 Payments	-	(296,930)	-	(296,930)
September 30, 2020 Balance	8,844,027	33,746,547	1,733,841	44,324,415

Wholesale Water & Sewer Accounts Receivable Aging Report

The detailed accounts receivable aging is in the Appendix to this monthly report. This report reflects the wholesale receivables only and does not include DWSD.

Table 6 - Wholesale Accounts Receivable Aging Report Summary is a summary of the total, current and non-current receivables by category as of September 30, 2020.

Table 7 - Wholesale Accounts Receivable Aging Report, Net of Highland Park is the same summary *without* the past due balances for the City of Highland Park. Water and IWC past due balances relate to several member partner communities that are still catching up from COVID business interruptions as well as noticeable delays in mail service. GLWA staff is working with each member partner to identify the source of the delay and resolve. The GLWA Treasury team is also exploring possible payment method alternatives to address current mail service challenges.

One past due Pollutant Surcharge customer accounts for \$102 thousand of the total past due for that category and is associated with a change in ownership. The \$102 thousand past due balance was paid in full in October 2020. The second largest Pollutant Surcharge past due balance of \$28 thousand relates to a bankruptcy that is currently pending further court action.

Table 6 - Wholesale Accounts Receivable Aging Report Summary

	Total	Current	46-74 Days	75-104 Days	>105 Days
Water	\$ 55,547,675.16	\$ 46,760,425.24	\$ 230,076.74	\$ 120,561.84	\$ 8,436,611.34
Sewer	\$ 53,018,488.54	\$ 19,744,441.87	\$ 472,500.00	\$ 472,500.00	\$ 32,329,046.67
IWC	\$ 2,326,196.06	\$ 577,019.93	\$ -	\$ 25,380.64	\$ 1,723,795.49
Pollutant Surcharge	\$ 810,662.39	\$ 657,477.36	\$ 23,441.83	\$ 17,944.76	\$ 111,798.44
Total	\$ 111,703,022.15	\$ 67,739,364.40	\$ 726,018.57	\$ 636,387.24	\$ 42,601,251.94
	100.00%	60.64%	0.65%	0.57%	38.14%

Table 7 - Wholesale Accounts Receivable Aging Report, Net of Highland Park

	Total	Current	46-74 Days	75-104 Days	>105 Days
Water	\$ 46,703,648.37	\$ 46,550,473.05	\$ 129,686.50	\$ 23,488.82	\$ -
Sewer	\$ 19,271,941.87	\$ 19,271,941.87	\$ -	\$ -	\$ -
IWC	\$ 592,355.21	\$ 569,350.71	\$ -	\$ 17,718.18	\$ 5,286.32
Pollutant Surcharge	\$ 810,662.39	\$ 657,477.36	\$ 23,441.83	\$ 17,944.76	\$ 111,798.44
Total	\$ 67,378,607.84	\$ 67,049,242.99	\$ 153,128.33	\$ 59,151.76	\$ 117,084.76
	100.00%	99.51%	0.23%	0.09%	0.17%

Note: percentages vary from 100% due to rounding.



The Monthly Trust Receipts & Disbursements Report includes the following.

1. GLWA Trust Receipts & Disbursements – Net Cash Flows and Receipts
2. DWSD Trust Receipts & Disbursements – Net Cash Flows, Receipts & Loan Receivable
3. Combined System Trust Receipts & Disbursements – Net Cash Flows

GLWA Trust Receipts & Disbursements

Net Cash Flows and Receipts Basis: The trusts established pursuant to the Master Bond Ordinance (MBO) outline a flow of funds that governs the priority of the application of cash receipts from both the regional wholesale (i.e. Great Lakes Water Authority or GLWA) and local retail (i.e. Detroit Water & Sewerage Department or DWSD) activities which are further separated by the water system and the sewage disposal system.

This report provides an ongoing status of the net cash flow of both organizations (GLWA and DWSD) to fund their allocated share of Master Bond Ordinance requirements in accordance with the leases for the regional systems.

Table 1 – GLWA Net Cash Flows from Trust Receipts & Disbursements provides a summary of cash receipt collections and required MBO transfers by fiscal year as well as a total of all activity for GLWA since inception at January 1, 2016. Fiscal year 2021 reflects three months of activity to date.

Water fund receipts exceeded required disbursements by 9% through September 30, 2020 with a historical ratio of receipts exceeding required disbursements by 14% since January 1, 2016.

Sewer fund receipts exceeded required disbursements by 9% through September 30, 2020 with a historical ratio of receipts exceeding required disbursements by 6% since January 1, 2016.

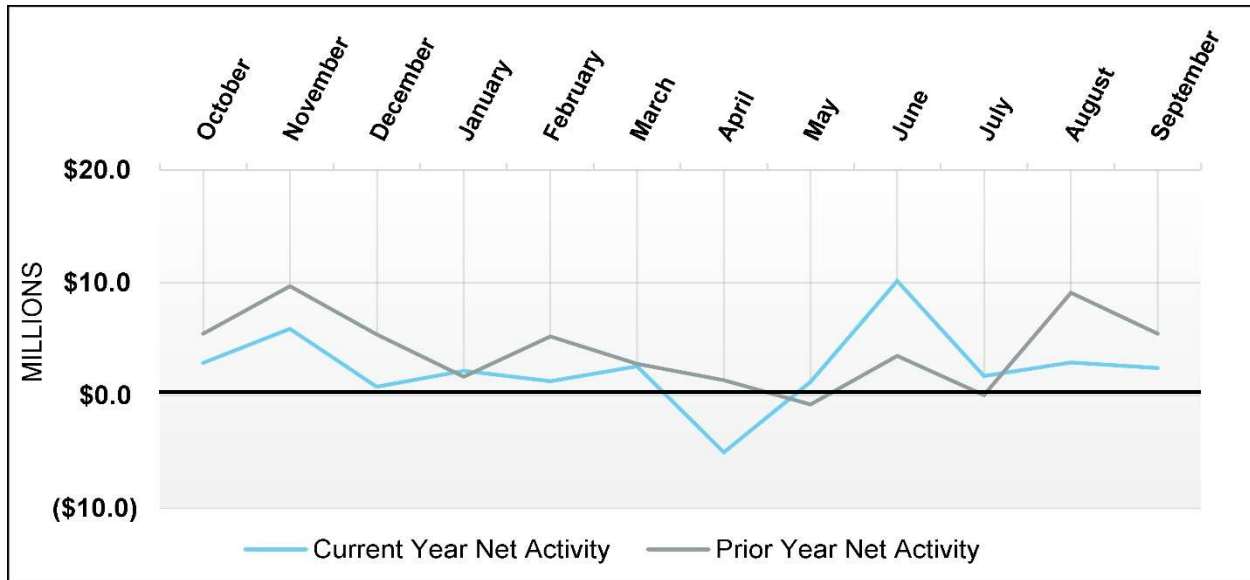
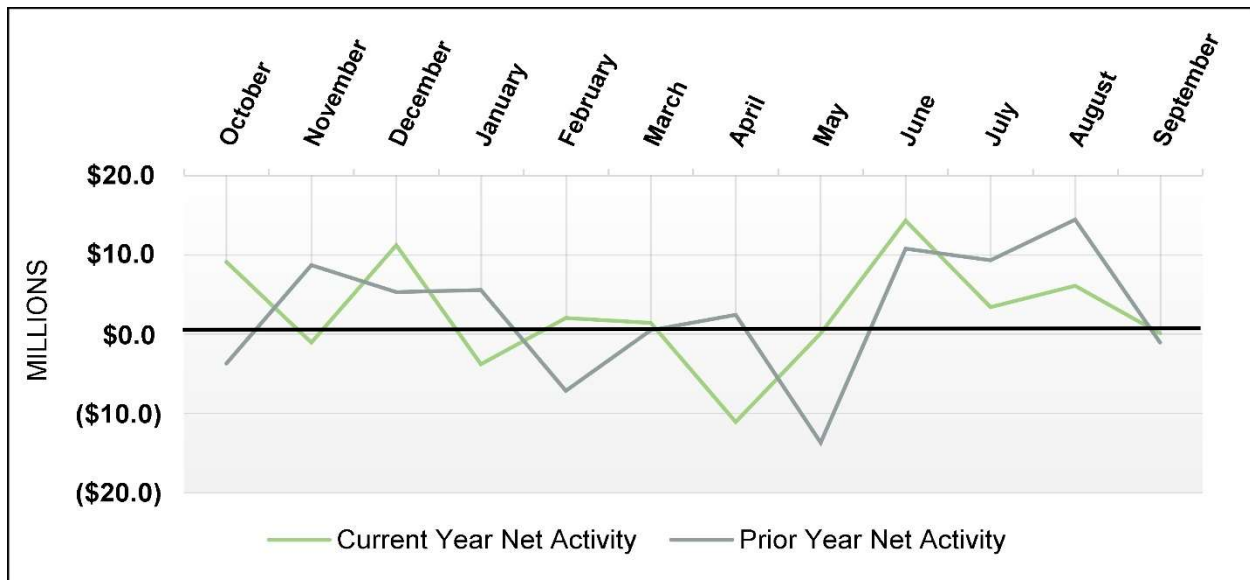
Chart 1 – GLWA 12-Month Net Receipts – Water outlines monthly cash receipt trends across two points of reference for the regional water system—current year and prior year. The black line at the zero highlights the minimum goal for net receipts.

Chart 2 – GLWA 12-Month Net Receipts – Sewer outlines monthly cash receipt trends across two points of reference for the regional sewer system—current year and prior year. The black line at the zero highlights the minimum goal for net receipts.

Table 1 – GLWA Net Cash Flows from Trust Receipts & Disbursements

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 (Prelim)	FY 2021 Thru Sept 30	Life-to-Date Total
Water							
1 Receipts	\$ 149,688,711	\$ 352,941,909	\$ 338,452,001	\$ 336,594,234	\$ 332,606,196	\$ 84,077,974	\$1,594,361,025
2 MOU Adjustments	-	-	-	-	-	-	-
3 Adjusted Receipts	149,688,711	352,941,909	338,452,001	336,594,234	332,606,196	84,077,974	1,594,361,025
4 Disbursements	(146,256,185)	(288,777,985)	(297,064,810)	(289,230,481)	(296,190,425)	(77,033,965)	(1,394,553,851)
5 Receipts Net of Required	3,432,526	64,163,924	41,387,191	47,363,753	36,415,771	7,044,009	199,807,174
6 I&E Transfer	-	-	(25,739,700)	(47,695,000)	(25,719,751)	(3,736,549)	(102,891,000)
7 Net Receipts	\$ 3,432,526	\$ 64,163,924	\$ 15,647,491	\$ (331,247)	\$ 10,696,020	\$ 3,307,460	\$ 96,916,174
8 <i>Ratio of Receipts to Required Disbursements (Line 3/Line 4)</i>	102%	122%	114%	116%	112%	109%	114%
Sewer							
9 Receipts	\$ 232,377,715	\$ 469,788,882	\$ 476,269,761	\$ 467,743,744	\$ 490,461,356	\$ 119,034,390	\$2,255,675,848
10 MOU Adjustments	-	-	-	-	-	-	-
11 Adjusted Receipts	232,377,715	469,788,882	476,269,761	467,743,744	490,461,356	119,034,390	2,255,675,848
12 Disbursements	(219,538,325)	(441,443,340)	(458,903,335)	(453,406,636)	(445,604,952)	(109,475,126)	(2,128,371,714)
13 Receipts Net of Required	12,839,390	28,345,542	17,366,426	14,337,108	44,856,404	9,559,264	127,304,134
14 I&E Transfer	-	-	(22,698,100)	(22,547,700)	(19,096,200)	(1,701,400)	(66,043,400)
15 DWSD Shortfall Advance	(1,285,466)	(28,014,534)	(24,113,034)	-	-	-	(53,413,034)
16 Shortfall Repayment (principal)	-	-	-	9,367,355	17,542,669	4,488,401	31,398,425
17 Net Receipts	\$ 11,553,924	\$ 331,008	\$ (29,444,708)	\$ 1,156,763	\$ 43,302,873	\$ 12,346,265	\$ 39,246,125
18 <i>Ratio of Receipts to Required Disbursements (Line 11/Line 12)</i>	106%	106%	104%	103%	110%	109%	106%
Combined							
19 Receipts	\$ 382,066,426	\$ 822,730,791	\$ 814,721,762	\$ 804,337,978	\$ 823,067,552	\$ 203,112,364	\$3,850,036,873
20 MOU Adjustments	-	-	-	-	-	-	-
21 Adjusted Receipts	382,066,426	822,730,791	814,721,762	804,337,978	823,067,552	203,112,364	3,850,036,873
22 Disbursements	(365,794,510)	(730,221,325)	(755,968,145)	(742,637,117)	(741,795,377)	(186,509,091)	(3,522,925,565)
23 Receipts Net of Required	16,271,916	92,509,466	58,753,617	61,700,861	81,272,175	16,603,273	327,111,308
24 I&E Transfer	-	-	(48,437,800)	(70,242,700)	(44,815,951)	(5,437,949)	(168,934,400)
25 Shortfall Advance	(1,285,466)	(28,014,534)	(24,113,034)	-	-	-	(53,413,034)
26 Shortfall Repayment	-	-	-	9,367,355	17,542,669	4,488,401	31,398,425
27 Net Receipts	\$ 14,986,450	\$ 64,494,932	\$ (13,797,217)	\$ 825,516	\$ 53,998,893	\$ 15,653,725	\$ 136,162,299
28 <i>Ratio of Receipts to Required Disbursements (Line 21/Line 22)</i>	104%	113%	108%	108%	111%	109%	109%

MOU Adjustments applies to DWSD and is shown here for consistency.

Chart 1 – GLWA 12-Month Net Receipts – Water

Chart 2 – GLWA 12-Month Net Receipts – Sewer


DWSD Trust Receipts & Disbursements

Net Cash Flows and Receipts Basis: The trusts established pursuant to the Master Bond Ordinance (MBO) outline a flow of funds that governs the priority of the application of cash receipts from both the regional wholesale (i.e. Great Lakes Water Authority or GLWA) and local retail (i.e. Detroit Water & Sewerage Department or DWSD) activities which are further separated by the water system and the sewage disposal system.

This report provides an ongoing status of the net cash flow of both organizations (GLWA and DWSD) to fund their allocated share of Master Bond Ordinance requirements in accordance with the leases for the regional systems.

Table 2 – DWSD Net Cash Flows from Trust Receipts & Disbursements

provides a summary of cash receipt collections and required MBO transfers by fiscal year as well as a total of all activity for DWSD since inception at January 1, 2016. Fiscal year 2021 reflects three months of activity to date.

Water fund receipts fell short of required disbursements by 4% through September 30, 2020 with a historical ratio of net receipts exceeding required disbursements by 2% since January 1, 2016.

Sewer fund receipts fell short of required disbursements by 6% through September 30, 2020 with a historic ratio of receipts falling short of required disbursements by 5% since January 1, 2016.

Both DWSD Water and Sewer funds closed fiscal year 2020 with shortfalls. However, agreed-upon terms under the April 2018 Memorandum of Understanding (MOU) state that DWSD has until June 30, 2021 to resolve this shortfall prior to establishment of a loan receivable with GLWA. This topic is discussed with executive leadership at quarterly Reconciliation Committee meetings and at regularly scheduled internal DWSD and GLWA management meetings. DWSD is working to address this shortfall resulting largely from this unforeseen COVID-19 pandemic using tax liens on commercial and industrial past due balances and the distribution of CARES Act funding from the State of Michigan.

Table 3 – FY 2017 DWSD Loan Receivable - Sewer provides an activity summary of the loan receivable established under the terms of the April 2018 MOU addressing the cash shortfall from FY 2016 and FY 2017.

Table 4 – FY 2017 DWSD Loan Receivable Payments - Sewer provides an activity summary of loan receivable payments to date on the FY 2017

Sewer Loan Receivable including the interest on the loan. This payment is transferred directly to GLWA Sewer Improvement & Extension fund monthly.

The Reconciliation Committee monitors this balance and repayment progress as part of its quarterly meetings.

Table 5 – FY 2018 DWSD Loan Receivable - Sewer provides an activity summary of the loan receivable established under the terms of the April 2018 MOU addressing the cash shortfall from FY 2018.

Table 6 – FY 2018 DWSD Loan Receivable Payments - Sewer provides an activity summary of loan receivable payments to date on the FY 2018 Sewer Loan Receivable including the interest on the loan. This payment is transferred directly to GLWA Sewer Improvement & Extension fund monthly.

The Reconciliation Committee monitors this balance and repayment progress as part of its quarterly meetings.

Table 7 – Total DWSD Loan Receivable Balance – Sewer provides a summary of the FY 2017 and FY 2018 loan receivable balances in a combined total.

Chart 3 – DWSD 12-Month Net Receipts – Water outlines monthly activity trends across two points of reference for the local water system—current year and prior year. The black line at the zero highlights the breakeven goal for net receipts.

Chart 4 – DWSD 12-Month Net Receipts – Sewer outlines monthly activity trends across two points of reference for the local sewer system—current year and prior year. The black line at the zero highlights the breakeven goal for net receipts.

Table 2 – DWSD Net Cash Flows from Trust Receipts & Disbursements

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 (Prelim)	FY 2021 Thru Sept 30	Life-to-Date Total
Water							
1 Receipts	\$ 26,201,881	\$ 96,451,105	\$ 101,233,147	\$ 99,868,219	\$ 96,885,723	\$ 24,185,523	\$ 444,825,598
2 MOU Adjustments	18,446,100	-	-	-	-	-	18,446,100
3 Adjusted Receipts	44,647,981	96,451,105	101,233,147	99,868,219	96,885,723	24,185,523	463,271,698
4 Disbursements	(47,809,552)	(93,066,144)	(93,049,457)	(97,694,600)	(97,823,097)	(25,303,347)	(454,746,197)
5 Receipts Net of Required	(3,161,571)	3,384,961	8,183,690	2,173,619	(937,374)	(1,117,824)	8,525,501
6 I&E Transfer	-	-	-	(8,407,080)	-	-	(8,407,080)
7 Net Receipts	\$ (3,161,571)	\$ 3,384,961	\$ 8,183,690	\$ (6,233,461)	\$ (937,374)	\$ (1,117,824)	\$ 118,421
8 Ratio of Receipts to Required Disbursements (Line 3/Line 4)	93%	104%	109%	102%	99%	96%	102%
Sewer							
9 Receipts	\$ 65,256,734	\$ 233,723,367	\$ 242,104,791	\$ 265,339,797	\$ 264,689,559	\$ 69,510,837	\$1,140,625,085
10 MOU Adjustments	55,755,100	-	-	6,527,200	-	-	62,282,300
11 Adjusted Receipts	121,011,834	233,723,367	242,104,791	271,866,997	264,689,559	69,510,837	1,202,907,385
12 Disbursements	(122,297,300)	(261,963,973)	(266,217,825)	(271,018,306)	(275,507,374)	(74,340,592)	(1,271,345,370)
13 Receipts Net of Required	(1,285,466)	(28,240,606)	(24,113,034)	848,691	(10,817,815)	(4,829,755)	(68,437,985)
14 I&E Transfer	-	-	-	-	-	-	-
15 Shortfall Advance from GLWA	1,285,466	28,014,534	24,113,034	-	-	-	53,413,034
16 Net Receipts (a)	\$ -	\$ (226,072)	\$ -	\$ 848,691	\$ (10,817,815)	\$ (4,829,755)	\$ (15,024,951)
17 Ratio of Receipts to Required Disbursements (Line 11/Line 12)	99%	89%	91%	100%	96%	94%	95%
Combined							
18 Receipts	\$ 91,458,615	\$ 330,174,472	\$ 343,337,938	\$ 365,208,016	\$ 361,575,282	\$ 93,696,360	\$1,585,450,683
19 MOU Adjustments	74,201,200	-	-	6,527,200	-	-	80,728,400
20 Adjusted Receipts	165,659,815	330,174,472	343,337,938	371,735,216	361,575,282	93,696,360	1,666,179,083
21 Disbursements	(170,106,852)	(355,030,117)	(359,267,282)	(368,712,906)	(373,330,471)	(99,643,939)	(1,726,091,567)
22 Receipts Net of Required	(4,447,037)	(24,855,645)	(15,929,344)	3,022,310	(11,755,189)	(5,947,579)	(59,912,484)
23 I&E Transfer	-	-	-	(8,407,080)	-	-	(8,407,080)
24 Shortfall Advance from GLWA	1,285,466	28,014,534	24,113,034	-	-	-	53,413,034
25 Net Receipts	\$ (3,161,571)	\$ 3,158,889	\$ 8,183,690	\$ (5,384,770)	\$ (11,755,189)	\$ (5,947,579)	\$ (14,906,530)
26 Ratio of Receipts to Required Disbursements (Line 20/Line 21)	97%	93%	96%	101%	97%	94%	97%

(a) The \$226,072 difference in FY 2017 is due to the June IWC payment from DWSD that was not past due at yearend and the \$12,272 rounding difference on the loan receivable.

Note 1: The \$29,300,000 for the DWSD loan receivable balance is calculated as follows.

