



# **FY 2025 and FY 2026 Biennial Budget & Five-Year Financial Plan FY 2025 through FY 2029**

Prepared by  
Great Lakes Water Authority  
Financial Services Area  
Detroit, Michigan

Dedicated to efficiently delivering the nation's best  
water and sewer services in partnership with our  
member partners across southeast Michigan

Pictured on the front cover-

**The Belle Isle Intake Facility**  
Detroit, Michigan

# MAKING SENSE OF YOUR DOLLARS

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

## FY 2025 Water System Budget Infographic

### 45.5% DEBT SERVICE

#### 45.5¢ ON THE DOLLAR

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

### 44.0% OPERATIONS AND MAINTENANCE

#### 44.0¢ ON THE DOLLAR

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

### 5.9% REGIONAL SYSTEM LEASE

#### 5.9¢ ON THE DOLLAR

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

### 1.9% REVENUE FINANCED CAPITAL

#### 1.9¢ ON THE DOLLAR

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

### 1.6% RECEIVING FUND WORKING CAPITAL

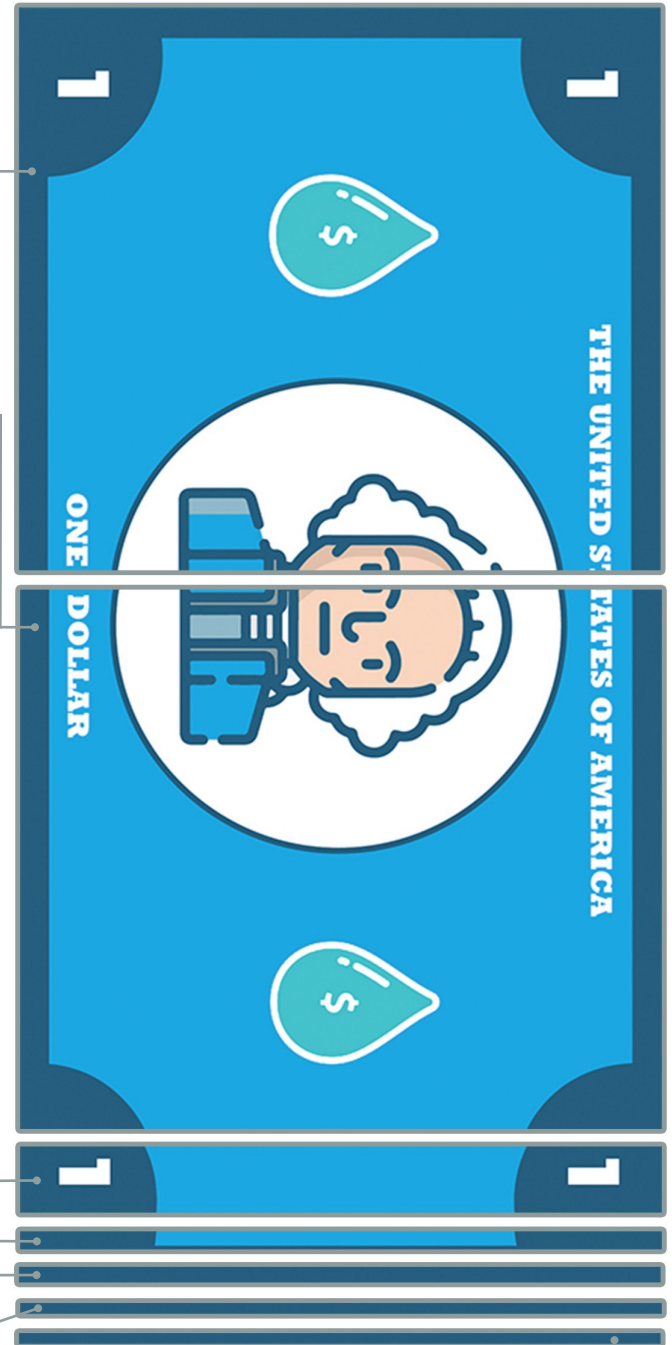
#### 1.6¢ ON THE DOLLAR

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

### 0.6% CLOSED PENSION

#### 0.6¢ ON THE DOLLAR

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



### 0.5% WRAP (WATER RESIDENTIAL ASSISTANCE PROGRAM)

#### 0.5¢ ON THE DOLLAR

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

*Note: Percentages based on FY 2025 adopted budget.*



# MAKING SENSE OF YOUR DOLLARS

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

## FY 2025 Wastewater System Budget Infographic

### 44.0% OPERATIONS AND MAINTENANCE

#### 44.0¢ ON THE DOLLAR

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

### 43.5% DEBT SERVICE

#### 43.5¢ ON THE DOLLAR

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

### 5.4% REVENUE FINANCED CAPITAL

#### 5.4¢ ON THE DOLLAR

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

### 5.3% REGIONAL SYSTEM LEASE

#### 5.3¢ ON THE DOLLAR

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

### 0.9% CLOSED PENSION

#### 0.9¢ ON THE DOLLAR

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

### 0.5% WRAP (WATER RESIDENTIAL ASSISTANCE PROGRAM)

#### 0.5¢ ON THE DOLLAR

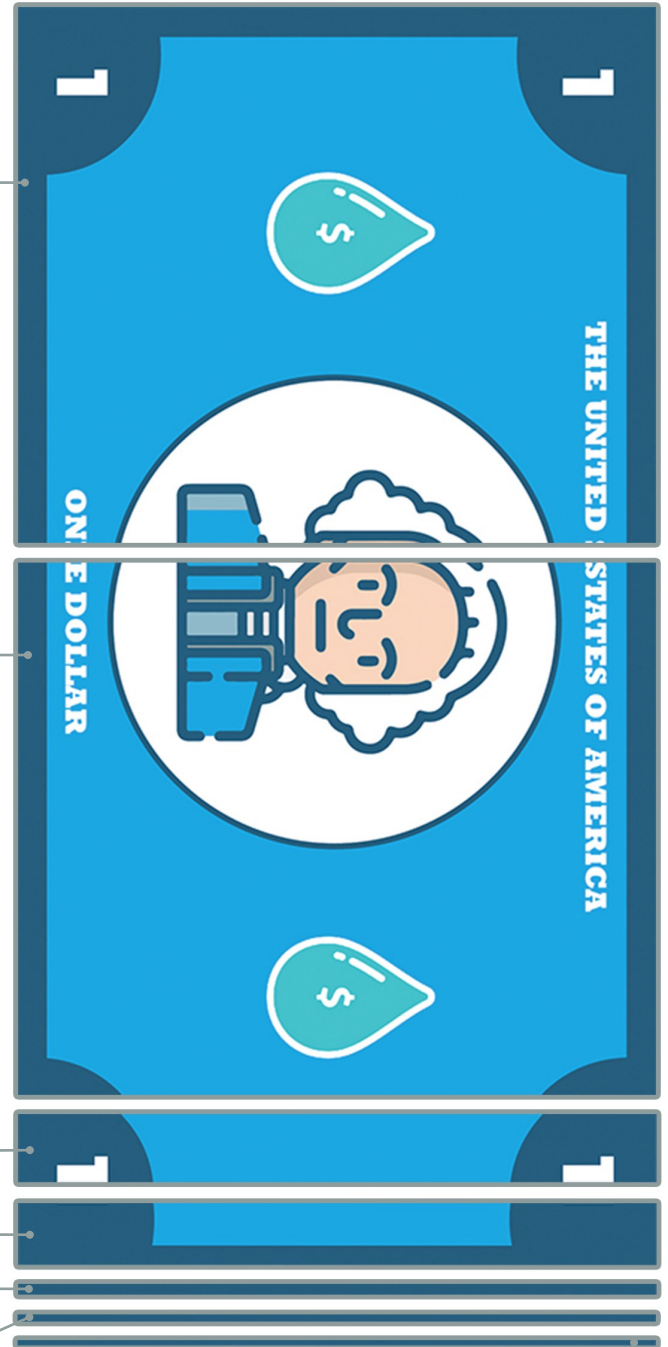
Half a percent of GLWA's revenue goes straight to funding WRAP, making it the only sustainably-funded assistance program in the country. WRAP provides not only financial assistance, but also conservation education and minor plumbing repairs and replacements.

### 0.4% RECEIVING FUND WORKING CAPITAL

#### 0.4¢ ON THE DOLLAR

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

*Note: Percentages based on FY 2025 adopted budget.*



# MAKING SENSE OF YOUR DOLLARS

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

## FY 2025 Water and Wastewater Combined Budget Infographic

### 44.3% DEBT SERVICE

#### 44.3¢ ON THE DOLLAR

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

### 44.0% OPERATIONS AND MAINTENANCE

#### 44.0¢ ON THE DOLLAR

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

### 5.5% REGIONAL SYSTEM LEASE

#### 5.5¢ ON THE DOLLAR

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

### 3.9% REVENUE FINANCED CAPITAL

#### 3.9¢ ON THE DOLLAR

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

### 1.0% RECEIVING FUND WORKING CAPITAL

#### 1.0¢ ON THE DOLLAR

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

### 0.8% CLOSED PENSION

#### 0.8¢ ON THE DOLLAR

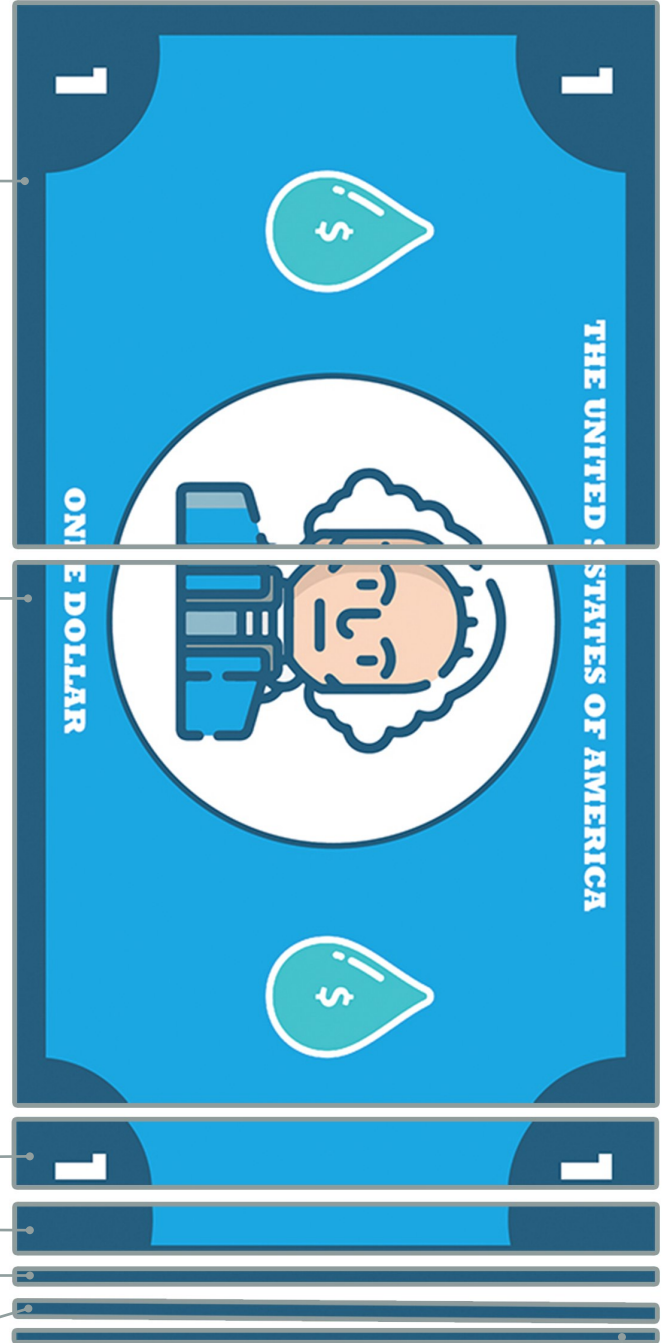
GLWA inherited a portion of the city of Detroit's pension plan expense for employees and retirees that maintained the regional system before GLWA was formed. Over time, the annual payment will decrease.

### 0.5% WRAP (WATER RESIDENTIAL ASSISTANCE PROGRAM)

#### 0.5¢ ON THE DOLLAR

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

*Note: Percentages based on FY 2025 adopted budget.*



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## **A Message from Chief Executive Officer Suzanne R. Coffey**

To Our Valued Partners,

The Great Lakes Water Authority (GLWA) team is honored to be entrusted with providing safe, reliable drinking water and environmentally responsible wastewater treatment services to southeast Michigan. GLWA has delivered on the vision for the new regional water authority that was launched on January 1, 2016. As we present this budget at the beginning of our ninth year of operations, GLWA is an organization that has demonstrated consistent delivery of water of unquestionable quality, exemplary environmental stewardship, and a continued focus on both sustainability and affordability. The budget and five-year financial plan demonstrate the transition of those objectives into an actionable plan that encompasses cost control, transparency, and strong fiscal management.

The theme for this year's financial plan is maintaining the commitment to the foundation of the "4% Promise," despite the lingering impacts of multiple years of significant cost increases. That pledge, of not increasing the annual revenue requirement (budget) beyond four percent, has meant that something had to give when essential commodities and construction materials escalated rapidly – some as high as 83%.

How did we do this? Some non-critical initiatives were deferred, and some targeted preventive maintenance programs slowed, but we also identified ways to leverage financial opportunities to strengthen the resources that could be available to GLWA. Notably, we worked closely with our advisors to better understand our cashflows to secure significant investment earnings. We also looked externally to the financial markets. As a result, we were able to pursue a successful tender and refunding strategy in the fall of 2023. That restructured debt provides budgetary relief to continue our capital improvement program.

GLWA's commitment to affordability is strong. Our roadmap to balancing capital, operating, and affordability is our 10-year financial plan. No decision is made today without understanding how it impacts the future, the environment, and those we serve. Our bottom line is a future focused on wholistic resiliency.

### **FY 2025 Budget Highlights**

The FY 2025 Budget delivers on accomplishing our financial plan objectives in order to achieve our organizational strategic goals. There are five key themes that shape our budget decisions while striving to achieve our strategic goals:

1. *Four Percent Promise*: managing the overall budget within the commitment established in GLWA's founding documents to limit annual increases in the overall budget to four percent or less;
2. *Long-Term Financial Sustainability*: advancing the path toward long-term stability and equity in the services charges model;
3. *Controlled O&M*: annual operations and maintenance (O&M) increases indicative of activities that support operational optimization;

4. *Asset Management Focus*: strategic investment in the regional system; and
5. *Charges Equity & Stability*: ongoing effort to ensure that cost of service is equitably shared and is predictable and moderated.

If we stay true to these five themes, the outcome will enable us to achieve GLWA's strategic goals, which are:

- Maintaining and strengthening our AA category credit ratings; and
- Achieving positive key performance indicators (KPI's) based on the 10 attributes of the effective utility management (EUM) framework for GLWA.

*Water System* – The approved water system budget and schedule of charges translate the above outlined goals into actions – which allowed us to control the average increase in water charges for suburban wholesale member partners to 3 percent and the local system charge to 3.4 percent, for a system-wide adjustment of 3.25 percent. Those goals and related actions include:

1. *Four Percent Promise*: Limiting the water system revenue requirement (budget) to a 4 percent increase from the prior year thereby meeting the 4 percent promise. Note that the average overall charges increase to all member partners is 3.25 percent. The variance of 0.75 percent is the net result of a decrease in projected sales volume (resulting in a 0.91 percent year-over-year effective increase) offset by increased investment earnings (equivalent to 1.66 percent);
2. *Long-Term Financial Sustainability*: Budgeted debt service coverage of 1.75 on Senior Lien Bonds and 1.19 on all bonds, and a \$7.3 million deposit to the Improvement & Extension fund to lower the pressure for future borrowing needs;
3. *Operations & Maintenance (O&M)*: Water O&M increase of 10.9 percent when compared to FY 2024 adopted budget with the largest category of increase being chemicals;
4. *Asset Management Focus*: Budget provides for continued implementation of the improvement initiatives from the Strategic Asset Management Plan adopted in FY 2020; and
5. *Charges Stability and Equity Goal*: The water charge calculations embrace the new simplified methodology of 10% commodity / 50% max day / 40% peak hour (collectively referred to as the 10/50/40 cost pools) and a water delivery factor that replaces distance and elevation.

*Sewer System* – Similarly, the sewer system budget and schedule of charges translate the above outlined goals into actions – which allowed us to control the average increase in sewer charges for suburban wholesale member partners to 1.7 percent and the local system charge increase to 4.6 percent, for a system-wide increase of 3 percent. Those goals and related actions include:

1. *Four Percent Promise*: Limiting the sewer system revenue requirement (budget) to a 4 percent increase from the prior year; meeting the 4 percent promise. Note that the average overall charges increase to all member partners is 3 percent. The variance of 1 percent is the net result of a decrease in baseline revenues (resulting in a 0.14 percent year-over-year) effective increase) offset by increased investment earnings (equivalent to 1.14 percent);
2. *Long-Term Financial Sustainability*: Budgeted debt service coverage of 2.07 on Senior Lien Bonds and 1.26 on all bonds, and a \$28 million deposit to the Improvement & Extension fund to lower the pressure for future borrowing needs;

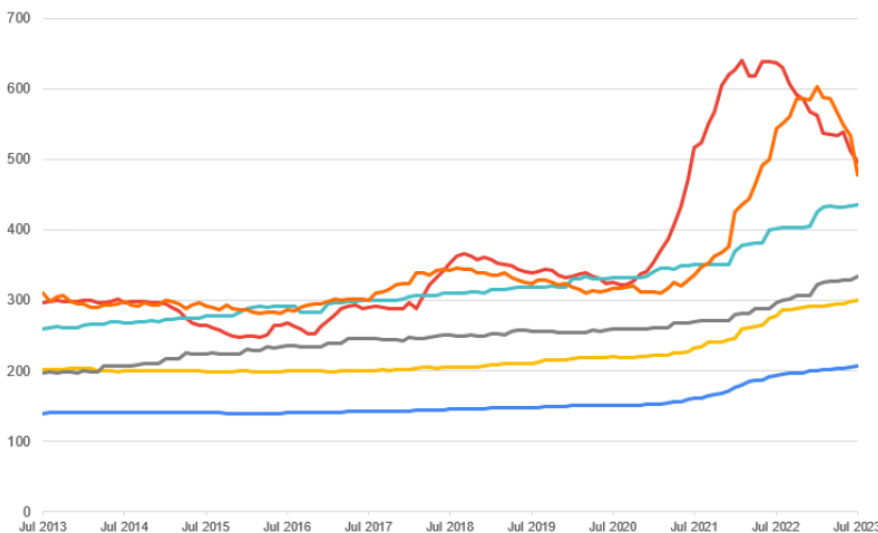
3. *Operations & Maintenance (O&M)*: Sewer O&M increase of 11.3 percent when compared to FY 2024 adopted budget with the majority of the increase related to chemical and utilities costs;
4. *Asset Management Focus*: budget provides for continued implementation of the of improvement initiatives from the Strategic Asset Management Plan adopted in FY 2020; and
5. *Charges Stability and Equity Goal*: the FY 2025 sewer service charges reflect an update in the sewer SHARES (last update was FY 2022) with subsequent application of minor adjustments to reflect contractual requirements.

### Financial Planning in an Era of Economically Challenging Times

By far, the biggest challenge in preparing this year’s budget is continuing to absorb cost increases over many years that exceeded revenue increases. In July 2021, we began structured conversations with vendors, economists, supply chain experts, and others to better understand the potential impact of global and economic conditions on GLWA’s capital and operating budgets. In September 2021, a firm was engaged to work with the GLWA Procurement team, the GLWA Capital Improvement Planning team, and other stakeholders to conduct an economic analysis and identify impacts on the annual capital improvement plan. This effort is known as the Economic Outlook Task Force (EOTF). An outcome of that effort was to identify cost and risk control strategies, as well as identify a set of forecast assumptions for long-term planning purposes.

The taskforce provides quarterly reporting to the GLWA Board of Directors Audit Committee. In September 2023, the Board of Directors held a workshop where we laid the groundwork for this budget season. The chart below, from that meeting, depicts material cost increases with a key takeaway: the rapid and ongoing increase since January 2021 has set a new baseline for most of the supply categories that GLWA utilizes for its operating and capital budgets.

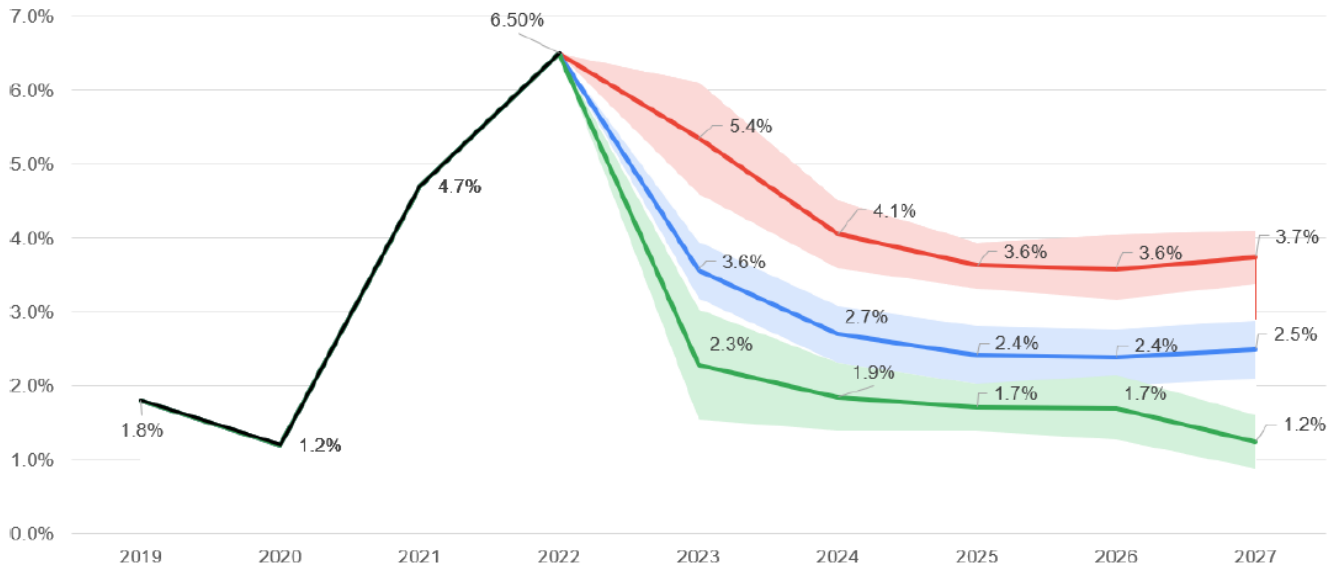
## Priority Materials: Producer Prices



Percent Change	10YR	5YR	1YR
Iron and Steel Pipes and Tubes	67%	41%	-22%
Chlorine	54%	39%	-12%
Aggregates	68%	40%	8%
Cement	69%	34%	13%
Electrical Switch Gear/Board	49%	46%	8%
Elect Equipment	47%	42%	7%

The taskforce also provides an inflation forecast which is shown in the table below with the redline being pessimistic, green being optimistic and blue representing the assumption utilized in our budget process. This information has helped us to manage risk in the budget process.

## Southeast Michigan Inflation Forecast (Update)



Despite these economic challenges, there is not one area of the utility that is not advancing resiliency and effectiveness initiatives. In this budget document, each operating area presents their initiatives and describes how the budget supports success.

### Other Initiatives

#### *Transparency*

While we recognize that budget documents are lengthy to foster transparency by sharing large volumes of information, we also recognize that documents that are succinct often have a more effective and far-reaching impact to further enhance transparency. Following this budget message are documents from the GLWA One-Pager series. These are designed for our member partners and other stakeholders to share with their constituents. Budget infographics on the inside cover of this document also provide further transparency and improved communication.

#### *Water Residential Assistance Program*

The Water Residential Assistance Program (WRAP) is a unique program in our service sector that started with the formation of the GLWA in 2016. The legal framework that established GLWA provides for 0.5 percent of annual revenues to fund WRAP. Over time, in the spirit of continuous improvement, the program design was modified by GLWA’s Board of Directors based upon staff and our nonprofit service delivery partners’ recommendations. Based upon extensive research, significant changes were made to the program design which resulted in the launch of the WRAP

“Income Based Plan” in October 2022. The Income Based Plan provides bill credits to eligible households so that the water bill does not exceed three percent of household income for up to two years (or ongoing for households with senior citizens and persons with permanent disabilities). Bill arrearage assistance and water conservation support, including minor plumbing repairs, also are key features of WRAP. We believe the income-based assistance combined with conservation support places WRAP as a leading assistance program in the country.

### **Looking Ahead: FY 2025 through FY 2029 Financial Plan**

In order to achieve our goals and validate our assumptions, a biennial budget combined with a five-year plan is developed at the operating unit level to provide a roadmap for the future and allow us to lessen risk of events beyond our control. Supplemental schedules and analysis in this document are provided to further insight into the decisions made in preparing the budget and financial plan.

As you read this document, you will notice our commitment to:

- ✓ The promise to balance revenue requirement needs with affordability concerns;
- ✓ Work with our member partners to advance equity and stability in charges;
- ✓ Build revenue financed capital to reduce the burden of long-term debt;
- ✓ Attract, engage, empower, and develop team members and foster technical and leadership opportunities in the region;
- ✓ Strategically initiate programs and implement modern technology; and
- ✓ Provide strong debt service coverage to achieve a lower cost of capital for our member partners.

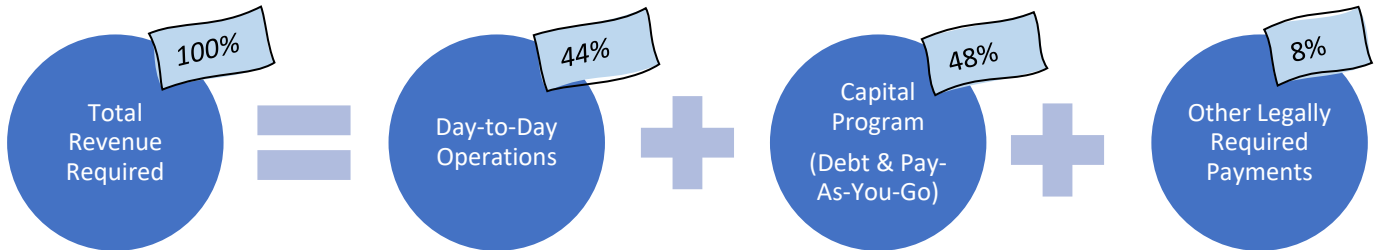
### **Thank You!**

The GLWA team is grateful to the vast number of stakeholders who support the Authority’s day-to-day activities while setting the course for the future as outlined in this financial plan. We are truly *One Water, One Team*.

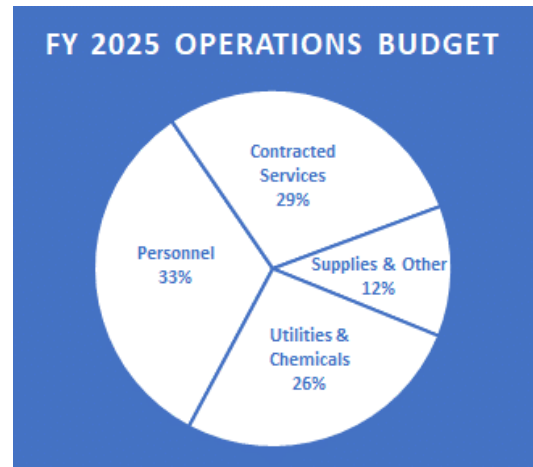


Suzanne R. Coffey, P.E.  
Chief Executive Officer

The total budget for a water utility, like the Great Lakes Water Authority (GLWA), is referred to as the “revenue requirement.” It tells us *how much revenue / cash is required* to operate and maintain the systems for a given year. The total revenue requirement increased by \$35 million or 4 percent for FY 2025. Three major categories makeup the total revenue requirement of \$906 million.



**Day-to-Day Operations** includes the personnel, specialty contractual services, utilities, chemicals, and supplies to operate five water treatment plants, the largest single-site water resource recovery facility in North America and all of the systems, processes, and controls to manage the vast regional network. The total FY 2025 Operations & Maintenance Budget is \$399 million, up \$40 million over the previous year. This increase is driven by the economic impact/cost pressure on utilities, chemicals, contractual provisions, as well as filling many vacant positions.



**Capital Program** costs include making payments on bonded debt, balanced with cash funding, to prevent the utility from maxing out its borrowing capability for future generations. Because many of our assets are underground, it is hard to envision the scope of all capital needs. For perspective, consider that there are 797 miles of transmission main that move treated drinking water from five water treatment plants to the local systems’ distribution network and there are also 207 miles of trunk sewers and interceptors that return wastewater to the water resource recovery facility. The combined total of 1,004 miles equals the driving distance from Detroit to Jacksonville, Florida. Multiple years of significant cost increases in operating and construction costs have constrained funding for capital projects. In order to balance the budget, fewer funds are available annually for debt payments and pay-as-you-go cash funding. As a result, the FY 2025 Capital Program related revenue requirement is \$437 million, a decrease of \$11 million.

**Other Legally Required** costs of \$70 million include a \$50 million lease payment to the City of Detroit Water & Sewerage Department (DWSD) (restricted for DWSD for capital program needs), legacy pension commitments to the City of Detroit’s General Retirement System, a half of one percent of revenues for the Water Residential Assistant Program (WRAP), and a working capital reserve. The total net increase of \$6 million is largely driven by the increased reserve needs.

**Revenue Required** from charges is less than the total 4 percent as noted in the introduction. Controlling the system-wide increases to 3.25 percent for water and 3 percent for sewer is achieved with offsetting resources such as investment income.

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

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

The remaining 56% of the FY 2025 budget of \$906 million represents financing and legal commitments: debt payments (44%), lease payments (5.5%), capital program funding (4%), legacy pension liabilities (1%), working capital (1%) and Water Residential Assistance Program (WRAP) (0.5%).

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

**Staffing & Personnel** The staffing plan is at 1,356 (increase of 38), with Full-time Equivalents (FTE) at 1,203 (increase of 50.25). The increase in FTEs beyond the number of new positions reflects budgeting at a fractional percentage when a position has not been filled.

**Water Operations – increase of \$11.9 million** Driven by personnel (\$2.4 million) due to a FTE increase of 20.75, part of which was the filling of key positions (Water Engineering Life Cycle Project Managers, Water Quality Investigators, and apprentices within several Water Treatment Plants). Other increases include electrical costs for treatment plant and Pump Stations (\$4.9 million); Supplies & Other (\$0.8 million); Contractual Services due to mobile dredging activities (\$0.9 million); chemicals (\$1.3 million); All other categories decreased (\$0.2 million). Unallocated reserves increased (\$1.8 million) to accommodate for inflationary factors.

**Wastewater Operations – increase of \$14.3 million** Driven by contractual operating services (\$3.3 million) for a facilities maintenance contract and for residual solids disposal; chemicals (\$3.1 million based on price adjustments for chlorine-based products); utility costs (\$2.4 million); supplies & other (\$2.0 million) for reliability maintenance activities. An increase in personnel costs (\$2.7 million) for 11 new positions (8.25 FTE) to insource capital program engineering services (eight positions) and for the inclusion of sewage conveyance (three positions); unallocated reserve increased (\$1.2 million); offset by a decrease in other items (\$0.4 million).

**Centralized Services<sup>1</sup> – increase \$10.1 million** A change in the funding source from I&E funds to O&M funds that occurred during FY 2024 related to technology initiatives for new cloud-based Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) systems was the main driver of the increase in Supplies & Other (\$6.1 million). This change in funding also increased the Contractual Services (\$1.5 million) mostly for the AECOM and the Emerson Process Management contracts. Personnel costs (\$2.8 million) increased due to an increase in FTE of 12.25. Decrease in other categories (\$0.3 million) offset these increases.

**Administrative Services<sup>2</sup> – increase of \$3.7 million** Contractual services (\$2 million) increased mainly due to an increase in insurance premiums. Personnel cost (\$1.5 million) increased due to an increase in FTE of 9. Other categories (\$0.2 million) round out the increase for the area.

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

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

<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 2025 Service Charges Highlights

The Water and Sewer Service Charges for FY 2025 were adopted by the GLWA Board of Directors on February 28, 2024 following a public hearing.

#### 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.

### Adopted FY 2025 Water System Charges

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

### Adopted FY 2025 Sewer System Charges

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

#### Average System Charge Adjustments

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

**Looking for more information?** Visit us online at [www.glwater.org](http://www.glwater.org)

The presentation below is based on the Schedule of Revenue Requirements - Budget to Actual as reported in the Supplementary Information of the Annual Comprehensive Financial Report (ACFR).

Water Fund Revenues and Revenue Requirements						
	Actual 2021	Actual 2022	Actual 2023	Estimated 2024	Requested 2025	Requested 2026
<b>Revenues (Budget Basis)</b>						
Wholesale customer charges	\$ 322,423,768	\$ 323,026,213	\$ 340,593,806	\$ 343,192,400	\$ 354,409,800	\$ 379,291,500
Charge credits (Flint-KWA) [1]	(6,652,253)	(6,496,428)	(6,452,573)	(6,651,800)	(6,651,800)	(6,651,800)
Net wholesale charges	315,771,515	316,529,785	334,141,233	336,540,600	347,758,000	372,639,700
Local system charges	21,925,500	21,697,300	22,834,300	25,537,200	27,094,800	30,730,900
Other revenue [2]	267,562	775,537	1,378,706	440,000	400,000	400,000
Investment earnings - restricted [3]	204,011	278,173	3,660,022	3,531,500	3,182,100	2,634,600
Investment earnings - unrestricted [3]	3,991,294	1,667,440	5,501,592	8,530,200	6,692,200	7,606,400
<b>Total Revenues</b>	<b>\$ 342,159,882</b>	<b>\$ 340,948,235</b>	<b>\$ 367,515,853</b>	<b>\$ 374,579,500</b>	<b>\$ 385,127,100</b>	<b>\$ 414,011,600</b>
<b>Revenue Requirements</b>						
O&M expense [4]	\$ 118,840,855	\$ 136,436,567	\$ 154,327,770	\$ 163,100,500	\$ 169,625,000	\$ 176,410,000
O&M legacy pension	6,048,000	6,048,000	6,048,000	-	-	-
Debt service requirement	138,100,407	136,039,760	150,055,300	162,634,000	175,300,800	186,537,300
Accelerated legacy pension	6,268,300	6,268,300	6,268,300	1,505,500	2,283,300	2,252,200
WRAP	1,669,400	1,705,500	1,770,500	1,851,600	1,947,800	2,070,100
Extraordinary repair & replacement reserve fund	-	-	2,200,000	-	-	-
Regional system lease	22,500,000	22,500,000	22,500,000	22,500,000	22,500,000	22,500,000
Receiving fund working capital requirement	-	-	-	-	6,200,000	5,700,000
Improvement & extension fund	35,094,800	23,739,800	23,766,000	22,987,900	7,270,200	18,542,000
<b>Total Revenue Requirements</b>	<b>\$ 328,521,762</b>	<b>\$ 332,737,927</b>	<b>\$ 366,935,870</b>	<b>\$ 374,579,500</b>	<b>\$ 385,127,100</b>	<b>\$ 414,011,600</b>
<b>Revenue Requirement Variance [5]</b>	<b>\$ 13,638,120</b>	<b>\$ 8,210,308</b>	<b>\$ 579,983</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

[1] Credits applied reduce cash available to meet revenue requirements, therefore they are removed for this presentation. The credits applied reduce the Authority's liability for the raw water rights.

[2] Other revenues include other operating revenues and other nonoperating revenues for the Water Operations Funds. Numbers will not match those reported in the ACFR as other nonoperating is net of income and expenses.

[3] Investment earnings excludes investment earnings on bond proceeds. Once bond money has been depleted in the construction fund, I&E funds are transferred to the construction fund. Interest earnings on I&E funds that were transferred to the construction fund are included. Restricted investment earnings are from the debt service and bond reserve accounts that can only be used for debt service.

[4] Includes the Operations Fund operating expenses as reported in the Supplementary Information of the ACFR. Does not include I&E Fund operating expenses as those are paid with I&E funds and not current revenue.

[5] Revenue Requirement Variance represents the difference between revenues and expenses on a budget basis. To the extent that there is a positive variance, a post year end closing analysis is performed. Depending on cash flow requirements, some or all of this variance may be transferred to the Improvement & Extension funds in the subsequent year. This schedule reflects a budgeting basis analysis that is used to prepare member charges. It does not reflect net income for financial reporting purposes. See the Annual Comprehensive Financial Report for the financials based on generally accepted accounting principals.

The presentation below is based on the Schedule of Revenue Requirements-Budget to Actual as reported in the Supplementary Information of the Annual Comprehensive Financial Report (ACFR).

Sewage Disposal Fund Revenues and Revenue Requirements						
	Actual 2021	Actual 2022	Actual 2023	Estimated 2024	Requested 2025	Requested 2026
<b>Revenues (Budget Basis)</b>						
Wholesale customer charges	\$ 267,567,816	\$ 268,813,369	\$ 275,917,502	\$ 282,687,600	\$ 287,517,600	\$ 303,022,300
Local system charges	187,959,700	188,662,200	191,042,200	196,569,600	205,924,800	217,550,100
Industrial waste and surcharges	14,724,903	13,482,094	13,287,670	13,912,500	14,153,700	14,931,900
Wholesale customer other [1]	5,960,000	-	-	-	-	-
Other revenue [2]	2,217,405	817,448	4,901,316	717,000	700,000	700,000
Investment earnings - restricted [3]	577,195	548,852	4,102,394	2,657,600	1,861,500	1,467,300
Investment earnings - unrestricted [3]	2,224,846	1,293,623	8,395,898	13,399,700	10,494,500	11,616,400
<b>Total Revenues</b>	<b>\$ 481,231,865</b>	<b>\$ 473,617,586</b>	<b>\$ 497,646,980</b>	<b>\$ 509,944,000</b>	<b>\$ 520,652,100</b>	<b>\$ 549,288,000</b>
<b>Revenue Requirements</b>						
O&M expense [4]	\$ 172,312,815	\$ 182,862,055	\$ 207,330,215	\$ 220,128,400	\$ 228,934,000	\$ 238,091,400
O&M legacy pension	10,824,000	10,824,000	10,824,000	-	-	-
Debt service requirement	201,945,083	206,490,151	212,669,100	231,781,500	226,279,400	226,618,700
Accelerated legacy pension	11,620,700	11,620,700	11,620,700	3,096,800	4,846,300	4,776,300
WRAP	2,415,100	2,358,300	2,394,200	2,503,100	2,651,700	2,746,400
Regional system lease	\$27,500,000	\$27,500,000	\$27,500,000	27,500,000	27,500,000	27,500,000
Receiving fund working capital requirement	-	-	-	-	2,300,000	3,700,000
Improvement & extension fund	42,742,700	23,424,000	26,236,800	24,934,200	28,140,700	45,855,200
<b>Total Revenue Requirements</b>	<b>\$ 469,360,398</b>	<b>\$ 465,079,206</b>	<b>\$ 498,575,015</b>	<b>\$ 509,944,000</b>	<b>\$ 520,652,100</b>	<b>\$ 549,288,000</b>
<b>Revenue Requirement Variance [5]</b>	<b>\$ 11,871,467</b>	<b>\$ 8,538,380</b>	<b>\$ (928,035)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

[1] Relates to capital contribution from OMIDD agreement and how funds were treated for budgeting purposes in computing member charges.

[2] Other revenues include other operating revenues and other nonoperating revenues for the Sewer Operations Funds. Numbers will not match those reported in the ACFR as other nonoperating is net of income and expenses.

[3] Investment earnings excludes investment earnings on bond proceeds. Once bond money has been depleted in the construction fund, I&E funds are transferred to the construction fund. Interest earnings on I&E funds that were transferred to the construction fund are included. Restricted investment earnings are from the debt service and bond reserve accounts that can only be used for debt service.

[4] Includes the Operations Fund operating expenses as reported in the Supplementary Information of the ACFR. Does not include I&E Fund operating expenses as those are paid with I&E funds and not current revenue.

[5] Revenue Requirement Variance represents the difference between revenues and expenses on a budget basis. To the extent that there is a positive variance, a post year end closing analysis is performed. Depending on cash flow requirements, some or all of this variance may be transferred to the Improvement & Extension funds in the subsequent year. This schedule reflects a budgeting basis analysis that is used to prepare member charges. It does not reflect net income for financial reporting purposes. See the Annual Comprehensive Financial Report for the financials based on generally accepted accounting principals.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Great Lakes Water Authority  
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For the Fiscal Year Beginning

**July 01, 2023**

*Christopher P. Morrill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Great Lakes Water Authority, Michigan, for its Biennial Budget for the biennium beginning July 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. This is the Authority's 5th year of receiving the award.

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# GLWA

*Great Lakes Water Authority*



## **Section 1**

### **Overview**

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**We Are One Water**

The Great Lakes Water Authority (GLWA) provides nearly 40 percent of Michigan’s population with water of unquestionable quality, as well as effective and efficient wastewater services to nearly 30 percent of the state. GLWA is all about the movement of water, from the environment to our member partners, and back to the environment. We ensure our member partner communities get the highest quality water using treatment standards that are stricter than state or federal regulatory requirements. Once the water has been used, we run it through our treatment process again before returning it to the environment – often cleaner than when we received it. Working hand-in-hand with our member partners, we provide water and wastewater services of the highest quality. Together, we are one water.

**Our Mission**

To exceed our member partners’ expectations by utilizing best practices in the treatment and transmission of water and wastewater, while promoting healthy communities and economic growth.

**Our Vision**

Through regional collaboration, GLWA strives to be the provider of choice, dedicated to efficiently delivering the nation’s best water and sewer services in partnership with our member partners.

**Our Members**

The collaborative relationship we share with our members makes up the bedrock of GLWA’s operating philosophy. As we work together for the greater good of the region, GLWA coordinates projects for civic improvement and provides members with educational resources. Our One Water Partnership Agreement outlines the mutual commitment between GLWA and those we serve, including the One Water Mission: To collaboratively ensure a One Water system approach to our regional water and wastewater system that will be economically, socially, and environmentally responsible and sustainable.

Our members include GLWA team members, board members, water and wastewater partners, associated stakeholders, elected officials, consultants and regulatory agencies. GLWA has a dedicated Member Outreach Program that collaborates with its members on water and wastewater activities. Work groups are used to involve members in technical service and financial discussions that support decision-making for GLWA’s water and wastewater systems. GLWA has designated team members working within the Member Outreach Program and includes a contracted third-party facilitator responsible for ensuring and sustaining the rules of collaboration and furthering the transparent exchange of information between GLWA and its members.

**History**

GLWA began operations on January 1, 2016 and is the result of a monumental collaboration among regional leaders. Working to meet the needs of sustainable and affordable infrastructure, a memorandum of understanding (MOU) was agreed upon on September 9, 2014. Subsequently, GLWA was incorporated by the City of Detroit (City) and the counties of Macomb, Oakland and Wayne on November 26, 2014, pursuant to Act 233, Public Acts of Michigan, 1955, as amended. At the time of GLWA’s incorporation, the City, through its Detroit Water and Sewerage Department (DWSD), was providing water supply services within and outside of the City through a water supply system and drainage and sewage disposal services within and outside of the City through a sewage disposal system.

On June 12, 2015, the City and GLWA executed the Regional Water Supply and Sewerage Disposal System Leases, transferring the regional water and sewage disposal facilities from the City to GLWA for an initial term of 40 years. In addition, the City and GLWA entered into a Water and Sewer Services Agreement where GLWA provides water and sewer services to the City; the City then supplies these services to Detroit retail customers via the DWSD. The agreements required the satisfaction of several conditions before becoming effective. By January 1, 2016 (the Effective Date), those conditions were met and GLWA, under the terms of the Regional System Leases, became responsible for the assets, all bonded indebtedness, and operations for the regional water and wastewater systems.

GLWA leases the regional water and wastewater systems from the City for an allocation of \$50 million per year to fund capital improvements for the City’s retail system and/or debt obligations for the DWSD. GLWA also funds a Water Residential Assistance Program (WRAP) to assist low-income residential households in enrolled member partner communities.

**Board of Directors**

- Brian Baker ..... GLWA Board Chair; Representative for Macomb County
- Mark Miller ..... GLWA Board Vice-Chair; Representative for the State of Michigan
- John J. Zech ..... GLWA Board Secretary; Representative for Wayne County
- Freman Hendrix ..... GLWA Board Representative for the City of Detroit
- Gary A. Brown ..... GLWA Board Representative for the City of Detroit
- Jaye Quadrozzi ..... GLWA Board Representative for Oakland County

**Executive Leadership Team**

Suzanne R. Coffey, PE .....	Chief Executive Officer
William M. Wolfson.....	Chief Administrative and Compliance Officer
Nicolette N. Bateson, CPA.....	Chief Financial Officer/Treasurer
Cheryl D. Porter.....	Chief Operating Officer – Water & Field Services
Navid Mehram, PE.....	Chief Operating Officer – Wastewater Operating Services
Jody Caldwell, PE .....	Chief Planning Officer
Jeffrey E. Small.....	Chief Information Officer
Jordie Kramer.....	Chief Organizational Development Officer
W. Barnett Jones.....	Chief Security and Integrity Officer
David W. Jones.....	General Counsel
Michelle A. Zdrodowski.....	Chief Public Affairs Officer

***ONE WATER***

**ONE TEAM**

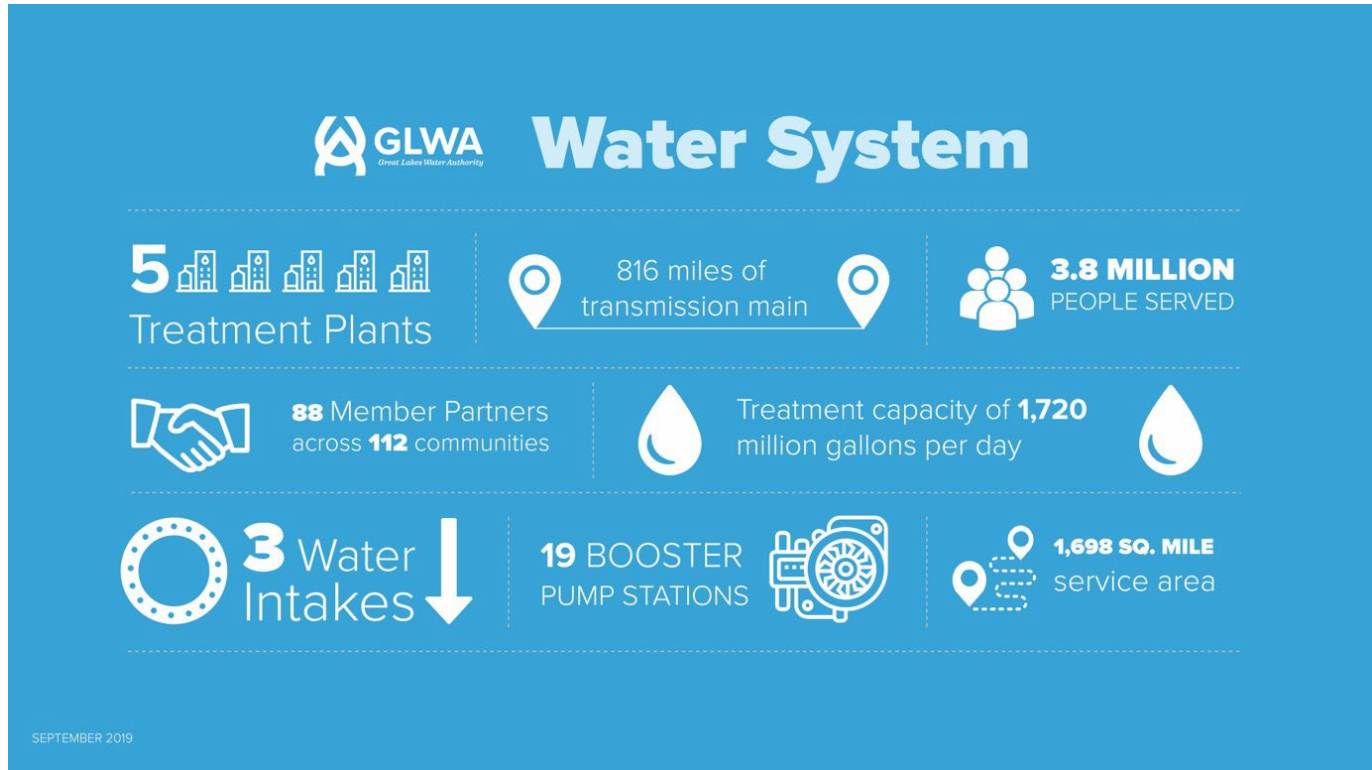


**Organization**

GLWA is organized into six intersecting operating areas. Within each area, there are functional groups. Together, these groups work in a cross-functional manner to achieve the organization's mission. Collaboration is our mode of operation. As One Team we succeed together. An organization line of reporting chart is included in Section 5, Operating Financial Plans Introduction which is color coded to show which operating area of the budget the department is included.



## Our Water System



The Authority’s water system is one of the largest in the United States, both in terms of water produced and population served. The water system currently serves an area of 1,698 square miles located in eight Michigan counties and an estimated population of approximately 3.8 million or approximately 38% of Michigan’s population. Suburban wholesale member partners comprise approximately 82% of the population in the service area and the DWSD retail water customers comprise the remainder.

The water supply system consists of three intake facilities, five water treatment plants, 19 booster pumping stations, 32 water storage reservoirs and a conveyance system with over 816 miles of transmission mains. Water is drawn from Lake Huron and the Great Lakes tributary, the Detroit River. Recognizing that quality begins at the source, GLWA invests time and resources into the continued protection of our source water. We work with world-class universities and foundations to ensure a level of water quality that not only meets but surpasses all federal and state standards. And a continued focus on environmental impact has helped GLWA become a leader on environmental practices and compliance in the Midwest.

## Our Wastewater System



The Authority’s sewer system is one of the largest in the United States, both in terms of treatment capacity and population served. The sewer system currently serves an area of 944 square miles located in three Michigan counties and an estimated population of approximately 2.8 million or approximately 28% of Michigan’s population. Suburban member partners comprise approximately 76% of the population in the service area and the DWSD retail sewer customers comprise the remainder.

The wastewater system consists of one of the largest single-site wastewater treatment plants in the world, three major interceptors, nine pump stations, eight Combined Sewer Overflow (CSO) Control Facilities, including six retention treatment basins and three flow-through type facilities, and a conveyance system with 195 miles of trunk sewers and interceptors.

GLWA operates on behalf of DWSD, pursuant to contractual agreements, 1 CSO facility, and 4 pump stations (that are included in the nine pump stations count in the previous paragraph). Costs related to these facilities are reimbursed by DWSD.

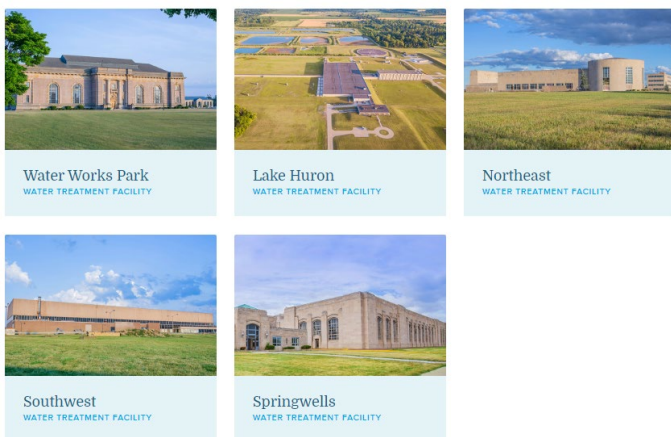
Our wastewater treatment plant is used as a benchmark for other plants across the Midwest. In a giant step toward becoming a Utility of the Future, GLWA is transitioning its Wastewater Treatment Plant (WWTP) to a Water Resource Recovery Facility (WRRF), that will ultimately operate on

renewable energy. At the end of this process, the WRRF will be energy neutral, meaning the facility will create enough energy to power its own operations, and perhaps even create excess energy that can be fed into the power grid. Additionally, a Biosolids Dryer Facility (BDF) has the ability to turn roughly one billion gallons of biosolids into environmentally friendly fertilizer. This alternative to burning or dumping in a landfill will significantly decrease emissions year-over-year.

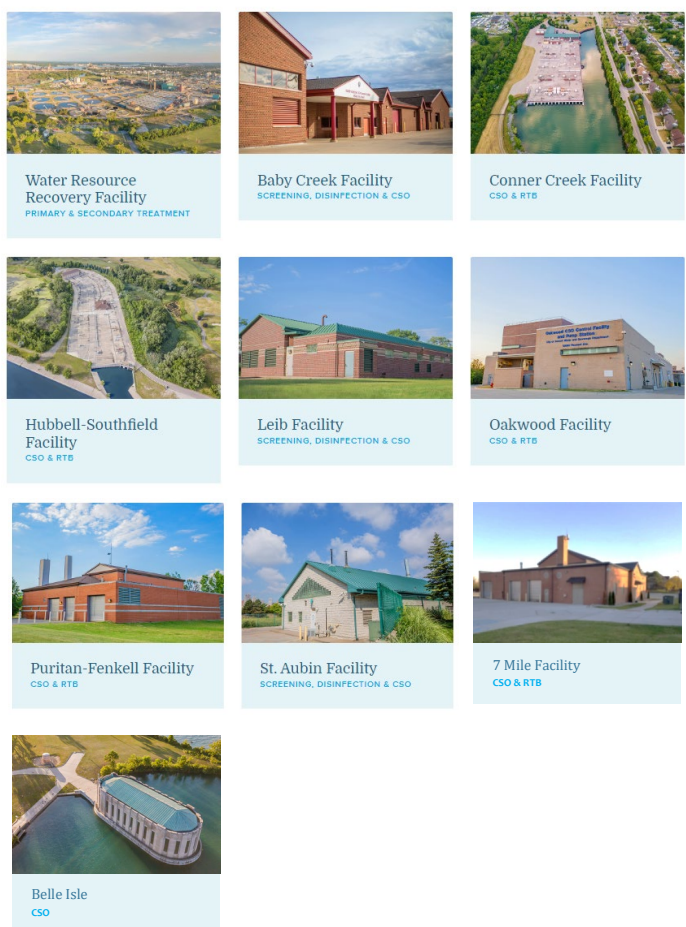
## Facilities

We are continually updating our facilities to optimize water and wastewater treatment for the benefit of our member partners and the environment. To improve and optimize system efficiency, we invest significant time into maintaining and improving our facilities. This includes, but is not limited to, performing regular condition assessments and installing greener technology to become a Utility of the Future.

### WATER TREATMENT FACILITIES

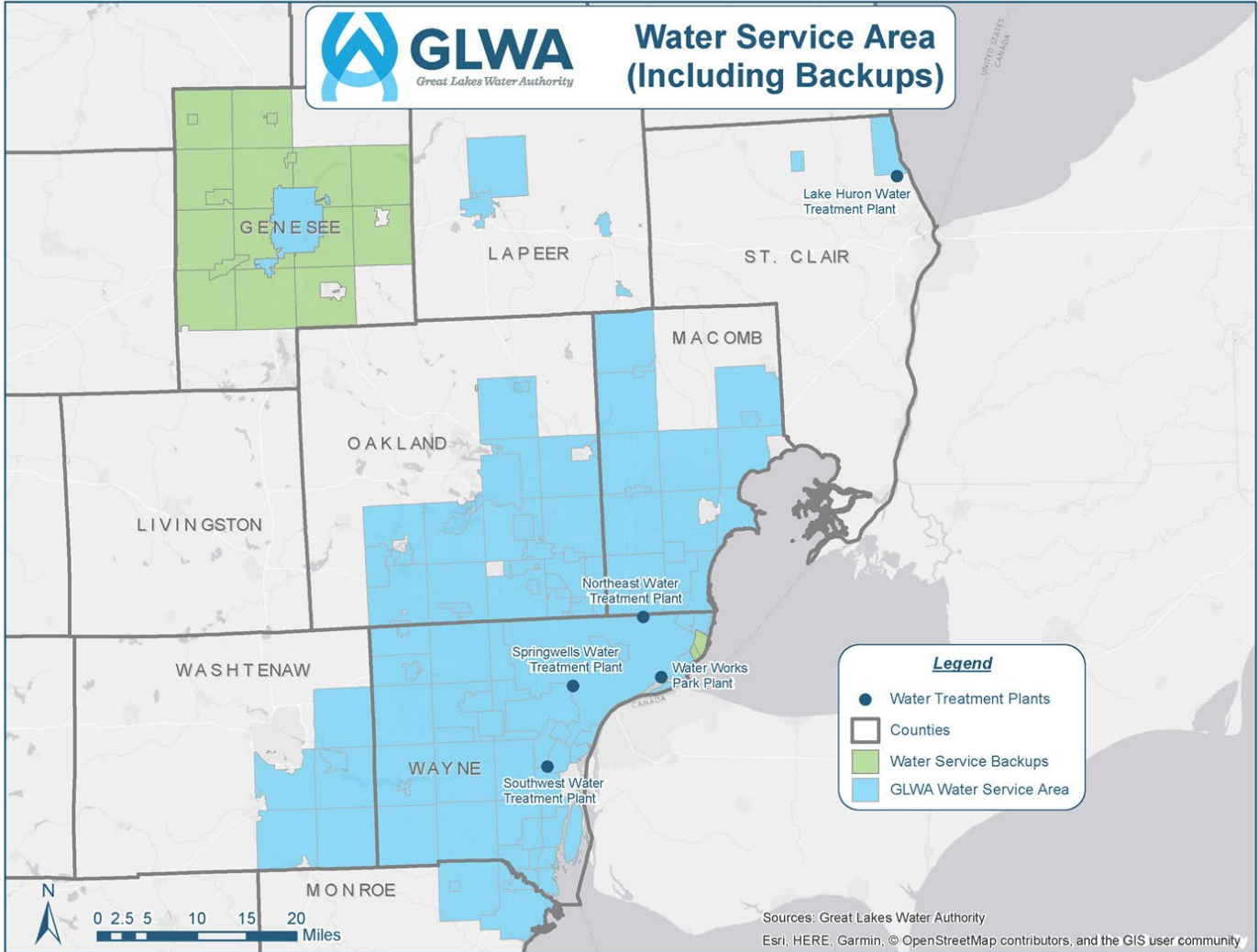


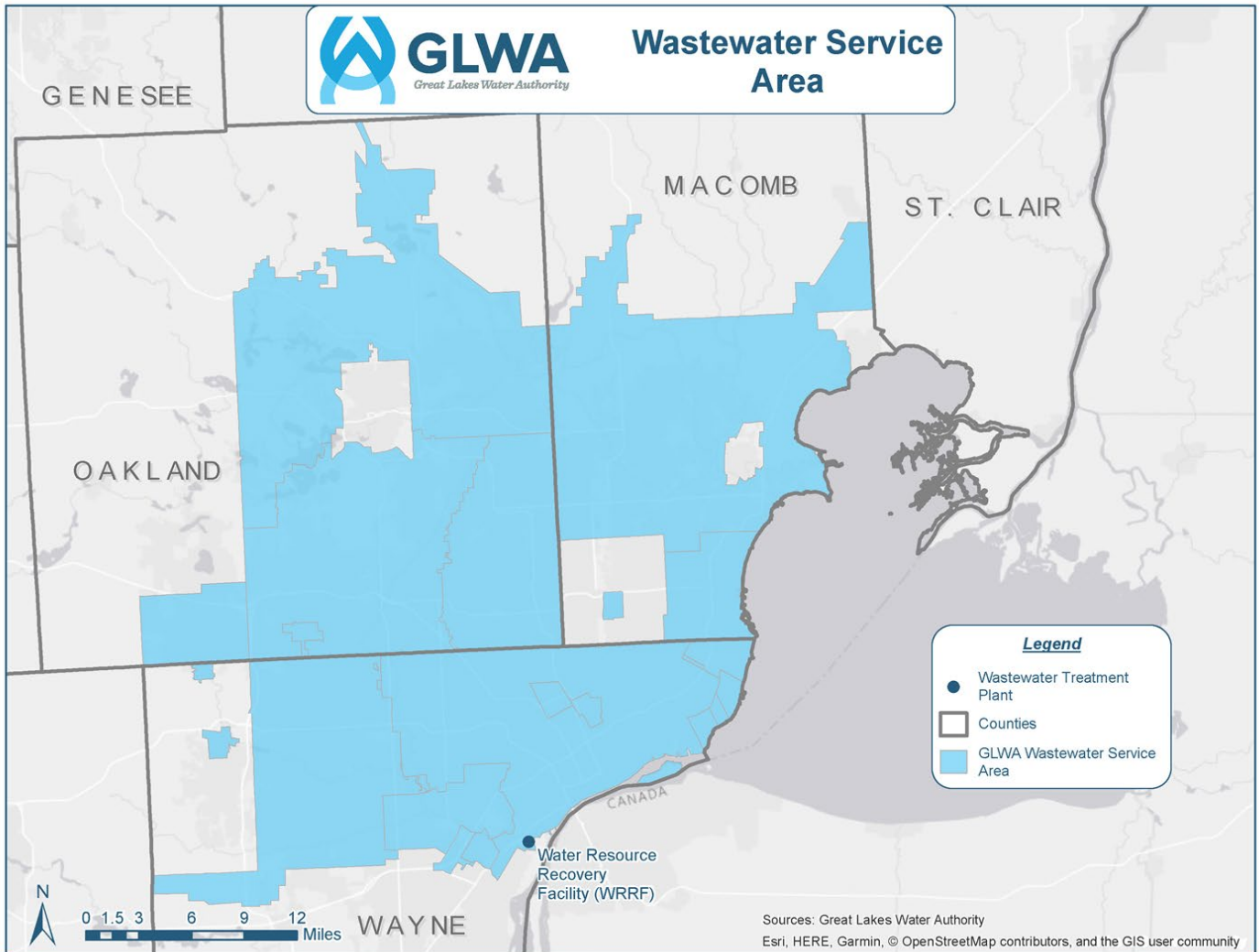
### WASTEWATER AND COMBINED SEWER OVERFLOW (CSO) FACILITIES



**Service Area Maps**

The following two maps show the service area for the water system and wastewater system.





## **Community Profile**

The Authority services many communities in southeastern Michigan. Southeastern Michigan's largest city is Detroit. The Detroit retail customer class is collectively the Authority's largest member partner. The City of Detroit's Water & Sewage Department owns and operates the local water and sewer systems and serves as agent for the Authority for setting retail rates, billing, collecting, and enforcing the collection of amounts due from the Detroit retail customer class. That relationship is further defined by the Water and Sewer Services Agreement, consistent with the provisions of the Regional System Leases and related agreements. The Authority may revoke or terminate its appointment of the City as agent for the Authority if the City fails to perform its duties, obligations, or administrative functions in accordance with the Water and Sewer Services Agreement (WSSA).

As of December 1, 2023, the Regional Water System provides full time wholesale water service to 115 communities served through 87 wholesale water service contracts with municipal and other public entity customers. In addition, the System provides stand by water service via a Reciprocal Backup Water Service Contract with the Genesee County Drain Commissioner ("GCDC") and a Stand-By Water Supply Service Contract with the City of Grosse Pointe Farms. The City of Detroit is served via the terms of the Water and Sewer Services Agreement, as further described herein. Model contracts are in effect for 84 of the 87 current wholesale customers. The remaining 3 wholesale customers are served under the former contract structure or, in the case of the City of Highland Park, via an emergency service arrangement.

As of December 1, 2023, the customers of the Regional Sewer System include 79 communities served through 18 wholesale sewer service contracts with municipal and other public entity customers, as well as the City, which is served by the Authority pursuant to the Water and Sewer Services Agreement. The Regional Sewer System receives wastewater from its wholesale customers at its interceptor sewer system, generally delivered at the boundaries of the City. The quantity of wastewater discharged by the wholesale customers into the Regional Sewer System is measured with a sewage meter or estimated on the basis of water consumption and other factors. In all cases, direct contract wholesale customers (first-tier) and their contracted lower-tiered customers are responsible for the construction and maintenance of their own internal sewerage systems for collecting the wastewater and delivering it to the Regional Sewer System.

## **Employment**

The Detroit MSA's economy is continuing to experience a diversification of Michigan's employment base. Professional and business services and education and health services comprise over one-third of all employment.

The following tables provides information on the service area employment:

- Employment by industry group for the Detroit MSA
- Employment by industry group for the United States (provided for comparing)
- Largest employers in the service area

The region has consistently maintained a greater percentage of persons employed in the manufacturing sector than the nation as a whole, reflecting the area’s long history as a center of the automotive industry.

