



Draft #1

Proposed FY 2025 – FY 2026

Biennial Budget &

Five Year Financial Plan

FY 2025 through FY 2029

Presented to the

Audit Committee

December 15, 2023

MAKING SENSE OF YOUR DOLLARS

Every dollar paid to GLWA for
Water Services provides for...

FY 2025 Water System Budget Infographic

45.5% DEBT SERVICE

45.5¢ ON THE DOLLAR

Physical improvements to GLWA's regional water system and its assets are financed with debt. Debt service principal, interest, and other required deposits are funded monthly.

44.0% OPERATIONS AND MAINTENANCE

44.0¢ ON THE DOLLAR

The cost for people, utilities, chemicals, and services to deliver water of unquestionable quality around-the-clock, every day of the year.

5.8% REGIONAL SYSTEM LEASE

5.8¢ ON THE DOLLAR

This money goes to the Detroit Water and Sewerage Department (DWSD) to pay for GLWA's lease of the regional water system. DWSD uses those funds for improvements to the local system and to pay debt related to capital improvements.

1.9% REVENUE FINANCED CAPITAL

1.9¢ ON THE DOLLAR

To lower the debt burden, GLWA sets aside money each year from revenues to pay for capital improvements in future years. This pay-as-you-go approach eliminates the need to pay interest on debt in future years and improves financial resiliency.

1.6% RECEIVING FUND WORKING CAPITAL

1.6¢ ON THE DOLLAR

The amount required to maintain sufficient liquidity in the Master Bond Ordinance Receiving Fund.

0.6% CLOSED PENSION

0.6¢ ON THE DOLLAR

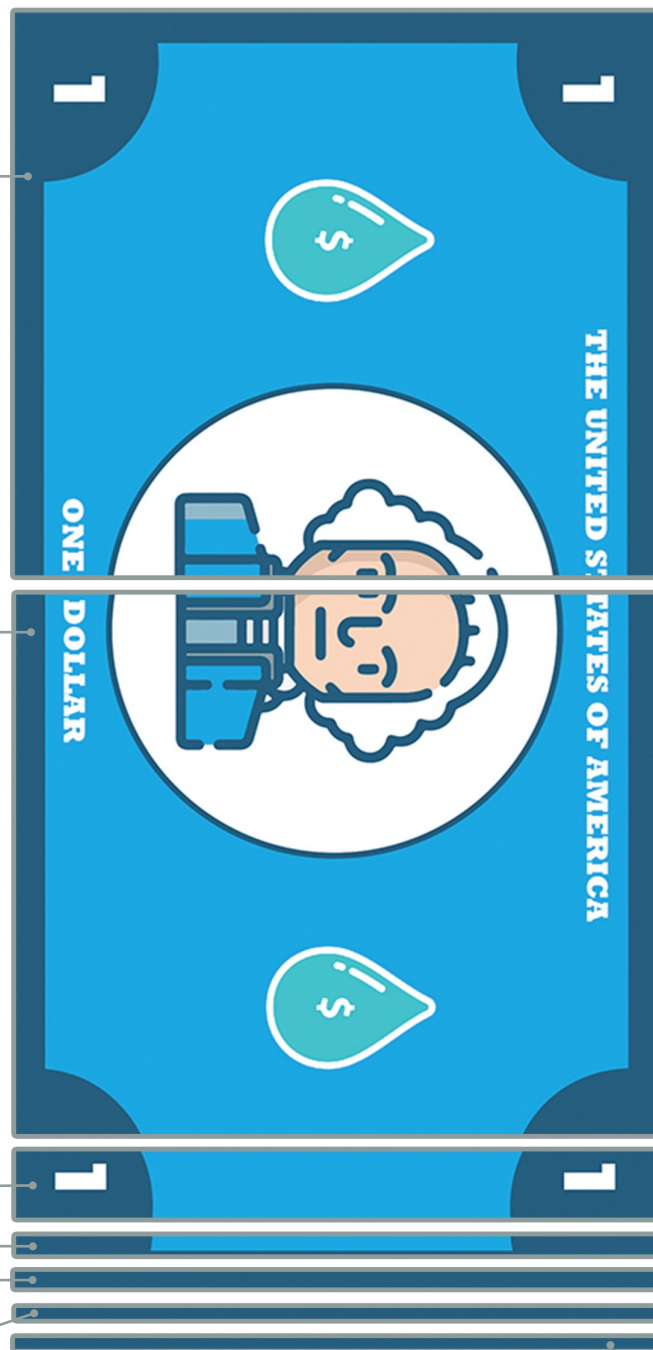
GLWA inherited a portion of the city of Detroit's pension plan expense for employees and retirees that maintained the water system before GLWA was formed. Over time, the annual payment will decrease.

0.5% WRAP (WATER RESIDENTIAL ASSISTANCE PROGRAM)

0.5¢ ON THE DOLLAR

Half a percent of GLWA's revenue goes straight to funding WRAP, making it the only sustainably-funded assistance program in the country. WRAP provides not only financial assistance, but also conservation education and minor plumbing repairs and replacements.

Note: Percentages based on FY 2025 proposed budget.



MAKING SENSE OF YOUR DOLLARS

Every dollar paid to GLWA for **Wastewater Services** provides for...

FY 2025 Wastewater System Budget Infographic

44.0% OPERATIONS AND MAINTENANCE

44.0¢ ON THE DOLLAR

The cost for people, utilities, chemicals, and services to deliver effective and efficient wastewater services around-the-clock, every day of the year.

43.5% DEBT SERVICE

43.5¢ ON THE DOLLAR

Physical improvements to GLWA's regional wastewater system and its assets are financed with debt. Debt service principal, interest, and other required deposits are funded monthly.

5.4% REVENUE FINANCED CAPITAL

5.4¢ ON THE DOLLAR

To lower the debt burden, GLWA sets aside money each year from revenues to pay for capital improvements in future years. This pay-as-you-go approach eliminates the need to pay interest on debt in future years and improves financial resiliency.

5.3% REGIONAL SYSTEM LEASE

5.3¢ ON THE DOLLAR

This money goes to the Detroit Water and Sewerage Department (DWSD) to pay for GLWA's lease of the regional wastewater system. DWSD uses those funds for improvements to the local system and to pay debt related to capital improvements.

0.9% CLOSED PENSION

0.9¢ ON THE DOLLAR

GLWA inherited a portion of the city of Detroit's pension plan expense for employees and retirees that maintained the water system before GLWA was formed. Over time, the annual payment will decrease.

0.5% WRAP (WATER RESIDENTIAL ASSISTANCE PROGRAM)

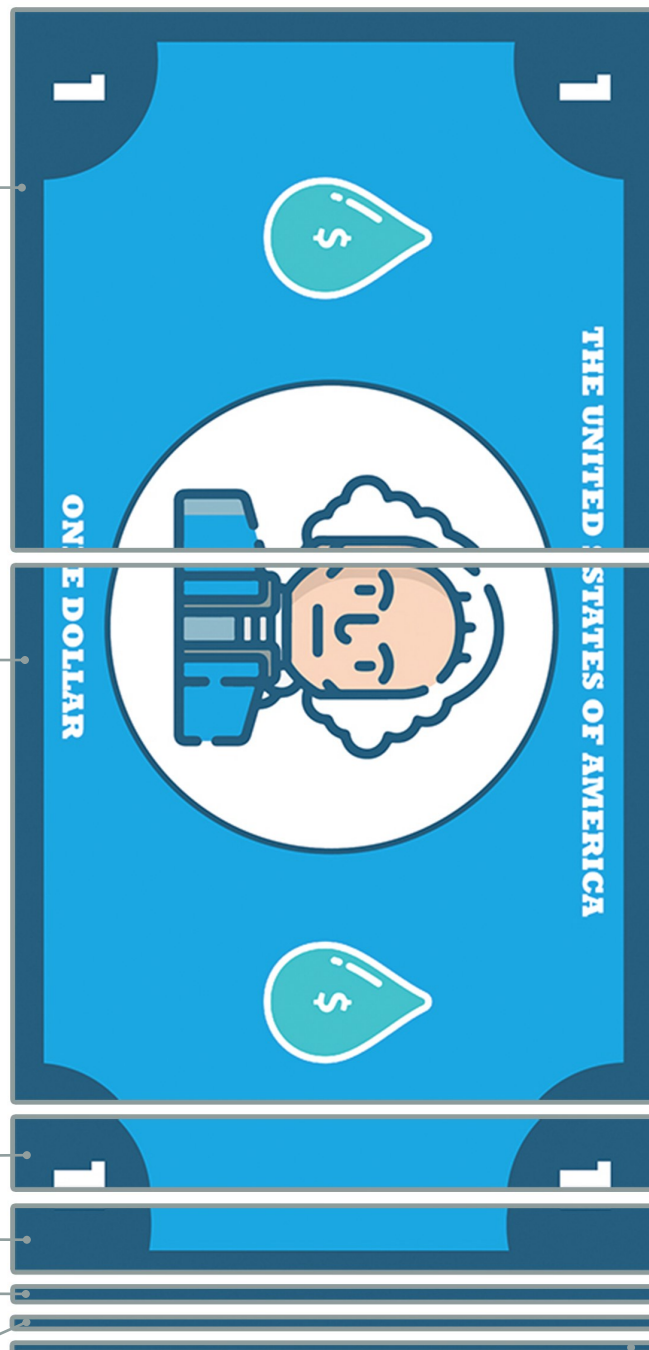
0.5¢ ON THE DOLLAR

Half a percent of GLWA's revenue goes straight to funding WRAP, making it the only sustainably-funded assistance program in the country. WRAP provides not only financial assistance, but also conservation education and minor plumbing repairs and replacements.

0.4% RECEIVING FUND WORKING CAPITAL

0.4¢ ON THE DOLLAR

The amount required to maintain sufficient liquidity in the Master Bond Ordinance Receiving Fund.



Note: Percentages based on FY 2025 proposed budget.

MAKING SENSE OF YOUR DOLLARS

Every dollar paid to GLWA for combined **Water and Wastewater Services** provides for...

FY 2025 Water and Wastewater Combined Budget Infographic

44.3% DEBT SERVICE

44.3¢ ON THE DOLLAR

Physical improvements to GLWA's regional water and wastewater system assets are financed with debt. Debt service principal, interest and other required deposits are funded monthly.

44.0% OPERATIONS AND MAINTENANCE

44.0¢ ON THE DOLLAR

The cost for people, utilities, chemicals, and services to deliver water of unquestionable quality and effective and efficient wastewater services around-the-clock, every day of the year.

5.5% REGIONAL SYSTEM LEASE

5.5¢ ON THE DOLLAR

This money goes to the Detroit Water and Sewerage Department (DWSD) to pay for GLWA's lease of the regional water and wastewater systems. DWSD uses those funds for improvements to the local system and to pay debt related to capital improvements.

3.9% REVENUE FINANCED CAPITAL

3.9¢ ON THE DOLLAR

To lower the debt burden, GLWA sets aside money each year from revenues to pay for capital improvements in future years. This pay-as-you-go approach eliminates the need to pay interest on debt in future years and improves financial resiliency.

0.9% RECEIVING FUND WORKING CAPITAL

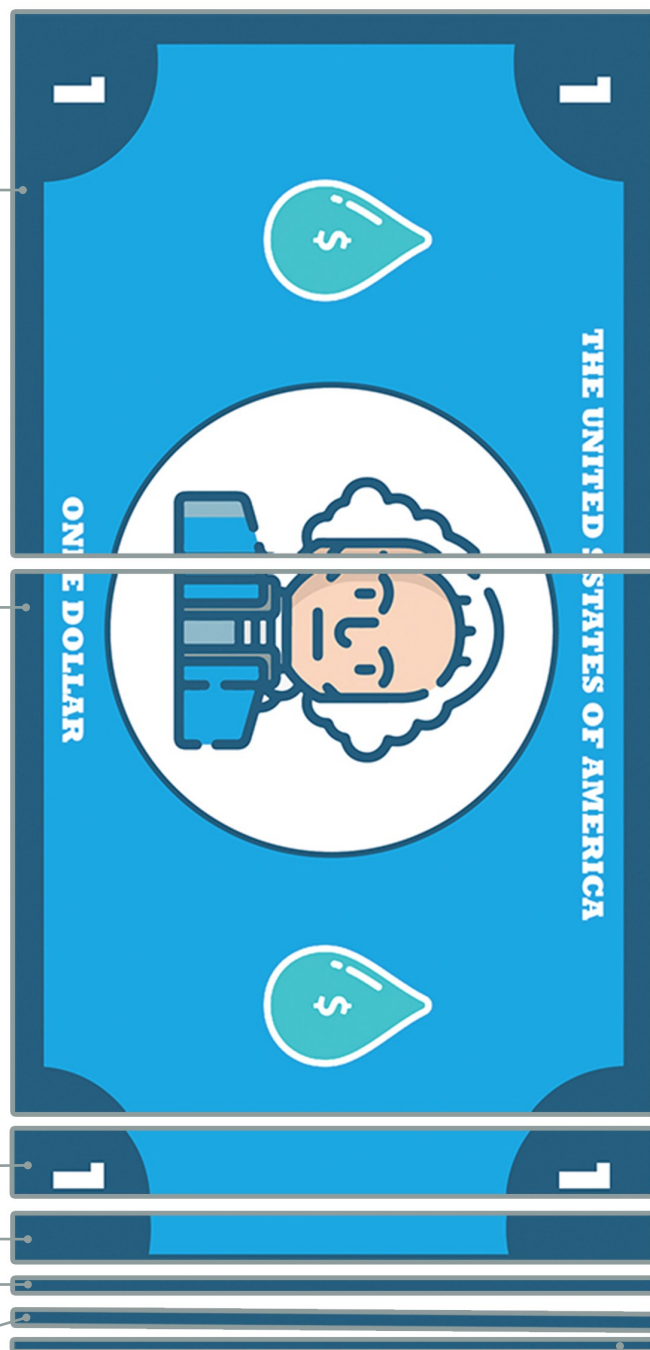
0.9¢ ON THE DOLLAR

The amount required to maintain sufficient liquidity in the Master Bond Ordinance Receiving Fund.

0.8% CLOSED PENSION

0.8¢ ON THE DOLLAR

GLWA inherited a portion of the city of Detroit's pension plan expense for employees and retirees that maintained the water system before GLWA was formed. Over time, the annual payment will decrease.



0.5% WRAP (WATER RESIDENTIAL ASSISTANCE PROGRAM)

0.5¢ ON THE DOLLAR

Half a percent of GLWA's revenue goes straight to funding WRAP, making it the only sustainably-funded assistance program in the country. WRAP provides not only financial assistance, but also conservation education and minor plumbing repairs and replacements.

Note: Percentages based on FY 2025 proposed budget.

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Date: December 15, 2023

To: Great Lakes Water Authority Audit Committee

From: Nicolette N. Bateson, CPA, Chief Financial Officer & Treasurer

Re: Transmittal – Discussion Draft #1 - Proposed FY 2025 & FY 2026 Biennial Budget and Five-Year Plan

Transmitted to you is the Proposed FY 2025 & FY 2026 Biennial Budget and Five-Year Plan along with the FY 2025 Proposed Charges Report. This plan is presented in an era of economic challenges that have placed tremendous pressure on capital and operating budgets. Despite that, the commitment by the Great Lakes Water Authority to long term financial planning has helped us to navigate through these difficulties while still investing in the water and sewer systems' needs while keeping annual charge increases below inflation.

Key Highlights

- Proposed budget increase of 4% for both systems – consistent with the 4% Promise
- Proposed average system-wide charge adjustments of 3.25% for water and 3.0% for sewer
- The Proposed FY 2025 & FY 2026 Biennial Budget and Five-Year Plan align with the ten-year forecast which spans ten years that supported a recent successful bond transaction.

Process

The presentation of the budget in December is the formal beginning of a review process that begins with the Audit Committee. In early January, the same proposal is presented to the Board of Directors followed by review with the Audit Committee in late January. In January, we also meet with our Member Partners to present the proposed budget and accompanying charges. A Public Hearing on Budget and Charges, tentatively planned for Wednesday, February 28, 2024, is then held. A full calendar is included in this document.

Key values related to this budget proposal.

The Promise: Able to deliver an overall financial plan for FY 2025 that holds revenue requirement increases at the 4% promise

Charges: Resulting FY 2025 proposed charge adjustments reflect constraints within the goal to maintain stability for Member Partners

Sustainability & Affordability: Facilitates progress towards long-term sustainability and affordability objectives

Quality: Provides for progress on key initiatives that ensures the quality and reliability of our services and the impact on the environment

We look forward to supporting an effective budget and charges review process. Thank you for your consideration of this proposal.

The GLWA operations and maintenance budget accounts for 44% of the total revenue requirement budget for establishing the annual charges for services. Given the magnitude of this charge component, additional information may be of interest to stakeholders.

The remaining 56% of the FY 2025 budget of \$906 million represents financing and legal commitments: debt payments (44%), lease payments (5%), Water Residential Assistance Program (WRAP) (0.5%), legacy pension liabilities (1%) and capital program funding (5%).

For the proposed budget, Operations & Maintenance (O&M) expenses \$399 million of the total budget for FY 2025. Compared to FY 2024, this is an increase of 11.2%.

Staffing & Personnel The staffing plan is at 1,356 (increase of 38), with Full-time Equivalents (FTE) at 1,203 (increase of 50). The increase in FTEs beyond the number of new positions reflects budgeting at a fractional percentage when a position has not been filled.

Water Operations – increase of \$11.9 million Driven by personnel (\$2.4 million) due to the filling of key positions (Water Engineering Life Cycle Project Managers, Water Quality Investigators, and apprentices within several Water Treatment Plants), there is an increase of nine FTEs. Other increases include electrical costs for Treatment Plant and Pump Stations (\$4.9 million); Supplies & Other (\$0.8 million); Contractual Services due to Mobile Dredging activities (\$0.9 million); Chemicals (\$1.3 million); All other categories decreased (\$0.2 million). Unallocated reserves increased (\$1.8 million) to accommodate for inflationary factors.

Wastewater Operations – increase of \$14.3 million Driven by contractual operating services (\$3.3 million) for a facilities maintenance contract and for residual solids disposal; chemicals (\$3.1 million based on price adjustments for chlorine-based products); utility costs (\$2.4 million); supplies & other (\$2.0 million) for reliability maintenance activities. An increase in personnel costs (\$2.5 million) for 11 new positions to insource capital program engineering services (six positions) and for the inclusion sewage conveyance and sewage pumping stations (five positions); unallocated reserve increased (\$1.2 million); offset by a decrease in other items (\$0.2 million).

Centralized Services¹ – increase \$10.1 million This is mainly driven by technology initiatives for new cloud-based Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) system implementation costs (\$7.0 million). Systems Control increases include the Emerson Process Management contract (\$2.3 million). The Capital Planning group budget increased to build the Prism Portal and to increase staffing to replace work currently performed by outside vendors (\$0.6 million). Net other general categories increase of (\$0.2 million).

Administrative Services² – increase of \$3.7 million Increases in several areas including: five additional positions for Organizational Development (1.75 FTEs) to support onboarding and training (\$0.3 million); increased insurance premiums (\$2.0 million); CFO Services (\$0.4 million), and other general categories (\$1.0 million).

Questions? Contact the Office of the Chief Financial Officer at cfo@glwater.org

¹ Includes the System Resiliency, Planning Services, Systems Control; Facility and Fleet Operations; Field Service Operations; Energy, Research & Innovation; Transformation; Information Technology; and Security & Integrity/HazMat.

² Includes the Board of Directors, Chief Executive Officer, Chief Administrative & Compliance Officer (includes Risk Management & Safety), General Counsel, Public Affairs, Organizational Development, and Financial Services.

FY 2025 Service Charges Highlights

Preliminary proposed Water and Service Charges for FY 2025 have been presented to the GLWA Audit Committee. This is the first step in a review process that will include a Public Hearing before the GLWA Board of Directors on February 28, 2024.

Charges are Based on Four Key Elements.

1) Budget: The daily costs to provide service (such as the people, utilities, chemicals, contractors, and materials to operate plants and maintain the pipes), the lease payment for the regional system, Water Residential Assistance Program (WRAP) funding, debt service, legacy pension, and capital project funding. The budget is also known as the “revenue requirement” as it defines the amount of revenue required to run the utility.

2) Capital Improvement Plan (CIP): Annually the GLWA’s engineers evaluate the physical improvement needs of the regional systems. Those needs are funded by a combination of cash on hand and debt.

3) Units of Service (UOS): Quantifies each community’s service needs based on engineering studies, metering data, and other criteria. Each member partner is assigned an allocation of the annual revenue requirement based on their relative use of the system. For the water system, this includes the amount of water purchased each year and contracted demands during peak periods. For the sewer system, each member partner’s SHARE is based on contributed wastewater.

4) Cost of Service Study (COS): The inputs from the three sources above are applied to an agreed upon charges methodology to allocate the revenue requirement (i.e., budget) by functional categories (such as purification for the water system or sludge disposal for the sewer system) and then allocated to each customer. The outcome is the charge calculation for each member partner.

Looking for more information? Visit us online at www.glwater.org

Proposed FY 2025 Water System Charges

The average system charge adjustment for water is a 3.25 percent increase. This is the result of a proposed Water budget increase of 4.0 percent offset by 0.75 percent reflecting the net effect of a) increased investment earnings and b) reductions in estimated sales volumes. As a result of the 2022 Contract Alignment Process (CAP), the FY 2025 Units of Service only changed for three Member Partners (MOD). Proposed charges for these three Member Partners have been calculated using the new simplified Water Charge Methodology. There are no significant variances from the system-wide charge (after consideration of contract adjustments) increase of 3.06 percent for the remaining 85 (No MOD) Member Partners.

Proposed FY 2025 Sewer System Charges

The average system charge adjustment for sewer is a 3.0 percent increase. This is the result of a proposed Sewer budget increase of 4.0 percent offset by increased investment earnings which funds 1.0 percent of the proposed budget increase. The proposed Sewer SHARES have been updated to include FY 2023 flow balance data in the ten-year average for the FY 2025 Units of Service, and the updated COS. These proposed SHARES are scheduled to remain in effect until the Sewer SHARES are updated for FY 2028.

Average System Charge Adjustments

Year	Water	Sewer
2018	1.8%	-0.7%
2019	1.8%	0.1%
2020	0.6%	0.8%
2021	3.2%	2.0%
2022	1.5%	-0.6%
2023	3.7%	2.4%
2024	2.75%	2.75%
2025	3.25%	3.0%
8-Year Average	2.3%	1.2%

GLWA

Great Lakes Water Authority



Section 1

Overview

Financial Plan Calendar

FY 2025 and FY 2026 Biennial Budget & Five-Year Financial Planning Cycle As of December 15, 2023

The Great Lakes Water Authority (GLWA) Financial Planning Cycle includes:

1. FY 2025 and FY 2026 Biennial Budget
2. FY 2025 through FY 2029 Five-Year Financial Plan
3. FY 2025 through FY 2029 Five-Year Capital Improvement Plan
4. FY 2025 Schedule of Revenues and Charges

The schedule below reflects planning for the comprehensive GLWA Financial Plan.

Date	Activity
Friday, September 08, 2023	Internal – Deadline for Cost Center Budget Request
Tuesday, October 17, 2023	Capital Planning Committee – Review of CIP Version 1.0
Wednesday, October 18, 2023	Release CIP Version 1.0 to Member Partners for Review
Thursday, October 19, 2023 1:00 PM – 3:00 PM	Charges Rollout Meeting #1 – Water & Sewer Capital Improvement Plan Version 1.0
Tuesday, October 31, 2023	Analytical Work Group – Note: process is that GLWA sends notice of exceedances to communities by October 1st, meets by November 1 st and closes open items by AWG by December 1 st .
Wednesday, November 1, 2023	DWSD – Proposed CIP to be provided (Water and Sewer Services Agreement 5.3d(i))
Tuesday, November 14, 2023 9:00 AM – 11:00 AM	Charges Rollout Meeting #2 – Units of Service Update
Friday, December 1, 2023	GLWA and DWSD (City) - Exchange shared services to be provided and related costs (Shared Services Agreement 5.4)
Tuesday, December 12, 2023	Capital Planning Committee – Review of CIP Version 2.0
Friday, December 15, 2023	GLWA Audit Committee Meeting – Proposed Revenue Requirement & Charges

Date	Activity
Monday, January 1, 2024	DWSD – Preliminary two-year budget forecast Including key assumptions and impact statement due to GLWA (Water and Sewer Services Agreement 5.3a)
Wednesday, January 10, 2024	GLWA Regular Board Workshop - Review Proposed FY 2025 and 2026 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan & Proposed FY 2025 Charges
Thursday, January 11, 2024 9:00 AM – 12:00 PM	<i>Charges Rollout Meeting #3 – Proposed FY 2025 Revenue Requirement and Charges</i>
Friday, January 12, 2024, through Wednesday, January 17, 2024	<i>Member Partner one-on-one meetings</i>
Thursday, January 18, 2024 9:00 AM – 11:00 AM	<i>Charges Rollout Meeting #4 – Feedback on Service Charges and Review of Proposed FY 2025 Revenue Requirements</i>
Wednesday, January 24, 2024	GLWA Regular Board Meeting – Presentation: Proposed FY 2025 and 2026 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan & Proposed FY 2025 Charges
Friday, January 26, 2024 (Note: 30 days before is Monday, January 29, 2024)	Mail Notice to Member Partners of Public Hearing to be held on February 28, 2024 (minimum 30 days prior to Act 279 Public Hearing) (D)
Friday, January 26, 2024	GLWA Audit Committee Meeting – Regular Meeting
Thursday, February 1, 2024	DWSD – Current capital improvement plan due to GLWA (Water and Sewer Services Agreement 5.3d(i))
Friday, February 2, 2024	Publish notice of the hearing by publication in a newspaper of general circulation (B)
Wednesday, February 28, 2024 (Meets 120 day requirement)	GLWA Board Meeting – Public Hearing FY 2025 & FY 2026 Biennial Budget (A, D) and Possible Adoption of FY 2025 & FY 2026 Biennial Budget
Wednesday, February 28, 2024	GLWA Board Meeting – Public Hearing FY 2025 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) (C) and Possible Adoption of FY 2025 Schedule of Revenues and Charges
Wednesday, February 28, 2024	GLWA Board Meeting – Proposed Approval of the FY 2025 & FY 2026 Biennial Budget (A)

Date	Activity
Wednesday, February 28, 2024	GLWA Board Meeting – Proposed Approval of FY 2025–2029 Capital Improvement Plan
Wednesday, February 28, 2024	GLWA Board Meeting – Public Hearing & Proposed Approval of FY 2025 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) (C)
Wednesday, March 6, 2024	Mail Notice to Member Partners of Approved Charges
Saturday, March 23, 2024	DWSD – Local system adopted biennial budget due to GLWA (Water and Sewer Services Agreement 5.3b)
Wednesday, May 1, 2024	DWSD – Local system provides direction to GLWA on how to apply lease payment (Water and Sewer Services Agreement 4.3)
Monday, July 1, 2024	GLWA – Effective date of FY 2025 and FY 2026 Biennial Budget, FY 2025 Schedule of Charges, and FY 2025-2029 Capital Improvement Plan

(A) thru (D) - The above schedule is designed to meet applicable statutory and contractual requirements with excerpts shown below.

- A. **Uniform Budgeting and Accounting Act, Act 2 of 1968, Section 141.434**, “Before final passage of a general appropriations act by the legislative body, a public hearing shall be held as required by 1963 (2nd Ex Sess) PA 43, MCL 141.411 to 141.415, and the open meetings act, 1976 PA 267, MCL 15.261 to 15.275.” (For purposes of Public Act 2, the GLWA Board is the legislative body.)
- B. **Budget Hearings of Local Governments, Act 43 of 1963 (2nd Ex. Sess.), Section 141.412**, “The local unit shall give notice of the hearing by publication in a newspaper of general circulation within the local unit at least 6 days before the hearing.” (For purposes of Public Act 2, the GLWA Board is a local unit.)
- C. **Home Rule City Act, Act 279 of 1909, Section 117.5e**, “Municipal water or sewage system; annual audit; public hearing before proposed rate increase. A municipal water or sewage system established by a city incorporated under this act which serves more than 40% of the population of the state shall: (b) Hold at least 1 public hearing at least 120 days before a proposed rate increase is scheduled to take effect. Each hearing shall be conducted in compliance with Act No. 267 of the Public Acts of 1976, being sections 15.261 to 15.275 of the Michigan Compiled Laws. Notice of the time, date, and place of each hearing shall be given in the manner required by Act No. 267 of the Public Acts of 1976, shall be prominently printed in a daily newspaper of general circulation within the area, and shall be mailed to each city, village, or township served by the system not less than 30 days before each hearing. A final vote by the governing body of the city to implement a proposed rate increase shall not be taken until the hearings provided for in this subdivision are

concluded and the results of those hearings are considered by the city's governing body." It should be noted that the Home Rule City Act does not apply to GLWA. However, it is relevant to GLWA's planning cycle as it is referenced in the *Wholesale Customer Model Water and Sewer Contracts* as noted below.

- D. **GLWA Wholesale Customer Model Water Contract Section 7.02** provides:
- "Notification of Rates. As soon as possible in the ratemaking process, the Board shall provide information on proposed rates and the draft data and information used in the calculation of proposed rates in a format that will enable Customer to assist in the ratemaking process. Not less than thirty calendar days prior to the hearing required by Act 279, the Board shall provide Customer with written notice of a proposed rate and the underlying data used to calculate the rate. The Board shall meet with Customer to review the rate and the data." (Act 279 is the Home Rule City Act noted above.) As a result of the model contract language, the Public Hearing should be scheduled no later than March 3rd of each year.



**GREAT LAKES WATER AUTHORITY
NOTICE OF PUBLIC HEARING
PROPOSED BIENNIAL BUDGET
For the Two-Year Period ended June 30, 2026 (FY 2025 and FY 2026)**

Notice is hereby given that the Great Lakes Water Authority Board of Directors will hold a Public Hearing on the proposed FY 2025 and FY 2026 biennial budget.

DATE: Wednesday, February 28, 2024

TIME: 2:00 p.m.

**PLACE: In person, Zoom Videoconferencing, and Zoom
Telephonic Hearing**

In Person

Board Room, 5th Floor
735 Randolph Street
Detroit, Michigan 48226

Join Zoom Meeting

<https://glwater.zoom.us/j/85483462197?pwd=UUhpaFg2aTdoMkZHZDdQN051b01Qdz09>

Meeting ID: 854 8346 2197

Passcode: 349880

Join Zoom Telephonic

Public Call-In Number: 877 853 5247 US Toll-Free
or 888 788 0099 US Toll-Free

Meeting ID: 854 8346 2197

Passcode: 349880

The proposed biennial budget is scheduled to take effect on July 1, 2024.

The proposed biennial budget is available for public inspection online at <https://www.glwater.org/financials/>.

Individuals or groups wishing to make oral presentations or submit prepared statements pertaining to the proposed biennial budget may do so at the Public Hearing as outlined in this notice. Individuals or groups wishing to make oral presentations may appear in person or participate via the Zoom as indicated in this notice.



Individuals or groups giving oral presentations are encouraged to also submit their presentations in writing. Oral presentations should be brief to allow all parties the opportunity to participate. A three minute time limit will be observed.

The Public Hearing on the FY 2025 and FY 2026 biennial budget proposed by the Great Lakes Water Authority scheduled for February 28, 2024 at 2:00 p.m. will be held in person, through Zoom videoconferencing, and by telephone through Zoom's telephonic capabilities.

Members of the public may offer comment in the following manners:

In Person: Members of the public who, subject to capacity, wish to attend the meeting and/or offer public comment in person may attend the meeting in the Board Room, 5th Floor, 735 Randolph, Detroit, MI 48226.

By Zoom videoconferencing: Members of the public who wish to use Zoom videoconferencing to attend the meeting and/or offer public comment may utilize the following link to attend:

<https://glwater.zoom.us/j/85483462197?pwd=UUhpaFg2aTdoMkZHZDdQN051b01Qdz09>

During the portions of the hearing designated for public participation may "raise their hand" by using that feature within the software program.

By Telephone via Zoom: Members of the public who wish to attend the meeting and/or offer public comment by telephone should call in at the number indicated above, press *9 on their keypad to "raise their hand for public comment." During other portions of the meeting, members of the public are asked to mute their line by pressing *6 on their keypad to mute or unmute their line.

By E-Mail: Members of the public may provide written comments to the Board by emailing those comments to CEO@glwater.org on or before 3:00 p.m. on Tuesday, February 27, 2024 and should reference "February 28, 2024 Public Hearing on proposed FY 2025 and FY 2026 biennial budget" in the subject line of the e-mail. The opportunity to submit written comments by e-mail may remain open throughout the duration of the Public Hearing.

By U.S. Mail: members of the public may provide written comments by United States mail addressed to:

Suzanne R. Coffey P.E., Chief Executive Officer
Great Lakes Water Authority
735 Randolph
Detroit, Michigan, 48226



Written comments by U.S. mail should reference “February 28, 2024 Public Hearing on proposed FY 2025 and FY 2026 biennial budget” in the letter. The opportunity to submit written comments by U.S. mail may remain open throughout the duration of the Public Hearing.

If a member of the public requires accommodation due to a disability, please contact CEO@glwater.org or (844) 455-GLWA (4592) not less than 72 hours prior to the date of the meeting.



**GREAT LAKES WATER AUTHORITY
NOTICE OF PUBLIC HEARING
PROPOSED FY 2025 WATER AND SEWERAGE SERVICE CHARGES**

Notice is hereby given that the Great Lakes Water Authority Board of Directors will hold a Public Hearing on Water and Sewerage service charges proposed by the Great Lakes Water Authority for Fiscal Year 2025.

DATE: Wednesday, February 28, 2024

TIME: 2:00 p.m.

**PLACE: In person, Zoom Videoconferencing, and Zoom
Telephonic Hearing**

In Person

Board Room, 5th Floor
735 Randolph Street
Detroit, Michigan 48226

Join Zoom Meeting

<https://glwater.zoom.us/j/85483462197?pwd=UUhpaFg2aTdoMkZHZDdQN051b01Qdz09>

Meeting ID: 854 8346 2197

Passcode: 349880

Join Zoom Telephonic

Public Call-In Number: 877 853 5247 US Toll-Free
or 888 788 0099 US Toll-Free

Meeting ID: 854 8346 2197

Passcode: 349880

The proposed service charges are scheduled to take effect on July 1, 2024.

The proposed schedule of charges is available for public inspection online at <https://www.glwater.org/financials/>.

Individuals or groups wishing to make oral presentations or submit prepared statements pertaining to the proposed service charges may do so at the Public Hearing as outlined in this notice. Individuals or groups wishing to make oral presentations may appear in person or participate via the Zoom as indicated in this notice.



Individuals or groups giving oral presentations are encouraged to also submit their presentations in writing. Oral presentations should be brief to allow all parties the opportunity to participate. A three minute time limit will be observed.

The Public Hearing on the FY 2025 Water and Sewerage service charges proposed by the Great Lakes Water Authority scheduled for February 28, 2024 at 2:00 p.m. will be held in person, through Zoom videoconferencing, and by telephone through Zoom's telephonic capabilities.

Members of the public may offer comment in the following manners:

In Person: Members of the public who, subject to capacity, wish to attend the meeting and/or offer public comment in person may attend the meeting in the Board Room, 5th Floor, 735 Randolph, Detroit, MI 48226.

By Zoom videoconferencing: Members of the public who wish to use Zoom videoconferencing to attend the meeting and/or offer public comment may utilize the following link to attend:

<https://glwater.zoom.us/j/85483462197?pwd=UUhpaFg2aTdoMkZHZDdQN051b01Qdz09>

During the portions of the hearing designated for public participation may "raise their hand" by using that feature within the software program.

By Telephone via Zoom: Members of the public who wish to attend the meeting and/or offer public comment by telephone should call in at the number indicated above, press *9 on their keypad to "raise their hand for public comment." During other portions of the meeting, members of the public are asked to mute their line by pressing *6 on their keypad to mute or unmute their line.

By E-Mail: Members of the public may provide written comments to the Board by emailing those comments to CEO@glwater.org on or before 3:00 p.m. on Tuesday, February 27, 2024 and should reference "February 28, 2024 Public Hearing on service charges proposed for Fiscal Year 2025" in the subject line of the e-mail. The opportunity to submit written comments by e-mail may remain open throughout the duration of the Public Hearing.

By U.S. Mail: members of the public may provide written comments by United States mail addressed to:

Suzanne R. Coffey P.E., Chief Executive Officer
Great Lakes Water Authority
735 Randolph
Detroit, Michigan, 48226



Written comments by U.S. mail should reference “February 28, 2024 Public Hearing on service charges proposed for Fiscal Year 2025” in the letter. The opportunity to submit written comments by U.S. mail may remain open throughout the duration of the Public Hearing.

If a member of the public requires accommodation due to a disability, please contact CEO@glwater.org or (844) 455-GLWA (4592) not less than 72 hours prior to the date of the meeting.

GLWA

Great Lakes Water Authority



Section 2

Core Financial Plan Schedules

Core Financial Plan Schedules

The Great Lakes Water Authority budget is presented for the two major funds, water and sewage disposal, utilizing five key schedules to depict the Core Financial Plan. The schedules present the Biennial Budget for FY 2025 and FY 2026 within the context of a five-year financial plan for FY 2025 through FY 2029. Through FY 2025, GLWA's budget parameters are governed by what is known as the 4% Promise. This means that the annual budget, known as the revenue requirement, is limited to a 4% increase as required by the terms of the Memorandum of Understanding that established the regional authority for the first ten years of operations through FY 2025. FY 2025 represents the last year of the 4% promise requirement. responsibly balancing annual charge adjustments with the needs of the system focusing on quality, reliability, and resiliency.

Variance columns in Section 2 are based on a comparison to the original Adopted FY 2024 budget. The original budget is what is used to compute charges for the fiscal year. This is the framework from which the 4% revenue requirement commitment is derived and the measure for each fiscal year thereafter.

Schedule 1 – Revenue Requirement

This schedule summarizes the Authority's direct costs of operations and maintenance plus its "allocable" share of debt and other long-term liabilities. These amounts establish the basis for revenue requirement and customer charges.

Schedule 2 – Operations & Maintenance Expenses Budget

This schedule, and the related analysis, provide an overview of the operations & maintenance (O&M) expenses budget. Additional analysis of the O&M budgets is presented in the **Section 5 – Operating Financial Plans**.

Schedule 3 – Sources of Revenues and Use of Revenue Requirement – Flow of Funds Basis Consistent with the Master Bond Ordinance

This schedule is most important for stakeholders that want to understand the Authority's financial plan as it relates to payment of outstanding debt, other long-term commitments, and compliance with lease terms and the Master Bond Ordinance (MBO). This schedule demonstrates alignment of the financial plan with the MBO flow of funds for the regional and local system combined.

Schedule 4 – Debt Service Coverage Calculations Consistent with the Master Bond Ordinance

Debt service coverage is a key measure of financial sustainability. This schedule demonstrates how debt service coverage is calculated and how the combined local and regional system revenues provide for payment of outstanding bond obligations.

Schedule 5 – Improvement & Extension Funds and Construction Funds

The GLWA has an Improvement & Extension Fund (I&E) and a Construction Fund for each system. Inflows to the I&E Fund represent amounts budgeted for future capital improvements in accordance with the long-term financial plan. Building the I&E Fund over time is a key financial objective of GLWA to reducing reliance on revenue bonds. Inflows to the Construction Funds include proceeds from the sale of bonds, SRF loans and investment income on those funds. Inflows are also made to the

Construction Funds from the I&E Funds when bond proceeds have been depleted. Outflows are for the costs of constructing capital assets.

Schedule 1 – Revenue Requirement

Water: As shown in Schedule 1A, the proposed FY 2025 water revenue requirements of \$385.1 million represents a budget (annual revenue requirement) increase of 4.0% from the prior year. Although the budget increase is 4%, due to offsetting other revenues and investment earnings, the system-wide charge revenue increase is 2.4%.

The water system five-year plan (Schedule 1B) provides for an annual 7.5% increase in the revenue requirement after FY 2025. This forecasted increase is driven by the unprecedented level of cost escalation in chemicals, utilities, and capital program cost increases that largely began in calendar year 2021. The 4% Promise has limited the ability to smooth these impacts.

Schedule 1A – Water System Revenue Requirement Biennial Budget

	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
Water System Revenue Requirement									
Revenues									
Revenues from Charges									
Suburban Wholesale Customers	\$334,141,200	\$340,540,600	\$336,540,600	\$347,758,000	\$ 7,217,400	2.1%	\$372,639,700	\$ 24,881,700	7.2%
Local System Charges	22,834,300	25,537,200	25,537,200	27,094,800	1,557,600	6.1%	30,730,900	3,636,100	13.4%
Total Revenue from Charges	356,975,500	366,077,800	362,077,800	374,852,800	8,775,000	2.4%	403,370,600	28,517,800	7.6%
Other Revenue	1,378,700	175,000	440,000	400,000	225,000	128.6%	400,000	-	0.0%
Investment Earnings									
Investment Earnings - Unrestricted	5,501,600	3,067,000	8,530,200	6,692,200	3,625,200	118.2%	7,606,400	914,200	13.7%
Investment Earnings - Restricted for Debt Service	3,660,000	994,700	3,531,500	3,182,100	2,187,400	219.9%	2,634,600	(547,500)	-17.2%
Total Investment Earnings	9,161,600	4,061,700	12,061,700	9,874,300	5,812,600	143.1%	10,241,000	366,700	3.7%
Total Revenues	\$367,515,800	\$370,314,500	\$374,579,500	\$385,127,100	\$ 14,812,600	4.0%	\$414,011,600	\$ 28,884,500	7.5%
Revenue Requirements									
Operations & Maintenance (O&M) Expense	\$154,327,800	\$152,906,400	\$163,100,500	\$169,625,000	\$ 16,718,600	10.9%	\$176,410,000	\$ 6,785,000	4.0%
General Retirement System Legacy Pension	6,048,000	-	-	-	-	0.0%	-	-	0.0%
Debt Service	150,055,300	159,482,800	162,634,000	175,300,800	15,818,000	9.9%	186,537,300	11,236,500	6.4%
General Retirement System Accelerated Pension	6,268,300	3,395,500	1,505,500	2,283,300	(1,112,200)	-32.8%	2,252,200	(31,100)	-1.4%
Water Residential Assistance Program Contribution	1,770,500	1,851,600	1,851,600	1,947,800	96,200	5.2%	2,070,100	122,300	6.3%
Extraordinary Repair & Replacement Deposit	2,200,000	-	-	-	-	0.0%	-	-	0.0%
Regional System Lease	22,500,000	22,500,000	22,500,000	22,500,000	-	0.0%	22,500,000	-	0.0%
Receiving Fund Working Capital Requirement	-	-	-	6,200,000	6,200,000	0.0%	5,700,000	(500,000)	0.0%
Improvement & Extension Fund Transfer Pending	23,766,000	30,178,200	22,987,900	7,270,200	(22,908,000)	-75.9%	18,542,000	11,271,800	155.0%
Annual Water System Revenue Requirements	\$366,935,900	\$370,314,500	\$374,579,500	\$385,127,100	\$ 14,812,600	4.0%	\$414,011,600	\$ 28,884,500	7.5%

Schedule 1B – Water System Revenue Requirement – Five-Year Financial Plan

	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Water System Revenue Requirement								
Revenues								
Revenues from Charges								
Suburban Wholesale Customers	\$334,141,200	\$340,540,600	\$336,540,600	\$347,758,000	\$372,639,700	\$400,544,900	\$429,708,700	\$461,032,700
Local System Charges	22,834,300	25,537,200	25,537,200	27,094,800	30,730,900	34,808,800	39,070,700	43,648,200
Total Revenue from Charges	\$356,975,500	\$366,077,800	\$362,077,800	\$374,852,800	\$403,370,600	\$435,353,700	\$468,779,400	\$504,680,900
Other Revenue	1,378,700	175,000	440,000	400,000	400,000	400,000	400,000	400,000
Investment Earnings								
Investment Earnings - Unrestricted	5,501,600	3,067,000	8,530,200	6,692,200	7,606,400	6,809,900	6,656,700	6,508,000
Investment Earnings - Restricted for Debt Service	3,660,000	994,700	3,531,500	3,182,100	2,634,600	2,498,900	2,606,100	2,736,500
Total Investment Earnings	9,161,600	4,061,700	12,061,700	9,874,300	10,241,000	9,308,800	9,262,800	9,244,500
Total Revenues	\$367,515,800	\$370,314,500	\$374,579,500	\$385,127,100	\$414,011,600	\$445,062,500	\$478,442,200	\$514,325,400
Revenue Requirements								
Operations & Maintenance (O&M) Expense	\$154,327,800	\$152,906,400	\$163,100,500	\$169,625,000	\$176,410,000	\$179,938,200	\$183,537,000	\$187,207,700
General Retirement System Legacy Pension	6,048,000	-	-	-	-	-	-	-
Debt Service	150,055,300	159,482,800	162,634,000	175,300,800	186,537,300	199,978,600	210,142,700	222,202,500
General Retirement System Accelerated Pension	6,268,300	3,395,500	1,505,500	2,283,300	2,252,200	2,080,400	1,936,700	1,905,600
Water Residential Assistance Program Contribution	1,770,500	1,851,600	1,851,600	1,947,800	2,070,100	2,225,300	2,392,200	2,571,600
Extraordinary Repair & Replacement Deposit	2,200,000	-	-	-	-	-	-	-
Regional System Lease	22,500,000	22,500,000	22,500,000	22,500,000	22,500,000	22,500,000	22,500,000	22,500,000
Receiving Fund Working Capital Requirement	-	-	-	6,200,000	5,700,000	4,500,000	4,100,000	4,600,000
Improvement & Extension Fund Transfer Pending	23,766,000	30,178,200	22,987,900	7,270,200	18,542,000	33,840,000	53,833,600	73,338,000
Annual Water System Revenue Requirements	\$366,935,900	\$370,314,500	\$374,579,500	\$385,127,100	\$414,011,600	\$445,062,500	\$478,442,200	\$514,325,400
Annual Water System Charges Revenue								
Adjustment Percentage				2.4%	7.6%	7.9%	7.7%	7.7%
Annual Water System Revenue Requirements								
(Budget) Adjustment Percentage				4.0%	7.5%	7.5%	7.5%	7.5%

Sewer: The proposed FY 2025 sewer revenue requirement, as shown in Schedule 1C, of \$520.7 million represents a budget (annual revenue requirement) increase of 4.0% from the prior year. Similar to the water system, the system-wide charge revenue increase is 2.9% due to offsetting other revenues and investment earnings.

The sewer system five-year plan (Schedule 1D) provides for a 5.5% increase in the revenue requirement after FY 2025. This forecasted increase is driven by the unprecedented level of cost escalation in chemicals, utilities, and capital program cost increases that largely began in calendar year 2021. The 4% Promise has limited the ability to smooth these impacts.

Schedule 1C – Sewer System Revenue Requirement Biennial Budget

	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
Sewer System Revenue Requirement									
Revenues									
Revenues from Charges									
Suburban Wholesale Customers	\$275,917,500	\$282,687,600	\$282,687,600	\$287,074,800	\$ 4,387,200	1.6%	\$302,551,200	\$ 15,476,400	5.4%
Local System Charges	191,042,200	196,569,600	196,569,600	206,366,400	9,796,800	5.0%	218,013,000	11,646,600	5.6%
Industrial Waste Control Charges	8,393,100	8,584,200	8,584,200	8,719,300	135,100	1.6%	9,198,600	479,300	5.5%
Pollutant Surcharges	4,894,600	5,328,300	5,328,300	5,434,400	106,100	2.0%	5,733,100	298,700	5.5%
Total Revenue from Charges	480,247,400	493,169,700	493,169,700	507,594,900	14,425,200	2.9%	535,495,900	27,901,000	5.5%
Other Revenue	4,901,300	400,000	717,000	700,000	300,000	75.0%	700,000	-	0.0%
Investment Earnings									
Investment Earnings - Unrestricted	8,395,900	5,567,000	13,399,700	10,495,700	4,928,700	88.5%	11,624,800	1,129,100	10.8%
Investment Earnings - Restricted for Debt Service	4,102,400	1,490,300	2,657,600	1,861,500	371,200	24.9%	1,467,300	(394,200)	-21.2%
Total Investment Earnings	12,498,300	7,057,300	16,057,300	12,357,200	5,299,900	75.1%	13,092,100	734,900	5.9%
Total Revenues	\$497,647,000	\$500,627,000	\$509,944,000	\$520,652,100	\$ 20,025,100	4.0%	\$549,288,000	\$ 28,635,900	5.5%
Revenue Requirements									
Operations & Maintenance (O&M) Expense	\$207,330,200	\$205,643,700	\$220,128,400	\$228,934,000	\$ 23,290,300	11.3%	\$238,091,400	\$ 9,157,400	4.0%
General Retirement System Legacy Pension	10,824,000	-	-	-	-	0.0%	-	-	0.0%
Debt Service	212,669,100	228,328,300	231,781,500	226,279,400	(2,048,900)	-0.9%	226,618,700	339,300	0.1%
General Retirement System Accelerated Pension	11,620,700	6,479,300	3,096,800	4,846,300	(1,633,000)	-25.2%	4,776,300	(70,000)	-1.4%
Water Residential Assistance Program Contribution	2,394,200	2,503,100	2,503,100	2,651,700	148,600	5.9%	2,746,400	94,700	3.6%
Regional System Lease	27,500,000	27,500,000	27,500,000	27,500,000	-	0.0%	27,500,000	-	0.0%
Receiving Fund Working Capital Requirement	-	-	-	2,300,000	2,300,000	0.0%	3,600,000	1,300,000	0.0%
Improvement & Extension Fund Transfer Pending	26,236,800	30,172,600	24,934,200	28,140,700	(2,031,900)	-6.7%	45,955,200	17,814,500	63.3%
Annual Sewer System Revenue Requirements	\$498,575,000	\$500,627,000	\$509,944,000	\$520,652,100	\$ 20,025,100	4.0%	\$549,288,000	\$ 28,635,900	5.5%

Schedule 1D – Sewer System Revenue Requirement – Five-Year Financial Plan

	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Sewer System Revenue Requirement								
Revenues								
Revenues from Charges								
Suburban Wholesale Customers	\$275,917,500	\$282,687,600	\$282,687,600	\$287,074,800	\$302,551,200	\$319,858,400	\$337,565,800	\$356,249,900
Local System Charges	191,042,200	196,569,600	196,569,600	206,366,400	218,013,000	231,037,300	244,362,700	258,423,100
Industrial Waste Control Charges	8,393,100	8,584,200	8,584,200	8,719,300	9,198,600	9,734,600	10,283,000	10,861,600
Pollutant Surcharges	4,894,600	5,328,300	5,328,300	5,434,400	5,733,100	6,067,100	6,408,900	6,769,500
Total Revenue from Charges	480,247,400	493,169,700	493,169,700	507,594,900	535,495,900	566,697,400	598,620,400	632,304,100
Other Revenue	4,901,300	400,000	717,000	700,000	700,000	700,000	700,000	700,000
Investment Earnings								
Investment Earnings - Unrestricted	8,395,900	5,567,000	13,399,700	10,495,700	11,624,800	10,760,400	10,679,800	10,591,500
Investment Earnings - Restricted for Debt Service	4,102,400	1,490,300	2,657,600	1,861,500	1,467,300	1,341,000	1,371,000	1,401,000
Total Investment Earnings	12,498,300	7,057,300	16,057,300	12,357,200	13,092,100	12,101,400	12,050,800	11,992,500
Total Revenues	\$497,647,000	\$500,627,000	\$509,944,000	\$520,652,100	\$549,288,000	\$579,498,800	\$611,371,200	\$644,996,600
Revenue Requirements								
Operations & Maintenance (O&M) Expense	\$207,330,200	\$205,643,700	\$220,128,400	\$228,934,000	\$238,091,400	\$242,853,200	\$247,710,300	\$252,664,500
General Retirement System Legacy Pension	10,824,000	-	-	-	-	-	-	-
Debt Service	212,669,100	228,328,300	231,781,500	226,279,400	226,618,700	246,266,200	252,914,200	259,999,100
General Retirement System Accelerated Pension	11,620,700	6,479,300	3,096,800	4,846,300	4,776,300	4,389,800	4,066,700	3,996,700
Water Residential Assistance Program Contribution	2,394,200	2,503,100	2,503,100	2,651,700	2,746,400	2,897,500	3,056,900	3,225,000
Regional System Lease	27,500,000	27,500,000	27,500,000	27,500,000	27,500,000	27,500,000	27,500,000	27,500,000
Receiving Fund Working Capital Requirement	-	-	-	2,300,000	3,600,000	6,200,000	3,800,000	3,900,000
Improvement & Extension Fund Transfer Pending	26,236,800	30,172,600	24,934,200	28,140,700	45,955,200	49,392,100	72,323,100	93,711,300
Annual Sewer System Revenue Requirements	\$498,575,000	\$500,627,000	\$509,944,000	\$520,652,100	\$549,288,000	\$579,498,800	\$611,371,200	\$644,996,600
Annual Sewer System Charges Revenue								
Adjustment Percentage				2.9%	5.5%	5.8%	5.6%	5.6%
Annual Sewer System Revenue Requirements								
(Budget) Adjustment Percentage				4.0%	5.5%	5.5%	5.5%	5.5%

Combined: As shown in Schedule 1E, both systems combined meet the required 4% ceiling in total with an aggregate 2.7% increase in charges revenues system wide for FY 2025.

Schedule 1E – Combined Water and Sewer System Revenue Requirement Biennial Budget

Combined Water & Sewer System Revenue Requirement	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
Revenues									
Revenues from Charges									
Suburban Wholesale Customers	\$610,058,700	\$623,228,200	\$619,228,200	\$634,832,800	\$ 11,604,600	1.9%	\$675,190,900	\$ 40,358,100	6.4%
Local System Charges	213,876,500	222,106,800	222,106,800	233,461,200	11,354,400	5.1%	248,743,900	15,282,700	6.5%
Industrial Waste Control Charges	8,393,100	8,584,200	8,584,200	8,719,300	135,100	1.6%	9,198,600	479,300	5.5%
Pollutant Surcharges	4,894,600	5,328,300	5,328,300	5,434,400	106,100	2.0%	5,733,100	298,700	5.5%
Total Revenue from Charges	837,222,900	859,247,500	855,247,500	882,447,700	23,200,200	2.7%	938,866,500	56,418,800	6.4%
Other Revenue	6,280,000	575,000	1,157,000	1,100,000	525,000	91.3%	1,100,000	-	0.0%
Investment Earnings									
Investment Earnings - Unrestricted	13,897,500	8,634,000	21,929,900	17,187,900	8,553,900	99.1%	19,231,200	2,043,300	11.9%
Investment Earnings - Restricted for Debt Service	7,762,400	2,485,000	6,189,100	5,043,600	2,558,600	103.0%	4,101,900	(941,700)	-18.7%
Total Investment Earnings	21,659,900	11,119,000	28,119,000	22,231,500	11,112,500	99.9%	23,333,100	1,101,600	5.0%
Total Revenues	\$865,162,800	\$870,941,500	\$884,523,500	\$905,779,200	\$ 34,837,700	4.0%	\$963,299,600	\$ 57,520,400	6.4%
Revenue Requirements									
Operations & Maintenance (O&M) Expense	\$361,658,000	\$358,550,100	\$383,228,900	\$398,559,000	\$ 40,008,900	11.2%	\$414,501,400	\$ 15,942,400	4.0%
General Retirement System Legacy Pension	16,872,000	-	-	-	-	0.0%	-	-	0.0%
Debt Service	362,724,400	387,811,100	394,415,500	401,580,200	13,769,100	3.6%	413,156,000	11,575,800	2.9%
General Retirement System Accelerated Pension	17,889,000	9,874,800	4,602,300	7,129,600	(2,745,200)	-27.8%	7,028,500	(101,100)	-1.4%
Water Residential Assistance Program Contribution	4,164,700	4,354,700	4,354,700	4,599,500	244,800	5.6%	4,816,500	217,000	4.7%
Extraordinary Repair & Replacement Deposit	2,200,000	-	-	-	-	0.0%	-	-	NA
Regional System Lease	50,000,000	50,000,000	50,000,000	50,000,000	-	0.0%	50,000,000	-	0.0%
Receiving Fund Working Capital Requirement	-	-	-	8,500,000	8,500,000	0.0%	9,300,000	800,000	0.0%
Improvement & Extension Fund Transfer Pending	50,002,800	60,350,800	47,922,100	35,410,900	(24,939,900)	-41.3%	64,497,200	29,086,300	82.1%
Annual Revenue Requirements	\$865,510,900	\$870,941,500	\$884,523,500	\$905,779,200	\$ 34,837,700	4.0%	\$963,299,600	\$ 57,520,400	6.4%

The combined system five-year plan (Schedule 1F) provides for an annual 6.4% increase in the revenue requirement after FY 2025. This forecasted increase is driven by the unprecedented level of cost escalation in chemicals, utilities, and capital program cost increases that largely began in calendar year 2021. The 4% Promise has limited the ability to smooth these impacts.

Schedule 1F – Combined Water and Sewer System Revenue Requirement – Five-Year Financial Plan

Combined Water & Sewer System Revenue Requirement	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Revenues								
Revenues from Charges								
Suburban Wholesale Customers	\$610,058,700	\$623,228,200	\$619,228,200	\$634,832,800	\$675,190,900	\$ 720,403,300	\$ 767,274,500	\$ 817,282,600
Local System Charges	213,876,500	222,106,800	222,106,800	233,461,200	248,743,900	265,846,100	283,433,400	302,071,300
Industrial Waste Control Charges	8,393,100	8,584,200	8,584,200	8,719,300	9,198,600	9,734,600	10,283,000	10,861,600
Pollutant Surcharges	4,894,600	5,328,300	5,328,300	5,434,400	5,733,100	6,067,100	6,408,900	6,769,500
Total Revenue from Charges	837,222,900	859,247,500	855,247,500	882,447,700	938,866,500	1,002,051,100	1,067,399,800	1,136,985,000
Other Revenue	6,280,000	575,000	1,157,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Investment Earnings								
Investment Earnings - Unrestricted	13,897,500	8,634,000	21,929,900	17,187,900	19,231,200	17,570,300	17,336,500	17,099,500
Investment Earnings - Restricted for Debt Service	7,762,400	2,485,000	6,189,100	5,043,600	4,101,900	3,839,900	3,977,100	4,137,500
Total Investment Earnings	21,659,900	11,119,000	28,119,000	22,231,500	23,333,100	21,410,200	21,313,600	21,237,000
Total Revenues	\$865,162,800	\$870,941,500	\$884,523,500	\$905,779,200	\$963,299,600	\$1,024,561,300	\$1,089,813,400	\$1,159,322,000
Revenue Requirements								
Operations & Maintenance (O&M) Expense	\$361,658,000	\$358,550,100	\$383,228,900	\$398,559,000	\$414,501,400	\$ 422,791,400	\$ 431,247,300	\$ 439,872,200
General Retirement System Legacy Pension	16,872,000	-	-	-	-	-	-	-
Debt Service	362,724,400	387,811,100	394,415,500	401,580,200	413,156,000	446,244,800	463,056,900	482,201,600
General Retirement System Accelerated Pension	17,889,000	9,874,800	4,602,300	7,129,600	7,028,500	6,470,200	6,003,400	5,902,300
Water Residential Assistance Program Contribution	4,164,700	4,354,700	4,354,700	4,599,500	4,816,500	5,122,800	5,449,100	5,796,600
Extraordinary Repair & Replacement Deposit	2,200,000	-	-	-	-	-	-	-
Regional System Lease	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Receiving Fund Working Capital Requirement	-	-	-	8,500,000	9,300,000	10,700,000	7,900,000	8,500,000
Improvement & Extension Fund Transfer Pending	50,002,800	60,350,800	47,922,100	35,410,900	64,497,200	83,232,100	126,156,700	167,049,300
Annual Revenue Requirements	\$865,510,900	\$870,941,500	\$884,523,500	\$905,779,200	\$963,299,600	\$1,024,561,300	\$1,089,813,400	\$1,159,322,000
Annual System-wide Charges Revenue Adjustment Percentage				2.7%	6.4%	6.7%	6.5%	6.5%
Annual Revenue Requirements (Budget) Adjustment Percentage				4.0%	6.4%	6.4%	6.4%	6.4%

Schedule 2 – Operations & Maintenance Expense Budget

The following schedules in section 2 provide an overview of the operations & maintenance (O&M) expenses budget in three different ways: a) by expense type, b) by service area, and c) by fund. More in-depth analysis of the O&M budgets is presented on the Operating Area Financial Plans in **Section 5 – Operating Financial Plans** and **Section 6 – Supplemental Analysis**.

Operations and Maintenance Budget by Expense Category: Schedules 2A and 2B identify the major categories of expenses and the variance between the prior year for FY 2024 and FY 2025. As noted earlier, the FY 2025 percent variance is calculated as the variance from the prior adopted budget. A commentary of the major expense categories follows the table on the next page.

Schedule 2A – Operations & Maintenance Expense by Expense Category (Water and Sewer Combined) – Biennial Budget

Operations & Maintenance Expense	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
2.1 Salaries & Wages	\$ 70,113,800	\$ 74,765,400	\$ 74,935,400	\$ 81,643,800	\$ 6,878,400	9.2%	\$ 92,188,200	\$ 10,544,400	12.9%
2.2 Workforce Development	1,413,900	1,391,500	1,391,500	2,105,000	713,500	51.3%	2,326,400	221,400	10.5%
2.3 Overtime	8,570,400	7,383,000	7,453,000	8,074,200	691,200	9.4%	8,955,900	881,700	10.9%
2.4 Employee Benefits	24,789,400	28,218,500	28,263,500	30,347,300	2,128,800	7.5%	34,551,400	4,204,100	13.9%
2.5 Transition Services	9,920,100	9,128,700	9,128,700	8,198,000	(930,700)	-10.2%	8,292,000	94,000	1.1%
Total Personnel Costs	114,807,600	120,887,100	121,172,100	130,368,300	9,481,200	7.8%	146,313,900	15,945,600	12.2%
3.1 Electric	48,176,300	42,820,200	46,769,200	49,020,700	6,200,500	14.5%	49,611,600	590,900	1.2%
3.2 Gas	10,821,600	10,168,000	9,865,000	7,000,000	(3,168,000)	-31.2%	7,137,700	137,700	2.0%
3.3 Sewage Service	3,051,900	2,563,100	2,872,800	2,980,100	417,000	16.3%	2,980,700	600	0.0%
3.4 Water Service	15,228,000	7,843,900	12,108,500	11,601,700	3,757,800	47.9%	11,603,700	2,000	0.0%
Total Utility Costs	77,277,800	63,395,200	71,615,500	70,602,500	7,207,300	11.4%	71,333,700	731,200	1.0%
4.1 Chemicals	30,542,200	30,451,800	33,108,600	34,834,900	4,383,100	14.4%	35,299,600	464,700	1.3%
4.2 Supplies & Other	34,491,700	31,371,200	40,013,700	40,357,200	8,986,000	28.6%	37,595,300	(2,761,900)	-6.8%
4.3 Contractual Services	109,703,700	106,889,200	111,763,400	114,508,700	7,619,500	7.1%	118,918,000	4,409,300	3.9%
5.1 Capital Program Allocation	(2,189,600)	(4,232,700)	(4,232,700)	(4,581,800)	(349,100)	8.2%	(6,687,100)	(2,105,300)	45.9%
5.2 Shared Services	(3,270,200)	(1,655,800)	(1,655,800)	(2,279,500)	(623,700)	37.7%	(2,342,100)	(62,600)	2.7%
5.5 Intergovernmental Agreement	(977,600)	-	-	(638,200)	(638,200)	100.0%	-	638,200	-100.0%
6.0 Capital Outlay	1,273,900	2,648,300	2,648,300	3,181,500	533,200	20.1%	2,586,300	(595,200)	-18.7%
7.0 Unallocated Reserve	-	8,795,800	8,795,800	12,205,400	3,409,600	38.8%	11,483,800	(721,600)	-5.9%
Total Other Categories	169,574,100	174,267,800	190,441,300	197,588,200	23,320,400	13.4%	196,853,800	(734,400)	-0.4%
Grand Total	\$ 361,659,500	\$ 358,550,100	\$ 383,228,900	\$ 398,559,000	\$ 40,008,900	11.2%	\$ 414,501,400	\$ 15,942,400	4.0%

Schedule 2B – Operations & Maintenance Expense by Expense Category (Water and Sewer Combined) – Five-Year Financial Plan

Operations & Maintenance Expense	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 70,113,800	\$ 74,765,400	\$ 74,935,400	\$ 81,643,800	\$ 92,188,200	\$ 92,736,200	\$ 93,114,200	\$ 93,177,200
2.2 Workforce Development	1,413,900	1,391,500	1,391,500	2,105,000	2,326,400	2,326,400	2,326,400	2,326,400
2.3 Overtime	8,570,400	7,383,000	7,453,000	8,074,200	8,955,900	8,955,900	8,955,900	8,955,900
2.4 Employee Benefits	24,789,400	28,218,500	28,263,500	30,347,300	34,551,400	34,995,300	35,382,600	35,681,200
2.5 Transition Services	9,920,100	9,128,700	9,128,700	8,198,000	8,292,000	8,292,000	8,292,000	8,292,000
Total Personnel Costs	114,807,600	120,887,100	121,172,100	130,368,300	146,313,900	147,305,800	148,071,100	148,432,700
3.1 Electric	48,176,300	42,820,200	46,769,200	49,020,700	49,611,600	49,829,700	50,506,700	50,807,400
3.2 Gas	10,821,600	10,168,000	9,865,000	7,000,000	7,137,700	7,213,100	7,282,400	7,423,300
3.3 Sewage Service	3,051,900	2,563,100	2,872,800	2,980,100	2,980,700	2,981,400	2,982,500	2,983,100
3.4 Water Service	15,228,000	7,843,900	12,108,500	11,601,700	11,603,700	11,605,700	11,607,900	11,609,900
Total Utility Costs	77,277,800	63,395,200	71,615,500	70,602,500	71,333,700	71,629,900	72,379,500	72,823,700
4.1 Chemicals	30,542,200	30,451,800	33,108,600	34,834,900	35,299,600	35,639,300	35,780,500	35,889,900
4.2 Supplies & Other	34,491,700	31,371,200	40,013,700	40,357,200	37,595,300	37,541,500	37,117,200	36,933,000
4.3 Contractual Services	109,703,700	106,889,200	111,763,400	114,508,700	118,918,000	115,921,600	116,234,300	119,185,300
5.1 Capital Program Allocation	(2,189,600)	(4,232,700)	(4,232,700)	(4,581,800)	(6,687,100)	(7,037,600)	(7,388,800)	(7,457,200)
5.2 Shared Services	(3,270,200)	(1,655,800)	(1,655,800)	(2,279,500)	(2,342,100)	(2,406,500)	(2,472,800)	(2,541,100)
5.5 Intergovernmental Agreement	(977,600)	-	-	(638,200)	-	-	-	-
6.0 Capital Outlay	1,273,900	2,648,300	2,648,300	3,181,500	2,586,300	2,629,900	2,674,500	2,719,800
7.0 Unallocated Reserve	-	8,795,800	8,795,800	12,205,400	11,483,800	21,567,500	28,851,800	33,886,100
Total Other Categories	169,574,100	174,267,800	190,441,300	197,588,200	196,853,800	203,855,700	210,796,700	218,615,800
Grand Total	\$ 361,659,500	\$ 358,550,100	\$ 383,228,900	\$ 398,559,000	\$ 414,501,400	\$ 422,791,400	\$ 431,247,300	\$ 439,872,200
Operations & Maintenance Expense (Budget) Adjustment Percentage				11.2%	4.0%	6.1%	4.0%	4.0%

Personnel Costs are the single largest category of expenses. It includes traditional categories (salaries & wages, overtime, and benefits) in addition to two unique categories. The first is “Transition Services” which represents the use of contractual and/or temp to hire personnel that are placed in positions that would otherwise be filled by employees. While progress has been made in filling positions, the tight labor market has presented a challenge in the recruitment process. The second category listed in the table is “Workforce Development”. In order to overcome the labor shortage, the GLWA partnered with Focus Hope and others to implement an apprenticeship program beginning in FY 2017. The apprenticeship program, having received positive feedback and resulted in successful recruitments, has continued to expand.

Contractual Services are the second largest expense. This is not unusual for a large utility like the GLWA. This is a broad category that spans all groups from engineering, legal, operations, planning, information technology, and finance.

Utilities costs are the third largest expense and are a strategic target for optimization through energy management efforts and improved review of billings. See further analysis of utilities in **Section 6 – Supplemental Analysis (Utilities)**.

Capital Program Allocation represents a portion of O&M expenses that are properly allocable to capital program management overhead based on staff time and task tracking. These costs are capitalized as part of the construction project.

Shared Services accounts for recoverable O&M costs pursuant to a shared services agreement executed in December 2015 with the City of Detroit. Shared services largely fall in the Information Technology, Systems Operations Control, Pumping Stations, Security, and Treasury budgets. See further analysis of shared services in **Section 6 – Supplemental Analysis (Shared Services)**.

Capital Outlay (O&M) are for equipment and tools, over \$5,000, that are tagged and tracked for internal control purposes and are not capitalized as an asset. See further analysis of the Capital Outlay Plan in **Section 3 – Capital Program and Debt**.

Unallocated Reserve reflects a reserve for unforeseen operational needs which are reallocated to line items as needed. This eliminates the need for contingency funds within individual cost center line items and provides assurance to operators that sufficient funds exist if emergencies arise. Uses of the unallocated reserve in the past include emergency repairs, new initiatives, mid-fiscal year medical plan increases, revenue shortfalls, and items not known at the time of the budgeting process. The provision for wage adjustments, which are based on merit, can also be funded from this category.

Operations and Maintenance Budget by Service Area: Schedules 2C and 2D depict how similar cost centers are grouped and managed by the GLWA. There are four broad categories as listed and defined below.

- A) **Water System Operations** are the direct operational activities to ensure the delivery of quality water, operation of five water treatment plants, 19 pumping (booster) stations, engineering, laboratory services, and management of those activities.
- B) **Wastewater (Sewer) System Operations** include direct operational wastewater activities related to operations (process control, primary, secondary, dewatering, and incineration), biosolids dryer facility and hauling, engineering, industrial waste control, laboratory services, one water resource recovery facility, eight combined sewer overflow facilities (five CSO retention and treatment basins and three screening and disinfection facilities), six pumping (lift) stations, and management of those facilities. In addition, GLWA maintains one CSO and four pumping stations on behalf of DWSD pursuant to a shared service agreement.
- C) **Centralized Services** include operational functions that serve both Water and Wastewater (Sewer) Operations. This includes System Resiliency, Planning Services (Chief Planning Officer, Systems Planning & Development, Systems Planning, Systems Analytics, Asset Management, and Capital Improvement Planning); Systems Operations Control (Systems Control); Facility and Fleet Operations; Field Service Operations; Energy, Research & Innovation; Transformation; Information Technology (Office of the Chief Information Officer, Project Management, Service Delivery, Infrastructure, Business Productivity Systems, Enterprise Asset Management Systems, and Security & Risk); and Security & Integrity which includes HazMat and Office of Emergency Preparedness.
- D) **Administrative Services** include the Board of Directors, Chief Executive Officer, Chief Administrative and Compliance Officer (Risk Management & Safety), General Counsel, Public Affairs, Organizational Development, and Financial Services (Chief Financial Officer, Financial

Reporting & Accounting, Financial Management & Planning, CFO Services, Treasury, Procurement Director, and Logistics & Materials).

The Centralized and Administrative Services areas act as an internal shared service to better manage resources and technical expertise. A supplemental section of this financial plan document, **Section 6 – Supplemental Analysis (Centralized & Administrative Services)**, explains the cost allocation methodology. A review of the cost allocation methodology is conducted annually.

Schedules 2C and 2D present the categorization of O&M expenses by the four major categories defined above.

Schedule 2C – Operations & Maintenance Biennial Budget by Service Area

Operating Area	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
A Water System Operations	\$ 86,771,900	\$ 82,732,800	\$ 87,738,200	\$ 94,669,900	\$ 11,937,100	14.4%	\$ 97,884,000	\$ 3,214,100	3.4%
B Wastewater System Operations	139,525,100	132,934,300	141,655,800	147,245,100	14,310,800	10.8%	154,308,800	7,063,700	4.8%
C Centralized Services	100,031,200	106,900,500	116,537,400	116,980,200	10,079,700	9.4%	120,417,000	3,436,800	2.9%
D Administrative & Other Services	35,329,800	35,982,500	37,297,500	39,663,800	3,681,300	10.2%	41,891,600	2,227,800	5.6%
Grand Total	\$361,658,000	\$358,550,100	\$383,228,900	\$398,559,000	\$ 40,008,900	11.2%	\$414,501,400	\$ 15,942,400	4.0%

Schedule 2D – Operations & Maintenance Five-Year Financial Plan by Operating Area

Operating Area	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
A Water System Operations	\$ 86,771,900	\$ 82,732,800	\$ 87,738,200	\$ 94,669,900	\$ 97,884,000	\$ 99,495,500	\$101,552,500	\$105,412,100
B Wastewater System Operations	139,525,100	132,934,300	141,655,800	147,245,100	154,308,800	157,723,100	160,817,700	162,181,500
C Centralized Services	100,031,200	106,900,500	116,537,400	116,980,200	120,417,000	122,840,400	125,276,800	127,793,100
D Administrative & Other Services	35,329,800	35,982,500	37,297,500	39,663,800	41,891,600	42,732,400	43,600,300	44,485,500
Grand Total	\$361,658,000	\$358,550,100	\$383,228,900	\$398,559,000	\$414,501,400	\$422,791,400	\$431,247,300	\$439,872,200

Operations and Maintenance Budget by Fund: After the Centralized and Administrative Services are allocated to the water and sewage disposal operations funds, the result of the above costs being allocated is shown below in Schedules 2E and 2F. The O&M expense with the Centralized and Administrative Services allocation agrees with **Schedules 1A through 1F – Revenue Requirements Budget** which is the basis for O&M expenses reflected in customer charges.

Schedule 2E – Operations & Maintenance Expense by Fund with Centralized & Administrative Services Allocated – Biennial Budget

System	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
Water System	\$154,327,800	\$152,906,400	\$163,100,500	\$169,625,000	\$ 16,718,600	10.9%	\$176,410,000	\$ 6,785,000	4.0%
Sewer (Wastewater) System	207,330,200	205,643,700	220,128,400	228,934,000	23,290,300	11.3%	238,091,400	9,157,400	4.0%
Grand Total	\$361,658,000	\$358,550,100	\$383,228,900	\$398,559,000	\$ 40,008,900	11.2%	\$414,501,400	\$ 15,942,400	4.0%

Schedule 2F – Operations & Maintenance Expense by Fund with Centralized & Administrative Services Allocated – Five-Year Financial Plan

System	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Water System	\$154,327,800	\$152,906,400	\$163,100,500	\$169,625,000	\$176,410,000	\$179,938,200	\$183,537,000	\$187,207,700
Sewer (Wastewater) System	207,330,200	205,643,700	220,128,400	228,934,000	238,091,400	242,853,200	247,710,300	252,664,500
Grand Total	\$361,658,000	\$358,550,100	\$383,228,900	\$398,559,000	\$414,501,400	\$422,791,400	\$431,247,300	\$439,872,200

Schedule 3 – Sources of Revenues and Uses of Revenues – Flow of Funds Consistent with the Master Bond Ordinance

While the prior schedules 1A through 1F provide the GLWA budget as a wholesale provider of service, Schedule 3 is provided to demonstrate compliance with the pledge of establishing sufficient regional and local system revenues to service financial commitments consistent with the Master Bond Ordinance (MBO) Flow of Funds. Noteworthy items include the following.

- ❖ The analysis validates that GLWA has a financial plan in place to ensure that revenues are sufficient to fund debt service.
- ❖ Schedule 3 is reconciled to Schedules 1A and 1C to demonstrate that all line items in the budget plan for the biennial budget proposed for FY 2025 & FY 2026 (Schedules 1A through 1D) are in alignment with the financial plan.
- ❖ The local system revenue is shown net of its regional system commitments demonstrating the local system has sufficient revenues for local system operations as well as the local debt service and legacy commitments.
- ❖ The legacy pension commitment was a result of the City of Detroit’s Chapter 9 Plan of Adjustment approved in December 2014. At the time of the operational start-up of the GLWA, that liability was allocated between GLWA and DWSD based on an agreed upon allocation that was formalized on January 24, 2017. Monthly funding of the annual payment for that liability occurs through the flow of funds. Schedule 3 confirms that both GLWA and DWSD have sufficient revenue to address that commitment as payments come due. It should be noted that a fixed annual payment amount was established through FY 2023 with an anticipated minimal tail pension liability in 2024. All parties (City of Detroit, Detroit General Retirement System, DWSD, and GLWA) continue to evaluate the amount of the City of Detroit General Retirement System (GRS) liability past 2023. **Section 6 – Supplemental Analysis (Legacy Commitments)** provides further information related to the pension system. (Note: The Legacy Commitments chapter will be included in Draft 2.)
- ❖ The line item on Schedule 3 titled “Net Revenues Allocable to Regional System” quantifies GLWA’s efforts to improve financial stability, debt service coverage ratio, cash position, and flexibility to meet future capital needs without maximum reliance on debt.
- ❖ The resolution adopting the FY 2025 and FY 2026 Biennial Budget (**Section 7 – Authorizing Resolutions***) affirms the annual debt service funding. See additional debt analysis in **Section 3 – Capital Program and Debt (Debt Management*)**. (Note: Both the Authorizing Resolutions and the Debt Management chapter will be included in Draft 2.)

- ❖ All other known commitments are planned to be funded in accordance with supporting calculations and analysis. To the extent that there are any variances, they will be addressed with a budget amendment.

Schedule 3 – Sources of Revenues and Uses of Revenues – Flow of Funds Consistent with the Master Bond Ordinance*

Flow of Funds Basis	FY 2025 Water Fund Requested	FY 2025 Sewer Fund Requested	FY 2025 Combined (Informational Only)	FY 2026 Water Fund Requested	FY 2026 Sewer Fund Requested	FY 2026 Combined (Informational Only)
Revenues						
Regional System Wholesale Revenues - Suburban Wholesale Customer	\$ 347,758,000	\$ 301,228,500	\$ 648,986,500	\$ 372,639,700	\$ 317,482,900	\$ 690,122,600
Regional System Wholesale Revenues - Detroit Customers	27,094,800	206,366,400	233,461,200	30,730,900	218,013,000	248,743,900
Total Regional System Wholesale Revenues	374,852,800	507,594,900	882,447,700	403,370,600	535,495,900	938,866,500
DWSD Local System Revenues - Detroit Customers	91,543,300	82,496,900	174,040,200	94,443,100	86,395,800	180,838,900
Miscellaneous Revenue (Local System)	4,336,300	8,755,000	13,091,300	4,466,400	9,017,700	13,484,100
Other Revenues & Investment Earnings (Regional System)	10,274,300	13,057,200	23,331,500	10,641,000	13,792,100	24,433,100
Total Revenues	\$ 481,006,700	\$ 611,904,000	\$ 1,092,910,700	\$ 512,921,100	\$ 644,701,500	\$ 1,157,622,600
Revenue Requirements						
Operations & Maintenance Expense						
Regional System Wholesale Expenses	\$ 169,625,000	\$ 228,934,000	\$ 398,559,000	\$ 176,410,000	\$ 238,091,400	\$ 414,501,400
Local System Expenses	46,614,900	57,986,800	104,601,700	48,013,300	59,726,400	107,739,700
GRS Pension allocable to Regional System	-	-	-	-	-	-
GRS Pension allocable to Local System	-	-	-	-	-	-
Total Operations & Maintenance Expense	216,239,900	286,920,800	503,160,700	224,423,300	297,817,800	522,241,100
<i>Net Revenues after Operations & Maintenance Expense</i>	<i>264,766,800</i>	<i>324,983,200</i>	<i>589,750,000</i>	<i>288,497,800</i>	<i>346,883,700</i>	<i>635,381,500</i>
Non-operating Activities						
Debt Service Allocable to Regional System	175,300,800	226,279,400	401,580,200	186,537,300	226,618,700	413,156,000
Debt Service Allocable to Local System	46,607,700	32,250,100	78,857,800	47,950,200	32,258,300	80,208,500
GRS Accelerated Pension from Regional System	2,283,300	4,846,300	7,129,600	2,252,200	4,776,300	7,028,500
GRS Accelerated Pension from Local System	1,612,400	1,279,800	2,892,200	1,590,400	1,261,500	2,851,900
WRAP Contribution from Regional System	1,947,800	2,651,700	4,599,500	2,070,100	2,746,400	4,816,500
WRAP Contribution from Local System	888,400	1,339,200	2,227,600	926,100	1,393,900	2,320,000
Receiving Fund Working Capital Requirement	6,200,000	2,300,000	8,500,000	5,700,000	3,600,000	9,300,000
Total Nonoperating Activities	234,840,400	270,946,500	505,786,900	247,026,300	272,655,100	519,681,400
<i>Net Revenues Available for Revenue Financed Capital</i>	<i>29,926,400</i>	<i>54,036,700</i>	<i>83,963,100</i>	<i>41,471,500</i>	<i>74,228,600</i>	<i>115,700,100</i>
Reserve for Revenue Financed Capital from Net Revenues						
Lease Payment to Local System I&E Account	22,500,000	25,896,000	48,396,000	22,500,000	27,500,000	50,000,000
Net Revenues Allocable to Local System	156,200	-	156,200	429,500	773,400	1,202,900
Net Revenues Allocable to Regional System	7,270,200	28,140,700	35,410,900	18,542,000	45,955,200	64,497,200
Total Reserve for Revenue Financed Capital Both Systems	29,926,400	54,036,700	83,963,100	41,471,500	74,228,600	115,700,100
Total Revenue Requirements	\$ 481,006,700	\$ 611,904,000	\$ 1,092,910,700	\$ 512,921,100	\$ 644,701,500	\$ 1,157,622,600

*Rows highlighted in light grey in the above table are designed to align with the DWSD Budget (DWSD data is preliminary pending receipt and confirmation of information from DWSD due to GLWA on January 1, 2024).

Schedule 4 – Debt Service Coverage Calculations Consistent with the Master Bond Ordinance

The Master Bond Ordinance and Michigan PA 94 of 1933 (the Revenue Bond Act) established the Required Coverage levels. Debt service coverage is calculated as Net Revenues divided by the Maximum Annual Debt Service requirements.

Schedule 4 – Debt Service Coverage Calculations**

	FY 2025 Water Fund Requested	FY 2025 Sewer Fund Requested	FY 2025 Combined (Informational Only)	FY 2026 Water Fund Requested	FY 2026 Sewer Fund Requested	FY 2026 Combined (Informational Only)
Debt Service Coverage Calculation						
Revenues						
1 Regional System Wholesale Revenues	\$ 374,852,800	\$ 507,594,900	\$ 882,447,700	\$ 403,370,600	\$ 535,495,900	\$ 938,866,500
2 Local System Revenues	91,543,300	82,496,900	174,040,200	94,443,100	86,395,800	180,838,900
3 Miscellaneous Revenue (Local System)	4,336,300	8,755,000	13,091,300	4,466,400	9,017,700	13,484,100
4 Other Revenues & Investment Earnings (Regional System)	10,274,300	13,057,200	23,331,500	10,641,000	13,792,100	24,433,100
5 Total Revenues	\$ 481,006,700	\$ 611,904,000	\$ 1,092,910,700	\$ 512,921,100	\$ 644,701,500	\$ 1,157,622,600
Revenue Requirements						
Operations & Maintenance Expense						
6 Regional System Wholesale Expenses	\$ 169,625,000	\$ 228,934,000	\$ 398,559,000	\$ 176,410,000	\$ 238,091,400	\$ 414,501,400
7 Local System Expenses	46,614,900	57,986,800	104,601,700	48,013,300	59,726,400	107,739,700
8 GRS Pension allocable to Regional System	-	-	-	-	-	-
9 GRS Pension allocable to Local System	-	-	-	-	-	-
10 Total Operations & Maintenance Expense	216,239,900	286,920,800	503,160,700	224,423,300	297,817,800	522,241,100
11 Net Revenues after Operations & Maintenance Expense	\$ 264,766,800	\$ 324,983,200	\$ 589,750,000	\$ 288,497,800	\$ 346,883,700	\$ 635,381,500
Debt Service by Lien						
12 Senior Lien Bonds	\$ 151,609,800	\$ 157,316,400	\$ 308,926,200	\$ 162,333,800	\$ 159,791,300	\$ 322,125,100
13 Second Lien Bonds	51,930,500	53,776,500	105,707,000	51,931,700	56,906,700	108,838,400
14 SRF Junior Lien Bonds	18,368,100	47,436,600	65,804,700	20,221,900	42,179,000	62,400,900
15 Total Debt Service	\$ 221,908,400	\$ 258,529,500	\$ 480,437,900	\$ 234,487,400	\$ 258,877,000	\$ 493,364,400
Debt Service Coverage						
16 Senior Lien Bonds (11)/(12)	1.75	2.07		1.78	2.17	
17 Second Lien Bonds (11) / [(12)+(13)]	1.30	1.54		1.35	1.60	
18 SRF Junior Lien Bonds (11) / (15)	1.19	1.26		1.23	1.34	

**Rows highlighted in light grey in the above table are designed to align with the DWSD Budget (DWSD data is preliminary pending receipt and confirmation of information from DWSD due to GLWA on January 1, 2024).

Schedule 5 – Improvement & Extension Funds and Construction Bond Funds

Improvement & Extension Funds: The tables on the following pages present the FY 2025 and FY 2026 biennial budgets and five-year financial plan for the separate Improvement & Extension (I&E) Funds for the water and sewer systems. See also **Section 3 – Capital Program and Debt**.

Inflows to the I&E Fund

- ❖ Transfers from the Revenue Receipts Fund in accordance with the Master Bond Ordinance and Financial Plan
- ❖ Interest earned on the I&E funds is returned to the flow of funds monthly as required by the Master Bond Ordinance.

Outflows from the I&E Fund

- ❖ Capital outlay funding (generally non-construction capital outlay such as machinery, equipment, vehicles, and systems)
- ❖ Transfers to the Construction Fund for capital improvement plan projects to reduce the need of new revenue bonds and/or flexibility in timing for new bonds.

Schedule 5A – Water Improvement & Extension Fund

Water Improvement & Extension Fund Inflows & Outflows	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Revenues								
Transfers In from Water Operations Fund								
Revenue transfers	\$ 23,766,000	\$ 30,178,200	\$ 22,987,900	\$ 7,270,200	\$ 18,542,000	\$ 33,840,000	\$ 53,833,600	\$ 73,338,000
Transfers In from Water Construction Fund								
Working capital adjustment (a)	23,039,700	-	-	-	-	-	-	-
Earnings on Investments (b)	1,942,700	1,694,800	2,195,200	938,700	2,981,700	2,515,500	2,249,700	1,963,100
Net Use of Reserves (c)	-	(10,926,100)	(4,402,100)	18,257,600	(3,562,900)	(224,300)	(545,600)	(853,000)
Total Revenues	\$ 48,748,400	\$ 20,946,900	\$ 20,781,000	\$ 26,466,500	\$ 17,960,800	\$ 36,131,200	\$ 55,537,700	\$ 74,448,100
Expenditures								
Investment Earnings Transfers Out (b)	\$ 2,361,900	\$ 1,694,800	\$ 2,195,200	\$ 938,700	\$ 2,981,700	\$ 2,515,500	\$ 2,249,700	\$ 1,963,100
Other Transfers out to Water Operations Fund	1,930,500	-	-	-	-	-	-	-
Capital Spending - Other	1,191,400	-	-	-	-	-	-	-
Capital Outlay	6,405,300	11,539,100	8,085,800	10,527,800	11,979,100	8,615,700	7,288,000	6,235,000
Revenue Financed Capital - Transfer to Construction Fund	-	7,713,000	10,500,000	15,000,000	3,000,000	25,000,000	46,000,000	66,250,000
Total Expenditures	\$ 11,889,100	\$ 20,946,900	\$ 20,781,000	\$ 26,466,500	\$ 17,960,800	\$ 36,131,200	\$ 55,537,700	\$ 74,448,100
(c) Beginning Net Position		\$ 77,419,000	\$ 115,000,000	\$ 119,402,100	\$ 101,144,500	\$ 104,707,400	\$ 104,931,700	\$ 105,477,300
Net Use of Reserves		\$ 10,926,100	\$ 4,402,100	\$ (18,257,600)	\$ 3,562,900	\$ 224,300	\$ 545,600	\$ 853,000
Projected Ending Net Position		\$ 88,345,100	\$ 119,402,100	\$ 101,144,500	\$ 104,707,400	\$ 104,931,700	\$ 105,477,300	\$ 106,330,300

(a) Note: The I&E Fund provided working capital and funding of capital expenditures in prior years through revenue financed capital transfers to the Construction Fund. The remaining working capital funds were returned to the I&E Fund during the year.

(b) Note: As outlined in the Master Bond Ordinance, the investment earnings in the I&E Fund are transferred to the Receiving Fund. The impact is to reduce revenue required from charges when calculating the annual Revenue Requirement budget.

Schedule 5B – Sewer Improvement & Extension Fund

Sewer Improvement & Extension Fund Inflows & Outflows	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Revenues								
Transfers In from Sewer Operations Fund								
Revenue transfers	\$ 26,236,800	\$ 30,172,600	\$ 24,934,200	\$ 28,140,700	\$ 45,955,200	\$ 49,392,100	\$ 72,323,100	\$ 93,711,300
Transfers In from Sewer Construction Fund								
Working capital adjustment (a)	7,410,800	-	-	-	-	-	-	-
Grant Revenues	47,000	-	-	-	-	-	-	-
Earnings on Investments (b)	2,533,300	2,133,000	2,195,200	938,700	2,981,700	2,515,500	2,249,700	1,963,100
Net Use of Reserves (c)	-	(15,202,100)	(13,441,600)	(10,569,400)	(9,223,000)	(363,600)	(2,786,400)	(2,826,900)
Total Revenues	\$ 36,227,900	\$ 17,103,500	\$ 13,687,800	\$ 18,510,000	\$ 39,713,900	\$ 51,544,000	\$ 71,786,400	\$ 92,847,500
Expenditures								
Investment Earnings Transfers Out (b)	\$ 2,506,100	\$ 2,133,000	\$ 2,195,200	\$ 938,700	\$ 2,981,700	\$ 2,515,500	\$ 2,249,700	\$ 1,963,100
Other Transfers out to Sewer Operations Fund	1,622,700	-	-	-	-	-	-	-
Capital Spending - Other	5,167,600	-	-	-	-	-	-	-
Capital Outlay	7,170,600	14,970,500	11,492,600	12,071,300	7,732,200	8,028,500	9,536,700	5,884,400
Revenue Financed Capital - Transfer to Construction Fund	-	-	-	5,500,000	29,000,000	41,000,000	60,000,000	85,000,000
Total Expenditures	\$ 16,467,000	\$ 17,103,500	\$ 13,687,800	\$ 18,510,000	\$ 39,713,900	\$ 51,544,000	\$ 71,786,400	\$ 92,847,500
(c) Beginning Net Position		\$ 92,805,300	\$ 120,000,000	\$ 133,441,600	\$ 144,011,000	\$ 153,234,000	\$ 153,597,600	\$ 156,384,000
Net Use of Reserves		\$ 15,202,100	\$ 13,441,600	\$ 10,569,400	\$ 9,223,000	\$ 363,600	\$ 2,786,400	\$ 2,826,900
Projected Ending Net Position		\$ 108,007,400	\$ 133,441,600	\$ 144,011,000	\$ 153,234,000	\$ 153,597,600	\$ 156,384,000	\$ 159,210,900

- (a) Note: The I&E Fund provided working capital and funding of capital expenditures in prior years through revenue
Financed capital transfers to the Construction Fund. The remaining working capital funds were transferred back to the I&E
Fund after bonds were issued and recorded in the construction fund.
- (b) Note: As outlined in the Master Bond Ordinance, the investment earnings in the I&E Fund are transferred to the
Receiving Fund. The impact is to reduce revenue required from charges when calculating the annual Revenue
Requirement budget.

Construction Funds: The tables below present the FY 2025 and FY 2026 biennial budgets and five-year financial plan for the separate Construction Funds for the water and sewage disposal systems. See also **Section 3 – Capital Program and Debt (Note: The Capital Improvement Plan section of this chapter will be included in Draft 2).**

Inflows to the Construction Fund

- ❖ Transfers from the Improvement & Extension Fund for capital improvement plan projects and reduction of new revenue bonds
- ❖ Issuance of new bonds
- ❖ State Revolving Fund (SRF) loans
- ❖ Interest earned on investments

Outflows from the Construction Fund

- ❖ Capital Improvement Plan projects and other large capital initiatives authorized by the Chief Executive Officer
 - Capital Spend Rate Adjustment – The Board of Directors adopts a capital spending ratio assumption (SRA) which allows the realities of capital program delivery to align with the financial plan. The SRA is an analytical approach to bridge the total dollar amount

of projects in the CIP with what can realistically be spent due to limitations beyond GLWA's control and/or delayed for nonbudgetary reasons. Those limitations, whether financial or non-financial, necessitate the SRA for budgetary purposes, despite the prioritization established.

- The GLWA Capital Improvement Plan document is available [online](#)

Schedule 5C – Water Construction Fund

Water Construction Fund Inflows & Outflows	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Revenues								
Transfers in from Water Improvement & Extension Fund	\$ -	\$ 7,713,000	\$ 10,500,000	\$ 15,000,000	\$ 3,000,000	\$ 25,000,000	\$ 46,000,000	\$ 66,250,000
Bond Proceeds	228,878,800	-	150,000,000	271,562,500	-	395,000,000	-	241,937,500
SRF Loans (Grant Revenues)	87,088,200	97,102,000	62,307,000	30,800,000	14,230,000	-	-	-
Proceeds sale of asset (a)	185,300	-	-	-	-	-	-	-
Investment Earnings (b)	6,179,200	1,864,700	4,603,500	7,953,300	4,446,300	5,438,300	3,745,200	3,248,900
Net Use of Reserves (c)	-	132,580,300	(17,410,500)	(115,315,800)	188,323,700	(195,438,300)	190,254,800	(116,436,400)
Total Revenues	\$322,331,500	\$ 239,260,000	\$ 210,000,000	\$ 210,000,000	\$ 210,000,000	\$ 230,000,000	\$ 240,000,000	\$ 195,000,000
Expenditures								
Transfers out to Water Operations Fund								
Investment Earnings (b)	\$ 89,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Cost of Issuance	3,828,600	-	-	-	-	-	-	-
Transfers Out to Water Improvement & Extension Fund -								
Working Capital Adjustment (d)	23,039,700	-	-	-	-	-	-	-
Capital Improvement Plan (e)	193,212,300	\$ 239,260,000	\$ 210,000,000	\$ 210,000,000	\$ 210,000,000	\$ 230,000,000	\$ 240,000,000	\$ 195,000,000
Capital Spend Rate Adjustment	-	-	-	-	-	-	-	-
Total Expenditures (e)	\$220,170,200	\$ 239,260,000	\$ 210,000,000	\$ 210,000,000	\$ 210,000,000	\$ 230,000,000	\$ 240,000,000	\$ 195,000,000
(c) Beginning Net Position		\$ 141,812,100	\$ 105,000,000	\$ 122,410,500	\$ 237,726,300	\$ 49,402,600	\$ 244,840,900	\$ 54,586,100
Net Use of Reserves		(132,580,300)	17,410,500	115,315,800	(188,323,700)	195,438,300	(190,254,800)	116,436,400
Projected Ending Net Position		\$ 9,231,800	\$ 122,410,500	\$ 237,726,300	\$ 49,402,600	\$ 244,840,900	\$ 54,586,100	\$ 171,022,500
(e) Total CIP Expenditures		239,260,000	210,000,000	210,000,000	210,000,000	230,000,000	240,000,000	195,000,000
Total Published Capital Improvement Plan		239,260,000	210,000,000	210,000,000	210,000,000	230,000,000	240,000,000	195,000,000
Capital Spending Ratio		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

(a) Note: Proceeds from the sale of an asset that was purchased using bond funds.

(b) Note: As required by the Master Bond Ordinance, investment earnings on I&E funds are transferred to the Receiving Fund on a monthly basis. Any earnings on bond proceeds will remain in the Construction Fund.

(d) Note: The I&E Fund provided working capital and funding of capital expenditures in prior years through revenue financed capital transfers to the Construction Fund. The remaining working capital funds were returned to the I&E Fund during the year.

Schedule 5D – Sewer Construction Fund

Sewer Construction Fund Inflows & Outflows	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Revenues								
Transfers from Sewer Improvement & Extension Fund	\$ -	\$ -	\$ -	\$ 5,500,000	\$ 29,000,000	\$ 41,000,000	\$ 60,000,000	\$ 85,000,000
Bond Proceeds	218,550,900	-	100,000,000	-	-	167,875,000	-	182,687,500
Reserve Release	7,303,700	-	-	-	-	-	-	-
SRF Loans (Grant Revenues)	17,712,400	47,253,000	49,425,000	96,852,000	120,693,000	113,146,000	62,828,000	24,755,000
Proceeds sale of asset (a)	1,140,700	-	-	-	-	-	-	-
Grant Revenues	180,000	-	-	-	-	-	-	-
Investment Earnings (b)	7,220,900	2,365,600	6,080,600	2,359,000	-	744,900	905,300	2,192,700
Net Use of Reserves (c)	-	149,442,400	4,494,400	65,289,000	45,307,000	(102,765,900)	81,266,700	(109,635,200)
Total Revenues	\$252,108,600	\$ 199,061,000	\$ 160,000,000	\$ 170,000,000	\$ 195,000,000	\$ 220,000,000	\$ 205,000,000	\$ 185,000,000
Expenditures								
Transfers out to Sewer Operations Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings (b)	\$ 62,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Cost of Issuance	831,200	-	-	-	-	-	-	-
Transfers Out to Sewer Improvement & Extension Fund -								
Working Capital Adjustment (d)	7,410,800	-	-	-	-	-	-	-
Capital Improvement Plan (e)	102,028,400	\$ 199,061,000	\$ 160,000,000	\$ 170,000,000	\$ 195,000,000	\$ 220,000,000	\$ 205,000,000	\$ 185,000,000
Capital Spend Rate Adjustment	-	-	-	-	-	-	-	-
Total Expenditures (e)	\$110,333,100	\$ 199,061,000	\$ 160,000,000	\$ 170,000,000	\$ 195,000,000	\$ 220,000,000	\$ 205,000,000	\$ 185,000,000
(c) Beginning Net Position		\$ 170,500,000	\$ 145,000,000	\$ 140,505,600	\$ 75,216,600	\$ 29,909,600	\$ 132,675,500	\$ 51,408,800
Net Use of Reserves		(149,442,400)	(4,494,400)	(65,289,000)	(45,307,000)	102,765,900	(81,266,700)	109,635,200
Projected Ending Net Position		\$ 21,057,600	\$ 140,505,600	\$ 75,216,600	\$ 29,909,600	\$ 132,675,500	\$ 51,408,800	\$ 161,044,000
(e) Total CIP Expenditures		199,061,000	160,000,000	170,000,000	195,000,000	220,000,000	205,000,000	185,000,000
Total Published Capital Improvement Plan		199,061,000	160,000,000	170,000,000	195,000,000	220,000,000	205,000,000	185,000,000
Capital Spending Ratio		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

(a) Note: Proceeds from the sale of an asset that was purchased using bond funds.

(b) Note: As required by the Master Bond Ordinance, investment earnings on I&E funds are transferred to the Receiving Fund on a monthly basis. Any earnings on bond proceeds will remain in the Construction Fund.

(d) Note: The I&E Fund provided working capital and funding of capital expenditures in prior years through revenue financed capital transfers to the Construction Fund. The remaining working capital funds were returned to the I&E Fund during the year.

GLWA

Great Lakes Water Authority



Section 3

Capital Program and Debt

Capital Program Overview

The Great Lakes Water Authority assures effective operational flexibility, while controlling spending and optimizing the cost of capital. This is accomplished by utilizing five categories in GLWA's Capital Financial Plan for funding both "Capital Outlay" and the "Capital Improvement Plan" (CIP) which are listed below.

Category	Capital Outlay - Over \$5,000 (Non-Capitalized)	Capital Outlay - Direct Purchase Over \$5,000 (Capitalized*)	Capital Outlay - Projects and Program (Capitalized*)	Capital Improvement Plan I&E (Capitalized*)	Capital Improvement Plan Construction (Capitalized*)
Fund Name	Operations & Maintenance	Improvement & Extension Fund	Improvement & Extension Fund	Improvement & Extension Fund	Construction Fund
Fund Number	5910 - Water 5960 - Sewer	5506 - Water 5404 - Sewer	5506 - Water 5404 - Sewer	5506 - Water 5404 - Sewer	5519 - Water 5421 - Sewer
Account Number	901060	901100	901100	See CA&FR Team	See CA&FR Team
Rationale	Controllable asset, tagged and tracked for internal control purposes. Shorter lived assets such as computer software and hardware.	Items that cause variability in the annual financial plan that do not meet the criteria for CIP	Items that cause variability in the annual financial plan that do not meet the criteria for GLWA criteria bond funding.	Condition assessments associated with a specific CIP project or program; Expenditures associated with a specific asset ineligible for bond funding; CIP assets that have less than 20 year life or for immediate expenditure	Engineering, design, and study services associated with a specific constructed asset in the CIP; Constructed assets eligible for bond funding
Frequency	Recurring in nature	Unique, nonrecurring purchases, and/or large dollar assets on a replacement program	Unique, nonrecurring purchases, and/or large dollar assets on a replacement program	Project specific	Project specific
Life	Greater than One Year	Greater than One Year	Greater than One Year	Less than 20 Years or current year expenditure	Greater than 20 Years
Examples	IT Equipment & Software that does not meet the Capitalization Policy threshold	Vehicles, large equipment, pumps, motors, and security equipment; no or low relative amount of installation costs	Infrastructure, plant, and facility upgrade/buildouts, rehabilitation, and/or replacement	Security enhancements (cameras, fencing, gates & small dollar items by various locations), condition assessments not resulting in near term constructable design	Infrastructure, plant, and facility upgrade, rehabilitation, and/or replacement
Justification	Internal review panel, prioritization	Internal review panel, prioritization, replacement validation with asset records and other current market information	Internal review panel, prioritization, replacement validation with asset records and other current market information	Business Case Evaluation; Internal Review Panel; Member Outreach; GLWA Board Committee	Business Case Evaluation; Internal Review Panel; Member Outreach; GLWA Board Committee

* Purchases must be alignment with the GLWA capitalization policy.

Items identified as “Capital Outlay” are assets or programs acquired for the betterment of the system and are both above the dollar threshold for capitalizing on the financial statements (i.e., over \$5,000), and are assets that should be tagged and tracked for internal control purposes. In both instances, these assets have an estimated useful life of greater than one year.

Capital Outlay includes vehicles, shop, lab, plant and field equipment, office furniture and equipment, as well as software and hardware. Generally capital outlay items have a life of less than 20 years. Capital Outlay items are not included in the “Capital Improvement Plan” (CIP). The CIP focuses on longer lived constructed assets with a useful life greater than 20 years, although some of the CIP expenditures do have lives less than 20 years.

Capital Outlay

The tables in this section present an entity-wide view of GLWA's capital outlay. Some capital outlay costs are shared between the water and wastewater systems. Examples of this include centralized services capital outlay such as facilities, fleet, and information technology.

Tables 1 and 2 – *Capital Outlay by System* depicts the capital outlay by water & wastewater systems. Each system budgets for specific types of expenditures as shown in Table 5 - *Total Capital Outlay by Funding Source and Asset Category* which support both systems.

Table 1 – *Capital Outlay by System (funded by both O&M and I&E) – Biennial Budget*

Operating System	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity As of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Water System	\$ 7,983,300	\$ 10,734,100	\$ 2,924,200	\$ 13,071,100	\$ 2,337,000	21.8%	\$ 14,565,400
Operations & Maintenance	960,100	2,648,300	187,500	2,543,300	(105,000)	-4.0%	2,586,300
Improvement & Extension	7,023,200	8,085,800	2,736,700	10,527,800	2,442,000	30.2%	11,979,100
Wastewater System	13,775,200	11,492,600	1,335,400	12,071,300	578,700	5.0%	7,732,200
Operations & Maintenance	313,800	-	34,400	-	-	0.0%	-
Improvement & Extension	13,461,400	11,492,600	1,301,000	12,071,300	578,700	5.0%	7,732,200
Grand Total	\$ 21,758,500	\$ 22,226,700	\$ 4,259,600	\$ 25,142,400	\$ 2,915,700	13.1%	\$ 22,297,600

Table 2 – *Capital Outlay by System (funded by both O&M and I&E) – Five-Year Financial Plan*

Operating System	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Water System	\$ 7,983,300	\$ 10,734,100	\$ 13,071,100	\$ 14,565,400	\$ 11,245,600	\$ 9,962,500	\$ 8,954,800
Operations & Maintenance	960,100	2,648,300	2,543,300	2,586,300	2,629,900	2,674,500	2,719,800
Improvement & Extension	7,023,200	8,085,800	10,527,800	11,979,100	8,615,700	7,288,000	6,235,000
Wastewater System	13,775,200	11,492,600	12,071,300	7,732,200	8,028,500	9,536,700	5,884,400
Operations & Maintenance	313,800	-	-	-	-	-	-
Improvement & Extension	13,461,400	11,492,600	12,071,300	7,732,200	8,028,500	9,536,700	5,884,400
Grand Total	\$ 21,758,500	\$ 22,226,700	\$ 25,142,400	\$ 22,297,600	\$ 19,274,100	\$ 19,499,200	\$ 14,839,200

Since assets are replaced on a periodic basis, annual expenditures may not be level throughout the year and from year to year. In addition, some capital outlay projects span several years that are beyond the five-year planning documents. Examples of these non-recurring and long-term projects include the following:

- ❖ Instrumentation & control hardware and software for the water and wastewater systems. These projects are scheduled by facility and recur on a five to seven-year cycle as technologies and control capabilities advance. Thirty such upgrades are scheduled within the biennial budget with a total forecast of \$19.8 million.
- ❖ GLWA enterprise-wide software systems. These systems are scheduled in the biennial budget with a total forecast cost of \$5.3 million.

- ❖ As part of GLWA's commitment to maintaining sustainable water and wastewater systems, programs are in place for the replacement and renewal of various processing equipment. These include pumps, valves, motors, pipes and other processing or treatment equipment. The average annual proposed budget of these programs is \$3.6 million.
- ❖ As part of GLWA's commitment to maintaining a high level of service and safety to its team members, GLWA is actively replacing an aged fleet of service vehicles. These vehicles include heavy and light trucks, utility vehicles and vans. The proposed budget for these vehicles is approximately \$3.2 million annually.
- ❖ The design, rehabilitation, and replacement of flow meters for the system is an ongoing effort to accurately measure activity for both water and sewer systems. The proposed budget for the replacement of these meters is approximately \$0.4 million annually.

Funding Sources

The Capital Outlay expenditures are proposed to be \$25.1 million for FY 2025, and \$22.3 million for FY 2026. As shown in Tables 3 and 4 – *Capital Outlay by Funding Source*, Capital Outlay is funded by two sources: Operations & Maintenance (O&M) and Improvement & Extension (I&E) funds.

- ❖ **Operations & Maintenance Fund (O&M):** Capital outlay items funded by O&M funds are paid with current year revenues. The nature of these items is recurring so the impact on charges from year-to-year is not significant. The total capital outlay paid with O&M funds is included in Schedules 2A and 2B in Section 2 - Core Financial Plan Schedules.
- ❖ **Improvement & Extension Fund (I&E):** The source of the I&E Funds are revenues from charges that have been transferred to the I&E fund. Funds are budgeted annually to be added to the I&E fund to reduce debt financing and are used for capital outlay and capital improvements. The nature of these items is not necessarily recurring each year. They are, instead, replaced on a longer-term cycle or unique to a three to five-year planning horizon. The total capital outlay paid with I&E funds is included in Schedules 5A and 5B in Section 2 - Core Financial Plan Schedules.

Table 3 – *Capital Outlay by Funding Source – Biennial Budget*

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity As of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Operations & Maintenance	\$ 1,273,900	\$ 2,648,300	\$ 221,900	\$ 2,543,300	\$ (105,000)	-4.0%	\$ 2,586,300
Improvement & Extension	20,484,600	19,578,400	4,037,700	22,599,100	3,020,700	15.4%	19,711,300
Grand Total	\$ 21,758,500	\$ 22,226,700	\$ 4,259,600	\$ 25,142,400	\$ 2,915,700	13.1%	\$ 22,297,600

Table 4 – Capital Outlay by Funding Source - Five-Year Financial Plan

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Operations & Maintenance	\$ 1,273,900	\$ 2,648,300	\$ 2,543,300	\$ 2,586,300	\$ 2,629,900	\$ 2,674,500	\$ 2,719,800
Improvement & Extension	20,484,600	19,578,400	22,599,100	19,711,300	16,644,200	16,824,700	12,119,400
Grand Total	\$ 21,758,500	\$ 22,226,700	\$ 25,142,400	\$ 22,297,600	\$ 19,274,100	\$ 19,499,200	\$ 14,839,200

Biennial Budget Request

The biennial budget reflects a change in FY 2025, increasing by \$2.9 million, or 13.1% as noted above. There are key factors that impact this change outside of the projects previously noted. These include the following:

- ❖ Capital Outlay for the O&M fund decreased \$0.1 million or 4.0%.
 - Information Technology decreased by \$0.1million. The continued implementation of a hybrid cloud environment will move certain applications from the on-premises data center to a secure cloud environment.
- ❖ Capital Outlay in the I&E fund increased \$3.0 million or 15.4%.
 - Controls & Communication increased \$0.9 million. Several projects for the replacement and upgrade to the controls systems for the organization are planned. These projects are part of the ongoing program to secure the Authorities operating systems.
 - Projects and Programs increased \$0.5 million. As with the Controls & Communications projects, these programs are part of the security for the Authorities operating systems.
 - Overall, vehicles replacement remained flat. However, light-duty trucks are scheduled for replacement, an increase of \$0.6 million, offset by decreases in heavy trucks, utility vehicles and vans.
 - Process Equipment/Treatment increased \$0.6 million, due to the forecast replacement of equipment directly part of the raw water and sewage influent processing.
 - Laboratory equipment increased \$0.3 million due the scheduled replacement of several pieces of equipment that are at the end of their useful life.

