

***Highlights from Terri Tabor Conerway Chief Organizational Development Director***

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

❖ **Apprentice Program**

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

❖ **Ceridian Reimplementation**

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

❖ **Compensation Team**

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

❖ **GLWA Handbook,**

Review and update “The Way We Work”

**Organization**

The Organizational Development Area consists of seven teams.

- ❖ **Administration** Provides coordination and support to the Organizational Development Group and strategic direction for the utility relative to human relations as well as team support and development.
- ❖ **Talent Management** From recruitment to retirement talent management is responsible supporting all aspects of the employment relationship within the GLWA team.
- ❖ **Organizational Wellness** Provides strategy, implementation and administration of health and welfare plans and wellness initiatives that meet the needs of team members and supports talent retention efforts.
- ❖ **Training** Ensures new GLWA team members receive essential orientation and mandatory health and safety training. The Training Team is also responsible for planning, coordinating, and delivering ongoing health and safety and leadership development training to all GLWA team members. The Training Team provides training opportunities to GLWA’s member partners through the One Water Institute.
- ❖ **Performance** the Performance Team supports the performance review, progression processes and provides a pipeline of skilled talent through the development and administration of apprenticeships
- ❖ **Recruiting** supports the processes of matching GLWA and prospective team members from identification to interview to offer to on-boarding support.

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

### Biennial Budget Request

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

### Biennial Budget Request by Expense Category

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

### Biennial Budget Request by Team

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

## Personnel Budget

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

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

*Staffing Plan* - The table below presents the number of positions in the plan. Each position has a value of one. The position count does not distinguish between a position that is filled 100% (2,080 hours per year), filled for a number of hours less than 2,080 per year, or one that is vacant.

### *Staffing Plan – Number of Positions*

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

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

### *Full-time Equivalent*

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

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

### *Personnel Budget*

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

## Five-Year Financial Plan

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

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

### *Five-Year Financial Plan by Team*

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

## Capital Outlay

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



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## Line-Item Budget and Financial Plan

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

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



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