<b>Employees by Industry</b>				
<b>Nonfarm, Not Seasonally Adjusted (numbers in thousands)</b>				
<b>Detroit-Warren-Dearborn MSA</b>				
	<b>June 2022</b>		<b>June 2023</b>	
Mining, logging and construction	85.2	4.2%	85.2	4.1%
Manufacturing	251.8	12.5%	248.1	12.1%
Trade, transportation & utilities	380.8	18.9%	383.7	18.6%
Information	29.3	1.5%	29.5	1.4%
Financial activities	126.2	6.2%	124.7	6.1%
Professional and business services	402.9	19.9%	412.8	20.1%
Education and health services	299.8	14.8%	313.7	15.2%
Leisure & hospitality	186.3	9.2%	198.4	9.6%
Other services	74.0	3.7%	74.2	3.6%
Government	183.4	9.1%	188.4	9.2%
Total	<u>2,019.7</u>	<u>100.0%</u>	<u>2,058.7</u>	<u>100.0%</u>
<b>U.S.</b>				
	<b>June 2022</b>		<b>June 2023</b>	
Mining & logging	613	0.4%	647	0.4%
Construction	7,932	5.2%	8,131	5.2%
Manufacturing	12,900	8.4%	13,059	8.3%
Trade, transportation & utilities	28,637	18.7%	28,851	18.4%
Information	3,111	2.0%	3,113	2.0%
Financial activities	9,090	5.9%	9,187	5.9%
Professional and business services	22,619	14.8%	23,087	14.7%
Education and health services	24,081	15.7%	25,089	16.0%
Leisure & hospitality	16,501	10.8%	17,273	11.0%
Other services	5,770	3.8%	5,952	3.8%
Government	21,963	14.3%	22,574	14.4%
Total	<u>153,217</u>	<u>100.0%</u>	<u>156,963</u>	<u>100.0%</u>

Source: U.S. Department of Labor Bureau of Labor Statistics

**Largest Employers in the Service Area**

Employer	Type of Business	Fiscal Year 2023		
		Full-time Employees (a)	Rank	Percent of Total Employment (b)
Ford Motor Co.	Automobile Manufacturer	47,750	1	2.34%
Stellantis NV (Formerly FCA US LLC)	Automobile Manufacturer	42,444	2	2.08%
General Motors Co.	Automobile Manufacturer	38,600	3	1.89%
University of Michigan	Public University and Health System	35,620	4	1.74%
Corewell Health (Formerly BSHS System)	Health Care System	21,674	5	1.06%
U.S. Government	Federal Government	19,953	6	0.98%
Henry Ford Health System	Health Care System	17,469	7	0.85%
Rocket Companies Inc.	FinTech Platform Company Consisting of Personal Finance and Consumer Technology Brands	14,109	8	0.69%
Trinity Health Michigan	Health Care System	13,186	9	0.65%
Ascension Michigan	Health Care System	12,085	10	0.59%
		262,890		12.87%

(a) July 2022 Employment data from Largest Southeast Michigan Employers - Ranked by full-time employees in the December 19, 2022 Crain's Detroit Business

(b) Percentage base on U.S. Bureau of Labor Statistics from July 2022 of 2,043,249 for the Detroit-Warren-Dearborn, MI Metropolitan Statistical Area

**Service Area Demographics**

The following table provides the population, unemployment, per capita income and the Authority's debt service requirements for the last ten years. Debt service requirements are also shown per capita and as a percentage of income.

Service Area Demographics						
Year	Total Population (1)	Unemployment (2)	Per Capita Income (3)	Total Debt Service (4)	Debt Per Capita	Debt Service as a Percentage of Income
<b>Water Fund</b>						
2023	3,800,000	3.7%	\$ 66,285	\$ 192,800,887	\$ 50.74	0.08%
2022	3,800,000	3.8%	\$ 62,274	\$ 176,589,315	\$ 46.47	0.07%
2021	3,800,000	6.2%	\$ 60,965	\$ 179,214,379	\$ 47.16	0.08%
2020	3,800,000	11.5%	\$ 57,755	\$ 172,869,073	\$ 45.49	0.08%
2019	3,800,000	4.3%	\$ 53,428	\$ 167,966,454	\$ 44.20	0.08%
2018	3,800,000	4.3%	\$ 51,823	\$ 172,549,891	\$ 45.41	0.09%
2017	3,800,000	4.6%	\$ 49,809	\$ 175,010,011	\$ 46.06	0.09%
2016 *	3,800,000	5.3%	\$ 48,605	\$ 171,138,525	\$ 45.04	0.09%
2015 *	3,800,000	5.9%	\$ 47,473	\$ 178,923,900	\$ 47.09	0.10%
2014 *	3,800,000	8.1%	\$ 44,884	\$ 182,464,900	\$ 48.02	0.11%
<b>Sewage Disposal Fund</b>						
2023	2,800,000	3.7%	\$ 66,285	\$ 242,858,798	\$ 86.74	0.13%
2022	2,800,000	3.8%	\$ 62,274	\$ 235,847,946	\$ 84.23	0.14%
2021	2,800,000	6.2%	\$ 60,965	\$ 230,162,876	\$ 82.20	0.13%
2020	2,800,000	11.5%	\$ 57,755	\$ 245,783,258	\$ 87.78	0.15%
2019	2,800,000	4.3%	\$ 53,428	\$ 239,172,263	\$ 85.42	0.16%
2018	2,800,000	4.3%	\$ 51,823	\$ 232,280,832	\$ 82.96	0.16%
2017	2,800,000	4.6%	\$ 49,809	\$ 234,554,814	\$ 83.77	0.17%
2016 *	2,807,000	5.3%	\$ 48,605	\$ 228,570,571	\$ 81.43	0.17%
2015 *	2,807,000	5.9%	\$ 47,473	\$ 232,612,800	\$ 82.87	0.17%
2014 *	2,807,000	8.1%	\$ 44,884	\$ 229,611,100	\$ 81.80	0.18%

- (1) Source: Estimated based on data from Southeast Michigan Council of Governments (SEMCOG).
- (2) Source: Bureau of Labor Statistics Detroit-Warren-Dearborn MSA Annual Average (For 2023 the June rate was used). The Detroit-Warren-Dearborn Metropolitan Statistical Area (MSA) is comprised of six counties: Wayne, Oakland, Macomb, Livingston, Lapeer and St. Clair. This represents the majority of the service area customers.
- (3) Source: FRED Economic Data, St. Louis Fed & Michigan State University Center for Economic Analysis
- (4) Debt service is based on set aside debt service requirements for the fiscal year which includes the subsequent year July 1st debt payment.

\*GLWA assumed operations on January 1, 2016. The information in this table from 2014-2015 is based on operations under the City of Detroit Water and Sewerage Department (DWSD). Data for 2016 includes six months of operation under DWSD and six months of operation under GLWA.

### Largest Member Partners

The following tables provide information about the operating revenues and the ten largest wholesale member partners for the water system and sewage disposal system for the last three years.

<b>Water Fund Operating Revenues and Largest Water Customers</b>			
	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Operating Revenues</b>			
Suburban wholesale charges (1)	\$ 322,423,768	\$ 323,026,213	\$ 340,593,806
Local system charges	21,925,500	21,697,300	22,834,300
Other revenue	265,822	234,462	350,991
<b>Total Operating Revenues</b>	<b>\$ 344,615,090</b>	<b>\$ 344,957,975</b>	<b>\$ 363,779,097</b>
Suburban wholesale charges % of total operating revenue	93.56%	93.64%	93.63%
Local system charges % of total operating revenue	6.36%	6.29%	6.28%
<b>Ten Largest Suburban Wholesale Member Partners</b>			
Southeast Oakland County Water Authority	\$ 23,722,602	\$ 24,035,255	\$ 25,534,464
North Oakland County Water Authority	22,667,931	22,798,372	24,485,805
Sterling Heights	16,375,729	16,235,356	16,661,863
Shelby Township	15,690,553	14,885,135	16,043,316
Troy	14,324,990	13,811,983	14,538,261
Macomb Township	13,388,385	13,065,395	14,279,105
Livonia	11,806,151	11,860,410	12,383,989
West Bloomfield Township	11,010,166	11,229,363	11,824,605
Canton Township	10,919,607	-	11,802,563
Ypsilanti Community Utilities Authority	-	11,059,703	11,464,455
Warren	-	10,940,909	-
Flint (2)	10,980,526	-	-
<b>Total Revenue Ten Largest Suburban Wholesale Member Partners</b>	<b>\$ 150,886,640</b>	<b>\$ 149,921,881</b>	<b>\$ 159,018,426</b>
Ten largest suburban wholesale member partners % of total operating revenues	43.78%	43.46%	43.71%

(1) Net of bad debt expense.

(2) Represents billed revenues prior to the credit to Flint for its proportional share of KWA debt service.

**Sewage Disposal Fund Operating Revenues and Largest Sewer Customers**

	2021	2022	2023
<b>Operating Revenues</b>			
Suburban wholesale charges (1)	\$ 267,567,816	\$ 268,813,369	\$ 275,917,502
Local system charges	187,959,700	188,662,200	191,042,200
Industrial waste and surcharges	14,724,903	13,482,094	13,287,670
Other revenue	501,121	429,491	1,660,020
<b>Total Operating Revenues</b>	<b>\$ 470,753,540</b>	<b>\$ 471,387,154</b>	<b>\$ 481,907,392</b>
Suburban wholesale charges % of total operating revenue	56.84%	57.03%	57.26%
Local system charges % of total operating revenue	39.93%	40.02%	39.64%
<b>Ten Largest Suburban Wholesale Member Partners</b>			
Oakland-Macomb Interceptor Drainage District	\$ 70,355,029	\$ 70,683,993	\$ 71,614,874
Wayne County - Rouge Valley	54,536,400	55,267,200	55,930,800
Oakland County-George W Kuhn Drainage District	45,558,000	45,828,000	46,377,600
Evergreen Farmington	35,084,400	35,766,000	36,195,600
South Macomb Sanitation District	25,000,800	24,772,800	25,070,400
Dearborn	19,628,400	20,058,000	20,299,200
Highland Park	5,708,400	5,356,800	5,420,400
Hamtramck	4,019,400	3,993,600	4,041,600
Grosse Pointe Farms	2,769,000	2,715,600	2,748,000
Grosse Pointe Park	1,824,000	1,882,800	1,904,400
<b>Total Revenue Ten Largest Suburban Wholesale Member Partners</b>	<b>\$ 264,483,829</b>	<b>\$ 266,324,793</b>	<b>\$ 269,602,874</b>
Ten largest suburban wholesale member partners % of total operating revenues	56.18%	56.50%	55.94%

(1) Net of bad debt expense.

## Housing Characteristics

The following table shows certain housing characteristics of the Detroit MSA in comparison to the State of Michigan and the United States.

<b>Housing Characteristics – Third Quarter 2023 Statistics</b>			
	<b>Detroit MSA</b>	<b>State of Michigan</b>	<b>United States</b>
Homeownership Rates	74.8%	74.7%	66.0%
Rental Vacancy	11.4%	7.9%	6.6%
Homeownership Vacancy	1.3%	0.7%	0.8%

Source: United States Census Bureau

## Detroit/Wayne County Port Authority

The Detroit/Wayne County Port Authority is a governmental agency advancing southeast Michigan’s maritime and related industries with the purpose of delivering prosperity and economic benefit to citizens and businesses. Its mission is to plan, develop, and foster economic and recreational growth, through environmental stewardship, in promoting Detroit and southeast Michigan as an import and export freight transportation and distribution hub for the United States, Canada, and the world marketplace. It operates the Port of Detroit, (the “Port”) which provides direct water service to world markets via the Great Lakes/St. Lawrence Seaway. The port consists of multiple marine terminals handling general, liquid, and bulk cargo, as well as passengers. The Port of Detroit’s single most valuable commodity is steel, and the largest commodity handled by tonnage is ore. Other important commodities handled at the port include stone, coal and cement. Each year, the Port Authority oversees millions of tons of cargo at 29 private and public sector terminal facilities in the Port of Detroit. International and domestic high-grade steel products, coal, iron ore, cement, aggregate and other road building commodities are shipped in and out of Detroit’s port. It is the third largest steel-handling port in the nation. At the Port of Detroit’s own terminal, steel, aluminum, and project cargoes are handled for the support of the manufacturing community in Southeast Michigan.

## Transportation Network

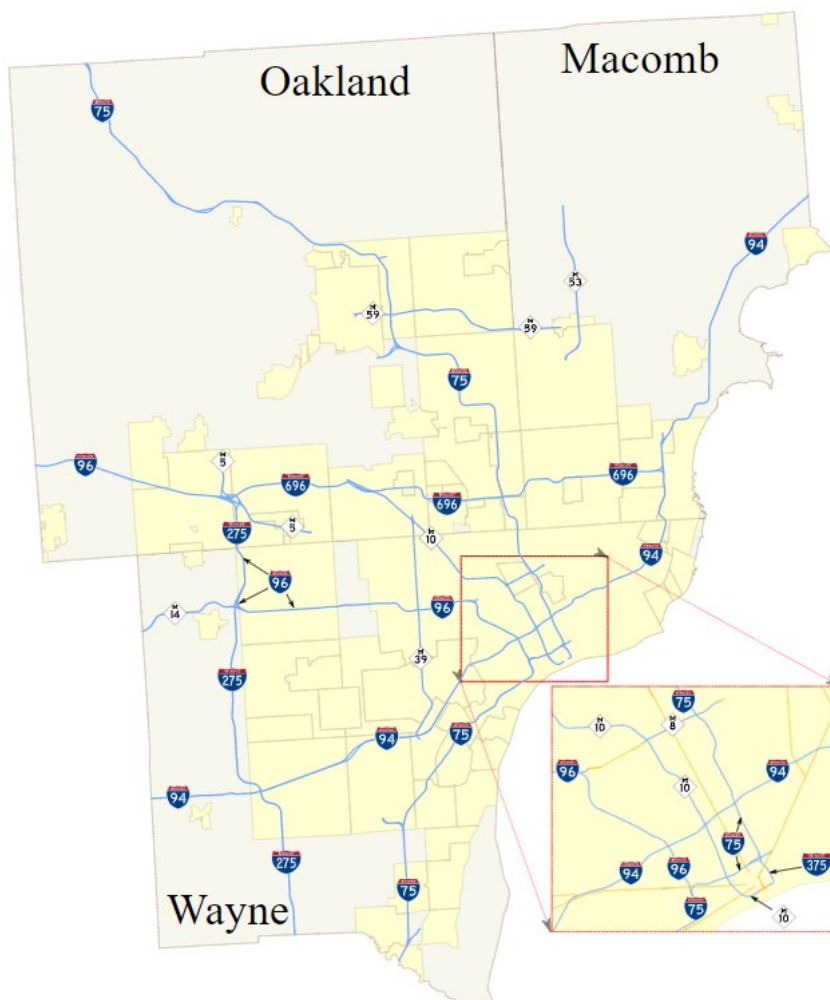
Major rail lines providing direct service to the Detroit area include railroad companies Conrail, Norfolk Southern, CN and CSX Transportation. Major cargo handled by the rail lines in the Detroit area include transportation equipment, chemicals and agriculture.

Passenger rail service is provided by Amtrack.

Air transportation service is provided by the following airports:

- Coleman A. Young International Airport (DET), which has general aviation and cargo services
- Willow Run Airport (YIP), which is an important corporate, cargo and general aviation facility
- Detroit Metropolitan Wayne County Airport (DTW), one of the world's leading air transportation hubs with more than 1,100 flights per day to and from four continents

The City of Detroit and the surrounding area have an extensive toll-free highway system, which includes interstate highways I-75, I-94, I-96, I-275, and I-696, as well as Highway 401 in Ontario, Canada.



### **Budget Requirement**

The Authority, which reports as an enterprise fund, is not required to adopt a legal budget under the State of Michigan's Uniform Budgeting and Accounting Act 2 of 1968. Enterprise funds are excluded under Section 141.422a (4)(c) and Section 141.436 of this act. The Authority's articles of incorporation, Article 9.H., requires the Board to adopt a budget each fiscal year in accordance with the uniform budget and accounting act, 1968 PA 2, MCL 141.421 to 141.440a. Article 9.I. of the Authority's articles of incorporation requires a two-year operating budget. The Authority's bylaws also require the Board to adopt a two-year operations budget and five-year capital improvement program under Article X, Sections 5(b) and (c) and Section 7.

### **Budgetary Funds**

The Authority's budget consists of six funds. The Operations Fund, Improvement and Extension Fund, and Construction Fund are combined and reported under the respective Water Fund and Sewage Disposal Fund which are the major funds in the Authority's Annual Comprehensive Annual Report (ACFR). Combining schedules are provided in the supplementary information of the ACFR. The terms wastewater and sewer are also used when referring to the Sewage Disposal Fund throughout this document.

The Water System (Water Fund) includes the following funds:

- *Water Operations Fund* – All water revenues are credited to this fund. All expenses for the operations and maintenance (O&M) of the water system are paid from this fund. The total Water O&M funds budgeted are detailed in Schedule 2 of Section 2 - Core Financial Plan Schedules.
- *Water Improvement & Extension Fund (I&E)* – The budget includes amounts from water charges revenues that are transferred to the I&E fund to reduce debt financing. Management may determine other water funds that are available for this use besides those that are budgeted. This fund is used for water system capital outlays and capital improvements. The budgeted transfer from water charges revenue to the Water I&E fund is included in Schedule 1A in Section 2 - Core Financial Plan Schedules. The budgeted activity of the Water I&E Fund is provided in Schedule 5A in Section 2 - Core Financial Plan Schedules.
- *Water Construction Fund* – This fund is used for the proceeds of water debt obligations and investment earnings thereon. I&E funds may also be transferred to this fund when bond proceeds have been exhausted. Funds are used to pay for water system capital improvements in accordance with the debt obligations. The budgeted activity of the Water Construction Fund is provided in Schedule 5C in Section 2 - Core Financial Plan Schedules.

The Sewer System (Sewage Disposal Fund) includes the following funds:

- *Sewer Operations Fund* – All sewer revenues are credited to this fund. All expenses for the operations and maintenance of the wastewater system are paid from this fund. The total Sewer O&M funds budgeted are detailed in Schedule 2 of Section 2 - Core Financial Plan Schedules.

- *Sewer Improvement & Extension Fund (I&E)* - Includes amounts from sewage disposal charges revenue that is transferred to the I&E fund to reduce debt financing. Management may determine other sewage disposal funds that are available for this use besides those that are budgeted. This fund is used for wastewater system capital outlay and capital improvements. The budgeted transfer from sewage disposal charges revenue to the Sewer I&E fund is included in Schedule 1B of Section 2 - Core Financial Plan Schedules. The budgeted activity of the Sewer I&E Fund is provided in Schedule 5B in Section 2 - Core Financial Plan Schedules.
- *Sewer Construction Fund* – This fund is used for the proceeds of sewer debt obligations and investment earnings thereon. I&E funds may also be transferred to this fund when bond proceeds have been exhausted. Funds are used to pay for the wastewater system capital improvements in accordance with the debt obligations. The budgeted activity of the Sewer Construction Fund is provided in Schedule 5D in Section 2 - Core Financial Plan Schedules.

### **Budget Basis and Revenue Requirement**

The Budget is prepared on a what we call a modified cash basis budget. The revenue requirement is determined based upon the cash needed to meet the expenditures as required by the Master Bond Ordinance. Each type of expenditure is listed below and how we determine the amount to use for the budget:

- Operation & Maintenance (O&M) expenses are projected on an accrual basis as reported in the Annual Comprehensive Financial Report plus payments for right to use assets recorded under GASB 87 and contracts recorded under GASB 96. See the Budget Process - Biennial Budget and Five-Year Financial Plan discussed later in this section.
- O&M Legacy Pension and Accelerated Legacy Pension requirements are based on a cash basis. There were no longer any O&M Legacy Pension Allocation payments as of FY 2024. See the Legacy Commitments in Section 6 – Supplemental Analysis for an explanation of these costs and the projected amounts used in the budget.
- Debt Service requirements are based on a cash set aside basis to provide the cash for the debt payments on the due dates.
- Water Residential Assistance Program based on a percentage of revenue. See item 5 of the Financial Plan Objectives in the Section 1 - Financial Plan.
- Regional System Lease payments based on a cash basis. See item 6 of the Financial Plan Objectives in the Section 1 - Financial Plan.
- Extraordinary Repair & Replacement Reserve Fund (ER&R) allocation on a cash basis if the ER&R balance is below the requirement.
- Regional System Improvement & Extension Fund Allocation on a cash basis. As discussed earlier in this section under Budgetary Funds, the I&E funds carryover amounts set aside to fund the capital program and reduce reliance on debt financing. Transfers are made to the I&E Fund during the year based on an analysis that considers the budgeted amount and cash flow. The final transfer related to a given year is determined after the close of the fiscal year. The I&E budget allocation is a financial plan lever to ensure expenditures are projected in

alignment with the 4% revenue commitment as discussed in item 1 of the Financial Plan Objectives in Section 1 - Financial Plan.

- Receiving Fund Working Capital Requirement – As costs rise additional funds are needed in order to maintain a targeted days cash ratio. For the FY 2025 and FY 2026 the target is 500 days cash.

Once the revenue requirement amount is determined, Member Partner charges are calculated to meet the revenue requirement. See the Water System Charges and Sewer System Charges in Section 4 for information about the approved charges.

### **Accounting Basis**

The Authority's financial statements are prepared in conformity with generally accepted accounting principles (GAAP) as applied to government units. The Authority has a water enterprise fund and a sewage disposal enterprise fund, both of which are presented as major funds, which include the six funds described under the Budgetary Funds. The Authority maintains its records on the accrual basis of accounting to conform to GAAP. Revenues from operations, investments and other sources are recorded when earned. Expenses (including depreciation) of providing services to the public are recorded when incurred.

The Authority provides a crosswalk in the ACFR which shows the differences between the budget basis and GAAP. The key areas of reconciliation include the following:

- O&M Legacy Pension and Accelerated Legacy Pension to the City of Detroit General Employees Retirement System defined benefit plan. Annual contributions are an expense for the budget basis while the accrual basis financial report reflects the current year payment as a deferred outflow.
- Debt Service, BC Note Obligation and Regional System Lease (principal and interest) are an expense for the budget basis while the accrual basis financial report treats interest as an expense and principal payments as a reduction of a liability.
- WRAP funds are expensed for budget purposes when they are set aside. For financial reporting purposes they are expensed when the service delivery partners provide statements of expenditures.
- Right to use asset lease payments recorded under GASB 87 and payments on subscription liabilities recorded under GASB 96 are an expense for the budget basis while the accrual basis financial report treats the payments as principal and interest payments with interest being an expense and principal a reduction of a liability.
- Contributions to the Regional System Improvement & Extension Fund and the Extraordinary Repair & Replacement Reserve Fund are an expense for the budget basis while the accrual basis financial report treats this activity as an increase in assets.
- Depreciation and amortization are not components of the budget basis while the accrual basis financial report treats these as an expense.

## **Budget Process - Biennial Budget and Five-Year Financial Plan**

The ten-year financial plan is updated each year after the Board of Directors approves the biennial budget. This annual update reflects the Board's final action and serves as the roadmap for preparing the subsequent biennial budget and five-year financial plan. This plan provides parameters based on a general set of assumptions such as a 2% increase in O&M expenses. The parameters are then communicated to the Financial Planning & Analysis (FP&A) team who provides these key parameters along with other materials and assistance to those team members who are designated as the budget managers for their operating areas. These budget managers then use the information in developing the next year's biennial budget and five-year financial plan. Materials include current actual results, recent procurement outcomes, and other trend information. From July through September, the operating area budget managers provide the FP&A team with operating metrics information that may impact consumption of goods and services as well as Capital Outlay needs.

By October 1<sup>st</sup>, if the operating area budget manager and the FP&A team member are not able to develop a budget within the planning parameters, a list of ideas and related operational impacts are developed for review with the FP&A manager and operating area chief. Once requests are compiled from all operating areas, the FP&A manager facilitates a budget presentation to the operating area chief and Chief Financial Officer/Treasurer. By mid-November, after review and revision, a draft presentation from the operating area budget manager and finance team is presented to the Chief Executive Officer with alternatives to align the draft proposed budget with the long-term financial plan. The proposed biennial budget and five-year financial plan is presented to the Audit Committee in December followed by Member Partners and the Board in January with a goal of adoption in February.

Concurrent with the development of the budget, proposed charges for the upcoming fiscal year are calculated and presented with the proposed budget throughout the budget process – this is known as the “charges rollout” process and consists of four key meetings with Member Partners.

*Charges Rollout Meeting #1 – Water & Sewer Capital Improvement Plan (CIP):* Scheduled for October, designed to present the draft CIP to Member Partners and to initiate a feedback process. Further discussion of the CIP development is outlined below.

*Charges Rollout #2 – Units of Service:* Preliminary units of service is presented during this meeting in November. Units of service is the basis for calculation of the water charges to Member Partners. Wastewater charges are allocated based on the wastewater SHARES which are revised every four years, although the protocol allows for appeals for interim adjustments should demographic changes or other circumstances merit.

*Charges Rollout #3 – Proposed Charges:* This meeting is held in early January with the primary focus of presenting Member Partners with proposed charges for their community and the supporting calculation worksheet based on the proposed budget. This meeting is followed by the opportunity for Member Partners to meet one-on-one with GLWA team members to review their proposed charges calculation.

*Charges Rollout #4 – Proposed Budget and Charges Rollout Wrap-up:* Held in late January, this meeting is the wrap-up of the annual charges rollout including a recap of Member Partner questions and answers from the one-on-one meetings.

Engagement with the Audit Committee and Board of Directors spans September through February. On September 13, 2023, a Board workshop was held for a “Budget and Charges Briefing” that provides a discussion forum of key considerations and analysis for the upcoming budget and charges season which encompasses the ten year financial plan updates. A budget discussion draft for the FY 2025 and FY 2026 Biennial Budget and Five-Year Plan, and proposed FY 2025 charges were presented to the Audit Committee on December 15, 2023. That discussion draft aligned with the long-term financial plan that was provided to the Audit Committee as part of the feasibility report for bonds priced in November 2023 and issued in December 2023. The draft focused on a) overall strategy of key budget elements including system-wide service charges and b) proposed operating group budgets. Summarized below is the effect of the proposed budget, when compared to the FY 2024 adopted budget, on proposed charges:

Proposed FY 2025 Water Charges reflected:

- Budgeted Revenue Requirement increase of \$14.8 million (4.0%);
- Revenues from charges increased \$8.8 million (2.4%);
- Operations and maintenance increase of \$16.7 million mainly due to utilities (\$4.8 million), followed by chemicals (\$1.3 million) largely due to market cost increases, personnel (\$2.4 million) due to filling vacancies and market adjustments and increase in centralized and administrative services (\$4.8 million);

Proposed FY 2025 Wastewater (Sewer) Charges reflected:

- Budgeted Revenue Requirement increase of \$20.0 million (4.0%);
- Revenues from charges increased \$14.4 million (2.9%);
- Operations and maintenance increase of \$23.3 million. Contractual services expense represents the largest increase (\$3.3 million) due to a facilities maintenance contract and for residual solids disposal, followed by chemicals (\$3.1 million) due to market cost increases, personnel (\$2.7 million) due to increased hiring and market adjustments and increase in centralized and administrative services (\$9 million);

The FY 2025 & FY 2026 Biennial Budget and Five-Year Plan and FY 2025 Charges as presented to the Audit Committee on December 15, 2023, were presented to the Board of Directors on January 24, 2024. The Board received and referred the file to the Audit Committee. Budget discussions to be continued at the February 9, 2024 Audit Committee meeting at which time the committee recommended for approval to the Board of Directors.

The final budget and charges were submitted to the board during the Public Hearing on February 28, 2024 which received full approval from the Board of Directors. Upon receiving approval from the GLWA Board to adopt the budget, the FP&A team and other members of the Financial Services area began work to publish the approved budget and the supporting schedules from which the budget was created. The effective date of the budget is July 1, 2024.

### Budget Process - Capital Improvement Plan

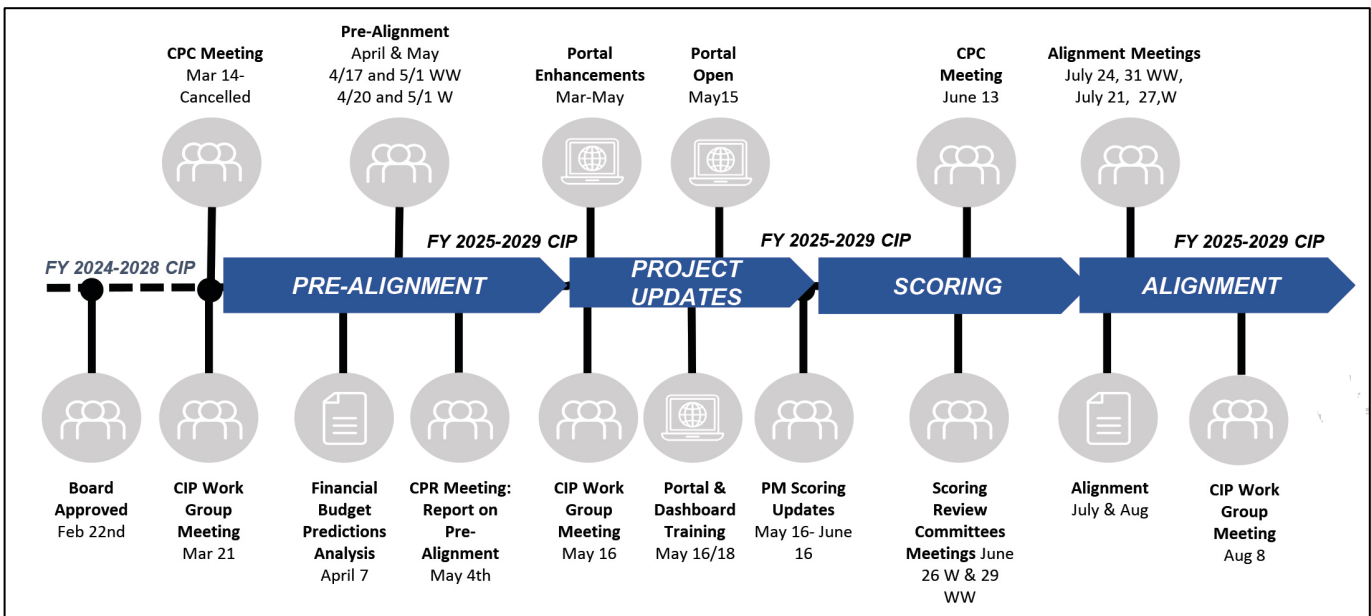
The FY 2025 - 2029 Capital Improvement Plan (CIP) development and approval process began in the summer of 2023. At that time, an authority-wide request for new and updated Business Case Evaluation (BCE) documents were made for projects and programs within all business areas. BCE's were received from project managers in June 2023. In July 2023, the Water and Wastewater Review Committees prioritized the newly submitted CIP projects. Project information related to new and substantially modified projects, as well as overall summary financial information, was reviewed by the Executive Leadership Team (ELT) in October 2023.

With projects vetted internally, Draft No. 1 CIP was created and presented to the GLWA Capital Improvement Planning Committee on October 17, 2023 and to the Member Partner communities in the Charges Rollout #1 on October 19, 2023. It was presented to the CIP Workgroup on November 7, 2023. Comments from member partners were requested by no later than November 15, 2023.

Draft 2 was presented at the December 12, 2023 Capital Improvement Planning Committee with a table of questions that were received and the answers to those questions as well as a list of the CIP changes since Draft No. 1. Draft No. 2 was released via the GLWA website and via a mass email communication to community partners on December 13, 2023, after refinement based on continually updated information.

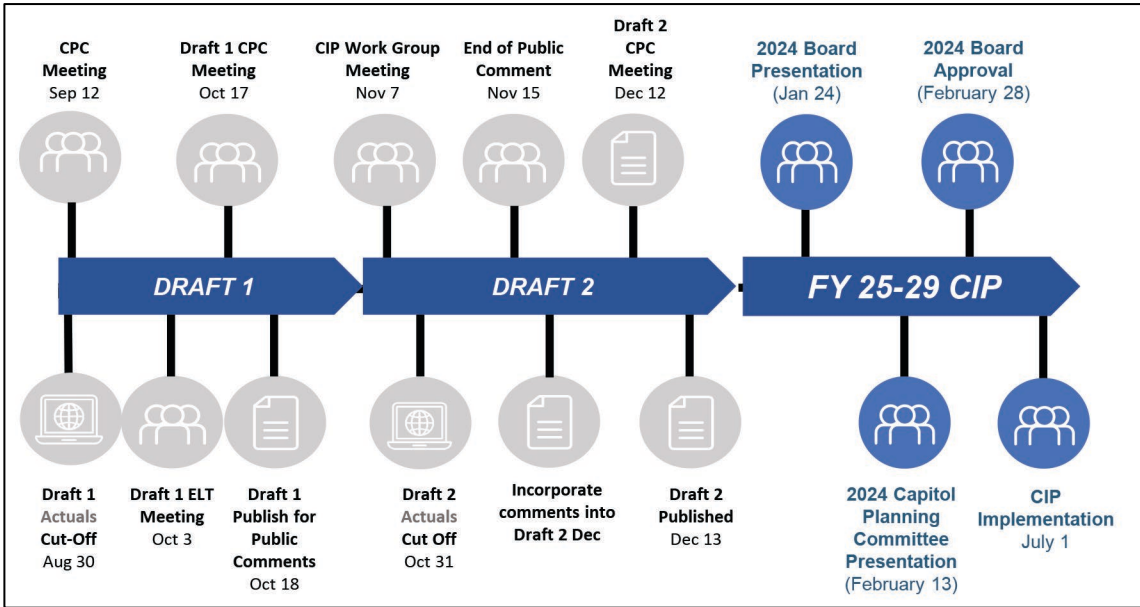
No major changes were made to the CIP budgets for FY 2025-2029 since the publication of Draft No 2. The CIP was presented to the Board of Directors on January 24, 2024. The Board received and filed and postponed action until the February 28, 2023 Board of Directors meeting.

On February 28, 2024, the CIP was presented to the Board of Directors and received full approval from the Board. Once approved, the Capital Improvement Planning group distributed and published the final CIP plan which is effective July 1, 2024. Concurrent with the adoption of the FY 2025 CIP, the present year, FY 2024, spending forecasts are amended to reflect the newer data in the FY 2025 CIP.



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### Budget Calendar

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

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

The following schedule reflects planning for the comprehensive GLWA Financial Plan. **Blue font indicates meetings for Member Partners input.**

<b>Date</b>	<b>Activity</b>
July 2023	Budget objectives determined based on long-term financial plan
July 2023	Budget managers provided guidance of maintaining no more than 2% increase
Friday, September 8, 2023	Internal – Deadline for Cost Center Budget Request
Tuesday, October 17, 2023	Capital Planning Committee – Review of CIP Version 1.0
Wednesday, October 18, 2023	Release CIP Version 1.0 to Member Partners for Review

<b>Date</b>	<b>Activity</b>
Thursday, October 19, 2023	Charges Rollout Meeting #1 – Water & Sewer Capital Improvement Plan Version 1.0
Tuesday, October 31, 2023	Analytical Work Group – Note: process is that GLWA sends notice of exceedances to communities by October 1 <sup>st</sup> , meets by November 1 <sup>st</sup> and closes open items by AWG by December 1 <sup>st</sup>
Wednesday, November 1, 2023	DWSD – Proposed CIP to be provided (Water and Sewer Services Agreement 5.3d(i))
Tuesday, November 14, 2023	Charges Rollout Meeting #2 – Units of Service Update
Friday, December 1, 2023	GLWA and DWSD (City) - Exchange shared services to be provided and related costs (Shared Services Agreement 5.4)
Tuesday, December 12, 2023	Capital Planning Committee – Review of CIP Version 2.0
Friday, December 15, 2023	GLWA Audit Committee Meeting – Proposed Revenue Requirement & Charges
Monday, January 1, 2024	DWSD – Preliminary two-year budget forecast Including key assumptions and impact statement due to GLWA (Water and Sewer Services Agreement 5.3a)
Wednesday, January 10, 2024 <i>(Canceled)</i>	GLWA Regular Board Workshop – Review Proposed FY 2025 and 2026 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan & Proposed FY 2025 Charges
Thursday, January 11, 2024	Charges Rollout Meeting #3 – Proposed FY 2024 Revenue Requirement and Charges
Tuesday, January 16, 2024 and Wednesday, January 17, 2024	Member Partner one-on-one meetings
Thursday, January 18, 2024	Charges Rollout Meeting #4 – Feedback on Service Charges and Review of Proposed FY 2025 Revenue Requirements
Monday, January 22, 2024	Member Partner one-on-one meetings

<b>Date</b>	<b>Activity</b>
Wednesday, January 24, 2024	GLWA Board Meeting – Presentation: Proposed FY 2025 and 2026 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan & Proposed FY 2025 Charges
Friday, January 26, 2024 - Target Date <i>(actual mailing occurred January 24, 2024)</i>	Mail Notice to Member Partners of Public Hearing to be held on February 28, 2024 (minimum 30 days prior to Act 279 Public Hearing) <b>(D)</b> <i>(Note 30 days before is Monday, January 29, 2024)</i>
Thursday, February 1, 2024	DWSD – Current capital improvement plan due to GLWA (Water and Sewer Services Agreement 5.3d(i))
Friday, February 2, 2024	Publish notice of the hearing by publication in a newspaper of general circulation <b>(B)</b>
Friday, February 9, 2024	GLWA Audit Committee Meeting – Regular Meeting (Rescheduled from January 26, 2024) Presentation: Proposed FY 2025 and 2026 Biennial Budget (Revenue Requirement) and Five-Year Financial Plan & Proposed FY 2025 Charges; and resolution for approval to the Board
Monday, February 26, 2024	GLWA Audit Committee Meeting – Regular Meeting
Wednesday, February 28, 2024 (Meets 120-day requirement)	GLWA Board Meeting – Public Hearing FY2025 & FY 2026 Biennial Budget (A, D) and Possible Adoption of FY 2025 & FY 2026 Biennial Budget
Wednesday, February 28, 2024	GLWA Board Meeting – Public Hearing FY 2025 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) (C) and Possible Adoption of FY 2025 Schedule of Revenues and Charges
Wednesday, February 28, 2024	GLWA Board Meeting – Proposed Approval of the FY 2025 & FY 2026 Biennial Budget <b>(A)</b>
Wednesday, February 28, 2024	GLWA Board Meeting – Proposed Approval of FY 2025–2029 Capital Improvement Plan
Wednesday, February 28, 2024	GLWA Board Meeting – Public Hearing & Proposed Approval of FY 2025 Schedule of Revenues and Charges (Act 279, minimum 120 days before effective date) <b>(C)</b>

Date	Activity
Wednesday, March 6, 2024	Mail Notice to Member Partners of Approved Charges
Saturday, March 23, 2024	<i>DWSD</i> – Local system adopted biennial budget due to GLWA (Water and Sewer Services Agreement 5.3b)
Wednesday, May 1, 2024	<i>DWSD</i> – Local system provides direction to GLWA on how to apply lease payment (Water and Sewer Services Agreement 4.3)
Monday, July 1, 2024	GLWA – Effective date of FY 2025 and 2026 Biennial Budget, FY 2025 Schedule of Charges, and FY 2025-2029 Capital Improvement Plan

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

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

- D. **GLWA Wholesale Customer Model Water Contract Section 7.02 and GLWA Wholesale Customer Model Sewer Contract Section 20.02** provides: “Notification of Rates. As soon as possible in the ratemaking process, the Board shall provide information on proposed rates and the draft data and information used in the calculation of proposed rates in a format that will enable Customer to assist in the ratemaking process. Not less than thirty calendar days prior to the hearing required by Act 279, the Board shall provide Customer with written notice of a proposed rate and the underlying data used to calculate the rate. The Board shall meet with Customer to review the rate and the data.” (Act 279 is the Home Rule City Act noted above.)

### **Budget Monitoring**

Management control of the budget is facilitated by the Financial Planning and Analysis (FP&A) team. The FP&A team approves all requisitions as a step in the procurement process to ensure there are budgeted funds available. The FP&A team also approves requests for recruitment to ensure a staff position is funded before a recruitment process is initiated. FP&A team members monitor their assigned departments for potential budget amendments based on changes in operating data, activity reports, procurement results and participation in cross-functional team meetings where operating and financial matters are reviewed. Monthly budget basis reporting is provided to the Audit Committee. Quarterly budget reporting is provided to the Board along with any requested budget amendments.

### **Budget Amendments**

The Authority’s Board of Directors adopted a two-year budget on February 28, 2024, for the fiscal years 2024 and 2025. See Board Resolution 2024-043 in Section 7. By this resolution the total annual revenue requirement for the Regional Water System and the Regional Sewage Disposal System were established. The resolution also established the total operations and maintenance budget, the total debt service requirements, and the total capital expenditures for both the Regional Water System and the Regional Sewage Disposal System. The legal level of budgetary control is the bottom line based on each of the budgeted revenue requirement (components of the revenue requirement is referred to as appropriation categories) and the budget shall not be increased or decreased without prior Board authorization. The Board is provided detail schedules which support the totals in the resolution. The CFO may exercise discretion to modify the detail budget line items within each approved budget requirement which would result in no change to the total budgeted revenue requirement. In June 2020, the Authority’s Board of Directors approved a formalized budget amendment policy which states that in the event that there is a proposed amendment of the budget among the appropriation categories, the matter is brought to the Audit Committee for review and consideration of a recommendation to the Board of Directors for their consideration for approval. Board budget amendments should be brought to the Audit Committee when identified and no less than quarterly. The [Budget Amendment Policy](#) can be found on the GLWA website.

***Notice of Public Hearing Proposed Biennial Budget***



**GREAT LAKES WATER AUTHORITY  
NOTICE OF PUBLIC HEARING  
PROPOSED BIENNIAL BUDGET**

**For the Two-Year Period ended June 30, 2026 (FY 2025 and FY 2026)**

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

**DATE: Wednesday, February 28, 2024**

**TIME: 2:00 p.m.**

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

**In Person**

Board Room, 5<sup>th</sup> Floor  
735 Randolph Street  
Detroit, Michigan 48226

**Join Zoom Meeting**

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

Meeting ID: 854 8346 2197

Passcode: 349880

**Join Zoom Telephonic**

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

Meeting ID: 854 8346 2197

Passcode: 349880

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

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

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

**Notice of Public Hearing Proposed Biennial Budget (continued)**



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

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

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

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

By Zoom videoconferencing: Members of the public who wish to use Zoom videoconferencing to attend the meeting and/or offer public comment may utilize the following link to attend:  
<https://glwater.zoom.us/j/85483462197?pwd=UUhpaFg2aTdoMkZHZDdQN051b01Qdz09>  
During the portions of the hearing designated for public participation may "raise their hand" by using that feature within the software program.

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

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

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

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

***Notice of Public Hearing Proposed Biennial Budget (continued)***



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

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

**Notice of Public Hearing Proposed Service Charges**



**GREAT LAKES WATER AUTHORITY  
NOTICE OF PUBLIC HEARING  
PROPOSED FY 2025 WATER SUPPLY AND SEWAGE DISPOSAL  
SYSTEM SERVICE CHARGES**

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

**DATE: Wednesday, February 28, 2024**

**TIME: 2:00 p.m.**

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

**In Person**

Board Room, 5<sup>th</sup> Floor  
735 Randolph Street  
Detroit, Michigan 48226

**Join Zoom Meeting**

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

Meeting ID: 854 8346 2197

Passcode: 349880

**Join Zoom Telephonic**

Public Call-In Number: 877 853 5247 US Toll-Free

or 888 788 0099 US Toll-Free

Meeting ID: 854 8346 2197

Passcode: 349880

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

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

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

**Notice of Public Hearing Proposed Service Charges (continued)**



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

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

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

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

By Zoom videoconferencing: Members of the public who wish to use Zoom videoconferencing to attend the meeting and/or offer public comment may utilize the following link to attend:  
<https://glwater.zoom.us/j/85483462197?pwd=UUhpaFg2aTdoMkZHZDdQN051b01Qdz09>  
During the portions of the hearing designated for public participation may "raise their hand" by using that feature within the software program.

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

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

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

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

***Notice of Public Hearing Proposed Service Charges (continued)***



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

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

## Financial Policies

The Authority began operations in January 2016 and has been creating financial policies since its inception. Some of the Authority's financial policies have been formalized into policy documents and approved by the Board of Directors. Some financial policies are based on the documents upon which the Authority was formed. The Authority is compliant with all of its financial policies.

The following are the Board adopted policies that can be found on our website.

- ❖ [Budget Amendment Policy](#) – Discussed in Budget Process section. Requires quarterly budget amendment reporting.
- ❖ [Capital Spend Rate Assumption Policy](#) – Discussed in Capital Improvement Plan (CIP) section. The rate is set annually at time of approval of CIP.
- ❖ [Debt Management Policy](#) – Discussed in Debt Management section. Although not required by the policy, the Authority provides a semi-annual Debt Report to the Audit Committee.
- ❖ [Grants, Gifts and Other Resources Delegation Policy](#) – Requires quarterly reporting.
- ❖ [Investment Policy](#) – Discussed in Revenues Overview section. Requires quarterly reporting.
- ❖ [Procurement Policy](#) – At every phase of procurement, this policy is designed to insure public trust by establishing, maintaining, and enforcing business practices that promote fair, ethical, and financially sound procurement practices. A key provision of that policy is the annual mandatory completion and submittal of a Conflict of Interest Form by all Board Members and those team members that are engaged in any phase of procurement activities. GLWA demonstrates its transparency through the widely distributed monthly *Procurement Pipeline* with upcoming solicitations which is presented at the Audit Committee meetings. The by-laws and articles require an Annual Procurement Report summarizing all awarded purchase orders and/or contracts for the fiscal year. In November 2020, an amendment was made to the Procurement Policy for the formation of a new Business Inclusion & Diversity (B.I.D.) Program within the Financial Services' Procurement group. The BID program was launched in February 2021 and requires an inclusion and diversity plan requirement for all solicitations' greater than \$1 million.
- ❖ [Water Residential Assistance Policy](#) – The objectives, desired outcomes, funding parameters and management and board oversight roles are defined.

The following policies are based upon the legal foundational documents related to the creation of the Authority, which include the Articles of Incorporation, Bylaws, Compiled Master Water Bond Ordinance as amended and Compiled Master Sewer Bond Ordinance as amended:

- ❖ [Accounting and Financial Reporting Policy](#) – In order to meet the reporting requirements in the foundational documents the Authority annually has an audit and submits the annual comprehensive financial report (ACFR) to GFOA for the Annual Comprehensive Financial Reporting Award. An audit of federal grant compliance is also performed. Monthly reporting is presented to the Audit Committee which includes the CFO report and a monthly financial report which includes the following items.

- Executive Summary Dashboard
  - Budget to Actual Analysis
  - Basic Financial Statements
  - Financial Activity Charts
  - Financial Operations KPI's
  - Budget to Financial Statements Crosswalk
  - Capital Improvement Plan Financial Summary
  - Master Bond Ordinance Transfers
  - Cash and Investment
  - Retail Revenues, Receivables, & Collections
  - Wholesale Billings, Receivables, & Collections
  - Trust Receipts and Disbursements
  - Aged Accounts Receivable Report
  - Highland Park Life-to-Date Billings & Collections
- ❖ **Balanced Budget Policy** – The Master Bond Ordinances (MBO's) provide the revenue requirements of the budget. Customer charges are set to produce the revenue required to provide for the operations and maintenance costs of the system, the payment for debt service, maintenance of reserves as required by the MBO, the lease payment, deposit to the WRAP fund, repayments to the Extraordinary Repair and Replacement Fund and any other expenditures that the Ordinance may require. In addition, the revenues must provide amounts so that the Rate Covenant basis Debt Service Coverage shall not be less than the Required Coverage of 1.20 for senior lien bonds, 1.10 for senior and second lien bonds and 1.00 for all bonds.
- ❖ **Biennial Budget Policy** – Annually a biennial budget is developed and approved by the Board. The biennial budget and financial plan is submitted to the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Award.
- ❖ **Capital Improvement Plan Policy** – In conjunction with the requirement of an annual biennial budget it is necessary to prepare an annual five-year capital improvement plan for approval by the Board. See the Capital Improvement Plan in the Capital Program and Debt section.
- ❖ **Ethics Policy** – *The Way We Work - Policies, Rules and Guidelines* outlines the ethical behavior that is expected of GLWA team members.
- ❖ **Expenditures Policy** – Budgeted expenditures are those that are required by the MBO. See the Budget Requirement paragraph in the Budget Process section.
- ❖ **Revenues Policy**– Charges are set annually to meet the budgeted revenue requirements and so that the rate covenant debt service coverage shall not be less than the required coverage.

The following are the other financial policies of the Authority:

- ❖ **Asset Management Policy** – Provides the framework and principles by which the Authority will ensure sound stewardship of its regional assets to deliver established service levels in the

most effective and efficient manner, while maintaining compliance with regulations. The policy presents the principles by which asset management decisions will be made and the requirements needed to support those decisions.

- ❖ Internal Controls Policy – The Authority has a comprehensive set of internal control policies that are followed and are revised as needed and reviewed annually.
- ❖ Long-term Forecasting Policy – Annually a ten-year forecast is developed at the time of the development of the biennial budget. See the Organizational Strategic Goals and the Long-Range Financial Plan in the Financial Plan section.
- ❖ Operating Budget Policy – In order to stay within the limitation as provided in the Memorandum of Understanding that led to the creation of the Authority of an increase of no more than 4% annual revenue requirement, the operations budget policy is to stay within a 2% annual increase for operating and maintenance expenses.
- ❖ Other Reporting Policies - Monthly reporting includes a Chief Executive Officer report to the Board of Directors which includes the Office of the General Counsel report. Key Performance Indicators and explanation of those indicators that did not reach the goal are reported monthly to the Board of Directors or to the Operations and Resources Committee.
- ❖ Risk Management Policy – Identify, analyze and control the risk of physical, financial and reputation loss. Supported by the Risk Management and Safety team in the Chief Administrative and Compliance Officer area.
- ❖ Working Capital Policy – The Authority strives to maintain 2 months of working capital when reviewing the amount of funds that can be moved from the receiving fund to the I&E Funds.

In addition, GLWA is embarking on an organization-wide initiative to develop an Environmental, Social and Governance (ESG) framework. Many aspects of GLWA inherently support the tenants of ESG, it is of benefit for us to implement a process for informing, documenting, measuring, and reporting on the ways in which we approach these aspects of our work. While the framework has significance across the organization, the ESG Framework report, which will be published in calendar year 2024, it is expected to provide increased demand for GLWA bonds which may lower interest rates on debt issuances in the future as well as strengthening credit ratings.

## Financial Plan

As part of its founding principle of affordability and a commitment to supporting the region it serves, GLWA is devoted to building trust through an efficient organizational structure that ensures fiscal responsibility. Building on its year-over-year financial information allows GLWA to demonstrate delivery of the high level of financial performance that has been pledged to the Authority's member partners, investors and the region at large. This section covers the four main elements of the Authority's financial plan which provide the framework for current and future decision-making to accomplish the Authority's mission and vision.

- ❖ Financial Plan Objectives
- ❖ Organization Strategic Goals
- ❖ Long-Range Financial Plan
- ❖ Strategic Capital Management

### Financial Plan Objectives

This overview and commentary address the following key topics to understand the context of GLWA's core financial plan which is adhered to in the preparation of the budget.

1. 4% Revenue Requirement Commitment
2. Revenue Stability for the System
3. Managing Charge Stability for Our Member Partners
4. Retail System Revenue and Collections
5. Water Residential Assistance Program
6. Closed Loop Lease Payment
7. Closed Legacy Benefit Plan Costs

1. The 4% Revenue Requirement Commitment - Since 2012, the water and sewer system has engaged an optimization effort to reduce expenses and stabilize revenues. The objectives of both efforts were to vastly improve the long-term sustainability of the system. That optimization effort revealed opportunities to significantly control costs. This resulted in a commitment to preserve the "revenue requirement" budget to an annual basis increase of 4% or less. The revenue requirement reflects those items which can be controlled by board policy and good management: operations and maintenance expenses, debt burden, and cash reserves. This 4% pledge by the management team was memorialized in the MOU that established the regional authority for the first ten years of its existence beginning with FY 2016, with FY 2025 representing the last year of the 4% commitment. GLWA has embraced this "4% Promise" in all budgets and financial plans since its inception. It is also committed to honoring the spirit of the original commitment beyond 2025. The financial forecast, however, recognizes economic realities that may prevent GLWA from achieving the 4% goal. Forecasts have been presented in the months leading up to the development of the budget that assume annual revenue requirement increases that are larger than 4%, while still resulting in average annual budget increases (since GLWA's inception) of 4% or less during the majority of the 10-year forecast period.

2. Revenue Stability for the System - While the revenue requirement budget can be managed, revenues based on customer volume demands, are subject to external forces. Nationally, changes in weather and the benefits of conservation have contributed to steadily declining water volume demand.

- To stabilize water system revenue, the charge model is based on 60% fixed cost recovery and 40% of volume charges. Second, a cohesive approach to estimating water sales volumes for each customer is used. Water sales volume projections are calculated based on a uniform forecasting method that reflects sales in both peak and non-peak months over the course of a 36-month time period. The averaging method considers the peak month volumes, from April to September, and the base month volumes in a separate manner. Revenue stability has proven successful with revenues at or near 100% of budget for fiscal years 2016-2023.
- Using a wholesale sewer rate simplification methodology, costs are allocated based on each customer's historical use of the system known as a "share" and is revisited every three years. Monthly billings are based on one-twelfth of the annual revenue requirement. The sewer system's wholesale revenue plan has a high degree of stability with achievement of wholesale revenues at 100% of budget.

3. Managing Charge Stability for Our Member Partners - The revenue stability initiatives for the water and sewer systems have improved charge stability for our customers – yet we know there is more that we can do.

- A new, simplified charge methodology was proposed during the Charges Rollout Meeting #2 on November 14, 2023. The simplified approach was reflected in the FY 2025 Cost of Service Study, reduces the number of cost pools and includes a "delivery factor" to represent the impact of the current distance and elevation units of service. As a community's geographic location doesn't change, so it makes sense that the measure that accounts for its distance and elevation remains static. The "delivery factor" represents current differential costs associated with distance and elevation. The simplified methodology collapsed nine hybrid cost pools into three that measure Member Partner use of the system: commodity (10%), max day (50%), and peak hour (40%).
- Sewer rate simplification has provided a very predictable charge model for financial planning for both GLWA and its Member Partners. In 2019, an outside consultant with cost-allocation expertise was engaged to gather Member Partner concerns and ideas for further improvements and simplification of the charge methodology. The final recommendation of an updated approach to establish SHARES was endorsed by the Board in November 2020 and has been used since the calculation of the FY 2022 charges. Over the last few years, GLWA, its Member Partners, and other stakeholders have worked collaboratively to develop a comprehensive, regional Wastewater Master Plan (WWMP). The WWMP was approved in September 2020. The plan was designed with affordability in mind and prioritizing lower cost, high-impact projects that provide the greatest benefit to the regional system, while first maximizing the use of existing infrastructure. By managing the entire system effectively, we reduce costs for everyone while protecting the environment. The FY 2025 Sewer SHARES were updated for the first time in three years (since FY 2022) and the resulting changes in

individual Member Partner Charge adjustments (generally) reflect moderate variances from the system-wide adjustment of 3%.

4. Retail System Revenue and Collections - The regional collaboration that resulted in the formation of the GLWA was based on a foundation of achieving both a sustainable regional and local system as well as protecting stakeholder interests. That foundation includes sufficient operating and capital resources and a commitment to funding existing and new financial obligations. The relationship between the GLWA and the DWSD is outlined in the Regional System Leases for the water and sewer systems, water and sewer services agreement, and the GLWA Master Bond Ordinance (MBO). Retail system revenue is pledged revenue to the Authority for repayment of outstanding revenue bonds. DWSD is agent for GLWA in establishing the retail rates, issuing bills, and performing collections. For this reason, all revenue receipts for the local retail system are deposited into a revenue receipts fund. Collected revenues are distributed monthly based on 1/12 of the annual budget requirements in the order of the flow of funds established in the MBO. The regional system and local system operations and maintenance 1/12<sup>th</sup> budget requirements are distributed first. Next, revenues are distributed as established by the Trustee to fund revenue bond debt obligations. Further monthly distributions follow the flow of funds in the order of the Revenue Requirements as depicted in Schedule 3 in Section 2 – Core Financial Plan Schedules. The outcome of the monthly distribution of the revenue receipts is that the retail system obligations are funded 100%, on a monthly basis. To the extent that there is a collections shortfall, there are a number of remedies including a budget stabilization fund and quarterly budget reviews, to determine the appropriate course of action.

5. Water Residential Assistance Program - The MOU and Water and Sewage Disposal System Regional Leases included a provision to establish a Water Residential Assistance Program ("WRAP"). This program is funded at 0.5% of the base budgeted operating revenues of the water and sewer systems for the regional system. The funding for the local system, within its retail rates, cannot be less than 0.5% and not greater than 1.0%. It is expected that the local system will fund WRAP at 1.0% for FY 2025. The WRAP provides assistance to indigent residential customers throughout the communities served by GLWA. The WRAP provides monthly bill assistance, arrearage assistance, minor plumbing repairs, and replacement of kitchen and bathroom fixtures that contain lead. Bill credits are based on household income and amount of the water and sewer bill, referred to as the WRAP Income Based Plan (IBP). The allocation of funds to the City of Detroit and other communities within the GLWA service area is in the same proportion of revenue that customers within those geographic boundaries pay into the program. The GLWA Board may reallocate underutilized funds to ensure that the program's objectives are met across the customer base. WRAP is currently administered by Wayne Metro and other community action agency alliance partners.

6. Closed Loop Regional System Lease Payment - The Regional System Lease agreements between the City of Detroit and the Great Lakes Water Authority, provides that the Authority pay an annual amount of \$22.5 million for the regional water system and \$27.5 million for the regional sewage disposal system. The allocation of these amounts, totaling \$50 million, shall be subject to review and adjustment by the Authority every three to five years consistent with the method of allocation of other common-to-all charges between the regional water system and the regional sewage disposal system.

The lease payment is referred to as a closed loop system because the lease payment by the Authority stays within the local water and sewage disposal systems for the benefit of the water and sewage disposal systems. The City of Detroit can achieve this in one of three ways (or some combination). The lease payment may be used to:

1. Pay the principal of and interest on bonds issued to finance the cost of water and sewage disposal system improvements to the Detroit local system; and/or
2. Pay the City's share of the principal of and interest on bonds issued to finance the cost of common-to-all improvements to the leased water and sewage disposal facilities; and/or
3. Pay the cost of improvements to the Detroit local water and sewage disposal system facilities.

7. Closed Legacy Benefit Plan Costs - The City of Detroit's Chapter 9 bankruptcy Plan of Adjustment (POA), approved on December 10, 2014, materially restructured the City's pension and retiree healthcare plan (otherwise referenced as other post-employment benefits or OPEB). The POA required annual payments by the then-existing DWSD for this closed plan for nine years with a tail liability in year ten. The first payment was in FY 2015. With the stand-up of the Authority on January 1, 2016, this annual commitment is allocated between the local and regional systems. The total annual commitment is \$45.4 million per year payable to the City of Detroit General Retirement System (GRS). The most actuarial evaluation of the plan for the year ended June 30, 2022, estimated that there would be no tail liability in FY 2024, therefore there is no actuarially determined payment is required for FY 2024. The actuarial evaluation for the plan year ended June 30, 2023, was issued in late December 2023 after the FY 2025 budget was prepared and estimates a tail liability of \$16.1 million. This equates to a combined DWSD and GLWA actuarially determined payment of approximately \$1.6 million for FY 2025.

The Authority is responsible for an allocable share of the portion of the City of Detroit 30-year B Notes relating to settlement of OPEB claims and 10-year C Note related to the Systems' prior allocable share of the City's pension obligation certificates. The Authority's allocable portion of those settlement payments was approximately \$102 million at bifurcation in 2016.

See further information of these legacy costs in Section 6 – Supplemental Analysis under the Legacy Commitments section.

### **Organization Strategic Goals**

Under GLWA's Articles of Incorporation, Article 13 B, provides that GLWA's Chief Executive Officer (CEO) "shall be responsible for the day-to-day operations of the Authority, including the control, supervision, management of and oversight of a water supply system or a sewage disposal system. . ." Annually, the CEO and the Board of Directors discuss their collective vision of GLWA's strategic goals to achieve alignment.

The Authority's strategic goals are to:

- Achieving and maintaining a AA category credit by meeting or exceeding rating agency criteria in order to reduce the cost of capital and

- Achieve positive key performance indicators (KPI's) which are based on the ten attributes of the effective utility management (EUM) framework for GLWA as a whole.

Each goal is discussed in further detail below. Each O&M department in Section 5 of this budget document includes a table showing how each department's initiatives contribute towards achieving the organizational goals.

**Bond Credit Rating of AA**

Bond ratings are a key measure of an organization's financial strength. Ratings are established by independent agencies that conduct detailed reviews of an organization's operational and financial performance to assist those seeking to invest in an organization through the purchase of bonds.

As outlined in the official statements since GLWA's inaugural bond transaction in 2016, a positive future financial outcome of achieving a "Aa3" or "AA-" rating or higher from at least two of three rating agencies (Moody's, S&P, and/or Fitch) would allow a reduction or elimination of reserve requirements for senior and/or second lien bonds. This was achieved in November 2023 as GLWA executed a successful bond transaction at favorable rates to fund \$250 million in capital improvements for both the water and wastewater systems.

The table below provides a summary of the current debt ratings for the Authority.

<b>Current Debt Ratings</b>			
	<b>S&amp;P Global Ratings</b>	<b>Moody's Investors Service</b>	<b>Fitch Ratings</b>
<b>Water Supply System Revenue Bonds</b>			
Senior lien	AA-	Aa3	A+
Second lien	A+	A+	A
Junior lien	A+	N/A	N/A
Outlook	Stable	Stable	Stable
<b>Sewage Disposal System Revenue Bonds</b>			
Senior lien	AA-	Aa3	AA-
Second lien	A+	A1	A+
Junior lien	A+	N/A	N/A
Outlook	Stable	Stable	Positive

The path to becoming a solid AA credit with the rating agencies was based upon rebalancing the mix of debt financing and revenue generated capital (PAYGO) to fund the capital improvement plan (CIP). By reducing the portion of annual revenue dollars that are dedicated to debt service, the following types of metrics, which were used by rating agencies, reflected characteristics of a strong credit.

- ✓ Operating Margin
- ✓ Debt Service Coverage Ratio
- ✓ Debt to Operating Revenue Ratio
- ✓ Days Cash
- ✓ Net Position
- ✓ Debt/Asset Ratio

Key factors in improving the Authority's financial position and credit metrics, were the focus on continuing to optimize its operations, focus on financial planning with a biennial budget, annual update of the five-year capital and financial plan, annual updates of the ten-year financial plan and applying core principles in asset management.

Another key factor in improving debt ratings is to decrease annual debt service with an effective debt refunding program. Since the Authority started in 2016, \$2.8 billion of refunding bonds have been issued resulting in debt reserve releases of \$107.7 million, which achieve future cash flow savings of \$766.1 million for a net present value savings of \$469.7 million. See Section 3 – Debt Management for detailed schedules of these savings.

The long-range financial forecast, presented later in this section, provides the data for the forecasted metrics presented below. Many of these metrics are considered by rating agencies when determining GLWA's credit ratings. Also included in the metrics calculation is data for the DWSD local system which has been developed in coordination with the DWSD finance team. The forecast of these metrics depicts moving from red, to yellow, to green, with green being the Authority's goal.