Tables 5 - Capital Outlay by Funding Source and Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Operations & Maintenance						
Information Technology	\$ 2,648,300	\$ 2,543,300	\$ 2,586,300	\$ 2,629,900	\$ 2,674,500	\$ 2,719,800
Hardware	1,695,500	1,721,400	1,747,900	1,774,900	1,802,400	1,830,300
Software	952,800	821,900	838,400	855,000	872,100	889,500
Improvement & Extension	\$ 19,578,400	\$ 22,599,100	\$ 19,711,300	\$ 16,644,200	\$ 16,824,700	\$ 12,119,400
Building/Structures	1,068,100	1,066,000	371,500	877,100	1,377,100	1,138,400
Information Technology	75,000	75,000	75,000	150,000	150,000	150,000
Software	75,000	75,000	75,000	150,000	150,000	150,000
Leasehold Improvements	-	158,000	-	-	-	-
Machinery & Equipment	13,462,300	15,866,600	13,783,300	12,180,100	12,229,600	7,818,000
Computers & IT	110,000	365,500	18,000	22,000	2,110,000	-
Controls & Communication	6,102,500	7,031,600	4,627,300	3,216,200	1,881,400	694,500
Flow Measuring & Meters	792,100	714,200	716,400	731,700	1,320,000	720,000
Furniture & Fixtures	115,000	80,000	92,000	85,000	90,000	40,000
Heavy Equipment & Misc	120,000	417,000	505,000	232,000	454,000	707,000
Laboratory	263,200	527,400	442,000	498,400	233,200	401,900
Leasehold Improvements	-	-	250,000	-	-	-
Pipes, Gates & Valves	1,042,500	719,000	725,500	805,500	931,000	785,500
Process Equipment/Treatment	908,400	1,514,400	3,016,100	2,848,200	1,371,800	1,393,300
Pumps & Motors	3,988,600	4,227,500	3,347,000	3,622,100	3,818,200	2,975,800
Tools, Shop & Warehouse	20,000	20,000	44,000	119,000	20,000	100,000
Machinery & Equipment	-	250,000	-	-	-	-
Projects & Programs	1,850,000	2,398,500	2,233,500	-	-	-
Safety & Security	61,000	-	-	-	-	-
Access & Control	-	-	-	-	-	-
Safety Equipment	61,000	-	-	-	-	-
Surveillance	-	-	-	-	-	-
Vehicles	3,062,000	3,035,000	3,248,000	3,437,000	3,068,000	3,013,000
Heavy Truck	740,000	600,000	1,650,000	1,350,000	1,350,000	1,350,000
Light Truck	730,000	1,360,000	690,000	450,000	450,000	450,000
Trailer & Towable Equipment	40,000	-	40,000	-	40,000	-
Utility Vehicle	352,000	235,000	388,000	1,157,000	748,000	733,000
Van	1,200,000	840,000	480,000	480,000	480,000	480,000
Grand Total	\$ 22,226,700	\$ 25,142,400	\$ 22,297,600	\$ 19,274,100	\$ 19,499,200	\$ 14,839,200

Table 6 - Capital Outlay by Team funded by both I&E and O&M

Team	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
881101 - Public Affairs	5,000	2,500	9,000	11,000	5,000	-
882121 - Water Quality	18,000	230,000	17,500	19,000	51,000	45,000
882131 - Water Works Park	389,000	491,000	1,583,300	1,540,000	668,000	427,000
882141 - Springwells Water Plant	814,000	887,900	682,900	1,294,900	1,482,000	1,127,000
882151 - Northeast Water Plant	463,000	765,900	1,052,900	942,900	563,000	242,000
882161 - Southwest Water Plant	265,000	332,000	1,060,000	341,000	325,000	230,000
882171 - Lake Huron Water Plant	623,000	486,900	396,900	376,900	104,000	74,000
882301 - Systems Operations Control	768,800	1,878,100	1,878,100	1,025,000	1,025,000	1,025,000
882322 - Eastside Pumping Station	100,000	100,000	100,000	100,000	100,000	100,000
882323 - Northwest Pumping Station	100,000	100,000	100,000	100,000	100,000	100,000
882330 - Adams Road Pumping Station	50,000	50,000	50,000	50,000	50,000	50,000
882331 - Newburgh Pumping Station	50,000	50,000	50,000	50,000	50,000	50,000
882336 - Schoolcraft Pumping Station	50,000	50,000	50,000	50,000	50,000	50,000
882338 - Imlay Pumping Station	300,000	300,000	300,000	300,000	300,000	300,000
882421 - Facility Operations	15,000	45,000	15,000	15,000	15,000	15,000
882422 - Fleet Operations	2,325,000	1,860,000	2,250,000	2,250,000	2,250,000	2,250,000
882431 - Field Service Operations	500,000	2,498,500	2,333,500	100,000	100,000	100,000
882501 - Energy, Research & Innovation	200,000	50,000	50,000	50,000	50,000	50,000
883201- Organizational Development	350,000	350,000	-	-	-	-
883321- Info Technology Service Desk	1,387,000	1,303,400	1,329,500	1,356,100	1,383,200	1,410,800
883331- Info Technology Infrastructure	1,531,200	765,500	772,900	780,300	787,900	795,600
883351- Info Technology Business Applications	405,700	449,500	458,500	467,600	477,000	486,500
883361- Info Technology Security & Risk	24,400	24,900	25,400	25,900	26,400	26,900
891101 - Public Affairs	5,000	2,500	9,000	11,000	5,000	-
891202- HazMat	61,000	-	-	-	-	-
892201 - Wastewater Director	368,100	888,000	1,071,500	1,043,900	1,157,100	968,400
892211 - Wastewater Engineering	-	-	-	13,000	-	-
892221 - Wastewater Operations	-	-	-	1,454,000	-	-
892222 - Wastewater Process Control	5,586,500	4,090,800	1,616,300	490,000	2,100,000	-
892223 - Wastewater Primary Process	139,200	975,500	442,500	144,500	151,000	93,500
892224 - Wastewater Secondary Process	120,000	20,000	25,000	33,000	65,000	530,000
892225 - Wastewater Dewatering Process	272,400	276,800	277,700	127,600	93,500	130,400
892226 - Wastewater Incineration Process	24,000	334,100	117,500	60,100	2,600	167,200
892231 - Industrial Waste Control	-	25,500	7,000	26,000	-	26,500
892235 - Wastewater Laboratories	14,200	17,900	186,200	167,400	6,200	87,400

(continued on next page)

Table 6 - Capital Outlay by Team funded by both I&E and O&M (continued from previous page)

Team	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892271 - Puritan-Fenkell Combined Sewer Overflow	-	60,000	-	220,000	700,000	20,000
892272 - 7 Mile Combined Sewer Overflow	68,000	750,600	14,000	-	8,400	60,000
892273 - Hubbell-Southfield Combined Sewer Overflow	400,800	138,800	189,700	595,700	593,600	97,600
892274 - Leib Combined Sewer Overflow	44,600	45,900	67,300	58,700	110,300	51,700
892275 - St. Aubin Combined Sewer Overflow	18,000	73,000	18,500	19,100	49,700	20,300
892276 - Conner Creek Combined Sewer Overflow	324,700	489,700	397,500	367,500	446,600	482,000
892277 - Baby Creek Combined Sewer Overflow	434,000	234,000	451,100	248,300	1,182,700	263,400
892278 - Oakwood Combined Sewer Overflow	-	19,000	-	85,000	-	21,000
892301 - Systems Operations Control	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
892345 - Conner Pumping Station	150,000	150,000	150,000	150,000	150,000	150,000
892349 - Freud Pumping Station	150,000	150,000	150,000	150,000	150,000	150,000
892351 - Oakwood Pumping Station	100,000	100,000	100,000	100,000	100,000	100,000
892421 - Facility Operations	15,000	45,000	15,000	15,000	15,000	15,000
892422 - Fleet Operations	675,000	1,140,000	730,000	750,000	750,000	750,000
893201 - Organizational Development	350,000	350,000	-	-	-	-
893331- Info Technology Infrastructure	700,000	-	-	-	-	-
896401 - Systems Analytics	472,100	694,200	696,400	698,700	700,000	700,000
Grand Total	22,226,700	25,142,400	22,297,600	19,274,100	19,499,200	14,839,200

GLWA

Great Lakes Water Authority



Section 5

Operating Financial Plans

Operating Financial Plans by Service Area

GLWA's operating area financial plans provide the bridge from the operating units' objectives with the overall GLWA mission. The operating area plans also ensure that the organization is financially sound by aligning the allocation of resources across all levels of GLWA. This coordination requires a high level of preparation and interaction from both inside and outside of the organization. Sound approaches to financial planning are imperative for ensuring long-term success in today's complex environment. GLWA has prepared a balanced operating budget for fiscal years 2025 and 2026 and the forecasted financial plan for fiscal years 2027 through 2029.

Variance columns in Section 5 are based on a comparison to the Amended FY 2024 budget. This provides a more useful analysis of the budget for FY 2025 by comparing to the expected expenditures for FY 2024.

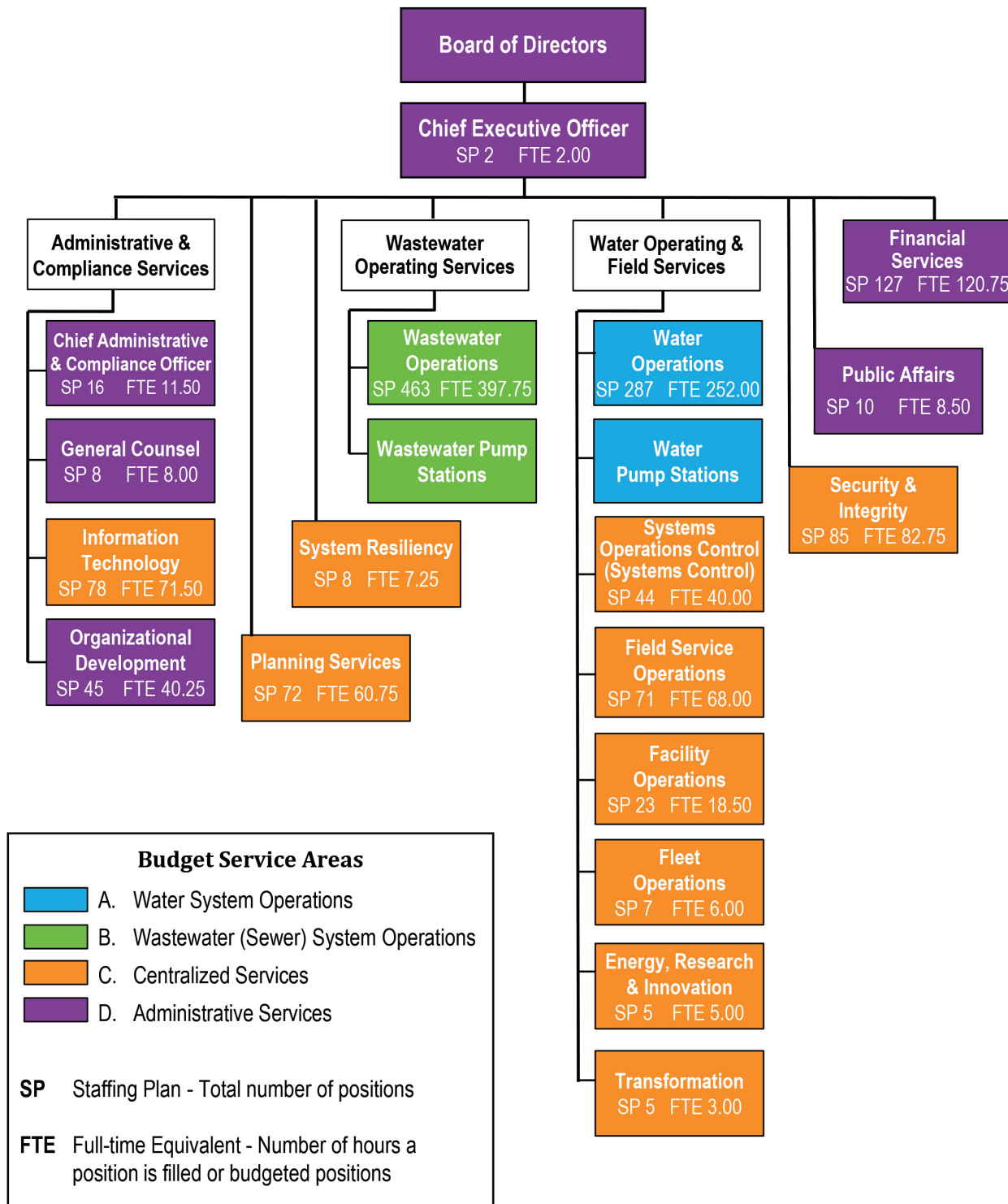
The tables in Section 5 are pulled from a database in which the underlying data is not rounded while the budget tables presented in this document are rounded to the hundred. This may result in totals within the individual departments in Sections 5A, 5B, 5C and 5D not precisely matching the department totals in Tables A, B, C and D of the Operating Financial Plans due to rounding.

As discussed in Section 2, the Operations and Maintenance budget includes four service areas as shown in Schedules 2C and 2D. They include:

- A. Water System Operations
- B. Wastewater (Sewer) System Operations
- C. Centralized Services
- D. Administrative Services

The following organization chart shows the above service area and its related operating units.

Organizational Line of Reporting Chart



The tables below provide the detail expenses by cost center of the four service areas as shown in Schedules 2C and 2D (Core Financial Plan Schedules).

A - Water System Operations Area and Related Cost Centers – Biennial Budget

A Water System Operations by Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
COO - Water Operations & Field Services	1,048,000	1,282,300	351,500	1,399,200	116,900	9.1%	1,480,600
Lake Huron Water Plant	15,808,700	15,196,700	3,491,600	15,512,700	316,000	2.1%	15,812,000
Northeast Water Plant	12,943,300	13,381,500	2,655,700	13,794,300	412,800	3.1%	14,214,200
Southwest Water Plant	11,299,900	10,431,300	1,855,200	11,209,800	778,500	7.5%	11,491,400
Springwells Water Plant	15,436,100	16,705,700	6,009,900	16,550,900	(154,800)	-0.9%	16,904,300
Water Director	1,804,500	1,798,200	464,900	3,065,900	1,267,700	70.5%	3,268,500
Water Engineering	1,281,600	1,420,900	436,800	1,849,300	428,400	30.1%	2,767,800
Water Quality	2,311,400	2,295,500	600,200	2,603,200	307,700	13.4%	2,646,200
Water Works Park	11,919,100	10,384,400	2,673,300	10,757,100	372,700	0.0%	11,553,200
Water System Operations Unallocated	-	3,341,300	-	5,131,000	1,789,700	0.0%	4,715,800
Total Water Operations	\$ 73,852,600	\$ 76,237,800	\$ 18,539,100	\$ 81,873,400	\$ 5,635,600	7.4%	\$ 84,854,000
Adams Road Pumping Station	700,400	665,000	183,800	755,000	90,000	0.0%	768,400
Eastside Pumping Station	64,500	74,700	16,600	84,200	9,500	0.0%	85,500
Electric Ave Pumping Station	25,900	26,300	5,400	35,000	8,700	0.0%	35,500
Ford Rd Pumping Station	524,200	431,800	162,700	533,900	102,100	0.0%	544,000
Franklin Road Pumping Station	1,169,300	911,000	433,500	1,040,000	129,000	0.0%	1,059,000
Haggerty Road Pumping Station	268,700	320,700	51,700	329,300	8,600	0.0%	334,700
Imlay Pumping Station	2,725,600	2,481,000	944,900	2,547,900	66,900	0.0%	2,595,800
Joy Road Pumping Station	779,000	708,600	224,400	813,600	105,000	0.0%	828,100
Michigan Ave Pumping Station	173,000	157,700	47,500	215,700	58,000	0.0%	219,700
Newburgh Pumping Station	473,200	415,000	135,600	474,000	59,000	0.0%	483,000
North Service Center Pumping Station	2,504,600	2,295,500	624,500	2,440,000	144,500	0.0%	2,485,000
Northwest Pumping Station	86,000	61,300	19,100	80,700	19,400	0.0%	81,900
Orion Township Pumping Station	192,900	75,400	27,300	120,500	45,100	0.0%	122,500
Rochester Pumping Station	301,700	277,100	83,900	316,800	39,700	0.0%	322,300
Roseville Pumping Station	100	300	-	300	-	0.0%	300
Schoolcraft Pumping Station	532,600	476,100	114,300	498,000	21,900	0.0%	506,700
West Chicago Rd Pumping Station	30,900	32,500	6,100	35,000	2,500	0.0%	35,600
West Service Center Pumping Station	1,112,500	923,700	436,600	1,200,700	277,000	0.0%	1,222,900
Wick Road Pumping Station	739,900	685,600	172,400	751,700	66,100	0.0%	764,800
Ypsilanti Pumping Station	515,100	481,100	135,600	524,200	43,100	0.0%	534,300
Total Water Pump Stations	\$ 12,920,100	\$ 11,500,400	\$ 3,825,900	\$ 12,796,500	\$ 1,296,100	11.3%	\$ 13,030,000
Grand Total	\$ 86,772,700	\$ 87,738,200	\$ 22,365,000	\$ 94,669,900	\$ 6,931,700	7.9%	\$ 97,884,000

A - Water System Operations Area and Related Cost Centers – Five-Year Financial Plan

A Water System Operations by Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
COO - Water Operations & Field Services	1,048,000	1,282,300	351,500	1,399,200	1,480,600	1,482,300	1,484,000	1,485,800
Lake Huron Water Plant	15,808,700	15,196,700	3,491,600	15,512,700	15,812,000	15,823,000	15,829,700	15,845,000
Northeast Water Plant	12,943,300	13,381,500	2,655,700	13,794,300	14,214,200	14,230,400	14,232,400	14,252,800
Southwest Water Plant	11,299,900	10,431,300	1,855,200	11,209,800	11,491,400	11,403,200	11,410,200	11,427,100
Springwells Water Plant	15,436,100	16,705,700	6,009,900	16,550,900	16,904,300	16,971,500	16,900,000	16,975,800
Water Director	1,804,500	1,798,200	464,900	3,065,900	3,268,500	3,231,500	2,324,100	2,327,000
Water Engineering	1,281,600	1,420,900	436,800	1,849,300	2,767,800	2,771,700	2,775,800	2,779,700
Water Quality	2,311,400	2,295,500	600,200	2,603,200	2,646,200	2,647,400	2,653,500	2,664,700
Water Works Park	11,919,100	10,384,400	2,673,300	10,757,100	11,553,200	11,526,800	11,535,300	11,554,400
Water System Operations Unallocated	-	3,341,300	-	5,131,000	4,715,800	6,141,800	8,899,800	12,345,800
Total Water Operations	\$ 73,852,600	\$ 76,237,800	\$ 18,539,100	\$ 81,873,400	\$ 84,854,000	\$ 86,229,600	\$ 88,044,800	\$ 91,658,100
Adams Road Pumping Station	700,400	665,000	183,800	755,000	768,400	782,100	796,000	810,200
Eastside Pumping Station	64,500	74,700	16,600	84,200	85,500	86,800	88,200	89,600
Electric Ave Pumping Station	25,900	26,300	5,400	35,000	35,500	36,000	36,500	37,000
Ford Rd Pumping Station	524,200	431,800	162,700	533,900	544,000	554,100	564,200	574,300
Franklin Road Pumping Station	1,169,300	911,000	433,500	1,040,000	1,059,000	1,078,400	1,098,100	1,118,300
Haggerty Road Pumping Station	268,700	320,700	51,700	329,300	334,700	340,100	345,800	352,000
Imlay Pumping Station	2,725,600	2,481,000	944,900	2,547,900	2,595,800	2,644,600	2,695,000	2,745,800
Joy Road Pumping Station	779,000	708,600	224,400	813,600	828,100	842,800	857,900	873,200
Michigan Ave Pumping Station	173,000	157,700	47,500	215,700	219,700	223,700	227,700	231,700
Newburgh Pumping Station	473,200	415,000	135,600	474,000	483,000	492,300	501,800	511,000
North Service Center Pumping Station	2,504,600	2,295,500	624,500	2,440,000	2,485,000	2,530,900	2,577,700	2,625,300
Northwest Pumping Station	86,000	61,300	19,100	80,700	81,900	83,100	84,400	85,700
Orion Township Pumping Station	192,900	75,400	27,300	120,500	122,500	124,200	126,000	127,900
Rochester Pumping Station	301,700	277,100	83,900	316,800	322,300	328,000	333,700	339,700
Roseville Pumping Station	100	300	-	300	300	300	300	300
Schoolcraft Pumping Station	532,600	476,100	114,300	498,000	506,700	515,500	524,500	533,700
West Chicago Rd Pumping Station	30,900	32,500	6,100	35,000	35,600	36,100	36,700	37,300
West Service Center Pumping Station	1,112,500	923,700	436,600	1,200,700	1,222,900	1,245,500	1,268,600	1,292,200
Wick Road Pumping Station	739,900	685,600	172,400	751,700	764,800	777,000	790,100	804,200
Ypsilanti Pumping Station	515,100	481,100	135,600	524,200	534,300	544,400	554,500	564,600
Total Water Pump Stations	\$ 12,920,100	\$ 11,500,400	\$ 3,825,900	\$ 12,796,500	\$ 13,030,000	\$ 13,265,900	\$ 13,507,700	\$ 13,754,000
Grand Total	\$ 86,772,700	\$ 87,738,200	\$ 22,365,000	\$ 94,669,900	\$ 97,884,000	\$ 99,495,500	\$ 101,552,500	\$ 105,412,100

B - Sewer System Operations Area and Related Cost Centers – Biennial Budget

B Sewer System Operations by Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Wastewater Operations Group							
7 Mile Combined Sewer Overflow	322,800	148,200	126,400	147,900	(300)	-0.2%	150,800
Baby Creek Combined Sewer Overflow	1,223,700	1,333,300	394,400	1,509,400	176,100	13.2%	1,517,200
BDF, COF & Hauling	22,939,100	24,331,400	5,871,300	24,200,900	(130,500)	-0.5%	24,942,900
Belle Isle Combined Sewer Overflow	(52,100)	4,400	(6,500)	-	(4,400)	-100.0%	-
Chief Operating Officer Wastewater	1,933,400	1,789,000	487,400	2,684,300	895,300	50.0%	3,033,400
Combined Sewer Overflow	3,699,200	3,824,200	1,026,000	3,887,300	63,100	1.7%	4,239,600
Conner Creek Combined Sewer Overflow	4,209,600	5,201,000	1,109,800	5,111,700	(89,300)	-1.7%	5,040,400
Hubble Southfield CSO	997,100	841,600	314,700	1,129,500	287,900	34.2%	1,138,200
Industrial Waste Control	2,306,600	2,454,400	578,700	2,699,600	245,200	0.0%	3,063,000
Leib Combined Sewer Overflow	453,600	544,200	96,300	524,200	(20,000)	0.0%	531,100
Oakwood Combined Sewer Overflow	2,611,300	2,728,500	856,800	2,589,600	(138,900)	-5.1%	2,600,400
Puritan Fenkell Combined Sewer Overflow	494,200	280,100	58,300	301,600	21,500	7.7%	304,600
St Aubin Combined Sewer Overflow	434,100	304,300	73,500	331,200	26,900	8.8%	335,000
Suburban Only Green Infrastructure Allocation	-	340,000	-	347,000	7,000	2.1%	354,000
Wastewater Dewatering Process	6,142,800	6,142,800	1,683,900	6,138,400	(4,400)	-0.1%	6,744,600
Wastewater Director	8,269,200	7,823,800	2,045,900	8,223,400	399,600	5.1%	8,877,000
Wastewater Engineering	3,453,500	2,802,600	891,200	3,949,700	1,147,100	40.9%	4,485,200
Wastewater Fire Damage	10,200	-	10,500	-	-	0.0%	-
Wastewater Incineration Process	5,081,700	5,557,900	1,584,200	6,152,300	594,400	0.0%	6,535,000
Wastewater Laboratories	3,384,900	3,799,900	796,000	4,006,600	206,700	0.0%	4,589,400
Wastewater Operations	37,312,400	32,799,200	8,024,200	32,747,700	(51,500)	-0.2%	33,329,000
Wastewater Primary Process	12,425,400	12,308,000	3,664,000	12,555,800	247,800	2.0%	13,799,900
Wastewater Process Control	2,910,700	3,929,500	696,800	3,724,000	(205,500)	-5.2%	4,644,500
Wastewater Secondary Process	16,028,000	15,726,800	4,097,000	16,973,200	1,246,400	7.9%	17,411,000
Wastewater System Operations Unallocated	-	3,080,000	-	4,251,400	1,171,400	38.0%	3,531,400
Total Wastewater Operations Group	\$ 136,591,400	\$ 138,095,100	\$ 34,480,800	\$ 144,186,700	\$ 6,091,600	4.4%	\$ 151,197,600
Wastewater Pump Stations							
Belle Isle Pumping Station	(17,200)	20,000	(1,900)	-	(20,000)	-100.0%	-
Blue Hill Pumping Station	(256,400)	150,000	(10,900)	-	(150,000)	-100.0%	-
Conner Pumping Station	673,100	1,241,300	233,300	726,000	(515,300)	-41.5%	737,500
Fairview Pumping Station	1,124,600	690,400	176,200	714,500	24,100	3.5%	727,800
Fischer Pumping Station	(11,100)	-	7,100	-	-	0.0%	-
Fox Creek Pumping Station	800	1,000	100	1,000	-	0.0%	1,100
Freud Pumping Station	254,000	435,000	99,300	536,800	101,800	23.4%	544,700
Northeast Pumping Station	1,049,800	856,000	289,700	860,100	4,100	0.5%	877,300
Oakwood Pumping Station	217,900	167,000	35,000	220,000	53,000	31.7%	222,800
Woodmere Pumping Station	(100,700)	-	24,400	-	-	0.0%	-
Total Wastewater Pump Stations	\$ 2,934,800	\$ 3,560,700	\$ 852,300	\$ 3,058,400	\$ (502,300)	-14.1%	\$ 3,111,200
Grand Total	\$ 139,526,200	\$ 141,655,800	\$ 35,333,100	\$ 147,245,100	\$ 5,589,300	3.9%	\$ 154,308,800

B - Sewer System Operations Area and Related Cost Centers – Five-Year Financial Plan

B Sewer System Operations by Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Wastewater Operations Group								
7 Mile Combined Sewer Overflow	322,800	148,200	126,400	147,900	150,800	152,600	156,000	155,900
Baby Creek Combined Sewer Overflow	1,223,700	1,333,300	394,400	1,509,400	1,517,200	1,536,400	1,623,300	1,548,300
BDF, COF & Hauling	22,939,100	24,331,400	5,871,300	24,200,900	24,942,900	25,457,000	26,013,600	26,554,400
Belle Isle Combined Sewer Overflow	(52,100)	4,400	(6,500)	-	-	-	-	-
Chief Operating Officer Wastewater	1,933,400	1,789,000	487,400	2,684,300	3,033,400	3,110,600	3,119,300	3,063,600
Combined Sewer Overflow	3,699,200	3,824,200	1,026,000	3,887,300	4,239,600	4,309,200	4,284,800	4,225,400
Conner Creek Combined Sewer Overflow	4,209,600	5,201,000	1,109,800	5,111,700	5,040,400	5,525,300	5,500,300	5,049,100
Hubble Southfield CSO	997,100	841,600	314,700	1,129,500	1,138,200	1,163,500	1,171,600	1,188,800
Industrial Waste Control	2,306,600	2,454,400	578,700	2,699,600	3,063,000	2,906,000	2,724,200	2,736,700
Leib Combined Sewer Overflow	453,600	544,200	96,300	524,200	531,100	469,600	547,000	552,800
Oakwood Combined Sewer Overflow	2,611,300	2,728,500	856,800	2,589,600	2,600,400	2,605,500	2,618,800	2,624,400
Puritan Fenkell Combined Sewer Overflow	494,200	280,100	58,300	301,600	304,600	316,000	305,100	303,000
St Aubin Combined Sewer Overflow	434,100	304,300	73,500	331,200	335,000	339,500	343,200	346,800
Suburban Only Green Infrastructure Allocation	-	340,000	-	347,000	354,000	362,000	370,000	378,000
Wastewater Dewatering Process	6,142,800	6,142,800	1,683,900	6,138,400	6,744,600	6,874,700	6,846,200	6,783,400
Wastewater Director	8,269,200	7,823,800	2,045,900	8,223,400	8,877,000	8,937,200	8,952,400	8,934,300
Wastewater Engineering	3,453,500	2,802,600	891,200	3,949,700	4,485,200	4,611,000	4,732,500	4,813,700
Wastewater Fire Damage	10,200	-	10,500	-	-	-	-	-
Wastewater Incineration Process	5,081,700	5,557,900	1,584,200	6,152,300	6,535,000	6,333,700	6,341,400	6,440,100
Wastewater Laboratories	3,384,900	3,799,900	796,000	4,006,600	4,589,400	4,599,200	4,640,500	4,656,700
Wastewater Operations	37,312,400	32,799,200	8,024,200	32,747,700	33,329,000	33,447,800	33,814,500	33,975,900
Wastewater Primary Process	12,425,400	12,308,000	3,664,000	12,555,800	13,799,900	13,779,500	13,879,600	13,879,000
Wastewater Process Control	2,910,700	3,929,500	696,800	3,724,000	4,644,500	4,928,400	4,625,500	4,626,000
Wastewater Secondary Process	16,028,000	15,726,800	4,097,000	16,973,200	17,411,000	17,711,200	18,032,100	18,088,200
Wastewater System Operations Unallocated	-	3,080,000	-	4,251,400	3,531,400	5,082,600	6,956,600	7,982,500
Total Wastewater Operations Group	\$ 136,591,400	\$ 138,095,100	\$ 34,480,800	\$ 144,186,700	\$ 151,197,600	\$ 154,558,500	\$ 157,598,500	\$ 158,907,000
Wastewater Pump Stations								
Belle Isle Pumping Station	(17,200)	20,000	(1,900)	-	-	-	-	-
Blue Hill Pumping Station	(256,400)	150,000	(10,900)	-	-	-	-	-
Conner Pumping Station	673,100	1,241,300	233,300	726,000	737,500	749,000	760,700	772,200
Fairview Pumping Station	1,124,600	690,400	176,200	714,500	727,800	741,300	755,200	769,300
Fischer Pumping Station	(11,100)	-	7,100	-	-	-	-	-
Fox Creek Pumping Station	800	1,000	100	1,000	1,100	1,100	1,100	1,200
Freud Pumping Station	254,000	435,000	99,300	536,800	544,700	552,700	560,900	569,300
Northeast Pumping Station	1,049,800	856,000	289,700	860,100	877,300	894,800	912,700	931,000
Oakwood Pumping Station	217,900	167,000	35,000	220,000	222,800	225,700	228,600	231,500
Woodmere Pumping Station	(100,700)	-	24,400	-	-	-	-	-
Total Wastewater Pump Stations	\$ 2,934,800	\$ 3,560,700	\$ 852,300	\$ 3,058,400	\$ 3,111,200	\$ 3,164,600	\$ 3,219,200	\$ 3,274,500
Grand Total	\$ 139,526,200	\$ 141,655,800	\$ 35,333,100	\$ 147,245,100	\$ 154,308,800	\$ 157,723,100	\$ 160,817,700	\$ 162,181,500

C - Centralized Services Operating Area and Related Cost Centers - Biennial Budget

	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
C Centralized Services by Cost Center							
Planning Services							
Asset Management	\$ 3,039,100	\$ 3,050,400	\$ 576,400	\$ 2,612,800	\$ (437,600)	-14.3%	\$ 2,828,900
Capital Improvement Planning	3,266,900	5,965,000	645,300	4,730,500	(1,234,500)	-20.7%	4,852,400
Chief Planning Officer	318,300	318,200	72,400	330,500	12,300	3.9%	331,200
Systems Analytics	4,661,900	6,387,700	1,450,100	5,574,500	(813,200)	-12.7%	5,763,800
Systems Planning	1,732,600	1,832,900	412,000	2,036,000	203,100	11.1%	2,038,800
Systems Planning & Development	186,700	919,800	38,900	1,374,400	454,600	49.4%	1,574,400
Total Planning Services	13,205,500	18,474,000	3,195,100	16,658,700	(1,815,300)	-9.8%	17,389,500
System Resiliency	121,700	-	255,600	1,870,600	1,870,600	0.0%	1,968,200
Systems Operations Control (Systems Control)	14,948,500	13,463,400	3,392,500	15,048,100	1,584,700	11.8%	14,473,300
Facility Operations	10,067,200	7,815,900	1,947,700	8,026,600	210,700	2.7%	9,119,300
Fleet Operations	977,600	2,663,400	610,500	2,751,900	88,500	3.3%	2,781,300
Field Service Operations	18,590,300	18,142,100	5,749,900	17,053,600	(1,088,500)	-6.0%	21,151,600
Energy, Research & Innovation	2,611,800	2,867,200	601,900	2,704,700	(162,500)	-5.7%	2,868,100
Transformation	614,800	728,000	97,200	413,800	(314,200)	-43.2%	414,800
Information Technology							
Info Tech Business Productivity Systems	3,033,300	8,077,900	630,900	5,457,300	(2,620,600)	-32.4%	4,840,600
Info Tech Enterprise Asset Mgmt	5,731,300	10,344,400	1,309,000	9,092,800	(1,251,600)	-12.1%	7,219,500
Info Technology Infrastructure	16,559,000	18,404,800	4,519,100	20,490,800	2,086,000	11.3%	19,906,100
Info Technology Security & Risk	353,600	320,200	110,300	759,700	439,500	137.3%	761,100
Info Technology Service Delivery	3,484,800	3,909,400	1,288,100	4,224,600	315,200	8.1%	4,283,900
InfoTechnology Project Management	1,470,500	1,431,500	362,000	1,514,200	82,700	5.8%	1,517,400
Office of the CIO	1,410,200	1,565,900	369,100	1,527,600	(38,300)	-2.4%	1,791,900
Total Information Technology	32,042,700	44,054,100	8,588,500	43,067,000	(987,100)	-2.2%	40,320,500
Security & Integrity							
HazMat	1,553,100	1,723,800	399,600	1,882,000	158,200	9.2%	2,020,800
Office of Emergency Preparedness	308,100	432,100	91,800	474,500	42,400	9.8%	476,900
Security and Integrity	4,989,700	4,451,200	1,180,300	4,957,700	506,500	11.4%	5,043,900
Total Security & Integrity	6,850,900	6,607,100	1,671,700	7,314,200	707,100	10.7%	7,541,600
Centralized Services Unallocated Reserve	-	1,722,200	-	2,071,000	348,800	20.3%	2,388,800
Grand Total	\$ 100,031,000	\$ 116,537,400	\$ 26,110,600	\$ 116,980,200	\$ 442,800	0.4%	\$ 120,417,000

C - Centralized Services Operating Area and Related Cost Centers – Five-Year Financial Plan

C Centralized Services by Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Planning Services							
Asset Management	\$ 3,039,100	\$ 3,050,400	\$ 2,612,800	\$ 2,828,900	\$ 2,876,600	\$ 3,069,500	\$ 3,071,800
Capital Improvement Planning	3,266,900	5,965,000	4,730,500	4,852,400	2,655,100	2,407,700	1,910,300
Chief Planning Officer	318,300	318,200	330,500	331,200	331,800	332,600	333,200
Systems Analytics	4,661,900	6,387,700	5,574,500	5,763,800	6,511,200	6,533,300	5,852,900
Systems Planning	1,732,600	1,832,900	2,036,000	2,038,800	2,164,700	2,040,500	1,991,400
Systems Planning & Development	186,700	919,800	1,374,400	1,574,400	1,515,300	1,516,100	4,517,000
Total Planning Services	13,205,500	18,474,000	16,658,700	17,389,500	16,054,700	15,899,700	17,676,600
System Resiliency	121,700	-	1,870,600	1,968,200	1,971,100	1,974,000	1,976,900
Systems Operations Control							
(Systems Control)	14,948,500	13,463,400	15,048,100	14,473,300	12,880,500	12,884,100	12,811,300
Facility Operations	10,067,200	7,815,900	8,026,600	9,119,300	9,176,000	9,233,700	9,292,500
Fleet Operations	977,600	2,663,400	2,751,900	2,781,300	2,782,800	2,784,300	2,785,800
Field Service Operations	18,590,300	18,142,100	17,053,600	21,151,600	19,533,900	19,549,000	19,564,000
Energy, Research & Innovation	2,611,800	2,867,200	2,704,700	2,868,100	3,078,500	3,356,400	3,447,400
Transformation	614,800	728,000	413,800	414,800	642,900	643,900	645,000
Information Technology							
Info Tech Business Productivity Systems	3,033,300	8,077,900	5,457,300	4,840,600	4,901,600	4,964,000	5,027,600
Info Tech Enterprise Asset Mgmt	5,731,300	10,344,400	9,092,800	7,219,500	6,281,800	5,849,600	5,918,700
Info Technology Infrastructure	16,559,000	18,404,800	20,490,800	19,906,100	20,526,400	20,877,400	21,235,200
Info Technology Security & Risk	353,600	320,200	759,700	761,100	762,400	763,700	765,100
Info Technology Service Delivery	3,484,800	3,909,400	4,224,600	4,283,900	4,344,500	4,405,900	4,468,600
InfoTechnology Project Management	1,470,500	1,431,500	1,514,200	1,517,400	1,520,700	1,523,900	1,527,100
Office of the CIO	1,410,200	1,565,900	1,527,600	1,791,900	1,807,200	1,822,900	1,839,000
Total Information Technology	32,042,700	44,054,100	43,067,000	40,320,500	40,144,600	40,207,400	40,781,300
Security & Integrity							
HazMat	1,553,100	1,723,800	1,882,000	2,020,800	2,028,200	2,035,500	2,042,600
Office of Emergency Preparedness	308,100	432,100	474,500	476,900	479,500	482,300	485,100
Security and Integrity	4,989,700	4,451,200	4,957,700	5,043,900	5,060,400	5,077,100	5,093,300
Total Security & Integrity	6,850,900	6,607,100	7,314,200	7,541,600	7,568,100	7,594,900	7,621,000
Centralized Services Unallocated Reserve	-	1,722,200	2,071,000	2,388,800	9,007,300	11,149,400	11,191,300
Grand Total	\$ 100,031,000	\$ 116,537,400	\$ 116,980,200	\$ 120,417,000	\$ 122,840,400	\$ 125,276,800	\$ 127,793,100

D - Administrative Services Operating Area and Related Cost Centers – Biennial Budget

D Administrative Services by Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Board of Directors	\$ 202,300	\$ 169,600	\$ 38,200	\$ 164,400	\$ (5,200)	-3.1%	\$ 164,400
Chief Executive Officer	635,100	709,100	163,300	719,500	10,400	1.5%	725,700
Chief Administrative and Compliance Officer							
Chief Administrative Officer	1,128,800	1,467,800	493,200	1,381,700	(86,100)	-5.9%	1,758,800
Enterprise Risk Management and Safety	679,700	1,658,700	178,500	1,888,800	230,100	13.9%	2,159,200
Enterprise Risk Mgt. Insurance Fund	4,357,200	4,345,400	1,382,900	5,619,800	1,274,400	29.3%	5,732,200
Total Chief Administrative and Compliance Officer	6,165,700	7,471,900	2,054,600	8,890,300	1,418,400	19.0%	9,650,200
General Counsel	6,807,700	3,891,200	448,700	3,770,400	(120,800)	-3.1%	3,820,800
Public Affairs	1,663,200	1,695,100	408,800	1,772,600	77,500	4.6%	1,908,100
Organizational Development							
OD Administration	711,000	588,700	139,300	722,300	133,600	22.7%	725,400
OD Talent Management	2,552,800	3,252,700	568,500	3,124,200	(128,500)	-4.0%	3,647,500
OD Training	1,630,400	1,740,200	487,100	2,039,400	299,200	17.2%	2,054,600
Total Organizational Development	4,894,200	5,581,600	1,194,900	5,885,900	304,300	5.5%	6,427,500
Financial Services							
CFO Services							
Chief Financial Officer	641,800	983,400	174,900	1,125,400	142,000	14.4%	1,140,400
CFO Services	2,332,000	2,553,100	594,000	2,912,000	358,900	14.1%	2,949,800
Financial Management & Planning	1,537,100	1,868,700	419,400	2,037,000	168,300	9.0%	2,047,700
Treasury	691,800	906,300	127,500	947,800	41,500	0.0%	950,700
Total CFO Services	5,202,700	6,311,500	1,315,800	7,022,200	710,700	11.3%	7,088,600
Operations Support Services							
Logistics and Materials	2,574,600	2,886,700	775,000	3,086,100	199,400	6.9%	3,109,800
Procurement Director	3,895,600	4,090,500	939,900	3,952,900	(137,600)	-3.4%	4,402,000
Total Operations Support Services	6,470,200	6,977,200	1,714,900	7,039,000	61,800	0.9%	7,511,800
Financial Reporting & Accounting	3,288,500	3,838,000	767,200	3,647,500	(190,500)	-5.0%	3,746,700
Administrative Services Unallocated Reserve	-	652,300	-	752,000	99,700	15.3%	847,800
Grand Total	\$ 35,329,600	\$ 37,297,500	\$ 8,106,400	\$ 39,663,800	\$ 2,366,300	6.3%	\$ 41,891,600

D - Administrative Services Operating Area and Related Cost Centers – Five-Year Financial Plan

D Administrative Services by Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Board of Directors	\$ 202,300	\$ 169,600	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400
Chief Executive Officer	635,100	709,100	719,500	725,700	731,900	738,200	744,600
Chief Administrative and Compliance Officer							
Chief Administrative Officer	1,128,800	1,467,800	1,381,700	1,758,800	1,772,600	1,786,700	1,800,900
Enterprise Risk Management and Safety	679,700	1,658,700	1,888,800	2,159,200	2,183,000	2,207,300	2,232,000
Enterprise Risk Mgt. Insurance Fund	4,357,200	4,345,400	5,619,800	5,732,200	5,846,800	5,963,700	6,083,000
Total Chief Administrative and Compliance Officer	6,165,700	7,471,900	8,890,300	9,650,200	9,802,400	9,957,700	10,115,900
General Counsel	6,807,700	3,891,200	3,770,400	3,820,800	3,872,200	3,924,600	3,978,000
Public Affairs	1,663,200	1,695,100	1,772,600	1,908,100	1,926,400	1,944,800	1,963,500
Organizational Development							
OD Administration	711,000	588,700	722,300	725,400	728,800	731,900	735,100
OD Talent Management	2,552,800	3,252,700	3,124,200	3,647,500	3,672,000	3,696,900	3,722,000
OD Training	1,630,400	1,740,200	2,039,400	2,054,600	2,070,900	2,085,800	2,101,900
Total Organizational Development	4,894,200	5,581,600	5,885,900	6,427,500	6,471,700	6,514,600	6,559,000
Financial Services							
CFO Services							
Chief Financial Officer	641,800	983,400	1,125,400	1,140,400	1,149,100	1,157,900	1,166,900
CFO Services	2,332,000	2,553,100	2,912,000	2,949,800	2,952,800	2,955,700	2,958,500
Financial Management & Planning	1,537,100	1,868,700	2,037,000	2,047,700	2,058,500	2,069,600	2,080,700
Treasury	691,800	906,300	947,800	950,700	954,000	957,100	960,300
Total CFO Services	5,202,700	6,311,500	7,022,200	7,088,600	7,114,400	7,140,300	7,166,400
Operations Support Services							
Logistics and Materials	2,574,600	2,886,700	3,086,100	3,109,800	3,136,500	3,164,600	3,193,300
Procurement Director	3,895,600	4,090,500	3,952,900	4,402,000	4,415,400	4,429,000	4,442,700
Total Operations Support Services	6,470,200	6,977,200	7,039,000	7,511,800	7,551,900	7,593,600	7,636,000
Financial Reporting & Accounting	3,288,500	3,838,000	3,647,500	3,746,700	3,761,300	3,776,100	3,791,200
Administrative Services Unallocated Reserve	-	652,300	752,000	847,800	1,335,800	1,846,000	2,366,500
Grand Total	\$ 35,329,600	\$ 37,297,500	\$ 39,663,800	\$ 41,891,600	\$ 42,732,400	\$ 43,600,300	\$ 44,485,500

Departmental Introduction

Following this section is a section for each of the service areas of the Operations & Maintenance budget. Each service area section includes the departments that make up that service area. The departmental information is organized in the following order:

- ❖ Description of the department
- ❖ Strategic initiatives
- ❖ Major contracts (if applicable)
- ❖ Organization (Teams)
- ❖ Expense Categories
- ❖ Biennial Budget
- ❖ Personnel Budget
- ❖ Five-Year Financial Plan (by expense category)
- ❖ Capital Outlay*
- ❖ Line-Item Budget and Financial Plan (five-year plan)

*The Capital Outlay information provided is for Capital Outlay items greater than \$5,000 and is discussed in more detail in Section 3. Capital Outlay funded with I&E funds is not included in the department's operating budget. Expense category *6.0 Capital Outlay* includes capital outlay items greater than \$5,000 which are not capitalized (primarily IT related) and are funded by current year revenues. Capital outlay items less than \$5,000 are reported under expense category *4.2 Supplies and Other* and are not included in the capital outlay discussion.

GLWA

Great Lakes Water Authority



Section 5A

Water System Operations

Water Operations

The Water Operations area produces and delivers water of unquestionable quality to nearly 40% of the State of Michigan's population while meeting or exceeding all state, federal, local, and department standards for quality and safety.

Strategic Initiatives

❖ **Maintain 100% water quality compliance (Ongoing)**

Delivery of pure, safe drinking water is essential to GLWA's mission. A KPI is reported to the Board on a monthly basis of the percent compliance with the Safe Drinking Water Act.

❖ **Restructuring Water Production (Ongoing)**

Continue implementation of the 2015 Water Master Plan Update; specifically, those aspects which address excess production capacity.

❖ **Maintain Capital Project Delivery (Ongoing)**

Sustain water treatment operations and transmission by effective and efficient delivery of capital investments.

❖ **Transmission Assessment & Rehabilitation (Ongoing)**

Continue to assist in the program design for the rehabilitation of water mains.

❖ **Improve Operational Reliability through Automation & Equipment Maintenance (Ongoing)**

- Implement water automation within all facilities.
- Support asset management to improve maintenance activities.

The Partnership for Safe Water (PSW) is a voluntary utility program for water treatment plant and distribution system optimization. GLWA has been a member of the PSW since 2000. Three plants: Lake Huron, Northeast and Southwest received the Phase III 15 Year Directors Award in 2021 in recognition of their commitment to superior water quality. Water Works Park was awarded the Directors Award in 2019. In addition, Water Works Park received the highly prestigious President's Award from PSW in the year 2020 and Southwest received the President's Award in the year 2023.

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Water Operations Strategic Initiatives	Maintain 100% water quality compliance			x				x				x
	Restructuring Water Production			x	x	x						x
	Improve Capital Project Delivery			x	x							x
	Transmission Assessment & Rehabilitation			x	x							x
	Improve Operational Reliability through Automation and Equipment Maintenance	x	x	x	x	x						x

Water Operations Contracts

The Water Operations budget contains several contractual services to ensure system reliability, timely distribution and delivery of high-quality and safe water that complies with drinking water regulations. Budgeted amounts beyond contract dates are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process. It should be noted that several contracts are shared by multiple areas of GLWA.

The following tables include the key contracts for the Water Operations area:

Significant Contracts

Project Description	Comprehensive Corrosion Control Optimization Study W/Budget changes	Ovation Evergreen Upgrade	Alum Sludge Hauling	Switchgear Maintenance & Testing Services	As Needed: CIP Implementation Assistance & Related Services	Standby Generator Preventative Maintenance & Repair Contract	Total Significant Contracts
Prime Consultant	Arcadis of Michigan, LLC	Emerson Process Management	Mobile Dredging & Video Pipe Inc	Motor City Electric	PMA Consultants LLC	Preventive Maintenance Technologies	
Contract #	1803705	2101167	GLWA-CON-170	1900995	GLWA-CS-166	2001082	
Contract Amount	\$7,710,619	\$3,038,367	\$40,907,520	\$9,702,373	\$11,300,000	\$2,612,707	
Contract End Date	11/08/24	03/12/2026	03/31/24	01/25/24	01/11/25	11/10/24	
Cost Center Name	Various	Various	Various	Various	Various	Various	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2023 Spend	\$ 3,533,333	\$ 279,352	\$ 30,402,002	\$ 2,790,696	\$ 3,549,399	\$ 516,016	\$ 41,070,798
Pre-FY 2023 Average Spend	\$ 1,177,778	\$ 69,838	\$ 6,756,000	\$ 1,395,348	\$ 788,755	\$ 206,406	
FY 2023 Actual	2,261,451		4,893,408	722,799	176,099	196,022	8,249,779
FY 2024 Budget	1,540,000	175,000	7,500,000	553,000	315,000	205,000	10,288,000
FY 2025 Requested	505,000	1,152,900	8,500,000	778,000	100,000	240,000	11,275,900
FY 2026 Requested	-	965,400	8,500,000	778,000	100,000	240,000	10,583,400
FY 2027 Requested	-	925,400	8,500,000	778,000	100,000	240,000	10,543,400
FY 2028 Requested	-	15,000	8,500,000	778,000	100,000	240,000	9,633,000
FY 2029 Requested	-	15,000	8,500,000	778,000	100,000	240,000	9,633,000
Total	\$ 7,839,784	\$ 3,528,052	\$ 85,295,410	\$ 7,956,496	\$ 4,540,497	\$ 2,117,038	\$ 111,277,277

Significant Chemical Contracts

Project Description	Hydrofluorosilicic Acid	Aluminum Sulfate	Liquid Chlorine	Phosphoric Acid	Liquid Oxygen	Total Significant Chemical Contracts
Prime Vendor	PVS Pencco	Chemtrade Chemicals	JCI Jones Chemicals Pencco	PVS Pencco	Metro Welding	
Contract #	Various	N/A*	Various	Various	Various	
Contract Amount	Purchase Order	\$3,317,800	Purchase Order	Purchase Order	Purchase Order	
Contract End Date	Numbers	07/01/22	Numbers	Numbers	Numbers	
Cost Center Name	Various	Various	Various	Various	Various	
Expense Category	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals
Pre-FY 2023 Spend	7,264,058	16,461,365	5,522,727	7,575,529	525,714	37,349,393
FY 2023 Spend	2,276,681	4,472,842	2,775,818	1,006,896	62,335	10,594,572
FY 2024 Budget	1,340,000	2,720,000	3,900,000	2,580,000	97,200	10,637,200
FY 2025 Requested	1,640,000	4,430,000	3,070,000	3,180,000	62,200	12,382,200
FY 2026 Requested	1,640,000	4,430,000	3,070,000	3,180,000	62,200	12,382,200
FY 2027 Requested	1,640,000	4,430,000	3,070,000	3,180,000	62,200	12,382,200
FY 2028 Requested	1,640,000	4,430,000	3,070,000	3,180,000	62,200	12,382,200
FY 2029 Requested	1,640,000	4,430,000	3,070,000	3,180,000	62,200	12,382,200
Total	\$ 19,080,739	\$ 45,804,207	\$ 27,548,544	\$ 27,062,425	\$ 996,250	\$ 120,492,165

N/A - Short-term pricing agreement; currently chemical vendors are not entering into contracts. See Chemicals under Section 6 Supplemental Analysis for specific details.*

Organization

The Water Operations Area consists of four teams that are vigilant about water quality. The Water Operations teams work to protect GLWA communities by testing water as it travels through distribution pipelines and maintaining the best water treatment possible.

❖ Administration

- Chief Operating Officer – Water Operations and Field Services
- Water Director
- Overall budget management including unallocated reserve

❖ Water Treatment Plants

- Water Works Park
- Springwells WTP
- Northeast WTP
- Southwest WTP
- Lake Huron WTP

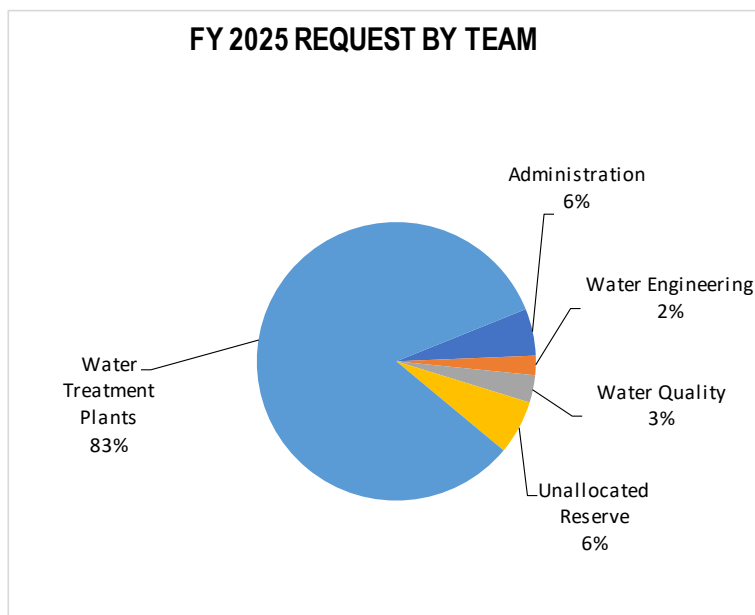
❖ Water Engineering

❖ Water Quality

❖ Water System Operations

Unallocated – Funds not

apportioned for a specific purpose used for significant unexpected or unbudgeted expenditures.



Expense Categories

There are four major expense categories related to Water Operations in the operations and maintenance budget as listed below:

- ❖ Personnel
- ❖ Electric Utilities
- ❖ Contractual Services
- ❖ Chemicals

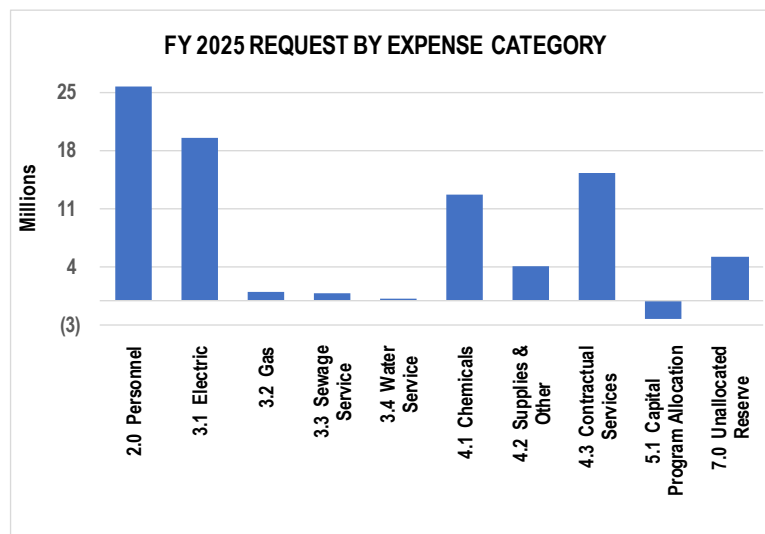
The Water Operations Area is required to obtain a consistent level of personnel in order to avoid staff fatigue, overtime cost, and to assure the highest level of water quality. Accordingly, personnel costs are the highest expense category.

Electric utility costs represent the second highest expense category for Water

Operations. Water demand leads to increased or decreased energy consumption in order to transport enough safe drinking water to the GLWA's communities. Energy consumption is dependent on flow rate, total pressure, climate (temperature extremes), and overall pump efficiency.

Contractual services represent the third highest expense category for Water Operations. This includes Alum sludge hauling, the Ovation evergreen upgrade support project (a reliable and innovative control system that integrates data from remote sites into a single, unified system, reducing complexity and minimizing maintenance), HVAC maintenance, and janitorial services.

Chemicals are the fourth highest expense category for Water Operations. The increases are to accommodate the continuing rising costs of chemicals.



Biennial Budget Request

The FY 2025 biennial budget reflects an overall increase of \$5.6 million, or 7.4% from FY 2024. Key factors that drive the increase in FY 2025 include:

- ❖ Personnel increased due to the anticipated filling of key positions (\$2.4 million or 10.5%). This includes additional Water Engineering Life Cycle Project Managers and Engineers; Water Quality Investigators and additional Workforce Development apprentices within several Water Treatment Plants.
- ❖ Supplies & Other increased due to Contractual Ground and Building for the HVAC project and Training for Ovation Project (\$771,600 or 23.0%).
- ❖ Sewage Service increased due to a flat rate increase at Lake Huron and stormwater drainage at Northeast and Water Works Park (\$100,000 or 15.4%).

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 22,176,000	\$ 23,295,100	\$ 5,615,500	\$ 25,732,800	\$ 2,437,700	10.5%	\$ 29,961,800
3.1 Electric	19,735,200	19,380,000	5,253,400	19,410,000	30,000	0.2%	19,410,000
3.2 Gas	1,299,600	1,228,400	46,200	1,050,000	(178,400)	-14.5%	1,071,000
3.3 Sewage Service	772,400	650,000	94,500	750,000	100,000	15.4%	750,000
3.4 Water Service	1,200	500	300	1,500	1,000	200.0%	1,500
4.1 Chemicals	12,689,800	12,415,400	2,666,500	12,688,600	273,200	2.2%	12,688,600
4.2 Supplies & Other	4,320,800	3,359,300	785,000	4,130,900	771,600	23.0%	4,113,400
4.3 Contractual Services	13,930,000	14,786,400	4,261,300	15,221,500	435,100	2.9%	16,305,000
5.1 Capital Program Allocation	(1,088,700)	(2,218,600)	(258,300)	(2,242,900)	(24,300)	1.1%	(4,163,100)
6.0 Capital Outlay	16,300	-	74,700	-	-	-	-
7.0 Unallocated Reserve	-	3,341,300	-	5,131,000	1,789,700	53.6%	4,715,800
Grand Total	\$ 73,852,600	\$ 76,237,800	\$ 18,539,100	\$ 81,873,400	\$ 5,635,600	7.4%	\$ 84,854,000

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administration	\$ 2,852,500	\$ 3,080,500	\$ 816,400	\$ 4,465,100	\$ 1,384,600	44.9%	\$ 4,749,100
Water Treatment Plants	67,407,100	66,099,600	16,685,700	67,824,800	\$ 1,725,200	2.6%	69,975,100
Water Engineering	1,281,600	1,420,900	436,800	1,849,300	\$ 428,400	30.1%	2,767,800
Water Quality	2,311,400	2,295,500	600,200	2,603,200	\$ 307,700	13.4%	2,646,200
Water System Operations	-	-	-	-	-	-	-
Unallocated	-	3,341,300	-	5,131,000	\$ 1,789,700	53.6%	4,715,800
Grand Total	\$ 73,852,600	\$ 76,237,800	\$ 18,539,100	\$ 81,873,400	\$ 5,635,600	7.4%	\$ 84,854,000

Personnel Budget

Water system operations personnel consists of 287 positions, largely comprised of staffing at the five water treatment plants (192 positions). Water Engineering (44 positions) and Water Quality (29 positions) are the second and third largest categories for FY 2025, respectively. The increase from FY 2024 to FY 2025 of 14 positions is primarily the result of seven additional Water Engineering related positions: five Water Engineering Life Cycle Project Managers to facilitate the delivery of the Capital Improvement Planning and two Engineers. Two additional Water Quality Inspectors, Three Professional Administration Analysts within the Chief Operating Officer - Water and Field Services category and an increase of 2 positions within the Water Director category (one Maintenance Director and one Manager) represent the remainder of the increase.

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

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

Staffing Plan – Number of Positions

Chief Operating Officer - Water Operations & Field Services	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Water System Operations	264.00	273.00	287.00	291.00	291.00	291.00	291.00
Chief Operating Officer - Water Operations & Field Services	4.00	5.00	8.00	8.00	8.00	8.00	8.00
Water Director	12.00	12.00	14.00	14.00	14.00	14.00	14.00
Water Engineering	30.00	37.00	44.00	48.00	48.00	48.00	48.00
Water Quality	26.00	27.00	29.00	29.00	29.00	29.00	29.00
Subtotal Water Treatment Plants	192.00	192.00	192.00	192.00	192.00	192.00	192.00
Water Works Park	41.00	40.00	42.00	42.00	42.00	42.00	42.00
Springwells Water Plant	40.00	40.00	39.00	39.00	39.00	39.00	39.00
Northeast Water Plant	38.00	38.00	37.00	37.00	37.00	37.00	37.00
Southwest Water Plant	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Lake Huron Water Plant	36.00	37.00	37.00	37.00	37.00	37.00	37.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Full-time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Water System Operations	263.75	231.25	252.00	291.00	291.00	291.00	291.00
Chief Operating Officer - Water Operations & Field Services	3.75	5.00	7.25	8.00	8.00	8.00	8.00
Water Director	12.00	11.00	13.25	14.00	14.00	14.00	14.00
Water Engineering	30.00	23.75	26.00	48.00	48.00	48.00	48.00
Water Quality	26.00	25.00	28.50	29.00	29.00	29.00	29.00
Subtotal Water Treatment Plants	192.00	166.50	177.00	192.00	192.00	192.00	192.00
Water Works Park	41.00	34.75	36.75	42.00	42.00	42.00	42.00
Springwells Water Plant	40.00	33.50	35.25	39.00	39.00	39.00	39.00
Northeast Water Plant	38.00	31.75	34.75	37.00	37.00	37.00	37.00
Southwest Water Plant	37.00	32.00	35.50	37.00	37.00	37.00	37.00
Lake Huron Water Plant	36.00	34.50	34.75	37.00	37.00	37.00	37.00

Personnel Budget - The following tables present the Water Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by the five-year financial plan. 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 category 7.0 Unallocated Reserve as shown in the Five-Year Financial Plan that follows this section.

Personnel - Biennial Budget Request by Expense Category

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 13,743,100	\$ 14,499,000	\$ 3,284,700	\$ 15,709,000	\$ 1,210,000	8.3%	\$ 18,621,000
2.2 Workforce Development	617,700	647,800	246,800	1,144,500	496,700	76.7%	1,327,300
2.3 Overtime	2,640,000	2,306,100	677,100	2,476,700	170,600	7.4%	2,481,800
2.4 Employee Benefits	5,175,200	5,842,200	1,406,900	6,402,600	560,400	9.6%	7,531,700
Grand Total	\$ 22,176,000	\$ 23,295,100	\$ 5,615,500	\$ 25,732,800	\$ 2,437,700	10.5%	\$ 29,961,800

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2023 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administration	\$ 2,064,700	\$ 2,252,100	\$ 621,300	\$ 2,847,400	\$ 595,300	26.4%	\$ 3,021,400
Water Treatment Plants	2,183,200	3,101,600	584,200	3,564,200	462,600	14.9%	6,402,500
Water Engineering	2,007,000	1,989,200	520,100	2,291,400	302,200	15.2%	2,329,400
Water Quality	15,921,100	15,952,200	3,889,900	17,029,800	1,077,600	6.8%	18,208,500
Grand Total	\$ 22,176,000	\$ 23,295,100	\$ 5,615,500	\$ 25,732,800	\$ 2,437,700	10.5%	\$ 29,961,800

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 13,743,100	\$ 14,499,000	\$ 15,709,000	\$ 18,621,000	\$ 18,621,000	\$ 18,621,000	\$ 18,621,000
2.2 Workforce Development	617,700	647,800	1,144,500	1,327,300	1,327,300	1,327,300	1,327,300
2.3 Overtime	2,640,000	2,306,100	2,476,700	2,481,800	2,481,800	2,481,800	2,481,800
2.4 Employee Benefits	5,175,200	5,842,200	6,402,600	7,531,700	7,593,600	7,655,400	7,717,400
Grand Total	\$ 22,176,000	\$ 23,295,100	\$ 25,732,800	\$ 29,961,800	\$ 30,023,700	\$ 30,085,500	\$ 30,147,500

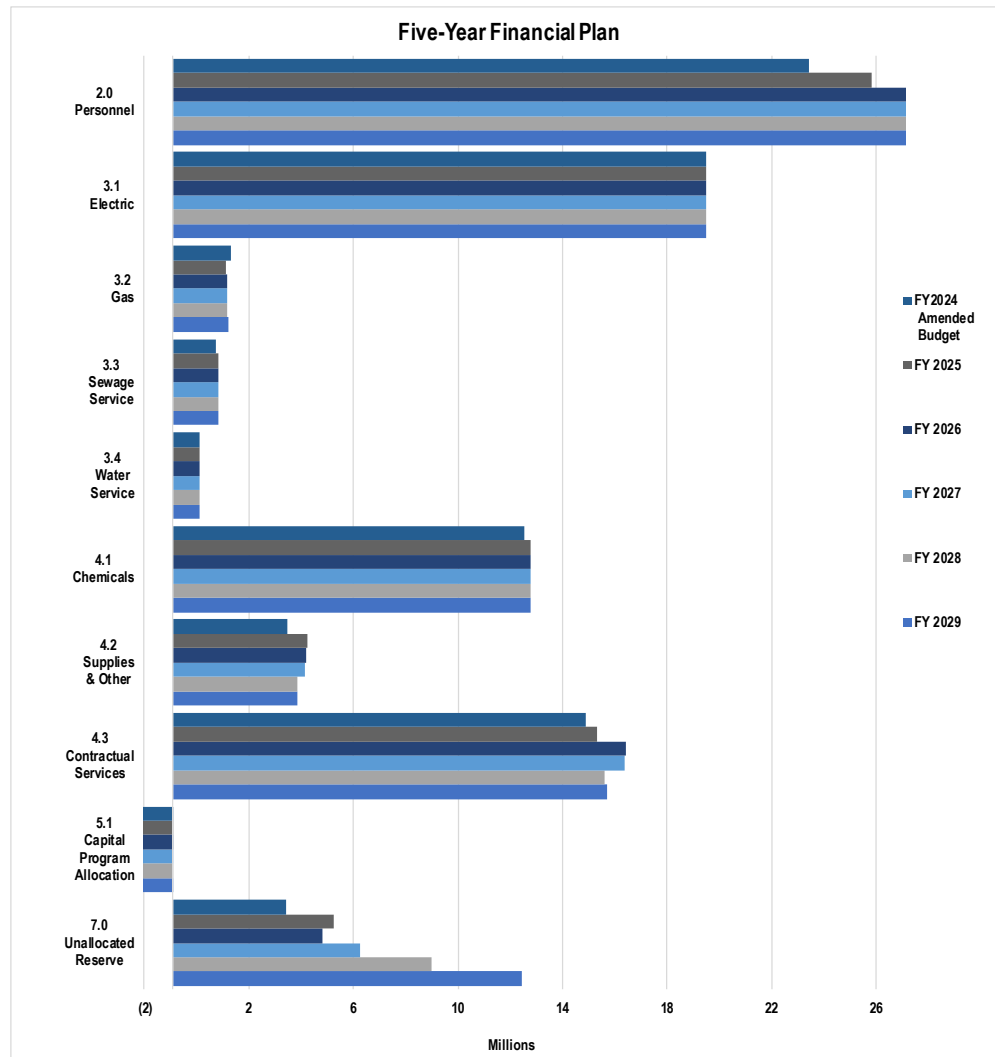
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Water System Operations	\$ 6,254,900	\$ 7,342,900	\$ 8,703,000	\$ 11,753,300	\$ 11,774,400	\$ 11,795,500	\$ 11,816,600
Chief Operating Officer - Water							
Operations & Field Services	781,900	845,000	1,080,500	1,176,900	1,178,600	1,180,300	1,182,100
Water Director	1,282,800	1,407,100	1,766,900	1,844,500	1,847,500	1,850,500	1,853,400
Water Engineering	2,183,200	3,101,600	3,564,200	6,402,500	6,412,700	6,423,000	6,433,200
Water Quality	2,007,000	1,989,200	2,291,400	2,329,400	2,335,600	2,341,700	2,347,900
Subtotal Water Treatment Plants	15,921,100	15,952,200	17,029,800	18,208,500	18,249,300	18,290,000	18,330,900
Water Works Park	3,345,300	3,361,000	3,644,600	4,011,100	4,020,000	4,028,900	4,037,900
Springwells Water Plant	3,335,400	3,311,100	3,443,300	3,767,300	3,775,600	3,783,900	3,792,100
Northeast Water Plant	3,213,400	3,135,000	3,330,100	3,576,700	3,584,600	3,592,400	3,600,300
Southwest Water Plant	2,882,900	3,092,800	3,354,100	3,456,900	3,464,700	3,472,600	3,480,500
Lake Huron Water Plant	3,144,100	3,052,300	3,257,700	3,396,500	3,404,400	3,412,200	3,420,100
Grand Total	\$ 22,176,000	\$ 23,295,100	\$ 25,732,800	\$ 29,961,800	\$ 30,023,700	\$ 30,085,500	\$ 30,147,500

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 22,176,000	\$ 23,295,100	\$ 25,732,800	\$ 29,961,800	\$ 30,023,700	\$ 30,085,500	\$ 30,147,500
3.1 Electric	19,735,200	19,380,000	19,410,000	19,410,000	19,410,000	19,410,000	19,410,000
3.2 Gas	1,299,600	1,228,400	1,050,000	1,071,000	1,092,500	1,088,000	1,136,600
3.3 Sewage Service	772,400	650,000	750,000	750,000	750,000	750,000	750,000
3.4 Water Service	1,200	500	1,500	1,500	1,500	1,500	1,500
4.1 Chemicals	12,689,800	12,415,400	12,688,600	12,688,600	12,688,600	12,688,600	12,688,600
4.2 Supplies & Other	4,320,800	3,359,300	4,130,900	4,113,400	4,041,400	3,773,400	3,781,900
4.3 Contractual Services	13,930,000	14,786,400	15,221,500	16,305,000	16,250,000	15,524,600	15,579,600
5.1 Capital Program Allocation	(1,088,700)	(2,218,600)	(2,242,900)	(4,163,100)	(4,169,900)	(4,176,600)	(4,183,400)
7.0 Unallocated Reserve	16,300	3,341,300	5,131,000	4,715,800	6,141,800	8,899,800	12,345,800
Grand Total	\$ 73,852,600	\$ 76,237,800	\$ 81,873,400	\$ 84,854,000	\$ 86,229,600	\$ 88,044,800	\$ 91,658,100

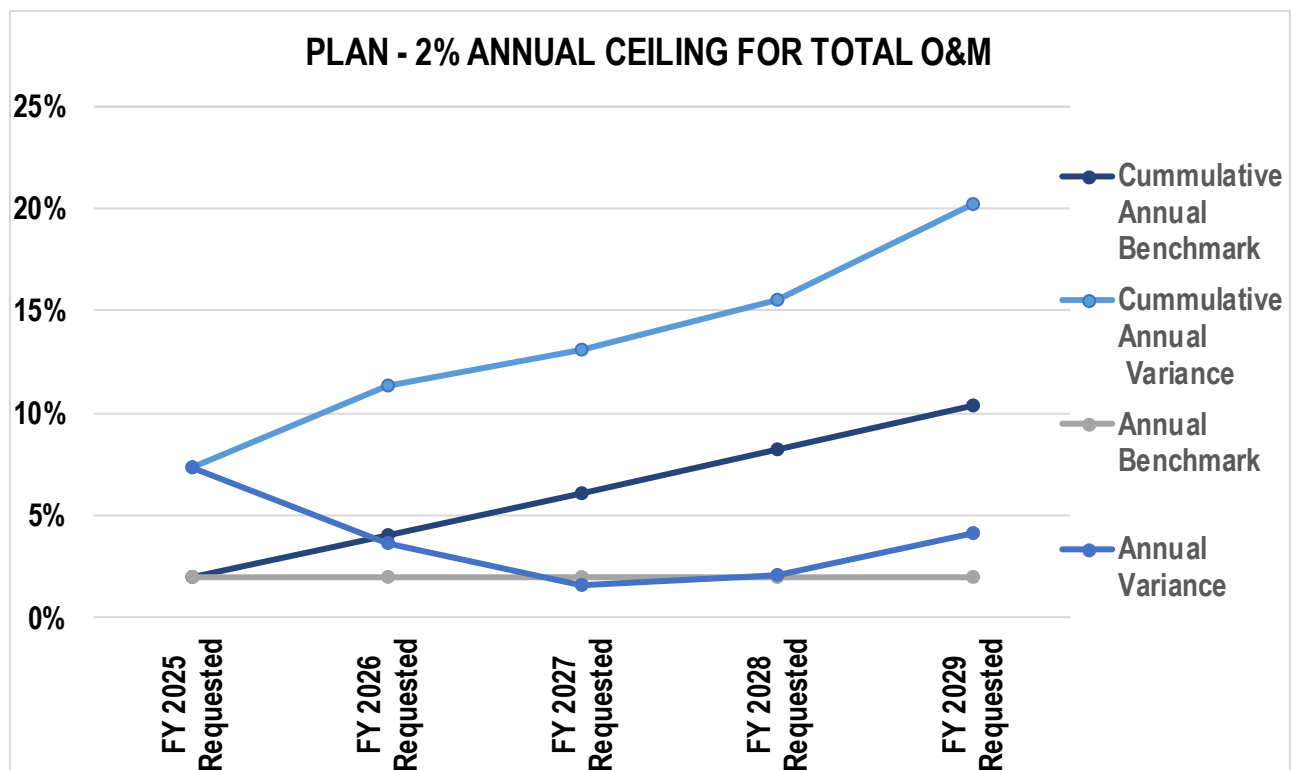


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Administration	\$ 2,852,500	\$ 3,080,500	\$ 4,465,100	\$ 4,749,100	\$ 4,713,800	\$ 3,808,100	\$ 3,812,800
Water Treatment Plants	67,407,100	66,099,600	67,824,800	69,975,100	69,954,900	69,907,600	70,055,100
Water Engineering	1,281,600	1,420,900	1,849,300	2,767,800	2,771,700	2,775,800	2,779,700
Water Quality	2,311,400	2,295,500	2,603,200	2,646,200	2,647,400	2,653,500	2,664,700
Water System Operations							
Unallocated	-	3,341,300	5,131,000	4,715,800	6,141,800	8,899,800	12,345,800
Grand Total	\$ 73,852,600	\$ 76,237,800	\$ 81,873,400	\$ 84,854,000	\$ 86,229,600	\$ 88,044,800	\$ 91,658,100

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Water Operations area financial plan reflects a five-year overall increase of 20.2% which is slightly above the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

Water Operations capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay Plan by Asset Category

The FY 2025 Capital Outlay budget increased by \$621,700. The increase is primarily driven by the Controls & Communications asset category (\$607,700) which is due to a \$383,700 Ovation Upgrade Allowance and a \$150,000 User Service Plate Form (USP) system.

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Building/Structures	-	-	-	500,000	1,000,000	750,000
Building/Structures Improvement	-	-	-	500,000	1,000,000	750,000
Leasehold Improvements	-	158,000	-	-	-	-
Leasehold Improvements	-	158,000	-	-	-	-
Machinery & Equipment	2,510,000	3,022,700	4,725,500	4,001,700	2,125,000	1,382,000
Controls & Communication	115,000	607,700	653,700	653,700	144,000	150,000
Furniture & Fixtures	35,000	40,000	45,000	45,000	50,000	-
Heavy Equipment & Misc	120,000	267,000	415,000	47,000	114,000	117,000
Laboratory	249,000	434,000	205,800	255,000	177,000	238,000
Leasehold Improvements	-	-	250,000	-	-	-
Pipes, Gates & Valves	263,000	238,000	220,000	175,500	237,000	185,500
Process Equipment/Treatment	503,000	385,000	2,026,000	1,947,000	475,000	392,000
Pumps & Motors	1,205,000	1,031,000	875,000	843,500	908,000	279,500
Tools, Shop & Warehouse	20,000	20,000	35,000	35,000	20,000	20,000
Vehicles	62,000	13,000	68,000	13,000	68,000	13,000
Trailer & Towable Equipment	40,000	-	40,000	-	40,000	-
Utility Vehicle	22,000	13,000	28,000	13,000	28,000	13,000
Grand Total	\$ 2,572,000	\$ 3,193,700	\$ 4,793,500	\$ 4,514,700	\$ 3,193,000	\$ 2,145,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Adopted Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	2,135,300	2,572,000	3,193,700	4,793,500	4,514,700	3,193,000	2,145,000
Grand Total	\$ 2,135,300	\$ 2,572,000	\$ 3,193,700	\$ 4,793,500	\$ 4,514,700	\$ 3,193,000	\$ 2,145,000

Five-Year Capital Outlay Plan by Team

In FY 2025, the increase of \$621.7 thousand is primarily due to the aforementioned \$383,700 Ovation Upgrade at the Springwell, Northeast and Lake Huron Water Treatment Plants and \$175,000 at the Northeast plant for Flocculator Drive and Carbon Transfer Pumps.

Team	FY 2023 Actual	FY 2024 Adopted Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Water Engineering	\$ 61,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Quality	37,100	18,000	230,000	17,500	19,000	51,000	45,000
Water Treatment Plants							
Water Works Park	494,500	389,000	491,000	1,583,300	1,540,000	668,000	427,000
Springwells Water Plant	207,900	814,000	887,900	682,900	1,294,900	1,482,000	1,127,000
Northeast Water Plant	909,200	463,000	765,900	1,052,900	942,900	563,000	242,000
Southwest Water Plant	105,100	265,000	332,000	1,060,000	341,000	325,000	230,000
Lake Huron Water Plant	319,600	623,000	486,900	396,900	376,900	104,000	74,000
Grand Total	\$ 2,135,300	\$ 2,572,000	\$ 3,193,700	\$ 4,793,500	\$ 4,514,700	\$ 3,193,000	\$ 2,145,000

Line-Item Budget and Financial Plan

The five-year plan by line-item expense is shown below. The expenses are listed for each cost center, and because many of GLWA's initiatives extend multiple years, the tables provide information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882001 - COO - Water Operations &							
Field Services	\$ 1,048,000	\$ 1,282,300	\$ 1,399,200	\$ 1,480,600	\$ 1,482,300	\$ 1,484,000	\$ 1,485,800
2.1 Salaries & Wages	631,700	662,200	837,600	909,800	909,800	909,800	909,800
2.4 Employee Benefits	150,200	182,800	242,900	267,100	268,800	270,500	272,300
4.2 Supplies & Other	266,100	287,300	303,700	303,700	303,700	303,700	303,700
Memberships, Licenses & Subscriptions	234,600	269,200	269,200	269,200	269,200	269,200	269,200
Office Supplies	200	500	500	500	500	500	500
Training and Internal Meetings	16,000	7,600	16,000	16,000	16,000	16,000	16,000
Travel	15,300	10,000	18,000	18,000	18,000	18,000	18,000
4.3 Contractual Services	-	150,000	15,000	-	-	-	-
Contractual Professional Services	-	150,000	15,000	-	-	-	-
882101 - Water Director	1,804,500	1,798,200	3,065,900	3,268,500	3,231,500	2,324,100	2,327,000
2.1 Salaries & Wages	989,600	1,051,200	1,341,000	1,393,400	1,393,400	1,393,400	1,393,400
2.3 Overtime	14,400	25,000	15,000	18,000	18,000	18,000	18,000
2.4 Employee Benefits	278,800	330,900	410,900	433,100	436,100	439,100	442,000
4.2 Supplies & Other	399,100	261,100	643,100	643,100	603,100	343,100	343,100
Damage Claims	30,700	-	-	-	-	-	-
Employee Uniform Expense	126,900	110,000	125,000	125,000	125,000	125,000	125,000
Inspection and Permit Fees	-	1,000	1,000	1,000	1,000	1,000	1,000
Memberships, Licenses & Subscriptions	1,600	900	2,100	2,100	2,100	2,100	2,100
Mileage and Parking	3,000	10,000	5,000	5,000	5,000	5,000	5,000
Office Supplies	1,600	7,200	3,500	3,500	3,500	3,500	3,500
Training and Internal Meetings	171,900	102,000	436,500	436,500	396,500	136,500	136,500
Travel	63,400	30,000	70,000	70,000	70,000	70,000	70,000
4.3 Contractual Services	122,600	130,000	655,900	780,900	780,900	130,500	130,500
Contractual Operating Services	-	-	525,400	650,400	650,400	-	-
Contractual Professional Services	122,600	130,000	130,500	130,500	130,500	130,500	130,500
882111 - Water Engineering	1,281,600	1,420,900	1,849,300	2,767,800	2,771,700	2,775,800	2,779,700
2.1 Salaries & Wages	1,649,100	2,281,400	2,656,400	4,816,300	4,816,300	4,816,300	4,816,300
2.3 Overtime	72,000	100,000	92,000	92,000	92,000	92,000	92,000
2.4 Employee Benefits	462,100	720,200	815,800	1,494,200	1,504,400	1,514,700	1,524,900
4.2 Supplies & Other	48,800	85,200	78,800	78,800	78,800	78,800	78,800
Capital Outlay less than \$5,000	3,500	5,000	5,500	5,500	5,500	5,500	5,500
Employee Uniform Expense	2,100	12,000	7,000	7,000	7,000	7,000	7,000
Inspection and Permit Fees	500	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	7,600	9,600	13,700	13,700	13,700	13,700	13,700
Mileage and Parking	13,600	18,000	18,000	18,000	18,000	18,000	18,000
Office Supplies	600	3,000	1,500	1,500	1,500	1,500	1,500
Operating Supplies	2,800	3,000	3,000	3,000	3,000	3,000	3,000
Postage	-	100	100	100	100	100	100
Repairs & Maintenance-Software	-	5,500	5,000	5,000	5,000	5,000	5,000
Training and Internal Meetings	4,900	14,000	10,000	10,000	10,000	10,000	10,000
Travel	11,200	10,000	10,000	10,000	10,000	10,000	10,000
Tuition Refund	2,000	5,000	5,000	5,000	5,000	5,000	5,000
4.3 Contractual Services	87,700	350,000	210,000	210,000	210,000	210,000	210,000
Contractual Professional Services	87,700	350,000	210,000	210,000	210,000	210,000	210,000
5.1 Capital Program Allocation	(1,038,100)	(2,115,900)	(2,003,700)	(3,923,500)	(3,929,800)	(3,936,000)	(3,942,300)

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882121 - Water Quality	2,311,400	2,295,500	2,603,200	2,646,200	2,647,400	2,653,500	2,664,700
2.1 Salaries & Wages	1,380,000	1,352,600	1,543,400	1,563,100	1,563,100	1,563,100	1,563,100
2.3 Overtime	118,700	70,000	100,200	102,300	102,300	102,300	102,300
2.4 Employee Benefits	508,300	566,600	647,800	664,000	670,200	676,300	682,500
4.1 Chemicals	185,900	196,500	180,500	180,500	180,500	180,500	180,500
4.2 Supplies & Other	70,100	61,800	67,800	67,800	67,800	67,800	67,800
Capital Outlay less than \$5,000	3,300	5,000	5,000	5,000	5,000	5,000	5,000
Memberships, Licenses & Subscriptions	400	500	500	500	500	500	500
Mileage and Parking	-	200	200	200	200	200	200
Office Supplies	5,400	14,500	6,500	6,500	6,500	6,500	6,500
Operating Supplies	60,400	41,600	55,600	55,600	55,600	55,600	55,600
Postage	200	-	-	-	-	-	-
Supplies & Other - Covid19	400	-	-	-	-	-	-
4.3 Contractual Services	48,400	48,000	63,500	68,500	63,500	63,500	68,500
Contractual Operating Services	48,400	48,000	63,500	68,500	63,500	63,500	68,500
882131 - Water Works Park	11,919,100	10,384,400	10,757,100	11,553,200	11,526,800	11,535,300	11,554,400
2.1 Salaries & Wages	1,781,800	1,862,500	1,847,500	2,041,700	2,041,700	2,041,700	2,041,700
2.2 Workforce Development	178,600	145,200	337,200	389,500	389,500	389,500	389,500
2.3 Overtime	622,200	511,100	562,800	562,800	562,800	562,800	562,800
2.4 Employee Benefits	762,700	842,200	897,100	1,017,100	1,026,000	1,034,900	1,043,900
3.1 Electric	2,541,300	2,450,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
3.2 Gas	253,600	240,000	230,000	234,600	239,300	238,900	249,000
3.3 Sewage Service	61,600	50,000	60,000	60,000	60,000	60,000	60,000
4.1 Chemicals	2,131,800	2,134,500	2,131,500	2,131,500	2,131,500	2,131,500	2,131,500
4.2 Supplies & Other	818,300	597,900	731,000	731,000	691,000	691,000	691,000
Capital Outlay less than \$5,000	215,600	60,000	100,000	100,000	60,000	60,000	60,000
Inspection and Permit Fees	700	2,900	2,000	2,000	2,000	2,000	2,000
Memberships, Licenses & Subscriptions	-	2,000	2,000	2,000	2,000	2,000	2,000
Mileage and Parking	100	-	500	500	500	500	500
Office Supplies	9,900	21,000	20,000	20,000	20,000	20,000	20,000
Operating Supplies	322,200	142,000	252,000	252,000	252,000	252,000	252,000
Operating Supplies-Janitorial	11,600	15,000	15,000	15,000	15,000	15,000	15,000
Rentals- Office Equipment	4,400	-	-	-	-	-	-
Repairs & Maintenance-Equipment	253,200	354,500	339,000	339,000	339,000	339,000	339,000
Travel	600	-	-	-	-	-	-
Tuition Refund	-	500	500	500	500	500	500
4.3 Contractual Services	2,767,200	1,551,000	1,460,000	1,885,000	1,885,000	1,885,000	1,885,000
Contract Services-Information Technology	66,100	85,000	92,500	55,000	55,000	55,000	55,000
Contractual Buildings & Grounds Maint	553,400	405,000	530,000	730,000	730,000	730,000	730,000
Contractual Operating Services	1,428,800	523,500	487,500	837,500	837,500	837,500	837,500
Contractual Professional Services	718,900	537,500	350,000	262,500	262,500	262,500	262,500

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882141 - Springwells Water Plant	15,436,100	16,705,700	16,550,900	16,904,300	16,971,500	16,900,000	16,975,800
2.1 Salaries & Wages	1,840,500	1,866,000	1,824,500	2,025,500	2,025,500	2,025,500	2,025,500
2.2 Workforce Development	156,700	168,600	257,000	283,100	283,100	283,100	283,100
2.3 Overtime	551,600	450,000	500,800	500,800	500,800	500,800	500,800
2.4 Employee Benefits	786,600	826,500	861,000	957,900	966,200	974,500	982,700
3.1 Electric	4,597,400	4,500,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
3.2 Gas	397,900	405,300	300,000	306,000	312,100	310,400	324,700
4.1 Chemicals	3,794,600	3,567,000	3,735,000	3,735,000	3,735,000	3,735,000	3,735,000
4.2 Supplies & Other	640,300	351,200	492,500	480,000	483,000	480,000	483,500
Capital Outlay less than \$5,000	54,700	30,000	50,000	50,000	50,000	50,000	50,000
Inspection and Permit Fees	600	2,500	1,500	1,500	2,500	1,500	2,500
Memberships, Licenses & Subscriptions	400	500	1,000	500	500	500	1,000
Mileage and Parking	200	1,000	500	500	500	500	500
Office Supplies	3,700	11,200	5,000	5,000	5,000	5,000	5,000
Operating Supplies	172,100	93,000	156,000	149,000	151,000	149,000	151,000
Operating Supplies-Janitorial	6,900	12,000	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	321,500	199,000	267,500	262,500	262,500	262,500	262,500
Supplies & Other - Covid 19	2,000	-	-	-	-	-	-
Supplies & Other – Flood Events	77,200	-	-	-	-	-	-
Tuition Refund	1,000	2,000	1,000	1,000	1,000	1,000	1,000
4.3 Contractual Services	2,676,600	4,571,100	4,257,400	4,293,400	4,343,400	4,268,400	4,318,400
Contract Services-Information Technology	18,900	62,000	49,500	12,000	12,000	12,000	12,000
Contractual Buildings & Grounds Maint	521,600	581,800	645,000	795,000	845,000	795,000	845,000
Contractual Operating Services	1,553,700	3,478,700	3,369,800	3,469,800	3,469,800	3,444,800	3,444,800
Contractual Professional Services	575,100	448,600	193,100	16,600	16,600	16,600	16,600
Contractual Services – Flood Events	7,300	-	-	-	-	-	-
5.1 Capital Program Allocation	(6,100)	-	(77,300)	(77,400)	(77,600)	(77,700)	(77,900)

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882151 - Northeast Water Plant	12,943,300	13,381,500	13,794,300	14,214,200	14,230,400	14,232,400	14,252,800
2.1 Salaries & Wages	1,942,200	1,856,900	1,835,800	2,013,900	2,013,900	2,013,900	2,013,900
2.2 Workforce Development	74,900	93,000	228,800	228,800	228,800	228,800	228,800
2.3 Overtime	439,500	400,000	420,000	420,000	420,000	420,000	420,000
2.4 Employee Benefits	756,800	785,100	845,500	914,000	921,900	929,700	937,600
3.1 Electric	3,954,200	3,800,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000
3.2 Gas	204,100	183,100	170,000	173,400	176,900	176,300	184,000
3.3 Sewage Service	170,300	130,000	170,000	170,000	170,000	170,000	170,000
3.4 Water Service	400	-	500	500	500	500	500
4.1 Chemicals	2,362,200	2,244,600	2,351,800	2,351,800	2,351,800	2,351,800	2,351,800
4.2 Supplies & Other	479,900	410,800	463,400	458,400	463,400	458,400	463,400
Capital Outlay less than \$5,000	56,800	30,000	30,000	30,000	30,000	30,000	30,000
Inspection and Permit Fees	6,300	3,200	6,000	6,000	6,000	6,000	6,000
Memberships, Licenses & Subscriptions	8,500	6,500	9,000	9,000	9,000	9,000	9,000
Mileage and Parking	300	500	500	500	500	500	500
Office Supplies	7,800	14,500	8,000	8,000	8,000	8,000	8,000
Operating Supplies	192,300	156,000	194,800	194,800	194,800	194,800	194,800
Operating Supplies-Janitorial	19,100	12,000	19,000	19,000	19,000	19,000	19,000
Postage	-	100	100	100	100	100	100
Repairs & Maintenance-Equipment	182,700	186,000	193,000	188,000	193,000	188,000	193,000
Supplies & Other - Covid19	1,100	-	-	-	-	-	-
Tuition Refund	5,000	2,000	3,000	3,000	3,000	3,000	3,000
4.3 Contractual Services	2,559,000	3,500,600	3,489,600	3,664,600	3,664,600	3,664,600	3,664,600
Contract Services-Information Technology	1,700	35,000	37,500	-	-	-	-
Contractual Buildings & Grounds Maint	315,100	316,100	326,100	526,100	526,100	526,100	526,100
Contractual Operating Services	1,785,900	2,687,500	2,916,500	3,016,500	3,016,500	3,016,500	3,016,500
Contractual Professional Services	456,300	462,000	209,500	122,000	122,000	122,000	122,000
5.1 Capital Program Allocation	(16,500)	(22,600)	(81,100)	(81,200)	(81,400)	(81,600)	(81,800)
6.0 Capital Outlay	16,300	-	-	-	-	-	-

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882161 - Southwest Water Plant	11,299,900	10,431,300	11,209,800	11,491,400	11,403,200	11,410,200	11,427,100
2.1 Salaries & Wages	1,610,800	1,746,700	1,868,100	1,868,100	1,868,100	1,868,100	1,868,100
2.2 Workforce Development	94,500	119,100	174,600	226,800	226,800	226,800	226,800
2.3 Overtime	491,300	450,000	470,700	470,700	470,700	470,700	470,700
2.4 Employee Benefits	686,300	777,000	840,700	891,300	899,100	907,000	914,900
3.1 Electric	1,471,300	1,530,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
3.2 Gas	233,000	200,000	200,000	204,000	208,100	207,400	216,500
3.3 Sewage Service	470,400	400,000	450,000	450,000	450,000	450,000	450,000
3.4 Water Service	800	500	1,000	1,000	1,000	1,000	1,000
4.1 Chemicals	1,556,300	1,570,500	1,537,500	1,537,500	1,537,500	1,537,500	1,537,500
4.2 Supplies & Other	849,300	546,900	623,400	623,400	623,400	623,400	623,400
Capital Outlay less than \$5,000	171,000	35,000	35,000	35,000	35,000	35,000	35,000
Inspection and Permit Fees	6,400	4,000	6,400	6,400	6,400	6,400	6,400
Memberships, Licenses & Subscriptions	4,000	300	2,000	2,000	2,000	2,000	2,000
Mileage and Parking	400	100	500	500	500	500	500
Office Supplies	7,800	13,000	9,000	9,000	9,000	9,000	9,000
Operating Supplies	176,200	106,000	150,000	150,000	150,000	150,000	150,000
Operating Supplies-Janitorial	14,800	11,000	12,000	12,000	12,000	12,000	12,000
Property Taxes	310,700	250,000	250,000	250,000	250,000	250,000	250,000
Repairs & Maintenance-Equipment	156,000	127,500	158,500	158,500	158,500	158,500	158,500
Repairs & Maintenance-Hardware	2,000	-	-	-	-	-	-
4.3 Contractual Services	3,863,900	3,170,700	3,624,600	3,799,600	3,699,600	3,699,600	3,699,600
Contract Services-Information Technology	1,700	50,000	47,500	10,000	10,000	10,000	10,000
Contractual Buildings & Grounds Maint	400,300	343,100	407,000	607,000	607,000	607,000	607,000
Contractual Operating Services	2,870,700	2,310,600	2,915,600	3,015,600	3,015,600	3,015,600	3,015,600
Contractual Professional Services	591,200	467,000	254,500	167,000	67,000	67,000	67,000
5.1 Capital Program Allocation	(28,000)	(80,100)	(80,800)	(81,000)	(81,100)	(81,300)	(81,400)

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882171 - Lake Huron Water Plant	15,808,700	15,196,700	15,512,700	15,812,000	15,823,000	15,829,700	15,845,000
2.1 Salaries & Wages	1,917,400	1,819,500	1,954,700	1,989,200	1,989,200	1,989,200	1,989,200
2.2 Workforce Development	113,000	121,900	146,900	199,100	199,100	199,100	199,100
2.3 Overtime	330,300	300,000	315,200	315,200	315,200	315,200	315,200
2.4 Employee Benefits	783,400	810,900	840,900	893,000	900,900	908,700	916,600
3.1 Electric	7,171,000	7,100,000	7,110,000	7,110,000	7,110,000	7,110,000	7,110,000
3.2 Gas	211,000	200,000	150,000	153,000	156,100	155,000	162,400
3.3 Sewage Service	70,100	70,000	70,000	70,000	70,000	70,000	70,000
4.1 Chemicals	2,659,000	2,702,300	2,752,300	2,752,300	2,752,300	2,752,300	2,752,300
4.2 Supplies & Other	748,900	757,100	727,200	727,200	727,200	727,200	727,200
Capital Outlay less than \$5,000	72,200	50,000	70,000	70,000	70,000	70,000	70,000
Inspection and Permit Fees	400	3,400	1,000	1,000	1,000	1,000	1,000
Memberships, Licenses & Subscriptions	1,600	1,000	1,000	1,000	1,000	1,000	1,000
Mileage and Parking	100	1,000	1,000	1,000	1,000	1,000	1,000
Office Supplies	6,300	8,500	7,000	7,000	7,000	7,000	7,000
Operating Supplies	200,000	177,500	184,000	184,000	184,000	184,000	184,000
Operating Supplies-Janitorial	5,700	7,500	6,500	6,500	6,500	6,500	6,500
Postage	100	200	200	200	200	200	200
Property Taxes	-	8,000	6,000	6,000	6,000	6,000	6,000
Rentals-Miscellaneous	20,800	-	-	-	-	-	-
Repairs & Maintenance-Equipment	441,500	500,000	450,000	450,000	450,000	450,000	450,000
Tuition Refund	200	-	500	500	500	500	500
4.3 Contractual Services	1,804,600	1,315,000	1,445,500	1,603,000	1,603,000	1,603,000	1,603,000
Contract Services-Information Technology	3,400	20,000	47,500	10,000	10,000	10,000	10,000
Contractual Buildings & Grounds Maint	219,100	150,000	205,000	405,000	405,000	405,000	405,000
Contractual Operating Services	960,900	700,000	1,018,000	1,118,000	1,118,000	1,118,000	1,118,000
Contractual Professional Services	621,200	445,000	175,000	70,000	70,000	70,000	70,000
887601 - Water System Operations							
Unallocated	-	3,341,300	5,131,000	4,715,800	6,141,800	8,899,800	12,345,800
7.0 Unallocated Reserve	-	3,341,300	5,131,000	4,715,800	6,141,800	8,899,800	12,345,800
Grand Total	\$ 73,852,600	\$ 76,237,800	\$ 81,873,400	\$ 84,854,000	\$ 86,229,600	\$ 88,044,800	\$ 91,658,100

Water Operations Pumping Stations

The Water Operations Pumping (Booster) Stations are facilities located within the regional system that distribute water received from the water treatment facilities to communities and other stations to meet pressure and demand requirements. Some water is diverted to reservoirs at the stations until needed during times of high demand. There are nineteen (19) water booster pump stations and one decommissioned pump station (Roseville Pump Station) in the GLWA transmission system.

Strategic Initiatives

❖ Maximize pumping reliability (Ongoing)

Regularly scheduled preventive maintenance is necessary and required to maintain the condition of all pumping (booster) stations.

❖ Minimize energy usage (Ongoing)

Energy consumption is dependent on flow rate, total pressure, climate, and overall pump efficiency. Energy can be minimized through proper preventive maintenance in order to maintain the condition of all pumping (booster) stations.

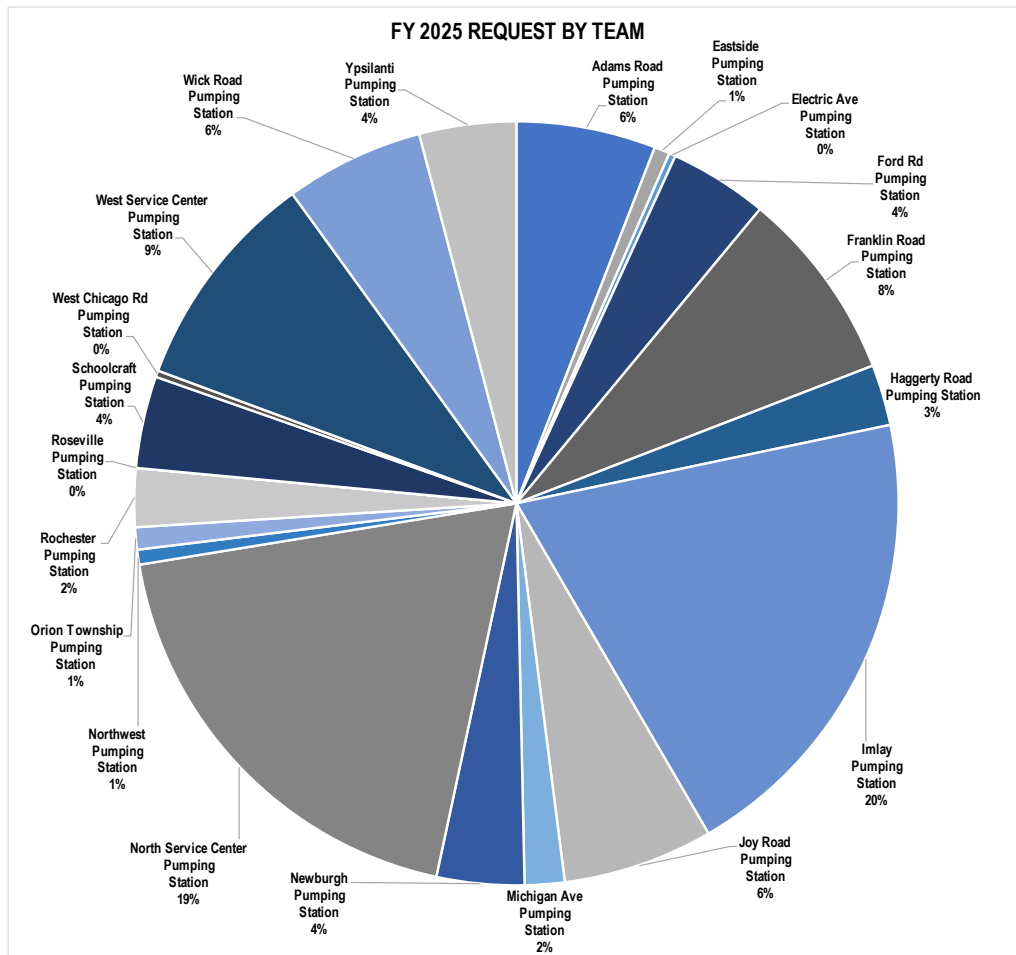
The table below shows how the water operations area pumping (booster) stations strategic initiatives relate to the organizational strategic goals.

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Water Pump Stations Strategic Initiatives	Maximize pumping reliability				x	x		x				
	Minimize energy usage		x		x	x						

Organization

The Water Operations Pump (Booster) Stations consist of (19) water booster pump stations and one decommissioned pump station (Roseville Pump Station) in the water transmission system.

- ❖ Adams Rd
- ❖ Eastside
- ❖ Electric Ave
- ❖ Ford Rd
- ❖ Franklin Rd
- ❖ Haggerty Rd
- ❖ Imlay
- ❖ Joy Rd
- ❖ Michigan Ave.
- ❖ Newburgh
- ❖ No. Service Ctr.
- ❖ Northwest
- ❖ Orion Township
- ❖ Rochester
- ❖ Roseville*
- ❖ Schoolcraft
- ❖ W. Chicago Rd.
- ❖ W. Service Ctr.
- ❖ Wick Rd
- ❖ Ypsilanti

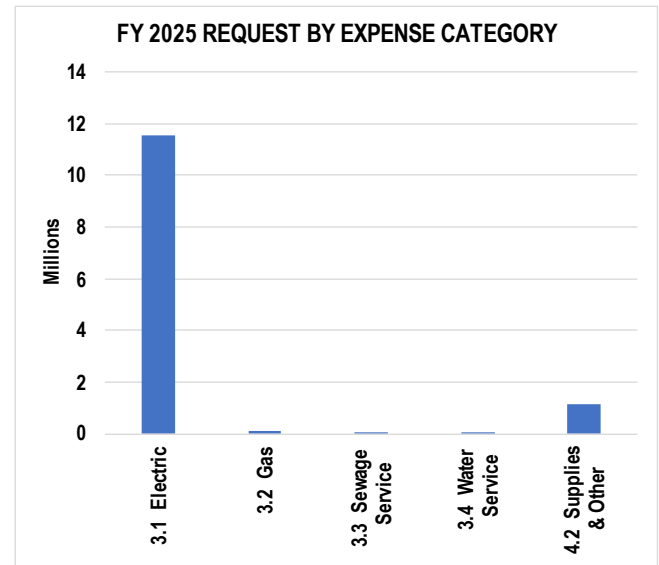


* The Roseville PS was decommissioned by DWSD prior to GLWA assuming operations. The only costs being incurred for this pump station are stormwater drainage charges.

Expense Categories

Electric Utilities is the one major category of expense in the Water Pump Stations operations and maintenance budget.

Booster stations require a significant amount of power. The electric costs represent approximately 89% of the total operations and maintenance costs for FY 2024 and FY 2025 and are directly proportional to the unit cost of power and the actual power used by the booster station pumps.



Biennial Budget Request

The biennial budget reflects an overall increase in FY 2025 of \$1.3 million, or 11.3%. Key factors that impact the FY 2025 budget include the following:

- ❖ Electric – Increase of \$1.1 million to realign budgets to anticipated cost based on current trends.
- ❖ Supplies & Other – Increase of \$157,500 for Repairs & Maintenance – Equipment budget based on increased spend and anticipated costs to maintain pump stations

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
3.1 Electric	\$ 11,325,600	\$ 10,430,400	\$ 3,692,900	\$ 11,537,900	\$ 1,107,500	10.6%	\$ 11,769,100
3.2 Gas	129,600	77,600	1,800	108,300	30,700	39.6%	110,600
3.3 Sewage Service	3,700	2,700	400	3,100	400	14.8%	3,100
3.4 Water Service	500	1,000	100	1,000	-	0.0%	1,000
4.2 Supplies & Other	1,460,700	988,700	130,700	1,146,200	157,500	15.9%	1,146,200
Grand Total	\$ 12,920,100	\$ 11,500,400	\$ 3,825,900	\$ 12,796,500	\$ 1,296,100	11.3%	\$ 13,030,000

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Adams Road Pumping Station	\$ 700,400	\$ 665,000	\$ 183,800	\$ 755,000	\$ 90,000	13.5%	\$ 768,400
Eastside Pumping Station	64,500	74,700	16,600	84,200	9,500	12.7%	85,500
Electric Ave Pumping Station	25,900	26,300	5,400	35,000	8,700	33.1%	35,500
Ford Rd Pumping Station	524,200	431,800	162,700	533,900	102,100	23.6%	544,000
Franklin Road Pumping Station	1,169,300	911,000	433,500	1,040,000	129,000	14.2%	1,059,000
Haggerty Road Pumping Station	268,700	320,700	51,700	329,300	8,600	2.7%	334,700
Imlay Pumping Station	2,725,600	2,481,000	944,900	2,547,900	66,900	2.7%	2,595,800
Joy Road Pumping Station	779,000	708,600	224,400	813,600	105,000	14.8%	828,100
Michigan Ave Pumping Station	173,000	157,700	47,500	215,700	58,000	36.8%	219,700
Newburgh Pumping Station	473,200	415,000	135,600	474,000	59,000	14.2%	483,000
North Service Center Pumping Station	2,504,600	2,295,500	624,500	2,440,000	144,500	6.3%	2,485,000
Northwest Pumping Station	86,000	61,300	19,100	80,700	19,400	31.6%	81,900
Orion Township Pumping Station	192,900	75,400	27,300	120,500	45,100	59.8%	122,500
Rochester Pumping Station	301,700	277,100	83,900	316,800	39,700	14.3%	322,300
Roseville Pumping Station	100	300	-	300	-	0.0%	300
Schoolcraft Pumping Station	532,600	476,100	114,300	498,000	21,900	4.6%	506,700
West Chicago Rd Pumping Station	30,900	32,500	6,100	35,000	2,500	7.7%	35,600
West Service Center Pumping Station	1,112,500	923,700	436,600	1,200,700	277,000	30.0%	1,222,900
Wick Road Pumping Station	739,900	685,600	172,400	751,700	66,100	9.6%	764,800
Ypsilanti Pumping Station	515,100	481,100	135,600	524,200	43,100	9.0%	534,300
Grand Total	\$ 12,920,100	\$ 11,500,400	\$ 3,825,900	\$ 12,796,500	\$ 1,296,100	11.3%	\$ 13,030,000

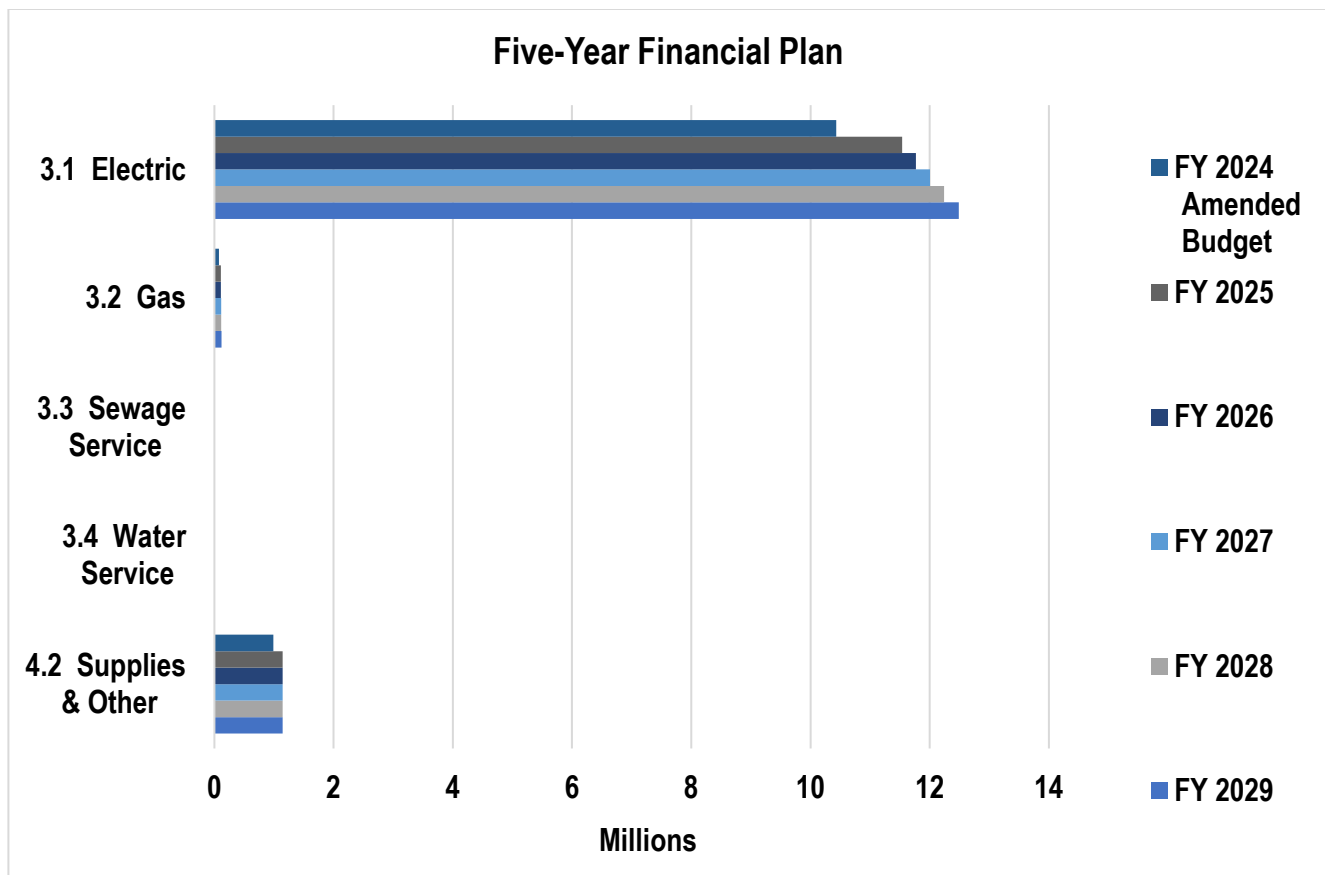
Personnel Budget

Personnel expenditures are not a component of the Water Pump Stations budget. Labor to maintain these facilities is included in the Field Service Operations budget.