(1,285,466)	FY 2016 Shortfall
(28,240,606)	FY 2017 Shortfall
(29,526,072)	Subtotal
238,264	June IWC not due until July
(29,287,808)	FY 2017 Shortfall-to-Date

29,300,000 FY 2017 Shortfall-to-Date, Rounded

Table 3 – FY 2017 DWSD Loan Receivable – Sewer

Date	Transaction	Amount	Balance
06-30-18	Record Loan Receivable		29,300,000
02-08-19	Payment for July - Dec 2018	4,635,462	24,664,538
02-22-19	Payment for Jan - Mar 2019	2,353,768	22,310,770
04-15-19	Payment for the Apr 2019	789,990	21,520,780
05-08-19	Payment for May 2019	792,705	20,728,075
06-07-19	Payment for June 2019	795,430	19,932,645
07-05-19	Payment for July 2019	798,164	19,134,480
08-08-19	Payment for August 2019	800,908	18,333,572
09-06-19	Payment for September 2019	803,661	17,529,911
10-02-19	Payment for October 2019	806,424	16,723,487
11-04-19	Payment for November 2019	809,196	15,914,291
12-03-19	Payment for December 2019	811,978	15,102,314
01-06-20	Payment for January 2020	814,769	14,287,545
02-04-20	Payment for February 2020	817,570	13,469,975
03-03-20	Payment for March 2020	820,380	12,649,595
04-15-20	Payment for April 2020	823,200	11,826,395
05-06-20	Payment for May 2020	826,030	11,000,366
06-02-20	Payment for June 2020	828,869	10,171,497
07-07-20	Payment for July 2020	831,718	9,339,778
08-04-20	Payment for August 2020	834,577	8,505,201
09-02-20	Payment for September 2020	837,446	7,667,754
		21,632,246	7,667,754

Table 4 – FY 2017 DWSD Loan Receivable Payments – Sewer

Date	Transaction	Principal	Interest	Total Paid
02-08-19	Payment for July - Dec 2018	4,635,462	564,636	5,200,098
02-22-19	Payment for Jan - Mar 2019	2,353,768	246,280	2,600,049
04-15-19	Payment for the Apr 2019	789,990	76,693	866,683
05-08-19	Payment for May 2019	792,705	73,978	866,683
06-07-19	Payment for June 2019	795,430	71,253	866,683
07-05-19	Payment for July 2019	798,164	68,518	866,683
08-08-19	Payment for August 2019	800,908	65,775	866,683
09-06-19	Payment for September 2019	803,661	63,022	866,683
10-02-19	Payment for October 2019	806,424	60,259	866,683
11-04-19	Payment for November 2019	809,196	57,487	866,683
12-03-19	Payment for December 2019	811,978	54,705	866,683
01-06-20	Payment for January 2020	814,769	51,914	866,683
02-04-20	Payment for February 2020	817,570	49,113	866,683
03-03-20	Payment for March 2020	820,380	46,303	866,683
04-15-20	Payment for April 2020	823,200	43,483	866,683
05-06-20	Payment for May 2020	826,030	40,653	866,683
06-02-20	Payment for June 2020	828,869	46,303	875,172
07-07-20	Payment for July 2020	831,718	34,965	866,683
08-04-20	Payment for August 2020	834,577	32,105	866,683
09-02-20	Payment for September 2020	837,446	29,237	866,683
		21,632,246	1,776,683	23,408,929

Table 5 – FY 2018 DWSD Loan Receivable – Sewer

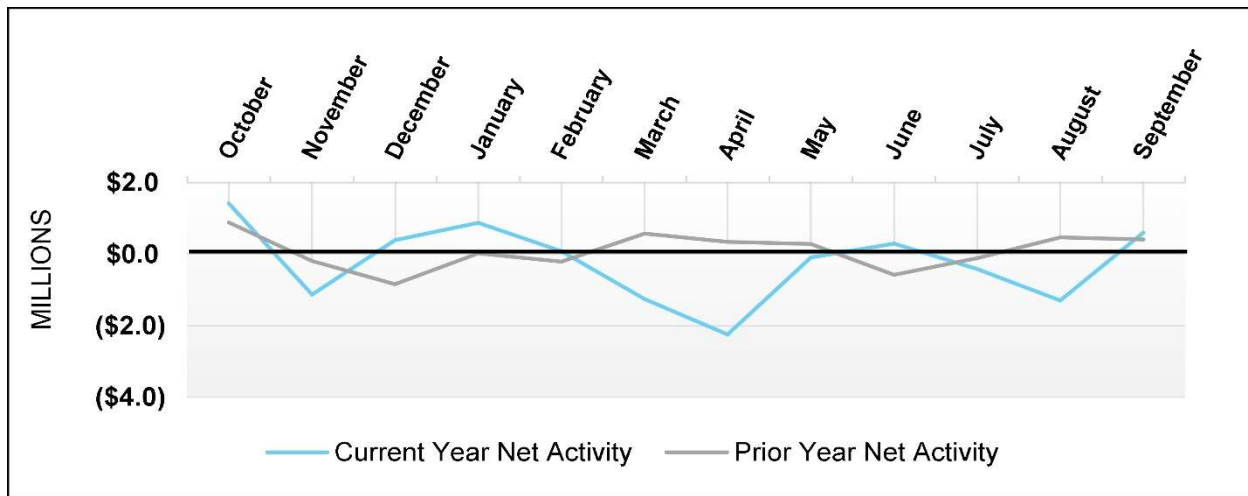
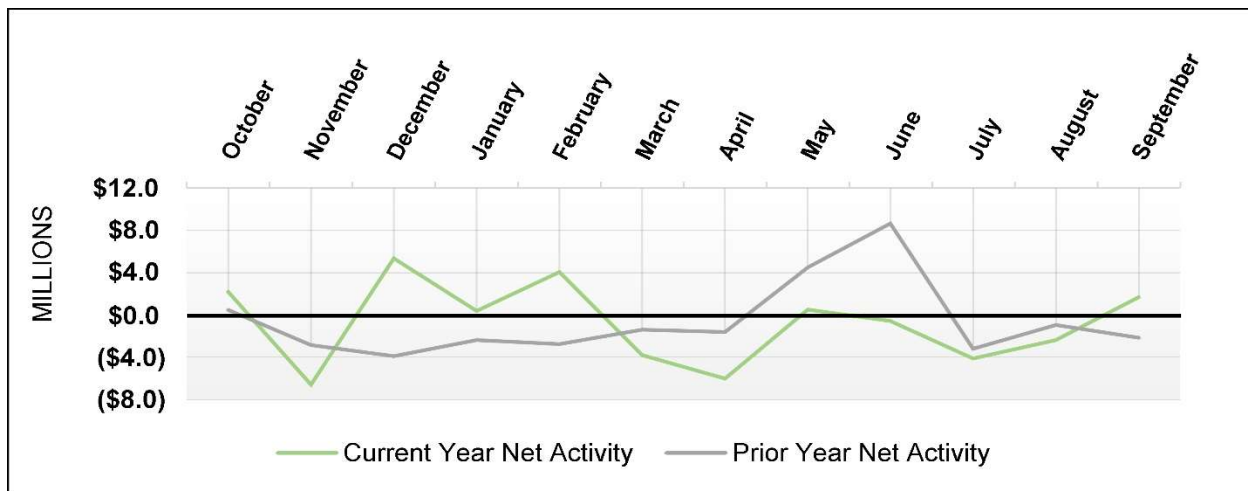
Date	Transaction	Amount	Balance
06-30-19	Record Loan Receivable		24,113,034
07-15-19	Payment for July 2019	638,978	23,474,056
08-08-19	Payment for August 2019	640,686	22,833,370
09-06-19	Payment for September 2019	642,400	22,190,970
10-02-19	Payment for October 2019	644,118	21,546,852
11-04-19	Payment for November 2019	645,840	20,901,012
12-03-19	Payment for December 2019	647,567	20,253,445
01-06-20	Payment for January 2020	649,299	19,604,146
02-04-20	Payment for February 2020	651,035	18,953,111
03-03-20	Payment for March 2020	652,776	18,300,335
04-15-20	Payment for April 2020	654,522	17,645,813
05-06-20	Payment for May 2020	656,272	16,989,541
06-02-20	Payment for June 2020	658,027	16,331,514
07-07-20	Payment for July 2020	659,787	15,671,727
08-04-20	Payment for August 2020	661,551	15,010,176
09-02-20	Payment for September 2020	663,320	14,346,855
		9,766,179	14,346,855

Table 6 – FY 2018 DWSD Loan Receivable Payments – Sewer

Date	Transaction	Principal	Interest	Total Paid
07-15-19	Payment for July 2019	638,978	64,482	703,460
08-08-19	Payment for August 2019	640,686	62,774	703,460
09-06-19	Payment for September 2019	642,400	61,060	703,460
10-02-19	Payment for October 2019	644,118	59,342	703,460
11-04-19	Payment for November 2019	645,840	57,620	703,460
12-03-19	Payment for December 2019	647,567	55,893	703,460
01-06-20	Payment for January 2020	649,299	54,161	703,460
02-04-20	Payment for February 2020	651,035	52,425	703,460
03-03-20	Payment for March 2020	652,776	50,684	703,460
04-15-20	Payment for April 2020	654,522	48,938	703,460
05-06-20	Payment for May 2020	656,272	47,188	703,460
06-02-20	Payment for June 2020	658,027	45,433	703,460
07-07-20	Payment for July 2020	659,787	43,673	703,460
08-04-20	Payment for August 2020	661,551	41,909	703,460
09-02-20	Payment for September 2020	663,320	40,140	703,460
		9,766,179	785,721	10,551,900

Table 7 – Total DWSD Loan Receivable Balance – Sewer

Date	FY17 Loan Balance	FY18 Loan Balance	Total
06-30-18	29,300,000	-	29,300,000
07-31-18	29,300,000	-	29,300,000
08-31-18	29,300,000	-	29,300,000
09-30-18	29,300,000	-	29,300,000
10-31-18	29,300,000	-	29,300,000
11-30-18	29,300,000	-	29,300,000
12-31-18	29,300,000	-	29,300,000
01-31-19	29,300,000	-	29,300,000
02-28-19	24,664,538	-	24,664,538
03-31-19	22,310,770	-	22,310,770
04-30-19	21,520,780	-	21,520,780
05-31-19	20,728,075	-	20,728,075
06-30-19	19,932,645	24,113,034	44,045,679
07-31-19	19,134,480	23,474,056	42,608,537
08-31-19	18,333,572	22,833,370	41,166,942
09-30-19	17,529,911	22,190,970	39,720,881
10-31-19	16,723,487	21,546,852	38,270,340
11-30-19	15,914,291	20,901,012	36,815,303
12-31-19	15,102,314	20,253,445	35,355,759
01-31-20	14,287,545	19,604,146	33,891,691
02-29-20	13,469,975	18,953,111	32,423,086
03-31-20	12,649,595	18,300,335	30,949,930
04-30-20	11,826,395	17,645,813	29,472,208
05-31-20	11,000,366	16,989,541	27,989,906
06-30-20	10,171,497	16,331,514	26,503,010
07-31-20	9,339,778	15,671,727	25,011,505
08-31-20	8,505,201	15,010,176	23,515,376
09-30-20	7,667,754	14,346,855	22,014,610

Chart 3 – DWSD 12-Month Net Receipts – Water**Chart 4 – DWSD 12-Month Net Receipts – Sewer**

Combined System Trust Receipts & Disbursements

Net Cash Flows and Receipts Basis: The trusts established pursuant to the Master Bond Ordinance (MBO) outline a flow of funds that governs the priority of the application of cash receipts from both the regional wholesale (i.e. Great Lakes Water Authority or GLWA) and local retail (i.e. Detroit Water & Sewerage Department or DWSD) activities which are further separated by the water system and the sewage disposal system.

Table 8 – Combined Net Cash Flows from Trust Receipts & Disbursements provides a summary of cash receipt collections and required MBO transfers by fiscal year as well as a total of all activity for

GLWA since inception at January 1, 2016. Fiscal year 2021 reflects three months of activity to date.

Water fund net receipts exceeded required disbursements by 6% through September 30, 2020 with a historical ratio of receipts exceeding required disbursements by 11% since January 1, 2016.

Sewer fund receipts exceeded required disbursements by 3% through September 30, 2020 and with a historical ratio of receipts exceeding required disbursements by 2% since January 1, 2016.

Table 8 – Combined Net Cash Flows from Trust Receipts & Disbursements

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 (Prelim)	FY 2021 Thru Sept 30	Life-to-Date Total
Water							
1 Receipts	\$ 175,890,592	\$ 449,393,014	\$ 439,685,148	\$ 436,462,453	\$ 429,491,919	\$ 108,263,497	\$2,039,186,623
2 MOU Adjustments	18,446,100	-	-	-	-	-	18,446,100
3 Adjusted Receipts	194,336,692	449,393,014	439,685,148	436,462,453	429,491,919	108,263,497	2,057,632,723
4 Disbursements	(194,065,737)	(381,844,129)	(390,114,267)	(386,925,081)	(394,013,522)	(102,337,312)	(1,849,300,048)
5 Receipts Net of Required	270,955	67,548,885	49,570,881	49,537,372	35,478,397	5,926,185	208,332,675
6 I&E Transfer	-	-	(25,739,700)	(56,102,080)	(25,719,751)	(3,736,549)	(111,298,080)
7 Net Receipts	\$ 270,955	\$ 67,548,885	\$ 23,831,181	\$ (6,564,708)	\$ 9,758,646	\$ 2,189,636	\$ 97,034,595
8 Ratio of Receipts to Required Disbursements (Line 3/Line 4)	100%	118%	113%	113%	109%	106%	111%
Sewer							
9 Receipts	\$ 297,634,449	\$ 703,512,249	\$ 718,374,552	\$ 733,083,541	\$ 755,150,915	\$ 188,545,227	\$3,396,300,933
10 MOU Adjustments	55,755,100	-	-	6,527,200	-	-	62,282,300
11 Adjusted Receipts	353,389,549	703,512,249	718,374,552	739,610,741	755,150,915	188,545,227	3,458,583,233
12 Disbursements	(341,835,625)	(703,407,313)	(725,121,160)	(724,424,942)	(721,112,326)	(183,815,718)	(3,399,717,084)
13 Receipts Net of Required	11,553,924	104,936	(6,746,608)	15,185,799	34,038,589	4,729,509	58,866,149
14 I&E Transfer	-	-	(22,698,100)	(22,547,700)	(19,096,200)	(1,701,400)	(66,043,400)
15 Shortfall Advance	-	-	-	-	-	-	-
16 Shortfall Repayment (principal)	-	-	-	9,367,355	17,542,669	4,488,401	31,398,425
17 Net Receipts	\$ 11,553,924	\$ 104,936	\$ (29,444,708)	\$ (7,361,901)	\$ 32,485,058	\$ 7,516,510	\$ 24,221,174
18 Ratio of Receipts to Required Disbursements (Line 11/Line 12)	103%	100%	99%	102%	105%	103%	102%
Combined							
19 Receipts	\$ 473,525,041	\$1,152,905,263	\$1,158,059,700	\$1,169,545,994	\$1,184,642,834	\$ 296,808,724	\$5,435,487,556
20 MOU Adjustments	74,201,200	-	-	6,527,200	-	-	80,728,400
21 Adjusted Receipts	547,726,241	1,152,905,263	1,158,059,700	1,176,073,194	1,184,642,834	296,808,724	5,516,215,956
22 Disbursements	(535,901,362)	(1,085,251,442)	(1,115,235,427)	(1,111,350,023)	(1,115,125,848)	(286,153,030)	(5,249,017,132)
23 Receipts Net of Required	11,824,879	67,653,821	42,824,273	64,723,171	69,516,986	10,655,694	267,198,824
24 I&E Transfer	-	-	(48,437,800)	(78,649,780)	(44,815,951)	(5,437,949)	(177,341,480)
25 Shortfall Advance	-	-	-	-	-	-	-
26 Shortfall Repayment	-	-	-	9,367,355	17,542,669	4,488,401	31,398,425
27 Net Receipts	\$ 11,824,879	\$ 67,653,821	\$ (5,613,527)	\$ (4,559,254)	\$ 42,243,704	\$ 9,706,146	\$ 121,255,769
28 Ratio of Receipts to Required Disbursements (Line 21/Line 22)	102%	106%	104%	106%	106%	104%	105%

APPENDIX

GLWA Aged Accounts Receivable- WATER ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
ALLEN PARK	\$512,661.84	\$512,661.84	\$0.00	\$0.00	\$0.00
ALMONT VILLAGE	\$21,128.34	\$21,128.34	\$0.00	\$0.00	\$0.00
ASH TOWNSHIP	\$75,930.55	\$75,930.55	\$0.00	\$0.00	\$0.00
BELLEVILLE	\$32,925.17	\$32,925.17	\$0.00	\$0.00	\$0.00
BERLIN TOWNSHIP	\$76,362.53	\$76,362.53	\$0.00	\$0.00	\$0.00
BROWNSTOWN TOWNSHIP	\$754,416.21	\$754,416.21	\$0.00	\$0.00	\$0.00
BRUCE TOWNSHIP	\$41,233.26	\$41,233.26	\$0.00	\$0.00	\$0.00
BURTCHVILLE TOWNSHIP	\$40,643.39	\$40,643.39	\$0.00	\$0.00	\$0.00
CANTON TOWNSHIP	\$2,350,414.47	\$2,350,414.47	\$0.00	\$0.00	\$0.00
CENTER LINE	\$41,755.35	\$41,755.35	\$0.00	\$0.00	\$0.00
CHESTERFIELD TOWNSHIP	\$439,346.72	\$439,346.72	\$0.00	\$0.00	\$0.00
CLINTON TOWNSHIP	\$749,447.93	\$749,447.93	\$0.00	\$0.00	\$0.00
COMMERCE TOWNSHIP	\$835,998.74	\$835,998.74	\$0.00	\$0.00	\$0.00
DEARBORN	\$1,165,831.94	\$1,165,831.94	\$0.00	\$0.00	\$0.00
DEARBORN HEIGHTS	\$341,031.40	\$341,031.40	\$0.00	\$0.00	\$0.00
EASTPOINTE	\$274,912.27	\$274,912.27	\$0.00	\$0.00	\$0.00
ECORSE	\$120,748.00	\$120,748.00	\$0.00	\$0.00	\$0.00
FARMINGTON	\$98,472.28	\$98,472.28	\$0.00	\$0.00	\$0.00
FARMINGTON HILLS	\$1,869,862.03	\$1,869,862.03	\$0.00	\$0.00	\$0.00
FERNDAL	\$96,180.57	\$96,180.57	\$0.00	\$0.00	\$0.00
FLAT ROCK	\$119,488.20	\$119,488.20	\$0.00	\$0.00	\$0.00
FLINT	\$373,317.72	\$373,317.72	\$0.00	\$0.00	\$0.00
FRASER	\$114,907.77	\$114,907.77	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- WATER ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
GARDEN CITY	\$150,967.62	\$150,967.62	\$0.00	\$0.00	\$0.00
GIBRALTAR	\$59,664.53	\$59,664.53	\$0.00	\$0.00	\$0.00
GROSSE ILE TOWNSHIP	\$103,958.22	\$103,958.22	\$0.00	\$0.00	\$0.00
GROSSE POINTE FARMS	\$11,316.74	\$11,316.74	\$0.00	\$0.00	\$0.00
GROSSE POINTE PARK	\$152,048.75	\$152,048.75	\$0.00	\$0.00	\$0.00
GROSSE POINTE SHORES	\$74,085.53	\$74,085.53	\$0.00	\$0.00	\$0.00
GROSSE POINTE WOODS	\$153,435.22	\$153,435.22	\$0.00	\$0.00	\$0.00
HAMTRAMCK	\$71,592.32	\$71,592.32	\$0.00	\$0.00	\$0.00
HARPER WOODS	\$143,014.20	\$143,014.20	\$0.00	\$0.00	\$0.00
HARRISON TWP	\$149,697.53	\$149,697.53	\$0.00	\$0.00	\$0.00
HAZEL PARK	\$65,137.25	\$65,137.25	\$0.00	\$0.00	\$0.00
HIGHLAND PARK	\$8,844,026.79	\$209,952.19	\$100,390.24	\$97,073.02	\$8,436,611.34
HURON TOWNSHIP	\$142,631.12	\$142,631.12	\$0.00	\$0.00	\$0.00
IMLAY CITY	\$143,493.11	\$143,493.11	\$0.00	\$0.00	\$0.00
IMLAY TOWNSHIP	\$2,708.86	\$2,708.86	\$0.00	\$0.00	\$0.00
INKSTER	\$310,819.28	\$208,393.87	\$102,425.41	\$0.00	\$0.00
KEEGO HARBOR	\$59,661.13	\$59,661.13	\$0.00	\$0.00	\$0.00
LAPEER	\$271,667.46	\$271,667.46	\$0.00	\$0.00	\$0.00
LENOX TOWNSHIP	\$97,237.07	\$49,684.20	\$24,064.05	\$23,488.82	\$0.00
LINCOLN PARK	\$425,343.43	\$425,343.43	\$0.00	\$0.00	\$0.00
LIVONIA	\$1,165,652.10	\$1,165,652.10	\$0.00	\$0.00	\$0.00
MACOMB TWP	\$1,388,587.38	\$1,388,587.38	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- WATER ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
MADISON HEIGHTS	\$156,963.21	\$156,963.21	\$0.00	\$0.00	\$0.00
MAYFIELD TOWNSHIP	\$9,597.68	\$6,400.64	\$3,197.04	\$0.00	\$0.00
MELVINDALE	\$57,639.91	\$57,639.91	\$0.00	\$0.00	\$0.00
NEW HAVEN	\$33,935.09	\$33,935.09	\$0.00	\$0.00	\$0.00
NOCWA	\$2,204,429.14	\$2,204,429.14	\$0.00	\$0.00	\$0.00
NORTHVILLE	\$86,517.98	\$86,517.98	\$0.00	\$0.00	\$0.00
NORTHVILLE TOWNSHIP	\$1,361,519.09	\$1,361,519.09	\$0.00	\$0.00	\$0.00
NOVI	\$1,692,615.04	\$1,692,615.04	\$0.00	\$0.00	\$0.00
OAK PARK	\$123,780.52	\$123,780.52	\$0.00	\$0.00	\$0.00
OAKLAND CO DR COM	\$7,619.07	\$7,619.07	\$0.00	\$0.00	\$0.00
PLYMOUTH	\$224,792.89	\$224,792.89	\$0.00	\$0.00	\$0.00
PLYMOUTH TOWNSHIP	\$472,469.19	\$472,469.19	\$0.00	\$0.00	\$0.00
REDFORD TOWNSHIP	\$589,911.04	\$589,911.04	\$0.00	\$0.00	\$0.00
RIVER ROUGE	\$60,450.54	\$60,450.54	\$0.00	\$0.00	\$0.00
RIVERVIEW	\$174,892.11	\$174,892.11	\$0.00	\$0.00	\$0.00
ROCKWOOD	\$26,331.24	\$26,331.24	\$0.00	\$0.00	\$0.00
ROMEO	\$28,297.89	\$28,297.89	\$0.00	\$0.00	\$0.00
ROMULUS	\$393,653.77	\$393,653.77	\$0.00	\$0.00	\$0.00
ROSEVILLE	\$268,505.53	\$268,505.53	\$0.00	\$0.00	\$0.00
ROYAL OAK TOWNSHIP	\$34,471.06	\$34,471.06	\$0.00	\$0.00	\$0.00
SHELBY TOWNSHIP	\$1,684,282.49	\$1,684,282.49	\$0.00	\$0.00	\$0.00
SOCWA	\$4,856,302.64	\$4,856,302.64	\$0.00	\$0.00	\$0.00
SOUTH ROCKWOOD	\$10,109.30	\$10,109.30	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- WATER ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
SOUTHGATE	\$190,491.42	\$190,491.42	\$0.00	\$0.00	\$0.00
ST. CLAIR COUNTY-GREENWOOD T	\$110,419.68	\$110,419.68	\$0.00	\$0.00	\$0.00
ST. CLAIR SHORES	\$574,720.57	\$574,720.57	\$0.00	\$0.00	\$0.00
STERLING HEIGHTS	\$3,316,701.60	\$3,316,701.60	\$0.00	\$0.00	\$0.00
SUMPTER TOWNSHIP	\$63,327.87	\$63,327.87	\$0.00	\$0.00	\$0.00
SYLVAN LAKE	\$22,434.12	\$22,434.12	\$0.00	\$0.00	\$0.00
TAYLOR	\$866,484.82	\$866,484.82	\$0.00	\$0.00	\$0.00
TRENTON	\$160,877.20	\$160,877.20	\$0.00	\$0.00	\$0.00
TROY (SEOC)	\$1,481,100.95	\$1,481,100.95	\$0.00	\$0.00	\$0.00
UTICA	\$51,896.22	\$51,896.22	\$0.00	\$0.00	\$0.00
VAN BUREN TOWNSHIP	\$735,432.89	\$735,432.89	\$0.00	\$0.00	\$0.00
WALLED LAKE	\$154,791.19	\$154,791.19	\$0.00	\$0.00	\$0.00
WARREN	\$1,937,233.58	\$1,937,233.58	\$0.00	\$0.00	\$0.00
WASHINGTON TOWNSHIP	\$275,145.96	\$275,145.96	\$0.00	\$0.00	\$0.00
WAYNE	\$276,139.58	\$276,139.58	\$0.00	\$0.00	\$0.00
WEST BLOOMFIELD TWP (C-O)	\$2,333,496.57	\$2,333,496.57	\$0.00	\$0.00	\$0.00
WESTLAND	\$1,172,681.43	\$1,172,681.43	\$0.00	\$0.00	\$0.00
WIXOM	\$543,871.75	\$543,871.75	\$0.00	\$0.00	\$0.00
WOODHAVEN	\$163,242.73	\$163,242.73	\$0.00	\$0.00	\$0.00
YCUA	\$2,024,336.29	\$2,024,336.29	\$0.00	\$0.00	\$0.00
TOTAL WATER ACCOUNTS	\$55,547,675.16	\$46,760,425.24	\$230,076.74	\$120,561.84	\$8,436,611.34

