



Financial Services Audit Committee Communication

Work-in-Progress Notes - Draft FY 2022+ Budget as of December 18, 2020

The schedules below provide detail as it relates to the overall draft Operations and Maintenance budget. There are some refinements that the GLWA administration is working through as we prepare a proposed budget document for presentation in January 2021. Administration is committed, however, to the “top line” revenue requirement that includes the sum of O&M and the other key elements such as the contribution to the Improvement & Extension Funds being proposed to the Audit Committee.

Examples of open refinements:

1. Recent renewal rates and open enrollment census that become effective January 1, 2021. The impact will be an increase to fringe benefits to operating areas with an offset from other sections of the budget.
2. Final review of staffing is underway which may be offset with conversion of contractors to team members.
3. Labor market strategy and recruitment and retention efforts.
4. Evaluation of the sufficiency of the Unallocated Reserve to accommodate some of the above items.

Table 1 - Budget Trend by Major Category

| Category | FY 2020 Amended Budget | FY 2020 Actual | FY 2021 Board Adopted Budget | FY 2022 Department Requested | FY 2023 Department Requested | FY 2024 Department Requested | FY 2025 Department Requested | FY 2026 Department Requested |
|---------------------------------|------------------------------|----------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| A - Water Operations | 66,021,100 | 68,889,800 | 71,966,400 | 74,976,530 | 77,470,172 | 79,701,892 | 82,910,848 | 85,002,978 |
| B - Sewer Operations | 115,985,200 | 105,782,700 | 115,676,400 | 113,608,916 | 115,616,585 | 119,148,160 | 122,441,095 | 126,001,738 |
| C - Centralized Services | 97,731,600 | 102,810,200 | 102,721,300 | 105,205,203 | 106,274,956 | 106,845,944 | 106,987,475 | 107,672,957 |
| D - Administrative Services | 29,028,000 | 28,872,000 | 31,709,300 | 34,803,316 | 35,802,459 | 36,287,429 | 36,482,118 | 37,118,581 |
| Grand Total | 308,765,900 | 306,354,700 | 322,073,400 | 328,593,965 | 335,164,172 | 341,983,425 | 348,821,535 | 355,796,253 |
| FY 2020 - Achievement of Budget | | 99.2% | | | | | | |
| Variance from Prior Year Budget | FY 2020 Amended Budget | FY 2020 Performance Actual | FY 2021 Board Adopted Budget | FY 2022 Department Requested | FY 2023 Department Requested | FY 2024 Department Requested | FY 2025 Department Requested | FY 2026 Department Requested |
| A - Water Operations | | 4.3% | 9.0% | 4.2% | 3.3% | 2.9% | 4.0% | 2.5% |
| B - Sewer Operations | | -8.8% | -0.3% | -1.8% | 1.8% | 3.1% | 2.8% | 2.9% |
| C - Centralized Services | | 5.2% | 5.1% | 2.4% | 1.0% | 0.5% | 0.1% | 0.6% |
| D - Administrative Services | | -0.5% | 9.2% | 9.8% | 2.9% | 1.4% | 0.5% | 1.7% |
| Grand Total | | -0.8% | 4.3% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |

Table 2 – Expenses by Major Category

| O&M Expense Categories by Operating Area | Actual | | | FY 2021 Board Adopted Budget | FY 2021 Activity thru 09.30.2020 | FY 2022 Department Requested | FY 2023 Department Requested | FY 2024 Department Requested | FY 2025 Department Requested | FY 2026 Department Requested |
