



# FY 2021 & FY 2022 Operational Budget Highlights

*Audit Committee Meeting  
February 21, 2020*



# Presentation Topics

- Water and Field Services (Water Operating Services & Centralized Services)
- Wastewater System Operating Services
- Planning Services (Centralized Services)
- Information Technology (Centralized Services)
- Security and Integrity (Centralized Services)
- Administrative & Compliance Officer (Administrative Services)
- General Counsel (Administrative Services)
- Organizational Development (Administrative Services)
- Public Affairs (Administrative Services)
- Financial Services (Administrative Services)
- Chief Executive Office (Administrative Services)
- Board of Directors (Administrative Services)
- Grants and Rebates

# Water System Budget Proposal as of January 10, 2020

## Schedule 1A - Water System Revenue Requirements Budget

Water System Revenue Requirements	Current Year		Biennial Budget						Forecast		
	FY 2020 Adopted	FY 2020 Estimated	FY 2021 Requested	FY 2021 \$ Change	FY 2021 % Change	FY 2022 Requested	FY 2022 \$ Change	FY 2022 % Change	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<b>Revenues</b>											
11 Revenues from Charges	\$ 330,580,000	\$ 326,132,700	\$ 338,566,200	\$ 7,986,200	2.4%	\$ 349,884,500	\$ 11,318,300	3.3%	\$ 360,478,000	\$ 371,326,900	\$ 382,539,100
11.1 Revenues from Internal Charges		-	-	-	NA	-	-	NA	-	-	-
10.1 Non-Operating Revenue	9,084,200	5,730,100	4,834,400	(4,249,800)	-46.8%	3,818,200	(1,016,200)	-21.0%	3,835,600	3,916,100	3,961,200
<b>Total Revenues</b>	<b>339,664,200</b>	<b>331,862,800</b>	<b>343,400,600</b>	<b>3,736,400</b>	<b>1.1%</b>	<b>353,702,700</b>	<b>10,302,100</b>	<b>3.0%</b>	<b>364,313,600</b>	<b>375,243,000</b>	<b>386,500,300</b>
<b>Revenue Requirements</b>											
1 Operations & Maintenance (O&M) Expense	\$131,490,500	\$131,490,500	\$137,127,300	\$5,636,800	4.3%	\$139,642,500	\$2,515,200	1.8%	\$140,985,200	\$143,284,900	\$146,442,600
2 O&M Legacy Pension Allocation	6,048,000	6,048,000	6,048,000	-	0.0%	6,048,000	-	0.0%	6,048,000	1,200,000	1,200,000
3 Debt Service Allocation	137,557,600	137,612,100	143,559,700	6,002,100	4.4%	145,292,100	1,732,400	1.2%	153,566,600	161,571,300	167,819,100
4 Accelerated Legacy Pension Allocation	6,268,300	6,268,300	6,268,300	-	0.0%	6,268,300	-	0.0%	6,268,300	1,933,900	1,933,900
5 Water Residential Assistance Program	1,698,300	1,698,300	1,677,600	(20,700)	-1.2%	1,768,500	90,900	5.4%	1,821,600	1,876,200	1,932,500
6 Lease Payment to Local System I&E Account	22,500,000	22,500,000	22,500,000	-	0.0%	22,500,000	-	0.0%	22,500,000	22,500,000	22,500,000
7 Improvement & Extension Fund Allocation	30,125,500	22,269,600	25,343,000	(4,782,500)	-15.9%	31,344,800	6,001,800	23.7%	32,676,300	42,110,100	43,619,600
8 Operating Reserve Deposit	3,976,000	3,976,000	876,600	(3,099,400)	-78.0%	838,400	(38,200)	-4.4%	447,600	766,600	1,052,600
9 Extraordinary Repair & Replacement Deposit	-	-	-	-	NA	-	-	NA	-	-	-
<b>Annual Budgeted Revenue Requirements</b>	<b>\$ 339,664,200</b>	<b>\$ 331,862,800</b>	<b>\$ 343,400,500</b>	<b>\$ 3,736,300</b>	<b>1.1%</b>	<b>\$ 353,702,600</b>	<b>\$ 10,302,100</b>	<b>3.0%</b>	<b>\$ 364,313,600</b>	<b>\$ 375,243,000</b>	<b>\$ 386,500,300</b>