GLWA Aged Accounts Receivable- SEWER ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
ALLEN PARK	\$71,200.00	\$71,200.00	\$0.00	\$0.00	\$0.00
CENTER LINE	\$86,099.50	\$86,099.50	\$0.00	\$0.00	\$0.00
DEARBORN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
EVERGREEN-FARMINGTON	\$2,903,300.00	\$2,903,300.00	\$0.00	\$0.00	\$0.00
FARMINGTON	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GROSSE POINTE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GROSSE POINTE FARMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GROSSE POINTE PARK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
HAMTRAMCK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
HARPER WOODS	\$18,300.00	\$18,300.00	\$0.00	\$0.00	\$0.00
HIGHLAND PARK	\$33,746,546.67	\$472,500.00	\$472,500.00	\$472,500.00	\$32,329,046.67
MELVINDALE	\$108.16	\$108.16	\$0.00	\$0.00	\$0.00
OAKLAND COUNTY GWK DD	\$3,772,000.00	\$3,772,000.00	\$0.00	\$0.00	\$0.00
OMID	\$5,811,534.21	\$5,811,534.21	\$0.00	\$0.00	\$0.00
REDFORD TOWNSHIP	\$21,900.00	\$21,900.00	\$0.00	\$0.00	\$0.00
ROUGE VALLEY	\$4,513,500.00	\$4,513,500.00	\$0.00	\$0.00	\$0.00
WAYNE COUNTY N.E.	\$2,069,800.00	\$2,069,800.00	\$0.00	\$0.00	\$0.00
WAYNE COUNTY-AREA #3	\$4,200.00	\$4,200.00	\$0.00	\$0.00	\$0.00
TOTAL SEWER ACCOUNTS	\$53,018,488.54	\$19,744,441.87	\$472,500.00	\$472,500.00	\$32,329,046.67

GLWA Aged Accounts Receivable- IWC ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
ALLEN PARK	\$1,532.83	\$1,532.83	\$0.00	\$0.00	\$0.00
AUBURN HILLS (C-O)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
AUBURN HILLS (C-O) ADMIN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
AUBURN HILLS (E-F)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
BERKLEY	\$9,014.46	\$6,009.64	\$0.00	\$3,004.82	\$0.00
BEVERLY HILLS	\$949.78	\$949.78	\$0.00	\$0.00	\$0.00
BINGHAM FARMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
BIRMINGHAM (E-F)	\$4,591.73	\$4,591.73	\$0.00	\$0.00	\$0.00
BIRMINGHAM (SEOC)	\$5,326.88	\$5,326.88	\$0.00	\$0.00	\$0.00
BLOOMFIELD HILLS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
BLOOMFIELD TOWNSHIP	\$7,197.71	\$7,197.71	\$0.00	\$0.00	\$0.00
CANTON TOWNSHIP	\$81.12	\$81.12	\$0.00	\$0.00	\$0.00
CENTER LINE	\$3,501.68	\$3,501.68	\$0.00	\$0.00	\$0.00
CHESTERFIELD TOWNSHIP	\$11,770.85	\$11,770.85	\$0.00	\$0.00	\$0.00
CITY OF FARMINGTON (E-F)	\$190.97	\$190.97	\$0.00	\$0.00	\$0.00
CITY OF FERNDALE	\$8,466.90	\$8,466.90	\$0.00	\$0.00	\$0.00
CITY OF ROCHESTER	\$3,540.55	\$3,540.55	\$0.00	\$0.00	\$0.00
CLARKSTON (C-O) ADMIN	\$65.94	\$65.94	\$0.00	\$0.00	\$0.00
CLAWSON	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CLINTON TOWNSHIP	\$24,873.42	\$24,873.42	\$0.00	\$0.00	\$0.00
DEARBORN	\$35,146.93	\$35,146.93	\$0.00	\$0.00	\$0.00
DEARBORN HEIGHTS	\$17,804.15	\$17,804.15	\$0.00	\$0.00	\$0.00
DETROIT METRO WC AIRPORT	\$202.80	\$202.80	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- IWC ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
EASTPOINTE	\$6,146.53	\$6,146.53	\$0.00	\$0.00	\$0.00
FARMINGTON	\$3,829.54	\$3,829.54	\$0.00	\$0.00	\$0.00
FARMINGTON HILLS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
FRASER	\$9,430.30	\$9,430.20	\$0.00	\$0.10	\$0.00
GARDEN CITY	\$5,828.81	\$5,828.81	\$0.00	\$0.00	\$0.00
GROSSE POINTE	\$1,502.41	\$1,502.41	\$0.00	\$0.00	\$0.00
GROSSE POINTE FARMS	\$1,985.75	\$1,985.75	\$0.00	\$0.00	\$0.00
GROSSE POINTE PARK	\$2,247.70	\$2,247.70	\$0.00	\$0.00	\$0.00
GROSSE POINTE SHORES	\$324.48	\$324.48	\$0.00	\$0.00	\$0.00
GROSSE POINTE WOODS	\$2,458.95	\$2,458.95	\$0.00	\$0.00	\$0.00
HAMTRAMCK	\$3,968.12	\$3,968.12	\$0.00	\$0.00	\$0.00
HARPER WOODS	\$1,750.84	\$1,750.84	\$0.00	\$0.00	\$0.00
HARRISON TWP	\$3,035.24	\$3,035.24	\$0.00	\$0.00	\$0.00
HAZEL PARK	\$3,158.61	\$3,158.61	\$0.00	\$0.00	\$0.00
HIGHLAND PARK	\$1,733,840.85	\$7,669.22	\$0.00	\$7,662.46	\$1,718,509.17
HUNTINGTON WOODS	\$272.09	\$272.09	\$0.00	\$0.00	\$0.00
INDEPENDENCE (C-O) ADMIN	\$2,341.49	\$2,341.49	\$0.00	\$0.00	\$0.00
INKSTER	\$26,431.60	\$10,572.64	\$0.00	\$10,572.64	\$5,286.32
KEEGO HARBOR	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
LAKE ORION	\$1,527.76	\$1,527.76	\$0.00	\$0.00	\$0.00
LATHRUP	\$1,336.79	\$1,336.79	\$0.00	\$0.00	\$0.00
LENOX TOWNSHIP	\$309.27	\$309.27	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- IWC ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
LIVONIA	\$38,400.18	\$38,400.18	\$0.00	\$0.00	\$0.00
MACOMB TWP	\$196.04	\$196.04	\$0.00	\$0.00	\$0.00
MADISON HEIGHTS	\$17,766.97	\$17,766.97	\$0.00	\$0.00	\$0.00
MELVINDALE	\$3,234.66	\$3,234.66	\$0.00	\$0.00	\$0.00
NEW HAVEN	\$584.74	\$584.74	\$0.00	\$0.00	\$0.00
NORTHVILLE	\$1,693.38	\$1,693.38	\$0.00	\$0.00	\$0.00
NOVI	\$33,539.74	\$33,539.74	\$0.00	\$0.00	\$0.00
OAK PARK	\$6,618.04	\$6,618.04	\$0.00	\$0.00	\$0.00
OAKLAND TOWNSHIP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ORCHARD LAKE VILLAGE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ORION TOWNSHIP (C-O)	\$3,630.12	\$3,630.12	\$0.00	\$0.00	\$0.00
ORION TOWNSHIP (C-O) ADMIN	\$907.80	\$907.80	\$0.00	\$0.00	\$0.00
OXFORD TOWNSHIP	\$2,186.86	\$2,055.04	\$0.00	\$131.82	\$0.00
OXFORD VILLAGE	\$1,196.52	\$1,196.52	\$0.00	\$0.00	\$0.00
PLEASANT RIDGE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
PLYMOUTH	\$3,707.86	\$3,707.86	\$0.00	\$0.00	\$0.00
PLYMOUTH TOWNSHIP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
REDFORD TOWNSHIP	\$24,249.93	\$23,758.02	\$0.00	\$491.91	\$0.00
ROCHESTER HILLS	\$17,618.25	\$17,618.25	\$0.00	\$0.00	\$0.00
ROMULUS	\$880.49	\$880.49	\$0.00	\$0.00	\$0.00
ROSEVILLE	\$13,822.51	\$13,822.51	\$0.00	\$0.00	\$0.00
ROYAL OAK	\$26,391.04	\$26,385.97	\$0.00	\$5.07	\$0.00
ROYAL OAK TOWNSHIP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- IWC ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
SHELBY TOWNSHIP	\$12,556.70	\$12,556.70	\$0.00	\$0.00	\$0.00
SOUTHFIELD (E-F)	\$54,255.76	\$54,255.76	\$0.00	\$0.00	\$0.00
SOUTHFIELD (SEOC)	\$7,605.00	\$7,605.00	\$0.00	\$0.00	\$0.00
ST. CLAIR SHORES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
STERLING HEIGHTS	\$60,513.83	\$60,513.83	\$0.00	\$0.00	\$0.00
TROY (E-F)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TROY (SEOC)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
UTICA	\$2,854.41	\$2,854.41	\$0.00	\$0.00	\$0.00
VAN BUREN TOWNSHIP	\$7,023.64	\$3,511.82	\$0.00	\$3,511.82	\$0.00
VILLAGE OF FRANKLIN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
WASHINGTON TOWNSHIP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
WATERFORD TOWNSHIP DPW (ADM)	\$5,928.06	\$5,928.06	\$0.00	\$0.00	\$0.00
WAYNE	\$4,770.87	\$4,770.87	\$0.00	\$0.00	\$0.00
WEST BLOOMFIELD TWP (E-F)	\$6,121.18	\$6,121.18	\$0.00	\$0.00	\$0.00
WEST BLOOMFIELD TWP. (C-O) P	\$225.63	\$225.63	\$0.00	\$0.00	\$0.00
WESTLAND	\$21,730.02	\$21,730.02	\$0.00	\$0.00	\$0.00
TOTAL IWC ACCOUNTS	\$2,326,196.06	\$577,019.93	\$0.00	\$25,380.64	\$1,723,795.49

GLWA Aged Accounts Receivable- POLLUTANT SURCHARGE ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
3M COMPANY	\$3,289.40	\$3,289.40	\$0.00	\$0.00	\$0.00
A & R PACKING CO., LLC	\$5,204.74	\$5,204.74	\$0.00	\$0.00	\$0.00
AACTRON	\$258.81	\$71.40	\$0.00	\$91.23	\$96.18
ACADEMY PACKING CO.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ACME RUSTPROOF	\$48.30	\$48.30	\$0.00	\$0.00	\$0.00
ADORING PET FUNERAL HOME	\$94.99	\$94.99	\$0.00	\$0.00	\$0.00
AEVITAS SPECIALITY SERVICES	\$850.00	\$850.00	\$0.00	\$0.00	\$0.00
ALEXANDER & HORNUNG	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ALEXANDER & HORNUNG	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ALL CHEM CORP, LLC.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ALPHA STAMPING COMPANY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
AMERICAN WASTE TECH INC.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
AMERITI MFG. CO.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ATWATER IN THE PARK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
AUTOMOTIVE FINISH	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
AXLE BREWING COMPANY, LLC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
B. NEKTAR MEADERY	\$ (0.88)	\$0.00	\$ (0.88)	\$0.00	\$0.00
BAFFIN BREWING COMPANY	\$135.99	\$0.00	\$135.99	\$0.00	\$0.00
BARON INDUSTRIES	\$687.28	\$687.28	\$0.00	\$0.00	\$0.00
BARTZ BAKERY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
BASTONE BREWERY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
BATCH BREWING COMPANY	\$369.60	\$0.00	\$369.60	\$0.00	\$0.00
BAYS MICHIGAN CORPORATION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- POLLUTANT SURCHARGE ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
BEIRUT BAKERY, INC.	\$73.99	\$73.99	\$0.00	\$0.00	\$0.00
BETTER MADE SNACK FOOD	\$40,133.99	\$40,133.99	\$0.00	\$0.00	\$0.00
BLACK LOTUS BREWING CO.	\$61.25	\$0.00	\$0.00	\$0.00	\$61.25
BOZEK'S MARKET	\$48.38	\$48.38	\$0.00	\$0.00	\$0.00
BREW DETROIT	\$11,218.06	\$8,273.06	\$2,945.00	\$0.00	\$0.00
BROADWAY MKT CORNED BEEF	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
BROOKS BREWING, LLC.	\$21.00	\$0.00	\$21.00	\$0.00	\$0.00
BROWN IRON BREWHOUSE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CADILLAC STRAITS BREWING CO.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CANTON BREW WORKS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CAPITAL REPRODUCTIONS	\$4.96	\$4.96	\$0.00	\$0.00	\$0.00
CF BURGER CREAMERY	\$27,853.74	\$27,853.74	\$0.00	\$0.00	\$0.00
CHILANGO'S BAKERY	\$1,766.89	\$33.78	\$12.87	\$17.69	\$1,702.55
CINTAS CORP. - MACOMB TWP.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CINTAS CORPORATION	\$25,122.71	\$25,122.71	\$0.00	\$0.00	\$0.00
CINTAS CORPORATION	\$10,023.45	\$10,023.45	\$0.00	\$0.00	\$0.00
CITY LAUNDRY, INC.	\$0.29	\$0.29	\$0.00	\$0.00	\$0.00
CLASSIC CONTAINER CORP.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
COCA-COLA REFRESHMENTS USA,	\$877.05	\$877.05	\$0.00	\$0.00	\$0.00
COSTCO WHOLESALE STORE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
COSTCO WHOLESALE STORE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
COSTCO WHOLESALE STORE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- POLLUTANT SURCHARGE ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
COSTCO WHOLESALE STORE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
COUNTRY FRESH DAIRY CO.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CROSS CHEMICAL COMPANY, INC.	\$1,819.80	\$1,484.46	\$0.00	\$335.34	\$0.00
DARLING INGREDIENTS, INC.	\$7,705.01	\$7,705.01	\$0.00	\$0.00	\$0.00
DAVE'S SAUSAGE FACTORY 2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DEARBORN BREWING	\$56.81	\$0.00	\$56.81	\$0.00	\$0.00
DEARBORN SAUSAGE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DEARBORN SAUSAGE CO., INC.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DETROIT BEER CO.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DETROIT LINEN SERVICE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DETROIT METRO WC AIRPORT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DETROIT RIVERTOWN BREWERY CC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DETROIT SAUSAGES CO INC	\$25.65	\$8.55	\$5.70	\$2.85	\$8.55
DETRONIC INDUSTRIES, INC.	\$292.55	\$104.04	\$57.27	\$44.38	\$86.86
DIFCO LABORATORIES, INC.	\$101,787.74	\$0.00	\$11,236.92	\$15,295.43	\$75,255.39
DIVERSIFIED CHEM TECH. INC.	\$162.10	\$162.10	\$0.00	\$0.00	\$0.00
DOMESTIC UNIFORM RENTAL	\$5,859.38	\$5,859.38	\$0.00	\$0.00	\$0.00
DOMESTIC UNIFORM RENTAL	\$2,374.59	\$2,374.59	\$0.00	\$0.00	\$0.00
DOWNEY BREWING COMPANY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
E.W. GROBBEL'S SONS, INC.	\$3,713.91	\$3,713.91	\$0.00	\$0.00	\$0.00
EASTERN MARKET BREWING COMP	\$414.14	\$0.00	\$232.59	\$0.00	\$181.55
ENVIROSOLIDS, L.L.C.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
EQ DETROIT, INC.	\$1,167.78	\$1,167.78	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- POLLUTANT SURCHARGE ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
EQ DETROIT, INC.	\$9,996.19	\$9,996.19	\$0.00	\$0.00	\$0.00
EQ DETROIT, INC.	\$258.40	\$258.40	\$0.00	\$0.00	\$0.00
EQ DETROIT, INC.	\$1.84	\$1.84	\$0.00	\$0.00	\$0.00
ETON ST BREWERY- GRIFFIN CLF	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
EXTRUDE HONE CORPORATION	\$307.28	\$307.28	\$0.00	\$0.00	\$0.00
EXTRUDEHODE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
FARMINGTON BREWING COMPANY	\$18.08	\$0.00	\$18.08	\$0.00	\$0.00
FAYGO BEVERAGES, INC.	\$27,932.86	\$27,932.86	\$0.00	\$0.00	\$0.00
FIVES CINETIC CORP.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
FORD NEW MODEL PROGRAM	\$1,500.20	\$1,500.20	\$0.00	\$0.00	\$0.00
FOUNDERS BREWING COMPANY	\$62.46	\$0.00	\$62.46	\$0.00	\$0.00
FRESH-PAK	\$159.67	\$159.67	\$0.00	\$0.00	\$0.00
FRESH-PAK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
G2O ENERGY, LLC	\$3,775.15	\$2,613.98	\$1,161.17	\$0.00	\$0.00
GENERAL LINEN SUPPLY CO.	\$7,756.79	\$5,552.85	\$2,203.94	\$0.00	\$0.00
GLOBAL TITANIUM, INC.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GRANITE CITY FOOD & BREWERY	\$61.41	\$0.00	\$61.41	\$0.00	\$0.00
GRANITE CITY FOOD & BREWERY	\$53.43	\$0.00	\$0.00	\$0.00	\$53.43
GRANITE CITY FOOD & BREWERY	\$13.49	\$0.00	\$13.49	\$0.00	\$0.00
GREAT BARABOO BREWING CO.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
HACIENDA MEXICAN FOODS	\$2,380.79	\$1,483.19	\$697.64	\$199.96	\$0.00
HENKEL CORPORATION	\$280.78	\$280.72	\$0.00	\$0.06	\$0.00

GLWA Aged Accounts Receivable- POLLUTANT SURCHARGE ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
HOME STYLE FOOD INC.	\$284.47	\$284.47	\$0.00	\$0.00	\$0.00
HOMEGROWN BREWING COMPANY	\$50.31	\$0.00	\$50.31	\$0.00	\$0.00
HOODS CLEANERS	\$211.33	\$0.00	\$0.00	\$0.00	\$211.33
HOUGHTON INTERNATIONAL INC.	\$498.69	\$498.69	\$0.00	\$0.00	\$0.00
HOUGHTON INTERNATIONAL INC.	\$482.07	\$482.07	\$0.00	\$0.00	\$0.00
HOUGHTON INTERNATIONAL INC.	\$3,902.24	\$3,902.24	\$0.00	\$0.00	\$0.00
HUNTINGTON CLEANERS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
IDP, INC.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
INDUSTRIAL METAL COATING	\$1,033.58	\$1,033.58	\$0.00	\$0.00	\$0.00
ISLAMIC SLAUGHTER HOUSE	\$2,544.99	\$2,544.99	\$0.00	\$0.00	\$0.00
ITALIAN BUTTER BREAD STICKS	\$8.05	\$4.83	\$3.22	\$0.00	\$0.00
JAMEX BREWING CO.	\$76.56	\$0.00	\$76.56	\$0.00	\$0.00
KAR NUT PRODUCTS	\$1,435.32	\$1,435.32	\$0.00	\$0.00	\$0.00
KOWALSKI SAUSAGES, CO.	\$855.09	\$855.09	\$0.00	\$0.00	\$0.00
KUHNHENN BREWING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
LA MICHOACANA FLOUR TORTILLA	\$1,259.15	\$1,259.15	\$0.00	\$0.00	\$0.00
LA MICHOACANA FLOUR TORTILLA	\$275.08	\$275.08	\$0.00	\$0.00	\$0.00
LEAR CORPORATION DBA EAGLE C	\$689.50	\$689.50	\$0.00	\$0.00	\$0.00
LIBERTY STREET PROD. BREWERY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
LIFE TECHNOLOGIES	\$29,346.52	\$29,346.52	\$0.00	\$0.00	\$0.00
LILY'S SEAFOOD GRILL & BREWE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MACDERMID, INC.	\$2,350.34	\$2,350.34	\$0.00	\$0.00	\$0.00
MCCLURE'S PICKLES	\$797.29	\$790.37	\$6.92	\$0.00	\$0.00

GLWA Aged Accounts Receivable- POLLUTANT SURCHARGE ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
MCNICHOLS POLISHING & ANODIZ	\$40.38	\$40.38	\$0.00	\$0.00	\$0.00
MELLO MEATS INC, - KUBISCH S	\$113.83	\$113.83	\$0.00	\$0.00	\$0.00
METROPOLITAN BAKERY	\$484.16	\$484.16	\$0.00	\$0.00	\$0.00
MIBA HYDRAMECHANICA CORP.	\$434.74	\$278.80	\$140.58	\$15.36	\$0.00
MICHIGAN DAIRY	\$177,641.11	\$177,641.11	\$0.00	\$0.00	\$0.00
MICHIGAN PROD. MACHINING	\$3,225.53	\$0.00	\$964.96	\$0.00	\$2,260.57
MICHIGAN SOY PRODUCTS CO.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MIDWEST WIRE PRODUCTS, INC.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MILANO BAKERY	\$1,374.37	\$1,374.37	\$0.00	\$0.00	\$0.00
MILTON CHILI CO.	\$39.71	\$39.71	\$0.00	\$0.00	\$0.00
MINNIE MARIE BAKERS, INC	\$2,620.66	\$2,620.66	\$0.00	\$0.00	\$0.00
MISTER UNIFORM & MAT RENTALS	\$6.27	\$6.27	\$0.00	\$0.00	\$0.00
MOTOR CITY BREWING WORKS	\$1,636.89	\$0.00	\$323.76	\$0.00	\$1,313.13
NATIONAL CHILI COMPANY	\$457.30	\$457.30	\$0.00	\$0.00	\$0.00
NEAPCO DRIVELINES	\$4,426.32	\$4,426.32	\$0.00	\$0.00	\$0.00
NORTH CENTER BREWING COMPANY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
NORTHERN LAKES SEAFOOD & MEA	\$63.68	\$63.68	\$0.00	\$0.00	\$0.00
OAKWOOD BAKERY	\$326.58	\$326.58	\$0.00	\$0.00	\$0.00
PARKER'S HILLTOP BREWER & SE	\$ (80.33)	\$0.00	\$0.00	\$ (80.33)	\$0.00
PELLERITO FOODS INC.	\$61.83	\$61.83	\$0.00	\$0.00	\$0.00
PEPSI COLA, INC.	\$35,112.51	\$35,112.51	\$0.00	\$0.00	\$0.00
PERDUE PREMIUM MEAT COMPANY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