*Water Supply System – Long-Range Forecast - Depiction of Improving Metrics*

<b>GLWA Forecast Executive Summary</b>														
<b>Water Supply System - \$ millions</b>														
Metric	Metric Target Range		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
		<i>Goal</i>												
<b>Operating Margin</b>														
Depreciation Expense			132.3	89.0	89.2	89.6	91.9	96.4	97.5	97.2	100.6	106.2	110.1	
Total Operating Expenses			295.4	258.7	263.1	267.8	274.6	283.6	289.4	293.9	302.2	312.9	321.9	
Operating Margin			73.8	123.1	147.5	174.6	201.3	228.0	254.7	282.8	309.4	335.5	365.5	
<b>Operating Margin %</b>	<b>&lt;25%</b>	<b>25%</b>	<b>40%</b>	20.0%	32.3%	35.9%	39.5%	42.3%	44.6%	46.8%	49.0%	50.6%	51.7%	53.2%
<b>Regional Revenue Allocation</b>														
O&M			43.5%	44.0%	42.6%	40.4%	38.4%	36.4%	35.2%	34.0%	32.9%	31.8%	30.8%	
<b>Debt Service</b>	<b>&gt;40%</b>	<b>40%</b>	<b>33%</b>	43.4%	45.5%	45.1%	44.9%	43.9%	43.2%	42.4%	41.5%	40.0%	38.8%	37.2%
Non-Operating Expense			6.9%	8.6%	7.9%	7.0%	6.5%	6.1%	5.7%	5.5%	5.1%	4.9%	4.6%	
Capital Financing			6.1%	1.9%	4.5%	7.6%	11.3%	14.3%	16.7%	18.9%	22.1%	24.5%	27.5%	
Total			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
<b>Debt Service Coverage *</b>														
Net Revenue - Local System			44.4	44.9	46.4	47.8	49.3	50.9	53.3	56.1	57.3	58.6	59.9	
Total Net Revenues			260.1	264.8	288.5	317.5	349.0	382.9	411.6	442.4	473.6	506.8	542.0	
<b>Debt Service Coverage</b>	<b>&lt;1.25</b>	<b>1.25</b>	<b>1.70</b>	1.25	1.19	1.23	1.27	1.33	1.39	1.44	1.49	1.56	1.62	1.70
<b>Sr. Lien Debt Service Coverage</b>	<b>&lt;1.50</b>	<b>1.50</b>	<b>2.00</b>	1.86	1.75	1.78	1.78	1.84	1.88	1.95	2.00	2.09	2.25	2.32
<b>Debt to Operating Revenue *</b>														
Debt Balance without additions			2,506.2	2,604.2	2,851.2	2,750.3	3,072.7	2,935.8	3,072.2	2,916.3	2,990.7	2,818.1	2,840.2	
Debt Additions			211.6	368.4	29.0	457.4	10.0	291.8	10.0	246.8	10.0	211.8	10.0	
Outstanding Debt **			2,717.8	2,972.6	2,880.1	3,207.7	3,082.7	3,227.6	3,082.2	3,163.1	3,000.7	3,029.9	2,850.2	
<b>Debt to Operating Revenue</b>	<b>&gt;7.00</b>	<b>7.00</b>	<b>4.00</b>	5.81	6.18	5.62	5.86	5.28	5.18	4.69	4.55	4.10	3.92	3.50
<b>Other Metrics</b>														
Days Cash	<b>&lt;450</b>	<b>450</b>	<b>500</b>	547	500	500	500	500	500	500	500	500	500	500
Net Position	<b>&lt;150</b>	<b>150</b>	<b>250</b>	(133.3)	(102.3)	(49.3)	14.0	104.8	216.7	352.9	514.4	703.9	918.1	1,164.7
Debt / Asset Ratio	<b>&gt;1.00</b>	<b>1.00</b>	<b>0.90</b>	1.30	1.34	1.22	1.28	1.16	1.17	1.07	1.06	0.96	0.93	0.84

\* Includes DWSD local system data in calculation

\*\* Outstanding debt balance is net of July 1st payments made after the fiscal year end of June 30th, as funds have already been set aside for the July 1st payments during the previous fiscal year.

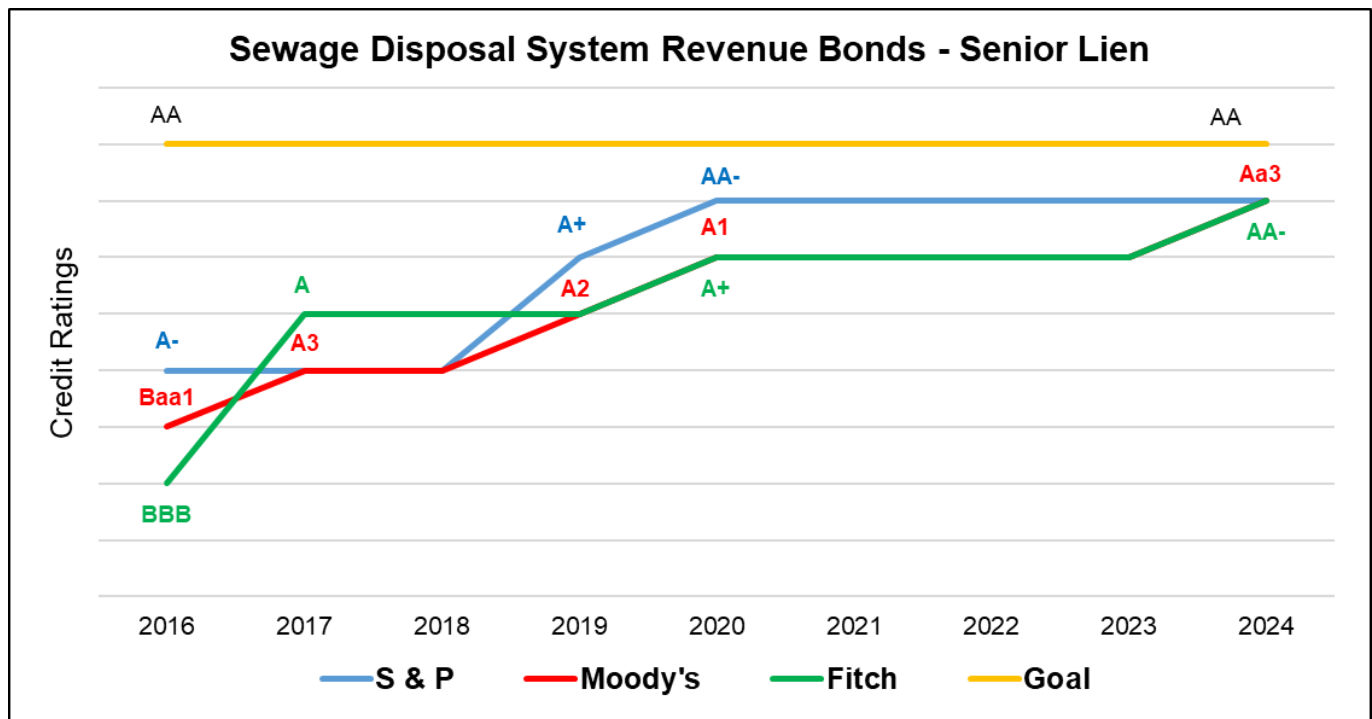
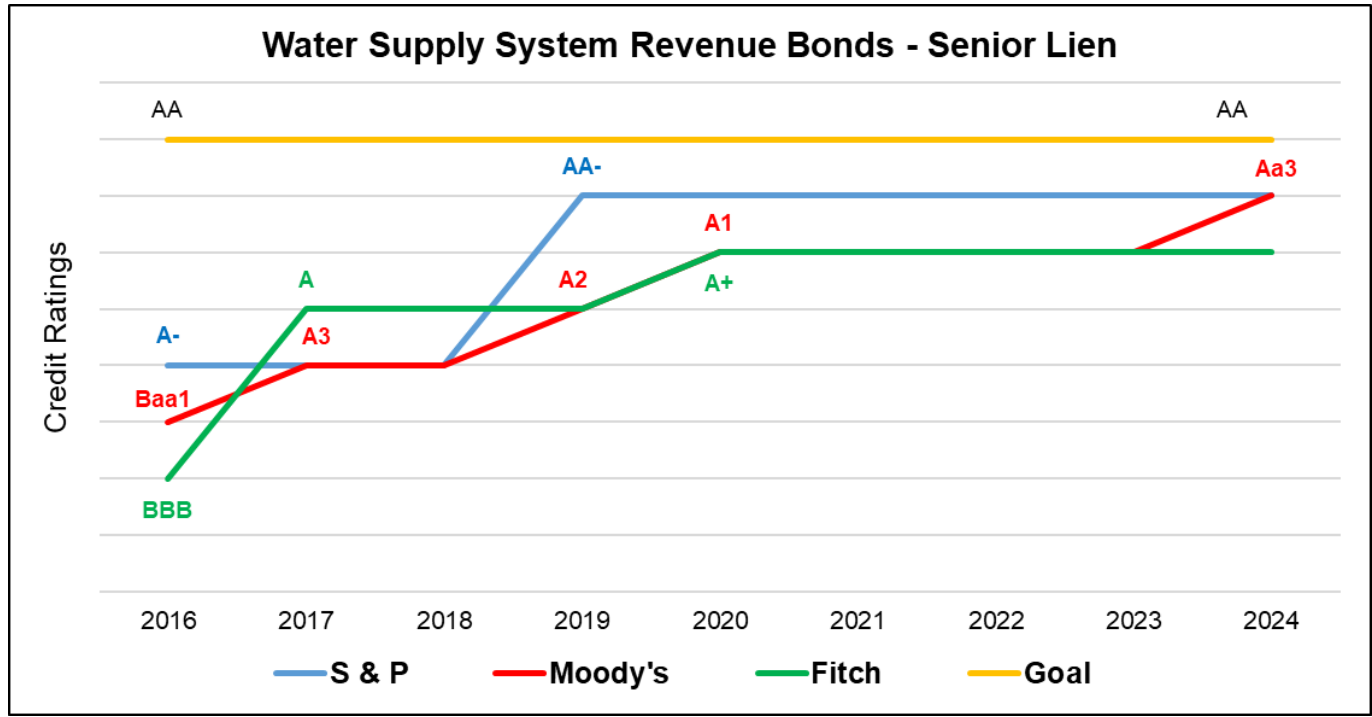
*Sewage Disposal System – Long-Range Forecast - Depiction of Improving Metrics*

GLWA Forecast Executive Summary														
Sewage Disposal System - \$ millions														
Metric	Metric Target Range		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
		Goal												
<b>Operating Margin</b>														
Depreciation Expense			163.3	143.2	140.3	131.1	127.7	132.2	132.1	124.9	122.3	126.2	126.4	
Total Operating Expenses			383.5	372.1	375.0	371.7	374.3	384.9	391.2	390.4	394.4	405.1	412.3	
Operating Margin			110.4	136.5	161.3	195.8	225.1	247.9	269.5	297.2	320.6	338.7	361.6	
<b>Operating Margin %</b>	<25%	25%	40%	22.4%	26.8%	30.1%	34.5%	37.6%	39.2%	40.8%	43.2%	44.8%	45.5%	46.7%
<b>Regional Revenue Allocation</b>														
O&M			43.2%	44.0%	43.3%	41.9%	40.5%	39.2%	38.6%	38.1%	37.5%	37.0%	36.4%	
<b>Debt Service</b>	>40%	40%	33%	45.5%	43.5%	41.3%	42.6%	41.5%	40.6%	39.2%	37.1%	35.5%	34.3%	32.8%
Non-Operating Expense			6.5%	7.2%	7.0%	7.1%	6.3%	6.0%	5.8%	5.4%	5.3%	5.2%	4.9%	
Capital Financing			4.9%	5.4%	8.3%	8.4%	11.6%	14.3%	16.4%	19.4%	21.7%	23.5%	25.8%	
Total			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
<b>Debt Service Coverage *</b>														
Net Revenue - Local System			28.2	25.0	27.1	27.6	28.4	29.3	28.1	27.6	27.1	26.5	26.2	
Total Net Revenues			326.6	325.4	347.3	373.5	401.7	431.5	450.1	470.3	491.3	513.3	536.4	
<b>Debt Service Coverage</b>	<1.25	1.25	1.70	1.24	1.26	1.34	1.34	1.40	1.47	1.52	1.61	1.68	1.75	1.83
<b>Sr. Lien Debt Service Coverage</b>	<1.50	1.50	2.00	2.05	2.07	2.17	2.25	2.33	2.29	2.42	2.55	2.48	2.62	4.79
<b>Debt to Operating Revenue *</b>														
Debt Balance without additions			2,798.5	2,762.3	2,718.4	2,674.4	2,813.8	2,703.7	2,751.5	2,581.4	2,392.5	2,194.4	1,989.6	
Debt Additions			105.5	101.5	120.7	313.1	72.8	234.8	21.1	10.0	10.0	10.0	10.0	
Outstanding Debt **			2,904.1	2,863.7	2,839.1	2,987.6	2,886.7	2,938.4	2,772.6	2,591.4	2,402.5	2,204.4	1,999.6	
<b>Debt to Operating Revenue</b>	>7.00	7.00	4.00	4.82	4.68	4.40	4.41	4.05	3.92	3.57	3.22	2.88	2.55	2.23
<b>Other Metrics</b>														
<b>Days Cash</b>	<450	450	500	499	500	500	500	500	500	500	500	498	486	569
<b>Net Position</b>	<150	150	250	(113.3)	(95.5)	(49.8)	16.1	119.8	243.5	388.9	567.6	776.3	1,011.1	1,278.0
<b>Debt / Asset Ratio</b>	>1.00	1.00	0.90	1.20	1.17	1.12	1.13	1.06	1.06	0.98	0.89	0.81	0.73	0.66

\* Includes DWSD local system data in calculation

\*\* Outstanding debt balance is net of July 1st payments made after the fiscal year end of June 30th, as funds have already been set aside for the July 1st payments during the previous fiscal year.

The graphs below show the improvement in the debt ratings since the commencement of GLWA and the progress made in achieving the goal of an AA bond rating.



### Positive Key Performance Indicators

GLWA uses a system of Key Performance Indicators (KPIs) which are aligned with Effective Utility Management (EUM) attributes. The EUM attributes were developed by 10 national water service sector organizations, including the American Water Works Association (AWWA), in conjunction with the United States Environmental Protection Administration (EPA). The purpose of EUM is designed to support water utility managers' ability to "make informed decisions and practical systematic changes to achieve excellence in utility performance in the face of everyday challenges and long-term needs for the utility and the community it serves." <sup>1</sup> The KPIs report is updated, received and filed with the Board on a monthly basis. In addition to the CEO's and the Board's monthly review, GLWA's EUM based KPI attributes are annually reviewed and, as necessary, revised by the CEO in consultation with the utility's Executive Leadership Team. In addition to these strategic focused EUM based KPIs, GLWA managers utilize operational and tactical KPIs to carry out their duties. The ten attributes and the components of the attributes are detailed below.

1. *Financial Viability* - Understands the full life-cycle cost of utility operations and value of water resources. Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues. Establishes predictable rates—consistent with community expectations and acceptability—adequate to recover costs, provide for reserves, maintain support from bond rating agencies, plan and invest for future needs, and taking into account the needs of disadvantaged households. Implements sound strategies for collecting customer payments. Understands the opportunities available to diversify revenues and raise capital through adoption of new business models.
2. *Product Quality* - Produces "fit for purpose" water that meets or exceeds full compliance with regulatory and reliability requirements and consistent with customer, public health, ecological, and economic needs. Products include treated drinking water, treated wastewater effluent, recycled water, stormwater discharge, and recovered resources.
3. *Infrastructure Strategy and Performance* - Understands the condition of and costs associated with critical infrastructure assets. Plans infrastructure investments consistent with anticipated growth, system reliability goals, and relevant community priorities, building in flexibility for evolution in technology and materials, and uncertainty in the overall future operating context (e.g., climate impacts, customer base). Maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable risk consistent with customer, community, and regulator-supported service levels. Assures asset repair, rehabilitation, and replacement efforts are coordinated within the community to minimize disruptions and other negative consequences.
4. *Operational Optimization* - Ensures ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations in service to public health and environmental protection. Makes effective use of data from automated and smart systems and

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<sup>1</sup> AWWA.org "Effective Utility Management"

learns from performance monitoring. Minimizes resource use, loss, and impacts from day-to-day operations, and reduces all forms of waste. Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements.

5. *Enterprise Resiliency* - Ensures utility leadership and staff work together internally, and with external partners, to anticipate, respond to, and avoid problems. Proactively identifies, assesses, establishes tolerance levels for, and effectively manages a full range of business risks (including interdependencies with other services and utilities, legal, regulatory, financial, environmental, safety, physical and cyber security, knowledge loss, and natural disaster-related) in a proactive way consistent with industry trends and system reliability goals.
6. *Customer Satisfaction* - Provides reliable, responsive, and affordable services in line with explicit, customer-derived service levels. Utilizes a mix of evolving communication technologies to understand and respond to customer needs and expectations, including receiving timely customer feedback and communicating during emergencies. Provides tailored customer service and outreach to traditional residential, commercial, and industrial customers, and understands and exercises as appropriate the opportunities presented by emergent customer groups (e.g., high strength waste producers, power companies).
7. *Water Resource Sustainability* - Ensures the availability and sustainable management of water for its community and watershed, including water resource recovery. Understands its role in the complete water cycle, understands fit for purpose water reuse options, and integrates utility objectives and activities with other watershed managers and partners. Understands and plans for the potential for water resource variability (e.g., extreme events, such as drought and flooding), and utilizes as appropriate a full range of watershed investment and engagement strategies (e.g., Integrated Planning). Engages in long-term integrated water resource management, and ensures that current and future customer, community, and ecological water-related needs are met.
8. *Stakeholder Understanding and Support* - Engenders understanding and support from stakeholders (anyone who can affect or be affected by the utility), including customers, oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. Actively promotes an appreciation of the true value of water and water services, and water's role in the social, economic, public, and environmental health of the community. Involves stakeholders in the decisions that will affect them, understands what it takes to operate as a "good neighbor," and positions the utility as a critical asset to the community.
9. *Employee and Leadership Development* - Recruits and retains a workforce that is competent, motivated, adaptive, and safety-focused. Establishes a participatory, collaborative organization dedicated to continual learning, improvement, and innovation. Ensures employee institutional knowledge is retained, transferred, and improved upon over time. Provides a focus on and emphasizes opportunities for professional and leadership

development, taking into account the differing needs and expectations of a multi-generational workforce and for resource recovery facilities. Establishes an integrated and well-coordinated senior leadership team.

10. *Community Sustainability* - Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners (e.g., transportation departments, electrical utilities, planning departments, economic development organizations, watershed, and source water protection groups). Manages operations, infrastructure, and investments to support the economic, environmental, and social health of its community. Integrates water resource management with other critical community infrastructure, social, and economic development planning to support community-wide resilience, sustainability, and livability to enhance overall water resource sustainability.

The expectation is that the KPI goals will be reached each month. Reporting departments provide their KPI slides monthly to the Public Affairs department which compiles them into the “KPI and EUM Metrics” report for the Board. The Chief Administrative & Compliance Officer department uses this information to create a “Red Yellow Green Report” and a written report to explain unfavorable variances. The following table summarizes the KPI and EUM Metrics report data. The table identifies the EUM Attribute, operating area responsible for reporting, what is being measured, the significance of that measurement, measurement as provided in the report issued in June 2023, expected measurement for June 2024, and the goals for the biennial years of this budget document. These KPIs and EUM Metrics are an element of GLWA’s performance measurement.

Key Performance Indicators and Effective Utility Management Metrics							
EUM Attribute	Operating Area Reporting	Measure	Objective	Report Date			
				Actual	Estimated	Goals	
				June 2023	June 2024	June 2025	June 2026
Financial Viability	Financial Services	Water system wholesale monthly billed revenues will meet or exceed budgeted amount	Method for establishing revenue projections are reliable	W 100.7% S 100%	100.0%	100.00%	100.00%
		GLWA Regional System Net Receipts (Net Receipts equals cash collections less Master Bond Ordinance (MBO)disbursements)	While this measure may vary monthly based on billing and collection cycles, cumulative positive net receipts supports long term financial sustainability.	W 8% surplus S 7% surplus	Positive	Positive	Positive
		Reliability of Detroit Local Water and Sewer Revenue Projections	Method for establishing revenue projections are reliable	W billed 106.8% W usage 110.0% S billed 100.7% S usage 104.0%	100.0%	100.00%	100.00%
		DWSD Local System Net Receipts (Net Receipts equals cash collections less Master Bond Ordinance (MBO)disbursements)	While this measure may vary monthly based on billing and collection cycles, cumulative positive net receipts supports long term financial sustainability.	W 1% surplus S 7% surplus	Positive	Positive	Positive
		Optimizing cash balances	Maximize future investment earnings while meeting the objectives of safety and liquidity (does not include unrealized market loss)	\$21.7 million	\$28.1 million	\$22.2 million	\$23.3 million
		Days to pay an invoice (monthly)	Days to pay an invoice is monitored to support healthy vendor relations and expand the early payment discount program	34	32	<30 days	<30 days
Product Quality	Water Operations	Percent Compliance with Safe Drinking Water Act (SDWA)	GLWA's goal is to surpass Safe Drinking Water Act requirements	100%	100%	100%	100%
	Wastewater Operations	Effluent phosphorus concentration will be at least 20% below Permit levels	GLWA strives to surpass Federal and State wastewater regulatory requirements	< 20%	< 20%	< 20%	< 20%

<b>Key Performance Indicators and Effective Utility Management Metrics</b>							
EUM Attribute	Operating Area Reporting	Measure	Objective	Report Date			
				Actual	Estimated	Goals	
				June 2023	June 2024	June 2025	June 2026
<b>Infrastructure Strategy and Performance</b>	Water Operations & Field Services	Water - Preventative maintenance projects completed as planned (monthly)	Timely preventative maintenance extends asset useful life and minimizes unplanned downtime	82%	81%	80%	80%
		Water - Preventative maintenance projects completed as a percentage of total projects (monthly)	Reduced risk of unplanned downtime or inefficiencies	84%	83%	80%	80%
		Water System valves assessed (monthly)	Reduced risk of unplanned downtime or emergency repairs	223	87	65	65
		Water System valves exercised (monthly)	Reduced risk of unplanned downtime or emergency repairs	76	42	55	55
		Water System valves located (YTD)	Reduced risk of unplanned downtime or emergency repairs	91.1%	91.2%	99.5%	100%
		Water System valves assessed (YTD)	Reduced risk of unplanned downtime or emergency repairs	95.3%	94.8%	95%	100%
		Water System valves operational (YTD)	Reduced risk of unplanned downtime or emergency repairs	77.0%	76.2%	85%	100%
		Water System air valves and blowoff valves assessed (monthly)	Reduced risk of unplanned downtime or emergency repairs	66	77	65	65
		Water System air valves and blowoff valves located (YTD)	Reduced risk of unplanned downtime or emergency repairs	89.2%	89.0%	99.5%	100%
		Water System air valves and blowoff valves assessed (YTD)	Reduced risk of unplanned downtime or emergency repairs	90.5%	90.1%	95%	100%
	Wastewater Operations & Field Services	Wastewater - Preventative maintenance projects completed as planned (monthly)	Timely preventative maintenance extends asset useful life and minimizes unplanned downtime	84%	87%	80%	80%
		Wastewater - Preventative maintenance projects completed as a percentage of total projects (monthly)	Reduced risk of unplanned downtime or inefficiencies	87%	85%	80%	80%
<b>Operational Optimization</b>	Wastewater Operations	Monthly Average Solids Inventory Below 750 Dry Tons	Wastewater regulatory compliance	< 750 dry tons	< 750 dry tons	< 750 dry tons	< 750 dry tons
		Chemical & Electrical Costs	Being able to identify ongoing performance improvements for chemical and electrical usage per MG of water pumped is a key metric in managing operational cost	metric in development to include tracking of total costs per MG	metric in development to include tracking of total costs per MG	metric in development to include tracking of total costs per MG	metric in development to include tracking of total costs per MG

Key Performance Indicators and Effective Utility Management Metrics							
EUM Attribute	Operating Area Reporting	Measure	Objective	Report Date			
				Actual	Estimated	Goals	
				June 2023	June 2024	June 2025	June 2026
Enterprise Resiliency	Security & Integrity	GLWA security patrols	Risk prevention	4,924	3,673	2,350	2,350
		GLWA security reports/patrol ratio	Risk prevention	2.1%	1.9%	1.9% to 2.7%	1.9% to 2.7%
		GLWA security reports	Risk prevention	103	68	decreasing	decreasing
	General Counsel	General Counsel information requests (month)	One of the measures of organizational transparency is access to information. To the extent the information is readily available fewer FOIA requests should be received over time.	8	8	< 15	< 15
	Information Technology	GLWA will exceed the 68 % service sector standard by resolving at least 78% of Incidents reported to the Service Desk within 24 hours of receipt.	Rapid Incident response promotes Employee Productivity	84.9%	81.2%	78%	78%
		GLWA at least 78% of service requests reported to the Service Desk within 5 days of receipt.	Rapid Service Request response promotes Employee Productivity	83.0%	84.7%	78%	78%
		All GLWA sites (42 monitored) network connections will have 100% availability excluding schedule down time for maintenance.	Network Connectivity promotes Employee Productivity	99.99%	100%	100%	100%
		At least 99% of GLWA system data back-ups will be successful on the first attempt.	Network management protects data and promotes Employee Productivity	99%	100%	100%	100%
		At least 85% of GLWA team members will complete the most recent monthly cyber-security training within one month of issuance.	Cyber risk prevention	96%	97%	90%	90%
		Financial Services	Total CIP Spend to adopted capital spend ratio (YTD)	Method for establishing spending is aligned with budgeted revenue	W 93% S 76%	W 100% S 100%	W 100% S 100%
	Procurement cycle	Established baselines are set to execute Request for Bid and Request for Proposal contracts to insure that internal customer requirements are met while constraining GLWA costs	Requirement met for all except RFB < \$1 million and RFP > \$1 million due to challenges in negotiating contracts	Requirement met	Requirement met	Requirement met	

Key Performance Indicators and Effective Utility Management Metrics							
EUM Attribute	Operating Area Reporting	Measure	Objective	Report Date			
				Actual	Estimated	Goals	
				June 2023	June 2024	June 2025	June 2026
<b>Customer Satisfaction</b>	Water Operations & Field Services	GLWA will maintain pressure variance within 98% of required contract amounts	System reliability	> 98%	> 98%	> 98%	> 98%
<b>Water Resource Sustainability</b>	Wastewater Operations	Reporting of biosolids handling by method. No more than 10% disposed of through landfilling	GLWA strives to increase nutrient recovery and beneficial reuse of biosolids	Meets	Meets	Meets	Meets
<b>Stakeholder Understanding and Support</b>	Public Affairs	Facebook, Twitter & LinkedIn quarterly review (quarterly)	Effective media interaction	Facebook-27,874 Twitter-13,629 LinkedIn: Impressions-46,753 New Followers-237	Facebook-108,910 X-20,631 LinkedIn: Impressions-42,522 New Followers-217	Facebook-21,000 X-10,500 LinkedIn: Impressions-30,000 New Followers-400	Facebook-21,000 X-10,500 LinkedIn: Impressions-30,000 New Followers-400
		Message pull through includes quotes or comments from a GLWA spokesperson, a quote from a GLWA press release or underlying theme of GLWA providing safe and clean water	Effective media interaction	98%	99%	75%	75%
<b>Employee and Leadership Development</b>	Organizational Development	Retention rate (quarterly)	Retention leads to decreased training costs, increased productivity, and cross training and development	96.9%	96.9%	>94.9%	>94.9%
<b>Community Sustainability</b>	Wastewater Operations	Watershed Health-Reduce phosphorus loading	Community sustainability and watershed health	below permitted level	below permitted level	below permitted level	below permitted level

### Long-Range Financial Plan

The organization uses a long-term financial plan recognizing that as decisions made decades ago impact the present, and decisions we make today will impact the region decades from now. With modest assumptions, the long-term financial plan provides a path forward to eliminate the net deficit and control long-term debt while continuing to invest in infrastructure asset upgrades and replacement. The long-range financial plan presentation to the Board and Audit Committee provides meaningful context to annual decisions, such as approving the annual schedule of charges or the updated capital improvement plan. Answering the question, “Can we afford it?” begins with that plan. By focusing on the long-term, we also focus on key areas where we cannot defer or underspend to avoid compromising system reliability and cost-effective maintenance programs. The plan communicates management’s rationale in seeking approval of the proposed budget and charge increases, as it provides the analysis of what the future holds based on the requested budget and charge increases. Looking at the long-range plan’s effect on the financial metrics, which are a factor in reaching and maintaining our goal of an AA credit rating, provides guidance on when those metrics will be reached to achieve a lower cost of borrowing in the future as well as efficiency from the release of bond reserves. This forecast is updated at least annually, and more often as significant financial events occur, such as bond refunding transactions.

### Budget Basis

An executive summary updated forecast was originally presented to the Board of Directors on September 13, 2023. It was subsequently modified to support GLWA's water and sewer revenue bond transactions that closed in December 2023, and is represented in the Feasibility Reports published in the Official Statements for those transactions. Those versions serve as the most recently formally published ones, as GLWA works towards the next formal update this coming spring. The core budget schedules in this document for the initial 5-year period reflect the latest forecast efforts for the entire 10-year period at the time of the budget approval. In this forecast the water CIP continues to place more financing pressure on the forecast than does the sewer CIP. As a result, the water system forecast contains significant debt financing, while mostly “pay go” capital financing is forecasted for the sewer system towards the end of the ten-year period. The following items are the key assumptions used in creating the forecast:

- The current forecast continues to anticipate maintaining working capital balances that ensure adequate amounts are on hand for subsequent monthly transfers for the MBO requirements.
- The water O&M increase for FY 2025 is 10.9% and the sewer increase is 11.3% which reflect the ongoing diligent review and incorporation of specific increases in utility, commodity, and related prices to support individual budget programs. The projected O&M increases for FY 2026 are 4.0% for both systems, and future O&M growth beyond FY 2026 is projected at 2% on average for the overall System.
- CIP expenditure level reflects a Spend Rate Assumption of 100% for the entire forecast period.
- The investment earnings rate used in this forecast was 5.0% for FY 2024, declining to 4.25% for FY 2025, 3.35% for FY 2026, and 3.30% for the remainder of the forecast period.
- Fund all major CIP expenditures from the Construction Fund which source of funding is SRF loans, transfer from I&E, bond proceeds and investment earning on bond proceeds.
- CIP funding source priority:
  - Identify short lived CIP projects that should be financed by I&E
  - Apply “confirmed” SRF resources to specific projects; then
  - Do not rely on annual deposits to I&E to finance CIP until subsequent year(s)
  - Strategically identify mix of debt and I&E financing of the CIP which (together with assumed top line revenue growth) results in moderate Construction Fund carryover balances and days cash ratios of 500 days
- Increases in the annual revenue requirements are designed to increase forecasted debt service coverage ratios (for the Regional System contribution). The “4% Promise” sunsets after FY 2025. The forecast includes the following assumed revenue requirement increases:
  - 4.0% for both the Water and Sewer Systems for FY 2025
  - 7.5% for the Water System for FY 2026 through FY 2029 and 6.0% for the remainder of the forecast period
  - 5.5% for the Sewer System for FY 2026 through FY 2029 and 4.0% for the remainder of the forecast period

The next three tables present the budget basis Water System, Sewage Disposal System, and Combined Water and Sewage Disposal Systems ten-year forecasts. Schedules may not foot due to rounding.

Water System (\$ millions)											
	Current Year	Biennial Budget		Forecast							
	Estimated FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
<b>Revenues</b>											
Revenues from Charges	\$ 362.1	\$ 374.9	\$ 403.4	\$ 435.4	\$ 468.8	\$ 504.7	\$ 537.1	\$ 569.8	\$ 604.6	\$ 641.4	\$ 680.5
Other Operating Revenue	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Non-Operating Revenue	12.1	9.9	10.2	9.3	9.3	9.2	7.7	7.7	7.6	7.6	7.4
<b>Total Revenues</b>	<b>\$ 374.6</b>	<b>\$ 385.1</b>	<b>\$ 414.0</b>	<b>\$ 445.1</b>	<b>\$ 478.4</b>	<b>\$ 514.3</b>	<b>\$ 545.2</b>	<b>\$ 577.9</b>	<b>\$ 612.6</b>	<b>\$ 649.3</b>	<b>\$ 688.3</b>
<b>Revenue Requirements</b>											
Operations & Maintenance	\$ 163.1	\$ 169.6	\$ 176.4	\$ 179.9	\$ 183.5	\$ 187.2	\$ 191.9	\$ 196.7	\$ 201.6	\$ 206.6	\$ 211.8
GRS Legacy Pension	-	-	-	-	-	-	-	-	-	-	-
Debt Service	162.6	175.3	186.5	200.0	210.1	222.2	231.1	239.8	244.8	251.9	256.1
GRS Accelerated Pension	1.5	2.3	2.3	2.1	1.9	1.9	1.9	1.8	1.8	1.8	1.8
WRAP	1.9	1.9	2.1	2.2	2.4	2.6	2.7	2.9	3.1	3.2	3.4
Regional System Lease	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5
Working Capital Requirement	-	6.2	5.7	4.5	4.1	4.6	4.1	4.7	3.7	4.4	3.7
Improvement & Extension	23.0	7.3	18.5	33.8	53.8	73.3	91.0	109.5	135.1	158.8	189.0
ER&R	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue Requirements</b>	<b>\$ 374.6</b>	<b>\$ 385.1</b>	<b>\$ 414.0</b>	<b>\$ 445.1</b>	<b>\$ 478.4</b>	<b>\$ 514.3</b>	<b>\$ 545.2</b>	<b>\$ 577.9</b>	<b>\$ 612.6</b>	<b>\$ 649.3</b>	<b>\$ 688.3</b>

Sewage Disposal System (\$ millions)												
	Current Year	Biennial Budget		Forecast								
	Estimated FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	
<b>Revenues</b>												
Revenues from Charges	\$ 493.2	\$ 507.6	\$ 535.5	\$ 566.7	\$ 598.6	\$ 632.3	\$ 660.1	\$ 687.0	\$ 715.0	\$ 744.2	\$ 773.8	
Other Operating Revenue	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	
Non-Operating Revenue	16.1	12.4	13.1	12.1	12.1	12.0	10.0	9.9	9.8	9.7	10.3	
<b>Total Revenues</b>	<b>\$ 509.9</b>	<b>\$ 520.7</b>	<b>\$ 549.3</b>	<b>\$ 579.5</b>	<b>\$ 611.4</b>	<b>\$ 645.0</b>	<b>\$ 670.8</b>	<b>\$ 697.6</b>	<b>\$ 725.5</b>	<b>\$ 754.6</b>	<b>\$ 784.7</b>	
<b>Revenue Requirements</b>												
Operations & Maintenance	\$ 220.1	\$ 228.9	\$ 238.1	\$ 242.9	\$ 247.7	\$ 252.7	\$ 259.0	\$ 265.5	\$ 272.1	\$ 278.9	\$ 285.9	
GRS Legacy Pension	-	-	-	-	-	-	-	-	-	-	-	
Debt Service	231.8	226.3	226.6	246.8	253.9	261.7	263.3	258.9	257.9	259.2	257.7	
GRS Accelerated Pension	3.1	4.8	4.8	4.4	4.1	4.0	3.9	3.9	3.8	3.7	3.6	
WRAP	2.5	2.7	2.7	2.9	3.1	3.2	3.4	3.5	3.6	3.8	3.9	
Regional System Lease	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	
Working Capital Requirement	-	2.3	3.7	6.2	3.9	4.0	3.9	2.8	3.5	4.1	3.6	
Improvement & Extension	24.9	28.1	45.9	48.9	71.2	91.9	109.9	135.6	157.1	177.4	202.5	
ER&R	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue Requirements</b>	<b>\$ 509.9</b>	<b>\$ 520.7</b>	<b>\$ 549.3</b>	<b>\$ 579.5</b>	<b>\$ 611.4</b>	<b>\$ 645.0</b>	<b>\$ 670.8</b>	<b>\$ 697.6</b>	<b>\$ 725.5</b>	<b>\$ 754.6</b>	<b>\$ 784.7</b>	

<b>Combined Water and Sewage Disposal Systems (\$ millions)</b>											
	Current Year	Biennial Budget		Forecast							
	Estimated FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
<b>Revenues</b>											
Revenues from Charges	\$ 855.2	\$ 882.4	\$ 938.9	\$ 1,002.1	\$ 1,067.4	\$ 1,137.0	\$ 1,197.2	\$ 1,256.8	\$ 1,319.6	\$ 1,385.6	\$ 1,454.2
Other Operating Revenue	1.2	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Non-Operating Revenue	28.1	22.2	23.3	21.4	21.3	21.3	17.7	17.6	17.4	17.2	17.7
<b>Total Revenues</b>	<b>\$ 884.5</b>	<b>\$ 905.8</b>	<b>\$ 963.3</b>	<b>\$ 1,024.6</b>	<b>\$ 1,089.8</b>	<b>\$ 1,159.3</b>	<b>\$ 1,216.0</b>	<b>\$ 1,275.5</b>	<b>\$ 1,338.1</b>	<b>\$ 1,403.9</b>	<b>\$ 1,473.0</b>
<b>Revenue Requirements</b>											
Operations & Maintenance	\$ 383.2	\$ 398.6	\$ 414.5	\$ 422.8	\$ 431.2	\$ 439.9	\$ 450.9	\$ 462.1	\$ 473.7	\$ 485.5	\$ 497.7
GRS Legacy Pension	-	-	-	-	-	-	-	-	-	-	-
Debt Service	394.4	401.6	413.2	446.7	464.1	483.9	494.4	498.7	502.7	511.1	513.8
GRS Accelerated Pension	4.6	7.1	7.0	6.5	6.0	5.9	5.8	5.7	5.6	5.5	5.4
WRAP	4.4	4.6	4.8	5.2	5.3	5.8	6.1	6.4	6.7	7.0	7.4
Regional System Lease	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
Working Capital Requirement	-	8.5	9.4	10.7	8.0	8.6	8.0	7.5	7.2	8.5	7.3
Improvement & Extension	47.9	35.4	64.4	82.7	125.1	165.3	200.8	245.1	292.2	336.2	391.5
ER&R	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue Requirements</b>	<b>\$ 884.5</b>	<b>\$ 905.8</b>	<b>\$ 963.3</b>	<b>\$ 1,024.6</b>	<b>\$ 1,089.8</b>	<b>\$ 1,159.3</b>	<b>\$ 1,216.0</b>	<b>\$ 1,275.5</b>	<b>\$ 1,338.1</b>	<b>\$ 1,403.9</b>	<b>\$ 1,473.0</b>

Net Position- GAAP Basis

The Authority’s net position is the difference between the Authority’s assets, deferred outflows of resources, liabilities, and deferred inflows of resources as accounted for under generally accepted accounting principles as applicable to governmental entities. A net deficit occurs when the liabilities and deferred inflows exceed assets and deferred outflows. Deferred inflows and deferred outflows generally relate to financing activity and the Authority’s share of the GRS pension obligation.

The Authority’s current deficit is representative of numerous cumulative historical financial activities via the predecessor entity. Another unique historical driver is the accounting requirement for the start-up of GLWA pursuant to GASB Statement No. 69, Government Combinations and Disposals of Government Operations. GASB 69 required, among other criteria, that all capital asset to be revalued. This work was performed by an appraiser. The valuation resulted in an increase in the book value of capital assets which, in turn, has resulted in increased annual depreciation expense over the remaining life of the asset. Increased depreciation expense based on the revaluation contributes to the pressure on ending net position. Over time, the valuation impact will diminish. Addressing the deficit is a top priority for the GLWA Board and management, but it will take time to resolve. As noted

earlier, bond refunding transactions have been a source of savings to control annual charge adjustments and help to reduce the deficit as savings are realized over the life of the refunded bonds. GLWA continues to optimize its operations, focus on financial planning with a biennial budget and five-year financial plan, a five-year capital improvement financial plan, ten-year financial forecasts, and applying core principles in asset management to work towards resolving the deficit. The forecast indicates positive results in reported net position are attainable, with the current deficits potentially being eliminated by FY 2027 for both systems.

The projected net position through FY 2034 is presented below for the Water Fund, Sewage Disposal Fund, and combined. Tables may not foot due to rounding.

<b>Water Fund Net Position (\$ millions)</b>											
	Current Year	Biennial Budget		Forecast							
	Estimated FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
Operating revenues	\$ 369.2	\$ 381.8	\$ 410.5	\$ 442.4	\$ 475.9	\$ 511.6	\$ 544.1	\$ 576.7	\$ 611.6	\$ 648.3	\$ 687.5
Operating expenses	(163.1)	(169.6)	(173.9)	(178.2)	(182.7)	(187.2)	(191.9)	(196.7)	(201.6)	(206.7)	(211.8)
Depreciation & amortization	(132.3)	(89.0)	(89.2)	(89.6)	(91.9)	(96.4)	(97.5)	(97.2)	(100.6)	(106.2)	(110.1)
Operating income	73.8	123.1	147.5	174.6	201.3	228.0	254.7	282.8	309.4	335.5	365.5
Nonoperating expenses	(83.2)	(92.1)	(94.6)	(111.2)	(110.6)	(116.1)	(118.5)	(121.3)	(119.9)	(121.2)	(118.9)
<b>Change in net position</b>	<b>(9.5)</b>	<b>31.1</b>	<b>52.9</b>	<b>63.4</b>	<b>90.7</b>	<b>111.9</b>	<b>136.2</b>	<b>161.5</b>	<b>189.5</b>	<b>214.3</b>	<b>246.6</b>
Beginning net position	(123.9)	(133.3)	(102.3)	(49.3)	14.0	104.8	216.7	352.9	514.4	703.9	918.1
<b>Ending Net Position</b>	<b>\$ (133.3)</b>	<b>\$ (102.3)</b>	<b>\$ (49.3)</b>	<b>\$ 14.0</b>	<b>\$ 104.8</b>	<b>\$ 216.7</b>	<b>\$ 352.9</b>	<b>\$ 514.4</b>	<b>\$ 703.9</b>	<b>\$ 918.1</b>	<b>\$ 1,164.7</b>

<b>Sewage Disposal Fund Net Position (\$ millions)</b>											
	Current Year	Biennial Budget		Forecast							
	Estimated FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
Operating revenues	\$ 493.9	\$ 508.7	\$ 536.3	\$ 567.5	\$ 599.4	\$ 632.8	\$ 660.7	\$ 687.6	\$ 715.1	\$ 743.9	\$ 773.9
Operating expenses	(220.1)	(228.9)	(234.7)	(240.5)	(246.5)	(252.7)	(259.0)	(265.5)	(272.1)	(278.9)	(285.9)
Depreciation & amortization	(163.3)	(143.2)	(140.3)	(131.1)	(127.7)	(132.2)	(132.1)	(124.9)	(122.3)	(126.2)	(126.4)
Operating income	110.4	136.5	161.3	195.8	225.1	247.9	269.5	297.2	320.6	338.7	361.6
Nonoperating expenses	(116.0)	(118.8)	(115.5)	(129.9)	(121.4)	(124.2)	(124.1)	(118.5)	(111.9)	(103.9)	(94.7)
<b>Change in net position</b>	<b>(5.6)</b>	<b>17.8</b>	<b>45.7</b>	<b>65.9</b>	<b>103.6</b>	<b>123.7</b>	<b>145.4</b>	<b>178.7</b>	<b>208.7</b>	<b>234.9</b>	<b>266.9</b>
Beginning net position	(107.7)	(113.3)	(95.5)	(49.8)	16.1	119.8	243.5	388.9	567.6	776.3	1,011.1
<b>Ending Net Position</b>	<b>\$ (113.3)</b>	<b>\$ (95.5)</b>	<b>\$ (49.8)</b>	<b>\$ 16.1</b>	<b>\$ 119.8</b>	<b>\$ 243.5</b>	<b>\$ 388.9</b>	<b>\$ 567.6</b>	<b>\$ 776.3</b>	<b>\$ 1,011.1</b>	<b>\$ 1,278.0</b>

<b>Combined Net Position (\$ millions)</b>											
	<b>Current Year</b>	<b>Biennial Budget</b>		<b>Forecast</b>							
	<b>Estimated FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>
Operating revenues	\$ 863.1	\$ 890.5	\$ 946.8	\$ 1,009.9	\$ 1,075.3	\$ 1,144.5	\$ 1,204.8	\$ 1,264.3	\$ 1,326.6	\$ 1,392.2	\$ 1,461.4
Operating expenses	(383.2)	(398.6)	(408.5)	(418.7)	(429.2)	(439.9)	(450.9)	(462.2)	(473.8)	(485.6)	(497.7)
Depreciation & amortization	(295.6)	(232.2)	(229.5)	(220.7)	(219.7)	(228.6)	(229.6)	(222.1)	(222.9)	(232.4)	(236.5)
Operating income	184.2	259.7	308.7	370.4	426.4	475.9	524.2	580.0	630.0	674.2	727.1
Nonoperating expenses	(199.3)	(210.8)	(210.1)	(241.2)	(232.0)	(240.3)	(242.5)	(239.8)	(231.8)	(225.1)	(213.6)
<b>Change in net position</b>	<b>(15.1)</b>	<b>48.9</b>	<b>98.7</b>	<b>129.3</b>	<b>194.4</b>	<b>235.6</b>	<b>281.6</b>	<b>340.2</b>	<b>398.2</b>	<b>449.1</b>	<b>513.5</b>
Beginning net position	(231.6)	(246.6)	(197.8)	(99.1)	30.1	224.5	460.2	741.8	1,082.0	1,480.2	1,929.3
<b>Ending Net Position</b>	<b>\$ (246.6)</b>	<b>\$ (197.8)</b>	<b>\$ (99.1)</b>	<b>\$ 30.1</b>	<b>\$ 224.5</b>	<b>\$ 460.2</b>	<b>\$ 741.8</b>	<b>\$ 1,082.0</b>	<b>\$ 1,480.2</b>	<b>\$ 1,929.3</b>	<b>\$ 2,442.8</b>

### Strategic Capital Management

The water sector is capital intensive. For this reason, GLWA is implementing strategic multi-year initiatives in asset management and in capital program delivery.

#### Asset Management

In November 2019 GLWA released the inaugural [Strategic Asset Management Plan \(SAMP\)](#). The SAMP is a strategic document laying the foundation for asset management at GLWA. It includes:

- ✓ Asset management vision, policy, and objectives
- ✓ Line-of-sight that begins to link each team member’s asset management contributions to GLWA’s organizational objectives
- ✓ Asset management governance, roles and responsibilities, and principles for decision-making
- ✓ GLWA’s commitment to align with the water service sector’s best practices
- ✓ Asset management implementation plan with improvement initiatives
- ✓ Expectations for development of Asset Management Plans (AMPs)

The Planning Services area is responsible for implementation of the SAMP and leverages cross-functional teams. The Asset Management Strategic Organization (AMSO) is the governing body charged with the responsibility to provide strategic guidance over asset management activities at GLWA via seven teams.

Asset Management Leadership Team (AMLT) (oversight of the six functional teams)	
Asset Management Data & Technology Team (AMDTT)	Linear System Integrity Program Team (LSIPT)
Wastewater Asset Management Team (WaAMT)	Water Asset Management Team (WAMT)
Capital Improvement Planning Team (CIPT)	Asset Management Enables Team (AMET)

In June 2022, the asset management journey at GLWA achieved two significant milestones with the publication of the Wastewater Asset Management Plan (WwAMP) and the WAMP (Water Asset Management Plan). For each system, these plans identify the existing state and specific improvement activities as a series of defined tactical recommendations, resources, and timescales to achieve GLWA’s asset management objectives.

In April 2023, the Data Collection and Management Plan for the Linear System Integrity Program was issued. This plan outlines the data management tools and procedures to ensure data gathered is structured and delivered in a useful format.

As we move toward FY 2025, these three tactical plans are shaping prioritization and scope of future infrastructure investment.

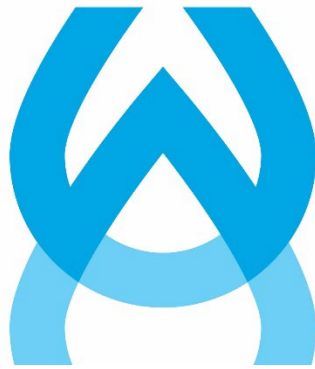
Capital Program Delivery

Great Lakes Water Authority (GLWA) capital improvement projects generally span two or more years due to size and complexity. Therefore, the GLWA Board of Directors adopts a five-year capital improvement plan (CIP). The CIP is a five-year, rolling plan which is updated annually and formally adopted by the GLWA Board of Directors. In addition, the Board of Directors adopts a capital program spend ratio assumption (SRA) which allows the realities of capital program delivery to align with the financial plan. The Board has adopted a capital spend ratio of 100 percent for both the Water Fund and Sewage Disposal Fund for FY 2025. See Section 3 for more information on the Capital Improvement Plan.

Improved capital delivery management allows GLWA to better predict use of financial resources. A strategic goal of GLWA has been to reduce the use of revenue bonds raised by market transactions for funding all of its major capital improvements. Efforts to achieve that goal included solely using I&E funds and lower cost State Revolving Fund (SRF) Loans to fund CIP expenditures starting January 1, 2021 through September 2022, when the Authority issued new revenue bonds. Efforts towards this goal continue, as the Authority seeks to balance the use of revenue bonds, SRF loans, and I&E funds to finance the CIP and reduce the leverage in the Systems. Additional revenue bonds were issued in December 2023, which also included refunding transactions to optimize debt structures.

# GLWA

*Great Lakes Water Authority*



## **Section 2**

### **Core Financial Plan Schedules**

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**Core Financial Plan Schedules**

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

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

**Schedule 1 – Revenue Requirement**

These schedules summarize all of the cost the Authority incurs to operate the water and wastewater systems. It includes the Authority’s direct costs of operations and maintenance plus its “allocable” share of debt and other long-term liabilities. These amounts establish the basis for revenue requirement and customer charges.

**Schedule 2 – Operations & Maintenance Expense Budget**

These schedules, and the related analysis, provide an overview of the operations & maintenance (O&M) expense budget. Schedules are also provided for the four operating service areas within the operations & maintenance 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 the payment of outstanding debt, other long-term commitments, and compliance with lease terms and the Master Bond Ordinance (MBO). This schedule demonstrates alignment of the financial plan with the MBO flow of funds for the regional and local system combined.

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

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

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

The GLWA has an Improvement & Extension Fund (I&E) and a Construction Fund for each system. Inflows to the I&E Fund represent amounts budgeted for future capital improvements in accordance with the long-term financial plan. Building the I&E Fund over time is a key financial objective of GLWA



to reducing reliance on revenue bonds. Inflows to the Construction Funds include proceeds from the sale of bonds, SRF loans and investment income on those funds. Inflows are also made to the Construction Funds from the I&E Funds when bond proceeds have been depleted. Outflows are for the costs of constructing capital assets.

**Schedule 1 – Revenue Requirement**

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

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

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

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

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

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



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

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

	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
<b>Sewer System Revenue Requirement</b>									
<b>Revenues</b>									
Revenues from Charges									
Suburban Wholesale Customers	\$275,917,500	\$282,687,600	\$282,687,600	\$287,517,600	\$ 4,830,000	1.7%	\$303,022,300	\$ 15,504,700	5.4%
Local System Charges	191,042,200	196,569,600	196,569,600	205,924,800	9,355,200	4.8%	217,550,100	11,625,300	5.6%
Industrial Waste Control Charges	8,393,100	8,584,200	8,584,200	8,719,300	135,100	1.6%	9,198,700	479,400	5.5%
Pollutant Surcharges	4,894,600	5,328,300	5,328,300	5,434,400	106,100	2.0%	5,733,200	298,800	5.5%
Total Revenue from Charges	480,247,400	493,169,700	493,169,700	507,596,100	14,426,400	2.9%	535,504,300	27,908,200	5.5%
Other Revenue	4,901,300	400,000	717,000	700,000	300,000	75.0%	700,000	-	0.0%
Investment Earnings									
Investment Earnings - Unrestricted	8,395,900	5,567,000	13,399,700	10,494,500	4,927,500	88.5%	11,616,400	1,121,900	10.7%
Investment Earnings - Restricted for Debt Service	4,102,400	1,490,300	2,657,600	1,861,500	371,200	24.9%	1,467,300	(394,200)	-21.2%
Total Investment Earnings	12,498,300	7,057,300	16,057,300	12,356,000	5,298,700	75.1%	13,083,700	727,700	5.9%
<b>Total Revenues</b>	<b>\$497,647,000</b>	<b>\$500,627,000</b>	<b>\$509,944,000</b>	<b>\$520,652,100</b>	<b>\$ 20,025,100</b>	<b>4.0%</b>	<b>\$549,288,000</b>	<b>\$ 28,635,900</b>	<b>5.5%</b>
<b>Revenue Requirements</b>									
Operations & Maintenance (O&M) Expense	\$207,330,200	\$205,643,700	\$220,128,400	\$228,934,000	\$ 23,290,300	11.3%	\$238,091,400	\$ 9,157,400	4.0%
General Retirement System Legacy Pension	10,824,000	-	-	-	-	0.0%	-	-	0.0%
Debt Service	212,669,100	228,328,300	231,781,500	226,279,400	(2,048,900)	-0.9%	226,618,700	339,300	0.1%
General Retirement System Accelerated Pension	11,620,700	6,479,300	3,096,800	4,846,300	(1,633,000)	-25.2%	4,776,300	(70,000)	-1.4%
Water Residential Assistance Program Contribution	2,394,200	2,503,100	2,503,100	2,651,700	148,600	5.9%	2,746,400	94,700	3.6%
Regional System Lease	27,500,000	27,500,000	27,500,000	27,500,000	-	0.0%	27,500,000	-	0.0%
Receiving Fund Working Capital Requirement	-	-	-	2,300,000	2,300,000	0.0%	3,700,000	1,400,000	0.0%
Improvement & Extension Fund Transfer Pending	26,236,800	30,172,600	24,934,200	28,140,700	(2,031,900)	-6.7%	45,855,200	17,714,500	62.9%
<b>Annual Sewer System Revenue Requirements</b>	<b>\$498,575,000</b>	<b>\$500,627,000</b>	<b>\$509,944,000</b>	<b>\$520,652,100</b>	<b>\$ 20,025,100</b>	<b>4.0%</b>	<b>\$549,288,000</b>	<b>\$ 28,635,900</b>	<b>5.5%</b>



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

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

	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Sewer System Revenue Requirement</b>								
<b>Revenues</b>								
Revenues from Charges								
Suburban Wholesale Customers	\$275,917,500	\$282,687,600	\$282,687,600	\$287,517,600	\$303,022,300	\$320,353,700	\$338,082,300	\$356,784,000
Local System Charges	191,042,200	196,569,600	196,569,600	205,924,800	217,550,100	230,544,900	243,837,500	257,859,800
Industrial Waste Control Charges	8,393,100	8,584,200	8,584,200	8,719,300	9,198,700	9,734,600	10,282,800	10,861,000
Pollutant Surcharges	4,894,600	5,328,300	5,328,300	5,434,400	5,733,200	6,067,200	6,408,800	6,769,200
Total Revenue from Charges	480,247,400	493,169,700	493,169,700	507,596,100	535,504,300	566,700,400	598,611,400	632,274,000
Other Revenue	4,901,300	400,000	717,000	700,000	700,000	700,000	700,000	700,000
Investment Earnings								
Investment Earnings - Unrestricted	8,395,900	5,567,000	13,399,700	10,494,500	11,616,400	10,757,400	10,688,800	10,621,600
Investment Earnings - Restricted for Debt Service	4,102,400	1,490,300	2,657,600	1,861,500	1,467,300	1,341,000	1,371,000	1,401,000
Total Investment Earnings	12,498,300	7,057,300	16,057,300	12,356,000	13,083,700	12,098,400	12,059,800	12,022,600
<b>Total Revenues</b>	<b>\$497,647,000</b>	<b>\$500,627,000</b>	<b>\$509,944,000</b>	<b>\$520,652,100</b>	<b>\$549,288,000</b>	<b>\$579,498,800</b>	<b>\$611,371,200</b>	<b>\$644,996,600</b>
<b>Revenue Requirements</b>								
Operations & Maintenance (O&M) Expense	\$207,330,200	\$205,643,700	\$220,128,400	\$228,934,000	\$238,091,400	\$242,853,200	\$247,710,300	\$252,664,500
General Retirement System Legacy Pension	10,824,000	-	-	-	-	-	-	-
Debt Service	212,669,100	228,328,300	231,781,500	226,279,400	226,618,700	246,766,200	253,914,200	261,675,200
General Retirement System Accelerated Pension	11,620,700	6,479,300	3,096,800	4,846,300	4,776,300	4,389,800	4,066,700	3,996,700
Water Residential Assistance Program Contribution	2,394,200	2,503,100	2,503,100	2,651,700	2,746,400	2,897,500	3,056,900	3,225,000
Regional System Lease	27,500,000	27,500,000	27,500,000	27,500,000	27,500,000	27,500,000	27,500,000	27,500,000
Receiving Fund Working Capital Requirement	-	-	-	2,300,000	3,700,000	6,200,000	3,900,000	4,000,000
Improvement & Extension Fund Transfer Pending	26,236,800	30,172,600	24,934,200	28,140,700	45,855,200	48,892,100	71,223,100	91,935,200
<b>Annual Sewer System Revenue Requirements</b>	<b>\$498,575,000</b>	<b>\$500,627,000</b>	<b>\$509,944,000</b>	<b>\$520,652,100</b>	<b>\$549,288,000</b>	<b>\$579,498,800</b>	<b>\$611,371,200</b>	<b>\$644,996,600</b>
<b>Annual Sewer System Charges Revenue</b>								
<b>Adjustment Percentage</b>				<b>2.9%</b>	<b>5.5%</b>	<b>5.8%</b>	<b>5.6%</b>	<b>5.6%</b>
<b>Annual Sewer System Revenue Requirements (Budget) Adjustment Percentage</b>				<b>4.0%</b>	<b>5.5%</b>	<b>5.5%</b>	<b>5.5%</b>	<b>5.5%</b>



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

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

Combined Water & Sewer System Revenue Requirement	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
<b>Revenues</b>									
Revenues from Charges									
Suburban Wholesale Customers	\$610,058,700	\$623,228,200	\$619,228,200	\$635,275,600	\$ 12,047,400	1.9%	\$675,662,000	\$ 40,386,400	6.4%
Local System Charges	213,876,500	222,106,800	222,106,800	233,019,600	10,912,800	4.9%	248,281,000	15,261,400	6.5%
Industrial Waste Control Charges	8,393,100	8,584,200	8,584,200	8,719,300	135,100	1.6%	9,198,700	479,400	5.5%
Pollutant Surcharges	4,894,600	5,328,300	5,328,300	5,434,400	106,100	2.0%	5,733,200	298,800	5.5%
Total Revenue from Charges	837,222,900	859,247,500	855,247,500	882,448,900	23,201,400	2.7%	938,874,900	56,426,000	6.4%
Other Revenue	6,280,000	575,000	1,157,000	1,100,000	525,000	91.3%	1,100,000	-	0.0%
Investment Earnings									
Investment Earnings - Unrestricted	13,897,500	8,634,000	21,929,900	17,186,700	8,552,700	99.1%	19,222,800	2,036,100	11.8%
Investment Earnings - Restricted for Debt Service	7,762,400	2,485,000	6,189,100	5,043,600	2,558,600	103.0%	4,101,900	(941,700)	-18.7%
Total Investment Earnings	21,659,900	11,119,000	28,119,000	22,230,300	11,111,300	99.9%	23,324,700	1,094,400	4.9%
<b>Total Revenues</b>	<b>\$865,162,800</b>	<b>\$870,941,500</b>	<b>\$884,523,500</b>	<b>\$905,779,200</b>	<b>\$ 34,837,700</b>	<b>4.0%</b>	<b>\$963,299,600</b>	<b>\$ 57,520,400</b>	<b>6.4%</b>
<b>Revenue Requirements</b>									
Operations & Maintenance (O&M) Expense	\$361,658,000	\$358,550,100	\$383,228,900	\$398,559,000	\$ 40,008,900	11.2%	\$414,501,400	\$ 15,942,400	4.0%
General Retirement System Legacy Pension	16,872,000	-	-	-	-	0.0%	-	-	0.0%
Debt Service	362,724,400	387,811,100	394,415,500	401,580,200	13,769,100	3.6%	413,156,000	11,575,800	2.9%
General Retirement System Accelerated Pension	17,889,000	9,874,800	4,602,300	7,129,600	(2,745,200)	-27.8%	7,028,500	(101,100)	-1.4%
Water Residential Assistance Program Contribution	4,164,700	4,354,700	4,354,700	4,599,500	244,800	5.6%	4,816,500	217,000	4.7%
Extraordinary Repair & Replacement Deposit	2,200,000	-	-	-	-	0.0%	-	-	NA
Regional System Lease	50,000,000	50,000,000	50,000,000	50,000,000	-	0.0%	50,000,000	-	0.0%
Receiving Fund Working Capital Requirement	-	-	-	8,500,000	8,500,000	0.0%	9,400,000	900,000	0.0%
Improvement & Extension Fund Transfer Pending	50,002,800	60,350,800	47,922,100	35,410,900	(24,939,900)	-41.3%	64,397,200	28,986,300	81.9%
<b>Annual Revenue Requirements</b>	<b>\$865,510,900</b>	<b>\$870,941,500</b>	<b>\$884,523,500</b>	<b>\$905,779,200</b>	<b>\$ 34,837,700</b>	<b>4.0%</b>	<b>\$963,299,600</b>	<b>\$ 57,520,400</b>	<b>6.4%</b>

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

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

Combined Water & Sewer System Revenue Requirement	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Revenues</b>								
Revenues from Charges								
Suburban Wholesale Customers	\$ 610,058,700	\$ 623,228,200	\$ 619,228,200	\$ 635,275,600	\$ 675,662,000	\$ 720,898,600	\$ 767,791,000	\$ 817,816,700
Local System Charges	213,876,500	222,106,800	222,106,800	233,019,600	248,281,000	265,353,700	282,908,200	301,508,000
Industrial Waste Control Charges	8,393,100	8,584,200	8,584,200	8,719,300	9,198,700	9,734,600	10,282,800	10,861,000
Pollutant Surcharges	4,894,600	5,328,300	5,328,300	5,434,400	5,733,200	6,067,200	6,408,800	6,769,200
Total Revenue from Charges	837,222,900	859,247,500	855,247,500	882,448,900	938,874,900	1,002,054,100	1,067,390,800	1,136,954,900
Other Revenue	6,280,000	575,000	1,157,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Investment Earnings								
Investment Earnings - Unrestricted	13,897,500	8,634,000	21,929,900	17,186,700	19,222,800	17,567,300	17,345,500	17,129,600
Investment Earnings - Restricted for Debt Service	7,762,400	2,485,000	6,189,100	5,043,600	4,101,900	3,839,900	3,977,100	4,137,500
Total Investment Earnings	21,659,900	11,119,000	28,119,000	22,230,300	23,324,700	21,407,200	21,322,600	21,267,100
<b>Total Revenues</b>	<b>\$ 865,162,800</b>	<b>\$ 870,941,500</b>	<b>\$ 884,523,500</b>	<b>\$ 905,779,200</b>	<b>\$ 963,299,600</b>	<b>\$ 1,024,561,300</b>	<b>\$ 1,089,813,400</b>	<b>\$ 1,159,322,000</b>
<b>Revenue Requirements</b>								
Operations & Maintenance (O&M) Expense	\$ 361,658,000	\$ 358,550,100	\$ 383,228,900	\$ 398,559,000	\$ 414,501,400	\$ 422,791,400	\$ 431,247,300	\$ 439,872,200
General Retirement System Legacy Pension	16,872,000	-	-	-	-	-	-	-
Debt Service	362,724,400	387,811,100	394,415,500	401,580,200	413,156,000	446,744,800	464,056,900	483,877,700
General Retirement System Accelerated Pension	17,889,000	9,874,800	4,602,300	7,129,600	7,028,500	6,470,200	6,003,400	5,902,300
Water Residential Assistance Program Contribution	4,164,700	4,354,700	4,354,700	4,599,500	4,816,500	5,122,800	5,449,100	5,796,600
Extraordinary Repair & Replacement Deposit	2,200,000	-	-	-	-	-	-	-
Regional System Lease	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Receiving Fund Working Capital Requirement	-	-	-	8,500,000	9,400,000	10,700,000	8,000,000	8,600,000
Improvement & Extension Fund Transfer Pending	50,002,800	60,350,800	47,922,100	35,410,900	64,397,200	82,732,100	125,056,700	165,273,200
<b>Annual Revenue Requirements</b>	<b>\$ 865,510,900</b>	<b>\$ 870,941,500</b>	<b>\$ 884,523,500</b>	<b>\$ 905,779,200</b>	<b>\$ 963,299,600</b>	<b>\$ 1,024,561,300</b>	<b>\$ 1,089,813,400</b>	<b>\$ 1,159,322,000</b>
<b>Annual System-wide Charges Revenue Adjustment Percentage</b>				<b>2.7%</b>	<b>6.4%</b>	<b>6.7%</b>	<b>6.5%</b>	<b>6.5%</b>
<b>Annual Revenue Requirements (Budget) Adjustment Percentage</b>				<b>4.0%</b>	<b>6.4%</b>	<b>6.4%</b>	<b>6.4%</b>	<b>6.4%</b>

### Schedule 2 – Operations & Maintenance Expense Budget

This section provides information on the operations & maintenance (O&M) expense line item included in the revenue requirements in Schedule 1. The first two schedules combine the water and sewer system expenses for an overview of the Authority’s operations by expense category. The remaining schedules provide the O&M expenses by service area and expense category. More in-depth analysis of the O&M budgets is presented in Section 5 – Operating Financial Plans and Section 6 – Supplemental Analysis.

