



## Financial Services Audit Committee Communication

**Date:** December 21, 2018

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

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

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

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

**Analysis:** Attached are the following related to discussion of the upcoming FY 2020 & 2021 Biennial Budget and Five-Year Plan.

- Memo from The Foster Group (TFG) that provides some history and context to GLWA's budget and charges cycle. Further, TFG provides a list of key open items that need to be resolved in January to best achieve completeness of charge proposals as well as support timely approval of the budget and charges.
- Draft operating area budgets for operations and maintenance activities.
- Schedule of upcoming activities and due dates related to the budget cycle .
- Capital Improvement Program funding plans from the most recently completed official statements.

**Proposed Action:** Receive for further review and discussion at the next Audit Committee meeting on January 4, 2019 at 8 am.

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MEMORANDUM

Preliminary FY 2020 Budget/Charge Planning  
Executive Summary

December 19, 2018

To: Nicolette Bateson

From: Bart Foster

You have asked for preliminary observations regarding the planning parameters and open issues impacting potential GLWA proposed budgets, cost of service allocations, and water and sewer charges for FY 2020. This memorandum is intended to introduce our initial perspectives on those elements in an executive summary format. We have included historical information to provide some context to the discussion in both this summary introduction and the accompanying more detailed commentary and exhibits.

**Background / Recent History**

Anytime the relative change in GLWA budgets and charges is discussed it is important to provide context regarding the “4% increase limitation” set forth in the Leases that effectively established GLWA. Specifically, Article 5.6 of the Lease(s) states:

*“As provided in the MOU, through the Fiscal Year ending June 30, 2025, the Water (Sewer) System is assumed to experience annual increases in the Authority Revenue Requirement of not more than 4%; provided however, this limitation shall not be applicable if the Authority Revenue Requirement must increase beyond the 4% assumption in order to satisfy the Rate Covenant or to pay the cost of improvements to the Leased Water (Sewer) Facilities that are required to be made by Applicable Laws.”*

Clearly the intent of the foundational documents was to target annual increases in the Authority **revenue requirement** that did not exceed 4%, while recognizing that other elements might impact annual **charge** adjustments that varied from this amount. These “other elements” include varying levels of baseline revenues associated with water sales and demographic changes in the Authority customer base, and varying levels of “non-charge” revenue (such as investment earnings) that are eligible to meet the total revenue requirement.

This understanding is essential when reviewing the annual changes in revenue requirements and charges that have been implemented by GLWA since its inception, as illustrated in the table below.

GLWA Budget / Charge Adjustment History				
	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Avg to Date</u>
<b><u>Revenue Requirement Increase</u></b>				
Water Supply System	4.0%	-0.9%	1.0%	1.3%
Sewage Disposal System	4.0%	0.3%	1.0%	1.8%
Combined Water and Sewer	4.0%	-0.2%	1.0%	1.6%
<b><u>O&amp;M Budget Increase</u></b>				
Water Supply System	4.0%	8.7%	0.0%	4.2%
Sewage Disposal System	4.0%	8.7%	0.0%	4.2%
Combined Water and Sewer	4.0%	8.7%	0.0%	4.2%
<b><u>Average Charge Increase</u></b>				
Water Supply System	4.5%	1.9%	1.6%	2.7%
Sewage Disposal System	8.3%	-0.7%	0.1%	2.5%
Combined Water and Sewer	6.7%	0.3%	0.7%	2.5%
<b><u>Planned I&amp;E / Reserve Deposits - \$ millions</u></b>				
Water Supply System	23.8	34.4	39.1	
Sewage Disposal System	14.1	14.6	12.2	
Combined Water and Sewer	37.9	49.1	51.3	

The table presents key metrics for each year, including annual changes in revenue requirements, operation and maintenance expense budgets, and “average” System charges. The figures in green at the bottom of the table represent the planned revenue requirements that are remaining in the Master Bond Ordinance (“MBO”) flow of funds after addressing requirements for operating expense, debt service, and the fixed MBO requirements including the Lease Payment. We’ve often referred to these amounts as “the bottom line” as they reflect amounts available to the Improvement and Extension Fund and/or reserve funds. Growth in these amounts is key to the overall GLWA financial improvement and sustainability strategy, as articulated in the foundational agreements.

Let’s briefly discuss the developments for each fiscal year plan.

FY 2017 was the initial year for which GLWA had control over budgets and charges. The FY 2017 overall revenue requirement increase was established equivalent to the 4% promise for both the Water and Sewer systems, and the operating expense budgets were increased by the same amount. The Water average charge increase was slightly higher than the revenue requirement increase due to slightly lower revenues from projected water sales and investment income. The Sewer average charge increase was also higher than the revenue requirement increase. This metric is complicated by a couple of matters. Charges in the prior year (FY 2016) included amounts related to the final year of the “Five Year Look-Back” adjustments that had the effect of increasing revenues to recover amounts that were not included in budgeted revenue requirements. Unwinding this element created a negative impact on baseline

revenues<sup>1</sup>. Also, the FY 2017 Sewer charges included a significant amount related to the “bad debt true-up” related to Highland Park, which was included as a charge requirement for the suburban wholesale charges, but not as a budgeted revenue requirement<sup>2</sup>.

FY 2018 marked the first year for which significant debt service savings associated with the initial GLWA revenue bond transactions in October 2016 were reflected in the budgeted revenue requirements. These savings supported an initially proposed FY 2018 financial plan that included a 2% budgeted revenue requirement increase for the Sewer system, and a “flat” (no increase) budgeted revenue requirement for the Water system. Final modifications as part of the budget / charge review process lowered the budgeted revenue requirements to those shown in the table, and actually resulted in a revenue requirement **decrease** of approximately one percent for Water. The operating budget increase of 8.7% for both systems is a bit misleading. GLWA made an administrative change regarding how certain activities, such as purchases of minor equipment, were budgeted. In prior budgets, these amounts were assumed to be “capitalizable” and were effectively addressed via the “bottom line” portion of the budget. GLWA realized that these amounts were more appropriately treated as operating expenses and included them in the operating budget for FY 2018. This \$20 million budget reallocation had the effect of turning a budget increase of less than two percent to the 8.7% shown in the table. The average FY 2018 charge adjustment for Water was actually an increase despite the budgeted revenue requirement decrease. This reflected the planned exit of Genesee County as a full-service water customer during FY 2018, and the resulting loss of baseline revenues. Conversely, the average FY 2018 charge adjustment for Sewer was actually a small decrease despite the budgeted revenue requirement increase. This also results from bad debt true-up adjustments for the suburban wholesale and Detroit customer classes, which are included as charge requirements but not as budgeted revenue requirements. The FY 2018 suburban wholesale charge requirements for Highland Park bad debt were reduced by \$1.8 million from FY 2017 levels<sup>3</sup>, and the baseline revenues for FY 2018 included \$4.2 million for Detroit bad debt true-up, which was not in prior revenue projections for purposes of these analyses<sup>4</sup>.

The initially proposed financial plans for FY 2019 included 2% budgeted revenue requirement increases for both the Water and Sewer systems. These initial plans sought to modify the allocation of certain Administrative and Centralized Services functions between the Water and Sewer operating budgets. Initial analyses indicated that more of these costs should be allocated to Water, and the preliminary operating expense budgets reflected a phased approach to reflect those analyses. As a result, initially the Water O&M budget increase was 3.1% and the Sewer O&M budget increase was 1.1%. Overall the preliminary O&M budget increase was just under 2.0%. Final modifications as part of the budget / charge review process resulted in a reduction of the overall budgeted revenue requirement increases from 2.0% to 1.0%, and a decision to

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<sup>1</sup> In hindsight, there are other analytical approaches that could change how the Sewer “charge increase” for FY 2017 is reflected. We’ve opted to maintain the approach that resulted in previously published information.

<sup>2</sup> The impact of Highland Park bad debt expense on Sewer and Water charges is discussed in a separate document nearby.

<sup>3</sup> Ibid footnote 2.

<sup>4</sup> Ibid footnote 1 for FY 2018.



accommodate the revised totals by maintaining the FY 2019 O&M budgets at FY 2018 levels for both the Water and Sewer systems. As a result, the initially envisioned phased allocation adjustment regarding Administrative and Centralized Services functions was not reflected in the FY 2019 budget. The average FY 2019 charge adjustment for Water was slightly higher than the revenue requirement increase due to slightly lower projected investment income. The average FY 2019 charge adjustment for Sewer was lower than the budgeted revenue requirement increase, again reflecting the impact of bad debt true-up adjustments. The FY 2019 suburban wholesale charge requirements for Highland Park bad debt were reduced by \$2.5 million from FY 2018 levels<sup>5</sup>.

To summarize the developments for the three fiscal years for which GLWA has established financial plans and charges:

- The average annual increase in budgeted . . .
  - Revenue requirements has been 1.6%, slightly higher for Water and slightly lower for Sewer;
  - Operation and maintenance expense has been 4.2%;
    - *This increase reflects a modified budget recognition of certain elements such as purchases of minor equipment.*
  - Average charges to Customers has been approximately 2.5% for both Water and Sewer.
- The financial plans have produced planned levels of revenues “available to the bottom line” that are comparable to the originally projected levels envisioned in the feasibility forecasts established at the creation of the Authority and the accompanying \$50 million annual Lease Payment – ***despite lower revenue requirement and charge increases than originally envisioned.*** These successful financial planning “bottom line” results are in large part due to:
  - Stabilized water and sewer revenues as a result of strategic charge modifications;
  - Continued executive / managerial controls on operating expenses;
  - The ability to refinance outstanding debt at lower interest rates and to leverage a fundamental premise of the Authority;
  - A lower than originally forecasted level of investment in capital improvements.

Material providing additional detail of the historical summary presented above is presented in the exhibits accompanying this memorandum.

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<sup>5</sup> Ibid footnote 2.

### **FY 2020 Planning - Evolution**

Now let's address the various depictions of the FY 2020 financial plan. For purposes of this discussion we've established four scenarios.

- A. Original plan from 2<sup>nd</sup> year of the FY 2019 Biennial Budget
- B. Updated forecast resulting from the Series 2018 bond sale results
- C. Initial planning level budget targets
- D. Working version of budget as of 12/18/18

The table below presents key metrics for each FY 2020 scenario, in the same format previously presented for the historical financial plans.

FY 2020 GLWA Budget / Charge Planning				
	FY 2019 Biennial <u>Budget</u> <b>A</b>	Bond Sale Forecast <u>Update</u> <b>B</b>	Initial Planning <u>Budget</u> <b>C</b>	Working Budget as of <u>12/18/18</u> <b>D</b>
<b><u>Revenue Requirement Increase</u></b>				
Water Supply System	4.0%	4.0%	3.5%	3.5%
Sewage Disposal System	4.0%	4.0%	3.5%	3.5%
Combined Water and Sewer	4.0%	4.0%	3.5%	3.5%
<b><u>O&amp;M Budget Increase</u></b>				
Water Supply System	2.0%	2.0%	2.0%	9.6%
Sewage Disposal System	2.0%	2.0%	2.0%	0.4%
Combined Water and Sewer	2.0%	2.0%	2.0%	4.0%
<b><u>Average Charge Increase</u></b>				
Water Supply System	4.1%	2.1%	1.6%	1.6%
Sewage Disposal System	4.0%	3.1%	2.6%	2.1%
Combined Water and Sewer	4.0%	2.7%	2.2%	1.9%
<b><u>Planned I&amp;E / Reserve Deposits - \$ millions</u></b>				
Water Supply System	42.2	45.2	43.5	34.3
Sewage Disposal System	20.5	26.8	24.4	27.4
Combined Water and Sewer	62.6	71.9	67.9	61.7

Herewith a brief introduction of each financial plan scenario.

- A. Original plan from 2<sup>nd</sup> year of the FY 2019 Biennial Budget
  - 4% revenue requirement increase;
  - 2% O&M budget increase;
    - *Uniform Water / Sewer*

- Charge increases that approximate revenue requirement increases.
  - Planned “bottom line” contributions consistent with the originally projected levels envisioned in the feasibility forecasts established at the creation of the Authority.
    - *Higher for Water, slightly lower for Sewer*
- B. Updated forecast resulting from the Series 2018 bond sale results
- 4% revenue requirement increase;
  - 2% O&M budget increase;
    - *Uniform Water / Sewer*
  - Lower charge increases than revenue requirement increases due to recognition of higher forecasted investment income.
    - *Direct result of recognizing benefits of active investment strategies*
  - Recognition of debt service savings achieved via the Series 2018 bond sales.
    - *Resulting increase in “bottom line” results*
- C. Initial planning level budget targets
- 3.5% revenue requirement increase;
  - 2% O&M budget increase;
    - *Uniform Water / Sewer*
  - Lower charge increases than B due to lower “top line” targeted revenue requirement increase;
    - *Resulting slight decrease in “bottom line” results*
- D. Working version of budget as of 12/18/18
- 3.5% revenue requirement increase;
  - 4% O&M budget increase;
    - *Overall increase from 2.0% to 4.0% attributable to lower shared services credit from DWSD and new projects in the Planning Group*
    - *Differential Water / Sewer increases reflecting additional review of specific Centralized and Administrative services*
  - No change in Water charge increase compared to C;
  - Slight reduction in Sewer charge increase compared to C as a result of lower impact of Highland Park bad debt requirements<sup>6</sup>
  - Slight reduction in overall combined charge increase compared to C, but . . .
    - *Lower overall reduction in forecasted “bottom line” results, and a reallocation between Water and Sewer*

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<sup>6</sup> Ibid footnote 2

- *These figures are approximately \$5 million higher (for both Water and Sewer) than those in the feasibility forecasts established at the creation of the Authority*

Material providing additional detail on each of these scenarios is presented in the exhibits accompanying this memorandum.

### **FY 2020 Planning – Ongoing Review**

The preliminary “working version” scenario introduced above remains under review, including specific departmental budget requests. In addition, there are several parallel investigations regarding cost of service allocations that could impact how the proposed budget / charges impact individual Customers. These include:

- Ongoing review of the most appropriate assignment of “Centralized Services” and “Administrative Services” support costs to the Water and Sewer funds, and to cost pools within those funds;
- The potential operating agreement with OMID, and the impact of such on the GLWA revenue requirements and revenue requirement allocations to OMID and to other Sewer Customers;
- The impact on Water cost of service allocations and charges of:
  - *The contract alignment project (CAP) and the impact on suburban wholesale master metered units of service;*
  - *The incorporation of the UoS study phase 2 findings regarding units of service for non-master metered Customers (Detroit, Dearborn, Highland Park)*
- Incorporation of DWSD Local System budgets and financial plans;
- Budget and cost allocation impacts of potential changes in the GLWA / DWSD definitions of:
  - *Transmission / distribution main responsibility; and*
  - *Service provided by DWSD to GLWA facilities*

We continue diligent review on each of these issues and in our preparation of the FY 2020 Cost of Service Study and the accompanying proposed wholesale service charges for FY 2020.

We are prepared to discuss this matter at your convenience.

## GLWA Budget / Charge Adjustment History

## Water Supply System

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	Annual Revenue Requirement Summary - \$				Annual Change - \$			Annual Change - %			Life to Date Change		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019	\$	%	Annl %
1 Rev Req't Increase		4.0%	-0.9%	1.0%								4.1%	1.3%
2 O&M Budget Increase		4.0%	8.7%	0.0%								13.0%	4.2%
3 Average Charge Increase <i>[see Line 18]</i>		4.5%	1.9%	1.6%								8.2%	2.7%
4 Budgeted O&M	107.6	111.9	121.6	121.6	4.3	9.7	0.0	4.0%	8.7%	0.0%	14.0	13.0%	4.2%
5 Pension Obligation O&M	6.0	6.0	6.0	6.0	0.0	0.0	0.0	0.0%	0.0%	0.2%	0.0	0.2%	0.1%
6 Total O&M Expense	113.6	117.9	127.6	127.6	4.3	9.7	0.0	3.8%	8.2%	0.0%	14.0	12.3%	3.9%
7 Debt Service	151.8	159.3	135.5	134.2	7.4	(23.8)	(1.2)	4.9%	-15.0%	-0.9%	(17.6)	-11.6%	-4.0%
8 MBO Requirements	30.5	30.2	30.6	30.4	(0.3)	0.4	(0.2)	-1.1%	1.4%	-0.5%	(0.1)	-0.2%	-0.1%
9 I&E / Reserve Deposits	22.5	23.8	34.4	39.1	1.3	10.6	4.7	6.0%	44.5%	13.6%	16.6	73.9%	20.3%
10 Total Gross Revenue Req'ts	318.5	331.2	328.1	331.4	12.7	(3.1)	3.3	4.0%	-0.9%	1.0%	12.9	4.1%	1.3%
11 less: Investment Income	(3.9)	(3.2)	(4.2)	(3.8)	0.7	(1.1)	0.4	-18.6%	33.7%	-9.7%	0.1	-1.8%	-0.6%
12 Net Revenue Requirements	314.6	328.0	323.9	327.6	13.5	(4.2)	3.7	4.3%	-1.3%	1.1%	13.0	4.1%	1.4%
13 less: Revenue from Non-Contract Cust	0.0	0.0	(7.6)	0.0	0.0	(7.6)	7.6	0.0%	0.0%	-100.0%	0.0	0.0%	0.0%
14 Accomodation for H/P Bad Debt Expense	1.1	1.1	1.3	1.4	0.0	0.2	0.1	0.0%	16.2%	8.4%	0.3	25.9%	8.0%
15 Net Rev. Req't. from Charges to Customers	315.7	329.1	317.6	328.9	13.5	(11.6)	11.4	4.3%	-3.5%	3.6%	13.3	4.2%	1.4%
16 Revenue - Existing Charges (b)	315.7	315.1	311.6	323.6	(0.6)	(3.5)	12.0	-0.2%	-1.1%	3.8%	7.9	2.5%	0.8%
17 Additional Charge Revenue Needed		14.0	5.9	5.3									
18 Charge Increase (17) / (16)		4.5%	1.9%	1.6%									
19 Debt Service Coverage Ratio - Regional	1.35	1.34	1.48	1.52	(0.01)	0.14	0.04	-0.7%	10.5%	2.6%	0.17	12.5%	4.0%
20 (b) Based on WAMR Water Sales - m Mcf	13.36	13.17	13.15	13.17	(0.19)	(0.02)	0.03	-1.4%	-0.2%	0.2%	(0.18)	-1.4%	-0.5%

## GLWA Budget / Charge Adjustment History

## Sewage Disposal System

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	Annual Revenue Requirement Summary - \$				Annual Change - \$			Annual Change - %			Life to Date Change		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019	\$	%	Annl %
1 Rev Req't Increase		4.0%	0.3%	1.0%								5.4%	1.8%
2 O&M Budget Increase		4.0%	8.7%	0.0%								13.0%	4.2%
3 Average Charge Increase <i>[see Line 18]</i>		8.3%	-0.7%	0.1%								7.6%	2.5%
4 Budgeted O&M (a)	169.1	175.9	191.1	191.1	6.8	15.2	0.0	4.0%	8.7%	0.0%	22.0	13.0%	4.2%
5 Pension Obligation O&M	10.8	10.8	10.8	10.8	0.0	0.0	(0.0)	0.0%	0.0%	-0.1%	(0.0)	-0.1%	0.0%
6 Total O&M Expense	179.9	186.7	201.9	201.9	6.8	15.2	(0.0)	3.8%	8.2%	0.0%	22.0	12.2%	3.9%
7 Debt Service	216.9	222.4	207.6	214.6	5.5	(14.8)	7.0	2.6%	-6.7%	3.4%	(2.3)	-1.0%	-0.4%
8 MBO Requirements	41.2	40.9	41.3	41.5	(0.3)	0.4	0.2	-0.8%	1.1%	0.4%	0.3	0.7%	0.2%
9 I&E / Reserve Deposits	8.2	14.1	14.6	12.2	5.9	0.6	(2.5)	71.3%	4.0%	-16.9%	3.9	48.0%	14.0%
10 Total Gross Revenue Req'ts	446.2	464.1	465.5	470.2	17.8	1.4	4.7	4.0%	0.3%	1.0%	23.9	5.4%	1.8%
11 less: Investment Income	(2.3)	(4.1)	(2.8)	(4.6)	(1.8)	1.4	(1.8)	80.2%	-33.2%	66.2%	(2.3)	100.2%	26.0%
12 Net Revenue Requirements	443.9	460.0	462.7	465.6	16.0	2.8	2.8	3.6%	0.6%	0.6%	21.6	4.9%	1.6%
13 Regional Bad Debt True-Up Adjustment	0.5	3.5	2.8	1.9	3.0	(0.6)	(0.9)	626.1%	-18.7%	-33.4%	1.4	292.8%	57.8%
14 Accomodation for H/P Bad Debt Expense	5.6	5.6	4.4	2.8	0.0	(1.2)	(1.6)	0.6%	-21.8%	-36.5%	(2.8)	-50.1%	-20.7%
15 Net Rev. Req't. from Charges to Customers	450.0	469.0	469.9	470.2	19.0	0.9	0.3	4.2%	0.2%	0.1%	20.2	4.5%	1.5%
16 Revenue - Existing Charges	443.9	433.2	473.1	470.0	(10.7)	39.9	(3.2)	-2.4%	9.2%	-0.7%	26.0	5.9%	1.9%
17 Additional Charge Revenue Needed		35.8	(3.2)	0.3									
18 Charge Increase (17) / (16)		8.3%	-0.7%	0.1%									
19 Debt Service Coverage Ratio - Regional	1.23	1.25	1.27	1.25	0.02	0.02	(0.02)	1.6%	1.8%	-1.5%	0.02	1.8%	0.6%

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## GLWA Budget / Charge Adjustment History

## Combined Water and Sewer Systems

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	Annual Revenue Requirement Summary - \$				Annual Change - \$			Annual Change - %			Life to Date Change		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019	\$	%	Annrl %
1 Rev Req't Increase		4.0%	-0.2%	1.0%								4.8%	1.6%
2 O&M Budget Increase		4.0%	8.7%	0.0%								13.0%	4.2%
3 Average Charge Increase <i>[see Line 18]</i>		6.7%	0.3%	0.7%								7.8%	2.5%
4 Budgeted O&M (a)	276.7	287.7	312.6	312.6	11.1	24.9	0.0	4.0%	8.7%	0.0%	36.0	13.0%	4.2%
5 Pension Obligation O&M	16.9	16.9	16.9	16.9	0.0	0.0	(0.0)	0.0%	0.0%	0.0%	(0.0)	0.0%	0.0%
6 Total O&M Expense	293.5	304.6	329.5	329.5	11.1	24.9	(0.0)	3.8%	8.2%	0.0%	36.0	12.3%	3.9%
7 Debt Service	368.7	381.7	343.1	348.8	13.0	(38.6)	5.7	3.5%	-10.1%	1.7%	(19.9)	-5.4%	-1.8%
8 MBO Requirements	71.7	71.1	71.9	71.9	(0.6)	0.9	(0.0)	-0.9%	1.2%	0.0%	0.2	0.3%	0.1%
9 I&E / Reserve Deposits	30.7	37.9	49.1	51.3	7.2	11.2	2.2	23.4%	29.5%	4.5%	20.6	67.0%	18.6%
10 Total Gross Revenue Req'ts	764.7	795.3	793.6	801.6	30.6	(1.7)	7.9	4.0%	-0.2%	1.0%	36.9	4.8%	1.6%
11 less: Investment Income	(6.2)	(7.3)	(7.0)	(8.4)	(1.1)	0.3	(1.4)	17.8%	-4.0%	20.1%	(2.2)	35.9%	10.8%
12 Net Revenue Requirements	758.5	788.0	786.6	793.1	29.5	(1.4)	6.5	3.9%	-0.2%	0.8%	34.6	4.6%	1.5%
13 Net Non Contract Rev/ Regional Bad Debt	0.5	3.5	(4.8)	1.9	3.0	(8.2)	6.7	626.1%	-238.5%	-139.1%	1.4	292.8%	57.8%
14 Accomodation for H/P Bad Debt Expense	6.7	6.7	5.7	4.2	0.0	(1.0)	(1.5)	0.5%	-15.5%	-26.4%	(2.5)	-37.5%	-14.5%
15 Net Rev. Req't. from Charges to Customers	765.7	798.2	787.5	799.2	32.5	(10.7)	11.7	4.2%	-1.3%	1.5%	33.5	4.4%	1.4%
16 Revenue - Existing Charges	759.6	748.3	784.8	793.6	(11.3)	36.4	8.8	-1.5%	4.9%	1.1%	34.0	4.5%	1.5%
17 Additional Charge Revenue Needed		49.8	2.7	5.6									
18 Charge Increase (17) / (16)		6.7%	0.3%	0.7%									
19 Debt Service Coverage Ratio - Regional	1.28	1.29	1.35	1.35	0.01	0.07	0.00	0.6%	5.2%	0.0%	0.08	5.9%	1.9%

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## FY 2020 GLWA Budget / Charge Worksheet

## Water Supply System

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	2019 <u>Budget</u>	A Original 2020 <u>Budget/Fcst</u> <b>A</b>	B - Updated 2020 from Bond Sale <u>Budget/Fcst</u> <b>B</b>	<u>Variance</u>	C - 2020 Planning Target <u>Budget/Fcst</u> <b>C</b>	<u>Variance</u>	D - 2020 as of 12/18/18 <u>Budget/Fcst</u> <b>D</b>	<u>Variance</u>
1 Rev Req't Increase		4.0%	4.0%	0.0%	3.5%	-0.5%	3.5%	-0.5%
2 O&M Budget Increase		2.0%	2.0%	0.0%	2.0%	0.0%	9.6%	7.6%
3 Average Charge Increase [see Line 18]		4.1%	2.1%	-1.9%	1.6%	-2.4%	1.6%	-2.5%
4 Budgeted O&M (a)	121.6	124.0	124.0	0.0	124.0	0.0	133.2	9.3
5 Pension Obligation O&M	6.0	6.0	6.0	0.0	6.0	0.0	6.0	0.0
6 Total O&M Expense	127.6	130.0	130.0	0.0	130.0	0.0	139.3	9.3
7 Debt Service	134.2	141.9	139.0	(3.0)	139.0	(3.0)	139.0	(3.0)
8 MBO Requirements	30.4	30.5	30.5	(0.0)	30.5	(0.0)	30.5	(0.0)
9 I&E / Reserve Deposits	39.1	42.2	45.2	3.0	43.5	1.3	34.3	(7.9)
10 Total Gross Revenue Req'ts	331.4	344.7	344.7	0.0	343.0	(1.7)	343.0	(1.7)
11 less: Investment Income	(3.8)	(3.7)	(9.3)	(5.5)	(9.3)	(5.5)	(9.3)	(5.5)
12 Net Revenue Requirements	327.6	340.9	335.4	(5.5)	333.7	(7.2)	333.7	(7.2)
13 Regional Bad Debt True-Up Adjustment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
14 Accomodation for H/P Bad Debt Expense	1.4	1.4	1.4	0.0	1.4	0.0	1.2	(0.2)
15 Net Rev. Req't. from Charges to Customers	328.9	342.3	336.8	(5.5)	335.1	(7.2)	334.9	(7.4)
16 Revenue - Existing Charges (b)	328.9	328.9	329.7	0.8	329.7	0.8	329.7	0.8
17 Additional Charge Revenue Needed	-	13.4	7.1	(6.3)	5.4	(7.9)	5.2	(8.1)
18 Charge Increase (17) / (16)	0.0%	4.1%	2.1%	-1.9%	1.6%	-2.4%	1.6%	-2.5%
19 Debt Service Coverage Ratio - Regional	1.53	1.52	1.55	0.03	1.54	0.02	1.47	(0.05)
<u>(a) Budgeted O&amp;M Detail</u>								
20 Water Operations	66.6	67.9	67.9	0.0	67.9	0.0	67.9	(0.0)
21 Water Allocation of Centralized	42.6	43.5	43.5	0.0	43.5	0.0	50.5	7.0
22 Water Allocation of Administrative	12.3	12.6	12.6	0.0	12.6	0.0	14.8	2.2
23 Total Water	121.6	124.0	124.0	0.0	124.0	0.0	133.2	9.3
24 Water Centralized %	43.0%	43.0%	43.0%	0.0%	43.0%	0.0%	47.2%	4.2%
25 Water Administrative %	43.0%	43.0%	43.0%	0.0%	43.0%	0.0%	50.0%	7.0%
26 (b) Based on Water Sales - m Mcf	13.17	13.17	13.28	0.11	13.28	0.11	13.28	0.11

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## FY 2020 GLWA Budget / Charge Worksheet

## Sewage Disposal System

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	2019 <u>Budget</u>	A Original 2020 <u>Budget/Fcst</u>	B - Updated 2020 from Bond Sale <u>Budget/Fcst</u>	<u>Variance</u>	C - 2020 Planning Target <u>Budget/Fcst</u>	<u>Variance</u>	D - 2020 as of 12/18/18 <u>Budget/Fcst</u>	<u>Variance</u>
		<b>A</b>	<b>B</b>		<b>C</b>		<b>D</b>	
1 Rev Req't Increase		4.0%	4.0%	0.0%	3.5%	-0.5%	3.5%	-0.5%
2 O&M Budget Increase		2.0%	2.0%	0.0%	2.0%	0.0%	0.4%	-1.6%
3 Average Charge Increase [see Line 18]		4.0%	3.1%	-0.9%	2.6%	-1.4%	2.1%	-1.9%
4 Budgeted O&M (a)	191.1	194.9	194.9	0.0	194.9	0.0	191.9	(3.0)
5 Pension Obligation O&M	10.8	10.8	10.8	0.0	10.8	0.0	10.8	0.0
6 Total O&M Expense	201.9	205.7	205.7	0.0	205.7	0.0	202.7	(3.0)
7 Debt Service	214.6	220.7	214.9	(5.8)	214.9	(5.8)	214.9	(5.8)
8 MBO Requirements	41.5	41.6	41.6	(0.0)	41.6	(0.0)	41.6	(0.0)
9 I&E / Reserve Deposits	12.2	20.5	26.8	6.3	24.4	4.0	27.4	7.0
10 Total Gross Revenue Req'ts	470.2	488.5	489.0	0.5	486.6	(1.9)	486.6	(1.9)
11 less: Investment Income	(4.6)	(4.1)	(8.8)	(4.7)	(8.8)	(4.7)	(8.8)	(4.7)
12 Net Revenue Requirements	465.6	484.3	480.1	(4.2)	477.8	(6.6)	477.8	(6.6)
13 Regional Bad Debt True-Up Adjustment	1.9	1.9	1.9	0.0	1.9	0.0	0.0	(1.9)
14 Accomodation for H/P Bad Debt Expense	2.8	2.8	2.8	0.0	2.8	0.0	2.2	(0.6)
15 Net Rev. Req't. from Charges to Customers	470.2	489.0	484.8	(4.2)	482.4	(6.6)	480.0	(9.0)
16 Revenue - Existing Charges	470.2	470.2	470.2	0.0	470.2	0.0	470.2	0.0
17 Additional Charge Revenue Needed	-	18.8	14.5	(4.2)	12.2	(6.6)	9.7	(9.0)
18 Charge Increase (17) / (16)	0.0%	4.0%	3.1%	-0.9%	2.6%	-1.4%	2.1%	-1.9%
19 Debt Service Coverage Ratio - Regional	1.27	1.30	1.34	0.04	1.33	0.03	1.33	0.03
<u>(a) Budgeted O&amp;M Detail</u>								
20 Sewer Operations	118.3	120.7	120.7	0.0	120.7	0.0	120.7	0.0
21 Sewer Allocation of Centralized	56.4	57.5	57.5	0.0	57.5	0.0	56.4	(1.1)
22 Sewer Allocation of Administrative	16.3	16.7	16.7	0.0	16.7	0.0	14.8	(1.9)
23 Total Sewer	191.1	194.9	194.9	0.0	194.9	0.0	191.9	(3.0)
24 Sewer Centralized %	57.0%	57.0%	57.0%	0.0%	57.0%	0.0%	52.8%	-4.2%
25 Sewer Administrative %	57.0%	57.0%	57.0%	0.0%	57.0%	0.0%	50.0%	-7.0%

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## FY 2020 GLWA Budget / Charge Worksheet

## Combined Water and Sewer Systems

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	2019 <u>Budget</u>	A Original 2020 <u>Budget/Fcst</u>	B - Updated 2020 from Bond Sale <u>Budget/Fcst</u>	<u>Variance</u>	C - 2020 Planning Target <u>Budget/Fcst</u>	<u>Variance</u>	D - 2020 as of 12/18/18 <u>Budget/Fcst</u>	<u>Variance</u>
		<b>A</b>	<b>B</b>		<b>C</b>		<b>D</b>	
1 Rev Req't Increase		4.0%	4.0%	0.0%	3.5%	-0.5%	3.5%	-0.5%
2 O&M Budget Increase		2.0%	2.0%	0.0%	2.0%	0.0%	4.0%	2.0%
3 Average Charge Increase [see Line 15]		4.0%	2.7%	-1.3%	2.2%	-1.8%	1.9%	-2.1%
4 Budgeted O&M (a)	312.6	318.9	318.9	0.0	318.9	0.0	325.2	6.3
5 Pension Obligation O&M	16.9	16.9	16.9	0.0	16.9	0.0	16.9	0.0
6 Total O&M Expense	329.5	335.8	335.8	0.0	335.8	0.0	342.0	6.3
7 Debt Service	348.8	362.7	353.9	(8.8)	353.9	(8.8)	353.9	(8.8)
8 MBO Requirements	71.9	72.1	72.0	(0.0)	72.0	(0.0)	72.0	(0.0)
9 I&E / Reserve Deposits	51.3	62.6	71.9	9.3	67.9	5.3	61.7	(1.0)
10 Total Gross Revenue Req'ts	801.6	833.1	833.6	0.5	829.6	(3.5)	829.6	(3.5)
11 less: Investment Income	(8.4)	(7.9)	(18.1)	(10.2)	(18.1)	(10.2)	(18.1)	(10.2)
12 Net Revenue Requirements	793.1	825.3	815.5	(9.7)	811.5	(13.7)	811.5	(13.7)
13 Regional Bad Debt True-Up Adjustment	1.9	1.9	1.9	0.0	1.9	0.0	0.0	(1.9)
14 Accomodation for H/P Bad Debt Expense	4.2	4.2	4.2	0.0	4.2	0.0	3.4	(0.8)
15 Net Rev. Req't. from Charges to Customers	799.2	831.3	821.6	(9.7)	817.6	(13.7)	814.9	(16.4)
16 Revenue - Existing Charges	799.2	799.2	799.9	0.8	799.9	0.8	799.9	0.8
17 Additional Charge Revenue Needed	-	32.1	21.6	(10.5)	17.6	(14.5)	15.0	(17.1)
18 Charge Increase (14) / (13)	0.0%	4.0%	2.7%	-1.3%	2.2%	-1.8%	1.9%	-2.1%
19 Debt Service Coverage Ratio - Regional	1.37	1.39	1.42	0.04	1.41	0.02	1.39	(0.00)
<u>(a) Budgeted O&amp;M Detail</u>								
20 Water Operations	66.6	67.9	67.9	0.0	67.9	0.0	67.9	(0.0)
21 Sewer Operations	118.3	120.7	120.7	0.0	120.7	0.0	120.7	0.0
22 Centralized Services	99.0	101.0	101.0	0.0	101.0	0.0	106.9	5.9
23 Administrative Services	28.7	29.3	29.3	0.0	29.3	0.0	29.6	0.4
24 Total	312.6	318.9	318.9	0.0	318.9	0.0	325.2	6.3

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### MEMORANDUM

Highland Park Bad Debt Expense Review

December 10, 2018

To: Nicolette Bateson

From: Bart Foster

You have asked for observations regarding the level of Highland Park bad debt expense recognized in the FY 2018 audited financial statements, and a review of how such amounts impact charges to other GLWA Customers. The attached exhibit summarizes our initial analysis, which reflects an update of the approach we've been applying for several years. Herewith a brief introduction:

The year-end working papers supporting the FY 2018 audit reveal an "allowance for doubtful accounts" for Highland Park totaling approximately \$38.8 million, and a resulting FY 2018 bad debt expense of approximately \$3.46 million, as summarized below.

	Allowance for Doubtful Accts		Change (a)
	<u>6/30/17</u>	<u>6/30/18</u>	
Sewer	28,837,730	30,938,511	2,100,781
Sewer Industrial Waste Control (b)	1,550,467	1,630,776	80,310
Water	<u>4,941,777</u>	<u>6,221,815</u>	<u>1,280,039</u>
Total (b)	35,329,973	38,791,102	3,461,129

(a) The change in the allowance is equivalent to the bad debt expense during the fiscal year, unless any accounts receivable were written off during the year.

(b) Includes a small amount not related to Highland Park.

The table indicates the amount for the Sewer System and Water System separately, and also identifies the portion of the Sewer bad debt expense related to Industrial Waste Control ("IWC") charges. Let's address each the Sewer and Water elements separately in terms of how they impact charges to GLWA Customers.

**Sewer**

At the risk of complicating the instant discussion, some historical background is important to provide context to the discussion.

Terms of the original 1995 **Sewer** Rate Settlement Agreement between the predecessor DWSD and the Suburban Wholesale Contract Customers stipulated that any bad debt expense incurred by City of Detroit Customers would be charged to Detroit Customers, and that any bad debt expense incurred by a Suburban Wholesale Customer would be charged to all Suburban Wholesale Customers. This requirement was originally implemented by including an estimated amount for bad debt expense for the Detroit customer class in prospective charges, and then “trueing it up” via the old Look-Back process. The same approach was applied to Suburban Wholesale Customer bad debt, although originally no prospective amounts were included in charges – rather the actual amounts were recovered via the Look-Back process.

The terms of the 1995 Rate Settlement Agreement were effectively made part of the service agreements when the Federal Court oversight ended, and the bad debt true up provisions were maintained as part of the Rate Simplification Initiative adopted for the FY 2015 sewer charges. However, the old Look-Back process was discontinued as part of Rate Simplification, and the only “true-up” notion carried forward was that related to prospective and actual bad debt expense. Upon formation of GLWA, the “bad debt true up” requirement was included in the water and sewer services agreement between GLWA and the City of Detroit. That agreement also introduced additional provisions to ensure collections from the Detroit customer class, including establishment of a Budget Stabilization Fund and monitoring of actual collections compared to actual revenue requirements.

When GLWA and DWSD representatives were negotiating the 2018 Memorandum of Understanding (the “2018 MOU”) they recognized that the Budget Stabilization Fund and monthly monitoring aspects of the agreements were adequate to ensure full collections from the Detroit customer class. The parties realized that the bad debt true-up requirement served only to confuse the issue and create unnecessary volatility. The 2018 MOU eliminated that bad debt true-up aspect - as it relates to the Detroit customer class - from the agreements. However, the original true-up requirement for Suburban Wholesale bad debt expense technically remains in the service agreements with GLWA’s Suburban Wholesale Sewer Customers. Which brings us to the discussion of Highland Park sewer bad debt expense . . .

Here is the nutshell summary of the impact on Customer charges, as illustrated in the attached exhibit.

- The FY 2018 Sewer bad debt expense for Highland Park was \$2.1 million compared to the \$4.39 million prospective amount included in Charges to suburban wholesale Customers; *See Lines 8 and 9.*
- This creates a \$2.29 million “credit” due to suburban wholesale Customer related to FY 2018 activity; *See Line 10.*

- Cumulatively since we started this approach after the old 5-year look-back was terminated, the running “true-up” total (the variance between prospective bad debt included in charges and actual bad debt experienced) is \$9.59 million; *See Line 5.*
  - This amount includes the \$17.3 million that remained at the conclusion of the old Look-Back process; *See Line 1.*
- GLWA had originally embarked on a “phased” recovery of the original amounts, designed to run through FY 2022; *See Lines 11 through 14.*
- Through the end of FY 2019, \$8.14 million will have been recognized via the true up amounts included in Charges; *See Line 5, Column 5.*
- This leaves a balance of \$1.45 million to recover; *See Line 5, Column 6.*
- Assuming approximate current collection rates continue, it appears that a credit adjustment totaling approximately \$1.45 million **could** occur for FY 2019; *See Line 6.*
- To the extent this assumption is accepted, I would recommend not including any true-up adjustment in the FY 2020 Charges – as the amounts charged to Customers related to Highland Park bad debt expense through FY 2019 would be precisely equivalent to the actual bad debt expense; *See Line 7, Column 6.*
- I would also consider increasing the assumed collection rate on prospective billings to Highland Park from 50% to 60%;

If accepted, these recommendations would reduce the amounts charged to Suburban Wholesale Sewer Customers related to Highland Park prospective and true-up bad debt from \$4.65 million (in the FY 2019 Charges) to \$2.2 million in the preliminary FY 2020 Charges. Given the apparent historical balance, and the fact that the original “true-up” notion has been removed from the agreement with the Detroit customer class, it would seem to be reasonable to revisit the application of the true-up concept for Suburban Wholesale bad debt expense.

### **Water**

There are not any contractual nor other agreements on how bad debt expense related to water service to Highland Park should be treated. Starting with the FY 2017 Water service charges, we began effectively increasing charges to ALL Customers (including Detroit) by amounts equivalent to Highland Park’s allocated revenue requirement. This approach recognized an assumption that the entire amount of billings for water service to Highland Park would go unpaid. The FY 2018 Water bad debt expense for Highland Park was \$1.28 million, which was consistent with the amount we included in the FY 2018 charges.

We are prepared to discuss this matter at your convenience.

# Suburban Wholesale Sewer Bad Debt True-Up Adjustment - Highland Park

(1) (2) (3) (4) (5) (6)

## True-Up Recovery History

	Balance to Recover	Recovered via True-Ups in:				Remaining Balance	
		2017	2018	2019	Total -> 2019		
<u>From Line 10</u>							
1	Pre-2016 Bad Debt "True-Up"	17,295,300	3,459,100	3,459,100	3,459,100	10,377,300	6,918,000
2	FY 2016 True-Up	(2,594,000)		(648,500)	(648,500)	(1,297,000)	(1,297,000)
3	FY 2017 True-Up	(2,817,800)			(939,300)	(939,300)	(1,878,500)
4	FY 2018 True-Up	(2,289,200)				0	(2,289,200)
5	Subtotal thru 2018	9,594,300	3,459,100	2,810,600	1,871,300	8,141,000	1,453,300
6	FY 2019 True-Up Estimate	(1,453,300)				0	(1,453,300)
7	Subtotal thru 2019	8,141,000	3,459,100	2,810,600	1,871,300	8,141,000	0

## True-Up Recovery Amounts

	Pre-2016	2016	2017	2018	2019	
8 Bad Debt in Prospective Charges	0	5,569,200	5,600,000	4,390,000	2,780,000	
9 Actual Bad Debt	17,295,300	2,975,200	2,782,200	2,100,800	1,326,700	**
10 True-Up Variance	17,295,300	(2,594,000)	(2,817,800)	(2,289,200)	(1,453,300)	

## Original Recovery Plan

11 Years	5	4	3	Potentially exclude from future True-Up applications		
12 Annual Adjustment	3,459,100	(648,500)	(939,300)			
13 Starting:	2017	2018	2019			
14 Through	2022	2022	2022			

\* \* Hypothetical projection designed to illustrate what FY 2019 results would have to be to achieve cumulative zero balance. Reflects collection rate of 76% compared to FY 2018 collection rate of 73%.

Payment History	Billings	Payments	Net	Balance	Collection Rate
FY 2012				10,207,956	
FY 2013	4,987,635	2,206,211	2,781,424	12,989,380	44%
FY 2014	6,980,442	1,612,633	5,367,809	18,357,189	23%
FY 2015	5,553,123	1,444,623	4,108,500	22,465,689	26%
FY 2016	5,612,167	2,022,335	3,589,832	26,055,521	36%
FY 2017	5,802,000	2,309,186	3,492,814	29,548,335	40%
FY 2018	5,657,101	4,108,108	1,548,993	31,097,328	73%
Cumulative	34,592,468	13,703,096	20,889,372		40%

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## Regional Water System Capital Improvement Plan Projected Funding Sources

	Fiscal Year Ending June 30,					
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Total</u>
Existing Improvement and Extension Funds (a)	242,939,700					242,939,700
Existing Construction Funds (a)	140,308,100					140,308,100
Current Revenues	41,939,600	44,181,400	44,059,300	59,580,200	67,694,100	257,454,600
Bond Proceeds (b)	155,595,000	0	0	17,600,000	23,600,000	196,795,000
less: Defeasance Requirements for Refunded Bonds	(181,333,500)					
less: Transfer to DWSD Construction Fund (c)	0	0	0	(16,544,000)	(22,184,000)	(38,728,000)
less: Issuance Expenses (d)	<u>25,738,500</u>	<u>0</u>	<u>0</u>	<u>(1,056,000)</u>	<u>(1,416,000)</u>	<u>23,266,500</u>
Net Bond Proceeds Available to Regional System	0	0	0	0	0	0
State Drinking Water Revolving Fund Loans	10,500,000	20,459,000	29,529,000	46,022,000	30,722,000	137,232,000
less: Transfer to DWSD Construction Fund (e)	<u>(10,500,000)</u>	<u>(4,000,000)</u>	<u>(11,982,000)</u>	<u>0</u>	<u>0</u>	<u>(26,482,000)</u>
Net State DWRP Financing for Authority	0	16,459,000	17,547,000	46,022,000	30,722,000	110,750,000
Investment Income	<u>743,000</u>	<u>462,000</u>	<u>408,000</u>	<u>252,000</u>	<u>500,000</u>	<u>2,365,000</u>
<b>Total Funding Sources (f)</b>	<b><u>425,930,400</u></b>	<b><u>61,102,400</u></b>	<b><u>62,014,300</u></b>	<b><u>105,854,200</u></b>	<b><u>98,916,100</u></b>	<b><u>753,817,400</u></b>

(a) Estimated balance available June 30, 2018. (Applies only to Fiscal Year 2019).

(b) The Series 2018 Bonds (in 2019). Also includes projected additional future bonds annually starting in 2022. Amounts reflect par value.

(c) Assumes that DWSD CIP financing will be required from additional future bonds.

(d) Includes Underwriter's Discount and other issuance expenses. For 2019, includes net effect of a bond premium, release of accrued debt service reserve amounts, and other issuance expenses. In future years, assumes amount required to fund debt service reserve fund.

(e) Reflects DWRP Loans related to capital improvements to the DWSD Local System.

(f) The difference between the total amount available to finance the capital program and the cost of the program represents funds totaling approximately \$94 million available to finance the capital program after 2023.

SOURCE: THE FOSTER GROUP, LLC.

### Limits on Future Borrowing

If the Regional Water System does not generate sufficient Revenues to pay for the cost of capital improvements to the Regional Water System, or if other funds are not available, additional funds may have to be borrowed. In the event Additional Bonds are issued, such Additional Bonds would, in some cases, increase the debt service requirements to be serviced by the Revenues of the Regional Water System. In order for GLWA to issue Additional Bonds, certain conditions must be satisfied as described in greater detail above in "SECURITY AND SOURCES OF PAYMENT FOR THE SERIES 2018 BONDS—Issuance of Additional Bonds."

### Local Water System Capital Improvement Plan

DWSD utilizes a five-year Capital Improvement Plan (the "Local CIP" or the "Local Water System CIP") to maintain and improve the reliability of the Local Water System, meet regulatory standards as well as to achieve greater operating and maintenance efficiency. The Local CIP must be approved by a supermajority of at least five members of the Board of Water Commissioners ("BOWC").

Pursuant to the Water and Sewer Services Agreement, no later than February 1 of each year, the City shall develop and provide the Authority with the Local Water System CIP. The Local Water System CIP must include the capital improvements and an estimate of the costs which the City plans to undertake

**Table 5a**  
**GLWA Wholesale System Capital Improvement Program Financing Plan**

Line No.	Item	Fiscal Year Ending June 30,					Total
		2019	2020	2021	2022	2023	
		\$	\$	\$	\$	\$	\$
<b>Financing Requirements</b>							
1	Budgeted Capital Outlay	5,957,000	4,810,900	4,431,800	15,047,000	4,271,200	34,517,900
2	Major Capital Improvement Program (a)	<u>105,183,000</u>	<u>100,300,000</u>	<u>100,300,000</u>	<u>110,900,000</u>	<u>110,900,000</u>	<u>527,583,000</u>
3	Total Financing Requirements	111,140,000	105,110,900	104,731,800	125,947,000	115,171,200	562,100,900
<b>Financing Sources</b>							
4	Balance in Improvement and Extension Fund (b)	96,762,200	102,225,900	90,842,100	89,182,900	91,842,300	96,762,200 (i)
<b>Construction Bond Funds</b>							
5	Beginning Balance (b)	99,814,100	45,653,900	49,568,300	49,778,800	49,728,300	99,814,100 (i)
<b>Bond Proceeds</b>							
6	Sewer System Revenue Bonds (c)	257,465,000	45,000,000	54,000,000	85,000,000	47,000,000	488,465,000
7	Less: Defeasance Requirements (d)	(212,092,500)	NA	NA	NA	NA	(212,092,500)
8	Less: Transfer to DWSD Const. Fund (e)	(91,000,000)	0	0	0	0	(91,000,000)
9	Less: Issuance Expenses (f)	<u>45,627,500</u>	<u>(2,700,000)</u>	<u>(3,240,000)</u>	<u>(5,100,000)</u>	<u>(2,820,000)</u>	<u>31,767,500</u>
10	Net Bond Proceeds Available	0	42,300,000	50,760,000	79,900,000	44,180,000	217,140,000
11	State Clean Water Revolving Fund Loans	42,197,000	30,923,000	10,904,000	0	0	84,024,000
12	Less: Transfer to DWSD Constr. Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
13	Net State CWRP Financing for Authority	42,197,000	30,923,000	10,904,000	0	0	84,024,000
14	Investment Income	<u>513,800</u>	<u>109,400</u>	<u>187,500</u>	<u>97,500</u>	<u>279,200</u>	<u>1,187,400</u>
15	Subtotal - Construction Bond Funds	<u>142,524,900</u>	<u>118,986,300</u>	<u>111,419,800</u>	<u>129,776,300</u>	<u>94,187,500</u>	<u>402,165,500</u>
16	Total Financing Sources Available	239,287,100	221,212,200	202,261,900	218,959,200	186,029,800	498,927,700
<b>Application of Financing Sources</b>							
17	I&E Funds - Budgeted Capital Outlay	5,957,000	4,810,900	4,431,800	15,047,000	4,271,200	34,517,900
18	I&E Funds - Specifically Designated I&E Proj	8,312,000	10,882,000	13,659,000	10,852,000	12,280,000	55,985,000
19	I&E Funding of Debt Eligible Projects	0	20,000,000	25,000,000	20,000,000	55,000,000	120,000,000
20	Project Expenditures from Construction Funds	<u>96,871,000</u>	<u>69,418,000</u>	<u>61,641,000</u>	<u>80,048,000</u>	<u>43,620,000</u>	<u>351,598,000</u>
21	Total Financing Sources Applied	111,140,000	105,110,900	104,731,800	125,947,000	115,171,200	562,100,900
<b>Financing Sources Available for Future Requirements</b>							
<b>Improvement &amp; Extension Funds</b>							
22	Remaining Beginning Balance (g)	82,493,200	66,533,000	47,751,300	43,283,900	20,291,100	
23	Transfers from Sewer Receiving Fund	<u>19,732,700</u>	<u>24,309,100</u>	<u>41,431,600</u>	<u>48,558,400</u>	<u>68,499,200</u>	202,531,000
24	Total Improvement & Extension Fund	102,225,900	90,842,100	89,182,900	91,842,300	88,790,300	88,790,300 (j)
25	Construction Bond Funds (h)	<u>45,653,900</u>	<u>49,568,300</u>	<u>49,778,800</u>	<u>49,728,300</u>	<u>50,567,500</u>	<u>50,567,500</u> (j)
26	Financing Sources Available for Future Req'ts	147,879,800	140,410,400	138,961,700	141,570,600	139,357,800	139,357,800 (j)

(a) From Table 2.

(b) Estimated balance available June 30, 2018 (applies only to Fiscal Year 2019).

(c) Par value for the Series 2018 Bonds (for Fiscal Year 2019) and projected additional future bonds.

(d) Amounts required to defease the 2018 Refunded Bonds.

(e) Includes amounts from the Series 2018 Bonds to provide funding to the DWSD CIP for 2019 and 2020. Assumes that no additional DWSD CIP financing will be required from additional future bonds during the study period.

(f) For 2019, includes net effect of a bond premium, release of accrued debt service reserve amounts, and other issuance expenses. For future years assumes amounts will be required from bond proceeds to fund debt service reserve fund.

(g) Line 4 minus Lines 17 through 19.

(h) Line 15 minus Line 20.

(i) Total column reflects estimated balance available June 30, 2018.

(j) Total column reflects estimated balance available June 30, 2023.

Lines 17 through 21 illustrate the projected application of financing sources to meet the Authority's CIP financing requirements. The strategic approach applies I&E Funds to finance budgeted capital outlay and certain specifically designated, short lived major capital improvements, as noted on Lines 17 and 18. In addition, a strategic application of I&E Funds is planned for a portion of the "debt eligible" projects in the CIP, as shown on Line 19. All other



## CONTENTS

<b>Section</b>	<b>Description</b>		
A	Budget Cycle Timeline		
B	Overview		
C	<b>Area and Group Budget &amp; Financial Plan</b>	<b>Area Chief</b>	<b>FP&amp;A Liaison</b>
	Water Operations	Porter	Collins
	Energy, Research, and Innovation	Porter	Collins
	Facility Operations	Porter	Collins
	Fleet	Porter	Collins
	Field Services	Porter	Collins
	Systems Control	Porter	Collins
	Wastewater Operations	Mehram	Arbaugh
	Wastewater Pumping Stations	Porter	Collins
	Planning Services	Coffey	Arbaugh
	Chief Administrative & Compliance Officer	Wolfson	Hunsinger
	General Counsel	Brown	Hunsinger
	Information Technology	Small	Hunsinger
	Organizational Development	Conerway	Hunsinger
	Board of Directors	McCormick	Mancini
	Chief Executive Officer	McCormick	Mancini
	Security	Jones	Hunsinger
	Public Affairs	Zdrodowski	Hunsinger
	Financial Services	Bateson	Mancini

## **Financial Plan Calendar**

### **FY 2020 and 2021 Biennial Budget & Five-Year Financial Planning Cycle**

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

1. FY 2020 and 2021 Biennial Budget
2. FY 2020 through FY 2024 Five-Year Financial Plan
3. FY 2020 through FY 2024 Five-Year Capital Improvement Plan
4. FY 2020 Schedule of Revenues and Charges

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

<b>Date</b>	<b>Activity</b>
Friday, September 14, 2018	Internal – Deadline for Cost Center Budget Request
Thursday, October 25, 2018	Customer Rollout Meeting #1 – Water & Sewer Capital Improvement Plan Update
Thursday, November 29, 2018	Customer Rollout Meeting #2 – Units of Service Update
Saturday, December 1, 2018	GLWA and DWSD (City) - Exchange shared services to be provided and related costs (Shared Services Agreement 5.4)
Friday, December 21, 2018	GLWA Audit Committee Meeting – Revenue Requirement Status Report
Tuesday, January 1, 2019	DWSD – Preliminary two-year budget forecast Including key assumptions and impact statement due to GLWA (Water and Sewer Services Agreement 5.3)
Friday, January 4, 2019	Special GLWA Audit Committee Meeting – Review of Proposed FY 2020 & FY 2021 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan
Wednesday, January 9, 2019	GLWA Board Workshop – Review of Proposed FY 2020 and 2021 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan
Thursday, January 10, 2019	Customer Rollout Meeting #3 – Proposed FY 2020 Revenue Requirement
Friday, January 18, 2019	GLWA Audit Committee Meeting – Regular Meeting
Wednesday, January 23, 2019	GLWA Board Meeting – Status Report FY 2020 Service Charges, FY 2020 and 2021 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan

Thursday, January 24, 2019	Customer Rollout Meeting #4 – Proposed FY 2020 Service Charges
Friday, January 25, 2019	Publish notice of the hearing by publication in a newspaper of general circulation <b>(B)</b>
Friday, January 25, 2019	Mail Notice to Customers of Public Hearing to be held on February 27, 2019 (minimum 30 days prior to Act 279 Public Hearing) <b>(D)</b>
Friday, February 1, 2019	DWSD – Current capital improvement plan due to GLWA (Water and Sewer Services Agreement 5.3d(i))
<b>Wednesday, February 27, 2019</b>	<b>GLWA Board Meeting – Public Hearing FY 2020 &amp; FY 2021 Biennial Budget (A)</b>
<b>Wednesday, February 27, 2019</b>	<b>GLWA Board Meeting – Public Hearing FY 2020 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) (C)</b>
Wednesday, February 27, 2019	GLWA Board Meeting – Proposed Approval of the FY 2020 & FY 2021 Biennial Budget (A)
Wednesday, February 27, 2019	GLWA Board Meeting – Proposed Approval of FY 2020–2024 Capital Improvement Plan
Wednesday, February 27, 2019	GLWA Board Meeting – Public Hearing & Proposed Approval of FY 2020 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) (C)
Thursday, February 28, 2019	Mail Notice to Customers of Approved Charges
Saturday, March 23, 2019	DWSD – Local system adopted biennial budget due to GLWA (Water and Sewer Services Agreement 5.3B)
Wednesday, May 1, 2019	DWSD – Local system provides direction to GLWA on how to apply lease payment (Water and Sewer Services Agreement 4.3)
Monday, July 1, 2019	GLWA – Effective date of FY 2020 and 2021 Biennial Budget, FY 2020 Schedule of Charges, and FY 2020-2024 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.)

Great Lakes Water Authority  
Draft Operations & Maintenance Budget -  
FY 2020 through FY 2024  
As of 12.21.2018

Operations & Maintenance Expense	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 \$ Increase/ (Decrease)	FY 2020 % Increase/ (Decrease)	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Water Operating & Field Services	112,297,700	100,466,000	113,317,700	112,759,100	37,417,700	112,973,600	214,500	0.2%	114,479,400	116,088,300	117,775,300	119,139,300
Chief Operating Officer - Water Operations	399,700	332,100	477,900	477,900	100,800	359,600	(118,300)	-24.8%	362,100	364,400	366,900	368,600
882001 - COO - Water Operations & Fiel	399,700	332,100	477,900	477,900	100,800	359,600	(118,300)	-24.8%	362,100	364,400	366,900	368,600
Energy, Research & Innovation	612,800	613,300	1,463,900	1,463,900	550,500	2,040,000	576,100	39.4%	1,808,400	1,649,900	1,539,200	1,330,800
882501 - Energy, Research & Innovation	612,800	613,300	1,463,900	1,463,900	550,500	2,040,000	576,100	39.4%	1,808,400	1,649,900	1,539,200	1,330,800
Facility and Fleet Operations	9,882,900	9,859,900	10,163,400	10,163,400	2,350,000	10,572,700	409,300	4.0%	10,668,100	10,765,400	10,864,600	10,957,800
882421 - Facility Operations	7,764,800	7,774,100	7,581,500	7,581,500	1,479,800	8,538,200	956,700	12.6%	8,593,300	8,649,500	8,707,100	8,766,600
882422 - Fleet Operations	2,118,100	2,085,800	2,581,900	2,581,900	870,200	2,034,500	(547,400)	-21.2%	2,074,800	2,115,900	2,157,500	2,191,200
Field Services	16,599,300	16,571,000	20,796,400	20,237,800	8,822,700	20,493,100	255,300	1.3%	20,732,500	20,972,600	21,213,300	21,242,600
882401 - Field Services Director	3,700,300	3,682,200	5,689,600	-	-	-	-	#DIV/0!	-	-	-	-
882411 - Field Engineering	900,500	899,100	1,472,100	-	-	-	-	#DIV/0!	-	-	-	-
882431 - Field Service Operations	11,998,500	11,989,700	13,634,700	20,237,800	8,822,700	20,493,100	255,300	1.3%	20,732,500	20,972,600	21,213,300	21,242,600
Water Director	1,468,800	1,375,500	1,691,500	1,691,500	451,000	1,617,800	(73,700)	-4.4%	1,628,600	1,639,400	1,650,400	1,655,100
882101 - Water Director	1,468,800	1,375,500	1,691,500	1,691,500	451,000	1,617,800	(73,700)	-4.4%	1,628,600	1,639,400	1,650,400	1,655,100
Water Engineering	1,402,900	1,402,000	1,972,600	2,531,200	518,200	1,672,300	(858,900)	-33.9%	1,681,700	1,691,300	1,701,000	1,707,000
882111 - Water Engineering	1,402,900	1,402,000	1,972,600	2,531,200	518,200	1,672,300	(858,900)	-33.9%	1,681,700	1,691,300	1,701,000	1,707,000
Water Quality	1,392,500	1,239,500	1,797,500	1,797,500	388,500	1,856,600	59,100	3.3%	1,864,500	1,872,600	1,880,900	1,888,500
882121 - Water Quality	1,392,500	1,239,500	1,797,500	1,797,500	388,500	1,856,600	59,100	3.3%	1,864,500	1,872,600	1,880,900	1,888,500
Water Operations	56,886,600	47,631,600	48,739,500	48,739,500	17,412,600	50,135,500	1,396,000	2.9%	50,382,300	50,731,500	51,080,500	51,144,000
882131 - Water Works Park	15,137,000	8,618,600	9,281,600	9,281,600	2,633,500	9,043,400	(238,200)	-2.6%	9,086,600	9,130,000	9,173,800	9,188,400
882141 - Springwells Water Plant	10,563,900	10,047,600	10,213,100	10,213,100	5,630,900	12,413,800	2,200,700	21.5%	12,572,400	12,731,600	12,890,800	12,904,000
882151 - Northeast Water Plant	10,336,400	9,400,300	9,926,500	9,926,500	3,447,000	9,576,600	(349,900)	-3.5%	9,644,700	9,713,600	9,782,200	9,794,200
882161 - Southwest Water Plant	8,790,300	8,022,500	6,681,700	6,681,700	2,037,600	6,975,500	293,800	4.4%	6,924,700	6,974,400	7,023,800	7,035,500
882171 - Lake Huron Water Plant	12,059,000	11,542,600	12,636,600	12,636,600	3,663,600	12,126,200	(510,400)	-4.0%	12,153,900	12,181,900	12,209,900	12,221,900
Systems Operations Control	11,692,100	11,748,100	14,297,800	14,297,800	2,543,900	11,939,700	(2,358,100)	-16.5%	11,983,700	12,028,000	12,072,400	12,080,600
882301 - Systems Operations Control	11,692,100	11,732,200	14,297,800	14,297,800	2,543,900	11,939,700	(2,358,100)	-16.5%	11,983,700	12,028,000	12,072,400	12,080,600
892301 - Systems Operations Control	-	15,900	-	-	-	-	-	#DIV/0!	-	-	-	-
Pumping Stations	10,811,000	9,693,000	9,962,700	9,962,700	4,279,500	9,642,100	(320,600)	-3.2%	9,742,600	9,842,800	9,943,100	9,943,100
882321 - Ford Rd Pumping Station	542,000	401,000	392,000	392,000	145,000	394,600	2,600	0.7%	402,300	409,900	417,600	417,600
882322 - Eastside Pumping Station	160,000	34,200	80,000	80,000	13,200	43,000	(37,000)	-46.3%	43,100	43,100	43,200	43,200
882323 - Northwest Pumping Station	36,000	8,300	37,000	37,000	4,800	17,000	(20,000)	-54.1%	17,000	17,000	17,000	17,000
882324 - West Service Center Pumping S	750,000	745,600	760,000	760,000	322,000	770,000	10,000	1.3%	785,000	800,000	815,000	815,000
882325 - Michigan Ave Pumping Station	129,900	83,500	119,000	119,000	29,300	100,800	(18,200)	-15.3%	102,800	104,600	106,600	106,600
882326 - West Chicago Rd Pumping Stat	105,000	50,500	75,000	75,000	10,700	61,000	(14,000)	-18.7%	62,000	63,000	64,000	64,000
882327 - Electric Ave Pumping Station	45,700	18,700	50,000	50,000	2,900	35,500	(14,500)	-29.0%	36,000	36,500	37,000	37,000
882328 - Orion Township Pumping Stati	180,000	71,200	100,000	100,000	22,800	81,500	(18,500)	-18.5%	83,000	84,500	86,000	86,000
882329 - North Service Center Pumping	2,450,000	2,094,500	2,230,000	2,230,000	805,100	2,127,000	(103,000)	-4.6%	2,129,000	2,131,000	2,133,000	2,133,000
882330 - Adams Road Pumping Station	550,000	545,100	575,000	575,000	177,100	520,000	(55,000)	-9.6%	520,000	520,000	520,000	520,000
882331 - Newburgh Pumping Station	395,000	375,800	390,000	390,000	140,100	382,300	(7,700)	-2.0%	389,600	396,900	404,200	404,200
882332 - Franklin Road Pumping Station	850,000	845,100	855,000	855,000	344,100	830,600	(24,400)	-2.9%	831,200	831,800	832,400	832,400
882333 - Roseville Pumping Station	-	-	30,200	30,200	-	10,300	(19,900)	-65.9%	10,400	10,500	10,600	10,600
882334 - Wick Road Pumping Station	561,400	558,200	540,500	540,500	227,600	571,000	30,500	5.6%	581,500	592,000	602,500	602,500
882335 - Joy Road Pumping Station	605,500	592,400	630,500	630,500	288,000	592,300	(38,200)	-6.1%	592,700	593,100	593,400	593,400
882336 - Schoolcraft Pumping Station	405,000	408,900	456,000	456,000	145,700	451,300	(4,700)	-1.0%	451,600	452,000	452,300	452,300

Great Lakes Water Authority  
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FY 2020 through FY 2024  
As of 12.21.2018

Operations & Maintenance Expense	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 \$ Increase/ (Decrease)	FY 2020 % Increase/ (Decrease)	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
882337 - Ypsilanti Pumping Station	391,500	375,000	351,500	351,500	117,400	353,300	1,800	0.5%	360,200	367,000	373,800	373,800
882338 - Imlay Pumping Station	2,105,000	2,091,300	1,775,000	1,775,000	1,265,300	1,805,300	30,300	1.7%	1,840,600	1,875,900	1,911,200	1,911,200
882339 - Rochester Pumping Station	283,000	182,400	235,000	235,000	163,400	224,200	(10,800)	-4.6%	228,400	232,600	236,800	236,800
882340 - Haggerty Road Pumping Station	266,000	211,300	281,000	281,000	55,000	271,100	(9,900)	-3.5%	276,200	281,400	286,500	286,500
Water System Operations Unallocated	1,149,100	-	1,954,500	1,395,900	-	2,644,200	1,248,300	89.4%	3,624,900	4,530,400	5,463,000	6,821,200
887601 - Water System Operations Unallocated	1,149,100	-	1,954,500	1,395,900	-	2,644,200	1,248,300	89.4%	3,624,900	4,530,400	5,463,000	6,821,200
Wastewater Operating Services	129,306,100	115,134,800	118,318,900	118,318,900	36,831,600	120,685,300	2,366,400	2.0%	123,099,000	125,561,100	128,072,400	130,633,800
Chief Operating Officer - Wastewater Operations	1,700	400	1,688,300	1,688,300	457,000	2,511,100	822,800	48.7%	2,538,200	2,566,600	2,594,700	2,723,200
892001 - Chief Operating Officer Wastewater Operations	1,700	400	1,688,300	1,688,300	457,000	2,511,100	822,800	48.7%	2,538,200	2,566,600	2,594,700	2,723,200
Chief Operating Officer - Wastewater Operations	1,700	400	1,688,300	1,688,300	457,000	2,511,100	822,800	48.7%	2,538,200	2,566,600	2,594,700	2,723,200
Legal Settlement & Claims - Operating	5,200,000	5,103,900	-	-	-	-	-	#DIV/0!	-	-	-	-
896901 - Legal Settlement & Claims - Operating	5,200,000	5,103,900	-	-	-	-	-	#DIV/0!	-	-	-	-
Wastewater Director	2,611,400	2,384,200	4,359,500	4,359,500	1,146,800	5,242,300	882,800	20.3%	5,422,600	5,039,900	4,887,000	4,719,500
892201 - Wastewater Director	2,611,400	2,384,200	4,359,500	4,359,500	1,146,800	5,242,300	882,800	20.3%	5,422,600	5,039,900	4,887,000	4,719,500
Wastewater Engineering	3,014,300	2,537,900	2,572,700	2,572,700	937,100	2,262,000	(310,700)	-12.1%	1,965,300	2,004,300	2,227,700	1,965,800
892211 - Wastewater Engineering	3,014,300	2,537,900	2,572,700	2,572,700	937,100	2,262,000	(310,700)	-12.1%	1,965,300	2,004,300	2,227,700	1,965,800
Wastewater Operations	97,867,700	88,686,300	83,277,000	83,277,000	27,454,800	85,336,800	2,059,800	2.5%	87,155,300	88,742,500	89,894,100	91,831,300
892221 - Wastewater Operations	63,964,900	56,206,700	28,161,300	28,161,300	10,878,000	29,151,900	990,600	3.5%	30,742,300	31,676,700	32,239,200	32,807,800
892222 - Wastewater Process Control	1,684,900	1,081,200	4,526,800	4,526,800	1,229,800	4,944,700	417,900	9.2%	4,507,200	4,835,100	4,824,500	5,388,200
892223 - Wastewater Primary Process	2,845,400	2,615,700	6,594,800	6,594,800	2,401,400	7,463,600	868,800	13.2%	7,480,000	7,437,300	7,522,600	7,613,700
892224 - Wastewater Secondary Process	6,219,600	6,198,500	11,567,100	11,567,100	3,220,600	11,099,900	(467,200)	-4.0%	11,107,000	11,155,800	11,264,800	11,573,200
892225 - Wastewater Dewatering Process	2,248,300	1,990,000	6,095,900	6,095,900	1,601,900	5,636,700	(459,200)	-7.5%	5,851,200	5,971,700	6,026,800	6,106,400
892226 - Wastewater Incineration Process	2,108,100	1,812,100	5,675,400	5,675,400	1,441,700	5,274,000	(401,400)	-7.1%	5,190,500	5,157,700	5,172,800	5,233,800
892227 - BDF, COF & Hauling	18,796,500	18,782,100	20,655,700	20,655,700	6,681,400	21,766,000	1,110,300	5.4%	22,277,100	22,508,200	22,843,400	23,108,200
Wastewater Laboratories	927,700	884,300	3,761,200	3,761,200	1,402,600	4,148,900	387,700	10.3%	3,812,000	3,847,400	3,867,300	3,897,000
892235 - Wastewater Laboratories	927,700	884,300	3,761,200	3,761,200	1,402,600	4,148,900	387,700	10.3%	3,812,000	3,847,400	3,867,300	3,897,000
Industrial Waste Control	5,429,100	5,162,600	2,792,300	2,792,300	835,800	2,407,100	(385,200)	-13.8%	2,443,700	2,446,400	2,388,700	2,360,500
892231 - Industrial Waste Control	5,429,100	5,162,600	2,792,300	2,792,300	835,800	2,407,100	(385,200)	-13.8%	2,443,700	2,446,400	2,388,700	2,360,500
Wastewater System Operations Unallocated	1,161,500	-	2,440,500	2,440,500	-	3,264,900	824,400	33.8%	3,976,300	7,050,800	7,636,600	8,696,600
897600 - Wastewater System Operation	1,161,500	-	2,440,500	2,440,500	-	3,264,900	824,400	33.8%	3,976,300	7,050,800	7,636,600	8,696,600
Wastewater System Operations Unallocated	1,161,500	-	2,440,500	2,440,500	-	3,264,900	824,400	33.8%	3,976,300	7,050,800	7,636,600	8,696,600
Combined Sewer Overflow Facilities	9,942,000	7,744,300	14,094,200	14,094,200	3,604,300	12,585,600	(1,508,600)	-10.7%	12,826,500	10,871,500	11,552,100	11,415,700
892270 - Combined Sewer Overflow	3,017,400	2,396,700	5,798,300	5,798,300	1,131,300	5,846,900	48,600	0.8%	6,130,800	6,419,400	6,793,500	6,818,200
892271 - Puritan Fenkell Combined Sewer Overflow	317,700	242,900	227,100	227,100	103,300	293,000	65,900	29.0%	287,400	294,600	302,200	309,500
892272 - 7 Mile Combined Sewer Overflow	230,400	154,000	176,000	176,000	71,500	130,300	(45,700)	-26.0%	131,600	133,600	136,500	138,100
892273 - Hubble Southfield CSO	637,800	572,800	464,800	464,800	166,800	472,400	7,600	1.6%	475,200	479,300	487,500	490,300
892274 - Leib Combined Sewer Overflow	400,100	230,400	258,700	258,700	140,200	145,800	(112,900)	-43.6%	148,300	151,600	154,700	158,300
892275 - St Aubin Combined Sewer Overflow	316,200	232,200	294,700	294,700	103,400	165,900	(128,800)	-43.7%	148,400	151,100	156,800	152,400
892276 - Connor Creek Combined Sewer Overflow	1,529,600	1,483,700	1,540,200	1,540,200	406,800	1,250,100	(290,100)	-18.8%	1,255,000	1,261,600	1,294,100	1,299,600
892277 - Baby Creek Combined Sewer Overflow	1,920,900	1,067,400	3,482,100	3,482,100	1,033,200	2,974,900	(507,200)	-14.6%	2,905,900	677,000	708,200	728,100
892278 - Oakwood Combined Sewer Overflow	1,492,700	1,364,400	1,714,700	1,714,700	410,400	1,306,300	(408,400)	-23.8%	1,343,800	1,303,100	1,518,600	1,321,200
892279 - Belle Isle Combined Sewer Overflow	79,200	(200)	137,600	137,600	37,400	-	(137,600)	-100.0%	100	200	-	-
Wastewater Fire Damage	-	-	-	-	35,100	-	-	#DIV/0!	-	-	-	-
892228 - Wastewater Fire Damage	-	-	-	-	35,100	-	-	#DIV/0!	-	-	-	-