# Sewer System Budget Proposal as of January 10, 2020

**Schedule 1B - Sewer System Revenue Requirements Budget**

Sewer System Revenue Requirements	Current Year		Biennial Budget						Forecast		
	FY 2020 Adopted	FY 2020 Estimated	FY 2021 Requested	FY 2021 \$ Change	FY 2021 % Change	FY 2022 Requested	FY 2022 \$ Change	FY 2022 % Change	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<b>Revenues</b>											
11 Revenues from Charges <i>(prior to adjustment)</i>	\$ 471,874,500	\$ 471,874,500	\$ 489,434,200	\$ 17,559,700	3.7%	\$ 504,550,700	\$ 15,116,500	3.1%	\$ 519,834,300	\$ 535,470,500	\$ 551,775,800
10.1 Non-Operating Revenue	8,730,800	5,060,200	5,589,300	(3,141,500)	-36.0%	5,323,400	(265,900)	-4.8%	5,336,100	5,455,000	5,377,400
<b>Total Revenues</b>	<b>480,605,300</b>	<b>476,934,700</b>	<b>495,023,500</b>	<b>14,418,200</b>	<b>3.0%</b>	<b>509,874,100</b>	<b>14,850,600</b>	<b>3.0%</b>	<b>525,170,400</b>	<b>540,925,500</b>	<b>557,153,200</b>
<b>Revenue Requirements</b>											
1 Operations & Maintenance (O&M) Expense	\$187,057,200	\$187,057,200	\$184,946,100	\$ (2,111,100)	-1.1%	\$188,934,600	\$3,988,500	2.2%	\$194,027,300	\$198,497,900	\$202,047,700
2 O&M Legacy Pension Allocation	10,824,000	10,824,000	10,824,000	-	0.0%	10,824,000	-	0.0%	10,824,000	2,100,000	2,100,000
3 Debt Service Allocation	215,738,800	213,802,800	209,740,400	(5,998,400)	-2.8%	217,698,400	7,958,000	3.8%	211,559,100	221,193,600	210,988,300
4 Accelerated Legacy Pension Allocation	11,620,700	11,620,700	11,620,700	-	0.0%	11,620,700	-	0.0%	11,620,700	3,863,500	3,863,500
5 Water Residential Assistance Program	2,403,000	2,403,000	2,456,200	53,200	2.2%	2,549,400	93,200	3.8%	2,625,900	2,704,600	2,785,800
6 Lease Payment to Local System	27,500,000	27,500,000	27,500,000	-	0.0%	27,500,000	-	0.0%	27,500,000	27,500,000	27,500,000
7 Improvement & Extension Fund Allocation	25,461,600	23,727,000	47,936,100	22,474,500	88.3%	49,417,500	1,481,400	3.1%	65,315,800	83,575,700	106,684,600
8 Operating Reserve Deposit	-	-	-	-	NA	1,329,500	1,329,500	NA	1,697,600	1,490,200	1,183,300
9 Extraordinary Repair & Replacement Deposit	-	-	-	-	NA	-	-	NA	-	-	-
<b>Annual Budgeted Revenue Requirements</b>	<b>480,605,300</b>	<b>476,934,700</b>	<b>495,023,500</b>	<b>14,418,200</b>	<b>3.0%</b>	<b>509,874,100</b>	<b>14,850,600</b>	<b>3.0%</b>	<b>525,170,400</b>	<b>540,925,500</b>	<b>557,153,200</b>

# Entity-wide Budget Proposal as of January 10, 2020

**Schedule 1C - Combined Water and Sewer System Revenue Requirements Budget**

Combined System Revenue Requirements	Current Year		Biennial Budget						Forecast		
	FY 2020 Adopted	FY 2020 Estimated	FY 2021 Requested	FY 2021 \$ Change	FY 2021 % Change	FY 2022 Requested	FY 2022 \$ Change	FY 2022 % Change	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<b>Revenues</b>											
11 Revenues from Charges <i>(prior to adjustment)</i>	\$ 802,454,500	\$ 798,007,200	\$ 828,000,400	\$ 25,545,900	3.2%	\$ 854,435,200	\$ 26,434,800	3.2%	\$ 880,312,300	\$ 906,797,400	\$ 934,314,900
10.1 Non-Operating Revenue	17,815,000	10,790,300	10,423,700	(7,391,300)	-41.5%	9,141,600	(1,282,100)	-12.3%	9,171,700	9,371,100	9,338,600
<b>Total Revenues</b>	<b>820,269,500</b>	<b>808,797,500</b>	<b>838,424,100</b>	<b>18,154,600</b>	<b>2.2%</b>	<b>863,576,800</b>	<b>25,152,700</b>	<b>3.0%</b>	<b>889,484,000</b>	<b>916,168,500</b>	<b>943,653,500</b>
<b>Revenue Requirements</b>											
1 Operations & Maintenance (O&M) Expense	\$318,547,700	\$318,547,700	\$322,073,400	\$3,525,700	1.1%	\$328,577,100	\$6,503,700	2.0%	\$335,012,500	\$341,782,800	\$348,490,300
2 O&M Legacy Pension Allocation	16,872,000	16,872,000	16,872,000	-	0.0%	16,872,000	-	0.0%	16,872,000	3,300,000	3,300,000
3 Debt Service Allocation	353,296,400	351,414,900	353,300,100	3,700	0.0%	362,990,500	9,690,400	2.7%	365,125,700	382,764,900	378,807,400
4 Accelerated Legacy Pension Allocation	17,889,000	17,889,000	17,889,000	-	0.0%	17,889,000	-	0.0%	17,889,000	5,797,400	5,797,400
5 Water Residential Assistance Program	4,101,300	4,101,300	4,133,800	32,500	0.8%	4,317,900	184,100	4.5%	4,447,500	4,580,800	4,718,300
6 Lease Payment to Local System I&E Account	50,000,000	50,000,000	50,000,000	-	0.0%	50,000,000	-	0.0%	50,000,000	50,000,000	50,000,000
7 Improvement & Extension Fund Allocation	55,587,100	45,996,600	73,279,100	17,692,000	31.8%	80,762,300	7,483,200	10.2%	97,992,100	125,685,800	150,304,200
8 Operating Reserve Deposit	3,976,000	3,976,000	876,600	(3,099,400)	-78.0%	2,167,900	1,291,300	147.3%	2,145,200	2,256,800	2,235,900
9 Extraordinary Repair & Replacement Deposit	-	-	-	-	NA	-	-	NA	-	-	-
<b>Annual Budgeted Revenue Requirements</b>	<b>820,269,500</b>	<b>808,797,500</b>	<b>838,424,000</b>	<b>18,154,500</b>	<b>2.2%</b>	<b>863,576,700</b>	<b>25,152,700</b>	<b>3.0%</b>	<b>889,484,000</b>	<b>916,168,500</b>	<b>943,653,500</b>