The tables in this section are pulled from a database in which the underlying data is not rounded while the budget tables presented in this document are rounded to the hundreds. Data pulled from the database in different formats may result in totals which may differ slightly when compared to the tables in Schedule 1.

As noted earlier, the FY 2025 variances are calculated as the variance from the original FY 2024 adopted budget. A commentary of the major expense categories is included after Schedule 2B.

### Schedule 2A – Operations & Maintenance Expense by Expense Category Biennial Budget – Combined Water & Sewer System

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

**Schedule 2B – Operations & Maintenance Expense by Expense Category Five Year Financial Plan – Combined Water & Sewer System**

Expense Category	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 70,113,800	\$ 74,765,400	\$ 74,935,400	\$ 81,643,800	\$ 92,188,200	\$ 92,736,200	\$ 93,114,200	\$ 93,177,200
2.2 Workforce Development	1,413,900	1,391,500	1,391,500	2,105,000	2,326,400	2,326,400	2,326,400	2,326,400
2.3 Overtime	8,570,400	7,383,000	7,453,000	8,074,200	8,955,900	8,955,900	8,955,900	8,955,900
2.4 Employee Benefits	24,789,400	28,218,500	28,263,500	30,347,300	34,551,400	34,995,300	35,382,600	35,681,200
2.5 Transition Services	9,920,100	9,128,700	9,128,700	8,198,000	8,292,000	8,292,000	8,292,000	8,292,000
<b>Total Personnel Costs</b>	<b>114,807,600</b>	<b>120,887,100</b>	<b>121,172,100</b>	<b>130,368,300</b>	<b>146,313,900</b>	<b>147,305,800</b>	<b>148,071,100</b>	<b>148,432,700</b>
3.1 Electric	48,176,300	42,820,200	46,769,200	49,020,700	49,611,600	49,829,700	50,506,700	50,807,400
3.2 Gas	10,821,600	10,168,000	9,865,000	7,000,000	7,137,700	7,213,100	7,282,400	7,423,300
3.3 Sewage Service	3,051,900	2,563,100	2,872,800	2,980,100	2,980,700	2,981,400	2,982,500	2,983,100
3.4 Water Service	15,228,000	7,843,900	12,108,500	11,601,700	11,603,700	11,605,700	11,607,900	11,609,900
<b>Total Utility Costs</b>	<b>77,277,800</b>	<b>63,395,200</b>	<b>71,615,500</b>	<b>70,602,500</b>	<b>71,333,700</b>	<b>71,629,900</b>	<b>72,379,500</b>	<b>72,823,700</b>
4.1 Chemicals	30,542,200	30,451,800	33,108,600	34,834,900	35,299,600	35,639,300	35,780,500	35,889,900
4.2 Supplies & Other	34,491,700	31,371,200	40,013,700	40,357,200	37,595,300	37,541,500	37,117,200	36,933,000
4.3 Contractual Services	109,703,700	106,889,200	111,763,400	114,508,700	118,918,000	115,921,600	116,234,300	119,185,300
5.1 Capital Program Allocation	(2,189,600)	(4,232,700)	(4,232,700)	(4,581,800)	(6,687,100)	(7,037,600)	(7,388,800)	(7,457,200)
5.2 Shared Services	(3,270,200)	(1,655,800)	(1,655,800)	(2,279,500)	(2,342,100)	(2,406,500)	(2,472,800)	(2,541,100)
5.5 Intergovernmental Agreement	(977,600)	-	-	(638,200)	-	-	-	-
6.0 Capital Outlay	1,273,900	2,648,300	2,648,300	3,181,500	2,586,300	2,629,900	2,674,500	2,719,800
7.0 Unallocated Reserve	-	8,795,800	8,795,800	12,205,400	11,483,800	21,567,500	28,851,800	33,886,100
<b>Total Other Categories</b>	<b>169,574,100</b>	<b>174,267,800</b>	<b>190,441,300</b>	<b>197,588,200</b>	<b>196,853,800</b>	<b>203,855,700</b>	<b>210,796,700</b>	<b>218,615,800</b>
<b>Grand Total</b>	<b>\$ 361,659,500</b>	<b>\$ 358,550,100</b>	<b>\$ 383,228,900</b>	<b>\$ 398,559,000</b>	<b>\$ 414,501,400</b>	<b>\$ 422,791,400</b>	<b>\$ 431,247,300</b>	<b>\$ 439,872,200</b>
<b>Operations &amp; Maintenance Expense (Budget) Adjustment Percentage</b>				<b>11.2%</b>	<b>4.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

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

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

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

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

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

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

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

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

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

Project Management, Service Delivery, Infrastructure, Business Productivity Systems, Enterprise Asset Management Systems, and Security & Risk); and Security & Integrity which includes HazMat and Office of Emergency Preparedness.

D) **Administrative Services** include the Board of Directors, Chief Executive Officer, Chief Administrative and Compliance Officer (Risk Management & Safety), General Counsel, Public Affairs, Organizational Development, and Financial Services (Chief Financial Officer, Financial Reporting & Accounting, Financial Management & Planning, CFO Services, Treasury, Procurement Director, and Logistics & Materials).

The Centralized and Administrative Services areas act as an internal shared service to better manage resources and technical expertise. The Centralized Services Overview in Section 5C and the Administrative Service Overview in Section 5D, explains the cost allocation methodology. An overall view of the Centralized and Administrative Services combined is also included in Section 6. A review of the cost allocation methodology is conducted annually.

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

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

Operating Area	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Adopted Budget	Amended Budget	Department Requested	Dollar Variance	Percent Variance	Department Requested	Dollar Variance	Percent Variance
A Water System Operations	\$ 86,772,700	\$ 82,732,800	\$ 87,738,200	\$ 94,669,900	\$ 11,937,100	14.4%	\$ 97,884,000	\$ 3,214,100	3.4%
B Wastewater System Operations	139,526,200	132,934,300	141,655,800	147,245,100	14,310,800	10.8%	154,308,800	7,063,700	4.8%
C Centralized Services	100,031,000	106,900,500	116,537,400	116,980,200	10,079,700	9.4%	120,417,000	3,436,800	2.9%
D Administrative Services	35,329,400	35,982,500	37,297,500	39,663,800	3,681,300	10.2%	41,891,600	2,227,800	5.6%
<b>Grand Total</b>	<b>\$ 361,659,300</b>	<b>\$ 358,550,100</b>	<b>\$ 383,228,900</b>	<b>\$ 398,559,000</b>	<b>\$ 40,008,900</b>	<b>11.2%</b>	<b>\$ 414,501,400</b>	<b>\$ 15,942,400</b>	<b>4.0%</b>

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

Operating Area	FY 2023	FY 2024	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Actual	Adopted Budget	Amended Budget	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
A Water System Operations	\$ 86,772,700	\$ 82,732,800	\$ 87,738,200	\$ 94,669,900	\$ 97,884,000	\$ 99,495,500	\$ 101,552,500	\$ 105,412,100
B Wastewater System Operations	139,526,200	132,934,300	141,655,800	147,245,100	154,308,800	157,723,100	160,817,700	162,181,500
C Centralized Services	100,031,000	106,900,500	116,537,400	116,980,200	120,417,000	122,840,400	125,276,800	127,793,100
D Administrative Services	35,329,400	35,982,500	37,297,500	39,663,800	41,891,600	42,732,400	43,600,300	44,485,500
<b>Grand Total</b>	<b>\$ 361,659,300</b>	<b>\$ 358,550,100</b>	<b>\$ 383,228,900</b>	<b>\$ 398,559,000</b>	<b>\$ 414,501,400</b>	<b>\$ 422,791,400</b>	<b>\$ 431,247,300</b>	<b>\$ 439,872,200</b>

The following schedules provide a look at each of the service areas by expense category. The water systems operations and wastewater systems operations areas, schedules 2E through 2H, also included the allocation of the centralized and administrative services allocation to the area. The total for Schedules 2E through 2H agrees to the operations & maintenance expense line item in Schedules 1A through 1D.



**Schedule 2E – Water System - Area A – Biennial Budget by Expense Category including CD Allocations**

Expense Category	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 13,743,100	\$ 14,499,000	\$ 14,499,000	\$ 15,709,000	\$ 1,210,000	8.3%	\$ 18,621,000
2.2 Workforce Development	617,700	647,800	647,800	1,144,500	496,700	76.7%	1,327,300
2.3 Overtime	2,640,000	2,306,100	2,306,100	2,476,700	170,600	7.4%	2,481,800
2.4 Employee Benefits	5,175,200	5,842,200	5,842,200	6,402,600	560,400	9.6%	7,531,700
<b>Total Personnel Costs</b>	<b>22,176,000</b>	<b>23,295,100</b>	<b>23,295,100</b>	<b>25,732,800</b>	<b>2,437,700</b>	<b>10.5%</b>	<b>29,961,800</b>
3.1 Electric	31,060,800	26,061,400	29,810,400	30,947,900	4,886,500	18.7%	31,179,100
3.2 Gas	1,429,200	1,303,000	1,306,000	1,158,300	(144,700)	-11.1%	1,181,600
3.3 Sewage Service	776,100	652,700	652,700	753,100	100,400	15.4%	753,100
3.4 Water Service	1,700	1,500	1,500	2,500	1,000	66.7%	2,500
<b>Total Utility Costs</b>	<b>33,267,800</b>	<b>28,018,600</b>	<b>31,770,600</b>	<b>32,861,800</b>	<b>4,843,200</b>	<b>17.3%</b>	<b>33,116,300</b>
4.1 Chemicals	12,689,800	11,415,400	12,415,400	12,688,600	1,273,200	11.2%	12,688,600
4.2 Supplies & Other	5,781,500	4,522,500	4,348,000	5,277,100	754,600	16.7%	5,259,600
4.3 Contractual Services	13,930,000	14,368,400	14,786,400	15,221,500	853,100	5.9%	16,305,000
5.1 Capital Program Allocation	(1,088,700)	(2,218,600)	(2,218,600)	(2,242,900)	(24,300)	1.1%	(4,163,100)
6.0 Capital Outlay	16,300	-	-	-	-	0.0%	-
7.0 Unallocated Reserve	-	3,331,400	3,341,300	5,131,000	1,799,600	54.0%	4,715,800
<b>Total Other Categories</b>	<b>31,328,900</b>	<b>31,419,100</b>	<b>32,672,500</b>	<b>36,075,300</b>	<b>4,656,200</b>	<b>14.8%</b>	<b>34,805,900</b>
<b>Total Water System Operations (Operating Area A)</b>	<b>\$ 86,772,700</b>	<b>\$ 82,732,800</b>	<b>\$ 87,738,200</b>	<b>\$ 94,669,900</b>	<b>\$ 11,937,100</b>	<b>42.6%</b>	<b>\$ 97,884,000</b>
<b>Allocations</b>							
Centralized Services	52,317,400	52,554,200	57,385,400	56,567,000	4,012,800	7.6%	59,052,400
Administrative Services	15,237,900	17,619,400	17,976,900	18,388,100	768,700	4.4%	19,473,600
<b>Total Allocations</b>	<b>\$ 67,555,300</b>	<b>\$ 70,173,600</b>	<b>\$ 75,362,300</b>	<b>\$ 74,955,100</b>	<b>\$ 4,781,500</b>	<b>6.8%</b>	<b>\$ 78,526,000</b>
<b>Total Water System Operations &amp; Maintenance Expense</b>	<b>\$ 154,328,000</b>	<b>\$ 152,906,400</b>	<b>\$ 163,100,500</b>	<b>\$ 169,625,000</b>	<b>\$ 16,718,600</b>	<b>10.9%</b>	<b>\$ 176,410,000</b>

*Total matches Operation & Maintenance (O&M) Expense in Schedule 1A*

**Schedule 2F – Water System - Area A – Five Year Financial Plan by Expense Category including  
 CD Allocations**

Expense Category	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 13,743,100	\$ 14,499,000	\$ 14,499,000	\$ 15,709,000	\$ 18,621,000	\$ 18,621,000	\$ 18,621,000	\$ 18,621,000
2.2 Workforce Development	617,700	647,800	647,800	1,144,500	1,327,300	1,327,300	1,327,300	1,327,300
2.3 Overtime	2,640,000	2,306,100	2,306,100	2,476,700	2,481,800	2,481,800	2,481,800	2,481,800
2.4 Employee Benefits	5,175,200	5,842,200	5,842,200	6,402,600	7,531,700	7,593,600	7,655,400	7,717,400
<b>Total Personnel Costs</b>	<b>22,176,000</b>	<b>23,295,100</b>	<b>23,295,100</b>	<b>25,732,800</b>	<b>29,961,800</b>	<b>30,023,700</b>	<b>30,085,500</b>	<b>30,147,500</b>
3.1 Electric	31,060,800	26,061,400	29,810,400	30,947,900	31,179,100	31,412,900	31,652,400	31,896,400
3.2 Gas	1,429,200	1,303,000	1,306,000	1,158,300	1,181,600	1,205,200	1,203,000	1,253,700
3.3 Sewage Service	776,100	652,700	652,700	753,100	753,100	753,100	753,100	753,300
3.4 Water Service	1,700	1,500	1,500	2,500	2,500	2,500	2,500	2,500
<b>Total Utility Costs</b>	<b>33,267,800</b>	<b>28,018,600</b>	<b>31,770,600</b>	<b>32,861,800</b>	<b>33,116,300</b>	<b>33,373,700</b>	<b>33,611,000</b>	<b>33,905,900</b>
4.1 Chemicals	12,689,800	11,415,400	12,415,400	12,688,600	12,688,600	12,688,600	12,688,600	12,688,600
4.2 Supplies & Other	5,781,500	4,522,500	4,348,000	5,277,100	5,259,600	5,187,600	4,919,600	4,928,100
4.3 Contractual Services	13,930,000	14,368,400	14,786,400	15,221,500	16,305,000	16,250,000	15,524,600	15,579,600
5.1 Capital Program Allocation	(1,088,700)	(2,218,600)	(2,218,600)	(2,242,900)	(4,163,100)	(4,169,900)	(4,176,600)	(4,183,400)
6.0 Capital Outlay	16,300	-	-	-	-	-	-	-
7.0 Unallocated Reserve	-	3,331,400	3,341,300	5,131,000	4,715,800	6,141,800	8,899,800	12,345,800
<b>Total Other Categories</b>	<b>31,328,900</b>	<b>31,419,100</b>	<b>32,672,500</b>	<b>36,075,300</b>	<b>34,805,900</b>	<b>36,098,100</b>	<b>37,856,000</b>	<b>41,358,700</b>
<b>Total Water System Operations (Operating Area A)</b>	<b>\$ 86,772,700</b>	<b>\$ 82,732,800</b>	<b>\$ 87,738,200</b>	<b>\$ 94,669,900</b>	<b>\$ 97,884,000</b>	<b>\$ 99,495,500</b>	<b>\$ 101,552,500</b>	<b>\$ 105,412,100</b>
<b>Allocations</b>								
Centralized Services	52,317,400	52,554,200	57,385,400	56,567,000	59,052,400	60,578,900	61,718,100	61,118,600
Administrative Services	15,237,900	17,619,400	17,976,900	18,388,100	19,473,600	19,863,800	20,266,400	20,677,000
<b>Total Allocations</b>	<b>\$ 67,555,300</b>	<b>\$ 70,173,600</b>	<b>\$ 75,362,300</b>	<b>\$ 74,955,100</b>	<b>\$ 78,526,000</b>	<b>\$ 80,442,700</b>	<b>\$ 81,984,500</b>	<b>\$ 81,795,600</b>
<b>Total Water System Operations &amp; Maintenance Expense</b>	<b>\$ 154,328,000</b>	<b>\$ 152,906,400</b>	<b>\$ 163,100,500</b>	<b>\$ 169,625,000</b>	<b>\$ 176,410,000</b>	<b>\$ 179,938,200</b>	<b>\$ 183,537,000</b>	<b>\$ 187,207,700</b>
<b>Operations &amp; Maintenance Expense (Budget) Adjustment Percentage</b>				<b>10.9%</b>	<b>4.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

*Total matches Operation & Maintenance (O&M) Expense in Schedule 1B*



**Schedule 2G – Sewer System - Area B – Biennial Budget by Expense Category including CD Allocations**

Expense Category	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 19,190,800	\$ 20,694,900	\$ 20,694,900	\$ 23,026,200	\$ 2,331,300	11.3%	\$ 26,605,900
2.2 Workforce Development	310,900	315,700	315,700	382,000	66,300	21.0%	382,000
2.3 Overtime	3,211,700	2,935,700	2,935,700	3,016,400	80,700	2.7%	3,818,300
2.4 Employee Benefits	7,317,800	8,392,900	8,392,900	8,985,100	592,200	7.1%	10,610,400
2.5 Transition Services	8,613,400	7,396,200	7,396,200	7,069,300	(326,900)	-4.4%	7,163,300
<b>Total Personnel Costs</b>	<b>38,644,600</b>	<b>39,735,400</b>	<b>39,735,400</b>	<b>42,479,000</b>	<b>2,743,600</b>	<b>6.9%</b>	<b>48,579,900</b>
3.1 Electric	16,850,100	16,506,500	16,706,500	17,815,900	1,309,400	7.9%	18,171,900
3.2 Gas	9,348,100	8,814,300	8,508,300	5,790,000	(3,024,300)	-34.3%	5,903,400
3.3 Sewage Service	2,258,800	1,886,400	2,196,100	2,202,600	316,200	16.8%	2,202,800
3.4 Water Service	15,222,500	7,811,800	12,076,400	11,583,000	3,771,200	48.3%	11,584,700
<b>Total Utility Costs</b>	<b>43,679,500</b>	<b>35,019,000</b>	<b>39,487,300</b>	<b>37,391,500</b>	<b>2,372,500</b>	<b>6.8%</b>	<b>37,862,800</b>
4.1 Chemicals	17,852,400	19,036,400	20,693,200	22,146,300	3,109,900	16.3%	22,611,000
4.2 Supplies & Other	16,153,700	13,666,800	15,173,100	15,635,700	1,968,900	14.4%	15,759,100
4.3 Contractual Services	25,362,200	24,877,600	25,977,600	28,161,700	3,284,100	13.2%	28,985,000
5.1 Capital Program Allocation	(1,017,400)	(1,905,300)	(1,905,300)	(2,121,300)	(216,000)	11.3%	(2,306,100)
5.2 Shared Services	(897,900)	(585,500)	(585,500)	(699,200)	(113,700)	19.4%	(714,300)
5.5 Intergovernmental Agreement	(564,700)	-	-	(638,200)	(638,200)	0.0%	-
6.0 Capital Outlay	313,800	-	-	638,200	638,200	0.0%	-
7.0 Unallocated Reserve	-	3,089,900	3,080,000	4,251,400	1,161,500	37.6%	3,531,400
<b>Total Other Categories</b>	<b>57,202,100</b>	<b>58,179,900</b>	<b>62,433,100</b>	<b>67,374,600</b>	<b>9,194,700</b>	<b>15.8%</b>	<b>67,866,100</b>
<b>Total Wastewater System Operations (Operating Area B)</b>	<b>\$ 139,526,200</b>	<b>\$ 132,934,300</b>	<b>\$ 141,655,800</b>	<b>\$ 147,245,100</b>	<b>\$ 14,310,800</b>	<b>29.5%</b>	<b>\$ 154,308,800</b>
<b>Allocations</b>							
Centralized Services	47,713,600	54,346,300	59,152,000	60,413,200	6,066,900	11.2%	61,364,600
Administrative Services	20,091,500	18,363,100	19,320,600	21,275,700	2,912,600	15.9%	22,418,000
<b>Total Allocations</b>	<b>\$ 67,805,100</b>	<b>\$ 72,709,400</b>	<b>\$ 78,472,600</b>	<b>\$ 81,688,900</b>	<b>\$ 8,979,500</b>	<b>12.3%</b>	<b>\$ 83,782,600</b>
<b>Total Wastewater System Operations &amp; Maintenance Expense</b>	<b>\$ 207,331,300</b>	<b>\$ 205,643,700</b>	<b>\$ 220,128,400</b>	<b>\$ 228,934,000</b>	<b>\$ 23,290,300</b>	<b>11.3%</b>	<b>\$ 238,091,400</b>

*Total matches Operation & Maintenance (O&M) Expense in Schedule 1C*

**Schedule 2H – Sewer System - Area B – Five Year Financial Plan by Expense Category including CD Allocations**

Expense Category	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 19,190,800	\$ 20,694,900	\$ 20,694,900	\$ 23,026,200	\$ 26,605,900	\$ 26,983,900	\$ 27,361,900	\$ 27,424,900
2.2 Workforce Development	310,900	315,700	315,700	382,000	382,000	382,000	382,000	382,000
2.3 Overtime	3,211,700	2,935,700	2,935,700	3,016,400	3,818,300	3,818,300	3,818,300	3,818,300
2.4 Employee Benefits	7,317,800	8,392,900	8,392,900	8,985,100	10,610,400	10,807,900	11,006,900	11,116,300
2.5 Transition Services	8,613,400	7,396,200	7,396,200	7,069,300	7,163,300	7,163,300	7,163,300	7,163,300
<b>Total Personnel Costs</b>	<b>38,644,600</b>	<b>39,735,400</b>	<b>39,735,400</b>	<b>42,479,000</b>	<b>48,579,900</b>	<b>49,155,400</b>	<b>49,732,400</b>	<b>49,904,800</b>
3.1 Electric	16,850,100	16,506,500	16,706,500	17,815,900	18,171,900	18,152,300	18,585,900	18,638,500
3.2 Gas	9,348,100	8,814,300	8,508,300	5,790,000	5,903,400	5,954,100	6,024,500	6,113,600
3.3 Sewage Service	2,258,800	1,886,400	2,196,100	2,202,600	2,202,800	2,203,000	2,203,600	2,203,500
3.4 Water Service	15,222,500	7,811,800	12,076,400	11,583,000	11,584,700	11,586,400	11,588,300	11,590,000
<b>Total Utility Costs</b>	<b>43,679,500</b>	<b>35,019,000</b>	<b>39,487,300</b>	<b>37,391,500</b>	<b>37,862,800</b>	<b>37,895,800</b>	<b>38,402,300</b>	<b>38,545,600</b>
4.1 Chemicals	17,852,400	19,036,400	20,693,200	22,146,300	22,611,000	22,950,700	23,091,900	23,201,300
4.2 Supplies & Other	16,153,700	13,666,800	15,173,100	15,635,700	15,759,100	16,592,900	16,745,800	16,358,300
4.3 Contractual Services	25,362,200	24,877,600	25,977,600	28,161,700	28,985,000	29,411,400	29,614,600	29,977,200
5.1 Capital Program Allocation	(1,017,400)	(1,905,300)	(1,905,300)	(2,121,300)	(2,306,100)	(2,649,500)	(2,993,700)	(3,054,900)
5.2 Shared Services	(897,900)	(585,500)	(585,500)	(699,200)	(714,300)	(716,200)	(732,200)	(733,300)
5.5 Intergovernmental Agreement	(564,700)	-	-	(638,200)	-	-	-	-
6.0 Capital Outlay	313,800	-	-	638,200	-	-	-	-
7.0 Unallocated Reserve	-	3,089,900	3,080,000	4,251,400	3,531,400	5,082,600	6,956,600	7,982,500
<b>Total Other Categories</b>	<b>57,202,100</b>	<b>58,179,900</b>	<b>62,433,100</b>	<b>67,374,600</b>	<b>67,866,100</b>	<b>70,671,900</b>	<b>72,683,000</b>	<b>73,731,100</b>
<b>Total Wastewater System Operations (Operating Area B)</b>	<b>\$ 139,526,200</b>	<b>\$ 132,934,300</b>	<b>\$ 141,655,800</b>	<b>\$ 147,245,100</b>	<b>\$ 154,308,800</b>	<b>\$ 157,723,100</b>	<b>\$ 160,817,700</b>	<b>\$ 162,181,500</b>
<b>Allocations</b>								
Centralized Services	47,713,600	54,346,300	59,152,000	60,413,200	61,364,600	62,261,500	63,558,700	66,674,500
Administrative Services	20,091,500	18,363,100	19,320,600	21,275,700	22,418,000	22,868,600	23,333,900	23,808,500
<b>Total Allocations</b>	<b>\$ 67,805,100</b>	<b>\$ 72,709,400</b>	<b>\$ 78,472,600</b>	<b>\$ 81,688,900</b>	<b>\$ 83,782,600</b>	<b>\$ 85,130,100</b>	<b>\$ 86,892,600</b>	<b>\$ 90,483,000</b>
<b>Total Wastewater System Operations &amp; Maintenance Expense</b>	<b>\$ 207,331,300</b>	<b>\$ 205,643,700</b>	<b>\$ 220,128,400</b>	<b>\$ 228,934,000</b>	<b>\$ 238,091,400</b>	<b>\$ 242,853,200</b>	<b>\$ 247,710,300</b>	<b>\$ 252,664,500</b>
<b>Operations &amp; Maintenance Expense (Budget) Adjustment Percentage</b>				11.3%	4.0%	2.0%	2.0%	2.0%

*Total matches Operation & Maintenance (O&M) Expense in Schedule 1D*

**Schedule 2I – Area C - Centralized Services - Biennial Budget by Expense Category**

Expense Category	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Adopted Budget	Amended Budget	Department Requested	Dollar Variance	Percent Variance	Department Requested	Dollar Variance	Percent Variance
2.1 Salaries & Wages	\$ 22,438,900	\$ 23,924,200	\$ 23,924,200	\$ 26,017,200	\$ 2,093,000	8.7%	\$ 28,662,200	\$ 2,645,000	10.2%
2.2 Workforce Development	465,300	404,600	404,600	521,300	116,700	28.8%	559,900	38,600	7.4%
2.3 Overtime	2,709,900	2,127,200	2,197,200	2,568,700	441,500	20.8%	2,643,400	74,700	2.9%
2.4 Employee Benefits	7,883,500	8,882,800	8,882,800	9,504,300	621,500	7.0%	10,474,900	970,600	10.2%
2.5 Transition Services	913,500	1,469,200	1,469,200	1,037,600	(431,600)	-29.4%	1,037,600	-	0.0%
<b>Total Personnel Costs</b>	<b>34,411,100</b>	<b>36,808,000</b>	<b>36,878,000</b>	<b>39,649,100</b>	<b>2,841,100</b>	<b>7.7%</b>	<b>43,378,000</b>	<b>3,728,900</b>	<b>9.4%</b>
3.1 Electric	168,200	152,300	152,300	154,900	2,600	1.7%	156,600	1,700	1.1%
3.2 Gas	200	200	200	200	-	0.0%	200	-	0.0%
3.3 Sewage Service	1,500	2,000	2,000	2,000	-	0.0%	2,000	-	0.0%
3.4 Water Service	300	600	600	600	-	0.0%	600	-	0.0%
<b>Total Utility Costs</b>	<b>170,200</b>	<b>155,100</b>	<b>155,100</b>	<b>157,700</b>	<b>2,600</b>	<b>1.7%</b>	<b>159,400</b>	<b>1,700</b>	<b>1.1%</b>
4.2 Supplies & Other	10,556,900	10,935,300	18,246,000	16,987,800	6,052,500	55.3%	14,072,100	(2,915,700)	-17.2%
4.3 Contractual Services	56,488,800	55,641,200	57,897,400	57,157,900	1,516,700	2.7%	59,460,700	2,302,800	4.0%
5.1 Capital Program Allocation	(83,500)	(108,800)	(108,800)	(217,600)	(108,800)	100.0%	(217,900)	(300)	0.1%
5.2 Shared Services	(2,043,400)	(900,800)	(900,800)	(1,369,000)	(468,200)	52.0%	(1,410,400)	(41,400)	3.0%
5.5 Intergovernmental Agreement	(412,900)	-	-	-	-	100.0%	-	-	0.0%
6.0 Capital Outlay	943,800	2,648,300	2,648,300	2,543,300	(105,000)	-4.0%	2,586,300	43,000	1.7%
7.0 Unallocated Reserve	-	1,722,200	1,722,200	2,071,000	348,800	20.3%	2,388,800	317,800	15.3%
<b>Total Other Categories</b>	<b>65,449,700</b>	<b>69,937,400</b>	<b>79,504,300</b>	<b>77,173,400</b>	<b>7,236,000</b>	<b>10.3%</b>	<b>76,879,600</b>	<b>(293,800)</b>	<b>-0.4%</b>
<b>Grand Total</b>	<b>\$ 100,031,000</b>	<b>\$ 106,900,500</b>	<b>\$ 116,537,400</b>	<b>\$ 116,980,200</b>	<b>\$ 10,079,700</b>	<b>9.4%</b>	<b>\$ 120,417,000</b>	<b>\$ 3,436,800</b>	<b>2.9%</b>

**Schedule 2J – Area C - Centralized Services - Five Year Financial Plan by Expense Category**

Expense Category	FY 2023	FY 2024	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Actual	Adopted Budget	Amended Budget	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
2.1 Salaries & Wages	\$ 22,438,900	\$ 23,924,200	\$ 23,924,200	\$ 26,017,200	\$ 28,662,200	\$ 28,832,200	\$ 28,832,200	\$ 28,832,200
2.2 Workforce Development	465,300	404,600	404,600	521,300	559,900	559,900	559,900	559,900
2.3 Overtime	2,709,900	2,127,200	2,197,200	2,568,700	2,643,400	2,643,400	2,643,400	2,643,400
2.4 Employee Benefits	7,883,500	8,882,800	8,882,800	9,504,300	10,474,900	10,614,800	10,697,900	10,781,100
2.5 Transition Services	913,500	1,469,200	1,469,200	1,037,600	1,037,600	1,037,600	1,037,600	1,037,600
<b>Total Personnel Costs</b>	<b>34,411,100</b>	<b>36,808,000</b>	<b>36,878,000</b>	<b>39,649,100</b>	<b>43,378,000</b>	<b>43,687,900</b>	<b>43,771,000</b>	<b>43,854,200</b>
3.1 Electric	168,200	152,300	152,300	154,900	156,600	158,400	160,200	162,100
3.2 Gas	200	200	200	200	200	200	200	200
3.3 Sewage Service	1,500	2,000	2,000	2,000	2,000	2,000	2,000	2,000
3.4 Water Service	300	600	600	600	600	600	600	600
<b>Total Utility Costs</b>	<b>170,200</b>	<b>155,100</b>	<b>155,100</b>	<b>157,700</b>	<b>159,400</b>	<b>161,200</b>	<b>163,000</b>	<b>164,900</b>
4.2 Supplies & Other	10,556,900	10,935,300	18,246,000	16,987,800	14,072,100	13,204,700	12,842,500	12,982,900
4.3 Contractual Services	56,488,800	55,641,200	57,897,400	57,157,900	59,460,700	55,834,200	56,405,300	58,669,800
5.1 Capital Program Allocation	(83,500)	(108,800)	(108,800)	(217,600)	(217,900)	(218,200)	(218,500)	(218,900)
5.2 Shared Services	(2,043,400)	(900,800)	(900,800)	(1,369,000)	(1,410,400)	(1,466,600)	(1,510,400)	(1,570,900)
5.5 Intergovernmental Agreement	(412,900)	-	-	-	-	-	-	-
6.0 Capital Outlay	943,800	2,648,300	2,648,300	2,543,300	2,586,300	2,629,900	2,674,500	2,719,800
7.0 Unallocated Reserve	-	1,722,200	1,722,200	2,071,000	2,388,800	9,007,300	11,149,400	11,191,300
<b>Total Other Categories</b>	<b>65,449,700</b>	<b>69,937,400</b>	<b>79,504,300</b>	<b>77,173,400</b>	<b>76,879,600</b>	<b>78,991,300</b>	<b>81,342,800</b>	<b>83,774,000</b>
<b>Grand Total</b>	<b>\$ 100,031,000</b>	<b>\$ 106,900,500</b>	<b>\$ 116,537,400</b>	<b>\$ 116,980,200</b>	<b>\$ 120,417,000</b>	<b>\$ 122,840,400</b>	<b>\$ 125,276,800</b>	<b>\$ 127,793,100</b>

**Schedule 2K – Area D - Administrative Services - Biennial Budget by Expense Category**

Expense Category	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	FY 2025	FY 2026	FY 2026	FY 2026
	Actual	Adopted Budget	Amended Budget	Department Requested	Dollar Variance	Percent Variance	Department Requested	Dollar Variance	Percent Variance
2.1 Salaries & Wages	\$ 14,741,000	\$ 15,647,300	\$ 15,817,300	\$ 16,891,400	\$ 1,244,100	8.0%	\$ 18,299,100	\$ 1,407,700	8.3%
2.2 Workforce Development	20,000	23,400	23,400	57,200	33,800	144.4%	57,200	-	0.0%
2.3 Overtime	8,800	14,000	14,000	12,400	(1,600)	-11.4%	12,400	-	0.0%
2.4 Employee Benefits	4,412,900	5,100,600	5,145,600	5,455,300	354,700	7.0%	5,934,400	479,100	8.8%
2.5 Transition Services	393,200	263,300	263,300	91,100	(172,200)	-65.4%	91,100	-	0.0%
<b>Total Personnel Costs</b>	<b>19,575,900</b>	<b>21,048,600</b>	<b>21,263,600</b>	<b>22,507,400</b>	<b>1,458,800</b>	<b>6.9%</b>	<b>24,394,200</b>	<b>1,886,800</b>	<b>8.4%</b>
3.1 Electric	97,200	100,000	100,000	102,000	2,000	2.0%	104,000	2,000	2.0%
3.2 Gas	44,100	50,500	50,500	51,500	1,000	2.0%	52,500	1,000	1.9%
3.3 Sewage Service	15,500	22,000	22,000	22,400	400	1.8%	22,800	400	1.8%
3.4 Water Service	3,500	30,000	30,000	15,600	(14,400)	-48.0%	15,900	300	1.9%
<b>Total Utility Costs</b>	<b>160,300</b>	<b>202,500</b>	<b>202,500</b>	<b>191,500</b>	<b>(11,000)</b>	<b>-5.4%</b>	<b>195,200</b>	<b>3,700</b>	<b>1.9%</b>
4.2 Supplies & Other	1,999,600	2,246,600	2,246,600	2,456,600	210,000	9.3%	2,504,500	47,900	1.9%
4.3 Contractual Services	13,922,700	12,002,000	13,102,000	13,967,600	1,965,600	16.4%	14,167,300	199,700	1.4%
5.2 Shared Services	(328,900)	(169,500)	(169,500)	(211,300)	(41,800)	24.7%	(217,400)	(6,100)	2.9%
7.0 Unallocated Reserve	-	652,300	652,300	752,000	99,700	15.3%	847,800	95,800	12.7%
<b>Total Other Categories</b>	<b>15,593,400</b>	<b>14,731,400</b>	<b>15,831,400</b>	<b>16,964,900</b>	<b>2,233,500</b>	<b>15.2%</b>	<b>17,302,200</b>	<b>337,300</b>	<b>2.0%</b>
<b>Grand Total</b>	<b>\$ 35,329,600</b>	<b>\$ 35,982,500</b>	<b>\$ 37,297,500</b>	<b>\$ 39,663,800</b>	<b>\$ 3,681,300</b>	<b>10.2%</b>	<b>\$ 41,891,600</b>	<b>\$ 2,227,800</b>	<b>5.6%</b>

**Schedule 2L – Area D - Administrative Services - Five Year Financial Plan by Expense Category**

Expense Category	FY 2023	FY 2024	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Actual	Adopted Budget	Amended Budget	Department Requested	Department Requested	Department Requested	Department Requested	Department Requested
2.1 Salaries & Wages	\$ 14,741,000	\$ 15,647,300	\$ 15,817,300	\$ 16,891,400	\$ 18,299,100	\$ 18,299,100	\$ 18,299,100	\$ 18,299,100
2.2 Workforce Development	20,000	23,400	23,400	57,200	57,200	57,200	57,200	57,200
2.3 Overtime	8,800	14,000	14,000	12,400	12,400	12,400	12,400	12,400
2.4 Employee Benefits	4,412,900	5,100,600	5,145,600	5,455,300	5,934,400	5,979,000	6,022,400	6,066,400
2.5 Transition Services	393,200	263,300	263,300	91,100	91,100	91,100	91,100	91,100
<b>Total Personnel Costs</b>	<b>19,575,900</b>	<b>21,048,600</b>	<b>21,263,600</b>	<b>22,507,400</b>	<b>24,394,200</b>	<b>24,438,800</b>	<b>24,482,200</b>	<b>24,526,200</b>
3.1 Electric	97,200	100,000	100,000	102,000	104,000	106,100	108,200	110,400
3.2 Gas	44,100	50,500	50,500	51,500	52,500	53,600	54,700	55,800
3.3 Sewage Service	15,500	22,000	22,000	22,400	22,800	23,300	23,800	24,300
3.4 Water Service	3,500	30,000	30,000	15,600	15,900	16,200	16,500	16,800
<b>Total Utility Costs</b>	<b>160,300</b>	<b>202,500</b>	<b>202,500</b>	<b>191,500</b>	<b>195,200</b>	<b>199,200</b>	<b>203,200</b>	<b>207,300</b>
4.2 Supplies & Other	1,999,600	2,246,600	2,246,600	2,456,600	2,504,500	2,556,300	2,609,300	2,663,700
4.3 Contractual Services	13,922,700	12,002,000	13,102,000	13,967,600	14,167,300	14,426,000	14,689,800	14,958,700
5.2 Shared Services	(328,900)	(169,500)	(169,500)	(211,300)	(217,400)	(223,700)	(230,200)	(236,900)
7.0 Unallocated Reserve	-	652,300	652,300	752,000	847,800	1,335,800	1,846,000	2,366,500
<b>Total Other Categories</b>	<b>15,593,400</b>	<b>14,731,400</b>	<b>15,831,400</b>	<b>16,964,900</b>	<b>17,302,200</b>	<b>18,094,400</b>	<b>18,914,900</b>	<b>19,752,000</b>
<b>Grand Total</b>	<b>\$ 35,329,600</b>	<b>\$ 35,982,500</b>	<b>\$ 37,297,500</b>	<b>\$ 39,663,800</b>	<b>\$ 41,891,600</b>	<b>\$ 42,732,400</b>	<b>\$ 43,600,300</b>	<b>\$ 44,485,500</b>

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

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

- ❖ The analysis validates that GLWA has a financial plan in place to ensure that revenues are sufficient to fund debt service.
- ❖ Schedule 3 is reconciled to Schedules 1A and 1C to demonstrate that all line items in the budget plan for the biennial budget proposed for FY 2025 & FY 2026 (Schedules 1A through 1D) are in alignment with the financial plan.
- ❖ The local system revenue is shown net of its regional system commitments demonstrating the local system has sufficient revenues for local system operations as well as the local debt service and legacy commitments.
- ❖ The legacy pension commitment was a result of the City of Detroit’s Chapter 9 Plan of Adjustment approved in December 2014. At the time of the operational start-up of the GLWA, that liability was allocated between GLWA and DWSD based on an agreed upon allocation that was formalized on January 24, 2017. Monthly funding of the annual payment for that liability occurs through the flow of funds. Schedule 3 confirms that both GLWA and DWSD have sufficient revenue to address that commitment as payments come due. 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.
- ❖ The resolution adopting the FY 2025 and FY 2026 Biennial Budget (Section 7 – Authorizing Resolutions) affirms the annual debt service funding. See additional debt analysis in Section 3 – Capital Program and Debt (Debt Management).
- ❖ All other known commitments are planned to be funded in accordance with supporting calculations and analysis. To the extent that there are any variances, they will be addressed with a budget amendment.



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

Flow of Funds Basis	FY 2025 Water Fund Requested	FY 2025 Sewer Fund Requested	FY 2025 Combined (Informational Only)	FY 2026 Water Fund Requested	FY 2026 Sewer Fund Requested	FY 2026 Combined (Informational Only)
<b>Revenues</b>						
Regional System Wholesale Revenues						
Suburban Wholesale Customer	\$ 347,758,000	\$ 301,671,300	\$ 649,429,300	\$ 372,639,700	\$ 317,954,200	\$ 690,593,900
Detroit Customers	27,094,800	205,924,800	233,019,600	30,730,900	217,550,100	248,281,000
<b>Total Regional System Wholesale Revenues</b>	<b>374,852,800</b>	<b>507,596,100</b>	<b>882,448,900</b>	<b>403,370,600</b>	<b>535,504,300</b>	<b>938,874,900</b>
DWSD Local System Revenues - Detroit Customers	91,543,300	82,938,500	174,481,800	94,443,100	86,858,700	181,301,800
Miscellaneous Revenue (Local System)	4,336,300	8,755,000	13,091,300	4,466,400	9,017,700	13,484,100
Other Revenues & Investment Earnings (Regional System)	10,274,300	13,056,000	23,330,300	10,641,000	13,783,700	24,424,700
<b>Total Revenues</b>	<b>\$ 481,006,700</b>	<b>\$ 612,345,600</b>	<b>\$ 1,093,352,300</b>	<b>\$ 512,921,100</b>	<b>\$ 645,164,400</b>	<b>\$ 1,158,085,500</b>
<b>Revenue Requirements</b>						
<b>Operations &amp; Maintenance Expense</b>						
Regional System Wholesale Expenses	\$ 169,625,000	\$ 228,934,000	\$ 398,559,000	\$ 176,410,000	\$ 238,091,400	\$ 414,501,400
Local System Expenses	46,614,900	57,986,800	104,601,700	48,013,300	59,726,400	107,739,700
GRS Pension allocable to Regional System	-	-	-	-	-	-
GRS Pension allocable to Local System	-	-	-	-	-	-
<b>Total Operations &amp; Maintenance Expense</b>	<b>216,239,900</b>	<b>286,920,800</b>	<b>503,160,700</b>	<b>224,423,300</b>	<b>297,817,800</b>	<b>522,241,100</b>
<i>Net Revenues after Operations &amp; Maintenance Expense</i>	<i>264,766,800</i>	<i>325,424,800</i>	<i>590,191,600</i>	<i>288,497,800</i>	<i>347,346,600</i>	<i>635,844,400</i>
<b>Non-operating Activities</b>						
Debt Service Allocable to Regional System	175,300,800	226,279,400	401,580,200	186,537,300	226,618,700	413,156,000
Debt Service Allocable to Local System	46,607,600	32,250,100	78,857,700	47,950,100	32,258,300	80,208,400
GRS Accelerated Pension from Regional System	2,283,300	4,846,300	7,129,600	2,252,200	4,776,300	7,028,500
GRS Accelerated Pension from Local System	1,612,400	1,279,900	2,892,300	1,590,400	1,261,400	2,851,800
WRAP Contribution from Regional System	1,947,800	2,651,700	4,599,500	2,070,100	2,746,400	4,816,500
WRAP Contribution from Local System	888,500	1,343,500	2,232,000	926,200	1,398,600	2,324,800
Receiving Fund Working Capital Requirement	6,200,000	2,300,000	8,500,000	5,700,000	3,700,000	9,400,000
<b>Total Nonoperating Activities</b>	<b>234,840,400</b>	<b>270,950,900</b>	<b>505,791,300</b>	<b>247,026,300</b>	<b>272,759,700</b>	<b>519,786,000</b>
<i>Net Revenues Available for Revenue Financed Capital</i>	<i>29,926,400</i>	<i>54,473,900</i>	<i>84,400,300</i>	<i>41,471,500</i>	<i>74,586,900</i>	<i>116,058,400</i>
<b>Reserve for Revenue Financed Capital from Net Revenues</b>						
Lease Payment to Local System I&E Account	22,500,000	26,333,200	48,833,200	22,500,000	27,500,000	50,000,000
Net Revenues Allocable to Local System	156,200	-	156,200	429,500	1,231,700	1,661,200
Net Revenues Allocable to Regional System	7,270,200	28,140,700	35,410,900	18,542,000	45,855,200	64,397,200
<b>Total Reserve for Revenue Financed Capital Both Systems</b>	<b>29,926,400</b>	<b>54,473,900</b>	<b>84,400,300</b>	<b>41,471,500</b>	<b>74,586,900</b>	<b>116,058,400</b>
<b>Total Revenue Requirements</b>	<b>\$ 481,006,700</b>	<b>\$ 612,345,600</b>	<b>\$ 1,093,352,300</b>	<b>\$ 512,921,100</b>	<b>\$ 645,164,400</b>	<b>\$ 1,158,085,500</b>

\*Rows highlighted in light grey in the above table are designed to align with the DWSD Budget (DWSD data is preliminary as of December 15, 2023).



**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 annual Debt Service requirements. Additional discussion on the debt service coverage is included in Debt Management in Section 3 – Capital Program and Debt.

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

Debt Service Coverage Calculation	FY 2025	FY 2025	FY 2025 Combined (Informational Only)	FY 2026	FY 2026	FY 2026 Combined (Informational Only)
	Water Fund Requested	Sewer Fund Requested		Water Fund Requested	Sewer Fund Requested	
<b>Revenues</b>						
1 Regional System Wholesale Revenues	\$ 374,852,800	\$ 507,596,100	\$ 882,448,900	\$ 403,370,600	\$ 535,504,300	\$ 938,874,900
2 Local System Revenues	91,543,300	82,938,500	174,481,800	94,443,100	86,858,700	181,301,800
3 Miscellaneous Revenue (Local System)	4,336,300	8,755,000	13,091,300	4,466,400	9,017,700	13,484,100
4 Other Revenues & Investment Earnings (Regional System)	10,274,300	13,056,000	23,330,300	10,641,000	13,783,700	24,424,700
<b>5 Total Revenues</b>	<b>\$ 481,006,700</b>	<b>\$ 612,345,600</b>	<b>\$ 1,093,352,300</b>	<b>\$ 512,921,100</b>	<b>\$ 645,164,400</b>	<b>\$ 1,158,085,500</b>
<b>Revenue Requirements</b>						
<b>Operations &amp; Maintenance Expense</b>						
6 Regional System Wholesale Expenses	\$ 169,625,000	\$ 228,934,000	\$ 398,559,000	\$ 176,410,000	\$ 238,091,400	\$ 414,501,400
7 Local System Expenses	46,614,900	57,986,800	104,601,700	48,013,300	59,726,400	107,739,700
8 GRS Pension allocable to Regional System	-	-	-	-	-	-
9 GRS Pension allocable to Local System	-	-	-	-	-	-
<b>10 Total Operations &amp; Maintenance Expense</b>	<b>216,239,900</b>	<b>286,920,800</b>	<b>503,160,700</b>	<b>224,423,300</b>	<b>297,817,800</b>	<b>522,241,100</b>
<b>11 Net Revenues after Operations &amp; Maintenance Expense</b>	<b>\$ 264,766,800</b>	<b>\$ 325,424,800</b>	<b>\$ 590,191,600</b>	<b>\$ 288,497,800</b>	<b>\$ 347,346,600</b>	<b>\$ 635,844,400</b>
<b>Debt Service by Lien</b>						
12 Senior Lien Bonds	\$ 151,609,800	\$ 157,316,400	\$ 308,926,200	\$ 162,333,800	\$ 159,791,300	\$ 322,125,100
13 Second Lien Bonds	51,930,500	53,776,500	105,707,000	51,931,700	56,906,700	108,838,400
14 SRF Junior Lien Bonds	18,368,100	47,436,600	65,804,700	20,221,900	42,179,000	62,400,900
<b>15 Total Debt Service</b>	<b>\$ 221,908,400</b>	<b>\$ 258,529,500</b>	<b>\$ 480,437,900</b>	<b>\$ 234,487,400</b>	<b>\$ 258,877,000</b>	<b>\$ 493,364,400</b>
<b>Debt Service Coverage</b>						
16 Senior Lien Bonds (11)/(12)	1.75	2.07		1.78	2.17	
17 Second Lien Bonds (11) / [(12)+(13)]	1.30	1.54		1.35	1.60	
18 SRF Junior Lien Bonds (11) / (15)	1.19	1.26		1.23	1.34	

\*\* Rows highlighted in light grey in the above table are designed to align with the DWSD Budget (DWSD data is preliminary as of December 15, 2023).

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

The tables in this section are presented on the budget basis. The ACFR for the fiscal year ending June 30, 2023 is used for the data in the FY 2023 Actual column. The ACFR schedules for the Improvement & Extension Funds and the Construction Funds may include additional data that represent non-budgeted inflows and outflows. That additional data is not presented in the Schedule 5 tables.

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

**Inflows to the I&E Fund**

- ❖ Transfers from the Revenue Receipts Fund in accordance with the Master Bond Ordinance and Financial Plan
- ❖ Interest earned on investments

**Outflows from the I&E Fund**

- ❖ Interest earned on the I&E funds is returned to the flow of funds monthly as required by the Master Bond Ordinance
- ❖ Capital outlay funding (generally non-construction capital outlay such as machinery, equipment, vehicles, and systems)
- ❖ Transfers to the Construction Fund for capital improvement plan projects to reduce the need of new revenue bonds and/or flexibility in timing for new bonds

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

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

(1) The I&E Fund provided working capital and funding of capital expenditures in prior years through revenue financed capital transfers to the Construction Fund. The remaining working capital funds were returned to the I&E Fund in FY 2023.

(2) Net Position for the FY 2024 Amended Budget column is the FY 2023 ACFR net position adjusted for other pending commitments to establish a conservative estimate of the cash position.

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

Sewer Improvement & Extension Fund Inflows & Outflows	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Inflows</b>								
Transfers In from Sewer Operations Fund								
Revenue transfers	\$ 26,236,800	\$ 30,172,600	\$ 24,934,200	\$ 28,140,700	\$ 45,855,200	\$ 48,892,100	\$ 71,223,100	\$ 91,935,200
Transfers In from Sewer Construction Fund								
Working capital adjustment (1)	7,410,800	-	-	-	-	-	-	-
SRF Loans	47,000	-	-	-	-	-	-	-
Earnings on Investments	2,533,300	2,133,000	2,195,200	1,076,000	2,990,100	2,522,900	2,249,700	1,963,000
Net Use of Reserves (a)	-	(15,202,100)	(13,441,600)	(10,569,400)	(8,623,000)	(363,600)	(2,686,400)	(3,050,800)
<b>Total Inflows</b>	<b>\$ 36,227,900</b>	<b>\$ 17,103,500</b>	<b>\$ 13,687,800</b>	<b>\$ 18,647,300</b>	<b>\$ 40,222,300</b>	<b>\$ 51,051,400</b>	<b>\$ 70,786,400</b>	<b>\$ 90,847,400</b>
<b>Outflows</b>								
Investment Earnings Transfers Out	\$ 2,506,100	\$ 2,133,000	\$ 2,195,200	\$ 1,076,000	\$ 2,990,100	\$ 2,522,900	\$ 2,249,700	\$ 1,963,000
Other Transfers out to Sewer Operations Fund	1,622,700	-	-	-	-	-	-	-
Capital Spending - Other	5,167,600	-	-	-	-	-	-	-
Capital Outlay	7,170,600	14,970,500	11,492,600	12,071,300	7,732,200	8,028,500	9,536,700	5,884,400
Revenue Financed Capital - Transfer to Construction Fund	-	-	-	5,500,000	29,500,000	40,500,000	59,000,000	83,000,000
<b>Total Outflows</b>	<b>\$ 16,467,000</b>	<b>\$ 17,103,500</b>	<b>\$ 13,687,800</b>	<b>\$ 18,647,300</b>	<b>\$ 40,222,300</b>	<b>\$ 51,051,400</b>	<b>\$ 70,786,400</b>	<b>\$ 90,847,400</b>
<i>Adjusted Beginning Net Position (2)</i>		\$ 92,805,300	\$ 120,000,000	\$ 133,441,600	\$ 144,011,000	\$ 152,634,000	\$ 152,997,600	\$ 155,684,000
<i>(a) Net Use of Reserves</i>		\$ 15,202,100	\$ 13,441,600	\$ 10,569,400	\$ 8,623,000	\$ 363,600	\$ 2,686,400	\$ 3,050,800
<i>Projected Ending Net Position</i>		\$ 108,007,400	\$ 133,441,600	\$ 144,011,000	\$ 152,634,000	\$ 152,997,600	\$ 155,684,000	\$ 158,734,800

- (1) The I&E Fund provided working capital and funding of capital expenditures in prior years through revenue financed capital transfers to the Construction Fund. The remaining working capital funds were returned to the I&E Fund in FY 2023.
- (2) Net Position for the FY 2024 Amended Budget column is the FY 2023 ACFR net position adjusted for other pending commitments to establish a conservative estimate of the cash position.

**Construction Funds:** The tables below present the FY 2025 and FY 2026 biennial budgets and five-year financial plan for the separate Construction Funds for the water and sewage disposal systems. See also Section 3 – Capital Program and Debt .

**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 revenue bonds
- ❖ State Revolving Fund (SRF) loans
- ❖ Interest earned on investments

**Outflows from the Construction Fund**

- ❖ Capital Expenditures - Capital Improvement Plan projects and other large capital initiatives authorized by the Chief Executive Officer. For financial planning purposes the projected spend from the CIP plan is rounded up to the nearest \$5 million to recognize the dynamic nature of the CIP

- Capital Spend Rate Adjustment – The Board of Directors adopts a capital spending ratio assumption (SRA) which allows the realities of capital program delivery to align with the financial plan. The SRA is an analytical approach to bridge the total dollar amount of projects in the CIP with what can realistically be spent due to limitations beyond GLWA’s control and/or delayed for nonbudgetary reasons. Those limitations, whether financial or non-financial, necessitate the SRA for budgetary purposes, despite the prioritization established.
- The GLWA Capital Improvement Plan document is available [online](#)

**Schedule 5C – Water Construction Fund**

Water Construction Fund Inflows & Outflows	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Inflows</b>								
Transfers in from Water Improvement & Extension Fund	\$ -	\$ 7,713,000	\$ 10,500,000	\$ 15,000,000	\$ 3,000,000	\$ 25,000,000	\$ 46,000,000	\$ 66,250,000
Bond Proceeds	228,878,800	-	150,000,000	271,562,500	-	395,000,000	-	241,937,500
SRF Loans	87,088,200	97,102,000	62,307,000	30,800,000	14,230,000	-	-	-
Proceeds sale of asset (1)	185,300	-	-	-	-	-	-	-
Investment Earnings	6,179,200	1,864,700	4,603,500	7,953,300	4,446,300	5,438,300	3,745,200	3,248,900
Net Use of Reserves (a)	-	132,580,300	(17,410,500)	(115,315,800)	188,323,700	(195,438,300)	190,254,800	(116,436,400)
<b>Total Inflows</b>	<b>\$ 322,331,500</b>	<b>\$ 239,260,000</b>	<b>\$ 210,000,000</b>	<b>\$ 210,000,000</b>	<b>\$ 210,000,000</b>	<b>\$ 230,000,000</b>	<b>\$ 240,000,000</b>	<b>\$ 195,000,000</b>
<b>Outflows</b>								
Transfers out to Water Operations Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings (2)	89,600	-	-	-	-	-	-	-
Bond Cost of Issuance	3,828,600	-	-	-	-	-	-	-
Transfers Out to Water Improvement & Extension Fund - Working Capital Adjustment (3)	23,039,700	-	-	-	-	-	-	-
Capital Expenditures (b)	193,212,300	\$ 239,260,000	\$ 210,000,000	\$ 210,000,000	\$ 210,000,000	\$ 230,000,000	\$ 240,000,000	\$ 195,000,000
<b>Total Outflows</b>	<b>\$ 220,170,200</b>	<b>\$ 239,260,000</b>	<b>\$ 210,000,000</b>	<b>\$ 210,000,000</b>	<b>\$ 210,000,000</b>	<b>\$ 230,000,000</b>	<b>\$ 240,000,000</b>	<b>\$ 195,000,000</b>
<i>Beginning Net Position</i>		\$ 141,812,100	\$ 105,000,000	\$ 122,410,500	\$ 237,726,300	\$ 49,402,600	\$ 244,840,900	\$ 54,586,100
<i>(a) Net Use of Reserves</i>		(132,580,300)	17,410,500	115,315,800	(188,323,700)	195,438,300	(190,254,800)	116,436,400
<i>Projected Ending Net Position</i>		\$ 9,231,800	\$ 122,410,500	\$ 237,726,300	\$ 49,402,600	\$ 244,840,900	\$ 54,586,100	\$ 171,022,500
<i>(b) Capital Spending Ratio</i>		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

- (1) Proceeds from the sale of an asset that was purchased using bond funds.
- (2) As required by the Master Bond Ordinance, investment earnings on I&E funds are transferred to the Receiving Fund on a monthly basis. Any earnings on bond proceeds will remain in the Construction Fund.
- (3) The I&E Fund provided working capital and funding of capital expenditures in prior years through revenue financed capital transfers to the Construction Fund. The remaining working capital funds were returned to the I&E Fund in FY 2023.

**Schedule 5D – Sewer Construction Fund**

Sewer Construction Fund Inflows & Outflows	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Inflows</b>								
Transfers from Sewer Improvement & Extension Fund	\$ -	\$ -	\$ -	\$ 5,500,000	\$ 29,500,000	\$ 41,000,000	\$ 59,000,000	\$ 83,000,000
Bond Proceeds	218,550,900	-	100,000,000	-	-	167,875,000	-	197,500,000
Reserve Release	7,303,700	-	-	-	-	-	-	-
SRF Loans	17,712,400	47,253,000	49,425,000	96,852,000	120,693,000	113,146,000	62,828,000	24,755,000
Proceeds sale of asset (1)	1,140,700	-	-	-	-	-	-	-
Grant Revenues	180,000	-	-	-	-	-	-	-
Investment Earnings	7,220,900	2,365,600	6,080,600	2,359,000	-	744,900	891,300	2,426,000
Net Use of Reserves (a)	-	149,442,400	4,494,400	65,289,000	64,807,000	(102,765,900)	82,280,700	(122,681,000)
<b>Total Inflows</b>	<b>\$ 252,108,600</b>	<b>\$ 199,061,000</b>	<b>\$ 160,000,000</b>	<b>\$ 170,000,000</b>	<b>\$ 215,000,000</b>	<b>\$ 220,000,000</b>	<b>\$ 205,000,000</b>	<b>\$ 185,000,000</b>
<b>Outflows</b>								
Transfers out to Sewer Operations Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings (2)	62,700	-	-	-	-	-	-	-
Bond Cost of Issuance	831,200	-	-	-	-	-	-	-
Transfers Out to Sewer Improvement & Extension Fund - Working Capital Adjustment (3)	7,410,800	-	-	-	-	-	-	-
Capital Expenditures (b)	102,028,400	\$ 199,061,000	\$ 160,000,000	\$ 170,000,000	\$ 215,000,000	\$ 220,000,000	\$ 205,000,000	\$ 185,000,000
<b>Total Outflows</b>	<b>\$ 110,333,100</b>	<b>\$ 199,061,000</b>	<b>\$ 160,000,000</b>	<b>\$ 170,000,000</b>	<b>\$ 215,000,000</b>	<b>\$ 220,000,000</b>	<b>\$ 205,000,000</b>	<b>\$ 185,000,000</b>
<i>Beginning Net Position</i>		\$ 170,500,000	\$ 145,000,000	\$ 140,505,600	\$ 75,216,600	\$ 10,409,600	\$ 113,175,500	\$ 30,894,800
<i>(a) Net Use of Reserves</i>		(149,442,400)	(4,494,400)	(65,289,000)	(64,807,000)	102,765,900	(82,280,700)	122,681,000
<i>Projected Ending Net Position</i>		\$ 21,057,600	\$ 140,505,600	\$ 75,216,600	\$ 10,409,600	\$ 113,175,500	\$ 30,894,800	\$ 153,575,800
<i>(b) Capital Spending Ratio</i>		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

- (1) Proceeds from the sale of an asset that was purchased using bond funds.
- (2) As required by the Master Bond Ordinance, investment earnings on I&E funds are transferred to the Receiving Fund on a monthly basis. Any earnings on bond proceeds will remain in the Construction Fund.
- (3) The I&E Fund provided working capital and funding of capital expenditures in prior years through revenue financed capital transfers to the Construction Fund. The remaining working capital funds were returned to the I&E Fund in FY 2023.

# GLWA

*Great Lakes Water Authority*



## **Section 3**

### **Capital Program and Debt**

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### Capital Program Overview

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

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

\* Purchases must be alignment with the GLWA capitalization policy.

Items identified as “Capital Outlay” are assets or programs acquired for the betterment of the system and are both above the dollar threshold for capitalizing on the financial statements (i.e., over \$5,000), and are assets that should be tagged and tracked for internal control purposes. In both instances, these assets have an estimated useful life of greater than one year. Capital Outlay includes vehicles, shop, lab, plant and field equipment, office furniture and equipment, as well as software and hardware. Generally capital outlay items have a life of less than 20 years. Capital Outlay items are not included in the “Capital Improvement Plan” (CIP). The CIP focuses on longer lived constructed assets with a useful life greater than 20 years, although some of the CIP expenditures do have lives less than 20 years.

## Capital Outlay

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

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

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

Operating System	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity As of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Water System</b>	\$ 7,365,400	\$ 10,734,100	\$ 7,409,400	\$ 13,071,100	\$ 2,337,000	21.8%	\$ 14,565,400
Operations & Maintenance	960,100	2,648,300	468,700	2,543,300	(105,000)	-4.0%	2,586,300
Improvement & Extension	6,405,300	8,085,800	6,940,700	10,527,800	2,442,000	30.2%	11,979,100
<b>Wastewater System</b>	<b>7,484,400</b>	<b>11,492,600</b>	<b>5,885,300</b>	<b>12,071,300</b>	<b>578,700</b>	<b>5.0%</b>	<b>7,732,200</b>
Operations & Maintenance	313,800	-	34,400	-	-	0.0%	-
Improvement & Extension	7,170,600	11,492,600	5,850,900	12,071,300	578,700	5.0%	7,732,200
<b>Grand Total</b>	<b>\$ 14,849,800</b>	<b>\$ 22,226,700</b>	<b>\$ 13,294,700</b>	<b>\$ 25,142,400</b>	<b>\$ 2,915,700</b>	<b>13.1%</b>	<b>\$ 22,297,600</b>

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

Operating System	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Water System</b>	\$ 7,365,400	\$ 10,734,100	\$ 13,071,100	\$ 14,565,400	\$ 11,245,600	\$ 9,962,500	\$ 8,954,800
Operations & Maintenance	960,100	2,648,300	2,543,300	2,586,300	2,629,900	2,674,500	2,719,800
Improvement & Extension	6,405,300	8,085,800	10,527,800	11,979,100	8,615,700	7,288,000	6,235,000
<b>Wastewater System</b>	<b>7,484,400</b>	<b>11,492,600</b>	<b>12,071,300</b>	<b>7,732,200</b>	<b>8,028,500</b>	<b>9,536,700</b>	<b>5,884,400</b>
Operations & Maintenance	313,800	-	-	-	-	-	-
Improvement & Extension	7,170,600	11,492,600	12,071,300	7,732,200	8,028,500	9,536,700	5,884,400
<b>Grand Total</b>	<b>\$ 14,849,800</b>	<b>\$ 22,226,700</b>	<b>\$ 25,142,400</b>	<b>\$ 22,297,600</b>	<b>\$ 19,274,100</b>	<b>\$ 19,499,200</b>	<b>\$ 14,839,200</b>

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

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

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

### Funding Sources

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

- ❖ **Operations & Maintenance Fund (O&M):** Capital outlay items funded by O&M funds are paid with current year revenues. The nature of these items is recurring so the impact on charges from year-to-year is relatively consistent. The total capital outlay paid with O&M funds is included in Schedules 2A and 2B in Section 2 - Core Financial Plan Schedules. Note the tables below are net of an item that will be reimbursed through an intergovernmental agreement for FY 2025 that are shown in Schedules 2A and 2B.
- ❖ **Improvement & Extension Fund (I&E):** The source of the I&E Funds are revenues from charges that have been transferred to the I&E fund. Funds are budgeted annually to be added to the I&E fund to reduce future debt financing and are used for capital outlay and capital improvements. The nature of these items is not necessarily recurring each year. They are, instead, replaced on a longer-term cycle or unique to a three to five-year planning horizon. The total capital outlay paid with I&E funds is included in Schedules 5A and 5B in Section 2 - Core Financial Plan Schedules.