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
3.1 Electric	\$ 11,325,600	\$ 10,430,400	\$ 11,537,900	\$ 11,769,100	\$ 12,002,900	\$ 12,242,400	\$ 12,486,400
3.2 Gas	129,600	77,600	108,300	110,600	112,700	115,000	117,100
3.3 Sewage Service	3,700	2,700	3,100	3,100	3,100	3,100	3,300
3.4 Water Service	500	1,000	1,000	1,000	1,000	1,000	1,000
4.2 Supplies & Other	1,460,700	988,700	1,146,200	1,146,200	1,146,200	1,146,200	1,146,200
Grand Total	\$ 12,920,100	\$ 11,500,400	\$ 12,796,500	\$ 13,030,000	\$ 13,265,900	\$ 13,507,700	\$ 13,754,000

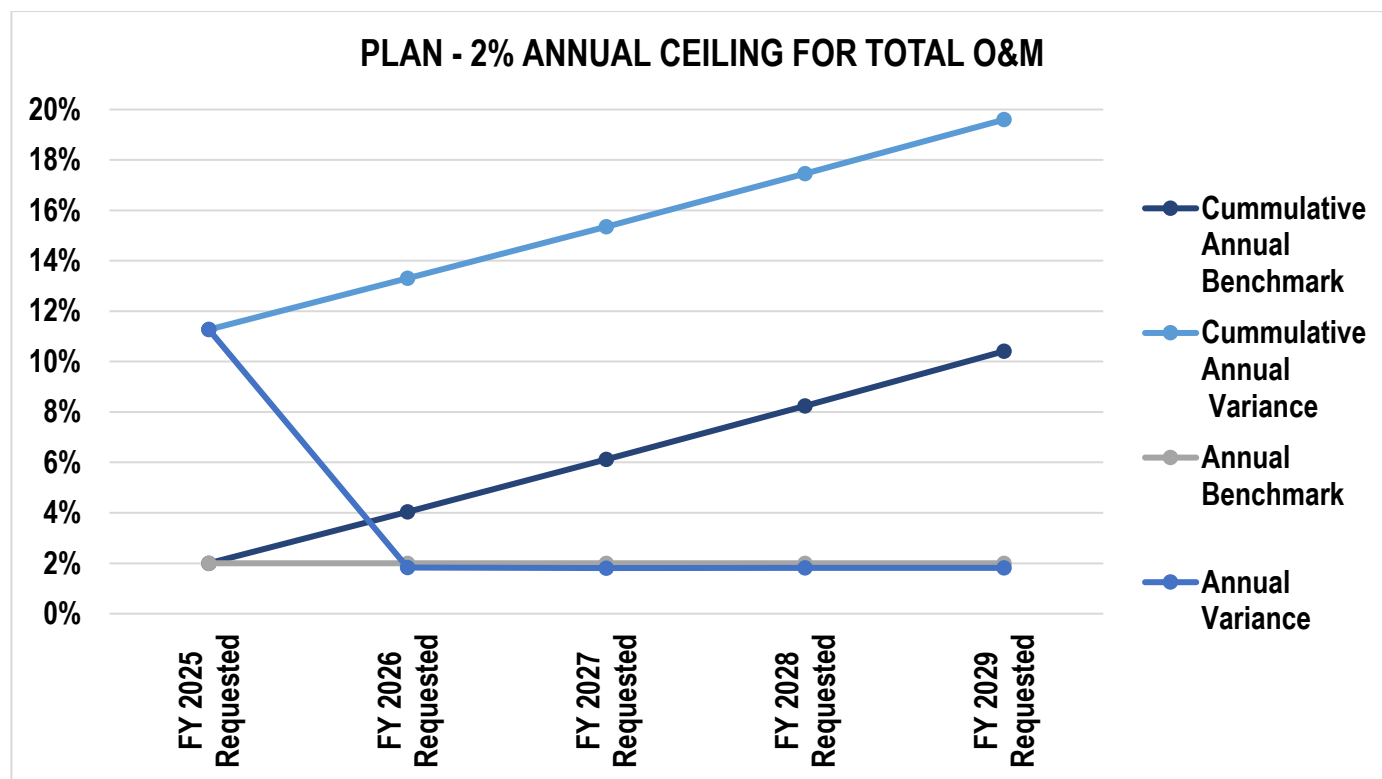


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Adams Road Pumping Station	\$ 700,400	\$ 665,000	\$ 755,000	\$ 768,400	\$ 782,100	\$ 796,000	\$ 810,200
Eastside Pumping Station	64,500	74,700	84,200	85,500	86,800	88,200	89,600
Electric Ave Pumping Station	25,900	26,300	35,000	35,500	36,000	36,500	37,000
Ford Rd Pumping Station	524,200	431,800	533,900	544,000	554,100	564,200	574,300
Franklin Road Pumping Station	1,169,300	911,000	1,040,000	1,059,000	1,078,400	1,098,100	1,118,300
Haggerty Road Pumping Station	268,700	320,700	329,300	334,700	340,100	345,800	352,000
Imlay Pumping Station	2,725,600	2,481,000	2,547,900	2,595,800	2,644,600	2,695,000	2,745,800
Joy Road Pumping Station	779,000	708,600	813,600	828,100	842,800	857,900	873,200
Michigan Ave Pumping Station	173,000	157,700	215,700	219,700	223,700	227,700	231,700
Newburgh Pumping Station	473,200	415,000	474,000	483,000	492,300	501,800	511,000
North Service Center Pumping Station	2,504,600	2,295,500	2,440,000	2,485,000	2,530,900	2,577,700	2,625,300
Northwest Pumping Station	86,000	61,300	80,700	81,900	83,100	84,400	85,700
Orion Township Pumping Station	192,900	75,400	120,500	122,500	124,200	126,000	127,900
Rochester Pumping Station	301,700	277,100	316,800	322,300	328,000	333,700	339,700
Roseville Pumping Station	100	300	300	300	300	300	300
Schoolcraft Pumping Station	532,600	476,100	498,000	506,700	515,500	524,500	533,700
West Chicago Rd Pumping Station	30,900	32,500	35,000	35,600	36,100	36,700	37,300
West Service Center Pumping Station	1,112,500	923,700	1,200,700	1,222,900	1,245,500	1,268,600	1,292,200
Wick Road Pumping Station	739,900	685,600	751,700	764,800	777,000	790,100	804,200
Ypsilanti Pumping Station	515,100	481,100	524,200	534,300	544,400	554,500	564,600
Grand Total	\$ 12,920,100	\$ 11,500,400	\$ 12,796,500	\$ 13,030,000	\$ 13,265,900	\$ 13,507,700	\$ 13,754,000

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Water Operations pumping (booster) stations Group's financial plan reflects a five-year overall increase of 19.6% which is above the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

Water Pump Stations Capital Outlay is funded by the Improvement & Extension (I&E) Budget.

Five-Year Capital Outlay Plan by Asset

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Machinery & Equipment	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
Pumps & Motors	650,000	650,000	650,000	650,000	650,000	650,000
Grand Total	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 524,800	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
Grand Total	\$ 524,800	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000

Five-Year Capital Outlay Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Adams Road Pumping Station	\$ 259,300	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Eastside Pumping Station	15,300	100,000	100,000	100,000	100,000	100,000	100,000
Imlay Pumping Station	250,200	300,000	300,000	300,000	300,000	300,000	300,000
Newburgh Pumping Station	-	50,000	50,000	50,000	50,000	50,000	50,000
Northwest Pumping Station	-	100,000	100,000	100,000	100,000	100,000	100,000
Schoolcraft Pumping Station	-	50,000	50,000	50,000	50,000	50,000	50,000
Grand Total	\$ 524,800	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000

Line-Item Budget and Financial Plan

The five-year plan by line-item expense is reflected on the following page. The expenses are listed for each cost center. Because many of GLWA's initiatives extend multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882321 - Ford Rd Pumping Station	\$ 524,200	\$ 431,800	\$ 533,900	\$ 544,000	\$ 554,100	\$ 564,200	\$ 574,300
3.1 Electric	507,400	408,000	510,000	520,000	530,000	540,000	550,000
3.2 Gas	3,400	3,800	3,900	4,000	4,100	4,200	4,300
4.2 Supplies & Other	13,400	20,000	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment	13,400	20,000	20,000	20,000	20,000	20,000	20,000
882322 - Eastside Pumping Station	64,500	74,700	84,200	85,500	86,800	88,200	89,600
3.1 Electric	51,400	50,600	60,000	61,200	62,400	63,700	65,000
3.2 Gas	2,200	4,100	4,200	4,300	4,400	4,500	4,600
4.2 Supplies & Other	10,900	20,000	20,000	20,000	20,000	20,000	20,000
Capital Outlay less than \$5,000	3,600	-	-	-	-	-	-
Repairs & Maintenance-Equipment	7,300	20,000	20,000	20,000	20,000	20,000	20,000
882323 - Northwest Pumping Station	86,000	61,300	80,700	81,900	83,100	84,400	85,700
3.1 Electric	45,100	50,600	60,000	61,200	62,400	63,700	65,000
3.3 Sewage Service	200	200	200	200	200	200	200
3.4 Water Service	300	500	500	500	500	500	500
4.2 Supplies & Other	40,400	10,000	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment	40,400	10,000	20,000	20,000	20,000	20,000	20,000
882324 - West Service Center Pumping Station	1,112,500	923,700	1,200,700	1,222,900	1,245,500	1,268,600	1,292,200
3.1 Electric	1,062,600	863,000	1,100,000	1,122,000	1,144,400	1,167,300	1,190,700
3.2 Gas	11,300	10,000	10,000	10,200	10,400	10,600	10,800
4.2 Supplies & Other	38,600	50,700	90,700	90,700	90,700	90,700	90,700
Repairs & Maintenance-Equipment	38,600	50,700	90,700	90,700	90,700	90,700	90,700
882325 - Michigan Ave Pumping Station	173,000	157,700	215,700	219,700	223,700	227,700	231,700
3.1 Electric	168,300	142,000	200,000	204,000	208,000	212,000	216,000
3.3 Sewage Service	100	200	200	200	200	200	200
3.4 Water Service	200	500	500	500	500	500	500
4.2 Supplies & Other	4,400	15,000	15,000	15,000	15,000	15,000	15,000
Repairs & Maintenance-Equipment	4,400	15,000	15,000	15,000	15,000	15,000	15,000
882326 - West Chicago Rd Pumping Station	30,900	32,500	35,000	35,600	36,100	36,700	37,300
3.1 Electric	26,900	25,500	28,000	28,600	29,100	29,700	30,300
4.2 Supplies & Other	4,000	7,000	7,000	7,000	7,000	7,000	7,000
Repairs & Maintenance-Equipment	4,000	7,000	7,000	7,000	7,000	7,000	7,000
882327 - Electric Ave Pumping Station	25,900	26,300	35,000	35,500	36,000	36,500	37,000
3.1 Electric	21,100	16,300	25,000	25,500	26,000	26,500	27,000
4.2 Supplies & Other	4,800	10,000	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	4,800	10,000	10,000	10,000	10,000	10,000	10,000
882328 - Orion Township Pumping Station	192,900	75,400	120,500	122,500	124,200	126,000	127,900
3.1 Electric	84,200	71,400	90,000	92,000	93,700	95,500	97,400
3.2 Gas	400	500	500	500	500	500	500
4.2 Supplies & Other	108,300	3,500	30,000	30,000	30,000	30,000	30,000
Repairs & Maintenance-Equipment	108,300	3,500	30,000	30,000	30,000	30,000	30,000

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Line-Item Budget and Financial Plan (continued from previous page)

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882329 - North Service Center Pumping Station	2,504,600	2,295,500	2,440,000	2,485,000	2,530,900	2,577,700	2,625,300
3.1 Electric	2,273,700	2,100,000	2,200,000	2,244,000	2,288,900	2,334,700	2,381,300
3.2 Gas	66,600	25,500	50,000	51,000	52,000	53,000	54,000
4.2 Supplies & Other	164,300	170,000	190,000	190,000	190,000	190,000	190,000
Repairs & Maintenance-Equipment	164,300	170,000	190,000	190,000	190,000	190,000	190,000
882330 - Adams Road Pumping Station	700,400	665,000	755,000	768,400	782,100	796,000	810,200
3.1 Electric	672,500	600,000	670,000	683,400	697,100	711,000	725,200
4.2 Supplies & Other	27,900	65,000	85,000	85,000	85,000	85,000	85,000
Repairs & Maintenance-Equipment	27,900	65,000	85,000	85,000	85,000	85,000	85,000
882331 - Newburgh Pumping Station	473,200	415,000	474,000	483,000	492,300	501,800	511,000
3.1 Electric	455,800	400,000	454,000	463,000	472,300	481,800	491,000
4.2 Supplies & Other	17,400	15,000	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment	17,400	15,000	20,000	20,000	20,000	20,000	20,000
882332 - Franklin Road Pumping Station	1,169,300	911,000	1,040,000	1,059,000	1,078,400	1,098,100	1,118,300
3.1 Electric	1,107,800	816,000	950,000	969,000	988,400	1,008,100	1,028,300
4.2 Supplies & Other	61,500	95,000	90,000	90,000	90,000	90,000	90,000
Repairs & Maintenance-Equipment	61,500	95,000	90,000	90,000	90,000	90,000	90,000
882333 - Roseville Pumping Station	100	300	300	300	300	300	300
3.3 Sewage Service	100	300	300	300	300	300	300
882334 - Wick Road Pumping Station	739,900	685,600	751,700	764,800	777,000	790,100	804,200
3.1 Electric	602,300	580,000	625,000	638,000	650,000	663,000	677,000
3.2 Gas	5,200	5,100	6,200	6,300	6,500	6,600	6,700
3.3 Sewage Service	500	500	500	500	500	500	500
4.2 Supplies & Other	131,900	100,000	120,000	120,000	120,000	120,000	120,000
Repairs & Maintenance-Equipment	131,900	100,000	120,000	120,000	120,000	120,000	120,000
882335 - Joy Road Pumping Station	779,000	708,600	813,600	828,100	842,800	857,900	873,200
3.1 Electric	703,500	636,000	720,000	734,400	749,100	764,100	779,400
3.2 Gas	2,100	3,100	3,100	3,200	3,200	3,300	3,300
3.3 Sewage Service	400	500	500	500	500	500	500
4.2 Supplies & Other	73,000	69,000	90,000	90,000	90,000	90,000	90,000
Repairs & Maintenance-Equipment	73,000	69,000	90,000	90,000	90,000	90,000	90,000
882336 - Schoolcraft Pumping Station	532,600	476,100	498,000	506,700	515,500	524,500	533,700
3.1 Electric	409,100	388,000	425,000	433,500	442,200	451,000	460,000
3.2 Gas	16,700	3,100	8,000	8,200	8,300	8,500	8,700
4.2 Supplies & Other	106,800	85,000	65,000	65,000	65,000	65,000	65,000
Repairs & Maintenance-Equipment	106,800	85,000	65,000	65,000	65,000	65,000	65,000
882337 - Ypsilanti Pumping Station	515,100	481,100	524,200	534,300	544,400	554,500	564,600
3.1 Electric	495,500	457,000	500,000	510,000	520,000	530,000	540,000
3.2 Gas	5,000	5,100	5,200	5,300	5,400	5,500	5,600
4.2 Supplies & Other	14,600	19,000	19,000	19,000	19,000	19,000	19,000
Repairs & Maintenance-Equipment	14,600	19,000	19,000	19,000	19,000	19,000	19,000
882338 - Imlay Pumping Station	2,725,600	2,481,000	2,547,900	2,595,800	2,644,600	2,695,000	2,745,800
3.1 Electric	2,149,300	2,346,000	2,392,900	2,440,800	2,489,600	2,540,000	2,590,800
4.2 Supplies & Other	576,300	135,000	155,000	155,000	155,000	155,000	155,000
Repairs & Maintenance-Equipment	576,300	135,000	155,000	155,000	155,000	155,000	155,000

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882339 - Rochester Pumping Station	301,700	277,100	316,800	322,300	328,000	333,700	339,700
3.1 Electric	248,000	230,000	267,000	272,300	277,800	283,300	289,000
3.2 Gas	9,200	7,100	9,600	9,800	10,000	10,200	10,400
3.3 Sewage Service	1,700	500	700	700	700	700	800
4.2 Supplies & Other	42,800	39,500	39,500	39,500	39,500	39,500	39,500
Repairs & Maintenance-Equipment	42,800	39,500	39,500	39,500	39,500	39,500	39,500
882340 - Haggerty Road Pumping Station	268,700	320,700	329,300	334,700	340,100	345,800	352,000
3.1 Electric	241,100	250,000	261,000	266,200	271,500	277,000	283,000
3.2 Gas	7,500	10,200	7,600	7,800	7,900	8,100	8,200
3.3 Sewage Service	700	500	700	700	700	700	800
4.2 Supplies & Other	19,400	60,000	60,000	60,000	60,000	60,000	60,000
Repairs & Maintenance-Equipment	19,400	60,000	60,000	60,000	60,000	60,000	60,000
Grand Total	\$ 12,920,100	\$ 11,500,400	\$ 12,796,500	\$ 13,030,000	\$ 13,265,900	\$ 13,507,700	\$ 13,754,000

GLWA

Great Lakes Water Authority



Section 5B

Wastewater (Sewer) System Operations

Wastewater Operations

The Wastewater Operations area treats the sanitary and combined sewage from 79 communities with nearly 3 million residents, or nearly 30% of the State of Michigan's population, protecting the receiving waters and safeguarding the public's health, by meeting or exceeding the requirements outlined under the National Pollutant Discharge Elimination System (NPDES).

Strategic Initiatives

❖ **Safeguarding the public's health and the environment (Ongoing)**

This is achieved through compliance with the NPDES permit and partnership with our co-permittee, the Detroit Water and Sewer Department (DWSD), and our member partners, and other stakeholders. This is measured through regular monitoring and reporting to the Michigan Department of Environment, Great Lakes, and Energy (EGLE) as well as a monthly key performance indicator (KPI) to the Board of the effluent phosphorous concentration in relation to the permitted limit. Although, significant increases in utility and chemical cost are placing pressures onto the Operations and Maintenance Budget, GLWA plans to maintain a high priority for treatment and is committed to returning water of unquestionable quality to the environment.

❖ **Reliability of processing equipment (Ongoing)**

This is achieved by focusing on our maintenance program and optimizing our resources in removing defects and stabilizing our maintenance measures. Reliability efforts are measured by monthly reporting of KPIs to the Board for preventative and corrective maintenance activity. GLWA is also implementing an Enterprise Asset Management (EAM) system to further optimize asset inventory, reduce waste, and forecast necessary asset overhaul and replacement. Additionally, by reviewing equipment criticality to manage parts inventories and supply chain challenges.

❖ **Workforce (Ongoing)**

Working with Organizational Development, the wastewater operations area is working to build a sustainable employment model. The model includes strategies for recruitment and retention of talented individuals and the continued implementation of apprenticeship programs and workforce development. This is monitored through training records and turn-over tracking.

❖ **Manage disposal of solids produced through the Water Resource Recovery Facility (Ongoing)**

By close monitoring of the solids inventory in compliance with the NPDES permit, operations and maintenance continues to process near 75% of solids generated for beneficial reuse while incinerating the remaining product with little to no landfill disposal. This is in line with the organization's goals of environmental sustainability. This is monitored by a monthly KPI to the Board for solids inventory.

❖ **Upgrading Control Systems (Ongoing)**

By establishing several contracts to replace and upgrade our control system for the CSO facilities and the Water Resource Recovery Facility. The improvements will increase reliability and visibility for operations. This also advances the hardening of the system to protect our infrastructure from cybersecurity attacks.

❖ **Operational Optimization through innovation (Ongoing)**

By working with the Energy, Research and Innovation group to explore opportunities to partner with universities to conduct research at the WRRF. This will also be accomplished by involving the Energy, Research and Innovation group in the capital improvement process.

❖ **Capital Improvement Program delivery (Ongoing)**

The focus on recruitment of Life Cycle Project Managers, Technical Management Leads and Workforce development with careful assessment of the required resources needed in engineering, positions the team well in addressing the intricate array of projects outlined in our CIP plan for the next decade.

The following table shows how the wastewater operations strategic initiatives relate to the organizational strategic goals.

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Wastewater Operations Strategic Initiatives	Safeguarding the publics' health and the environment			x	x	x		x	x			x
	Reliability of processing equipment			x	x	x	x	x	x			
	Workforce		x	x		x	x				x	
	Manage disposal of solids produced through the Water Resource Recovery Facility	x	x	x	x	x	x		x	x		x
	Upgrade Control Systems			x	x	x	x		x			x
	Operational Optimizatoin through innovation	x	x	x	x	x	x	x	x			x
	Capital Improvement Program delivery		x	x	x	x	x		x		x	x

Wastewater Operations Contracts

The Wastewater Operations budget contains several contracts for commodities, services, and maintenance to ensure system reliability, safeguard public health and the environment in compliance with our NPDES permit. The following tables represent current contracts for the services listed. Expired contracts are not presented. Budgeted amounts beyond the contract date are estimates based on past experience in addition to future program plans. These contracts would generally

require a separate procurement process. It should be noted that several contracts are shared by multiple areas of GLWA. The tables on the following pages are the key contracts for these services.

As a part of the delivery of services for Wastewater Operations, three multi-vendor contracts have been executed. These contracts, known as task-order contracts, are designed to reduce the time from design to execution by pre-qualifying vendors within each contract. These task-oriented contracts are grouped into three key segments: rehabilitation (JOC), engineering (TOES) and control systems (TIC). Each segment contains multiple vendors who have the opportunity to compete for projects within their segment. The expenditure for any project, or task, is controlled by budget for the area for which that task is requested.

Significant Chemical Contracts

Project Description	Chlorine (90 Ton Tank Cars)	Flocculant, Organic Polymer	Ferric Chloride	Gaseous & Liquid Oxygen and Nitrogen Service	Sodium Bisulfite	Sulfur Dioxide	Sodium Hypochlorite	Total of Significant Chemical Contracts
Prime Consultant or Supplier	JCI Jones Chemicals Inc	Polydyne Inc	Kemira Water Solutions	Linde Inc	Sulco Chemicals Limited	PVS Technologies Inc	PVS Nolwood Chemical Inc	
Contract #	2101926	1802179	PO 9172	2102187	PO 9857	PO 9172	PO 13974	
Contract Amount	\$ 10,540,000	\$ 7,875,000	\$ 13,772,500	\$ 36,000,000	\$ 1,250,100	\$ 13,772,500	\$ 8,623,700	
Contract End Date	05/01/27	01/31/24	05/26/24	08/31/31	04/23/24	05/26/23	03/31/23	
Cost Center Name	Wastewater Secondary Processing	Wastewater Incineration	Wastewater Primary Processing	Wastewater Secondary Processing	Wastewater Secondary Processing	Wastewater Secondary Processing	CSO Facilities and Wastewater Secondary Processing	
Expense Category	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals
Pre-FY 2023 Spend	\$ 3,648,100	\$ 5,480,300	\$ 12,813,000	\$ 19,151,900	\$ 774,200	\$ 2,274,400	\$ 8,298,000	\$ 52,439,900
Pre-FY 2023 Average Spend (*)	608,000	913,400	2,135,500	3,192,000	154,800	379,100	1,383,000	
FY 2023 Spend	2,859,900	1,245,500	3,852,300	3,857,800	155,000	426,600	4,162,900	\$ 16,560,000
FY 2024 Amended	4,457,000	1,328,000	4,670,000	2,790,000	267,000	546,000	5,935,000	\$ 19,993,000
FY 2025 Requested	3,946,000	1,328,000	5,238,000	3,811,000	311,000	522,000	6,033,000	\$ 21,189,000
FY 2026 Requested	3,946,000	1,341,000	5,593,000	3,888,000	311,000	522,000	6,033,000	\$ 21,634,000
FY 2027 Requested	4,025,000	1,354,000	5,593,000	3,966,000	319,000	522,000	6,183,800	\$ 21,962,800
FY 2028 Requested	4,025,000	1,354,000	5,593,000	4,046,000	327,000	533,000	6,183,800	\$ 22,061,800
FY 2029 Requested	4,025,000	1,354,000	5,593,000	4,227,000	327,000	533,000	6,183,800	\$ 22,242,800
Total	\$ 32,281,600	\$ 16,730,200	\$ 53,188,000	\$ 51,909,000	\$ 3,144,500	\$ 6,749,900	\$ 52,030,900	\$ 198,083,300

Significant Other Contracts

Project Description	Cyber Security and Ovation, Instrumentation & Controls Upgrades and Updates	Maintenance Service contract for Accusonic Flow Meters	Biosolids Dryer Facility	Fire -Alarms, Sprinklers, Extinguishers- Maintenance & Repair	Refractory Inspection and Repairs	HVAC Services	Facilities Maintenance Services	Total of Significant Other Contracts
Prime Consultant or Supplier	Emerson Process Management	Hesco Group Inc	New England Fertilizer Company	Johnson Controls Fire Protection LP	Commercial Contracting Corporation	Johnson Controls	Lakeshore Global Corporation	
Contract #	2101167	1803594	PC-792	2000284	2000917	1902548	2102834	
Contract Amount	\$ 5,535,300	\$ 2,600,800	\$ 540,000,000	\$ 1,659,587	\$ 4,752,640	\$ 5,790,800	\$ 29,881,400	
Contract End Date	03/12/26	04/29/24	07/31/41	08/31/25	12/20/25	12/28/24	07/19/22	
Cost Center Name	Wastewater Process Control	CSO Facilities	Central Off Loading & Hauling	Wastewater Operations & CSO Facilities	Wastewater Incineration	Wastewater Operations & CSO Facilities	Various	
Expense Category	Contract Services	Contract Services and Repairs & Maintenance	Contract Services	Supplies & Other	Supplies & Other	Supplies & Other	Personnel & Contract Services	
Pre-FY 2023 Spend	\$ -	\$ 589,800	\$ 86,297,744	\$ 693,800	\$ 389,300	\$ 564,900	\$ 38,895,000	\$127,430,544
Pre-FY 2023 Average Spend (*)	-	196,600	13,276,600	346,900	389,300	564,900	6,482,500	
FY 2023 Spend	61,100	238,600	15,878,200	537,100	437,360	1,306,500	11,799,300	\$ 30,258,160
FY 2024 Amended	284,500	432,100	16,145,000	353,900	324,700	1,256,400	11,225,200	\$ 30,021,800
FY 2025 Requested	825,000	473,300	16,814,000	350,000	150,000	1,413,300	10,201,900	\$ 30,227,500
FY 2026 Requested	560,800	480,100	17,271,600	354,000	150,000	1,427,000	10,310,100	\$ 30,553,600
FY 2027 Requested	296,600	488,600	17,741,600	358,000	150,000	1,435,500	10,377,500	\$ 30,847,800
FY 2028 Requested	296,600	498,800	18,224,300	360,000	150,000	1,444,600	10,396,700	\$ 31,371,000
FY 2029 Requested	296,600	507,700	18,719,800	363,000	150,000	1,466,100	10,468,500	\$ 31,971,700
Total	\$ 2,993,200	\$ 4,405,600	\$ 234,824,844	\$ 4,063,400	\$ 2,992,160	\$ 12,131,300	\$ 127,740,900	\$342,682,104

(*) Average Spend is based on historical contract totals for some commodities or services or the beginning of the contract for more recent services.

Organization

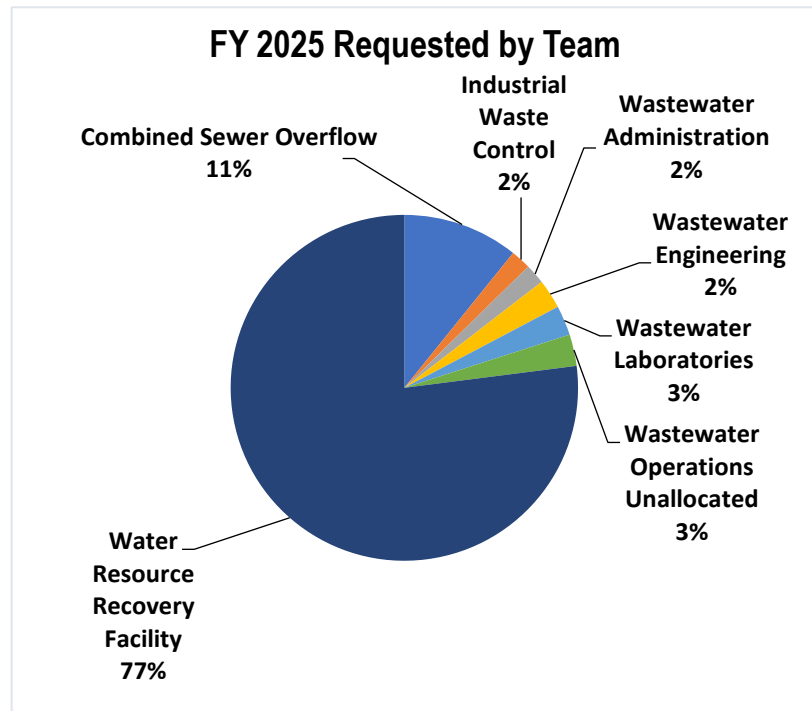
The GLWA Wastewater Operations Area consists of six teams.

- ❖ **Wastewater Administration**
- ❖ **Water Resource Recovery Facility (WRRF)**
Processing plant for the treatment of sewage for the greater metropolitan area.
- ❖ **Wastewater Engineering**
Provide study, design, and construction administration services for improvements to the WRRF and CSO facilities.
- ❖ **Wastewater Laboratories**
Monitoring of pollutants entering and exiting the GLWA sewage facilities
- ❖ **Industrial Waste Control**
Identification and monitoring of industrial users for pollutants
- ❖ **Combined Sewer Overflow (CSO)**

Facilities utilized to control flow volumes for protecting the system and the receiving waters during increased system demand such as during rainstorms or snow melt. GLWA currently operates 6 CSO retention and treatment basins and 3 screening and disinfection facilities. The Belle Isle retention basin is owned by DWSD and operated by GLWA under a shared services agreement. See Shared Services under Section 6. Each CSO facility has its own cost center. Costs that are applicable to all CSO facilities are budgeted in cost center 892270 - Combined Sewer Overflow.

- ❖ **Wastewater Systems Unallocated**

Funds not apportioned for a specific purpose used for significant unexpected or unbudgeted expenditures.

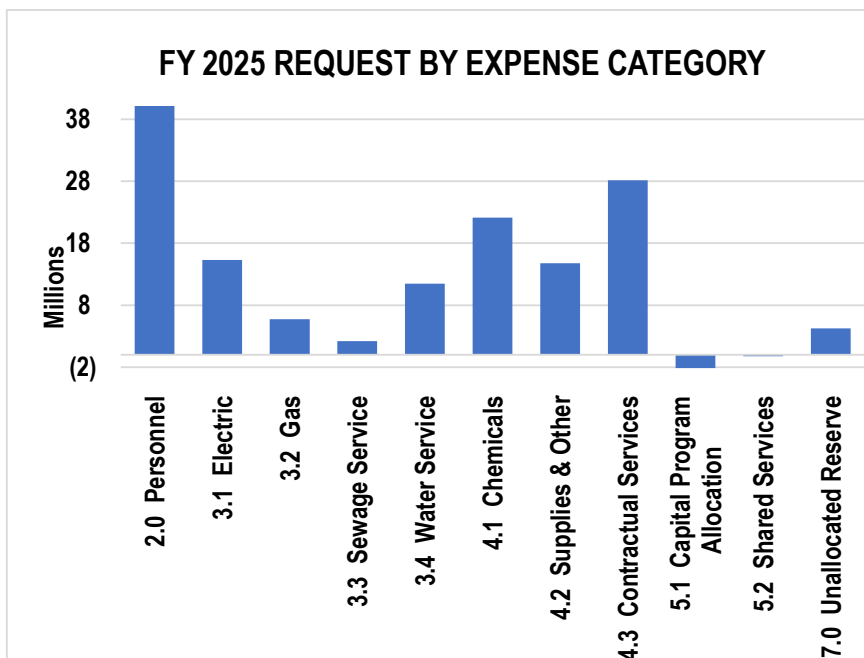


Expense Categories

There are four major categories of Wastewater Operations expenses in the operations and maintenance budget as listed below.

- ❖ Personnel
- ❖ Contractual Services
- ❖ Chemicals
- ❖ Electric

As outlined in the strategic initiatives above, the Wastewater Operations area is tasked with the handling and disposal of solids separated through the treatment process. The disposal of these materials makes up most of the contractual services expenditures.



As noted in the Other Significant Contracts, the Biosolids Dryer Facility (BDF), operated by the New England Fertilizer Company, was commissioned in 2016. This facility has greatly reduced the volume of solid waste incinerated and contributed to the elimination of material sent to landfill by processing the product into a renewable resource (fertilizer). Over the past four years an effort has been made to maximize the volume of biological waste being processed by the BDF. The percentage of material processed ranges from approximately 66 to 74% of all biosolids.

Reliability of processing equipment is of primary concern for GLWA. As part of this effort the administration of the Wastewater Operations area has continued to focus on reinforcing a proactive maintenance program.

Biennial Budget Request

The discussion below compares the FY 2025 to the FY 2024 amended budget. The FY 2024 budget was amended due to historic operational cost increases and inflationary pressures. The FY 2024 budget amendments increased the Wastewater Operations and Maintenance budget \$7.8 million from the adopted budget. The budget amendments primarily affected two areas: Utilities and Chemicals.

The biennial budget reflects an increase in FY 2025, growing by \$6.1 million, or 4.4% over the amended FY 2024. Key factors that impact FY 2025 include the following:

- ❖ Staffing, as noted in the *Personnel Budget* section below increased \$2.7 million or 6.9%. This is due to a combination of factors including: advancement of personnel through progression levels and continued development of managerial structure to continually improve the execution of maintenance and operational initiatives; the addition of 11 positions, discussed further below.
- ❖ Contractual Services increased by \$2.2 million or 8.5%. This increase is principally the result of increases in four areas:
 - GLWA's contract for the operation of the BDF with the New England Fertilizer Company is directly affected in changes to the consumer price index (CPI). Inflationary pressures have impacted the disposal of biosolids material under this contract by an increase of \$0.9 million.
 - Contractual professional services in the Engineering group increased \$0.3 million. These services include outside engineering consultants and staff augmentation for operations & maintenance projects.
 - Continued use of a Facilities Maintenance contract increased \$0.3 million. As part of the equipment reliability initiative, augmentation of GLWA's maintenance staff reduces any potential outages of the processing equipment.
 - As part of the upgrades to GLWA's control systems, engineering support and oversight are anticipated resulting in an increase of \$0.2 million.
- ❖ Chemical budgets increased by \$1.5 million or 7.0%. During FY 2022 & FY 2023 water systems around the country experienced a dramatic increase in unit cost for the various chemicals used to treat wastewater effluent. Additional information is discussed in the Chemicals section of the FY 2025 budget.
- ❖ Utilities costs increased in most categories. Overall, they decreased \$2.3 million or 6.1%. Each category is discussed below. Additional information is discussed in the Utilities section of the FY 2025 budget.
 - Water Service costs decreased at the Water Resource Recovery Facility and Combined Sewer Overflow Facilities \$0.5 million or 4.2%. As part of the on-going maintenance program of our facilities repairs to potable water pipes and valves have been identified and performed. The forecast savings is reflected in the FY 2025 budget.
 - Gas decreased \$2.8 million or 32.4%. The cost per million British Thermal Units (MMBTU) decreased during FY 2023 and FY 2024 by approximately 50%. Though natural gas pricing can be cyclical it is not expected to return to the elevated levels experienced during FY 2022 and early FY 2023
 - Electric increased \$1.0 million or 6.9% from the amended FY 2024 budget. The FY 2025 budget reflects budget increased costs due to increased power generation and infrastructure delivery charges.
 - Sewer Service increased only 0.3% which is considered level for budgetary purposes.

Additionally, the biennial budget was impacted by the following items.

- ❖ Supplies & Other were increased by \$1.1 million, or 7.8%. Most of this increase is a result of continued emphasis on reliability through maintenance activities at the Water Resource Recovery Facility.
- ❖ Contribution to the unallocated reserve increased by \$1.2 million, or 38%. The unallocated reserve is set aside for unbudgeted expenditures needed in operations. An example of these unknown events would be the potential for inflationary pressures above those forecast.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 38,644,600	\$ 39,735,400	\$ 9,813,400	\$ 42,479,000	\$ 2,743,600	6.9%	\$ 48,579,900
3.1 Electric	14,267,900	14,322,500	3,942,500	15,310,300	987,800	6.9%	15,616,500
3.2 Gas	9,265,000	8,484,000	1,190,400	5,733,500	(2,750,500)	-32.4%	5,845,800
3.3 Sewage Service	2,248,200	2,186,100	598,100	2,191,600	5,500	0.3%	2,191,600
3.4 Water Service	15,130,700	12,008,000	3,033,200	11,497,700	(510,300)	-4.2%	11,497,700
4.1 Chemicals	17,852,400	20,693,200	5,159,700	22,146,300	1,453,100	7.0%	22,611,000
4.2 Supplies & Other	15,322,500	13,704,100	4,430,200	14,768,700	1,064,600	7.8%	14,892,100
4.3 Contractual Services	25,348,300	25,947,400	6,604,100	28,151,000	2,203,600	8.5%	28,974,300
5.1 Capital Program Allocation	(1,017,400)	(1,905,300)	(250,600)	(2,121,300)	(216,000)	11.3%	(2,306,100)
5.2 Shared Services	(268,900)	(160,300)	(40,200)	(221,500)	(61,200)	38.2%	(236,600)
5.5 Intergovernmental Agreement	(201,900)	-	-	-	-	n/a	-
7.0 Unallocated Reserve	-	3,080,000	-	4,251,400	1,171,400	38.0%	3,531,400
Grand Total	\$ 136,591,400	\$ 138,095,100	\$ 34,480,800	\$ 144,186,700	\$ 6,091,600	4.4%	\$ 151,197,600

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Wastewater Administration	\$ 1,933,400	\$ 1,789,000	\$ 487,400	\$ 2,684,300	\$ 895,300	50.0%	\$ 3,033,400
Water Resource Recovery Facility	111,119,500	108,959,400	27,677,800	111,062,700	2,103,300	1.9%	116,637,900
Wastewater Engineering	3,453,500	2,802,600	891,200	3,949,700	1,147,100	40.9%	4,485,200
Industrial Waste Control	2,306,600	2,454,400	578,700	2,699,600	245,200	10.0%	3,063,000
Wastewater Laboratories	3,384,900	3,799,900	796,000	4,006,600	206,700	5.4%	4,589,400
Combined Sewer Overflow	14,393,500	15,209,800	4,049,700	15,532,400	322,600	2.1%	15,857,300
Wastewater Operations Unallocated	-	3,080,000	-	4,251,400	1,171,400	38.0%	3,531,400
Grand Total	\$ 136,591,400	\$ 138,095,100	\$ 34,480,800	\$ 144,186,700	\$ 6,091,600	4.4%	\$ 151,197,600

Personnel Budget

Wastewater Operations personnel expense is largely comprised of wastewater operations and maintenance staffing of 463 positions. Included in the staffing plan are eight workforce development positions for positions that have proven difficult to fill. These positions demonstrate GLWA's commitment to developing the talent necessary to accomplish its initiatives effectively. Six positions have been added for asset Life Cycle Project Managers. These positions are intended to increase the wastewater commitment to reliability and proper asset management. Two positions for Technical Management Leaders were also added in the Engineering group. The additional positions, being Capital Improvement Program (CIP) oriented, have an 70% allocation towards capital and 30% allocation towards the operations and maintenance budget. Three additional positions were added due to the inclusion of sewerage conveyance: one Manager of Conveyance and two Field Service Technicians.

The tables below provide three alternate views of the staffing plan.

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

Staffing Plan

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Wastewater System Operations	450.00	452.00	463.00	464.00	467.00	470.00	470.00
Wastewater Administration	13.00	13.00	19.00	19.00	19.00	19.00	19.00
Water Resource Recovery Facility	304.00	303.00	305.00	305.00	305.00	305.00	305.00
Wastewater Engineering	31.00	34.00	39.00	40.00	43.00	46.00	46.00
Wastewater Laboratories	40.00	40.00	39.00	39.00	39.00	39.00	39.00
Industrial Waste Control	29.00	29.00	29.00	29.00	29.00	29.00	29.00
Combined Sewer Overflow	33.00	33.00	32.00	32.00	32.00	32.00	32.00

Full Time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted, based upon a standard of 2,080 hours per year.

Full Time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2028 FTEs
Wastewater System Operations	421.69	389.50	397.75	463.25	466.25	469.25	469.75
Wastewater Administration	13.00	11.50	15.25	19.00	19.00	19.00	19.00
Water Resource Recovery Facility	287.00	261.25	262.00	304.75	304.75	304.75	304.75
Wastewater Engineering	30.50	29.00	33.50	39.50	42.50	45.50	46.00
Wastewater Laboratories	34.00	32.50	33.00	39.00	39.00	39.00	39.00
Industrial Waste Control	27.75	25.75	25.25	29.00	29.00	29.00	29.00
Combined Sewer Overflow	29.44	29.50	28.75	32.00	32.00	32.00	32.00

Personnel Budget – The following tables present the Water Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. 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 category 7.0 Unallocated Reserve as shown in the Five-Year Financial Plan that follows this section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Wastewater System Operations							
2.1 Salaries & Wages	19,190,800	20,694,900	4,547,100	23,026,200	2,331,300	11.3%	26,605,900
2.2 Workforce Development	310,900	315,700	82,600	382,000	66,300	21.0%	382,000
2.3 Overtime	3,211,700	2,935,700	898,500	3,016,400	80,700	2.7%	3,818,300
2.4 Employee Benefits	7,317,800	8,392,900	1,850,400	8,985,100	592,200	7.1%	10,610,400
2.5 Transition Services	8,613,400	7,396,200	2,434,800	7,069,300	(326,900)	-4.4%	7,163,300
Grand Total	\$ 38,644,600	\$ 39,735,400	\$ 9,813,400	\$ 42,479,000	\$ 2,743,600	6.9%	\$ 48,579,900

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Wastewater System Operations							
Wastewater Administration	1,446,400	1,537,000	417,100	2,179,000	642,000	41.8%	2,590,900
Water Resource Recovery Facility	26,601,100	26,455,400	6,713,100	27,480,700	1,025,300	3.9%	31,388,600
Wastewater Engineering	2,858,900	3,306,000	751,100	4,386,900	1,080,900	32.7%	5,090,700
Wastewater Laboratories	2,163,500	2,253,800	542,900	2,300,300	46,500	2.1%	2,525,400
Industrial Waste Control	2,772,900	3,241,600	629,700	3,306,600	65,000	2.0%	3,890,700
Combined Sewer Overflow	2,801,800	2,941,600	759,500	2,825,500	(116,100)	-3.9%	3,093,600
Grand Total	\$ 38,644,600	\$ 39,735,400	\$ 9,813,400	\$ 42,479,000	\$ 2,743,600	6.9%	\$ 48,579,900

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Wastewater System Operations							
2.1 Salaries & Wages	19,190,800	20,694,900	23,026,200	26,605,900	26,983,900	27,361,900	27,424,900
2.2 Workforce Development	310,900	315,700	382,000	382,000	382,000	382,000	382,000
2.3 Overtime	3,211,700	2,935,700	3,016,400	3,818,300	3,818,300	3,818,300	3,818,300
2.4 Employee Benefits	7,317,800	8,392,900	8,985,100	10,610,400	10,807,900	11,006,900	11,116,300
2.5 Transition Services	8,613,400	7,396,200	7,069,300	7,163,300	7,163,300	7,163,300	7,163,300
Grand Total	\$ 38,644,600	\$ 39,735,400	\$ 42,479,000	\$ 48,579,900	\$ 49,155,400	\$ 49,732,400	\$ 49,904,800

Personnel – Five-Year Financial Plan by Team

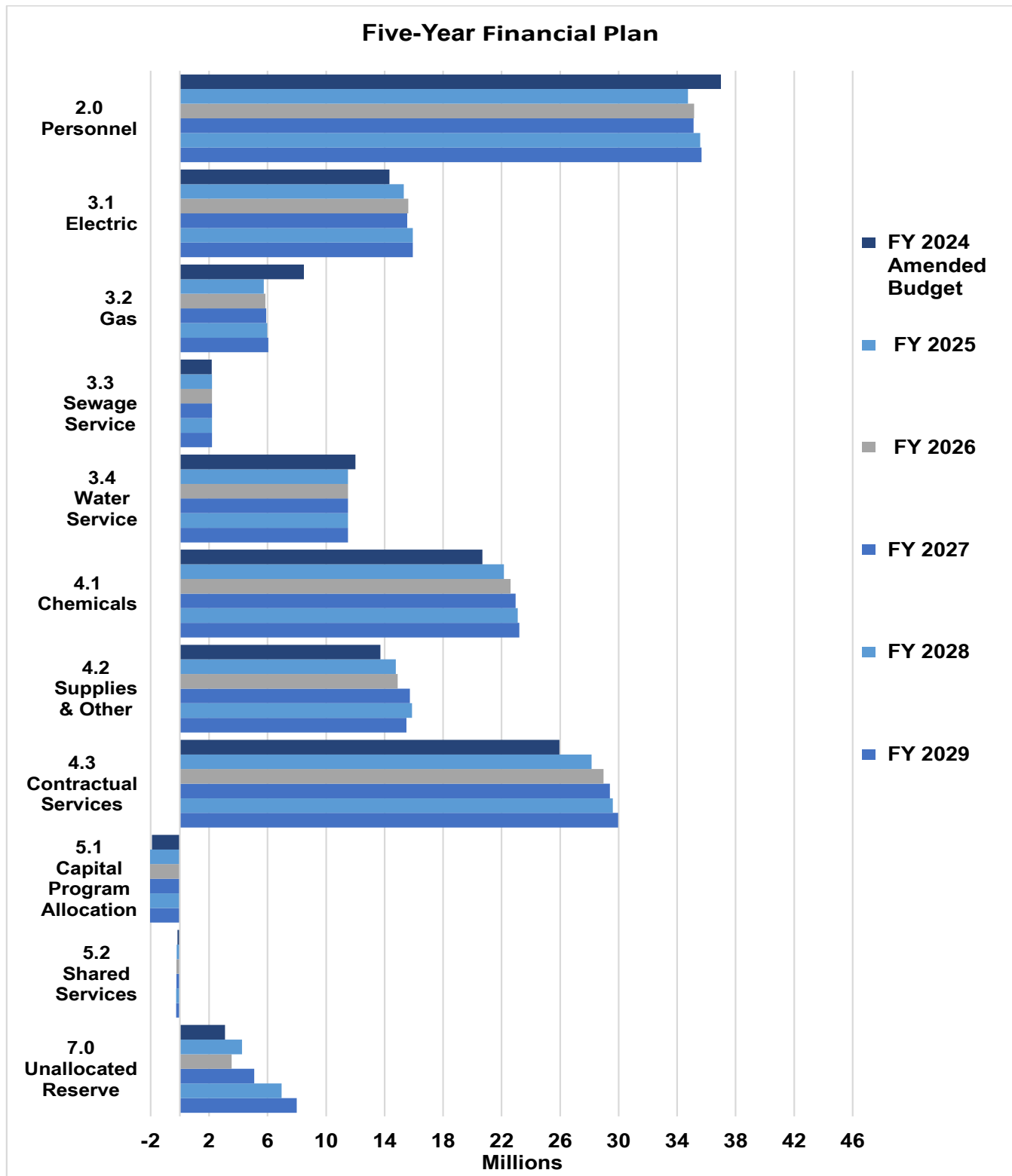
Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Wastewater System Operations							
Wastewater Administration	1,446,400	1,537,000	2,179,000	2,590,900	2,595,000	2,599,000	2,603,000
Water Resource Recovery Facility	26,601,100	26,455,400	27,480,700	31,388,600	31,445,300	31,502,300	31,559,100
Wastewater Engineering	2,858,900	3,306,000	4,386,900	5,090,700	5,584,500	6,079,700	6,170,500
Wastewater Laboratories	2,163,500	2,253,800	2,300,300	2,525,400	2,531,600	2,537,800	2,543,900
Industrial Waste Control	2,772,900	3,241,600	3,306,600	3,890,700	3,899,000	3,907,200	3,915,500
Combined Sewer Overflow	2,801,800	2,941,600	2,825,500	3,093,600	3,100,000	3,106,400	3,112,800
Grand Total	\$ 38,644,600	\$ 39,735,400	\$ 42,479,000	\$ 48,579,900	\$ 49,155,400	\$ 49,732,400	\$ 49,904,800

Five-Year Financial Plan

The five-year financial plan presented aligns with the Wastewater Master Plan (WWMP). This plan takes into consideration the elements of the WWMP, including continuation of condition assessments to ensure our current assets are in good working order and preparation by operations and maintenance for the future capital projects that are identified in Phase 1 of the WWMP.

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 38,644,600	\$ 39,735,400	\$ 42,479,000	\$ 48,579,900	\$ 49,155,400	\$ 49,732,400	\$ 49,904,800
3.1 Electric	14,267,900	14,322,500	15,310,300	15,616,500	15,546,500	15,928,800	15,929,100
3.2 Gas	9,265,000	8,484,000	5,733,500	5,845,800	5,895,400	5,964,700	6,052,700
3.3 Sewage Service	2,248,200	2,186,100	2,191,600	2,191,600	2,191,600	2,191,900	2,191,600
3.4 Water Service	15,130,700	12,008,000	11,497,700	11,497,700	11,497,700	11,497,700	11,497,700
4.1 Chemicals	17,852,400	20,693,200	22,146,300	22,611,000	22,950,700	23,091,900	23,201,300
4.2 Supplies & Other	15,322,500	13,704,100	14,768,700	14,892,100	15,725,900	15,878,800	15,491,300
4.3 Contractual Services	25,348,300	25,947,400	28,151,000	28,974,300	29,400,700	29,603,900	29,966,500
5.1 Capital Program Allocation	(1,017,400)	(1,905,300)	(2,121,300)	(2,306,100)	(2,649,500)	(2,993,700)	(3,054,900)
5.2 Shared Services	(268,900)	(160,300)	(221,500)	(236,600)	(238,500)	(254,500)	(255,600)
5.5 Intergovernmental Agreement	(201,900)	-	-	-	-	-	-
7.0 Unallocated Reserve	-	3,080,000	4,251,400	3,531,400	5,082,600	6,956,600	7,982,500
Grand Total	\$ 136,591,400	\$ 138,095,100	\$ 144,186,700	\$ 151,197,600	\$ 154,558,500	\$ 157,598,500	\$ 158,907,000

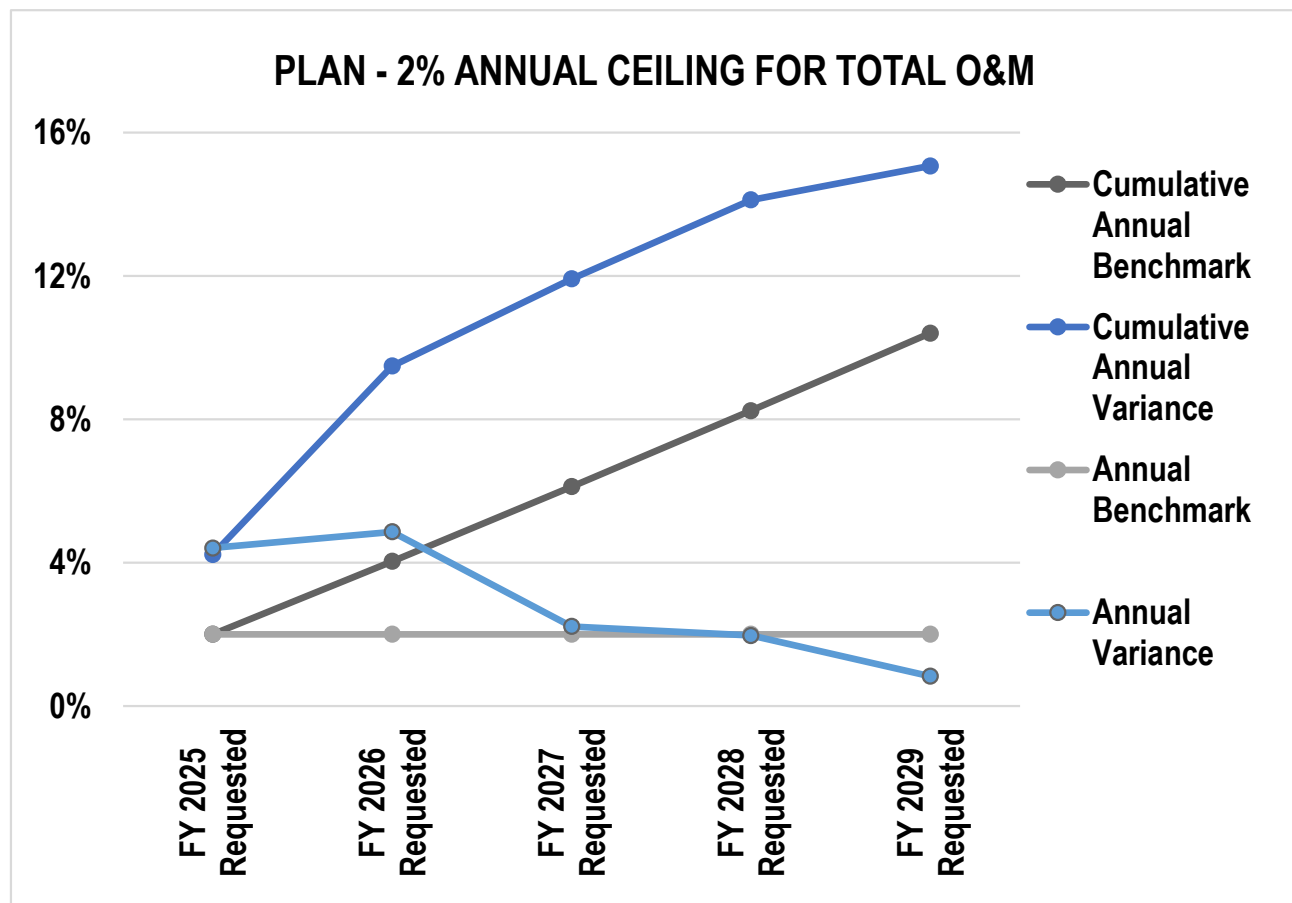


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Wastewater Administration	\$ 1,933,400	\$ 1,789,000	\$ 2,684,300	\$ 3,033,400	\$ 3,110,600	\$ 3,119,300	\$ 3,063,600
Water Resource Recovery Facility	111,119,500	108,959,400	111,062,700	116,637,900	117,831,500	118,875,300	119,659,300
Wastewater Engineering	3,453,500	2,802,600	3,949,700	4,485,200	4,611,000	4,732,500	4,813,700
Industrial Waste Control	2,306,600	2,454,400	2,699,600	3,063,000	2,906,000	2,724,200	2,736,700
Wastewater Laboratories	3,384,900	3,799,900	4,006,600	4,589,400	4,599,200	4,640,500	4,656,700
Combined Sewer Overflow	14,393,500	15,209,800	15,532,400	15,857,300	16,417,600	16,550,100	15,994,500
Wastewater Operations Unallocated	-	3,080,000	4,251,400	3,531,400	5,082,600	6,956,600	7,982,500
Grand Total	\$ 136,591,400	\$ 138,095,100	\$ 144,186,700	\$ 151,197,600	\$ 154,558,500	\$ 157,598,500	\$ 158,907,000

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Wastewater Operations financial plan reflects a five-year overall increase of 11.9% which is slightly above the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

Wastewater Operations capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay by Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 7,814,500	\$ 8,439,600	\$ 4,881,800	\$ 5,153,800	\$ 6,666,700	\$ 3,019,400
Building/Structures	368,100	366,000	371,500	377,100	377,100	388,400
Machinery & Equipment	7,446,400	8,051,600	4,310,300	4,352,700	6,289,600	2,631,000
Computers & IT	100,000	360,500	-	-	2,100,000	-
Controls & Communication	5,737,500	4,295,800	1,845,500	2,187,500	1,362,400	169,500
Flow Measuring & Meters	120,000	20,000	20,000	33,000	620,000	20,000
Furniture & Fixtures	-	-	7,000	-	-	-
Heavy Equipment & Misc	-	-	-	95,000	250,000	500,000
Laboratory	14,200	43,400	186,200	193,400	6,200	113,900
Pipes, Gates & Valves	179,500	181,000	205,500	30,000	94,000	-
Process Equipment/Treatment	311,600	1,129,400	990,100	751,200	746,800	851,300
Pumps & Motors	983,600	1,771,500	1,047,000	978,600	1,110,200	896,300
Tools, Shop & Warehouse	-	-	9,000	84,000	-	80,000
Machinery & Equipment	-	250,000	-	-	-	-
Vehicles	-	22,000	200,000	424,000	-	-
Heavy Truck	-	-	200,000	-	-	-
Utility Vehicle	-	22,000	-	424,000	-	-
Grand Total	\$ 7,814,500	\$ 8,439,600	\$ 4,881,800	\$ 5,153,800	\$ 6,666,700	\$ 3,019,400

Five-Year Capital Outlay by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 6,014,800	\$ 7,814,500	\$ 8,439,600	\$ 4,881,800	\$ 5,153,800	\$ 6,666,700	\$ 3,019,400
Grand Total	\$ 6,014,800	\$ 7,814,500	\$ 8,439,600	\$ 4,881,800	\$ 5,153,800	\$ 6,666,700	\$ 3,019,400

Five-Year Capital Outlay by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Water Resource Recovery Facility	\$ 2,503,800	\$ 6,510,200	\$ 6,585,200	\$ 3,550,500	\$ 3,353,100	\$ 3,569,200	\$ 1,889,500
Wastewater Engineering	-	-	-	-	13,000	-	-
Industrial Waste Control	-	-	25,500	7,000	26,000	-	26,500
Wastewater Laboratories	-	14,200	17,900	186,200	167,400	6,200	87,400
Combined Sewer Overflow	3,511,000	1,290,100	1,811,000	1,138,100	1,594,300	3,091,300	1,016,000
Combined Sewer Overflow	32,600	-	-	-	-	-	-
Puritan Fenkell CSO	469,000	-	60,000	-	220,000	700,000	20,000
7 Mile CSO	525,600	68,000	750,600	14,000	-	8,400	60,000
Hubble Southfield CSO	1,597,700	400,800	138,800	189,700	595,700	593,600	97,600
Leib CSO	146,600	44,600	45,900	67,300	58,700	110,300	51,700
St Aubin CSO	54,400	18,000	73,000	18,500	19,100	49,700	20,300
Connor Creek CSO	426,100	324,700	489,700	397,500	367,500	446,600	482,000
Baby Creek CSO	166,200	434,000	234,000	451,100	248,300	1,182,700	263,400
Oakwood CSO	92,800	-	19,000	-	85,000	-	21,000
Grand Total	\$ 6,014,800	\$ 7,814,500	\$ 8,439,600	\$ 4,881,800	\$ 5,153,800	\$ 6,666,700	\$ 3,019,400

Line-Item Budget and Financial Plan

The five-year plan by line-item expense is shown below. The expenses are listed for each cost center. Because many of GLWA's initiatives extend multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892001 - Chief Operating Officer Wastewater	1,933,400	1,789,000	2,684,300	3,033,400	3,110,600	3,119,300	3,063,600
2.1 Salaries & Wages	1,088,300	1,178,400	1,681,800	1,986,800	1,986,800	1,986,800	1,986,800
2.3 Overtime	700	300	600	900	900	900	900
2.4 Employee Benefits	309,000	358,300	496,600	603,200	607,300	611,300	615,300
2.5 Transition Services	48,400	-	-	-	-	-	-
4.2 Supplies & Other	348,700	180,000	339,100	275,900	347,800	352,800	290,600
Memberships, Licenses & Subscriptions	54,000	57,000	57,000	57,100	58,100	58,200	58,300
Mileage and Parking	400	500	500	500	500	500	500
Office Supplies	6,900	6,500	6,600	6,600	7,000	7,100	7,200
Training and Internal Meetings	244,100	94,000	225,000	161,700	232,200	237,000	174,600
Travel	43,300	22,000	50,000	50,000	50,000	50,000	50,000
4.3 Contractual Services	138,300	115,000	166,200	166,600	167,800	167,500	170,000
Contractual Operating Services	138,300	115,000	166,200	166,600	167,800	167,500	170,000
5.1 Capital Program Allocation	-	(43,000)	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	(31,800)	-	-	-	-	-
Capital Program: Employee Benefits	-	(11,200)	-	-	-	-	-
892201 - Wastewater Director	8,269,200	7,823,800	8,223,400	8,877,000	8,937,200	8,952,400	8,934,300
2.1 Salaries & Wages	2,111,200	2,248,300	2,281,900	2,630,800	2,630,800	2,630,800	2,630,800
2.2 Workforce Development	58,200	55,000	52,700	52,700	52,700	52,700	52,700
2.3 Overtime	481,600	486,600	490,100	625,300	625,300	625,300	625,300
2.4 Employee Benefits	819,400	924,300	921,700	1,086,600	1,095,700	1,104,900	1,114,000
2.5 Transition Services	2,018,000	1,672,900	1,756,500	1,756,500	1,756,500	1,756,500	1,756,500
4.1 Chemicals	4,500	-	-	-	-	-	-
4.2 Supplies & Other	386,400	428,700	416,600	417,700	415,800	419,400	404,300
Car Lease	22,300	52,000	-	-	-	-	-
Memberships, Licenses & Subscriptions	500	700	600	600	600	600	600
Office Supplies	900	2,000	1,000	1,000	1,000	1,000	1,000
Repairs & Maintenance-Equipment	336,900	343,000	385,000	391,100	394,200	397,800	382,700
Tuition Refund	-	1,000	-	-	-	-	-
Capital Outlay less than \$5,000	25,800	30,000	30,000	25,000	20,000	20,000	20,000
4.3 Contractual Services	2,389,900	2,008,000	2,303,900	2,307,400	2,360,400	2,362,800	2,350,700
Contractual Operating Services	2,389,900	2,008,000	2,303,900	2,307,400	2,360,400	2,362,800	2,350,700

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892211 - Wastewater Engineering	3,453,500	2,802,600	3,949,700	4,485,200	4,611,000	4,732,500	4,813,700
2.1 Salaries & Wages	1,899,100	2,233,500	3,195,300	3,712,500	4,090,500	4,468,500	4,531,500
2.3 Overtime	173,200	130,400	177,100	185,300	185,300	185,300	185,300
2.4 Employee Benefits	618,500	767,900	1,014,500	1,192,900	1,308,700	1,425,900	1,453,700
2.5 Transition Services	168,100	174,200	-	-	-	-	-
4.2 Supplies & Other	49,000	33,400	44,200	45,100	45,600	49,300	46,700
Memberships, Licenses & Subscriptions	5,100	5,100	5,400	5,500	5,600	5,600	5,800
Mileage and Parking	27,300	20,000	29,000	29,200	29,400	29,600	29,800
Office Supplies	4,400	5,300	5,300	5,400	5,400	5,500	5,500
Operating Supplies	7,200	2,000	3,000	3,000	3,000	3,000	3,000
Tuition Refund	5,000	1,000	1,500	2,000	2,200	2,400	2,600
Capital Outlay less than \$5,000	-	-	-	-	-	3,200	-
4.3 Contractual Services	1,563,000	1,325,500	1,639,900	1,655,500	1,630,400	1,597,200	1,651,400
Contractual Operating Services	1,563,000	1,325,500	1,639,900	1,655,500	1,630,400	1,597,200	1,651,400
5.1 Capital Program Allocation	(1,017,400)	(1,862,300)	(2,121,300)	(2,306,100)	(2,649,500)	(2,993,700)	(3,054,900)
Capital Program: Salaries & Wages-Direct	(728,800)	(1,379,500)	(1,639,400)	(1,781,800)	(2,045,900)	(2,310,100)	(2,350,700)
Capital Program: Employee Benefits	(288,600)	(482,800)	(481,900)	(524,300)	(603,600)	(683,600)	(704,200)
892221 - Wastewater Operations	37,312,400	32,799,200	32,747,700	33,329,000	33,447,800	33,814,500	33,975,900
2.1 Salaries & Wages	822,300	810,600	1,176,700	1,288,500	1,288,500	1,288,500	1,288,500
2.3 Overtime	204,200	208,500	186,600	225,200	225,200	225,200	225,200
2.4 Employee Benefits	304,800	308,000	426,200	481,700	485,600	489,400	493,300
2.5 Transition Services	-	115,500	124,100	124,100	124,100	124,100	124,100
3.1 Electric	11,965,700	11,951,600	12,749,000	13,004,000	13,004,000	13,264,000	13,264,000
3.2 Gas	5,642,900	4,913,000	3,316,800	3,382,900	3,450,500	3,519,800	3,607,800
3.3 Sewage Service	498,200	501,000	502,600	502,600	502,600	502,600	502,600
3.4 Water Service	13,634,600	10,537,000	10,394,300	10,394,300	10,394,300	10,394,300	10,394,300
4.1 Chemicals	-	5,200	5,200	5,200	5,200	5,200	5,200
4.2 Supplies & Other	3,602,400	2,751,800	3,158,200	3,209,000	3,239,300	3,271,400	3,323,200
Inspection and Permit Fees	240,000	260,500	263,000	264,000	265,000	266,000	267,000
Inventory Adjustment (obsolescence, etc)	399,600	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	200	2,000	1,200	1,200	1,500	1,500	1,500
Office Supplies	29,300	31,200	30,100	30,200	31,100	31,100	32,100
Operating Supplies	45,300	69,100	52,900	53,700	54,500	55,300	56,000
Operating Supplies-Janitorial	58,800	47,000	58,000	58,000	59,000	59,000	60,000
Repairs & Maintenance-Equipment	43,800	35,400	43,600	43,800	44,600	44,900	45,900
Repairs & Maintenance-Facilities	2,680,700	2,215,600	2,619,500	2,664,000	2,691,500	2,716,700	2,760,700
Supplies & Other - Covid19	10,500	-	-	-	-	-	-
Training and Internal Meetings	(100)	-	-	-	-	-	-
Tuition Refund	-	2,000	2,000	2,000	2,000	2,000	2,000
Uniforms, Laundry, Cleaning	94,300	79,000	79,900	80,800	81,700	82,600	86,000
Capital Outlay less than \$5,000	-	10,000	8,000	11,300	8,400	12,300	12,000
4.3 Contractual Services	637,300	697,000	708,000	711,500	728,500	730,000	747,700
Contract Services-Building Maintenance	589,500	572,000	583,000	583,000	595,000	595,000	607,200
Contractual Operating Services	47,800	125,000	125,000	128,500	133,500	135,000	140,500

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892222 - Wastewater Process Control	2,910,700	3,929,500	3,724,000	4,644,500	4,928,400	4,625,500	4,626,000
2.1 Salaries & Wages	1,158,100	1,329,600	1,415,300	1,924,400	1,924,400	1,924,400	1,924,400
2.3 Overtime	77,200	119,000	74,800	122,400	122,400	122,400	122,400
2.4 Employee Benefits	397,400	493,100	502,000	691,800	697,300	702,800	708,300
2.5 Transition Services	73,900	528,200	355,000	449,000	449,000	449,000	449,000
4.2 Supplies & Other	299,300	605,500	384,200	420,400	545,700	451,100	397,300
Operating Supplies	24,800	9,900	23,000	18,300	14,900	25,600	20,500
Repairs & Maintenance-Equipment	20,300	77,900	43,000	44,500	45,000	46,500	47,500
Repairs & Maintenance-Hardware	240,400	400,400	280,000	320,000	376,000	340,000	290,000
Repairs & Maintenance-Software	11,800	102,300	29,700	28,600	100,800	29,000	29,300
Capital Outlay less than \$5,000	2,000	15,000	8,500	9,000	9,000	10,000	10,000
4.3 Contractual Services	1,005,100	919,500	1,148,000	1,197,600	1,359,200	1,151,500	1,209,500
Contractual Operating Services	1,005,100	919,500	1,148,000	1,197,600	1,359,200	1,151,500	1,209,500
5.2 Shared Services	(100,300)	(65,400)	(155,300)	(161,100)	(169,600)	(175,700)	(184,900)
892223 - Wastewater Primary Process	12,425,400	12,308,000	12,555,800	13,799,900	13,779,500	13,879,600	13,879,000
2.1 Salaries & Wages	1,890,600	1,990,800	2,006,700	2,370,500	2,370,500	2,370,500	2,370,500
2.2 Workforce Development	46,600	41,600	44,700	44,700	44,700	44,700	44,700
2.3 Overtime	580,600	496,600	514,600	747,000	747,000	747,000	747,000
2.4 Employee Benefits	804,700	896,300	882,100	1,086,400	1,096,100	1,105,900	1,115,700
2.5 Transition Services	1,630,100	970,100	1,028,900	1,028,900	1,028,900	1,028,900	1,028,900
4.1 Chemicals	3,852,300	4,670,000	5,238,000	5,593,000	5,593,000	5,593,000	5,593,000
4.2 Supplies & Other	3,252,400	2,771,900	2,585,800	2,674,400	2,644,300	2,734,600	2,724,200
Operating Supplies	60,100	62,400	62,600	63,800	65,100	66,200	67,100
Repairs & Maintenance-Equipment	3,148,300	2,649,000	2,513,000	2,539,800	2,567,800	2,596,400	2,645,100
Capital Outlay less than \$5,000	47,700	60,500	10,200	70,800	11,400	72,000	12,000
Supplies & Other – Flood Events	(3,700)	-	-	-	-	-	-
4.3 Contractual Services	361,900	470,700	255,000	255,000	255,000	255,000	255,000
Contractual Operating Services	431,100	470,700	255,000	255,000	255,000	255,000	255,000
Contractual Services – Flood Events	(69,200)	-	-	-	-	-	-
6.0 Capital Outlay	6,200	-	-	-	-	-	-
892224 - Wastewater Secondary Process	16,028,000	15,726,800	16,973,200	17,411,000	17,711,200	18,032,100	18,088,200
2.1 Salaries & Wages	2,196,300	2,226,300	2,301,500	2,445,900	2,445,900	2,445,900	2,445,900
2.2 Workforce Development	51,900	57,800	89,600	89,600	89,600	89,600	89,600
2.3 Overtime	431,400	287,600	367,200	418,200	418,200	418,200	418,200
2.4 Employee Benefits	863,800	932,000	963,700	1,044,100	1,053,200	1,062,400	1,071,500
2.5 Transition Services	1,114,600	663,100	694,800	694,800	694,800	694,800	694,800
4.1 Chemicals	9,249,000	9,685,000	10,504,500	10,596,600	10,812,200	10,933,500	11,037,800
4.2 Supplies & Other	1,636,500	1,651,800	1,675,500	1,735,800	1,801,700	1,857,200	1,922,000
Operating Supplies	53,400	60,600	61,800	63,100	64,400	66,400	68,400
Repairs & Maintenance-Equipment	1,564,000	1,586,000	1,604,200	1,664,400	1,724,700	1,780,400	1,844,400
Capital Outlay less than \$5,000	19,100	5,200	9,500	8,300	12,600	10,400	9,200
4.3 Contractual Services	484,500	223,200	376,400	386,000	395,600	530,500	408,400
Contractual Operating Services	484,500	223,200	376,400	386,000	395,600	530,500	408,400

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892225 - Wastewater Dewatering Process	6,142,800	6,142,800	6,138,400	6,744,600	6,874,700	6,846,200	6,783,400
2.1 Salaries & Wages	1,333,000	1,497,300	1,545,500	1,856,300	1,856,300	1,856,300	1,856,300
2.2 Workforce Development	51,700	49,500	52,700	52,700	52,700	52,700	52,700
2.3 Overtime	228,000	210,200	224,100	315,400	315,400	315,400	315,400
2.4 Employee Benefits	566,200	691,700	705,200	872,100	880,700	889,300	897,900
2.5 Transition Services	1,380,400	1,052,500	875,100	875,100	875,100	875,100	875,100
4.1 Chemicals	1,245,500	1,328,000	1,328,000	1,341,000	1,354,000	1,354,000	1,354,000
4.2 Supplies & Other	1,065,100	1,133,500	1,214,000	1,236,000	1,340,300	1,300,100	1,367,000
Operating Supplies	37,800	37,400	39,600	41,800	44,000	45,300	46,700
Repairs & Maintenance-Equipment	1,018,600	1,023,900	1,165,400	1,185,000	1,214,700	1,245,200	1,277,500
Tuition Refund	800	-	-	-	-	-	-
Capital Outlay less than \$5,000	7,900	72,200	9,000	9,200	81,600	9,600	42,800
4.3 Contractual Services	272,900	180,100	193,800	196,000	200,200	203,300	65,000
Contractual Operating Services	272,900	180,100	193,800	196,000	200,200	203,300	65,000
892226 - Wastewater Incineration Process	5,081,700	5,557,900	6,152,300	6,535,000	6,333,700	6,341,400	6,440,100
2.1 Salaries & Wages	1,756,000	1,817,200	1,963,800	2,179,400	2,179,400	2,179,400	2,179,400
2.2 Workforce Development	45,500	49,500	52,700	52,700	52,700	52,700	52,700
2.3 Overtime	277,000	227,500	248,500	305,300	305,300	305,300	305,300
2.4 Employee Benefits	737,100	833,200	877,700	993,800	1,003,100	1,012,500	1,021,800
2.5 Transition Services	1,476,500	1,368,700	1,472,300	1,472,300	1,472,300	1,472,300	1,472,300
4.1 Chemicals	200	-	4,000	4,000	4,000	4,000	4,200
4.2 Supplies & Other	542,900	805,300	910,600	927,900	930,100	951,400	1,009,600
Operating Supplies	37,800	22,800	35,200	35,900	36,600	37,200	38,000
Repairs & Maintenance-Equipment	502,400	742,000	866,500	889,500	890,900	911,600	962,000
Tuition Refund	1,100	-	-	-	-	-	-
Capital Outlay less than \$5,000	1,600	40,500	8,900	2,500	2,600	2,600	9,600
4.3 Contractual Services	246,500	456,500	622,700	599,600	386,800	363,800	394,800
Contractual Operating Services	246,500	456,500	622,700	599,600	386,800	363,800	394,800
892227 - BDF, COF & Hauling	22,939,100	24,331,400	24,200,900	24,942,900	25,457,000	26,013,600	26,554,400
2.1 Salaries & Wages	249,500	273,600	268,300	358,400	358,400	358,400	358,400
2.3 Overtime	52,400	56,000	52,400	91,700	91,700	91,700	91,700
2.4 Employee Benefits	97,800	120,300	112,700	162,000	163,500	165,000	166,500
2.5 Transition Services	213,100	346,400	372,300	372,300	372,300	372,300	372,300
3.1 Electric	1,262,700	1,254,300	1,425,700	1,454,300	1,454,300	1,483,400	1,483,700
3.2 Gas	3,421,000	3,348,000	2,202,500	2,246,300	2,246,300	2,246,300	2,246,300
3.3 Sewage Service	529,800	540,000	530,000	530,000	530,000	530,000	530,000
3.4 Water Service	425,200	469,000	430,000	430,000	430,000	430,000	430,000
4.3 Contractual Services	16,687,600	17,923,800	18,807,000	19,297,900	19,810,500	20,336,500	20,875,500
Contractual Operating Services	16,941,800	17,923,800	18,807,000	19,297,900	19,810,500	20,336,500	20,875,500
Contractual Services – Flood Events	(254,200)	-	-	-	-	-	-
892228 - Wastewater Fire Damage	10,200	-	-	-	-	-	-
4.2 Supplies & Other	10,200	-	-	-	-	-	-
Repairs & Maintenance-Damage Recovery	10,200	-	-	-	-	-	-

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892231 - Industrial Waste Control	2,306,600	2,454,400	2,699,600	3,063,000	2,906,000	2,724,200	2,736,700
2.1 Salaries & Wages	1,570,500	1,608,400	1,656,600	1,796,300	1,796,300	1,796,300	1,796,300
2.2 Workforce Development	3,200	4,500	-	-	-	-	-
2.3 Overtime	25,800	22,400	22,800	28,800	28,800	28,800	28,800
2.4 Employee Benefits	564,000	618,500	620,900	700,300	706,500	712,700	718,800
4.1 Chemicals	200	-	-	-	-	-	-
4.2 Supplies & Other	74,500	108,400	140,900	99,600	112,900	93,300	103,900
Advertising	3,500	65,000	41,800	47,700	43,500	49,400	45,300
Memberships, Licenses & Subscriptions	-	400	-	400	-	400	-
Mileage and Parking	100	-	-	-	-	-	-
Office Supplies	11,400	7,500	9,600	9,600	9,700	9,700	9,800
Operating Supplies	7,700	22,000	19,700	11,700	24,900	12,400	17,800
Operating Supplies-Janitorial	100	1,000	200	200	200	200	200
Postage	4,600	4,000	46,000	4,600	4,600	4,600	4,600
Repairs & Maintenance-Equipment	600	-	-	-	-	-	-
Training and Internal Meetings	6,200	3,000	11,000	6,500	11,000	6,500	8,500
Travel	1,900	2,500	3,600	3,800	4,000	4,200	4,400
Uniforms, Laundry, Cleaning	2,400	3,000	3,000	3,000	3,000	3,000	3,000
Capital Outlay less than \$5,000	36,000	-	6,000	12,100	12,000	2,900	10,300
4.3 Contractual Services	68,400	92,200	258,400	438,000	261,500	93,100	88,900
Contractual Operating Services	68,400	92,200	258,400	438,000	261,500	93,100	88,900
892235 - Wastewater Laboratories	3,384,900	3,799,900	4,006,600	4,589,400	4,599,200	4,640,500	4,656,700
2.1 Salaries & Wages	1,854,400	2,202,400	2,230,000	2,597,100	2,597,100	2,597,100	2,597,100
2.3 Overtime	246,800	213,300	237,600	299,200	299,200	299,200	299,200
2.4 Employee Benefits	671,700	825,900	839,000	994,400	1,002,700	1,010,900	1,019,200
4.1 Chemicals	192,700	186,000	216,600	221,200	211,100	231,000	235,900
4.2 Supplies & Other	273,400	202,000	303,700	295,800	304,100	316,400	317,100
Car Lease	900	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	1,000	800	6,800	800	800	7,900	900
Office Supplies	15,100	6,000	16,000	16,000	16,000	16,000	16,500
Operating Supplies	236,900	166,600	254,300	255,900	264,100	268,900	276,100
Repairs & Maintenance-Equipment	12,400	19,600	16,700	17,100	17,200	17,600	17,600
Tuition Refund	200	-	-	-	-	-	-
Uniforms, Laundry, Cleaning	1,600	2,000	2,000	2,000	2,000	2,000	2,000
Capital Outlay less than \$5,000	5,300	7,000	7,900	4,000	4,000	4,000	4,000
4.3 Contractual Services	145,900	170,300	179,700	181,700	185,000	185,900	188,200
Contractual Operating Services	145,900	170,300	179,700	181,700	185,000	185,900	188,200
892269 - Suburban Only Green Infrastructure Allocation	-	340,000	347,000	354,000	362,000	370,000	378,000
4.2 Supplies & Other	-	340,000	347,000	354,000	362,000	370,000	378,000
Inspection and Permit Fees	-	340,000	347,000	354,000	362,000	370,000	378,000

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892270 - Combined Sewer Overflow	3,699,200	3,824,200	3,887,300	4,239,600	4,309,200	4,284,800	4,225,400
2.1 Salaries & Wages	1,261,500	1,278,500	1,302,800	1,459,000	1,459,000	1,459,000	1,459,000
2.2 Workforce Development	53,800	57,800	89,600	89,600	89,600	89,600	89,600
2.3 Overtime	432,800	477,300	420,000	453,600	453,600	453,600	453,600
2.4 Employee Benefits	563,400	623,400	622,800	701,100	707,500	713,900	720,300
2.5 Transition Services	490,300	504,600	390,300	390,300	390,300	390,300	390,300
4.2 Supplies & Other	22,400	29,400	29,400	29,800	30,200	30,400	30,600
Inspection and Permit Fees	500	700	700	700	700	700	700
Memberships, Licenses & Subscriptions	-	700	-	-	-	-	-
Mileage and Parking	1,200	500	1,300	1,300	1,300	1,300	1,300
Office Supplies	-	2,000	-	-	-	-	-
Operating Supplies	1,700	4,500	2,600	2,600	2,600	2,600	2,600
Training and Internal Meetings	8,600	10,500	11,000	11,200	11,400	11,600	11,800
Travel	2,900	3,000	3,400	3,600	3,800	3,800	3,800
Tuition Refund	1,000	1,500	1,500	1,500	1,500	1,500	1,500
Uniforms, Laundry, Cleaning	6,500	6,000	8,900	8,900	8,900	8,900	8,900
4.3 Contractual Services	906,500	873,700	1,032,400	1,116,200	1,179,000	1,148,000	1,082,000
Contractual Operating Services	906,500	873,700	1,032,400	1,116,200	1,179,000	1,148,000	1,082,000
5.2 Shared Services	(31,500)	(20,500)	-	-	-	-	-
892271 - Puritan Fenkell Combined Sewer Overflow	494,200	280,100	301,600	304,600	316,000	305,100	303,000
3.1 Electric	51,400	56,100	62,400	63,600	63,600	64,900	64,900
3.2 Gas	23,600	21,000	17,500	17,800	17,100	17,100	17,100
3.3 Sewage Service	9,200	8,300	10,100	10,100	10,100	10,100	10,100
3.4 Water Service	11,700	12,000	12,000	12,000	12,000	12,000	12,000
4.1 Chemicals	13,100	19,000	27,700	27,700	28,400	28,400	28,400
4.2 Supplies & Other	360,400	145,400	163,300	164,800	166,200	164,000	161,900
Office Supplies	-	100	100	100	100	100	100
Operating Supplies	2,400	2,700	2,700	2,700	2,700	2,700	2,700
Repairs & Maintenance-Equipment	238,800	80,800	83,400	84,100	84,600	81,700	82,100
Repairs & Maintenance-Facilities	119,200	61,800	77,100	77,900	78,800	79,500	77,000
4.3 Contractual Services	24,800	18,300	8,600	8,600	18,600	8,600	8,600
Contractual Operating Services	8,600	18,300	8,600	8,600	18,600	8,600	8,600
Contractual Services – Flood Events	16,200	-	-	-	-	-	-
892272 - 7 Mile Combined Sewer Overflow	322,800	148,200	147,900	150,800	152,600	156,000	155,900
3.1 Electric	30,200	37,800	36,700	37,400	37,400	38,200	38,200
3.2 Gas	12,500	10,000	10,200	10,400	10,400	10,400	10,400
3.3 Sewage Service	14,600	14,600	14,600	14,600	14,600	14,900	14,600
3.4 Water Service	9,700	9,000	9,700	9,700	9,700	9,700	9,700
4.2 Supplies & Other	246,800	62,200	68,100	69,800	71,600	73,700	74,400
Operating Supplies	1,700	1,400	1,500	1,600	1,600	1,700	1,700
Repairs & Maintenance-Equipment	118,100	25,000	25,200	25,800	27,100	27,500	27,500
Repairs & Maintenance-Facilities	127,000	35,800	41,400	42,400	42,900	44,500	45,200
4.3 Contractual Services	9,000	14,600	8,600	8,900	8,900	9,100	8,600
Contractual Operating Services	6,400	14,600	8,600	8,900	8,900	9,100	8,600
Contractual Services – Flood Events	2,600	-	-	-	-	-	-

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Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892273 - Hubble Southfield							
Combined Sewer Overflow	997,100	841,600	1,129,500	1,138,200	1,163,500	1,171,600	1,188,800
3.1 Electric	67,200	66,800	75,000	76,500	76,500	78,000	78,000
3.2 Gas	27,500	30,000	27,400	27,900	26,800	26,800	26,800
3.3 Sewage Service	7,900	4,300	3,000	3,000	3,000	3,000	3,000
3.4 Water Service	123,800	38,000	38,000	38,000	38,000	38,000	38,000
4.1 Chemicals	262,700	374,000	413,200	413,200	423,500	423,500	423,500
4.2 Supplies & Other	443,900	256,500	505,900	511,800	526,700	529,500	545,800
Office Supplies	-	100	100	100	100	100	100
Operating Supplies	11,100	6,000	11,000	11,000	11,100	11,100	11,200
Repairs & Maintenance-Equipment	310,300	191,400	388,300	392,000	405,800	406,300	420,000
Repairs & Maintenance-Facilities	107,200	59,000	106,500	108,700	109,700	112,000	114,500
Capital Outlay less than \$5,000	15,300	-	-	-	-	-	-
4.3 Contractual Services	64,100	72,000	67,000	67,800	69,000	72,800	73,700
Contractual Operating Services	64,100	72,000	67,000	67,800	69,000	72,800	73,700
892274 - Leib Combined Sewer Overflow	453,600	544,200	524,200	531,100	469,600	547,000	552,800
3.1 Electric	61,400	75,100	74,800	76,200	6,200	77,800	77,800
3.2 Gas	5,500	13,000	10,000	10,000	9,000	9,000	9,000
3.3 Sewage Service	11,800	11,600	5,800	5,800	5,800	5,800	5,800
3.4 Water Service	6,400	7,000	3,500	3,500	3,500	3,500	3,500
4.1 Chemicals	141,700	202,000	202,500	202,500	207,500	207,500	207,500
4.2 Supplies & Other	214,300	203,900	199,400	204,400	208,600	213,900	219,400
Office Supplies	400	600	600	600	700	700	800
Operating Supplies	4,000	5,600	4,500	4,600	4,600	4,700	4,700
Repairs & Maintenance-Equipment	123,100	124,400	119,800	122,800	125,600	128,700	131,600
Repairs & Maintenance-Facilities	86,800	73,300	74,500	76,400	77,700	79,800	82,300
4.3 Contractual Services	12,500	31,600	28,200	28,700	29,000	29,500	29,800
Contractual Operating Services	12,500	31,600	28,200	28,700	29,000	29,500	29,800
892275 - St Aubin Combined Sewer Overflow	434,100	304,300	331,200	335,000	339,500	343,200	346,800
3.1 Electric	19,700	24,900	20,500	20,900	20,900	21,300	21,300
3.2 Gas	5,300	8,000	7,400	7,500	6,900	6,900	6,900
3.3 Sewage Service	3,400	3,900	3,500	3,500	3,500	3,500	3,500
3.4 Water Service	5,100	6,000	5,200	5,200	5,200	5,200	5,200
4.1 Chemicals	50,700	72,000	63,100	63,100	64,700	64,700	64,700
4.2 Supplies & Other	267,800	147,100	169,800	172,100	175,100	177,400	180,500
Office Supplies	-	500	300	300	300	300	300
Operating Supplies	3,700	3,500	3,600	3,700	3,700	3,800	3,800
Repairs & Maintenance-Equipment	69,200	73,400	79,600	80,800	82,900	84,100	86,200
Repairs & Maintenance-Facilities	194,900	69,700	86,300	87,300	88,200	89,200	90,200
4.3 Contractual Services	82,100	42,400	61,700	62,700	63,200	64,200	64,700
Contractual Operating Services	82,100	42,400	61,700	62,700	63,200	64,200	64,700

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892276 - Conner Creek							
Combined Sewer Overflow	4,209,600	5,201,000	5,111,700	5,040,400	5,525,300	5,500,300	5,049,100
3.1 Electric	274,300	287,400	300,800	306,900	306,900	313,000	313,000
3.2 Gas	42,200	63,000	71,800	72,500	68,300	68,300	68,300
3.3 Sewage Service	246,400	180,100	175,000	175,000	175,000	175,000	175,000
3.4 Water Service	201,000	132,000	75,000	75,000	75,000	75,000	75,000
4.1 Chemicals	2,090,100	3,067,000	3,079,800	3,079,800	3,156,800	3,156,800	3,156,800
4.2 Supplies & Other	1,186,300	1,248,100	1,223,000	1,142,800	1,552,700	1,519,800	1,070,000
Office Supplies	7,100	7,400	7,500	7,500	7,600	7,600	7,700
Operating Supplies	53,500	26,400	26,800	27,200	27,600	30,000	33,700
Repairs & Maintenance-Equipment	1,032,600	1,020,000	932,300	850,000	1,256,800	1,215,100	759,800
Repairs & Maintenance-Facilities	89,300	194,300	251,400	253,100	255,700	262,100	263,800
Capital Outlay less than \$5,000	3,800	-	5,000	5,000	5,000	5,000	5,000
4.3 Contractual Services	169,300	223,400	186,300	188,400	190,600	192,400	191,000
Contractual Operating Services	169,300	223,400	186,300	188,400	190,600	192,400	191,000
892277 - Baby Creek							
Combined Sewer Overflow	1,223,700	1,333,300	1,509,400	1,517,200	1,536,400	1,623,300	1,548,300
3.1 Electric	123,500	159,700	134,900	137,600	137,600	140,300	140,300
3.2 Gas	27,100	31,000	29,900	30,500	28,100	28,100	28,100
4.1 Chemicals	529,300	762,000	664,500	664,500	681,100	681,100	681,100
4.2 Supplies & Other	497,300	325,900	614,900	618,700	623,000	706,800	631,600
Office Supplies	-	600	100	100	100	100	100
Operating Supplies	8,300	10,200	9,000	9,000	9,000	9,000	9,000
Repairs & Maintenance-Equipment	287,300	422,900	395,300	398,100	401,400	404,200	408,000
Repairs & Maintenance-Facilities	200,300	(107,800)	210,500	211,500	212,500	293,500	214,500
Capital Outlay less than \$5,000	1,400	-	-	-	-	-	-
4.3 Contractual Services	46,500	54,700	65,200	65,900	66,600	67,000	67,200
Contractual Operating Services	46,500	54,700	65,200	65,900	66,600	67,000	67,200
892278 - Oakwood Combined Sewer Overflow	2,611,300	2,728,500	2,589,600	2,600,400	2,605,500	2,618,800	2,624,400
3.1 Electric	411,800	408,800	430,500	439,100	439,100	447,900	447,900
3.2 Gas	57,400	47,000	40,000	40,000	32,000	32,000	32,000
3.3 Sewage Service	926,900	922,300	947,000	947,000	947,000	947,000	947,000
3.4 Water Service	713,200	798,000	530,000	530,000	530,000	530,000	530,000
4.1 Chemicals	200,600	295,000	373,000	373,000	382,300	382,300	382,300
4.2 Supplies & Other	282,600	228,800	247,300	249,300	252,700	257,000	262,200
Office Supplies	-	300	300	300	300	300	300
Operating Supplies	12,700	6,500	8,000	8,000	8,000	8,000	8,000
Repairs & Maintenance-Equipment	142,500	90,000	128,500	129,300	131,500	134,400	138,000
Repairs & Maintenance-Facilities	127,400	132,000	110,500	111,700	112,900	114,300	115,900
4.3 Contractual Services	18,800	28,600	21,800	22,000	22,400	22,600	23,000
Contractual Operating Services	18,800	28,600	21,800	22,000	22,400	22,600	23,000
892279 - Belle Isle Combined Sewer Overflow	(52,100)	4,400	-	-	-	-	-
4.1 Chemicals	19,800	28,000	26,200	26,200	26,900	26,900	26,900
4.2 Supplies & Other	51,800	44,500	27,800	37,000	29,500	39,300	31,000
Operating Supplies	300	1,100	500	500	500	500	500
Repairs & Maintenance-Equipment	40,300	17,200	12,300	20,500	12,500	21,800	13,000
Repairs & Maintenance-Facilities	11,200	26,200	15,000	16,000	16,500	17,000	17,500
4.3 Contractual Services	13,400	6,300	12,200	12,300	12,500	12,600	12,800
Contractual Operating Services	13,400	6,300	12,200	12,300	12,500	12,600	12,800
5.2 Shared Services	(137,100)	(74,400)	(66,200)	(75,500)	(68,900)	(78,800)	(70,700)
5.5 Intergovernmental Agreement	(201,900)	-	-	-	-	-	-
6.0 Capital Outlay	201,900	-	-	-	-	-	-

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
897600 - Wastewater System							
Operations Unallocated	-	3,080,000	4,251,400	3,531,400	5,082,600	6,956,600	7,982,500
7.0 Unallocated Reserve	-	3,080,000	4,251,400	3,531,400	5,082,600	6,956,600	7,982,500
Grand Total	136,591,400	138,095,100	144,186,700	151,197,600	154,558,500	157,598,500	158,907,000

Wastewater Operations Pumping Stations

The Wastewater Operations Pumping (Lift) Stations are facilities designed to move wastewater from lower to higher elevation, particularly where the elevation of the source is not sufficient for gravity flow and/or when the use of gravity conveyance will result in excessive excavation depths and high sewer construction costs.

Strategic Initiatives

❖ Maximize pumping reliability (Ongoing)

Regularly scheduled preventive maintenance is necessary and required to maintain the condition of all pumping (lift) stations.

❖ Minimize energy usage (Ongoing)

Energy consumption is dependent on flow rate, total head, climate, and overall pump efficiency. Energy can be minimized through proper preventive maintenance in order to maintain the condition of all pumping (lift) stations.

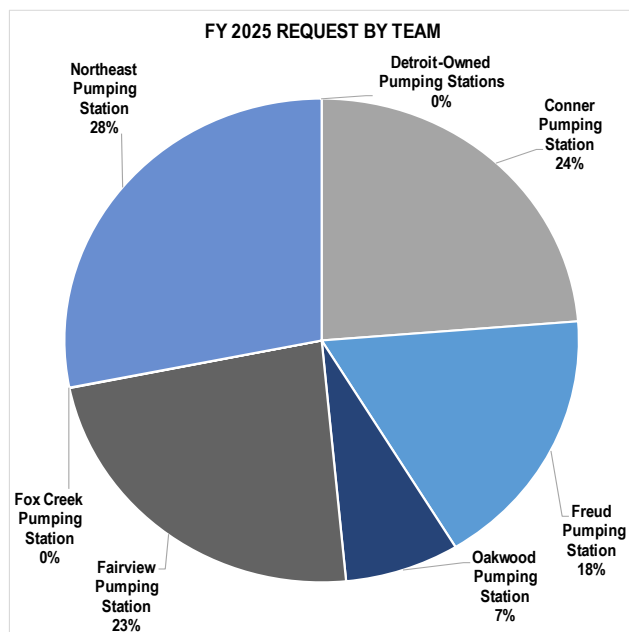
The table below shows how the wastewater operations area pumping (lift) stations strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Wastewater Pump Stations Strategic Initiatives	Maximize pumping reliability				x	x		x				
	Minimize energy usage		x		x	x						

Organization

The Wastewater Operations Pump (Lift) Stations consist of nine sewer lift stations in the wastewater collections system. Wastewater stations pump wastewater, and when necessary excess storm water, to the Water Resource Recovery Facility.

- ❖ Conner Pumping Station
- ❖ Detroit-owned Pumping Stations
 - Belle Isle Pump Station
 - Bluehill Pump Station
 - Fischer Pump Station
 - Woodmere Pump Station
- ❖ Fairview Pumping Station
- ❖ Freud Pumping Station
- ❖ Northeast Pumping Station**
- ❖ Oakwood Pumping Station
- ❖ Fox Creek Enclosure*



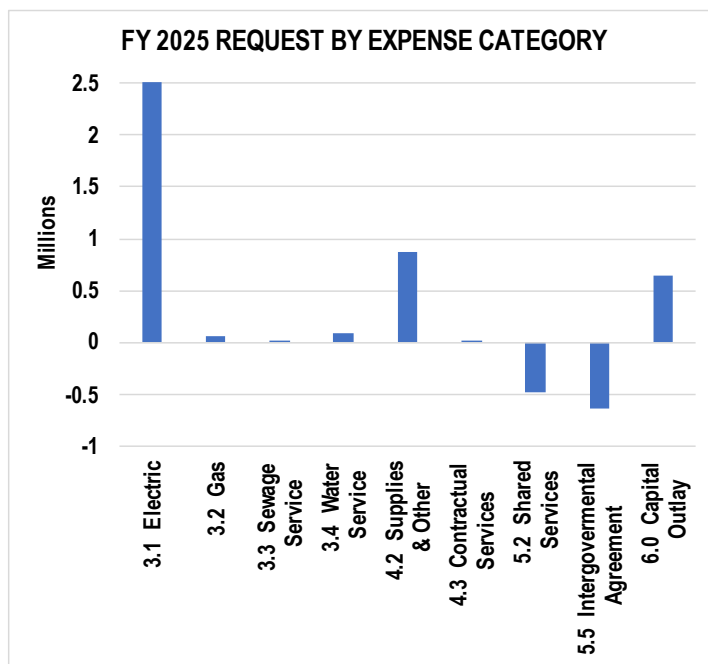
* Fox Creek Enclosure is a gate operations site and not a pumping station. The only cost incurred for this location is electrical costs.

** A portion of the cost for Northeast Pumping Station is billed to OMID through an intergovernmental agreement.

Expense Categories

Electric utilities is the one major expense category in the Wastewater Pump Stations operations and maintenance budget.

Electric utilities represent the largest expense category for wastewater operations pumping (lift) stations. Lift stations require a significant amount of power. Typically, power costs account for 85 to 95 percent of the total operations and maintenance costs and are directly proportional to the unit cost of power and the actual power used by the lift station pumps.



Biennial Budget Request

The biennial budget reflects an overall decrease in FY 2024 of \$502 thousand, or 14.1%. Key factors that impact the FY 2025 budget include the following.

- ❖ Increase of \$121,600 to electric budget based on cost increases
- ❖ Overall increase of \$50,100 to Gas, Sewage Service and Water Service to align budget with anticipated cost
- ❖ Supplies & Other for FY 2024 includes HVAC upgrades that are not anticipated to continue into FY 2025, representing a decrease of \$602,000.
- ❖ The Contractual Services budget was reduced for all items outside of cleaning at Detroit-owned pump stations by \$19,500.
- ❖ Shared Services for Detroit-owned pumping stations is equivalent to the budget for those departments and is based solely on the entire actual expenses for these locations being billed back to Detroit Water and Sewerage Department (DWSD), representing a decrease of \$52,500.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
3.1 Electric	\$ 2,582,200	\$ 2,384,000	\$ 762,100	\$ 2,505,600	\$ 121,600	5.1%	\$ 2,555,400
3.2 Gas	\$ 83,100	\$ 24,300	\$ 1,100	\$ 56,500	\$ 32,200	132.5%	57,600.00
3.3 Sewage Service	\$ 10,600	\$ 10,000	\$ 1,800	\$ 11,000	\$ 1,000	10.0%	11,200.00
3.4 Water Service	\$ 91,800	\$ 68,400	\$ 12,800	\$ 85,300	\$ 16,900	24.7%	87,000.00
4.2 Supplies & Other	\$ 1,039,300	\$ 1,469,000	\$ 145,500	\$ 867,000	\$ (602,000)	-41.0%	867,000.00
4.3 Contractual Services	\$ 13,900	\$ 30,200	\$ 900	\$ 10,700	\$ (19,500)	-64.6%	10,700.00
5.2 Shared Services	\$ (629,000)	\$ (425,200)	\$ (106,300)	\$ (477,700)	\$ (52,500)	12.3%	(477,700.00)
5.5 Intergovernmental Agreement	\$ (362,800)	\$ -	\$ -	\$ (638,200)	\$ (638,200)	0.0%	-
6.0 Capital Outlay	\$ 105,700	\$ -	\$ 34,400	\$ 638,200	\$ 638,200	0.0%	-
Grand Total	\$ 2,934,800	\$ 3,560,700	\$ 852,300	\$ 3,058,400	\$ (502,300)	-14.1%	\$ 3,111,200

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Detroit-owned							
Pumping Stations	\$ (385,400)	\$ 170,000	\$ 18,700	\$ -	\$ (170,000)	-100.0%	\$ -
Belle Isle Pumping Station	(17,200)	20,000	(1,900)	-	(20,000)	-100.0%	-
Blue Hill Pumping Station	(256,400)	150,000	(10,900)	-	(150,000)	-100.0%	-
Fischer Pumping Station	(11,100)	-	7,100	-	-	0.0%	-
Woodmere Pumping Station	(100,700)	-	24,400	-	-	0.0%	-
Conner Pumping Station	673,100	1,241,300	233,300	726,000	(515,300)	-41.5%	737,500
Freud Pumping Station	254,000	435,000	99,300	536,800	101,800	23.4%	544,700
Oakwood Pumping Station	217,900	167,000	35,000	220,000	53,000	31.7%	222,800
Fairview Pumping Station	1,124,600	690,400	176,200	714,500	24,100	3.5%	727,800
Fox Creek Pumping Station	800	1,000	100	1,000	-	0.0%	1,100
Northeast Pumping Station	1,049,800	856,000	289,700	860,100	4,100	0.5%	877,300
Grand Total	\$ 2,934,800	\$ 3,560,700	\$ 852,300	\$ 3,058,400	\$ (502,300)	-14.1%	\$ 3,111,200

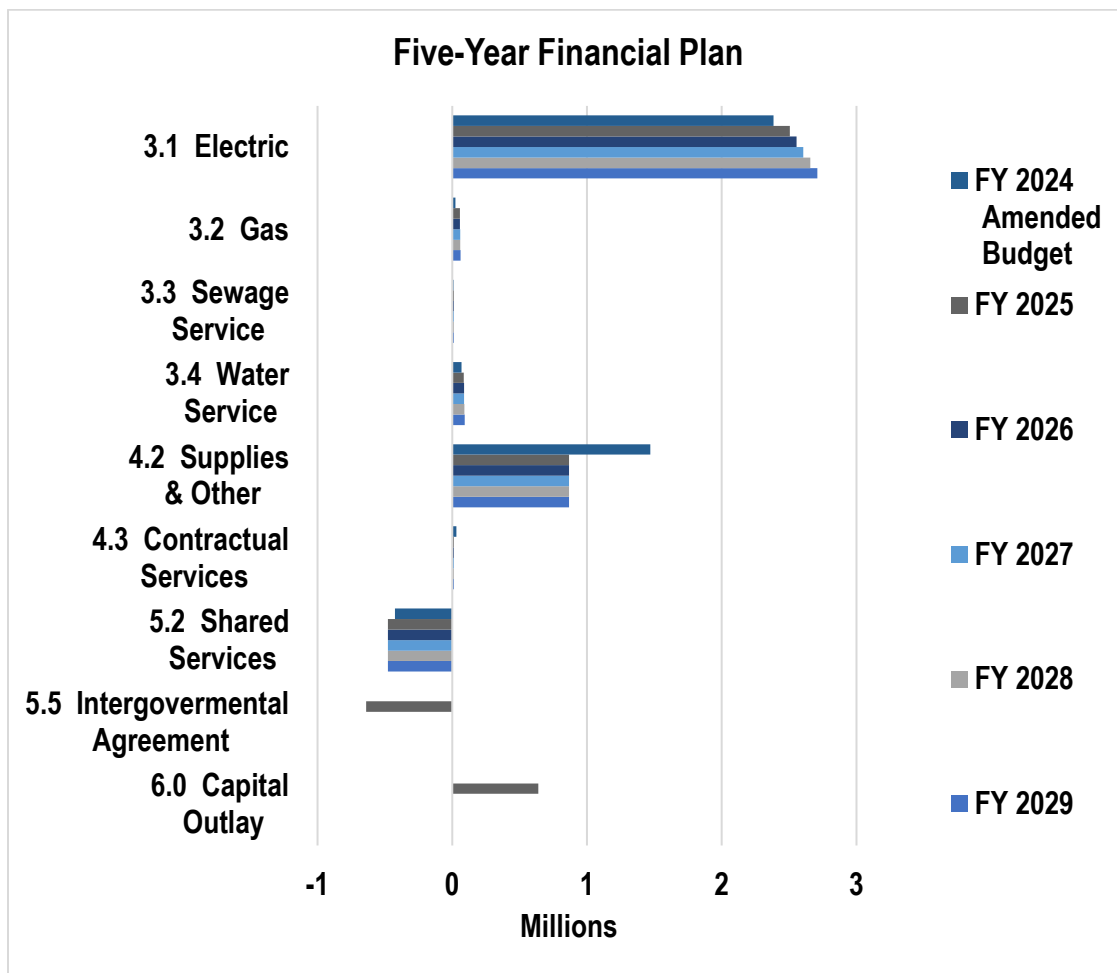
Personnel Budget

Personnel expenditures is not a component of the Wastewater Pump Stations budget. Labor costs to maintain these facilities are included in the Field Service Operations budget.

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
3.1 Electric	\$ 2,582,200	\$ 2,384,000	\$ 2,505,600	\$ 2,555,400	\$ 2,605,800	\$ 2,657,100	\$ 2,709,400
3.2 Gas	83,100	24,300	56,500	57,600	58,700	59,800	60,900
3.3 Sewage Service	10,600	10,000	11,000	11,200	11,400	11,700	11,900
3.4 Water Service	91,800	68,400	85,300	87,000	88,700	90,600	92,300
4.2 Supplies & Other	1,039,300	1,469,000	867,000	867,000	867,000	867,000	867,000
4.3 Contractual Services	13,900	30,200	10,700	10,700	10,700	10,700	10,700
5.2 Shared Services	(629,000)	(425,200)	(477,700)	(477,700)	(477,700)	(477,700)	(477,700)
5.5 Intergovernmental Agreement	(362,800)	-	(638,200)	-	-	-	-
6.0 Capital Outlay	105,700	-	638,200	-	-	-	-
Grand Total	\$ 2,934,800	\$ 3,560,700	\$ 3,058,400	\$ 3,111,200	\$ 3,164,600	\$ 3,219,200	\$ 3,274,500

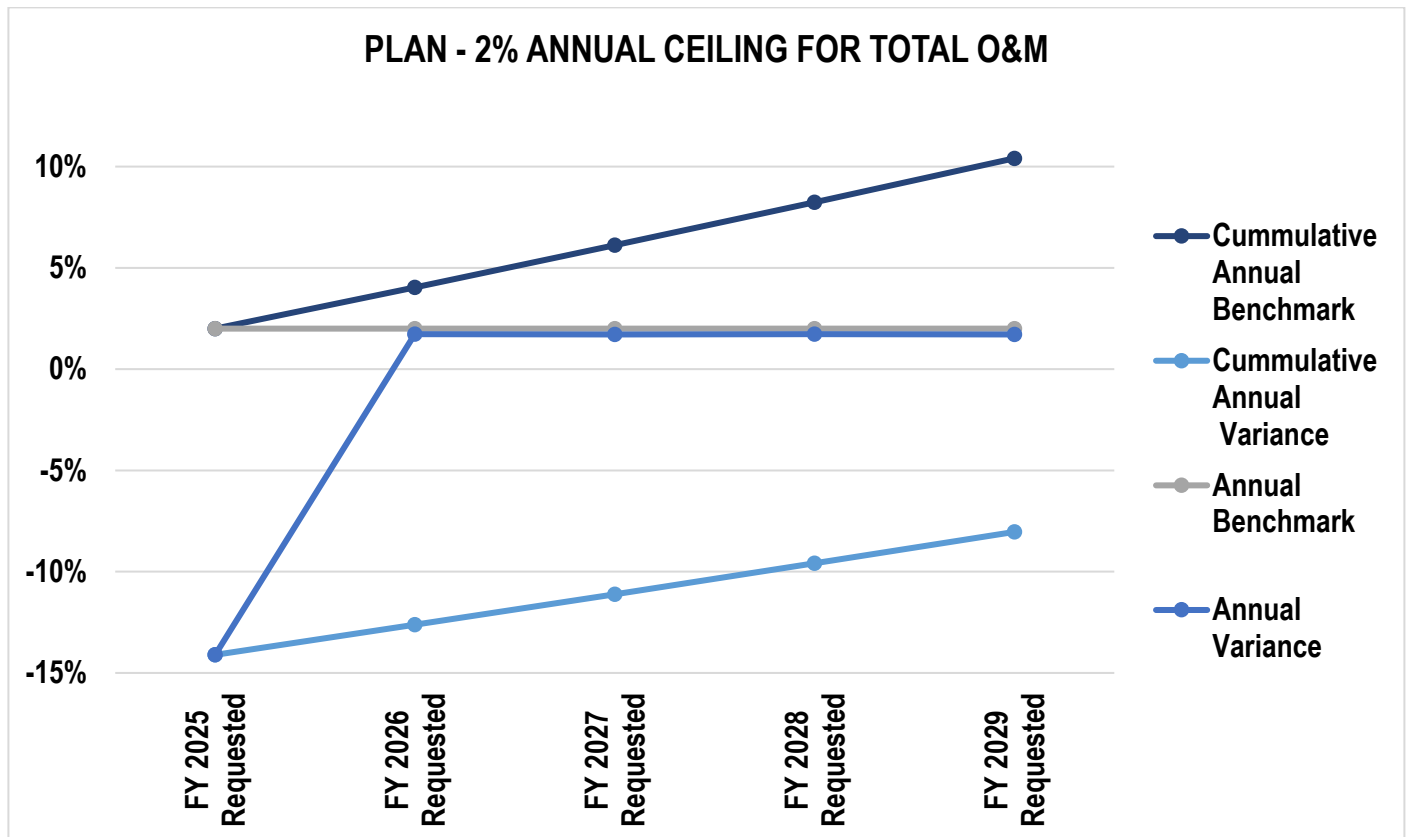


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Detroit-owned							
Pumping Stations	\$ (385,400)	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -
Belle Isle Pumping Station	(17,200)	20,000	-	-	-	-	-
Blue Hill Pumping Station	(256,400)	150,000	-	-	-	-	-
Fischer Pumping Station	(11,100)	-	-	-	-	-	-
Woodmere Pumping Station	(100,700)	-	-	-	-	-	-
Conner Pumping Station	673,100	1,241,300	726,000	737,500	749,000	760,700	772,200
Freud Pumping Station	254,000	435,000	536,800	544,700	552,700	560,900	569,300
Oakwood Pumping Station	217,900	167,000	220,000	222,800	225,700	228,600	231,500
Fairview Pumping Station	1,124,600	690,400	714,500	727,800	741,300	755,200	769,300
Fox Creek Pumping Station	800	1,000	1,000	1,100	1,100	1,100	1,200
Northeast Pumping Station	1,049,800	856,000	860,100	877,300	894,800	912,700	931,000
Grand Total	\$ 2,934,800	\$ 3,560,700	\$ 3,058,400	\$ 3,111,200	\$ 3,164,600	\$ 3,219,200	\$ 3,274,500

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Wastewater Operations pumping (lift) stations Group's financial plan reflects a five-year overall decrease of 8.0% which is below the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

The Wastewater Pump Stations budget is funded by the Improvement & Extension (I&E) Budget.