# Water System Operations Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 19,349,000	\$ 19,477,100	\$ 8,636,000	\$ 20,765,100	\$ 1,288,000	6.6%	\$ 20,859,400
3.1 Electric	24,391,800	23,468,500	11,739,200	24,417,800	949,300	4.0%	24,433,700
3.2 Gas	1,088,000	1,060,100	212,800	1,082,000	21,900	2.1%	1,082,100
3.3 Sewage Service	649,800	527,000	112,900	649,000	122,000	23.1%	649,000
3.4 Water Service	800	23,300	300	5,000	(18,300)	-78.5%	5,000
4.1 Chemicals	5,088,800	4,774,700	2,335,600	5,053,900	279,200	5.8%	5,059,600
4.2 Supplies & Other	4,998,600	4,739,900	1,704,100	5,168,800	428,900	9.0%	5,176,000
4.3 Contractual Services	15,851,600	13,190,200	4,449,700	14,900,700	1,710,500	13.0%	14,916,300
5.1 Capital Program Allocation	(1,873,300)	(1,983,900)	(717,100)	(1,805,200)	178,700	-9.0%	(1,812,800)
5.2 Shared Services	(351,500)	(53,000)	-	-	53,000	-100.0%	-
7.0 Unallocated Reserve	-	797,200	-	1,729,300	932,100	116.9%	2,723,000
<b>Grand Total</b>	<b>\$ 69,193,600</b>	<b>\$ 66,021,100</b>	<b>\$ 28,473,500</b>	<b>\$ 71,966,400</b>	<b>\$ 5,945,300</b>	<b>9.0%</b>	<b>\$ 73,091,300</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Administration	\$ 1,821,400	\$ 1,977,400	\$ 736,900	\$ 2,187,100	\$ 209,700	10.6%	\$ 2,195,100
Water Treatment Plants	53,581,200	50,535,500	21,260,000	54,029,600	3,494,100	6.9%	54,147,600
Water Engineering	1,456,300	1,672,300	672,700	1,360,900	(311,400)	-18.6%	1,365,100
Water Quality	1,272,700	1,846,600	811,500	1,944,700	98,100	5.3%	1,929,400
Water System Operations	-	797,200	-	1,729,300	932,100	116.9%	2,723,000
Unallocated	-	-	-	-	-	-	-
Pumping Stations	11,062,000	9,192,100	4,992,400	10,714,800	1,522,700	16.6%	10,731,100
<b>Grand Total</b>	<b>\$ 69,193,600</b>	<b>\$ 66,021,100</b>	<b>\$ 28,473,500</b>	<b>\$ 71,966,400</b>	<b>\$ 5,945,300</b>	<b>9.0%</b>	<b>\$ 73,091,300</b>



# Water System Operations

## Alum Sludge Hauling Project:

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

Mobile Dredging & Video Pipe, CON-170 - Analysis (Alum Sludge hauling, removal & disposal program)									
Location	FY 2019 Adopted Budget	FY 2019 Amended Budget	FY 2019 Activity	FY 2020 Adopted Budget	FY 2020 Activity @ 12.31.2019	FY 2020 Activity @ 01.31.2020	FY 2020 Estimate (Feb thru Jun)	FY 2020 Forecasted Budget	FY 2021 Department Requested
Springwells WTP	\$ 1,628,600	\$ 4,628,600	\$ 5,038,952	\$ 3,023,300	\$ 2,850,864	\$ 2,850,864	\$ -	\$ 3,023,300	\$ 3,482,600
Northeast WTP	696,400	2,015,900	2,981,707	1,121,800	805,920	805,920	-	1,121,800	2,000,000
Southwest WTP	-	2,000,000	2,613,760	600,000	-	1,044,646	1,520,000	2,500,000	2,600,000
<b>Totals:</b>	<b>\$ 2,325,000</b>	<b>\$ 8,644,500</b>	<b>\$ 10,634,418</b>	<b>\$ 4,745,100</b>	<b>\$ 3,656,784</b>	<b>\$ 4,701,430</b>	<b>\$ 1,520,000</b>	<b>\$ 6,645,100</b>	<b>\$ 8,082,600</b>
							<b>**Estimate</b>		

## Water System Operations- Personnel

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

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



# Field Service Operations Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 4,457,400	\$ 5,214,200	\$ 2,023,400	\$ 5,216,300	\$ 2,100	0.0%	\$ 5,241,100
4.2 Supplies & Other	637,900	402,700	193,100	578,200	175,500	43.6%	578,200
4.3 Contractual Services	11,663,200	12,521,300	3,273,800	12,308,100	(213,200)	-1.7%	12,453,900
5.1 Capital Program Allocation	(600)	(128,400)	-	(127,500)	900	-0.7%	(128,000)
5.2 Shared Services	(28,400)	(16,700)	(6,900)	(17,000)	(300)	1.8%	(17,400)
<b>Grand Total</b>	<b>\$ 16,729,500</b>	<b>\$ 17,993,100</b>	<b>\$ 5,483,400</b>	<b>\$ 17,958,100</b>	<b>\$ (35,000)</b>	<b>-0.2%</b>	<b>\$ 18,127,800</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Field Service Operations	\$ 16,729,500	\$ 17,993,100	\$ 5,483,400	\$ 17,958,100	\$ (35,000)	-0.2%	\$ 18,127,800
<b>Grand Total</b>	<b>\$ 16,729,500</b>	<b>\$ 17,993,100</b>	<b>\$ 5,483,400</b>	<b>\$ 17,958,100</b>	<b>\$ (35,000)</b>	<b>-0.2%</b>	<b>\$ 18,127,800</b>