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

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity As of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Operations & Maintenance	\$ 1,273,900	\$ 2,648,300	\$ 503,100	\$ 2,543,300	\$ (105,000)	-4.0%	\$ 2,586,300
Improvement & Extension	13,575,900	19,578,400	12,791,600	22,599,100	3,020,700	15.4%	19,711,300
<b>Grand Total</b>	<b>\$ 14,849,800</b>	<b>\$ 22,226,700</b>	<b>\$ 13,294,700</b>	<b>\$ 25,142,400</b>	<b>\$ 2,915,700</b>	<b>13.1%</b>	<b>\$ 22,297,600</b>

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

Funding Source	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Operations & Maintenance	\$ 1,273,900	\$ 2,648,300	\$ 2,543,300	\$ 2,586,300	\$ 2,629,900	\$ 2,674,500	\$ 2,719,800
Improvement & Extension	13,575,900	19,578,400	22,599,100	19,711,300	16,644,200	16,824,700	12,119,400
<b>Grand Total</b>	<b>\$ 14,849,800</b>	<b>\$ 22,226,700</b>	<b>\$ 25,142,400</b>	<b>\$ 22,297,600</b>	<b>\$ 19,274,100</b>	<b>\$ 19,499,200</b>	<b>\$ 14,839,200</b>

### Biennial Budget Request

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

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

*Tables 5 - Capital Outlay by Funding Source and Asset Category*

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

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

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

*(continued on next page)*

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

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

### Capital Improvement Plan At-A-Glance

Water System	Sewer System
The FY 2025-2029 Water CIP calls for \$1,071.8 million of major capital expenditures over the next five fiscal years.	The FY 2025-2029 Wastewater CIP calls for \$982.5 million of major capital expenditures over the next five fiscal years.
The FY 2025-2029 capital financing plan is based on an 100% Spend Rate Assumption	The FY 2025 - 2029 capital financing plan is based on an 100% Spend Rate Assumption
The CIP addresses: <ul style="list-style-type: none"> <li>✓ Treatment – 47.7% of capital expenditures</li> <li>✓ Transmission – 34.1% of capital expenditures</li> <li>✓ Storage – 6.3% of capital expenditures</li> <li>✓ Pumps – 11.9% of capital expenditures</li> </ul>	The CIP addresses: <ul style="list-style-type: none"> <li>✓ Treatment – 43.5% of capital expenditures</li> <li>✓ Conveyance/Pumps – 46.7% of capital expenditures</li> <li>✓ CSO– 9.8% of capital expenditures</li> </ul>
Funding - The CIP will be funded with revenue bonds, Drinking Water State Revolving Fund loans and PAYGO	Funding - The CIP will be funded with revenue bonds, Clean Water State Revolving Fund loans and PAYGO

### Capital Improvement Plan (CIP)

GLWA’s CIP outlines the major capital asset investments in programs and projects to upgrade the Authority’s water and wastewater system infrastructure, as well as the centralized service facilities and programs that support both systems. The CIP is a five-year plan which identifies capital projects and programs aimed to improve the system’s reliability, redundancy, and operational efficiency as well as protect health and safety and their respective financing options. The plan also includes a ten-year outlook.

Projects are included in the CIP as recommended by the Water and Wastewater Master Plans, condition and needs assessments, regulatory requirements, and operational needs. The Comprehensive Water Master Plan and the Comprehensive Regional Wastewater Master Plan are long-term strategic planning tools that provide regional collaboration and planning to balance capital expenditures while implementing best practices in the treatment and transmission/conveyance of water and wastewater. Projects are vetted and prioritized to optimize capital investments.

The primary goals of the GLWA’s CIP are the following:

- Provide a condensed volume of projects in a central location.
- Demonstrate alignment with the GLWA financial plan.
- Share the GLWA integrated master schedule.
- Provide transparency to the organizational goals.
- Meet regulatory and operational needs.
- Provide an opportunity for Member Partners & Communities to contribute to the plan.
- Address projects that promote improved redundancy, system resiliency, and health and safety.

While the GLWA Board of Directors approves the plan, the authority to spend does not occur until additional project review processes are completed prior to the procurement process. Depending on the scope and dollar amount of the project, final approval to proceed may include customer engagement, Chief Executive Officer review, and GLWA Board CIP Committee review and/or GLWA Board action.

### **Water Master Plan**

The Water CIP supports activities to carry out the Water Master Plan completed in 2015 and accepted by the GLWA Board in 2016. The Master Plan is based on new forecasts of population and water use and by identifying the lowest life cycle solutions in collaboration with our member partners.

There are seven priorities identified in the Water Master Plan:

- ❖ Reduce water treatment plant capacity to align with projected water demand
- ❖ Reduce non-revenue water
- ❖ Reduce energy use and energy costs
- ❖ Collaborate with customers to address long standing water transmission problems
- ❖ Update water quality goals and monitoring efforts
- ❖ Optimize return on investments using asset management to prioritize capital improvements
- ❖ Renew and rehabilitate the water distribution system in the City of Detroit (Note that this priority was identified prior to the effective date of GLWA operations. The costs to rehabilitate the City's system are borne by the Detroit Water & Sewerage Department (DWSD). This significance to GLWA shifts to effective planning and coordination with the DWSD.)

The [Water Master Plan](#) is available on GLWA's website.

### **Wastewater Master Plan**

The Wastewater Master Plan (WWMP) was completed in June 2020. This was a collaborative effort with member partners, MDEQ and other agencies, and regional stakeholders. The plan ensures that the wastewater system meets current and future needs and is able to provide cost-efficient, regulatory-compliant and reliable services to the GLWA communities for the next 40 years. There are five desired outcomes identified in that plan which will serve as filters in determining which projects will be included in the plan:

- ❖ Protect public health and safety
- ❖ Preserve natural resources and a healthy environment
- ❖ Maintain reliable, high-quality service
- ❖ Assure value of investment
- ❖ Contribute to economic prosperity

The [Wastewater Master Plan](#) is available on GLWA's website.

### CIP Update Process

Annually, this plan is updated to reflect changing system needs, priorities and funding opportunities. The CIP process is a substantial level of effort that involves many team members throughout the Authority. Modifications, adjustments, and improvements are continuously considered and vetted internally and externally through various Member Outreach Work Groups. Projects and programs that ultimately get funded within the CIP are typically identified based upon master planning or condition/need assessment efforts. Projects also are identified internally based upon the needs of engineers, operations, or maintenance staff. An internal effort to coordinate and prioritize all identified projects is conducted to ensure the appropriate projects are being funded in a prioritized manner.

The scoring this year followed the same methodology introduced in the FY23-27 CIP. This methodology was applied to improve and optimize the scoring and prioritization of projects by refining the alignment of the resulting project scores with GLWA’s overall priorities and values.

Water and wastewater projects are scored based on the eight criteria shown in table below.

No.	Weight	Criteria
1	12%	Condition
2	15%	Performance (Service Level/Reliability)
3	18%	Regulatory (Environmental/Legal)
4	11%	O&M
5	18%	Health & Safety
6	8%	Public Benefit
7	10%	Financial
8	8%	Efficiency & Innovation

For each project, a criteria score of 1 to 5 has been assigned, with a score of 1 representing minimal value or benefit, and 5 representing high value or benefit based on established definitions and scoring guidelines for each criteria. Weights for the eight criteria in the table have been established based on GLWA ranking of the relative importance of each criteria to GLWA’s overall priorities.

Below are a few additional actions implemented to streamline scoring revisions that were implemented:

- Projects that were reclassified retain their highest score.
- Projects were not scored if they are under construction.
- Projects in the closeout stage were not scored.
- Projects with a delivery method of Design Build, Progressive Design Build, or Construction Management at Risk, maintain their legacy score from last year.
- Projects that were developed from existing projects maintained the original score from the previous year.
- Projects under programs were scored, but programs were not scored.

The CIP processes will continue to improve and evolve to provide the various stakeholders with improved projections and reporting. During the CIP development process, considerations were taken for balancing capital expenditure demands without compromising our mission to implement best practices in water and wastewater treatment and transmission/conveyance. The timeline of this update process is provided in Section 1 - Budget Process.

The CIP should be considered a forward-looking planning document and not necessarily a budget. It is a dynamic and evolving plan that requires continual review and improvement. The timing can be dynamic – this is particularly true when there are interagency approvals and innovative alternatives that occur in the design phase. The estimates vary in precision depending on the project phase. Short-term project cost estimates are more defined than long-term project cost estimates because short-term anticipated projects are typically better characterized by studies or scoped by design. Execution of the CIP will provide greater system reliability and result in meeting or exceeding current service levels. The current and prior [Capital Improvement Plans](#) are available on GLWA’s website.

### **Capital Financing**

The goals of the Authority’s capital financing strategy are to:

- Recover the capital investment costs over the useful lives of the capital assets.
- Balance the needs of the water and sewage system with revenue requirements.
- Protect and enhance the Authority’s financial position.
- Maintain affordable charges by investing wisely in system renewal and revitalization.

Recognizing the difference in scope between the CIP and the tactical financial plan, GLWA implemented a “[Capital Spend Rate Assumption Policy](#)” adopted in 2018 by the Board of Directors. The Spend Rate Assumption (SRA) policy provides 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. Those limitations, whether financial or nonfinancial, necessitate the SRA for budgetary purposes, despite the prioritization established in the CIP. The outcome is a reasoned balance between a desired level of capital investment with financial strategies to manage debt levels and control adjustments to customer charges. Annually, a projected spend rate assumption for the financial plan related to the proposed capital improvement plan will be established based upon pertinent factors and data available at that time. Such pertinent factors and data will include the mix of projects and phases in the proposed CIP, interdependency risk, criticality, and other measures provided by the GLWA team members that develop and manage the CIP projects. That spend rate assumption will be presented to the Audit Committee no later than December 31st each year after the GLWA Board, Capital Improvement Planning Committee, and Member Partners have had the opportunity to review the draft capital improvement plan. For this five-year financial plan, the capital spend rate is 100% for the water system and the sewer system. This is due to escalating costs and the pace of CIP execution is increasing.

The intersection of the CIP and the GLWA’s overall financial plan balances several objectives to support the Authority’s mission. Those objectives include the following:

- ✓ Transparency in the development of the financial plan
- ✓ Collaboration internally and externally
- ✓ Ensure sustainability
- ✓ Reduced the inherited high debt burden
- ✓ Charges stability by smoothing of annual adjustments to service charges
- ✓ Improve the Authority's financial position

The Authority draws upon five sources of funding for its CIP:

❖ **Bond Proceeds**

The Authority uses an incremental method of funding long-lived capital projects through a bond financing program. The Authority issues revenue bonds pursuant to Michigan Public Act 94 of 1933 (the Revenue Bond Act). The Act provides a pledge of "net revenues" for the payment of the bond principal and interest. "Net revenues" is calculated as the revenue of the system remaining after deducting the reasonable expenses of administration, operation, and maintenance of the system.

❖ **Revenue Financed Capital (Improvement & Extension Fund)**

A portion of the revenue requirement from charges is set aside for subsequent years' CIP spending. Also known as pay-as-you-go or PAYGO funding.

❖ **Federal and State Loan Programs**

The Authority's sources of funding include lower cost financing programs including the Clean Water State Revolving Fund (CWSRF) Loan Program and the Drinking Water State Revolving Fund (DWSRF) Loan Program.

❖ **Grants**

The Authority pursues grant opportunities through federal, state, university and other sources.

❖ **Contributed Capital**

Periodically, the Authority may have the opportunity to partner with other public and private entities for the design and construction or improvement of an asset. Depending on the nature of the shared financing strategy, the Authority may offset the cost of system expansion or improvements with direct or indirect contributed capital from that partner.

The long-term financial plan differentiates between appropriate uses of long-term debt versus revenue financed capital in the Improvement & Extension (I&E) Fund as defined in the MBO. As a general rule assets with a life of less than 20 years are funded with I&E Funds. An example of an exception to the rule is some plant improvements. Otherwise, assets with a life greater than 20 years are funded with a blend of debt and I&E Funds. Building up I&E Funds over time allows GLWA to position itself to further reduce reliance on debt. Exceptions to that plan may be to take advantage of lower cost borrowings from the revolving fund loan programs or a revision of the plan to optimize refunding savings. For this reason, the five-year financial plan is regularly reviewed during the fiscal year. Updates may also occur due to grant awards, collaboration opportunities, and changes in budgetary conditions. The financial plan reflects grants and federal and state loans only after approval is received by the grantor or authorized party.

## Accounting

To ensure proper accountability of funding sources and uses, the Authority's water and wastewater systems each utilizes two funds for its capital program which are described below:

### ❖ **Construction Fund**

This fund is used to account for constructed asset projects and programs that will be capitalized and depreciated over time. Revenues, or incoming resources for this fund include bond proceeds and related interest earnings as well as transfers in from the Improvement & Extension Fund for "PAYGO" financing. The balance of bond funds and I&E funds is designed to lower the cost of capital improvements.

### ❖ **Improvement & Extension (I&E) Fund**

The I&E Fund is defined by the Authority's Master Bond Ordinance (MBO) as the "fund used for improvements, enlargements, extensions or betterment" of the system. Cash receipts of the Authority are transferred into the I&E Fund pursuant to a flow of funds after commitments are met for a monthly allocation of operations and maintenance expense, debt service, pension, WRAP, budget stabilization fund, and extraordinary repair and replacement fund. Capital outlay items are funded with I&E Funds. Capital outlay are items that are generally purchased (rather than constructed) and with an estimated useful life of less than 20 years. As a general rule, assets in the CIP with a life of less than 20 years are funded with I&E funds.

The basis of accounting for the capital spending is the accrual basis. Under this basis of accounting, revenues are recognized when earned and measurable regardless of when collected; and expenses are recorded, or accrued, on a matching basis when incurred. Accrued expenses are expected to be paid in a subsequent accounting period.

## Revenue Requirements

Revenue requirements are the basis for establishing customer charges. Included in that calculation are operations and maintenance expense, debt service, Master Bond Ordinance (MBO) reserve requirements, system lease requirements, revenue financed capital targets, water residential assistance program commitments, and legacy obligations. Each of these elements is allocated to the cost pools listed below that align with customer's use of the system. The debt service and revenue financed capital revenue requirements are allocated to cost pools based on the Authority's investment in fixed assets. The cost of capital improvements will impact future fixed asset records, and future charges.

The following table summarizes CIP costs by major function for both the Water System and the Wastewater System. This summary illustrates how the costs of financing the CIP will ultimately impact individual customer charges for the Authority's Member Partners, consistent with established cost allocation methodologies.

Capital Improvement Plan Cost Pool Allocation (\$000)							Total FY 2025- 2029	Percent of Five Year Total
Function	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029			
<b>Water</b>								
Treatment	\$ 96,496	\$ 86,653	\$ 108,565	\$ 108,937	\$ 111,095	\$ 511,745	47.7%	
Transmission	96,878	93,283	69,823	71,231	34,513	365,728	34.1%	
Storage	9,903	10,505	13,303	21,231	12,268	67,209	6.3%	
Pumps	4,056	19,311	36,133	34,932	32,675	127,106	11.9%	
<b>Total Water</b>	<b>\$ 207,333</b>	<b>\$ 209,752</b>	<b>\$ 227,824</b>	<b>\$ 236,331</b>	<b>\$ 190,551</b>	<b>\$ 1,071,788</b>	<b>100.0%</b>	
<b>100% Spend Rate Assumption (1)</b>	<b>\$ 210,000</b>	<b>\$ 210,000</b>	<b>\$ 230,000</b>	<b>\$ 240,000</b>	<b>\$ 195,000</b>			
<b>Wastewater</b>								
Conveyance/Pumps	\$ 79,956	\$ 111,575	\$ 99,254	\$ 93,828	\$ 74,090	\$ 458,704	46.7%	
CSO	16,454	9,271	26,602	23,952	20,078	96,356	9.8%	
Treatment	72,779	91,847	90,375	84,215	88,248	427,465	43.5%	
<b>Total Wastewater</b>	<b>\$ 169,189</b>	<b>\$ 212,693</b>	<b>\$ 216,231</b>	<b>\$ 201,995</b>	<b>\$ 182,416</b>	<b>\$ 982,525</b>	<b>100.0%</b>	
<b>100% Spend Rate Assumption (1)</b>	<b>\$ 170,000</b>	<b>\$ 215,000</b>	<b>\$ 220,000</b>	<b>\$ 205,000</b>	<b>\$ 185,000</b>			

(1) Amounts included in Biennial Budget & Five Year Financial Plan - See Core Financial Plan Schedules 5C & 5D. Forecasted CIP expenditures have been rounded up to the nearest \$5 million for the Construction Fund budget to recognize the dynamic nature of the CIP.

### Water Functions

1. **Treatment** represents costs associated with improvements to the Authority's water treatment plants. In the current water cost allocation methodology, costs related to these facilities are allocable to customers based primarily on their contractual maximum day demands.

The other water functions reflect projects related to transmitting water to customers. In the current water cost allocation methodology, costs related to these facilities are allocable to customers based primarily on their contractual peak hour demands. There are other sub-functions that are utilized in the water charge methodology – including the relative distance and elevation associated with each customer's location.

2. **Transmission** projects reflect the Authority's investment in the large transmission mains that deliver water throughout the region. Several of these projects are designed to improve reliability of service in strategic areas of the system.

3. **Storage** projects are related to improvements to the reservoirs in the system, which are primarily designed to store water to be delivered in peak use conditions.
4. **Pumps** refers to projects to improve the system's 19 water booster stations. These facilities pump water through the transmission system.

#### Wastewater Functions

1. **Conveyance/Pumps** summarizes projects in the CIP designed to make improvements to the System's major interceptors and lift stations. These facilities collect and deliver wastewater to the system's Water Resource Recovery Facility (WRRF).
2. **CSO** projects in the CIP reflect improvements to the system's existing combined sewer overflow treatment and conveyance facilities, including Retention Treatment Basins (RTB) and Screening and Disinfection Facilities (SDF).
3. **Treatment** projects are those designed to make improvements to facilities at the WRRF.

The Wastewater cost allocation methodology generally follows the functions shown in the table above. In general, costs associated with conveyance facilities are allocable to customers based on their contribution of total wastewater volumes and costs associated with treatment facilities are allocable to customers based on their contribution of sanitary and total volumes. Costs associated with certain CSO facilities are allocated based upon terms of service agreements with the Authority's member partners. The agreements assign 83% of costs related to these specifically designated facilities to City of Detroit customers and 17% to other member partners.

### CIP Summary

The tables below summarize the Water Fund and Sewage Disposal Fund CIP Expenditures by project categories.

Water Capital Improvement Plan (\$000)									
Category	Lifetime Thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030 & Beyond	Project Total
<b>Treatment Plants &amp; Facilities</b>									
Lake Huron	\$ 13,438	\$ 26,752	\$ 27,217	\$ 32,731	\$ 33,384	\$ 55,921	\$ 44,775	\$ 103,799	\$ 338,018
Northeast	4,912	2,557	8,149	8,149	18,170	14,298	14,247	206,873	277,357
Southwest	6,108	3,623	2,717	1,193	1,193	2,376	5,817	182,397	205,424
Springwells	70,506	29,750	35,270	33,084	53,648	32,561	25,192	335,451	615,461
Water Works Park	35,320	16,858	15,393	7,339	-	2,758	6,581	130,714	214,962
General Purpose	69,305	17,559	15,151	751	-	-	-	-	102,767
<b>Total Treatment Plants &amp; Facilities</b>	<b>199,589</b>	<b>97,099</b>	<b>103,897</b>	<b>83,247</b>	<b>106,395</b>	<b>107,914</b>	<b>96,612</b>	<b>959,234</b>	<b>1,753,989</b>
<b>Field Services -</b>									
Transmission System	257,360	89,599	73,868	77,909	60,443	53,368	19,089	43,837	675,474
<b>System Control Center -</b>									
Transmission System	53,517	8,076	4,056	19,311	36,133	34,932	32,675	543,860	732,559
<b>Metering - General Purpose</b>									
General Purpose	12,411	1,107	3,642	3,642	3,642	3,652	-	-	28,097
<b>Programs &amp; General Purpose</b>									
General Purpose	33,631	10,892	21,868	25,642	21,210	36,464	42,174	276,006	467,886
<b>Total Water Projects</b>	<b>556,508</b>	<b>206,773</b>	<b>207,331</b>	<b>209,751</b>	<b>227,823</b>	<b>236,330</b>	<b>190,550</b>	<b>1,822,937</b>	<b>3,658,005</b>

*May not foot or match totals in CIP Cost Pool Allocation table above due to rounding.*

**Wastewater Capital Improvement Plan (\$000)**

Category	Lifetime Thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030 & Beyond	Project Total
<b>Water Resource Recovery Facility</b>									
Primary Treatment	\$ 34,373	\$ 20,136	\$ 31,594	\$ 35,559	\$ 33,424	\$ 30,634	\$ 36,856	\$ 248,138	\$ 470,715
Secondary Treatment & Disinfection	1,220	699	11,615	26,276	27,833	28,236	28,637	223,271	347,787
Residuals									
Management	23,762	4,725	2,155	6,770	8,577	6,330	3,844	329,712	385,874
General Purpose	23,496	31,877	27,414	23,242	20,541	19,015	18,912	119,890	284,387
<b>Total WRRF</b>	<b>82,851</b>	<b>57,437</b>	<b>72,778</b>	<b>91,847</b>	<b>90,375</b>	<b>84,215</b>	<b>88,249</b>	<b>921,011</b>	<b>1,488,763</b>
<b>Field Services</b>									
General Purpose	12,328	12,358	557	4,534	10,168	10,349	4,141	8,130	62,566
Inteceptors	66,846	31,504	28,841	41,626	33,137	26,906	11,607	22,501	262,968
<b>Total Field Services</b>	<b>79,174</b>	<b>43,862</b>	<b>29,398</b>	<b>46,160</b>	<b>43,305</b>	<b>37,255</b>	<b>15,748</b>	<b>30,631</b>	<b>325,534</b>
<b>System Control Center</b>									
General Purpose	54,352	23,604	25,497	34,478	6,827	6,292	3,938	5,098	160,086
Pumping Stations	63,614	6,450	21,068	27,283	46,503	45,759	49,895	249,628	510,201
In System Devices	-	-	-	-	-	-	-	81,336	81,336
<b>Total SCC</b>	<b>117,966</b>	<b>30,054</b>	<b>46,565</b>	<b>61,761</b>	<b>53,330</b>	<b>52,051</b>	<b>53,833</b>	<b>336,062</b>	<b>751,623</b>
<b>Programs</b>	<b>34,975</b>	<b>14,895</b>	<b>9,500</b>	<b>4,355</b>	<b>3,288</b>	<b>5,944</b>	<b>6,536</b>	<b>1,020,975</b>	<b>1,100,468</b>
<b>CSO Facilities</b>									
Multiple CSO Facilities	10,494	5,446	4,330	4,670	15,626	13,387	8,936	85,675	148,564
Hubbell Southfield	438	2,021	3,032	449	7,935	9,143	9,115	24,172	56,306
Conner Creek	349	9	-	-	-	-	-	-	357
Baby Creek	5,705	4,574	3,585	3,450	2,372	-	-	745	20,431
<b>Total CSO Facilities</b>	<b>16,986</b>	<b>12,050</b>	<b>10,947</b>	<b>8,569</b>	<b>25,933</b>	<b>22,530</b>	<b>18,051</b>	<b>110,592</b>	<b>225,658</b>
<b>Total Wastewater Projects</b>	<b>\$331,952</b>	<b>\$158,298</b>	<b>\$169,188</b>	<b>\$212,692</b>	<b>\$216,231</b>	<b>\$201,995</b>	<b>\$182,417</b>	<b>\$2,419,271</b>	<b>\$3,892,046</b>

*May not foot or match totals in CIP Cost Pool Allocation table above due to rounding.*

**CIP Types**

A "Project" consists of the replacement and/or rehabilitation of specific capital assets within a finite timeframe and scope. Projects are generally nonrecurring expenditures.

A "Program" consists of the replacement and/or rehabilitation of specific capital assets on an ongoing or recurring basis. The program scope and/or projected expenses may vary from year-to-year depending on the needs identified within the program and as newly established programs develop consistent schedules, requirements, and history over time. Although not typically identified in the CIP future years projected expenses, these programs will typically be funded in perpetuity.

### Nonrecurring Projects in the CIP for FY 2025 through FY 2029

The tables below list the nonrecurring projects that are budgeted for FY 2025 through FY 2029 that are greater than \$30 million. There are ten (10) projects in the Water category and seven (7) projects in the Wastewater category.

Water Nonrecurring Projects with 2025-2029 CIP Total Greater than \$30M (\$000)													
CIP #	Project Title	Lifetime Actual Thru FY 2023	Projected Expenditures								FY 2025-2029 CIP Total	FY 2030+	Project Total
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029					
114002	Springwells Water Treatment Plant, Low-Lift and High-Lift Pumping Station Improvements	26,618	19,024	28,225	26,039	47,568	32,427	23,584	157,844	112,226	315,712		
122004	96-inch Water Transmission Main Relocation and Isolation Valve Installations	51,006	33,294	32,074	36,958	40,072	37,773	6,376	153,253	-	237,553		
111001	Lake Huron Water Treatment Plant, Low-Lift, High Lift and Filter Backwash Pumping System Improvements	3,536	1,335	1,674	12,240	12,665	38,849	35,013	100,442	35,098	140,411		
132016	North Service Center Pumping Station Improvements	1,170	3,738	2,532	10,289	27,111	24,622	22,392	86,947	147,729	239,584		
122016	Downriver Transmission Main Loop	2,612	2,886	15,131	15,131	5,601	11,343	8,534	55,740	8,534	69,772		
112008	Northeast Water Treatment Plant Filter Replacement	-	-	3,507	3,507	14,247	14,286	14,247	49,795	35,755	85,550		
111012	LHWTP-Flocculation Improvements	742	6,385	12,437	12,218	12,218	7,331	-	44,204	-	51,331		
122019	Jefferson Main Replacement Project	1,098	36	19,501	19,501	-	-	-	39,002	-	40,136		
132015	Newburgh Road Booster Pumping Station Improvements	1,249	-	-	9,022	9,022	9,046	9,022	36,111	9,022	46,382		
111006	Lake Huron Water Treatment Plant, Filter Instrumentation and Raw Water Flow Metering Improvements	1,381	2,687	2,981	8,244	8,501	8,525	7,500	35,751	-	39,819		

<b>Wastewater Nonrecurring Projects with 2025-2029 CIP Total Greater than \$30M (\$000)</b>													
CIP #	Project Title	Lifetime Actual Thru FY 2023	Projected Expenditures								FY 2025-2029 CIP Total	FY 2030+	Project Total
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029					
232002	Freud & Conner Creek Pump Station Improvements	19,867	4,073	21,068	27,283	46,503	45,759	49,895	190,509	249,628	464,077		
212008	WRRF Aeration Improvements 1 and 2	1,196	483	10,783	25,444	25,444	25,514	25,444	112,630	100,034	214,343		
222001	Oakwood District Intercommunity Relief Sewer Modification at Oakwood	2,610	27	-	22,468	22,468	22,529	11,326	78,792	-	81,428		
211006	WRRF PS No. 1 Improvements	11,411	13,200	15,064	15,063	15,010	14,492	14,406	74,034	12,315	110,960		
216008	Rehabilitation of Screened Final Effluent (SFE) Pump	3,711	4,885	13,500	12,964	12,958	12,952	12,917	65,291	27,214	101,101		
211007	WRRF PS #2 Bar Racks Replacements and Grit Collection System Improvements	8,778	450	11,467	12,988	12,923	12,459	12,425	62,262	51,267	122,757		
222002	Detroit River Interceptor (DRI) Evaluation and Rehabilitation	51,063	11,738	11,581	8,424	8,424	4,322	151	32,901	21,859	117,561		

The following tables outline the impact of these nonrecurring projects on the financial plan. In general, improvements to the system provide for more efficient operations. In the table below, projects are noted which have additional elements for optimizing operations and reducing O&M costs. Many of these align with the Water Master Plan Right-Sizing strategies that have incorporated the 2015 Water Master Plan recommendations to right size infrastructure to allow for future capital cost avoidance and will result in reduced O&M costs due to right sizing of the infrastructure. Redundancy & Reliability identifies projects that have a direct impact at improving system redundancy and reliability – generally a key factor ensuring service levels and reducing risk. Those projects that have SRF financing either in place or in the process of applying for are noted in the last column of the table. SRF financing provides a lower cost of capital.

<b>Water Nonrecurring Projects – Impact on Financial Plan</b>			
<b>Project/Project Drivers</b>	<b>Optimized Operations/ Reduce O&amp;M Costs</b>	<b>Service Level Reliability &amp; Redundancy Improved</b>	<b>DWSRF Project No. (Lower Cost of Capital)</b>
<b>CIP # 114002 - Springwells Water Treatment Plant Low-Lift and High-Lift Pumping Station Improvements</b> <ul style="list-style-type: none"> <li>• Replace equipment and associated appurtenances placed in service from 1930 to 1958 (exceeded original design life).</li> <li>• Replace 3 primary transformers and feeders</li> </ul>	WMP Rightsizing Rightsizing the pumps (reducing number of and size of the pumps and adding variable frequency drives) will result in lower power bills.	Yes	
<b>CIP # 122004 - 96-inch Water Transmission Main Relocation and Isolation Valve Installations</b> <ul style="list-style-type: none"> <li>• Relocate 2.5 miles of transmission main currently located in landfill and crossing the Clinton River</li> <li>• Install additional isolation valves</li> </ul>	Focus on system performance by providing isolation and redundancy to Lake Huron WTP	Yes	7532-01 7532-02 7532-03
<b>CIP # 111001 - Lake Huron Water Treatment Plant, Low-Lift, High Lift and Filter Backwash Pumping System Improvements</b> <ul style="list-style-type: none"> <li>• Rehab or replacement of the following:               <ul style="list-style-type: none"> <li>○ High and medium voltage electrical system</li> <li>○ Low-lift pumps, to be right-sized to current and projected demands.</li> <li>○ High-lift pumping units, right-sized to current and projected demands.</li> <li>○ Filter wash water pumps and related equipment.</li> <li>○ Phosphoric acid storage tanks and fill piping.</li> <li>○ Update instrumentation, controls and supervisory, control and data acquisition (SCADA) systems related to the pumping system equipment.</li> </ul> </li> </ul>	WMP Right Sizing Innovation-ensure energy efficiency	Yes	
<b>CIP # 132016 - North Service Center Pumping Station Improvements</b> <ul style="list-style-type: none"> <li>• Rehabilitation of the facility</li> <li>• Replacement of two ten million gallon reservoirs.</li> </ul>	Focus on optimization of energy efficiency	Yes	
<b>CIP # 122016 – Downriver Transmission Main Loop</b> <ul style="list-style-type: none"> <li>• Provide a transmission main loop to the Downriver system to provide redundancy on this branch of the system.</li> </ul>	WMP Right Sizing to increase redundancy	Yes	
<b>CIP # 112008 – Northeast Water Treatment Plant Filter Replacement</b> <ul style="list-style-type: none"> <li>• Remove and replace filter media, surface wash water system, filter piping and filter valves</li> <li>• Rehab existing filter underdrain system</li> </ul>	Regulatory compliance and performance	Yes	

<b>Water Nonrecurring Projects – Impact on Financial Plan</b>			
<b>Project/Project Drivers</b>	<b>Optimized Operations/ Reduce O&amp;M Costs</b>	<b>Service Level Reliability &amp; Redundancy Improved</b>	<b>DWSRF Project No. (Lower Cost of Capital)</b>
<b>CIP # 111012 – LHWTP-Flocculation Improvements</b> <ul style="list-style-type: none"> <li>Replacement of flocculators possibly increasing the number from two to four</li> </ul>	Innovation	Yes	
<b>CIP # 122019 – Jefferson Main Replacement Project</b> <ul style="list-style-type: none"> <li>Replacement of 48-inch transmission main within Jefferson Avenue from Water Works Park to I-375</li> </ul>	Collaboration with other City of Detroit improvements	Yes	
<b>CIP # 132015 – Newburgh Road Booster Pumping Station Improvements</b> <ul style="list-style-type: none"> <li>Construct a new pumping station on existing site or on a new site</li> </ul>	Redundancy	Yes	
<ul style="list-style-type: none"> <li><b>CIP # 111006 – Lake Huron Water Treatment Plant, Filter Instrumentation and Raw Water Flow Metering Improvements</b></li> <li>Replacement of filter instrumentation and raw water metering.</li> <li>Will be done at the same time the City of Detroit reconstructs Jefferson Avenue to avoid duplication of restoration costs</li> </ul>	Innovation	Yes	

<b>Sewer Nonrecurring Projects – Impact on Financial Plan</b>			
<b>Project/Project Drivers</b>	<b>Optimized Operations/ Reduce O&amp;M Costs</b>	<b>Service Level Reliability &amp; Redundancy Improved</b>	<b>CWSRF Project No. (Lower Cost of Capital)</b>
<b>CIP # 232002 - Freud &amp; Conner Creek Pump Station Improvements</b> <ul style="list-style-type: none"> <li>The primary objective is to improve performance of Connor Creek and Freud sewage pumping stations.</li> <li>Optimize the utilization of interconnected piping and operation between both pumping stations and the Connor Creek Retention and Treatment Basin.</li> </ul>	Wet Weather Resiliency	Yes	5708-01
<b>CIP # 212008 - WRRF Aeration Improvements 1 and 2</b> <ul style="list-style-type: none"> <li>The Intermediate Lift Pumps convey primary effluent to the secondary bioreactors (aeration decks) have reached their useful life and are in need of replacement.</li> </ul>	Innovation	Yes	5838-01
<b>CIP # 222001 – Oakwood District Intercommunity Relief Sewer Modification at Oakwood District</b> <ul style="list-style-type: none"> <li>Implement the WWMP recommended relief connection from the Northwest Interceptor to the Oakwood PS</li> </ul>	WW Master Plan Wet Weather Resiliency	Yes	5840-01

<b>Sewer Nonrecurring Projects – Impact on Financial Plan</b>			
<b>Project/Project Drivers</b>	<b>Optimized Operations/ Reduce O&amp;M Costs</b>	<b>Service Level Reliability &amp; Redundancy Improved</b>	<b>CWSRF Project No. (Lower Cost of Capital)</b>
<b>CIP # 211006 – WRRF PS No. 1 Improvements</b> <ul style="list-style-type: none"> <li>Condition assessment and rehabilitation of all pumps at Pump Station 1</li> </ul>	Innovation Wet Weather Resiliency	Yes	5836-01
<b>CIP # 216008 – Rehabilitation of Screened Final Effluent (SFE) Pump Station</b> <ul style="list-style-type: none"> <li>The pump station provides SFE water to many of the GLWA WRRF treatment processes and needs to be completely rehabilitated to maintain uninterrupted supply of SFE water to these processes</li> </ul>	WW Master Plan Innovation	Yes	5839-01
<b>CIP # 211007 - WRRF Pump Station #2 Bar Racks Replacements and Grit Collection System Improvements</b> <ul style="list-style-type: none"> <li>Replace grit collection and pumping system and grit washing and classification with more efficient equipment to reduce truck traffic and cost of disposal.</li> <li>Improve the performance of all downstream processes, reduce maintenance costs and increase life of downstream equipment.</li> <li>New instrumentation and controls for operations and monitoring.</li> <li>Addresses plant operational inefficiencies that cause downtime for maintenance and risk permit violation.</li> </ul>	Innovation Wet Weather Resiliency	Yes	5837-01
<b>CIP # 222002 – Detroit River Interceptor (DRI) Evaluation and Rehabilitation</b> <ul style="list-style-type: none"> <li>Provide the necessary cleaning, rehabilitation or replacement of interceptor to optimize the design capacity and to extend the service life of this asset.</li> </ul>	Wet Weather Resiliency	Yes	5655-01 5655-02 5655-03

### **Debt Management Objective**

A clear long-term objective of the Great Lakes Water Authority (GLWA) is to reduce the level of annual debt service as a percent of the revenue requirements to reach our organizational goal of a firm bond credit rating in the AA category. For the FY 2025 budget, debt service is 46% of the water system revenue requirement and 43% of the sewer system revenue requirement. For the FY 2026 budget, debt service is 45% of the water system revenue requirement and 41% of the sewer system revenue requirement. Where possible, the GLWA is seeking to maximize the use of lower interest cost loan programs through the State Revolving Fund such as the Drinking Water State Revolving Fund (DWSRF) and the Clean Water State Revolving Fund (CWSRF) programs.

### **Purpose**

Pursuant to the terms of the regional system lease agreements dated June 12, 2015, and subsequent bondholder consent achieved in November 2015, the GLWA is the successor obligor for the former City of Detroit Water & Sewerage Department (DWSD) revenue bonds. Revenues from both the DWSD and GLWA systems represent pledged assets for the payment of the bonds. Revenues collected from both systems are deposited with the Trustee pursuant to the terms of the GLWA Master Bond Ordinance (MBO). The Trustee then distributes and maintains trust accounts for specified purposes including the payment of debt obligations. The MBO and lease agreements are available online at <https://www.glwater.org/investor-relations/>.

The Authority issues revenue bonds to fund regional system capital improvement project costs and to refund previous revenue bond issuances if targeted savings can be achieved. The Authority also issues revenue bonds on behalf of the local system as the regional system leases provide that GLWA will finance local system improvements of the DWSD. GLWA is the obligor of 100% of the debt payable which is recorded in GLWA's books. A "contractual obligation receivable" is recorded by GLWA which represents the amount related to the DWSD local system improvements. Accordingly, DWSD records an "obligation payable" for a like amount. GLWA maintains detailed records of all debt issuances and how the responsibility for payment of debt is allocated between the regional system and local system, as well as between the water and sewer systems. GLWA and DWSD regularly reconcile interrelated accounts between the entities.

The following table summarized the purpose of the revenue bond issues since GLWA's inception.

<b>Purpose of Revenue Bond Issues (\$ millions)</b>					
Issue	Construction Funds			Refunding	Total Bond Issues
	Regional System	Local System	Total for Construction		
<b>Water System</b>					
Series 2016	\$ 201.1	\$ 50.7	\$ 251.8	\$ 666.0	\$ 917.8
Series 2018	-	-	-	155.6	155.6
Series 2020	-	85.6	85.6	377.5	463.1
Series 2022	207.2	-	207.2	-	207.2
Series 2023	148.5	-	148.5	67.2	215.7
<b>Total Water</b>	<u>\$ 556.8</u>	<u>\$ 136.3</u>	<u>\$ 693.2</u>	<u>\$ 1,266.3</u>	<u>\$ 1,959.5</u>
<b>Sewage Disposal System</b>					
Series 2016	\$ -	\$ -	\$ -	\$ 421.3	\$ 421.3
Series 2018	-	81.6	81.6	175.9	257.5
Series 2020	-	-	-	687.5	687.5
Series 2022	198.0	-	198.0	12.5	210.5
Series 2023	96.9	-	96.9	200.2	297.1
<b>Total Sewer</b>	<u>\$ 294.8</u>	<u>\$ 81.6</u>	<u>\$ 376.4</u>	<u>\$ 1,497.3</u>	<u>\$ 1,873.7</u>
<b>Combined</b>					
Series 2016	\$ 201.1	\$ 50.7	\$ 251.8	\$ 1,087.3	\$ 1,339.1
Series 2018	-	81.6	81.6	331.5	413.1
Series 2020	-	85.6	85.6	1,065.0	1,150.6
Series 2022	405.2	-	405.2	12.5	417.7
Series 2023	245.4	-	245.4	267.4	512.8
<b>Total Combined</b>	<u>\$ 851.7</u>	<u>\$ 217.9</u>	<u>\$ 1,069.6</u>	<u>\$ 2,763.6</u>	<u>\$ 3,833.2</u>

The following table summarized the savings from the revenue refunding bond issues since GLWA's inception.

<b>Revenue Refunding Bonds Savings (\$ millions)</b>				
Issue	Refunding Bond Amount	Future Cash Flow Savings	Debt Reserve Release ( <i>used to obtain savings</i> )	Net PV Savings
<b>Water System</b>				
Series 2016	\$ 666.0	\$ 185.4	\$ 25.2	\$ 120.8
Series 2018	155.6	30.9	1.6	24.9
Series 2020	377.5	103.1	10.5	66.5
Series 2023	67.2	11.2	-	7.9
<b>Total Water</b>	<b>\$ 1,266.3</b>	<b>\$ 330.6</b>	<b>\$ 37.3</b>	<b>\$ 220.0</b>
<b>Sewage Disposal System</b>				
Series 2016	\$ 421.3	\$ 123.7	\$ 23.8	\$ 71.2
Series 2018	175.9	54.0	11.2	34.5
Series 2020	687.5	221.0	33.6	122.9
Series 2022	12.5	2.0	1.6	0.2
Series 2023	200.2	34.8	0.2	20.9
<b>Total Sewer</b>	<b>\$ 1,497.3</b>	<b>\$ 435.5</b>	<b>\$ 70.4</b>	<b>\$ 249.7</b>
<b>Combined</b>				
Series 2016	\$ 1,087.3	\$ 309.1	\$ 49.0	\$ 191.9
Series 2018	331.5	84.9	12.8	59.4
Series 2020	1,065.0	324.1	44.1	189.4
Series 2022	12.5	2.0	1.6	0.2
Series 2023	267.4	45.9	0.2	28.8
<b>Total Combined</b>	<b>\$ 2,763.6</b>	<b>\$ 766.1</b>	<b>\$ 107.7</b>	<b>\$ 469.7</b>

## **Debt Management Policy**

The Authority's Debt Management Policy was adopted by the GLWA Board on December 9, 2015 and amended on April 26, 2023. The goal of the policy is to ensure that financings undertaken by GLWA satisfy clear objective standards which allow it to protect its financial resources in order to meet its long-term capital needs and comply with the provisions of the Bond Ordinance. The policy provides guidance on the types and structures of debt instruments and the methods of sales to be considered. The policy also specifies the selection process of underwriters and other professionals for debt transactions. In addition to addressing the sale of debt, the policy also demonstrates the Authority's goal to provide debt management activities such as timely continuing disclosure filings and rating agency communications that will help the Authority to maintain and improve its credit ratings to reduce the future cost of capital. The [Debt Management Policy](#) can be found on the GLWA website.

The goals and objectives of the policy are listed below.

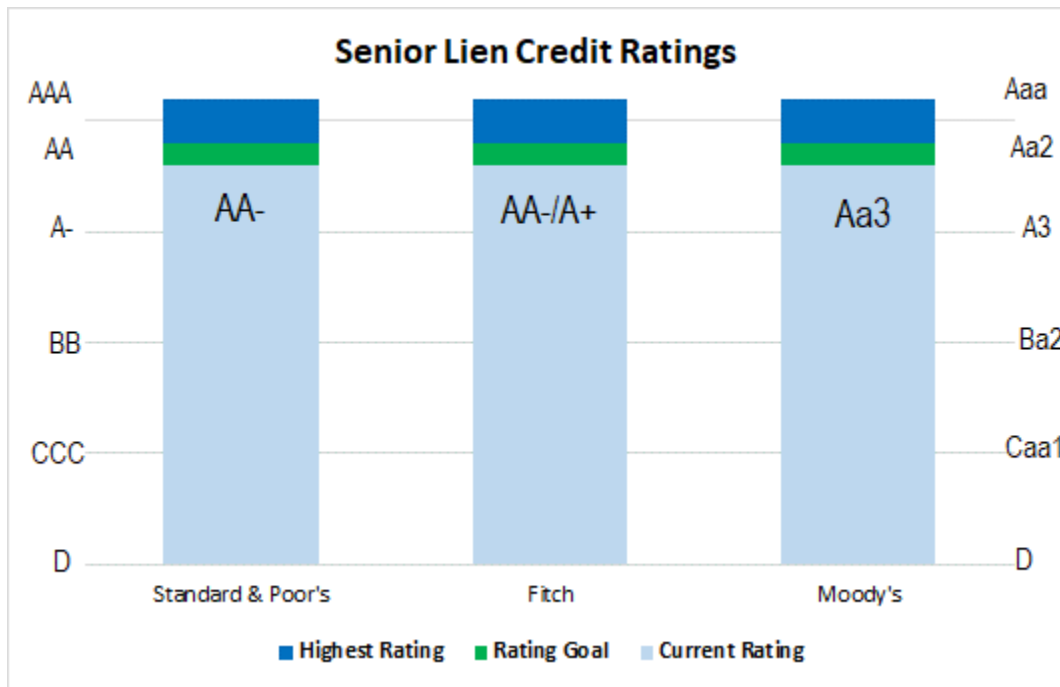
- ❖ Promote cooperation and coordination with all stakeholders in the financing and delivery of services by:
  - Minimizing financing costs for capital projects and other debt issuances by seeking the lowest cost of capital reasonably available with the least amount of risk.
  - Establishing criteria to determine the appropriate use of available financing sources (i.e., long-term and short-term debt, fixed rate and variable rate debt, Pay-As-You-Go (PAYGO) financing, grants and other alternative forms of financing).
  - Evaluating various debt issuance alternatives, including the amount and type of debt.
  - Working to maintain adequate levels of working capital, reserves and cash-on-hand in order to avoid mismatches between available cash and cash outflows for capital expenditures as determined by cash flow analysis and projections.
  - Designing capital funding solutions to provide maximum administrative and operating flexibility where possible.
  - Designing capital funding solutions intended to minimize legal and financial risks to current and future budgets.
  - Protecting and enhancing GLWA's credit ratings to maintain access, on the best available terms, to local, regional and national capital markets.
  - Maintaining reasonable and justifiable levels of rates, fees and charges that best address the current and future needs of GLWA and all stakeholders.
  - Improving the quality of decisions and parameters for justification of debt structures.
  - Ensuring compliance with all laws, legal agreements, contracts, best practices and adopted policies related to debt issuance and management.

**Debt Limits**

As a regional authority established under Michigan Public Act 233 of 1955, GLWA may only issue Revenue Bonds under Michigan Public Act 94 of 1933 (PA 94). PA 94 does not have a legal debt limitation for outstanding bonds that GLWA may issue. Under the Master Bond Ordinance (MBO), GLWA is authorized to issue additional bonds, but only if GLWA certifies that the additional bonds debt service coverage for each priority of lien (regardless of the priority of lien of the additional bonds) is not less than the required coverage as stated in the MBO.

**Credit Ratings**

One of the Authority’s organizational strategic goals is a solid bond credit rating of AA. The Authority discusses a plan to reach that goal in Section 1 Financial Plan under the Organizational Strategic Goals of this budget document. The following table summarizes the Authority’s progress towards meeting that credit rating goal as of October 2023.



The following tables provide the history of the credit ratings as of June 30th for the Water Supply System Revenue Bonds and Sewage Disposal System Revenue Bonds. In October 2023, the Authority received rating affirmations and upgrades. Those are reflected in the 2024 column.

Water Supply System Revenue Bonds									
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Standard & Poor's									
Senior Lien	A-	A-	A-	AA-	AA-	AA-	AA-	AA-	AA-
Second Lien	BBB+	BBB+	BBB+	A+	A+	A+	A+	A+	A+
Junior Lien	N/A	N/A	N/A	A+	A+	A+	A+	A+	A+
Moody's									
Senior Lien	Baa1	A3	A3	A2	A1	A1	A1	A1	Aa3
Second Lien	Baa2	Baa1	Baa1	A3	A2	A2	A2	A2	A1
Fitch									
Senior Lien	BBB	A	A	A	A+	A+	A+	A+	A+
Second Lien	BBB-	A-	A-	A-	A	A	A	A	A

Sewage Disposal System Revenue Bonds									
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Standard & Poor's									
Senior Lien	A-	A-	A-	A+	AA-	AA-	AA-	AA-	AA-
Second Lien	BBB+	BBB+	BBB+	A	A+	A+	A+	A+	A+
Junior Lien	N/A	N/A	N/A	A	A+	A+	A+	A+	A+
Moody's									
Senior Lien	Baa1	A3	A3	A2	A1	A1	A1	A1	Aa3
Second Lien	Baa2	Baa1	Baa1	A3	A2	A2	A2	A2	A1
Fitch									
Senior Lien	BBB	A	A	A	A+	A+	A+	A+	AA-
Second Lien	BBB-	A-	A-	A-	A	A	A	A	A+

### Debt Service Coverage

GLWA computes the debt service coverage ratio using two different methodologies. The Rate Covenant Method uses the cash basis in computing pledged revenue and the GAAP Method uses the accrual basis in computing pledged revenue. Pledged revenue is divided by the debt service requirements of each lien on a set aside basis to compute the debt service coverage ratio. The set aside basis is defined as the cash available to make the debt service payments on the due dates. The following table details the components of the pledged revenue for each methodology.

Pledged Revenue Components	Pledged Revenue Calculation	Rate Covenant Method	GAAP Method
Revenues	Addition	Cash basis	Accrual basis
GLWA O&M expenses	Subtraction	Cash basis	Accrual basis
GLWA O&M pension	Subtraction	Cash basis	Cash basis
DWSD O&M expenses & O&M pension	Subtraction	Cash transfers to DWSD	Cash transfers to DWSD

The following tables provided a summary of the MBO required minimum, historical, and budgeted debt service coverage.

Debt Service Coverage Water System							
	MBO						
	Required Minimum	Actual 2021	Actual 2022	Actual 2023	Estimated 2024	Requested 2025	Requested 2026
<b>Rate Covenant Method</b>							
Senior Lien Bonds	1.20	1.99	1.88	1.88	1.86	1.75	1.78
Senior and Second Lien Bonds	1.10	1.40	1.37	1.37	1.36	1.30	1.35
All Bonds, including SRF Junior Lien	1.00	1.38	1.33	1.31	1.25	1.19	1.23
<b>GAAP Method</b>							
Senior Lien Bonds		1.95	2.00	1.99			
Senior and Second Lien Bonds		1.38	1.45	1.45			
All Bonds, including SRF Junior Lien		1.35	1.41	1.38			

Debt Service Coverage Sewage Disposal System							
	MBO						
	Required Minimum	Actual 2021	Actual 2022	Actual 2023	Estimated 2024	Requested 2025	Requested 2026
<b>Rate Covenant Method</b>							
Senior Lien Bonds	1.20	2.92	2.35	2.17	2.05	2.07	2.17
Senior and Second Lien Bonds	1.10	1.97	1.68	1.72	1.54	1.54	1.60
All Bonds, including SRF Junior Lien	1.00	1.51	1.30	1.37	1.24	1.26	1.34
<b>GAAP Method</b>							
Senior Lien Bonds		2.50	2.64	2.13			
Senior and Second Lien Bonds		1.68	1.89	1.69			
All Bonds, including SRF Junior Lien		1.29	1.46	1.34			

### Debt Requirements through Maturity

The following tables provide the aggregate debt service requirements for the Authority's debt (fixed and variable-rate) instruments as of June 30, 2023, by fund. These amounts assume that the current interest rate on the variable-rate sewer bond will remain the same through maturity. As interest rates vary, interest payments on the variable-rate sewer bond will vary.

Water Fund					
Year Ended June 30	Bonds		Notes from Direct Borrowings and Direct Placements		Total
	Principal	Interest	Principal	Interest	
2024	\$ 40,250,000	\$ 91,625,071	\$ 6,985,000	\$ 4,099,446	\$ 142,959,517
2025	82,590,000	103,512,277	12,453,950	3,888,845	202,445,072
2026	86,795,000	99,634,323	12,710,000	3,641,836	202,781,159
2027	90,805,000	95,382,395	12,952,820	3,389,809	202,530,024
2028	95,310,000	90,959,407	11,560,000	3,150,348	200,979,755
2029-2033	561,450,000	378,469,377	60,195,190	12,292,397	1,012,406,964
2034-2038	619,035,000	227,124,415	45,605,907	6,887,898	898,653,220
2039-2043	357,870,000	124,057,575	32,398,814	3,045,047	517,371,436
2044-2048	283,025,000	48,048,437	9,272,237	901,376	341,247,050
2049-2053	62,130,000	7,691,537	3,222,890	137,896	73,182,323
	<u>\$ 2,279,260,000</u>	<u>\$ 1,266,504,814</u>	<u>\$ 207,356,808</u>	<u>\$ 41,434,898</u>	<u>\$ 3,794,556,520</u>

Sewage Disposal Fund					
Year Ended June 30	Bonds		Notes from Direct Borrowings and Direct Placements		Total
	Principal	Interest	Principal	Interest	
2024	\$ 42,565,000	\$ 94,525,671	\$ 40,360,000	\$ 7,540,414	\$ 184,991,085
2025	98,650,000	108,619,233	44,155,870	6,620,084	258,045,187
2026	102,310,000	103,967,844	30,385,000	5,766,016	242,428,860
2027	112,375,000	98,639,973	27,170,308	5,153,979	243,339,260
2028	121,380,000	93,064,784	26,015,853	4,580,573	245,041,210
2029-2033	709,730,000	371,091,560	100,834,490	15,331,025	1,196,987,075
2034-2038	804,840,000	196,090,451	68,458,488	5,307,360	1,074,696,299
2039-2043	359,685,000	74,972,883	12,539,109	389,078	447,586,070
2044-2048	129,810,000	34,090,064	-	-	163,900,064
2048-2049	79,790,000	10,691,206	-	-	90,481,206
	<u>\$ 2,561,135,000</u>	<u>\$ 1,185,753,669</u>	<u>\$ 349,919,118</u>	<u>\$ 50,688,529</u>	<u>\$ 4,147,496,316</u>

For bonds issued through the Michigan Finance Authority (MFA) in 2014 and 2015, the Authority is required to make payment on these obligations to the MFA depository account five business days prior to the actual due date of the bond principal and interest payments. Therefore, the payments due to the MFA for principal and interest on July 1, 2023, are not included in the debt service requirement amounts above as they were paid on June 26, 2023.

### Budgeted Debt Service FY 2025 and FY 2026

The tables below provide an analysis of the annual debt service budgets for FY 2025 and FY 2026 for the water fund and the sewage disposal fund. The debt service budget is based on cash needed to make the debt payments on the respective due dates. The majority of GLWA's debt payments are due on July 1<sup>st</sup>, therefore, those amounts are included in the calculation of the debt service requirements of the previous fiscal year budget ending June 30<sup>th</sup>. Also included are prorated portions of debt payments with varying due dates throughout the year. This table takes into account bonds issued and additional draws on SRF loans occurring after June 30, 2023.

Annual Debt Service on a Budget Set Aside Basis - Water Fund						
	FY 2025			FY 2026		
	Existing	Projected	Total	Existing	Projected	Total
<b>Principal</b>						
Senior Lien	\$ 66,070,000	\$ -	\$ 66,070,000	\$ 71,645,000	\$ -	\$ 71,645,000
Second Lien	19,475,000	-	19,475,000	20,450,000	-	20,450,000
Junior Lien-SRF	12,598,500	-	12,598,500	14,355,200	-	14,355,200
<b>Total Principal</b>	<b>\$ 98,143,500</b>	<b>\$ -</b>	<b>\$ 98,143,500</b>	<b>\$ 106,450,200</b>	<b>\$ -</b>	<b>\$ 106,450,200</b>
<b>Interest</b>						
Senior Lien	\$ 77,349,800	\$ 8,190,000	\$ 85,539,800	\$ 74,308,800	\$ 16,380,000	\$ 90,688,800
Second Lien	32,455,500	-	32,455,500	31,481,700	-	31,481,700
Junior Lien-SRF	5,769,600	- (1)	5,769,600	5,833,700	33,000 (1)	5,866,700
<b>Total Interest</b>	<b>\$ 115,574,900</b>	<b>\$ 8,190,000</b>	<b>\$ 123,764,900</b>	<b>\$ 111,624,200</b>	<b>\$ 16,413,000</b>	<b>\$ 128,037,200</b>
<b>Total Debt Service</b>						
Senior Lien	\$ 143,419,800	\$ 8,190,000	\$ 151,609,800	\$ 145,953,800	\$ 16,380,000	\$ 162,333,800
Second Lien	51,930,500	-	51,930,500	51,931,700	-	51,931,700
Junior Lien-SRF	18,368,100	- (1)	18,368,100	20,188,900	33,000 (1)	20,221,900
<b>Total Debt Service</b>	<b>\$ 213,718,400</b>	<b>\$ 8,190,000</b>	<b>\$ 221,908,400</b>	<b>\$ 218,074,400</b>	<b>\$ 16,413,000</b>	<b>\$ 234,487,400</b>
<b>Allocation of Debt Service (see Core Financial Plan Schedule 3)</b>						
Debt Service Allocable to Regional System			\$175,300,800			\$186,537,300
Debt Service Allocable to Local System			46,607,600			47,950,100
<b>Total Debt Service</b>			<b>\$ 221,908,400</b>			<b>\$ 234,487,400</b>

(1) Includes debt service payments for increases in the Drinking Water State Revolving Fund (DWSRF) loans for regional and local system improvements.

Annual Debt Service on a Budget Set Aside Basis - Sewage Disposal Fund						
	FY 2025			FY 2026		
	Existing	Projected	Total	Existing	Projected	Total
<b>Principal</b>						
Senior Lien Fixed	\$ 81,735,000	\$ -	\$ 81,735,000	\$ 58,295,000	\$ -	\$ 58,295,000
Senior Lien						
Variable Rate	-	-	-	30,325,000	-	30,325,000
Second Lien	17,210,000	-	17,210,000	21,260,000	-	21,260,000
Junior Lien-SRF						
& SAW	37,218,400	-	37,218,400	30,185,000	-	30,185,000
<b>Total Principal</b>	<b>\$ 136,163,400</b>	<b>\$ -</b>	<b>\$ 136,163,400</b>	<b>\$ 140,065,000</b>	<b>\$ -</b>	<b>\$ 140,065,000</b>
<b>Interest</b>						
Senior Lien	\$ 66,601,100	\$ -	\$ 66,601,100	\$ 62,191,000		\$ 62,191,000
Senior Lien						
Variable Rate	8,980,300	-	8,980,300	8,980,300	-	8,980,300
Second Lien	36,566,500	-	36,566,500	35,646,700	-	35,646,700
Junior Lien-SRF						
& SAW	8,556,300	1,661,900 (1)	10,218,200	8,635,000	3,359,000 (1)	11,994,000
<b>Total Interest</b>	<b>\$ 120,704,200</b>	<b>\$ 1,661,900</b>	<b>\$ 122,366,100</b>	<b>\$ 115,453,000</b>	<b>\$ 3,359,000</b>	<b>\$ 118,812,000</b>
<b>Total Debt Service</b>						
Senior Lien	\$ 148,336,100	\$ -	\$ 148,336,100	\$ 120,486,000	\$ -	\$ 120,486,000
Senior Lien	8,980,300	-	8,980,300	39,305,300	-	39,305,300
Variable Rate						
Second Lien	53,776,500	-	53,776,500	56,906,700	-	56,906,700
Junior Lien-SRF						
& SAW	45,774,700	1,661,900 (1)	47,436,600	38,820,000	3,359,000 (1)	42,179,000
<b>Total Debt Service</b>	<b>\$ 256,867,600</b>	<b>\$ 1,661,900</b>	<b>\$ 258,529,500</b>	<b>\$ 255,518,000</b>	<b>\$ 3,359,000</b>	<b>\$ 258,877,000</b>
<b>Allocation of Debt Service (see Core Financial Plan Schedule 3)</b>						
Debt Service Allocable to Regional System			\$226,279,400			\$226,618,700
Debt Service Allocable to Local System			32,250,100			32,258,300
<b>Total Debt Service</b>			<b>\$ 258,529,500</b>			<b>\$ 258,877,000</b>

(1) Includes debt service payments for increases in the Clean Water State Revolving Fund (CWSRF) loans for regional and local system improvements.

### Projected Revenue Bond and Loan Balances

The tables below show the projected outstanding revenue bond and loan activity for FY 2024 through FY 2026 at the time the FY 2025 and FY 2026 Biennial Budget was approved. The beginning and ending balances are as of July 1<sup>st</sup> since the fiscal year budgeted debt requirements include payments due on July 1st of the following fiscal year. These tables do not include the premium or discount activity.

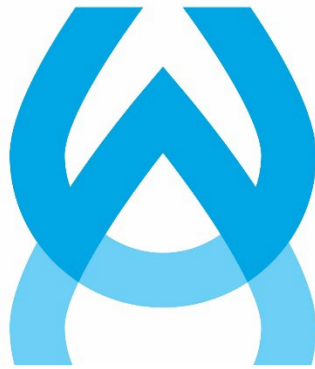
Projected Revenue Bond and Loan Activity Water Fund							
Fiscal Year	Projected Balance July 1st (1)	Payments (2)	GLWA Debt Additions				Projected Balance July 1st (4)
			Regional System		Local System (5)		
			Revenue Bonds	SRF Draws	Revenue Bonds	SRF Draws	
FY 2024	\$ 2,446,366,800	\$ (175,215,000)	\$ 215,745,000	\$ 62,307,000	\$ -	\$ 5,500,000	\$ 2,554,703,800
FY 2025	\$ 2,554,703,800	\$ (98,143,500)	\$ 275,000,000	\$ 30,800,000	\$ 52,600,000	\$ 10,000,000	\$ 2,824,960,300
FY 2026	\$ 2,824,960,300	\$ (106,450,200)	\$ -	\$ 14,230,000	\$ -	\$ 14,720,000	\$ 2,747,460,100

Projected Revenue Bond and Loan Activity Sewage Disposal Fund							
Fiscal Year	Projected Balance July 1st (1)	Payments and Refundings (3)	GLWA Debt Additions				Projected Balance July 1st (4)
			Regional System		Local System (5)		
			Revenue Bonds	SRF Draws	Revenue Bonds	SRF Draws	
FY 2024	\$ 2,868,489,100	\$ (406,385,000)	\$ 297,060,000	\$ 49,425,000	\$ -	\$ 4,600,000	\$ 2,813,189,100
FY 2025	\$ 2,813,189,100	\$ (136,163,400)	\$ -	\$ 96,852,000	\$ -	\$ 4,600,000	\$ 2,778,477,700
FY 2026	\$ 2,778,477,700	\$ (140,065,000)	\$ -	\$ 120,693,000	\$ -	\$ -	\$ 2,759,105,700

- (1) Fiscal year is July 1 through June 30. Balance shown is after July 1st debt payments have been made as budgeted debt service is based on a debt set aside basis.
- (2) Principal payments are based on the budget set aside basis which includes payments made during the last week in June of the fiscal year and the payments made July 1st, the first day after the fiscal year ends. FY 2024 payments includes \$87,390,000 for bonds refunded and the additions include \$67,210,000 of refunding revenue bonds issued.
- (3) Principal payments are based on the budget set aside basis which includes payments made during the last week in June of the fiscal year and the payments made July 1st, the first day after the fiscal year ends. FY 2024 payments includes \$270,140,000 for bonds refunded and the additions include \$200,200,000 of refunding revenue bonds issued.
- (4) Balance shown does not represent balance on June 30th the last day of the fiscal year. Balance is for July 1st of the next fiscal year, since the fiscal year budgeted debt requirements include payments due on July 1st of the following fiscal year.
- (5) Represents debt issued by GLWA on behalf of the local system. A corresponding obligation receivable from DWSD is recorded at the time the proceeds are transferred to DWSD for the local system.

# GLWA

*Great Lakes Water Authority*



## **Section 4**

### **Revenues**

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## **Revenues from Charges**

The major source of revenues for the Authority is the charges to Member Partners for water supply and sewage disposal services. Water charges of \$374.9 million and sewer charges of \$507.6 million represent 97.4% of the Authority's budgeted revenue.

The water and sewer regional system charge structure, developed collaboratively with Member Partners, supports a high degree of financial stability.

Water System revenues are set using a methodology with a basis of 60 percent fixed monthly charge and 40 percent commodity consumption using a 36-month historical average usage. Model contract reopeners previously were "staggered" which resulted in changes in individual Member Partner demands that created charge volatility every year. The Contract Alignment Process (CAP) initiated for FY 2020 charges sought to minimize annual volatility. Universal contract demand is now reviewed every 4 years. The last CAP occurred with the FY 2024 charges and the next CAP will occur with the FY 2028 charges. This was augmented with a "Mod"/ "No Mod" strategy that started with FY 2021 charges in which specific cost of service adjustments are only implemented for Member Partners with "out of cycle" demand changes based on those who modified ("Mod") or did not modify ("No Mod") the contracted values. The proposed FY 2025 water charges reflect implementation of the simplified water charge methodology recently endorsed via the GLWA Outreach process.