|--|----------------------------------|----------------------------------|----------------------------------|------------------------------|----------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| | FY 2018 Activity thru 06.30.2018 | FY 2019 Activity thru 06.30.2019 | FY 2020 Activity thru 06.30.2020 | | | | | | | |
| 2.0 Personnel | 95,525,800 | 98,588,800 | 104,266,400 | 110,333,100 | 26,169,423 | 112,148,607 | 114,309,216 | 115,854,679 | 116,348,262 | 116,841,862 |
| A Water Operations | 17,554,200 | 19,349,000 | 20,747,300 | 20,765,100 | 5,362,188 | 20,922,655 | 21,018,188 | 21,113,721 | 21,209,254 | 21,304,787 |
| B Wastewater Operations | 35,353,900 | 36,668,300 | 36,296,300 | 37,871,500 | 8,781,507 | 38,179,705 | 39,416,874 | 39,575,074 | 39,733,274 | 39,891,474 |
| C Centralized Services | 27,601,700 | 26,877,400 | 29,530,300 | 32,276,800 | 7,630,193 | 32,632,874 | 33,102,330 | 34,243,993 | 34,398,126 | 34,552,276 |
| D Administrative Services | 15,016,000 | 15,694,100 | 17,692,500 | 19,419,700 | 4,395,537 | 20,413,374 | 20,771,824 | 20,921,891 | 21,007,608 | 21,093,325 |
| 3.0 Utilities | 53,694,000 | 51,395,600 | 51,152,700 | 51,937,000 | 13,727,981 | 51,060,181 | 51,387,129 | 51,757,806 | 52,137,321 | 52,525,175 |
| A Water Operations | 26,801,100 | 26,130,400 | 27,670,400 | 26,153,800 | 8,017,013 | 26,669,800 | 26,669,800 | 26,669,800 | 26,669,800 | 26,669,800 |
| B Wastewater Operations | 26,732,700 | 25,037,200 | 23,388,100 | 25,531,600 | 5,682,986 | 24,145,793 | 24,470,600 | 24,839,100 | 25,216,400 | 25,602,000 |
| C Centralized Services | 139,100 | 168,500 | 65,900 | 156,800 | 21,696 | 152,550 | 152,850 | 153,150 | 153,450 | 153,750 |
| D Administrative Services | 21,100 | 59,500 | 28,300 | 94,800 | 6,286 | 92,038 | 93,879 | 95,756 | 97,671 | 99,625 |
| 4.1 Chemicals | 12,877,700 | 13,275,600 | 14,241,800 | 13,419,800 | 4,093,970 | 16,044,300 | 16,172,700 | 16,292,100 | 16,357,700 | 16,454,000 |
| A Water Operations | 4,804,700 | 5,088,800 | 5,569,400 | 5,053,900 | 1,835,396 | 6,662,600 | 6,662,600 | 6,662,600 | 6,662,600 | 6,662,600 |
| B Wastewater Operations | 8,073,000 | 8,186,800 | 8,672,400 | 8,365,900 | 2,258,574 | 9,381,700 | 9,510,100 | 9,629,500 | 9,695,100 | 9,791,400 |
| C Centralized Services | | | | - | - | | | | | |
| 4.2 Supplies & Other | 34,950,100 | 37,119,900 | 35,402,400 | 38,620,800 | 8,214,355 | 39,427,138 | 38,703,765 | 37,934,873 | 38,170,543 | 38,884,397 |
| A Water Operations | 4,068,900 | 5,023,700 | 4,509,600 | 5,168,800 | 907,022 | 4,779,100 | 4,784,100 | 4,779,100 | 4,779,100 | 4,779,100 |
| B Wastewater Operations | 13,064,300 | 18,411,600 | 15,908,900 | 14,241,900 | 4,091,803 | 15,958,736 | 15,593,976 | 14,559,916 | 14,495,710 | 14,707,550 |
| C Centralized Services | 11,799,300 | 12,505,100 | 13,811,500 | 17,306,900 | 2,911,629 | 16,357,852 | 15,803,948 | 16,023,682 | 16,271,925 | 16,721,803 |
| D Administrative Services | 6,017,600 | 1,179,500 | 1,172,400 | 1,903,200 | 303,901 | 2,331,450 | 2,521,741 | 2,572,176 | 2,623,808 | 2,675,945 |