## Field Service Operations (Centralized Services)

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

# Facility Operations Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 1,576,100	\$ 2,090,400	\$ 824,600	\$ 2,129,600	\$ 39,200	1.9%	\$ 2,139,400
4.2 Supplies & Other	728,300	963,200	382,100	727,900	(235,300)	-24.4%	709,600
4.3 Contractual Services	3,025,000	3,546,400	1,928,700	3,330,800	(215,600)	-6.1%	3,332,200
5.2 Shared Services	29,500	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 5,358,900</b>	<b>\$ 6,600,000</b>	<b>\$ 3,135,400</b>	<b>\$ 6,188,300</b>	<b>\$ (411,700)</b>	<b>-6.2%</b>	<b>\$ 6,181,200</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Facility Operations	\$ 5,358,900	\$ 6,600,000	\$ 3,135,400	\$ 6,188,300	\$ (411,700)	-6.2%	\$ 6,181,200
<b>Grand Total</b>	<b>\$ 5,358,900</b>	<b>\$ 6,600,000</b>	<b>\$ 3,135,400</b>	<b>\$ 6,188,300</b>	<b>\$ (411,700)</b>	<b>-6.2%</b>	<b>\$ 6,181,200</b>

## Facility Operations (Centralized Services)

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

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

# Wastewater System Operations Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 36,668,300	\$ 36,219,200	\$ 15,096,400	\$ 37,871,500	\$ 1,652,300	4.6%	\$ 38,559,200
3.1 Electric	12,329,000	12,491,400	5,257,600	12,538,000	46,600	0.4%	12,782,000
3.2 Gas	5,432,200	5,344,600	1,630,700	5,491,000	146,400	2.7%	5,597,000
3.3 Sewage Service	1,408,900	1,280,200	723,000	1,417,500	137,300	10.7%	1,443,500
3.4 Water Service	3,569,500	3,566,700	1,373,500	3,880,100	313,400	8.8%	3,955,300
4.1 Chemicals	8,186,800	9,123,900	3,883,100	8,365,900	(758,000)	-8.3%	8,492,000
4.2 Supplies & Other	17,535,400	14,248,600	5,413,900	13,344,400	(904,200)	-6.3%	13,036,000
4.3 Contractual Services	28,029,600	26,512,900	9,958,800	26,663,100	150,200	0.6%	26,870,300
5.1 Capital Program Allocation	(1,325,900)	(1,239,400)	(453,900)	(1,325,800)	(86,400)	7.0%	(1,331,600)
5.2 Shared Services	(229,500)	(154,300)	(64,300)	(157,400)	(3,100)	2.0%	(160,400)
7.0 Unallocated Reserve		5,764,900		4,603,900	(1,161,000)	-20.1%	5,971,800
<b>Grand Total</b>	<b>\$ 111,628,200</b>	<b>\$ 113,158,700</b>	<b>\$ 42,818,800</b>	<b>\$ 112,692,200</b>	<b>\$ (466,500)</b>	<b>-0.4%</b>	<b>\$ 115,215,100</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Wastewater Administration	\$ 1,983,900	\$ 2,507,800	\$ 688,300	\$ 2,667,300	\$ 159,500	6.4%	\$ 2,695,000
Water Resource Recovery Facility	86,163,100	84,982,400	33,695,300	86,374,600	1,392,200	1.6%	87,918,200
Wastewater Engineering	1,778,200	2,262,000	685,100	2,453,300	191,300	8.5%	2,563,500
Industrial Waste Control	2,708,600	2,407,100	961,200	2,496,300	89,200	3.7%	2,511,500
Wastewater Laboratories	4,047,300	4,148,900	1,940,900	4,558,500	409,600	9.9%	4,195,500
Combined Sewer Overflow	12,688,700	11,085,600	4,848,000	9,538,300	(1,547,300)	-14.0%	9,359,600
Wastewater Operations Unallocated		5,764,900	-	4,603,900	(1,161,000)	-20.1%	5,971,800
<b>Grand Total</b>	<b>\$ 109,369,800</b>	<b>\$ 113,158,700</b>	<b>\$ 42,818,800</b>	<b>\$ 112,692,200</b>	<b>\$ (466,500)</b>	<b>-0.4%</b>	<b>\$ 115,215,100</b>

# Wastewater System Operations

- Operational optimization
  - ✓ Biosolid management
  - ✓ Chemical reduction
- Focus areas for coming fiscal year
  - ✓ Overhaul of the instrumentation and controls for the facilities
  - ✓ SCADA reliability and security
  - ✓ Implementation of predictive tools
  - ✓ Maximizing our CMMS system
  - ✓ Focus on small focused projects
- **Staffing**
  - ✓ Three Maintenance Technicians were added in FY 2021 at a cost of \$120,000
  - ✓ In FY 2020 a Plant Technician was converted from a contract to a GLWA team member. The conversion resulted in a \$37,000 in cost.



# Planning Services Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 4,538,200	\$ 6,272,400	\$ 1,996,400	\$ 6,450,600	\$ 178,200	2.8%	\$ 7,220,900
3.1 Electric	88,600	80,500	24,600	81,700	1,200	1.5%	82,000
4.2 Supplies & Other	475,800	726,400	189,400	564,900	(161,500)	-22.2%	565,000
4.3 Contractual Services	10,415,300	13,295,700	5,596,400	10,051,200	(3,244,500)	-24.4%	9,833,400
5.1 Capital Program Allocation	-	-	-	-	-	0.0%	-
5.2 Shared Services	(378,400)	(60,000)	(50,000)	-	60,000	-100.0%	-
6.0 Capital Outlay	-	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 15,139,500</b>	<b>\$ 20,315,000</b>	<b>\$ 7,756,800</b>	<b>\$ 17,148,400</b>	<b>\$ (3,166,600)</b>	<b>-15.6%</b>	<b>\$ 17,701,300</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY2021 Percent Variance	FY 2022 Department Requested
Chief Planning Officer	\$ 368,600	\$ 408,900	\$ 128,800	\$ 382,000	\$ (26,900)	-6.6%	\$ 383,600
Systems Planning	4,842,900	3,386,100	1,534,400	2,960,700	(425,400)	-12.6%	3,046,900
Asset Management	3,115,100	2,966,600	1,142,000	3,693,900	727,300	24.5%	4,370,200
Systems Analytics	6,155,800	7,190,500	2,040,800	6,552,200	(638,300)	-8.9%	6,612,100
Capital Improvement Planning	657,100	6,362,900	2,910,800	3,559,600	(2,803,300)	-44.1%	3,288,500
<b>Grand Total</b>	<b>\$ 15,139,500</b>	<b>\$ 20,315,000</b>	<b>\$ 7,756,800</b>	<b>\$ 17,148,400</b>	<b>\$ (3,166,600)</b>	<b>-15.6%</b>	<b>\$ 17,701,300</b>



