



## Financial Services Audit Committee Communication

**Date:** December 16, 2022

**To:** Great Lakes Water Authority Audit Committee

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

**Re:** Transmittal - Proposed FY 2024 & FY 2025 Biennial Budget and Five-Year Plan

Transmitted to you is the Proposed FY 2024 & FY 2025 Biennial Budget and Five-Year Plan along with the FY 2024 Proposed Charges Report. This plan is presented in an era of unprecedented economic challenges that have placed tremendous pressure on capital and operating budgets. Recently, on November 17, 2022, the Board of Directors received a [Phase I Report from the Economic Outlook Task Force \(EOTF\)](#) as well as a Budget & Charges Briefing (attached). The increase in costs have also resulted in an additional step – initiated in the past two weeks - to revalidate the capital improvement plan (CIP) this month while simultaneously preparing the budget. Despite the changes going on around us, that impact us, GLWA has the flexibility to adapt its financial plan to meet the challenges – as well as leverage these experiences to improve financial resiliency for the future. The ten year financial plan will be updated once the CIP amounts are updated to address evolving scenarios.

### Key Highlights

- Proposed budget increase of 4% for both systems – consistent with the 4% Promise
- Proposed system-wide charge adjustments of 2.75%
- Pause on and bad debt recovery given mediation and other efforts

### 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 22, 2023, 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 2024 and FY 2025 that holds revenue requirement increases at the 4% promise

**Charges:** Resulting FY 2024 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.

# GLWA

*Great Lakes Water Authority*



**Proposed**  
**FY 2024 – FY 2025 Biennial Budget &**  
**Five Year Financial Plan**  
**FY 2024 through FY 2028**

**Presented to the**  
**Audit Committee**  
**December 16, 2022**

# MAKING SENSE OF YOUR DOLLARS

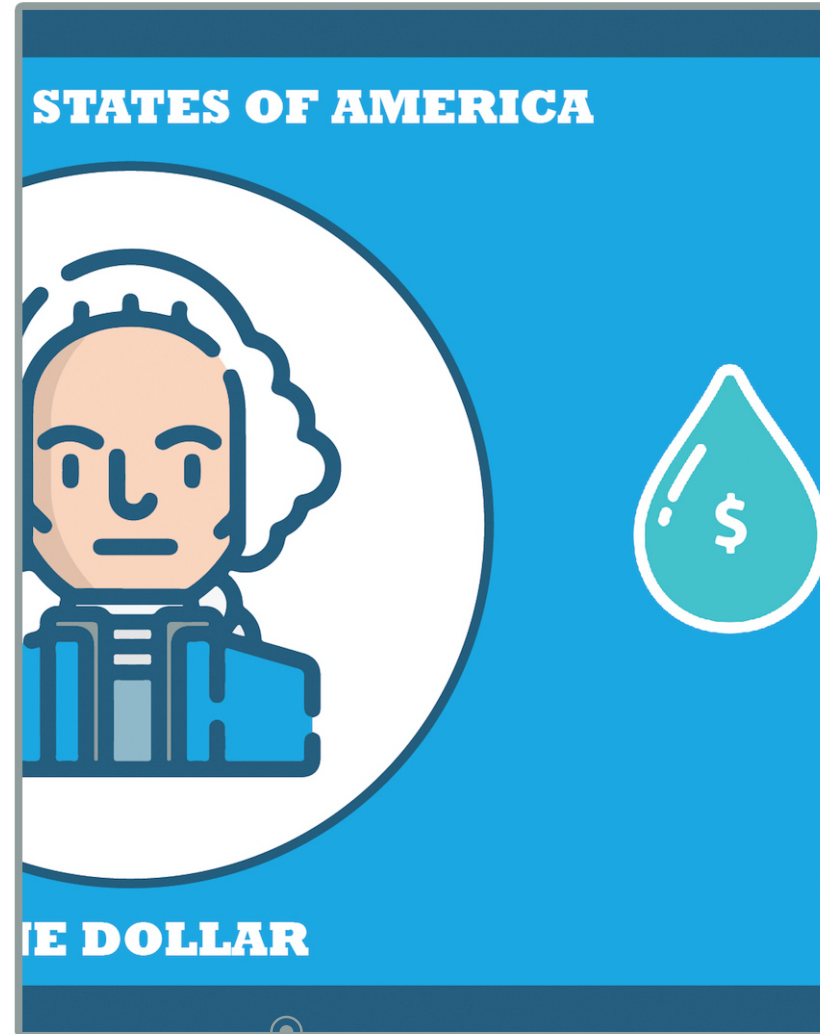
Every dollar paid to GLWA for **Water Services** provides for...



**43.2%** DEBT SERVICE

**43.2¢ ON THE DOLLAR**

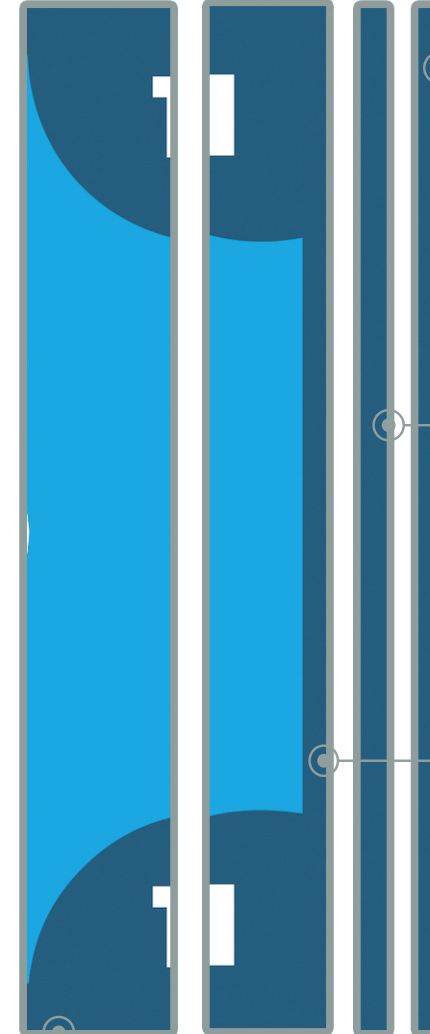
Physical improvements to GLWA's regional water system and its assets are financed with debt. Debt service principal, interest and other required deposits are funded monthly.



**41.3%** OPERATIONS AND MAINTENANCE

**41.3¢ 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.



**8.0%** REVENUE FINANCED CAPITAL

**8.0¢ ON THE DOLLAR**

Sometimes it is not financially responsible for GLWA to pay for a small water system improvement project with debt. The pay-as-you-go dollars collected this year pay for those improvements in the coming years and eliminate the need to pay interest on debt.

**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.

**0.9%** 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.

**6.1%** REGIONAL SYSTEM LEASE

**6.1¢ ON THE DOLLAR**

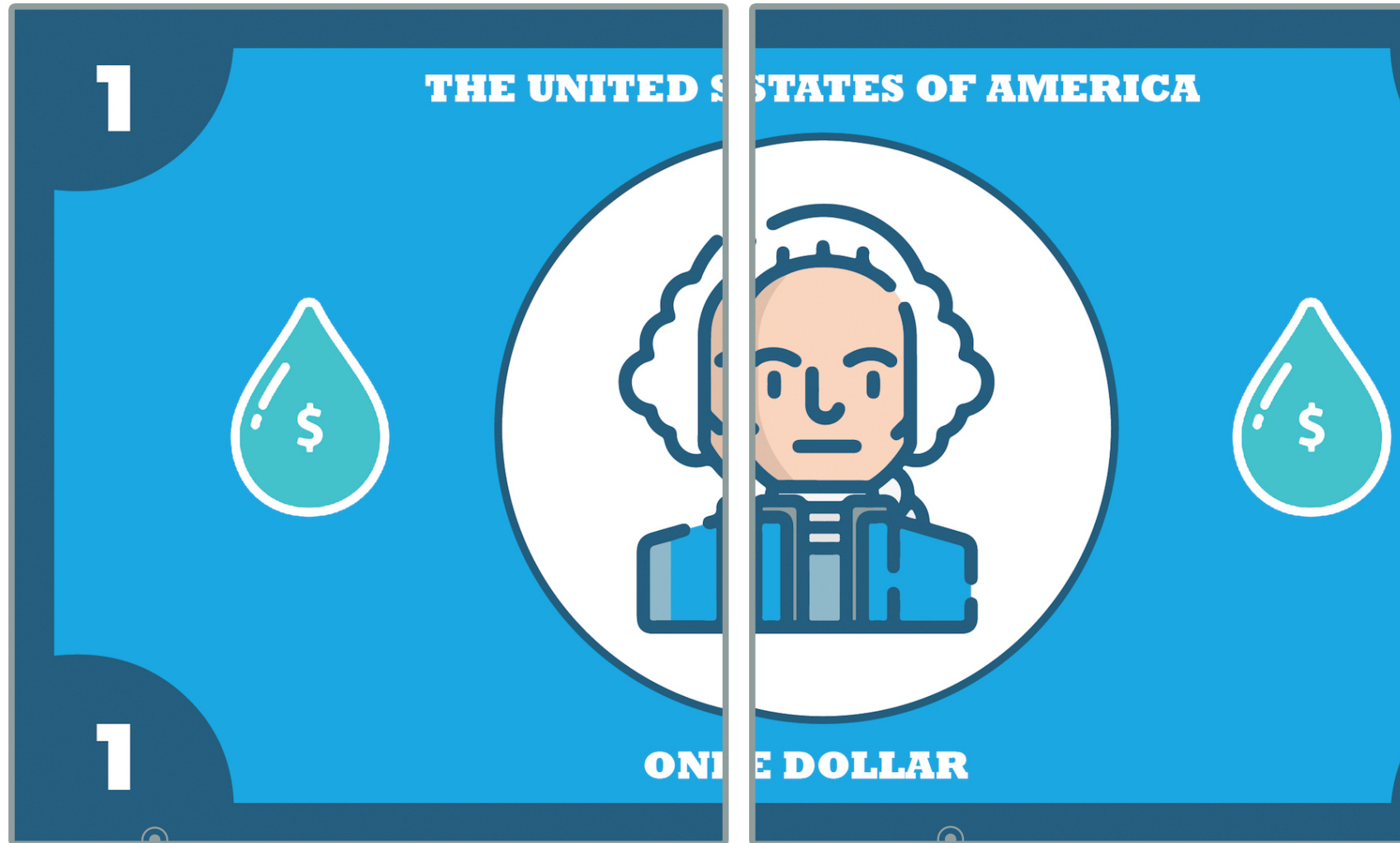
This money goes to the Detroit Water and Sewerage Department (DWSD) to pay for GLWA's lease of the regional water system. DWSD uses those funds for improvements to the local system and to pay debt from prior years.

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WE ARE ONE WATER

# MAKING SENSE OF YOUR DOLLARS

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



**44.9%** DEBT SERVICE

**44.9¢ ON THE DOLLAR**

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

**41.1%** OPERATIONS AND MAINTENANCE

**41.1¢ 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.

**6.7%** REVENUE FINANCED CAPITAL

**6.7¢ ON THE DOLLAR**

Sometimes it is not financially responsible for GLWA to pay for a small wastewater system improvement project with debt. The pay-as-you-go dollars collected this year pay for those improvements in the coming years and eliminate the need to pay interest on debt.

**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.

**1.3%** CLOSED PENSION

**1.3¢ ON THE DOLLAR**

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

**5.5%** REGIONAL SYSTEM LEASE

**5.5¢ ON THE DOLLAR**

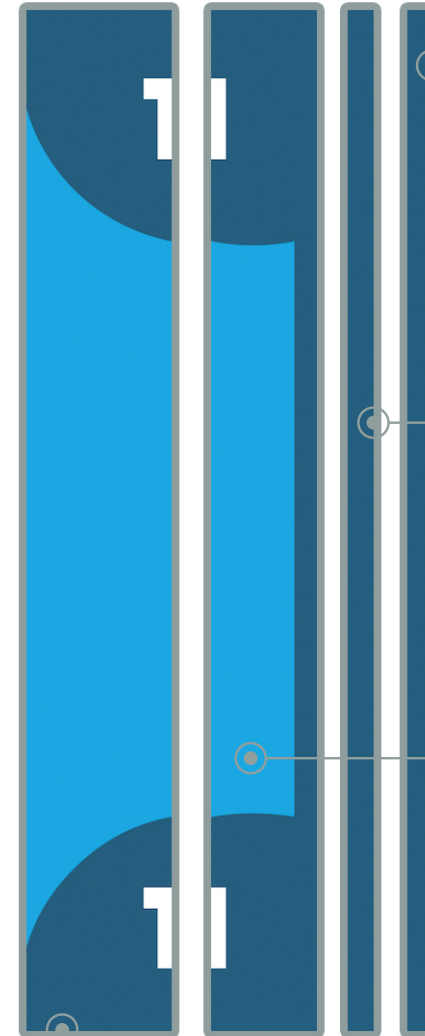
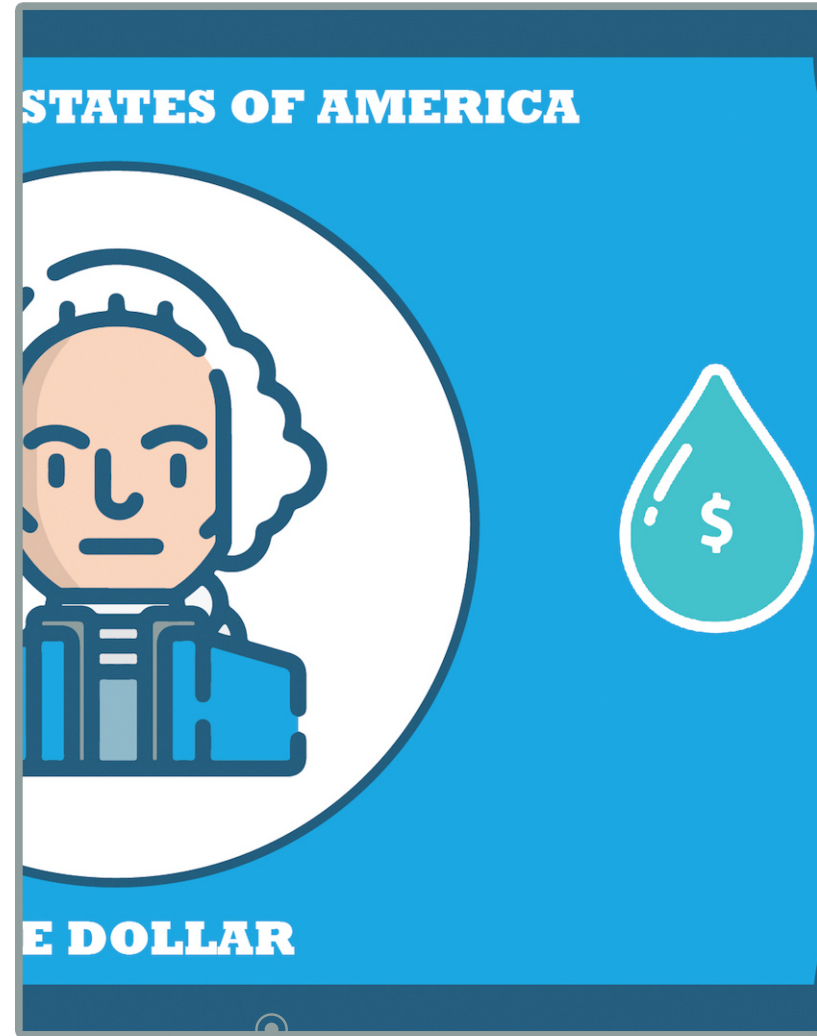
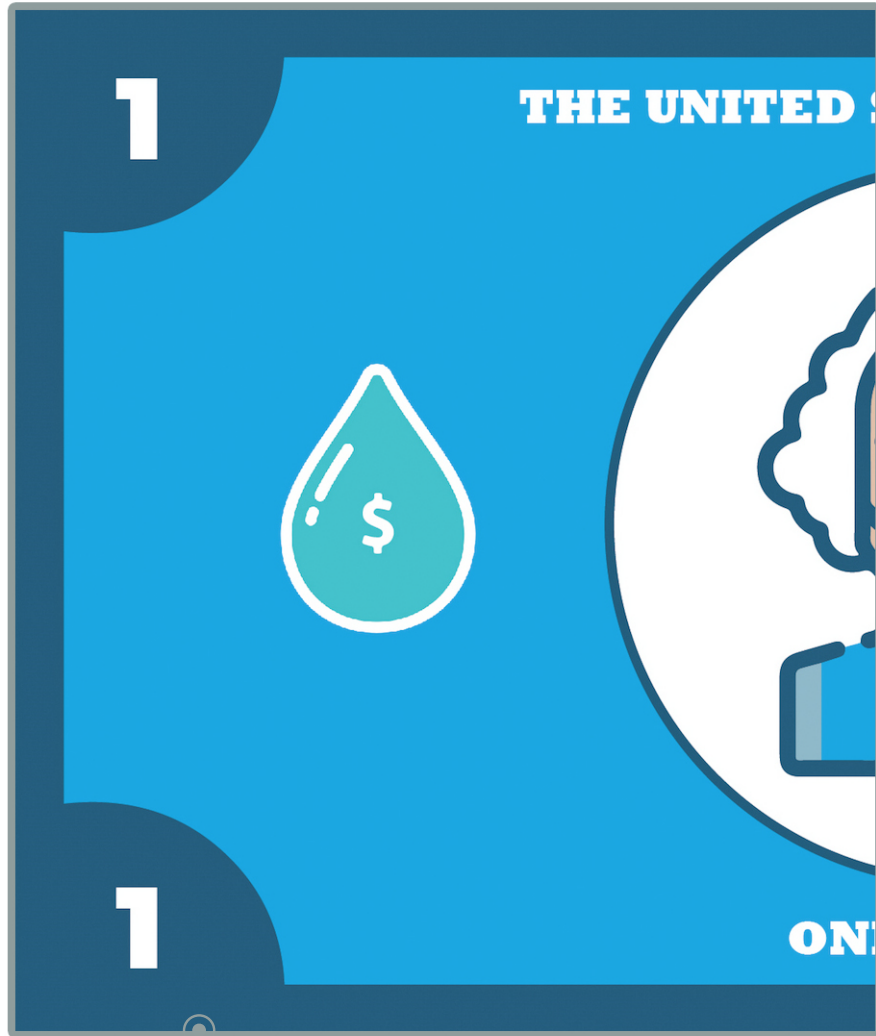
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WE ARE ONE WATER

# MAKING SENSE OF YOUR DOLLARS

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



- 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.
- 1.1%** CLOSED PENSION  
**1.1¢ ON THE DOLLAR**  
GLWA inherited a portion of the city of Detroit's pension plan expense for employees and retirees that maintained the regional system before GLWA was formed. Over time, the annual payment will decrease.
- 5.7%** REGIONAL SYSTEM LEASE  
**5.7¢ ON THE DOLLAR**  
This money goes to the Detroit Water and Sewerage Department (DWSD) to pay for GLWA's lease of the regional water/wastewater system. DWSD uses those funds for improvements to the local system and to pay debt from prior years.

## 44.2% DEBT SERVICE

### 44.2¢ ON THE DOLLAR

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

## 41.2% OPERATIONS AND MAINTENANCE

### 41.2¢ 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.

## 7.3% REVENUE FINANCED CAPITAL

### 7.3¢ ON THE DOLLAR

Sometimes it is not financially responsible for GLWA to pay for a small water or wastewater system improvement project with debt. The pay-as-you-go dollars collected this year pay for those improvements in the coming years and eliminate the need to pay interest on debt.

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\*Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

# GLWA

*Great Lakes Water Authority*



## **Section 1**

### **Overview**

The GLWA budget is the basis for establishing the annual charges for services.

Nearly 59% of the FY 2024 budget of \$871 million are financing and legal commitments: debt payments (44%), lease payment (6%), Water Residential Assistance Program (WRAP) (0.5%), legacy pension liabilities (1%) and capital program funding (7.3%).

The Operations & Maintenance (O&M) expense represents \$359 million, or 41% of the total budget. O&M expense, as compared to the prior year, increased 9.0%, or \$29.6 million and is explained in this analysis. The economy has had a significant negative impact on GLWA's budget. See the [Economic Outlook Task Force Phase I Report](#) presented to the GLWA Board of Director's in November 2022

**Staffing & Personnel** The staffing plan (number of positions) is at 1,318 (increase of 25). Full-time Equivalents (FTE), which is the pro-rata hours that a position is budgeted is at 1,153 (decrease of 81). In general, the budget reflects longer lead times in filling positions and the related budget impact. Further information is noted in each category.

**Water Operations - increase of \$6.2 million** The majority of this increase is due to chemical costs (\$4.7 million) related to supply chain constraints and increased demand. Other increases: electrical costs for Treatment Plant and Pump Stations (\$0.8 million); Contractual Services due to Mobile Dredging activities (\$0.9 million); gas expense increase (\$0.2 million) due to commodity price increases; and other general categories (\$0.9 million). Decreases were due to personnel (net \$1.3 million) with a reduction of FTE counts (32.5 FTEs) offset by nine additional positions including seven positions focused on insourcing capital program engineering.

**Wastewater Operations - increase of \$19.7 million** The drivers for this increase are a) utility costs (\$11.2 million) and b) chemicals (\$9.6 million). Increases are partially offset by a decrease in the amounts budgeted for supplies & other (\$0.8 million) for maintenance activities. A net decrease in personnel costs (\$0.3 million) includes two new positions to insource capital program engineering services offset by a budget reduction for hard to fill positions (32.2 FTEs)

**Centralized Services<sup>1</sup> - increase \$2.4 million** Increases include personnel (\$0.4 million) for overtime and costs for increased skill levels; contract services to support the Capital Improvement Planning group while staff for that team is ramping up (\$1.1 million); loss of some reimbursements from DWSD Information Technology Shared Services revenue (\$1.4 million) due to reduced needs; and other general categories (\$0.1 million). These increases were offset by a reduction in IT software subscriptions (\$0.6 million).

**Administrative Services<sup>2</sup> - increase \$1.3 million** Increases cover a number of areas including Organizational Development adding five positions (1.75 FTEs) to support onboarding and training (\$0.3 million); Logistics & Materials seeing utilities and facilities cost increases (\$0.2 million) for the Rialto warehouse; Enterprise Risk Management Fund experiencing increased insurance premiums (\$0.1 million); contractual services within Organizational Development (\$0.1 million), CFO Services (\$0.1 million), and others general categories (\$0.5 million).

**Questions?** Contact the Office of the Chief Financial Officer at [cfo@glwater.org](mailto:cfo@glwater.org)

<sup>1</sup> Includes the Planning Services, Systems Control; Facility and Fleet Operations; Field Service Operations; Energy, Research & Innovation; Transformation; Information Technology; and Security & Integrity (includes HazMat).

<sup>2</sup> 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 2024 Service Charges Highlights

The GLWA Board of Directors will hold a Public Hearing on February 22, 2023 related to the proposed schedule of charges for the fiscal year beginning July 1, 2022.

#### 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](http://www.glwater.org)

### Proposed FY 2024 Water System Charges

The proposed average system charge adjustment for water is a 2.75 percent increase. This is the result of a proposed Water budget increase of 4.0 percent offset by 1.25 percent from a) increased investment earnings and b) increased estimated sales volumes. As a result of the 2022 Contract Alignment Process (CAP), the FY 2024 Units of Service changed for the majority of the member partners. As such there is significant variance from the system-wide charge revenue increase of 2.75 percent to individual member partners based on their unique needs. The CAP is mutually designed and generates a variance from the system average once every four years.

### Proposed FY 2024 Sewer System Charges

The proposed average system charge adjustment for sewer is also a 2.75 percent increase. This is the result of a proposed Sewer budget increase of 4.0 percent offset by increased investment earnings which equates to almost 1.25 percent of the needed charge increase. The Sewer SHARES, which were collaboratively established via the Sewer Charges Workgroup, were updated for FY 2022 and remain in effect until FY 2025. The use of the FY 2022 SHARES calculation for the FY 2024 charges results in a uniform impact of charge adjustments for all member partners.

#### 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%
7-Year Average	2.2%	0.9%

# Financial Plan Calendar

## FY 2024 and FY 2025 Biennial Budget & Five-Year Financial Planning Cycle As of December 16, 2022

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

1. FY 2024 and FY 2025 Biennial Budget
2. FY 2024 through FY 2028 Five-Year Financial Plan
3. FY 2024 through FY 2028 Five-Year Capital Improvement Plan
4. FY 2024 Schedule of Revenues and Charges

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

Date	Activity
Friday, September 16, 2022	Internal – Deadline for Cost Center Budget Request
Tuesday, October 18, 2022 10:00 AM – 11:00 AM (Confirmed on 9.28.2022)	Capital Planning Committee – Review of CIP Version 1.0
Tuesday, October 18, 2022	Release CIP Version 1.0 to Member Partners for Review
Tuesday, November 01, 2021	Analytical Work Group – No Exceedances (exceedances to notified to communities by October 1st, meet by November 1 <sup>st</sup> and AWG by December 1st)
Tuesday, November 1, 2022	DWSD – Proposed CIP to be provided (Water and Sewer Services Agreement 5.3d(i))
<b>Wednesday, October 19, 2022</b> <b>1:00 PM – 3:00 PM</b> <b>(Confirmed on 9.28.2022)</b>	<b>Charges Rollout Meeting #1 – Water &amp; Sewer Capital Improvement Plan Version 1.0</b>
<b>Wednesday, November 16, 2022</b> <b>1:00 PM – 3:00 PM</b> <b>(Confirmed on 9.28.2022)</b>	<b>Charges Rollout Meeting #2 – Units of Service Update</b>
Thursday, December 1, 2022	GLWA and DWSD (City) - Exchange shared services to be provided and related costs (Shared Services Agreement 5.4)
<del>Tuesday, December 13, 2022</del> <b>Deferred to January 2023 (date TBD)</b>	Capital Planning Committee – Review of CIP Version 2.0

Date	Activity
Friday, December 16, 2022	GLWA Audit Committee Meeting – Proposed Revenue Requirement & Charges
Sunday, January 1, 2023	DWSD – Preliminary two-year budget forecast including key assumptions and impact statement due to GLWA (Water and Sewer Services Agreement 5.3a)
Wednesday, January 11, 2023	GLWA Regular Board Workshop - Review Proposed FY 2024 and 2025 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan & Proposed FY 2024 Charges
<b>Thursday, January 12, 2023 9:00 AM – 12:00 PM (Confirmed on 9.28.2022)</b>	<b>Charges Rollout Meeting #3 – Proposed FY 2024 Revenue Requirement and Charges</b>
<b>Friday, January 13, 2023, through Wednesday, January 18, 2023</b>	<b>Member Partner one-on-one meetings</b>
<b>Thursday, January 19, 2023 1:00 PM – 3:00 PM (Confirmed on 9.28.2022)</b>	<b>Charges Rollout Meeting #4 – Feedback on Service Charges and Review of Proposed FY 2024 Revenue Requirements</b>
Friday, January 20, 2023 <b>(Note: 30 days before is Monday, January 23, 2023)</b>	Mail Notice to Member Partners of Public Hearing to be held on February 22, 2023 (minimum 30 days prior to Act 279 Public Hearing) <b>(D)</b>
<b>Wednesday, January 25, 2023</b>	<b>GLWA Regular Board Meeting – Presentation: Proposed FY 2024 and 2025 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan &amp; Proposed FY 2024 Charges</b>
Friday, January 27, 2023	GLWA Audit Committee Meeting – Regular Meeting
Wednesday, February 1, 2023	DWSD – Current capital improvement plan due to GLWA (Water and Sewer Services Agreement 5.3d(i))
Friday, February 3, 2023	Publish notice of the hearing by publication in a newspaper of general circulation <b>(B)</b>
<b>Wednesday, February 22, 2023</b>	<b>GLWA Board Meeting – Public Hearing FY 2024 &amp; FY 2025 Biennial Budget (A, D) and Possible Adoption of FY 2024 &amp; FY 2025 Biennial Budget</b>
<b>Wednesday, February 22, 2023</b>	<b>GLWA Board Meeting – Public Hearing FY 2024 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) (C) and Possible Adoption of FY 2024 Schedule of Revenues and Charges</b>

Date	Activity
Wednesday, February 22, 2023	GLWA Board Meeting – Proposed Approval of the FY 2024 & FY 2025 Biennial Budget (A)
Wednesday, February 22, 2023	GLWA Board Meeting – Proposed Approval of FY 2024–2028 Capital Improvement Plan
Wednesday, February 22, 2023	GLWA Board Meeting – Public Hearing & Proposed Approval of FY 2024 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) (C)
Wednesday, March 1, 2023	Mail Notice to Member Partners of Approved Charges
Thursday, March 23, 2023	DWSD – Local system adopted biennial budget due to GLWA (Water and Sewer Services Agreement 5.3b)
Monday, May 1, 2023	DWSD – Local system provides direction to GLWA on how to apply lease payment (Water and Sewer Services Agreement 4.3)
Saturday, July 1, 2023	GLWA – Effective date of FY 2024 and FY 2025 Biennial Budget, FY 2024 Schedule of Charges, and FY 2024-2028 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." (Emphasis added)

It should be noted that the Home Rule City Act does not apply to GLWA. It is relevant to GLWA's planning cycle, however, as it is referenced in the *Wholesale Customer Model Water Contract* 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." (Emphasis added; 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.

# 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 2024 and FY 2025 within the context of a five-year financial plan for FY 2024 through FY 2028.

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.

**Please note:** The overriding theme for this year's financial plan is addressing rapid cost increases that began in calendar year 2021 in addition to a declining economic environment. These conditions continue to drive increases in capital program delivery and borrowing costs in the future. GLWA's commitment to affordability is strong and one way that we strike the balance between system needs and affordability is through long-term financial planning and scenario building. This establishes a level of flexibility as conditions evolve.

### **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.

The FY 2024 Percent Variance columns in Schedule 1 are based on a comparison to the original Adopted FY 2023 budget. The original budget is what is used to compute charges for the fiscal year. This is the framework from which compliance with the 4% revenue requirement commitment is derived.

### **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.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

### 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 revenues in excess of expenses. 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 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 2024 water revenue requirements of \$370.3 million represents a budget (annual revenue requirement) increase of 4.0% from the prior year. It should be noted that although the budget increase is 4%, due to offsetting other revenues and investment earnings, the system-wide charge revenue increase is 3.1%.

### Schedule 1A – Water System Revenue Requirement Biennial Budget

	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance
<b>Water System Revenue Requirements</b>									
<b>Revenues</b>									
Revenues from Charges	\$338,227,100	\$354,947,900	\$353,690,600	\$366,068,800	\$ 11,120,900	3.1%	\$379,539,700	\$ 13,470,900	3.7%
Other Revenues	775,400	175,000	175,000	175,000	-	0.0%	175,000	-	0.0%
Investment Earnings	1,945,800	948,700	8,065,700	4,070,700	3,122,000	329.1%	5,412,400	1,341,700	33.0%
<b>Total Revenues</b>	<b>340,948,300</b>	<b>356,071,600</b>	<b>361,931,300</b>	<b>\$370,314,500</b>	<b>\$ 14,242,900</b>	<b>4.0%</b>	<b>\$385,127,100</b>	<b>\$ 14,812,600</b>	<b>4.0%</b>
<b>Revenue Requirements</b>									
Operations & Maintenance (O&M) Expense	\$136,436,500	\$144,847,700	\$144,847,700	\$152,906,400	\$ 8,058,700	5.6%	\$162,810,600	\$ 9,904,200	6.5%
General Retirement System Legacy Pension	6,048,000	6,048,000	6,048,000	-	(6,048,000)	-100.0%	-	-	0.0%
Debt Service	136,039,800	150,337,100	150,730,700	159,823,700	9,486,600	6.3%	171,560,900	11,737,200	7.3%
General Retirement System Accelerated Pension	6,268,300	6,268,300	6,268,300	3,395,500	(2,872,800)	-45.8%	4,173,300	777,800	22.9%
Water Residential Assistance Program Contribution	1,705,500	1,770,500	1,770,500	1,851,600	81,100	4.6%	1,925,600	74,000	4.0%
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	-	-	-	-	-	0.0%	6,900,000	6,900,000	0.0%
Improvement & Extension Fund Transfer Pending	23,739,800	24,300,000	29,766,100	29,837,300	5,537,300	22.8%	15,256,700	(14,580,600)	-48.9%
<b>Annual Water System Revenue Requirements</b>	<b>\$332,737,900</b>	<b>\$356,071,600</b>	<b>\$361,931,300</b>	<b>\$370,314,500</b>	<b>\$ 14,242,900</b>	<b>4.0%</b>	<b>\$385,127,100</b>	<b>\$ 14,812,600</b>	<b>4.0%</b>

The water system five-year plan (Schedule 1B) provides for an annual 6% 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. That being said, adjustments are expected to be more moderate in years six through ten of the long-term forecast based on what we know today.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.



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

	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Water System Revenue Requirements</b>								
<b>Revenues</b>								
Revenues from Charges	\$338,227,100	\$354,947,900	\$353,690,600	\$366,068,800	\$379,539,700	\$402,176,200	\$ 426,187,200	\$ 451,293,700
Other Revenues	775,400	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Investment Earnings	1,945,800	948,700	8,065,700	4,070,700	5,412,400	5,883,500	6,366,600	7,223,800
<b>Total Revenues</b>	<b>340,948,300</b>	<b>356,071,600</b>	<b>361,931,300</b>	<b>\$370,314,500</b>	<b>\$385,127,100</b>	<b>\$408,234,700</b>	<b>\$ 432,728,800</b>	<b>\$ 458,692,500</b>
<b>Revenue Requirements</b>								
Operations & Maintenance (O&M) Expense	\$136,436,500	\$144,847,700	\$144,847,700	\$152,906,400	\$162,810,600	\$165,333,900	\$ 169,332,400	\$ 172,565,100
General Retirement System Legacy Pension	6,048,000	6,048,000	6,048,000	-	-	-	-	-
Debt Service	136,039,800	150,337,100	150,730,700	159,823,700	171,560,900	189,385,100	195,905,700	210,937,100
General Retirement System Accelerated Pension	6,268,300	6,268,300	6,268,300	3,395,500	4,173,300	4,142,200	3,967,400	3,826,700
Water Residential Assistance Program Contribution	1,705,500	1,770,500	1,770,500	1,851,600	1,925,600	2,041,200	2,163,600	2,293,500
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	-	-	-	-	6,900,000	4,400,000	3,500,000	4,500,000
Improvement & Extension Fund Transfer Pending	23,739,800	24,300,000	29,766,100	29,837,300	15,256,700	20,432,300	35,359,700	42,070,100
<b>Annual Water System Revenue Requirements</b>	<b>\$332,737,900</b>	<b>\$356,071,600</b>	<b>\$361,931,300</b>	<b>\$370,314,500</b>	<b>\$385,127,100</b>	<b>\$408,234,700</b>	<b>\$ 432,728,800</b>	<b>\$ 458,692,500</b>
<b>Annual Water System Charges Revenue</b>								
<b>Adjustment Percentage</b>								
				3.1%	3.7%	6.0%	6.0%	5.9%
<b>Annual Water System Revenue Requirements (Budget) Adjustment Percentage</b>								
				4.0%	4.0%	6.0%	6.0%	6.0%

Sewer: The proposed FY 2024 sewer revenue requirements, as shown in Schedule 1B, of \$500.6 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 2.8% due to offsetting other revenues and investment earnings.

**Schedule 1C – Sewer System Revenue Requirement Biennial Budget**

	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance
<b>Sewer System Revenue Requirements</b>									
<b>Revenues</b>									
Revenues from Charges	\$470,957,600	\$479,816,500	\$477,420,200	\$493,167,700	\$ 13,351,200	2.8%	\$510,784,100	\$ 17,616,400	3.6%
Other Revenues	817,400	400,000	400,000	400,000	-	0.0%	400,000	-	0.0%
Investment Earnings	1,842,500	1,155,600	10,924,100	7,059,300	5,903,700	510.9%	9,468,000	2,408,700	34.1%
<b>Total Revenues</b>	<b>\$473,617,500</b>	<b>\$481,372,100</b>	<b>\$488,744,300</b>	<b>\$500,627,000</b>	<b>\$ 19,254,900</b>	<b>4.0%</b>	<b>\$520,652,100</b>	<b>\$ 20,025,100</b>	<b>4.0%</b>
<b>Revenue Requirements</b>									
Operations & Maintenance (O&M) Expense	\$182,863,200	\$184,052,600	\$194,822,500	\$205,643,700	\$ 21,591,100	11.7%	\$216,220,400	\$ 10,576,700	5.1%
General Retirement System Legacy Pension	10,824,000	10,824,000	10,824,000	-	(10,824,000)	-100.0%	-	-	0.0%
Debt Service	206,490,100	205,638,100	210,732,900	225,012,300	19,374,200	9.4%	223,429,900	(1,582,400)	-0.7%
General Retirement System Accelerated Pension	11,620,700	11,620,700	11,620,700	6,479,300	(5,141,400)	-44.2%	8,228,800	1,749,500	27.0%
Water Residential Assistance Program Contribution	2,358,300	2,394,200	2,394,200	2,503,100	108,900	4.5%	2,603,300	100,200	4.0%
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	-	-	-	-	-	0.0%	-	-	0.0%
Improvement & Extension Fund Transfer Pending	23,424,000	39,342,500	30,850,000	33,488,600	(5,853,900)	-14.9%	42,669,700	9,181,100	27.4%
<b>Annual Sewer System Revenue Requirements</b>	<b>\$465,080,300</b>	<b>\$481,372,100</b>	<b>\$488,744,300</b>	<b>\$500,627,000</b>	<b>\$ 19,254,900</b>	<b>4.0%</b>	<b>\$520,652,100</b>	<b>\$ 20,025,100</b>	<b>4.0%</b>

The sewer system five-year plan (Schedule 1D) provides for a 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. That being said, adjustments are expected to be more moderate in years six through ten of the long-term forecast based on what we know today.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

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

	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Sewer System Revenue Requirements</b>								
<b>Revenues</b>								
Revenues from Charges	\$470,957,600	\$479,816,500	\$477,420,200	\$493,167,700	\$510,784,100	\$536,668,500	\$ 563,919,100	\$ 592,465,700
Other Revenues	817,400	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Investment Earnings	1,842,500	1,155,600	10,924,100	7,059,300	9,468,000	9,616,200	9,699,800	9,854,100
<b>Total Revenues</b>	<b>\$473,617,500</b>	<b>\$481,372,100</b>	<b>\$488,744,300</b>	<b>\$500,627,000</b>	<b>\$520,652,100</b>	<b>\$546,684,700</b>	<b>\$ 574,018,900</b>	<b>\$ 602,719,800</b>
<b>Revenue Requirements</b>								
Operations & Maintenance (O&M) Expense	\$182,863,200	\$184,052,600	\$194,822,500	\$205,643,700	\$216,220,400	\$221,259,100	\$ 224,959,900	\$ 229,613,100
General Retirement System Legacy Pension	10,824,000	10,824,000	10,824,000	-	-	-	-	-
Debt Service	206,490,100	205,638,100	210,732,900	225,012,300	223,429,900	230,202,100	241,302,800	256,207,500
General Retirement System Accelerated Pension	11,620,700	11,620,700	11,620,700	6,479,300	8,228,800	8,158,800	7,765,700	7,449,200
Water Residential Assistance Program Contribution	2,358,300	2,394,200	2,394,200	2,503,100	2,603,300	2,733,400	2,870,100	3,013,600
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	-	-	-	-	-	-	-	2,100,000
Improvement & Extension Fund Transfer Pending	23,424,000	39,342,500	30,850,000	33,488,600	42,669,700	56,831,300	69,620,400	76,836,400
<b>Annual Sewer System Revenue Requirements</b>	<b>\$465,080,300</b>	<b>\$481,372,100</b>	<b>\$488,744,300</b>	<b>\$500,627,000</b>	<b>\$520,652,100</b>	<b>\$546,684,700</b>	<b>\$ 574,018,900</b>	<b>\$ 602,719,800</b>
<b>Annual Sewer System Charges Revenue</b>								
<b>Adjustment Percentage</b>								
				2.8%	3.6%	5.1%	5.1%	5.1%
<b>Annual Sewer System Revenue Requirements (Budget) Adjustment Percentage</b>								
				4.0%	4.0%	5.0%	5.0%	5.0%

Combined: As shown in Schedule 1E, both systems combined meet the required 4% ceiling in total with an aggregate 2.9% increase in charges revenues system-wide.

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

	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance
<b>Combined Water &amp; Sewer System Revenue Requirements</b>									
<b>Revenues</b>									
Revenues from Charges	\$676,454,200	\$834,764,400	\$831,110,800	\$859,236,500	\$ 24,472,100	2.9%	\$890,323,800	\$ 31,087,300	3.6%
Other Revenues	1,592,800	575,000	575,000	575,000	-	0.0%	575,000	-	0.0%
Investment Earnings	3,788,300	2,104,300	18,989,800	11,130,000	9,025,700	428.9%	14,880,400	3,750,400	33.7%
<b>Total Revenues</b>	<b>\$681,835,300</b>	<b>\$837,443,700</b>	<b>\$850,675,600</b>	<b>\$870,941,500</b>	<b>\$ 33,497,800</b>	<b>4.0%</b>	<b>\$905,779,200</b>	<b>\$ 34,837,700</b>	<b>4.0%</b>
<b>Revenue Requirements</b>									
Operations & Maintenance (O&M) Expense	\$319,299,700	\$328,900,300	\$339,670,200	\$358,550,100	\$ 29,649,800	9.0%	\$379,031,000	\$ 20,480,900	5.7%
General Retirement System Legacy Pension	16,872,000	16,872,000	16,872,000	-	(16,872,000)	-100.0%	-	-	NA
Debt Service	342,529,900	355,975,200	361,463,600	384,836,000	28,860,800	8.1%	394,990,800	10,154,800	2.6%
General Retirement System Accelerated Pension	17,889,000	17,889,000	17,889,000	9,874,800	(8,014,200)	-44.8%	12,402,100	2,527,300	25.6%
Water Residential Assistance Program Contribution	4,063,800	4,164,700	4,164,700	4,354,700	190,000	4.6%	4,528,900	174,200	4.0%
Regional System Leases	50,000,000	50,000,000	50,000,000	50,000,000	-	0.0%	50,000,000	-	0.0%
Receiving Fund Working Capital Requirement	-	-	-	-	-	0.0%	6,900,000	6,900,000	0.0%
Improvement & Extension Fund Transfer Pending	47,163,800	63,642,500	60,616,100	63,325,900	(316,600)	-0.5%	57,926,400	(5,399,500)	-8.5%
<b>Annual Revenue Requirements</b>	<b>\$797,818,200</b>	<b>\$837,443,700</b>	<b>\$850,675,600</b>	<b>\$870,941,500</b>	<b>\$ 33,497,800</b>	<b>4.0%</b>	<b>\$905,779,200</b>	<b>\$ 34,837,700</b>	<b>4.0%</b>

The water system five-year plan (Schedule 1F) provides for an annual 5.4% 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. That being said, adjustments are expected to be more moderate in years six through ten of the long-term forecast based on what we know today.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.



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

Combined Water & Sewer System Revenue Requirements	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Revenues</b>								
Revenues from Charges	\$676,454,200	\$834,764,400	\$831,110,800	\$859,236,500	\$890,323,800	\$938,844,700	\$ 990,106,300	\$ 1,043,759,400
Other Revenues	1,592,800	575,000	575,000	575,000	575,000	575,000	575,000	575,000
Investment Earnings	3,788,300	2,104,300	18,989,800	11,130,000	14,880,400	15,499,700	16,066,400	17,077,900
<b>Total Revenues</b>	<b>\$681,835,300</b>	<b>\$837,443,700</b>	<b>\$850,675,600</b>	<b>\$870,941,500</b>	<b>\$905,779,200</b>	<b>\$954,919,400</b>	<b>\$ 1,006,747,700</b>	<b>\$ 1,061,412,300</b>
<b>Revenue Requirements</b>								
Operations & Maintenance (O&M) Expense	\$319,299,700	\$328,900,300	\$339,670,200	\$358,550,100	\$379,031,000	\$386,593,000	\$ 394,292,300	\$ 402,178,200
General Retirement System Legacy Pension	16,872,000	16,872,000	16,872,000	-	-	-	-	-
Debt Service	342,529,900	355,975,200	361,463,600	384,836,000	394,990,800	419,587,200	437,208,500	467,144,600
General Retirement System Accelerated Pension	17,889,000	17,889,000	17,889,000	9,874,800	12,402,100	12,301,000	11,733,100	11,275,900
Water Residential Assistance Program Contribution	4,063,800	4,164,700	4,164,700	4,354,700	4,528,900	4,774,600	5,033,700	5,307,100
Regional System Leases	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	-	-	-	-	6,900,000	4,400,000	3,500,000	6,600,000
Improvement & Extension Fund Transfer Pending	47,163,800	63,642,500	60,616,100	63,325,900	57,926,400	77,263,600	104,980,100	118,906,500
<b>Annual Revenue Requirements</b>	<b>\$797,818,200</b>	<b>\$837,443,700</b>	<b>\$850,675,600</b>	<b>\$870,941,500</b>	<b>\$905,779,200</b>	<b>\$954,919,400</b>	<b>\$ 1,006,747,700</b>	<b>\$ 1,061,412,300</b>
<b>Annual System-wide Charges Revenue Adjustment Percentage</b>				2.9%	3.6%	5.4%	5.5%	5.4%
<b>Annual Revenue Requirements (Budget) Adjustment Percentage</b>				4.0%	4.0%	5.4%	5.4%	5.4%

**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 Type:** Schedules 2A and 2B identify the major categories of expenses and the variance from the prior year for FY 2024 and FY 2025. A commentary of the major categories follows the table on the next page.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.



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

Operations & Maintenance Expense	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance
2.1 Salaries & Wages	\$ 63,900,800	\$ 75,768,800	\$ 72,925,200	\$ 74,765,400	\$ (1,003,400)	-1.3%	\$ 82,681,200	\$ 7,915,800	1.2%
2.2 Workforce Development	844,000	1,801,900	1,801,900	1,391,500	(410,400)	-22.8%	1,508,800	117,300	0.0%
2.3 Overtime	8,113,300	6,882,600	6,983,700	7,383,000	500,400	7.3%	7,738,600	355,600	0.2%
2.4 Employee Benefits	24,205,500	30,087,300	28,947,000	28,218,500	(1,868,800)	-6.2%	31,521,500	3,303,000	3.0%
2.5 Transition Services	9,989,700	7,603,700	11,119,300	9,128,700	1,525,000	20.1%	9,128,700	-	2.9%
Total Personnel Costs	107,053,300	122,144,300	121,777,100	120,887,100	(1,257,200)	-1.0%	132,578,800	11,691,700	9.7%
3.1 Electric	43,755,000	39,966,000	42,114,000	42,820,200	2,854,200	7.1%	43,343,300	523,100	0.7%
3.2 Gas	8,664,700	5,791,300	8,553,400	10,168,000	4,376,700	75.6%	10,346,500	178,500	1.6%
3.3 Sewage Service	2,567,700	2,268,400	2,268,400	2,563,100	294,700	13.0%	2,563,700	600	1.2%
3.4 Water Service	4,668,600	2,981,700	2,981,700	7,843,900	4,862,200	163.1%	7,845,900	2,000	1.9%
Total Utilities Costs	59,656,000	51,007,400	55,917,500	63,395,200	12,387,800	24.3%	64,099,400	704,200	1.1%
4.1 Chemicals	20,382,300	16,118,600	23,781,600	30,451,800	14,333,200	88.9%	30,714,100	262,300	1.0%
4.2 Supplies & Other	29,088,400	32,097,300	32,097,300	31,371,200	(726,100)	-2.3%	32,733,100	1,361,900	-2.5%
4.3 Contractual Services	107,526,700	104,579,200	105,992,500	106,889,200	2,310,000	2.2%	113,185,100	6,295,900	5.9%
5.1 Capital Program Allocation	(2,631,900)	(4,376,200)	(4,376,200)	(4,232,700)	143,500	-3.3%	(4,651,400)	(418,700)	0.4%
5.2 Shared Services	(2,397,900)	(2,925,000)	(1,500,900)	(1,655,800)	1,269,200	-43.4%	(1,680,000)	(24,200)	-47.9%
6.0 Capital Outlay	622,800	2,814,500	2,814,500	2,648,300	(166,200)	-5.9%	2,691,000	42,700	1.6%
7.0 Unallocated Reserve	-	7,440,200	3,166,800	8,795,800	1,355,600	18.2%	9,360,900	565,100	30.7%
Total Other Categories	152,590,400	155,748,600	161,975,600	174,267,800	18,519,200	11.9%	182,352,800	8,085,000	4.6%
<b>Grand Total</b>	<b>\$319,299,700</b>	<b>\$328,900,300</b>	<b>\$339,670,200</b>	<b>\$358,550,100</b>	<b>\$ 29,649,800</b>	<b>9.0%</b>	<b>\$379,031,000</b>	<b>\$ 20,480,900</b>	<b>5.7%</b>

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

Operations & Maintenance Expense	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.1 Salaries & Wages	\$ 63,900,800	\$ 75,768,800	\$ 72,925,200	\$ 74,765,400	\$ 82,681,200	\$ 82,864,600	\$ 82,864,600	\$ 82,864,600
2.2 Workforce Development	844,000	1,801,900	1,801,900	1,391,500	1,508,800	1,520,800	1,520,700	1,520,800
2.3 Overtime	8,113,300	6,882,600	6,983,700	7,383,000	7,738,600	7,744,200	7,744,200	7,744,200
2.4 Employee Benefits	24,205,500	30,087,300	28,947,000	28,218,500	31,521,500	31,841,200	32,102,100	32,362,800
2.5 Transition Services	9,989,700	7,603,700	11,119,300	9,128,700	9,128,700	9,128,700	9,128,700	9,128,700
Total Personnel Costs	107,053,300	122,144,300	121,777,100	120,887,100	132,578,800	133,099,500	133,360,300	133,621,100
3.1 Electric	43,755,000	39,966,000	42,114,000	42,820,200	43,343,300	43,876,900	44,420,100	44,971,700
3.2 Gas	8,664,700	5,791,300	8,553,400	10,168,000	10,346,500	10,529,400	10,166,300	9,818,700
3.3 Sewage Service	2,567,700	2,268,400	2,268,400	2,563,100	2,563,700	2,601,700	2,604,300	2,656,400
3.4 Water Service	4,668,600	2,981,700	2,981,700	7,843,900	7,845,900	8,002,900	8,006,900	8,167,500
Total Utilities Costs	59,656,000	51,007,400	55,917,500	63,395,200	64,099,400	65,010,900	65,197,600	65,614,300
4.1 Chemicals	20,382,300	16,118,600	23,781,600	30,451,800	30,714,100	30,974,700	31,110,100	31,210,000
4.2 Supplies & Other	29,088,400	32,097,300	32,097,300	31,371,200	32,733,100	33,168,900	33,850,800	33,021,900
4.3 Contractual Services	107,526,700	104,579,200	105,992,500	106,889,200	113,185,100	111,684,300	112,297,700	109,322,100
5.1 Capital Program Allocation	(2,631,900)	(4,376,200)	(4,376,200)	(4,232,700)	(4,651,400)	(4,792,900)	(4,800,500)	(4,808,300)
5.2 Shared Services	(2,397,900)	(2,925,000)	(1,500,900)	(1,655,800)	(1,680,000)	(1,706,100)	(1,731,300)	(1,757,800)
6.0 Capital Outlay	622,800	2,814,500	2,814,500	2,648,300	2,691,000	2,734,900	2,779,100	2,357,700
7.0 Unallocated Reserve	-	7,440,200	3,166,800	8,795,800	9,360,900	16,418,800	22,228,500	33,597,200
Total Other Categories	152,590,400	155,748,600	161,975,600	174,267,800	182,352,800	188,482,600	195,734,400	202,942,800
<b>Grand Total</b>	<b>\$319,299,700</b>	<b>\$328,900,300</b>	<b>\$339,670,200</b>	<b>\$358,550,100</b>	<b>\$379,031,000</b>	<b>\$386,593,000</b>	<b>\$394,292,300</b>	<b>\$402,178,200</b>
<b>Operations &amp; Maintenance Expense (Budget) Adjustment Percentage</b>				<b>9.0%</b>	<b>5.7%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

**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 “Contractual 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 several 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 during the latter half of FY 2017. This program, having received positive feedback, has and will be continued in future years.

**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)**.

**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.

**Capital Program Allocation** denotes 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, 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.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

- 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 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 & Admin Services Allocation)\***, explains the cost allocation methodology. A review of the cost allocation methodology is conducted annually.

Schedules 2C and 2D, below and on the next page, 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance
A Water System Operations	\$ 74,380,300	\$ 76,518,200	\$ 76,518,200	\$ 82,732,800	\$ 6,214,600	8.1%	\$ 84,452,000	\$ 1,719,200	2.1%
B Sewer System Operations	119,645,600	113,197,500	123,967,400	132,934,300	19,736,800	17.4%	138,990,100	6,055,800	4.6%
C Centralized Services	91,882,800	104,502,900	104,502,900	106,900,500	2,397,600	2.3%	117,183,500	10,283,000	9.6%
D Administrative Services	33,391,000	34,681,700	34,681,700	35,982,500	1,300,800	3.8%	38,405,400	2,422,900	6.7%
<b>Grand Total</b>	<b>\$319,299,700</b>	<b>\$328,900,300</b>	<b>\$339,670,200</b>	<b>\$358,550,100</b>	<b>\$ 29,649,800</b>	<b>9.0%</b>	<b>\$379,031,000</b>	<b>\$ 20,480,900</b>	<b>5.7%</b>

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

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

Operating Area	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
A Water System Operations	\$ 74,380,300	\$ 76,518,200	\$ 76,518,200	\$ 82,732,800	\$ 84,452,000	\$ 86,162,000	\$ 87,788,200	\$ 89,543,300
B Sewer System Operations	119,645,600	113,197,500	123,967,400	132,934,300	138,990,100	141,730,300	144,629,400	147,522,700
C Centralized Services	91,882,800	104,502,900	104,502,900	106,900,500	117,183,500	119,527,200	121,917,700	124,356,100
D Administrative Services	33,391,000	34,681,700	34,681,700	35,982,500	38,405,400	39,173,500	39,957,000	40,756,100
<b>Grand Total</b>	<b>\$319,299,700</b>	<b>\$328,900,300</b>	<b>\$339,670,200</b>	<b>\$358,550,100</b>	<b>\$379,031,000</b>	<b>\$386,593,000</b>	<b>\$394,292,300</b>	<b>\$402,178,200</b>

**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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance
Water	\$136,436,500	\$144,847,700	\$144,847,700	\$152,906,400	\$ 8,058,700	5.6%	\$162,810,600	\$ 9,904,200	6.5%
Wastewater	182,863,200	184,052,600	194,822,500	205,643,700	21,591,100	11.7%	216,220,400	10,576,700	5.1%
<b>Grand Total</b>	<b>\$319,299,700</b>	<b>\$328,900,300</b>	<b>\$339,670,200</b>	<b>\$358,550,100</b>	<b>\$ 29,649,800</b>	<b>9.0%</b>	<b>\$379,031,000</b>	<b>\$ 20,480,900</b>	<b>5.7%</b>

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

System	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Water	\$136,436,500	\$144,847,700	\$144,847,700	\$152,906,400	\$162,810,600	\$165,333,900	\$169,332,400	\$172,565,100
Wastewater	182,863,200	184,052,600	194,822,500	205,643,700	216,220,400	221,259,100	224,959,900	229,613,100
<b>Grand Total</b>	<b>\$319,299,700</b>	<b>\$328,900,300</b>	<b>\$339,670,200</b>	<b>\$358,550,100</b>	<b>\$379,031,000</b>	<b>\$386,593,000</b>	<b>\$394,292,300</b>	<b>\$402,178,200</b>

**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 approved for FY 2024 & FY 2025 (Schedules 1A through 1D) are in alignment with the financial plan.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

- ❖ 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.
- ❖ 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.
- ❖ 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.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.



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

Flow of Funds Basis	FY 2024			FY 2025		
	Water Fund Requested	Sewer Fund Requested	FY 2024 Combined (Informational Only)	Water Fund Requested	Sewer Fund Requested	FY 2025 Combined (Informational Only)
<b>Revenues</b>						
Regional System Wholesale Revenues - Suburban Wholesale Customer	\$ 340,552,600	\$ 296,598,100	\$ 637,150,700	\$ 352,322,800	\$ 306,995,800	\$ 659,318,600
Regional System Wholesale Revenues - Detroit Customers	25,516,200	196,569,600	222,085,800	27,216,900	203,788,300	231,005,200
<b>Total Regional System Wholesale Revenues</b>	<b>366,068,800</b>	<b>493,167,700</b>	<b>859,236,500</b>	<b>379,539,700</b>	<b>510,784,100</b>	<b>890,323,800</b>
DWSD Local System Revenues - Detroit Customers	89,116,800	85,230,400	174,347,200	90,150,100	84,583,400	174,733,500
Miscellaneous Revenue (Local System)	4,389,200	8,785,200	13,174,400	4,483,100	8,149,800	12,632,900
Other Revenues & Investment Earnings (Regional System)	4,245,700	7,459,300	11,705,000	5,587,400	9,868,000	15,455,400
<b>Total Revenues</b>	<b>\$ 463,820,500</b>	<b>\$ 594,642,600</b>	<b>\$ 1,058,463,100</b>	<b>\$ 479,760,300</b>	<b>\$ 613,385,300</b>	<b>\$ 1,093,145,600</b>
<b>Revenue Requirements</b>						
<b>Operations &amp; Maintenance Expense</b>						
Regional System Wholesale Expenses	\$ 152,906,400	\$ 205,643,700	\$ 358,550,100	\$ 162,810,600	\$ 216,220,400	\$ 379,031,000
Local System Expenses	44,760,000	55,660,000	100,420,000	45,983,000	57,155,000	103,138,000
GRS Pension allocable to Regional System	0	0	0	0	0	0
GRS Pension allocable to Local System	0	0	0	0	0	0
<b>Total Operations &amp; Maintenance Expense</b>	<b>197,666,400</b>	<b>261,303,700</b>	<b>458,970,100</b>	<b>208,793,600</b>	<b>273,375,400</b>	<b>482,169,000</b>
<i>Net Revenues after Operations &amp; Maintenance Expense</i>	<i>266,154,100</i>	<i>333,338,900</i>	<i>599,493,000</i>	<i>270,966,700</i>	<i>340,009,900</i>	<i>610,976,600</i>
<b>Non-operating Activities</b>						
Debt Service Allocable to Regional System	159,823,700	225,012,300	384,836,000	171,560,900	223,429,900	394,990,800
Debt Service Allocable to Local System	44,988,500	32,245,500	77,234,000	45,818,500	32,258,600	78,077,100
GRS Accelerated Pension from Regional System	3,395,500	6,479,300	9,874,800	4,173,300	8,228,800	12,402,100
GRS Accelerated Pension from Local System	2,947,400	3,066,800	6,014,200	2,925,400	1,710,200	4,635,600
WRAP Contribution from Regional System	1,851,600	2,503,100	4,354,700	1,925,600	2,603,300	4,528,900
WRAP Contribution from Local System	855,400	1,349,900	2,205,300	874,400	1,377,100	2,251,500
Receiving Fund Working Capital Requirement	-	-	-	6,900,000	-	6,900,000
<b>Total Nonoperating Activities</b>	<b>213,862,100</b>	<b>270,656,900</b>	<b>484,519,000</b>	<b>234,178,100</b>	<b>269,607,900</b>	<b>503,786,000</b>
<i>Net Revenues Available for Revenue Financed Capital</i>	<i>52,292,000</i>	<i>62,682,000</i>	<i>114,974,000</i>	<i>36,788,600</i>	<i>70,402,000</i>	<i>107,190,600</i>
<b>Reserve for Revenue Financed Capital from Net Revenues</b>						
Lease Payment to Local System I&E Account	22,454,700	27,500,000	49,954,700	21,531,900	27,500,000	49,031,900
Net Revenues Allocable to Local System	-	1,693,400	1,693,400	-	232,300	232,300
Net Revenues Allocable to Regional System	29,837,300	33,488,600	63,325,900	15,256,700	42,669,700	57,926,400
<b>Total Reserve for Revenue Financed Capital Both Systems</b>	<b>52,292,000</b>	<b>62,682,000</b>	<b>114,974,000</b>	<b>36,788,600</b>	<b>70,402,000</b>	<b>107,190,600</b>
<b>Total Revenue Requirements</b>	<b>\$ 463,820,500</b>	<b>\$ 594,642,600</b>	<b>\$ 1,058,463,100</b>	<b>\$ 479,760,300</b>	<b>\$ 613,385,300</b>	<b>\$ 1,093,145,600</b>

\*\*Rows highlighted in light grey in the above table are designed to align with the DWSD Budget (DWSD data preliminary at December 7, 2022).

**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.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

**Schedule 4 – Debt Service Coverage Calculations\*\*\***

	FY 2024 Water Fund Requested	FY 2024 Sewer Fund Requested	FY 2024 Combined (Informational Only)	FY 2025 Water Fund Requested	FY 2025 Sewer Fund Requested	FY 2025 Combined (Informational Only)
<b>Debt Service Coverage Calculation</b>						
<b>Revenues</b>						
1 Regional System Wholesale Revenues	\$ 366,068,800	\$ 493,167,700	\$ 859,236,500	\$ 379,539,700	\$ 510,784,100	\$ 890,323,800
2 Local System Revenues	89,116,800	85,230,400	174,347,200	90,150,100	84,583,400	174,733,500
3 Miscellaneous Revenue (Local System)	4,389,200	8,785,200	13,174,400	4,483,100	8,149,800	12,632,900
4 Other Revenues & Investment Earnings (Regional System)	4,245,700	7,459,300	11,705,000	5,587,400	9,868,000	15,455,400
<b>5 Total Revenues</b>	<b>\$ 463,820,500</b>	<b>\$ 594,642,600</b>	<b>\$ 1,058,463,100</b>	<b>\$ 479,760,300</b>	<b>\$ 613,385,300</b>	<b>\$ 1,093,145,600</b>
<b>Revenue Requirements</b>						
<b>Operations &amp; Maintenance Expense</b>						
6 Regional System Wholesale Expenses	\$ 152,906,400	\$ 205,643,700	\$ 358,550,100	\$ 162,810,600	\$ 216,220,400	\$ 379,031,000
7 Local System Expenses	44,760,000	55,660,000	100,420,000	45,983,000	57,155,000	103,138,000
8 GRS Pension allocable to Regional System	0	0	0	0	0	0
9 GRS Pension allocable to Local System	0	0	0	0	0	0
<b>10 Total Operations &amp; Maintenance Expense</b>	<b>197,666,400</b>	<b>261,303,700</b>	<b>458,970,100</b>	<b>208,793,600</b>	<b>273,375,400</b>	<b>482,169,000</b>
<b>11 Net Revenues after Operations &amp; Maintenance Expense</b>	<b>\$ 266,154,100</b>	<b>\$ 333,338,900</b>	<b>\$ 599,493,000</b>	<b>\$ 270,966,700</b>	<b>\$ 340,009,900</b>	<b>\$ 610,976,600</b>
<b>Debt Service by Lien</b>						
12 Senior Lien Bonds	\$ 136,224,100	\$ 152,067,400	\$ 288,291,500	\$ 145,625,500	\$ 156,502,700	\$ 302,128,200
13 Second Lien Bonds	51,754,500	53,273,500	105,028,000	51,930,500	53,590,200	105,520,700
14 SRF Junior Lien Bonds	16,833,800	51,916,900	68,750,700	19,823,300	45,595,500	65,418,800
<b>15 Total Debt Service</b>	<b>\$ 204,812,400</b>	<b>\$ 257,257,800</b>	<b>\$ 462,070,200</b>	<b>\$ 217,379,300</b>	<b>\$ 255,688,400</b>	<b>\$ 473,067,700</b>
<b>Debt Service Coverage</b>						
16 Senior Lien Bonds (11)/(12)	1.95	2.19		1.86	2.17	
17 Second Lien Bonds (11)/[(12)+(13)]	1.42	1.62		1.37	1.62	
18 SRF Junior Lien Bonds (11)/(15)	1.30	1.30		1.25	1.33	

\*\*\*Rows highlighted in light grey in the above table are designed to align with the DWSD Budget (DWSD data preliminary as of December 7, 2022 as presented to the DWSD Board of Water Commissioners).

**Schedule 5 – Improvement & Extension Funds and Construction Bond Funds**

**Improvement & Extension Funds:** The tables on the following pages present the FY 2024 and FY 2025 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
- ❖ DWSD budget shortfall loan payments in accordance with a 2018 Memorandum of Understanding
- ❖ 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.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

**Schedule 5A – Water Improvement & Extension Fund**

Water Improvement & Extension Fund Inflows & Outflows	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Revenues</b>								
Water System Transfers In from								
General Operating	\$ 23,739,800	\$ 24,300,000	\$ 29,766,100	\$ 29,837,300	\$ 15,256,700	\$ 20,432,300	\$ 35,359,700	\$ 42,070,100
Earnings on Investments (b)	1,336,000	308,300	2,283,900	984,100	396,100	544,700	849,200	1,805,600
Net Use of Reserves (a)	-	19,888,000	6,974,700	66,484,200	(4,861,600)	(12,201,100)	(27,091,200)	(30,807,500)
<b>Total Revenues</b>	<b>\$ 25,075,800</b>	<b>\$ 44,496,300</b>	<b>\$ 39,024,700</b>	<b>\$ 97,305,600</b>	<b>\$ 10,791,200</b>	<b>\$ 8,775,900</b>	<b>\$ 9,117,700</b>	<b>\$ 13,068,200</b>
<b>Expenditures</b>								
Investment Earnings Transfers Out (b)	\$ 1,879,200	\$ 308,300	\$ 2,283,900	\$ 984,100	\$ 396,100	\$ 544,700	\$ 849,200	\$ 1,805,600
Other Transfers Out	253,200	-	-	-	-	-	-	-
Capital Spending - Other	1,540,200	-	-	-	-	-	-	-
Capital Outlay	3,668,400	15,452,600	15,452,600	11,539,100	9,694,400	7,991,200	7,808,500	7,216,500
Revenue Financed Capital - Transfer to Construction Fund	124,161,400	28,735,400	21,288,200	84,782,400	700,700	240,000	460,000	4,046,100
<b>Total Expenditures</b>	<b>\$131,502,400</b>	<b>\$ 44,496,300</b>	<b>\$ 39,024,700</b>	<b>\$ 97,305,600</b>	<b>\$ 10,791,200</b>	<b>\$ 8,775,900</b>	<b>\$ 9,117,700</b>	<b>\$ 13,068,200</b>
(a) Beginning Net Position (estimated)*			\$ 94,500,000	\$ 87,525,300	\$ 21,041,100	\$ 25,902,700	\$ 38,103,800	\$ 65,195,000
Net Use of Reserves			\$ (6,974,700)	\$ (66,484,200)	\$ 4,861,600	\$ 12,201,100	\$ 27,091,200	\$ 30,807,500
Projected Ending Net Position			\$ 87,525,300	\$ 21,041,100	\$ 25,902,700	\$ 38,103,800	\$ 65,195,000	\$ 96,002,500

(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 Requirements budget.

\*The beginning net position at 7.01.2022 was estimated at \$94.5 million; actual amount based on recently released audit report is \$98.3 million.

**Schedule 5B – Sewer Improvement & Extension Fund**

Sewer Improvement & Extension Fund Inflows & Outflows	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Revenues</b>								
Sewer System Transfers In from								
General Operating	\$ 23,424,000	\$ 39,342,500	\$ 30,850,000	\$ 33,488,600	\$ 42,669,700	\$ 56,831,300	\$ 69,620,400	\$ 76,836,400
Receipt of DWSD Shortfall Loan Interest	8,441,500	-	-	-	-	-	-	-
Earnings on Investments (b)	855,200	247,700	2,499,800	2,092,900	2,339,700	2,430,200	2,419,600	1,371,900
Net Use of Reserves (a)	-	5,549,500	11,097,100	(14,518,100)	(14,405,800)	(6,990,700)	(4,957,000)	(4,298,000)
<b>Total Revenues</b>	<b>\$ 32,720,700</b>	<b>\$ 45,139,700</b>	<b>\$ 44,446,900</b>	<b>\$ 21,063,400</b>	<b>\$ 30,603,600</b>	<b>\$ 52,270,800</b>	<b>\$ 67,083,000</b>	<b>\$ 73,910,300</b>
<b>Expenditures</b>								
Investment Earnings Transfers Out (b)	\$ 876,500	\$ 247,700	\$ 2,499,800	\$ 2,092,900	\$ 2,339,700	\$ 2,430,200	\$ 2,419,600	\$ 1,371,900
Other Transfers Out	561,000	-	-	-	-	-	-	-
Capital Spending - Other	4,537,000	-	-	-	-	-	-	-
Capital Outlay	8,080,500	18,447,100	18,447,100	14,970,500	12,399,500	7,795,700	7,694,000	9,226,300
Revenue Financed Capital - Transfer to Construction Fund	48,145,700	26,444,900	23,500,000	4,000,000	15,864,400	42,044,900	56,969,400	63,312,100
<b>Total Expenditures</b>	<b>\$ 62,200,700</b>	<b>\$ 45,139,700</b>	<b>\$ 44,446,900</b>	<b>\$ 21,063,400</b>	<b>\$ 30,603,600</b>	<b>\$ 52,270,800</b>	<b>\$ 67,083,000</b>	<b>\$ 73,910,300</b>
(a) Beginning Net Position (estimated)*			\$ 104,300,000	\$ 93,202,900	\$ 107,721,000	\$ 122,126,800	\$ 129,117,500	\$ 134,074,500
Net Use of Reserves			\$ (11,097,100)	\$ 14,518,100	\$ 14,405,800	\$ 6,990,700	\$ 4,957,000	\$ 4,298,000
Projected Ending Net Position			\$ 93,202,900	\$ 107,721,000	\$ 122,126,800	\$ 129,117,500	\$ 134,074,500	\$ 138,372,500

(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 Requirements budget.

\*The beginning net position at 7.01.2022 was estimated at \$104.3 million; actual amount based on recently released audit report is \$102.3 million.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

**Construction Funds:** The tables below present the FY 2024 and FY 2025 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\***.

**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
- ❖ 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Revenues</b>								
Transfers from Improvement & Extension Fund	\$124,161,400	\$ 28,735,400	\$ 21,288,200	\$ 84,782,400	\$ 700,700	\$ 240,000	\$ 460,000	\$ 4,046,100
Bond Proceeds	-	-	225,000,000	-	346,750,000	-	294,500,000	-
Bond Fund Earnings on Investment	32,100	128,800	4,299,100	1,916,300	2,542,500	4,048,900	2,669,800	3,142,900
Grant Revenues (SRF Loans)	25,642,100	54,992,000	86,906,000	114,511,000	55,862,000	14,000,000	-	-
Net Use of Reserves (a)	-	71,644,800	(81,729,300)	54,437,300	(191,842,200)	156,511,100	(118,429,800)	153,733,000
<b>Total Revenues</b>	<b>\$149,835,600</b>	<b>\$155,501,000</b>	<b>\$ 255,764,000</b>	<b>\$ 255,647,000</b>	<b>\$ 214,013,000</b>	<b>\$ 174,800,000</b>	<b>\$ 179,200,000</b>	<b>\$ 160,922,000</b>
<b>Expenditures</b>								
Water System Revenue Transfers Out	\$ 31,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Plan (b)	157,628,100	194,376,000	255,764,000	255,647,000	214,013,000	174,800,000	179,200,000	160,922,000
Capital Spend Rate Adjustment	-	(38,875,000)	-	-	-	-	-	-
<b>Total Expenditures (b)</b>	<b>\$157,660,000</b>	<b>\$155,501,000</b>	<b>\$ 255,764,000</b>	<b>\$ 255,647,000</b>	<b>\$ 214,013,000</b>	<b>\$ 174,800,000</b>	<b>\$ 179,200,000</b>	<b>\$ 160,922,000</b>
(a) Beginning Net Position (estimated)*			\$ 23,100,000	\$ 104,829,300	\$ 50,392,000	\$ 242,234,200	\$ 85,723,100	\$ 204,152,900
Net Use of Reserves			81,729,300	(54,437,300)	191,842,200	(156,511,100)	118,429,800	(153,733,000)
Projected Ending Net Position			<u>\$ 104,829,300</u>	<u>\$ 50,392,000</u>	<u>\$ 242,234,200</u>	<u>\$ 85,723,100</u>	<u>\$ 204,152,900</u>	<u>\$ 50,419,900</u>
(b) Plus Direct I&E Projects			-	-	-	-	-	-
Total CIP Expenditures		155,501,000	255,764,000	255,647,000	214,013,000	174,800,000	179,200,000	160,922,000
Total Published Capital Improvement Plan		194,376,000	255,764,000	255,647,000	214,013,000	174,800,000	179,200,000	160,922,000
Capital Spending Ratio		80.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The Net Project Expenditures, as well as other amounts on the above schedule, are subject to change due to final CIP modifications.

\*The beginning net position was estimated at \$23.1 million; actual from recently released audit report is \$4.6 million.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

**Schedule 5D – Sewer Construction Fund**

Sewer Construction Fund Inflows & Outflows	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Estimated Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Revenues</b>								
Transfers from Improvement & Extension Fund	\$ 48,145,700	\$ 26,444,900	\$ 23,500,000	\$ 4,000,000	\$ 15,864,400	\$ 42,044,900	\$ 56,969,400	\$ 63,312,100
Bond Proceeds	-	-	225,000,000	-	213,750,000	-	275,500,000	-
Bond Fund Earnings on Investment	26,400	86,200	5,202,600	2,576,600	1,372,600	2,246,000	3,278,900	5,916,300
Grant Revenues (SRF Loans)	9,215,200	18,720,000	43,383,000	49,454,000	47,436,000	48,686,000	23,959,000	(36,363,000)
Net Use of Reserves (a)	-	49,197,900	(155,289,600)	133,871,400	(89,779,000)	72,472,100	(225,013,300)	80,255,600
<b>Total Revenues</b>	<b>\$ 57,387,300</b>	<b>\$ 94,449,000</b>	<b>\$ 141,796,000</b>	<b>\$ 189,902,000</b>	<b>\$ 188,644,000</b>	<b>\$ 165,449,000</b>	<b>\$ 134,694,000</b>	<b>\$ 113,121,000</b>
<b>Expenditures</b>								
Sewer System Revenue Transfers Out	\$ 26,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Plan (b)	65,148,500	125,932,000	141,796,000	189,902,000	188,644,000	165,449,000	134,694,000	113,121,000
Capital Spend Rate Adjustment	-	(31,483,000)	-	-	-	-	-	-
<b>Total Expenditures (b)</b>	<b>\$ 65,175,000</b>	<b>\$ 94,449,000</b>	<b>\$ 141,796,000</b>	<b>\$ 189,902,000</b>	<b>\$ 188,644,000</b>	<b>\$ 165,449,000</b>	<b>\$ 134,694,000</b>	<b>\$ 113,121,000</b>
<i>(a) Beginning Net Position (estimated)*</i>			\$ 16,000,000	\$ (125,796,000)	\$ (315,698,000)	\$ (504,342,000)	\$ (669,791,000)	\$ (804,485,000)
<i>Net Use of Reserves</i>			(141,796,000)	(189,902,000)	(188,644,000)	(165,449,000)	(134,694,000)	(113,121,000)
<i>Projected Ending Net Position</i>			\$ (125,796,000)	\$ (315,698,000)	\$ (504,342,000)	\$ (669,791,000)	\$ (804,485,000)	\$ (917,606,000)
<i>(b) Plus Direct I&amp;E Projects</i>								
<i>Total CIP Expenditures</i>		94,449,000	141,796,000	189,902,000	188,644,000	165,449,000	134,694,000	113,121,000
<i>Total Published Capital Improvement Plan</i>		125,932,000	141,796,000	189,902,000	188,644,000	165,449,000	134,694,000	113,121,000
<i>Capital Spending Ratio</i>		75.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The Net Project Expenditures, as well as other amounts on the above schedule, are subject to change due to final CIP modifications.

\*The beginning net position at 7.01.2022 was estimated at \$16.0 million; actual amount based on recently released audit report is \$3.9 million.

\* Denotes a schedule that will be presented in Supplement #1 to this document to be issued in January 2023.

# GLWA

*Great Lakes Water Authority*



## **Section 5**

### **Operating Financial Plans**

## **Operating Financial Plans by Service Area**

The GLWA's operating area financial plans provide the bridge from the operating units' objectives with the overall GLWA mission. The operating area plan also ensures 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 within and outside of the organization. Sound approaches to financial planning are imperative for ensuring long-term success in today's complex environment. The GLWA has prepared a balanced and responsible operating budget for fiscal years 2024 and 2025 and the forecasted financial plan for fiscal years 2026 through 2028.

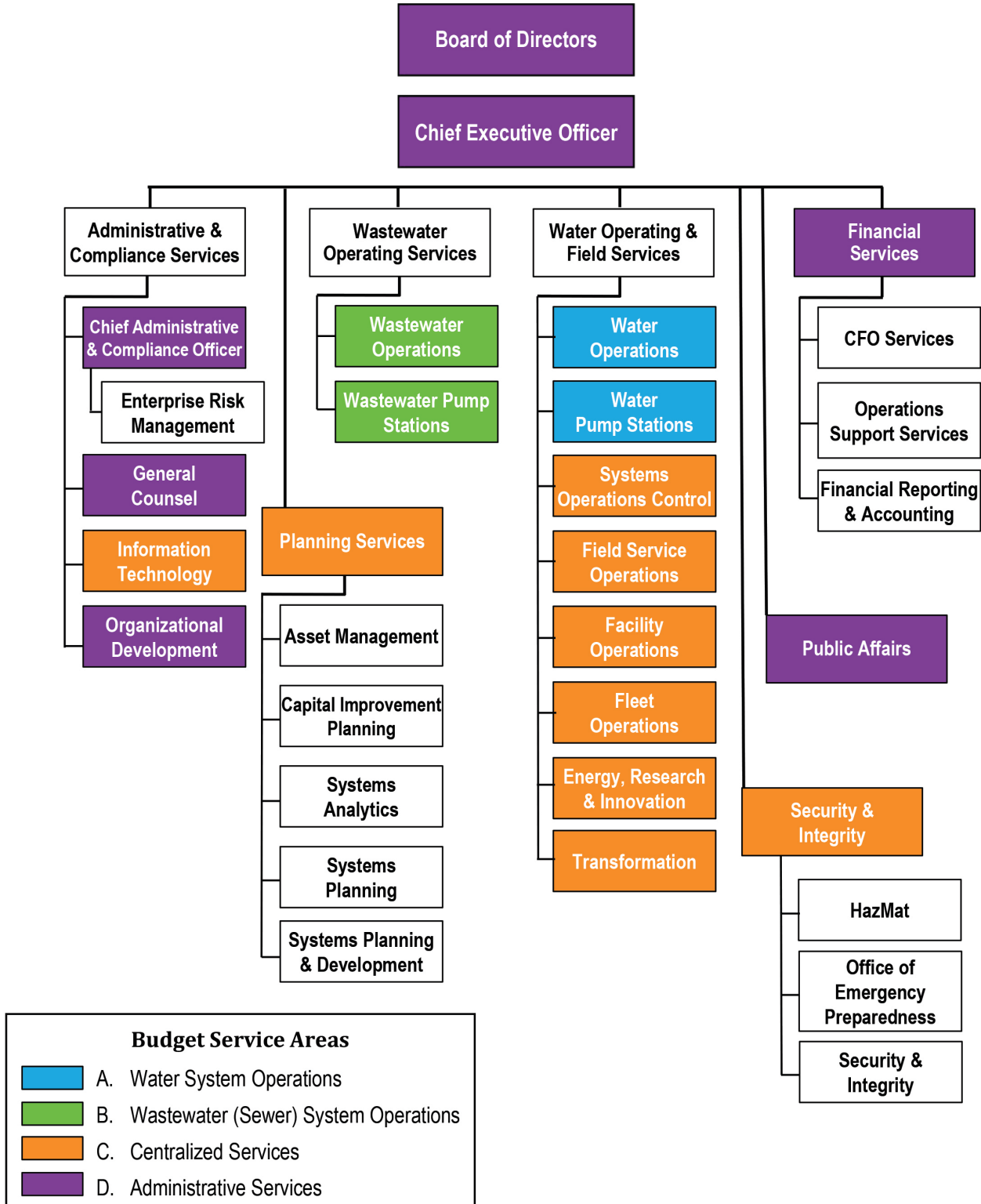
The tables in Section 5 are pulled from a database in which the underlying data is not rounded. The budget tables presented in this document are rounded to hundreds. This may result in some of the totals within the individual departments in Sections 5A, 5B, 5C and 5D not matching the department totals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

As discussed in Section 2, the Operations and Maintenance budget has 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 each department and which service area that department's costs are allocated to.