| 4.3 Contractual Services | 100,456,700 | 101,873,100 | 106,371,700 | 106,154,600 | 24,625,678 | 106,444,559 | 107,550,167 | 106,215,578 | 106,409,574 | 106,959,715 |
| A Water Operations | 9,168,600 | 15,826,500 | 12,365,700 | 14,900,700 | 2,619,003 | 15,223,036 | 15,228,039 | 15,214,540 | 15,197,543 | 15,202,546 |
| B Wastewater Operations | 28,069,600 | 25,834,200 | 23,737,200 | 26,725,600 | 6,072,305 | 23,893,638 | 23,985,278 | 23,781,758 | 24,059,778 | 24,345,690 |
| C Centralized Services | 51,687,700 | 49,343,700 | 59,977,500 | 54,381,700 | 14,413,471 | 56,076,914 | 57,056,019 | 55,724,440 | 55,439,188 | 55,475,803 |
| D Administrative Services | 11,530,800 | 10,868,700 | 10,291,300 | 10,146,600 | 1,520,899 | 11,250,971 | 11,280,832 | 11,494,840 | 11,713,065 | 11,935,676 |
| 5.1 Capital Program Allocation | (1,683,300) | (3,380,700) | (3,347,200) | (3,447,700) | (777,248) | (3,391,514) | (3,419,771) | (3,434,255) | (3,448,739) | (3,463,222) |
| A Water Operations | (582,700) | (1,873,300) | (2,030,200) | (1,805,200) | (497,412) | (2,002,914) | (2,011,317) | (2,019,720) | (2,028,123) | (2,036,526) |
| B Wastewater Operations | (969,600) | (1,325,900) | (1,183,400) | (1,325,800) | (252,388) | (1,260,555) | (1,279,908) | (1,285,488) | (1,291,067) | (1,296,647) |
| C Centralized Services | (125,300) | (90,800) | (96,500) | (231,800) | (23,936) | (98,521) | (98,896) | (99,270) | (99,645) | (100,020) |
| D Administrative Services | (5,700) | (90,700) | (37,100) | (84,900) | (3,512) | (29,524) | (29,651) | (29,777) | (29,904) | (30,030) |
| 5.2 Shared Services | (9,908,100) | (7,139,400) | (1,733,700) | (3,412,900) | (1,131,241) | (1,892,500) | (1,927,300) | (1,963,000) | (1,999,200) | (2,036,000) |
| A Water Operations | (141,100) | (351,500) | 57,600 | - | - | - | - | - | - | - |
| B Wastewater Operations | (293,000) | (713,700) | (1,036,800) | (338,200) | (84,556) | (344,900) | (351,900) | (359,000) | (366,300) | (373,400) |
| C Centralized Services | (9,438,300) | (5,740,300) | (589,400) | (2,806,300) | (1,005,855) | (1,378,900) | (1,406,300) | (1,434,500) | (1,463,100) | (1,492,400) |
| D Administrative Services | (35,700) | (333,900) | (165,100) | (268,400) | (40,830) | (168,700) | (169,100) | (169,500) | (169,800) | (170,200) |
| 7.0 Unallocated Reserve | | | | 8,468,700 | - | 8,753,195 | 12,388,266 | 19,325,644 | 24,846,073 | 29,630,326 |
| A Water Operations | | | | 1,729,300 | - | 2,722,253 | 5,118,762 | 7,281,851 | 10,420,674 | 12,420,671 |
| B Wastewater Operations | | | | 4,603,900 | - | 3,654,800 | 4,271,566 | 8,407,300 | 10,898,200 | 13,333,670 |
| C Centralized Services | | | | 1,637,200 | - | 1,462,434 | 1,665,004 | 2,234,450 | 2,287,530 | 2,361,745 |
| D Administrative Services | | | | 498,300 | - | 913,708 | 1,332,934 | 1,402,043 | 1,239,669 | 1,514,240 |
| Grand Total | 285,912,900 | 291,732,900 | 306,354,100 | 322,073,400 | 74,922,917 | 328,593,965 | 335,164,172 | 341,983,425 | 348,821,535 | 355,796,253 |

Table 3 – Major Category with Cost Center Detail

| Area and Cost Center | 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 |