Five-Year Capital Outlay Plan by Asset

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Machinery & Equipment	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Pumps & Motors	400,000	400,000	400,000	400,000	400,000	400,000
Grand Total	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 295,600	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Grand Total	\$ 295,600	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000

Five-Year Capital Outlay Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Conner Pumping Station	\$ 289,400	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Fairview Pumping Station	6,200	-	-	-	-	-	-
Freud Pumping Station	-	150,000	150,000	150,000	150,000	150,000	150,000
Oakwood Pumping Station	-	100,000	100,000	100,000	100,000	100,000	100,000
Grand Total	\$ 295,600	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000

Line-Item Budget and Financial Plan

The five-year plan by line-item expense is shown below. The expenses are listed for each cost center. Because many of GLWA's initiatives extend multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892342 - Belle Isle Pumping Station	\$ (17,200)	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
4.2 Supplies & Other	64,000	85,000	75,000	75,000	75,000	75,000	75,000
Repairs & Maintenance-Equipment	64,000	85,000	75,000	75,000	75,000	75,000	75,000
4.3 Contractual Services	1,100	3,700	2,000	2,000	2,000	2,000	2,000
Contractual Buildings & Grounds Maint	1,100	3,700	2,000	2,000	2,000	2,000	2,000
5.2 Shared Services	(82,300)	(68,700)	(77,000)	(77,000)	(77,000)	(77,000)	(77,000)
Shared Services Reimbursement	(82,300)	(68,700)	(77,000)	(77,000)	(77,000)	(77,000)	(77,000)
892343 - Blue Hill Pumping Station	(256,400)	150,000	-	-	-	-	-
4.2 Supplies & Other	211,700	372,000	267,000	267,000	267,000	267,000	267,000
Repairs & Maintenance-Equipment	211,700	372,000	267,000	267,000	267,000	267,000	267,000
4.3 Contractual Services	900	3,200	2,000	2,000	2,000	2,000	2,000
Contractual Buildings & Grounds Maint	900	3,200	2,000	2,000	2,000	2,000	2,000
5.2 Shared Services	(327,500)	(225,200)	(269,000)	(269,000)	(269,000)	(269,000)	(269,000)
Shared Services Reimbursement	(327,500)	(225,200)	(269,000)	(269,000)	(269,000)	(269,000)	(269,000)
5.5 Intergovernmental Agreement	(155,000)	-	(332,100)	-	-	-	-
Intergovernmental Agreement	(155,000)	-	(332,100)	-	-	-	-
6.0 Capital Outlay	13,500	-	332,100	-	-	-	-
Capital Outlay over \$5k(O&M-NonCapitlzd)	13,500	-	332,100	-	-	-	-
892345 - Conner Pumping Station	673,100	1,241,300	726,000	737,500	749,000	760,700	772,200
3.1 Electric	516,300	510,000	520,000	530,000	540,000	550,000	560,000
3.2 Gas	43,800	2,000	20,000	20,400	20,800	21,200	21,600
3.3 Sewage Service	10,600	10,000	11,000	11,200	11,400	11,700	11,900
3.4 Water Service	48,700	39,300	45,000	45,900	46,800	47,800	48,700
4.2 Supplies & Other	53,700	670,000	130,000	130,000	130,000	130,000	130,000
Capital Outlay less than \$5,000	3,600	-	-	-	-	-	-
Repairs & Maintenance-Equipment	50,100	670,000	130,000	130,000	130,000	130,000	130,000
4.3 Contractual Services	-	10,000	-	-	-	-	-
Contractual Professional Services	-	10,000	-	-	-	-	-
892346 - Fairview Pumping Station	1,124,600	690,400	714,500	727,800	741,300	755,200	769,300
3.1 Electric	598,400	610,000	634,500	647,200	660,100	673,300	686,800
3.2 Gas	31,100	10,000	24,000	24,500	25,000	25,500	26,000
3.4 Water Service	600	20,400	6,000	6,100	6,200	6,400	6,500
4.2 Supplies & Other	494,500	50,000	50,000	50,000	50,000	50,000	50,000
Repairs & Maintenance-Equipment	494,500	50,000	50,000	50,000	50,000	50,000	50,000

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
892347 - Fischer Pumping Station	(11,100)	-	-	-	-	-	-
4.2 Supplies & Other	31,700	17,000	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment	31,700	17,000	20,000	20,000	20,000	20,000	20,000
4.3 Contractual Services	1,700	5,600	3,000	3,000	3,000	3,000	3,000
Contractual Buildings & Grounds Maint	1,700	5,600	3,000	3,000	3,000	3,000	3,000
5.2 Shared Services	(44,500)	(22,600)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Shared Services Reimbursement	(44,500)	(22,600)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
5.5 Intergovernmental Agreement	-	-	(306,100)	-	-	-	-
Intergovernmental Agreement	-	-	(306,100)	-	-	-	-
6.0 Capital Outlay	-	-	306,100	-	-	-	-
Capital Outlay over \$5k(O&M-NonCapitlzd)	-	-	306,100	-	-	-	-
892348 - Fox Creek Pumping Station	800	1,000	1,000	1,100	1,100	1,100	1,200
3.1 Electric	800	1,000	1,000	1,100	1,100	1,100	1,200
892349 - Freud Pumping Station	254,000	435,000	536,800	544,700	552,700	560,900	569,300
3.1 Electric	279,600	290,000	350,000	357,000	364,100	371,400	378,900
3.2 Gas	8,200	12,300	12,500	12,700	12,900	13,100	13,300
3.4 Water Service	42,500	8,700	34,300	35,000	35,700	36,400	37,100
4.2 Supplies & Other	35,500	120,000	140,000	140,000	140,000	140,000	140,000
Repairs & Maintenance-Equipment	35,500	120,000	140,000	140,000	140,000	140,000	140,000
4.3 Contractual Services	-	4,000	-	-	-	-	-
Contractual Professional Services	-	4,000	-	-	-	-	-
5.5 Intergovernmental Agreement	(111,800)	-	-	-	-	-	-
Intergovernmental Agreement	(111,800)	-	-	-	-	-	-
892350 - Northeast Pumping Station	1,049,800	856,000	860,100	877,300	894,800	912,700	931,000
3.1 Electric	1,049,800	856,000	860,100	877,300	894,800	912,700	931,000
892351 - Oakwood Pumping Station	217,900	167,000	220,000	222,800	225,700	228,600	231,500
3.1 Electric	137,300	117,000	140,000	142,800	145,700	148,600	151,500
4.2 Supplies & Other	80,600	50,000	80,000	80,000	80,000	80,000	80,000
Repairs & Maintenance-Equipment	80,600	50,000	80,000	80,000	80,000	80,000	80,000
892352 - Woodmere Pumping Station	(100,700)	-	-	-	-	-	-
4.2 Supplies & Other	67,600	105,000	105,000	105,000	105,000	105,000	105,000
Repairs & Maintenance-Equipment	67,600	105,000	105,000	105,000	105,000	105,000	105,000
4.3 Contractual Services	10,200	3,700	3,700	3,700	3,700	3,700	3,700
Contractual Buildings & Grounds Maint	10,200	3,700	3,700	3,700	3,700	3,700	3,700
5.2 Shared Services	(174,700)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)
Shared Services Reimbursement	(174,700)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)
5.5 Intergovernmental Agreement	(96,000)	-	-	-	-	-	-
Intergovernmental Agreement	(96,000)	-	-	-	-	-	-
6.0 Capital Outlay	92,200	-	-	-	-	-	-
Capital Outlay over \$5k(O&M-NonCapitlzd)	92,200	-	-	-	-	-	-
Grand Total	\$ 2,934,800	\$ 3,560,700	\$ 3,058,400	\$ 3,111,200	\$ 3,164,600	\$ 3,219,200	\$ 3,274,500

GLWA

Great Lakes Water Authority



Section 5C

Centralized Services

System Resiliency

The focus of GLWA's Office of Resiliency is to assess, and improve where necessary, GLWA's people, operations, assets, and our ability to withstand and recover from disruptions of all types. The Office of Resiliency will engage a nationally recognized expert/author on utility resilience and schedule seminars for the Resiliency Council, Group Leadership Team, and member partners to establish GLWA as a resilient utility thought leader.

Strategic Initiatives

For the FY 2025 to FY 2029 budget period, the following areas of focus were developed in consultations with GLWA's Executive Leadership Team and Resiliency Council.

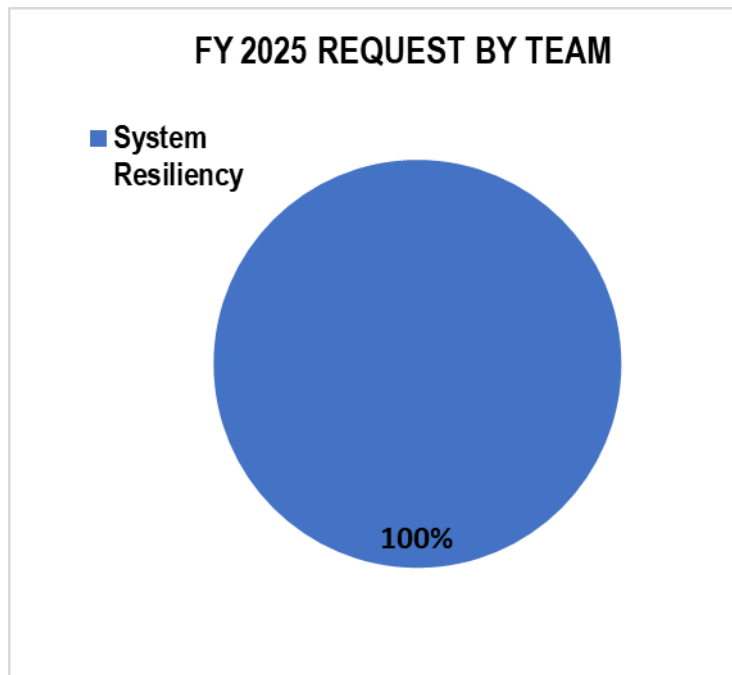
- ❖ People – Transition: Working to ensure the successful transition of Field Services into Water and Wastewater components by providing expert advice and support.
- ❖ People – Skilled Trades: Develop and implement an OJT training program for team leaders.
- ❖ Assets – Reviewing historical and current CIPs, along with available condition assessments, to determine urgent issues that must be addressed until CIP funding becomes available. Initially for the Water Booster Pump Stations.
- ❖ GLWA Operations – develop an online “Equipment Status Report” that conveys and analyzes system capacity based on maintenance, repairs, replacements, and other factors that accurately summarize the water and wastewater systems readiness relative to capacity or level of service.
- ❖ Southeast Michigan Flood Resiliency – support and lead the development of the United States Army Corps of Engineers (USACE) flood mitigation project.
- ❖ Linear System Integrity Program (LSIP) – in collaboration with the Planning team, co-lead the effort to work across business units to ensure LSIP is well coordinated with CIP, Engineering, Operations, and Maintenance.
- ❖ Power Resiliency – develop a strategic approach for GLWA to ensure the viability of electrical service to critical facilities.

The following table shows how the System Resiliency Team's initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
System Resiliency Strategic Initiatives	Successfully Transition people from Water/Wastewater to new team			x	x	x	x		x	x	x	x
	Develop OJT training program for Skilled Trades			x	x	x	x	x	x	x	x	x
	Reassess current & aging CIP Projects to determine urgency & viability of projects	x	x	x	x	x	x	x	x			x
	Develop Equipment Status Report to analyze & convey key issues in GLWA infrastructure	x	x	x	x	x	x	x	x	x	x	x
	Southeast Michigan Flood Resiliency			x	x	x	x	x	x	x	x	x
	Linear System Integrity Program	x	x	x	x	x	x	x		x		x
	Power Resiliency			x	x	x	x	x	x	x		x

Organization

The System Resiliency Team's area has one team.

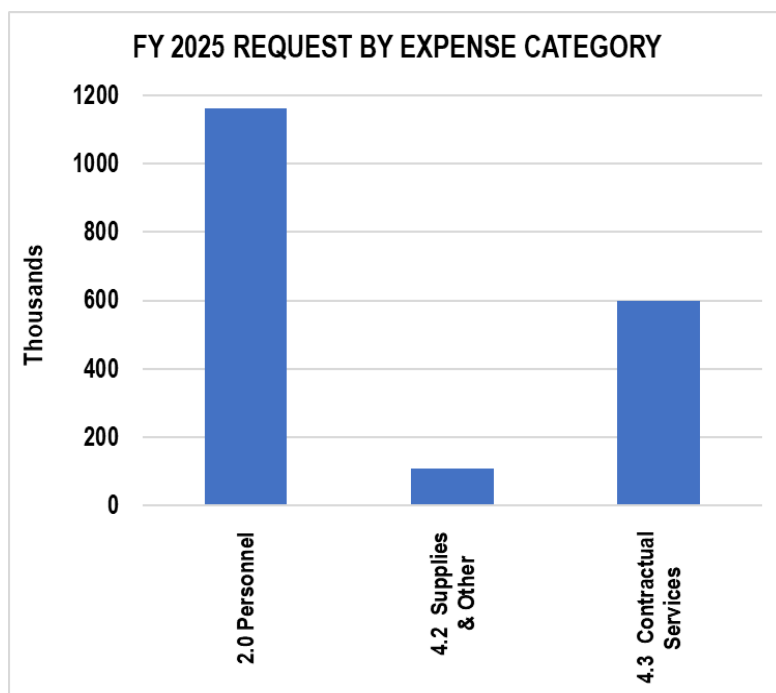


Expense Categories

The System Resiliency Team's area consists of three expense categories:

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

Based upon the nature of this service area, the largest category of expense is salaries. The second largest, Contractual Services, is budgeted to conduct studies and consult industry experts to align with System Resiliency's strategic initiatives.



Biennial Budget Request

System Resiliency is a new cost center that was established during the 4th quarter of FY 2023. As such, a year-over-year comparison is not yet available.

- ❖ Personnel – FY 2025 consists of eight team members which include Energy, Operations, and Power Quality professionals that will drive resiliency initiatives throughout the organization.
- ❖ Supplies & Other – FY 2025 includes budget for Memberships, Office Supplies, Travel and Training, and for Energy Pilot and Reliability software.
- ❖ Contractual Services – FY 2025 includes \$600,000 for flood resiliency (\$500k) and system support (\$100k) consultations.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 121,700	\$ -	\$ 255,600	\$1,160,900	\$1,160,900	100.0%	\$ 1,257,300
4.2 Supplies & Other	-	-	-	109,700	109,700	100.0%	110,900
4.3 Contractual Services	-	-	-	600,000	600,000	100.0%	600,000
Grand Total	\$ 121,700	\$ -	\$ 255,600	\$1,870,600	\$1,870,600	100.0%	\$ 1,968,200

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
System Resiliency	\$ 121,700	\$ -	\$ 255,600	\$ 1,870,600	\$ 1,870,600	100.0%	\$ 1,968,200
Grand Total	\$ 121,700	\$ -	\$ 255,600	\$ 1,870,600	\$ 1,870,600	100.0%	\$ 1,968,200

Personnel Budget

The staffing plan provides for the new System Resiliency team.

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
System Resiliency	0.00	0.00	8.00	8.00	8.00	8.00	8.00

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

Full Time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
System Resiliency	0.00	0.00	7.25	8.00	8.00	8.00	8.00

Personnel Budget - The following tables present the System Resiliency Team's personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 103,100	\$ -	\$ 205,200	\$ 905,700	\$ 905,700	100.0%	\$ 977,900
2.4 Employee Benefits	18,600	-	50,400	255,200	255,200	100.0%	279,400
Grand Total	\$ 121,700	\$ -	\$ 255,600	\$ 1,160,900	\$ 1,160,900	100.0%	\$ 1,257,300

Personnel – Biennial Budget Request by Team

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
System Resiliency	\$ 121,700	\$ -	\$ 255,600	\$ 1,160,900	\$ 1,160,900	100.0%	\$ 1,257,300
Grand Total	\$ 121,700	\$ -	\$ 255,600	\$ 1,160,900	\$ 1,160,900	100.0%	\$ 1,257,300

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 103,100	\$ -	\$ 905,700	\$ 977,900	\$ 977,900	\$ 977,900	\$ 977,900
2.4 Employee Benefits	18,600	-	255,200	279,400	281,100	282,800	284,500
Grand Total	\$ 121,700	\$ -	\$ 1,160,900	\$ 1,257,300	\$ 1,259,000	\$ 1,260,700	\$ 1,262,400

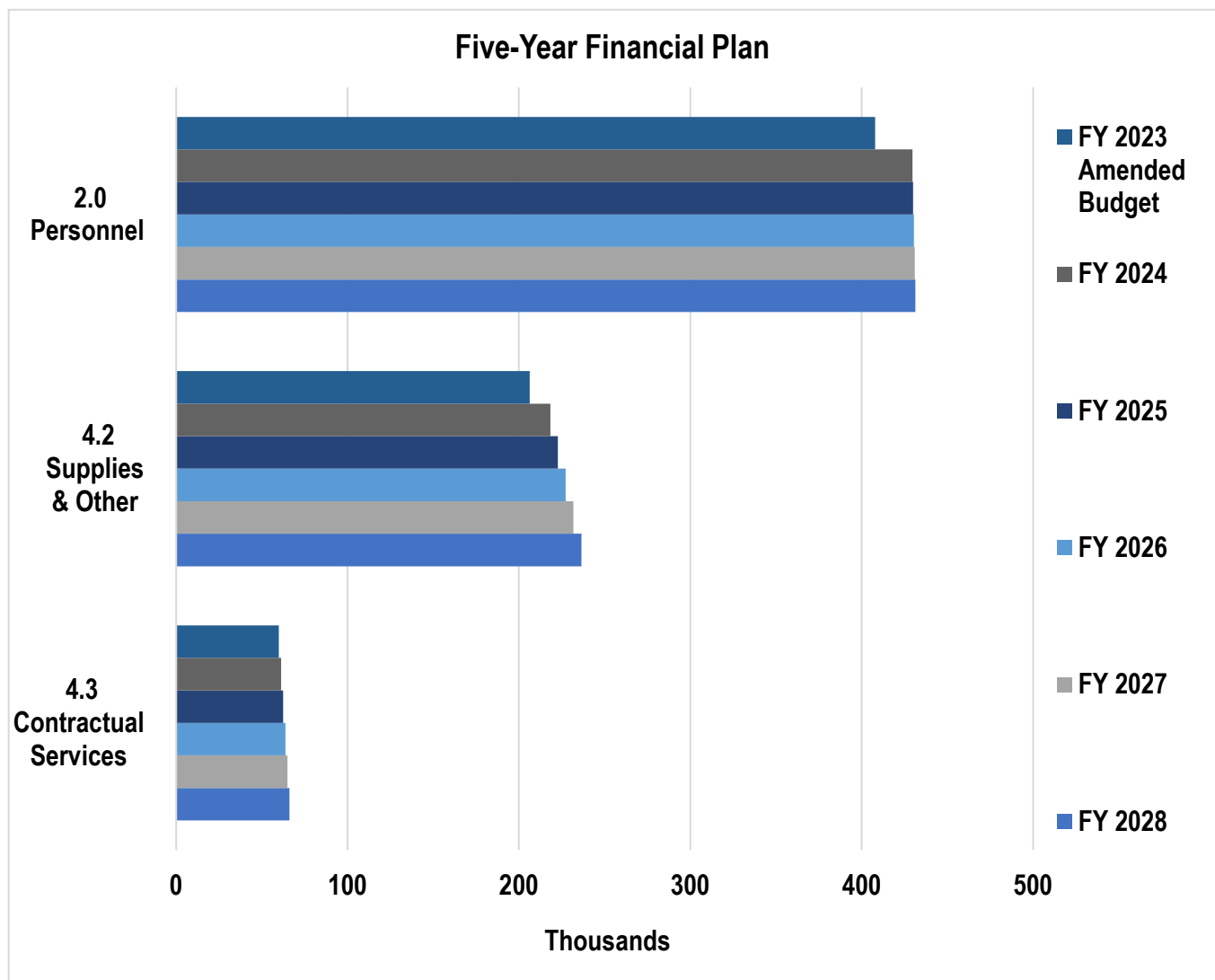
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
System Resiliency	\$ 121,700	\$ -	\$ 1,160,900	\$ 1,257,300	\$ 1,259,000	\$ 1,260,700	\$ 1,262,400
Grand Total	\$ 121,700	\$ -	\$ 1,160,900	\$ 1,257,300	\$ 1,259,000	\$ 1,260,700	\$ 1,262,400

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 121,700	\$ -	\$ 1,160,900	\$ 1,257,300	\$ 1,259,000	\$ 1,260,700	\$ 1,262,400
4.2 Supplies & Other	-	-	109,700	110,900	112,100	113,300	114,500
4.3 Contractual Services	-	-	600,000	600,000	600,000	600,000	600,000
Grand Total	\$ 121,700	\$ -	\$ 1,870,600	\$ 1,968,200	\$ 1,971,100	\$ 1,974,000	\$ 1,976,900

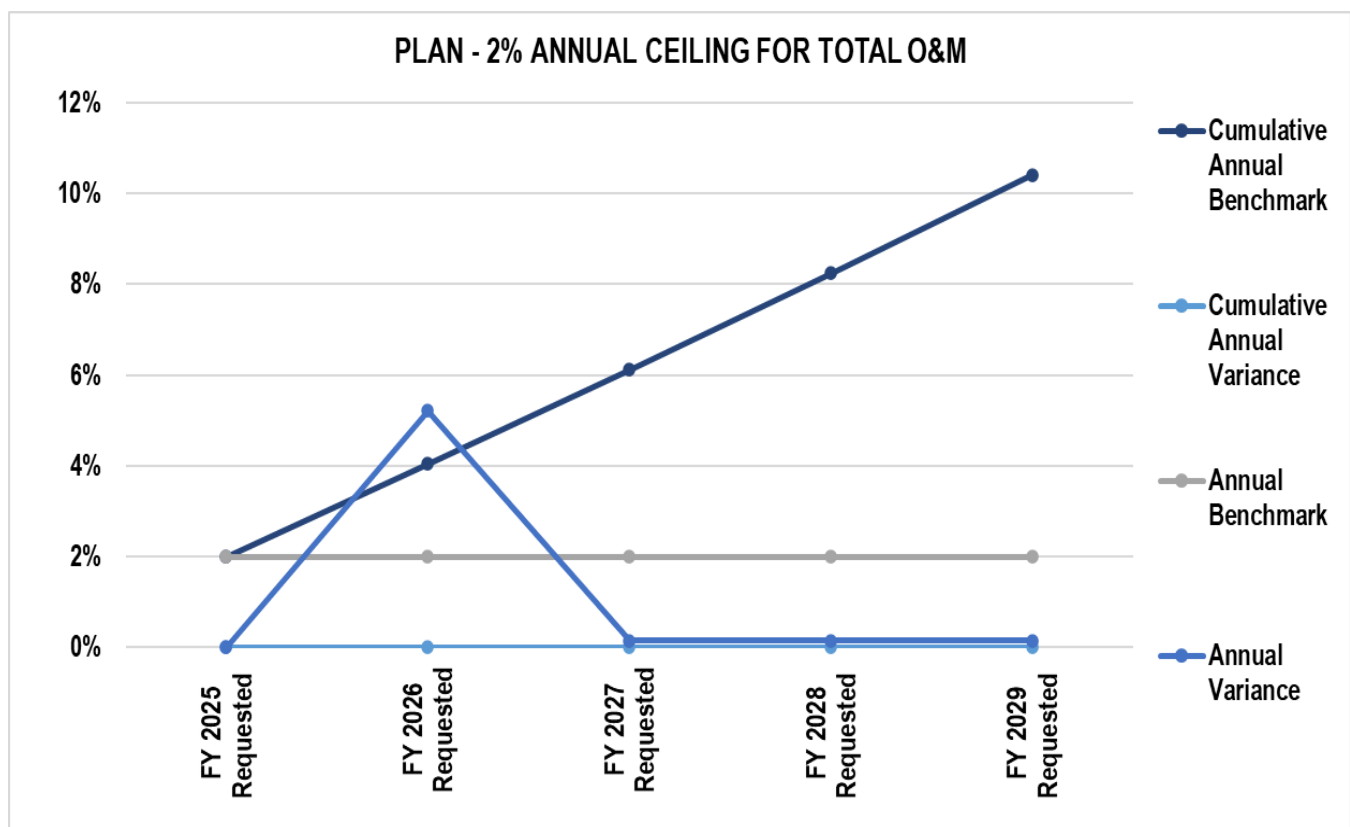


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
System Resiliency	\$ -	\$ -	\$ 1,870,600	\$ 1,968,200	\$ 1,971,100	\$ 1,974,000	\$ 1,976,900
Grand Total	\$ -	\$ -	\$ 1,870,600	\$ 1,968,200	\$ 1,971,100	\$ 1,974,000	\$ 1,976,900

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The System Resiliency Team's financial plan reflects a four-year overall increase of 5.7% while the entity-wide goal is a cumulative 10.4% ceiling for planning purposes based upon an annual 2% adjustment.



Capital Outlay

Capital Outlay is not a component of the System Resiliency area.

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
881301 - System Resiliency	\$ 103,100	\$ -	\$ 905,700	\$ 977,900	\$ 977,900	\$ 977,900	\$ 977,900
2.1 Salaries & Wages	103,100	-	905,700	977,900	977,900	977,900	977,900
2.4 Employee Benefits	18,600	-	255,200	279,400	281,100	282,800	284,500
4.2 Supplies & Other	-	-	109,700	110,900	112,100	113,300	114,500
Memberships, Licenses & Subscriptions	-	-	8,200	8,400	8,600	8,800	9,000
Mileage and Parking	-	-	-	-	-	-	-
Office Supplies	-	-	1,000	1,000	1,000	1,000	1,000
Operating Supplies	-	-	-	-	-	-	-
Repairs & Maintenance-Software	-	-	50,000	50,000	50,000	50,000	50,000
Training and Internal Meetings	-	-	20,400	20,800	21,200	21,600	22,000
Travel	-	-	28,100	28,700	29,300	29,900	30,500
Tuition Refund	-	-	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	-	-	600,000	600,000	600,000	600,000	600,000
Contractual Professional Services	-	-	100,000	100,000	100,000	100,000	100,000
Contractual Professional Svcs-All Sewer	-	-	500,000	500,000	500,000	500,000	500,000
Grand Total	\$ 121,700	\$ -	\$ 1,870,600	\$ 1,968,200	\$ 1,971,100	\$ 1,974,000	\$ 1,976,900

Planning Services

Teaming with our member partners, the Planning Services area provides strategic guidance for major GLWA programs. With a focus on the areas of asset management, capital improvement planning, innovative system analytics and meter operations, long range planning and member outreach, the Planning Services area provides strategic guidance to shape GLWA's future.

Strategic Initiatives

Water System Programs:

❖ **Linear System Integrity Program – (Ongoing)**

Assess the risk to the water delivery infrastructure through the physical inspection of the transmission system to ensure reliability of service to member partners. In addition, this program will provide the framework to optimize the wastewater interceptor inspection, maintenance, and renewal. Our strategic partner for this initiative is HDR of Michigan and this will be their fourth year of program management.

❖ **Water Performance Monitoring – (Ongoing)**

This initiative ensures quality and efficiency at local levels. Using Aquasight software, individual communities will monitor their water systems with customized dashboards providing real time system data.

❖ **Water Master Plan Update – (Beginning FY 2027)**

An update to the regional plan ensuring GLWA continues to meet the needs of its members and strategic investment in assets. This project will be performed primarily by GLWA team members with limited consulting service assistance.

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

An analytical review of data to quantify flow volumes for our member partners who do not have master meters and systemwide water audit services including review of water treatment plant flows and transmission system losses. This program will transition into its second phase, providing analysis and analytical support for GLWA and our non-metered customers in FY 2024 and beyond as, "GLWA System Water Audit and Analytical Support Services".

Wastewater System Programs:

❖ **Wastewater Master Plan & Update – (Beginning FY 2029)**

Not budgeted until FY 2029. A review of the existing regional wastewater plan and its effectiveness in meeting the levels of service of our member partners.

❖ **Good Sewer Metering Practice Analysis & Support – (Ongoing)**

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 – (Ongoing)**

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

❖ **Professional and Technical Sewer Support Services – (Ongoing)**

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:

❖ **Capital Improvement Plan – (Ongoing)**

In May 2019, GLWA’s Board of Directors approved a partnership with AECOM to provide capital improvement program management services. This partnership will provide GLWA with tools and resources to manage a best-in-class CIP program. In FY 2023, the original four-year contract was extended by three-years to ensure support services continued while a new project management information system is being implemented. The original scope of the capital improvement program management services is segmented into the following 10 tasks outlined in the chart below:

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

The majority of the agreement is funded as Capital as it targets specific, long-term projects. However, there is a significant Operations and Maintenance (O&M) component involving business improvement, process development and other O&M related support. As we continue into the final three years of the agreement, we are indeed observing this expected expenditure shift as presented in the schedules below. Staffing is being ramped up throughout the organization to continue the work of AECOM consultants upon contract completion.

❖ **Oracle Work and Asset Management System (WAM) Support – (Completion Date June 2024)**

Provides consulting services for support, training, and policy management of GLWA's Computerized Maintenance Management System. A renegotiation of this contract in FY 2021 resulted in reduced costs for these services. This support contract is expected to end with the implementation of GLWA's new enterprise asset management system in FY 2025.

❖ **Strategic Asset Management Plan Update - (Completion Date June 2026)**

Identifies the timing of key corporate asset management initiatives, uses asset management related information to drive prudent Capital Improvement Plan (CIP) expenditures and operations and maintenance activities, and will ultimately provide a long-term, 10-year, roadmap to execute various asset management and CIP initiatives.

The following tables present how Planning Services programs align with overall corporate strategic goals:

Water System Programs

	Organizational Strategic Goals										
	Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Linear System Integrity Program				x		x					
Water Master Plan Update				x	x	x			x		
Units of Service for Non-Master Meter Members				x	x				x		
GLWA System Water System Transient Study				x	x	x	x				

Wastewater System Programs

	Organizational Strategic Goals										
	Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Wastewater Master Plan & Update				x	x	x		x	x		
Good Sewer Metering Practice Analysis & Support				x	x				x		
Meter Dye Testing				x					x		
Professional and Technical Sewer Support Services				x					x		

Both Systems (GLWA Wide Initiatives)

	Organizational Strategic Goals										
	Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Asset Management Planning				x	x	x					
Linear System Integrity Program Almost all Water - a very small Sewer Component				x		x					
Capital Improvement Plan				x	x	x			x		
Oracle Work and Asset Management System Support				x	x	x					

Planning Services Contracts

The Planning Services area budget contains several contractual services. Budgeted amounts beyond contract end date are estimates for future study updates or subsequent implementation of a program. Expenditures that extend beyond contract completion assume contract renewal. 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, long term capital planning, 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 Significant Contracts

Project Description	Linear System Integrity Program (LSIP)	Water Performance Monitoring	Water Master Plan Update	Units of Service for Non-Master Meter Customers	Units of Service II	GLWA System Water System Transient Study	Total of Significant Contracts
Prime Consultant or Supplier	HDR	Aquasight	TBD	Black & Veatch	TBD	TBD	
Contract #	1902659	2102026	TBD	GLWA-CS-039	TBD	TBD	
Contract Amount	\$ 29,012,900	\$ 1,217,500	TBD	\$ 740,800	TBD	TBD	
Contract End Date	08/31/27	09/24/24	TBD	TBD	TBD	TBD	
Cost Center Name	Asset Management	Systems Planning	Systems Analytics	Systems Analytics	Systems Analytics	Systems Analytics	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2023 Spend	\$ 1,538,300	\$ 202,400	\$ -	\$ 2,063,800	\$ -	\$ -	\$ 3,804,500
Pre-FY 2023 Average Spend	\$ 1,538,300	\$ 202,400	\$ -	\$ 436,600	\$ -	\$ -	\$ 2,177,300
FY 2023 Actual	2,097,600	510,200	-	-	-	-	2,607,800
FY 2024 Budget	1,585,400	400,000	125,000	-	318,300	-	2,428,700
FY 2025 Requested	5,475,100	530,000	450,000	-	327,800	-	6,782,900
FY 2026 Requested	1,014,500	530,000	450,000	-	337,700	-	2,332,200
FY 2027 Requested	864,500	530,000	-	-	347,800	250,000	1,992,300
FY 2028 Requested	909,500	530,000	-	-	358,200	250,000	2,047,700
FY 2029 Requested	1,000,000	530,000	-	-	369,000	-	1,899,000
Total	\$ 14,484,900	\$ 3,762,600	\$ 1,025,000	\$ 2,063,800	\$ 2,058,800	\$ 500,000	\$ 23,895,100

Note: HDR Michigan (1902659) has a total contract award of \$29.0 million with approximately \$20.3 million projected as capital spend.

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 Significant Contracts

Project Description	Wastewater Master Plan & Update	Good Sewer Metering Practice Analysis & Support	Meter Dye Testing	Professional and Technical Sewer Support Services	Systems Planning Support	Linear System Integrity Program (LSIP)	Total of Significant Contracts
Prime Consultant or Supplier	CDM Smith or Other	CDM Smith	Applied Science	PCI LLC	Wade Trim or Other	HDR	
Contract #	GLWA-CS-036	GLWA-CS-239	2003785	GLWA-CON-179	20000092	1902659	
Contract Amount	\$ 9,022,700	\$ 3,220,900	\$ 2,634,900	\$ 6,465,800	\$ 996,800	\$ 29,012,900	
Contract End Date	TBD	01/15/24	05/11/26	In Renewal	02/01/24	08/31/27	
Cost Center Name	Systems Planning & Development	Systems Planning & Development	Systems Analytics	Systems Analytics	Systems Planning & Development	Asset Management	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2023 Spend	\$ 9,022,700	\$ 2,429,500	\$ 1,074,800	\$ 5,496,800	\$ 916,500	\$ 27,300	\$ 18,967,600
Pre-FY 2023 Average Spend	\$ 2,255,700	\$ 607,400	\$ 268,700	\$ 1,099,400	\$ 183,300	\$ 27,300	\$ 4,441,800
FY 2023 Actual	-	360,700	336,000	879,700	65,900	5,800	1,648,100
FY 2024 Budget	-	650,000	400,000	1,550,000	100,000	272,700	2,972,700
FY 2025 Requested	-	700,000	500,000	958,400	250,000	200,000	2,608,400
FY 2026 Requested	-	760,000	500,000	958,400	250,000	200,000	2,668,400
FY 2027 Requested	-	800,000	527,000	958,400	150,000	200,000	2,635,400
FY 2028 Requested	-	800,000	527,000	958,400	150,000	100,000	2,535,400
FY 2029 Requested	3,000,000	800,000	527,000	958,400	150,000	100,000	5,535,400
Total	\$ 12,022,700	\$ 7,300,200	\$ 4,391,800	\$ 12,718,500	\$ 2,032,400	\$ 1,105,800	\$ 39,571,400

Combined Water / Wastewater Programs

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

Combined System (GLWA Wide) Programs Significant Contracts

Project Description	Member Outreach	Asset Management Planning	Capital Improvement Planning	CMMS Support	Total of Significant Contracts
Prime Consultant or Supplier	Bridgeport Consulting	Jacobs Engineering or Other	AECOM or Other	Experis Financial or Other	
Contract #	GLWA-CS-216	GLWA-CS-198	GLWA-CS-272	2002908	
Contract Amount	\$ 6,680,400	\$ 4,370,900	\$ 15,519,000	Annual PO	
Contract End Date	12/31/27	TBD	05/19/26	12/13/24	
Cost Center Name	Systems Planning	Asset Management	Capital Improvement Planning	Asset Management	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2023 Spend	\$ 2,694,800	\$ 4,414,900	\$ 11,462,400	\$ 1,227,500	\$ 19,799,600
Pre-FY 2023 Average Spend	\$ 699,700	\$ 1,103,700	\$ 2,865,600	\$ 245,500	\$ 4,914,500
FY 2023 Actual	618,300	-	2,692,700	146,800	3,457,800
FY 2024 Budget	700,000	-	4,800,000	150,000	5,650,000
FY 2025 Requested	700,000	200,000	3,570,000	75,000	4,545,000
FY 2026 Requested	750,000	100,000	3,200,000		4,050,000
FY 2027 Requested	850,000	-	1,000,000		1,850,000
FY 2028 Requested	800,000	-	750,000		1,550,000
FY 2029 Requested	800,000	-	250,000		1,050,000
Total	\$ 7,913,100	\$ 4,714,900	\$ 27,725,100	\$ 1,599,300	\$ 41,952,400

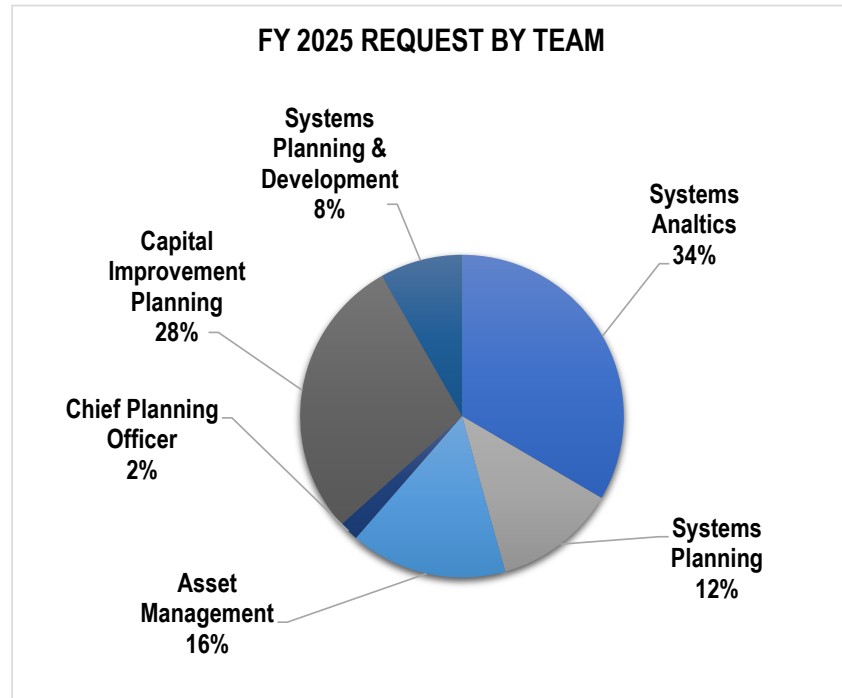
Note: The AECOM (CS-272) total contract award was \$58.6 million. Of this total, \$15.5 million is allocated to the O&M budget and the remainder of \$43.1 million is allocated to the capital improvement program over the life of the program.

Organization

The GLWA System Planning Area consists of five teams.

- ❖ **Office of the Chief Planning Officer**
Administration and oversight of GLWA's planning efforts with current and prospective Member Partners.
- ❖ **Systems Planning & Development**
This team limits the reliance on external engineering and consulting firms related to creating and updating water and wastewater master plans/models. The team will develop an in-house group that can perform modeling, evaluate potential service extension to new customers as well as various other updates.

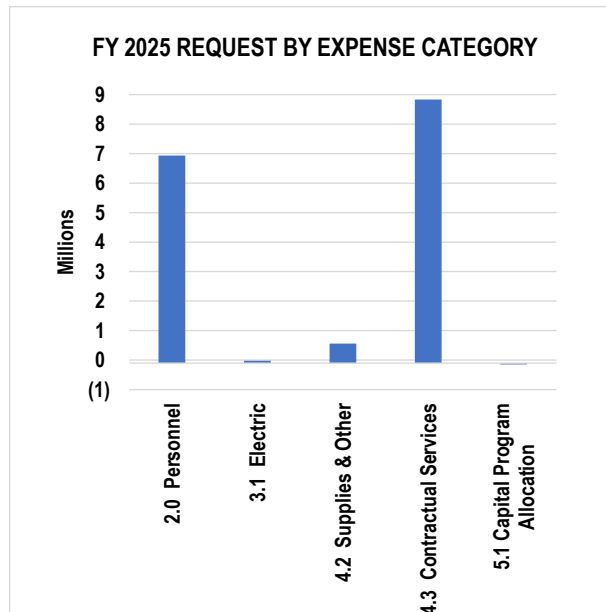
- ❖ **Asset Management**
Responsible for leading the enterprise-wide asset management strategy at GLWA. The Asset Management Team is also responsible for overseeing the Linear System Inspection Program (LSIP) which assesses the overall condition of our water delivery system.
- ❖ **Systems Planning**
Responsible for internal and external strategic planning, outreach and coordination with member partners.
- ❖ **Capital Improvement Planning**
Manages the planning and execution of the enterprise-wide capital improvement program including the development of a five-year Capital Improvement Plan which is updated annually.
- ❖ **Systems Analytics**
Responsible for maintaining meter operations and analyzing flow data for both water and wastewater, and for administering the Wholesale Automatic Meter Reading (WAMR) system.



Expense Categories

Contractual Services and Personnel costs are the two major expense categories of Planning Services within the operations and maintenance budget.

Contractual Services is the largest expense category with strategic initiatives spanning the many areas of the organization. Significant efforts include the Linear System Pipe Integrity Program (utilizing HDR Michigan) and the Capital Improvement Plan (utilizing AECOM). Other efforts include significant contractual services supporting meter operations, data analytics, flood mitigation and member partner outreach. To optimize member partner engagement, the Planning Services Team employs the services of Bridgeport Consulting, TWN Consulting and Wade Trim Consulting who specialize in efficient group facilitation and project management, assuring that GLWA Member Partners are fully engaged in making decisions that affect the region today and in the future.



The Planning Services Area has been in existence for eight years. Given the breadth of assignments, recruiting and retaining top talent is a high priority. Accordingly, personnel costs represent the second largest expense category. To help reduce the requirement for the contractual services support noted above, staffing increases will be implemented to support a more in-house approach to planning and modeling activities. The Systems Planning and Development team was established two years ago to help oversee this transition. In addition, the Capital Improvement Planning team identified key positions and activities for supporting the Capital Improvement Plan (CIP) and is actively recruiting staff to manage the transition of efforts currently performed by AECOM. These staffing updates are currently underway. This updated staffing approach will be evident in the financial and personnel charts that follow. A portion of the daily activities of the Planning Services area does have a direct impact on specific capital delivery projects. To the extent that occurs, an allocation of this area's effort will be assigned directly to those construction projects.

Other expenditures for utilities, supplies, training, and other miscellaneous expense complete the departmental budget request.

Biennial Budget Request

The FY 2025 biennial operations and maintenance budget reflects a -\$1.82 million decrease, or (9.8%), primarily driven by a focus on capital oriented work on the Linear System Inspection Program (LSIP) and significantly reduced spend with our Capital Improvement Plan vendor ACEOM, as GLWA staff begins to execute more of the CIP project effort. Key items highlighting the differences between the FY 2024 Amended Budget and the FY 2025 Budget Request are presented below:

- ❖ The Capital Improvement Plan team is projecting a spending decrease of \$1.23 million as GLWA personnel continue to take more of the CIP development work from AECOM.
- ❖ The Asset Management Team projects a spend decrease of \$438,000 as the Linear System Inspection Program's efforts turn mostly to capital in FY 2025.
- ❖ Systems Planning is reporting a minor FY 2025 spending increase of \$203,000 primarily driven by increased member participation with the Aquasight performance monitoring system.
- ❖ Systems Planning & Development projects an increase of \$455,000. This is the result of their taking on the CDM Michigan Good Sewer Metering contract from the System's Analytics and Meter Development team. This \$700,000 per year contract is mitigated by reduced personnel costs as we haven't been able to staff up as quickly as originally planned.
- ❖ The Systems Analytics and Meter Operations team rounds out Planning Services with a significant budget decrease of \$813,000 driven by the transfer of the Good Sewer Metering contract to the Systems Planning & Development Team (noted above) and additionally, reduced transitional labor from their vendor PCI.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	5,087,400	7,001,200	1,532,200	7,032,900	31,700	0.5%	8,428,100
3.1 Electric	84,600	82,300	15,200	82,900	600	0.7%	83,200
4.2 Supplies & Other	377,100	836,100	100,800	659,800	(176,300)	-21.1%	621,900
4.3 Contractual Services	7,662,700	10,554,400	1,546,900	8,930,700	(1,623,700)	-15.4%	8,304,000
5.1 Capital Program Allocation	-	-	-	(47,600)	(47,600)	-100.0%	(47,700)
5.2 Shared Services	(6,300)	-	-	-	-	0.0%	-
Grand Total	\$ 13,205,500	\$ 18,474,000	\$ 3,195,100	\$ 16,658,700	\$ (1,815,300)	-9.8%	\$ 17,389,500

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY2025 Percent Variance	FY 2026 Department Requested
Chief Planning Officer	318,300	318,200	72,400	330,500	12,300	3.9%	331,200
Systems Planning & Development	186,700	919,800	38,900	1,374,400	454,600	100.0%	1,574,400
Systems Planning	1,732,600	1,832,900	412,000	2,036,000	203,100	11.1%	2,038,800
Asset Management	3,039,100	3,050,400	576,400	2,612,800	(437,600)	-14.3%	2,828,900
Systems Analytics	4,661,900	6,387,700	1,450,100	5,574,500	(813,200)	-12.7%	5,763,800
Capital Improvement Planning	3,266,900	5,965,000	645,300	4,730,500	(1,234,500)	-20.7%	4,852,400
Grand Total	\$ 13,205,500	\$ 18,474,000	\$ 3,195,100	\$ 16,658,700	\$ (1,815,300)	-9.8%	\$ 17,389,500

Personnel Budget

The staffing plan provides for 72 positions for FY 2025. This staffing level will fully support the Planning Services Organization thru FY 2029.

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 – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Planning Services	68.00	71.00	72.00	72.00	72.00	72.00	72.00
Chief Planning Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Systems Planning & Development	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Systems Planning	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Asset Management	10.00	11.00	11.00	11.00	11.00	11.00	11.00
Systems Analytics	35.00	37.00	38.00	38.00	38.00	38.00	38.00
Capital Improvement Planning	13.00	13.00	13.00	13.00	13.00	13.00	13.00

Full Time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled or budgeted, 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 2026 and beyond.

Full Time Equivalents

Team	Prior Year FY 2023 FTE's	Current Year FY 2024 FTE's	FY 2025 FTE's	FY 2026 FTE's	FY 2027 FTE's	FY 2028 FTE's	FY 2029 FTE's
Planning Services	62.25	58.50	60.75	72.00	72.00	72.00	72.00
Chief Planning Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Systems Planning & Development	3.25	3.00	2.50	4.00	4.00	4.00	4.00
Systems Planning	3.25	3.50	4.00	4.00	4.00	4.00	4.00
Asset Management	8.00	7.00	6.50	11.00	11.00	11.00	11.00
Systems Analytics	35.00	34.50	36.50	38.00	38.00	38.00	38.00
Capital Improvement Planning	10.75	8.50	9.25	13.00	13.00	13.00	13.00

Personnel Budget – The tables below present the Planning Services personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. 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 Centralized Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	3,414,800	4,358,700	975,800	4,629,100	270,400	6%	5,682,300
2.2 Workforce Development	17,600	-	7,900	45,700	45,700	100%	45,700
2.3 Overtime	132,100	140,900	31,500	221,500	80,600	57%	221,500
2.4 Employee Benefits	1,087,200	1,450,200	334,000	1,578,200	128,000	9%	1,920,200
2.5 Transition Services - All Sewer	435,700	1,051,400	183,000	558,400	(493,000)	-47%	558,400
Grand Total	\$ 5,087,400	\$ 7,001,200	\$ 1,532,200	\$ 7,032,900	\$ 31,700	0.5%	\$ 8,428,100

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY2025 Percent Variance	FY 2026 Department Requested
Chief Planning Officer	318,000	304,000	72,300	320,900	16,900	5.6%	321,300
Systems Planning & Development	183,700	479,000	38,800	364,400	(114,600)	-23.9%	552,400
Systems Planning	380,400	455,900	100,000	521,200	65,300	14.3%	522,000
Asset Management	489,800	896,300	157,200	875,000	(21,300)	-2.4%	1,412,400
Systems Analytics	3,143,200	3,715,800	934,000	3,758,300	42,500	1.1%	3,934,900
Capital Improvement Planning	572,300	1,150,200	229,900	1,193,100	42,900	3.7%	1,685,100
Grand Total	\$ 5,087,400	\$ 7,001,200	\$ 1,532,200	\$ 7,032,900	\$ 31,700	0.5%	\$ 8,428,100

Personnel - Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 9.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	3,414,800	4,358,700	975,800	4,629,100	5,682,300	5,682,300	5,682,300	5,682,300
2.2 Workforce Development	17,600	-	7,900	45,700	45,700	45,700	45,700	45,700
2.3 Overtime	132,100	140,900	31,500	221,500	221,500	221,500	221,500	221,500
2.4 Employee Benefits	1,087,200	1,450,200	334,000	1,578,200	1,920,200	1,934,800	1,949,200	1,963,600
2.5 Transition Services - All Sewer	435,700	1,051,400	183,000	558,400	558,400	558,400	558,400	558,400
Grand Total	\$ 5,087,400	\$ 7,001,200	\$ 1,532,200	\$ 7,032,900	\$ 8,428,100	\$ 8,442,700	\$ 8,457,100	\$ 8,471,500

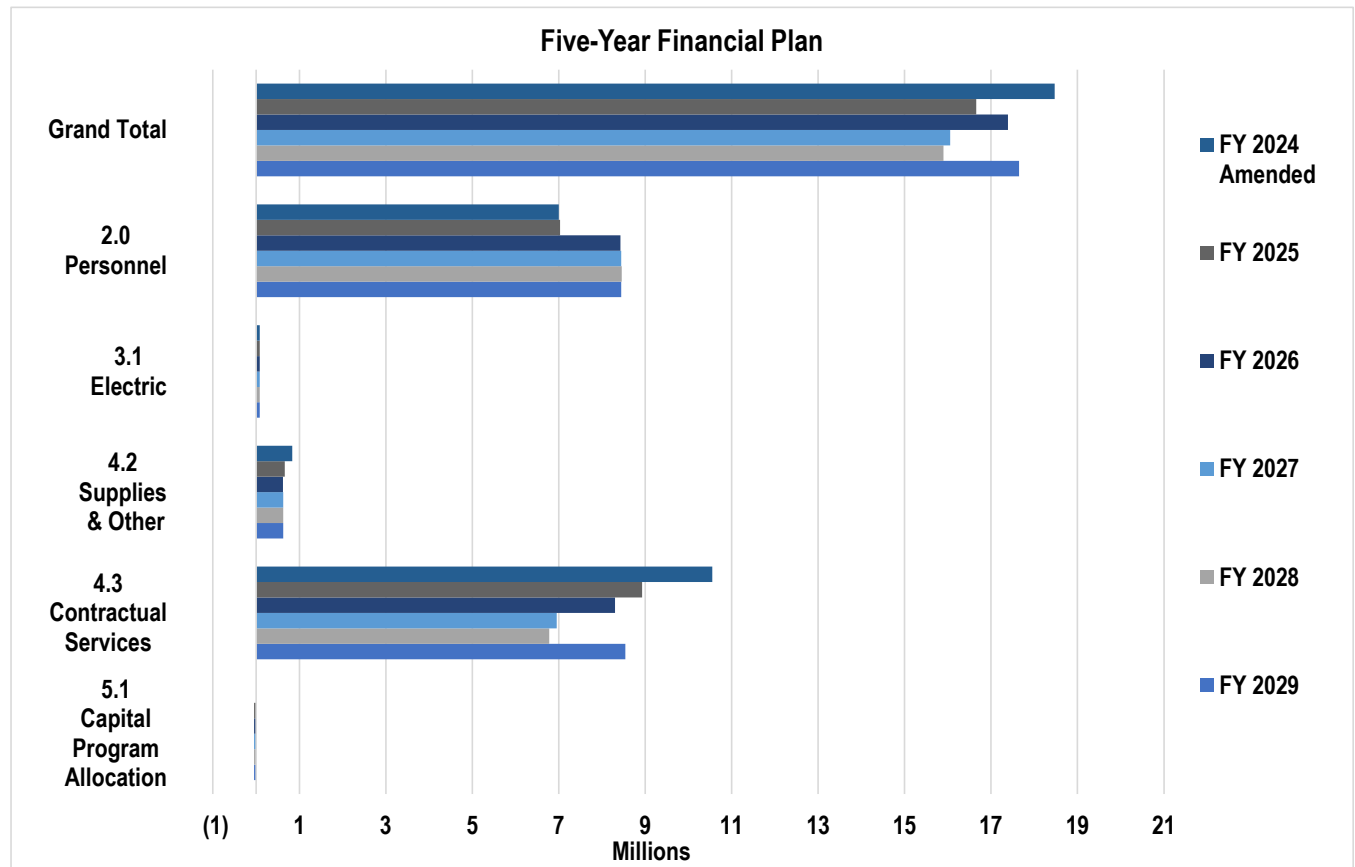
Personnel - Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 9.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Planning Officer	318,000	304,000	72,300	320,900	321,300	321,700	322,200	322,600
Systems Planning & Development	183,700	479,000	38,800	364,400	552,400	553,300	554,100	555,000
Systems Planning	380,400	455,900	100,000	521,200	522,000	522,900	523,700	524,600
Asset Management	489,800	896,300	157,200	875,000	1,412,400	1,414,700	1,417,100	1,419,400
Systems Analytics	3,143,200	3,715,800	934,000	3,758,300	3,934,900	3,942,200	3,949,400	3,956,600
Capital Improvement Planning	572,300	1,150,200	229,900	1,193,100	1,685,100	1,687,900	1,690,600	1,693,300
Grand Total	\$ 5,087,400	\$ 7,001,200	\$ 1,532,200	\$ 7,032,900	\$ 8,428,100	\$ 8,442,700	\$ 8,457,100	\$ 8,471,500

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	5,087,400	7,001,200	7,032,900	8,428,100	8,442,700	8,457,100	8,471,500
3.1 Electric	84,600	82,300	82,900	83,200	83,500	83,800	84,100
4.2 Supplies & Other	377,100	836,100	659,800	621,900	624,400	625,900	627,400
4.3 Contractual Services	7,662,700	10,554,400	8,930,700	8,304,000	6,951,900	6,780,800	8,541,600
5.1 Capital Program Allocation	-	-	(47,600)	(47,700)	(47,800)	(47,900)	(48,000)
5.2 Shared Services	(6,300)	-	-	-	-	-	-
Grand Total	\$ 13,205,500	\$ 18,474,000	\$ 16,658,700	\$ 17,389,500	\$ 16,054,700	\$ 15,899,700	\$ 17,676,600

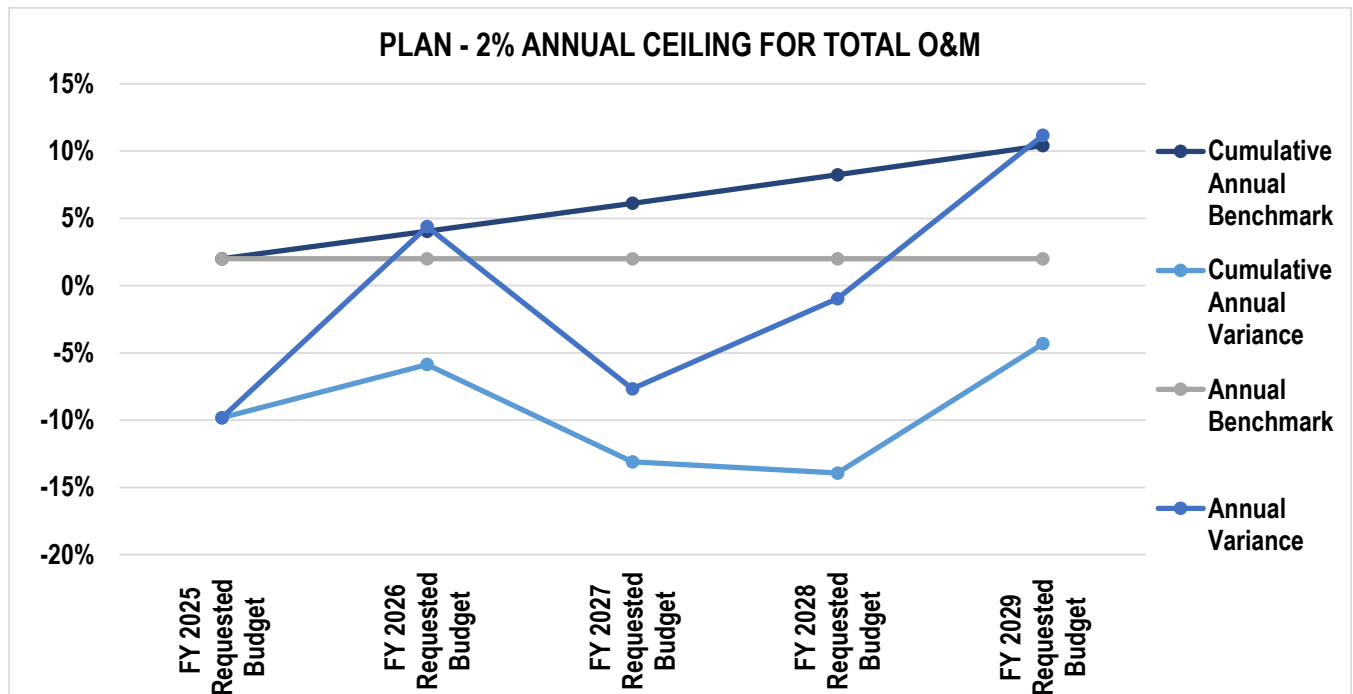


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Planning Officer	318,300	318,200	330,500	331,200	331,800	332,600	333,200
Systems Planning & Development	186,700	919,800	1,374,400	1,574,400	1,515,300	1,516,100	4,517,000
Systems Planning	1,732,600	1,832,900	2,036,000	2,038,800	2,164,700	2,040,500	1,991,400
Asset Management	3,039,100	3,050,400	2,612,800	2,828,900	2,876,600	3,069,500	3,071,800
Systems Analytics	4,661,900	6,387,700	5,574,500	5,763,800	6,511,200	6,533,300	5,852,900
Capital Improvement Planning	3,266,900	5,965,000	4,730,500	4,852,400	2,655,100	2,407,700	1,910,300
Grand Total	\$ 13,205,500	\$ 18,474,000	\$ 16,658,700	\$ 17,389,500	\$ 16,054,700	\$ 15,899,700	\$ 17,676,600

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Planning Services area financial plan reflects a five-year overall decrease of (4.3%) while the entity-wide goal is a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment). This decrease is driven primarily by a significantly lower O&M spend level than originally projected by the Asset Management Team in support of the Linear System Inspection Program.



Capital Outlay

Planning Services capital outlay is funded by the Improvement and Extension (I&E) Budget. Significant components of the FY 2025 I&E budget are as follows:

- ✓ Flow Metering & Meters – sewage meter design, installation, and replacement program.
- ✓ Tools, Shop & Warehouse – purchase, maintenance, and repair of equipment necessary to repair and maintain meters.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Meter Pit Upgrade and Rehabilitation	-	390,000	390,000	390,000	390,000	390,000	390,000
Flow Metering & Meters	-	82,100	304,200	306,400	308,700	310,000	310,000
CIP I&E Portal Development	2,078,400	-	-	-	-	-	-
Grand Total	2,078,400	472,100	694,200	696,400	698,700	700,000	700,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	2,078,400	472,100	694,200	696,400	698,700	700,000	700,000
Grand Total	\$ 2,078,400	\$ 472,100	\$ 694,200	\$ 696,400	\$ 698,700	\$ 700,000	\$ 700,000

Five-Year Capital Outlay Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Systems Analytics	-	472,100	694,200	696,400	698,700	700,000	700,000
Capital Improvement Planning	2,078,400	-	-	-	-	-	-
Grand Total	\$ 2,078,400	\$ 472,100	\$ 694,200	\$ 696,400	\$ 698,700	\$ 700,000	\$ 700,000

Line-Item Budget and Financial Plan

The five-year plan by line-item expense is presented on the following pages. The expenses are listed for each cost center. Because many of GLWA's initiatives extend multiple years, this planning document provides the information to smooth expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
886001 - Chief Planning Officer	\$ 318,300	\$ 318,200	\$ 330,500	\$ 331,200	\$ 331,800	\$ 332,600	\$ 333,200
2.1 Salaries & Wages	250,200	236,100	250,400	250,400	250,400	250,400	250,400
2.3 Overtime	-	-	-	-	-	-	-
2.4 Employee Benefits	67,800	67,900	70,500	70,900	71,300	71,800	72,200
4.2 Supplies & Other	-	13,600	9,000	9,300	9,500	9,800	10,000
Memberships, Licenses & Subscriptions	-	1,400	1,000	1,000	1,000	1,000	1,000
Office Supplies	-	3,000	1,000	1,000	1,000	1,000	1,000
Training and Internal Meetings	-	3,700	1,000	1,000	1,000	1,000	1,000
Travel	-	5,500	6,000	6,300	6,500	6,800	7,000
4.3 Contractual Services	300	600	600	600	600	600	600
Contract Operating Services	300	600	600	600	600	600	600
886100 - Systems Planning & Development	186,700	919,800	1,374,400	1,574,400	1,515,300	1,516,100	4,517,000
2.1 Salaries & Wages	132,800	360,800	269,100	411,600	411,600	411,600	411,600
2.3 Overtime	11,400	14,000	14,000	14,000	14,000	14,000	14,000
2.4 Employee Benefits	39,500	104,200	81,300	126,800	127,700	128,500	129,400
4.2 Supplies & Other	3,000	15,800	60,000	12,000	12,000	12,000	12,000
Memberships, Licenses & Subscriptions	2,400	4,800	2,500	3,000	3,000	3,000	3,000
Mileage and Parking	-	2,000	1,000	1,500	1,500	1,500	1,500
Office Supplies	-	3,000	2,000	2,500	2,500	2,500	2,500
Training and Internal Meetings	-	3,000	2,000	2,000	2,000	2,000	2,000
Travel	600	3,000	2,500	3,000	3,000	3,000	3,000
Capital Outlay less than \$5000	-	-	50,000	-	-	-	-
4.3 Contractual Services	-	425,000	950,000	1,010,000	950,000	950,000	3,950,000
Contractual Operating Services - All Sewer	-	300,000	950,000	1,010,000	950,000	950,000	3,950,000
Contractual Operating Services - All Water	-	125,000	-	-	-	-	-
886101 - Systems Planning	1,732,600	1,832,900	2,036,000	2,038,800	2,164,700	2,040,500	1,991,400
2.1 Salaries & Wages	293,500	348,700	398,600	398,600	398,600	398,600	398,600
2.3 Overtime	-	-	-	-	-	-	-
2.4 Employee Benefits	86,900	107,200	122,600	123,400	124,300	125,100	126,000
4.2 Supplies & Other	59,800	102,000	104,800	106,800	106,800	106,800	106,800
Memberships, Licenses & Subscriptions	-	1,200	1,500	1,500	1,500	1,500	1,500
Mileage and Parking	-	1,300	1,300	1,300	1,300	1,300	1,300
Office Supplies	900	3,000	2,000	4,000	4,000	4,000	4,000
Supplies & Other - Covid19	500	-	-	-	-	-	-
Operating Supplies	52,800	85,000	85,000	85,000	85,000	85,000	85,000
Training and Internal Meetings	3,000	1,000	3,000	3,000	3,000	3,000	3,000
Travel	1,400	10,500	12,000	12,000	12,000	12,000	12,000
Tuition Refund	1,200	-	-	-	-	-	-
4.3 Contractual Services	1,292,400	1,275,000	1,410,000	1,410,000	1,535,000	1,410,000	1,360,000
Contractual Professional Services	658,100	750,000	850,000	850,000	900,000	800,000	800,000
Contractual Professional Services - All Water	568,400	425,000	560,000	560,000	635,000	610,000	560,000
Contractual Professional Services - All Sewer	65,900	100,000	-	-	-	-	-

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
886201 - Asset Management	3,039,100	3,050,400	2,612,800	2,828,900	2,876,600	3,069,500	3,071,800
2.1 Salaries & Wages	384,400	684,200	671,500	1,076,500	1,076,500	1,076,500	1,076,500
2.4 Employee Benefits	105,400	212,100	203,500	335,900	338,200	340,600	342,900
4.2 Supplies & Other	12,800	46,000	44,500	51,200	52,400	52,400	52,400
Memberships, Licenses & Subscriptions	1,000	2,200	2,400	2,600	2,800	2,800	2,800
Mileage and Parking	200	4,000	2,500	3,000	4,000	4,000	4,000
Office Supplies	2,200	17,800	4,600	4,600	4,600	4,600	4,600
Operating Supplies	200	-	5,000	7,000	7,000	7,000	7,000
Training and Internal Meetings	3,500	8,000	12,000	16,000	16,000	16,000	16,000
Travel	3,700	12,000	16,000	16,000	16,000	16,000	16,000
Tuition Refund	2,000	2,000	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	2,536,500	2,108,100	1,693,300	1,365,300	1,409,500	1,600,000	1,600,000
Contractual Professional Services	433,100	250,000	275,000	300,000	400,000	500,000	500,000
Contractual Professional Services - All Sewer	5,800	272,700	403,800	200,800	100,000	100,000	100,000
Contractual Professional Services - All Water	2,097,600	1,585,400	1,014,500	864,500	909,500	1,000,000	1,000,000
886401 - Systems Analytics	4,661,900	6,387,700	5,574,500	5,763,800	6,511,200	6,533,300	5,852,900
2.1 Salaries & Wages	1,919,200	1,845,700	2,135,500	2,262,900	2,262,900	2,262,900	2,262,900
2.2 Workforce Development	500	-	36,900	36,900	36,900	36,900	36,900
2.3 Overtime	120,700	126,900	207,500	207,500	207,500	207,500	207,500
2.4 Employee Benefits	667,100	691,800	820,000	869,200	876,500	883,700	890,900
2.5 Transition Services - All Sewer	435,700	1,051,400	558,400	558,400	558,400	558,400	558,400
3.1 Electric	84,600	82,300	82,900	83,200	83,500	83,800	84,100
4.2 Supplies & Other	299,600	643,900	426,500	427,600	428,700	429,900	431,200
Capital Outlay less than \$5000	169,600	205,400	205,400	205,400	205,400	205,400	205,400
Memberships, Licenses & Subscriptions	800	2,500	2,500	2,500	2,500	2,500	2,500
Mileage and Parking	1,100	2,500	2,500	2,500	2,500	2,500	2,500
Office Supplies	6,700	9,000	9,000	9,000	9,000	9,000	9,000
Supplies & Other - Covid19	500	-	-	-	-	-	-
Operating Supplies	22,800	15,000	16,000	16,400	16,900	17,400	18,000
Repairs & Maintenance Equipment	63,300	368,900	149,500	149,800	150,100	150,400	150,700
Repairs & Maintenance Hardware	7,700	9,700	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance Miscellaneous	10,500	10,000	10,000	10,000	10,000	10,000	10,000
Training and Internal Meetings	2,100	5,100	5,100	5,100	5,100	5,100	5,100
Travel	3,600	2,700	2,700	2,700	2,700	2,700	2,700
Tuition Refund	-	2,000	2,000	2,000	2,000	2,000	2,000
Uniforms, Laundry, Cleaning	10,900	11,100	11,800	12,200	12,500	12,900	13,300
4.3 Contractual Services	1,140,800	1,945,700	1,306,800	1,318,100	2,056,800	2,070,200	1,381,000
Contractual Services - Information Technology	-	77,400	79,000	80,400	82,000	85,000	85,000
Contractual Operating Services - All Sewer	973,200	1,550,000	900,000	900,000	927,000	927,000	927,000
Contractual Professional Services	-	-	-	-	-	-	-
Contractual Professional Svcs-All Sewer	167,600	-	-	-	-	-	-
Contractual Professional Services - All Water	-	318,300	327,800	337,700	1,047,800	1,058,200	369,000
5.2 Shared Services	(6,300)	-	-	-	-	-	-

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
886601 - Capital Improvement Planning	3,266,900	5,965,000	4,730,500	4,852,400	2,655,100	2,407,700	1,910,300
2.1 Salaries & Wages	434,700	883,200	904,000	1,282,300	1,282,300	1,282,300	1,282,300
2.2 Salaries & Wages - Internships	17,100	-	8,800	8,800	8,800	8,800	8,800
2.4 Employee Benefits	120,500	267,000	280,300	394,000	396,800	399,500	402,200
2.5 Transition Services	-	-	-	-	-	-	-
4.2 Supplies & Other	1,900	14,800	15,000	15,000	15,000	15,000	15,000
Memberships, Licenses & Subscriptions	100	2,300	2,500	2,500	2,500	2,500	2,500
Mileage and Parking	-	1,000	1,000	1,000	1,000	1,000	1,000
Office Supplies	100	2,000	2,000	2,000	2,000	2,000	2,000
Training and Internal Meetings	1,700	2,000	2,000	2,000	2,000	2,000	2,000
Travel	-	7,500	7,500	7,500	7,500	7,500	7,500
4.3 Contractual Services	2,692,700	4,800,000	3,570,000	3,200,000	1,000,000	750,000	250,000
5.1 Capital Program Allocation	-	-	(47,600)	(47,700)	(47,800)	(47,900)	(48,000)
Grand Total	\$ 13,205,500	\$ 18,474,000	\$ 16,658,700	\$ 17,389,500	\$ 16,054,700	\$ 15,899,700	\$ 17,676,600

Systems Control

The Systems Control area (also referred to as Systems Operations Control) operates the water transmission system by controlling and monitoring the distribution of water throughout the Regional Water System. The treatment and distribution systems are controlled by an award-winning state of the art Supervisory Control and Data Acquisition (SCADA) system. Operators remotely control the pumps and valves that allow the system to deliver water to all communities. Access to real-time data from the system allows quicker response, reaction, detection, and isolation of system leaks and rapidly changing conditions such as storm water inflow.

Strategic Initiatives

❖ Control Systems Enhancement (Ongoing)

Drive the use of Ovation (distributed control system) and OSIsoft PI (application software for real-time data infrastructure solutions called process information) systems for technology enhancement and analytics.

❖ Operational Efficiency (Ongoing)

- Improve operational efficiency, maintain regulatory and environmental compliance, and accommodate future systems expansion.
- Implement real-time pump curves at all booster stations for pump efficiency monitoring.
- Pressure compliance is one of the metrics reported on by Systems Control to ELT monthly.
- Goal of inspecting the entire sewer system every five years, normally this takes seven years.

The table below shows how the system control area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Systems Control Strategic Initiatives	Control System Enhancements		x		x	x	x					
	Operational Efficiency		x		x	x	x					

Systems Control Contracts

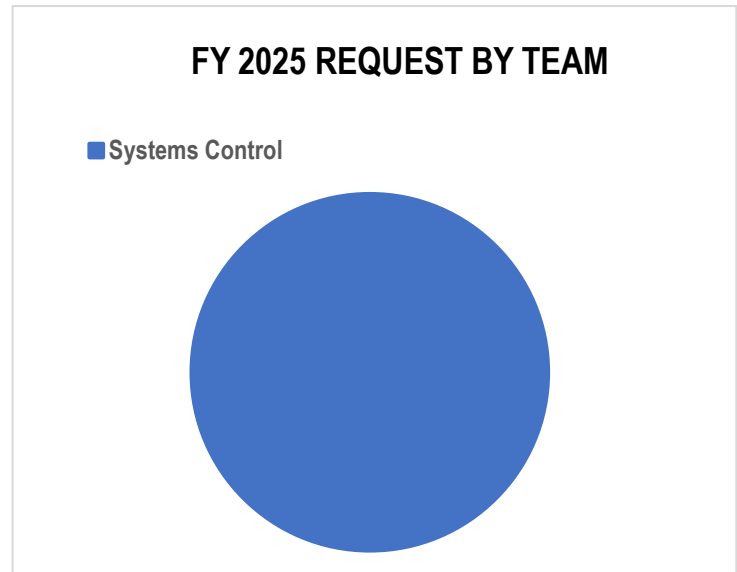
The Systems Control budget contains several contractual services related to VFD (Variable Frequency Drive) maintenance and service, and specialized services for engineering, instrumentation, and SCADA network. Budgeted amounts beyond contract dates are estimates for future study updates, or subsequent implementation of a program. These services would generally require a separate procurement process. The chart below includes the key contracts for these services. It should be noted that contract 2004889 is shared with other departments.

Significant Contracts

Project Description	Specialized Services (contract split w/ Field Service)	Professional Engineering Services for Instrumentation & SCADA	Low Voltage Electrical Wiring	(Wastewater) Regional River Water Quality Monitoring Program	Ovation Upgrade Contract	Total of Significant Contracts
Prime Consultant or Supplier	Lakeshore Global Corp	PCI LLC	Lakeshore Global Corp	U.S. Geological Survey	Emerson Process Management	
Contract #	2004889	2102983	2004773	2003901	2101167	
Contract Amount	\$ 17,083,698	\$ 6,894,869	\$ 5,639,560	\$ 1,365,000	\$ 6,855,868	
Contract End Date	03/06/24	12/31/25	07/18/24	09/30/25	03/12/26	
Cost Center Name	Systems Operations Control	Systems Operations Control	Systems Operations Control	Systems Operations Control	Systems Operations Control	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Water/Sewer	Combined	Combined	Combined	Sewer	Combined	
Pre-FY 2023 Spend	\$ 18,472,537	\$ 10,503,593	\$ 8,738,712	\$ 548,500	\$ -	\$ 38,263,342
Pre-FY 2023 Average Spend	\$ 3,694,507	\$ 1,680,575	\$ 2,097,291	\$ 313,429	\$ -	
FY 2023 Actual	3,580,233	2,855,094	1,247,101	247,600	-	7,930,028
FY 2024 Budget	2,900,000	1,900,000	1,800,000	273,000	-	6,873,000
FY 2025 Requested	3,000,000	2,500,000	1,800,000	470,400	1,505,400	9,275,800
FY 2026 Requested	3,000,000	1,900,000	1,800,000	484,600	1,582,700	8,767,300
FY 2027 Requested	3,000,000	1,900,000	1,800,000	509,000	-	7,209,000
FY 2028 Requested	3,000,000	1,900,000	1,800,000	534,500	-	7,234,500
FY 2029 Requested	3,000,000	1,900,000	1,800,000	499,600	-	7,199,600
Total	\$ 39,952,770	\$ 25,358,688	\$ 20,785,813	\$ 3,567,200	\$ 3,088,100	\$ 92,752,570

Organization

The Systems Control area has one team.



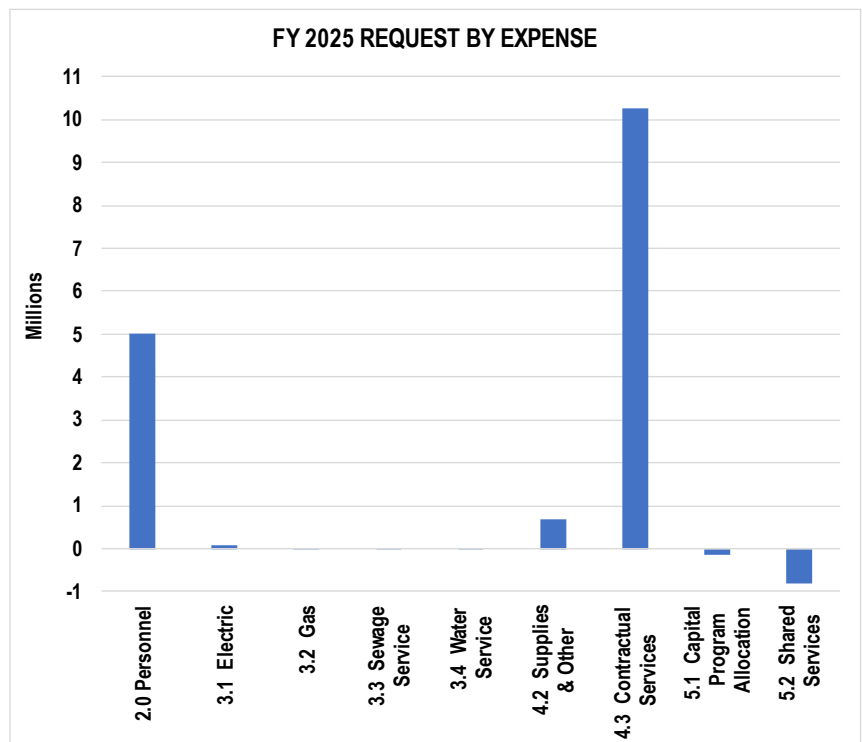
Expense Categories

The two major categories of Systems Control expenses in the operations and maintenance budget are:

- ❖ Contractual Services
- ❖ Personnel

Contractual Services represent the highest expense category for Systems Control. Contractual services are heavily utilized in the Systems Control group to perform various maintenance, monitoring, and evaluations of the distribution systems in order to maintain operational readiness.

Personnel costs represent the second highest expense category.



Biennial Budget Request

The biennial budget reflects an increase of \$1.6 million or 11.8% for FY 2025. Key factors that impact the FY 2025 budget include the following:

- ❖ Personnel – Promotions, Compensation increases and right-sizing of Overtime budget (\$147,400).
- ❖ Contractual Services – Increased by \$1.9 million for the Emerson Ovation Upgrade project 2101167 and expansion of the USGS River Quality Monitoring project.
- ❖ Supplies & Other – Decrease of \$81,500 for Operating Supplies, Repairs & Maintenance – Equipment budgets.
- ❖ Capital Program Allocation – Allocation adjusted based on anticipated work by Team Members on CIP projects decrease of \$42,800.
- ❖ Shared Services – Adjustment based on prior year's spend and anticipated utilization as recommended by the Shared Services team decrease of \$358,000.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 4,941,400	\$ 4,866,800	\$ 1,208,800	\$ 5,014,200	\$ 147,400	3.0%	\$ 5,447,200
3.1 Electric	83,600	70,000	14,400	72,000	2,000	2.9%	73,400
3.2 Gas	200	200	-	200	-	0.0%	200
3.3 Sewage Service	1,500	2,000	300	2,000	-	0.0%	2,000
3.4 Water Service	300	600	100	600	-	0.0%	600
4.2 Supplies & Other	544,200	758,400	24,300	676,900	(81,500)	-10.7%	676,900
4.3 Contractual Services	10,458,400	8,338,800	2,275,400	10,256,400	1,917,600	23.0%	9,277,900
5.1 Capital Program Allocation	(83,500)	(108,800)	(14,600)	(151,600)	(42,800)	39.3%	(151,800)
5.2 Shared Services	(997,600)	(464,600)	(116,200)	(822,600)	(358,000)	77.1%	(853,100)
Grand Total	\$ 14,948,500	\$ 13,463,400	\$ 3,392,500	\$ 15,048,100	\$ 1,584,700	11.8%	\$ 14,473,300

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Systems Control	\$ 14,948,500	\$ 13,463,400	\$ 3,392,500	\$ 15,048,100	\$ 1,584,700	11.8%	\$ 14,473,300
Grand Total	\$ 14,948,500	\$ 13,463,400	\$ 3,392,500	\$ 15,048,100	\$ 1,584,700	11.8%	\$ 14,473,300

Personnel Budget

Systems Control personnel consists of 44 positions for FY 2025. Systems Control is largely comprised of technicians that operate and maintain instrumentation equipment in the water and wastewater operations, field services, pumping stations, electrical systems, computerized process controls, and equipment. This staffing plan includes two apprentice positions. The creation of these positions shows GLWA's commitment to developing its workforce and sustaining it for the future.

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

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Systems Control	44.00	44.00	44.00	44.00	44.00	44.00	44.00

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

Full-time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Systems Control	40.25	39.75	40.00	44.00	44.00	44.00	44.00

Personnel Budget - The following tables present the Systems Control personnel budget by expense category and by team. The tables are presented for both the biennial budget and by the five-year financial plan. 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 Centralized Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 2,611,100	\$ 2,669,300	\$ 610,100	\$ 2,723,200	\$ 53,900	2.0%	\$ 3,011,400
2.2 Workforce Development	23,500	46,200	100	46,100	(100)	-0.2%	73,800
2.3 Overtime	1,156,400	1,075,000	329,600	1,150,000	75,000	7.0%	1,150,000
2.4 Employee Benefits	1,081,200	1,076,300	269,000	1,094,900	18,600	1.7%	1,212,000
2.5 Transition Services	69,200	-	-	-	-	0.0%	-
Grand Total	\$ 4,941,400	\$ 4,866,800	\$ 1,208,800	\$ 5,014,200	\$ 147,400	3.0%	\$ 5,447,200

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Systems Control	\$ 4,941,400	\$ 4,866,800	\$ 1,208,800	\$ 5,014,200	\$ 147,400	3.0%	\$ 5,447,200
Grand Total	\$ 4,941,400	\$ 4,866,800	\$ 1,208,800	\$ 5,014,200	\$ 147,400	3.0%	\$ 5,447,200

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 2,611,100	\$ 2,669,300	\$ 2,723,200	\$ 3,011,400	\$ 3,011,400	\$ 3,011,400	\$ 3,011,400
2.2 Workforce Development	23,500	46,200	46,100	73,800	73,800	73,800	73,800
2.3 Overtime	1,156,400	1,075,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
2.4 Employee Benefits	1,081,200	1,076,300	1,094,900	1,212,000	1,221,300	1,230,600	1,240,000
2.5 Transition Services	69,200	-	-	-	-	-	-
Grand Total	\$ 4,941,400	\$ 4,866,800	\$ 5,014,200	\$ 5,447,200	\$ 5,456,500	\$ 5,465,800	\$ 5,475,200

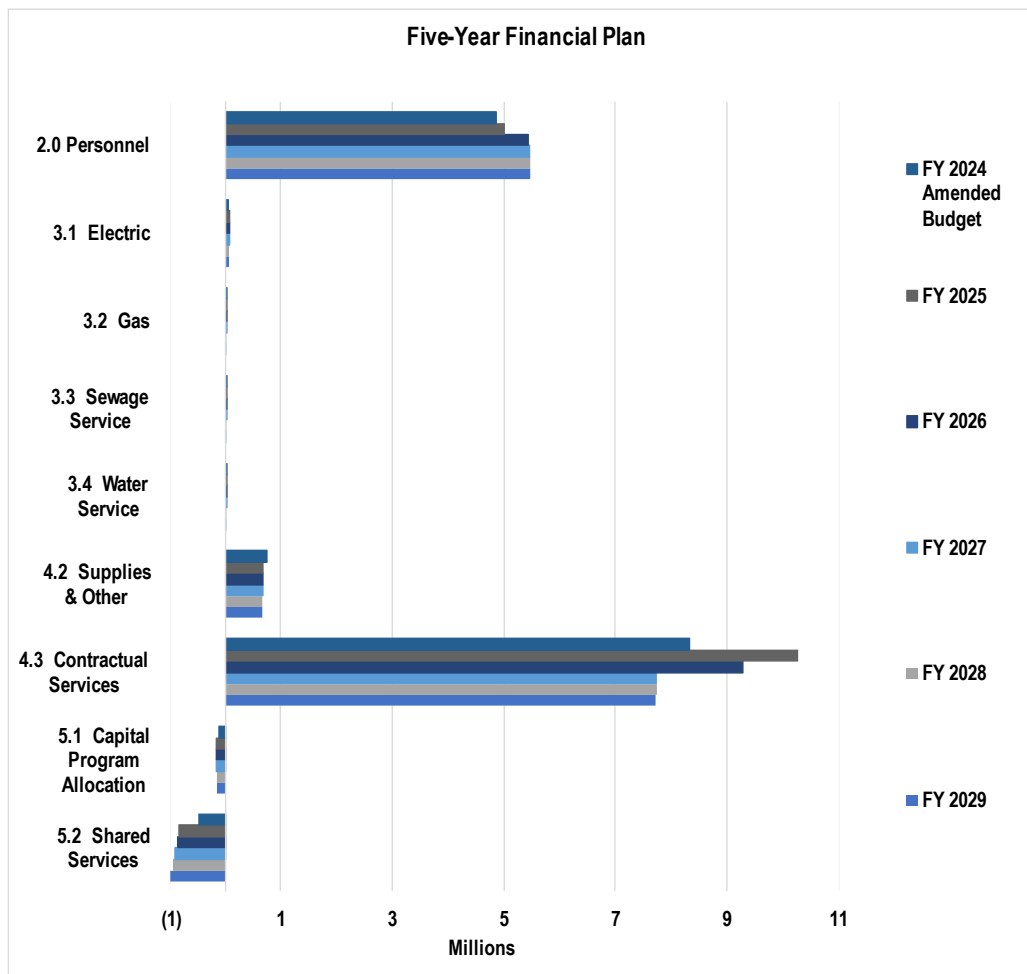
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Systems Control	\$ 4,941,400	\$ 4,866,800	\$ 5,014,200	\$ 5,447,200	\$ 5,456,500	\$ 5,465,800	\$ 5,475,200
Grand Total	\$ 4,941,400	\$ 4,866,800	\$ 5,014,200	\$ 5,447,200	\$ 5,456,500	\$ 5,465,800	\$ 5,475,200

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 4,941,400	\$ 4,866,800	\$ 5,014,200	\$ 5,447,200	\$ 5,456,500	\$ 5,465,800	\$ 5,475,200
3.1 Electric	83,600	70,000	72,000	73,400	74,900	76,400	78,000
3.2 Gas	200	200	200	200	200	200	200
3.3 Sewage Service	1,500	2,000	2,000	2,000	2,000	2,000	2,000
3.4 Water Service	300	600	600	600	600	600	600
4.2 Supplies & Other	544,200	758,400	676,900	676,900	676,900	676,900	676,900
4.3 Contractual Services	10,458,400	8,338,800	10,256,400	9,277,900	7,719,600	7,745,100	7,710,200
5.1 Capital Program Allocation	(83,500)	(108,800)	(151,600)	(151,800)	(152,000)	(152,200)	(152,400)
5.2 Shared Services	(997,600)	(464,600)	(822,600)	(853,100)	(898,200)	(930,700)	(979,400)
Grand Total	\$ 14,948,500	\$ 13,463,400	\$ 15,048,100	\$ 14,473,300	\$ 12,880,500	\$ 12,884,100	\$ 12,811,300

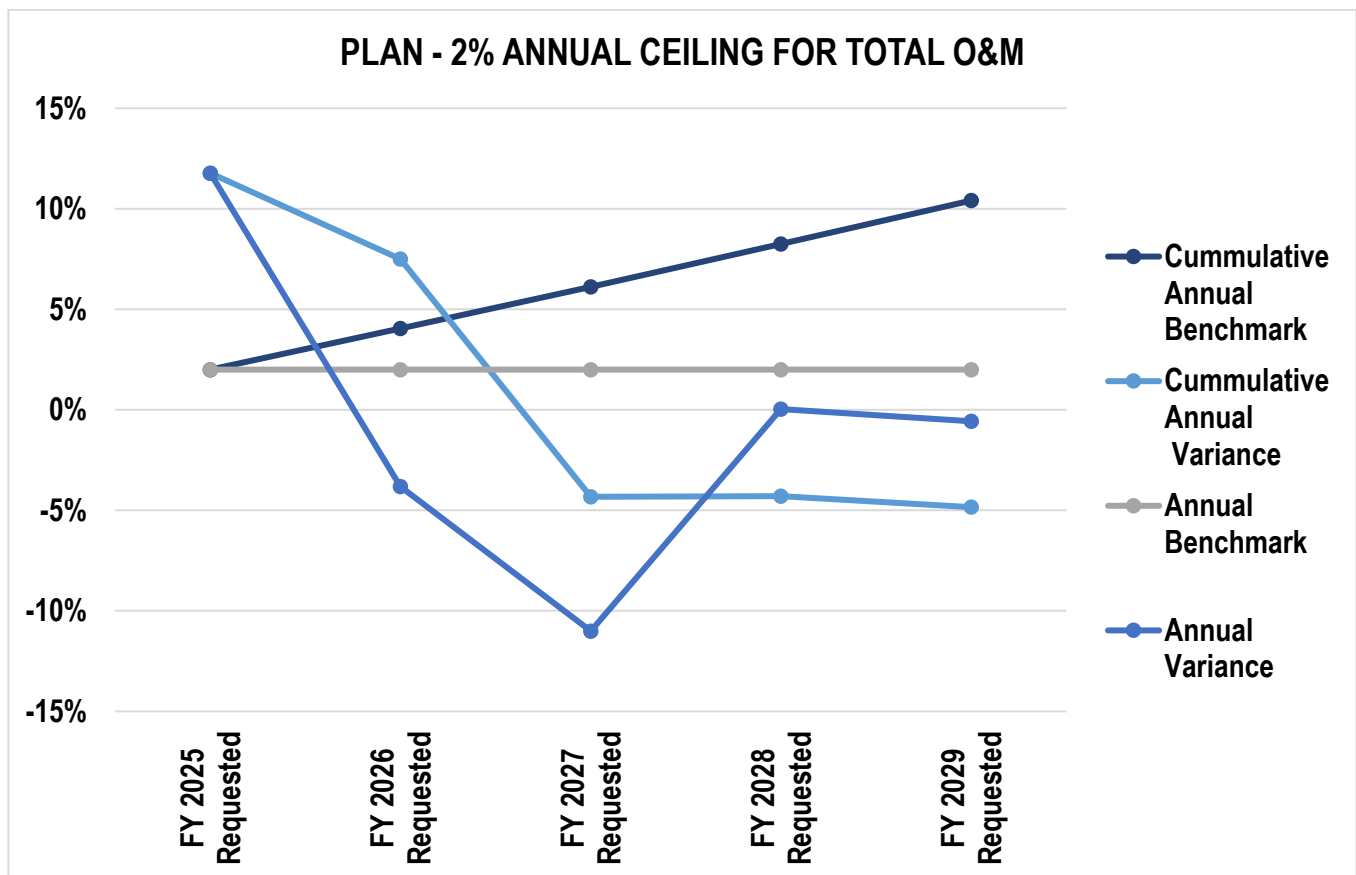


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Systems Control	\$ 14,948,500	\$ 13,463,400	\$ 15,048,100	\$ 14,473,300	\$ 12,880,500	\$ 12,884,100	\$ 12,811,300
Grand Total	\$ 14,948,500	13,463,400	\$ 15,048,100	\$ 14,473,300	\$ 12,880,500	\$ 12,884,100	\$ 12,811,300

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Systems Control Group's financial plan reflects a five-year overall decrease of 4.8% which is well within the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

Systems Control five-year capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay Plan by Asset

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Information Technology	\$ 75,000	\$ 75,000	\$ 75,000	\$ 150,000	\$ 150,000	\$ 150,000
Software	75,000	75,000	75,000	150,000	150,000	150,000
Machinery & Equipment	1,693,800	2,803,100	2,803,100	1,875,000	1,875,000	1,875,000
Controls & Communication	250,000	2,128,100	2,128,100	375,000	375,000	375,000
Pipes, Gates & Valves	600,000	300,000	300,000	600,000	600,000	600,000
Process Equipment/Treatment	93,800	-	-	150,000	150,000	150,000
Pumps & Motors	750,000	375,000	375,000	750,000	750,000	750,000
Grand Total	\$ 1,768,800	\$ 2,878,100	\$ 2,878,100	\$ 2,025,000	\$ 2,025,000	\$ 2,025,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 109,300	\$ 1,768,800	\$ 2,878,100	\$ 2,878,100	\$ 2,025,000	\$ 2,025,000	\$ 2,025,000
Grand Total	\$ 109,300	\$ 1,768,800	\$ 2,878,100	\$ 2,878,100	\$ 2,025,000	\$ 2,025,000	\$ 2,025,000

Five-Year Capital Outlay Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Systems Control	\$ 109,300	\$ 1,768,800	\$ 2,878,100	\$ 2,878,100	\$ 2,025,000	\$ 2,025,000	\$ 2,025,000
Grand Total	\$ 109,300	\$ 1,768,800	\$ 2,878,100	\$ 2,878,100	\$ 2,025,000	\$ 2,025,000	\$ 2,025,000

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882301 - Systems Operations Control	\$ 14,948,500	\$ 13,463,400	\$ 15,048,100	\$ 14,473,300	\$ 12,880,500	\$ 12,884,100	\$ 12,811,300
2.1 Salaries & Wages	2,611,100	2,669,300	2,723,200	3,011,400	3,011,400	3,011,400	3,011,400
2.2 Workforce Development	23,500	46,200	46,100	73,800	73,800	73,800	73,800
2.3 Overtime	1,156,400	1,075,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
2.4 Employee Benefits	1,081,200	1,076,300	1,094,900	1,212,000	1,221,300	1,230,600	1,240,000
2.5 Transition Services	69,200	-	-	-	-	-	-
3.1 Electric	83,600	70,000	72,000	73,400	74,900	76,400	78,000
3.2 Gas	200	200	200	200	200	200	200
3.3 Sewage Service	1,500	2,000	2,000	2,000	2,000	2,000	2,000
3.4 Water Service	300	600	600	600	600	600	600
4.2 Supplies & Other	544,200	758,400	676,900	676,900	676,900	676,900	676,900
Capital Outlay less than \$5,000	25,100	50,000	50,000	50,000	50,000	50,000	50,000
Employee Uniform Expense	21,200	30,000	25,000	25,000	25,000	25,000	25,000
Memberships, Licenses & Subscriptions	33,100	15,500	29,400	29,400	29,400	29,400	29,400
Mileage and Parking	900	4,000	4,000	4,000	4,000	4,000	4,000
Office Supplies	10,000	12,200	12,200	12,200	12,200	12,200	12,200
Operating Supplies	85,200	189,800	130,000	130,000	130,000	130,000	130,000
Operating Supplies-Janitorial	200	1,000	1,000	1,000	1,000	1,000	1,000
Property Taxes	11,300	-	5,000	5,000	5,000	5,000	5,000
Rentals-Buildings	22,700	38,100	34,500	34,500	34,500	34,500	34,500
Repairs & Maintenance-Equipment	120,800	200,000	170,000	170,000	170,000	170,000	170,000
Repairs & Maintenance-Hardware	166,000	104,000	104,000	104,000	104,000	104,000	104,000
Repairs & Maintenance-Software	40,500	74,300	74,300	74,300	74,300	74,300	74,300
Supplies & Other - Covid19	1,300	-	-	-	-	-	-
Training and Internal Meetings	3,500	28,000	26,000	26,000	26,000	26,000	26,000
Travel	2,300	10,000	10,000	10,000	10,000	10,000	10,000
Tuition Refund	100	1,500	1,500	1,500	1,500	1,500	1,500
4.3 Contractual Services	10,458,400	8,338,800	10,256,400	9,277,900	7,719,600	7,745,100	7,710,200
Contract Services-Information Technology	92,000	356,200	1,505,400	1,582,700	-	-	-
Contractual Buildings & Grounds Maint	4,500	8,600	8,600	8,600	8,600	8,600	8,600
Contractual Operating Services	3,557,500	2,901,000	2,902,000	2,902,000	2,902,000	2,902,000	2,902,000
Contractual Professional Services	5,548,400	4,300,000	4,900,000	4,300,000	4,300,000	4,300,000	4,300,000
Contractual Professional Svcs-All Sewer	1,256,000	773,000	940,400	484,600	509,000	534,500	499,600
5.1 Capital Program Allocation	(83,500)	(108,800)	(151,600)	(151,800)	(152,000)	(152,200)	(152,400)
Capital Program: Employee Benefits	(23,700)	(22,100)	(32,600)	(32,800)	(33,000)	(33,200)	(33,400)
Capital Program: Salaries & Wages-Direct	(59,800)	(86,700)	(119,000)	(119,000)	(119,000)	(119,000)	(119,000)
5.2 Shared Services	(997,600)	(464,600)	(822,600)	(853,100)	(898,200)	(930,700)	(979,400)
Shared Services : Salaries & Wages Reimb	(259,800)	(146,700)	(179,500)	(186,200)	(196,000)	(203,100)	(213,800)
Shared Services Reimbursement	(651,800)	(259,400)	(571,300)	(592,400)	(623,800)	(646,400)	(680,100)
Shared Services: Employee Benefit Reimb	(86,000)	(58,500)	(71,800)	(74,500)	(78,400)	(81,200)	(85,500)
Grand Total	\$ 14,948,500	\$ 13,463,400	\$ 15,048,100	\$ 14,473,300	\$ 12,880,500	\$ 12,884,100	\$ 12,811,300

Facility Operations

The Facility Operations area is responsible for maintaining and managing all properties, such as the grounds and structures associated with the water and wastewater system. These activities include, but are not limited to glass repairs, electrical work, painting, and other maintenance.

Strategic Initiative

❖ Improving buildings and grounds efficiency (Ongoing)

Ensure facilities, buildings and grounds are properly maintained, secure, environmentally safe and upgraded to support GLWA's specific operations.

The table below shows how the facility operations area strategic initiatives relate to the organizational strategic goals.

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Facility Operations Strategic Initiatives	Improving building & grounds efficiency		x		x	x						

Facility Operations Contracts

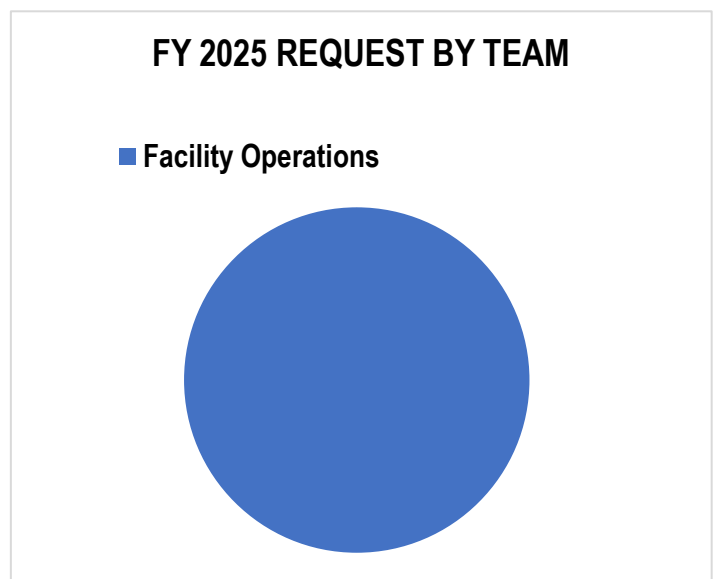
The Facility Operations budget contains several contractual services to provide maintenance and repairs for all GLWA facilities including, but not limited to lawn care, snow removal, rubbish removal, elevator maintenance and extermination services. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process. In the following chart are the key contracts for these services. The GDI Services Commercial Janitorial Services budget is shared across multiple cost centers and only the Facility Operations share is represented in the table.

Significant Contracts

Project Description	Commerical Janitorial Services	Deicing/Snow Removal Services	Lawncare/ Grounds Maintenance	Elevators Preventative Maintenance & Repair Service	Refuse & Recycling Service	Shared Facilities Shared Cost	Total of Significant Contracts
Prime Consultant or Supplier	GDI Services	Premier Group Associates	Premier Group Associates	KONE Inc	Waste Management	OPS-006 DWSD Shared Service	
Contract #	1904332	1901555	1900702	2100340	1902536		
Contract Amount	\$ 9,655,274	\$ 2,384,806	\$ 4,144,404	\$ 6,440,000	\$ 324,330	N/A	
Contract End Date	04/05/24	5/18/2024	1/14/2024	10/31/2024	12/14/2023		
Cost Center Name	Facility Operations	Facility Operations	Facility Operations	Facility Operations	Facility Operations	Facility Operations	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Water/Sewer	Combined	Combined	Combined	Combined	Combined	Combined	
Pre-FY 2023 Spend	\$ 9,615,026	\$ 1,885,322	\$ 5,973,478	\$ 2,459,635	\$ 879,096	\$ 13,550,999	\$ 34,363,557
Pre-FY 2023 Average Spend	\$ 1,518,961	\$ 297,839	\$ 995,580	\$ 388,568	\$ 138,878	\$ 2,084,769	
FY 2023 Actual	1,251,681	305,902	1,076,752	98,734	76,797	4,852,689	7,662,555
FY 2024 Budget	1,358,100	600,000	950,000	750,000	100,000	2,489,600	6,247,700
FY 2025 Requested	1,367,700	500,000	1,033,000	750,000	100,000	2,539,400	6,290,100
FY 2026 Requested	1,369,000	500,000	1,600,000	750,000	100,000	2,590,200	6,909,200
FY 2027 Requested	1,382,100	500,000	1,600,000	750,000	100,000	2,642,000	6,974,100
FY 2028 Requested	1,382,600	500,000	1,600,000	750,000	100,000	2,694,800	7,027,400
FY 2029 Requested	1,395,800	500,000	1,600,000	750,000	100,000	2,748,700	7,094,500
Total	\$ 19,122,008	\$ 5,291,224	\$ 15,433,230	\$ 7,058,369	\$ 1,555,894	\$ 34,108,388	\$ 82,569,112

Organization

The Facility Operations area has one team.

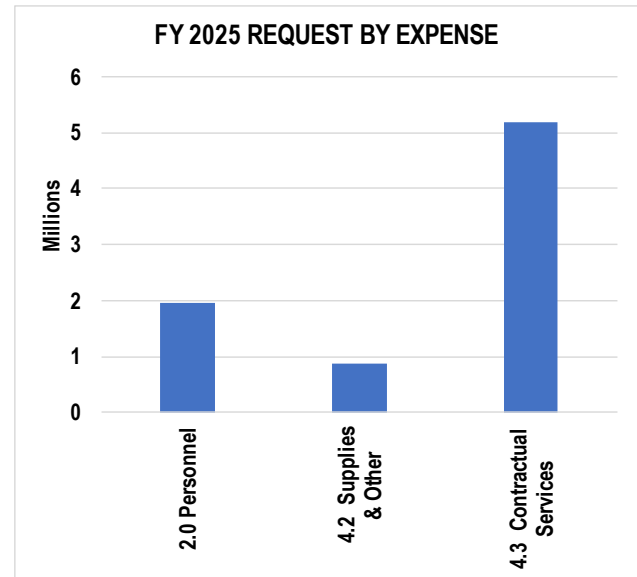


Expense Categories

The two major categories of Facility Operations expenses in the operations and maintenance budget are:

- ❖ Contractual Services
- ❖ Personnel

Contractual Services is the largest expense category for Facility Operations. The level of contractual services reflects the decision to contract for certain non-core services which includes lawn care maintenance, snow removal, rubbish removal, extermination services, elevator maintenance, preventative maintenance, Detroit Water & Sewerage Department (DWSD) shared services (OPS-006 – Shared Facilities Shared Cost) as well as the efficient management of peak workload activities.



Personnel costs represent the second largest expense category.

Biennial Budget Request

The biennial budget reflects an increase of \$210,700, or 2.7%, in FY 2025.

- ❖ Personnel Expense increased \$157,900 due to compensation increases and promotions.
- ❖ Increase of \$49,800 to Contractual Services due to increased Shared Services Estimate for OPS-006 based on prior spend

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 1,747,100	\$ 1,810,800	\$ 433,800	\$ 1,968,700	\$ 157,900	8.7%	\$ 2,393,600
4.2 Supplies & Other	988,000	871,000	350,400	874,000	3,000	0.3%	924,000
4.3 Contractual Services	7,332,100	5,134,100	1,163,500	5,183,900	49,800	1.0%	5,801,700
Grand Total	\$ 10,067,200	\$ 7,815,900	\$ 1,947,700	\$ 8,026,600	\$ 210,700	2.7%	\$ 9,119,300

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Facility Operations	\$ 10,067,200	\$ 7,815,900	\$ 1,947,700	\$ 8,026,600	\$ 210,700	2.7%	\$ 9,119,300
Grand Total	\$ 10,067,200	\$ 7,815,900	\$ 1,947,700	\$ 8,026,600	\$ 210,700	2.7%	\$ 9,119,300

Personnel Budget

Facility Operations personnel consists of 23 positions for FY 2025 and is largely comprised of operations staffing that perform a variety of skilled facility work relative to the operations and maintenance of water and wastewater facilities.

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

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Facility Operations	23.00	23.00	23.00	23.00	23.00	23.00	23.00

Full-time Equivalent - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Full-time Equivalent

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Facility Operations	19.00	18.00	18.50	23.00	23.00	23.00	23.00

Personnel Budget - The following tables present the Facility Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. 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 Centralized Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 1,279,800	\$ 1,321,600	\$ 316,300	\$ 1,441,700	\$ 120,100	9.1%	\$ 1,749,200
2.3 Overtime	55,200	15,000	8,600	30,000	15,000	100.0%	30,000
2.4 Employee Benefits	412,100	474,200	108,900	497,000	22,800	4.8%	614,400
Grand Total	\$ 1,747,100	\$ 1,810,800	\$ 433,800	\$ 1,968,700	\$ 157,900	8.7%	\$ 2,393,600

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Facility Operations	\$ 1,747,100	\$ 1,810,800	\$ 433,800	\$ 1,968,700	\$ 157,900	8.7%	\$ 2,393,600
Grand Total	\$ 1,747,100	\$ 1,810,800	\$ 433,800	\$ 1,968,700	\$ 157,900	8.7%	\$ 2,393,600

Personnel – Five-Year Financial Plan by Expense Category

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 1,279,800	\$ 1,321,600	\$ 1,441,700	\$ 1,749,200	\$ 1,749,200	\$ 1,749,200	\$ 1,749,200
2.3 Overtime	55,200	15,000	30,000	30,000	30,000	30,000	30,000
2.4 Employee Benefits	412,100	474,200	497,000	614,400	619,300	624,200	629,100
Grand Total	\$ 1,747,100	\$ 1,810,800	\$ 1,968,700	\$ 2,393,600	\$ 2,398,500	\$ 2,403,400	\$ 2,408,300

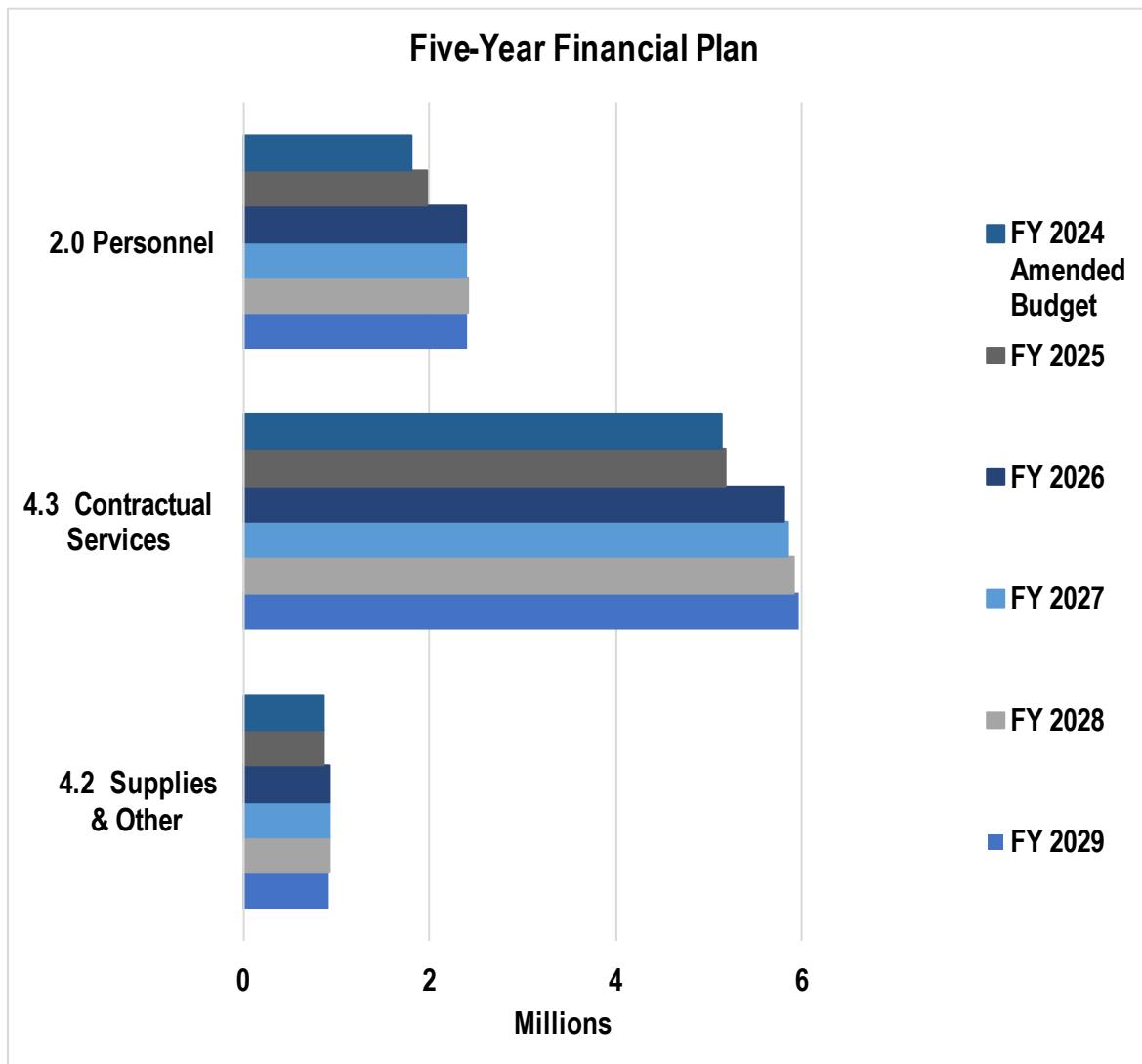
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Facility Operations	\$ 1,747,100	\$ 1,810,800	\$ 1,968,700	\$ 2,393,600	\$ 2,398,500	\$ 2,403,400	\$ 2,408,300
Grand Total	\$ 1,747,100	\$ 1,810,800	\$ 1,968,700	\$ 2,393,600	\$ 2,398,500	\$ 2,403,400	\$ 2,408,300

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 1,747,100	\$ 1,810,800	\$ 1,968,700	\$ 2,393,600	\$ 2,398,500	\$ 2,403,400	\$ 2,408,300
4.2 Supplies & Other	988,000	871,000	874,000	924,000	924,000	924,000	924,000
4.3 Contractual Services	7,332,100	5,134,100	5,183,900	5,801,700	5,853,500	5,906,300	5,960,200
Grand Total	\$ 10,067,200	\$ 7,815,900	\$ 8,026,600	\$ 9,119,300	\$ 9,176,000	\$ 9,233,700	\$ 9,292,500

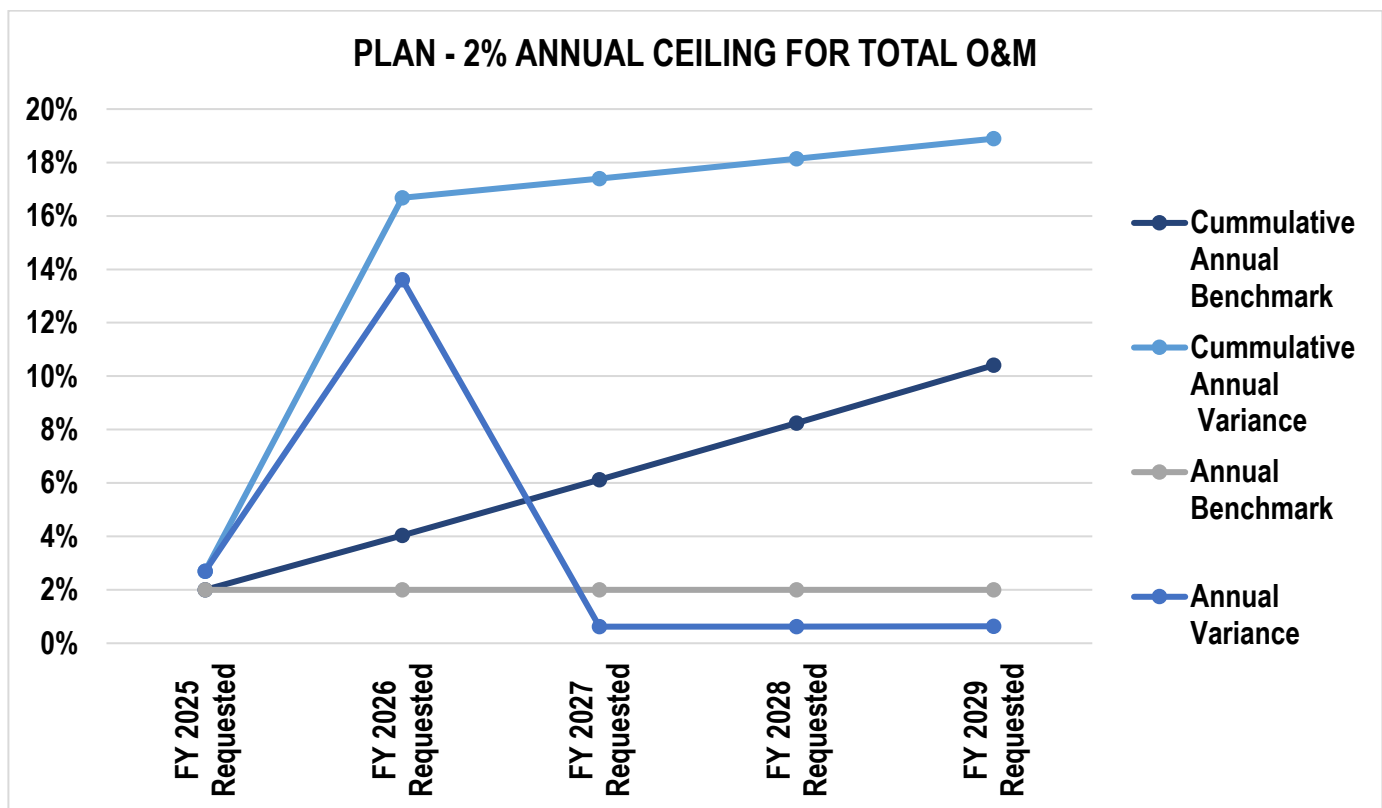


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Facility Operations	\$ 10,067,200	\$ 7,815,900	\$ 8,026,600	\$ 9,119,300	\$ 9,176,000	\$ 9,233,700	\$ 9,292,500
Grand Total	\$ 10,067,200	7,815,900	\$ 8,026,600	\$ 9,119,300	\$ 9,176,000	\$ 9,233,700	\$ 9,292,500

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Facility Operations Group's financial plan reflects a five-year overall increase of 18.9%. This is above the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

Facility Operations five-year capital outlay is funded by the Improvement & Extension (I&E) budget. Note that facility improvements are budgeted to align with cost centers requests for improvement.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Machinery & Equipment	\$ 30,000	\$ 90,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Furniture & Fixtures	30,000	30,000	30,000	30,000	30,000	30,000
Heavy Equipment & Misc	-	60,000	-	-	-	-
Pumps & Motors	-	-	-	-	-	-
Grand Total	\$ 30,000	\$ 90,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 96,200	\$ 30,000	\$ 90,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Grand Total	\$ 96,200	\$ 30,000	\$ 90,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

Five-Year Capital Outlay Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Facility Operations	\$ 96,200	\$ 30,000	\$ 90,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Grand Total	\$ 96,200	\$ 30,000	\$ 90,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882421 - Facility Operations	\$ 10,067,200	\$ 7,815,900	\$ 8,026,600	\$ 9,119,300	\$ 9,176,000	\$ 9,233,700	\$ 9,292,500
2.1 Salaries & Wages	1,279,800	1,321,600	1,441,700	1,749,200	1,749,200	1,749,200	1,749,200
2.3 Overtime	55,200	15,000	30,000	30,000	30,000	30,000	30,000
2.4 Employee Benefits	412,100	474,200	497,000	614,400	619,300	624,200	629,100
4.2 Supplies & Other	988,000	871,000	874,000	924,000	924,000	924,000	924,000
Capital Outlay less than \$5,000	-	50,000	50,000	50,000	50,000	50,000	50,000
Employee Uniform Expense	4,600	10,000	10,000	10,000	10,000	10,000	10,000
Inspection and Permit Fees	-	12,000	12,000	12,000	12,000	12,000	12,000
Memberships, Licenses & Subscriptions	1,600	2,000	2,000	2,000	2,000	2,000	2,000
Mileage and Parking	-	500	500	500	500	500	500
Office Supplies	3,100	8,000	8,000	8,000	8,000	8,000	8,000
Operating Supplies	203,400	225,000	225,000	225,000	225,000	225,000	225,000
Operating Supplies-Janitorial	12,500	10,000	13,000	13,000	13,000	13,000	13,000
Repairs & Maintenance-Buildings & Ground	762,500	548,000	548,000	598,000	598,000	598,000	598,000
Supplies & Other - Covid19	300	-	-	-	-	-	-
Training and Internal Meetings	-	2,000	2,000	2,000	2,000	2,000	2,000
Travel	-	2,500	2,500	2,500	2,500	2,500	2,500
Tuition Refund	-	1,000	1,000	1,000	1,000	1,000	1,000
4.3 Contractual Services	7,332,100	5,134,100	5,183,900	5,801,700	5,853,500	5,906,300	5,960,200
Contract Bldg & Grounds Maint-All Water	351,000	-	-	-	-	-	-
Contractual Buildings & Grounds Maint	2,002,100	2,544,500	2,544,500	3,111,500	3,111,500	3,111,500	3,111,500
Contractual Operating Services	4,985,000	2,589,600	2,639,400	2,690,200	2,742,000	2,794,800	2,848,700
Contractual Services - Covid19	4,400	-	-	-	-	-	-
Contractual Svcs-Flood Events -All Sewer	(10,400)	-	-	-	-	-	-
Grand Total	\$ 10,067,200	\$ 7,815,900	\$ 8,026,600	\$ 9,119,300	\$ 9,176,000	\$ 9,233,700	\$ 9,292,500

Fleet Operations

The Fleet Operations area is responsible for maintaining and managing all vehicles, such as the cars, trucks, lifts, vacuum tankers, and other equipment associated with the water and wastewater systems while ensuring vehicles and equipment are properly matched to the job requirements and functioning properly and safely.