GLWA Aged Accounts Receivable- POLLUTANT SURCHARGE ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
PERDUE PREMIUM MEAT COMPANY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
PERDUE PREMIUM MEAT COMPANY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
PERSONAL UNIFORM SERVICE, IN	\$112.90	\$67.22	\$22.84	\$11.75	\$11.09
PETRO ENVIRON TECH, INC.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
PINE TREE ACRES, INC.	\$29,574.04	\$29,574.04	\$0.00	\$0.00	\$0.00
PLATING SPEC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
POWER VAC OF MICHIGAN, INC.	\$170.59	\$170.59	\$0.00	\$0.00	\$0.00
PREMIER PLATING, LLC	\$4,673.33	\$2,190.19	\$0.00	\$1,987.91	\$495.23
PRODUCTION SPRING, LLC.	\$337.94	\$0.00	\$67.59	\$0.00	\$270.35
QUALA SERVICES, LLC	\$981.06	\$981.06	\$0.00	\$0.00	\$0.00
RAY'S ICE CREAM CO.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
RED SPOT PAINT #409139	\$70.01	\$70.01	\$0.00	\$0.00	\$0.00
RIVER ROUGE BREWING COMPANY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ROAK BREWING CO. LLC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ROCHESTER MILLS BEER COMPANY	\$55.89	\$0.00	\$55.89	\$0.00	\$0.00
ROCHESTER MILLS PROD BREWERY	\$1,917.06	\$0.00	\$1,917.06	\$0.00	\$0.00
ROYAL OAK BREWERY	\$ (765.27)	\$0.00	\$0.00	\$0.00	\$ (765.27)
RTT	\$27,772.36	\$0.00	\$0.00	\$0.00	\$27,772.36
SEAFARE FOODS, INC.	\$448.08	\$448.08	\$0.00	\$0.00	\$0.00
SHERWOOD BREWING COMPANY	\$1,130.63	\$0.00	\$95.81	\$0.00	\$1,034.82
SMITH-WATKINS, LLC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SPRAYTEK, INC.	\$14.52	\$0.00	\$0.00	\$0.00	\$14.52
SUPERNATURAL SPIRITS & BREWI	\$64.46	\$0.00	\$64.46	\$0.00	\$0.00

GLWA Aged Accounts Receivable- POLLUTANT SURCHARGE ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
SWEETHEART BAKERY, INC.	\$1,974.62	\$156.84	\$72.61	\$59.54	\$1,685.63
THE CROWN GROUP-LIVONIA PLAN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOM LAUNDRY CLEANERS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TRAFFIC JAM & SNUG	\$ (36.41)	\$0.00	\$0.00	\$ (36.41)	\$0.00
TURRI'S ITALIAN FOODS	\$31,728.51	\$31,728.51	\$0.00	\$0.00	\$0.00
TURRI'S ITALIAN FOODS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
U-METCO, INC.	\$2,248.01	\$2,248.01	\$0.00	\$0.00	\$0.00
UNCLE RAYS SNACKS, LLC	\$81,543.42	\$81,543.42	\$0.00	\$0.00	\$0.00
UNCLE RAYS SNACKS, LLC	\$2,748.46	\$2,748.46	\$0.00	\$0.00	\$0.00
UNIQUE LINEN SERVICES, INC.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
UNITED FISH DISTRIBUTORS	\$32.02	\$32.02	\$0.00	\$0.00	\$0.00
UNITED LINEN SERVICE, LLC.	\$284.39	\$284.39	\$0.00	\$0.00	\$0.00
UNITED MEAT & DELI	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
URBANREST BREWING COMPANY	\$133.32	\$0.00	\$133.32	\$0.00	\$0.00
US ECOLOGY MICHIGAN	\$918.51	\$918.51	\$0.00	\$0.00	\$0.00
US ECOLOGY ROMULUS, INC.	\$2,607.75	\$2,607.75	\$0.00	\$0.00	\$0.00
USHER OIL SERVICES	\$4,467.00	\$4,467.00	\$0.00	\$0.00	\$0.00
VALICOR ENVIROMENTAL SERVICE	\$2,332.99	\$2,332.99	\$0.00	\$0.00	\$0.00
VAUGHAN INDUSTRIES, INC.	\$71.30	\$71.30	\$0.00	\$0.00	\$0.00
VERNDALE PRODUCTS	\$17,349.32	\$17,349.32	\$0.00	\$0.00	\$0.00
VERNDALE PRODUCTS, INC.	\$1,759.95	\$1,759.95	\$0.00	\$0.00	\$0.00
VERNOR FOOD PRODUCTS	\$ (36.26)	\$0.00	\$0.00	\$0.00	\$ (36.26)

GLWA Aged Accounts Receivable- POLLUTANT SURCHARGE ACCOUNTS

Balances as of 09/30/20

Customer Name	Total Due	Current	46 - 74 Days	75 - 104 Days	>105 Days
WIGLEY'S MEAT PROCESS	\$628.95	\$628.95	\$0.00	\$0.00	\$0.00
WINTER SAUSAGE MFG. CO.	\$1,126.98	\$1,126.98	\$0.00	\$0.00	\$0.00
WINTER SAUSAGE MFG. CO.	\$264.66	\$264.66	\$0.00	\$0.00	\$0.00
WOLVERINE PACKING CO	\$6,324.44	\$6,324.44	\$0.00	\$0.00	\$0.00
WOLVERINE PACKING CO.	\$3,224.41	\$3,224.41	\$0.00	\$0.00	\$0.00
WOODWARD AVENUE BREWERS	\$240.06	\$0.00	\$154.88	\$0.00	\$85.18
TOTAL POLLUTANT SURCHARGE ACCOUNTS	\$810,662.39	\$657,477.36	\$23,441.83	\$17,944.76	\$111,798.44

City of Highland Park Billings and Collections

	Water	Sewer	IWC	Cumulative Total
June 30, 2012 Balance	\$ -	\$ 10,207,956	\$ 852,987	\$ 11,060,943
FY 2013 Billings	485,887	4,987,635	154,444	5,627,966
FY 2013 Payments	(65,652)	(2,206,211)	-	(2,271,863)
June 30, 2013 Balance	\$ 420,235	\$ 12,989,380	\$ 1,007,431	\$ 14,417,046
FY 2014 Billings	1,004,357	6,980,442	161,951	8,146,750
FY 2014 Payments	-	(1,612,633)	-	(1,612,633)
June 30, 2014 Balance	\$ 1,424,592	\$ 18,357,189	\$ 1,169,382	\$ 20,951,163
FY 2015 Billings	1,008,032	5,553,123	165,739	6,726,894
FY 2015 Payments	-	(1,444,623)	-	(1,444,623)
June 30, 2015 Balance	\$ 2,432,625	\$ 22,465,689	\$ 1,335,121	\$ 26,233,435
FY 2016 Billings	1,157,178	5,612,167	106,431	6,875,776
FY 2016 Payments	-	(2,022,335)	-	(2,022,335)
June 30, 2016 Balance	\$ 3,589,803	\$ 26,055,521	\$ 1,441,551	\$ 31,086,875
FY 2017 Billings	1,245,267	5,802,000	101,999	7,149,265
FY 2017 Payments	-	(2,309,186)	-	(2,309,186)
June 30, 2017 Balance	\$ 4,835,070	\$ 29,548,335	\$ 1,543,550	\$ 35,926,954
FY 2018 Billings	1,277,179	5,657,101	80,472	7,014,752
FY 2018 Payments	-	(4,108,108)	-	(4,108,108)
June 30, 2018 Balance	\$ 6,112,248	\$ 31,097,327	\$ 1,624,022	\$ 38,833,597
FY 2019 Billings	1,238,797	5,617,100	51,220	6,907,117
FY 2019 Payments	-	(5,241,583)	-	(5,241,583)
June 30, 2019 Balance	\$ 7,351,045	\$ 31,472,844	\$ 1,675,243	\$ 40,499,132
FY 2020 Billings	1,182,639	5,665,400	47,097	6,895,136
FY 2020 Payments	-	(3,026,117)	-	(3,026,117)
June 30, 2020 Balance	\$ 8,533,684	\$ 34,112,127	\$ 1,722,340	\$ 44,368,151
FY 2021 Billings (3 Months)	310,343	1,417,500	11,501	1,739,344
FY 2021 Payments (3 Months)	-	(1,783,080)	-	(1,783,080)
Balance as of September 30, 2020	\$ 8,844,027	\$ 33,746,547	\$ 1,733,841	\$ 44,324,415



The Quarterly WRAP Report includes the following:

1. Community Participation
2. Approved Program Changes
3. Current Year Budget Allocations
4. Current & Historical Activity
5. Reallocation Activity

The Water Residential Assistance Program (“WRAP”) provides sustainable funding for qualifying low-income residents served by the Great Lakes Water Authority’s (“GLWA”) customers. The program is funded by GLWA at an amount equal to 0.5 percent of budgeted revenues for the Regional System and not less than 0.5 percent, but not greater than 1.0 percent of budgeted revenues for the DWSD Local System. The budgeted WRAP funding for FY 2021 is \$6.1 million for water and sewer services combined.

The scope of funding uses includes a) payment assistance and b) water audit and water conservation measures. Eligible residential customers with a past due bill and/or who are in active shut off can receive assistance with paying down arrears and receive \$25 toward monthly bill payment assistance annually up to \$1,000. High volume water users can receive a one-time home audit and home water conservation services of an average \$1,500 per household. To participate in WRAP, an applicant must have household gross incomes at or below 200% of the federal poverty income thresholds. Customers with water usage at or above 120% of the average residential usage are eligible to participate in a water audit and install water conservation measures. WRAP participants are also encouraged to participate in both financial coaching and water conservation workshops as well as other support services. The program is administered by Wayne Metro Community Action Agency (“Wayne Metro”), a nonprofit agency.

The WRAP began assisting residents in the GLWA service area on March 1, 2016 and to date has committed over \$18.5 million in assistance and conservation funds to qualified WRAP participants. WRAP has the potential to serve over 100 communities within the GLWA service area, but to assist qualified households, each community must opt into the program and sign a Memorandum of Agreement (MOA) with Wayne Metro.

Community Participation

A community participating in WRAP must receive water and/or sewer service from GLWA. Eligible communities must formally opt into the program by signing a memorandum of agreement with Wayne Metro. To date, 80 communities have opted into WRAP with an additional 2 communities actively negotiating MOAs. A list of current participating communities is presented in **Table 1 – WRAP Participating Communities**.

Table 1 – WRAP Participating Communities

This table shows the level of participation that each community has chosen. Option 1 includes bill assistance, arrearage assistance and conservation. Option 2 includes bill assistance and conservation, and Option 3 includes conservation only.

Member Partner	Option #1	Option #2	Option #3	In Progress	No Response	Not Opted In
Wayne County						
Allen Park	X					
Belleville						X
Brownstown Township	X					
Canton Township	X					
Dearborn	X					
Dearborn Heights	X					
Detroit	X					
Ecorse	X					
Flat Rock	X					
Garden City	X					
Gibraltar		X				
Grosse Ile						X
Grosse Pointe						X
Grosse Pointe Farms						X
Grosse Pointe Park						X
Grosse Pointe Shores	X					
Grosse Pointe Woods					X	
Hamtramck	X					
Harper Woods	X					
Huron Township						X
Inkster	X					
Lincoln Park		X				
Livonia	X					
Melvindale	X					
Northville	X					
Northville Township						X
Plymouth		X				
Plymouth Township						X
Redford Township	X					
River Rouge	X					
Riverview						X
Rockwood						X
Romulus		X				
Southgate	X					
Sumpter Township						X
Taylor		X				
Trenton	X					
Van Buren Township	X					
Wayne	X					
Westland	X					
Woodhaven		X				

Member Partner	Option #1	Option #2	Option #3	In Progress	No Response	Not Opted In
Oakland County						
Auburn Hills					X	
Berkley	X					
Beverly Hills	X					
Bingham Farms	X					
Birmingham	X					
Bloomfield Hills	X					
Bloomfield Township	X					
Clawson	X					
Commerce Township	X					
Farmington	X					
Farmington Hills	X					
Ferndale	X					
Hazel Park		X				
Huntington Woods	X					
Keego Harbor	X					
Lake Orion	X					
Lathrup Village	X					
Madison Heights	X					
Novi						X
Oak Park		X				
Orchard Lake	X					
Orion Township	X					
Oxford	X					
Pleasant Ridge	X					
Pontiac	X					
Rochester Hills						X
Royal Oak	X					
Royal Oak Township	X					
Southfield	X					
Sylvan Lake						X
Troy					X	
Walled Lake	X					
Waterford Township		X				
West Bloomfield Twp.		X				
Wixom						X

Member Partner	Option #1	Option #2	Option #3	In Progress	No Response	Not Opted In
Macomb County						
Centerline	X					
Chesterfield Township	X					
Clinton Township		X				
Eastpointe	X					
Fraser	X					
Harrison Township				X		
Lenox Township				X		
Macomb Township	X					
New Haven	X					
Roseville						X
Shelby Township	X					
St. Clair Shores	X					
Sterling Heights	X					
Utica	X					
Warren	X					
Washington Township		X				

Member Partner	Option #1	Option #2	Option #3	In Progress	No Response	Not Opted In
Washtenaw County						
Augusta Township	X					
Pittsfield Township	X					
Superior Township	X					
Ypsilanti	X					
Ypsilanti Township	X					

Member Partner	Option #1	Option #2	Option #3	In Progress	No Response	Not Opted In
Lapeer County						
Almont		X				
Imlay City						X
Lapeer	X					

Member Partner	Option #1	Option #2	Option #3	In Progress	No Response	Not Opted In
Genesee County						
Flint	X					

Member Partner	Option #1	Option #2	Option #3	In Progress	No Response	Not Opted In
St. Clair County						
Burtchville Twp.						X

Member Partner	Option #1	Option #2	Option #3	In Progress	No Response	Not Opted In
Monroe County						
Ash Township	X					
Berlin Township					X	
South Rockwood					X	

Approved Program Changes

As a first-of-its-kind assistance program in the state of Michigan, changes to WRAP may be required as the program matures. Following is a summary of program changes made to WRAP since 2016, as approved by the GLWA Board of Directors.

November 30, 2016:

Allow customer communities to opt into program features that best meet the needs of their community. This is captured in the three options below:

Option 1

- Assistance up to \$300 per year in the form of \$25 monthly bill credits. (Applicable if client continues to pay all current monthly/quarterly charges).
- Up to \$700 in arrearage assistance to be paid 50% (up to \$350) after six months in the program, and 50% (up to \$350) after one year. Enrollees are eligible for a second-year arrearage assistance totaling \$700.
- One-time home water audit for households above 120% of average usage.
- Home repairs up to \$1,000 per household to fix minor plumbing issues leading to high usage (finding and fixing leaks, upgrading water using fixtures) and/or minor lead replacement assistance.

Option 2

- Assistance up to \$300 per year in the form of \$25 monthly bill credits. (Applicable if client continues to pay all current monthly/quarterly charges).
- One-time home water audit for households above 120% of average usage.
- Home repairs up to \$1,000 per household to fix minor plumbing issues leading to high usage (finding and fixing leaks, upgrading water using fixtures) and/or minor lead replacement assistance.

Option 3

- One-time home water audit for households above 120% of average usage.
- Home repairs up to \$1,000 per household to fix minor plumbing issues leading to high usage (finding and fixing leaks, upgrading water using fixtures) and/or minor lead replacement assistance.

August 22, 2018:

Removal of the 120% usage requirement for the lead fixture replacement for in-home faucets that pre-date the lead-free plumbing code change.

January 23, 2019:

Extend the 2-year time limitation to provide monthly bill assistance to senior citizens and disabled citizens.

March 11, 2020:

- Increase eligibility for residential customers from 150% to 200% or less of federal poverty level;
- Increase conservation and plumbing repairs spending per household from \$1,000 to an average of \$1,500 and a cap of \$2,000 per customer for eligible residential customers; and
- Allow eligible residential customers that are renters to take advantage of conservation and plumbing repairs to reduce their water consumption, upon landlord executing an agreement not to raise rents for one year.

October 28, 2020:

Temporary change to 1) allow program participants who are unable to make monthly payments on time to remain in WRAP provided they demonstrate a significant loss of income or inability to make a timely payment due to COVID-19; and 2) participants will still be eligible to receive monthly bill credits and arrears payments if applicable, until December 31, 2020.

Current Budget and Allocations

Consistent with the previous fiscal years funding allocation for WRAP, the FY 2021 budgeted allocation is based on the proportionality of the revenues derived from each county and the City of Detroit, based on the approved FY 2021 water and sewer service charges and budget.

Table 2 - FY 2021 WRAP Budget and Allocations

This table shows the allocation of the FY 2021 budgeted WRAP funds, which is reflective of the approved FY 2021 budget of \$6.1 million. In the table below, the City of Detroit is shown separately from the remaining Wayne County allocation. The City of Detroit is currently allocated 26.6% of total wholesale WRAP funding and contributes additional, local WRAP funding which increases the overall program impact for the City.

Community	Budgeted Direct Assistance	Budgeted Conservation Assistance	Budgeted Administration Costs	Total Budgeted Revenue	Wholesale Allocation
CITY OF DETROIT					
SHARE OF WHOLESALE FUNDING	\$776,087	\$194,022	\$116,400	\$1,086,509	26.60%
LOCAL WRAP FUNDING	1,431,440	357,860	214,700	2,004,000	N/A
TOTAL DETROIT	\$2,207,527	\$551,882	\$331,100	\$3,090,509	26.60%
WAYNE COUNTY	736,129	184,032	73,600	993,761	24.33%
OAKLAND COUNTY	851,554	212,889	85,200	1,149,643	28.15%
MACOMB COUNTY	551,503	137,876	55,100	744,479	18.23%
GENESEE COUNTY	18,150	4,538	1,800	24,488	0.60%
WASHTENAW COUNTY	40,932	10,233	4,100	55,265	1.35%
LAPEER COUNTY	12,891	3,223	1,300	17,414	0.43%
MONROE COUNTY	6,536	1,634	600	8,771	0.21%
ST. CLAIR COUNTY	3,097	774	300	4,171	0.10%
TOTAL	\$4,428,320	\$1,107,080	\$553,100	\$6,088,500	100.00%

Current & Historical Activity

Monies are transferred from GLWA to Wayne Metro as needed to fund the program and support the WRAP Assistance and Conservation efforts. Wayne Metro maintains records of this activity which are reviewed and monitored by GLWA. The following is a summary of this activity through October 31, 2020. A copy of Wayne Metro's report of activity through October 31, 2020 is included with this memo.

Table 3 – WRAP Activity March 2, 2016 through October 31, 2020

This table shows the WRAP cashflow of budgeted and committed funds in total and for each of the participating counties and the City of Detroit as of October 31, 2020. From March 1, 2016 to October 31, 2020, \$26.8 million was budgeted for WRAP bill assistance and conservation assistance (including the FY 2021 budgeted amounts) and \$18.5 million was utilized by WRAP participants during that time. As of October 31, 2020, the suburban counties still had uncommitted funds (combined assistance and conservation) of over \$4.8 million. The City of Detroit had uncommitted funds of over \$2.8 million and the City of Flint had uncommitted funds of over \$722,000. The uncommitted amounts include the FY 2019 reallocated funds approved by the GLWA Board on February 26, 2020 and the FY 2021 budgeted allocations.

Table 3

TOTAL Activity March 1, 2016 to October 31, 2020

Sources (Net Revenues)	Detroit	Out-Wayne	Oakland	Macomb	Washtenaw	St. Clair	Lapeer	Monroe	Genesee	City of Flint	Total
Total FY 2016 Assistance and Conservation Allocation	\$ 1,526,759	\$ 922,695	\$ 912,250	\$ 468,064	\$ 43,654	\$ 3,760	\$ 12,424	\$ 6,277	\$ 78,342	\$ -	\$ 3,974,226
Total FY 2017 Assistance and Conservation Allocation	\$ 1,575,960	\$ 994,862	\$ 955,395	\$ 494,209	\$ 46,853	\$ 3,009	\$ 12,403	\$ 6,858	\$ -	\$ -	\$ 4,089,549
Total FY 2018 Assistance and Conservation Allocation	\$ 1,606,941	\$ 1,046,457	\$ 1,020,545	\$ 529,455	\$ 50,507	\$ 3,211	\$ 12,294	\$ 7,285	\$ 35,363	\$ -	\$ 4,312,057
Total FY 2019 Assistance and Conservation Allocation	\$ 1,732,962	\$ 1,009,805	\$ 1,068,211	\$ 557,340	\$ 49,054	\$ 3,529	\$ 13,725	\$ 7,882	\$ -	\$ 21,211	\$ 4,463,718
Total FY 2020 Assistance and Conservation Allocation	\$ 1,757,343	\$ 857,309	\$ 1,031,423	\$ 666,367	\$ 49,445	\$ 3,622	\$ 15,281	\$ 7,827	\$ -	\$ 21,910	\$ 4,410,527
FY 2021 Assistance Budget Allocation											
Bill and Arrearage Assistance	\$ 2,207,527	\$ 736,129	\$ 851,554	\$ 551,503	\$ 40,932	\$ 3,097	\$ 12,891	\$ 6,536	\$ -	\$ 18,150	\$ 4,428,320
Home Audit and Repairs	\$ 551,882	\$ 184,032	\$ 212,889	\$ 137,876	\$ 10,233	\$ 774	\$ 3,223	\$ 1,634	\$ -	\$ 4,538	\$ 1,107,080
Total FY 2021 Assistance and Conservation Allocation	\$ 2,759,409	\$ 920,161	\$ 1,064,443	\$ 689,379	\$ 51,165	\$ 3,871	\$ 16,114	\$ 8,171	\$ -	\$ 22,688	\$ 5,535,400
FY 2016-2021 Assistance Available	\$ 10,959,373	\$ 5,751,289	\$ 6,052,267	\$ 3,404,814	\$ 290,678	\$ 21,001	\$ 82,241	\$ 44,299	\$ 113,705	\$ 65,809	\$ 26,785,477
Reallocation of Uncommitted Funds											
Total Reallocation of Uncommitted Funds from FY 2016	\$ 1,664,833	\$ (718,353)	\$ (591,163)	\$ (355,316)	\$ (35,419)	\$ (3,051)	\$ (10,080)	\$ (5,093)	\$ (63,842)	\$ 117,485	\$ -
Total Reallocation of Uncommitted Funds from FY 2017	\$ 786,981	\$ (558,266)	\$ (330,198)	\$ (268,882)	\$ (34,267)	\$ (2,836)	\$ (11,700)	\$ (6,468)	\$ -	\$ 425,635	\$ -
Total Reallocation of Uncommitted Funds from FY 2018 (3)	\$ 794,400	\$ (395,757)	\$ (429,264)	\$ (300,871)	\$ (36,111)	\$ (3,211)	\$ (12,293)	\$ (7,285)	\$ (35,363)	\$ 427,755	\$ -
Reallocation of Uncommitted Funds from FY 2019 (4)											
FY 2019 Reallocation of Assistance Funds	\$ 690,100	\$ (402,612)	\$ (819,323)	\$ (408,874)	\$ (29,386)	\$ (2,862)	\$ (11,131)	\$ (6,392)	\$ -	\$ 371,562	\$ (618,918)
FY 2019 Reallocation of Conservation Funds	\$ 492,493	\$ (118,134)	\$ (160,454)	\$ (47,806)	\$ (2,191)	\$ (667)	\$ (2,594)	\$ (1,490)	\$ -	\$ 100,000	\$ 259,157
FY 2019 Reallocation for Outreach	-	\$ 60,961	\$ 172,328	\$ 98,642	\$ 3,947	\$ 289	\$ 1,220	\$ 625	\$ -	\$ 21,749	\$ 359,761
Total Reallocation of Uncommitted Funds from FY 2019 (4)	\$ 1,182,593	\$ (459,785)	\$ (807,449)	\$ (358,038)	\$ (27,631)	\$ (3,240)	\$ (12,505)	\$ (7,257)	\$ -	\$ 493,311	\$ -
Total Reallocation of Uncommitted Funds	\$ 4,428,806	\$ (2,132,161)	\$ (2,158,074)	\$ (1,283,107)	\$ (135,428)	\$ (12,337)	\$ (46,578)	\$ (26,103)	\$ (99,205)	\$ 1,464,186	\$ -
NET FY 2016-2021 Assistance Available	\$ 15,388,179	\$ 3,619,129	\$ 3,894,193	\$ 2,121,707	\$ 155,251	\$ 8,664	\$ 35,662	\$ 18,197	\$ 14,500	\$ 1,529,995	\$ 26,785,477
Uses 3/01/2016 to 10/31/2020											
Home Audits and Repair Paid to Date	\$ 2,414,207	\$ 398,228	\$ 314,863	\$ 221,637	\$ 7,490	\$ -	\$ -	\$ -	\$ -	\$ 70,711	\$ 3,427,137
Bill Assistance and Arrearages Paid to Date	\$ 6,397,861	\$ 1,009,696	\$ 1,361,111	\$ 540,190	\$ 40,068	\$ -	\$ -	\$ -	\$ -	\$ 617,142	\$ 9,966,068
Total Uses 3/01/2016 to 10/31/2020	\$ 8,812,068	\$ 1,407,924	\$ 1,675,975	\$ 761,827	\$ 47,558	\$ -	\$ -	\$ -	\$ -	\$ 687,854	\$ 13,393,204
Less: Committed Funds 3/01/2016 to 10/31/2020											
Future Bill Assistance	\$ 1,114,821	\$ 452,071	\$ 74,891	\$ 4,298	\$ 4,631	\$ -	\$ -	\$ -	\$ -	\$ 20,825	\$ 1,671,537
Future Arrearage Assistance	\$ 2,642,047	\$ 522,155	\$ 92,503	\$ 18,471	\$ 13,764	\$ -	\$ -	\$ -	\$ -	\$ 98,475	\$ 3,387,414
Total Committed Funds 3/01/2016 to 10/31/2020	\$ 3,756,868	\$ 974,226	\$ 167,393	\$ 22,769	\$ 18,394	\$ -	\$ -	\$ -	\$ -	\$ 119,300	\$ 5,058,951
Total Expenditures/Committed Funds	\$ 12,568,937	\$ 2,382,149	\$ 1,843,368	\$ 784,596	\$ 65,952	\$ -	\$ -	\$ -	\$ -	\$ 807,154	\$ 18,452,156
Uncommitted Funds as of 10/31/2020 (line 21- line 30)	\$ 2,819,242	\$ 1,236,979	\$ 2,050,825	\$ 1,337,111	\$ 89,299	\$ 8,664	\$ 35,662	\$ 18,197	\$ 14,500	\$ 722,841	\$ 8,333,321
Summary of Uncommitted Funds 10/31/2020											
Uncommitted Conservation	\$ 791,604	\$ 420,968	\$ 512,979	\$ 323,460	\$ 31,337	\$ 2,381	\$ 9,326	\$ 4,773	\$ 14,500	\$ 351,822	\$ 2,463,151
Uncommitted Assistance	\$ 2,027,638	\$ 755,050	\$ 1,365,518	\$ 915,010	\$ 54,015	\$ 5,994	\$ 25,116	\$ 12,799	\$ -	\$ 349,270	\$ 5,510,409
Outreach Allocation	\$ -	\$ 60,961	\$ 172,328	\$ 98,642	\$ 3,947	\$ 289	\$ 1,220	\$ 625	\$ -	\$ 21,749	\$ 359,761
Total Uncommitted Funds as of 10/31/2020	\$ 2,819,242	\$ 1,236,979	\$ 2,050,825	\$ 1,337,111	\$ 89,299	\$ 8,664	\$ 35,662	\$ 18,197	\$ 14,500	\$ 722,841	\$ 8,333,321