Sewage Disposal System revenues are a 100 percent fixed monthly charge based on each Member Partner's share of the annual forecasted revenue requirement. In FY 2022 GLWA implemented a new Sewer SHARES methodology that embraces simplicity and replaces the strength of flow with an appropriate weighting on sanitary volumes. This simplified sewer charge methodology was developed collaboratively by GLWA team members, advisors, and Member Partners. Sewer rate simplification sought to maintain fair charges while decreasing complexity and improving predictability and stability. While contributed volumes and related levels of service may vary amongst Member Partners year to year, over the long term the relative level of service is fairly stable. There is value in recognizing this stability that is fundamental in the sewer charges methodology which uses 10-year historical average flow contributions to determine SHARES and holds SHARES constant for 3-year periods. The FY 2025 charges reflect updated SHARES. The next updated in SHARES will occur for FY 2028 charges.

### *Effect of Bad Debt on Charges*

When one community does not pay for their allocated cost of service, the cost shifts to the remaining communities in future years. GLWA first seeks available remedies to recover the amount owed before recognizing bad debt expense. GLWA is transparent in identifying and reporting accounts with late payments in public monthly reports and presentations. It is important for stakeholders to be informed of financial matters that impact the system – and potentially their costs in the future.

GLWA is required to allocate bad debt expense in calculating charges. The 2011 Federal Court Order to Incorporate Rate Settlements into Wastewater Contracts and Dismiss All Prior Rate Settlements, requires GLWA to allocate the bad debt expense in its sewer charges. A similar approach has been

applied to water charges. Water System bad debt expense is recovered from all water system customers. For the Sewer System the 2011 Order requires bad debt expense recovery from “wholesale contract customers” be recovered from that same group of customers. There is one community, Highland Park, that receives water and sewer services from GLWA which has not been paying the full amount of its services billed. In October 2023, the GLWA’s Board of Directors approved a Term Sheet between the State of Michigan, the City of Highland and GLWA which provides an outline for the resolution of litigation that has spanned many years. The parties are in the process of implementation of the Term Sheet. The FY 2025 water and sewer charges do not include any bad debt expense related to Highland Park.

See the “Water System Charges” and “Sewer System Charges” sections for more detailed information on the member charges.

### **Other Operating Revenues**

Other operating revenues represents a very small amount (0.12%) of revenues. It consists mainly of Lead and Copper rule sample testing fees charged to Member Partners for the water system and septage disposal fees charged to permitted companies who utilize the sewage disposal system.

### **Nonoperating Revenue**

Investment earnings make up 2.45% of the Authority’s budgeted revenue for FY 2025. Investment earnings fluctuate as interest rates change. The Operations Funds budget includes unrestricted and restricted investment earnings. Restricted investment earnings are those earned on the funds set aside for debt service payments and reserves. The Master Bond Ordinance requires investment earnings in the I&E Funds to be swept monthly to the Operations Fund. Investment earnings in the Construction Fund on bond proceeds remain in the Construction Fund.

The Treasury group works with an investment advisory firm to identify strategies to maximize investment returns while meeting the GLWA standards for safety and liquidity. GLWA is investing its funds in a diversified portfolio which includes bank deposits, money market funds, a local government investment pool, U.S. Treasuries, Federal Agencies, and commercial paper. All securities in the portfolio comply with the GLWA investment policy.

As stated in the GLWA Investment Policy, the investment purpose of the GLWA is to endeavor to accumulate a pool of assets sufficient to build capital for future use with the corresponding obligations to support near-term and long-term needs. The assets are to be invested consistent with the policies of the GLWA’s Board of Directors and the Investment Policy document, as amended from time to time and in accordance with Michigan Public Act 20 of 1943 Investment of Surplus Funds of Political Subdivisions (the Act). The investment policy requires quarterly reporting by the Treasury Manager that includes the following.

- Discussion of investment strategy
- A summary of investments by type
- A summary of available funds and percentage invested

- A summary of interest income and average invested balances by financial asset classifications
- An analysis of investments by maturity dates
- A detailed report of all investments by type including fund, investment amount, rate, purchase date and maturity date and market price
- Reporting of portfolio as compared to the average U.S. Treasury Bills or U.S. Treasury Notes that most closely commensurate with the average life of the portfolio.

The full [Investment Policy](#) can be found on the GLWA website.

### **Grants, Gifts and Other Resources**

The Authority is allowed under Article 4 Section B(4) of its Articles of Incorporation to solicit, receive, and accept gifts, grants, labor, loans, contributions of money, property, or other things of value, and other aid or payment from any federal, state, local, or intergovernmental government agency or from any other person or entity, public or private, upon terms and conditions acceptable to the Authority, or participate in any other way in a federal, state, local, or intergovernmental government program. The Board, through the provisions of the [Grants, Gifts, and Other Resources Delegation Policy](#), delegates this authority to the Chief Executive Officer with the exceptions of loans that are subject to provisions of the GLWA Board [Debt Management Policy](#) and intergovernmental agreements and other activities that are addressed in the GLWA Board [Procurement Policy](#).

The Authority has not included any grant revenue in the FY 2025 – FY 2026 biennial budget as the applications are in process and have not been approved. Once grants are approved and the requirements for the grants are fulfilled, they will be recognized through budget amendments.

The Authority continues to apply for grants as they become available. The Authority has submitted 3 grant applications in FY 2024: an Environmental Protection Agency (EPA) Workforce Development Grant for \$1.8M, a Federal Emergency Management Agency (FEMA) Project Scoping Grant for \$856K, and an Environmental Protection Agency (EPA) Climate Pollution Reduction Grant for \$500M. In addition to these application submissions, the Authority has also submitted two reimbursement requests for two FEMA Flood event projects in the amounts of \$1.8M and \$275K.

The American Rescue Plan Act of 2021 (ARPA) did not include authorities in the definition of entities allowed for *direct* award of ARPA funds. Instead, ARPA funds have been received by GLWA as a passed-thru from the State of Michigan. In FY 2023, the Authority received \$2.3M in ARPA grant monies as part of a project funded through the State of Michigan Clean Water State Revolving Fund program. In FY 2024, the Authority has received \$25M in ARPA funding through a State of Michigan appropriation to support sewer capital improvements and has been approved for an additional \$16M in ARPA grant monies as part of a project funded through the State of Michigan Drinking Water State Revolving Fund program. The Authority anticipates it will receive an additional \$5M of ARPA funds through the State of Michigan for water capital improvements. The Authority will continue to monitor the ARPA as amendments are made and pass-through opportunities to access that funding such as these become available.

The Authority has also been approved for funding through the Department of Energy Bioenergy Technologies Office (BETO) Waste Feedstocks and Conversion Research & Development grant and has received funding as part of a Michigan Department of Environment, Great Lakes, and Energy (EGLE) Surface Water Intake Protection Program (SWIPP) grant. The Authority recently applied to the Environmental Protection Agency (EPA) for funding under the Innovative Water Infrastructure Workforce Development grant program.

The Authority is also involved in multiple research projects as a contributor or participant in research being conducted by universities and other entities.

### **Capital Contributions**

Given the nature of public utilities and mutual interest among parties to utilize public assets in the most effective manner, opportunities arise where a capital contribution, in money or a constructed asset, meets the parties desired outcome. This can result in what is known as a capital contribution.

A specific example from a prior fiscal year occurred when GLWA entered into a contract with the Oakland-Macomb Interceptor Drain Drainage District (OMIDD). Pursuant to that contract, OMIDD is to maintain, repair, and improve Interceptor PCI-5, the Northeast Sewer Pump Station and the North Interceptor East Arm. When OMIDD improves (or constructs) a new asset under the terms of the agreement, they are transferred to GLWA through a process at the time the assets are placed into service. GLWA then recognizes a capital contribution for financial reporting basis. There are no capital contributions included in the FY 2025 – FY 2026 biennial budget as these capital contributions are not considered revenue for budget purposes as there are no funds provided that are used to meet the budgeted revenue requirements.

## Water System Charges

The water system charges are based on industry practices and member partner contract terms. Inputs to the charge development process include meter data, usage patterns, budgetary decisions, capital needs, debt obligations, cost allocation methodologies, and related documents. GLWA's charges are developed with the engagement of engineering and financial consultants in conjunction with a robust member partner engagement process. Four Charges Roll-Out meetings are held annually, this year from October 19, 2023 through January 18, 2024, to inform member partners about key elements of the proposed charges, solicit feedback and answer questions.

The basis for the proposed water system service charges for FY 2025 are reflected in the service charge study prepared for GLWA by The Foster Group and as set forth in a memorandum dated December 29, 2023 which was finalized on January 22, 2024. The cost of service study in the memorandum report addresses the wholesale service costs of service (revenue requirements) that are GLWA's responsibility. Retail revenue requirement elements solely attributable to the City of Detroit local system are allocated separately by GLWA through the Indirect Retail and Direct Retail revenue requirements to the City of Detroit. The results of the study were presented to wholesale member partners via the member partner outreach program at key milestone dates throughout the study period. Member partners were initially presented charges at the rollout meeting on January 11, 2024, and they were further discussed at a meeting on January 18, 2024. Member partners were formally notified of their proposed service charges on January 24, 2024. The memorandum report is available on the GLWA website at: [FY 2025 Service Charge Recommendations](#)

The proposed FY 2025 water charges reflect the application of a simplified 10/50/40 with Delivery Factor methodology. This mostly impacts the three Member Partners whose contract demands are being changed outside the normal Contract Alignment Process (CAP) schedule. Those Member Partners are known as "MOD" customers. Proposed charges for these three "MOD" customers directly reflect specific application of the FY 2025 Cost of Service Study embracing the simplified methodology. Proposed charges for the other 85 "No MOD" (e.g. those with no contract demand modification) customers reflect the uniform class average increase resulting from their consolidated units of service.

These cost of service study follows the same general cost allocation strategies, practices, and protocols that have been applied in prior cost of service studies. However, as noted above, the proposed FY 2025 water charges reflect application of a simplified water charge methodology recently endorsed by the One Water Partnership. The core logic of the new methodology embraces the same measures of customer use (commodity, max day demand, peak hour demand) as the prior, more complex method but applies such measures in a simplified fashion and replaces the impacts of customer distance and elevation with a "water delivery factor".

The recommended charge adjustment reflects a proposed 3.25% "System Charge Adjustments" to meet wholesale revenue requirements. The proposed service charges for each Member Partner will vary from the system average to reflect recognition of required contractual adjustments. The charges

do not include any amounts to recover bad debt expense associated with Highland Park from other Member Partners.

Absent “out of cycle” reopener adjustments it is anticipated that these max day and peak hour demands will remain in place for ALL Member Partners for the FY 2025, FY 2026, and FY 2027 water charges – and that the next CAP process will take place in 2026 to be reflected in the FY 2028 water charges.

The existing FY 2024 water charges were the first in four years to reflect a detailed cost of service study in order to accurately represent cost responsibility for each Member Partner based on their updated peak demands emerging from the CAP.

After the public hearing on February 28, 2024, the Board approved the proposed charges as presented. The final approved charges are set forth on the following three pages.

<b>Great Lakes Water Authority</b>					
<b>Approved FY 2025 Water Supply System Service Charges and Allocated Revenue Requirements</b>					
<i>Effective Date: July 1, 2024</i>					
<b>Line No.</b>	<b>Member Partner</b>	<b>Contract</b>	<b>Fixed Monthly Charge (a)</b>	<b>Commodity Charge (a)</b>	<b>Projected Revenue from Charges</b>
			\$/mo	\$/Mcf	\$
1	Allen Park	<i>Model</i>	134,600	9.22	2,691,200
2	Almont Village	<i>Model</i>	13,600	12.04	271,600
3	Ash Township	<i>Model</i>	48,100	9.95	962,300
4	Belleville	<i>Model</i>	18,300	10.47	365,100
5	Berlin Township	<i>Model</i>	40,400	11.90	807,300
6	Brownstown Township	<i>Model</i>	215,700	12.41	4,314,600
7	Bruce Township	<i>Model</i>	18,100	47.00	361,500
8	Burtchville Township	<i>Model</i>	22,500	19.87	450,800
9	Canton Township	<i>Model</i>	595,700	12.71	11,914,700
10	Center Line	<i>Model</i>	27,900	6.94	558,300
11	Chesterfield Township	<i>Model</i>	252,400	11.20	5,048,200
12	Clinton Township	<i>Model</i>	437,400	9.09	8,748,500
13	Commerce Township	<i>Model</i>	198,300	15.25	3,967,100
14	Dearborn	<i>No Contract</i>	559,500	8.28	11,191,800
15	Dearborn Heights	<i>Model</i>	217,000	8.88	4,341,800
16	Eastpointe	<i>Model</i>	93,200	7.26	1,864,700
17	Ecorse	<i>Model</i>	65,400	6.39	1,306,900
18	Farmington	<i>Model</i>	57,100	10.34	1,141,200
19	Farmington Hills	<i>Model</i>	514,900	11.76	10,299,500
20	Ferndale	<i>Model</i>	61,400	7.62	1,228,300
21	Flat Rock	<i>Model</i>	81,500	12.82	1,629,300
22	Flint (b)	<i>Model</i>	28,000	11.21	11,645,600
23	Fraser	<i>Model</i>	72,700	10.30	1,454,400
24	Garden City	<i>Model</i>	98,300	10.80	1,965,800
25	Gibraltar	<i>Model</i>	19,600	9.77	392,500
26	Greenwood Township (DTE)	<i>Model</i>	70,200	21.55	1,404,900
27	Grosse Ile Township	<i>Model</i>	67,700	12.97	1,353,200
28	Grosse Pt. Park	<i>Model</i>	77,400	11.75	1,548,000
29	Grosse Pt. Shores	<i>Model</i>	35,300	14.89	705,000
30	Grosse Pt. Woods	<i>Model</i>	75,100	8.83	1,502,500
31	Hamtramck	<i>Model</i>	48,000	6.18	959,200
32	Harper Woods	<i>Model</i>	51,500	7.66	1,030,100
33	Harrison Township	<i>Model</i>	97,400	7.98	1,948,400
34	Hazel Park	<i>Model</i>	44,000	7.33	879,100
35	Highland Park	<i>No Contract</i>	49,100	5.09	982,100
36	Huron Township	<i>Model</i>	88,400	10.78	1,768,000
37	Imlay City	<i>Model</i>	87,300	14.82	1,745,600
38	Imlay Township (Single User)	<i>No Contract</i>	600	450.00	11,700
39	Inkster	<i>Model</i>	76,600	6.08	1,532,100
40	Keego Harbor	<i>Model</i>	17,400	14.30	348,900
41	Lapeer	<i>Model</i>	91,100	13.24	1,821,400
42	Lenox Township	<i>Model</i>	18,100	9.79	362,100
43	Lincoln Park	<i>Model</i>	133,400	6.21	2,666,400
44	Livonia	<i>Model</i>	674,500	11.89	13,489,700
45	Macomb Township	<i>Model</i>	715,200	17.35	14,306,200
46	Madison Heights	<i>Model</i>	121,900	7.81	2,437,500
47	Mayfield Township (KAMAX)	<i>Model</i>	2,900	45.69	58,100
48	Melvindale	<i>Model</i>	38,200	6.72	763,500
49	New Haven, Village of	<i>Model</i>	25,300	10.46	506,500
50	NOCWA	<i>Model</i>	1,284,700	11.82	25,697,400

<b>Great Lakes Water Authority</b>					
<b>Approved FY 2025 Water Supply System Service Charges and Allocated Revenue Requirements</b>					
<i>Effective Date: July 1, 2024</i>					
<b>Line No.</b>	<b>Member Partner</b>	<b>Contract</b>	<b>Fixed Monthly Charge (a)</b>	<b>Commodity Charge (a)</b>	<b>Projected Revenue from Charges</b>
			\$/mo	\$/Mcf	\$
51	Northville	Model	45,300	12.07	906,900
52	Northville Township	Model	316,100	18.70	6,321,400
53	Novi	Model	532,100	14.26	10,643,200
54	Oak Park	Model	81,700	7.27	1,634,700
55	Oakland GWK Drain District	Model	5,300	4.57	105,600
56	Plymouth	Model	64,200	11.58	1,283,400
57	Plymouth Township	Model	260,800	13.33	5,215,700
58	Redford Township	Model	173,000	8.94	3,459,900
59	River Rouge	Model	29,800	6.38	595,600
60	Riverview	Model	51,100	8.86	1,022,500
61	Rockwood	Model	14,500	12.17	289,600
62	Romeo	Model	10,300	26.58	206,000
63	Romulus	Model	216,700	8.41	4,334,500
64	Roseville	Model	150,400	7.00	3,009,500
65	Royal Oak Township	Model	12,200	9.57	243,100
66	Shelby Township	Model	651,700	12.57	13,033,200
67	SOCWA	Model	1,376,500	8.92	27,527,100
68	South Rockwood	Model	6,900	11.52	138,100
69	Southgate	Model	120,600	8.47	2,411,900
70	St. Clair Shores	Model	182,900	7.34	3,656,900
71	Sterling Heights	Model	863,600	11.76	17,269,800
72	Sumpter Township	Model	41,900	9.91	838,700
73	Sylvan Lake	Model	13,700	16.22	273,100
74	Taylor	Model	267,600	8.10	5,352,000
75	Trenton	Model	103,400	9.96	2,067,500
76	Troy	Model	796,200	14.64	15,924,300
77	Utica	Model	34,300	11.59	685,100
78	Van Buren Township	Model	200,800	12.15	4,015,800
79	Walled Lake	Model	46,300	12.76	925,600
80	Warren	Model	559,600	7.19	11,193,900
81	Washington Township	Model	136,700	12.69	2,733,000
82	Wayne	Model	104,700	8.24	2,094,400
83	West Bloomfield Township	Model	619,900	17.84	12,396,500
84	Westland	Model	356,000	8.90	7,119,100
85	Wixom	Model	144,000	15.09	2,879,400
86	Woodhaven	Model	86,100	12.16	1,722,700
87	Ypsilanti Comm Util Auth	Model	606,400	9.94	12,129,500
88	Total Wholesale Contract Member Partners				354,409,800
89	Adjustment to Flint Revenue Requirement for KWA Debt Service (b)				(6,651,800)
90	<b>Revenue from Wholesale Charges (agrees with "GLWA Budget Schedule 3")</b>				<b>347,758,000</b>

<b>Great Lakes Water Authority</b>		<b>Projected</b>
<b>Approved FY 2025 Water Supply System Service Charges and Allocated Revenue Requirements</b>		<b>Revenue</b>
<b>Effective Date: July 1, 2024</b>		<b>from Charges</b>
<b>Line No.</b>		<b>\$</b>
<b>Detroit Customer Class - \$</b>		
91	<b>Wholesale</b> Revenue Requirement (c)	<b>47,794,800</b>
92	less: Ownership Benefit per Lease	<b>(20,700,000)</b>
93	<b>Net Wholesale</b> Revenue Requirement	<b>27,094,800</b>
94	<b>Indirect Retail</b> Revenue Requirements (d)	<b>49,108,500</b>
95	less: Use of Lease Payment for Debt Service	<b>0</b>
96	<b>Net Indirect Retail</b> Revenue Requirements (d)	<b>49,108,500</b>
97	Subtotal Subject to GLWA Board Approval (93) + (96)	<b>76,203,300</b>
98	<b>Direct Retail</b> Revenue Requirements (e)	<b>46,771,100</b>
99	<b>Total Local System Revenue Requirement</b> (96) + (98)	<b>95,879,600</b>
100	<b>Total Requirement from Detroit Customer Class (agrees with "GLWA Budget Schedule 3")</b>	<b>122,974,400</b>
101	<b>Lead and Copper Rule Sample Testing Fee - \$/Sample</b>	<b>60.00</b>
(a)	<i>Proposed effective date of July 1, 2024. Effective on all bills issued on or after August 1, 2024.</i>	
(b)	<i>Net fixed monthly charge will include \$554,300 monthly credits for KWA debt service.</i>	
(c)	<i>Wholesale revenue requirements for the Detroit Customer Class.</i>	
(d)	<i>Local System revenue requirements related to Master Bond Ordinance (local debt service, etc.)</i>	
(e)	<i>Local System operating expenses (net of shared services reimbursement) and I&amp;E deposit. Not Subject to GLWA Board approval.</i>	
(d)&(e)	<i>Local System information provided from Detroit Water &amp; Sewerage Department as of December 15, 2023.</i>	

### Water System Charge History

The table below shows the five-year history of the water system budgeted revenue requirement and charge adjustments:

<b>Water System Charge Adjustments</b>					
	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
Budgeted revenue requirement [1]	\$ 341,642,000	\$ 344,030,500	\$ 356,071,600	\$ 370,314,500	\$ 385,127,100
Percent change in budgeted revenue requirement	0.6%	0.7%	3.5%	4.0%	4%
Average annual charge adjustment [2]					
Total regional system	3.2%	1.5%	3.7%	2.75%	3.25%
Suburban wholesale	3.1%	1.9%	3.5%	2.1%	3.0%
Local system charge [3]	3.0%	-2.0%	3.0%	6.2%	3.4%
Number of wholesale water contracts [4]	87	87	87	87	87

[1] This is the revenue requirement in the original adopted budget for the fiscal year which is used in the calculation of charges. The revenue requirement represents the funding requirements which are defined in the Master Bond Ordinance. Determining the revenue requirements is the starting point in the process of determining charges, as the revenue from charges and non-operating revenues are used to fund the revenue requirements. This is the number the 4% revenue requirement commitment refers to.

[2] Average annual charge adjustment percentages is the required charge adjustment required when calculating revenue with the prior year existing charges, usage projections and any other specific individual contract requirements.

[3] Represents the annual change in the local system charges to the Detroit customer class before the annual credit of \$20.7 million. Does not include any Detroit local system operating costs or charges included in the Detroit retail rate. Also does not include any impact of Detroit's use of the regional system lease payment to finance allocated debt service obligations.

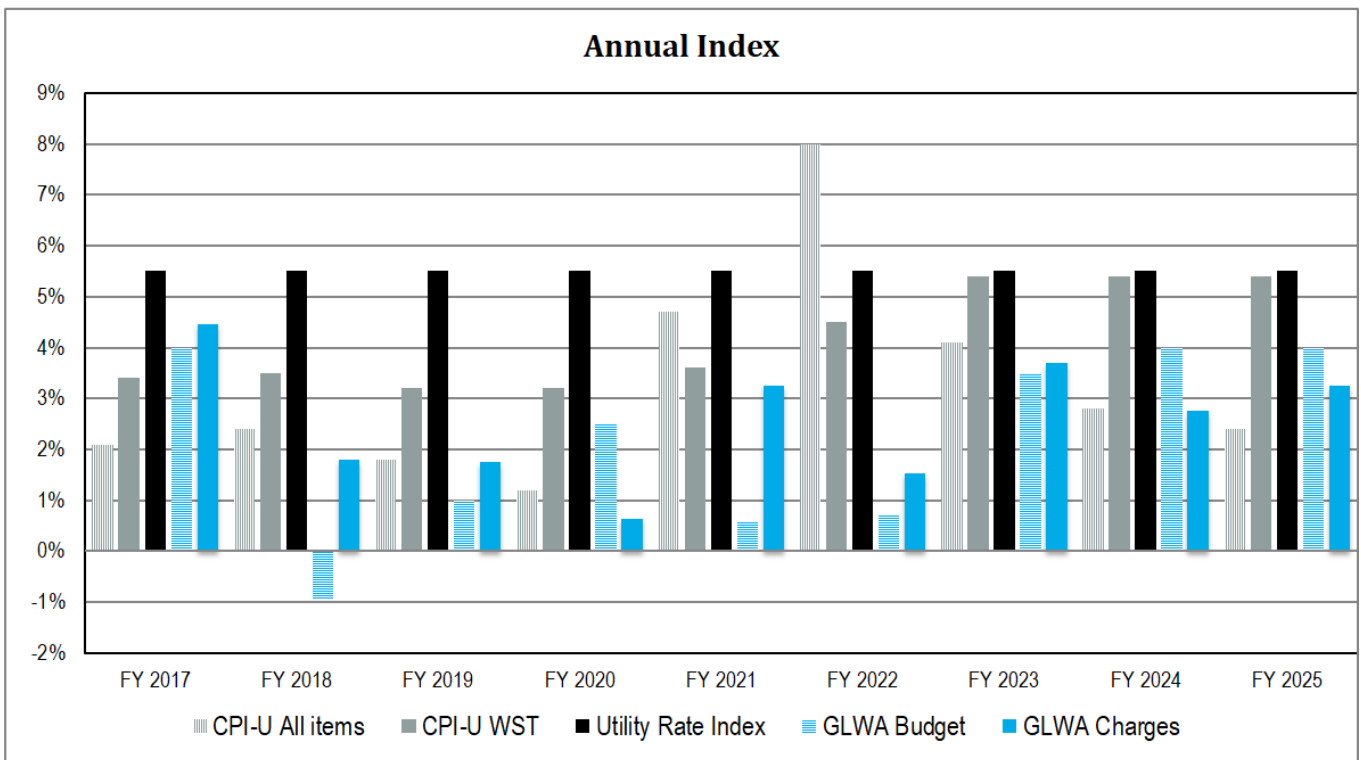
[4] Does not include the City of Detroit. Includes one emergency basis contract.

Source: Great Lakes Water Authority Financial Services Area and The Foster Group

The following two charts compare the GLWA budgeted revenue requirement and charge adjustments to other price indexes.

### Historical Annual "Water System Budget & Charge" Adjustments

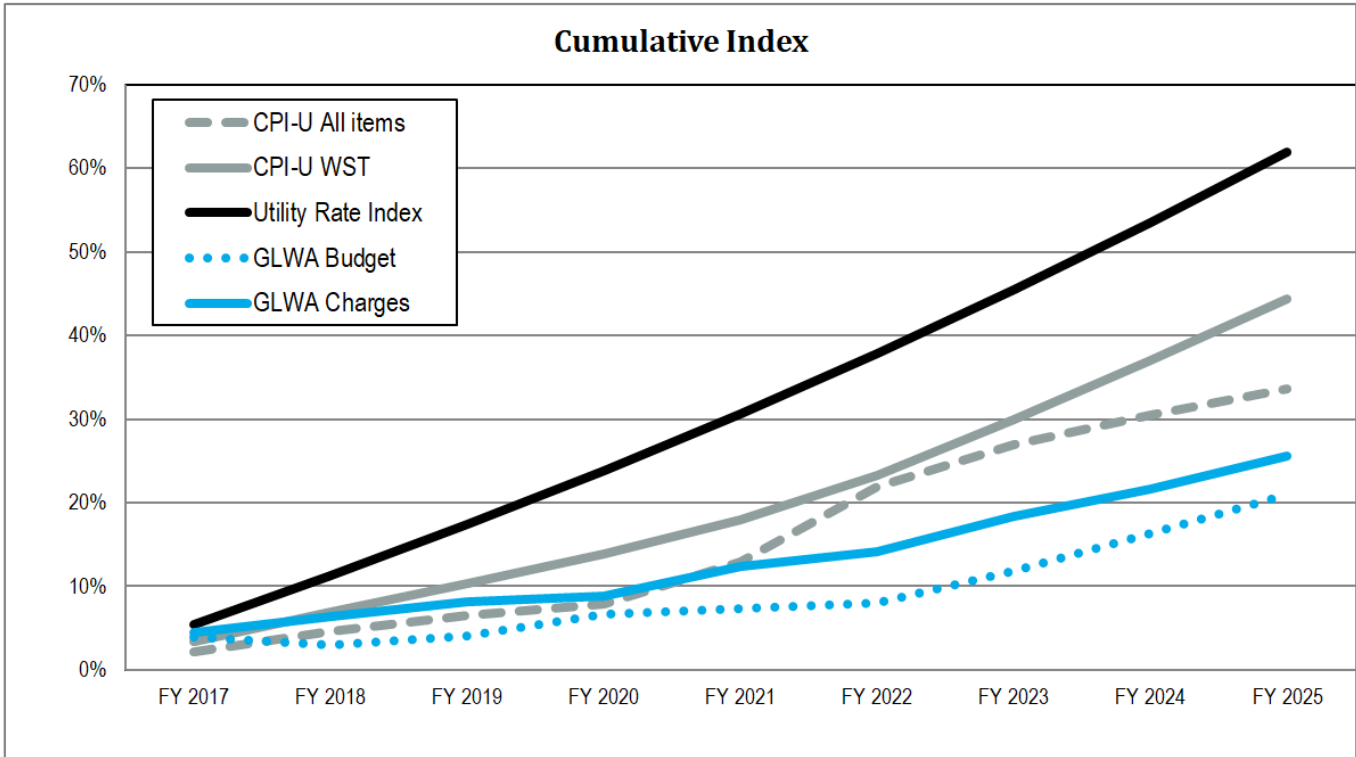
	Annual Index								
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
(a) CPI-U All items	2.1%	2.4%	1.8%	1.2%	4.7%	8.0%	4.1%	2.8%	2.4%
(b) CPI-U WST	3.4%	3.5%	3.2%	3.2%	3.6%	4.5%	5.4%	5.4%	5.4%
(c) Utility Rate Index	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%
GLWA Budget	4.0%	-0.9%	1.0%	2.5%	0.6%	0.7%	3.5%	4.0%	4.0%
GLWA Charges	4.5%	1.8%	1.8%	0.6%	3.2%	1.5%	3.7%	2.75%	3.25%



- (a) FY 2017 - FY 2023 Bureau of Labor Statistics, CPI-U, All items in U.S. city average, all urban consumers, not seasonally adjusted (calendar year). FY 2024 and FY 2025 estimated based on Public Sector Consultants Economic Task Force Phase 1 Report presented to the Audit Committee on February 9, 2024.
- (b) Bureau of Labor Statistics, CPI-U, Water and sewer and trash collection services in U.S. city average, all urban consumers, not seasonally adjusted (calendar year), FY 2024 and FY 2025 based on FY 2023
- (c) Black & Veatch 2021 50 Largest Cities Rate Survey Average rate of change water bills 2001-2020. The average was used for all years.

**Cummulative Historical "Water System Budget & Charge" Adjustments**

	Cumulative Index								
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
(a) CPI-U All items	2.1%	4.6%	6.5%	7.8%	12.9%	21.9%	27.0%	30.5%	33.6%
(b) CPI-U WST	3.4%	7.0%	10.4%	13.9%	18.0%	23.3%	30.0%	37.0%	44.4%
(c) Utility Rate Index	5.5%	11.3%	17.4%	23.9%	30.7%	37.9%	45.5%	53.5%	61.9%
GLWA Budget	4.0%	3.0%	4.1%	6.7%	7.3%	8.0%	11.8%	16.3%	20.9%
GLWA Charges	4.5%	6.3%	8.2%	8.9%	12.4%	14.1%	18.3%	21.6%	25.5%



- (a) FY 2017 - FY 2023 Bureau of Labor Statistics, CPI-U, All items in U.S. city average, all urban consumers, not seasonally adjusted (calendar year). FY 2024 and FY 2025 estimated based on Public Sector Consultants Economic Task Force Phase 1 Report presented to the Audit Committee on February 9, 2024.
- (b) Bureau of Labor Statistics, CPI-U, Water and sewer and trash collection services in U.S. city average, all urban consumers, not seasonally adjusted (calendar year), FY 2024 and FY 2025 based on FY 2023
- (c) Black & Veatch 2021 50 Largest Cities Rate Survey Average rate of change water bills 2001-2020. The average was used for all years.

### Produced and Billed Water Volumes

The five-year historical and projected produced and billed water volumes are presented in the table below.

Produced and Billed Water Volumes (Mcf)						
Fiscal Year	Estimated Total Water Produced [1]	Water Sales			Estimated Non-Revenue Water	Estimated Non-Revenue Water as % of Production
		Wholesale Billed [2]	Local System Billed [3]	Total Water Billed		
<b>Projected</b>						
2025	20,004,800	13,274,190	4,230,000	17,504,190	2,500,610	12.5%
2024	20,281,100	13,576,600	4,170,000	17,746,600	2,534,500	12.5%
<b>Historical</b>						
2023	21,159,700	13,803,500	4,342,400	18,145,900	3,013,800	14.2%
2022	19,725,700	13,205,300	4,297,300	17,502,600	2,223,100	11.3%
2021	20,565,800	14,258,300	4,120,000	18,378,300	2,187,500	10.6%
2020	19,989,500	13,578,700	4,161,300	17,740,000	2,249,500	11.3%
2019	20,968,100	13,708,600	4,354,600	18,063,200	2,904,900	13.9%

The table for historical water sales and reported total water production presents water volume in thousands of cubic feet (“Mcf”) for suburban wholesale customers, for the Retail Water Customers, and for the Regional Water System as a whole, together with total water production and non-revenue water volume. As is common for all large water systems, the Regional Water System experiences a differential between the quantity of water produced by the treatment plants during the Fiscal Year and the quantity of water billed to customers over the same period, and the difference is referred to as “non-revenue water.” Non-revenue water results from a variety of factors such as the range of accuracy of production and retail meters, losses due to leaks or major breaks in the transmission and distribution systems, unmetered water that is used for fire protection, and the accuracy of estimates for unmetered use. The Authority believes that improvements in the accuracy of the reported production figures may reduce the level of non-revenue water. Production at some of the water plants is not metered, but rather is estimated based on pump curves. The data continues to be reviewed, and the Authority has initiated efforts to measure production figures and refine production estimating techniques.

[1] Represents, in part, estimated volumes based on pump curves and engineering analysis.

[2] Represents metered amounts for all suburban wholesale customers, with the exception of Dearborn which is based on self-reported billed volumes (including local system losses), and Highland Park, which is based on estimated volumes.

[3] The GLWA charges the DWSD local system a flat charge based on average historical usage from DWSD retail billings data adjusted for water loss. These amounts reflect retail water sales as reported by DWSD plus estimated real and apparent losses in the local distribution system based on engineering studies.

Source: Great Lakes Water Authority Financial Services Area, DWSD and The Foster Group

## **Sewer System Charges**

The sewer system charges are based on industry practices and member partner contract terms. GLWA's charges are developed with the engagement of engineering and financial consultants in conjunction with a robust member partner engagement process. Four Charges Roll-Out meetings are held annually, this year from October 19, 2023 through January 18, 2024, to inform member partners about key elements of the proposed charges, solicit feedback and answer questions.

The basis for the proposed sewage disposal system service charges for FY 2025 are reflected in the cost of service charge study prepared for GLWA by The Foster Group and as set forth in a memorandum dated December 29, 2023 which was finalized on January 22, 2024. The study in the memorandum report addresses the wholesale service costs of service (revenue requirements) that are GLWA's responsibility. Retail revenue requirement elements solely attributable to the City of Detroit local system are allocated separately by GLWA through the Indirect Retail and Direct Retail revenue requirements to the City of Detroit. The results of the study were presented to wholesale member partners via the member partner outreach program at key milestone dates throughout the study period. Member partners were initially presented charges at the roll out meeting on January 11, 2024, and they were further discussed at a meeting on January 18, 2024. Member partners were formally notified of their proposed service charges on January 24, 2024. The memorandum report is available on the GLWA website at: [FY 2025 Service Charge Recommendations](#)

The proposed FY 2025 sewer charges reflect updated sewer SHARES for the 4th SHARES period established by the sewer rate simplification initiative originally implemented for the FY 2015 sewer charges. Therefore, the impact of the proposed charges on individual Member Partners varies from the system average. The sewer charge impact for most Member Partners varies from a decrease of less than 1% to an increase of less than 5%. The overall charge adjustment is 3%. The sewer SHARES allocation formula was based on historical flows for fiscal years 2014 through 2023. It is anticipated that this new sewer shares allocation will be used in computing charges through fiscal year 2027. The sewer charges do not include any amounts to recover bad debt expense associated with Highland Park from other Member Partners,

The cost of service study core calculation approach remains the same as in prior analyses. Costs are allocated to "cost pools" that align with characteristics that define each Member Partner's use of the system. In many instances, the allocation of specific revenue requirement elements to cost pools reflects the same allocation assumptions as those applied in the development of the current service charges, although specific operating programs as reflected in the budget request for FY 2025 do impact the cost pool allocations. The FY 2025 cost of service study continues to reflect results of the GLWA capital asset inventory and valuation project conducted at the "launch" of the Authority, including updates reflecting activity through FY 2023, to allocate capital revenue requirements to cost pools.

The cost of service study also includes the calculation of the costs for the Industrial Waste Control charges and Pollutant Surcharges. Industrial Waste Control charges increased by 2.2%. The Pollutant Surcharges varies by individual pollutants. In total the increase was 8.3%.

It is important to note that the existing FY 2024 Sewer service charges were determined via “across the board” wholesale charge adjustments in both FY 2023 and FY 2024 (applied to the FY 2022 service charges) to all Member Partners. The last charges determined via a detailed cost of service study that treated every Member Partner uniquely and individually were the FY 2022 sewer charges.

After the public hearing on February 28, 2024, the Board approved the proposed charges as presented.

The final approved charges are set forth in the two tables that follow this page. The following two paragraphs provide additional information regarding these tables.

In the Approved FY 2025 Sewage Disposal System Charges table, OMID has a total annual revenue requirement of \$74,910,000. This includes \$72,933,600 for wholesale services and \$1,976,400 for specific OMID O&M charges (based on the contract amount) and estimated pass thru utility charges (which are billed based on actual charges).

The table for Industrial Waste Control (IWC) Charges has two separate types of charges. The first column, labeled “Full Charge”, includes both the administrative and field work components of the Industrial Pretreatment Program (IPP). The second column, labeled “Admin Only Charge”, does not include the field work component and is for the IWC member partners that fall within the geographical area defined in an agreement between the GLWA and the City of Pontiac Wastewater Treatment Facility Drainage District and the Clinton River Water Resource Recovery Facility Drainage District. This Agreement addresses overlapping service areas that are governed by two IPPs with differing requirements and IPP rules. The IWC charges were analyzed to determine the administrative component (for reporting and oversight functions) and field work component (mainly sampling and testing).

**Great Lakes Water Authority**  
**Approved FY 2025 Sewage Disposal System Service Charges and Allocated Revenue Requirements**  
*Effective Date: July 1, 2024*

Line No.	<u>Suburban Wholesale</u>	<u>Contract</u>	<u>Fixed Monthly Charge</u> \$/mo	<u>Projected Revenue from Charges</u> \$
1	OMID	Model	6,242,500	74,910,000
2	Rouge Valley	Older	4,820,700	57,848,400
3	Oakland GWK	Older	4,025,800	48,309,600
4	Evergreen Farmington	Model	3,159,400	37,912,800
5	SE Macomb San Dist	Model	2,175,000	26,100,000
6	Dearborn	Model	1,791,400	21,496,800
7	Grosse Pointe Farms	Older	232,500	2,790,000
8	Grosse Pointe Park	Model	165,900	1,990,800
9	Melvindale	Model	137,100	1,645,200
10	Farmington	Model	104,500	1,254,000
11	Center Line	Model	91,500	1,098,000
12	Allen Park	Model	73,600	883,200
13	Grosse Pointe	Model	102,200	1,226,400
14	Highland Park	Older	415,100	4,981,200
15	Hamtramck	Model	374,800	4,497,600
16	Harper Woods	Model	14,200	170,400
17	Redford Township	Model	29,400	352,800
18	Wayne County #3	Older	4,200	50,400
19	<b>Subtotal "Regional Wholesale Revenues from Charges"</b>			287,517,600
20	Industrial Specific Revenues			14,153,700
21	<b>Subtotal "Regional Wholesale Revenues from Charges" (a)</b>			<b>301,671,300</b>
	<i>* Wholesale charges will be effective July 1, 2024</i>			
	<b>Detroit Customer Class - \$</b>			
22	<b>Wholesale</b> Revenue Requirement (c)			<b>211,440,800</b>
23	less: Ownership Benefit per Lease			<b>(5,516,000)</b>
24	<b>Net Wholesale</b> Revenue Requirement			<b>205,924,800</b>
25	<b>Indirect Retail</b> Revenue Requirements (d)			<b>34,873,500</b>
26	less: Use of Lease Payment for Debt Service			<b>(1,166,800)</b>
27	<b>Net Indirect Retail</b> Revenue Requirements (d)			<b>33,706,700</b>
28	Subtotal Subject to GLWA Board Approval (24) + (27)			239,631,500
29	<b>Direct Retail</b> Revenue Requirements (e)			57,986,800
30	<b>Total Local System Revenue Requirement (27) + (29)</b>			<b>91,693,500</b>
31	<b>Total Requirement from Detroit Customer Class (a)</b>			<b>297,618,300</b>

(a) Agrees with "GLWA Budget Schedule 3"

(b) Reserved

(c) Wholesale revenue requirements for the Detroit Customer Class.

(d) Local System revenue requirements related to Master Bond Ordinance (local debt service, etc.)

(e) Local System operating expenses (net of shared services reimbursement) **and I&E deposit**. Not Subject to GLWA Board approval.

(d)&(e) Local System information provided from Detroit Water & Sewerage Department as of December 15, 2023.

**Great Lakes Water Authority**  
**Approved FY 2025 Sewage Disposal System**  
**Industrial Specific Retail Charges**  
*Effective Date: July 1, 2024*

**Industrial Waste Control Charges**

<u>Meter Size</u>	<u>Full Charge</u>	<u>Admin Only Charge</u>
inches	\$/mo	\$/mo
5/8	3.72	0.93
3/4	5.58	1.40
1	9.30	2.33
1-1/2	20.46	5.12
2	29.76	7.44
3	53.94	13.49
4	74.40	18.60
6	111.60	27.90
8	186.00	46.50
10	260.40	65.10
12	297.60	74.40
14	372.00	93.00
16	446.40	111.60
18	520.80	130.20
20	595.20	148.80
24	669.60	167.40
30	744.00	186.00
36	818.40	204.60
48	892.80	223.20

**Pollutant Surcharges**

<u>Pollutant</u>	<u>Charge</u>
	\$/lb
BIOCHEMICAL OXYGEN DEMAND (BOD) for concentrations > 275 mg/l	<b>0.392</b>
TOTAL SUSPENDED SOLIDS (TSS) for concentrations > 350 mg/l	<b>0.525</b>
PHOSPHORUS (P) for concentrations > 12 mg/l	<b>7.571</b>
FATS, OIL AND GREASE (FOG) for concentrations > 100 mg/l	<b>0.125</b>
SEPTAGE DISPOSAL FEE Per 500 gallons of disposal	<b>38.00</b>

### Sewage Disposal System Charge History

The table below shows the five-year history of the sewage disposal system budgeted revenue requirement and charge adjustments:

Sewage Disposal System Charge Adjustments					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Budgeted revenue requirement [1]	\$ 486,751,300	\$ 475,429,200	\$ 481,372,100	\$ 500,627,000	\$ 520,652,100
Percent change in budgeted revenue requirement	1.3%	-2.3%	1.3%	4.0%	4%
Average annual charge adjustment [2]					
Total regional system	2.0%	-0.6%	2.4%	2.75%	3.0%
Suburban wholesale	1.7%	-0.1%	3.2%	2.6%	1.7%
Local system charge [3]	2.3%	-0.7%	1.2%	2.8%	4.6%
Number of wholesale sewage disposal contracts [4]	18	18	18	18	18

[1] This is the revenue requirement in the original adopted budget for the fiscal year which is used in the calculation of charges. The revenue requirement represents the funding requirements which are defined in the Master Bond Ordinance. Determining the revenue requirements is the starting point in the process of determining charges, as the revenue from charges and non-operating revenues are used to fund the revenue requirements. This is the number the 4% revenue requirement commitment refers to.

[2] Average annual charge adjustment percentages is the required charge adjustment required when calculating revenue with the prior year existing charges, usage projections and any other specific individual contract requirements. Also includes the bad debt adjustment.

[3] Represents the annual change in the local system charges to the Detroit customer class before the annual credit of \$5.516 million. Does not include any Detroit local system operating costs or charges included in the Detroit retail rate. Also does not include any impact of Detroit's use of the regional system lease payment to finance allocated debt service obligations.

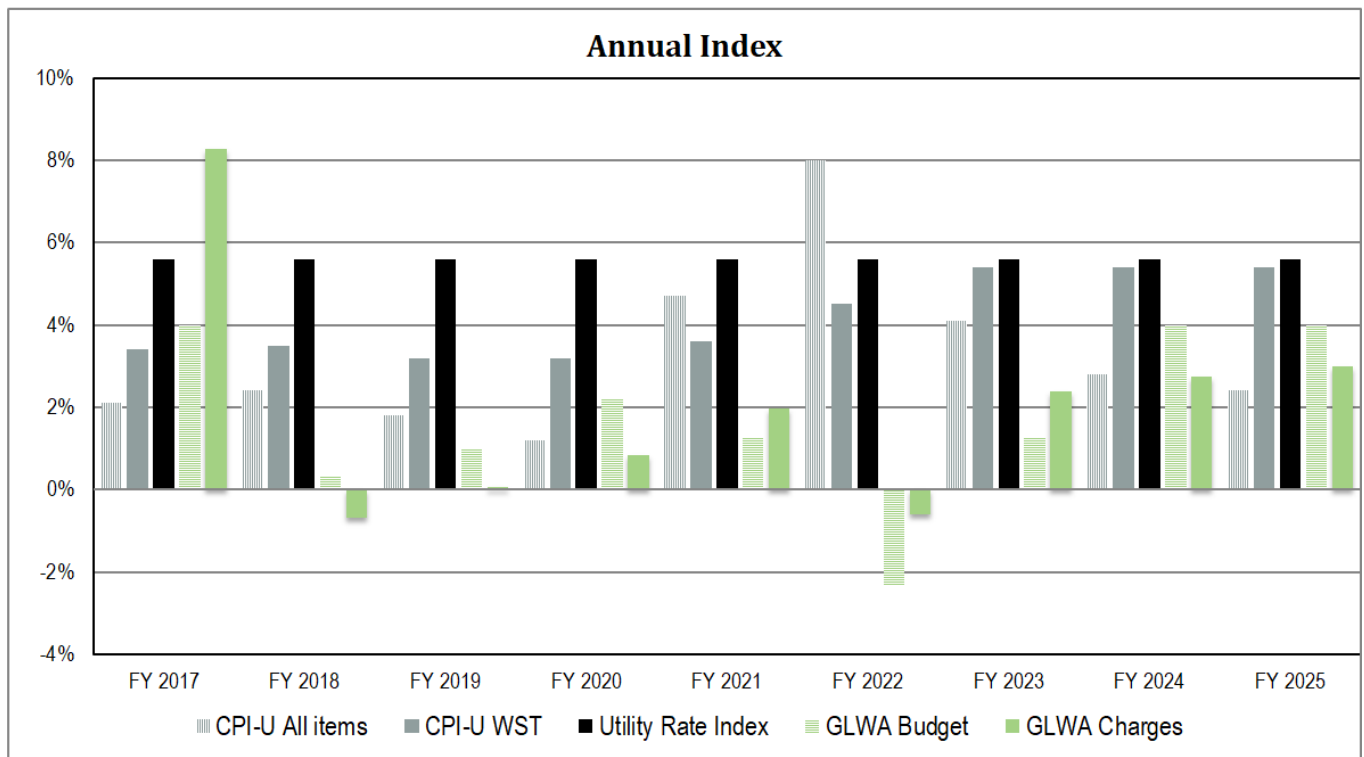
[4] Does not include the City of Detroit.

Source: Great Lakes Water Authority Financial Services Area and The Foster Group

The following two charts compare the GLWA budgeted revenue requirement and charge adjustments to other price indexes.

**Historical Annual "Sewage Disposal System Budget & Charge" Adjustments**

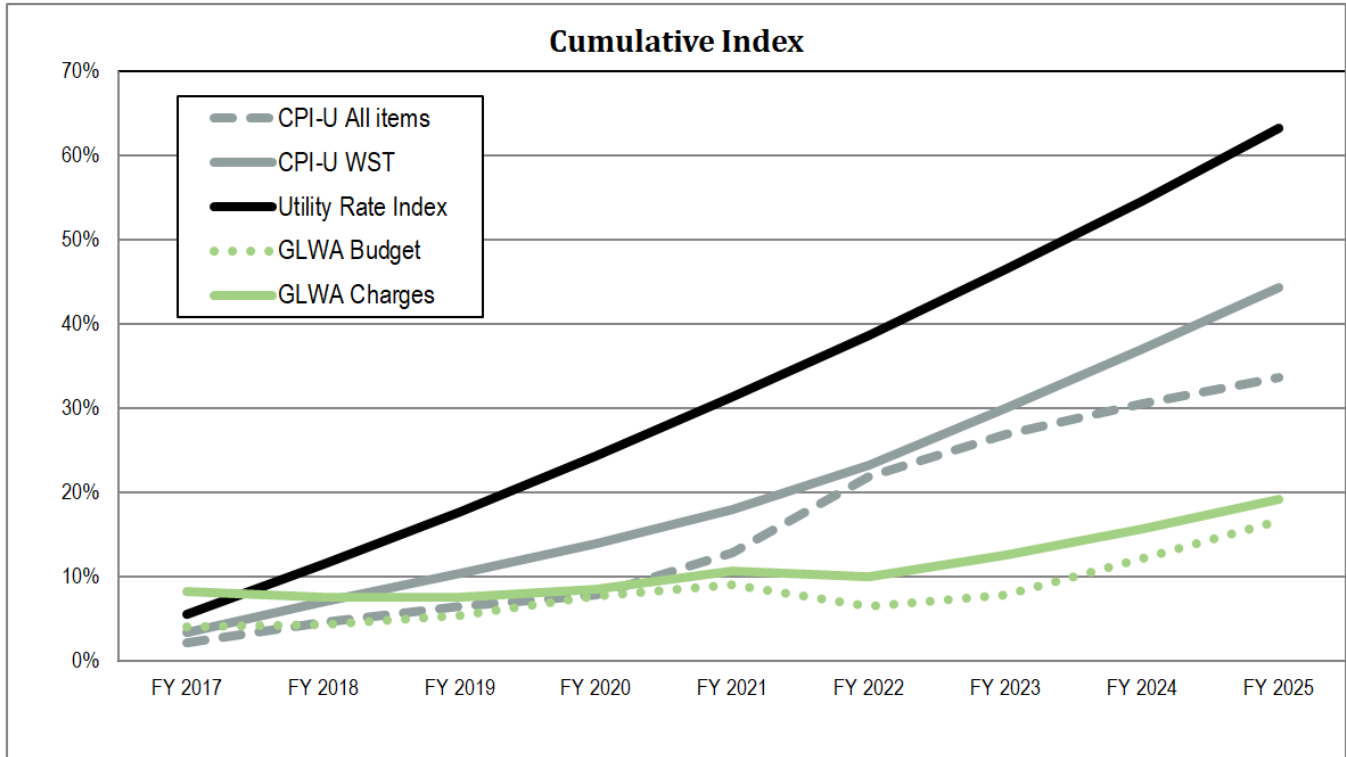
	Annual Index									
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
(a) CPI-U All items	2.1%	2.4%	1.8%	1.2%	4.7%	8.0%	4.1%	2.8%	2.4%	
(b) CPI-U WST	3.4%	3.5%	3.2%	3.2%	3.6%	4.5%	5.4%	5.4%	5.4%	
(c) Utility Rate Index	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%	
GLWA Budget	4.0%	0.3%	1.0%	2.2%	1.3%	-2.3%	1.3%	4.0%	4.0%	
GLWA Charges	8.3%	-0.7%	0.1%	0.8%	2.0%	-0.6%	2.4%	2.75%	3.0%	



- (a) FY 2017 - FY 2023 Bureau of Labor Statistics, CPI-U, All items in U.S. city average, all urban consumers, not seasonally adjusted (calendar year). FY 2024 and FY 2025 estimated based on Public Sector Consultants Economic Task Force Phase 1 Report presented to the Audit Committee on February 9, 2024.
- (b) Bureau of Labor Statistics, CPI-U, Water and sewer and trash collection services in U.S. city average, all urban consumers, not seasonally adjusted (calendar year), FY 2024 and FY 2025 based on FY 2023
- (c) Black & Veatch 2021 50 Largest Cities Rate Survey Average rate of change sewer bills 2001-2020. The average was used for all years.

**Cumulative Historical "Sewage Disposal System Budget & Charge" Adjustments**

	Cumulative Index								
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
(a) CPI-U All items	2.1%	4.6%	6.5%	7.8%	12.9%	21.9%	27.0%	30.5%	33.6%
(b) CPI-U WST	3.4%	7.0%	10.4%	13.9%	18.0%	23.3%	30.0%	37.0%	44.4%
(c) Utility Rate Index	5.6%	11.5%	17.8%	24.4%	31.3%	38.7%	46.4%	54.6%	63.3%
GLWA Budget	4.0%	4.3%	5.4%	7.7%	9.1%	6.5%	7.9%	12.2%	16.7%
GLWA Charges	8.3%	7.5%	7.6%	8.5%	10.6%	9.9%	12.6%	15.7%	19.1%



- (a) FY 2017 - FY 2023 Bureau of Labor Statistics, CPI-U, All items in U.S. city average, all urban consumers, not seasonally adjusted (calendar year). FY 2024 and FY 2025 estimated based on Public Sector Consultants Economic Task Force Phase 1 Report presented to the Audit Committee on February 9, 2024.
- (b) Bureau of Labor Statistics, CPI-U, Water and sewer and trash collection services in U.S. city average, all urban consumers, not seasonally adjusted (calendar year), FY 2024 and FY 2025 based on FY 2023
- (c) Black & Veatch 2021 50 Largest Cities Rate Survey Average rate of change sewer bills 2001-2020. The average was used for all years.

### Wastewater Volumes

Historical wastewater volumes for the last five years are presented in the table below as presented in the June 30, 2023 Annual Comprehensive Financial Report and was the most up to date data available when the preliminary budget and charges proposals were being prepared in November 2023. The amount will be finalized in a flow balance report to be issued in early calendar year 2024. Any assumptions utilized for developing FY 2025 charges are presented in the cost of service study. Projected volumes are not presented as sewer wholesale revenues are recovered through a 100% fixed monthly charge based on allocated sewer shares and do not include a usage component.

#### Wastewater Volumes (Mcf)

Fiscal Year	Wastewater Influent [1]	Customer Wastewater Volume [2]		"System" Volume [3]
		Metered Customers	Unmetered Customers [3]	
2023 (preliminary)	26,039,900	11,684,200	8,381,700	5,974,000
2022	36,008,500	15,461,800	11,436,800	9,109,900
2021	27,543,700	11,859,700	8,918,200	6,765,800
2020	30,856,000	13,812,000	9,611,600	7,432,400
2019	34,080,800	14,658,300	10,891,500	8,531,000

Wastewater volumes are monitored by GLWA operations and engineering teams throughout the year then go through a formal review and approval process over a period of six to nine months following the end of the fiscal year. The formal, annual, data analytic review is led by an outside consultant. As part of this process preliminary data is shared with customers to confirm. Current and historic data does change at times as system improvements are made and reporting refinements occur.

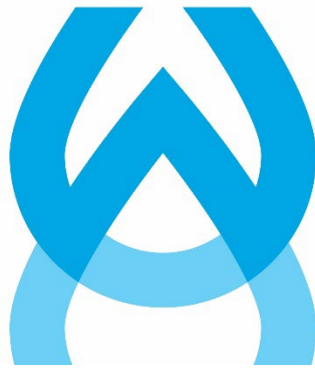
- [1] Represents total influent volume to the System, including volumes treated and discharged at the Water Resource Recovery Facility and volumes discharged via Combined Sewer Overflow facilities.
- [2] The GLWA Sewer Charge Methodology uses historical wastewater volumes to allocate annual revenue requirements to the member partners based on historical wastewater volumes, and recovers the allocated revenue requirements via fixed monthly charges.
- [3] The GLWA Sewer Charge Methodology assigns a portion of the unmetered non-sanitary flow volume as a "system" responsibility allocable to all member partners. The remaining amount is assigned to unmetered customers, which includes the Local System and certain wholesale customers.

Source: Great Lakes Water Authority Financial Services Area and The Foster Group

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# GLWA

*Great Lakes Water Authority*



## **Section 5**

### **Operating Financial Plans**

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**Operating Financial Plans by Service Area**

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

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

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

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

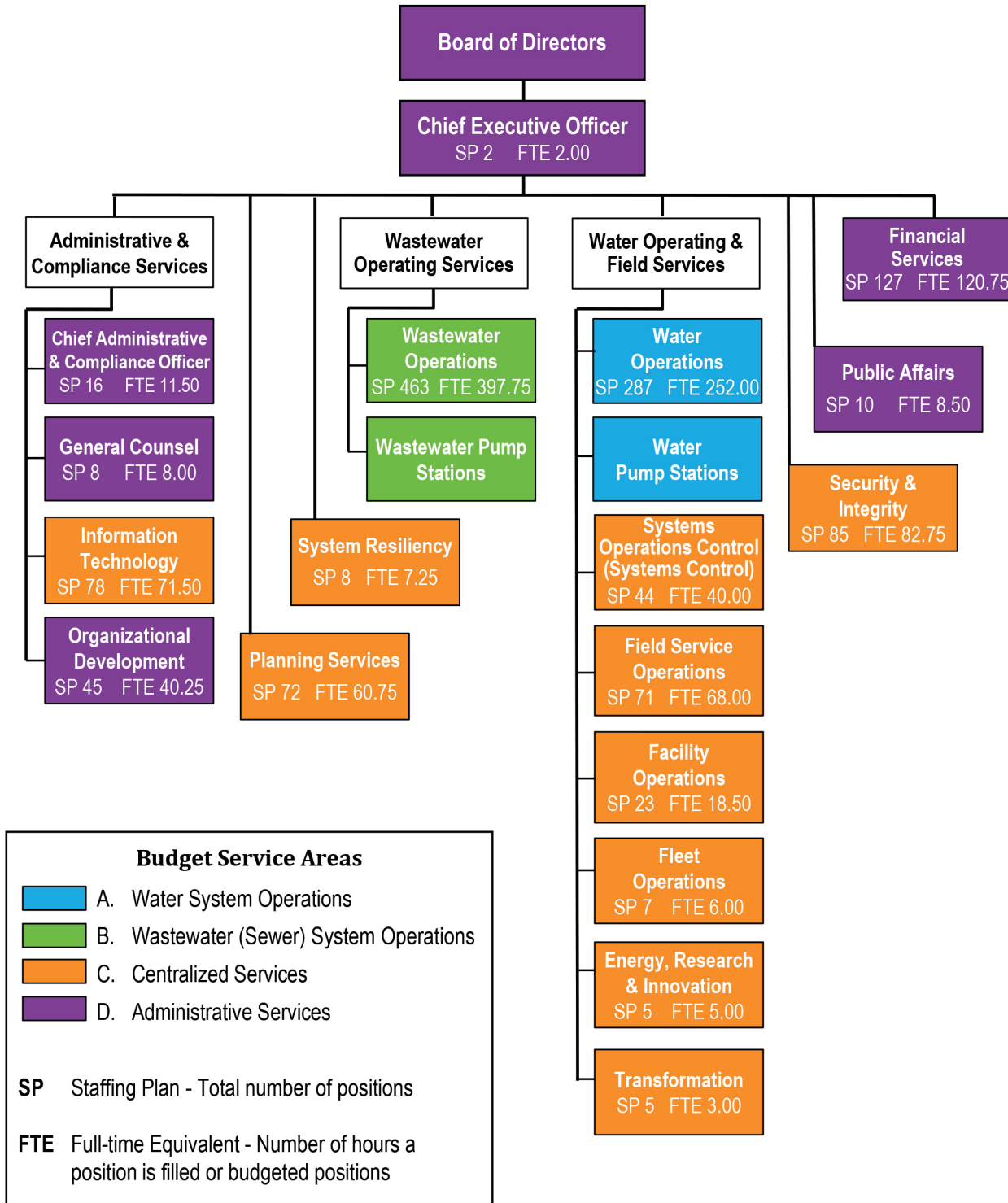
- A. Water System Operations
- B. Wastewater (Sewer) System Operations
- C. Centralized Services
- D. Administrative Services

The following table shows the two major funds used for financial reporting purposes, and which major fund the operating service areas expenditures are reported in.

Water Operations Fund	Sewer Operations Fund	Allocation
A. Water Systems Operations	B. Wastewater System Operations	100%
C. Centralized Services	C. Centralized Services	Varies - See Section 5C
D. Administrative Services	D. Administrative Services	Varies - See Section 5D

The following organization chart is color coded by service area to show the departments within those service areas.