Great Lakes Water Authority  
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FY 2020 through FY 2024  
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Operations & Maintenance Expense	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 \$ Increase/ (Decrease)	FY 2020 % Increase/ (Decrease)	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Wastewater Fire Damage	-	-	-	-	35,100	-	-	#DIV/0!	-	-	-	-
<b>Pumping Stations</b>	<b>3,150,700</b>	<b>2,630,900</b>	<b>3,333,200</b>	<b>3,333,200</b>	<b>958,100</b>	<b>2,926,600</b>	<b>(406,600)</b>	<b>-12.2%</b>	<b>2,959,100</b>	<b>2,991,700</b>	<b>3,024,200</b>	<b>3,024,200</b>
892342 - Belle Isle Pumping Station	44,200	-	80,000	80,000	19,200	-	(80,000)	-100.0%	-	-	-	-
892343 - Blue Hill Pumping Station	8,500	-	80,000	80,000	11,000	-	(80,000)	-100.0%	-	-	-	-
892345 - Conner Pumping Station	887,000	831,900	897,000	897,000	279,500	899,400	2,400	0.3%	916,900	934,300	951,800	951,800
892346 - Fairview Pumping Station	685,000	616,100	571,000	571,000	125,700	680,200	109,200	19.1%	690,400	700,600	710,800	710,800
892347 - Fischer Pumping Station	(6,000)	-	40,000	40,000	3,500	-	(40,000)	-100.0%	-	-	-	-
892348 - Fox Creek Pumping Station	15,000	1,500	18,200	18,200	400	18,500	300	1.6%	18,900	19,300	19,700	19,700
892349 - Freud Pumping Station	295,000	223,300	356,000	356,000	85,300	281,600	(74,400)	-20.9%	282,200	282,900	283,500	283,500
892350 - Northeast Pumping Station	1,036,000	792,200	1,018,000	1,018,000	323,700	850,000	(168,000)	-16.5%	850,000	850,000	850,000	850,000
892351 - Oakwood Pumping Station	193,000	165,900	193,000	193,000	51,900	196,900	3,900	2.0%	200,700	204,600	208,400	208,400
892352 - Woodmere Pumping Station	(7,000)	-	80,000	80,000	57,900	-	(80,000)	-100.0%	-	-	-	-
<b>Planning Services</b>	<b>14,416,700</b>	<b>13,588,400</b>	<b>15,514,400</b>	<b>15,514,400</b>	<b>4,708,500</b>	<b>19,161,500</b>	<b>3,647,100</b>	<b>23.5%</b>	<b>18,420,100</b>	<b>22,432,200</b>	<b>24,078,100</b>	<b>25,566,200</b>
<b>Capital Improvement Planning</b>	<b>-</b>	<b>-</b>	<b>693,000</b>	<b>693,000</b>	<b>1,500</b>	<b>1,943,900</b>	<b>1,250,900</b>	<b>180.5%</b>	<b>2,171,700</b>	<b>1,742,200</b>	<b>2,640,200</b>	<b>2,680,000</b>
886601 - Capital Improvement Planning	-	-	693,000	693,000	1,500	1,943,900	1,250,900	180.5%	2,171,700	1,742,200	2,640,200	2,680,000
<b>Chief Planning Officer</b>	<b>886,600</b>	<b>886,700</b>	<b>390,600</b>	<b>390,600</b>	<b>164,900</b>	<b>408,900</b>	<b>18,300</b>	<b>4.7%</b>	<b>525,000</b>	<b>523,100</b>	<b>527,000</b>	<b>527,700</b>
886001 - Chief Planning Officer	886,600	886,700	390,600	390,600	164,900	408,900	18,300	4.7%	525,000	523,100	527,000	527,700
<b>Planning Services</b>	<b>1,907,700</b>	<b>1,907,400</b>	<b>2,534,800</b>	<b>2,534,800</b>	<b>826,700</b>	<b>4,990,100</b>	<b>2,455,300</b>	<b>96.9%</b>	<b>4,766,000</b>	<b>8,397,500</b>	<b>9,915,700</b>	<b>11,133,400</b>
886201 - Asset Management	1,711,300	1,711,200	2,534,800	2,534,800	826,700	4,990,100	2,455,300	96.9%	4,766,000	8,397,500	9,915,700	11,133,400
886301 - Energy Management	196,400	196,200	-	-	-	-	-	#DIV/0!	-	-	-	-
886501 - Research Innovation	-	-	-	-	-	-	-	#DIV/0!	-	-	-	-
896201 - Asset Mgt & Capital Improvem	-	-	-	-	-	-	-	#DIV/0!	-	-	-	-
<b>System Analytics</b>	<b>-</b>	<b>10,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
896401 - System Analytics	-	10,300	-	-	-	-	-	#DIV/0!	-	-	-	-
<b>Systems Analytics</b>	<b>7,335,800</b>	<b>6,497,400</b>	<b>7,501,800</b>	<b>7,501,800</b>	<b>1,946,100</b>	<b>9,385,500</b>	<b>1,883,700</b>	<b>25.1%</b>	<b>8,299,200</b>	<b>8,914,300</b>	<b>8,535,800</b>	<b>8,647,300</b>
886401 - Systems Analytics	7,335,800	6,497,400	7,501,800	7,501,800	1,946,100	9,385,500	1,883,700	25.1%	8,299,200	8,914,300	8,535,800	8,647,300
<b>Systems Planning</b>	<b>4,286,600</b>	<b>4,286,600</b>	<b>4,394,200</b>	<b>4,394,200</b>	<b>1,769,300</b>	<b>2,433,100</b>	<b>(1,961,100)</b>	<b>-44.6%</b>	<b>2,658,200</b>	<b>2,855,100</b>	<b>2,459,400</b>	<b>2,577,800</b>
886101 - Systems Planning	4,286,600	4,286,600	4,394,200	4,394,200	1,769,300	2,433,100	(1,961,100)	-44.6%	2,658,200	2,855,100	2,459,400	2,577,800
<b>Administrative &amp; Compliance Services</b>	<b>36,588,600</b>	<b>36,437,300</b>	<b>41,654,800</b>	<b>41,654,800</b>	<b>11,094,800</b>	<b>48,827,300</b>	<b>7,172,500</b>	<b>17.2%</b>	<b>51,519,600</b>	<b>52,663,700</b>	<b>51,853,300</b>	<b>52,999,600</b>
<b>Chief Administrative Officer</b>	<b>561,400</b>	<b>561,400</b>	<b>880,700</b>	<b>1,105,200</b>	<b>231,300</b>	<b>936,600</b>	<b>(168,600)</b>	<b>-15.3%</b>	<b>944,400</b>	<b>952,300</b>	<b>960,400</b>	<b>975,300</b>
883001 - Chief Administrative Officer	561,400	561,400	880,700	1,105,200	231,300	936,600	(168,600)	-15.3%	944,400	952,300	960,400	975,300
<b>General Counsel</b>	<b>4,760,600</b>	<b>4,761,000</b>	<b>2,994,000</b>	<b>2,769,500</b>	<b>793,300</b>	<b>3,038,900</b>	<b>269,400</b>	<b>9.7%</b>	<b>3,084,500</b>	<b>3,131,000</b>	<b>3,178,300</b>	<b>3,276,900</b>
883101 - General Counsel	4,760,600	4,761,000	2,994,000	2,769,500	793,300	3,038,900	269,400	9.7%	3,084,500	3,131,000	3,178,300	3,276,900
<b>Information Technology</b>	<b>24,473,600</b>	<b>24,322,400</b>	<b>30,507,800</b>	<b>30,507,800</b>	<b>7,892,300</b>	<b>36,254,300</b>	<b>5,746,500</b>	<b>18.8%</b>	<b>38,630,400</b>	<b>39,640,600</b>	<b>38,689,600</b>	<b>39,587,400</b>
883301 - Office of the CIO	437,900	437,700	(236,500)	(236,500)	168,700	975,800	1,212,300	-512.6%	592,500	596,400	600,300	604,100
883311 - InfoTechnology Project Manag	1,102,600	1,102,400	(671,400)	(671,400)	317,400	1,622,600	2,294,000	-341.7%	1,634,700	1,647,200	1,659,700	1,672,400
883321 - Info Technology Service Delive	2,136,300	2,136,300	3,371,900	3,371,900	573,800	3,807,700	435,800	12.9%	3,854,200	3,898,500	3,830,200	3,888,200
883331 - Info Technology Infrastructure	14,352,300	14,264,300	18,357,800	18,357,800	5,566,400	19,432,400	1,074,600	5.9%	21,640,600	22,431,100	22,375,700	23,318,800
883341 - Info Technology Enterprise App	1,075,400	1,074,900	3,193,200	3,193,200	367,900	4,098,700	905,500	28.4%	4,063,700	4,211,100	4,251,900	4,222,600
883351 - Info Technology Business Appli	5,043,100	4,980,200	6,001,100	6,001,100	1,360,400	5,913,900	(87,200)	-1.5%	6,408,200	6,417,700	5,531,100	5,438,400
883361 - Info Technology Security & Risk	326,000	326,600	491,700	491,700	(462,300)	403,200	(88,500)	-18.0%	436,500	438,600	440,700	442,900
893301 - Information Technology	-	-	-	-	-	-	-	#DIV/0!	-	-	-	-
<b>Organizational Development</b>	<b>2,615,300</b>	<b>2,615,300</b>	<b>3,132,900</b>	<b>3,132,900</b>	<b>898,900</b>	<b>4,366,400</b>	<b>1,233,500</b>	<b>39.4%</b>	<b>4,402,400</b>	<b>4,428,200</b>	<b>4,459,700</b>	<b>4,540,100</b>
883201 - Organizational Development	2,615,300	2,615,300	3,132,900	3,132,900	898,900	4,366,400	1,233,500	39.4%	4,402,400	4,428,200	4,459,700	4,540,100

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Operations & Maintenance Expense	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 \$ Increase/ (Decrease)	FY 2020 % Increase/ (Decrease)	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>Risk Management and Safety</b>	<b>4,177,700</b>	<b>4,177,200</b>	<b>4,139,400</b>	<b>4,139,400</b>	<b>1,279,000</b>	<b>4,231,100</b>	<b>91,700</b>	<b>2.2%</b>	<b>4,457,900</b>	<b>4,511,600</b>	<b>4,565,300</b>	<b>4,619,900</b>
883401 - Enterprise Risk Management a	1,552,700	1,552,800	1,775,400	1,775,400	330,500	1,819,800	44,400	2.5%	1,998,400	2,002,900	2,006,400	2,009,800
883411 - Enterprise Risk Mgt. Insurance	2,625,000	2,624,400	2,364,000	2,364,000	948,500	2,411,300	47,300	2.0%	2,459,500	2,508,700	2,558,900	2,610,100
<b>Chief Executive Officer</b>	<b>6,610,300</b>	<b>6,620,000</b>	<b>7,976,500</b>	<b>7,976,500</b>	<b>2,603,500</b>	<b>8,020,300</b>	<b>43,800</b>	<b>0.5%</b>	<b>8,172,500</b>	<b>8,083,600</b>	<b>8,138,000</b>	<b>8,158,900</b>
<b>Board of Directors</b>	<b>129,000</b>	<b>129,100</b>	<b>198,500</b>	<b>198,500</b>	<b>34,700</b>	<b>202,400</b>	<b>3,900</b>	<b>2.0%</b>	<b>206,500</b>	<b>210,600</b>	<b>214,800</b>	<b>219,100</b>
881151 - Board of Directors	129,000	129,100	198,500	198,500	34,700	202,400	3,900	2.0%	206,500	210,600	214,800	219,100
<b>Chief Executive Officer</b>	<b>501,000</b>	<b>501,100</b>	<b>616,500</b>	<b>616,500</b>	<b>176,600</b>	<b>632,700</b>	<b>16,200</b>	<b>2.6%</b>	<b>639,300</b>	<b>646,600</b>	<b>653,100</b>	<b>659,900</b>
881001 - Chief Executive Officer	501,000	501,100	616,500	616,500	176,600	632,700	16,200	2.6%	639,300	646,600	653,100	659,900
891001 - Chief Executive Officer	-	-	-	-	-	-	-	#DIV/0!	-	-	-	-
<b>Chief Security &amp; Integrity Officer</b>	<b>4,951,400</b>	<b>4,961,100</b>	<b>5,900,000</b>	<b>5,900,000</b>	<b>2,050,800</b>	<b>5,799,100</b>	<b>(100,900)</b>	<b>-1.7%</b>	<b>5,912,000</b>	<b>5,833,500</b>	<b>5,861,000</b>	<b>5,872,600</b>
881201 - Security and Integrity	4,548,600	4,551,000	4,552,800	4,552,800	1,479,800	4,253,600	(299,200)	-6.6%	4,289,700	4,276,300	4,299,100	4,322,800
881202 - HazMat	402,800	402,700	1,347,200	1,347,200	571,000	1,545,500	198,300	14.7%	1,622,300	1,557,200	1,561,900	1,549,800
891202 - HazMat	-	7,400	-	-	-	-	-	#DIV/0!	-	-	-	-
<b>Public Affairs</b>	<b>1,028,900</b>	<b>1,028,700</b>	<b>1,261,500</b>	<b>1,261,500</b>	<b>341,400</b>	<b>1,386,100</b>	<b>124,600</b>	<b>9.9%</b>	<b>1,414,700</b>	<b>1,392,900</b>	<b>1,409,100</b>	<b>1,407,300</b>



## Highlights

The Water Operations Area presently is leading GLWA in several strategic initiatives.

- ❖ **Maintain 100% water quality compliance**  
Delivery of pure, safe drinking water is an essential part of the GLWA's mission
- ❖ **Restructuring Water Production**  
Continue implementation of 2015 Water Master Plan Update
- ❖ **Improve Capital Project Delivery**  
Initiate Water Main Condition Assessment Program to provide reliable water service
- ❖ **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

## Organization

The GLWA Water Operations Area consists of four teams that contribute to producing and delivering water of unquestionable quality to nearly 40% of the State of Michigan's population while meeting or exceeding all state, federal, local, and department standards for quality and safety.

- ❖ **Administration**
  - Chief Operating Officer – Water Operations and Field Services
  - Water Director
  - Overall budget management including unallocated reserve

- ❖ **Water Engineering**

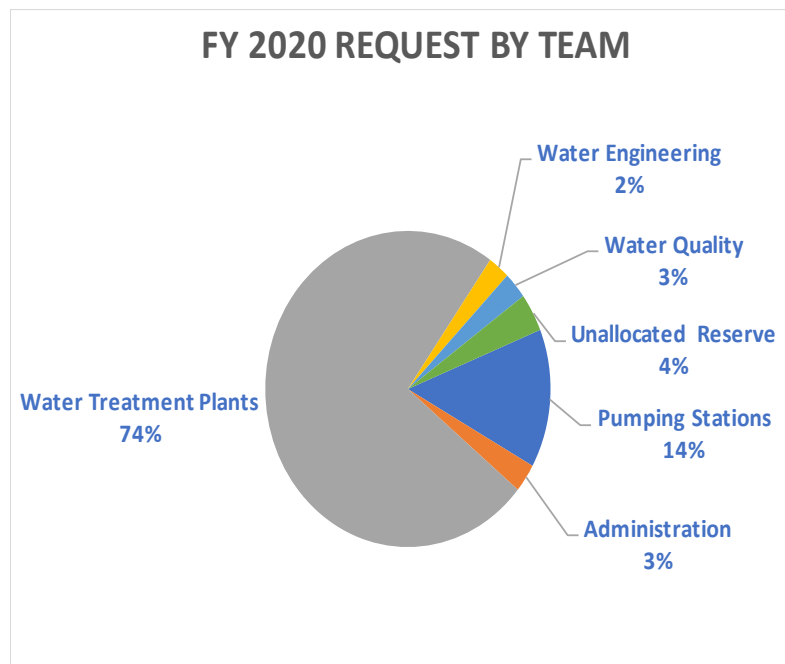
- ❖ **Water Quality**

- ❖ **Water Treatment Plants**

- Water Works Park
- Springwells WTP
- Northeast WTP
- Southwest WTP
- Lake Huron WTP

- ❖ **Pumping Stations (water only)**

- twenty (20) water booster stations (including Roseville Pump Station) throughout the regional service area

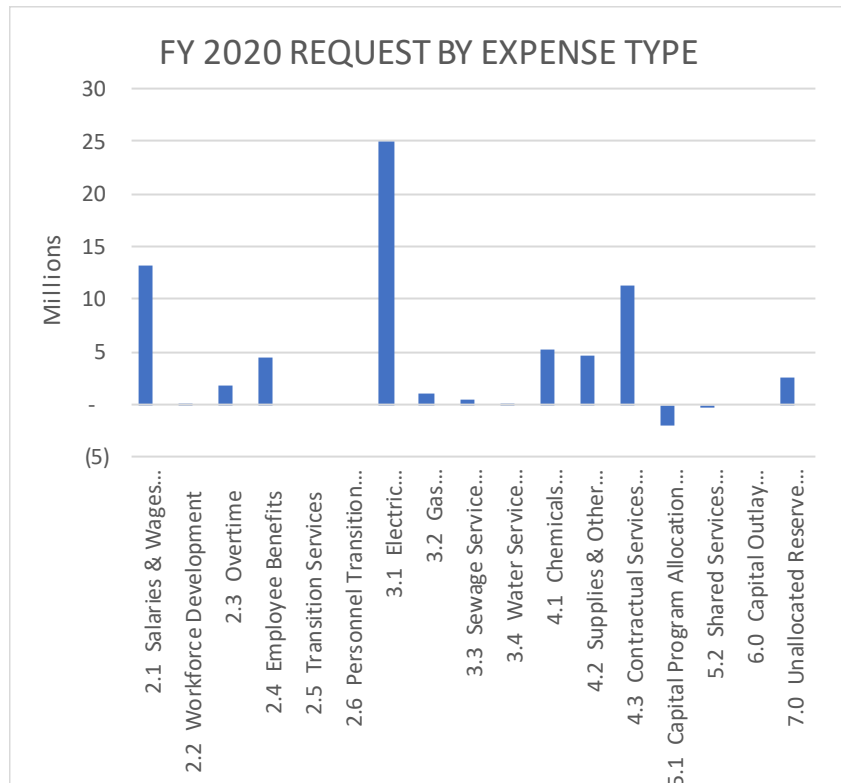


## Expense Categories

There are three major categories of Water Operations expenses in the Operations and Maintenance Budget as listed below.

- ❖ Utilities - Electric
- ❖ Personnel Costs
- ❖ Contractual Services

The Utilities – Electric is the highest expense category for Water Operations. Increased water demand leads to increased energy consumption in order to transport enough safe drinking water to the GLWA’s communities. Energy consumption is dependent on flow rate, total pressure, climate (more intense rainfall), and overall pump efficiency.



The Water Operations Area is required to obtain a consistent level of personnel in order to avoid staff fatigue, overtime cost incurred and to assure the highest level of water quality. Accordingly, personnel is the second highest expense category.

Contractual Services is the third highest expense category for Water Operations. The level of contractual services reflects the decision to contract for services such as HVAC maintenance, janitorial services, ovation support, alum sludge hauling and corrosion control optimization studies.

## Biennial Budget Request

The biennial budget reflects an overall increase in FY 2020 as a result of the ramp up of alum sludge hauling contractual services for the 5 water treatment plants.

#### *Biennial Budget Request by Expense Category*

Expense Category	<input type="checkbox"/>	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel		\$ 17,797,700	\$ 17,554,200	\$ 19,125,600	\$ 19,477,100	\$ 890,800	4.8%	\$ 19,565,400
3.1 Electric		26,566,200	25,439,600	26,232,000	25,068,500	(1,163,500)	-4.4%	25,252,000
3.2 Gas		1,245,300	937,000	1,132,600	1,060,100	(72,500)	-6.4%	1,068,800
3.3 Sewage Service		719,700	423,600	710,000	527,000	(183,000)	-25.8%	531,200
3.4 Water Service		59,900	900	60,200	23,300	(36,900)	-61.3%	23,500
4.1 Chemicals		5,198,300	4,804,700	5,674,100	5,174,700	(499,400)	-8.8%	5,222,300
4.2 Supplies & Other		5,577,400	4,053,100	5,271,900	4,739,900	(490,000)	-9.4%	4,768,200
4.3 Contractual Services		9,696,500	9,168,600	7,926,200	11,290,200	3,364,000	42.4%	11,320,700
5.1 Capital Program Allocation		(759,600)	(582,700)	(782,300)	(1,983,900)	(1,224,300)	161.2%	(1,995,400)
5.2 Shared Services		(150,000)	(141,100)	(150,000)	(93,000)	57,000	-38.0%	(94,900)
6.0 Capital Outlay		6,410,100	15,800	-	-	-	N/A	-
7.0 Unallocated Reserve		1,149,100	-	1,395,900	2,644,200	689,700	35.3%	3,624,900
<b>Grand Total</b>		<b>\$ 73,510,600</b>	<b>\$ 61,673,700</b>	<b>\$ 66,596,200</b>	<b>\$ 67,928,100</b>	<b>\$ 1,331,900</b>	<b>2.0%</b>	<b>\$ 69,286,700</b>

#### *Biennial Budget Request by Team*

Team	<input type="checkbox"/>	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Pumping Stations		\$ 10,811,000	\$ 9,693,000	\$ 9,962,700	\$ 9,642,100	\$ (320,600)	-3.2%	\$ 9,742,600
Administration		1,868,500	1,707,600	2,169,400	1,977,400	(192,000)	-8.9%	1,990,700
Water Treatment Plants		56,886,600	47,631,600	48,739,500	50,135,500	1,396,000	2.9%	50,382,300
Water Engineering		1,402,900	1,402,000	2,531,200	1,672,300	(300,300)	-15.2%	1,681,700
Water Quality		1,392,500	1,239,500	1,797,500	1,856,600	59,100	3.3%	1,864,500
Water System Operations Unallocated		1,149,100	-	1,395,900	2,644,200	689,700	35.3%	3,624,900
<b>Grand Total</b>		<b>\$ 73,510,600</b>	<b>\$ 61,673,700</b>	<b>\$ 66,596,200</b>	<b>\$ 67,928,100</b>	<b>\$ 1,331,900</b>	<b>2.0%</b>	<b>\$ 69,286,700</b>

### Personnel Budget

Water system operations personnel consists of 224 positions and is largely comprised of staffing at the five water treatment plants at 163 positions for FY 2020. Water Quality, at 26 positions, and Water Engineering, at 24 positions, are the second and third largest categories for FY 2020.

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*

	Prior Year	Current Year	Biennial Budget		Forecast		
Cost Center	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
Water System Operations	209.00	224.00	224.00	224.00	224.00	224.00	224.00
Chief Operating Officer - Water Operations & Field Services	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Water Director	7.00	9.00	9.00	9.00	9.00	9.00	9.00
Water Engineering	19.00	24.00	24.00	24.00	24.00	24.00	24.00
Water Quality	18.00	26.00	26.00	26.00	26.00	26.00	26.00
Subtotal Water Treatment Plants	163.00	163.00	163.00	163.00	163.00	163.00	163.00
Water Works Park	36.00	37.00	37.00	37.00	37.00	37.00	37.00
Springwells Water Plant	35.00	35.00	36.00	36.00	36.00	36.00	36.00
Northeast Water Plant	32.00	32.00	30.00	30.00	30.00	30.00	30.00
Southwest Water Plant	29.00	29.00	30.00	30.00	30.00	30.00	30.00
Lake Huron Water Plant	31.00	30.00	30.00	30.00	30.00	30.00	30.00

*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

	Prior Year	Current Year	Biennial Budget		Forecast		
Cost Center	FY 2018 Approved FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
Water System Operations	209.00	224.00	224.00	224.00	224.00	224.00	224.00
Chief Operating Officer - Water Operations & Field Services	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Water Director	7.00	9.00	9.00	9.00	9.00	9.00	9.00
Water Engineering	19.00	24.00	24.00	24.00	24.00	24.00	24.00
Water Quality	18.00	26.00	26.00	26.00	26.00	26.00	26.00
Subtotal Water Treatment Plants	163.00	163.00	163.00	163.00	163.00	163.00	163.00
Water Works Park	36.00	37.00	37.00	37.00	37.00	37.00	37.00
Springwells Water Plant	35.00	35.00	36.00	36.00	36.00	36.00	36.00
Northeast Water Plant	32.00	32.00	30.00	30.00	30.00	30.00	30.00
Southwest Water Plant	29.00	29.00	30.00	30.00	30.00	30.00	30.00
Lake Huron Water Plant	31.00	30.00	30.00	30.00	30.00	30.00	30.00

*Personnel Budget* - The table below presents the Water Operations personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

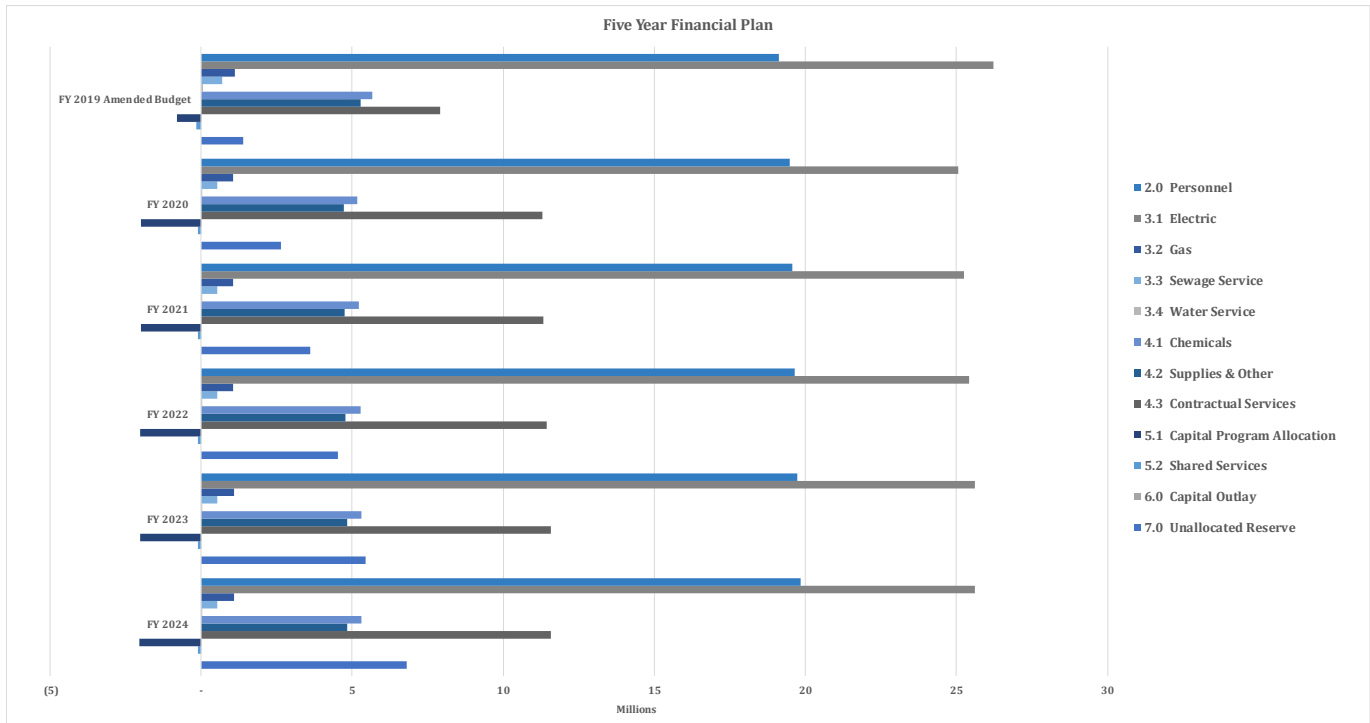
### Personnel Budget

Cost Center	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget	FY 2023 Requested Budget	FY 2024 Requested Budget
<b>Water System Operations</b>	<b>\$ 18,343,400</b>	<b>\$ 19,125,600</b>	<b>\$ 19,477,100</b>	<b>\$ 19,565,400</b>	<b>\$ 19,655,400</b>	<b>\$ 19,747,100</b>	<b>\$ 19,840,700</b>
Chief Operating Officer - Water Operations & Field Services	305,600	391,400	294,800	296,000	297,200	298,500	299,800
Water Director	776,800	969,300	1,005,200	1,009,700	1,014,200	1,018,900	1,023,600
Water Engineering	1,506,200	2,236,400	2,807,700	2,819,700	2,832,000	2,844,500	2,857,300
Water Quality	1,319,100	1,717,200	1,722,600	1,731,600	1,740,800	1,750,200	1,759,800
<b>Subtotal Water Treatment Plants</b>	<b>14,435,700</b>	<b>13,811,300</b>	<b>13,646,800</b>	<b>13,708,400</b>	<b>13,771,200</b>	<b>13,835,000</b>	<b>13,900,200</b>
Water Works Park	3,232,400	3,198,200	3,142,900	3,156,700	3,170,800	3,185,200	3,199,800
Springwells Water Plant	3,018,600	2,912,300	2,915,600	2,929,100	2,942,800	2,956,800	2,971,100
Northeast Water Plant	2,833,700	2,623,200	2,552,000	2,563,600	2,575,500	2,587,500	2,599,800
Southwest Water Plant	2,666,700	2,461,100	2,453,800	2,465,100	2,476,700	2,488,400	2,500,400
Lake Huron Water Plant	2,684,300	2,616,500	2,582,500	2,593,900	2,605,400	2,617,100	2,629,100

### Five Year Financial Plan

#### Five-Year Financial Plan by Expense Category

Expense Category	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 19,125,600	\$ 19,477,100	\$ 890,800	4.8%	\$ 19,565,400	\$ 19,655,400	\$ 19,747,100	\$ 19,840,700
3.1 Electric	26,232,000	25,068,500	(1,163,500)	-4.4%	25,252,000	25,435,500	25,619,000	25,619,000
3.2 Gas	1,132,600	1,060,100	(72,500)	-6.4%	1,068,800	1,077,500	1,086,100	1,086,100
3.3 Sewage Service	710,000	527,000	(183,000)	-25.8%	531,200	535,400	539,600	539,600
3.4 Water Service	60,200	23,300	(36,900)	-61.3%	23,500	23,600	23,800	23,800
4.1 Chemicals	5,674,100	5,174,700	(499,400)	-8.8%	5,222,300	5,270,000	5,317,700	5,317,700
4.2 Supplies & Other	5,271,900	4,739,900	(490,000)	-9.4%	4,768,200	4,797,100	4,825,200	4,825,200
4.3 Contractual Services	7,926,200	11,290,200	3,364,000	42.4%	11,320,700	11,451,700	11,582,300	11,581,600
5.1 Capital Program Allocation	(782,300)	(1,983,900)	(1,224,300)	161.2%	(1,995,400)	(2,007,400)	(2,019,300)	(2,026,700)
5.2 Shared Services	(150,000)	(93,000)	57,000	-38.0%	(94,900)	(96,800)	(98,700)	(100,700)
6.0 Capital Outlay	-	-	-	N/A	-	-	-	-
7.0 Unallocated Reserve	1,395,900	2,644,200	689,700	35.3%	3,624,900	4,530,400	5,463,000	6,821,200
<b>Grand Total</b>	<b>\$ 66,596,200</b>	<b>\$ 67,928,100</b>	<b>\$ 1,331,900</b>	<b>2.0%</b>	<b>\$ 69,286,700</b>	<b>\$ 70,672,400</b>	<b>\$ 72,085,800</b>	<b>\$ 73,527,500</b>



### Five-Year Financial Plan by Team

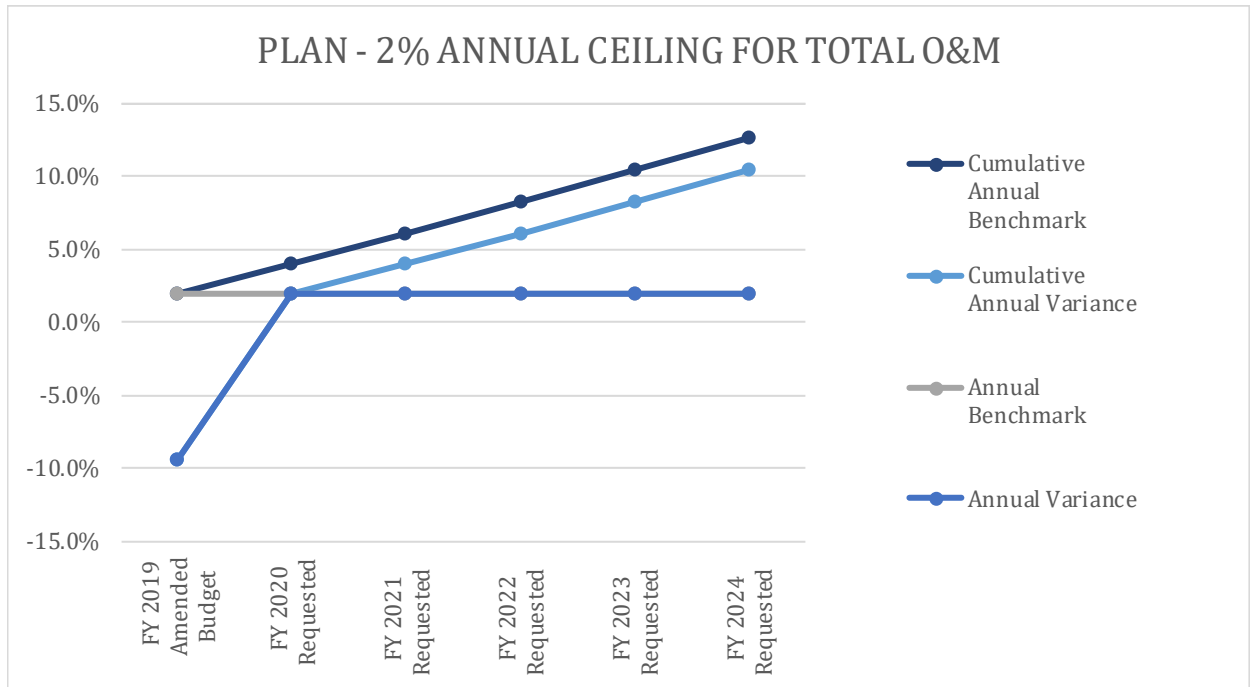
Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Pumping Stations	\$ 9,962,700	\$ 9,642,100	\$ (320,600)	-3.2%	\$ 9,742,600	\$ 9,842,800	\$ 9,943,100	\$ 9,943,100
Administration	2,169,400	1,977,400	(192,000)	-8.9%	1,990,700	2,003,800	2,017,300	2,023,700
Water Treatment Plants	48,739,500	50,135,500	1,396,000	2.9%	50,382,300	50,731,500	51,080,500	51,144,000
Water Engineering	2,531,200	1,672,300	(300,300)	-15.2%	1,681,700	1,691,300	1,701,000	1,707,000
Water Quality	1,797,500	1,856,600	59,100	3.3%	1,864,500	1,872,600	1,880,900	1,888,500
Water System Operations Unallocated	1,395,900	2,644,200	689,700	35.3%	3,624,900	4,530,400	5,463,000	6,821,200
Grand Total	\$ 66,596,200	\$ 67,928,100	\$ 1,331,900	2.0%	\$ 69,286,700	\$ 70,672,400	\$ 72,085,800	\$ 73,527,500

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Water Operations Group's financial plan reflects a Five Year Overall decrease of 10.4% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments is included in the annual "unallocated O&M reserve".

This increase is not unexpected given the consistency of these major initiatives. And while there is an increased expense in the short-term, it is believed that this is the result of stabilizing the staffing level and realigning the expenses to reflect existing contracts and upcoming projects. The stabilization and realignment will result in a more effective utility in the long-run to better manage the use of resources.





## Effective Utility Management Measures

“Open for 1.2019 Revised Draft”

## Capital Outlay

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Capital Outlay	Requested	Requested	Requested	Requested	Requested
Water Engineering	\$ 5,500	\$ 11,500	\$ 5,500	\$ 5,500	\$ 5,500
Drawing Cabinets and Shelves 5	-	6,000	-	-	-
Innovyse Infowater Maintenance Subscription	5,500	5,500	5,500	5,500	5,500
Water Quality	7,000	32,000	30,000	79,000	22,000
Dechlorination equipment	-	-	-	5,000	-
Distillation and deionization equipment	-	12,000	-	-	12,000
Incubator	-	-	-	11,000	-
Microcystin ADDA Elisa method equipment for regulatory analysis	-	-	-	30,000	-
Microtox - Model 500 Analyzer	-	20,000	20,000	-	-
Refrigerator Bacti Lab	-	-	-	6,000	-
Refrigerator for AA lab	-	-	-	6,000	-
Refrigerator lab	-	-	-	10,000	-
Refrigerator Lab for Taste and Odor analysis	-	-	-	6,000	-
Spectrophotometer	7,000	-	10,000	-	10,000
Turbidimeter	-	-	-	5,000	-
Water Treatment Plants	2,382,388	1,188,136	1,088,136	1,202,800	2,801,000
Water Works Park	340,388	66,136	78,136	473,800	554,000
Caustic Soda Pump	6,736	-	-	-	10,000
Chlorine Process Analyzer	10,000	10,000	10,000	10,000	10,000
Coagulant metering pump	16,272	-	-	8,100	20,000
EQ Pump	-	-	-	10,000	-
Flocc Motor equipment over life expectancy	-	-	-	-	36,000
Fluoride metering pump	16,272	-	-	-	20,000
Lab compressor unit	13,200	-	-	-	15,000
LabStrong Fi stream III still 4 LPH Bi- Distilled 240 V	-	-	-	11,200	-
Lighting mixer	93,500	-	-	-	105,000
Low Concentration ozone monitor for contactor	-	24,000	-	-	-
Low concentration ozone monitor for ozone destruct room	-	18,000	-	-	-
Milton Roy key pad controller	-	-	-	20,000	-
Oilless compressor	-	-	45,000	-	50,000
Ozone heat exchanger	-	-	15,000	-	20,000
Ozone monitor in pilot plant, equipment over life expectancy	-	6,000	-	-	10,000
Ozone PLC Upgrade (Programmable Logic Controller)	-	-	-	130,000	-
Phosphoric acid metering pump	8,136	8,136	8,136	-	10,000
Pump 7 stage	-	-	-	15,000	-
Pump Milroy A	-	-	-	30,000	-
Pump Milroy B	-	-	-	-	36,000
Pump Milroy M	-	-	-	-	62,000
Rebuild ozone Generator	-	-	-	130,000	-
Rebuild Pilot Plant	130,000	-	-	-	130,000
Replace Level System MVS	-	-	-	60,000	-
Sodium bisulfite metering pumps	16,272	-	-	-	20,000
Sump Pumps	30,000	-	-	-	-
Surface scatter 7 sc Turbidimeter with 200 controller standard 2	-	-	-	19,500	-
Thickened mixer	-	-	-	15,000	-
Thickener mixer	-	-	-	15,000	-



	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Capital Outlay	Requested	Requested	Requested	Requested	Requested
<b>Springwells Water Plant</b>	<b>735,000</b>	<b>679,000</b>	<b>632,000</b>	<b>351,000</b>	<b>901,000</b>
4800 V Toshiba Breakers	90,000	60,000	65,000	10,000	65,000
Allen Bradley PLC (Programmable logic controller) for Filter Consoles in 1931 Filter Plant	25,000	25,000	25,000	25,000	25,000
Alum metering pump replacement- Total 12 units	-	-	-	-	130,000
Alum Transfer Pumps	23,000	25,000	-	-	25,000
Auxiliary Booster Pump Replacement- 2 units	-	-	-	-	12,000
Brass Slip rings & Brush holders-LLP	65,000	65,000	65,000	-	65,000
Carbon Metering Pumps	12,000	12,000	-	25,000	25,000
Chlorinator	52,000	55,000	55,000	75,000	55,000
Condensate Return Pumps& controls	100,000	100,000	65,000	-	100,000
Flocc Drive Replacement- 3 units per year	75,000	75,000	75,000	75,000	75,000
HACH 1720 E Turbidimeter	36,000	30,000	40,000	60,000	60,000
HACH Spectrophotometer	21,000	21,000	21,000	8,000	21,000
HighLift Discharge Valve Cylinders	70,000	70,000	60,000	-	70,000
Low Lift Discharge Valve Cylinders	52,000	55,000	60,000	-	60,000
Microscope	10,000	10,000	10,000	-	10,000
Multilin	11,000	12,000	12,000	14,000	14,000
Polymer Blending Units	15,000	-	-	-	15,000
Polymer Metering Pump	15,000	-	15,000	15,000	15,000
Replace Steel Slip rings with Brass Split Slip rings for high Lift motors	52,000	52,000	52,000	30,000	45,000
Synchronous Motor Protection Module	11,000	12,000	12,000	14,000	14,000
<b>Northeast Water Plant</b>	<b>925,000</b>	<b>335,000</b>	<b>320,000</b>	<b>320,000</b>	<b>465,000</b>
Chlorinators	40,000	-	-	-	40,000
Chlorine Evaporator Vessel	-	-	-	-	35,000
Condensate pumps (future replacement)	25,000	-	-	-	25,000
Cone valve	100,000	100,000	100,000	100,000	100,000
Flocculator Drives	500,000	-	-	-	-
High Lift Pumps	200,000	200,000	200,000	200,000	200,000
High lift sump pumps	15,000	15,000	20,000	20,000	20,000
High Pressure Water Pump	20,000	20,000	-	-	20,000
Low Lift Sump Pumps	25,000	-	-	-	25,000
<b>Southwest Water Plant</b>	<b>238,000</b>	<b>95,000</b>	<b>45,000</b>	<b>45,000</b>	<b>484,000</b>
Allen Bradley input displays for backwash (one for each gallery)	-	-	-	-	34,000
Bearing induction heater	-	-	-	-	40,000
Bobcat / Skidsteer w/ scoop	-	-	-	-	30,000
Carbon Mixer Gear Boxes	-	-	-	-	16,000
Chlorine Evaporators	-	-	-	-	40,000
CL-17 Chlorine Analyzers (15)	20,000	20,000	20,000	20,000	20,000
Digital Autoclave Sterilimatic Sterilizer	-	20,000	-	-	20,000
Electric Pallet Jacks	-	-	-	-	20,000
Filter media (sand and anthracite)	125,000	-	-	-	-
Flocc-Drive Motor gear boxes	30,000	30,000	-	-	30,000
Flocculator motors	12,000	-	-	-	12,000
Hach Turbidimeters Inline monitors (36)	25,000	25,000	25,000	25,000	25,000
Incubator Laboratory	-	-	-	-	17,000
Laboratory Fume Hood	-	-	-	-	15,000
Motorized utility cart for snow removal and equipment transport	-	-	-	-	15,000
Plant Air Compressors (future replacement)	-	-	-	-	30,000
Retrofit 4 way valve for highlift discharge	-	-	-	-	54,000
Sonatax sc 4 Probes and 4 Pivot Mounts sludge blanket level detector	26,000	-	-	-	26,000
Trailer Mount Air Compressor (future replacement)	-	-	-	-	40,000

	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>Capital Outlay</b>					
<b>Lake Huron Water Plant</b>	<b>144,000</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>	<b>397,000</b>
Benchtop Spectrophotometer	-	-	-	-	5,000
Electric Chain Hoist	11,000	-	-	-	11,000
Electric Utility Cart	7,000	7,000	7,000	7,000	7,000
Electric winch with davit arm and truck mount	-	-	-	-	10,000
Flail Mower	-	-	-	-	10,000
High Lift Control Power Battery Bank	-	-	-	-	30,000
High Lift Field Cubicle Upgrade	-	-	-	-	280,000
Low Lift Control Power Battery Bank	-	-	-	-	30,000
Megaohmmeter Tester, 15000 volt	-	-	-	-	8,000
Online Colorimetric Chlorine Analyzer	6,000	6,000	6,000	6,000	6,000
Outdoor Aerial Lift	75,000	-	-	-	-
Skid Steer	45,000	-	-	-	-
<b>Grand Total</b>	<b>\$ 2,394,888</b>	<b>\$ 1,231,636</b>	<b>\$ 1,123,636</b>	<b>\$ 1,287,300</b>	<b>\$ 2,828,500</b>

*Five-Year Capital Outlay Plan by Team*

	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>Capital Outlay</b>					
<b>Water Engineering</b>	<b>\$ 5,500</b>	<b>\$ 11,500</b>	<b>\$ 5,500</b>	<b>\$ 5,500</b>	<b>\$ 5,500</b>
<b>Water Quality</b>	<b>7,000</b>	<b>32,000</b>	<b>30,000</b>	<b>79,000</b>	<b>22,000</b>
<b>Water Treatment Plants</b>	<b>2,382,388</b>	<b>1,188,136</b>	<b>1,088,136</b>	<b>1,202,800</b>	<b>2,801,000</b>
Water Works Park	340,388	66,136	78,136	473,800	554,000
Springwells Water Plant	735,000	679,000	632,000	351,000	901,000
Northeast Water Plant	925,000	335,000	320,000	320,000	465,000
Southwest Water Plant	238,000	95,000	45,000	45,000	484,000
Lake Huron Water Plant	144,000	13,000	13,000	13,000	397,000
<b>Grand Total</b>	<b>\$ 2,394,888</b>	<b>\$ 1,231,636</b>	<b>\$ 1,123,636</b>	<b>\$ 1,287,300</b>	<b>\$ 2,828,500</b>

## Line Item Budget and Financial Plan

The five-year plan with a line item expense budget is below. The expenses are listed in alphabetical order by cost center.

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>882001 - COO - Water Operations &amp; Field Services</b>	<b>\$ 399,700</b>	<b>\$ 332,100</b>	<b>\$ 477,900</b>	<b>\$ 359,600</b>	<b>\$ 362,100</b>	<b>\$ 364,400</b>	<b>\$ 366,900</b>	<b>\$ 368,600</b>
2.1 Salaries & Wages	240,700	231,100	309,500	233,900	233,900	233,900	233,900	233,900
2.4 Employee Benefits	65,000	44,400	81,900	60,900	62,100	63,300	64,600	65,900
4.2 Supplies & Other	67,200	56,600	59,700	57,900	59,000	60,000	61,100	61,100
Memberships, Licenses & Subscriptions	45,900	45,500	44,800	45,700	46,600	47,500	48,400	48,400
Office Supplies	2,200	300	2,000	2,000	2,100	2,100	2,200	2,200
Training and Internal Meetings	7,900	3,200	7,900	5,000	5,100	5,100	5,100	5,100
Travel	11,200	7,600	5,000	5,200	5,200	5,300	5,400	5,400
4.3 Contractual Services	40,000	-	40,000	20,400	20,800	21,200	21,600	22,000
Contractual Professional Services	40,000	-	40,000	20,400	20,800	21,200	21,600	22,000
5.1 Capital Program Allocation	(13,200)	-	(13,200)	(13,500)	(13,700)	(14,000)	(14,300)	(14,300)
<b>882101 - Water Director</b>	<b>1,468,800</b>	<b>1,375,500</b>	<b>1,691,500</b>	<b>1,617,800</b>	<b>1,628,600</b>	<b>1,639,400</b>	<b>1,650,400</b>	<b>1,655,100</b>
2.1 Salaries & Wages	594,000	661,200	755,400	782,000	782,000	782,000	782,000	782,000
2.3 Overtime	-	35,200	-	-	-	-	-	-
2.4 Employee Benefits	182,800	143,300	213,900	223,200	227,700	232,200	236,900	241,600
4.2 Supplies & Other	684,000	528,900	692,400	603,000	609,500	616,000	622,500	622,500
Memberships, Licenses & Subscriptions	2,000	800	1,000	1,000	1,000	1,100	1,100	1,100
Mileage and Parking	4,000	3,900	4,000	4,100	4,200	4,200	4,300	4,300
Office Supplies	5,000	3,600	5,000	5,100	5,200	5,300	5,400	5,400
Training and Internal Meetings	334,000	211,800	341,500	259,600	264,700	269,800	274,900	274,900
Travel	60,000	57,800	60,000	61,200	62,400	63,600	64,800	64,800
Tuition Refund	4,000	2,000	4,000	2,000	2,000	2,000	2,000	2,000
Employee Uniform Expense	85,000	109,500	85,000	120,000	120,000	120,000	120,000	120,000
Inspection and Permit Fees	190,000	139,500	191,900	150,000	150,000	150,000	150,000	150,000
4.3 Contractual Services	18,200	6,900	40,000	20,000	20,000	20,000	20,000	20,000
Contractual Operating Services	3,200	-	-	-	-	-	-	-
Contractual Professional Services	15,000	6,900	40,000	20,000	20,000	20,000	20,000	20,000
5.1 Capital Program Allocation	(10,200)	-	(10,200)	(10,400)	(10,600)	(10,800)	(11,000)	(11,000)
<b>882111 - Water Engineering</b>	<b>1,402,900</b>	<b>1,402,000</b>	<b>1,972,600</b>	<b>1,672,300</b>	<b>1,681,700</b>	<b>1,691,300</b>	<b>1,701,000</b>	<b>1,707,000</b>
2.1 Salaries & Wages	1,089,200	1,113,100	1,227,900	2,076,200	2,076,200	2,076,200	2,076,200	2,076,200
2.3 Overtime	100,000	58,600	100,000	129,500	129,500	129,500	129,500	129,500
2.4 Employee Benefits	270,200	236,400	369,200	602,000	614,000	626,300	638,800	651,600
2.5 Transition Services	46,800	33,700	-	-	-	-	-	-
2.6 Personnel Transition Adjustment	(366,000)	-	-	-	-	-	-	-
4.2 Supplies & Other	123,200	37,300	181,000	171,900	173,200	174,600	176,000	176,000
Capital Outlay less than \$5,000	-	-	53,600	54,700	55,700	56,800	57,900	57,900
Memberships, Licenses & Subscriptions	16,600	7,000	11,300	27,800	28,000	28,100	28,300	28,300
Mileage and Parking	10,000	8,100	7,000	18,000	18,000	18,000	18,000	18,000
Office Supplies	19,100	10,000	20,100	17,000	17,000	17,000	17,000	17,000
Operating Supplies	7,000	1,200	7,000	15,700	15,700	15,700	15,700	15,700
Postage	500	-	500	500	500	500	500	500
Repairs & Maintenance-Equipment	-	-	-	-	-	-	-	-
Training and Internal Meetings	10,000	6,700	8,000	8,200	8,300	8,500	8,600	8,600
Travel	5,000	1,400	18,500	9,500	9,500	9,500	9,500	9,500
Tuition Refund	5,000	1,500	5,000	3,000	3,000	3,000	3,000	3,000
Employee Uniform Expense	10,000	1,400	10,000	17,500	17,500	17,500	17,500	17,500
Rentals-Miscellaneous	40,000	-	40,000	-	-	-	-	-
4.3 Contractual Services	450,000	326,600	405,000	283,600	287,200	290,800	294,400	294,400
Contractual Professional Services	450,000	326,600	405,000	283,600	287,200	290,800	294,400	294,400
5.1 Capital Program Allocation	(310,500)	(403,700)	(310,500)	(1,590,900)	(1,598,400)	(1,606,100)	(1,613,900)	(1,620,700)

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>882121 - Water Quality</b>	<b>1,392,500</b>	<b>1,239,500</b>	<b>1,797,500</b>	<b>1,856,600</b>	<b>1,864,500</b>	<b>1,872,600</b>	<b>1,880,900</b>	<b>1,888,500</b>
2.1 Salaries & Wages	910,700	801,200	1,212,200	1,221,400	1,221,400	1,221,400	1,221,400	1,221,400
2.3 Overtime	50,000	34,000	55,000	50,800	50,800	50,800	50,800	50,800
2.4 Employee Benefits	358,500	388,500	450,000	450,400	459,400	468,600	478,000	487,600
4.1 Chemicals	60,600	60,300	58,600	110,400	110,800	111,100	111,500	111,500
4.2 Supplies & Other	133,800	42,800	141,900	87,100	87,700	88,500	89,100	89,100
Capital Outlay less than \$5,000	15,000	10,000	9,000	30,000	30,000	30,000	30,000	30,000
Memberships, Licenses & Subscriptions	2,800	200	2,800	2,900	2,900	3,000	3,000	3,000
Mileage and Parking	500	100	500	500	500	500	500	500
Office Supplies	10,000	7,600	10,000	10,200	10,400	10,600	10,800	10,800
Operating Supplies	25,000	22,900	38,600	41,500	41,900	42,400	42,800	42,800
Postage	45,500	-	46,000	-	-	-	-	-
Printing	35,000	2,000	35,000	2,000	2,000	2,000	2,000	2,000
Miscellaneous Expense	-	-	-	-	-	-	-	-
4.3 Contractual Services	66,600	53,800	67,500	68,000	68,500	69,000	69,500	69,500
Contractual Operating Services	66,600	53,800	67,500	68,000	68,500	69,000	69,500	69,500
5.1 Capital Program Allocation	(37,700)	-	(37,700)	(38,500)	(39,200)	(40,000)	(40,700)	(40,700)
5.2 Shared Services	(150,000)	(141,100)	(150,000)	(93,000)	(94,900)	(96,800)	(98,700)	(100,700)
Shared Services : Salaries & Wages Reimb	(43,500)	(1,300)	(43,500)	-	-	-	-	-
Shared Services Reimbursement	(106,500)	(139,300)	(106,500)	(93,000)	(94,900)	(96,800)	(98,700)	(100,700)
Shared Services: Employee Benefit Reimb	-	(500)	-	-	-	-	-	-
6.0 Capital Outlay	-	-	-	-	-	-	-	-
<b>882131 - Water Works Park</b>	<b>15,137,000</b>	<b>8,618,600</b>	<b>9,281,600</b>	<b>9,043,400</b>	<b>9,086,600</b>	<b>9,130,000</b>	<b>9,173,800</b>	<b>9,188,400</b>
2.1 Salaries & Wages	2,010,000	2,081,600	1,925,700	1,926,300	1,926,300	1,926,300	1,926,300	1,926,300
2.2 Workforce Development	65,100	65,500	65,100	76,100	76,100	76,100	76,100	76,100
2.3 Overtime	400,000	405,300	450,000	450,000	450,000	450,000	450,000	450,000
2.4 Employee Benefits	757,300	822,800	757,400	690,500	704,300	718,400	732,800	747,400
3.1 Electric	2,058,900	2,061,300	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
3.2 Gas	224,100	222,200	300,000	250,000	250,000	250,000	250,000	250,000
3.3 Sewage Service	15,000	14,000	100,000	20,000	20,000	20,000	20,000	20,000
4.1 Chemicals	802,200	962,300	1,200,000	1,048,700	1,058,600	1,068,600	1,078,600	1,078,600
4.2 Supplies & Other	950,300	780,900	1,053,100	839,700	841,900	843,900	846,000	846,000
Capital Outlay less than \$5,000	25,000	18,300	-	25,000	25,000	25,000	25,000	25,000
Memberships, Licenses & Subscriptions	1,000	200	2,000	1,000	1,000	1,000	1,000	1,000
Mileage and Parking	3,000	2,000	2,000	2,000	2,100	2,100	2,200	2,200
Office Supplies	7,700	10,900	9,500	11,100	11,200	11,200	11,300	11,300
Operating Supplies	310,400	161,700	310,400	189,000	189,000	189,000	189,000	189,000
Repairs & Maintenance-Equipment	573,100	572,400	700,600	593,900	595,700	597,600	599,400	599,400
Travel	-	-	-	-	-	-	-	-
Tuition Refund	1,000	100	2,000	1,000	1,000	1,000	1,000	1,000
Inspection and Permit Fees	9,100	6,600	6,600	6,700	6,900	7,000	7,100	7,100
Operating Supplies-Janitorial	20,000	8,700	20,000	10,000	10,000	10,000	10,000	10,000
4.3 Contractual Services	1,559,700	1,287,800	1,546,000	1,632,100	1,649,400	1,666,700	1,684,000	1,684,000
Contract Services-Information Technology	300,000	316,200	310,000	328,000	328,000	328,000	328,000	328,000
Contractual Buildings & Grounds Maint	580,000	670,400	678,000	684,400	697,800	711,300	724,700	724,700
Contractual Operating Services	670,700	295,500	548,900	392,700	396,600	400,400	404,300	404,300
Contractual Professional Services	-	-	-	220,000	220,000	220,000	220,000	220,000
Telecom, Managed Security & Network Svcs	9,000	5,700	9,100	7,000	7,000	7,000	7,000	7,000
5.1 Capital Program Allocation	(115,700)	(85,100)	(115,700)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
6.0 Capital Outlay	6,410,100	-	-	-	-	-	-	-



Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>882141 - Springwells Water Plant</b>	<b>10,563,900</b>	<b>10,047,600</b>	<b>10,213,100</b>	<b>12,413,800</b>	<b>12,572,400</b>	<b>12,731,600</b>	<b>12,890,800</b>	<b>12,904,000</b>
2.1 Salaries & Wages	2,004,400	1,729,100	1,923,300	1,923,600	1,923,600	1,923,600	1,923,600	1,923,600
2.2 Workforce Development	-	-	-	36,200	36,200	36,200	36,200	36,200
2.3 Overtime	275,000	281,600	290,000	281,800	281,800	281,800	281,800	281,800
2.4 Employee Benefits	739,200	660,700	699,000	674,000	687,500	701,200	715,200	729,500
3.1 Electric	3,384,700	3,385,100	3,250,000	3,315,000	3,380,000	3,445,000	3,510,000	3,510,000
3.2 Gas	300,000	242,900	235,000	239,700	244,400	249,100	253,800	253,800
4.1 Chemicals	1,574,200	1,421,500	1,529,200	1,466,000	1,481,000	1,496,000	1,511,000	1,511,000
4.2 Supplies & Other	797,600	571,400	701,000	674,100	675,100	676,300	677,300	677,300
Capital Outlay less than \$5,000	15,000	7,200	10,000	10,200	10,400	10,600	10,800	10,800
Memberships, Licenses & Subscriptions	500	200	-	-	-	-	-	-
Mileage and Parking	2,500	1,200	2,000	2,000	2,100	2,100	2,200	2,200
Office Supplies	10,500	4,200	6,000	5,700	5,700	5,800	5,800	5,800
Operating Supplies	249,800	127,600	164,000	132,200	132,400	132,700	132,900	132,900
Repairs & Maintenance-Equipment	500,000	424,700	500,000	511,500	512,000	512,500	513,000	513,000
Tuition Refund	-	-	1,000	1,000	1,000	1,100	1,100	1,100
Inspection and Permit Fees	3,000	700	3,000	1,500	1,500	1,500	1,500	1,500
Operating Supplies-Janitorial	16,300	5,600	15,000	10,000	10,000	10,000	10,000	10,000
<b>4.3 Contractual Services</b>	<b>1,571,200</b>	<b>1,755,300</b>	<b>1,668,000</b>	<b>3,887,400</b>	<b>3,948,500</b>	<b>4,009,700</b>	<b>4,070,900</b>	<b>4,069,800</b>
Contract Services-Information Technology	40,000	500	40,000	40,200	40,400	40,600	40,800	40,800
Contractual Buildings & Grounds Maint	401,200	405,200	493,000	415,000	415,000	415,000	415,000	415,000
Contractual Operating Services	1,100,000	1,318,900	1,100,000	3,176,500	3,236,700	3,297,000	3,357,300	3,356,200
Contractual Professional Services	30,000	30,700	35,000	255,700	256,400	257,100	257,800	257,800
5.1 Capital Program Allocation	(82,400)	-	(82,400)	(84,000)	(85,700)	(87,300)	(89,000)	(89,000)
<b>882151 - Northeast Water Plant</b>	<b>10,336,400</b>	<b>9,400,300</b>	<b>9,926,500</b>	<b>9,576,600</b>	<b>9,644,700</b>	<b>9,713,600</b>	<b>9,782,200</b>	<b>9,794,200</b>
2.1 Salaries & Wages	1,858,600	1,584,100	1,714,800	1,690,400	1,690,400	1,690,400	1,690,400	1,690,400
2.2 Workforce Development	37,600	35,500	32,500	39,900	39,900	39,900	39,900	39,900
2.3 Overtime	250,000	211,200	250,000	241,900	241,900	241,900	241,900	241,900
2.4 Employee Benefits	687,500	610,800	625,900	579,800	591,400	603,300	615,300	627,600
3.1 Electric	3,500,000	3,379,100	4,000,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000
3.2 Gas	150,000	141,600	133,000	135,700	138,300	141,000	143,600	143,600
3.3 Sewage Service	250,000	144,200	200,000	204,000	208,000	212,000	216,000	216,000
3.4 Water Service	36,000	-	36,000	10,000	10,000	10,000	10,000	10,000
4.1 Chemicals	937,300	905,200	1,000,000	1,020,000	1,040,000	1,060,000	1,080,000	1,080,000
4.2 Supplies & Other	454,100	342,700	483,800	487,000	488,800	490,700	492,500	492,500
Capital Outlay less than \$5,000	15,000	8,800	15,000	15,300	15,600	15,900	16,200	16,200
Memberships, Licenses & Subscriptions	1,000	200	2,000	2,000	2,100	2,100	2,200	2,200
Mileage and Parking	1,000	700	1,000	1,000	1,000	1,100	1,100	1,100
Office Supplies	3,500	3,600	4,500	4,600	4,700	4,800	4,900	4,900
Operating Supplies	100,000	111,700	123,000	127,200	128,400	129,700	130,900	130,900
Postage	100	-	100	100	100	100	100	100
Repairs & Maintenance-Equipment	300,000	205,100	300,000	315,500	315,500	315,500	315,500	315,500
Travel	500	-	-	-	-	-	-	-
Tuition Refund	-	-	1,500	1,500	1,600	1,600	1,600	1,600
Inspection and Permit Fees	3,000	2,500	6,700	4,800	4,800	4,900	5,000	5,000
Operating Supplies-Janitorial	30,000	10,100	30,000	15,000	15,000	15,000	15,000	15,000
<b>4.3 Contractual Services</b>	<b>2,262,200</b>	<b>2,068,100</b>	<b>1,537,400</b>	<b>2,126,900</b>	<b>2,155,300</b>	<b>2,184,000</b>	<b>2,212,400</b>	<b>2,212,400</b>
Contract Services-Information Technology	56,000	60,000	56,000	63,000	63,000	63,000	63,000	63,000
Contractual Buildings & Grounds Maint	275,000	316,700	300,000	323,200	323,300	323,500	323,600	323,600
Contractual Operating Services	1,931,200	1,681,400	1,170,400	1,509,500	1,537,600	1,565,800	1,593,900	1,593,900

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>882161 - Southwest Water Plant</b>	<b>8,790,300</b>	<b>8,022,500</b>	<b>6,681,700</b>	<b>6,975,500</b>	<b>6,924,700</b>	<b>6,974,400</b>	<b>7,023,800</b>	<b>7,035,500</b>
2.1 Salaries & Wages	1,639,200	1,727,400	1,584,900	1,654,800	1,654,800	1,654,800	1,654,800	1,654,800
2.2 Workforce Development	37,600	6,300	32,500	-	-	-	-	-
2.3 Overtime	375,000	380,600	250,000	233,300	233,300	233,300	233,300	233,300
2.4 Employee Benefits	615,000	670,800	593,700	565,700	577,000	588,600	600,300	612,300
3.1 Electric	1,582,600	1,265,200	1,300,000	1,326,000	1,352,000	1,378,000	1,404,000	1,404,000
3.2 Gas	139,000	127,300	140,400	140,000	140,000	140,000	140,000	140,000
3.3 Sewage Service	344,800	200,400	300,000	225,000	225,000	225,000	225,000	225,000
4.1 Chemicals	656,000	439,400	700,000	453,400	453,700	454,100	454,400	454,400
4.2 Supplies & Other	1,019,200	824,200	768,300	765,900	773,300	780,700	788,000	788,000
Capital Outlay less than \$5,000	10,000	3,200	10,000	10,200	10,400	10,600	10,800	10,800
Memberships, Licenses & Subscriptions	300	200	1,500	1,500	1,600	1,600	1,600	1,600
Mileage and Parking	8,400	1,700	2,500	2,500	2,600	2,600	2,700	2,700
Office Supplies	15,000	12,900	12,500	12,700	13,000	13,200	13,500	13,500
Operating Supplies	175,000	157,200	175,000	172,000	172,900	173,900	174,800	174,800
Repairs & Maintenance-Equipment	472,500	254,700	300,300	295,100	295,700	296,300	296,900	296,900
Inspection and Permit Fees	3,000	2,600	3,000	3,100	3,100	3,200	3,200	3,200
Rentals-Miscellaneous	-	-	3,000	3,100	3,100	3,200	3,200	3,200
Operating Supplies-Janitorial	10,000	8,300	10,000	10,200	10,400	10,600	10,800	10,800
Property Taxes	325,000	383,400	250,500	255,500	260,500	265,500	270,500	270,500
<b>4.3 Contractual Services</b>	<b>2,448,700</b>	<b>2,452,600</b>	<b>1,078,700</b>	<b>1,672,100</b>	<b>1,576,500</b>	<b>1,581,100</b>	<b>1,585,500</b>	<b>1,585,500</b>
Contract Services-Information Technology	75,000	71,500	73,000	74,500	75,900	77,400	78,800	78,800
Contractual Buildings & Grounds Maint	350,000	429,600	615,000	466,300	466,600	467,000	467,300	467,300
Contractual Operating Services	2,013,700	1,949,200	388,700	906,300	808,900	811,600	814,200	814,200
Contractual Professional Services	5,000	2,300	-	223,000	223,000	223,000	223,000	223,000
Telecom, Managed Security & Network Svcs	5,000	-	2,000	2,000	2,100	2,100	2,200	2,200
<b>5.1 Capital Program Allocation</b>	<b>(66,800)</b>	<b>(71,700)</b>	<b>(66,800)</b>	<b>(60,700)</b>	<b>(60,900)</b>	<b>(61,200)</b>	<b>(61,500)</b>	<b>(61,800)</b>
<b>882171 - Lake Huron Water Plant</b>	<b>12,059,000</b>	<b>11,542,600</b>	<b>12,636,600</b>	<b>12,126,200</b>	<b>12,153,900</b>	<b>12,181,900</b>	<b>12,209,900</b>	<b>12,221,900</b>
2.1 Salaries & Wages	1,699,400	1,576,500	1,633,700	1,652,300	1,652,300	1,652,300	1,652,300	1,652,300
2.2 Workforce Development	37,600	-	-	-	-	-	-	-
2.3 Overtime	300,000	305,300	365,000	365,000	365,000	365,000	365,000	365,000
2.4 Employee Benefits	647,300	618,400	617,800	565,200	576,600	588,100	599,800	611,800
2.6 Personnel Transition Adjustment	(180,000)	-	-	-	-	-	-	-
3.1 Electric	6,167,300	6,107,700	6,500,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000
3.2 Gas	202,700	167,300	202,700	190,000	190,000	190,000	190,000	190,000
3.3 Sewage Service	101,000	62,500	101,000	70,000	70,000	70,000	70,000	70,000
3.4 Water Service	14,000	-	14,000	5,000	5,000	5,000	5,000	5,000
4.1 Chemicals	1,168,000	1,016,000	1,186,300	1,076,200	1,078,200	1,080,200	1,082,200	1,082,200
4.2 Supplies & Other	658,000	479,700	508,700	559,700	559,900	560,500	560,700	560,700
Capital Outlay less than \$5,000	15,000	11,700	-	15,000	15,000	15,000	15,000	15,000
Memberships, Licenses & Subscriptions	2,000	700	500	500	500	500	500	500
Mileage and Parking	5,000	3,300	6,000	6,100	6,200	6,400	6,500	6,500
Office Supplies	12,000	10,000	6,200	10,900	10,900	11,000	11,000	11,000
Operating Supplies	195,000	206,100	200,000	207,500	207,500	207,500	207,500	207,500
Postage	1,000	200	3,000	3,100	3,100	3,200	3,200	3,200
Repairs & Maintenance-Equipment	400,000	227,500	250,000	285,000	285,000	285,100	285,100	285,100
Travel	-	-	-	-	-	-	-	-
Tuition Refund	-	-	-	-	-	-	-	-
Inspection and Permit Fees	3,000	600	3,000	1,500	1,500	1,500	1,500	1,500
Operating Supplies-Janitorial	5,000	4,400	5,000	5,100	5,200	5,300	5,400	5,400
Property Taxes	10,000	6,800	15,000	10,000	10,000	10,000	10,000	10,000
Operating Supplies-Automotive	10,000	8,400	20,000	15,000	15,000	15,000	15,000	15,000
<b>4.3 Contractual Services</b>	<b>1,279,900</b>	<b>1,209,200</b>	<b>1,543,600</b>	<b>1,579,700</b>	<b>1,594,500</b>	<b>1,609,200</b>	<b>1,624,000</b>	<b>1,624,000</b>
Contract Services-Information Technology	20,800	-	20,000	20,400	20,800	21,200	21,600	21,600
Contractual Buildings & Grounds Maint	350,000	366,000	445,000	420,000	420,000	420,000	420,000	420,000
Contractual Operating Services	907,100	832,100	1,076,600	907,300	921,600	935,900	950,200	950,200
Contractual Professional Services	2,000	11,100	2,000	232,000	232,100	232,100	232,200	232,200
<b>5.1 Capital Program Allocation</b>	<b>(36,200)</b>	<b>-</b>	<b>(36,200)</b>	<b>(36,900)</b>	<b>(37,600)</b>	<b>(38,400)</b>	<b>(39,100)</b>	<b>(39,100)</b>