- (1) Based on April 26, 2017 Board of Directors action
(2) Based on August 22, 2018 Board of Directors action
(3) Based on June 26, 2019 Board of Directors action
(4) Based on February 26, 2020 Board of Directors action

REVISED 12.11.2020

Previous Reallocation of Uncommitted Funds

After the completion of each fiscal year, Wayne Metro recommends to the GLWA Board of Directors the reallocation of uncommitted assistance and conservation funds to those member partners that have fully committed their annual budgeted funds due to the increased need within their community.

For FY 2020, Wayne Metro has identified approximately \$1.5 million in uncommitted assistance and conservation funds. A reallocation recommendation will be brought to the GLWA Board by February 2021.

Table 4 – Total WRAP Reallocation of Uncommitted Funds

This table summarizes the Board authorized reallocation of uncommitted FY 2016 to FY 2019 WRAP funds to the City of Detroit and the City of Flint. To date, \$4.4 million has been reallocated to Detroit and \$1.4 million to the City of Flint from the other counties within GLWA.

Reallocated Funds	Detroit	Flint	Total
FY 2016	\$1,664,833	\$117,485	\$1,782,318
FY 2017	786,981	425,635	1,212,616
FY 2018	794,400	427,755	1,222,155
FY 2019	1,182,593	471,562	1,654,155
Total Reallocation	\$4,428,807	\$1,442,437	\$5,871,244



GLWA - WRAP Program Summary

Year-To-Date Program Activity Report
March 1, 2016 to October 31, 2020

CAA Alliance Member	WMCAA Total	OLHSA Total	MCA Total	MCOP Total	GCCARD Total	GRAND TOTAL
City/County						
Total Scheduled Appointments	51,978	4,874	2,320	2	2,332	61,506
Completed Pre-Applications	51,978	4,874	2,320	2	2,332	61,506
Unenrolled Applicants (incl. supplemental funds)	32,623	2,585	1,947	2	1,362	38,519
Households Enrolled	19,355	2,289	373	0	970	22,987
Households with Arrearages	13,193	1,761	656	0	856	16,466
Households Completed	14,763	1,960	248	0	643	17,614
Shutoffs Avoided	6,170	442	90	0	5	6,707
Initial Funding Allocation	\$ 13,604,239.00	\$ 5,092,552.00	\$ 2,829,853.00	\$ 35,752.00	\$ 52,880.00	\$ 21,615,276.00
Recaptured Funds	\$ 1,472,894.00	\$ (2,004,610.00)	\$ (1,220,624.00)	\$ (22,329.00)	\$ 1,054,581.00	\$ (720,088.00)
Unrecaptured Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Remaining Allocation	\$ 15,077,133.00	\$ 3,087,942.00	\$ 1,609,229.00	\$ 13,423.00	\$ 1,107,461.00	\$ 20,895,188.00
Total Bill Payment & Arrearage Assistance Committed	\$ 12,169,599.10	\$ 1,546,018.38	\$ 562,958.88	\$ -	\$ 736,442.75	\$ 15,015,019.11
Outreach and Marketing	\$ 281,000.00	\$ 252,122.00	\$ 143,116.00	\$ 1,205.00	\$ 23,318.00	\$ 700,761.00
Balance Remaining	\$ 2,626,533.90	\$ 1,289,801.62	\$ 903,154.12	\$ 12,218.00	\$ 347,700.25	\$ 5,179,407.89
Total Bill Payment & Arrearage Assistance Paid Out	\$ 7,430,110.44	\$ 1,378,625.06	\$ 540,190.04	\$ -	\$ 617,142.29	\$ 9,966,067.83
Average Assistance per HH	\$ 628.76	\$ 675.41	\$ 1,509.27	\$ -	\$ 759.22	\$ 653.20
Total Arrearage Assistance Committed	\$ 6,107,786.00	\$ 934,759.19	\$ 230,881.22	\$ -	\$ 454,195.39	\$ 7,727,621.80
Total Arrearage Assistance Paid Out	\$ 2,815,044.06	\$ 842,256.62	\$ 212,410.72	\$ -	\$ 355,720.24	\$ 4,225,431.64
Average Total Arrearage on HH Bill	\$ 1,565.76	\$ 1,079.14	\$ 452.80	\$ -	\$ 1,569.84	\$ 774.43
Average Arrearage Assistance per HH	\$ 462.96	\$ 530.81	\$ 351.95	\$ -	\$ 530.60	\$ 469.31
Difference	\$ 1,102.81	\$ 548.33	\$ 100.85	\$ -	\$ 1,039.24	\$ 305.12
HHs with Arrearages less than/equal to \$700	7,819	1,760	596	0	581	10,756
HHs with Arrearages greater than \$700	7,812	0	60	0	275	8,147
Participating Communities	33	27	15	1	1	77
Other Agencies and Community Organizations Engaged	3	0	0	0	0	3
Supplemental Funding Made Available to WRAP Participants	\$ 3,510,464.00	\$ -	\$ -	\$ -	\$ -	\$ 3,510,464.00
WRAP Participants Served Through Supplemental Funds	4,171	0	0	0	0	4,171
Average Assistance Provided with Supplemental Funds	\$ 841.64	\$ -	\$ -	\$ -	\$ -	\$ 841.64



Wayne Metro/EcoWorks Summary Report

CAA Wide Program Activity Report
March 1, 2016 to October 31, 2020



CAA Alliance Member	WMCAA				OLHSA				MCA				MCOP	GCCARD	GRAND TOTAL
City/County	City of Detroit	Out-Wayne County	Washtenaw County (post 6.30.18)	Total	Oakland County	Genesee County	Washtenaw County (pre 7.1.18)	Total	Macomb County	St. Clair County	Lapeer County	Total	Monroe County	City of Flint	
Assisted Renters with Average or Below Water Usage	7,264	1,276	29	8,569	755	0	14	769	315	0	0	315	0	162	9,815
Assisted Renters with High Water Usage	3,207	520	12	3,739	312	0	4	316	117	0	0	117	0	38	4,210
Assisted Homeowners with Average or Below Water Usage	6,614	1,989	8	8,611	843	0	7	850	595	0	0	595	0	241	10,297
Assisted Homeowners with High Water Usage	3,506	702	12	4,220	408	0	3	411	195	0	0	195	0	72	4,898
High Usage HHs Referred to Wayne Metro/EcoWorks	3,506	702	12	4,220	408	0	3	411	229	0	0	229	0	72	4,932
HHs Receiving Tier 1 Services (Home Usage Audit)	2,574	448	4	3,026	270	0	1	271	229	0	0	229	0	57	3,583
HHs Receiving Tier 2 Services (Minor Repairs)	1,638	233	3	1,874	220	0	1	221	124	0	0	124	0	31	2,250
Initial Funding Allocation	\$ 2,120,471.00	\$ 1,106,222.00	\$ 29,393.00	\$ 3,256,086.00	#####	\$ 21,184.00	\$ 26,636.00	\$ 1,214,385.00	\$ 658,259.00	\$ 4,059.00	\$ 15,884.00	\$ 678,202.00	\$ 8,546.00	\$ 12,929.00	\$ 5,170,148.00
Recaptured Funds	\$ 1,085,340.00	\$ (287,027.00)	\$ (2,191.00)	\$ 796,122.00	\$ (338,771.00)	\$ (6,684.00)	\$ (15,011.00)	\$ (360,466.00)	\$ (113,162.00)	\$ (1,679.00)	\$ (6,558.00)	\$ (121,399.00)	\$ (3,774.00)	\$ 409,605.00	\$ 720,088.00
Unrecaptured Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Remaining Allocation	\$ 3,205,811.00	\$ 819,195.00	\$ 27,202.00	\$ 4,052,208.00	\$ 827,794.00	\$ 14,500.00	\$ 11,625.00	\$ 853,919.00	\$ 545,097.00	\$ 2,380.00	\$ 9,326.00	\$ 556,803.00	\$ 4,772.00	\$ 422,534.00	\$ 5,890,236.00
Total Cost of Home Usage Audits	\$ 1,222,650.00	\$ 212,800.00	\$ 1,900.00	\$ 1,437,350.00	\$ 124,550.00	\$ -	\$ 475.00	\$ 125,025.00	\$ 108,775.00	\$ -	\$ -	\$ 108,775.00	\$ -	\$ 56,050.00	\$ 1,727,200.00
Total Cost of Minor Repairs	\$ 1,051,251.61	\$ 116,980.90	\$ 766.24	\$ 1,168,998.75	\$ 107,965.09	\$ -	\$ 401.00	\$ 108,366.09	\$ 59,659.76	\$ -	\$ -	\$ 59,659.76	\$ -	\$ 12,912.00	\$ 1,349,936.60
Total Cost of Renter Conservation Supplies	\$ 140,305.39	\$ 68,447.12	\$ 3,947.66	\$ 212,700.17	\$ 82,348.36	\$ -	\$ -	\$ 82,348.36	\$ 53,202.19	\$ -	\$ -	\$ 53,202.19	\$ -	\$ 1,749.28	\$ 350,000.00
Remaining Balance*	\$ 791,604.00	\$ 420,966.98	\$ 20,588.10	\$ 1,233,159.08	\$ 595,278.91	\$ 14,500.00	\$ 10,749.00	\$ 620,527.91	\$ 376,662.24	\$ 2,380.00	\$ 9,326.00	\$ 388,368.24	\$ 4,772.00	\$ 353,572.00	\$ 2,600,399.23
Average Cost of Repairs (per HH)	\$ 641.79	\$ 502.06	\$ 255.41	\$ 623.80	\$ 490.75	\$ -	\$ 401.00	\$ 490.34	\$ 481.13	\$ -	\$ -	\$ 481.13	\$ -	\$ 416.52	\$ 599.97
High Usage Homeowners Not Referred to EcoWorks	0	0	0	0	0	0	0	0	-34	0	0	-34	0	0	

* - Supplemental funding provided by DWSD and Wayne Metro.



WMCAA Program Summary

Year-To-Date Program Activity Report
March 1, 2016 to October 31, 2020

CAA Alliance Member	WMCAA										
City/County	City of Detroit			Out-Wayne County			Washtenaw County (post 6.30.18)			Total	
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		
Total Scheduled Appointments	35,643	8,406		6,178	1,655		87	10		51,978	
Completed Pre-Applications	35,643	8,406		6,178	1,655		87	10		51,978	
Unenrolled Applicants (incl. supplemental funds)	26,137	2,699		3,112	793		28	0		32,623	
Households Enrolled	9,506	4,872	835	3,066	862	145	59	10	0	19,355	
Households with Arrearages	7,508	3,630	290	1,416	284	6	52	7	0	13,193	
Households Completed	7,372	4,025	335	2,343	589	58	37	4	0	14,763	
Shutoffs Avoided	5,710	0	0	425	0	0	35	0	0	6,170	
Initial Funding Allocation	\$ 8,838,901.00			\$ 4,645,067.00			\$ 120,271.00			\$ 13,604,239.00	
Recaptured Funds	\$ 3,343,467.00			\$ (1,845,134.00)			\$ (25,439.00)			\$ 1,472,894.00	
Unrecaptured Funds	\$ -			\$ -			\$ -			\$ -	
Remaining Allocation	\$ 12,182,368.00			\$ 2,799,933.00			\$ 94,832.00			\$ 15,077,133.00	
Total Bill Payment & Arrearage Assistance Committed	\$ 6,580,402.26	\$ 3,323,863.45	\$ 250,464.18	\$ 1,542,993.72	\$ 385,602.33	\$ 45,325.22	\$ 36,590.84	\$ 4,357.10	\$ -	\$ 12,169,599.10	
Outreach and Marketing	\$ 134,218.00			\$ 139,186.00			\$ 7,596.00			\$ 281,000.00	
Balance Remaining	\$ 2,027,638.11			\$ 686,825.73			\$ 53,884.06			\$ 2,626,533.90	
Total Bill Payment & Arrearage Assistance Paid Out	\$ 6,397,860.99			\$ 1,009,695.68			\$ 22,553.77			\$ 7,430,110.44	
Average Assistance per HH	\$ 692.24	\$ 682.24	\$ 299.96	\$ 503.26	\$ 447.33	\$ 300.00	\$ 620.18	\$ 435.71	\$ -	\$ 628.76	
Total Arrearage Assistance Committed	\$ 3,619,999.00	\$ 1,664,095.78	\$ -	\$ 668,685.81	\$ 127,477.33	\$ -	\$ 23,870.98	\$ 3,657.10	\$ -	\$ 6,107,786.00	
Total Arrearage Assistance Paid Out (est.)	\$ 1,809,999.50	\$ 832,047.89	\$ -	\$ 133,737.16	\$ 25,495.47	\$ -	\$ 11,935.49	\$ 1,828.55	\$ -	\$ 2,815,044.06	
Average Total Arrearage on HH Bill	\$ 1,876.98	\$ 1,258.14	\$ 770.78	\$ 1,226.92	\$ 774.81	\$ -	\$ 775.05	\$ 782.31	\$ -	\$ 1,565.76	
Average Arrearage Assistance per HH	\$ 482.15	\$ 458.43	\$ -	\$ 472.24	\$ 448.86	\$ -	\$ 459.06	\$ 522.44	\$ -	\$ 462.96	
Difference	\$ 1,394.83	\$ 799.71	\$ 770.78	\$ 754.69	\$ 325.95	\$ -	\$ 316.00	\$ 259.86	\$ -	\$ 1,102.81	
HHs with Arrearages less than/equal to \$700	2,850	1,432	152	2,400	783	153	42	7	0	7,819	
HHs with Arrearages greater than \$700	4,658	2,198	138	668	128	3	17	2	0	7,812	
Participating Communities	1			27			5			33	
Other Agencies and Community Organizations Engaged	3			0			0			3	
Supplemental Funding Made Available to WRAP Participants	\$ 3,510,464.00			\$ -			\$ -			\$ 3,510,464.00	
WRAP Participants Served Through Supplemental Funds	4,171			0			0			4,171	
Average Assistance Provided with Supplemental Funds	\$ 841.64			\$ -			\$ -			\$ 841.64	
	WMCAA										
List of Supplemental Funding Sources	CSBG WRAP - Detroit									\$ 920,568.00	
	Michigan Health Endowment Fund (MHEF)									\$ 240,896.00	
	Detroit Water and Sewerage Department (DWSD) Fund									\$ 2,349,000.00	



OLHSA Program Summary

Year-To-Date Program Activity Report
March 1, 2016 to October 31, 2020

CAA Alliance Member	OLHSA									
City/County	Oakland County			Genesee County (pre 7.1.18)			Washtenaw County (pre 7.1.18)			Total
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	
Total Scheduled Appointments	3,838		954	1			78	3		4,874
Completed Pre-Applications	3,838		954	1			78	3		4,874
Unenrolled Applicants (incl. supplemental funds)	2,022		540	1			50	1		2,585
Households Enrolled	1,816	414	29	0			28	2		2,289
Households with Arrearages	1,418	320	1	0			21	1		1,761
Households Completed	1,595	328	7	0			28	2		1,960
Shutoffs Avoided	430	0	0	0			12	0		442
Initial Funding Allocation	\$ 4,885,653.00			\$ 92,521.00			\$ 114,378.00			\$ 5,092,552.00
Recaptured Funds	\$ (1,819,303.00)			\$ (92,521.00)			\$ (92,786.00)			\$ (2,004,610.00)
Unrecaptured Funds	\$ -			\$ -			\$ -			\$ -
Remaining Allocation	\$ 3,066,350.00			\$ -			\$ 21,592.00			\$ 3,087,942.00
Total Bill Payment & Arrearage Assistance Committed	\$ 1,250,486.84	\$ 269,521.34	\$ 8,496.22	\$ -			\$ 16,488.98	\$ 1,025.00		\$ 1,546,018.38
Outreach and Marketing	\$ 252,122.00			\$ -			\$ -			\$ 252,122.00
Balance Remaining	\$ 1,285,723.60			\$ -			\$ 4,078.02			\$ 1,289,801.62
Total Bill Payment & Arrearage Assistance Paid Out	\$ 1,361,111.08			\$ -			\$ 17,513.98			\$ 1,378,625.06
Average Assistance per HH	\$ 688.59	\$ 651.02	\$ 292.97	\$ -			\$ 588.89	\$ 512.50		\$ 675.41
Total Arrearage Assistance Committed	\$ 767,408.42	\$ 157,617.25	\$ -	\$ -			\$ 9,033.52	\$ 700.00		\$ 934,759.19
Total Arrearage Assistance Paid Out (est.)	\$ 690,667.58	\$ 141,855.53	\$ -	\$ -			\$ 9,033.52	\$ 700.00		\$ 842,256.62
Average Total Arrearage on HH Bill	\$ 1,099.42	\$ 1,035.14	\$ -	\$ -			\$ 483.63	\$ 734.86		\$ 1,079.14
Average Arrearage Assistance per HH	\$ 541.19	\$ 492.55	\$ -	\$ -			\$ 430.17	\$ 700.00		\$ 530.81
Difference	\$ 558.23	\$ 542.59	\$ -	\$ -			\$ 53.46	\$ 34.86		\$ 548.33
HHs with Arrearages less than/equal to \$700	1,418	320	0	0			21	1		1,760
HHs with Arrearages greater than \$700	0	0	0	0			0	0		0
Participating Communities	27			0			0			27
Other Agencies and Community Organizations Engaged	0			0			0			0
Supplemental Funding Made Available to WRAP Participants	\$ -		\$ -	\$ -			\$ -		\$ -	\$ -
WRAP Participants Served Through Supplemental Funds	0			0			0			0
Average Assistance Provided with Supplemental Funds	\$ -		\$ -	\$ -			\$ -		\$ -	\$ -

List of Supplemental Funding Sources	OLHSA	



MCAA Summary Report

Year-To-Date Program Activity Report
March 1, 2016 to October 31, 2020

CAA Alliance Member	MCAA									
City/County	Macomb County			St. Clair County			Lapeer County			Total
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	
Total Scheduled Appointments	1,828		486	0			6			2,320
Completed Pre-Applications	1,828		486	0			6			2,320
Unenrolled Applicants (incl. supplemental funds)	810		113	0			6			1,947
Households Enrolled	1,018	275	98	0			0			373
Households with Arrearages	568	70	18	0			0			656
Households Completed	776	214	34	0			0			248
Shutoffs Avoided	90	0	0	0			0			90
Initial Funding Allocation	\$ 2,746,555.00			\$ 16,942.00			\$ 66,356.00			\$ 2,829,853.00
Recaptured Funds	\$ (1,169,945.00)			\$ (10,659.00)			\$ (40,020.00)			\$ (1,220,624.00)
Unrecaptured Funds	\$ -			\$ -			\$ -			\$ -
Remaining Allocation	\$ 1,576,610.00			\$ 6,283.00			\$ 26,336.00			\$ 1,609,229.00
Total Bill Payment & Arrearage Assistance Committed	\$ 449,748.33	\$ 84,985.55	\$ 28,225.00	\$ -			\$ -			\$ 562,958.88
Outreach and Marketing	\$ 140,278.00			\$ 595.00			\$ 2,243.00			\$ 143,116.00
Balance Remaining	\$ 873,373.12			\$ 5,688.00			\$ 24,093.00			\$ 903,154.12
Total Bill Payment & Arrearage Assistance Paid Out	\$ 540,190.04			\$ -			\$ -			\$ 540,190.04
Average Assistance per HH	\$ 441.80	\$ 309.04	\$ 288.01	\$ -			\$ -			\$ 1,509.27
Total Arrearage Assistance Committed	\$ 211,345.67	\$ 19,535.55	\$ -	\$ -			\$ -			\$ 230,881.22
Total Arrearage Assistance Paid Out (est.)	\$ 194,438.02	\$ 17,972.71	\$ -	\$ -			\$ -			\$ 212,410.72
Average Total Arrearage on HH Bill	\$ 482.86	\$ 324.97	\$ 1.54	\$ -			\$ -			\$ 452.80
Average Arrearage Assistance per HH	\$ 372.09	\$ 279.08	\$ -	\$ -			\$ -			\$ 351.95
Difference	\$ 110.77	\$ 45.89	\$ 1.54	\$ -			\$ -			\$ 100.85
HHs with Arrearages less than/equal to \$700	508	70	18	0			0			596
HHs with Arrearages greater than \$700	60	0	0	0			0			60
Participating Communities	13			0			2			15
Other Agencies and Community Organizations Engaged	0			0			0			0
Supplemental Funding Made Available to WRAP Participants	\$ -			\$ -			\$ -			\$ -
WRAP Participants Served Through Supplemental Funds	0			0			0			0
Average Assistance Provided with Supplemental Funds	\$ -			\$ -			\$ -			\$ -