## 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
COO - Water Operations & Field Services	\$ 830,600	\$ 877,000	\$ 218,600	\$ 1,282,300	\$ 405,300	46.2%	\$ 1,133,300
Lake Huron Water Plant	12,954,600	13,287,400	3,727,100	14,426,700	1,139,300	8.6%	14,452,900
Northeast Water Plant	11,459,300	10,673,000	4,057,100	12,281,500	1,608,500	15.1%	12,288,300
Southwest Water Plant	9,457,900	9,897,000	1,905,300	10,231,300	334,300	3.4%	10,238,000
Springwells Water Plant	14,776,900	13,629,900	3,943,500	15,295,700	1,665,800	12.2%	15,302,800
Water Director	1,684,300	1,940,400	478,500	1,798,200	(142,200)	-7.3%	1,800,600
Water Engineering	1,366,200	1,750,100	355,500	1,415,400	(334,700)	-19.1%	1,477,600
Water Quality	1,966,500	2,169,700	587,300	2,225,500	55,800	2.6%	2,259,400
Water Works Park	8,654,600	9,306,400	2,290,400	9,506,400	200,000	2.1%	9,513,800
Water System Operations Unallocated Reserve	-	2,284,700	-	3,331,400	1,046,700	45.8%	4,853,100
<b>Total Water Operations</b>	<b>63,150,900</b>	<b>65,815,600</b>	<b>17,563,300</b>	<b>71,794,400</b>	<b>5,978,800</b>	<b>9.1%</b>	<b>73,319,800</b>
Adams Road Pumping Station	715,100	605,000	173,400	615,000	10,000	1.7%	625,200
Eastside Pumping Station	61,700	54,000	11,400	54,700	700	1.3%	55,400
Electric Ave Pumping Station	26,800	26,000	3,400	26,300	300	1.2%	26,600
Ford Rd Pumping Station	404,800	423,700	156,900	431,800	8,100	1.9%	439,900
Franklin Road Pumping Station	889,200	895,000	349,800	911,000	16,000	1.8%	927,000
Haggerty Road Pumping Station	384,300	257,500	75,400	284,700	27,200	10.6%	288,900
Imlay Pumping Station	2,294,300	2,415,000	1,352,900	2,481,000	66,000	2.7%	2,527,900
Joy Road Pumping Station	741,500	642,500	205,600	653,600	11,100	1.7%	664,600
Michigan Ave Pumping Station	135,700	105,700	37,300	107,700	2,000	1.9%	109,700
Newburgh Pumping Station	478,500	380,000	116,500	387,000	7,000	1.8%	395,000
North Service Center Pumping Station	2,065,200	2,295,000	690,300	2,335,500	40,500	1.8%	2,376,800
Northwest Pumping Station	73,400	40,700	6,100	41,300	600	1.5%	41,900
Orion Township Pumping Station	94,000	73,000	27,600	75,400	2,400	3.3%	76,800
Rochester Pumping Station	298,000	272,000	138,500	277,100	5,100	1.9%	282,300
Roseville Pumping Station	100	300	-	300	-	0.0%	300
Schoolcraft Pumping Station	445,700	448,000	100,400	456,100	8,100	1.8%	463,100
West Chicago Rd Pumping Station	24,200	32,000	4,300	32,500	500	1.6%	33,000
West Service Center Pumping Station	959,100	747,700	351,300	760,700	13,000	1.7%	773,700
Wick Road Pumping Station	679,400	605,500	118,500	615,600	10,100	1.7%	625,900
Ypsilanti Pumping Station	458,400	384,000	137,700	391,100	7,100	1.8%	398,200
<b>Total Water Pump Stations</b>	<b>11,229,400</b>	<b>10,702,600</b>	<b>4,057,300</b>	<b>10,938,400</b>	<b>235,800</b>	<b>2.2%</b>	<b>11,132,200</b>
<b>Grand Total</b>	<b>\$ 74,380,300</b>	<b>\$ 76,518,200</b>	<b>\$ 21,620,600</b>	<b>\$ 82,732,800</b>	<b>\$ 6,214,600</b>	<b>8.1%</b>	<b>\$ 84,452,000</b>



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

<b>A Water System Operations by Cost Center</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Adopted Budget</b>	<b>FY 2024 Department Requested</b>	<b>FY 2025 Department Requested</b>	<b>FY 2026 Department Requested</b>	<b>FY 2027 Department Requested</b>	<b>FY 2028 Department Requested</b>
COO - Water Operations & Field Services	\$ 830,600	\$ 877,000	\$ 1,282,300	\$ 1,133,300	\$ 1,134,400	\$ 1,135,400	\$ 1,136,500
Lake Huron Water Plant	12,954,600	13,287,400	14,426,700	14,452,900	14,460,300	14,467,600	14,475,000
Northeast Water Plant	11,459,300	10,673,000	12,281,500	12,288,300	12,295,000	12,301,700	12,308,400
Southwest Water Plant	9,457,900	9,897,000	10,231,300	10,238,000	10,244,600	10,251,300	10,257,900
Springwells Water Plant	14,776,900	13,629,900	15,295,700	15,302,800	15,309,900	15,317,000	15,324,200
Water Director	1,684,300	1,940,400	1,798,200	1,800,600	1,802,900	1,805,300	1,807,600
Water Engineering	1,366,200	1,750,100	1,415,400	1,477,600	1,512,700	1,514,500	1,516,200
Water Quality	1,966,500	2,169,700	2,225,500	2,259,400	2,267,800	2,267,700	2,273,000
Water Works Park	8,654,600	9,306,400	9,506,400	9,513,800	9,521,200	9,528,600	9,535,900
Water System Operations Unallocated Reserve	-	2,284,700	3,331,400	4,853,100	6,284,200	7,670,200	9,177,500
<b>Total Water Operations</b>	<b>63,150,900</b>	<b>65,815,600</b>	<b>71,794,400</b>	<b>73,319,800</b>	<b>74,833,000</b>	<b>76,259,300</b>	<b>77,812,200</b>
Adams Road Pumping Station	715,100	605,000	615,000	625,200	635,600	646,200	657,000
Eastside Pumping Station	61,700	54,000	54,700	55,400	56,100	56,600	57,500
Electric Ave Pumping Station	26,800	26,000	26,300	26,600	26,900	27,200	27,500
Ford Rd Pumping Station	404,800	423,700	431,800	439,900	448,000	456,100	464,200
Franklin Road Pumping Station	889,200	895,000	911,000	927,000	944,000	961,000	978,000
Haggerty Road Pumping Station	384,300	257,500	284,700	288,900	293,100	297,300	299,500
Imlay Pumping Station	2,294,300	2,415,000	2,481,000	2,527,900	2,575,800	2,624,600	2,675,000
Joy Road Pumping Station	741,500	642,500	653,600	664,600	673,700	682,700	691,800
Michigan Ave Pumping Station	135,700	105,700	107,700	109,700	111,700	113,700	115,700
Newburgh Pumping Station	478,500	380,000	387,000	395,000	402,000	410,000	418,000
North Service Center Pumping Station	2,065,200	2,295,000	2,335,500	2,376,800	2,418,900	2,461,900	2,505,700
Northwest Pumping Station	73,400	40,700	41,300	41,900	42,500	42,900	43,700
Orion Township Pumping Station	94,000	73,000	75,400	76,800	78,300	79,800	81,300
Rochester Pumping Station	298,000	272,000	277,100	282,300	287,500	292,700	297,900
Roseville Pumping Station	100	300	300	300	300	300	300
Schoolcraft Pumping Station	445,700	448,000	456,100	463,100	471,200	479,200	488,300
West Chicago Rd Pumping Station	24,200	32,000	32,500	33,000	33,500	34,000	34,500
West Service Center Pumping Station	959,100	747,700	760,700	773,700	788,200	802,200	816,700
Wick Road Pumping Station	679,400	605,500	615,600	625,900	636,400	647,100	658,000
Ypsilanti Pumping Station	458,400	384,000	391,100	398,200	405,300	413,400	420,500
<b>Total Water Pump Stations</b>	<b>11,229,400</b>	<b>10,702,600</b>	<b>10,938,400</b>	<b>11,132,200</b>	<b>11,329,000</b>	<b>11,528,900</b>	<b>11,731,100</b>
<b>Grand Total</b>	<b>\$ 74,380,300</b>	<b>\$ 76,518,200</b>	<b>\$ 82,732,800</b>	<b>\$ 84,452,000</b>	<b>\$ 86,162,000</b>	<b>\$ 87,788,200</b>	<b>\$ 89,543,300</b>



Operating Financial Plans by Service Area  
Budget & Five-Year Plan  
FY 2024 through FY 2028

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

B Sewer System Operations by Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>Wastewater Operations Group</b>							
7 Mile Combined Sewer Overflow	\$ 110,800	\$ 186,400	\$ 19,800	\$ 147,000	\$ (39,400)	-21.1%	\$ 149,000
Baby Creek Combined Sewer Overflow	1,426,800	1,217,700	183,500	1,421,300	203,600	16.7%	1,355,900
BDF, COF & Hauling	22,483,900	20,165,200	6,192,300	24,015,000	3,849,800	19.1%	24,634,000
Belle Isle Combined Sewer Overflow	(21,600)	-	8,100	-	-	0.0%	-
Chief Operating Officer Wastewater	1,822,400	2,203,000	478,000	1,789,000	(414,000)	-18.8%	1,958,500
Combined Sewer Overflow	3,981,500	4,016,300	797,400	3,824,200	(192,100)	-4.8%	4,109,800
Conner Creek Combined Sewer Overflow	2,574,500	2,214,700	381,200	4,288,700	2,074,000	93.6%	4,757,400
Hubble Southfield CSO	824,000	601,300	73,800	858,300	257,000	42.7%	864,600
Industrial Waste Control	2,271,100	2,539,200	564,800	2,454,400	(84,800)	-3.3%	2,726,000
Leib Combined Sewer Overflow	397,700	325,300	35,400	483,800	158,500	48.7%	488,000
Oakwood Combined Sewer Overflow	1,511,700	1,513,600	451,700	1,870,000	356,400	23.5%	1,912,400
Puritan Fenkell Combined Sewer Overflow	266,100	295,800	31,500	275,700	(20,100)	-6.8%	279,400
St Aubin Combined Sewer Overflow	844,000	269,200	185,800	269,200	-	0.0%	271,400
Suburban Only Green Infrastructure Allocation	-	340,000	-	340,000	-	0.0%	340,000
Wastewater Dewatering Process	5,960,800	6,305,000	1,464,000	6,483,700	178,700	2.8%	7,057,400
Wastewater Director	7,931,700	8,065,400	2,457,800	6,679,200	(1,386,200)	-17.2%	7,155,900
Wastewater Engineering	2,775,200	3,524,400	684,800	2,802,600	(721,800)	-20.5%	3,385,200
Wastewater Fire Damage	627,800	-	169,500	-	-	0.0%	-
Wastewater Incineration Process	6,239,800	6,335,200	988,900	6,300,700	(34,500)	-0.5%	7,036,900
Wastewater Laboratories	3,270,500	3,840,300	761,100	3,799,900	(40,400)	-1.1%	4,576,800
Wastewater Operations	24,829,500	20,830,900	8,236,900	30,260,800	9,429,900	45.3%	30,782,500
Wastewater Primary Process	10,441,400	8,482,000	3,170,500	10,915,300	2,433,300	28.7%	11,694,200
Wastewater Process Control	2,893,100	3,758,200	712,600	3,889,500	131,300	3.5%	4,259,500
Wastewater Secondary Process	12,154,600	10,531,400	3,736,400	13,999,400	3,468,000	32.9%	14,387,500
Wastewater System Operations							
Unallocated Reserve	-	3,055,500	-	3,089,900	34,400	1.1%	2,087,200
<b>Total Wastewater Operations Group</b>	<b>115,617,300</b>	<b>110,616,000</b>	<b>31,785,800</b>	<b>130,257,600</b>	<b>19,641,600</b>	<b>17.8%</b>	<b>136,269,500</b>
<b>Wastewater Pump Stations</b>							
Belle Isle Pumping Station	(15,600)	-	(5,900)	-	-	0.0%	-
Blue Hill Pumping Station	19,900	-	36,600	-	-	0.0%	-
Conner Pumping Station	1,577,600	725,000	149,700	741,300	16,300	2.2%	752,400
Fairview Pumping Station	706,000	525,000	149,400	540,400	15,400	2.9%	549,000
Fischer Pumping Station	(8,800)	-	(2,500)	-	-	0.0%	-
Fox Creek Pumping Station	700	1,000	100	1,000	-	0.0%	1,000
Freud Pumping Station	659,700	389,500	71,000	435,000	45,500	11.7%	441,200
Northeast Pumping Station	787,100	790,000	338,300	806,000	16,000	2.0%	822,000
Oakwood Pumping Station	225,800	151,000	64,500	153,000	2,000	1.3%	155,000
Woodmere Pumping Station	75,900	-	176,900	-	-	0.0%	-
<b>Total Wastewater Pump Stations</b>	<b>4,028,300</b>	<b>2,581,500</b>	<b>978,100</b>	<b>2,676,700</b>	<b>95,200</b>	<b>3.7%</b>	<b>2,720,600</b>
<b>Grand Total</b>	<b>\$ 119,645,600</b>	<b>\$ 113,197,500</b>	<b>\$ 32,763,900</b>	<b>\$ 132,934,300</b>	<b>\$ 19,736,800</b>	<b>17.4%</b>	<b>\$ 138,990,100</b>

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

<b>B Sewer System Operations by Cost Center</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Adopted Budget</b>	<b>FY 2024 Department Requested</b>	<b>FY 2025 Department Requested</b>	<b>FY 2026 Department Requested</b>	<b>FY 2027 Department Requested</b>	<b>FY 2028 Department Requested</b>
<b>Wastewater Operations Group</b>							
7 Mile Combined Sewer Overflow	\$ 110,800	\$ 186,400	\$ 147,000	\$ 149,000	\$ 152,400	\$ 154,700	\$ 156,100
Baby Creek Combined Sewer Overflow	1,426,800	1,217,700	1,421,300	1,355,900	1,379,700	1,388,200	1,477,000
BDF, COF & Hauling	22,483,900	20,165,200	24,015,000	24,634,000	25,017,600	24,934,700	24,876,700
Belle Isle Combined Sewer Overflow	(21,600)	-	-	-	-	-	-
Chief Operating Officer Wastewater	1,822,400	2,203,000	1,789,000	1,958,500	1,837,500	1,872,600	1,878,900
Combined Sewer Overflow	3,981,500	4,016,300	3,824,200	4,109,800	4,268,700	4,301,300	4,144,600
Conner Creek Combined Sewer Overflow	2,574,500	2,214,700	4,288,700	4,757,400	4,898,300	5,290,500	5,216,100
Hubble Southfield CSO	824,000	601,300	858,300	864,600	883,200	890,300	856,300
Industrial Waste Control	2,271,100	2,539,200	2,454,400	2,726,000	2,919,300	2,760,700	2,760,500
Leib Combined Sewer Overflow	397,700	325,300	483,800	488,000	497,400	502,000	501,900
Oakwood Combined Sewer Overflow	1,511,700	1,513,600	1,870,000	1,912,400	1,922,000	1,962,900	1,963,400
Puritan Fenkell Combined Sewer Overflow	266,100	295,800	275,700	279,400	284,400	297,100	283,400
St Aubin Combined Sewer Overflow	844,000	269,200	269,200	271,400	275,600	277,900	273,900
Suburban Only Green Infrastructure Allocation	-	340,000	340,000	340,000	340,000	350,000	350,000
Wastewater Dewatering Process	5,960,800	6,305,000	6,483,700	7,057,400	7,097,000	7,203,800	7,217,000
Wastewater Director	7,931,700	8,065,400	6,679,200	7,155,900	7,261,000	7,374,000	7,480,800
Wastewater Engineering	2,775,200	3,524,400	2,802,600	3,385,200	3,423,800	3,451,400	3,483,200
Wastewater Fire Damage	627,800	-	-	-	-	-	-
Wastewater Incineration Process	6,239,800	6,335,200	6,300,700	7,036,900	7,049,700	6,838,100	6,825,500
Wastewater Laboratories	3,270,500	3,840,300	3,799,900	4,576,800	4,576,300	4,595,000	4,625,700
Wastewater Operations	24,829,500	20,830,900	30,260,800	30,782,500	31,356,500	31,431,800	31,669,100
Wastewater Primary Process	10,441,400	8,482,000	10,915,300	11,694,200	11,796,000	11,796,900	11,902,000
Wastewater Process Control	2,893,100	3,758,200	3,889,500	4,259,500	4,429,100	4,690,000	4,376,600
Wastewater Secondary Process	12,154,600	10,531,400	13,999,400	14,387,500	14,549,800	14,723,800	14,972,900
Wastewater System Operations							
Unallocated Reserve	-	3,055,500	3,089,900	2,087,200	2,748,000	4,728,500	7,370,800
<b>Total Wastewater Operations Group</b>	<b>115,617,300</b>	<b>110,616,000</b>	<b>130,257,600</b>	<b>136,269,500</b>	<b>138,963,300</b>	<b>141,816,200</b>	<b>144,662,400</b>
<b>Wastewater Pump Stations</b>							
Belle Isle Pumping Station	(15,600)	-	-	-	-	-	-
Blue Hill Pumping Station	19,900	-	-	-	-	-	-
Conner Pumping Station	1,577,600	725,000	741,300	752,400	763,500	774,600	785,600
Fairview Pumping Station	706,000	525,000	540,400	549,000	559,600	569,200	580,000
Fischer Pumping Station	(8,800)	-	-	-	-	-	-
Fox Creek Pumping Station	700	1,000	1,000	1,000	1,100	1,100	1,100
Freud Pumping Station	659,700	389,500	435,000	441,200	447,800	454,200	460,600
Northeast Pumping Station	787,100	790,000	806,000	822,000	838,000	855,100	872,000
Oakwood Pumping Station	225,800	151,000	153,000	155,000	157,000	159,000	161,000
Woodmere Pumping Station	75,900	-	-	-	-	-	-
<b>Total Wastewater Pump Stations</b>	<b>4,028,300</b>	<b>2,581,500</b>	<b>2,676,700</b>	<b>2,720,600</b>	<b>2,767,000</b>	<b>2,813,200</b>	<b>2,860,300</b>
<b>Grand Total</b>	<b>\$ 119,645,600</b>	<b>\$ 113,197,500</b>	<b>\$ 132,934,300</b>	<b>\$ 138,990,100</b>	<b>\$ 141,730,300</b>	<b>\$ 144,629,400</b>	<b>\$ 147,522,700</b>

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

C Centralized Services by Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>Planning Services</b>							
Asset Management	\$ 3,466,300	\$ 2,993,900	\$ 823,100	\$ 3,050,400	\$ 56,500	1.9%	\$ 7,446,200
Capital Improvement Planning	3,311,200	3,123,500	629,300	4,165,000	1,041,500	33.3%	4,737,800
Chief Planning Officer	282,800	307,300	70,800	318,200	10,900	3.5%	319,600
Systems Analytics	4,798,900	5,978,000	1,359,200	6,087,700	109,700	1.8%	6,422,900
Systems Planning	1,327,900	2,099,500	616,100	1,832,900	(266,600)	-12.7%	2,101,200
Systems Planning & Development	220,400	585,900	85,900	919,800	333,900	57.0%	1,345,700
<b>Total Planning Services</b>	<b>13,407,500</b>	<b>15,088,100</b>	<b>3,584,400</b>	<b>16,374,000</b>	<b>1,285,900</b>	<b>8.5%</b>	<b>22,373,400</b>
<b>Systems Operations Control</b>	<b>11,382,900</b>	<b>12,625,800</b>	<b>3,476,700</b>	<b>12,707,200</b>	<b>81,400</b>	<b>0.6%</b>	<b>13,016,300</b>
<b>Facility Operations</b>	<b>6,693,400</b>	<b>7,863,800</b>	<b>1,452,100</b>	<b>7,865,900</b>	<b>2,100</b>	<b>0.0%</b>	<b>8,243,600</b>
<b>Fleet Operations</b>	<b>2,266,600</b>	<b>2,295,100</b>	<b>680,600</b>	<b>2,485,900</b>	<b>190,800</b>	<b>8.3%</b>	<b>2,587,200</b>
<b>Field Service Operations</b>	<b>16,702,400</b>	<b>18,072,200</b>	<b>7,246,100</b>	<b>18,572,100</b>	<b>499,900</b>	<b>2.8%</b>	<b>18,947,400</b>
<b>Energy, Research &amp; Innovation</b>	<b>2,386,600</b>	<b>3,012,900</b>	<b>358,500</b>	<b>2,867,200</b>	<b>(145,700)</b>	<b>-4.8%</b>	<b>3,141,500</b>
<b>Transformation</b>	<b>590,900</b>	<b>875,900</b>	<b>155,500</b>	<b>728,000</b>	<b>(147,900)</b>	<b>-16.9%</b>	<b>728,900</b>
<b>Information Technology</b>							
Info Tech Business Productivity Systems	2,340,700	4,177,400	622,700	4,077,900	(99,500)	-2.4%	4,501,400
Info Tech Enterprise Asset Mgmt Systems	5,211,500	7,880,200	1,618,700	7,344,400	(535,800)	-6.8%	8,358,500
Info Technology Infrastructure	19,031,100	17,529,900	3,037,000	18,404,800	874,900	5.0%	18,718,000
Info Technology Security & Risk	80,400	428,800	-	320,200	(108,600)	-25.3%	413,800
Info Technology Service Delivery	3,243,900	3,779,100	712,900	3,909,400	130,300	3.4%	4,028,900
Info Technology Project Management Office	1,334,200	1,344,400	362,100	1,431,500	87,100	6.5%	1,434,500
Office of the CIO	1,036,300	1,293,200	257,100	1,565,900	272,700	21.1%	1,741,400
<b>Total Information Technology</b>	<b>32,278,100</b>	<b>36,433,000</b>	<b>6,610,500</b>	<b>37,054,100</b>	<b>621,100</b>	<b>1.7%</b>	<b>39,196,500</b>
<b>Security &amp; Integrity</b>							
HazMat	1,426,800	1,740,200	382,600	1,723,800	(16,400)	-0.9%	1,852,500
Office of Emergency Preparedness	118,500	341,200	67,000	432,100	90,900	26.6%	486,800
Security and Integrity	4,629,100	4,554,700	1,147,100	4,368,000	(186,700)	-4.1%	4,538,400
<b>Total Security &amp; Integrity</b>	<b>6,174,400</b>	<b>6,636,100</b>	<b>1,596,700</b>	<b>6,523,900</b>	<b>(112,200)</b>	<b>-1.7%</b>	<b>6,877,700</b>
<b>Centralized Services Unallocated Reserve</b>		1,600,000	-	1,722,200	122,200	7.6%	2,071,000
<b>Grand Total</b>	<b>\$ 91,882,800</b>	<b>\$ 104,502,900</b>	<b>\$ 25,161,100</b>	<b>\$ 106,900,500</b>	<b>\$ 2,397,600</b>	<b>2.3%</b>	<b>\$ 117,183,500</b>

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

<b>C Centralized Services by Cost Center</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Adopted Budget</b>	<b>FY 2024 Department Requested</b>	<b>FY 2025 Department Requested</b>	<b>FY 2026 Department Requested</b>	<b>FY 2027 Department Requested</b>	<b>FY 2028 Department Requested</b>
<b>Planning Services</b>							
Asset Management	\$ 3,466,300	\$ 2,993,900	\$ 3,050,400	\$ 7,446,200	\$ 6,019,500	\$ 7,100,300	\$ 7,083,000
Capital Improvement Planning	3,311,200	3,123,500	4,165,000	4,737,800	3,740,500	2,743,300	2,496,100
Chief Planning Officer	282,800	307,300	318,200	319,600	321,100	322,200	323,500
Systems Analytics	4,798,900	5,978,000	6,087,700	6,422,900	6,502,300	6,588,900	6,610,200
Systems Planning	1,327,900	2,099,500	1,832,900	2,101,200	2,277,100	2,302,900	2,153,800
Systems Planning & Development	220,400	585,900	919,800	1,345,700	1,221,900	622,900	623,800
<b>Total Planning Services</b>	<b>13,407,500</b>	<b>15,088,100</b>	<b>16,374,000</b>	<b>22,373,400</b>	<b>20,082,400</b>	<b>19,680,500</b>	<b>19,290,400</b>
<b>Systems Operations Control</b>	<b>11,382,900</b>	<b>12,625,800</b>	<b>12,707,200</b>	<b>13,016,300</b>	<b>13,015,900</b>	<b>13,015,500</b>	<b>13,014,800</b>
<b>Facility Operations</b>	<b>6,693,400</b>	<b>7,863,800</b>	<b>7,865,900</b>	<b>8,243,600</b>	<b>8,299,300</b>	<b>8,356,000</b>	<b>8,413,700</b>
<b>Fleet Operations</b>	<b>2,266,600</b>	<b>2,295,100</b>	<b>2,485,900</b>	<b>2,587,200</b>	<b>2,588,400</b>	<b>2,589,700</b>	<b>2,591,000</b>
<b>Field Service Operations</b>	<b>16,702,400</b>	<b>18,072,200</b>	<b>18,572,100</b>	<b>18,947,400</b>	<b>18,964,200</b>	<b>18,981,300</b>	<b>18,998,200</b>
<b>Energy, Research &amp; Innovation</b>	<b>2,386,600</b>	<b>3,012,900</b>	<b>2,867,200</b>	<b>3,141,500</b>	<b>3,208,000</b>	<b>3,275,500</b>	<b>3,371,000</b>
<b>Transformation</b>	<b>590,900</b>	<b>875,900</b>	<b>728,000</b>	<b>728,900</b>	<b>729,700</b>	<b>730,700</b>	<b>731,100</b>
<b>Information Technology</b>							
Info Tech Business Productivity Systems	2,340,700	4,177,400	4,077,900	4,501,400	4,531,000	4,594,500	4,659,500
Info Tech Enterprise Asset Mgmt Systems	5,211,500	7,880,200	7,344,400	8,358,500	8,499,300	8,583,100	4,626,600
Info Technology Infrastructure	19,031,100	17,529,900	18,404,800	18,718,000	19,037,400	19,363,500	19,120,100
Info Technology Security & Risk	80,400	428,800	320,200	413,800	415,000	416,300	417,500
Info Technology Service Delivery	3,243,900	3,779,100	3,909,400	4,028,900	4,089,400	4,151,900	4,217,900
Info Technology Project Management Office	1,334,200	1,344,400	1,431,500	1,434,500	1,437,400	1,440,500	1,443,400
Office of the CIO	1,036,300	1,293,200	1,565,900	1,741,400	1,756,200	1,771,300	1,786,600
<b>Total Information Technology</b>	<b>32,278,100</b>	<b>36,433,000</b>	<b>37,054,100</b>	<b>39,196,500</b>	<b>39,765,700</b>	<b>40,321,100</b>	<b>36,271,600</b>
<b>Security &amp; Integrity</b>							
HazMat	1,426,800	1,740,200	1,723,800	1,852,500	1,940,800	1,949,000	1,956,100
Office of Emergency Preparedness	118,500	341,200	432,100	486,800	489,800	492,500	495,300
Security and Integrity	4,629,100	4,554,700	4,368,000	4,538,400	4,554,200	4,569,900	4,586,200
<b>Total Security &amp; Integrity</b>	<b>6,174,400</b>	<b>6,636,100</b>	<b>6,523,900</b>	<b>6,877,700</b>	<b>6,984,800</b>	<b>7,011,400</b>	<b>7,037,600</b>
<b>Centralized Services Unallocated Reserve</b>		<b>1,600,000</b>	<b>1,722,200</b>	<b>2,071,000</b>	<b>5,888,800</b>	<b>7,956,000</b>	<b>14,636,700</b>
<b>Grand Total</b>	<b>\$ 91,882,800</b>	<b>\$ 104,502,900</b>	<b>\$ 106,900,500</b>	<b>\$ 117,183,500</b>	<b>\$ 119,527,200</b>	<b>\$ 121,917,700</b>	<b>\$ 124,356,100</b>

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

D Administrative Services by Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>Board of Directors</b>	\$ 1,494,500	\$ 169,600	\$ 38,100	\$ 169,600	\$ -	0.0%	\$ 169,600
<b>Chief Executive Officer</b>	688,400	674,200	156,300	709,100	34,900	5.2%	715,100
<b>Chief Administrative and Compliance Officer</b>							
Chief Administrative Officer	860,200	1,118,400	176,600	1,252,800	134,400	12.0%	1,326,000
Enterprise Risk Management and Safety	694,600	1,706,100	211,900	1,658,700	(47,400)	-2.8%	2,008,600
Enterprise Risk Mgt. Insurance Fund	4,653,000	3,672,000	928,400	3,745,400	73,400	2.0%	3,820,300
<b>Total Chief Administrative &amp; Compliance Officer</b>	6,207,800	6,496,500	1,316,900	6,656,900	160,400	2.5%	7,154,900
<b>General Counsel</b>	5,823,400	3,267,700	595,000	3,391,200	123,500	3.8%	3,529,000
<b>Public Affairs</b>	1,319,300	1,602,200	371,800	1,695,100	92,900	5.8%	1,909,900
<b>Organizational Development</b>							
OD Administration	918,300	664,700	184,300	588,700	(76,000)	-11.4%	740,100
OD Talent Management	2,093,800	2,815,900	605,200	3,252,700	436,800	15.5%	3,690,900
OD Training	1,331,800	1,699,000	328,500	1,740,200	41,200	2.4%	1,805,000
<b>Total Organizational Development</b>	4,343,900	5,179,600	1,118,000	5,581,600	402,000	7.8%	6,236,000
<b>Financial Services</b>							
<b>CFO Services</b>							
Chief Financial Officer	844,700	1,080,800	199,200	983,400	(97,400)	-9.0%	1,122,900
CFO Services	1,765,700	2,432,600	506,700	2,553,100	120,500	5.0%	2,743,300
Data Analytics & Internal Audit	30,900	-	-	-	-	0.0%	-
Financial Management & Planning	1,395,600	2,032,600	323,900	1,868,700	(163,900)	-8.1%	2,081,400
Treasury	635,200	879,700	107,900	906,300	26,600	3.0%	909,600
<b>Total CFO Services</b>	4,672,100	6,425,700	1,137,700	6,311,500	(114,200)	-1.8%	6,857,200
<b>Operations Support Services</b>							
Logistics and Materials	2,541,600	2,673,800	618,300	2,886,700	212,900	8.0%	3,080,600
Owners' Representative	181,000	-	-	-	-	#DIV/0!	-
Procurement Director	3,325,700	3,928,100	974,700	4,090,500	162,400	4.1%	4,407,000
<b>Total Operations Support Services</b>	6,048,300	6,601,900	1,593,000	6,977,200	375,300	5.7%	7,487,600
<b>Financial Reporting &amp; Accounting</b>	2,793,300	3,764,300	753,000	3,838,000	73,700	2.0%	3,996,500
<b>Total Financial Services</b>	13,513,700	16,791,900	3,483,700	17,126,700	334,800	2.0%	18,341,300
<b>Administrative Services Unallocated Reserve</b>	-	500,000	-	652,300	152,300	30.5%	349,600
<b>Grand Total</b>	<b>\$ 33,391,000</b>	<b>\$ 34,681,700</b>	<b>\$ 7,079,800</b>	<b>\$ 35,982,500</b>	<b>\$ 1,300,800</b>	<b>3.8%</b>	<b>\$ 38,405,400</b>

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

D Administrative Services by Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Board of Directors</b>	\$ 1,494,500	\$ 169,600	\$ 169,600	\$ 169,600	\$ 169,600	\$ 169,600	\$ 169,600
<b>Chief Executive Officer</b>	688,400	674,200	709,100	715,100	721,400	727,600	733,900
<b>Chief Administrative and Compliance Officer</b>							
Chief Administrative Officer	860,200	1,118,400	1,252,800	1,326,000	1,337,800	1,350,200	1,362,700
Enterprise Risk Management and Safety	694,600	1,706,100	1,658,700	2,008,600	2,032,300	2,056,400	2,080,900
Enterprise Risk Mgt. Insurance Fund	4,653,000	3,672,000	3,745,400	3,820,300	3,896,700	3,974,700	4,054,100
<b>Total Chief Administrative &amp; Compliance Officer</b>	6,207,800	6,496,500	6,656,900	7,154,900	7,266,800	7,381,300	7,497,700
<b>General Counsel</b>	5,823,400	3,267,700	3,391,200	3,529,000	3,588,000	3,636,300	3,685,500
<b>Public Affairs</b>	1,319,300	1,602,200	1,695,100	1,909,900	1,929,000	1,948,700	2,017,100
<b>Organizational Development</b>							
OD Administration	918,300	664,700	588,700	740,100	742,400	744,900	747,400
OD Talent Management	2,093,800	2,815,900	3,252,700	3,690,900	3,614,000	3,736,800	3,660,300
OD Training	1,331,800	1,699,000	1,740,200	1,805,000	1,816,300	1,828,100	1,839,600
<b>Total Organizational Development</b>	4,343,900	5,179,600	5,581,600	6,236,000	6,172,700	6,309,800	6,247,300
<b>Financial Services</b>							
<b>CFO Services</b>							
Chief Financial Officer	844,700	1,080,800	983,400	1,122,900	1,131,600	1,140,400	1,149,100
CFO Services	1,765,700	2,432,600	2,553,100	2,743,300	2,550,500	2,555,800	2,561,200
Data Analytics & Internal Audit	30,900	-	-	-	-	-	-
Financial Management & Planning	1,395,600	2,032,600	1,868,700	2,081,400	1,891,700	1,899,900	1,908,600
Treasury	635,200	879,700	906,300	909,600	912,800	916,200	919,600
<b>Total CFO Services</b>	4,672,100	6,425,700	6,311,500	6,857,200	6,486,600	6,512,300	6,538,500
<b>Operations Support Services</b>							
Logistics and Materials	2,541,600	2,673,800	2,886,700	3,080,600	3,107,700	3,135,100	3,163,100
Owners' Representative	181,000	-	-	-	-	-	-
Procurement Director	3,325,700	3,928,100	4,090,500	4,407,000	4,420,500	4,434,100	4,447,900
<b>Total Operations Support Services</b>	6,048,300	6,601,900	6,977,200	7,487,600	7,528,200	7,569,200	7,611,000
<b>Financial Reporting &amp; Accounting</b>	2,793,300	3,764,300	3,838,000	3,996,500	3,813,400	3,828,400	3,843,300
<b>Total Financial Services</b>	13,513,700	16,791,900	17,126,700	18,341,300	17,828,200	17,909,900	17,992,800
<b>Administrative Services Unallocated Reserve</b>	-	500,000	652,300	349,600	1,497,800	1,873,800	2,412,200
<b>Grand Total</b>	<b>\$ 33,391,000</b>	<b>\$ 34,681,700</b>	<b>\$ 35,982,500</b>	<b>\$ 38,405,400</b>	<b>\$ 39,173,500</b>	<b>\$ 39,957,000</b>	<b>\$ 40,756,100</b>

## **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 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 greater than \$5,000 which is not capitalized (primarily IT related) and is funded by current year revenues. Capital outlay less than \$5,000 is reported under expense category 4.2 Supplies and Other and is 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 an essential to GLWA’s mission. A monthly KPI is reported to the Board 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 drinking water treatment plant and distribution system optimization.

GLWA is a member of PSW since 2000. Four of its water treatment plants have completed phase III of PSW and received Directors Award. Three of its plants Lake Huron, Northeast and Southwest received 15 years Director’s award 2021 in recognition to their commitment to superior water quality.

In addition, Water Works Park received highest award, the PSW Presidents award in 2020.

The table on the following page shows how the water 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
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 date 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 chart includes the key contracts for these services.

### Significant Contracts

Project Description	Comprehensive Corrosion Control Optimization Study	Ovation Evergreen Upgrade	Alum Sludge Hauling	Switchgear Maintenance & Testing Services	As Needed: CIP Implementation Assistance & Related Services	Standby Generator Preventative Maintenance & Repair Contract	Total
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	\$18,151,779	\$40,907,520	\$9,702,373	\$11,300,000	\$2,612,707	
Contract End Date	11/08/24	N/A	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 2022 Spend	\$ 1,846,948	\$ 263,459	\$ 21,659,979	\$ 943,124	\$ 1,420,317	\$ 289,675	\$ 26,423,502
Pre-FY 2022 Average Spend	\$ 1,168,954	\$ 87,820	\$ 6,188,565	\$ 1,886,249	\$ 405,805	\$ 249,720	
FY 2022 Spend	1,686,385	15,893	8,742,023	1,847,572	2,129,082	226,341	14,647,296
FY 2023 Budget	1,475,000	300,000	6,500,000	503,000	300,000	250,000	9,328,000
<b>FY 2024 Requested</b>	<b>1,540,000</b>	<b>175,000</b>	<b>7,500,000</b>	<b>553,000</b>	<b>315,000</b>	<b>205,000</b>	<b>10,288,000</b>
FY 2025 Requested	1,540,000	175,000	7,500,000	553,000	315,000	205,000	10,288,000
FY 2026 Requested	1,540,000	175,000	7,500,000	553,000	315,000	205,000	10,288,000
FY 2027 Requested	1,540,000	175,000	7,500,000	553,000	315,000	205,000	10,288,000
FY 2028 Requested	1,540,000	175,000	7,500,000	553,000	315,000	205,000	10,288,000
<b>Total</b>	<b>\$ 13,877,287</b>	<b>\$ 1,542,172</b>	<b>\$ 80,590,568</b>	<b>\$ 7,944,945</b>	<b>\$ 5,830,203</b>	<b>\$ 2,040,736</b>	<b>\$ 101,838,798</b>

### Significant Chemical Contracts

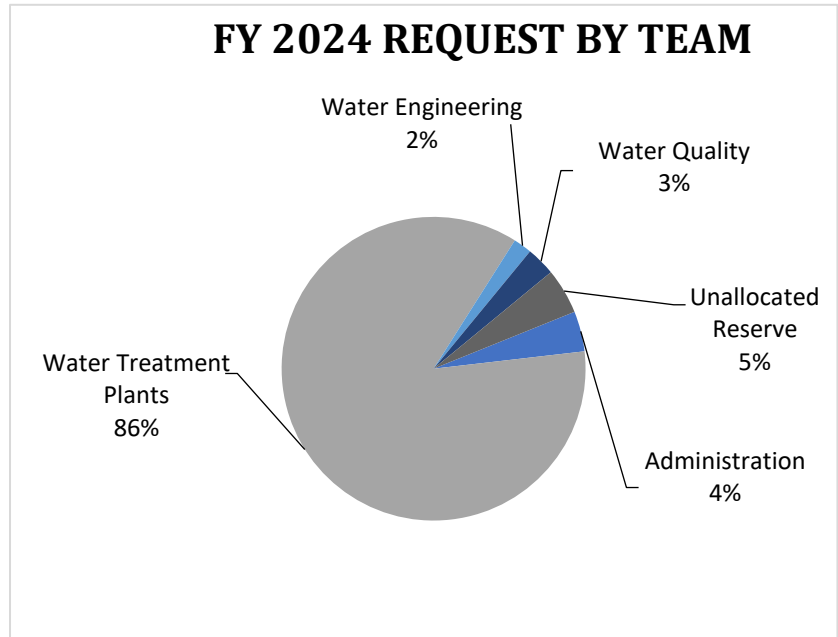
Project Description	Hydrofluorosilicic Acid	Aluminum Sulfate	Liquid Chlorine	Phosphoric Acid	Liquid Oxygen	Total
Prime Vendor	PVS Pencco	Chemtrade Chemicals	JCI Jones Chemicals	PVS Pencco	Metro Welding	
Contract #	Various	N/A*	1803508	Various	Various	
Contract Amount	Purchase Order	\$3,317,800	\$1,995,600	Purchase Order	Purchase Order	
Contract End Date	Numbers	07/01/22	08/31/23	Numbers	Numbers	
Cost Center Name	Various	Various	Various	Various	Various	
Expense Category	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals
Pre-FY 2022 Spend	\$ 5,973,089	\$ 13,467,850	\$ 3,728,727	\$ 6,665,141	\$ 450,316	\$ 30,285,122
Pre-FY 2022 Average Spend	497,757	1,122,321	310,727	555,428	37,526	2,523,760
FY 2022 Spend	1,290,969	2,993,515	1,794,000	910,388	75,399	7,064,271
FY 2023 Budget	630,000	2,965,000	700,000	300,000	97,200	4,692,200
<b>FY 2024 Requested</b>	<b>990,000</b>	<b>3,900,000</b>	<b>2,370,000</b>	<b>700,000</b>	<b>97,200</b>	<b>8,057,200</b>
FY 2025 Requested	990,000	3,900,000	2,370,000	700,000	97,200	8,057,200
FY 2026 Requested	990,000	3,900,000	2,370,000	700,000	97,200	8,057,200
FY 2027 Requested	990,000	3,900,000	2,370,000	700,000	97,200	8,057,200
FY 2028 Requested	990,000	3,900,000	2,370,000	700,000	97,200	8,057,200
<b>Total</b>	<b>\$ 13,341,816</b>	<b>\$ 40,048,685</b>	<b>\$ 18,383,453</b>	<b>\$ 11,930,958</b>	<b>\$ 1,146,441</b>	<b>\$ 84,851,353</b>

N/A\* - Pricing agreement; currently Chemical vendors are not entering into Contracts.  
 Please see the Chemical Section 6.35 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 Engineering**
- ❖ **Water Quality**
- ❖ **Water Treatment Plants**
  - Water Works Park
  - Springwells WTP
  - Northeast WTP
  - Southwest WTP
  - Lake Huron WTP
- ❖ **Water System Operations Unallocated** – Funds not apportioned for a specific purpose used for significant unexpected or unbudgeted expenditures

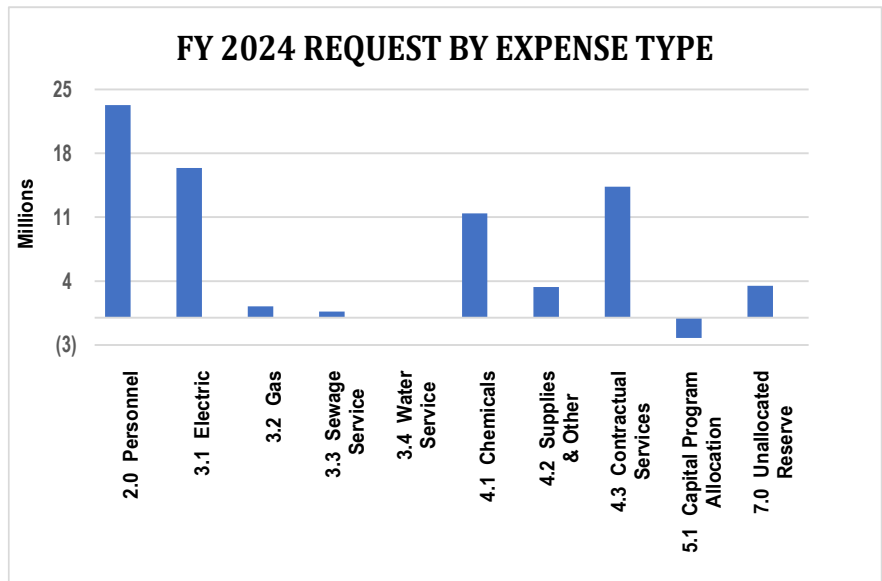


### Expense Categories

There are four major categories of Water Operations expenses in the Operations and Maintenance Budget as listed below.

- ❖ Personnel Costs
- ❖ 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.



The electric utilities are 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 are the third highest expense category for Water Operations. The level of contractual services includes HVAC maintenance, janitorial services, ovation support (a reliable and innovative control system that integrates data from remote sites into a single, unified system, reducing complexity and minimizing maintenance), alum sludge hauling and corrosion control optimization studies.

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

### Biennial Budget Request

The biennial budget reflects an overall increase in FY 2024 of \$5.9 million, or 9.1%. Key factors that impact FY 2024 include the following.

- ❖ Chemicals expenses increased to accommodate the expected rising cost of chemicals (\$4.7 million, or 69.8%).
- ❖ Gas expenses have increased due to the increasing commodity prices (\$245K, or 24.9%).
- ❖ Sewage Service has increased due to an increase in workload associated with the alum sludge removal project primarily at Springwell Water Plant (\$100K, or 18.2%).
- ❖ Contractual services increased due to the alum sludge removal, hauling and disposal project contract renewal for Springwells WTP, Northeast WTP and Southwest WTP (\$866 thousand, or 6.4%).

### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 20,731,600	\$ 25,017,700	\$ 5,432,900	\$ 23,295,100	\$ (1,722,600)	-6.9%	\$ 23,691,100
3.1 Electric	16,162,500	15,880,000	5,618,200	16,380,000	500,000	3.1%	16,380,000
3.2 Gas	1,342,500	983,400	148,800	1,228,400	245,000	24.9%	1,228,400
3.3 Sewage Service	714,500	550,000	115,800	650,000	100,000	18.2%	650,000
3.4 Water Service	900	500	300	500	-	0.0%	500
4.1 Chemicals	7,788,900	6,721,100	2,913,100	11,415,400	4,694,300	69.8%	11,415,400
4.2 Supplies & Other	3,381,700	3,536,300	1,011,400	3,353,800	(182,500)	-5.2%	3,351,800
4.3 Contractual Services	14,510,900	13,492,000	2,485,300	14,358,400	866,400	6.4%	14,208,400
5.1 Capital Program Allocation	(1,482,600)	(2,650,100)	(162,500)	(2,218,600)	431,500	-16.3%	(2,458,900)
7.0 Unallocated Reserve		2,284,700	-	3,331,400	1,046,700	45.8%	4,853,100
<b>Grand Total</b>	<b>\$ 63,150,900</b>	<b>\$ 65,815,600</b>	<b>\$ 17,563,300</b>	<b>\$ 71,794,400</b>	<b>\$ 5,978,800</b>	<b>9.1%</b>	<b>\$ 73,319,800</b>

*Biennial Budget Request by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Administration	\$ 2,514,900	\$ 2,817,400	\$ 697,100	\$ 3,080,500	\$ 263,100	9.3%	\$ 2,933,900
Water Treatment Plants	57,303,300	56,793,700	15,923,400	61,741,600	4,947,900	8.7%	61,795,800
Water Engineering	1,366,200	1,750,100	355,500	1,415,400	(334,700)	-19.1%	1,477,600
Water Quality	1,966,500	2,169,700	587,300	2,225,500	55,800	2.6%	2,259,400
Water System Operations							
Unallocated		2,284,700	-	3,331,400	1,046,700	45.8%	4,853,100
<b>Grand Total</b>	<b>\$ 63,150,900</b>	<b>\$ 65,815,600</b>	<b>\$ 17,563,300</b>	<b>\$ 71,794,400</b>	<b>\$ 5,978,800</b>	<b>9.1%</b>	<b>\$ 73,319,800</b>

**Personnel Budget**

Water system operations personnel consists of 273 positions and is largely comprised of staffing at the five water treatment plants at 192 positions for FY 2024. Water Engineering, at 37 positions, and Water Quality, at 27 positions, are the second and third largest categories for FY 2024, respectively. The staffing plan increase from FY 2023 to FY 2024 of 9 positions is a result of 7 additional Water Engineering related positions - including 4 additional Subject Matter Expert Engineers to facilitate the delivery of the Capital Improvement Planning, 1 Manager, and 1 Project Manager. The remaining 2 increases includes 1 newly created Deputy Chief Operating Officer - Water and Field Services within Chief Operating Office – Water Operations and Field Services and 1 Management Professional to support the EGLE Regulatory Changes for Member Partners.

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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
<b>Water System Operations</b>	<b>235.00</b>	<b>264.00</b>	<b>273.00</b>	<b>280.00</b>	<b>284.00</b>	<b>284.00</b>	<b>284.00</b>
Chief Operating Officer - Water Operations & Field Services	3.00	4.00	5.00	5.00	5.00	5.00	5.00
Water Director	13.00	12.00	12.00	12.00	12.00	12.00	12.00
Water Engineering	23.00	30.00	37.00	44.00	48.00	48.00	48.00
Water Quality	26.00	26.00	27.00	27.00	27.00	27.00	27.00
<b>Subtotal Water Treatment Plants</b>	<b>170.00</b>	<b>192.00</b>	<b>192.00</b>	<b>192.00</b>	<b>192.00</b>	<b>192.00</b>	<b>192.00</b>
Water Works Park	36.00	41.00	40.00	40.00	40.00	40.00	40.00
Springwells Water Plant	37.00	40.00	40.00	40.00	40.00	40.00	40.00
Northeast Water Plant	33.00	38.00	38.00	38.00	38.00	38.00	38.00
Southwest Water Plant	33.00	37.00	37.00	37.00	37.00	37.00	37.00
Lake Huron Water Plant	31.00	36.00	37.00	37.00	37.00	37.00	37.00

*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. For this budget area, the Staffing Plan and the FTEs are consistent.

*Full-time Equivalent*s

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
<b>Water System Operations</b>	<b>234.75</b>	<b>263.75</b>	<b>231.25</b>	<b>233.75</b>	<b>234.75</b>	<b>234.75</b>	<b>234.75</b>
Chief Operating Officer - Water Operations & Field Services	2.75	3.75	5.00	5.00	5.00	5.00	5.00
Water Director	13.00	12.00	11.00	11.00	11.00	11.00	11.00
Water Engineering	23.00	30.00	23.75	25.75	26.75	26.75	26.75
Water Quality	26.00	26.00	25.00	25.25	25.25	25.25	25.25
<b>Subtotal Water Treatment Plants</b>	<b>170.00</b>	<b>192.00</b>	<b>166.50</b>	<b>166.75</b>	<b>166.75</b>	<b>166.75</b>	<b>166.75</b>
Water Works Park	36.00	41.00	34.75	34.75	34.75	34.75	34.75
Springwells Water Plant	37.00	40.00	33.50	33.50	33.50	33.50	33.50
Northeast Water Plant	33.00	38.00	31.75	31.75	31.75	31.75	31.75
Southwest Water Plant	33.00	37.00	32.00	32.00	32.00	32.00	32.00
Lake Huron Water Plant	31.00	36.00	34.50	34.75	34.75	34.75	34.75

*Personnel Budget* - The table below presents the Water Operations personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Overtime, and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in category 7.0 Unallocated Reserve as shown in the Five-Year Financial Plan on the following page.

*Personnel Budget*

Expense Category	FY 2022 Actual	FY 2023 Amended Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Administration	\$ 1,929,300	\$ 2,045,400	\$ 486,700	\$ 2,252,100	\$ 206,700	10.1%	\$ 2,255,500
Water Treatment Plants	14,704,300	17,240,600	3,973,200	15,952,200	(1,288,400)	-7.5%	16,006,500
Water Engineering	2,328,400	3,826,800	472,500	3,101,600	(725,200)	-19.0%	3,404,000
Water Quality	1,769,600	1,904,900	500,500	1,989,200	84,300	4.4%	2,025,100
<b>Grand Total</b>	<b>\$ 20,731,600</b>	<b>\$ 25,017,700</b>	<b>\$ 5,432,900</b>	<b>\$ 23,295,100</b>	<b>\$ (1,722,600)</b>	<b>-6.9%</b>	<b>\$ 23,691,100</b>

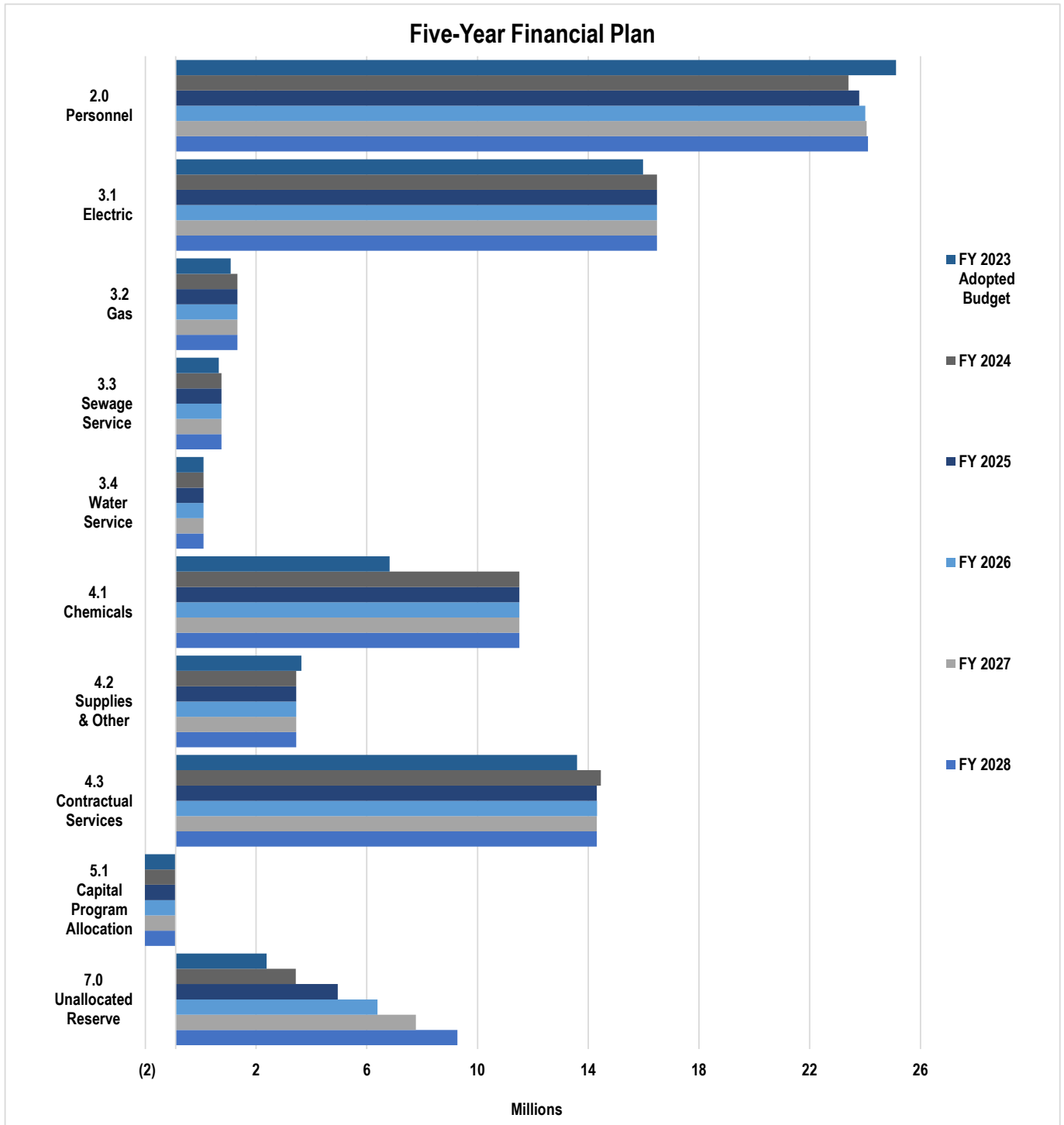
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Amended Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Water System Operations</b>	<b>\$ 1,929,300</b>	<b>\$ 2,045,400</b>	<b>\$ 2,252,100</b>	<b>\$ 2,255,500</b>	<b>\$ 2,258,900</b>	<b>\$ 2,262,300</b>	<b>\$ 2,265,700</b>
Chief Operating Officer - Water Operations & Field Services	548,000	564,700	845,000	846,000	847,100	848,100	849,200
Water Director	1,381,300	1,480,700	1,407,100	1,409,500	1,411,800	1,414,200	1,416,500
Water Engineering	2,328,400	3,826,800	3,101,600	3,404,000	3,576,600	3,582,300	3,588,000
Water Quality	1,769,600	1,904,900	1,989,200	2,025,100	2,030,500	2,035,900	2,041,200
<b>Subtotal Water Treatment Plants</b>	<b>14,704,300</b>	<b>17,240,600</b>	<b>15,952,200</b>	<b>16,006,500</b>	<b>16,041,900</b>	<b>16,077,300</b>	<b>16,112,700</b>
Water Works Park	2,990,200	3,743,800	3,361,000	3,368,400	3,375,800	3,383,200	3,390,500
Springwells Water Plant	3,100,300	3,575,300	3,311,100	3,318,200	3,325,300	3,332,400	3,339,600
Northeast Water Plant	3,017,800	3,468,300	3,135,000	3,141,800	3,148,500	3,155,300	3,162,000
Southwest Water Plant	2,946,400	3,376,300	3,092,800	3,099,600	3,106,400	3,113,200	3,120,000
Lake Huron Water Plant	2,649,600	3,076,900	3,052,300	3,078,500	3,085,900	3,093,200	3,100,600
<b>Grand Total</b>	<b>\$ 20,731,600</b>	<b>\$ 25,017,700</b>	<b>\$ 23,295,100</b>	<b>\$ 23,691,100</b>	<b>\$ 23,907,900</b>	<b>\$ 23,957,800</b>	<b>\$ 24,007,600</b>

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 20,731,600	\$ 25,017,700	\$ 23,295,100	\$ 23,691,100	\$ 23,907,900	\$ 23,957,800	\$ 24,007,600
3.1 Electric	16,162,500	15,880,000	16,380,000	16,380,000	16,380,000	16,380,000	16,380,000
3.2 Gas	1,342,500	983,400	1,228,400	1,228,400	1,228,400	1,228,400	1,228,400
3.3 Sewage Service	714,500	550,000	650,000	650,000	650,000	650,000	650,000
3.4 Water Service	900	500	500	500	500	500	500
4.1 Chemicals	7,788,900	6,721,100	11,415,400	11,415,400	11,415,400	11,415,400	11,415,400
4.2 Supplies & Other	3,381,700	3,536,300	3,353,800	3,351,800	3,349,800	3,349,300	3,349,300
4.3 Contractual Services	14,510,900	13,492,000	14,358,400	14,208,400	14,213,400	14,208,400	14,208,400
5.1 Capital Program Allocation	(1,482,600)	(2,650,100)	(2,218,600)	(2,458,900)	(2,596,600)	(2,600,700)	(2,604,900)
7.0 Unallocated Reserve		2,284,700	3,331,400	4,853,100	6,284,200	7,670,200	9,177,500
<b>Grand Total</b>	<b>\$ 63,150,900</b>	<b>\$ 65,815,600</b>	<b>\$ 71,794,400</b>	<b>\$ 73,319,800</b>	<b>\$ 74,833,000</b>	<b>\$ 76,259,300</b>	<b>\$ 77,812,200</b>

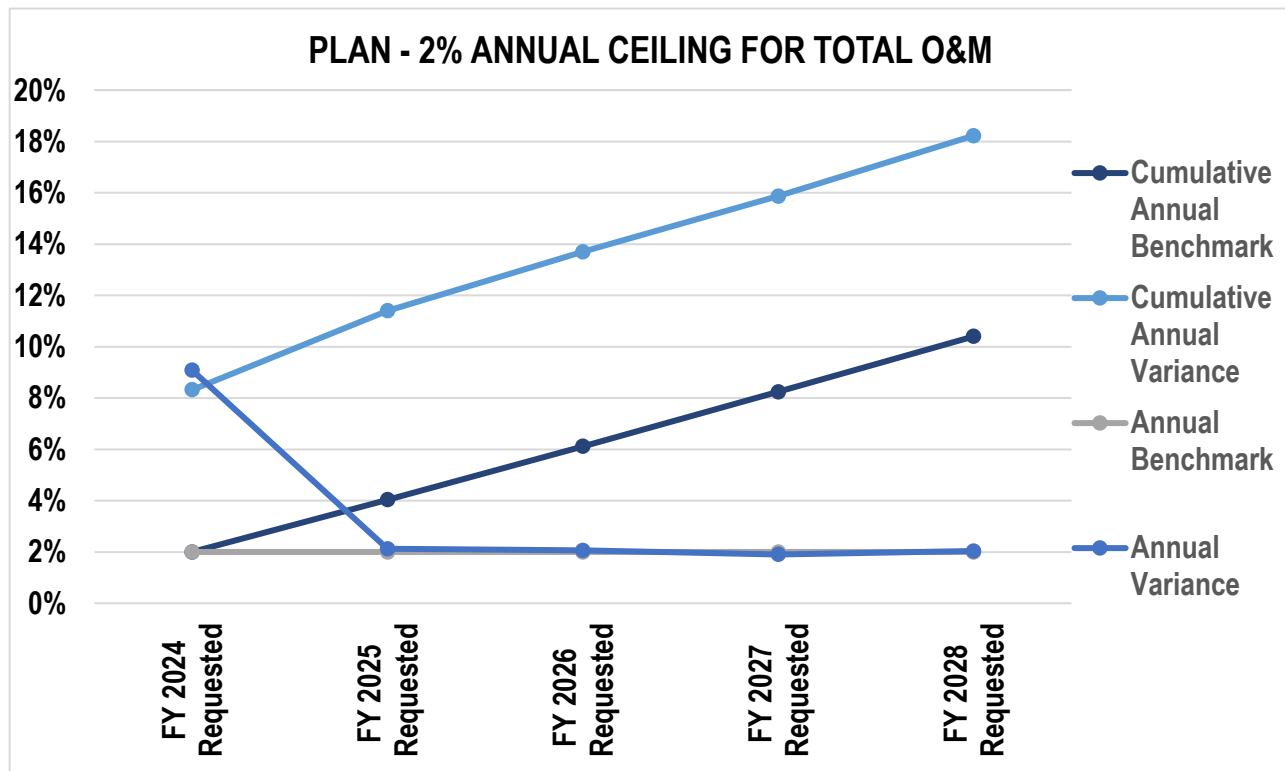


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Administration	\$ 2,514,900	\$ 2,817,400	\$ 3,080,500	\$ 2,933,900	\$ 2,937,300	\$ 2,940,700	\$ 2,944,100
Water Treatment Plants	57,303,300	56,793,700	61,741,600	61,795,800	61,831,000	61,866,200	61,901,400
Water Engineering	1,366,200	1,750,100	1,415,400	1,477,600	1,512,700	1,514,500	1,516,200
Water Quality	1,966,500	2,169,700	2,225,500	2,259,400	2,267,800	2,267,700	2,273,000
Water System Operations							
Unallocated		2,284,700	3,331,400	4,853,100	6,284,200	7,670,200	9,177,500
<b>Grand Total</b>	<b>\$ 63,150,900</b>	<b>\$ 65,815,600</b>	<b>\$ 71,794,400</b>	<b>\$ 73,319,800</b>	<b>\$ 74,833,000</b>	<b>\$ 76,259,300</b>	<b>\$ 77,812,200</b>

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

The Water Operations Group’s financial plan reflects a five-year overall increase of 18.2% which is above the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes. The largest yearly increase is for FY 2024 which has a 9.1% increase over FY 2023. Items causing this increase are described previously in the section above labeled “Biennial Budget Request”.



### Capital Outlay

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

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

When comparing the FY 2024 to the FY 2023 the total budget was reduced by \$460,800. The reduction is primarily due to the anticipated completion of the Springwells WTP maintenance shop Air quality improvement system project that was contained within the Buildings/Structures asset category at \$500,000.

Asset Category	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Improvement &amp; Extension</b>	<b>\$ 3,038,300</b>	<b>\$ 2,577,500</b>	<b>\$ 2,559,500</b>	<b>\$ 2,699,000</b>	<b>\$ 3,113,500</b>	<b>\$ 2,526,500</b>
<b>Building/Structures</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Building/Structures Improvement	500,000	-	-	-	-	-
<b>Information Technology</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
Software	5,500	5,500	5,500	5,500	5,500	5,500
<b>Leasehold Improvements</b>	<b>-</b>	<b>-</b>	<b>158,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Leasehold Improvements	-	-	158,000	-	-	-
<b>Machinery &amp; Equipment</b>	<b>2,525,800</b>	<b>2,510,000</b>	<b>2,389,000</b>	<b>2,631,500</b>	<b>3,101,000</b>	<b>2,459,000</b>
Controls & Communication	139,000	115,000	154,000	120,000	120,000	144,000
Flow Measuring & Meters	-	-	-	-	-	-
Furniture & Fixtures	-	35,000	40,000	45,000	45,000	50,000
Heavy Equipment & Misc	150,000	120,000	197,000	180,000	120,000	197,000
Laboratory	330,700	249,000	254,000	205,500	250,000	217,000
Pipes, Gates & Valves	137,000	263,000	158,000	210,000	175,500	137,000
Process Equipment/Treatment	449,000	503,000	270,000	446,000	892,000	380,000
Pumps & Motors	1,300,100	1,205,000	1,296,000	1,405,000	1,478,500	1,314,000
Tools, Shop & Warehouse	20,000	20,000	20,000	20,000	20,000	20,000
<b>Vehicles</b>	<b>7,000</b>	<b>62,000</b>	<b>7,000</b>	<b>62,000</b>	<b>7,000</b>	<b>62,000</b>
Trailer & Towable Equipment	-	40,000	-	40,000	-	40,000
Utility Vehicle	7,000	22,000	7,000	22,000	7,000	22,000
<b>Grand Total</b>	<b>\$ 3,038,300</b>	<b>\$ 2,577,500</b>	<b>\$ 2,559,500</b>	<b>\$ 2,699,000</b>	<b>\$ 3,113,500</b>	<b>\$ 2,526,500</b>

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

Funding Source	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	1,548,500	3,038,300	2,577,500	2,559,500	2,699,000	3,113,500	2,526,500
<b>Grand Total</b>	<b>\$ 1,548,500</b>	<b>\$ 3,038,300</b>	<b>\$ 2,577,500</b>	<b>\$ 2,559,500</b>	<b>\$ 2,699,000</b>	<b>\$ 3,113,500</b>	<b>\$ 2,526,500</b>

*Five-Year Capital Outlay Plan by Team*

In FY 2023, the Springwells Water Plant request of \$1,276,000 is driven by the need to install surface wash booster pumps to meet AWOP requirements, perform air quality improvement updates in the maintenance shop and replace current equipment such as turbidimeters, flocculation drives and chlorinators. This project is anticipated to be completed in FY2023; therefore, causing a reduction the FY2024 requested budget.

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Water Engineering</b>	\$ 277,000	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
<b>Water Quality</b>	6,500	51,000	18,000	30,000	17,500	19,000	51,000
<b>Water Treatment Plants</b>							
Water Works Park	419,500	373,800	389,000	466,000	633,000	840,000	618,000
Springwells Water Plant	122,700	1,276,000	814,000	475,000	860,000	825,000	450,000
Northeast Water Plant	356,700	958,000	463,000	728,000	480,000	825,000	383,000
Southwest Water Plant	181,300	169,000	265,000	302,000	250,000	271,000	336,000
Lake Huron Water Plant	184,800	205,000	623,000	553,000	453,000	328,000	683,000
<b>Grand Total</b>	<b>\$ 1,548,500</b>	<b>\$ 3,038,300</b>	<b>\$ 2,577,500</b>	<b>\$ 2,559,500</b>	<b>\$ 2,699,000</b>	<b>\$ 3,113,500</b>	<b>\$ 2,526,500</b>

### 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882001 - COO - Water Operations &amp; Field Serv</b>	<b>830,600</b>	<b>877,000</b>	<b>218,600</b>	<b>1,132,300</b>	<b>1,133,300</b>	<b>1,134,400</b>	<b>1,135,400</b>	<b>1,136,500</b>
2.1 Salaries & Wages	425,400	433,400	121,500	662,200	662,200	662,200	662,200	662,200
2.4 Employee Benefits	122,600	131,300	33,800	182,800	183,800	184,900	185,900	187,000
4.2 Supplies & Other	282,600	312,300	63,300	287,300	287,300	287,300	287,300	287,300
Memberships, Licenses & Subscriptions	268,800	296,800	59,100	269,200	269,200	269,200	269,200	269,200
Office Supplies	200	500	100	500	500	500	500	500
Training and Internal Meetings	7,000	5,000	4,100	7,600	7,600	7,600	7,600	7,600
Travel	6,600	10,000	-	10,000	10,000	10,000	10,000	10,000
4.3 Contractual Services	-	-	-	150,000	-	-	-	-
Contractual Professional Services	-	-	-	150,000	-	-	-	-
<b>882101 - Water Director</b>	<b>1,684,300</b>	<b>1,940,400</b>	<b>478,500</b>	<b>1,798,200</b>	<b>1,800,600</b>	<b>1,802,900</b>	<b>1,805,300</b>	<b>1,807,600</b>
2.1 Salaries & Wages	1,046,300	1,083,500	250,100	1,051,200	1,051,200	1,051,200	1,051,200	1,051,200
2.3 Overtime	17,100	40,000	3,400	25,000	25,000	25,000	25,000	25,000
2.4 Employee Benefits	317,900	357,200	77,900	330,900	333,300	335,600	338,000	340,300
4.2 Supplies & Other	226,700	329,700	129,600	261,100	261,100	261,100	261,100	261,100
Capital Outlay less than \$5,000	900	-	-	-	-	-	-	-
Damage Claims	-	-	30,700	-	-	-	-	-
Employee Uniform Expense	89,100	105,000	28,200	110,000	110,000	110,000	110,000	110,000
Inspection and Permit Fees	-	1,000	-	1,000	1,000	1,000	1,000	1,000
Memberships, Licenses & Subscriptions	4,300	1,000	300	900	900	900	900	900
Mileage and Parking	7,500	10,000	400	10,000	10,000	10,000	10,000	10,000
Office Supplies	3,500	7,200	-	7,200	7,200	7,200	7,200	7,200
Operating Supplies	200	-	-	-	-	-	-	-
Supplies & Other - Covid19	600	-	-	-	-	-	-	-
Training and Internal Meetings	89,400	175,500	66,500	102,000	102,000	102,000	102,000	102,000
Travel	31,200	30,000	3,500	30,000	30,000	30,000	30,000	30,000
4.3 Contractual Services	76,300	130,000	17,500	130,000	130,000	130,000	130,000	130,000
Contractual Professional Services	76,300	130,000	17,500	130,000	130,000	130,000	130,000	130,000
<b>882111 - Water Engineering</b>	<b>1,366,200</b>	<b>1,750,100</b>	<b>355,500</b>	<b>1,415,400</b>	<b>1,477,600</b>	<b>1,512,700</b>	<b>1,514,500</b>	<b>1,516,200</b>
2.1 Salaries & Wages	1,693,000	2,796,200	338,900	2,281,400	2,511,500	2,642,000	2,642,000	2,642,000
2.3 Overtime	84,200	120,000	20,300	100,000	100,000	100,000	100,000	100,000
2.4 Employee Benefits	551,200	910,600	113,300	720,200	792,500	834,600	840,300	846,000
4.2 Supplies & Other	111,900	78,300	6,500	79,700	79,700	79,700	79,700	79,700
Capital Outlay less than \$5,000	3,300	5,000	3,500	5,000	5,000	5,000	5,000	5,000
Employee Uniform Expense	55,500	10,000	(4,500)	12,000	12,000	12,000	12,000	12,000
Memberships, Licenses & Subscriptions	7,400	10,700	100	9,600	9,600	9,600	9,600	9,600
Mileage and Parking	17,200	18,000	3,800	18,000	18,000	18,000	18,000	18,000
Office Supplies	200	6,000	-	3,000	3,000	3,000	3,000	3,000
Operating Supplies	2,800	3,500	300	3,000	3,000	3,000	3,000	3,000
Postage	-	100	-	100	100	100	100	100
Supplies & Other - Covid19	500	-	-	-	-	-	-	-
Training and Internal Meetings	14,100	10,000	1,400	14,000	14,000	14,000	14,000	14,000
Travel	6,900	10,000	1,900	10,000	10,000	10,000	10,000	10,000
Tuition Refund	4,000	5,000	-	5,000	5,000	5,000	5,000	5,000
4.3 Contractual Services	314,100	395,000	25,000	350,000	350,000	350,000	350,000	350,000
Contractual Professional Services	314,100	395,000	25,000	350,000	350,000	350,000	350,000	350,000
5.1 Capital Program Allocation	(1,388,200)	(2,550,000)	(148,500)	(2,115,900)	(2,356,100)	(2,493,600)	(2,497,500)	(2,501,500)

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882121 - Water Quality</b>	<b>1,966,500</b>	<b>2,169,700</b>	<b>587,300</b>	<b>2,225,500</b>	<b>2,259,400</b>	<b>2,267,800</b>	<b>2,267,700</b>	<b>2,273,000</b>
2.1 Salaries & Wages	1,194,600	1,279,100	334,700	1,352,600	1,375,800	1,375,800	1,375,800	1,375,800
2.3 Overtime	66,700	50,800	37,700	70,000	70,000	70,000	70,000	70,000
2.4 Employee Benefits	508,300	575,000	128,100	566,600	579,300	584,700	590,100	595,400
4.1 Chemicals	116,900	125,500	55,900	126,500	126,500	126,500	126,500	126,500
4.2 Supplies & Other	41,700	77,800	23,600	61,800	59,800	57,800	57,300	57,300
Capital Outlay less than \$5,000		5,000	3,300	5,000	5,000	5,000	5,000	5,000
Memberships, Licenses & Subscriptions	400	500	100	500	500	500	500	500
Mileage and Parking	300	200	-	200	200	200	200	200
Office Supplies	14,300	16,500	1,100	14,500	12,500	10,500	10,000	10,000
Operating Supplies	25,700	55,600	18,900	41,600	41,600	41,600	41,600	41,600
Printing			-					
Supplies & Other - Covid19	1,000		200					
4.3 Contractual Services	38,300	61,500	7,300	48,000	48,000	53,000	48,000	48,000
Contractual Operating Services	36,200	61,500	7,300	48,000	48,000	53,000	48,000	48,000
Contractual Professional Services	2,100		-					
<b>882131 - Water Works Park</b>	<b>8,654,600</b>	<b>9,306,400</b>	<b>2,290,400</b>	<b>9,506,400</b>	<b>9,513,800</b>	<b>9,521,200</b>	<b>9,528,600</b>	<b>9,535,900</b>
2.1 Salaries & Wages	1,675,700	2,032,600	438,400	1,862,500	1,862,500	1,862,500	1,862,500	1,862,500
2.2 Workforce Development	56,900	217,100	24,900	145,200	145,200	145,200	145,200	145,200
2.3 Overtime	519,200	511,100	150,800	511,100	511,100	511,100	511,100	511,100
2.4 Employee Benefits	738,400	983,000	193,800	842,200	849,600	857,000	864,400	871,700
3.1 Electric	2,111,800	2,050,000	389,700	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000
3.2 Gas	288,600	240,000	35,200	240,000	240,000	240,000	240,000	240,000
3.3 Sewage Service	57,200	50,000	12,700	50,000	50,000	50,000	50,000	50,000
4.1 Chemicals	1,271,500	1,016,600	496,800	1,834,500	1,834,500	1,834,500	1,834,500	1,834,500
4.2 Supplies & Other	670,800	598,500	163,500	597,900	597,900	597,900	597,900	597,900
Capital Outlay less than \$5,000	64,300	30,000	26,400	60,000	60,000	60,000	60,000	60,000
Inspection and Permit Fees	6,100	1,500	-	2,900	2,900	2,900	2,900	2,900
Memberships, Licenses & Subscriptions	1,900	1,000	-	2,000	2,000	2,000	2,000	2,000
Mileage and Parking	500		-					
Office Supplies	16,700	21,000	400	21,000	21,000	21,000	21,000	21,000
Operating Supplies	166,700	107,000	73,200	142,000	142,000	142,000	142,000	142,000
Operating Supplies-Janitorial	12,900	15,000	3,000	15,000	15,000	15,000	15,000	15,000
Rentals- Office Equipment	3,000		-					
Repairs & Maintenance-Equipment	395,600	423,000	60,500	354,500	354,500	354,500	354,500	354,500
Supplies & Other - Covid19	2,800		-					
Tuition Refund	300		-	500	500	500	500	500
4.3 Contractual Services	1,264,500	1,607,500	384,600	1,373,000	1,373,000	1,373,000	1,373,000	1,373,000
Contract Services-Information Technology	48,100	130,000	34,700	85,000	85,000	85,000	85,000	85,000
Contractual Buildings & Grounds Maint	392,200	467,000	87,400	405,000	405,000	405,000	405,000	405,000
Contractual Operating Services	374,700	593,500	86,400	445,500	445,500	445,500	445,500	445,500
Contractual Professional Services	449,500	410,000	176,100	437,500	437,500	437,500	437,500	437,500
Telecom, Managed Security & Network Svcs		7,000	-					

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882141 - Springwells Water Plant</b>	<b>14,776,900</b>	<b>13,629,900</b>	<b>3,943,500</b>	<b>15,295,700</b>	<b>15,302,800</b>	<b>15,309,900</b>	<b>15,317,000</b>	<b>15,324,200</b>
2.1 Salaries & Wages	1,748,700	1,959,300	449,000	1,866,000	1,866,000	1,866,000	1,866,000	1,866,000
2.2 Workforce Development	97,700	260,100	33,900	168,600	168,600	168,600	168,600	168,600
2.3 Overtime	475,100	400,000	157,100	450,000	450,000	450,000	450,000	450,000
2.4 Employee Benefits	778,800	955,900	191,200	826,500	833,600	840,700	847,800	855,000
3.1 Electric	3,777,700	3,000,000	1,437,100	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
3.2 Gas	429,000	280,300	74,900	405,300	405,300	405,300	405,300	405,300
4.1 Chemicals	2,392,800	2,028,000	1,065,000	3,157,000	3,157,000	3,157,000	3,157,000	3,157,000
4.2 Supplies & Other	357,400	442,900	229,100	351,200	351,200	351,200	351,200	351,200
Capital Outlay less than \$5,000	51,000	30,000	13,100	30,000	30,000	30,000	30,000	30,000
Inspection and Permit Fees	4,300	1,500	-	2,500	2,500	2,500	2,500	2,500
Memberships, Licenses & Subscriptions	100	500	100	500	500	500	500	500
Mileage and Parking	100	1,000	-	1,000	1,000	1,000	1,000	1,000
Office Supplies	9,800	11,200	600	11,200	11,200	11,200	11,200	11,200
Operating Supplies	96,700	104,000	23,100	93,000	93,000	93,000	93,000	93,000
Operating Supplies-Janitorial	12,900	10,000	2,000	12,000	12,000	12,000	12,000	12,000
Repairs & Maintenance-Equipment	119,600	282,700	189,400	199,000	199,000	199,000	199,000	199,000
Supplies & Other - Covid19	3,000	-	800	-	-	-	-	-
Supplies & Other – Flood Events	59,900	-	-	-	-	-	-	-
Tuition Refund	-	2,000	-	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	4,719,700	4,303,400	306,200	4,571,100	4,571,100	4,571,100	4,571,100	4,571,100
Contract Services-Information Technology	21,400	87,000	1,100	62,000	62,000	62,000	62,000	62,000
Contractual Buildings & Grounds Maint	668,200	392,100	102,300	581,800	581,800	581,800	581,800	581,800
Contractual Operating Services	3,545,300	3,436,700	31,500	3,478,700	3,478,700	3,478,700	3,478,700	3,478,700
Contractual Professional Services	468,500	387,600	171,300	448,600	448,600	448,600	448,600	448,600
Contractual Services – Flood Events	16,300	-	-	-	-	-	-	-
<b>882151 - Northeast Water Plant</b>	<b>11,459,300</b>	<b>10,673,000</b>	<b>4,057,100</b>	<b>12,281,500</b>	<b>12,288,300</b>	<b>12,295,000</b>	<b>12,301,700</b>	<b>12,308,400</b>
2.1 Salaries & Wages	1,741,000	1,933,800	451,500	1,856,900	1,856,900	1,856,900	1,856,900	1,856,900
2.2 Workforce Development	48,500	217,100	12,200	93,000	93,000	93,000	93,000	93,000
2.3 Overtime	494,500	400,000	117,100	400,000	400,000	400,000	400,000	400,000
2.4 Employee Benefits	733,800	917,400	183,300	785,100	791,900	798,600	805,400	812,100
3.1 Electric	2,636,300	2,800,000	1,273,800	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
3.2 Gas	197,500	153,100	15,200	183,100	183,100	183,100	183,100	183,100
3.3 Sewage Service	146,800	130,000	41,900	130,000	130,000	130,000	130,000	130,000
3.4 Water Service	100	100	100	100	100	100	100	100
4.1 Chemicals	1,231,300	1,384,600	586,200	2,144,600	2,144,600	2,144,600	2,144,600	2,144,600
4.2 Supplies & Other	385,900	364,100	98,600	410,800	410,800	410,800	410,800	410,800
Capital Outlay less than \$5,000	34,500	10,000	9,000	30,000	30,000	30,000	30,000	30,000
Inspection and Permit Fees	(200)	3,200	-	3,200	3,200	3,200	3,200	3,200
Memberships, Licenses & Subscriptions	9,900	1,500	1,900	6,500	6,500	6,500	6,500	6,500
Mileage and Parking	100	500	-	500	500	500	500	500
Office Supplies	13,900	5,200	2,400	14,500	14,500	14,500	14,500	14,500
Operating Supplies	177,800	116,000	54,400	156,000	156,000	156,000	156,000	156,000
Operating Supplies-Janitorial	19,100	12,000	6,500	12,000	12,000	12,000	12,000	12,000
Postage	-	100	-	100	100	100	100	100
Repairs & Maintenance-Equipment	126,200	215,600	23,300	186,000	186,000	186,000	186,000	186,000
Supplies & Other - Covid19	2,100	-	1,100	-	-	-	-	-
Tuition Refund	2,500	-	-	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	3,861,500	2,394,900	1,277,200	3,500,600	3,500,600	3,500,600	3,500,600	3,500,600
Contract Services-Information Technology	20,500	60,000	-	35,000	35,000	35,000	35,000	35,000
Contractual Buildings & Grounds Maint	327,500	319,400	101,700	316,100	316,100	316,100	316,100	316,100
Contractual Operating Services	2,945,400	1,665,500	926,300	2,687,500	2,687,500	2,687,500	2,687,500	2,687,500
Contractual Professional Services	568,100	350,000	249,200	462,000	462,000	462,000	462,000	462,000
5.1 Capital Program Allocation	(17,900)	(22,000)	-	(22,600)	(22,600)	(22,600)	(22,700)	(22,700)

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882161 - Southwest Water Plant</b>	<b>9,457,900</b>	<b>9,897,000</b>	<b>1,905,300</b>	<b>10,231,300</b>	<b>10,238,000</b>	<b>10,244,600</b>	<b>10,251,300</b>	<b>10,257,900</b>
2.1 Salaries & Wages	1,689,900	1,821,400	426,800	1,746,700	1,746,700	1,746,700	1,746,700	1,746,700
2.2 Workforce Development	48,000	217,100	15,500	119,100	119,100	119,100	119,100	119,100
2.3 Overtime	480,600	450,000	144,400	450,000	450,000	450,000	450,000	450,000
2.4 Employee Benefits	727,900	887,800	183,900	777,000	783,800	790,600	797,400	804,200
3.1 Electric	1,366,000	1,530,000	376,400	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000
3.2 Gas	194,000	150,000	9,400	200,000	200,000	200,000	200,000	200,000
3.3 Sewage Service	441,600	300,000	49,500	400,000	400,000	400,000	400,000	400,000
3.4 Water Service	800	500	200	500	500	500	500	500
4.1 Chemicals	960,700	896,100	327,000	1,520,500	1,520,500	1,520,500	1,520,500	1,520,500
4.2 Supplies & Other	544,500	577,500	139,900	546,900	546,900	546,900	546,900	546,900
Capital Outlay less than \$5,000	52,900	35,000	54,200	35,000	35,000	35,000	35,000	35,000
Inspection and Permit Fees	3,600	3,400	-	4,000	4,000	4,000	4,000	4,000
Memberships, Licenses & Subscriptions	200	300	1,000	300	300	300	300	300
Mileage and Parking	-	100	100	100	100	100	100	100
Office Supplies	12,300	12,500	2,600	13,000	13,000	13,000	13,000	13,000
Operating Supplies	113,400	83,000	49,000	106,000	106,000	106,000	106,000	106,000
Operating Supplies-Janitorial	12,200	10,000	4,200	11,000	11,000	11,000	11,000	11,000
Property Taxes	229,800	250,200	-	250,000	250,000	250,000	250,000	250,000
Rentals-Miscellaneous	-	-	-	-	-	-	-	-
Repairs & Maintenance-Equipment	118,200	183,000	28,800	127,500	127,500	127,500	127,500	127,500
Supplies & Other - Covid19	1,900	-	-	-	-	-	-	-
<b>4.3 Contractual Services</b>	<b>3,080,400</b>	<b>3,144,700</b>	<b>246,300</b>	<b>3,020,700</b>	<b>3,020,700</b>	<b>3,020,700</b>	<b>3,020,700</b>	<b>3,020,700</b>
Contract Services-Information Technology	24,700	80,000	-	50,000	50,000	50,000	50,000	50,000
Contractual Buildings & Grounds Maint	320,200	343,100	55,600	343,100	343,100	343,100	343,100	343,100
Contractual Operating Services	2,475,200	2,359,600	19,400	2,310,600	2,310,600	2,310,600	2,310,600	2,310,600
Contractual Professional Services	260,300	362,000	171,300	317,000	317,000	317,000	317,000	317,000
<b>5.1 Capital Program Allocation</b>	<b>(76,500)</b>	<b>(78,100)</b>	<b>(14,000)</b>	<b>(80,100)</b>	<b>(80,200)</b>	<b>(80,400)</b>	<b>(80,500)</b>	<b>(80,700)</b>

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882171 - Lake Huron Water Plant</b>	<b>12,954,600</b>	<b>13,287,400</b>	<b>3,727,100</b>	<b>14,426,700</b>	<b>14,452,900</b>	<b>14,460,300</b>	<b>14,467,600</b>	<b>14,475,000</b>
2.1 Salaries & Wages	1,620,800	1,759,000	470,000	1,819,500	1,832,700	1,832,700	1,832,700	1,832,700
2.2 Workforce Development	21,100	174,100	31,700	121,900	121,900	121,900	121,900	121,900
2.3 Overtime	317,800	300,000	101,500	300,000	300,000	300,000	300,000	300,000
2.4 Employee Benefits	689,900	843,800	196,200	810,900	823,900	831,300	838,600	846,000
3.1 Electric	6,270,700	6,500,000	2,141,200	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
3.2 Gas	233,400	160,000	14,100	200,000	200,000	200,000	200,000	200,000
3.3 Sewage Service	68,900	70,000	11,700	70,000	70,000	70,000	70,000	70,000
3.4 Water Service	-	-	-	-	-	-	-	-
4.1 Chemicals	1,815,700	1,270,300	382,200	2,632,300	2,632,300	2,632,300	2,632,300	2,632,300
4.2 Supplies & Other	760,200	755,200	157,300	757,100	757,100	757,100	757,100	757,100
Capital Outlay less than \$5,000	75,900	35,000	13,300	50,000	50,000	50,000	50,000	50,000
Inspection and Permit Fees	3,400	1,000	-	3,400	3,400	3,400	3,400	3,400
Memberships, Licenses & Subscriptions	1,100	1,000	200	1,000	1,000	1,000	1,000	1,000
Mileage and Parking	100	3,000	-	1,000	1,000	1,000	1,000	1,000
Office Supplies	8,600	13,500	700	8,500	8,500	8,500	8,500	8,500
Operating Supplies	174,400	186,500	41,500	177,500	177,500	177,500	177,500	177,500
Operating Supplies-Janitorial	8,900	7,000	1,000	7,500	7,500	7,500	7,500	7,500
Postage	-	200	-	200	200	200	200	200
Property Taxes	14,400	8,000	-	8,000	8,000	8,000	8,000	8,000
Rentals-Miscellaneous	-	-	1,800	-	-	-	-	-
Repairs & Maintenance-Equipment	471,800	500,000	98,800	500,000	500,000	500,000	500,000	500,000
Supplies & Other - Covid19	1,600	-	-	-	-	-	-	-
4.3 Contractual Services	1,156,100	1,455,000	221,200	1,215,000	1,215,000	1,215,000	1,215,000	1,215,000
Contract Services-Information Technology	-	45,000	2,600	20,000	20,000	20,000	20,000	20,000
Contractual Buildings & Grounds Maint	149,500	155,000	32,000	150,000	150,000	150,000	150,000	150,000
Contractual Operating Services	692,200	888,000	10,700	700,000	700,000	700,000	700,000	700,000
Contractual Professional Services	314,400	367,000	175,900	345,000	345,000	345,000	345,000	345,000
<b>887601 - Water System Operations Unallocated</b>	<b>-</b>	<b>2,284,700</b>	<b>-</b>	<b>3,331,400</b>	<b>4,853,100</b>	<b>6,284,200</b>	<b>7,670,200</b>	<b>9,177,500</b>
7.0 Unallocated Reserve	-	2,284,700	-	3,331,400	4,853,100	6,284,200	7,670,200	9,177,500
<b>Grand Total</b>	<b>63,150,900</b>	<b>65,815,600</b>	<b>17,563,300</b>	<b>71,794,400</b>	<b>73,319,800</b>	<b>74,833,000</b>	<b>76,259,300</b>	<b>77,812,200</b>

### 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.

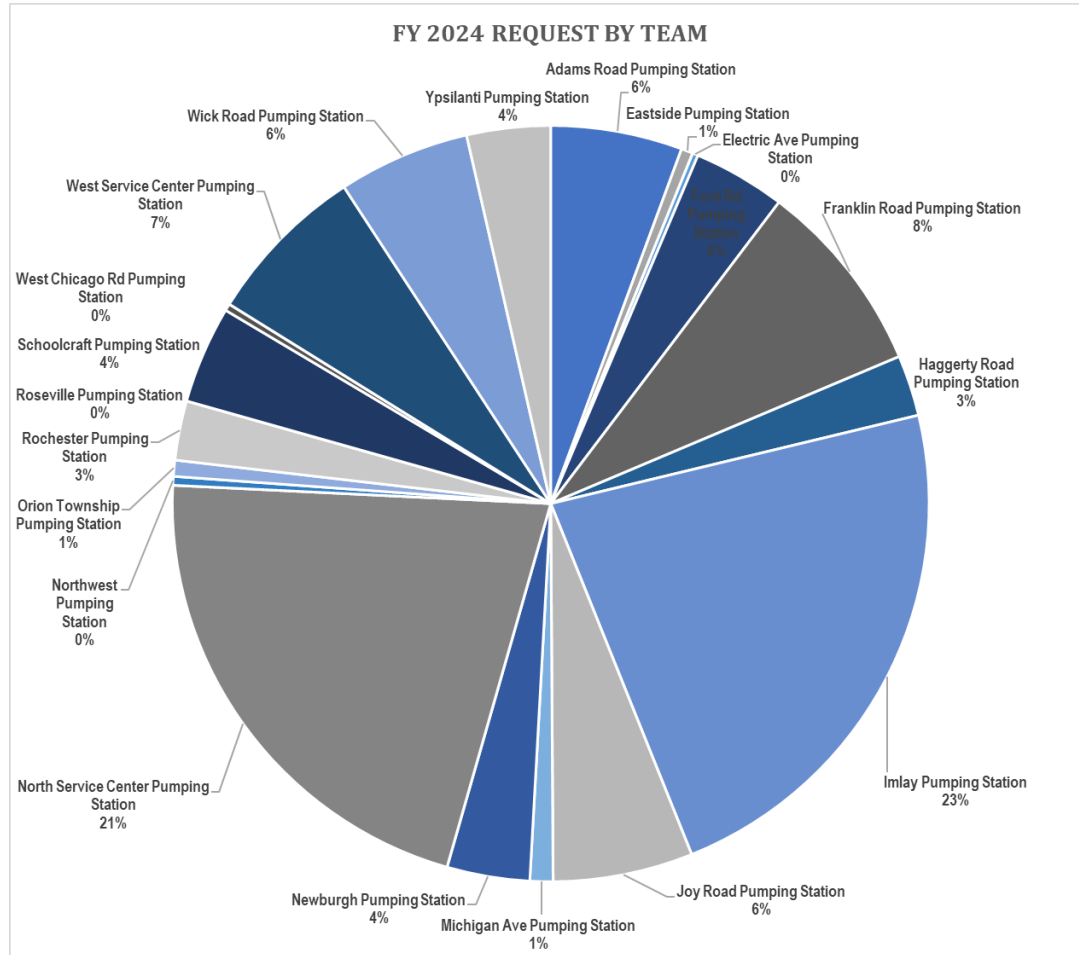
The table below shows how the water operations area pumping (booster) stations strategic initiatives relate to the organizational strategic goals.

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

- ❖ Adams Rd PS
- ❖ Eastside PS
- ❖ Electric Ave PS
- ❖ Ford Rd PS
- ❖ Franklin Rd PS
- ❖ Haggerty Rd PS
- ❖ Imlay PS
- ❖ Joy Rd PS
- ❖ Michigan Ave. PS
- ❖ Newburgh PS
- ❖ North Service Center PS
- ❖ Northwest PS
- ❖ Orion Township PS
- ❖ Rochester PS
- ❖ Roseville PS \*
- ❖ Schoolcraft PS
- ❖ West Chicago Rd PS
- ❖ West Service Center PS
- ❖ Wick Rd PS
- ❖ Ypsilanti PS



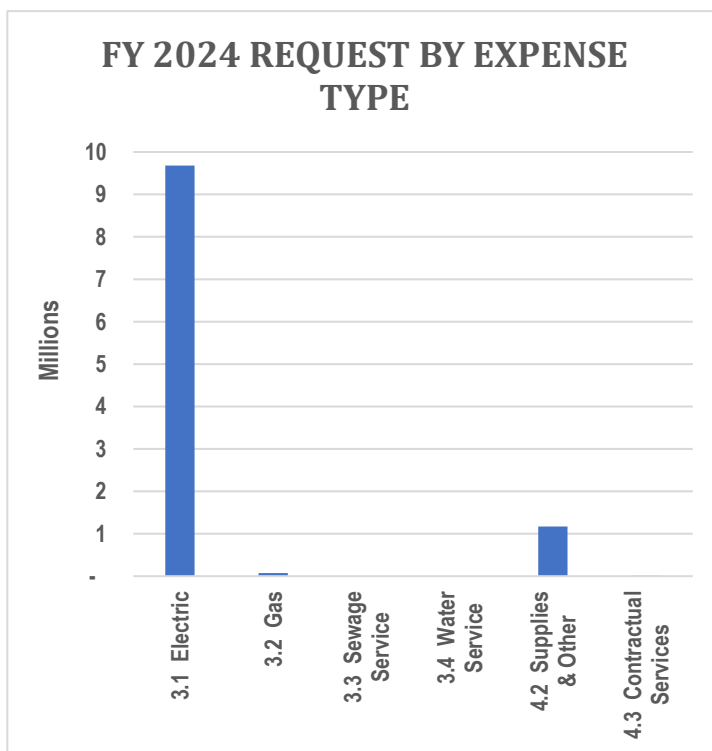
\*Roseville PS decommissioned by DWSD prior to GLWA assuming operations. The only cost being incurred for this pump station are stormwater drainage costs.

### Expense Categories

There is one major category of expense in the Water pumping stations operations and maintenance budget as listed below.

❖ **Electric Utilities**

Electric utilities are the highest expense category for Water operations pumping (booster) stations. Booster 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 booster station pumps.



### Biennial Budget Request

The biennial budget reflects an overall increase in FY 2024 of \$235,800, or 2.2%. Key factors that impact the FY 2023 budget include the following.

- ❖ Energy consumption being directly proportional to the unit cost of power and the actual power used by the booster station pumps (increase of \$190,400).
- ❖ 2% Increase built into annual natural gas budget
- ❖ Annual maintenance costs vary, depending on the complexity of the equipment and instrumentation. New forecast in usage result in a decrease of \$44,000.