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>882321 - Ford Rd Pumping Station</b>	<b>542,000</b>	<b>401,000</b>	<b>392,000</b>	<b>394,600</b>	<b>402,300</b>	<b>409,900</b>	<b>417,600</b>	<b>417,600</b>
3.1 Electric	450,000	377,800	350,000	357,000	364,000	371,000	378,000	378,000
3.2 Gas	60,000	3,600	10,000	5,000	5,000	5,000	5,000	5,000
3.3 Sewage Service	2,000	-	2,000	2,000	2,100	2,100	2,200	2,200
3.4 Water Service	5,000	-	5,000	5,100	5,200	5,300	5,400	5,400
4.2 Supplies & Other	25,000	19,600	25,000	25,500	26,000	26,500	27,000	27,000
Repairs & Maintenance-Equipment	25,000	19,600	25,000	25,500	26,000	26,500	27,000	27,000
<b>882322 - Eastside Pumping Station</b>	<b>160,000</b>	<b>34,200</b>	<b>80,000</b>	<b>43,000</b>	<b>43,100</b>	<b>43,100</b>	<b>43,200</b>	<b>43,200</b>
3.1 Electric	100,000	29,400	50,000	30,000	30,000	30,000	30,000	30,000
3.2 Gas	35,000	300	5,000	3,000	3,100	3,100	3,200	3,200
4.2 Supplies & Other	25,000	4,500	25,000	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	25,000	4,500	25,000	10,000	10,000	10,000	10,000	10,000
<b>882323 - Northwest Pumping Station</b>	<b>36,000</b>	<b>8,300</b>	<b>37,000</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>
3.1 Electric	7,000	6,400	7,000	5,000	5,000	5,000	5,000	5,000
3.3 Sewage Service	2,000	200	2,000	1,000	1,000	1,000	1,000	1,000
3.4 Water Service	2,000	100	3,000	1,000	1,000	1,000	1,000	1,000
4.2 Supplies & Other	25,000	1,600	25,000	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	25,000	1,600	25,000	10,000	10,000	10,000	10,000	10,000
<b>882324 - West Service Center Pumping Station</b>	<b>750,000</b>	<b>745,600</b>	<b>760,000</b>	<b>770,000</b>	<b>785,000</b>	<b>800,000</b>	<b>815,000</b>	<b>815,000</b>
3.1 Electric	675,000	697,200	700,000	714,000	728,000	742,000	756,000	756,000
3.2 Gas	15,000	3,000	10,000	5,000	5,000	5,000	5,000	5,000
4.2 Supplies & Other	60,000	45,400	50,000	51,000	52,000	53,000	54,000	54,000
Repairs & Maintenance-Equipment	60,000	45,400	50,000	51,000	52,000	53,000	54,000	54,000
<b>882325 - Michigan Ave Pumping Station</b>	<b>129,900</b>	<b>83,500</b>	<b>119,000</b>	<b>100,800</b>	<b>102,800</b>	<b>104,600</b>	<b>106,600</b>	<b>106,600</b>
3.1 Electric	100,000	81,500	90,000	91,800	93,600	95,400	97,200	97,200
3.3 Sewage Service	2,000	800	2,000	2,000	2,100	2,100	2,200	2,200
3.4 Water Service	2,900	800	2,000	2,000	2,100	2,100	2,200	2,200
4.2 Supplies & Other	25,000	400	25,000	5,000	5,000	5,000	5,000	5,000
Repairs & Maintenance-Equipment	25,000	400	25,000	5,000	5,000	5,000	5,000	5,000
<b>882326 - West Chicago Rd Pumping Station</b>	<b>105,000</b>	<b>50,500</b>	<b>75,000</b>	<b>61,000</b>	<b>62,000</b>	<b>63,000</b>	<b>64,000</b>	<b>64,000</b>
3.1 Electric	80,000	42,500	50,000	51,000	52,000	53,000	54,000	54,000
4.2 Supplies & Other	25,000	8,000	25,000	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	25,000	8,000	25,000	10,000	10,000	10,000	10,000	10,000
<b>882327 - Electric Ave Pumping Station</b>	<b>45,700</b>	<b>18,700</b>	<b>50,000</b>	<b>35,500</b>	<b>36,000</b>	<b>36,500</b>	<b>37,000</b>	<b>37,000</b>
3.1 Electric	20,700	16,600	25,000	25,500	26,000	26,500	27,000	27,000
4.2 Supplies & Other	25,000	2,100	25,000	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	25,000	2,100	25,000	10,000	10,000	10,000	10,000	10,000
<b>882328 - Orion Township Pumping Station</b>	<b>180,000</b>	<b>71,200</b>	<b>100,000</b>	<b>81,500</b>	<b>83,000</b>	<b>84,500</b>	<b>86,000</b>	<b>86,000</b>
3.1 Electric	150,000	69,800	70,000	71,400	72,800	74,200	75,600	75,600
3.2 Gas	5,000	1,400	5,000	5,100	5,200	5,300	5,400	5,400
4.2 Supplies & Other	25,000	-	25,000	5,000	5,000	5,000	5,000	5,000
Repairs & Maintenance-Equipment	25,000	-	25,000	5,000	5,000	5,000	5,000	5,000
<b>882329 - North Service Center Pumping Station</b>	<b>2,450,000</b>	<b>2,094,500</b>	<b>2,230,000</b>	<b>2,127,000</b>	<b>2,129,000</b>	<b>2,131,000</b>	<b>2,133,000</b>	<b>2,133,000</b>
3.1 Electric	2,250,000	1,972,900	2,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
3.2 Gas	50,000	20,800	30,000	25,000	25,000	25,000	25,000	25,000
4.2 Supplies & Other	150,000	100,800	100,000	102,000	104,000	106,000	108,000	108,000
Repairs & Maintenance-Equipment	150,000	100,800	100,000	102,000	104,000	106,000	108,000	108,000
<b>882330 - Adams Road Pumping Station</b>	<b>550,000</b>	<b>545,100</b>	<b>575,000</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>
3.1 Electric	525,000	532,500	550,000	500,000	500,000	500,000	500,000	500,000
4.2 Supplies & Other	25,000	12,600	25,000	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment	25,000	12,600	25,000	20,000	20,000	20,000	20,000	20,000
<b>882331 - Newburgh Pumping Station</b>	<b>395,000</b>	<b>375,800</b>	<b>390,000</b>	<b>382,300</b>	<b>389,600</b>	<b>396,900</b>	<b>404,200</b>	<b>404,200</b>
3.1 Electric	370,000	372,100	365,000	372,300	379,600	386,900	394,200	394,200
4.2 Supplies & Other	25,000	3,700	25,000	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	25,000	3,700	25,000	10,000	10,000	10,000	10,000	10,000



Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>882332 - Franklin Road Pumping Station</b>	<b>850,000</b>	<b>845,100</b>	<b>855,000</b>	<b>830,600</b>	<b>831,200</b>	<b>831,800</b>	<b>832,400</b>	<b>832,400</b>
3.1 Electric	825,000	796,000	825,000	800,000	800,000	800,000	800,000	800,000
4.2 Supplies & Other	25,000	33,300	30,000	30,600	31,200	31,800	32,400	32,400
Repairs & Maintenance-Equipment	25,000	33,300	30,000	30,600	31,200	31,800	32,400	32,400
6.0 Capital Outlay	-	15,800	-	-	-	-	-	-
<b>882333 - Roseville Pumping Station</b>	<b>-</b>	<b>-</b>	<b>30,200</b>	<b>10,300</b>	<b>10,400</b>	<b>10,500</b>	<b>10,600</b>	<b>10,600</b>
3.1 Electric	-	-	5,000	5,100	5,200	5,300	5,400	5,400
3.4 Water Service	-	-	200	200	200	200	200	200
4.2 Supplies & Other	-	-	25,000	5,000	5,000	5,000	5,000	5,000
Repairs & Maintenance-Equipment	-	-	25,000	5,000	5,000	5,000	5,000	5,000
<b>882334 - Wick Road Pumping Station</b>	<b>561,400</b>	<b>558,200</b>	<b>540,500</b>	<b>571,000</b>	<b>581,500</b>	<b>592,000</b>	<b>602,500</b>	<b>602,500</b>
3.1 Electric	475,000	475,100	475,000	484,500	494,000	503,500	513,000	513,000
3.2 Gas	6,000	4,700	5,000	5,100	5,200	5,300	5,400	5,400
3.3 Sewage Service	400	400	500	500	500	500	500	500
4.2 Supplies & Other	80,000	78,000	60,000	80,900	81,800	82,700	83,600	83,600
Repairs & Maintenance-Equipment	80,000	78,000	60,000	80,900	81,800	82,700	83,600	83,600
<b>882335 - Joy Road Pumping Station</b>	<b>605,500</b>	<b>592,400</b>	<b>630,500</b>	<b>592,300</b>	<b>592,700</b>	<b>593,100</b>	<b>593,400</b>	<b>593,400</b>
3.1 Electric	575,000	555,300	600,000	550,000	550,000	550,000	550,000	550,000
3.2 Gas	5,000	3,000	5,000	4,000	4,000	4,100	4,100	4,100
3.3 Sewage Service	500	500	500	500	500	500	500	500
4.2 Supplies & Other	25,000	33,600	25,000	37,800	38,200	38,500	38,800	38,800
Repairs & Maintenance-Equipment	25,000	33,600	25,000	37,800	38,200	38,500	38,800	38,800
<b>882336 - Schoolcraft Pumping Station</b>	<b>405,000</b>	<b>408,900</b>	<b>456,000</b>	<b>451,300</b>	<b>451,600</b>	<b>452,000</b>	<b>452,300</b>	<b>452,300</b>
3.1 Electric	370,000	385,800	425,000	425,000	425,000	425,000	425,000	425,000
3.2 Gas	10,000	1,300	6,000	6,100	6,200	6,400	6,500	6,500
4.2 Supplies & Other	25,000	13,500	25,000	20,200	20,400	20,600	20,800	20,800
Repairs & Maintenance-Equipment	25,000	13,500	25,000	20,200	20,400	20,600	20,800	20,800
4.3 Contractual Services	-	8,300	-	-	-	-	-	-
Contractual Operating Services	-	8,300	-	-	-	-	-	-
<b>882337 - Ypsilanti Pumping Station</b>	<b>391,500</b>	<b>375,000</b>	<b>351,500</b>	<b>353,300</b>	<b>360,200</b>	<b>367,000</b>	<b>373,800</b>	<b>373,800</b>
3.1 Electric	360,000	357,300	320,000	326,400	332,800	339,200	345,600	345,600
3.2 Gas	6,500	5,300	6,500	6,600	6,800	6,900	7,000	7,000
4.2 Supplies & Other	25,000	12,400	25,000	20,300	20,600	20,900	21,200	21,200
Repairs & Maintenance-Equipment	25,000	12,400	25,000	20,300	20,600	20,900	21,200	21,200
<b>882338 - Inlay Pumping Station</b>	<b>2,105,000</b>	<b>2,091,300</b>	<b>1,775,000</b>	<b>1,805,300</b>	<b>1,840,600</b>	<b>1,875,900</b>	<b>1,911,200</b>	<b>1,911,200</b>
3.1 Electric	2,080,000	2,078,400	1,750,000	1,785,000	1,820,000	1,855,000	1,890,000	1,890,000
4.2 Supplies & Other	25,000	12,900	25,000	20,300	20,600	20,900	21,200	21,200
Repairs & Maintenance-Equipment	25,000	12,900	25,000	20,300	20,600	20,900	21,200	21,200
<b>882339 - Rochester Pumping Station</b>	<b>283,000</b>	<b>182,400</b>	<b>235,000</b>	<b>224,200</b>	<b>228,400</b>	<b>232,600</b>	<b>236,800</b>	<b>236,800</b>
3.1 Electric	250,000	173,300	200,000	204,000	208,000	212,000	216,000	216,000
3.2 Gas	7,000	7,800	9,000	9,200	9,400	9,500	9,700	9,700
3.3 Sewage Service	1,000	100	1,000	1,000	1,000	1,100	1,100	1,100
4.2 Supplies & Other	25,000	1,200	25,000	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	25,000	1,200	25,000	10,000	10,000	10,000	10,000	10,000
<b>882340 - Haggerty Road Pumping Station</b>	<b>266,000</b>	<b>211,300</b>	<b>281,000</b>	<b>271,100</b>	<b>276,200</b>	<b>281,400</b>	<b>286,500</b>	<b>286,500</b>
3.1 Electric	210,000	221,300	225,000	229,500	234,000	238,500	243,000	243,000
3.2 Gas	30,000	(15,500)	30,000	30,600	31,200	31,800	32,400	32,400
3.3 Sewage Service	1,000	500	1,000	1,000	1,000	1,100	1,100	1,100
4.2 Supplies & Other	25,000	5,000	25,000	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	25,000	5,000	25,000	10,000	10,000	10,000	10,000	10,000
<b>887601 - Water System Operations Unallocated</b>	<b>1,149,100</b>	<b>-</b>	<b>1,954,500</b>	<b>2,644,200</b>	<b>3,624,900</b>	<b>4,530,400</b>	<b>5,463,000</b>	<b>6,821,200</b>
7.0 Unallocated Reserve	1,149,100	-	1,954,500	2,644,200	3,624,900	4,530,400	5,463,000	6,821,200
<b>Grand Total</b>	<b>\$ 73,510,600</b>	<b>\$ 61,673,700</b>	<b>\$ 66,596,200</b>	<b>\$ 67,928,100</b>	<b>\$ 69,286,700</b>	<b>\$ 70,672,400</b>	<b>\$ 72,085,800</b>	<b>\$ 73,527,500</b>



## Highlights

### The Energy, Research & Innovation Area strategic initiatives include:

#### ❖ **Advance the Energy Management Program**

Complete an Investment Grade Audit of the Water Resource Recovery Facility (WRRF) through Energy Service Contracting.

Implement water system-wide a real-time asset intelligence software to optimize pumping strategies.

Install additional electric metering equipment for tracking of energy consumption at a more granular level to establish a data platform from which energy optimization and reduction can be achieved.

Implement energy reduction opportunities found through the participation in the State of Michigan's Wastewater Infrastructure Accelerator Program which is intended to accelerate a pathway toward sustainable infrastructure of the future.

#### ❖ **Pursue Designation of Utility of the Future**

Conduct & coordinate research that moves the Water Resource Recovery Facility to a Utility of the Future, as described by the Water Environment Federation, National Association of Clean Water Agencies and Water Environment & Reuse Foundation.

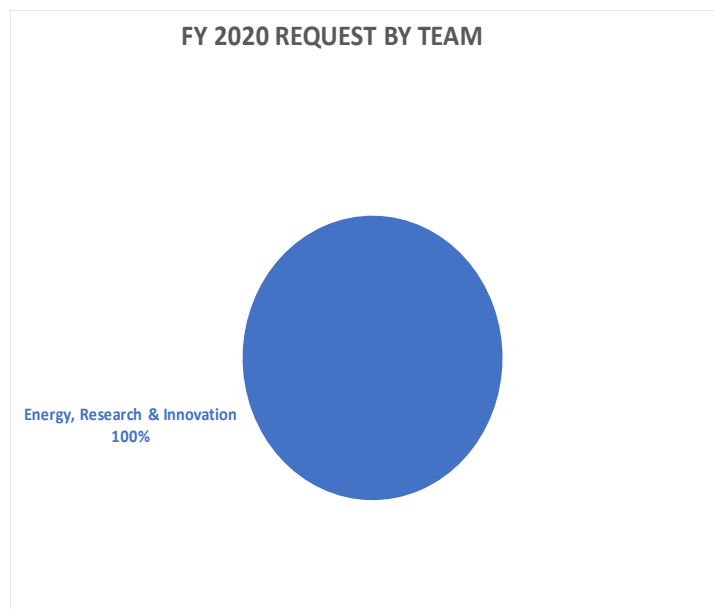
#### ❖ **Pursue Research of Treatment & Monitoring**

Treatment techniques for emerging contaminants of concern.

Innovative monitoring tools.

## Organization

The GLWA Energy, Research & Innovation Area will help identify key areas for collaboration across research programs, research coordination and priorities, and streamlining of energy management to enable the development of technology and promote innovation as well as economic growth.



## Expense Categories

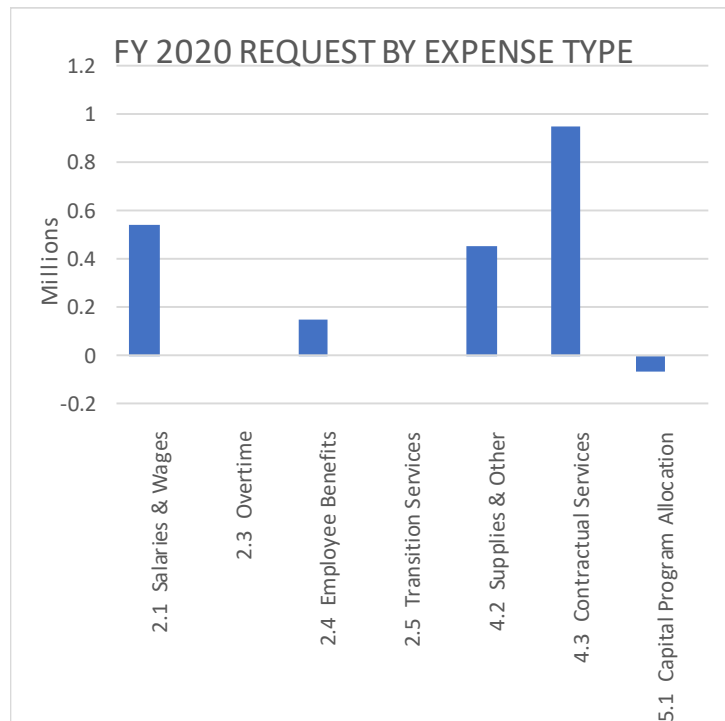
There are two major categories of Energy, Research & Innovation expenses in the Operations and Maintenance Budget as listed below.

- ❖ Contractual Services
- ❖ Salaries & Wages

Contractual Services is the highest expense category for Energy, Research & Innovation. The level of contractual services reflects the decision to contract for services that will help to accomplish the following:

- Implement conservation measures
- Monitor energy consumption
- Assess business decisions for sustainability
- Coordinate research efforts to provide cost savings
- Identify and implement the latest advancements in managing water quality

The Energy, Research & Innovation Area is reaching a steady state in staffing. As a result of progress in staff placement, there has been a restructuring of current positions in order to accommodate the higher level of expertise required, to support the day to day operational decision-making needs, and to reduce the utilization of contracts. Accordingly, salaries & wages is the second highest expense category.



## Biennial Budget Request

The biennial reflects an increase in FY 2020 as a result of the ramp up of the contractual services initiatives defined above.

### Biennial Budget Request by Expense Category

Expense Category	<input checked="" type="checkbox"/> FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 264,000	\$ 219,500	\$ 689,500	\$ 695,300	\$ 5,800	0.8%	\$ 698,300
4.2 Supplies & Other	22,800	5,700	314,000	456,300	142,300	45.3%	457,100
4.3 Contractual Services	371,600	388,100	522,900	952,200	429,300	82.1%	718,000
5.1 Capital Program Allocation	(45,600)	-	(62,500)	(63,800)	(1,300)	2.1%	(65,000)
<b>Grand Total</b>	<b>\$ 612,800</b>	<b>\$ 613,300</b>	<b>\$ 1,463,900</b>	<b>\$ 2,040,000</b>	<b>\$ 576,100</b>	<b>39.4%</b>	<b>\$ 1,808,400</b>

## Personnel Budget

Energy, Research & Innovation personnel consists of 6 positions for FY 2020 and is largely comprised of staffing that will provide ongoing monitoring of developments in order to allow new research priorities to be set and also 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 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

Cost Center	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
Energy, Research & Innovation	0.00	6.00	6.00	6.00	6.00	6.00	6.00

*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

Cost Center	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018 Approved FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
Energy, Research & Innovation	0.00	6.00	6.00	6.00	6.00	6.00	6.00

*Personnel Budget* - The table below presents the Water Operations personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

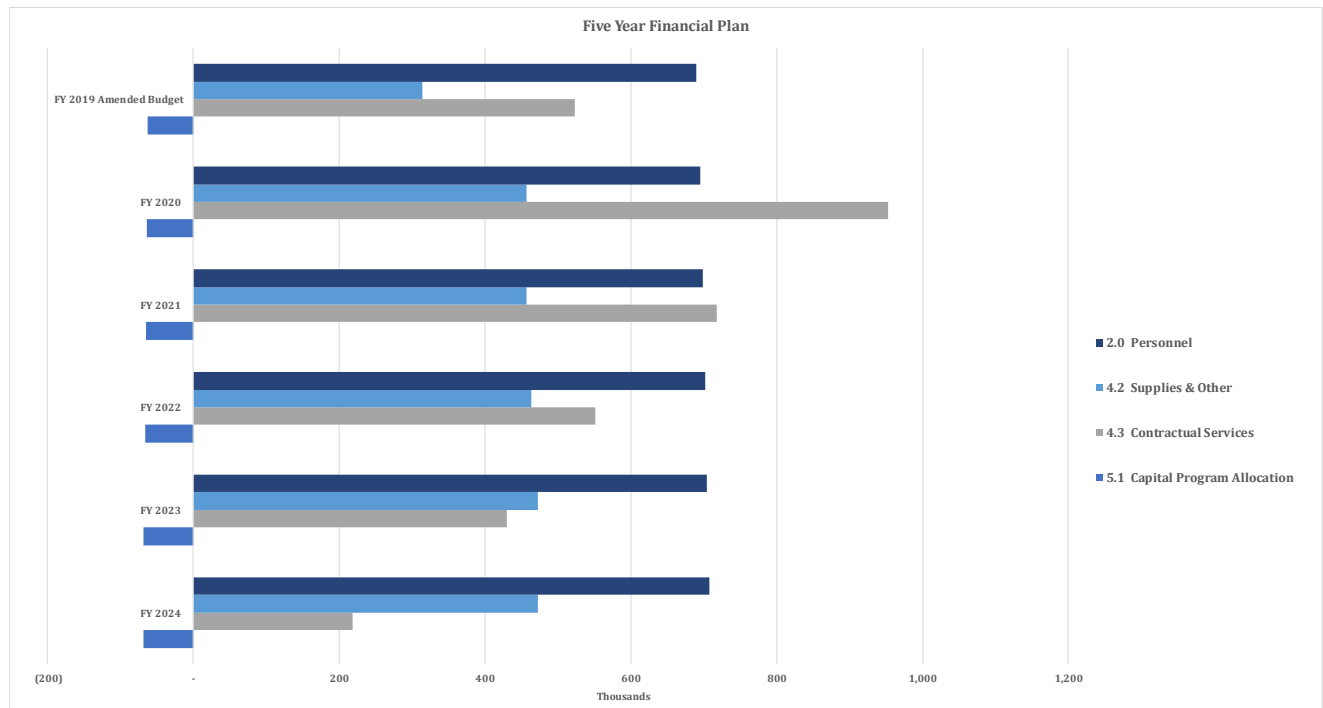
### *Personnel Budget*

	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget	FY 2023 Requested Budget	FY 2024 Requested Budget
Cost Center							
Energy, Research & Innovation	\$ 264,000	\$ 689,500	\$ 695,300	\$ 698,300	\$ 701,400	\$ 704,600	\$ 707,900

## Five Year Financial Plan

### *Five-Year Financial Plan by Expense Category*

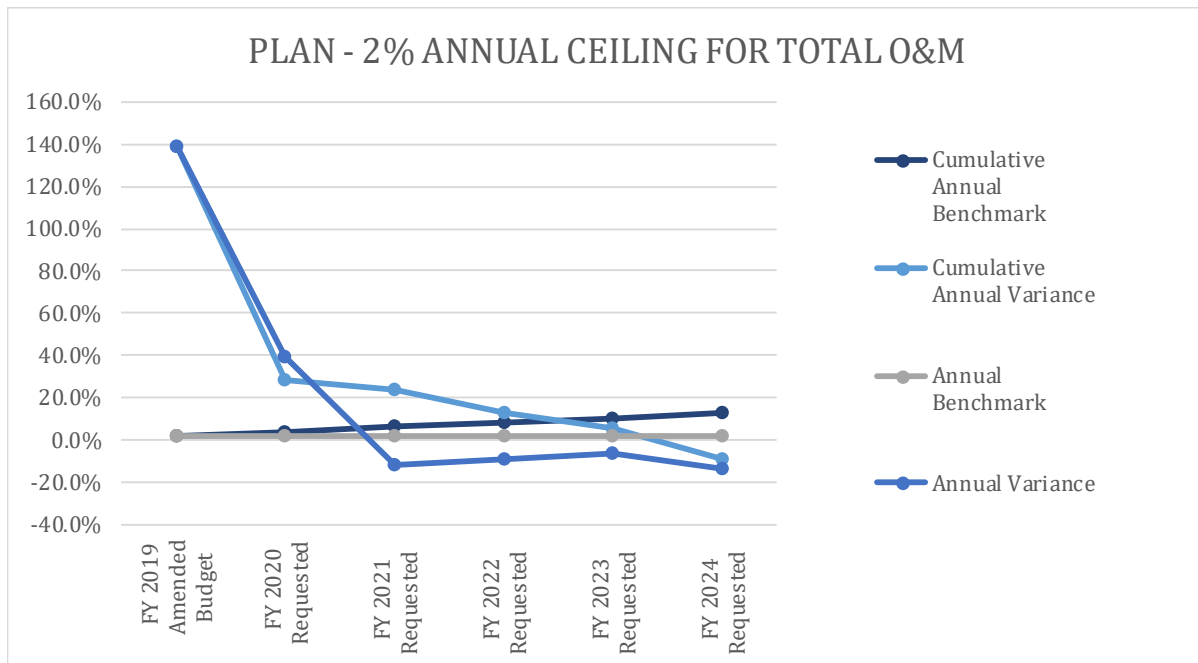
Expense Category	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 689,500	\$ 695,300	\$ 5,800	0.8%	\$ 698,300	\$ 701,400	\$ 704,600	\$ 707,900
4.2 Supplies & Other	314,000	456,300	142,300	45.3%	457,100	463,800	472,600	472,600
4.3 Contractual Services	522,900	952,200	429,300	82.1%	718,000	551,100	429,700	218,000
5.1 Capital Program Allocation	(62,500)	(63,800)	(1,300)	2.1%	(65,000)	(66,400)	(67,700)	(67,700)
Grand Total	\$ 1,463,900	\$ 2,040,000	\$ 576,100	39.4%	\$ 1,808,400	\$ 1,649,900	\$ 1,539,200	\$ 1,330,800



### *Alignment with Entity-wide Annual O&M Ceiling Goal of 2%*

The Energy, Research & Innovation Group's financial plan reflects a Five Year Overall decrease of 9.1% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments is included in the annual "unallocated O&M reserve".

This decrease is not unexpected given the consistency of these major initiatives. And while there is a decreased expense in the short-term, it is believed that this is the result of stabilizing the staffing level and realigning the expenses to reflect existing contracts and upcoming projects. The stabilization and realignment will result in a more effective utility in the long-run to better manage the use of resources.



### **Effective Utility Management Measures**

The key performance indicators listed below provides an indication of where the focus of the Energy, Research & Innovation Area is and what the group strives to achieve.

- ❖ Project Budgeting & Tracking
- ❖ Implementation of technology to improve service delivery
- ❖ Investigation of emerging Contaminants of Concern (CC)

## Capital Outlay

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

**(not a component of this group)**

## 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 & Description	FY 2018		FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
	FY 2018 Amended Budget	Activity thru 06.30.2018						
<b>882501 - Energy, Research &amp; Innovation</b>	<b>\$ 612,800</b>	<b>\$ 613,300</b>	<b>\$ 1,463,900</b>	<b>\$ 2,040,000</b>	<b>\$ 1,808,400</b>	<b>\$ 1,649,900</b>	<b>\$ 1,539,200</b>	<b>\$ 1,330,800</b>
2.1 Salaries & Wages	193,600	184,300	542,600	542,500	542,500	542,500	542,500	542,500
2.4 Employee Benefits	70,400	35,200	146,900	152,800	155,800	158,900	162,100	165,400
4.2 Supplies & Other	22,800	5,700	314,000	456,300	457,100	463,800	472,600	472,600
Capital Outlay less than \$5,000	-	-	-	-	2,000	-	-	-
Memberships, Licenses & Subscriptions	200	200	298,800	438,400	436,800	445,200	453,600	453,600
Mileage and Parking	4,600	-	2,000	1,500	1,500	1,600	1,600	1,600
Operating Supplies	-	800	2,000	5,000	5,100	5,100	5,300	5,300
Training and Internal Meetings	10,500	1,200	4,400	4,500	4,600	4,700	4,800	4,800
Travel	7,500	3,500	6,800	6,900	7,100	7,200	7,300	7,300
<b>4.3 Contractual Services</b>	<b>371,600</b>	<b>388,100</b>	<b>522,900</b>	<b>952,200</b>	<b>718,000</b>	<b>551,100</b>	<b>429,700</b>	<b>218,000</b>
Contractual Professional Services	371,600	388,100	522,900	952,200	718,000	551,100	429,700	218,000
<b>5.1 Capital Program Allocation</b>	<b>(45,600)</b>	<b>-</b>	<b>(62,500)</b>	<b>(63,800)</b>	<b>(65,000)</b>	<b>(66,400)</b>	<b>(67,700)</b>	<b>(67,700)</b>
Capital Program: Salaries & Wages-Direct	-	-	(16,900)	(17,300)	(17,600)	(18,000)	(18,300)	(18,300)
Capital Program: Salaries & Wages-Indire	(45,600)	-	(45,600)	(46,500)	(47,400)	(48,400)	(49,400)	(49,400)
<b>Grand Total</b>	<b>\$ 612,800</b>	<b>\$ 613,300</b>	<b>\$ 1,463,900</b>	<b>\$ 2,040,000</b>	<b>\$ 1,808,400</b>	<b>\$ 1,649,900</b>	<b>\$ 1,539,200</b>	<b>\$ 1,330,800</b>

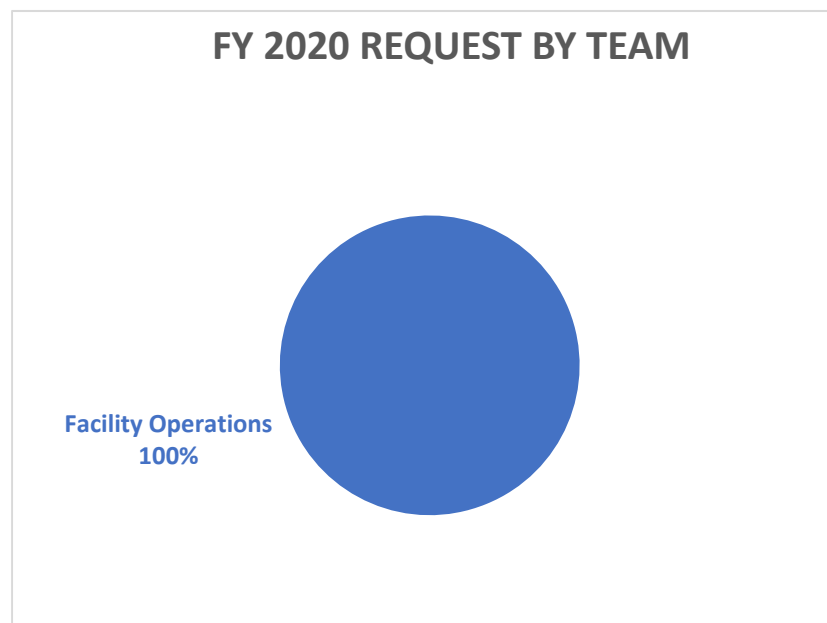
## Highlights

**The Facility Operations Area strategic initiatives include:**

- ❖ **Improving buildings and grounds efficiency:**  
Ensure facilities, buildings and grounds are properly maintained, secure, environmentally safe and upgraded to support GLWA's specific operations
- ❖ **Proper staffing levels:**  
Ensure adequate staffing levels in order to increase proactive facility maintenance

## Organization

The GLWA Facility Operations Area is responsible for maintaining and managing all properties, such as the grounds and structures associated with the water and wastewater system.



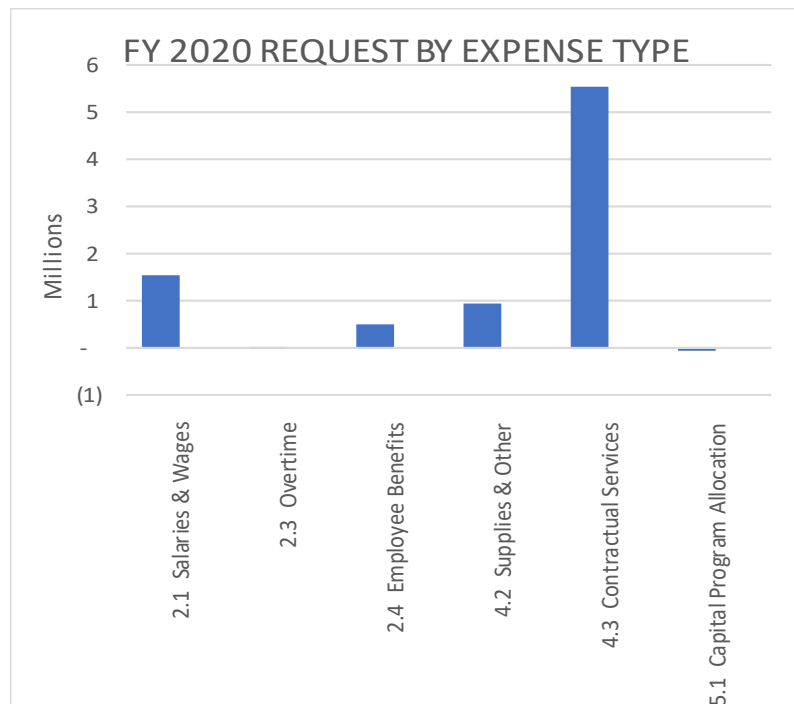
## Expense Categories

There are two major categories of Facility Operations expenses in the Operations and Maintenance Budget as listed below.

- ❖ Contractual Services
- ❖ Salaries & Wages

Contractual Services is the highest expense category for Facility Operations. The level of contractual services reflects the decision to contract for certain non-core services which includes lawn care maintenance, snow removal, rubbish removal, extermination services, elevator maintenance, preventative maintenance, DWSD shared services (OPS-006 – Shared Facilities Shared Cost) as well as the efficient management of peak workload activities.

The Facility Operations Area is reaching a steady state in staffing and accommodating the higher level of expertise required in order to efficiently maintain the GLWA facilities as needed. Accordingly, salaries & wages is the second highest expense category.





## Biennial Budget Request

The biennial reflects an increase in FY 2020 as a result of the shared services contract with DWSD (OPS-006 – Shared Facilities Shared Cost) for Randolph & Huber facilities increasing (\$1.2 million). As noted in the personnel budget section below, the full-time equivalents number is increasing by 3 although wages are lower due to a mix of classifications and budget vs. actuals in starting salaries.

### Biennial Budget Request by Expense Category

Expense Category	<input type="checkbox"/> FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 1,487,900	\$ 1,589,200	\$ 2,131,600	\$ 2,090,400	\$ (41,200)	-1.9%	\$ 2,100,500
3.1 Electric	-	-	-	-	-	N/A	-
3.2 Gas	-	-	-	-	-	N/A	-
3.3 Sewage Service	-	-	-	-	-	N/A	-
3.4 Water Service	-	-	-	-	-	N/A	-
4.1 Chemicals	-	-	-	-	-	N/A	-
4.2 Supplies & Other	1,493,500	731,100	1,110,000	963,200	(146,800)	-13.2%	972,000
4.3 Contractual Services	4,852,000	5,392,900	4,106,000	5,546,400	1,440,400	35.1%	5,583,800
5.1 Capital Program Allocation	(60,600)	-	(60,600)	(61,800)	(1,200)	2.0%	(63,000)
5.2 Shared Services	(8,000)	54,600	(8,000)	-	8,000	-100.0%	-
6.0 Capital Outlay	-	6,300	302,500	-	(302,500)	-100.0%	-
<b>Grand Total</b>	<b>\$ 7,764,800</b>	<b>\$ 7,774,100</b>	<b>\$ 7,581,500</b>	<b>\$ 8,538,200</b>	<b>\$ 956,700</b>	<b>12.6%</b>	<b>\$ 8,593,300</b>

## Personnel Budget

Facility Operations personnel consists of 25 positions for FY 2020 and is largely comprised of operations staffing that perform a variety of skilled facility and fleet work relative to the operations and maintenance of water and wastewater facilities. 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

Cost Center	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
Facility Operations	22.00	22.00	25.00	25.00	25.00	25.00	25.00

*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

	Prior Year	Current Year	Biennial Budget		Forecast		
Cost Center	FY 2018 Approved FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
Facility Operations	22.00	22.00	25.00	25.00	25.00	25.00	25.00

**Personnel Budget** - The table below presents the Water Operations personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

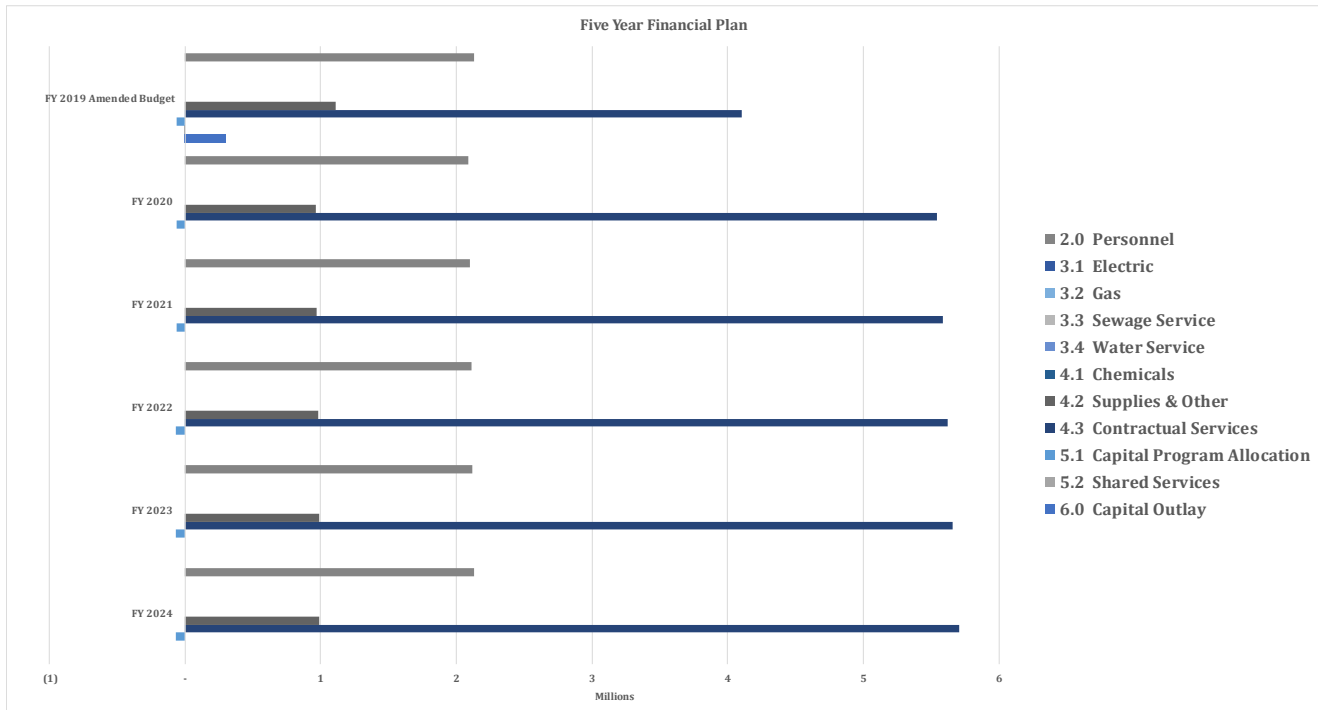
### Personnel Budget

	Prior Year	Current Year	Biennial Budget		Forecast		
Cost Center	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget	FY 2023 Requested Budget	FY 2024 Requested Budget
Facility Operations	\$ 1,630,900	\$ 2,201,600	\$ 2,090,400	\$ 2,100,500	\$ 2,110,800	\$ 2,121,400	\$ 2,132,100

## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

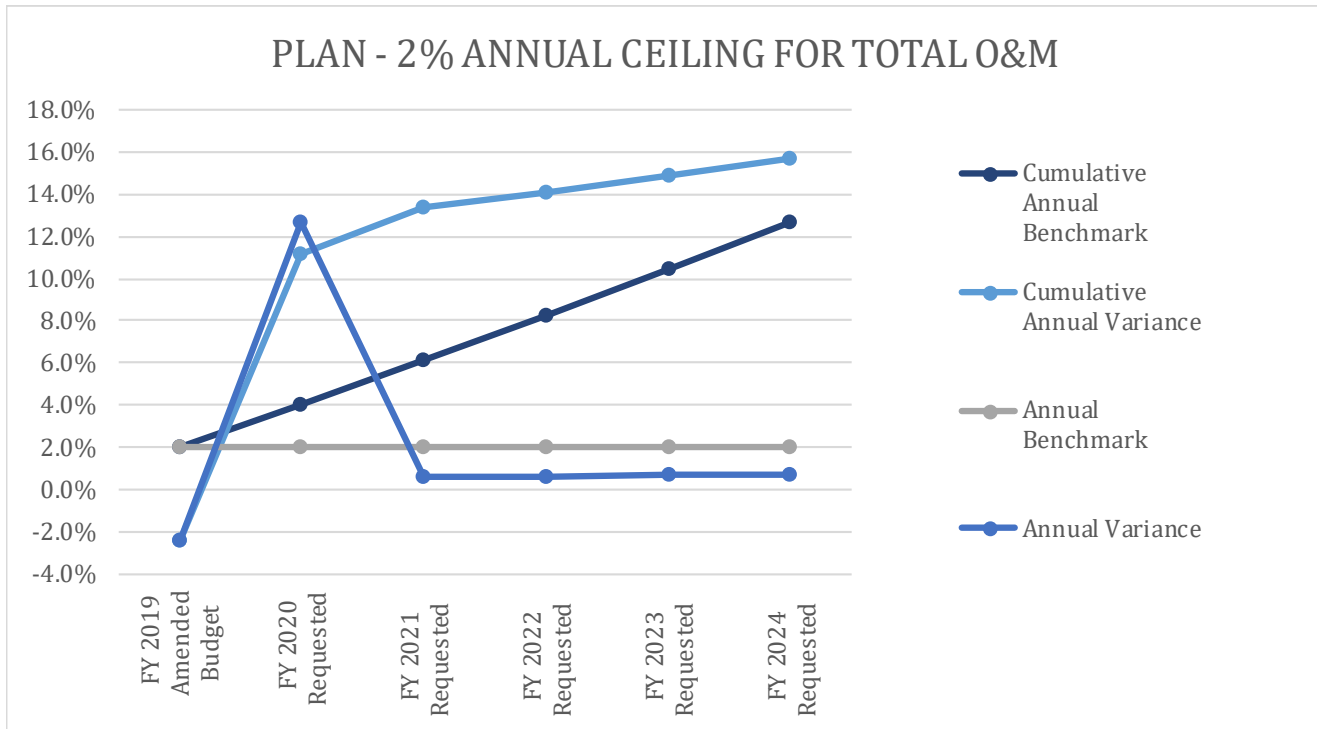
Expense Category	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>2.0 Personnel</b>	<b>\$ 2,131,600</b>	<b>\$ 2,090,400</b>	<b>\$ (41,200)</b>	<b>-1.9%</b>	<b>\$ 2,100,500</b>	<b>\$ 2,110,800</b>	<b>\$ 2,121,400</b>	<b>\$ 2,132,100</b>
3.1 Electric	-	-	-	N/A	-	-	-	-
3.2 Gas	-	-	-	N/A	-	-	-	-
3.3 Sewage Service	-	-	-	N/A	-	-	-	-
3.4 Water Service	-	-	-	N/A	-	-	-	-
4.1 Chemicals	-	-	-	N/A	-	-	-	-
4.2 Supplies & Other	1,110,000	963,200	(146,800)	-13.2%	972,000	980,800	989,700	989,700
4.3 Contractual Services	4,106,000	5,546,400	1,440,400	35.1%	5,583,800	5,622,100	5,661,400	5,710,200
5.1 Capital Program Allocation	(60,600)	(61,800)	(1,200)	2.0%	(63,000)	(64,200)	(65,400)	(65,400)
5.2 Shared Services	(8,000)	-	8,000	-100.0%	-	-	-	-
6.0 Capital Outlay	302,500	-	(302,500)	-100.0%	-	-	-	-
<b>Grand Total</b>	<b>7,581,500</b>	<b>8,538,200</b>	<b>956,700</b>	<b>12.6%</b>	<b>\$ 8,593,300</b>	<b>\$ 8,649,500</b>	<b>\$ 8,707,100</b>	<b>\$ 8,766,600</b>



### *Alignment with Entity-wide Annual O&M Ceiling Goal of 2%*

The Facility Operations Group's financial plan reflects a Five Year Overall increase of 15.6% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments is included in the annual "unallocated O&M reserve".

This increase is not unexpected given the consistency of these major initiatives. And while there is an increased expense in the short-term, it is believed that this is the result of stabilizing the staffing level and realigning the expenses to reflect existing contracts and upcoming projects. The stabilization and realignment will result in a more effective utility in the long-run to better manage the use of resources.



### Effective Utility Management Measures

The key performance indicators listed below provides an indication of where the focus of the Facility Operations Area is and what the group strives to achieve.

- ❖ Project Budgeting & Tracking
- ❖ Facility Maintenance Completion

## Capital Outlay

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

Capital Outlay	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Requested	Requested	Requested	Requested	Requested
<b>Facility Operations</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>
Chiller Replacement - DeCal	15,000	15,000	15,000	15,000	15,000
Condensate Pump System	10,000	10,000	10,000	10,000	10,000
Furniture ensemble to include Desk, Credenza; File Cabinet, Guest/Task chairs	50,000	50,000	50,000	50,000	50,000
Furniture ensemble to include Desk, Credenza; File Cabinet, Guest/Task chairs	50,000	50,000	50,000	50,000	50,000
<b>Grand Total</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>

## 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 & Description	FY 2018								
	FY 2018 Amended Budget	Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested	
882421 - Facility Operations	\$ 7,764,800	\$ 7,774,100	\$ 7,581,500	\$ 8,538,200	\$ 8,593,300	\$ 8,649,500	\$ 8,707,100	\$ 8,766,600	
2.1 Salaries & Wages	1,169,300	1,170,700	1,575,500	1,560,100	1,560,100	1,560,100	1,560,100	1,560,100	
2.3 Overtime	20,000	21,700	108,000	25,000	25,000	25,000	25,000	25,000	
2.4 Employee Benefits	441,600	396,800	518,100	505,300	515,400	525,700	536,300	547,000	
2.6 Personnel Transition Adjustment	(143,000)	-	(70,000)	-	-	-	-	-	
4.2 Supplies & Other	1,493,500	731,100	1,110,000	963,200	972,000	980,800	989,700	989,700	
Capital Outlay less than \$5,000	90,000	87,800	50,000	100,000	100,000	100,000	100,000	100,000	
Employee Uniform Expense	25,000	1,600	50,000	15,000	15,000	15,000	15,000	15,000	
Inspection and Permit Fees	25,000	1,700	50,000	10,000	10,000	10,000	10,000	10,000	
Memberships, Licenses & Subscriptions	9,800	700	7,000	2,500	2,500	2,500	2,500	2,500	
Mileage and Parking	2,000	200	2,000	2,000	2,100	2,100	2,200	2,200	
Office Supplies	27,300	15,200	20,000	20,400	20,800	21,200	21,600	21,600	
Operating Supplies	250,000	234,700	250,000	291,000	292,000	293,000	294,000	294,000	
Operating Supplies-Fuel	-	-	-	-	-	-	-	-	
Operating Supplies-Janitorial	13,500	8,800	13,500	13,800	14,000	14,300	14,600	14,600	
Rentals-Buildings	44,000	-	44,000	20,000	20,000	20,000	20,000	20,000	
Rentals-Miscellaneous	100,000	18,100	100,000	25,000	25,000	25,000	25,000	25,000	
Repairs & Maintenance-Buildings & Ground	889,400	359,500	491,000	448,000	455,000	462,100	469,100	469,100	
Repairs & Maintenance-Equipment	-	200	-	-	-	-	-	-	
Training and Internal Meetings	10,000	100	25,000	10,000	10,000	10,000	10,000	10,000	
Travel	2,500	1,000	2,500	2,500	2,600	2,600	2,700	2,700	
Tuition Refund	5,000	1,500	5,000	3,000	3,000	3,000	3,000	3,000	
4.3 Contractual Services	4,852,000	5,392,900	4,106,000	5,546,400	5,583,800	5,622,100	5,661,400	5,710,200	
Contractual Buildings & Grounds Maint	2,458,000	2,241,000	2,000,000	2,330,400	2,305,800	2,281,200	2,256,600	2,256,600	
Contractual Operating Services	2,394,000	3,151,900	2,106,000	3,216,000	3,278,000	3,340,900	3,404,800	3,453,600	
5.1 Capital Program Allocation	(60,600)	-	(60,600)	(61,800)	(63,000)	(64,200)	(65,400)	(65,400)	
Capital Program: Salaries & Wages-Direct	(60,600)	-	(60,600)	(61,800)	(63,000)	(64,200)	(65,400)	(65,400)	
5.2 Shared Services	(8,000)	54,600	(8,000)	-	-	-	-	-	
Shared Services : Salaries & Wages Reimb	(8,000)	40,100	(8,000)	-	-	-	-	-	
Shared Services: Employee Benefit Reimb	-	14,500	-	-	-	-	-	-	
6.0 Capital Outlay	-	6,300	302,500	-	-	-	-	-	
Capital Outlay over \$5k(O&M-Capitalized)	-	6,300	302,500	-	-	-	-	-	
Grand Total	\$ 7,764,800	\$ 7,774,100	\$ 7,581,500	\$ 8,538,200	\$ 8,593,300	\$ 8,649,500	\$ 8,707,100	\$ 8,766,600	

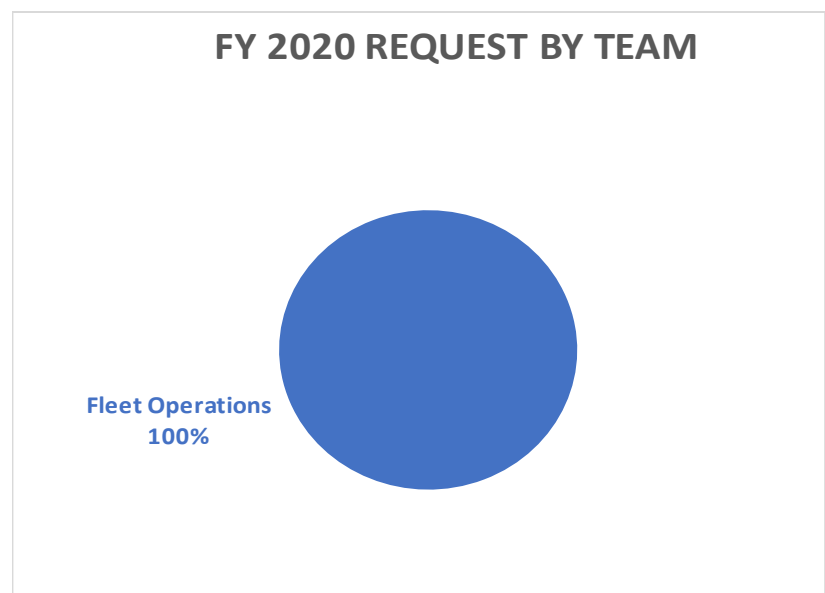
## Highlights

### The Fleet Operations Area strategic initiatives include:

- ❖ **Improving vehicle efficiency:**  
Ensure vehicles are properly maintained, functioning properly and safely as well as matched to the job requirements to support GLWA's specific operations
- ❖ **Proper staffing levels:**  
Ensure adequate proactive fleet maintenance and upgrades

## Organization

The GLWA Fleet Operations Area is responsible for maintaining and managing all vehicles, such as the cars, trucks, lifts, vactors, etc. associated with the water and wastewater system while ensuring vehicles and equipment are properly matched to the job requirements and functioning properly and safely.

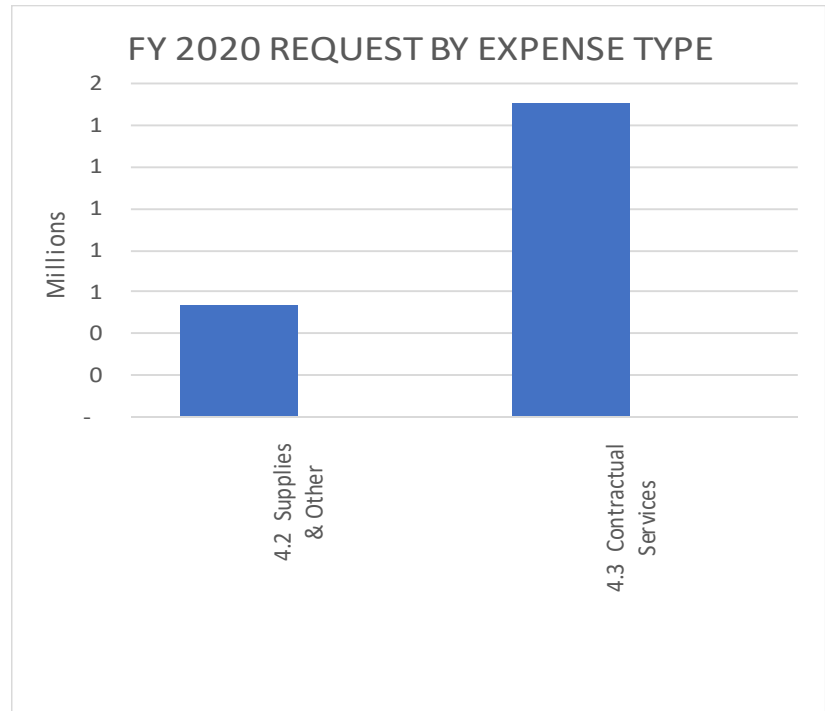


## Expense Categories

There is one major category of Fleet Operations expenses in the Operations and Maintenance Budget as listed below.

### ❖ Contractual Services

Contractual Services is the highest expense category for Fleet Operations. The level of contractual services reflects the shared service agreement with Detroit Water and Sewerage Department (DWSD) to manage and maintain all fleet vehicles (\$1.5 million).





## Biennial Budget Request

The biennial reflects a decrease in FY 2020 as a result of stabilizing the contractual services DWSD shared services agreement (OPS-001 – Fleet).

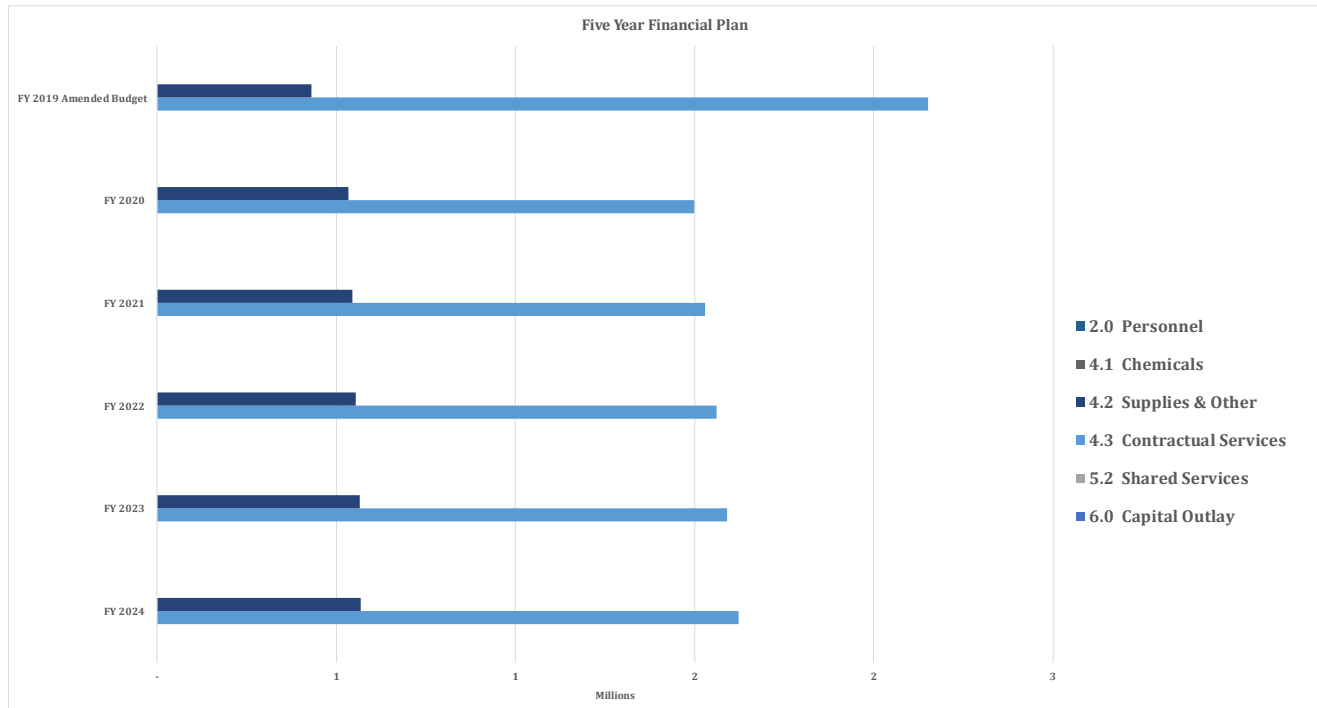
### Biennial Budget Request by Expense Category

Expense Category	<input checked="" type="checkbox"/> FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	-	-	-	-	-	N/A	-
4.1 Chemicals	-	-	-	-	-	N/A	-
4.2 Supplies & Other	587,200	561,300	431,000	534,500	103,500	24.0%	544,800
4.3 Contractual Services	1,530,900	1,524,500	2,150,900	1,500,000	(650,900)	-30.3%	1,530,000
5.2 Shared Services	-	-	-	-	-	N/A	-
6.0 Capital Outlay	-	-	-	-	-	N/A	-
<b>Grand Total</b>	<b>\$ 2,118,100</b>	<b>\$ 2,085,800</b>	<b>\$ 2,581,900</b>	<b>\$ 2,034,500</b>	<b>\$(547,400)</b>	<b>-21.2%</b>	<b>\$ 2,074,800</b>

## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

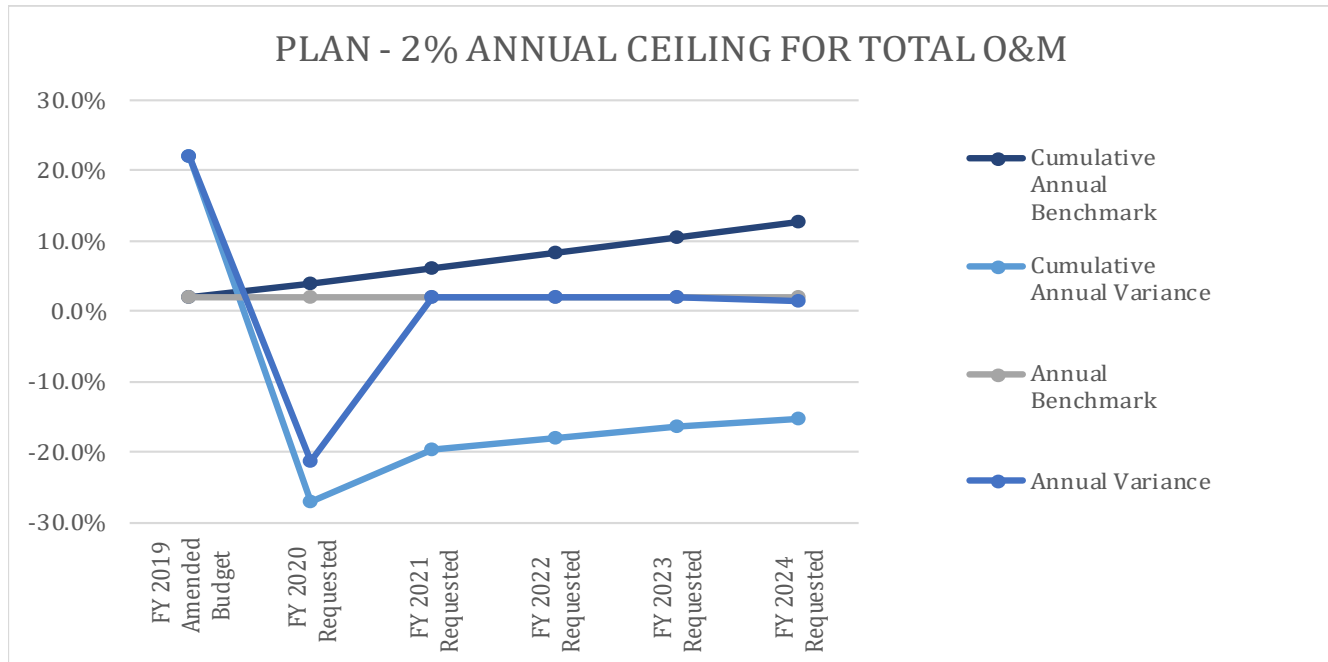
Expense Category	<input checked="" type="checkbox"/> FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	-	-	-	N/A	-	-	-	-
4.1 Chemicals	-	-	-	N/A	-	-	-	-
4.2 Supplies & Other	431,000	534,500	103,500	24.0%	544,800	555,300	565,700	567,600
4.3 Contractual Services	2,150,900	1,500,000	(650,900)	-30.3%	1,530,000	1,560,600	1,591,800	1,623,600
5.2 Shared Services	-	-	-	N/A	-	-	-	-
6.0 Capital Outlay	-	-	-	N/A	-	-	-	-
<b>Grand Total</b>	<b>2,581,900</b>	<b>2,034,500</b>	<b>(547,400)</b>	<b>-21.2%</b>	<b>\$ 2,074,800</b>	<b>\$ 2,115,900</b>	<b>\$ 2,157,500</b>	<b>\$ 2,191,200</b>



### *Alignment with Entity-wide Annual O&M Ceiling Goal of 2%*

The Fleet Operations Group's financial plan reflects a Five Year Overall decrease of 15.1% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments is included in the annual "unallocated O&M reserve".

This decrease is not unexpected given the consistency of these major initiatives. And while there is a decreased expense in the short-term, it is believed that this is the result of realigning the expenses to reflect existing contracts and upcoming projects. The realignment will result in a more effective utility in the long-run to better manage the use of resources.



## Effective Utility Management Measures

“Open for 1.2019 Revised Draft”

## Capital Outlay

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

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Capital Outlay	Requested	Requested	Requested	Requested	Requested
<b>Fleet Operations</b>	<b>\$1,510,141</b>	<b>\$2,542,586</b>	<b>\$2,305,242</b>	<b>\$3,011,599</b>	<b>\$ 777,287</b>
Flail Mower (Lake Huron WTP)	-	-	-	4,000	-
Ford F-350 (Extended Cab) Seats 5-6 Carry Engineering tools and equipment (Water Engineering request)	-	-	50,000	-	-
Front Loader Tractor (Lake Huron WTP)	-	-	-	70,000	-
Information from Vehicle Spreadsheet	1,040,141	2,072,586	1,785,242	2,922,599	777,287
Motorized utility cart for snow removal and equipment transport (Southwest WTP)	-	-	-	15,000	-
Vactor/JetRodder	470,000	470,000	470,000	-	-
<b>Grand Total</b>	<b>\$1,510,141</b>	<b>\$2,542,586</b>	<b>\$2,305,242</b>	<b>\$3,011,599</b>	<b>\$ 777,287</b>

## 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 & Description	FY 2018		FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
	FY 2018 Amended Budget	Activity thru 06.30.2018						
<b>882422 - Fleet Operations</b>	<b>\$ 2,118,100</b>	<b>\$ 2,085,800</b>	<b>\$ 2,581,900</b>	<b>\$ 2,034,500</b>	<b>\$ 2,074,800</b>	<b>\$ 2,115,900</b>	<b>\$ 2,157,500</b>	<b>\$ 2,191,200</b>
<b>4.2 Supplies &amp; Other</b>								
Inspection and Permit Fees	1,000	100	1,000	1,000	1,000	1,100	1,100	1,100
Operating Supplies-Automotive	5,000	1,600	5,000	10,000	10,000	10,100	10,100	10,100
Repairs & Maintenance-Automotive	75,000	49,900	75,000	76,500	78,000	79,500	81,000	81,000
Operating Supplies – Fuel	506,200	509,700	350,000	447,000	455,800	464,600	473,500	475,400
<b>4.3 Contractual Services</b>								
Contractual Operating Services	1,530,900	1,524,500	2,150,900	1,500,000	1,530,000	1,560,600	1,591,800	1,623,600
<b>Grand Total</b>	<b>\$ 2,118,100</b>	<b>\$ 2,085,800</b>	<b>\$ 2,581,900</b>	<b>\$ 2,034,500</b>	<b>\$ 2,074,800</b>	<b>\$ 2,115,900</b>	<b>\$ 2,157,500</b>	<b>\$ 2,191,200</b>

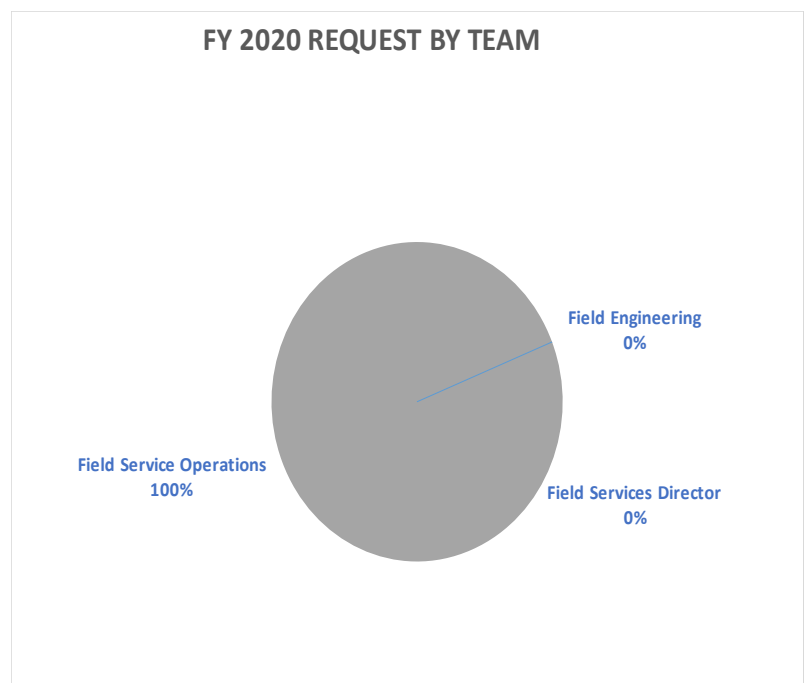
## Highlights

### The Field Service Operations Area strategic initiatives include:

- ❖ **Improving buildings and grounds efficiency**  
Ensure facilities, buildings and grounds are properly maintained, secure, environmentally safe and upgraded to support GLWA's specific operations
- ❖ **Proper staffing levels**  
Ensure adequate staffing levels in order to increase proactive facility maintenance

## Organization

The GLWA Field Service Operations Area is responsible for ensuring reliable service of customer delivery and collection in the water system, as well as all associated equipment, such as valves, gates, interceptors and siphons.



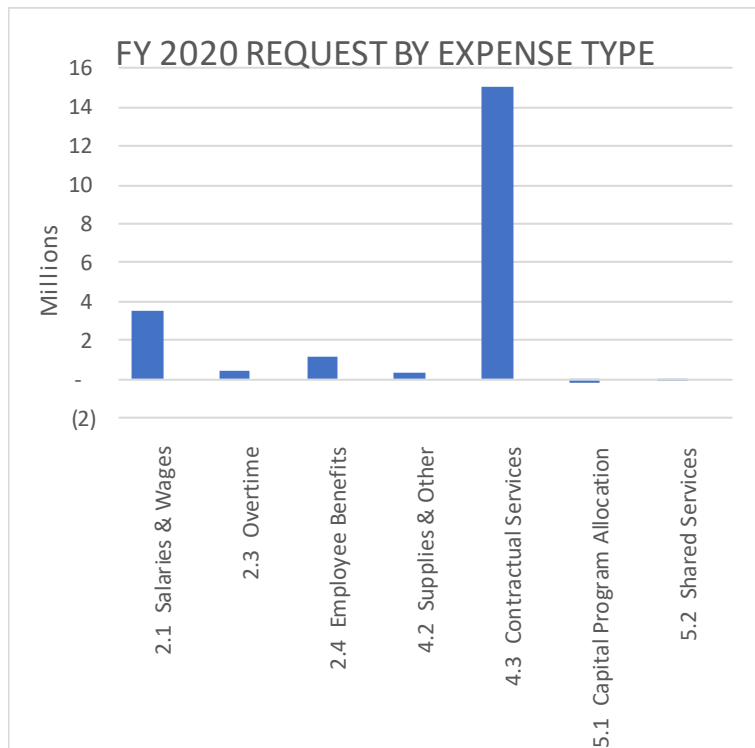
## Expense Categories

There are two major categories of Field Service Operations expenses in the Operations and Maintenance Budget as listed below.

- ❖ Contractual Services
- ❖ Salaries & Wages

Contractual Services is the highest expense category for Field Service Operations. The level of contractual services supports the complex nature of the water transmission and wastewater collection system as well as the efficient management of peak workload activities.

The Field Service Operations Area is reaching a steady state in staffing and accommodating the higher level of expertise required in order to reduce the utilization of contracts. Accordingly, salaries & wages is the second highest expense category.



## Biennial Budget Request

The biennial reflects an overall decrease in FY 2020 as a result of personnel reaching a steady state with minimal use of contractual transitional services. The contractual services increase is largely comprised of a restructuring between Systems Control and Field Service Operations. The pumping stations portion of the Lakeshore Global Corporation contract was transferred to Field Service Operations from Systems Control which increased contractual services by \$1.8 million.