MCCAA	
List of Supplemental Funding Sources	

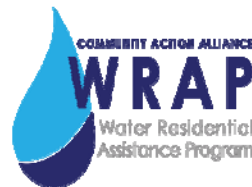


MCOP Summary Report

Year-To-Date Program Activity Report
March 1, 2016 to October 31, 2020

CAA Alliance Member	MCOP			
City/County	Monroe County			Total
	Year 1	Year 2	Year 3	
Total Scheduled Appointments	2			2
Completed Pre-Applications	2			2
Unenrolled Applicants (incl. supplemental funds)	2			2
Households Enrolled	0			0
Households with Arrearages	0			0
Households Completed	0			0
Shutoffs Avoided	0			0
Initial Funding Allocation	\$ 35,752.00			\$ 35,752.00
Recaptured Funds	\$ (22,329.00)			\$ (22,329.00)
Unrecaptured Funds	\$ -			\$ -
Remaining Allocation	\$ 13,423.00			\$ 13,423.00
Total Bill Payment & Arrearage Assistance Committed	\$ -			\$ -
Outreach and Marketing	\$ 1,205.00			\$ 1,205.00
Balance Remaining	\$ 12,218.00			\$ 12,218.00
Total Bill Payment & Arrearage Assistance Paid Out	\$ -			\$ -
Average Assistance per HH	\$ -			\$ -
Total Arrearage Assistance Committed	\$ -			\$ -
Total Arrearage Assistance Paid Out (est.)	\$ -			\$ -
Average Total Arrearage on HH Bill	\$ -			\$ -
Average Arrearage Assistance per HH	\$ -			\$ -
Difference	\$ -			\$ -
HHs with Arrearages less than/equal to \$700	0			0
HHs with Arrearages greater than \$700	0			0
Participating Communities				1
Other Agencies and Community Organizations Engaged				0
Supplemental Funding Made Available to WRAP Participants				\$ -
WRAP Participants Served Through Supplemental Funds				0
Average Assistance Provided with Supplemental Funds				\$ -

List of Supplemental Funding Sources	MCOP	



GCCARD Program Summary

Year-To-Date Program Activity Report

March 1, 2016 to October 31, 2020

CAA Alliance Member	GCCARD			
City/County	City of Flint (post 6.30.18)			Total
	Year 1	Year 2	Year 3	
Total Scheduled Appointments	1,618	714		2,332
Completed Pre-Applications	1,618	714		2,332
Unenrolled Applicants (incl. supplemental funds)	1,036	326		1,362
Households Enrolled	582	388		970
Households with Arrearages	546	310		856
Households Completed	553	90		643
Shutoffs Avoided	5	0		5
Initial Funding Allocation	\$ 52,880.00			\$ 52,880.00
Recaptured Funds	\$ 1,054,581.00			\$ 1,054,581.00
Unrecaptured Funds	\$ -			\$ -
Remaining Allocation	\$ 1,107,461.00			\$ 1,107,461.00
Total Bill Payment & Arrearage Assistance Committed	\$ 470,437.29	\$ 266,005.46		\$ 736,442.75
Outreach and Marketing	\$ 23,318.00			\$ 23,318.00
Balance Remaining	\$ 347,700.25			\$ 347,700.25
Total Bill Payment & Arrearage Assistance Paid Out	\$ 617,142.29			\$ 617,142.29
Average Assistance per HH	\$ 808.31	\$ 685.58		\$ 759.22
Total Arrearage Assistance Committed	\$ 301,473.89	\$ 152,721.50		\$ 454,195.39
Total Arrearage Assistance Paid Out (est.)	\$ 241,179.11	\$ 114,541.13		\$ 355,720.24
Average Total Arrearage on HH Bill	\$ 1,026.28	\$ 543.56		\$ 1,569.84
Average Arrearage Assistance per HH	\$ 552.15	\$ 492.65		\$ 530.60
Difference	\$ 474.13	\$ 50.91		\$ 1,039.24
HHs with Arrearages less than/equal to \$700	288	293		581
HHs with Arrearages greater than \$700	258	17		275
Participating Communities				1
Other Agencies and Community Organizations Engaged				0
Supplemental Funding Made Available to WRAP Participants				\$ -
WRAP Participants Served Through Supplemental Funds				0
Average Assistance Provided with Supplemental Funds				\$ -

List of Supplemental Funding Sources	GCCARD	



Financial Services Audit Committee Communication

Date: December 18, 2020

To: Great Lakes Water Authority Audit Committee

From: Jon Wheatley, Public Finance Manager

Re: Water Residential Assistance Program Redesign Implementation Update

Background: The Great Lakes Water Authority (GLWA) engaged Public Sector Consultants (PSC) to serve as the WRAP Advisor to evaluate the current Water Residential Assistance Program (WRAP). PSC is an objective, nonpartisan research and consulting firm based in Lansing and Detroit. They have been conducting program evaluations for more than 20 years and are well versed in a variety of process and impact evaluation methods, including developing theories of change and logic models, qualitative and quantitative data collection using tools such as focus groups and multimode surveys, in-depth informant interviews, cost-effectiveness analyses, and comprehensive data analyses to yield deep insights and actionable findings.

PSC began work on July 6, 2020 and since that time has completed meetings with GLWA's Chief Financial Officer and Finance staff, Detroit Water and Sewerage Department's (DWSD) Chief Financial Officer and Finance staff, Wayne Metro, GLWA's Chief Executive Officer and DWSD's Director and their General Counsel, individual GLWA Board Members and a focus group for GLWA Member Partners. These meetings, and the feedback gathered, were the basis for PSC's report and recommendations which was presented at the October 23, 2020 Audit Committee meeting and to the GLWA Board on October 28, 2020.

Analysis: GLWA extended its engagement with PSC to help support the implementation of the recommended program changes through June 2021. Based on preliminary discussions, it is anticipated that the full implementation of all recommendations may take at least twelve months, depending on the feedback from the community action agencies.

Update: Since the presentation of the final report, PSC has worked with the GLWA team to outline the seventeen recommendations from the report, develop an initial priority of the recommendations and to assign the corresponding stakeholders that will be essential to the implementation of each recommendation. This initial list was presented to representatives of Wayne Metro, Macomb County Community Action Agency (MCCAA) and to Oakland Livingston Human Services Agency (OLHSA) at the implementation kick-off meeting on

December 9, 2020. Included with this memo is the updated priority list which reflects the inputs received during the kick-off meeting.

PSC has incorporated the list into its project management software tool to help manage the implementation. The tool helps track the implementation progress based on the percentage completed on outlined tasks for each recommended program change. A screen shot of the project management tool is also included with this memo.

Monthly updates will be provided to the Audit Committee using this tool to share the progress that is being made toward the full implementation of the program changes.

Next Steps: GLWA and PSC will be scheduling one-on-one meetings with MCCA and OLHSA to discuss the specific implementation plans for each community action agency and the progress of program changes that have already started. It is anticipated that additional meetings with all the community action agencies will be needed at a more regular cadence, starting after January 1, 2021. The updated meeting schedules will be determined during the one-on-one meetings with each community action agency.

Budget Impact: None.

Proposed Action: Receive and file this report.

WRAP Evaluation Recommendations – Implementation Status

This document provides implementation details for the recommendations developed to improve the WRAP service delivery and impact. These recommendations include a priority ranking, timeline for implementation, lead, and a short summary of next steps. Recommendations were prioritized based on feedback provided by GLWA's Board of Directors, GLWA leadership feedback, and necessary order for implementation to occur. This document will continue to be updated on a monthly basis.

1. Data Collection and Reporting (connect with recommendations #2 and 3)

- To improve program monitoring, PSC recommends GLWA require program reporting be framed in terms of specified performance measures. There is also an opportunity to review the current performance measures and update them to ensure they support program objectives. In cases where data are not being collected, the program administrator should identify the feasibility of collecting and reporting desired data and, where possible, update reporting processes to reflect the requisite information.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA and Wayne Metro
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** PSC is scheduling meetings with CAA's to determine the additional information required and establish a process for ongoing collection and reporting.

2. Process Versus Outcome Measures (connect with recommendations #1 and 3)

- Include performance measures related to desired program outcomes in the data collection and reporting process, so WRAP can begin to understand the program's impact on those it serves and communicate those results with potential funders, communities, and other stakeholders to encourage and secure future participation and funding.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Review from CAAs
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** PSC will draft a memo describing potential outcomes measures to include in WRAP reporting. This memo will be provided to GLWA for review and discussion. CAA's will be given the opportunity to weigh in on the proposed outcome measures.

3. Performance Benchmarks (connect with recommendations #1 and 2)

- Benchmarks should be identified for each performance measure to ensure WRAP functions as planned and is achieving desired outcomes.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA

- **Timeline:** Phase 2 – January – March 2021
- **Next steps:** PSC will draft a memo describing potential outcomes measures to include in WRAP reporting. This memo will be provided to GLWA for review and discussion. CAA's will be given the opportunity to weigh in on the proposed outcome measures.

4. Leveraging Other Forms of Assistance

- GLWA should consult with program administrators to assess the ability to provide data on the number of households that received additional forms of assistance while enrolled in WRAP. Documentation could be limited to indicating the type of wraparound services provided and the number of other assistance programs a customer was able to access through their interactions with a community action agency.
 - **Priority level:** Low
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 3 – April-June 2021
 - **Next steps:** CAA's have provided updates about how they are using CARES relief funds to support the mission of WRAP by providing payments for water bills and plumbing repairs. Ongoing work will take place in Phase 3 of this process to further identify resources and develop a plan to leverage ongoing sources of private and public funding.

5. Program Adoption and Uptake (connect with recommendation #7)

- GLWA should consider restructuring the community action agency partnership model to allow local service providers to play a larger role in WRAP administration for the communities they serve. This could include:
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 1 – December 2020– January 2021
 - **Next steps:** Wayne Metro and other CAAs have already starting this work. PSC and GLWA met with CAA's on 12/9/2020 to begin discussions about these efforts. PSC and GLWA will meet individually (before the end of December) with CAA's gather more detail on their efforts and begin to develop updates for the GLWA Board of Directors.

6. Maintaining Administrative Efficiency (overarching recommendation)

- As GLWA considers future changes, it should assess the anticipated impact on member communities. Where possible, GLWA should minimize the administrative workload required of these communities. If proposed changes would increase administrative burden, GLWA could consider piloting these changes with select communities to better streamline processes and identify challenges before it is expanded to all communities.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA

- **Timeline:** Ongoing
- **Next steps:** This recommendation will be used to evaluate all of the other changes being made to WRAP administration. PSC will document process changes and work with CAA's to limit the amount of new work that is created.

7. Program Communication and Marketing (connect with recommendation #5)

- Stakeholders expressed a consistent desire to improve program awareness in all communities WRAP serves. To do this, GLWA should continue supporting funding for direct outreach and marketing. It should also consider the benefit of having local community action agencies lead marketing and outreach activities within their service territories and ensure coordination between member partner communities and local entities to amplify reach.
 - **Priority level:** High
 - **Lead entity:** Individual CAAs
 - **Who is involved:** GLWA; PSC; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 1 – December 2020-January 2021
 - **Next steps:** Wayne Metro and other CAAs have already starting this work. PSC and GLWA met with CAA's on 12/9/2020 to begin discussions about these efforts. PSC and GLWA will meet individually (before the end of December) with CAA's gather more detail on their efforts and begin to develop updates for the GLWA Board of Directors.

8. Enhance Program Oversight

- GLWA should consider expanding its capability to take a more active oversight role with WRAP. Given the program's size and potential for growth, there is an ongoing need for staff to ensure it operates effectively.
 - **Priority level:** High Priority
 - **Lead entity:** GLWA
 - **Who is involved:** Support from PSC; Review from CAA's
 - **Timeline:** Phase 1 – December 2020-January 2021
 - **Next steps:** GLWA is developing a list of current job responsibilities that relate to the WRAP. PSC will support GLWA in developing a job description for an internal WRAP program administrator. Role will likely include; monthly check-ins with CAAs; expanded marketing from GLWA perspective work with Comms and Public Affairs to build recognition for the program; quarterly check-ins with board members; and pressing larger policy agenda.

9. Reaching Customers with the Greatest Need

- GLWA should begin evaluating the feasibility of introducing an option for income- or needs-based benefits. PSC recommends GLWA begin collecting the data necessary to build the case for this adjustment. Current reporting does not track program success by income level, so it is not possible to determine whether households with the lowest incomes have different success rates than other participants. At minimum, GLWA should require program reporting to detail the success rates for customers across income levels.
 - **Priority level:** Low

- **Lead entity:** PSC
- **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
- **Timeline:** Phase 3 – April – June 2021
- **Next steps:** PSC will leverage existing work that Wayne Metro has conducted to develop a proposal for providing tiered benefits through WRAP.

10. Addressing Immediate Crisis

- GLWA should consider whether WRAP assistance can be made available to households that need short-term assistance or crisis intervention. This option could be available to households that:
 - Meet the program's eligibility requirements
 - Can demonstrate a history of on-time payment
 - Do not have a high arrearage balance
 - Can self-report short-term relief
- **Priority level:** Low
- **Lead entity:** PSC
- **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
- **Timeline:** Phase 3 – April – June 2021
- **Next steps:** PSC will establish a work group with CAAs support developing a proposal for providing crisis benefits through WRAP.

11. Establishing a Direct Service Option

- WRAP requires coordination between the program administrator and water utility to verify whether households are making the required payments and to apply assistance funds to customer accounts. GLWA should evaluate models for an effective, efficient direct service option for eligible customers.
 - **Priority level:** High
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA; member partner communities
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** PSC has started the planning process and identifying data needs to support a direct services proposal. PSC will work with GLWA and CAA's to identify good candidates for piloting. There will be ongoing work with CAA's to plan for and implement these changes.

12. Serving Customers with High Arrearages

- GLWA should consider potential solutions to address customers with high arrearage balances.
 - **Priority level:** High
 - **Lead entity:** GLWA
 - **Who is involved:** PSC; CAA's; member partner communities
 - **Timeline:** Phase 1 – December 2020 – January 2021

- **Next steps:** There is an opportunity to address this issue through a simple change to the WRAP program, but other changes may be necessary over the medium and long-term to incorporate other elements that require engagement from member partner communities.

13. Simplifying Eligibility Determination

- GLWA should consider the feasibility of allowing broad-based categorical eligibility for WRAP.
 - **Priority level:** Medium
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** Wayne Metro and other CAAs have already starting this work. PSC will develop a complimentary proposal regarding categorical eligibility.

14. Prioritizing Direct Conservation Investments and Repairs

- GLWA should work with program administrators and member partner communities to assess the impact of conservation services provided through WRAP, with the goal of differentiating between audits and repairs. Based on this analysis, GLWA can develop a strategy to realign water conservation funding to support measures that yield the highest return on investment for customers.
- GLWA should conduct additional research to determine the types of water conservation measures that are deployable at scale and have a proven impact on savings.
- GLWA should also consider how WRAP can leverage other forms of assistance to support the program's conservation goals.
 - **Priority level:** Medium
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; Wayne Metro; MCCA; OLHSA
 - **Timeline:** Phase 2-3 – January – June 2021
 - **Next steps:** Wayne Metro and other CAAs have already started this work. PSC will meet individually (before the end of December) with CAA's gather more detail on their efforts and begin to developing more detailed plans for this work.

15. Fostering an Understanding of Property Tax Loopholes

- GLWA and program administrators can work to foster an understanding of the potential downside of this practice. While WRAP can provide meaningful assistance to households in need, GLWA should support communities in recognizing that helping customers reduce their past-due balances by building a track record of on-time payment can be a long-term benefit.
 - **Priority level:** Low
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; CAAs; Member Partner Communities
 - **Timeline:** Phase 2 – January – March 2021
 - **Next steps:** PSC will develop materials to support GLWA and CAA's in communications with member partner communities.

16. Quantifying Eligible Populations

- GLWA should begin collecting this information to quantify need across its service territory. This information can be used to recruit nonparticipating communities by demonstrating the population who may be eligible for assistance. Also, this data can facilitate the development of community-specific goals related to the assistance provided.
 - **Priority level:** Medium
 - **Lead entity:** PSC
 - **Who is involved:** GLWA; CAA's
 - **Timeline:** Prior to meeting with board members
 - **Next steps:** PSC compile and share a county by county report with GLWA. PSC has begun compiling this information and will confirm our findings by reviewing community needs assessments conducted by CAA's.

17. Increasing Program Funding

- Adding new revenues when current funding allocation is not used will likely face criticism. GLWA should strive to establish the case for new revenues by working with program administrators, demonstrating the need for assistance in every member partner community, and improving enrollment numbers.
 - **Priority level:** High
 - **Lead entity:** GLWA
 - **Who is involved:** PSC; CAAs; Member Partner Communities
 - **Timeline:** Phase 3 – April – June 2021 and beyond
 - **Next steps:** This recommendation is the ultimate goal for many groups and will be something that needs more time to build support for.

WRAP - Recommendations Implementation

Based on the evaluation report recommendations, the GLWA Board of Directors identified a number of potential changes they would like to see made to WRAP. PSC is supporting GLWA to implement these recommendations over the next six months.

Recommendations	Subite...	Owner	Lead	Partners	Priority	Phase	Timeline	Overview
#1 - Data Collection and Reporting			PSC	WayneMetro OLHSA MCCA GLWA	High	Phase 2	Jan 1 - Mar 31	
#2 - Develop Outcome Measures for Reporting			PSC	GLWA WayneMetro MCCA OLHSA	High	Phase 2	Jan 1 - Mar 31	
#3 - Identify Performance Benchmarks			PSC	WayneMetro MCCA OLHSA GLWA	High	Phase 2	Jan 1 - Mar 31	
#4 - Leveraging Other Forms of Assistance			PSC	GLWA WayneMetro MCCA OLHSA	Low	Phase 3	Apr 1 - Jun 30	
#5 - Expand Program Adoption and Uptake			PSC	OLHSA MCCA GLWA WayneMetro	High	Phase 1	Nov 25 - Dec 31	
#6 - Maintain Administrative Efficiency			PSC	GLWA WayneMetro MCCA OLHSA	High	Ongoing	Nov 25 - Jun 30	
#7 - Improve Program Awareness - Communica...			PSC	GLWA OLHSA WayneMetro MCCA	High	Phase 1	Nov 25 - Jan 31	
#8 - Enhance GLWA Program Oversight			GLWA	PSC CAAs	High	Phase 1	Nov 25 - Jan 31	
#9 - Reaching Customers with the Greatest Need			PSC	GLWA CAAs	Low	Phase 3	Apr 1 - Jun 30	
#10 - Addressing Immediate Customer Crisis			PSC	GLWA CAAs	Low	Phase 3	Jan 1 - Mar 31	
#11 - Establish a Direct Services Option			PSC	GLWA CAAs	High	Phase 2	Jan 1 - Mar 31	
#12 - Serving Customers with High Arrearages			GLWA	PSC CAAs Member Communities	Medium	Phase 1	Jan 1 - Mar 31	
#13 - Simplifying Eligibility Determination			PSC	GLWA CAAs	Medium	Phase 2	Jan 1 - Mar 31	
#14 - Prioritizing Direct Conservation Investme...			PSC	PSC CAAs	Medium	Phase 2	Jan 1 - Mar 31	
#15 - Fostering an Understanding of Property T...			PSC	PSC CAAs Member Communities	Low	Phase 2	Jan 1 - Mar 31	
#16 - Quantifying Eligible Populations			PSC	GLWA CAAs	Low	Phase 2	Dec 1 - Jan 31	
#17 - Increasing Program Funding			GLWA	PSC CAAs Member Communities	High	Phase 3	Apr 1 - Jun 30	



Financial Services Audit Committee Communication

Date: December 18, 2020

To: Great Lakes Water Authority Audit Committee

From: Susan Kopinski, Director of Special Projects

Re: Business Inclusion & Diversity Program Update

Background: On November 25, 2020, the GLWA Board of Directors approved an amendment to the Procurement Policy allowing for a new Business Inclusion & Diversity (BID) Program within the Financial Services' Procurement Group.

Analysis: The GLWA BID Program Team was formed and is working on the BID Program with a target implementation date of February 1, 2021. The BID Launch Team is comprised of the following GLWA resources.

Susan Kopinski,

Director of FSA Special Projects

Michael Lasley, Procurement Manager

Megan Torti,

Vendor Outreach Coordinator

Sonya Collins, Director of Procurement

Ian Thompson, Owner's Representative
Team Manager

Other team members throughout GLWA will be engaged as necessary and expanded once the BID program manager is on board.

In addition, the following external resources have been engaged to support an effective launch for the program.

- ✓ Bridgeport Consulting - provide immediate resources for facilitating focus groups and participate in program launch activities.
- ✓ Plante & Moran - a project manager who has been working with the Procurement Team on polices, process, procedures, and training has also been engaged to ensure that our timeline and tasks are completed and on track
- ✓ Public Sector Consultants (PSC) - researching additional programs, policy matters, economic impacts, and establishing performance measures
- ✓ AECOM – providing examples of efforts with similar objectives in conjunction with their contract for capital program delivery with GLWA

Presently, the following tasks are at the top of the priority list

- Writing job descriptions for the BID Program Team
- Acting on a communication plan that includes internal and external stakeholders
 - Press release has been drafted by Public Affairs to announce the approval of the program
- Vendor Focus Groups (December 14, 2020 and January 12, 2021)
- Developing business inclusion and diversity plan requirements
- Developing business processes which include updates to procurement procedures manual, forms, documents, and Procurement Team training.
- Identifying meaningful reporting and performance measures

Proposed Action: Receive and file this report.



Financial Services Audit Committee Communication

Date: December 18, 2020

To: Great Lakes Water Authority Audit Committee

From: Andrew Sosnoski, Manager, Construction Accounting & Financial Reporting

Re: FY 2021 Q1 Construction Work-in-Progress Report through September 30, 2020
(Unaudited)

Background: The quarterly construction work-in-progress (CWIP) provides information and analysis related to the execution of the Great Lakes Water Authority capital improvement program (CIP).

Analysis: The attached documents summarize the FY 2021 Q1 CWIP positions and provides a detailed snapshot to inform decision makers and stakeholders.