Strategic Initiatives

❖ **Improve vehicle efficiency (Ongoing)**

Ensure vehicles are properly maintained, functioning properly and safely as well as matched to the job requirements to support GLWA's operational needs.

❖ **Increase Team member safety (Ongoing)**

Utilizing metrics provided by the GEOTAB system, team members are made aware of safety factors such as seat belt usage, speed, hard cornering, and aggressive driving. These items are reported out to executive leadership team members monthly.

The table below shows how the fleet operations area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Fleet Operations Strategic Initiatives	Improve Vehicle Efficiency		x		x	x	x					
	Increase Team Member Safety		x				x				x	

Fleet Operations Contracts

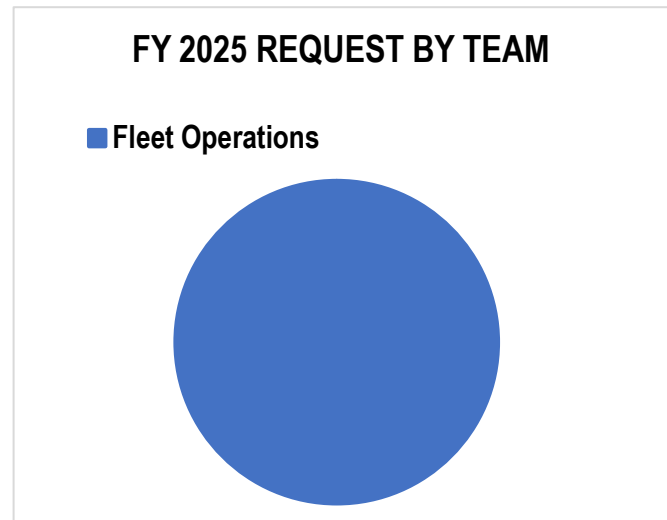
The Fleet Operations budget contains several contractual services to ensure that vehicles are in safe, operable conditions while controlling costs, productivity, and fuel management. The chart below includes the key contracts for these services. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process.

Significant Contracts

Project Description	Fleet Maintenance	Furnish Fuel & Diesel Fuel	Fuel System Maintenance	GPS/AVL Tracking	Total of Significant Contracts
Prime Consultant or Supplier	Enterprise Fleet Management	Crystal Flash	Phoenix Environmental Inc	GEOTAB Inc.	
Contract #	1802170	2201558	2201490	1904862	
Contract Amount	\$ 2,553,000	\$ 1,440,000	\$ 466,560	\$ 375,000	
Contract End Date	11/04/24	09/23/24	06/30/24	06/30/24	
Cost Center Name	Fleet Operations	Fleet Operations	Fleet Operations	Fleet Operations	
Expense Category	Contractual Services	Supplies & Other	Contractual Services	Contractual Services	
Water/Sewer	Combined	Combined	Combined	Combined	
Pre-FY 2023 Spend	\$ 1,626,929	\$ 2,560,579	\$ 1,035,624	\$ 205,756	\$ 5,428,888
Pre-FY 2023 Average Spend	698,253	\$ 404,515	\$ 163,606	\$ 102,878	
FY 2023 Actual	707,116	700,420	186,567	121,363	1,715,466
FY 2024 Budget	459,600	650,000	233,000	75,000	1,417,600
FY 2025 Requested	732,100	725,000	233,000	120,000	1,810,100
FY 2026 Requested	760,000	725,000	233,000	130,000	1,848,000
FY 2027 Requested	760,000	725,000	233,000	130,000	1,848,000
FY 2028 Requested	760,000	725,000	233,000	130,000	1,848,000
FY 2029 Requested	760,000	725,000	233,000	130,000	1,848,000
Total	\$ 6,565,745	\$ 7,535,999	\$ 2,620,191	\$ 1,042,119	\$ 17,764,054

Organization

The Fleet Operations area has one team.

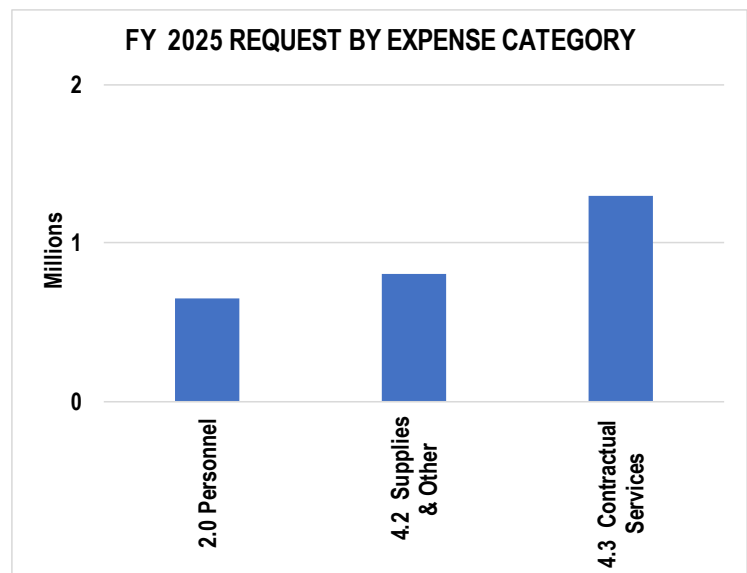


Expense Categories

The three major categories of Fleet Operations expenses in the Operations and Maintenance Budget are:

- Personnel
- Supplies & Other
- Contractual Services

Contractual Services is the largest expense category for Fleet Operations. The level of contractual services reflects the on-going contract with Enterprise Fleet Management, as well as various small contracts implemented for other automotive and equipment maintenance services.



Biennial Budget Request

The biennial budget reflects an increase of \$88,500, or 3.3%, in Operations & Maintenance for FY 2025. Key Factors that are impacting the increase include the following:

- ❖ Personnel increase of \$28,300 to account for the addition of a second part-time Fleet Driver to assist with shuttle service and moving vehicles.
- ❖ Supplies & Other: Increase of \$75,200 due to continued rising cost of fuel.
- ❖ Contractual Services: Reduction of \$15,000 taken to help offset increases in personnel and fuel costs.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 465,800	\$ 618,000	\$ 121,300	\$ 646,300	\$ 28,300	4.6%	\$ 647,800
4.2 Supplies & Other	606,300	728,300	173,100	803,500	75,200	10.3%	803,500
4.3 Contractual Services	(94,500)	1,317,100	316,100	1,302,100	(15,000)	-1.1%	1,330,000
Grand Total	\$ 977,600	\$ 2,663,400	\$ 610,500	\$ 2,751,900	\$ 88,500	3.3%	\$ 2,781,300

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Fleet Operations	\$ 977,600	\$ 2,663,400	\$ 610,500	\$ 2,751,900	\$ 88,500	3.3%	\$ 2,781,300
Grand Total	\$ 977,600	\$ 2,663,400	\$ 610,500	\$ 2,751,900	\$ 88,500	3.3%	\$ 2,781,300

Personnel Budget

Fleet Operations personnel consists of seven positions for FY 2025. An additional Fleet Driver was added to assist with shuttle operations and moving vehicles between facilities.

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

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Fleet Operations	4.00	6.00	7.00	7.00	7.00	7.00	7.00

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

Full-time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Fleet Operations	4.00	5.50	6.00	6.00	6.00	6.00	6.00

Personnel Budget - The following tables present the Fleet Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. 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 Centralized Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 358,800	\$ 459,100	\$ 92,900	\$ 472,300	\$ 13,200	2.9%	\$ 472,300
2.4 Employee Benefits	107,000	158,900	28,400	174,000	15,100	9.5%	175,500
Grand Total	\$ 465,800	\$ 618,000	\$ 121,300	\$ 646,300	\$ 28,300	4.6%	\$ 647,800

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Fleet Operations	\$ 465,800	\$ 618,000	\$ 121,300	\$ 646,300	\$ 28,300	4.6%	\$ 647,800
Grand Total	\$ 465,800	\$ 618,000	\$ 121,300	\$ 646,300	\$ 28,300	4.6%	\$ 647,800

Personnel – Five-Year Financial Plan by Expense Category

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 358,800	\$ 459,100	\$ 472,300	\$ 472,300	\$ 472,300	\$ 472,300	\$ 472,300
2.4 Employee Benefits	107,000	158,900	174,000	175,500	177,000	178,500	180,000
Grand Total	\$ 465,800	\$ 618,000	\$ 646,300	\$ 647,800	\$ 649,300	\$ 650,800	\$ 652,300

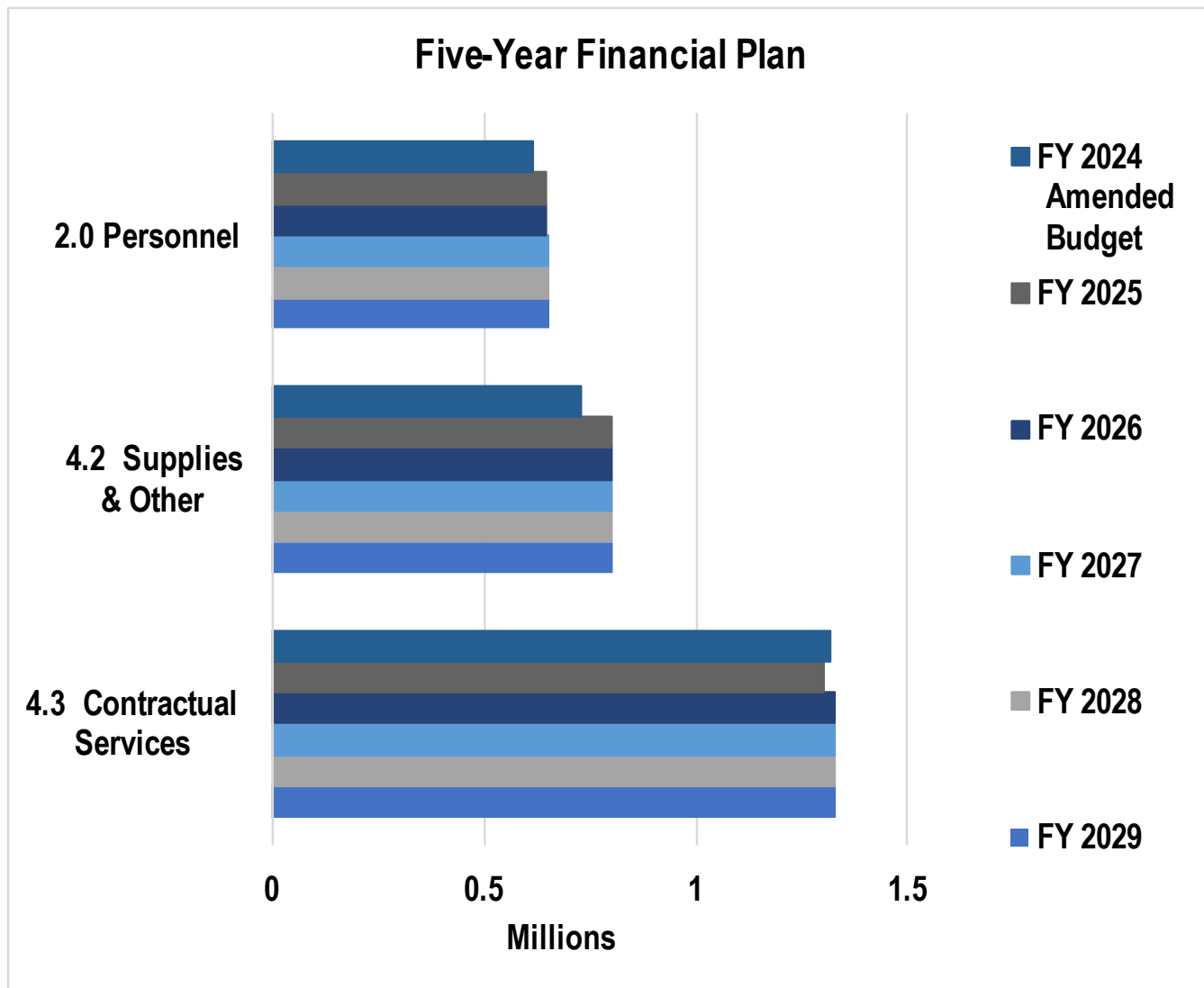
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Fleet Operation	\$ 465,800	\$ 618,000	\$ 646,300	\$ 647,800	\$ 649,300	\$ 650,800	\$ 652,300
Grand Total	\$ 465,800	\$ 618,000	\$ 646,300	\$ 647,800	\$ 649,300	\$ 650,800	\$ 652,300

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 465,800	\$ 618,000	\$ 646,300	\$ 647,800	\$ 649,300	\$ 650,800	\$ 652,300
4.2 Supplies & Other	606,300	728,300	803,500	803,500	803,500	803,500	803,500
4.3 Contractual Services	(94,500)	1,317,100	1,302,100	1,330,000	1,330,000	1,330,000	1,330,000
Grand Total	\$ 977,600	\$ 2,663,400	\$ 2,751,900	\$ 2,781,300	\$ 2,782,800	\$ 2,784,300	\$ 2,785,800

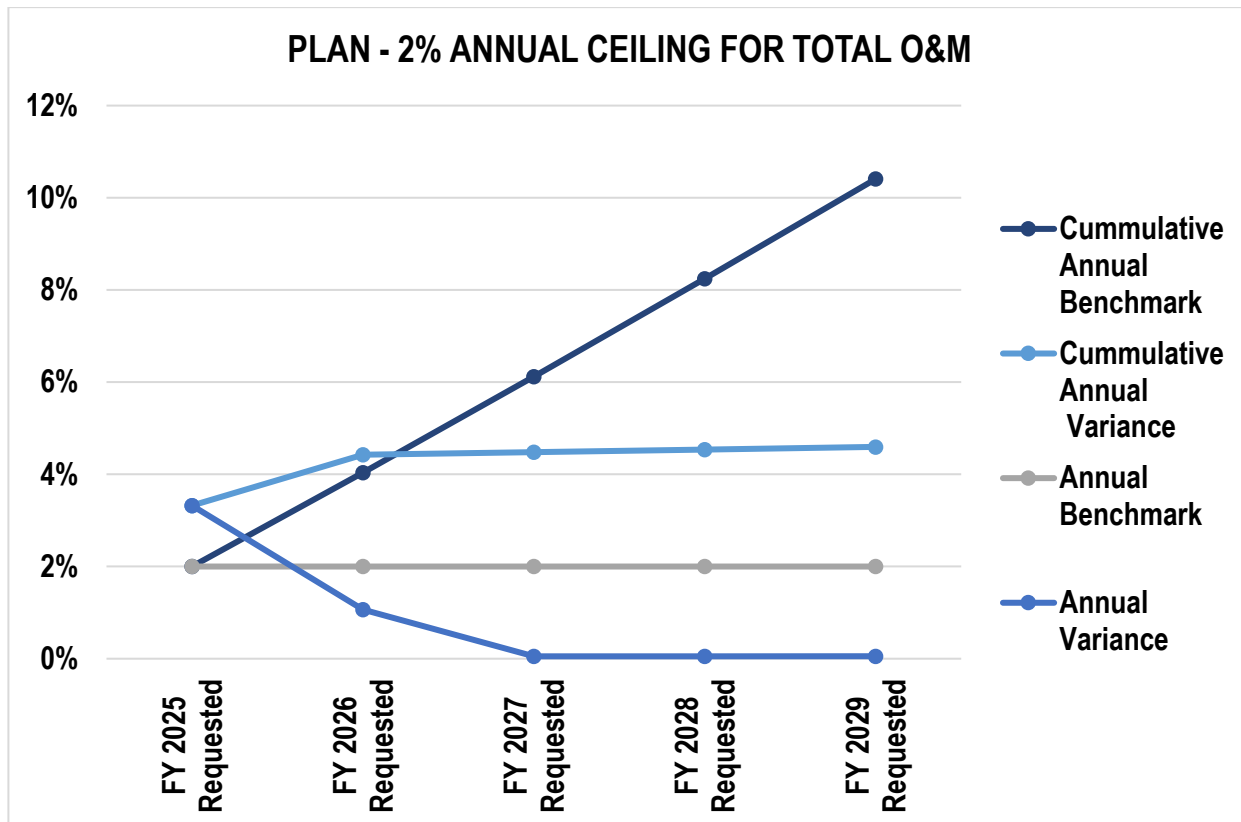


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Fleet Operations	\$ 977,600	\$ 2,663,400	\$ 2,751,900	\$ 2,781,300	\$ 2,782,800	\$ 2,784,300	\$ 2,785,800
Grand Total	\$ 977,600	2,663,400	\$ 2,751,900	\$ 2,781,300	\$ 2,782,800	\$ 2,784,300	\$ 2,785,800

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Fleet Operations Group's financial plan reflects a five-year overall increase of 4.6%, which is within the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

Fleet Operations five-year capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Vehicles	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000
Heavy Truck	740,000	600,000	1,450,000	1,350,000	1,350,000	1,350,000
Light Truck	730,000	1,360,000	690,000	450,000	450,000	450,000
Passenger	-	-	-	-	-	-
Utility Vehicle	330,000	200,000	360,000	720,000	720,000	720,000
Van	1,200,000	840,000	480,000	480,000	480,000	480,000
Grand Total	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 2,778,800	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Grand Total	\$ 2,778,800	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000

Five-Year Capital Outlay Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Fleet Operations	\$ 2,778,800	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Grand Total	\$ 2,778,800	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882422 - Fleet Operations	\$ 977,600	\$ 2,663,400	\$ 2,751,900	\$ 2,781,300	\$ 2,782,800	\$ 2,784,300	\$ 2,785,800
2.1 Salaries & Wages	358,800	459,100	472,300	472,300	472,300	472,300	472,300
2.4 Employee Benefits	107,000	158,900	174,000	175,500	177,000	178,500	180,000
4.2 Supplies & Other	606,300	728,300	803,500	803,500	803,500	803,500	803,500
Capital Outlay less than \$5,000	1,000	-	-	-	-	-	-
Employee Uniform Expense	4,600	-	4,000	4,000	4,000	4,000	4,000
Inspection and Permit Fees	2,700	1,300	1,500	1,500	1,500	1,500	1,500
Memberships, Licenses & Subscriptions	100	2,000	2,000	2,000	2,000	2,000	2,000
Office Supplies	-	2,000	2,000	2,000	2,000	2,000	2,000
Operating Supplies	22,500	50,000	50,000	50,000	50,000	50,000	50,000
Operating Supplies – Fuel	563,400	650,000	725,000	725,000	725,000	725,000	725,000
Operating Supplies-Automotive	7,100	17,000	11,000	11,000	11,000	11,000	11,000
Training and Internal Meetings	1,200	1,000	3,000	3,000	3,000	3,000	3,000
Travel	3,700	5,000	5,000	5,000	5,000	5,000	5,000
4.3 Contractual Services	(94,500)	1,317,100	1,302,100	1,330,000	1,330,000	1,330,000	1,330,000
Contractual Operating Services	(217,900)	1,152,100	1,152,100	1,180,000	1,180,000	1,180,000	1,180,000
Contractual Vehicle Services	123,400	165,000	150,000	150,000	150,000	150,000	150,000
Grand Total	\$ 977,600	\$ 2,663,400	\$ 2,751,900	\$ 2,781,300	\$ 2,782,800	\$ 2,784,300	\$ 2,785,800

Field Service Operations

The Field Service Operations area is responsible for ensuring reliable transmission of water and the collection of combined storm water and wastewater. Field Service Operations maintain over 800 miles of transmission main, 19 booster pump stations, 180 miles of interceptor sewer, and seven sanitary lift stations, as well as all associated equipment, such as valves, gates, pumps, and siphons. In addition, Field Services Operations manages the MISS DIG utility location requirements for GLWA and clears all construction crossings of GLWA infrastructure.

Strategic Initiatives

❖ Sewer & Valve Condition Assessment Program (Ongoing)

Continue Sewer Condition Assessment Program for the conveyance system.

Continue Valve Assessment and replacement program to improve service reliability. KPI's are reported out monthly on number of valves exercised and functioning.

❖ Transmission Main Assessment & Rehabilitation (Ongoing)

Continue to develop and optimize assessment and decommissioning programs.

The table below shows how the field service operations area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Field Service Operations Strategic Initiatives	Sewer & Valve Condition Assesment Program			x	x	x	x	x	x			x
	Transmission Main Assesment & Rehabilitation			x	x	x	x	x	x	x		x

Field Service Operations Contracts

The Field Service Operations budget contains several contractual services to assess the current condition of water transmission mains, repair sewers, installation, or to maintain equipment and systems. The chart below details the key contracts for these services. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process.

Significant Contracts

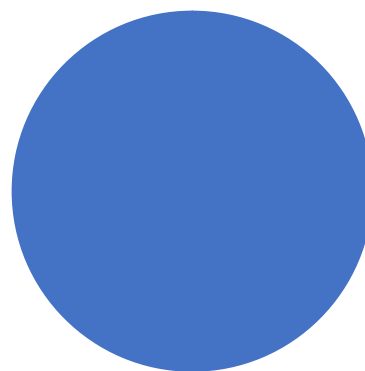
Project Description	Water Transmission Main Repair	Water Transmission Main Repair	Sewer Repair Contract	Gate Valve Inspection/ Exercising	Specialized Services (contract split w/ Systems Control)	Ovation Upgrade Contract	Total of Significant Contracts
Prime Consultant or Supplier	Ric-Man Construction Inc.	Lakeshore Global Corp	Inland Waters Pollution Control, Inc.	Hydromax USA LLC	Lakeshore Global Corp	Emerson Process Management	
Contract #	1802745	2003730	2102000	2000292	2004889	2101167	
Contract Amount	\$ 22,000,000	\$ 27,000,000	\$ 26,800,000	\$ 5,601,663	\$ 17,083,698	\$ 6,855,868	
Contract End Date	08/26/24	10/08/26	12/30/23	08/11/24	03/06/24	03/12/26	
Cost Center Name	Field Service Operations	Field Service Operations	Field Service Operations	Field Service Operations	Field Service Operations	Field Service Operations	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Water/Sewer	Water	Water	Sewer	Water	Combined	Combined	
Pre-FY 2023 Spend	\$ 4,580,397	\$ 5,674,775	\$ 29,214,905	\$ 5,650,973	\$ 7,953,338	\$ -	\$ 53,074,390
Pre-FY 2023 Average Spend	\$ 796,591	\$ 1,513,273	\$ 5,311,801	\$ 1,696,989	\$ 1,988,335	\$ -	
FY 2023 Actual	2,206,825	3,413,264	1,489,026	1,541,738	3,373,029	-	12,023,881
FY 2024 Budget	1,400,000	1,400,000	4,018,400	1,500,000	2,900,000	-	11,218,400
FY 2025 Requested	1,400,000	1,400,000	4,018,400	-	2,818,200	-	9,636,600
FY 2026 Requested	1,400,000	1,400,000	4,438,400	1,500,000	3,000,000	1,632,800	13,371,200
FY 2027 Requested	1,400,000	1,400,000	4,438,400	1,500,000	3,000,000	-	11,738,400
FY 2028 Requested	1,400,000	1,400,000	4,438,400	1,500,000	3,000,000	-	11,738,400
FY 2029 Requested	1,400,000	1,400,000	4,438,400	1,500,000	3,000,000	-	11,738,400
Total	\$ 15,187,222	\$ 17,488,040	\$ 56,494,331	\$ 14,692,711	\$ 29,044,567	\$ 1,632,800	\$ 134,539,671

Organization

The Field Services Operations area has one team.

FY 2025 REQUEST BY TEAM

■ Field Service Operations



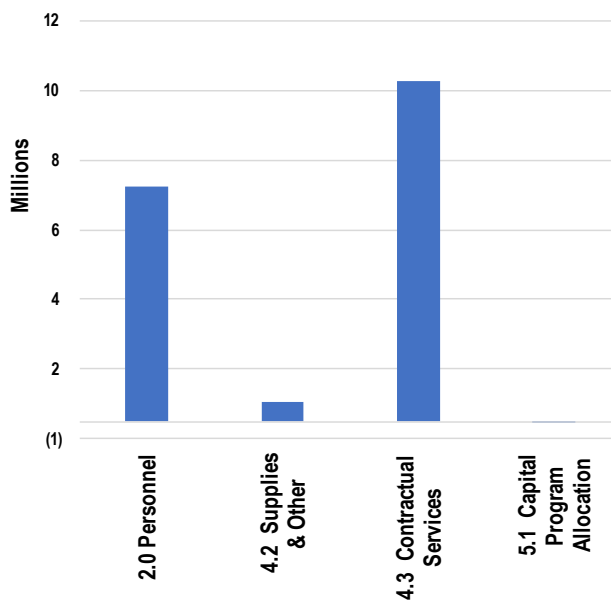
Expense Categories

The two major categories of Field Service Operations expenses in the Operations and Maintenance Budget are:

- Contractual Services
- Personnel

Contractual Services is the largest expense category for Field Service Operations. The level of contractual services supports the complex nature of the water transmission and wastewater collection system. The level also reflects the decision to contract for certain non-core services as well as the efficient management of peak workload activities.

FY 2025 REQUEST BY EXPENSE CATEGORY



Biennial Budget Request

The biennial budget reflects an overall decrease of \$1.1 million, or 6.0% for FY 2025. Key Factors impacting FY 2025 include the following:

- ❖ The Personnel cost increased by \$397,000 due to promotions, compensation increases and staffing levels.
- ❖ Contractual Services decreased \$1.5 million due to putting the Hydromax Valve Exercising contract on hold for a year.
- ❖ Rightsizing of various Supplies & Other accounts with decrease of \$14,000

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 6,613,600	\$ 6,337,400	\$ 1,516,500	\$ 6,735,300	\$ 397,900	6.3%	\$ 7,098,700
4.2 Supplies & Other	621,800	553,600	133,300	567,600	14,000	2.5%	567,600
4.3 Contractual Services	11,794,200	11,269,100	4,131,700	9,769,100	(1,500,000)	-13.3%	13,503,700
5.1 Capital Program Allocation	-	-	-	(18,400)	(18,400)	0.0%	(18,400)
5.2 Shared Services	(26,400)	(18,000)	(4,600)	-	18,000	-100.0%	-
5.5 Intergovernmental Agreement	(412,900)	-	(27,000)	-	-	0.0%	-
Grand Total	\$ 18,590,300	\$ 18,142,100	\$ 5,749,900	\$ 17,053,600	\$ (1,088,500)	-6.0%	\$ 21,151,600

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Field Service Operations	\$ 18,590,300	\$ 18,142,100	\$ 5,749,900	\$ 17,053,600	\$ (1,088,500)	-6.0%	\$ 21,151,600
Grand Total	\$ 18,590,300	\$ 18,142,100	\$ 5,749,900	\$ 17,053,600	\$ (1,088,500)	-6.0%	\$ 21,151,600

Personnel Budget

Field Service Operations personnel consists of 71 positions for FY 2025. Field Service Operations is largely comprised of operations staffing that perform a variety of skilled field work relative to the operations and maintenance of water and wastewater systems. This staffing plan includes six apprentice positions and additional support for the appropriate evaluation of decommissioning transmission mains. The apprenticeship positions show GLWA's commitment to developing its workforce and sustaining it for the future.

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

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Field Service Operations	71.00	71.00	71.00	71.00	71.00	71.00	71.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Full-time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Field Service Operations	68.00	66.25	68.00	71.00	71.00	71.00	71.00

Personnel Budget - The following tables present the Field Service Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. 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 Centralized Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 3,754,100	\$ 3,664,600	\$ 837,700	\$ 3,958,900	\$ 294,300	8.0%	\$ 4,131,400
2.2 Workforce Development	371,400	358,400	93,600	374,000	15,600	4.4%	413,500
2.3 Overtime	897,800	700,000	194,200	700,000	-	0.0%	760,000
2.4 Employee Benefits	1,590,300	1,614,400	391,000	1,702,400	88,000	5.5%	1,793,800
Grand Total	\$ 6,613,600	\$ 6,337,400	\$ 1,516,500	\$ 6,735,300	\$ 397,900	6.3%	\$ 7,098,700

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Field Service Operations	\$ 6,613,600	\$ 6,337,400	\$ 1,516,500	\$ 6,735,300	\$ 397,900	6.3%	\$ 7,098,700
Grand Total	\$ 6,613,600	\$ 6,337,400	\$ 1,516,500	\$ 6,735,300	\$ 397,900	6.3%	\$ 7,098,700

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 3,754,100	\$ 3,664,600	\$ 3,958,900	\$ 4,131,400	\$ 4,131,400	\$ 4,131,400	\$ 4,131,400
2.2 Workforce Development	371,400	358,400	374,000	413,500	413,500	413,500	413,500
2.3 Overtime	897,800	700,000	700,000	760,000	760,000	760,000	760,000
2.4 Employee Benefits	1,590,300	1,614,400	1,702,400	1,793,800	1,808,900	1,824,000	1,839,100
Grand Total	\$ 6,613,600	\$ 6,337,400	\$ 6,735,300	\$ 7,098,700	\$ 7,113,800	\$ 7,128,900	\$ 7,144,000

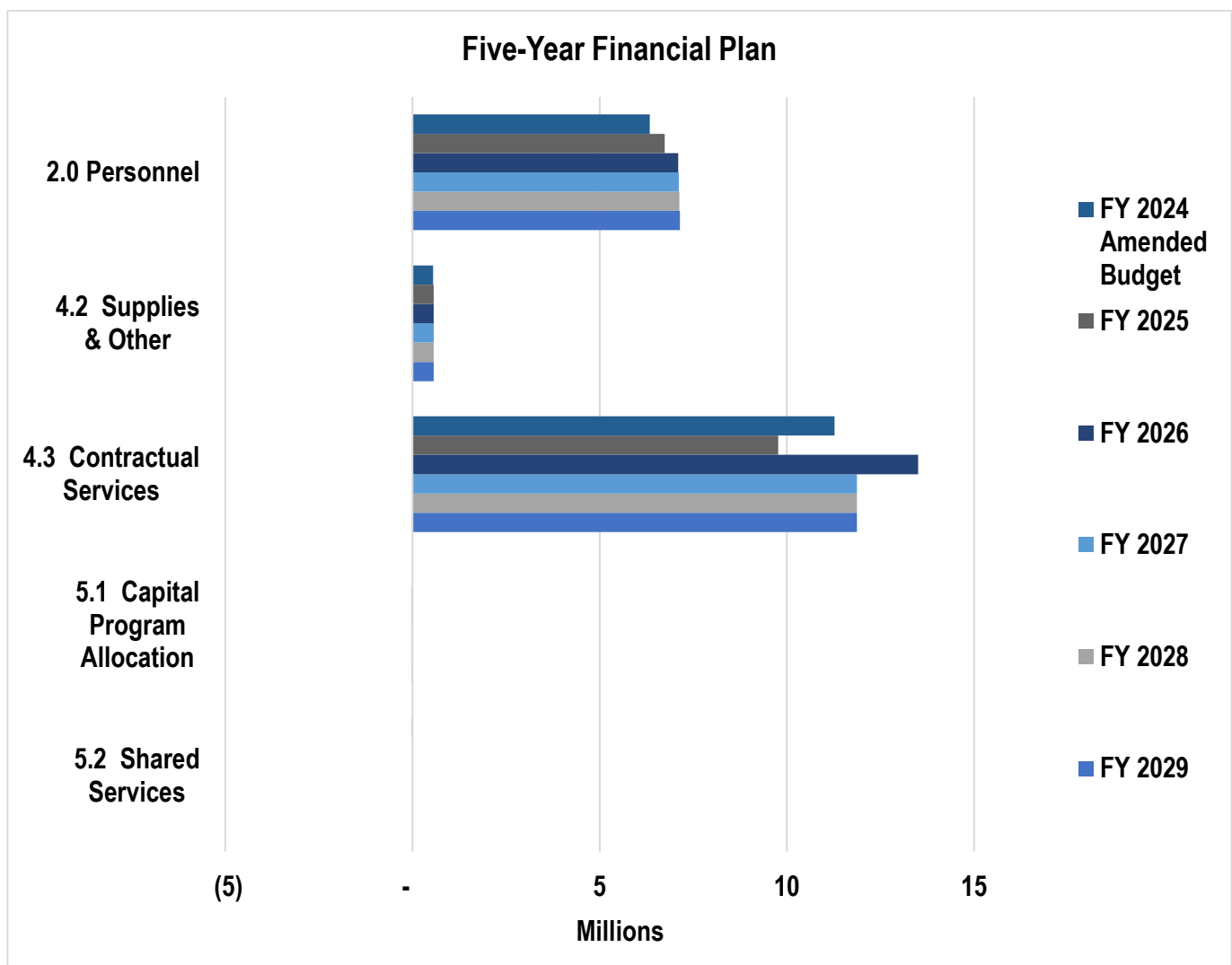
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Field Service Operations	\$ 6,613,600	\$ 6,337,400	\$ 6,735,300	\$ 7,098,700	\$ 7,113,800	\$ 7,128,900	\$ 7,144,000
Grand Total	\$ 6,613,600	\$ 6,337,400	\$ 6,735,300	\$ 7,098,700	\$ 7,113,800	\$ 7,128,900	\$ 7,144,000

Five Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 6,613,600	\$ 6,337,400	\$ 6,735,300	\$ 7,098,700	\$ 7,113,800	\$ 7,128,900	\$ 7,144,000
4.2 Supplies & Other	621,800	553,600	567,600	567,600	567,600	567,600	567,600
4.3 Contractual Services	11,794,200	11,269,100	9,769,100	13,503,700	11,870,900	11,870,900	11,870,900
5.1 Capital Program Allocation	-	-	(18,400)	(18,400)	(18,400)	(18,400)	(18,500)
5.2 Shared Services	(26,400)	(18,000)	-	-	-	-	-
5.5 Intergovernmental Agreement	(412,900)	-	-	-	-	-	-
Grand Total	\$ 18,590,300	\$ 18,142,100	\$ 17,053,600	\$ 21,151,600	\$ 19,533,900	\$ 19,549,000	\$ 19,564,000

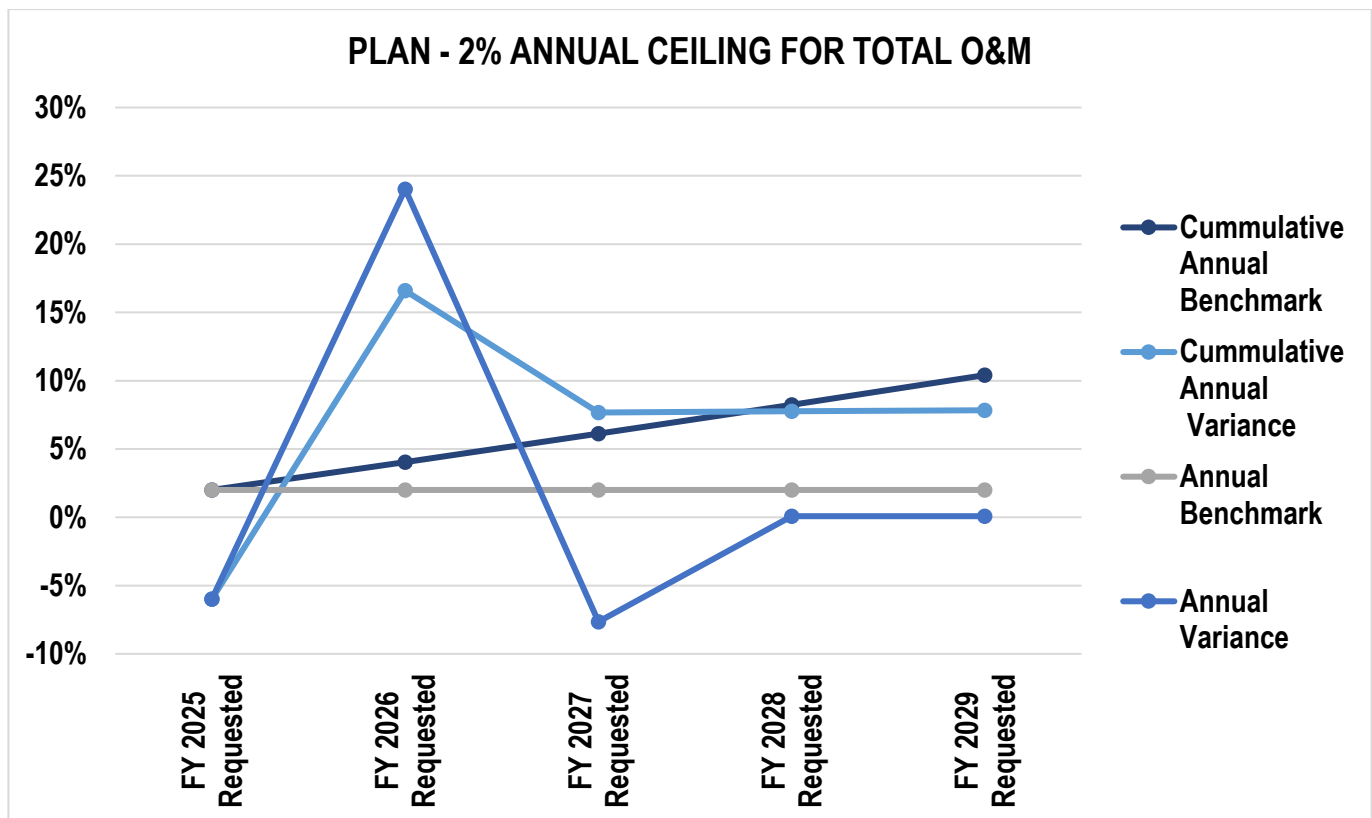


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Field Service Operations	\$ 18,590,300	\$ 18,142,100	\$ 17,053,600	\$ 21,151,600	\$ 19,533,900	\$ 19,549,000	\$ 19,564,000
Grand Total	\$ 18,590,300	18,142,100	\$ 17,053,600	\$ 21,151,600	\$ 19,533,900	\$ 19,549,000	\$ 19,564,000

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Field Service Operations Group's financial plan reflects a five-year overall increase of 7.8% which is well within the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

Field Service Operations five-year capital outlay is funded by the Improvement & Extension (I&E) budget. The Projects & Programs increases in FY 2025 & FY 2026 represent Ovation upgrade expenses anticipated to come through from Emerson Process Management contract 2101167.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Machinery & Equipment	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Furniture & Fixtures	50,000	10,000	10,000	10,000	10,000	10,000
Heavy Equipment & Misc	-	90,000	90,000	90,000	90,000	90,000
Projects & Programs	450,000	2,398,500	2,233,500	-	-	-
Projects & Programs	450,000	2,398,500	2,233,500	-	-	-
Grand Total	\$ 500,000	\$ 2,498,500	\$ 2,333,500	\$ 100,000	\$ 100,000	\$ 100,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 52,100	\$ 500,000	\$ 2,498,500	\$ 2,333,500	\$ 100,000	\$ 100,000	\$ 100,000
Grand Total	\$ 52,100	\$ 500,000	\$ 2,498,500	\$ 2,333,500	\$ 100,000	\$ 100,000	\$ 100,000

Five-Year Capital Outlay Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Field Service Operations	\$ 52,100	\$ 500,000	\$ 2,498,500	\$ 2,333,500	\$ 100,000	\$ 100,000	\$ 100,000
Grand Total	\$ 52,100	\$ 500,000	\$ 2,498,500	\$ 2,333,500	\$ 100,000	\$ 100,000	\$ 100,000

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882431 - Field Service Operations	18,590,300	18,142,100	17,053,600	21,151,600	19,533,900	19,549,000	19,564,000
2.1 Salaries & Wages	3,754,100	3,664,600	3,958,900	4,131,400	4,131,400	4,131,400	4,131,400
2.2 Workforce Development	371,400	358,400	374,000	413,500	413,500	413,500	413,500
2.3 Overtime	897,800	700,000	700,000	760,000	760,000	760,000	760,000
2.4 Employee Benefits	1,590,300	1,614,400	1,702,400	1,793,800	1,808,900	1,824,000	1,839,100
4.2 Supplies & Other	621,800	553,600	567,600	567,600	567,600	567,600	567,600
Capital Outlay less than \$5,000	34,000	65,000	65,000	65,000	65,000	65,000	65,000
Employee Uniform Expense	62,300	40,000	40,000	40,000	40,000	40,000	40,000
Inspection and Permit Fees	6,800	32,000	32,000	32,000	32,000	32,000	32,000
Memberships, Licenses & Subscriptions	62,300	54,100	63,100	63,100	63,100	63,100	63,100
Mileage and Parking	400	500	500	500	500	500	500
Office Supplies	15,900	17,000	17,000	17,000	17,000	17,000	17,000
Operating Supplies	269,400	273,500	273,500	273,500	273,500	273,500	273,500
Rentals-Buildings	-	-	-	-	-	-	-
Repairs & Maintenance-Equipment	-	-	-	-	-	-	-
Supplies & Other - Covid19	600	-	-	-	-	-	-
Training and Internal Meetings	143,900	55,000	55,000	55,000	55,000	55,000	55,000
Travel	26,200	15,000	20,000	20,000	20,000	20,000	20,000
Tuition Refund	-	1,500	1,500	1,500	1,500	1,500	1,500
4.3 Contractual Services	11,794,200	11,269,100	9,769,100	13,503,700	11,870,900	11,870,900	11,870,900
Contractual Operating Services	1,101,300	1,250,700	1,250,700	3,065,300	1,432,500	1,432,500	1,432,500
Contractual Operating Services-All Sewer	1,491,400	4,018,400	4,018,400	4,438,400	4,438,400	4,438,400	4,438,400
Contractual Operating Services-All Water	7,021,300	4,300,000	2,800,000	4,300,000	4,300,000	4,300,000	4,300,000
Contractual Professional Services	1,691,900	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Contractual Svcs-Flood Events -All Sewer	488,300	-	-	-	-	-	-
5.1 Capital Program Allocation	-	-	(18,400)	(18,400)	(18,400)	(18,400)	(18,500)
Capital Program: Employee Benefits	-	-	(3,900)	(3,900)	(3,900)	(3,900)	(4,000)
Capital Program: Salaries & Wages-Direct	-	-	(14,500)	(14,500)	(14,500)	(14,500)	(14,500)
5.2 Shared Services	(26,400)	(18,000)	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	(16,700)	(11,400)	-	-	-	-	-
Shared Services Reimbursement	(2,800)	(1,900)	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(6,900)	(4,700)	-	-	-	-	-
5.5 Intergovernmental Agreement	(412,900)	-	-	-	-	-	-
Intergovernmental Agreement - All Water	(412,900)	-	-	-	-	-	-
Grand Total	\$ 18,590,300	\$ 18,142,100	\$ 17,053,600	\$ 21,151,600	\$ 19,533,900	\$ 19,549,000	\$ 19,564,000

Energy, Research & Innovation

The mission of the Energy, Research, and Innovation (ERI) area is to help improve operations, optimize the value of our capital and operational investments, help identify and mitigate future risks, such as emerging contaminants, asset failure, and climate change.

The ERI team is involved with three different focus areas, energy, research, and innovation. Energy-focused efforts address the technology and processes needed to assess, evaluate, and improve energy use and energy efficiency across our systems. Research efforts involve small, but focused, projects helping to address complex operational and engineering issues relevant to GLWA operations. Finally, Innovation related efforts address the assessment and piloting of new and emerging technologies, as well as improving the collaborative exchange of ideas between GLWA team members, member partners, and other utilities.

Strategic Initiatives

- ❖ **Advance the Energy Management Program (Ongoing)**
- ❖ **Pursue Research of Treatment & Monitoring (Ongoing)**
 - Treatment techniques for emerging contaminants of concern
 - Innovative monitoring tools

The table below shows how the energy, research and innovation area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Energy, Research & Innovation Strategic Initiatives	Advance Energy Management Program		x	x	x	x	x		x	x		
	Pursue Research of Treatment & Monitoring		x	x	x	x			x	x		x

Energy, Research & Innovation Contracts

The Energy, Research & Innovation budget contains several contractual services to assess the current innovation environment. Programs are tailored to organizational expectations and resources of GLWA. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation of a program. These services would generally require a separate procurement process. The following chart shows a limited number of contracts for these services.

Significant Contracts

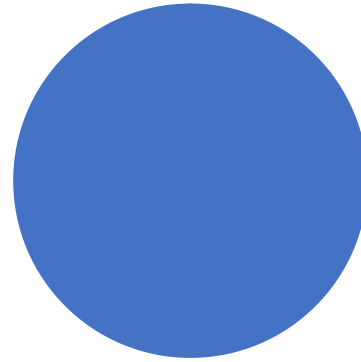
Project Description	Evaluation of Real-Time Bacteria Monitoring Tools	Assistance Optimizing WRRF Performance	Development of WRRF Simulation Tool	Smart Pipes	Drinking Water Contaminant Prioritization Framework	Surveillance of Detroit Wastewater for Disease	Pilot Plant Research and Collaboration Services	Pipe Management Program	Spatial Rainfall Analysis	Total of Significant Contracts
Prime Consultant or Supplier	OHM Advisors	Regents of the University of Michigan	Regents of the University of Michigan	Regents of the University of Michigan	Michigan State University	Michigan State University	Wayne State University	Wayne State University	University of Wisconsin	
Contract #	2101423	2203703	2300721	2102864	2203501	2301009	2104064	2303476	2202372	
Contract Amount	\$ 252,500	\$ 280,000	\$ 497,919	\$ 590,179	\$ 519,254	\$ 289,949	\$ 584,114	\$ 481,234	\$ 346,751	
Contract End Date	07/31/24	06/01/27	08/31/27	06/30/24	01/31/26	n/a	02/28/25	n/a	07/13/23	
Cost Center Name	Energy, Research & Innovation	Energy, Research & Innovation	Energy, Research & Innovation	Energy, Research & Innovation	Energy, Research & Innovation	Energy, Research & Innovation	Energy, Research & Innovation	Energy, Research & Innovation	Energy, Research & Innovation	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Water/Sewer	Sewer	Sewer	Sewer	Water	Water	Sewer	Water	Water	Water	
Pre-FY 2023 Spend	\$ 60,924	\$ -	\$ -	\$ 431,190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 492,114
Pre-FY 2023 Average Spend	\$ 60,924	\$ -	\$ -	\$ 139,845	\$ -	\$ -	\$ -	\$ -	\$ -	
FY 2023 Actual	115,723	-	-	148,243	-	-	82,759	-	-	346,725
FY 2024 Budget	-	70,000	-	200,000	166,000	-	-	-	-	436,000
FY 2025 Requested	6,000	62,000	122,000	122,500	127,500	145,000	135,000	150,000	116,000	986,000
FY 2026 Requested	-	73,000	138,000	130,000	135,000	48,000	135,000	150,000	116,000	925,000
FY 2027 Requested	-	73,000	142,000	117,500	121,500	-	95,000	150,000	16,000	715,000
FY 2028 Requested	-	-	-	-	-	-	-	-	-	-
FY 2029 Requested	-	-	-	-	-	-	-	-	-	-
Total	\$ 182,647	\$ 278,000	\$ 402,000	\$ 1,149,433	\$ 550,000	\$ 193,000	\$ 447,759	\$ 450,000	\$ 248,000	\$ 3,900,839

Organization

The Energy, Research & Innovation area has one team.

FY 2025 REQUEST BY TEAM

■ Energy, Research & Innovation



Expense Categories

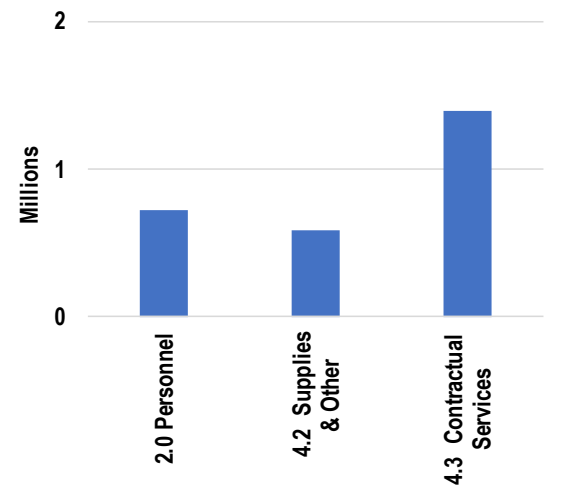
The two major categories of the Energy, Research, & Innovation Budget are:

- ❖ Contractual Services
- ❖ Personnel

Contractual Services represent the largest expense category for Energy, Research & Innovation. The level of contractual services reflects the decision to contract for services that will help to accomplish the following:

- ❖ Implement conservation measures
- ❖ Monitor energy consumption
- ❖ Assess business decisions for sustainability
- ❖ Coordinate research efforts to enhance operational efficiency and resiliency
- ❖ Identify and implement the latest advancements in managing water quality

FY 2025 REQUEST BY EXPENSE CATEGORY



The Energy, Research & Innovation Area is reaching a steady state in staffing. As a result of progress in staff placement, there was a restructuring of current positions to accommodate the higher level of expertise required, to support the day-to-day operational decision-making needs, and to reduce the utilization of contracts. Accordingly, personnel costs are the second largest expense category.

Biennial Budget Request

The biennial budget reflects a decrease of \$162,500, or 5.7% for FY 2025 based on the key factors listed below:

- ❖ The move of an Energy Manager and three Management Professional positions to Systems Resiliency resulted in a decrease of \$256,300.
- ❖ Increase of \$27,500 in Operating Supplies & Membership, Licenses & Subscriptions budgets based on increased spend.
- ❖ Increase of \$66,300 in the Contractual Services budget based on current open projects.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 756,600	\$ 982,000	\$ 166,900	\$ 725,700	\$ (256,300)	-26.1%	\$ 698,100
4.2 Supplies & Other	511,900	558,600	131,300	586,100	27,500	4.9%	586,100
4.3 Contractual Services	1,343,300	1,326,600	303,700	1,392,900	66,300	5.0%	1,583,900
Grand Total	\$ 2,611,800	\$ 2,867,200	\$ 601,900	\$ 2,704,700	\$ (162,500)	-5.7%	\$ 2,868,100

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Energy, Research & Innovation	\$ 2,611,800	\$ 2,867,200	\$ 601,900	\$ 2,704,700	\$ (162,500)	-5.7%	\$ 2,868,100
Grand Total	\$ 2,611,800	\$ 2,867,200	\$ 601,900	\$ 2,704,700	\$ (162,500)	-5.7%	\$ 2,868,100

Personnel Budget

Energy, Research & Innovation personnel consists of five positions for FY 2025 and is largely comprised of staffing that will provide ongoing monitoring of developments to allow new research priorities to be set and phase out topics that are no longer relevant. The decrease in positions from FY 2024 is the result of transferring four energy management related positions to the new Systems Resiliency group.

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

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Energy, Research & Innovation	9.00	9.00	5.00	5.00	5.00	5.00	5.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Full-time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Energy, Research & Innovation	8.25	7.50	5.00	5.00	5.00	5.00	5.00

Personnel Budget - The following tables present the Energy, Research and Innovation personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. 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 Centralized Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 547,800	\$ 751,400	\$ 99,700	\$ 514,100	\$ (237,300)	-31.6%	\$ 514,100
2.2 Workforce Development	40,000	-	31,900	55,500	55,500	0.0%	26,900
2.4 Employee Benefits	168,800	230,600	35,300	156,100	(74,500)	-32.3%	157,100
Grand Total	\$ 756,600	\$ 982,000	\$ 166,900	\$ 725,700	\$ (256,300)	-26.1%	\$ 698,100

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Energy, Research & Innovation	\$ 756,600	\$ 982,000	\$ 166,900	\$ 725,700	\$ (256,300)	-26.1%	\$ 698,100
Grand Total	\$ 756,600	\$ 982,000	\$ 166,900	\$ 725,700	\$ (256,300)	-26.1%	\$ 698,100

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 547,800	\$ 751,400	\$ 514,100	\$ 514,100	\$ 514,100	\$ 514,100	\$ 514,100
2.2 Workforce Development	40,000	-	55,500	26,900	26,900	26,900	26,900
2.4 Employee Benefits	168,800	230,600	156,100	157,100	158,200	159,300	160,300
Grand Total	\$ 756,600	\$ 982,000	\$ 725,700	\$ 698,100	\$ 699,200	\$ 700,300	\$ 701,300

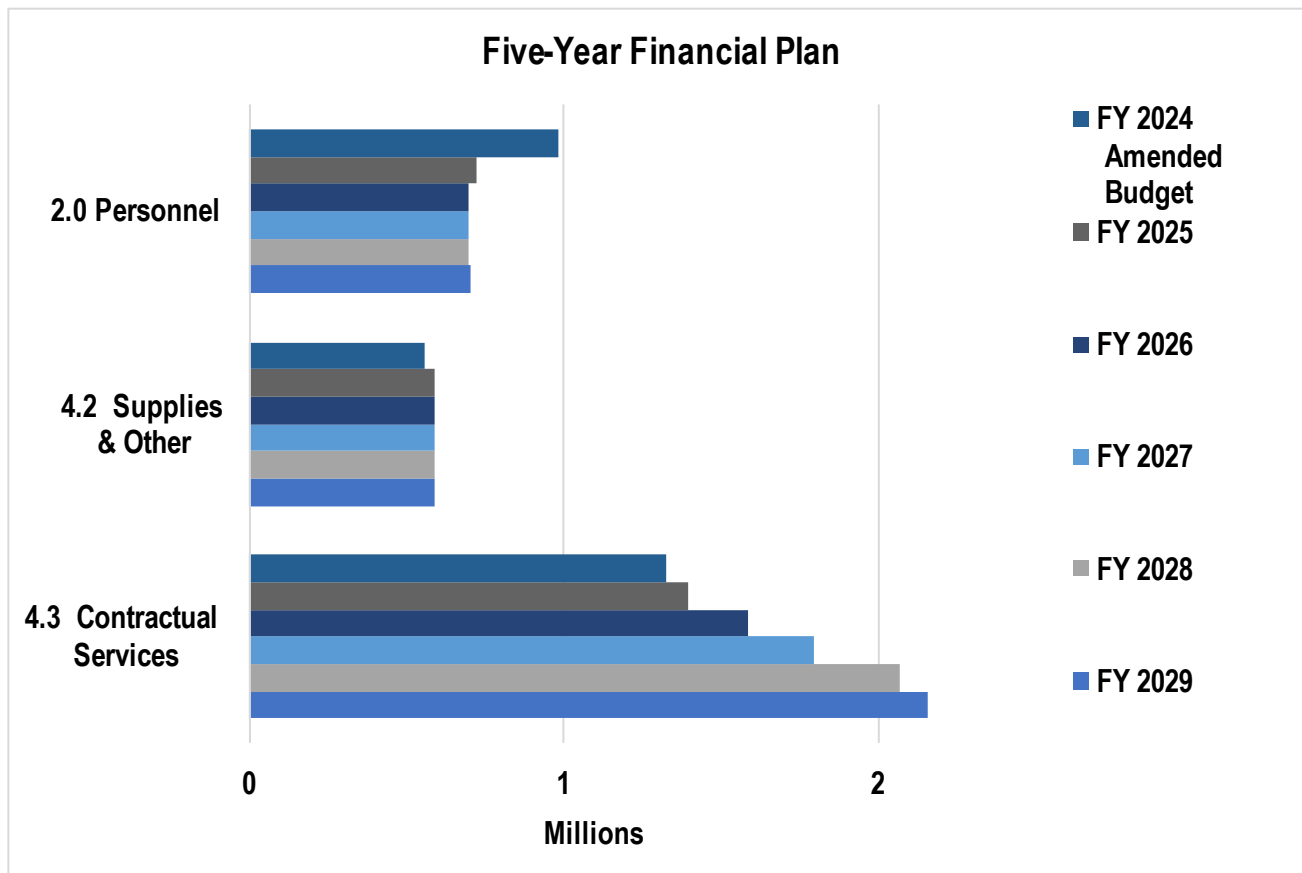
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Energy, Research & Innovation	\$ 756,600	\$ 982,000	\$ 725,700	\$ 698,100	\$ 699,200	\$ 700,300	\$ 701,300
Grand Total	\$ 756,600	\$ 982,000	\$ 725,700	\$ 698,100	\$ 699,200	\$ 700,300	\$ 701,300

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 756,600	\$ 982,000	\$ 725,700	\$ 698,100	\$ 699,200	\$ 700,300	\$ 701,300
4.2 Supplies & Other	511,900	558,600	586,100	586,100	586,100	586,100	586,100
4.3 Contractual Services	1,343,300	1,326,600	1,392,900	1,583,900	1,793,200	2,070,000	2,160,000
Grand Total	\$ 2,611,800	\$ 2,867,200	\$ 2,704,700	\$ 2,868,100	\$ 3,078,500	\$ 3,356,400	\$ 3,447,400

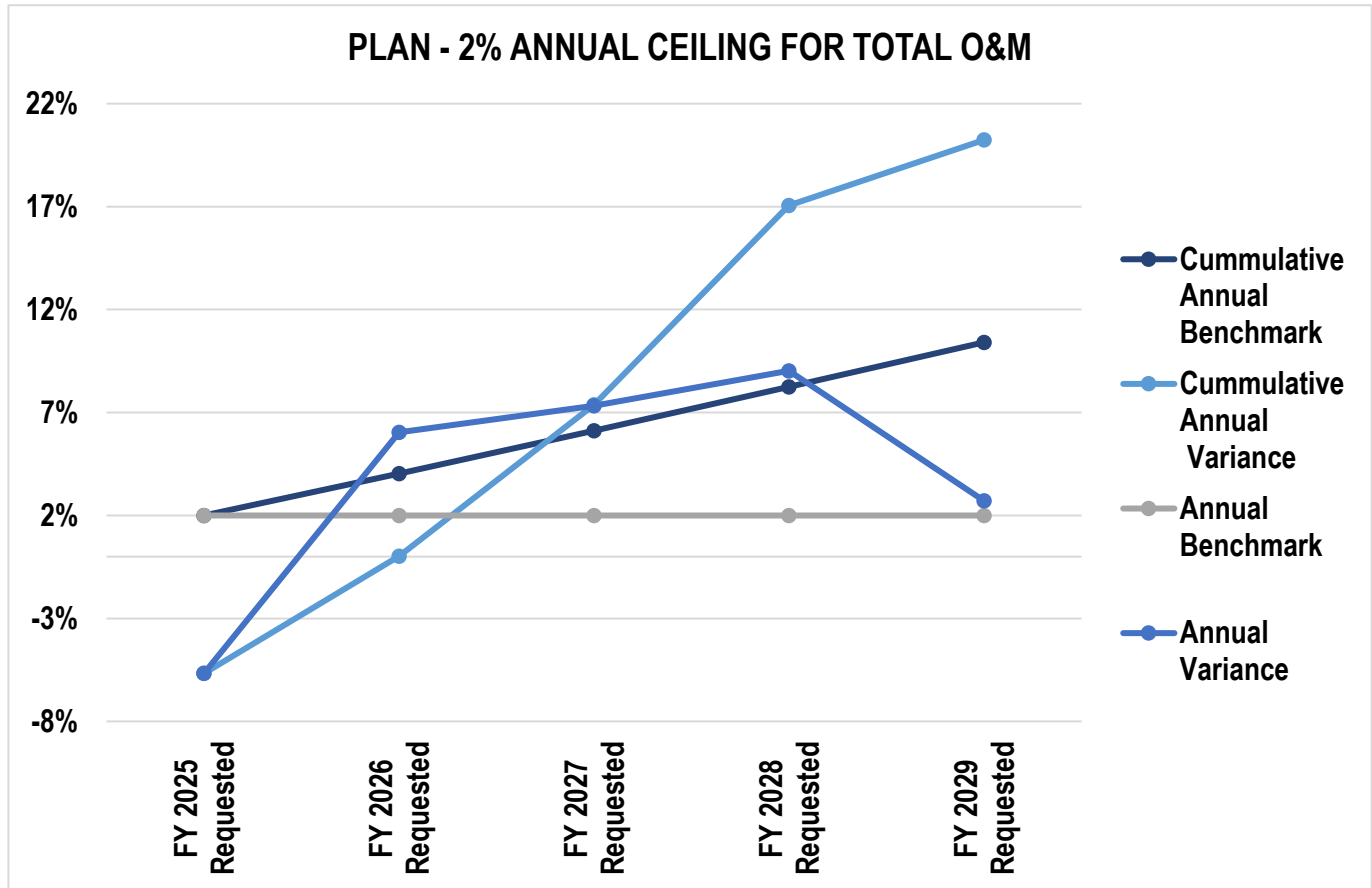


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Energy, Research & Innovation	\$ 2,611,800	\$ 2,867,200	\$ 2,704,700	\$ 2,868,100	\$ 3,078,500	\$ 3,356,400	\$ 3,447,400
Grand Total	\$ 2,611,800	2,867,200	\$ 2,704,700	\$ 2,868,100	\$ 3,078,500	\$ 3,356,400	\$ 3,447,400

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Energy, Research & Innovation Group's financial plan reflects a five-year overall increase of 20.2%, which is above the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

Energy, Research & Innovations five-year capital outlay plan is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Machinery & Equipment	200,000	50,000	50,000	50,000	50,000	50,000
Flow Measuring & Meters	200,000	-	-	-	-	-
Laboratory	-	50,000	50,000	50,000	50,000	50,000
Grand Total	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 86,300	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Grand Total	\$ 86,300	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

Five-Year Capital Outlay Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Energy, Research & Innovation	\$ 86,300	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Grand Total	\$ 86,300	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882501 - Energy, Research & Innovation	\$ 2,611,800	\$ 2,867,200	\$ 2,704,700	\$ 2,868,100	\$ 3,078,500	\$ 3,356,400	\$ 3,447,400
2.1 Salaries & Wages	547,800	751,400	514,100	514,100	514,100	514,100	514,100
2.2 Workforce Development	40,000	-	55,500	26,900	26,900	26,900	26,900
2.4 Employee Benefits	168,800	230,600	156,100	157,100	158,200	159,300	160,300
4.2 Supplies & Other	511,900	558,600	586,100	586,100	586,100	586,100	586,100
Capital Outlay less than \$5,000	-	50,000	30,000	30,000	30,000	30,000	30,000
Memberships, Licenses & Subscriptions	404,700	406,000	425,000	425,000	425,000	425,000	425,000
Mileage and Parking	1,800	2,000	2,000	2,000	2,000	2,000	2,000
Office Supplies	3,600	7,100	7,100	7,100	7,100	7,100	7,100
Operating Supplies	53,200	55,000	75,000	75,000	75,000	75,000	75,000
Postage	1,800	1,500	2,000	2,000	2,000	2,000	2,000
Training and Internal Meetings	9,500	20,000	15,000	15,000	15,000	15,000	15,000
Travel	37,300	17,000	30,000	30,000	30,000	30,000	30,000
4.3 Contractual Services	1,343,300	1,326,600	1,392,900	1,583,900	1,793,200	2,070,000	2,160,000
Contractual Professional Services	1,307,500	1,326,600	284,600	263,700	379,400	690,000	720,000
Contractual Professional Svcs-All Sewer	-	-	457,300	490,200	607,400	690,000	720,000
Contractual Professional Svcs-All Water	35,800	-	651,000	830,000	806,400	690,000	720,000
Grand Total	\$ 2,611,800	\$ 2,867,200	\$ 2,704,700	\$ 2,868,100	\$ 3,078,500	\$ 3,356,400	\$ 3,447,400

Transformation

The Transformation area is a group of experts in Lean and Six Sigma methods and techniques. Transformation partners with business leaders across GLWA to identify and execute process improvements and cost savings projects for safety, operations, management, planning and reporting functions.

- Lean – A systematic method for waste reduction or waste elimination within a system or process without sacrificing quality or productivity.
- Six Sigma – A disciplined, data driven methodology for identifying and eliminating variation and removing the causes of defects in any manufacturing or business process.

Mission: The mission of Transformation is to develop a culture throughout the organization that cultivates the cycle of Continuous Improvement and Lean Six Sigma methodology by first respecting people, increasing understanding of our current state, providing meaningful training, and working to empower, engage, and inspire team members.

Vision: The vision of Transformation is to create and maintain a safe working environment, be leaders who lead by example, and empower those we work alongside. Through internal partnerships within the organization, we will construct a framework that is built upon Lean Six Sigma structured tools that deliver financial and operational results, reduce risks, improve processes, and identify cost savings opportunities by reducing or eliminating waste.

Strategic Initiatives

❖ **5S Workplace Organization & Audit for Compliance Initiative (Ongoing)**

The goal of Transformation is to partner with all areas and groups of the organization to make GLWA's work areas function better by making the areas easier and safer places to work. This occurs by making spaces make sense; tools and materials are placed in logical locations based on who needs them, how frequently they're needed, and other considerations such as safety and location. Over time, cleaning and organization become habits and processes become more efficient. Each area that has completed a 5S project begins an audit for compliance process to sustain all gains made during the project.

❖ **Process Improvement/Kaizen (Ongoing)**

Small increments of good change across the organization will reap huge benefits and returns. The objective of Kaizen is to improve productivity, reduce waste, eliminate unnecessary work and refine the workplace, while boosting team member morale.

❖ **Root Cause Analysis/Practical Methods & Techniques for Solving Problems (Ongoing)**

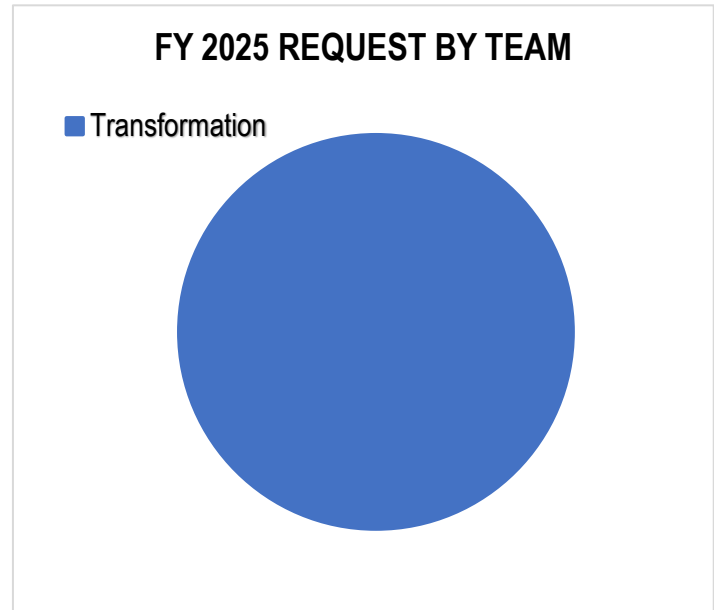
The Transformation team works with various areas, groups, and teams to identify the root cause(s) of many problems team members face on a regular basis. Transformation helps teams systematically find permanent solutions so that the possibility of future reoccurrence is eliminated or greatly reduced. Teaching Root Cause Analysis (RCA) tools and techniques help to develop a logical approach to solving problems. RCA also helps GLWA to repeat successes learned through this analysis that can be shared across the organization creating a more effective and efficient work environment.

The table below shows how the Transformation area's initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
General Counsel Strategic Initiatives	5S Workplace Organization & Audit for Compliance Initiative (Enterprise Wide Initiative)		x	x	x	x	x	x		x		
	Process Improvement / Kaizen (Small Increments Of Good Change)		x	x		x	x	x				
	Root Cause Analysis/Practical Methods & Techniques for Solving Problems		x	x	x	x	x	x				

Organization

The Transformation area has one team.

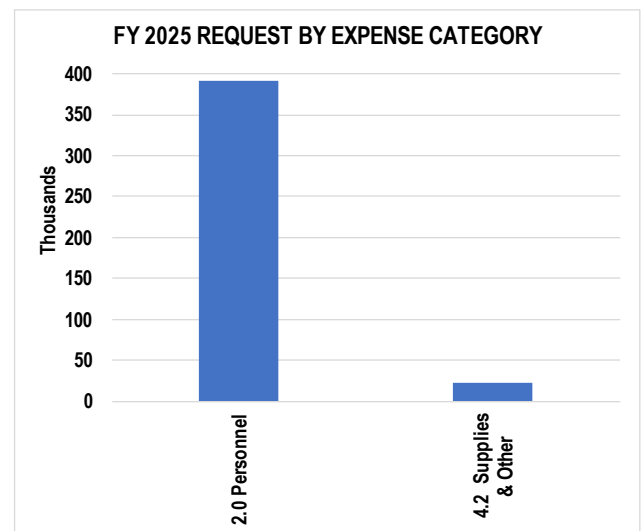


Expense Categories

The Transformation area consists of two expense categories:

- ❖ Personnel
- ❖ Supplies & Other

Based upon the nature of this service area, the largest expense category is salaries. Supplies & Other expense includes operating supplies and training.



Biennial Budget Request

The biennial budget reflects a decrease of \$314,200, or 43.2%, in FY 2025.

- ❖ Decrease of \$314,700 Personnel budget is based on a lowered FTE count by two positions.
- ❖ Small increase of \$500 in Supplies and Other budget.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 607,000	\$ 706,100	\$ 97,200	\$ 391,400	\$ (314,700)	-44.6%	\$ 392,100
4.2 Supplies & Other	7,800	21,900	-	22,400	500	2.3%	22,700
Grand Total	\$ 614,800	\$ 728,000	\$ 97,200	\$ 413,800	\$ (314,200)	-43.2%	\$ 414,800

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Transformation	\$ 614,800	\$ 728,000	\$ 97,200	\$ 413,800	\$ (314,200)	-43.2%	\$ 414,800
Grand Total	\$ 614,800	\$ 728,000	\$ 97,200	\$ 413,800	\$ (314,200)	-43.2%	\$ 414,800

Personnel Budget

The staffing plan provides for a total of five positions beginning in FY 2025. The following tables provide three alternate views of the staffing plans and budget.

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Transformation	5.00	5.00	5.00	5.00	5.00	5.00	5.00

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

Full Time Equivalent

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Transformation	5.00	5.00	3.00	3.00	5.00	5.00	5.00

Personnel Budget - The following tables present the Transformation personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. 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 Centralized Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 225,100	\$ 222,800	\$ 47,400	\$ 299,400	\$ 76,600	34.4%	\$ 299,400
2.4 Employee Benefits	63,300	65,500	15,300	92,000	26,500	40.5%	92,700
2.5 Transition Services	318,600	417,800	34,500	-	(417,800)	-100.0%	-
Grand Total	\$ 607,000	\$ 706,100	\$ 97,200	\$ 391,400	\$ (314,700)	-44.6%	\$ 392,100

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Transformation	\$ 607,000	\$ 706,100	\$ 97,200	\$ 391,400	\$ (314,700)	-44.6%	\$ 392,100
Grand Total	\$ 607,000	\$ 706,100	\$ 97,200	\$ 391,400	\$ (314,700)	-44.6%	\$ 392,100

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 225,100	\$ 222,800	\$ 299,400	\$ 299,400	\$ 469,400	\$ 469,400	\$ 469,400
2.4 Employee Benefits	63,300	65,500	92,000	92,700	150,200	151,200	152,300
2.5 Transition Services	318,600	417,800	-	-	-	-	-
Grand Total	\$ 607,000	\$ 706,100	\$ 391,400	\$ 392,100	\$ 619,600	\$ 620,600	\$ 621,700

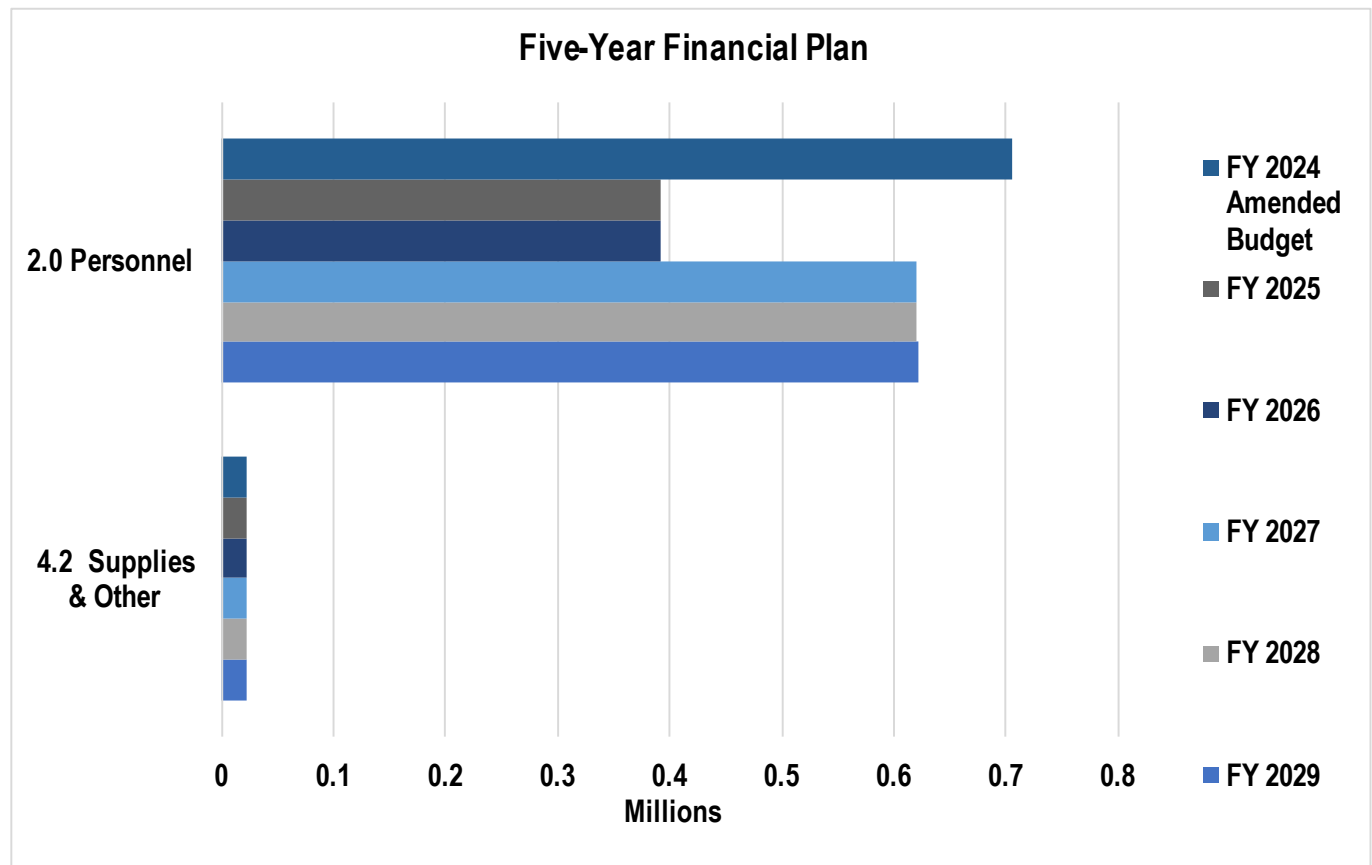
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Transformation	\$ 607,000	\$ 706,100	\$ 391,400	\$ 392,100	\$ 619,600	\$ 620,600	\$ 621,700
Grand Total	\$ 607,000	\$ 706,100	\$ 391,400	\$ 392,100	\$ 619,600	\$ 620,600	\$ 621,700

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 607,000	\$ 706,100	\$ 391,400	\$ 392,100	\$ 619,600	\$ 620,600	\$ 621,700
4.2 Supplies & Other	7,800	21,900	22,400	22,700	23,300	23,300	23,300
Grand Total	\$ 614,800	\$ 728,000	\$ 413,800	\$ 414,800	\$ 642,900	\$ 643,900	\$ 645,000

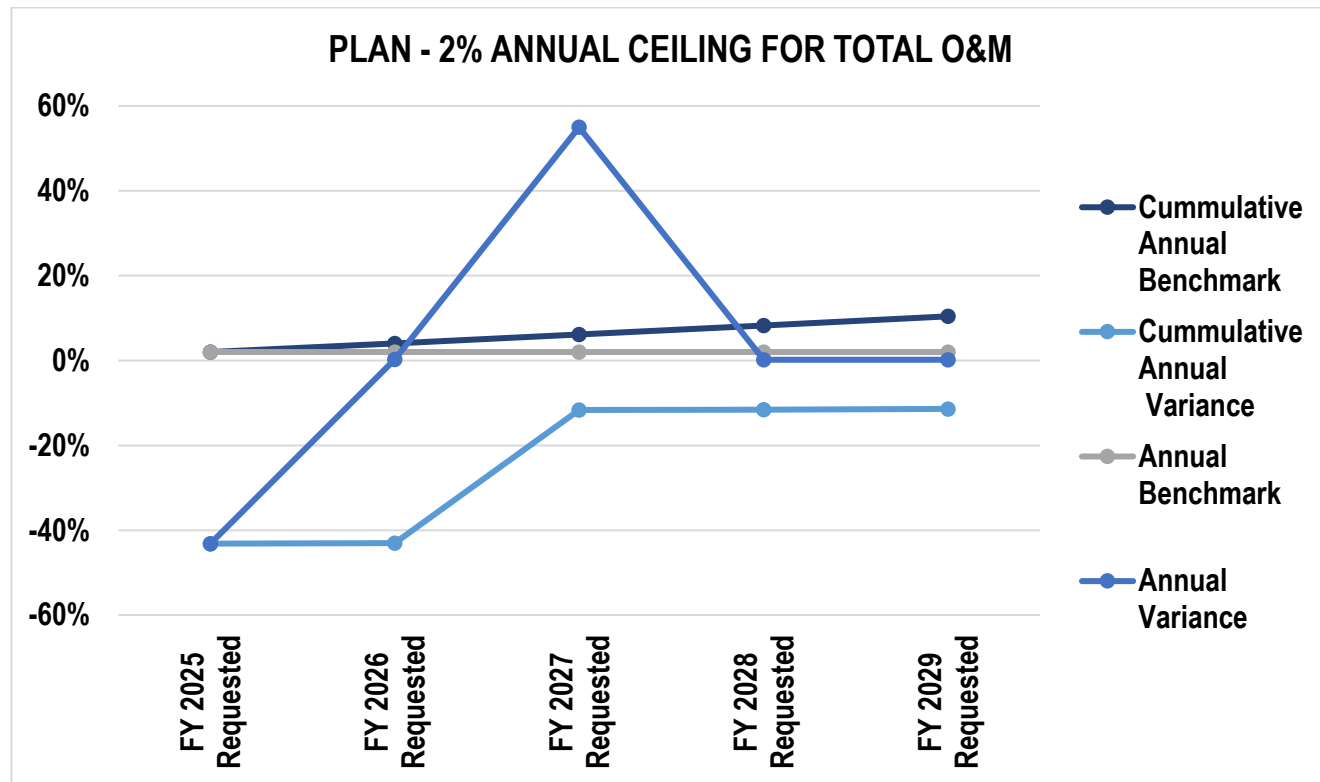


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Transformation	\$ 614,800	\$ 728,000	\$ 413,800	\$ 414,800	\$ 642,900	\$ 643,900	\$ 645,000
Grand Total	\$ 614,800	\$ 728,000	\$ 413,800	\$ 414,800	\$ 642,900	\$ 643,900	\$ 645,000

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Transformation area's financial plan reflects a five-year overall decrease of 11.4% while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment.



Capital Outlay

Capital Outlay is not a component of the Transformation area.

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
882511 - Transformation	\$ 614,800	\$ 728,000	\$ 413,800	\$ 414,800	\$ 642,900	\$ 643,900	\$ 645,000
2.1 Salaries & Wages	225,100	222,800	299,400	299,400	469,400	469,400	469,400
2.4 Employee Benefits	63,300	65,500	92,000	92,700	150,200	151,200	152,300
2.5 Transition Services	318,600	417,800	-	-	-	-	-
4.2 Supplies & Other	7,800	21,900	22,400	22,700	23,300	23,300	23,300
Memberships, Licenses & Subscriptions	-	2,100	2,100	2,200	2,200	2,200	2,200
Mileage and Parking	1,200	500	500	500	600	600	600
Office Supplies	100	1,000	1,100	1,100	1,100	1,100	1,100
Operating Supplies	6,500	10,200	10,400	10,600	10,900	10,900	10,900
Training and Internal Meetings	-	5,100	5,200	5,200	5,300	5,300	5,300
Travel	-	3,000	3,100	3,100	3,200	3,200	3,200
Grand Total	\$ 614,800	\$ 728,000	\$ 413,800	\$ 414,800	\$ 642,900	\$ 643,900	\$ 645,000

Information Technology

A center of excellence that provides reliable, contemporary, and integrated technology to support and facilitate teaching, learning, research, and service for GLWA.

The Information Technology Group is leading GLWA in several strategic initiatives.

❖ **Enterprise Asset Management (EAM) (Completion by second quarter FY 2025)**

The current EAM system (WAM) is on extended vendor support and no longer meets the growing needs of our organization in the areas of work, inventory, and asset management. In FY 2022, GLWA selected a new EAM (NEXGEN) and initiated the discovery and planning phases of the project. All testing, user acceptance and training will be completed, and the system will go-live as planned in the second quarter of FY 2025.

❖ **Enterprise Resource Planning (ERP) (Completion by first quarter of FY 2025)**

Workday was selected to replace the current Human Resources (Dayforce & Cornerstone) and Finance (BS&A) systems and fully integrate HR, Finance, Procurement, and reporting functions across the enterprise. Workday will leverage best practices to increase efficiency and effectiveness in reporting and operations and ensure that proper controls and procedures are followed. The core HR modules (Human Capital Management, Payroll, and Time Tracking) will go-live at the beginning of the third quarter of FY 2024. Also, modules to support all enterprise financial functions and a new budgeting system will be configured in anticipation of a go-live at the beginning of FY 2025.

❖ **Data Center Modernization Program (Completion by end of FY 2025)**

A multiyear roadmap has been created to mitigate risks and provide infrastructure resiliency by building a sustainable, secure, compliant, robust, and reliable IT infrastructure as the foundation to support GLWA's core enterprise technology needs. In FY 2025, an advanced threat Network Detection and Response (NDR) system which creates a feed of security alerts that will identify suspicious network activity will be implemented. Other projects slated for FY 2025 include the migration and modernization of the network infrastructure which will improve security and resiliency.

❖ **Project Management Information System (PMIS) (Completion by end of FY 2027)**

A PMIS is needed to replace a custom-built Capital Improvement Program (CIP) Portal and use of SharePoint sites to manage GLWA's capital improvement program and projects. The PMIS will improve the efficiency and processes of planning and executing GLWA's CIP primarily supporting Planning Services as well as Water and Wastewater Engineering and Construction. Negotiations with the selected vendor will begin in the third quarter of FY 2024. The PMIS implementation is expected to kick off in FY 2025 and go live in FY 2027.

The following table shows how the Information Technology Area strategic initiatives relate to the organizational strategic goals.

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Information Technology Strategic Initiatives	Enterprise Asset Management (EAM)		x		x	x	x		x			x
	Enterprise Resource Planning (ERP)		x		x	x	x				x	
	Data Center Modernization				x	x	x					
	Project Management Information System (PMIS)		x		x	x	x		x			x

Information Technology Contracts

The Information Technology (IT) budget contains most IT-related costs used throughout GLWA. This includes software and hardware purchases, subscriptions for cloud-based solutions, hardware and software maintenance, and contracted services to support GLWA's IT platforms. The largest expense category is Telecom, Managed Security & Network Services, due to an annual contract with AT&T who operates, updates, and maintains the wide area network, local area network, phone services, internet, and managed network security. The table below includes the key contracts for these services:

Significant Contracts

Project Description	Telecom, Managed Security & Networks 626700	Disaster Recovery Services 617900	Telecom, Managed Security & Networks 626700	Repair & Maint Software/ Contractual Op Svc 622302 / 617900	Repairs & Maintenance - Software 622302	Professional Services 617400	Total of Significant Contracts
Prime Consultant or Supplier	AT&T	VMWARE Cloud Disaster Recovery as a Service	Verizon	ERP Subscription - Workday	EAM Subscription- NEXGEN	DXC - WAM	
Software Type	N/A	Subscription	N/A	Subscription	Subscription	N/A	
Contract #	CS-1689	2200346	1801674	2000274-2	1904219-2	CS-119	
Contract Amount	\$ 60,000,000	\$ 1,605,755	\$ 500,000	\$ 6,265,747	\$ 1,731,624	\$ 7,000,000	
Contract End Date	TBD	5/8/2025	TBD	5/31/2030	11/20/2028	06/30/24	
Cost Center Name	Infrastructure	Infrastructure	IT Service Delivery	IT Business Applications	IT Enterprise Applications	IT Enterprise Applications	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2023 Spend	\$ 43,262,900	\$ -	\$ 1,982,400	\$ -	\$ -	\$ 9,777,458	\$ 55,022,758
Pre-FY 2023 Average Spend (*)	\$ 10,815,700	\$ -	\$ 495,600	-	-	\$ 2,959,700	14,271,000
FY 2023 Spend	10,537,300	685,000	634,400	863,800	-	2,061,200	14,781,700
FY 2024 Budget	14,065,200	416,100	600,000	748,600	440,000	2,550,000	18,819,900
FY 2025 Requested	13,846,500	1,300,000	812,000	766,900	300,000	1,300,000	18,325,400
FY 2026 Requested	14,123,400	1,326,000	828,200	782,200	300,000	-	17,359,800
FY 2027 Requested	14,405,900	1,352,500	844,800	797,800	350,000	-	17,751,000
FY 2028 Requested	14,694,000	1,379,600	861,700	813,800	350,000	-	18,099,100
FY 2029 Requested	14,987,900	1,407,200	878,900	830,100	350,000	-	18,454,100
Total	\$ 139,923,100	\$ 7,866,400	\$ 7,442,400	\$ 5,603,200	\$ 2,090,000	\$ 15,688,658	\$ 178,613,758

Organization

The GLWA Information Technology (IT) Group consists of seven teams.

❖ Office of the Chief Information Officer

Provides strategic direction and administrative support for all IT functions.

❖ Project Management Office

Fosters collaboration, support and oversees the execution of technology initiatives.

❖ Security & Risk

Responsible for deploying security solutions and monitoring the network, systems, and users to secure GLWA's systems and data from cyber threats.

❖ Infrastructure

Manages the information technology (IT) components that provide the technology backbone for the organization including data center operations, data storage, systems administration, telecommunications, network administration, backups, and disaster recovery.

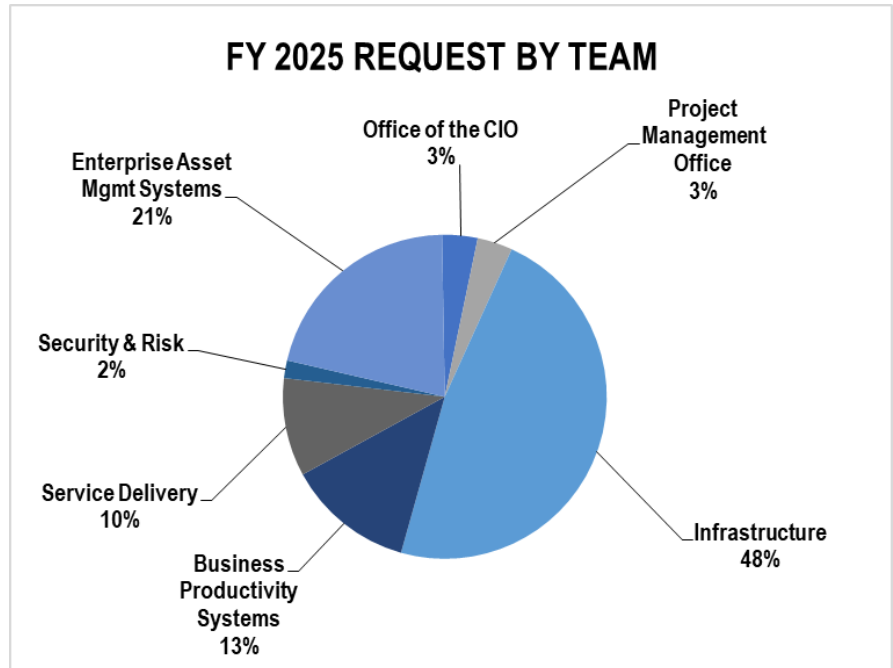
❖ Enterprise Asset Management Systems

Supports all asset management-related software which facilitates operations, maintenance, and capital planning of GLWA's assets. These services include Business Intelligence (BI), Geographic Information System (GIS), and Enterprise Asset Management (EAM).

❖ Business Productivity Systems

Leads the development and support of all customer-facing "back office" applications common to all team members including financial and human resource systems, websites/portals, office productivity systems, and electronic document management.

❖ Service Delivery – Provides frontline service and support to all team members and is responsible for deployment and support of all assigned computing and mobile devices and printers.

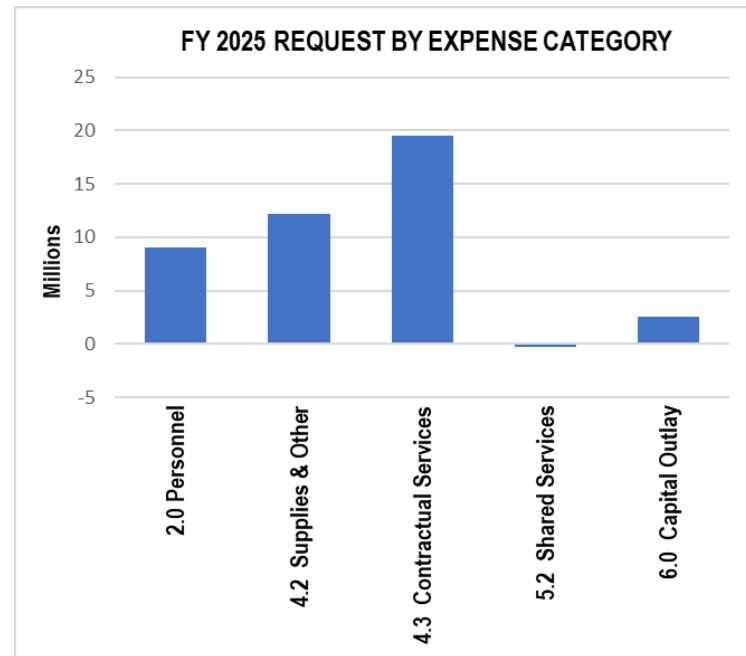


Expense Categories

There are five categories of Information Technology expenses in the operations and maintenance budget as listed below:

- ❖ Personnel
- ❖ Supplies & Other
- ❖ Contractual Services
- ❖ Shared Services
- ❖ Capital Outlay

Contractual Services is the largest expense category for FY 2025. Included in this account are the budgets for Telecom Managed Security & Network Services, Data Center Modernization, and GIS Strategic Services and Support.



Biennial Budget Request

The biennial budget reflects an overall decrease of \$987,100, or a 2.2% decrease in FY 2025.

- ❖ The personnel account will increase by \$621,600 in FY 2025 due to an Infrastructure Administrator position added to Security & Risk, and an Administrative Specialist and Service Desk Analyst budgeted as full-time employees for FY 2025, and a Database Developer Consultant moved to Contractual Transition services for Business Productivity Systems.
- ❖ The supplies & other account will decrease by \$1.2 million in FY 2025 due to funds that were unable to be captured in I&E. The ERP and EAM Implementation did not meet all GASB (Governmental Accounting Standards Board) requirements for capture in I&E and thus moved to O&M for FY 2024.
- ❖ The contractual services account will decrease by \$238,500 in FY 2025 for contractual support staff. Systems support and subscriptions related to the need to continue to support WAM is projected to decrease as the organization moves toward the GO-Live of the new EAM system and ERP enterprise projects. The other factors include right- sizing contractual support for Smart Water Technology, Trimble University Implementation, Magnolia Rivers, and GIS OnDemand Support.
- ❖ The shared service reimbursements will decrease by \$108,200 due to a number of shared services agreements ending with DWSD. There are three service agreements that will continue in a capacity to better reflect the IT services GLWA provides to DWSD.
- ❖ The capital outlay account is decreasing by \$105,000 in FY 2025 due to the movement of incurred expenses to the proper classification, including Adobe Suite software.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 7,889,800	\$ 8,429,000	\$ 2,064,600	\$ 9,050,600	\$ 621,600	7.4%	\$ 9,872,000
4.2 Supplies & Other	6,646,500	13,383,300	1,982,300	12,226,300	(1,157,000)	-8.6%	9,288,100
4.3 Contractual Services	17,509,100	19,756,700	4,467,800	19,518,200	(238,500)	-1.2%	18,850,900
5.2 Shared Services	(946,500)	(163,200)	(39,000)	(271,400)	(108,200)	66.3%	(276,800)
6.0 Capital Outlay	943,800	2,648,300	112,800	2,543,300	(105,000)	-4.0%	2,586,300
Grand Total	\$ 32,042,700	\$ 44,054,100	\$ 8,588,500	\$ 43,067,000	\$ (987,100)	-2.2%	\$ 40,320,500

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Office of the CIO	\$ 1,410,200	\$ 1,565,900	\$ 369,100	\$ 1,527,600	\$ (38,300)	-2.4%	\$ 1,791,900
Project Management Office	1,470,500	1,431,500	362,000	1,514,200	82,700	5.8%	1,517,400
Service Delivery	3,484,800	3,909,400	1,288,100	4,224,600	315,200	8.1%	4,283,900
Infrastructure	16,559,000	18,404,800	4,519,100	20,490,800	2,086,000	11.3%	19,906,100
Business Productivity Systems	3,033,300	8,077,900	630,900	5,457,300	(2,620,600)	-32.4%	4,840,600
Enterprise Asset Management Systems	5,731,300	10,344,400	1,309,000	9,092,800	(1,251,600)	-12.1%	7,219,500
Security & Risk	353,600	320,200	110,300	759,700	439,500	137.3%	761,100
Grand Total	\$ 32,042,700	\$ 44,054,100	\$ 8,588,500	\$ 43,067,000	\$ (987,100)	-2.2%	\$ 40,320,500

Personnel Budget

Information Technology personnel consists of 78 positions for FY 2025, consistent with FY 2024. There is one additional position in the Security & Risk team and two position reductions for the Business Productivity Services team and the Office of CIO team.

The Information Technology Group is currently exploring an apprenticeship program that may add up to three FTEs depending on the identified need. Because of the preliminary nature of this opportunity, this additional headcount is not reflected in the staffing plan counts below.

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

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Information Technology	78.00	78.00	78.00	78.00	78.00	78.00	78.00
Office of the CIO	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Project Management Office	10.00	11.00	11.00	11.00	11.00	11.00	11.00
Service Delivery	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Infrastructure	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Business Productivity Systems	13.00	12.00	12.00	12.00	12.00	12.00	12.00
Enterprise Asset Management Systems	17.00	17.00	17.00	17.00	17.00	17.00	17.00
Security & Risk	3.00	3.00	3.00	3.00	3.00	3.00	3.00

*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 for, based upon a standard of 2,080 hours per year.

Full-time Equivalent

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Information Technology	74.50	71.50	71.50	77.50	77.50	77.50	77.50
Office of the CIO	4.75	6.00	5.50	7.00	7.00	7.00	7.00
Project Management Office	10.00	11.00	11.00	11.00	11.00	11.00	11.00
Service Delivery	15.00	14.00	15.00	15.00	15.00	15.00	15.00
Infrastructure	13.00	13.00	12.25	13.00	13.00	13.00	13.00
Business Productivity Systems	13.00	9.50	9.00	12.00	12.00	12.00	12.00
Enterprise Asset Management Systems	16.25	16.00	15.75	16.50	16.50	16.50	16.50
Security & Risk	2.50	2.00	3.00	3.00	3.00	3.00	3.00

Personnel Budget - The following tables present the Information Technology personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. 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 Centralized Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 6,014,100	\$ 6,373,100	\$ 1,545,800	\$ 6,515,300	\$ 142,200	2.2%	\$ 7,133,100
2.3 Overtime	400	-	-	-	-	0.0%	-
2.4 Employee Benefits	1,785,300	2,055,900	475,800	2,056,100	200	0.0%	2,259,700
2.5 Transition Services	90,000	-	43,000	479,200	479,200	0.0%	479,200
Grand Total	\$ 7,889,800	\$ 8,429,000	\$ 2,064,600	\$ 9,050,600	\$ 621,600	7.4%	\$ 9,872,000

Personnel - Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Office of the CIO	\$ 780,600	\$ 913,600	\$ 184,500	\$ 868,300	\$ (45,300)	-5.0%	\$ 1,119,300
Project Management Office	1,442,400	1,401,900	360,200	1,473,000	71,100	5.1%	1,475,300
Service Delivery	1,271,000	1,283,200	350,700	1,418,600	135,400	10.6%	1,421,800
Infrastructure	1,439,600	1,528,500	355,100	1,493,200	(35,300)	-2.3%	1,573,700
Business Productivity Systems	851,200	1,103,000	234,800	1,376,900	273,900	24.8%	1,762,400
Enterprise Asset Management Systems	1,811,500	1,906,800	473,300	1,968,900	62,100	3.3%	2,067,100
Security & Risk	293,500	292,000	106,000	451,700	159,700	54.7%	452,400
Grand Total	\$ 7,889,800	\$ 8,429,000	\$ 2,064,600	\$ 9,050,600	\$ 621,600	7.4%	\$ 9,872,000

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 6,014,100	\$ 6,373,100	\$ 6,515,300	\$ 7,133,100	\$ 7,133,100	\$ 7,133,100	\$ 7,133,100
2.3 Overtime	400	-	-	-	-	-	-
2.4 Employee Benefits	1,785,300	2,055,900	2,056,100	2,259,700	2,275,700	2,291,700	2,307,800
2.5 Transition Services	90,000	-	479,200	479,200	479,200	479,200	479,200
Grand Total	\$ 7,889,800	\$ 8,429,000	\$ 9,050,600	\$ 9,872,000	\$ 9,888,000	\$ 9,904,000	\$ 9,920,100

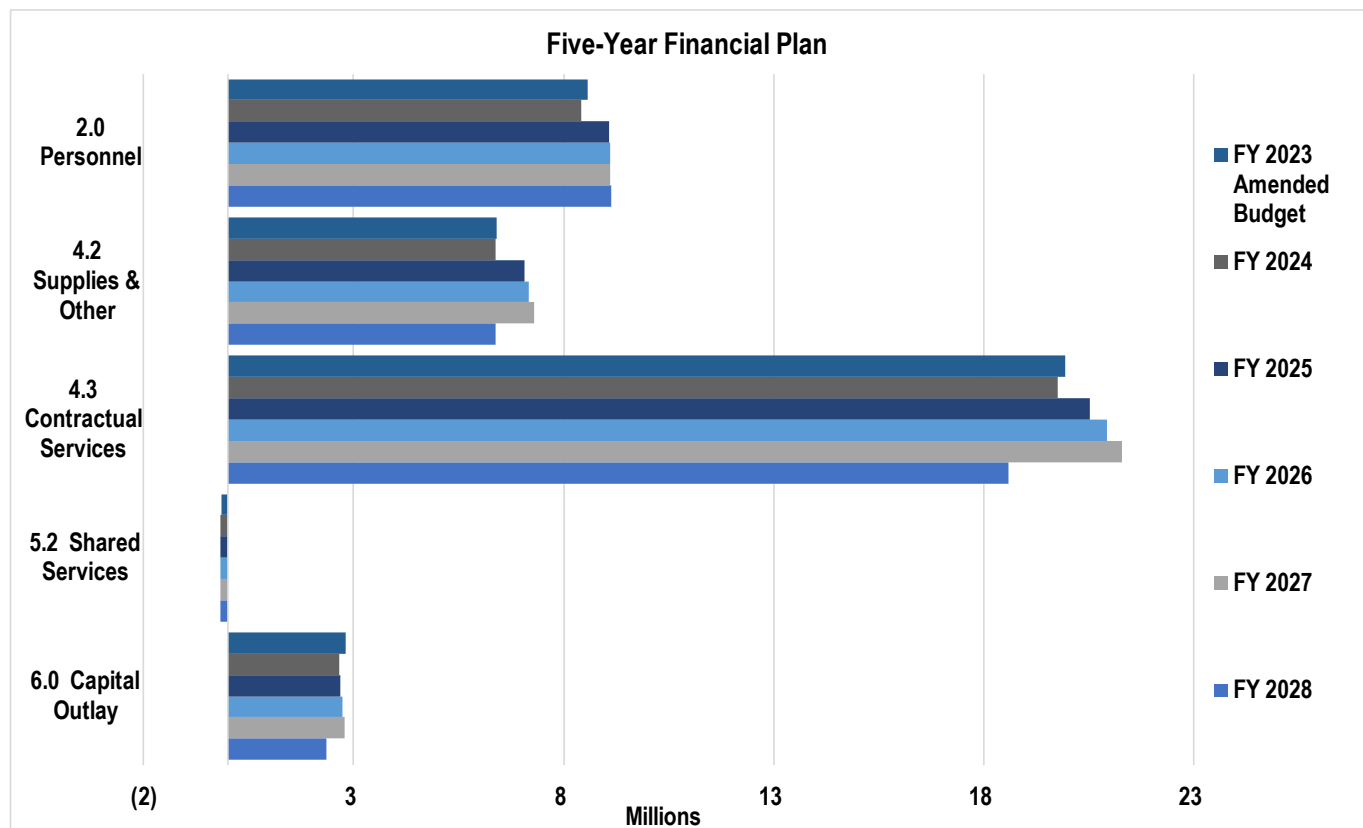
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Office of the CIO	\$ 780,600	\$ 913,600	\$ 868,300	\$ 1,119,300	\$ 1,120,800	\$ 1,122,300	\$ 1,123,800
Project Management Office	1,442,400	1,401,900	1,473,000	1,475,300	1,477,700	1,480,000	1,482,300
Service Delivery	1,271,000	1,283,200	1,418,600	1,421,800	1,424,900	1,428,100	1,431,300
Infrastructure	1,439,600	1,528,500	1,493,200	1,573,700	1,576,500	1,579,300	1,582,000
Business Productivity Systems	851,200	1,103,000	1,376,900	1,762,400	1,764,500	1,766,600	1,768,700
Enterprise Asset Management Systems	1,811,500	1,906,800	1,968,900	2,067,100	2,070,600	2,074,100	2,077,700
Security & Risk	293,500	292,000	451,700	452,400	453,000	453,600	454,300
Grand Total	\$ 7,889,800	\$ 8,429,000	\$ 9,050,600	\$ 9,872,000	\$ 9,888,000	\$ 9,904,000	\$ 9,920,100

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 7,889,800	\$ 8,429,000	\$ 9,050,600	\$ 9,872,000	\$ 9,888,000	\$ 9,904,000	\$ 9,920,100
4.2 Supplies & Other	6,646,500	13,383,300	12,226,300	9,288,100	8,406,800	8,031,800	8,159,800
4.3 Contractual Services	17,509,100	19,756,700	19,518,200	18,850,900	19,502,200	19,885,000	20,275,400
5.2 Shared Services	(946,500)	(163,200)	(271,400)	(276,800)	(282,300)	(287,900)	(293,800)
6.0 Capital Outlay	943,800	2,648,300	2,543,300	2,586,300	2,629,900	2,674,500	2,719,800
Grand Total	\$ 32,042,700	\$ 44,054,100	\$ 43,067,000	\$ 40,320,500	\$ 40,144,600	\$ 40,207,400	\$ 40,781,300

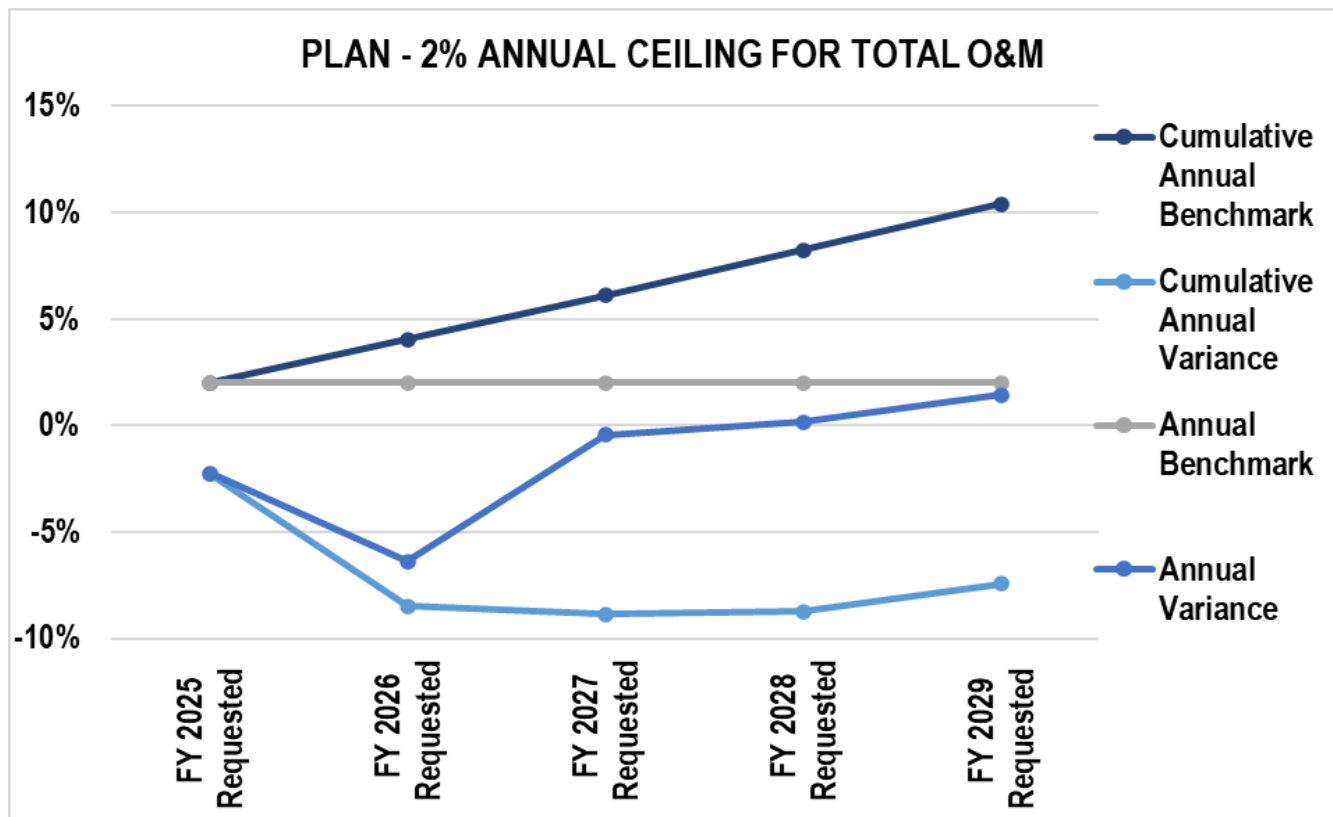


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Office of the CIO	\$ 1,410,200	\$ 1,565,900	\$ 1,527,600	\$ 1,791,900	\$ 1,807,200	\$ 1,822,900	\$ 1,839,000
Project Management Office	1,470,500	1,431,500	1,514,200	1,517,400	1,520,700	1,523,900	1,527,100
Service Delivery	3,484,800	3,909,400	4,224,600	4,283,900	4,344,500	4,405,900	4,468,600
Infrastructure	16,559,000	18,404,800	20,490,800	19,906,100	20,526,400	20,877,400	21,235,200
Business Productivity Systems	3,033,300	8,077,900	5,457,300	4,840,600	4,901,600	4,964,000	5,027,600
Enterprise Asset Management							
Systems	5,731,300	10,344,400	9,092,800	7,219,500	6,281,800	5,849,600	5,918,700
Security & Risk	353,600	320,200	759,700	761,100	762,400	763,700	765,100
Grand Total	\$ 32,042,700	\$ 44,054,100	\$ 43,067,000	\$ 40,320,500	\$ 40,144,600	\$ 40,207,400	\$ 40,781,300

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The IT financial plan reflects a five-year overall decrease of 7.4% while the entity-wide goal is a cumulative 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

Information Technology five-year capital outlay plan is funded by both the Improvements & Extension budget and the Operations & Maintenance budget.