|--|------------------------------|---|------------------------------------|-------------------------------|--------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| A Water System Operations | 71,966,400 | 18,259,999 | 74,976,530 | 3,010,130 | 4.2% | 77,470,171 | 79,701,892 | 82,910,848 | 85,002,978 |
| 882001 - COO - Water Operations & Field Services | 462,900 | 128,352 | 486,052 | 23,152 | 5.0% | 487,764 | 489,476 | 491,189 | 492,901 |
| 882101 - Water Director | 1,724,200 | 352,456 | 1,800,747 | 76,547 | 4.4% | 1,807,199 | 1,813,651 | 1,820,103 | 1,826,555 |
| 882111 - Water Engineering | 1,360,900 | 289,875 | 1,308,236 | (52,664) | -3.9% | 1,311,284 | 1,309,332 | 1,312,379 | 1,315,427 |
| 882121 - Water Quality | 1,944,700 | 555,541 | 1,964,549 | 19,849 | 1.0% | 1,978,676 | 1,999,803 | 1,991,930 | 2,006,058 |
| 882131 - Water Works Park | 8,729,500 | 1,868,562 | 9,053,055 | 323,555 | 3.7% | 9,067,520 | 9,066,685 | 9,081,150 | 9,095,615 |
| 882141 - Springwells Water Plant | 13,631,400 | 4,258,676 | 13,616,489 | (14,911) | -0.1% | 13,631,030 | 13,642,272 | 13,656,814 | 13,671,356 |
| 882151 - Northeast Water Plant | 10,229,900 | 2,300,437 | 10,786,358 | 556,458 | 5.4% | 10,799,252 | 10,809,845 | 10,822,738 | 10,835,631 |
| 882161 - Southwest Water Plant | 9,407,500 | 2,123,622 | 9,807,919 | 400,419 | 4.3% | 9,825,712 | 9,836,205 | 9,848,998 | 9,861,791 |
| 882171 - Lake Huron Water Plant | 12,031,300 | 2,906,015 | 12,594,771 | 563,471 | 4.7% | 12,606,872 | 12,616,672 | 12,628,773 | 12,640,874 |
| 882321 - Ford Rd Pumping Station | 423,700 | 188,812 | 423,700 | 0 | 0.0% | 423,700 | 423,700 | 423,700 | 423,700 |
| 882322 - Eastside Pumping Station | 53,000 | 8,972 | 53,500 | 500 | 0.9% | 53,500 | 53,500 | 53,500 | 53,500 |
| 882323 - Northwest Pumping Station | 27,000 | 7,719 | 35,700 | 8,700 | 32.2% | 35,700 | 35,700 | 35,700 | 35,700 |
| 882324 - West Service Center Pumping Station | 799,300 | 216,504 | 798,700 | (600) | -0.1% | 798,700 | 798,700 | 798,700 | 798,700 |
| 882325 - Michigan Ave Pumping Station | 102,000 | 25,330 | 105,700 | 3,700 | 3.6% | 105,700 | 105,700 | 105,700 | 105,700 |
| 882326 - West Chicago Rd Pumping Station | 36,000 | 3,598 | 37,000 | 1,000 | 2.8% | 37,000 | 37,000 | 37,000 | 37,000 |
| 882327 - Electric Ave Pumping Station | 19,500 | 2,555 | 21,500 | 2,000 | 10.3% | 21,500 | 21,500 | 21,500 | 21,500 |
| 882328 - Orion Township Pumping Station | 74,500 | 26,802 | 73,500 | (1,000) | -1.3% | 73,500 | 73,500 | 73,500 | 73,500 |
| 882329 - North Service Center Pumping Station | 2,416,000 | 651,687 | 2,461,000 | 45,000 | 1.9% | 2,461,000 | 2,461,000 | 2,461,000 | 2,461,000 |
| 882330 - Adams Road Pumping Station | 605,000 | 212,657 | 605,000 | 0 | 0.0% | 605,000 | 605,000 | 605,000 | 605,000 |
| 882331 - Newburgh Pumping Station | 390,000 | 116,812 | 380,000 | (10,000) | -2.6% | 380,000 | 380,000 | 380,000 | 380,000 |
| 882332 - Franklin Road Pumping Station | 915,000 | 229,097 | 875,000 | (40,000) | -4.4% | 875,000 | 875,000 | 875,000 | 875,000 |
| 882333 - Roseville Pumping Station | 0 | 0 | 300 | 300 | 0.0% | 300 | 300 | 300 | 300 |