# Planning Services (Centralized Services)

## **Systems Planning**

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

## **Asset Management**

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

## **Systems Analytics**

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

# Planning Services (Centralized Services)

## Capital Improvement Planning

- Begin system wide CIP with contractual services provided by AECOM

AECOM (CS-272)	Total Contract	FY2019 Actual	FY 2020 Estimate of Services Provided through 11.20.2019		Forecast for FY 2020	FY 2020 Forecast as Percent of Contract Total	FY 2021 Projected Spend	FY 2020 Adopted Budget	FY 2021 Department Requested
Operations & Maintenance	\$15,518,940	\$538,400	\$2,335,800		\$5,849,400	37.7%	\$3,823,500	\$3,206,200	\$2,938,700
Capital	43,092,100	20,100	1,727,000		4,220,700	9.8%	9,607,600	NA	NA
Total	\$58,611,040	\$558,500	\$4,062,800		\$10,070,100	17.2%	\$13,431,100	NA	NA

The AECOM contract is in the early stages of the project. The variances between the amounts budgeted and forecasted are the result of the changing priorities that are occurring as the project develops. The budget request is based on the best estimates of the project timeline and does not come from a specific project plan. A more detailed project plan is underway.

# Information Technology Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 5,977,100	\$ 7,550,300	\$ 2,771,200	\$ 7,761,300	\$ 211,000	2.8%	\$ 7,794,800
4.2 Supplies & Other	6,238,700	5,991,400	\$ 2,301,400	7,662,800	1,671,400	27.9%	7,138,800
4.3 Contractual Services	16,904,500	21,007,900	\$ 8,302,200	20,069,300	(938,600)	-4.5%	19,808,500
5.2 Shared Services	(5,409,100)	(3,185,700)	\$ (1,640,900)	(2,020,000)	1,165,700	-36.6%	(357,000)
6.0 Capital Outlay	2,249,100	4,890,500	\$ 2,103,700	5,503,300	612,800	12.5%	5,998,800
<b>Grand Total</b>	<b>\$ 25,960,300</b>	<b>\$ 36,254,400</b>	<b>\$ 13,837,600</b>	<b>\$ 38,976,700</b>	<b>\$ 2,722,300</b>	<b>7.5%</b>	<b>\$ 40,383,900</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
<b>Information Technology</b>	<b>\$ 25,960,300</b>	<b>\$ 36,254,400</b>	<b>\$ 13,837,600</b>	<b>\$ 38,976,700</b>	<b>\$ 2,722,300</b>	<b>7.5%</b>	<b>\$ 40,383,900</b>
Enterprise Asset Management Systems	\$ 5,371,300	\$ 5,914,000	\$ 2,091,100	\$ 9,685,800	\$ 3,771,800	63.8%	\$ 9,811,200
Business Productivity Systems	635,900	4,098,700	789,300	2,570,600	(1,528,100)	-37.3%	2,139,600
Infrastructure	14,779,500	19,432,400	8,937,000	19,802,900	370,500	1.9%	21,443,400
Security & Risk	223,500	403,200	112,500	459,800	56,600	14.0%	462,100
Service Delivery	3,123,300	3,807,700	1,004,900	3,875,200	67,500	1.8%	3,928,700
Project Management Office	1,164,000	1,622,600	570,600	1,704,200	81,600	5.0%	1,716,700
Office of the CIO	662,800	975,800	332,200	878,200	(97,600)	-10.0%	882,200
<b>Grand Total</b>	<b>\$ 25,960,300</b>	<b>\$ 36,254,400</b>	<b>\$ 13,837,600</b>	<b>\$ 38,976,700</b>	<b>\$ 2,722,300</b>	<b>7.5%</b>	<b>\$ 40,383,900</b>

# Information Technology (Centralized Services)

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

## Information Technology (Centralized Services)

The variance between the FY 2021 Requested Budget and the FY 2019 Actual is \$13,016,400. The table below lists the items that comprise the majority of this variance. Additional commentary regarding these variances continues on the next page.