#### *Biennial Budget Request by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
3.1 Electric	\$ 10,261,200	\$ 9,491,000	\$ 3,447,300	\$ 9,681,400	\$ 190,400	2.0%	\$ 9,873,900
3.2 Gas	\$ 87,100	\$ 73,200	\$ 1,700	\$ 74,600	\$ 1,400	1.9%	\$ 75,900
3.3 Sewage Service	\$ 2,200	\$ 2,700	\$ 500	\$ 2,700	\$ -	0.0%	\$ 2,700
3.4 Water Service	\$ 600	\$ 1,000	\$ 100	\$ 1,000	\$ -	0.0%	\$ 1,000
4.2 Supplies & Other	\$ 878,300	\$ 1,124,700	\$ 607,700	\$ 1,168,700	\$ 44,000	3.9%	\$ 1,168,700
4.3 Contractual Services	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	0.0%	\$ 10,000
<b>Grand Total</b>	<b>\$ 11,229,400</b>	<b>\$ 10,702,600</b>	<b>\$ 4,057,300</b>	<b>\$ 10,938,400</b>	<b>\$ 235,800</b>	<b>2.2%</b>	<b>\$ 11,132,200</b>

*Biennial Budget Request by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>Water Pumping Stations</b>	<b>\$ 11,229,400</b>	<b>\$ 10,702,600</b>	<b>\$ 4,057,300</b>	<b>\$ 10,938,400</b>	<b>\$ 235,800</b>	<b>2.2%</b>	<b>\$ 11,132,200</b>
Adams Road Pumping Station	715,100	605,000	173,400	615,000	10,000	1.7%	625,200
Eastside Pumping Station	61,700	54,000	11,400	54,700	700	1.3%	55,400
Electric Ave Pumping Station	26,800	26,000	3,400	26,300	300	1.2%	26,600
Ford Rd Pumping Station	404,800	423,700	156,900	431,800	8,100	1.9%	439,900
Franklin Road Pumping Station	889,200	895,000	349,800	911,000	16,000	1.8%	927,000
Haggerty Road Pumping Station	384,300	257,500	75,400	284,700	27,200	10.6%	288,900
Imlay Pumping Station	2,294,300	2,415,000	1,352,900	2,481,000	66,000	2.7%	2,527,900
Joy Road Pumping Station	741,500	642,500	205,600	653,600	11,100	1.7%	664,600
Michigan Ave Pumping Station	135,700	105,700	37,300	107,700	2,000	1.9%	109,700
Newburgh Pumping Station	478,500	380,000	116,500	387,000	7,000	1.8%	395,000
North Service Center Pumping Station	2,065,200	2,295,000	690,300	2,335,500	40,500	1.8%	2,376,800
Northwest Pumping Station	73,400	40,700	6,100	41,300	600	1.5%	41,900
Orion Township Pumping Station	94,000	73,000	27,600	75,400	2,400	3.3%	76,800
Rochester Pumping Station	298,000	272,000	138,500	277,100	5,100	1.9%	282,300
Roseville Pumping Station	100	300	-	300	-	0.0%	300
Schoolcraft Pumping Station	445,700	448,000	100,400	456,100	8,100	1.8%	463,100
West Chicago Rd Pumping Station	24,200	32,000	4,300	32,500	500	1.6%	33,000
West Service Center Pumping Station	959,100	747,700	351,300	760,700	13,000	1.7%	773,700
Wick Road Pumping Station	679,400	605,500	118,500	615,600	10,100	1.7%	625,900
Ypsilanti Pumping Station	458,400	384,000	137,700	391,100	7,100	1.8%	398,200
<b>Grand Total</b>	<b>\$ 11,229,400</b>	<b>\$ 10,702,600</b>	<b>\$ 4,057,300</b>	<b>\$ 10,938,400</b>	<b>\$ 235,800</b>	<b>2.2%</b>	<b>\$ 11,132,200</b>

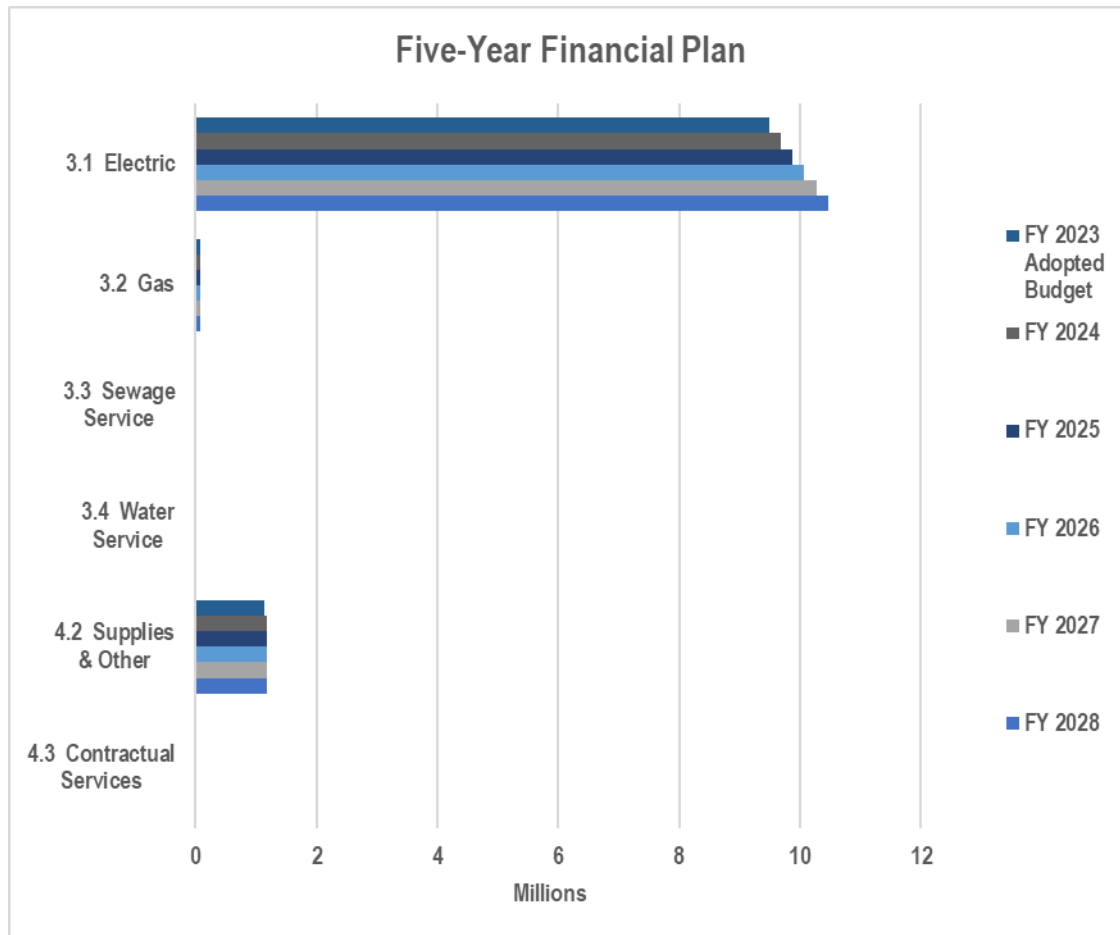
**Personnel Budget**

Personnel budget is not a component of the Water Operations Area Pumping (Booster) Stations. 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 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
4.3 Contractual Services	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
4.2 Supplies & Other	\$ 1,124,700	\$ 607,700	\$ 1,168,700	\$ 1,168,700	\$ 1,168,700	\$ 1,168,700	\$ 1,168,700
3.1 Electric	\$ 9,491,000	\$ 3,447,300	\$ 9,681,400	\$ 9,873,900	\$ 10,068,700	\$ 10,267,300	\$ 10,467,500
3.4 Water Service	\$ 1,000	\$ 100	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
3.2 Gas	\$ 73,200	\$ 1,700	\$ 74,600	\$ 75,900	\$ 77,900	\$ 79,200	\$ 81,200
3.3 Sewage Service	2,700	500	2,700	2,700	2,700	2,700	2,700
<b>Grand Total</b>	<b>\$ 10,702,600</b>	<b>\$ 4,057,300</b>	<b>\$ 10,938,400</b>	<b>\$ 11,132,200</b>	<b>\$ 11,329,000</b>	<b>\$ 11,528,900</b>	<b>\$ 11,731,100</b>

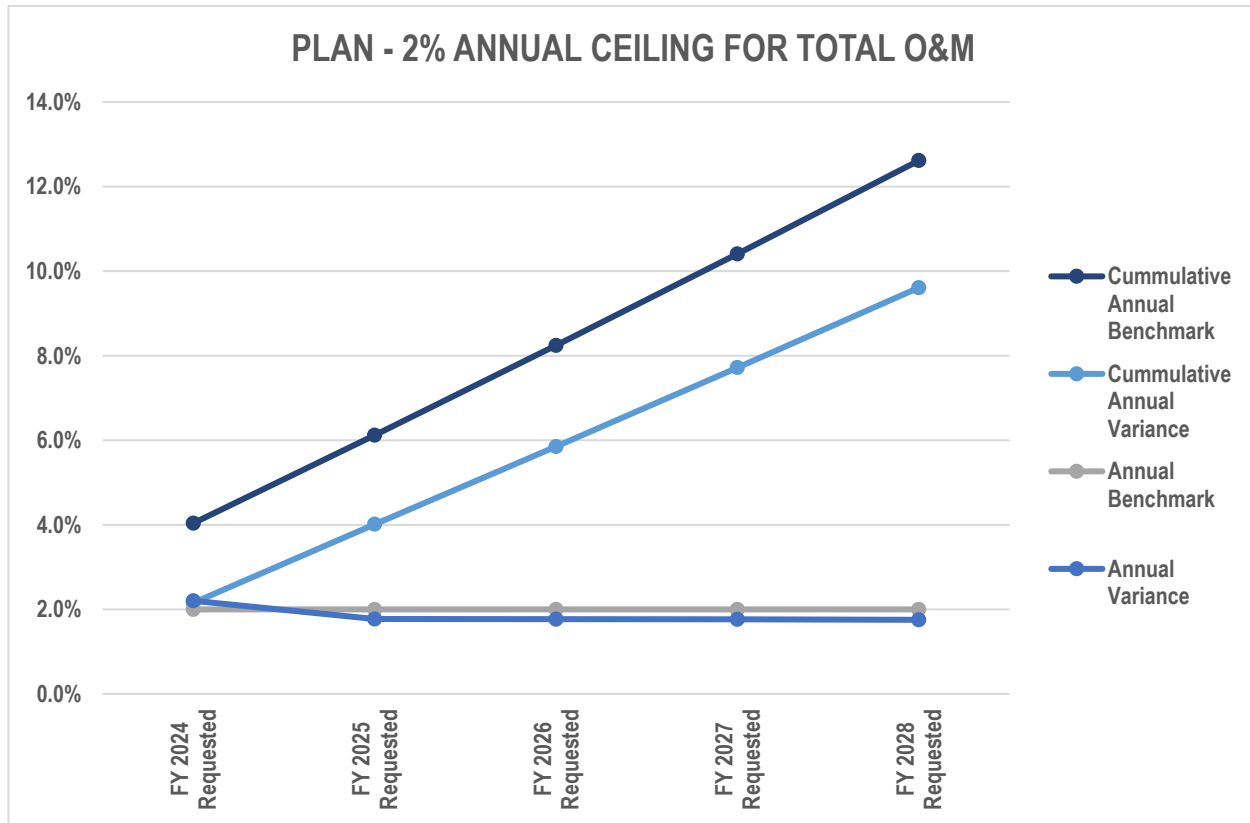


*Five-Year Financial Plan by Team*

Team	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Water Pumping Stations</b>	<b>\$ 10,702,600</b>	<b>\$ 4,057,300</b>	<b>\$ 10,938,400</b>	<b>\$ 11,132,200</b>	<b>\$ 11,329,000</b>	<b>\$ 11,528,900</b>	<b>\$ 11,731,100</b>
Adams Road Pumping Station	605,000	173,400	615,000	625,200	635,600	646,200	657,000
Eastside Pumping Station	54,000	11,400	54,700	55,400	56,100	56,600	57,500
Electric Ave Pumping Station	26,000	3,400	26,300	26,600	26,900	27,200	27,500
Ford Rd Pumping Station	423,700	156,900	431,800	439,900	448,000	456,100	464,200
Franklin Road Pumping Station	895,000	349,800	911,000	927,000	944,000	961,000	978,000
Haggerty Road Pumping Station	257,500	75,400	284,700	288,900	293,100	297,300	299,500
Imlay Pumping Station	2,415,000	1,352,900	2,481,000	2,527,900	2,575,800	2,624,600	2,675,000
Joy Road Pumping Station	642,500	205,600	653,600	664,600	673,700	682,700	691,800
Michigan Ave Pumping Station	105,700	37,300	107,700	109,700	111,700	113,700	115,700
Newburgh Pumping Station	380,000	116,500	387,000	395,000	402,000	410,000	418,000
North Service Center Pumping Station	2,295,000	690,300	2,335,500	2,376,800	2,418,900	2,461,900	2,505,700
Northwest Pumping Station	40,700	6,100	41,300	41,900	42,500	42,900	43,700
Orion Township Pumping Station	73,000	27,600	75,400	76,800	78,300	79,800	81,300
Rochester Pumping Station	272,000	138,500	277,100	282,300	287,500	292,700	297,900
Roseville Pumping Station	300	-	300	300	300	300	300
Schoolcraft Pumping Station	448,000	100,400	456,100	463,100	471,200	479,200	488,300
West Chicago Rd Pumping Station	32,000	4,300	32,500	33,000	33,500	34,000	34,500
West Service Center Pumping Station	747,700	351,300	760,700	773,700	788,200	802,200	816,700
Wick Road Pumping Station	605,500	118,500	615,600	625,900	636,400	647,100	658,000
Ypsilanti Pumping Station	384,000	137,700	391,100	398,200	405,300	413,400	420,500
<b>Grand Total</b>	<b>\$ 10,702,600</b>	<b>\$ 4,057,300</b>	<b>\$ 10,938,400</b>	<b>\$ 11,132,200</b>	<b>\$ 11,329,000</b>	<b>\$ 11,528,900</b>	<b>\$ 11,731,100</b>

*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 decrease of 1.2% 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**

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

*Five-Year Capital Outlay Plan by Asset*

Asset Category	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ -	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
Machinery & Equipment	-	650,000	650,000	650,000	650,000	650,000
Pumps & Motors	-	650,000	650,000	650,000	650,000	650,000
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>

*Five-Year Capital Outlay Plan by Funding Source*

Funding Source	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ -	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>

*Five-Year Capital Outlay Plan by Team*

Team	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Water Pumping Stations</b>	<b>\$ -</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>
Adams Road Pumping Station	-	50,000	50,000	50,000	50,000	50,000
Eastside Pumping Station	-	100,000	100,000	100,000	100,000	100,000
Imlay Pumping Station	-	300,000	300,000	300,000	300,000	300,000
Newburgh Pumping Station	-	50,000	50,000	50,000	50,000	50,000
Northwest Pumping Station	-	100,000	100,000	100,000	100,000	100,000
Schoolcraft Pumping Station	-	50,000	50,000	50,000	50,000	50,000
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>

**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.



Water Pump Stations  
Budget & Five-Year Plan  
FY 2024 through FY 2028

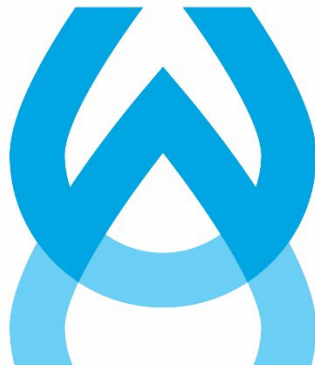
Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882321 - Ford Rd Pumping Station</b>	\$ 404,800	\$ 423,700	\$ 156,900	\$ 431,800	\$ 439,900	\$ 448,000	\$ 456,100	\$ 464,200
3.1 Electric	382,000	400,000	156,800	408,000	416,000	424,000	432,000	440,000
3.2 Gas	6,300	3,700	100	3,800	3,900	4,000	4,100	4,200
4.2 Supplies & Other	16,500	20,000	-	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment	16,500	20,000	-	20,000	20,000	20,000	20,000	20,000
<b>882322 - Eastside Pumping Station</b>	61,700	54,000	11,400	54,700	55,400	56,100	56,600	57,500
3.1 Electric	49,000	30,000	11,300	30,600	31,200	31,800	32,200	33,000
3.2 Gas	3,700	4,000	100	4,100	4,200	4,300	4,400	4,500
4.2 Supplies & Other	9,000	20,000	-	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance-Equipment	9,000	20,000	-	20,000	20,000	20,000	20,000	20,000
<b>882323 - Northwest Pumping Station</b>	73,400	40,700	6,100	41,300	41,900	42,500	42,900	43,700
3.1 Electric	54,200	30,000	8,700	30,600	31,200	31,800	32,200	33,000
3.3 Sewage Service	100	200	-	200	200	200	200	200
3.4 Water Service	500	500	100	500	500	500	500	500
4.2 Supplies & Other	18,600	10,000	(2,700)	10,000	10,000	10,000	10,000	10,000
Capital Outlay less than \$5,000	3,600	-	-	-	-	-	-	-
Repairs & Maintenance-Equipment	15,000	10,000	(2,700)	10,000	10,000	10,000	10,000	10,000
<b>882324 - West Service Center Pumping Station</b>	959,100	747,700	351,300	760,700	773,700	788,200	802,200	816,700
3.1 Electric	833,100	650,000	351,200	663,000	676,000	690,000	704,000	718,000
3.2 Gas	8,300	7,000	100	7,000	7,000	7,500	7,500	8,000
4.2 Supplies & Other	117,700	90,700	-	90,700	90,700	90,700	90,700	90,700
Repairs & Maintenance-Equipment	117,700	90,700	-	90,700	90,700	90,700	90,700	90,700
<b>882325 - Michigan Ave Pumping Station</b>	135,700	105,700	37,300	107,700	109,700	111,700	113,700	115,700
3.1 Electric	131,600	90,000	37,100	92,000	94,000	96,000	98,000	100,000
3.3 Sewage Service	100	200	-	200	200	200	200	200
3.4 Water Service	100	500	-	500	500	500	500	500
4.2 Supplies & Other	3,900	15,000	200	15,000	15,000	15,000	15,000	15,000
Repairs & Maintenance-Equipment	3,900	15,000	200	15,000	15,000	15,000	15,000	15,000
<b>882326 - West Chicago Rd Pumping Station</b>	24,200	32,000	4,300	32,500	33,000	33,500	34,000	34,500
3.1 Electric	22,500	25,000	3,500	25,500	26,000	26,500	27,000	27,500
4.2 Supplies & Other	1,700	7,000	800	7,000	7,000	7,000	7,000	7,000
Repairs & Maintenance-Equipment	1,700	7,000	800	7,000	7,000	7,000	7,000	7,000
<b>882327 - Electric Ave Pumping Station</b>	26,800	26,000	3,400	26,300	26,600	26,900	27,200	27,500
3.1 Electric	17,800	16,000	3,400	16,300	16,600	16,900	17,200	17,500
4.2 Supplies & Other	9,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Equipment	9,000	10,000	-	10,000	10,000	10,000	10,000	10,000
<b>882328 - Orion Township Pumping Station</b>	94,000	73,000	27,600	75,400	76,800	78,300	79,800	81,300
3.1 Electric	90,600	70,000	27,500	71,400	72,800	74,300	75,800	77,300
3.2 Gas	300	500	100	500	500	500	500	500
4.2 Supplies & Other	3,100	2,500	-	3,500	3,500	3,500	3,500	3,500
Repairs & Maintenance-Equipment	3,100	2,500	-	3,500	3,500	3,500	3,500	3,500
<b>882329 - North Service Center Pumping Station</b>	2,065,200	2,295,000	690,300	2,335,500	2,376,800	2,418,900	2,461,900	2,505,700
3.1 Electric	1,913,600	2,000,000	687,200	2,040,000	2,080,800	2,122,400	2,164,900	2,208,200
3.2 Gas	22,300	25,000	100	25,500	26,000	26,500	27,000	27,500
4.2 Supplies & Other	129,300	270,000	3,000	270,000	270,000	270,000	270,000	270,000
Repairs & Maintenance-Equipment	129,300	270,000	3,000	270,000	270,000	270,000	270,000	270,000
<b>882330 - Adams Road Pumping Station</b>	715,100	605,000	173,400	615,000	625,200	635,600	646,200	657,000
3.1 Electric	670,800	500,000	173,400	510,000	520,200	530,600	541,200	552,000
4.2 Supplies & Other	44,300	105,000	-	105,000	105,000	105,000	105,000	105,000
Capital Outlay less than \$5,000	3,800	-	-	-	-	-	-	-
Repairs & Maintenance-Equipment	40,500	105,000	-	105,000	105,000	105,000	105,000	105,000
<b>882331 - Newburgh Pumping Station</b>	478,500	380,000	116,500	387,000	395,000	402,000	410,000	418,000
3.1 Electric	454,400	365,000	116,200	372,000	380,000	387,000	395,000	403,000
4.2 Supplies & Other	24,100	15,000	300	15,000	15,000	15,000	15,000	15,000
Repairs & Maintenance-Equipment	24,100	15,000	300	15,000	15,000	15,000	15,000	15,000

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882332 - Franklin Road Pumping Station</b>	889,200	895,000	349,800	911,000	927,000	944,000	961,000	978,000
3.1 Electric	826,100	800,000	349,300	816,000	832,000	849,000	866,000	883,000
4.2 Supplies & Other	63,100	95,000	500	95,000	95,000	95,000	95,000	95,000
Repairs & Maintenance-Equipment	63,100	95,000	500	95,000	95,000	95,000	95,000	95,000
<b>882333 - Roseville Pumping Station</b>	100	300	-	300	300	300	300	300
3.3 Sewage Service	100	300	-	300	300	300	300	300
<b>882334 - Wick Road Pumping Station</b>	679,400	605,500	118,500	615,600	625,900	636,400	647,100	658,000
3.1 Electric	554,900	500,000	152,100	510,000	520,200	530,600	541,200	552,000
3.2 Gas	7,600	5,000	200	5,100	5,200	5,300	5,400	5,500
3.3 Sewage Service	400	500	-	500	500	500	500	500
4.2 Supplies & Other	116,500	100,000	(33,800)	100,000	100,000	100,000	100,000	100,000
Repairs & Maintenance-Equipment	116,500	100,000	(33,800)	100,000	100,000	100,000	100,000	100,000
<b>882335 - Joy Road Pumping Station</b>	741,500	642,500	205,600	653,600	664,600	673,700	682,700	691,800
3.1 Electric	683,900	550,000	204,600	561,000	572,000	581,000	590,000	599,000
3.2 Gas	3,500	3,000	100	3,100	3,100	3,200	3,200	3,300
3.3 Sewage Service	400	500	100	500	500	500	500	500
4.2 Supplies & Other	53,700	89,000	800	89,000	89,000	89,000	89,000	89,000
Repairs & Maintenance-Equipment	53,700	89,000	800	89,000	89,000	89,000	89,000	89,000
<b>882336 - Schoolcraft Pumping Station</b>	445,700	448,000	100,400	456,100	463,100	471,200	479,200	488,300
3.1 Electric	416,100	380,000	99,200	388,000	395,000	403,000	411,000	420,000
3.2 Gas	7,100	3,000	100	3,100	3,100	3,200	3,200	3,300
4.2 Supplies & Other	22,500	65,000	1,100	65,000	65,000	65,000	65,000	65,000
Capital Outlay less than \$5,000	3,800	-	-	-	-	-	-	-
Repairs & Maintenance-Equipment	18,700	65,000	1,100	65,000	65,000	65,000	65,000	65,000
<b>882337 - Ypsilanti Pumping Station</b>	458,400	384,000	137,700	391,100	398,200	405,300	413,400	420,500
3.1 Electric	432,200	350,000	135,300	357,000	364,000	371,000	379,000	386,000
3.2 Gas	6,900	5,000	400	5,100	5,200	5,300	5,400	5,500
4.2 Supplies & Other	19,300	19,000	2,000	19,000	19,000	19,000	19,000	19,000
Repairs & Maintenance-Equipment	19,300	19,000	2,000	19,000	19,000	19,000	19,000	19,000
4.3 Contractual Services	-	10,000	-	10,000	10,000	10,000	10,000	10,000
Contractual Professional Services	-	10,000	-	10,000	10,000	10,000	10,000	10,000
<b>882338 - Imlay Pumping Station</b>	2,294,300	2,415,000	1,352,900	2,481,000	2,527,900	2,575,800	2,624,600	2,675,000
3.1 Electric	2,158,500	2,300,000	723,000	2,346,000	2,392,900	2,440,800	2,489,600	2,540,000
4.2 Supplies & Other	135,800	115,000	629,900	135,000	135,000	135,000	135,000	135,000
Repairs & Maintenance-Equipment	135,800	115,000	629,900	135,000	135,000	135,000	135,000	135,000
<b>882339 - Rochester Pumping Station</b>	298,000	272,000	138,500	277,100	282,300	287,500	292,700	297,900
3.1 Electric	261,600	225,000	138,200	230,000	235,000	240,000	245,000	250,000
3.2 Gas	9,900	7,000	100	7,100	7,300	7,500	7,700	7,900
3.3 Sewage Service	400	500	200	500	500	500	500	500
4.2 Supplies & Other	26,100	39,500	-	39,500	39,500	39,500	39,500	39,500
Repairs & Maintenance-Equipment	26,100	39,500	-	39,500	39,500	39,500	39,500	39,500
<b>882340 - Haggerty Road Pumping Station</b>	384,300	257,500	75,400	284,700	288,900	293,100	297,300	299,500
3.1 Electric	308,300	210,000	69,300	214,000	218,000	222,000	226,000	228,000
3.2 Gas	11,200	10,000	300	10,200	10,400	10,600	10,800	11,000
3.3 Sewage Service	700	500	200	500	500	500	500	500
4.2 Supplies & Other	64,100	37,000	5,600	60,000	60,000	60,000	60,000	60,000
Repairs & Maintenance-Equipment	64,100	37,000	5,600	60,000	60,000	60,000	60,000	60,000
<b>Grand Total</b>	<b>\$ 11,229,400</b>	<b>\$ 10,702,600</b>	<b>\$ 4,057,300</b>	<b>\$ 10,938,400</b>	<b>\$ 11,132,200</b>	<b>\$ 11,329,000</b>	<b>\$ 11,528,900</b>	<b>\$ 11,731,100</b>

# GLWA

*Great Lakes Water Authority*



## **Section 5B**

# **Wastewater (Sewer) System Operations**

## Wastewater Operations Group

The Wastewater Operations Group 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 others. This is measured through regular monitoring and reporting to the Michigan Department of Environment, Great Lakes, and Energy (EGLE) as well as a monthly 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. Additionally, by planning maintenance of critical equipment inventory to manage 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 turnover tracking.

#### ❖ **Solids produced through the Water Resource Recovery Facility**

By close monitoring of the solids inventory, operations and maintenance continues to process above 75% of solids generated for beneficial reuse while incinerating the remaining product with no landfill disposal. 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. (Over the next Two years)**

The focus on recruitment of Life Cycle Project Managers and Workforce development within the Capital Improvement delivery team provides the necessary direction for advancing critical projects forward on schedule and budget.

The continued focus on CIP delivery has successfully advanced the current wastewater portfolio by 75% in construction projects and 33% in design projects. This is monitored by a monthly KPI reported to the Board.

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	
	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 Optimization 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 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. In the following tables are the key contracts for these services.

### 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	05/26/23	08/31/31	04/23/23	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	
Pre-FY 2022 Spend	\$ 2,061,700	\$ 4,075,500	\$ 9,407,100	\$ 16,378,300	\$ 508,300	\$ 1,726,400	\$ 6,113,700	\$ 40,271,000
Pre-FY 2022 Average Spend (*)	412,300	815,100	1,881,400	3,275,700	101,700	345,300	1,222,700	
FY 2022 Spend	1,763,800	1,404,800	3,405,900	2,773,600	265,900	548,000	2,184,300	\$ 12,346,300
FY 2023 Adopted Budget	741,600	1,032,000	2,107,200	2,979,300	198,500	491,800	1,634,600	\$ 9,185,000
FY 2023 Amended Budget	2,198,100	1,188,000	4,055,000	2,842,100	267,000	505,000	5,036,700	\$ 16,091,900
<b>FY 2024 Requested</b>	<b>3,921,000</b>	<b>1,343,000</b>	<b>4,258,000</b>	<b>3,139,000</b>	<b>319,000</b>	<b>565,000</b>	<b>5,663,000</b>	<b>\$ 19,208,000</b>
FY 2025 Requested	3,921,000	1,356,000	4,460,000	3,204,100	319,000	565,000	5,663,000	\$ 19,488,100
FY 2026 Requested	3,921,000	1,370,000	4,460,000	3,273,300	327,000	565,000	5,804,500	\$ 19,720,800
FY 2027 Requested	4,000,000	1,370,000	4,460,000	3,344,500	336,000	577,000	5,804,500	\$ 19,892,000
FY 2028 Requested	4,000,000	1,370,000	4,460,000	3,417,800	336,000	577,000	5,804,500	\$ 19,965,300
<b>Total</b>	<b>\$ 26,528,200</b>	<b>\$ 14,509,300</b>	<b>\$ 41,073,200</b>	<b>\$ 41,352,000</b>	<b>\$ 2,876,700</b>	<b>\$ 6,120,200</b>	<b>\$ 43,708,800</b>	<b>\$ 176,168,400</b>

### Significant Other Contracts

Project Description	Landfill Service For Lime Stabilized Dewatered Sludge	Disposal of Rack & Grit	Fire -Alarms, Sprinklers, Extinguishers- Maintenance & Repair	Refractory Inspection and Repairs	HVAC Services	Biosolids Dryer Facility	Facilities Maintenance Services	Total of Significant Other Contracts
Prime Consultant or Supplier	Waste Management Of Michigan Inc	Waste Management Of Michigan Inc	Johnson Controls Fire Protection LP	Commercial Contracting Corporation	Johnson Controls	New England Fertilizer Company	Lakeshore Global Corporation	
Contract #	2000068	PO 10945	2000284	2000917	1902548	PC-792	2102834	
Contract Amount	\$ 2,000,000	\$ 2,845,200	\$ 1,659,587	\$ 4,752,640	\$ 5,790,800	\$ 540,000,000	\$ 29,881,400	
Contract End Date	03/31/25	12/13/22	08/31/23	12/20/25	12/28/23	07/31/41	07/03/25	
Cost Center Name	Central Off Loading & Hauling	Central Off Loading & Hauling	Wastewater Operations & CSO Facilities	Wastewater Incineration	Wastewater Operations & CSO Facilities	Central Off Loading & Hauling	Various	
Expense Category	Contract Services	Contract Services	Supplies & Other	Supplies & Other	Supplies & Other	Contract Services	Personnel & Contract Services	
Pre-FY 2022 Spend	\$ 1,839,200	\$ 1,949,200	\$ 152,200	\$ -	\$ -	\$ 72,594,644	\$ 38,895,000	\$ 115,430,244
Pre-FY 2022 Average Spend (*)	459,800	487,300	152,200	-	-	13,199,000	7,779,000	
FY 2022 Spend	284,300	761,000	441,200	389,300	1,194,700	13,703,100	11,244,100	\$ 28,017,700
FY 2023 Adopted Budget	372,000	500,000	346,700	701,500	1,252,100	14,456,000	7,584,200	\$ 25,212,500
FY 2023 Amended Budget	372,000	500,000	346,700	701,500	1,252,100	15,708,000	11,099,800	\$ 29,980,100
<b>FY 2024 Requested</b>	-	<b>864,900</b>	<b>358,700</b>	<b>603,200</b>	<b>1,239,600</b>	<b>16,277,700</b>	<b>8,015,600</b>	<b>\$ 27,359,700</b>
FY 2025 Requested	-	864,900	362,000	593,000	1,262,900	16,603,000	8,131,600	\$ 27,817,400
FY 2026 Requested	-	877,900	367,000	598,500	1,287,100	16,852,000	8,248,800	\$ 28,231,300
FY 2027 Requested	-	886,700	371,000	587,500	1,294,600	16,859,000	8,367,100	\$ 28,365,900
FY 2028 Requested	-	895,600	374,000	594,700	1,296,800	16,866,000	8,486,600	\$ 28,513,700
<b>Total</b>	<b>\$ 3,327,300</b>	<b>\$ 8,587,500</b>	<b>\$ 3,271,700</b>	<b>\$ 4,769,200</b>	<b>\$ 10,079,900</b>	<b>\$ 213,118,444</b>	<b>\$ 117,851,800</b>	<b>\$ 338,928,544</b>

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

### Task Order Contracts

As a part of the delivery of services for Wastewater Operations, three multi-vendor contracts have been executed. 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.

Below is a table for each of these three task order contract segments.

Task Order Contract Segment	Contract End Date	Number of Participating Vendors	Overall Value of the contract	Total Awarded Contracts	Pre-FY 2022 Spend	FY 2022 Spend
Job Order Maintenance Contract (JOC)	06/30/23	6	\$ 24,000,000	\$ 16,358,400	\$ 7,888,600	\$ 5,486,100
Task Order Engineering (TOE)	02/02/23	6	30,000,000	7,252,700	1,312,500	2,529,800
Task Instrumentation and Control (TIC)	09/30/25	5	7,620,000	2,611,500	118,900	210,000

## Organization

The GLWA Wastewater Operations Area consists of four teams.

### ❖ Water Resource Recovery Facility (WRRF)

Processing plant for the treatment of sewage for the greater metropolitan area.

### ❖ 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 Laboratories

Monitoring of pollutants entering and exiting the GLWA sewage facilities

### ❖ All Others (including)

#### ○ Wastewater Engineering

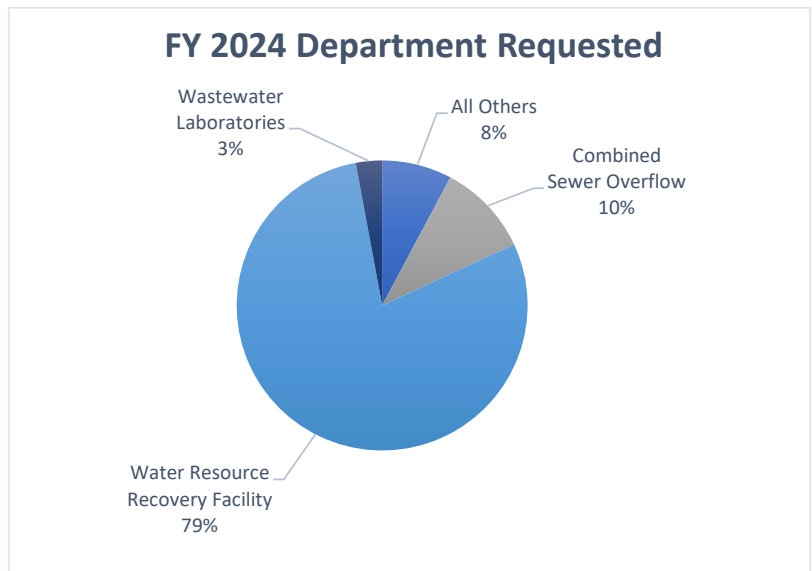
Provide study, design, and construction administration services for improvements to the WRRF and CSO facilities

#### ○ Industrial Waste Control

Identification and monitoring of industrial users for pollutants

#### ○ Wastewater Systems Unallocated

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

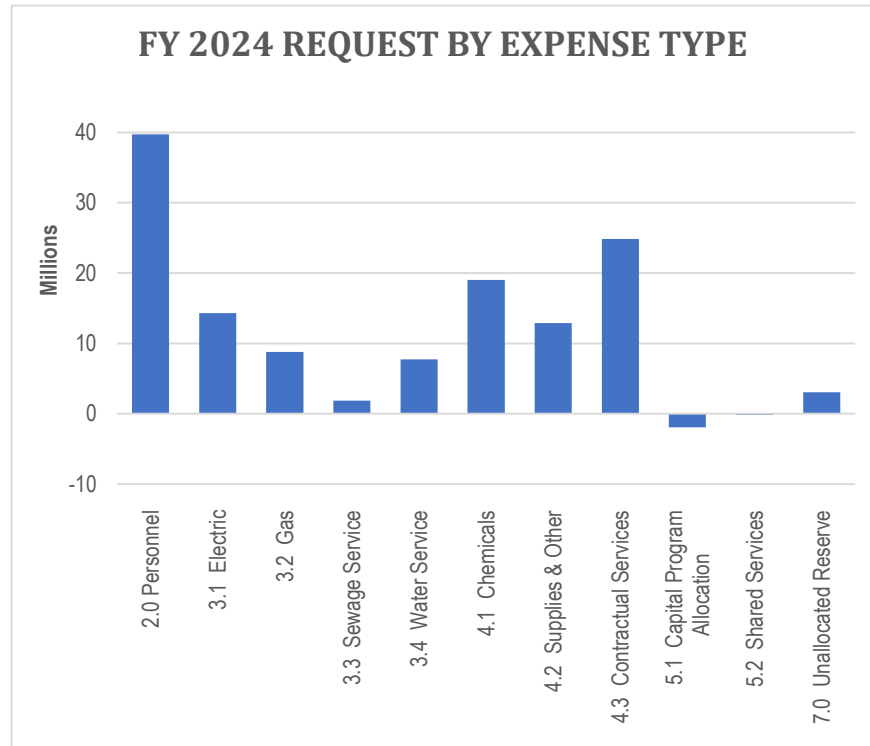


### Expense Categories

There are two major categories for the Wastewater Operating Group. The expenses in the Operations and Maintenance Budget are listed below.

- ❖ Personnel Costs
- ❖ Contractual Services

As outlined in the strategic initiatives above, the Wastewater Operations Group 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 three 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 Operating Group has continued to focus on reinforcing a proactive maintenance program.

### Biennial Budget Request

The biennial budget reflects a significant increase in FY 2024, growing by \$19.6 million, or 17.8%. Inflationary factors have affected key elements that impact this change, including the following five areas.

The majority of the growth was impacted by two primary categories.

- ❖ Chemical budgets were increased by \$9.6 million or 102.6%. During FY 2022 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 2024 budget.

- ❖ Utilities costs increased in every category. Overall chemicals increased \$11.2 million or 51.9% on average. Each category is discussed below. Additional information is discussed in the Utilities section of the FY 2024 budget.
  - Water Service costs increased at the Water Resource Recovery Facility and Combined Sewer Overflow Facilities \$4.8 million or 166.4%. As part of the on-going maintenance program of our facilities several water meters were repaired and replaced. The legacy meters had previously been billed at estimated volumes, which are now electronically downloaded. Additionally, the local water utility has changed the billing structure for large volume customers, such as GLWA.
  - Gas increased \$4.1 million or 87.4%. The cost per million British Thermal Units (MMBTU) increased during FY 2022 by approximately 90.1%. Though natural gas pricing can be cyclical it is expected to remain elevated throughout the financial plan.
  - Electric increased \$2.0 million or 16.6%. Several factors effected the increase in cost including 1) power generating charges increased (\$1.1 million) and 2) infrastructure delivery charges increased (\$.4 million)
  - Sewer Service increased \$.2 million or 12.4%. One of the factors effecting sewer service charges is the volume of potable water as some facilities and the rates charged by the local water utility for these services.

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

- ❖ Staffing, as noted in the *Personnel Budget* section below, decreased by \$.3 million, or -.8%. This decrease is due to a combination of factors: 1) *positions* that have proven more difficult to fill continue to be budgeted as transitional contractors (increased by 5), and 2) specific positions to assist in asset lifecycle and management were added. These were offset by reducing the budget for long-term vacancies as shown in the Personnel Section below.
- ❖ Supplies & Other were decreased by \$1.0 million, or 7.2%. The majority of the reduction is a result of optimization of contracts and activities that have reduced the overall maintenance costs.
- ❖ Contract Services was increased by \$.6 million, or 2.4%. Several programs underway, covered by the Task Order Engineering (TOE), and other similar services are expected to remain consistent. Inflationary pressures have impacted the disposal of material from the wastewater system. Hauling and the disposal of material through the Biosolids Dryer Facility increased \$2.4 million. As a controllable cost skilled labor, beyond the positions covered by transitional labor were reduced in FY 2024 by \$.9 million. Additionally, a number of assessment projects concluded reducing the budget by an additional \$.8 million.
- ❖ Contribution to the unallocated reserve remained stable, increasing by only \$34,400, or 1.1%. 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 37,043,900	\$ 40,062,900	\$ 9,544,300	\$ 39,735,400	\$ (327,500)	-0.8%	\$ 44,962,900
3.1 Electric	13,813,500	12,281,000	3,277,000	14,322,500	2,041,500	16.6%	14,609,000
3.2 Gas	7,117,900	4,690,000	3,322,500	8,790,000	4,100,000	87.4%	8,965,700
3.3 Sewage Service	1,817,400	1,669,000	496,100	1,876,400	207,400	12.4%	1,876,400
3.4 Water Service	4,598,400	2,907,000	2,377,600	7,743,400	4,836,400	166.4%	7,743,400
4.1 Chemicals	12,593,400	9,397,500	3,695,700	19,036,400	9,638,900	102.6%	19,298,700
4.2 Supplies & Other	13,751,900	13,877,400	2,867,800	12,881,800	(995,600)	-7.2%	13,557,000
4.3 Contractual Services	26,044,500	24,268,400	6,464,400	24,847,400	579,000	2.4%	25,416,200
5.1 Capital Program Allocation	(1,013,600)	(1,429,500)	(218,900)	(1,905,300)	(475,800)	33.3%	(2,083,600)
5.2 Shared Services	(150,000)	(163,200)	(40,700)	(160,300)	2,900	-1.8%	(163,400)
6.0 Capital Outlay	-	-	-	-	-	n/a	-
7.0 Unallocated Reserve		3,055,500	-	3,089,900	34,400	1.1%	2,087,200
<b>Grand Total</b>	<b>\$ 115,617,300</b>	<b>\$ 110,616,000</b>	<b>\$ 31,785,800</b>	<b>\$ 130,257,600</b>	<b>\$ 19,641,600</b>	<b>17.8%</b>	<b>\$ 136,269,500</b>

*Biennial Budget Request by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Wastewater Administration	\$ 1,822,400	\$ 2,203,000	\$ 478,000	\$ 1,789,000	\$ (414,000)	-18.8%	\$ 1,958,500
Water Resource Recovery Facility	93,562,600	84,813,300	27,128,900	102,883,600	18,070,300	21.3%	107,347,900
Wastewater Engineering	2,775,200	3,524,400	684,800	2,802,600	(721,800)	-20.5%	3,385,200
Industrial Waste Control	2,271,100	2,539,200	564,800	2,454,400	(84,800)	-3.3%	2,726,000
Wastewater Laboratories	3,270,500	3,840,300	761,100	3,799,900	(40,400)	-1.1%	4,576,800
Combined Sewer Overflow	11,915,500	10,640,300	2,168,200	13,438,200	2,797,900	26.3%	14,187,900
Wastewater Operations Unallocated		3,055,500	-	3,089,900	34,400	1.1%	2,087,200
<b>Grand Total</b>	<b>\$ 115,617,300</b>	<b>\$ 110,616,000</b>	<b>\$ 31,785,800</b>	<b>\$ 130,257,600</b>	<b>\$ 19,641,600</b>	<b>17.8%</b>	<b>\$ 136,269,500</b>

**Personnel Budget**

Wastewater Operations Group personnel expense is largely comprised of wastewater operations and maintenance staffing of 452 positions. Included in the staffing plan are 8 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. Two positions have been added for an Asset Life Cycle Project Managers. These positions are intended to increase the wastewater commitment to reliability and proper asset management. Two additional positions for Technical Management Leaders were added in FY 2025. The additional positions, being Capital Improvement Program (CIP) oriented, have an 80% allocation towards capital and 20% allocation towards operations and maintenance budget.

The tables on the following page 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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
<b>Wastewater System Operations</b>	<b>448.00</b>	<b>450.00</b>	<b>452.00</b>	<b>454.00</b>	<b>454.00</b>	<b>454.00</b>	<b>454.00</b>
Wastewater Administration	14.00	13.00	13.00	13.00	13.00	13.00	13.00
Water Resource Recovery Facility	301.00	304.00	303.00	303.00	303.00	303.00	303.00
Wastewater Engineering	26.00	31.00	34.00	36.00	36.00	36.00	36.00
Wastewater Laboratories	41.00	40.00	40.00	40.00	40.00	40.00	40.00
Industrial Waste Control	29.00	29.00	29.00	29.00	29.00	29.00	29.00
Combined Sewer Overflow	37.00	33.00	33.00	33.00	33.00	33.00	33.00

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

*Full Time Equivalent*s

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
<b>Wastewater System Operations</b>	<b>431.25</b>	<b>421.69</b>	<b>389.50</b>	<b>451.75</b>	<b>453.75</b>	<b>453.75</b>	<b>453.75</b>
Wastewater Administration	14.00	13.00	11.50	13.00	13.00	13.00	13.00
Water Resource Recovery Facility	289.00	287.00	261.25	304.00	304.00	304.00	304.00
Wastewater Engineering	25.50	30.50	29.00	33.00	35.00	35.00	35.00
Wastewater Laboratories	39.75	34.00	32.50	40.00	40.00	40.00	40.00
Industrial Waste Control	28.25	27.75	25.75	29.00	29.00	29.00	29.00
Combined Sewer Overflow	34.75	29.44	29.50	32.75	32.75	32.75	32.75

*Personnel Budget* – The tables on the following page present the Wastewater Operations Group personnel budget which consists of the following expense categories: Salaries & Wages, Salaries & Wages – Workforce Development, Overtime, Employee Benefits and Contractual Transition Services. The values are based on the *Full Time Equivalent*s 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 below.

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>Wastewater System Operations</b>	<b>37,043,900</b>	<b>40,062,900</b>	<b>9,544,300</b>	<b>39,735,400</b>	<b>(327,500)</b>	<b>-0.8%</b>	<b>44,962,900</b>
Wastewater Administration	1,443,500	1,569,800	315,500	1,537,000	(32,800)	-2.1%	1,705,300
Water Resource Recovery Facility	25,484,600	26,903,200	6,714,700	26,455,400	(447,800)	-1.7%	29,523,600
Wastewater Engineering	2,399,100	3,249,600	628,800	3,306,000	56,400	1.7%	4,068,100
Wastewater Laboratories	2,729,900	3,356,800	671,200	3,241,600	(115,200)	-3.4%	4,001,700
Industrial Waste Control	2,106,200	2,273,700	541,000	2,253,800	(19,900)	-0.9%	2,514,000
Combined Sewer Overflow	2,880,600	2,709,800	673,100	2,941,600	231,800	8.6%	3,150,200
<b>Grand Total</b>	<b>\$ 37,043,900</b>	<b>\$ 40,062,900</b>	<b>\$ 9,544,300</b>	<b>\$ 39,735,400</b>	<b>\$ (327,500)</b>	<b>-0.8%</b>	<b>\$ 44,962,900</b>

*Personnel Budget – Five-Year Financial Plan*

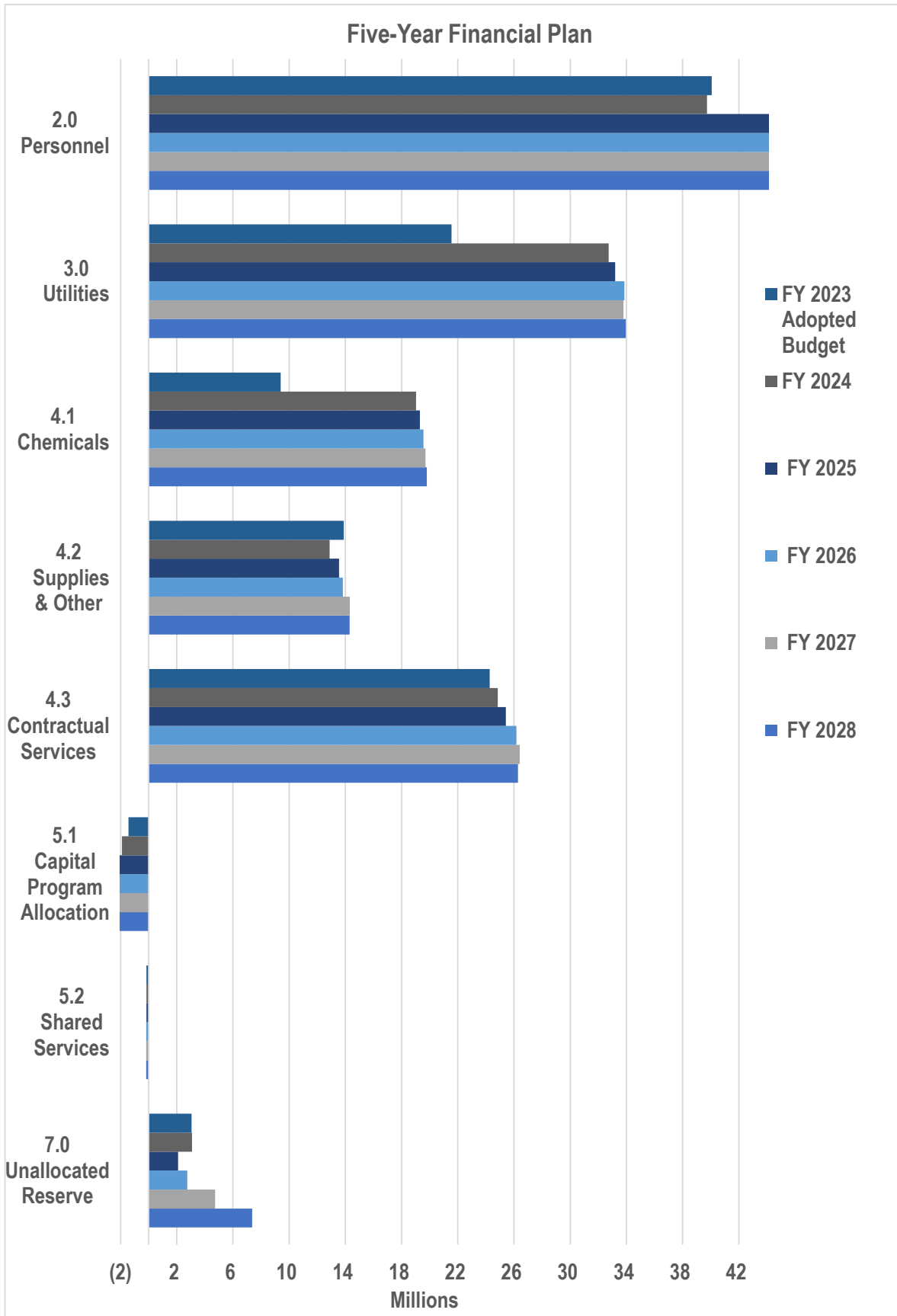
Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Wastewater System Operations</b>	<b>\$ 37,043,900</b>	<b>\$ 40,062,900</b>	<b>\$ 39,735,400</b>	<b>\$ 44,962,900</b>	<b>\$ 45,049,800</b>	<b>\$ 45,136,800</b>	<b>\$ 45,223,800</b>
Wastewater Administration	1,443,500	1,569,800	1,537,000	1,705,300	1,708,000	1,710,800	1,713,600
Water Resource Recovery Facility	25,484,600	26,903,200	26,455,400	29,523,600	29,579,300	29,635,000	29,690,600
Wastewater Engineering	2,399,100	3,249,600	3,306,000	4,068,100	4,075,500	4,083,000	4,090,400
Wastewater Laboratories	2,729,900	3,356,800	3,241,600	4,001,700	4,010,200	4,018,700	4,027,200
Industrial Waste Control	2,106,200	2,273,700	2,253,800	2,514,000	2,520,300	2,526,400	2,532,700
Combined Sewer Overflow	2,880,600	2,709,800	2,941,600	3,150,200	3,156,500	3,162,900	3,169,300
<b>Grand Total</b>	<b>\$ 37,043,900</b>	<b>\$ 40,062,900</b>	<b>\$ 39,735,400</b>	<b>\$ 44,962,900</b>	<b>\$ 45,049,800</b>	<b>\$ 45,136,800</b>	<b>\$ 45,223,800</b>

**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 that are called for in the first five years, 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*

<b>Expense Category</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Adopted Budget</b>	<b>FY 2024 Department Requested</b>	<b>FY 2025 Department Requested</b>	<b>FY 2026 Department Requested</b>	<b>FY 2027 Department Requested</b>	<b>FY 2028 Department Requested</b>
2.0 Personnel	\$ 37,043,900	\$ 40,062,900	\$ <b>39,735,400</b>	\$ 44,962,900	\$ 45,049,800	\$ 45,136,800	\$ 45,223,800
3.1 Electric	13,813,500	12,281,000	<b>14,322,500</b>	14,609,000	14,901,200	15,199,300	15,503,300
3.2 Gas	7,117,900	4,690,000	<b>8,790,000</b>	8,965,700	9,145,200	8,779,200	8,428,100
3.3 Sewage Service	1,817,400	1,669,000	<b>1,876,400</b>	1,876,400	1,913,700	1,915,700	1,967,100
3.4 Water Service	4,598,400	2,907,000	<b>7,743,400</b>	7,743,400	7,898,300	7,900,300	8,058,600
4.1 Chemicals	12,593,400	9,397,500	<b>19,036,400</b>	19,298,700	19,559,300	19,694,700	19,794,600
4.2 Supplies & Other	13,751,900	13,877,400	<b>12,881,800</b>	13,557,000	13,824,600	14,317,700	14,301,200
4.3 Contractual Services	26,044,500	24,268,400	<b>24,847,400</b>	25,416,200	26,177,900	26,405,200	26,283,200
5.1 Capital Program Allocation	(1,013,600)	(1,429,500)	<b>(1,905,300)</b>	(2,083,600)	(2,087,200)	(2,090,600)	(2,094,100)
5.2 Shared Services	(150,000)	(163,200)	<b>(160,300)</b>	(163,400)	(167,500)	(170,600)	(174,200)
7.0 Unallocated Reserve	-	3,055,500	<b>3,089,900</b>	2,087,200	2,748,000	4,728,500	7,370,800
<b>Grand Total</b>	<b>\$ 115,617,300</b>	<b>\$ 110,616,000</b>	<b>\$ 130,257,600</b>	<b>\$ 136,269,500</b>	<b>\$ 138,963,300</b>	<b>\$ 141,816,200</b>	<b>\$ 144,662,400</b>

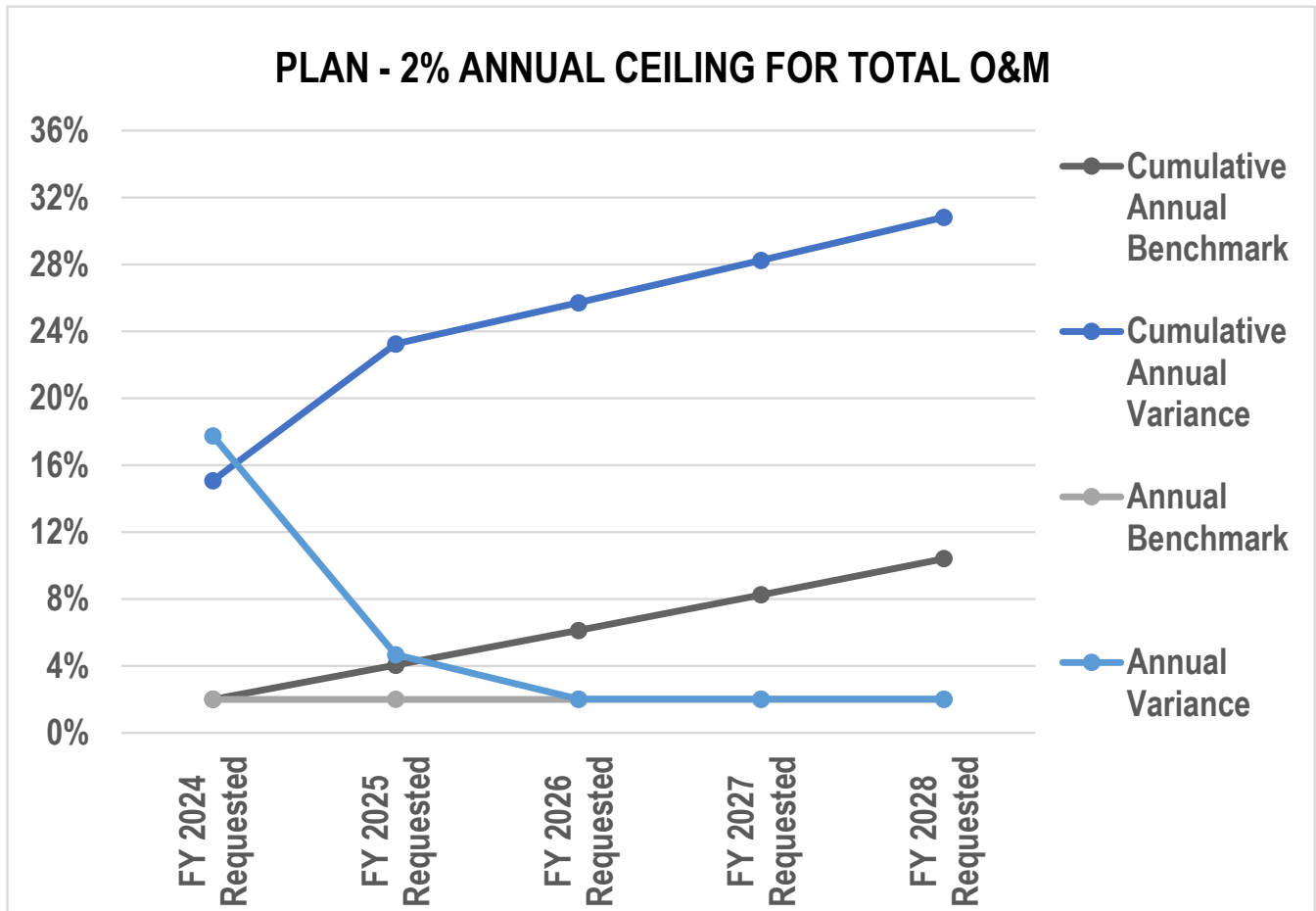


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Wastewater Administration	\$ 1,822,400	\$ 2,203,000	\$ 1,789,000	\$ 1,958,500	\$ 1,837,500	\$ 1,872,600	\$ 1,878,900
Water Resource Recovery Facility	93,562,600	84,813,300	102,883,600	107,347,900	108,896,700	109,343,100	109,670,600
Wastewater Engineering	2,775,200	3,524,400	2,802,600	3,385,200	3,423,800	3,451,400	3,483,200
Industrial Waste Control	2,271,100	2,539,200	2,454,400	2,726,000	2,919,300	2,760,700	2,760,500
Wastewater Laboratories	3,270,500	3,840,300	3,799,900	4,576,800	4,576,300	4,595,000	4,625,700
Combined Sewer Overflow	11,915,500	10,640,300	13,438,200	14,187,900	14,561,700	15,064,900	14,872,700
Wastewater Operations Unallocated		3,055,500	3,089,900	2,087,200	2,748,000	4,728,500	7,370,800
<b>Grand Total</b>	<b>\$ 115,617,300</b>	<b>\$ 110,616,000</b>	<b>\$ 130,257,600</b>	<b>\$ 136,269,500</b>	<b>\$ 138,963,300</b>	<b>\$ 141,816,200</b>	<b>\$ 144,662,400</b>

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

The Wastewater Operating Group’s financial plan reflects a five-year overall increase of 30.8% 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

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

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

Asset Type	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Building/Structures</b>	\$ 362,800	\$ 368,100	\$ 373,500	\$ 379,000	\$ 384,600	\$ 377,100
<b>Leasehold Improvements</b>	550,200	-	-	-	-	-
<b>Machinery &amp; Equipment</b>	8,560,800	7,493,700	6,719,900	3,743,100	3,886,700	5,854,200
Computers & IT	150,000	100,000	360,500	-	-	2,100,000
Controls & Communication	5,325,500	5,777,500	4,295,800	1,845,500	2,187,500	1,362,400
Flow Measuring & Meters	120,000	120,000	35,000	20,000	33,000	635,000
Furniture & Fixtures	-	-	2,000	7,000	-	-
Heavy Equipment & Misc	350,000	-	-	-	95,000	250,000
Laboratory	61,700	14,200	43,400	186,200	193,400	6,200
Pipes, Gates & Valves	175,000	179,500	181,000	205,500	30,000	94,000
Process Equipment/Treatment	530,000	311,600	530,700	422,900	289,700	285,800
Pumps & Motors	1,798,600	983,600	1,271,500	1,047,000	978,600	1,120,800
Tools, Shop & Warehouse	50,000	7,300	-	9,000	79,500	-
<b>Site Improvements</b>	23,000	-	-	-	-	-
Landscape	23,000	-	-	-	-	-
<b>Vehicles</b>	300,000	-	22,000	200,000	424,000	-
Heavy Truck	-	-	-	200,000	-	-
Light Truck	300,000	-	-	-	-	-
Utility Vehicle	-	-	22,000	-	424,000	-
<b>Grand Total</b>	<b>\$ 9,796,800</b>	<b>\$ 7,861,800</b>	<b>\$ 7,115,400</b>	<b>\$ 4,322,100</b>	<b>\$ 4,695,300</b>	<b>\$ 6,231,300</b>

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

Funding Source	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 3,583,200	\$ 9,796,800	\$ 7,861,800	\$ 7,115,400	\$ 4,322,100	\$ 4,695,300	\$ 6,231,300
<b>Grand Total</b>	<b>\$ 3,583,200</b>	<b>\$ 9,796,800</b>	<b>\$ 7,861,800</b>	<b>\$ 7,115,400</b>	<b>\$ 4,322,100</b>	<b>\$ 4,695,300</b>	<b>\$ 6,231,300</b>

*Five-Year Capital Outlay by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Water Resource Recovery Facility</b>	\$ 1,494,900	\$ 7,711,500	\$ 106,600	\$ 6,557,500	\$ 5,259,000	\$ 2,990,800	\$ 2,894,600	\$ 3,133,800
Wastewater Engineering	34,000	-	-	-	-	-	13,000	-
Industrial Waste Control	-	48,000	-	-	27,500	7,000	26,000	-
Wastewater Laboratories	36,400	36,700	-	14,200	17,900	186,200	167,400	6,200
<b>Combined Sewer Overflow</b>	<b>2,017,900</b>	<b>2,000,600</b>	<b>757,500</b>	<b>1,290,100</b>	<b>1,811,000</b>	<b>1,138,100</b>	<b>1,594,300</b>	<b>3,091,300</b>
Combined Sewer Overflow	1,105,800	-	23,300	-	-	-	-	-
Puritan Fenkell CSO	170,800	205,500	81,500	-	60,000	-	220,000	700,000
7 Mile CSO	131,200	35,000	130,800	68,000	750,600	14,000	-	8,400
Hubble Southfield CSO	231,600	287,000	160,000	400,800	138,800	189,700	595,700	593,600
Leib CSO	60,100	198,800	12,800	44,600	45,900	67,300	58,700	110,300
St Aubin CSO	118,600	45,000	-	18,000	73,000	18,500	19,100	49,700
Connor Creek CSO	148,700	791,500	145,000	324,700	489,700	397,500	367,500	446,600
Baby Creek CSO	51,100	324,800	204,100	434,000	234,000	451,100	248,300	1,182,700
Oakwood CSO	-	113,000	-	-	19,000	-	85,000	-
<b>Grand Total</b>	<b>\$ 3,583,200</b>	<b>\$ 9,796,800</b>	<b>\$ 864,100</b>	<b>\$ 7,861,800</b>	<b>\$ 7,115,400</b>	<b>\$ 4,322,100</b>	<b>\$ 4,695,300</b>	<b>\$ 6,231,300</b>

**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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>892001 - Chief Operating Officer Wastewater</b>	<b>1,822,400</b>	<b>2,203,000</b>	<b>478,000</b>	<b>1,789,000</b>	<b>1,958,500</b>	<b>1,837,500</b>	<b>1,872,600</b>	<b>1,878,900</b>
2.1 Salaries & Wages	1,103,700	1,183,800	236,600	1,178,400	1,302,500	1,302,500	1,302,500	1,302,500
2.3 Overtime	-	500	-	300	300	300	300	300
2.4 Employee Benefits	339,800	385,500	76,200	358,300	402,500	405,200	408,000	410,800
2.5 Transition Services	-	-	2,700	-	-	-	-	-
4.2 Supplies & Other	170,700	160,800	139,100	180,000	180,800	151,800	183,900	187,500
Memberships, Licenses & Subscriptions	55,800	56,900	-	57,000	57,000	57,100	58,100	58,200
Mileage and Parking	100	1,200	-	500	500	500	500	500
Office Supplies	5,200	9,700	700	6,500	6,600	6,600	7,000	7,000
Training and Internal Meetings	90,600	75,000	129,400	94,000	94,200	64,600	94,800	98,300
Travel	19,000	18,000	9,000	22,000	22,500	23,000	23,500	23,500
4.3 Contractual Services	244,800	513,000	23,400	115,000	115,400	20,800	21,000	21,000
Contractual Operating Services	244,800	513,000	23,400	115,000	115,400	20,800	21,000	21,000
5.1 Capital Program Allocation	(36,600)	(40,600)	-	(43,000)	(43,000)	(43,100)	(43,100)	(43,200)
Capital Program: Salaries & Wages-Direct	(26,200)	(31,800)	-	(31,800)	(31,800)	(31,800)	(31,800)	(31,800)
Capital Program: Employee Benefits	(10,400)	(8,800)	-	(11,200)	(11,200)	(11,300)	(11,300)	(11,400)
<b>892201 - Wastewater Director</b>	<b>7,931,700</b>	<b>8,065,400</b>	<b>2,457,800</b>	<b>6,679,200</b>	<b>7,155,900</b>	<b>7,261,000</b>	<b>7,374,000</b>	<b>7,480,800</b>
2.1 Salaries & Wages	1,994,000	2,254,600	549,300	2,248,300	2,536,200	2,536,200	2,536,200	2,536,200
2.2 Workforce Development	45,900	43,000	16,600	55,000	55,000	55,100	55,000	55,000
2.3 Overtime	492,800	485,900	110,600	486,600	477,000	477,000	477,000	477,000
2.4 Employee Benefits	818,000	954,300	207,700	924,300	1,057,600	1,066,700	1,075,900	1,085,000
2.5 Transition Services	2,053,600	1,869,600	484,200	1,672,900	1,672,900	1,672,900	1,672,900	1,672,900
4.2 Supplies & Other	401,400	642,200	24,600	384,100	344,300	329,600	332,900	325,200
Car Lease	80,800	65,000	9,600	52,000	10,000	-	-	-
Memberships, Licenses & Subscriptions	300	1,500	200	700	700	700	700	700
Office Supplies	1,400	3,000	100	2,000	2,000	2,000	2,000	2,000
Repairs & Maintenance-Equipment	298,400	341,500	11,100	298,400	300,600	305,900	309,200	311,500
Tuition Refund	-	1,200	-	1,000	1,000	1,000	1,000	1,000
Capital Outlay less than \$5,000	20,500	230,000	3,600	30,000	30,000	20,000	20,000	10,000
4.3 Contractual Services	2,126,000	1,815,800	1,064,800	908,000	1,012,900	1,123,500	1,224,100	1,329,500
Contractual Operating Services	2,126,000	1,815,800	1,064,800	908,000	1,012,900	1,123,500	1,224,100	1,329,500

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>892211 - Wastewater Engineering</b>	<b>2,775,200</b>	<b>3,524,400</b>	<b>684,800</b>	<b>2,802,600</b>	<b>3,385,200</b>	<b>3,423,800</b>	<b>3,451,400</b>	<b>3,483,200</b>
2.1 Salaries & Wages	1,539,800	2,238,900	400,400	2,233,500	2,782,300	2,782,300	2,782,300	2,782,300
2.3 Overtime	129,800	190,400	39,700	130,400	147,200	147,200	147,200	147,200
2.4 Employee Benefits	538,300	820,300	144,900	767,900	964,400	971,800	979,300	986,700
2.5 Transition Services	191,200	-	43,800	174,200	174,200	174,200	174,200	174,200
4.2 Supplies & Other	26,000	45,500	8,800	33,400	33,700	34,900	35,000	36,100
Memberships, Licenses & Subscriptions	4,500	5,000	200	5,100	5,400	5,500	5,600	5,600
Mileage and Parking	16,600	22,000	5,200	20,000	20,000	21,000	21,000	22,000
Office Supplies	3,500	10,500	1,400	5,300	5,300	5,400	5,400	5,500
Operating Supplies	1,300	6,000	2,000	2,000	2,000	2,000	2,000	2,000
Tuition Refund	100	2,000	-	1,000	1,000	1,000	1,000	1,000
4.3 Contractual Services	1,249,900	1,618,200	261,900	1,325,500	1,324,000	1,357,500	1,380,900	1,407,600
Contractual Operating Services	1,249,900	1,618,200	261,900	1,325,500	1,324,000	1,357,500	1,380,900	1,407,600
5.1 Capital Program Allocation	(899,800)	(1,388,900)	(214,700)	(1,862,300)	(2,040,600)	(2,044,100)	(2,047,500)	(2,050,900)
Capital Program: Salaries & Wages-Direct	(644,600)	(1,015,300)	(153,800)	(1,379,500)	(1,379,500)	(1,379,500)	(1,379,500)	(1,379,500)
Capital Program: Employee Benefits	(255,200)	(373,600)	(60,900)	(482,800)	(661,100)	(664,600)	(668,000)	(671,400)
<b>892221 - Wastewater Operations</b>	<b>24,829,500</b>	<b>20,830,900</b>	<b>8,236,900</b>	<b>30,260,800</b>	<b>30,782,500</b>	<b>31,356,500</b>	<b>31,431,800</b>	<b>31,669,100</b>
2.1 Salaries & Wages	795,300	863,200	206,900	810,600	872,300	872,300	872,300	872,300
2.3 Overtime	207,800	210,400	53,800	208,500	224,500	224,500	224,500	224,500
2.4 Employee Benefits	302,300	339,800	79,400	308,000	342,200	345,000	347,700	350,500
2.5 Transition Services	-	-	-	115,500	115,500	115,500	115,500	115,500
3.1 Electric	11,491,900	10,128,000	2,756,300	11,951,600	12,190,600	12,434,400	12,683,100	12,936,800
3.2 Gas	3,861,600	2,500,000	2,005,900	5,464,300	5,573,300	5,685,100	5,457,700	5,239,300
3.3 Sewage Service	634,800	584,000	124,500	709,300	709,300	723,500	723,500	745,200
3.4 Water Service	4,018,000	2,300,000	2,129,100	6,976,900	6,976,900	7,116,400	7,116,400	7,258,700
4.1 Chemicals	12,100	5,100	-	5,200	5,200	5,200	5,200	5,200
4.2 Supplies & Other	2,772,500	3,214,400	740,300	3,013,900	3,064,700	3,123,100	3,157,400	3,191,100
Inspection and Permit Fees	255,100	255,000	63,100	260,500	266,000	271,700	277,500	283,300
Memberships, Licenses & Subscriptions	2,100	1,200	-	2,000	2,000	2,000	2,000	2,000
Office Supplies	30,600	30,600	6,600	31,200	31,800	32,400	33,100	33,900
Operating Supplies	67,800	82,200	14,200	69,100	69,900	71,200	72,500	74,000
Operating Supplies-Janitorial	48,400	42,200	18,900	47,000	48,000	48,900	49,900	49,900
Repairs & Maintenance-Equipment	28,600	76,400	11,300	35,400	35,600	37,800	39,000	39,300
Repairs & Maintenance-Facilities	2,219,300	2,606,200	605,800	2,477,700	2,519,500	2,563,000	2,589,500	2,613,700
Supplies & Other - Covid19	35,700	-	3,900	-	-	-	-	-
Travel	2,000	-	-	-	-	-	-	-
Tuition Refund	1,300	2,000	-	2,000	2,000	2,000	2,000	2,000
Uniforms, Laundry, Cleaning	76,600	105,600	21,200	79,000	79,900	80,800	81,700	82,600
Capital Outlay less than \$5,000	5,000	13,000	(4,700)	10,000	10,000	13,300	10,200	10,400
4.3 Contractual Services	733,200	686,000	140,700	697,000	708,000	711,500	728,500	730,000
Contract Services-Building Maintenance	613,500	561,000	135,900	572,000	583,000	583,000	595,000	595,000
Contractual Operating Services	119,700	125,000	4,800	125,000	125,000	128,500	133,500	135,000
<b>892222 - Wastewater Process Control</b>	<b>2,893,100</b>	<b>3,758,200</b>	<b>712,600</b>	<b>3,889,500</b>	<b>4,259,500</b>	<b>4,429,100</b>	<b>4,690,000</b>	<b>4,376,600</b>
2.1 Salaries & Wages	1,373,300	1,604,700	310,600	1,329,600	1,567,200	1,567,200	1,567,200	1,567,200
2.3 Overtime	126,200	122,300	19,000	119,000	168,500	168,500	168,500	168,500
2.4 Employee Benefits	490,600	614,500	108,200	493,100	605,200	610,300	615,400	620,500
2.5 Transition Services	74,000	-	13,200	528,200	528,200	528,200	528,200	528,200
4.2 Supplies & Other	172,600	648,800	140,600	565,500	531,300	627,800	713,400	593,000
Operating Supplies	9,100	9,800	6,600	9,900	10,100	10,300	10,600	11,000
Repairs & Maintenance-Equipment	46,700	212,600	1,000	77,900	78,400	81,300	81,800	83,500
Repairs & Maintenance-Hardware	78,900	382,000	130,100	400,400	384,100	425,100	581,200	411,000
Repairs & Maintenance-Software	2,000	30,400	2,900	62,300	41,700	93,100	21,800	67,500
Capital Outlay less than \$5,000	35,900	14,000	-	15,000	17,000	18,000	18,000	20,000
4.3 Contractual Services	719,200	832,000	137,000	919,500	925,800	995,100	1,166,700	970,000
Contractual Operating Services	719,200	832,000	137,000	919,500	925,800	995,100	1,166,700	970,000
5.2 Shared Services	(62,800)	(64,100)	(16,000)	(65,400)	(66,700)	(68,000)	(69,400)	(70,800)
Shared Services Reimbursement	(62,800)	(64,100)	(16,000)	(65,400)	(66,700)	(68,000)	(69,400)	(70,800)

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>892223 - Wastewater Primary Process</b>	<b>10,441,400</b>	<b>8,482,000</b>	<b>3,170,500</b>	<b>10,915,300</b>	<b>11,694,200</b>	<b>11,796,000</b>	<b>11,796,900</b>	<b>11,902,000</b>
2.1 Salaries & Wages	1,721,400	2,309,000	466,900	1,990,800	2,344,000	2,344,000	2,344,000	2,344,000
2.2 Workforce Development	39,400	37,700	11,900	41,600	41,600	41,600	41,600	41,600
2.3 Overtime	456,000	402,000	154,000	496,600	545,600	545,600	545,600	545,600
2.4 Employee Benefits	804,000	1,073,100	200,600	896,300	1,078,500	1,088,500	1,098,500	1,108,500
2.5 Transition Services	1,365,900	670,000	387,500	970,100	970,100	970,100	970,100	970,100
4.1 Chemicals	3,405,900	2,107,200	1,015,400	4,258,000	4,460,000	4,460,000	4,460,000	4,460,000
4.2 Supplies & Other	1,758,700	1,433,300	829,100	1,791,200	1,773,300	1,855,600	1,835,900	1,922,400
Operating Supplies	59,600	61,200	13,800	62,400	63,600	64,800	66,100	67,200
Repairs & Maintenance-Equipment	1,657,300	1,369,100	804,200	1,675,600	1,706,300	1,727,200	1,766,000	1,791,200
Capital Outlay less than \$5,000	22,900	3,000	11,100	53,200	3,400	63,600	3,800	64,000
Supplies & Other – Flood Events	18,900	-	-	-	-	-	-	-
4.3 Contractual Services	890,100	449,700	105,100	470,700	481,100	490,600	501,200	509,800
Contractual Operating Services	445,600	449,700	105,100	470,700	481,100	490,600	501,200	509,800
Contractual Services – Flood Events	444,500	-	-	-	-	-	-	-
<b>892224 - Wastewater Secondary Process</b>	<b>12,154,600</b>	<b>10,531,400</b>	<b>3,736,400</b>	<b>13,999,400</b>	<b>14,387,500</b>	<b>14,549,800</b>	<b>14,723,800</b>	<b>14,972,900</b>
2.1 Salaries & Wages	1,984,300	2,269,900	535,200	2,226,300	2,375,600	2,375,600	2,375,600	2,375,600
2.2 Workforce Development	44,300	52,100	12,200	57,800	82,700	82,700	82,700	82,700
2.3 Overtime	292,500	266,000	118,900	287,600	337,100	337,100	337,100	337,100
2.4 Employee Benefits	828,600	983,700	216,100	932,000	1,024,000	1,033,100	1,042,300	1,051,400
2.5 Transition Services	1,039,400	763,200	265,400	663,100	663,100	663,100	663,100	663,100
4.1 Chemicals	5,831,400	4,801,700	2,213,800	8,386,000	8,429,100	8,557,500	8,691,300	8,788,600
4.2 Supplies & Other	1,772,000	1,191,000	246,000	1,223,400	1,246,600	1,264,800	1,289,200	1,300,200
Operating Supplies	157,800	40,800	18,500	60,600	61,800	63,100	64,400	66,400
Repairs & Maintenance-Equipment	1,608,500	1,145,100	224,300	1,157,600	1,178,000	1,196,400	1,215,300	1,226,800
Capital Outlay less than \$5,000	5,700	5,100	3,200	5,200	6,800	5,300	9,500	7,000
4.3 Contractual Services	362,100	203,800	128,800	223,200	229,300	235,900	242,500	374,200
Contractual Operating Services	362,100	203,800	128,800	223,200	229,300	235,900	242,500	374,200
<b>892225 - Wastewater Dewatering Process</b>	<b>5,960,800</b>	<b>6,305,000</b>	<b>1,464,000</b>	<b>6,483,700</b>	<b>7,057,400</b>	<b>7,097,000</b>	<b>7,203,800</b>	<b>7,217,000</b>
2.1 Salaries & Wages	1,278,200	1,902,600	327,700	1,497,300	1,879,800	1,879,800	1,879,800	1,879,800
2.2 Workforce Development	40,600	43,000	12,100	49,500	49,500	49,500	49,500	49,500
2.3 Overtime	222,200	269,800	55,900	210,200	239,200	239,200	239,200	239,200
2.4 Employee Benefits	641,700	901,900	135,500	691,700	882,500	891,000	899,500	908,000
2.5 Transition Services	1,290,200	526,300	382,700	1,052,500	1,052,500	1,052,500	1,052,500	1,052,500
4.1 Chemicals	1,404,800	1,032,000	305,400	1,647,000	1,663,000	1,680,000	1,680,000	1,680,000
4.2 Supplies & Other	915,500	1,509,600	232,200	1,155,400	1,107,100	1,119,000	1,213,100	1,214,700
Operating Supplies	32,600	46,200	8,300	37,400	39,600	41,800	44,000	45,300
Repairs & Maintenance-Equipment	880,000	1,378,400	223,200	1,045,800	1,065,400	1,075,000	1,094,700	1,115,200
Supplies & Other - Covid19	100	-	-	-	-	-	-	-
Capital Outlay less than \$5,000	2,800	85,000	700	72,200	2,100	2,200	74,400	54,200
4.3 Contractual Services	167,600	119,800	12,500	180,100	183,800	186,000	190,200	193,300
Contractual Operating Services	167,600	119,800	12,500	180,100	183,800	186,000	190,200	193,300
<b>892226 - Wastewater Incineration Process</b>	<b>6,239,800</b>	<b>6,335,200</b>	<b>988,900</b>	<b>6,300,700</b>	<b>7,036,900</b>	<b>7,049,700</b>	<b>6,838,100</b>	<b>6,825,500</b>
2.1 Salaries & Wages	1,522,800	1,981,700	425,500	1,817,200	2,091,700	2,091,700	2,091,700	2,091,700
2.2 Workforce Development	41,300	43,000	12,100	49,500	49,500	49,500	49,500	49,500
2.3 Overtime	238,900	215,700	82,100	227,500	263,200	263,200	263,200	263,200
2.4 Employee Benefits	735,600	931,600	182,300	833,200	974,200	983,500	992,900	1,002,200
2.5 Transition Services	1,437,700	1,144,800	393,400	1,368,700	1,368,700	1,368,700	1,368,700	1,368,700
4.1 Chemicals	22,900	45,000	200	-	-	-	-	-
4.2 Supplies & Other	1,466,100	1,628,600	(198,700)	1,548,100	1,829,100	1,828,600	1,603,500	1,605,300
Operating Supplies	18,700	25,400	8,500	22,800	23,300	23,800	24,300	24,700
Repairs & Maintenance-Equipment	1,446,100	1,542,600	(207,200)	1,484,800	1,738,800	1,763,600	1,516,800	1,538,500
Capital Outlay less than \$5,000	1,300	60,600	-	40,500	67,000	41,200	62,400	42,100
4.3 Contractual Services	774,500	344,800	92,000	456,500	460,500	464,500	468,600	444,900
Contractual Operating Services	774,500	344,800	92,000	456,500	460,500	464,500	468,600	444,900

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>892227 - BDF, COF &amp; Hauling</b>	<b>22,483,900</b>	<b>20,165,200</b>	<b>6,192,300</b>	<b>24,015,000</b>	<b>24,634,000</b>	<b>25,017,600</b>	<b>24,934,700</b>	<b>24,876,700</b>
2.1 Salaries & Wages	248,200	336,100	61,200	273,600	386,700	386,700	386,700	386,700
2.3 Overtime	58,500	60,800	15,400	56,000	76,300	76,300	76,300	76,300
2.4 Employee Benefits	107,400	153,700	24,700	120,300	178,800	180,500	182,200	183,900
2.5 Transition Services	271,700	203,200	75,900	346,400	346,400	346,400	346,400	346,400
3.1 Electric	1,229,700	1,149,000	303,400	1,254,300	1,279,400	1,305,000	1,331,100	1,357,700
3.2 Gas	3,056,000	2,013,000	1,309,700	3,117,200	3,179,500	3,243,100	3,113,300	2,988,800
3.3 Sewage Service	512,600	500,000	148,200	546,700	546,700	557,500	557,500	568,800
3.4 Water Service	254,900	228,000	105,500	376,700	376,700	384,200	384,200	391,900
4.3 Contractual Services	16,744,900	15,521,400	4,148,300	17,923,800	18,263,500	18,537,900	18,557,000	18,576,200
Contractual Operating Services	16,490,700	15,521,400	4,148,300	17,923,800	18,263,500	18,537,900	18,557,000	18,576,200
Contractual Services – Flood Events	254,200	-	-	-	-	-	-	-
<b>892228 - Wastewater Fire Damage</b>	<b>627,800</b>	<b>-</b>	<b>169,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
4.2 Supplies & Other	627,800	-	169,500	-	-	-	-	-
Repairs & Maintenance-Damage Recovery	627,800	-	169,500	-	-	-	-	-
<b>892231 - Industrial Waste Control</b>	<b>2,271,100</b>	<b>2,539,200</b>	<b>564,800</b>	<b>2,454,400</b>	<b>2,726,000</b>	<b>2,919,300</b>	<b>2,760,700</b>	<b>2,760,500</b>
2.1 Salaries & Wages	1,519,100	1,593,600	390,400	1,608,400	1,788,200	1,788,200	1,788,200	1,788,200
2.2 Workforce Development	1,400	-	3,200	4,500	4,500	4,600	4,600	4,700
2.3 Overtime	22,200	26,600	5,300	22,400	22,900	22,900	22,900	22,900
2.4 Employee Benefits	563,500	653,500	142,100	618,500	698,400	704,600	710,700	716,900
4.2 Supplies & Other	98,800	138,500	5,900	108,400	120,100	126,700	137,600	125,000
Advertising	53,500	60,000	-	65,000	65,000	70,000	68,000	75,000
Memberships, Licenses & Subscriptions	200	2,500	-	400	-	400	-	400
Mileage and Parking	-	1,000	-	-	-	-	-	-
Office Supplies	6,800	9,400	2,700	7,500	7,500	7,500	7,600	7,600
Operating Supplies	20,100	33,400	1,800	22,000	24,400	19,800	30,000	21,100
Operating Supplies-Janitorial	200	2,000	-	1,000	1,000	1,000	1,000	1,000
Postage	3,200	6,000	700	4,000	4,000	4,000	4,000	4,000
Repairs & Maintenance-Equipment	100	-	-	-	-	-	-	-
Training and Internal Meetings	1,600	7,500	-	3,000	7,600	5,100	8,000	5,800
Travel	-	4,000	-	2,500	3,600	3,800	4,000	4,200
Uniforms, Laundry, Cleaning	2,600	4,000	700	3,000	3,000	3,000	3,000	3,000
Capital Outlay less than \$5,000	10,500	8,700	-	-	4,000	12,100	12,000	2,900
4.3 Contractual Services	66,100	127,000	17,900	92,200	91,900	272,300	96,700	102,800
Contractual Operating Services	66,100	127,000	17,900	92,200	91,900	272,300	96,700	102,800
<b>892235 - Wastewater Laboratories</b>	<b>3,270,500</b>	<b>3,840,300</b>	<b>761,100</b>	<b>3,799,900</b>	<b>4,576,800</b>	<b>4,576,300</b>	<b>4,595,000</b>	<b>4,625,700</b>
2.1 Salaries & Wages	1,825,400	2,252,400	442,100	2,202,400	2,712,000	2,712,000	2,712,000	2,712,000
2.3 Overtime	213,900	233,100	65,900	213,300	264,400	264,400	264,400	264,400
2.4 Employee Benefits	690,600	871,300	163,200	825,900	1,025,300	1,033,800	1,042,300	1,050,800
4.1 Chemicals	176,600	157,200	24,400	186,000	187,200	188,600	190,200	192,800
4.2 Supplies & Other	212,700	155,700	36,900	202,000	215,700	204,000	209,800	226,900
Car Lease	11,600	5,500	900	-	-	-	-	-
Memberships, Licenses & Subscriptions	300	800	-	800	11,800	800	800	14,400
Office Supplies	9,700	6,000	1,000	6,000	6,000	6,000	6,000	6,000
Operating Supplies	159,800	127,600	32,800	166,600	168,300	171,100	176,800	179,900
Repairs & Maintenance-Equipment	19,600	12,000	200	19,600	19,700	20,100	20,200	20,600
Repairs & Maintenance-Facilities	200	-	-	-	-	-	-	-
Uniforms, Laundry, Cleaning	1,700	3,500	400	2,000	2,000	2,000	2,000	2,000
Capital Outlay less than \$5,000	9,800	300	1,600	7,000	7,900	4,000	4,000	4,000
4.3 Contractual Services	151,300	170,600	28,600	170,300	172,200	173,500	176,300	178,800
Contractual Operating Services	151,300	170,600	28,600	170,300	172,200	173,500	176,300	178,800
<b>892269 - Suburban Only Green Infrastructure Allocation</b>	<b>-</b>	<b>340,000</b>	<b>-</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>	<b>350,000</b>	<b>350,000</b>
4.2 Supplies & Other	-	340,000	-	340,000	340,000	340,000	350,000	350,000
Inspection and Permit Fees	-	340,000	-	340,000	340,000	340,000	350,000	350,000

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>892270 - Combined Sewer Overflow</b>	<b>3,981,500</b>	<b>4,016,300</b>	<b>797,400</b>	<b>3,824,200</b>	<b>4,109,800</b>	<b>4,268,700</b>	<b>4,301,300</b>	<b>4,144,600</b>
2.1 Salaries & Wages	1,219,000	1,195,400	299,700	1,278,500	1,363,100	1,363,100	1,363,100	1,363,100
2.2 Workforce Development	44,300	58,100	12,400	57,800	82,700	82,700	82,700	82,700
2.3 Overtime	471,200	347,300	89,700	477,300	512,600	512,600	512,600	512,600
2.4 Employee Benefits	601,100	599,100	130,800	623,400	687,200	693,500	699,900	706,300
2.5 Transition Services	545,000	509,900	140,500	504,600	504,600	504,600	504,600	504,600
4.2 Supplies & Other	35,700	31,600	2,800	29,400	30,300	30,700	31,300	31,900
Inspection and Permit Fees	-	700	-	700	700	700	700	700
Memberships, Licenses & Subscriptions	-	700	-	700	700	700	700	700
Mileage and Parking	200	2,900	-	500	500	500	500	500
Office Supplies	2,000	4,100	-	2,000	2,000	2,000	2,000	2,000
Operating Supplies	15,000	2,100	1,000	4,500	4,600	4,700	4,800	4,900
Training and Internal Meetings	10,900	9,600	-	10,500	11,000	11,200	11,400	11,600
Travel	1,600	3,000	300	3,000	3,200	3,200	3,400	3,600
Tuition Refund	800	1,500	-	1,500	1,500	1,500	1,500	1,500
Uniforms, Laundry, Cleaning	5,200	7,000	1,500	6,000	6,100	6,200	6,300	6,400
4.3 Contractual Services	1,162,100	1,295,000	130,700	873,700	950,200	1,102,900	1,128,900	965,600
Contractual Operating Services	1,162,100	1,295,000	130,700	873,700	950,200	1,102,900	1,128,900	965,600
5.1 Capital Program Allocation	(77,200)	-	(4,200)	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	(55,300)	-	(3,000)	-	-	-	-	-
Capital Program: Employee Benefits	(21,900)	-	(1,200)	-	-	-	-	-
5.2 Shared Services	(19,700)	(20,100)	(5,000)	(20,500)	(20,900)	(21,400)	(21,800)	(22,200)
Shared Services : Salaries & Wages Reimb	(14,000)	(14,300)	(3,600)	(14,600)	(14,900)	(15,200)	(15,500)	(15,800)
Shared Services: Employee Benefit Reimb	(5,700)	(5,800)	(1,400)	(5,900)	(6,000)	(6,200)	(6,300)	(6,400)
<b>892271 - Puritan Fenkell Combined Sewer Overflow</b>	<b>266,100</b>	<b>295,800</b>	<b>31,500</b>	<b>275,700</b>	<b>279,400</b>	<b>284,400</b>	<b>297,100</b>	<b>283,400</b>
3.1 Electric	55,000	50,000	9,000	56,100	57,200	58,400	59,500	60,700
3.2 Gas	16,800	17,000	200	17,100	17,500	17,800	17,100	16,400
3.3 Sewage Service	2,900	10,000	600	3,200	3,200	3,300	3,300	3,500
3.4 Water Service	5,900	10,000	1,600	6,000	6,000	6,000	6,000	6,000
4.1 Chemicals	13,400	9,800	-	29,600	29,600	30,300	30,300	30,300
4.2 Supplies & Other	169,100	153,500	19,100	145,400	147,400	149,700	151,800	146,800
Office Supplies	100	200	-	100	100	100	100	100
Operating Supplies	2,600	4,000	1,500	2,700	2,800	2,900	3,000	3,100
Repairs & Maintenance-Equipment	76,000	65,500	7,600	80,800	82,100	83,600	84,800	79,100
Repairs & Maintenance-Facilities	58,100	83,800	10,000	61,800	62,400	63,100	63,900	64,500
Supplies & Other – Flood Events	32,300	-	-	-	-	-	-	-
4.3 Contractual Services	3,000	45,500	1,000	18,300	18,500	18,900	29,100	19,700
Contractual Operating Services	6,900	45,500	1,000	18,300	18,500	18,900	29,100	19,700
Contractual Services – Flood Events	(3,900)	-	-	-	-	-	-	-
<b>892272 - 7 Mile Combined Sewer Overflow</b>	<b>110,800</b>	<b>186,400</b>	<b>19,800</b>	<b>147,000</b>	<b>149,000</b>	<b>152,400</b>	<b>154,700</b>	<b>156,100</b>
3.1 Electric	37,100	33,000	6,800	37,800	38,600	39,400	40,200	41,000
3.2 Gas	5,600	10,000	500	10,000	10,200	10,400	10,000	9,600
3.3 Sewage Service	13,800	13,000	3,600	14,400	14,400	14,600	14,600	14,900
3.4 Water Service	7,800	10,000	3,400	8,000	8,000	8,100	8,100	8,300
4.1 Chemicals	-	1,900	-	-	-	-	-	-
4.2 Supplies & Other	40,600	74,400	4,500	62,200	63,100	64,800	66,600	66,700
Operating Supplies	1,300	1,000	900	1,400	1,500	1,600	1,600	1,700
Repairs & Maintenance-Equipment	9,400	32,400	1,100	25,000	25,200	25,800	27,100	25,500
Repairs & Maintenance-Facilities	29,800	41,000	2,500	35,800	36,400	37,400	37,900	39,500
Capital Outlay less than \$5,000	100	-	-	-	-	-	-	-
4.3 Contractual Services	5,900	44,100	1,000	14,600	14,700	15,100	15,200	15,600
Contractual Operating Services	8,500	44,100	1,000	14,600	14,700	15,100	15,200	15,600
Contractual Services – Flood Events	(2,600)	-	-	-	-	-	-	-

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>892273 - Hubble Southfield CSO</b>	<b>824,000</b>	<b>601,300</b>	<b>73,800</b>	<b>858,300</b>	<b>864,600</b>	<b>883,200</b>	<b>890,300</b>	<b>856,300</b>
3.1 Electric	65,500	64,000	14,800	66,800	68,100	69,500	70,900	72,300
3.2 Gas	26,300	19,000	300	26,800	27,400	27,900	26,800	25,700
3.3 Sewage Service	1,500	2,000	100	2,000	2,000	2,000	2,000	2,000
3.4 Water Service	18,100	110,000	-	20,000	20,000	20,000	22,000	22,000
4.1 Chemicals	155,400	112,000	12,300	388,500	388,500	398,200	398,200	398,200
4.2 Supplies & Other	484,700	229,100	25,200	282,200	284,800	290,700	293,700	296,800
Office Supplies	-	100	-	100	100	100	100	100
Operating Supplies	10,000	6,300	2,400	6,000	6,100	6,300	6,500	6,800
Repairs & Maintenance-Equipment	386,900	160,300	9,300	191,400	193,800	198,300	200,500	201,400
Repairs & Maintenance-Facilities	87,800	62,400	13,500	84,700	84,800	86,000	86,600	88,500
4.3 Contractual Services	72,500	65,200	21,100	72,000	73,800	74,900	76,700	39,300
Contractual Operating Services	72,500	65,200	21,100	72,000	73,800	74,900	76,700	39,300
<b>892274 - Leib Combined Sewer Overflow</b>	<b>397,700</b>	<b>325,300</b>	<b>35,400</b>	<b>483,800</b>	<b>488,000</b>	<b>497,400</b>	<b>502,000</b>	<b>501,900</b>
3.1 Electric	73,600	51,000	6,600	75,100	76,600	78,100	79,700	81,300
3.2 Gas	17,000	10,000	100	17,300	17,700	18,000	17,300	16,600
3.3 Sewage Service	4,700	7,000	8,000	7,000	7,000	7,200	7,200	7,600
3.4 Water Service	2,700	4,000	4,200	3,500	3,500	4,000	4,000	4,500
4.1 Chemicals	72,200	17,800	-	145,400	145,400	149,000	149,000	149,000
4.2 Supplies & Other	185,000	167,400	8,200	203,900	205,800	208,800	212,200	209,700
Office Supplies	900	500	-	600	600	600	700	-
Operating Supplies	5,100	5,500	1,800	5,600	5,600	5,700	5,700	-
Repairs & Maintenance-Equipment	113,900	134,400	1,200	124,400	125,100	126,100	128,100	129,900
Repairs & Maintenance-Facilities	65,100	27,000	5,200	73,300	74,500	76,400	77,700	79,800
4.3 Contractual Services	42,500	68,100	8,300	31,600	32,000	32,300	32,600	33,200
Contractual Operating Services	42,500	68,100	8,300	31,600	32,000	32,300	32,600	33,200
<b>892275 - St Aubin Combined Sewer Overflow</b>	<b>844,000</b>	<b>269,200</b>	<b>185,800</b>	<b>269,200</b>	<b>271,400</b>	<b>275,600</b>	<b>277,900</b>	<b>273,900</b>
3.1 Electric	21,500	26,000	5,400	24,900	25,400	25,900	26,500	27,000
3.2 Gas	7,100	8,000	200	7,200	7,400	7,500	7,200	6,900
3.3 Sewage Service	2,400	2,000	2,600	2,500	2,500	2,500	2,500	2,600
3.4 Water Service	4,100	3,000	3,200	5,000	5,000	5,400	5,400	5,900
4.1 Chemicals	23,800	17,400	12,200	40,100	40,100	41,100	41,100	41,100
4.2 Supplies & Other	620,500	167,500	100,500	147,100	148,600	150,200	152,000	146,500
Office Supplies	300	500	-	500	500	500	500	500
Operating Supplies	1,000	7,000	2,400	3,500	3,600	3,700	3,700	3,800
Repairs & Maintenance-Equipment	73,400	70,600	1,800	73,400	74,600	75,800	77,400	78,600
Repairs & Maintenance-Facilities	545,800	89,400	96,300	69,700	69,900	70,200	70,400	63,600
4.3 Contractual Services	164,600	45,300	61,700	42,400	42,400	43,000	43,200	43,900
Contractual Operating Services	164,600	45,300	61,700	42,400	42,400	43,000	43,200	43,900
<b>892276 - Conner Creek Combined Sewer Overflow</b>	<b>2,574,500</b>	<b>2,214,700</b>	<b>381,200</b>	<b>4,288,700</b>	<b>4,757,400</b>	<b>4,898,300</b>	<b>5,290,500</b>	<b>5,216,100</b>
3.1 Electric	281,800	264,000	54,500	287,400	293,200	299,000	305,000	311,100
3.2 Gas	69,800	71,000	2,300	71,200	72,600	74,100	71,100	68,300
3.3 Sewage Service	174,600	102,000	43,600	104,000	104,000	106,000	108,000	110,500
3.4 Water Service	73,500	39,000	18,400	61,900	61,900	63,100	63,100	64,400
4.1 Chemicals	1,130,800	771,200	75,300	2,938,700	2,938,700	3,012,200	3,012,200	3,012,200
4.2 Supplies & Other	646,700	790,600	139,100	602,100	1,061,300	1,113,900	1,498,100	1,415,600
Office Supplies	6,900	7,200	900	7,400	7,500	7,600	7,700	7,800
Operating Supplies	16,300	35,700	34,300	26,400	26,800	27,200	27,600	30,000
Repairs & Maintenance-Equipment	224,100	583,800	76,000	374,000	779,300	727,100	1,106,400	1,063,800
Repairs & Maintenance-Facilities	399,400	163,900	27,900	194,300	247,700	352,000	356,400	314,000
4.3 Contractual Services	197,300	176,900	48,000	223,400	225,700	230,000	233,000	234,000
Contractual Operating Services	197,300	176,900	48,000	223,400	225,700	230,000	233,000	234,000

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>892277 - Baby Creek Combined Sewer</b>								
<b>Overflow</b>	<b>1,426,800</b>	<b>1,217,700</b>	<b>183,500</b>	<b>1,421,300</b>	<b>1,355,900</b>	<b>1,379,700</b>	<b>1,388,200</b>	<b>1,477,000</b>
3.1 Electric	156,600	131,000	22,900	159,700	162,900	166,200	169,500	172,900
3.2 Gas	28,700	41,000	1,900	29,300	29,900	30,500	29,200	28,100
4.1 Chemicals	195,400	212,600	-	553,800	553,800	567,600	567,600	567,600
4.2 Supplies & Other	965,000	746,200	133,500	623,800	554,100	559,500	565,300	651,100
Office Supplies	100	500	-	600	600	600	700	700
Operating Supplies	6,400	10,000	4,300	10,200	10,400	10,600	10,800	11,000
Repairs & Maintenance-Equipment	813,100	329,700	54,000	422,900	426,200	429,600	433,000	436,600
Repairs & Maintenance-Facilities	142,900	406,000	75,200	190,100	116,900	118,700	120,800	202,800
Capital Outlay less than \$5,000	2,500	-	-	-	-	-	-	-
4.3 Contractual Services	81,100	86,900	25,200	54,700	55,200	55,900	56,600	57,300
Contractual Operating Services	81,100	86,900	25,200	54,700	55,200	55,900	56,600	57,300
<b>892278 - Oakwood Combined Sewer Overflow</b>	<b>1,511,700</b>	<b>1,513,600</b>	<b>451,700</b>	<b>1,870,000</b>	<b>1,912,400</b>	<b>1,922,000</b>	<b>1,962,900</b>	<b>1,963,400</b>
3.1 Electric	400,800	385,000	97,300	408,800	417,000	425,300	433,800	442,500
3.2 Gas	29,000	1,000	1,400	29,600	30,200	30,800	29,500	28,400
3.3 Sewage Service	470,100	449,000	164,900	487,300	487,300	497,100	497,100	512,000
3.4 Water Service	213,400	203,000	112,200	285,400	285,400	291,100	291,100	296,900
4.1 Chemicals	138,600	99,200	24,300	434,500	434,500	445,400	445,400	445,400
4.2 Supplies & Other	179,400	348,900	45,500	195,800	229,200	203,300	236,800	209,000
Office Supplies	200	500	-	300	300	300	300	300
Operating Supplies	4,800	10,000	3,600	6,500	6,700	6,900	7,100	7,300
Repairs & Maintenance-Equipment	87,700	130,400	18,500	90,000	121,300	93,100	124,300	98,300
Repairs & Maintenance-Facilities	86,700	208,000	23,400	99,000	100,900	103,000	105,100	103,100
4.3 Contractual Services	80,400	27,500	6,100	28,600	28,800	29,000	29,200	29,200
Contractual Operating Services	80,400	27,500	6,100	28,600	28,800	29,000	29,200	29,200
<b>892279 - Belle Isle Combined Sewer Overflow</b>	<b>(21,600)</b>	<b>-</b>	<b>8,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
4.1 Chemicals	10,100	7,400	12,400	23,600	23,600	24,200	24,200	24,200
4.2 Supplies & Other	30,400	59,800	2,300	44,500	45,700	47,100	48,200	49,700
Operating Supplies	400	1,000	-	1,100	1,100	1,200	1,200	1,300
Repairs & Maintenance-Equipment	7,800	28,800	200	17,200	17,800	18,500	19,000	19,800
Repairs & Maintenance-Facilities	22,200	30,000	2,100	26,200	26,800	27,400	28,000	28,600
4.3 Contractual Services	5,400	11,800	300	6,300	6,500	6,800	7,000	7,300
Contractual Operating Services	5,400	11,800	300	6,300	6,500	6,800	7,000	7,300
5.2 Shared Services	(67,500)	(79,000)	(19,700)	(74,400)	(75,800)	(78,100)	(79,400)	(81,200)
Shared Services Reimbursement	(67,500)	(79,000)	(19,700)	(74,400)	(75,800)	(78,100)	(79,400)	(81,200)
6.0 Capital Outlay	-	-	12,800	-	-	-	-	-
<b>897600 - Wastewater System Operations</b>								
Unallocated	-	3,055,500	-	3,089,900	2,087,200	2,748,000	4,728,500	7,370,800
7.0 Unallocated Reserve	-	3,055,500	-	3,089,900	2,087,200	2,748,000	4,728,500	7,370,800
<b>Grand Total</b>	<b>\$ 115,617,300</b>	<b>\$ 110,616,000</b>	<b>\$ 31,785,800</b>	<b>\$ 130,257,600</b>	<b>\$ 136,269,500</b>	<b>\$ 138,963,300</b>	<b>\$ 141,816,200</b>	<b>\$ 144,662,400</b>

### 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.

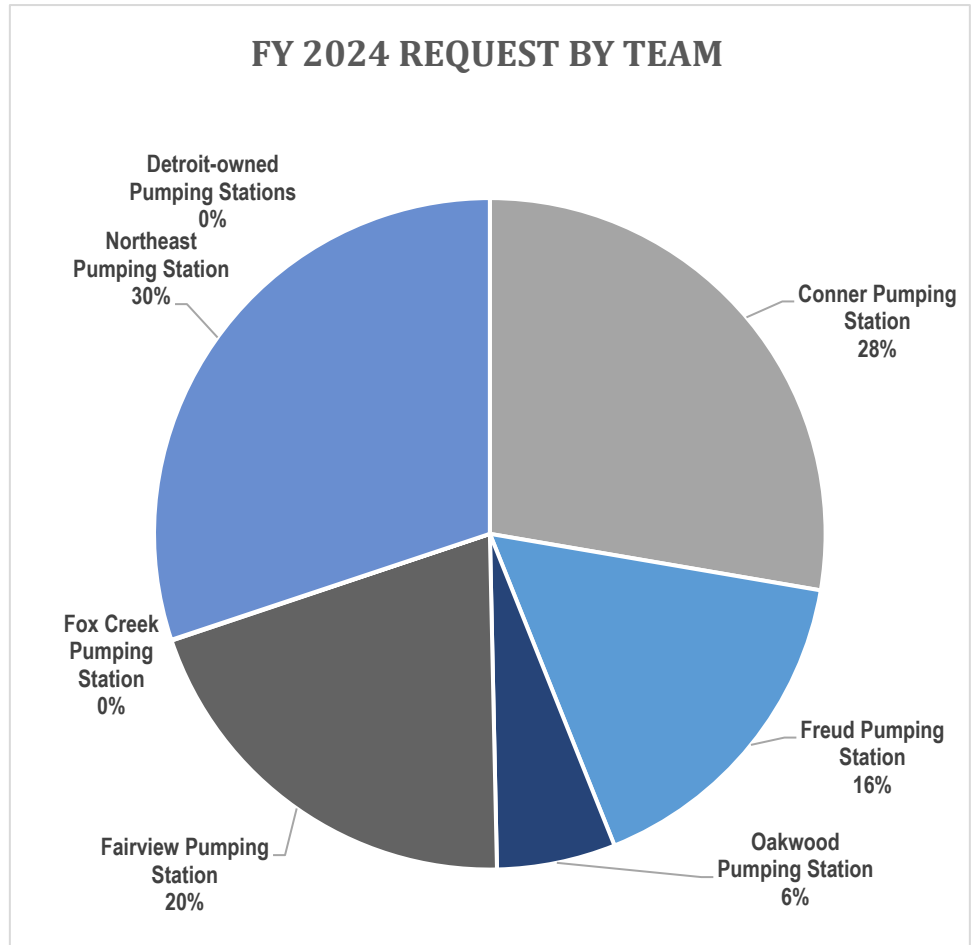
The table below shows how the wastewater operations area pumping (lift) stations strategic initiatives relate to the organizational strategic goals.