Proposed Action: Receive and file this report.



**Construction Work-in-Progress Quarterly Report
(Unaudited)**

As of September 30, 2020

For questions, please contact:

Andrew Sosnoski, CCIFP

Construction Accounting and Financial Reporting Manager

Phone: 313.999.2585

Email: Andrew.Sosnoski@glwater.org

Issued 12.15.2020



Table of Contents

Introduction.....1

Water system3

 Executive Summary 3

 Construction Work-in-Progress Rollforward..... 4

 FY 2021 Project Amendment Summary..... 9

Wastewater system11

 Executive Summary 11

 Construction Work-in-Progress Rollforward..... 12

 FY 2021 Project Amendment Summary..... 16

December 18, 2020**To Our Stakeholders:**

The contents of this report represent the financial presentation of construction work-in-progress activity for the Great Lakes Water Authority (GLWA) as of September 30, 2020. The information in this report presents a detailed snapshot and is important as we track the execution of the FY 2021–2025 Capital Improvement Plan (CIP) and look to inform decision makers as we draft the FY 2022–2026 CIP.

As we continue to refine this report to better communicate pertinent information to inform decision makers and stakeholders, content and formatting may be changed. With the summary of active projects now regularly being reported to the Capital Planning Committee the project highlights previously being reported have been removed from this report.

Report Contents and Organization

This report is divided into two sections: one for the Water System and one for the Wastewater System as identified in the table of contents. Each section includes analysis and reporting of the following:

Executive Summary: Presentation of spend information is necessary to report our progress on CIP projects.

Construction Work-in-Progress Rollforward: This table provides a list of all projects in the CIP along with financial activity. This table may be used to revisit priorities, workload, and phasing.

Project Amendment Summary: The award of CIP contracts and the related execution thereof may result in deviations from the amount and timing of project activity. Project amendments are prepared to fund the related increase or decrease with either an adjustment to Capital Reserve or Program / Allowance accounts to amend the board approved fiscal year CIP accordingly and to inform decision makers in the development of future Capital Improvement Plans.

Financial Information

All project amounts are unaudited. This means that direct contractor costs are generally included in these totals with most pay estimates entered through September 30, 2020. There may, however, be some pay estimates that lag. The totals do not include indirect overhead.

Budget vs. Plan

Generally, GLWA's CIP projects span two or more fiscal years. The GLWA Board of Directors adopts a biennial "budget" and a five-year capital improvement "plan".

- ✓ The adopted **budget** relates to operations and maintenance expense, annual fixed commitments such as debt service, and incremental adjustments to reserves. The budget provides authority to spend within defined amounts. The budget is also referred to as the "revenue requirement" for the utility.
- ✓ After contracts are awarded at amounts variant from the CIP plan and more reliable anticipated spend data becomes available, the amended budget for the current fiscal year may increase or decrease by way of "Capital Reserve" budget amendments.
- ✓ The five-year capital improvement **plan** is a rolling plan that is updated at an administrative tracking level as projects move from estimated to actual bid numbers. An updated mid-cycle CIP would be presented to the Board for approval if the prioritization strategy was revised and/or the plan was in need of material revisions.
- ✓ In addition, the Board of Directors adopts a capital spending ratio assumption (SRA) which allows the realities of capital program delivery to align with the financial plan. The SRA is an analytical approach to bridge the total dollar amount of projects in the CIP with what can realistically be spent due to limitations beyond GLWA's control and/or delayed for nonbudgetary reasons. Those limitations, whether financial or non-financial, necessitate the SRA for budgetary purposes, despite the prioritization established.

Water System
Construction Work-in-Progress Quarterly Report
 As of September 30, 2020

WATER SYSTEM

Executive Summary

The rate of spend is a key performance indicator. The development of the FY 2021-2025 and related CIP Plan for FY 2021 were based on anticipation of FY 2021 activity resulting in 75% of planned spend. The Water System spend for the period ending September 30, 2020 is 74.4% of the FY 2021 pro-rated board approved CIP, 74.3% of the pro-rated FY 2021 board approved CIP with project amendments, and 99.2% of the FY 2021 Capital Spending Rate Assumption (SRA). Detailed analysis of the projects for which FY 2021 Board Approved CIP was amended from \$147,564,000 to \$147,705,782 is provided in the subsequent Project Amendment Summary section of this report.

Water System Projects		FY 2020	FY 2020 Activity	FY 2020 Percentage	FY 2021	FY 2021 Prorated (Three Months)	FY 2021 Activity (Unaudited)	FY 2021 Percentage
FY 2020 Board Approved CIP	\$ 143,247,000	\$ 76,542,465		53.4%				
FY 2020 Board Approved CIP With Project Amendments	124,916,757	76,542,465		61.3%				
FY 2020 Capital Spend Rate Assumption (SRA)	107,435,250	76,542,465		71.2%				
FY 2021 Board Approved CIP					\$ 147,564,000	\$ 36,891,000	\$ 27,452,121	74.4%
FY 2021 Board Approved CIP With Project Amendments					147,705,782	\$ 36,926,446	27,452,121	74.3%
FY 2021 Capital Spend Rate Assumption (SRA)					110,673,000	\$ 27,668,250	27,452,121	99.2%

Construction Work-in-Progress Rollforward

The purpose of the construction work-in-progress (CWIP) rollforward is to analyze the current year activity for each project in relation to the overall capital improvement program as well as the project portfolio overall.

As part of our project life cycle review the CA&FR team identifies when it is appropriate for projects to be capitalized. Projects are to be capitalized when they have been completed in totality or are inclusive of identifiable assets that have been placed in service. Although no projects were capitalized during FY 2021 Q1 a number of projects are anticipated to be capitalized in FY 2021 Q2 and will be identified in subsequent reports.

\$153.6 million is in CWIP as of September 30, 2020 as shown in the table beginning on the next page.

The order of the report on the subsequent pages is in ascending order by CIP project number.

Great Lakes Water Authority
Water System Construction Work-in-Progress (CWIP) FY 2021 Rollforward
Unaudited Activity For the Fiscal Quarter Ended September 30, 2020

Water System
Construction Work-in-Progress Quarterly Report
 As of September 30, 2020

Project	Project Name	Total Project Plan Estimate from FY 2021 - 2025 CIP	CWIP Balance July 1, 2020	FY 2021 Board Approved CIP	FY 2021 Board Approved CIP With Project Amendments	FY 2021 Activity through September 30, 2020	Life to date Capitalization Through September 30, 2020	CWIP Balance September 30, 2020	Life to date Activity Through September 30, 2020	Life to date Activity / Total Project Plan Estimate
111001	Energy Management: Lake Huron Water Treatment Plant Low Lift Pumping Improvements	55,090,000	212,034	1,636,000	1,636,000	387,208	-	599,242	599,242	1%
111002	LHWTP Backflow Replacement	9,004,000	8,529,804	41,000	41,000	28,426	155,348	8,558,230	8,713,578	97%
111004	Electrical Tunnel Rehabilitation at Lake Huron WTP	4,136,000	390	-	-	(390)	3,892,299	-	3,892,299	94%
111006	Replacement of Filter Instrumentation and Raw Water Flow Metering Improvements at Lake	16,626,000	1,073,466	235,000	235,000	4,175	-	1,077,641	1,077,641	6%
111007	Lake Huron WTP-Raw Sludge Clarifier and Raw Sludge Pumping System Improvements	8,937,000	5,887,651	3,392,000	3,392,000	961,538	-	6,849,189	6,849,189	77%
111008	LHWTP Architectural Programming - Lab	1,299,000	110	-	-	(110)	-	-	-	0%
111009	Lake Huron WTP-35 MGD HLP, Flow Meters	29,226,000	116,755	1,856,000	1,856,000	6,411	-	123,166	123,166	0%
111010	Lake Huron Water Treatment Plant -Filtration and Pretreatment Improvements	5,632,000	-	-	-	-	-	-	-	0%
111011	Lake Huron WTP Pilot Plant	1,794,000	-	-	-	-	-	-	-	0%
112001	Yard Piping Replacement at Northeast Water Treatment Plant	-	-	-	-	155	-	155	155	100%
112002	Low Lift Pumping Plant Caisson Rehabilitation at Northeast WTP	1,345,000	2,918	-	-	(2,918)	1,169,962	-	1,169,962	87%
112003	NE WTP High Lift Pumping Electrical	57,565,000	5,785	-	-	3,331	-	9,116	9,116	0%
112005	Northeast Water Treatment Plant - Replacement of Covers for Process Water Conduits	1,393,000	438,463	1,096,000	1,096,000	44,662	-	483,125	483,125	35%
112006	Northeast Water Treatment Plant Flocculator Replacements	7,111,000	186,274	2,773,000	2,773,000	31,880	-	218,154	218,154	3%
113001	Southwest Water Treatment Plant, Sludge Treatment & Waste Wash water Treatment Facilit	-	341,324	-	-	-	-	341,324	341,324	100%
113002	High Lift Pump Discharge Valve Actuators Replacement at Southwest WTP	5,886,000	5,272,232	1,094,000	1,094,000	373,226	-	5,645,458	5,645,458	96%
113003	Replacement of Butterfly Valves	14,314,000	110	-	-	-	-	110	110	0%
113004	Residual Handling Facility's Decant Flow Modifications at Southwest WTP	822,000	1,822	-	-	-	853,219	1,822	855,041	104%
113006	SW WTP Chloring Scrubber	4,753,000	129,973	260,000	260,000	27,450	-	157,423	157,423	3%
113007	Architectural and Building Mechanical	98,000	-	-	-	-	-	-	-	0%
114001	Springwells Water Treatment Plant 1958 Filter Rehabilitation and Auxiliary Facilities	101,968,000	-	-	-	-	99,764,892	-	99,764,892	98%
114002	Springwells Water Treatment Plant - Low Lift and High Lift Pump Station	174,835,000	5,496,115	7,113,000	7,113,000	793,704	-	6,289,818	6,289,818	4%
114003	Water Production Flow Metering Improvements at NE, SW, and SPW WTP	8,482,000	8,185,528	-	-	21,233	-	8,206,761	8,206,761	97%
114005	Springwells WTP Admin Building Improvements	8,696,000	943,973	2,302,000	2,302,000	100,342	-	1,044,315	1,044,315	12%

Great Lakes Water Authority
**Water System Construction Work-in-Progress (CWIP) FY 2021 Rollforward
 Unaudited Activity For the Fiscal Quarter Ended September 30, 2020**
**Water System
 Construction Work-in-Progress Quarterly Report**

As of September 30, 2020

Project	Project Name	Total Project Plan Estimate from FY 2021 - 2025 CIP	CWIP Balance July 1, 2020	FY 2021 Board Approved CIP	FY 2021 Board Approved CIP With Project Amendments	FY 2021 Activity through September 30, 2020	Life to date Capitalization Through September 30, 2020	CWIP Balance September 30, 2020	Life to date Activity Through September 30, 2020	Life to date Activity / Total Project Plan Estimate
114006	Replacement of Rapid Mix Units at Springwells WTP 1958 Process Train	1,031,000	9,390	-	-	-	1,021,039	9,390	1,030,429	100%
114007	Powder Activated Carbon Systems	4,188,000	-	-	-	-	-	-	-	0%
114008	1930 Sedimentation Basin Sluice Gates, Guides & Hoists Improvements at Springwells WTP	14,241,000	3,381,909	10,327,000	10,327,000	3,042,695	-	6,424,604	6,424,604	45%
114009	Springwells Water Treatment Plant Service Area Redundancy Study	311,000	-	-	-	-	-	-	-	0%
114010	Yard Piping Improvements	112,613,000	241,135	1,000	1,000	68,729	-	309,864	309,864	0%
114011	Steam, Condensate Return, and Compressed Air Piping Improvements at Springwells WTP	23,898,000	10,083,734	6,932,000	6,932,000	2,628,904	-	12,712,638	12,712,638	53%
114012	Springwells Water Treatment Plant 1930 Filter Building-Roof Replacement	3,911,000	-	-	-	-	3,911,148	-	3,911,148	100%
114013	Springwells Reservoir Fill Line Improvements	4,821,000	3,586,056	-	-	124,809	-	3,710,866	3,710,866	77%
114015	Emergency Grating Replacement at Springwells WTP	3,366,000	-	-	-	-	3,365,903	-	3,365,903	100%
114016	Springwells Water Treatment Plant 1958 Settled Water Conduits Concrete Pavement Replacement	1,764,000	94,862	1,663,000	1,663,000	8,203	-	103,065	103,065	6%
114017	Springwells Water Treatment Plant Flocculator Drive Replacement	9,296,000	1,071	315,000	456,782	3,562	-	4,633	4,633	0%
114018	Springwells Water Treatment Plant - Service Building Electrical Substation and Miscellaneous Improvements	1,508,000	-	-	-	697	-	697	697	0%
115001	Yard Piping, Valves and Venturi Meters Replacement at Water Works Park	72,019,000	2,839,127	5,462,000	5,462,000	8,121	-	2,847,248	2,847,248	4%
115003	Comprehensive Condition Assessment at Waterworks Park WTP	582,000	-	-	-	-	-	-	-	0%
115004	Water Works Park WTP Chlorine System Upgrade	7,440,000	-	-	-	9,563	6,957,032	9,563	6,966,596	94%
115005	WWP WTP Building Ventilation Improvements	10,141,000	1,126	1,999,000	1,999,000	-	-	1,126	1,126	0%
115006	Water Works Park Site/Civil Improvements	5,643,000	-	-	-	-	-	-	-	0%
116002	Pennsylvania, Springwells and Northeast Raw Water Supply Tunnel Improvements based on Parallel 42-Inch Main in 24 Mile Road from	61,245,000	18,513,669	14,138,000	14,138,000	1,325,509	-	19,839,178	19,839,178	32%
122001	Rochester Station to Romeo Plank Road	33,246,000	-	-	-	-	33,241,721	-	33,241,721	100%
122002	Replacement of Five (5) PRV Pits of Treated Water Transmission System	2,790,000	-	-	-	-	2,785,001	-	2,785,001	100%
122003	New Waterworks Park to Northeast Transmission Main	157,526,000	5,190,146	11,703,000	11,703,000	1,941,844	-	7,131,989	7,131,989	5%

Great Lakes Water Authority
Water System Construction Work-in-Progress (CWIP) FY 2021 Rollforward
Unaudited Activity For the Fiscal Quarter Ended September 30, 2020

Water System
Construction Work-in-Progress Quarterly Report
 As of September 30, 2020

Project	Project Name	Total Project Plan Estimate from FY 2021 - 2025 CIP	CWIP Balance July 1, 2020	FY 2021 Board Approved CIP	FY 2021 Board Approved CIP With Project Amendments	FY 2021 Activity through September 30, 2020	Life to date Capitalization Through September 30, 2020	CWIP Balance September 30, 2020	Life to date Activity Through September 30, 2020	Life to date Activity / Total Project Plan Estimate
122004	96-inch Main Relocation, Isolation Valves Installations, and New Parallel Main	144,871,000	1,816,305	5,267,000	5,267,000	1,733,640	-	3,549,945	3,549,945	2%
122005	Replacement Schoolcraft Watermain	18,106,000	1,381,778	13,141,000	13,141,000	947,426	-	2,329,204	2,329,204	13%
122006	Transmission System Water Main Work-Wick Road Parallel Water Main	22,338,000	5,902,921	9,975,000	9,975,000	4,170,264	-	10,073,185	10,073,185	45%
122007	Design and Construction of a new Newburgh Road 24" Main along Newburgh Road between Ch	21,457,000	1,805	-	-	-	-	1,805	1,805	0%
122009	Water System Improvements in Joy Road from Southfield Road to Trinity	149,000	-	-	-	-	106,881	-	106,881	72%
122011	Park-Merriman Water Main-Final Phase	7,625,000	5,221,921	2,163,000	2,163,000	1,514,280	-	6,736,201	6,736,201	88%
122012	36-inch Water Main in Telegraph Road	9,959,000	-	-	-	-	9,986,284	-	9,986,284	100%
122013	Lyon Township Transmission Main Extension Project	73,941,000	3,642,904	1,194,000	1,194,000	868,164	-	4,511,068	4,511,068	6%
122016	Downriver Transmission Loop	37,744,000	224,909	1,748,000	1,748,000	381,627	-	606,536	606,536	2%
122017	7 Mile/Nevada Transmission Main Rehab and Carrie/Nevada Flow Control Station	60,577,000	3,414	1,794,000	1,794,000	3,888	-	7,302	7,302	0%
122018	Garland, Hurlbut, Bewick Water Transmission System Rehabilitation	44,577,000	-	1,717,000	1,717,000	-	-	-	-	0%
132001	Wick Road Station Rehabilitation	135,000	-	-	-	-	135,073	-	135,073	100%
132003	Isolation Gate Valves for Line Pumps for West Service Center Pumping Station	1,979,000	1,712	65,000	65,000	28,189	1,742,479	29,901	1,772,380	90%
132004	Hydraulic Surge Control for North Service Center Pumping Station	215,000	-	-	-	-	-	-	-	0%
132006	Pressure and Control Improvements at the Electric, Ford Road, Michigan, and West Chica	3,279,000	1,883,902	987,000	987,000	502,510	-	2,386,412	2,386,412	73%
132007	Energy Management: Freeze Protection Pump Installation at Imlay Pumping Station	5,199,000	167,665	4,211,000	4,211,000	173,044	-	340,709	340,709	7%
132008	Needs Assessment Study for all Water Booster Pumping Stations	1,838,000	-	-	-	-	-	-	-	0%
132010	West Service Center/Duval Rd Division Valve Upgrades	37,705,000	2,460,032	4,323,000	4,323,000	594,574	-	3,054,606	3,054,606	8%
132012	Ypsilanti PS Improvements	31,617,000	333,589	846,000	846,000	56,862	-	390,452	390,452	1%
132014	Adams Road Booster Pumping Improvements	27,536,000	83,262	-	-	-	-	83,262	83,262	0%
132015	Newburgh BPS	30,677,000	350,454	973,000	973,000	30,643	-	381,098	381,098	1%
132016	North Service Center BPS Improvements	45,342,000	266,392	-	-	11,416	-	277,808	277,808	1%
132018	Schoolcraft BPS	-	47,317	-	-	-	-	47,317	47,317	100%
132019	Wick Road BPS - Switchgear	2,940,000	56,912	-	-	-	-	56,912	56,912	2%
132020	Franklin BPS - Isolation Gate Valves	2,442,000	93,160	-	-	-	-	93,160	93,160	4%
132021	Imlay BPS - Replace VFDs, Pumps & Motors	13,000	227,346	-	-	-	-	227,346	227,346	1749%
132022	Joy Road BPS - Replace Reservoir Pumps	55,000	71,380	-	-	-	-	71,380	71,380	130%
132025	Northwest Booster Station Yard Piping Improvements	1,000	20,155	-	-	152	-	20,306	20,306	2031%
132026	Franklin Pumping Station Valve Replacement	1,411,000	821,090	613,000	613,000	151,053	-	972,143	972,143	69%

Great Lakes Water Authority
Water System Construction Work-in-Progress (CWIP) FY 2021 Rollforward
Unaudited Activity For the Fiscal Quarter Ended September 30, 2020

Water System
Construction Work-in-Progress Quarterly Report
 As of September 30, 2020

Project	Project Name	Total Project Plan Estimate from FY 2021 - 2025 CIP	CWIP Balance July 1, 2020	FY 2021 Board Approved CIP	FY 2021 Board Approved CIP With Project Amendments	FY 2021 Activity through September 30, 2020	Life to date Capitalization Through September 30, 2020	CWIP Balance September 30, 2020	Life to date Activity Through September 30, 2020	Life to date Activity / Total Project Plan Estimate
170100	Allowance: WTP/Pump Station	70,164,000	-	1,499,000	1,499,000	-	-	-	-	0%
170102	Water Production Plant Flow Metering Improvements at NE, SP & SW WTP	-	372,374	-	-	1,266	-	373,640	373,640	100%
170103	Belle Isle Water Supply Intake and Ice Boom Improvements	-	3,278	-	-	-	286,596	3,278	289,874	100%
170122	Meter Pit at Brownstown Township	-	133,306	-	-	-	-	133,306	133,306	100%
170200	As Needed Construction Materials, Environmental Media and Special Allowance	1,815,000	-	685,000	685,000	-	-	-	-	0%
170300	Water Treatment Plant Automation Program	18,728,000	-	5,440,000	5,440,000	-	-	-	-	0%
170301	Water Plant Automation	-	1,755,142	-	-	-	-	1,755,142	1,755,142	100%
170302	#N/A	-	-	-	-	41,654	-	41,654	41,654	100%
170303	#N/A	-	-	-	-	8,514	-	8,514	8,514	100%
170400	Water Transmission Improvement Program	28,157,000	-	1,776,000	1,776,000	-	-	-	-	0%
170401	Emergency Bypass Around Ypsilanti Station	-	1,662,615	-	-	200	-	1,662,815	1,662,815	100%
170500	Transmission System Valve Assessment and Rehabilitation/Replacement Program	26,469,000	-	1,177,000	1,177,000	-	-	-	-	0%
170502	Transmission System Valve Assessment and Rehabilitation/Replacement A	-	2,051,843	-	-	367,895	6,363,896	2,419,738	8,783,634	100%
170503	Transmission System Valve Assessment and Rehabilitation/Replacement B	-	393,559	-	-	256,451	-	650,010	650,010	100%
170600	Water Transmission Main Asset Assessment Program	30,753,000	-	54,000	54,000	-	-	-	-	0%
170800	Reservoir Inspection, Design and Rehabilitation Program	59,076,000	-	6,087,000	6,087,000	-	-	-	-	0%
170801	Reservoir Inspection, Design and Rehabilitation	-	2,615,570	-	-	1,924,792	-	4,540,362	4,540,362	100%
170900	Suburban Water Meter Pit Rehabilitation and Meter Replacement Program	10,301,000	-	2,535,000	2,535,000	-	-	-	-	0%
170901	Suburban Water Meter Pit Rehabilitation and Meter Replacement	-	4,529,883	-	-	378,374	-	4,908,256	4,908,256	100%
170902	Brownstown Meter Pit Rehabilitation	-	76,390	-	-	-	-	76,390	76,390	100%
171500	Roof Replacement - Var Facilities Program	23,673,000	-	173,000	173,000	-	-	-	-	0%
171501	Roof Replacements - Var Facilities Program	-	2,772,205	-	-	197,238	360,430	2,969,444	3,329,873	100%
341001	Security Infrastructure Improvements	10,650,000	3,977,412	4,018,000	4,018,000	1,165,045	-	5,142,457	5,142,457	48%
351001	Water Facility Lighting Renovations	556,000	6,667	50,000	50,000	-	-	6,667	6,667	1%
380600	General Engineering Services Allowance	56,000	-	-	-	-	-	-	-	0%
380700	As-needed Engineering Services for Concrete Testing, Geotechnical Soil Borings, other Testing Services, and Related Services Allowance	2,130,000	-	715,000	715,000	-	-	-	-	0%
381000	Energy Management: Electric Metering Improvement Program	3,435,000	-	-	-	-	-	-	-	0%
Grand Total		\$ 1,970,283,000	\$ 126,197,522	\$ 147,564,000	\$ 147,705,782	\$ 27,452,121	\$ 210,640,773	\$ 153,649,643	\$ 364,290,416	18%
				Project Amendments	\$ 141,782					

FY 2021 Project Amendment Summary

The purpose of the Project Amendment Summary is to illustrate the amendments to the current fiscal year board approved CIP for each project with an amendment resulting from the use of allowance and program funding for a specific amount necessitated by contract award.