Description	FY 2019 Actual	FY 2021 Department Requested	Dollar Variance
Shared Service Activity	(\$5,409,100)	(\$2,020,000)	\$3,389,100
Personnel	5,797,800	7,761,500	1,963,700
Enterprise Asset Management (EAM) System Subscription	-	1,500,000	1,500,000
Enterprise Resource Planning (ERP) Subscription	-	1,500,000	1,500,000
AT&T negotiated one time credit	(1,300,000)	-	1,300,000
Data Center Modernization (Replication, Backup & Recovery)	2,343,700	3,313,800	970,100
Oracle Database Licensing	-	850,000	850,000
GIS Strategic Services	-	720,000	720,000
Program Management Information System (PMIS)	-	250,000	250,000
Information Technology Service Management System (ITSM)	-	100,000	100,000
<b>Total</b>	<b>\$1,432,400</b>	<b>\$13,975,300</b>	<b>\$12,542,900</b>

## Information Technology (Centralized Services)

- Shared Services – A reduction in Shared Services revenue is realized in FY 2021 as the bifurcation activities continue. Although the revenue is reduced in FY 2021, the continued need for the budget of expenses remains as focus is shifted from the Shared Services to GLWA projects and initiatives.
- Personnel – Positions that were vacant in FY 2019 are being filled in FY 2020 and FY 2021.
- The largest portion of the total variance can be attributed to new systems implementations which are needed as the organization continues to grow and as new operational and business needs are identified. New initiatives include the following.
  - ✓ Enterprise Asset Management (EAM) – To replace the work order and asset management system
  - ✓ Enterprise Resource Planning (ERP) – To replace the Finance and HR/Payroll systems
  - ✓ Data Center modernization
  - ✓ GIS Strategic Services
  - ✓ Project Management Information System (PMIS) – Used for CIP projects
  - ✓ Information Technology Service Management – Used for incident and ticket management

# Security and Integrity Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Categories	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 5,420,900	\$ 5,431,500	\$ 2,521,600	\$ 5,492,500	\$ 61,000	1.1%	\$ 5,520,000
4.2 Supplies & Other	502,000	378,500	93,700	453,100	74,600	19.7%	485,000
4.3 Contractual Services	312,400	314,100	38,700	345,300	31,200	9.9%	352,200
5.2 Shared Services	(487,700)	(325,000)	(135,400)	(331,500)	(6,500)	2.0%	(338,100)
<b>Grand Total</b>	<b>\$ 5,747,600</b>	<b>\$ 5,799,100</b>	<b>\$ 2,518,600</b>	<b>\$ 5,959,400</b>	<b>\$ 160,300</b>	<b>2.8%</b>	<b>\$ 6,019,100</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
<b>Security &amp; Integrity Area</b>	<b>\$ 5,747,600</b>	<b>\$ 5,799,100</b>	<b>\$ 1,488,157</b>	<b>\$ 5,959,400</b>	<b>\$ 160,300</b>	<b>2.8%</b>	<b>\$ 6,019,100</b>
HazMat	1,540,800	1,545,500	\$ 653,300	1,594,200	48,700	3.2%	1,666,800
Security and Integrity	4,206,800	4,253,600	\$ 1,865,300	4,365,200	111,600	2.6%	4,352,300
<b>Grand Total</b>	<b>\$ 5,747,600</b>	<b>\$ 5,799,100</b>	<b>\$ 2,518,600</b>	<b>\$ 5,959,400</b>	<b>\$ 160,300</b>	<b>2.8%</b>	<b>\$ 6,019,100</b>



# Security and Integrity (Centralized Services)

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

# Chief Administrative & Compliance Officer Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 922,000	\$ 1,233,300	\$ 450,100	\$ 1,469,000	\$ 235,700	19.1%	\$ 1,475,300
4.2 Supplies & Other	20,800	23,100	12,800	28,100	5,000	21.6%	28,200
4.3 Contractual Services	3,562,200	3,911,300	1,795,300	4,089,200	177,900	4.5%	4,144,600
<b>Grand Total</b>	<b>\$ 4,505,000</b>	<b>\$ 5,167,700</b>	<b>\$ 2,258,200</b>	<b>\$ 5,586,300</b>	<b>\$ 418,600</b>	<b>8.1%</b>	<b>\$ 5,648,100</b>

## *Biennial Budget Request by Team*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 922,000	\$ 1,233,300	\$ 450,100	\$ 1,469,000	\$ 235,700	19.1%	\$ 1,475,300
4.2 Supplies & Other	20,800	23,100	12,800	28,100	5,000	21.6%	28,200
4.3 Contractual Services	3,562,200	3,911,300	1,795,300	4,089,200	177,900	4.5%	4,144,600
<b>Grand Total</b>	<b>\$ 4,505,000</b>	<b>\$ 5,167,700</b>	<b>\$ 2,258,200</b>	<b>\$ 5,586,300</b>	<b>\$ 418,600</b>	<b>8.1%</b>	<b>\$ 5,648,100</b>

## Chief Administrative & Compliance Officer (Administrative Services)

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

# General Counsel Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 817,800	\$ 941,400	\$ 409,300	\$ 971,900	\$ 30,500	3.2%	\$ 975,800
4.2 Supplies & Other	24,100	78,400	10,400	79,900	1,500	1.9%	81,500
4.3 Contractual Services	1,164,700	2,019,100	703,100	2,059,400	40,300	2.0%	2,100,500
<b>Grand Total</b>	<b>\$ 2,006,600</b>	<b>\$ 3,038,900</b>	<b>\$ 1,122,800</b>	<b>\$ 3,111,200</b>	<b>\$ 72,300</b>	<b>2.4%</b>	<b>\$ 3,157,800</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
General Counsel	\$ 2,006,600	\$ 3,038,900	\$ 1,122,800	\$ 3,111,200	\$ 72,300	2.4%	\$ 3,157,800
<b>Grand Total</b>	<b>\$ 2,006,600</b>	<b>\$ 3,038,900</b>	<b>\$ 1,122,800</b>	<b>\$ 3,111,200</b>	<b>\$ 72,300</b>	<b>2.4%</b>	<b>\$ 3,157,800</b>