		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 Pumping (Lift) Stations consist of (9) sewer lift station 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.

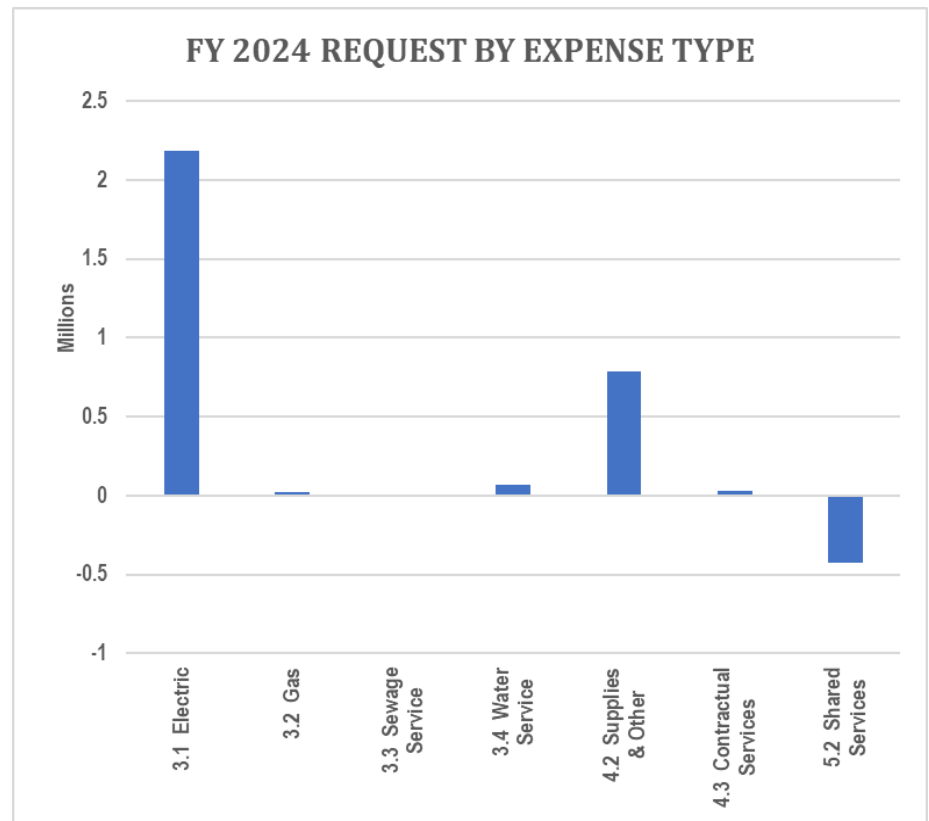
\*\* A portion of the cost for Northeast Pumping Station is billed to OMID through an intergovernmental agreement.

### Expense Categories

There is one major category of expense in the Wastewater pumping stations operations and maintenance budget as listed below.

❖ Electric Utilities

Electric utilities are the highest 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 increase in FY 2024 of \$95,200, or 3.7%. Key factors that impact the FY 2023 budget include the following.

- ❖ Shared Services contra account 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) (decrease of \$139,800).
- ❖ Annual maintenance costs vary, depending on the complexity of the equipment and instrumentation. New forecast in usage resulted in an increase of \$169,800.
- ❖ Increase in Contractual services budget based on prior spend (\$5,000)
- ❖ Decrease in budget for Electric, Gas, & Contractual Services to align with spending (\$58,300)

*Biennial Budget Request by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
3.1 Electric	\$ 3,292,600	\$ 2,131,000	\$ 694,100	\$ 2,184,000	\$ 53,000	2.5%	\$ 2,225,800
3.2 Gas	\$ 66,500	\$ 19,000	\$ 13,200	\$ 24,300	\$ 5,300	27.9%	\$ 24,800
3.3 Sewage Service	\$ 10,700	\$ 9,000	\$ 2,600	\$ 10,000	\$ 1,000	11.1%	\$ 10,200
3.4 Water Service	\$ 66,500	\$ 67,500	\$ 26,900	\$ 68,400	\$ 900	1.3%	\$ 69,800
4.2 Supplies & Other	\$ 1,168,000	\$ 615,200	\$ 122,900	\$ 785,000	\$ 169,800	27.6%	\$ 785,000
4.3 Contractual Services	\$ 45,400	\$ 25,200	\$ 189,800	\$ 30,200	\$ 5,000	19.8%	\$ 30,200
5.2 Shared Services	\$ (621,400)	\$ (285,400)	\$ (71,400)	\$ (425,200)	\$ (139,800)	49.0%	\$ (425,200)
<b>Grand Total</b>	<b>\$ 4,028,300</b>	<b>\$ 2,581,500</b>	<b>\$ 978,100</b>	<b>\$ 2,676,700</b>	<b>\$ 95,200</b>	<b>3.7%</b>	<b>\$ 2,720,600</b>

*Biennial Budget Request by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>Detroit-owned</b>							
<b>Pumping Stations</b>							
Belle Isle Pumping Station	(15,600)	-	(5,900)	-	-	0.0%	-
Blue Hill Pumping Station	19,900	-	36,600	-	-	0.0%	-
Fischer Pumping Station	(8,800)	-	(2,500)	-	-	0.0%	-
Woodmere Pumping Station	75,900	-	176,900	-	-	0.0%	-
<b>Conner Pumping Station</b>	<b>1,577,600</b>	<b>725,000</b>	<b>149,700</b>	<b>741,300</b>	<b>16,300</b>	<b>2.2%</b>	<b>752,400</b>
<b>Freud Pumping Station</b>	<b>659,700</b>	<b>389,500</b>	<b>71,000</b>	<b>435,000</b>	<b>45,500</b>	<b>11.7%</b>	<b>441,200</b>
<b>Oakwood Pumping Station</b>	<b>225,800</b>	<b>151,000</b>	<b>64,500</b>	<b>153,000</b>	<b>2,000</b>	<b>1.3%</b>	<b>155,000</b>
<b>Fairview Pumping Station</b>	<b>706,000</b>	<b>525,000</b>	<b>149,400</b>	<b>540,400</b>	<b>15,400</b>	<b>2.9%</b>	<b>549,000</b>
<b>Fox Creek Pumping Station</b>	<b>700</b>	<b>1,000</b>	<b>100</b>	<b>1,000</b>	<b>-</b>	<b>0.0%</b>	<b>1,000</b>
<b>Northeast Pumping Station</b>	<b>787,100</b>	<b>790,000</b>	<b>338,300</b>	<b>806,000</b>	<b>16,000</b>	<b>2.0%</b>	<b>822,000</b>
<b>Grand Total</b>	<b>\$ 4,028,300</b>	<b>\$ 2,581,500</b>	<b>\$ 978,100</b>	<b>\$ 2,676,700</b>	<b>\$ 95,200</b>	<b>3.7%</b>	<b>\$ 2,720,600</b>

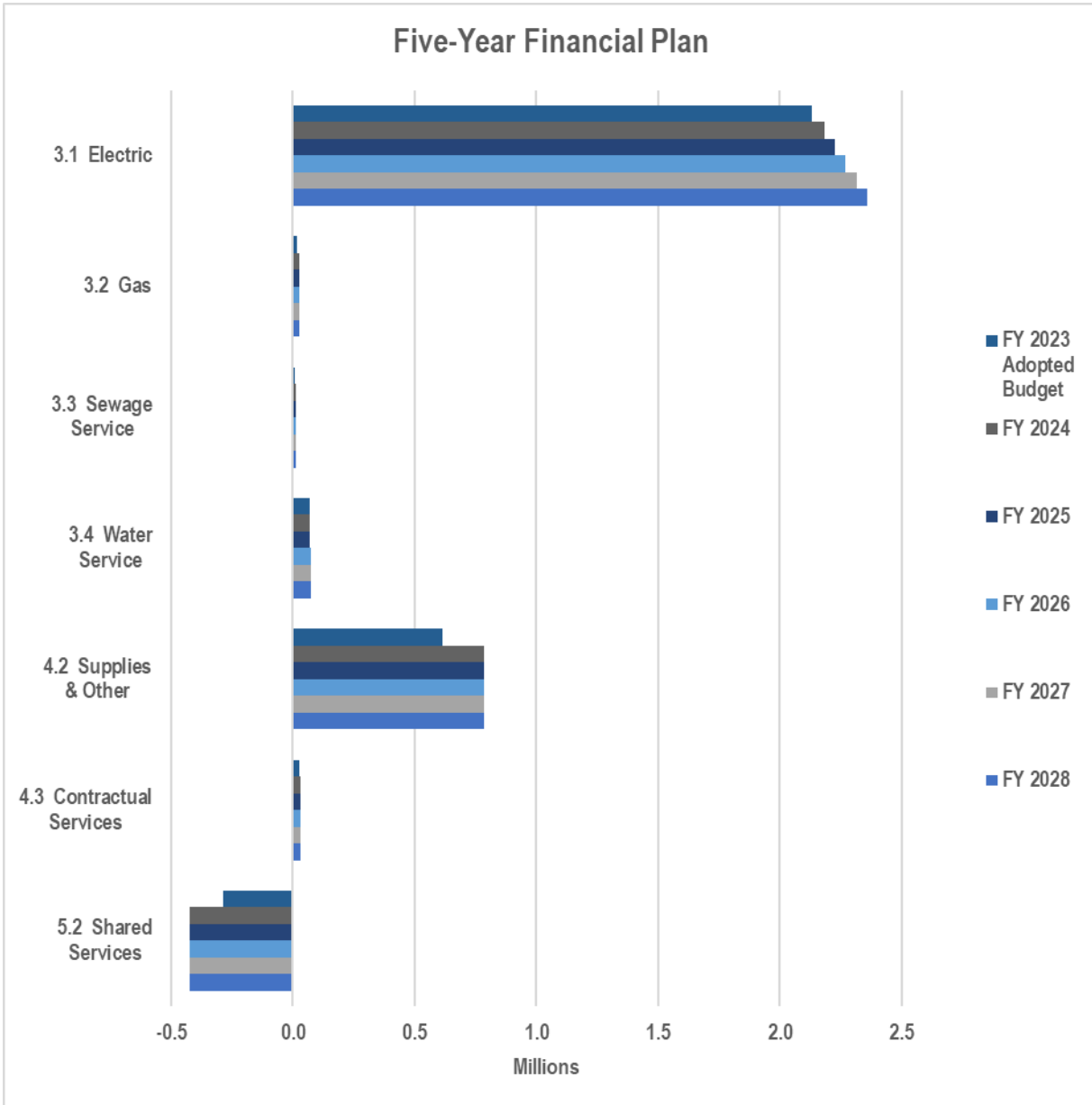
**Personnel Budget**

Personnel budget is not a component of the Wastewater Operations Area Pumping (Lift) Stations. 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 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
3.1 Electric	\$ 3,292,600	\$ 2,131,000	\$ 2,184,000	\$ 2,225,800	\$ 2,270,100	\$ 2,314,200	\$ 2,359,100
3.2 Gas	\$ 66,500	\$ 19,000	\$ 24,300	\$ 24,800	\$ 25,200	\$ 25,700	\$ 26,100
3.3 Sewage Service	\$ 10,700	\$ 9,000	\$ 10,000	\$ 10,200	\$ 10,400	\$ 10,600	\$ 10,800
3.4 Water Service	\$ 66,500	\$ 67,500	\$ 68,400	\$ 69,800	\$ 71,300	\$ 72,700	\$ 74,300
4.2 Supplies & Other	\$ 1,168,000	\$ 615,200	\$ 785,000	\$ 785,000	\$ 785,000	\$ 785,000	\$ 785,000
4.3 Contractual Services	\$ 45,400	\$ 25,200	\$ 30,200	\$ 30,200	\$ 30,200	\$ 30,200	\$ 30,200
5.2 Shared Services	\$ (621,400)	\$ (285,400)	\$ (425,200)	\$ (425,200)	\$ (425,200)	\$ (425,200)	\$ (425,200)
<b>Grand Total</b>	<b>\$ 4,028,300</b>	<b>\$ 2,581,500</b>	<b>\$ 2,676,700</b>	<b>\$ 2,720,600</b>	<b>\$ 2,767,000</b>	<b>\$ 2,813,200</b>	<b>\$ 2,860,300</b>

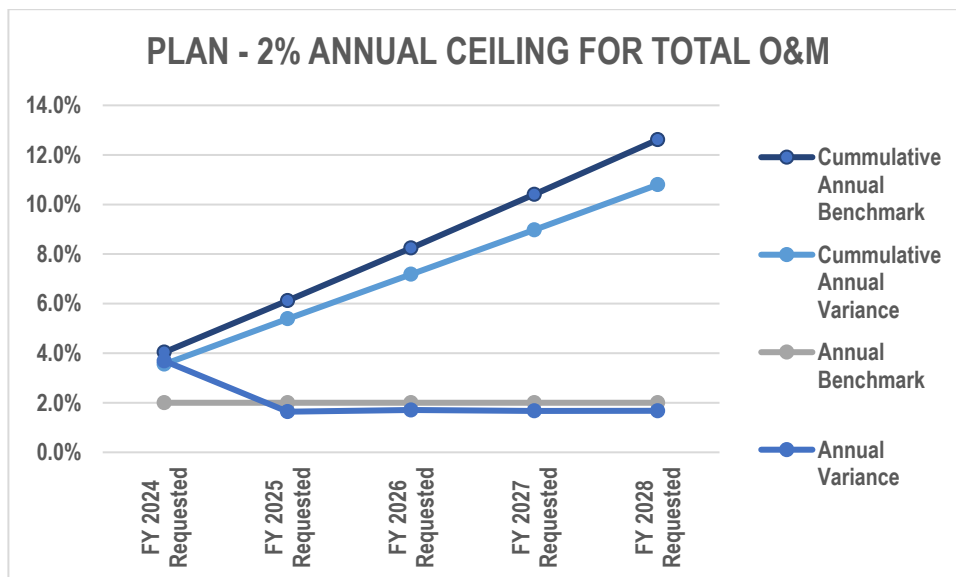


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Detroit-owned</b>							
<b>Pumping Stations</b>							
Belle Isle Pumping Station	(15,600)	-	-	-	-	-	-
Blue Hill Pumping Station	19,900	-	-	-	-	-	-
Fischer Pumping Station	(8,800)	-	-	-	-	-	-
Woodmere Pumping Station	75,900	-	-	-	-	-	-
<b>Conner Pumping Station</b>	1,577,600	725,000	<b>741,300</b>	752,400	763,500	774,600	785,600
<b>Freud Pumping Station</b>	659,700	389,500	<b>435,000</b>	441,200	447,800	454,200	460,600
<b>Oakwood Pumping Station</b>	225,800	151,000	<b>153,000</b>	155,000	157,000	159,000	161,000
<b>Fairview Pumping Station</b>	706,000	525,000	<b>540,400</b>	549,000	559,600	569,200	580,000
<b>Fox Creek Pumping Station</b>	700	1,000	<b>1,000</b>	1,000	1,100	1,100	1,100
<b>Northeast Pumping Station</b>	787,100	790,000	<b>806,000</b>	822,000	838,000	855,100	872,000
<b>Grand Total</b>	<b>\$ 4,028,300</b>	<b>\$ 2,581,500</b>	<b>\$ 2,676,700</b>	<b>\$ 2,720,600</b>	<b>\$ 2,767,000</b>	<b>\$ 2,813,200</b>	<b>\$ 2,860,300</b>

*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 310.8% 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

Wastewater Pumping (Lift) Stations' budget is funded by the Improvement & Extension (I&E) Budget.

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

Asset Category	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Machinery & Equipment	-	400,000	400,000	400,000	400,000	400,000
Pumps & Motors	-	400,000	400,000	400,000	400,000	400,000
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

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

Funding Source	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ -	\$ 48,700	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 48,700</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

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

Team	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Wastewater Pumping Stations</b>	<b>\$ -</b>	<b>\$ 48,700</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
Conner Pumping Station	-	48,700	150,000	150,000	150,000	150,000	150,000
Freud Pumping Station	-	-	150,000	150,000	150,000	150,000	150,000
Oakwood Pumping Station	-	-	100,000	100,000	100,000	100,000	100,000
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 48,700</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

### 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.

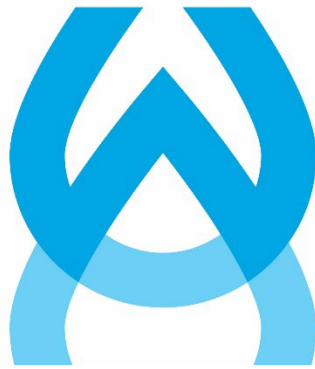


Wastewater Pump Stations  
Budget & Five-Year Plan  
FY 2024 through FY 2028

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>892342 - Belle Isle Pumping Station</b>	\$ (15,600)	\$ -	\$ (5,900)	\$ -	\$ -	\$ -	\$ -	\$ -
4.2 Supplies & Other	81,800	45,000	6,000	65,000	65,000	65,000	65,000	65,000
Repairs & Maintenance-Equipment	81,800	45,000	6,000	65,000	65,000	65,000	65,000	65,000
4.3 Contractual Services	1,300	3,700	300	3,700	3,700	3,700	3,700	3,700
Contractual Buildings & Grounds Maint	1,300	3,700	300	3,700	3,700	3,700	3,700	3,700
5.2 Shared Services	(98,700)	(48,700)	(12,200)	(68,700)	(68,700)	(68,700)	(68,700)	(68,700)
Shared Services Reimbursement	(98,700)	(48,700)	(12,200)	(68,700)	(68,700)	(68,700)	(68,700)	(68,700)
<b>892343 - Blue Hill Pumping Station</b>	19,900	-	36,600	-	-	-	-	-
4.2 Supplies & Other	331,000	152,000	75,200	222,000	222,000	222,000	222,000	222,000
Repairs & Maintenance-Equipment	331,000	152,000	75,200	222,000	222,000	222,000	222,000	222,000
4.3 Contractual Services	25,100	3,200	200	3,200	3,200	3,200	3,200	3,200
Contractual Buildings & Grounds Maint	25,100	3,200	200	3,200	3,200	3,200	3,200	3,200
5.2 Shared Services	(336,200)	(155,200)	(38,800)	(225,200)	(225,200)	(225,200)	(225,200)	(225,200)
Shared Services Reimbursement	(336,200)	(155,200)	(38,800)	(225,200)	(225,200)	(225,200)	(225,200)	(225,200)
<b>892345 - Conner Pumping Station</b>	1,577,600	725,000	149,700	741,300	752,400	763,500	774,600	785,600
3.1 Electric	1,352,300	500,000	127,400	510,000	520,000	530,000	540,000	550,000
3.2 Gas	1,200	2,000	200	2,000	2,100	2,100	2,200	2,200
3.3 Sewage Service	10,700	9,000	2,600	10,000	10,200	10,400	10,600	10,800
3.4 Water Service	40,600	39,000	15,600	39,300	40,100	41,000	41,800	42,600
4.2 Supplies & Other	163,100	170,000	3,900	170,000	170,000	170,000	170,000	170,000
Repairs & Maintenance-Equipment	163,100	170,000	3,900	170,000	170,000	170,000	170,000	170,000
4.3 Contractual Services	9,700	5,000	-	10,000	10,000	10,000	10,000	10,000
Contractual Professional Services	9,700	5,000	-	10,000	10,000	10,000	10,000	10,000
<b>892346 - Fairview Pumping Station</b>	706,000	525,000	149,400	540,400	549,000	559,600	569,200	580,000
3.1 Electric	670,900	450,000	149,100	460,000	468,000	478,000	487,000	497,000
3.2 Gas	17,100	5,000	100	10,000	10,200	10,400	10,600	10,800
3.4 Water Service	1,400	20,000	200	20,400	20,800	21,200	21,600	22,200
4.2 Supplies & Other	16,600	50,000	-	50,000	50,000	50,000	50,000	50,000
Repairs & Maintenance-Equipment	16,600	50,000	-	50,000	50,000	50,000	50,000	50,000
<b>892347 - Fischer Pumping Station</b>	(8,800)	-	(2,500)	-	-	-	-	-
4.2 Supplies & Other	17,100	7,200	300	17,000	17,000	17,000	17,000	17,000
Repairs & Maintenance-Equipment	17,100	7,200	300	17,000	17,000	17,000	17,000	17,000
4.3 Contractual Services	1,900	5,600	400	5,600	5,600	5,600	5,600	5,600
Contractual Buildings & Grounds Maint	1,900	5,600	400	5,600	5,600	5,600	5,600	5,600
5.2 Shared Services	(27,800)	(12,800)	(3,200)	(22,600)	(22,600)	(22,600)	(22,600)	(22,600)
Shared Services Reimbursement	(27,800)	(12,800)	(3,200)	(22,600)	(22,600)	(22,600)	(22,600)	(22,600)
<b>892348 - Fox Creek Pumping Station</b>	700	1,000	100	1,000	1,000	1,100	1,100	1,100
3.1 Electric	700	1,000	100	1,000	1,000	1,100	1,100	1,100
<b>892349 - Freud Pumping Station</b>	659,700	389,500	71,000	435,000	441,200	447,800	454,200	460,600
3.1 Electric	337,200	275,000	46,800	290,000	295,800	302,000	308,000	314,000
3.2 Gas	48,200	12,000	12,900	12,300	12,500	12,700	12,900	13,100
3.4 Water Service	24,500	8,500	11,100	8,700	8,900	9,100	9,300	9,500
4.2 Supplies & Other	243,700	90,000	200	120,000	120,000	120,000	120,000	120,000
Repairs & Maintenance-Equipment	243,700	90,000	200	120,000	120,000	120,000	120,000	120,000
4.3 Contractual Services	6,100	4,000	-	4,000	4,000	4,000	4,000	4,000
Contractual Professional Services	6,100	4,000	-	4,000	4,000	4,000	4,000	4,000
<b>892350 - Northeast Pumping Station</b>	787,100	790,000	338,300	806,000	822,000	838,000	855,100	872,000
3.1 Electric	787,100	790,000	338,300	806,000	822,000	838,000	855,100	872,000
4.2 Supplies & Other	-	-	-	-	-	-	-	-
Repairs & Maintenance-Equipment	-	-	-	-	-	-	-	-
<b>892351 - Oakwood Pumping Station</b>	225,800	151,000	64,500	153,000	155,000	157,000	159,000	161,000
3.1 Electric	144,400	115,000	32,400	117,000	119,000	121,000	123,000	125,000
4.2 Supplies & Other	81,400	36,000	32,100	36,000	36,000	36,000	36,000	36,000
Repairs & Maintenance-Equipment	81,400	36,000	32,100	36,000	36,000	36,000	36,000	36,000
4.3 Contractual Services	-	-	-	-	-	-	-	-
Contractual Professional Services	-	-	-	-	-	-	-	-
<b>892352 - Woodmere Pumping Station</b>	75,900	-	176,900	-	-	-	-	-
4.2 Supplies & Other	233,300	65,000	5,200	105,000	105,000	105,000	105,000	105,000
Repairs & Maintenance-Equipment	233,300	65,000	5,200	105,000	105,000	105,000	105,000	105,000
4.3 Contractual Services	1,300	3,700	188,900	3,700	3,700	3,700	3,700	3,700
Contractual Buildings & Grounds Maint	1,300	3,700	188,900	3,700	3,700	3,700	3,700	3,700
5.2 Shared Services	(158,700)	(68,700)	(17,200)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)
Shared Services Reimbursement	(158,700)	(68,700)	(17,200)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)
<b>Grand Total</b>	<b>\$ 4,028,300</b>	<b>\$ 2,581,500</b>	<b>\$ 978,100</b>	<b>\$ 2,676,700</b>	<b>\$ 2,720,600</b>	<b>\$ 2,767,000</b>	<b>\$ 2,813,200</b>	<b>\$ 2,860,300</b>

# GLWA

*Great Lakes Water Authority*



## **Section 5C**

### **Centralized Services**

## 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 Organization 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 as well as assessing reliability to ensure stability of service delivery to member partners. In addition, this program will provide the framework to optimize the wastewater interceptor inspection, maintenance, and renewal. We have selected a vendor, HDR of Michigan, as our strategic partner for this initiative and have started the program development in FY 2022.

#### ❖ **Water Performance Monitoring - (Ongoing)**

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

#### ❖ **Water System Transient Study - (Completion Date - June 2025)**

An analysis of variations in water pressure throughout the system with an eye towards assessing and mitigating their impact on both GLWA and our member partners assets and facilities.

#### ❖ **Water System Facility Planning Study - (Completion Date - June 2025)**

A focused review of existing GLWA and member treatment and distribution facilities with the goal of maximizing their effectiveness throughout the network.

#### ❖ **Water Master Plan Update - (Completion Date - June 2025)**

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.

#### ❖ **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. This program will transition into its second phase continuing to provide 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 System Facility Planning – (Ongoing)**

Maximizes the use of existing GLWA and member partner facilities through the review of collection and treatment facilities to produce affordable operating solutions. Implementation of components of this plan are ongoing with phase II scheduled to begin in 2024.

#### **❖ 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.

#### **❖ Regional Flood Mitigation Study – (Completion Date June 2026)**

As the Sponsor for the Southeast Michigan Flood Risk Mitigation Study in partnership with the U.S. Army Corps of Engineers (USACE), GLWA intends to cooperatively investigate solutions for on-going surface and basement flooding in southeast Michigan. GLWA is optimistic that this study will be partially funded through an allocation of federal funds through the annual Congressional appropriations process. If selected, GLWA intends to sign a Feasibility Cost Sharing Agreement to initiate the study with USACE. The feasibility study is targeted for completion within three years at a total cost of no more \$3 million. The study will be conducted and managed by USACE and cost-sharing for the study is based on a 50 percent contribution by the federal government, with GLWA's 50 percent contribution provided in cash, in-kind services, or a combination of both.

#### **❖ 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 – (Completion Date – June 2023)**

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

<b>Capital Improvement Process (CIP) Task</b>	<b>Purpose</b>
1. CIP Business Process Improvements 2. CIP Delivery Standard Operating Procedure Development	These initial tasks will focus on general GLWA business and process improvements.
3. CIP Delivery Resource Evaluation	This task will help GLWA identify and secure the human resources necessary to execute the CIP.
4. Development of Project Management Information System (PMIS)	This task will identify and select technology solutions necessary to support the new CIP business processes.
5A. Project Controls and Reporting Support (O&M) 5B. Project Controls and Reporting Support (Capital) 6. CIP Validation	These tasks will identify, validate, and implement project controls necessary for a well-managed CIP.
7A. Engineering & Construction Staff Augmentation (O&M) 7B. Engineering & Construction Staff Augmentation (Capital) 8. Other Staff Augmentation as Required	These tasks will provide staffing augmentation to execute the CIP and supplemental resources to meet the needs of the organization while existing internal processes are being re-engineered.
9. Advanced Facilities Planning (Capital) 10. Enterprise-Wide Energy Optimization & Sustainability Planning	These tasks will 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 year of the initial 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 recent renegotiation of this contract has resulted in reduced costs for FY 2021 and beyond.

The tables below 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
Planning Services Strategic Initiatives Water System Programs	Linear System Integrity Program				x		x					
	Water Performance Monitoring				x				x	x		x
	Water Master Plan Update				x	x	x			x		
	Units of Service for Non-Master Meter Members				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
Planning Services Strategic Initiatives Wastewater System Programs	Wastewater Master Plan				x	x	x		x	x		
	Regional Flood Mitigation Study				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
Planning Services Strategic Initiatives Both Systems	Capital Improvement Plan				x	x	x			x	
	Oracle Work and Asset Management System Support				x	x	x				
	Asset Management Planning				x	x	x				

**Planning Services Contracts**

In the following tables budget values 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

Project Description	Linear System Integrity Program (LSIP)	Water Performance Monitoring	Water Master Plan Update	Units of Service for Non-Meter Customers	GLWA System Water Audit & Analytical Support Services	Project Management Services	Total of Significant Contracts
Prime Consultant or Supplier	HDR	Aquasight	TBD	Black & Veatch	TBD	TWN Consulting	
Contract #	1902659	2102026	TBD	GLWA-CS-039	TBD	1905080	
Contract Amount	\$ 29,012,900	\$ 1,217,500	TBD	\$ 740,800	TBD	\$ 200,000	
Contract End Date	08/31/27	09/24/24	TBD	In Renewal	TBD	03/01/23	
Cost Center Name	Asset Management	Systems Planning	Systems Planning	Systems Analytics	Systems Analytics	Systems Planning	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2022 Spend	\$ -	\$ -	\$ -	\$ 1,746,200	\$ -	\$ 31,800	\$ 1,778,000
Pre-FY 2022 Average Spend	\$ -	\$ -	\$ -	\$ 436,550	\$ -	\$ 31,800	\$ 468,350
FY 2022 Spend		143,300		317,600		74,900	535,800
FY 2023 Budget	1,538,300	450,000	100,000	309,000		20,000	2,417,300
<b>FY 2024 Requested</b>	<b>1,585,400</b>	<b>400,000</b>	<b>125,000</b>	<b>-</b>	<b>318,300</b>	<b>25,000</b>	<b>2,453,700</b>
FY 2025 Requested	5,475,100	450,000	125,000	-	327,800	30,000	6,407,900
FY 2026 Requested	4,143,600	500,000	-	-	337,700	30,000	5,011,300
FY 2027 Requested	5,219,700	500,000	-	-	647,800	30,000	6,397,500
FY 2028 Requested	5,000,000	500,000	-	-	358,200	30,000	5,888,200
<b>Total</b>	<b>\$ 22,962,100</b>	<b>\$ 2,943,300</b>	<b>\$ 350,000</b>	<b>\$ 2,372,800</b>	<b>\$ 1,989,800</b>	<b>\$ 271,700</b>	<b>\$ 30,889,700</b>

### 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

Project Description	Wastewater Master Plan & Update	Regional Flood Mitigation Study	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	TBD	CDM Smith	Applied Science	PCILLC	Wade Trim or Other	HDR	
Contract #	GLWA-CS-036	TBD	GLWA-CS-239	2003785	GLWA-CON-179	1905080	1902659	
Contract Amount	\$ 9,022,700	TBD	\$ 3,220,900	\$ 2,634,900	\$ 6,465,800	\$ 921,800	29,012,900	
Contract End Date	10/31/20	TBD	In Renewal	05/11/26	In Renewal	02/01/23	08/31/27	
Cost Center Name	Systems Planning	Systems Planning & Development	Systems Analytics	Systems Analytics	Systems Analytics	Systems Planning	Asset Management	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2022 Spend	\$ 9,022,700	\$ -	\$ 1,908,300	\$ 737,900	\$ 4,407,800	\$ 728,600		\$ 16,805,300
Pre-FY 2022 Average Spend	\$ 2,255,675	\$ -	\$ 636,100	\$ 246,000	\$ 1,102,000	\$ 182,200		\$ 4,421,975
FY 2022 Spend	-	-	519,500	336,900	1,089,000	187,900	27,300	2,160,600
FY 2023 Budget	-	-	600,000	527,000	1,200,000	200,000	297,000	2,824,000
<b>FY 2024 Requested</b>	<b>-</b>	<b>300,000</b>	<b>650,000</b>	<b>527,000</b>	<b>1,172,100</b>	<b>100,000</b>	<b>272,700</b>	<b>3,021,800</b>
FY 2025 Requested	-	600,000	700,000	527,000	1,174,200	100,000	100,000	3,201,200
FY 2026 Requested	-	600,000	760,000	527,000	1,176,400	100,000	100,000	3,263,400
FY 2027 Requested	-	-	800,000	527,000	1,178,700	100,000	100,000	2,705,700
FY 2028 Requested	-	-	800,000	527,000	1,180,000	100,000	100,000	2,707,000
<b>Total</b>	<b>\$ 7,194,800</b>	<b>\$ 1,500,000</b>	<b>\$ 6,737,800</b>	<b>\$ 4,236,800</b>	<b>\$ 12,578,200</b>	<b>\$ 1,616,500</b>	<b>\$ 997,000</b>	<b>\$ 36,689,000</b>

### Combined Water / Wastewater Programs

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

#### Combined System (GLWA Wide) Programs

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	PO 7279	
Contract Amount	\$ 3,980,400	\$ 4,370,900	\$ 15,519,000	Annual PO	
Contract End Date	12/31/23	In Renewal	05/27/23	In Renewal	
Cost Center Name	Systems Planning	Asset Management	Capital Improvement Planning	Asset Management	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2022 Spend	\$ 2,099,100	\$ 3,161,600	\$ 8,717,800	\$ 1,071,200	\$ 15,049,700
Pre-FY 2022 Average Spend	\$ 599,700	\$ 1,053,900	\$ 2,905,900	\$ 267,800	\$ -
FY 2022 Spend	595,700	1,253,300	2,744,600	156,300	4,749,900
FY 2023 Budget	700,000	400,000	1,900,000	200,000	3,200,000
<b>FY 2024 Requested</b>	<b>700,000</b>	<b>100,000</b>	<b>3,000,000</b>	<b>250,000</b>	<b>4,050,000</b>
FY 2025 Requested	750,000	300,000	3,000,000	100,000	4,150,000
FY 2026 Requested	750,000	300,000	2,000,000		3,050,000
FY 2027 Requested	800,000	300,000	1,000,000		2,100,000
FY 2028 Requested	800,000	500,000	750,000		2,050,000
<b>Total</b>	<b>\$ 7,194,800</b>	<b>\$ 6,314,900</b>	<b>\$ 23,112,400</b>	<b>\$ 1,777,500</b>	<b>\$ 38,399,600</b>

Note: The AECOM (CS-272) total contract award was \$58.6 million of which \$15.5 million is allocatable to the O&M budget and the remainder of \$43.1 million is allocatable to the capital improvement program 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 will limit the reliance on external engineering and consulting firms related to creating and updating water and wastewater master plans/models and begin to develop an in-house group that can perform modeling, evaluate potential service extension to new customers and various other updates.

### ❖ Asset Management

Responsible for leading the enterprise-wide asset management strategy at GLWA.

### ❖ 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 administrating the Wholesale Automatic Meter Reading (WAMR) system.



### Expense Categories

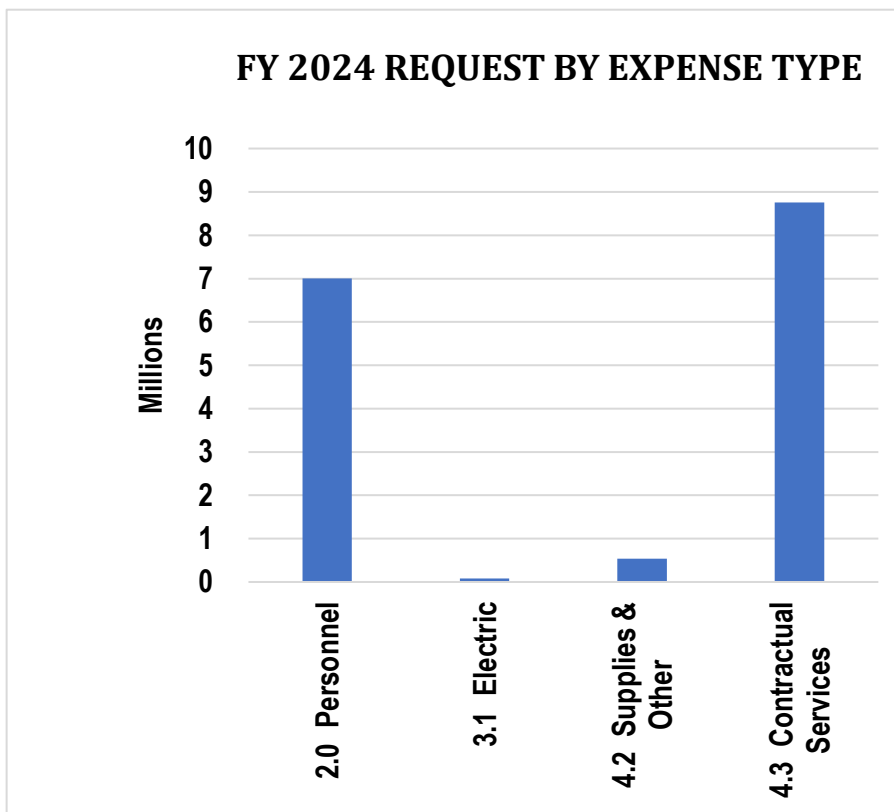
Contractual Services and Personnel costs are two major categories of Planning Services Area expenses in the operations and maintenance budgets listed below.

Contractual Services is the largest expense category with strategic initiatives spanning the entire organization. Significant efforts include the Linear System Pipe Integrity Program and the Capital Improvement Plan (CIP). Other efforts include significant contractual services supporting meter operations, data analytics, flood mitigation and customer/partner

outreach. To optimize member engagement, the Planning Services Team employs the services of The Bridgeport Consulting Group who specialize in efficient group facilitation 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 seven years. Given the breadth of assignments, recruiting and retaining top talent is a high priority. Accordingly, personnel costs are the second highest expense category. To help reduce the requirement for the contractual services support noted above, we are ramping up our staff to support a more in-house approach to planning and modeling activities. The Systems Planning and Development Department was established last year to help oversee this transition. Another significant staffing update involves the Capital Improvement Planning Team which has now identified key positions and activities and is actively recruiting staff to manage the transition of efforts currently performed by their lead vendor (AECOM) into a more inhouse directed operation. It should be noted that these staffing updates are currently in their infancy and their full impact will not be realized until FY 2025. This will be evident is some of the financial charts to follow.

It is possible that a portion of the daily activities of the Planning Services Area will have a direct impact on capital delivery. To the extent that occurs, an allocation of this Area's effort will be assigned directly to construction projects.



Smaller expenditures for utilities, supplies, training, and other miscellaneous expense round out the departmental budget request.

### Biennial Budget Request

The biennial budget reflects a \$1.3M increase, or 8.5%, in FY 2024 due to changes in activity levels of several large consulting projects within the Planning Services Area.

- ❖ While the Capital Improvement Planning team is ramping up their staffing to support an in-house operation they will still require the services of AECOM (or another vendor) thru FY 2026 to support the continued development of the CIP. The forecast for AECOM’s services has been increased to reflect a more accurate spend projection for the final year of the contract. Net departmental increase \$1.04 million.
- ❖ The newly created Systems Planning and Development team will have the responsibility for updating the Water Master Plan and Regional Flood Mitigation Study as well as other in-house planning and modeling activities. Support staff for this team will primarily be drawn from other areas within GLWA. This new team is expected to significantly reduce the need for contracted engineering and other professional services going forward. Net departmental increase \$334 thousand.
- ❖ Systems Planning completed phase one of the Wastewater Master Plan with vendor CDM Smith in FY 2020. As Phase II will be overseen by the Systems Planning and Development Team (as well as transitioning one engineer), this team will now focus primarily in project management and customer outreach. Net departmental decrease (\$267 thousand).
- ❖ As noted earlier, the Asset Management Team has selected strategic vendor HDR of Michigan for the Linear System Integrity Program and has already begun work beginning in FY 2022. As we continue to develop the schedule for this project, major spending is not projected to begin until FY 2025. As such, the departmental budget request increase for FY2024 is minor at \$57 thousand.
- ❖ The Systems Analytics team rounds out planning services with a minor budget increase of \$110 thousand supporting sewer system operational analysis and maintenance.

### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 5,027,600	\$ 7,251,100	\$ 1,162,200	\$ 7,001,200	\$ (249,900)	-3.4%	\$ 8,555,900
3.1 Electric	72,900	82,000	12,300	82,300	300	0.4%	82,600
4.2 Supplies & Other	216,700	528,700	147,200	536,100	7,400	1.4%	547,400
4.3 Contractual Services	8,090,300	7,417,500	2,262,700	8,754,400	1,336,900	18.0%	13,187,500
5.1 Capital Program Allocation	-	(191,200)	-	-	191,200	-100.0%	-
5.2 Shared Services	-	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 13,407,500</b>	<b>\$ 15,088,100</b>	<b>\$ 3,584,400</b>	<b>\$ 16,374,000</b>	<b>\$ 1,285,900</b>	<b>8.5%</b>	<b>\$ 22,373,400</b>

### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY2024 Percent Variance	FY 2025 Department Requested
Chief Planning Officer	\$ 282,800	\$ 307,300	\$ 70,800	\$ 318,200	\$ 10,900	3.5%	\$ 319,600
Systems Planning & Development	220,400	585,900	85,900	919,800	333,900	100.0%	1,345,700
Systems Planning	1,327,900	2,099,500	616,100	1,832,900	(266,600)	-12.7%	2,101,200
Asset Management	3,466,300	2,993,900	823,100	3,050,400	56,500	1.9%	7,446,200
Systems Analytics	4,798,900	5,978,000	1,359,200	6,087,700	109,700	1.8%	6,422,900
Capital Improvement Planning	3,311,200	3,123,500	629,300	4,165,000	1,041,500	33.3%	4,737,800
<b>Grand Total</b>	<b>\$ 13,407,500</b>	<b>\$ 15,088,100</b>	<b>\$ 3,584,400</b>	<b>\$ 16,374,000</b>	<b>\$ 1,285,900</b>	<b>8.5%</b>	<b>\$ 22,373,400</b>

### Personnel Budget

The staffing plan provides for 71 positions for FY 2024. This staffing level will fully support the Planning Services Organization thru FY 2028.

*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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
<b>Planning Services</b>	<b>57.00</b>	<b>68.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>
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
Systems Planning	5.00	4.00	4.00	4.00	4.00	4.00	4.00
Asset Management	8.00	10.00	11.00	11.00	11.00	11.00	11.00
Systems Analytics	36.00	35.00	37.00	37.00	37.00	37.00	37.00
Capital Improvement Planning	6.00	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 2024 and beyond.

### Full Time Equivalents

Team	Prior Year FY 2022 FTE's	Current Year FY 2023 FTE's	FY 2024 FTE's	FY 2025 FTE's	FY 2026 FTE's	FY 2027 FTE's	FY 2028 FTE's
<b>Planning Services</b>	<b>56.00</b>	<b>62.25</b>	<b>58.50</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>
Chief Planning Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Systems Planning & Development	-	3.25	3.00	4.00	4.00	4.00	4.00
Systems Planning	4.50	3.25	3.50	4.00	4.00	4.00	4.00
Asset Management	7.50	8.00	7.00	11.00	11.00	11.00	11.00
Systems Analytics	36.00	35.00	34.50	37.00	37.00	37.00	37.00
Capital Improvement Planning	6.00	10.75	8.50	13.00	13.00	13.00	13.00

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

### *Biennial Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY2024 Percent Variance	FY 2025 Department Requested
Chief Planning Officer	\$ 282,100	\$ 292,000	\$ 70,700	\$ 304,000	\$ 12,000	4.1%	\$ 304,400
Systems Planning & Development	220,400	474,600	83,400	479,000	4,400	0.9%	604,700
Systems Planning	319,400	402,400	89,600	455,900	53,500	13.3%	517,900
Asset Management	593,900	1,044,400	81,000	896,300	(148,100)	-14.2%	1,417,700
Systems Analytics	3,045,600	3,637,500	700,700	3,715,800	78,300	2.2%	3,988,400
Capital Improvement Planning	566,200	1,400,200	136,800	1,150,200	(250,000)	-17.9%	1,722,800
<b>Grand Total</b>	<b>\$ 5,027,600</b>	<b>\$ 7,251,100</b>	<b>\$ 1,162,200</b>	<b>\$ 7,001,200</b>	<b>\$ (249,900)</b>	<b>-3.4%</b>	<b>\$ 8,555,900</b>

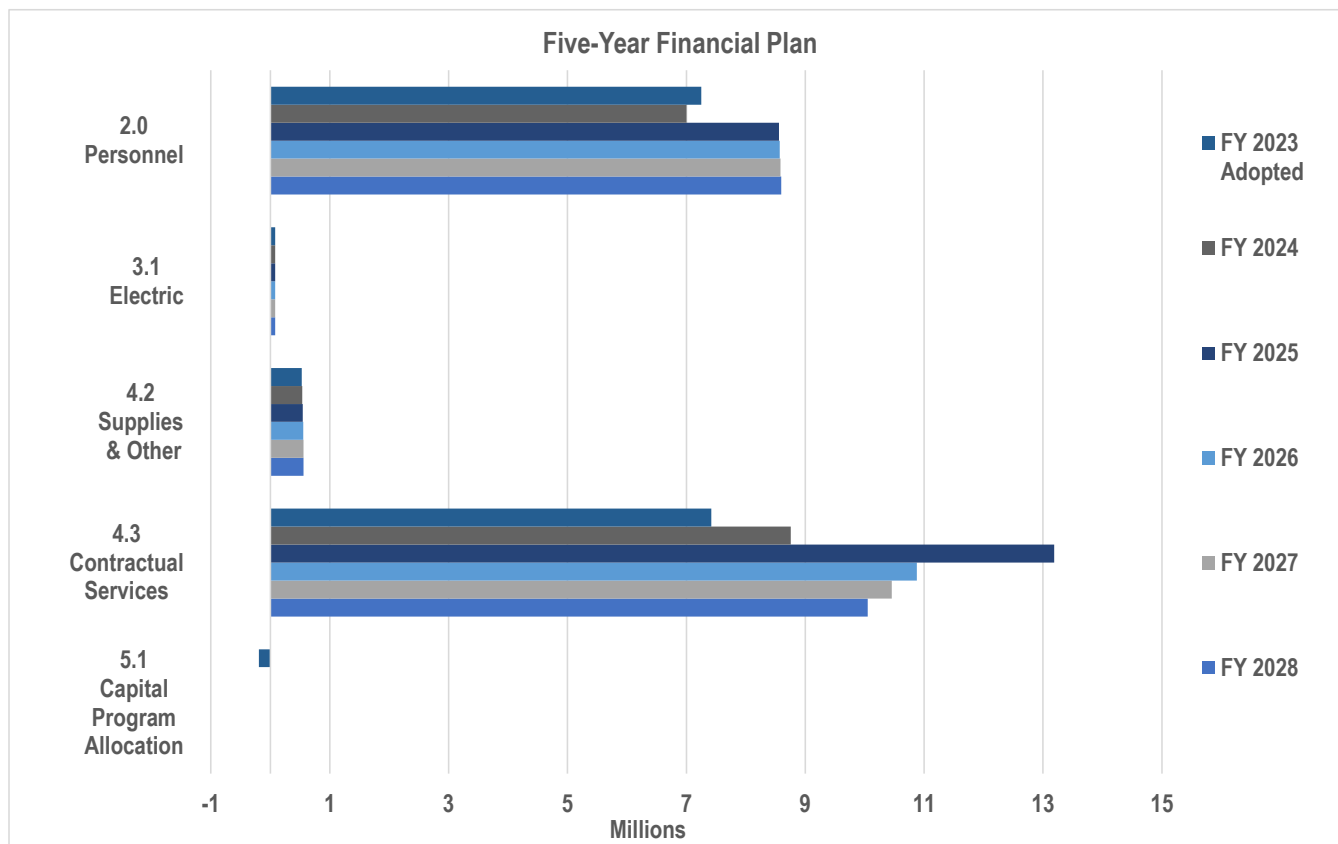
### *Five-Year Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Chief Planning Officer	\$ 282,100	\$ 292,000	\$ 304,000	304,400	\$ 304,900	\$ 305,300	\$ 305,700
Systems Planning & Development	220,400	474,600	479,000	604,700	605,600	606,400	607,300
Systems Planning	319,400	402,400	455,900	517,900	518,800	519,600	520,500
Asset Management	593,900	1,044,400	896,300	1,417,700	1,420,100	1,422,400	1,424,800
Systems Analytics	3,045,600	3,637,500	3,715,800	3,988,400	3,994,800	4,001,300	4,007,800
Capital Improvement Planning	566,200	1,400,200	1,150,200	1,722,800	1,725,500	1,728,300	1,731,100
<b>Grand Total</b>	<b>\$ 5,027,600</b>	<b>\$ 7,251,100</b>	<b>\$ 7,001,200</b>	<b>\$ 8,555,900</b>	<b>\$ 8,569,700</b>	<b>\$ 8,583,300</b>	<b>\$ 8,597,200</b>

## **Five-Year Financial Plan**

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

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 5,027,600	\$ 7,251,100	\$ 7,001,200	\$ 8,555,900	\$ 8,569,700	\$ 8,583,300	\$ 8,597,200
3.1 Electric	72,900	82,000	82,300	82,600	82,900	83,200	83,500
4.2 Supplies & Other	216,700	528,700	536,100	547,400	552,500	556,900	558,900
4.3 Contractual Services	8,090,300	7,417,500	8,754,400	13,187,500	10,877,300	10,457,100	10,050,800
5.1 Capital Program Allocation	-	(191,200)	-	-	-	-	-
5.2 Shared Services	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 13,407,500</b>	<b>\$ 15,088,100</b>	<b>\$ 16,374,000</b>	<b>\$ 22,373,400</b>	<b>\$ 20,082,400</b>	<b>\$ 19,680,500</b>	<b>\$ 19,290,400</b>

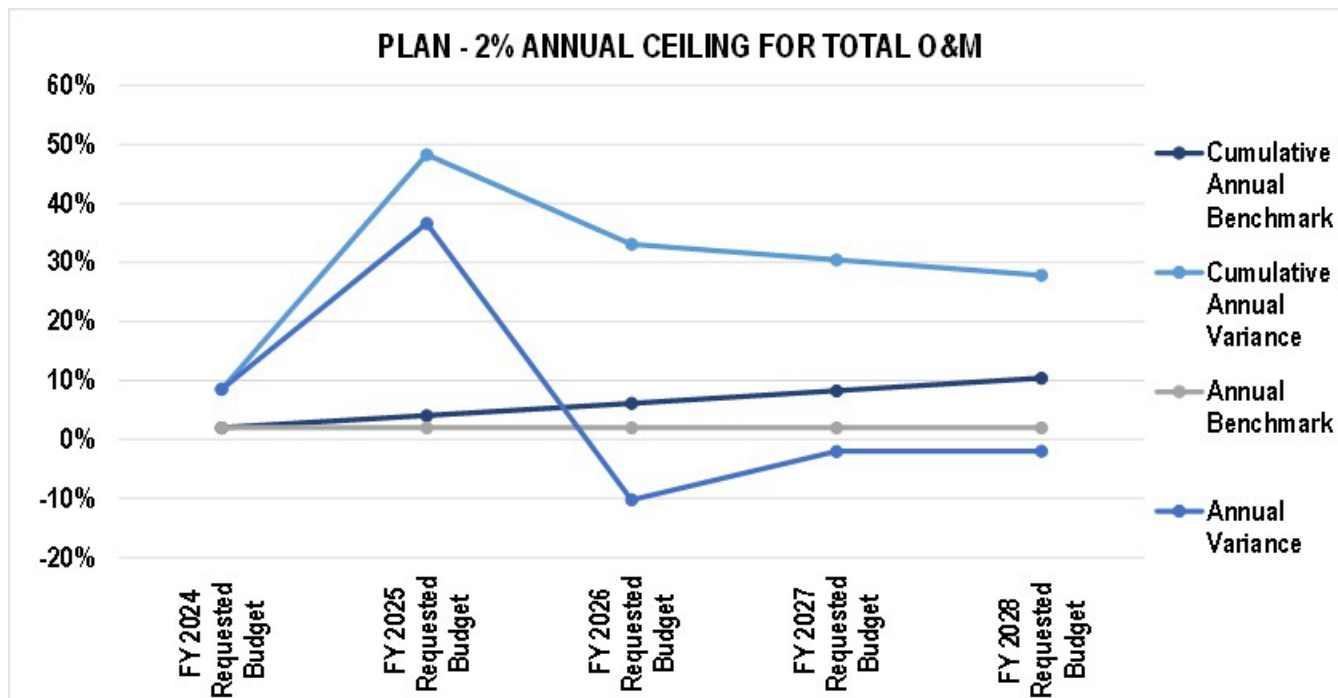


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Chief Planning Officer	\$ 282,800	\$ 307,300	\$ 318,200	\$ 319,600	\$ 321,100	\$ 322,200	\$ 323,500
Systems Planning & Development	220,400	585,900	919,800	1,345,700	1,221,900	622,900	623,800
Systems Planning	1,327,900	2,099,500	1,832,900	2,101,200	2,277,100	2,302,900	2,153,800
Asset Management	3,466,300	2,993,900	3,050,400	7,446,200	6,019,500	7,100,300	7,083,000
Systems Analytics	4,798,900	5,978,000	6,087,700	6,422,900	6,502,300	6,588,900	6,610,200
Capital Improvement Planning	3,311,200	3,123,500	4,165,000	4,737,800	3,740,500	2,743,300	2,496,100
<b>Grand Total</b>	<b>\$ 13,407,500</b>	<b>\$ 15,088,100</b>	<b>\$ 16,374,000</b>	<b>\$ 22,373,400</b>	<b>\$ 20,082,400</b>	<b>\$ 19,680,500</b>	<b>\$ 19,290,400</b>

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

The Planning Services Area financial plan reflects a five-year overall increase of 27.9% 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 increase is primarily explained by the addition on the Linear System Pipe Integrity Program (LSIP) and the increase in staffing in the Systems Planning & Development team and the Capital Improvement Planning team as previously discussed under the Biennial Budget Request section. This is mitigated by a plan to bring more engineering and professional services in house hence reducing the requirement for contracted services particularly in the areas of planning and modeling.



### Capital Outlay

Planning Services capital outlay is funded by the Improvement and Extension (I&E) Budget. Significant components of the FY 2024 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 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Improvement &amp; Extension</b>	<b>\$ 1,477,400</b>	<b>\$ 977,500</b>	<b>\$ 979,600</b>	<b>\$ 981,800</b>	<b>\$ 984,100</b>	<b>\$ 985,400</b>
Tools, Shop & Warehouse	205,400	205,400	205,400	205,400	205,400	205,400
Flow Metering & Meters	770,000	772,100	774,200	776,400	778,700	780,000
Furniture & Fixtures	2,000	-	-	-	-	-
11th Floor Renovations NE Corner	-	-	-	-	-	-
CIP I&E	500,000	-	-	-	-	-
<b>Grand Total</b>	<b>1,477,400</b>	<b>977,500</b>	<b>979,600</b>	<b>981,800</b>	<b>984,100</b>	<b>985,400</b>

*Five-Year Capital Outlay Plan by Funding Source*

Funding Source	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
O&M	\$ 104,200	\$ 207,400	\$ 205,400	\$ 205,400	\$ 205,400	\$ 205,400	\$ 205,400
Improvement & Extension	2,813,200	1,270,000	772,100	774,200	776,400	778,700	780,000
<b>Grand Total</b>	<b>\$ 2,917,400</b>	<b>\$ 1,477,400</b>	<b>\$ 977,500</b>	<b>\$ 979,600</b>	<b>\$ 981,800</b>	<b>\$ 984,100</b>	<b>\$ 985,400</b>

*Five-Year Capital Outlay Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Planning Services Total</b>	<b>\$ -</b>	<b>\$ 1,477,400</b>	<b>\$ 977,500</b>	<b>\$ 979,600</b>	<b>\$ 981,800</b>	<b>\$ 984,100</b>	<b>\$ 985,400</b>
Chief Planning Officer	-	2,000	-	-	-	-	-
Systems Planning & Development	-	-	-	-	-	-	-
Systems Planning	-	-	-	-	-	-	-
Asset Management	-	-	-	-	-	-	-
Systems Analytics	497,400	975,400	977,500	979,600	981,800	984,100	985,400
Capital Improvement Planning	2,420,000	500,000	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 2,917,400</b>	<b>\$ 1,477,400</b>	<b>\$ 977,500</b>	<b>\$ 979,600</b>	<b>\$ 981,800</b>	<b>\$ 984,100</b>	<b>\$ 985,400</b>

**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 out expenses over time and/or plan for annual fluctuations.

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>886001 - Chief Planning Officer</b>	\$ 282,800	\$ 307,300	\$ 70,800	\$ 318,200	\$ 319,600	\$ 321,100	\$ 322,200	\$ 323,500
2.1 Salaries & Wages	222,500	224,900	53,900	236,100	236,100	236,100	236,100	236,100
2.4 Employee Benefits	59,600	67,100	16,800	67,900	68,300	68,800	69,200	69,600
4.2 Supplies & Other	600	14,700	-	13,600	14,600	15,600	16,300	17,200
Memberships, Licenses & Subscriptions	-	2,000	-	-	-	-	-	-
Office Supplies	600	2,700	-	3,000	3,200	3,500	3,700	4,000
Training and Internal Meetings	-	3,600	-	3,700	3,800	3,900	4,000	4,000
Travel	-	5,300	-	5,500	6,000	6,300	6,500	6,800
<b>4.3 Contractual Services</b>	<b>100</b>	<b>600</b>	<b>100</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
Contract Operating Services	100	600	100	600	600	600	600	600
<b>886100 - Systems Planning &amp; Development</b>	<b>220,400</b>	<b>585,900</b>	<b>85,900</b>	<b>919,800</b>	<b>1,345,700</b>	<b>1,221,900</b>	<b>622,900</b>	<b>623,800</b>
2.1 Salaries & Wages	174,200	365,500	61,300	360,800	455,900	455,900	455,900	455,900
2.3 Overtime	5,400	-	3,300	14,000	14,000	14,000	14,000	14,000
2.4 Employee Benefits	40,800	109,100	18,800	104,200	134,800	135,700	136,500	137,400
4.2 Supplies & Other	-	11,300	2,500	15,800	16,000	16,300	16,500	16,500
Memberships, Licenses & Subscriptions	-	600	2,400	4,800	4,800	4,800	4,800	4,800
Mileage and Parking	-	2,000	-	2,000	2,000	2,000	2,000	2,000
Office Supplies	-	2,700	-	3,000	3,200	3,500	3,700	3,700
Training and Internal Meetings	-	3,000	-	3,000	3,000	3,000	3,000	3,000
Travel	-	3,000	100	3,000	3,000	3,000	3,000	3,000
<b>4.3 Contractual Services</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>425,000</b>	<b>725,000</b>	<b>600,000</b>	<b>-</b>	<b>-</b>
Contractual Operating Services - All Sewer	-	-	-	300,000	600,000	600,000	-	-
Contractual Operating Services - All Water	-	100,000	-	125,000	125,000	-	-	-
<b>886101 - Systems Planning</b>	<b>1,327,900</b>	<b>2,099,500</b>	<b>616,100</b>	<b>1,832,900</b>	<b>2,101,200</b>	<b>2,277,100</b>	<b>2,302,900</b>	<b>2,153,800</b>
2.1 Salaries & Wages	248,100	304,500	67,800	348,700	395,100	395,100	395,100	395,100
2.4 Employee Benefits	71,300	97,900	21,800	107,200	122,800	123,700	124,500	125,400
4.2 Supplies & Other	5,000	102,100	2,800	102,000	103,300	103,300	103,300	103,300
Memberships, Licenses & Subscriptions	500	1,000	-	1,200	1,500	1,500	1,500	1,500
Mileage and Parking	-	1,200	-	1,300	1,300	1,300	1,300	1,300
Office Supplies	-	7,200	100	3,000	4,000	4,000	4,000	4,000
Operating Supplies	700	82,500	1,000	85,000	85,000	85,000	85,000	85,000
Training and Internal Meetings	1,400	800	400	1,000	1,000	1,000	1,000	1,000
Travel	2,400	9,400	100	10,500	10,500	10,500	10,500	10,500
Tuition Refund	-	-	1,200	-	-	-	-	-
<b>4.3 Contractual Services</b>	<b>1,003,500</b>	<b>1,595,000</b>	<b>523,700</b>	<b>1,275,000</b>	<b>1,480,000</b>	<b>1,655,000</b>	<b>1,680,000</b>	<b>1,530,000</b>
Contractual Professional Services	801,100	1,020,000	315,100	750,000	900,000	950,000	1,000,000	900,000
Contractual Professional Services - All Water	202,400	575,000	208,600	425,000	480,000	605,000	580,000	530,000
Contractual Professional Services - All Sewer	-	-	-	100,000	100,000	100,000	100,000	100,000

### Line-Item Budget and Financial Plan (continued)

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>886201 - Asset Management</b>	<b>3,466,300</b>	<b>2,993,900</b>	<b>823,100</b>	<b>3,050,400</b>	<b>7,446,200</b>	<b>6,019,500</b>	<b>7,100,300</b>	<b>7,083,000</b>
<b>2.1 Salaries &amp; Wages</b>	<b>449,800</b>	<b>795,000</b>	<b>60,800</b>	<b>684,200</b>	<b>1,081,000</b>	<b>1,081,000</b>	<b>1,081,000</b>	<b>1,081,000</b>
<b>2.4 Employee Benefits</b>	<b>144,100</b>	<b>249,400</b>	<b>20,200</b>	<b>212,100</b>	<b>336,700</b>	<b>339,100</b>	<b>341,400</b>	<b>343,800</b>
<b>4.2 Supplies &amp; Other</b>	<b>8,300</b>	<b>39,600</b>	<b>1,200</b>	<b>46,000</b>	<b>53,400</b>	<b>55,800</b>	<b>58,200</b>	<b>58,200</b>
Memberships, Licenses & Subscriptions	500	2,000	200	2,200	2,400	2,600	2,800	2,800
Mileage and Parking	500	3,000	-	4,000	5,000	6,000	7,000	7,000
Office Supplies	5,700	16,600	500	17,800	20,000	21,200	22,400	22,400
Training and Internal Meetings	1,600	6,000	500	8,000	10,000	10,000	10,000	10,000
Travel	-	10,000	-	12,000	14,000	14,000	14,000	14,000
Tuition Refund	-	2,000	-	2,000	2,000	2,000	2,000	2,000
<b>4.3 Contractual Services</b>	<b>2,864,100</b>	<b>1,909,900</b>	<b>740,900</b>	<b>2,108,100</b>	<b>5,975,100</b>	<b>4,543,600</b>	<b>5,619,700</b>	<b>5,600,000</b>
Contractual Professional Services	<b>1,298,500</b>	<b>300,000</b>	<b>30,100</b>	<b>250,000</b>	<b>400,000</b>	<b>300,000</b>	<b>300,000</b>	<b>500,000</b>
Contractual Professional Services - All Sewer	27,300	<b>297,000</b>	1,900	<b>272,700</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
Contractual Professional Services - All Water	1,538,300	<b>1,312,900</b>	708,900	<b>1,585,400</b>	<b>5,475,100</b>	<b>4,143,600</b>	<b>5,219,700</b>	<b>5,000,000</b>
<b>886401 - Systems Analytics</b>	<b>4,798,900</b>	<b>5,978,000</b>	<b>1,359,200</b>	<b>6,087,700</b>	<b>6,422,900</b>	<b>6,502,300</b>	<b>6,588,900</b>	<b>6,610,200</b>
<b>2.1 Salaries &amp; Wages</b>	<b>1,716,100</b>	<b>1,753,700</b>	<b>438,900</b>	<b>1,845,700</b>	<b>2,040,800</b>	<b>2,040,800</b>	<b>2,040,800</b>	<b>2,040,800</b>
<b>2.3 Overtime</b>	<b>120,500</b>	<b>137,700</b>	<b>21,300</b>	<b>126,900</b>	<b>131,000</b>	<b>131,000</b>	<b>131,000</b>	<b>131,000</b>
<b>2.4 Employee Benefits</b>	<b>641,500</b>	<b>694,700</b>	<b>152,200</b>	<b>691,800</b>	<b>765,200</b>	<b>771,600</b>	<b>778,100</b>	<b>784,600</b>
<b>2.5 Transition Services - All Sewer</b>	<b>567,500</b>	<b>1,051,400</b>	<b>88,300</b>	<b>1,051,400</b>	<b>1,051,400</b>	<b>1,051,400</b>	<b>1,051,400</b>	<b>1,051,400</b>
<b>3.1 Electric</b>	<b>72,900</b>	<b>82,000</b>	<b>12,300</b>	<b>82,300</b>	<b>82,600</b>	<b>82,900</b>	<b>83,200</b>	<b>83,500</b>
<b>4.2 Supplies &amp; Other</b>	<b>202,400</b>	<b>346,500</b>	<b>140,700</b>	<b>343,900</b>	<b>345,100</b>	<b>346,500</b>	<b>347,600</b>	<b>348,700</b>
Capital Outlay less than \$5000	104,200	205,400	115,300	205,400	205,400	205,400	205,400	205,400
Memberships, Licenses & Subscriptions	300	2,500	-	2,500	2,500	2,500	2,500	2,500
Mileage and Parking	1,500	2,700	500	2,500	2,500	2,500	2,500	2,500
Office Supplies	5,700	9,000	500	9,000	9,000	9,000	9,000	9,000
Supplies & Other - Covid19	800	-	-	-	-	-	-	-
Operating Supplies	17,000	15,000	2,800	15,000	15,500	16,000	16,400	16,900
Repairs & Maintenance Equipment	44,900	68,600	16,300	68,900	69,200	69,500	69,800	70,100
Repairs & Maintenance Hardware	9,200	9,400	-	9,700	9,700	10,000	10,000	10,000
Repairs & Maintenance Miscellaneous	12,500	10,000	-	10,000	10,000	10,000	10,000	10,000
Training and Internal Meetings	-	5,100	-	5,100	5,100	5,100	5,100	5,100
Travel	900	6,000	-	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	5,400	10,800	5,300	11,100	11,500	11,800	12,200	12,500
<b>4.3 Contractual Services</b>	<b>1,478,000</b>	<b>1,912,000</b>	<b>505,500</b>	<b>1,945,700</b>	<b>2,006,800</b>	<b>2,078,100</b>	<b>2,156,800</b>	<b>2,170,200</b>
Contractual Services - Information Technology	90,000	76,000	(35,700)	77,400	79,000	80,400	82,000	85,000
Contractual Operating Services - All Sewer	1,066,500	1,527,000	518,100	1,550,000	1,600,000	1,660,000	1,727,000	1,727,000
Contractual Professional Services	3,900	-	-	-	-	-	-	-
Contractual Professional Services - All Water	317,600	309,000	23,100	318,300	327,800	337,700	347,800	358,200

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity thru 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
886601 - Capital Improvement Planning	3,311,200	3,123,500	629,300	4,165,000	4,737,800	3,740,500	2,743,300	2,496,100
2.1 Salaries & Wages	443,400	1,065,600	96,300	883,200	1,317,600	1,317,600	1,317,600	1,317,600
2.2 Salaries & Wages - Internships	2,700	-	9,400	-	-	-	-	-
2.4 Employee Benefits	120,100	334,600	31,100	267,000	405,200	407,900	410,700	413,500
4.2 Supplies & Other	400	14,500	-	14,800	15,000	15,000	15,000	15,000
Memberships, Licenses &								
Subscriptions	100	2,000	-	2,300	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	300	2,000	-	2,000	2,000	2,000	2,000	2,000
Training and Internal								
Meetings	-	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	2,744,600	1,900,000	492,500	3,000,000	3,000,000	2,000,000	1,000,000	750,000
5.1 Capital Program Allocation	-	(191,200)	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 13,407,500</b>	<b>\$ 15,088,100</b>	<b>\$ 3,584,400</b>	<b>\$ 16,374,000</b>	<b>\$ 22,373,400</b>	<b>\$ 20,082,400</b>	<b>\$ 19,680,500</b>	<b>\$ 19,290,400</b>

### Systems Control

The Systems Control Area operates the water transmission system by controlling and monitoring the distribution of water throughout the Regional Water System. The treatment and distribution system is 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 throughout 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 5 years, normally this takes 7 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					

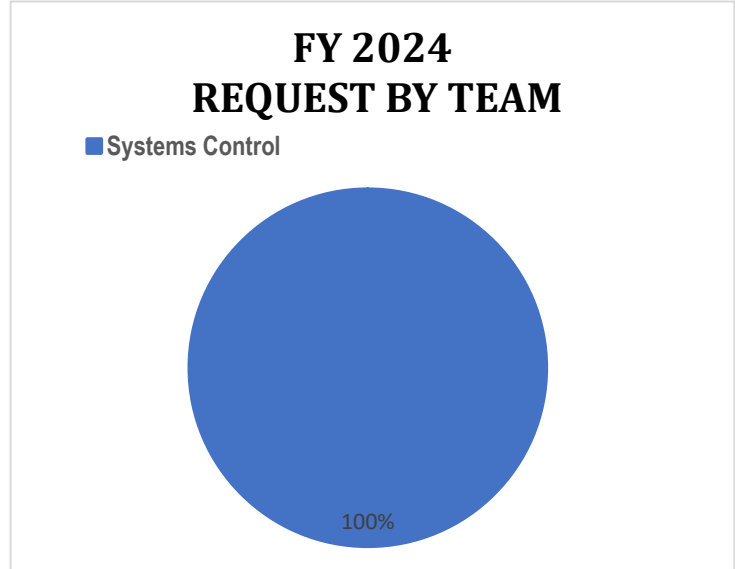
### Systems Control Contracts

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 date are estimates for future study updates, or subsequent implementation of a program. These services would generally require a separate procurement process. In the chart below are the key contracts for these services. It should be noted that contract 2004889 is shared with other departments.

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	Total of Significant Contracts
Prime Consultant or Supplier	Lakeshore Global Corp	PCI LLC	Lakeshore Global Corp	U.S. Geological Survey	
Contract #	2004889	CS-090A	2004773	2003901	
Contract Amount	\$ 11,389,132	\$ 12,621,361	\$ 5,639,560	\$ 1,365,000	
Contract End Date	03/06/24	02/14/23	07/18/24	09/30/25	
Cost Center Name	Systems Control	Systems Control	Systems Control	Systems Control	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Water/Sewer	Combined	Combined	Combined	Sewer	
Pre-FY 2022 Spend	\$ 15,081,065	\$ 10,459,131	\$ 7,297,933	\$ 128,500	\$ 32,966,629
Pre-FY 2022 Average Spend	\$ 3,770,266	\$ 1,901,660	\$ 2,302,187	\$ 171,333	
FY 2022 Actual	3,391,472	1,203,524	1,440,779	420,000	6,455,775
FY 2023 Budget	2,900,000	1,900,000	1,900,000	273,000	6,973,000
<b>FY 2024 Requested</b>	<b>2,900,000</b>	<b>1,900,000</b>	<b>1,800,000</b>	<b>273,000</b>	<b>6,873,000</b>
FY 2025 Requested	2,900,000	1,900,000	1,800,000	273,000	6,873,000
FY 2026 Requested	2,900,000	1,900,000	1,800,000	273,000	6,873,000
FY 2027 Requested	2,900,000	1,900,000	1,800,000	273,000	6,873,000
FY 2028 Requested	2,900,000	1,900,000	1,800,000	273,000	6,873,000
<b>Total</b>	<b>\$ 39,642,804</b>	<b>\$ 24,964,315</b>	<b>\$ 21,940,899</b>	<b>\$ 2,357,833</b>	<b>\$ 88,905,851</b>

### Organization

The Systems Control area has one team.



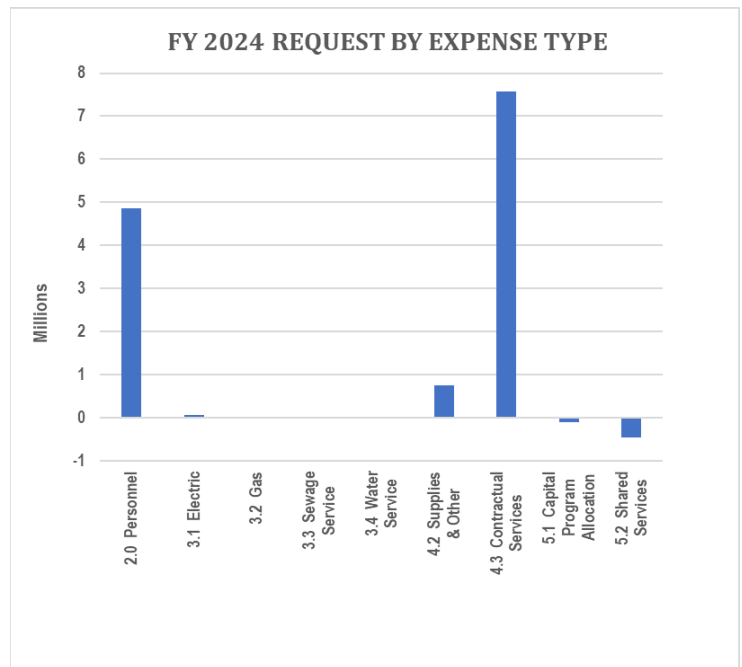
### Expense Categories

There are two major categories of Systems Control expenses in the Operations and Maintenance Budget as listed below.

- ❖ Contractual Services
- ❖ Personnel Costs

Contractual Services are 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 to maintain operational readiness.

Personnel costs are the second highest expense category.



### Biennial Budget Request

The biennial budget reflects an increase of \$81,400, or 0.6%, in Operations & Maintenance for FY 2024. Key factors that impact the FY 2024 budget include the following:

- ❖ Personnel – Multiple positions were promoted prior to budget inception (\$319,300)
- ❖ Contractual Services – Reduction of budget for contracts 2004889 & 2004773 to better align with spend (-\$174,400)
- ❖ Supplies & Other – Reduction of Capital Outlay under \$5k budget to align with spend. (-\$56,000)

### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 5,054,900	\$ 4,547,500	\$ 1,365,700	\$ 4,866,800	\$ 319,300	7.0%	\$ 5,185,200
3.1 Electric	64,700	65,000	13,100	70,000	5,000	7.7%	70,000
3.2 Gas	200	200	-	200	-	0.0%	200
3.3 Sewage Service	2,400	2,000	400	2,000	-	0.0%	2,000
3.4 Water Service	400	600	100	600	-	0.0%	600
4.2 Supplies & Other	650,100	814,400	113,900	758,400	(56,000)	-6.9%	758,400
4.3 Contractual Services	6,174,500	7,757,000	2,113,800	7,582,600	(174,400)	-2.2%	7,582,600
5.1 Capital Program Allocation	(117,700)	(105,400)	(16,500)	(108,800)	(3,400)	3.2%	(108,900)
5.2 Shared Services	(446,600)	(455,500)	(113,800)	(464,600)	(9,100)	2.0%	(473,800)
<b>Grand Total</b>	<b>\$ 11,382,900</b>	<b>\$ 12,625,800</b>	<b>\$ 3,476,700</b>	<b>\$ 12,707,200</b>	<b>\$ 81,400</b>	<b>0.6%</b>	<b>\$ 13,016,300</b>

### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Systems Control	\$ 11,382,900	\$ 12,625,800	\$ 3,476,700	\$ 12,707,200	\$ 81,400	0.6%	\$ 13,016,300
<b>Grand Total</b>	<b>\$ 11,382,900</b>	<b>\$ 12,625,800</b>	<b>\$ 3,476,700</b>	<b>\$ 12,707,200</b>	<b>\$ 81,400</b>	<b>0.6%</b>	<b>\$ 13,016,300</b>

### Personnel Budget

Systems Control personnel consists of 44 positions for FY 2024. 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 2 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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
Systems Control	44.00	44.00	44.00	44.00	44.00	44.00	44.00

*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. For this budget area, the Staffing Plan and the FTEs are consistent.

*Full-time Equivalent*s

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
Systems Control	44.00	40.25	39.75	44.00	44.00	44.00	44.00

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

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Systems Control	\$ 5,054,900	\$ 4,547,500	\$ 1,365,700	\$ 4,866,800	\$ 319,300	7.0%	\$ 5,185,200
<b>Grand Total</b>	<b>\$ 5,054,900</b>	<b>\$ 4,547,500</b>	<b>\$ 1,365,700</b>	<b>\$ 4,866,800</b>	<b>\$ 319,300</b>	<b>7.0%</b>	<b>\$ 5,185,200</b>

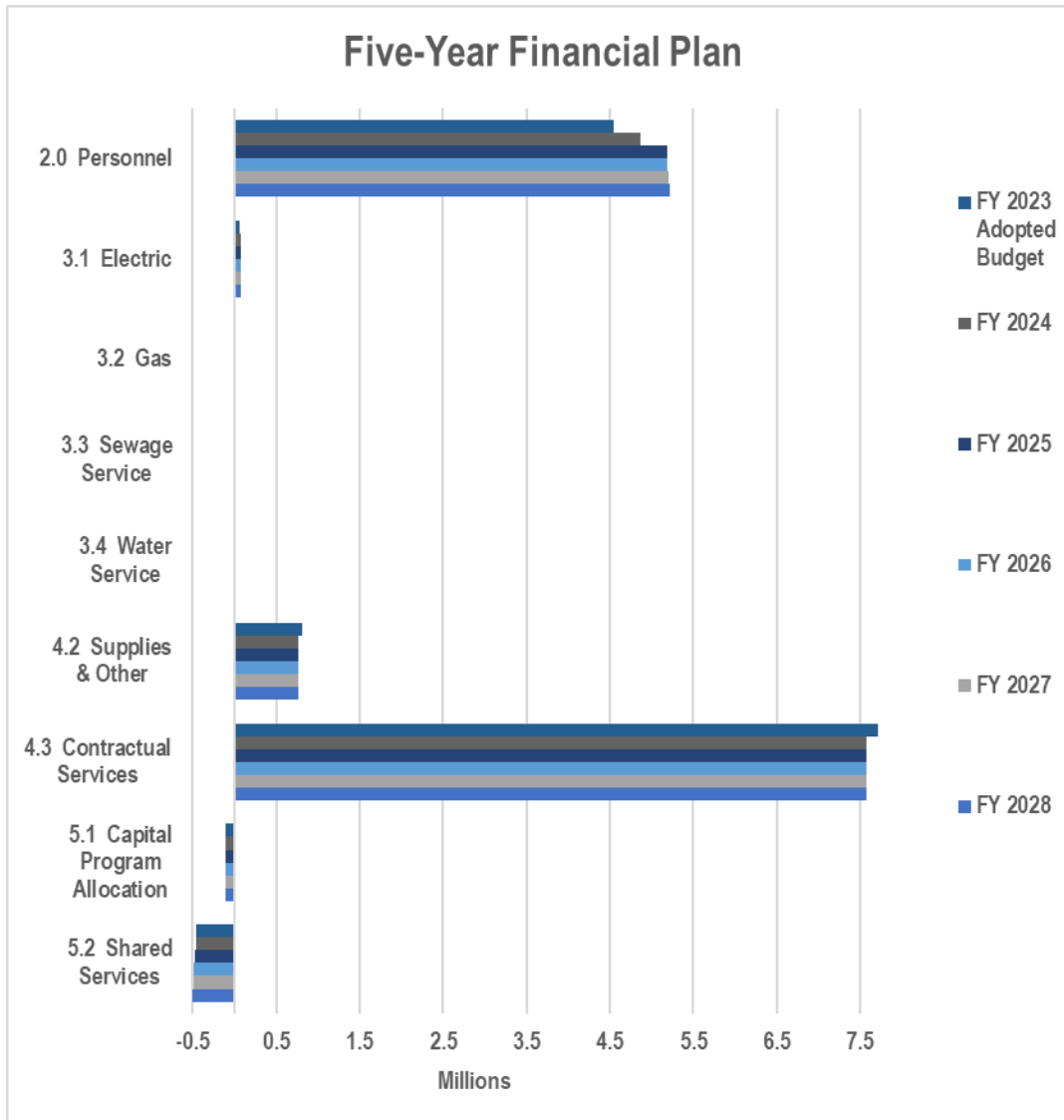
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Systems Control	\$ 5,054,900	\$ 4,547,500	\$ 4,866,800	\$ 5,185,200	\$ 5,194,500	\$ 5,203,900	\$ 5,213,200
<b>Grand Total</b>	<b>\$ 5,054,900</b>	<b>\$ 4,547,500</b>	<b>\$ 4,866,800</b>	<b>\$ 5,185,200</b>	<b>\$ 5,194,500</b>	<b>\$ 5,203,900</b>	<b>\$ 5,213,200</b>

### Five-Year Financial Plan

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

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 5,054,900	\$ 4,547,500	\$ 4,866,800	\$ 5,185,200	\$ 5,194,500	\$ 5,203,900	\$ 5,213,200
3.1 Electric	64,700	65,000	70,000	70,000	70,000	70,000	70,000
3.2 Gas	200	200	200	200	200	200	200
3.3 Sewage Service	2,400	2,000	2,000	2,000	2,000	2,000	2,000
3.4 Water Service	400	600	600	600	600	600	600
4.2 Supplies & Other	650,100	814,400	758,400	758,400	758,400	758,400	758,400
4.3 Contractual Services	6,174,500	7,757,000	7,582,600	7,582,600	7,582,600	7,582,600	7,582,600
5.1 Capital Program Allocation	(117,700)	(105,400)	(108,800)	(108,900)	(109,100)	(109,200)	(109,300)
5.2 Shared Services	(446,600)	(455,500)	(464,600)	(473,800)	(483,300)	(493,000)	(502,900)
<b>Grand Total</b>	<b>\$ 11,382,900</b>	<b>\$ 12,625,800</b>	<b>\$ 12,707,200</b>	<b>\$ 13,016,300</b>	<b>\$ 13,015,900</b>	<b>\$ 13,015,500</b>	<b>\$ 13,014,800</b>

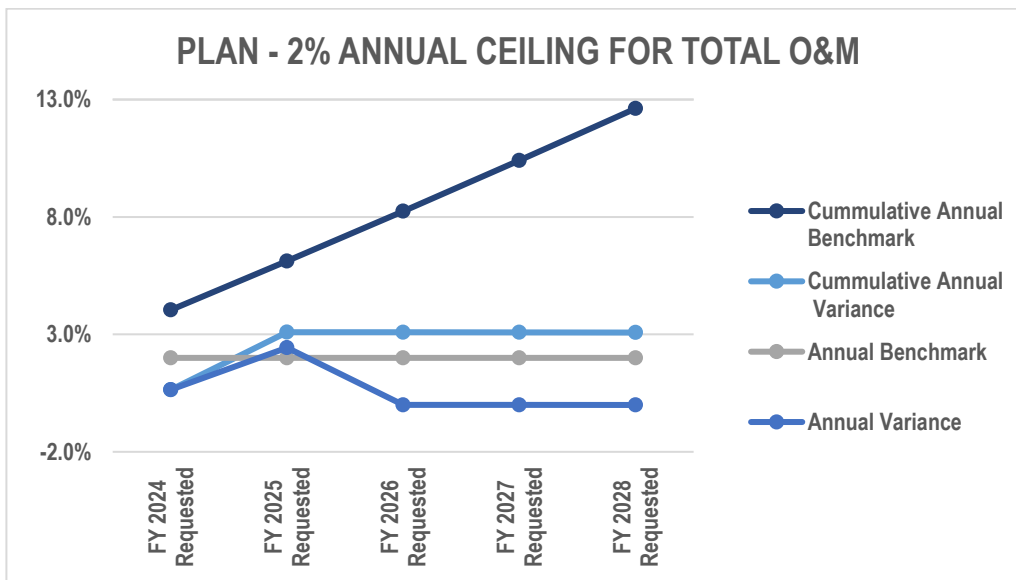


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Systems Control	\$ 11,382,900	\$ 12,625,800	\$ 12,707,200	\$ 13,016,300	\$ 13,015,900	\$ 13,015,500	\$ 13,014,800
<b>Grand Total</b>	<b>\$ 11,382,900</b>	<b>12,625,800</b>	<b>\$ 12,707,200</b>	<b>\$ 13,016,300</b>	<b>\$ 13,015,900</b>	<b>\$ 13,015,500</b>	<b>\$ 13,014,800</b>

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

The Systems Control Group’s financial plan reflects a five-year overall increase of 3.1% 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 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Improvement &amp; Extension</b>	<b>\$ 2,975,000</b>	<b>\$ 2,025,000</b>	<b>\$ 2,275,000</b>	<b>\$ 2,125,000</b>	<b>\$ 2,025,000</b>	<b>\$ 2,025,000</b>
<b>Information Technology</b>	<b>75,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
Software	75,000	150,000	150,000	150,000	150,000	150,000
<b>Machinery &amp; Equipment</b>	<b>2,900,000</b>	<b>1,875,000</b>	<b>2,125,000</b>	<b>1,975,000</b>	<b>1,875,000</b>	<b>1,875,000</b>
Controls & Communication	375,000	375,000	625,000	375,000	375,000	375,000
Pipes, Gates & Valves	450,000	600,000	600,000	600,000	600,000	600,000
Process Equipment/Treatment	575,000	150,000	150,000	250,000	150,000	150,000
Pumps & Motors	1,500,000	750,000	750,000	750,000	750,000	750,000
<b>Grand Total</b>	<b>\$ 2,975,000</b>	<b>\$ 2,025,000</b>	<b>\$ 2,275,000</b>	<b>\$ 2,125,000</b>	<b>\$ 2,025,000</b>	<b>\$ 2,025,000</b>

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

Funding Source	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 13,400	\$ 2,975,000	\$ 2,025,000	\$ 2,275,000	\$ 2,125,000	\$ 2,025,000	\$ 2,025,000
<b>Grand Total</b>	<b>\$ 13,400</b>	<b>\$ 2,975,000</b>	<b>\$ 2,025,000</b>	<b>\$ 2,275,000</b>	<b>\$ 2,125,000</b>	<b>\$ 2,025,000</b>	<b>\$ 2,025,000</b>

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

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Systems Control	\$ 13,400	\$ 2,975,000	\$ 2,025,000	\$ 2,275,000	\$ 2,125,000	\$ 2,025,000	\$ 2,025,000
<b>Grand Total</b>	<b>\$ 13,400</b>	<b>\$ 2,975,000</b>	<b>\$ 2,025,000</b>	<b>\$ 2,275,000</b>	<b>\$ 2,125,000</b>	<b>\$ 2,025,000</b>	<b>\$ 2,025,000</b>

### 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882301 - Systems Operations Control</b>	<b>\$ 11,382,900</b>	<b>\$ 12,625,800</b>	<b>\$ 3,476,700</b>	<b>\$ 12,707,200</b>	<b>\$ 13,016,300</b>	<b>\$ 13,015,900</b>	<b>\$ 13,015,500</b>	<b>\$ 13,014,800</b>
2.1 Salaries & Wages	2,482,700	2,488,200	682,900	2,669,300	2,839,200	2,839,200	2,839,200	2,839,200
2.2 Workforce Development		94,500	-	46,200	92,400	92,400	92,400	92,400
2.3 Overtime	1,232,100	900,000	386,500	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000
2.4 Employee Benefits	1,065,100	1,064,800	296,300	1,076,300	1,178,600	1,187,900	1,197,300	1,206,600
2.5 Transition Services	275,000	-	-	-	-	-	-	-
3.1 Electric	64,700	65,000	13,100	70,000	70,000	70,000	70,000	70,000
3.2 Gas	200	200	-	200	200	200	200	200
3.3 Sewage Service	2,400	2,000	400	2,000	2,000	2,000	2,000	2,000
3.4 Water Service	400	600	100	600	600	600	600	600
4.2 Supplies & Other	650,100	814,400	113,900	758,400	758,400	758,400	758,400	758,400
Capital Outlay less than \$5,000	5,700	130,000	-	50,000	50,000	50,000	50,000	50,000
Employee Uniform Expense	21,900	30,000	6,600	30,000	30,000	30,000	30,000	30,000
Memberships, Licenses & Subscriptions	7,500	15,500	100	15,500	15,500	15,500	15,500	15,500
Mileage and Parking	200	4,000	200	4,000	4,000	4,000	4,000	4,000
Office Supplies	3,700	12,200	2,300	12,200	12,200	12,200	12,200	12,200
Operating Supplies	102,100	189,800	38,700	189,800	189,800	189,800	189,800	189,800
Operating Supplies-Janitorial	700	1,000	100	1,000	1,000	1,000	1,000	1,000
Property Taxes	-	-	-	-	-	-	-	-
Rentals-Buildings	22,800	38,100	5,300	38,100	38,100	38,100	38,100	38,100
Repairs & Maintenance-Equipment	191,300	200,000	49,000	200,000	200,000	200,000	200,000	200,000
Repairs & Maintenance-Hardware	46,400	104,000	9,300	104,000	104,000	104,000	104,000	104,000
Repairs & Maintenance-Software	221,500	50,300	1,800	74,300	74,300	74,300	74,300	74,300
Supplies & Other - Covid19	900	-	300	-	-	-	-	-
Training and Internal Meetings	16,500	28,000	200	28,000	28,000	28,000	28,000	28,000
Travel	8,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Tuition Refund	900	1,500	-	1,500	1,500	1,500	1,500	1,500
<b>4.3 Contractual Services</b>	<b>6,174,500</b>	<b>7,757,000</b>	<b>2,113,800</b>	<b>7,582,600</b>	<b>7,582,600</b>	<b>7,582,600</b>	<b>7,582,600</b>	<b>7,582,600</b>
Contract Services-Information Technology	30,900	100,000	-	100,000	100,000	100,000	100,000	100,000
Contractual Buildings & Grounds Maint	8,600	5,000	(300)	8,600	8,600	8,600	8,600	8,600
Contractual Operating Services	2,517,800	2,992,000	793,100	2,901,000	2,901,000	2,901,000	2,901,000	2,901,000
Contractual Professional Services	3,210,800	4,387,000	991,000	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000
Contractual Professional Svcs-All Sewer	575,000	273,000	330,000	273,000	273,000	273,000	273,000	273,000
Contractual Svcs-Flood Events-All Water	8,200	-	-	-	-	-	-	-
Intergovernmental Agreement	(176,800)	-	-	-	-	-	-	-
<b>5.1 Capital Program Allocation</b>	<b>(117,700)</b>	<b>(105,400)</b>	<b>(16,500)</b>	<b>(108,800)</b>	<b>(108,900)</b>	<b>(109,100)</b>	<b>(109,200)</b>	<b>(109,300)</b>
<b>5.2 Shared Services</b>	<b>(446,600)</b>	<b>(455,500)</b>	<b>(113,800)</b>	<b>(464,600)</b>	<b>(473,800)</b>	<b>(483,300)</b>	<b>(493,000)</b>	<b>(502,900)</b>
Shared Services : Salaries & Wages Reimb	(141,000)	(143,800)	(35,900)	(146,700)	(149,600)	(152,600)	(155,700)	(158,800)
Shared Services Reimbursement	(249,300)	(254,300)	(63,600)	(259,400)	(264,500)	(269,800)	(275,200)	(280,700)
Shared Services: Employee Benefit Reimb	(56,300)	(57,400)	(14,300)	(58,500)	(59,700)	(60,900)	(62,100)	(63,400)
<b>Grand Total</b>	<b>\$ 11,382,900</b>	<b>\$ 12,625,800</b>	<b>\$ 3,476,700</b>	<b>\$ 12,707,200</b>	<b>\$ 13,016,300</b>	<b>\$ 13,015,900</b>	<b>\$ 13,015,500</b>	<b>\$ 13,014,800</b>

## 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.

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	N/A	
Contract Amount	\$ 9,575,569	\$ 2,384,806	\$ 3,805,609	\$ 3,593,405	\$ 237,924		
Contract End Date	04/05/24	11/18/2023	7/14/2023	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 2022 Spend	\$ 8,145,910	\$ 1,453,154	\$ 5,089,239	\$ 2,276,179	\$ 807,205	\$ 12,808,098	\$ 30,579,785
Pre-FY 2022 Average Spend	\$ 1,528,313	\$ 272,637	\$ 954,829	\$ 427,050	\$ 151,446	\$ 2,328,745	
FY 2022 Actual	1,469,116	432,168	884,239	183,456	71,891	2,600,000	5,640,871
FY 2023 Budget	1,338,800	500,000	900,000	750,000	100,000	2,440,800	6,029,600
<b>FY 2024 Requested</b>	<b>1,358,100</b>	<b>600,000</b>	<b>950,000</b>	<b>750,000</b>	<b>100,000</b>	<b>2,489,600</b>	<b>6,247,700</b>
FY 2025 Requested	1,369,500	600,000	950,000	750,000	100,000	2,539,400	6,308,900
FY 2026 Requested	1,370,700	600,000	950,000	750,000	100,000	2,590,200	6,360,900
FY 2027 Requested	1,383,600	600,000	950,000	750,000	100,000	2,642,000	6,425,600
FY 2028 Requested	1,377,300	600,000	950,000	750,000	100,000	2,694,800	6,472,100
<b>Total</b>	<b>\$ 19,341,339</b>	<b>\$ 5,657,959</b>	<b>\$ 12,578,307</b>	<b>\$ 7,386,686</b>	<b>\$ 1,630,542</b>	<b>\$ 33,133,643</b>	<b>\$ 74,065,456</b>

### Organization

The Facility Operations area has one team.