Five-Year Capital Outlay Plan by Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Operations & Maintenance	\$ 8,102,600	\$ 6,043,300	\$ 2,908,500	\$ 3,129,900	\$ 2,674,500	\$ 2,719,800
Hardware	-	1,015,900	-	-	-	-
Software	8,102,600	5,027,400	2,908,500	3,129,900	2,674,500	2,719,800
Improvement & Extension	1,400,000	-	-	-	-	-
Leasehold Improvements, Computers & IT, Furniture & Fixtures	1,400,000	-	-	-	-	-
Software	-	-	-	-	-	-
Grand Total	\$ 9,502,600	\$ 6,043,300	\$ 2,908,500	\$ 3,129,900	\$ 2,674,500	\$ 2,719,800

Five-Year Capital Outlay Plan by Funding Source

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Operations & Maintenance	\$ 943,800	\$ 8,102,600	\$ 6,043,300	\$ 2,908,500	\$ 3,129,900	\$ 2,674,500	\$ 2,719,800
Improvement & Extension	1,596,200	1,400,000	-	-	-	-	-
Grand Total	\$ 2,540,000	\$ 9,502,600	\$ 6,043,300	\$ 2,908,500	\$ 3,129,900	\$ 2,674,500	\$ 2,719,800

Five-Year Capital Outlay Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Service Delivery	\$ 554,300	\$ -	\$ 1,303,400	\$ 1,329,500	\$ 1,356,100	\$ 1,383,200	\$ 1,410,800
Infrastructure	328,200	2,502,600	765,500	772,900	780,300	787,900	795,600
Business Productivity Systems	401,500	3,000,000	1,000,000				
Enterprise Asset Management Systems	1,256,000	4,000,000	2,949,400	780,700	967,600	477,000	486,500
Security & Risks		-	25,000	25,400	25,900	26,400	26,900
Grand Total	\$ 2,540,000	\$ 9,502,600	\$ 6,043,300	\$ 2,908,500	\$ 3,129,900	\$ 2,674,500	\$ 2,719,800

As overall improvements and enhancements to the backbone of the IT infrastructure are completed under the Data Center Modernization Program, certain items will be funded through the Improvement & Extension budget as they are related to implementation, physical hardware, and software items. The remaining components are related subscription and other cloud services which will be funded from IT's Operations & Maintenance budget.

The tables below contain the budget details by fiscal year.

Project Description	FY 2023 Improvement & Extension Fund	FY 2024 Improvement & Extension Fund	FY 2025 Improvement & Extension Fund	FY 2026 Improvement & Extension Fund	Total Improvement & Extension Fund
Veeam Licensing (Back Up)	\$ -	\$ -	\$ -	\$ -	\$ -
Isilon Replacement including professional services and migration	-	-	-	-	-
DRaaS - Professional Services (Access Interactive)	-	-	-	-	-
Forcepoint (Barracude Replacement)	300,000	-	-	-	300,000
Hybrid Cloud Migration Professional Services	173,250	-	-	-	173,250
Network Cisco Switch Replacement/ Upgrade	-	1,000,000	-	-	1,000,000
AD Migration	-	400,000	-	-	400,000
Total	\$ 473,250	\$ 1,400,000	\$ -	\$ -	\$ 1,873,250

Project Description	FY 2023 Operations & Maintenance Fund	FY 2024 Operations & Maintenance Fund	FY 2025 Operations & Maintenance Fund	FY 2026 Operations & Maintenance Fund	Total Operations & Maintenance Fund
Endpoint Protection (Sentinel One)	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 360,000
DRaaS Subscription Services	426,739	426,739	426,739	426,739	1,706,956
Amazon Web Services (Storage and Server Costs)	100,000	100,000	100,000	100,000	400,000
Cybersecurity Monitoring Solution	225,000	225,000	225,000	225,000	900,000
Hybrid Cloud Migration/NSX-T	515,871	-	-	-	515,871
Veeam Licensing (Back Up)	-	260,876	386,000	393,700	1,040,576
Network Cisco Switch Replacement/U	-	-	500,000	-	500,000
AD Migration	-	-	169,700	173,100	342,800
Total	\$ 1,357,610	\$ 1,102,615	\$ 1,897,439	\$ 1,408,539	\$ 5,766,203

Line-Item Budget and Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
883301 - IT Office of the CIO	1,410,200	1,565,900	1,527,600	1,791,900	1,807,200	1,822,900	1,839,000
2.1 Salaries & Wages	611,900	709,600	676,600	871,900	871,900	871,900	871,900
2.4 Employee Benefits	168,700	204,000	191,700	247,400	248,900	250,400	251,900
4.2 Supplies & Other	119,700	120,100	114,400	116,800	119,200	121,600	124,100
Memberships, Licenses & Subscriptions	89,300	84,700	82,100	83,800	85,500	87,200	89,000
Office Supplies	12,700	14,800	13,000	13,300	13,600	13,900	14,200
Operating Supplies	200	-	500	500	500	500	500
Supplies & Other - Covid19	3,500	-	-	-	-	-	-
Training and Internal Meetings	7,100	9,300	9,500	9,700	9,900	10,100	10,300
Travel	6,900	11,300	9,300	9,500	9,700	9,900	10,100
4.3 Contractual Services	509,900	532,200	544,900	555,800	567,200	579,000	591,100
883311 - IT Project Management Office	1,470,500	1,431,500	1,514,200	1,517,400	1,520,700	1,523,900	1,527,100
2.1 Salaries & Wages	1,120,100	1,069,600	1,129,800	1,129,800	1,129,800	1,129,800	1,129,800
2.4 Employee Benefits	322,300	332,300	343,200	345,500	347,900	350,200	352,500
4.2 Supplies & Other	27,500	29,600	40,600	41,500	42,400	43,300	44,200
Memberships, Licenses & Subscriptions	1,900	14,300	14,600	14,900	15,200	15,500	15,800
Mileage and Parking	300	-	-	-	-	-	-
Training and Internal Meetings	17,200	14,400	18,000	18,400	18,800	19,200	19,600
Travel	8,100	900	8,000	8,200	8,400	8,600	8,800
4.3 Contractual Services	600	-	600	600	600	600	600
883321 - IT Service Delivery	3,484,800	3,909,400	4,224,600	4,283,900	4,344,500	4,405,900	4,468,600
2.1 Salaries & Wages	955,200	936,700	1,040,600	1,040,600	1,040,600	1,040,600	1,040,600
2.3 Overtime	400	-	-	-	-	-	-
2.4 Employee Benefits	315,400	346,500	378,000	381,200	384,300	387,500	390,700
4.2 Supplies & Other	1,038,300	795,300	849,800	866,800	884,300	901,800	920,000
Capital Outlay less than \$5,000	312,500	104,000	106,100	108,200	110,400	112,600	114,900
Memberships, Licenses & Subscriptions	1,400	5,500	5,600	5,700	5,800	5,900	6,000
Office Supplies	6,400	-	8,000	8,200	8,400	8,600	8,800
Printing	13,000	312,000	318,200	324,600	331,100	337,700	344,500
Repairs & Maintenance-Hardware	11,700	47,300	48,200	49,200	50,200	51,200	52,200
Repairs & Maintenance-Miscellaneous	-	27,400	-	-	-	-	-
Repairs & Maintenance-Software	693,300	216,600	326,900	333,400	340,200	346,900	353,900
Training and Internal Meetings	-	66,000	20,000	20,400	20,800	21,200	21,600
Travel	-	16,500	16,800	17,100	17,400	17,700	18,100
4.3 Contractual Services	648,700	600,000	812,000	828,200	844,800	861,700	878,900
5.2 Shared Services	(27,500)	(156,100)	(159,200)	(162,400)	(165,600)	(168,900)	(172,400)
Shared Services : Salaries & Wages Reimb	22,800	(53,600)	(54,700)	(55,800)	(56,900)	(58,000)	(59,200)
Shared Services Reimbursement	(79,600)	(81,200)	(82,800)	(84,500)	(86,200)	(87,900)	(89,700)
Shared Services: Employee Benefit Reimb	29,300	(21,300)	(21,700)	(22,100)	(22,500)	(23,000)	(23,500)
6.0 Capital Outlay	554,300	1,387,000	1,303,400	1,329,500	1,356,100	1,383,200	1,410,800
Capital Outlay over \$5k(O&M-NonCapitlzd)	554,300	1,387,000	1,303,400	1,329,500	1,356,100	1,383,200	1,410,800

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Line-Item Budget and Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
883331 - IT Infrastructure	16,559,000	18,404,800	20,490,800	19,906,100	20,526,400	20,877,400	21,235,200
2.1 Salaries & Wages	1,107,800	1,155,300	1,133,500	1,191,300	1,191,300	1,191,300	1,191,300
2.4 Employee Benefits	331,800	373,200	359,700	382,400	385,200	388,000	390,700
4.2 Supplies & Other	1,932,600	1,346,500	3,245,400	2,267,700	2,290,400	2,313,600	2,337,300
Capital Outlay less than \$5,000	73,500	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	6,100	-	-	-	-	-	-
Repairs & Maintenance-Hardware	976,500	1,229,000	1,632,900	1,643,000	1,653,300	1,663,800	1,674,400
Repairs & Maintenance-Software	867,100	74,800	1,582,500	594,100	605,900	618,000	630,500
Training and Internal Meetings	5,200	22,000	15,000	15,300	15,600	15,900	16,200
Travel	4,200	20,700	15,000	15,300	15,600	15,900	16,200
4.3 Contractual Services	13,701,400	14,705,700	15,098,900	15,406,200	15,995,900	16,315,600	16,641,700
5.2 Shared Services	(842,800)	(7,100)	(112,200)	(114,400)	(116,700)	(119,000)	(121,400)
Shared Services : Salaries & Wages Reimb	(139,200)	-	(80,100)	(81,700)	(83,300)	(85,000)	(86,700)
Shared Services Reimbursement	(647,900)	(7,100)	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(55,700)	-	(32,100)	(32,700)	(33,400)	(34,000)	(34,700)
6.0 Capital Outlay	328,200	831,200	765,500	772,900	780,300	787,900	795,600
Capital Outlay over \$5k(O&M-NonCapitlzd)	328,200	831,200	765,500	772,900	780,300	787,900	795,600
883341 - IT Business Productivity Systems	3,033,300	8,077,900	5,457,300	4,840,600	4,901,600	4,964,000	5,027,600
2.1 Salaries & Wages	588,300	832,400	685,400	977,900	977,900	977,900	977,900
2.4 Employee Benefits	172,900	270,600	212,300	305,300	307,400	309,500	311,600
2.5 Transition Services	90,000	-	479,200	479,200	479,200	479,200	479,200
4.2 Supplies & Other	2,133,200	6,373,100	3,248,900	2,232,100	2,276,100	2,321,100	2,367,000
Memberships, Licenses & Subscriptions	8,500	-	-	-	-	-	-
Repairs & Maintenance-Software	1,993,700	6,312,700	3,218,900	2,201,500	2,244,900	2,289,300	2,334,600
Supplies & Other - Covid19	1,800	-	-	-	-	-	-
Training and Internal Meetings	128,900	37,500	15,000	15,300	15,600	15,900	16,200
Travel	300	22,900	15,000	15,300	15,600	15,900	16,200
4.3 Contractual Services	48,900	601,800	831,500	846,100	861,000	876,300	891,900
883351 - IT Enterprise Asset Mgmt Systems	5,731,300	10,344,400	9,092,800	7,219,500	6,281,800	5,849,600	5,918,700
2.1 Salaries & Wages	1,396,300	1,443,600	1,498,900	1,571,100	1,571,100	1,571,100	1,571,100
2.4 Employee Benefits	415,200	463,200	470,000	496,000	499,500	503,000	506,600
4.2 Supplies & Other	1,329,000	4,714,900	4,720,300	3,756,100	2,787,100	2,322,900	2,359,500
Capital Outlay less than \$5,000	(5,000)	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	400	500	500	500	500	500	500
Mileage and Parking	-	800	800	800	800	800	800
Repairs & Maintenance-Software	1,318,000	4,674,100	4,688,600	3,723,800	2,754,200	2,289,400	2,325,400
Training and Internal Meetings	7,700	20,800	15,200	15,500	15,800	16,100	16,400
Travel	7,900	18,700	15,200	15,500	15,800	16,100	16,400
4.3 Contractual Services	2,599,600	3,317,000	1,954,100	937,800	956,500	975,600	995,000
5.2 Shared Services	(70,100)	-	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	(21,400)	-	-	-	-	-	-
Shared Services Reimbursement	(40,400)	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(8,300)	-	-	-	-	-	-
6.0 Capital Outlay	61,300	405,700	449,500	458,500	467,600	477,000	486,500
Capital Outlay over \$5k(O&M-NonCapitlzd)	61,300	405,700	449,500	458,500	467,600	477,000	486,500

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Line-Item Budget and Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
883361 - IT Security & Risk	353,600	320,200	759,700	761,100	762,400	763,700	765,100
2.1 Salaries & Wages	234,500	225,900	350,500	350,500	350,500	350,500	350,500
2.4 Employee Benefits	59,000	66,100	101,200	101,900	102,500	103,100	103,800
4.2 Supplies & Other	66,200	3,800	6,900	7,100	7,300	7,500	7,700
Capital Outlay less than \$5,000	62,500	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	-	3,800	3,900	4,000	4,100	4,200	4,300
Training and Internal Meetings	3,700	-	2,000	2,100	2,200	2,200	2,300
Travel	-	-	1,000	1,000	1,000	1,100	1,100
4.3 Contractual Services	-	-	276,200	276,200	276,200	276,200	276,200
5.2 Shared Services	(6,100)	-	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	(4,400)	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(1,700)	-	-	-	-	-	-
6.0 Capital Outlay	-	24,400	24,900	25,400	25,900	26,400	26,900
Capital Outlay over \$5k(O&M-NonCapitlzd)	-	24,400	24,900	25,400	25,900	26,400	26,900
Grand Total	32,042,700	44,054,100	43,067,000	40,320,500	40,144,600	40,207,400	40,781,300

Security & Integrity

The Security & Integrity area provides high quality, professional security operations and technical intelligence for the organization and its valued customers throughout the state of Michigan.

Strategic Initiatives**❖ Water Act 2018 Threat and Vulnerability Assessments (Ongoing)**

Continue to assess all GLWA facilities for threats and vulnerabilities to meet the five-year requirements of the Water Act of 2018. The progress will be tracked by the Chief of Security and Integrity who will confirm each threat is addressed and vulnerabilities are eliminated.

❖ Plan, design & implement a joint “Disaster Response Unit” (Ongoing/Completion in FY 2026)

The Security and Integrity area will work on a concept to plan, design, and implement a Disaster Response Unit. This concept consists of several distinct phases:

- **Phase One** – Identify scope of response and type of equipment necessary to support and sustain responders to include vehicles. This phase was started in FY 2020 with the initial purchase of a truck and a trailer and is 80% complete.
- **Phase Two** - Coordinate with the State of Michigan and Federal Emergency Management Agency (FEMA) to research requirements and certify GLWA as a Disaster Response team. This phase started in FY 2021 with the research of requirements and is 100% completed.
- **Phase Three** – Identify training requirements and train members to standards. This phase is 100% complete.
- **Phase Four** – Identify team makeup to include total team members and the minimum number to be deployed. This phase will be completed in FY 2024/25.
- **Phase Five** - Identify policies and standard operating guidelines. This phase will be completed in FY 2024/25 and will require a review with General Counsel.
- **Phase Six** - Recurring training to ensure competencies and maintain disciplines. This phase will be completed in FY 2024/25.

❖ Conduct a Cyber-Security related Tabletop The Security & Integrity Group through the Office of Emergency Preparedness has worked with the Cybersecurity and Infrastructure Security Agency (CISA), to create a Cyber Security Tabletop Exercise that is DHS approved. Listed below is the proposed Tabletop Exercise:

- Tabletop will be centered around ransomware.
- IT, OD, Legal, Finance and other departments will be required participants in this tabletop, as all departments would be affected.

❖ Implement CAD System (Completion FY 2024/25)

The implementation of a CAD (computer-aided dispatch) system in the Fusion Center would improve the efficiency of the Fusion Center by providing the call-taker with visual pertinent information of where the call is coming from and in many cases who the caller is as well as

any notes on the caller and/or location (i.e., special needs and/or call history, hazardous materials, access). The visual information will allow the call-taker to focus on the information the caller is giving about the emergency, making response times faster. And finally, having any special information about the specific site will also keep the officers and other first responders safe. They will bring the appropriate equipment and be better prepared for not only the emergency but the environment. To be completed by the end of the FY 2024.

The following table shows how the Security & Integrity area strategic initiatives relate to the organizational strategic goals:

	Organizational Strategic Goals										
	Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Water Act 2018 Threat and Vulnerability Assessments			x	x	x	x		x			
Plan, design & implement a joint "Disaster Response Unit"				x	x	x	x	x	x	x	x
Conduct a Cyber-Security Tabletop			x	x	x	x		x		x	
Implement CAD System			x	x	x	x		x			

Organization

The Security and Integrity Area consists of two teams.

❖ Security and Integrity

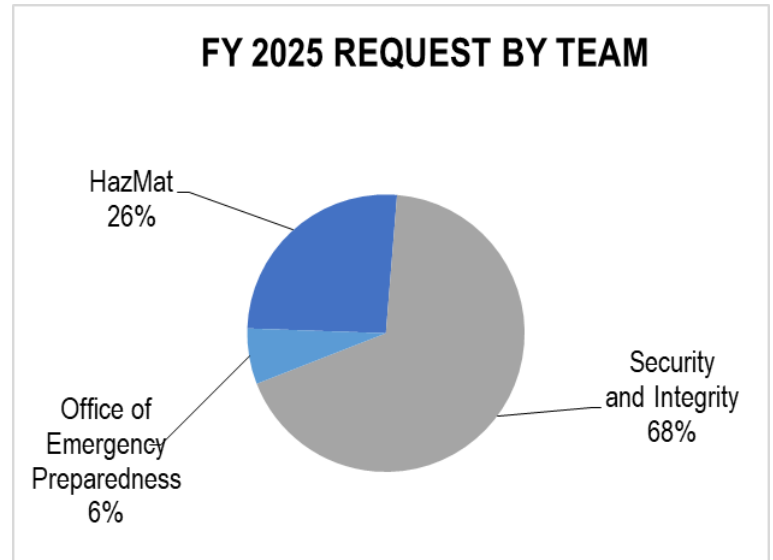
Provides high quality, professional security operations and technical intelligence for the organization and its valued customers throughout the state of Michigan.

❖ HazMat

An in-house delivery service within the Security & Integrity Group that performs immediate response to all Level (1) Hazmat calls on the property of Water Resource Recovery Facility (WRRF). This team provides three main services: immediate response to all HazMat discharges at the WRRF, professional security operations for the Detroit Marine Terminal and confined space rescue standby for GLWA employees at WRRF.

❖ Office of Emergency Preparedness

An in-house emergency preparedness team that works with GLWA Operational Areas, Groups and Teams to provide enhanced focus and preparation to address emergency situations, mitigate potential emergencies and threats to the utility, and assesses vulnerabilities for the utility.

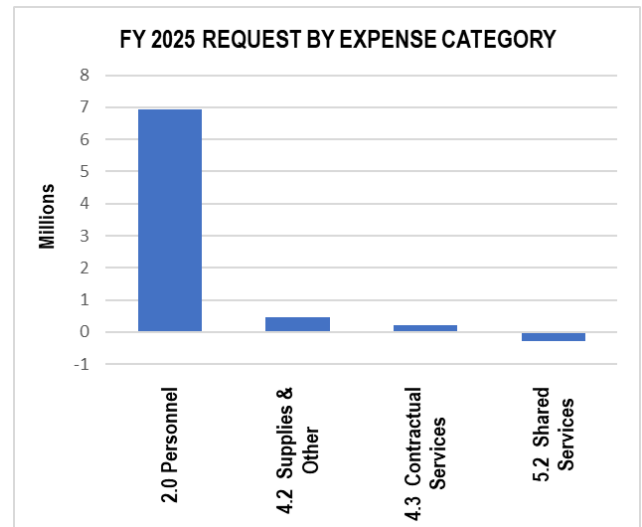


Expense Categories

There are four categories of Security and Integrity expenses in the operations and maintenance budget as listed below.

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

Personnel is the largest expense category for the Security and Integrity area.



Biennial Budget Request

The biennial budget reflects an overall increase of \$707,100 or 10.7%, in FY 2025.

- ❖ The Personnel category increased by \$796,400, due to four positions budgeted as full-time personnel for FY25, including benefits. Projected overtime based on vacancies and current use are components of the increase.
- ❖ The -\$73,300 decrease in Supplies & Other is due to right-sizing of operating expense and projected training sessions to complement staffing count with compliance and industry standards.
- ❖ The Contractual Services account increased by \$4,000 due to inflation costs and the use of contractual services with DA Central for building maintenance.
- ❖ The decrease of -\$20,000 is due to a true-up of prior year's activity with DSWD.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 6,180,700	\$ 6,126,700	\$ 1,561,000	\$ 6,923,100	\$ 796,400	13.0%	\$ 7,143,100
4.2 Supplies & Other	253,300	534,800	97,900	461,500	(73,300)	-13.7%	470,400
4.3 Contractual Services	483,500	200,600	76,600	204,600	4,000	2.0%	208,600
5.2 Shared Services	(66,600)	(255,000)	(63,800)	(275,000)	(20,000)	7.8%	(280,500)
Grand Total	\$ 6,850,900	\$ 6,607,100	\$ 1,671,700	\$ 7,314,200	\$ 707,100	10.7%	\$ 7,541,600

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Security and Integrity	\$ 4,989,700	\$ 4,451,200	\$ 1,180,300	\$ 4,957,700	\$ 506,500	11.4%	\$ 5,043,900
HazMat	1,553,100	1,723,800	399,600	1,882,000	158,200	9.2%	2,020,800
Office of Emergency Preparedness	308,100	432,100	91,800	474,500	42,400	9.8%	476,900
Grand Total	\$ 6,850,900	\$ 6,607,100	\$ 1,671,700	\$ 7,314,200	\$ 707,100	10.7%	\$ 7,541,600

Personnel Budget

The Security and Integrity Area consists of 85 positions in FY 2025. The staffing of two security positions with the HazMat team was postponed to FY 2025. A security officer position was added for FY 2025. The following tables provide three alternate views of the staffing plans and budget.

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Security and Integrity Area	82.00	82.00	85.00	85.00	85.00	85.00	85.00
Security and Integrity	60.00	60.00	61.00	61.00	61.00	61.00	61.00
HazMat	19.00	19.00	21.00	21.00	21.00	21.00	21.00
Office of Emergency Preparedness	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Full-time Equivalents - The following table presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Full-time Equivalents

Team	Prior Year FY 2022 FTEs	Current Year FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs
Security and Integrity Area	79.00	82.00	78.50	83.00	84.00	84.00	84.00
Security and Integrity	57.00	60.00	57.50	60.00	60.00	60.00	60.00
HazMat	19.00	19.00	18.50	20.00	21.00	21.00	21.00
Office of Emergency Preparedness	3.00	3.00	2.50	3.00	3.00	3.00	3.00

Personnel Budget – The following tables presents the Security & Integrity personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. 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 Centralized Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 4,130,200	\$ 4,103,600	\$ 1,003,000	\$ 4,557,500	\$ 453,900	11.1%	\$ 4,691,100
2.2 Workforce Development	12,800	-	12,900	-	-	0.0%	-
2.3 Overtime	468,000	266,300	122,500	467,200	200,900	75.4%	481,900
2.4 Employee Benefits	1,569,700	1,756,800	422,600	1,898,400	141,600	8.1%	1,970,100
Grand Total	\$ 6,180,700	\$ 6,126,700	\$ 1,561,000	\$ 6,923,100	\$ 796,400	13.0%	\$ 7,143,100

Personnel Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Security and Integrity	\$ 4,379,400	\$ 4,216,000	\$ 1,081,800	\$ 4,791,900	\$ 575,900	13.7%	\$ 4,875,100
HazMat	1,494,700	1,581,600	387,400	1,753,000	171,400	10.8%	1,889,200
Office of Emergency Preparedness	306,600	329,100	91,800	378,200	49,100	14.9%	378,800
Grand Total	\$ 6,180,700	\$ 6,126,700	\$ 1,561,000	\$ 6,923,100	\$ 796,400	13.0%	\$ 7,143,100

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 4,130,200	\$ 4,103,600	\$ 4,557,500	\$ 4,691,100	\$ 4,691,100	\$ 4,691,100	\$ 4,691,100
2.2 Workforce Development	12,800	-	-	-	-	-	-
2.3 Overtime	468,000	266,300	467,200	481,900	481,900	481,900	481,900
2.4 Employee Benefits	1,569,700	1,756,800	1,898,400	1,970,100	1,988,300	2,006,400	2,024,400
Grand Total	\$ 6,180,700	\$ 6,126,700	\$ 6,923,100	\$ 7,143,100	\$ 7,161,300	\$ 7,179,400	\$ 7,197,400

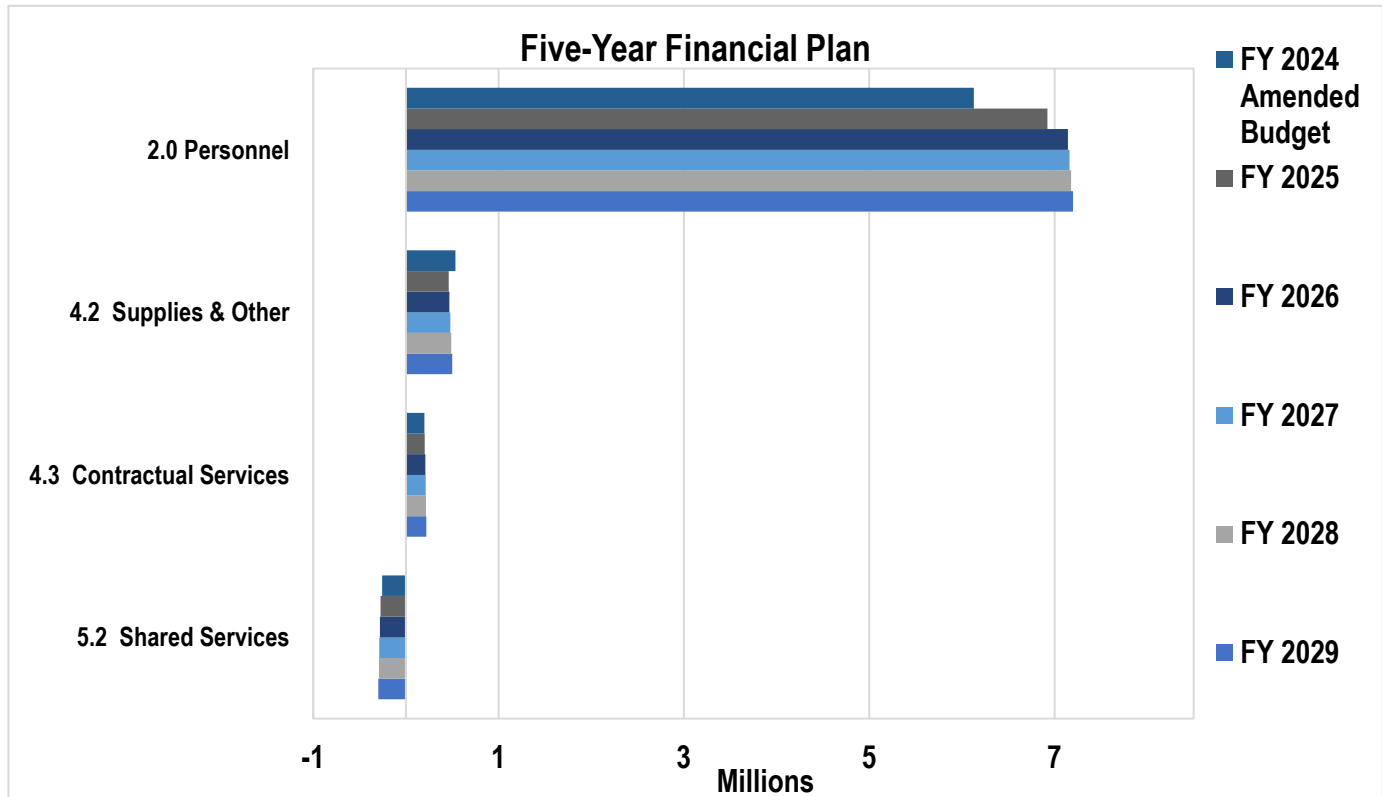
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Security and Integrity	\$ 4,379,400	\$ 4,216,000	\$ 4,791,900	\$ 4,875,100	\$ 4,888,100	\$ 4,901,100	\$ 4,914,000
HazMat	1,494,700	1,581,600	1,753,000	1,889,200	1,893,700	1,898,200	1,902,600
Office of Emergency Preparedness	306,600	329,100	378,200	378,800	379,500	380,100	380,800
Grand Total	\$ 6,180,700	\$ 6,126,700	\$ 6,923,100	\$ 7,143,100	\$ 7,161,300	\$ 7,179,400	\$ 7,197,400

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 6,180,700	\$ 6,126,700	\$ 6,923,100	\$ 7,143,100	\$ 7,161,300	\$ 7,179,400	\$ 7,197,400
4.2 Supplies & Other	253,300	534,800	461,500	470,400	480,000	490,100	499,800
4.3 Contractual Services	483,500	200,600	204,600	208,600	212,900	217,200	221,500
5.2 Shared Services	(66,600)	(255,000)	(275,000)	(280,500)	(286,100)	(291,800)	(297,700)
Grand Total	\$ 6,850,900	\$ 6,607,100	\$ 7,314,200	\$ 7,541,600	\$ 7,568,100	\$ 7,594,900	\$ 7,621,000

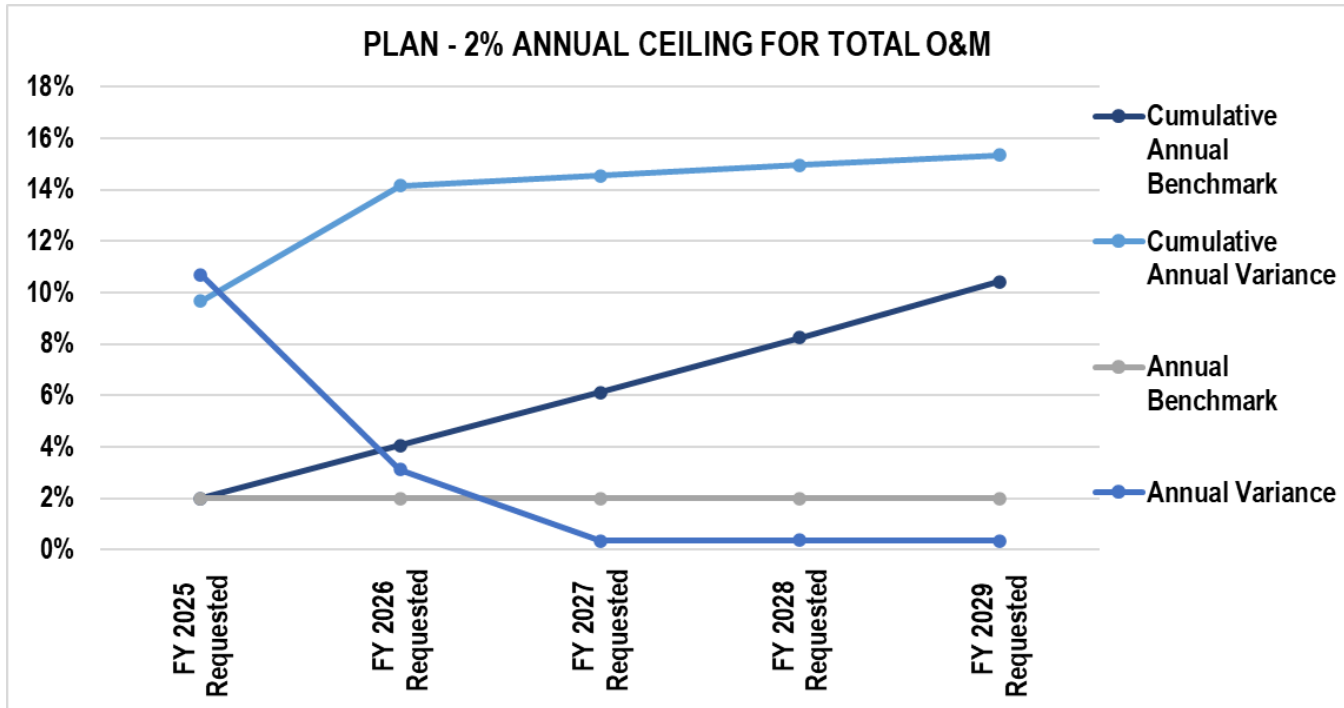


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Security and Integrity	\$ 4,989,700	\$ 4,451,200	\$ 4,957,700	\$ 5,043,900	\$ 5,060,400	\$ 5,077,100	\$ 5,093,300
HazMat	1,553,100	1,723,800	1,882,000	2,020,800	2,028,200	2,035,500	2,042,600
Office of Emergency Preparedness	308,100	432,100	474,500	476,900	479,500	482,300	485,100
Grand Total	\$ 6,850,900	\$ 6,607,100	\$ 7,314,200	\$ 7,541,600	\$ 7,568,100	\$ 7,594,900	\$ 7,621,000

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Security and Integrity area financial plan reflects a five-year overall increase of 15.3%, which is an increase of the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



Capital Outlay

The Security and Integrity area capital outlay is funded by the Improvement & Extension (I&E) budget.

Five-Year Capital Outlay by Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension						
Access Control, Surveillance	61,000	-	-	-	-	-
Grand Total	\$ 61,000	\$ -	\$ -	\$ -	\$ -	\$ -

Five-Year Capital Outlay by Funding Source

Funding Source	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 61,000	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 61,000	\$ -	\$ -	\$ -	\$ -	\$ -

Five-Year Capital Outlay by Team

Team	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Security and Integrity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HazMat	61,000	-	-	-	-	-
Grand Total	\$ 61,000	\$ -	\$ -	\$ -	\$ -	\$ -

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
881201 - Security and Integrity	\$ 4,989,700	\$ 4,451,200	\$ 4,957,700	\$ 5,043,900	\$ 5,060,400	\$ 5,077,100	\$ 5,093,300
2.1 Salaries & Wages	2,909,700	2,799,800	3,107,900	3,159,400	3,159,400	3,159,400	3,159,400
2.2 Workforce Development	12,800	-	-	-	-	-	-
2.3 Overtime	328,900	168,500	342,100	342,100	342,100	342,100	342,100
2.4 Employee Benefits	1,128,000	1,247,700	1,341,900	1,373,600	1,386,600	1,399,600	1,412,500
4.2 Supplies & Other	193,400	321,100	268,300	273,400	278,900	284,700	290,300
Capital Outlay less than \$5,000	2,900	83,200	53,000	54,000	55,000	56,200	57,200
Employee Uniform Expense	65,800	55,700	56,800	57,900	59,100	60,300	61,500
Memberships, Licenses & Subscriptions	14,500	16,500	16,900	17,100	17,500	17,900	18,300
Mileage and Parking	-	200	200	200	200	200	200
Office Supplies	8,300	13,600	13,900	14,200	14,400	14,700	15,000
Operating Supplies	37,900	106,000	78,500	80,000	81,700	83,400	85,100
Supplies & Other - Covid19	1,000	-	-	-	-	-	-
Training and Internal Meetings	35,000	8,800	10,000	10,200	10,400	10,600	10,800
Travel	26,800	16,700	25,000	25,500	26,000	26,500	27,000
Tuition Refund	1,200	10,200	3,600	3,700	3,800	3,900	4,000
Uniforms, Laundry, Cleaning	-	10,200	10,400	10,600	10,800	11,000	11,200
4.3 Contractual Services	483,500	169,100	172,500	175,900	179,500	183,100	186,700
5.2 Shared Services	(66,600)	(255,000)	(275,000)	(280,500)	(286,100)	(291,800)	(297,700)
Shared Services : Salaries & Wages Reimb	(20,600)	(154,200)	(154,200)	(157,300)	(160,400)	(163,600)	(166,900)
Shared Services Reimbursement	(38,700)	(39,200)	(59,200)	(60,400)	(61,600)	(62,800)	(64,100)
Shared Services: Employee Benefit Reimb	(7,300)	(61,600)	(61,600)	(62,800)	(64,100)	(65,400)	(66,700)
881202 - HazMat	1,553,100	1,723,800	1,882,000	2,020,800	2,028,200	2,035,500	2,042,600
2.1 Salaries & Wages	979,900	1,051,800	1,161,400	1,243,500	1,243,500	1,243,500	1,243,500
2.3 Overtime	139,100	97,800	125,100	139,800	139,800	139,800	139,800
2.4 Employee Benefits	375,700	432,000	466,500	505,900	510,400	514,900	519,300
4.2 Supplies & Other	58,400	142,200	129,000	131,600	134,500	137,300	140,000
Capital Outlay less than \$5,000	-	31,900	32,500	33,200	33,900	34,600	35,300
Employee Uniform Expense	11,200	9,800	9,000	9,200	9,400	9,700	9,900
Memberships, Licenses & Subscriptions	1,100	1,500	1,500	1,500	1,500	1,600	1,600
Office Supplies	100	19,100	9,100	9,200	9,300	9,400	9,500
Operating Supplies	27,100	57,200	38,000	38,800	39,600	40,400	41,200
Repairs & Maintenance-Equipment	7,000	17,500	16,700	17,000	17,300	17,600	17,900
Supplies & Other - Covid19	100	-	-	-	-	-	-
Training and Internal Meetings	8,100	1,200	17,200	17,700	18,200	18,700	19,200
Travel	2,800	4,000	5,000	5,000	5,300	5,300	5,400
Tuition Refund	900	-	-	-	-	-	-
Uniforms, Laundry, Cleaning	-	-	-	-	-	-	-
881203 - Office of Emergency Preparedness	308,100	432,100	474,500	476,900	479,500	482,300	485,100
2.1 Salaries & Wages	240,600	252,000	288,200	288,200	288,200	288,200	288,200
2.4 Employee Benefits	66,000	77,100	90,000	90,600	91,300	91,900	92,600
4.2 Supplies & Other	1,500	71,500	64,200	65,400	66,600	68,100	69,500
Memberships, Licenses & Subscriptions	-	18,900	12,000	12,200	12,400	12,700	13,000
Office Supplies	500	-	1,000	1,000	1,000	1,100	1,100
Operating Supplies	-	10,400	8,500	8,700	8,800	9,000	9,200
Training and Internal Meetings	800	35,200	35,600	36,300	37,000	37,800	38,500
Travel	200	7,000	7,100	7,200	7,400	7,500	7,700
4.3 Contractual Services	-	31,500	32,100	32,700	33,400	34,100	34,800
Grand Total	\$ 6,850,900	\$ 6,607,100	\$ 7,314,200	\$ 7,541,600	\$ 7,568,100	\$ 7,594,900	\$ 7,621,000

GLWA

Great Lakes Water Authority



Section 5D

Administrative Services

Board of Directors

A governing body that brings together representatives from the surrounding counties to set policies that help GLWA execute its mission and vision in the long-term to ensure GLWA is a provider of choice for water and wastewater services in Southeast Michigan.

Organization

The Board of Directors is composed of six voting members. Two members are residents of the City of Detroit and are appointed by the Mayor of the city. The counties of Wayne, Oakland, and Macomb each appoint one member who is a resident of the county from which they are appointed. The Governor of the State of Michigan appoints one member who is a resident of an area served by GLWA that is outside of the three counties.

Expense Categories

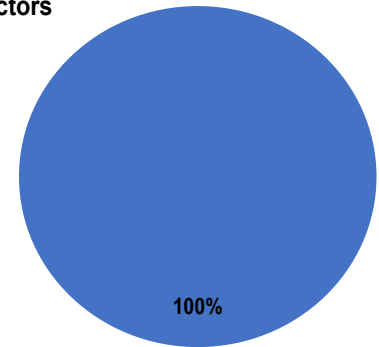
The primary cost driver in the Board of Directors area is Salaries, Wages and Benefits. This is the category in which the Board's stipends are recorded. A budget to actual variance is recognized when a Board member opts out of receiving the monthly stipend.

Supplies & Other is the other expenditure category which includes the following expenses:

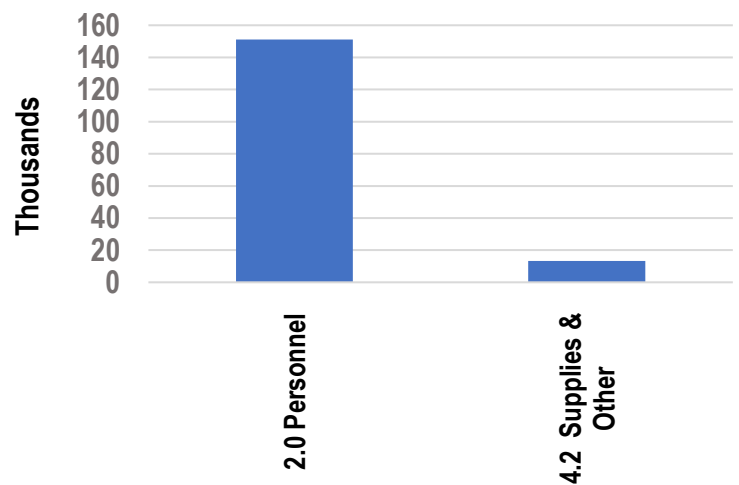
- ❖ Memberships, Licenses & Subscriptions
- ❖ Travel
- ❖ Training & Internal Meetings

FY 2025 REQUEST BY TEAM

■ Board of Directors



FY 2025 REQUEST BY EXPENSE CATEGORY



Biennial Budget Request

The biennial budget reflects a decrease of \$5,200, or 3.1%, in FY 2025. There is no change in the Personnel and Contractual Services categories.

- ❖ Personnel - FY 2025 assumes 100% participation in the stipend for Board members. The budget is amended during the current year if Board members opt out of receiving the monthly stipend.
- ❖ Supplies & Other – The FY 2025 Budget decreased by \$5,200 or 28.3% compared to the FY 2024 Amended Budget due to lower historical spending trends on Office Supplies and Training and Internal Meetings.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 153,300	\$ 151,200	\$ 37,800	\$ 151,200	\$ -	0.0%	\$ 151,200
4.2 Supplies & Other	3,100	18,400	400	13,200	(5,200)	-28.3%	13,200
4.3 Contractual Services	45,900	-	-	-	-	0.0%	-
Grand Total	\$ 202,300	\$ 169,600	\$ 38,200	\$ 164,400	\$ (5,200)	-3.1%	\$ 164,400

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Board of Directors	\$ 202,300	\$ 169,600	\$ 38,200	\$ 164,400	\$ (5,200)	-3.1%	\$ 164,400
Grand Total	\$ 202,300	\$ 169,600	\$ 38,200	\$ 164,400	\$ (5,200)	-3.1%	\$ 164,400

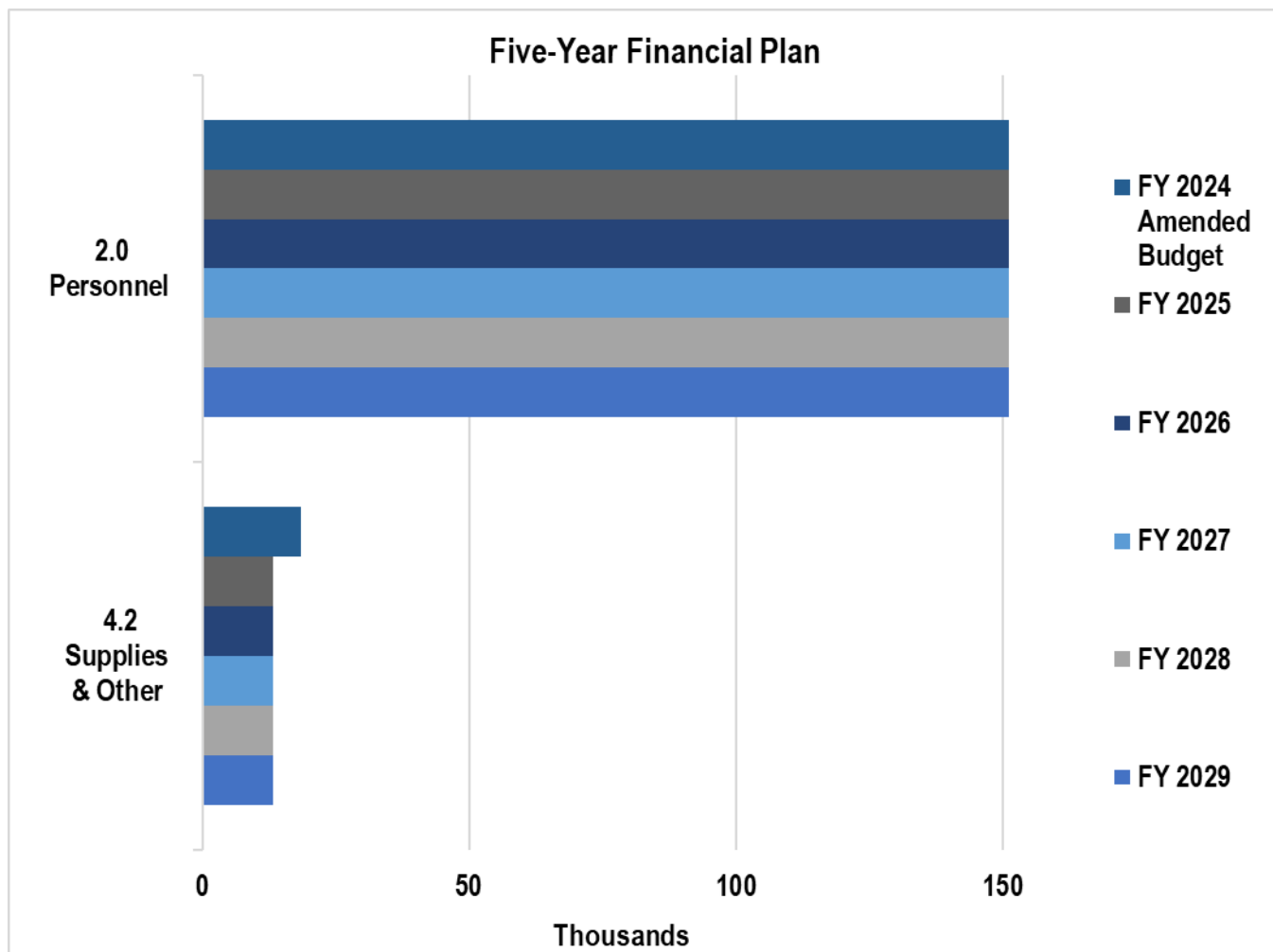
Personnel Budget

The Board of Directors' Area is not reported in the GLWA Staffing Plan and Full-time Equivalents tables.

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 153,300	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200
4.2 Supplies & Other	3,100	18,400	13,200	13,200	13,200	13,200	13,200
4.3 Contractual Services	45,900	-	-	-	-	-	-
Grand Total	\$ 202,300	\$ 169,600	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400

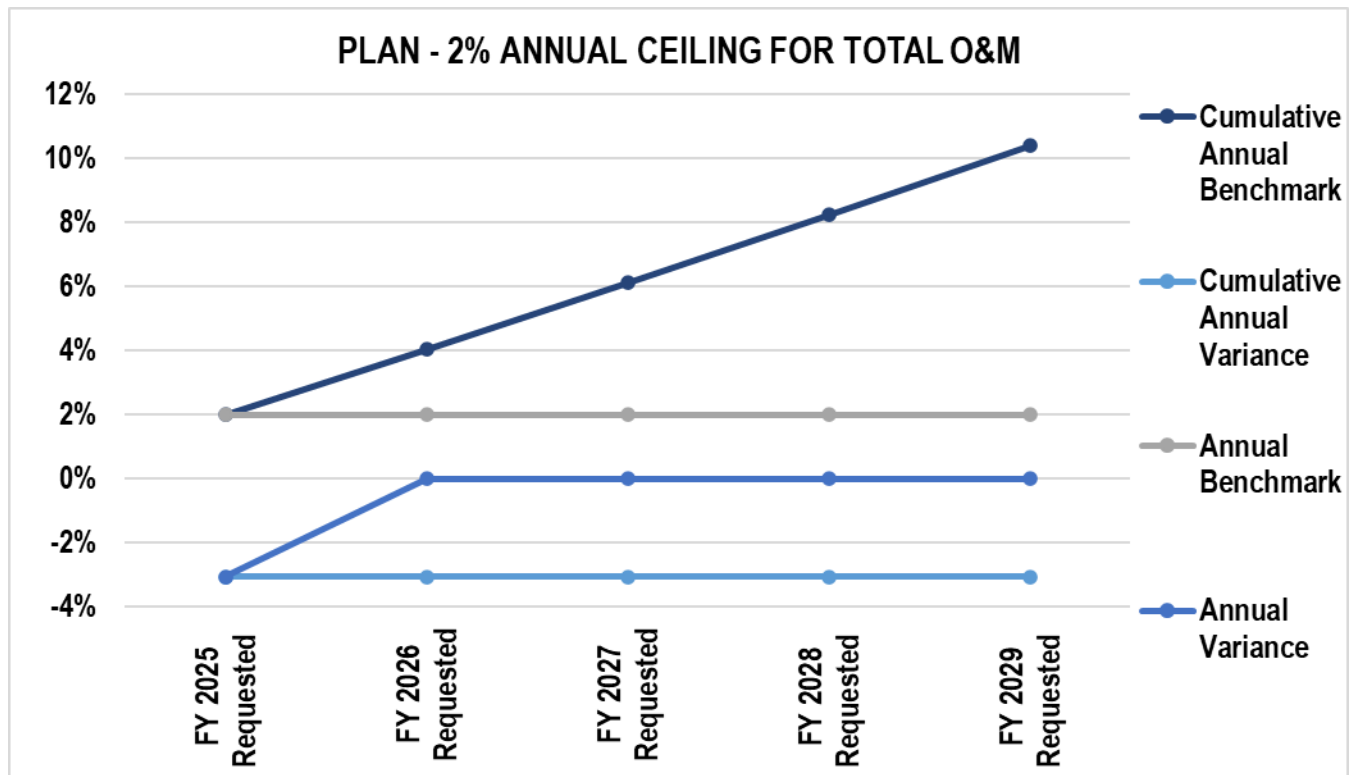


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Board of Directors	\$ 202,300	\$ 169,600	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400
Grand Total	\$ 202,300	\$ 169,600	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Board of Directors' financial plan reflects a five-year overall decrease of 3.1% while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment.



Capital Outlay

Capital Outlay is not a component of the Board of Directors' Area.

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
881151 - Board of Directors	\$ 202,300	\$ 169,600	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400
2.1 Salaries & Wages	153,300	151,200	151,200	151,200	151,200	151,200	151,200
4.2 Supplies & Other	3,100	18,400	13,200	13,200	13,200	13,200	13,200
Memberships, Licenses & Subscriptions	-	5,300	2,700	2,700	2,700	2,700	2,700
Office Supplies	-	2,600	1,300	1,300	1,300	1,300	1,300
Training and Internal Meetings	-	5,300	4,000	4,000	4,000	4,000	4,000
Travel	3,100	5,200	5,200	5,200	5,200	5,200	5,200
4.3 Contractual Services	45,900	-	-	-	-	-	-
Contractual Svcs-Flood Events -All Sewer	45,900	-	-	-	-	-	-
Grand Total	\$ 202,300	\$ 169,600	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400

Chief Executive Officer

The Chief Executive Officer is responsible for the day-to-day supervision and management of the affairs of the utility, including establishing and delineating organizational goals and objectives which further GLWA's mission and vision.

Strategic Initiatives

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

- ❖ Environmental Regulatory Compliance (Ongoing)
- ❖ Financial Resiliency and Charge Equity and Stability (Ongoing)
- ❖ Capital and Operational Utility Optimization (Ongoing)
- ❖ Member Partner Engagement and Satisfaction (Ongoing)
- ❖ GLWA Team Member Support and Retention (Ongoing)
- ❖ GLWA 4% Promise* to contain revenue requirement through FY 2025 and an ongoing commitment into the future to responsibly balance charges and the needs of the system focused on quality and resiliency (Ongoing)
- ❖ Commitment to Affordability, Equity, and Inclusion (Ongoing)
- ❖ Application of principles of Effective Utility Management (EUM) (Ongoing)

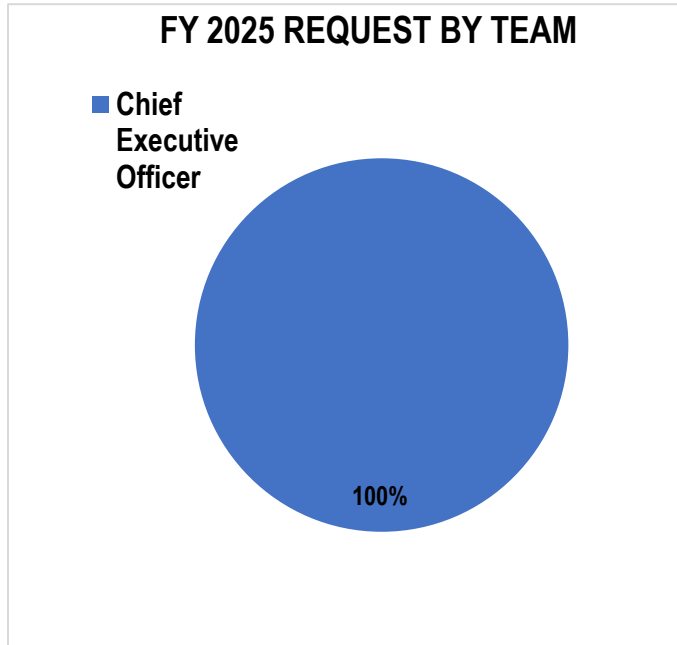
*The annual budget, known as the revenue requirement, is limited to a 4% increase as required by the terms of the Memorandum of Understanding that established the regional authority for the first ten years of operations through FY 2025.

The following table shows how the Chief Executive Officer's initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Chief Executive Officer Strategic Initiatives	Environmental Regulatory Compliance	x	x	x				x	x			x
	Financial Resiliency and Charge Equity and Stability	x	x					x	x	x		x
	Capital and Operational Utility Optimization	x	x	x	x	x	x	x	x			x
	Member Partner Engagement and Satisfaction						x	x	x	x		x
	GLWA Team Member Support and Retention		x	x	x	x	x	x	x	x	x	x
	GLWA 4% Promise to contain revenue requirement							x		x		
	Commitment to Affordability, Equity, and Inclusion	x	x				x	x	x			x
	Application of principles of Effective Utility Management (EUM)	x	x	x	x	x	x	x	x	x	x	x

Organization

The Chief Executive Officer's area has one team.

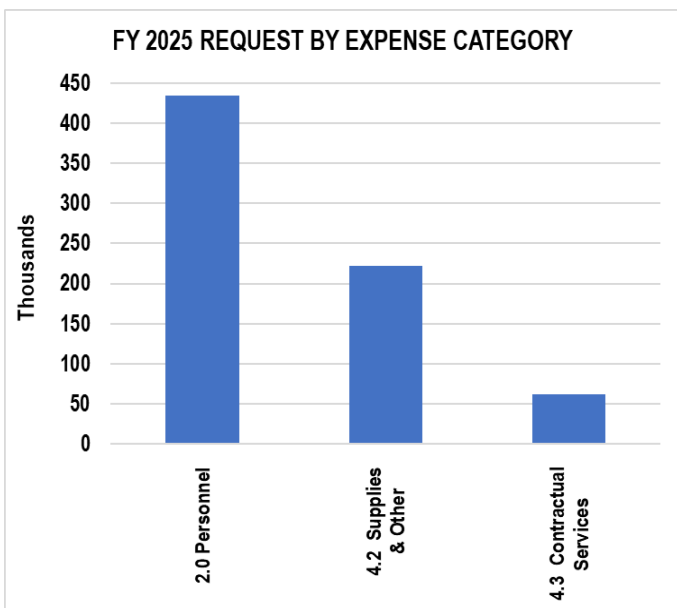


Expense Categories

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

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

Based upon the nature of this service area, the largest category of expense is salaries. The second largest, Supplies & Other, provides for training, organizational memberships, and includes the contract with Park Rite for parking spaces.



Biennial Budget Request

The biennial budget reflects an increase of \$10,400, or 1.5%, in FY 2025.

- ❖ Personnel – The FY 2025 Requested Budget increased 1.1 % or \$4,900 for merit increases between the FY 2024 Amended Budget and FY 2025 Requested Budget.
- ❖ Supplies & Other – The FY 2025 budget increased to cover the increase in the corporate membership fees for both the National Association of Clean Water and the Association of Metropolitan Water, as well as an increase of the monthly parking fee.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 416,100	\$ 429,600	\$ 115,400	\$ 434,500	\$ 4,900	1.1%	\$ 435,000
4.2 Supplies & Other	197,100	218,300	47,900	222,600	4,300	2.0%	227,100
4.3 Contractual Services	21,900	61,200	-	62,400	1,200	2.0%	63,600
Grand Total	\$ 635,100	\$ 709,100	\$ 163,300	\$ 719,500	\$ 10,400	1.5%	\$ 725,700

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Executive Officer	\$ 635,100	\$ 709,100	\$ 163,300	\$ 719,500	\$ 10,400	1.5%	\$ 725,700
Grand Total	\$ 635,100	\$ 709,100	\$ 163,300	\$ 719,500	\$ 10,400	1.5%	\$ 725,700

Personnel Budget

The staffing plan provides for the Chief Executive Officer and administrative support. This is consistent with the staffing plans of prior years.

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Chief Executive Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00

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

Full Time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Chief Executive Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Personnel Budget - The following tables present the Chief Executive Officer’s personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 335,600	\$ 342,500	\$ 92,800	\$ 346,700	\$ 4,200	1.2%	\$ 346,700
2.4 Employee Benefits	80,500	87,100	22,600	87,800	700	0.8%	88,300
Grand Total	\$ 416,100	\$ 429,600	\$ 115,400	\$ 434,500	\$ 4,900	1.1%	\$ 435,000

Personnel – Biennial Budget Request by Team

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Executive Officer	\$ 416,100	\$ 429,600	\$ 115,400	\$ 434,500	\$ 4,900	1.1%	\$ 435,000
Grand Total	\$ 416,100	\$ 429,600	\$ 115,400	\$ 434,500	\$ 4,900	1.1%	\$ 435,000

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 335,600	\$ 342,500	\$ 346,700	\$ 346,700	\$ 346,700	\$ 346,700	\$ 346,700
2.4 Employee Benefits	80,500	87,100	87,800	88,300	88,700	89,100	89,500
Grand Total	\$ 416,100	\$ 429,600	\$ 434,500	\$ 435,000	\$ 435,400	\$ 435,800	\$ 436,200

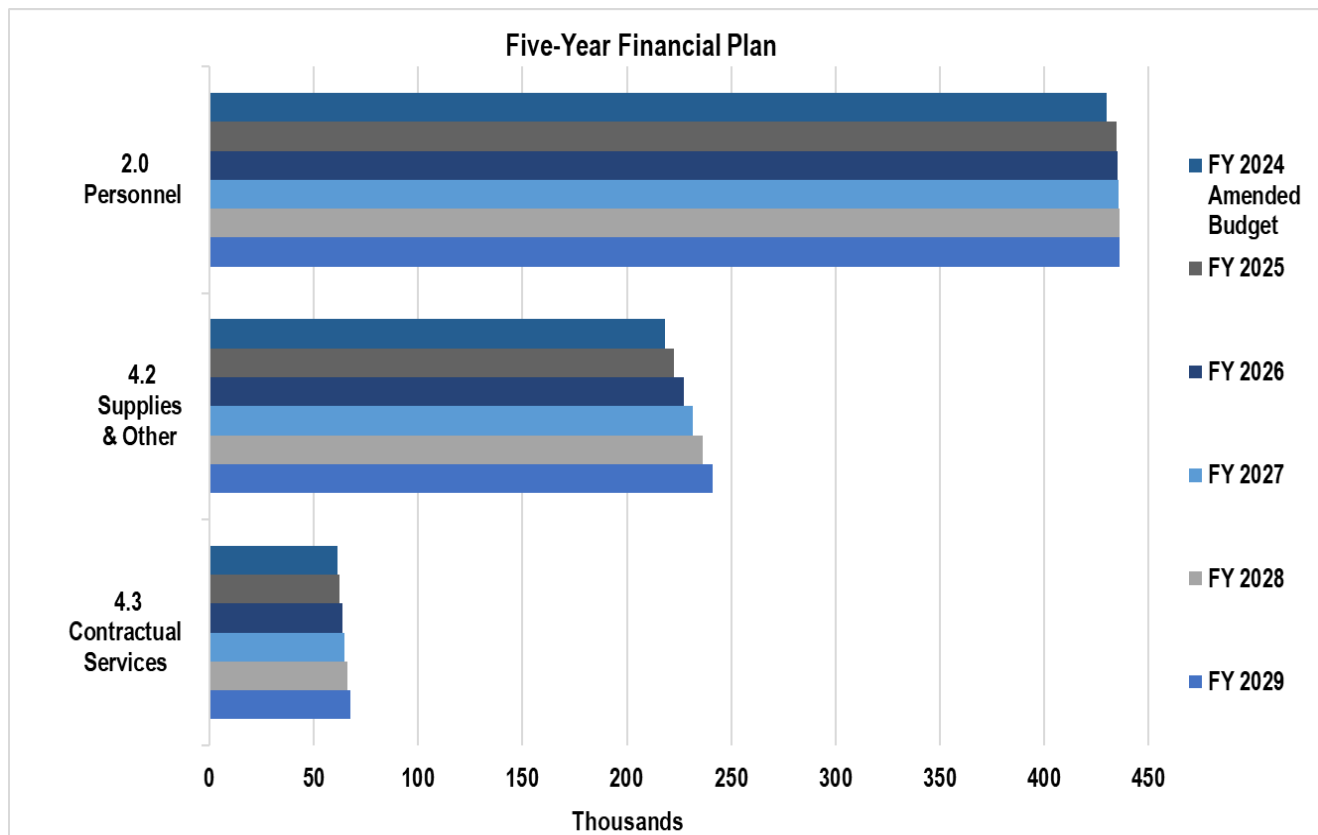
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Executive Officer	\$ 416,100	\$ 429,600	\$ 434,500	\$ 435,000	\$ 435,400	\$ 435,800	\$ 436,200
Grand Total	\$ 416,100	\$ 429,600	\$ 434,500	\$ 435,000	\$ 435,400	\$ 435,800	\$ 436,200

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 416,100	\$ 429,600	\$ 434,500	\$ 435,000	\$ 435,400	\$ 435,800	\$ 436,200
4.2 Supplies & Other	197,100	218,300	222,600	227,100	231,600	236,200	240,900
4.3 Contractual Services	21,900	61,200	62,400	63,600	64,900	66,200	67,500
Grand Total	\$ 635,100	\$ 709,100	\$ 719,500	\$ 725,700	\$ 731,900	\$ 738,200	\$ 744,600

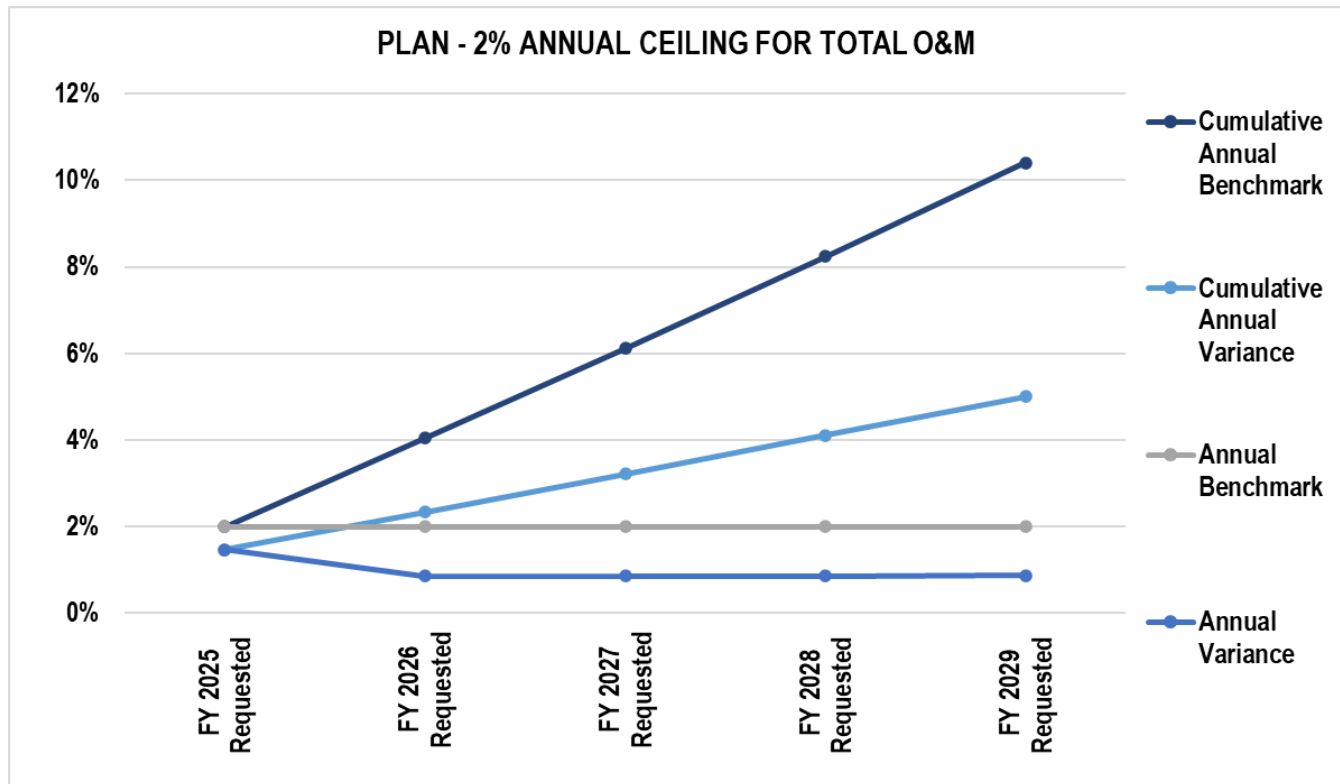


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Executive Officer	\$ 635,100	\$ 709,100	\$ 719,500	\$ 725,700	\$ 731,900	\$ 738,200	\$ 744,600
Grand Total	\$ 635,100	\$ 709,100	\$ 719,500	\$ 725,700	\$ 731,900	\$ 738,200	\$ 744,600

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Chief Executive Officer's financial plan reflects a five-year overall increase of 5.0% while the entity-wide goal is a cumulative 10.4% ceiling for planning purposes based upon an annual 2% adjustment.



Capital Outlay

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

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
881001 - Chief Executive Officer	\$ 635,100	\$ 709,100	\$ 719,500	\$ 725,700	\$ 731,900	\$ 738,200	\$ 744,600
2.1 Salaries & Wages	335,600	342,500	346,700	346,700	346,700	346,700	346,700
2.4 Employee Benefits	80,500	87,100	87,800	88,300	88,700	89,100	89,500
4.2 Supplies & Other	197,100	218,300	222,600	227,100	231,600	236,200	240,900
Memberships, Licenses & Subscriptions	110,900	117,400	123,400	125,900	128,400	131,000	133,600
Mileage and Parking	70,800	71,300	78,600	80,200	81,800	83,400	85,100
Office Supplies	3,500	10,800	5,000	5,100	5,200	5,300	5,400
Postage	-	100	100	100	100	100	100
Training and Internal Meetings	4,100	7,500	5,500	5,600	5,700	5,800	5,900
Travel	7,800	11,200	10,000	10,200	10,400	10,600	10,800
4.3 Contractual Services	21,900	61,200	62,400	63,600	64,900	66,200	67,500
Contractual Professional Services	21,900	61,200	62,400	63,600	64,900	66,200	67,500
Grand Total	\$ 635,100	\$ 709,100	\$ 719,500	\$ 725,700	\$ 731,900	\$ 738,200	\$ 744,600

Chief Administrative and Compliance Officer

The Chief Administrative and Compliance Officer area supports the ongoing labor negotiations throughout GLWA.

Strategic Initiatives

❖ Support GLWA's Cooperative Labor-Management Relationship (Ongoing)

Focus on expansion of safety teams; identify and acknowledge safe work performance. This strategic initiative is measured by the success of negotiations and implementation of the Collective Bargaining Agreement along with quick resolution of any unfair labor practice complaints.

❖ Continue Build Out of Legislative Relations team (Ongoing)

Establish and support annual legislative agenda for the utility.

❖ Support multi-area change management throughout the utility (Ongoing)

Provide leadership support for large multi-area initiatives.

The following table shows how the Chief Administrative and Compliance Officer area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Chief Administrative Officer Strategic Initiatives	Support GLWA's Cooperative Labor-Management Relationship						x					
	Continue Build Out of Legislative Relations Team						x		x	x		x
	Support Multi-Area Change Management Throughout The Utility				x			x	x		x	x

Organization

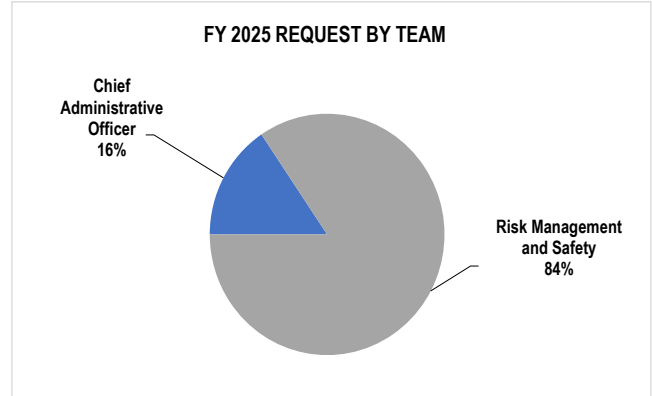
The Chief Administrative and Compliance Officer (CACO) Area consists of two teams.

❖ Chief Administrative Officer

Provides support to the Board of Directors and the Chief Executive Officer. The Office provides coordinative services and administrative support to Enterprise Risk Management, Organizational Development, General Counsel, and Information Technology.

❖ Risk Management and Safety

Responsible for a process, established by GLWA's Board of Directors and management, which is designed to identify potential events that may affect the Authority, and to manage risk within its risk appetite to provide reasonable assurance regarding the achievement of GLWA's objectives.



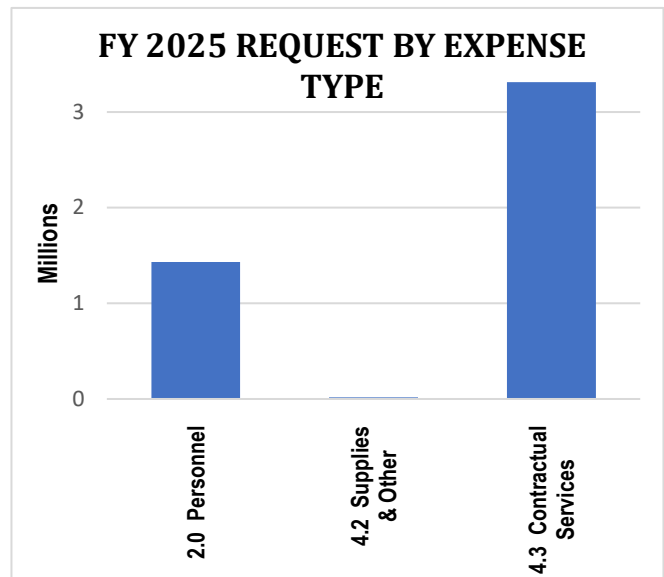
Expense Categories

There are three expense categories within the Chief Administrative and Compliance Officer area in the operations and maintenance budget:

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

Contractual Services represent the largest expense category for FY 2025. The contractual services account encompasses three major contracts:

- government relation services,
- environmental, safety, and response services, and
- staff development.



Biennial Budget Request

The biennial budget reflects an overall increase of \$1.4 million, or 19.0%, in FY 2025.

- ❖ The supplies and other account increased by \$6,600 to invest in employee training and development.
- ❖ The contractual services account increased by \$1.3 million to reflect the estimated annual premium rate increase on insurance policies and risk management policy agreements.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 1,140,600	\$ 1,523,200	\$ 370,600	\$ 1,589,200	\$ 66,000	4.3%	\$ 2,203,200
4.2 Supplies & Other	19,700	34,800	7,700	41,400	6,600	19.0%	42,200
4.3 Contractual Services	5,005,400	5,913,900	1,676,300	7,259,700	1,345,800	22.8%	7,404,800
Grand Total	\$ 6,165,700	\$ 7,471,900	\$ 2,054,600	\$ 8,890,300	\$ 1,418,400	19.0%	\$ 9,650,200

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Administrative Officer	\$ 1,128,800	\$ 1,467,800	\$ 493,200	\$ 1,381,700	\$ (86,100)	-5.9%	\$ 1,758,800
Risk Management and Safety	5,036,900	6,004,100	1,561,400	7,508,600	1,504,500	25.1%	7,891,400
Grand Total	\$ 6,165,700	\$ 7,471,900	\$ 2,054,600	\$ 8,890,300	\$ 1,418,400	19.0%	\$ 9,650,200

Personnel Budget

The Chief Administrative and Compliance Officer area consists of 16 positions for FY 2025. One staff position for an Environmental Health & Safety Coordinator, dedicated to CIP, and one Health and Safety Coordinator.

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

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Chief Administrative and Compliance Officer Area	13.00	14.00	16.00	16.00	16.00	16.00	16.00
Chief Administrative Officer	5.00	5.00	7.00	7.00	7.00	7.00	7.00
Risk Management and Safety	8.00	9.00	9.00	9.00	9.00	9.00	9.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Full-time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Chief Administrative and Compliance Officer Area	10.00	10.25	11.50	16.00	16.00	16.00	16.00
Chief Administrative Officer	4.25	4.50	4.75	7.00	7.00	7.00	7.00
Risk Management and Safety	5.75	5.75	6.75	9.00	9.00	9.00	9.00

Personnel Budget - The table below presents the Chief Administrative and Compliance Officer area personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 897,200	\$ 1,168,200	\$ 275,900	\$ 1,156,400	\$ (11,800)	-1.0%	\$ 1,625,600
2.4 Employee Benefits	243,400	355,000	79,200	341,700	(13,300)	-3.7%	486,500
2.5 Transition Services	-	-	15,500	91,100	91,100	0.0%	91,100
Grand Total	\$ 1,140,600	\$ 1,523,200	\$ 370,600	\$ 1,589,200	\$ 66,000	4.3%	\$ 2,203,200

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Administrative Officer	\$ 737,200	\$ 927,700	\$ 210,500	\$ 782,800	\$ (144,900)	-15.6%	\$ 1,148,100
Risk Management and Safety	403,400	595,500	160,100	806,400	210,900	35.4%	1,055,100
Grand Total	\$ 1,140,600	\$ 1,523,200	\$ 370,600	\$ 1,589,200	\$ 66,000	4.3%	\$ 2,203,200

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 897,200	\$ 1,168,200	\$ 1,156,400	\$ 1,625,600	\$ 1,625,600	\$ 1,625,600	\$ 1,625,600
2.4 Employee Benefits	243,400	355,000	341,700	486,500	489,700	492,900	496,100
2.5 Transition Services	-	-	91,100	91,100	91,100	91,100	91,100
Grand Total	\$ 1,140,600	\$ 1,523,200	\$ 1,589,200	\$ 2,203,200	\$ 2,206,400	\$ 2,209,600	\$ 2,212,800

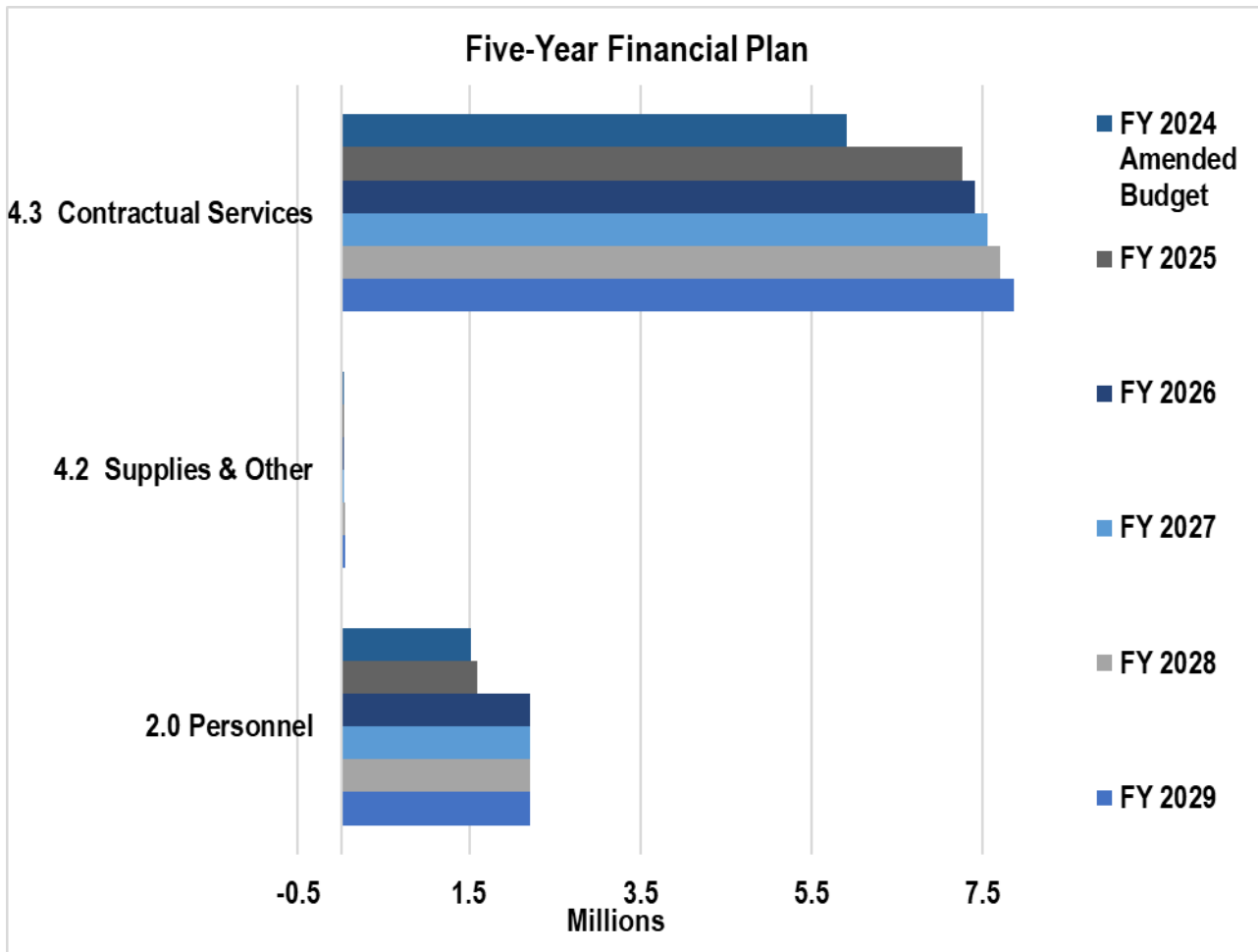
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Administrative Officer	\$ 737,200	\$ 927,700	\$ 782,800	\$ 1,148,100	\$ 1,149,600	\$ 1,151,100	\$ 1,152,600
Risk Management and Safety	403,400	595,500	806,400	1,055,100	1,056,800	1,058,500	1,060,200
Grand Total	\$ 1,140,600	\$ 1,523,200	\$ 1,589,200	\$ 2,203,200	\$ 2,206,400	\$ 2,209,600	\$ 2,212,800

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 1,140,600	\$ 1,523,200	\$ 1,589,200	\$ 2,203,200	\$ 2,206,400	\$ 2,209,600	\$ 2,212,800
4.2 Supplies & Other	19,700	34,800	41,400	42,200	43,100	44,100	45,100
4.3 Contractual Services	5,005,400	5,913,900	7,259,700	7,404,800	7,552,900	7,704,000	7,858,000
Grand Total	\$ 6,165,700	\$ 7,471,900	\$ 8,890,300	\$ 9,650,200	\$ 9,802,400	\$ 9,957,700	\$ 10,115,900

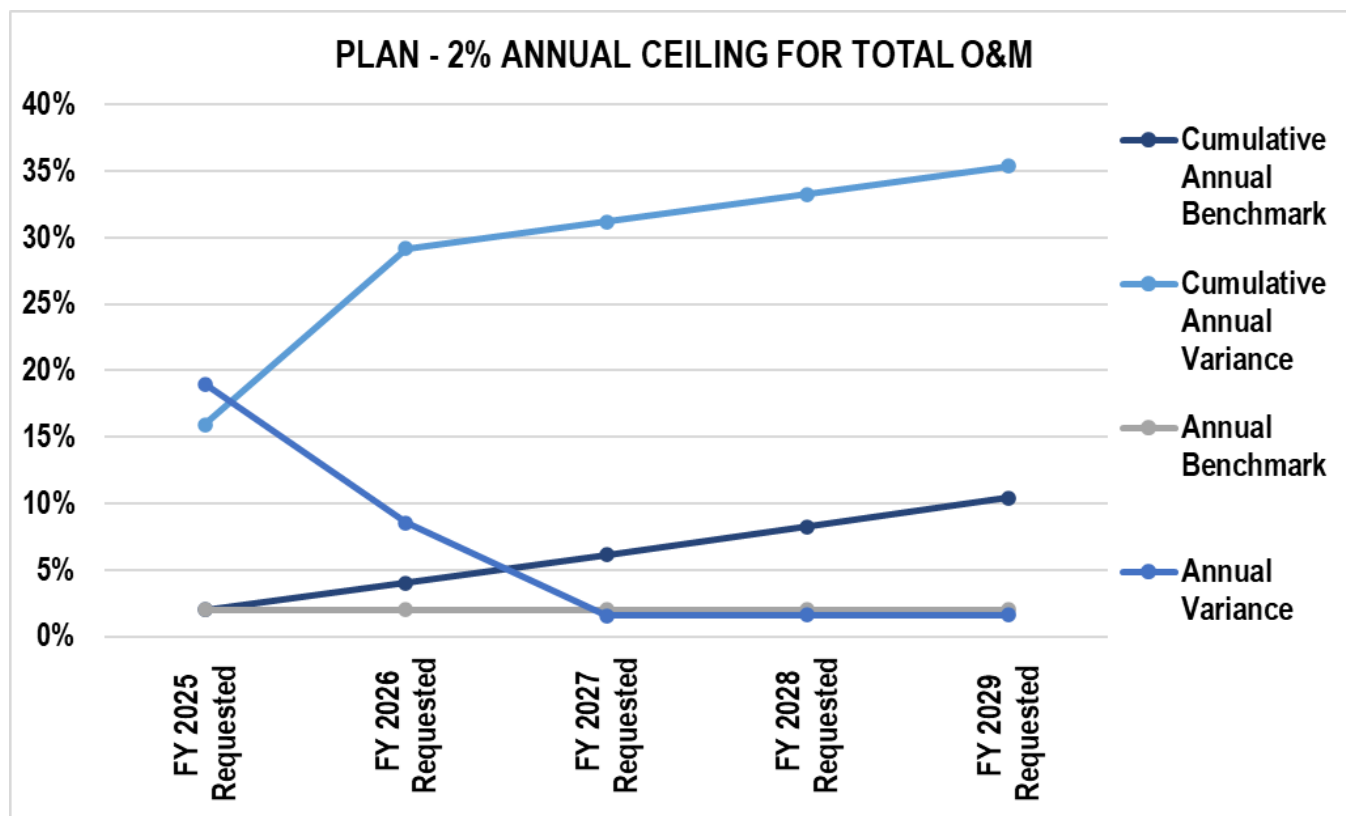


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Administrative Officer	\$ 1,128,800	\$ 1,467,800	\$ 1,381,700	\$ 1,758,800	\$ 1,772,600	\$ 1,786,700	\$ 1,800,900
Risk Management and Safety	5,036,900	6,004,100	7,508,600	7,891,400	8,029,800	8,171,000	8,315,000
Grand Total	\$ 6,165,700	\$ 7,471,900	\$ 8,890,300	\$ 9,650,200	\$ 9,802,400	\$ 9,957,700	\$ 10,115,900

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Chief Administrative and Compliance Officer area financial plan reflects a five-year overall increase of 35.4% while the entity-wide goal is a cumulative 10.4% for planning purposes (based upon an annual 2% adjustment). The larger increase is mainly a result of an anticipated increase in insurance premiums.



Capital Outlay

Capital Outlay is not a component of the Chief Administrative and Compliance Officer Area.

Line-Item Budget and Financial Plan

The Chief Administrative and Compliance Officer area five-year plan by line-item expense is listed below. The expenses are listed for each cost center. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
883001 - Chief Administrative Officer	\$ 1,128,800	\$ 1,467,800	\$ 1,381,700	\$ 1,758,800	\$ 1,772,600	\$ 1,786,700	\$ 1,800,900
2.1 Salaries & Wages	584,100	725,500	612,200	896,300	896,300	896,300	896,300
2.4 Employee Benefits	153,100	202,200	170,600	251,800	253,300	254,800	256,300
4.2 Supplies & Other	13,700	12,000	20,200	20,500	21,000	21,500	22,000
Memberships, Licenses & Subscriptions	2,500	900	2,800	2,800	2,900	3,000	3,100
Office Supplies	400	2,500	2,600	2,600	2,700	2,800	2,900
Training and Internal Meetings	8,100	3,300	9,400	9,600	9,800	10,000	10,200
Travel	2,700	5,300	5,400	5,500	5,600	5,700	5,800
4.3 Contractual Services	377,900	528,100	578,700	590,200	602,000	614,100	626,300
883401 - Enterprise Risk Management and Safety	679,700	1,658,700	1,888,800	2,159,200	2,183,000	2,207,300	2,232,000
2.1 Salaries & Wages	313,100	442,700	544,200	729,300	729,300	729,300	729,300
2.4 Employee Benefits	90,300	152,800	171,100	234,700	236,400	238,100	239,800
2.5 Transition Services	-	-	91,100	91,100	91,100	91,100	91,100
4.2 Supplies & Other	6,000	22,800	21,200	21,700	22,100	22,600	23,100
Employee Uniform Expense	100	-	-	-	-	-	-
Operating Supplies	5,900	7,200	7,300	7,500	7,600	7,800	8,000
Training and Internal Meetings	-	15,600	8,300	8,500	8,700	8,900	9,100
Travel	-	-	5,600	5,700	5,800	5,900	6,000
4.3 Contractual Services	270,300	1,040,400	1,061,200	1,082,400	1,104,100	1,126,200	1,148,700
883411 - Enterprise Risk Mgt. Insurance Fund	4,357,200	4,345,400	5,619,800	5,732,200	5,846,800	5,963,700	6,083,000
4.3 Contractual Services	4,357,200	4,345,400	5,619,800	5,732,200	5,846,800	5,963,700	6,083,000
Grand Total	\$ 6,165,700	\$ 7,471,900	\$ 8,890,300	\$ 9,650,200	\$ 9,802,400	\$ 9,957,700	\$ 10,115,900

General Counsel

General Counsel provides legal representation, strategic guidance, counseling, advice, and support to the Great Lakes Water Authority so the organization will make sound decisions and use appropriate legal processes to better provide its member partners with quality compliant water services.

Strategic Initiatives

❖ **Work collaboratively with GLWA water member partners to reopen their water usage demands (Ongoing)**

Ensure that all member partners with direct water service contracts have an opportunity to determine whether they want to adjust their water usage demands. The Board becomes aware of those contracts reopened as all member partner contract amendments are approved by the Board.

❖ **Create a Best Practices Manual (Ongoing)**

Ensure consistent representation of the Authority in contractual, real estate, employment, and litigation matters.

❖ **Defend litigation related to the summer 2021 rain events (As needed)**

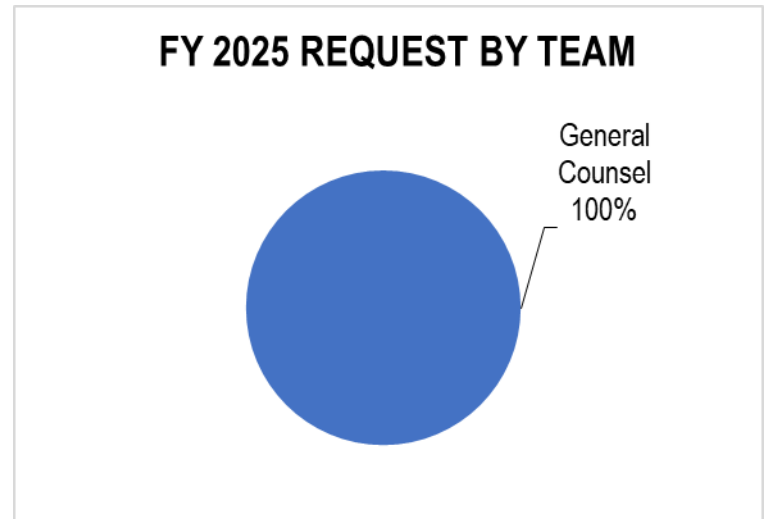
Manage multiple class action lawsuits.

The following table shows how the General Counsel Area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
General Counsel Strategic Initiatives	Work collaboratively with GLWA water member partners to reopen their water usage demands						x	x		x		x
	Create a Best Practices Manual				x	x	x	x		x	x	
	Incorporate a bill review software for Contractual Services				x	x	x	x				
	Defend litigation related to the summer 2021 rain events						x					

Organization

The General Counsel area has one team.

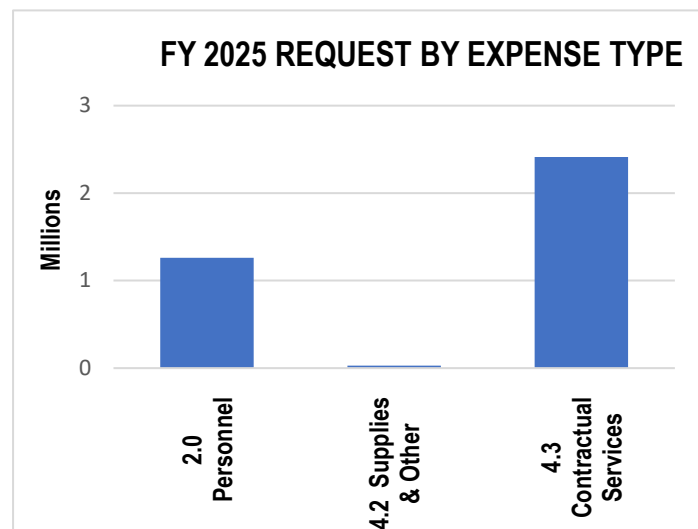


Expense Categories

There three expense categories within General Counsel in the operations and maintenance budget include:

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

Contractual Services represents the largest expense category. This account contains the outside counsel for a wide range of matters, including expert witnesses, environmental, labor, contract review, land matters, non-transactional bond counsel and other matters.



Biennial Budget Request

The biennial budget reflects an overall decrease of \$120,800, or 3.1%, in FY 2025.

- ❖ The personnel account increased by \$180,100 due to an open Director position within the legal department.
- ❖ The supplies and other account decreased by \$9,800. Projected expenses for training and internal meetings were adjusted based on need.
- ❖ The contractual services account is decreasing by \$291,100 due to a reduction in anticipated fees for the 2021 flood events that are expected to continue into FY 2025.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 1,168,900	\$ 1,154,500	\$ 223,500	\$ 1,334,600	\$ 180,100	15.6%	\$ 1,336,300
4.2 Supplies & Other	28,000	44,100	5,900	34,300	(9,800)	-22.2%	35,000
4.3 Contractual Services	2,366,300	2,692,600	219,300	2,401,500	(291,100)	-10.8%	2,449,500
Grand Total	\$ 3,563,200	\$ 3,891,200	\$ 448,700	\$ 3,770,400	\$ (120,800)	-3.1%	\$ 3,820,800

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
General Counsel	\$ 3,563,200	\$ 3,891,200	\$ 448,700	\$ 3,770,400	\$ (120,800)	-3.1%	\$ 3,820,800
Grand Total	\$ 3,563,200	\$ 3,891,200	\$ 448,700	\$ 3,770,400	\$ (120,800)	-3.1%	\$ 3,820,800

Personnel Budget

General Counsel consists of eight positions for FY 2025, consistent with the FY 2024 staffing level. The following tables provide three views of the staffing plans and budget.

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
General Counsel	8.00	8.00	8.00	8.00	8.00	8.00	8.00

Full-time Equivalents – The following table presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Full-time Equivalents

Team	Prior Year FY 2023 FTEs	Current FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
General Counsel	7.25	7.50	8.00	8.00	8.00	8.00	8.00

Personnel Budget - The table below presents the General Counsel personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 908,000	\$ 877,800	\$ 160,600	\$ 1,014,400	\$ 136,600	15.6%	\$ 1,014,400
2.2 Workforce Development	13,000	23,400	7,800	39,500	16,100	68.8%	39,500
2.4 Employee Benefits	247,900	253,300	55,100	280,700	27,400	10.8%	282,400
Grand Total	\$ 1,168,900	\$ 1,154,500	\$ 223,500	\$ 1,334,600	\$ 180,100	15.6%	\$ 1,336,300

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
General Counsel	\$ 1,168,900	\$ 1,154,500	\$ 223,500	\$ 1,334,600	\$ 180,100	15.6%	\$ 1,336,300
Grand Total	\$ 1,168,900	\$ 1,154,500	\$ 223,500	\$ 1,334,600	\$ 180,100	15.6%	\$ 1,336,300

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 908,000	\$ 877,800	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400
2.2 Workforce Development	13,000	23,400	39,500	39,500	39,500	39,500	39,500
2.4 Employee Benefits	247,900	253,300	280,700	282,400	284,100	285,800	287,500
Grand Total	\$ 1,168,900	\$ 1,154,500	\$ 1,334,600	\$ 1,336,300	\$ 1,338,000	\$ 1,339,700	\$ 1,341,400

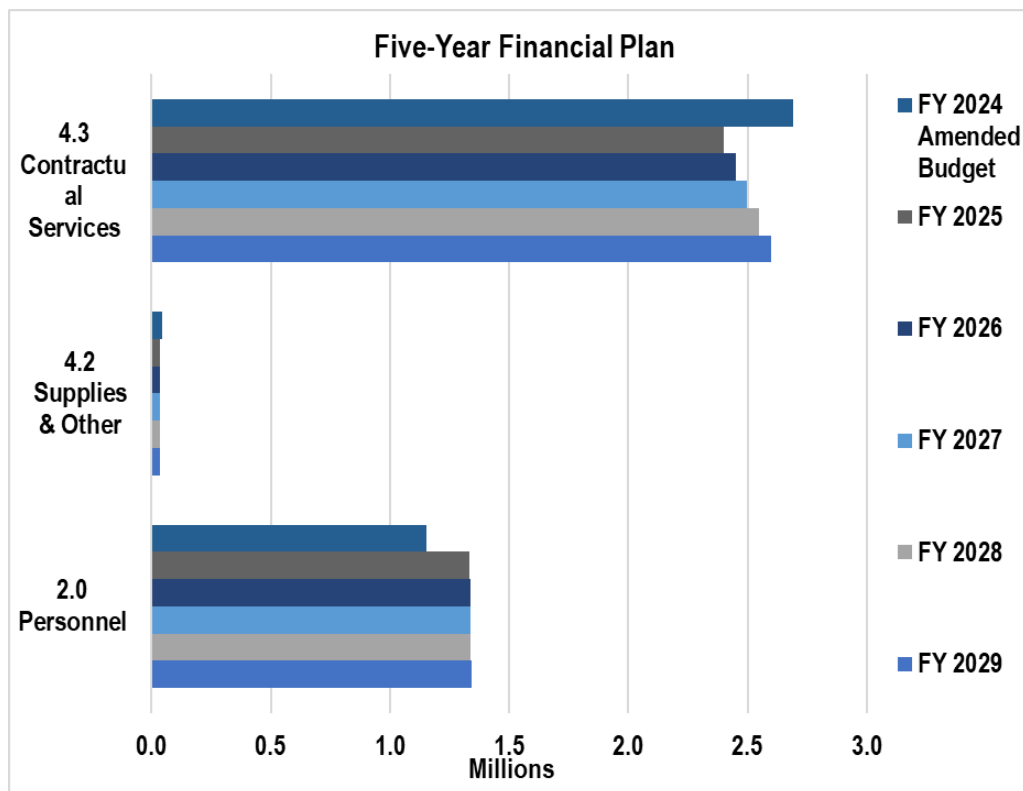
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
General Counsel	\$ 1,168,900	\$ 1,154,500	\$ 1,334,600	\$ 1,336,300	\$ 1,338,000	\$ 1,339,700	\$ 1,341,400
Grand Total	\$ 1,168,900	\$ 1,154,500	\$ 1,334,600	\$ 1,336,300	\$ 1,338,000	\$ 1,339,700	\$ 1,341,400

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 1,168,900	\$ 1,154,500	\$ 1,334,600	\$ 1,336,300	\$ 1,338,000	\$ 1,339,700	\$ 1,341,400
4.2 Supplies & Other	28,000	44,100	34,300	35,000	35,700	36,400	37,100
4.3 Contractual Services	2,366,300	2,692,600	2,401,500	2,449,500	2,498,500	2,548,500	2,599,500
Grand Total	\$ 3,563,200	\$ 3,891,200	\$ 3,770,400	\$ 3,820,800	\$ 3,872,200	\$ 3,924,600	\$ 3,978,000

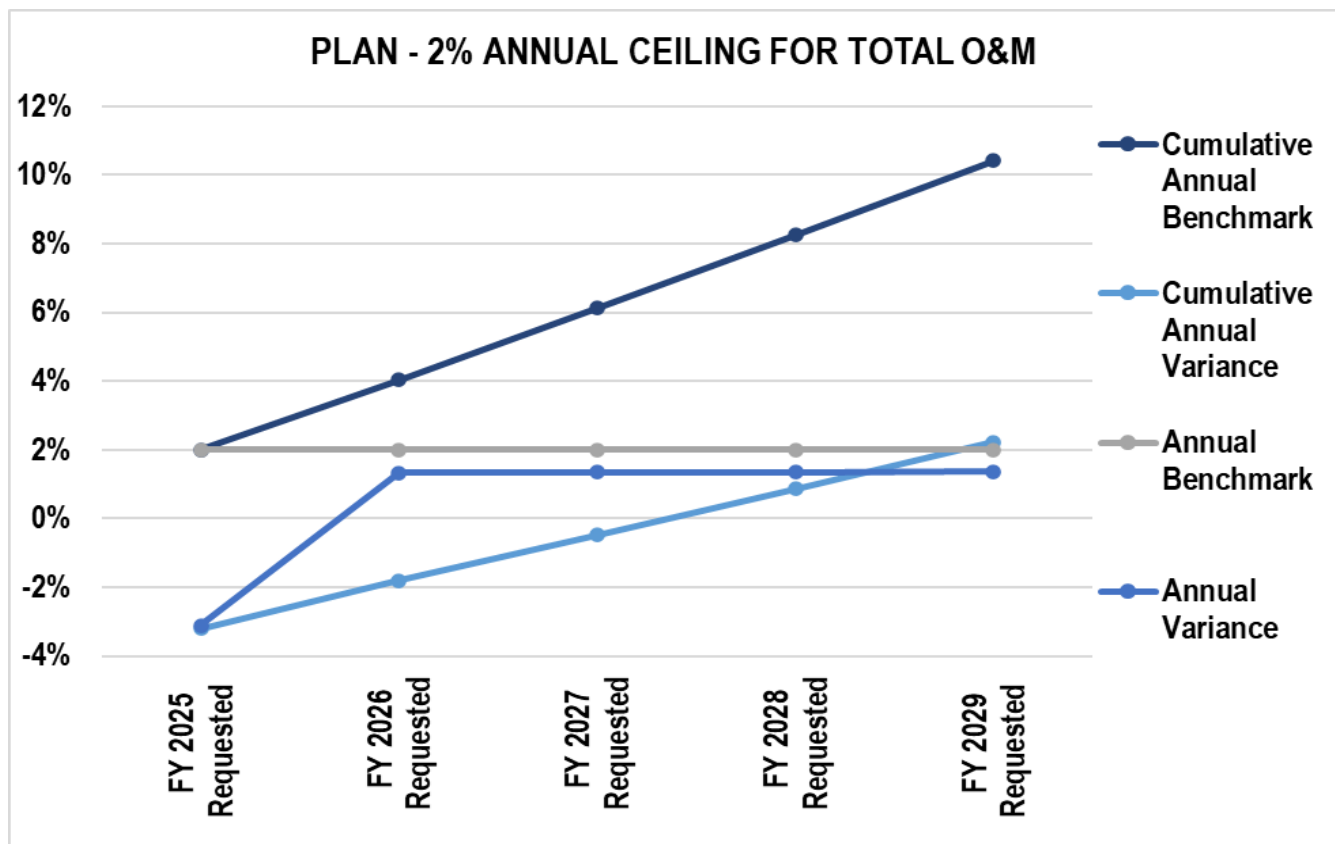


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
General Counsel	\$ 3,563,200	\$ 3,891,200	\$ 3,770,400	\$ 3,820,800	\$ 3,872,200	\$ 3,924,600	\$ 3,978,000
Grand Total	\$ 3,563,200	\$ 3,891,200	\$ 3,770,400	\$ 3,820,800	\$ 3,872,200	\$ 3,924,600	\$ 3,978,000

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The General Counsel area financial plan reflects a five-year overall increase of 2.2% which is below the entity-wide goal of a cumulative 10.4% for planning purposes based upon an annual 2% adjustment. This is mainly due to the increase in personnel costs as described earlier.



Capital Outlay

Capital Outlay is not a component of the General Counsel area.

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
883101 - General Counsel							
2.1 Salaries & Wages	\$ 908,000	\$ 877,800	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400
2.2 Workforce Development	13,000	23,400	39,500	39,500	39,500	39,500	39,500
2.4 Employee Benefits	247,900	253,300	280,700	282,400	284,100	285,800	287,500
4.2 Supplies & Other	28,000	44,100	34,300	35,000	35,700	36,400	37,100
Memberships, Licenses & Subscriptions	6,900	10,000	9,000	9,200	9,400	9,600	9,700
Office Supplies	1,500	1,000	2,000	2,000	2,100	2,100	2,200
Postage	-	100	100	100	100	100	100
Training and Internal Meetings	5,000	25,000	15,000	15,300	15,600	15,900	16,200
Travel	14,600	8,000	8,200	8,400	8,500	8,700	8,900
4.3 Contractual Services	2,366,300	2,692,600	2,401,500	2,449,500	2,498,500	2,548,500	2,599,500
Contractual Operating Services	1,400	-	1,500	1,500	1,600	1,600	1,600
Contractual Svcs-Flood Events -All Sewer	483,300	500,000	-	-	-	-	-
Legal	1,881,600	2,192,600	2,400,000	2,448,000	2,496,900	2,546,900	2,597,900
Grand Total	\$ 3,563,200	\$ 3,891,200	\$ 3,770,400	\$ 3,820,800	\$ 3,872,200	\$ 3,924,600	\$ 3,978,000

Public Affairs

The Public Affairs Group is responsible for building knowledge of the Authority's mission, vision, and values, as well as sharing its accomplishments with stakeholders – both internal and external.

Strategic Initiatives**❖ Build Public Trust in GLWA (Ongoing)**

Implement a comprehensive, proactive, and transparent communications campaign to heighten knowledge of the GLWA system, its operations, the quality of the products we produce and the work GLWA does across the utility to protect public health. This initiative is tracked through a message pull through in the monthly KPI report under the stakeholder understanding category.

❖ Refine GLWA's Tap In Recruitment Campaign (Ongoing)

Build on the initial success of the inaugural Tap In recruitment campaign by working in partnership with Organizational Development to review and refine target audiences and create new assets highlighting team members and the important roles they play. This focus on sharing the essence of our team members not only help to attract new talent, but it also works to retain current team members by the building of morale.

❖ Provide a Communications Resource to GLWA Member Partners (Ongoing)

Leverage the resources and capacity of the Public Affairs team to produce relevant, informative materials/campaigns for use by GLWA and its member partner communities in educating their elected officials, residents, and other stakeholders about important water/wastewater-related issues.

❖ Refine GLWA's Internal Communications Outreach (Ongoing)

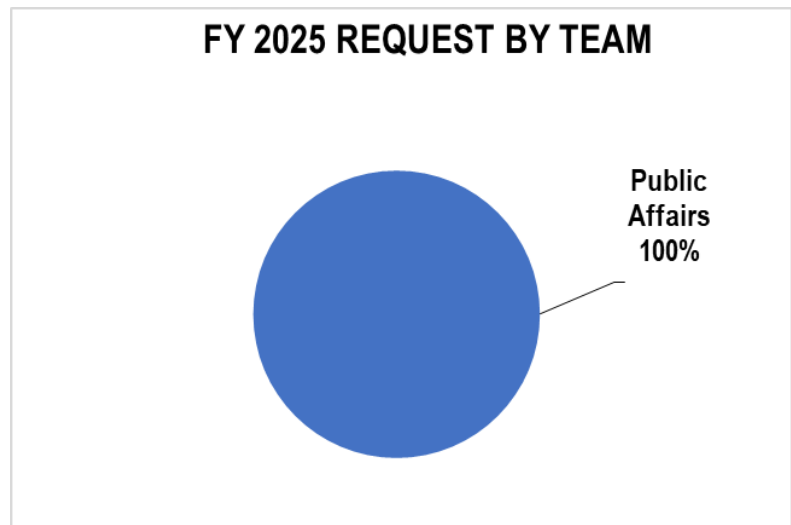
Continue to refine and implement an internal communications strategy that engages GLWA team members and helps to grow overall team member morale and satisfaction. This initiative will be measured through the implementation of a regular internal communication survey to help identify what information team members want and how to improve the ways we communicate that information.

The following table shows how the Public Affairs area strategic initiatives relate to the organizational strategic goals:

	Organizational Strategic Goals										
	Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Build/Rebuild Public Trust in GLWA	x					x	x		x	x	x
Refine GLWA's Tap In Recruitment Campaign					x	x	x		x		
Provide a Communications Resource to GLWA Member Partners						x	x		x		x
Refine GLWA's Internal Communications Outreach						x	x		x	x	x

Organization

The Public Affairs area has one team.

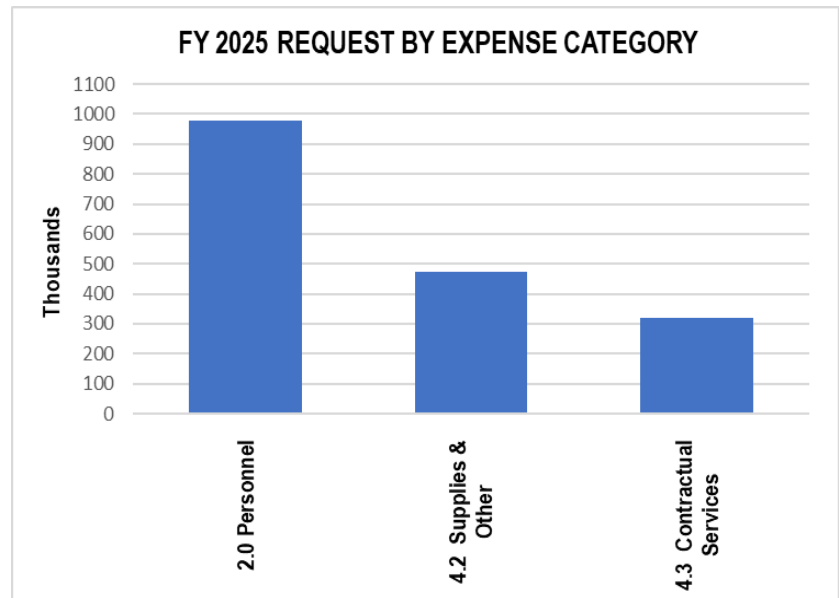


Expense Categories

There are three categories of Public Affairs expenses in the operations and maintenance budget as listed below.

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

Personnel is the largest expense category for Public Affairs.



Biennial Budget Request

The biennial budget reflects an increase of \$77,500, or 4.6%, in FY 2025.

- ❖ The personnel account increased by \$44,700 due to the addition of one Public Affairs Specialist.
- ❖ The supplies & other account increased by \$41,500 due to the focus on GLWA Brand awareness and recruitment campaign.
- ❖ The contractual services account decreased by \$8,700 due to right-size projections in several marketing/communications services.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 894,100	\$ 934,200	\$ 236,000	\$ 978,900	\$ 44,700	4.8%	\$ 1,098,600
4.2 Supplies & Other	411,800	433,100	123,100	474,600	41,500	9.6%	484,000
4.3 Contractual Services	357,300	327,800	49,700	319,100	(8,700)	-2.7%	325,500
Grand Total	\$ 1,663,200	\$ 1,695,100	\$ 408,800	\$ 1,772,600	\$ 77,500	4.6%	\$ 1,908,100

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Public Affairs	\$ 1,663,200	\$ 1,695,100	\$ 408,800	\$ 1,772,600	\$ 77,500	4.6%	\$ 1,908,100
Grand Total	\$ 1,663,200	\$ 1,695,100	\$ 408,800	\$ 1,772,600	\$ 77,500	4.6%	\$ 1,908,100

Personnel Budget

Public Affairs personnel consists of ten positions for FY 2025. A Public Affairs Specialist was added in FY 2024.