### Biennial Budget Request by Expense Category

Expense Category	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 4,990,200	\$ 5,057,100	\$ 6,552,200	\$ 5,214,200	\$ (1,877,300)	-26.5%	\$ 5,238,600
3.1 Electric	-	-	-	-	-	N/A	-
3.2 Gas	-	-	-	-	-	N/A	-
3.3 Sewage Service	-	-	-	-	-	N/A	-
3.4 Water Service	-	-	-	-	-	N/A	-
4.1 Chemicals	-	-	-	-	-	N/A	-
4.2 Supplies & Other	474,100	220,500	849,700	402,700	(489,000)	-54.8%	388,100
4.3 Contractual Services	11,305,000	11,326,000	12,983,200	15,021,300	2,038,100	15.7%	15,251,700
5.1 Capital Program Allocation	(170,000)	(65,900)	(147,300)	(128,400)	41,600	-24.5%	(128,900)
5.2 Shared Services	-	33,300	-	(16,700)	(16,700)	N/A	(17,000)
6.0 Capital Outlay	-	-	-	-	-	N/A	-
<b>Grand Total</b>	<b>\$ 16,599,300</b>	<b>\$ 16,571,000</b>	<b>\$ 20,237,800</b>	<b>\$ 20,493,100</b>	<b>\$ (303,300)</b>	<b>-1.5%</b>	<b>\$ 20,732,500</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Field Engineering	\$ 900,500	\$ 899,100	\$ -	\$ -	\$ (1,472,100)	-100.0%	\$ -
Field Service Operations	11,998,500	11,989,700	20,237,800	20,493,100	6,858,400	50.3%	20,732,500
Field Services Director	3,700,300	3,682,200	-	-	(5,689,600)	-100.0%	-
<b>Grand Total</b>	<b>\$ 16,599,300</b>	<b>\$ 16,571,000</b>	<b>\$ 20,237,800</b>	<b>\$ 20,493,100</b>	<b>\$ (303,300)</b>	<b>-1.5%</b>	<b>\$ 20,732,500</b>

## Personnel Budget

Field Service Operations personnel consists of 65 positions for FY 2020. During FY 2018, thirty-four (34) staffing and contract positions were transferred to Field Service Operations from Systems Control and five (5) staffing positions were transferred to other water operating areas) and 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. 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

Cost Center	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
Field Service Operations	44.00	65.00	65.00	65.00	65.00	65.00	65.00
Field Services Director	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Field Engineering	17.00	0.00	0.00	0.00	0.00	0.00	0.00
Field Service Operations	26.00	65.00	65.00	65.00	65.00	65.00	65.00

*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

Cost Center	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018 Approved FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
Field Services	44.00	65.00	65.00	65.00	65.00	65.00	65.00
Field Services Director	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Field Engineering	17.00	0.00	0.00	0.00	0.00	0.00	0.00
Field Service Operations	26.00	65.00	65.00	65.00	65.00	65.00	65.00

*Personnel Budget* - The table below presents the Water Operations personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

### Personnel Budget

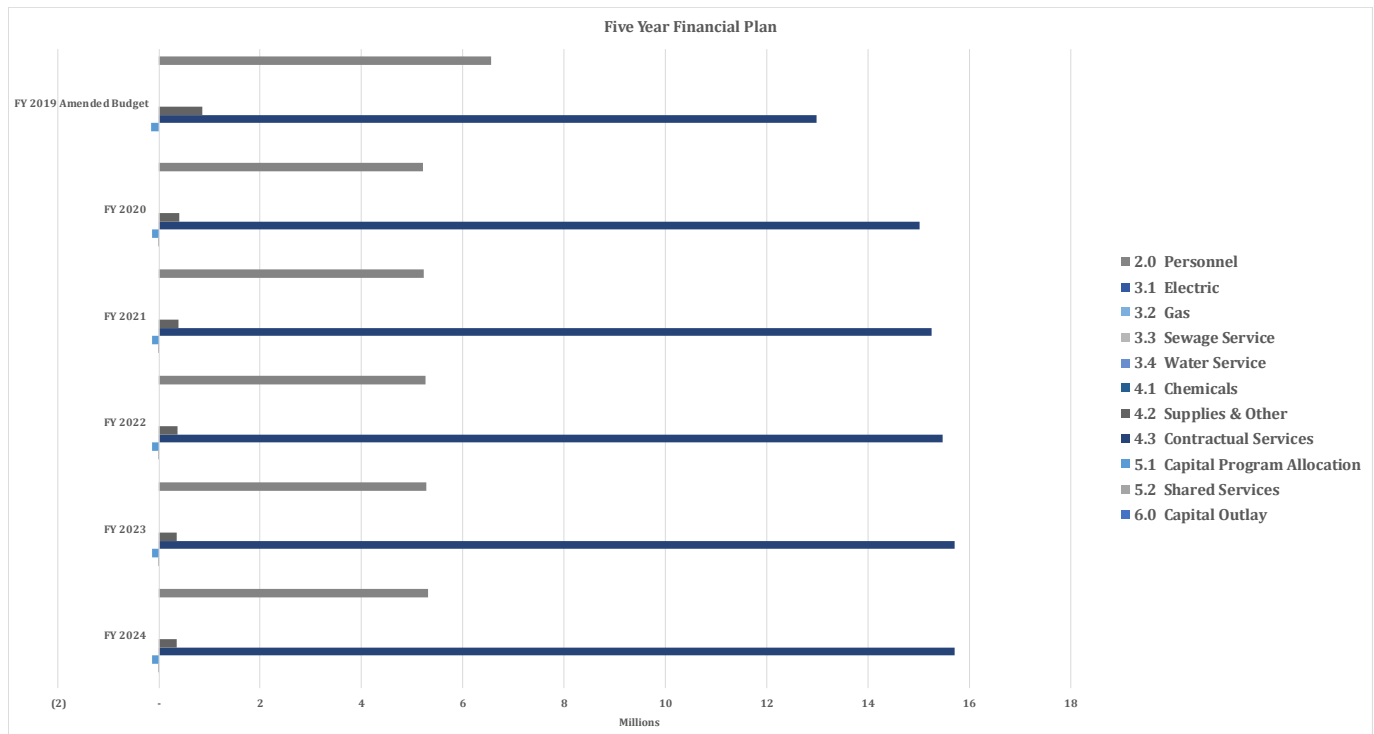
Cost Center	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget	FY 2023 Requested Budget	FY 2024 Requested Budget
Field Services	\$ 5,147,200	\$ 6,552,200	\$ 5,214,200	\$ 5,238,600	\$ 5,263,500	\$ 5,289,000	\$ 5,314,900
Field Services Director	2,807,700	-	-	-	-	-	-
Field Engineering	783,400	-	-	-	-	-	-
Field Service Operations	1,556,100	6,552,200	5,214,200	5,238,600	5,263,500	5,289,000	5,314,900



## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

Expense Category	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 6,552,200	\$ 5,214,200	\$(1,877,300)	-26.5%	\$ 5,238,600	\$ 5,263,500	\$ 5,289,000	\$ 5,314,900
3.1 Electric	-	-	-	N/A	-	-	-	-
3.2 Gas	-	-	-	N/A	-	-	-	-
3.3 Sewage Service	-	-	-	N/A	-	-	-	-
3.4 Water Service	-	-	-	N/A	-	-	-	-
4.1 Chemicals	-	-	-	N/A	-	-	-	-
4.2 Supplies & Other	849,700	402,700	(489,000)	-54.8%	388,100	373,700	359,100	359,100
4.3 Contractual Services	12,983,200	15,021,300	2,038,100	15.7%	15,251,700	15,482,100	15,712,700	15,716,900
5.1 Capital Program Allocation	(147,300)	(128,400)	41,600	-24.5%	(128,900)	(129,400)	(129,900)	(130,400)
5.2 Shared Services	-	(16,700)	(16,700)	N/A	(17,000)	(17,300)	(17,600)	(17,900)
6.0 Capital Outlay	-	-	-	N/A	-	-	-	-
<b>Grand Total</b>	<b>\$ 20,237,800</b>	<b>\$ 20,493,100</b>	<b>\$ (303,300)</b>	<b>-1.5%</b>	<b>\$ 20,732,500</b>	<b>\$ 20,972,600</b>	<b>\$ 21,213,300</b>	<b>\$ 21,242,600</b>



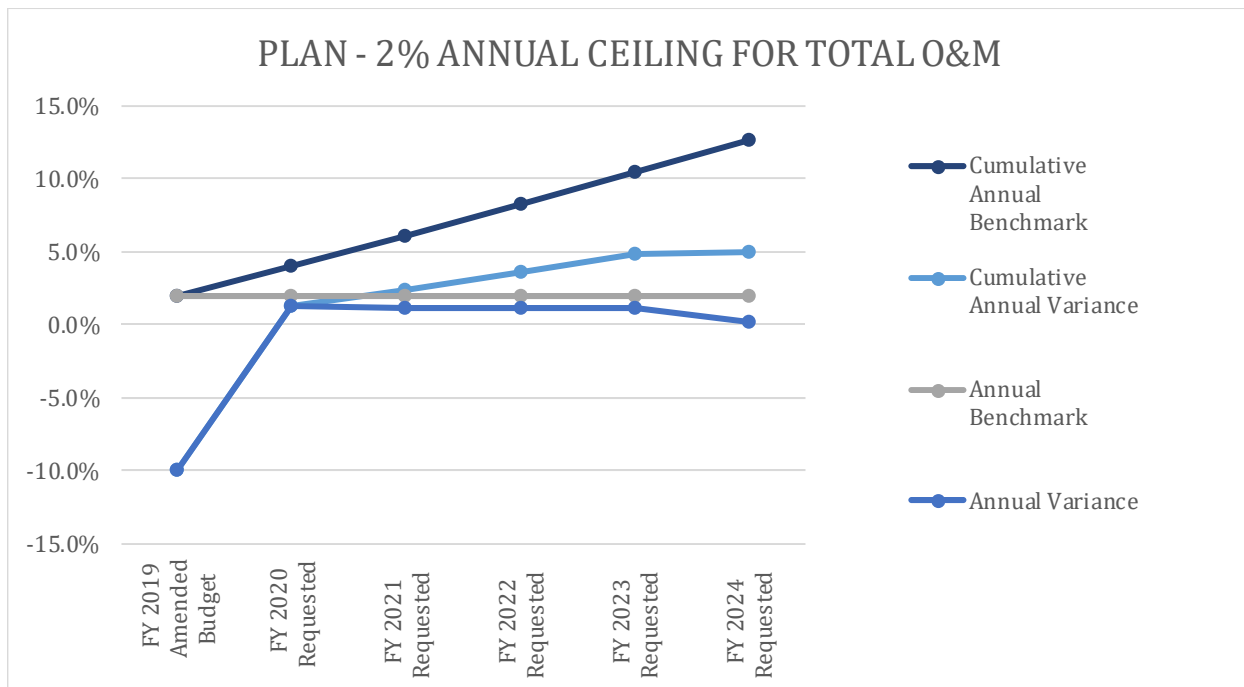
### Five-Year Financial Plan by Team

Expense Category	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Field Engineering	\$ -	\$ -	\$(1,472,100)	-100.0%	\$ -	\$ -	\$ -	\$ -
Field Service Operations	20,237,800	20,493,100	6,858,400	50.3%	20,732,500	20,972,600	21,213,300	21,242,600
Field Services Director	-	-	(5,689,600)	-100.0%	-	-	-	-
<b>Grand Total</b>	<b>\$ 20,237,800</b>	<b>\$ 20,493,100</b>	<b>\$ (303,300)</b>	<b>-1.5%</b>	<b>\$ 20,732,500</b>	<b>\$ 20,972,600</b>	<b>\$ 21,213,300</b>	<b>\$ 21,242,600</b>

### *Alignment with Entity-wide Annual O&M Ceiling Goal of 2%*

The Field Service Operations Group's financial plan reflects a Five Year Overall increase of 5.0% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments is included in the annual "unallocated O&M reserve".

This increase is not unexpected given the consistency of these major initiatives. And while there is an increased expense in the short-term, it is believed that this is the result of stabilizing the staffing level and realigning the expenses to reflect existing contracts and upcoming projects. The stabilization and realignment will result in a more effective utility in the long-run to better manage the use of resources.



### **Effective Utility Management Measures**

"Open for 1.2019 Revised Draft"

**Capital Outlay**

[Currently not a component of this group]

**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 & Description	FY	FY 2018		FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
		FY 2018 Amended Budget	Activity thru 06.30.2018						
<b>882401 - Field Services Director</b>		<b>\$4,993,400</b>	<b>\$3,682,200</b>	<b>\$5,689,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
2.1 Salaries & Wages		1,420,300	1,170,400	1,229,400	-	-	-	-	-
2.3 Overtime		100,000	96,600	201,400	-	-	-	-	-
2.4 Employee Benefits		493,300	316,000	413,200	-	-	-	-	-
2.5 Transition Services		1,484,700	1,191,700	2,350,000	-	-	-	-	-
4.2 Supplies & Other		110,500	50,300	111,000	-	-	-	-	-
Employee Uniform Expense		10,000	8,100	10,000	-	-	-	-	-
Memberships, Licenses & Subscriptions		5,000	1,800	3,000	-	-	-	-	-
Office Supplies		5,500	1,400	5,000	-	-	-	-	-
Operating Supplies		30,000	22,500	30,000	-	-	-	-	-
Training and Internal Meetings		50,000	12,700	50,000	-	-	-	-	-
Travel		10,000	2,800	10,000	-	-	-	-	-
Tuition Refund		-	1,000	3,000	-	-	-	-	-
4.3 Contractual Services		1,400,000	857,200	1,400,000	-	-	-	-	-
5.1 Capital Program Allocation		(15,400)	-	(15,400)	-	-	-	-	-
<b>882411 - Field Engineering</b>		<b>1,378,800</b>	<b>899,100</b>	<b>1,472,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2.1 Salaries & Wages		897,700	493,900	810,200	-	-	-	-	-
2.3 Overtime		125,000	87,800	150,000	-	-	-	-	-
2.4 Employee Benefits		334,500	191,300	293,300	-	-	-	-	-
2.5 Transition Services		-	10,900	-	-	-	-	-	-
2.6 Personnel Transition Adjustment		(145,000)	-	-	-	-	-	-	-
4.2 Supplies & Other		62,000	21,800	94,100	-	-	-	-	-
Employee Uniform Expense		2,000	1,200	5,000	-	-	-	-	-
Inspection and Permit Fees		11,000	2,000	11,000	-	-	-	-	-
Memberships, Licenses & Subscriptions		8,500	-	32,600	-	-	-	-	-
Mileage and Parking		10,000	7,700	15,000	-	-	-	-	-
Office Supplies		5,500	1,200	4,000	-	-	-	-	-
Operating Supplies		15,000	8,800	21,500	-	-	-	-	-
Travel		10,000	900	5,000	-	-	-	-	-
4.3 Contractual Services		150,000	126,000	169,900	-	-	-	-	-
5.1 Capital Program Allocation		(45,400)	(65,900)	(45,400)	-	-	-	-	-
5.2 Shared Services		-	33,300	-	-	-	-	-	-
Shared Services : Salaries & Wages Reimb		-	23,800	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb		-	9,500	-	-	-	-	-	-
<b>882431 - Field Service Operations</b>		<b>16,102,500</b>	<b>11,989,700</b>	<b>13,634,700</b>	<b>20,493,100</b>	<b>20,732,500</b>	<b>20,972,600</b>	<b>21,213,300</b>	<b>21,242,600</b>
2.1 Salaries & Wages		1,338,300	895,900	1,027,500	3,561,900	3,561,900	3,561,900	3,561,900	3,561,900
2.3 Overtime		600,000	138,400	192,000	431,000	431,000	431,000	431,000	431,000
2.4 Employee Benefits		521,800	464,200	424,500	1,221,300	1,245,700	1,270,600	1,296,100	1,322,000
2.5 Transition Services		-	-	-	-	-	-	-	-
2.6 Personnel Transition Adjustment		(157,000)	-	-	-	-	-	-	-
4.2 Supplies & Other		1,188,600	148,400	686,600	402,700	388,100	373,700	359,100	359,100
Employee Uniform Expense		4,000	2,600	25,000	27,500	27,500	27,500	27,500	27,500
Inspection and Permit Fees		8,300	200	7,600	12,700	12,700	12,700	12,700	12,700
Memberships, Licenses & Subscriptions		800	-	1,000	20,300	20,300	20,400	20,400	20,400
Mileage and Parking		500	-	1,000	8,000	8,000	8,100	8,100	8,100
Office Supplies		20,000	4,900	7,000	11,500	11,500	11,500	11,500	11,500
Operating Supplies		1,000,000	141,100	500,000	237,200	222,600	208,000	193,400	193,400
Rentals-Miscellaneous		55,000	-	45,000	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment		100,000	(400)	100,000	-	-	-	-	-
Training and Internal Meetings		-	-	-	50,000	50,000	50,000	50,000	50,000
Travel		-	-	-	12,500	12,500	12,500	12,500	12,500
Tuition Refund		-	-	-	3,000	3,000	3,000	3,000	3,000
4.3 Contractual Services		12,720,000	10,342,800	11,413,300	15,021,300	15,251,700	15,482,100	15,712,700	15,716,900
5.1 Capital Program Allocation		(109,200)	-	(109,200)	(128,400)	(128,900)	(129,400)	(129,900)	(130,400)
5.2 Shared Services		-	-	-	(16,700)	(17,000)	(17,300)	(17,600)	(17,900)
Shared Services : Salaries & Wages Reimb		-	-	-	(10,600)	(10,800)	(11,000)	(11,200)	(11,400)
Shared Services Reimbursement		-	-	-	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)
Shared Services: Employee Benefit Reimb		-	-	-	(4,300)	(4,400)	(4,500)	(4,600)	(4,700)
6.0 Capital Outlay		-	-	-	-	-	-	-	-
<b>Grand Total</b>		<b>\$ 22,474,700</b>	<b>\$ 16,571,000</b>	<b>\$ 20,796,400</b>	<b>\$ 20,493,100</b>	<b>\$ 20,732,500</b>	<b>\$ 20,972,600</b>	<b>\$ 21,213,300</b>	<b>\$ 21,242,600</b>

## Highlights

### The Systems Control Area strategic initiatives include:

#### ❖ **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

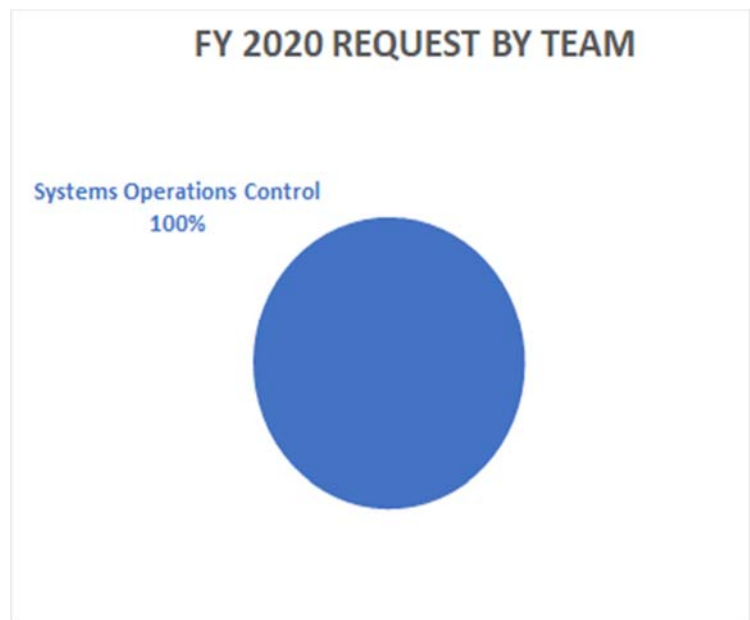
#### ❖ **Operational Efficiency**

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.

## Organization

The GLWA Systems Control Area operates the water transmission system by controlling & monitoring the distribution of water throughout the Regional Water System. The treatment and distribution system is controlled by an award-winning state of the arts Supervisory Control and Data Acquisition (SCADA) system. Operators remotely control the many pumps and valves that allow the system to deliver water to all communities. Access to real-time data from throughout the system allows quicker response, reaction, detection and isolation of system leaks and rapidly changing conditions such as storm water inflow.



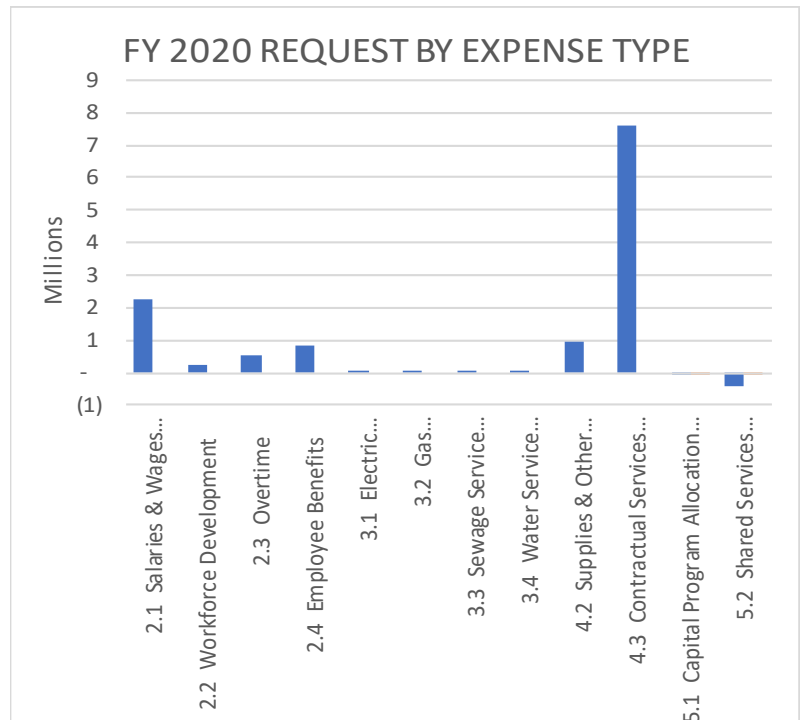
## Expense Categories

There are two major categories of Systems Control expenses in the Operations and Maintenance Budget as listed below.

- ❖ Contractual Services
- ❖ Salaries & Wages

Contractual Services is the highest expense category for Systems Control. Contractual services are heavily utilized in the Systems Control group to perform various maintenance, monitoring and evaluations of the distribution systems to maintain operational readiness.

The Systems Control Area is required to obtain a consistent level of personnel which is the result of staff restructuring on the basis of continuous improvement and workload balancing for efficiency. Accordingly, salaries & wages is the second highest expense category.



## Biennial Budget Request

The biennial reflects an overall decrease in FY 2020 as a result of a restructuring between Field Service Operations and Systems Control. The water booster stations and sewer lift stations portion of the Lakeshore Global Corporation contract was transferred from Systems Control to Field Service Operations which decreased contractual services by \$1.8 million. A combination of other contractual services decreased by \$1 million which includes the labor, material and maintenance for electrical switchgear and power transformers contract.

### *Biennial Budget Request by Expense Category*

Expense Category	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	4,460,300	5,559,600	3,967,700	3,824,200	(143,500)	-3.6%	3,840,700
3.1 Electric	60,000	60,700	50,000	51,000	1,000	2.0%	52,000
3.2 Gas	36,000	100	25,000	10,100	(14,900)	-59.6%	10,200
3.3 Sewage Service	8,000	9,800	17,000	16,000	(1,000)	-5.9%	16,000
3.4 Water Service	5,000	500	5,000	1,000	(4,000)	-80.0%	1,000
4.2 Supplies & Other	1,173,800	872,500	949,100	945,800	(3,300)	-0.3%	954,900
4.3 Contractual Services	7,014,000	5,902,200	10,309,000	7,603,100	(2,705,900)	-26.2%	7,629,300
5.1 Capital Program Allocation	(71,400)	(59,400)	(71,400)	(82,300)	(10,900)	15.3%	(82,600)
5.2 Shared Services	(993,600)	(669,400)	(993,600)	(429,200)	564,400	-56.8%	(437,800)
6.0 Capital Outlay	-	71,500	40,000	-	(40,000)	-100.0%	-
<b>Grand Total</b>	<b>\$ 11,692,100</b>	<b>\$ 11,748,100</b>	<b>\$ 14,297,800</b>	<b>\$ 11,939,700</b>	<b>\$ (2,358,100)</b>	<b>-16.5%</b>	<b>\$ 11,983,700</b>

### *Biennial Budget Request by Team*

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Systems Operations Control	11,692,100	11,748,100	14,297,800	11,939,700	(2,358,100)	-16.5%	11,983,700
<b>Grand Total</b>	<b>\$ 11,692,100</b>	<b>\$ 11,748,100</b>	<b>\$ 14,297,800</b>	<b>\$ 11,939,700</b>	<b>\$ (2,358,100)</b>	<b>-16.5%</b>	<b>\$ 11,983,700</b>



## Personnel Budget

Systems Control personnel consists of 43 positions for FY 2020. During FY 2018, thirty-four (34) staffing and contract positions were transferred to Field Service Operations and two (2) staffing positions were transferred to other water operating areas. 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.

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*

	Prior Year	Current Year	Biennial Budget		Forecast		
Cost Center	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
Systems Control	79.00	43.00	43.00	43.00	43.00	43.00	43.00

*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*

	Prior Year	Current Year	Biennial Budget		Forecast		
Cost Center	FY 2018 Approved FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
Systems Control	79.00	43.00	43.00	43.00	43.00	43.00	43.00

*Personnel Budget* - The table below presents the Water Operations personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

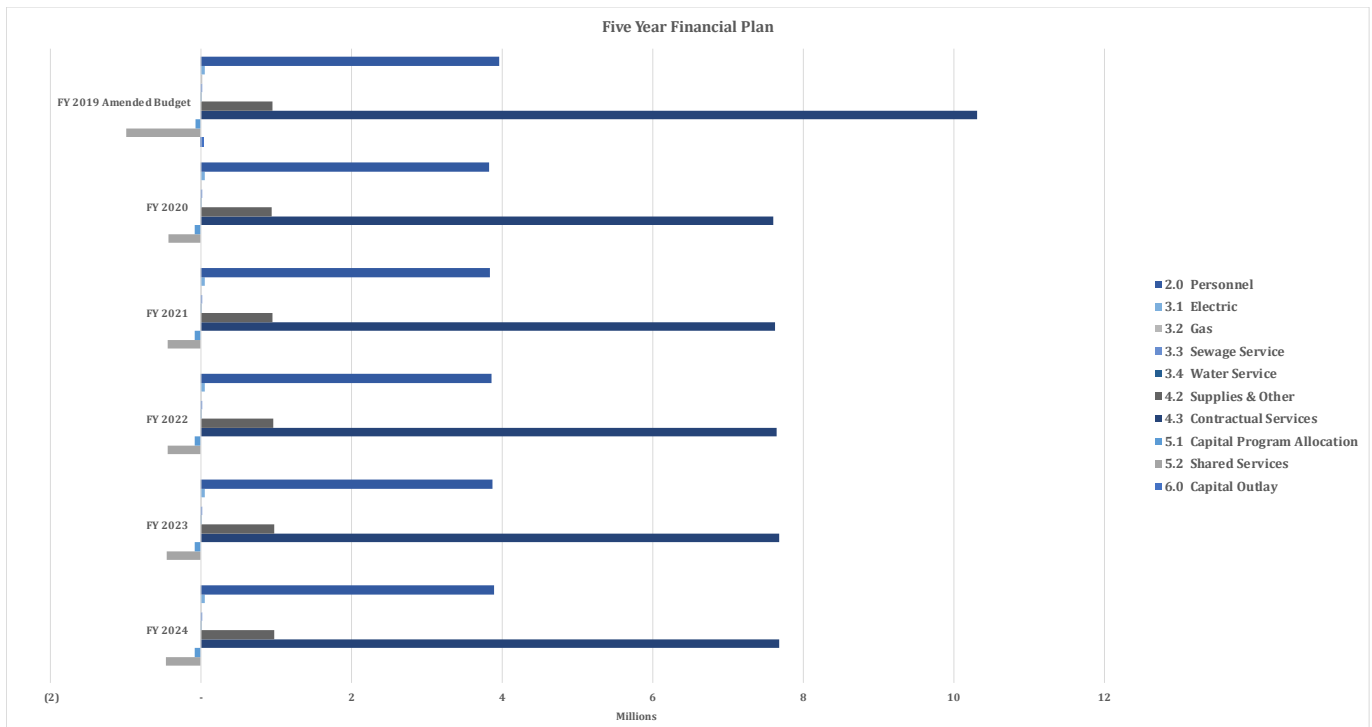
## Personnel Budget

	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget	FY 2023 Requested Budget	FY 2024 Requested Budget
Cost Center							
Systems Control	\$ 5,160,300	\$ 4,142,700	\$ 3,824,200	\$ 3,840,700	\$ 3,857,600	\$ 3,874,800	\$ 3,892,400

## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

Expense Category	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 3,967,700	\$ 3,824,200	\$ (143,500)	-3.6%	\$ 3,840,700	\$ 3,857,600	\$ 3,874,800	\$ 3,892,400
3.1 Electric	50,000	51,000	1,000	2.0%	52,000	53,000	54,000	54,000
3.2 Gas	25,000	10,100	(14,900)	-59.6%	10,200	10,300	10,400	10,400
3.3 Sewage Service	17,000	16,000	(1,000)	-5.9%	16,000	16,000	16,000	16,000
3.4 Water Service	5,000	1,000	(4,000)	-80.0%	1,000	1,000	1,000	1,000
4.2 Supplies & Other	949,100	945,800	(3,300)	-0.3%	954,900	964,300	973,400	973,400
4.3 Contractual Services	10,309,000	7,603,100	(2,705,900)	-26.2%	7,629,300	7,655,400	7,681,600	7,681,600
5.1 Capital Program Allocation	(71,400)	(82,300)	(10,900)	15.3%	(82,600)	(83,000)	(83,300)	(83,600)
5.2 Shared Services	(993,600)	(429,200)	564,400	-56.8%	(437,800)	(446,600)	(455,500)	(464,600)
6.0 Capital Outlay	40,000	-	(40,000)	-100.0%	-	-	-	-
Grand Total	\$ 14,297,800	\$ 11,939,700	\$ (2,358,100)	-16.5%	\$ 11,983,700	\$ 12,028,000	\$ 12,072,400	\$ 12,080,600



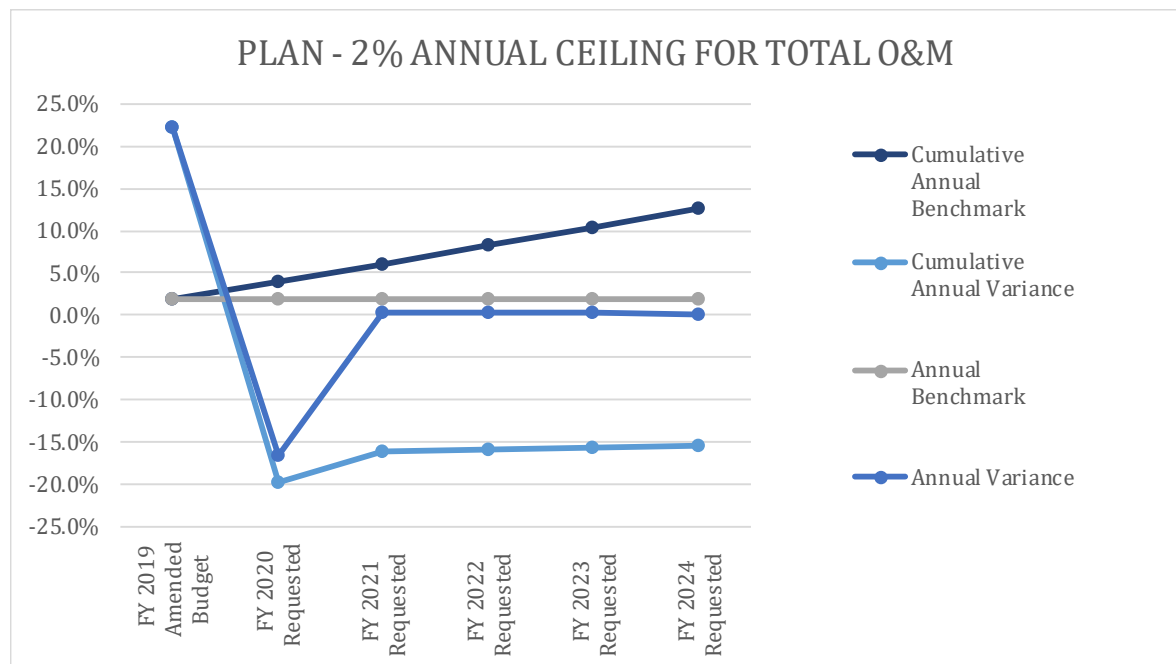
### Five-Year Financial Plan by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Systems Operations Control	\$ 14,297,800	\$ 11,939,700	\$ (2,358,100)	-16.5%	\$ 11,983,700	\$ 12,028,000	\$ 12,072,400	\$ 12,080,600
Grand Total	\$ 14,297,800	\$ 11,939,700	\$ (2,358,100)	-16.5%	\$ 11,983,700	\$ 12,028,000	\$ 12,072,400	\$ 12,080,600

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Systems Control Group's financial plan reflects a Five Year Overall decrease of 15.5% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments is included in the annual "unallocated O&M reserve".

This decrease is not unexpected given the consistency of these major initiatives. And while there is a decreased expense in the short-term, it is believed that this is the result of stabilizing the staffing level and realigning the expenses to reflect existing contracts and upcoming projects. The stabilization and realignment will result in a more effective utility in the long-run to better manage the use of resources.



## Effective Utility Management Measures

“Open for 1.2019 Revised Draft”

## Capital Outlay

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

Capital Outlay	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>Systems Operations Control</b>	<b>\$ 2,750,000</b>	<b>\$ 2,950,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,950,000</b>	<b>\$ 2,750,000</b>
Control System Upgrades and Integration	250,000	250,000	-	250,000	250,000
Instrumentation and Control System Upgrades and Integration	250,000	250,000	250,000	250,000	250,000
Motor/Pump Replacement/Rehabilitation	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Process Control Software	75,000	75,000	75,000	75,000	75,000
UPS (Uninterrupted Power Supply)	-	200,000	-	200,000	-
Valve Replacement/Rehabilitation	300,000	300,000	300,000	300,000	300,000
Variable Frequency Drive Parts and Software Upgrades	300,000	300,000	300,000	300,000	300,000
Vibration Equipment	75,000	75,000	75,000	75,000	75,000
<b>Grand Total</b>	<b>\$ 2,750,000</b>	<b>\$ 2,950,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,950,000</b>	<b>\$ 2,750,000</b>

## 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 & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>882301 - Systems Operations Control</b>	<b>\$ 11,692,100</b>	<b>\$ 11,732,200</b>	<b>\$ 14,297,800</b>	<b>\$ 11,939,700</b>	<b>\$ 11,983,700</b>	<b>\$ 12,028,000</b>	<b>\$ 12,072,400</b>	<b>\$ 12,080,600</b>
2.1 Salaries & Wages	2,288,100	2,271,700	1,945,300	2,230,800	2,230,800	2,230,800	2,230,800	2,230,800
2.2 Workforce Development	150,400	164,800	195,200	231,900	231,900	231,900	231,900	231,900
2.3 Overtime	600,000	686,700	533,600	533,600	533,600	533,600	533,600	533,600
2.4 Employee Benefits	860,000	877,900	808,600	827,900	844,400	861,300	878,500	896,100
2.5 Transition Services	1,261,800	1,558,500	660,000	-	-	-	-	-
2.6 Personnel Transition Adjustment	(700,000)	-	(175,000)	-	-	-	-	-
3.1 Electric	60,000	60,700	50,000	51,000	52,000	53,000	54,000	54,000
3.2 Gas	36,000	100	25,000	10,100	10,200	10,300	10,400	10,400
3.3 Sewage Service	8,000	9,800	17,000	16,000	16,000	16,000	16,000	16,000
3.4 Water Service	5,000	500	5,000	1,000	1,000	1,000	1,000	1,000
4.2 Supplies & Other	1,173,800	872,500	949,100	945,800	954,900	964,300	973,400	973,400
Capital Outlay less than \$5,000	135,000	135,700	100,000	102,000	104,000	106,000	108,000	108,000
Employee Uniform Expense	30,000	21,600	25,000	25,500	26,000	26,500	27,000	27,000
Inspection and Permit Fees	3,000	600	3,000	2,000	2,000	2,100	2,100	2,100
Memberships, Licenses & Subscriptions	20,000	10,400	12,000	12,200	12,500	12,700	13,000	13,000
Mileage and Parking	5,000	4,200	5,000	5,100	5,200	5,300	5,400	5,400
Office Supplies	20,000	13,900	15,100	15,400	15,700	16,000	16,300	16,300
Operating Supplies	275,000	190,700	278,000	210,100	210,700	211,300	211,900	211,900
Operating Supplies-Janitorial	4,000	2,200	3,000	3,100	3,100	3,200	3,200	3,200
Property Taxes	5,000	1,100	10,000	10,200	10,400	10,600	10,800	10,800
Rentals- Office Equipment	-	-	-	-	-	-	-	-
Rentals-Buildings	69,100	39,400	44,600	41,100	41,100	41,200	41,200	41,200
Repairs & Maintenance-Equipment	405,700	218,700	250,400	253,600	257,200	260,800	264,400	264,400
Repairs & Maintenance-Hardware	35,000	91,000	35,000	110,000	110,000	110,000	110,000	110,000
Repairs & Maintenance-Software	130,000	118,100	136,000	123,900	124,800	125,800	126,700	126,700
Training and Internal Meetings	25,000	14,800	20,000	20,400	20,800	21,200	21,600	21,600
Travel	10,000	9,300	10,000	10,200	10,400	10,600	10,800	10,800
Tuition Refund	2,000	800	2,000	1,000	1,000	1,000	1,000	1,000
4.3 Contractual Services	7,014,000	5,902,200	10,309,000	7,603,100	7,629,300	7,655,400	7,681,600	7,681,600
Contractual Buildings & Grounds Maint	169,000	189,500	152,000	202,000	202,100	202,100	202,200	202,200
Contractual Operating Services	1,674,700	1,600,400	6,657,000	2,765,900	2,766,800	2,767,700	2,768,600	2,768,600
Contractual Professional Services	5,170,300	4,112,300	3,500,000	4,635,200	4,660,400	4,685,600	4,710,800	4,710,800
5.1 Capital Program Allocation	(71,400)	(59,400)	(71,400)	(82,300)	(82,600)	(83,000)	(83,300)	(83,600)
Capital Program: Employee Benefits	(29,600)	(16,900)	(29,600)	(23,000)	(23,100)	(23,200)	(23,300)	(23,400)
Capital Program: Salaries & Wages-Direct	(41,800)	(42,500)	(41,800)	(59,300)	(59,500)	(59,800)	(60,000)	(60,200)
5.2 Shared Services	(993,600)	(669,400)	(993,600)	(429,200)	(437,800)	(446,600)	(455,500)	(464,600)
Shared Services : Salaries & Wages Reimb	(360,000)	(187,400)	(360,000)	(135,500)	(138,200)	(141,000)	(143,800)	(146,700)
Shared Services Reimbursement	(633,600)	(429,300)	(633,600)	(239,600)	(244,400)	(249,300)	(254,300)	(259,400)
Shared Services: Employee Benefit Reimb	-	(52,700)	-	(54,100)	(55,200)	(56,300)	(57,400)	(58,500)
6.0 Capital Outlay	-	55,600	40,000	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 11,692,100</b>	<b>\$ 11,732,200</b>	<b>\$ 14,297,800</b>	<b>\$ 11,939,700</b>	<b>\$ 11,983,700</b>	<b>\$ 12,028,000</b>	<b>\$ 12,072,400</b>	<b>\$ 12,080,600</b>

## Initiatives

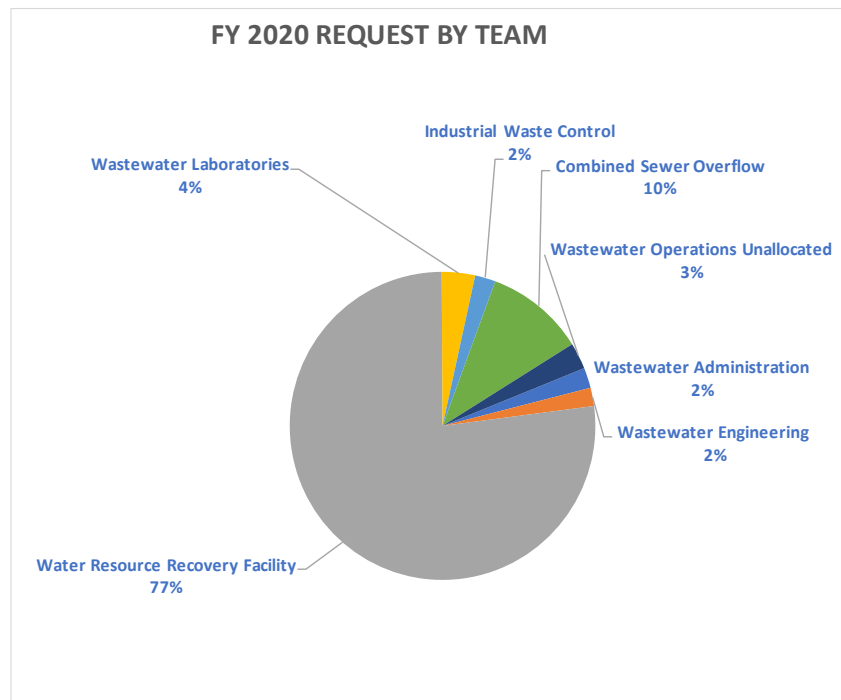
The Wastewater Operating Group pursues various initiatives including:

- ❖ Safeguarding the public's health and the environment through compliance with the National Pollution Discharge Elimination System (NPDES).
- ❖ Monitor and improve the reliability of processing equipment by focusing on preventative and corrective maintenance programs.
- ❖ Continue to build a reliable workforce in accordance with the Michigan Department of Environmental Quality (MDEQ) staffing plan through the recruitment of talented individuals and implementation of apprenticeship programs.
- ❖ Optimize chemical and utility usage through real time monitoring systems and process upgrades.
- ❖ Continue investment in the wastewater infrastructure to replace or upgrade assets which have exceeded their useful life.
- ❖ Continue efforts towards innovation by working with the Research and Innovation Group to explore opportunities to partner with universities to conduct research at the Water Resource Recovery Facility (WRRF).

## Organization

The GLWA Wastewater Operations Area consists of five teams.

- ❖ **Wastewater Administration** - Overall budget management including unallocated reserve
- ❖ **Water Resource Recovery Facility (WRRF)** - processing plant for the treatment of sewage for the greater metropolitan area
- ❖ **Wastewater Engineering** - provide Design, Construction and administration services for improvements to the WRRF and CSO facilities.
- ❖ **Wastewater Laboratories** - monitoring of pollutants entering GLWA sewage facilities





- ❖ **Industrial Waste Control** – identification and monitoring of industrial users for pollutants.
- ❖ **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 rain storms or snow melt.
- ❖ **Wastewater Systems Unallocated** – Funds not apportioned for a specific purpose used for significant unexpected or unbudgeted expenditures.

## Expense Categories

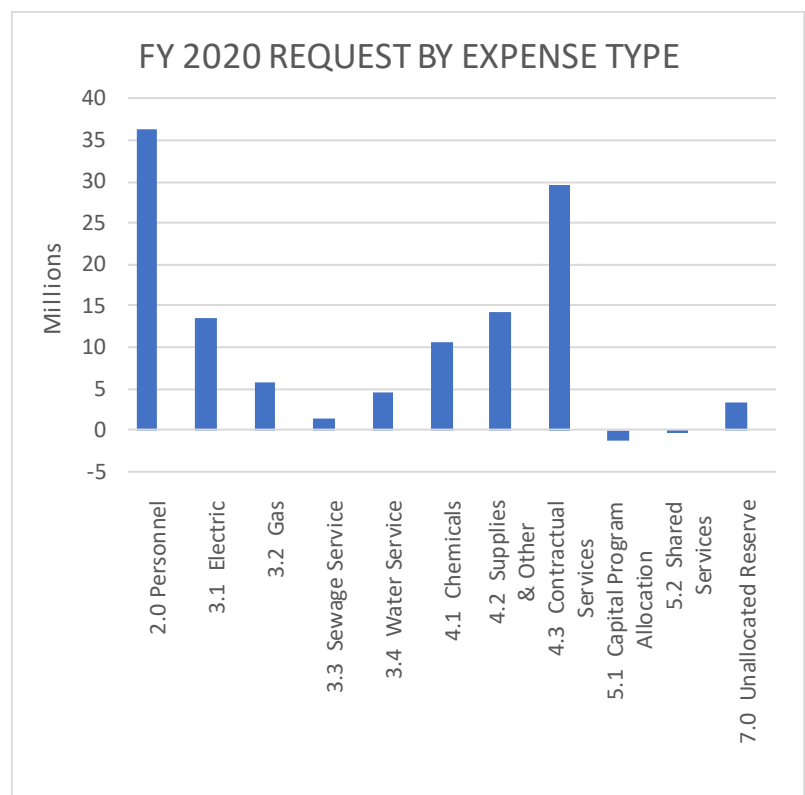
There are two major categories for Wastewater Operating Group. The expenses in the Operations and Maintenance Budget are listed below.

- ❖ Personnel Costs
- ❖ Contractual Services

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

As part of the disposal expenditures in 2016 the Bio-dryer Facility (BDF), operated by the New England Fertilizer Company, was commissioned. The new facility greatly reducing the volume of solid waste incinerated or sent to landfill by processing the product into a renewable resource (fertilizer). Over the past year approximately 65% of the biological waste has been processed by the BDF.

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 an increase in FY 2020 as a result of the ramp up of the strategic initiatives defined above.

### Biennial Budget Request by Expense Category

Expense Category	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	37,302,000	35,353,900	35,145,000	36,219,200	1,074,200	3.1%	36,096,000
3.1 Electric	13,196,300	13,195,700	13,246,600	13,491,400	244,800	1.8%	13,722,300
3.2 Gas	5,701,200	5,657,500	5,694,300	5,844,600	150,300	2.6%	5,950,400
3.3 Sewage Service	1,255,800	1,254,900	1,783,700	1,380,200	(403,500)	-22.6%	1,391,900
3.4 Water Service	4,472,700	4,463,600	5,652,400	4,666,700	(985,700)	-17.4%	4,750,400
4.1 Chemicals	8,142,300	8,073,000	10,946,800	10,523,900	(422,900)	-3.9%	10,808,600
4.2 Supplies & Other	15,143,900	12,511,100	13,248,800	14,288,600	1,039,800	7.8%	13,746,800
4.3 Contractual Services	35,679,900	28,069,600	27,755,500	29,472,900	1,717,400	6.2%	31,099,500
5.1 Capital Program Allocation	(890,800)	(969,600)	(921,500)	(1,239,400)	(317,900)	34.5%	(1,244,900)
5.2 Shared Services	(209,300)	(209,700)	(6,400)	(154,300)	(147,900)	2310.9%	(157,400)
7.0 Unallocated Reserve	1,161,500	-	2,440,500	3,264,900	824,400	33.8%	3,976,300
<b>Grand Total</b>	<b>\$ 120,955,500</b>	<b>\$ 107,400,000</b>	<b>\$ 114,985,700</b>	<b>\$ 117,758,700</b>	<b>\$ 2,773,000</b>	<b>2.4%</b>	<b>\$ 120,139,900</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Wastewater Administration	1,700	400	1,688,300	2,511,100	822,800	48.7%	2,538,200
Water Resource Recovery Facility	100,586,500	91,159,200	87,693,700	90,641,400	2,947,700	3.4%	92,640,200
Wastewater Engineering	3,014,300	2,537,900	2,572,700	2,262,000	(310,700)	-12.1%	1,965,300
Industrial Waste Control	5,552,500	5,291,700	2,917,300	2,559,100	(358,200)	-12.3%	2,595,700
Wastewater Laboratories	978,100	902,800	3,761,200	4,148,900	387,700	10.3%	3,812,000
Combined Sewer Overflow	9,660,900	7,508,000	13,912,000	12,371,300	(1,540,700)	-11.1%	12,612,200
Wastewater Operations Unallocated	1,161,500	-	2,440,500	3,264,900	824,400	33.8%	3,976,300
<b>Grand Total</b>	<b>\$ 120,955,500</b>	<b>\$ 107,400,000</b>	<b>\$ 114,985,700</b>	<b>\$ 117,758,700</b>	<b>\$ 2,773,000</b>	<b>2.4%</b>	<b>\$ 120,139,900</b>

## Personnel Budget

Wastewater Operations Group personnel expense is largely comprised of wastewater operations staffing of 440 positions. The WRRF staffing plan target is agreed upon with the Michigan Department of Environmental Quality.

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

1. *Staffing Plan- Number of Positions* – The table on the following page 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

	Prior Years	Current Year	Biennial Budget		Forecast		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Team	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan
Wastewater Administration	18.00	14.00	14.00	14.00	14.00	14.00	14.00
Water Resource Recovery Facility	312.00	304.00	299.00	299.00	299.00	299.00	299.00
Wastewater Engineering	32.00	26.00	24.00	24.00	24.00	24.00	24.00
Wastewater Laboratories	25.00	33.00	38.00	38.00	38.00	38.00	38.00
Industrial Waste Control	31.00	30.00	29.00	29.00	29.00	29.00	29.00
Combined Sewer Overflow	18.00	33.00	36.00	36.00	36.00	36.00	36.00
<b>Grand Total</b>	<b>436.00</b>	<b>440.00</b>	<b>440.00</b>	<b>440.00</b>	<b>440.00</b>	<b>440.00</b>	<b>440.00</b>

2. *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

	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Team	Approved FTEs	Approved FTEs	Requested FTEs	Requested FTEs	Requested FTEs	Requested FTEs	Requested FTEs
Wastewater Administration	18.00	14.00	14.00	14.00	14.00	14.00	14.00
Water Resource Recovery Facility	308.50	299.50	294.00	299.00	299.00	299.00	299.00
Wastewater Engineering	32.00	26.00	24.00	24.00	24.00	24.00	24.00
Wastewater Laboratories	25.00	33.00	38.00	38.00	38.00	38.00	38.00
Industrial Waste Control	31.00	30.00	29.00	29.00	29.00	29.00	29.00
Combined Sewer Overflow	18.00	32.00	34.25	35.25	35.50	35.50	35.50
<b>Grand Total</b>	<b>432.50</b>	<b>434.50</b>	<b>433.25</b>	<b>439.25</b>	<b>439.50</b>	<b>439.50</b>	<b>439.50</b>

3. *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, Employee Benefits and Contractual Transition Services. These values are based on the *Full Time Equivalent*s in table 2.

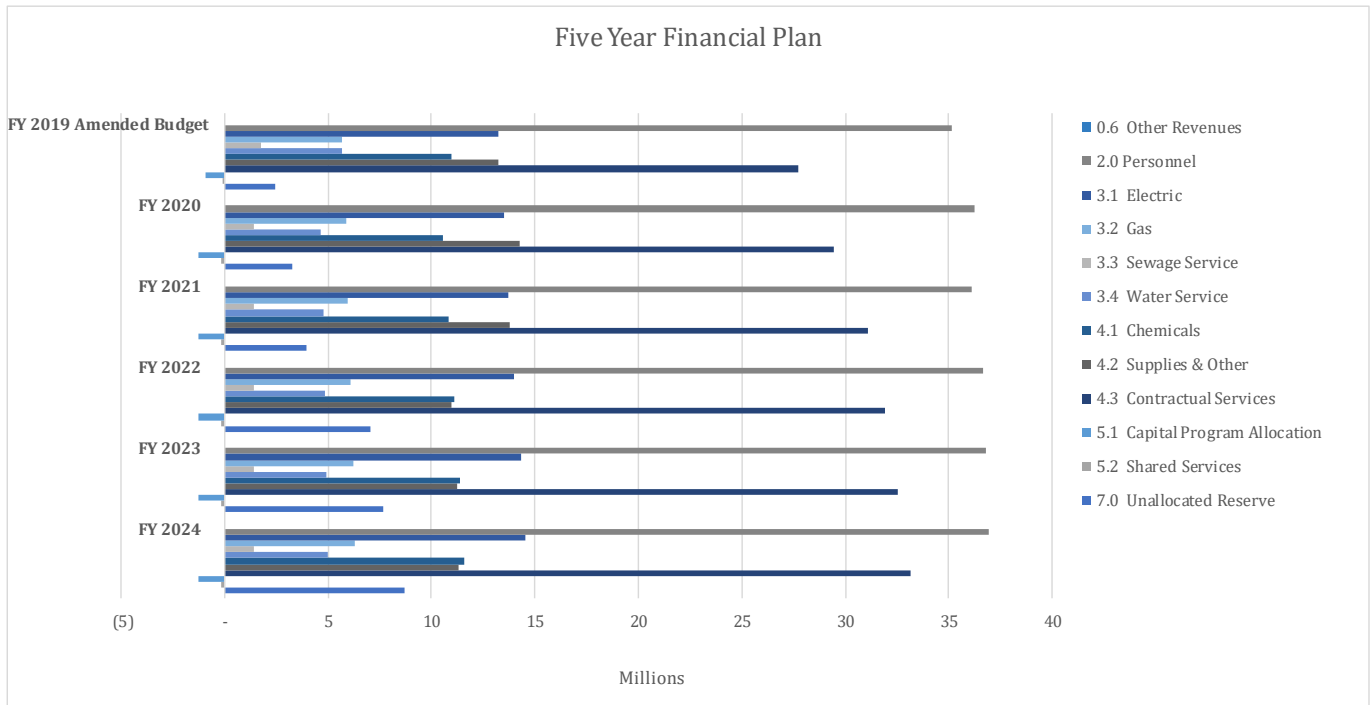
### Personnel Budget

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Expense Category	Amended Budget	Amended Budget	Amended Budget	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
Wastewater Administration	0	1700	1,688,300	1,530,800	1,536,900	1,543,100	1,549,200	1,555,300
Water Resource Recovery Facility	\$ 23,925,900	\$ 27,058,200	\$ 23,493,200	\$ 23,864,900	\$ 23,560,400	\$ 24,017,600	\$ 24,098,600	\$ 24,229,400
Wastewater Engineering	2,800,900	2,514,600	2,260,400	2,216,700	2,226,700	2,236,800	2,246,900	2,256,900
Industrial Waste Control	5,043,000	4,824,700	2,362,500	2,077,900	2,088,200	2,098,500	2,108,900	2,119,200
Wastewater Laboratories	-	11,000	2,672,000	3,349,600	3,365,000	3,380,500	3,395,900	3,411,400
Combined Sewer Overflow	2,007,500	2,891,800	2,668,600	3,179,300	3,318,800	3,361,400	3,373,500	3,385,500
<b>Grand Total</b>	<b>\$ 33,777,300</b>	<b>\$ 37,302,000</b>	<b>\$ 35,145,000</b>	<b>\$ 36,219,200</b>	<b>\$ 36,096,000</b>	<b>\$ 36,637,900</b>	<b>\$ 36,773,000</b>	<b>\$ 36,957,700</b>

## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

Cost Category	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.1 Salaries & Wages	\$ 20,924,200	\$ 21,131,900	\$ 207,700	1.0%	\$ 21,718,900	\$ 22,221,700	\$ 22,221,700	\$ 22,221,700
2.2 Workforce Development	196,000	386,100	190,100	97.0%	386,100	386,100	386,100	386,100
2.3 Overtime	3,521,200	3,043,400	(477,800)	-13.6%	3,146,000	3,172,700	3,172,700	3,172,700
2.4 Employee Benefits	7,865,900	7,858,700	(7,200)	-0.1%	8,266,300	8,563,900	8,699,000	8,883,700
2.5 Transition Services	4,213,400	3,799,100	(414,300)	-9.8%	2,578,700	2,293,500	2,293,500	2,293,500
2.6 Personnel Transition Adjustment	(1,575,700)	-	1,575,700	-100.0%	-	-	-	-
3.1 Electric	13,246,600	13,491,400	244,800	1.8%	13,722,300	13,964,200	14,310,600	14,557,100
3.2 Gas	5,694,300	5,844,600	150,300	2.6%	5,950,400	6,071,900	6,196,000	6,323,000
3.3 Sewage Service	1,783,700	1,380,200	(403,500)	-22.6%	1,391,900	1,404,600	1,419,700	1,432,200
3.4 Water Service	5,652,400	4,666,700	(985,700)	-17.4%	4,750,400	4,837,700	4,927,300	5,016,100
4.1 Chemicals	10,946,800	10,523,900	(422,900)	-3.9%	10,808,600	11,072,700	11,387,600	11,611,700
4.2 Supplies & Other	13,248,800	14,288,600	1,039,800	7.8%	13,746,800	10,997,200	11,270,600	11,322,600
4.3 Contractual Services	27,755,500	29,472,900	1,717,400	6.2%	31,099,500	31,943,300	32,550,900	33,145,700
5.1 Capital Program Allocation	(921,500)	(1,239,400)	(317,900)	34.5%	(1,244,900)	(1,250,400)	(1,256,000)	(1,261,500)
5.2 Shared Services	(6,400)	(154,300)	(147,900)	2310.9%	(157,400)	(160,500)	(168,100)	(191,600)
7.0 Unallocated Reserve	2,440,500	3,264,900	824,400	33.8%	3,976,300	7,050,800	7,636,600	8,696,600
<b>Grand Total</b>	<b>\$114,985,700</b>	<b>\$ 117,758,700</b>	<b>\$ 2,773,000</b>	<b>2.4%</b>	<b>\$ 120,139,900</b>	<b>\$ 122,569,400</b>	<b>\$ 125,048,200</b>	<b>\$ 127,609,600</b>



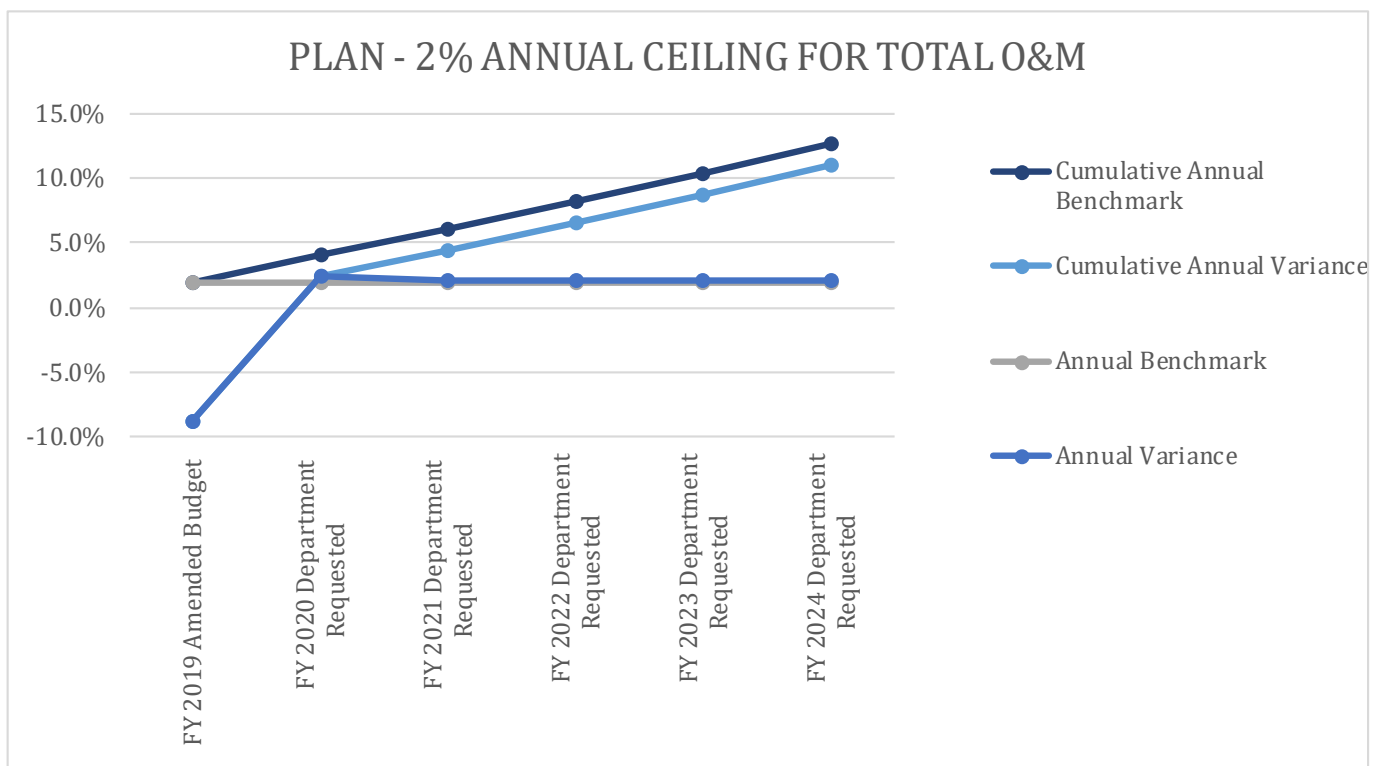
### Five-Year Financial Plan by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Wastewater Administration	1,688,300	2,511,100	822,800	48.7%	2,538,200	2,566,600	2,594,700	2,723,200
Water Resource Recovery Facility	\$ 87,693,700	\$ 90,641,400	\$ 2,947,700	3.4%	\$ 92,640,200	\$ 93,845,100	\$ 94,844,100	\$ 96,613,800
Combined Sewer Overflow	13,912,000	12,371,300	(1,540,700)	-11.1%	12,612,200	10,656,800	11,333,100	11,196,700
Industrial Waste Control	2,917,300	2,559,100	(358,200)	-12.3%	2,595,700	2,598,400	2,544,700	2,516,500
Wastewater Engineering	2,572,700	2,262,000	(310,700)	-12.1%	1,965,300	2,004,300	2,227,700	1,965,800
Wastewater Laboratories	3,761,200	4,148,900	387,700	10.3%	3,812,000	3,847,400	3,867,300	3,897,000
Wastewater Operations Unallocated	2,440,500	3,264,900	824,400	33.8%	3,976,300	7,050,800	7,636,600	8,696,600
<b>Grand Total</b>	<b>\$ 114,985,700</b>	<b>\$ 117,758,700</b>	<b>\$ 2,773,000</b>	<b>2.4%</b>	<b>\$ 120,139,900</b>	<b>\$ 122,569,400</b>	<b>\$ 125,048,200</b>	<b>\$ 127,609,600</b>

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Wastewater Operating Group's financial plan reflects a Five Year Overall increase of 11.0% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments included in the annual "unallocated O&M reserve".

This rate of growth is not unexpected as planning of programs mature and a focus is placed on cost controls. As Wastewater Operations continues to focus on reliability through a proactive maintenance program and innovation the result will be an effective utility set to be sustainable into the future.



## Effective Utility Management Measures

Open for 1.2019 revised draft

## Capital Outlay

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

### Capital Outlay by Asset Category

Asset Categories	2020 Department Requested	2021 Department Requested	2022 Department Requested	2023 Department Requested	2024 Department Requested
Building/Structure Improvement	\$ 1,007,500	\$ 1,007,500	\$ 1,007,500	\$ 1,007,500	\$ 1,007,500
Computers & IT	2,605,000	4,850,000	5,010,200		
Controls & Communication	85,000	105,000	5,900,000	452,000	4,500,000
Flow Measuring & Meters	720,000	725,000	500,000	120,000	120,000
Furniture & Fixtures	8,000				
Heavy Equipment		500,000			
Heavy Truck	385,000				410,000
Laboratory	133,000	25,000	84,100	167,700	34,000
Leasehold Improvements	800,000	450,000	950,000	450,000	250,000
Light Truck	495,000	270,000	380,000	250,000	160,000
Lighting	50,000	50,000	50,000	50,000	50,000
Machinery & Equipment		68,000			68,000
Passenger Vehicle	228,000	81,000	153,000	79,500	
Pipes, Gates & Valves	245,000	260,000	996,000	339,000	100,000
Process Equipment	790,000	264,000	399,000	511,200	288,000
Pumps & Motors	3,415,300	2,028,050	923,000	1,336,220	984,000
Tools, Shop & Warehouse	155,000	7,000	105,000		15,300
Utility Vehicle	50,000	25,000	8,000		
<b>Grand Total</b>	<b>\$11,171,800</b>	<b>\$ 10,715,550</b>	<b>\$ 16,465,800</b>	<b>\$ 4,763,120</b>	<b>\$ 7,986,800</b>

### Capital Outlay by Team

Team	2020 Department Requested	2021 Department Requested	2022 Department Requested	2023 Department Requested	2024 Department Requested
Water Resource Recovery Facility	\$ 8,420,500	\$ 8,795,500	\$ 7,836,700	\$ 2,160,500	\$ 2,298,800
Wastewater Engineering	258,000	-	-	-	-
Industrial Waste Control	150,000	25,000	178,000	26,000	26,000
Wastewater Laboratories	135,000	-	34,100	141,700	8,000
Combined Sewer Overflow	2,208,300	1,895,050	8,417,000	2,434,920	5,654,000
<b>Grand Total</b>	<b>\$ 11,171,800</b>	<b>\$ 10,715,550</b>	<b>\$ 16,465,800</b>	<b>\$ 4,763,120</b>	<b>\$ 7,986,800</b>

## 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 alphabetical 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 & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>892001 - Chief Operating Officer Wastewater</b>	<b>\$ 1,700</b>	<b>\$ 400</b>	<b>\$ 1,688,300</b>	<b>\$ 2,511,100</b>	<b>\$ 2,538,200</b>	<b>\$ 2,566,600</b>	<b>\$ 2,594,700</b>	<b>\$ 2,723,200</b>
2.1 Salaries & Wages	1,400	400	1,234,100	1,108,500	1,108,500	1,108,500	1,108,500	1,108,500
2.3 Overtime	-	-	6,400	6,600	6,600	6,600	6,600	6,600
2.4 Employee Benefits	300	-	344,800	312,700	318,800	325,000	331,100	337,200
2.5 Transition Services	-	-	103,000	103,000	103,000	103,000	103,000	103,000
4.2 Supplies & Other	-	-	-	58,600	60,000	61,200	62,500	63,700
Memberships, Licenses & Subscriptions	-	-	-	3,000	3,100	3,200	3,300	3,400
Mileage and Parking	-	-	-	5,000	5,100	5,200	5,300	5,400
Miscellaneous Expense	-	-	-	3,000	3,100	3,100	3,200	3,200
Office Supplies	-	-	-	9,000	9,200	9,400	9,500	9,700
Repairs & Maintenance-Equipment	-	-	-	3,300	3,400	3,500	3,600	3,700
Training and Internal Meetings	-	-	-	8,800	9,000	9,200	9,400	9,600
Travel	-	-	-	26,500	27,100	27,600	28,200	28,700
4.3 Contractual Services	-	-	-	1,020,000	1,040,000	1,061,400	1,082,500	1,204,100
5.1 Capital Program Allocation	-	-	-	(98,300)	(98,700)	(99,100)	(99,500)	(99,900)
<b>892201 - Wastewater Director</b>	<b>\$ 2,611,400</b>	<b>\$ 2,384,200</b>	<b>\$ 4,359,500</b>	<b>\$ 5,242,300</b>	<b>\$ 5,422,600</b>	<b>\$ 5,039,900</b>	<b>\$ 4,887,000</b>	<b>\$ 4,719,500</b>
2.1 Salaries & Wages	1,048,000	994,100	1,783,300	2,017,400	2,052,000	2,207,200	2,207,200	2,207,200
2.3 Overtime	96,900	96,100	262,900	433,300	449,900	457,600	457,600	457,600
2.4 Employee Benefits	400,800	389,800	651,600	762,400	799,300	863,400	879,700	895,900
2.5 Transition Services	-	-	1,725,600	1,417,200	1,048,600	842,600	842,600	842,600
2.6 Personnel Transition Adjustment	-	-	(688,700)	-	-	-	-	-
4.2 Supplies & Other	286,300	183,000	116,100	372,000	632,000	219,500	207,500	18,000
Capital Outlay less than \$5,000	25,000	21,700	55,000	210,000	200,000	200,000	200,000	10,000
Memberships, Licenses & Subscriptions	5,500	2,200	4,500	-	-	-	-	-
Mileage and Parking	3,000	2,100	5,000	-	-	-	-	-
Office Supplies	8,000	7,500	8,000	-	-	-	-	-
Repairs & Maintenance-Equipment	37,000	34,400	3,300	137,000	407,000	7,000	7,500	8,000
Training and Internal Meetings	165,700	107,300	8,800	25,000	25,000	12,500	-	-
Travel	27,100	9,900	26,500	-	-	-	-	-
Tuition Refund	15,000	(2,100)	5,000	-	-	-	-	-
4.3 Contractual Services	990,000	977,700	750,000	240,000	440,800	449,600	292,400	298,200
5.1 Capital Program Allocation	(210,600)	(256,500)	(241,300)	-	-	-	-	-



Cost Center & Description	FY 2018	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Amended Budget	Activity thru 06.30.2018	Board Adopted Budget	Requested	Requested	Requested	Requested	Requested
<b>892211 - Wastewater Engineering</b>	<b>\$ 3,014,300</b>	<b>\$ 2,537,900</b>	<b>\$ 2,572,700</b>	<b>\$ 2,262,000</b>	<b>\$ 1,965,300</b>	<b>\$ 2,004,300</b>	<b>\$ 2,227,700</b>	<b>\$ 1,965,800</b>
2.1 Salaries & Wages	1,706,800	1,704,800	1,636,000	1,569,100	1,569,100	1,569,100	1,569,100	1,569,100
2.3 Overtime	145,100	139,300	90,100	134,200	134,200	134,200	134,200	134,200
2.4 Employee Benefits	662,700	576,100	534,300	513,400	523,400	533,500	543,600	553,600
2.5 Transition Services	-	-	-	-	-	-	-	-
4.2 Supplies & Other	100,900	59,800	233,500	251,200	60,900	94,800	63,100	46,200
Capital Outlay less than \$5,000	9,000	9,000	100,000	187,700	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	\$ -	\$ -	\$ 81,000	\$ -	\$ -	\$ -	\$ -	\$ -
Inspection and Permit Fees	500	-	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	10,700	10,400	6,300	5,100	6,500	5,400	6,700	-
Mileage and Parking	10,500	8,800	10,000	10,200	10,400	10,600	10,800	-
Office Supplies	27,000	17,000	16,500	21,800	17,200	17,500	17,900	18,000
Operating Supplies	20,500	5,200	5,800	10,200	10,400	11,600	10,800	10,900
Repairs & Maintenance-Equipment	5,000	-	2,000	100	100	100	100	100
Training and Internal Meetings	5,000	1,900	100	3,100	3,100	3,100	3,100	3,000
Travel	11,700	6,700	11,800	9,000	9,200	42,500	9,700	10,200
Tuition Refund	1,000	800	-	4,000	4,000	4,000	4,000	4,000
4.3 Contractual Services	995,000	749,600	675,000	900,000	788,500	788,500	1,038,500	788,500
5.1 Capital Program Allocation	(596,200)	(691,700)	(596,200)	(1,105,900)	(1,110,800)	(1,115,800)	(1,120,800)	(1,125,800)
<b>892221 - Wastewater Operations</b>	<b>\$ 63,965,000</b>	<b>\$ 56,206,700</b>	<b>\$ 28,161,300</b>	<b>\$ 29,151,900</b>	<b>\$ 30,742,300</b>	<b>\$ 31,676,700</b>	<b>\$ 32,239,200</b>	<b>\$ 32,807,800</b>
2.1 Salaries & Wages	12,462,100	11,708,400	677,400	753,500	888,000	955,200	955,200	955,200
2.2 Workforce Development	201,600	201,600	-	-	-	-	-	-
2.3 Overtime	2,277,000	2,046,900	81,200	147,700	174,000	187,200	187,200	187,200
2.4 Employee Benefits	5,505,800	5,421,200	226,600	263,200	315,500	345,600	352,100	358,600
2.5 Transition Services	4,989,200	4,961,500	297,000	302,900	-	-	-	-
2.6 Personnel Transition Adjustment	(11,200)	-	(24,300)	-	-	-	-	-
3.1 Electric	11,025,100	11,025,100	11,097,100	11,319,000	11,545,400	11,776,300	12,011,800	12,252,000
3.2 Gas	3,308,600	3,299,000	3,360,400	3,499,900	3,604,900	3,713,000	3,824,400	3,939,100
3.3 Sewage Service	541,900	541,700	620,000	587,200	598,900	610,900	623,100	635,600
3.4 Water Service	3,964,900	3,965,200	5,004,700	4,123,800	4,206,300	4,290,400	4,376,200	4,463,700
4.1 Chemicals	48,300	38,300	1,200	2,000	2,000	2,000	2,000	2,000
4.2 Supplies & Other	5,560,400	4,714,100	3,260,000	4,294,400	4,291,500	4,365,100	4,445,700	4,522,100
Capital Outlay less than \$5,000	49,000	46,200	53,000	-	3,000	-	3,000	-
Capital Outlay over \$5k(O&M-Capitalized)	\$ 286,800	\$ 15,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inspection and Permit Fees	332,100	238,000	256,000	250,200	255,200	260,300	265,500	270,800
Memberships, Licenses & Subscriptions	-	200	-	-	-	-	-	-
Mileage and Parking	3,000	100	3,000	-	-	-	-	-
Office Supplies	46,000	45,300	45,000	51,000	52,000	53,100	54,100	55,200
Operating Supplies	278,000	276,700	265,000	181,000	184,600	188,300	192,100	195,900
Penalties	200,000	31,200	200,000	200,000	200,000	200,000	200,000	200,000
Repairs & Maintenance-Equipment	346,500	269,100	290,000	296,000	301,900	308,000	314,100	320,400
Repairs & Maintenance-Facilities	3,938,600	3,735,900	1,880,000	3,009,000	3,022,800	3,077,900	3,134,000	3,191,200
Repairs & Maintenance-Software	-	-	-	40,000	-	-	-	-
Training and Internal Meetings	11,000	2,000	156,500	155,500	158,600	161,800	165,000	168,300
Travel	1,000	800	1,500	1,500	1,500	1,500	1,500	1,500
Tuition Refund	3,000	2,500	8,000	8,000	8,000	8,000	8,000	8,000
Uniforms, Laundry, Cleaning	65,400	50,500	102,000	102,200	103,900	106,200	108,400	110,800
4.3 Contractual Services	14,175,300	8,305,100	3,644,000	3,858,300	5,115,800	5,431,000	5,461,500	5,492,300
5.1 Capital Program Allocation	(84,000)	(21,400)	(84,000)	-	-	-	-	-
<b>892222 - Wastewater Process Control</b>	<b>\$ 1,684,900</b>	<b>\$ 1,081,200</b>	<b>\$ 4,526,800</b>	<b>\$ 4,944,700</b>	<b>\$ 4,507,200</b>	<b>\$ 4,835,100</b>	<b>\$ 4,824,500</b>	<b>\$ 5,388,200</b>
2.1 Salaries & Wages	15,000	14,800	1,597,500	1,310,400	1,399,600	1,660,200	1,660,200	1,660,200
2.2 Workforce Development	-	-	32,500	39,900	39,900	39,900	39,900	39,900
2.3 Overtime	-	-	145,200	136,900	148,100	148,100	148,100	148,100
2.4 Employee Benefits	-	-	543,300	446,500	499,700	567,700	578,400	588,300
2.5 Transition Services	-	-	-	267,300	79,200	-	-	-
4.1 Chemicals	44,400	44,200	34,000	45,000	45,900	46,800	47,700	48,700
4.2 Supplies & Other	390,200	204,600	274,300	855,000	434,200	494,000	453,100	598,800
Capital Outlay less than \$5,000	15,300	15,300	157,800	429,600	4,700	60,400	14,200	151,700
Capital Outlay over \$5k(O&M-Capitalized)	\$ -	\$ 55,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Supplies	7,000	2,600	1,000	7,100	7,100	7,100	7,100	7,300
Repairs & Maintenance-Equipment	80,700	22,600	33,000	133,300	134,600	136,000	138,400	140,800
Repairs & Maintenance-Hardware	204,800	85,300	52,500	255,000	257,600	260,100	262,700	268,000
Repairs & Maintenance-Software	62,400	8,000	-	10,000	10,200	10,400	10,700	11,000
Training and Internal Meetings	20,000	15,000	30,000	20,000	20,000	20,000	20,000	20,000
Tuition Refund	-	-	-	-	-	-	-	-
4.3 Contractual Services	1,311,200	893,900	1,900,000	1,904,100	1,922,200	1,941,200	1,961,200	2,369,600
5.2 Shared Services	(75,900)	(76,300)	-	(60,400)	(61,600)	(62,800)	(64,100)	(65,400)