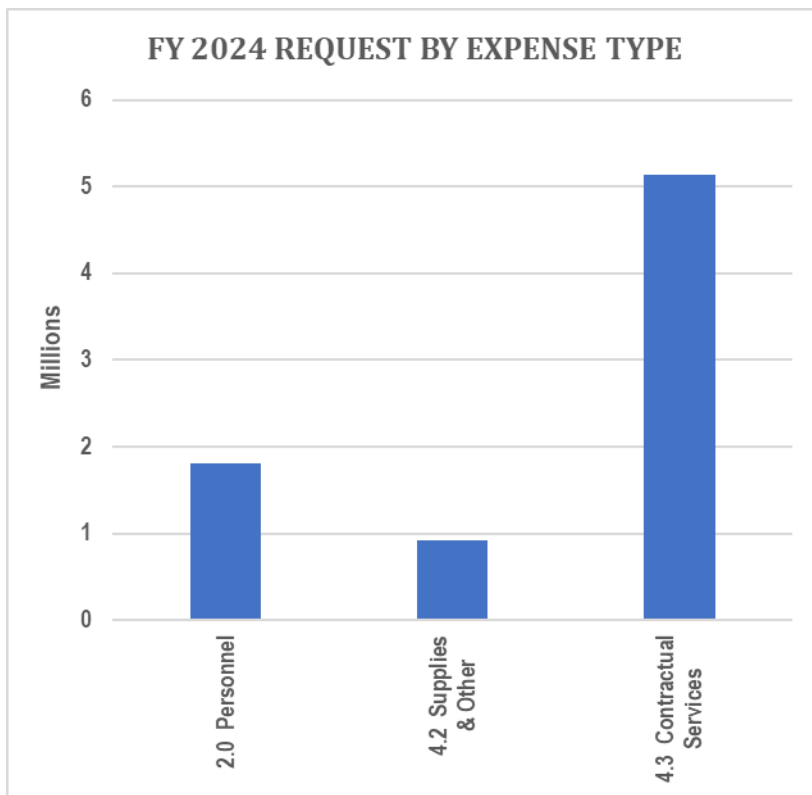
### Expense Categories

There are two major categories of Facility Operations expenses in the Operations and Maintenance Budget as listed below.

- ❖ Contractual Services
- ❖ Personnel Costs

Contractual Services is the highest 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 is the second highest expense category.



### Biennial Budget Request

The biennial budget reflects an increase of \$2,100, or 0.0%, in FY 2024.

- ❖ Personnel Expense reduction due to increase in FTE's budgeted (-\$21,300)
- ❖ Shift of budget between Contractual Services & Supplies & Other to properly align with spend (\$23,400)

#### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 1,595,400	\$ 1,832,100	\$ 421,400	\$ 1,810,800	\$ (21,300)	-1.2%	\$ 2,138,700
4.2 Supplies & Other	829,200	685,800	71,600	921,000	235,200	34.3%	921,000
4.3 Contractual Services	4,268,800	5,345,900	959,100	5,134,100	(211,800)	-4.0%	5,183,900
<b>Grand Total</b>	<b>\$ 6,693,400</b>	<b>\$ 7,863,800</b>	<b>\$ 1,452,100</b>	<b>\$ 7,865,900</b>	<b>\$ 2,100</b>	<b>0.0%</b>	<b>\$ 8,243,600</b>

#### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Facility Operations	\$ 6,693,400	\$ 7,863,800	\$ 1,452,100	\$ 7,865,900	\$ 2,100	0.0%	\$ 8,243,600
<b>Grand Total</b>	<b>\$ 6,693,400</b>	<b>\$ 7,863,800</b>	<b>\$ 1,452,100</b>	<b>\$ 7,865,900</b>	<b>\$ 2,100</b>	<b>0.0%</b>	<b>\$ 8,243,600</b>

### Personnel Budget

Facility Operations personnel consists of 23 positions for FY 2024 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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
Facility Operations	23.00	23.00	23.00	23.00	23.00	23.00	23.00

*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*s

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
Facility Operations	22.50	19.00	18.00	22.50	22.50	22.50	22.50

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

#### *Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Facility Operations	\$ 1,595,400	\$ 1,832,100	\$ 421,400	\$ 1,810,800	\$ (21,300)	-1.2%	\$ 2,138,700
<b>Grand Total</b>	<b>\$ 1,595,400</b>	<b>\$ 1,832,100</b>	<b>\$ 421,400</b>	<b>\$ 1,810,800</b>	<b>\$ (21,300)</b>	<b>-1.2%</b>	<b>\$ 2,138,700</b>

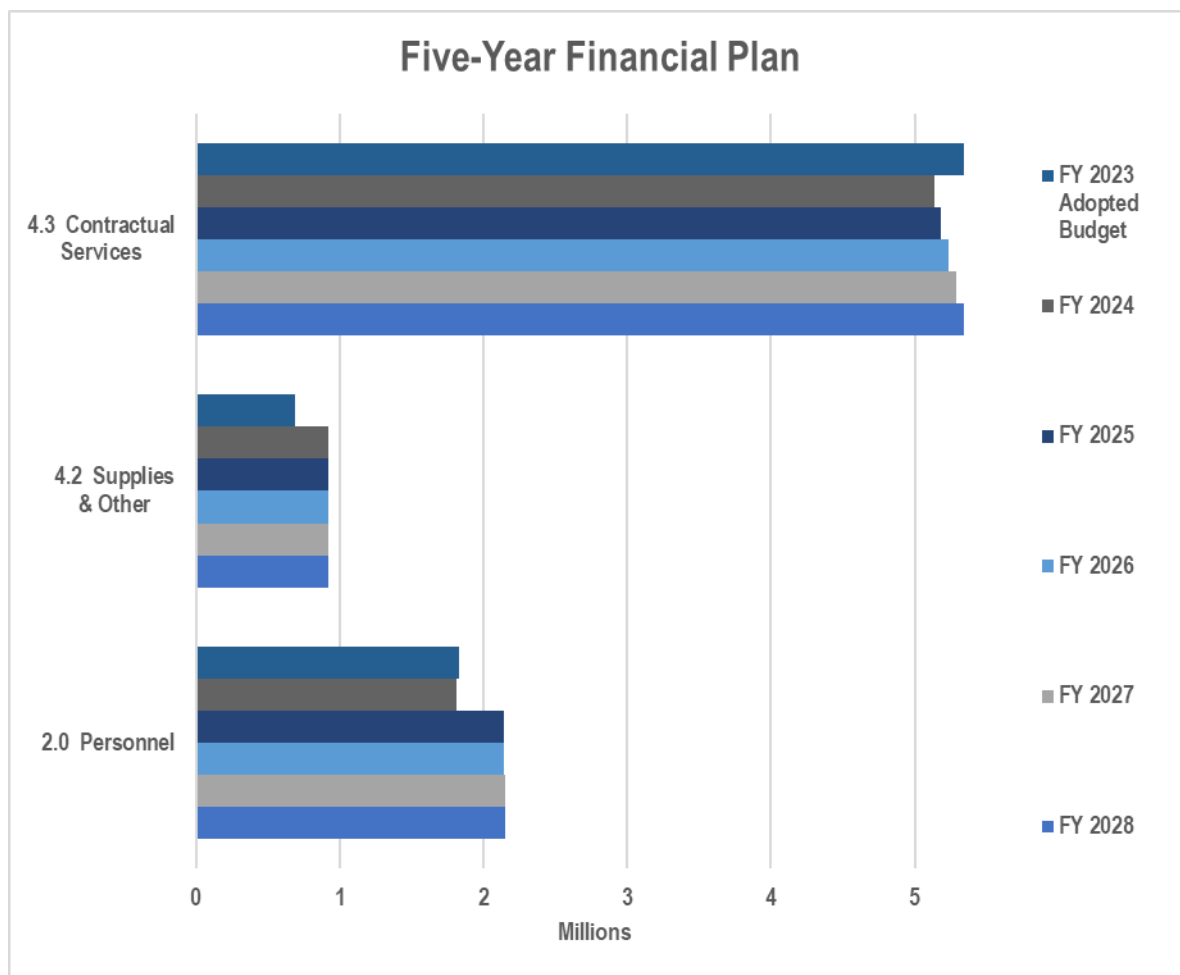
#### *Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted	FY 2024 Department	FY 2025 Department	FY 2026 Department	FY 2027 Department	FY 2028 Department
Facility Operations	\$ 1,595,400	\$ 1,832,100	\$ 1,810,800	\$ 2,138,700	\$ 2,143,600	\$ 2,148,500	\$ 2,153,400
<b>Grand Total</b>	<b>\$ 1,595,400</b>	<b>\$ 1,832,100</b>	<b>\$ 1,810,800</b>	<b>\$ 2,138,700</b>	<b>\$ 2,143,600</b>	<b>\$ 2,148,500</b>	<b>\$ 2,153,400</b>

### Five-Year Financial Plan

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

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 1,595,400	\$ 1,832,100	\$ 1,810,800	\$ 2,138,700	\$ 2,143,600	\$ 2,148,500	\$ 2,153,400
4.2 Supplies & Other	829,200	685,800	921,000	921,000	921,000	921,000	921,000
4.3 Contractual Services	4,268,800	5,345,900	5,134,100	5,183,900	5,234,700	5,286,500	5,339,300
<b>Grand Total</b>	<b>\$ 6,693,400</b>	<b>\$ 7,863,800</b>	<b>\$ 7,865,900</b>	<b>\$ 8,243,600</b>	<b>\$ 8,299,300</b>	<b>\$ 8,356,000</b>	<b>\$ 8,413,700</b>

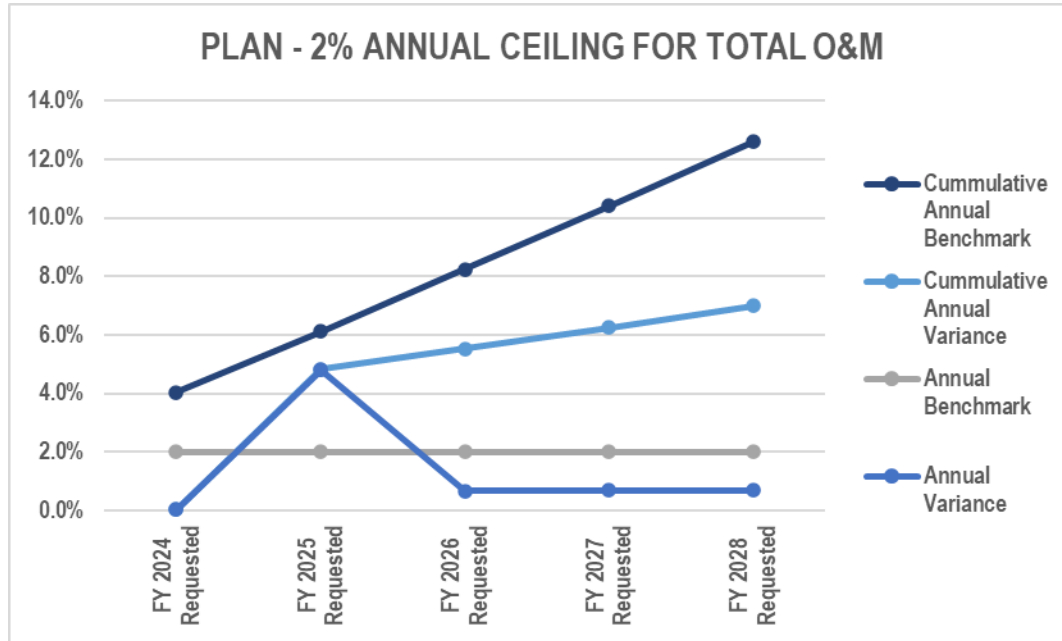


#### Five-Year Financial Plan by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Facility Operations	\$ 6,693,400	\$ 7,863,800	\$ 7,865,900	\$ 8,243,600	\$ 8,299,300	\$ 8,356,000	\$ 8,413,700
<b>Grand Total</b>	<b>\$ 6,693,400</b>	<b>7,863,800</b>	<b>\$ 7,865,900</b>	<b>\$ 8,243,600</b>	<b>\$ 8,299,300</b>	<b>\$ 8,356,000</b>	<b>\$ 8,413,700</b>

*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 7%. This 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**

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 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Improvement &amp; Extension</b>	\$ 125,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<b>Machinery &amp; Equipment</b>	125,000	30,000	30,000	30,000	30,000	30,000
Furniture & Fixtures	100,000	30,000	30,000	30,000	30,000	30,000
Heavy Equipment & Misc	15,000	-	-	-	-	-
Pumps & Motors	10,000	-	-	-	-	-
<b>Grand Total</b>	\$ 125,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

*Five-Year Capital Outlay Plan by Funding Source*

Funding Source	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 30,600	\$ 125,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<b>Grand Total</b>	\$ 30,600	\$ 30,600	\$ 30,600	\$ 30,600	\$ 30,600	\$ 30,600	\$ 30,600

*Five-Year Capital Outlay Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Facility Operations	\$ 30,600	\$ 125,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<b>Grand Total</b>	<b>\$ 30,600</b>	<b>\$ 125,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>

**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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882421 - Facility Operations</b>	<b>\$ 6,693,400</b>	<b>\$ 7,863,800</b>	<b>\$ 1,452,100</b>	<b>\$ 7,865,900</b>	<b>\$ 8,243,600</b>	<b>\$ 8,299,300</b>	<b>\$ 8,356,000</b>	<b>\$ 8,413,700</b>
2.1 Salaries & Wages	1,168,100	1,321,200	317,000	1,321,600	1,546,900	1,546,900	1,546,900	1,546,900
2.3 Overtime	19,700	15,000	1,000	15,000	15,000	15,000	15,000	15,000
2.4 Employee Benefits	407,600	495,900	103,400	474,200	576,800	581,700	586,600	591,500
4.2 Supplies & Other	829,200	685,800	71,600	921,000	921,000	921,000	921,000	921,000
Capital Outlay less than \$5,000	12,900	125,000	(12,900)	100,000	100,000	100,000	100,000	100,000
Employee Uniform Expense	9,800	10,000	5,100	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	700	2,000	-	2,000	2,000	2,000	2,000	2,000
Mileage and Parking	100	500	-	500	500	500	500	500
Office Supplies	6,500	8,000	-	8,000	8,000	8,000	8,000	8,000
Operating Supplies	248,300	225,000	57,400	225,000	225,000	225,000	225,000	225,000
Operating Supplies-Janitorial	13,300	5,000	3,900	10,000	10,000	10,000	10,000	10,000
Repairs & Maintenance-Buildings & Ground	473,400	292,800	17,800	548,000	548,000	548,000	548,000	548,000
Supplies & Other - Covid19	64,200	-	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	4,268,800	5,345,900	959,100	5,134,100	5,183,900	5,234,700	5,286,500	5,339,300
Contract Bldg & Grounds Maint-All Water	-	500,000	100,500	-	-	-	-	-
Contractual Buildings & Grounds Maint	1,438,200	2,068,500	246,800	2,544,500	2,544,500	2,544,500	2,544,500	2,544,500
Contractual Operating Services	2,734,900	2,777,400	610,700	2,589,600	2,639,400	2,690,200	2,742,000	2,794,800
Contractual Services - Covid19	95,200	-	1,100	-	-	-	-	-
Contractual Svcs-Flood Events -All Sewer	10,400	-	-	-	-	-	-	-
Intergovernmental Agreement	(9,900)	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 6,693,400</b>	<b>\$ 7,863,800</b>	<b>\$ 1,452,100</b>	<b>\$ 7,865,900</b>	<b>\$ 8,243,600</b>	<b>\$ 8,299,300</b>	<b>\$ 8,356,000</b>	<b>\$ 8,413,700</b>

### 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 on safety factors such as seat belt usage, speed, hard cornering, and aggressive driving. These items are reported out to executive leadership team members on a monthly basis.

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	

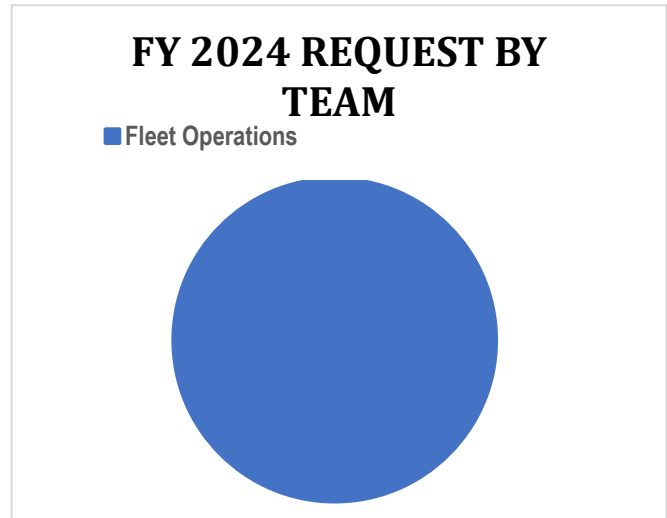
### Fleet Operations Contracts

The Fleet Operations budget contains several contractual services to ensure that vehicles are in safe, operable conditions while controlling costs, productivity, and fuel management. In the chart below are 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.

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 #	1802710	2201558	2201490	1904862	
Contract Amount	\$ 1,553,000	\$ 720,000	\$ 233,280	\$ 375,000	
Contract End Date	11/04/24	09/29/23	06/30/22	06/30/24	
Cost Center Name	Fleet Operations	Fleet Operations	Fleet Operations	Fleet Operations	
Water/Sewer	Combined	Combined	Combined	Combined	
Expense Category	Contractual Services	Supplies & Other	Contractual Services	Contractual Services	
Pre-FY 2022 Spend	\$ 894,652	\$ 1,842,539	\$ 764,590	\$ 68,809	\$ 3,570,590
Pre-FY 2022 Average Spend	\$ 672,671	\$ 345,692	\$ 139,016	\$ 68,809	
FY 2022 Actual	732,277	724,137	271,034	136,947	1,864,395
FY 2023 Budget	600,600	500,000	75,600	75,000	1,251,200
<b>FY 2024 Requested</b>	<b>460,900</b>	<b>650,000</b>	<b>233,000</b>	<b>120,000</b>	<b>1,463,900</b>
FY 2025 Requested	460,900	650,000	233,000	120,000	1,463,900
FY 2026 Requested	460,900	650,000	233,000	120,000	1,463,900
FY 2027 Requested	460,900	650,000	233,000	120,000	1,463,900
FY 2028 Requested	460,900	650,000	233,000	120,000	1,463,900
<b>Total</b>	<b>\$ 5,204,700</b>	<b>\$ 6,662,368</b>	<b>\$ 2,415,240</b>	<b>\$ 949,565</b>	<b>\$ 15,231,873</b>

**Organization**

The Fleet Operations area has one team.

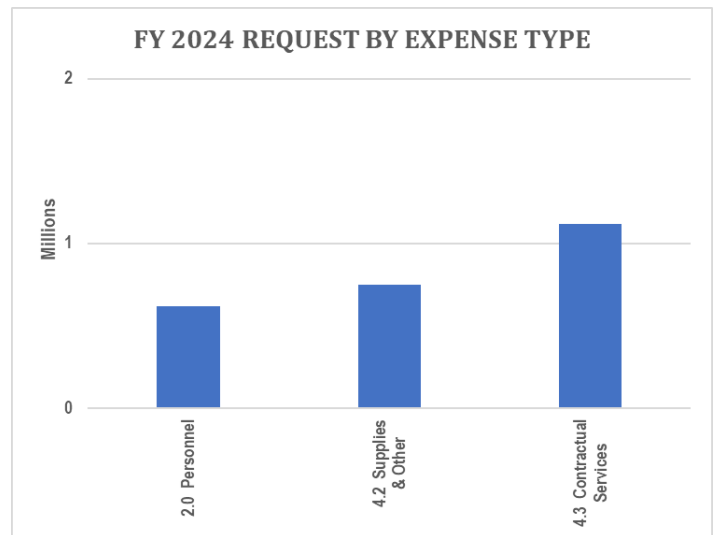


**Expense Categories**

There are three major categories of Fleet Operations expenses in the Operations and Maintenance Budget as listed below.

- Personnel
- Supplies & Other
- Contractual Services

Contractual Services is the highest 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 over the past year to replace services once provided by DWSD through the Shared Services Agreement.



### Biennial Budget Request

The biennial budget reflects an increase of \$190,800, or 8.3%, in Operations & Maintenance for FY 2024. Key Factors that are impacting the decrease include the following:

- ❖ Personnel increase to account for the addition of a Management Professional to assist with equipment acquisition and maintenance and a part-time shuttle driver to move employees between the DPSH parking garage and the Water Board Building (\$143,500)
- ❖ Supplies & Other: Increase due to continued rising cost of fuel (\$152,300)
- ❖ Contractual Services: Reductions taken to offset increases in personnel and fuel cost (\$105,000)

#### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 410,800	\$ 474,500	\$ 117,500	\$ 618,000	\$ 143,500	30.2%	\$ 619,300
4.2 Supplies & Other	797,100	598,500	195,400	750,800	152,300	25.4%	750,800
4.3 Contractual Services	1,058,700	1,222,100	367,700	1,117,100	(105,000)	-8.6%	1,217,100
<b>Grand Total</b>	<b>\$ 2,266,600</b>	<b>\$ 2,295,100</b>	<b>\$ 680,600</b>	<b>\$ 2,485,900</b>	<b>\$ 190,800</b>	<b>8.3%</b>	<b>\$ 2,587,200</b>

#### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Fleet Operations	\$ 2,266,600	\$ 2,295,100	\$ 680,600	\$ 2,485,900	\$ 190,800	8.3%	\$ 2,587,200
<b>Grand Total</b>	<b>\$ 2,266,600</b>	<b>\$ 2,295,100</b>	<b>\$ 680,600</b>	<b>\$ 2,485,900</b>	<b>\$ 190,800</b>	<b>8.3%</b>	<b>\$ 2,587,200</b>

### Personnel Budget

Fleet Operations personnel consists of 6 positions for FY 2024. The department is requesting a Management Professional to assist with equipment acquisition and maintenance and a part-time shuttle driver.

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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
Fleet Operations	3.00	4.00	6.00	6.00	6.00	6.00	6.00

*Full-time Equivalent*s - 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 Equivalent*s

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
Fleet Operations	3.00	4.00	5.50	5.50	5.50	5.50	5.50

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

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Fleet Operations	\$ 410,800	\$ 474,500	\$ 117,500	\$ 618,000	\$ 143,500	30.2%	\$ 619,300
<b>Grand Total</b>	<b>\$ 410,800</b>	<b>\$ 474,500</b>	<b>\$ 117,500</b>	<b>\$ 618,000</b>	<b>\$ 143,500</b>	<b>30.2%</b>	<b>\$ 619,300</b>

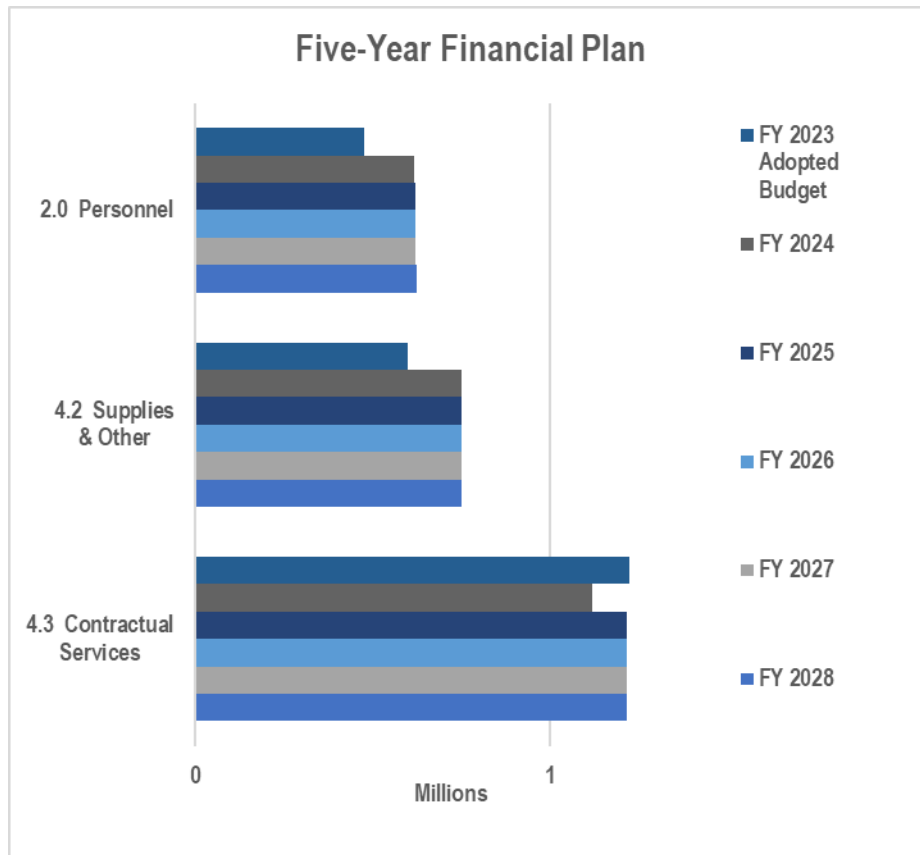
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Fleet Operation	\$ 410,800	\$ 474,500	\$ 618,000	\$ 619,300	\$ 620,500	\$ 621,800	\$ 623,100
<b>Grand Total</b>	<b>\$ 410,800</b>	<b>\$ 474,500</b>	<b>\$ 618,000</b>	<b>\$ 619,300</b>	<b>\$ 620,500</b>	<b>\$ 621,800</b>	<b>\$ 623,100</b>

### Five-Year Financial Plan

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

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 410,800	\$ 474,500	\$ 618,000	\$ 619,300	\$ 620,500	\$ 621,800	\$ 623,100
4.2 Supplies & Other	797,100	598,500	750,800	750,800	750,800	750,800	750,800
4.3 Contractual Services	1,058,700	1,222,100	1,117,100	1,217,100	1,217,100	1,217,100	1,217,100
<b>Grand Total</b>	<b>\$ 2,266,600</b>	<b>\$ 2,295,100</b>	<b>\$ 2,485,900</b>	<b>\$ 2,587,200</b>	<b>\$ 2,588,400</b>	<b>\$ 2,589,700</b>	<b>\$ 2,591,000</b>

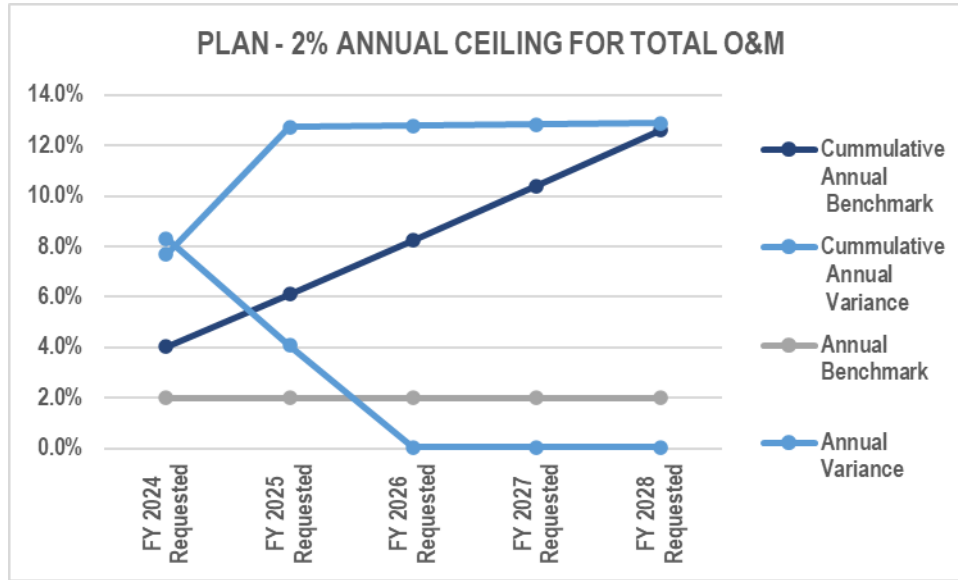


#### Five-Year Financial Plan by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Fleet Operations	\$ 2,266,600	\$ 2,295,100	\$ 2,485,900	\$ 2,587,200	\$ 2,588,400	\$ 2,589,700	\$ 2,591,000
<b>Grand Total</b>	<b>\$ 2,266,600</b>	<b>2,295,100</b>	<b>\$ 2,485,900</b>	<b>\$ 2,587,200</b>	<b>\$ 2,588,400</b>	<b>\$ 2,589,700</b>	<b>\$ 2,591,000</b>

*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 0.4%, 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**

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 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Improvement &amp; Extension</b>	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000
<b>Vehicles</b>	3,000,000	3,000,000	3,000,000	2,980,000	3,000,000	3,000,000
Heavy Truck	650,000	740,000	1,070,000	1,450,000	1,350,000	1,350,000
Light Truck	790,000	730,000	770,000	690,000	450,000	450,000
Passenger	-	-	-	-	-	-
Utility Vehicle	360,000	330,000	440,000	360,000	720,000	720,000
Van	1,200,000	1,200,000	720,000	480,000	480,000	480,000
<b>Grand Total</b>	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000

*Five-Year Capital Outlay Plan by Funding Source*

Funding Source	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 1,480,800	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000
<b>Grand Total</b>	\$ 1,480,800	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000

*Five-Year Capital Outlay Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Fleet Operations	\$ 1,480,800	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,980,000	\$ 3,000,000	\$ 3,000,000
<b>Grand Total</b>	<b>\$ 1,480,800</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 2,980,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>

**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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882422 - Fleet Operations</b>	<b>\$ 2,266,600</b>	<b>\$ 2,295,100</b>	<b>\$ 680,600</b>	<b>\$ 2,485,900</b>	<b>\$ 2,587,200</b>	<b>\$ 2,588,400</b>	<b>\$ 2,589,700</b>	<b>\$ 2,591,000</b>
2.1 Salaries & Wages	250,300	357,200	83,800	459,100	459,100	459,100	459,100	459,100
2.4 Employee Benefits	71,200	117,300	26,100	158,900	160,200	161,400	162,700	164,000
2.5 Transition Services	89,300	-	7,600	-	-	-	-	-
4.2 Supplies & Other	797,100	598,500	195,400	750,800	750,800	750,800	750,800	750,800
Capital Outlay less than \$5,000	-	-	1,000	-	-	-	-	-
Inspection and Permit Fees	300	1,000	200	1,300	1,300	1,300	1,300	1,300
Memberships, Licenses & Subscriptions	500	-	-	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	40,800	72,500	-	72,500	72,500	72,500	72,500	72,500
Operating Supplies – Fuel	751,900	500,000	192,500	650,000	650,000	650,000	650,000	650,000
Operating Supplies-Automotive	2,900	23,000	1,500	17,000	17,000	17,000	17,000	17,000
Repairs & Maintenance-Automotive	(400)	-	-	-	-	-	-	-
Supplies & Other - Covid19	100	-	-	-	-	-	-	-
Training and Internal Meetings	-	-	200	1,000	1,000	1,000	1,000	1,000
Travel	1,000	-	-	5,000	5,000	5,000	5,000	5,000
4.3 Contractual Services	1,058,700	1,222,100	367,700	1,117,100	1,217,100	1,217,100	1,217,100	1,217,100
Contractual Operating Services	922,600	1,077,100	344,500	952,100	1,052,100	1,052,100	1,052,100	1,052,100
Contractual Vehicle Services	136,100	145,000	23,200	165,000	165,000	165,000	165,000	165,000
<b>Grand Total</b>	<b>\$ 2,266,600</b>	<b>\$ 2,295,100</b>	<b>\$ 680,600</b>	<b>\$ 2,485,900</b>	<b>\$ 2,587,200</b>	<b>\$ 2,588,400</b>	<b>\$ 2,589,700</b>	<b>\$ 2,591,000</b>

### Field Service Operations

The Field Service Operations Area is responsible for ensuring reliable transmission of water and collection of combined storm and wastewater. They 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 Assessment Program			X	X	X	X	X	X			X
	Transmission Main Assessment & Rehabilitation			X	X	X	X	X	X	X		X

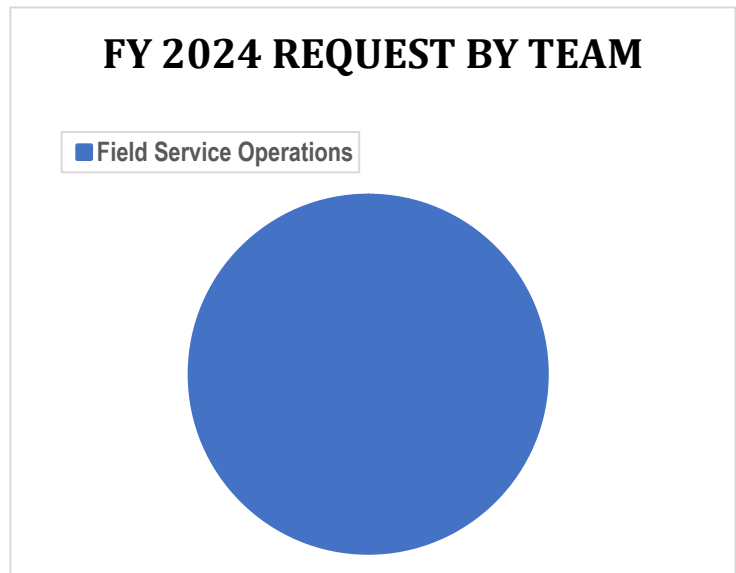
### Field Service Operations Contracts

The Field Service Operations budget contains several contractual services to assess the current condition of water transmission mains, repair sewers, install, or maintain equipment and systems. In the chart below are 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.

Project Description	Water Transmission Main Repair	Water Transmission Main Repair	Sewer Repair Contract	Gate Valve Inspection/ Exercising	Specialized Services (contract split w/ Systems Control)	As Needed Field Services	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	OPS-003 Shared Service	
Contract #	1802745	2003730	CON-149	2000292	2004889	N/A	
Contract Amount	\$ 15,000,000	\$ 15,000,000	\$ 67,000,000	\$ 5,601,663	\$ 11,389,132		
Contract End Date	08/31/23	10/08/26	12/30/22	08/10/23	03/06/24		
Cost Center Name	Field Service Operations	Field Service Operations	Field Service Operations	Field Service Operations	Field Service Operations	Field Service Operations	
Water/Sewer	Water	Water	Sewer	Water	Combined	Combined	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2022 Spend	\$ 1,318,697	\$ 4,422,832	\$ 26,260,686	\$ 3,750,946	\$ 4,689,630	\$ 206,400	\$ 40,649,193
Pre-FY 2022 Average Spend	\$ 239,763	\$ 1,179,422	\$ 4,774,670	\$ 1,126,410	\$ 1,172,408	\$ 37,527	
FY 2022 Actual	3,261,700	1,251,943	2,954,219	1,900,027	3,263,708	-	12,631,597
FY 2023 Budget	1,250,000	1,250,000	4,918,400	1,300,000	2,900,000	106,100	11,724,500
<b>FY 2024 Requested</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>4,518,400</b>	<b>1,500,000</b>	<b>2,700,000</b>	<b>108,200</b>	<b>11,626,600</b>
FY 2025 Requested	1,400,000	1,400,000	4,518,400	1,500,000	2,700,000	110,400	11,628,800
FY 2026 Requested	1,400,000	1,400,000	4,518,400	1,500,000	2,700,000	112,600	11,631,000
FY 2027 Requested	1,400,000	1,400,000	4,518,400	1,500,000	2,700,000	114,900	11,633,300
FY 2028 Requested	1,400,000	1,400,000	4,518,400	1,500,000	2,700,000	117,200	11,635,600
<b>Total</b>	<b>\$ 13,070,161</b>	<b>\$ 15,104,197</b>	<b>\$ 61,499,976</b>	<b>\$ 15,577,383</b>	<b>\$ 25,525,746</b>	<b>\$ 913,327</b>	<b>\$ 131,690,790</b>

**Organization**

The Field Services Operations area has one team.

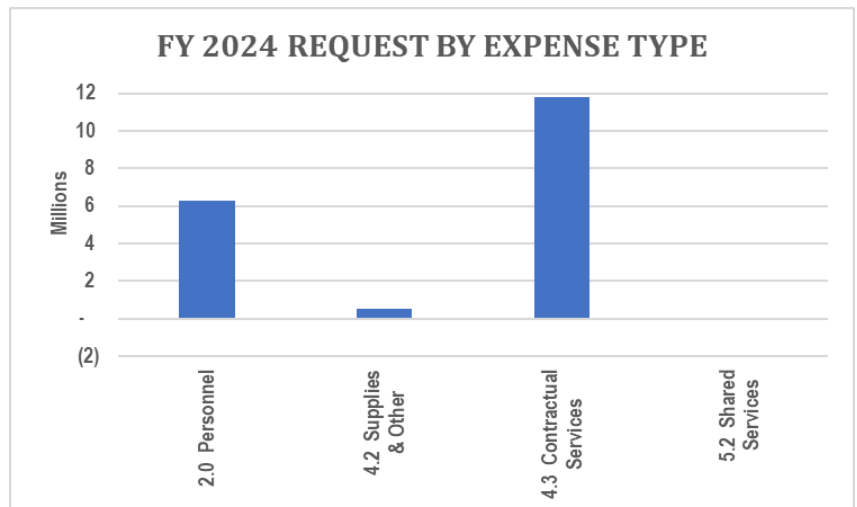


**Expense Categories**

There are two major categories of Field Service Operations expenses in the Operations and Maintenance Budget as listed below.

- Contractual Services
- Personnel Costs

Contractual Services is the highest 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.



Personnel costs are the second highest expense category.

### Biennial Budget Request

The biennial budget reflects an overall increase of \$499,900, or 2.8%, for FY 2024. Key Factors impacting FY 2023 include the following:

- ❖ Personnel cost increase due to multiple calculations and increased overtime budget based on prior activity (\$378,200).
- ❖ Contractual Services increased based on prior activity (\$124,100).

#### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 6,051,900	\$ 5,889,200	\$ 1,638,500	\$ 6,267,400	\$ 378,200	6.4%	\$ 6,640,800
4.2 Supplies & Other	\$ 391,600	\$ 555,700	\$ 93,400	\$ 553,600	\$ (2,100)	-0.4%	\$ 553,600
4.3 Contractual Services	\$ 10,276,300	\$ 11,645,000	\$ 5,518,600	\$ 11,769,100	\$ 124,100	1.1%	\$ 11,771,300
5.2 Shared Services	(17,400)	(17,700)	(4,400)	(18,000)	(300)	1.7%	(18,300)
<b>Grand Total</b>	<b>\$ 16,702,400</b>	<b>\$ 18,072,200</b>	<b>\$ 7,246,100</b>	<b>\$ 18,572,100</b>	<b>\$ 499,900</b>	<b>2.8%</b>	<b>\$ 18,947,400</b>

#### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Field Service Operations	\$ 16,702,400	\$ 18,072,200	\$ 7,246,100	\$ 18,572,100	\$ 499,900	2.8%	\$ 18,947,400
<b>Grand Total</b>	<b>\$ 16,702,400</b>	<b>\$ 18,072,200</b>	<b>\$ 7,246,100</b>	<b>\$ 18,572,100</b>	<b>\$ 499,900</b>	<b>2.8%</b>	<b>\$ 18,947,400</b>

### Personnel Budget

Field Service Operations personnel consists of 71 positions for FY 2024. 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 6 apprentice positions and additional support for the appropriate evaluation of decommissioning transmission mains. 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 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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
Field Service Operations	71.00	71.00	71.00	71.00	71.00	71.00	71.00

*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. For this budget area, the Staffing Plan and the FTEs are consistent.

*Full-time Equivalent*s

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
Field Service Operations	71.00	68.00	<b>66.25</b>	71.00	71.00	71.00	71.00

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

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Field Service Operations	\$ 6,051,900	\$ 5,889,200	\$ 1,638,500	\$ <b>6,267,400</b>	\$ <b>378,200</b>	<b>6.4%</b>	\$ 6,640,800
<b>Grand Total</b>	<b>\$ 6,051,900</b>	<b>\$ 5,889,200</b>	<b>\$ 1,638,500</b>	<b>\$ 6,267,400</b>	<b>\$ 378,200</b>	<b>6.4%</b>	<b>\$ 6,640,800</b>

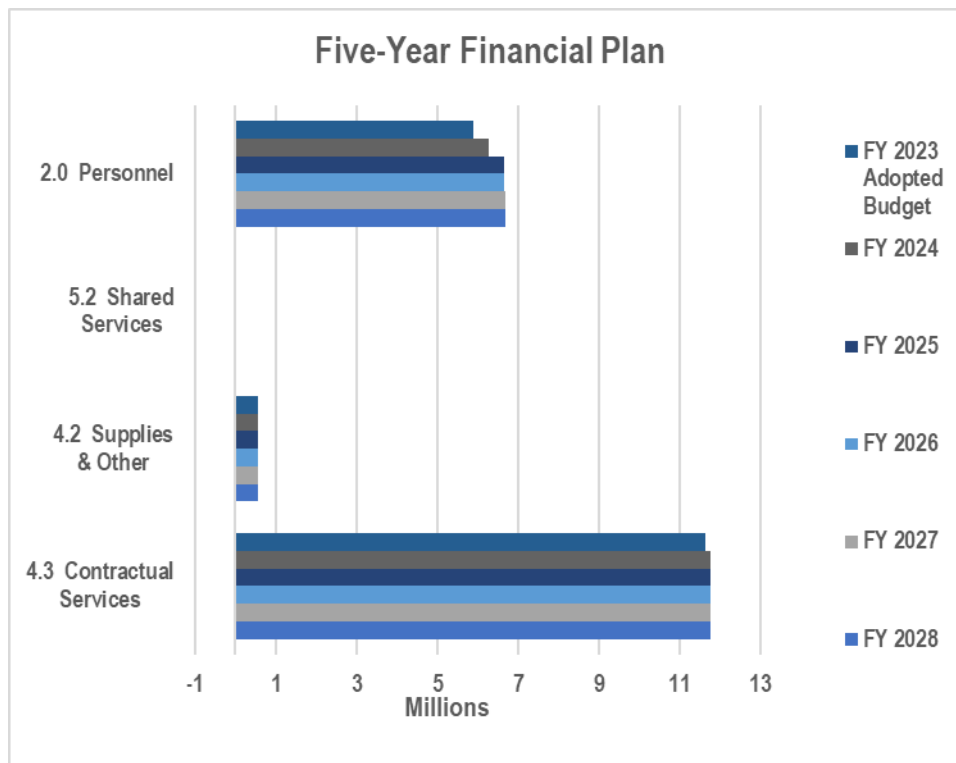
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Field Service Operations	\$ 6,051,900	\$ 5,889,200	\$ <b>6,267,400</b>	\$ 6,640,800	\$ 6,655,900	\$ 6,671,000	\$ 6,686,100
<b>Grand Total</b>	<b>\$ 6,051,900</b>	<b>\$ 5,889,200</b>	<b>\$ 6,267,400</b>	<b>\$ 6,640,800</b>	<b>\$ 6,655,900</b>	<b>\$ 6,671,000</b>	<b>\$ 6,686,100</b>

## Five Year Financial Plan

### Five-Year Financial Plan by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 6,051,900	\$ 5,889,200	\$ 6,267,400	\$ 6,640,800	\$ 6,655,900	\$ 6,671,000	\$ 6,686,100
4.2 Supplies & Other	391,600	555,700	553,600	553,600	553,600	553,600	553,600
4.3 Contractual Services	10,276,300	11,645,000	11,769,100	11,771,300	11,773,500	11,775,800	11,778,100
5.2 Shared Services	(17,400)	(17,700)	(18,000)	(18,300)	(18,800)	(19,100)	(19,600)
<b>Grand Total</b>	<b>\$ 16,702,400</b>	<b>\$ 18,072,200</b>	<b>\$ 18,572,100</b>	<b>\$ 18,947,400</b>	<b>\$ 18,964,200</b>	<b>\$ 18,981,300</b>	<b>\$ 18,998,200</b>

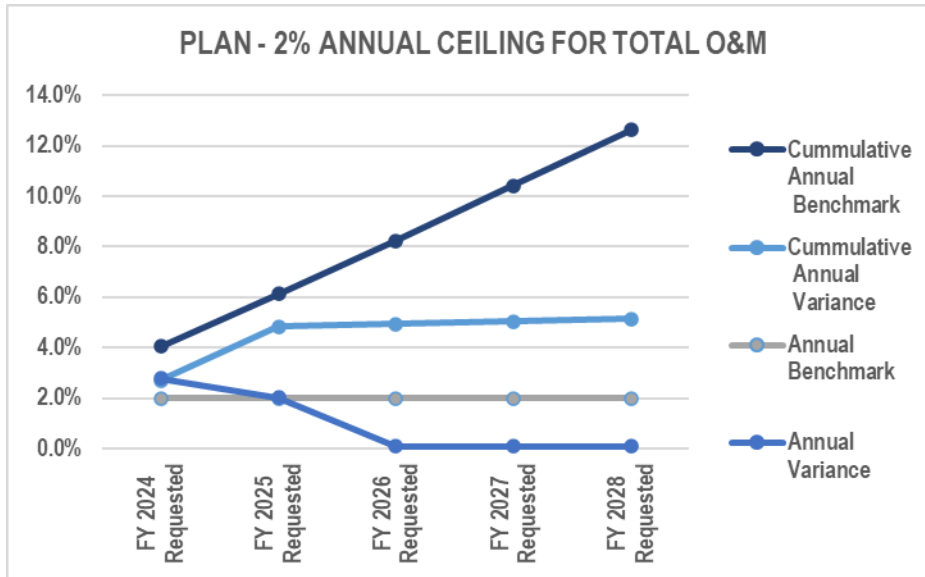


### Five-Year Financial Plan by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Field Service Operations	\$ 16,702,400	\$ 18,072,200	\$ 18,572,100	\$ 18,947,400	\$ 18,964,200	\$ 18,981,300	\$ 18,998,200
<b>Grand Total</b>	<b>\$ 16,702,400</b>	<b>18,072,200</b>	<b>\$ 18,572,100</b>	<b>\$ 18,947,400</b>	<b>\$ 18,964,200</b>	<b>\$ 18,981,300</b>	<b>\$ 18,998,200</b>

**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 7.1% 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.

*Five-Year Capital Outlay Plan by Asset Category*

Asset Category	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 3,050,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Machinery & Equipment	50,000	-	-	-	-	-
Furniture & Fixtures	50,000	-	-	-	-	-
Projects & Programs	3,000,000	500,000	500,000	500,000	500,000	500,000
Projects & Programs	3,000,000	500,000	500,000	500,000	500,000	500,000
<b>Grand Total</b>	<b>\$ 3,050,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>

*Five-Year Capital Outlay Plan by Funding Source*

Funding Source	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 378,400	\$ 3,050,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Grand Total</b>	<b>\$ 378,400</b>	<b>\$ 3,050,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>



*Five-Year Capital Outlay Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Field Service Operations	\$ 378,400	\$ 3,050,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Grand Total</b>	<b>\$ 378,400</b>	<b>\$ 3,050,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>

**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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882431 - Field Service Operations</b>	<b>\$ 16,702,400</b>	<b>\$ 18,072,200</b>	<b>\$ 7,246,100</b>	<b>\$ 18,572,100</b>	<b>\$ 18,947,400</b>	<b>\$ 18,964,200</b>	<b>\$ 18,981,300</b>	<b>\$ 18,998,200</b>
2.1 Salaries & Wages	3,408,700	3,536,300	927,000	3,664,600	3,895,800	3,895,800	3,895,800	3,895,800
2.2 Workforce Development	307,500	332,200	89,700	358,400	379,700	379,700	379,700	379,700
2.3 Overtime	799,700	400,000	223,400	630,000	630,000	630,000	630,000	630,000
2.4 Employee Benefits	1,536,000	1,620,700	398,400	1,614,400	1,735,300	1,750,400	1,765,500	1,780,600
4.2 Supplies & Other	391,600	555,700	93,400	553,600	553,600	553,600	553,600	553,600
Capital Outlay less than \$5,000	85,100	65,000	3,700	65,000	65,000	65,000	65,000	65,000
Employee Uniform Expense	35,400	40,000	18,500	40,000	40,000	40,000	40,000	40,000
Inspection and Permit Fees	29,300	32,000	100	32,000	32,000	32,000	32,000	32,000
Memberships, Licenses & Subscriptions	32,800	54,100	15,400	54,100	54,100	54,100	54,100	54,100
Mileage and Parking	-	500	-	500	500	500	500	500
Office Supplies	9,300	17,000	5,800	17,000	17,000	17,000	17,000	17,000
Operating Supplies	181,800	273,500	38,700	273,500	273,500	273,500	273,500	273,500
Rentals-Buildings	5,500	5,100	-	-	-	-	-	-
Repairs & Maintenance-Equipment	(100)	2,000	-	-	-	-	-	-
Supplies & Other - Covid19	500	-	200	-	-	-	-	-
Training and Internal Meetings	9,000	55,000	5,900	55,000	55,000	55,000	55,000	55,000
Travel	3,000	10,000	5,100	15,000	15,000	15,000	15,000	15,000
Tuition Refund	-	1,500	-	1,500	1,500	1,500	1,500	1,500
<b>4.3 Contractual Services</b>	<b>10,276,300</b>	<b>11,645,000</b>	<b>5,518,600</b>	<b>11,769,100</b>	<b>11,771,300</b>	<b>11,773,500</b>	<b>11,775,800</b>	<b>11,778,100</b>
Contractual Operating Services	1,113,000	1,226,600	473,400	1,250,700	1,252,900	1,255,100	1,257,400	1,259,700
Contractual Operating Services-All Sewer	1,047,900	4,918,400	442,200	4,518,400	4,518,400	4,518,400	4,518,400	4,518,400
Contractual Operating Services-All Water	5,578,700	3,800,000	4,251,800	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000
Contractual Professional Services	1,510,700	1,700,000	351,200	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Contractual Svcs-Flood Events -All Sewer	1,026,000	-	-	-	-	-	-	-
<b>5.2 Shared Services</b>	<b>(17,400)</b>	<b>(17,700)</b>	<b>(4,400)</b>	<b>(18,000)</b>	<b>(18,300)</b>	<b>(18,800)</b>	<b>(19,100)</b>	<b>(19,600)</b>
Shared Services : Salaries & Wages Reimb	(11,000)	(11,200)	(2,800)	(11,400)	(11,600)	(11,900)	(12,100)	(12,400)
Shared Services Reimbursement	(1,900)	(1,900)	(500)	(1,900)	(2,000)	(2,000)	(2,000)	(2,100)
Shared Services: Employee Benefit Reimb	(4,500)	(4,600)	(1,100)	(4,700)	(4,700)	(4,900)	(5,000)	(5,100)
<b>Grand Total</b>	<b>\$ 16,702,400</b>	<b>\$ 18,072,200</b>	<b>\$ 7,246,100</b>	<b>\$ 18,572,100</b>	<b>\$ 18,947,400</b>	<b>\$ 18,964,200</b>	<b>\$ 18,981,300</b>	<b>\$ 18,998,200</b>

### Energy, Research & Innovation

The mission of the Energy, Research, and Innovation (ERI) team 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. Our energy-focused efforts address the technology and processes needed to assess, evaluate, and improve energy use and energy efficiency across our systems. Our research efforts involve small, but focused, projects helping to address complex operational and engineering issues relevant to GLWA operations. Finally, our 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

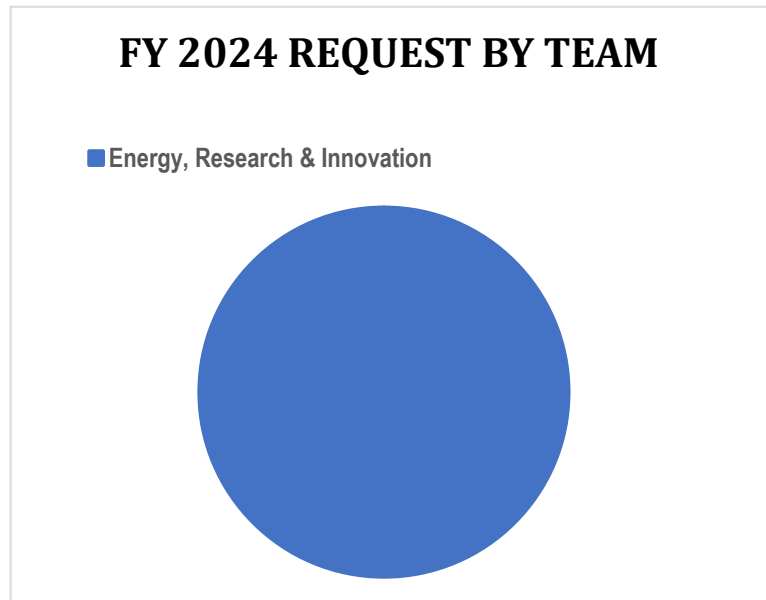
### Energy, Research & Innovation Contracts

The Energy, Research & Innovation budget contains several contractual services to assess the current innovation environment, create programs by tailoring them to the expectations, environment, and resources of GLWA and launching the programs by establishing urgency and funding resources. 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 charts show a limited number of contracts for these services.

Project Description	PFAS Health & Ecological Impacts	Microplastics & Human Health	Evaluation of Real-Time Bacteria Monitoring Tools	Assistance Optimizing WRRF Performance	Life Cycle Assessment	Transport & Fate of Nutrients in Biosolids	Smart Pipes	Drinking Water Contaminant Prioritization Framework	Total of Significant Contracts
Prime Consultant or Supplier	Wayne State University	Wayne State University	OHM Advisors	Regents of the University of Michigan	Regents of the University of Michigan	Michigan State University	Regents of the University of Michigan	Michigan State University	
Contract #	1902151	1904710	2101423	2203703	2001595	1902059	2102864	2203501	
Contract Amount	\$ 192,153	\$ 195,000	\$ 159,000	\$ 280,000	\$ 234,726	\$ 277,470	\$ 590,179	\$ 514,235	
Contract End Date	12/31/22	11/29/22	11/09/22	12/31/26	08/31/23	06/30/23	12/08/21	n/a	
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	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Water/Sewer	Combined	Water	Sewer	Sewer	Sewer	Sewer	Water	Water	
Pre-FY 2022 Spend	\$ 79,450	\$ 20,599	\$ -	\$ -	\$ -	\$ 224,345	\$ 314,528	\$ -	\$ 638,922
Pre-FY 2022 Average Spend	\$ 73,565	\$ 35,516	\$ -	\$ -	\$ -	\$ 121,927	\$ 139,790	\$ -	
FY 2022 Actual	61,041	111,483	60,924	-	61,460	22,457	116,662	-	434,028
FY 2023 Budget	-	100,000	100,000	-	125,000	50,000	200,000	-	575,000
<b>FY 2024 Requested</b>	-	-	-	<b>70,000</b>	<b>50,000</b>	-	<b>200,000</b>	<b>166,000</b>	<b>486,000</b>
FY 2025 Requested	-	-	-	70,000	-	-	200,000	166,000	436,000
FY 2026 Requested	-	-	-	70,000	-	-	-	166,000	236,000
FY 2027 Requested	-	-	-	70,000	-	-	-	166,000	236,000
FY 2028 Requested	-	-	-	70,000	-	-	-	166,000	236,000
<b>Total</b>	<b>\$ 214,056</b>	<b>\$ 267,598</b>	<b>\$ 160,924</b>	<b>\$ 350,000</b>	<b>\$ 236,460</b>	<b>\$ 418,729</b>	<b>\$ 1,170,980</b>	<b>\$ 830,000</b>	<b>\$ 3,277,949</b>

**Organization**

The Energy, Research & Innovation area has one team.



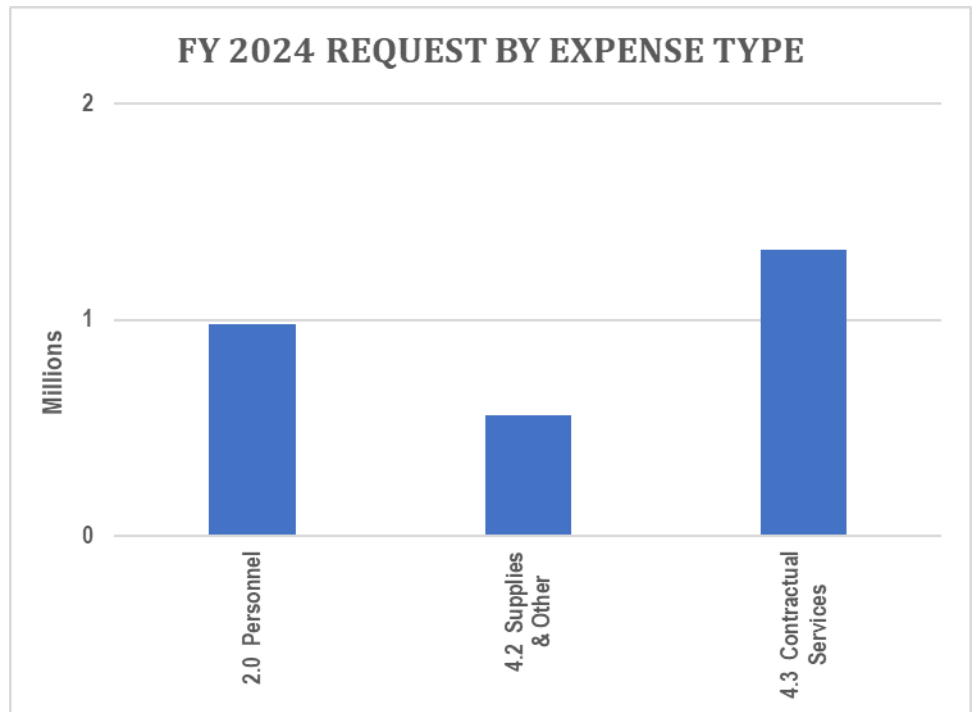
**Expense Categories**

There are two major categories of Energy, Research, & Innovation and Maintenance Budget as listed below.

- ❖ Contractual Services
- ❖ Personnel Costs

Contractual Services are the highest 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



The Energy, Research & Innovation Area is reaching a steady state in staffing. As a result of progress in staff placement, there has been a restructuring of current positions in order 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 highest expense category.

### Biennial Budget Request

The biennial budget reflects a decrease of \$145,700, or 4.8%, in Operations & Maintenance for FY 2024. This is a result of the key factors listed below.

- ❖ Reduction of FTE count for vacant positions to 0.5 (\$31,700).
- ❖ Reduction of Capital Outlay less than \$5,000 (Supplies & Other) to bring in line with anticipated spending (\$120,000).
- ❖ Increase in Contractual Services budget to align with anticipated spend (\$15,600)

#### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 672,100	\$ 1,013,700	\$ 198,400	\$ 982,000	\$ (31,700)	-3.1%	\$ 1,182,700
4.2 Supplies & Other	\$ 471,900	\$ 688,200	\$ 133,400	\$ 558,600	\$ (129,600)	-18.8%	\$ 564,600
4.3 Contractual Services	\$ 1,242,600	\$ 1,311,000	\$ 26,700	\$ 1,326,600	\$ 15,600	1.2%	\$ 1,394,200
<b>Grand Total</b>	<b>\$ 2,386,600</b>	<b>\$ 3,012,900</b>	<b>\$ 358,500</b>	<b>\$ 2,867,200</b>	<b>\$ (145,700)</b>	<b>-4.8%</b>	<b>\$ 3,141,500</b>

#### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Energy, Research & Innovation	\$ 2,386,600	\$ 3,012,900	\$ 358,500	\$ 2,867,200	\$ (145,700)	-4.8%	\$ 3,141,500
<b>Grand Total</b>	<b>\$ 2,386,600</b>	<b>\$ 3,012,900</b>	<b>\$ 358,500</b>	<b>\$ 2,867,200</b>	<b>\$ (145,700)</b>	<b>-4.8%</b>	<b>\$ 3,141,500</b>

### Personnel Budget

Energy, Research & Innovation personnel consists of 9 positions for FY 2024 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. Research and innovation are essential pillars of a promising future strategy for shaping energy supplies of tomorrow. The staffing level is in the tables below. The increase in staffing includes the reassignment of the Power Quality Manager position from Water Engineering to Energy, Research, & Innovation. This move was performed since this position is directly related to energy management functions.

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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
Energy, Research & Innovation	7.00	9.00	9.00	9.00	9.00	9.00	9.00

*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. For this budget area, the Staffing Plan and the FTEs are consistent.

### 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
Energy, Research & Innovation	7.00	8.25	7.50	9.00	9.00	9.00	9.00

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

### Personnel Budget

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Energy, Research & Innovation	\$ 672,100	\$ 1,013,700	\$ 198,400	\$ 982,000	\$ (31,700)	-3.1%	\$ 1,182,700
<b>Grand Total</b>	<b>\$ 672,100</b>	<b>\$ 1,013,700</b>	<b>\$ 198,400</b>	<b>\$ 982,000</b>	<b>\$ (31,700)</b>	<b>-3.1%</b>	<b>\$ 1,182,700</b>

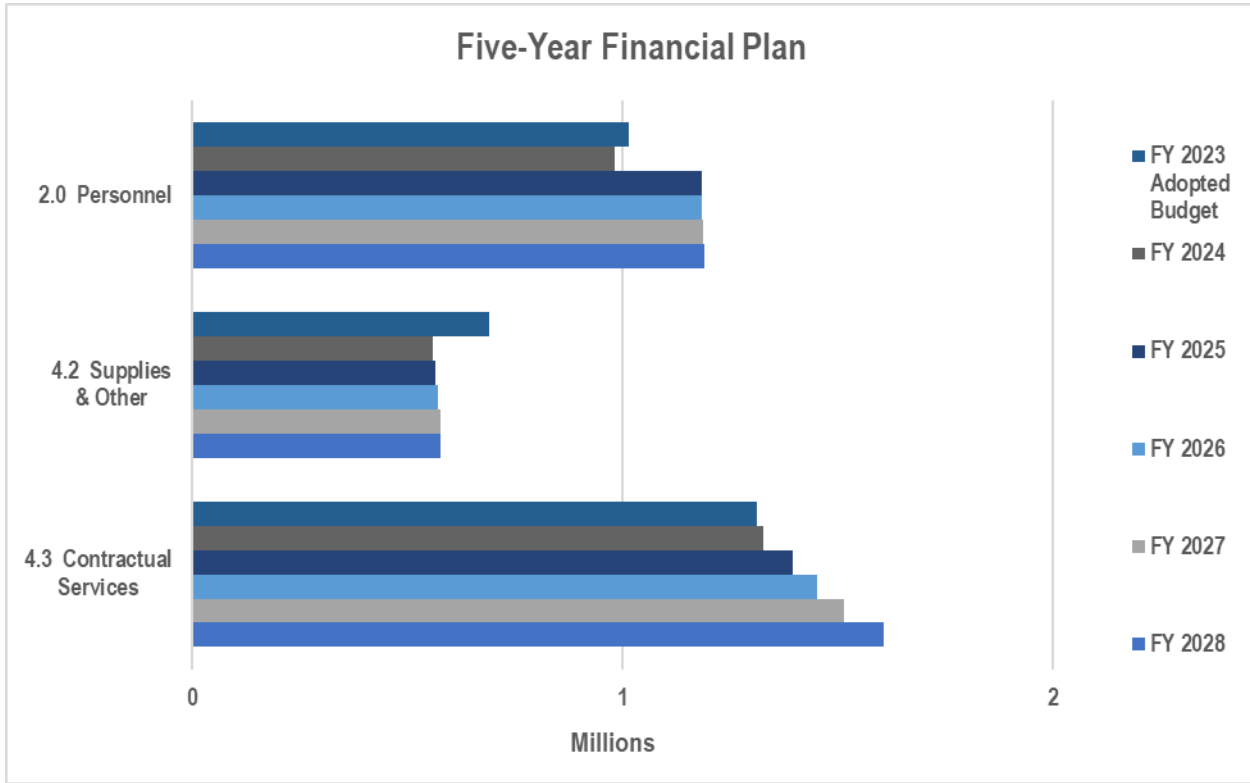
### Personnel Budget – Five-Year Financial Plan

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Energy, Research & Innovation	\$ 672,100	\$ 1,013,700	\$ 982,000	\$ 1,182,700	\$ 1,184,600	\$ 1,186,500	\$ 1,188,400
<b>Grand Total</b>	<b>\$ 672,100</b>	<b>\$ 1,013,700</b>	<b>\$ 982,000</b>	<b>\$ 1,182,700</b>	<b>\$ 1,184,600</b>	<b>\$ 1,186,500</b>	<b>\$ 1,188,400</b>

## Five-Year Financial Plan

### Five-Year Financial Plan by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 672,100	\$ 1,013,700	\$ 982,000	\$ 1,182,700	\$ 1,184,600	\$ 1,186,500	\$ 1,188,400
4.2 Supplies & Other	\$ 471,900	\$ 688,200	\$ 558,600	\$ 564,600	\$ 570,600	\$ 575,600	\$ 575,600
4.3 Contractual Services	1,242,600	1,311,000	1,326,600	1,394,200	1,452,800	1,513,400	1,607,000
<b>Grand Total</b>	<b>\$ 2,386,600</b>	<b>\$ 3,012,900</b>	<b>\$ 2,867,200</b>	<b>\$ 3,141,500</b>	<b>\$ 3,208,000</b>	<b>\$ 3,275,500</b>	<b>\$ 3,371,000</b>

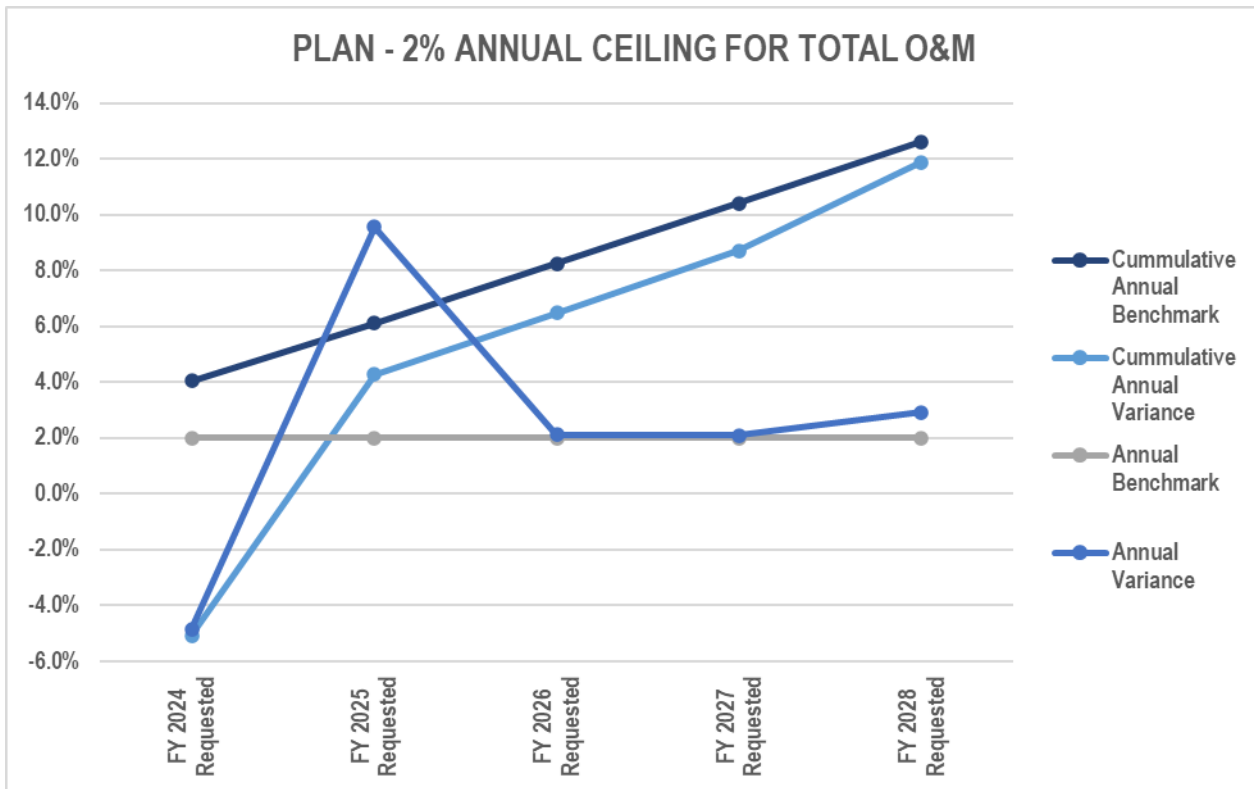


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Energy, Research & Innovation	\$ 2,386,600	\$ 3,012,900	\$ 2,867,200	\$ 3,141,500	\$ 3,208,000	\$ 3,275,500	\$ 3,371,000
<b>Grand Total</b>	<b>\$ 2,386,600</b>	<b>3,012,900</b>	<b>\$ 2,867,200</b>	<b>\$ 3,141,500</b>	<b>\$ 3,208,000</b>	<b>\$ 3,275,500</b>	<b>\$ 3,371,000</b>

*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 11.9%. This increase is a result of the ramp up of the contractual services and power quality staffing initiatives defined in the expense categories section 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 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Improvement &amp; Extension</b>	\$ 230,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>Building/Structures</b>	75,000	-	-	-	-	-
Building/Structures Improvement	75,000	-	-	-	-	-
<b>Machinery &amp; Equipment</b>	155,000	200,000	200,000	200,000	200,000	200,000
Controls & Communication	155,000	-	-	-	-	-
Flow Measuring & Meters	-	200,000	200,000	200,000	200,000	200,000
<b>Grand Total</b>	\$ 230,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

*Five-Year Capital Outlay Plan by Funding Source*

Funding Source	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 198,300	\$ 230,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>Grand Total</b>	<b>\$ 198,300</b>	<b>\$ 230,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>

*Five-Year Capital Outlay Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Energy, Research & Innovation	\$ 198,300	\$ 230,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>Grand Total</b>	<b>\$ 198,300</b>	<b>\$ 230,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>

**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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>882501 - Energy, Research &amp; Innovation</b>	<b>\$ 2,386,600</b>	<b>\$ 3,012,900</b>	<b>\$ 358,500</b>	<b>\$ 2,867,200</b>	<b>\$ 3,141,500</b>	<b>\$ 3,208,000</b>	<b>\$ 3,275,500</b>	<b>\$ 3,371,000</b>
2.1 Salaries & Wages	521,200	766,300	140,600	751,400	903,700	903,700	903,700	903,700
2.2 Workforce Development	1,500	-	12,300	-	-	-	-	-
2.4 Employee Benefits	149,400	247,400	45,500	230,600	279,000	280,900	282,800	284,700
4.2 Supplies & Other	471,900	688,200	133,400	558,600	564,600	570,600	575,600	575,600
Capital Outlay less than \$5,000	12,500	170,000	-	50,000	50,000	50,000	50,000	50,000
Memberships, Licenses & Subscriptions	388,100	423,100	98,600	406,000	406,000	406,000	406,000	406,000
Mileage and Parking	700	2,000	-	2,000	2,000	2,000	2,000	2,000
Office Supplies	3,700	7,100	300	7,100	7,100	7,100	7,100	7,100
Operating Supplies	34,900	50,000	23,100	55,000	60,000	65,000	70,000	70,000
Postage	1,200	-	200	1,500	1,500	1,500	1,500	1,500
Supplies & Other - Covid19	300	-	-	-	-	-	-	-
Training and Internal Meetings	13,700	20,000	4,600	20,000	20,000	20,000	20,000	20,000
Travel	16,800	16,000	6,600	17,000	18,000	19,000	19,000	19,000
<b>4.3 Contractual Services</b>	<b>1,242,600</b>	<b>1,311,000</b>	<b>26,700</b>	<b>1,326,600</b>	<b>1,394,200</b>	<b>1,452,800</b>	<b>1,513,400</b>	<b>1,607,000</b>
<b>Grand Total</b>	<b>\$ 2,386,600</b>	<b>\$ 3,012,900</b>	<b>\$ 358,500</b>	<b>\$ 2,867,200</b>	<b>\$ 3,141,500</b>	<b>\$ 3,208,000</b>	<b>\$ 3,275,500</b>	<b>\$ 3,371,000</b>

## Transformation

The Transformation Team is a group of experts in Lean and Six Sigma methods and techniques. The Transformation Team 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 the Transformation Team 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 the Transformation Team 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 the Transformation Team 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 the 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 hard work and refine the workplace, while boosting team member morale.

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

The Transformation Team has been working 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 helps 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 Group’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.

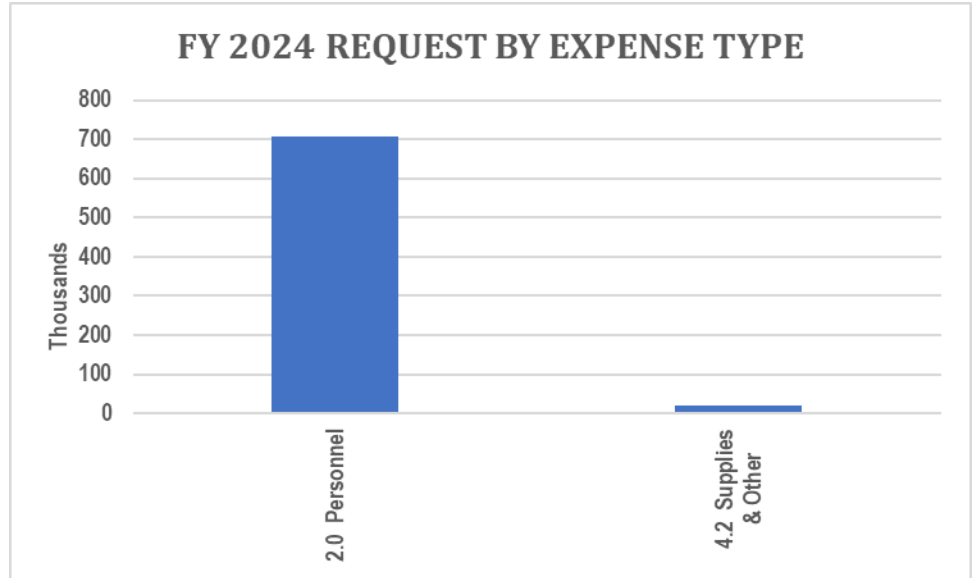


**Expense Categories**

The Transformation area consists of two major expense categories:

- ❖ Personnel
- ❖ Supplies & Other

Based upon the nature of this service area, the highest category of expense is salaries. The second highest, Supplies & Other, which provides for operating supplies and training.



**Biennial Budget Request**

The biennial budget reflects a decrease of \$147,000, or 16.9%, in FY 2024.

- ❖ Personnel: Conversion of one contractor to team member and reduction of budgeted amounts for unfilled contract positions. (\$148,300)
- ❖ Slight increase in Supplies and Other budgets (\$400)

*Biennial Budget Request by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 590,400	\$ 854,400	\$ 152,600	\$ 706,100	\$ (148,300)	-17.4%	\$ 706,500
4.2 Supplies & Other	\$ 500	\$ 21,500	\$ 2,900	\$ 21,900	\$ 400	1.9%	\$ 22,400
<b>Grand Total</b>	<b>\$ 590,900</b>	<b>\$ 875,900</b>	<b>\$ 155,500</b>	<b>\$ 728,000</b>	<b>\$ (147,900)</b>	<b>-16.9%</b>	<b>\$ 728,900</b>

*Biennial Budget Request by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Transformation	\$ 590,900	\$ 875,900	\$ 155,500	\$ 728,000	\$ (147,900)	-16.9%	\$ 728,900
<b>Grand Total</b>	<b>\$ 590,900</b>	<b>\$ 875,900</b>	<b>\$ 155,500</b>	<b>\$ 728,000</b>	<b>\$ (147,900)</b>	<b>-16.9%</b>	<b>\$ 728,900</b>

**Personnel Budget**

The staffing plan provides for a of 5 total positions beginning in FY 2024. The staffing level is shown in the tables on the following page.

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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
Transformation	7.00	5.00	5.00	5.00	5.00	5.00	5.00

*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. For this budget area, the Staffing Plan and the FTEs are consistent.

*Full Time Equivalent*s

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
Transformation	6.25	5.00	5.00	5.00	5.00	5.00	5.00

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

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Transformation	\$ 590,400	\$ 854,400	\$ 152,600	\$ 706,100	\$ (148,300)	-17.4%	\$ 706,500
<b>Grand Total</b>	<b>\$ 590,400</b>	<b>\$ 854,400</b>	<b>\$ 152,600</b>	<b>\$ 706,100</b>	<b>\$ (148,300)</b>	<b>-17.4%</b>	<b>\$ 706,500</b>

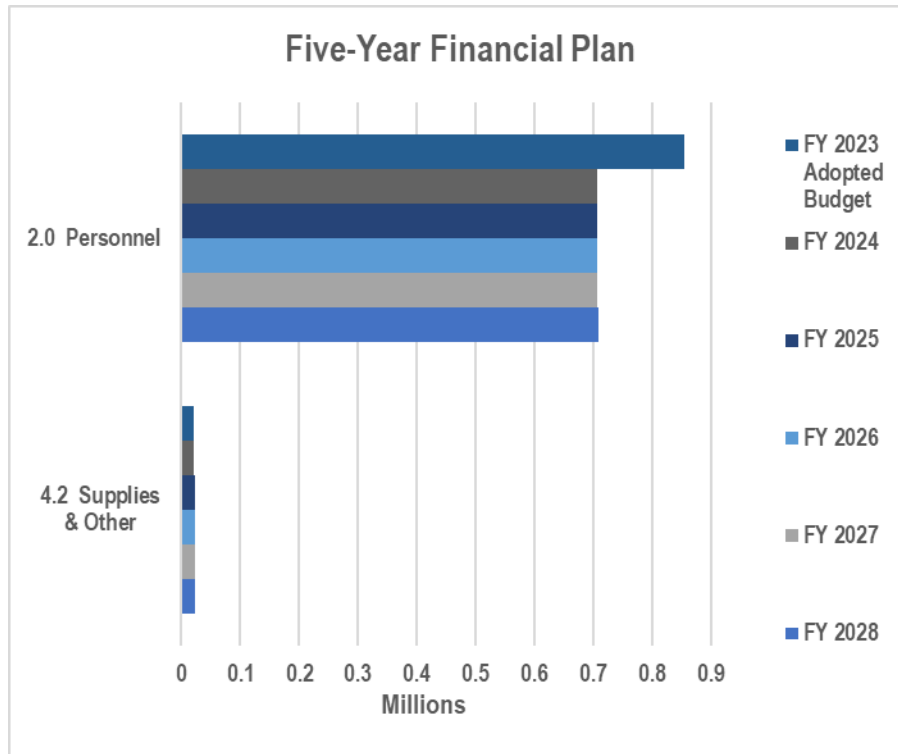
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted	FY 2024 Department	FY 2025 Department	FY 2026 Department	FY 2027 Department	FY 2028 Department
Transformation	\$ 590,400	\$ 854,400	\$ 706,100	\$ 706,500	\$ 707,000	\$ 707,400	\$ 707,800
<b>Grand Total</b>	<b>\$ 590,400</b>	<b>\$ 854,400</b>	<b>\$ 706,100</b>	<b>\$ 706,500</b>	<b>\$ 707,000</b>	<b>\$ 707,400</b>	<b>\$ 707,800</b>

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 590,400	\$ 854,400	\$ 706,100	\$ 706,500	\$ 707,000	\$ 707,400	\$ 707,800
4.2 Supplies & Other	500	21,500	21,900	22,400	22,700	23,300	23,300
<b>Grand Total</b>	<b>\$ 590,900</b>	<b>\$ 875,900</b>	<b>\$ 728,000</b>	<b>\$ 728,900</b>	<b>\$ 729,700</b>	<b>\$ 730,700</b>	<b>\$ 731,100</b>

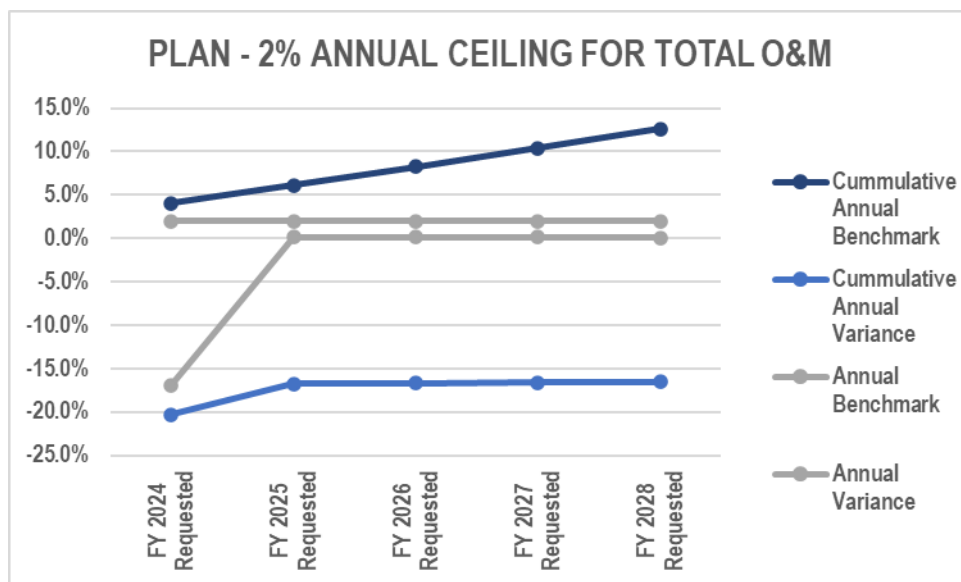


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Transformation	\$ 590,900	\$ 875,900	\$ 728,000	\$ 728,900	\$ 729,700	\$ 730,700	\$ 731,100
<b>Grand Total</b>	<b>\$ 590,900</b>	<b>875,900</b>	<b>\$ 728,000</b>	<b>\$ 728,900</b>	<b>\$ 729,700</b>	<b>\$ 730,700</b>	<b>\$ 731,100</b>

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

The Transformation Group’s financial plan reflects a five-year overall decrease of 16.5% 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
882511 - Transformation	\$ 590,900	\$ 875,900	\$ 155,500	\$ 728,000	\$ 728,900	\$ 729,700	\$ 730,700	\$ 731,100
2.1 Salaries & Wages	133,700	132,100	31,700	222,800	222,800	222,800	222,800	222,800
2.4 Employee Benefits	34,800	37,200	9,100	65,500	65,900	66,400	66,800	67,200
2.5 Transition Services	421,900	685,100	111,800	417,800	417,800	417,800	417,800	417,800
4.2 Supplies & Other	500	21,500	2,900	21,900	22,400	22,700	23,300	23,300
Memberships, Licenses & Subscriptions	400	2,000	-	2,100	2,100	2,200	2,200	2,200
Mileage and Parking	-	500	-	500	500	500	600	600
Office Supplies	100	1,000	700	1,000	1,100	1,100	1,100	1,100
Operating Supplies	-	10,000	2,200	10,200	10,400	10,600	10,900	10,900
Training and Internal Meetings	-	5,000	-	5,100	5,200	5,200	5,300	5,300
Travel	-	3,000	-	3,000	3,100	3,100	3,200	3,200
<b>Grand Total</b>	<b>\$ 590,900</b>	<b>\$ 875,900</b>	<b>\$ 155,500</b>	<b>\$ 728,000</b>	<b>\$ 728,900</b>	<b>\$ 729,700</b>	<b>\$ 730,700</b>	<b>\$ 731,100</b>

## **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 FY 2022, GLWA selected a new EAM (NEXGEN) and initiated the discovery and planning phases of the project. In FY 2023, project activities including completion of system planning and much of configuration will continue to prepare for the planned go-live in FY 2025. New GIS applications will continue to be developed to support CIP, engineering, and operations, as well as begin Utility Network implementation.

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

As the organization matures, the current Human Resources (HR) and Finance systems (Ceridian & BS&A, respectively) that were implemented during the stand-up of GLWA no longer meet our growing needs. Workday was selected to replace these 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. In FY 2023, core HR modules (Human Capital Management, Payroll, and Time Tracking) will be configured for the planned go-live in 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 end of FY 24.

#### **❖ 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 2021, the data center systems and hardware were upgraded to a modern and secure environment. In FY 2022, a backup platform was put in place to secure our Microsoft Office 365 environment in an air gapped offsite location in the cloud. Another significant accomplishment was the deployment of a more robust and proactive threat protection software on all windows-based end user devices and servers. In FY 2023, the VMware Cloud Disaster Recovery (VCDR) SaaS Solution will be implemented to provide automated failover to a cloud-based disaster recovery site in the event of a system or site failure. Also, a comprehensive cloud Backup as a Service (BaaS) solution will be completed. In FY24, an advanced threat Network Detection and Response (NDR) system which creates a feed of security alerts that will identify suspicious network activity. Other projects slated for FY24 include the replacement of core network devices that have aged out and a migration and modernization which will improve network resiliency. Some components of the Data Center Modernization Program will be capitalized through the Improvement & Extension Fund budget as they are related to implementation, physical hardware, and software items. The remaining components are subscription related and other cloud services which will be funded from through IT's Operations & Maintenance budget. Details are shown in the Capital Outlay section of this document.

❖ **Shared Services**

The dollar amount of shared services reimbursement from DWSD will drastically reduce by \$1,326,100 which is a 3.6% reduction in revenue in FY 2024. There are three IT shared services agreements still in place.

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					
	Shared Services				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. In the chart below are the key contracts for these services.

Project Description	Telecom, Managed Security & Networks 626700	Telecom, Managed Security & Networks 626700	Disaster Recovery Services 617900	Repair & Maint Software/ Contractual Op Svcs 622302 / 617900	Professional Services 617400	Repairs & Maintenance - Software 622302	Professional Services 617400	Professional Services 622302	Total of Significant Contracts
Prime Consultant or Supplier	AT&T	Verizon	VMWARE Cloud Disaster Recovery as a Service	ERP Subscription - Workday	Magnolia River GIS Strategic Services	EAM Subscription-NEXGEN	DXC - WAM	Ceridian Human Resources Information Systems (HRIS)	
Software Type	N/A	N/A	Subscription	Subscription	N/A	Subscription	N/A	Subscription	
Contract #	CS-1689	1801674	2200346	2000274-2	1901592	1904219-2	CS-119	1803978	
Contract Amount	\$ 60,000,000	\$ 500,000	\$ 1,605,755	\$ 6,265,747	\$ 2,300,000	\$ 1,731,624	\$ 7,000,000	\$ 3,603,091	
Contract End Date	TBD	TBD	5/8/2025	5/31/2030	08/31/25	11/20/2028	06/30/22	12/05/24	
Cost Center Name	Infrastructure	IT Service Delivery	Infrastructure	IT Business Applications	IT Enterprise Applications	IT Enterprise Applications	IT Enterprise Applications	IT Business Applications	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2022 Spend	\$ 34,272,962	\$ 1,348,000	\$ -	\$ -	\$ 1,170,571	\$ -	\$ 7,716,258	\$ 531,028	\$ 45,038,819
Pre-FY 2022 Average Spend (*)	\$ 11,424,321	\$ 449,333	\$ -	\$ -	\$ 390,190	\$ -	\$ 2,572,086	\$ 514,125	15,750,055
FY 2022 Spend	10,323,027	516,882	1,477,625	411,506	242,515	-	1,829,192	\$ 497,222	15,297,969
FY 2023 Budget	13,789,500	552,200	408,000	1,530,000	765,000	440,000	2,500,000	438,600	20,423,300
FY 2024 Requested	<b>14,065,200</b>	<b>600,000</b>	<b>416,100</b>	<b>748,600</b>	<b>350,000</b>	<b>440,000</b>	<b>2,550,000</b>	<b>447,300</b>	<b>19,617,200</b>
FY 2025 Requested	14,346,500	612,000	424,400	766,900	350,000	440,000	2,601,000	456,200	19,997,000
FY 2026 Requested	14,633,400	628,000	432,900	785,600	350,000	440,000	2,653,000	465,300	20,388,200
FY 2027 Requested	14,926,100	645,000	441,600	799,500	350,000	440,000	2,653,000	474,600	20,729,800
FY 2027 Requested	15,224,600	665,000	450,400	813,700	350,000	-	-	484,100	17,987,800
<b>Total</b>	<b>\$ 131,581,289</b>	<b>\$ 5,567,082</b>	<b>\$ 4,051,025</b>	<b>\$ 5,855,806</b>	<b>\$ 3,928,086</b>	<b>\$ 2,200,000</b>	<b>\$ 22,502,450</b>	<b>\$ 3,794,350</b>	<b>\$ 179,480,088</b>

## 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.

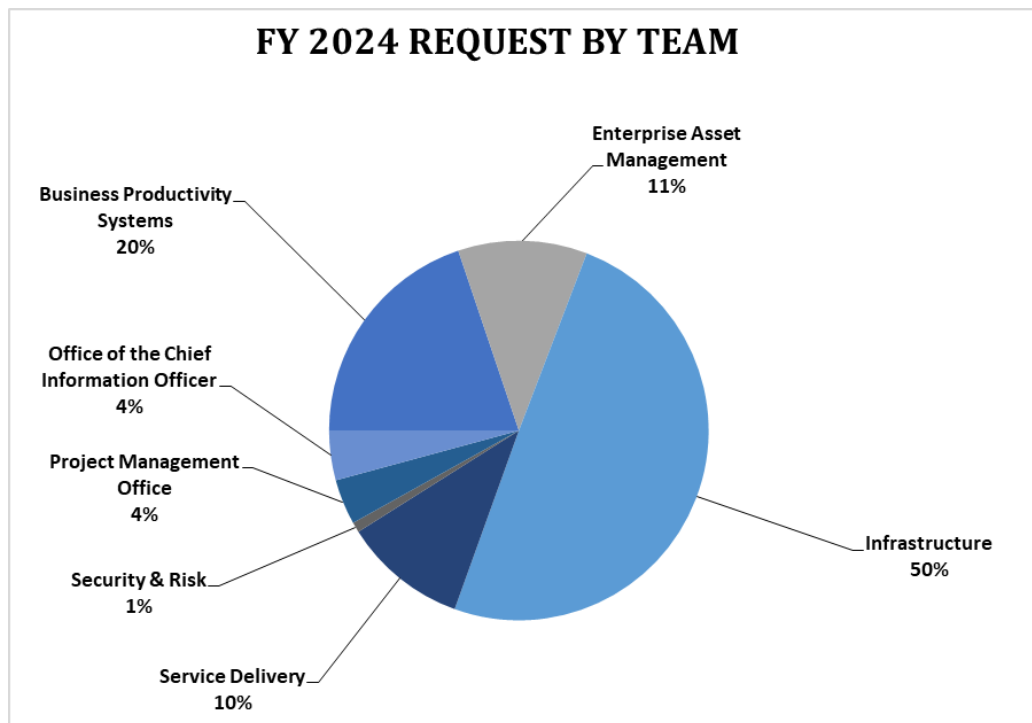
### ❖ Project Management Office

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

### ❖ Security & Risk

Responsible for

deploying security solutions and monitoring our 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.

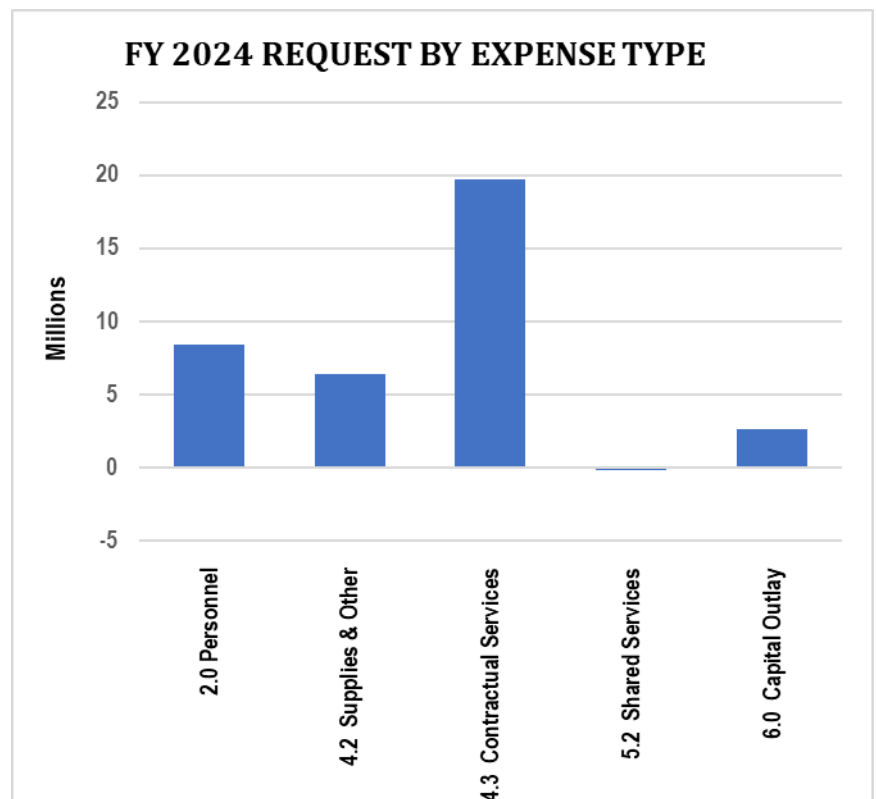
❖ **Service Delivery** – Provides frontline service and support to all team members and is responsible for deployment and support of all assigned computing and mobile devices and printers.

**Expense Categories**

There are five major 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 highest expense category for FY 2024. 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 \$621,100, or a positive 1.7%, in FY 2024.

- ❖ The personnel account is decreasing by \$138,400 in FY 2024 due to three Application Analyst positions with the Business Productivity Systems department projected to start in second half of FY 2024.
- ❖ The supplies & other account is decreasing by \$15,300 in FY 2024 due need assessment for Oracle Database Licensing. We right sized because we did not need as many.
- ❖ The contractual services account is decreasing by \$385,100 in FY 2024 for contractual support staff. Systems support and subscriptions related to the need to continue to support WAM projected to decrease as we move 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 \$1.3M due shared services agreements being termed on July 1, 2022. There are three service agreements continuing in a capacity to better reflect the IT services GLWA provides to DWSD.
- ❖ The capital outlay account is decreasing by \$166,200 in FY 2024 due to reduced SEP with newer technology that is implemented through budget infrastructure.

### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 7,210,400	\$ 8,567,400	\$ 1,842,500	\$ 8,429,000	\$ (138,400)	-1.6%	\$ 9,087,800
4.2 Supplies & Other	4,986,300	6,398,600	1,217,500	6,383,300	(15,300)	-0.2%	7,057,800
4.3 Contractual Services	20,524,600	20,141,800	3,358,800	19,756,700	(385,100)	-1.9%	20,526,300
5.2 Shared Services	(1,066,000)	(1,489,300)	85,600	(163,200)	1,326,100	-89.0%	(166,400)
6.0 Capital Outlay	622,800	2,814,500	106,100	2,648,300	(166,200)	-5.9%	2,691,000
<b>Grand Total</b>	<b>\$ 32,278,100</b>	<b>\$ 36,433,000</b>	<b>\$ 6,610,500</b>	<b>\$ 37,054,100</b>	<b>\$ 621,100</b>	<b>1.7%</b>	<b>\$ 39,196,500</b>

### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Office of the CIO	\$ 1,036,300	\$ 1,293,200	\$ 257,100	1,565,900	\$ 272,700	21.1%	\$ 1,741,400
Project Management Office	1,334,200	1,344,400	362,100	1,431,500	87,100	6.5%	1,434,500
Business Productivity Systems	5,211,500	7,880,200	1,618,700	7,344,400	(535,800)	-6.8%	8,358,500
Infrastructure	19,031,100	17,529,900	3,037,000	18,404,800	874,900	5.0%	18,718,000
Service Delivery	3,243,900	3,779,100	712,900	3,909,400	130,300	3.4%	4,028,900
Enterprise Asset Management Systems	2,340,700	4,177,400	622,700	4,077,900	(99,500)	-2.4%	4,501,400
Security & Risk	80,400	428,800	-	320,200	(108,600)	-25.3%	413,800
<b>Grand Total</b>	<b>\$ 32,278,100</b>	<b>\$ 36,433,000</b>	<b>6,610,500</b>	<b>37,054,100</b>	<b>621,100</b>	<b>1.7%</b>	<b>\$ 39,196,500</b>

## Personnel Budget

Information Technology personnel consists of 78 positions for FY 2024. The increase in positions is for an apprentice. The addition of the apprentice will enable IT to... have the bandwidth necessary

to drive the implementation and ongoing modernization anticipated with the upgrades and replacements of our data center and major business applications. The new positions will also enhance collaboration between IT and all areas of the business and facilitate strategic business process improvement.

The Information Technology Group is currently exploring an apprenticeship program that may add up to 3 FTEs depending on the identified need. Because of the preliminary nature of this opportunity, this additional headcount has not been 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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
<b>Information Technology</b>	<b>75.00</b>	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>
Office of the CIO	4.00	7.00	7.00	7.00	7.00	7.00	7.00
Project Management Office	10.00	10.00	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
Enterprise Asset Management Systems	17.00	17.00	17.00	17.00	17.00	17.00	17.00
Business Productivity Systems	13.00	13.00	12.00	12.00	12.00	12.00	12.00
Security & Risk	3.00	3.00	3.00	3.00	3.00	3.00	3.00

*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 2022 FTEs	Current Year FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs
<b>Information Technology</b>	<b>74.50</b>	<b>74.50</b>	<b>71.50</b>	<b>77.50</b>	<b>77.50</b>	<b>77.50</b>	<b>77.50</b>
Office of the CIO	4.00	4.75	6.00	7.00	7.00	7.00	7.00
Project Management Office	10.00	10.00	11.00	11.00	11.00	11.00	11.00
Service Delivery	15.00	15.00	14.00	15.00	15.00	15.00	15.00
Infrastructure	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Enterprise Asset Management Systems	16.50	16.25	16.00	16.50	16.50	16.50	16.50
Business Productivity Systems	13.00	13.00	9.50	12.00	12.00	12.00	12.00
Security & Risk	3.00	2.50	2.00	3.00	3.00	3.00	3.00

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

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Office of the CIO	\$ 584,500	\$ 658,100	\$ 185,100	\$ 913,600	\$ 255,500	38.8%	\$ 1,076,000
Project Management Office	1,318,500	1,315,300	361,400	1,401,900	86,600	6.6%	1,404,300
Service Delivery	1,192,400	1,340,000	308,400	1,283,200	(56,800)	-4.2%	1,350,300
Infrastructure	1,398,200	1,520,900	374,200	1,528,500	7,600	0.5%	1,531,300
Enterprise Asset Management Systems	895,200	1,597,400	187,800	1,103,000	(494,400)	-31.0%	1,369,500
Business Productivity Systems	1,741,200	1,775,500	425,600	1,906,800	131,300	7.4%	1,971,400
Security & Risk	80,400	360,200	-	292,000	(68,200)	-18.9%	385,000
<b>Grand Total</b>	<b>\$ 7,210,400</b>	<b>\$ 8,567,400</b>	<b>\$ 1,842,500</b>	<b>\$ 8,429,000</b>	<b>\$ (138,400)</b>	<b>-1.6%</b>	<b>\$ 9,087,800</b>

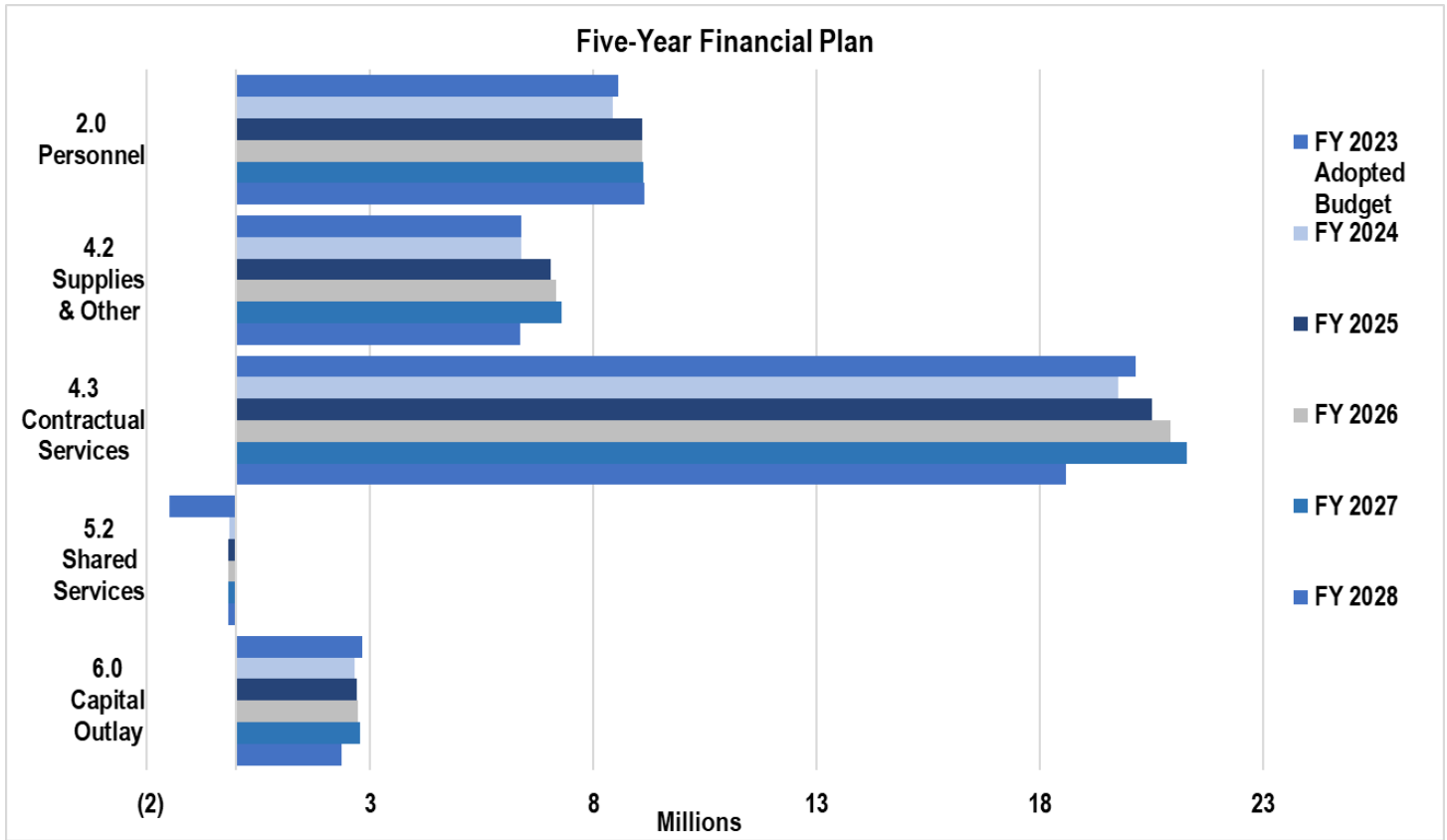
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Office of the CIO	\$ 584,500	\$ 658,100	\$ 913,600	\$ 1,076,000	\$ 1,077,500	\$ 1,079,000	\$ 1,080,500
Project Management Office	1,318,500	1,315,300	1,401,900	1,404,300	1,406,600	1,409,000	1,411,300
Service Delivery	1,192,400	1,340,000	1,283,200	1,350,300	1,353,400	1,356,600	1,359,800
Infrastructure	1,398,200	1,520,900	1,528,500	1,531,300	1,534,000	1,536,800	1,539,600
Enterprise Asset Management Systems	895,200	1,597,400	1,103,000	1,369,500	1,372,100	1,374,600	1,377,200
Business Productivity Systems	1,741,200	1,775,500	1,906,800	1,971,400	1,974,900	1,978,400	1,982,000
Security & Risk	80,400	360,200	292,000	385,000	385,600	386,300	386,900
<b>Grand Total</b>	<b>\$ 7,210,400</b>	<b>\$ 8,567,400</b>	<b>\$ 8,429,000</b>	<b>\$ 9,087,800</b>	<b>\$ 9,104,100</b>	<b>\$ 9,120,700</b>	<b>\$ 9,137,300</b>

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 7,210,400	\$ 8,567,400	\$ 8,429,000	\$ 9,087,800	\$ 9,104,100	\$ 9,120,700	\$ 9,137,300
4.2 Supplies & Other	4,986,300	6,398,600	6,383,300	7,057,800	7,163,100	7,287,800	6,369,200
4.3 Contractual Services	20,524,600	20,141,800	19,756,700	20,526,300	20,933,300	21,306,500	18,583,800
5.2 Shared Services	(1,066,000)	(1,489,300)	(163,200)	(166,400)	(169,700)	(173,000)	(176,400)
6.0 Capital Outlay	622,800	2,814,500	2,648,300	2,691,000	2,734,900	2,779,100	2,357,700
<b>Grand Total</b>	<b>\$ 32,278,100</b>	<b>\$ 36,433,000</b>	<b>\$ 37,054,100</b>	<b>\$ 39,196,500</b>	<b>\$ 39,765,700</b>	<b>\$ 40,321,100</b>	<b>\$ 36,271,600</b>

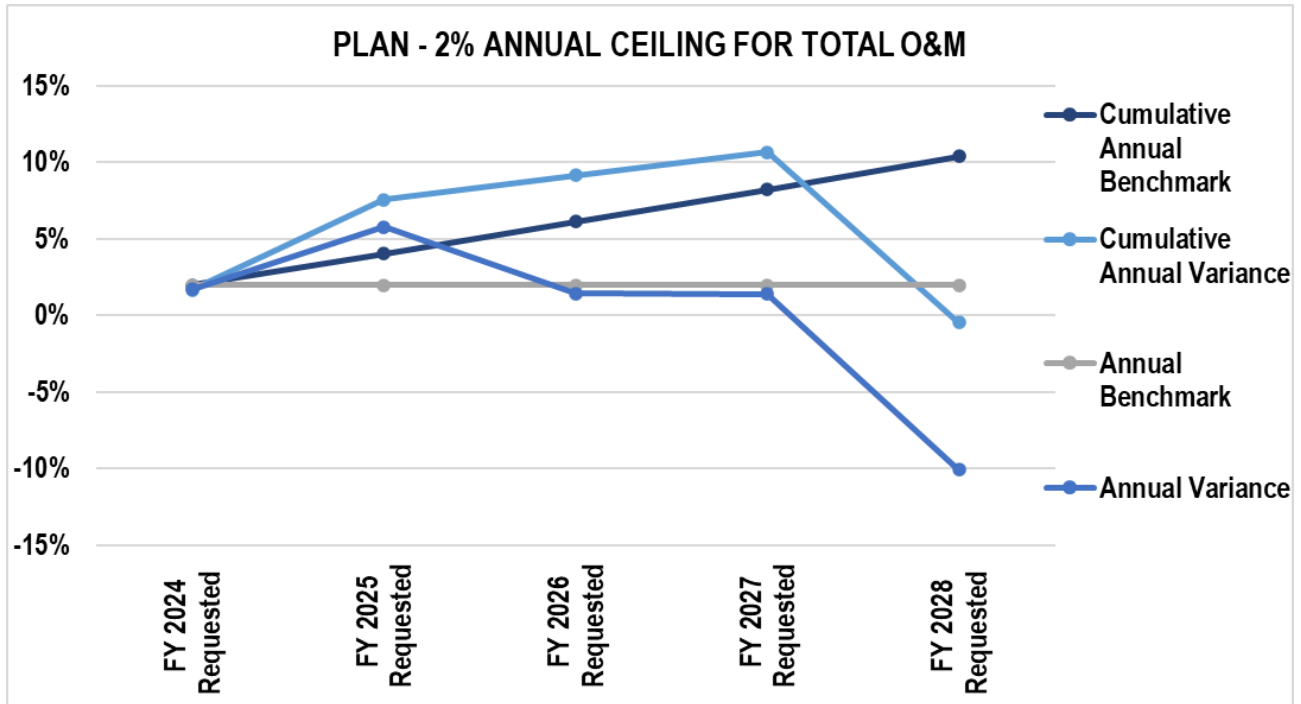


*Five-Year Biennial Budget Request by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Office of the CIO	\$ 1,036,300	\$ 1,293,200	\$ 1,565,900	\$ 1,741,400	\$ 1,756,200	\$ 1,771,300	\$ 1,786,600
Project Management Office	1,334,200	1,344,400	1,431,500	1,434,500	1,437,400	1,440,500	1,443,400
Service Delivery	3,243,900	3,779,100	3,909,400	4,028,900	4,089,400	4,151,900	4,217,900
Infrastructure	19,031,100	17,529,900	18,404,800	18,718,000	19,037,400	19,363,500	19,120,100
Enterprise Asset Management Systems	2,340,700	4,177,400	4,077,900	4,501,400	4,531,000	4,594,500	4,659,500
Business Productivity Systems	5,211,500	7,880,200	7,344,400	8,358,500	8,499,300	8,583,100	4,626,600
Security & Risk	80,400	428,800	320,200	413,800	415,000	416,300	417,500
<b>Grand Total</b>	<b>\$ 32,278,100</b>	<b>\$ 36,433,000</b>	<b>\$ 37,054,100</b>	<b>\$ 39,196,500</b>	<b>\$ 39,765,700</b>	<b>\$ 40,321,100</b>	<b>\$ 36,271,600</b>

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

The IT financial plan reflects a five-year overall decrease of -0.4% 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 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Operations &amp; Maintenance</b>	<b>\$ 2,814,500</b>	<b>\$ 2,648,300</b>	<b>\$ 2,691,000</b>	<b>\$ 2,734,900</b>	<b>\$ 2,779,100</b>	<b>\$ 2,357,700</b>
Hardware	1,537,500	1,768,300	1,795,700	1,823,600	1,852,100	1,633,500
Software	1,277,000	880,000	895,300	911,300	927,000	724,200
<b>Improvement &amp; Extension</b>	<b>9,500,000</b>	<b>8,400,000</b>	<b>4,500,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>
Leasehold Improvements, Computers & IT, Furniture & Fixtures	1,000,000	1,400,000	1,000,000		-	-
Software	8,500,000	7,000,000	3,500,000	1,000,000	-	-
<b>Grand Total</b>	<b>\$ 12,314,500</b>	<b>\$ 11,048,300</b>	<b>\$ 7,191,000</b>	<b>\$ 3,734,900</b>	<b>\$ 2,779,100</b>	<b>\$ 2,357,700</b>

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

Funding Source	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Operations & Maintenance	\$ 622,800	\$ 2,814,500	\$ 2,648,300	\$ 2,691,000	\$ 2,734,900	\$ 2,779,100	\$ 2,357,700
Improvement & Extension	924,000	9,500,000	8,400,000	4,500,000	1,000,000		
<b>Grand Total</b>	<b>\$ 1,546,800</b>	<b>\$ 12,314,500</b>	<b>\$ 11,048,300</b>	<b>\$ 7,191,000</b>	<b>\$ 3,734,900</b>	<b>\$ 2,779,100</b>	<b>\$ 2,357,700</b>

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

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Service Delivery	\$ 902,900	\$ 1,259,800	\$ 1,387,000	\$ 1,414,800	\$ 1,443,100	\$ 1,472,000	\$ 1,501,400
Infrastructure	330,600	1,718,900	2,231,200	1,839,800	848,600	857,500	400,000
Business Productivity Systems Enterprise Asset Management Systems	313,300	5,271,000	3,405,700	2,911,500	1,417,800	423,700	429,900
Security & Risks		64,800	24,400	24,900	25,400	25,900	26,400
<b>Grand Total</b>	<b>\$ 1,546,800</b>	<b>\$ 12,314,500</b>	<b>\$ 11,048,300</b>	<b>\$ 7,191,000</b>	<b>\$ 3,734,900</b>	<b>\$ 2,779,100</b>	<b>\$ 2,357,700</b>

As overall improvements and enhancements to the backbone of the IT infrastructure are completed under the Data Center Modernization Program, certain items will be capitalized 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 through IT's Operations & Maintenance budget.

The tables below contain the budget details by fiscal year.

<b>Project Description</b>	<b>FY 2022 Improvement &amp; Extension Fund</b>	<b>FY 2023 Improvement &amp; Extension Fund</b>	<b>FY 2024 Improvement &amp; Extension Fund</b>	<b>FY 2025 Improvement &amp; Extension Fund</b>	<b>Total Improvement &amp; Extension Fund</b>
Veeam Licensing (Back Up)	\$ -	\$ -	\$ 260,876.00	\$ -	\$ 260,876.00
Isilon Replacement including professional services and migration	500,000	-	-	-	500,000
DRaaS - Professional Sevices (Access Interactive)	78,540	-	-	-	78,540
Forcepoint (Barracude Replacement)	-	300,000	-	-	300,000
Hybrid Cloud Migration Professional Services	-	173,250	-	-	173,250
Network Cisco Switch Replacement/ Upgrade	-	-	500,000	500,000	1,000,000
AD Migration	-	-	150,000	150,000	300,000
<b>Total</b>	<b>\$ 578,540</b>	<b>\$ 473,250</b>	<b>\$ 910,876</b>	<b>\$ 650,000</b>	<b>\$ 2,612,666</b>

<b>Project Description</b>	<b>FY 2022 Operations &amp; Maintenance Fund</b>	<b>FY 2023 Operations &amp; Maintenance Fund</b>	<b>FY 2024 Operations &amp; Maintenance Fund</b>	<b>FY 2025 Operations &amp; Maintenance Fund</b>	<b>Total Operations &amp; Maintenance Fund</b>
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	675,000
Hybrid Cloud Migration/NSX-T	-	515,871	515,871	515,871	1,547,613
<b>Total</b>	<b>\$ 616,739</b>	<b>\$ 1,357,610</b>	<b>\$ 1,357,610</b>	<b>\$ 1,357,610</b>	<b>\$ 4,689,569</b>

### 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>883301 - Office of the CIO</b>	\$ 1,036,300	\$ 1,293,200	\$ 257,100	\$ 1,565,900	\$ 1,741,400	\$ 1,756,200	\$ 1,771,300	\$ 1,786,600
2.1 Salaries & Wages	463,500	504,100	143,400	709,600	835,200	835,200	835,200	835,200
2.4 Employee Benefits	121,000	154,000	41,700	204,000	240,800	242,300	243,800	245,300
4.2 Supplies & Other	119,000	118,100	24,600	120,100	122,500	125,000	127,500	130,000
Memberships, Licenses & Subscriptions	61,300	83,200	20,000	84,700	86,400	88,200	90,000	91,800
Office Supplies	46,500	14,600	3,100	14,800	15,100	15,400	15,700	16,000
Operating Supplies	400	-	100	-	-	-	-	-
Supplies & Other - Covid19	4,900	-	900	-	-	-	-	-
Training and Internal Meetings	4,900	9,200	-	9,300	9,500	9,700	9,900	10,100
Travel	1,000	11,100	500	11,300	11,500	11,700	11,900	12,100
4.3 Contractual Services	332,800	517,000	47,400	532,200	542,900	553,700	564,800	576,100
Contract Services-Information Technology	331,800	517,000	47,200	532,200	542,900	553,700	564,800	576,100
Contractual Operating Services	1,000	-	200	-	-	-	-	-
<b>883311 - Project Management Office</b>	1,334,200	1,344,400	362,100	1,431,500	1,434,500	1,437,400	1,440,500	1,443,400
2.1 Salaries & Wages	1,025,100	1,002,000	279,900	1,069,600	1,069,600	1,069,600	1,069,600	1,069,600
2.4 Employee Benefits	293,400	313,300	81,500	332,300	334,700	337,000	339,400	341,700
4.2 Supplies & Other	15,600	29,100	700	29,600	30,200	30,800	31,500	32,100
Memberships, Licenses & Subscriptions	1,600	14,100	700	14,300	14,600	14,900	15,200	15,500
Training and Internal Meetings	14,000	14,100	-	14,400	14,700	15,000	15,300	15,600
Travel	-	900	-	900	900	900	1,000	1,000
4.3 Contractual Services	100	-	-	-	-	-	-	-
Contractual Operating Services	100	-	-	-	-	-	-	-
<b>883321 - Service Delivery</b>	3,243,900	3,779,100	712,900	3,909,400	4,028,900	4,089,400	4,151,900	4,217,900
2.1 Salaries & Wages	886,600	968,300	230,800	936,700	980,000	980,000	980,000	980,000
2.3 Overtime	200	-	100	-	-	-	-	-
2.4 Employee Benefits	305,600	371,700	77,500	346,500	370,300	373,400	376,600	379,800
4.2 Supplies & Other	781,500	780,100	259,400	795,300	811,000	827,300	843,900	860,600
Memberships, Licenses & Subscriptions	2,900	5,400	8,000	5,500	5,600	5,700	5,800	5,900
Office Supplies	300	-	5,300	-	-	-	-	-
Printing	-	306,000	-	312,000	318,200	324,600	331,100	337,700
Repairs & Maintenance-Equipment	27,900	-	-	-	-	-	-	-
Repairs & Maintenance-Hardware	400	46,400	-	47,300	48,200	49,200	50,200	51,200
Repairs & Maintenance-Miscellaneous	-	26,900	-	27,400	27,900	28,500	29,100	29,700
Repairs & Maintenance-Software	690,700	212,400	149,000	216,600	220,900	225,400	229,900	234,400
Training and Internal Meetings	16,900	64,800	-	66,000	67,300	68,600	70,000	71,400
Travel	-	16,200	-	16,500	16,800	17,100	17,400	17,700
Capital Outlay less than \$5,000	42,400	102,000	97,100	104,000	106,100	108,200	110,400	112,600
4.3 Contractual Services	517,100	552,200	89,600	600,000	612,000	628,000	645,000	665,000
Telecom, Managed Security & Network Svcs	517,100	552,200	89,600	600,000	612,000	628,000	645,000	665,000
5.2 Shared Services	(150,000)	(153,000)	87,300	(156,100)	(159,200)	(162,400)	(165,600)	(168,900)
Shared Services : Salaries & Wages Reimb	(51,500)	(52,500)	62,200	(53,600)	(54,700)	(55,800)	(56,900)	(58,000)
Shared Services Reimbursement	(78,000)	(79,600)	(19,900)	(81,200)	(82,800)	(84,500)	(86,200)	(87,900)
Shared Services: Employee Benefit Reimb	(20,500)	(20,900)	45,000	(21,300)	(21,700)	(22,100)	(22,500)	(23,000)
6.0 Capital Outlay	902,900	1,259,800	(31,800)	1,387,000	1,414,800	1,443,100	1,472,000	1,501,400
Capital Outlay over \$5k(O&M-NonCapitlzd)	902,900	1,259,800	(31,800)	1,387,000	1,414,800	1,443,100	1,472,000	1,501,400

**Line-Item Budget and Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>883331 - Infrastructure</b>	<b>19,031,100</b>	<b>17,529,900</b>	<b>3,037,000</b>	<b>18,404,800</b>	<b>18,718,000</b>	<b>19,037,400</b>	<b>19,363,500</b>	<b>19,120,100</b>
2.1 Salaries & Wages	1,071,400	1,143,000	284,200	1,155,300	1,155,300	1,155,300	1,155,300	1,155,300
2.4 Employee Benefits	326,800	377,900	90,000	373,200	376,000	378,700	381,500	384,300
4.2 Supplies & Other	1,039,000	1,680,600	256,100	1,346,500	1,354,600	1,362,800	1,371,400	1,327,300
Memberships, Licenses & Subscriptions	5,100	-	800	-	-	-	-	-
Repairs & Maintenance-Equipment	200	-	-	-	-	-	-	-
Repairs & Maintenance-Hardware	392,400	1,498,100	34,200	1,229,000	1,234,800	1,240,700	1,246,800	1,253,000
Repairs & Maintenance-Software	524,100	140,600	220,500	74,800	76,300	77,800	79,400	28,200
Training and Internal Meetings	-	21,600	-	22,000	22,400	22,800	23,300	23,800
Travel	-	20,300	-	20,700	21,100	21,500	21,900	22,300
Capital Outlay less than \$5,000	117,200	-	600	-	-	-	-	-
4.3 Contractual Services	16,748,900	14,451,000	2,391,500	14,705,700	14,999,500	15,299,300	15,605,200	15,860,700
Contract Services-Information Technology	86,600	94,300	16,900	62,000	63,000	64,100	65,200	10,000
Contractual Operating Services	243,700	567,200	131,400	578,500	590,000	601,800	613,900	626,100
Telecom, Managed Security & Network Svcs	16,418,600	13,789,500	2,243,200	14,065,200	14,346,500	14,633,400	14,926,100	15,224,600
5.2 Shared Services	(431,000)	(841,500)	(1,700)	(7,100)	(7,200)	(7,300)	(7,400)	(7,500)
Shared Services : Salaries & Wages Reimb	(75,000)	(153,000)	-	-	-	-	-	-
Shared Services Reimbursement	(326,000)	(627,300)	(1,700)	(7,100)	(7,200)	(7,300)	(7,400)	(7,500)
Shared Services: Employee Benefit Reimb	(30,000)	(61,200)	-	-	-	-	-	-
6.0 Capital Outlay	276,000	718,900	16,900	831,200	839,800	848,600	857,500	400,000
Capital Outlay over \$5k(O&M-NonCapitlzd)	276,000	718,900	16,900	831,200	839,800	848,600	857,500	400,000
<b>883341 - Enterprise Applications</b>	<b>2,340,700</b>	<b>4,177,400</b>	<b>622,700</b>	<b>4,077,900</b>	<b>4,501,400</b>	<b>4,531,000</b>	<b>4,594,500</b>	<b>4,659,500</b>
2.1 Salaries & Wages	685,400	1,142,300	144,800	832,400	1,029,200	1,029,200	1,029,200	1,029,200
2.4 Employee Benefits	209,800	364,900	43,000	270,600	340,300	342,900	345,400	348,000
2.5 Transition Services	-	90,200	-	-	-	-	-	-
4.2 Supplies & Other	1,053,600	1,942,400	352,500	2,373,100	2,400,400	2,411,600	2,456,200	2,501,800
Memberships, Licenses & Subscriptions	9,600	-	1,500	-	-	-	-	-
Repairs & Maintenance-Software	1,033,300	1,883,100	347,700	2,312,700	2,338,700	2,348,600	2,391,900	2,436,200
Supplies & Other - Covid19	200	-	-	-	-	-	-	-
Training and Internal Meetings	10,500	36,800	3,300	37,500	38,300	39,100	39,900	40,700
Travel	-	22,500	-	22,900	23,400	23,900	24,400	24,900
4.3 Contractual Services	391,900	637,600	82,400	601,800	731,500	747,300	763,700	780,500
Contract Services-Information Technology	235,800	478,400	82,400	601,800	731,500	747,300	763,700	780,500
Contractual Operating Services	156,100	159,200	-	-	-	-	-	-
<b>883351 - Business Applications</b>	<b>5,211,500</b>	<b>7,880,200</b>	<b>1,618,700</b>	<b>7,344,400</b>	<b>8,358,500</b>	<b>8,499,300</b>	<b>8,583,100</b>	<b>4,626,600</b>
2.1 Salaries & Wages	1,332,800	1,333,500	326,700	1,443,600	1,490,000	1,490,000	1,490,000	1,490,000
2.4 Employee Benefits	408,400	442,000	98,900	463,200	481,400	484,900	488,400	492,000
4.2 Supplies & Other	1,977,600	1,844,500	324,200	1,714,900	2,335,200	2,401,600	2,453,200	1,513,200
Memberships, Licenses & Subscriptions	100	500	-	500	500	500	500	500
Mileage and Parking	-	800	-	800	800	800	800	800
Repairs & Maintenance-Software	1,970,300	1,804,400	266,800	1,674,100	2,293,600	2,359,200	2,410,000	1,467,600
Training and Internal Meetings	5,000	20,400	56,200	20,800	21,200	21,600	22,000	24,000
Travel	2,200	18,400	1,200	18,700	19,100	19,500	19,900	20,300
4.3 Contractual Services	2,533,800	3,984,000	747,900	3,317,000	3,640,400	3,705,000	3,727,800	701,500
Contract Services-Information Technology	2,365,100	3,937,300	706,500	3,317,000	3,640,400	3,705,000	3,727,800	701,500
Contractual Operating Services	168,700	46,700	41,400	-	-	-	-	-
5.2 Shared Services	(485,000)	(494,800)	-	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	(41,600)	(42,500)	-	-	-	-	-	-
Shared Services Reimbursement	(428,700)	(437,300)	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(14,700)	(15,000)	-	-	-	-	-	-
6.0 Capital Outlay	(556,100)	771,000	121,000	405,700	411,500	417,800	423,700	429,900
Capital Outlay over \$5k(O&M-NonCapitlzd)	(556,100)	771,000	121,000	405,700	411,500	417,800	423,700	429,900

**Line-Item Budget and Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
883361 - Security & Risk	80,400	428,800	-	320,200	413,800	415,000	416,300	417,500
2.1 Salaries & Wages	60,000	277,000	-	225,900	293,400	293,400	293,400	293,400
2.4 Employee Benefits	20,400	83,200	-	66,100	91,600	92,200	92,900	93,500
4.2 Supplies & Other	-	3,800	-	3,800	3,900	4,000	4,100	4,200
Memberships, Licenses & Subscriptions	-	3,800	-	3,800	3,900	4,000	4,100	4,200
6.0 Capital Outlay	-	64,800	-	24,400	24,900	25,400	25,900	26,400
Capital Outlay over \$5k(O&M-NonCapitlzd)	-	64,800	-	24,400	24,900	25,400	25,900	26,400
<b>Grand Total</b>	<b>\$ 32,278,100</b>	<b>\$ 36,433,000</b>	<b>\$ 6,610,500</b>	<b>\$ 37,054,100</b>	<b>\$ 39,196,500</b>	<b>\$ 39,765,700</b>	<b>\$ 40,321,100</b>	<b>\$ 36,271,600</b>

## Security & Integrity

Provide high quality, professional security operations and technical intelligence for the organization and its valued customers throughout Michigan.

### Strategic Initiatives

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

Continue assessing 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” (Completion in FY 2026)**

The Security and Integrity Group will be working 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 State of Michigan and Federal Emergency Management Agency (FEMA) to research requirements and certify GLWA as a Disaster Response team. This phase will start 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 numbers on team and 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.

#### ❖ **Expand the Office of Emergency Preparedness:**

By coordinating with Executive Leadership Team (ELT) and creating avenues that will increase GLWA’s ability to is prepared for, respond to, and recover from, all natural and man-made emergencies. By expanding effective training programs, drills and threat and vulnerability assessments, that will engage team members to save lives and reduce the impact of disasters and emergencies. With the goal of instructing 40 staff members ICS 100, 200, 700 and 800 and conducting two tabletop exercises within the fiscal year. Total staffing to occur within FY 2024.

#### ❖ **Implement CAD System:**

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 a 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
Security & Integrity Strategic Initiatives	Water Act 2018 Threat and Vulnerability Assessments			x	x	x	x		x			
	Report Management System			x		x						
	Online Training Program										x	
	Plan, design & implement a joint "Disaster Response Unit"				x	x	x	x	x	x	x	x
	Secondary Fusion Center at Water Works Park			x	x	x	x		x			

**Organization**

The Security and Integrity Area consists of two teams.

❖ **Security and Integrity**

Provide high quality, professional security operations and technical intelligence for the organization and its valued customers throughout Michigan.

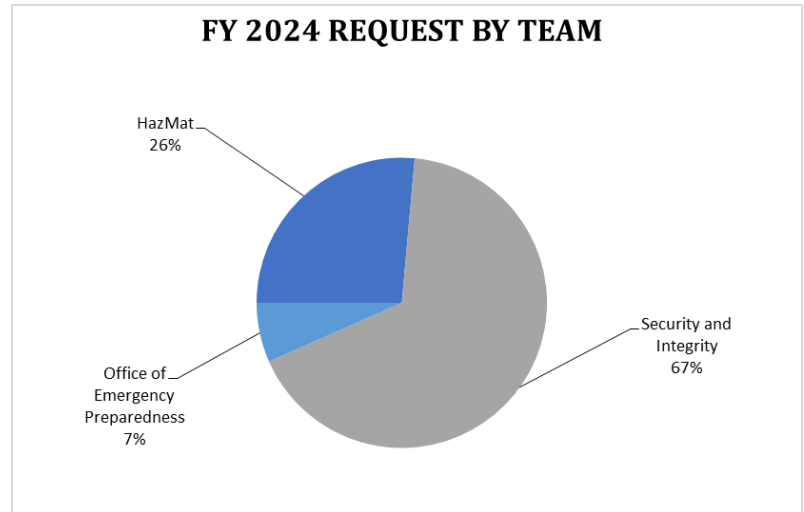
❖ **HazMat**

An in-house delivery service within the Security & Integrity Group who perform 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 assess vulnerabilities for the utility.

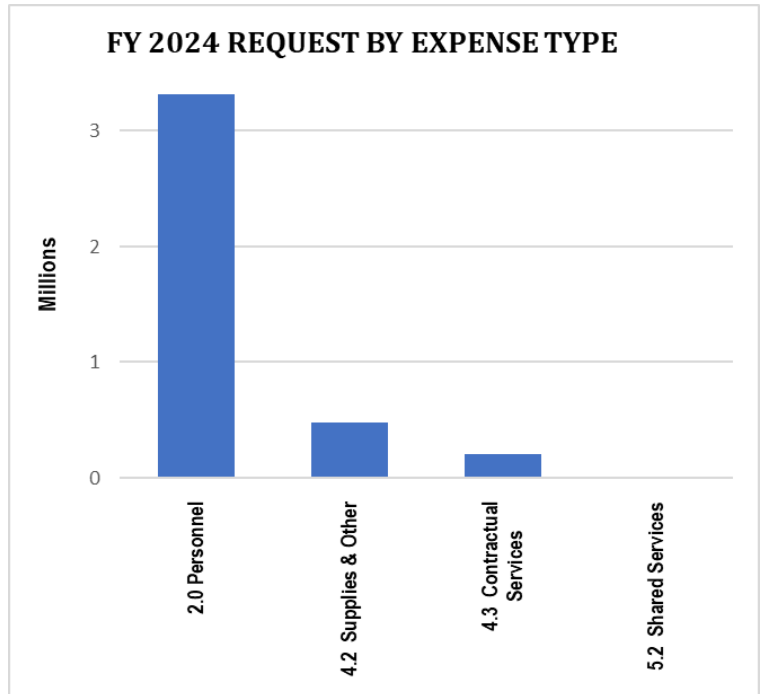


### Expense Categories

There are four major categories of Security and Integrity expenses in the Operations and Maintenance Budget as listed below.

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

Personnel is the highest expense category for the Security and Integrity Area. In FY 2022, after the budget was approved by the Board of Directors a need for an Office of Emergency Preparedness presented itself and the cost center was created with three vacant security officer positions.



### Biennial Budget Request

The biennial budget reflects an overall \$112,200 decrease, or -1.7%, in FY 2024.

- ❖ The personnel category is increasing by \$5,900 due to delay in hiring new security officers in the first quarter of FY 2023 for expanded coverage.
- ❖ The \$138,300 decrease in supplies & other due to a budget allocation to HazMat for firefighter equipment and funding to Office of Emergency Preparedness for COOP training.
- ❖ The contractual services account is decreasing by \$69,600 due to the declining use of contractual services with DA Central for building maintenance. This is the result of less foot traffic and wear on our systems.

### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 5,689,900	\$ 6,120,800	\$ 1,576,700	\$ 6,126,700	\$ 5,900	0.1%	\$ 6,472,700
4.3 Contractual Services	221,800	521,200	41,900	451,600	(69,600)	-13.4%	460,500
4.2 Supplies & Other	205,900	338,900	41,500	200,600	(138,300)	-40.8%	204,600
5.2 Shared Services	56,800	(344,800)	(63,400)	(255,000)	89,800	-26.0%	(260,100)
<b>Grand Total</b>	<b>\$ 6,174,400</b>	<b>\$ 6,636,100</b>	<b>\$ 1,596,700</b>	<b>\$ 6,523,900</b>	<b>\$ (112,200)</b>	<b>-1.7%</b>	<b>\$ 6,877,700</b>

### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Security and Integrity	\$ 4,629,100	\$ 4,554,700	\$ 1,147,100	4,368,000	\$ (186,700)	-4.1%	\$ 4,538,400
HazMat	1,426,800	1,740,200	382,600	1,723,800	(16,400)	-0.9%	1,852,500
Office of Emergency Preparedness	118,500	341,200	67,000	432,100	90,900	26.6%	486,800
<b>Grand Total</b>	<b>\$ 6,174,400</b>	<b>\$ 6,636,100</b>	<b>1,596,700</b>	<b>6,523,900</b>	<b>(112,200)</b>	<b>-1.7%</b>	<b>\$ 6,877,700</b>

### Personnel Budget

The Security and Integrity Area consists of 78.5 positions in FY 2024. We have postponed filling two security positions with the HazMat team to 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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
<b>Security and Integrity Area</b>	<b>79.00</b>	<b>82.00</b>	<b>82.00</b>	<b>84.00</b>	<b>84.00</b>	<b>84.00</b>	<b>84.00</b>
Security and Integrity	57.00	60.00	60.00	60.00	60.00	60.00	60.00
HazMat	19.00	19.00	19.00	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. For this budget area, the Staffing Plan and the FTEs are consistent.

#### 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
<b>Security and Integrity Area</b>	<b>79.00</b>	<b>82.00</b>	<b>78.50</b>	<b>83.00</b>	<b>84.00</b>	<b>84.00</b>	<b>84.00</b>
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 table presents the Security & Integrity personnel budget which consists of the following expense categories: Salaries & Wages, Overtime and Employee Benefits. The values for the personnel budget are based on the full-time equivalents table above.

#### Personnel Budget

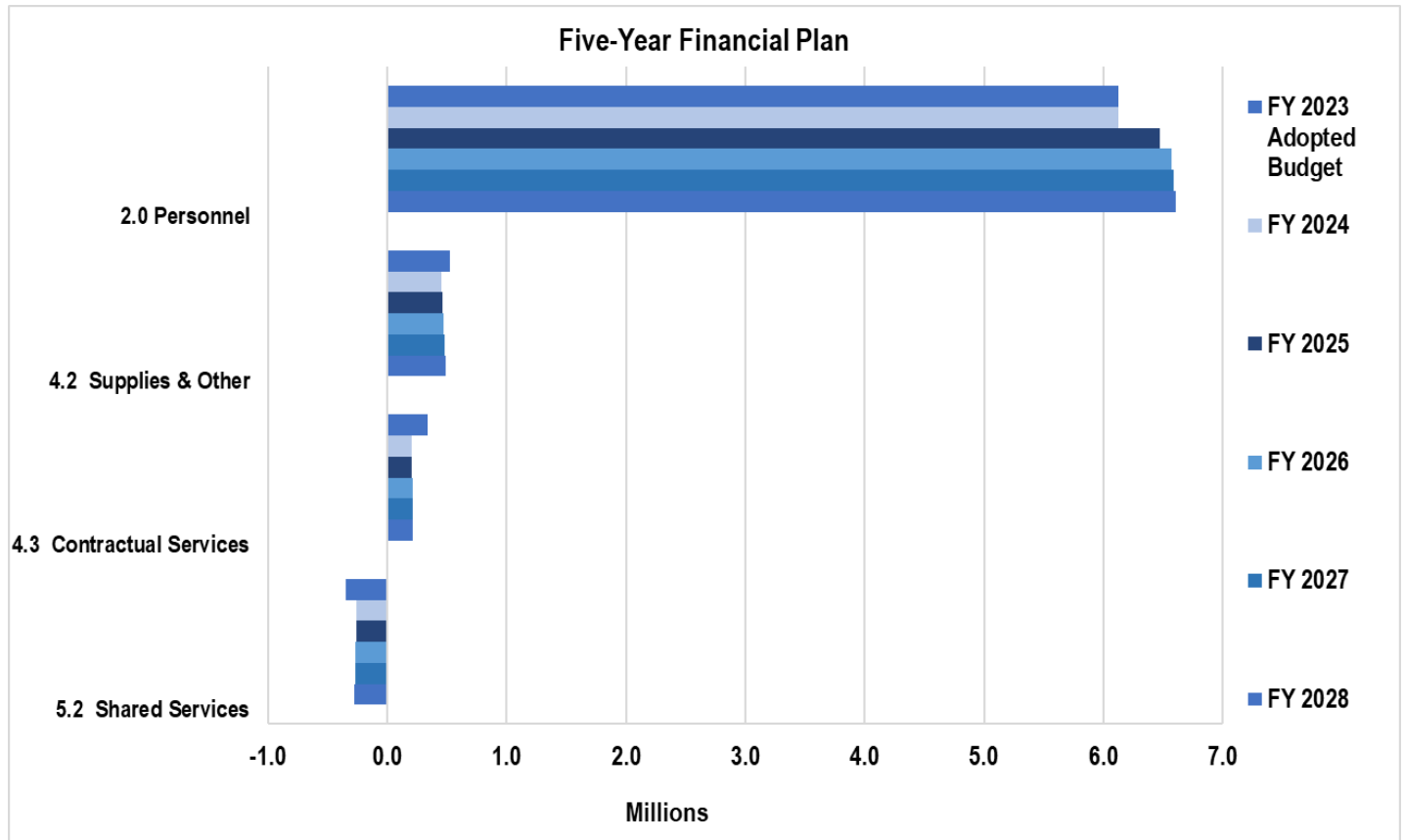
Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Security and Integrity	\$ 4,167,400	\$ 4,265,400	\$ 1,130,400	\$ 4,216,000	\$ (49,400)	-1.2%	\$ 4,383,300
HazMat	1,404,000	1,594,200	379,800	1,581,600	(12,600)	-0.8%	1,707,500
Office of Emergency Preparedness	118,500	261,200	66,500	329,100	67,900	26.0%	381,900
<b>Grand Total</b>	<b>\$ 5,689,900</b>	<b>\$ 6,120,800</b>	<b>\$ 1,576,700</b>	<b>\$ 6,126,700</b>	<b>\$ 5,900</b>	<b>0.1%</b>	<b>\$ 6,472,700</b>

**Personnel Budget – Five-Year Financial Plan**

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Security and Integrity	\$ 4,167,400	\$ 4,265,400	\$ 4,216,000	\$ 4,383,300	\$ 4,396,000	\$ 4,408,800	\$ 4,421,600
HazMat	1,404,000	1,594,200	1,581,600	1,707,500	1,793,300	1,797,800	1,802,300
Office of Emergency Preparedness	118,500	261,200	329,100	381,900	382,600	383,200	383,800
<b>Grand Total</b>	<b>\$ 5,689,900</b>	<b>\$ 6,120,800</b>	<b>\$ 6,126,700</b>	<b>\$ 6,472,700</b>	<b>\$ 6,571,900</b>	<b>\$ 6,589,800</b>	<b>\$ 6,607,700</b>

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

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 5,689,900	\$ 6,120,800	\$ 6,126,700	\$ 6,472,700	\$ 6,571,900	\$ 6,589,800	\$ 6,607,700
4.2 Supplies & Other	221,800	521,200	451,600	460,500	469,500	479,200	488,700
4.3 Contractual Services	205,900	338,900	200,600	204,600	208,700	213,000	217,200
5.2 Shared Services	56,800	(344,800)	(255,000)	(260,100)	(265,300)	(270,600)	(276,000)
<b>Grand Total</b>	<b>\$ 6,174,400</b>	<b>\$ 6,636,100</b>	<b>\$ 6,523,900</b>	<b>\$ 6,877,700</b>	<b>\$ 6,984,800</b>	<b>\$ 7,011,400</b>	<b>\$ 7,037,600</b>

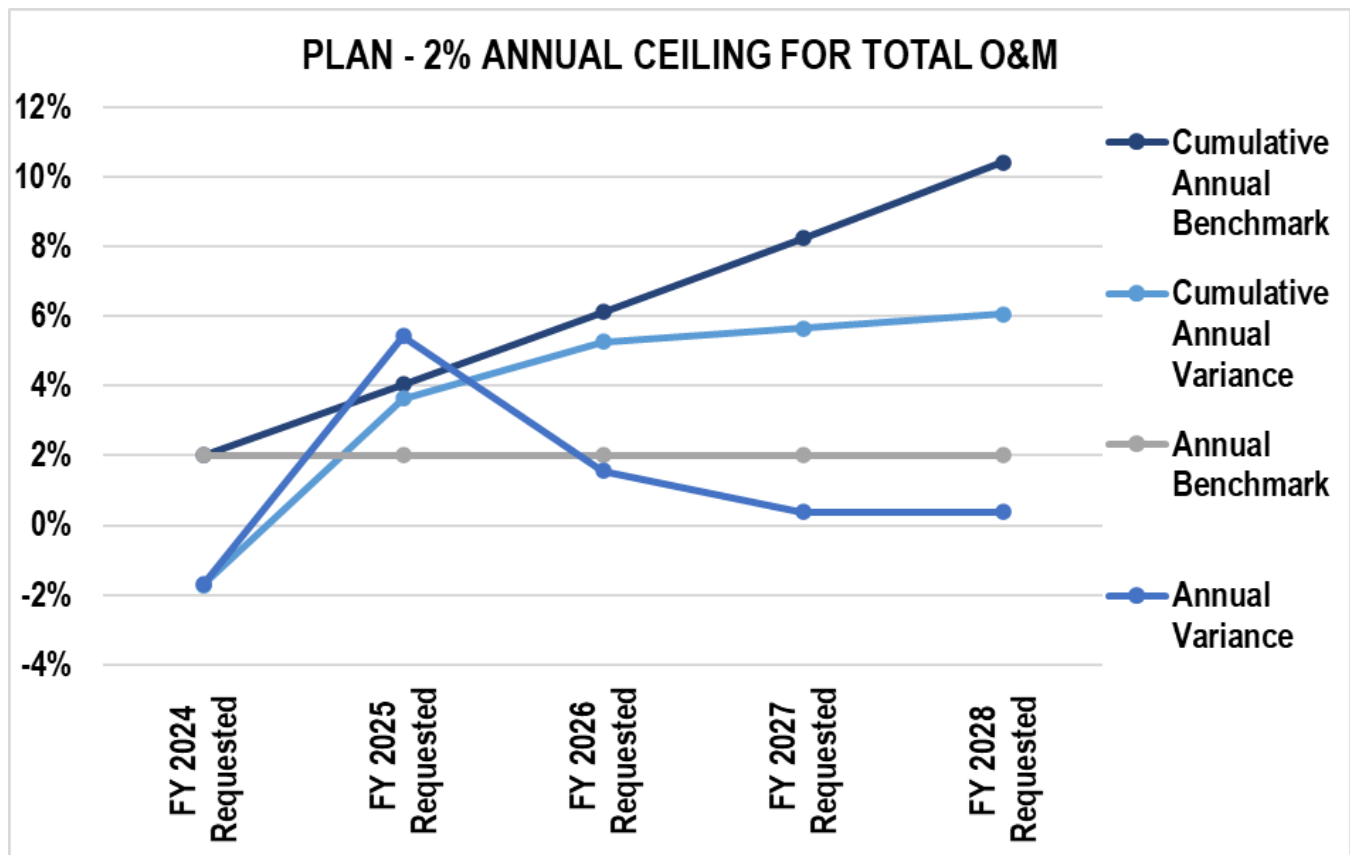


### Five-Year Financial Plan by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Security and Integrity	\$ 4,629,100	\$ 4,554,700	\$ 4,368,000	\$ 4,538,400	\$ 4,554,200	\$ 4,569,900	\$ 4,586,200
HazMat	1,426,800	1,740,200	1,723,800	1,852,500	1,940,800	1,949,000	1,956,100
Office of Emergency Preparedness	118,500	341,200	432,100	486,800	489,800	492,500	495,300
<b>Grand Total</b>	<b>\$ 6,174,400</b>	<b>\$ 6,636,100</b>	<b>\$ 6,523,900</b>	<b>\$ 6,877,700</b>	<b>\$ 6,984,800</b>	<b>\$ 7,011,400</b>	<b>\$ 7,037,600</b>

### 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 6.1%, which is higher than the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment). The main reason for the increase is due to the addition of three security officers for expanded coverage.



### 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 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 192,600	\$ 83,200	\$ 84,800	\$ 86,400	\$ 88,000	\$ 90,000
Access Control, Surveillance	192,600	83,200	84,800	86,400	88,000	90,000
<b>Grand Total</b>	<b>\$ 192,600</b>	<b>\$ 83,200</b>	<b>\$ 84,800</b>	<b>\$ 86,400</b>	<b>\$ 88,000</b>	<b>\$ 90,000</b>

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

Funding Source	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 192,600	\$ 83,200	\$ 84,800	\$ 86,400	\$ 88,000	\$ 90,000
<b>Grand Total</b>	<b>\$ 192,600</b>	<b>\$ 83,200</b>	<b>\$ 84,800</b>	<b>\$ 86,400</b>	<b>\$ 88,000</b>	<b>\$ 90,000</b>

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

Team	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Security and Integrity	131,600	\$ 83,200	\$ 84,800	\$ 86,400	\$ 88,000	\$ 90,000
HazMat	61,000	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 192,600</b>	<b>\$ 83,200</b>	<b>\$ 84,800</b>	<b>\$ 86,400</b>	<b>\$ 88,000</b>	<b>\$ 90,000</b>



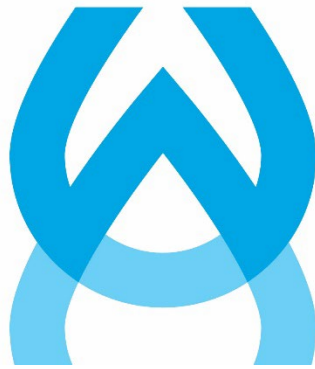
### Line-Item Budget and Financial Plan

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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>881201 - Security and Integrity</b>	<b>\$ 4,629,100</b>	<b>\$ 4,554,700</b>	<b>\$ 1,147,100</b>	<b>\$ 4,368,000</b>	<b>\$ 4,538,400</b>	<b>\$ 4,554,200</b>	<b>\$ 4,569,900</b>	<b>\$ 4,586,200</b>
2.1 Salaries & Wages	2,605,100	2,794,800	731,300	2,799,800	2,903,800	2,903,800	2,903,800	2,903,800
2.3 Overtime	393,200	168,500	105,500	168,500	168,500	168,500	168,500	168,500
2.4 Employee Benefits	1,169,100	1,302,100	293,600	1,247,700	1,311,000	1,323,700	1,336,500	1,349,300
4.2 Supplies & Other	199,000	370,200	38,600	237,900	242,700	247,600	252,200	257,500
Employee Uniform Expense	57,600	54,700	21,000	55,700	56,800	58,000	59,100	60,300
Memberships, Licenses & Subscriptions	24,100	34,500	4,500	16,500	16,900	17,100	17,500	17,900
Mileage and Parking	-	200	-	200	200	200	200	200
Office Supplies	10,600	13,300	1,900	13,600	13,900	14,200	14,400	14,700
Operating Supplies	78,400	130,800	7,100	106,000	108,100	110,300	112,400	114,800
Training and Internal Meetings	6,500	100,300	200	8,800	9,000	9,200	9,300	9,500
Travel	1,000	16,400	3,200	16,700	17,000	17,400	17,700	18,100
Tuition Refund	2,300	10,000	-	10,200	10,400	10,600	10,800	11,000
Capital Outlay less than \$5,000	16,000	-	-	-	-	-	-	-
4.3 Contractual Services	205,900	263,900	41,500	169,100	172,500	175,900	179,500	183,100
5.2 Shared Services	56,800	(344,800)	(63,400)	(255,000)	(260,100)	(265,300)	(270,600)	(276,000)
Shared Services : Salaries & Wages Reimb	28,600	(208,500)	(37,800)	(154,200)	(157,300)	(160,400)	(163,600)	(166,900)
Shared Services Reimbursement	19,100	(53,000)	(10,500)	(39,200)	(40,000)	(40,800)	(41,600)	(42,400)
Shared Services: Employee Benefit Reimb	9,100	(83,300)	(15,100)	(61,600)	(62,800)	(64,100)	(65,400)	(66,700)
<b>881202 - HazMat</b>	<b>1,426,800</b>	<b>1,740,200</b>	<b>382,600</b>	<b>1,723,800</b>	<b>1,852,500</b>	<b>1,940,800</b>	<b>1,949,000</b>	<b>1,956,100</b>
2.1 Salaries & Wages	895,900	1,050,400	236,800	1,051,800	1,131,100	1,184,000	1,184,000	1,184,000
2.3 Overtime	119,900	97,700	46,500	97,800	106,200	111,800	111,800	111,800
2.4 Employee Benefits	388,200	446,100	96,500	432,000	470,200	497,500	502,000	506,500
4.2 Supplies & Other	22,800	146,000	2,800	142,200	145,000	147,500	151,200	153,800
Employee Uniform Expense	3,500	9,600	-	9,800	10,000	10,100	10,500	10,600
Memberships, Licenses & Subscriptions	1,000	1,500	-	1,500	1,500	1,500	1,600	1,600
Office Supplies	1,000	18,800	-	19,100	19,500	19,900	20,300	20,600
Operating Supplies	13,000	35,700	500	57,200	58,300	59,500	60,700	61,900
Repairs & Maintenance-Equipment	2,800	17,200	1,700	17,500	17,800	18,100	18,700	18,900
Training and Internal Meetings	-	20,600	600	1,200	1,400	1,100	1,300	1,500
Travel	900	4,000	-	4,000	4,000	4,100	4,200	4,200
Tuition Refund	600	-	-	-	-	-	-	-
Uniforms, Laundry, Cleaning	-	7,300	-	-	-	-	-	-
Capital Outlay less than \$5,000	-	31,300	-	31,900	32,500	33,200	33,900	34,500
<b>881203 - Office of Emergency Preparedness</b>	<b>118,500</b>	<b>341,200</b>	<b>67,000</b>	<b>432,100</b>	<b>486,800</b>	<b>489,800</b>	<b>492,500</b>	<b>495,300</b>
2.1 Salaries & Wages	96,500	188,700	50,900	252,000	290,800	290,800	290,800	290,800
2.4 Employee Benefits	22,000	72,500	15,600	77,100	91,100	91,800	92,400	93,000
4.2 Supplies & Other	-	5,000	500	71,500	72,800	74,400	75,800	77,400
Memberships, Licenses & Subscriptions	-	-	-	18,900	19,300	19,700	20,100	20,400
Office Supplies	-	2,000	-	-	-	-	-	-
Operating Supplies	-	-	-	10,400	10,600	10,800	11,000	11,300
Training and Internal Meetings	-	3,000	300	35,200	35,800	36,600	37,300	38,100
Travel	-	-	200	7,000	7,100	7,300	7,400	7,600
4.3 Contractual Services	-	75,000	-	31,500	32,100	32,800	33,500	34,100
<b>Grand Total</b>	<b>\$ 6,174,400</b>	<b>\$ 6,636,100</b>	<b>\$ 1,596,700</b>	<b>\$ 6,523,900</b>	<b>\$ 6,877,700</b>	<b>\$ 6,984,800</b>	<b>\$ 7,011,400</b>	<b>\$ 7,037,600</b>

# GLWA

*Great Lakes Water Authority*



## **Section 5D**

### **Administrative Services**

### Board of Directors

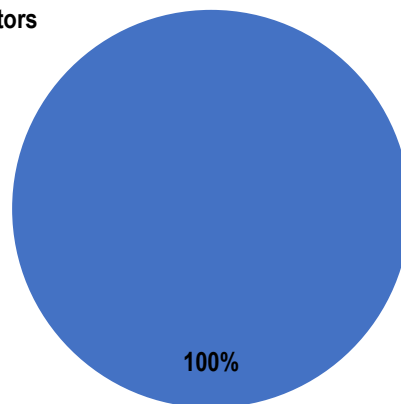
A governing body that brings together representatives from the surrounding counties to set policies that help GLWA execute its mission and vision in the long-term to ensure GLWA is a provider of choice for water and wastewater services in Southeast Michigan.

### 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 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.

### FY 2024 REQUEST BY TEAM

■ Board of Directors



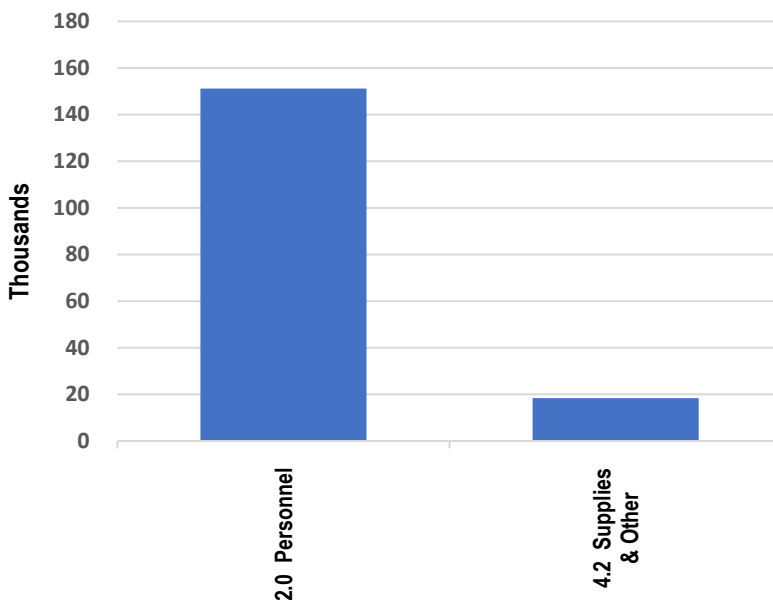
### Expense Categories

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 2024 REQUEST BY EXPENSE TYPE



### Biennial Budget Request

The biennial budget reflects no increase in Operations & Maintenance for FY 2024.

- ❖ Personnel - FY 2024 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.
- ❖ Contractual Services – The FY 2022 Actual includes three contracts for the independent investigation into the June 25<sup>th</sup>-26<sup>th</sup>, 2021, and July 16<sup>th</sup>, 2021, rain events.

#### *Biennial Budget Request by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 151,200	\$ 151,200	\$ 37,800	\$ 151,200	\$ -	0.0%	\$ 151,200
4.2 Supplies & Other	3,200	18,400	300	18,400	-	0.0%	18,400
4.3 Contractual Services	1,340,100	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 1,494,500</b>	<b>\$ 169,600</b>	<b>\$ 38,100</b>	<b>\$ 169,600</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 169,600</b>

#### *Biennial Budget Request by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Board of Directors	\$ 1,494,500	\$ 169,600	\$ 38,100	\$ 169,600	\$ -	0.0%	\$ 169,600
<b>Grand Total</b>	<b>\$ 1,494,500</b>	<b>\$ 169,600</b>	<b>\$ 38,100</b>	<b>\$ 169,600</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 169,600</b>

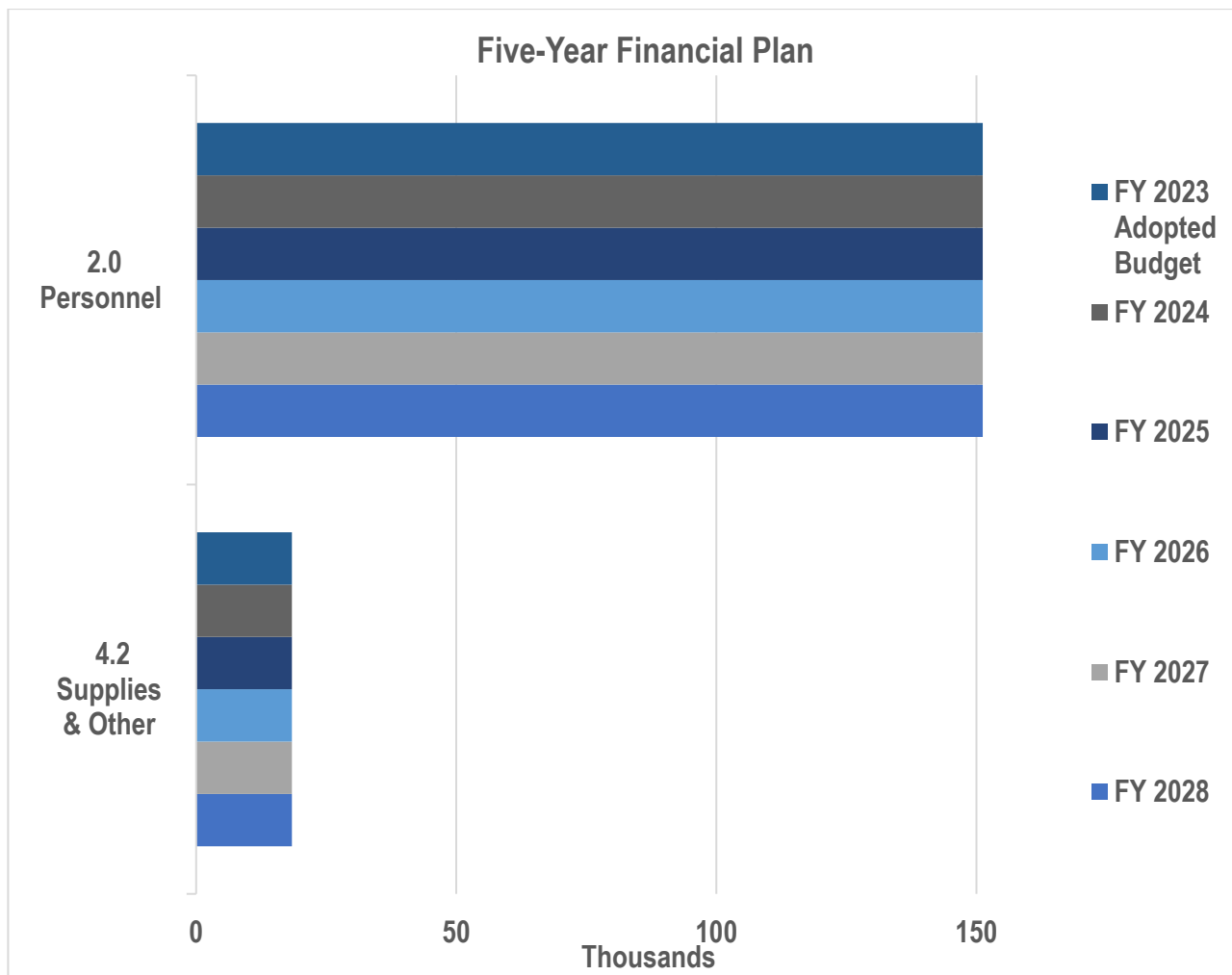
### Personnel Budget

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 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200
4.2 Supplies & Other	3,200	18,400	18,400	18,400	18,400	18,400	18,400
4.3 Contractual Services	1,340,100	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 1,494,500</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>

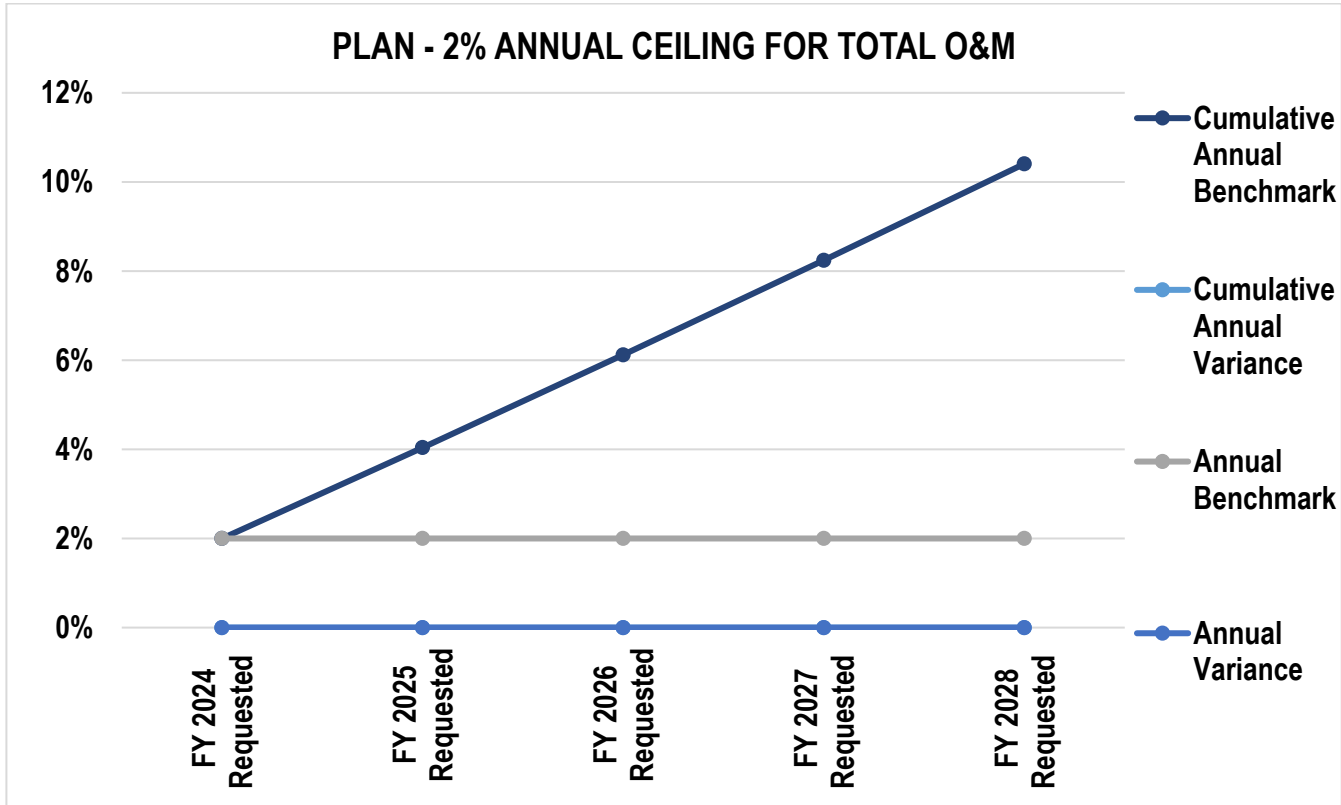


### Five-Year Financial Plan by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Board of Directors	\$ 1,494,500	\$ 169,600	\$ 169,600	\$ 169,600	\$ 169,600	\$ 169,600	\$ 169,600
<b>Grand Total</b>	<b>\$ 1,494,500</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>

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

The Board of Directors' financial plan reflects a five-year overall increase of 0.0% 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>881151 - Board of Directors</b>	\$ 1,494,500	\$ 169,600	\$ 38,100	\$ 169,600	\$ 169,600	\$ 169,600	\$ 169,600	\$ 169,600
2.1 Salaries & Wages	151,200	151,200	37,800	151,200	151,200	151,200	151,200	151,200
4.2 Supplies & Other	3,200	18,400	300	18,400	18,400	18,400	18,400	18,400
Memberships, Licenses & Subscriptions	-	5,300	-	5,300	5,300	5,300	5,300	5,300
Office Supplies	-	2,600	-	2,600	2,600	2,600	2,600	2,600
Training and Internal Meetings	2,400	5,300	-	5,300	5,300	5,300	5,300	5,300
Travel	800	5,200	300	5,200	5,200	5,200	5,200	5,200
4.3 Contractual Services	1,340,100	-	-	-	-	-	-	-
Contractual Svcs-Flood Events -All Sewer	1,340,100	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 1,494,500</b>	<b>\$ 169,600</b>	<b>\$ 38,100</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>	<b>\$ 169,600</b>

### **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.

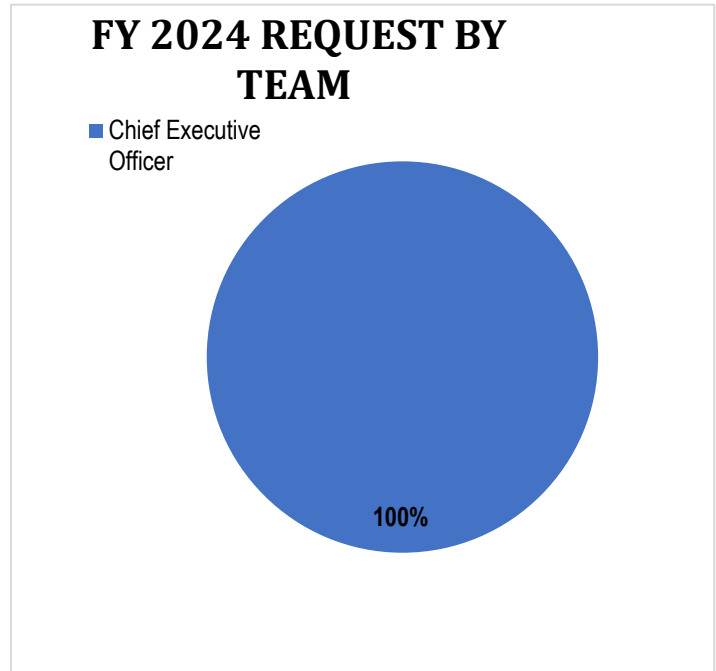
- ❖ Environmental Regulatory Compliance (Ongoing)
- ❖ Financial Resiliency and Charge Equity and Stability (Ongoing)
- ❖ Capital and Operational Utility Optimization (Ongoing)
- ❖ Member Partner Engagement and Satisfaction (Ongoing)
- ❖ GLWA Team Member Support and Retention (Ongoing)
- ❖ GLWA 4% Promise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

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.

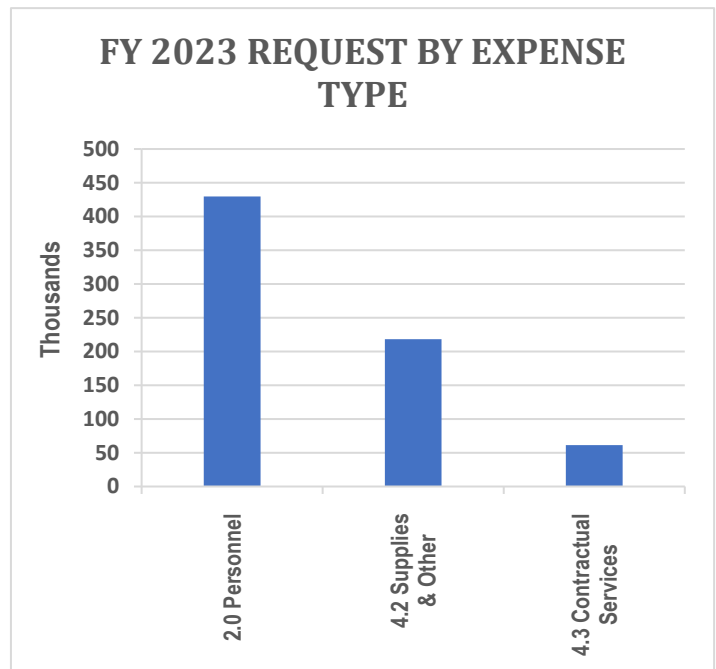


**Expense Categories**

The Chief Executive Officer’s area consists of three major expense categories:

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

Based upon the nature of this service area, the highest category of expense is salaries. The second highest, 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 \$34,900, or 5.2%, in FY 2024.

- ❖ Personnel – FY 2022 actual includes the transition of the CEO, who retired in July 2021, to the Interim CEO as a national search was being conducted for the authority’s new CEO. The new CEO was appointed in June 2022.
- ❖ Supplies & Other – The FY 2024 budget has been increased to cover the increase in the corporate membership fees for both the National Association of Clean Water and Association of Metropolitan Water as well as an increase of the monthly parking fee.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 484,700	\$ 407,900	\$ 100,400	\$ 429,600	\$ 21,700	5.3%	\$ 430,000
4.2 Supplies & Other	176,000	206,300	51,300	218,300	12,000	5.8%	222,700
4.3 Contractual Services	27,700	60,000	4,600	61,200	1,200	0.0%	62,400
<b>Grand Total</b>	<b>\$ 688,400</b>	<b>\$ 674,200</b>	<b>\$ 156,300</b>	<b>\$ 709,100</b>	<b>\$ 34,900</b>	<b>5.2%</b>	<b>\$ 715,100</b>

#### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Chief Executive Officer	\$ 688,400	\$ 674,200	\$ 156,300	\$ 709,100	\$ 34,900	5.2%	\$ 715,100
<b>Grand Total</b>	<b>\$ 688,400</b>	<b>\$ 674,200</b>	<b>\$ 156,300</b>	<b>\$ 709,100</b>	<b>\$ 34,900</b>	<b>5.2%</b>	<b>\$ 715,100</b>

### Personnel Budget

The staffing plan provides for the Chief Executive Officer and administrative support. This is consistent with the staffing plans of prior years.

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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 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 2022 FTEs	Current Year FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs
Chief Executive Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00

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

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Chief Executive Officer	\$ 484,700	\$ 407,900	\$ 100,400	\$ 429,600	\$ 21,700	5.3%	\$ 430,000
<b>Grand Total</b>	<b>\$ 484,700</b>	<b>\$ 407,900</b>	<b>\$ 100,400</b>	<b>\$ 429,600</b>	<b>\$ 21,700</b>	<b>5.3%</b>	<b>\$ 430,000</b>

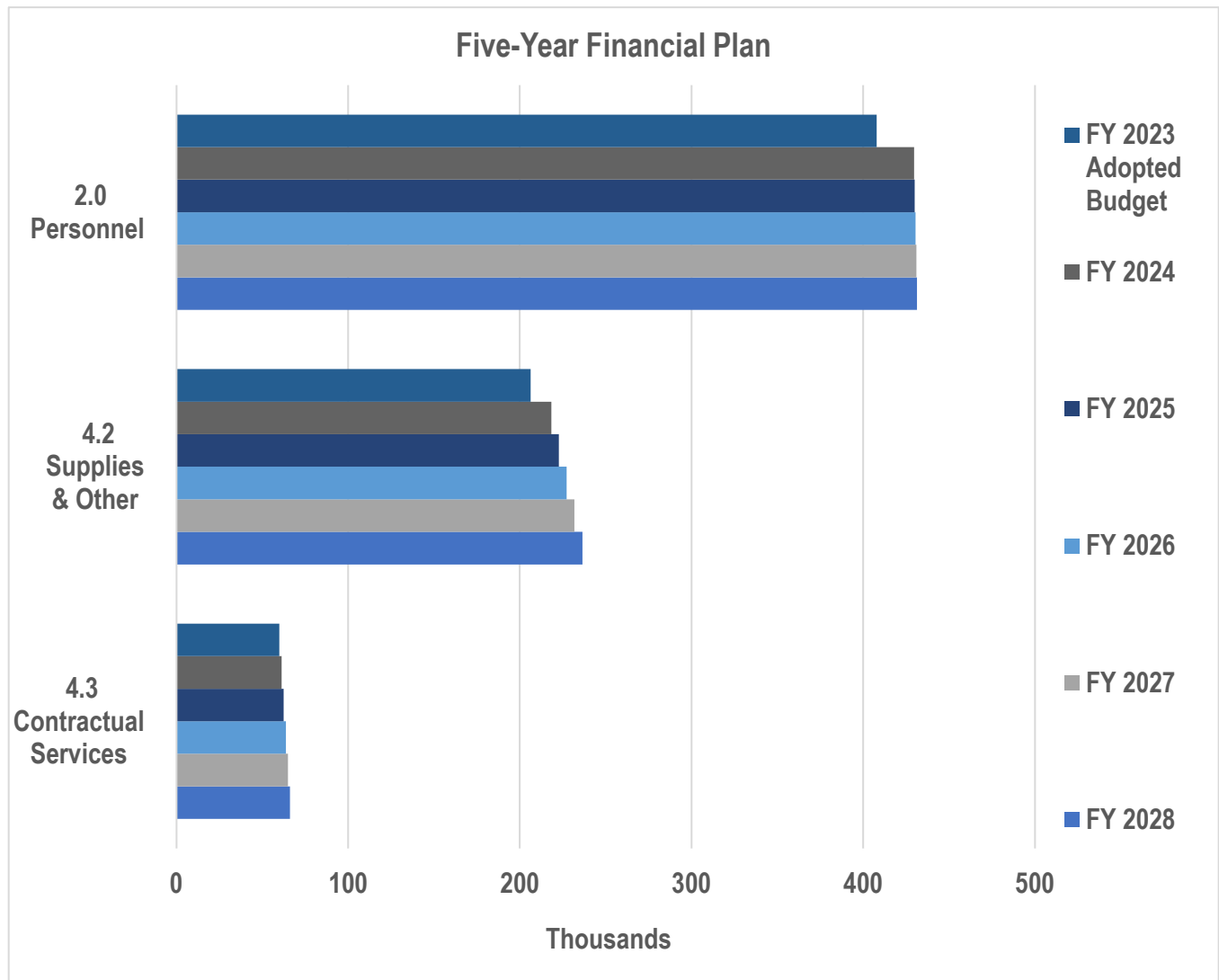
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Chief Executive Officer	\$ 484,700	\$ 407,900	\$ 429,600	\$ 430,000	\$ 430,400	\$ 430,900	\$ 431,300
<b>Grand Total</b>	<b>\$ 484,700</b>	<b>\$ 407,900</b>	<b>\$ 429,600</b>	<b>\$ 430,000</b>	<b>\$ 430,400</b>	<b>\$ 430,900</b>	<b>\$ 431,300</b>

### Five-Year Financial Plan

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

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 484,700	\$ 407,900	\$ 429,600	\$ 430,000	\$ 430,400	\$ 430,900	\$ 431,300
4.2 Supplies & Other	176,000	206,300	218,300	222,700	227,300	231,800	236,400
4.3 Contractual Services	27,700	60,000	61,200	62,400	63,700	64,900	66,200
<b>Grand Total</b>	<b>\$ 688,400</b>	<b>\$ 674,200</b>	<b>\$ 709,100</b>	<b>\$ 715,100</b>	<b>\$ 721,400</b>	<b>\$ 727,600</b>	<b>\$ 733,900</b>

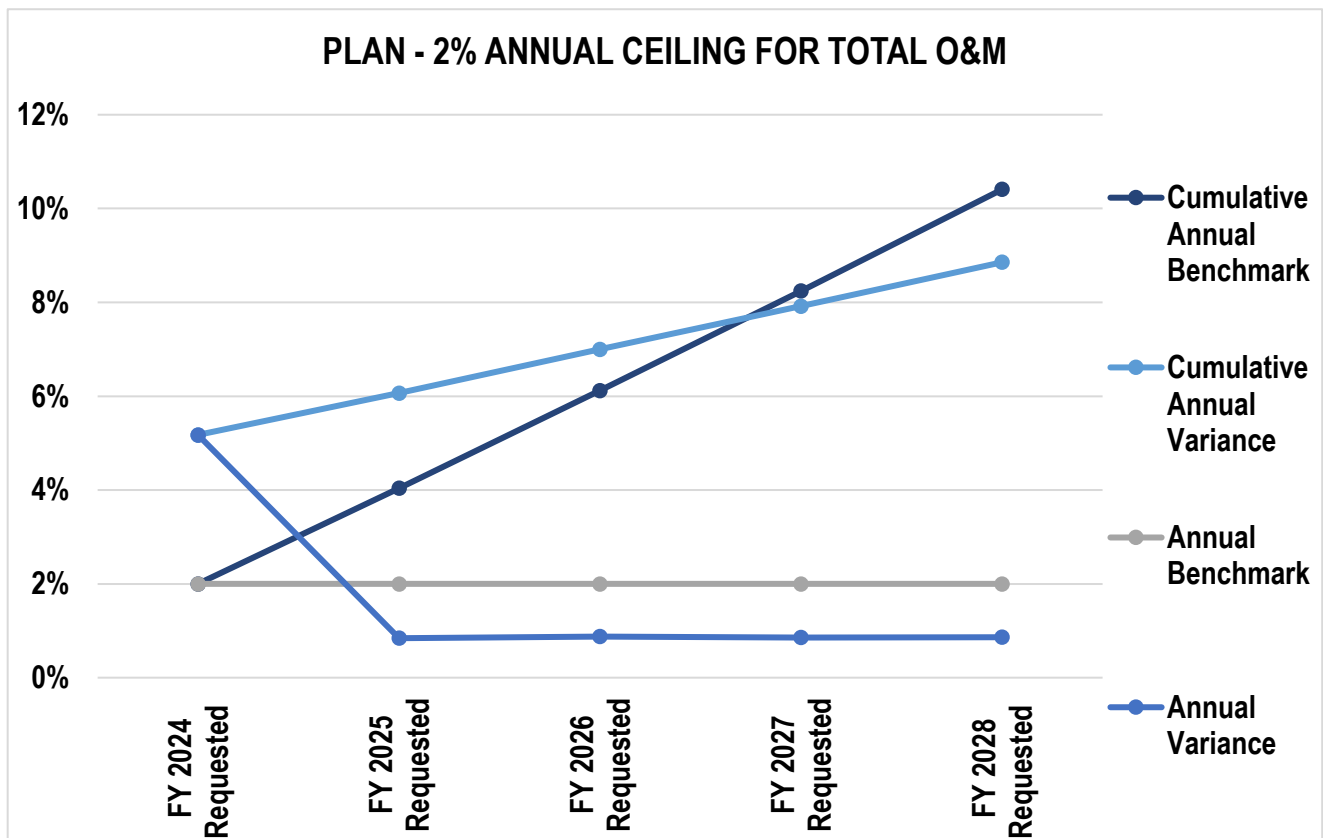


### Five-Year Financial Plan by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Chief Executive Officer	\$ 688,400	\$ 674,200	\$ 709,100	\$ 715,100	\$ 721,400	\$ 727,600	\$ 733,900
<b>Grand Total</b>	<b>\$ 688,400</b>	<b>\$ 674,200</b>	<b>\$ 709,100</b>	<b>\$ 715,100</b>	<b>\$ 721,400</b>	<b>\$ 727,600</b>	<b>\$ 733,900</b>

### 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 10.9% 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>881001 - Chief Executive Officer</b>	<b>\$ 688,400</b>	<b>\$ 674,200</b>	<b>\$ 156,300</b>	<b>\$ 709,100</b>	<b>\$ 715,100</b>	<b>\$ 721,400</b>	<b>\$ 727,600</b>	<b>\$ 733,900</b>
<b>2.1 Salaries &amp; Wages</b>	<b>387,200</b>	<b>322,800</b>	<b>78,800</b>	<b>342,500</b>	<b>342,500</b>	<b>342,500</b>	<b>342,500</b>	<b>342,500</b>
Salaries & Wages	387,200	322,800	78,800	342,500	342,500	342,500	342,500	342,500
<b>2.4 Employee Benefits</b>	<b>97,500</b>	<b>85,100</b>	<b>21,600</b>	<b>87,100</b>	<b>87,500</b>	<b>87,900</b>	<b>88,400</b>	<b>88,800</b>
Employee Benefits	97,500	85,100	21,600	87,100	87,500	87,900	88,400	88,800
<b>4.2 Supplies &amp; Other</b>	<b>176,000</b>	<b>206,300</b>	<b>51,300</b>	<b>218,300</b>	<b>222,700</b>	<b>227,300</b>	<b>231,800</b>	<b>236,400</b>
Memberships, Licenses & Subscriptions	105,900	107,300	26,600	117,400	119,800	122,200	124,600	127,100
Mileage and Parking	68,400	69,900	23,200	71,300	72,700	74,200	75,700	77,200
Office Supplies	1,300	10,600	500	10,800	11,000	11,200	11,500	11,700
Postage	100	100	-	100	100	100	100	100
Supplies & Other - Covid19	100	-	-	-	-	-	-	-
Training and Internal Meetings	200	7,400	1,000	7,500	7,700	7,900	8,000	8,200
Travel	-	11,000	-	11,200	11,400	11,700	11,900	12,100
<b>4.3 Contractual Services</b>	<b>27,700</b>	<b>60,000</b>	<b>4,600</b>	<b>61,200</b>	<b>62,400</b>	<b>63,700</b>	<b>64,900</b>	<b>66,200</b>
Contractual Professional Services	27,700	60,000	4,600	61,200	62,400	63,700	64,900	66,200
<b>Grand Total</b>	<b>\$ 688,400</b>	<b>\$ 674,200</b>	<b>\$ 156,300</b>	<b>\$ 709,100</b>	<b>\$ 715,100</b>	<b>\$ 721,400</b>	<b>\$ 727,600</b>	<b>\$ 733,900</b>

### Chief Administrative and Compliance Officer

The Chief Administrative and Compliance Officer Area support 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 negotiation and implementation of the Collective Bargaining Agreement along with quick resolution of any unfair labor practices complaints.
- ❖ **Continue Build Out of Legislative Relations team (Ongoing)**  
 Establish 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**

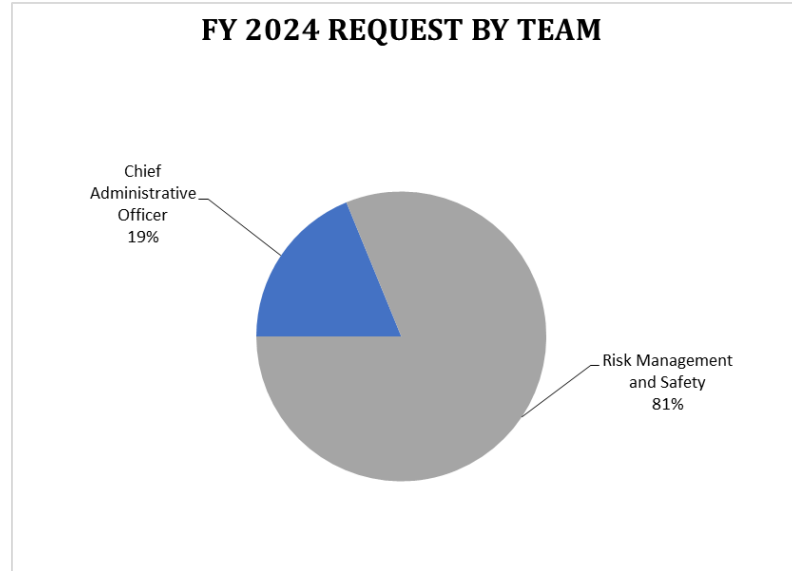
The Chief Administrative and Compliance Officer (CACO) Area consists of two teams.

❖ **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, effected 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.

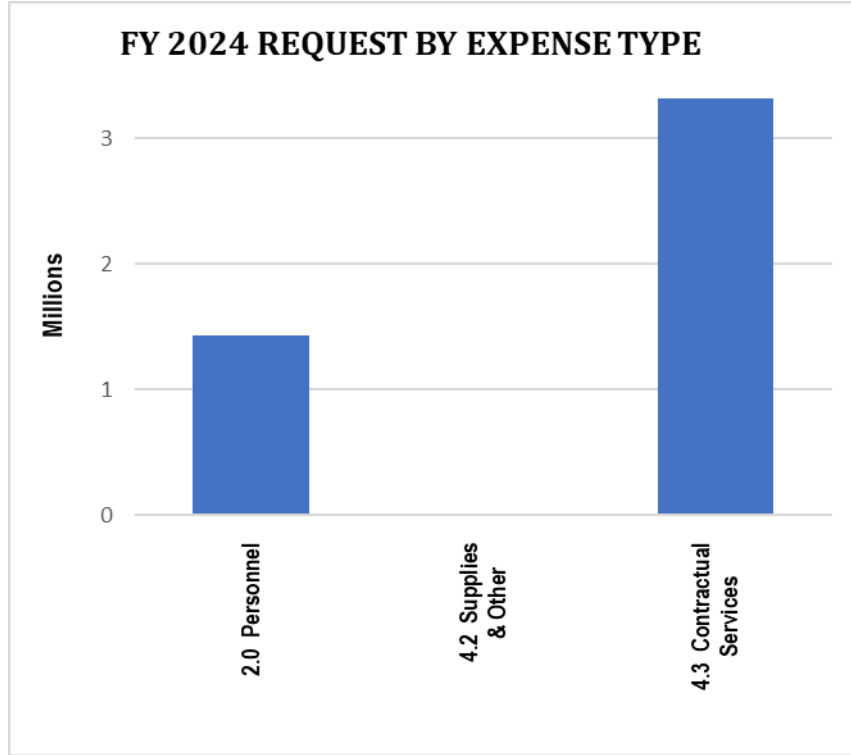


### Expense Categories

There are three major categories of Chief Administrative and Compliance Officer area expenses in the Operations and Maintenance Budget as listed below.

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

Contractual Services is the highest expense category and for FY 2024. The contractual services account encompasses two major contracts; Government Relation Services and NTH Engineering contract (#2002946) which replaces an earlier NTH Engineering contract (CS-213) for environmental health and safety compliance services.



### Biennial Budget Request

The biennial budget reflects an overall increase of \$160,400, or 2.5% in FY 2024.

- ❖ The supplies and other account is increasing by \$3,000 to invest in employee training and development.
- ❖ The contractual services account is increasing by \$153,100 to reflect the estimated annual premium rate increase within the Enterprise Risk Management Fund associated with the placement of insurance policies.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 1,106,300	\$ 1,303,900	\$ 241,500	\$ 1,308,200	\$ 4,300	0.3%	\$ 1,699,200
4.2 Supplies & Other	15,000	31,800	5,500	34,800	3,000	9.4%	35,500
4.3 Contractual Services	5,086,500	5,160,800	1,069,900	5,313,900	153,100	3.0%	5,420,200
<b>Grand Total</b>	<b>\$ 6,207,800</b>	<b>\$ 6,496,500</b>	<b>\$ 1,316,900</b>	<b>\$ 6,656,900</b>	<b>\$ 160,400</b>	<b>2.5%</b>	<b>\$ 7,154,900</b>

### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Chief Administrative Officer	\$ 860,200	\$ 1,118,400	\$ 176,600	\$ 1,252,800	\$ 134,400	12.0%	\$ 1,326,000
Risk Management and Safety	\$ 5,347,600	\$ 5,378,100	\$ 1,140,300	\$ 5,404,100	\$ 26,000	0.5%	\$ 5,828,900
<b>Grand Total</b>	<b>\$ 6,207,800</b>	<b>\$ 6,496,500</b>	<b>\$ 1,316,900</b>	<b>\$ 6,656,900</b>	<b>\$ 160,400</b>	<b>2.5%</b>	<b>\$ 7,154,900</b>

### Personnel Budget

The Chief Administrative and Compliance Officer Area consists of 13 positions for FY 2023. One staff position for an Environmental Health & Safety Coordinator to be dedicated to CIP in FY 2024.