| 882334 - Wick Road Pumping Station | 589,500 | 185,801 | 605,500 | 16,000 | 2.7% | 605,500 | 605,500 | 605,500 | 605,500 |
| 882335 - Joy Road Pumping Station | 657,500 | 186,645 | 662,500 | 5,000 | 0.8% | 662,500 | 662,500 | 662,500 | 662,500 |
| 882336 - Schoolcraft Pumping Station | 416,000 | 118,452 | 433,000 | 17,000 | 4.1% | 433,000 | 433,000 | 433,000 | 433,000 |
| 882337 - Ypsilanti Pumping Station | 406,800 | 130,762 | 384,000 | (22,800) | -5.6% | 384,000 | 384,000 | 384,000 | 384,000 |
| 882338 - Imlay Pumping Station | 2,305,000 | 875,269 | 2,405,000 | 100,000 | 4.3% | 2,405,000 | 2,405,000 | 2,405,000 | 2,405,000 |
| 882339 - Rochester Pumping Station | 231,000 | 189,832 | 218,000 | (13,000) | -5.6% | 218,000 | 218,000 | 218,000 | 218,000 |
| 882340 - Haggerty Road Pumping Station | 248,000 | 99,157 | 257,500 | 9,500 | 3.8% | 257,500 | 257,500 | 257,500 | 257,500 |
| 887601 - Water System Operations Unallocated | 1,729,300 | 0 | 2,722,253 | 992,953 | 57.4% | 5,118,762 | 7,281,851 | 10,420,674 | 12,420,671 |
| B Sewer System Operations | 115,676,400 | 26,837,109 | 113,608,916 | (2,067,484) | -1.8% | 115,616,585 | 119,148,160 | 122,441,095 | 126,001,738 |
| 892001 - Chief Operating Officer Wastewater | 2,667,300 | 436,709 | 2,833,222 | 165,922 | 6.2% | 2,343,443 | 1,852,565 | 1,859,486 | 1,771,607 |
| 892201 - Wastewater Director | 5,136,200 | 1,135,651 | 6,396,950 | 1,260,750 | 24.5% | 6,542,164 | 6,412,917 | 6,484,971 | 6,559,325 |
| 892211 - Wastewater Engineering | 2,453,300 | 592,017 | 2,635,495 | 182,195 | 7.4% | 2,701,938 | 2,721,481 | 2,741,124 | 2,761,367 |
| 892221 - Wastewater Operations | 26,683,500 | 5,421,294 | 22,126,559 | (4,556,941) | -17.1% | 22,670,632 | 23,054,193 | 23,452,018 | 23,854,649 |
| 892222 - Wastewater Process Control | 5,229,700 | 871,672 | 4,540,724 | (688,976) | -13.2% | 4,102,104 | 4,112,623 | 4,015,212 | 4,111,452 |
| 892223 - Wastewater Primary Process | 7,836,000 | 2,300,346 | 8,154,706 | 318,706 | 4.1% | 8,285,629 | 8,181,697 | 8,178,064 | 8,284,432 |
| 892224 - Wastewater Secondary Process | 9,847,600 | 2,680,248 | 10,338,449 | 490,849 | 5.0% | 10,353,701 | 10,281,763 | 10,335,626 | 10,418,889 |
| 892225 - Wastewater Dewatering Process | 6,176,300 | 1,558,485 | 6,436,966 | 260,666 | 4.2% | 6,592,269 | 6,427,096 | 6,456,622 | 6,556,249 |
| 892226 - Wastewater Incineration Process | 5,167,800 | 1,282,753 | 6,173,836 | 1,006,036 | 19.5% | 6,407,501 | 6,220,526 | 6,283,252 | 6,316,049 |
| 892227 - BDF, COF & Hauling | 20,297,500 | 4,863,801 | 20,257,672 | (39,828) | -0.2% | 20,664,921 | 20,752,507 | 20,861,293 | 20,989,779 |
| 892231 - Industrial Waste Control | 2,496,300 | 639,748 | 2,398,319 | (97,981) | -3.9% | 2,439,898 | 2,451,988 | 2,640,247 | 2,849,547 |
| 892235 - Wastewater Laboratories | 4,558,500 | 1,057,204 | 3,971,237 | (587,263) | -12.9% | 4,152,319 | 4,172,460 | 4,202,402 | 4,289,844 |
| 892269 - Suburban Only Green Infrastructure Allo | 0 | 0 | 388,900 | 388,900 | 0.0% | 392,800 | 396,700 | 400,700 | 404,700 |
| 892270 - Combined Sewer Overflow | 4,677,400 | 950,924 | 4,512,160 | (165,240) | -3.5% | 4,769,760 | 4,743,743 | 4,790,557 | 4,835,380 |