Cost Center & Description	FY 2018	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Amended Budget	Activity thru 06.30.2018	Board Adopted Budget	Requested	Requested	Requested	Requested	Requested
<b>892223 - Wastewater Primary Process</b>	<b>\$ 2,845,400</b>	<b>\$ 2,615,700</b>	<b>\$ 6,594,800</b>	<b>\$ 7,463,600</b>	<b>\$ 7,480,000</b>	<b>\$ 7,437,300</b>	<b>\$ 7,522,600</b>	<b>\$ 7,613,700</b>
2.1 Salaries & Wages	13,000	12,700	2,008,300	2,087,300	2,154,500	2,154,500	2,154,500	2,154,500
2.2 Workforce Development	-	-	32,500	39,900	39,900	39,900	39,900	39,900
2.3 Overtime	-	-	412,800	469,600	469,600	469,600	469,600	469,600
2.4 Employee Benefits	-	-	830,400	866,900	903,400	920,800	936,000	955,600
2.5 Transition Services	-	-	698,100	453,900	299,100	299,100	299,100	299,100
2.6 Personnel Transition Adjustment	-	-	(280,300)	-	-	-	-	-
4.1 Chemicals	1,365,400	1,358,400	1,550,000	2,086,000	2,128,000	2,171,000	2,214,000	2,258,000
4.2 Supplies & Other	1,332,000	1,118,000	1,218,000	1,304,000	1,326,600	1,220,500	1,244,600	1,269,100
Capital Outlay less than \$5,000	13,000	12,800	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	\$ 60,000	\$ 54,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Supplies	34,000	33,700	40,000	40,000	40,800	41,600	42,400	43,300
Repairs & Maintenance-Equipment	1,225,000	1,016,600	1,178,000	1,264,000	1,285,800	1,178,900	1,202,200	1,225,800
4.3 Contractual Services	135,000	126,600	125,000	156,000	158,900	161,900	164,900	167,900
<b>892224 - Wastewater Secondary Process</b>	<b>\$ 6,219,600</b>	<b>\$ 6,198,500</b>	<b>\$ 11,567,100</b>	<b>\$ 11,099,900</b>	<b>\$ 11,107,000</b>	<b>\$ 11,155,800</b>	<b>\$ 11,264,800</b>	<b>\$ 11,573,200</b>
2.1 Salaries & Wages	35,000	34,500	2,372,400	2,215,400	2,215,400	2,215,400	2,215,400	2,215,400
2.2 Workforce Development	-	-	32,500	111,400	111,400	111,400	111,400	111,400
2.3 Overtime	-	-	446,900	427,900	427,700	427,500	427,500	427,500
2.4 Employee Benefits	-	-	903,500	859,200	895,600	915,200	908,100	947,300
2.5 Transition Services	-	-	416,200	147,600	147,600	147,600	147,600	147,600
2.6 Personnel Transition Adjustment	-	-	(174,300)	-	-	-	-	-
4.1 Chemicals	4,584,600	4,583,400	6,189,900	5,753,200	5,925,000	6,057,000	6,234,200	6,378,200
4.2 Supplies & Other	1,045,000	1,026,100	780,000	956,000	1,099,100	992,500	1,011,500	1,132,600
Capital Outlay less than \$5,000	15,000	10,700	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	\$ 50,000	\$ 40,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Supplies	50,000	49,600	50,000	55,000	56,100	57,200	58,400	59,500
Repairs & Maintenance-Equipment	925,000	924,200	730,000	901,000	1,043,000	935,300	953,100	1,073,100
Training and Internal Meetings	5,000	1,300	-	-	-	-	-	-
Tuition Refund	-	-	-	-	-	-	-	-
4.3 Contractual Services	555,000	554,500	600,000	629,200	285,200	289,200	209,100	213,200
<b>892225 - Wastewater Dewatering Process</b>	<b>\$ 2,248,300</b>	<b>\$ 1,990,000</b>	<b>\$ 6,095,900</b>	<b>\$ 5,636,700</b>	<b>\$ 5,851,200</b>	<b>\$ 5,971,700</b>	<b>\$ 6,026,800</b>	<b>\$ 6,106,400</b>
2.1 Salaries & Wages	12,500	12,400	2,265,500	2,139,400	2,206,600	2,206,600	2,206,600	2,206,600
2.2 Workforce Development	-	-	33,400	39,900	39,900	39,900	39,900	39,900
2.3 Overtime	-	-	486,900	370,500	381,900	381,900	381,900	381,900
2.4 Employee Benefits	-	-	927,800	869,400	909,700	927,200	944,700	962,200
2.5 Transition Services	-	-	57,600	151,500	151,500	151,500	151,500	151,500
2.6 Personnel Transition Adjustment	-	-	(47,900)	-	-	-	-	-
4.1 Chemicals	719,600	705,500	1,000,000	679,000	746,900	821,600	830,400	863,000
4.2 Supplies & Other	1,336,200	1,182,400	1,265,600	1,280,000	1,305,600	1,331,700	1,358,300	1,385,500
Capital Outlay less than \$5,000	21,500	21,300	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	\$ 50,000	\$ 28,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay over \$5k(O&M-NonCapitlzd)	\$ -	\$ (17,900)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Supplies	186,000	185,900	165,600	180,000	183,600	187,300	191,000	194,800
Repairs & Maintenance-Equipment	1,078,700	964,600	1,100,000	1,100,000	1,122,000	1,144,400	1,167,300	1,190,700
4.3 Contractual Services	180,000	89,700	107,000	107,000	109,100	111,300	113,500	115,800
<b>892226 - Wastewater Incineration Process</b>	<b>\$ 2,108,100</b>	<b>\$ 1,812,100</b>	<b>\$ 5,675,400</b>	<b>\$ 5,274,000</b>	<b>\$ 5,190,500</b>	<b>\$ 5,157,700</b>	<b>\$ 5,172,800</b>	<b>\$ 5,233,800</b>
2.1 Salaries & Wages	12,500	12,500	2,306,400	2,155,200	2,194,100	2,194,100	2,194,100	2,194,100
2.2 Workforce Development	-	-	65,100	155,000	155,000	155,000	155,000	155,000
2.3 Overtime	-	-	461,800	218,100	221,900	221,900	221,900	221,900
2.4 Employee Benefits	-	-	963,300	890,600	924,500	942,300	960,100	977,900
2.5 Transition Services	-	-	273,300	103,000	-	-	-	-
2.6 Personnel Transition Adjustment	-	-	(116,200)	-	-	-	-	-
4.1 Chemicals	218,000	198,200	974,200	618,000	618,000	630,400	630,400	630,400
4.2 Supplies & Other	1,776,500	1,568,000	692,500	984,100	926,000	862,000	858,200	900,400
Capital Outlay less than \$5,000	58,000	57,300	-	5,100	9,700	4,000	4,500	4,500
Capital Outlay over \$5k(O&M-Capitalized)	\$ 45,000	\$ 33,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Supplies	23,500	23,500	25,000	25,000	25,500	26,000	26,500	27,100
Repairs & Maintenance-Equipment	1,650,000	1,453,900	667,500	954,000	890,800	832,000	827,200	868,800
4.3 Contractual Services	101,100	33,400	55,000	150,000	151,000	152,000	153,100	154,100

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>892227 - BDF, COF &amp; Hauling</b>	<b>\$ 18,796,500</b>	<b>\$ 18,782,100</b>	<b>\$ 20,655,700</b>	<b>\$ 21,766,000</b>	<b>\$ 22,277,100</b>	<b>\$ 22,508,200</b>	<b>\$ 22,843,400</b>	<b>\$ 23,108,200</b>
2.1 Salaries & Wages	-	-	449,600	451,000	528,800	528,800	528,800	528,800
2.3 Overtime	-	-	101,900	62,700	73,500	73,500	73,500	73,500
2.4 Employee Benefits	-	-	184,000	177,900	215,000	219,200	223,300	227,400
2.5 Transition Services	-	-	102,600	103,000	-	-	-	-
2.6 Personnel Transition Adjustment	-	-	(32,000)	-	-	-	-	-
3.1 Electric	1,096,400	1,095,600	1,099,000	1,100,000	1,100,000	1,100,000	1,200,000	1,200,000
3.2 Gas	2,146,600	2,146,900	2,157,400	2,160,000	2,160,000	2,170,000	2,180,000	2,190,000
3.3 Sewage Service	221,500	221,100	66,400	250,000	250,000	250,000	250,000	250,000
3.4 Water Service	134,400	133,200	125,300	136,400	137,500	138,600	139,700	140,900
4.2 Supplies & Other	-	-	-	-	-	-	-	-
Repairs & Maintenance-Equipment	-	-	-	-	-	-	-	-
4.3 Contractual Services	15,197,600	15,185,300	16,401,500	17,325,000	17,812,300	18,028,100	18,248,100	18,497,600
<b>892231 - Industrial Waste Control</b>	<b>\$ 5,429,100</b>	<b>\$ 5,162,600</b>	<b>\$ 2,792,300</b>	<b>\$ 2,407,100</b>	<b>\$ 2,443,700</b>	<b>\$ 2,446,400</b>	<b>\$ 2,388,700</b>	<b>\$ 2,360,500</b>
2.1 Salaries & Wages	3,209,300	3,134,200	1,508,400	1,538,400	1,538,400	1,538,400	1,538,400	1,538,400
2.3 Overtime	412,500	370,000	282,800	12,300	12,300	12,300	12,300	12,300
2.4 Employee Benefits	1,202,900	1,201,300	571,300	527,200	537,500	547,800	558,200	568,500
3.1 Electric	93,700	90,200	57,600	-	-	-	-	-
3.2 Gas	53,400	44,000	17,600	-	-	-	-	-
3.3 Sewage Service	20,100	22,200	17,200	-	-	-	-	-
3.4 Water Service	5,700	4,400	4,100	-	-	-	-	-
4.1 Chemicals	-	-	-	-	-	-	-	-
4.2 Supplies & Other	217,500	115,100	248,300	156,300	176,400	168,400	175,100	136,100
Advertising	32,500	32,300	35,000	35,000	40,000	40,000	40,000	42,000
Capital Outlay less than \$5,000	86,000	28,800	31,100	4,800	17,200	4,200	17,200	5,200
Capital Outlay over \$5k(O&M-Capitalized)	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Inspection and Permit Fees	5,000	600	5,000	600	100	100	100	100
Memberships, Licenses & Subscriptions	8,000	300	10,500	12,500	12,600	12,600	12,600	2,000
Mileage and Parking	400	-	1,600	1,600	800	800	800	800
Office Supplies	20,000	17,700	17,500	18,500	17,500	17,500	19,500	20,000
Operating Supplies	22,000	19,600	20,000	25,000	30,000	35,000	35,000	40,000
Operating Supplies-Janitorial	5,000	1,800	5,000	5,000	5,000	5,000	5,000	5,000
Postage	-	-	20,000	20,000	22,500	22,500	22,700	-
Printing	-	-	15,000	5,000	5,000	5,000	-	-
Repairs & Maintenance-Equipment	7,500	400	15,300	9,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Facilities	10,000	9,600	-	-	-	-	-	-
Training and Internal Meetings	17,500	1,100	17,500	14,500	10,500	10,500	7,000	7,000
Travel	-	-	1,200	1,200	1,200	1,200	1,200	-
Tuition Refund	-	100	-	-	-	-	-	-
Uniforms, Laundry, Cleaning	3,600	2,800	3,600	3,600	4,000	4,000	4,000	4,000
4.3 Contractual Services	214,000	181,200	85,000	172,900	179,100	179,500	104,700	105,200
<b>892235 - Wastewater Laboratories</b>	<b>\$ 927,700</b>	<b>\$ 884,300</b>	<b>\$ 3,761,200</b>	<b>\$ 4,148,900</b>	<b>\$ 3,812,000</b>	<b>\$ 3,847,400</b>	<b>\$ 3,867,300</b>	<b>\$ 3,897,000</b>
2.1 Salaries & Wages	11,000	10,800	1,900,100	2,287,900	2,287,900	2,287,900	2,287,900	2,287,900
2.3 Overtime	-	-	124,300	273,700	273,700	273,700	273,700	273,700
2.4 Employee Benefits	-	-	647,600	788,000	803,400	818,900	834,300	849,800
4.1 Chemicals	74,000	68,800	77,000	109,300	111,400	112,500	116,300	118,800
4.2 Supplies & Other	548,400	523,600	717,200	380,600	84,900	97,000	88,400	95,400
Capital Outlay less than \$5,000	3,500	3,300	3,300	2,000	-	6,000	1,500	7,000
Capital Outlay over \$5k(O&M-Capitalized)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Memberships, Licenses & Subscriptions	7,000	4,000	7,000	-	-	5,000	-	-
Office Supplies	-	-	-	-	-	-	-	-
Operating Supplies	48,000	47,800	54,000	59,200	59,800	60,700	61,400	62,700
Rentals-Buildings	448,900	445,000	448,900	224,400	-	-	-	-
Repairs & Maintenance-Equipment	20,000	6,700	20,000	27,500	17,600	17,800	18,000	18,200
Repairs & Maintenance-Facilities	15,000	14,300	170,000	60,000	-	-	-	-
Training and Internal Meetings	-	-	8,000	4,000	4,000	4,000	4,000	4,000
Uniforms, Laundry, Cleaning	6,000	2,500	6,000	3,500	3,500	3,500	3,500	3,500
4.3 Contractual Services	294,300	281,100	295,000	309,400	250,700	257,400	266,700	271,400

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>892270 - Combined Sewer Overflow</b>	<b>\$ 3,017,400</b>	<b>\$ 2,396,700</b>	<b>\$ 5,798,300</b>	<b>\$ 5,846,900</b>	<b>\$ 6,130,800</b>	<b>\$ 6,419,400</b>	<b>\$ 6,793,500</b>	<b>\$ 6,818,200</b>
2.1 Salaries & Wages	1,225,700	664,000	1,185,200	1,498,400	1,576,000	1,595,800	1,595,800	1,595,800
2.3 Overtime	448,900	374,000	618,000	349,900	372,600	378,600	378,600	378,600
2.4 Employee Benefits	328,100	309,400	537,400	581,300	620,500	637,300	649,400	661,400
2.5 Transition Services	889,100	963,100	540,000	749,700	749,700	749,700	749,700	749,700
2.6 Personnel Transition Adjustment	-	-	(212,000)	-	-	-	-	-
4.2 Supplies & Other	15,600	13,300	11,700	20,800	20,900	21,100	21,200	21,300
Inspection and Permit Fees	1,000	1,000	-	-	-	-	-	-
Mileage and Parking	2,100	2,000	-	2,400	2,400	2,400	2,400	2,400
Operating Supplies	5,800	5,500	5,000	1,500	1,500	1,500	1,500	1,500
Training and Internal Meetings	-	-	-	3,000	3,000	3,000	3,000	3,000
Travel	-	300	-	5,500	5,500	5,500	5,500	5,500
Tuition Refund	-	100	-	1,500	1,500	1,500	1,500	1,500
Uniforms, Laundry, Cleaning	6,700	4,400	6,700	6,900	7,000	7,200	7,300	7,400
4.3 Contractual Services	110,000	72,900	3,118,000	2,701,000	2,845,900	3,092,200	3,454,700	3,467,800
5.1 Capital Program Allocation	-	-	-	(35,200)	(35,400)	(35,500)	(35,700)	(35,800)
5.2 Shared Services	-	-	-	(19,000)	(19,400)	(19,800)	(20,200)	(20,600)
<b>892271 - Puritan Fenkell Combined Sewer Overflow</b>	<b>\$ 317,700</b>	<b>\$ 242,900</b>	<b>\$ 227,100</b>	<b>\$ 293,000</b>	<b>\$ 287,400</b>	<b>\$ 294,600</b>	<b>\$ 302,200</b>	<b>\$ 309,500</b>
3.1 Electric	46,100	47,800	43,100	50,000	50,000	50,000	50,000	50,000
3.2 Gas	5,200	200	25,900	5,500	5,500	5,500	5,500	5,500
3.3 Sewage Service	12,300	9,900	4,700	11,000	11,000	11,300	11,800	11,800
3.4 Water Service	7,400	8,800	6,900	9,000	9,100	9,300	9,400	9,500
4.1 Chemicals	12,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
4.2 Supplies & Other	204,700	160,500	135,500	206,500	200,800	207,500	214,500	221,700
Capital Outlay less than \$5,000	20,000	16,400	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	\$ 44,200	\$ 7,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	1,000	200	500	200	200	200	200	200
Operating Supplies	6,500	4,700	5,000	30,500	31,000	31,600	32,200	32,800
Repairs & Maintenance-Equipment	105,000	104,500	100,000	85,800	75,100	76,500	77,900	79,300
Repairs & Maintenance-Facilities	28,000	27,300	30,000	90,000	94,500	99,200	104,200	109,400
4.3 Contractual Services	30,000	4,700	-	-	-	-	-	-
<b>892272 - 7 Mile Combined Sewer Overflow</b>	<b>\$ 230,400</b>	<b>\$ 154,000</b>	<b>\$ 176,000</b>	<b>\$ 130,300</b>	<b>\$ 131,600</b>	<b>\$ 133,600</b>	<b>\$ 136,500</b>	<b>\$ 138,100</b>
3.1 Electric	22,800	25,200	16,900	21,000	21,000	21,500	22,000	22,000
3.2 Gas	17,100	13,900	6,500	15,500	15,500	15,800	16,200	16,200
3.3 Sewage Service	5,600	5,300	11,000	7,500	7,500	7,500	7,500	7,500
3.4 Water Service	28,600	32,500	18,600	35,000	35,000	35,000	35,500	35,500
4.1 Chemicals	6,900	4,400	5,000	5,400	5,400	5,400	5,600	5,600
4.2 Supplies & Other	129,400	69,300	118,000	45,900	47,200	48,400	49,700	51,300
Capital Outlay over \$5k(O&M-Capitalized)	\$ 10,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	1,000	200	-	-	-	-	-	-
Operating Supplies	11,000	8,900	9,000	10,500	11,100	11,600	12,200	12,800
Repairs & Maintenance-Equipment	79,800	38,400	70,000	16,200	16,700	17,200	17,800	18,300
Repairs & Maintenance-Facilities	27,000	21,800	39,000	19,200	19,400	19,600	19,700	20,200
4.3 Contractual Services	20,000	3,400	-	-	-	-	-	-
<b>892273 - Hubble Southfield CSO</b>	<b>\$ 637,800</b>	<b>\$ 572,800</b>	<b>\$ 464,800</b>	<b>\$ 472,400</b>	<b>\$ 475,200</b>	<b>\$ 479,300</b>	<b>\$ 487,500</b>	<b>\$ 490,300</b>
3.1 Electric	62,300	62,900	57,200	62,300	62,300	62,700	63,000	63,000
3.2 Gas	25,400	22,400	14,400	25,400	25,400	25,900	26,300	26,300
3.3 Sewage Service	2,400	1,500	1,800	1,900	1,900	1,900	2,000	2,000
3.4 Water Service	104,100	104,000	78,000	105,000	105,000	105,500	106,000	106,000
4.1 Chemicals	123,400	129,100	125,000	152,000	152,000	152,000	156,000	156,000
4.2 Supplies & Other	275,200	227,100	188,400	125,800	128,600	131,300	134,200	137,000
Capital Outlay less than \$5,000	18,500	18,500	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	\$ 31,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	3,000	-	-	-	-	-	-	-
Operating Supplies	8,600	8,500	7,500	10,500	11,100	11,600	12,200	12,800
Repairs & Maintenance-Equipment	156,300	143,300	125,000	99,100	101,100	103,000	105,100	107,100
Repairs & Maintenance-Facilities	56,900	56,800	55,900	16,200	16,400	16,700	16,900	17,100
4.3 Contractual Services	45,000	25,800	-	-	-	-	-	-

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>892274 - Leib Combined Sewer Overflow</b>	<b>\$ 400,100</b>	<b>\$ 230,400</b>	<b>\$ 258,700</b>	<b>\$ 145,800</b>	<b>\$ 148,300</b>	<b>\$ 151,600</b>	<b>\$ 154,700</b>	<b>\$ 158,300</b>
3.1 Electric	24,200	23,500	28,000	28,800	29,700	30,600	31,500	33,100
3.2 Gas	17,000	14,200	8,900	18,000	18,000	18,500	18,800	19,000
3.3 Sewage Service	2,000	1,300	15,400	2,500	2,500	2,500	2,500	2,500
3.4 Water Service	-	-	24,200	5,000	5,000	5,000	5,000	5,000
4.1 Chemicals	21,300	23,300	24,000	25,000	25,000	25,000	25,000	25,000
4.2 Supplies & Other	315,600	149,200	158,200	66,500	68,100	70,000	71,900	73,700
Capital Outlay over \$5k(O&M-Capitalized)	\$ 25,100	\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	2,000	1,900	2,000	-	-	-	-	-
Operating Supplies	7,000	5,300	5,200	5,000	5,200	5,500	5,800	6,100
Repairs & Maintenance-Equipment	275,500	125,300	103,000	53,300	54,600	56,000	57,400	58,800
Repairs & Maintenance-Facilities	6,000	8,300	48,000	8,200	8,300	8,500	8,700	8,800
4.3 Contractual Services	20,000	18,900	-	-	-	-	-	-
<b>892275 - St Aubin Combined Sewer Overflow</b>	<b>\$ 316,200</b>	<b>\$ 232,200</b>	<b>\$ 294,700</b>	<b>\$ 165,900</b>	<b>\$ 148,400</b>	<b>\$ 151,100</b>	<b>\$ 156,800</b>	<b>\$ 152,400</b>
3.1 Electric	33,200	33,100	28,700	29,300	29,900	30,500	31,100	32,600
3.2 Gas	7,300	5,600	4,400	6,000	6,000	6,500	6,800	6,800
3.3 Sewage Service	2,000	1,200	15,800	2,500	2,500	2,500	2,500	2,500
3.4 Water Service	2,500	2,300	24,800	2,500	2,500	2,500	2,500	2,500
4.1 Chemicals	31,700	28,500	32,000	32,000	32,000	32,000	35,000	35,000
4.2 Supplies & Other	239,500	161,500	189,000	93,600	75,500	77,100	78,900	73,000
Capital Outlay less than \$5,000	-	-	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	\$ 10,600	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	1,000	200	500	-	-	-	-	-
Operating Supplies	9,000	7,800	8,000	10,500	11,200	11,600	12,200	12,800
Repairs & Maintenance-Equipment	158,900	124,500	120,500	53,000	54,100	55,200	56,300	49,700
Repairs & Maintenance-Facilities	60,000	18,000	60,000	30,100	10,200	10,300	10,400	10,500
4.3 Contractual Services	-	-	-	-	-	-	-	-
<b>892276 - Connor Creek Combined Sewer Overflow</b>	<b>\$ 1,529,600</b>	<b>\$ 1,483,700</b>	<b>\$ 1,540,200</b>	<b>\$ 1,250,100</b>	<b>\$ 1,255,000</b>	<b>\$ 1,261,600</b>	<b>\$ 1,294,100</b>	<b>\$ 1,299,600</b>
3.1 Electric	254,100	254,100	166,300	255,000	255,000	255,500	256,000	256,000
3.2 Gas	59,500	56,400	50,200	57,200	57,200	57,800	58,000	58,000
3.3 Sewage Service	100,100	103,100	452,000	125,000	125,000	125,000	126,000	126,000
3.4 Water Service	55,600	44,100	135,200	55,000	55,000	55,400	56,000	56,000
4.1 Chemicals	476,000	476,000	460,000	535,000	535,000	535,000	560,000	560,000
4.2 Supplies & Other	404,300	372,200	276,500	222,900	227,800	232,900	238,100	243,600
Capital Outlay less than \$5,000	6,000	5,200	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	\$ 10,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Memberships, Licenses & Subscriptions	-	100	-	-	-	-	-	-
Office Supplies	6,000	5,400	5,500	5,100	5,200	5,300	5,400	5,500
Operating Supplies	22,200	22,900	23,000	15,000	15,700	16,500	17,400	18,300
Repairs & Maintenance-Equipment	231,500	214,100	190,000	167,500	171,300	175,200	179,100	183,200
Repairs & Maintenance-Facilities	128,000	124,500	58,000	35,300	35,600	35,900	36,200	36,600
4.3 Contractual Services	180,000	177,800	-	-	-	-	-	-
<b>892277 - Baby Creek Combined Sewer Overflow</b>	<b>\$ 1,920,900</b>	<b>\$ 1,067,400</b>	<b>\$ 3,482,100</b>	<b>\$ 2,974,900</b>	<b>\$ 2,905,900</b>	<b>\$ 677,000</b>	<b>\$ 708,200</b>	<b>\$ 728,100</b>
3.1 Electric	110,800	110,700	148,000	151,000	154,000	157,100	160,200	163,400
3.2 Gas	40,800	38,600	38,100	38,800	39,600	40,400	41,200	43,300
3.3 Sewage Service	-	-	55,900	7,000	7,000	7,000	7,000	7,000
3.4 Water Service	-	-	87,600	5,000	5,000	5,000	5,000	5,000
4.1 Chemicals	300,700	286,900	343,500	350,000	350,000	350,000	390,000	390,000
4.2 Supplies & Other	425,200	287,300	2,809,000	2,423,100	2,350,300	117,500	104,800	119,400
Capital Outlay over \$5k(O&M-Capitalized)	\$ 10,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	4,000	200	500	-	-	-	-	-
Operating Supplies	27,000	22,500	22,500	10,500	11,000	11,600	12,200	12,800
Repairs & Maintenance-Equipment	158,400	157,900	271,000	67,300	68,700	85,000	71,400	85,000
Repairs & Maintenance-Facilities	225,200	106,700	2,515,000	2,345,300	2,270,600	20,900	21,200	21,600
4.3 Contractual Services	1,043,400	343,900	-	-	-	-	-	-

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>892278 - Oakwood Combined Sewer Overflow</b>	<b>\$ 1,492,700</b>	<b>\$ 1,364,400</b>	<b>\$ 1,714,700</b>	<b>\$ 1,306,300</b>	<b>\$ 1,343,800</b>	<b>\$ 1,303,100</b>	<b>\$ 1,518,600</b>	<b>\$ 1,321,200</b>
3.1 Electric	427,600	427,500	504,700	475,000	475,000	480,000	485,000	485,000
3.2 Gas	20,300	16,300	10,500	18,300	18,300	18,500	18,800	18,800
3.3 Sewage Service	347,900	347,600	523,500	385,600	385,600	386,000	387,300	387,300
3.4 Water Service	169,500	169,100	143,000	190,000	190,000	191,000	192,000	192,000
4.1 Chemicals	109,000	108,700	110,000	110,000	110,000	110,000	115,000	115,000
4.2 Supplies & Other	358,400	273,300	423,000	127,400	164,900	117,600	320,500	123,100
Capital Outlay over \$5k(O&M-Capitalized)	\$ 10,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	2,000	300	500	-	-	-	-	-
Operating Supplies	11,000	9,200	10,000	10,500	11,200	11,600	12,200	12,800
Repairs & Maintenance-Equipment	95,800	24,800	218,500	96,900	133,700	86,000	138,300	90,300
Repairs & Maintenance-Facilities	239,000	239,000	194,000	20,000	20,000	20,000	170,000	20,000
4.3 Contractual Services	60,000	21,900	-	-	-	-	-	-
<b>892279 - Belle Isle Combined Sewer Overflow</b>	<b>\$ 79,200</b>	<b>\$ (200)</b>	<b>\$ 137,600</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>\$ -</b>
4.1 Chemicals	7,000	8,300	10,000	11,000	11,000	11,000	15,000	15,000
4.2 Supplies & Other	182,600	102,700	134,000	63,900	65,500	67,100	68,800	90,600
Capital Outlay over \$5k(O&M-Capitalized)	\$ 58,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	1,000	-	-	-	-	-	-	-
Operating Supplies	4,200	3,200	4,000	4,200	4,400	4,600	4,900	5,200
Repairs & Maintenance-Equipment	38,800	37,300	50,000	30,400	31,300	32,200	33,100	34,100
Repairs & Maintenance-Facilities	80,000	62,200	80,000	29,300	29,800	30,300	30,800	51,300
4.3 Contractual Services	23,000	22,200	-	-	-	-	-	-
5.2 Shared Services	(133,400)	(133,400)	(6,400)	(74,900)	(76,400)	(77,900)	(83,800)	(105,600)
<b>897600 - Wastewater System Operations Unallocated</b>	<b>\$ 1,161,500</b>	<b>\$ -</b>	<b>\$ 2,440,500</b>	<b>\$ 3,264,900</b>	<b>\$ 3,976,300</b>	<b>\$ 7,050,800</b>	<b>\$ 7,636,600</b>	<b>\$ 8,696,600</b>
7.0 Unallocated Reserve	1,161,500	-	2,440,500	3,264,900	3,976,300	7,050,800	7,636,600	8,696,600
<b>Grand Total</b>	<b>\$120,955,500</b>	<b>\$107,400,000</b>	<b>\$ 114,985,700</b>	<b>\$117,758,700</b>	<b>\$120,139,900</b>	<b>\$122,569,400</b>	<b>\$125,048,200</b>	<b>\$127,609,600</b>

## Highlights

The Wastewater Operations Area (*Pumping (Lift) Stations only*) strategic initiatives include:

❖ **Maximize pumping reliability**

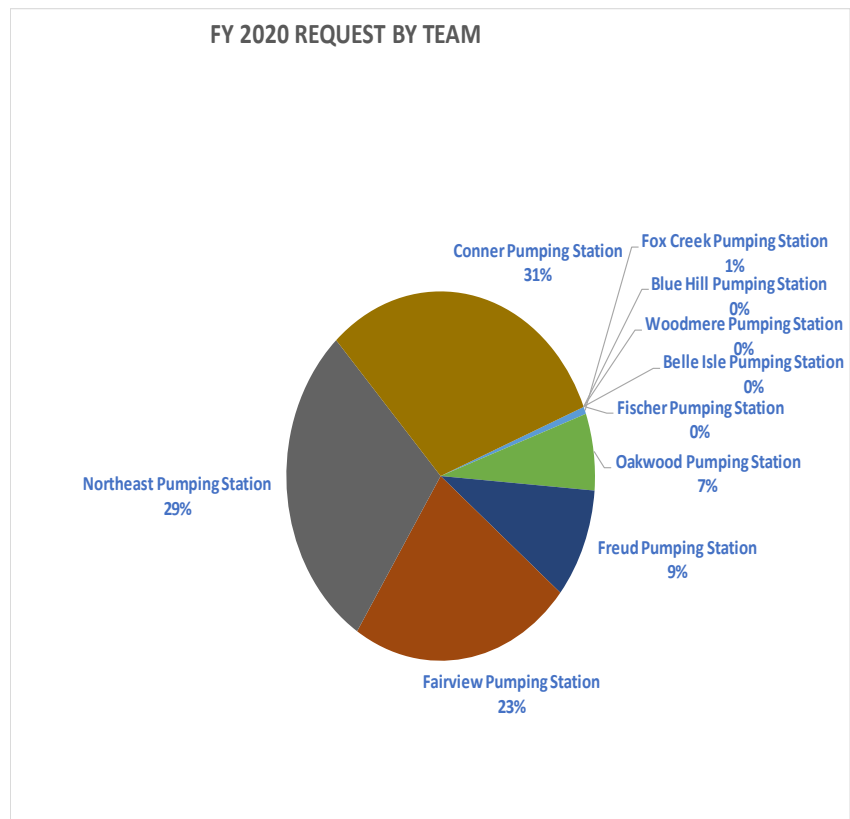
Regularly scheduled preventive maintenance is necessary and required to maintain the condition of all pumping (lift) stations

❖ **Minimize energy usage**

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

## Organization

The GLWA Wastewater Operations Pumping (Lift) Stations are facilities designed to move wastewater from lower to higher elevation, particularly where the elevation of the source is not sufficient for gravity flow and/or when the use of gravity conveyance will result in excessive excavation depths and high sewer construction costs.

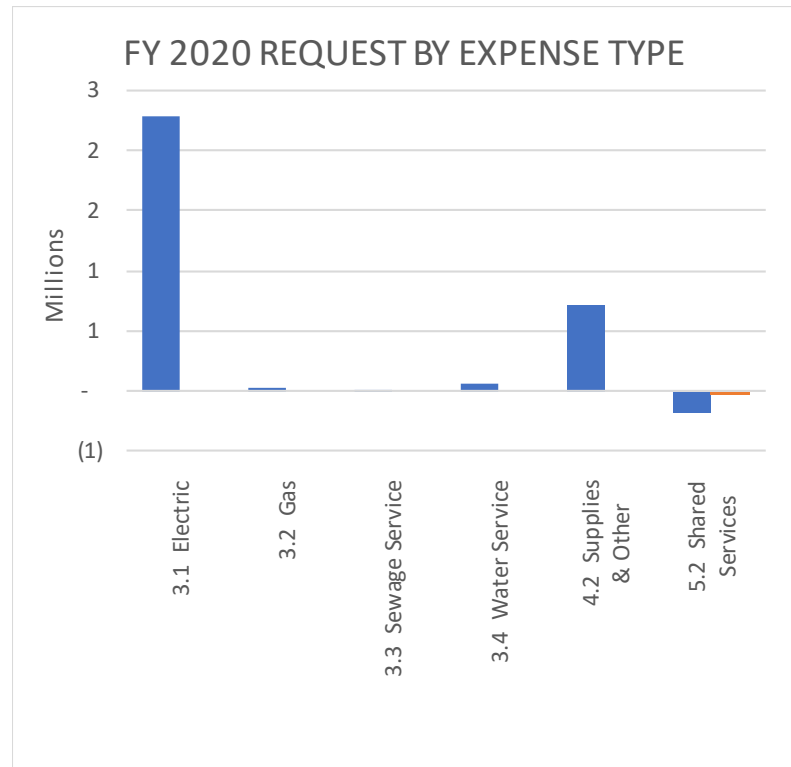


## Expense Categories

There is one major category of expenses in the Wastewater Operations pumping stations Operations and Maintenance Budget as listed below.

### ❖ Utilities - Electric

Utilities - Electric is the highest expense category for Wastewater Operations pumping (lift) stations. Increased water demand leads to increased energy consumption in order to transport enough safe drinking water to the GLWA's communities.





## Biennial Budget Request

The biennial reflects a decrease in FY 2020 as a result of energy consumption being dependent on flow rate, total pressure, climate (more intense rainfall), and overall pump efficiency.

### Biennial Budget Request by Expense Category

Expense Category	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
3.1 Electric	\$ 2,434,000	\$ 2,109,800	\$ 2,508,000	\$ 2,291,300	\$ (216,700)	-8.6%	\$ 2,317,600
3.2 Gas	47,000	16,500	19,000	28,300	9,300	48.9%	28,700
3.3 Sewage Service	27,000	7,300	26,200	11,200	(15,000)	-57.3%	11,200
3.4 Water Service	50,000	27,400	65,000	66,300	1,300	2.0%	67,600
4.1 Chemicals	-	-	-	-	-	N/A	-
4.2 Supplies & Other	676,000	553,200	715,000	706,800	(8,200)	-1.1%	714,800
4.3 Contractual Services	-	-	-	-	-	N/A	-
5.2 Shared Services	(83,300)	(83,300)	-	(177,300)	(177,300)	N/A	(180,800)
<b>Grand Total</b>	<b>\$ 3,150,700</b>	<b>\$ 2,630,900</b>	<b>\$ 3,333,200</b>	<b>\$ 2,926,600</b>	<b>\$ (406,600)</b>	<b>-12.2%</b>	<b>\$ 2,959,100</b>

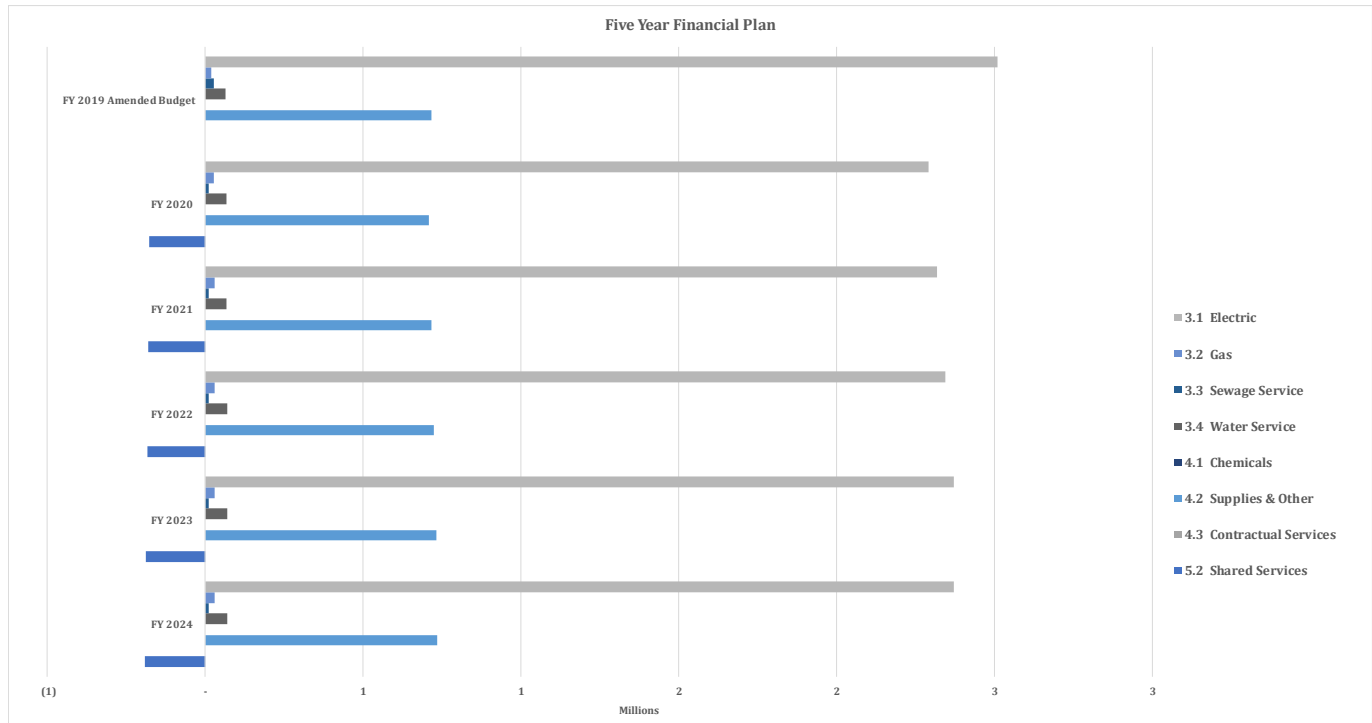
### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
<b>Pumping (Lift) Stations (Wastewater Only)</b>	<b>\$ 3,150,700</b>	<b>\$ 2,630,900</b>	<b>\$ 3,333,200</b>	<b>\$ 2,926,600</b>	<b>\$ (406,600)</b>	<b>-12.2%</b>	<b>\$ 2,959,100</b>
Belle Isle Pumping Station	44,200	-	80,000	-	(80,000)	-100.0%	-
Blue Hill Pumping Station	8,500	-	80,000	-	(80,000)	-100.0%	-
Brennan Pools Pumping Station	-	-	-	-	-	N/A	-
Conner Pumping Station	887,000	831,900	897,000	899,400	2,400	0.3%	916,900
Fairview Pumping Station	685,000	616,100	571,000	680,200	109,200	19.1%	690,400
Fischer Pumping Station	(6,000)	-	40,000	-	(40,000)	-100.0%	-
Fox Creek Pumping Station	15,000	1,500	18,200	18,500	300	1.6%	18,900
Freud Pumping Station	295,000	223,300	356,000	281,600	(74,400)	-20.9%	282,200
Northeast Pumping Station	1,036,000	792,200	1,018,000	850,000	(168,000)	-16.5%	850,000
Oakwood Pumping Station	193,000	165,900	193,000	196,900	3,900	2.0%	200,700
Woodmere Pumping Station	(7,000)	-	80,000	-	(80,000)	-100.0%	-
<b>Grand Total</b>	<b>\$ 3,150,700</b>	<b>\$ 2,630,900</b>	<b>\$ 3,333,200</b>	<b>\$ 2,926,600</b>	<b>\$ (406,600)</b>	<b>-12.2%</b>	<b>\$ 2,959,100</b>

## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

Expense Category	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
3.1 Electric	\$ 2,508,000	\$ 2,291,300	\$ (216,700)	-8.6%	\$ 2,317,600	\$ 2,343,900	\$ 2,370,200	\$ 2,370,200
3.2 Gas	19,000	28,300	9,300	48.9%	28,700	29,100	29,500	29,500
3.3 Sewage Service	26,200	11,200	(15,000)	-57.3%	11,200	11,300	11,300	11,300
3.4 Water Service	65,000	66,300	1,300	2.0%	67,600	68,900	70,200	70,200
4.1 Chemicals	-	-	-	N/A	-	-	-	-
4.2 Supplies & Other	715,000	706,800	(8,200)	-1.1%	714,800	722,800	730,900	734,800
4.3 Contractual Services	-	-	-	N/A	-	-	-	-
5.2 Shared Services	-	(177,300)	(177,300)	N/A	(180,800)	(184,300)	(187,900)	(191,800)
<b>Grand Total</b>	<b>\$ 3,333,200</b>	<b>\$ 2,926,600</b>	<b>\$ (406,600)</b>	<b>-12.2%</b>	<b>\$ 2,959,100</b>	<b>\$ 2,991,700</b>	<b>\$ 3,024,200</b>	<b>\$ 3,024,200</b>



### Five-Year Financial Plan by Team

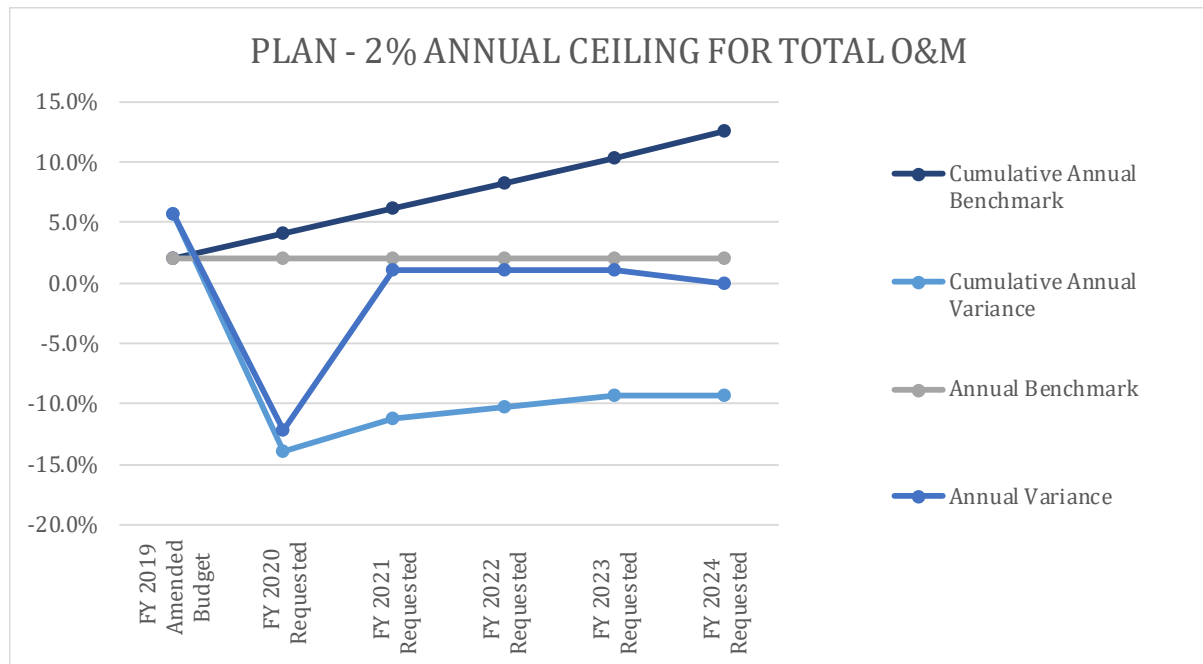
Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Belle Isle Pumping Station	\$ 80,000	\$ -	\$ (80,000)	-100.0%	\$ -	\$ -	\$ -	\$ -
Blue Hill Pumping Station	80,000	-	(80,000)	-100.0%	-	-	-	-
Brennan Pools Pumping Station	-	-	-	N/A	-	-	-	-
Conner Pumping Station	897,000	899,400	2,400	0.3%	916,900	934,300	951,800	951,800
Fairview Pumping Station	571,000	680,200	109,200	19.1%	690,400	700,600	710,800	710,800
Fischer Pumping Station	40,000	-	(40,000)	-100.0%	-	-	-	-
Fox Creek Pumping Station	18,200	18,500	300	1.6%	18,900	19,300	19,700	19,700
Freud Pumping Station	356,000	281,600	(74,400)	-20.9%	282,200	282,900	283,500	283,500
Northeast Pumping Station	1,018,000	850,000	(168,000)	-16.5%	850,000	850,000	850,000	850,000
Oakwood Pumping Station	193,000	196,900	3,900	2.0%	200,700	204,600	208,400	208,400
Woodmere Pumping Station	80,000	-	(80,000)	-100.0%	-	-	-	-
<b>Grand Total</b>	<b>\$ 3,333,200</b>	<b>\$ 2,926,600</b>	<b>\$ (406,600)</b>	<b>-12.2%</b>	<b>\$ 2,959,100</b>	<b>\$ 2,991,700</b>	<b>\$ 3,024,200</b>	<b>\$ 3,024,200</b>

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Wastewater Operations pumping (lift) stations Group's financial plan reflects a Five Year Overall decrease of 9.3% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments is included in the annual "unallocated O&M reserve".

This decrease is not unexpected given the consistency of these major initiatives. And while there is a decreased expense in the short-term, it is believed that this is the result of realigning the expenses

to reflect current energy consumption which is dependent on flow rate, total pressure, climate (more intense rainfall), and overall pump efficiency. The realignment will result in a more effective utility in the long-run to better manage the use of resources.



### Effective Utility Management Measures

[Will be presented with January 2019 update]

### Capital Outlay

[Currently not a component of this group]

### 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 & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>892342 - Belle Isle Pumping Station</b>	<b>\$ 44,200</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
4.2 Supplies & Other	73,000	28,800	80,000	55,300	56,400	57,500	58,700	59,900
Repairs & Maintenance-Equipment	73,000	28,800	80,000	55,300	56,400	57,500	58,700	59,900
5.2 Shared Services	(28,800)	(28,800)	-	(55,300)	(56,400)	(57,500)	(58,700)	(59,900)
<b>892343 - Blue Hill Pumping Station</b>	<b>8,500</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
4.2 Supplies & Other	50,000	41,500	80,000	74,000	75,500	77,000	78,500	80,100
Repairs & Maintenance-Equipment	50,000	41,500	80,000	74,000	75,500	77,000	78,500	80,100
5.2 Shared Services	(41,500)	(41,500)	-	(74,000)	(75,500)	(77,000)	(78,500)	(80,100)
<b>892345 - Conner Pumping Station</b>	<b>887,000</b>	<b>831,900</b>	<b>897,000</b>	<b>899,400</b>	<b>916,900</b>	<b>934,300</b>	<b>951,800</b>	<b>951,800</b>
3.1 Electric	700,000	687,300	700,000	714,000	728,000	742,000	756,000	756,000
3.2 Gas	2,000	300	2,000	2,000	2,100	2,100	2,200	2,200
3.3 Sewage Service	25,000	7,200	25,000	10,000	10,000	10,000	10,000	10,000
3.4 Water Service	10,000	10,000	20,000	20,400	20,800	21,200	21,600	21,600
4.2 Supplies & Other	150,000	127,100	150,000	153,000	156,000	159,000	162,000	162,000
Repairs & Maintenance-Equipment	150,000	127,100	150,000	153,000	156,000	159,000	162,000	162,000
<b>892346 - Fairview Pumping Station</b>	<b>685,000</b>	<b>616,100</b>	<b>571,000</b>	<b>680,200</b>	<b>690,400</b>	<b>700,600</b>	<b>710,800</b>	<b>710,800</b>
3.1 Electric	500,000	446,300	500,000	510,000	520,000	530,000	540,000	540,000
3.2 Gas	15,000	9,700	1,000	10,000	10,000	10,000	10,000	10,000
3.4 Water Service	10,000	8,900	10,000	10,200	10,400	10,600	10,800	10,800
4.2 Supplies & Other	160,000	151,200	60,000	150,000	150,000	150,000	150,000	150,000
Repairs & Maintenance-Equipment	160,000	151,200	60,000	150,000	150,000	150,000	150,000	150,000
<b>892347 - Fischer Pumping Station</b>	<b>(6,000)</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
4.2 Supplies & Other	-	6,000	40,000	12,000	12,200	12,400	12,600	12,900
Repairs & Maintenance-Equipment	-	6,000	40,000	12,000	12,200	12,400	12,600	12,900
5.2 Shared Services	(6,000)	(6,000)	-	(12,000)	(12,200)	(12,400)	(12,600)	(12,900)
<b>892348 - Fox Creek Pumping Station</b>	<b>15,000</b>	<b>1,500</b>	<b>18,200</b>	<b>18,500</b>	<b>18,900</b>	<b>19,300</b>	<b>19,700</b>	<b>19,700</b>
3.1 Electric	3,000	1,400	2,000	2,000	2,100	2,100	2,200	2,200
3.3 Sewage Service	2,000	100	1,200	1,200	1,200	1,300	1,300	1,300
3.4 Water Service	10,000	-	15,000	15,300	15,600	15,900	16,200	16,200
<b>892349 - Freud Pumping Station</b>	<b>295,000</b>	<b>223,300</b>	<b>356,000</b>	<b>281,600</b>	<b>282,200</b>	<b>282,900</b>	<b>283,500</b>	<b>283,500</b>
3.1 Electric	175,000	162,700	250,000	200,000	200,000	200,000	200,000	200,000
3.2 Gas	30,000	6,500	16,000	16,300	16,600	17,000	17,300	17,300
3.4 Water Service	15,000	8,500	15,000	15,300	15,600	15,900	16,200	16,200
4.2 Supplies & Other	75,000	45,600	75,000	50,000	50,000	50,000	50,000	50,000
Repairs & Maintenance-Equipment	75,000	45,600	75,000	50,000	50,000	50,000	50,000	50,000
<b>892350 - Northeast Pumping Station</b>	<b>1,036,000</b>	<b>792,200</b>	<b>1,018,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>
3.1 Electric	943,000	699,300	943,000	750,000	750,000	750,000	750,000	750,000
4.2 Supplies & Other	93,000	92,900	75,000	100,000	100,000	100,000	100,000	100,000
Repairs & Maintenance-Equipment	93,000	92,900	75,000	100,000	100,000	100,000	100,000	100,000
<b>892351 - Oakwood Pumping Station</b>	<b>193,000</b>	<b>165,900</b>	<b>193,000</b>	<b>196,900</b>	<b>200,700</b>	<b>204,600</b>	<b>208,400</b>	<b>208,400</b>
3.1 Electric	113,000	112,800	113,000	115,300	117,500	119,800	122,000	122,000
3.4 Water Service	5,000	-	5,000	5,100	5,200	5,300	5,400	5,400
4.2 Supplies & Other	75,000	53,100	75,000	76,500	78,000	79,500	81,000	81,000
Repairs & Maintenance-Equipment	75,000	53,100	75,000	76,500	78,000	79,500	81,000	81,000
4.3 Contractual Services	-	-	-	-	-	-	-	-
Contractual Professional Services	-	-	-	-	-	-	-	-
<b>892352 - Woodmere Pumping Station</b>	<b>(7,000)</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
4.2 Supplies & Other	-	7,000	80,000	36,000	36,700	37,400	38,100	38,900
Repairs & Maintenance-Equipment	-	7,000	80,000	36,000	36,700	37,400	38,100	38,900
5.2 Shared Services	(7,000)	(7,000)	-	(36,000)	(36,700)	(37,400)	(38,100)	(38,900)
<b>Grand Total</b>	<b>\$ 3,150,700</b>	<b>\$ 2,630,900</b>	<b>\$ 3,333,200</b>	<b>\$ 2,926,600</b>	<b>\$ 2,959,100</b>	<b>\$ 2,991,700</b>	<b>\$ 3,024,200</b>	<b>\$ 3,024,200</b>

## Highlights

**The Planning Services Area presently is leading GLWA with several strategic initiatives.**

The following tables outline the initiatives for the Water System, Wastewater System and Both Systems, GLWA wide. Budget values beyond contract end date shown are for updates or implementation of the program. Procurement of these services would require a separate procurement process.

### Water System Programs:

- ❖ **Transmission System Pipe Integrity Program:** To assess the risk to water delivery infrastructure through the physical review of the system as well as assessing member reliability.
- ❖ **Water Master Plan Update:** An update to this plan that is forecast to occur periodically ensuring GLWA continues to meet the needs of its members.
- ❖ **Units of Service for Non-Master Meter Members of Great Lakes Water Authority and System Water Audit:** An analytical review data to quantify flow volumes for members who have historically not had master meters.

Water System	Transmission System Pipe Integrity Program (TSIP)	Water Master Plan Update	Units of Service for Non-Master Meter Customers...	Total
Prime Consultant	To be Determined	To be Determined	Black & Veatch	
Contract #	To be Determined	To be Determined	GLWA-CS-039	
Contract Amount	n/a	n/a	\$ 1,300,740	\$ 1,300,740
Contract End Date	n/a	n/a	1/31/2019	
Cost Center Name	Asset Management	Systems Planning	Systems Analytics	
Pre-FY 2018 Spend			108,936	\$ 108,936
FY 2018			632,105	\$ 632,105
FY 2019 Budget			495,040	\$ 495,040
FY 2020 Estimate	2,063,488			\$ 2,063,488
FY 2021 Estimate	2,194,643	850,000		\$ 3,044,643
FY 2022 Estimate	5,741,150	1,000,000		\$ 6,741,150
FY 2023 Estimate	7,201,350			\$ 7,201,350
FY 2024 Estimate	8,380,334		500,000	\$ 8,880,334
Post-FY 2024 Contract Completion	ongoing			\$ -
Total	\$ 25,580,965	\$ 1,850,000	\$ 1,736,081	\$ 29,167,046

### Wastewater System Programs:

- ❖ **Wastewater Master Plan:** To maximize the use of existing GLWA and member facilities through the review of collection and treatment facilities in order to produce affordable solutions.

### Wastewater System Programs (Continued)

- ❖ **Good Sewer Metering Practice Analysis & Support:** The ongoing program in support of the Wastewater Analytics Task Force (WATF) and consists of four core elements: metering, sewer shares analysis and review, collection system initiative, and Water Resource Recovery Facility initiatives.
- ❖ **Meter Dye Testing:** A program to review and ensure the accuracy of the sewer meters through repair and calibration.
- ❖ **Professional and Technical Sewer Support Services:** A program for the calibration, corrective maintenance and emergency repair of sewer meters in the collection system. This program also covers the installation of control cabinets and programmable controllers at various locations throughout the collection system.
- ❖ **Sewer Shares Update – Sampling and Consulting:** A program, working with the member communities, to quantify pollutants entering the wastewater collection system and the associated impact of treatment at the Water Resource Recovery Facility.
- ❖ **Collection System Modelling and Monitoring:** A program for the collection, analysis and modelling of data to create alternative control strategies in the wastewater collection system.
- ❖ **CSO Condition Assessment, Calibration and Preventative Maintenance:** A program to assess the condition, calibrate, and maintain various meters in each of the Combined Sewer Overflow (CSO) facilities.

Wastewater System	Wastewater Master Plan & Update	Good Sewer Metering Practice Analysis & Support	Meter Dye Testing	Professional and Technical Sewer Support Services	Sewer Shares Update - Sampling and Consulting	Collection System Modeling and Monitoring	CSO Condition Assessment, Calibration & Preventative Maintenance	Total
Prime Consultant	CDM Smith	CDM Smith	Applied Science	PCI LLC	To be Determined	To be Determined	To be Determined	
Contract #	GLWA-CS-036	GLWA-CS-239	GLWA-CS-236	GLWA-CON-179	To be Determined	To be Determined	To be Determined	
Contract Amount	\$ 8,320,876	\$ 2,420,906	\$ 1,435,054	\$ 4,965,840	Not Determined	Not Determined	Not Determined	\$ 17,142,676
Contract End Date	01/31/20	06/15/21	02/28/20	07/02/22	Not Determined	Not Determined	Not Determined	
Cost Center Name	Systems Planning	Systems Analytics	Systems Analytics	Systems Analytics	Systems Analytics	Systems Analytics	Systems Analytics	
Pre-FY 2018 Spend	441,374	566,172	620,633	151,143				\$ 1,779,322
FY 2018	3,011,162	280,291	659,509	989,330		392,411		\$ 5,332,703
FY 2019 Budget	3,235,000	800,000	675,000	655,380	991,400			\$ 6,356,780
FY 2020 Estimate	760,000	816,000	875,000	655,380	500,000	1,542,120	470,000	\$ 5,618,500
FY 2021 Estimate	-	832,320	675,000	655,380		1,255,000	470,000	\$ 3,887,700
FY 2022 Estimate	-	848,970	875,000	655,380	500,000		470,000	\$ 3,349,350
FY 2023 Estimate	-	865,945	675,000	655,380	250,000		470,000	\$ 2,916,325
FY 2024 Estimate	500,000	883,260	875,000	655,380			470,000	\$ 3,383,640
Post-FY 2024								
Contract Completion	-	ongoing	ongoing	ongoing			ongoing	\$ -
Total	\$ 7,947,536	\$ 5,892,958	\$ 5,930,142	\$ 5,072,753	\$ 2,241,400	\$ 3,189,531	\$ 2,350,000	\$ 32,624,320



## Both Systems (GLWA Wide) Initiatives

- ❖ **Strategic Asset Management Plan (SAMP):** To identify the timing related to key initiatives, identify how asset management related information is used to drive prudent CIP expenditures and provide a long-term, 10-year, roadmap to execute various asset management initiatives
- ❖ **Capital Program Management:** A program to develop a long-term strategy for the development, coordination and execution of the Capital Improvement Program through various strategies, including the development of a Project Management Office.
- ❖ **Computerized Maintenance System Support:** Support services for the computer package that allows GLWA to manage the maintenance of equipment and facilities throughout the water and wastewater systems.
- ❖ **Modelling, Sampling and Engineering Services:** Services to be engaged in support of the various initiatives that may be outside the scope of the original project.

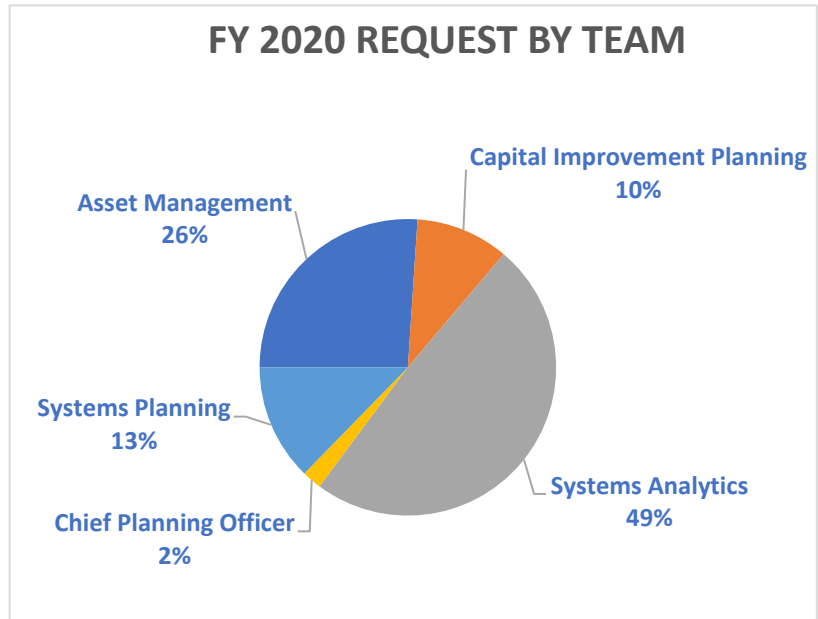
Both Systems	Strategic Asset Management Plan (SAMP)	Capital Program Management	CMMS System Support	Modeling and Sampling Engineering Services	Total
Prime Consultant	Jacobs Engineering	To be Determined	Experis Financial	To be Determined	
Contract #	GLWA-CS-198	GLWA-CS-272	PO 3678	To be Determined	
Contract Amount	\$ 4,113,267	Not Determined	\$ 320,000 Annually	n/a	\$ 4,433,267
Contract End Date	06/15/21	Not Determined	08/25/19	n/a	
Cost Center Name	Asset Management	Capital Improvement Planning	Asset Management	Planning Services	
Pre-FY 2018 Spend	-	-	289,255		\$ 289,255
FY 2018	50,000	-	294,684		\$ 344,684
FY 2019 Budget	1,327,000	172,250	320,000	319,780	\$ 2,139,030
FY 2020 Estimate	1,208,000	1,320,000	320,000	100,000	\$ 2,948,000
FY 2021 Estimate	936,000	1,320,000	320,000	101,200	\$ 2,677,200
FY 2022 Estimate	1,000,000	770,000	320,000	102,400	\$ 2,192,400
FY 2023 Estimate	1,000,000	1,640,625	150,000	103,600	\$ 2,894,225
FY 2024 Estimate	1,000,000	1,674,300	150,000	104,800	\$ 2,929,100
Post-FY 2024 Contract Completion			-	ongoing	\$ -
Total	\$ 6,521,000	\$ 6,897,175	\$ 2,163,939	\$ 831,780	\$ 16,413,894



## Organization

The GLWA System Planning Area consists of five teams.

- ❖ **Office of the Chief Planning Officer** – administration and oversight of GLWA’s planning efforts
- ❖ **Asset Management** – responsible for leading the asset management strategy at GLWA
- ❖ **Systems Planning** – responsible for internal and external strategic planning, outreach and coordination with customer communities
- ❖ **Capital Improvement Planning** – manages the planning and execution of the capital improvement plan
- ❖ **Systems Analytics** – responsible for maintaining meter operations and analyzing flow data for both water and wastewater



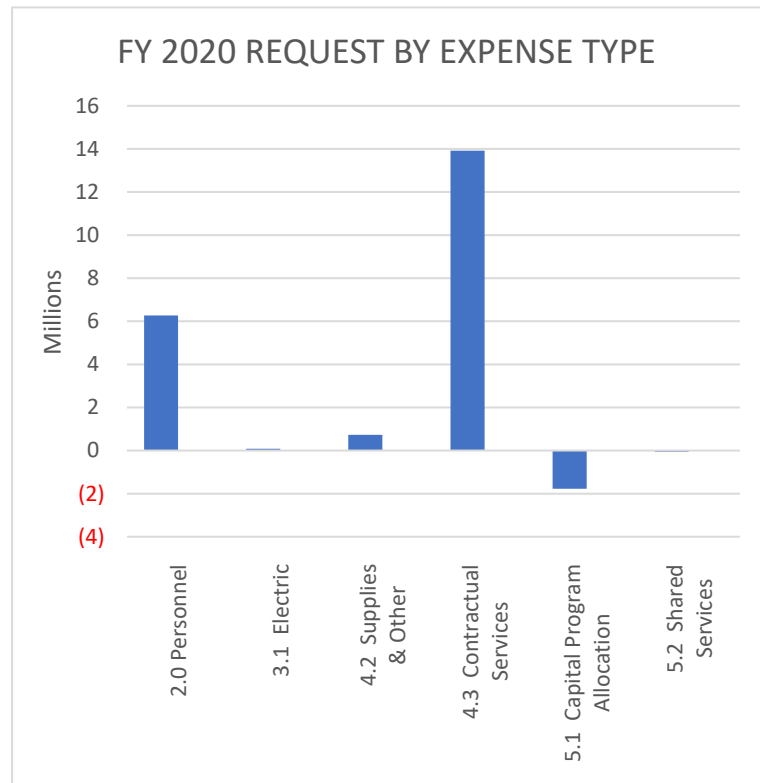
## Expense Categories

There are two major categories of Planning Services Area expenses in the Operations and Maintenance Budget as listed below.

- ❖ Contractual services
- ❖ Personnel Costs

In addition to the strategic initiatives noted above, the Planning Services Area also sponsors the third-party consultant, Bridgeport, who ensures that GLWA Member Partners are engaged in decision making that affects the region today and in the future.

The Planning Services Area has been in existence for nearly four years. Given the breadth of assignments, recruiting and retaining top talent is a high priority. Accordingly, personnel is the second highest expense category. It is expected that a portion of the daily activities of the Planning Services Area will grow to have a more direct impact on capital delivery either through staff or via an upcoming selection of a capital program management firm. To the extent that occurs, an allocation of this Area's effort will be assigned to construction work-in-progress.



## Biennial Budget Request

The biennial reflects an increase in FY 2020 as a result of the ramp up of the strategic initiatives defined above.

### Biennial Budget Request by Expense Category

Expense Categories	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	4,940,900	4,062,500	5,152,700	1,481,894	6,272,400	1,119,700	21.7%	6,659,500
3.1 Electric	67,900	68,000	110,400	17,360	80,500	(29,900)	-27.1%	81,700
4.2 Supplies & Other	1,206,600	1,256,500	544,400	215,997	726,400	182,000	33.4%	649,800
4.3 Contractual Services	8,421,300	8,421,400	11,995,400	3,151,856	13,918,400	1,923,000	16.0%	12,840,900
5.1 Capital Program Allocation	-	-	(1,931,000)	-	(1,776,200)	154,800	-8.0%	(1,811,800)
5.2 Shared Services	(220,000)	(220,000)	(357,500)	(156,492)	(60,000)	297,500	-83.2%	-
<b>Grand Total</b>	<b>\$ 14,416,700</b>	<b>\$ 13,588,400</b>	<b>\$ 15,514,400</b>	<b>\$ 4,710,614</b>	<b>\$ 19,161,500</b>	<b>\$ 3,647,100</b>	<b>23.5%</b>	<b>\$ 18,420,100</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Asset Management	\$ 1,711,300	\$ 1,711,200	\$ 2,534,800	\$ 826,611	\$ 4,990,100	\$ 2,455,300	96.9%	\$ 4,766,000
Capital Improvement Planning	-	-	693,000	3,571	1,943,900	1,250,900	180.5%	2,171,700
Chief Planning Officer	886,600	886,700	390,600	164,925	408,900	18,300	4.7%	525,000
Energy Management	196,400	196,200	-	-	-	-	#DIV/0!	-
Systems Analytics	7,335,800	6,497,400	7,501,800	1,946,139	9,385,500	1,883,700	25.1%	8,299,200
Systems Planning	4,286,600	4,286,600	4,394,200	1,769,369	2,433,100	(1,961,100)	-44.6%	2,658,200
<b>Grand Total</b>	<b>\$ 14,416,700</b>	<b>\$ 13,578,100</b>	<b>\$ 15,514,400</b>	<b>\$ 4,710,614</b>	<b>\$ 19,161,500</b>	<b>\$ 3,647,100</b>	<b>23.5%</b>	<b>\$ 18,420,100</b>

## Personnel Budget

The staffing plan (Table 1 on the following page) provides for a steady state of 71 positions as of FY 2021. These positions are forecast to be filled by FY 2023 as Planning Services levels out its staffing requirements.

1. *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 vacant.

### Staffing Plan

	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Team	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan
<b>Planning Services</b>	<b>68.00</b>	<b>62.00</b>	<b>70.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>
Chief Planning Officer	5.00	3.00	3.00	3.00	3.00	3.00	3.00
Systems Planning	4.00	4.00	7.00	8.00	8.00	8.00	8.00
Asset Management	9.00	7.00	9.00	9.00	9.00	9.00	9.00
Energy Management	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Systems Analytics	39.00	40.00	43.00	43.00	43.00	43.00	43.00
Capital Improvement Planning	8.00	8.00	8.00	8.00	8.00	8.00	8.00

2. *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

	Prior Year	Current Year	Biennial Budget		Forecast		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Team	Approved FTEs	Approved FTE's	FTE's	FTE's	FTE's	FTE's	FTE's
<b>Planning Services</b>	<b>63.50</b>	<b>60.25</b>	<b>64.25</b>	<b>68.50</b>	<b>70.00</b>	<b>71.00</b>	<b>71.00</b>
Chief Planning Officer	4.50	3.00	2.00	3.00	3.00	3.00	3.00
Systems Planning	3.25	4.00	6.00	7.00	7.25	8.00	8.00
Asset Management	8.00	7.00	9.00	9.00	9.00	9.00	9.00
Energy Management	2.75	0.00	0.00	0.00	0.00	0.00	0.00
Systems Analytics	39.00	40.00	43.00	43.00	43.00	43.00	43.00
Capital Improvement Planning	6.00	6.25	4.25	6.50	7.75	8.00	8.00

3. *Personnel Budget* – The table below presents the Planning Services personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits and Contractual Transition Services. These values are based on the *Full Time Equivalent*s in table 2.