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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
<b>Chief Administrative and Compliance Officer Area</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
Chief Administrative Officer	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Risk Management and Safety	8.00	8.00	9.00	9.00	9.00	9.00	9.00

*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 2022 FTEs	Current Year FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs
<b>Chief Administrative and Compliance Officer Area</b>	<b>11.50</b>	<b>10.00</b>	<b>10.25</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
Chief Administrative Officer	5.00	4.25	4.50	5.00	5.00	5.00	5.00
Risk Management and Safety	6.50	5.75	5.75	9.00	9.00	9.00	9.00

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

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Chief Administrative Officer	\$ 626,800	\$ 640,200	\$ 160,800	\$ 712,700	\$ 72,500	11.3%	\$ 775,000
Risk Management and Safety	\$ 479,500	\$ 663,700	\$ 80,700	\$ 595,500	\$ (68,200)	-10.3%	\$ 924,200
<b>Grand Total</b>	<b>\$ 1,106,300</b>	<b>\$ 1,303,900</b>	<b>\$ 241,500</b>	<b>\$ 1,308,200</b>	<b>\$ 4,300</b>	<b>0.3%</b>	<b>\$ 1,699,200</b>

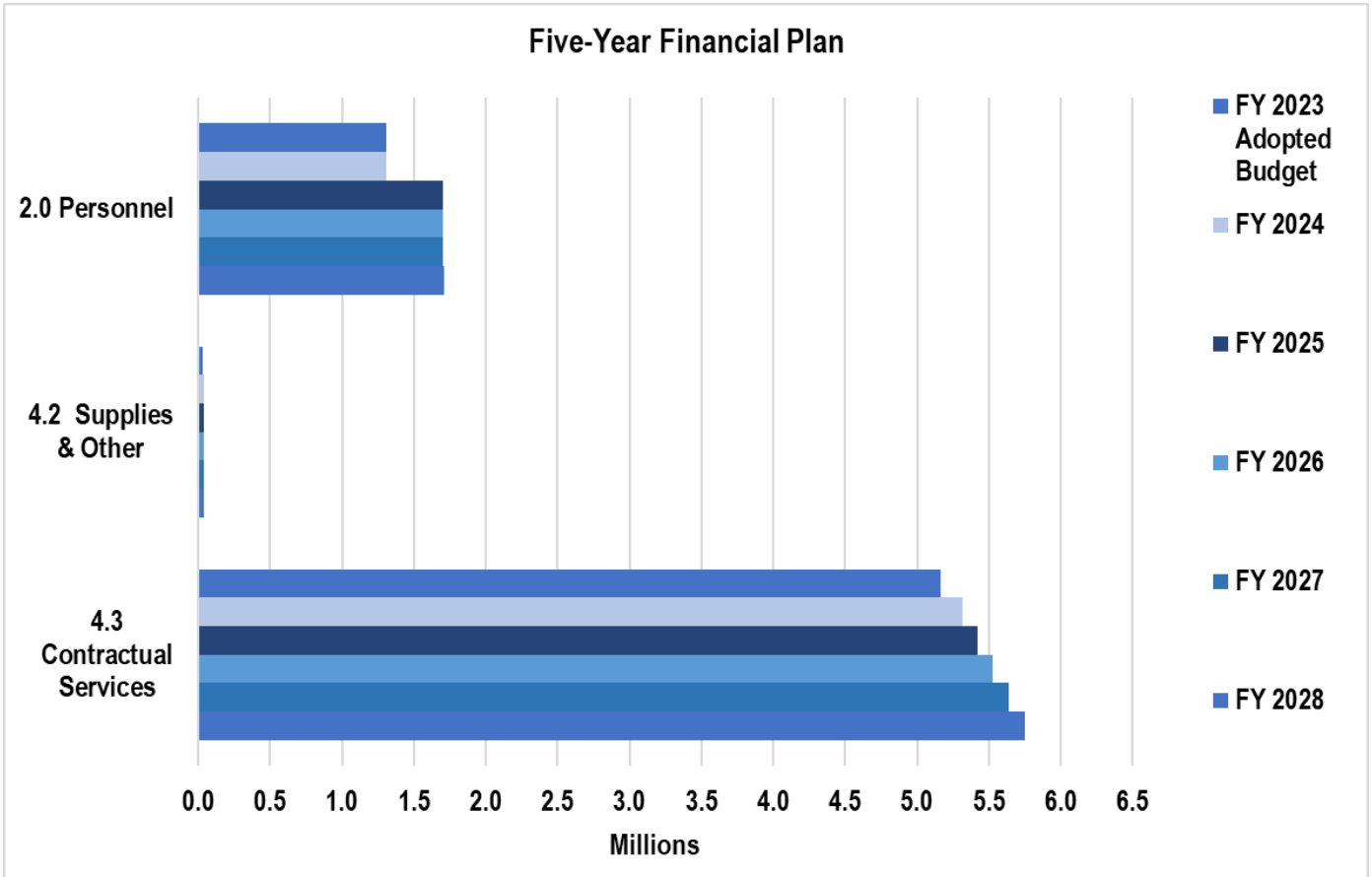
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Chief Administrative Officer	\$ 626,800	\$ 640,200	\$ 712,700	\$ 775,000	\$ 776,000	\$ 777,100	\$ 778,200
Risk Management and Safety	\$ 479,500	\$ 663,700	\$ 595,500	\$ 924,200	\$ 926,200	\$ 928,100	\$ 930,000
<b>Grand Total</b>	<b>\$ 1,106,300</b>	<b>\$ 1,303,900</b>	<b>\$ 1,308,200</b>	<b>\$ 1,699,200</b>	<b>\$ 1,702,200</b>	<b>\$ 1,705,200</b>	<b>\$ 1,708,200</b>

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 1,106,300	\$ 1,303,900	\$ 1,308,200	\$ 1,699,200	\$ 1,702,200	\$ 1,705,200	\$ 1,708,200
4.2 Supplies & Other	15,000	31,800	34,800	35,500	36,100	36,900	37,600
4.3 Contractual Services	5,086,500	5,160,800	5,313,900	5,420,200	5,528,500	5,639,200	5,751,900
<b>Grand Total</b>	<b>\$ 6,207,800</b>	<b>\$ 6,496,500</b>	<b>\$ 6,656,900</b>	<b>\$ 7,154,900</b>	<b>\$ 7,266,800</b>	<b>\$ 7,381,300</b>	<b>\$ 7,497,700</b>

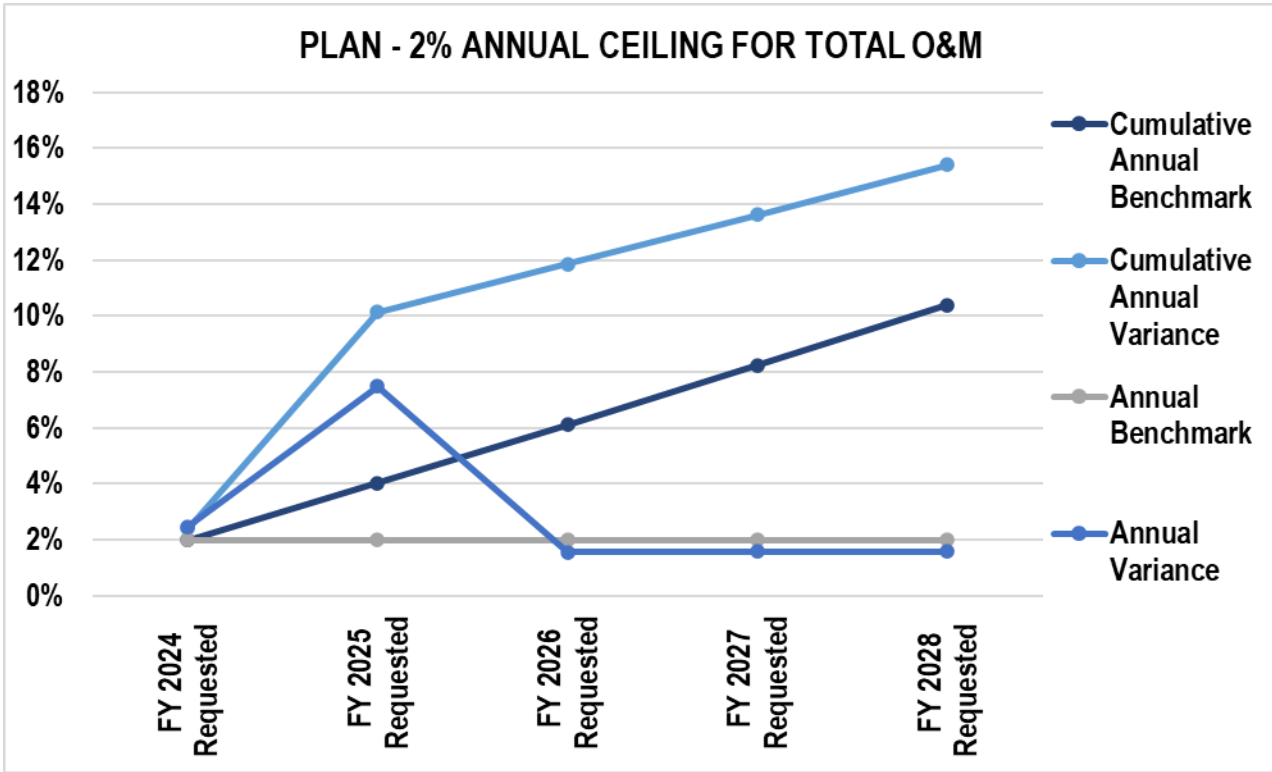


#### Five-Year Financial Plan by Team

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Chief Administrative Officer	\$ 860,200	\$ 1,118,400	\$ 1,252,800	\$ 1,326,000	\$ 1,337,800	\$ 1,350,200	\$ 1,362,700
Risk Management and Safety	\$ 5,347,600	\$ 5,378,100	\$ 5,404,100	\$ 5,828,900	\$ 5,929,000	\$ 6,031,100	\$ 6,135,000
<b>Grand Total</b>	<b>\$ 6,207,800</b>	<b>\$ 6,496,500</b>	<b>\$ 6,656,900</b>	<b>\$ 7,154,900</b>	<b>\$ 7,266,800</b>	<b>\$ 7,381,300</b>	<b>\$ 7,497,700</b>

#### 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 15.4% 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 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>883001 - Chief Administrative Officer</b>	\$ 860,200	\$ 1,118,400	\$ 176,600	\$ 1,252,800	\$ 1,326,000	\$ 1,337,800	\$ 1,350,200	\$ 1,362,700
2.1 Salaries & Wages	496,400	494,500	124,300	555,500	602,000	602,000	602,000	602,000
2.4 Employee Benefits	130,400	145,700	36,500	157,200	173,000	174,000	175,100	176,200
4.2 Supplies & Other	5,400	9,400	2,100	12,000	12,300	12,400	12,700	12,900
Memberships, Licenses & Subscriptions		900	-	900	900	900	900	900
Office Supplies	1,100	-	-	2,500	2,600	2,600	2,700	2,700
Supplies & Other - Covid19	100	-	-	-	-	-	-	-
Training and Internal Meetings	4,200	3,300	2,100	3,300	3,400	3,400	3,500	3,600
Travel		5,200	-	5,300	5,400	5,500	5,600	5,700
4.3 Contractual Services	228,000	468,800	13,700	528,100	538,700	549,400	560,400	571,600
<b>883401 - Enterprise Risk Management and Safety</b>	694,600	1,706,100	211,900	1,658,700	2,008,600	2,032,300	2,056,400	2,080,900
2.1 Salaries & Wages	359,900	497,900	60,700	442,700	684,700	684,700	684,700	684,700
2.4 Employee Benefits	119,600	165,800	20,000	152,800	239,500	241,500	243,400	245,300
4.2 Supplies & Other	9,600	22,400	3,400	22,800	23,200	23,700	24,200	24,700
Operating Supplies	9,100	7,100	3,400	7,200	7,300	7,500	7,600	7,800
Supplies & Other - Covid19	100	-	-	-	-	-	-	-
Training and Internal Meetings	-	15,300	-	15,600	15,900	16,200	16,600	16,900
Tuition Refund	400	-	-	-	-	-	-	-
4.3 Contractual Services	205,500	1,020,000	127,800	1,040,400	1,061,200	1,082,400	1,104,100	1,126,200
<b>883411 - Enterprise Risk Mgt. Insurance Fund</b>	4,653,000	3,672,000	928,400	3,745,400	3,820,300	3,896,700	3,974,700	4,054,100
4.3 Contractual Services	4,653,000	3,672,000	928,400	3,745,400	3,820,300	3,896,700	3,974,700	4,054,100
<b>Grand Total</b>	<b>\$ 6,207,800</b>	<b>\$ 6,496,500</b>	<b>\$ 1,316,900</b>	<b>\$ 6,656,900</b>	<b>\$ 7,154,900</b>	<b>\$ 7,266,800</b>	<b>\$ 7,381,300</b>	<b>\$ 7,497,700</b>

### General Counsel

Provides legal representation, strategic guidance, counseling, advice, and support to the Great Lakes Water Authority so that it will make sound decisions and use appropriate legal processes to better provide its member partners with quality compliant water services.

### Strategic Initiatives

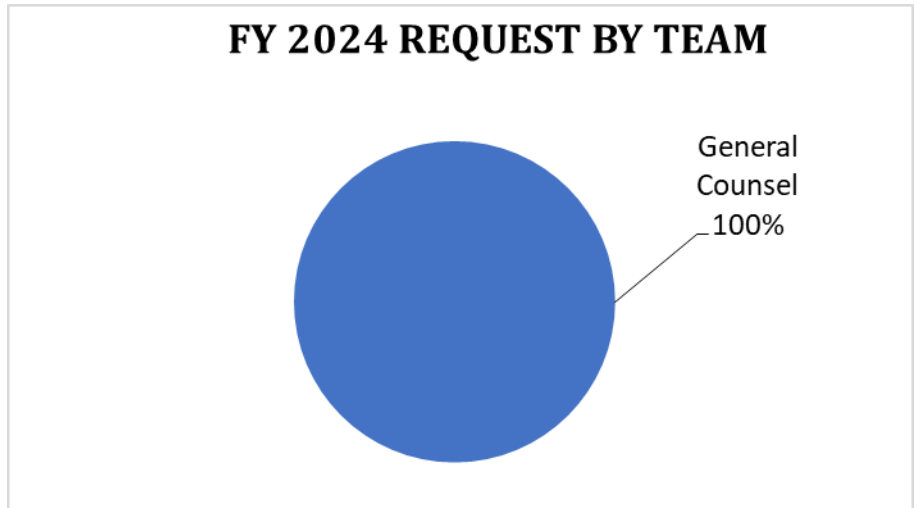
- ❖ **Create a Best Practices Manual (Ongoing)**  
 Ensure consistent representation of the Authority in contractual, real estate, employment, and litigation matters.
- ❖ **Incorporate a bill review software for Contractual Services (Completion in FY 2024)**  
 Use a third-party service to review legal bills budgeted in Contractual Services, which should garner savings in contractual services costs for legal services.
- ❖ **Defend litigation related to the summer 2021 rain events.**  
 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.

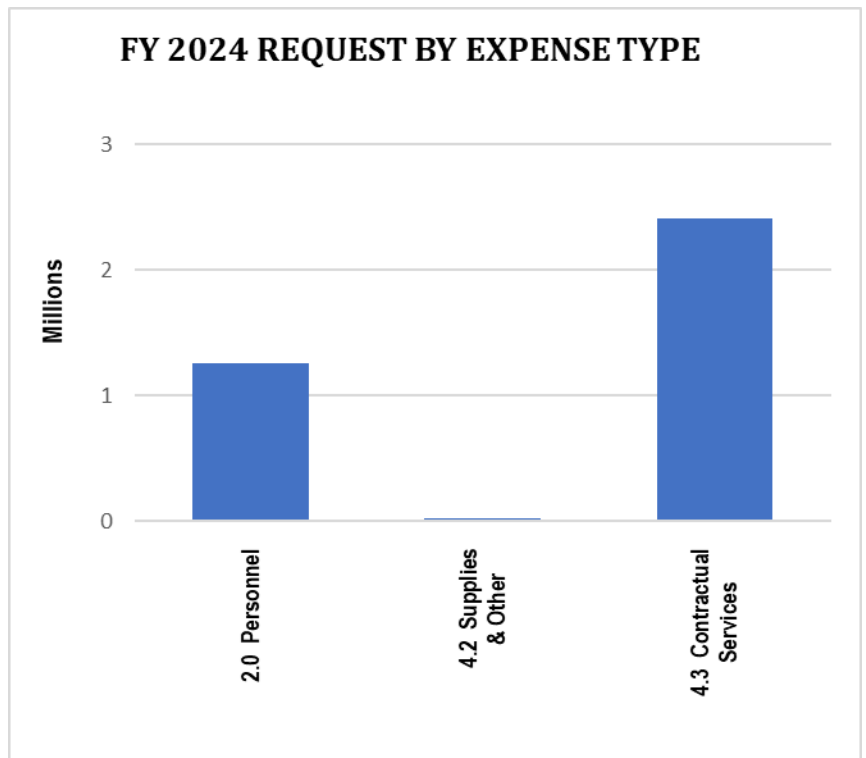


**Expense Categories**

There are three major categories of General Counsel expenses in the Operations and Maintenance Budget as listed below.

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

Contractual Services is the highest expense category and for FY 2023 and it is consistent with prior and future budget years. 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 \$123,500 or 3.8% in FY 2024.

- ❖ The personnel account is decreasing by \$112,600 due to promoting and increasing use of internships within the legal department.
- ❖ The supplies and other account decreased by \$39,200. In this budget, projected expenses of training and internal meetings were adjusted based on need.
- ❖ The contractual services account is increasing by \$50,100 due to additional legal fees in FY 2023 for the 2021 flood events that are not budgeted to continue into FY 2024.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 1,010,100	\$ 1,041,900	\$ 270,100	\$ 1,154,500	\$ 112,600	10.8%	\$ 1,247,500
4.2 Supplies & Other	12,400	83,300	2,600	44,100	(39,200)	-47.1%	45,000
4.3 Contractual Services	4,800,900	2,142,500	322,300	2,192,600	50,100	2.3%	2,236,500
<b>Grand Total</b>	<b>\$ 5,823,400</b>	<b>\$ 3,267,700</b>	<b>\$ 595,000</b>	<b>\$ 3,391,200</b>	<b>\$ 123,500</b>	<b>3.8%</b>	<b>\$ 3,529,000</b>

#### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
General Counsel	\$ 5,823,400	\$ 3,267,700	\$ 595,000	\$ 3,391,200	\$ 123,500	3.8%	\$ 3,529,000
<b>Grand Total</b>	<b>\$ 5,823,400</b>	<b>\$ 3,267,700</b>	<b>\$ 595,000</b>	<b>\$ 3,391,200</b>	<b>\$ 123,500</b>	<b>3.8%</b>	<b>\$ 3,529,000</b>

### Personnel Budget

General Counsel consists of eight positions for FY 2024, which is staying consistent with the FY 2023 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 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
General Counsel	8.00	8.00	8.00	8.00	8.00	8.00	8.00

*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 Equivalents*

Team	Prior Year FY 2022 FTEs	Current FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs
General Counsel	8.00	7.25	7.50	8.00	8.00	8.00	8.00

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

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
General Counsel	\$ 1,010,100	\$ 1,041,900	\$ 270,100	\$ 1,154,500	\$ 112,600	11%	\$ 1,247,500
<b>Grand Total</b>	<b>\$ 1,010,100</b>	<b>\$ 1,041,900</b>	<b>\$ 270,100</b>	<b>\$ 1,154,500</b>	<b>\$ 112,600</b>	<b>11%</b>	<b>\$ 1,247,500</b>

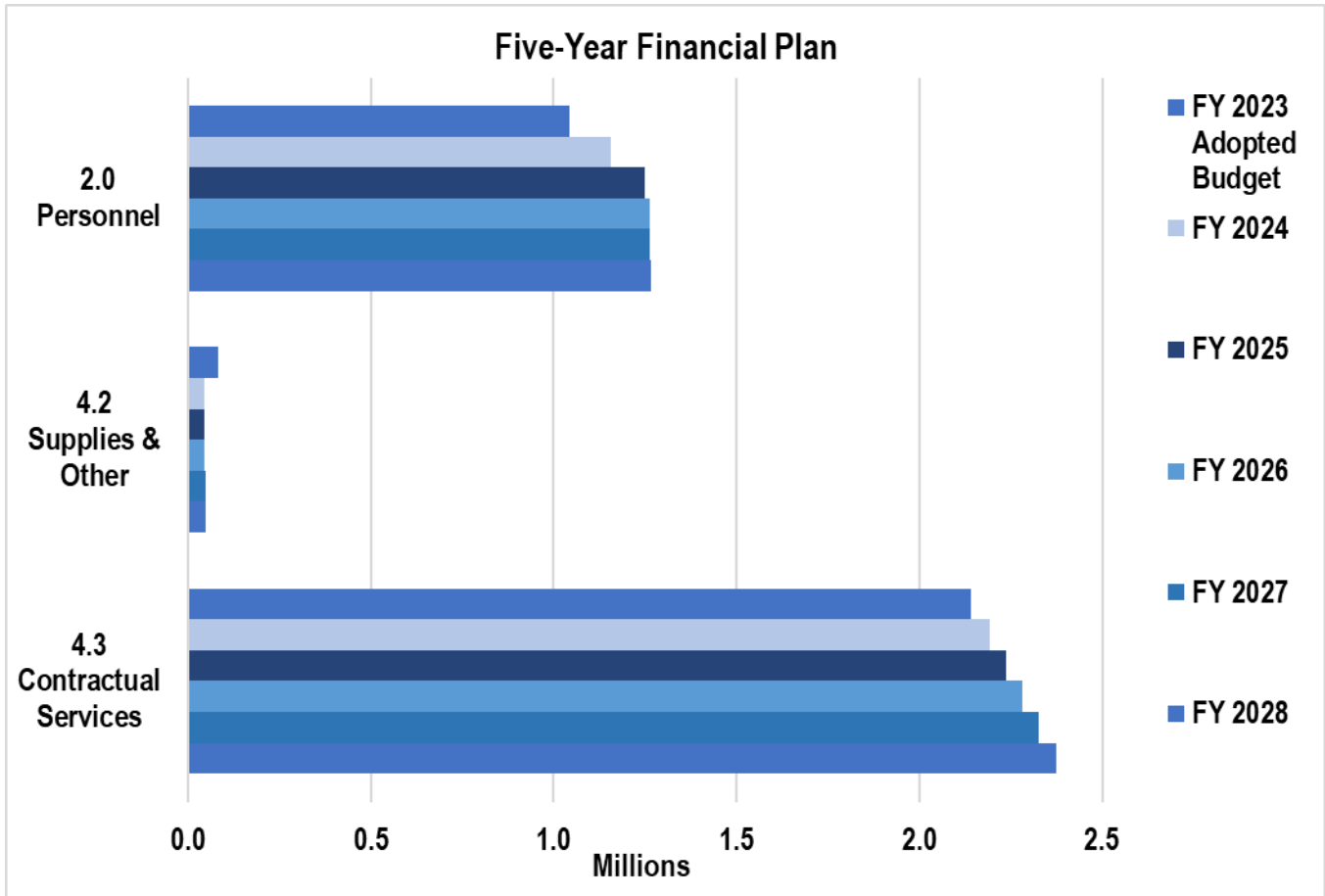
*Personnel Budget – Five Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
General Counsel	\$ 1,010,100	\$ 1,041,900	\$ 1,154,500	\$ 1,247,500	\$ 1,261,000	\$ 1,262,700	\$ 1,264,400
<b>Grand Total</b>	<b>\$ 1,010,100</b>	<b>\$ 1,041,900</b>	<b>\$ 1,154,500</b>	<b>\$ 1,247,500</b>	<b>\$ 1,261,000</b>	<b>\$ 1,262,700</b>	<b>\$ 1,264,400</b>

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 1,010,100	\$ 1,041,900	\$ 1,154,500	\$ 1,247,500	\$ 1,261,000	\$ 1,262,700	\$ 1,264,400
4.2 Supplies & Other	12,400	83,300	44,100	45,000	45,800	46,800	47,800
4.3 Contractual Services	4,800,900	2,142,500	2,192,600	2,236,500	2,281,200	2,326,800	2,373,300
<b>Grand Total</b>	<b>\$ 5,823,400</b>	<b>\$ 3,267,700</b>	<b>\$ 3,391,200</b>	<b>\$ 3,529,000</b>	<b>\$ 3,588,000</b>	<b>\$ 3,636,300</b>	<b>\$ 3,685,500</b>

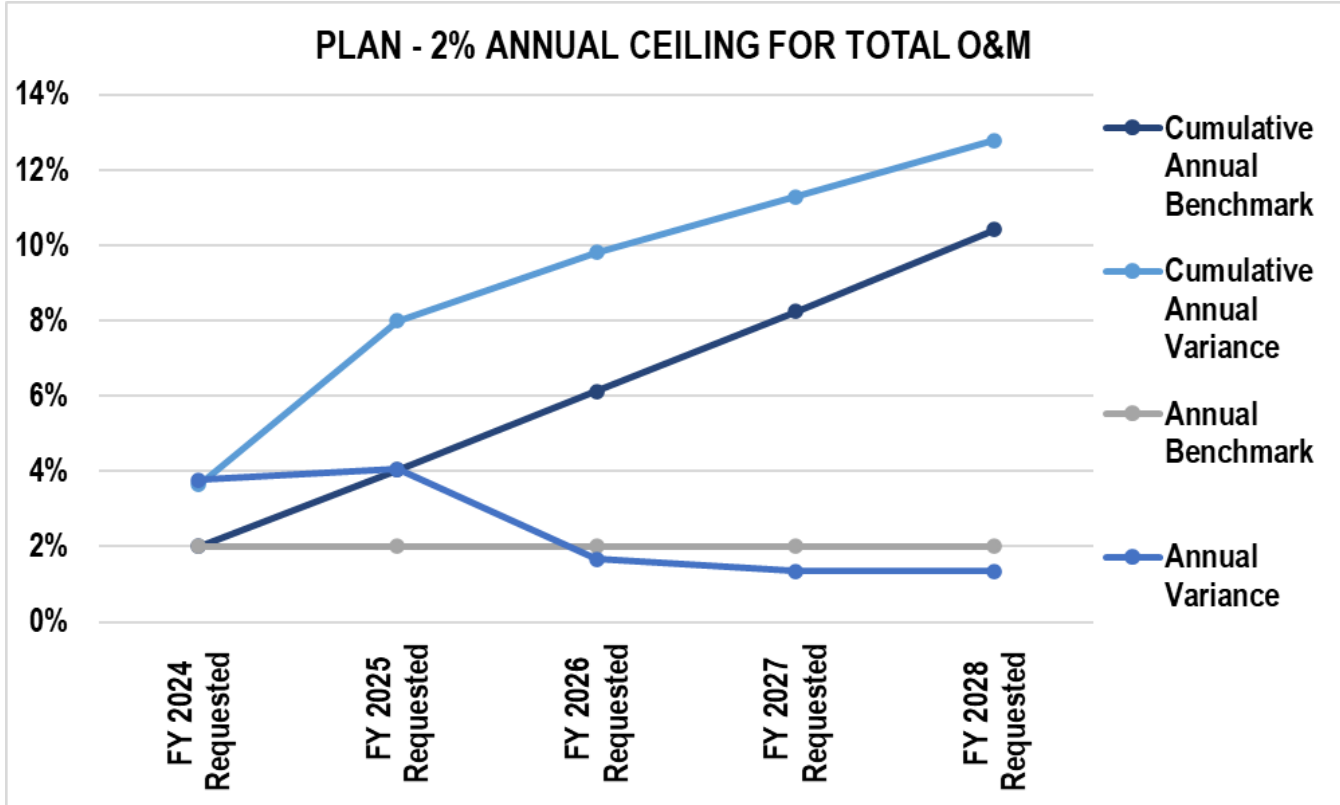


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
General Counsel	\$ 1,010,100	\$ 1,041,900	\$ 1,154,500	\$ 1,247,500	\$ 1,261,000	\$ 1,262,700	\$ 1,264,400
<b>Grand Total</b>	<b>\$ 1,010,100</b>	<b>\$ 1,041,900</b>	<b>\$ 1,154,500</b>	<b>\$ 1,247,500</b>	<b>\$ 1,261,000</b>	<b>\$ 1,262,700</b>	<b>\$ 1,264,400</b>

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

The General Counsel Area financial plan reflects a five-year overall increase of 12.8% 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 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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>883101 - General Counsel</b>	<b>\$ 5,823,400</b>	<b>\$ 3,267,700</b>	<b>\$ 595,000</b>	<b>\$ 3,391,200</b>	<b>\$ 3,529,000</b>	<b>\$ 3,588,000</b>	<b>\$ 3,636,300</b>	<b>\$ 3,685,500</b>
2.1 Salaries & Wages	790,100	801,100	204,600	877,800	949,800	949,800	949,800	949,800
2.2 Workforce Development	2,900	-	6,200	23,400	23,400	35,200	35,200	35,200
2.4 Employee Benefits	217,100	240,800	59,300	253,300	274,300	276,000	277,700	279,400
4.2 Supplies & Other	12,400	83,300	2,600	44,100	45,000	45,800	46,800	47,800
Memberships, Licenses & Subscriptions	7,800	13,000	600	10,000	10,200	10,400	10,600	10,800
Office Supplies	600	5,400	1,300	1,000	1,000	1,000	1,100	1,100
Postage	100	2,900	-	-	100	100	100	100
Training and Internal Meetings	3,000	46,700	600	25,000	25,500	26,000	26,500	27,100
Travel	900	15,300	100	8,000	8,200	8,300	8,500	8,700
4.3 Contractual Services	4,800,900	2,142,500	322,300	2,192,600	2,236,500	2,281,200	2,326,800	2,373,300
Contractual Operating Services	200	-	100	-	-	-	-	-
Contractual Svcs–Flood Events -All Sewer	2,211,800	-	89,500	-	-	-	-	-
Legal	2,588,900	2,142,500	232,700	2,192,600	2,236,500	2,281,200	2,326,800	2,373,300
<b>Grand Total</b>	<b>\$ 5,823,400</b>	<b>\$ 3,267,700</b>	<b>\$ 595,000</b>	<b>\$ 3,391,200</b>	<b>\$ 3,529,000</b>	<b>\$ 3,588,000</b>	<b>\$ 3,636,300</b>	<b>\$ 3,685,500</b>

## 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/Rebuild Public Trust in GLWA (Ongoing)**

Implement a comprehensive, proactive, and transparent communications campaign to heighten knowledge of GLWA system operations and efforts to improve overall system resiliency. This initiative is tracked through a message pull through in the monthly KPI report under the stakeholder understanding category.

❖ **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)**

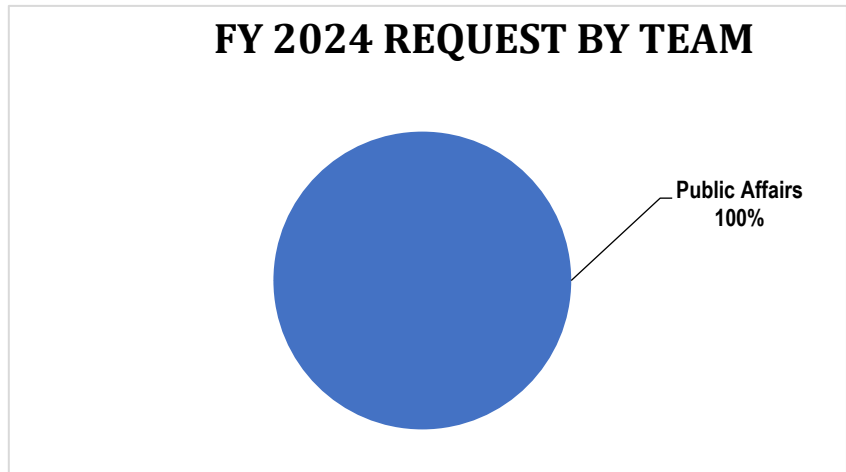
Continue to refine and implement an internal communications strategy that engages GLWA team members and helps to grow overall team member morale and satisfaction. This initiative will be measured through the implementation of a regular internal communication survey to help identify what information team 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
Public Affairs Strategic Initiatives	Build/Rebuild Public Trust in GLWA	x		x			x	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.

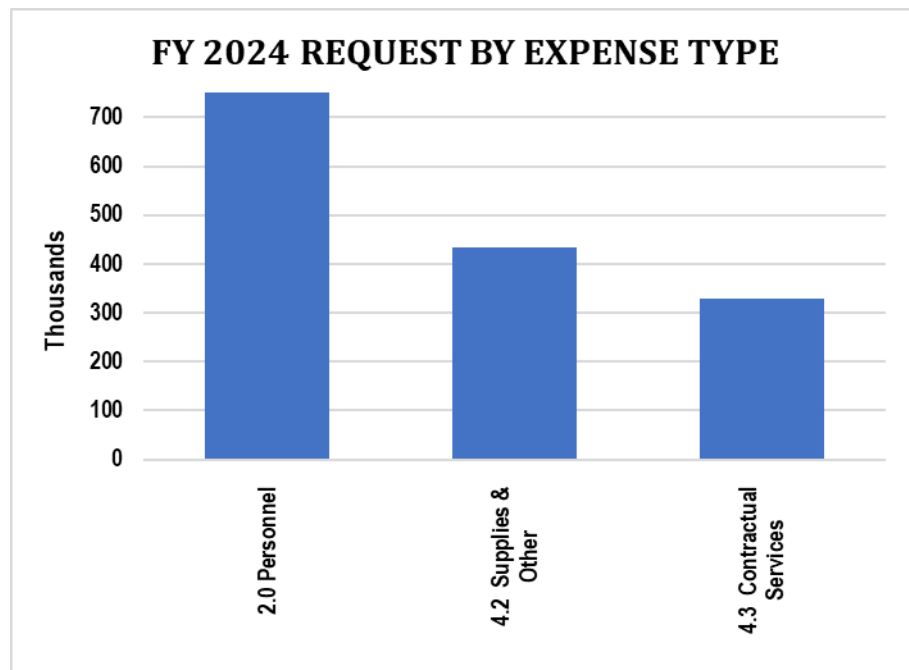


**Expense Categories**

There are three major categories of Public Affairs expenses in the Operations and Maintenance Budget as listed below.

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

Personnel is the highest expense category for Public Affairs. In FY 2023, two Public Affairs Specialists will be added to expand the capacity to create a broad base of public education materials and campaigns for GLWA and its member partners and begin to bring external Public Relations (PR) and Marketing services in-house.



**Biennial Budget Request**

The biennial budget reflects an overall \$92,900 increase, or 5.8% in FY 2024.

- ❖ The personnel account is increasing by \$41,900 due to adding two Public Affairs Specialists. One will be added in first quarter of FY 2023 and the second will be added in the fourth quarter of FY 2023.
- ❖ The supplies & other account is increasing by \$7,200 due to the incremental increase in supplies.
- ❖ The contractual services account is increasing by \$8,700 due to incremental increases in several marketing/communications services.

#### *Biennial Budget Request by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 711,700	\$ 857,200	\$ 207,100	\$ 934,200	\$ 77,000	9.0%	\$ 1,042,100
4.2 Supplies & Other	258,600	425,900	89,700	\$ 433,100	7,200	1.7%	395,800
4.3 Contractual Services	349,000	319,100	75,000	\$ 327,800	8,700	2.7%	472,000
<b>Grand Total</b>	<b>\$ 1,319,300</b>	<b>\$ 1,602,200</b>	<b>\$ 371,800</b>	<b>\$ 1,695,100</b>	<b>\$ 92,900</b>	<b>5.8%</b>	<b>\$ 1,909,900</b>

#### *Biennial Budget Request by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Public Affairs	\$ 1,319,300	\$ 1,602,200	\$ 371,800	\$ 1,695,100	\$ 92,900	5.8%	\$ 1,909,900
<b>Grand Total</b>	<b>\$ 1,319,300</b>	<b>\$ 1,602,200</b>	<b>\$ 371,800</b>	<b>\$ 1,695,100</b>	<b>\$ 92,900</b>	<b>5.8%</b>	<b>\$ 1,909,900</b>

### **Personnel Budget**

Public Affairs personnel consists of 9 positions for FY 2024, which remained constant from FY 2023. One position scheduled to be converted from contractual to direct hire in fourth quarter of FY 2023 to provide sufficient in-house support.

*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 2022 Staffing Plan	Current FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
Public Affairs	7.00	9.00	9.00	9.00	9.00	9.00	9.00

*Full-time Equivalent* – 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 2022 FTEs	Current FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs
Public Affairs	7.00	7.50	8.00	9.00	9.00	9.00	9.00

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

*Personnel Budget*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Public Affairs	\$ 711,700	\$ 857,200	\$ 207,100	\$ 934,200	\$ 77,000	9.0%	\$ 1,042,100
<b>Grand Total</b>	<b>\$ 711,700</b>	<b>\$ 857,200</b>	<b>\$ 207,100</b>	<b>\$ 934,200</b>	<b>\$ 77,000</b>	<b>9.0%</b>	<b>\$ 1,042,100</b>

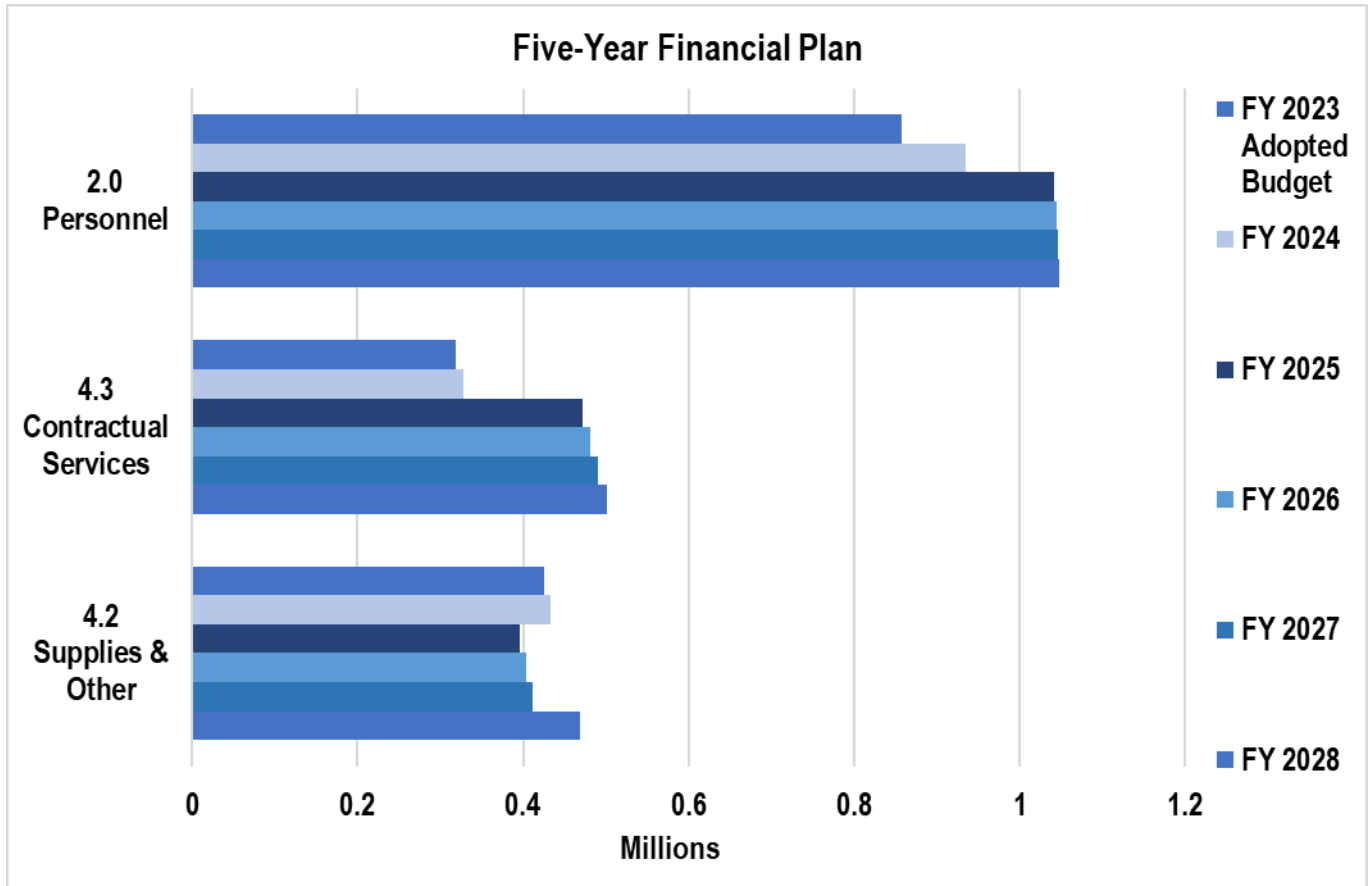
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Public Affairs	\$ 711,700	\$ 857,200	\$ 934,200	\$ 1,042,100	\$ 1,044,100	\$ 1,046,000	\$ 1,047,900
<b>Grand Total</b>	<b>\$ 711,700</b>	<b>\$ 857,200</b>	<b>\$ 934,200</b>	<b>\$ 1,042,100</b>	<b>\$ 1,044,100</b>	<b>\$ 1,046,000</b>	<b>\$ 1,047,900</b>

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 711,700	\$ 857,200	\$ 934,200	\$ 1,042,100	\$ 1,044,100	\$ 1,046,000	\$ 1,047,900
4.2 Supplies & Other	258,600	425,900	\$ 433,100	395,800	403,500	411,700	468,400
4.3 Contractual Services	349,000	319,100	\$ 327,800	472,000	481,400	491,000	500,800
<b>Grand Total</b>	<b>\$ 1,319,300</b>	<b>\$ 1,602,200</b>	<b>\$ 1,695,100</b>	<b>\$ 1,909,900</b>	<b>\$ 1,929,000</b>	<b>\$ 1,948,700</b>	<b>\$ 2,017,100</b>

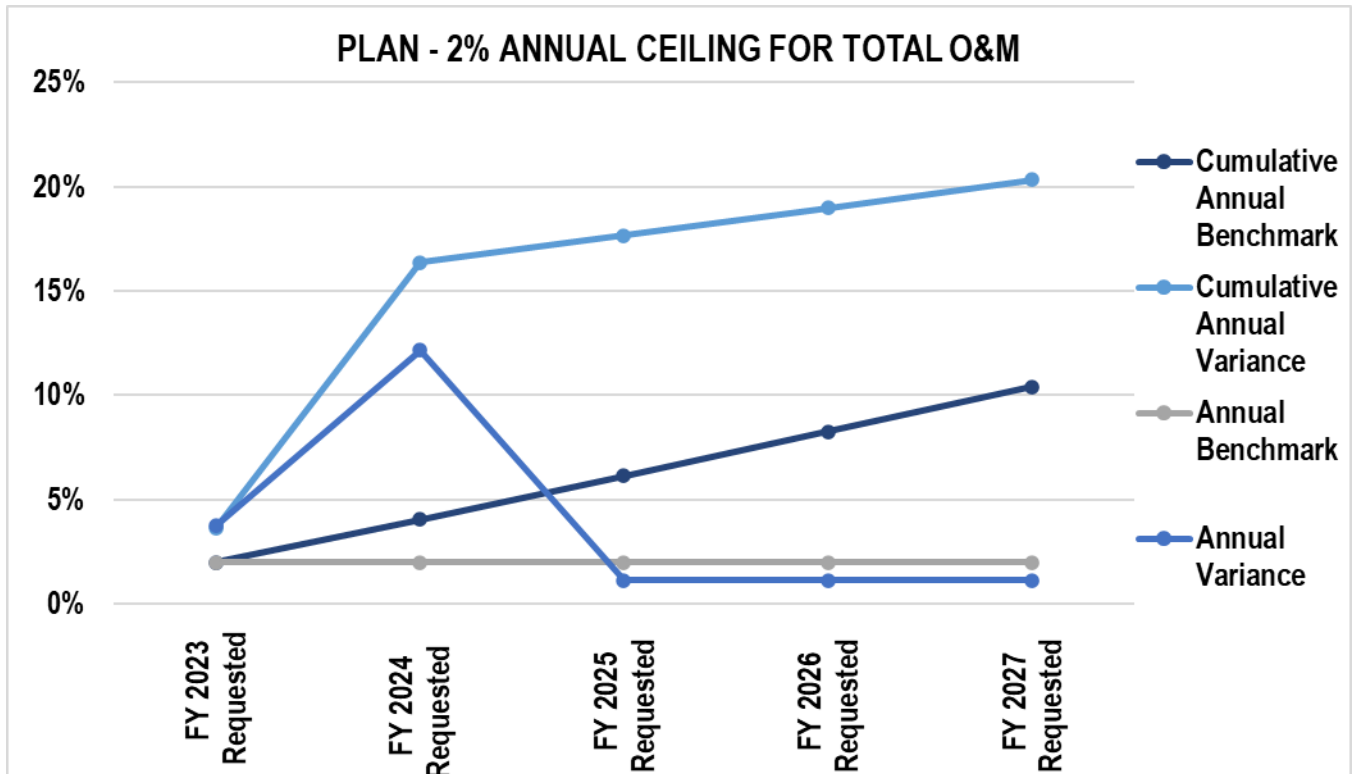


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Public Affairs	\$ 1,319,300	\$ 1,602,200	\$ 1,695,100	\$ 1,909,900	\$ 1,929,000	\$ 1,948,700	\$ 2,017,100
<b>Grand Total</b>	<b>\$ 1,319,300</b>	<b>\$ 1,602,200</b>	<b>\$ 1,695,100</b>	<b>\$ 1,909,900</b>	<b>\$ 1,929,000</b>	<b>\$ 1,948,700</b>	<b>\$ 2,017,100</b>

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

The Public Affairs Group’s financial plan reflects a five-year overall increase of 25.9% 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 the addition of two Public Affairs Specialists to expand the capacity to create a broad base of public education materials and campaigns for GLWA and its member partners and begin to bring external Public Relations/Marketing services in-house.



**Capital Outlay**

Public Affairs capital outlay is funded by the Improvement & Extension budget.

*Five-Year Capital Outlay by Asset Category*

Asset Category	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 22,000	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000
Computers & IT	22,000	10,000	5,000	18,000	22,000	10,000
<b>Grand Total</b>	<b>\$ 22,000</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 18,000</b>	<b>\$ 22,000</b>	<b>\$ 10,000</b>

*Five-Year Capital Outlay by Funding Source*

Funding Source	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	22,000	10,000	5,000	18,000	22,000	10,000
<b>Grand Total</b>	<b>\$ 22,000</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 18,000</b>	<b>\$ 22,000</b>	<b>\$ 10,000</b>

*Five-Year Capital Outlay by Team*

Team	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Public Affairs	\$ 22,000	\$ 10,000	5000	18000	22000	10000
<b>Grand Total</b>	<b>\$ 22,000</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 18,000</b>	<b>\$ 22,000</b>	<b>\$ 10,000</b>

**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 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>881101 - Public Affairs</b>	<b>\$ 10,000</b>	<b>\$ 12,500</b>	<b>\$ 2,900</b>	<b>\$ 14,700</b>	<b>\$ 15,000</b>	<b>\$ 15,300</b>	<b>\$ 15,600</b>	<b>\$ 15,900</b>
<b>2.1 Salaries &amp; Wages</b>	<b>512,800</b>	<b>642,300</b>	<b>143,900</b>	<b>705,500</b>	<b>784,600</b>	<b>784,600</b>	<b>784,600</b>	<b>784,600</b>
<b>2.2 Workforce Development</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2.4 Employee Benefits</b>	<b>158,700</b>	<b>214,900</b>	<b>43,700</b>	<b>228,700</b>	<b>257,500</b>	<b>259,500</b>	<b>261,400</b>	<b>263,300</b>
<b>2.5 Transition Services</b>	<b>40,200</b>	<b>-</b>	<b>19,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>4.2 Supplies &amp; Other</b>	<b>258,600</b>	<b>425,900</b>	<b>89,700</b>	<b>433,100</b>	<b>395,800</b>	<b>403,500</b>	<b>411,700</b>	<b>468,400</b>
Advertising	165,700	192,600	41,500	191,200	149,200	152,200	155,400	207,000
Memberships, Licenses & Subscriptions	1,500	-	-	-	-	-	-	-
Mileage and Parking	100	1,200	-	1,300	1,300	1,300	1,400	1,400
Office Supplies	2,800	6,600	1,400	6,700	6,800	6,900	7,000	7,100
Operating Supplies	64,700	157,100	26,500	160,200	163,300	166,400	169,700	173,200
Printing	3,700	43,200	17,000	44,100	45,000	45,900	46,800	47,700
Supplies & Other - Covid19	200	-	-	-	-	-	-	-
Training and Internal Meetings	10,000	12,500	2,900	14,700	15,000	15,300	15,600	15,900
Travel	3,800	12,700	400	14,900	15,200	15,500	15,800	16,100
Capital Outlay less than \$5,000	6,100	-	-	-	-	-	-	-
<b>4.3 Contractual Services</b>	<b>349,000</b>	<b>319,100</b>	<b>75,000</b>	<b>327,800</b>	<b>472,000</b>	<b>481,400</b>	<b>491,000</b>	<b>500,800</b>
<b>Grand Total</b>	<b>\$ 1,319,300</b>	<b>\$ 1,602,200</b>	<b>\$ 371,800</b>	<b>\$ 1,695,100</b>	<b>\$ 1,909,900</b>	<b>\$ 1,929,000</b>	<b>\$ 1,948,700</b>	<b>\$ 2,017,100</b>

## 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 2024, 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 apprentices' classes that have 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 initiate 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 2024 GLWA will expand access to the One Water Institute with the rollout of the Leadership Development and Leader-in-Me academies. In FY 2024 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

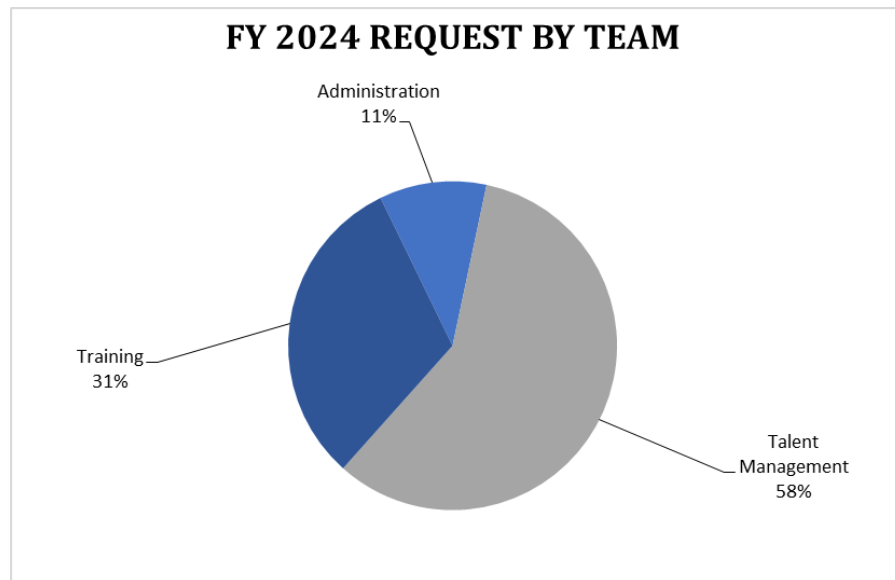
Provides coordination and support to the Organizational Development Group and strategic direction for the utility relative to human relations as well as team support and development.

### ❖ Talent Management

From recruitment to retirement talent management is responsible for supporting all aspects of the employment relationship.

### ❖ Training

Ensures new GLWA team members receive essential orientation and mandatory health and safety training. The Training Team is also responsible for planning, coordinating, and delivering ongoing health and safety and leadership development training to all GLWA team members. The Training Team provides training opportunities to GLWA's member partners through the One Water Institute.



## Expense Categories

There are three major categories of Organizational Development (OD) expenses in the Operations and Maintenance Budget as listed below.

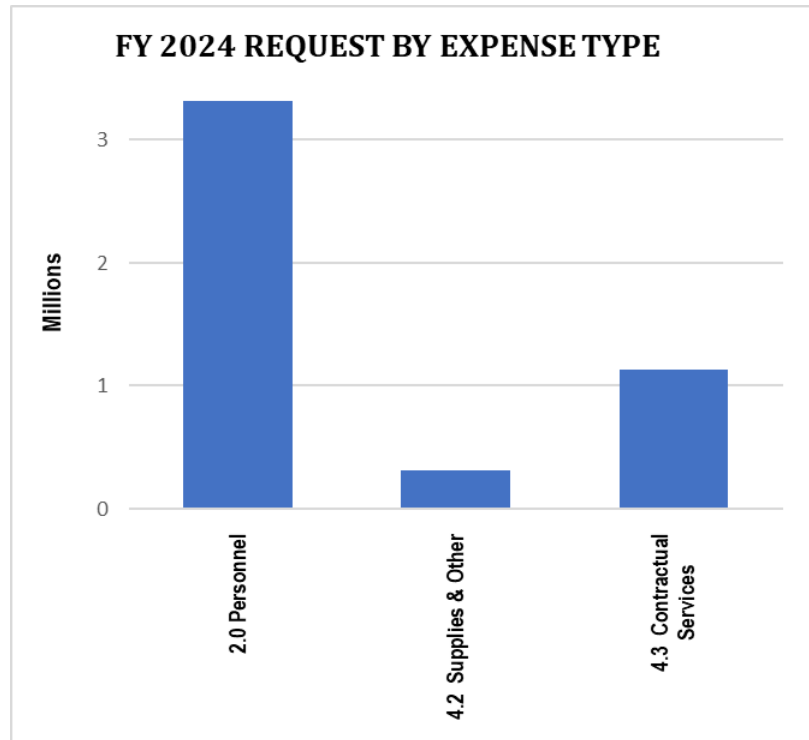
- ❖ Personnel Costs
- ❖ Supplies & Other
- ❖ Contractual Services

Personnel Costs is the highest expense category for OD. In FY 2024, two staffing positions will be added in the first quarter to support the Talent Management Team; one Professional Administrative Analyst and one Human Resource Generalist. In the first quarter of FY 2024, the Training Team will be adding one Training Specialist.

## Biennial Budget Request

The biennial budget reflects a net \$402,000 increase, or 7.8% in FY 2024.

- ❖ The Personnel account is increasing by \$402,000 due to three staffing positions budgeted for FY 2023 but unfilled. FY 2024 also accounts for an increase in the cost of employee benefits.
- ❖ The supplies & other account is increasing by \$59,000 in FY 2024, due to the Training Team adjusting their budget to align with actual expenses for the operating supplies account.
- ❖ The contractual services account is increasing by \$25,000 due to incremental increases in other contractual services.



*Biennial Budget Request by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 3,005,200	\$ 3,930,600	\$ 840,700	\$ 4,248,600	\$ 318,000	8.1%	\$ 4,787,200
4.3 Contractual Services	211,500	271,900	98,500	296,900	25,000	9.2%	292,100
4.2 Supplies & Other	1,127,200	977,100	178,800	1,036,100	59,000	6.0%	1,156,700
<b>Grand Total</b>	<b>\$ 4,343,900</b>	<b>\$ 5,179,600</b>	<b>\$ 1,118,000</b>	<b>\$ 5,581,600</b>	<b>\$ 402,000</b>	<b>7.8%</b>	<b>\$ 6,236,000</b>

*Biennial Budget Request by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Administration	\$ 918,300	\$ 664,700	\$ 184,300	588,700	\$ (76,000)	-11.4%	\$ 740,100
Talent Management	2,093,800	2,815,900	605,200	3,252,700	436,800	15.5%	3,690,900
Training	1,331,800	1,699,000	328,500	1,740,200	41,200	2.4%	1,805,000
<b>Grand Total</b>	<b>\$ 4,343,900</b>	<b>\$ 5,179,600</b>	<b>1,118,000</b>	<b>5,581,600</b>	<b>402,000</b>	<b>7.8%</b>	<b>\$ 6,236,000</b>

### Personnel Budget

Organizational Development personnel consists of 45 positions for FY 2025, which is an increase of five staffing positions from FY 2023. The increase in staffing is to support Talent Management by adding one Manager, one Professional Administrative Analyst, and two Human Resource Generalists. A Training Specialist is also being added to support the Training Team.

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

	Prior Year FY 2022 Staffing Plan	Current Year FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
<b>Organizational Development</b>	<b>35.00</b>	<b>40.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>
Administration	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Talent Management	18.00	22.00	27.00	27.00	27.00	27.00	27.00
Training	12.00	13.00	13.00	13.00	13.00	13.00	13.00

*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. For this budget area, the Staffing Plan and the FTEs are consistent.

#### Full-time Equivalent

	Prior Year FY 2022 FTEs	Current FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs
<b>Organizational Development</b>	<b>35.00</b>	<b>39.00</b>	<b>39.25</b>	<b>43.75</b>	<b>43.75</b>	<b>43.75</b>	<b>43.75</b>
Administration	5.00	5.00	4.00	5.00	5.00	5.00	5.00
Talent Management	18.00	21.00	22.75	25.75	25.75	25.75	25.75
Training	12.00	13.00	12.50	13.00	13.00	13.00	13.00

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

#### Personnel Budget

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Administration	\$ 271,100	\$ 563,800	\$ 98,400	\$ 524,800	\$ (39,000)	-6.9%	\$ 675,000
Talent Management	1,597,200	2,061,100	466,500	2,400,700	339,600	16.5%	2,732,600
Training	1,136,900	1,305,700	275,800	1,323,100	17,400	1.3%	1,379,600
<b>Grand Total</b>	<b>\$ 3,005,200</b>	<b>\$ 3,930,600</b>	<b>\$ 840,700</b>	<b>\$ 4,248,600</b>	<b>\$ 318,000</b>	<b>8.1%</b>	<b>\$ 4,787,200</b>

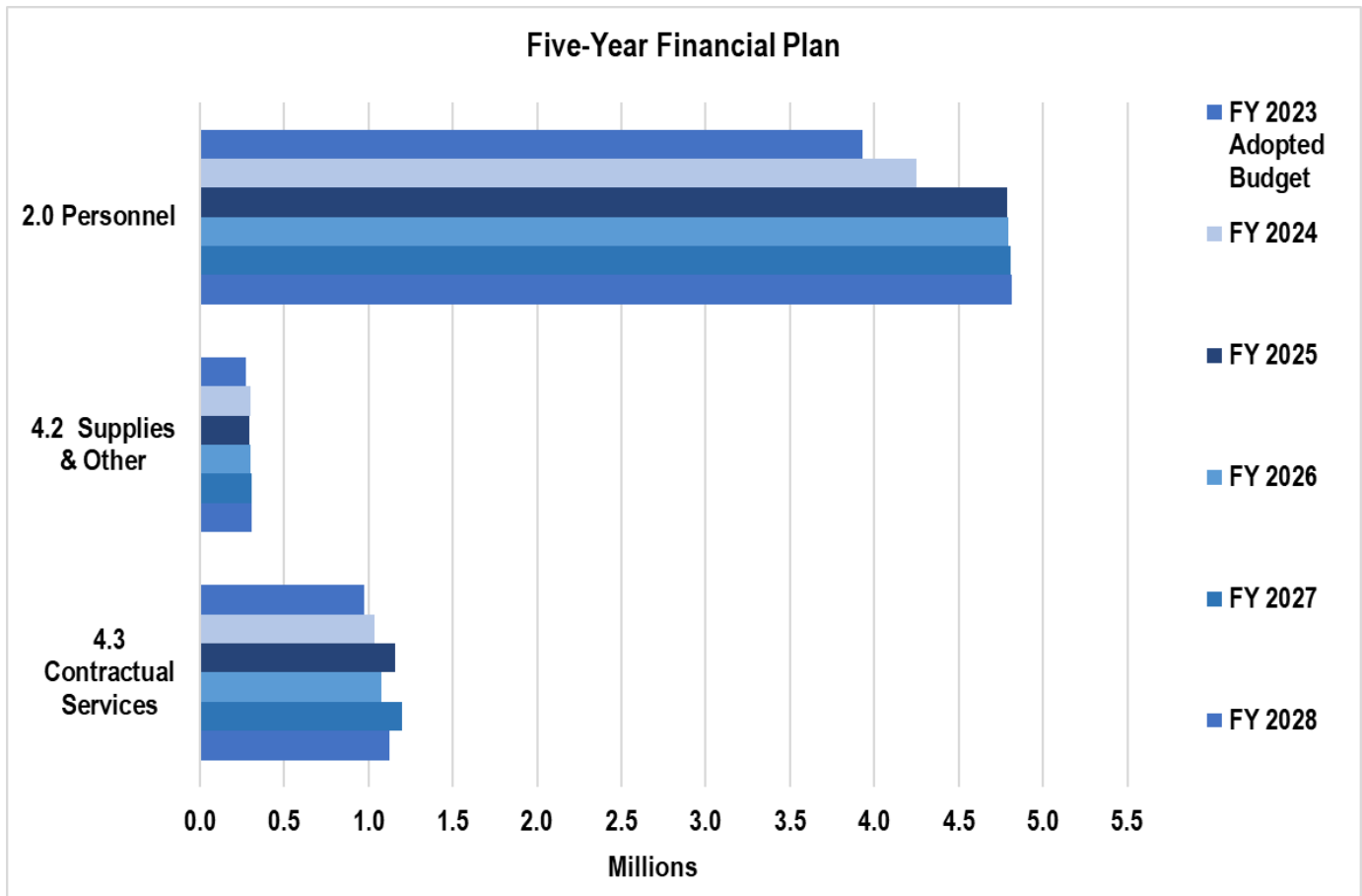
### Personnel Budget – Five-Year Financial Plan

	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Administration	\$ 271,100	\$ 563,800	\$ 524,800	\$ 675,000	\$ 676,100	\$ 677,200	\$ 678,200
Talent Management	1,597,200	2,061,100	2,400,700	2,732,600	2,738,200	2,743,900	2,749,500
Training	1,136,900	1,305,700	1,323,100	1,379,600	1,382,400	1,385,200	1,387,900
<b>Grand Total</b>	<b>\$ 3,005,200</b>	<b>\$ 3,930,600</b>	<b>\$ 4,248,600</b>	<b>\$ 4,787,200</b>	<b>\$ 4,796,700</b>	<b>\$ 4,806,300</b>	<b>\$ 4,815,600</b>

### Five-Year Financial Plan

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

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 3,005,200	\$ 3,930,600	\$ 4,248,600	\$ 4,787,200	\$ 4,796,700	\$ 4,806,300	\$ 4,815,600
4.2 Supplies & Other	211,500	271,900	296,900	292,100	298,200	303,900	310,100
4.3 Contractual Services	1,127,200	977,100	1,036,100	1,156,700	1,077,800	1,199,600	1,121,600
<b>Grand Total</b>	<b>\$ 4,343,900</b>	<b>\$ 5,179,600</b>	<b>\$ 5,581,600</b>	<b>\$ 6,236,000</b>	<b>\$ 6,172,700</b>	<b>\$ 6,309,800</b>	<b>\$ 6,247,300</b>

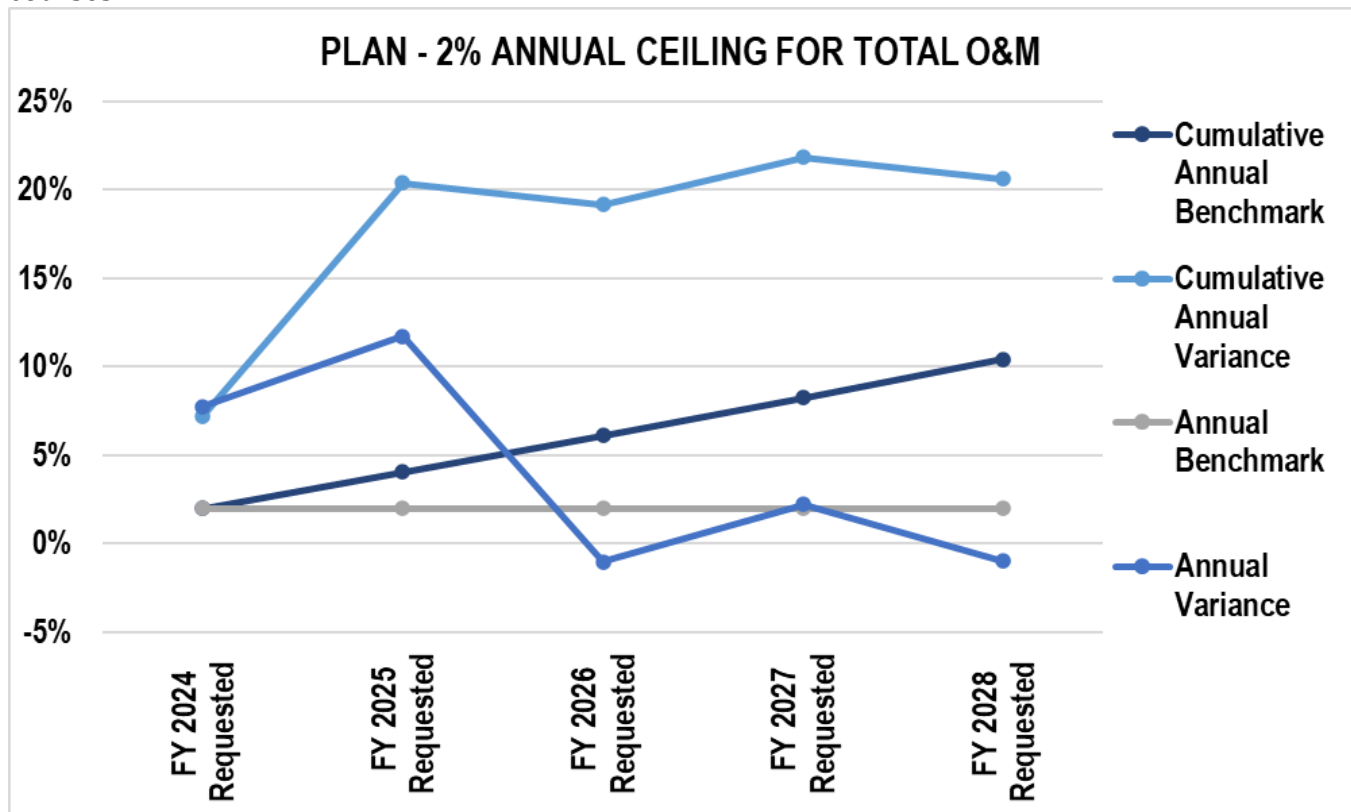


*Five-Year Financial Plan by Team*

Team	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Administration	\$ 664,700	\$ 588,700	\$ 740,100	\$ 742,400	\$ 744,900	\$ 747,400
Talent Management	2,815,900	3,252,700	3,690,900	3,614,000	3,736,800	3,660,300
Training	1,699,000	1,740,200	1,805,000	1,816,300	1,828,100	1,839,600
<b>Grand Total</b>	<b>\$ 5,179,600</b>	<b>\$ 5,581,600</b>	<b>\$ 6,236,000</b>	<b>\$ 6,172,700</b>	<b>\$ 6,309,800</b>	<b>\$ 6,247,300</b>

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

The Organizational Development Group’s financial plan reflects a five-year overall increase of 20.6% 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 the launch of new Apprenticeship Program and training courses.



### Capital Outlay

Organizational Development capital outlay is funded by the Improvement & Extension budget.

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

Asset Category	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
Building/Structures	700,000	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

Funding Source	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Improvement & Extension	700,000	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

Team	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Organizational Development	\$ 700,000	\$ -	-	\$ -	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 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.



Organizational Development  
Budget & Five-Year Plan  
FY 2024 through FY 2028

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>883201 - Administration</b>	<b>\$ 918,300</b>	<b>\$ 664,700</b>	<b>\$ 184,300</b>	<b>\$ 588,700</b>	<b>\$ 740,100</b>	<b>\$ 742,400</b>	<b>\$ 744,900</b>	<b>\$ 747,400</b>
2.1 Salaries & Wages	194,600	421,700	76,500	401,700	517,300	517,300	517,300	517,300
2.4 Employee Benefits	76,500	142,100	21,900	123,100	157,700	158,800	159,900	160,900
4.2 Supplies & Other	15,800	45,000	6,100	45,900	46,800	47,700	48,600	49,700
Advertising	-	-	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	4,400	400	1,000	400	400	400	400	400
Office Supplies	6,500	20,400	2,600	20,800	21,200	21,600	22,100	22,500
Operating Supplies	-	100	100	100	100	100	100	100
Printing	-	-	1,600	-	-	-	-	-
Supplies & Other - Covid19	2,000	-	-	-	-	-	-	-
Training and Internal Meetings	2,900	10,200	300	10,400	10,600	10,800	11,000	11,300
Travel	-	10,200	500	10,400	10,600	10,800	11,000	11,300
Tuition Refund	-	3,700	-	3,800	3,900	4,000	4,000	4,100
4.3 Contractual Services	631,400	55,900	79,800	18,000	18,300	18,600	19,100	19,500
<b>883211 - Talent Management</b>	<b>2,093,800</b>	<b>2,815,900</b>	<b>605,200</b>	<b>3,252,700</b>	<b>3,690,900</b>	<b>3,614,000</b>	<b>3,736,800</b>	<b>3,660,300</b>
2.1 Salaries & Wages	1,143,300	1,503,800	347,000	1,778,600	2,022,800	2,022,800	2,022,800	2,022,800
2.3 Overtime	5,200	3,000	300	3,000	3,000	3,000	3,000	3,000
2.4 Employee Benefits	384,500	554,300	119,200	619,100	706,800	712,400	718,100	723,700
2.5 Transition Services	64,200	-	-	-	-	-	-	-
4.2 Supplies & Other	61,800	85,500	46,000	90,600	81,700	83,700	84,900	86,600
Advertising	23,500	43,000	12,400	44,400	34,700	35,400	36,100	36,800
Memberships, Licenses & Subscriptions	27,200	8,400	1,900	6,100	6,200	6,800	6,500	6,600
Mileage and Parking	700	2,900	200	2,900	2,900	2,900	3,000	3,000
Office Supplies	2,000	-	800	-	-	-	-	-
Operating Supplies	-	1,300	-	-	-	-	-	-
Printing	1,600	2,800	-	2,800	2,900	2,900	3,000	3,000
Repairs & Maintenance-Software	-	-	-	7,600	7,800	7,900	8,100	8,200
Training and Internal Meetings	6,000	4,000	27,300	8,700	8,800	9,000	9,100	9,400
Travel	800	13,500	3,400	18,100	18,400	18,800	19,100	19,600
Tuition Refund	-	9,600	-	-	-	-	-	-
4.3 Contractual Services	434,800	669,300	92,700	761,400	876,600	792,100	908,000	824,200
<b>883231 - Training</b>	<b>1,331,800</b>	<b>1,699,000</b>	<b>328,500</b>	<b>1,740,200</b>	<b>1,805,000</b>	<b>1,816,300</b>	<b>1,828,100</b>	<b>1,839,600</b>
2.1 Salaries & Wages	854,400	960,200	207,400	986,600	1,026,800	1,026,800	1,026,800	1,026,800
2.3 Overtime	-	1,000	-	-	-	-	-	-
2.4 Employee Benefits	282,500	344,500	68,400	336,500	352,800	355,600	358,400	361,100
4.2 Supplies & Other	133,900	141,400	46,400	160,400	163,600	166,800	170,400	173,800
Memberships, Licenses & Subscriptions	4,100	12,000	2,700	6,100	6,200	6,300	6,500	6,700
Mileage and Parking	-	-	-	1,500	1,500	1,600	1,600	1,600
Office Supplies	300	15,300	400	15,600	15,900	16,200	16,600	16,900
Operating Supplies	400	10,000	-	1,000	1,000	1,000	1,100	1,100
Training and Internal Meetings	127,800	100,000	43,300	111,200	113,400	115,700	118,000	120,400
Travel	1,300	4,100	-	22,500	23,000	23,400	23,900	24,400
Tuition Refund	-	-	-	2,500	2,600	2,600	2,700	2,700
4.3 Contractual Services	61,000	251,900	6,300	256,700	261,800	267,100	272,500	277,900
<b>Grand Total</b>	<b>\$ 4,343,900</b>	<b>\$ 5,179,600</b>	<b>\$ 1,118,000</b>	<b>\$ 5,581,600</b>	<b>\$ 6,236,000</b>	<b>\$ 6,172,700</b>	<b>\$ 6,309,800</b>	<b>\$ 6,247,300</b>

## Financial Services

The Financial Services Area consists of three groups. The *CFO Services* group plans and directs all strategic financial planning, compliance, internal audit, and intergovernmental activities. 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)

Rollout the expanded 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 recent 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)

Carryout recommendations 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 & 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.

Project Description	External Auditor Services	Financial Management Consulting Services	Investment Advisor Services	Financial Advisor Services	Water Residential Assistance Program Advisor	Total of Significant Contracts
Prime Consultant or Supplier	Baker Tilly Virchow Krause, LLP	The Foster Group	PFM Asset Management LLC	PFM Financial Advisors LLC	Public Sector Consultants	
Contract #	2104125	GLWA-CS-195	1902721	GLWA-CS-002	2104125	
Contract Amount	\$ 800,000	\$ 4,200,000	\$ 2,200,000	\$ 878,600	\$ 655,000	
Contract End Date	06/11/25	06/30/23	12/31/24	12/31/22	06/21/25	
Cost Center Name	Financial Reporting & Accounting	CFO Services and Financial Management & Planning	Treasury	CFO Services	CFO Services	
Expense Category	Auditing	Contractual Professional Services	Contractual Services	Contractual Professional Services	Contractual Professional Services	
System	Combined	Combined	Combined	Combined	Combined	
Pre-FY 2022 Spend	\$ 391,500	\$ 1,000,000	\$ 433,900	\$ 400,700	\$ 168,400	\$ 2,394,500
Pre-FY 2022 Average Spend	195,800	250,000	289,000	80,100	112,300	
FY 2022 Spend	201,200	475,000	228,900	107,100	121,200	1,133,400
FY 2023 Adopted Budget	207,200	475,000	440,000	60,000	50,000	1,232,200
<b>FY 2024 Requested</b>	<b>211,500</b>	<b>262,200</b>	<b>440,000</b>	<b>100,000</b>	<b>100,000</b>	<b>1,113,700</b>
FY 2025 Requested	222,000	267,400	440,000	100,000	100,000	1,129,400
FY 2026 Requested	226,400	272,800	440,000	100,000	100,000	1,139,200
FY 2027 Requested	231,000	278,200	440,000	100,000	100,000	1,149,200
FY 2028 Requested	235,600	283,800	440,000	100,000	100,000	1,159,400
<b>Total</b>	<b>\$ 1,926,400</b>	<b>\$ 3,314,400</b>	<b>\$ 3,302,800</b>	<b>\$ 1,067,800</b>	<b>\$ 839,600</b>	<b>\$ 10,451,000</b>

### Organization

The Financial Services Area has eleven teams that fall within the three group classifications.

❖ **CFO Services**

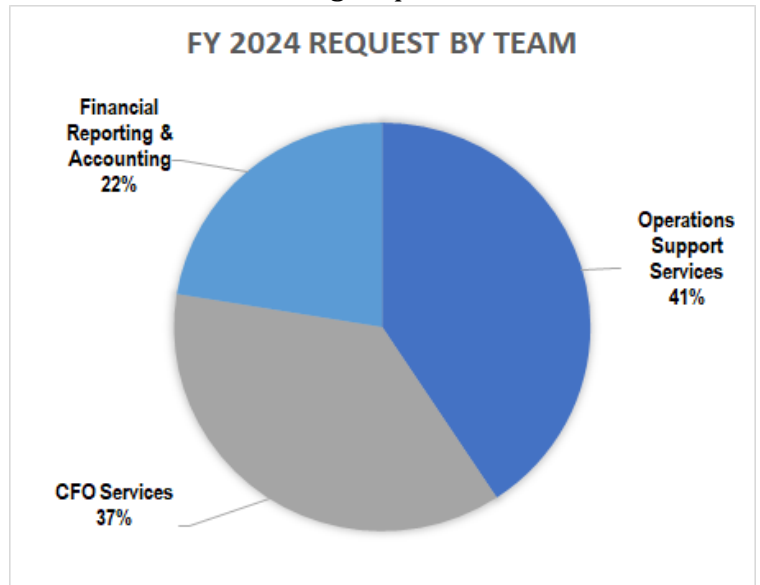
- Chief Financial Officer
- Financial Management & Planning
- CFO Services
- Treasury

❖ **Operations Support Services**

- Procurement Director
- Logistics and Materials

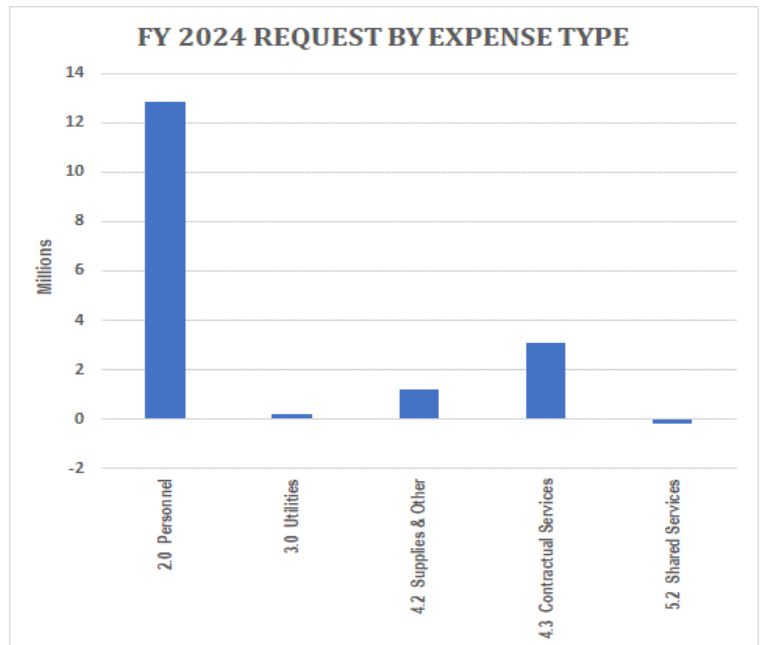
❖ **Financial Reporting & Accounting**

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 the Financial Services area is Personnel Services. 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 \$334,800, or 2.0%. The primary reasons for this increase are highlighted below.

- ❖ Utilities – The FY 2023 budget was developed based on historical trends of the McKinstry warehouse. The transition from the McKinstry warehouse to the Rialto warehouse began towards the end of FY 2021 and continued into FY 2022. The FY 2023 budget will be amended to record the increase in electrical usage at the new warehouse. The FY 2024 budget includes the increase in electrical usage for the new warehouse.
- ❖ Supplies & Other – The primary reason for the increase in this category is for the property tax associated with the Rialto warehouse. The amount of this tax was not known at the time the FY 2023 budget was developed.
- ❖ Contractual Services – The primary reason for the increase was a realignment of the budget based on a review of historical data.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
2.0 Personnel	\$ 10,505,200	\$ 12,820,300	\$ 2,987,600	\$ 12,822,300	\$ 2,000	0.0%	\$ 13,978,000
3.0 Utilities	160,400	102,300	29,600	202,500	100,200	97.9%	206,500
4.2 Supplies & Other	666,600	1,093,500	169,600	1,201,000	107,500	9.8%	1,224,600
4.3 Contractual Services	2,352,800	2,944,900	338,300	3,070,400	125,500	4.3%	3,105,000
5.1 Capital Program Allocation	(18,000)	-	-	-	-	0.0%	-
5.2 Shared Services	(153,300)	(169,100)	(41,400)	(169,500)	(400)	0.2%	(172,800)
<b>Grand Total</b>	<b>\$ 13,513,700</b>	<b>\$ 16,791,900</b>	<b>\$ 3,483,700</b>	<b>\$ 17,126,700</b>	<b>\$ 334,800</b>	<b>2.0%</b>	<b>\$ 18,341,300</b>

#### Biennial Budget Request by Team

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>CFO Services</b>	<b>\$ 4,672,100</b>	<b>\$ 6,425,700</b>	<b>\$ 1,137,700</b>	<b>\$ 6,311,500</b>	<b>\$ (114,200)</b>	<b>-1.8%</b>	<b>\$ 6,857,200</b>
Chief Financial Officer	844,700	1,080,800	199,200	983,400	(97,400)	-9.0%	1,122,900
CFO Services	1,765,700	2,432,600	506,700	2,553,100	120,500	5.0%	2,743,300
Data Analytics & Internal Audit	30,900	-	-	-	-	0.0%	-
Financial Management & Planning	1,395,600	2,032,600	323,900	1,868,700	(163,900)	-8.1%	2,081,400
Treasury	635,200	879,700	107,900	906,300	26,600	3.0%	909,600
<b>Operations Support Services</b>	<b>6,048,300</b>	<b>6,601,900</b>	<b>1,593,000</b>	<b>6,977,200</b>	<b>375,300</b>	<b>5.7%</b>	<b>7,487,600</b>
Procurement Director	3,325,700	3,928,100	974,700	4,090,500	162,400	4.1%	4,407,000
Logistics and Materials	2,541,600	2,673,800	618,300	2,886,700	212,900	8.0%	3,080,600
Owners' Representative	181,000	-	-	-	-	0.0%	-
<b>Financial Reporting &amp; Accounting</b>	<b>2,793,300</b>	<b>3,764,300</b>	<b>753,000</b>	<b>3,838,000</b>	<b>73,700</b>	<b>2.0%</b>	<b>3,996,500</b>
<b>Grand Total</b>	<b>\$ 13,513,700</b>	<b>\$ 16,791,900</b>	<b>\$ 3,483,700</b>	<b>\$ 17,126,700</b>	<b>\$ 334,800</b>	<b>2.0%</b>	<b>\$ 18,341,300</b>

### Personnel Budget

The staffing plan has been increased by 3 positions in FY 2024 (CFO Services: 1-Manager and 1-Professional Administrative Analysis to manage the grants; Procurement Director: 1-Management Professional). The staffing plan remains at a steady state of 126 total positions through FY 2028. The staffing level is shown in the tables below. The decrease in number of positions in FY 2023 was the result of the FY 2022 Financial Services Area reorganization, in which the staffing plan was reduced by 9 positions (4 positions were transferred to Planning Services and 5 positions were transferred to Innovation).

*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	Current Year	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
	FY 2022	FY 2023					
	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan	Staffing Plan
<b>Financial Services Area</b>	<b>132.00</b>	<b>123.00</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>
<b>CFO Services</b>	<b>33.00</b>	<b>35.00</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>
Chief Financial Officer	6.00	5.00	5.00	5.00	5.00	5.00	5.00
CFO Services	11.00	15.00	17.00	17.00	17.00	17.00	17.00
Data Analytics & Internal Audit	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Financial Management & Planning	10.00	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
<b>Operations Support Services</b>	<b>68.00</b>	<b>59.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>
Procurement Director	32.00	35.00	36.00	36.00	36.00	36.00	36.00
Logistics and Materials	24.00	24.00	24.00	24.00	24.00	24.00	24.00
Owners' Representative	5.00	0.00	0.00	0.00	0.00	0.00	0.00
Transformation	7.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Financial Reporting &amp; Accounting</b>	<b>31.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>

*Full Time Equivalent*s - 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, while the number of staffing positions increased, the number of budgeted positions, or FTEs, decreased. This is the result of budgeting vacant positions at a lower FTE in FY 2024 than in previous years due to the challenging labor market.

*Full Time Equivalent*s

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
<b>Financial Services Area</b>	<b>129.75</b>	<b>120.00</b>	<b>115.00</b>	<b>124.50</b>	<b>124.50</b>	<b>124.50</b>	<b>124.50</b>
<b>CFO Services</b>	<b>32.50</b>	<b>34.50</b>	<b>32.50</b>	<b>36.50</b>	<b>36.50</b>	<b>36.50</b>	<b>36.50</b>
Chief Financial Officer	5.50	4.50	3.50	4.50	4.50	4.50	4.50
CFO Services	11.00	15.00	15.50	17.00	17.00	17.00	17.00
Data Analytics & Internal Audit	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Financial Management & Planning	10.00	12.00	10.50	12.00	12.00	12.00	12.00
Treasury	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Operations Support Services</b>	<b>67.25</b>	<b>57.50</b>	<b>55.50</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>
Procurement Director	32.00	33.50	33.50	36.00	36.00	36.00	36.00
Logistics and Materials	24.00	24.00	22.00	24.00	24.00	24.00	24.00
Owners' Representative	5.00	0.00	0.00	0.00	0.00	0.00	0.00
Transformation	6.25	0.00	0.00	0.00	0.00	0.00	0.00
<b>Financial Reporting &amp; Accounting</b>	<b>30.00</b>	<b>28.00</b>	<b>27.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>

*Personnel Budget* – The following table presents the Financial Services personnel budget which consists of the following expense categories: Salaries & Wages, Overtime, Employee Benefits and Contractual Transition Services. These values are based on the *Full Time Equivalent*s in table 2 using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in the Operating Financial Plan Introduction section.

*Personnel Budget*



Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>CFO Services</b>	<b>\$ 3,175,300</b>	<b>\$ 4,350,500</b>	<b>\$ 944,800</b>	<b>\$ 4,100,700</b>	<b>\$ (249,800)</b>	<b>-5.7%</b>	<b>\$ 4,629,300</b>
Chief Financial Officer	566,700	719,300	131,900	614,700	(104,600)	-14.5%	746,900
CFO Services	1,186,700	1,761,100	448,500	1,774,300	13,200	0.7%	1,962,900
Data Analytics & Internal Audit	30,900	-	-	-	-	0.0%	-
Financial Management & Planning	1,089,800	1,560,700	282,800	1,391,200	(169,500)	-10.9%	1,598,300
Treasury	301,200	309,400	81,600	320,500	11,100	3.6%	321,200
<b>Operations Support Services</b>	<b>4,801,000</b>	<b>5,475,700</b>	<b>1,338,500</b>	<b>5,613,800</b>	<b>138,100</b>	<b>2.5%</b>	<b>6,097,300</b>
Procurement Director	2,984,700	3,603,800	907,500	3,795,500	191,700	5.3%	4,106,200
Logistics and Materials	1,619,500	1,871,900	431,000	1,818,300	(53,600)	-2.9%	1,991,100
Owners' Representative	196,800	-	-	-	-	0.0%	-
Transformation	-	-	-	-	-	0.0%	-
<b>Financial Reporting &amp; Accounting</b>	<b>2,528,900</b>	<b>2,994,100</b>	<b>704,300</b>	<b>3,107,800</b>	<b>113,700</b>	<b>3.8%</b>	<b>3,251,400</b>
<b>Grand Total</b>	<b>\$ 10,505,200</b>	<b>\$ 12,820,300</b>	<b>\$ 2,987,600</b>	<b>\$ 12,822,300</b>	<b>\$ 2,000</b>	<b>0.0%</b>	<b>\$ 13,978,000</b>

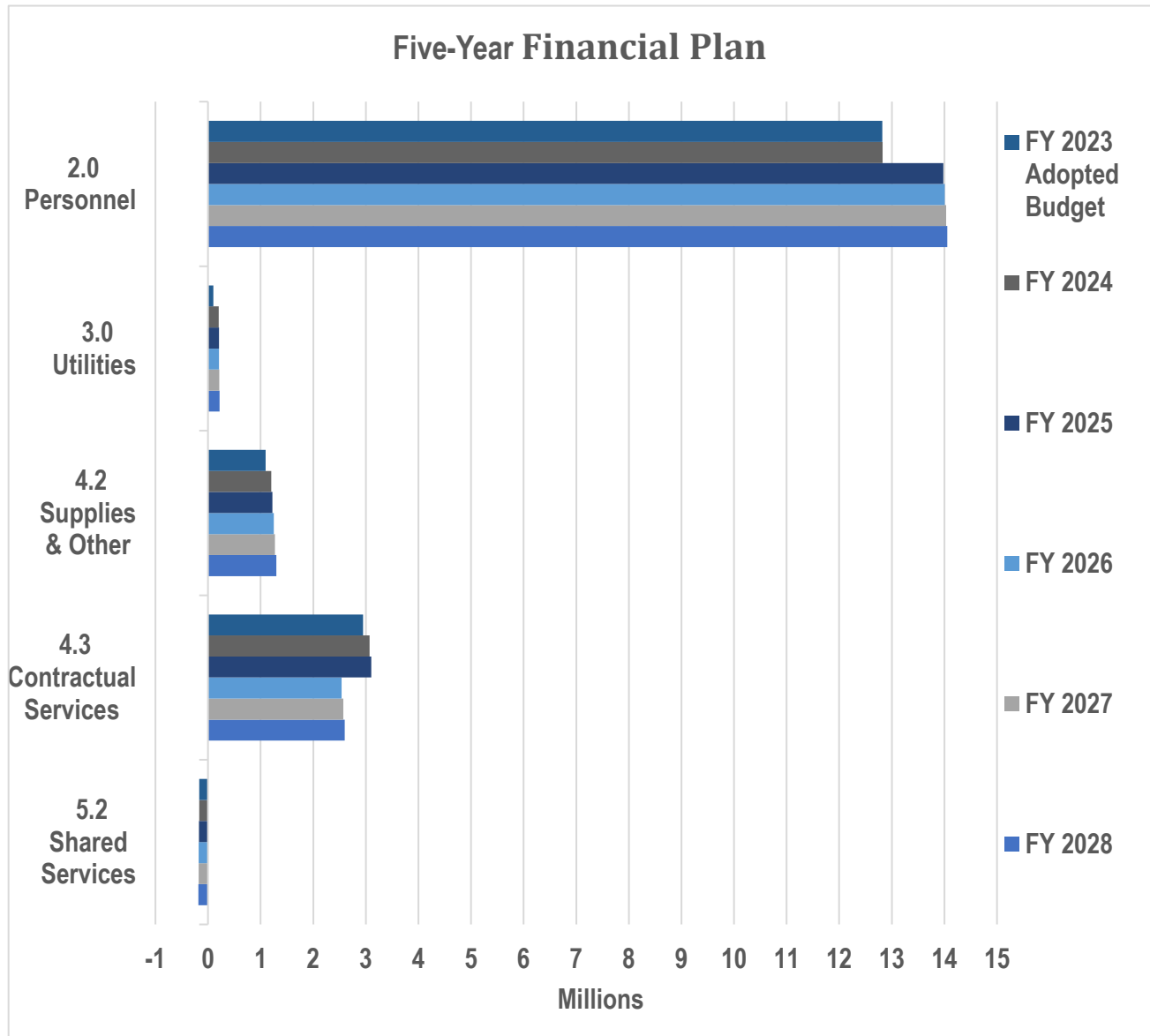
*Personnel Budget – Five-Year Financial Plan*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>CFO Services</b>	<b>\$ 3,175,300</b>	<b>\$ 4,350,500</b>	<b>\$ 4,100,700</b>	<b>\$ 4,629,300</b>	<b>\$ 4,637,200</b>	<b>\$ 4,644,900</b>	<b>\$ 4,652,900</b>
Chief Financial Officer	566,700	719,300	614,700	746,900	748,000	749,000	750,100
CFO Services	1,186,700	1,761,100	1,774,300	1,962,900	1,966,500	1,970,100	1,973,700
Data Analytics & Internal Audit	30,900	-	-	-	-	-	-
Financial Management & Planning	1,089,800	1,560,700	1,391,200	1,598,300	1,600,900	1,603,400	1,606,000
Treasury	301,200	309,400	320,500	321,200	321,800	322,400	323,100
<b>Operations Support Services</b>	<b>4,801,000</b>	<b>5,475,700</b>	<b>5,613,800</b>	<b>6,097,300</b>	<b>6,109,900</b>	<b>6,122,500</b>	<b>6,135,000</b>
Procurement Director	2,984,700	3,603,800	3,795,500	4,106,200	4,113,600	4,121,100	4,128,500
Logistics and Materials	1,619,500	1,871,900	1,818,300	1,991,100	1,996,300	2,001,400	2,006,500
Owners' Representative	196,800	-	-	-	-	-	-
Transformation	-	-	-	-	-	-	-
<b>Financial Reporting &amp; Accounting</b>	<b>2,528,900</b>	<b>2,994,100</b>	<b>3,107,800</b>	<b>3,251,400</b>	<b>3,257,300</b>	<b>3,263,100</b>	<b>3,269,000</b>
<b>Grand Total</b>	<b>\$ 10,505,200</b>	<b>\$ 12,820,300</b>	<b>\$ 12,822,300</b>	<b>\$ 13,978,000</b>	<b>\$ 14,004,400</b>	<b>\$ 14,030,500</b>	<b>\$ 14,056,900</b>

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
2.0 Personnel	\$ 10,505,200	\$ 12,820,300	\$ 12,822,300	\$ 13,978,000	\$ 14,004,400	\$ 14,030,500	\$ 14,056,900
3.0 Utilities	160,400	102,300	202,500	206,500	210,600	214,800	219,300
4.2 Supplies & Other	666,600	1,093,500	1,201,000	1,224,600	1,249,300	1,274,000	1,299,500
4.3 Contractual Services	2,352,800	2,944,900	3,070,400	3,105,000	2,540,200	2,570,400	2,600,600
5.1 Capital Program Allocation	(18,000)	-	-	-	-	-	-
5.2 Shared Services	(153,300)	(169,100)	(169,500)	(172,800)	(176,300)	(179,800)	(183,500)
<b>Grand Total</b>	<b>\$ 13,513,700</b>	<b>\$ 16,791,900</b>	<b>\$ 17,126,700</b>	<b>\$ 18,341,300</b>	<b>\$ 17,828,200</b>	<b>\$ 17,909,900</b>	<b>\$ 17,992,800</b>

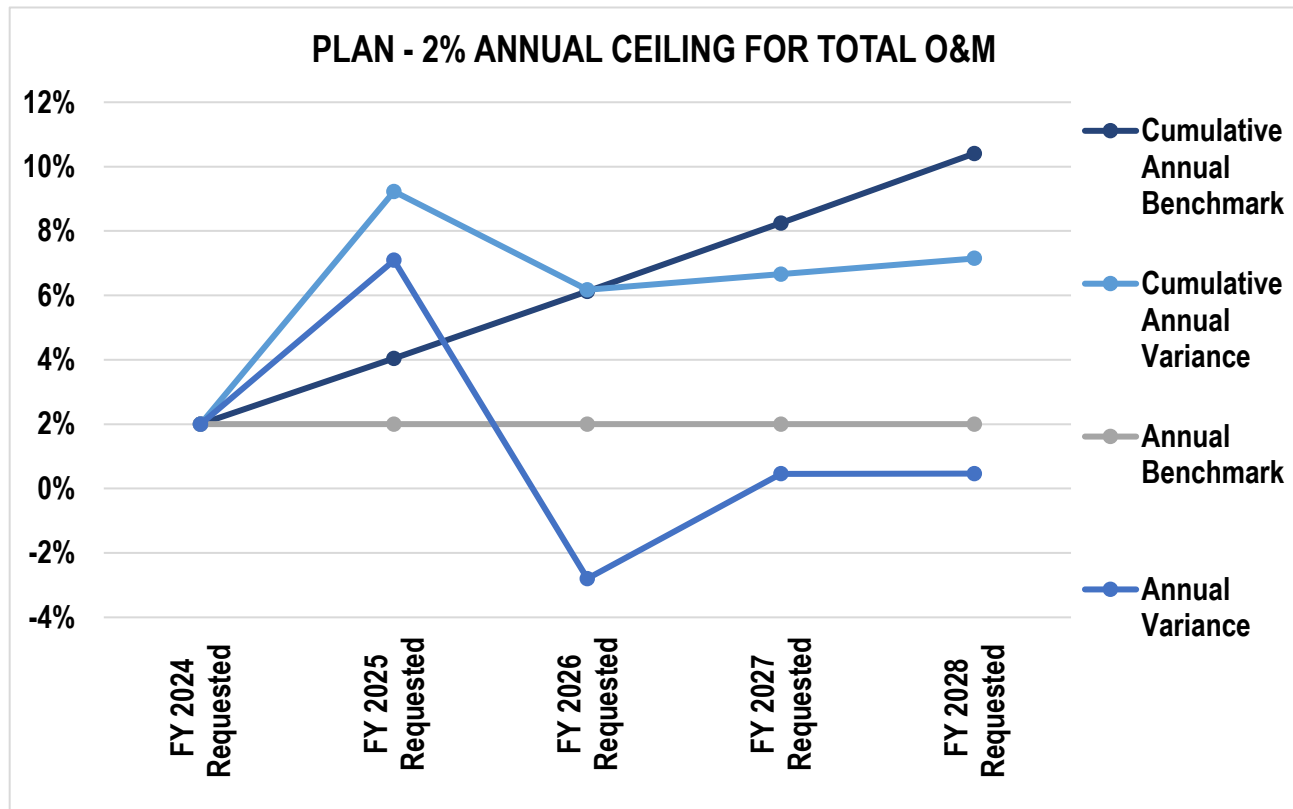


*Five-Year Financial Plan by Team*

Team	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>CFO Services</b>	\$ 4,672,100	\$ 6,425,700	\$ 6,311,500	\$ 6,857,200	\$ 6,486,600	\$ 6,512,300	\$ 6,538,500
Chief Financial Officer	844,700	1,080,800	983,400	1,122,900	1,131,600	1,140,400	1,149,100
CFO Services	1,765,700	2,432,600	2,553,100	2,743,300	2,550,500	2,555,800	2,561,200
Data Analytics & Internal Audit	30,900	-	-	-	-	-	-
Financial Management & Planning	1,395,600	2,032,600	1,868,700	2,081,400	1,891,700	1,899,900	1,908,600
Treasury	635,200	879,700	906,300	909,600	912,800	916,200	919,600
<b>Operations Support Services</b>	<b>6,048,300</b>	<b>6,601,900</b>	<b>6,977,200</b>	<b>7,487,600</b>	<b>7,528,200</b>	<b>7,569,200</b>	<b>7,611,000</b>
Procurement Director	3,325,700	3,928,100	4,090,500	4,407,000	4,420,500	4,434,100	4,447,900
Logistics and Materials	2,541,600	2,673,800	2,886,700	3,080,600	3,107,700	3,135,100	3,163,100
Owners' Representative Transformation	181,000	-	-	-	-	-	-
Financial Reporting & Accounting	2,793,300	3,764,300	3,838,000	3,996,500	3,813,400	3,828,400	3,843,300
<b>Grand Total</b>	<b>\$ 13,513,700</b>	<b>\$ 16,791,900</b>	<b>\$ 17,126,700</b>	<b>\$ 18,341,300</b>	<b>\$ 17,828,200</b>	<b>\$ 17,909,900</b>	<b>\$ 17,992,800</b>

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

The Financial Services area financial plan reflects a five-year overall increase of 10.8% 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 2024 through FY 2028.

## Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>884001 - Chief Financial Officer</b>	<b>844,700</b>	<b>1,080,800</b>	<b>199,200</b>	<b>983,400</b>	<b>1,122,900</b>	<b>1,131,600</b>	<b>1,140,400</b>	<b>1,149,100</b>
2.1 Salaries & Wages	443,700	553,100	103,700	477,800	578,200	578,200	578,200	578,200
2.4 Employee Benefits	123,000	166,200	28,200	136,900	168,700	169,800	170,800	171,900
4.2 Supplies & Other	12,500	48,200	1,900	49,100	50,100	51,200	52,200	53,100
Memberships, Licenses & Subscriptions	5,500	10,800	1,400	11,000	11,200	11,500	11,700	11,900
Mileage and Parking	500	2,000	100	2,000	2,100	2,100	2,200	2,200
Office Supplies	3,100	12,600	-	12,900	13,100	13,400	13,600	13,900
Postage	-	200	-	200	200	200	200	200
Supplies & Other - Covid19	700	-	-	-	-	-	-	-
Training and Internal Meetings	2,700	10,800	400	11,000	11,200	11,500	11,700	11,900
Travel	-	11,800	-	12,000	12,300	12,500	12,800	13,000
4.3 Contractual Services	265,500	313,300	65,400	319,600	325,900	332,400	339,200	345,900
Contractual Operating Services	200	800	-	800	800	800	900	900
Contractual Professional Services	157,200	312,500	60,100	318,800	325,100	331,600	338,300	345,000
Contractual Svcs-Flood Events-All Sewer	108,100	-	5,300	-	-	-	-	-
<b>884111 - Financial Reporting &amp; Accounting</b>	<b>2,793,300</b>	<b>3,764,300</b>	<b>753,000</b>	<b>3,838,000</b>	<b>3,996,500</b>	<b>3,813,400</b>	<b>3,828,400</b>	<b>3,843,300</b>
2.1 Salaries & Wages	1,898,600	2,134,000	483,200	2,229,900	2,335,900	2,335,900	2,335,900	2,335,900
2.2 Workforce Development	-	12,800	-	-	-	-	-	-
2.3 Overtime	100	1,000	-	1,000	1,000	1,000	1,000	1,000
2.4 Employee Benefits	613,500	756,300	149,200	738,300	775,900	781,800	787,600	793,500
2.5 Transition Services	16,700	90,000	71,900	138,600	138,600	138,600	138,600	138,600
4.2 Supplies & Other	21,500	100,000	1,900	65,700	67,000	68,400	69,800	70,900
Memberships, Licenses & Subscriptions	5,500	7,100	500	7,200	7,400	7,500	7,700	7,800
Mileage and Parking	400	3,200	100	3,300	3,300	3,400	3,500	3,500
Office Supplies	2,900	35,400	600	20,000	20,400	20,800	21,200	21,600
Postage	4,200	24,000	700	10,000	10,200	10,400	10,600	10,800
Supplies & Other - Covid19	500	-	-	-	-	-	-	-
Training and Internal Meetings	7,000	18,300	-	15,000	15,300	15,600	15,900	16,200
Travel	1,000	10,800	-	9,000	9,200	9,400	9,600	9,700
Tuition Refund	-	1,200	-	1,200	1,200	1,300	1,300	1,300
4.3 Contractual Services	242,900	670,200	46,800	664,500	678,100	487,700	495,500	503,400
Contractual Operating Services	2,600	4,900	-	5,000	5,100	5,200	5,300	5,400
Contractual Professional Services	39,100	358,100	46,800	348,000	351,000	156,100	159,200	162,400
Auditing	201,200	307,200	-	311,500	322,000	326,400	331,000	335,600
<b>884113 - Financial Management &amp; Planning</b>	<b>1,395,600</b>	<b>2,032,600</b>	<b>323,900</b>	<b>1,868,700</b>	<b>2,081,400</b>	<b>1,891,700</b>	<b>1,899,900</b>	<b>1,908,600</b>
2.1 Salaries & Wages	789,300	1,187,500	220,200	1,065,900	1,223,100	1,223,100	1,223,100	1,223,100
2.4 Employee Benefits	230,000	373,200	62,600	325,300	375,200	377,800	380,300	382,900
2.5 Transition Services	70,500	-	-	-	-	-	-	-
4.2 Supplies & Other	2,300	16,900	1,100	17,300	17,700	18,000	18,300	18,800
Memberships, Licenses & Subscriptions	1,800	3,000	800	3,100	3,100	3,200	3,200	3,300
Mileage and Parking	-	300	-	400	400	400	400	400
Office Supplies	-	2,000	-	2,000	2,100	2,100	2,200	2,200
Training and Internal Meetings	500	6,300	-	6,400	6,600	6,700	6,800	7,000
Travel	-	5,300	300	5,400	5,500	5,600	5,700	5,900
4.3 Contractual Services	303,500	455,000	40,000	460,200	465,400	272,800	278,200	283,800
Contractual Professional Services	303,500	455,000	40,000	460,200	465,400	272,800	278,200	283,800

**Line-Item Budget and Financial Plan (continued)**

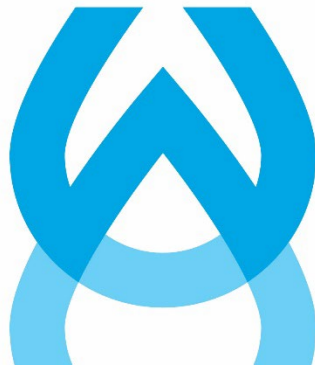
Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>884121 - Procurement Director</b>	<b>3,325,700</b>	<b>3,928,100</b>	<b>974,700</b>	<b>4,090,500</b>	<b>4,407,000</b>	<b>4,420,500</b>	<b>4,434,100</b>	<b>4,447,900</b>
2.1 Salaries & Wages	2,151,500	2,633,300	640,600	2,760,800	2,990,800	2,990,800	2,990,800	2,990,800
2.3 Overtime	23,200	50,000	600	-	-	-	-	-
2.4 Employee Benefits	686,600	920,500	201,000	910,000	990,700	998,100	1,005,600	1,013,000
2.5 Transition Services	123,400	-	65,300	124,700	124,700	124,700	124,700	124,700
4.2 Supplies & Other	67,800	203,400	8,800	173,700	177,100	180,700	184,200	188,100
Advertising	100	-	200	100	100	100	100	100
Memberships, Licenses & Subscriptions	42,500	28,800	3,700	50,000	51,000	51,900	53,000	54,100
Mileage and Parking	-	1,000	-	1,000	1,000	1,000	1,100	1,100
Office Supplies	7,800	61,300	2,900	12,500	12,800	13,000	13,200	13,600
Office Supplies - Covid19	500	-	-	-	-	-	-	-
Operating Supplies	1,200	25,500	-	2,000	2,000	2,100	2,100	2,200
Postage	-	100	-	100	100	100	100	100
Training and Internal Meetings	3,900	78,000	500	78,000	79,500	81,300	82,800	84,400
Travel	9,800	8,500	1,500	20,000	20,400	20,800	21,200	21,700
Tuition Refund	2,000	200	-	10,000	10,200	10,400	10,600	10,800
4.3 Contractual Services	275,400	120,900	58,400	121,300	123,700	126,200	128,800	131,300
Contractual Operating Services	8,700	20,400	62,500	20,800	21,200	21,600	22,100	22,500
Contractual Professional Services	266,700	100,500	(4,100)	100,500	102,500	104,600	106,700	108,800
5.1 Capital Program Allocation	(2,200)	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	(1,600)	-	-	-	-	-	-	-
Capital Program: Employee Benefits	(600)	-	-	-	-	-	-	-
<b>884124 - Logistics and Materials</b>	<b>2,541,600</b>	<b>2,673,800</b>	<b>618,300</b>	<b>2,886,700</b>	<b>3,080,600</b>	<b>3,107,700</b>	<b>3,135,100</b>	<b>3,163,100</b>
2.1 Salaries & Wages	1,154,700	1,313,900	319,600	1,298,500	1,419,100	1,419,100	1,419,100	1,419,100
2.3 Overtime	3,300	6,000	200	6,000	6,000	6,000	6,000	6,000
2.4 Employee Benefits	461,500	552,000	111,200	513,800	566,000	571,200	576,300	581,400
3.1 Electric	87,600	36,000	23,500	100,000	102,000	104,000	106,100	108,300
3.2 Gas	50,500	25,500	600	50,500	51,500	52,500	53,600	54,700
3.3 Sewage Service	20,500	35,700	5,200	22,000	22,400	22,900	23,300	23,800
3.4 Water Service	1,800	5,100	300	30,000	30,600	31,200	31,800	32,500
4.2 Supplies & Other	552,600	674,600	152,100	840,400	857,000	874,300	891,800	909,700
Capital Outlay less than \$5,000	1,400	5,000	-	2,000	2,000	2,100	2,100	2,200
Employee Uniform Expense	-	15,000	-	-	-	-	-	-
Inspection and Permit Fees-All Sewer	1,500	-	-	2,000	2,000	2,100	2,100	2,200
Memberships, Licenses & Subscriptions	-	-	200	-	-	-	-	-
Mileage and Parking	-	500	-	500	500	500	500	500
Office Supplies	26,800	25,500	4,900	26,000	26,500	27,100	27,600	28,100
Office Supplies - Covid19	7,500	-	-	-	-	-	-	-
Operating Supplies	36,300	56,800	17,300	40,800	41,600	42,400	43,300	44,200
Property Taxes-All Sewer	176,500	-	2,500	180,000	183,600	187,300	191,000	194,800
Repairs & Maintenance-Buildings & Ground	6,900	1,000	300	7,000	7,100	7,300	7,400	7,600
Repairs & Maintenance-Equipment	6,000	8,000	900	8,100	8,300	8,400	8,600	8,800
Rentals-Buildings-All Sewer	280,000	550,800	121,700	561,800	573,000	584,500	596,200	608,100
Training and Internal Meetings	-	1,000	1,300	1,000	1,000	1,000	1,100	1,100
Travel	-	1,000	-	1,000	1,000	1,000	1,100	1,100
Uniforms, Laundry, Cleaning	9,700	10,000	3,000	10,200	10,400	10,600	10,800	11,000
4.3 Contractual Services	209,100	25,000	5,600	25,500	26,000	26,500	27,100	27,600
Contractual Operating Services	127,300	10,000	4,600	10,000	10,200	10,400	10,600	10,800
Contractual Professional Services	81,800	15,000	1,000	15,500	15,800	16,100	16,500	16,800
<b>884126 - Owners' Representative</b>	<b>181,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2.1 Salaries & Wages	147,700	-	-	-	-	-	-	-
2.4 Employee Benefits	49,100	-	-	-	-	-	-	-
5.1 Capital Program Allocation	(15,800)	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	(11,300)	-	-	-	-	-	-	-
Capital Program: Employee Benefits	(4,500)	-	-	-	-	-	-	-

**Line-Item Budget and Financial Plan (continued)**

Cost Center & Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>884131 - Treasury</b>	<b>635,200</b>	<b>879,700</b>	<b>107,900</b>	<b>906,300</b>	<b>909,600</b>	<b>912,800</b>	<b>916,200</b>	<b>919,600</b>
2.1 Salaries & Wages	225,700	228,600	62,200	239,300	239,300	239,300	239,300	239,300
2.4 Employee Benefits	75,500	80,800	19,400	81,200	81,900	82,500	83,100	83,800
4.2 Supplies & Other	4,300	19,500	800	20,000	20,300	20,600	20,900	21,200
Memberships, Licenses & Subscriptions	900	2,500	-	2,500	2,600	2,600	2,700	2,700
Mileage and Parking	2,000	4,000	600	4,000	4,000	4,000	4,000	4,000
Office Supplies	200	2,000	100	2,000	2,000	2,100	2,100	2,200
Postage	600	1,000	100	1,500	1,500	1,500	1,500	1,500
Training and Internal Meetings	600	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	464,300	700,800	62,100	715,800	721,100	726,500	732,100	737,700
Contractual Operating Services	464,300	700,800	62,100	715,800	721,100	726,500	732,100	737,700
5.2 Shared Services	(134,600)	(150,000)	(36,600)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)
Shared Services Reimbursement	(134,600)	(150,000)	(36,600)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)
<b>884141 - CFO Services</b>	<b>1,765,700</b>	<b>2,432,600</b>	<b>506,700</b>	<b>2,553,100</b>	<b>2,743,300</b>	<b>2,550,500</b>	<b>2,555,800</b>	<b>2,561,200</b>
2.1 Salaries & Wages	876,000	1,324,100	321,900	1,333,000	1,473,600	1,473,600	1,473,600	1,473,600
2.3 Overtime	3,600	-	900	4,000	4,000	4,000	4,000	4,000
2.4 Employee Benefits	254,800	437,000	98,800	437,300	485,300	488,900	492,500	496,100
2.5 Transition Services	52,300	-	26,900	-	-	-	-	-
4.2 Supplies & Other	5,600	30,900	3,000	34,800	35,400	36,100	36,800	37,700
Memberships, Licenses & Subscriptions	2,800	5,000	1,200	7,500	7,600	7,800	8,000	8,100
Mileage and Parking	-	1,800	-	800	800	800	800	900
Office Supplies	700	3,000	600	3,100	3,100	3,200	3,200	3,300
Postage	300	1,500	-	1,500	1,600	1,600	1,600	1,700
Training and Internal Meetings	500	6,000	1,200	8,000	8,200	8,300	8,500	8,700
Travel	1,300	13,600	-	13,900	14,100	14,400	14,700	15,000
4.3 Contractual Services	592,100	659,700	60,000	763,500	764,800	568,100	569,500	570,900
Contractual Operating Services	60,000	51,700	4,500	65,500	66,800	68,100	69,500	70,900
Contractual Professional Services	532,100	608,000	55,500	698,000	698,000	500,000	500,000	500,000
5.2 Shared Services	(18,700)	(19,100)	(4,800)	(19,500)	(19,800)	(20,200)	(20,600)	(21,100)
Shared Services : Salaries & Wages Reimb	(13,300)	(13,600)	(3,400)	(13,900)	(14,100)	(14,400)	(14,700)	(15,000)
Shared Services: Employee Benefit Reimb	(5,400)	(5,500)	(1,400)	(5,600)	(5,700)	(5,800)	(5,900)	(6,100)
<b>884151 - Data Analytics &amp; Internal Audit</b>	<b>30,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2.1 Salaries & Wages	22,700	-	-	-	-	-	-	-
2.4 Employee Benefits	8,200	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 13,513,700</b>	<b>\$ 16,791,900</b>	<b>\$ 3,483,700</b>	<b>\$ 17,126,700</b>	<b>\$ 18,341,300</b>	<b>\$ 17,828,200</b>	<b>\$ 17,909,900</b>	<b>\$ 17,992,800</b>

# GLWA

*Great Lakes Water Authority*



## **Section 6**

### **Supplemental Analysis**

## Personnel Costs

Achieving the GLWA's initiatives is dependent on the ability to attract, retain, and develop highly qualified and effective team members.

While Staffing positions were increased by 25, due to the challenges of recruiting and retaining team members over the past year in this unprecedented, competitive job market, the Full-time Equivalents (FTEs) were decreased from FY 2023 by 81 to account for the difficulty in filling numerous vacant positions and potential, related impact on the budget.

In turn, the entity-wide personnel budget decreased \$1.2 million, or -1%, between FY 2023 and FY 2024 as shown on the table on the next page. The Staffing Positions Vacancy rate percentage is currently estimated at 21%, FTEs Vacancy rate percentage is currently estimated at 17% (*see Staffing Plan and Full Time Equivalents Tables, pages 8-11 below*). While specific reasons for the variances in the personnel budget are addressed Section 5 of this document, the following highlights some of the key factors.

**Salaries & Wages** - The slight decrease in budget of \$1 million or -1.3% is due to several components.

- There is an increase in number of Staffing positions of 25 in total, to support key initiatives and demands.
  - Organizational Development Needs (Recruitment, Talent Management)
  - Capital Improvement Planning
  - Continual Improvement Process
- A change in the classification and compensation of team members who attain a higher level of knowledge, skills, and abilities.
- A reduction of 81 full-time equivalents (FTEs) due to delay in filling vacant positions. The budget is based on the FTE staffing which is the number of hours that a position is filled per year. Since a number of the positions may not be filled until late in FY 2024, the FTE count is less than the number of Staffing positions.

**Salaries & Wages - Workforce Development** - The workforce development classification represents the salaries and wages for workers that have been hired into the apprenticeship program. There was a decrease in budget of \$410,400 or -22.8%. This is primarily due cutting the FTEs by a total of 15 in Water and Waste Operations, as it is anticipated that the vacant apprentice positions will not be filled until late FY 2024. More detail is provided in the respective operating sections in Section 5 of this document.

**Overtime** – Overall, there was an increase to overtime in the amount of \$500,400, or 7.3%.

- ✓ Wastewater Operations increased by \$105,000 due to the expected challenges and related delay in filling vacant positions thereby increasing the need for others to work overtime. The increase was mainly in the Combined Sewer Overflow cost center.
- ✓ Water Operations increased by \$405,000 due to the expected challenges and related delay in filling vacant positions thereby increasing the need for others to work overtime. The increases were mainly in the Systems Operations Control, and Field Service Operations cost centers.

**Employee Benefits** – Decreased by \$1.8 million, or -6.2%, between FY 2023 and FY 2024. While there is an increase in medical premiums charged by the health insurance vendors, there is a decrease in the number of budgeted FTEs as well as number of enrollees in the cafeteria plans. The annual plan renewals and related carrier rates are based on a calendar year.

**Contractual Transition Services** – There was an overall increase of \$1,525,000, or 20.1%, in the Contractual Transition Services.

The increase in the areas of *Wastewater Operations* (several cost centers) and *Chief Financial Officer* (Financial Reporting & Accounting, Procurement Director) is due to the need to fill specialized positions in the staffing plan. These specialized positions were previously budgeted in Salaries & Wages. It is taking longer to hire for these positions than originally projected when the FY 2023 budget was developed. There has been a need to temporarily fill these positions on a contractual basis until they can be permanently filled.

The decrease in the Contractual Transition Services budget in the areas of *Chief Operating Water Operations*, (Transformations) and *Chief Administrative & Compliance Officer* (Info Technology Business Productivity Systems), is the result of transitioning positions previously filled by individuals on a contract basis to GLWA team members.

*Personnel Biennial Budget by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Salaries & Wages	63,900,800	75,768,800	16,756,600	74,765,400	(1,003,400)	-1.3%	82,681,200
Salaries & Wages - Workforce Development	844,000	1,801,900	316,300	1,391,500	(410,400)	-22.8%	1,508,800
Overtime	8,113,300	6,882,600	2,332,200	7,383,000	500,400	7.3%	7,738,600
Employee Benefits	24,205,500	30,087,300	6,152,200	28,218,500	(1,868,800)	-6.2%	31,521,500
Contractual Transition Services	9,989,700	7,603,700	2,580,600	9,128,700	1,525,000	20.1%	9,128,700
<b>Grand Total</b>	<b>\$ 107,053,300</b>	<b>\$ 122,144,300</b>	<b>\$ 28,137,900</b>	<b>\$ 120,887,100</b>	<b>\$ (1,257,200)</b>	<b>-1.0%</b>	<b>\$ 132,578,800</b>

*Personnel Biennial Budget by Operating Area and Expense Category*

Operating Area and Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>Chief Operating Officer Water Operations</b>	<b>\$ 35,107,100</b>	<b>\$ 39,629,100</b>	<b>\$ 9,327,000</b>	<b>\$ 38,546,200</b>	<b>\$ (1,082,900)</b>	<b>-2.7%</b>	<b>\$ 40,164,300</b>
Salaries & Wages	20,800,100	23,699,600	5,463,900	23,587,800	(111,800)	-0.5%	24,633,000
Salaries & Wages - Workforce Development	581,200	1,512,200	207,900	1,052,400	(459,800)	-30.4%	1,119,900
Overtime	4,506,700	3,586,900	1,355,500	4,026,100	439,200	12.2%	4,026,100
Employee Benefits	8,432,900	10,145,300	2,180,300	9,462,100	(683,200)	-6.7%	9,967,500
Contractual Transition Services	786,200	685,100	119,400	417,800	(267,300)	-39.0%	417,800
<b>Chief Operating Officer Wastewater Operations</b>	<b>37,043,900</b>	<b>40,062,900</b>	<b>9,544,300</b>	<b>39,735,400</b>	<b>(327,500)</b>	<b>-0.8%</b>	<b>44,962,900</b>
Salaries & Wages	18,124,500	21,985,900	4,652,500	20,694,900	(1,291,000)	-5.9%	24,001,600
Salaries & Wages - Workforce Development	257,200	276,900	80,500	315,700	38,800	14.0%	365,500
Overtime	2,932,000	2,830,800	810,300	2,935,700	104,900	3.7%	3,278,800
Employee Benefits	7,461,500	9,282,300	1,811,700	8,392,900	(889,400)	-9.6%	9,920,800
Contractual Transition Services	8,268,700	5,687,000	2,189,300	7,396,200	1,709,200	30.1%	7,396,200
<b>Chief Planning Officer</b>	<b>5,027,600</b>	<b>7,251,100</b>	<b>1,162,200</b>	<b>7,001,200</b>	<b>(249,900)</b>	<b>-3.4%</b>	<b>8,555,900</b>
Salaries & Wages	3,254,100	4,509,200	779,000	4,358,700	(150,500)	-3.3%	5,526,500
Salaries & Wages - Workforce Development	2,700	-	9,400	-	-	-	-
Overtime	125,900	137,700	24,600	140,900	3,200	2.3%	145,000
Employee Benefits	1,077,400	1,552,800	260,900	1,450,200	(102,600)	-6.6%	1,833,000
Contractual Transition Services	567,500	1,051,400	88,300	1,051,400	-	0.0%	1,051,400
<b>Chief Administrative &amp; Compliance Officer</b>	<b>12,332,000</b>	<b>14,843,800</b>	<b>3,194,800</b>	<b>15,140,300</b>	<b>296,500</b>	<b>2.0%</b>	<b>16,821,700</b>
Salaries & Wages	9,363,500	11,049,400	2,430,300	11,416,000	366,600	3.3%	12,656,100
Salaries & Wages - Workforce Development	2,900	-	6,200	23,400	23,400	0.0%	23,400
Overtime	5,400	4,000	400	3,000	(1,000)	0.0%	3,000
Employee Benefits	2,896,000	3,700,200	757,900	3,697,900	(2,300)	-0.1%	4,139,200
Contractual Transition Services	64,200	90,200	-	-	(90,200)	0.0%	-
<b>Chief Financial Officer</b>	<b>10,505,200</b>	<b>12,820,300</b>	<b>2,987,600</b>	<b>12,822,300</b>	<b>2,000</b>	<b>0.0%</b>	<b>13,978,000</b>
Salaries & Wages	7,709,900	9,374,500	2,151,400	9,405,200	30,700	0.3%	10,260,000
Salaries & Wages - Workforce Development	-	12,800	-	-	(12,800)	-100.0%	-
Overtime	30,200	57,000	1,700	11,000	(46,000)	-80.7%	11,000
Employee Benefits	2,502,200	3,286,000	670,400	3,142,800	(143,200)	-4.4%	3,443,700
Contractual Transition Services	262,900	90,000	164,100	263,300	173,300	192.6%	263,300
<b>Chief Executive Officer</b>	<b>7,037,500</b>	<b>7,537,100</b>	<b>1,922,000</b>	<b>7,641,700</b>	<b>104,600</b>	<b>1.4%</b>	<b>8,096,000</b>
Salaries & Wages	4,648,700	5,150,200	1,279,500	5,302,800	152,600	3.0%	5,604,000
Overtime	513,100	266,200	152,000	266,300	100	0.0%	274,700
Employee Benefits	1,835,500	2,120,700	471,000	2,072,600	(48,100)	-2.3%	2,217,300
Contractual Transition Services	40,200	-	19,500	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 107,053,300</b>	<b>\$ 122,144,300</b>	<b>\$ 28,137,900</b>	<b>\$ 120,887,100</b>	<b>\$ (1,257,200)</b>	<b>-1.0%</b>	<b>\$ 132,578,800</b>

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Salaries & Wages	63,900,800	75,768,800	74,765,400	82,681,200	82,864,600	82,864,600	82,864,600
Salaries & Wages - Workforce Development	844,000	1,801,900	1,391,500	1,508,800	1,520,800	1,520,800	1,520,800
Overtime	8,113,300	6,882,600	7,383,000	7,738,600	7,744,200	7,744,200	7,744,200
Employee Benefits	24,205,500	30,087,300	28,218,500	31,521,500	31,841,200	32,102,100	32,362,800
Contractual Transition Services	9,989,700	7,603,700	9,128,700	9,128,700	9,128,700	9,128,700	9,128,700
<b>Grand Total</b>	<b>\$ 107,053,300</b>	<b>\$ 122,144,300</b>	<b>\$ 120,887,100</b>	<b>\$ 132,578,800</b>	<b>\$ 133,099,500</b>	<b>\$ 133,360,400</b>	<b>\$ 133,621,100</b>

*Five-Year Financial Plan by Operating Area and Expense Category*

Operating Area and Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Chief Operating Officer Water Operations</b>	<b>\$ 35,107,100</b>	<b>\$ 39,629,100</b>	<b>\$ 38,546,200</b>	<b>\$ 40,164,300</b>	<b>\$ 40,414,000</b>	<b>\$ 40,496,900</b>	<b>\$ 40,579,600</b>
Salaries & Wages	20,800,100	23,699,600	23,587,800	24,633,000	24,763,500	24,763,500	24,763,500
Salaries & Wages - Workforce Development	581,200	1,512,200	1,052,400	1,119,900	1,119,900	1,119,900	1,119,900
Overtime	4,506,700	3,586,900	4,026,100	4,026,100	4,026,100	4,026,100	4,026,100
Employee Benefits	8,432,900	10,145,300	9,462,100	9,967,500	10,086,700	10,169,600	10,252,300
Contractual Transition Services	786,200	685,100	417,800	417,800	417,800	417,800	417,800
<b>Chief Operating Officer Wastewater Operations</b>	<b>37,043,900</b>	<b>40,062,900</b>	<b>39,735,400</b>	<b>44,962,900</b>	<b>45,049,800</b>	<b>45,136,900</b>	<b>45,223,800</b>
Salaries & Wages	18,124,500	21,985,900	20,694,900	24,001,600	24,001,600	24,001,600	24,001,600
Salaries & Wages - Workforce Development	257,200	276,900	315,700	365,500	365,700	365,700	365,700
Overtime	2,932,000	2,830,800	2,935,700	3,278,800	3,278,800	3,278,800	3,278,800
Employee Benefits	7,461,500	9,282,300	8,392,900	9,920,800	10,007,500	10,094,600	10,181,500
Contractual Transition Services	8,268,700	5,687,000	7,396,200	7,396,200	7,396,200	7,396,200	7,396,200
<b>Chief Planning Officer</b>	<b>5,027,600</b>	<b>7,251,100</b>	<b>7,001,200</b>	<b>8,555,900</b>	<b>8,569,700</b>	<b>8,583,300</b>	<b>8,597,200</b>
Salaries & Wages	3,254,100	4,509,200	4,358,700	5,526,500	5,526,500	5,526,500	5,526,500
Salaries & Wages - Workforce Development	2,700	-	-	-	-	-	-
Overtime	125,900	137,700	140,900	145,000	145,000	145,000	145,000
Employee Benefits	1,077,400	1,552,800	1,450,200	1,833,000	1,846,800	1,860,400	1,874,300
Contractual Transition Services	567,500	1,051,400	1,051,400	1,051,400	1,051,400	1,051,400	1,051,400
<b>Chief Administrative &amp; Compliance Officer</b>	<b>12,332,000</b>	<b>14,843,800</b>	<b>15,140,300</b>	<b>16,821,700</b>	<b>16,864,000</b>	<b>16,894,900</b>	<b>16,925,500</b>
Salaries & Wages	9,363,500	11,049,400	11,416,000	12,656,100	12,656,100	12,656,100	12,656,100
Salaries & Wages - Workforce Development	2,900	-	23,400	23,400	35,200	35,200	35,200
Overtime	5,400	4,000	3,000	3,000	3,000	3,000	3,000
Employee Benefits	2,896,000	3,700,200	3,697,900	4,139,200	4,169,700	4,200,600	4,231,200
Contractual Transition Services	64,200	90,200	-	-	-	-	-
<b>Chief Financial Officer</b>	<b>10,505,200</b>	<b>12,820,300</b>	<b>12,822,300</b>	<b>13,978,000</b>	<b>14,004,400</b>	<b>14,030,500</b>	<b>14,056,900</b>
Salaries & Wages	7,709,900	9,374,500	9,405,200	10,260,000	10,260,000	10,260,000	10,260,000
Salaries & Wages - Workforce Development	-	12,800	-	-	-	-	-
Overtime	30,200	57,000	11,000	11,000	11,000	11,000	11,000
Employee Benefits	2,502,200	3,286,000	3,142,800	3,443,700	3,470,100	3,496,200	3,522,600
Contractual Transition Services	262,900	90,000	263,300	263,300	263,300	263,300	263,300
<b>Chief Executive Officer</b>	<b>7,037,500</b>	<b>7,537,100</b>	<b>7,641,700</b>	<b>8,096,000</b>	<b>8,197,600</b>	<b>8,217,900</b>	<b>8,238,100</b>
Salaries & Wages	4,648,700	5,150,200	5,302,800	5,604,000	5,656,900	5,656,900	5,656,900
Overtime	513,100	266,200	266,300	274,700	280,300	280,300	280,300
Employee Benefits	1,835,500	2,120,700	2,072,600	2,217,300	2,260,400	2,280,700	2,300,900
Contractual Transition Services	40,200	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 107,053,300</b>	<b>\$ 122,144,300</b>	<b>\$ 120,887,100</b>	<b>\$ 132,578,800</b>	<b>\$ 133,099,500</b>	<b>\$ 133,360,400</b>	<b>\$ 133,621,100</b>

### 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 (O&M) budget. The Capital Program Allocation activity reflects staff time to support project delivery of the Capital Improvement Plan (CIP). The overall slight decrease of -3.3% represents a lesser level of activity within the Water Operations (*Water Engineering*), and Chief Planning Officer Area (*Capital Improvement Planning*) due to the reduction of full-time equivalents (FTEs) caused by the delay in filling vacant positions. Wastewater Operations increase is a result of the rise in compensation of team members charged to capital projects, as well as two Life Cycle Engineering positions newly budgeted for FY 2024.

Time charged to capital projects is recorded by GLWA team members in a time tracking software called BigTime. This software was implemented and rolled out towards the end of FY 2018.

#### Capital Program Allocation Biennial Budget

Operating Area and Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
<b>Chief Operating Officer Water Operations</b>	\$ (1,600,300)	\$ (2,755,500)	\$ (179,000)	\$ (2,327,400)	\$ 428,100	-15.5%	\$ (2,567,800)
Capital Program: Employee Benefits	(454,000)	(652,200)	(50,800)	(537,900)	114,300	-17.5%	(595,000)
Capital Program: Salaries & Wages-Direct	(1,146,300)	(2,103,300)	(128,200)	(1,789,500)	313,800	-14.9%	(1,972,800)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	0.0%	-
<b>Chief Operating Officer Wastewater Operations</b>	<b>(1,013,600)</b>	<b>(1,429,500)</b>	<b>(218,900)</b>	<b>(1,905,300)</b>	<b>(475,800)</b>	<b>33.3%</b>	<b>(2,083,600)</b>
Capital Program: Employee Benefits	(287,500)	(382,400)	(62,100)	(494,000)	(111,600)	29.2%	(672,300)
Capital Program: Salaries & Wages-Direct	(726,100)	(1,047,100)	(156,800)	(1,411,300)	(364,200)	34.8%	(1,411,300)
<b>Chief Planning Officer</b>	-	<b>(191,200)</b>	-	-	<b>191,200</b>	<b>-100.0%</b>	-
Capital Program: Employee Benefits	-	(47,100)	-	-	47,100	-100.0%	-
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Direct	-	(144,100)	-	-	144,100	-100.0%	-
<b>Chief Administrative &amp; Compliance Officer</b>	-	-	-	-	-	<b>0.0%</b>	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	0.0%	-
<b>Chief Financial Officer</b>	<b>(18,000)</b>	-	-	-	-	<b>0.0%</b>	-
Capital Program: Employee Benefits	(5,100)	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Direct	(12,900)	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	0.0%	-
<b>Chief Executive Officer</b>	-	-	-	-	-	<b>0.0%</b>	-
Capital Program: Employee Benefits	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ (2,631,900)</b>	<b>\$ (4,376,200)</b>	<b>\$ (397,900)</b>	<b>\$ (4,232,700)</b>	<b>\$ 143,500</b>	<b>-3.3%</b>	<b>\$ (4,651,400)</b>



*Capital Program Allocation Five-Year Financial Plan*

Operating Area and Expense Category	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Chief Operating Officer Water Operations</b>	\$ (1,600,300)	\$ (2,755,500)	\$ (2,327,400)	\$ (2,567,800)	\$ (2,705,700)	\$ (2,709,900)	\$ (2,714,200)
Capital Program: Employee Benefits	(454,000)	(652,200)	(537,900)	(595,000)	(628,500)	(632,700)	(637,000)
Capital Program: Salaries & Wages-Direct	(1,146,300)	(2,103,300)	(1,789,500)	(1,972,800)	(2,077,200)	(2,077,200)	(2,077,200)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
<b>Chief Operating Officer Wastewater Operations</b>	<b>(1,013,600)</b>	<b>(1,429,500)</b>	<b>(1,905,300)</b>	<b>(2,083,600)</b>	<b>(2,087,200)</b>	<b>(2,090,600)</b>	<b>(2,094,100)</b>
Capital Program: Employee Benefits	(287,500)	(382,400)	(494,000)	(672,300)	(675,900)	(679,300)	(682,800)
Capital Program: Salaries & Wages-Direct	(726,100)	(1,047,100)	(1,411,300)	(1,411,300)	(1,411,300)	(1,411,300)	(1,411,300)
<b>Chief Planning Officer</b>	-	<b>(191,200)</b>	-	-	-	-	-
Capital Program: Employee Benefits	-	(47,100)	-	-	-	-	-
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	(144,100)	-	-	-	-	-
<b>Chief Administrative &amp; Compliance Officer</b>	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	-	-
<b>Chief Financial Officer</b>	<b>(18,000)</b>	-	-	-	-	-	-
Capital Program: Employee Benefits	(5,100)	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	(12,900)	-	-	-	-	-	-
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
<b>Chief Executive Officer</b>	-	-	-	-	-	-	-
Capital Program: Employee Benefits	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ (2,631,900)</b>	<b>\$ (4,376,200)</b>	<b>\$ (4,232,700)</b>	<b>\$ (4,651,400)</b>	<b>\$ (4,792,900)</b>	<b>\$ (4,800,500)</b>	<b>\$ (4,808,300)</b>

### Staffing Plan

The increase in the staffing plan of 25 positions from 1,293 to 1,318 positions are presented in the following table. For comparison, the decrease in FTEs of 81.19 is also presented. The 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.

<i><b>Operating Area</b></i>	<i><b>+Increase, -Decrease Staffing Plan from FY 2023 to FY 2024</b></i>	<i><b>+Increase, -Decrease in FTEs from FY 2023 to FY 2024</b></i>
Water Operations	+11.00	-35.00
Wastewater Operations	+2.00	-32.19
Planning Services	+3.00	-3.75
Administration & Compliance Officer	+6.00	-2.25
Financial Services	+3.00	-5.00
Chief Executive Officer	0.00	-3.00
<b>Total</b>	<b>25.00</b>	<b>-81.19</b>

The Staffing Plan and FTE counts level out beginning in FY 2026 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 for a number of hours less than 2,080 per year, or one that is vacant. The 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**

Operating Area and Team	Cost Center	Prior Year FY 2022 Staffing Plan	Current FY 2023 Staffing Plan	Current Adjusted FY 2023 Staffing Plan	Filled Team Member Staffing Positions as of 11.18.2022 pay date	Filled Transition Contractor Staffing Positions as of 11.18.2022 pay date	Vacant Staffing Positions as of 11.18.2022 pay date For FY 2023	% Staffing Positions Vacant as of 11.18.2022 pay date For FY 2023	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
<b>Chief Operating Officer Water Operations</b>		<b>383.00</b>	<b>420.00</b>	<b>421.00</b>	<b>329.00</b>	<b>2.00</b>	<b>90.00</b>	<b>21.4%</b>	<b>431.00</b>	<b>438.00</b>	<b>442.00</b>	<b>442.00</b>	<b>442.00</b>
COO - Water Operations & Field Services	882001	3.00	4.00	5.00	5.00		0.00	0.0%	5.00	5.00	5.00	5.00	5.00
Energy, Research & Innovation	882501	7.00	9.00	9.00	5.00		4.00	44.4%	9.00	9.00	9.00	9.00	9.00
Transformation	882511	0.00	5.00	5.00	2.00	2.00	1.00	20.0%	5.00	5.00	5.00	5.00	5.00
Facility Operations	882421	23.00	23.00	23.00	15.00		8.00	34.8%	23.00	23.00	23.00	23.00	23.00
Fleet Operations	882422	3.00	4.00	4.00	4.00		0.00	0.0%	6.00	6.00	6.00	6.00	6.00
Field Service Operations	882431	71.00	71.00	71.00	64.00		7.00	9.9%	71.00	71.00	71.00	71.00	71.00
Lake Huron Water Plant	882171	31.00	36.00	37.00	33.00		4.00	10.8%	37.00	37.00	37.00	37.00	37.00
Northeast Water Plant	882151	33.00	38.00	38.00	30.00		8.00	21.1%	38.00	38.00	38.00	38.00	38.00
Southwest Water Plant	882161	33.00	37.00	37.00	26.00		11.00	29.7%	37.00	37.00	37.00	37.00	37.00
Springwells Water Plant	882141	37.00	40.00	40.00	31.00		9.00	22.5%	40.00	40.00	40.00	40.00	40.00
Systems Operations Control	882301	44.00	44.00	44.00	36.00		8.00	18.2%	44.00	44.00	44.00	44.00	44.00
Water Director	882101	13.00	12.00	12.00	9.00		3.00	25.0%	12.00	12.00	12.00	12.00	12.00
Water Engineering	882111	23.00	30.00	30.00	16.00		14.00	46.7%	37.00	44.00	48.00	48.00	48.00
Water Quality	882121	26.00	26.00	26.00	24.00		2.00	7.7%	27.00	27.00	27.00	27.00	27.00
Water Works Park	882131	36.00	41.00	40.00	29.00		11.00	27.5%	40.00	40.00	40.00	40.00	40.00
<b>Chief Operating Officer Wastewater Operations</b>		<b>448.00</b>	<b>450.00</b>	<b>450.00</b>	<b>300.00</b>	<b>51.00</b>	<b>99.00</b>	<b>22.0%</b>	<b>452.00</b>	<b>454.00</b>	<b>454.00</b>	<b>454.00</b>	<b>454.00</b>
BDF, COF & Hauling	892227	11.00	11.00	11.00	4.00	2.00	5.00	45.5%	11.00	11.00	11.00	11.00	11.00
Chief Operating Officer Wastewater	892001	14.00	13.00	13.00	9.00	1.00	3.00	23.1%	13.00	13.00	13.00	13.00	13.00
Combined Sewer Overflow	892270	37.00	33.00	33.00	23.00	3.00	7.00	21.2%	33.00	33.00	33.00	33.00	33.00
Industrial Waste Control	892231	29.00	29.00	31.00	25.00		6.00	19.4%	29.00	29.00	29.00	29.00	29.00
Wastewater Dewatering Process	892225	50.00	48.00	47.00	25.00	10.00	12.00	25.5%	47.00	47.00	47.00	47.00	47.00
Wastewater Director	892201	49.00	51.00	52.00	31.00	9.00	12.00	23.1%	52.00	52.00	52.00	52.00	52.00
Wastewater Engineering	892211	26.00	31.00	32.00	22.00	1.00	9.00	28.1%	34.00	36.00	36.00	36.00	36.00
Wastewater Incineration Process	892226	53.00	53.00	53.00	36.00	8.00	9.00	17.0%	53.00	53.00	53.00	53.00	53.00
Wastewater Laboratories	892235	41.00	40.00	38.00	29.00		9.00	23.7%	40.00	40.00	40.00	40.00	40.00
Wastewater Operations	892221	14.00	15.00	14.00	11.00		3.00	21.4%	14.00	14.00	14.00	14.00	14.00
Wastewater Primary Process	892223	52.00	53.00	53.00	34.00	8.00	11.00	20.8%	53.00	53.00	53.00	53.00	53.00
Wastewater Process Control	892222	25.00	25.00	26.00	15.00	3.00	8.00	30.8%	26.00	26.00	26.00	26.00	26.00
Wastewater Secondary Process	892224	47.00	48.00	47.00	36.00	6.00	5.00	10.6%	47.00	47.00	47.00	47.00	47.00
<b>Chief Planning Officer</b>		<b>57.00</b>	<b>68.00</b>	<b>68.00</b>	<b>39.00</b>	<b>4.00</b>	<b>25.00</b>	<b>36.8%</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>
Asset Management	886201	8.00	10.00	10.00	3.00		7.00	70.0%	11.00	11.00	11.00	11.00	11.00
Capital Improvement Planning	886601	6.00	13.00	13.00	4.00		9.00	69.2%	13.00	13.00	13.00	13.00	13.00
Chief Planning Officer	886001	2.00	2.00	2.00	2.00	2.00	0.00	0.0%	2.00	2.00	2.00	2.00	2.00
Systems Analytics	886401	36.00	35.00	35.00	26.00	4.00	5.00	14.3%	37.00	37.00	37.00	37.00	37.00
Systems Planning & Development	886100	0.00	4.00	4.00	1.00		3.00	75.0%	4.00	4.00	4.00	4.00	4.00
Systems Planning	886101	5.00	4.00	4.00	3.00		1.00	25.0%	4.00	4.00	4.00	4.00	4.00
<b>Chief Administration &amp; Compliance Officer</b>		<b>131.00</b>	<b>139.00</b>	<b>140.00</b>	<b>111.00</b>	<b>1.00</b>	<b>28.00</b>	<b>20.0%</b>	<b>145.00</b>	<b>145.00</b>	<b>145.00</b>	<b>145.00</b>	<b>145.00</b>
Chief Administrative Officer	883001	5.00	5.00	5.00	4.00		1.00	20.0%	5.00	5.00	5.00	5.00	5.00
Enterprise Risk Management and Safety	883401	8.00	8.00	8.00	2.00		6.00	75.0%	9.00	9.00	9.00	9.00	9.00
General Counsel	883101	8.00	8.00	8.00	7.00		1.00	12.5%	8.00	8.00	8.00	8.00	8.00
Info Technology Business Productivity Systems	883341	13.00	13.00	12.00	6.00	1.00	5.00	41.7%	12.00	12.00	12.00	12.00	12.00
Info Technology Enterprise Asset Mgmt Systems	883351	17.00	17.00	17.00	15.00		2.00	11.8%	17.00	17.00	17.00	17.00	17.00
Info Technology Infrastructure	883331	13.00	13.00	13.00	12.00		1.00	7.7%	13.00	13.00	13.00	13.00	13.00
Info Technology Security & Risk	883361	3.00	3.00	3.00	2.00		1.00	33.3%	3.00	3.00	3.00	3.00	3.00
Info Technology Service Delivery	883321	15.00	15.00	15.00	13.00		2.00	13.3%	15.00	15.00	15.00	15.00	15.00
InfoTechnology Project Management Office	883311	10.00	10.00	11.00	11.00		0.00	0.0%	11.00	11.00	11.00	11.00	11.00
Office of the CIO	883301	4.00	7.00	7.00	5.00		2.00	28.6%	7.00	7.00	7.00	7.00	7.00
Organizational Development Administration	883201	5.00	5.00	5.00	4.00		1.00	20.0%	5.00	5.00	5.00	5.00	5.00
Organizational Development Talent Management	883211	18.00	22.00	23.00	18.00		5.00	21.7%	27.00	27.00	27.00	27.00	27.00
Organizational Development Training	883231	12.00	13.00	13.00	12.00		1.00	7.7%	13.00	13.00	13.00	13.00	13.00

*Staffing Plan (continued)*

Operating Area and Team	Cost Center	Prior Year FY 2022 Staffing Plan	Current FY 2023 Staffing Plan	Current Adjusted FY 2023 Staffing Plan	Filled Team Member Staffing Positions as of 11.18.2022 pay date	Filled Transition Contractor Staffing Positions as of 11.18.2022 pay date	Vacant Staffing Positions as of 11.18.2022 pay date For FY 2023	% Staffing Positions Vacant as of 11.18.2022 pay date For FY 2023	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan
<b>Chief Financial Officer</b>		<b>132.00</b>	<b>123.00</b>	<b>124.00</b>	<b>102.00</b>	<b>3.00</b>	<b>19.00</b>	<b>15.3%</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>
Chief Financial Officer	884001	6.00	5.00	5.00	3.00		2.00	40.0%	5.00	5.00	5.00	5.00	5.00
Data Analytics & Internal Audit	884151	3.00	0.00	0.00					0.00	0.00	0.00	0.00	0.00
Financial Management & Planning	884113	10.00	12.00	12.00	8.00		4.00	33.3%	12.00	12.00	12.00	12.00	12.00
Financial Reporting & Accounting	884111	31.00	29.00	29.00	24.00	2.00	3.00	10.3%	29.00	29.00	29.00	29.00	29.00
Logistics and Materials	884124	24.00	24.00	24.00	20.00		4.00	16.7%	24.00	24.00	24.00	24.00	24.00
Owners' Representative	884126	5.00	0.00	0.00					0.00	0.00	0.00	0.00	0.00
Procurement Director	884121	32.00	35.00	36.00	30.00	1.00	5.00	13.9%	36.00	36.00	36.00	36.00	36.00
CFO Services	884141	11.00	15.00	15.00	14.00		1.00	6.7%	17.00	17.00	17.00	17.00	17.00
Reporting and Compliance	884135	0.00	0.00	0.00					0.00	0.00	0.00	0.00	0.00
Transformation	884161	7.00	0.00	0.00					0.00	0.00	0.00	0.00	0.00
Treasury	884131	3.00	3.00	3.00	3.00		0.00	0.0%	3.00	3.00	3.00	3.00	3.00
<b>Chief Executive Officer</b>		<b>88.00</b>	<b>93.00</b>	<b>93.00</b>	<b>84.00</b>	<b>1.00</b>	<b>8.00</b>	<b>8.6%</b>	<b>93.00</b>	<b>95.00</b>	<b>95.00</b>	<b>95.00</b>	<b>95.00</b>
Chief Executive Officer	881001	2.00	2.00	2.00	2.00		0.00	0.0%	2.00	2.00	2.00	2.00	2.00
HazMat	881202	19.00	19.00	19.00	17.00		2.00	10.5%	19.00	21.00	21.00	21.00	21.00
Office of Emergency Preparedness	881203	3.00	3.00	3.00	2.00		1.00	33.3%	3.00	3.00	3.00	3.00	3.00
Public Affairs	881101	7.00	9.00	9.00	7.00	1.00	1.00	11.1%	9.00	9.00	9.00	9.00	9.00
Security and Integrity	881201	57.00	60.00	60.00	56.00		4.00	6.7%	60.00	60.00	60.00	60.00	60.00
<b>Grand Total</b>		<b>1,239.00</b>	<b>1,293.00</b>	<b>1,296.00</b>	<b>965.00</b>	<b>62.00</b>	<b>269.00</b>	<b>20.76%</b>	<b>1,318.00</b>	<b>1,329.00</b>	<b>1,333.00</b>	<b>1,333.00</b>	<b>1,333.00</b>

**Full-time Equivalents**

Operating Area and Team	Cost Center	Prior Year FY 2022 FTEs	Current FY 2023 FTEs	Current Adjusted FY 2023 FTEs	Filled Team Member FTE'S as of 11.18.2022 pay date	Filled Transition Contractor FTE'S as of 11.18.2022 pay date	Vacant FTE'S as of 11.18.2022 pay date For FY 2023	% FTE Vacant as of 11.18.2022 pay date For FY 2023	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs
<b>Chief Operating Officer Water Operations</b>		<b>382.25</b>	<b>408.25</b>	<b>409.25</b>	<b>328.75</b>	<b>2.00</b>	<b>78.50</b>	<b>19.2%</b>	<b>373.25</b>	<b>390.75</b>	<b>391.75</b>	<b>391.75</b>	<b>391.75</b>
COO - Water Operations & Field Services	882001	2.75	3.75	4.75	4.75		0.00	0.0%	5.00	5.00	5.00	5.00	5.00
Energy, Research & Innovation	882501	7.00	8.25	8.25	5.00		3.25	39.4%	7.50	9.00	9.00	9.00	9.00
Transformation	882511	0.00	5.00	5.00	2.00	2.00	1.00	20.0%	5.00	5.00	5.00	5.00	5.00
Facility Operations	882421	22.50	19.00	19.00	15.00		4.00	21.1%	18.00	22.50	22.50	22.50	22.50
Fleet Operations	882422	3.00	4.00	4.00	4.00		0.00	0.0%	5.50	5.50	5.50	5.50	5.50
Field Service Operations	882431	71.00	68.00	68.00	64.00		4.00	5.9%	66.25	71.00	71.00	71.00	71.00
Lake Huron Water Plant	882171	31.00	36.00	37.00	33.00		4.00	10.8%	34.50	34.75	34.75	34.75	34.75
Northeast Water Plant	882151	33.00	38.00	38.00	30.00		8.00	21.1%	31.75	31.75	31.75	31.75	31.75
Southwest Water Plant	882161	33.00	37.00	37.00	26.00		11.00	29.7%	32.00	32.00	32.00	32.00	32.00
Springwells Water Plant	882141	37.00	40.00	40.00	31.00		9.00	22.5%	33.50	33.50	33.50	33.50	33.50
Systems Operations Control	882301	44.00	40.25	40.25	36.00		4.25	10.6%	39.75	44.00	44.00	44.00	44.00
Water Director	882101	13.00	12.00	12.00	9.00		3.00	25.0%	11.00	11.00	11.00	11.00	11.00
Water Engineering	882111	23.00	30.00	30.00	16.00		14.00	46.7%	23.75	25.75	26.75	26.75	26.75
Water Quality	882121	26.00	26.00	26.00	24.00		2.00	7.7%	25.00	25.25	25.25	25.25	25.25
Water Works Park	882131	36.00	41.00	40.00	29.00		11.00	27.5%	34.75	34.75	34.75	34.75	34.75
<b>Chief Operating Officer Wastewater Operations</b>		<b>431.25</b>	<b>421.69</b>	<b>421.69</b>	<b>300.00</b>	<b>51.00</b>	<b>70.69</b>	<b>16.8%</b>	<b>389.50</b>	<b>453.75</b>	<b>453.75</b>	<b>453.75</b>	<b>453.75</b>
BDF, COF & Hauling	892227	9.50	8.75	8.75	4.00	2.00	2.75	31.4%	8.25	11.00	11.00	11.00	11.00
Chief Operating Officer Wastewater	892001	14.00	13.00	13.00	9.00	1.00	3.00	23.1%	11.50	13.00	13.00	13.00	13.00
Combined Sewer Overflow	892270	34.75	29.44	29.44	23.00	3.00	3.44	11.7%	29.50	32.75	32.75	32.75	32.75
Industrial Waste Control	892231	28.25	27.75	29.75	25.00		4.75	16.0%	25.75	29.00	29.00	29.00	29.00
Wastewater Dewatering Process	892225	48.75	44.50	43.50	25.00	10.00	8.50	19.5%	38.25	47.00	47.00	47.00	47.00
Wastewater Director	892201	47.50	49.25	50.25	31.00	9.00	10.25	20.4%	46.25	52.00	52.00	52.00	52.00
Wastewater Engineering	892211	25.50	30.50	31.50	22.00	1.00	8.50	27.0%	29.00	36.00	36.00	36.00	36.00
Wastewater Incineration Process	892226	49.25	50.00	50.00	36.00	8.00	6.00	12.0%	46.75	53.00	53.00	53.00	53.00
Wastewater Laboratories	892235	39.75	34.00	32.00	29.00		3.00	9.4%	32.50	40.00	40.00	40.00	40.00
Wastewater Operations	892221	11.00	12.75	11.75	11.00		0.75	6.4%	12.50	14.00	14.00	14.00	14.00
Wastewater Primary Process	892223	51.00	51.25	51.25	34.00	8.00	9.25	18.0%	44.75	53.00	53.00	53.00	53.00
Wastewater Process Control	892222	25.00	24.00	25.00	15.00	3.00	7.00	28.0%	21.25	26.00	26.00	26.00	26.00
Wastewater Secondary Process	892224	47.00	46.50	45.50	36.00	6.00	3.50	7.7%	43.25	47.00	47.00	47.00	47.00
<b>Chief Planning Officer</b>		<b>56.00</b>	<b>62.25</b>	<b>62.25</b>	<b>39.00</b>	<b>4.00</b>	<b>19.25</b>	<b>30.9%</b>	<b>58.50</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>
Asset Management	886201	7.50	8.00	8.00	3.00		5.00	62.5%	7.00	11.00	11.00	11.00	11.00
Capital Improvement Planning	886601	6.00	10.75	10.75	4.00		6.75	62.8%	8.50	13.00	13.00	13.00	13.00
Chief Planning Officer	886001	2.00	2.00	2.00	2.00		0.00	0.0%	2.00	2.00	2.00	2.00	2.00
Systems Analytics	886401	36.00	35.00	35.00	26.00	4.00	5.00	14.3%	34.50	37.00	37.00	37.00	37.00
Systems Planning & Development	886100	0.00	3.25	3.25	1.00		2.25	69.2%	3.00	4.00	4.00	4.00	4.00
Systems Planning	886101	4.50	3.25	3.25	3.00		0.25	7.7%	3.50	4.00	4.00	4.00	4.00
<b>Chief Administration &amp; Compliance Officer</b>		<b>129.00</b>	<b>130.75</b>	<b>131.50</b>	<b>110.25</b>	<b>1.00</b>	<b>20.25</b>	<b>15.4%</b>	<b>128.50</b>	<b>143.25</b>	<b>143.25</b>	<b>143.25</b>	<b>143.25</b>
Chief Administrative Officer	883001	5.00	4.25	4.25	4.00		0.25	5.9%	4.50	5.00	5.00	5.00	5.00
Enterprise Risk Management and Safety	883401	6.50	5.75	5.75	2.00		3.75	65.2%	5.75	9.00	9.00	9.00	9.00
General Counsel	883101	8.00	7.25	7.25	7.00		0.25	3.4%	7.50	8.00	8.00	8.00	8.00
Info Technology Business Productivity Systems	883341	13.00	13.00	12.00	6.00	1.00	5.00	41.7%	9.50	12.00	12.00	12.00	12.00
Info Technology Enterprise Asset Mgmt Systems	883351	16.50	16.25	16.25	15.00		1.25	7.7%	16.00	16.50	16.50	16.50	16.50
Info Technology Infrastructure	883331	13.00	13.00	13.00	12.00		1.00	7.7%	13.00	13.00	13.00	13.00	13.00
Info Technology Security & Risk	883361	3.00	2.50	2.50	2.00		0.50	20.0%	2.00	3.00	3.00	3.00	3.00
Info Technology Service Delivery	883321	15.00	15.00	15.00	13.00		2.00	13.3%	14.00	15.00	15.00	15.00	15.00
Info Technology Project Management Office	883311	10.00	10.00	11.00	11.00		0.00	0.0%	11.00	11.00	11.00	11.00	11.00
Office of the CIO	883301	4.00	4.75	4.75	5.00		-0.25	-5.3%	6.00	7.00	7.00	7.00	7.00
Organizational Development Administration	883201	5.00	5.00	5.00	4.00		1.00	20.0%	4.00	5.00	5.00	5.00	5.00
Organizational Development Talent Management	883211	18.00	21.00	21.75	17.25		4.50	20.7%	22.75	25.75	25.75	25.75	25.75
Organizational Development Training	883231	12.00	13.00	13.00	12.00		1.00	7.7%	12.50	13.00	13.00	13.00	13.00

*Full-time Equivalents (continued)*

Operating Area and Team	Cost Center	Prior Year FY 2022 FTEs	Current FY 2023 FTEs	Current Adjusted FY 2023 FTEs	Filled Team Member FTE'S as of 11.18.2022 pay date	Filled Transition Contractor FTE'S as of 11.18.2022 pay date	Vacant FTE'S as of 11.18.2022 pay date For FY 2023	% FTE Vacant as of 11.18.2022 pay date For FY 2023	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs
<b>Chief Financial Officer</b>		<b>129.75</b>	<b>120.00</b>	<b>121.00</b>	<b>101.00</b>	<b>3.00</b>	<b>17.00</b>	<b>14.0%</b>	<b>115.00</b>	<b>124.50</b>	<b>124.50</b>	<b>124.50</b>	<b>124.50</b>
Chief Financial Officer	884001	5.50	4.50	4.50	2.50		2.00	44.4%	3.50	4.50	4.50	4.50	4.50
Data Analytics & Internal Audit	884151	3.00	0.00	0.00	0.00				0.00	0.00	0.00	0.00	0.00
Financial Management & Planning	884113	10.00	12.00	12.00	8.00		4.00	33.3%	10.50	12.00	12.00	12.00	12.00
Financial Reporting & Accounting	884111	30.00	28.00	28.00	23.50	2.00	2.50	8.9%	27.00	28.00	28.00	28.00	28.00
Logistics and Materials	884124	24.00	24.00	24.00	20.00		4.00	16.7%	22.00	24.00	24.00	24.00	24.00
Owners' Representative	884126	5.00	0.00	0.00	0.00				0.00	0.00	0.00	0.00	0.00
Procurement Director	884121	32.00	33.50	34.50	30.00	1.00	3.50	10.1%	33.50	36.00	36.00	36.00	36.00
CFO Services	884141	11.00	15.00	15.00	14.00		1.00	6.7%	15.50	17.00	17.00	17.00	17.00
Reporting and Compliance	884135	0.00	0.00	0.00	0.00				0.00	0.00	0.00	0.00	0.00
Transformation	884161	6.25	0.00	0.00	0.00				0.00	0.00	0.00	0.00	0.00
Treasury	884131	3.00	3.00	3.00	3.00		0.00	0.0%	3.00	3.00	3.00	3.00	3.00
<b>Chief Executive Officer</b>		<b>88.00</b>	<b>91.50</b>	<b>91.50</b>	<b>84.00</b>	<b>1.00</b>	<b>6.50</b>	<b>7.1%</b>	<b>88.50</b>	<b>94.00</b>	<b>95.00</b>	<b>95.00</b>	<b>95.00</b>
Chief Executive Officer	881001	2.00	2.00	2.00	2.00		0.00	0.0%	2.00	2.00	2.00	2.00	2.00
HazMat	881202	19.00	19.00	19.00	17.00		2.00	10.5%	18.50	20.00	21.00	21.00	21.00
Office of Emergency Preparedness	881203	3.00	3.00	3.00	2.00		1.00	33.3%	2.50	3.00	3.00	3.00	3.00
Public Affairs	881101	7.00	7.50	7.50	7.00	1.00	-0.50	-6.7%	8.00	9.00	9.00	9.00	9.00
Security and Integrity	881201	57.00	60.00	60.00	56.00		4.00	6.7%	57.50	60.00	60.00	60.00	60.00
<b>Grand Total</b>		<b>1,216.25</b>	<b>1,234.44</b>	<b>1,237.19</b>	<b>963.00</b>	<b>62.00</b>	<b>212.19</b>	<b>17.15%</b>	<b>1,153.25</b>	<b>1,277.25</b>	<b>1,279.25</b>	<b>1,279.25</b>	<b>1,279.25</b>

**Recap of FTE Vacancy Rate**

FY 2020 through 11.18.2022 Pay date - FY 2023

Fiscal Year	2020	2021	2022	2023 (as of the 11.18.2022 pay date)
Actual # of Active Team Member FTEs at Fiscal YE	1,006.00	982.25	945.50	963.00
Estimated FTEs Transitional Contractors at Fiscal YE	53.00	52.00	67.00	62.00
Budgeted FTEs Transitional Contractors	41.50	48.00	56.25	50.00
Grand Total Budgeted FTEs	1,187.25	1,199.50	1,216.25	1,237.19
<b>Total FTEs Vacant at Fiscal YE</b>	<b>128.25</b>	<b>165.25</b>	<b>203.75</b>	<b>212.19</b>
<b>FTE Vacancy % Rate</b>	<b>10.8%</b>	<b>13.8%</b>	<b>16.8%</b>	<b>17.2%</b>

## Utilities

GLWA has utilized Capturis, a multi-site utility information management system, that has been in place for four years. There are a total of 93 trained users. The system allows team members to easily view invoices, run reports, and access any utility data information that may be needed. Capturis continues to allow us to monitor our utility usage and billing more accurately and efficiently.

The tables below provide an overall look at the utility costs that are 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 proposed electric expense budget has an increase of \$2,854,200, or 7.1%. Key variances include the following:

- ❖ Increase of WRRF budget by \$1,823,600 or, 18% in response to a cost increase of 16.9% over the past two fiscal years.
- ❖ Springwells budget increased by \$500,000 or, 16.7% based on prior year spend and current year trend
- ❖ Water Pump Stations budgets increased by 2% to \$190,400
- ❖ Wastewater Operations Pumping (Lift) Stations increased 53,000 or 2.5%
- ❖ Biosolid Dryer Facility increased \$105,300 to align budget with actual spend.
- ❖ Combined Sewer Overflow Facilities increased by \$112,600
- ❖ Logistics & Materials budget increased based on first year electric spend at the new Rialto warehouse (\$64,000)

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2021	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Biosolids Dryer Facility	\$ 1,229,700	\$ 1,149,000	\$ 303,400	\$ 1,254,300	\$ 105,300	9.2%	\$ 1,279,400
Combined Sewer Overflow Facilities	1,091,900	1,004,000	217,300	1,116,600	112,600	11.2%	1,139,000
Lake Huron Water Plant	6,270,700	6,500,000	2,141,200	6,500,000	-	0.0%	6,500,000
Logistics and Materials	87,600	36,000	23,500	100,000	64,000	177.8%	102,000
Northeast Water Plant	2,636,300	2,800,000	1,273,800	2,800,000	-	0.0%	2,800,000
Southwest Water Plant	1,366,000	1,530,000	376,400	1,530,000	-	0.0%	1,530,000
Springwells Water Plant	3,777,700	3,000,000	1,437,100	3,500,000	500,000	16.7%	3,500,000
System Analytics	72,900	82,000	12,300	82,300	300	0.4%	82,600
Systems Control	64,700	65,000	13,100	70,000	5,000	7.7%	70,000
Wastewater Operations	11,491,900	10,128,000	2,756,300	11,951,600	1,823,600	18.0%	12,190,600
Wastewater Operations Pumping (Lift) Stations	3,292,600	2,131,000	694,100	2,184,000	53,000	2.5%	2,225,800
Water Pumping Stations	10,261,200	9,491,000	3,447,300	9,681,400	190,400	2.0%	9,873,900
Water Works Park	2,111,800	2,050,000	389,700	2,050,000	-	0.0%	2,050,000
<b>Grand Total</b>	<b>\$ 43,755,000</b>	<b>\$ 39,966,000</b>	<b>\$ 13,085,500</b>	<b>\$ 42,820,200</b>	<b>\$ 2,854,200</b>	<b>7.1%</b>	<b>\$ 43,343,300</b>

**Table 2 – Gas**

The proposed natural gas expense budget has an increase of \$4,376,700, or 75.6%. This increase is almost entirely driven by an increase in usage in Wastewater Operations at the Water Resource Recovery Facility (\$2,964,300) and at the Biosolids Dryer Facility (\$1,104,200). The budget at Springwells Water Plant was also increased \$125,000 to right size the budget due to increased commodity pricing.

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2021	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Biosolids Dryer Facility	\$ 3,056,000	\$ 2,013,000	\$ 1,309,700	\$ 3,117,200	\$ 1,104,200	54.9%	\$ 3,179,500
Combined Sewer Overflow Facilities	200,300	177,000	6,900	208,500	31,500	17.8%	212,900
Lake Huron Water Plant	233,400	160,000	14,100	200,000	40,000	25.0%	200,000
Logistics and Materials	50,500	25,500	600	50,500	25,000	98.0%	51,500
Northeast Water Plant	197,500	153,100	15,200	183,100	30,000	19.6%	183,100
Southwest Water Plant	194,000	150,000	9,400	200,000	50,000	33.3%	200,000
Springwells Water Plant	429,000	280,300	74,900	405,300	125,000	44.6%	405,300
Systems Control	200	200	-	200	-	0.0%	200
Wastewater Operations	3,861,600	2,500,000	2,005,900	5,464,300	2,964,300	118.6%	5,573,300
Wastewater Operations Pumping (Lift) Stations	66,500	19,000	13,200	24,300	5,300	27.9%	24,800
Water Pumping Stations	87,100	73,200	1,700	74,600	1,400	1.9%	75,900
Water Works Park	288,600	240,000	35,200	240,000	-	0.0%	240,000
<b>Grand Total</b>	<b>\$ 8,664,700</b>	<b>\$ 5,791,300</b>	<b>\$ 3,486,800</b>	<b>\$ 10,168,000</b>	<b>\$ 4,376,700</b>	<b>75.6%</b>	<b>\$ 10,346,500</b>

**Table 3 – Water**

The proposed water expense budget reflects an increase of \$4,862,200, or 163.1%. This increase is driven by increased billing at WRRF after multiple meters were repaired in August 2021. Accurate reads were established for the facilities water usage going forward. In addition, DWSD’s 2022 Rate Case Analysis resulted in a change in their billing methodology. This new methodology resulted in increased bill rates for all water usage over 0.6 MCF. Due to the nature of the work performed at GLWA’s facilities this resulted in an increase in expense for all facilities with water accounts within the DWSD service area.

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2021	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Biosolids Dryer Facility	\$ 254,900	\$ 228,000	\$ 105,500	\$ 376,700	\$ 148,700	65.2%	\$ 376,700
Combined Sewer Overflow Facilities	325,500	379,000	143,000	389,800	10,800	2.8%	389,800
Logistics and Materials	1,800	5,100	300	30,000	24,900	488.2%	30,600
Northeast Water Plant	100	100	100	-	-	0.0%	500
Southwest Water Plant	800	500	200	500	-	0.0%	500
Systems Control	400	600	100	600	-	0.0%	600
Wastewater Operations	4,018,000	2,300,000	2,129,100	6,976,900	4,676,900	203.3%	6,976,900
Wastewater Operations Pumping (Lift) Stations	66,500	67,500	26,900	68,400	900	1.3%	69,800
Water Pumping Stations	600	1,000	100	1,000	-	0.0%	1,000
<b>Grand Total</b>	<b>\$ 4,668,600</b>	<b>\$ 2,981,700</b>	<b>\$ 2,405,300</b>	<b>\$ 7,843,900</b>	<b>\$ 4,862,200</b>	<b>163.1%</b>	<b>\$ 7,845,900</b>

**Table 4 – Sewer**

The proposed sewer expense budget reflects an increase in cost of \$294,700, or 13.0%. This category includes both sewerage charges and stormwater drainage charges.

- ❖ Southwest Water Plant has increased sewer billing due to sludge removal projects. Budget has been increased \$100,000 based on prior usage.
- ❖ Wastewater Operations budget has been increased \$125,300
- ❖ The Biosolids Dryer Facility has experienced increased water/sewer usage in production resulting in an increase of \$46,700
- ❖ Logistics & Materials budget has been reduced \$13,700 due to the sale of the McKinstry warehouse and elimination of associated drainage charges.

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 09.30.2021	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2024 Percent Variance	FY 2025 Department Requested
Biosolids Dryer Facility	\$ 512,600	\$ 500,000	\$ 148,200	\$ 546,700	\$ 46,700	9.3%	\$ 546,700
Combined Sewer Overflow Facilities	670,000	585,000	223,400	620,400	35,400	6.1%	620,400
Lake Huron Water Plant	68,900	70,000	11,700	70,000	-	0.0%	70,000
Logistics and Materials	20,500	35,700	5,200	22,000	(13,700)	-38.4%	22,400
Northeast Water Plant	146,800	130,000	41,900	130,000	-	0.0%	130,000
Southwest Water Plant	441,600	300,000	49,500	400,000	100,000	33.3%	400,000
Systems Control	2,400	2,000	400	2,000	-	0.0%	2,000
Wastewater Operations	634,800	584,000	124,500	709,300	125,300	21.5%	709,300
Wastewater Operations Pumping (Lift) Stations	10,700	9,000	2,600	10,000	1,000	11.1%	10,200
Water Pumping Stations	2,200	2,700	500	2,700	-	0.0%	2,700
Water Works Park	57,200	50,000	12,700	50,000	-	0.0%	50,000
<b>Grand Total</b>	<b>\$ 2,567,700</b>	<b>\$ 2,268,400</b>	<b>\$ 620,600</b>	<b>\$ 2,563,100</b>	<b>\$ 294,700</b>	<b>13.0%</b>	<b>\$ 2,563,700</b>

**Five-Year Financial Plan (tables 5 through 8)**

**Table 5 – Electric**

The increase in the amount requested for electric through FY 2028 is 2.5% per year, representing the assumed increase in surcharges and electric cost each year from DTE.

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Biosolids Dryer Facility	\$ 1,229,700	\$ 1,149,000	\$ 1,254,300	\$ 1,279,400	\$ 1,305,000	\$ 1,331,100	\$ 1,357,700
Combined Sewer Overflow Facilities	1,091,900	1,004,000	1,116,600	1,139,000	1,161,800	1,185,100	1,208,800
Lake Huron Water Plant	6,270,700	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
Logistics and Materials	87,600	36,000	100,000	102,000	104,000	106,100	108,300
Northeast Water Plant	2,636,300	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
Southwest Water Plant	1,366,000	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000	1,530,000
Springwells Water Plant	3,777,700	3,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
System Analytics	72,900	82,000	82,300	82,600	82,900	83,200	83,500
Systems Control	64,700	65,000	70,000	70,000	70,000	70,000	70,000
Wastewater Operations	11,491,900	10,128,000	11,951,600	12,190,600	12,434,400	12,683,100	12,936,800
Wastewater Operations Pumping (Lift) Stations	3,292,600	2,131,000	2,184,000	2,225,800	2,270,100	2,314,200	2,359,100
Water Pumping Stations	10,261,200	9,491,000	9,681,400	9,873,900	10,068,700	10,267,300	10,467,500
Water Works Park	2,111,800	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000
<b>Grand Total</b>	<b>\$ 43,755,000</b>	<b>\$ 39,966,000</b>	<b>\$ 42,820,200</b>	<b>\$ 43,343,300</b>	<b>\$ 43,876,900</b>	<b>\$ 44,420,100</b>	<b>\$ 44,971,700</b>

**Table 6 – Gas**

The average increase through FY 2028 in the amount requested for gas each year is 13.9% per year. This is based on the assumed increase in natural gas cost & transportation cost from DTE. The Authority purchases natural gas as a MiDeal member through the Michigan Natural Gas Customer Choice Program.

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Biosolids Dryer Facility	\$ 3,056,000	\$ 2,013,000	\$ 3,117,200	\$ 3,179,500	\$ 3,243,100	\$ 3,113,300	\$ 2,988,800
Combined Sewer Overflow Facilities	200,300	177,000	208,500	212,900	217,000	208,200	200,000
Lake Huron Water Plant	233,400	160,000	200,000	200,000	200,000	200,000	200,000
Logistics and Materials	50,500	25,500	50,500	51,500	52,500	53,600	54,700
Northeast Water Plant	197,500	153,100	183,100	183,100	183,100	183,100	183,100
Southwest Water Plant	194,000	150,000	200,000	200,000	200,000	200,000	200,000
Springwells Water Plant	429,000	280,300	405,300	405,300	405,300	405,300	405,300
Systems Control	200	200	200	200	200	200	200
Wastewater Operations	3,861,600	2,500,000	5,464,300	5,573,300	5,685,100	5,457,700	5,239,300
Wastewater Operations Pumping (Lift) Stations	66,500	19,000	24,300	24,800	25,200	25,700	26,100
Water Pumping Stations	87,100	73,200	74,600	75,900	77,900	79,200	81,200
Water Works Park	288,600	240,000	240,000	240,000	240,000	240,000	240,000
<b>Grand Total</b>	<b>\$ 8,664,700</b>	<b>\$ 5,791,300</b>	<b>\$ 10,168,000</b>	<b>\$ 10,346,500</b>	<b>\$ 10,529,400</b>	<b>\$ 10,166,300</b>	<b>\$ 9,818,700</b>

**Table 7 – Water**

We have budgeted an annual 34.8% increase for water for FY 2024 through FY 2028 to compensate for the increase in water charges from DWSD and other municipalities.

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Biosolids Dryer Facility	\$ 254,900	\$ 228,000	\$ 376,700	\$ 376,700	\$ 384,200	\$ 384,200	\$ 391,900
Combined Sewer Overflow Facilities	325,500	379,000	389,800	389,800	397,700	399,700	408,000
Lake Huron Water Plant							
Logistics and Materials	1,800	5,100	30,000	30,600	31,200	31,800	32,500
Northeast Water Plant	100						
Southwest Water Plant	800	500	500	500	500	500	500
Systems Control	400	600	600	600	600	600	600
Wastewater Operations	4,018,000	2,300,000	6,976,900	6,976,900	7,116,400	7,116,400	7,258,700
Wastewater Operations Pumping (Lift) Stations	66,500	67,500	68,400	69,800	71,300	72,700	74,300
Water Pumping Stations	600	1,000	1,000	1,000	1,000	1,000	1,000
<b>Grand Total</b>	<b>\$ 4,668,600</b>	<b>\$ 2,981,700</b>	<b>\$ 7,843,900</b>	<b>\$ 7,845,900</b>	<b>\$ 8,002,900</b>	<b>\$ 8,006,900</b>	<b>\$ 8,167,500</b>

**Table 8 – Sewer**

The increase for FY 2024 is discussed in Table 4. The Budget Request increase assumption for FY 2024 through FY 2028 is less than 3.4% per year.

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
Biosolids Dryer Facility	\$ 512,600	\$ 500,000	\$ 546,700	\$ 546,700	\$ 557,500	\$ 557,500	\$ 568,800
Combined Sewer Overflow Facilities	670,000	585,000	620,400	620,400	632,700	634,700	653,100
Lake Huron Water Plant	68,900	70,000	70,000	70,000	70,000	70,000	70,000
Logistics and Materials	20,500	35,700	22,000	22,400	22,900	23,300	23,800
Northeast Water Plant	146,800	130,000	130,000	130,000	130,000	130,000	130,000
Southwest Water Plant	441,600	300,000	400,000	400,000	400,000	400,000	400,000
Systems Control	2,400	2,000	2,000	2,000	2,000	2,000	2,000
Wastewater Operations	634,800	584,000	709,300	709,300	723,500	723,500	745,200
Wastewater Operations Pumping (Lift) Stations	10,700	9,000	10,000	10,200	10,400	10,600	10,800
Water Pumping Stations	2,200	2,700	2,700	2,700	2,700	2,700	2,700
Water Works Park	57,200	50,000	50,000	50,000	50,000	50,000	50,000
<b>Grand Total</b>	<b>\$ 2,567,700</b>	<b>\$ 2,268,400</b>	<b>\$ 2,563,100</b>	<b>\$ 2,563,700</b>	<b>\$ 2,601,700</b>	<b>\$ 2,604,300</b>	<b>\$ 2,656,400</b>

## **Chemicals - Bulk**

Water and Wastewater operations utilize chemicals in the processing of raw water, waste effluent and laboratory testing. 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 Financial Plans.

## **Biennial Budget Request**

The proposed chemical expense budget for FY 2024 has an increase of \$14.3 million, or 88.9%. Key parameters of GLWA chemical budget include the following.

- Chemicals are used in operations to maintain compliance with standards established by 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 quality of source waters.
- During the 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 has been negatively impacted by raw material shortages. GLWA is subject to those pricing adjustments.
- Transportation of chemicals to the various GLWA facilities has also impacted the cost and delivery structure from the Authority's suppliers.
- Annual budget is based on the projected operational volume used during an average year. The projected chemical volume use discounts abnormal demands by operations; both high or low.



*Biennial Budget Request by Team*

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2023 Activity as of 9.30.2022	FY 2024 Department Requested	FY 2024 Dollar Variance	FY 2025 Percent Variance	FY 2025 Department Requested
<b>Water Quality</b>	\$ 116,900	\$ 125,500	\$ 55,900	\$ 126,500	\$ 1,000	0.8%	\$ 126,500
<b>Water Treatment Plants</b>	<b>7,672,000</b>	<b>6,595,600</b>	<b>2,857,200</b>	<b>11,288,900</b>	<b>4,693,300</b>	<b>71.2%</b>	<b>11,288,900</b>
Water Works Park	1,271,500	1,016,600	496,800	1,834,500	817,900	80.5%	1,834,500
Springwells Water Plant	2,392,800	2,028,000	1,065,000	3,157,000	1,129,000	55.7%	3,157,000
Northeast Water Plant	1,231,300	1,384,600	586,200	2,144,600	760,000	54.9%	2,144,600
Southwest Water Plant	960,700	896,100	327,000	1,520,500	624,400	69.7%	1,520,500
Lake Huron Water Plant	1,815,700	1,270,300	382,200	2,632,300	1,362,000	107.2%	2,632,300
<b>Water Resource Recovery Facility</b>	<b>10,677,100</b>	<b>7,991,000</b>	<b>3,534,800</b>	<b>14,296,200</b>	<b>6,305,200</b>	<b>78.9%</b>	<b>14,557,300</b>
Wastewater Operations	12,100	5,100	-	5,200	100	2.0%	5,200
Wastewater Primary Process	3,405,900	2,107,200	1,015,400	4,258,000	2,150,800	102.1%	4,460,000
Wastewater Secondary Process	5,831,400	4,801,700	2,213,800	8,386,000	3,584,300	74.6%	8,429,100
Wastewater Dewatering Process	1,404,800	1,032,000	305,400	1,647,000	615,000	59.6%	1,663,000
Wastewater Incineration Process	22,900	45,000	200	-	(45,000)	-100.0%	-
<b>Wastewater Laboratories</b>	<b>176,600</b>	<b>157,200</b>	<b>24,400</b>	<b>186,000</b>	<b>28,800</b>	<b>18.3%</b>	<b>187,200</b>
<b>Combined Sewer Overflow</b>	<b>1,739,700</b>	<b>1,249,300</b>	<b>136,500</b>	<b>4,554,200</b>	<b>3,304,900</b>	<b>264.5%</b>	<b>4,554,200</b>
Puritan Fenkell Combined Sewer Overflow	13,400	9,800	-	29,600	19,800	202.0%	29,600
7 Mile Combined Sewer Overflow	-	1,900	-	-	(1,900)	-100.0%	-
Hubble Southfield CSO	155,400	112,000	12,300	388,500	276,500	246.9%	388,500
Leib Combined Sewer Overflow	72,200	17,800	-	145,400	127,600	716.9%	145,400
St Aubin Combined Sewer Overflow	23,800	17,400	12,200	40,100	22,700	130.5%	40,100
Conner Creek Combined Sewer Overflow	1,130,800	771,200	75,300	2,938,700	2,167,500	281.1%	2,938,700
Baby Creek Combined Sewer Overflow	195,400	212,600	-	553,800	341,200	160.5%	553,800
Oakwood Combined Sewer Overflow	138,600	99,200	24,300	434,500	335,300	338.0%	434,500
Belle Isle Combined Sewer Overflow	10,100	7,400	12,400	23,600	16,200	218.9%	23,600
<b>Grand Total</b>	<b>\$ 20,382,300</b>	<b>\$ 16,118,600</b>	<b>\$ 6,608,800</b>	<b>\$ 30,451,800</b>	<b>\$ 14,333,200</b>	<b>88.9%</b>	<b>\$ 30,714,100</b>

### Five-Year Financial Plan

The proposed five-year plan reflects a leveling of the commodity pricing in each of the facilities. The plan forecasts a 1.0% increase in cost for FY 2025 and FY 2026, falling below 0.5% for FY 2027 and FY 2028.

#### Five-Year Financial Plan by Team

Cost Center	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Department Requested	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested
<b>Water Quality</b>	\$ 116,900	\$ 125,500	\$ 126,500	\$ 126,500	\$ 126,500	\$ 126,500	\$ 126,500
<b>Water Treatment Plants</b>	<b>7,672,000</b>	<b>6,595,600</b>	<b>11,288,900</b>	<b>11,288,900</b>	<b>11,288,900</b>	<b>11,288,900</b>	<b>11,288,900</b>
Water Works Park	1,271,500	1,016,600	1,834,500	1,834,500	1,834,500	1,834,500	1,834,500
Springwells Water Plant	2,392,800	2,028,000	3,157,000	3,157,000	3,157,000	3,157,000	3,157,000
Northeast Water Plant	1,231,300	1,384,600	2,144,600	2,144,600	2,144,600	2,144,600	2,144,600
Southwest Water Plant	960,700	896,100	1,520,500	1,520,500	1,520,500	1,520,500	1,520,500
Lake Huron Water Plant	1,815,700	1,270,300	2,632,300	2,632,300	2,632,300	2,632,300	2,632,300
<b>Water Resource Recovery Facility</b>	<b>10,677,100</b>	<b>7,991,000</b>	<b>14,296,200</b>	<b>14,557,300</b>	<b>14,702,700</b>	<b>14,836,500</b>	<b>14,933,800</b>
Wastewater Operations	12,100	5,100	5,200	5,200	5,200	5,200	5,200
Wastewater Primary Process	3,405,900	2,107,200	4,258,000	4,460,000	4,460,000	4,460,000	4,460,000
Wastewater Secondary Process	5,831,400	4,801,700	8,386,000	8,429,100	8,557,500	8,691,300	8,788,600
Wastewater Dewatering Process	1,404,800	1,032,000	1,647,000	1,663,000	1,680,000	1,680,000	1,680,000
Wastewater Incineration Process	22,900	45,000	-	-	-	-	-
<b>Wastewater Laboratories</b>	<b>176,600</b>	<b>157,200</b>	<b>186,000</b>	<b>187,200</b>	<b>188,600</b>	<b>190,200</b>	<b>192,800</b>
<b>Combined Sewer Overflow</b>	<b>1,739,700</b>	<b>1,249,300</b>	<b>4,554,200</b>	<b>4,554,200</b>	<b>4,668,000</b>	<b>4,668,000</b>	<b>4,668,000</b>
Puritan Fenkell Combined Sewer Overflow	13,400	9,800	29,600	29,600	30,300	30,300	30,300
7 Mile Combined Sewer Overflow	-	1,900	-	-	-	-	-
Hubble Southfield CSO	155,400	112,000	388,500	388,500	398,200	398,200	398,200
Leib Combined Sewer Overflow	72,200	17,800	145,400	145,400	149,000	149,000	149,000
St Aubin Combined Sewer Overflow	23,800	17,400	40,100	40,100	41,100	41,100	41,100
Conner Creek Combined Sewer Overflow	1,130,800	771,200	2,938,700	2,938,700	3,012,200	3,012,200	3,012,200
Baby Creek Combined Sewer Overflow	195,400	212,600	553,800	553,800	567,600	567,600	567,600
Oakwood Combined Sewer Overflow	138,600	99,200	434,500	434,500	445,400	445,400	445,400
Belle Isle Combined Sewer Overflow	10,100	7,400	23,600	23,600	24,200	24,200	24,200
<b>Grand Total</b>	<b>\$ 20,382,300</b>	<b>\$ 16,118,600</b>	<b>\$ 30,451,800</b>	<b>\$ 30,714,100</b>	<b>\$ 30,974,700</b>	<b>\$ 31,110,100</b>	<b>\$ 31,210,000</b>

## Water Chemicals

Chemicals are a significant expense category within Water Operations for FY 2024. It is the largest budget increase for the Water Treatment Facilities. 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.

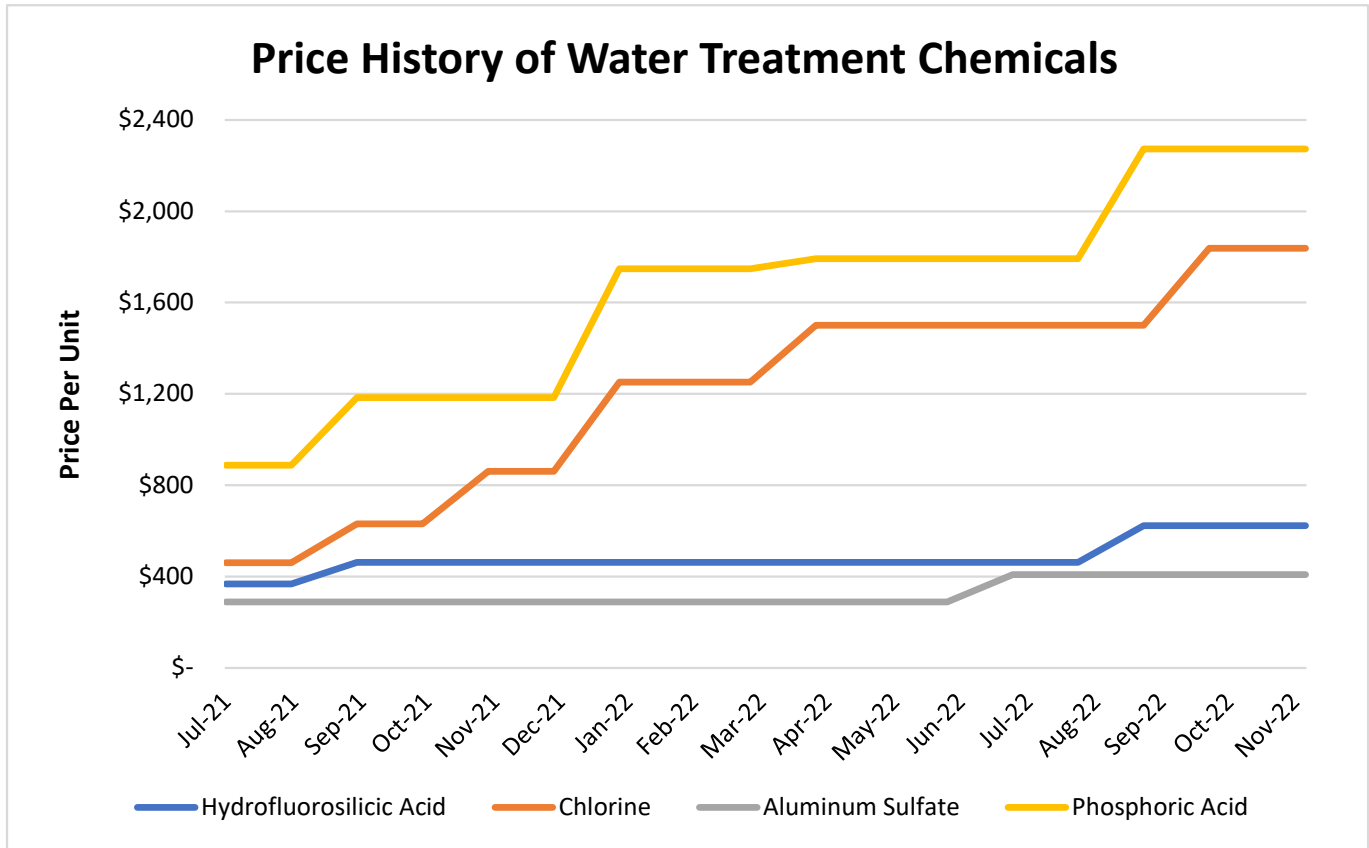
The following table demonstrates the increase between FY 2022 to FY 2024.

### *Water Chemical Cost Per Unit*

<b>Chemical</b>	<b>Unit Cost Beginning of FY 2022</b>	<b>Unit Cost Beginning of FY 2023</b>	<b>FY 2023 Percent Variance</b>	<b>FY 2024 Unit Cost Forecast</b>	<b>FY 2024 Percent Variance</b>
Aluminum Sulfate	288.50	408.50	41.6%	418.71	2.5%
Liquid Chlorine	460.00	1,838.00	299.6%	2,022.00	10.0%
Hydrofluorosilicic Acid	367.00	623.00	69.8%	638.56	2.5%
Phosphoric Acid	886.86	2,271.95	156.2%	2,385.55	5.0%
Sodium Hydrochlorite	979.00	1,600.00	63.4%	3,853.00	140.8%
Sodium Bisulfite	280.20	400.00	42.8%	400.00	0.0%

The first four chemicals in the table above signify the largest percentage of chemicals used in the treatment of drinking water. The chart below shows the change, over time, of the unit cost for these chemicals.

### Historical Cost Change in Water Chemicals



### Wastewater Chemicals

By and large this category had one of the largest impacts on the cost structure for wastewater operations budget for FY 2024. The table below shows the changes in the historical and forecast cost per unit of the major chemicals required to treat the flow through the Wastewater Resource Recovery Facility and the Combined Sewer Overflow facilities.

The table on the following page demonstrates the increase between FY 2022 to FY 2024.

**Wastewater Chemical Cost per Unit**

Chemical	Unit Cost Beginning of FY 2022	Unit Cost Beginning of FY 2023	FY 2023 Percent Variance	FY 2024 Unit Cost Forecast	FY 2024 Percent Variance
Polymer (Lb)	0.1500	0.1650	10.0%	0.1790	8.5%
Ferric Chloride (Dry Ton)	413.1750	795.0000	92.4%	834.7500	5.0%
Chlorine (Ton)	288.6000	1,178.0000	308.2%	1,866.9000	58.5%
Sulfur Dioxide (Ton)	465.0000	465.0000	0.0%	513.0000	10.3%
Sodium Hypochlorite (Dry Lb)	0.5307	1.8000	239.2%	1.9800	10.0%
Sodium Bisulfite (Ton)	194.0000	303.0000	56.2%	318.1500	5.0%
Gaseous Oxygen (CCF)	0.2349	0.2650	12.8%	0.2780	4.9%
Liquid Oxygen (CCF)	0.6669	0.7397	10.9%	0.7770	5.0%
Bulk Nitrogen (CCF)	0.6416	0.7449	16.1%	0.7820	5.0%

The pricing of chlorine-based chemicals, used for the disinfection of wastewater effluent, had the largest impact on the FY 2024 budget. The chart below highlights the historical change in unit costs for these chlorine-based products since the beginning of FY 2022.

**Historical Cost Change in Wastewater Chemicals**