## General Counsel (Administrative Services)

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

# Organizational Development Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 2,411,600	\$ 2,856,100	\$ 888,000	\$ 3,135,700	\$ 279,600	9.8%	\$ 3,149,700
4.2 Supplies & Other	222,800	210,300	86,200	419,000	208,700	99.2%	427,000
4.3 Contractual Services	580,000	1,300,000	137,900	866,500	(433,500)	-33.3%	1,131,500
5.2 Shared Services	(7,100)						
<b>Grand Total</b>	<b>\$ 3,207,300</b>	<b>\$ 4,366,400</b>	<b>\$ 1,112,100</b>	<b>\$ 4,421,200</b>	<b>\$ 54,800</b>	<b>1.3%</b>	<b>\$ 4,708,200</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Organizational Development	\$ 3,207,300	\$ 4,366,400	\$ 1,112,100	\$ 4,421,200	\$ 54,800	1.3%	\$ 4,708,200
<b>Grand Total</b>	<b>\$ 3,207,300</b>	<b>\$ 4,366,400</b>	<b>\$ 1,112,100</b>	<b>\$ 4,421,200</b>	<b>\$ 54,800</b>	<b>1.3%</b>	<b>\$ 4,708,200</b>

# Organizational Development (Administrative Services)

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



# Public Affairs Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 526,000	\$ 728,300	\$ 270,200	\$ 755,100	\$ 26,800	3.7%	\$ 804,700
4.2 Supplies & Other	336,900	333,800	79,700	476,300	142,500	42.7%	432,000
4.3 Contractual Services	398,800	324,000	163,100	356,500	32,500	10.0%	356,500
<b>Grand Total</b>	<b>\$ 1,261,700</b>	<b>\$ 1,386,100</b>	<b>\$ 513,000</b>	<b>\$ 1,587,900</b>	<b>\$ 201,800</b>	<b>14.6%</b>	<b>\$ 1,593,200</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Public Affairs	\$ 1,261,700	\$ 1,386,100	\$ 513,000	\$ 1,587,900	\$ 201,800	14.6%	\$ 1,593,200
<b>Grand Total</b>	<b>\$ 1,261,700</b>	<b>\$ 1,386,100</b>	<b>\$ 513,000</b>	<b>\$ 1,587,900</b>	<b>\$ 201,800</b>	<b>14.6%</b>	<b>\$ 1,593,200</b>

# Public Affairs (Administrative Services)

- Year two of GLWA Brand Awareness Campaign (five-month broadcast/ digital initiative) (Supplies & Other)
- Funding of GLWA five-year anniversary activities
  - ✓ This one-time funding request of \$50,000 for FY 2021 will cover the costs of communications, events, and supplies.
  - ✓ The budget for the GLWA five-year anniversary can be found in the Supplies & Other budget category.
- Implementation of the team member recognition program (Supplies & Other)
- Increased use of Fleishman Hillard services (Contractual Services) which include the following
  - ✓ Communications services for media outreach and branding awareness campaign
  - ✓ Conduct internal communications annual survey
  - ✓ Draft and design the annual Year in Review publication
  - ✓ Video crew and equipment for town hall meetings and for the GLWA branding videos

# Financial Services Budget Summary

## Biennial Budget Request by Expense Category

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 10,531,000	\$ 12,016,100	\$ 4,657,600	\$ 12,536,600	\$ 520,500	4.3%	\$ 12,583,500
3.0 Utilities	59,500	16,200	10,300	94,800	78,600	485.2%	96,500
4.2 Supplies & Other	391,100	629,600	136,400	654,700	25,100	4.0%	653,400
4.3 Contractual Services	2,904,600	2,523,900	1,216,200	2,711,000	187,100	7.4%	2,690,100
5.1 Capital Program Allocation	(90,700)	(78,500)	-	(84,900)	(6,400)	8.2%	(85,300)
5.2 Shared Services	(326,800)	(623,900)	(67,000)	(268,400)	355,500	-57.0%	(273,700)
<b>Grand Total</b>	<b>\$ 13,468,700</b>	<b>\$ 14,483,400</b>	<b>\$ 5,953,500</b>	<b>\$ 15,643,800</b>	<b>\$ 1,160,400</b>	<b>8.0%</b>	<b>\$ 15,664,500</b>

## Biennial Budget Request by Team

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
<b>CFO Services</b>	<b>\$ 4,777,900</b>	<b>\$ 4,488,400</b>	<b>\$ 2,046,000</b>	<b>\$ 5,298,700</b>	<b>\$ 810,300</b>	<b>18.1%</b>	<b>\$ 5,265,000</b>
Chief Financial Officer	678,100	840,400	336,900	828,900	(11,500)	-1.4%	831,800
Data Analytics & Internal Audit	633,700	544,000	265,700	750,500	206,500	38.0%	756,800
Financial Planning & Analysis	1,150,400	1,239,200	495,500	1,358,600	119,400	9.6%	1,369,400
Public Finance	1,147,400	878,400	408,700	1,014,300	135,900	15.5%	946,500
Reporting and Compliance	447,000	395,200	216,800	516,900	121,700	30.8%	519,200
Treasury	721,300	591,200	322,400	829,500	238,300	40.3%	841,300
<b>Business Operations Support Services</b>	<b>5,651,000</b>	<b>6,483,200</b>	<b>2,552,400</b>	<b>6,963,100</b>	<b>479,900</b>	<b>7.4%</b>	<b>6,989,500</b>
Procurement Director	2,596,200	2,715,300	1,127,500	3,111,600	396,300	14.6%	3,121,900
Logistics and Materials	1,691,400	1,723,900	827,300	1,921,300	197,400	11.5%	1,934,400
Owners' Representative	615,800	629,100	272,100	590,300	(38,800)	-6.2%	594,200
Transformation	747,600	1,414,900	325,500	1,339,900	(75,000)	-5.3%	1,339,000
<b>Financial Reporting &amp; Accounting</b>	<b>3,039,800</b>	<b>3,511,800</b>	<b>1,355,100</b>	<b>3,382,000</b>	<b>(129,800)</b>	<b>-3.7%</b>	<b>3,410,000</b>
<b>Grand Total</b>	<b>\$ 13,468,700</b>	<b>\$ 14,483,400</b>	<b>\$ 5,953,500</b>	<b>\$ 15,643,800</b>	<b>\$ 1,160,400</b>	<b>8.0%</b>	<b>\$ 15,664,500</b>