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Public Affairs	9.00	9.00	10.00	10.00	10.00	10.00	10.00

Full-time Equivalents – The following table presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Full-time Equivalents

Team	Prior Year FY 2023 FTEs	Current FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Public Affairs	7.50	8.00	8.50	10.00	10.00	10.00	10.00

Personnel Budget - The table below presents the Public Affairs personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel - Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 655,100	\$ 705,500	\$ 180,200	\$ 738,000	\$ 32,500	4.6%	\$ 821,500
2.4 Employee Benefits	187,700	228,700	55,800	240,900	12,200	5.3%	277,100
2.5 Transition Services	51,300	-	-	-	-	0.0%	-
Grand Total	\$ 894,100	\$ 934,200	\$ 236,000	\$ 978,900	\$ 44,700	4.8%	\$ 1,098,600

Personnel - Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Public Affairs	\$ 894,100	\$ 934,200	\$ 236,000	\$ 978,900	\$ 44,700	4.8%	\$ 1,098,600
Grand Total	\$ 894,100	\$ 934,200	\$ 236,000	\$ 978,900	\$ 44,700	4.8%	\$ 1,098,600

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 655,100	\$ 705,500	\$ 738,000	\$ 821,500	\$ 821,500	\$ 821,500	\$ 821,500
2.4 Employee Benefits	187,700	228,700	240,900	277,100	279,200	281,400	283,500
2.5 Transition Services	51,300	-	-	-	-	-	-
Grand Total	\$ 894,100	\$ 934,200	\$ 978,900	\$ 1,098,600	\$ 1,100,700	\$ 1,102,900	\$ 1,105,000

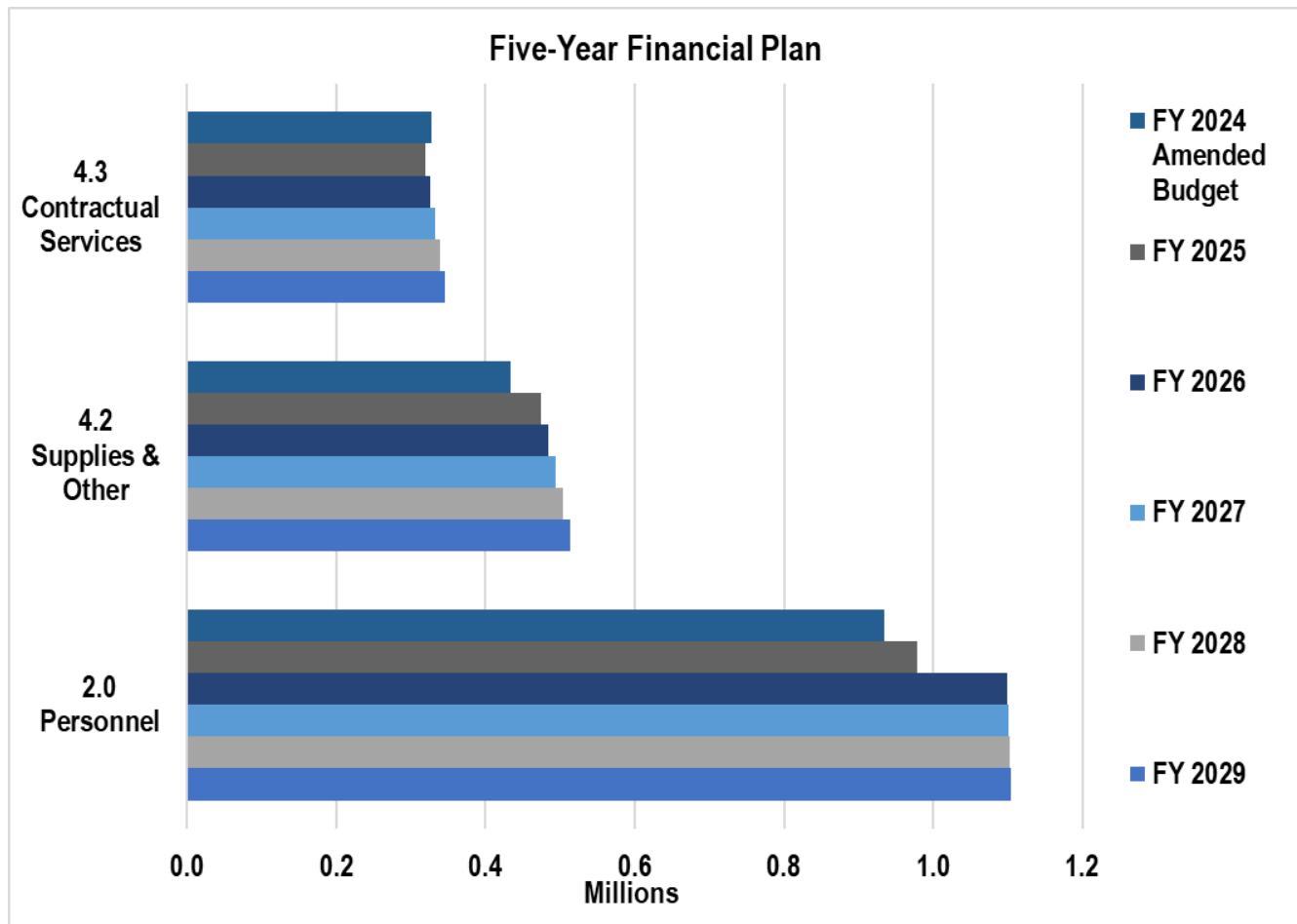
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Public Affairs	\$ 894,100	\$ 934,200	\$ 978,900	\$ 1,098,600	\$ 1,100,700	\$ 1,102,900	\$ 1,105,000
Grand Total	\$ 894,100	\$ 934,200	\$ 978,900	\$ 1,098,600	\$ 1,100,700	\$ 1,102,900	\$ 1,105,000

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 894,100	\$ 934,200	\$ 978,900	\$ 1,098,600	\$ 1,100,700	\$ 1,102,900	\$ 1,105,000
4.2 Supplies & Other	411,800	433,100	474,600	484,000	493,700	503,300	513,100
4.3 Contractual Services	357,300	327,800	319,100	325,500	332,000	338,600	345,400
Grand Total	\$ 1,663,200	\$ 1,695,100	\$ 1,772,600	\$ 1,908,100	\$ 1,926,400	\$ 1,944,800	\$ 1,963,500

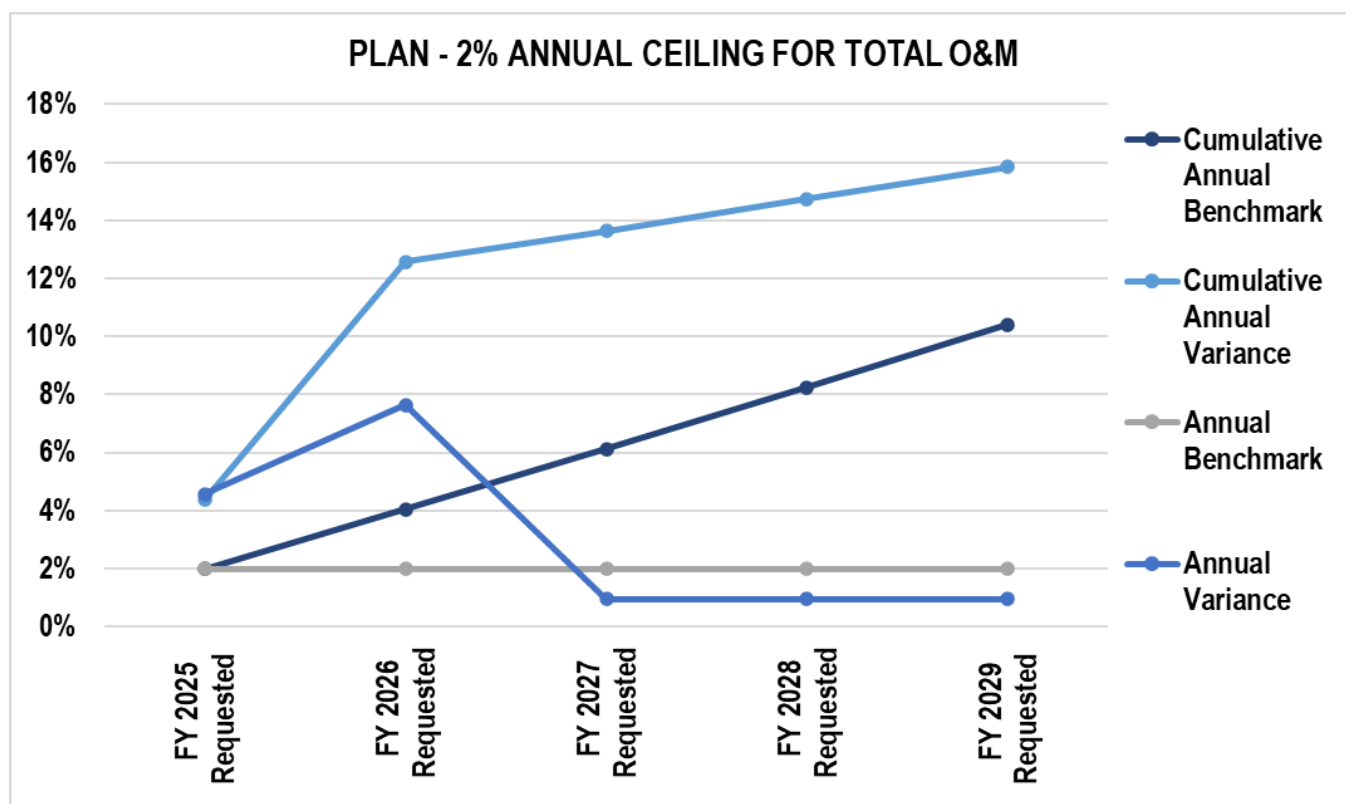


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Public Affairs	\$ 1,663,200	\$ 1,695,100	\$ 1,772,600	\$ 1,908,100	\$ 1,926,400	\$ 1,944,800	\$ 1,963,500
Grand Total	\$ 1,663,200	\$ 1,695,100	\$ 1,772,600	\$ 1,908,100	\$ 1,926,400	\$ 1,944,800	\$ 1,963,500

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Public Affairs area financial plan reflects a five-year overall increase of 15.8% while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment. The main reason for the increase is due to an increase in FY 2025 contractual services for video and animation services.



Capital Outlay

Public Affairs capital outlay is funded by the Improvement & Extension budget.

Five-Year Capital Outlay by Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000	\$ -
Computers & IT	10,000	5,000	18,000	22,000	10,000	-
Grand Total	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000	\$ -

Five-Year Capital Outlay by Funding Source

Funding Source	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000	\$ -
Grand Total	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000	\$ -

Five-Year Capital Outlay by Team

Team	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Public Affairs	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000	\$ -
Grand Total	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000	\$ -

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
881101 - Public Affairs	\$ 10,000	\$ 12,500	\$ 2,900	\$ 14,700	\$ 15,000	\$ 15,300	\$ 15,600
2.1 Salaries & Wages	655,100	705,500	738,000	821,500	821,500	821,500	821,500
2.4 Employee Benefits	187,700	228,700	240,900	277,100	279,200	281,400	283,500
2.5 Transition Services	51,300	-	-	-	-	-	-
4.2 Supplies & Other	411,800	433,100	474,600	484,000	493,700	503,300	513,100
Advertising	192,700	191,200	248,000	253,000	258,100	263,200	268,400
Memberships, Licenses & Subscriptions	200	-	-	-	-	-	-
Mileage and Parking	500	1,300	1,300	1,300	1,400	1,400	1,400
Office Supplies	6,700	6,700	6,800	6,900	7,000	7,100	7,200
Operating Supplies	158,700	160,200	158,300	161,400	164,600	167,800	171,100
Printing	17,600	44,100	30,000	30,600	31,200	31,800	32,400
Training and Internal Meetings	17,400	14,700	15,000	15,300	15,600	15,900	16,200
Travel	18,000	14,900	15,200	15,500	15,800	16,100	16,400
4.3 Contractual Services	357,300	327,800	319,100	325,500	332,000	338,600	345,400
Grand Total	\$ 1,663,200	\$ 1,695,100	\$ 1,772,600	\$ 1,908,100	\$ 1,926,400	\$ 1,944,800	\$ 1,963,500

Organizational Development

Organizational Development provides GLWA team members with effective and efficient support needed to ensure the best possible work experience, engagement, and personal development, in a collaborative manner, that also provides the best water treatment and service to our customers.

Strategic Initiatives

❖ **Apprentice Program (Ongoing)**

GLWA has established a robust apprenticeship program. In FY 2025, GLWA will continue to expand the use of apprenticeships throughout the organization by adding new classes of apprentices and titles to the program. KPI's are reported for classes that have both started and completed.

❖ **Enterprise Resource Management System (ERM) (Ongoing)**

Organizational Development provides managed services for GLWA's current Ceridian (ERM) system. Organizational Development is actively participating and supporting GLWA's Enterprise Resource Management System led by Information Technology who maintains the strategic KPI's for this initiative.

❖ **Compensation Equity Team (Ongoing)**

Organizational Development will continue a compensation benchmarking study and review of job classifications, job duties and compensation.

❖ **One Water Institute (Ongoing)**

GLWA's training and development program has provided extensive health and safety course offerings to team members and Member Partners. In FY 2025 GLWA will continue expanding access to the One Water Institute with the rollout of the Leadership Development and Leader-in-Me academies. In FY 2025, the One Water Institute will continue to build out its evening in-person course offerings for GLWA team members.

The following table shows how the Organizational Development Area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Organizational Development Strategic Initiatives	Apprentice Program			x	x	x	x		x		x	x
	Enterprise Resource Management System (ERM)		x	x	x	x	x					
	Compensation Equity Team		x				x				x	
	One Water Institute			x	x	x	x	x	x		x	x

Organization

The Organizational Development area consists of three teams.

❖ Administration

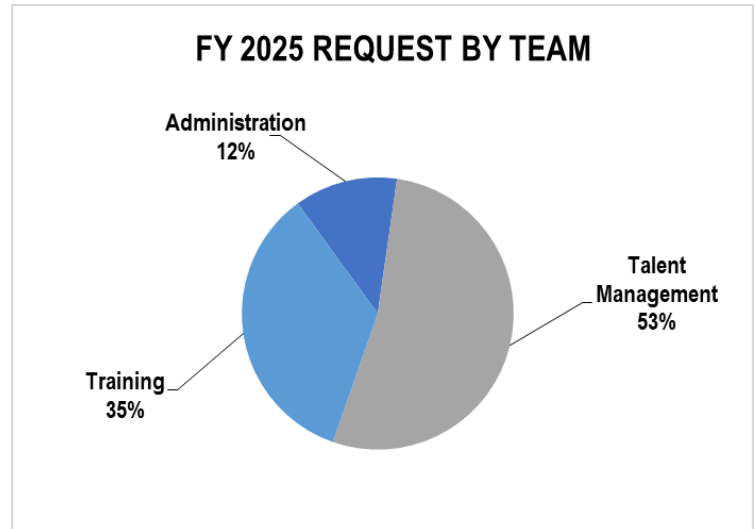
Provides coordination and support to the Organizational Development area and strategic direction for the utility relative to human relations as well as team support and development.

❖ Talent Management

From recruitment to retirement talent management is responsible for supporting all aspects of the employment relationship.

❖ Training

Ensures new GLWA team members receive essential orientation and mandatory health and safety training. Responsible for planning, coordinating, and delivering ongoing health and safety and leadership development training to all GLWA team members. Provides training opportunities to GLWA's Member Partners through the One Water Institute.

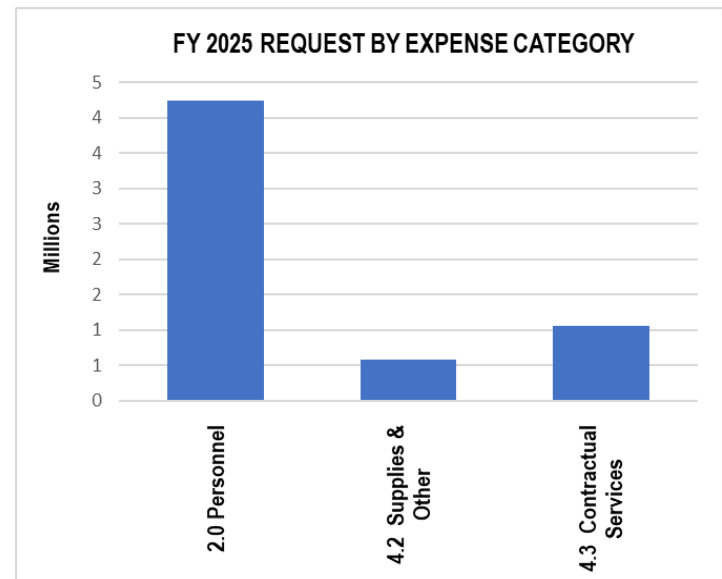


Expense Categories

There are three categories of Organizational Development (OD) expenses in the operations and maintenance budget as listed below:

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

Personnel costs are the largest expense category for OD.



Biennial Budget Request

The biennial budget reflects an increase of \$304,300, or 5.5%, in FY 2025.

- ❖ The supplies & other account increased by \$285,800 in FY 2025 due to the training programs aligned with compliance, education, and value-added skills training.
- ❖ The contractual services account increased by \$23,900 due to inflation increases in other contractual services.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 3,710,600	\$ 4,248,600	\$ 947,100	\$ 4,243,200	\$ (5,400)	-0.1%	\$ 4,751,900
4.2 Supplies & Other	556,900	296,900	130,200	582,700	285,800	96.3%	594,400
4.3 Contractual Services	636,800	1,036,100	117,600	1,060,000	23,900	2.3%	1,081,200
5.2 Shared Services	(10,100)	-	-	-	-	0.0%	-
Grand Total	\$ 4,894,200	\$ 5,581,600	\$ 1,194,900	\$ 5,885,900	\$ 304,300	5.5%	\$ 6,427,500

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administration	\$ 711,000	\$ 588,700	\$ 139,300	\$ 722,300	\$ 133,600	22.7%	\$ 725,400
Talent Management	2,552,800	3,252,700	568,500	3,124,200	(128,500)	-4.0%	3,647,500
Training	1,630,400	1,740,200	487,100	2,039,400	299,200	17.2%	2,054,600
Grand Total	\$ 4,894,200	\$ 5,581,600	\$ 1,194,900	\$ 5,885,900	\$ 304,300	5.5%	\$ 6,427,500

Personnel Budget

Organizational Development personnel consists of 45 positions for FY 2025, which shows no change in overall staffing positions from FY 2024. There was a transfer of an Administrative Specialist position from the Talent Management department to the Training department. The following tables provide three alternate views of the staffing plans and budget.

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Organizational Development	40.00	45.00	45.00	45.00	45.00	45.00	45.00
Administration	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Talent Management	22.00	27.00	26.00	26.00	26.00	26.00	26.00
Training	13.00	13.00	14.00	14.00	14.00	14.00	14.00

Full-time Equivalents - The table below presents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Full-time Equivalents

Team	Prior Year FY 2023 FTEs	Current FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Organizational Development	39.00	39.25	40.25	44.00	44.00	44.00	44.00
Administration	5.00	4.00	4.75	4.75	4.75	4.75	4.75
Talent Management	21.00	22.75	21.50	25.25	25.25	25.25	25.25
Training	13.00	12.50	14.00	14.00	14.00	14.00	14.00

Personnel Budget - The table below presents the Organizational Development personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 2,801,500	\$ 3,166,900	\$ 700,300	\$ 3,141,800	\$ (25,100)	-0.8%	\$ 3,532,000
2.3 Overtime	1,500	3,000	-	2,400	(600)	-20.0%	2,400
2.4 Employee Benefits	896,700	1,078,700	235,300	1,099,000	20,300	1.9%	1,217,500
2.5 Transition Services	10,900	-	11,500	-	-	0.0%	-
Grand Total	\$ 3,710,600	\$ 4,248,600	\$ 947,100	\$ 4,243,200	\$ (5,400)	-0.1%	\$ 4,751,900

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administration	\$ 520,900	\$ 524,800	\$ 136,800	\$ 618,000	\$ 93,200	17.8%	\$ 619,100
Talent Management	1,957,700	2,400,700	490,500	2,195,700	(205,000)	-8.5%	2,700,400
Training	1,232,000	1,323,100	319,800	1,429,500	106,400	8.0%	1,432,400
Grand Total	\$ 3,710,600	\$ 4,248,600	\$ 947,100	\$ 4,243,200	\$ (5,400)	-0.1%	\$ 4,751,900

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 2,801,500	\$ 3,166,900	\$ 3,141,800	\$ 3,532,000	\$ 3,532,000	\$ 3,532,000	\$ 3,532,000
2.3 Overtime	1,500	3,000	2,400	2,400	2,400	2,400	2,400
2.4 Employee Benefits	896,700	1,078,700	1,099,000	1,217,500	1,227,700	1,236,600	1,246,200
2.5 Transition Services	10,900	-	-	-	-	-	-
Grand Total	\$ 3,710,600	\$ 4,248,600	\$ 4,243,200	\$ 4,751,900	\$ 4,762,100	\$ 4,771,000	\$ 4,780,600

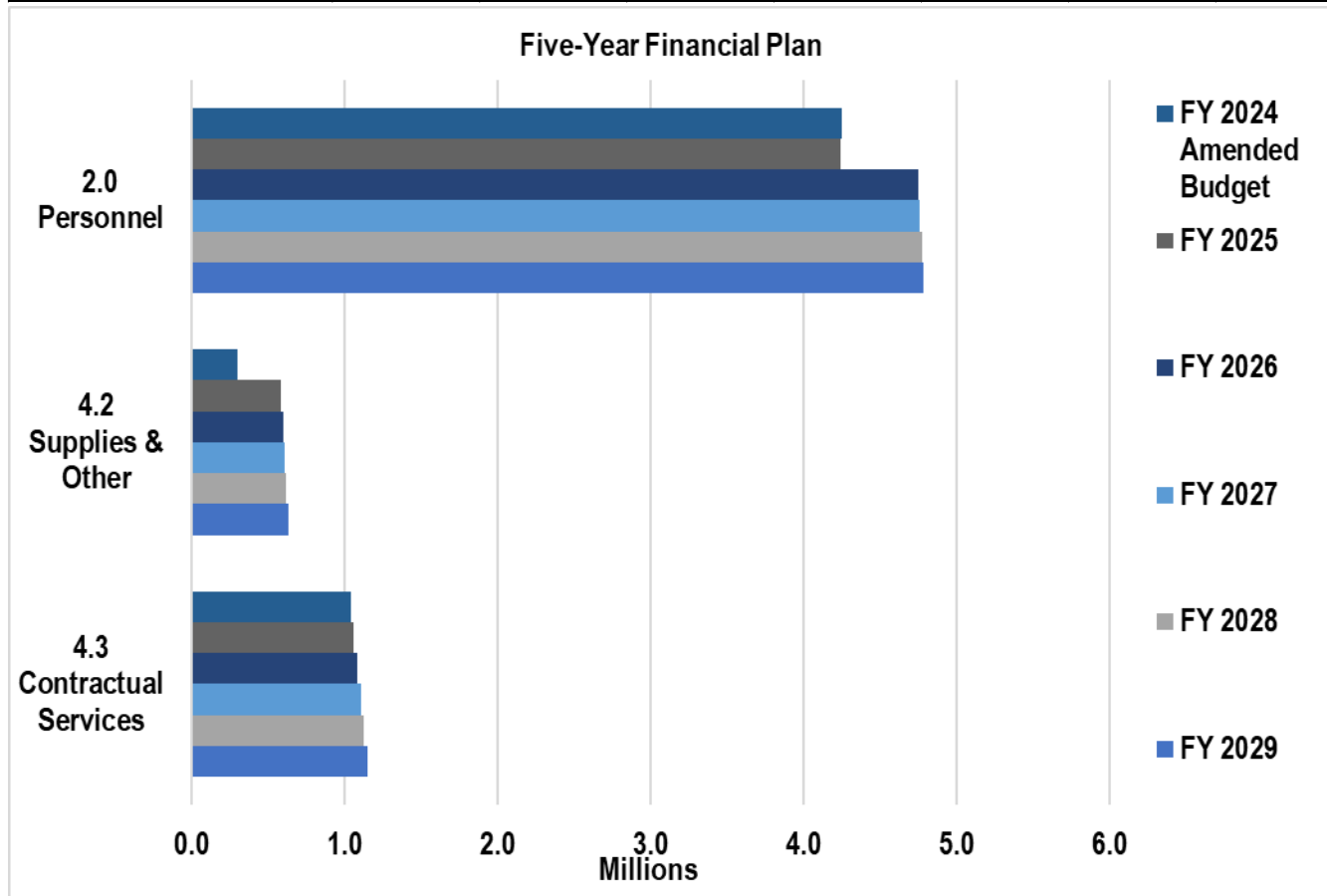
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Administration	\$ 520,900	\$ 524,800	\$ 618,000	\$ 619,100	\$ 620,200	\$ 621,200	\$ 622,300
Talent Management	1,957,700	2,400,700	2,195,700	2,700,400	2,705,900	2,711,400	2,716,900
Training	1,232,000	1,323,100	1,429,500	1,432,400	1,436,000	1,438,400	1,441,400
Grand Total	\$ 3,710,600	\$ 4,248,600	\$ 4,243,200	\$ 4,751,900	\$ 4,762,100	\$ 4,771,000	\$ 4,780,600

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 3,710,600	\$ 4,248,600	\$ 4,243,200	\$ 4,751,900	\$ 4,762,100	\$ 4,771,000	\$ 4,780,600
4.2 Supplies & Other	556,900	296,900	582,700	594,400	606,700	618,600	630,900
4.3 Contractual Services	636,800	1,036,100	1,060,000	1,081,200	1,102,900	1,125,000	1,147,500
5.2 Shared Services	(10,100)	-	-	-	-	-	-
Grand Total	\$ 4,894,200	\$ 5,581,600	\$ 5,885,900	\$ 6,427,500	\$ 6,471,700	\$ 6,514,600	\$ 6,559,000

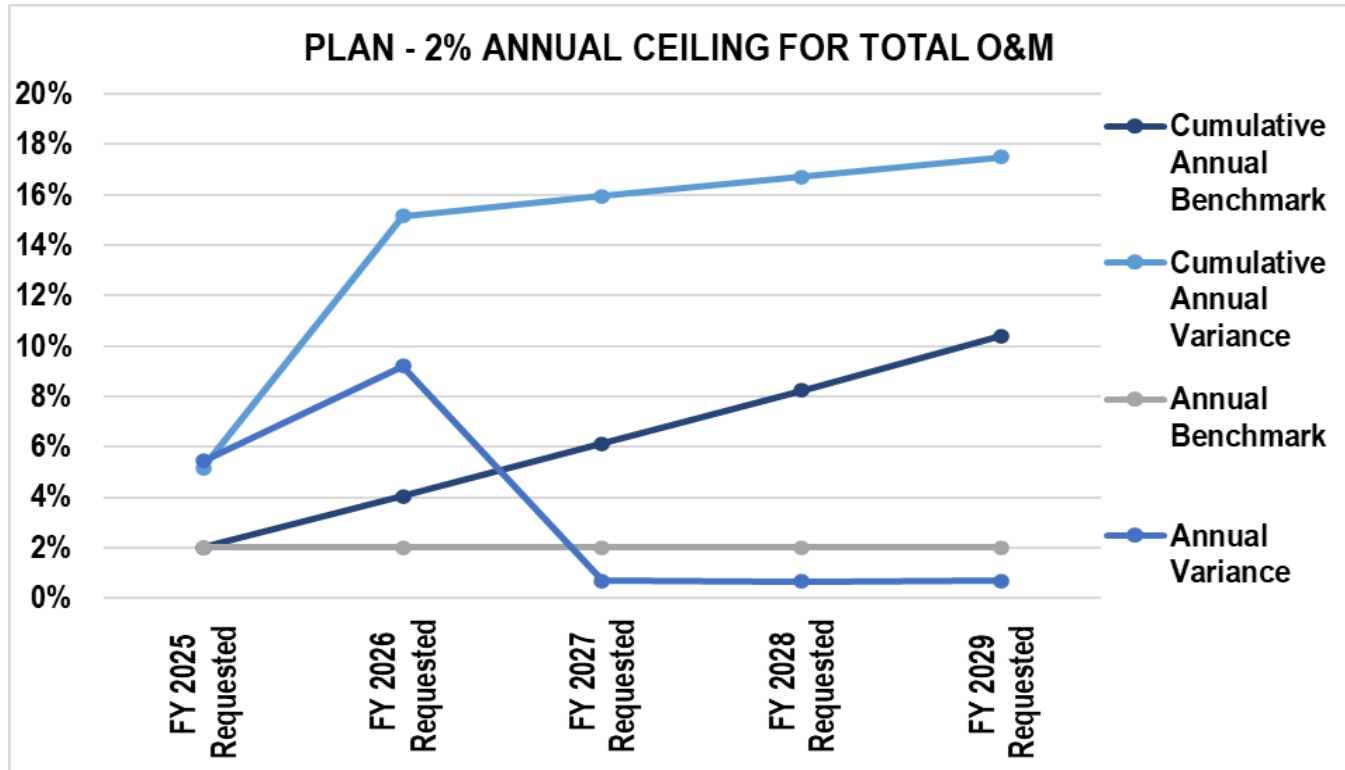


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Administration	\$ 711,000	\$ 588,700	\$ 722,300	\$ 725,400	\$ 728,800	\$ 731,900	\$ 735,100
Talent Management	2,552,800	3,252,700	3,124,200	3,647,500	3,672,000	3,696,900	3,722,000
Training	1,630,400	1,740,200	2,039,400	2,054,600	2,070,900	2,085,800	2,101,900
Grand Total	\$ 4,894,200	\$ 5,581,600	\$ 5,885,900	\$ 6,427,500	\$ 6,471,700	\$ 6,514,600	\$ 6,559,000

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Organizational Development area financial plan reflects a five-year overall increase of 17.5% while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment. The increase over the entity-wide goal is anticipated with the addition of staffing positions as discussed previously and additional Apprenticeship Programs and training courses.



Capital Outlay

Organizational Development capital outlay is funded by the Improvement & Extension budget.

The tables below reflect anticipated costs for renovation of training facilities.

Five-Year Capital Outlay by Asset Category

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -
Building/Structures	700,000	700,000	-	-	-	-
Grand Total	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -

Five-Year Capital Outlay by Funding Source

	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Funding Source						
Improvement & Extension	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -

Five-Year Capital Outlay by Team

	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Team						
Organizational Development	\$ 700,000	\$ 700,000	-	\$ -	\$ -	\$ -
Grand Total	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -

Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
883201 - OD Administration	711,000	588,700	722,300	725,400	728,800	731,900	735,100
2.1 Salaries & Wages	411,300	401,700	469,900	469,900	469,900	469,900	469,900
2.4 Employee Benefits	109,600	123,100	148,100	149,200	150,300	151,300	152,400
4.2 Supplies & Other	67,700	45,900	86,000	87,700	89,500	91,200	92,900
Memberships, Licenses & Subscriptions	34,600	400	35,000	35,700	36,400	37,100	37,800
Mileage and Parking	200	-	200	200	200	200	200
Office Supplies	10,100	20,800	21,200	21,600	22,000	22,400	22,800
Operating Supplies	1,000	100	1,500	1,500	1,600	1,600	1,600
Postage	100	-	100	100	100	100	100
Printing	1,600	-	-	-	-	-	-
Training and Internal Meetings	11,000	10,400	12,800	13,100	13,400	13,700	14,000
Travel	9,100	10,400	11,300	11,500	11,700	11,900	12,100
Tuition Refund	-	3,800	3,900	4,000	4,100	4,200	4,300
4.3 Contractual Services	117,900	18,000	18,300	18,600	19,100	19,500	19,900
5.2 Shared Services	4,500	-	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	1,600	-	-	-	-	-	-
Shared Services Reimbursement	2,300	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	600	-	-	-	-	-	-
883211 - OD Talent Management	2,552,800	3,252,700	3,124,200	3,647,500	3,672,000	3,696,900	3,722,000
2.1 Salaries & Wages	1,464,500	1,778,600	1,611,300	2,001,500	2,001,500	2,001,500	2,001,500
2.3 Overtime	1,500	3,000	2,400	2,400	2,400	2,400	2,400
2.4 Employee Benefits	491,700	619,100	582,000	696,500	702,000	707,500	713,000
4.2 Supplies & Other	108,100	90,600	151,900	155,000	158,200	161,300	164,400
Advertising	30,300	44,400	51,600	52,600	53,600	54,600	55,600
Memberships, Licenses & Subscriptions	11,300	6,100	8,000	8,200	8,500	8,700	8,900
Mileage and Parking	1,500	2,900	2,900	3,000	3,100	3,200	3,300
Office Supplies	13,100	-	15,000	15,300	15,600	15,900	16,200
Operating Supplies	900	-	1,200	1,200	1,200	1,200	1,200
Printing	6,100	2,800	5,000	5,100	5,200	5,300	5,400
Repairs & Maintenance-Software	-	7,600	7,800	8,000	8,200	8,400	8,600
Training and Internal Meetings	38,500	8,700	40,000	40,800	41,600	42,400	43,200
Travel	6,400	18,100	18,400	18,800	19,200	19,600	20,000
Tuition Refund	-	-	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	487,000	761,400	776,600	792,100	807,900	824,200	840,700
883231 - OD Training	1,630,400	1,740,200	2,039,400	2,054,600	2,070,900	2,085,800	2,101,900
2.1 Salaries & Wages	925,700	986,600	1,060,600	1,060,600	1,060,600	1,060,600	1,060,600
2.4 Employee Benefits	295,400	336,500	368,900	371,800	375,400	377,800	380,800
2.5 Transition Services	10,900	-	-	-	-	-	-
4.2 Supplies & Other	381,100	160,400	344,800	351,700	359,000	366,100	373,600
Capital Outlay less than \$5,000	76,800	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	2,800	6,100	6,200	6,300	6,600	6,700	6,900
Mileage and Parking	100	1,500	1,000	1,000	1,000	1,000	1,000
Office Supplies	700	15,600	10,000	10,200	10,400	10,600	10,800
Operating Supplies	5,800	1,000	2,000	2,000	2,100	2,100	2,200
Training and Internal Meetings	292,900	111,200	300,000	306,000	312,100	318,300	324,700
Travel	-	22,500	23,000	23,500	24,000	24,500	25,000
Tuition Refund	2,000	2,500	2,600	2,700	2,800	2,900	3,000
4.3 Contractual Services	31,900	256,700	265,100	270,500	275,900	281,300	286,900
5.2 Shared Services	(14,600)	-	-	-	-	-	-
Shared Services Reimbursement	(14,600)	-	-	-	-	-	-
Grand Total	4,894,200	5,581,600	5,885,900	6,427,500	6,471,700	6,514,600	6,559,000

Financial Services

The Financial Services Area consists of three groups. The *CFO Services* group oversees all debt management, compliance, grants, internal audit, and intergovernmental activities as well as the affordability and assistance program. The *Operations Support Services* group is responsible for procurement and inventory management. The *Financial Reporting & Accounting* group is responsible for construction, general ledger, accounts payable, payroll, asset management and related activities.

Strategic Initiatives

❖ Financial operations (Ongoing)

Continued rollout of technology to reduce the inefficiencies of processing times and to expand analytical capacity – as well as to improve the data available for management decisions.

❖ Business support (Ongoing)

Continue to refine the new Business Inclusion & Diversity program, explore utility cooperative procurement sponsorship and vendor quality management.

❖ Cross-functional collaboration in key initiatives (Ongoing)

Support transformational efforts across GLWA including asset management, capital program management, operations, and movement toward enterprise-wide contractual services management.

❖ Member Partner Engagement (Ongoing)

Support short-and long-term efforts related to the charges' equity and stability program.

❖ Affordability (Ongoing)

Continue to improve and expand constituent service including implementation of the water residential assistance program.

The following table shows how the financial services strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Financial Services Strategic Initiatives	Financial operations	x	x			x	x					
	Business support		x	x		x	x					x
	Cross-functional collaboration in key initiatives	x	x	x	x	x	x	x	x	x		x
	Member Partner Engagement	x	x				x	x	x			x
	Affordability		x				x	x	x			x

Financial Services Contracts

The Financial Services Area budget contains several contracts for professional services needed for external auditing, financial and investment consulting, and the Water Residential Assistance Program (WRAP). Included in the chart below are the current key contracts for the services listed. Expired contracts are not represented. Budgeted amounts beyond the contract end date are estimates for future services. These contracts would generally require a separate procurement process.

Significant Contracts

Project Description	External Auditor Services	Financial Management Consulting Services	Methodology Consulting Services	Investment Advisor Services	Financial Advisor Services	Water Residential Assistance Program Advisor	Grants Management Support/Risk Assessment	Total of Significant Contracts
Prime Consultant or Supplier	Baker Tilly Virchow Krause, LLP	The Foster Group	Raftelis	PFM Asset Management LLC	PFM Financial Advisors LLC	Public Sector Consultants	TBD	
Contract #	2104125	GLWA-CS-195	2203353	1902721	2204949	2104125		
Contract Amount	\$ 800,000	\$ 4,725,000	\$ 120,000	\$ 2,200,000	\$ 3,150,000	\$ 655,000		
Contract End Date	06/11/25	06/30/24	03/02/24	12/31/24	06/30/28	06/21/25	TBD	
Cost Center Name	Financial Reporting & Accounting	CFO Services and Financial Management &	Financial Management & Planning	Treasury	CFO Services	CFO Services	CFO Services	
Expense Category	Auditing	Contractual Professional Services	Contractual Professional Services	Contractual Professional Services	Contractual Professional Services	Contractual Professional Services	Contractual Professional Services	
System	Combined	Combined	Combined	Combined	Combined	Combined	Combined	
Pre-FY 2023 Spend	\$ 592,700	\$ 1,475,000	\$ -	\$ 662,800	\$ 507,800	\$ 289,600	\$ -	\$ 3,527,900
Pre-FY 2023 Average Spend	197,600	491,700	-	265,100	84,600	115,800	-	1,154,800
FY 2023 Spend	203,600	475,000	102,400	242,100	77,700	94,600	-	1,195,400
FY 2024 Budget	211,500	262,200	100,000	440,000	100,000	100,000	-	1,213,700
FY 2025 Requested	222,000	267,400	120,000	440,000	100,000	100,000	150,000	1,399,400
FY 2026 Requested	226,400	272,700	122,400	440,000	100,000	100,000	150,000	1,411,500
FY 2027 Requested	230,900	278,200	124,800	440,000	100,000	100,000	150,000	1,423,900
FY 2028 Requested	235,500	283,800	127,300	440,000	100,000	100,000	150,000	1,436,600
FY 2029 Requested	240,200	289,500	129,800	440,000	100,000	100,000	150,000	1,449,500
Total	\$ 2,162,800	\$ 3,603,800	\$ 826,700	\$ 3,544,900	\$ 1,185,500	\$ 984,200	\$ 750,000	\$ 13,057,900

Organization

The Financial Services Area includes seven teams that fall within the three group classifications.

❖ CFO Services

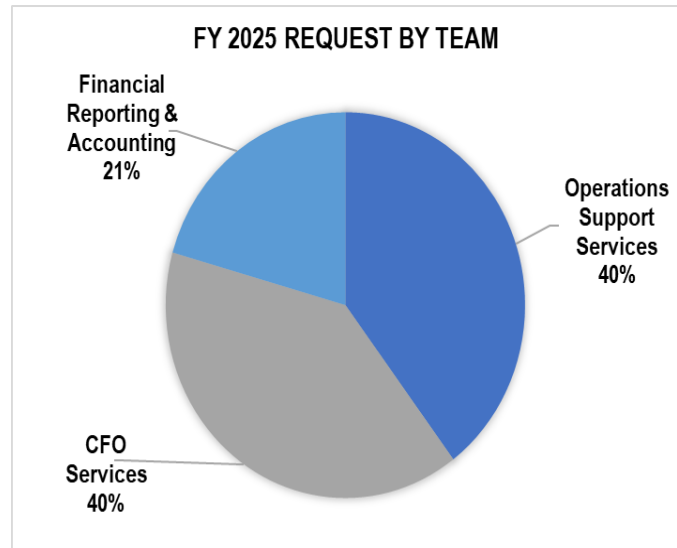
Chief Financial Officer
Financial Management & Planning
CFO Services
Treasury

❖ Operations Support Services

Procurement Director
Logistics and Materials

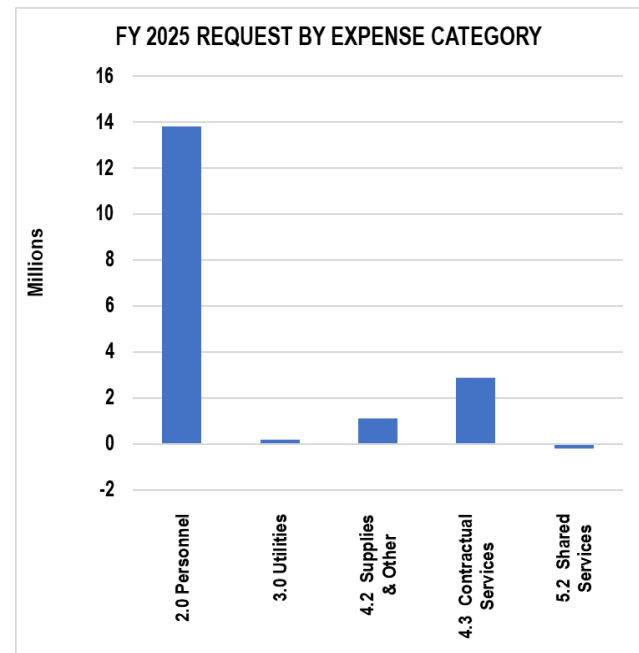
❖ Financial Reporting & Accounting

Financial Reporting & Accounting is reported under one team, and it includes construction, general ledger, accounts payable, payroll and asset management.



Expense Categories

The primary expense category in Financial Services is Personnel. The second largest category is Contractual Services for project management support, and other special projects, studies, and audits.



Biennial Budget Request

The biennial budget reflects an overall increase of \$582,000, or 3.4%. The primary reason for the increase is highlighted below.

- ❖ **Personnel** – The Financial Services area has increased the FTEs from 115.00 in FY 2024 to 120.75 in FY 2025 Budget. The 3 teams driving the increase of 5.75 are CFO Services – 2.75, Financial Management & Planning – 1.50, and Chief Financial Officer – 1.00. The increase in the number of FTEs is the result of filling vacant positions.

Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 12,092,300	\$ 12,822,300	\$ 3,260,400	\$ 13,775,800	\$ 953,500	7.4%	\$ 14,418,000
3.0 Utilities	160,300	202,500	29,400	\$ 191,500	\$ (11,000)	-5.4%	\$ 195,200
4.2 Supplies & Other	783,000	1,201,000	270,700	1,087,800	(113,200)	-9.4%	1,108,600
4.3 Contractual Services	2,244,600	3,070,400	269,600	2,864,900	(205,500)	-6.7%	2,842,700
5.2 Shared Services	(318,800)	(169,500)	(32,200)	(211,300)	(41,800)	24.7%	(217,400)
Grand Total	\$ 14,961,400	\$ 17,126,700	\$ 3,797,900	\$ 17,708,700	\$ 582,000	3.4%	\$ 18,347,100

Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
CFO Services	\$ 5,202,700	\$ 6,311,500	\$ 1,315,800	\$ 7,022,200	\$ 710,700	11.3%	\$ 7,088,600
Chief Financial Officer	641,800	983,400	174,900	1,125,400	142,000	14.4%	1,140,400
CFO Services	2,332,000	2,553,100	594,000	2,912,000	358,900	14.1%	2,949,800
Financial Management & Planning	1,537,100	1,868,700	419,400	2,037,000	168,300	9.0%	2,047,700
Treasury	691,800	906,300	127,500	947,800	41,500	4.6%	950,700
Operations Support Services	6,470,200	6,977,200	1,714,900	7,039,000	61,800	0.9%	7,511,800
Procurement Director	3,895,600	4,090,500	939,900	3,952,900	(137,600)	-3.4%	4,402,000
Logistics and Materials	2,574,600	2,886,700	775,000	3,086,100	199,400	6.9%	3,109,800
Financial Reporting & Accounting	3,288,500	3,838,000	767,200	3,647,500	(190,500)	-5.0%	3,746,700
Grand Total	\$ 14,961,400	\$ 17,126,700	\$ 3,797,900	\$ 17,708,700	\$ 582,000	3.4%	\$ 18,347,100

Personnel Budget

The staffing plan had a net increase of one position to 127 in FY 2025 (Management Professional in the CFO Services area). The staffing plan remains at a steady state of 127 total positions through FY 2029. The staffing level is shown in the tables below. The increase in the number of positions budgeted (FTEs) in FY 2025 was driven by promoting one Manager and filling vacant positions: two Professional Administrative Analysts, one Financial Management and Planning Director, one Financial Services Area Chief of Staff, and one Management Professional, resulting in a net increase of 5.75 FTEs from FY 2024 to FY 2025.

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

Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Financial Services Area	123.00	126.00	127.00	127.00	127.00	127.00	127.00
CFO Services	35.00	37.00	39.00	39.00	39.00	39.00	39.00
Chief Financial Officer	5.00	5.00	5.00	5.00	5.00	5.00	5.00
CFO Services	15.00	17.00	19.00	19.00	19.00	19.00	19.00
Financial Management & Planning	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Treasury	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Operations Support Services	59.00	60.00	60.00	60.00	60.00	60.00	60.00
Procurement Director	35.00	36.00	35.00	35.00	35.00	35.00	35.00
Logistics and Materials	24.00	24.00	25.00	25.00	25.00	25.00	25.00
Financial Reporting & Accounting	29.00	29.00	28.00	28.00	28.00	28.00	28.00

Full Time Equivalent - The table on the following page represents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year. For this budget area, the number of budgeted positions, or FTEs, increased by 5.75 for FY 2025 requested Budget compared to FY 2024 Amended Budget.

Full Time Equivalents

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Financial Services Area	120.00	115.00	120.75	126.00	126.00	126.00	126.00
CFO Services	34.50	32.50	37.75	38.50	38.50	38.50	38.50
Chief Financial Officer	4.50	3.50	4.50	4.50	4.50	4.50	4.50
CFO Services	15.00	15.50	18.25	19.00	19.00	19.00	19.00
Financial Management & Planning	12.00	10.50	12.00	12.00	12.00	12.00	12.00
Treasury	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Operations Support Services	57.50	55.50	56.25	60.00	60.00	60.00	60.00
Procurement Director	33.50	33.50	31.25	35.00	35.00	35.00	35.00
Logistics and Materials	24.00	22.00	25.00	25.00	25.00	25.00	25.00
Financial Reporting & Accounting	28.00	27.00	26.75	27.50	27.50	27.50	27.50

Personnel Budget – The following tables present the Financial Services personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. These values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

Personnel – Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 8,990,300	\$ 9,405,200	\$ 2,463,500	\$ 10,342,900	\$ 937,700	10.0%	\$ 10,807,700
2.2 Workforce Development	7,000	-	8,500	17,700	17,700	0.0%	17,700
2.3 Overtime	7,300	11,000	3,500	10,000	(1,000)	-9.1%	10,000
2.4 Employee Benefits	2,756,700	3,142,800	784,900	3,405,200	262,400	8.3%	3,582,600
2.5 Transition Services	331,000	263,300	-	-	(263,300)	-100.0%	-
Grand Total	\$ 12,092,300	\$ 12,822,300	\$ 3,260,400	\$ 13,775,800	\$ 953,500	7.4%	\$ 14,418,000

Personnel – Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
CFO Services	\$ 3,860,100	\$ 4,100,700	\$ 1,119,700	\$ 4,878,900	\$ 778,200	19.0%	\$ 4,981,900
Chief Financial Officer	575,100	614,700	157,400	753,800	139,100	22.6%	754,900
CFO Services	1,791,800	1,774,300	521,800	2,142,300	368,000	20.7%	2,241,000
Financial Management & Planning	1,132,200	1,391,200	345,000	1,609,200	218,000	15.7%	1,611,800
Treasury	361,000	320,500	95,500	373,600	53,100	16.6%	374,200
Operations Support Services	5,304,500	5,613,800	1,393,000	5,779,500	165,700	3.0%	6,228,000
Procurement Director	3,544,100	3,795,500	872,000	3,663,700	(131,800)	-3.5%	4,106,900
Logistics and Materials	1,760,400	1,818,300	521,000	2,115,800	297,500	16.4%	2,121,100
Financial Reporting & Accounting	2,927,700	3,107,800	747,700	3,117,400	9,600	0.3%	3,208,100
Grand Total	\$ 12,092,300	\$ 12,822,300	\$ 3,260,400	\$ 13,775,800	\$ 953,500	7.4%	\$ 14,418,000

Personnel – Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 8,990,300	\$ 9,405,200	\$ 10,342,900	\$ 10,807,700	\$ 10,807,700	\$ 10,807,700	\$ 10,807,700
2.2 Workforce Development	7,000	-	17,700	17,700	17,700	17,700	17,700
2.3 Overtime	7,300	11,000	10,000	10,000	10,000	10,000	10,000
2.4 Employee Benefits	2,756,700	3,142,800	3,405,200	3,582,600	3,609,600	3,636,600	3,663,600
2.5 Transition Services	331,000	263,300	-	-	-	-	-
Grand Total	\$ 12,092,300	\$ 12,822,300	\$ 13,775,800	\$ 14,418,000	\$ 14,445,000	\$ 14,472,000	\$ 14,499,000

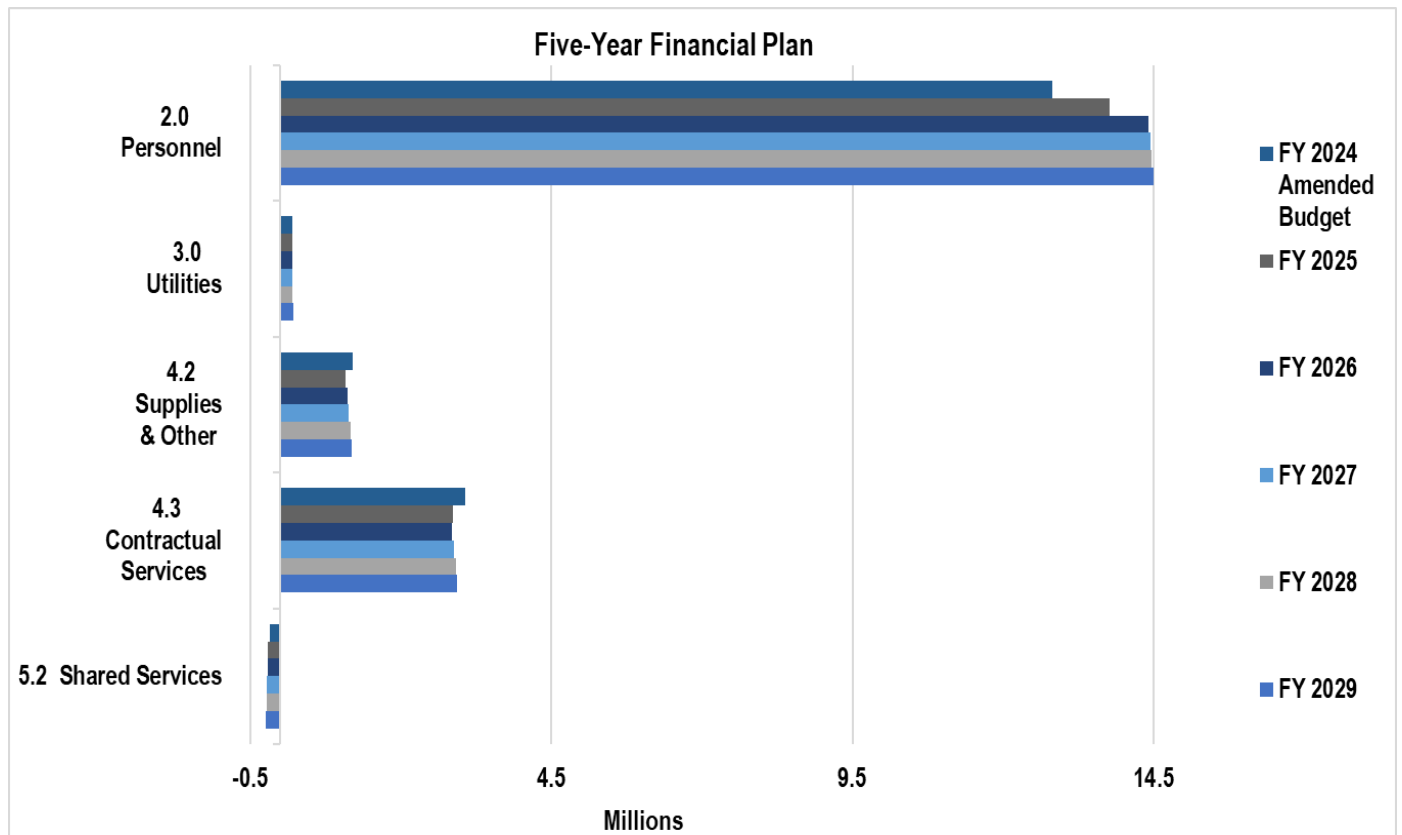
Personnel – Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
CFO Services	\$ 3,860,100	\$ 4,100,700	\$ 4,878,900	\$ 4,981,900	\$ 4,990,200	\$ 4,998,500	\$ 5,006,800
Chief Financial Officer	575,100	614,700	753,800	754,900	756,000	757,000	758,100
CFO Services	1,791,800	1,774,300	2,142,300	2,241,000	2,245,000	2,249,100	2,253,100
Financial Management & Planning	1,132,200	1,391,200	1,609,200	1,611,800	1,614,300	1,616,900	1,619,400
Treasury	361,000	320,500	373,600	374,200	374,900	375,500	376,200
Operations Support Services	5,304,500	5,613,800	5,779,500	6,228,000	6,240,700	6,253,500	6,266,200
Procurement Director	3,544,100	3,795,500	3,663,700	4,106,900	4,114,300	4,121,800	4,129,200
Logistics and Materials	1,760,400	1,818,300	2,115,800	2,121,100	2,126,400	2,131,700	2,137,000
Financial Reporting & Accounting	2,927,700	3,107,800	3,117,400	3,208,100	3,214,100	3,220,000	3,226,000
Grand Total	\$ 12,092,300	\$ 12,822,300	\$ 13,775,800	\$ 14,418,000	\$ 14,445,000	\$ 14,472,000	\$ 14,499,000

Five-Year Financial Plan

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 12,092,300	\$ 12,822,300	\$ 13,775,800	\$ 14,418,000	\$ 14,445,000	\$ 14,472,000	\$ 14,499,000
3.0 Utilities	160,300	202,500	191,500	195,200	199,200	203,200	207,300
4.2 Supplies & Other	783,000	1,201,000	1,087,800	1,108,600	1,132,300	1,157,500	1,183,400
4.3 Contractual Services	2,244,600	3,070,400	2,864,900	2,842,700	2,874,800	2,907,500	2,940,800
5.2 Shared Services	(318,800)	(169,500)	(211,300)	(217,400)	(223,700)	(230,200)	(236,900)
Grand Total	\$ 14,961,400	\$ 17,126,700	\$ 17,708,700	\$ 18,347,100	\$ 18,427,600	\$ 18,510,000	\$ 18,593,600

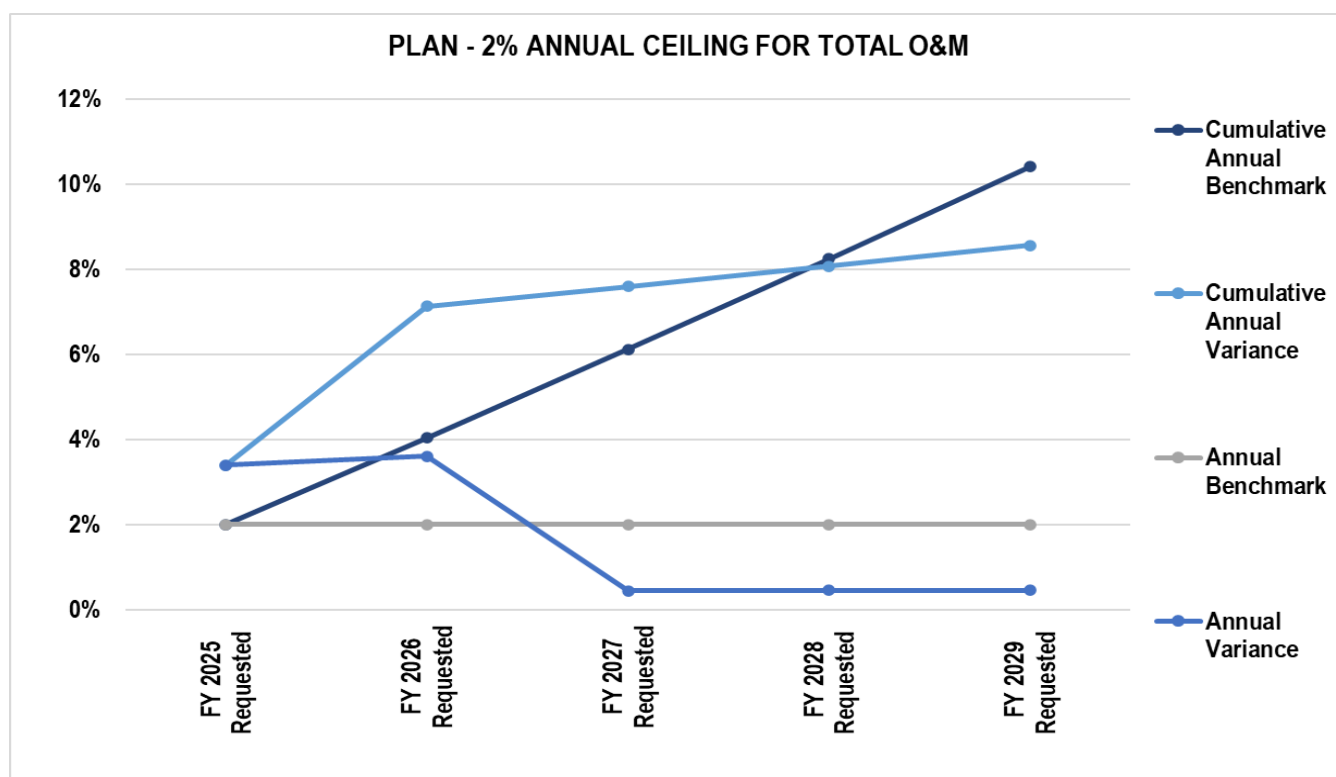


Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
CFO Services	\$ 5,202,700	\$ 6,311,500	\$ 7,022,200	\$ 7,088,600	\$ 7,114,400	\$ 7,140,300	\$ 7,166,400
Chief Financial Officer	641,800	983,400	1,125,400	1,140,400	1,149,100	1,157,900	1,166,900
CFO Services	2,332,000	2,553,100	2,912,000	2,949,800	2,952,800	2,955,700	2,958,500
Financial Management & Planning	1,537,100	1,868,700	2,037,000	2,047,700	2,058,500	2,069,600	2,080,700
Treasury	691,800	906,300	947,800	950,700	954,000	957,100	960,300
Operations Support Services	6,470,200	6,977,200	7,039,000	7,511,800	7,551,900	7,593,600	7,636,000
Procurement Director	3,895,600	4,090,500	3,952,900	4,402,000	4,415,400	4,429,000	4,442,700
Logistics and Materials	2,574,600	2,886,700	3,086,100	3,109,800	3,136,500	3,164,600	3,193,300
Financial Reporting & Accounting	3,288,500	3,838,000	3,647,500	3,746,700	3,761,300	3,776,100	3,791,200
Grand Total	\$ 14,961,400	\$ 17,126,700	\$ 17,708,700	\$ 18,347,100	\$ 18,427,600	\$ 18,510,000	\$ 18,593,600

Alignment with Entity-wide Annual O&M Ceiling Goal of 2%

The Financial Services area financial plan reflects a five-year overall increase of 8.6% while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment.



Capital Outlay

Capital Outlay is not a component of the Financial Services Area for FY 2025 through FY 2029.

Line-Item Budget and Financial Plan

The five-year plan line-item expense budget is presented on the following pages. The expenses are listed in order by cost center. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
884001 - Chief Financial Officer	641,800	983,400	1,125,400	1,140,400	1,149,100	1,157,900	1,166,900
2.1 Salaries & Wages	450,100	477,800	585,000	585,000	585,000	585,000	585,000
2.4 Employee Benefits	125,000	136,900	168,800	169,900	171,000	172,000	173,100
4.2 Supplies & Other	14,200	49,100	45,800	46,600	47,400	48,300	49,200
Memberships, Licenses & Subscriptions	4,800	11,000	11,200	11,400	11,600	11,800	12,000
Mileage and Parking	100	2,000	1,000	1,000	1,000	1,000	1,000
Office Supplies	1,600	12,900	10,000	10,200	10,400	10,600	10,800
Postage	-	200	200	200	200	200	200
Training and Internal Meetings	3,100	11,000	11,200	11,400	11,600	11,800	12,000
Travel	4,600	12,000	12,200	12,400	12,600	12,900	13,200
4.3 Contractual Services	52,500	319,600	325,800	338,900	345,700	352,600	359,600
Contractual Operating Services	500	800	800	800	800	800	800
Contractual Professional Services	144,100	318,800	325,000	338,100	344,900	351,800	358,800
Contractual Svcs—Flood Events -All Sewer	(92,100)	-	-	-	-	-	-
884111 - Financial Reporting &	3,288,500	3,838,000	3,647,500	3,746,700	3,761,300	3,776,100	3,791,200
2.1 Salaries & Wages	2,117,100	2,229,900	2,348,300	2,412,100	2,412,100	2,412,100	2,412,100
2.3 Overtime	1,000	1,000	-	-	-	-	-
2.4 Employee Benefits	637,000	738,300	769,100	796,000	802,000	807,900	813,900
2.5 Transition Services	172,600	138,600	-	-	-	-	-
4.2 Supplies & Other	19,600	65,700	50,000	50,900	51,800	52,800	53,900
Memberships, Licenses & Subscriptions	5,400	7,200	7,300	7,400	7,500	7,700	7,900
Mileage and Parking	1,000	3,300	2,000	2,000	2,000	2,000	2,000
Office Supplies	3,100	20,000	10,000	10,200	10,400	10,600	10,800
Postage	5,000	10,000	10,200	10,400	10,600	10,800	11,000
Training and Internal Meetings	3,300	15,000	12,000	12,200	12,400	12,600	12,900
Travel	300	9,000	6,000	6,100	6,200	6,300	6,400
Tuition Refund	1,500	1,200	2,500	2,600	2,700	2,800	2,900
4.3 Contractual Services	341,200	664,500	480,100	487,700	495,400	503,300	511,300
Auditing	203,600	311,500	322,000	326,400	330,900	335,500	340,200
Contractual Operating Services	2,800	5,000	5,100	5,200	5,300	5,400	5,500
Contractual Professional Services	134,800	348,000	153,000	156,100	159,200	162,400	165,600

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
884113 - Financial Management &	1,537,100	1,868,700	2,037,000	2,047,700	2,058,500	2,069,600	2,080,700
2.1 Salaries & Wages	882,700	1,065,900	1,234,500	1,234,500	1,234,500	1,234,500	1,234,500
2.4 Employee Benefits	249,500	325,300	374,700	377,300	379,800	382,400	384,900
4.2 Supplies & Other	12,500	17,300	20,400	20,800	21,200	21,600	22,000
Memberships, Licenses & Subscriptions	2,500	3,100	5,000	5,100	5,200	5,300	5,400
Mileage and Parking	-	400	400	400	400	400	400
Office Supplies	300	2,000	1,000	1,000	1,000	1,000	1,000
Training and Internal Meetings	5,800	6,400	8,000	8,200	8,400	8,600	8,800
Travel	3,900	5,400	6,000	6,100	6,200	6,300	6,400
4.3 Contractual Services	392,400	460,200	407,400	415,100	423,000	431,100	439,300
Contractual Professional Services	392,400	460,200	407,400	415,100	423,000	431,100	439,300
884121 - Procurement Director	3,895,600	4,090,500	3,952,900	4,402,000	4,415,400	4,429,000	4,442,700
2.1 Salaries & Wages	2,657,800	2,760,800	2,768,200	3,097,100	3,097,100	3,097,100	3,097,100
2.3 Overtime	2,000	-	-	-	-	-	-
2.4 Employee Benefits	809,400	910,000	895,500	1,009,800	1,017,200	1,024,700	1,032,100
2.5 Transition Services	74,900	124,700	-	-	-	-	-
4.2 Supplies & Other	78,300	173,700	165,400	168,900	172,400	176,000	179,700
Advertising	200	100	500	500	500	500	500
Capital Outlay less than \$5,000	3,800	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	23,800	50,000	32,000	32,600	33,400	34,200	35,000
Mileage and Parking	-	1,000	1,000	1,000	1,000	1,100	1,100
Office Supplies	6,400	12,500	12,800	13,100	13,400	13,700	14,000
Operating Supplies	600	2,000	2,000	2,000	2,100	2,100	2,200
Postage	-	100	100	100	100	100	100
Supplies & Other - Covid19	1,600	-	-	-	-	-	-
Training and Internal Meetings	14,400	78,000	79,500	81,300	82,800	84,400	86,100
Travel	27,500	20,000	30,000	30,600	31,200	31,800	32,400
Tuition Refund	-	10,000	7,500	7,700	7,900	8,100	8,300
4.3 Contractual Services	273,200	121,300	123,800	126,200	128,700	131,200	133,800
Contractual Operating Services	191,500	20,800	21,200	21,600	22,000	22,400	22,800
Contractual Professional Services	81,700	100,500	102,600	104,600	106,700	108,800	111,000

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
884124 - Logistics and Materials	2,574,600	2,886,700	3,086,100	3,109,800	3,136,500	3,164,600	3,193,300
2.1 Salaries & Wages	1,284,000	1,298,500	1,522,300	1,522,300	1,522,300	1,522,300	1,522,300
2.3 Overtime	1,300	6,000	6,000	6,000	6,000	6,000	6,000
2.4 Employee Benefits	449,200	513,800	587,500	592,800	598,100	603,400	608,700
2.5 Transition Services	25,900	-	-	-	-	-	-
3.1 Electric	97,200	100,000	102,000	104,000	106,100	108,200	110,400
3.2 Gas	44,100	50,500	51,500	52,500	53,600	54,700	55,800
3.3 Sewage Service	15,500	22,000	22,400	22,800	23,300	23,800	24,300
3.4 Water Service	3,500	30,000	15,600	15,900	16,200	16,500	16,800
4.2 Supplies & Other	629,900	840,400	751,100	765,300	782,200	800,400	819,100
Capital Outlay less than \$5,000	2,700	2,000	2,000	2,000	2,100	2,100	2,200
Inspection and Permit Fees-All Sewer	-	2,000	-	-	-	-	-
Mileage and Parking	-	500	500	500	500	500	500
Office Supplies	18,300	26,000	23,000	23,500	24,000	24,500	25,000
Operating Supplies	50,200	40,800	55,000	56,100	57,200	58,300	59,400
Property Taxes-All Sewer	46,500	180,000	120,000	122,400	124,800	127,300	129,800
Rentals-Buildings-All Sewer	489,500	561,800	514,100	523,600	535,600	549,000	562,700
Repairs & Maintenance-Buildings & Ground	9,100	7,000	10,000	10,200	10,400	10,600	10,800
Repairs & Maintenance-Equipment	2,900	8,100	8,300	8,500	8,700	8,900	9,100
Training and Internal Meetings	1,300	1,000	2,000	2,000	2,100	2,100	2,200
Travel	400	1,000	5,000	5,100	5,200	5,300	5,400
Uniforms, Laundry, Cleaning	9,000	10,200	11,200	11,400	11,600	11,800	12,000
4.3 Contractual Services	24,000	25,500	27,700	28,200	28,700	29,300	29,900
Contract Bldg & Grounds Maint-All Sewer	4,600	-	5,500	5,600	5,700	5,800	5,900
Contractual Operating Services	17,700	10,000	12,200	12,400	12,600	12,900	13,200
Contractual Professional Services	1,700	15,500	10,000	10,200	10,400	10,600	10,800
884131 - Treasury	691,800	906,300	947,800	950,700	954,000	957,100	960,300
2.1 Salaries & Wages	240,000	239,300	284,300	284,300	284,300	284,300	284,300
2.4 Employee Benefits	75,500	81,200	89,300	89,900	90,600	91,200	91,900
2.5 Transition Services	45,500	-	-	-	-	-	-
4.2 Supplies & Other	2,900	20,000	18,000	18,200	18,600	18,900	19,200
Memberships, Licenses & Subscriptions	400	2,500	2,500	2,500	2,600	2,700	2,700
Mileage and Parking	1,900	4,000	2,000	2,000	2,000	2,000	2,000
Office Supplies	300	2,000	2,000	2,000	2,100	2,100	2,200
Postage	300	1,500	1,500	1,500	1,500	1,500	1,500
Training and Internal Meetings	-	5,000	5,000	5,100	5,200	5,300	5,400
Travel	-	5,000	5,000	5,100	5,200	5,300	5,400
4.3 Contractual Services	496,400	715,800	706,200	711,300	716,600	721,900	727,300
Contractual Operating Services	457,200	715,800	266,200	271,300	276,600	281,900	287,300
Contractual Professional Services	39,200	-	440,000	440,000	440,000	440,000	440,000
5.2 Shared Services	(168,500)	(150,000)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)
Shared Services Reimbursement	(168,500)	(150,000)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)

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Line-Item Budget and Financial Plan *(continued from previous page)*

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
884141 - CFO Services	2,332,000	2,553,100	2,912,000	2,949,800	2,952,800	2,955,700	2,958,500
2.1 Salaries & Wages	1,358,600	1,333,000	1,600,300	1,672,400	1,672,400	1,672,400	1,672,400
2.2 Workforce Development	7,000	-	17,700	17,700	17,700	17,700	17,700
2.3 Overtime	3,000	4,000	4,000	4,000	4,000	4,000	4,000
2.4 Employee Benefits	411,100	437,300	520,300	546,900	550,900	555,000	559,000
2.5 Transition Services	12,100	-	-	-	-	-	-
4.2 Supplies & Other	25,600	34,800	37,100	37,900	38,700	39,500	40,300
Memberships, Licenses &	6,200	7,500	7,700	7,900	8,100	8,300	8,500
Mileage and Parking	200	800	500	500	500	500	500
Office Supplies	1,900	3,100	3,200	3,300	3,400	3,500	3,600
Postage	100	1,500	1,500	1,500	1,500	1,500	1,500
Training and Internal Meetings	7,500	8,000	10,000	10,200	10,400	10,600	10,800
Travel	9,700	13,900	14,200	14,500	14,800	15,100	15,400
4.3 Contractual Services	664,900	763,500	793,900	735,300	736,700	738,100	739,600
Contractual Operating Services	42,800	65,500	69,400	70,800	72,200	73,600	75,100
Contractual Professional Services	622,100	698,000	724,500	664,500	664,500	664,500	664,500
5.2 Shared Services	(150,300)	(19,500)	(61,300)	(64,400)	(67,600)	(71,000)	(74,500)
Shared Services : Salaries & Wages	(106,500)	(13,900)	(43,800)	(46,000)	(48,300)	(50,700)	(53,200)
Shared Services Reimbursement	(700)	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(43,100)	(5,600)	(17,500)	(18,400)	(19,300)	(20,300)	(21,300)
Grand Total	\$ 14,961,400	\$ 17,126,700	\$ 17,708,700	\$ 18,347,100	\$ 18,427,600	\$ 18,510,000	\$ 18,593,600

GLWA

Great Lakes Water Authority



Section 6

Supplemental Analysis

The Budget and Five-Year Plan is the compilation of significant effort at the cost center level. This section provides additional information that has an entity-wide impact and are significant elements of the financial plan. The supplemental schedules and analysis include the following categories.

- ❖ Operations & Maintenance Historical Analysis
- ❖ Personnel Costs
- ❖ Utilities
- ❖ Bulk Chemicals
- ❖ Shared Services
- ❖ Centralized & Administrative Services
- ❖ Legacy Commitments*

*Denotes a schedule that will be presented in future supplements to this document.

Operations & Maintenance Historical Analysis

This section of the budget analysis is designed to evaluate the proposed (requested) budget in relation to past trends as well as support future operating and financial decision making. The trend analysis springs from six years of audited actual data, plus the current fiscal year amended budget, as well as the next two years of proposed budgets. This analysis touches on many of the same topics addressed in the other sections of the budget as listed below.

Section 5 – Operating Financial Plans - Operating Financial Plans by Service Area

Section 6 – Supplemental Analysis - Personnel Costs, Utilities, Bulk Chemicals, Shared Services, and Centralized & Administrative Services

Section 1 – Operations & Maintenance Expense Trends

Table 1 – Total Operations & Maintenance Expense – Six Year Actual Expense, Current Year Amended, and Biennial Proposed (Requested) Budget

Expense Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Proposed	FY 2026 Proposed
Personnel Costs	\$ 95.5	\$ 99	\$ 104.3	\$ 106.9	\$ 107.1	\$ 114.8	\$ 120.9	\$ 121.2	\$ 130.4	\$ 146.3
Contractual Services	100.5	101.9	106.4	92.2	107.7	109.7	106.9	111.8	114.5	118.9
Utilities	53.7	51.4	51.2	52.7	59.7	77.3	63.4	71.6	70.6	71.3
Chemicals	12.9	13.3	14.2	14.0	20.4	30.5	30.5	33.1	34.8	35.3
Supplies & Other (includes Capital Outlay)	35.0	37.1	35.4	31.2	29.7	35.8	34.0	42.7	43.5	40.2
Budget Offsets (capital program allocation & shared services)	(11.6)	(10.5)	(5.1)	(5.9)	(5.2)	(6.4)	(5.9)	(5.9)	(7.5)	(9.0)
Unallocated Reserve	-	-	-	-	-	-	8.8	8.8	12.2	11.5
Grand Total	\$ 285.9	\$ 291.7	\$ 306.4	\$ 291.2	\$ 319.3	\$ 361.7	\$ 358.6	\$ 383.2	\$ 398.6	\$ 414.5

Key Takeaway: There is no one size fits all explanation for GLWA's overall increase in the budget categories over this nine-year time span. The annual expense categories, while significant, are also dynamic. Further analysis is required.

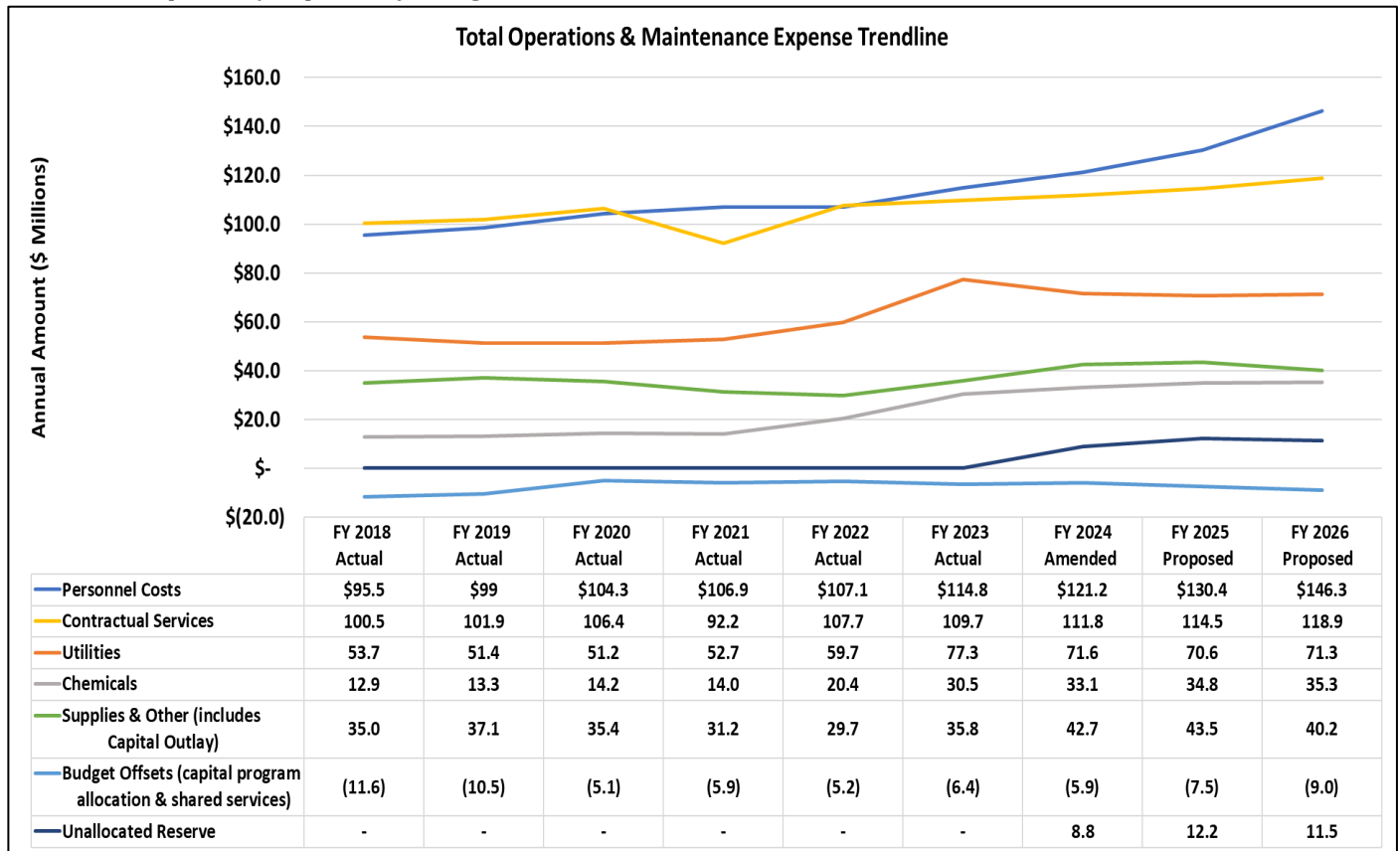
Table 2 – Total Operations & Maintenance Expense – FY 2019 Actual Compared with FY 2025 Proposed (Requested) Budget

Expense Category	Relative % of Total		Absolute Variance FY 2019 to FY 2025			
	FY 2019	FY 2025	Increase	(Decrease)	Six Year Average Increase	
	Actual	Proposed	\$	%	\$	%
Personnel Costs	34%	33%	\$ 31.8	32%	\$ 5.3	5%
Contractual Services	35%	29%	12.6	12%	2.1	2%
Utilities	18%	18%	19.2	37%	3.2	6%
Chemicals	5%	9%	21.6	162%	3.6	27%
Supplies & Other (includes Capital Outlay)	13%	11%	6.4	17%	1.1	3%
Budget Offsets (capital program allocation & shared services)	-4%	-2%	3.0	-29%	0.5	-5%
Unallocated Reserve	0%	3%	12.2	100%	2.0	100%
Grand Total	100%	100%	\$ 106.8	37%	\$ 17.8	6%

Key Takeaways

- ❖ As a “Relative % of Total” Expense, FY 2025 Proposed allocation of expenses is similar to the FY 2019 Actual – most percentage variances are within 2%.
- ❖ When we look at the “Absolute Variance”, however, more significant budget shifts become evident across nearly every category.
- ❖ **The most notable variance over time is Chemicals expense with a \$21.6 million increase, or 162%, from FY 2019 to FY 2025.**
- ❖ The total “Absolute Variance” equates to a simple six-year average annual increase of 37% which is well above the total annual average of 6%.

Chart 1 – Total Operations & Maintenance Expense – Six Year Actual, Current Year Amended, and Biennial Proposed (Requested) Budget Trendline Chart



Key Takeaways: While expenses are increasing overall, the year-to-year fluctuations may increase or decrease. Contractual services vary based upon project-based initiatives while utilities and chemicals are impacted by weather patterns and related demands on the water and sewer systems. Increases in personnel costs are largely due to efforts to achieve the staffing plan which has suffered from delays in recruiting top talent as well as increases in compensation to retain team members based on market.

Section 2 - Next Level Deeper - Trend Analysis – By Function & Expense Type

Table 3 – Operations & Maintenance Expense by Function and Expense Type – FY 2019 Actual Compared with FY 2025 Proposed (Requested) Budget

Expense Category	Function	FY 2019 Actual	FY 2025 Proposed	Relative % of Total		Absolute Variance FY 2019 to FY 2025			
				FY 2019 Actual	FY 2025 Proposed	Increase \$	(Decrease) %	Six Year \$	Average %
Personnel Costs	Water	\$ 19.3	\$ 25.7	28%	27%	\$ 6.4	33%	\$ 1.1	5%
Contractual Services	Water	15.8	15.2	23%	16%	(0.6)	-4%	(0.1)	-1%
Utilities	Water	26.1	32.9	38%	35%	6.7	26%	1.1	4%
Chemicals	Water	5.1	12.7	7%	13%	7.6	149%	1.3	25%
Supplies & Small Capital	Water	5.0	5.3	7%	6%	0.3	5%	0.0	1%
Budget Offsets	Water	(2.2)	(2.2)	-3%	-2%	(0.0)	1%	(0.0)	0%
Unallocated Reserve	Water	-	5.1	0%	5%	5.1	100%	0.9	100%
Total Water		69.2	94.7	100%	100%	25.5	37%	4.2	6%
Personnel Costs	Sewer	36.7	42.5	33%	29%	5.8	16%	1.0	3%
Contractual Services	Sewer	25.8	28.2	23%	19%	2.3	9%	0.4	2%
Utilities	Sewer	25.0	37.4	22%	25%	12.4	49%	2.1	8%
Chemicals	Sewer	8.2	22.1	7%	15%	14.0	171%	2.3	28%
Supplies & Small Capital	Sewer	18.4	16.3	16%	11%	(2.1)	-12%	(0.4)	-2%
Budget Offsets	Sewer	(2.0)	(3.5)	-2%	-2%	(1.4)	70%	(0.2)	12%
Unallocated Reserve	Sewer	-	4.3	0%	3%	4.3	100%	0.7	100%
Total Sewer		112.1	147.2	100%	100%	35.1	31%	5.9	5%
Personnel Costs	Centralized	26.9	39.6	32%	34%	12.8	48%	2.1	8%
Contractual Services	Centralized	49.3	57.2	59%	49%	7.8	16%	1.3	3%
Utilities	Centralized	0.2	0.2	0%	0%	(0.0)	-6%	(0.0)	-1%
Supplies & Small Capital	Centralized	12.5	19.5	15%	17%	7.0	56%	1.2	9%
Budget Offsets	Centralized	(5.8)	(1.6)	-7%	-1%	4.2	-73%	0.7	-12%
Unallocated Reserve	Centralized	-	2.1	0%	2%	2.1	100%	0.3	100%
Total Centralized		83.1	117.0	100%	100%	33.9	41%	5.7	7%
Personnel Costs	Administrative	15.7	22.5	57%	57%	6.8	43%	1.1	7%
Contractual Services	Administrative	10.9	14.0	40%	35%	3.1	29%	0.5	5%
Utilities	Administrative	0.1	0.2	0%	0%	0.1	222%	0.0	37%
Supplies & Small Capital	Administrative	1.2	2.5	4%	6%	1.3	108%	0.2	18%
Budget Offsets	Administrative	(0.4)	(0.2)	-2%	-1%	0.2	-50%	0.0	-8%
Unallocated Reserve	Administrative	-	0.8	0%	2%	0.8	100%	0.1	100%
Total Administrative		27.4	39.7	100%	100%	12.3	45%	2.0	7%
Grand Total	Grand Total	\$ 291.7	\$ 398.6	100%	100%	\$ 106.8	37%	\$ 17.8	6%

Key Takeaway: Like the table above, as a “Relative % of Total” Expense, the FY 2025 Proposed is not much different from the FY 2019 Actual – most percentage variances are within 2-3%. When we look at the “Absolute Variance”, however, more significant budget shifts become evident across nearly every category.

Water Operations - Chemicals expense is the largest increase at \$7.6 million due to market cost increases, followed by Utilities at \$6.7 million due to supplier cost increases, and Personnel at \$6.4 million.

Sewer Operations - Chemicals expense is the largest increase at \$14.0 million due to market cost increases, followed by Utilities at \$12.4 million due to supplier cost increases, and Personnel at \$5.8 million.

Centralized Services - Personnel is the largest increase at \$12.8 million, Contractual Services increased \$7.8 million largely due to the new ERP system implementation. Supplies & Small Capital increased \$7.0 million.

Administrative Services - Personnel is the largest increase at \$6.8 million due to increased hiring and market adjustments.

In all functional areas, efforts to achieve the staffing plan have been a challenge due to competition for talent. While medical plan costs have increased over time, that has not been a key driver in cost increases. In addition, GLWA utilizes a defined contribution pension plan. This type of plan supports accurate budgeting and predictability of costs.

The following charts depict the annual variance over a nine-year time period.

Chart 2 – Water Operations & Maintenance Expense – Six Year Actual, Current Year Amended, and Biennial Proposed (Requested) Budget Trendline Chart

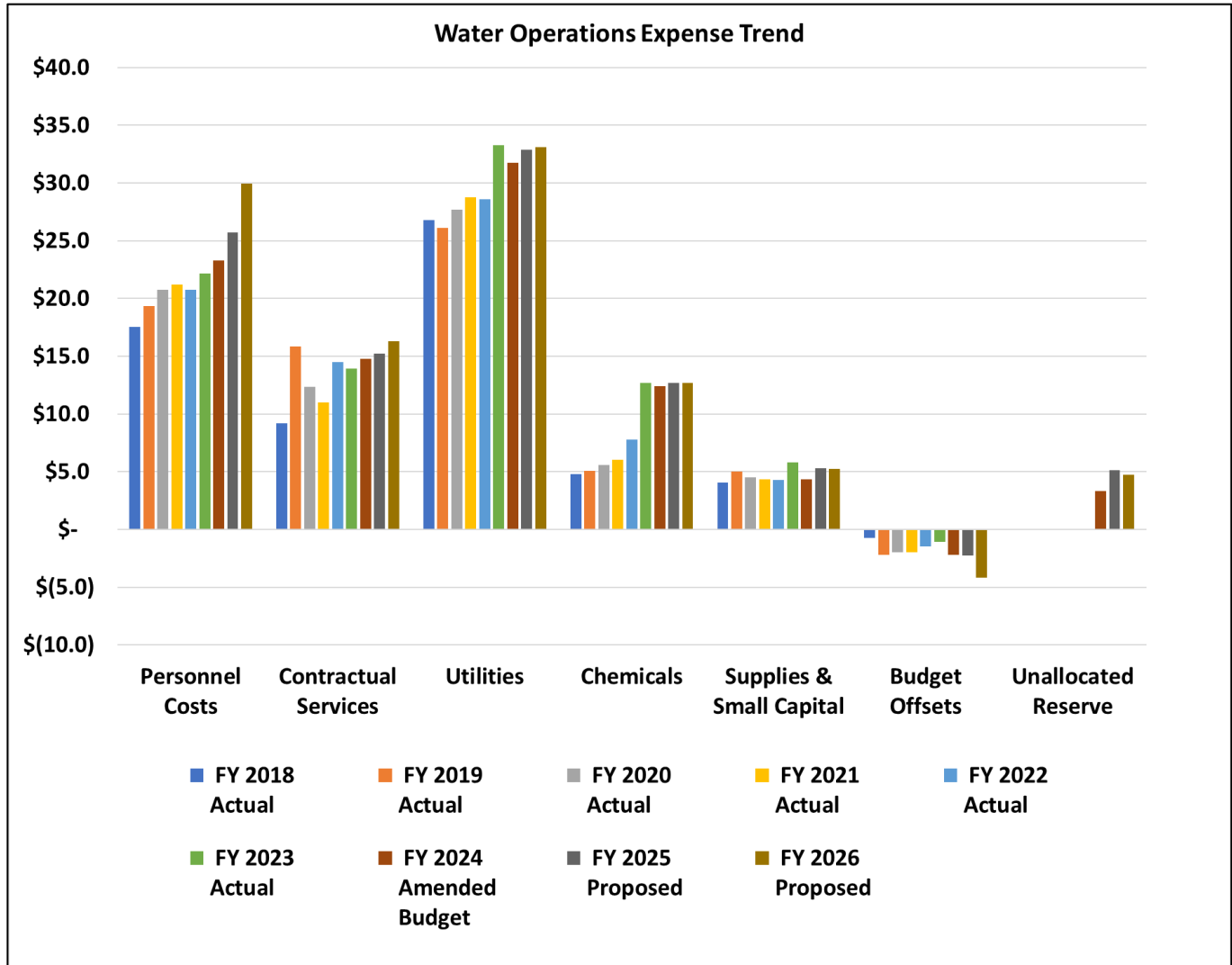


Chart 3 – Sewer Operations & Maintenance Expense – Six Year Actual, Current Year Amended, and Biennial Proposed (Requested) Budget Trendline Chart

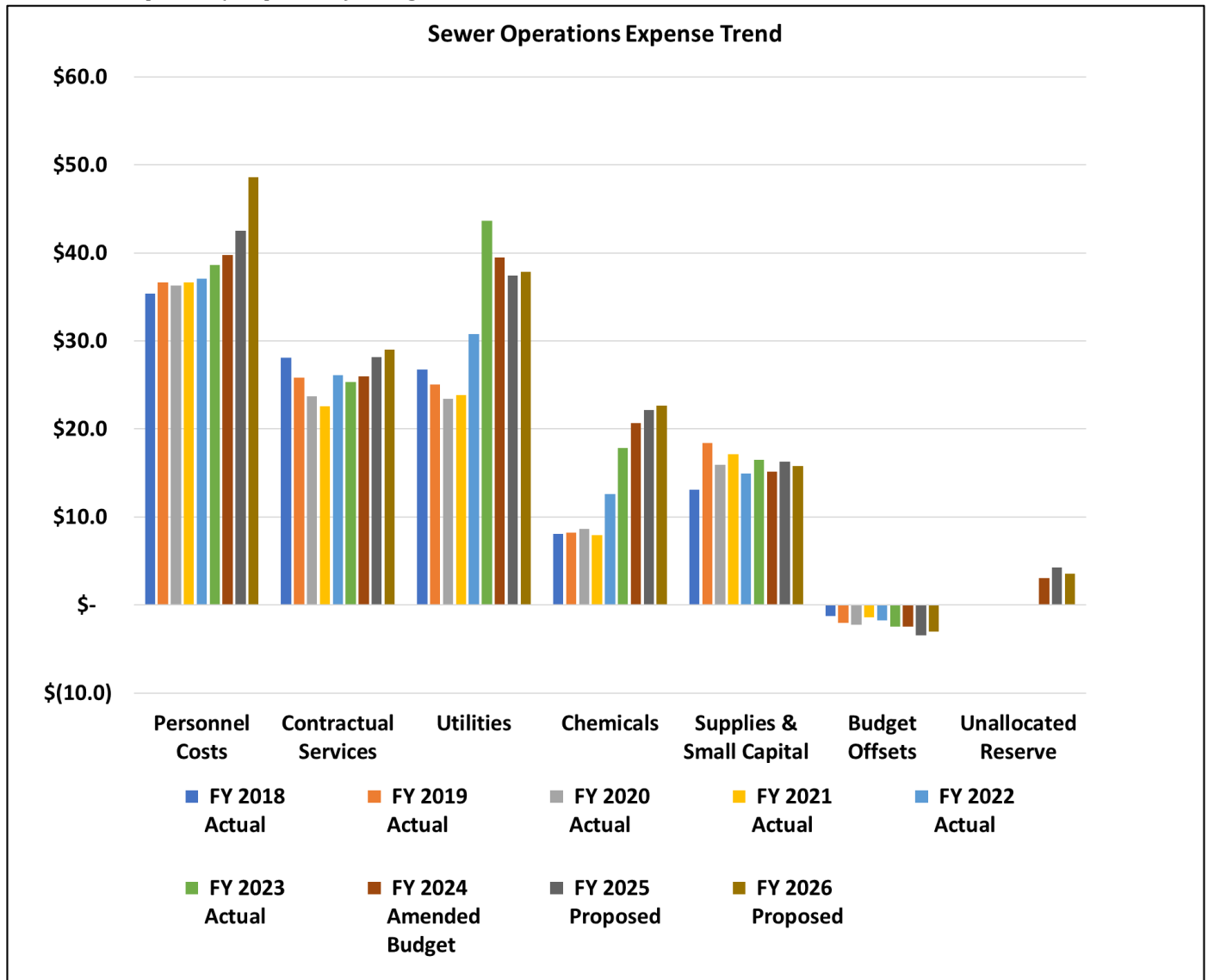


Chart 4 – Centralized Services Operations & Maintenance Expense – Six Year Actual, Current Year Amended and Biennial Proposed (Requested) Budget Trendline Chart

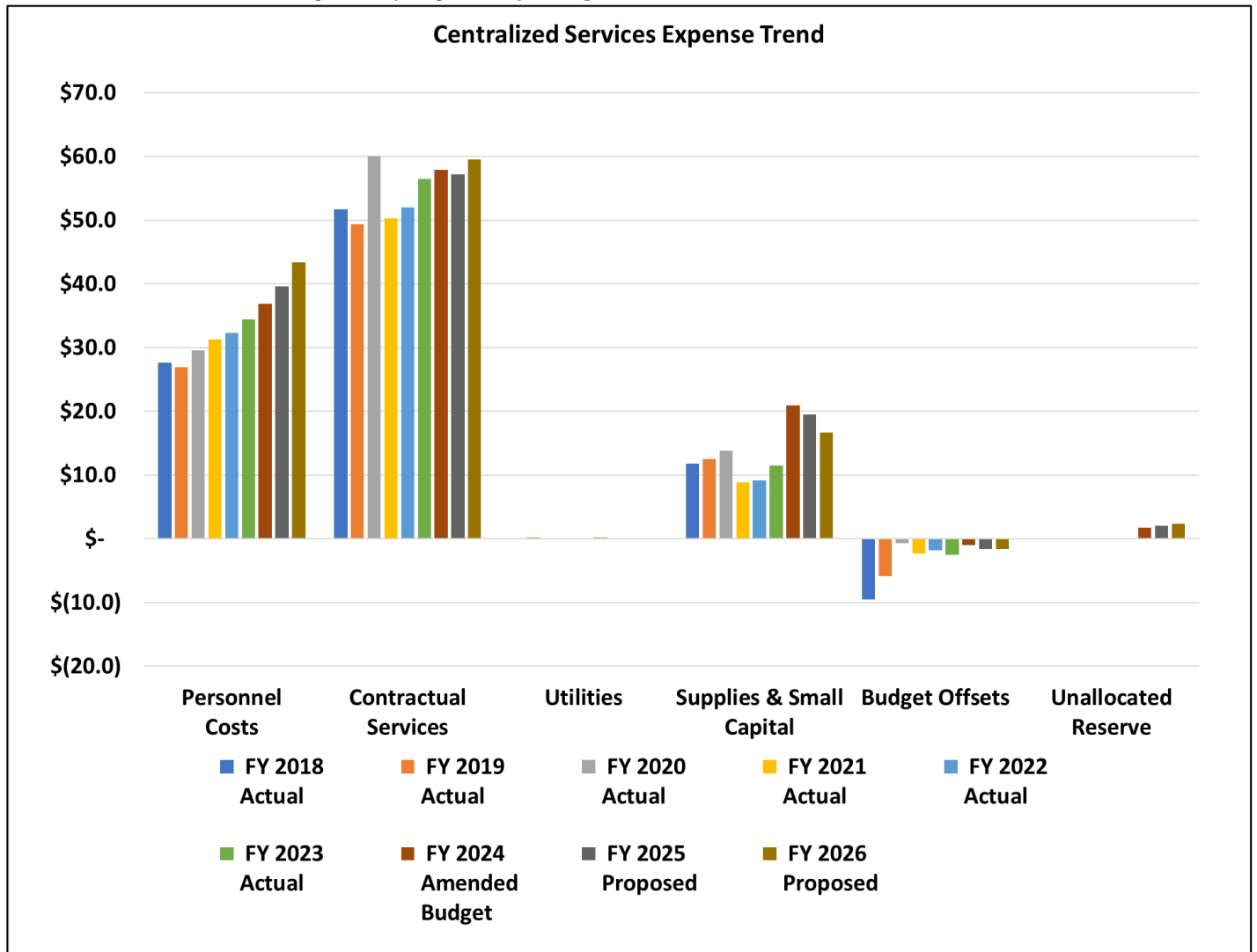
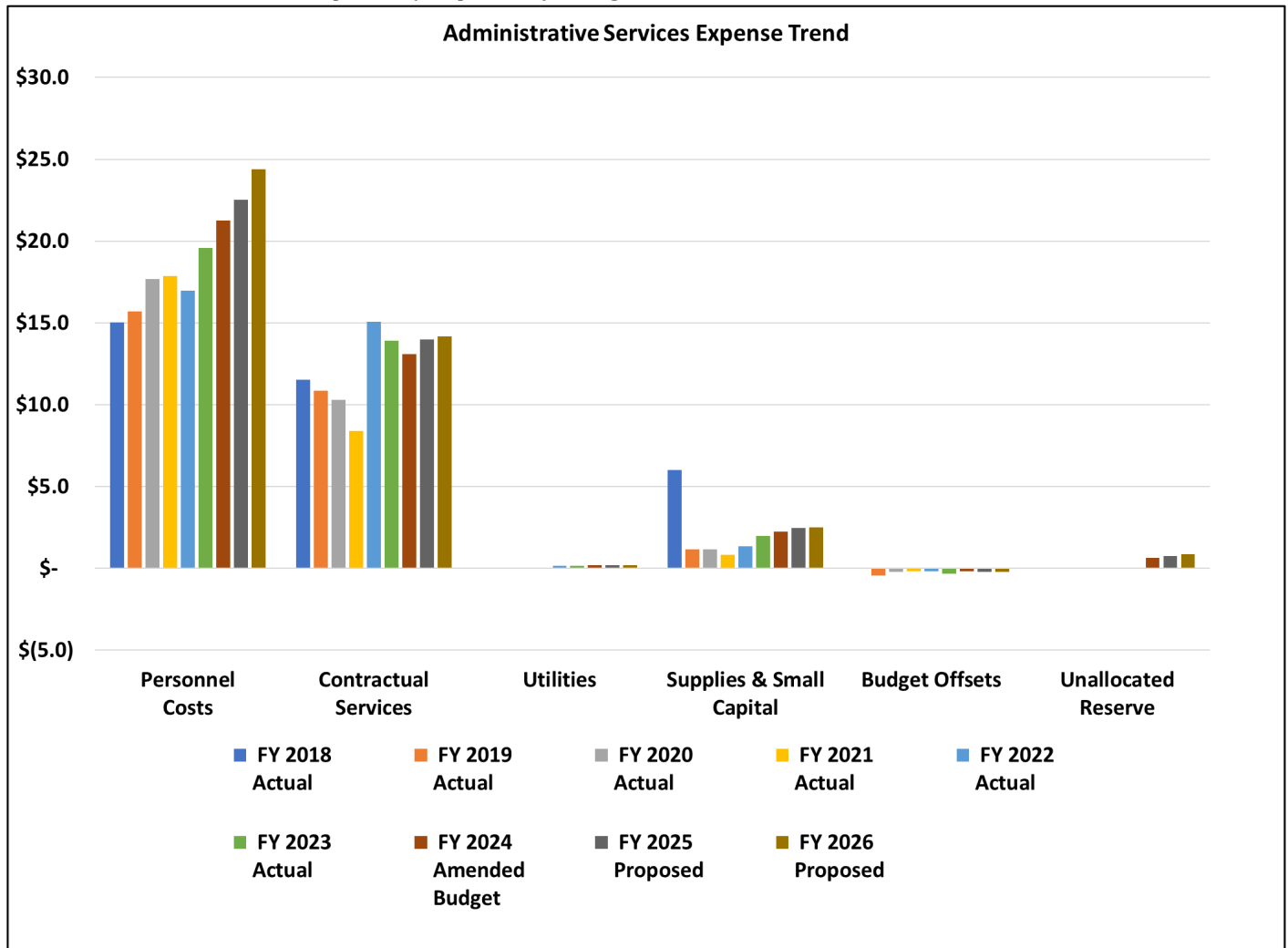


Chart 5 – Administrative Services Operations & Maintenance Expense – Six Year Actual, Current Year Amended, and Biennial Proposed (Requested) Budget Trendline Chart



Personnel Costs

Achieving GLWA's initiatives is dependent on the ability to attract, retain, and develop highly qualified and effective team members within a highly competitive job market.

The entity-wide personnel budget increased over \$9.2 million, or 7.6%, between FY 2024 and FY 2025. Staffing positions increased by 38 to support GLWA's growing demands and objectives. Due to the filling of vacant positions, which were previously budgeted at less than 100%, full-time equivalents (FTEs) increased by 50 from FY 2024.

While specific reasons for the variances in the personnel budget are addressed in Section 5 of this document by each department, the sections below highlight some of the key factors:

Salaries & Wages

The increase in budget of \$6.7 million, or 9%, is primarily due to the following:

- An increase in the number of staffing positions to 38 (see further details in "Staffing Plan" discussion on a subsequent page).
- Increase of 50.25 FTEs where FTE staffing represents the number of hours that a position is filled per year.
- Many of the vacant budgeted positions for FY 2024 were budgeted at lower FTEs. As a result of filling some of these vacant positions along with newly budgeted positions, FTEs for FY 2025 are more than the number of FY 2025 staffing positions. *(See staffing history below which shows the increase in positions filled at each year-end).*
 - Increase in apprentices (13 FTEs)
 - New Instrumentation Technician Apprentice (started August 2023)
 - Increase in Water Technician hires (started January 2023)
 - Organizational Resilience
 - Capital Improvement Planning
 - Continual Improvement Process
 - Security & Safety
- The filling of contracted and vacant positions with GLWA staff.
- A change in the classification and compensation of team members who attain a higher level of knowledge, skills, and abilities.

GLWA Staffing Slide History

Status	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Positions Filled at Year-end	881	968	1,024	1,062	1,037	1,015	1,069	*1081	
FTEs Budgeted	1,106	1,168	1,171	1,187	1,200	1,216	1,234	1,153	1,203

*As of the 12.01.2023 pay date

Salaries & Wages – Workforce Development

The workforce development classification represents the salaries and wages for workers that have been hired into the apprenticeship program. The apprenticeship program plays an essential role in GLWA's efforts to provide quality water by performing duties in plant operations, maintenance and repair of electrical equipment and instrumentation equipment in the plants, field services and pumping stations.

The budget increase of \$713,500, or 51.3%, was primarily due to new Instrumentation Technician (Mechatronics) Apprentice and Water Technicians (13 FTEs).

Overtime

The budget increase of \$621,200, or 8.3%, was due to the increase in base wages along with expected challenges and delays in filling vacant positions, thereby increasing overtime for other workers.

- ✓ Chief Executive Officer budget increased by \$200,000 – primarily in Security and Integrity.
- ✓ Water Operations increased by \$260,000 – Mostly due to Water Treatment plants, while \$75,000 of the increase was driven by Systems Operations Control.
- ✓ Chief Operating Wastewater Operations increased by \$80,000.
- ✓ Chief Planning Officer increased by \$80,000 – all due to Systems Analytics.

Employee Benefits

Increased by \$2.1 million, or 7.4%. The increase is mainly due to an increase in medical premiums charged by health insurance vendors, and the increase in the FTE plan of 50.25 positions. The annual plan renewals and related carrier rates are based on a calendar year.

Contractual Transition Services

The decrease of \$930,700, or 10.2%, in the Contractual Transition Services was primarily due to:

- ✓ Chief Planning Officer (Systems Analytics) decreased by \$493,000 due to a slight decrease in FTEs and the result of transitioning positions to GLWA team members previously filled by contractors.
- ✓ *Chief Operating Water Operations* (Transformation) decreased by \$417,000 due to a decrease in FTEs and a departmental decision to hire direct in the future versus utilizing transitional contractors to fill vacant positions.
- ✓ *Chief Operating Wastewater Operations* (several cost centers) decreased by \$326,000 due to a reduced reliance on Skilled Labor Transitional Contractors.

- ✓ *Chief Financial Officer* (Financial Management & Planning and Procurement Director) decreased by \$263,000. The decrease was due to the result of transitioning positions to GLWA employees that were previously filled by contractors.
- ✓ *Chief Administrative & Compliance Officer* (IT Business Productivity Systems and Enterprise Risk Management & Safety) increased by \$570,000. The increase was due to the need to fill specialized positions in the staffing plan. The specialized positions were previously budgeted in Salaries & Wages. It is taking longer to hire for these positions than originally projected when the FY 2024 budget was developed. There is a need to temporarily fill these positions on a contractual basis until they can be permanently filled.

Personnel Biennial Budget by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Salaries & Wages	70,113,800	74,935,400	17,476,800	81,643,800	6,708,400	9.0%	92,188,200
Salaries & Wages - Workforce Development	1,413,900	1,391,500	492,100	2,105,000	713,500	51.3%	2,326,400
Overtime	8,570,400	7,453,000	2,265,500	8,074,200	621,200	8.3%	8,955,900
Employee Benefits	24,789,400	28,263,500	6,620,900	30,347,300	2,083,800	7.4%	34,551,400
Contractual Transition Services	9,920,100	9,128,700	2,722,300	8,198,000	(930,700)	-10.2%	8,292,000
Grand Total	\$ 114,807,600	\$ 121,172,100	\$ 29,577,600	\$ 130,368,300	\$ 9,196,200	7.6%	\$ 146,313,900

Personnel Biennial Budget by Operating Area and Expense Category

Operating Area and Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Operating Officer Water Operations	\$ 37,307,500	\$ 38,616,200	\$ 9,160,000	\$ 41,214,400	\$ 2,598,200	6.7%	\$ 46,639,300
Salaries & Wages	22,519,800	23,587,800	5,288,800	25,118,600	1,530,800	6.5%	28,798,800
Salaries & Wages - Workforce Development	1,052,600	1,052,400	372,400	1,620,100	567,700	53.9%	1,841,500
Overtime	4,749,400	4,096,100	1,209,500	4,356,700	260,600	6.4%	4,421,800
Employee Benefits	8,597,900	9,462,100	2,254,800	10,119,000	656,900	6.9%	11,577,200
Contractual Transition Services	387,800	417,800	34,500	-	(417,800)	-100.0%	-
Chief Operating Officer Wastewater Operations	38,644,600	39,735,400	9,813,400	42,479,000	2,743,600	6.9%	48,579,900
Salaries & Wages	19,190,800	20,694,900	4,547,100	23,026,200	2,331,300	11.3%	26,605,900
Salaries & Wages - Workforce Development	310,900	315,700	82,600	382,000	66,300	21.0%	382,000
Overtime	3,211,700	2,935,700	898,500	3,016,400	80,700	2.7%	3,818,300
Employee Benefits	7,317,800	8,392,900	1,850,400	8,985,100	592,200	7.1%	10,610,400
Contractual Transition Services	8,613,400	7,396,200	2,434,800	7,069,300	(326,900)	-4.4%	7,163,300
Chief Planning Officer	5,087,400	7,001,200	1,532,200	7,032,900	31,700	0.5%	8,428,100
Salaries & Wages	3,414,800	4,358,700	975,800	4,629,100	270,400	6.2%	5,682,300
Salaries & Wages - Workforce Development	17,600	-	7,900	45,700	45,700	-	45,700
Overtime	132,100	140,900	31,500	221,500	80,600	57.2%	221,500
Employee Benefits	1,087,200	1,450,200	334,000	1,578,200	128,000	8.8%	1,920,200
Contractual Transition Services	435,700	1,051,400	183,000	558,400	(493,000)	-46.9%	558,400
Chief Administrative & Compliance Officer	13,909,900	15,355,300	3,605,800	16,217,600	862,300	5.6%	18,163,400
Salaries & Wages	10,620,800	11,586,000	2,682,600	11,827,900	241,900	2.1%	13,305,100
Salaries & Wages - Workforce Development	13,000	23,400	7,800	39,500	16,100	0.0%	39,500
Overtime	1,900	3,000	-	2,400	(600)	-20.0%	2,400
Employee Benefits	3,173,300	3,742,900	845,400	3,777,500	34,600	0.9%	4,246,100
Contractual Transition Services	100,900	-	70,000	570,300	570,300	-	570,300
Chief Financial Officer	12,092,300	12,822,300	3,260,400	13,775,800	953,500	7.4%	14,418,000
Salaries & Wages	8,990,300	9,405,200	2,463,500	10,342,900	937,700	10.0%	10,807,700
Salaries & Wages - Workforce Development	7,000	-	8,500	17,700	17,700	-	17,700
Overtime	7,300	11,000	3,500	10,000	(1,000)	-9.1%	10,000
Employee Benefits	2,756,700	3,142,800	784,900	3,405,200	262,400	8.3%	3,582,600
Contractual Transition Services	331,000	263,300	-	-	(263,300)	-100.0%	-
Chief Executive Officer	7,765,900	7,641,700	2,205,800	9,648,600	2,006,900	26.3%	10,085,200
Salaries & Wages	5,377,300	5,302,800	1,519,000	6,699,100	1,396,300	26.3%	6,988,400
Salaries & Wages - Workforce Development	12,800	-	12,900	-	-	0.0%	-
Overtime	468,000	266,300	122,500	467,200	200,900	75.4%	481,900
Employee Benefits	1,856,500	2,072,600	551,400	2,482,300	409,700	19.8%	2,614,900
Contractual Transition Services	51,300	-	-	-	-	-	-
Grand Total	\$ 114,807,600	\$ 121,172,100	\$ 29,577,600	\$ 130,368,300	\$ 9,196,200	7.6%	\$ 146,313,900

Five-Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Salaries & Wages	70,113,800	74,935,400	81,643,800	92,188,200	92,736,200	93,114,200	93,177,200
Salaries & Wages - Workforce Development	1,413,900	1,391,500	2,105,000	2,326,400	2,326,400	2,326,400	2,326,400
Overtime	8,570,400	7,453,000	8,074,200	8,955,900	8,955,900	8,955,900	8,955,900
Employee Benefits	24,789,400	28,263,500	30,347,300	34,551,400	34,995,300	35,382,600	35,681,200
Contractual Transition Services	9,920,100	9,128,700	8,198,000	8,292,000	8,292,000	8,292,000	8,292,000
Grand Total	\$ 114,807,600	\$ 121,172,100	\$ 130,368,300	\$ 146,313,900	\$ 147,305,800	\$ 148,071,100	\$ 148,432,700

Five-Year Financial Plan by Operating Area and Expense Category

Operating Area and Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Operating Officer Water Operations	\$ 37,307,500	\$ 38,616,200	\$ 41,214,400	\$ 46,639,300	\$ 46,960,600	\$ 47,055,300	\$ 47,150,300
Salaries & Wages	22,519,800	23,587,800	25,118,600	28,798,800	28,968,800	28,968,800	28,968,800
Salaries & Wages - Workforce Development	1,052,600	1,052,400	1,620,100	1,841,500	1,841,500	1,841,500	1,841,500
Overtime	4,749,400	4,096,100	4,356,700	4,421,800	4,421,800	4,421,800	4,421,800
Employee Benefits	8,597,900	9,462,100	10,119,000	11,577,200	11,728,500	11,823,200	11,918,200
Contractual Transition Services	387,800	417,800	-	-	-	-	-
Chief Operating Officer Wastewater Operations	38,644,600	39,735,400	42,479,000	48,579,900	49,155,400	49,732,400	49,904,800
Salaries & Wages	19,190,800	20,694,900	23,026,200	26,605,900	26,983,900	27,361,900	27,424,900
Salaries & Wages - Workforce Development	310,900	315,700	382,000	382,000	382,000	382,000	382,000
Overtime	3,211,700	2,935,700	3,016,400	3,818,300	3,818,300	3,818,300	3,818,300
Employee Benefits	7,317,800	8,392,900	8,985,100	10,610,400	10,807,900	11,006,900	11,116,300
Contractual Transition Services	8,613,400	7,396,200	7,069,300	7,163,300	7,163,300	7,163,300	7,163,300
Chief Planning Officer	5,087,400	7,001,200	7,032,900	8,428,100	8,442,700	8,457,100	8,471,500
Salaries & Wages	3,414,800	4,358,700	4,629,100	5,682,300	5,682,300	5,682,300	5,682,300
Salaries & Wages - Workforce Development	17,600	-	45,700	45,700	45,700	45,700	45,700
Overtime	132,100	140,900	221,500	221,500	221,500	221,500	221,500
Employee Benefits	1,087,200	1,450,200	1,578,200	1,920,200	1,934,800	1,949,200	1,963,600
Contractual Transition Services	435,700	1,051,400	558,400	558,400	558,400	558,400	558,400
Chief Administrative & Compliance Officer	13,909,900	15,355,300	16,217,600	18,163,400	18,194,500	18,224,300	18,254,900
Salaries & Wages	10,620,800	11,586,000	11,827,900	13,305,100	13,305,100	13,305,100	13,305,100
Salaries & Wages - Workforce Development	13,000	23,400	39,500	39,500	39,500	39,500	39,500
Overtime	1,900	3,000	2,400	2,400	2,400	2,400	2,400
Employee Benefits	3,173,300	3,742,900	3,777,500	4,246,100	4,277,200	4,307,000	4,337,600
Contractual Transition Services	100,900	-	570,300	570,300	570,300	570,300	570,300
Chief Financial Officer	12,092,300	12,822,300	13,775,800	14,418,000	14,445,000	14,472,000	14,499,000
Salaries & Wages	8,990,300	9,405,200	10,342,900	10,807,700	10,807,700	10,807,700	10,807,700
Salaries & Wages - Workforce Development	7,000	-	17,700	17,700	17,700	17,700	17,700
Overtime	7,300	11,000	10,000	10,000	10,000	10,000	10,000
Employee Benefits	2,756,700	3,142,800	3,405,200	3,582,600	3,609,600	3,636,600	3,663,600
Contractual Transition Services	331,000	263,300	-	-	-	-	-
Chief Executive Officer	7,765,900	7,641,700	9,648,600	10,085,200	10,107,600	10,130,000	10,152,200
Salaries & Wages	5,377,300	5,302,800	6,699,100	6,988,400	6,988,400	6,988,400	6,988,400
Salaries & Wages - Workforce Development	12,800	-	-	-	-	-	-
Overtime	468,000	266,300	467,200	481,900	481,900	481,900	481,900
Employee Benefits	1,856,500	2,072,600	2,482,300	2,614,900	2,637,300	2,659,700	2,681,900
Contractual Transition Services	51,300	-	-	-	-	-	-
Grand Total	\$ 114,807,600	\$ 121,172,100	\$ 130,368,300	\$ 146,313,900	\$ 147,305,800	\$ 148,071,100	\$ 148,432,700

Capital Program Allocation

The amounts in the following Capital Program Allocation tables are shown as negative amounts because they are “contra” accounts which represent an offset to the Personnel costs section of the Operations & Maintenance budget. The Capital Program Allocation activity reflects staff time to support project delivery of the Capital Improvement Plan (CIP).

