

***Highlights from Sue F. McCormick, Chief Executive Officer***

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

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

**Organization**

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

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

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

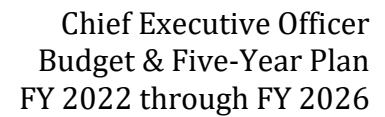
**Chief Executive Officer**

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

**Expense Categories**

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

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



## Biennial Budget Request

*Biennial Budget Request by Expense Category*

### Biennial Budget Request by Team

## Personnel Budget

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

### Staffing Plan – Number of Positions

[illegible]

*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, each year based upon a standard of 2,080 hours per year. For this budget area, the Staffing Plan and the FTEs are consistent.

#### *Full Time Equivalent*s

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

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

#### *Personnel Budget*

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

## Five Year Financial Plan

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

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

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

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

## Capital Outlay

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

## Line Item Budget and Financial Plan

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

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