| 892271 - Puritan Fenkell Combined Sewer Overflow | 301,100 | 58,795 | 306,500 | 5,400 | 1.8% | 313,750 | 317,300 | 318,800 | 322,000 |
| 892272 - 7 Mile Combined Sewer Overflow | 152,100 | 52,744 | 164,170 | 12,070 | 7.9% | 168,750 | 171,350 | 173,360 | 175,270 |
| 892273 - Hubble Southfield CSO | 447,800 | 130,385 | 568,330 | 120,530 | 26.9% | 572,130 | 582,200 | 586,200 | 588,840 |
| 892274 - Leib Combined Sewer Overflow | 152,000 | 166,863 | 305,800 | 153,800 | 101.2% | 310,800 | 356,900 | 359,500 | 362,200 |
| 892275 - St Aubin Combined Sewer Overflow | 140,300 | 67,991 | 278,950 | 138,650 | 98.8% | 201,050 | 204,700 | 206,900 | 209,400 |
| 892276 - Connor Creek Combined Sewer Overflow | 1,268,200 | 547,207 | 2,102,760 | 834,560 | 65.8% | 2,112,310 | 2,148,400 | 2,313,400 | 2,203,300 |
| 892277 - Baby Creek Combined Sewer Overflow | 1,119,800 | 280,451 | 972,910 | (146,890) | -13.1% | 1,027,160 | 1,115,400 | 793,100 | 745,800 |
| 892278 - Oakwood Combined Sewer Overflow | 1,280,000 | 333,302 | 1,290,740 | 10,740 | 0.8% | 1,453,570 | 1,300,340 | 1,333,050 | 1,305,770 |
| 892279 - Belle Isle Combined Sewer Overflow | (400) | 57,813 | 31,360 | 31,760 | -7940.0% | 4,820 | 4,210 | 3,210 | 2,020 |

| Area and Cost Center | 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 |
|--|------------------------------|---|------------------------------------|-------------------------------|--------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| B Sewer System Operations (Continued) | | | | | | | | | |
| 892342 - Belle Isle Pumping Station | (6,000) | (8,208) | (8,800) | (2,800) | 46.7% | (10,000) | (11,200) | (12,400) | (13,600) |
| 892343 - Blue Hill Pumping Station | 132,500 | 12,111 | 99,200 | (33,300) | -25.1% | 97,700 | 96,100 | 94,500 | 92,900 |
| 892345 - Conner Pumping Station | 870,000 | 195,003 | 725,000 | (145,000) | -16.7% | 725,000 | 725,000 | 725,000 | 725,000 |
| 892346 - Fairview Pumping Station | 535,000 | 349,557 | 555,000 | 20,000 | 3.7% | 555,000 | 555,000 | 555,000 | 555,000 |
| 892347 - Fischer Pumping Station | (5,100) | (2,304) | 300 | 5,400 | -105.9% | 100 | (200) | (500) | (700) |
| 892348 - Fox Creek Pumping Station | 2,000 | 84 | 1,000 | (1,000) | -50.0% | 1,000 | 1,000 | 1,000 | 1,000 |
| 892349 - Freud Pumping Station | 357,500 | 199,673 | 390,500 | 33,000 | 9.2% | 390,500 | 390,500 | 390,500 | 390,500 |
| 892350 - Northeast Pumping Station | 748,000 | 565,693 | 796,000 | 48,000 | 6.4% | 793,900 | 793,900 | 793,900 | 793,900 |
| 892351 - Oakwood Pumping Station | 823,000 | 34,876 | 178,000 | (105,000) | -37.1% | 178,000 | 178,000 | 178,000 | 178,000 |
| 892352 - Woodmere Pumping Station | 67,300 | 4,221 | 31,200 | (36,100) | -53.6% | 30,400 | 29,700 | 28,800 | 28,200 |
| 897600 - Wastewater System Operations Unallocated | 4,603,900 | 0 | 3,654,800 | (949,100) | -20.6% | 4,271,566 | 8,407,300 | 10,898,200 | 13,333,670 |
| C Centralized Services | 102,721,300 | 23,917,478 | 105,205,203 | 2,483,903 | 2.4% | 106,274,956 | 106,845,944 | 106,987,475 | 107,672,957 |
| 881201 - Security and Integrity | 4,365,200 | 1,106,446 | 4,321,351 | (43,849) | -1.0% | 4,380,386 | 4,516,891 | 4,546,359 | 4,576,129 |