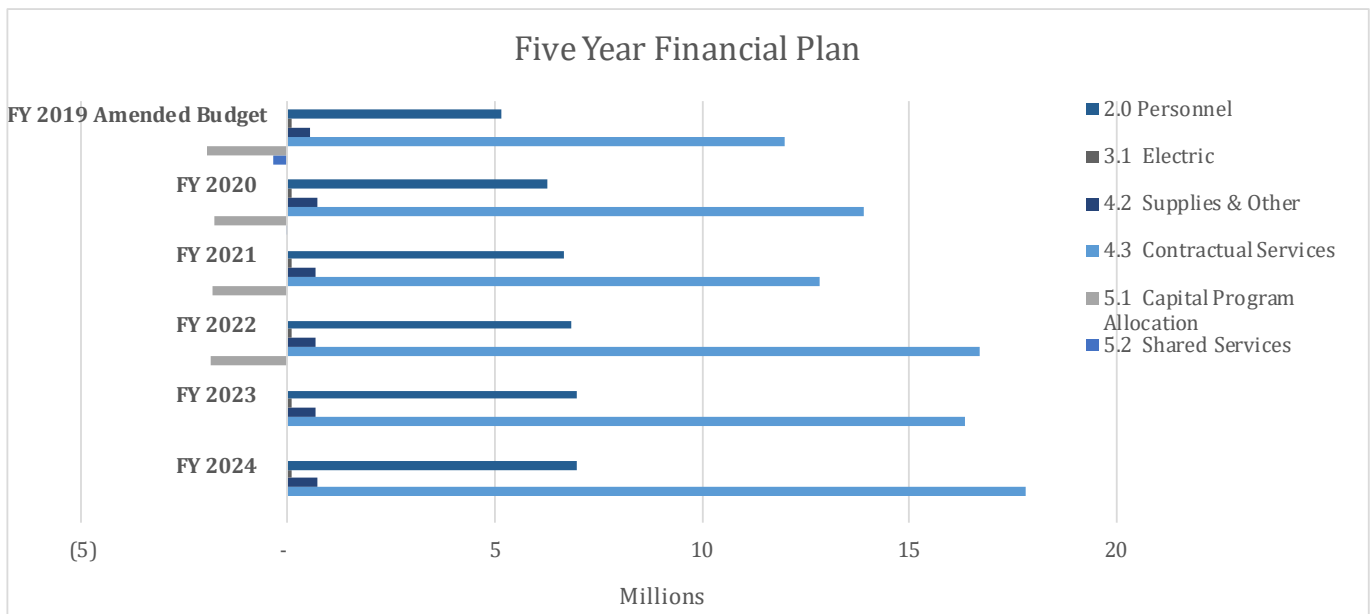
### Personnel Budget

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Team	Amended Budget	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
Chief Planning Officer	344,100	292,000	355,800	357,300	358,800	360,300
Systems Planning	411,100	588,700	680,900	712,400	801,400	804,900
Asset Management	892,000	1,111,800	1,116,500	1,121,100	1,125,700	1,130,400
Systems Analytics	2,812,500	3,780,500	3,792,300	3,807,200	3,822,000	3,836,900
Capital Improvement Planning	693,000	499,400	714,000	829,700	854,100	857,700
<b>Grand Total</b>	<b>\$5,152,700</b>	<b>\$6,272,400</b>	<b>\$6,659,500</b>	<b>\$6,827,700</b>	<b>\$6,962,000</b>	<b>\$6,990,200</b>

## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

Expense Categories	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 5,152,700	\$ 6,272,400	\$ 1,119,700	21.7%	\$ 6,659,500	6,827,700	6,962,000	6,990,200
3.1 Electric	110,400	80,500	(29,900)	-27.1%	\$ 81,700	82,000	82,200	82,400
4.2 Supplies & Other	544,400	726,400	182,000	33.4%	\$ 649,800	649,300	673,400	697,900
4.3 Contractual Services	11,995,400	13,918,400	1,923,000	16.0%	\$ 12,840,900	16,721,200	16,360,500	17,795,700
5.1 Capital Program Allocation	(1,931,000)	(1,776,200)	154,800	-8.0%	\$ (1,811,800)	(1,848,000)	-	-
5.2 Shared Services	(357,500)	(60,000)	297,500	-83.2%	\$ -	-	-	-
<b>Grand Total</b>	<b>\$ 15,514,400</b>	<b>\$ 19,161,500</b>	<b>\$ 3,647,100</b>	<b>23.5%</b>	<b>\$ 18,420,100</b>	<b>\$ 22,432,200</b>	<b>\$ 24,078,100</b>	<b>\$ 25,566,200</b>



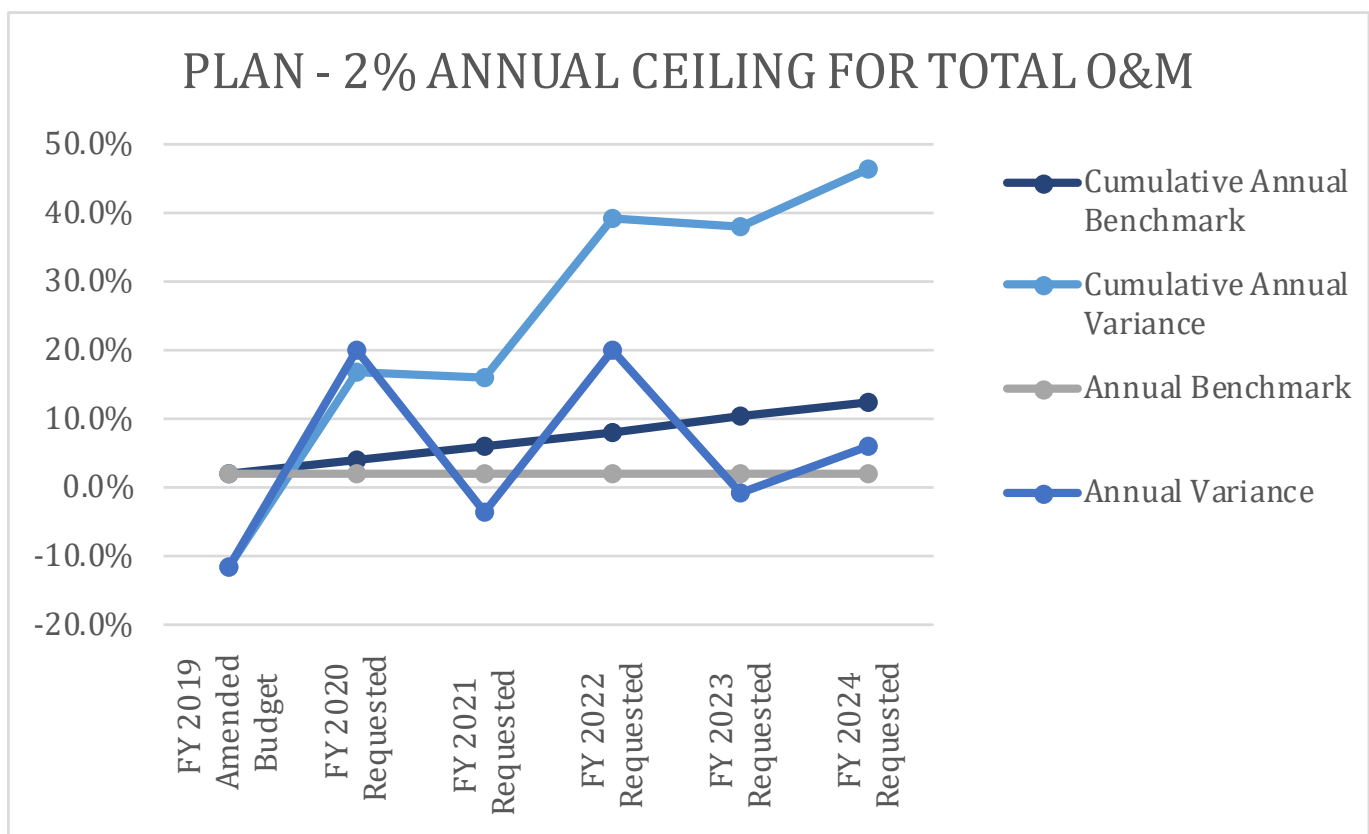
### Five-Year Financial Plan by Team

Row Labels	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Asset Management	\$ 2,534,800.00	\$ 4,990,100.00	\$ 2,455,300.00	96.9%	\$ 4,766,000	\$ 8,397,500	\$ 9,915,700	\$ 11,133,400
Capital Improvement Planning	693,000	1,943,900	1,250,900	180.5%	2,171,700	1,742,200	2,640,200	2,680,000
Chief Planning Officer	390,600	408,900	18,300	4.7%	525,000	523,100	527,000	527,700
Systems Analytics	7,501,800	9,385,500	1,883,700	25.1%	8,299,200	8,914,300	8,535,800	8,647,300
Systems Planning	4,394,200	2,433,100	(1,961,100)	-44.6%	2,658,200	2,855,100	2,459,400	2,577,800
<b>Grand Total</b>	<b>\$ 15,514,400</b>	<b>\$ 19,161,500</b>	<b>\$ 3,647,100</b>	<b>23.5%</b>	<b>\$ 18,420,100</b>	<b>\$ 22,432,200</b>	<b>\$ 24,078,100</b>	<b>\$ 25,566,200</b>

*Alignment with Entity-wide Annual O&M Ceiling Goal of 2%*

The Planning Services Area financial plan reflects a Five Year Overall increase of 46.5% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments included in the annual “unallocated O&M reserve”.

This increase is not unexpected given the ramp-up of these major initiatives. And while there is an increased expense in the short-term, it is believed that the implementation of the capital asset management plan and capital delivery program will result in a more effective utility in the long-run to better manage the use of resources.



**Effective Utility Management Measures**

open for 1.2019 revised draft

## Capital Outlay

Planning Services capital outlay is funded by both the O&M budget and the I&E budget. The largest component of this plan is an ongoing program to upgrade meters throughout the GLWA water and wastewater systems.

### Capital Outlay

	2020	2021	2022	2023	2024
Asset Categories	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
Flow Measuring & Meters	1,800,600	1,815,000	1,157,000	1,125,940	1,125,000
Furniture & Fixtures	276,000				
Leasehold Improvements	260,000				
Passenger Vehicles	25,000		28,000		26,000
Tools, Shop & Warehouse		38,574			39,744
<b>Grand Total</b>	<b>\$2,361,600</b>	<b>\$1,853,574</b>	<b>\$1,185,000</b>	<b>\$1,125,940</b>	<b>\$1,190,744</b>

### Capital Outlay by Funding Source

	2020	2021	2022	2023	2024
Funding Source	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
I&E	2,361,600	1,853,574	1,185,000	1,125,940	1,190,744
<b>Grand Total</b>	<b>\$2,361,600</b>	<b>\$1,853,574</b>	<b>\$1,185,000</b>	<b>\$1,125,940</b>	<b>\$1,190,744</b>

### Capital Outlay by Team

	2020	2021	2022	2023	2024
Team	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
Systems Planning	336,000				
Asset Management	110,000		28,000		
Systems Analytics	1,800,600	1,853,574	1,157,000	1,125,940	1,164,744
Capital Improvement Planning	115,000				26,000
<b>Grand Total</b>	<b>\$2,361,600</b>	<b>\$1,853,574</b>	<b>\$1,185,000</b>	<b>\$1,125,940</b>	<b>\$1,190,744</b>



## Line Item Budget and Financial Plan

The five-year plan with a line item expense budget begins below. The expenses are listed in alphabetical order by cost center.

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>886001 - Chief Planning Officer</b>	<b>\$ 886,600</b>	<b>\$ 886,700</b>	<b>\$ 390,600</b>	<b>\$ 408,900</b>	<b>\$ 525,000</b>	<b>\$ 523,100</b>	<b>\$ 527,000</b>	<b>\$ 527,700</b>
2.1 Salaries & Wages	315,300	315,300	268,600	232,600	277,300	277,300	277,300	277,300
2.3 Overtime	600	600	800	-	1,300	1,300	1,300	1,300
2.4 Employee Benefits	67,300	67,900	74,700	59,400	77,200	78,700	80,200	81,700
4.2 Supplies & Other	420,400	423,100	46,500	16,400	18,700	15,300	17,700	16,900
Capital Outlay less than \$5,000	-	-	34,900	2,000	2,000	2,000	2,000	2,000
Memberships, Licenses & Subscriptions	404,200	409,800	500	600	600	600	600	600
Mileage and Parking	200	200	200	200	200	200	200	200
Office Supplies	2,300	1,300	2,000	2,100	2,200	2,300	2,400	2,500
Postage	-	-	-	-	-	-	-	-
Training and Internal Meetings	6,400	3,500	3,800	3,500	3,600	3,800	3,900	4,700
Travel	7,300	6,300	5,100	6,000	8,100	6,400	8,600	6,900
Tuition Refund	-	2,000	-	2,000	2,000	-	-	-
4.3 Contractual Services	83,000	79,800	-	100,500	150,500	150,500	150,500	150,500
Contractual Operating Services	1,000	500	-	500	500	500	500	500
Contractual Professional Services	82,000	79,300	-	100,000	150,000	150,000	150,000	150,000
<b>886101 - Systems Planning</b>	<b>\$ 4,286,600</b>	<b>\$ 4,286,600</b>	<b>\$ 4,394,200</b>	<b>\$ 2,433,100</b>	<b>\$ 2,658,200</b>	<b>\$ 2,855,100</b>	<b>\$ 2,459,400</b>	<b>\$ 2,577,800</b>
2.1 Salaries & Wages	228,800	228,900	317,500	452,600	518,800	540,900	607,200	607,200
2.3 Overtime	-	-	1,600	2,900	4,500	4,500	4,500	4,500
2.4 Employee Benefits	56,900	56,900	92,000	133,200	157,600	167,000	189,700	193,200
4.2 Supplies & Other	41,800	42,400	48,100	100,400	78,900	79,700	80,000	79,700
Capital Outlay less than \$5,000	-	-	-	26,800	-	-	-	-
Memberships, Licenses & Subscriptions	-	-	-	1,100	1,100	1,100	1,100	1,100
Mileage and Parking	1,200	1,200	1,800	3,600	4,800	4,800	4,800	4,800
Office Supplies	4,000	4,700	5,000	5,300	5,600	5,900	6,200	6,300
Operating Supplies	33,000	32,100	36,000	50,000	50,000	50,000	50,000	50,000
Training and Internal Meetings	-	800	1,600	4,600	5,400	5,900	5,900	5,100
Travel	3,600	3,600	3,700	9,000	12,000	12,000	12,000	12,400
4.3 Contractual Services	3,959,100	3,958,400	3,935,000	1,744,000	1,898,400	2,063,000	1,578,000	1,693,200
Contractual Professional Services	3,959,100	3,958,400	3,935,000	1,744,000	1,898,400	2,063,000	1,578,000	1,693,200
5.1 Capital Program Allocation	-	-	-	-	-	-	-	-
<b>886201 - Asset Management</b>	<b>\$ 1,711,300</b>	<b>\$ 1,711,200</b>	<b>\$ 2,534,800</b>	<b>\$ 4,990,100</b>	<b>\$ 4,766,000</b>	<b>\$ 8,397,500</b>	<b>\$ 9,915,700</b>	<b>\$ 11,133,400</b>
2.1 Salaries & Wages	562,600	562,500	704,200	875,800	875,800	875,800	875,800	875,800
2.3 Overtime	3,700	3,500	-	-	-	-	-	-
2.4 Employee Benefits	117,000	117,200	187,800	236,000	240,700	245,300	249,900	254,600
2.5 Transition Services	50,900	53,300	-	-	-	-	-	-
4.2 Supplies & Other	298,200	293,100	73,900	216,800	77,700	120,800	126,900	132,600
Capital Outlay less than \$5,000	25,500	25,500	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	-	-	8,000	-	-	-	-	-
Memberships, Licenses & Subscriptions	1,100	1,000	1,000	1,200	1,200	1,200	1,300	1,300
Mileage and Parking	5,000	5,100	5,200	7,000	7,100	7,300	7,400	7,600
Office Supplies	2,000	6,100	4,000	6,000	6,300	6,600	6,900	7,200
Repairs & Maintenance-Software	235,000	235,000	36,000	180,000	40,000	80,000	85,000	90,000
Training and Internal Meetings	7,100	7,900	7,600	10,800	11,100	12,300	12,500	12,800
Travel	22,500	12,500	12,100	11,800	12,000	13,400	13,800	13,700
4.3 Contractual Services	678,900	681,600	3,453,400	3,661,500	3,571,800	7,155,600	8,663,100	9,870,400
Contractual Operating Services	253,000	266,300	-	-	-	-	-	-
Contractual Professional Services	425,900	415,300	3,453,400	3,661,500	3,571,800	7,155,600	8,663,100	9,870,400
5.1 Capital Program Allocation	-	-	(1,884,500)	-	-	-	-	-

Planning Services  
Budget & Five-Year Plan  
FY 2020 through FY 2024

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>886301 - Energy Management</b>	\$ 196,400	\$ 196,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.1 Salaries & Wages	41,400	41,300	-	-	-	-	-	-
2.3 Overtime	-	-	-	-	-	-	-	-
2.4 Employee Benefits	10,700	10,400	-	-	-	-	-	-
2.5 Transition Services	54,300	56,600	-	-	-	-	-	-
4.2 Supplies & Other	1,000	800	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	-	-	-	-	-	-	-	-
Mileage and Parking	-	-	-	-	-	-	-	-
Operating Supplies	200	-	-	-	-	-	-	-
Training and Internal Meetings	-	-	-	-	-	-	-	-
Travel	800	800	-	-	-	-	-	-
4.3 Contractual Services	89,000	87,100	-	-	-	-	-	-
Contractual Professional Services	89,000	87,100	-	-	-	-	-	-
5.1 Capital Program Allocation	-	-	-	-	-	-	-	-
<b>886401 - Systems Analytics</b>	\$ 7,335,800	\$ 6,507,700	\$ 7,501,800	\$ 9,385,500	\$ 8,299,200	\$ 8,914,300	\$ 8,535,800	\$ 8,647,300
2.1 Salaries & Wages	1,252,800	1,252,000	1,571,400	2,032,400	2,032,400	2,032,400	2,032,400	2,032,400
2.2 Workforce Development	131,600	131,200	206,100	231,000	231,000	231,000	231,000	231,000
2.3 Overtime	78,000	78,700	78,000	83,900	83,900	83,900	83,900	83,900
2.4 Employee Benefits	507,200	507,900	610,600	757,000	771,800	786,700	801,500	816,400
2.5 Transition Services	1,461,800	578,300	1,005,800	676,200	673,200	673,200	673,200	673,200
2.6 Personnel Transition Adjustment	-	-	(659,400)	-	-	-	-	-
3.1 Electric	67,900	68,000	110,400	80,500	81,700	82,000	82,200	82,400
4.2 Supplies & Other	445,200	497,100	375,900	378,300	447,900	404,300	418,900	438,600
Capital Outlay less than \$5,000	277,500	277,600	232,400	230,400	287,300	244,400	256,700	268,800
Capital Outlay over \$5k(O&M-Capitalized)	-	54,800	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	1,000	-	-	-	-	-	-	-
Mileage and Parking	1,000	1,500	700	1,600	1,600	1,600	1,600	1,600
Office Supplies	14,300	14,700	15,000	15,300	15,400	15,400	15,400	15,800
Operating Supplies	14,700	14,500	12,900	14,600	14,600	14,600	14,600	15,500
Printing	-	-	-	-	-	-	-	-
Repairs & Maintenance-Equipment	68,200	68,100	60,000	60,600	72,700	73,400	73,100	76,100
Repairs & Maintenance-Hardware	20,800	19,800	14,000	8,300	8,600	9,000	9,400	9,700
Repairs & Maintenance-Miscellaneous	25,400	24,300	24,000	24,400	24,600	24,800	25,000	28,000
Training and Internal Meetings	5,000	4,800	5,000	5,100	5,100	5,100	5,100	5,100
Travel	2,800	2,700	3,000	3,000	3,000	3,000	5,000	5,000
Tuition Refund	1,400	1,400	-	2,000	2,000	-	-	-
Uniforms, Laundry, Cleaning	13,100	12,900	8,900	13,000	13,000	13,000	13,000	13,000
4.3 Contractual Services	3,611,300	3,614,500	4,607,000	5,206,200	3,977,300	4,620,800	4,212,700	4,289,400
Contract Services-Information Technology	698,700	703,400	812,000	611,700	582,600	583,500	585,400	585,800
Contractual Operating Services	2,219,000	2,279,000	3,300,000	4,594,500	3,394,700	4,037,300	3,627,300	3,703,600
Contractual Professional Services	693,600	632,100	495,000	-	-	-	-	-
5.1 Capital Program Allocation	-	-	(46,500)	-	-	-	-	-
5.2 Shared Services	(220,000)	(220,000)	(357,500)	(60,000)	-	-	-	-
Shared Services : Salaries & Wages Reimb	(20,600)	(20,500)	(69,300)	(21,100)	-	-	-	-
Shared Services Reimbursement	(191,200)	(191,300)	(288,200)	(38,900)	-	-	-	-
Shared Services: Employee Benefit Reimb	(8,200)	(8,200)	-	-	-	-	-	-
<b>886601 - Capital Improvement Planning</b>	\$ -	\$ -	\$ 693,000	\$ 1,943,900	\$ 2,171,700	\$ 1,742,200	\$ 2,640,200	\$ 2,680,000
2.1 Salaries & Wages	-	-	538,500	387,700	551,000	635,100	651,900	651,900
2.3 Overtime	-	-	5,000	-	1,300	4,400	5,000	5,000
2.4 Employee Benefits	-	-	149,500	111,700	161,700	190,200	197,200	200,800
4.2 Supplies & Other	-	-	-	14,500	26,600	29,200	29,900	30,100
Memberships, Licenses & Subscriptions	-	-	-	1,200	1,200	1,200	1,300	1,300
Mileage and Parking	-	-	-	500	800	800	800	800
Office Supplies	-	-	-	1,500	1,500	1,500	1,500	1,500
Training and Internal Meetings	-	-	-	5,400	11,100	12,300	12,500	12,800
Travel	-	-	-	5,900	12,000	13,400	13,800	13,700
4.3 Contractual Services	-	-	-	3,206,200	3,242,900	2,731,300	1,756,200	1,792,200
Contractual Professional Services	-	-	-	3,206,200	3,242,900	2,731,300	1,756,200	1,792,200
5.1 Capital Program Allocation	-	-	-	(1,776,200)	(1,811,800)	(1,848,000)	-	-
<b>Grand Total</b>	<b>\$ 14,416,700</b>	<b>\$ 13,588,400</b>	<b>\$ 15,514,400</b>	<b>\$ 19,161,500</b>	<b>\$ 18,420,100</b>	<b>\$ 22,432,200</b>	<b>\$ 24,078,100</b>	<b>\$ 25,566,200</b>

## Highlights

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

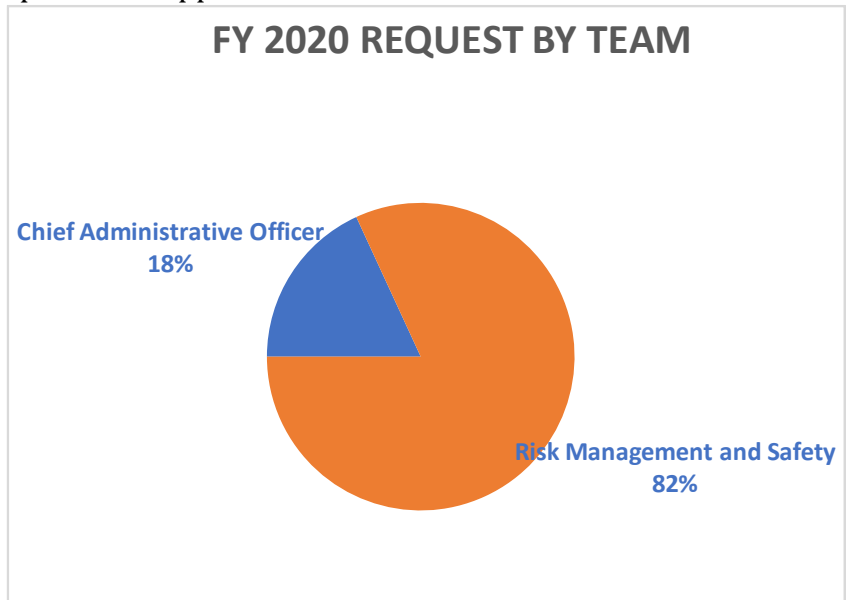
- ❖ **Establish a Succession Planning Process for the Utility** - support and advance the strategic vision of the Board of Directors and the Chief Executive Officer for the utility.
- ❖ **Stand-up and Support Governmental Relations Initiative** -retain Government Relations and Legislative Representation Services.
- ❖ **Build Out of Risk Management/Safety Organization** - add additional professionals experienced in an array of environmental safety compliance matters such as chemical hygiene, process safety management, spill prevention, safety data sheets, safety audits, and risk management processes/procedures.

## Organization

The Chief Administrative Officer Area consists of two teams.

- ❖ **Chief Administrative Officer** – provides support to the Board of Directors and CEO. The Office of the Chief Administrative and Compliance Officer provides coordinative services and administrative support to Enterprise Risk Management, Organizational Development, General Counsel Groups and Information Technology

- ❖ **Enterprise Risk Management** – 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

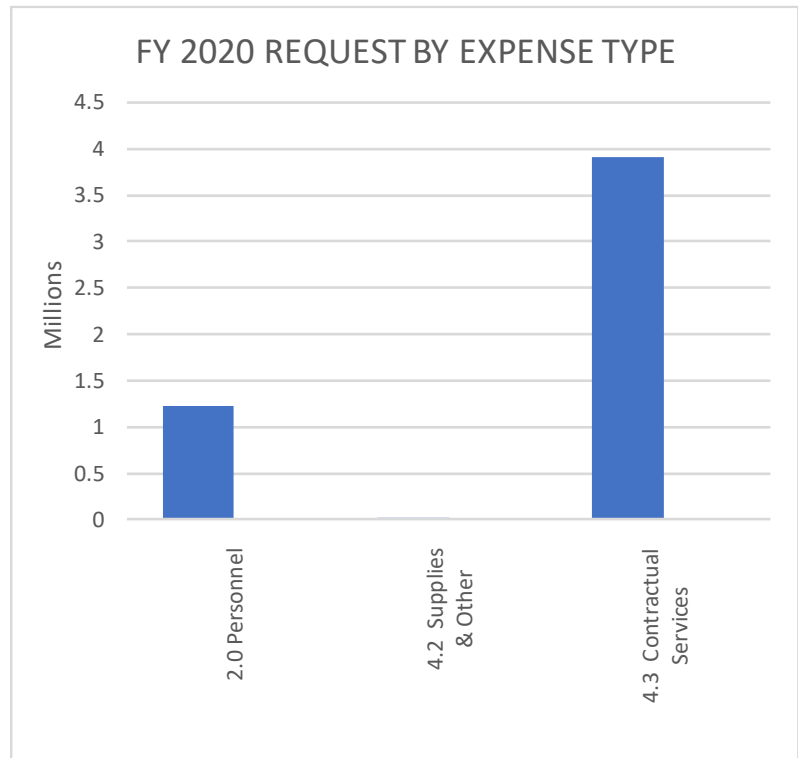


## Expense Categories

There are two major categories of Chief Administrative Officer expenses in the Operations and Maintenance Budget as listed below.

- ❖ Contractual Services
- ❖ Personnel

Contractual Services is the highest expense category and for FY 2020 it is remaining consistent with prior and future budget years. The contractual services account encompasses three major contracts; Government Relation Services, County Fire and NTH Engineering contract (CS-213) which replaced SOMAT (CS- 1513) for environmental health & safety compliance services.



## Biennial Budget Request

The biennial budget reflects a decrease in FY 2020 in personnel costs as a result of Enterprise Risk Management re-evaluating their staffing plan to delay filling open positions until second quarter of FY 2020.

### Biennial Budget Request by Expense Category

Expense Category	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 911,700	\$ 882,400	\$ 1,408,100	\$ 298,321	\$ 1,233,300	\$ (174,800)	-12.4%	\$ 1,414,400
4.2 Supplies & Other	11,000	8,800	8,000	9,492	23,100	15,100	188.8%	23,300
4.3 Contractual Services	3,825,000	3,847,400	3,828,500	1,202,505	3,911,300	307,300	8.5%	3,964,600
5.1 Capital Program Allocation	(8,600)	-	-	-	-	-	N/A	-
<b>Grand Total</b>	<b>\$ 4,739,100</b>	<b>\$ 4,738,600</b>	<b>\$ 5,244,600</b>	<b>\$ 1,510,318</b>	<b>\$ 5,167,700</b>	<b>\$ 147,600</b>	<b>2.9%</b>	<b>\$ 5,402,300</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Chief Administrative Officer	\$ 561,400	\$ 561,400	\$ 1,105,200	\$ 231,283	\$ 936,600	\$ 55,900	6.3%	\$ 944,400
Risk Management and Safety	4,177,700	4,177,200	4,139,400	1,279,034	4,231,100	91,700	2.2%	4,457,900
<b>Grand Total</b>	<b>\$ 4,739,100</b>	<b>\$ 4,738,600</b>	<b>\$ 5,244,600</b>	<b>\$ 1,510,318</b>	<b>\$ 5,167,700</b>	<b>\$ 147,600</b>	<b>2.9%</b>	<b>\$ 5,402,300</b>

### Personnel Budget

Chief Administrative Officer Area consists of 13 positions for FY 2020, which is staying consistent with FY 2019 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	Current Year	Biennial Budget		Forecast		
	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
<b>Chief Administrative Officer</b>	<b>9.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
Chief Administrative Officer	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Enterprise Risk Management	4.00	8.00	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	Current Year	Biennial Budget		Forecast		
	FY 2018 FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
<b>Chief Administrative Officer</b>	<b>9.00</b>	<b>13.00</b>	<b>11.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
Chief Administrative Officer	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Enterprise Risk Management	4.00	8.00	6.00	8.00	8.00	8.00	8.00

*Personnel Budget* - The table below presents the Chief Administrative Officer Area personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

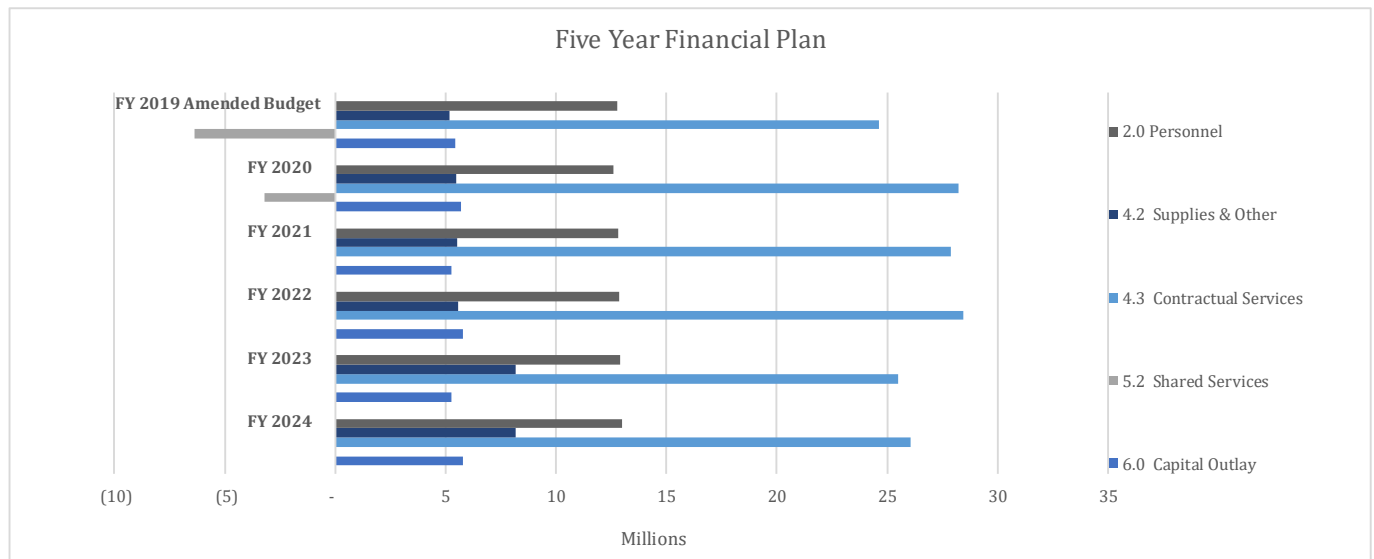
### Personnel Budget

Team	FY 2019 Approved Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget	FY 2023 Requested Budget	FY 2024 Requested Budget
Chief Administrative Officer	\$ 627,634	\$ 633,552	\$ 636,171	\$ 638,791	\$ 641,410	\$ 644,030
Enterprise Risk Management	780,353	599,711	778,219	781,592	784,966	788,339
<b>Grand Total</b>	<b>\$ 1,407,987</b>	<b>\$ 1,233,263</b>	<b>\$ 1,414,390</b>	<b>\$ 1,420,383</b>	<b>\$ 1,426,376</b>	<b>\$ 1,432,369</b>

### Five Year Financial Plan

#### Five-Year Financial Plan by Expense Category

Expense Category	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 1,408,100	\$ 1,233,300	\$ (174,800)	-12.4%	\$ 1,414,400	\$ 1,420,400	\$ 1,426,500	\$ 1,432,400
4.2 Supplies & Other	8,000	23,100	15,100	188.8%	23,300	24,500	24,700	24,800
4.3 Contractual Services	3,828,500	3,911,300	307,300	8.5%	3,964,600	4,019,000	4,074,500	4,138,000
<b>Grand Total</b>	<b>\$ 5,244,600</b>	<b>\$ 5,167,700</b>	<b>\$ 147,600</b>	<b>2.9%</b>	<b>\$ 5,402,300</b>	<b>\$ 5,463,900</b>	<b>\$ 5,525,700</b>	<b>\$ 5,595,200</b>

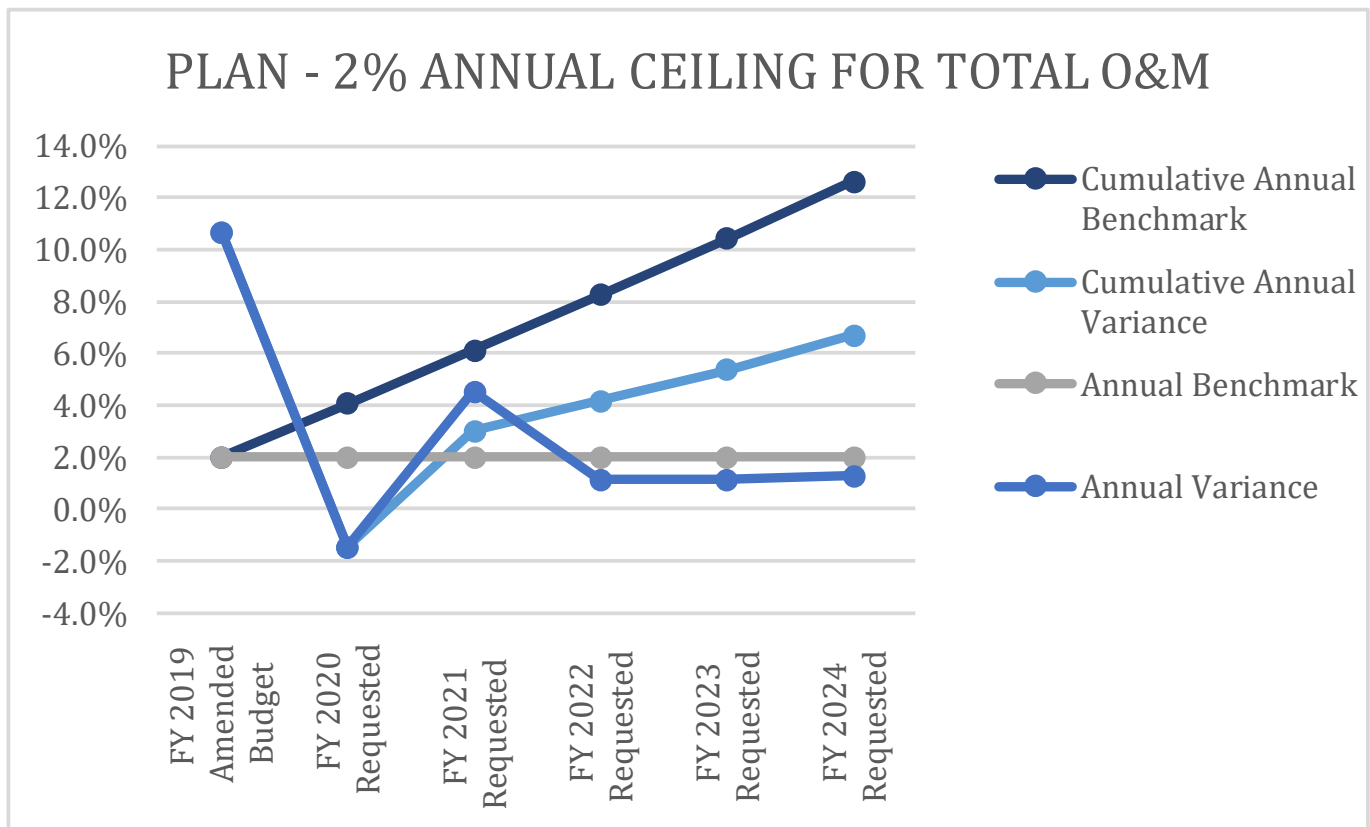


### Five-Year Financial Plan by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Chief Administrative Officer	\$ 1,105,200	\$ 936,600	\$ 55,900	6.3%	\$ 944,400	\$ 952,300	\$ 960,400	\$ 975,300
Enterprise Risk Management and Safety	1,775,400	1,819,800	44,400	2.5%	1,998,400	2,002,900	2,006,400	2,009,800
Enterprise Risk Mgt. Insurance Fund	2,364,000	2,411,300	47,300	2.0%	2,459,500	2,508,700	2,558,900	2,610,100
<b>Grand Total</b>	<b>\$ 5,244,600</b>	<b>\$ 5,167,700</b>	<b>\$ 147,600</b>	<b>2.9%</b>	<b>\$ 5,402,300</b>	<b>\$ 5,463,900</b>	<b>\$ 5,525,700</b>	<b>\$ 5,595,200</b>

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Systems Planning Group's financial plan reflects a Five Year Overall increase of 7.0% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments included in the annual "unallocated O&M reserve".





## Effective Utility Management Measures

“open for 1.2019 revised draft”

## Capital Outlay

Capital Outlay is not a component of this group.

## 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 alphabetical 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 & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>883001 - Chief Administrative Officer</b>	<b>\$ 561,400</b>	<b>\$ 184,856</b>	<b>\$ 880,700</b>	<b>\$ 936,600</b>	<b>\$ 944,400</b>	<b>\$ 952,300</b>	<b>\$ 960,400</b>	<b>\$ 975,300</b>
2.1 Salaries & Wages	461,000	147,236	495,000	500,000	500,000	500,000	500,000	500,000
Salaries & Wages	461,000	147,236	495,000	500,000	500,000	500,000	500,000	500,000
2.4 Employee Benefits	96,400	37,620	132,700	133,600	136,200	138,800	141,500	144,100
Employee Benefits	96,400	37,620	132,700	133,600	136,200	138,800	141,500	144,100
2.7 Administrative Personnel Services	-	(184,856)	-	-	-	-	-	-
Allocated: Personnel Services	-	(184,856)	-	-	-	-	-	-
4.2 Supplies & Other	4,000	-	3,000	3,000	3,100	3,200	3,300	3,300
Memberships, Licenses & Subscriptions	-	-	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-	-	-
Training and Internal Meetings	2,000	-	2,000	2,000	2,100	2,100	2,200	2,200
Travel	2,000	-	1,000	1,000	1,000	1,100	1,100	1,100
4.3 Contractual Services	-	-	250,000	300,000	305,100	310,300	315,600	327,900
Contractual Professional Services	-	-	250,000	300,000	305,100	310,300	315,600	327,900
<b>883401 - Enterprise Risk Management and Safety</b>	<b>\$ 1,552,700</b>	<b>\$ 336,785</b>	<b>\$ 1,775,400</b>	<b>\$ 1,819,800</b>	<b>\$ 1,998,400</b>	<b>\$ 2,002,900</b>	<b>\$ 2,006,400</b>	<b>\$ 2,009,800</b>
2.1 Salaries & Wages	282,700	91,819	602,800	466,600	602,800	602,800	602,800	602,800
Salaries & Wages	282,700	91,819	602,800	466,600	602,800	602,800	602,800	602,800
2.3 Overtime	-	339	-	-	-	-	-	-
Overtime	-	339	-	-	-	-	-	-
2.4 Employee Benefits	71,600	12,540	177,600	133,100	175,400	178,800	182,200	185,500
Employee Benefits	71,600	12,540	177,600	133,100	175,400	178,800	182,200	185,500
4.2 Supplies & Other	7,000	887	5,000	20,100	20,200	21,300	21,400	21,500
Memberships, Licenses & Subscriptions	-	-	-	-	-	-	-	-
Mileage and Parking	-	267	-	-	-	-	-	-
Operating Supplies	7,000	620	5,000	5,100	5,200	6,300	6,400	6,500
Training and Internal Meetings	-	-	-	15,000	15,000	15,000	15,000	15,000
Travel	-	-	-	-	-	-	-	-
4.3 Contractual Services	1,200,000	231,539	990,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Contractual Operating Services	1,200,000	231,539	990,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
5.1 Capital Program Allocation	(8,600)	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	(8,600)	-	-	-	-	-	-	-
205 Capital Outlay	-	-	100,000	-	-	-	-	-
Capital Outlay over \$5k(I&E-Capitalized)	-	-	100,000	-	-	-	-	-
<b>883411 - Enterprise Risk Mgt. Insurance Fund</b>	<b>\$ 2,625,000</b>	<b>\$ 958,867</b>	<b>\$ 2,364,000</b>	<b>\$ 2,411,300</b>	<b>\$ 2,459,500</b>	<b>\$ 2,508,700</b>	<b>\$ 2,558,900</b>	<b>\$ 2,610,100</b>
4.3 Contractual Services	2,625,000	958,867	2,364,000	2,411,300	2,459,500	2,508,700	2,558,900	2,610,100
Contractual Operating Services	2,625,000	958,867	2,364,000	2,411,300	2,459,500	2,508,700	2,558,900	2,610,100
<b>Grand Total</b>	<b>\$ 4,739,100</b>	<b>\$ 1,480,508</b>	<b>\$ 5,020,100</b>	<b>\$ 5,167,700</b>	<b>\$ 5,402,300</b>	<b>\$ 5,463,900</b>	<b>\$ 5,525,700</b>	<b>\$ 5,595,200</b>

## Highlights

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

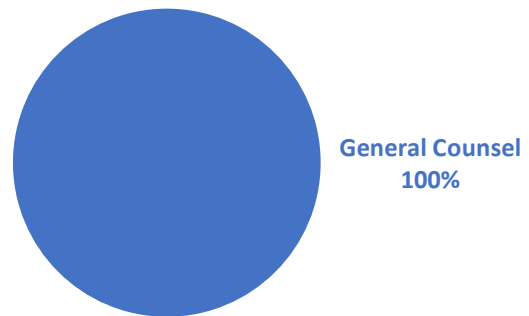
- ❖ **Work collaboratively with GLWA customers to secure resolutions supporting GLWA's Industrial Pretreatment Program (IPP)** - Begin rollout of IPP to communities and secure resolutions from communities as required by state law.
- ❖ **Create a Best Practices Manual** - Ensure consistent representation of the Authority in contractual, real estate, employment and litigation matters.
- ❖ **Develop GLWA templates** - Modernize the contractual relationship with our vendors with GLWA contract templates.

## 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 may make sound decisions and use appropriate legal processes to better provide its customers with quality compliant water services.

### FY 2020 REQUEST BY TEAM

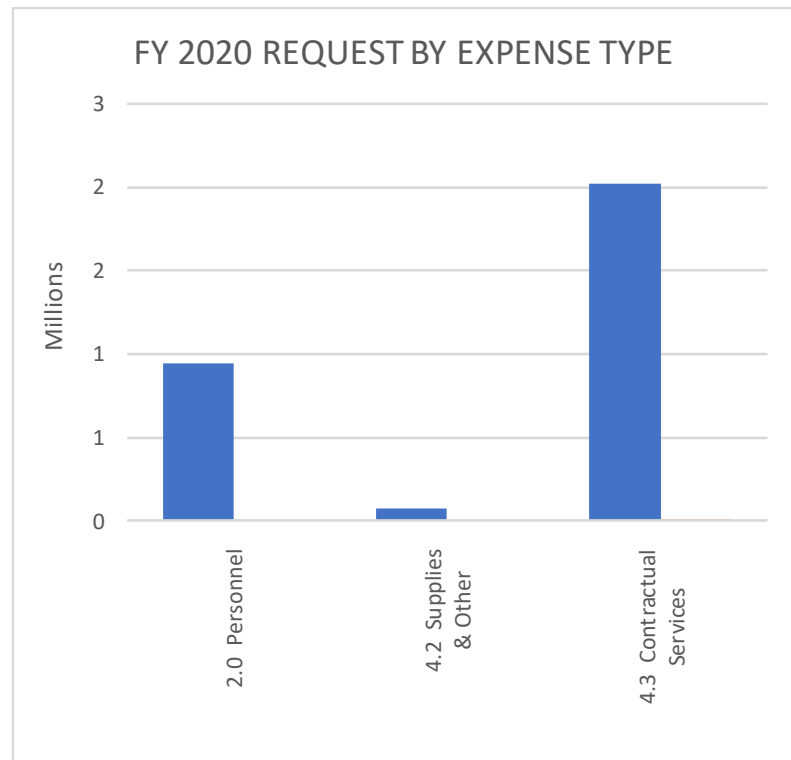


## Expense Categories

There are two major categories of General Counsel expenses in the Operations and Maintenance Budget as listed below.

- ❖ Personnel Costs
- ❖ Contractual Services

Contractual Services is the highest expense category and for FY 2020 it is remaining consistent with prior and future budget years. This account contains the outside counsel for a wide range of matters including, expert witnesses, environmental, labor, contract review, land matters, non-transactional bond counsel, and other matters.



## Biennial Budget Request

The biennial budget reflects an increase in FY 2020 as a result of General Counsel's emphasis to increase continuing education training for its team members.

### *Biennial Budget Request by Expense Category*

Expense Categories	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 743,200	\$ 714,700	\$ 941,400	\$ 270,149	\$ 941,400	\$ -	0.0%	\$ 945,200
4.2 Supplies & Other	35,400	20,100	52,200	4,743	78,400	26,200	50.2%	79,900
4.3 Contractual Services	3,990,000	4,026,600	1,783,900	518,380	2,019,100	235,200	13.2%	2,059,400
5.1 Capital Program Allocation	-	-	-	-	-	-	0.0%	-
5.2 Shared Services	(8,000)	(400)	(8,000)	-	-	8,000	-100.0%	-
<b>Grand Total</b>	<b>\$ 4,760,600</b>	<b>\$ 4,761,000</b>	<b>\$ 2,769,500</b>	<b>\$ 793,272</b>	<b>\$ 3,038,900</b>	<b>\$ 269,400</b>	<b>9.7%</b>	<b>\$ 3,084,500</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
General Counsel	\$ 4,760,600	\$ 4,761,000	\$ 2,769,500	\$ 793,272	\$ 3,038,900	\$ 269,400	9.7%	\$ 3,084,500
<b>Grand Total</b>	<b>\$ 4,760,600</b>	<b>\$ 4,761,000</b>	<b>\$ 2,769,500</b>	<b>\$ 793,272</b>	<b>\$ 3,038,900</b>	<b>\$ 269,400</b>	<b>9.7%</b>	<b>\$ 3,084,500</b>

### Personnel Budget

General Counsel consists of seven positions for FY 2020, which is staying consistent with FY 2019 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

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
General Counsel	6.00	7.00	7.00	7.00	7.00	7.00	7.00
General Counsel	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

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
General Counsel	6.00	7.00	7.00	7.00	7.00	7.00	7.00
General Counsel	6.00	7.00	7.00	7.00	7.00	7.00	7.00

*Personnel Budget* - The table below presents the General Counsel personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

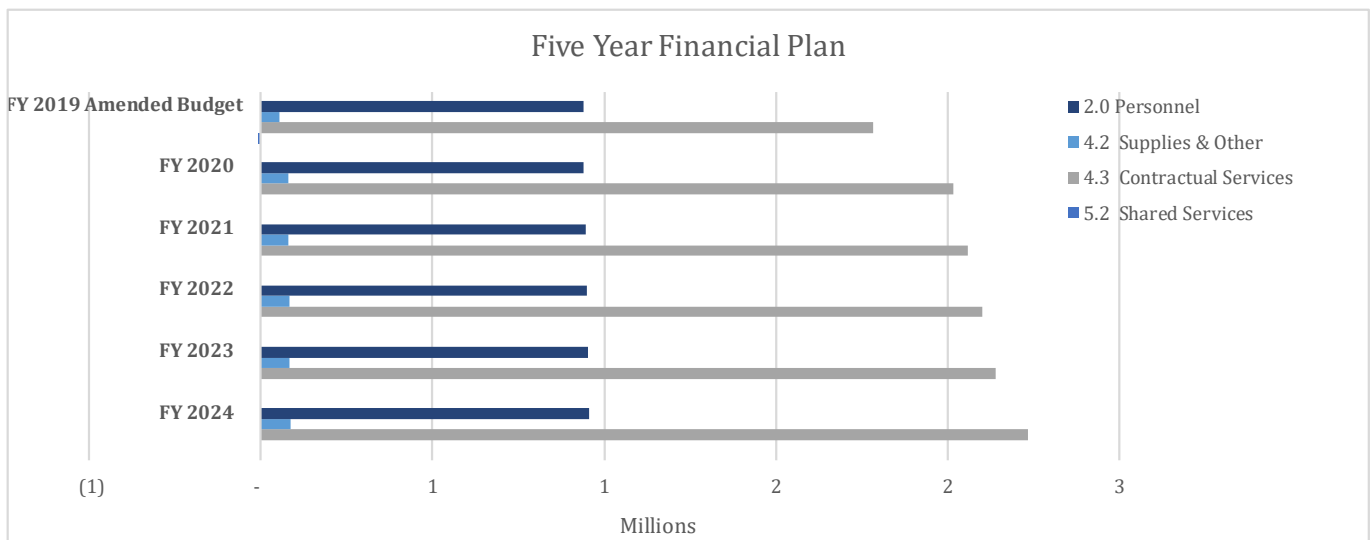
### Personnel Budget

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
General Counsel	\$ 941,400	\$ 941,400	\$ 945,200	\$ 949,000	\$ 952,900	\$ 956,700
<b>Grand Total</b>	<b>\$ 941,400</b>	<b>\$ 941,400</b>	<b>\$ 945,200</b>	<b>\$ 949,000</b>	<b>\$ 952,900</b>	<b>\$ 956,700</b>

### Five Year Financial Plan

#### Five-Year Financial Plan by Expense Category

Expense Categories	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 941,400	\$ 941,400	\$ -	0.0%	\$ 945,200	\$ 949,000	\$ 952,900	\$ 956,700
4.2 Supplies & Other	52,200	78,400	26,200	50.2%	79,900	81,500	83,000	85,900
4.3 Contractual Services	1,783,900	2,019,100	235,200	13.2%	2,059,400	2,100,500	2,142,400	2,234,300
5.2 Shared Services	(8,000)	-	8,000	-100.0%	-	0	0	0
<b>Grand Total</b>	<b>\$ 2,769,500</b>	<b>\$ 3,038,900</b>	<b>269,400</b>	<b>9.7%</b>	<b>\$ 3,084,500</b>	<b>\$ 3,131,000</b>	<b>\$ 3,178,300</b>	<b>\$ 3,276,900</b>

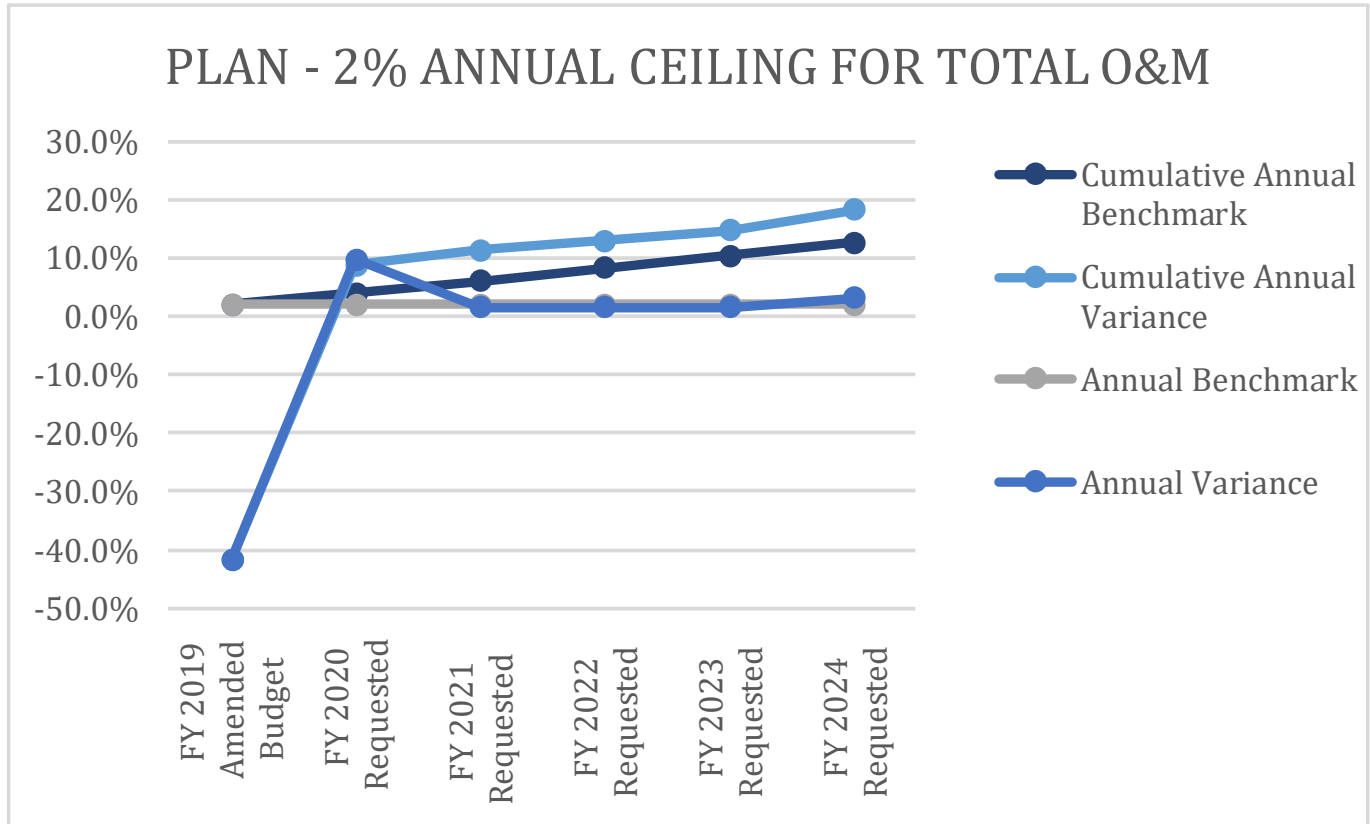


#### Five-Year Financial Plan by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
General Counsel	\$ 2,769,500	\$ 3,038,900	\$ 269,400	9.7%	\$ 3,084,500	\$ 3,131,000	\$ 3,178,300	\$ 3,276,900
<b>Grand Total</b>	<b>\$ 2,769,500</b>	<b>\$ 3,038,900</b>	<b>\$ 269,400</b>	<b>9.7%</b>	<b>\$ 3,084,500</b>	<b>\$ 3,131,000</b>	<b>\$ 3,178,300</b>	<b>\$ 3,276,900</b>

*Alignment with Entity-wide Annual O&M Ceiling Goal of 2%*

The General Counsel Group's financial plan reflects a Five Year Overall increase of 8.3% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments included in the annual "unallocated O&M reserve".



## Effective Utility Management Measures

“Open for 1.2019 Revised Draft”

## Capital Outlay

Capital Outlay is not a component of this group.

## 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 alphabetical 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 & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>883101 - General Counsel</b>	<b>\$ 4,760,600</b>	<b>\$ 860,609</b>	<b>\$ 2,994,000</b>	<b>\$ 3,038,900</b>	<b>\$ 3,084,500</b>	<b>\$ 3,131,000</b>	<b>\$ 3,178,300</b>	<b>\$ 3,276,900</b>
<b>2.1 Salaries &amp; Wages</b>	<b>580,400</b>	<b>139,166</b>	<b>745,900</b>	<b>745,900</b>	<b>745,900</b>	<b>745,900</b>	<b>745,900</b>	<b>745,900</b>
Salaries & Wages	580,400	139,166	745,900	745,900	745,900	745,900	745,900	745,900
<b>2.4 Employee Benefits</b>	<b>162,800</b>	<b>35,530</b>	<b>195,500</b>	<b>195,500</b>	<b>199,300</b>	<b>203,100</b>	<b>207,000</b>	<b>210,800</b>
Employee Benefits	162,800	35,530	195,500	195,500	199,300	203,100	207,000	210,800
<b>4.2 Supplies &amp; Other</b>	<b>35,400</b>	<b>7,236</b>	<b>52,200</b>	<b>78,400</b>	<b>79,900</b>	<b>81,500</b>	<b>83,000</b>	<b>85,900</b>
Memberships, Licenses & Subscriptions	7,400	1,555	11,800	12,000	12,300	12,500	12,700	14,000
Mileage and Parking	-	198	-	-	-	-	-	-
Office Supplies	18,700	897	5,000	5,100	5,200	5,300	5,400	6,000
Operating Supplies	-	3,936	-	-	-	-	-	-
Postage	2,700	-	2,700	2,800	2,800	2,900	2,900	3,000
Training and Internal Meetings	6,600	650	32,700	43,500	44,600	45,800	47,000	47,900
Travel	-	-	-	15,000	15,000	15,000	15,000	15,000
<b>4.3 Contractual Services</b>	<b>3,990,000</b>	<b>679,132</b>	<b>2,008,400</b>	<b>2,019,100</b>	<b>2,059,400</b>	<b>2,100,500</b>	<b>2,142,400</b>	<b>2,234,300</b>
Contractual Operating Services	-	121	-	-	-	-	-	-
Contractual Professional Services	-	-	(224,500)	-	-	-	-	-
Legal	3,990,000	679,011	2,232,900	2,019,100	2,059,400	2,100,500	2,142,400	2,234,300
<b>5.2 Shared Services</b>	<b>(8,000)</b>	<b>(455)</b>	<b>(8,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Shared Services : Salaries & Wages Reimb	(2,600)	(325)	(2,600)	-	-	-	-	-
Shared Services Reimbursement	(5,400)	-	(5,400)	-	-	-	-	-
Shared Services: Employee Benefit Reimb	-	(130)	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 4,760,600</b>	<b>\$ 860,609</b>	<b>\$ 2,994,000</b>	<b>\$ 3,038,900</b>	<b>\$ 3,084,500</b>	<b>\$ 3,131,000</b>	<b>\$ 3,178,300</b>	<b>\$ 3,276,900</b>



## Highlights

**The Information Technology Group is leading GLWA in several strategic initiatives.**

- ❖ **Shared Services** - Over the five-year plan, the dollar amount of shared services reimbursement from DWSD decreases to nearly zero. This is consistent with a long-term plan consistent with standing up systems for DWSD that are integrated with City of Detroit systems. The decrease in service to DWSD shifts resources to an increased focused on growing demands for GLWA's IT services.
- ❖ **Infrastructure** - Build a sustainable, secure, compliant, robust, and reliable IT infrastructure as the foundation to support GLWA's core enterprise technology needs.
- ❖ **Enterprise Asset Management** - Support enterprise asset management operations and the Capital Improvement Plan using improved technology platforms.

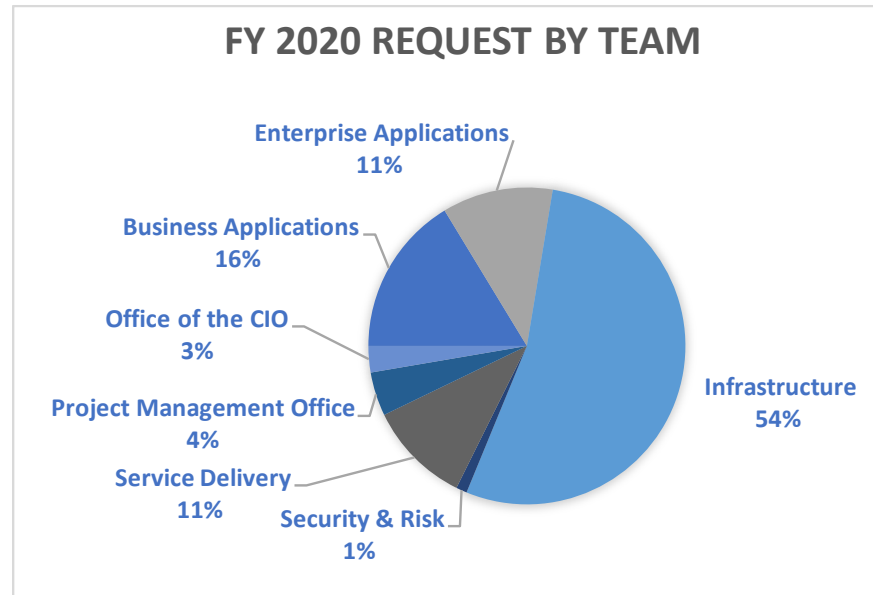
## Big Dollar Contract Spend

IT Centralized Service	Telecom, Managed Security & Networks 626700	Telecom, Managed Security & Networks 626700	Disaster Recovery Services 617900	Professional Services 617400	Professional Services 617400	Professional Services 617400	Professional Services 617400	Professional Services 617400	Professional Services 617400	Total
Prime Consultant	AT&T	Verizon	Disaster Recovery	ERP PM Services	GIS Professional	Staff Augmentation	Image Soft - OnBase Support	DXC - WAM	Ceridian Human Resources Information Systems (HRIS)	
Contract #	CS-1689	1801674	TBD	TBD	CS-091	CS - 071	1801819	CS-119	1803978	
Contract Amount	\$ 60,000,000	\$ 500,000	TBD	TBD	\$ 955,838	\$ 2,782,960	\$ 165,513	\$ 7,000,000	\$ 3,217,779	\$ 74,622,089
Contract End Date	09/12/23	10/12/19	TBD	TBD	03/31/19	12/31/19	11/30/19	06/30/22	06/30/19	
Cost Center Name	Infrastructure	IT Service Delivery	Infrastructure	IT Project Management	IT Enterprise Applications	Various	IT Enterprise Applications	IT Business Applications	IT Business Applications	
FY 2018 Spend	\$ 10,272,962	\$ 562,000	\$ -	\$ -	\$ 333,771	\$ -	\$ -	\$ 1,896,426	\$ -	\$ 13,065,159
FY 2018 Budget	13,300,000	384,000	400,000	-	418,400	135,966	200,000	2,847,416	-	17,685,782
FY 2019 Budget	13,300,000	402,000	400,000		418,400	112,266	200,000	2,972,416	700,000	18,505,082
FY 2020 Estimate	13,400,000	420,000	400,000	333,234	720,000	298,266	200,000	3,400,000	700,000	19,871,500
FY 2021 Estimate	13,500,000	424,200	400,000	339,898	720,000	296,166	200,000	3,400,000	700,000	19,980,264
FY 2022 Estimate	13,600,000	432,700	400,000	346,696	720,000	299,306	200,000	3,400,000	700,000	20,098,702
FY 2023 Estimate	13,600,000	441,300	400,000	353,630	800,000	299,306	200,000	-	700,000	16,794,236
FY 2024 Estimate	14,704,100	450,200	-	360,703	800,000	198,000	200,000	-	700,000	17,413,003
<b>Total</b>	<b>\$105,677,062</b>	<b>\$ 3,516,400</b>	<b>\$ 2,400,000</b>	<b>\$ 1,734,161</b>	<b>\$ 4,930,571</b>	<b>\$ 1,639,276</b>	<b>\$ 1,400,000</b>	<b>\$ 17,916,258</b>	<b>\$ 4,200,000</b>	<b>\$143,413,728</b>

## Organization

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

- ❖ **Office of the Chief Information Officer** – administration and oversight
- ❖ **Project Management Office** – fosters collaboration and supports execution of initiatives
- ❖ **Security & Risk** – develops and deploys security measures to reduce risk
- ❖ **Infrastructure** – manages a network that spans xx locations across xx square miles
- ❖ **Business Applications** – supports systems unique to defined areas such as geographic information, financial, and work order & asset management
- ❖ **Enterprise Applications** – supports applications common to all team members such as email, office automation, and document management
- ❖ **Service Delivery** – provides frontline support to all team members

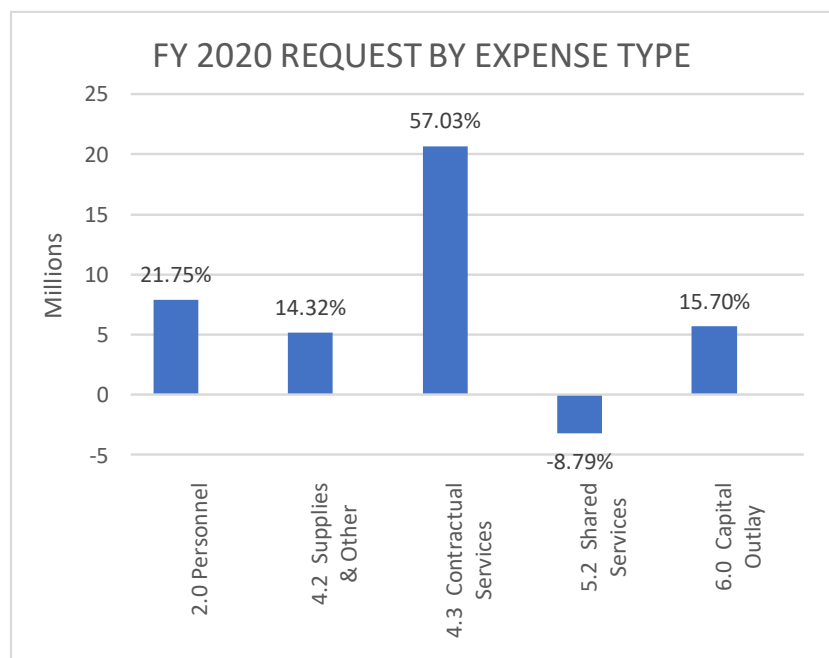


## Expense Categories

There are five major categories of IT expenses in the Operations and Maintenance Budget as listed below.

- ❖ Contractual services
- ❖ Personnel Costs
- ❖ Capital Outlay
- ❖ Supplies & Other
- ❖ Shared Services

FY 2020 is consistent with prior and future budget years as it related to expense categories except for shared services reimbursement as noted above.



## Biennial Budget Request

The biennial reflects an increase in FY 2020 as a result of increased IT needs. The increase in FY 2020 is due the loss of shared service reimbursements of \$3,185,800 and a further decrease in FY 2021 of \$3,176,700. While it is anticipated that the IT shared services will be eliminated at the end of FY 2020, the parties may extend or expand the shared services as opportunities arise.

### Biennial Budget Request by Expense Category

Expense Categories	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 6,131,900	\$ 6,133,700	\$ 7,659,600	\$ 1,982,416	\$ 7,550,300	\$ (109,300)	-1.4%	\$ 7,583,300
4.2 Supplies & Other	4,025,700	4,027,500	5,095,300	453,779	5,191,400	96,100	1.9%	5,196,600
4.3 Contractual Services	18,348,300	18,425,000	18,670,200	5,589,877	21,007,900	2,337,700	12.5%	20,564,200
5.1 Capital Program Allocation	-	-	-	-	-	-	n/a	-
5.2 Shared Services	(7,808,800)	(8,051,300)	(6,362,500)	(1,750,467)	(3,185,800)	3,176,700	-49.9%	-
6.0 Capital Outlay	3,776,500	3,787,500	5,445,200	1,616,673	5,690,500	245,300	4.5%	5,286,300
<b>Grand Total</b>	<b>\$ 24,473,600</b>	<b>\$ 24,322,400</b>	<b>\$ 30,507,800</b>	<b>\$ 7,892,278</b>	<b>\$ 36,254,300</b>	<b>\$ 5,746,500</b>	<b>18.8%</b>	<b>\$ 38,630,400</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Info Technology Business Applications	5,043,100	4,980,200	6,001,100	1360523.04	5,913,900	(87,200)	-1.5%	6,408,200
Info Technology Enterprise Applications	1,075,400	1,074,900	3,193,200	367804.64	4,098,700	905,500	28.4%	4,063,700
Info Technology Infrastructure	14,352,300	14,264,300	18,357,800	5566604.09	19,432,400	1,074,600	5.9%	21,640,600
Info Technology Security & Risk	326,000	326,600	491,700	-462312.43	403,200	(88,500)	-18.0%	436,500
Info Technology Service Delivery	2,136,300	2,136,300	3,371,900	573601.14	3,807,700	435,800	12.9%	3,854,200
InfoTechnology Project Management Office	1,102,600	1,102,400	(671,400)	317457.89	1,622,600	2,294,000	-341.7%	1,634,700
Office of the Chief Information Officer	437,900	437,700	(236,500)	168599.31	975,800	1,212,300	-512.6%	592,500
<b>Grand Total</b>	<b>\$ 24,473,600</b>	<b>\$ 24,322,400</b>	<b>\$ 30,507,800</b>	<b>\$ 7,892,278</b>	<b>\$ 36,254,300</b>	<b>\$ 5,746,500</b>	<b>18.8%</b>	<b>\$ 38,630,400</b>

## Personnel Budget

Information Technology personnel consists of 71 positions for FY 2020, which is staying consistent with FY 2019 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

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
<b>Information Technology</b>	<b>68.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>
Office of 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	12.00	15.00	15.00	15.00	15.00	15.00	15.00
Infrastructure	14.00	13.00	13.00	13.00	13.00	13.00	13.00
Business Applications	12.00	13.00	13.00	13.00	13.00	13.00	13.00
Enterprise Applications	14.00	13.00	13.00	13.00	13.00	13.00	13.00
Security & Risk	2.00	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

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
<b>Information Technology</b>	<b>67.75</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>
Office of CIO	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Project Management Office	9.75	10.00	10.00	10.00	10.00	10.00	10.00
Service Delivery	12.00	15.00	15.00	15.00	15.00	15.00	15.00
Infrastructure	14.00	13.00	13.00	13.00	13.00	13.00	13.00
Business Applications	12.00	13.00	13.00	13.00	13.00	13.00	13.00
Enterprise Applications	14.00	13.00	13.00	13.00	13.00	13.00	13.00
Security & Risk	2.00	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, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

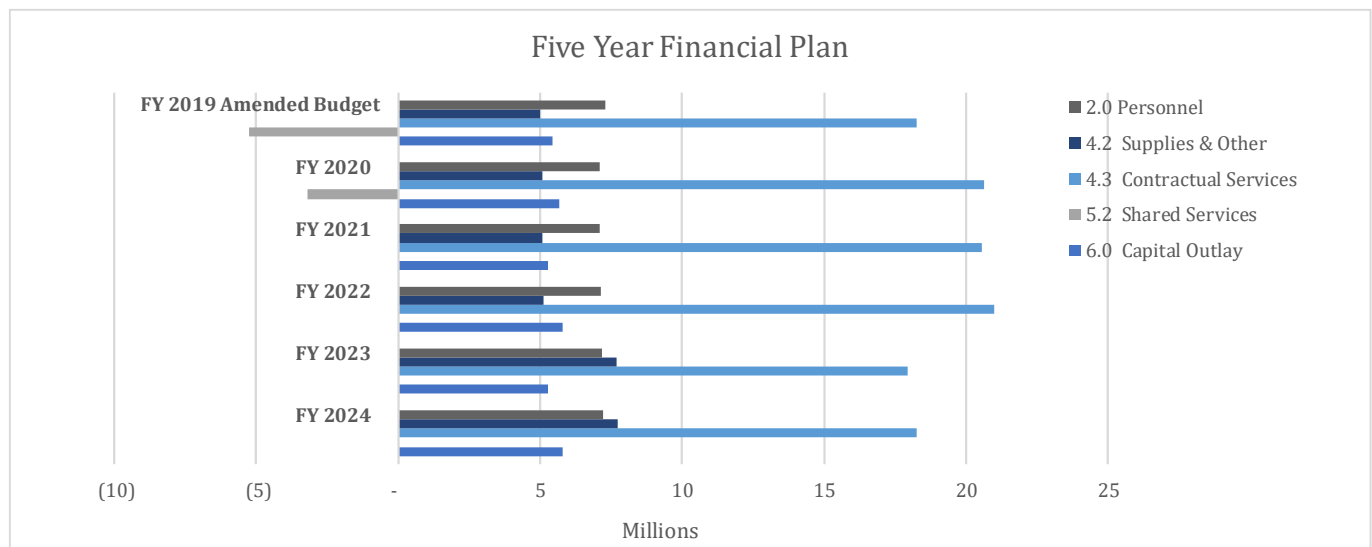
### Personnel Budget

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Office of CIO	\$ 359,400	\$ 470,400	\$ 472,400	\$ 474,400	\$ 476,400	\$ 478,400
Project Management Office	1,090,300	1,273,500	1,278,700	1,284,000	1,289,200	1,294,500
Service Delivery	1,195,200	1,207,800	1,213,600	1,219,300	1,225,100	1,230,800
Infrastructure	1,300,900	1,359,000	1,365,000	1,370,900	1,376,800	1,382,800
Business Applications	1,409,600	1,473,700	1,480,000	1,486,300	1,492,600	1,498,900
Enterprise Applications	1,227,500	1,397,600	1,403,700	1,409,700	1,415,800	1,421,800
Security & Risk	260,900	368,300	369,900	371,400	372,900	374,500
<b>Grand Total</b>	<b>\$ 6,843,800</b>	<b>\$ 7,550,300</b>	<b>\$ 7,583,300</b>	<b>\$ 7,616,000</b>	<b>\$ 7,648,800</b>	<b>\$ 7,681,700</b>

## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

Expense Categories	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 7,659,600	\$ 7,550,300	\$ (109,300)	-1.4%	\$ 7,583,300	\$ 7,616,000	\$ 7,648,800	\$ 7,681,700
4.2 Supplies & Other	5,095,300	5,191,400	96,100	1.9%	5,196,600	5,240,800	7,831,200	7,842,300
4.3 Contractual Services	18,670,200	21,007,900	2,337,700	12.5%	20,564,200	20,999,200	17,936,100	18,276,000
5.2 Shared Services	(6,362,500)	(3,185,800)	3,176,700	-49.9%	-	0	0	0
6.0 Capital Outlay	5,445,200	5,690,500	245,300	4.5%	5,286,300	5,784,600	5,273,500	5,787,400
<b>Grand Total</b>	<b>\$ 30,507,800</b>	<b>\$ 36,254,300</b>	<b>\$ 5,746,500</b>	<b>18.8%</b>	<b>\$ 38,630,400</b>	<b>\$ 39,640,600</b>	<b>\$ 38,689,600</b>	<b>\$ 39,587,400</b>

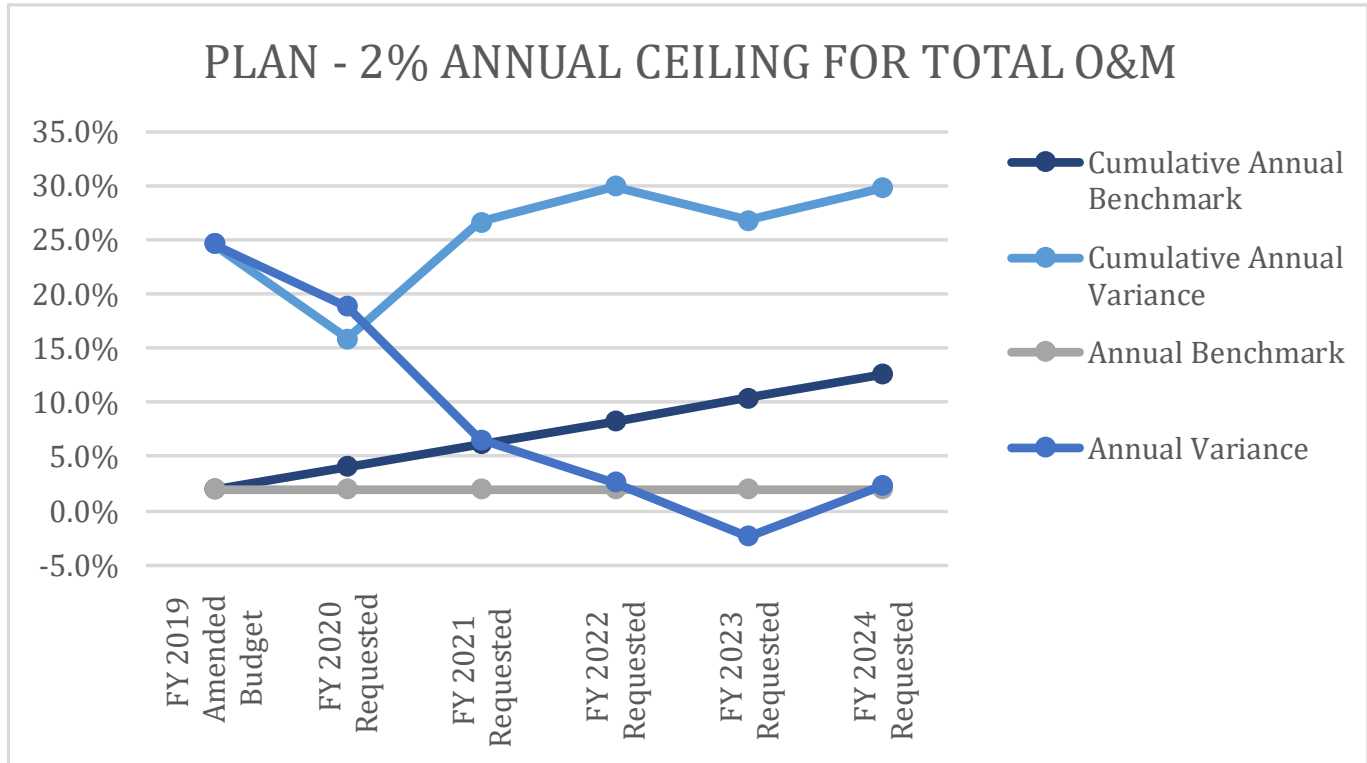


### Biennial Budget Request by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Business Applications	\$ 6,001,100	\$ 5,913,900	\$ (87,200)	-1.5%	\$ 6,408,200	\$ 6,417,700	\$ 5,531,100	\$ 5,438,400
Enterprise Applications	3,193,200	4,098,700	905,500	28.4%	4,063,700	4,211,100	4,251,900	4,222,600
Infrastructure	18,357,800	19,432,400	1,074,600	5.9%	21,640,600	22,431,100	22,375,700	23,318,800
Security & Risk	491,700	403,200	(88,500)	-18.0%	436,500	438,600	440,700	442,900
Service Delivery	3,371,900	3,807,700	435,800	12.9%	3,854,200	3,898,500	3,830,200	3,888,200
Project Management Office	(671,400)	1,622,600	2,294,000	-341.7%	1,634,700	1,647,200	1,659,700	1,672,400
Office of the CIO	(236,500)	975,800	1,212,300	-512.6%	592,500	596,400	600,300	604,100
<b>Grand Total</b>	<b>\$ 30,507,800</b>	<b>\$ 36,254,300</b>	<b>\$ 5,746,500</b>	<b>18.8%</b>	<b>\$ 38,630,400</b>	<b>\$ 39,640,600</b>	<b>\$ 38,689,600</b>	<b>\$ 39,587,400</b>

*Alignment with Entity-wide Annual O&M Ceiling Goal of 2%*

The IT financial plan reflects a Five Year Overall increase of 30% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments included in the annual “unallocated O&M reserve”.