The award of CIP contracts and the related execution thereof may result in deviation from the amount and timing of planned spend. Acknowledging the aforementioned deviation, project amendments are prepared to fund the related increase or decrease either to or from the Capital Reserve to amend the current fiscal year board approved Capital Improvement Plan accordingly and to inform decision makers in the development of future Capital Improvement Plans. Similar to the project amendments prepared for the Capital Reserve, project amendments are also prepared for contracts that are planned or funded by way of the CIP Program and Allowance accounts. As additional contracts are awarded and other project information becomes available additional project amendments to and from the Capital Reserve will be prepared to amend the board approved FY 2021 Capital Improvement Plan.

\$141,782 of Capital Reserve project amendments have been prepared as of September 30, 2020 as shown in the table on the next page along with project amendments detailing the assignment of funding within Program and Allowance accounts.

The order of the report on the subsequent page is in ascending order by CIP project number.

Great Lakes Water Authority
Water System Project Amendment Summary
Unaudited Activity For the Fiscal Year Ended September 30, 2020

Water System
Construction Work-in-Progress Quarterly Report
As of September 30, 2020

Project	Project Name	Program / Allowance	Capital Reserve	Grand Total
114017	Springwells Water Treatment Plant Flocculator Drive Replacement	-	141,782	141,782
Grand Total		\$ -	\$ 141,782	\$ 141,782

The rate of spend is a key performance indicator. The development of the FY 2021-2025 and related CIP Plan for FY 2021 were based on anticipation of FY 2021 activity resulting in 75% of planned spend. The Wastewater System spend for the period ending September 30, 2020 is 64.6% of the prorated FY 2021 board approved CIP, 64.1% of the prorated FY 2021 board approved CIP with project amendments, and 86.1% of the FY 2021 Capital Spending Rate Assumption (SRA). Detailed analysis of the projects for which FY 2021 Board Approved CIP was amended from \$110,638,000 to \$111,444,137 is provided in the subsequent Project Amendment Summary section of this report.

		FY 2020	FY 2020	FY 2020	FY 2021	FY 2021	FY 2021
			Activity	Percentage	Prorated (Three Months)	Activity (Unaudited)	FY 2021 Percentage
Wastewater System Projects		FY 2020					
FY 2020 Board Approved CIP	\$	161,480,000	\$ 73,826,521	45.7%			
FY 2020 Board Approved CIP With Project Amendments		156,884,005	73,826,521	47.1%			
FY 2020 Capital Spend Rate Assumption (SRA)		121,110,000	73,826,521	61.0%			
FY 2021 Board Approved CIP					\$ 110,638,000	\$ 27,659,500	\$ 17,866,023 64.6%
FY 2021 Board Approved CIP With Project Amendments					111,444,137	27,861,034	17,866,023 64.1%
FY 2021 Capital Spend Rate Assumption (SRA)					82,978,500	20,744,625	17,866,023 86.1%

Great Lakes Water Authority
 Wastewater System Construction Work-in-Progress (CWIP) FY 2021 Rollforward
 Unaudited Activity For the Fiscal Quarter Ended September 30, 2020

Wastewater System
Construction Work-in-Progress Quarterly Report
 As of September 30, 2020

Project	Project Name	Total Project Plan Estimate from FY 2021 - 2025 CIP	CWIP Balance July 1, 2020	FY 2021 Board Approved CIP	FY 2021 Board Approved CIP With Project Amendments	FY 2021 Activity through September 30, 2020	Life to date Capitalization Through September 30, 2020	CWIP Balance September 30, 2020	Life to date Activity Through September 30, 2020	Life to date Activity / Total Project Plan Estimate
211001	Rehabilitation of Primary Clarifiers Rectangular Tanks, Drain Lines, Electrical/Mechanical Building and Pipe Gallery	55,069,000	52,886,451	3,775,000	3,775,000	969,635	-	53,856,086	53,856,086	98%
211002	Pump Station No. 2 Pumping Improvments	3,772,000	2,013,956	-	-	8,010	-	2,021,966	2,021,966	54%
211004	Pump Station 1 Rack & Grit and MPI Sampling Station 1 Improvements	28,273,000	27,605,573	-	-	12,578	-	27,618,150	27,618,150	98%
211005	Pump Station No. 2 Improvements	34,050,000	-	-	-	-	-	-	-	0%
211006	Pump Station No. 1 Improvements	26,776,000	1,283,830	645,000	645,000	197,123	-	1,480,953	1,480,953	6%
211007	Replacement of Bar Racks and Grit Collection System at Pump Station No. 2	76,596,000	5,176	3,098,000	3,098,000	1,126	-	6,302	6,302	0%
211008	Rehabilitation of Ferric Chloride Feed systems at the Pump Station -1 and Complex B Sludge Lines	10,825,000	1,629,677	5,522,000	5,522,000	46,420	-	1,676,097	1,676,097	15%
211009	Rehabilitation of the Circular Primary Clarifier Scum Removal System	13,249,000	2,734	313,000	313,000	524	-	3,258	3,258	0%
211010	Rehabilitation of Sludge Processing Complexes A and B	14,039,000	42,231	-	-	48,431	-	90,663	90,663	1%
211011	WRRF PS1 Screening and Grit Improvements	100,747,000	-	-	-	-	-	-	-	0%
212003	Aeration System Improvements	16,492,000	-	-	-	-	16,524,875	-	16,524,875	100%
212004	ProjectChlorination/Dechlorination Process Equipment Improvements	5,766,000	3,803,140	1,850,000	1,850,000	875,406	-	4,678,546	4,678,546	81%
212006	PC-797 Rouge River Outfall Disinfection and CS-1781 Oversight Consulting Services Contract	44,440,000	-	-	-	-	43,788,731	-	43,788,731	99%
212007	Rehabilitation of the Secondary Clarifiers	30,141,000	330	-	-	1,312	-	1,642	1,642	0%
212008	WRRF Rehabilitation of Intermediate Lift	81,514,000	16,175	4,612,000	4,612,000	97,063	-	113,239	113,239	0%
212009	WRRF Aeration Improvements 3 and 4	73,763,000	-	-	-	-	-	-	-	0%
212010	WRRF Conversion of Disinfection of all Flow to Sodium Hypochlorite and Sodium Bisulfite	5,986,000	-	-	-	-	-	-	-	0%
213006	Improvements to Sludge Feed Pumps at Dewatering Facilities	4,651,000	5,750	174,000	174,000	849	-	6,599	6,599	0%
213007	Construction of the Improved Sludge Conveyance and Lighting System at the WWTP	19,946,000	16,878,502	2,258,000	2,258,000	381,904	-	17,260,406	17,260,406	87%
213008	Rehabilitation of the Wet and Dry Ash Handling Systems	18,543,000	111,335	1,338,000	1,338,000	5,498	-	116,834	116,834	1%
214001	Relocation of Industrial Waste Division and Analytical Laboratory Operations	14,001,000	8,301,788	1,331,000	1,331,000	2,576,148	2,282,260	10,877,936	13,160,196	94%
216004	Rehabilitation of Various Sampling Sites and PS# 2 Ferric Chloride System at WWTP	5,729,000	1,637,516	1,300,000	2,106,137	296,312	-	1,933,827	1,933,827	34%

Great Lakes Water Authority
Wastewater System Construction Work-in-Progress (CWIP) FY 2021 Rollforward
Unaudited Activity For the Fiscal Quarter Ended September 30, 2020

Wastewater System
Construction Work-in-Progress Quarterly Report
 As of September 30, 2020

Project	Project Name	Total Project Plan Estimate from FY 2021 - 2025 CIP	CWIP Balance July 1, 2020	FY 2021 Board Approved CIP	FY 2021 Board Approved CIP With Project Amendments	FY 2021 Activity through September 30, 2020	Life to date Capitalization Through September 30, 2020	CWIP Balance September 30, 2020	Life to date Activity Through September 30, 2020	Life to date Activity / Total Project Plan Estimate
216006	Rehabilitation of the Screened Final Effluent (SFE) Pump Station and Secondary Water System	24,512,000	73,474	4,291,000	4,291,000	35,719	-	109,193	109,193	0%
216007	DTE Primary Electric 3rd Feed Supply Line to the WRRF	5,823,000	2,354,996	1,296,000	1,296,000	10,440	543,500	2,365,435	2,908,935	50%
216008	Rehabilitation of Screened Final Effluent (SFE) Pump Station	24,954,000	5,671	1,362,000	1,362,000	436	-	6,108	6,108	0%
216009	Logistics & Material Facility	2,768,000	164,904	253,000	253,000	(18,498)	-	146,406	146,406	5%
216010	WRRF Facility Optimization	10,338,000	4,312	14,000	14,000	890	-	5,202	5,202	0%
216012	WRRF Research Facility	-	-	-	-	6,513	6,513	-	6,513	100%
222001	Intercommunity Relief Sewer Modifications in Detroit Oakwood District	53,512,000	-	975,000	975,000	1,088	-	1,088	1,088	0%
222002	Detroit River Interceptor Evaluation and Rehabilitation	81,676,000	20,151,096	23,634,000	23,634,000	2,788,352	-	22,939,449	22,939,449	28%
222004	Collection System Valve Remote Operation Structures Improvements	41,126,000	468,867	2,701,000	2,701,000	116,428	-	585,295	585,295	1%
232001	Fairview Pumping Station - Replace Four Sanitary Pumps	37,276,000	14,273,606	5,336,000	5,336,000	3,498,937	-	17,772,543	17,772,543	48%
232002	Freud and Connor Creek Pump Station Improvements	222,099,000	7,284,631	6,445,000	6,445,000	447,728	57,734	7,732,359	7,790,094	4%
232004	CONDITION ASSESSMENT AT BLUE HILL PUMP STATION	286,000	-	286,000	286,000	-	-	-	-	0%
233002	Collection System In System Storage Devices (ISDs) Improvements	-	235	-	-	-	-	235	235	100%
233003	Rouge River In-system Storage Devices	46,797,000	-	-	-	-	-	-	-	0%
260200	Sewer and Interceptor Evaluation and Rehabilitation Program	154,643,000	-	12,976,000	12,976,000	-	-	-	-	0%
260201	Conveyance System Interceptor Rehab	-	960,448	-	-	1,391,623	18,542,127	2,352,070	20,894,197	100%
260202	Conveyance System Interceptor Rehab	-	23,871	-	-	1,904	-	25,775	25,775	100%
260204	Energy Services for Rehabilitation of Conveyance Sewer System	-	912,742	-	-	337,969	-	1,250,711	1,250,711	100%
260205	NWI Outfall Rehabilitation	-	79,226	-	-	31,085	-	110,311	110,311	100%
260500	CSO Outfall Rehab	64,406,000	-	11,706,000	11,706,000	-	-	-	-	0%
260503	Collection System Backwater Gates	-	760	-	-	(760)	-	(0)	-	100%
260504	Rehabilitation of Outfalls - Phase II	-	2,202,000	-	-	1,295,905	-	3,497,906	3,497,906	100%
260505	Rehabilitation of Outfalls - Phase IV	-	1,586,323	-	-	1,057,041	-	2,643,364	2,643,364	100%
260506	Pilot Regulator Orifice Expansion	-	78,641	-	-	-	-	78,641	78,641	100%
260508	B-39 Outfall Rehab	-	498	-	-	29,502	-	30,000	30,000	100%
260509	B-40 Outfall Rehab	-	66,293	-	-	1,570	-	67,863	67,863	100%
260600	CSO Facilities Improvements	152,943,000	-	7,492,000	7,492,000	-	-	-	-	0%
260601	Oakwood Drain Valve Improvements	-	26,199	-	-	122,939	655,436	149,138	804,574	100%
260603	Conner Creek CSO Basin Rehab	-	7,056,367	-	-	303,948	-	7,360,316	7,360,316	100%
260607	Lieb SDF Electrical Improvements	-	179	-	-	(179)	1,032,508	(0)	1,032,508	100%
260609	Seven Mile RTB - Parking Lot / Sitework	-	369,559	-	-	50,385	-	419,944	419,944	100%

Great Lakes Water Authority
Wastewater System Construction Work-in-Progress (CWIP) FY 2021 Rollforward
Unaudited Activity For the Fiscal Quarter Ended September 30, 2020

Wastewater System
Construction Work-in-Progress Quarterly Report
 As of September 30, 2020

Project	Project Name	Total Project Plan Estimate from	CWIP Balance	FY 2021 Board	FY 2021 Board Approved CIP With Project	FY 2021 Activity through	Life to date Capitalization Through	CWIP Balance	Life to date Activity Through	Life to date Activity / Total Project
		FY 2021 - 2025 CIP	July 1, 2020	Approved CIP	Amendments	September 30, 2020	September 30, 2020	September 30, 2020	September 30, 2020	Plan Estimate
260611	HVAC Improvements At Lieb SDF	-	95,887	-	-	22,167	-	118,054	118,054	100%
260613	Baby Creek HVAC Improvements	-	51,338	-	-	221,275	-	272,613	272,613	100%
260614	CSO Facilities Structural Improvements	-	303,795	-	-	1,564	-	305,359	305,359	100%
260615	PF & Lieb CSO Facilities Site & Drainage Improvements	-	109,660	-	-	35,025	-	144,685	144,685	100%
260616	Baby Creek SCO Anchor & Wedge Improvements	-	666,495	-	-	112,947	-	779,442	779,442	100%
260617	St. Aubin Chemical Disinfection Improvements	-	250,348	-	-	52,072	-	302,420	302,420	100%
260618	Oakwood HVAC Improvements	-	75,672	-	-	15,465	-	91,137	91,137	100%
260619	Control System Upgrade At St. Aubin, Lieb and 7 Mile	-	61,593	-	-	1,085	-	62,678	62,678	100%
270001	Pilot CSO Netting Facility	7,769,000	-	20,000	20,000	-	-	-	-	0%
270002	Meldrum Sewer Diversion and VR-15 Improvements	6,079,000	-	-	-	-	-	-	-	0%
270003	Long Term CSO Control Plan	5,794,000	3,545	2,796,000	2,796,000	54,418	52,909	5,054	57,963	1%
277001	Baby Creek Outfall Improvements Project	2,237,000	2,283	1,251,000	1,251,000	312,142	311,910	2,515	314,425	14%
331002	Roofing Systems Replacement at GLWA Wastewater Treatment Plant, CSO Retention Treatment Basins (RTB) and Screening Disinfection Facilities (SDF)	9,745,000	-	91,000	91,000	-	1,123,056	-	1,123,056	12%
341001	Security Infrastructure Improvements	-	1,033,207	-	-	8,559	-	1,041,766	1,041,766	100%
341002	Security Infrastructure Improvements	2,630,000	-	1,051,000	1,051,000	-	-	-	-	0%
380600	General Engineering Services Allowance	(51,000)	-	-	-	-	-	-	-	0%
381000	Energy Management: Electric Metering Improvement Program	3,435,000	-	446,000	446,000	-	-	-	-	0%
Grand Total		\$ 1,645,165,000	\$ 177,022,887	\$ 110,638,000	\$ 111,444,137	\$ 17,866,023	\$ 278,568,278	\$ 194,517,578	\$ 473,085,856	29%
				Project Amendments		\$ 806,137				

FY 2021 Project Amendment Summary

The purpose of the Project Amendment Summary is to illustrate the amendments to the current fiscal year board approved CIP for each project with an amendment resulting from the use of allowance and program funding for a specific amount necessitated by contract award.

The award of CIP contracts and the related execution thereof may result in deviation from the amount and timing of planned spend. Acknowledging the aforementioned deviation, project amendments are prepared to fund the related increase or decrease either to or from the Capital Reserve to amend the current fiscal year board approved Capital Improvement Plan accordingly and to inform decision makers in the development of future Capital Improvement Plans. Similar to the project amendments prepared for the Capital Reserve, project amendments are also prepared for contracts that are planned or funded by way of the CIP Program and Allowance accounts. As additional contracts are awarded and other project information becomes available additional project amendments to and from the Capital Reserve will be prepared to amend the board approved FY 2021 Capital Improvement Plan.

\$806,137 of Capital Reserve project amendments have been prepared as of September 30, 2020 as shown in the table on the next page along with project amendments detailing the assignment of funding within Program and Allowance accounts.

The order of the report on the subsequent page is in ascending order by CIP project number.

**Great Lakes Water Authority
Wastewater System Project Amendment Summary
Unaudited Activity For the Fiscal Year Ended September 30, 2020**

**Wastewater System
Construction Work-in-Progress Quarterly Report**
As of September 30, 2020

Project	Project Name	Program / Allowance	Capital Reserve	Grand Total
216004	Rehabilitation of Various Sampling Sites and PS# 2 Ferric Chloride System at WWTP	-	806,137	806,137
Grand Total		\$ -	\$ 806,137	\$ 806,137

Procurement Pipeline


 Great Lakes Water Authority (313) 964-9157 www.glwater.org

December 2020 - Volume 22

Welcome to the December edition of *The Procurement Pipeline*, a monthly newsletter designed to provide informative updates on doing business with the Great Lakes Water Authority (GLWA).

Face Masks REQUIRED at all GLWA Worksites

As an essential service provider to nearly four million people in southeastern Michigan, GLWA must protect the health and safety of its workplace during the COVID-19 pandemic. Following the guidance of the Centers for Disease Control and Prevention (CDC) and the Michigan Department of Health and Human Services (MDHHS), **GLWA requires that all vendor personnel providing onsite services at GLWA facilities and worksites wear a face mask at all times to slow the spread of the coronavirus.** The [CDC cites several studies](#) showing that masks are effective in reducing community emission of the virus as well as protecting the wearer by reducing their inhalation. As we continue to battle the virus in Michigan, it is vital that the vendor community comply with this mandatory operational safety protocol and wear the appropriate face masks correctly.

Please carefully review the following guidance from the MDHHS on selecting an appropriate face mask and masking up the correct way.

What type of mask should I wear?

All vendor personnel who provide onsite services at GLWA worksites should wear one of the following mask options: 1) a three-layered washable cloth face covering; 2) a medical-grade disposable mask; or 3) an approved KN95 mask.



What types of masks are not acceptable? Neck gaiters or loosely tied bandanas, masks with vents, face shields worn without masks, or face coverings with noticeable gaps, holes or vents **do not** provide adequate protection for the wearer or

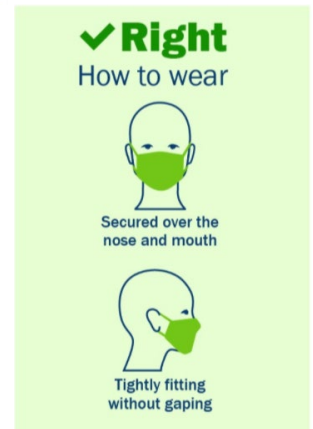
others and are **not** recommended. We also do not advise that onsite vendor personnel wear N95 masks, which are intended for frontline healthcare workers.



worn correctly at all times. Masks should be secured over the nose and face tightly fitting without gaps.

For further information on these topics, GLWA has created helpful videos on [how to properly wear a mask](#) and [how to safely remove a mask](#). We expect and appreciate the vendor community's compliance with these all-important safety measures as we work together to maintain the safety of the GLWA workplace.

How should I wear my mask? Masking right includes not only wearing an approved mask but ensuring that it is



MI Mask Aid

MI Mask Aid is an initiative of the MDHHS and the Michigan Community Service Commission to deliver free face masks to Michiganders. Residents in need of masks can pick one up from partner sites across the state, which includes most MDHHS local offices and Community Action Agencies. To locate a site, see Michigan.gov/MaskUpMichigan or call the COVID-19 hotline at 888-535-6136.

What's Coming Down the Pipe?

Current Solicitations: Be sure to register in [Bonfire](#) for new solicitations and contract award information. **Upcoming Procurements: Next Three to Nine Months** - See page 2

Visit GLWA online! See the Vendors page at www.glwater.org or contact us via email at procurement@glwater.org.

Upcoming Solicitations December 2020

Category	Description	Budget Estimate
Water System (next three months)		
Maintenance Services	5-Year Sludge Removal and Disposal Services at Northeast, Springwell's & Southwest Water Plants	\$55,000,000
Maintenance Services	Skilled Trades Contract	TBD
Engineering	North Service Center Pumping Station Improvements (CIP #132016)	\$10,000,000
Field Services	Water Transmission Main, Valve, and Urgent and Emergency Repairs (CIP #170504)	\$15,000,000
Construction	Phase II – 14 Mile Transmission Loop Project (CIP #122013)	\$91,000,000
Construction	NEWTP Flocculator Improvements (CIP #112006)	\$11,000,000
Design	LHWTP Flocculator Improvements (CIP #111012)	\$3,000,000
Construction	Springwells Water Treatment Plant Medium Voltage Electrical System Replacement (CIP #114002 Project B)	\$30,000,000
Design Build	Belle Isle Seawall Rehabilitation (CIP #116005)	\$1,740,000
Wastewater System (next three months)		
Construction	Rehabilitation of Outfalls – Phase III(B-39)	\$7,000,000
Construction	Rehabilitation of Woodward Sewer (CIP #260207)	\$26,000,000
Maintenance	UPS Maintenance and Repair Services (CSO/WRRF)	TBD
Design	Control System Upgrade – St. Aubin, Leib, and 7 Mile CSO Facilities	TBD
Construction	WRRF Seagull Habitat Modification	TBD
Construction	Oakwood HVAC Improvements (CIP #260618) (CSO)	TBD
Professional Services	Development of CAD and Engineering Standards (TOES)	TBD
Professional Services	Virtual Tour and Laser Scanning Services	TBD
Water System (next four to nine months)		
CMAR	96-Inch Water Transmission Main Relocation Project, Construction Manager At-Risk	\$150,000,000
Design Build	WTP Ovation Workstation Upgrade Project (CIP #170303)	TBD
Purchase	Double Disc Gate Valve Procurement – 14 Mile Transmission Loop Project (CIP #122013)	TBD
Design	Reservoir Inspection, Design and Construction Administration	\$4,000,000
Wastewater System (next four to nine months)		
Design	St. Aubin Disinfection and Screening Improvements (CIP #260617) (CSO)	TBD
Maintenance	Low-Voltage Wiring	TBD
Design	Leib Screening & Disinfection Facility Improvements for Meldrum Diversion (CIP #274001) (CSO)	TBD
Design	Oakwood CSO Facility Improvements for NWI Diversion (CIP #278001) (CSO)	TBD
Design	Pilot Netting Facility Project (CIP #270001) (CSO)	TBD
Design Build	Baby Creek Outfall Improvements Projects (CIP #277001)	TBD
Construction	Rehabilitation of Outfalls – Phase III (B-39)	\$7,000,000
Construction	Rehabilitation of CSO Outfall Backwater Gates	\$5,000,000
Construction	Connor Creek Dike Improvements (CIP #260621) (CSO)	TBD
Construction	CSO Generator Improvements (Controls upgrades, Generator modifications) (CSO)	TBD
Enterprise (next four to nine months)		
Information Technology	Project Management Information System	TBD

Vendors should continue to monitor [Bonfire](#) for solicitation updates.

WRRF: Water Resource Recovery Facility

CSO: Combined Sewer Overflow