| 881202 - HazMat | 1,594,200 | 357,262 | 1,666,540 | 72,340 | 4.5% | 1,627,447 | 1,792,412 | 1,798,324 | 1,776,123 |
| 882301 - Systems Operations Control | 9,958,700 | 2,556,600 | 12,302,895 | 2,344,195 | 23.5% | 12,312,536 | 12,321,977 | 12,331,319 | 12,203,860 |
| 882421 - Facility Operations | 6,188,300 | 1,579,300 | 7,188,239 | 999,939 | 16.2% | 7,247,756 | 7,306,073 | 7,365,390 | 7,425,707 |
| 882422 - Fleet Operations | 2,109,000 | 304,100 | 2,687,934 | 578,934 | 27.5% | 2,689,510 | 2,691,086 | 2,692,661 | 2,694,237 |
| 882431 - Field Service Operations | 17,958,100 | 5,322,000 | 17,728,065 | (232,035) | -1.3% | 17,747,449 | 17,788,140 | 17,819,378 | 17,850,416 |
| 882501 - Energy, Research & Innovation | 2,785,500 | 643,600 | 3,197,112 | 411,612 | 14.8% | 3,568,962 | 3,561,812 | 3,482,662 | 3,487,512 |
| 883301 - Office of the CIO | 878,200 | 176,670 | 1,172,895 | 294,695 | 33.6% | 1,188,293 | 1,203,955 | 1,219,888 | 1,236,096 |
| 883311 - Info Technology Project Management Office | 1,704,200 | 323,976 | 1,301,681 | (402,519) | -23.6% | 1,307,448 | 1,313,222 | 1,319,003 | 1,324,790 |
| 883321 - Info Technology Service Delivery | 3,875,200 | 655,120 | 3,936,252 | 61,052 | 1.6% | 4,030,809 | 4,092,772 | 4,155,816 | 4,220,063 |
| 883331 - Info Technology Infrastructure | 19,802,900 | 5,875,769 | 18,321,908 | (1,480,992) | -7.5% | 18,711,127 | 19,017,112 | 19,374,999 | 19,784,930 |
| 883341 - Info Technology Enterprise Applications | 2,570,600 | 515,121 | 4,572,193 | 2,001,593 | 77.9% | 4,641,454 | 4,712,026 | 4,783,832 | 4,866,998 |
| 883351 - Info Technology Business Applications | 9,685,800 | 1,109,874 | 8,577,973 | (1,107,827) | -11.4% | 8,012,255 | 8,145,179 | 8,280,693 | 8,418,748 |
| 883361 - Info Technology Security & Risk | 459,800 | 50,140 | 460,594 | 794 | 0.2% | 463,593 | 466,620 | 469,673 | 472,755 |
| 886001 - Chief Planning Officer | 382,000 | 39,600 | 291,974 | (90,026) | -23.6% | 293,944 | 295,916 | 297,891 | 299,865 |
| 886101 - Systems Planning | 2,960,700 | 421,600 | 2,858,214 | (102,486) | -3.5% | 3,706,970 | 3,115,070 | 2,570,409 | 2,073,902 |
| 886201 - Asset Management | 3,693,900 | 596,800 | 5,329,095 | 1,635,195 | 44.3% | 5,422,056 | 5,015,328 | 4,871,158 | 5,223,917 |
| 886401 - Systems Analytics | 6,552,200 | 886,000 | 5,859,580 | (692,620) | -10.6% | 5,887,362 | 6,389,936 | 6,449,640 | 6,509,670 |
| 886601 - Capital Improvement Planning | 3,559,600 | 1,397,500 | 1,970,276 | (1,589,324) | -44.6% | 1,370,594 | 865,966 | 870,849 | 875,493 |
| 887602 - Centralized Services Unallocated Reserve | 1,637,200 | 0 | 1,462,434 | (174,766) | -10.7% | 1,665,004 | 2,234,450 | 2,287,530 | 2,361,745 |
| D Administrative Services | 31,709,300 | 6,182,213 | 34,803,316 | 3,094,016 | 9.8% | 35,802,459 | 36,287,429 | 36,482,118 | 37,118,580 |
| 881001 - Chief Executive Officer | 663,000 | 141,100 | 657,239 | (5,761) | -0.9% | 663,950 | 670,661 | 677,971 | 684,782 |
| 881101 - Public Affairs | 1,587,900 | 215,619 | 1,525,713 | (62,187) | -3.9% | 1,656,901 | 1,676,539 | 1,696,493 | 1,716,769 |