**Effective Utility Management Measures**

“Open for 1.2019 Revised Draft.”

**Capital Outlay**

IT capital outlay is funded by both the O&M budget and the I&E budget.

Capital Outlay by Asset Category



	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Asset Categories	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
Data/Network	\$ 2,000,034	\$ 2,000,018	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Hardware	6,656,000	6,672,860	6,691,320	1,210,466	1,229,946
Leasehold Improvements, Computers & IT, Furniture & Fixtures	2,000,000	2,000,000	2,000,000	-	-
Software	2,534,466	2,113,422	2,593,280	2,063,034	2,557,454
<b>Grand Total</b>	<b>\$ 13,190,500</b>	<b>\$ 12,786,300</b>	<b>\$ 13,284,600</b>	<b>\$ 5,273,500</b>	<b>\$ 5,787,400</b>

### Capital Outlay by Funding Source

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Asset Funding Source	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
I&E	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	\$ -	\$ -
O&M	5,690,500	5,286,300	5,784,600	5,273,500	5,787,400
<b>Grand Total</b>	<b>\$ 13,190,500</b>	<b>\$ 12,786,300</b>	<b>\$ 13,284,600</b>	<b>\$ 5,273,500</b>	<b>\$ 5,787,400</b>

### Capital Outlay by Team

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Team	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
Info Technology Service Delivery	\$ 1,170,100	\$ 1,187,200	\$ 1,204,500	\$ 1,112,000	\$ 1,128,900
Info Technology Infrastructure	5,741,800	5,313,800	5,788,100	3,362,500	3,859,000
Info Technology Enterprise Applications	666,100	672,300	678,500	685,000	685,000
Info Technology Business Applications	5,550,000	5,550,000	5,550,000	50,000	50,000
Info Technology Security & Risks	62,500	63,000	63,500	64,000	64,500
<b>Grand Total</b>	<b>\$ 13,190,500</b>	<b>\$ 12,786,300</b>	<b>\$ 13,284,600</b>	<b>\$ 5,273,500</b>	<b>\$ 5,787,400</b>

### Line Item Budget and Plan

The five-year plan with a line item expense budget begins on the next page. 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 & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>883301 - Office of the CIO</b>	<b>\$ 437,900</b>	<b>\$ 208,200</b>	<b>\$ (236,500)</b>	<b>\$ 975,800</b>	<b>\$ 592,500</b>	<b>\$ 596,400</b>	<b>\$ 600,300</b>	<b>\$ 604,100</b>
2.1 Salaries & Wages	404,900	160,300	365,000	369,200	369,200	369,200	369,200	369,200
Salaries & Wages	404,900	160,300	365,000	369,200	369,200	369,200	369,200	369,200
2.3 Overtime	-	500	-	-	-	-	-	-
Overtime	-	516	-	-	-	-	-	-
2.4 Employee Benefits	116,200	41,800	100,500	101,200	103,200	105,200	107,200	109,200
Employee Benefits	116,200	41,800	100,500	101,200	103,200	105,200	107,200	109,200
2.6 Personnel Transition Adjustment	-	-	(106,100)	-	-	-	-	-
Personnel Transition Adjustment	-	-	(106,100)	-	-	-	-	-
4.2 Supplies & Other	116,600	34,800	116,600	118,400	120,100	122,000	123,900	125,700
Memberships, Licenses & Subscriptions	28,600	1,700	28,600	28,600	28,600	28,600	28,600	28,600
Mileage and Parking	-	100	-	-	-	-	-	-
Office Supplies	70,000	14,400	70,000	71,400	72,800	74,300	75,800	77,300
Operating Supplies	-	100	-	-	-	-	-	-
Training and Internal Meetings	8,000	13,200	8,000	8,200	8,300	8,500	8,700	8,800
Travel	10,000	4,900	10,000	10,200	10,400	10,600	10,800	11,000
Tuition Refund	-	400	-	-	-	-	-	-
4.3 Contractual Services	168,400	-	397,500	387,000	-	-	-	-
Contract Services-Information Technology	150,400	-	379,500	387,000	-	-	-	-
Telecom, Managed Security & Network Svcs	18,000	-	18,000	-	-	-	-	-
5.2 Shared Services	(368,200)	(29,200)	(1,110,000)	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	(8,500)	(18,600)	(388,500)	-	-	-	-	-
Shared Services Reimbursement	(359,700)	(3,200)	(721,500)	-	-	-	-	-
Shared Services: Employee Benefit Reimb	-	(7,400)	-	-	-	-	-	-
<b>883311 Project Management Office</b>	<b>\$ 1,102,600</b>	<b>\$ 401,500</b>	<b>\$ (671,400)</b>	<b>\$ 1,622,600</b>	<b>\$ 1,634,700</b>	<b>\$ 1,647,200</b>	<b>\$ 1,659,700</b>	<b>\$ 1,672,400</b>
2.1 Salaries & Wages	775,200	349,900	856,400	1,005,300	1,005,300	1,005,300	1,005,300	1,005,300
Salaries & Wages	775,200	349,900	856,400	1,005,300	1,005,300	1,005,300	1,005,300	1,005,300
2.4 Employee Benefits	223,800	83,600	233,900	268,200	273,400	278,700	283,900	289,200
Employee Benefits	223,800	83,600	233,900	268,200	273,400	278,700	283,900	289,200
2.5 Transition Services	230,000	-	326,700	-	-	-	-	-
Contractual Transition Services	230,000	-	326,700	-	-	-	-	-
4.2 Supplies & Other	21,600	8,300	21,600	15,900	16,100	16,500	16,900	17,200
Memberships, Licenses & Subscriptions	1,600	100	1,600	1,600	1,600	1,700	1,700	1,700
Mileage and Parking	-	300	-	-	-	-	-	-
Repairs & Maintenance-Software	6,000	4,200	6,000	-	-	-	-	-
Training and Internal Meetings	13,200	1,400	13,200	13,500	13,700	14,000	14,300	14,600
Travel	800	2,300	800	800	800	800	900	900
4.3 Contractual Services	-	300	-	333,200	339,900	346,700	353,600	360,700
Contract Services-Information Technology	-	-	-	333,200	339,900	346,700	353,600	360,700
Contractual Operating Services	-	300	-	-	-	-	-	-
5.2 Shared Services	(148,000)	(40,600)	(2,110,000)	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	(117,700)	(18,600)	(147,700)	-	-	-	-	-
Shared Services Reimbursement	(30,300)	(14,600)	(1,962,300)	-	-	-	-	-
Shared Services: Employee Benefit Reimb	-	(7,400)	-	-	-	-	-	-
<b>883321 - Info Technology Service Delivery</b>	<b>\$ 2,136,300</b>	<b>\$ 701,300</b>	<b>\$ 3,371,900</b>	<b>\$ 3,807,700</b>	<b>\$ 3,854,200</b>	<b>\$ 3,898,500</b>	<b>\$ 3,830,200</b>	<b>\$ 3,888,200</b>
2.1 Salaries & Wages	792,800	302,900	903,900	914,500	914,500	914,500	914,500	914,500
Salaries & Wages	792,800	302,900	903,900	914,500	914,500	914,500	914,500	914,500
2.3 Overtime	-	100	-	-	-	-	-	-
Overtime	-	100	-	-	-	-	-	-
2.4 Employee Benefits	296,700	125,400	291,300	293,300	299,100	304,800	310,600	316,300
Employee Benefits	296,700	125,400	291,300	293,300	299,100	304,800	310,600	316,300
4.2 Supplies & Other	1,080,900	342,900	1,163,500	1,429,800	1,453,400	1,474,700	1,493,100	1,528,500
Memberships, Licenses & Subscriptions	5,000	-	5,000	5,100	5,200	5,300	5,400	5,500
Printing	20,000	2,000	100,000	102,000	104,000	106,100	108,200	110,400
Repairs & Maintenance-Hardware	42,400	-	42,800	43,700	44,600	45,500	46,400	47,300
Repairs & Maintenance-Miscellaneous	-	-	25,500	25,800	26,100	26,400	26,400	27,000
Repairs & Maintenance-Software	450,500	144,500	530,200	756,800	771,400	779,300	784,400	800,500
Training and Internal Meetings	56,000	-	61,000	61,100	62,300	63,500	64,800	71,000
Telecom, Managed Security & Network Svcs	492,000	194,900	384,000	420,000	424,200	432,700	441,300	450,200
Travel	15,000	-	15,000	15,300	15,600	15,900	16,200	16,600
Tuition Refund	-	1,500	-	-	-	-	-	-
5.2 Shared Services	(1,159,100)	(200,000)	(8,100)	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	(473,500)	(91,500)	(8,100)	-	-	-	-	-
Shared Services Reimbursement	(496,200)	(71,900)	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(189,400)	(36,600)	-	-	-	-	-	-
6.0 Capital Outlay	1,125,000	130,100	1,021,300	1,170,100	1,187,200	1,204,500	1,112,000	1,128,900
Capital Outlay less than \$5,000	1,100,000	111,900	-	800,000	816,000	832,300	849,000	865,900
Capital Outlay over \$5k(O&M-NonCapitlzd)	25,000	18,200	1,021,300	370,100	371,200	372,200	263,000	263,000

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>883331 - Info Technology Infrastructure</b>	<b>\$ 14,352,300</b>	<b>\$ 7,945,108</b>	<b>\$ 18,357,800</b>	<b>\$ 19,432,400</b>	<b>\$ 21,640,600</b>	<b>\$ 22,431,100</b>	<b>\$ 22,375,700</b>	<b>\$ 23,318,800</b>
2.1 Salaries & Wages	662,500	294,000	1,007,300	1,056,400	1,056,400	1,056,400	1,056,400	1,056,400
Salaries & Wages	662,500	294,000	1,007,300	1,056,400	1,056,400	1,056,400	1,056,400	1,056,400
2.4 Employee Benefits	212,900	89,900	293,600	302,600	308,600	314,500	320,400	326,400
Employee Benefits	212,900	89,900	293,600	302,600	308,600	314,500	320,400	326,400
2.5 Transition Services	296,700	73,700	168,300	-	-	-	-	-
Contractual Transition Services	296,700	73,700	168,300	-	-	-	-	-
4.2 Supplies & Other	1,844,700	336,500	2,148,900	2,167,800	2,136,300	2,150,000	2,211,900	2,178,400
Repairs & Maintenance-Hardware	1,357,700	302,000	2,021,000	1,993,000	2,003,900	2,014,900	2,026,200	2,037,800
Repairs & Maintenance-Software	487,000	34,500	89,100	135,200	92,000	93,900	143,800	97,700
Training and Internal Meetings			20,000	20,400	20,800	21,200	21,600	22,100
Travel			18,800	19,200	19,600	20,000	20,300	20,800
4.3 Contractual Services	12,370,800	5,471,608	14,234,800	14,534,900	14,825,500	15,122,100	15,424,500	15,898,600
Contract Services-Information Technology	220,800	22,500	384,800	392,500	400,300	408,300	416,500	424,800
Contractual Operating Services	150,000	71,208	550,000	558,000	569,200	580,600	592,200	769,700
Telecom, Managed Security & Network Svcs	12,000,000	5,377,900	13,300,000	13,584,400	13,856,000	14,133,200	14,415,800	14,704,100
5.2 Shared Services	(2,711,300)	(264,400)	(2,672,300)	(2,371,100)	-	-	-	-
Shared Services : Salaries & Wages Reimb	(413,200)	(62,400)	(413,200)	(532,000)	-	-	-	-
Shared Services Reimbursement	(2,298,100)	(177,000)	(2,259,100)	(1,839,100)	-	-	-	-
Shared Services: Employee Benefit Reimb		(25,000)			-	-	-	-
6.0 Capital Outlay	1,676,000	1,943,800	3,177,200	3,741,800	3,313,800	3,788,100	3,362,500	3,859,000
Capital Outlay less than \$5,000	687,000	64,600						
Capital Outlay over \$5k(O&M-NonCapitlzd)	989,000	1,879,200	3,177,200	3,741,800	3,313,800	3,788,100	3,362,500	3,859,000
<b>883341 - Info Technology Enterprise Applications</b>	<b>\$ 1,075,400</b>	<b>\$ 831,300</b>	<b>\$ 3,193,200</b>	<b>\$ 4,098,700</b>	<b>\$ 4,063,700</b>	<b>\$ 4,211,100</b>	<b>\$ 4,251,900</b>	<b>\$ 4,222,600</b>
2.1 Salaries & Wages	652,500	273,500	1,099,100	1,153,300	1,153,300	1,153,300	1,153,300	1,153,300
Salaries & Wages	652,500	273,500	1,099,100	1,153,300	1,153,300	1,153,300	1,153,300	1,153,300
2.4 Employee Benefits	189,100	81,500	310,500	320,400	326,700	333,000	339,300	345,600
Employee Benefits	189,100	81,500	310,500	320,400	326,700	333,000	339,300	345,600
2.5 Transition Services	-	-	182,200	-	-	-	-	-
Contractual Transition Services			182,200					
4.2 Supplies & Other	440,400	311,500	617,900	630,300	642,800	655,800	668,800	682,200
Mileage and Parking	-	200	-	-	-	-	-	-
Repairs & Maintenance-Software	439,100	307,800	563,100	574,400	585,800	597,600	609,500	621,700
Training and Internal Meetings			34,000	34,700	35,400	36,100	36,800	37,500
Travel	1,300	3,500	20,800	21,200	21,600	22,100	22,500	23,000
4.3 Contractual Services	775,400	432,200	487,300	1,328,600	1,268,600	1,390,500	1,405,500	1,356,500
Contract Services-Information Technology	775,400	432,200	487,300	1,328,600	1,268,600	1,390,500	1,405,500	1,356,500
5.2 Shared Services	(991,000)	(298,500)	(113,800)	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	(224,700)	(55,000)	(29,700)	-	-	-	-	-
Shared Services Reimbursement	(676,300)	(221,500)	(84,100)	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(90,000)	(22,000)			-	-	-	-
6.0 Capital Outlay	9,000	31,100	610,000	666,100	672,300	678,500	685,000	685,000
Capital Outlay less than \$5,000	3,000	25,900						
Capital Outlay over \$5k(O&M-NonCapitlzd)	6,000	5,200	610,000	666,100	672,300	678,500	685,000	685,000

Cost Center & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>883351 - Info Technology Business Applications</b>	<b>\$ 5,043,100</b>	<b>\$ 1,801,400</b>	<b>\$ 6,001,100</b>	<b>\$ 5,913,900</b>	<b>\$ 6,408,200</b>	<b>\$ 6,417,700</b>	<b>\$ 5,531,100</b>	<b>\$ 5,438,400</b>
2.1 Salaries & Wages	768,400	380,300	959,400	1,089,000	1,089,000	1,089,000	1,089,000	1,089,000
Salaries & Wages	768,400	380,300	959,400	1,089,000	1,089,000	1,089,000	1,089,000	1,089,000
2.4 Employee Benefits	181,200	110,800	268,100	308,600	314,700	320,700	326,800	332,800
Employee Benefits	181,200	110,800	268,100	308,600	314,700	320,700	326,800	332,800
2.5 Transition Services	37,800	-	138,600	-	-	-	-	-
Contractual Transition Services	37,800	-	138,600	-	-	-	-	-
4.2 Supplies & Other	950,000	132,900	1,407,300	1,245,600	1,248,500	1,250,800	3,754,100	3,756,600
Memberships, Licenses & Subscriptions	-	-	500	500	500	500	500	600
Repairs & Maintenance-Software	739,900	119,200	1,368,800	1,206,300	1,208,500	1,210,000	3,712,500	3,714,000
Training and Internal Meetings	205,100	-	20,000	20,400	20,800	21,200	21,600	22,100
Travel	5,000	13,700	18,000	18,400	18,700	19,100	19,500	19,900
4.3 Contractual Services	4,541,700	1,732,600	3,166,600	4,004,200	3,706,000	3,707,200	311,200	210,000
Contract Services-Information Technology	3,481,700	1,193,700	2,972,600	3,810,200	3,508,100	3,505,300	105,300	-
Contractual Operating Services	1,060,000	538,900	194,000	194,000	197,900	201,900	205,900	210,000
5.2 Shared Services	(2,402,500)	(704,000)	(265,600)	(783,500)	-	-	-	-
Shared Services : Salaries & Wages Reimb	(226,300)	(107,300)	(180,700)	(75,400)	-	-	-	-
Shared Services Reimbursement	(2,176,200)	(553,800)	(84,900)	(708,100)	-	-	-	-
Shared Services: Employee Benefit Reimb	-	(42,900)	-	-	-	-	-	-
6.0 Capital Outlay	966,500	148,800	326,700	50,000	50,000	50,000	50,000	50,000
Capital Outlay less than \$5,000	63,000	-	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-NonCapitlzd)	903,500	148,800	326,700	50,000	50,000	50,000	50,000	50,000
<b>883361 - Info Technology Security &amp; Risk</b>	<b>\$ 326,000</b>	<b>\$ (546,300)</b>	<b>\$ 491,700</b>	<b>\$ 403,200</b>	<b>\$ 436,500</b>	<b>\$ 438,600</b>	<b>\$ 440,700</b>	<b>\$ 442,900</b>
2.1 Salaries & Wages	225,700	110,100	206,300	290,000	290,000	290,000	290,000	290,000
Salaries & Wages	225,700	110,100	206,300	290,000	290,000	290,000	290,000	290,000
2.4 Employee Benefits	65,500	25,100	54,600	78,300	79,900	81,400	82,900	84,500
Employee Benefits	65,500	25,100	54,600	78,300	79,900	81,400	82,900	84,500
4.2 Supplies & Other	63,500	(65,000)	3,500	3,600	3,600	3,700	3,800	3,900
Memberships, Licenses & Subscriptions	3,500	-	3,500	3,600	3,600	3,700	3,800	3,900
Mileage and Parking	-	100	-	-	-	-	-	-
Repairs & Maintenance-Software	60,000	(65,500)	-	-	-	-	-	-
Travel	-	400	-	-	-	-	-	-
5.2 Shared Services	(28,700)	(629,900)	(82,700)	(31,200)	-	-	-	-
Shared Services : Salaries & Wages Reimb	(20,700)	(27,100)	(82,700)	(31,200)	-	-	-	-
Shared Services Reimbursement	-	(592,000)	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(8,000)	(10,800)	-	-	-	-	-	-
6.0 Capital Outlay	-	13,400	310,000	62,500	63,000	63,500	64,000	64,500
Capital Outlay less than \$5,000	-	4,300	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-NonCapitlzd)	-	9,100	310,000	62,500	63,000	63,500	64,000	64,500
<b>Grand Total</b>	<b>\$ 24,473,600</b>	<b>\$ 11,342,508</b>	<b>\$ 30,507,800</b>	<b>\$ 36,254,300</b>	<b>\$ 38,630,400</b>	<b>\$ 39,640,600</b>	<b>\$ 38,689,600</b>	<b>\$ 39,587,400</b>

## Highlights

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

- ❖ **Apprentice Program** is adding a new program. The first class will be graduating from their program in 2020.
- ❖ **•Launch One Water Institute** – In 2020 the OWI will provide new, expanded and diverse training opportunities to team members, leadership team members, as well as Member Partners.
- ❖ **Review and update the GLWA handbook, “The Way We Work”.**

## Organization

The Organizational Development Area consists of a single team.

- ❖ **Organizational Development (OD)** – provides recruitment, retention, training, workplace policies, assistance, guidance, benefit coordination, and quality assurance support services to the GLWA and its employees. OD provides opportunities for employees to develop and optimize their talent and deployment of their talent within the organization to support a motivated integrated workforce team that effectively delivers quality, compliant water services to GLWA customers.



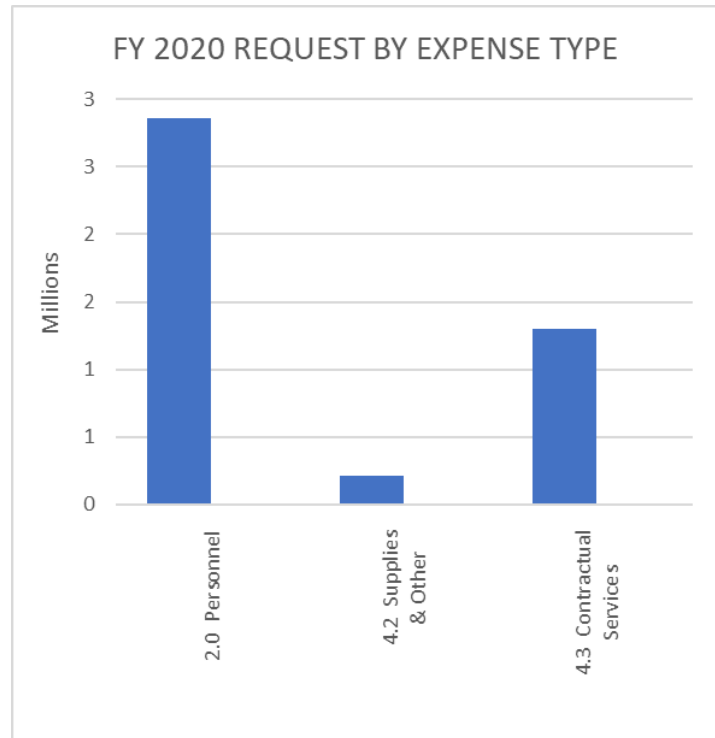
## Expense Categories

There are three major categories of Organizational Development expenses in the Operations and Maintenance Budget as listed below.

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

Personnel Costs is the highest expense category for OD. With the launch of the One Water Institute OD will be adding an additional three FTE's in the training area to provide diverse training opportunities throughout GLWA.

Contractual Services is the second highest expense category which includes the contracts for One Water Institute training specialists and online facilitation services.



## Biennial Budget Request

The biennial budget reflects an increase in FY 2020 as a result of Organizational Development's launching the new One Water Institute.

### Biennial Budget Request by Expense Category

Expense Categories	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 2,069,300	\$ 2,137,700	\$ 2,763,100	\$ 798,398	\$ 2,856,100	\$ 93,000	3.4%	\$ 2,869,100
4.2 Supplies & Other	56,000	58,700	26,500	45,527	210,300	183,800	693.6%	217,700
4.3 Contractual Services	496,700	415,600	350,000	63,642	1,300,000	950,000	271.4%	1,315,600
5.1 Capital Program Allocation	-	-	-	-	-	-	n/a	-
5.2 Shared Services	(6,700)	3,300	(6,700)	(8,566)	-	6,700	-100.0%	-
<b>Grand Total</b>	<b>\$ 2,615,300</b>	<b>\$ 2,615,300</b>	<b>\$ 3,132,900</b>	<b>\$ 899,000</b>	<b>\$ 4,366,400</b>	<b>\$ 1,233,500</b>	<b>39.4%</b>	<b>\$ 4,402,400</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Organizational Development	\$ 2,615,300	\$ 2,615,300	\$ 3,132,900	\$ 899,000	\$ 4,366,400	\$ 1,233,500	39.4%	\$ 4,402,400
<b>Grand Total</b>	<b>\$ 2,615,300</b>	<b>\$ 2,615,300</b>	<b>\$ 3,132,900</b>	<b>\$ 899,000</b>	<b>\$ 4,366,400</b>	<b>\$ 1,233,500</b>	<b>39.4%</b>	<b>\$ 4,402,400</b>

### Personnel Budget

Organizational Development personnel consists of 31 positions for FY 2020, three-staffing positions increase from FY 2019. The increase in staffing is to support the launch of the One Water Institute. Organizational Development will add two training specialists and one office support specialist in first quarter of FY 2020.

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

	Prior Years		Current Year	Biennial Budget		Forecast		
Cost Center	FY 2017 Staffing Plan	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
Organizational Development	21.00	28.00	28.00	31.00	31.00	31.00	31.00	31.00
Organizational Development	21.00	28.00	28.00	31.00	31.00	31.00	31.00	31.00

*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

	Prior Years		Current Year	Biennial Budget		Forecast		
Cost Center	FY 2017 FTE's	FY 2018 FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
Organizational Development	21.00	28.00	28.00	31.00	31.00	31.00	31.00	31.00
Organizational Development	21.00	28.00	28.00	31.00	31.00	31.00	31.00	31.00



*Personnel Budget* - The table below presents the Organizational Development personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

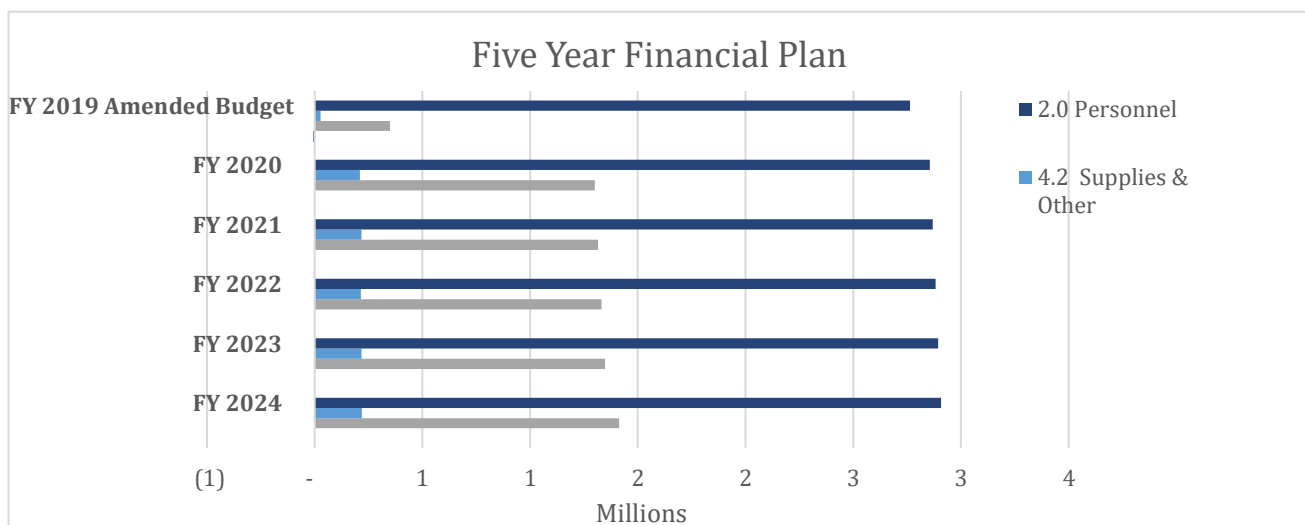
### *Personnel Budget*

	Current Year	Biennial Budget		Forecast		
Cost Center	FY 2019 Approved Budget	FY 2020 Requested Budget	FY 2021 Requested Budget	FY 2022 Requested Budget	FY 2023 Requested Budget	FY 2024 Requested Budget
Organizational Development	\$ 2,763,100	\$ 2,856,100	\$ 2,869,100	\$ 2,882,100	\$ 2,895,000	\$ 2,908,000
Organizational Development	2,763,100	2,856,100	2,869,100	2,882,100	2,895,000	2,908,000

## Five Year Financial Plan

### *Five-Year Financial Plan by Expense Category*

Expense Categories	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 2,763,100	\$ 2,856,100	\$ 93,000	3.4%	\$ 2,869,100	\$ 2,882,100	\$ 2,895,000	\$ 2,908,000
4.2 Supplies & Other	26,500	210,300	183,800	693.6%	217,700	214,600	217,000	219,100
4.3 Contractual Services	350,000	1,300,000	950,000	271.4%	1,315,600	1,331,500	1,347,700	1,413,000
5.2 Shared Services	(6,700)	-	6,700	-100.0%	-	0	0	0
Grand Total	\$ 3,132,900	\$ 4,366,400	\$ 1,233,500	39.4%	\$ 4,402,400	\$ 4,428,200	\$ 4,459,700	\$ 4,540,100





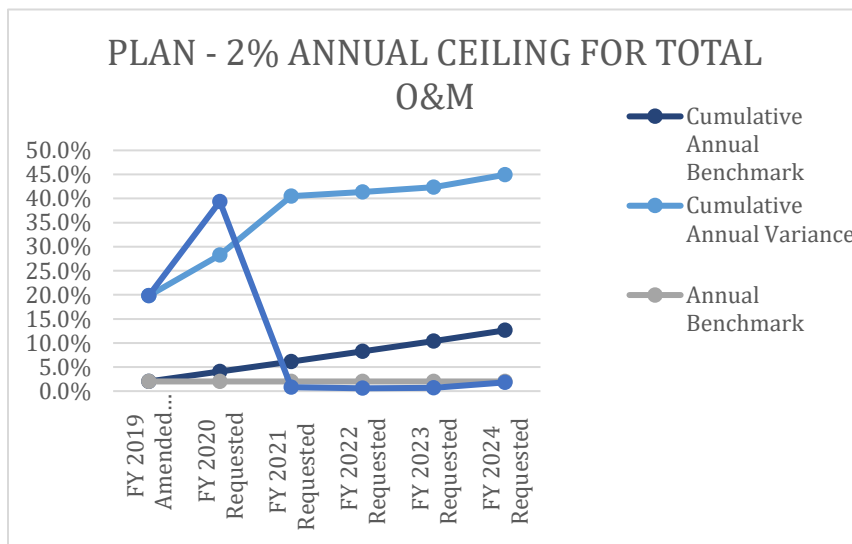
### Five-Year Financial Plan by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Organizational Development	\$ 3,132,900	\$ 4,366,400	\$ 1,233,500	39.4%	\$ 4,402,400	\$ 4,428,200	\$ 4,459,700	\$ 4,540,100
Grand Total	\$ 3,132,900	\$ 4,366,400	\$ 1,233,500	39.4%	\$ 4,402,400	\$ 4,428,200	\$ 4,459,700	\$ 4,540,100

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Organizational Development Group's financial plan reflects a Five Year Overall increase of 15.0% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments included in the annual "unallocated O&M reserve".

This increase is not unexpected given the extensive training the One Water Institute will provide to GLWA as whole. While there is an increased expense in the short-term, it is believed that the implementation of the One Water Institute will make GLWA a leader in the industry.



### Effective Utility Management Measures

"Open for 1.2019 Revised Draft."

## 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 alphabetical 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 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>883201 - Organizational Development</b>	<b>\$ 3,455,100</b>	<b>\$ 745,446</b>	<b>\$ 3,132,900</b>	<b>\$ 3,467,700</b>	<b>\$ 3,488,900</b>	<b>\$ 3,510,200</b>	<b>\$ 3,531,600</b>	<b>\$ 3,602,400</b>
<b>2.1 Salaries &amp; Wages</b>	<b>1,624,200</b>	<b>1,688,800</b>	<b>2,143,800</b>	<b>2,194,100</b>	<b>2,194,100</b>	<b>2,194,100</b>	<b>2,194,100</b>	<b>2,194,100</b>
Salaries & Wages	1,624,200	1,688,800	2,143,800	2,194,100	2,194,100	2,194,100	2,194,100	2,194,100
<b>2.3 Overtime</b>	<b>-</b>	<b>4,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Overtime	-	4,100	-	-	-	-	-	-
<b>2.4 Employee Benefits</b>	<b>445,100</b>	<b>444,800</b>	<b>619,300</b>	<b>662,000</b>	<b>675,000</b>	<b>688,000</b>	<b>700,900</b>	<b>713,900</b>
Employee Benefits	445,100	444,800	619,300	662,000	675,000	688,000	700,900	713,900
<b>4.2 Supplies &amp; Other</b>	<b>56,000</b>	<b>62,800</b>	<b>26,500</b>	<b>210,300</b>	<b>217,700</b>	<b>214,600</b>	<b>217,000</b>	<b>219,100</b>
Memberships, Licenses & Subscriptions	4,000	1,600	1,500	2,500	2,600	2,600	2,600	2,700
Mileage and Parking	-	1,800	-	-	-	-	-	-
Office Supplies	10,000	23,100	-	24,500	24,700	25,000	25,300	25,500
Operating Supplies	-	1,800	-	39,000	39,400	39,800	40,200	40,600
Postage	2,000	-	-	-	-	-	-	-
Printing	10,000	4,600	5,000	20,000	25,400	20,400	20,600	20,800
Training and Internal Meetings	20,000	23,900	20,000	60,500	61,100	61,700	62,400	63,000
Travel	-	4,800	-	5,000	5,100	5,100	5,200	5,200
Tuition Refund	10,000	1,200	-	12,000	12,100	12,200	12,400	12,500
Advertising	-	-	-	46,800	47,300	47,800	48,300	48,800
<b>4.3 Contractual Services</b>	<b>496,700</b>	<b>415,600</b>	<b>350,000</b>	<b>1,300,000</b>	<b>1,315,600</b>	<b>1,331,500</b>	<b>1,347,700</b>	<b>1,413,000</b>
Contractual Operating Services	496,700	415,600	350,000	1,300,000	1,315,600	1,331,500	1,347,700	1,413,000
<b>5.2 Shared Services</b>	<b>(6,700)</b>	<b>3,300</b>	<b>(6,700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Shared Services Reimbursement	(6,700)	3,300	(6,700)	-	-	-	-	-
<b>205 Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital Outlay over \$5k(I&E-Capitalized)	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 2,615,300</b>	<b>\$ 2,615,300</b>	<b>\$ 3,132,900</b>	<b>\$ 4,366,400</b>	<b>\$ 4,402,400</b>	<b>\$ 4,428,200</b>	<b>\$ 4,459,700</b>	<b>\$ 4,540,100</b>

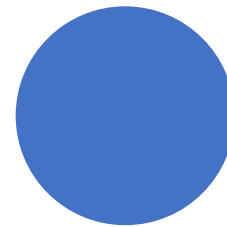
## Organization

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** – is 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.

### FY 2020 REQUEST BY TEAM

Board of Directors  
100%



## Expense Categories

The primary cost driver in the Board of Directors' area is Salaries, Wages and Benefits which 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.

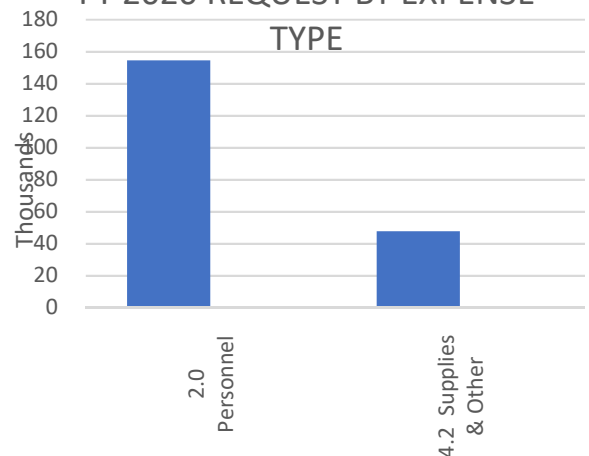
Other smaller, but significant expenditures are captured in the following areas:

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

## Biennial Budget Request

The biennial budget reflects an increase in FY 2020 which aligns with the entity-wide ceiling goal of 2% for Operations & Maintenance.

### FY 2020 REQUEST BY EXPENSE TYPE



### Biennial Budget Request by Expense Category

Expense Categories	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 126,000	\$ 126,000	\$ 151,500	\$ 33,600	\$ 154,500	\$ 3,000	2.0%	\$ 157,600
4.2 Supplies & Other	3,000	3,100	47,000	1,088	47,900	900	1.9%	48,900
<b>Grand Total</b>	<b>\$ 129,000</b>	<b>\$ 129,100</b>	<b>\$ 198,500</b>	<b>\$ 34,688</b>	<b>\$ 202,400</b>	<b>\$ 3,900</b>	<b>2.0%</b>	<b>\$ 206,500</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Board of Directors	\$ 129,000	\$ 129,100	\$ 198,500	\$ 34,688	\$ 202,400.0	\$ 3,900	2.0%	\$ 206,500
<b>Grand Total</b>	<b>\$ 129,000</b>	<b>\$ 129,100</b>	<b>\$ 198,500</b>	<b>\$ 34,688</b>	<b>\$ 202,400</b>	<b>\$ 3,900</b>	<b>2.0%</b>	<b>\$ 206,500</b>

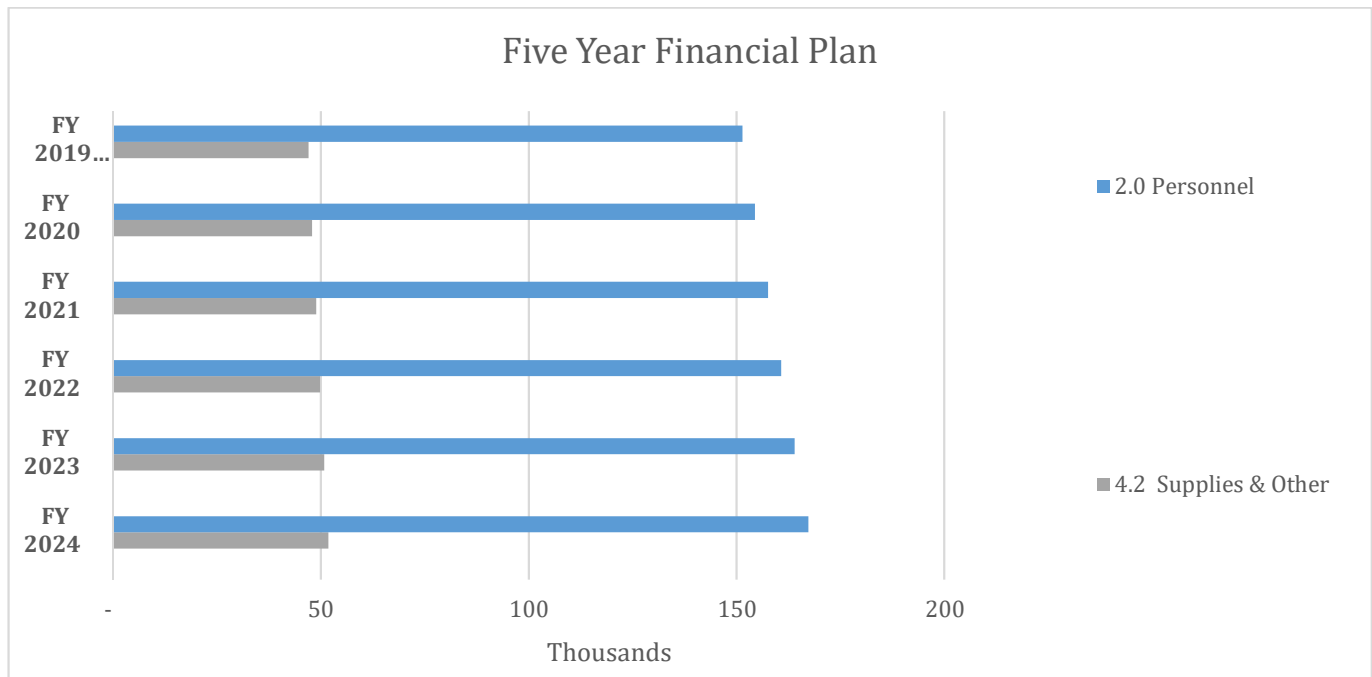
### Personnel Budget

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 Categories	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Personnel	\$ 151,500	\$ 154,500	\$ 3,000	2.0%	\$ 157,600	\$ 160,800	\$ 164,000	\$ 167,300
4.2 Supplies & Other	47,000	47,900	900	1.9%	48,900	49,800	50,800	51,800
<b>Grand Total</b>	<b>\$ 198,500</b>	<b>\$ 202,400</b>	<b>\$ 3,900</b>	<b>2.0%</b>	<b>\$ 206,500</b>	<b>\$ 210,600</b>	<b>\$ 214,800</b>	<b>\$ 219,100</b>

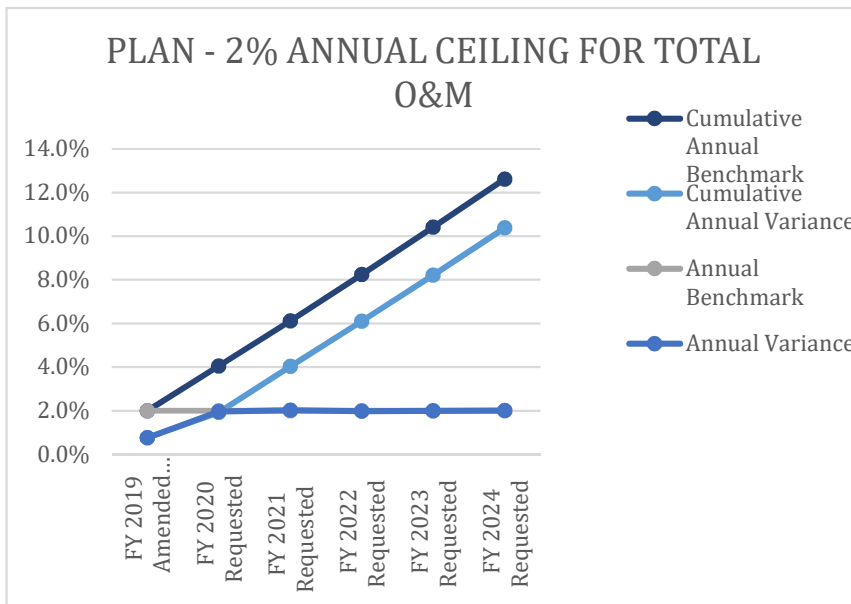


### Five-Year Financial Plan by Team

Team		FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Board of Directors	\$	198,500	\$ 202,400	\$ 3,900	2.0%	\$ 206,500	\$ 210,600	\$ 214,800	\$ 219,100
<b>Grand Total</b>	<b>\$</b>	<b>198,500</b>	<b>\$ 202,400</b>	<b>\$ 3,900</b>	<b>2.0%</b>	<b>\$ 206,500</b>	<b>\$ 210,600</b>	<b>\$ 214,800</b>	<b>\$ 219,100</b>

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Board of Directors' financial plan reflects a Five Year Overall increase of 10.4% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment).



### Effective Utility Management Measures

Open for 1.2019 revised draft

### 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.

## Line Item Budget and Financial Plan

Expense Category	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>881151 - Board of Directors</b>	<b>\$ 129,000</b>	<b>\$ 129,100</b>	<b>\$ 198,500</b>	<b>\$ 202,400</b>	<b>\$ 206,500</b>	<b>\$ 210,600</b>	<b>\$ 214,800</b>	<b>\$ 219,100</b>
2.1 Salaries & Wages	126,000	126,000	151,500	154,500	157,600	160,800	164,000	167,300
4.2 Supplies & Other	3,000	3,100	47,000	47,900	48,900	49,800	50,800	51,800
Inspection and Permit Fees	-	-	7,000	7,100	7,300	7,400	7,600	7,700
Memberships, Licenses & Subscriptions	-	-	10,000	10,200	10,400	10,600	10,800	11,000
Office Supplies	-	-	5,000	5,100	5,200	5,300	5,400	5,500
Training and Internal Meetings	-	-	10,000	10,200	10,400	10,600	10,800	11,000
Travel	3,000	3,100	15,000	15,300	15,600	15,900	16,200	16,600

## Highlights

In conjunction with the GLWA Board, the Chief Executive Officer's initiatives established for FY 2019 span multiple years and 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**

## Organization

Through the leadership of the Chief Executive Officer, GLWA, through its team members and in conjunction with its Board and Member Partners, strives 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 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.



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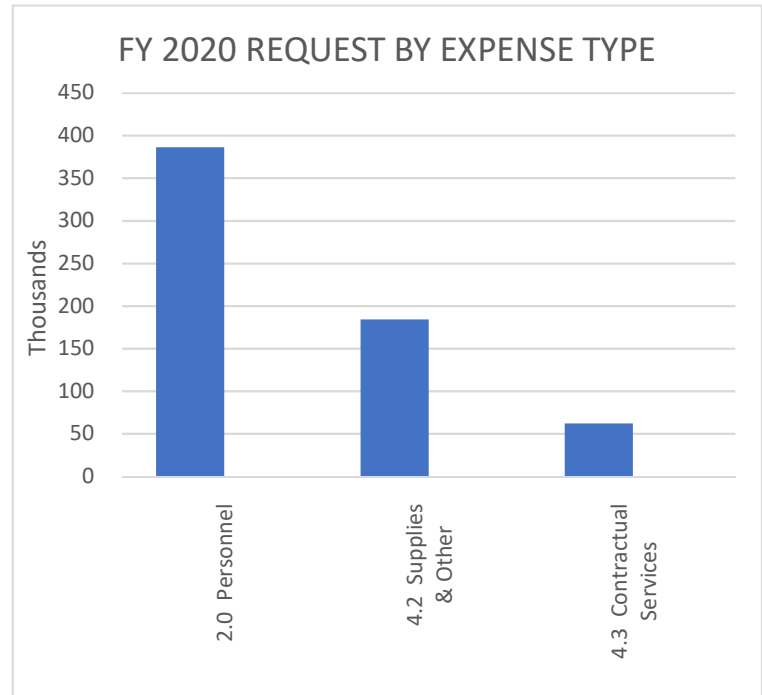


## Expense Categories

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 and organizational memberships.



## Biennial Budget Request

The biennial budget reflects an increase in FY 2020 which is in close alignment with the entity-wide ceiling goal of 2.0% for Operations & Maintenance.

### Biennial Budget Request by Expense Category

Expense Categories	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 356,900	\$ 357,300	\$ 377,100	\$ 119,607	\$ 386,400	\$ 9,300	2.5%	\$ 387,800
4.2 Supplies & Other	138,100	138,300	178,600	56,970	184,300	5,700	3.2%	188,100
4.3 Contractual Services	-	-	60,800	-	62,000	1,200	2.0%	63,400
6.0 Capital Outlay	6,000	5,500	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 501,000</b>	<b>\$ 501,100</b>	<b>\$ 616,500</b>	<b>\$ 176,577</b>	<b>\$ 632,700</b>	<b>\$ 16,200</b>	<b>2.6%</b>	<b>\$ 639,300</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Chief Executive Officer	\$ 501,000	\$ 501,100	\$ 616,500	\$ 176,577	\$ 632,700	\$ 16,200	2.6%	\$ 639,300
<b>Grand Total</b>	<b>\$ 501,000</b>	<b>\$ 501,100</b>	<b>\$ 616,500</b>	<b>\$ 176,577</b>	<b>\$ 632,700</b>	<b>\$ 16,200</b>	<b>2.6%</b>	<b>\$ 639,300</b>

## 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	Current Year	Biennial Budget		Forecast		
	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
Chief Executive Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
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, 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	Current Year	Biennial Budget		Forecast		
	FY 2018 Approved FTEs	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
Chief Executive Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
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.

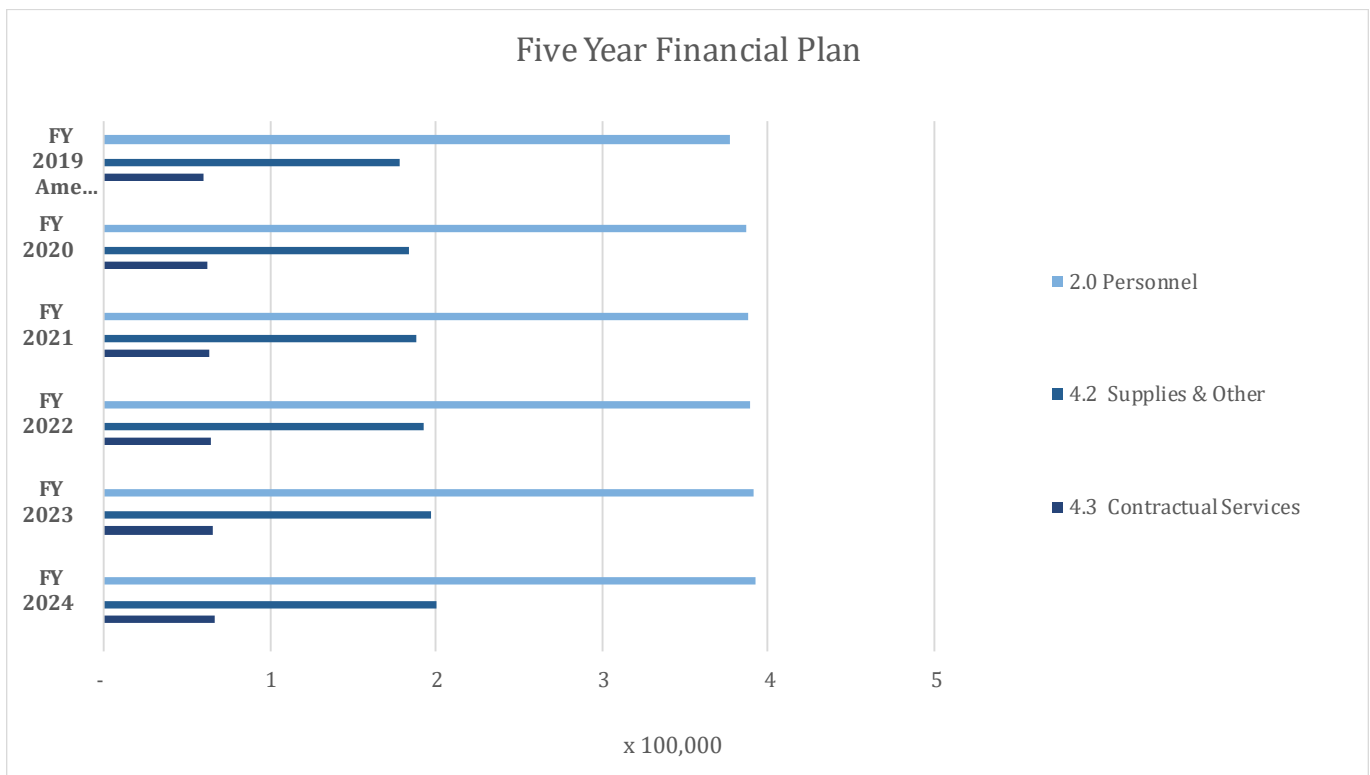
### Personnel Budget

Team	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Amended Budget	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
Chief Executive Officer	\$ 377,100	\$ 386,400	\$ 387,800	\$ 389,300	\$ 390,700	\$ 392,200
<b>Grand Total</b>	<b>\$ 377,100</b>	<b>\$ 386,400</b>	<b>\$ 387,800</b>	<b>\$ 389,300</b>	<b>\$ 390,700</b>	<b>\$ 392,200</b>

## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

Expense Categories	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Personnel	\$ 377,100	\$ 386,400	\$ 9,300	2.5%	\$ 387,800	\$ 389,300	\$ 390,700	\$ 392,200
4.2 Supplies & Other	178,600	184,300	5,700	3.2%	188,100	192,700	196,600	200,500
4.3 Contractual Services	60,800	62,000	1,200	2.0%	63,400	64,600	65,800	67,200
<b>Grand Total</b>	<b>\$ 616,500</b>	<b>\$ 632,700</b>	<b>\$ 16,200</b>	<b>2.6%</b>	<b>\$ 639,300</b>	<b>\$ 646,600</b>	<b>\$ 653,100</b>	<b>\$ 659,900</b>

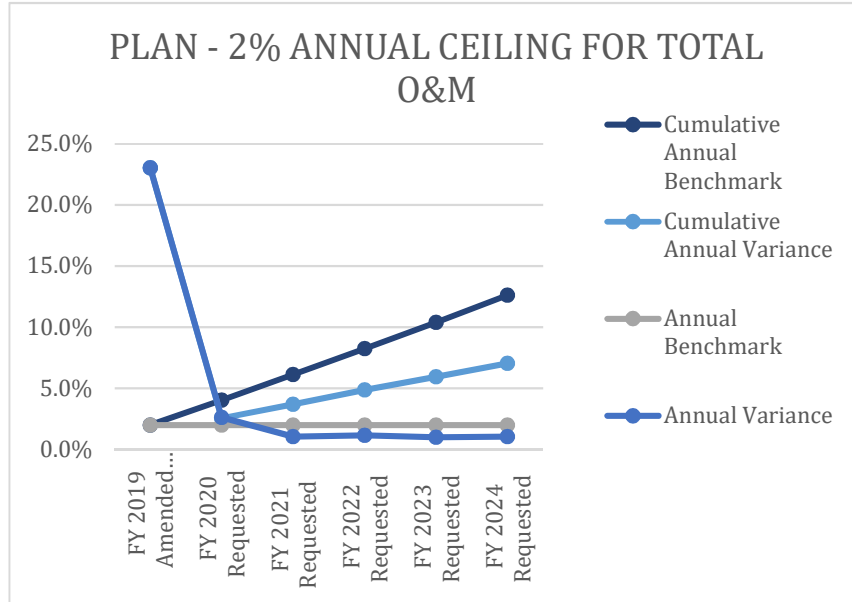


### Five-Year Financial Plan by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Chief Executive Officer	\$ 616,500	\$ 632,700	\$ 16,200	2.6%	\$ 639,300	\$ 646,600	\$ 653,100	\$ 659,900
<b>Grand Total</b>	<b>\$ 616,500</b>	<b>\$ 632,700</b>	<b>\$ 16,200</b>	<b>2.6%</b>	<b>\$ 639,300</b>	<b>\$ 646,600</b>	<b>\$ 653,100</b>	<b>\$ 659,900</b>

### **Alignment with Entity-wide Annual O&M Ceiling Goal of 2%**

The Chief Executive Officer's financial plan reflects a Five Year Overall increase of 7.0% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments is included in the annual "unallocated O&M reserve".



### **Effective Utility Management Measures**

Open for 1.2019 revised draft

### **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. The expenses are listed in alphabetical 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.

## Line Item Budget and Financial Plan

Expense Category	Sum of FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>881001 - Chief Executive Officer</b>	<b>\$ 501,000</b>	<b>\$ 501,100</b>	<b>\$ 616,500</b>	<b>\$ 632,700</b>	<b>\$ 639,300</b>	<b>\$ 646,600</b>	<b>\$ 653,100</b>	<b>\$ 659,900</b>
2.1 Salaries & Wages	313,000	312,900	304,500	311,100	311,100	311,100	311,100	311,100
2.4 Employee Benefits	43,900	44,400	72,600	75,300	76,700	78,200	79,600	81,100
<b>4.2 Supplies &amp; Other</b>	<b>138,100</b>	<b>138,300</b>	<b>178,600</b>	<b>184,300</b>	<b>188,100</b>	<b>192,700</b>	<b>196,600</b>	<b>200,500</b>
Memberships, Licenses & Subsc	75,100	75,700	101,100	103,100	105,200	107,300	109,400	111,600
Mileage and Parking	42,500	42,100	45,200	48,200	49,200	51,100	52,200	53,200
Miscellaneous Expense	500	100	-	-	-	-	-	-
Office Supplies	7,500	7,300	10,100	10,300	10,500	10,700	10,900	11,200
Training and Internal Meetings	4,500	4,900	7,100	7,200	7,400	7,500	7,700	7,800
Travel	8,000	8,200	15,100	15,500	15,800	16,100	16,400	16,700
<b>4.3 Contractual Services</b>	<b>-</b>	<b>-</b>	<b>60,800</b>	<b>62,000</b>	<b>63,400</b>	<b>64,600</b>	<b>65,800</b>	<b>67,200</b>
Contractual Professional Service	-	-	30,400	31,000	31,700	32,300	32,900	33,600
Legal	-	-	30,400	31,000	31,700	32,300	32,900	33,600
<b>6.0 Capital Outlay</b>	<b>6,000</b>	<b>5,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Highlights

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

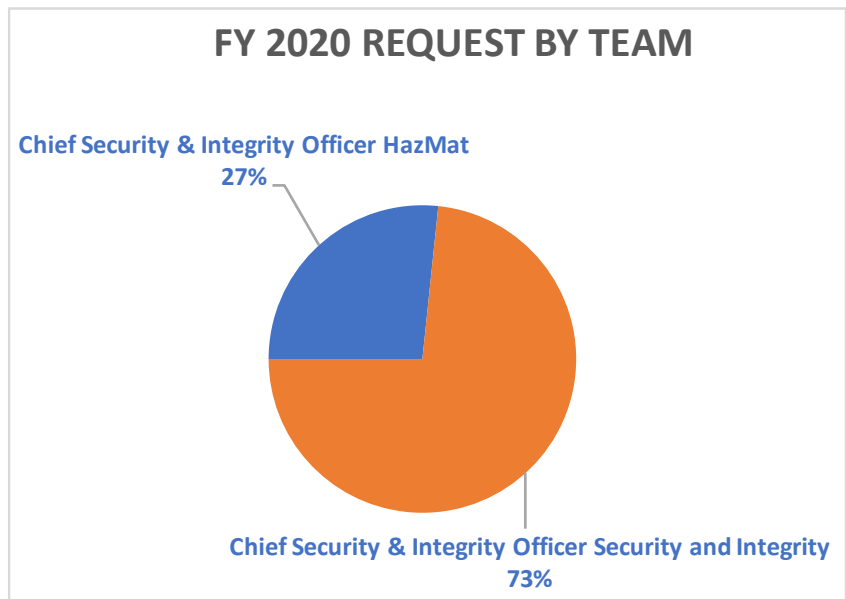
- ❖ Establishment of a Canine Bomb Dog program.
- ❖ Establishment of a Drone surveillance/ patrol program.
- ❖ Enhancement of the protective fencing for the Clor/De-Clor facility.
- ❖ Completing the Business Continuity Planning (COOP).
- ❖ Completing the HazMat Units Firefighter #1 & #2 certifications.

## 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** - 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 on WRRFP, provide the same high professional security operations for DMT and provide confined space rescue standby for GLWA employees at WRRF.



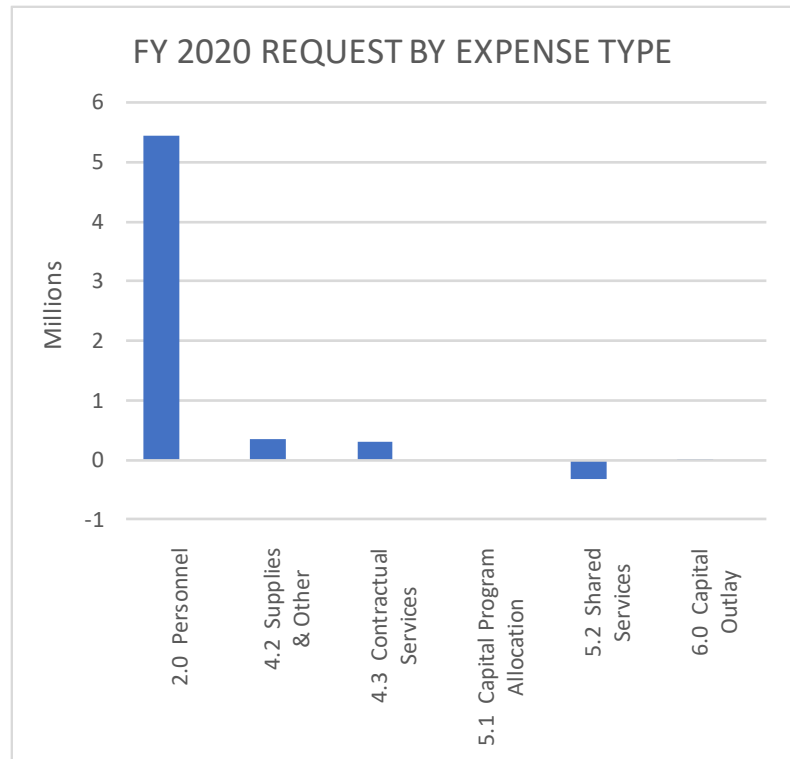


## Expense Categories

There are three major categories of Security and Integrity expenses in the Operations and Maintenance Budget as listed below.

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

Personnel is the highest expense category for the Security and Integrity Area. In FY 2020 one additional security officer will be added in the first quarter to Security and two hazmat security specialists will be added to HazMat to support the key initiatives listed above.



## Biennial Budget Request

The biennial budget reflects a decrease in FY 2020 as a result of the initial start-up costs to establish HazMat are no longer required.

### Biennial Budget Request by Expense Category

Expense Categories	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 4,978,700	\$ 4,980,100	\$ 4,991,700	\$ 1,790,559	\$ 5,431,500	\$ 439,800	8.8%	\$ 5,459,000
4.2 Supplies & Other	250,700	251,500	883,300	185,366	353,000	(530,300)	-60.0%	358,400
4.3 Contractual Services	307,500	307,600	307,900	75,010	314,100	6,200	2.0%	320,300
5.1 Capital Program Allocation	-	-	(23,400)	-	-	23,400	-100.0%	-
5.2 Shared Services	(585,500)	(585,500)	(284,500)	-	(325,000)	(40,500)	14.2%	(331,500)
6.0 Capital Outlay	-	-	25,000	-	25,500	500	2.0%	105,800
<b>Grand Total</b>	<b>\$ 4,951,400</b>	<b>\$ 4,953,700</b>	<b>\$ 5,900,000</b>	<b>\$ 2,050,935</b>	<b>\$ 5,799,100</b>	<b>\$ (100,900)</b>	<b>-1.7%</b>	<b>\$ 5,912,000</b>



### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Chief Security & Integrity Officer	\$ 4,951,400	\$ 4,953,700	\$ 5,900,000	\$ 2,050,935	\$ 5,799,100	\$ (100,900)	-1.7%	\$ 5,912,000
HazMat	402,800	402,700	1,347,200	571,147.23	1,545,500	198,300	14.7%	1,622,300
Security and Integrity	4,548,600	4,551,000	4,552,800	1,479,787.78	4,253,600	(299,200)	-6.6%	4,289,700
<b>Grand Total</b>	<b>\$ 4,951,400</b>	<b>\$ 4,953,700</b>	<b>\$ 5,900,000</b>	<b>\$ 2,050,935</b>	<b>\$ 5,799,100</b>	<b>\$ (100,900)</b>	<b>-1.7%</b>	<b>\$ 5,912,000</b>

### Personnel Budget

The Security and Integrity Area consists of 79 positions in FY 2020. In first quarter of FY 2020 one additional security officer will be added in the first quarter to Security and two hazmat security specialists will be added to HazMat to support their key initiatives.

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

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
Security and Integrity Area	89.00	76.00	79.00	79.00	79.00	79.00	79.00
Security	89.00	59.00	60.00	60.00	60.00	60.00	60.00
HazMat	0.00	17.00	19.00	19.00	19.00	19.00	19.00

*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

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
Security and Integrity Area	82.00	88.50	75.50	79.00	79.00	79.00	79.00
Security	82.00	88.50	58.50	60.00	60.00	60.00	60.00
HazMat	0.00	0.00	17.00	19.00	19.00	19.00	19.00

*Personnel Budget* - The table below presents the Security & Integrity personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

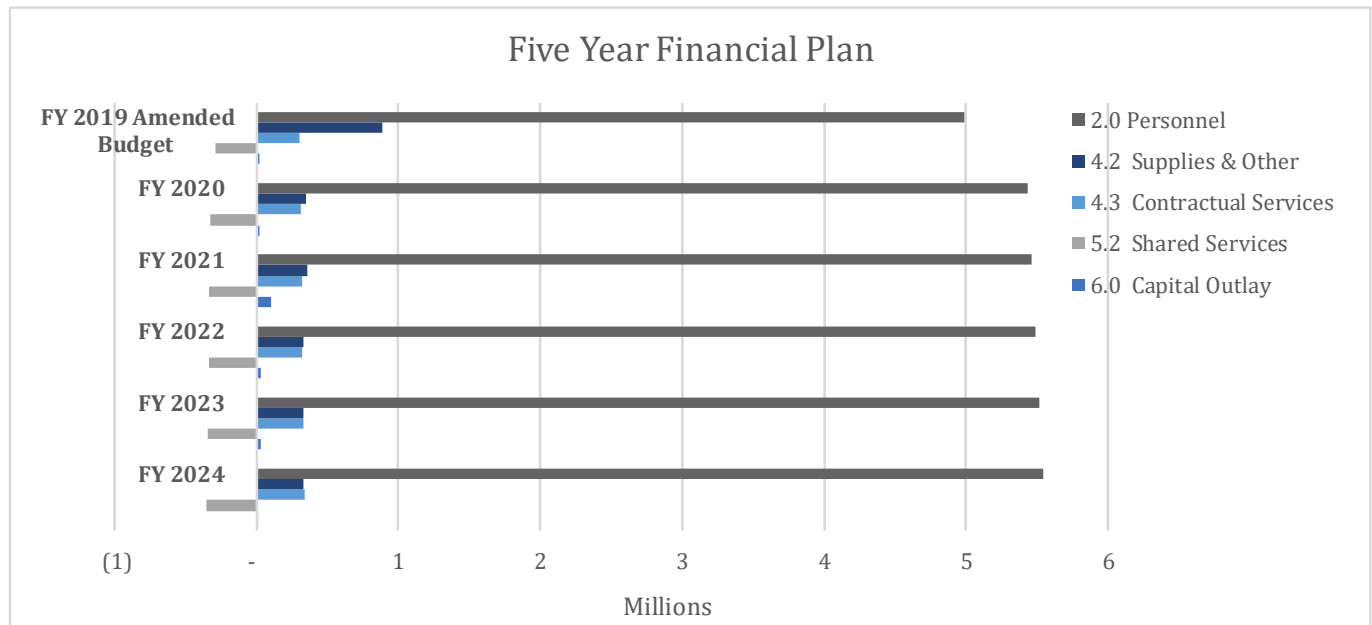
### Personnel Budget

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Security	\$ 3,820,700	\$ 3,986,900	\$ 4,007,400	\$ 4,027,800	\$ 4,048,200	\$ 4,068,700
HazMat	1,171,000	1,444,600	1,451,600	1,458,600	1,465,700	1,472,700
<b>Grand Total</b>	<b>\$ 4,991,700</b>	<b>\$ 5,431,500</b>	<b>\$ 5,459,000</b>	<b>\$ 5,486,400</b>	<b>\$ 5,513,900</b>	<b>\$ 5,541,400</b>

### Five Year Financial Plan

#### Five-Year Financial Plan by Expense Category

Expense Categories	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 4,991,700	\$ 5,431,500	\$ 439,800	8.8%	\$ 5,459,000	\$ 5,486,400	\$ 5,513,900	\$ 5,541,400
4.2 Supplies & Other	883,300	353,000	(530,300)	-60.0%	358,400	327,800	327,300	333,800
4.3 Contractual Services	307,900	314,100	6,200	2.0%	320,300	326,700	333,300	339,900
5.2 Shared Services	(284,500)	(325,000)	(40,500)	14.2%	(331,500)	(338,100)	(344,800)	(351,700)
6.0 Capital Outlay	25,000	25,500	500	2.0%	105,800	30,700	31,300	9,200
<b>Grand Total</b>	<b>\$ 5,923,400</b>	<b>\$ 5,799,100</b>	<b>\$ (124,300)</b>	<b>-2.1%</b>	<b>\$ 5,912,000</b>	<b>\$ 5,833,500</b>	<b>\$ 5,861,000</b>	<b>\$ 5,872,600</b>

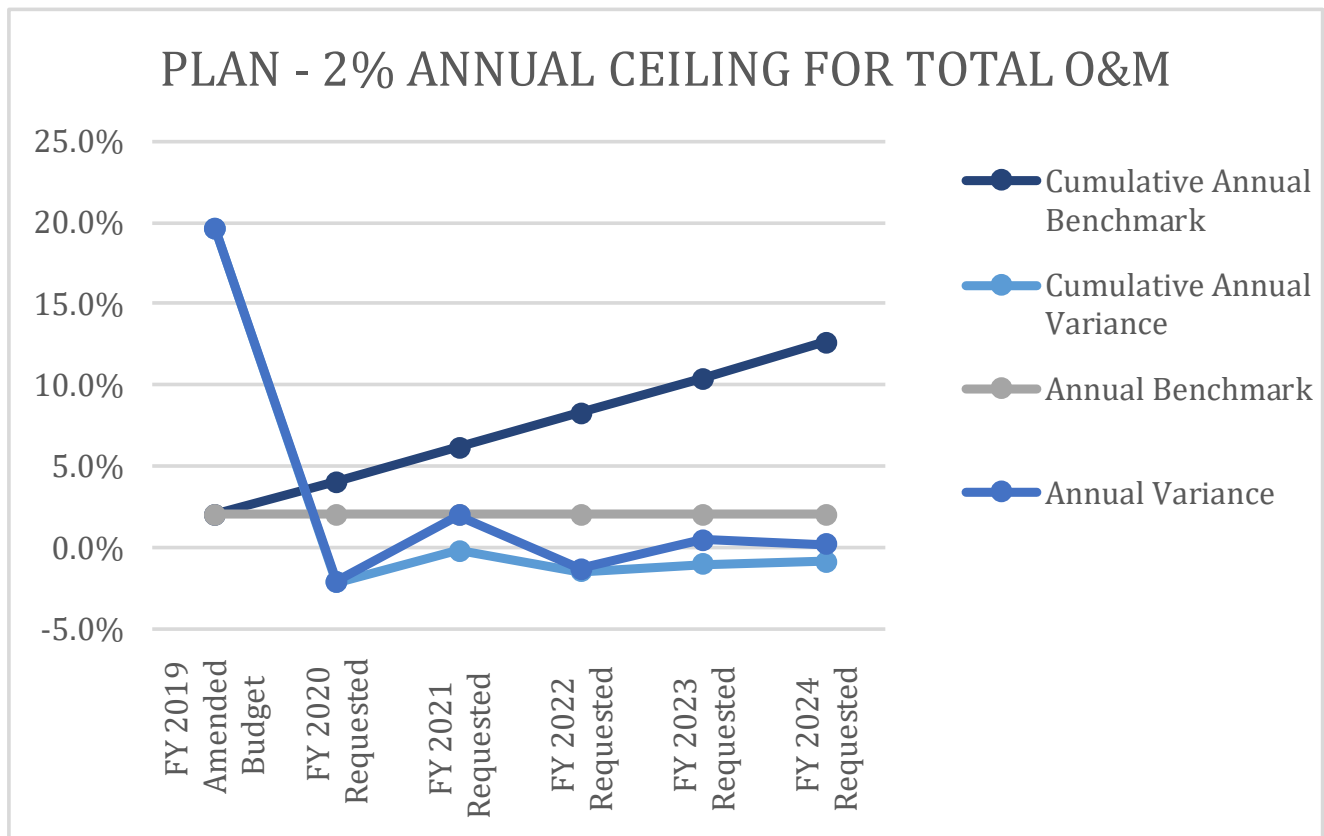


### Five-Year Financial Plan by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
HazMat	\$ 1,347,200	\$ 1,545,500	\$ 198,300	14.7%	\$ 1,622,300	\$ 1,557,200	\$ 1,561,900	\$ 1,549,800
Security and Integrity	4,576,200	4,253,600	(322,600)	-7.0%	4,289,700	4,276,300	4,299,100	4,322,800
Grand Total	\$ 5,923,400	\$ 5,799,100	\$ (124,300)	-2.1%	\$ 5,912,000	\$ 5,833,500	\$ 5,861,000	\$ 5,872,600

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Security and Integrity Area financial plan reflects a Five Year Overall decrease of 0.5% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments included in the annual “unallocated O&M reserve”.