The 8.2% increase represents an overall greater level of activity within Water Operations and Wastewater Operations due to a total of six newly budgeted Life Cycle Engineering positions in FY 2025 and the rise in compensation of team members charged to capital projects.

The *Chief Planning Officer Area* (Capital Improvement Planning) increase represents the budget for two new Management Professionals in FY 2025.

Time charged to capital projects is recorded by GLWA team members in the BigTime time tracking system.

Capital Program Allocation Biennial Budget

Operating Area and Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Operating Officer Water Operations	\$ (1,172,200)	\$ (2,327,400)	\$ (272,900)	\$ (2,412,900)	\$ (85,500)	3.7%	\$ (4,333,300)
Capital Program: Employee Benefits	(332,600)	(537,900)	(77,400)	(474,100)	63,800	-11.9%	(856,900)
Capital Program: Salaries & Wages-Direct	(839,600)	(1,789,500)	(195,500)	(1,938,800)	(149,300)	8.3%	(3,476,400)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	0.0%	-
Chief Operating Officer Wastewater Operations	(1,017,400)	(1,905,300)	(250,600)	(2,121,300)	(216,000)	11.3%	(2,306,100)
Capital Program: Employee Benefits	(288,600)	(494,000)	(71,100)	(481,900)	12,100	-2.4%	(524,300)
Capital Program: Salaries & Wages-Direct	(728,800)	(1,411,300)	(179,500)	(1,639,400)	(228,100)	16.2%	(1,781,800)
Chief Planning Officer	-	-	-	(47,600)	(47,600)	-	(47,700)
Capital Program: Employee Benefits	-	-	-	(11,600)	(11,600)	-	(11,700)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	(36,000)	(36,000)	-	(36,000)
Chief Administrative & Compliance Officer	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	0.0%	-
Chief Financial Officer	-	-	-	-	-	0.0%	-
Capital Program: Employee Benefits	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	0.0%	-
Chief Executive Officer	-	-	-	-	-	0.0%	-
Capital Program: Employee Benefits	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	0.0%	-
Grand Total	\$ (2,189,600)	\$ (4,232,700)	\$ (523,500)	\$ (4,581,800)	\$ (349,100)	8.2%	\$ (6,687,100)

Capital Program Allocation Five-Year Financial Plan

Operating Area and Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Operating Officer Water Operations	\$ (1,172,200)	\$ (2,327,400)	\$ (2,412,900)	\$ (4,333,300)	\$ (4,340,300)	\$ (4,347,200)	\$ (4,354,300)
Capital Program: Employee Benefits	(332,600)	(537,900)	(474,100)	(856,900)	(863,900)	(870,800)	(877,900)
Capital Program: Salaries & Wages-Direct	(839,600)	(1,789,500)	(1,938,800)	(3,476,400)	(3,476,400)	(3,476,400)	(3,476,400)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
Chief Operating Officer Wastewater Operations	(1,017,400)	(1,905,300)	(2,121,300)	(2,306,100)	(2,649,500)	(2,993,700)	(3,054,900)
Capital Program: Employee Benefits	(288,600)	(494,000)	(481,900)	(524,300)	(603,600)	(683,600)	(704,200)
Capital Program: Salaries & Wages-Direct	(728,800)	(1,411,300)	(1,639,400)	(1,781,800)	(2,045,900)	(2,310,100)	(2,350,700)
Chief Planning Officer	-	-	(47,600)	(47,700)	(47,800)	(47,900)	(48,000)
Capital Program: Employee Benefits	-	-	(11,600)	(11,700)	(11,800)	(11,900)	(12,000)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	(36,000)	(36,000)	(36,000)	(36,000)	(36,000)
Chief Administrative & Compliance Officer	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	-	-
Chief Financial Officer	-	-	-	-	-	-	-
Capital Program: Employee Benefits	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
Chief Executive Officer	-	-	-	-	-	-	-
Capital Program: Employee Benefits	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	-	-
Grand Total	\$ (2,189,600)	\$ (4,232,700)	\$ (4,581,800)	\$ (6,687,100)	\$ (7,037,600)	\$ (7,388,800)	\$ (7,457,200)

Staffing Plan

The increase in the staffing plan of 38 positions from 1,318 to 1,356 (50.25 FTE's) is detailed in the table below. FTE staffing is based on the number of hours that a position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Operating Area	+Increase, -Decrease Staffing Plan from FY 2024 to FY 2025	+Increase, -Decrease in FTEs from FY 2024 to FY 2025
Water Operations	+11.00	+19.25
Wastewater Operations	+11.00	+8.25
Planning Services	+1.00	+2.25
Administration & Compliance Officer	+2.00	+2.75
Financial Services	+1.00	+5.75
Chief Executive Officer	+12.00	+12.00
Total	+38.00	+50.25

The Staffing Plan and FTE counts level out beginning in FY 2028 as the organization reaches an optimal staffing level and vacancies are filled. The goal of the staffing plan is to provide the organization with an appropriate level of personnel to achieve operational reliability, to ensure a safe environment, maintain compliance and efficient capital delivery, and to provide reliable and quality services to our customer communities.

The following tables present both a "Staffing Plan" reflecting the *number* of positions and a "Staffing Budget" based on *full-time equivalents* (FTEs). In the Staffing 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 less than 100%, or one that is vacant. FTE staffing is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Staffing Plan Summary by Area

Operating Area and Team	Prior Year FY 2023 Staffing Plan	Filled Team Member Staffing Positions as of 12.01.2023 pay date	Filled Transition Contractor Staffing Positions as of 12.01.2023 pay date	Vacant Staffing Positions as of 12.01.2023 pay date For FY 2024	% Staffing Positions Vacant as of 12.01.2023 pay date For FY 2024	Current FY 2024 Staffing Plan	Current Adjusted FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Chief Operating Officer Water Operations	420.00	348.00	0.00	81.00	18.9%	431.00	429.00	442.00	446.00	446.00	446.00	446.00
Chief Operating Officer Wastewater Operations	450.00	298.00	51.00	103.00	22.8%	452.00	452.00	463.00	464.00	467.00	470.00	470.00
Chief Planning Officer	68.00	50.00	3.00	18.00	25.4%	71.00	71.00	72.00	72.00	72.00	72.00	72.00
Chief Administration & Compliance Officer	139.00	118.00	3.00	26.00	17.7%	145.00	147.00	147.00	147.00	147.00	147.00	147.00
Chief Financial Officer	123.00	116.00	0.00	10.00	7.9%	126.00	126.00	127.00	127.00	127.00	127.00	127.00
Chief Executive Officer	93.00	94.00	0.00	7.00	6.9%	93.00	101.00	105.00	105.00	105.00	105.00	105.00
Grand Total	1,293.00	1,024.00	57.00	245.00	18.48%	1,318.00	1,326.00	1,356.00	1,361.00	1,364.00	1,367.00	1,367.00

Staffing Plan

Operating Area and Team	Cost Center	Prior Year FY 2023 Staffing Plan	Filled Team Member Staffing Positions as of 12.01.2023 pay date	Filled Transition Contractor Staffing Positions as of 12.01.2023 pay date	Vacant Staffing Positions as of 12.01.2023 pay date For FY 2024	% Staffing Positions Vacant as of 12.01.2023 pay date For FY 2024	Current FY 2024 Staffing Plan	Current Adjusted FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Chief Operating Officer Water Operations		420.00	348.00	0.00	81.00	18.9%	431.00	429.00	442.00	446.00	446.00	446.00	446.00
COO - Water Operations & Field Services	882001	4.00	7.00		1.00	12.5%	5.00	8.00	8.00	8.00	8.00	8.00	8.00
Energy, Research & Innovation	882501	9.00	5.00		0.00	0.0%	9.00	5.00	5.00	5.00	5.00	5.00	5.00
Transformation	882511	5.00	2.00		3.00	60.0%	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Facility Operations	882421	23.00	17.00		6.00	26.1%	23.00	23.00	23.00	23.00	23.00	23.00	23.00
Fleet Operations	882422	4.00	5.00		1.00	16.7%	6.00	6.00	7.00	7.00	7.00	7.00	7.00
Field Service Operations	882431	71.00	63.00		8.00	11.3%	71.00	71.00	71.00	71.00	71.00	71.00	71.00
Lake Huron Water Plant	882171	36.00	35.00		2.00	5.4%	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Northeast Water Plant	882151	38.00	30.00		7.00	18.9%	38.00	37.00	37.00	37.00	37.00	37.00	37.00
Southwest Water Plant	882161	37.00	25.00		12.00	32.4%	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Springwells Water Plant	882141	40.00	32.00		7.00	17.9%	40.00	39.00	39.00	39.00	39.00	39.00	39.00
Systems Operations Control	882301	44.00	36.00		8.00	18.2%	44.00	44.00	44.00	44.00	44.00	44.00	44.00
Water Director	882101	12.00	12.00		2.00	14.3%	12.00	14.00	14.00	14.00	14.00	14.00	14.00
Water Engineering	882111	30.00	17.00		20.00	54.1%	37.00	37.00	44.00	48.00	48.00	48.00	48.00
Water Quality	882121	26.00	26.00		1.00	3.7%	27.00	27.00	29.00	29.00	29.00	29.00	29.00
Water Works Park	882131	41.00	36.00		3.00	7.7%	40.00	39.00	42.00	42.00	42.00	42.00	42.00
Chief Operating Officer Wastewater Operations		450.00	298.00	51.00	103.00	22.8%	452.00	452.00	463.00	464.00	467.00	470.00	470.00
BDF, COF & Hauling	892227	11.00	4.00	2.00	4.00	40.0%	11.00	10.00	10.00	10.00	10.00	10.00	10.00
Chief Operating Officer Wastewater	892001	13.00	13.00		6.00	31.6%	13.00	19.00	19.00	19.00	19.00	19.00	19.00
Combined Sewer Overflow	892270	33.00	25.00	3.00	4.00	12.5%	33.00	32.00	32.00	32.00	32.00	32.00	32.00
Industrial Waste Control	892231	29.00	24.00		5.00	17.2%	29.00	29.00	29.00	29.00	29.00	29.00	29.00
Wastewater Dewatering Process	892225	48.00	28.00	10.00	5.00	11.6%	47.00	43.00	44.00	44.00	44.00	44.00	44.00
Wastewater Director	892201	51.00	31.00	10.00	11.00	21.2%	52.00	52.00	52.00	52.00	52.00	52.00	52.00
Wastewater Engineering	892211	31.00	25.00	1.00	8.00	23.5%	34.00	34.00	39.00	40.00	43.00	46.00	46.00
Wastewater Incineration Process	892226	53.00	30.00	7.00	16.00	30.2%	53.00	53.00	53.00	53.00	53.00	53.00	53.00
Wastewater Laboratories	892235	40.00	26.00		13.00	33.3%	40.00	39.00	39.00	39.00	39.00	39.00	39.00
Wastewater Operations	892221	15.00	10.00	1.00	3.00	21.4%	14.00	14.00	19.00	19.00	19.00	19.00	19.00
Wastewater Primary Process	892223	53.00	32.00	9.00	11.00	21.2%	53.00	52.00	52.00	52.00	52.00	52.00	52.00
Wastewater Process Control	892222	25.00	15.00	3.00	10.00	35.7%	26.00	28.00	28.00	28.00	28.00	28.00	28.00
Wastewater Secondary Process	892224	48.00	35.00	5.00	7.00	14.9%	47.00	47.00	47.00	47.00	47.00	47.00	47.00

(continued on next page)

Staffing Plan (continued from previous page)

Operating Area and Team	Cost Center	Prior Year FY 2023 Staffing Plan	Filled Team Member Staffing Positions as of 12.01.2023 pay date	Filled Transition Contractor Staffing Positions as of 12.01.2023 pay date	Vacant Staffing Positions as of 12.01.2023 pay date For FY 2024	% Staffing Positions Vacant as of 12.01.2023 pay date For FY 2024	Current FY 2024 Staffing Plan	Current Adjusted FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Chief Planning Officer		68.00	50.00	3.00	18.00	25.4%	71.00	71.00	72.00	72.00	72.00	72.00	72.00
Asset Management	886201	10.00	5.00		6.00	54.5%	11.00	11.00	11.00	11.00	11.00	11.00	11.00
Capital Improvement Planning	886601	13.00	8.00		5.00	38.5%	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Chief Planning Officer	886001	2.00	2.00		0.00	0.0%	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Systems Analytics	886401	35.00	31.00	3.00	3.00	8.1%	37.00	37.00	38.00	38.00	38.00	38.00	38.00
Systems Planning & Development	886100	4.00	1.00		3.00	75.0%	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Systems Planning	886101	4.00	3.00		1.00	25.0%	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Chief Administration & Compliance Officer		139.00	118.00	3.00	26.00	17.7%	145.00	147.00	147.00	147.00	147.00	147.00	147.00
Chief Administrative Officer	883001	5.00	4.00		3.00	42.9%	5.00	7.00	7.00	7.00	7.00	7.00	7.00
Enterprise Risk Management and Safety	883401	8.00	5.00	1.00	3.00	33.3%	9.00	9.00	9.00	9.00	9.00	9.00	9.00
General Counsel	883101	8.00	7.00		1.00	12.5%	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Info Technology Business Productivity Systems	883341	13.00	7.00	2.00	3.00	25.0%	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Info Technology Enterprise Asset Mgmt Systems	883351	17.00	15.00		2.00	11.8%	17.00	17.00	17.00	17.00	17.00	17.00	17.00
Info Technology Infrastructure	883331	13.00	12.00		1.00	7.7%	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Info Technology Security & Risk	883361	3.00	3.00		0.00	0.0%	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Info Technology Service Delivery	883321	15.00	15.00		0.00	0.0%	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Info Technology Project Management Office	883311	10.00	10.00		1.00	9.1%	11.00	11.00	11.00	11.00	11.00	11.00	11.00
Office of the CIO	883301	7.00	5.00		2.00	28.6%	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Organizational Development Administration	883201	5.00	4.00		1.00	20.0%	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Organizational Development Talent Management	883211	22.00	20.00		6.00	23.1%	27.00	26.00	26.00	26.00	26.00	26.00	26.00
Organizational Development Training	883231	13.00	11.00		3.00	21.4%	13.00	14.00	14.00	14.00	14.00	14.00	14.00
Chief Financial Officer		123.00	116.00	0.00	10.00	7.9%	126.00	126.00	127.00	127.00	127.00	127.00	127.00
Chief Financial Officer	884001	5.00	4.00		1.00	20.0%	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Financial Management & Planning	884113	12.00	12.00		0.00	0.0%	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Financial Reporting & Accounting	884111	29.00	25.00		2.00	7.4%	29.00	27.00	28.00	28.00	28.00	28.00	28.00
Logistics and Materials	884124	24.00	24.00		1.00	4.0%	24.00	25.00	25.00	25.00	25.00	25.00	25.00
Procurement Director	884121	35.00	31.00		4.00	11.4%	36.00	35.00	35.00	35.00	35.00	35.00	35.00
CFO Services	884141	15.00	17.00		2.00	10.5%	17.00	19.00	19.00	19.00	19.00	19.00	19.00
Treasury	884131	3.00	3.00		0.00	0.0%	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Chief Executive Officer		93.00	94.00	0.00	7.00	6.9%	93.00	101.00	105.00	105.00	105.00	105.00	105.00
Chief Executive Officer	881001	2.00	2.00		0.00	0.0%	2.00	2.00	2.00	2.00	2.00	2.00	2.00
HazMat	881202	19.00	17.00		2.00	10.5%	19.00	19.00	21.00	21.00	21.00	21.00	21.00
Office of Emergency Preparedness	881203	3.00	3.00		0.00	0.0%	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Public Affairs	881101	9.00	9.00		0.00	0.0%	9.00	9.00	10.00	10.00	10.00	10.00	10.00
Security and Integrity	881201	60.00	56.00		4.00	6.7%	60.00	60.00	61.00	61.00	61.00	61.00	61.00
System Resiliency	881301		7.00		1.00	12.5%		8.00	8.00	8.00	8.00	8.00	8.00
Grand Total		1,293.00	1,024.00	57.00	245.00	18.48%	1,318.00	1,326.00	1,356.00	1,361.00	1,364.00	1,367.00	1,367.00

Full-time Equivalents Summary by Area

Operating Area and Team	Prior FY 2023 FTEs	Filled Team Member FTEs as of 12.01.2023 pay date	Filled Transition Contractor FTEs as of 12.01.2023 pay date	Vacant FTEs as of 12.01.2023 pay date For FY 2024	% FTEs Vacant as of 12.01.2023 pay date For FY 2024	Current FY 2024 FTEs	Current Adjusted FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Chief Operating Officer Water Operations	408.25	348.00	0.00	24.75	6.6%	373.25	372.75	392.50	443.00	445.00	445.00	445.00
Chief Operating Officer Wastewater Operations	421.69	298.00	51.00	40.50	10.4%	389.50	389.50	397.75	463.25	466.25	469.25	469.75
Chief Planning Officer	62.25	50.00	3.00	5.50	9.4%	58.50	58.50	60.75	72.00	72.00	72.00	72.00
Chief Administration & Compliance Officer	130.75	117.25	3.00	9.75	7.5%	128.50	130.00	131.25	145.50	145.50	145.50	145.50
Chief Financial Officer	120.00	115.00	0.00	-0.25	-0.2%	115.00	114.75	120.75	126.00	126.00	126.00	126.00
Chief Executive Officer	91.50	93.50	0.00	2.50	2.6%	88.50	96.00	100.50	105.00	105.00	105.00	105.00
Grand Total	1,234.44	1,021.75	57.00	82.75	7.12%	1,153.25	1,161.50	1,203.50	1,354.75	1,359.75	1,362.75	1,363.25

Full-time Equivalents

Operating Area and Team	Cost Center	Prior FY 2023 FTEs	Filled Team Member FTEs as of 12.01.2023 pay date	Filled Transition Contractor FTEs as of 12.01.2023 pay date	Vacant FTEs as of 12.01.2023 pay date For FY 2024	% FTEs Vacant as of 12.01.2023 pay date For FY 2024	Current FY 2024 FTEs	Current Adjusted FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Chief Operating Officer Water Operations		408.25	348.00	0.00	24.75	6.6%	373.25	372.75	392.50	443.00	445.00	445.00	445.00
COO - Water Operations & Field Services	882001	3.75	7.00		0.50	6.7%	5.00	7.50	7.25	8.00	8.00	8.00	8.00
Energy, Research & Innovation	882501	8.25	5.00		-0.50	-11.1%	7.50	4.50	5.00	5.00	5.00	5.00	5.00
Transformation	882511	5.00	2.00		3.00	60.0%	5.00	5.00	3.00	3.00	5.00	5.00	5.00
Facility Operations	882421	19.00	17.00		1.00	5.6%	18.00	18.00	18.50	23.00	23.00	23.00	23.00
Fleet Operations	882422	4.00	5.00		0.50	9.1%	5.50	5.50	6.00	6.00	6.00	6.00	6.00
Field Service Operations	882431	68.00	63.00		3.25	4.9%	66.25	66.25	68.00	71.00	71.00	71.00	71.00
Lake Huron Water Plant	882171	36.00	35.00		-0.50	-1.4%	34.50	34.50	34.75	37.00	37.00	37.00	37.00
Northeast Water Plant	882151	38.00	30.00		0.75	2.4%	31.75	30.75	34.75	37.00	37.00	37.00	37.00
Southwest Water Plant	882161	37.00	25.00		7.00	21.9%	32.00	32.00	35.50	37.00	37.00	37.00	37.00
Springwells Water Plant	882141	40.00	32.00		0.50	1.5%	33.50	32.50	35.25	39.00	39.00	39.00	39.00
Systems Operations Control	882301	40.25	36.00		3.75	9.4%	39.75	39.75	40.00	44.00	44.00	44.00	44.00
Water Director	882101	12.00	12.00		1.50	11.1%	11.00	13.50	13.25	14.00	14.00	14.00	14.00
Water Engineering	882111	30.00	17.00		6.75	28.4%	23.75	23.75	26.00	48.00	48.00	48.00	48.00
Water Quality	882121	26.00	26.00		-1.00	-4.0%	25.00	25.00	28.50	29.00	29.00	29.00	29.00
Water Works Park	882131	41.00	36.00		-1.75	-5.1%	34.75	34.25	36.75	42.00	42.00	42.00	42.00
Chief Operating Officer Wastewater Operations		421.69	298.00	51.00	40.50	10.4%	389.50	389.50	397.75	463.25	466.25	469.25	469.75
BDF, COF & Hauling	892227	8.75	4.00	2.00	1.75	22.6%	8.25	7.75	7.75	10.00	10.00	10.00	10.00
Chief Operating Officer Wastewater	892001	13.00	13.00		1.50	10.3%	11.50	14.50	15.25	19.00	19.00	19.00	19.00
Combined Sewer Overflow	892270	29.44	25.00	3.00	1.25	4.3%	29.50	29.25	28.75	32.00	32.00	32.00	32.00
Industrial Waste Control	892231	27.75	24.00		1.75	6.8%	25.75	25.75	25.25	29.00	29.00	29.00	29.00
Wastewater Dewatering Process	892225	44.50	28.00	10.00	-1.75	-4.8%	38.25	36.25	36.50	44.00	44.00	44.00	44.00
Wastewater Director	892201	49.25	31.00	10.00	5.25	11.4%	46.25	46.25	45.50	52.00	52.00	52.00	52.00
Wastewater Engineering	892211	30.50	25.00	1.00	3.00	10.3%	29.00	29.00	33.50	39.50	42.50	45.50	46.00
Wastewater Incineration Process	892226	50.00	30.00	7.00	9.75	20.9%	46.75	46.75	48.00	53.00	53.00	53.00	53.00
Wastewater Laboratories	892235	34.00	26.00		6.00	18.8%	32.50	32.00	33.00	39.00	39.00	39.00	39.00
Wastewater Operations	892221	12.75	10.00	1.00	1.50	12.0%	12.50	12.50	16.75	19.00	19.00	19.00	19.00
Wastewater Primary Process	892223	51.25	32.00	9.00	3.25	7.3%	44.75	44.25	43.25	52.00	52.00	52.00	52.00
Wastewater Process Control	892222	24.00	15.00	3.00	4.00	18.2%	21.25	22.00	20.50	27.75	27.75	27.75	27.75
Wastewater Secondary Process	892224	46.50	35.00	5.00	3.25	7.5%	43.25	43.25	43.75	47.00	47.00	47.00	47.00

(continued on next page)

Full-time Equivalents (continued from previous page)

Operating Area and Team	Cost Center	Prior FY 2023 FTEs	Filled Team Member FTEs as of 12.01.2023 pay date	Filled Transition Contractor FTEs as of 12.01.2023 pay date	Vacant FTEs as of 12.01.2023 pay date For FY 2024	% FTEs Vacant as of 12.01.2023 pay date For FY 2024	Current FY 2024 FTEs	Current Adjusted FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Chief Planning Officer		62.25	50.00	3.00	5.50	9.4%	58.50	58.50	60.75	72.00	72.00	72.00	72.00
Asset Management	886201	8.00	5.00		2.00	28.6%	7.00	7.00	6.50	11.00	11.00	11.00	11.00
Capital Improvement Planning	886601	10.75	8.00		0.50	5.9%	8.50	8.50	9.25	13.00	13.00	13.00	13.00
Chief Planning Officer	886001	2.00	2.00		0.00	0.0%	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Systems Analytics	886401	35.00	31.00	3.00	0.50	1.4%	34.50	34.50	36.50	38.00	38.00	38.00	38.00
Systems Planning & Development	886100	3.25	1.00		2.00	66.7%	3.00	3.00	2.50	4.00	4.00	4.00	4.00
Systems Planning	886101	3.25	3.00		0.50	14.3%	3.50	3.50	4.00	4.00	4.00	4.00	4.00
Chief Administration & Compliance Officer		130.75	117.25	3.00	9.75	7.5%	128.50	130.00	131.25	145.50	145.50	145.50	145.50
Chief Administrative Officer	883001	4.25	4.00		2.00	33.3%	4.50	6.00	4.75	7.00	7.00	7.00	7.00
Enterprise Risk Management and Safety	883401	5.75	5.00	1.00	-0.25	-4.3%	5.75	5.75	6.75	9.00	9.00	9.00	9.00
General Counsel	883101	7.25	7.00		0.50	6.7%	7.50	7.50	8.00	8.00	8.00	8.00	8.00
Info Technology Business Productivity Systems	883341	13.00	7.00	2.00	0.50	5.3%	9.50	9.50	9.00	12.00	12.00	12.00	12.00
Info Technology Enterprise Asset Mgmt Systems	883351	16.25	15.00		1.00	6.3%	16.00	16.00	15.75	16.50	16.50	16.50	16.50
Info Technology Infrastructure	883331	13.00	12.00		1.00	7.7%	13.00	13.00	12.25	13.00	13.00	13.00	13.00
Info Technology Security & Risk	883361	2.50	3.00		-1.00	-50.0%	2.00	2.00	3.00	3.00	3.00	3.00	3.00
Info Technology Service Delivery	883321	15.00	15.00		-1.00	-7.1%	14.00	14.00	15.00	15.00	15.00	15.00	15.00
Info Technology Project Management Office	883311	10.00	10.00		1.00	9.1%	11.00	11.00	11.00	11.00	11.00	11.00	11.00
Office of the CIO	883301	4.75	5.00		1.00	16.7%	6.00	6.00	5.50	7.00	7.00	7.00	7.00
Organizational Development Administration	883201	5.00	3.75		0.25	6.3%	4.00	4.00	4.75	4.75	4.75	4.75	4.75
Organizational Development Talent Management	883211	21.00	19.50		2.75	12.4%	22.75	22.25	21.50	25.25	25.25	25.25	25.25
Organizational Development Training	883231	13.00	11.00		2.00	15.4%	12.50	13.00	14.00	14.00	14.00	14.00	14.00
Chief Financial Officer		120.00	115.00	0.00	-0.25	-0.2%	115.00	114.75	120.75	126.00	126.00	126.00	126.00
Chief Financial Officer	884001	4.50	3.50		0.00	0.0%	3.50	3.50	4.50	4.50	4.50	4.50	4.50
Financial Management & Planning	884113	12.00	12.00		-1.50	-14.3%	10.50	10.50	12.00	12.00	12.00	12.00	12.00
Financial Reporting & Accounting	884111	28.00	24.50		1.00	3.9%	27.00	25.50	26.75	27.50	27.50	27.50	27.50
Logistics and Materials	884124	24.00	24.00		-1.00	-4.3%	22.00	23.00	25.00	25.00	25.00	25.00	25.00
Procurement Director	884121	33.50	31.00		1.50	4.6%	33.50	32.50	31.25	35.00	35.00	35.00	35.00
CFO Services	884141	15.00	17.00		-0.25	-1.5%	15.50	16.75	18.25	19.00	19.00	19.00	19.00
Treasury	884131	3.00	3.00		0.00	0.0%	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Chief Executive Officer		91.50	93.50	0.00	2.50	2.6%	88.50	96.00	100.50	105.00	105.00	105.00	105.00
Chief Executive Officer	881001	2.00	2.00		0.00	0.0%	2.00	2.00	2.00	2.00	2.00	2.00	2.00
HazMat	881202	19.00	17.00		1.50	8.1%	18.50	18.50	19.50	21.00	21.00	21.00	21.00
Office of Emergency Preparedness	881203	3.00	3.00		-0.50	-20.0%	2.50	2.50	3.00	3.00	3.00	3.00	3.00
Public Affairs	881101	7.50	9.00		-0.50	-5.9%	8.00	8.50	8.50	10.00	10.00	10.00	10.00
Security and Integrity	881201	60.00	56.00		1.50	2.6%	57.50	57.50	60.25	61.00	61.00	61.00	61.00
System Resiliency	881301		6.50		0.50	7.1%		7.00	7.25	8.00	8.00	8.00	8.00
Grand Total		1,234.44	1,021.75	57.00	82.75	7.12%	1,153.25	1,161.50	1,203.50	1,354.75	1,359.75	1,362.75	1,363.25

Utilities

GLWA has utilized Capturis, a multi-site utility information management system, that has been in place since November 2018. There are a total of 80 trained users. The system allows team members to easily view invoices, run reports, and access any utility data information that may be needed. Capturis allows for the detailed monitoring of utility usage for increased accuracy when billing.

The tables below provide an overall view of utility costs included in the details of the budgets by operating area in Section 5 – Operating Financial Plans.

Biennial Budget Request (tables 1 through 4)

Table 1 – Electric

The biennial budget reflects an increase of \$2.3 million, or 4.8%. Over the past two years, the organization has experienced a substantial increase in utility costs, and budgets have been right-sized based on the continued price increases. The Wastewater Resource Recovery Facility (WRRF) experienced increased costs resulting in an increase of \$797,400 due to the most recent DTE tariff placing increased emphasis on total energy usage rather than peaking as it has in the past. As a result, costs have increased even though usage at the facility has remained relatively consistent. The Biosolids Dryer Facility increase of \$171,400 was driven by changes in rates as the usage has remained consistent with prior years. The budgets for both water and sewer pumping stations were increased by \$1.2 million to align more accurately with anticipated spend based on prior years' usage and future cost increases.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Biosolids Dryer Facility	\$ 1,262,700	\$ 1,254,300	\$ 370,200	\$ 1,425,700	\$ 171,400	13.7%	\$ 1,454,300
Combined Sewer Overflow Facilities	1,039,500	1,116,600	258,100	1,135,600	19,000	1.7%	1,158,200
Lake Huron Water Plant	7,171,000	7,100,000	1,849,800	7,110,000	10,000	0.1%	7,110,000
Logistics and Materials	97,200	100,000	28,000	102,000	2,000	2.0%	104,000
Northeast Water Plant	3,954,200	3,800,000	1,091,700	3,900,000	100,000	2.6%	3,900,000
Southwest Water Plant	1,471,300	1,530,000	406,500	1,500,000	(30,000)	-2.0%	1,500,000
Springwells Water Plant	4,597,400	4,500,000	1,232,500	4,400,000	(100,000)	-2.2%	4,400,000
System Analytics	84,600	82,300	15,200	82,900	600	0.7%	83,200
Systems Control	83,600	70,000	14,400	72,000	2,000	2.9%	73,400
Wastewater Operations	11,965,700	11,951,600	3,314,200	12,749,000	797,400	6.7%	13,004,000
Wastewater Operations Pumping (Lift) Stations	2,582,200	2,384,000	762,100	2,505,600	121,600	5.1%	2,555,400
Water Pumping Stations	11,325,600	10,430,400	3,692,900	11,537,900	1,107,500	10.6%	11,769,100
Water Works Park	2,541,300	2,450,000	672,900	2,500,000	50,000	2.0%	2,500,000
Grand Total	\$ 48,176,300	\$ 46,769,200	\$ 13,708,500	\$ 49,020,700	\$ 2,251,500	4.8%	\$ 49,611,600

Table 2 – Gas

The proposed natural gas expense budget decreased \$2.9 million, or 29.0%. Over the course of FY 2022 and FY 2023, GLWA experienced increased natural gas costs due to global conflicts causing speculation in the market, as well as inflation. GLWA took action to lock in gas pricing on a longer term to ensure a more consistent cost since usage overall is consistent. Budgets for FY 2025 were adjusted based upon average annual usage and the anticipated locked in pricing based on current market trends.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Biosolids Dryer Facility	\$ 3,421,000	\$ 3,348,000	\$ 526,500	\$ 2,202,500	\$ (1,145,500)	-34.2%	\$ 2,246,300
Combined Sewer Overflow Facilities	201,100	223,000	(3,600)	214,200	(8,800)	-3.9%	216,600
Lake Huron Water Plant	211,000	200,000	11,400	150,000	(50,000)	-25.0%	153,000
Logistics and Materials	44,100	50,500	600	51,500	1,000	2.0%	52,500
Northeast Water Plant	204,100	183,100	2,600	170,000	(13,100)	-7.2%	173,400
Southwest Water Plant	233,000	200,000	(300)	200,000	-	0.0%	204,000
Springwells Water Plant	397,900	405,300	22,900	300,000	(105,300)	-26.0%	306,000
Systems Control	200	200	-	200	-	0.0%	200
Wastewater Operations	5,642,900	4,913,000	667,500	3,316,800	(1,596,200)	-32.5%	3,382,900
Wastewater Operations Pumping (Lift) Stations	83,100	24,300	1,100	56,500	32,200	132.5%	57,600
Water Pumping Stations	129,600	77,600	1,800	108,300	30,700	39.6%	110,600
Water Works Park	253,600	240,000	9,600	230,000	(10,000)	-4.2%	234,600
Grand Total	\$ 10,821,600	\$ 9,865,000	\$ 1,240,100	\$ 7,000,000	\$ (2,865,000)	-29.0%	\$ 7,137,700

Table 3 – Water

The proposed water expense budget reflects a decrease of \$506,800, or 4.2%, for FY 2025. The major driver of this decrease is the CSO facilities. A leak occurred at Oakwood CSO resulting in increased spend in FY 2024. Since the leak has been fixed, the higher spend rate is not anticipated to continue. Wastewater Operations continues to experience increased cost now that metering issues have been resolved which was reflected in the Q1 FY 2024 Budget Amendments. The FY 2023 cost includes a one-time back-billing dating back to August of 2013.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Biosolids Dryer Facility	\$ 425,200	\$ 469,000	\$ 120,500	\$ 430,000	\$ (39,000)	-8.3%	\$ 430,000
Combined Sewer Overflow Facilities	1,070,900	1,002,000	331,100	673,400	(328,600)	-32.8%	673,400
Logistics and Materials	3,500	30,000	300	15,600	(14,400)	-48.0%	15,900
Northeast Water Plant	400	-	100	500	500	#DIV/0!	500
Southwest Water Plant	800	500	200	1,000	500	100.0%	1,000
Systems Control	300	600	100	600	-	0.0%	600
Wastewater Operations	13,634,600	10,537,000	2,581,600	10,394,300	(142,700)	-1.4%	10,394,300
Wastewater Operations Pumping (Lift) Stations	91,800	68,400	12,800	85,300	16,900	24.7%	87,000
Water Pumping Stations	500	1,000	100	1,000	-	0.0%	1,000
Grand Total	\$ 15,228,000	\$ 12,108,500	\$ 3,046,800	\$ 11,601,700	\$ (506,800)	-4.2%	\$ 11,603,700

Table 4 – Sewer

The proposed sewer expense budget reflects an increase of \$107,300, or 3.7%. This category includes both sewerage charges and stormwater drainage charges.

- ❖ A leak at Oakwood CSO was discovered in February 2023. This break doubled the amount of water being charged to the facility from August 2022 – February 2023. The repair was made, and usage is expected to return to normal. The overall CSO budget was increased \$13,900 to align with trend.
- ❖ Southwest Water Plant has increased sewer billing due to sludge removal projects. The budget was increased by \$50,000 based on prior usage.
- ❖ Northeast Water Plant and Water Works Park budgets were increased \$50,000 based on updated drainage rates for the plants.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Biosolids Dryer Facility	\$ 529,800	\$ 540,000	\$ 142,700	\$ 530,000	\$ (10,000)	-1.9%	\$ 530,000
Combined Sewer Overflow Facilities	1,220,200	1,145,100	336,900	1,159,000	13,900	1.2%	1,159,000
Lake Huron Water Plant	70,100	70,000	12,600	70,000	-	0.0%	70,000
Logistics and Materials	15,500	22,000	500	22,400	400	1.8%	22,800
Northeast Water Plant	170,300	130,000	41,500	170,000	40,000	30.8%	170,000
Southwest Water Plant	470,400	400,000	24,100	450,000	50,000	12.5%	450,000
Systems Control	1,500	2,000	300	2,000	-	0.0%	2,000
Wastewater Operations	498,200	501,000	118,500	502,600	1,600	0.3%	502,600
Wastewater Operations Pumping (Lift) Stations	10,600	10,000	1,800	11,000	1,000	10.0%	11,200
Water Pumping Stations	3,700	2,700	400	3,100	400	14.8%	3,100
Water Works Park	61,600	50,000	16,300	60,000	10,000	20.0%	60,000
Grand Total	\$ 3,051,900	\$ 2,872,800	\$ 695,600	\$ 2,980,100	\$ 107,300	3.7%	\$ 2,980,700

Five-Year Financial Plan (tables 5 through 8)

Table 5 – Electric

The average increase for FY 2025 through FY 2029 is approximately 3.7% per year, representing the assumed increase in surcharges and electric cost from DTE.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Biosolids Dryer Facility	\$ 1,262,700	\$ 1,254,300	\$ 1,425,700	\$ 1,454,300	\$ 1,454,300	\$ 1,483,400	\$ 1,483,700
Combined Sewer Overflow Facilities	1,039,500	1,116,600	1,135,600	1,158,200	1,088,200	1,181,400	1,181,400
Lake Huron Water Plant	7,171,000	7,100,000	7,110,000	7,110,000	7,110,000	7,110,000	7,110,000
Logistics and Materials	97,200	100,000	102,000	104,000	106,100	108,200	110,400
Northeast Water Plant	3,954,200	3,800,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000
Southwest Water Plant	1,471,300	1,530,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Springwells Water Plant	4,597,400	4,500,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
System Analytics	84,600	82,300	82,900	83,200	83,500	83,800	84,100
Systems Control	83,600	70,000	72,000	73,400	74,900	76,400	78,000
Wastewater Operations	11,965,700	11,951,600	12,749,000	13,004,000	13,004,000	13,264,000	13,264,000
Wastewater Operations Pumping (Lift) Stations	2,582,200	2,384,000	2,505,600	2,555,400	2,605,800	2,657,100	2,709,400
Water Pumping Stations	11,325,600	10,430,400	11,537,900	11,769,100	12,002,900	12,242,400	12,486,400
Water Works Park	2,541,300	2,450,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Grand Total	\$ 48,176,300	\$ 46,769,200	\$ 49,020,700	\$ 49,611,600	\$ 49,829,700	\$ 50,506,700	\$ 50,807,400

Table 6 – Gas

The largest natural gas users are the Biosolids Dryer Facility and the WRRF. The forecast for the two cost centers is based on historical data which takes into account cyclical cost variations. The Authority purchases natural gas as a MiDeal member through the Michigan Natural Gas Customer Choice Program and locks in rates to ensure consistent pricing.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Biosolids Dryer Facility	\$ 3,421,000	\$ 3,348,000	\$ 2,202,500	\$ 2,246,300	\$ 2,246,300	\$ 2,246,300	\$ 2,246,300
Combined Sewer Overflow Facilities	201,100	223,000	214,200	216,600	198,600	198,600	198,600
Lake Huron Water Plant	211,000	200,000	150,000	153,000	156,100	155,000	162,400
Logistics and Materials	44,100	50,500	51,500	52,500	53,600	54,700	55,800
Northeast Water Plant	204,100	183,100	170,000	173,400	176,900	176,300	184,000
Southwest Water Plant	233,000	200,000	200,000	204,000	208,100	207,400	216,500
Springwells Water Plant	397,900	405,300	300,000	306,000	312,100	310,400	324,700
Systems Control	200	200	200	200	200	200	200
Wastewater Operations	5,642,900	4,913,000	3,316,800	3,382,900	3,450,500	3,519,800	3,607,800
Wastewater Operations Pumping (Lift) Stations	83,100	24,300	56,500	57,600	58,700	59,800	60,900
Water Pumping Stations	129,600	77,600	108,300	110,600	112,700	115,000	117,100
Water Works Park	253,600	240,000	230,000	234,600	239,300	238,900	249,000
Grand Total	\$ 10,821,600	\$ 9,865,000	\$ 7,000,000	\$ 7,137,700	\$ 7,213,100	\$ 7,282,400	\$ 7,423,300

Table 7 – Water

Water billings are for usage and connection charges. Connection charges are projected to remain constant with slight annual increases. Based on current year activity, it is anticipated that FY 2025 will require amendments due to increased billed usage due to meter repairs at WRRF.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Biosolids Dryer Facility	\$ 425,200	\$ 469,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000
Combined Sewer Overflow Facilities	1,070,900	1,002,000	673,400	673,400	673,400	673,400	673,400
Logistics and Materials	3,500	30,000	15,600	15,900	16,200	16,500	16,800
Northeast Water Plant	400	-	500	500	500	500	500
Southwest Water Plant	800	500	1,000	1,000	1,000	1,000	1,000
Systems Control	300	600	600	600	600	600	600
Wastewater Operations	13,634,600	10,537,000	10,394,300	10,394,300	10,394,300	10,394,300	10,394,300
Wastewater Operations Pumping (Lift) Stations	91,800	68,400	85,300	87,000	88,700	90,600	92,300
Water Pumping Stations	500	1,000	1,000	1,000	1,000	1,000	1,000
Grand Total	\$ 15,228,000	\$ 12,108,500	\$ 11,601,700	\$ 11,603,700	\$ 11,605,700	\$ 11,607,900	\$ 11,609,900

Table 8 – Sewer

See Table 4 for a detail discussion of these costs for FY 2025. The average annual increase for the period FY 2025 to FY 2029 is less than 3.3% per year.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Biosolids Dryer Facility	\$ 529,800	\$ 540,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000
Combined Sewer Overflow Facilities	1,220,200	1,145,100	1,159,000	1,159,000	1,159,000	1,159,300	1,159,000
Lake Huron Water Plant	70,100	70,000	70,000	70,000	70,000	70,000	70,000
Logistics and Materials	15,500	22,000	22,400	22,800	23,300	23,800	24,300
Northeast Water Plant	170,300	130,000	170,000	170,000	170,000	170,000	170,000
Southwest Water Plant	470,400	400,000	450,000	450,000	450,000	450,000	450,000
Systems Control	1,500	2,000	2,000	2,000	2,000	2,000	2,000
Wastewater Operations	498,200	501,000	502,600	502,600	502,600	502,600	502,600
Wastewater Operations Pumping (Lift) Stations	10,600	10,000	11,000	11,200	11,400	11,700	11,900
Water Pumping Stations	3,700	2,700	3,100	3,100	3,100	3,100	3,300
Water Works Park	61,600	50,000	60,000	60,000	60,000	60,000	60,000
Grand Total	\$ 3,051,900	\$ 2,872,800	\$ 2,980,100	\$ 2,980,700	\$ 2,981,400	\$ 2,982,500	\$ 2,983,100

Chemicals - Bulk

Water and Wastewater Operations utilize chemicals in the processing of raw water, wastewater effluent and laboratory testing. These chemicals are used for removing impurities from the source waters, corrosion control, as well as disinfection. These chemicals ensure water produced for the public and discharged to the environment is of unquestionable quality.

The tables below provide an overall look at the chemical costs that are included in the details of the budgets by the operating areas in Section 5 - Operating Financial Plans.

Biennial Budget Request

The proposed chemical expense budget for FY 2025 increased \$1.7 million, or 5.2%. Key parameters of the chemical budget include the following.

- Chemicals are used in operations to maintain compliance with standards established by the Federal Environmental Protection Agency (EPA) and State of Michigan Department of Environment, Great Lakes and Energy (EGLE).
- Volumes of chemical use vary from year to year depending on weather, demand, and the condition of source waters.
- Since FY 2022, global supply chain constraints had a significant inflationary impact on the pricing of the bulk chemicals used in the water sector. As a result, the budget for chemicals significantly outpaced inflation in the overall economy.
- Chemical supply agreements are subject to manufacturers pricing, which was negatively impacted by raw material shortages. GLWA is subject to those pricing adjustments.
- Transportation of chemicals to the various GLWA facilities also impacted the cost and delivery structure from the Authority's suppliers.
- The annual budget is based on the projected operational volume used during an average year. The projected chemical volume excludes abnormal demands by operations.

Outlook for Water and Wastewater Systems

As noted above, GLWA is subject to market conditions for the pricing and supply. Supply chain constraints for the chemical components effect the industry nationwide.

In a 2022 report, the United States Environmental Protection Agency cited constraints in the chlorine supply chain that are driving the cost for water utilities. The report indicated there has been a 10% decline in the U.S. production capacity for chlorine and chlorine-based products. This supply chain tightening as forecast may result in continued foreseeable price increases. Due to this being a production capacity issue, the report indicates it is unlikely that prices will be reduced in the foreseeable future. In fact, the findings do continue to hold true today.

Biennial Budget Request by Team

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Water Quality	\$ 185,900	\$ 196,500	\$ 52,000	\$ 180,500	\$ (16,000)	-8.1%	\$ 180,500
Water Treatment Plants	12,503,900	12,218,900	2,614,500	12,508,100	289,200	2.4%	12,508,100
Water Works Park	2,131,800	2,134,500	447,300	2,131,500	(3,000)	-0.1%	2,131,500
Springwells Water Plant	3,794,600	3,567,000	735,100	3,735,000	168,000	4.7%	3,735,000
Northeast Water Plant	2,362,200	2,244,600	530,400	2,351,800	107,200	4.8%	2,351,800
Southwest Water Plant	1,556,300	1,570,500	281,900	1,537,500	(33,000)	-2.1%	1,537,500
Lake Huron Water Plant	2,659,000	2,702,300	619,800	2,752,300	50,000	1.9%	2,752,300
Water Resource Recovery Facility	14,351,500	15,688,200	3,838,300	17,079,700	1,391,500	8.9%	17,539,800
Wastewater Director	4,500	-	1,000	-	-	0.0%	-
Wastewater Operations	-	5,200	-	5,200	-	0.0%	5,200
Wastewater Primary Process	3,852,300	4,670,000	1,167,600	5,238,000	568,000	12.2%	5,593,000
Wastewater Secondary Process	9,249,000	9,685,000	2,339,800	10,504,500	819,500	8.5%	10,596,600
Wastewater Dewatering Process	1,245,500	1,328,000	329,900	1,328,000	-	0.0%	1,341,000
Wastewater Incineration Process	200	-	-	4,000	4,000	0.0%	4,000
Industrial Waste Control	200	-	-	-	-	0.0%	-
Wastewater Laboratories	192,700	186,000	33,200	216,600	30,600	16.5%	221,200
Combined Sewer Overflow	3,308,000	4,819,000	1,288,200	4,850,000	31,000	0.6%	4,850,000
Puritan Fenkell Combined Sewer Overflow	13,100	19,000	26,100	27,700	8,700	45.8%	27,700
7 Mile Combined Sewer Overflow	-	-	-	-	-	0.0%	-
Hubble Southfield CSO	262,700	374,000	104,600	413,200	39,200	10.5%	413,200
Leib Combined Sewer Overflow	141,700	202,000	39,200	202,500	500	0.2%	202,500
St Aubin Combined Sewer Overflow	50,700	72,000	39,000	63,100	(8,900)	-12.4%	63,100
Conner Creek Combined Sewer Overflow	2,090,100	3,067,000	798,300	3,079,800	12,800	0.4%	3,079,800
Baby Creek Combined Sewer Overflow	529,300	762,000	169,500	664,500	(97,500)	-12.8%	664,500
Oakwood Combined Sewer Overflow	200,600	295,000	104,300	373,000	78,000	26.4%	373,000
Belle Isle Combined Sewer Overflow	19,800	28,000	7,200	26,200	(1,800)	-6.4%	26,200
Grand Total	\$ 30,542,200	\$ 33,108,600	\$ 7,826,200	\$ 34,834,900	\$ 1,726,300	5.2%	\$ 35,299,600

Five-Year Financial Plan

The proposed five-year plan reflects a leveling of the commodity pricing. The plan forecasts an approximate 1.0% increase in cost for FY 2026 and FY 2027, falling below 0.5% for FY 2028 and FY 2029.

Five-Year Financial Plan by Team

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Water Quality	\$ 185,900	\$ 196,500	\$ 52,000	\$ 180,500	\$ 180,500	\$ 180,500	\$ 180,500	\$ 180,500
Water Treatment Plants	12,503,900	12,218,900	2,614,500	12,508,100	12,508,100	12,508,100	12,508,100	12,508,100
Water Works Park	2,131,800	2,134,500	447,300	2,131,500	2,131,500	2,131,500	2,131,500	2,131,500
Springwells Water Plant	3,794,600	3,567,000	735,100	3,735,000	3,735,000	3,735,000	3,735,000	3,735,000
Northeast Water Plant	2,362,200	2,244,600	530,400	2,351,800	2,351,800	2,351,800	2,351,800	2,351,800
Southwest Water Plant	1,556,300	1,570,500	281,900	1,537,500	1,537,500	1,537,500	1,537,500	1,537,500
Lake Huron Water Plant	2,659,000	2,702,300	619,800	2,752,300	2,752,300	2,752,300	2,752,300	2,752,300
Water Resource Recovery Facility	14,351,500	15,688,200	3,838,300	17,079,700	17,539,800	17,768,400	17,889,700	17,994,200
Wastewater Director	4,500	-	1,000	-	-	-	-	-
Wastewater Operations	-	5,200	-	5,200	5,200	5,200	5,200	5,200
Wastewater Primary Process	3,852,300	4,670,000	1,167,600	5,238,000	5,593,000	5,593,000	5,593,000	5,593,000
Wastewater Secondary Process	9,249,000	9,685,000	2,339,800	10,504,500	10,596,600	10,812,200	10,933,500	11,037,800
Wastewater Dewatering Process	1,245,500	1,328,000	329,900	1,328,000	1,341,000	1,354,000	1,354,000	1,354,000
Wastewater Incineration Process	200	-	-	4,000	4,000	4,000	4,000	4,200
Industrial Waste Control	200	-	-	-	-	-	-	-
Wastewater Laboratories	192,700	186,000	33,200	216,600	221,200	211,100	231,000	235,900
Combined Sewer Overflow	3,308,000	4,819,000	1,288,200	4,850,000	4,850,000	4,971,200	4,971,200	4,971,200
Puritan Fenkell Combined Sewer Overflow	13,100	19,000	26,100	27,700	27,700	28,400	28,400	28,400
7 Mile Combined Sewer Overflow	-	-	-	-	-	-	-	-
Hubble Southfield CSO	262,700	374,000	104,600	413,200	413,200	423,500	423,500	423,500
Leib Combined Sewer Overflow	141,700	202,000	39,200	202,500	202,500	207,500	207,500	207,500
St Aubin Combined Sewer Overflow	50,700	72,000	39,000	63,100	63,100	64,700	64,700	64,700
Conner Creek Combined Sewer Overflow	2,090,100	3,067,000	798,300	3,079,800	3,079,800	3,156,800	3,156,800	3,156,800
Baby Creek Combined Sewer Overflow	529,300	762,000	169,500	664,500	664,500	681,100	681,100	681,100
Oakwood Combined Sewer Overflow	200,600	295,000	104,300	373,000	373,000	382,300	382,300	382,300
Belle Isle Combined Sewer Overflow	19,800	28,000	7,200	26,200	26,200	26,900	26,900	26,900
Grand Total	\$ 30,542,200	\$ 33,108,600	\$ 7,826,200	\$ 34,834,900	\$ 35,299,600	\$ 35,639,300	\$ 35,780,500	\$ 35,889,900

Water Chemicals

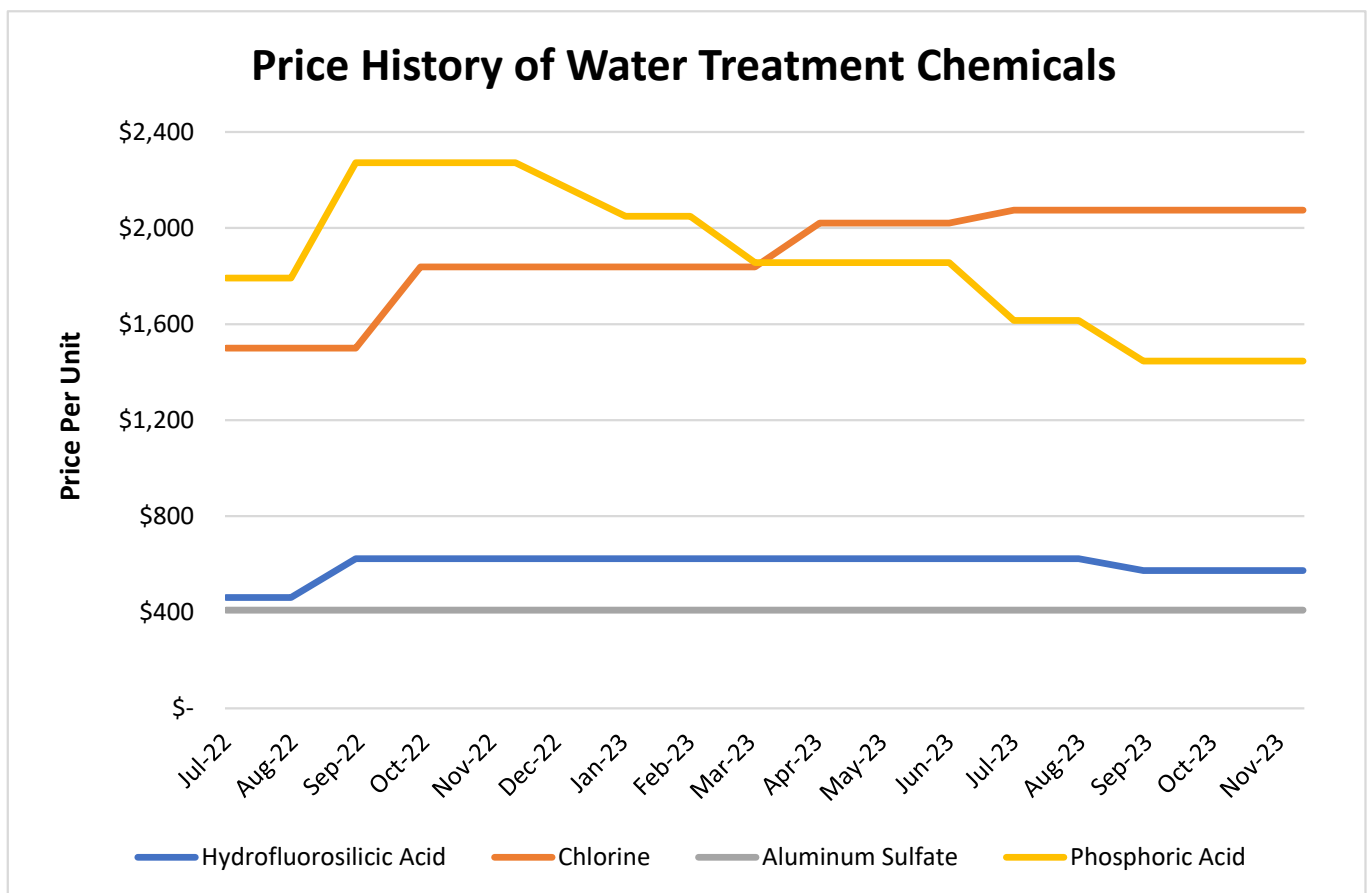
Chemicals are a significant expense category in the Water Operations budget. The chart below, displays the four most significant chemicals utilized in potable water production.

Since the third quarter of FY 2023, GLWA has seen a significant change in the Phosphoric Acid Market. During FY 2023, the market began to stabilize when GLWA added two suppliers who entered the market, which led to more competitive pricing. These price reductions have continued to decrease through second quarter FY 2024.

As noted above, pricing for chlorine, used for the disinfection of the raw water, had a significant impact on the FY 2025 budget. GLWA continues to see price adjustments for this chemical.

Hydrofluorosilicic Acid and Aluminum Sulfate, two of the largest chemical costs for water production, have remained essentially stable.

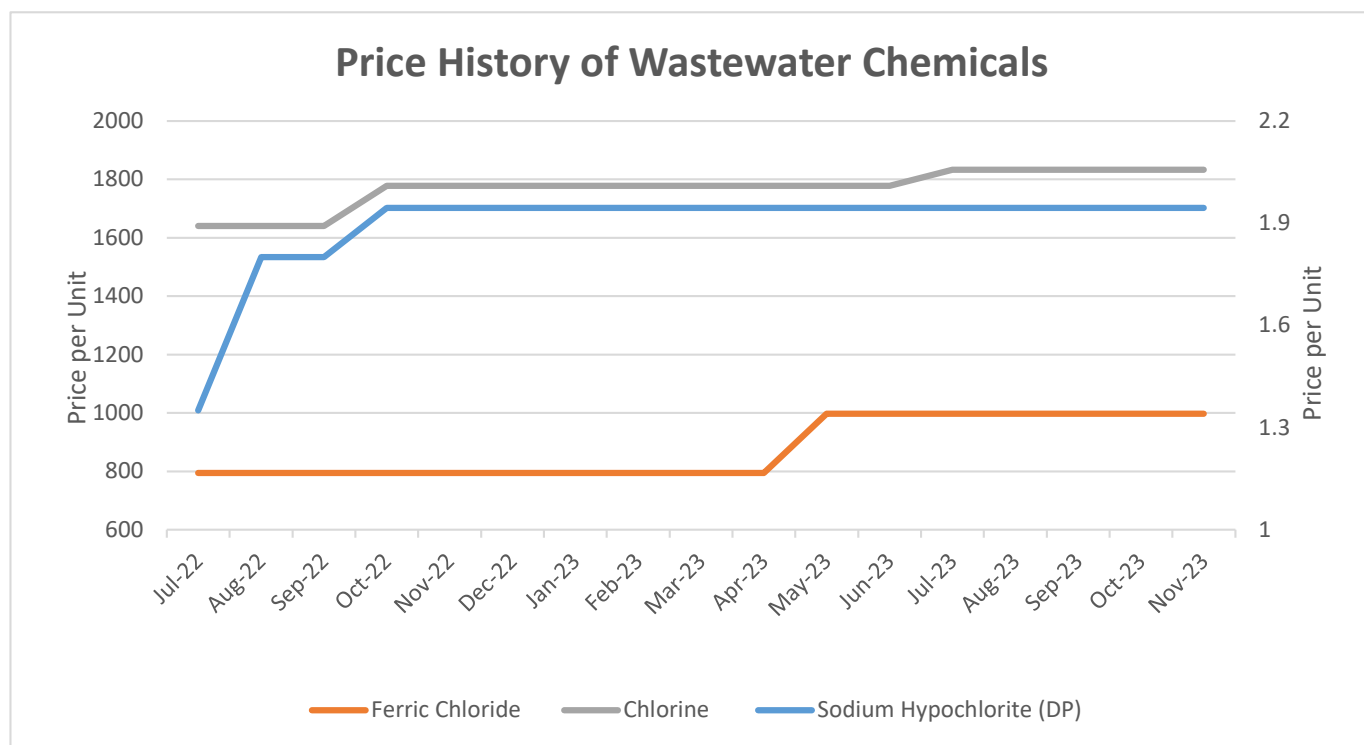
The table below shows the changes in the historical and forecast cost per unit of the major chemicals required in the treatment of drinking water between FY 2023 and FY 2024.



Wastewater Chemicals

This category had one of the largest impacts on the cost structure for the Wastewater Operations budget for FY 2025. The table below shows the changes in the historical and forecast cost per unit of the major chemicals required to treat the flow in the Wastewater Resource Recovery Facility and the Combined Sewer Overflow facilities between FY 2023 and FY 2024.

As noted above, pricing of chlorine-based chemicals, used for the disinfection of wastewater effluent, had a significant impact on the FY 2025 budget. The chart below highlights the historical change in unit costs for these chlorine-based products since the beginning of FY 2023. Though price changes have been less frequent, the costs incurred remain elevated.



Shared Services

GLWA and DWSD (Detroit Water and Sewerage Department) leverage economies of scale, assets, technology, and expertise by sharing services. The shared services agreement, dated December 1, 2015, is available at <https://www.glwater.org/investor-relations/>.

The shared services billing process began in FY 2016 and was new to both entities. To best facilitate the tracking of expenses for those agreements in which GLWA provides services to DWSD (GLWA as Provider), GLWA has designed its general ledger system to manage the budget and accumulate costs via a “contra” account in each cost center that matches the source of the expense (hence the contra amounts are shown as negative amounts). The net effect on the cost center expense is zero which preserves the basis for appropriate cost allocation. Amounts charged by DWSD, for services provided to GLWA (GLWA as Subscriber), are recorded in a manner consistent with other vendor expenses.

The tables below provide an overall look of the shared services that are included in the details of the budgets by operating area in Section 5 – Operating Financial Plans.

Biennial Budget Request

The biennial budget for GLWA as a Provider reflects an overall increase in FY 2025 of \$623,700, or 37.7%, as compared to the FY 2024 Amended Budget. The primary reasons for the changes to the shared services agreements in FY 2025 are highlighted below.

❖ Agreements with scope changes

- OPS-008 Systems Control Center: Detroit Only Pump Stations/CSO (multiple cost centers) - \$453,700 increase.
- ITS-014 Security Network (cost center 883331) - \$105,100 increase.
- OPS-005A Security and Integrity (cost center 881201) - \$20,000 increase.
- DWSD – Public Finance (cost center 884141) - \$41,800 increase.

Shared Services - GLWA as Provider - Biennial Budget by Area and Cost Center

Cost Center & Description	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Wastewater System Operations	(897,900)	(585,500)	(146,500)	(699,200)	(113,700)	19.4%	(714,300)
892222 - Wastewater Process Control	(100,300)	(65,400)	(16,400)	(155,300)	(89,900)	137.5%	(161,100)
892270 - Combined Sewer Overflow	(31,500)	(20,500)	(5,200)	-	20,500	-100.0%	-
892279 - Belle Isle Combined Sewer Overflow	(137,100)	(74,400)	(18,600)	(66,200)	8,200	-11.0%	(75,500)
892342 - Belle Isle Pumping Station	(82,300)	(68,700)	(17,200)	(77,000)	(8,300)	12.1%	(77,000)
892343 - Blue Hill Pumping Station	(327,500)	(225,200)	(56,300)	(269,000)	(43,800)	19.4%	(269,000)
892347 - Fischer Pumping Station	(44,500)	(22,600)	(5,600)	(23,000)	(400)	1.8%	(23,000)
892352 - Woodmere Pumping Station	(174,700)	(108,700)	(27,200)	(108,700)	-	0.0%	(108,700)
Centralized Services	(2,053,500)	(900,800)	(223,600)	(1,369,000)	(468,200)	52.0%	(1,410,400)
881201 - Security and Integrity	(66,600)	(255,000)	(63,800)	(275,000)	(20,000)	7.8%	(280,500)
882301 - Systems Operations Control	(997,600)	(464,600)	(116,200)	(822,600)	(358,000)	77.1%	(853,100)
882431 - Field Service Operations	(26,400)	(18,000)	(4,600)	-	18,000	-100.0%	-
883201 - OD Administration	4,500	-	-	-	-	0.0%	-
883231 - OD Training	(14,600)	-	-	-	-	0.0%	-
883321 - Information Technology Service Delivery	(27,500)	(156,100)	(39,000)	(159,200)	(3,100)	2.0%	(162,400)
883331 - Information Technology Infrastructure	(842,800)	(7,100)	-	(112,200)	(105,100)	1480.3%	(114,400)
883351 - Information Technology Enterprise Asset Management Systems	(70,100)	-	-	-	-	0.0%	-
883361 - Information Technology Security & Risk	(6,100)	-	-	-	-	0.0%	-
886401 - Systems Analytics	(6,300)	-	-	-	-	0.0%	-
Administrative & Other Services	(318,800)	(169,500)	(32,200)	(211,300)	(41,800)	24.7%	(217,400)
884131 - Treasury	(168,500)	(150,000)	(27,300)	(150,000)	-	0.0%	(153,000)
884141 - CFO Services	(150,300)	(19,500)	(4,900)	(61,300)	(41,800)	214.4%	(64,400)
Grand Total	\$ (3,270,200)	\$ (1,655,800)	\$ (402,300)	\$ (2,279,500)	\$ (623,700)	37.7%	\$ (2,342,100)

The biennial budget for the GLWA as a Subscriber reflects an overall decrease in FY 2025 of \$55,200, or 2.0%, as compared to the FY 2024 Amended Budget. The primary reason for this decrease is due to OPS-003 Field Services which was changed to an “as needed agreement”. This change resulted in a decrease of \$108,200 from FY 2024.

Shared Services - GLWA as Subscriber - Biennial Budget by Area and Cost Center

Cost Center & Description	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Centralized Services	\$ 225,400	\$ 2,760,200	\$ 690,000	\$ 2,705,000	\$ (55,200)	-2.0%	\$ 2,759,100
882421 - Facility Operations	3,852,700	2,489,600	622,400	2,539,400	49,800	2.0%	2,590,200
882422 - Fleet Operations	(1,649,600)	-	-	-	-	0.0%	-
882431 - Field Service Operations	(729,200)	108,200	27,000	-	(108,200)	-100.0%	-
883331 - Information Technology Infrastructure	159,200	162,400	40,600	165,600	3,200	2.0%	168,900
883341 - Information Technology Business Productivity Systems	(733,700)	-	-	-	-	0.0%	-
883351 - Information Technology Enterprise Asset Management Systems	(674,000)	-	-	-	-	0.0%	-
Grand Total	\$ 225,400	\$ 2,760,200	\$ 690,000	\$ 2,705,000	\$ (55,200)	-2.0%	\$ 2,759,100

Five-Year Financial Plan
Shared Services - GLWA as Provider - Five-Year Financial Plan by Area and Cost Center

Cost Center & Description	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Wastewater System Operations	(897,900)	(585,500)	(699,200)	(714,300)	(716,200)	(732,200)	(733,300)
892222 - Wastewater Process Control	(100,300)	(65,400)	(155,300)	(161,100)	(169,600)	(175,700)	(184,900)
892270 - Combined Sewer Overflow	(31,500)	(20,500)	-	-	-	-	-
892279 - Belle Isle Combined Sewer Overflow	(137,100)	(74,400)	(66,200)	(75,500)	(68,900)	(78,800)	(70,700)
892342 - Belle Isle Pumping Station	(82,300)	(68,700)	(77,000)	(77,000)	(77,000)	(77,000)	(77,000)
892343 - Blue Hill Pumping Station	(327,500)	(225,200)	(269,000)	(269,000)	(269,000)	(269,000)	(269,000)
892347 - Fischer Pumping Station	(44,500)	(22,600)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
892352 - Woodmere Pumping Station	(174,700)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)
Centralized Services	(2,053,500)	(900,800)	(1,369,000)	(1,410,400)	(1,466,600)	(1,510,400)	(1,570,900)
881201 - Security and Integrity	(66,600)	(255,000)	(275,000)	(280,500)	(286,100)	(291,800)	(297,700)
882301 - Systems Operations Control	(997,600)	(464,600)	(822,600)	(853,100)	(898,200)	(930,700)	(979,400)
882431 - Field Service Operations	(26,400)	(18,000)	-	-	-	-	-
883201 - OD Administration	4,500	-	-	-	-	-	-
883231 - OD Training	(14,600)	-	-	-	-	-	-
883321 - Information Technology Service Delivery	(27,500)	(156,100)	(159,200)	(162,400)	(165,600)	(168,900)	(172,400)
883331 - Information Technology Infrastructure	(842,800)	(7,100)	(112,200)	(114,400)	(116,700)	(119,000)	(121,400)
883351 - Information Technology Enterprise Asset Management Systems	(70,100)	-	-	-	-	-	-
883361 - Information Technology Security & Risk	(6,100)	-	-	-	-	-	-
886401 - Systems Analytics	(6,300)	-	-	-	-	-	-
Administrative & Other Services	(318,800)	(169,500)	(211,300)	(217,400)	(223,700)	(230,200)	(236,900)
884131 - Treasury	(168,500)	(150,000)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)
884141 - CFO Services	(150,300)	(19,500)	(61,300)	(64,400)	(67,600)	(71,000)	(74,500)
Grand Total	\$ (3,270,200)	\$ (1,655,800)	\$ (2,279,500)	\$ (2,342,100)	\$ (2,406,500)	\$ (2,472,800)	\$ (2,541,100)

Shared Services - GLWA as Subscriber - Five-Year Financial Plan by Area and Cost Center

Cost Center & Description	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Centralized Services	\$ 225,400	\$ 2,760,200	\$ 2,705,000	\$ 2,759,100	\$ 2,814,300	\$ 2,870,500	\$ 2,927,900
882421 - Facility Operations	3,852,700	2,489,600	2,539,400	2,590,200	2,642,000	2,694,800	2,748,700
882422 - Fleet Operations	(1,649,600)	-	-	-	-	-	-
882431 - Field Service Operations	(729,200)	108,200	-	-	-	-	-
883331 - Information Technology Infrastructure	159,200	162,400	165,600	168,900	172,300	175,700	179,200
883341 - Information Technology Business Productivity Systems	(733,700)	-	-	-	-	-	-
883351 - Information Technology Enterprise Asset Management Systems	(674,000)	-	-	-	-	-	-
Grand Total	\$ 225,400	\$ 2,760,200	\$ 2,705,000	\$ 2,759,100	\$ 2,814,300	\$ 2,870,500	\$ 2,927,900

Five-Year Financial Plan by Shared Services Number - GLWA as Provider & Subscriber

Both activities by GLWA as the service “provider” and services received by GLWA as the service “subscriber” are shown in the table below.

Shared Services Number & Description	Cost Center - Description	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Provider		\$ (3,270,200)	\$ (1,655,800)	\$ (1,655,800)	\$ (402,300)	\$ (2,279,500)	\$ (2,342,100)	\$ (2,406,500)	\$ (2,472,800)	\$ (2,541,100)
ITS-004A WAM	883351 - Information Technology Enterprise Asset Management Systems	(79,200)	-	-	-	-	-	-	-	-
ITS-005 Mobile Work Force	886401 - Systems Analytics	(6,300)	-	-	-	-	-	-	-	-
ITS-007 DADS	883351 - Information Technology Enterprise Asset Management Systems	(5,500)	-	-	-	-	-	-	-	-
ITS-008A TIBCO	883351 - Information Technology Enterprise Asset Management Systems	14,600	-	-	-	-	-	-	-	-
ITS-009 IT Infrastructure	883321 - Information Technology Service Delivery	125,500	-	-	-	-	-	-	-	-
ITS-009 IT Infrastructure	883361 - Information Technology Security & Risk	(6,100)	-	-	-	-	-	-	-	-
ITS-009A IT Infrastructure	883331 - Information Technology Infrastructure	(837,000)	-	-	-	-	-	-	-	-
ITS-011 Print Shop	883321 - Information Technology Service Delivery	(153,000)	(156,100)	(156,100)	(39,000)	(159,200)	(162,400)	(165,600)	(168,900)	(172,400)
ITS-013 Board Room AV Support	883331 - Information Technology Infrastructure	(29,000)	-	-	-	-	-	-	-	-
ITS-014 Security Network	883331 - Information Technology Infrastructure	23,200	(7,100)	(7,100)	-	(112,200)	(114,400)	(116,700)	(119,000)	(121,400)
DWSD - Bank Fees	884131 - Treasury	(168,500)	(150,000)	(150,000)	(27,300)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)
DWSD - Public Finance	884141 - CFO Services	(150,300)	(19,500)	(19,500)	(4,900)	(61,300)	(64,400)	(67,600)	(71,000)	(74,500)
DWSD - OD Staff Training	883201 - OD Administration	4,500	-	-	-	-	-	-	-	-
OD Staff Training	883231 - OD Training	(14,600)	-	-	-	-	-	-	-	-
OPS-005A Security and Integrity	881201 - Security and Integrity	(66,600)	(255,000)	(255,000)	(63,800)	(275,000)	(280,500)	(286,100)	(291,800)	(297,700)

Five-Year Financial Plan by Shared Services Number - GLWA as Provider & Subscriber (continued)

Shared Services Number & Description	Cost Center - Description	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
OPS-008 Systems Control Center: Detroit Only Pump Stations/CSO	OPS-008 Total:	(1,921,900)	(1,068,100)	(1,068,100)	(267,300)	(1,521,800)	(1,567,400)	(1,614,400)	(1,662,900)	(1,712,700)
	882301 - Systems Operations Control	(997,600)	(464,600)	(464,600)	(116,200)	(822,600)	(853,100)	(898,200)	(930,700)	(979,400)
	882431 - Field Service Operations	(26,400)	(18,000)	(18,000)	(4,600)	-	-	-	-	-
	892222 - Wastewater Process Control	(100,300)	(65,400)	(65,400)	(16,400)	(155,300)	(161,100)	(169,600)	(175,700)	(184,900)
	892270 - Combined Sewer Overflow	(31,500)	(20,500)	(20,500)	(5,200)	-	-	-	-	-
	892279 - Belle Isle Combined Sewer Overflow	(137,100)	(74,400)	(74,400)	(18,600)	(66,200)	(75,500)	(68,900)	(78,800)	(70,700)
	892342 - Belle Isle Pumping Station	(82,300)	(68,700)	(68,700)	(17,200)	(77,000)	(77,000)	(77,000)	(77,000)	(77,000)
	892343 - Blue Hill Pumping Station	(327,500)	(225,200)	(225,200)	(56,300)	(269,000)	(269,000)	(269,000)	(269,000)	(269,000)
	892347 - Fischer Pumping Station	(44,500)	(22,600)	(22,600)	(5,600)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
	892352 - Woodmere Pumping Station	(174,700)	(108,700)	(108,700)	(27,200)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)
Subscriber		\$ 225,400	\$ 2,760,200	\$ 2,760,200	\$ 690,000	\$ 2,705,000	\$ 2,759,100	\$ 2,814,300	\$ 2,870,500	\$ 2,927,900
DoIT-001 Financial Information System	883341 - Information Technology Business Productivity Systems	(733,700)	-	-	-	-	-	-	-	-
DoIT-002 Radios	883331 - Information Technology Infrastructure	159,200	162,400	162,400	40,600	165,600	168,900	172,300	175,700	179,200
DoIT-003 Customer Service Technology Suite	883351 - Information Technology Enterprise Asset Management Systems	(310,300)	-	-	-	-	-	-	-	-
WAM (Annual License)	883351 - Information Technology Enterprise Asset Management Systems	(363,700)	-	-	-	-	-	-	-	-
OPS-001 Fleet	882422 - Fleet Operations	(1,649,600)	-	-	-	-	-	-	-	-
OPS-002 MISS DIG	882431 - Field Service Operations	(68,900)	-	-	-	-	-	-	-	-
OPS-003 As Needed Field Services	882431 - Field Service Operations	(660,300)	108,200	108,200	27,000	-	-	-	-	-
OPS-006 Shared Facilities Shared Costs	882421 - Facility Operations	3,852,700	2,489,600	2,489,600	622,400	2,539,400	2,590,200	2,642,000	2,694,800	2,748,700
Grand Total		\$ (3,044,800)	\$ 1,104,400	\$ 1,104,400	\$ 287,700	\$ 425,500	\$ 417,000	\$ 407,800	\$ 397,700	\$ 386,800

Centralized and Administrative Services

Centralized and Administrative Services include operational functions that serve both water and wastewater operations. The following functional areas are included in this cost center group.

Centralized Services

- ✓ Planning Services (Office of the Chief Planning Officer, Systems Planning & Development, Asset Management, Systems Planning, Capital Improvement Planning, and Systems Analytics)
- ✓ System Resiliency
- ✓ Systems Operations Control
- ✓ Facility Operations
- ✓ Fleet Operations
- ✓ Field Service Operations
- ✓ Energy, Research & Innovation
- ✓ Transformation
- ✓ Information Technology (Office of the Chief Information Officer, Project Management Office, Security & Risk, Infrastructure, Enterprise Asset Management Systems, Business Productivity Systems, and Service Delivery)
- ✓ Security & Integrity (includes HazMat and Office of Emergency Preparedness)

Administrative Services

- ✓ Board of Directors
- ✓ Chief Executive Officer
- ✓ Chief Administrative and Compliance Officer (includes Risk Management & Safety and Insurance Fund)
- ✓ General Counsel
- ✓ Public Affairs
- ✓ Organizational Development (includes Training and Talent Management)
- ✓ Financial Services (Chief Financial Officer, Financial Reporting & Accounting, Financial Management & Planning, CFO Services, Treasury, Procurement Director, and Logistics and Materials)

Cost Allocation for the functional areas above distributes operational expenses to GLWA's water and wastewater systems using a defined methodology. Cost allocation for both Centralized Services and Administrative Services are allocated based upon a two-step approach.

- ✓ Step One: Specifically, identifiable costs to either water or wastewater are isolated for allocation directly to the appropriate system. These costs are tracked at the vendor contract level and through the review of specific invoices.
- ✓ Step Two: The remaining costs, net of those specifically identified in Step One, are allocated using a percentage basis that considers department operations as a whole. The allocation

percentage between water and wastewater (sewer) is reviewed annually. That effort includes a detailed review of both the budget and actual activity for each of the functional areas. Members of the finance and operations teams work together to determine the percentage allocation of support provided to the water and wastewater (sewer) systems. In addition to the annual reviews, mid-year reviews are conducted when changes in operations occurs and when new vendor contracts are executed.

The tables below present the budgets for the Administrative and Centralized Services cost centers and their projected allocation to GLWA's water and wastewater systems. Data is presented in biennial and five-year budget formats.

Tables 1 and 2 – Costs Allocated to Water and Wastewater (Summary) presents the dollar amount allocated to each system based on the analysis of expenses by cost center for both the biennial and five-year budget periods.

Table 1a – Biennial Cost Allocation Summary

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Wastewater	\$ 67,805,100	\$ 78,472,600	\$ 16,377,100	\$ 81,688,900	\$ 3,216,300	4.1%	\$ 83,782,600
Administrative Services	20,091,500	19,320,600	4,198,800	21,275,700	1,955,100	10.1%	22,418,000
Centralized Services	47,713,600	59,152,000	12,178,300	60,413,200	1,261,200	2.1%	61,364,600
Water	67,555,500	75,362,300	17,840,500	74,955,100	(407,200)	-0.5%	78,526,000
Administrative Services	15,238,200	17,976,900	3,907,800	18,388,100	411,200	2.3%	19,473,600
Centralized Services	52,317,300	57,385,400	13,932,700	56,567,000	(818,400)	-1.4%	59,052,400
Grand Total	\$ 135,360,600	\$ 153,834,900	\$ 34,217,600	\$ 156,644,000	\$ 2,809,100	1.8%	\$ 162,308,600

Table 1b – Biennial Cost Allocation Summary

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administrative Services	35,329,700	37,297,500	8,106,600	39,663,800	2,366,300	6.3%	41,891,600
Centralized Services	100,030,900	116,537,400	26,111,000	116,980,200	442,800	0.4%	120,417,000
Grand Total	\$ 135,360,600	\$ 153,834,900	\$ 34,217,600	\$ 156,644,000	\$ 2,809,100	1.8%	\$ 162,308,600

Table 2a – Five Year Cost Allocation Summary

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Wastewater	\$ 67,805,100	\$ 78,472,600	\$ 16,377,100	\$ 81,688,900	\$ 83,782,600	\$ 85,130,100	\$ 86,892,600	\$ 90,483,000
Administrative Services	20,091,500	19,320,600	4,198,800	21,275,700	22,418,000	22,868,600	23,333,900	23,808,500
Centralized Services	47,713,600	59,152,000	12,178,300	60,413,200	61,364,600	62,261,500	63,558,700	66,674,500
Water	67,555,500	75,362,300	17,840,500	74,955,100	78,526,000	80,442,700	81,984,500	81,795,600
Administrative Services	15,238,200	17,976,900	3,907,800	18,388,100	19,473,600	19,863,800	20,266,400	20,677,000
Centralized Services	52,317,300	57,385,400	13,932,700	56,567,000	59,052,400	60,578,900	61,718,100	61,118,600
Grand Total	\$ 135,360,600	\$ 153,834,900	\$ 34,217,600	\$ 156,644,000	\$ 162,308,600	\$ 165,572,800	\$ 168,877,100	\$ 172,278,600

Table 2b – Five Year Cost Allocation Summary

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Administrative Services	35,329,700	37,297,500	8,106,600	39,663,800	41,891,600	42,732,400	43,600,300	44,485,500
Centralized Services	100,030,900	116,537,400	26,111,000	116,980,200	120,417,000	122,840,400	125,276,800	127,793,100
Grand Total	\$ 135,360,600	\$ 153,834,900	\$ 34,217,600	\$ 156,644,000	\$ 162,308,600	\$ 165,572,800	\$ 168,877,100	\$ 172,278,600

Tables 3 and 4 – Allocated costs by expense category summarizes the financial plan by expense category subject to allocation to the water and wastewater systems for both the biennial and five-year budget periods.

Table 3 – Biennial Costs Subject to Allocation by Expense Category

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Centralized Services	\$ 100,030,900	\$ 116,537,400	\$ 26,111,000	\$ 116,980,200	\$ 442,800	0.4%	\$ 120,417,000
2.1 Salaries & Wages	22,438,900	23,924,200	5,734,000	26,017,200	2,093,000	8.7%	28,662,200
2.2 Workforce Development	465,300	404,600	146,400	521,300	116,700	28.8%	559,900
2.3 Overtime	2,709,900	2,197,200	686,400	2,568,700	371,500	16.9%	2,643,400
2.4 Employee Benefits	7,883,500	8,882,800	2,130,800	9,504,300	621,500	7.0%	10,474,900
2.5 Transition Services	913,500	1,469,200	260,500	1,037,600	(431,600)	-29.4%	1,037,600
3.1 Electric	168,200	152,300	29,600	154,900	2,600	1.7%	156,600
3.2 Gas	200	200	-	200	-	0.0%	200
3.3 Sewage Service	1,500	2,000	300	2,000	-	0.0%	2,000
3.4 Water Service	300	600	100	600	-	0.0%	600
4.2 Supplies & Other	10,556,900	18,246,000	2,993,500	16,987,800	(1,258,200)	-6.9%	14,072,100
4.3 Contractual Services	56,488,800	57,897,400	14,281,700	57,157,900	(739,500)	-1.3%	59,460,700
5.1 Capital Program Allocation	(83,500)	(108,800)	(14,500)	(217,600)	(108,800)	100.0%	(217,900)
5.2 Shared Services	(2,043,500)	(900,800)	(223,600)	(1,369,000)	(468,200)	52.0%	(1,410,400)
5.5 Intergovernmental Agreement	(412,900)	-	(27,000)	-	-	0.0%	-
6.0 Capital Outlay	943,800	2,648,300	112,800	2,543,300	(105,000)	-4.0%	2,586,300
7.0 Unallocated Reserve		1,722,200	-	2,071,000	348,800	20.3%	2,388,800
Administrative Services	35,329,700	37,297,500	8,106,600	39,663,800	2,366,300	6.3%	41,891,600
2.1 Salaries & Wages	14,741,100	15,817,300	3,911,100	16,891,400	1,074,100	6.8%	18,299,100
2.2 Workforce Development	20,000	23,400	16,300	57,200	-	0.0%	57,200
2.3 Overtime	8,800	14,000	3,500	12,400	(1,600)	-11.4%	12,400
2.4 Employee Benefits	4,412,900	5,145,600	1,232,900	5,455,300	309,700	6.0%	5,934,400
2.5 Transition Services	393,200	263,300	27,000	91,100	(172,200)	-65.4%	91,100
3.1 Electric	97,200	100,000	28,000	102,000	2,000	2.0%	104,000
3.2 Gas	44,200	50,500	600	51,500	1,000	2.0%	52,500
3.3 Sewage Service	15,500	22,000	500	22,400	400	1.8%	22,800
3.4 Water Service	3,500	30,000	300	15,600	(14,400)	-48.0%	15,900
4.2 Supplies & Other	1,999,600	2,246,600	586,000	2,456,600	210,000	9.3%	2,504,500
4.3 Contractual Services	13,922,700	13,102,000	2,332,500	13,967,600	865,600	6.6%	14,167,300
5.1 Capital Program Allocation	-	-	-	-	-	0.0%	-
5.2 Shared Services	(329,000)	(169,500)	(32,100)	(211,300)	(41,800)	-100.0%	(217,400)
7.0 Unallocated Reserve	-	652,300	-	752,000	99,700	15.3%	847,800
Grand Total	\$ 135,360,600	\$ 153,834,900	\$ 34,217,600	\$ 156,644,000	\$ 2,809,100	1.8%	\$ 162,308,600

Table 4 – Five Year Costs Subject to Allocation by Expense Category

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 09.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Centralized Services	\$ 100,030,900	\$ 116,537,400	\$ 26,111,000	\$ 116,980,200	\$ 120,417,000	\$ 122,840,400	\$ 125,276,800	\$ 127,793,100
2.1 Salaries & Wages	22,438,900	23,924,200	5,734,000	26,017,200	28,662,200	28,832,200	28,832,200	28,832,200
2.2 Workforce Development	465,300	404,600	146,400	521,300	559,900	559,900	559,900	559,900
2.3 Overtime	2,709,900	2,197,200	686,400	2,568,700	2,643,400	2,643,400	2,643,400	2,643,400
2.4 Employee Benefits	7,883,500	8,882,800	2,130,800	9,504,300	10,474,900	10,614,800	10,697,900	10,781,100
2.5 Transition Services	913,500	1,469,200	260,500	1,037,600	1,037,600	1,037,600	1,037,600	1,037,600
3.1 Electric	168,200	152,300	29,600	154,900	156,600	158,400	160,200	162,100
3.2 Gas	200	200	-	200	200	200	200	200
3.3 Sewage Service	1,500	2,000	300	2,000	2,000	2,000	2,000	2,000
3.4 Water Service	300	600	100	600	600	600	600	600
4.2 Supplies & Other	10,556,900	18,246,000	2,993,500	16,987,800	14,072,100	13,204,700	12,842,500	12,982,900
4.3 Contractual Services	56,488,800	57,897,400	14,281,700	57,157,900	59,460,700	55,834,200	56,405,300	58,669,800
5.1 Capital Program Allocation	(83,500)	(108,800)	(14,500)	(217,600)	(217,900)	(218,200)	(218,500)	(218,900)
5.2 Shared Services	(2,043,500)	(900,800)	(223,600)	(1,369,000)	(1,410,400)	(1,466,600)	(1,510,400)	(1,570,900)
5.5 Intergovernmental Agreement	(412,900)	-	(27,000)	-	-	-	-	-
6.0 Capital Outlay	943,800	2,648,300	112,800	2,543,300	2,586,300	2,629,900	2,674,500	2,719,800
7.0 Unallocated Reserve		1,722,200	-	2,071,000	2,388,800	9,007,300	11,149,400	11,191,300
Administrative Services	35,329,700	37,297,500	8,106,600	39,663,800	41,891,600	42,732,400	43,600,300	44,485,500
2.1 Salaries & Wages	14,741,100	15,817,300	3,911,100	16,891,400	18,299,100	18,299,100	18,299,100	18,299,100
2.2 Workforce Development	20,000	23,400	16,300	57,200	57,200	57,200	57,200	57,200
2.3 Overtime	8,800	14,000	3,500	12,400	12,400	12,400	12,400	12,400
2.4 Employee Benefits	4,412,900	5,145,600	1,232,900	5,455,300	5,934,400	5,979,000	6,022,400	6,066,400
2.5 Transition Services	393,200	263,300	27,000	91,100	91,100	91,100	91,100	91,100
3.1 Electric	97,200	100,000	28,000	102,000	104,000	106,100	108,200	110,400
3.2 Gas	44,200	50,500	600	51,500	52,500	53,600	54,700	55,800
3.3 Sewage Service	15,500	22,000	500	22,400	22,800	23,300	23,800	24,300
3.4 Water Service	3,500	30,000	300	15,600	15,900	16,200	16,500	16,800
4.2 Supplies & Other	1,999,600	2,246,600	586,000	2,456,600	2,504,500	2,556,300	2,609,300	2,663,700
4.3 Contractual Services	13,922,700	13,102,000	2,332,500	13,967,600	14,167,300	14,426,000	14,689,800	14,958,700
5.1 Capital Program Allocation	-	-	-	-	-	-	-	-
5.2 Shared Services	(329,000)	(169,500)	(32,100)	(211,300)	(217,400)	(223,700)	(230,200)	(236,900)
7.0 Unallocated Reserve	-	652,300	-	752,000	847,800	1,335,800	1,846,000	2,366,500
Grand Total	\$ 135,360,600	\$ 153,834,900	\$ 34,217,600	\$ 156,644,000	\$ 162,308,600	\$ 165,572,800	\$ 168,877,100	\$ 172,278,600

Table 5 Cost Allocation - Water and Wastewater Percentages presents the projected aggregate allocation percentages for the five-year period 2025 through 2029. The percentages are based off the data presented in tables 1 and 2 above and forecasted expenditures for periods 2025-2029.

Table 5 – Five Year Projected Cost Allocated Percentages

Expense Categories	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 9.30.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Centralized Services	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Water	52.3%	49.2%	53.4%	48.4%	49.0%	49.3%	49.3%	47.8%
Wastewater	47.7%	50.8%	46.6%	51.6%	51.0%	50.7%	50.7%	52.2%
Administrative Services	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Water	43.1%	48.2%	48.2%	46.4%	46.5%	46.5%	46.5%	46.5%
Wastewater	56.9%	51.8%	51.8%	53.6%	53.5%	53.5%	53.5%	53.5%
Total Allocated Services	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Water	49.9%	49.0%	52.1%	47.9%	48.4%	48.6%	48.5%	47.5%
Wastewater	50.1%	51.0%	47.9%	52.1%	51.6%	51.4%	51.5%	52.5%

Tables 6 through 9 list the Administrative and Centralized Services significant contracts and cost centers that receive specific water and/or sewer accounting treatment as noted above.

Table 6 – Administrative Services Water/Sewer Specific Contracts – 100% allocation to Sewer

Cost Center	Contract	Vendor	Description of Service	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested	Allocation
Logistics & Materials	2100822	Family Associates, LLC	Melvindale Warehouse Rental	514,100	523,600	535,600	549,000	562,700	Sewer
Logistics & Materials	2204338	Technical Hot & Cold	HVAC Maintenance	5,500	5,600	5,700	5,800	5,900	Sewer
Logistics & Materials	47003990009300	City of Melvindale	Property Taxes	120,000	122,400	124,800	127,300	129,800	Sewer
Total				639,600	651,600	666,100	682,100	698,400	Sewer

Table 7 – Centralized Services Water Specific Contracts – 100% allocation to Water

Cost Center	Contract	Vendor	Description of Service	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested	Allocation
Energy, Research and Innovation	2102864	University of Michigan	Data-Driven Decision-Making Framework for Risk Management of the GLWA Water Transmission System	122,500	130,000	117,500	-	-	Water
Energy, Research and Innovation	2104064	Wayne State University	Pilot Plant Research and Collaboration at Water Works Park	135,000	135,000	95,000	-	-	Water
Energy Research and Innovation	2303476	Wayne State University	Water Industry Workforce Development and Pipe Management Program	150,000	150,000	150,000	-	-	Water
Energy, Research and Innovation	2202372	University of Wisconsin	Spatial Analysis of Rainfall in GLWA Service Area	116,000	116,000	39,000	-	-	Water
Energy, Research and Innovation	N/A	TBD	Future Study Projects	-	164,000	283,400	690,000	720,000	Water
Energy Research and Innovation	2203501	Michigan State University	Development of Risk-Based Framework for prioritization of Contaminants in Drinking Water	127,500	135,000	121,500	-	-	Water
Systems Planning	N/A	TBD	Water Contract Negotiations	-	-	75,000	50,000	-	Water
Systems Planning	12772	Aquasight	Water Performance Monitoring	530,000	530,000	530,000	530,000	530,000	Water
Systems Planning	1905080	TWN Consulting	Project Management Services	30,000	30,000	30,000	30,000	30,000	Water
Asset Management	1902659	HDR Water Resource Management	Linear System Integrity Program	1,014,500	864,500	909,500	1,000,000	1,000,000	Water
Systems Analytics	CS-039	Black & Veatch	Units of Service D+ Region	327,800	337,700	347,800	358,200	369,000	Water
Systems Analytics	N/A	TBD	Water Master Plan Update	-	-	450,000	450,000	-	Water
Systems Analytics	N/A	TBD	Water Transient Study	-	-	250,000	250,000	-	Water
Field Service Operations	CON-181	Lakeshore Global	Water Transmission Main Repair	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	Water
Field Service Operations	WS-695C	Hydromax	Transmission Main Exercising	-	1,500,000	1,500,000	1,500,000	1,500,000	Water
Total				5,353,300	6,892,200	7,698,700	7,658,200	6,949,000	Water

Table 8 – Centralized Services Sewer Specific Contracts – 100% allocation to Sewer

Cost Center	Contract	Vendor	Description of Service	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested	Allocation
Field Service Operations	CON-149	Inland Waters	Emergency Sewer Repair	4,018,400	4,438,400	4,438,400	4,438,400	4,438,400	Sewer
Systems Resiliency	Pending	TBD	Regional Flood Mitigation Study	500,000	500,000	500,000	500,000	500,000	Sewer
Asset Management	1902659	HDR Water Resource Management	Linear System Integrity Program	403,800	200,800	100,000	100,000	100,000	Sewer
Systems Analytics	CON-179	PCI	Staffing Augmentation	558,400	558,400	558,400	558,400	558,400	Sewer
Systems Analytics	CON-179	PCI	Sewer Meter Support	400,000	400,000	400,000	400,000	400,000	Sewer
Systems Analytics	CS-236	Applied Science	Meter Dye Testing	500,000	500,000	527,000	527,000	527,000	Sewer
Systems Planning & Development	CS-239	CDM Michigan	Good Sewer Metering	700,000	760,000	800,000	800,000	800,000	Sewer
Systems Planning & Development	N/A	TBD	Various Professional Support	250,000	250,000	150,000	150,000	150,000	Sewer
Systems Planning & Development	N/A	TBD	Wastewater Master Plan Update	-	-	-	-	3,000,000	Sewer
	USGS River Survey								
Systems Operational Control		USGS	Detroit River Survey	470,400	484,600	509,000	534,500	499,600	Sewer
Systems Operational Control	N/A	TBD	Level Sensor Improvements	50,000	-	-	-	-	Sewer
Systems Operational Control	N/A	TBD	Assessments	40,000	-	-	-	-	Sewer
Systems Operational Control	N/A	TBD	Level Sensor Improvements	60,000	-	-	-	-	Sewer
Systems Operational Control	N/A	TBD	orthwest Interceptor Debris Removal	320,000	-	-	-	-	Sewer
Energy, Research and Innovation	N/A	Brown and Caldwell LLC	Pilot Testing for Anaerobic Digestion	68,000	-	-	-	-	Sewer
Energy, Research and Innovation	2203703	University of Michigan	Assistance Optimizing GLWA Analysis of Mixing Technologies for Anaerobic Digesters	62,000	73,000	73,000	-	-	Sewer
Energy, Research and Innovation	2300508 CFD	Brown and Caldwell LLC	Tools	54,000	-	-	-	-	Sewer
Energy, Research and Innovation	2300721	University of Michigan	Tools	122,000	138,000	142,000	-	-	Sewer
Energy, Research and Innovation	N/A	TBD	Undefined Future Research Projects	-	164,000	283,400	690,000	720,000	Sewer
Energy Research and Innovation	Multiple	Multiple	Various Research Projects	6,300	67,200	109,000	-	-	Sewer
Energy, Research and Innovation	2301009	Michigan State University	Wastewater Survey	145,000	48,000	-	-	-	Sewer
Hazmat	Entire Center	N/A	Hazardous Materials Management	1,882,000	2,020,800	2,028,200	2,035,500	2,042,600	Sewer
Total				10,610,300	10,603,200	10,618,400	10,733,800	13,736,000	Sewer

Table 9 – Centralized Services Water/Sewer Specific Contracts – Water & Sewer Combined

Cost Center	Contract	Vendor	Description of Service	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested	Allocation
Systems Operations Control (Net)	Entire Center	N/A	Water Transmission Control	14,107,700	13,988,700	12,371,500	12,349,600	12,311,700	W/S - 55/45%
Enterprise Risk Mgt. Insurance Fund	Entire Center	N/A	Emergency Risk Management	5,619,800	5,732,200	5,846,800	5,963,700	6,083,000	W/S - 30/70%
Total				19,727,500	19,720,900	18,218,300	18,313,300	18,394,700	Combined

GLWA

Great Lakes Water Authority



Section 8

Acronyms & Glossary

Acronyms

ACFR	Annual Comprehensive Financial Report
AMP	Asset Management Plan
AMSO	Asset Management Strategic Organization
AWWA	American Water Works Association
BaaS	Backup as a Service
BCE	Business Case Evaluation
BDF	Biosolids Dryer Facility
BI	Business Intelligence
BID	Business Inclusion & Diversity
Board	GLWA's Board of Directors
CACO	Chief Administrative and Compliance Officer
CAD	Computer-Aided Dispatch
CAP	Contract Alignment Process
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIP	Capital Improvement Plan
CMMS	Computerized Maintenance Management System
COF	Central Offloading Facility
CSO	Combined Sewer Overflow
CSR	Capital Spend Ratio
CWSRF	Clean Water State Revolving Fund
DWSD	Detroit Water & Sewerage Department
DWSRF	Drinking Water State Revolving Fund
EAM	Enterprise Asset Management
EGLE	Michigan Department of Environment, Great Lakes, and Energy
ELT	Executive Leadership Team
EPA	United States Environmental Protection Administration
ERI	Energy, Research & Innovation
ERP	Enterprise Resource Planning
EUM	Effective Utility Management
FTE	Full-time equivalent
FY	Fiscal Year
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GLWA	Great Lakes Water Authority

Acronyms (continued)

GRS	City of Detroit General Retirement System
HR	Human Resources
HVAC	Heating, ventilation, and air conditioning
I&E Fund	Improvement & Extension Fund
IPP	Industrial Pretreatment Program
IWC	Industrial Waste Control
IT	Information Technology
KPI's	Key Performance Indicators
MBO	GLWA Master Bond Ordinances (2015-01 Water, 2015-02 Sewer)
MDEQ	Michigan Department of Environmental Quality (see EGLE)
MMBTU	Metric Million British Thermal Unit
MOU	Memorandum of Understanding
NDR	Network Detection and Response
NESPS	Northeast Sewer Pump Station
NPDES	National Pollutant Discharge Elimination System
O&M	Operations & Maintenance
OD	Organizational Development
OMID or OMIDD	Oakland-Macomb Interceptor Drain Drainage District
OPEB	Other post-employment benefits
OWI	One Water Institute
PA 94	Michigan Public Act 94
PAYGO	Pay as you go
POA	Plan of adjustment (bankruptcy)
PSW	Partnership for Safe Water
SaaS	Software as a Service
SAMP	Strategic Asset Management Plan
SAW	Stormwater, Asset Management, and Wastewater
SCADA	Supervisory Control and Data Acquisition system
SRA	Spend Rate Assumption
SRF	State Revolving Fund
UAAL	Unfunded Accrued Actuarial Liability
USACE	United States Army Corps of Engineers
VCDR	VMware Cloud Disaster Recovery SaaS
VFD	Variable Frequency Drive

Acronyms *(continued)*

WAM	Work Order and Asset Management software
WAMP	Water Asset Management Plan
WAMR	Wholesale Automatic Meter Reading
WATF	Wastewater Analytics Task Force
WRAP	Water Residential Assistance Program
WRRF	Wastewater Resource Recovery Facility
WwAMP	Wastewater Asset Management Plan
WSSA	Water and Sewer Services Agreement
WWTP	Wastewater Treatment Plant

Glossary

Accrual Basis - Method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of related cash flows.

Amortization – Expensing the acquisition cost of intangible assets in a systematic manner over the estimated useful life to reflect the consumption or decline in value as a result of use or the passage of time. Amortization also refers to the paying off of debt in installments over a period of time.

Audit – An independent examination of an organization’s accounts or financial information.

Balanced Budget – A budget in which the revenue equals the revenue requirements.

BC Notes – Financial Recovery Bonds issued by the City of Detroit to fund pension obligation certificates and post-retirement health benefits.

Biennial Budget – The practice of preparing and adopting a budget for two-year periods.

BigTime – A custom-built Professional Services Automation (PSA) software for accountants, architects, engineers, and other professional services firms.

Biosolids Dryer Facility (BDF) – A facility at the WRRF which converts wastewater sludge into marketable pelletized biosolids product, which is beneficially reused as sustainable fertilizer.

Bond Interest and Redemption Fund – A requirement of the Master Bond Ordinances to set up bank accounts to provide for payment of principal and interest on bonded debt. Monthly deposits to the bank accounts are made to reflect 1/12th of the annual debt service requirement.

BS&A – Financial accounting software designed specifically for municipalities currently being used by GLWA.

Budget - A plan of financial operation which includes an estimate of proposed expenditures for a given period and the proposed means of financing them.

Capital Improvement Program (CIP) – GLWA prepares a five-year plan, which outlines water and wastewater infrastructure improvement strategy on a short and long-term basis. It provides a planning schedule and includes the financial plan for financing the plan.

Capital Outlay Plan - Assets that are purchased and are either above the dollar threshold for capitalizing on the financial statements (i.e., over \$5,000) or are an asset that should be tagged and tracked for internal control purposes. In both instances, they have an estimated useful life of more than a year.

Capital Program Allocation - Portion of operations and maintenance expenses that are properly allocable to capital program management overhead.

Capturis – A multi-site utility information management system.

Centralized Services - Functions that support all Great Lakes Water Authority.

Ceridian – Human resources software currently used by GLWA for payroll processing and benefits.

Glossary (continued)

Clean Water State Revolving Fund (CWSRF) – Michigan’s Water Pollution Control Revolving fund, better known as the State Revolving Fund (SRF) is a low-interest loan financing program that assists qualified local municipalities with the construction of needed water pollution control facilities. Interest rates are usually between 1.875% and 2.5% and are repaid over 20-30 years.

Construction Fund – This fund is used for the proceeds of debt obligations and investment earnings thereon. I&E funds may also be transferred to this fund when bond proceeds have been exhausted. Funds are used to pay for capital improvements in accordance with the debt obligations. These funds are not part of the regular flow of funds and cannot be used for any purposes other than capital improvements.

Contract Alignment Process (CAP) - As part of strategy to achieve water charge stability member partners asked for alignment of the model contract reopener to a common schedule to minimize the annual charge volatility created by changing contract demands as model contract amendments were made. Previously there were staggered contract re-openers. The effect of the CAP on the units of service was first utilized for the FY 2020 water charges. As part of the 2017 and 2018 reopener meetings, the model contract reopener schedule within each member partner’s contract was amended to change the next regularly scheduled reopener date to 2022 and every 4 years thereafter. The 2022 reopener has been completed and will affect the units of service starting with the FY 2024 water charges. The next reopener will be in 2026 and will affect the units of service starting with the FY 2028 water charges.

Contractual Transition Services - Staff positions which are filled with outside contractors until they can be permanently filled.

Customers – Those member partners we provide services to. See “Member Partners”.

Depreciation - The portion of the cost of a fixed asset which is charged as an expense during a particular period.

Drinking Water State Revolving Fund (DWSRF) - A program designed to assist water suppliers in satisfying the requirements of the Safe Drinking Water Act by offering low-interest to eligible water suppliers to finance qualified water supply system projects. Interest rates are usually between 1.875% and 2.5% and are repaid over 20-30 years.

DTE – DTE Energy is a utility providing electric and gas service to GLWA.

Enterprise Fund - A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services, which are entirely or predominantly self-supporting by user charges. This type of fund uses the accrual basis of accounting. The Authority reports two enterprise funds: Water Fund and Sewage Disposal Fund.

Enterprise Resource Planning (ERP) – A suite of integrated software applications that is used to collect store, manage, and interpret data from many different business activities.

Glossary (continued)

Extraordinary Repair and Replacement Reserve Fund - Serves as a contingency fund for unanticipated capital improvements in excess of \$1 million. Must be maintained at 15% of annual operating expense.

Fiscal Year - A twelve-month period that an organization uses for budgeting, forecasting and reporting. The Authority fiscal year begins on July 1st and ends the following June 30th.

Full-Time Equivalent (FTE) – A unit of measure used for staff positions. An FTE of 1.0 is equivalent to 2,080 working hours per year.

General Retirement System (GRS) – The City of Detroit pension plan that provides retirement, disability, and survivor benefits to the plan members. Plan members include the City of Detroit active employees, retirees, and beneficiaries. A Board of Trustees administers the General Retirement System. The Board of Trustees consists of five elected active employees, one elected retiree, a non-member individual, and three ex-officio trustees.

Improvement & Extension Fund (I&E) - Used to account for funds for revenue finance capital improvements, extensions or betterment of the Water and Wastewater Systems.

Innovyze – A software vendor that provides hydraulic modeling and asset management analysis software for water and wastewater systems.

Local Sewer System - That portion of the Sewer System that provides sewer service directly to Retail Sewer Customers, which consists of the Detroit Local Sewer Facilities and is serviced by the Detroit Water Sewerage Department per the Water and Sewer Services Agreement.

Local Water System - That portion of the Water System that provides water service directly to the Retail Water Customers, which consists of the Detroit Local Water Facilities and is serviced by the Detroit Water Sewerage Department per the Water and Sewer Services Agreement.

Major Fund - Are funds whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. The Authority has two major enterprise funds, the water fund and the sewage disposal fund.

Master Bond Ordinance (MBO) – An ordinance which provided for the assumption of the outstanding bonds issued for the water and sewer systems of the City of Detroit, for the issuance of revenue bonds to improve the leased water and sewer systems, to provide for the collection of revenues for the operation and maintenance, debt services and other matters related to the leased water and sewer systems.

Member Partners – Includes GLWA team members, board members, water and wastewater partners, associated stakeholders, elected officials, consultants, and regulatory agencies.

Glossary (continued)

Michigan Department of Environment, Great Lakes, and Energy (EGLE) - An agency of the state of Michigan. Formally known as the Michigan Department of Environmental Quality (MDEQ) until April 22, 2019, the department was created in 1995. Its mission statement says that it "promotes wise management of Michigan's air, land, and water resources to support a sustainable environment, healthy communities, and vibrant economy."

Michigan Department of Environmental Quality (MDEQ) - See Michigan Department of Environment, Great Lakes, and Energy (EGLE).

MiDEAL - Is the State of Michigan's extended purchasing program that allows Michigan cities, townships, villages, counties, school districts, universities, colleges and nonprofit hospitals to buy goods and services from state contracts. Local governments benefit directly from the reduced cost of goods and services and indirectly by eliminating the time needed to process bids.

Model Contract - The GLWA water services contract and the wastewater disposal services contract templates, as collaboratively drafted and agreed upon by and between GLWA and/or its predecessor, the Detroit Water and Sewerage Department, and their member partners, which provide consistent contract terms and conditions between all GLWA member partners.

National Pollutant Discharge Elimination System (NPDES) - Created in 1972 by the Clean Water Act the agency addresses water pollutants to waters of United States through its permit program.

Northeast Sewer Pump Station (NESPS) - A GLWA wastewater pump station that exclusively handles flows from the Oakland-Macomb Interceptor Drain Drainage District (OMID). Per the 2019 contract amendment, GLWA will continue to operate the NESPS but OMID will maintain and finance improvements to the NESPS starting in fiscal year 2020.

Oakland-Macomb Interceptor Drain Drainage District (OMID or OMIDD) - A wholesale member partner of the sewer system.

One Water Institute (OWI) - A GLWA training program that provides quality education, training, and leadership development to GLWA Member Partners to facilitate the creation of a highly-skilled water sector workforce able to provide quality service to customers throughout Southeastern Michigan, using a common language, skills, and knowledge base.

Operation and Maintenance (O&M) Fund - Accounts for the day-to-day operating expenses of the Department.

Other post-employment benefits (OPEB) - The benefits, other than pensions, that a state or local government employee receives as part of his or her package of retirement benefits.

Ovation - A reliable and innovative control system that integrates data from monitoring devices for equipment and instrumentation into a single, unified system, reducing complexity and minimizing maintenance.

PAYGO - Pay as you go is a term indicating that we pay for projects from other available funds that are not from bond issues.

Glossary (continued)

Regional Sewer System - That portion of the Sewer System that provides sewer service to the wholesale customers thereof and Retail Sewer Customers up to the point of connection to the Local Sewer System, which includes the Leased Sewer Facilities.

Regional Water System - That portion of the Water System that provides water service to the wholesale customers thereof and Retail Customers up to the point of connection to the Local Water System, which includes the Leased Water Facilities.

Revenue Financed Capital – Capital improvements that are funded with current revenues instead of issuing bonds or obtaining SRF loans.

Revenue Requirement – The funding requirements defined in the Master Bond Ordinance. These include funds for operation and maintenance, debt service, debt reserves, pension obligation, WRAP, budget stabilization, lease payment, ER&R fund, I&E fund and the surplus fund.

Shared Services - Recoverable operations and maintenance costs pursuant to a shared services agreement.

SHAREs – The simplified methodology used for assigning costs in the regional wastewater system which was implemented in FY 2022.

State Revolving Fund (SRF) - A State Revolving Fund (SRF) is a fund administered by a U.S. state for the purpose of providing low-interest loans for investments in water and sanitation infrastructure (e.g., sewage treatment, stormwater management facilities, drinking water treatment), as well as for the implementation of nonpoint source pollution. Loans issued may be Drinking Water State Revolving Fund (DWSRF) or Clean Water State Revolving Fund (CWSRF). These funds are a combination of federal and state funds.

Stormwater, Asset Management, and Wastewater (SAW) Program – Grants or loans issued by the State of Michigan for qualifying wastewater and stormwater related expenditures.

Trustee – A trust company or bank, currently U.S. Bank, who shall hold all sums received by it designated as trust funds by the MBO and all funds shall be used only for the purposes and in the manner set forth in the MBO.

Unfunded Accrued Actuarial Liability (UAAL) – An actuarial term for pension plans that refers to the difference between the actuarial values of assets owned by the plan and the total benefits due to be paid.

Water Residential Assistance Program (WRAP) – Established by the MOU and funded by charges to the customers to provide assistance to indigent residential customers throughout the communities served by GLWA and is independently administered on behalf of the Authority. The WRAP was designed to provide monthly bill assistance, arrearage assistance and minor plumbing repairs to qualified applicants that have income at or below 150% of the federal poverty threshold.



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