| 881151 - Board of Directors | 197,600 | 31,500 | 169,600 | (28,000) | -14.2% | 178,400 | 179,100 | 179,500 | 180,100 |
| 883001 - Chief Administrative Officer | 1,123,600 | 179,657 | 1,160,754 | 37,154 | 3.3% | 1,172,960 | 1,185,353 | 1,197,936 | 1,210,714 |
| 883101 - General Counsel | 3,111,200 | 505,347 | 3,308,008 | 196,808 | 6.3% | 3,356,296 | 3,405,457 | 3,455,508 | 3,506,467 |
| 883201 - OD Administration | 4,421,200 | 203,073 | 640,827 | (3,780,373) | -85.5% | 645,251 | 649,715 | 654,220 | 658,767 |
| 883211 - OD Talent Management | 0 | 135,430 | 584,336 | 584,336 | 0.0% | 588,629 | 592,959 | 597,328 | 601,737 |
| 883221 - OD Organizational Wellness | 0 | 105,554 | 424,814 | 424,814 | 0.0% | 428,111 | 431,440 | 434,804 | 438,201 |
| 883231 - OD Training | 0 | 303,611 | 1,554,231 | 1,554,231 | 0.0% | 1,568,225 | 1,582,395 | 1,596,744 | 1,611,275 |
| 883241 - OD Performance | 0 | 80,791 | 733,858 | 733,858 | 0.0% | 744,023 | 754,364 | 764,885 | 775,589 |
| 883251 - OD Recruiting | 0 | 75,246 | 427,617 | 427,617 | 0.0% | 431,264 | 434,952 | 438,681 | 442,454 |
| 883261 - OD Compensation | 0 | 38,547 | 358,576 | 358,576 | 0.0% | 363,279 | 368,064 | 372,932 | 377,885 |
| 883401 - Enterprise Risk Management and Safety | 1,828,600 | 165,405 | 1,857,482 | 28,882 | 1.6% | 1,881,684 | 1,906,296 | 1,931,324 | 1,956,777 |
| 883411 - Enterprise Risk Mgt. Insurance Fund | 2,634,100 | 662,533 | 3,600,000 | 965,900 | 36.7% | 3,672,000 | 3,745,440 | 3,820,349 | 3,896,756 |
| 884001 - Chief Financial Officer | 828,900 | 184,800 | 1,131,176 | 302,276 | 36.5% | 1,030,742 | 1,035,009 | 1,039,676 | 1,044,142 |
| 884111 - Financial Reporting & Accounting | 3,382,000 | 664,100 | 3,440,879 | 58,879 | 1.7% | 3,467,213 | 3,494,048 | 3,520,982 | 3,548,417 |
| 884113 - Financial Planning & Analysis | 1,358,600 | 306,500 | 1,414,795 | 56,195 | 4.1% | 1,425,320 | 1,435,745 | 1,446,271 | 1,456,986 |
| 884121 - Procurement Director | 3,111,600 | 790,000 | 3,426,911 | 315,311 | 10.1% | 3,582,059 | 3,604,506 | 3,627,113 | 3,649,882 |
| 884124 - Logistics and Materials | 1,921,300 | 568,500 | 2,569,791 | 648,491 | 33.8% | 2,518,616 | 2,542,736 | 2,567,159 | 2,591,891 |
| 884126 - Owners' Representative | 590,300 | 119,200 | 605,832 | 15,532 | 2.6% | 609,236 | 612,659 | 616,103 | 619,567 |
| 884131 - Treasury | 829,500 | 132,500 | 845,749 | 16,249 | 2.0% | 852,643 | 859,538 | 866,632 | 873,727 |
| 884135 - Reporting and Compliance | 516,900 | 105,500 | 522,318 | 5,418 | 1.0% | 524,459 | 526,500 | 528,631 | 530,662 |
| 884141 - Public Finance | 1,014,300 | 232,300 | 1,066,430 | 52,130 | 5.1% | 1,077,092 | 1,088,253 | 1,099,615 | 1,110,777 |
| 884151 - Data Analytics & Internal Audit | 750,500 | 90,300 | 755,036 | 4,536 | 0.6% | 761,317 | 767,807 | 774,297 | 781,078 |
| 884161 - Transformation | 1,339,900 | 145,100 | 1,107,634 | (232,266) | -17.3% | 1,269,854 | 1,335,849 | 1,337,294 | 1,338,939 |
| 887603 - Administrative Services Unallocated Reserve | 498,300 | 0 | 913,708 | 415,408 | 83.4% | 1,332,934 | 1,402,043 | 1,239,669 | 1,514,240 |
| Grand Total | 322,073,400 | 75,196,799 | 328,593,965 | 6,520,565 | 2.0% | 335,164,171 | 341,983,426 | 348,821,535 | 355,796,253 |