## Effective Utility Management Measures

“Open for 1.2019 Revised Draft.”

## Capital Outlay

The Security and Integrity Area capital outlay is funded by both the O&M budget and the I&E budget.

### Capital Outlay by Asset Category

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Asset Category	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
Access Control, Surveillance	\$ 2,346,400	\$ 2,187,600	\$ 1,700,600	\$ -	\$ -
Safety Equipment	38,100	105,800	30,700	31,300	9,200
<b>Grand Total</b>	<b>\$ 2,384,500</b>	<b>\$ 2,293,400</b>	<b>\$ 1,731,300</b>	<b>\$ 31,300</b>	<b>\$ 9,200</b>

### Capital Outlay by Funding Source

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Asset Funding Source	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
I&E	\$ 2,346,400	\$ 2,187,600	\$ 1,700,600	\$ -	\$ -
O&M	38,100	105,800	30,700	31,300	9,200
<b>Grand Total</b>	<b>\$ 2,384,500</b>	<b>\$ 2,293,400</b>	<b>\$ 1,731,300</b>	<b>\$ 31,300</b>	<b>\$ 9,200</b>

### Capital Outlay by Team

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Team	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
HazMat	\$ 38,100	\$ 105,800	\$ 30,700	\$ 31,300	\$ 9,200
Security and Integrity	2,346,400	2,187,600	1,700,600	-	-
<b>Grand Total</b>	<b>\$ 2,384,500</b>	<b>\$ 2,293,400</b>	<b>\$ 1,731,300</b>	<b>\$ 31,300</b>	<b>\$ 9,200</b>

## Line Item Budget and Financial Plan

The five-year plan with a line item expense budget begins on the next page. 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 & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>881201 - Security and Integrity</b>	<b>\$ 4,548,600</b>	<b>\$ 4,551,000</b>	<b>\$ 4,552,800</b>	<b>\$ 4,253,600</b>	<b>\$ 4,289,700</b>	<b>\$ 4,276,300</b>	<b>\$ 4,299,100</b>	<b>\$ 4,322,800</b>
2.1 Salaries & Wages	2,919,600	2,919,400	2,609,600	2,780,300	2,780,300	2,780,300	2,780,300	2,780,300
Salaries & Wages	2,919,600	2,919,400	2,609,600	2,780,300	2,780,300	2,780,300	2,780,300	2,780,300
2.3 Overtime	289,700	289,600	219,700	164,400	164,400	164,400	164,400	164,400
Overtime	289,700	289,600	219,700	164,400	164,400	164,400	164,400	164,400
2.4 Employee Benefits	1,437,900	1,439,400	991,400	1,042,200	1,062,700	1,083,100	1,103,500	1,124,000
Employee Benefits	1,437,900	1,439,400	991,400	1,042,200	1,062,700	1,083,100	1,103,500	1,124,000
4.2 Supplies & Other	179,400	180,500	732,100	277,600	293,500	259,900	262,400	265,900
Memberships, Licenses & Subscriptions	23,100	21,600	23,100	23,600	24,000	24,500	25,000	25,500
Mileage and Parking			200	200	200	200	200	200
Office Supplies	17,800	17,800	10,100	20,300	20,500	20,700	20,900	21,200
Operating Supplies	57,000	57,800	524,200	82,000	94,800	57,800	57,000	57,000
Training and Internal Meetings	18,000	19,900	58,400	59,500	60,700	62,000	63,200	64,500
Travel	7,500	7,500	15,100	15,500	15,800	16,100	16,400	16,700
Tuition Refund	13,000	12,900						
Uniforms, Laundry, Cleaning			50,500	25,000	25,000	25,000	25,000	25,000
Utilities-Water								
Employee Uniform Expense	43,000	43,000	50,500	51,500	52,500	53,600	54,700	55,800
Inspection and Permit Fees								
Repairs & Maintenance-Facilities								
4.3 Contractual Services	307,500	307,600	307,900	314,100	320,300	326,700	333,300	339,900
Contractual Operating Services	307,500	307,600	297,900	303,900	309,900	316,100	322,500	328,900
Contractual Security Services			10,000	10,200	10,400	10,600	10,800	11,000
5.2 Shared Services	(585,500)	(585,500)	(284,500)	(325,000)	(331,500)	(338,100)	(344,800)	(351,700)
Shared Services : Salaries & Wages Reimb	(374,500)	(374,500)	(284,500)	(275,000)	(280,500)	(286,100)	(291,800)	(297,600)
Shared Services Reimbursement	(68,600)	(68,600)		(50,000)	(51,000)	(52,000)	(53,000)	(54,100)
Shared Services: Employee Benefit Reimb	(142,400)	(142,400)						
5.1 Capital Program Allocation	-	-	(23,400)	-	-	-	-	-
Capital Program: Salaries & Wages-Direct			(23,400)					
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-	-
6.0 Capital Outlay	-	-	-	-	-	-	-	-
Capital Outlay less than \$5,000	-	-	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-Capitalized)	-	-	-	-	-	-	-	-
9.8 Financial Reporting Only (No Budget)	-	-	-	-	-	-	-	-
Capital Outlay less than \$5,000								
Capital Outlay over \$5k(O&M-Capitalized)								
<b>881202 - HazMat</b>	<b>\$ 402,800</b>	<b>\$ 402,700</b>	<b>\$ 1,347,200</b>	<b>\$ 1,545,500</b>	<b>\$ 1,622,300</b>	<b>\$ 1,557,200</b>	<b>\$ 1,561,900</b>	<b>\$ 1,549,800</b>
2.1 Salaries & Wages	256,000	256,500	838,400	991,000	991,000	991,000	991,000	991,000
Salaries & Wages	256,000	256,500	838,400	991,000	991,000	991,000	991,000	991,000
2.3 Overtime	-	200	30,800	95,300	95,300	95,300	95,300	95,300
Overtime		200	30,800	95,300	95,300	95,300	95,300	95,300
2.4 Employee Benefits	75,500	75,000	301,800	358,300	365,300	372,300	379,400	386,400
Employee Benefits	75,500	75,000	301,800	358,300	365,300	372,300	379,400	386,400
4.2 Supplies & Other	71,300	71,000	151,200	75,400	64,900	67,900	64,900	67,900
Memberships, Licenses & Subscriptions				3,500	500	3,500	500	3,500
Office Supplies				7,000	7,000	7,000	7,000	7,000
Operating Supplies	63,300	63,100	113,700	10,000	15,000	15,000	15,000	15,000
Repairs & Maintenance-Equipment				13,900	20,900	20,900	20,900	20,900
Training and Internal Meetings	8,000	7,900	37,500	36,000	12,500	12,500	12,500	12,500
Uniforms, Laundry, Cleaning					1,000	1,000	1,000	1,000
Employee Uniform Expense				5,000	8,000	8,000	8,000	8,000
6.0 Capital Outlay	-	-	25,000	25,500	105,800	30,700	31,300	9,200
Capital Outlay less than \$5,000			25,000	25,500	105,800	30,700	31,300	9,200
Capital Outlay over \$5k(O&M-Capitalized)	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 4,951,400</b>	<b>\$ 4,953,700</b>	<b>\$ 5,900,000</b>	<b>\$ 5,799,100</b>	<b>\$ 5,912,000</b>	<b>\$ 5,833,500</b>	<b>\$ 5,861,000</b>	<b>\$ 5,872,600</b>

## Highlights

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

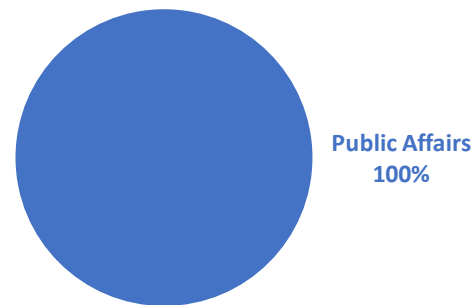
- ❖ **Grow and Enhance GLWA's Brand Awareness/Recognition** - Development and implementation of a pilot brand awareness campaign to heighten knowledge of GLWA, its mission and the value it brings to its member partners and southeast Michigan.
- ❖ **Grow GLWA's Community Outreach Efforts** - Expose the GLWA brand to residents of our customer communities, support at least one community-focused event each year in Wayne, Oakland and Macomb Counties, as well as in an out-county community to which GLWA provides service.
- ❖ **Provide Strategic Communication Counsel** – Working in partnership with the Board of Directors, produce one evening community each quarter in one of GLWA's founding communities.

## Organization

The Public Affairs Area consists of a single team.

- ❖ **Public Affairs** – The Public Affairs Department is responsible for sharing the Authority's mission, vision, values and accomplishments with its stakeholders – both internal and external.

### FY 2020 REQUEST BY TEAM



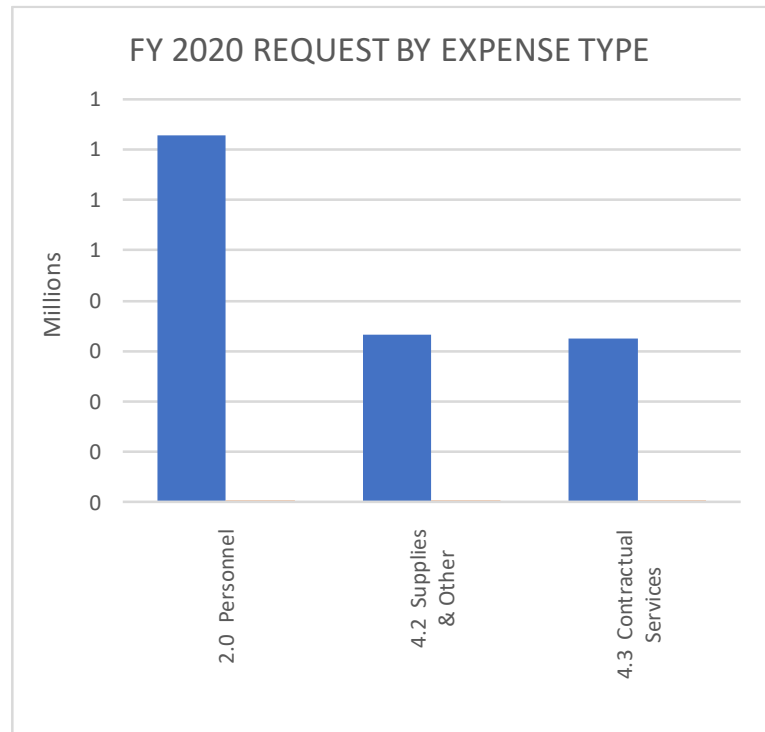


## Expense Categories

There are three major categories of Public Affairs expenses in the Operations and Maintenance Budget as listed below.

- ❖ Salaries & Wages
- ❖ Contractual Services
- ❖ Supplies & Other

Salaries & Wages is the highest expense category for Public Affairs. In FY 2020 an additional Office Support Specialist will be added in first quarter to support their key initiatives listed above.



## Biennial Budget Request

The biennial budget reflects an increase in FY 2020 as a result of launching the new GLWA Brand Awareness Campaign.

### *Biennial Budget Request by Expense Category*

Expense Categories	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel	\$ 535,300	\$ 535,100	\$ 687,800	\$ 179,865	\$ 728,300	\$ 40,500.00	5.9%	\$ 753,900
4.2 Supplies & Other	127,100	126,100	225,300	60,096	333,800	108,500	48.2%	336,800
4.3 Contractual Services	312,000	316,300	279,600	35,783	324,000	44,400	15.9%	324,000
6.0 Capital Outlay	54,500	51,200	53,800	65,707	-	(68,800)	-100.0%	-
6.0 Capital Outlay	54,500	51,200	53,800	65,707	-	(68,800)	-100.0%	-
<b>Grand Total</b>	<b>\$ 1,028,900</b>	<b>\$ 1,028,700</b>	<b>\$ 1,246,500</b>	<b>\$ 341,451</b>	<b>\$ 1,386,100</b>	<b>\$ 124,600</b>	<b>9.9%</b>	<b>\$ 1,414,700</b>



### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2019 Activity thru 10.31.2018	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
Public Affairs	\$ 1,028,900	\$ 1,028,700	\$ 1,246,500	\$ 341,451	\$ 1,386,100	\$ 124,600	9.9%	\$ 1,414,700
<b>Grand Total</b>	<b>\$ 1,028,900</b>	<b>\$ 1,028,700</b>	<b>\$ 1,246,500</b>	<b>\$ 341,451</b>	<b>\$ 1,386,100</b>	<b>\$ 124,600</b>	<b>9.9%</b>	<b>\$ 1,414,700</b>

### Personnel Budget

Public Affairs personnel consists of 8 positions for FY 2020. In first quarter of FY 2020 an office support specialist will be added to support key initiatives.

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

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
Public Affairs	7.00	7.00	8.00	8.00	8.00	8.00	8.00
Public Affairs	7.00	7.00	8.00	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

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 FTE's	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
Public Affairs	7.00	7.00	7.50	8.00	8.00	8.00	8.00
Public Affairs	7.00	7.00	7.50	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, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment and Contractual Transition Services.

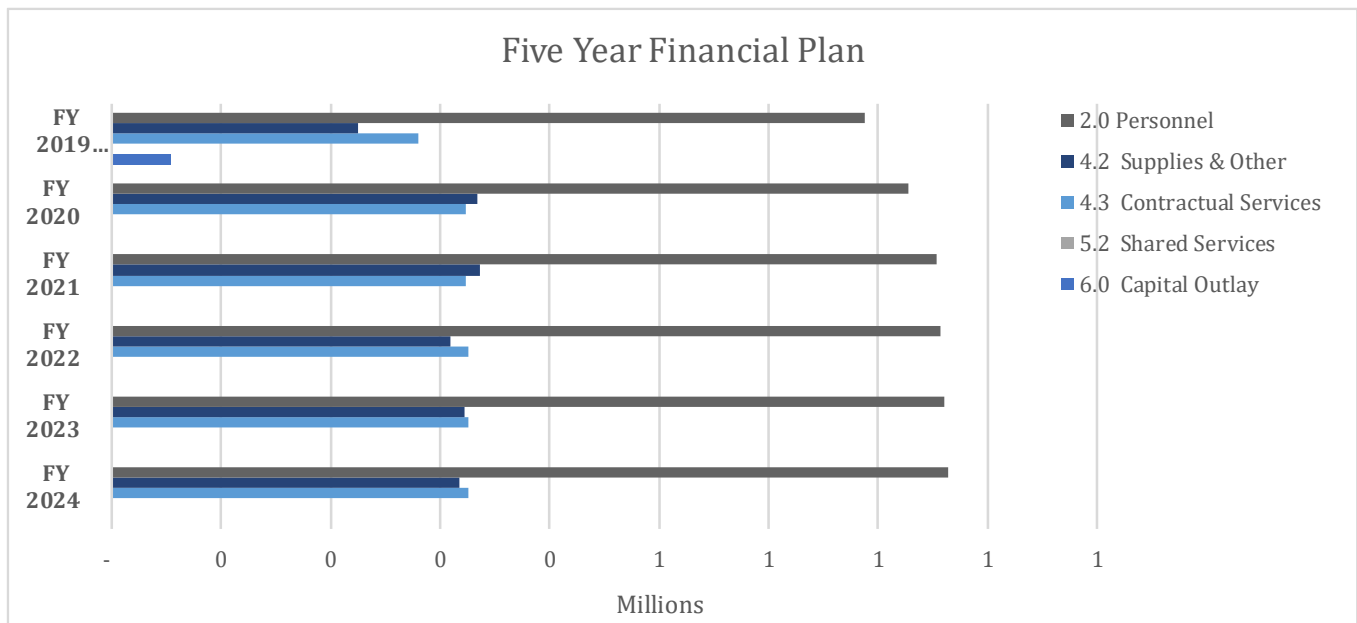
### Personnel Budget

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Public Affairs	\$ 687,800	\$ 728,300	\$ 753,900	\$ 757,200	\$ 760,500	\$ 763,900
<b>Grand Total</b>	<b>\$ 687,800</b>	<b>\$ 728,300</b>	<b>\$ 753,900</b>	<b>\$ 757,200</b>	<b>\$ 760,500</b>	<b>\$ 763,900</b>

### Five Year Financial Plan

#### Five-Year Financial Plan by Expense Category

Expense Categories	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 687,800	\$ 728,300	\$ 40,500	5.9%	\$ 753,900	\$ 757,200	\$ 760,500	\$ 763,900
4.2 Supplies & Other	225,300	333,800	108,500	48.2%	336,800	310,000	322,900	317,700
4.3 Contractual Services	279,600	324,000	44,400	15.9%	324,000	325,700	325,700	325,700
5.2 Shared Services	-	-	-	n/a	-	0	0	0
6.0 Capital Outlay	53,800	-	(68,800)	-100.0%	-	-	-	-
<b>Grand Total</b>	<b>\$ 1,246,500</b>	<b>\$ 1,386,100</b>	<b>\$ 124,600</b>	<b>9.9%</b>	<b>\$ 1,414,700</b>	<b>\$ 1,392,900</b>	<b>\$ 1,409,100</b>	<b>\$ 1,407,300</b>

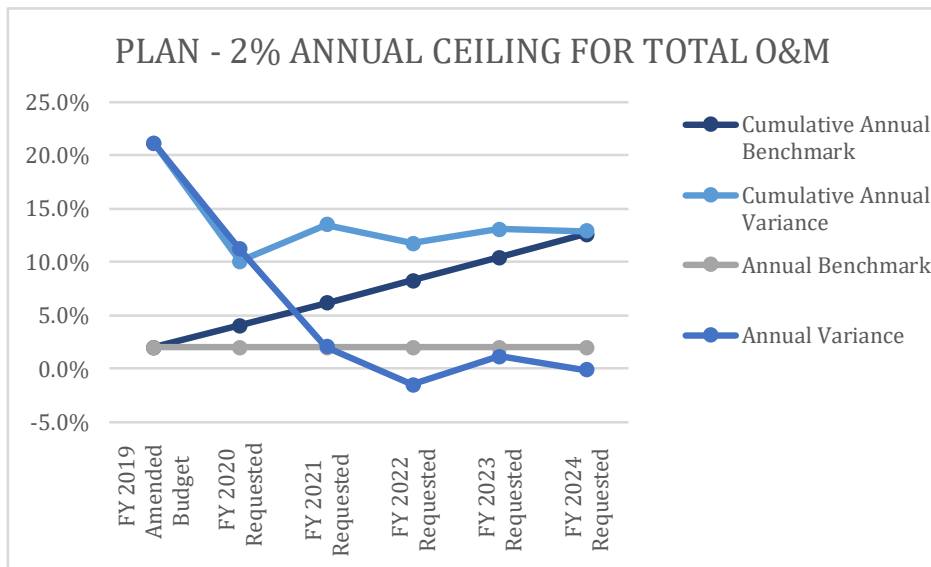


### Five-Year Financial Plan by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Public Affairs	\$ 1,246,500	\$ 1,386,100	\$ 124,600	9.9%	\$ 1,414,700	\$ 1,392,900	\$ 1,409,100	\$ 1,407,300
Public Affairs	1,246,500	1,386,100	124,600	9.9%	1,414,700	1,392,900	1,409,100	1,407,300
<b>Grand Total</b>	<b>\$ 1,246,500</b>	<b>\$ 1,386,100</b>	<b>\$ 124,600</b>	<b>9.9%</b>	<b>\$ 1,414,700</b>	<b>\$ 1,392,900</b>	<b>\$ 1,409,100</b>	<b>\$ 1,407,300</b>

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Public Affairs Group's financial plan reflects a Five Year Overall increase of 9.8% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments included in the annual "unallocated O&M reserve".



### Effective Utility Management Measures

"open for 1.2019 revised draft"

## Capital Outlay

Public Affairs capital outlay is funded by the I&E budget.

### Capital Outlay by Asset Category

Asset Categories	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Computers & IT	\$ 75,000	\$ 5,000	\$ 18,000	\$ 10,000	\$ 22,000
<b>Grand Total</b>	<b>\$ 75,000</b>	<b>\$ 5,000</b>	<b>\$ 18,000</b>	<b>\$ 10,000</b>	<b>\$ 22,000</b>

### Capital Outlay by Funding Source

Asset Funding Source	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
I&E	\$ 75,000	\$ 5,000	\$ 18,000	\$ 10,000	\$ 22,000
O&M					
<b>Grand Total</b>	<b>\$ 75,000</b>	<b>\$ 5,000</b>	<b>\$ 18,000</b>	<b>\$ 10,000</b>	<b>\$ 22,000</b>

### Capital Outlay by Team

Team	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
Public Affairs	\$ 75,000	\$ 5,000	\$ 18,000	\$ 10,000	\$ 22,000
<b>Grand Total</b>	<b>\$ 75,000</b>	<b>\$ 5,000</b>	<b>\$ 18,000</b>	<b>\$ 10,000</b>	<b>\$ 22,000</b>

## Line Item Budget and Financial Plan

The five-year plan with a line item expense budget begins on the next page. 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 & Description	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Requested	FY 2021 Requested	FY 2022 Requested	FY 2023 Requested	FY 2024 Requested
<b>883351 - Info Technology Business Applications</b>	<b>\$ 5,043,100</b>	<b>\$ 1,801,400</b>	<b>\$ 6,001,100</b>	<b>\$ 5,913,900</b>	<b>\$ 6,408,200</b>	<b>\$ 6,417,700</b>	<b>\$ 5,531,100</b>	<b>\$ 5,438,400</b>
2.1 Salaries & Wages	768,400	380,300	959,400	1,089,000	1,089,000	1,089,000	1,089,000	1,089,000
Salaries & Wages	768,400	380,300	959,400	1,089,000	1,089,000	1,089,000	1,089,000	1,089,000
2.4 Employee Benefits	181,200	110,800	268,100	308,600	314,700	320,700	326,800	332,800
Employee Benefits	181,200	110,800	268,100	308,600	314,700	320,700	326,800	332,800
2.5 Transition Services	37,800	-	138,600	-	-	-	-	-
Contractual Transition Services	37,800	-	138,600	-	-	-	-	-
4.2 Supplies & Other	950,000	132,900	1,407,300	1,245,600	1,248,500	1,250,800	3,754,100	3,756,600
Memberships, Licenses & Subscriptions			500	500	500	500	500	600
Repairs & Maintenance-Software	739,900	119,200	1,368,800	1,206,300	1,208,500	1,210,000	3,712,500	3,714,000
Training and Internal Meetings	205,100		20,000	20,400	20,800	21,200	21,600	22,100
Travel	5,000	13,700	18,000	18,400	18,700	19,100	19,500	19,900
4.3 Contractual Services	4,541,700	1,732,600	3,166,600	4,004,200	3,706,000	3,707,200	311,200	210,000
Contract Services-Information Technology	3,481,700	1,193,700	2,972,600	3,810,200	3,508,100	3,505,300	105,300	
Contractual Operating Services	1,060,000	538,900	194,000	194,000	197,900	201,900	205,900	210,000
5.2 Shared Services	(2,402,500)	(704,000)	(265,600)	(783,500)	-	-	-	-
Shared Services : Salaries & Wages Reimb	(226,300)	(107,300)	(180,700)	(75,400)				
Shared Services Reimbursement	(2,176,200)	(553,800)	(84,900)	(708,100)				
Shared Services: Employee Benefit Reimb		(42,900)						
6.0 Capital Outlay	966,500	148,800	326,700	50,000	50,000	50,000	50,000	50,000
Capital Outlay less than \$5,000	63,000							
Capital Outlay over \$5k(O&M-NonCapitlzd)	903,500	148,800	326,700	50,000	50,000	50,000	50,000	50,000
<b>883361 - Info Technology Security &amp; Risk</b>	<b>\$ 326,000</b>	<b>\$ (546,300)</b>	<b>\$ 491,700</b>	<b>\$ 403,200</b>	<b>\$ 436,500</b>	<b>\$ 438,600</b>	<b>\$ 440,700</b>	<b>\$ 442,900</b>
2.1 Salaries & Wages	225,700	110,100	206,300	290,000	290,000	290,000	290,000	290,000
Salaries & Wages	225,700	110,100	206,300	290,000	290,000	290,000	290,000	290,000
2.4 Employee Benefits	65,500	25,100	54,600	78,300	79,900	81,400	82,900	84,500
Employee Benefits	65,500	25,100	54,600	78,300	79,900	81,400	82,900	84,500
4.2 Supplies & Other	63,500	(65,000)	3,500	3,600	3,600	3,700	3,800	3,900
Memberships, Licenses & Subscriptions	3,500		3,500	3,600	3,600	3,700	3,800	3,900
Mileage and Parking	-	100	-	-	-	-	-	-
Repairs & Maintenance-Software	60,000	(65,500)						
Travel	-	400	-	-	-	-	-	-
5.2 Shared Services	(28,700)	(629,900)	(82,700)	(31,200)	-	-	-	-
Shared Services : Salaries & Wages Reimb	(20,700)	(27,100)	(82,700)	(31,200)				
Shared Services Reimbursement		(592,000)				-	-	-
Shared Services: Employee Benefit Reimb	(8,000)	(10,800)						
6.0 Capital Outlay	-	13,400	310,000	62,500	63,000	63,500	64,000	64,500
Capital Outlay less than \$5,000	-	4,300	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-NonCapitlzd)	-	9,100	310,000	62,500	63,000	63,500	64,000	64,500
<b>Grand Total</b>	<b>\$ 24,473,600</b>	<b>\$ 11,342,508</b>	<b>\$ 30,507,800</b>	<b>\$ 36,254,300</b>	<b>\$ 38,630,400</b>	<b>\$ 39,640,600</b>	<b>\$ 38,689,600</b>	<b>\$ 39,587,400</b>

## Highlights

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

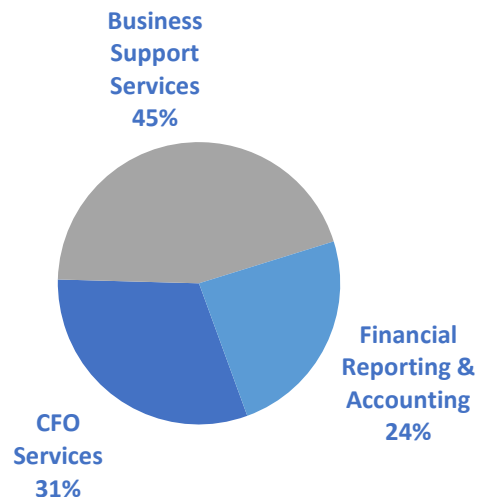
- ❖ Financial operations: rollout of automation to reduce the inefficiencies of transactional and processing times to expand analytical capacity.
- ❖ Business support: expand the Small Business Initiative, explore utility cooperative procurement sponsorship, and vendor quality management.
- ❖ Cross-functional collaboration in key initiatives: strategic asset management, enterprise asset management, capital program management, and Ceridian reimplementation.

## 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 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.

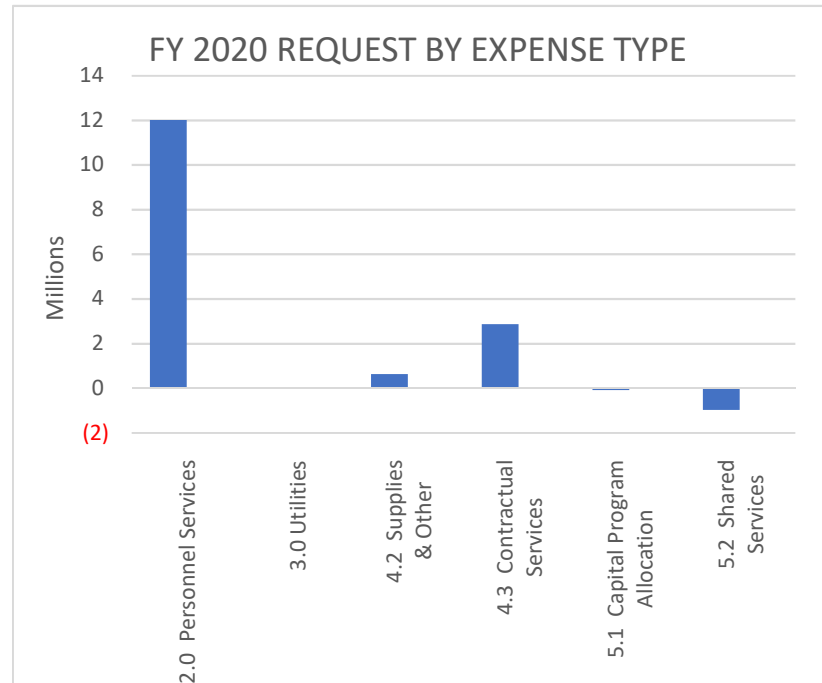
**FY 2020 REQUEST BY TEAM**





## Expense Categories

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



## Biennial Budget Request

The biennial reflects an increase in FY 2020 as a result of securing personnel services in accordance with the staffing model to deliver on the strategic initiatives defined above.

### Biennial Budget Request by Expense Category

Expense Categories	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
2.0 Personnel Costs	\$ 10,502,800	\$ 10,262,800	\$ 10,728,800	\$ 12,016,200	\$ 1,287,400	\$ 0	\$ 12,148,400
3.0 Utilities	20,000	21,100	13,000	16,200	3,200	24.6%	16,500
4.2 Supplies & Other	599,400	580,000	685,000	629,600	(55,400)	-8.1%	633,300
4.3 Contractual Services	2,329,400	2,345,200	3,454,700	2,864,900	(589,800)	-17.1%	2,909,300
5.1 Capital Program Allocation	(6,300)	(5,700)	-	(78,500)	(78,500)	0.0%	(78,900)
5.2 Shared Services	(36,300)	(38,600)	(945,900)	(964,900)	(19,000)	2.0%	(984,200)
6.0 Capital Outlay	(78,100)	(78,100)	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 13,330,900</b>	<b>\$ 13,086,700</b>	<b>\$ 13,935,600</b>	<b>\$ 14,483,500</b>	<b>\$ 547,900</b>	<b>3.9%</b>	<b>\$ 14,644,400</b>

### Biennial Budget Request by Team

Team	FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested
CFO Services	\$ 4,005,400	\$ 4,004,400	\$ 4,485,100	\$ 4,488,400	\$ 3,300	0.1%	\$ 4,513,900
Business Support Services	6,313,900	6,070,900	6,161,400	6,483,300	321,900	5.2%	6,606,500
Financial Reporting & Accounting	3,011,600	3,011,400	3,289,100	3,511,800	222,700	6.8%	3,524,000
<b>Grand Total</b>	<b>\$ 13,330,900</b>	<b>\$ 13,086,700</b>	<b>\$ 13,935,600</b>	<b>\$ 14,483,500</b>	<b>\$ 547,900</b>	<b>3.9%</b>	<b>\$ 14,644,400</b>



## Personnel Budget

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

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 Staffing Plan	FY 2019 Staffing Plan	FY 2020 Staffing Plan	FY 2021 Staffing Plan	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan
<b>Financial Services Area</b>	<b>110.00</b>	<b>118.00</b>	<b>123.00</b>	<b>123.00</b>	<b>123.00</b>	<b>123.00</b>	<b>123.00</b>
<b>CFO Services</b>	<b>20.00</b>	<b>26.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>
Chief Financial Officer	2.00	3.00	5.00	5.00	5.00	5.00	5.00
Data Analytics & Internal Audit	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Financial Planning & Analysis	6.00	8.00	9.00	9.00	9.00	9.00	9.00
Public Finance	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Reporting and Compliance	0.00	4.00	4.00	4.00	4.00	4.00	4.00
Treasury	4.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Business Support Services</b>	<b>63.00</b>	<b>65.00</b>	<b>67.00</b>	<b>67.00</b>	<b>67.00</b>	<b>67.00</b>	<b>67.00</b>
Logistics and Materials	22.00	23.00	24.00	24.00	24.00	24.00	24.00
Owners' Representative	5.00	5.00	6.00	6.00	6.00	6.00	6.00
Procurement Director	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Procurement (Enterprise Services)	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Procurement (Wastewater)	12.00	12.00	11.00	11.00	11.00	11.00	11.00
Procurement (Water & Field Services)	9.00	9.00	8.00	8.00	8.00	8.00	8.00
Transformation	6.00	7.00	8.00	8.00	8.00	8.00	8.00
<b>Financial Reporting &amp; Accounting</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>
Financial Reporting & Accounting	27.00	27.00	27.00	27.00	27.00	27.00	27.00

*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. In addition, the Financial Services Area employees part-time employees.

## Full Time Equivalents

	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 Approved FTEs	FY 2019 Approved FTE's	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's	FY 2024 FTE's
<b>Financial Services Area</b>	<b>109.50</b>	<b>114.25</b>	<b>119.25</b>	<b>121.00</b>	<b>121.00</b>	<b>121.00</b>	<b>121.00</b>
<b>CFO Services</b>	<b>20.00</b>	<b>26.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>
Chief Financial Officer	2.00	3.00	5.00	5.00	5.00	5.00	5.00
Data Analytics & Internal Audit	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Financial Planning & Analysis	6.00	8.00	9.00	9.00	9.00	9.00	9.00
Public Finance	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Reporting and Compliance	0.00	4.00	4.00	4.00	4.00	4.00	4.00
Treasury	4.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Business Support Services</b>	<b>63.00</b>	<b>63.25</b>	<b>64.25</b>	<b>66.00</b>	<b>66.00</b>	<b>66.00</b>	<b>66.00</b>
Logistics and Materials	22.00	23.00	23.25	24.00	24.00	24.00	24.00
Owners' Representative	5.00	4.25	6.00	6.00	6.00	6.00	6.00
Procurement Director	1.00	1.00	1.50	1.50	1.50	1.50	1.50
Procurement (Enterprise Services)	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Procurement (Wastewater)	12.00	11.50	10.00	10.50	10.50	10.50	10.50
Procurement (Water & Field Services)	9.00	8.75	7.50	8.00	8.00	8.00	8.00
Transformation	6.00	6.75	8.00	8.00	8.00	8.00	8.00
<b>Financial Reporting &amp; Accounting</b>	<b>26.50</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>
Financial Reporting & Accounting	26.50	25.00	26.00	26.00	26.00	26.00	26.00

*Personnel Budget* – The table below presents the Financial Services Area personnel budget which consists of the following expense categories: Salaries & Wager, Salaries & Wages – Workforce Development, Employee Benefits, Personnel Transition Adjustment, and Contractual Transition Services.

## Personnel Budget

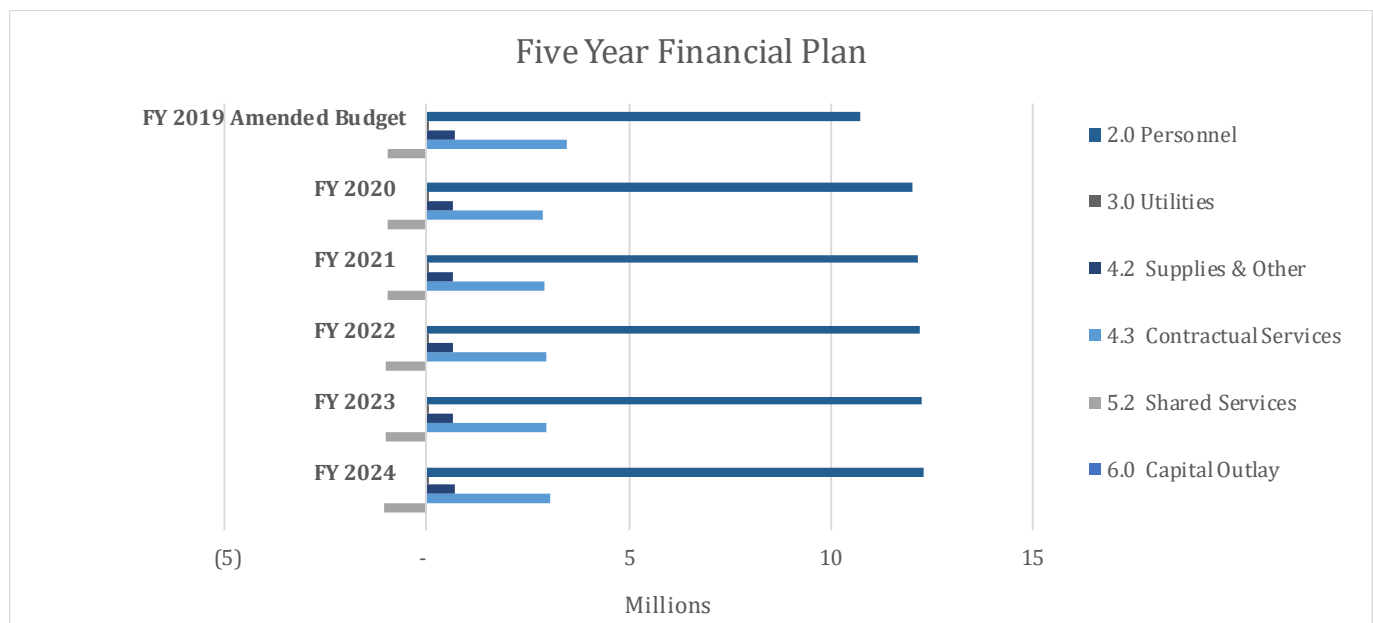
	Prior Year	Current Year	Biennial Budget		Forecast		
Team	FY 2018 Amended Budget	2019 Amended Budget	2020 Department Requested Budget	Sum of FY 2021 Department Requested	Sum of FY 2022 Department Requested	Sum of FY 2023 Department Requested	Sum of FY 2024 Department Requested
<b>Financial Services Area</b>	<b>\$ 10,502,800</b>	<b>\$ 10,728,800</b>	<b>\$ 12,016,200</b>	<b>\$ 12,148,400</b>	<b>\$ 12,193,100</b>	<b>\$ 12,237,400</b>	<b>\$ 12,281,800</b>
<b>CFO Services</b>	<b>2,618,100</b>	<b>2,952,900</b>	<b>3,501,300</b>	<b>3,513,200</b>	<b>3,525,300</b>	<b>3,537,300</b>	<b>3,549,300</b>
Chief Financial Officer	365,700	442,900	792,700	794,400	796,100	797,900	799,600
Data Analytics & Internal Audit	366,000	455,100	456,100	457,100	458,100	459,100	460,100
Financial Planning & Analysis	773,000	877,000	1,022,900	1,027,300	1,031,600	1,035,900	1,040,300
Public Finance	841,300	807,900	546,800	548,600	550,500	552,400	554,300
Treasury	272,100	370,000	302,200	303,500	304,900	306,200	307,500
Reporting and Compliance	0	0	380,600	382,300	384,100	385,800	387,500
<b>Business Support Services</b>	<b>5,394,500</b>	<b>5,501,900</b>	<b>6,030,100</b>	<b>6,140,200</b>	<b>6,162,600</b>	<b>6,184,600</b>	<b>6,206,800</b>
Logistics and Materials	1,090,200	1,363,300	1,510,500	1,553,300	1,561,300	1,569,200	1,577,100
Owners' Representative	97,000	245,200	680,900	683,800	686,700	689,600	692,500
Transformation	1,183,000	1,189,400	1,391,700	1,391,700	1,391,700	1,391,700	1,391,700
Procurement Director	1,257,000	321,500	221,100	222,000	222,900	223,700	224,600
Procurement (Water & Field Services)	963,300	1,134,800	723,700	746,900	750,200	753,500	756,800
Procurement (Wastewater)	702,800	864,700	840,700	877,900	882,000	886,000	890,100
Procurement (Enterprise Services)	101,200	383,000	661,500	664,600	667,800	670,900	674,000



## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

Expense Categories	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
2.0 Personnel	\$ 10,728,800	\$ 12,016,200	\$ 1,287,400	12.0%	\$ 12,148,400	12,193,100	12,237,400	12,281,800
3.0 Utilities	13,000	16,200	3,200	24.6%	16,500	16,700	17,000	18,400
4.2 Supplies & Other	685,000	629,600	(55,400)	-8.1%	633,300	642,900	658,300	683,100
4.3 Contractual Services	3,454,700	2,864,900	(589,800)	-17.1%	2,909,300	2,942,000	2,951,600	3,062,700
5.1 Capital Program Allocation	-	(78,500)	(78,500)	0.0%	(78,900)	(79,200)	(79,500)	(79,800)
5.2 Shared Services	(945,900)	(964,900)	(19,000)	2.0%	(984,200)	(1,003,900)	(1,024,000)	(1,044,500)
<b>Grand Total</b>	<b>\$ 13,935,600</b>	<b>\$ 14,483,500</b>	<b>\$ 547,900</b>	<b>3.9%</b>	<b>\$ 14,644,400</b>	<b>14,711,600</b>	<b>14,760,800</b>	<b>14,921,700</b>

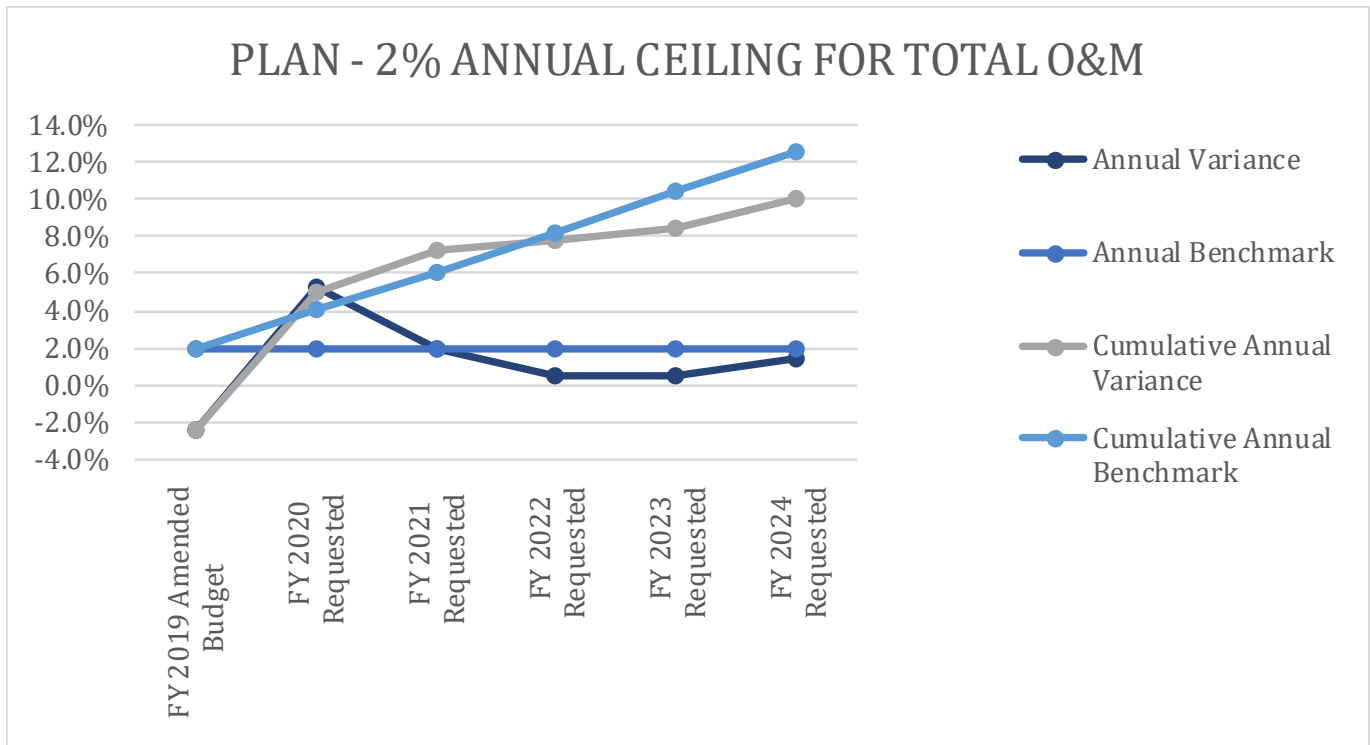


### Five-Year Financial Plan by Team

Team	FY 2019 Amended Budget	FY 2020 Department Requested	FY 2020 Dollar Variance	FY 2020 Percent Variance	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
CFO Services	\$ 4,485,100	\$ 4,488,400	\$ 3,300	0	\$ 4,513,900	\$ 4,533,400	\$ 4,534,600	\$ 4,584,300
Business Support Services	6,161,400	6,483,300	321,900	0	6,606,500	6,642,000	6,677,700	6,776,500
Financial Reporting & Accounting	3,289,100	3,511,800	222,700	0	3,524,000	3,536,200	3,548,500	3,560,900
<b>Grand Total</b>	<b>\$ 13,935,600</b>	<b>\$ 14,483,500</b>	<b>\$ 547,900</b>	<b>3.9%</b>	<b>\$ 14,644,400</b>	<b>\$ 14,711,600</b>	<b>\$ 14,760,800</b>	<b>\$ 14,921,700</b>

### Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Financial Services Group's financial plan reflects a Five Year Overall increase of 10.0% while the entity-wide goal is a cumulative 12.6% for planning purposes (based upon an annual 2% adjustment). It should be noted that the provision for wage and benefit adjustments included in the annual "unallocated O&M reserve".



### Effective Utility Management Measures

Open for 1.2019 revised draft

### Capital Outlay:

No Capital outlay is projected for fiscal years 2020 thru 2024 for the Financial Services Area.

### Line Item Budget and Financial Plan

The five-year plan with a line item expense budget is shown below. The expenses are listed in numerical 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.

Expense Category	Sum of FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>884001 - Chief Financial Officer</b>	<b>\$ 563,100</b>	<b>\$ 563,000</b>	<b>\$ 686,900</b>	<b>\$ 840,400</b>	<b>\$ 843,000</b>	<b>\$ 845,700</b>	<b>\$ 848,500</b>	<b>\$ 851,100</b>
2.1 Salaries & Wages	316,100	315,100	353,000	457,200	457,200	457,200	457,200	457,200
2.4 Employee Benefits	49,600	49,800	89,900	90,000	91,700	93,400	95,200	96,900
4.2 Supplies & Other	41,700	40,800	44,000	47,700	48,600	49,600	50,600	51,500
Memberships, Licenses & Subsc	6,000	6,400	9,000	10,000	10,200	10,400	10,600	10,800
Mileage and Parking	-	-	2,000	2,000	2,100	2,100	2,200	2,200
Miscellaneous Expense	1,500	1,600	3,000	3,100	3,100	3,200	3,200	3,300
Postage	200	100	200	200	200	200	200	200
Travel	6,000	6,000	11,000	11,200	11,400	11,700	11,900	12,100
4.3 Contractual Services	155,700	157,300	200,000	-	-	-	-	-
<b>884111 - Financial Reporting &amp; Accounting</b>	<b>\$ 3,011,600</b>	<b>\$ 3,011,400</b>	<b>\$ 3,289,100</b>	<b>\$ 3,511,800</b>	<b>\$ 3,524,000</b>	<b>\$ 3,536,200</b>	<b>\$ 3,548,500</b>	<b>\$ 3,560,900</b>
2.1 Salaries & Wages	1,326,500	1,326,800	1,436,200	1,746,900	1,746,900	1,746,900	1,746,900	1,746,900
2.3 Overtime	2,300	2,400	5,200	2,000	2,000	2,000	2,000	2,000
2.4 Employee Benefits	424,000	423,700	444,400	532,000	542,200	552,400	562,700	572,900
4.2 Supplies & Other	69,000	63,000	84,600	96,400	98,300	100,200	102,100	104,200
Memberships, Licenses & Subsc	2,900	2,600	6,900	7,000	7,100	7,300	7,400	7,600
Mileage and Parking	2,600	1,100	2,600	2,700	2,800	2,800	2,900	2,900
Office Supplies	27,000	25,800	27,000	30,000	30,600	31,200	31,800	32,500
Operating Supplies	-	(200)	-	-	-	-	-	-
Postage	20,600	18,700	26,600	30,000	30,600	31,200	31,800	32,500
Training and Internal Meetings	9,000	8,100	9,000	14,000	14,300	14,600	14,900	15,200
Travel	6,900	6,900	10,000	10,200	10,400	10,600	10,800	11,000
Tuition Refund	-	-	2,500	2,500	2,500	2,500	2,500	2,500
4.3 Contractual Services	530,500	537,500	930,500	930,600	930,700	930,800	930,900	931,000
Auditing	55,000	57,900	450,000	450,000	450,000	450,000	450,000	450,000
Contractual Operating Services	4,500	9,000	4,500	4,600	4,700	4,800	4,900	5,000
Contractual Professional Service	471,000	470,600	476,000	476,000	476,000	476,000	476,000	476,000
6.0 Capital Outlay	(78,100)	(78,100)	-	-	-	-	-	-
2.2 Workforce Development	-	-	12,800	12,800	12,800	12,800	12,800	12,800
Salaries & Wages - Workforce D	-	-	12,800	12,800	12,800	12,800	12,800	12,800
2.5 Transition Services	737,400	736,100	466,300	191,100	191,100	191,100	191,100	191,100
Contractual Transition Services	737,400	736,100	466,300	191,100	191,100	191,100	191,100	191,100
2.6 Personnel Transition Adjustr	-	-	(90,900)	-	-	-	-	-
Personnel Transition Adjustmer	-	-	(90,900)	-	-	-	-	-
<b>884113 - Financial Planning &amp; Analysis</b>	<b>\$ 1,095,200</b>	<b>\$ 1,095,100</b>	<b>\$ 1,189,000</b>	<b>\$ 1,239,200</b>	<b>\$ 1,243,900</b>	<b>\$ 1,248,500</b>	<b>\$ 1,253,200</b>	<b>\$ 1,258,000</b>
2.1 Salaries & Wages	567,000	564,600	587,000	797,000	797,000	797,000	797,000	797,000
2.4 Employee Benefits	129,200	130,200	166,300	225,900	230,300	234,600	238,900	243,300
4.2 Supplies & Other	11,000	9,200	12,000	16,300	16,600	16,900	17,300	17,700
Memberships, Licenses & Subsc	1,900	1,700	1,900	2,300	2,300	2,400	2,400	2,500
Mileage and Parking	200	100	200	300	300	300	300	400
Office Supplies	2,600	1,400	1,900	2,700	2,800	2,800	2,900	2,900
Training and Internal Meetings	3,800	3,900	5,000	6,000	6,100	6,200	6,400	6,500
Travel	2,500	2,100	3,000	5,000	5,100	5,200	5,300	5,400
4.3 Contractual Services	311,200	312,500	300,000	200,000	200,000	200,000	200,000	200,000
Contractual Professional Service	311,200	312,500	300,000	200,000	200,000	200,000	200,000	200,000
2.5 Transition Services	76,800	78,600	176,700	-	-	-	-	-
Contractual Transition Services	76,800	78,600	176,700	-	-	-	-	-
2.6 Personnel Transition Adjustr	-	-	(53,000)	-	-	-	-	-
Personnel Transition Adjustmer	-	-	(53,000)	-	-	-	-	-
<b>884131 - Treasury</b>	<b>\$ 688,000</b>	<b>\$ 687,000</b>	<b>\$ 889,900</b>	<b>\$ 591,200</b>	<b>\$ 598,200</b>	<b>\$ 605,500</b>	<b>\$ 612,800</b>	<b>\$ 620,100</b>
2.1 Salaries & Wages	199,600	199,600	260,600	233,000	233,000	233,000	233,000	233,000
2.4 Employee Benefits	55,500	56,100	72,900	69,200	70,500	71,900	73,200	74,500
4.2 Supplies & Other	12,900	11,700	14,700	18,500	18,800	19,200	19,600	19,900
Capital Outlay less than \$5,000	1,500	1,500	-	-	-	-	-	-
Memberships, Licenses & Subsc	1,700	1,300	1,700	2,500	2,500	2,600	2,700	2,700
Mileage and Parking	500	-	500	500	500	500	500	500
Office Supplies	3,800	3,900	5,000	5,000	5,100	5,200	5,300	5,400
Postage	500	-	500	500	500	500	500	500
Training and Internal Meetings	2,300	2,300	3,500	5,000	5,100	5,200	5,300	5,400
Travel	2,600	2,700	3,500	5,000	5,100	5,200	5,300	5,400
4.3 Contractual Services	403,000	401,400	1,413,000	1,196,500	1,220,400	1,244,800	1,269,700	1,295,100
Contractual Operating Services	403,000	401,100	1,413,000	1,196,500	1,220,400	1,244,800	1,269,700	1,295,100
Contractual Professional Service	-	300	-	-	-	-	-	-
2.5 Transition Services	17,000	18,200	52,200	-	-	-	-	-
Contractual Transition Services	17,000	18,200	52,200	-	-	-	-	-
2.6 Personnel Transition Adjustr	-	-	(15,700)	-	-	-	-	-
Personnel Transition Adjustmer	-	-	(15,700)	-	-	-	-	-
5.2 Shared Services	-	-	(907,800)	(926,000)	(944,500)	(963,400)	(982,700)	(1,002,400)
Shared Services Reimbursemen	-	-	(907,800)	(926,000)	(944,500)	(963,400)	(982,700)	(1,002,400)



Expense Category	Sum of FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>884135 - CFO Services</b>	\$ -	\$ -	\$ -	\$ 395,200	\$ 397,000	\$ 399,300	\$ 401,200	\$ 403,400
2.1 Salaries & Wages	-	-	-	285,900	285,900	285,900	285,900	285,900
2.3 Overtime	-	-	-	6,000	6,000	6,000	6,000	6,000
2.4 Employee Benefits	-	-	-	88,700	90,400	92,200	93,900	95,600
4.2 Supplies & Other	-	-	-	14,600	14,700	15,200	15,400	15,900
Memberships, Licenses & Subsc	-	-	-	2,000	2,000	2,100	2,100	2,200
Mileage and Parking	-	-	-	400	400	400	400	400
Office Supplies	-	-	-	6,000	6,100	6,200	6,400	6,500
Postage	-	-	-	2,200	2,200	2,300	2,300	2,400
Training and Internal Meetings	-	-	-	2,000	2,000	2,100	2,100	2,200
Travel	-	-	-	2,000	2,000	2,100	2,100	2,200
<b>884141 - Public Finance</b>	\$ 1,255,800	\$ 1,255,900	\$ 1,178,100	\$ 878,400	\$ 884,900	\$ 884,800	\$ 866,500	\$ 896,400
2.1 Salaries & Wages	453,600	453,200	540,500	340,100	340,100	340,100	340,100	340,100
2.3 Overtime	4,900	4,900	6,000	-	-	-	-	-
2.4 Employee Benefits	122,100	122,700	158,900	97,800	99,600	101,500	103,400	105,300
4.2 Supplies & Other	18,000	15,200	24,300	11,800	15,400	12,300	16,000	12,800
Memberships, Licenses & Subsc	600	700	600	700	700	700	700	700
Mileage and Parking	2,100	700	2,500	800	800	800	800	800
Office Supplies	10,000	9,800	12,500	7,000	7,100	7,300	7,400	7,600
Postage	600	500	3,100	1,000	1,000	1,000	1,100	1,100
Training and Internal Meetings	1,200	800	3,600	1,300	3,700	1,300	3,700	1,300
Travel	2,000	1,200	2,000	1,000	2,100	1,200	2,300	1,300
Tuition Refund	1,500	1,500	-	-	-	-	-	-
4.3 Contractual Services	396,500	401,800	384,000	358,700	360,600	362,500	339,400	371,400
Contractual Operating Services	49,000	55,600	84,000	93,700	95,600	97,500	99,400	101,400
Contractual Professional Service	347,500	346,200	300,000	240,000	240,000	240,000	240,000	240,000
Legal	-	-	-	25,000	25,000	25,000	-	30,000
6.0 Capital Outlay	-	-	-	-	-	-	-	-
2.5 Transition Services	260,700	260,400	146,500	108,900	108,900	108,900	108,900	108,900
Contractual Transition Services	260,700	260,400	146,500	108,900	108,900	108,900	108,900	108,900
2.6 Personnel Transition Adjustr	-	-	(44,000)	-	-	-	-	-
Personnel Transition Adjustmer	-	-	(44,000)	-	-	-	-	-
5.2 Shared Services	-	(2,300)	(38,100)	(38,900)	(39,700)	(40,500)	(41,300)	(42,100)
Shared Services : Salaries & Wa	-	(2,300)	-	-	-	-	-	-
Shared Services Reimbursemen	-	-	(38,100)	(38,900)	(39,700)	(40,500)	(41,300)	(42,100)
<b>884151 - Data Analytics &amp; Internal Audit</b>	\$ 403,300	\$ 403,400	\$ 541,200	\$ 544,000	\$ 546,900	\$ 549,600	\$ 552,400	\$ 555,300
2.1 Salaries & Wages	105,900	105,300	186,400	186,400	186,400	186,400	186,400	186,400
2.4 Employee Benefits	22,100	22,200	50,900	51,900	52,900	53,900	54,900	55,900
4.2 Supplies & Other	4,300	2,700	22,600	6,700	6,800	7,000	7,100	7,200
Memberships, Licenses & Subsc	-	-	1,200	1,200	1,200	1,300	1,300	1,300
Mileage and Parking	-	-	-	100	100	100	100	100
Office Supplies	-	-	16,400	300	300	300	300	300
Training and Internal Meetings	1,500	800	3,000	3,100	3,100	3,200	3,200	3,300
Travel	2,800	1,900	2,000	2,000	2,100	2,100	2,200	2,200
4.3 Contractual Services	33,000	33,700	63,500	81,200	83,000	84,500	86,200	88,000
Contractual Professional Service	33,000	33,700	63,500	81,200	83,000	84,500	86,200	88,000
6.0 Capital Outlay	-	-	-	-	-	-	-	-
2.5 Transition Services	238,000	239,500	217,800	217,800	217,800	217,800	217,800	217,800
Contractual Transition Services	238,000	239,500	217,800	217,800	217,800	217,800	217,800	217,800

Expense Category	Sum of FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>884161 - Transformation</b>	<b>\$ 1,189,200</b>	<b>\$ 946,200</b>	<b>\$ 1,207,400</b>	<b>\$ 1,414,900</b>	<b>\$ 1,415,400</b>	<b>\$ 1,415,900</b>	<b>\$ 1,416,400</b>	<b>\$ 1,416,800</b>
4.2 Supplies & Other	6,200	5,800	18,000	23,200	23,700	24,200	24,700	25,100
Memberships, Licenses & Subsc	1,000	1,100	2,000	2,000	2,100	2,100	2,200	2,200
Mileage and Parking	-	-	1,000	1,000	1,000	1,100	1,100	1,100
Office Supplies	1,800	1,900	2,000	5,000	5,100	5,200	5,300	5,400
Operating Supplies	200	200	3,000	5,000	5,100	5,200	5,300	5,400
Training and Internal Meetings	2,000	1,900	7,000	7,100	7,300	7,400	7,600	7,700
Travel	1,200	700	3,000	3,100	3,100	3,200	3,200	3,300
<b>2.5 Transition Services</b>	<b>1,183,000</b>	<b>940,400</b>	<b>1,470,100</b>	<b>1,391,700</b>	<b>1,391,700</b>	<b>1,391,700</b>	<b>1,391,700</b>	<b>1,391,700</b>
Contractual Transition Services	1,183,000	940,400	1,470,100	1,391,700	1,391,700	1,391,700	1,391,700	1,391,700
<b>2.6 Personnel Transition Adjustm</b>	<b>-</b>	<b>-</b>	<b>(280,700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Personnel Transition Adjustmer	-	-	(280,700)	-	-	-	-	-
<b>884121 - Procurement</b>	<b>\$ 1,661,300</b>	<b>\$ 1,661,300</b>	<b>\$ 663,500</b>	<b>\$ 461,500</b>	<b>\$ 482,100</b>	<b>\$ 490,600</b>	<b>\$ 500,600</b>	<b>\$ 556,100</b>
2.1 Salaries & Wages	545,700	544,300	250,400	176,200	176,200	176,200	176,200	176,200
2.3 Overtime	1,000	700	-	-	-	-	-	-
2.4 Employee Benefits	284,400	283,900	71,100	44,900	45,800	46,700	47,500	48,400
<b>4.2 Supplies &amp; Other</b>	<b>184,500</b>	<b>185,700</b>	<b>137,100</b>	<b>142,500</b>	<b>145,500</b>	<b>148,300</b>	<b>151,500</b>	<b>154,300</b>
Advertising	11,400	11,400	-	-	-	-	-	-
Capital Outlay less than \$5,000	30,600	30,600	-	-	-	-	-	-
Employee Uniform Expense	(1,100)	(1,100)	-	-	-	-	-	-
Memberships, Licenses & Subsc	36,000	35,800	20,000	20,800	21,200	21,600	22,100	22,500
Mileage and Parking	-	900	-	-	-	-	-	-
Office Supplies	36,000	36,900	40,000	41,600	42,400	43,300	44,200	45,000
Operating Supplies	3,900	3,800	11,100	11,500	11,800	12,000	12,300	12,500
Repairs & Maintenance-Equipm	1,000	1,000	1,000	1,000	1,100	1,100	1,100	1,100
Training and Internal Meetings	52,700	52,400	50,000	52,000	53,100	54,100	55,200	56,300
Travel	14,000	14,000	15,000	15,600	15,900	16,200	16,600	16,900
<b>4.3 Contractual Services</b>	<b>256,500</b>	<b>257,400</b>	<b>204,900</b>	<b>97,900</b>	<b>114,600</b>	<b>119,400</b>	<b>125,400</b>	<b>177,200</b>
Contractual Operating Services	-	1,000	10,000	10,400	10,500	10,800	11,000	11,300
Contractual Professional Service	256,500	256,400	194,900	87,500	104,100	108,600	114,400	165,900
<b>2.5 Transition Services</b>	<b>425,900</b>	<b>425,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Contractual Transition Services	425,900	425,200	-	-	-	-	-	-
<b>5.1 Capital Program Allocation</b>	<b>(6,300)</b>	<b>(5,700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital Program: Employee Ben	(1,800)	(1,600)	-	-	-	-	-	-
Capital Program: Salaries & Wag	(4,500)	(4,100)	-	-	-	-	-	-
<b>5.2 Shared Services</b>	<b>(36,300)</b>	<b>(36,300)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Shared Services: Salaries & Wag	(27,700)	(27,700)	-	-	-	-	-	-
Shared Services: Employee Beni	(8,600)	(8,600)	-	-	-	-	-	-
<b>3.3 Sewage Service</b>	<b>5,900</b>	<b>5,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Utilities-Sewage	5,900	5,900	-	-	-	-	-	-
<b>3.4 Water Service</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Utilities-Water	-	200	-	-	-	-	-	-



Expense Category	Sum of FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>884122 - Construction and Contract Services</b>	<b>\$ 1,161,900</b>	<b>\$ 1,161,800</b>	<b>\$ 1,193,600</b>	<b>\$ 737,200</b>	<b>\$ 760,400</b>	<b>\$ 763,700</b>	<b>\$ 767,000</b>	<b>\$ 770,300</b>
2.1 Salaries & Wages	476,300	476,300	852,800	554,900	574,800	574,800	574,800	574,800
2.3 Overtime	-	800	-	-	-	-	-	-
2.4 Employee Benefits	120,800	120,600	282,000	168,800	172,100	175,400	178,700	182,000
4.2 Supplies & Other	8,600	7,600	9,300	13,500	13,500	13,500	13,500	13,500
Capital Outlay less than \$5,000	-	-	-	-	-	-	-	-
Memberships, Licenses & Subsc	2,000	1,300	-	3,000	3,000	3,000	3,000	3,000
Mileage and Parking	1,000	700	-	500	500	500	500	500
Office Supplies	-	-	3,700	-	-	-	-	-
Operating Supplies	-	-	4,600	-	-	-	-	-
Repairs & Maintenance-Softwar	3,500	3,500	-	-	-	-	-	-
Training and Internal Meetings	2,100	2,100	1,000	7,500	7,500	7,500	7,500	7,500
Travel	-	-	-	2,500	2,500	2,500	2,500	2,500
4.3 Contractual Services	190,000	190,600	49,500	-	-	-	-	-
Contractual Operating Services	190,000	190,600	49,500	-	-	-	-	-
2.5 Transition Services	366,200	365,900	-	-	-	-	-	-
Contractual Transition Services	366,200	365,900	-	-	-	-	-	-
<b>884123 - Supply Chain Operations</b>	<b>\$ 758,300</b>	<b>\$ 758,500</b>	<b>\$ 777,000</b>	<b>\$ 852,700</b>	<b>\$ 889,900</b>	<b>\$ 894,200</b>	<b>\$ 898,200</b>	<b>\$ 902,300</b>
2.1 Salaries & Wages	519,600	518,600	652,900	632,600	665,700	665,700	665,700	665,700
2.3 Overtime	-	2,100	-	-	-	-	-	-
2.4 Employee Benefits	183,200	179,100	211,800	208,100	212,200	216,300	220,300	224,400
4.2 Supplies & Other	2,500	5,700	3,000	12,000	12,000	12,200	12,200	12,200
Mileage and Parking	-	1,400	-	-	-	-	-	-
Office Supplies	-	1,400	1,000	1,000	1,000	1,100	1,100	1,100
Training and Internal Meetings	2,500	2,600	1,000	10,000	10,000	10,000	10,000	10,000
Travel	-	200	1,000	1,000	1,000	1,100	1,100	1,100
4.3 Contractual Services	53,000	53,000	(90,700)	-	-	-	-	-
Contractual Operating Services	53,000	53,000	(90,700)	-	-	-	-	-
<b>884124 - Logistics and Materials</b>	<b>\$ 1,341,500</b>	<b>\$ 1,341,500</b>	<b>\$ 1,570,700</b>	<b>\$ 1,723,900</b>	<b>\$ 1,771,100</b>	<b>\$ 1,783,500</b>	<b>\$ 1,795,800</b>	<b>\$ 1,824,900</b>
2.1 Salaries & Wages	778,400	775,200	996,400	1,106,700	1,141,600	1,141,600	1,141,600	1,141,600
2.3 Overtime	-	400	-	-	-	-	-	-
2.4 Employee Benefits	311,800	321,800	366,900	403,800	411,700	419,700	427,600	435,500
4.2 Supplies & Other	237,200	229,100	194,400	197,200	201,300	205,500	209,600	229,400
Advertising	-	-	-	2,000	2,000	2,000	2,000	2,000
Capital Outlay less than \$5,000	-	-	-	-	-	-	-	-
Employee Uniform Expense	10,000	9,300	10,000	10,200	10,400	10,600	10,800	11,000
Memberships, Licenses & Subsc	-	-	4,500	4,600	4,700	4,800	4,900	5,000
Mileage and Parking	-	500	-	-	-	-	-	-
Office Supplies	-	9,800	3,700	3,800	3,900	4,000	4,100	5,000
Operating Supplies	98,500	98,400	76,100	70,600	72,200	73,800	75,400	82,000
Repairs & Maintenance-Building	112,500	99,800	92,900	94,700	96,600	98,600	100,500	102,000
Repairs & Maintenance-Equipm	10,000	600	1,000	1,000	1,000	1,100	1,100	2,400
Training and Internal Meetings	6,200	7,200	4,200	4,300	4,400	4,500	4,600	9,000
Travel	-	1,500	2,000	4,000	4,100	4,100	4,200	9,000
Tuition Refund	-	2,000	-	2,000	2,000	2,000	2,000	2,000
3.1 Electric	-	-	-	3,000	3,000	3,000	3,000	3,000
Utilities-Electricity	-	-	-	3,000	3,000	3,000	3,000	3,000
3.2 Gas	-	400	500	500	500	500	500	700
Utilities-Gas	-	400	500	500	500	500	500	700
3.3 Sewage Service	14,100	14,100	12,000	12,200	12,500	12,700	13,000	14,000
Utilities-Sewage	14,100	14,100	12,000	12,200	12,500	12,700	13,000	14,000
3.4 Water Service	-	500	500	500	500	500	500	700
Utilities-Water	-	500	500	500	500	500	500	700

Expense Category	Sum of FY 2018 Amended Budget	FY 2018 Activity thru 06.30.2018	FY 2019 Board Adopted Budget	FY 2020 Department Requested	FY 2021 Department Requested	FY 2022 Department Requested	FY 2023 Department Requested	FY 2024 Department Requested
<b>884125 - Enterprise Solutions</b>	<b>\$ 104,700</b>	<b>\$ 104,600</b>	<b>\$ 440,000</b>	<b>\$ 664,000</b>	<b>\$ 667,100</b>	<b>\$ 670,300</b>	<b>\$ 673,400</b>	<b>\$ 676,500</b>
2.1 Salaries & Wages	84,500	84,500	288,300	502,400	502,400	502,400	502,400	502,400
2.3 Overtime	-	1,000	-	-	-	-	-	-
2.4 Employee Benefits	16,700	15,600	94,700	159,100	162,200	165,400	168,500	171,600
4.2 Supplies & Other	3,500	3,500	57,000	2,500	2,500	2,500	2,500	2,500
Memberships, Licenses & Subsc	-	-	-	1,500	1,500	1,500	1,500	1,500
Operating Supplies	-	-	50,000	-	-	-	-	-
Training and Internal Meetings	3,500	3,500	5,000	500	500	500	500	500
Travel	-	-	2,000	500	500	500	500	500
<b>884126 - Owners' Representative</b>	<b>\$ 97,000</b>	<b>\$ 97,000</b>	<b>\$ 309,200</b>	<b>\$ 629,100</b>	<b>\$ 620,500</b>	<b>\$ 623,800</b>	<b>\$ 626,300</b>	<b>\$ 629,600</b>
2.1 Salaries & Wages	56,300	56,600	193,000	532,900	532,900	532,900	532,900	532,900
2.4 Employee Benefits	3,700	3,400	52,200	148,000	150,900	153,800	156,700	159,600
4.2 Supplies & Other	-	-	64,000	26,700	15,600	16,300	16,200	16,900
Memberships, Licenses & Subsc	-	-	-	9,500	-	500	-	500
Mileage and Parking	-	-	-	500	500	500	500	500
Office Supplies	-	-	-	2,500	500	500	500	500
Operating Supplies	-	-	50,000	-	-	-	-	-
Training and Internal Meetings	-	-	12,000	12,200	12,500	12,700	13,000	13,200
Travel	-	-	2,000	2,000	2,100	2,100	2,200	2,200
2.5 Transition Services	37,000	37,000	-	-	-	-	-	-
Contractual Transition Services	37,000	37,000	-	-	-	-	-	-
5.1 Capital Program Allocation	-	-	-	(78,500)	(78,900)	(79,200)	(79,500)	(79,800)
Capital Program: Salaries & Wag	-	-	-	(78,500)	(78,900)	(79,200)	(79,500)	(79,800)
<b>Grand Total</b>	<b>\$ 13,330,900</b>	<b>\$ 13,086,700</b>	<b>\$ 13,935,600</b>	<b>\$ 14,483,500</b>	<b>\$ 14,644,400</b>	<b>\$ 14,711,600</b>	<b>\$ 14,760,800</b>	<b>\$ 14,921,700</b>