# Financial Services (Administrative Services)

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

- Personnel
  - ✓ Procurement Director – Addition of 3 FTE: (1) Management Professional, (2) Professional Administrative Analysts to meet growing demands.
  - ✓ The FY 2021 budget for the additional 3 FTEs is \$300,000.
- Utilities
  - ✓ Logistics & Materials - McKinstry Warehouse: New connection for Electric (previously shared); Gas now billed separately
- Contractual Services
  - ✓ Public Finance - Service Charges Consultant for year of transition as previously reported; budgeted for \$100,000 in FY 2021, not budgeted in FY 2020 (budget amendment is anticipated)

## Financial Services (Administrative Services)

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

- Contractual Services (continued)
  - ✓ Data Analytics & Internal Audit - Continuation of Construction Audit Services; Expansion on Internal Audit Program. The budget for FY 2020 is \$81,200 (a budget amendment will be needed to cover the increase in services). The budget request for FY 2021 is \$250,000 which includes expansion of internal audit effort in operational, financial, and program areas.
- Shared Services
  - ✓ Treasury - Lower bank fees based on historical review

# Chief Executive Officer Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Categories	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 384,900	\$ 386,400	\$ 156,500	\$ 397,200	\$ 10,800	2.8%	\$ 398,700
4.2 Supplies & Other	180,400	184,300	82,000	202,600	18,300	9.9%	206,700
4.3 Contractual Services	-	62,000	-	63,200	1,200	1.9%	64,600
<b>Grand Total</b>	<b>\$ 565,300</b>	<b>\$ 632,700</b>	<b>\$ 238,500</b>	<b>\$ 663,000</b>	<b>\$ 30,300</b>	<b>4.8%</b>	<b>\$ 670,000</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Chief Executive Officer	\$ 565,300	\$ 632,700	\$ 238,500	\$ 663,000	\$ 30,300	4.8%	\$ 670,000
<b>Grand Total</b>	<b>\$ 565,300</b>	<b>\$ 632,700</b>	<b>\$ 238,500</b>	<b>\$ 663,000</b>	<b>\$ 30,300</b>	<b>4.8%</b>	<b>\$ 670,000</b>

## Chief Executive Officer (Administrative Services)

- The increase in the FY 2021 budget for Supplies & Other of \$18,300 is due to the following items.
  - ✓ Park Rite (Mileage & Parking) – In FY 2019 there was an increase in the price of the 26 parking spaces from \$150 to \$200 per space. The budget for FY 2021 reflects this increase. At the time the increase became known, the budget for FY 2020 had already been created. A budget amendment will be required for FY 2020.
  - ✓ The FY 2021 budget for Membership Dues includes the estimated increase in the National Association of Clean Water and the Association of Metropolitan Water annual corporate dues.



# Board of Directors Budget Summary

## *Biennial Budget Request by Expense Category*

Expense Category	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
2.0 Personnel	\$ 100,800	\$ 154,500	\$ 46,200	\$ 154,200	\$ (300)	-0.2%	\$ 157,300
4.2 Supplies & Other	3,400	47,900	1,100	43,400	(4,500)	-9.4%	44,300
<b>Grand Total</b>	<b>\$ 104,200</b>	<b>\$ 202,400</b>	<b>\$ 47,300</b>	<b>\$ 197,600</b>	<b>\$ (4,800)</b>	<b>-2.4%</b>	<b>\$ 201,600</b>

## *Biennial Budget Request by Team*

Team	FY 2019 Actual	FY 2020 Forecasted Budget	FY 2020 Activity as of 11.30.2019	FY 2021 Department Requested	FY 2021 Dollar Variance	FY 2021 Percent Variance	FY 2022 Department Requested
Board of Directors	\$ 104,200	\$ 202,400	\$ 47,300	\$ 197,600	\$ (4,800)	-2.4%	\$ 201,600
<b>Grand Total</b>	<b>\$ 104,200</b>	<b>\$ 202,400</b>	<b>\$ 47,300</b>	<b>\$ 197,600</b>	<b>\$ (4,800)</b>	<b>-2.4%</b>	<b>\$ 201,600</b>

## Board of Directors (Administrative Services)

- The slight decrease in the Board of Directors FY 2021 budget from FY 2020 is due to a revision in estimates.

# Grants and Rebates

The following is a list of grants and rebates that have been awarded to GLWA. This list is not complete. Information continues to be gathered on both grants that have been applied for and grants/rebates that have been awarded.

- Energy, Research & Innovation
  - ✓ Water Research Foundation – “Managing Prestressed Concrete Cylinder Pipe (PCCP) to Extend Asset Life”. This project has not started; funds have not been received yet - \$100,000.
  - ✓ Water Research Foundation – “Performance of Manufactured in-place Composite Pipe (MICP)Renewal Systems for Large Diameter Pipe”. This project has not started; funds have not been received yet - \$25,000.
- Field Services
  - ✓ SEMCOG – Valve survey work performed by Lakeshore Global. Funds will be received when work is completed (FY 2020) - \$30,000.
- DTE Rebates
  - ✓ In 2018 GLWA received \$21,200 in rebates for WRRF.
  - ✓ In 2019 GLWA received \$5,200 in rebates for lighting replacements and scum concentrator.



**GLWA**  
*Great Lakes Water Authority*