## 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*

<b>A Water System Operations by Cost Center</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Amended Budget</b>	<b>FY 2024 Activity as of 12.31.2023</b>	<b>FY 2025 Department Requested</b>	<b>FY 2025 Dollar Variance</b>	<b>FY 2025 Percent Variance</b>	<b>FY 2026 Department Requested</b>
COO - Water Operations & Field Services	1,048,000	1,282,300	797,000	1,399,200	116,900	9.1%	1,480,600
Lake Huron Water Plant	15,808,700	15,196,700	7,301,200	15,512,700	316,000	2.1%	15,812,000
Northeast Water Plant	12,943,300	13,381,500	5,164,000	13,794,300	412,800	3.1%	14,214,200
Southwest Water Plant	11,299,900	10,431,300	4,461,500	11,209,800	778,500	7.5%	11,491,400
Springwells Water Plant	15,436,100	16,705,700	9,853,600	16,550,900	(154,800)	-0.9%	16,904,300
Water Director	1,804,500	1,798,200	1,032,300	3,065,900	1,267,700	70.5%	3,268,500
Water Engineering	1,281,600	1,420,900	916,400	1,849,300	428,400	30.1%	2,767,800
Water Quality	2,311,400	2,295,500	1,251,100	2,603,200	307,700	13.4%	2,646,200
Water Works Park	11,919,100	10,384,400	5,130,400	10,757,100	372,700	0.0%	11,553,200
Water System Operations Unallocated	-	3,341,300	-	5,131,000	1,789,700	0.0%	4,715,800
<b>Total Water Operations</b>	<b>\$ 73,852,600</b>	<b>\$ 76,237,800</b>	<b>\$ 35,907,500</b>	<b>\$ 81,873,400</b>	<b>\$ 5,635,600</b>	<b>7.4%</b>	<b>\$ 84,854,000</b>
Adams Road Pumping Station	700,400	665,000	368,000	755,000	90,000	0.0%	768,400
Eastside Pumping Station	64,500	74,700	25,100	84,200	9,500	0.0%	85,500
Electric Ave Pumping Station	25,900	26,300	8,700	35,000	8,700	0.0%	35,500
Ford Rd Pumping Station	524,200	431,800	336,300	533,900	102,100	0.0%	544,000
Franklin Road Pumping Station	1,169,300	911,000	656,300	1,040,000	129,000	0.0%	1,059,000
Haggerty Road Pumping Station	268,700	320,700	129,400	329,300	8,600	0.0%	334,700
Imlay Pumping Station	2,725,600	2,481,000	1,620,300	2,547,900	66,900	0.0%	2,595,800
Joy Road Pumping Station	779,000	708,600	471,500	813,600	105,000	0.0%	828,100
Michigan Ave Pumping Station	173,000	157,700	93,400	215,700	58,000	0.0%	219,700
Newburgh Pumping Station	473,200	415,000	260,800	474,000	59,000	0.0%	483,000
North Service Center Pumping Station	2,504,600	2,295,500	1,142,100	2,440,000	144,500	0.0%	2,485,000
Northwest Pumping Station	86,000	61,300	35,200	80,700	19,400	0.0%	81,900
Orion Township Pumping Station	192,900	75,400	44,400	120,500	45,100	0.0%	122,500
Rochester Pumping Station	301,700	277,100	122,800	316,800	39,700	0.0%	322,300
Roseville Pumping Station	100	300	100	300	-	0.0%	300
Schoolcraft Pumping Station	532,600	476,100	247,100	498,000	21,900	0.0%	506,700
West Chicago Rd Pumping Station	30,900	32,500	14,300	35,000	2,500	0.0%	35,600
West Service Center Pumping Station	1,112,500	923,700	638,900	1,200,700	277,000	0.0%	1,222,900
Wick Road Pumping Station	739,900	685,600	301,000	751,700	66,100	0.0%	764,800
Ypsilanti Pumping Station	515,100	481,100	260,100	524,200	43,100	0.0%	534,300
<b>Total Water Pump Stations</b>	<b>\$ 12,920,100</b>	<b>\$ 11,500,400</b>	<b>\$ 6,775,800</b>	<b>\$ 12,796,500</b>	<b>\$ 1,296,100</b>	<b>11.3%</b>	<b>\$ 13,030,000</b>
<b>Grand Total</b>	<b>\$ 86,772,700</b>	<b>\$ 87,738,200</b>	<b>\$ 42,683,300</b>	<b>\$ 94,669,900</b>	<b>\$ 6,931,700</b>	<b>7.9%</b>	<b>\$ 97,884,000</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 2023 Actual</b>	<b>FY 2024 Amended Budget</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>FY 2029 Department Requested</b>
COO - Water Operations & Field Services	1,048,000	1,282,300	1,399,200	1,480,600	1,482,300	1,484,000	1,485,800
Lake Huron Water Plant	15,808,700	15,196,700	15,512,700	15,812,000	15,823,000	15,829,700	15,845,000
Northeast Water Plant	12,943,300	13,381,500	13,794,300	14,214,200	14,230,400	14,232,400	14,252,800
Southwest Water Plant	11,299,900	10,431,300	11,209,800	11,491,400	11,403,200	11,410,200	11,427,100
Springwells Water Plant	15,436,100	16,705,700	16,550,900	16,904,300	16,971,500	16,900,000	16,975,800
Water Director	1,804,500	1,798,200	3,065,900	3,268,500	3,231,500	2,324,100	2,327,000
Water Engineering	1,281,600	1,420,900	1,849,300	2,767,800	2,771,700	2,775,800	2,779,700
Water Quality	2,311,400	2,295,500	2,603,200	2,646,200	2,647,400	2,653,500	2,664,700
Water Works Park	11,919,100	10,384,400	10,757,100	11,553,200	11,526,800	11,535,300	11,554,400
Water System Operations Unallocated	-	3,341,300	5,131,000	4,715,800	6,141,800	8,899,800	12,345,800
<b>Total Water Operations</b>	<b>\$ 73,852,600</b>	<b>\$ 76,237,800</b>	<b>\$ 81,873,400</b>	<b>\$ 84,854,000</b>	<b>\$ 86,229,600</b>	<b>\$ 88,044,800</b>	<b>\$ 91,658,100</b>
Adams Road Pumping Station	700,400	665,000	755,000	768,400	782,100	796,000	810,200
Eastside Pumping Station	64,500	74,700	84,200	85,500	86,800	88,200	89,600
Electric Ave Pumping Station	25,900	26,300	35,000	35,500	36,000	36,500	37,000
Ford Rd Pumping Station	524,200	431,800	533,900	544,000	554,100	564,200	574,300
Franklin Road Pumping Station	1,169,300	911,000	1,040,000	1,059,000	1,078,400	1,098,100	1,118,300
Haggerty Road Pumping Station	268,700	320,700	329,300	334,700	340,100	345,800	352,000
Imlay Pumping Station	2,725,600	2,481,000	2,547,900	2,595,800	2,644,600	2,695,000	2,745,800
Joy Road Pumping Station	779,000	708,600	813,600	828,100	842,800	857,900	873,200
Michigan Ave Pumping Station	173,000	157,700	215,700	219,700	223,700	227,700	231,700
Newburgh Pumping Station	473,200	415,000	474,000	483,000	492,300	501,800	511,000
North Service Center Pumping Station	2,504,600	2,295,500	2,440,000	2,485,000	2,530,900	2,577,700	2,625,300
Northwest Pumping Station	86,000	61,300	80,700	81,900	83,100	84,400	85,700
Orion Township Pumping Station	192,900	75,400	120,500	122,500	124,200	126,000	127,900
Rochester Pumping Station	301,700	277,100	316,800	322,300	328,000	333,700	339,700
Roseville Pumping Station	100	300	300	300	300	300	300
Schoolcraft Pumping Station	532,600	476,100	498,000	506,700	515,500	524,500	533,700
West Chicago Rd Pumping Station	30,900	32,500	35,000	35,600	36,100	36,700	37,300
West Service Center Pumping Station	1,112,500	923,700	1,200,700	1,222,900	1,245,500	1,268,600	1,292,200
Wick Road Pumping Station	739,900	685,600	751,700	764,800	777,000	790,100	804,200
Ypsilanti Pumping Station	515,100	481,100	524,200	534,300	544,400	554,500	564,600
<b>Total Water Pump Stations</b>	<b>\$ 12,920,100</b>	<b>\$ 11,500,400</b>	<b>\$ 12,796,500</b>	<b>\$ 13,030,000</b>	<b>\$ 13,265,900</b>	<b>\$ 13,507,700</b>	<b>\$ 13,754,000</b>
<b>Grand Total</b>	<b>\$ 86,772,700</b>	<b>\$ 87,738,200</b>	<b>\$ 94,669,900</b>	<b>\$ 97,884,000</b>	<b>\$ 99,495,500</b>	<b>\$ 101,552,500</b>	<b>\$ 105,412,100</b>



Operating Financial Plans by Service Area  
Budget & Five-Year Plan  
FY 2025 through FY 2029

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

	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>B Sewer System Operations by Cost Center</b>							
<b>Wastewater Operations Group</b>							
7 Mile Combined Sewer Overflow	322,800	148,200	161,000	147,900	(300)	-0.2%	150,800
Baby Creek Combined Sewer Overflow	1,223,700	1,333,300	522,500	1,509,400	176,100	13.2%	1,517,200
BDF, COF & Hauling	22,939,100	24,331,400	11,580,400	24,200,900	(130,500)	-0.5%	24,942,900
Belle Isle Combined Sewer Overflow	(52,100)	4,400	4,100	-	(4,400)	-100.0%	-
Chief Operating Officer Wastewater	1,933,400	1,789,000	1,208,900	2,684,300	895,300	50.0%	3,033,400
Combined Sewer Overflow	3,699,200	3,824,200	1,912,100	3,887,300	63,100	1.7%	4,239,600
Conner Creek Combined Sewer Overflow	4,209,600	5,201,000	1,358,000	5,111,700	(89,300)	-1.7%	5,040,400
Hubble Southfield CSO	997,100	841,600	516,200	1,129,500	287,900	34.2%	1,138,200
Industrial Waste Control	2,306,600	2,454,400	1,246,900	2,699,600	245,200	0.0%	3,063,000
Leib Combined Sewer Overflow	453,600	544,200	154,600	524,200	(20,000)	0.0%	531,100
Oakwood Combined Sewer Overflow	2,611,300	2,728,500	1,314,300	2,589,600	(138,900)	-5.1%	2,600,400
Puritan Fenkell Combined Sewer Overflow	494,200	280,100	159,500	301,600	21,500	7.7%	304,600
St Aubin Combined Sewer Overflow	434,100	304,300	117,100	331,200	26,900	8.8%	335,000
Wastewater Dewatering Process	6,142,800	6,142,800	3,014,400	6,138,400	(4,400)	-0.1%	6,744,600
Wastewater Director	8,269,200	7,823,800	4,069,100	8,223,400	399,600	5.1%	8,877,000
Wastewater Engineering	3,453,500	2,802,600	2,032,000	3,949,700	1,147,100	40.9%	4,485,200
Wastewater Fire Damage	10,200	-	14,800	-	-	0.0%	-
Wastewater Incineration Process	5,081,700	5,557,900	3,687,900	6,152,300	594,400	0.0%	6,535,000
Wastewater Laboratories	3,384,900	3,799,900	1,708,500	4,006,600	206,700	0.0%	4,589,400
Wastewater Operations	37,312,400	32,799,200	15,965,100	32,747,700	(51,500)	-0.2%	33,329,000
Wastewater Primary Process	12,425,400	12,308,000	6,908,800	12,555,800	247,800	2.0%	13,799,900
Wastewater Process Control	2,910,700	3,929,500	1,586,000	3,724,000	(205,500)	-5.2%	4,644,500
Wastewater Secondary Process	16,028,000	15,726,800	8,104,800	16,973,200	1,246,400	7.9%	17,411,000
Suburban Only Green Infrastructure Allocation	-	340,000	-	347,000	7,000	2.1%	354,000
Wastewater System Operations Unallocated	-	3,080,000	-	4,251,400	1,171,400	38.0%	3,531,400
<b>Total Wastewater Operations Group</b>	<b>\$ 136,591,400</b>	<b>\$ 138,095,100</b>	<b>\$ 67,347,000</b>	<b>\$ 144,186,700</b>	<b>\$ 6,091,600</b>	<b>4.4%</b>	<b>\$ 151,197,600</b>
<b>Wastewater Pump Stations</b>							
Belle Isle Pumping Station	(17,200)	20,000	(7,800)	-	(20,000)	-100.0%	-
Blue Hill Pumping Station	(256,400)	150,000	(5,600)	-	(150,000)	-100.0%	-
Conner Pumping Station	673,100	1,241,300	576,200	726,000	(515,300)	-41.5%	737,500
Fairview Pumping Station	1,124,600	690,400	378,400	714,500	24,100	3.5%	727,800
Fischer Pumping Station	(11,100)	-	25,100	-	-	0.0%	-
Fox Creek Pumping Station	800	1,000	300	1,000	-	0.0%	1,100
Freud Pumping Station	254,000	435,000	188,600	536,800	101,800	23.4%	544,700
Northeast Pumping Station	1,049,800	856,000	522,000	860,100	4,100	0.5%	877,300
Oakwood Pumping Station	217,900	167,000	68,000	220,000	53,000	31.7%	222,800
Woodmere Pumping Station	(100,700)	-	47,400	-	-	0.0%	-
<b>Total Wastewater Pump Stations</b>	<b>\$ 2,934,800</b>	<b>\$ 3,560,700</b>	<b>\$ 1,792,600</b>	<b>\$ 3,058,400</b>	<b>\$ (502,300)</b>	<b>-14.1%</b>	<b>\$ 3,111,200</b>
<b>Grand Total</b>	<b>\$ 139,526,200</b>	<b>\$ 141,655,800</b>	<b>\$ 69,139,600</b>	<b>\$ 147,245,100</b>	<b>\$ 5,589,300</b>	<b>3.9%</b>	<b>\$ 154,308,800</b>



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

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

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

<b>C Centralized Services by Cost Center</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Amended Budget</b>	<b>FY 2024 Activity as of 12.31.2023</b>	<b>FY 2025 Department Requested</b>	<b>FY 2025 Dollar Variance</b>	<b>FY 2025 Percent Variance</b>	<b>FY 2026 Department Requested</b>
<b>Planning Services</b>							
Asset Management	\$ 3,039,100	\$ 3,050,400	\$ 1,163,000	\$ 2,612,800	\$ (437,600)	-14.3%	\$ 2,828,900
Capital Improvement Planning	3,266,900	5,965,000	1,557,500	4,730,500	(1,234,500)	-20.7%	4,852,400
Chief Planning Officer	318,300	318,200	173,000	330,500	12,300	3.9%	331,200
Systems Analytics	4,661,900	6,387,700	2,696,300	5,574,500	(813,200)	-12.7%	5,763,800
Systems Planning	1,732,600	1,832,900	834,800	2,036,000	203,100	11.1%	2,038,800
Systems Planning & Development	186,700	919,800	146,400	1,374,400	454,600	49.4%	1,574,400
<b>Total Planning Services</b>	<b>13,205,500</b>	<b>18,474,000</b>	<b>6,571,000</b>	<b>16,658,700</b>	<b>(1,815,300)</b>	<b>-9.8%</b>	<b>17,389,500</b>
<b>System Resiliency</b>	121,700	-	597,000	1,870,600	1,870,600	100.0%	1,968,200
<b>Systems Operations Control (Systems Control)</b>	14,948,500	13,463,400	6,733,400	15,048,100	1,584,700	11.8%	14,473,300
<b>Facility Operations</b>	10,067,200	7,815,900	3,710,900	8,026,600	210,700	2.7%	9,119,300
<b>Fleet Operations</b>	977,600	2,663,400	1,355,800	2,751,900	88,500	3.3%	2,781,300
<b>Field Service Operations</b>	18,590,300	18,142,100	11,402,400	17,053,600	(1,088,500)	-6.0%	21,151,600
<b>Energy, Research &amp; Innovation Transformation</b>	2,611,800	2,867,200	1,566,700	2,704,700	(162,500)	-5.7%	2,868,100
	614,800	728,000	245,700	413,800	(314,200)	-43.2%	414,800
<b>Information Technology</b>							
Info Tech Business Productivity Systems	3,033,300	8,077,900	2,639,300	5,457,300	(2,620,600)	-32.4%	4,840,600
Info Technology Enterprise Applications	5,731,300	10,344,400	1,489,300	9,092,800	(1,251,600)	-12.1%	7,219,500
Info Technology Infrastructure	16,559,000	18,404,800	9,415,500	20,490,800	2,086,000	11.3%	19,906,100
Info Technology Security & Risk	353,600	320,200	240,900	759,700	439,500	137.3%	761,100
Info Technology Service Delivery	3,484,800	3,909,400	2,113,400	4,224,600	315,200	8.1%	4,283,900
InfoTechnology Project Management	1,470,500	1,431,500	731,900	1,514,200	82,700	5.8%	1,517,400
Office of the CIO	1,410,200	1,565,900	823,900	1,527,600	(38,300)	-2.4%	1,791,900
<b>Total Information Technology</b>	<b>32,042,700</b>	<b>44,054,100</b>	<b>17,454,199</b>	<b>43,067,000</b>	<b>(987,100)</b>	<b>-2.2%</b>	<b>40,320,500</b>
<b>Security &amp; Integrity</b>							
HazMat	1,553,100	1,723,800	831,100	1,882,000	158,200	9.2%	2,020,800
Office of Emergency Preparedness	308,100	432,100	203,000	474,500	42,400	9.8%	476,900
Security and Integrity	4,989,700	4,451,200	2,466,600	4,957,700	506,500	11.4%	5,043,900
<b>Total Security &amp; Integrity</b>	<b>6,850,900</b>	<b>6,607,100</b>	<b>3,500,700</b>	<b>7,314,200</b>	<b>707,100</b>	<b>10.7%</b>	<b>7,541,600</b>
<b>Centralized Services Unallocated Reserve</b>	-	1,722,200	-	2,071,000	348,800	20.3%	2,388,800
<b>Grand Total</b>	<b>\$ 100,031,000</b>	<b>\$ 116,537,400</b>	<b>\$ 53,137,800</b>	<b>\$ 116,980,200</b>	<b>\$ 442,800</b>	<b>0.4%</b>	<b>\$ 120,417,000</b>



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

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

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

D Administrative Services by Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Board of Directors</b>	\$ 202,300	\$ 169,600	\$ 76,200	\$ 164,400	\$ (5,200)	-3.1%	\$ 164,400
<b>Chief Executive Officer</b>	635,100	709,100	348,900	719,500	10,400	1.5%	725,700
<b>Chief Administrative and Compliance Officer</b>							
Chief Administrative Officer	1,128,800	1,467,800	918,100	1,381,700	(86,100)	-5.9%	1,758,800
Enterprise Risk Management and Safety	679,700	1,658,700	386,800	1,888,800	230,100	13.9%	2,159,200
Enterprise Risk Mgt. Insurance Fund	4,357,200	4,345,400	2,878,700	5,619,800	1,274,400	29.3%	5,732,200
<b>Total Chief Administrative and Compliance Officer</b>	6,165,700	7,471,900	4,183,600	8,890,300	1,418,400	19.0%	9,650,200
<b>General Counsel</b>	6,807,700	3,891,200	1,644,900	3,770,400	(120,800)	-3.1%	3,820,800
<b>Public Affairs</b>	1,663,200	1,695,100	808,800	1,772,600	77,500	4.6%	1,908,100
<b>Organizational Development</b>							
OD Administration	711,000	588,700	351,100	722,300	133,600	22.7%	725,400
OD Talent Management	2,552,800	3,252,700	1,187,600	3,124,200	(128,500)	-4.0%	3,647,500
OD Training	1,630,400	1,740,200	922,300	2,039,400	299,200	17.2%	2,054,600
<b>Total Organizational Development</b>	4,894,200	5,581,600	2,461,000	5,885,900	304,300	5.5%	6,427,500
<b>Financial Services</b>							
<b>CFO Services</b>							
Chief Financial Officer	641,800	983,400	410,100	1,125,400	142,000	14.4%	1,140,400
CFO Services	2,332,000	2,553,100	1,298,100	2,912,000	358,900	14.1%	2,949,800
Financial Management & Planning	1,537,100	1,868,700	973,600	2,037,000	168,300	9.0%	2,047,700
Treasury	691,800	906,300	323,600	947,800	41,500	0.0%	950,700
<b>Total CFO Services</b>	5,202,700	6,311,500	3,005,400	7,022,200	710,700	11.3%	7,088,600
<b>Operations Support Services</b>							
Logistics and Materials	2,574,600	2,886,700	1,548,100	3,086,100	199,400	6.9%	3,109,800
Procurement Director	3,895,600	4,090,500	2,054,300	3,952,900	(137,600)	-3.4%	4,402,000
<b>Total Operations Support Services</b>	6,470,200	6,977,200	3,602,400	7,039,000	61,800	0.9%	7,511,800
<b>Financial Reporting &amp; Accounting</b>	3,288,500	3,838,000	1,800,800	3,647,500	(190,500)	-5.0%	3,746,700
<b>Administrative Services Unallocated Reserve</b>	-	652,300	-	752,000	99,700	15.3%	847,800
<b>Grand Total</b>	<b>\$ 35,329,600</b>	<b>\$ 37,297,500</b>	<b>\$ 17,932,000</b>	<b>\$ 39,663,800</b>	<b>\$ 2,366,300</b>	<b>6.3%</b>	<b>\$ 41,891,600</b>

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

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

## Departmental Introduction

Following this section is a section for each of the service areas of the Operations & Maintenance budget. Each service area section begins with an overview of that service area's budget by expense category followed by the budget of each department within that service area. The departmental information is organized in the following order:

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

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

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# GLWA

*Great Lakes Water Authority*



## **Section 5A**

# **Water System Operations**

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## **Water System Operations**

The Water System Operations area consists of the following departments:

- ❖ Water Operations
- ❖ Water Pump Stations

The detail budget requests for each department are included in this section.

## **Biennial Budget Request**

Water System Operations is shown as operating area A in Schedules 2C and 2D in Section 2 - Core Financial Plan Schedules.

The following tables consolidate the department budgets presented in this section for an overall view of the Water Systems Operations area with comparison to the FY 2024 Amended Budget. A comparison to the FY 2024 Adopted Budget is shown in Schedule 2E and 2F in Section 2 - Core Financial Plan Schedules.

The allocation of the centralized and administrative services to the Water Systems Operations area, as shown in the Centralized Services Overview (Section 5C) and Administrative Services Overview (Section 5D), has been included in the tables below to support the Operations & Maintenance Expense line item in Schedule 1A and 1B in Section 2 - Core Financial Plan Schedules.

*Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2024	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	22,176,000	23,295,100	12,314,700	25,732,800	2,437,700	10.5%	29,961,800
3.1 Electric	31,060,800	29,810,400	16,466,000	30,947,900	1,137,500	3.8%	31,179,100
3.2 Gas	1,429,200	1,306,000	309,500	1,158,300	(147,700)	-11.3%	1,181,600
3.3 Sewage Service	776,100	652,700	180,500	753,100	100,400	15.4%	753,100
3.4 Water Service	1,700	1,500	800	2,500	1,000	66.7%	2,500
4.1 Chemicals	12,689,800	12,415,400	5,123,500	12,688,600	273,200	2.2%	12,688,600
4.2 Supplies & Other	5,781,500	4,348,000	1,952,300	5,277,100	929,100	21.4%	5,259,600
4.3 Contractual Services	13,930,000	14,786,400	6,845,100	15,221,500	435,100	2.9%	16,305,000
5.1 Capital Program Allocation	(1,088,700)	(2,218,600)	(583,500)	(2,242,900)	(24,300)	1.1%	(4,163,100)
6.0 Capital Outlay	16,300	-	74,600	-	-	0.0%	-
7.0 Unallocated Reserve	-	3,341,300	-	5,131,000	1,789,700	53.6%	4,715,800
<b>Total Water System Operations (Operating Area A)</b>	<b>\$ 86,772,700</b>	<b>\$ 87,738,200</b>	<b>\$ 42,683,500</b>	<b>\$ 94,669,900</b>	<b>\$ 6,931,700</b>	<b>7.9%</b>	<b>\$ 97,884,000</b>
<b>Allocations</b>							
Centralized Services	52,317,400	57,385,400	26,336,600	56,567,000	(818,400)	-1.4%	59,052,400
Administrative Services	15,237,900	17,976,900	9,256,800	18,388,100	411,200	2.3%	19,473,600
<b>Total Allocations</b>	<b>\$ 67,555,300</b>	<b>\$ 75,362,300</b>	<b>\$ 35,593,400</b>	<b>\$ 74,955,100</b>	<b>\$ (407,200)</b>	<b>-0.5%</b>	<b>\$ 78,526,000</b>
<b>Total Water System Operations &amp; Maintenance Expense</b>	<b>\$ 154,328,000</b>	<b>\$ 163,100,500</b>	<b>\$ 78,276,900</b>	<b>\$ 169,625,000</b>	<b>\$ 6,524,500</b>	<b>4.0%</b>	<b>\$ 176,410,000</b>

## Five-Year Financial Plan

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	22,176,000	23,295,100	25,732,800	29,961,800	30,023,700	30,085,500	30,147,500
3.1 Electric	31,060,800	29,810,400	30,947,900	31,179,100	31,412,900	31,652,400	31,896,400
3.2 Gas	1,429,200	1,306,000	1,158,300	1,181,600	1,205,200	1,203,000	1,253,700
3.3 Sewage Service	776,100	652,700	753,100	753,100	753,100	753,100	753,300
3.4 Water Service	1,700	1,500	2,500	2,500	2,500	2,500	2,500
4.1 Chemicals	12,689,800	12,415,400	12,688,600	12,688,600	12,688,600	12,688,600	12,688,600
4.2 Supplies & Other	5,781,500	4,348,000	5,277,100	5,259,600	5,187,600	4,919,600	4,928,100
4.3 Contractual Services	13,930,000	14,786,400	15,221,500	16,305,000	16,250,000	15,524,600	15,579,600
5.1 Capital Program Allocation	(1,088,700)	(2,218,600)	(2,242,900)	(4,163,100)	(4,169,900)	(4,176,600)	(4,183,400)
6.0 Capital Outlay	16,300	-	-	-	-	-	-
7.0 Unallocated Reserve	-	3,341,300	5,131,000	4,715,800	6,141,800	8,899,800	12,345,800
<b>Total Water System Operations (Operating Area A)</b>	<b>\$ 86,772,700</b>	<b>\$ 87,738,200</b>	<b>\$ 94,669,900</b>	<b>\$ 97,884,000</b>	<b>\$ 99,495,500</b>	<b>\$ 101,552,500</b>	<b>\$ 105,412,100</b>
<b>Allocations</b>							
Centralized Services	52,317,400	57,385,400	56,567,000	59,052,400	60,578,900	61,718,100	61,118,600
Administrative Services	15,237,900	17,976,900	18,388,100	19,473,600	19,863,800	20,266,400	20,677,000
<b>Total Allocations</b>	<b>\$ 67,555,300</b>	<b>\$ 75,362,300</b>	<b>\$ 74,955,100</b>	<b>\$ 78,526,000</b>	<b>\$ 80,442,700</b>	<b>\$ 81,984,500</b>	<b>\$ 81,795,600</b>
<b>Total Water System Operations &amp; Maintenance Expense</b>	<b>\$ 154,328,000</b>	<b>\$ 163,100,500</b>	<b>\$ 169,625,000</b>	<b>\$ 176,410,000</b>	<b>\$ 179,938,200</b>	<b>\$ 183,537,000</b>	<b>\$ 187,207,700</b>

## Water Operations

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

### Strategic Initiatives

- ❖ **Maintain 100% water quality compliance (Ongoing)**  
Delivery of pure, safe drinking water is essential to GLWA’s mission. A KPI is reported to the Board on a monthly basis of the percent compliance with the Safe Drinking Water Act.
- ❖ **Restructuring Water Production (Ongoing)**  
Continue implementation of the 2015 Water Master Plan Update; specifically, those aspects which address excess production capacity.
- ❖ **Maintain Capital Project Delivery (Ongoing)**  
Sustain water treatment operations and transmission by effective and efficient delivery of capital investments.
- ❖ **Transmission Assessment & Rehabilitation (Ongoing)**  
Continue to assist in the program design for the rehabilitation of water mains.
- ❖ **Improve Operational Reliability through Automation & Equipment Maintenance (Ongoing)**
  - Implement water automation within all facilities.
  - Support asset management to improve maintenance activities.

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

The table on the following page shows how the water 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
Water Operations Strategic Initiatives	Maintain 100% water quality compliance			x				x				x
	Restructuring Water Production			x	x	x						x
	Maintain Capital Project Delivery			x	x							x
	Transmission Assessment & Rehabilitation			x	x							x
	Improve Operational Reliability through Automation and Equipment Maintenance	x	x	x	x	x						x

### Water Operations Contracts

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

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

*Significant Contracts*

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

*Significant Chemical Contracts*

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

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

### Organization

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

❖ **Administration**

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

❖ **Water Treatment Plants**

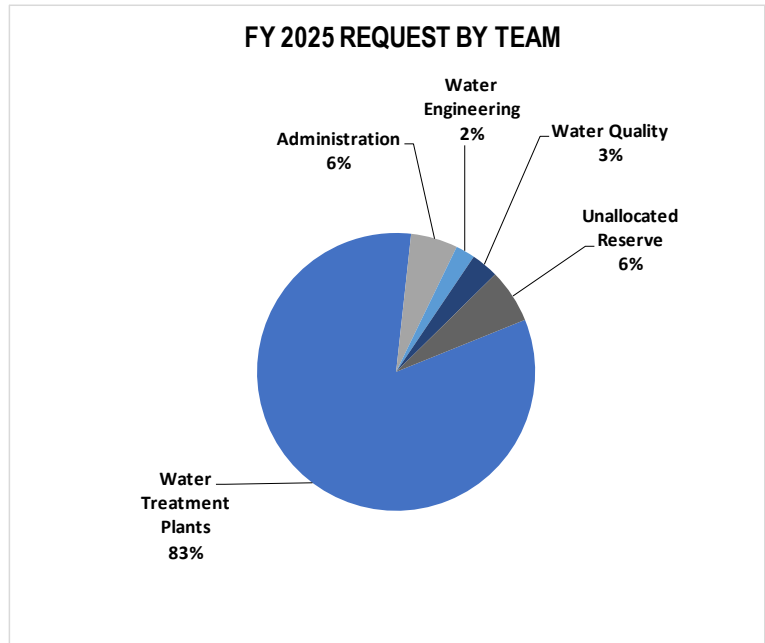
- Water Works Park
- Springwells WTP
- Northeast WTP
- Southwest WTP
- Lake Huron WTP

❖ **Water Engineering**

❖ **Water Quality**

❖ **Water System Operations**

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



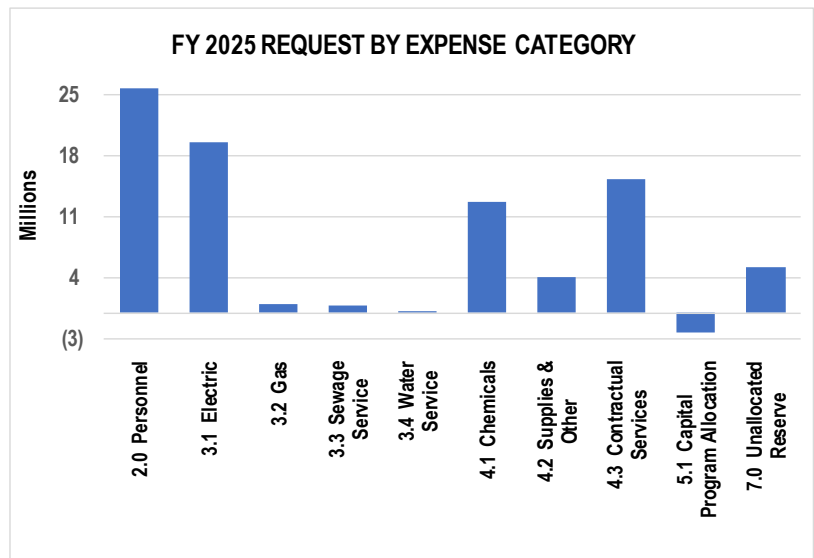
### Expense Categories

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

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

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

Electric utility costs represent the second highest expense category for



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

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

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

### Biennial Budget Request

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

- ❖ Personnel increased due to the anticipated filling of key positions (\$2.4 million or 10.5%). This includes additional Water Engineering Life Cycle project managers and engineers, Water Quality investigators, and additional Workforce Development apprentices within several water treatment plants.
- ❖ Supplies & Other increased due to the HVAC repairs and maintenance contract renewal project and training for Ovation project (\$771,600 or 23.0%).
- ❖ Sewage Service increased due to a flat rate increase at Lake Huron and stormwater drainage at Northeast and Water Works Park (\$100,000 or 15.4%).

### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 22,176,000	\$ 23,295,100	\$ 12,314,700	\$ 25,732,800	\$ 2,437,700	10.5%	\$ 29,961,800
3.1 Electric	19,735,200	19,380,000	9,995,400	19,410,000	30,000	0.2%	19,410,000
3.2 Gas	1,299,600	1,228,400	286,100	1,050,000	(178,400)	-14.5%	1,071,000
3.3 Sewage Service	772,400	650,000	171,900	750,000	100,000	15.4%	750,000
3.4 Water Service	1,200	500	600	1,500	1,000	200.0%	1,500
4.1 Chemicals	12,689,800	12,415,400	5,123,500	12,688,600	273,200	2.2%	12,688,600
4.2 Supplies & Other	4,320,800	3,359,300	1,679,100	4,130,900	771,600	23.0%	4,113,400
4.3 Contractual Services	13,930,000	14,786,400	6,845,100	15,221,500	435,100	2.9%	16,305,000
5.1 Capital Program Allocation	(1,088,700)	(2,218,600)	(583,500)	(2,242,900)	(24,300)	1.1%	(4,163,100)
6.0 Capital Outlay	16,300	-	74,600	-	-	0.0%	-
7.0 Unallocated Reserve	-	3,341,300	-	5,131,000	1,789,700	53.6%	4,715,800
<b>Grand Total</b>	<b>\$ 73,852,600</b>	<b>\$ 76,237,800</b>	<b>\$ 35,907,500</b>	<b>\$ 81,873,400</b>	<b>\$ 5,635,600</b>	<b>7.4%</b>	<b>\$ 84,854,000</b>

*Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administration	\$ 2,852,500	\$ 3,080,500	\$ 1,829,300	\$ 4,465,100	\$ 1,384,600	44.9%	\$ 4,749,100
Water Treatment Plants	67,407,100	66,099,600	31,910,700	67,824,800	\$ 1,725,200	2.6%	69,975,100
Water Engineering	1,281,600	1,420,900	916,400	1,849,300	\$ 428,400	30.1%	2,767,800
Water Quality	2,311,400	2,295,500	1,251,100	2,603,200	\$ 307,700	13.4%	2,646,200
Water System Operations Unallocated	-	3,341,300	-	5,131,000	\$ 1,789,700	53.6%	4,715,800
<b>Grand Total</b>	<b>\$ 73,852,600</b>	<b>\$ 76,237,800</b>	<b>\$ 35,907,500</b>	<b>\$ 81,873,400</b>	<b>\$ 5,635,600</b>	<b>7.4%</b>	<b>\$ 84,854,000</b>

**Personnel Budget**

Water system operations personnel consists of 287 positions, largely comprised of staffing at the five water treatment plants (192 positions). Water Engineering (44 positions) and Water Quality (29 positions) are the second and third largest categories for FY 2025, respectively. The increase from FY 2024 to FY 2025 of 14 positions is primarily the result of seven additional Water Engineering related positions: five Water Engineering Life Cycle project managers to facilitate the delivery of the capital improvement planning and two engineers. Two additional Water Quality inspectors, three Professional Administration analysts within the Chief Operating Officer - Water and Field Services team and an increase of 2 positions within the water director category (one maintenance director and one manager) represent the remainder of the increase.

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

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

*Staffing Plan – Number of Positions*

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

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

*Personnel Budget* - The following tables present the Water Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by the five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in category 7.0 Unallocated Reserve as shown in the Five-Year Financial Plan that follows this section.

*Personnel - Biennial Budget Request by Expense Category*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 13,743,100	\$ 14,499,000	\$ 7,464,000	\$ 15,709,000	\$ 1,210,000	8.3%	\$ 18,621,000
2.2 Workforce Development	617,700	647,800	483,000	1,144,500	496,700	76.7%	1,327,300
2.3 Overtime	2,640,000	2,306,100	1,395,100	2,476,700	170,600	7.4%	2,481,800
2.4 Employee Benefits	5,175,200	5,842,200	2,972,600	6,402,600	560,400	9.6%	7,531,700
<b>Grand Total</b>	<b>\$ 22,176,000</b>	<b>\$ 23,295,100</b>	<b>\$ 12,314,700</b>	<b>\$ 25,732,800</b>	<b>\$ 2,437,700</b>	<b>10.5%</b>	<b>\$ 29,961,800</b>

*Personnel - Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2023 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administration	\$ 2,064,700	\$ 2,252,100	\$ 1,459,500	\$ 2,847,400	\$ 595,300	26.4%	\$ 3,021,400
Water Treatment Plants	2,183,200	3,101,600	1,282,200	3,564,200	462,600	14.9%	6,402,500
Water Engineering	2,007,000	1,989,200	1,108,500	2,291,400	302,200	15.2%	2,329,400
Water Quality	15,921,100	15,952,200	8,464,500	17,029,800	1,077,600	6.8%	18,208,500
<b>Grand Total</b>	<b>\$ 22,176,000</b>	<b>\$ 23,295,100</b>	<b>\$ 12,314,700</b>	<b>\$ 25,732,800</b>	<b>\$ 2,437,700</b>	<b>10.5%</b>	<b>\$ 29,961,800</b>

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

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

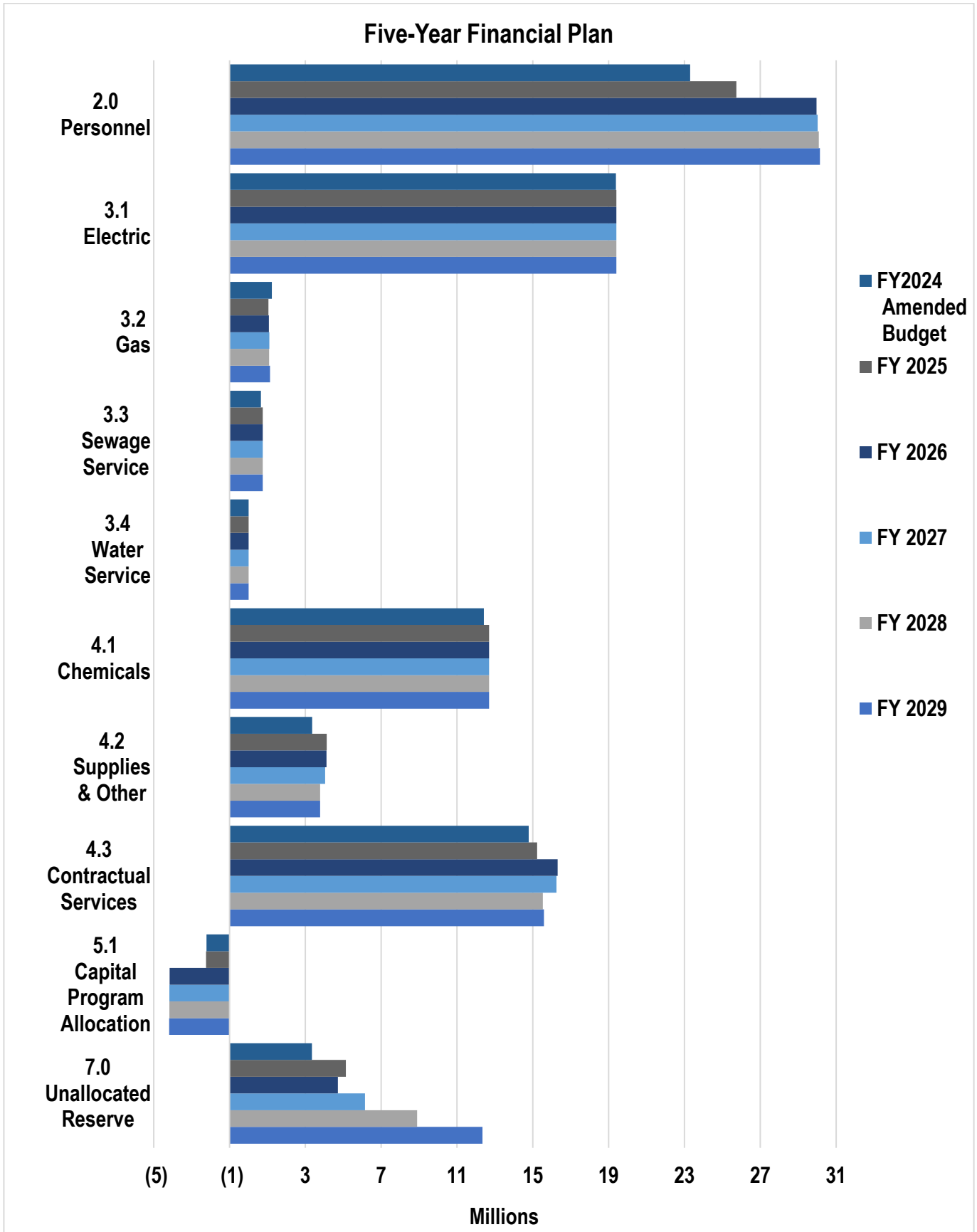
*Personnel – Five-Year Financial Plan by Team*

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

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

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

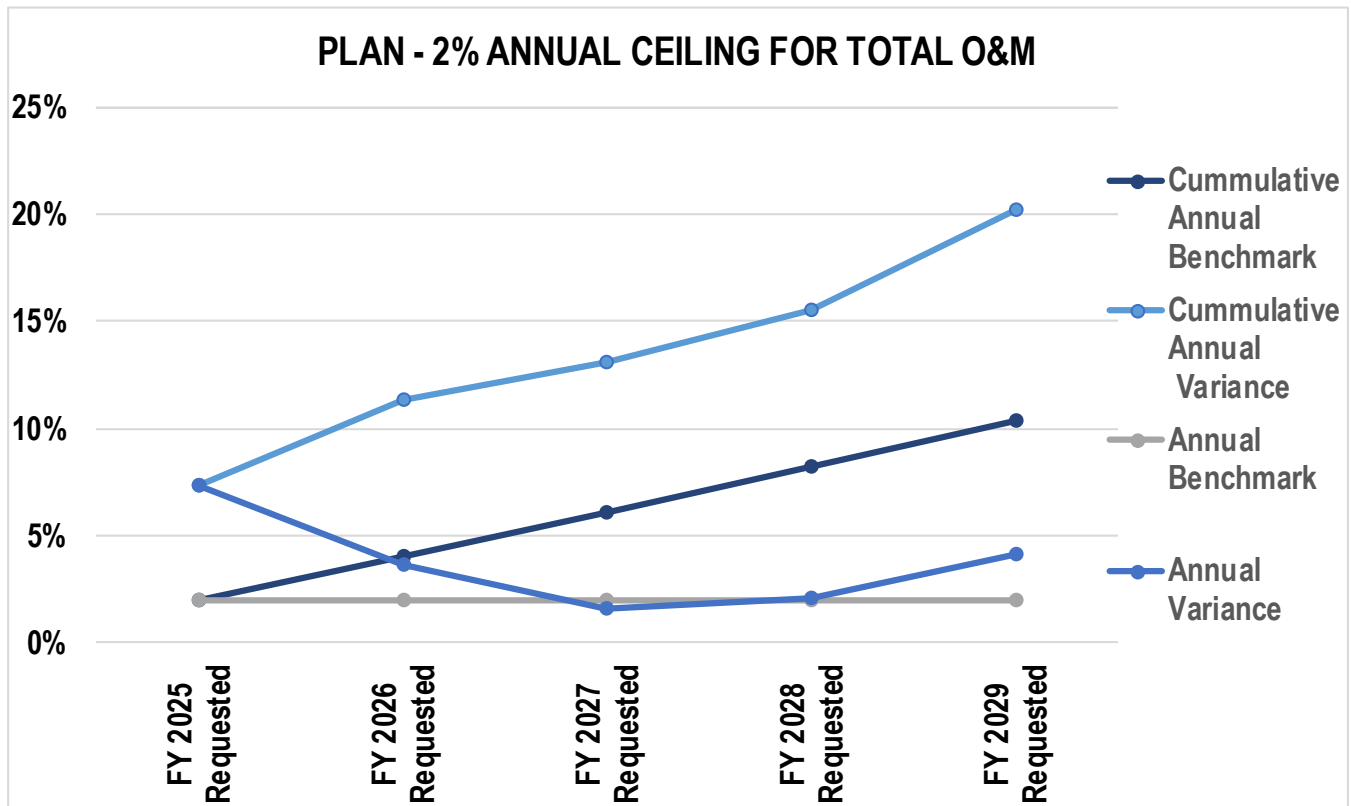


*Five-Year Financial Plan by Team*

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

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

The Water Operations area financial plan reflects a five-year overall increase of 20.2% which is above 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 being above the five-year entity-wide goal is for the increases in FY 2025 which was discussed earlier.



### Capital Outlay

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

The FY 2025 Capital Outlay budget increased by \$621,700. The increase is primarily driven by the Controls & Communications asset category (\$607,700) which is due to a \$383,700 Ovation upgrade allowance and a \$150,000 user service plate form (USP) system.

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

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

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

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

In FY 2025, the increase of \$621,700 is primarily due to the aforementioned Ovation upgrade of \$383,700 at the Springwells, Northeast and Lake Huron Water treatment plants and \$175,000 at the Northeast plant for flocculator drive and carbon transfer pumps.

*Five-Year Capital Outlay Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Water Engineering</b>	\$ 61,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Water Quality</b>	37,100	18,000	230,000	17,500	19,000	51,000	45,000
<b>Water Treatment Plants</b>	<b>2,036,300</b>	<b>2,554,000</b>	<b>2,963,700</b>	<b>4,776,000</b>	<b>4,495,700</b>	<b>3,142,000</b>	<b>2,100,000</b>
Water Works Park	494,500	389,000	491,000	1,583,300	1,540,000	668,000	427,000
Springwells Water Plant	207,900	814,000	887,900	682,900	1,294,900	1,482,000	1,127,000
Northeast Water Plant	909,200	463,000	765,900	1,052,900	942,900	563,000	242,000
Southwest Water Plant	105,100	265,000	332,000	1,060,000	341,000	325,000	230,000
Lake Huron Water Plant	319,600	623,000	486,900	396,900	376,900	104,000	74,000
<b>Grand Total</b>	<b>\$ 2,135,300</b>	<b>\$ 2,572,000</b>	<b>\$ 3,193,700</b>	<b>\$ 4,793,500</b>	<b>\$ 4,514,700</b>	<b>\$ 3,193,000</b>	<b>\$ 2,145,000</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 extend multiple years, the tables provide information to smooth out expenses over time and/or plan for annual fluctuations.

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

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

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

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

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

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

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

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

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

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

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

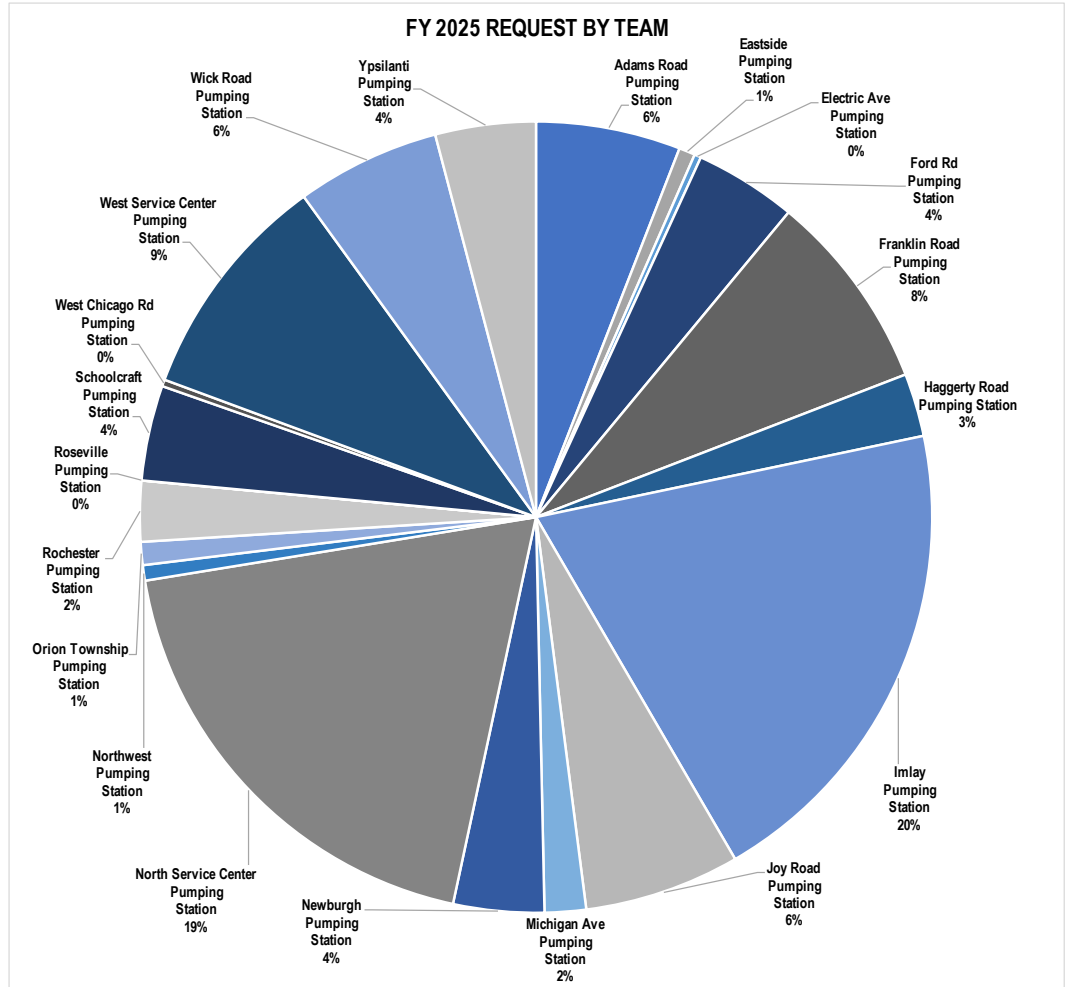
The table below shows how the water operations area pumping (booster) stations strategic initiatives relate to the organizational strategic goals.

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

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

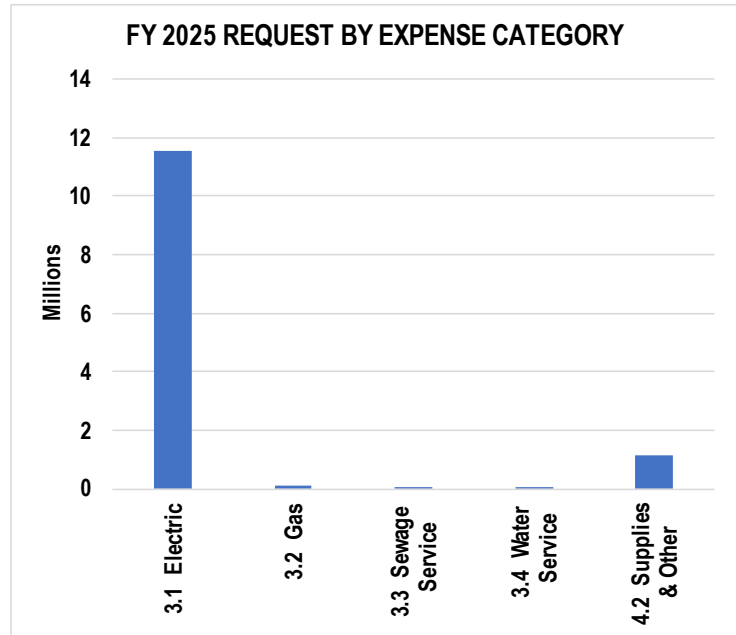


\* The Roseville pumping station was decommissioned by DWSD prior to GLWA assuming operations. The only costs being incurred for this pump station are stormwater drainage charges.

### Expense Categories

Electric is the highest expense category in the Water Pump Stations operations and maintenance budget.

Booster stations require a significant amount of power. The electric costs represent approximately 90% of the total operations and maintenance costs for FY 2025 and FY 2026 and are directly proportional to the unit cost of power and the actual power used by the booster station pumps.



### Biennial Budget Request

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

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

### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
3.1 Electric	\$ 11,325,600	\$ 10,430,400	\$ 6,470,600	\$ 11,537,900	\$ 1,107,500	10.6%	\$ 11,769,100
3.2 Gas	129,600	77,600	23,400	108,300	30,700	39.6%	110,600
3.3 Sewage Service	3,700	2,700	8,600	3,100	400	14.8%	3,100
3.4 Water Service	500	1,000	200	1,000	-	0.0%	1,000
4.2 Supplies & Other	1,460,700	988,700	273,200	1,146,200	157,500	15.9%	1,146,200
<b>Grand Total</b>	<b>\$ 12,920,100</b>	<b>\$ 11,500,400</b>	<b>\$ 6,776,000</b>	<b>\$ 12,796,500</b>	<b>\$ 1,296,100</b>	<b>11.3%</b>	<b>\$ 13,030,000</b>

*Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Adams Road Pumping Station	\$ 700,400	\$ 665,000	\$ 368,000	\$ 755,000	\$ 90,000	13.5%	\$ 768,400
Eastside Pumping Station	64,500	74,700	25,100	84,200	9,500	12.7%	85,500
Electric Ave Pumping Station	25,900	26,300	8,700	35,000	8,700	33.1%	35,500
Ford Rd Pumping Station	524,200	431,800	336,300	533,900	102,100	23.6%	544,000
Franklin Road Pumping Station	1,169,300	911,000	656,300	1,040,000	129,000	14.2%	1,059,000
Haggerty Road Pumping Station	268,700	320,700	129,400	329,300	8,600	2.7%	334,700
Imlay Pumping Station	2,725,600	2,481,000	1,620,300	2,547,900	66,900	2.7%	2,595,800
Joy Road Pumping Station	779,000	708,600	471,500	813,600	105,000	14.8%	828,100
Michigan Ave Pumping Station	173,000	157,700	93,400	215,700	58,000	36.8%	219,700
Newburgh Pumping Station	473,200	415,000	260,800	474,000	59,000	14.2%	483,000
North Service Center Pumping Station	2,504,600	2,295,500	1,142,100	2,440,000	144,500	6.3%	2,485,000
Northwest Pumping Station	86,000	61,300	35,300	80,700	19,400	31.6%	81,900
Orion Township Pumping Station	192,900	75,400	44,400	120,500	45,100	59.8%	122,500
Rochester Pumping Station	301,700	277,100	122,800	316,800	39,700	14.3%	322,300
Roseville Pumping Station	100	300	100	300	-	0.0%	300
Schoolcraft Pumping Station	532,600	476,100	247,100	498,000	21,900	4.6%	506,700
West Chicago Rd Pumping Station	30,900	32,500	14,300	35,000	2,500	7.7%	35,600
West Service Center Pumping Station	1,112,500	923,700	639,000	1,200,700	277,000	30.0%	1,222,900
Wick Road Pumping Station	739,900	685,600	301,000	751,700	66,100	9.6%	764,800
Ypsilanti Pumping Station	515,100	481,100	260,100	524,200	43,100	9.0%	534,300
<b>Grand Total</b>	<b>\$ 12,920,100</b>	<b>\$ 11,500,400</b>	<b>\$ 6,776,000</b>	<b>\$ 12,796,500</b>	<b>\$ 1,296,100</b>	<b>11.3%</b>	<b>\$ 13,030,000</b>

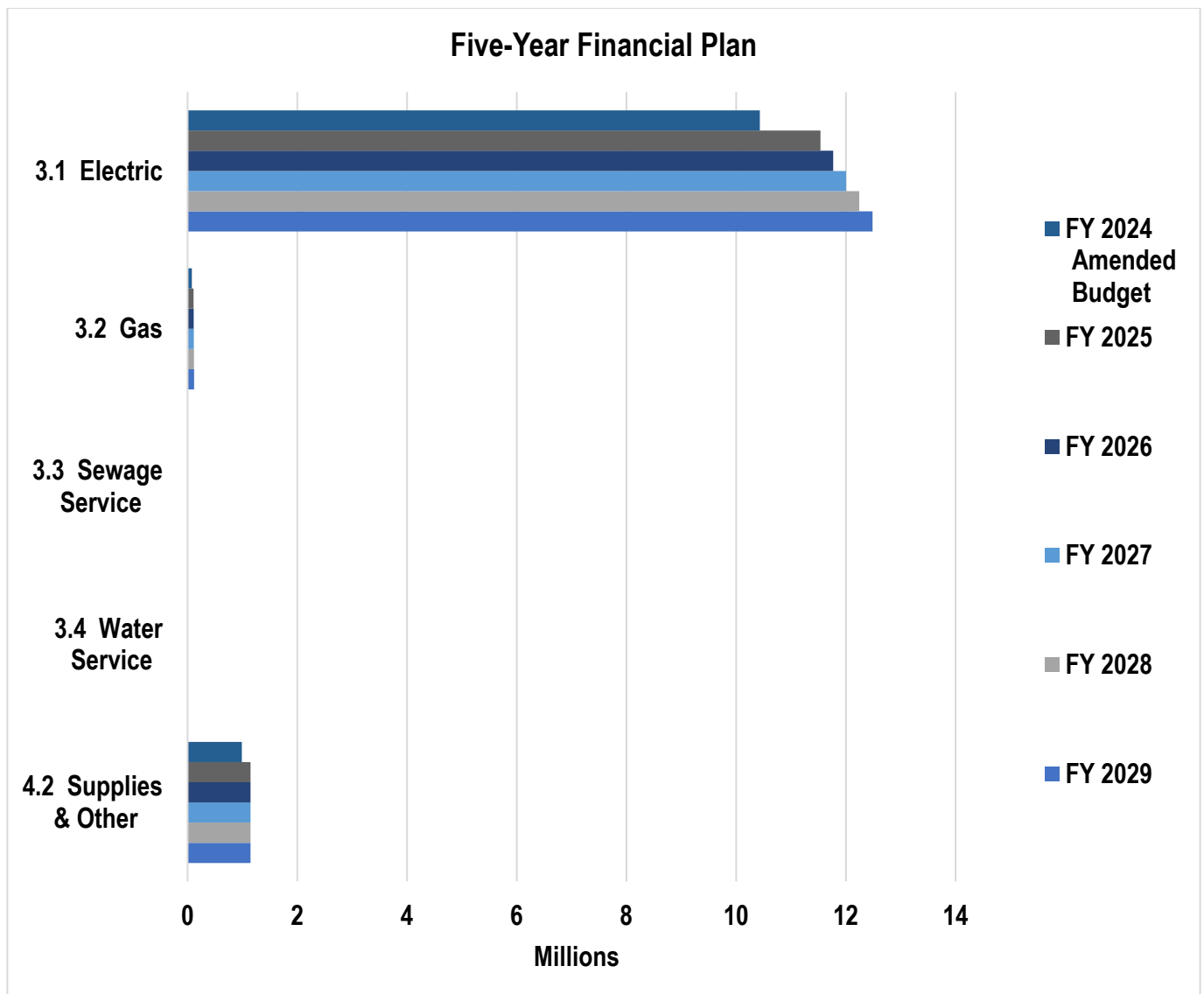
**Personnel Budget**

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

### Five-Year Financial Plan

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

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

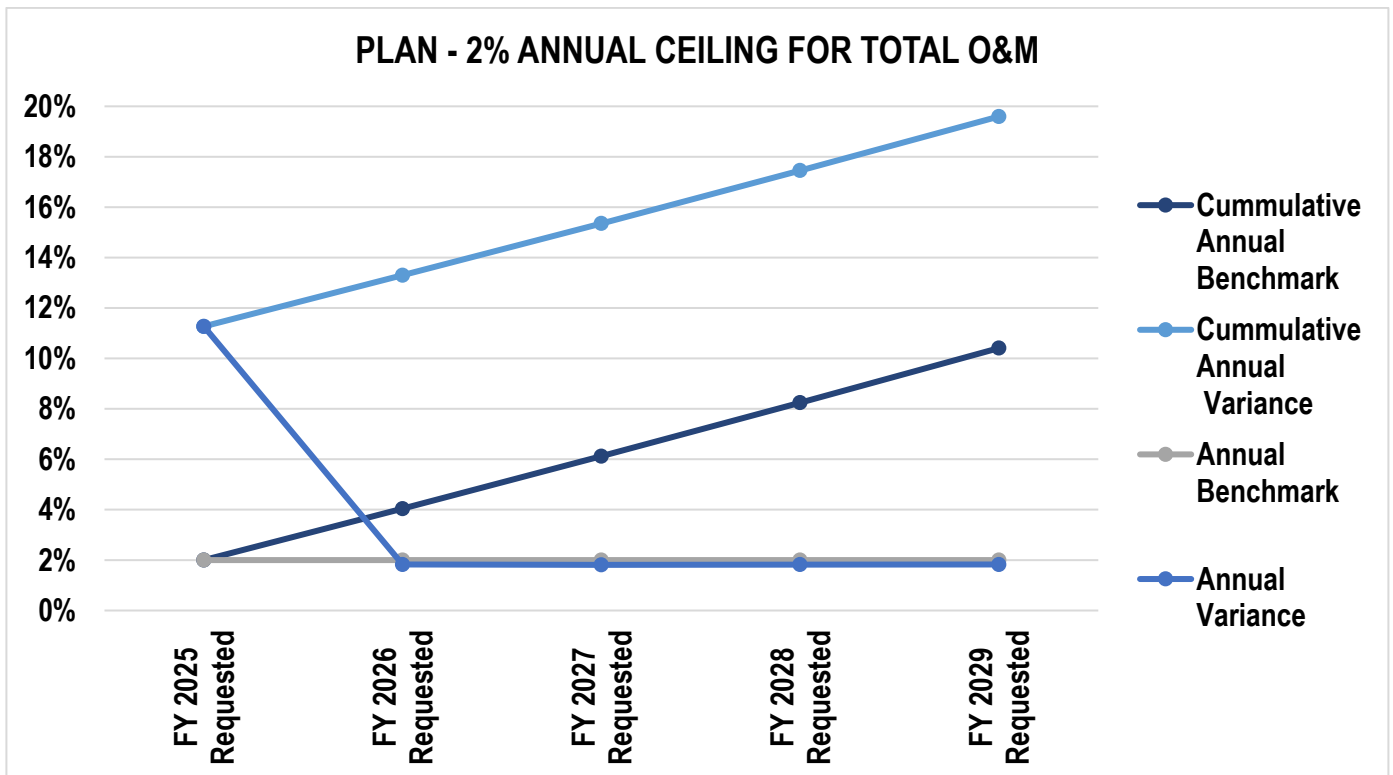


*Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Adams Road Pumping Station	\$ 700,400	\$ 665,000	\$ 755,000	\$ 768,400	\$ 782,100	\$ 796,000	\$ 810,200
Eastside Pumping Station	64,500	74,700	84,200	85,500	86,800	88,200	89,600
Electric Ave Pumping Station	25,900	26,300	35,000	35,500	36,000	36,500	37,000
Ford Rd Pumping Station	524,200	431,800	533,900	544,000	554,100	564,200	574,300
Franklin Road Pumping Station	1,169,300	911,000	1,040,000	1,059,000	1,078,400	1,098,100	1,118,300
Haggerty Road Pumping Station	268,700	320,700	329,300	334,700	340,100	345,800	352,000
Imlay Pumping Station	2,725,600	2,481,000	2,547,900	2,595,800	2,644,600	2,695,000	2,745,800
Joy Road Pumping Station	779,000	708,600	813,600	828,100	842,800	857,900	873,200
Michigan Ave Pumping Station	173,000	157,700	215,700	219,700	223,700	227,700	231,700
Newburgh Pumping Station	473,200	415,000	474,000	483,000	492,300	501,800	511,000
North Service Center Pumping Station	2,504,600	2,295,500	2,440,000	2,485,000	2,530,900	2,577,700	2,625,300
Northwest Pumping Station	86,000	61,300	80,700	81,900	83,100	84,400	85,700
Orion Township Pumping Station	192,900	75,400	120,500	122,500	124,200	126,000	127,900
Rochester Pumping Station	301,700	277,100	316,800	322,300	328,000	333,700	339,700
Roseville Pumping Station	100	300	300	300	300	300	300
Schoolcraft Pumping Station	532,600	476,100	498,000	506,700	515,500	524,500	533,700
West Chicago Rd Pumping Station	30,900	32,500	35,000	35,600	36,100	36,700	37,300
West Service Center Pumping Station	1,112,500	923,700	1,200,700	1,222,900	1,245,500	1,268,600	1,292,200
Wick Road Pumping Station	739,900	685,600	751,700	764,800	777,000	790,100	804,200
Ypsilanti Pumping Station	515,100	481,100	524,200	534,300	544,400	554,500	564,600
<b>Grand Total</b>	<b>\$ 12,920,100</b>	<b>\$ 11,500,400</b>	<b>\$ 12,796,500</b>	<b>\$ 13,030,000</b>	<b>\$ 13,265,900</b>	<b>\$ 13,507,700</b>	<b>\$ 13,754,000</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 increase of 19.6% which is above the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment). The main reason for being above the five-year entity-wide goal is for the increases in FY 2025 which was discussed earlier.



### Capital Outlay

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

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

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Machinery &amp; Equipment</b>	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
Pumps & Motors	650,000	650,000	650,000	650,000	650,000	650,000
<b>Grand Total</b>	<b>\$ 650,000</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 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 524,800	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
<b>Grand Total</b>	<b>\$ 524,800</b>	<b>\$ 650,000</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 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Adams Road Pumping Station	\$ 259,300	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Eastside Pumping Station	15,300	100,000	100,000	100,000	100,000	100,000	100,000
Imlay Pumping Station	250,200	300,000	300,000	300,000	300,000	300,000	300,000
Newburgh Pumping Station	-	50,000	50,000	50,000	50,000	50,000	50,000
Northwest Pumping Station	-	100,000	100,000	100,000	100,000	100,000	100,000
Schoolcraft Pumping Station	-	50,000	50,000	50,000	50,000	50,000	50,000
<b>Grand Total</b>	<b>\$ 524,800</b>	<b>\$ 650,000</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.

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

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

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

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

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

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# GLWA

*Great Lakes Water Authority*



## **Section 5B**

# **Wastewater (Sewer) System Operations**

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## **Wastewater (Sewer) System Operations**

The Wastewater System Operations area consists of the following departments:

- ❖ Wastewater Operations
- ❖ Wastewater Pump Stations

The detail budget requests for each department are included in this section.

### **Biennial Budget Request**

Wastewater System Operations is shown as operating area B in Schedules 2C and 2D in Section 2 - Core Financial Plan Schedules.

The following tables consolidate the department budgets presented in this section for an overall view of the Wastewater Systems Operations area with a comparison to the FY 2024 Amended Budget. A comparison to the FY 2024 Adopted Budget is shown in Schedule 2G and 2H in Section 2 - Core Financial Plan Schedules.

The allocation of the centralized and administrative services to the Wastewater Systems Operations area, as shown in the Centralized Services Overview (Section 5C) and Administrative Services Overview (Section 5D), has been included in the table below to support the Operations & Maintenance Expense line item in Schedule 1C and 1D in Section 2 - Core Financial Plan Schedules.



