

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

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

**Water System Programs:**

❖ **Linear System Integrity Program**

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

❖ **Water Performance Monitoring**

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

❖ **Water Master Plan Update**

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

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

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

**Wastewater System Programs:**

❖ **Wastewater Master Plan**

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

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

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

❖ **Meter Dye Testing**

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

❖ **Professional and Technical Sewer Support Services**

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

## Both Systems (GLWA Wide) Initiatives

### ❖ Asset Management Planning

#### ○ Strategic Asset Management Plan (SAMP)

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

#### ○ Water and Wastewater Asset Management Plan (AMP) Development

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

### ❖ Capital Improvement Plan

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

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

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

❖ **Oracle Work and Asset Management System (WAM) Support**

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

**Planning Services Contracts**

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

**Water System**

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

*Water System Programs*

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

Expenditures that extend beyond contract completion assume contract renewal.

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

## Wastewater System Programs

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

### Wastewater System Programs

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

## Combined Water / Wastewater Programs

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

### *Combined System (GLWA Wide) Programs*

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

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

## Biennial Budget Request

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

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

### Biennial Budget Request by Expense Category

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

### *Biennial Budget Request by Team*

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

### **Personnel Budget**

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

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

### *Staffing Plan*

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

*Full Time 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 each year based upon a standard of 2,080 hours. For this budget area, the Staffing Plan and correlating FTEs project gradual, annual increases in staffing, leveling off to, “full” in FY 2024 and beyond.

### *Full Time Equivalent*s

| 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>Planning Services</b>     | <b>60.25</b>                     | <b>58.75</b>                       | <b>58.75</b>          | <b>61.50</b>          | <b>66.00</b>          | <b>66.00</b>          | <b>66.00</b>          |
| Chief Planning Officer       | 3.00                             | 2.00                               | 2.00                  | 2.00                  | 2.00                  | 2.00                  | 2.00                  |
| Systems Planning             | 4.00                             | 4.50                               | 6.00                  | 7.00                  | 7.00                  | 7.00                  | 7.00                  |
| Asset Management             | 7.00                             | 9.00                               | 7.50                  | 8.50                  | 11.00                 | 11.00                 | 11.00                 |
| Systems Analytics            | 40.00                            | 39.00                              | 37.00                 | 37.00                 | 39.00                 | 39.00                 | 39.00                 |
| Capital Improvement Planning | 6.25                             | 4.25                               | 6.25                  | 7.00                  | 7.00                  | 7.00                  | 7.00                  |



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

*Personnel Budget*

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

## Five Year Financial Plan

*Five-Year Financial Plan by Expense Category*

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

*Five-Year Financial Plan by Team*

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



## Capital Outlay

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

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

### *Five-Year Capital Outlay Plan by Asset Category*

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

### *Five-Year Capital Outlay Plan by Funding Source*

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

### *Five-Year Capital Outlay Plan by Team*

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

## Line Item Budget and Financial Plan

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

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



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

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