Wastewater (Sewer) System Operations Overview  
Budget & Five-Year Plan  
FY 2025 through FY 2029

*Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2024	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	38,644,600	39,735,400	20,153,800	42,479,000	2,743,600	6.9%	48,579,900
3.1 Electric	16,850,100	16,706,500	9,104,000	17,815,900	1,109,400	6.6%	18,171,900
3.2 Gas	9,348,100	8,508,300	2,610,100	5,790,000	(2,718,300)	-31.9%	5,903,400
3.3 Sewage Service	2,258,800	2,196,100	995,800	2,202,600	6,500	0.3%	2,202,800
3.4 Water Service	15,222,500	12,076,400	5,863,900	11,583,000	(493,400)	-4.1%	11,584,700
4.1 Chemicals	17,852,400	20,693,200	8,789,400	22,146,300	1,453,100	7.0%	22,611,000
4.2 Supplies & Other	16,153,700	15,173,100	8,883,200	15,635,700	462,600	3.0%	15,759,100
4.3 Contractual Services	25,362,200	25,977,600	13,159,300	28,161,700	2,184,100	8.4%	28,985,000
5.1 Capital Program Allocation	(1,017,400)	(1,905,300)	(554,500)	(2,121,300)	(216,000)	11.3%	(2,306,100)
5.2 Shared Services	(897,900)	(585,500)	(381,400)	(699,200)	(113,700)	19.4%	(714,300)
5.5 Intergovernmental Agreement	(564,700)	-	-	(638,200)	(638,200)	0.0%	-
6.0 Capital Outlay	313,800	-	72,700	638,200	638,200	0.0%	-
7.0 Unallocated Reserve	-	3,080,000	-	4,251,400	1,171,400	38.0%	3,531,400
<b>Total Wastewater System Operations (Operating Area B)</b>	<b>\$ 139,526,200</b>	<b>\$ 141,655,800</b>	<b>\$ 68,696,300</b>	<b>\$ 147,245,100</b>	<b>\$ 5,589,300</b>	<b>3.9%</b>	<b>\$ 154,308,800</b>
<b>Allocations</b>							
Centralized Services	47,713,600	59,152,000	24,846,800	60,413,200	1,261,200	2.1%	61,364,600
Administrative Services	20,091,500	19,320,600	9,275,200	21,275,700	1,955,100	10.1%	22,418,000
<b>Total Allocations</b>	<b>\$ 67,805,100</b>	<b>\$ 78,472,600</b>	<b>\$ 34,122,000</b>	<b>\$ 81,688,900</b>	<b>\$ 3,216,300</b>	<b>4.1%</b>	<b>\$ 83,782,600</b>
<b>Total Wastewater System Operations &amp; Maintenance Expense</b>	<b>\$ 207,331,300</b>	<b>\$ 220,128,400</b>	<b>\$ 102,818,300</b>	<b>\$ 228,934,000</b>	<b>\$ 8,805,600</b>	<b>4.0%</b>	<b>\$ 238,091,400</b>



**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	38,644,600	39,735,400	42,479,000	48,579,900	49,155,400	49,732,400	49,904,800
3.1 Electric	16,850,100	16,706,500	17,815,900	18,171,900	18,152,300	18,585,900	18,638,500
3.2 Gas	9,348,100	8,508,300	5,790,000	5,903,400	5,954,100	6,024,500	6,113,600
3.3 Sewage Service	2,258,800	2,196,100	2,202,600	2,202,800	2,203,000	2,203,600	2,203,500
3.4 Water Service	15,222,500	12,076,400	11,583,000	11,584,700	11,586,400	11,588,300	11,590,000
4.1 Chemicals	17,852,400	20,693,200	22,146,300	22,611,000	22,950,700	23,091,900	23,201,300
4.2 Supplies & Other	16,153,700	15,173,100	15,635,700	15,759,100	16,592,900	16,745,800	16,358,300
4.3 Contractual Services	25,362,200	25,977,600	28,161,700	28,985,000	29,411,400	29,614,600	29,977,200
5.1 Capital Program Allocation	(1,017,400)	(1,905,300)	(2,121,300)	(2,306,100)	(2,649,500)	(2,993,700)	(3,054,900)
5.2 Shared Services	(897,900)	(585,500)	(699,200)	(714,300)	(716,200)	(732,200)	(733,300)
5.5 Intergovernmental Agreement	(564,700)	-	(638,200)	-	-	-	-
6.0 Capital Outlay	313,800	-	638,200	-	-	-	-
7.0 Unallocated Reserve	-	3,080,000	4,251,400	3,531,400	5,082,600	6,956,600	7,982,500
<b>Total Wastewater System Operations (Operating Area B)</b>	<b>\$ 139,526,200</b>	<b>\$ 141,655,800</b>	<b>\$ 147,245,100</b>	<b>\$ 154,308,800</b>	<b>\$ 157,723,100</b>	<b>\$ 160,817,700</b>	<b>\$ 162,181,500</b>
<b>Allocations</b>							
Centralized Services	47,713,600	59,152,000	60,413,200	61,364,600	62,261,500	63,558,700	66,674,500
Administrative Services	20,091,500	19,320,600	21,275,700	22,418,000	22,868,600	23,333,900	23,808,500
<b>Total Allocations</b>	<b>\$ 67,805,100</b>	<b>\$ 78,472,600</b>	<b>\$ 81,688,900</b>	<b>\$ 83,782,600</b>	<b>\$ 85,130,100</b>	<b>\$ 86,892,600</b>	<b>\$ 90,483,000</b>
<b>Total Wastewater System Operations &amp; Maintenance Expense</b>	<b>\$ 207,331,300</b>	<b>\$ 220,128,400</b>	<b>\$ 228,934,000</b>	<b>\$ 238,091,400</b>	<b>\$ 242,853,200</b>	<b>\$ 247,710,300</b>	<b>\$ 252,664,500</b>

## Wastewater Operations

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

### Strategic Initiatives

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

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

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

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

#### ❖ **Workforce (Ongoing)**

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

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

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

#### ❖ **Upgrading Control Systems (Ongoing)**

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

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

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

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

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

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

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Wastewater Operations Strategic Initiatives	Safeguarding the publics' health and the environment			X	X	X		X	X			X
	Reliability of processing equipment			X	X	X	X	X	X			
	Workforce		X	X		X	X				X	
	Manage disposal of solids produced through the Water Resource Recovery Facility	X	X	X	X	X	X		X	X		X
	Upgrade Control Systems			X	X	X	X		X			X
	Operational 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 the contract date are estimates based on past experience in addition to future program plans. These contracts would generally require a separate procurement process. It should be noted that several contracts are shared by multiple areas of GLWA. The tables on the following pages are the key contracts for these services.

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

### Significant Chemical Contracts

Project Description	Chlorine (90 Ton Tank Cars)	Flocculant, Organic Polymer	Ferric Chloride	Gaseous & Liquid Oxygen and Nitrogen Service	Sodium Bisulfite	Sulfur Dioxide	Sodium Hypochlorite	Total of Significant Chemical Contracts
Prime Consultant or Supplier	JCI Jones Chemicals Inc	Polydyne Inc	Kemira Water Solutions	Linde Inc	Sulco Chemicals Limited	PVS Technologies Inc	PVS Nolwood Chemical Inc	
Contract #	2101926	1802179	PO 27966	2102187	PO 9857	PO 9173	PO 25906	
Contract Amount	\$ 10,540,000	\$ 7,875,000	\$ 5,084,700	\$ 36,000,000	\$ 1,250,100	\$ 13,772,500	\$ 9,844,437	
Contract End Date	05/01/27	01/31/24	05/28/24	08/31/31	04/23/24	04/30/25	03/31/25	
Cost Center Name	Wastewater Secondary Processing	Wastewater Incineration	Wastewater Primary Processing	Wastewater Secondary Processing	Wastewater Secondary Processing	Wastewater Secondary Processing	CSO Facilities and Wastewater Secondary Processing	
Expense Category	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals	Chemicals
Pre-FY 2023 Spend	\$ 3,648,100	\$ 5,480,300	\$ 12,813,000	\$ 19,151,900	\$ 774,200	\$ 2,274,400	\$ 8,298,000	\$ 52,439,900
Pre-FY 2023 Average Spend (*)	608,000	913,400	2,135,500	3,192,000	154,800	379,100	1,383,000	
FY 2023 Spend	2,859,900	1,245,500	3,852,300	3,857,800	155,000	426,600	4,162,900	\$ 16,560,000
FY 2024 Amended	4,457,000	1,328,000	4,670,000	2,790,000	267,000	546,000	5,935,000	\$ 19,993,000
<b>FY 2025 Requested</b>	<b>3,946,000</b>	<b>1,328,000</b>	<b>5,238,000</b>	<b>3,811,000</b>	<b>311,000</b>	<b>522,000</b>	<b>6,033,000</b>	<b>\$ 21,189,000</b>
FY 2026 Requested	3,946,000	1,341,000	5,593,000	3,888,000	311,000	522,000	6,033,000	\$ 21,634,000
FY 2027 Requested	4,025,000	1,354,000	5,593,000	3,966,000	319,000	522,000	6,183,800	\$ 21,962,800
FY 2028 Requested	4,025,000	1,354,000	5,593,000	4,046,000	327,000	533,000	6,183,800	\$ 22,061,800
FY 2029 Requested	4,025,000	1,354,000	5,593,000	4,227,000	327,000	533,000	6,183,800	\$ 22,242,800
<b>Total</b>	<b>\$ 32,281,600</b>	<b>\$ 16,730,200</b>	<b>\$ 53,188,000</b>	<b>\$ 51,909,000</b>	<b>\$ 3,144,500</b>	<b>\$ 6,749,900</b>	<b>\$ 52,030,900</b>	<b>\$ 198,083,300</b>

*Significant Other Contracts*

Project Description	Cyber Security and Ovation, Instrumentation & Controls Upgrades and Updates	Maintenance Service contract for Accusonic Flow Meters	Biosolids Dryer Facility	Fire -Alarms, Sprinklers, Extinguishers- Maintenance & Repair	Refractory Inspection and Repairs	HVAC Services	Facilities Maintenance Services	Total of Significant Other Contracts
Prime Consultant or Supplier	Emerson Process Management	Hesco Group Inc	New England Fertilizer Company	Johnson Controls Fire Protection LP	Commercial Contracting Corporation	Johnson Controls	Lakeshore Global Corporation	
Contract #	2101167	1803594	PC-792	2000284	2000917	1902548C	2102834	
Contract Amount	\$ 5,535,300	\$ 2,600,800	\$ 540,000,000	\$ 1,659,587	\$ 4,752,640	\$ 7,418,264	\$ 29,881,400	
Contract End Date	03/12/26	04/29/24	07/31/41	08/31/25	12/20/25	12/28/24	07/03/25	
Cost Center Name	Wastewater Process Control	CSO Facilities	Central Off Loading & Hauling	Wastewater Operations & CSO Facilities	Wastewater Incineration	Wastewater Operations & CSO Facilities	Various	
Expense Category	Contract Services	Contract Services and Repairs & Maintenance	Contract Services	Supplies & Other	Supplies & Other	Supplies & Other	Personnel & Contract Services	
Pre-FY 2023 Spend	\$ -	\$ 589,800	\$ 86,297,744	\$ 693,800	\$ 389,300	\$ 564,900	\$ 38,895,000	\$ 127,430,544
Pre-FY 2023 Average Spend (*)	-	196,600	13,276,600	346,900	389,300	564,900	6,482,500	
FY 2023 Spend	61,100	238,600	15,878,200	537,100	437,360	1,306,500	11,799,300	\$ 30,258,160
FY 2024 Amended	284,500	432,100	16,145,000	353,900	324,700	1,256,400	11,225,200	\$ 30,021,800
<b>FY 2025 Requested</b>	<b>825,000</b>	<b>473,300</b>	<b>16,814,000</b>	<b>350,000</b>	<b>150,000</b>	<b>1,413,300</b>	<b>10,201,900</b>	<b>\$ 30,227,500</b>
FY 2026 Requested	560,800	480,100	17,271,600	354,000	150,000	1,427,000	10,310,100	\$ 30,553,600
FY 2027 Requested	296,600	488,600	17,741,600	358,000	150,000	1,435,500	10,377,500	\$ 30,847,800
FY 2028 Requested	296,600	498,800	18,224,300	360,000	150,000	1,444,600	10,396,700	\$ 31,371,000
FY 2029 Requested	296,600	507,700	18,719,800	363,000	150,000	1,466,100	10,468,500	\$ 31,971,700
<b>Total</b>	<b>\$ 2,993,200</b>	<b>\$ 4,405,600</b>	<b>\$ 234,824,844</b>	<b>\$ 4,063,400</b>	<b>\$ 2,992,160</b>	<b>\$ 12,131,300</b>	<b>\$ 127,740,900</b>	<b>\$ 342,682,104</b>

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

## Organization

The GLWA Wastewater Operations Area consists of six teams.

- ❖ **Wastewater Administration**
- ❖ **Water Resource Recovery Facility (WRRF)**

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

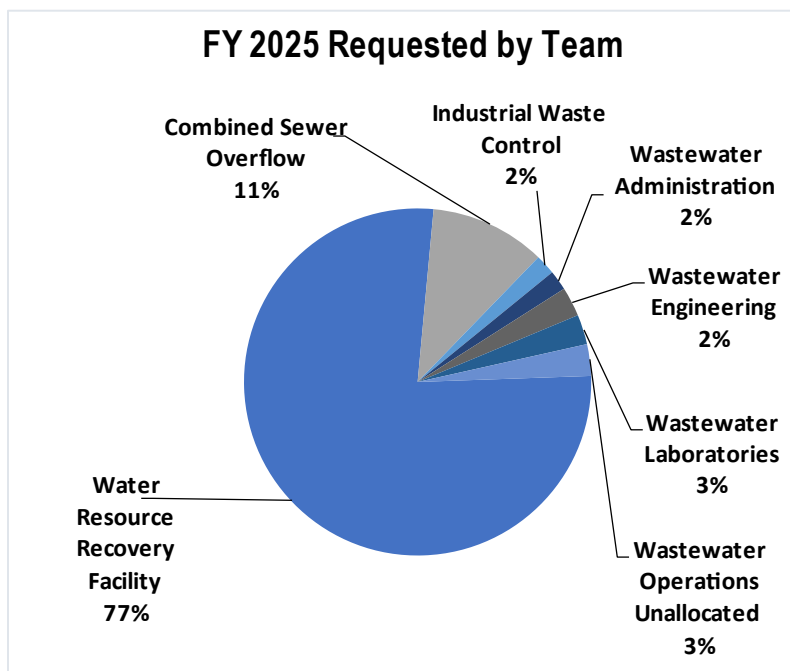
- ❖ **Wastewater Engineering**  
Provide study, design, and construction administration services for improvements to the WRRF, CSO, Wastewater Pumping Stations and sewage conveyance facilities.

- ❖ **Wastewater Laboratories**  
Monitoring of pollutants entering and exiting the GLWA sewage treatment facilities.

- ❖ **Industrial Waste Control**  
Identification and monitoring of industrial users for pollutants

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

- ❖ **Wastewater Systems Unallocated**  
Funds not apportioned for a specific purpose used for significant unexpected or unbudgeted expenditures.

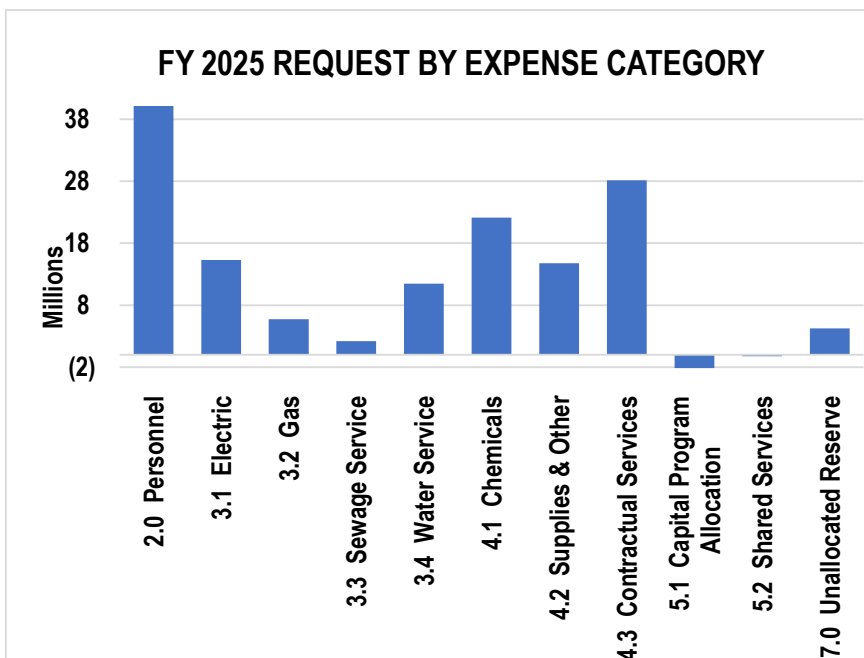


### Expense Categories

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

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

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



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

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

### Biennial Budget Request

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

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

- ❖ Staffing, as noted in the *Personnel Budget* section below, increased \$2.7 million or 6.9%. This is due to a combination of factors including advancement of personnel through progression levels and continued development of managerial structure to continually improve the execution of maintenance and operational initiatives, and the addition of 11 positions.
- ❖ Contractual Services increased by \$2.2 million or 8.5%. This increase is principally the result of increases in four areas:
  - GLWA's contract for the operation of the BDF with the New England Fertilizer Company is directly affected in changes to the consumer price index (CPI). Inflationary pressures have impacted the disposal of biosolids material under this contract by an increase of \$0.9 million.
  - Contractual professional services in the Engineering group increased \$0.3 million. These services include outside engineering consultants and staff augmentation for operations & maintenance projects.
  - Continued use of a Facilities maintenance contract increased \$0.3 million. As part of the equipment reliability initiative, augmentation of GLWA's maintenance staff reduces any potential outages of the processing equipment.
  - As part of the upgrades to GLWA's control systems, engineering support and oversight are anticipated resulting in an increase of \$0.2 million.
- ❖ Chemical budgets increased by \$1.5 million or 7.0%. During FY 2022 & FY 2023 water systems around the country experienced a dramatic increase in unit cost for the various chemicals used to treat wastewater effluent. Additional information is discussed in Section 6 – Bulk Chemicals.
- ❖ Overall, Utilities decreased \$2.3 million or 6.1%. Each category is discussed below. Additional information is discussed in Section 6 - Utilities.
  - Water Service costs decreased at the Water Resource Recovery Facility and Combined Sewer Overflow facilities \$0.5 million or 4.2%. As part of the on-going maintenance program of our facilities repairs to potable water pipes and valves have been identified and performed. The forecast savings is reflected in the FY 2025 budget.
  - Gas decreased \$2.8 million or 32.4%. The cost per million British Thermal Units (MMBTU) decreased during FY 2023 and FY 2024 by approximately 50%. Although natural gas pricing can be cyclical, it is not expected to return to the elevated levels experienced during FY 2022 and early FY 2023
  - Electric increased \$1.0 million or 6.9% from the amended FY 2024 budget. The FY 2025 budget reflects budget increased costs due to increased power generation and infrastructure delivery charges.
  - Sewer Service increased only 0.3% which is considered level for budgetary purposes.
- ❖ Supplies & Other increased by \$1.1 million, or 7.8%. Most of this increase is a result of continued emphasis on reliability through maintenance activities at the Water Resource Recovery Facility.

- ❖ Contribution to the unallocated reserve increased by \$1.2 million, or 38%. The unallocated reserve is set aside for unbudgeted expenditures needed in operations. An example of these unknown events would be the potential for inflationary pressures above those forecast.

### *Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 38,644,600	\$ 39,735,400	\$ 20,153,800	\$ 42,479,000	\$ 2,743,600	6.9%	\$ 48,579,900
3.1 Electric	14,267,900	14,322,500	7,712,500	15,310,300	987,800	6.9%	15,616,500
3.2 Gas	9,265,000	8,484,000	2,595,100	5,733,500	(2,750,500)	-32.4%	5,845,800
3.3 Sewage Service	2,248,200	2,186,100	991,900	2,191,600	5,500	0.3%	2,191,600
3.4 Water Service	15,130,700	12,008,000	5,776,900	11,497,700	(510,300)	-4.2%	11,497,700
4.1 Chemicals	17,852,400	20,693,200	8,789,400	22,146,300	1,453,100	7.0%	22,611,000
4.2 Supplies & Other	15,322,500	13,704,100	8,892,400	14,768,700	1,064,600	7.8%	14,892,100
4.3 Contractual Services	25,348,300	25,947,400	13,141,900	28,151,000	2,203,600	8.5%	28,974,300
5.1 Capital Program Allocation	(1,017,400)	(1,905,300)	(554,500)	(2,121,300)	(216,000)	11.3%	(2,306,100)
5.2 Shared Services	(268,900)	(160,300)	(190,700)	(221,500)	(61,200)	38.2%	(236,600)
5.5 Intergovernmental Agreement	(201,900)	-	-	-	-	n/a	-
7.0 Unallocated Reserve	-	3,080,000	-	4,251,400	1,171,400	38.0%	3,531,400
<b>Grand Total</b>	<b>\$ 136,591,400</b>	<b>\$ 138,095,100</b>	<b>\$ 67,308,700</b>	<b>\$ 144,186,700</b>	<b>\$ 6,091,600</b>	<b>4.4%</b>	<b>\$ 151,197,600</b>

### *Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Wastewater Administration	\$ 1,933,400	\$ 1,789,000	\$ 1,208,900	\$ 2,684,300	\$ 895,300	50.0%	\$ 3,033,400
Water Resource Recovery Facility	111,119,500	108,959,400	54,931,300	111,062,700	2,103,300	1.9%	116,637,900
Wastewater Engineering	3,453,500	2,802,600	1,993,800	3,949,700	1,147,100	40.9%	4,485,200
Industrial Waste Control	2,306,600	2,454,400	1,246,900	2,699,600	245,200	10.0%	3,063,000
Wastewater Laboratories	3,384,900	3,799,900	1,708,500	4,006,600	206,700	5.4%	4,589,400
Combined Sewer Overflow	14,393,500	15,209,800	6,219,300	15,532,400	322,600	2.1%	15,857,300
Wastewater Operations Unallocated	-	3,080,000	-	4,251,400	1,171,400	38.0%	3,531,400
<b>Grand Total</b>	<b>\$ 136,591,400</b>	<b>\$ 138,095,100</b>	<b>\$ 67,308,700</b>	<b>\$ 144,186,700</b>	<b>\$ 6,091,600</b>	<b>4.4%</b>	<b>\$ 151,197,600</b>

## **Personnel Budget**

Wastewater Operations personnel expense is largely comprised of wastewater operations and maintenance staffing of 463 positions. Included in the staffing plan are eight workforce development positions for positions that have proven difficult to fill. These positions demonstrate GLWA's commitment to developing the talent necessary to accomplish its initiatives effectively. The staffing plan increased by 11 positions. Six positions have been added for asset Life Cycle Project managers. These positions are intended to increase the wastewater commitment to reliability and proper asset management. Two positions were added for technical management leaders in the Engineering group. The additional positions, being Capital Improvement Program (CIP) oriented, have a 70% allocation

towards capital and 30% allocation towards the operations and maintenance budget. Three positions were added due to sewerage conveyance, which was under Field Services, being moved to Wastewater Operations: one manager and two field service technicians.

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

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

*Staffing Plan*

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

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

*Personnel Budget* – The following tables present the Water Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in category 7.0 Unallocated Reserve as shown in the Five-Year Financial Plan that follows this section.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Wastewater System Operations</b>							
2.1 Salaries & Wages	19,190,800	20,694,900	10,251,300	23,026,200	2,331,300	11.3%	26,605,900
2.2 Workforce Development	310,900	315,700	173,800	382,000	66,300	21.0%	382,000
2.3 Overtime	3,211,700	2,935,700	1,622,300	3,016,400	80,700	2.7%	3,818,300
2.4 Employee Benefits	7,317,800	8,392,900	3,946,400	8,985,100	592,200	7.1%	10,610,400
2.5 Transition Services	8,613,400	7,396,200	4,160,000	7,069,300	(326,900)	-4.4%	7,163,300
<b>Grand Total</b>	<b>\$ 38,644,600</b>	<b>\$ 39,735,400</b>	<b>\$ 20,153,800</b>	<b>\$ 42,479,000</b>	<b>\$ 2,743,600</b>	<b>6.9%</b>	<b>\$ 48,579,900</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Wastewater System Operations</b>							
Wastewater Administration	1,446,400	1,537,000	983,500	2,179,000	642,000	41.8%	2,590,900
Water Resource Recovery Facility	26,601,100	26,455,400	13,331,300	27,480,700	1,025,300	3.9%	31,388,600
Wastewater Engineering	2,858,900	3,306,000	1,707,900	4,386,900	1,080,900	32.7%	5,090,700
Wastewater Laboratories	2,163,500	2,253,800	1,153,700	2,300,300	46,500	2.1%	2,525,400
Industrial Waste Control	2,772,900	3,241,600	1,386,400	3,306,600	65,000	2.0%	3,890,700
Combined Sewer Overflow	2,801,800	2,941,600	1,591,000	2,825,500	(116,100)	-3.9%	3,093,600
<b>Grand Total</b>	<b>\$ 38,644,600</b>	<b>\$ 39,735,400</b>	<b>\$ 20,153,800</b>	<b>\$ 42,479,000</b>	<b>\$ 2,743,600</b>	<b>6.9%</b>	<b>\$ 48,579,900</b>

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

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

*Personnel – Five-Year Financial Plan by Team*

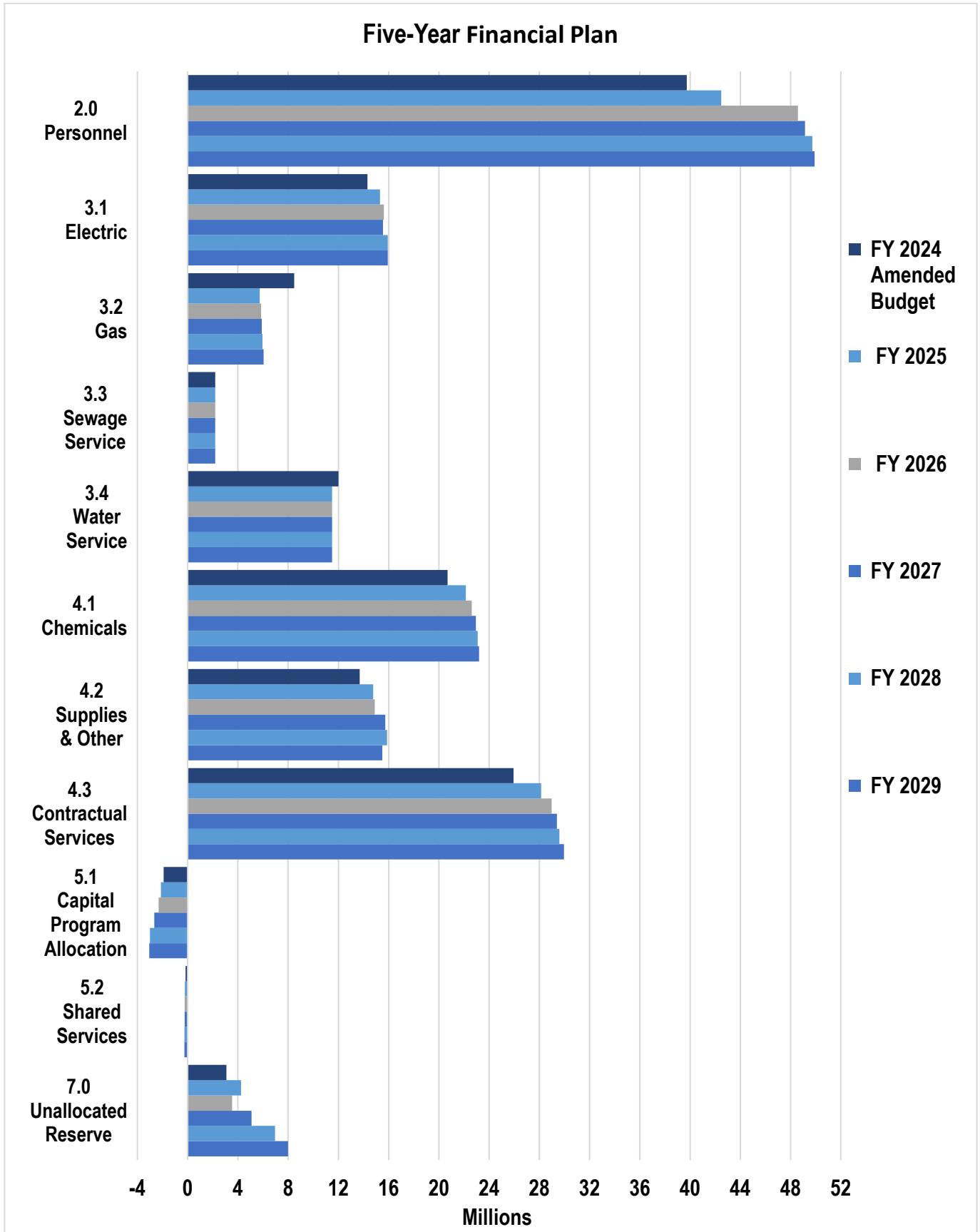
Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Wastewater System Operations</b>							
Wastewater Administration	1,446,400	1,537,000	2,179,000	2,590,900	2,595,000	2,599,000	2,603,000
Water Resource Recovery Facility	26,601,100	26,455,400	27,480,700	31,388,600	31,445,300	31,502,300	31,559,100
Wastewater Engineering	2,858,900	3,306,000	4,386,900	5,090,700	5,584,500	6,079,700	6,170,500
Wastewater Laboratories	2,163,500	2,253,800	2,300,300	2,525,400	2,531,600	2,537,800	2,543,900
Industrial Waste Control	2,772,900	3,241,600	3,306,600	3,890,700	3,899,000	3,907,200	3,915,500
Combined Sewer Overflow	2,801,800	2,941,600	2,825,500	3,093,600	3,100,000	3,106,400	3,112,800
<b>Grand Total</b>	<b>\$ 38,644,600</b>	<b>\$ 39,735,400</b>	<b>\$ 42,479,000</b>	<b>\$ 48,579,900</b>	<b>\$ 49,155,400</b>	<b>\$ 49,732,400</b>	<b>\$ 49,904,800</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, including continuation of condition assessments to ensure our current assets are in good working order and preparation by operations and maintenance for the future capital projects that are identified in Phase 1 of the WWMP.

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

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

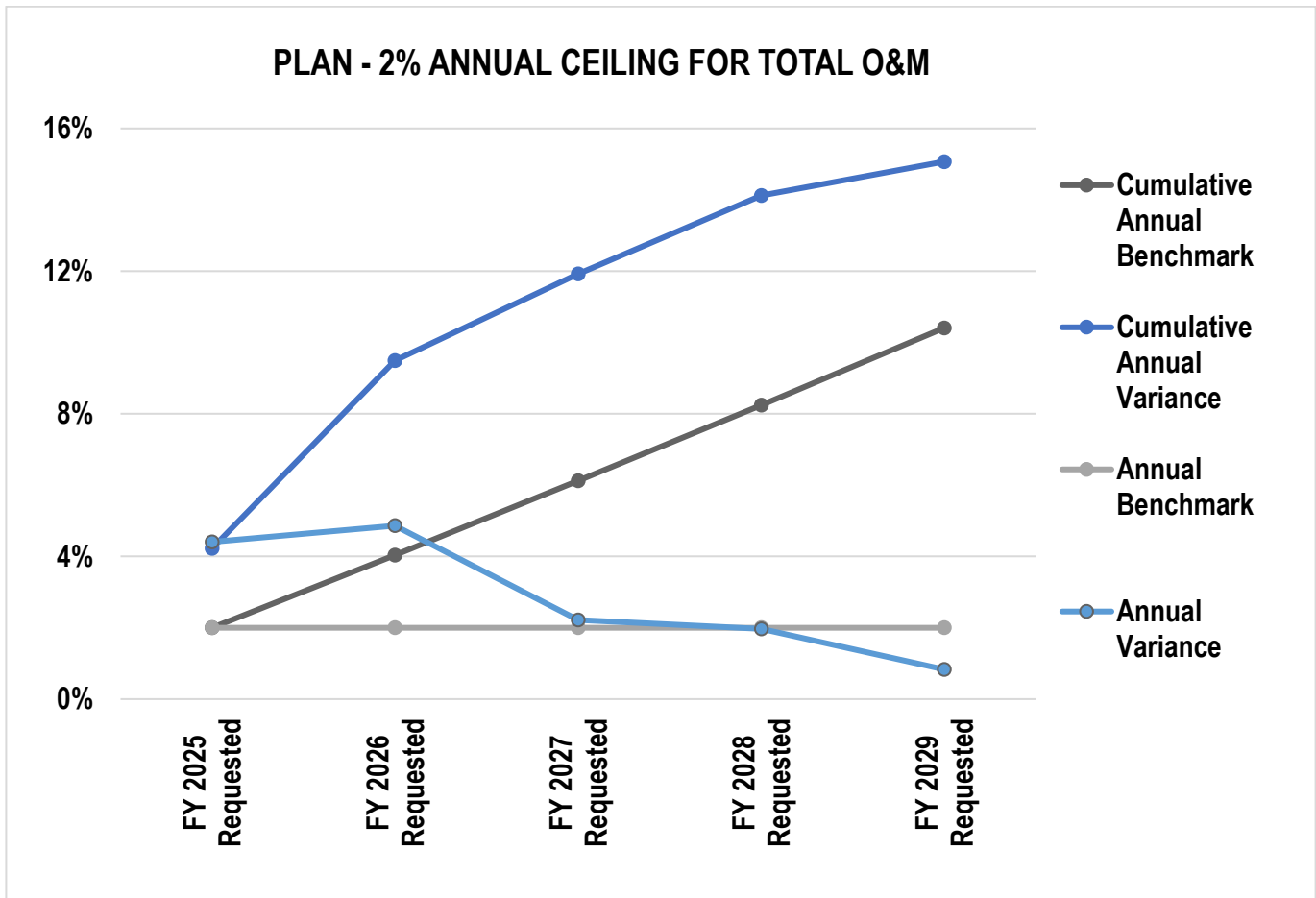


*Five-Year Financial Plan by Team*

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

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

The Wastewater Operations financial plan reflects a five-year overall increase of 15.1% 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). The larger increase is due to planned increase in staffing in FY 2025 through FY 2028.



### Capital Outlay

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

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

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

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

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

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

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Water Resource Recovery Facility</b>	<b>\$ 2,503,800</b>	<b>\$ 6,510,200</b>	<b>\$ 6,585,200</b>	<b>\$ 3,550,500</b>	<b>\$ 3,353,100</b>	<b>\$ 3,569,200</b>	<b>\$ 1,889,500</b>
Wastewater Engineering	-	-	-	-	13,000	-	-
Industrial Waste Control	-	-	25,500	7,000	26,000	-	26,500
Wastewater Laboratories	-	14,200	17,900	186,200	167,400	6,200	87,400
<b>Combined Sewer Overflow</b>	<b>3,511,000</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>	<b>1,016,000</b>
Combined Sewer Overflow	32,600	-	-	-	-	-	-
Puritan Fenkell CSO	469,000	-	60,000	-	220,000	700,000	20,000
7 Mile CSO	525,600	68,000	750,600	14,000	-	8,400	60,000
Hubble Southfield CSO	1,597,700	400,800	138,800	189,700	595,700	593,600	97,600
Leib CSO	146,600	44,600	45,900	67,300	58,700	110,300	51,700
St Aubin CSO	54,400	18,000	73,000	18,500	19,100	49,700	20,300
Connor Creek CSO	426,100	324,700	489,700	397,500	367,500	446,600	482,000
Baby Creek CSO	166,200	434,000	234,000	451,100	248,300	1,182,700	263,400
Oakwood CSO	92,800	-	19,000	-	85,000	-	21,000
<b>Grand Total</b>	<b>\$ 6,014,800</b>	<b>\$ 7,814,500</b>	<b>\$ 8,439,600</b>	<b>\$ 4,881,800</b>	<b>\$ 5,153,800</b>	<b>\$ 6,666,700</b>	<b>\$ 3,019,400</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 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>892001 - Chief Operating Officer Wastewater</b>	<b>1,933,400</b>	<b>1,789,000</b>	<b>2,684,300</b>	<b>3,033,400</b>	<b>3,110,600</b>	<b>3,119,300</b>	<b>3,063,600</b>
2.1 Salaries & Wages	1,088,300	1,178,400	1,681,800	1,986,800	1,986,800	1,986,800	1,986,800
2.3 Overtime	700	300	600	900	900	900	900
2.4 Employee Benefits	309,000	358,300	496,600	603,200	607,300	611,300	615,300
2.5 Transition Services	48,400	-	-	-	-	-	-
4.2 Supplies & Other	348,700	180,000	339,100	275,900	347,800	352,800	290,600
Memberships, Licenses & Subscriptions	54,000	57,000	57,000	57,100	58,100	58,200	58,300
Mileage and Parking	400	500	500	500	500	500	500
Office Supplies	6,900	6,500	6,600	6,600	7,000	7,100	7,200
Training and Internal Meetings	244,100	94,000	225,000	161,700	232,200	237,000	174,600
Travel	43,300	22,000	50,000	50,000	50,000	50,000	50,000
4.3 Contractual Services	138,300	115,000	166,200	166,600	167,800	167,500	170,000
Contractual Operating Services	138,300	115,000	166,200	166,600	167,800	167,500	170,000
5.1 Capital Program Allocation	-	(43,000)	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	(31,800)	-	-	-	-	-
Capital Program: Employee Benefits	-	(11,200)	-	-	-	-	-
<b>892201 - Wastewater Director</b>	<b>8,269,200</b>	<b>7,823,800</b>	<b>8,223,400</b>	<b>8,877,000</b>	<b>8,937,200</b>	<b>8,952,400</b>	<b>8,934,300</b>
2.1 Salaries & Wages	2,111,200	2,248,300	2,281,900	2,630,800	2,630,800	2,630,800	2,630,800
2.2 Workforce Development	58,200	55,000	52,700	52,700	52,700	52,700	52,700
2.3 Overtime	481,600	486,600	490,100	625,300	625,300	625,300	625,300
2.4 Employee Benefits	819,400	924,300	921,700	1,086,600	1,095,700	1,104,900	1,114,000
2.5 Transition Services	2,018,000	1,672,900	1,756,500	1,756,500	1,756,500	1,756,500	1,756,500
4.1 Chemicals	4,500	-	-	-	-	-	-
4.2 Supplies & Other	386,400	428,700	416,600	417,700	415,800	419,400	404,300
Car Lease	22,300	52,000	-	-	-	-	-
Memberships, Licenses & Subscriptions	500	700	600	600	600	600	600
Office Supplies	900	2,000	1,000	1,000	1,000	1,000	1,000
Repairs & Maintenance-Equipment	336,900	343,000	385,000	391,100	394,200	397,800	382,700
Tuition Refund	-	1,000	-	-	-	-	-
Capital Outlay less than \$5,000	25,800	30,000	30,000	25,000	20,000	20,000	20,000
4.3 Contractual Services	2,389,900	2,008,000	2,303,900	2,307,400	2,360,400	2,362,800	2,350,700
Contractual Operating Services	2,389,900	2,008,000	2,303,900	2,307,400	2,360,400	2,362,800	2,350,700

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

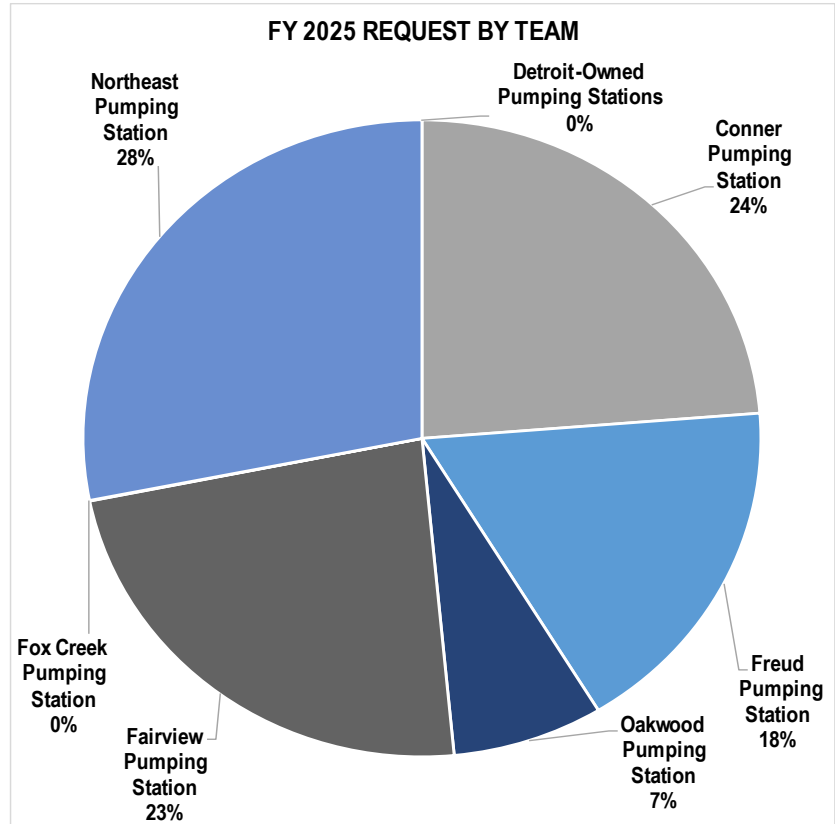
The table below shows how the wastewater operations area pumping (lift) stations strategic initiatives relate to the organizational strategic goals:

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

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



\* DWSD reimburses GLWA for these costs through the Shared Services agreement.

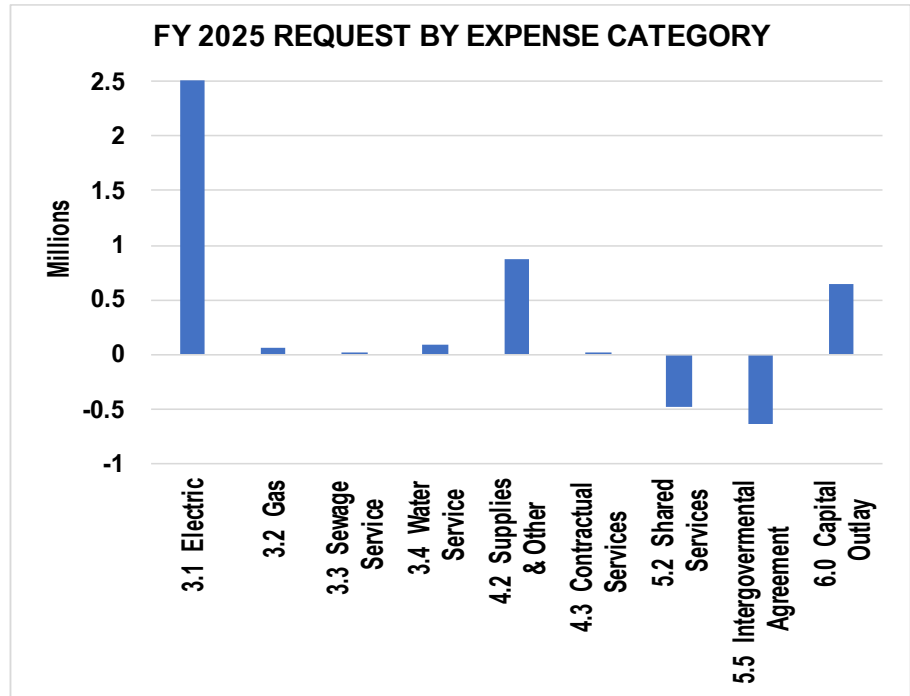
\*\* A portion of the cost for Northeast Pumping Station is billed to OMID through an intergovernmental agreement.

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

### Expense Categories

Electric is the highest expense category in the Wastewater Pump Stations operations and maintenance budget.

Lift stations require a significant amount of power. The electric costs represent approximately 82% of the total operations and maintenance costs for FY 2025 and FY 2026 and are directly proportional to the unit cost of power and the actual power used by the lift station pumps.



### Biennial Budget Request

The biennial budget reflects an overall decrease in FY 2024 of \$502,000, or 14.1%. Key factors that impact the FY 2025 budget include the following.

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

*Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
3.1 Electric	\$ 2,582,200	\$ 2,384,000	\$ 1,391,500	\$ 2,505,600	\$ 121,600	5.1%	\$ 2,555,400
3.2 Gas	\$ 83,100	\$ 24,300	\$ 15,100	\$ 56,500	\$ 32,200	132.5%	57,600.00
3.3 Sewage Service	\$ 10,600	\$ 10,000	\$ 3,900	\$ 11,000	\$ 1,000	10.0%	11,200.00
3.4 Water Service	\$ 91,800	\$ 68,400	\$ 87,000	\$ 85,300	\$ 16,900	24.7%	87,000.00
4.2 Supplies & Other	\$ 1,039,300	\$ 1,469,000	\$ 434,000	\$ 867,000	\$ (602,000)	-41.0%	867,000.00
4.3 Contractual Services	\$ 13,900	\$ 30,200	\$ 17,400	\$ 10,700	\$ (19,500)	-64.6%	10,700.00
5.2 Shared Services	\$ (629,000)	\$ (425,200)	\$ (190,700)	\$ (477,700)	\$ (52,500)	12.3%	(477,700.00)
5.5 Intergovernmental Agreement	\$ (362,800)	\$ -	\$ (46,300)	\$ (638,200)	\$ (638,200)	0.0%	-
6.0 Capital Outlay	\$ 105,700	\$ -	\$ 34,400	\$ 638,200	\$ 638,200	0.0%	-
<b>Grand Total</b>	<b>\$ 2,934,800</b>	<b>\$ 3,560,700</b>	<b>\$ 1,746,300</b>	<b>\$ 3,058,400</b>	<b>\$ (502,300)</b>	<b>-14.1%</b>	<b>\$ 3,111,200</b>

*Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Detroit-owned</b>							
<b>Pumping Stations</b>	\$ (385,400)	\$ 170,000	\$ 12,800	\$ -	\$ (170,000)	-100.0%	\$ -
Belle Isle Pumping Station	(17,200)	20,000	(7,800)	-	(20,000)	-100.0%	-
Blue Hill Pumping Station	(256,400)	150,000	(51,900)	-	(150,000)	-100.0%	-
Fischer Pumping Station	(11,100)	-	25,100	-	-	0.0%	-
Woodmere Pumping Station	(100,700)	-	47,400	-	-	0.0%	-
<b>Conner Pumping Station</b>	673,100	1,241,300	576,200	726,000	(515,300)	-41.5%	737,500
<b>Freud Pumping Station</b>	254,000	435,000	188,600	536,800	101,800	23.4%	544,700
<b>Oakwood Pumping Station</b>	217,900	167,000	68,000	220,000	53,000	31.7%	222,800
<b>Fairview Pumping Station</b>	1,124,600	690,400	378,400	714,500	24,100	3.5%	727,800
<b>Fox Creek Pumping Station</b>	800	1,000	300	1,000	-	0.0%	1,100
<b>Northeast Pumping Station</b>	1,049,800	856,000	522,000	860,100	4,100	0.5%	877,300
<b>Grand Total</b>	<b>\$ 2,934,800</b>	<b>\$ 3,560,700</b>	<b>\$ 1,746,300</b>	<b>\$ 3,058,400</b>	<b>\$ (502,300)</b>	<b>-14.1%</b>	<b>\$ 3,111,200</b>

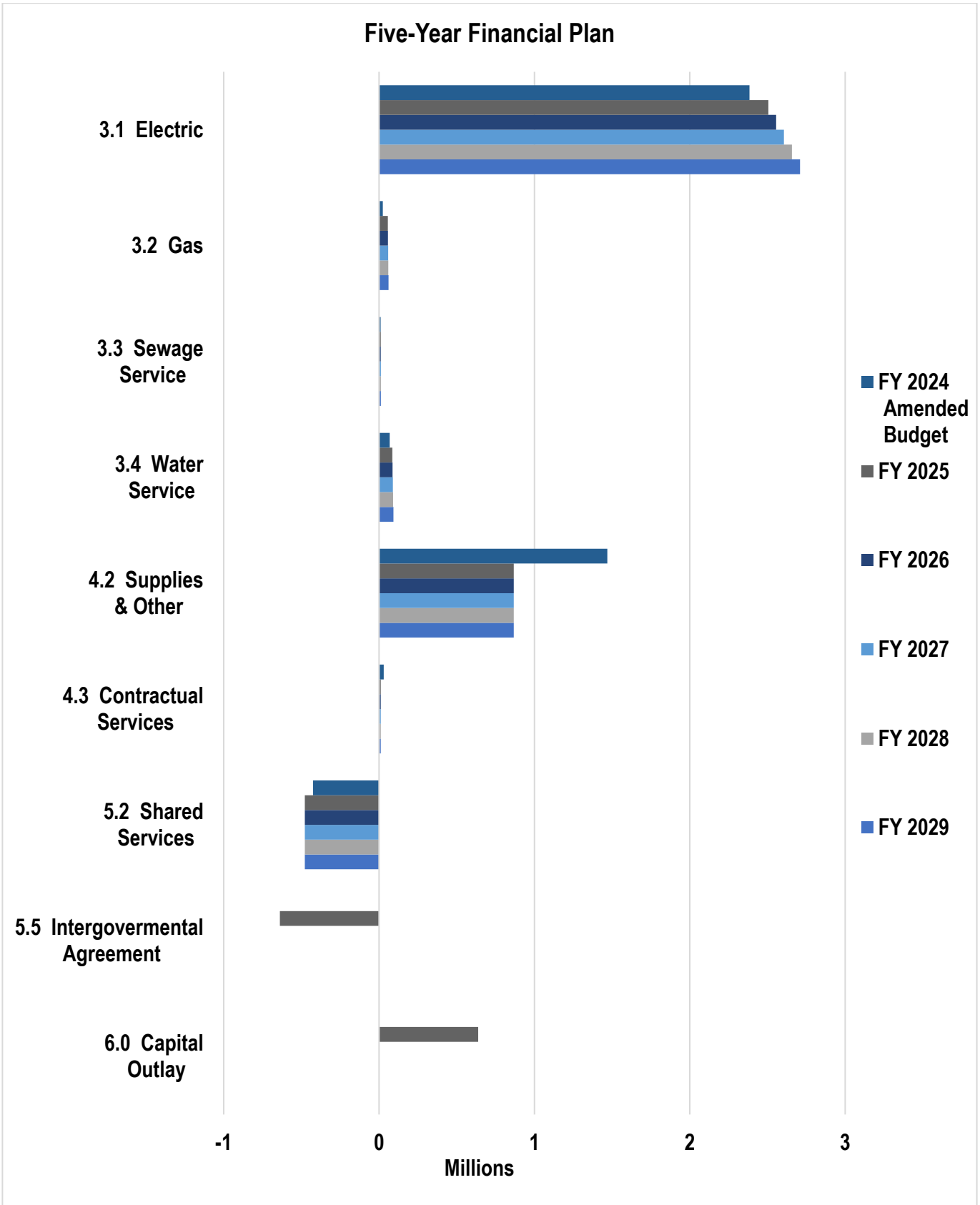
**Personnel Budget**

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

## Five-Year Financial Plan

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

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

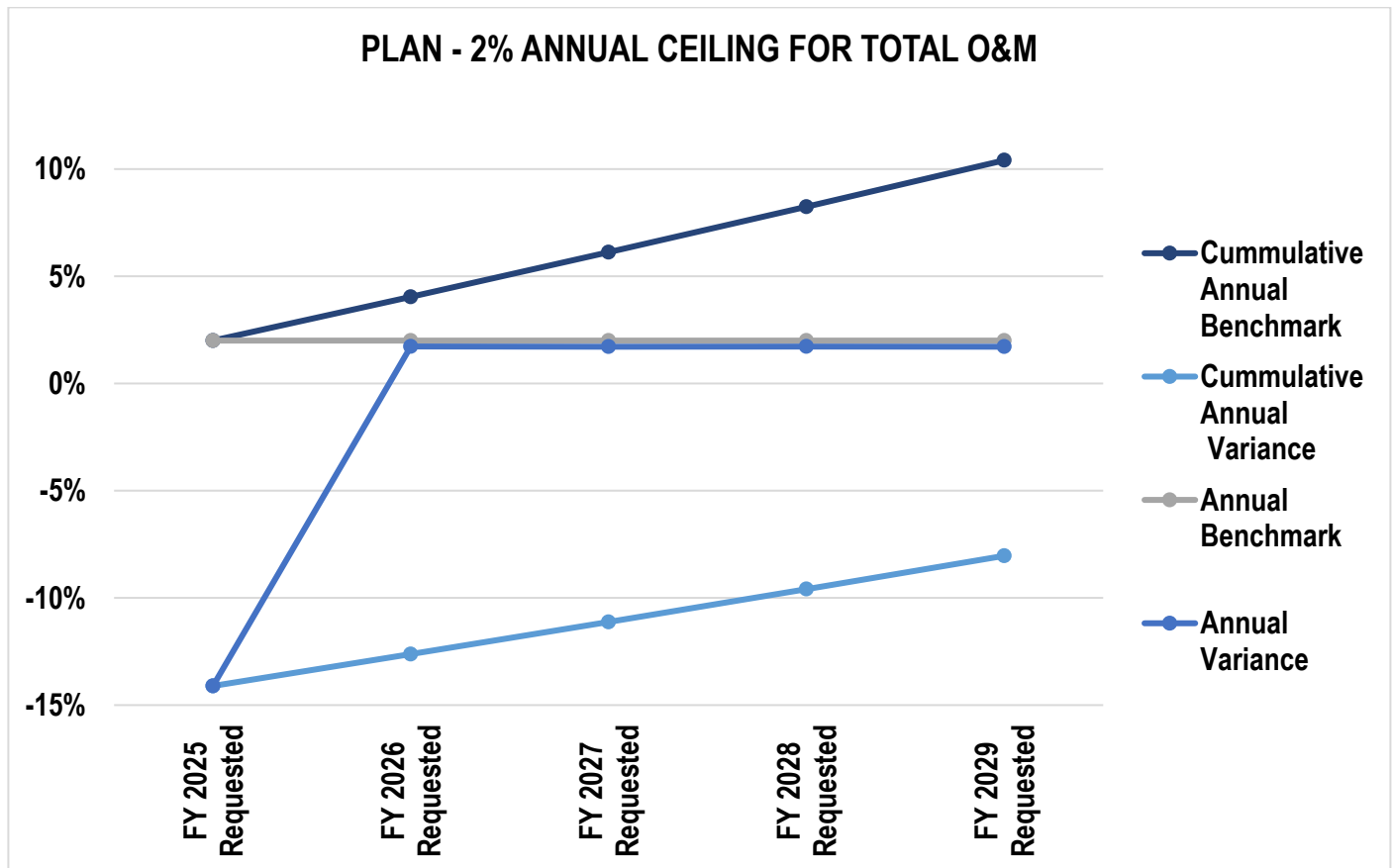


*Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Detroit-owned</b>							
<b>Pumping Stations</b>	\$ (385,400)	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -
Belle Isle Pumping Station	(17,200)	20,000	-	-	-	-	-
Blue Hill Pumping Station	(256,400)	150,000	-	-	-	-	-
Fischer Pumping Station	(11,100)	-	-	-	-	-	-
Woodmere Pumping Station	(100,700)	-	-	-	-	-	-
<b>Conner Pumping Station</b>	673,100	1,241,300	726,000	737,500	749,000	760,700	772,200
<b>Freud Pumping Station</b>	254,000	435,000	536,800	544,700	552,700	560,900	569,300
<b>Oakwood Pumping Station</b>	217,900	167,000	220,000	222,800	225,700	228,600	231,500
<b>Fairview Pumping Station</b>	1,124,600	690,400	714,500	727,800	741,300	755,200	769,300
<b>Fox Creek Pumping Station</b>	800	1,000	1,000	1,100	1,100	1,100	1,200
<b>Northeast Pumping Station</b>	1,049,800	856,000	860,100	877,300	894,800	912,700	931,000
<b>Grand Total</b>	<b>\$ 2,934,800</b>	<b>\$ 3,560,700</b>	<b>\$ 3,058,400</b>	<b>\$ 3,111,200</b>	<b>\$ 3,164,600</b>	<b>\$ 3,219,200</b>	<b>\$ 3,274,500</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 8.0% which is below the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



### Capital Outlay

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

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

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Machinery &amp; Equipment</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
Pumps & Motors	400,000	400,000	400,000	400,000	400,000	400,000
<b>Grand Total</b>	<b>\$ 400,000</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 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 295,600	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
<b>Grand Total</b>	<b>\$ 295,600</b>	<b>\$ 400,000</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 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Conner Pumping Station	\$ 289,400	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Fairview Pumping Station	6,200	-	-	-	-	-	-
Freud Pumping Station	-	150,000	150,000	150,000	150,000	150,000	150,000
Oakwood Pumping Station	-	100,000	100,000	100,000	100,000	100,000	100,000
<b>Grand Total</b>	<b>\$ 295,600</b>	<b>\$ 400,000</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 shown below. The expenses are listed for each cost center. Because many of GLWA's initiatives extend multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

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

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

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

# GLWA

*Great Lakes Water Authority*



## **Section 5C**

### **Centralized Services**

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## Centralized Services

The Centralized Services operating area serves both the water and wastewater operations. The following departments are included in the Centralized Services operating area:

- ❖ System Resiliency
- ❖ Planning Services (Office of the Chief Planning Officer, Systems Planning & Development, Asset Management, Systems Planning, Capital Improvement Planning, and Systems Analytics)
- ❖ Systems Control
- ❖ Facility Operations
- ❖ Fleet Operations
- ❖ Field Service Operations
- ❖ Energy, Research & Innovation
- ❖ Transformation
- ❖ Information Technology (Office of the Chief Information Officer, Project Management Office, Security & Risk, Infrastructure, Enterprise Asset Management Systems, Business Productivity Systems, and Service Delivery)
- ❖ Security & Integrity (includes HazMat and Office of Emergency Preparedness)

## Biennial Budget Request

Centralized Services is shown as operating area C in Schedules 2C and 2D in Section 2 - Core Financial Plan Schedules.

The following tables consolidate the department budgets presented in this section for an overall view of the Centralized Services operating area with comparison to the FY 2024 Amended Budget. A comparison to the FY 2024 Adopted Budget is shown in Schedule 2I and 2J in Section 2 - Core Financial Plan Schedules.

*Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	22,438,900	23,924,200	12,528,000	26,017,200	2,093,000	8.7%	28,662,200
2.2 Workforce Development	465,300	404,600	265,300	521,300	116,700	28.8%	559,900
2.3 Overtime	2,709,900	2,197,200	1,291,600	2,568,700	371,500	16.9%	2,643,400
2.4 Employee Benefits	7,883,500	8,882,800	4,500,900	9,504,300	621,500	7.0%	10,474,900
2.5 Transition Services	913,500	1,469,200	441,300	1,037,600	(431,600)	-29.4%	1,037,600
3.1 Electric	168,200	152,300	71,400	154,900	2,600	1.7%	156,600
3.2 Gas	200	200	100	200	-	0.0%	200
3.3 Sewage Service	1,500	2,000	600	2,000	-	0.0%	2,000
3.4 Water Service	300	600	100	600	-	0.0%	600
4.2 Supplies & Other	10,556,900	18,246,000	5,274,900	16,987,800	(1,258,200)	-6.9%	14,072,100
4.3 Contractual Services	56,488,800	57,897,400	29,180,500	57,157,900	(739,500)	-1.3%	59,460,700
5.1 Capital Program Allocation	(83,500)	(108,800)	(47,100)	(217,600)	(108,800)	100.0%	(217,900)
5.2 Shared Services	(2,043,500)	(900,800)	(732,600)	(1,369,000)	(468,200)	52.0%	(1,410,400)
5.5 Intergovernmental Agreement	(412,900)	-	(27,000)	-	-	0.0%	-
6.0 Capital Outlay	943,800	2,648,300	381,400	2,543,300	(105,000)	-4.0%	2,586,300
7.0 Unallocated Reserve		1,722,200	-	2,071,000	348,800	20.3%	2,388,800
<b>Grand Total</b>	<b>\$100,030,900</b>	<b>\$116,537,400</b>	<b>\$53,129,400</b>	<b>\$116,980,200</b>	<b>\$442,800</b>	<b>0.4%</b>	<b>\$120,417,000</b>

**Five-Year Financial Plan**

*Five Year Financial Plan by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	22,438,900	23,924,200	26,017,200	28,662,200	28,832,200	28,832,200	28,832,200
2.2 Workforce Development	465,300	404,600	521,300	559,900	559,900	559,900	559,900
2.3 Overtime	2,709,900	2,197,200	2,568,700	2,643,400	2,643,400	2,643,400	2,643,400
2.4 Employee Benefits	7,883,500	8,882,800	9,504,300	10,474,900	10,614,800	10,697,900	10,781,100
2.5 Transition Services	913,500	1,469,200	1,037,600	1,037,600	1,037,600	1,037,600	1,037,600
3.1 Electric	168,200	152,300	154,900	156,600	158,400	160,200	162,100
3.2 Gas	200	200	200	200	200	200	200
3.3 Sewage Service	1,500	2,000	2,000	2,000	2,000	2,000	2,000
3.4 Water Service	300	600	600	600	600	600	600
4.2 Supplies & Other	10,556,900	18,246,000	16,987,800	14,072,100	13,204,700	12,842,500	12,982,900
4.3 Contractual Services	56,488,800	57,897,400	57,157,900	59,460,700	55,834,200	56,405,300	58,669,800
5.1 Capital Program Allocation	(83,500)	(108,800)	(217,600)	(217,900)	(218,200)	(218,500)	(218,900)
5.2 Shared Services	(2,043,500)	(900,800)	(1,369,000)	(1,410,400)	(1,466,600)	(1,510,400)	(1,570,900)
5.5 Intergovernmental Agreement	(412,900)	-	-	-	-	-	-
6.0 Capital Outlay	943,800	2,648,300	2,543,300	2,586,300	2,629,900	2,674,500	2,719,800
7.0 Unallocated Reserve		1,722,200	2,071,000	2,388,800	9,007,300	11,149,400	11,191,300
<b>Grand Total</b>	<b>\$100,030,900</b>	<b>\$116,537,400</b>	<b>\$116,980,200</b>	<b>\$120,417,000</b>	<b>\$122,840,400</b>	<b>\$125,276,800</b>	<b>\$127,793,100</b>

### Cost Allocation

Centralized Services expenses are allocated to the water and wastewater operating areas based upon a two-step approach.

- ✓ Step One: Specifically, identifiable costs to either water or wastewater are isolated for allocation directly to the appropriate system. These costs are tracked at the vendor contract level and through the review of specific invoices.
- ✓ Step Two: The remaining costs, net of those specifically identified in Step One, are allocated using a percentage basis. The allocation percentage between water and wastewater (sewer) is reviewed annually. That effort includes a detailed review of both the budget and actual activity for each of the functional areas. Members of the finance and operations teams work together to determine the percentage allocation of support provided to the water and wastewater (sewer) systems. In addition to the annual reviews, mid-year reviews are conducted when changes in operations occurs and when new vendor contracts are executed.

The following tables present the dollar amount allocated to each system based on the analysis of expenses by cost center for both the biennial and five-year budget periods.

#### *Biennial Cost Allocation Summary*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Centralized Services - Wastewater	47,713,600	59,152,000	24,846,800	60,413,200	1,261,200	2.1%	61,364,600
Centralized Services - Water	52,317,300	57,385,400	28,282,600	56,567,000	(818,400)	-1.4%	59,052,400
<b>Grand Total</b>	<b>\$ 100,030,900</b>	<b>\$ 116,537,400</b>	<b>\$ 53,129,400</b>	<b>\$ 116,980,200</b>	<b>\$ 442,800</b>	<b>0.4%</b>	<b>\$ 120,417,000</b>

#### *Five Year Cost Allocation Summary*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Centralized Services - Wastewater	47,713,600	59,152,000	60,413,200	61,364,600	62,261,500	63,558,700	66,674,500
Centralized Services - Water	52,317,300	57,385,400	56,567,000	59,052,400	60,578,900	61,718,100	61,118,600
<b>Grand Total</b>	<b>\$ 100,030,900</b>	<b>\$ 116,537,400</b>	<b>\$ 116,980,200</b>	<b>\$ 120,417,000</b>	<b>\$ 122,840,400</b>	<b>\$ 125,276,800</b>	<b>\$ 127,793,100</b>

The following table presents the projected allocation percentages for the five-year period 2025 through 2029.

*Five Year Projected Cost Allocated Percentages*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Centralized Services</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Water	52.3%	49.2%	53.2%	48.4%	49.0%	49.3%	49.3%	47.8%
Wastewater	47.7%	50.8%	46.8%	51.6%	51.0%	50.7%	50.7%	52.2%

The following tables list the Centralized Services significant contracts and cost centers that receive specific water and/or sewer accounting treatment as noted above.

*Centralized Services Water Specific Contracts – 100% allocation to Water*

Cost Center	Contract	Vendor	Description of Service	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested	Allocation
Energy, Research & Innovation	2102864	University of Michigan	Data-Driven Decision-Making Framework for Risk Management of the GLWA Water Transmission System	122,500	130,000	117,500	-	-	Water
Energy, Research & Innovation	2104064	Wayne State University	Pilot Plant Research and Collaboration at Water Works Park	135,000	135,000	95,000	-	-	Water
Energy Research & Innovation	2303476	Wayne State University	Water Industry Workforce Development and Pipe Management Program	150,000	150,000	150,000	-	-	Water
Energy, Research & Innovation	2202372	University of Wisconsin	Spatial Analysis of Rainfall in GLWA Service Area	116,000	116,000	39,000	-	-	Water
Energy, Research & Innovation	N/A	TBD	Future Study Projects	-	164,000	283,400	690,000	720,000	Water
Energy Research & Innovation	2203501	Michigan State University	Development of Risk-Based Framework for prioritization of Containments in Drinking Water	127,500	135,000	121,500	-	-	Water
Systems Planning	N/A	TBD	Water Contract Negotiations	-	-	75,000	50,000	-	Water
Systems Planning	12772	Aquasight	Water Performance Monitoring	530,000	530,000	530,000	530,000	530,000	Water
Systems Planning	1905080	TWN Consulting HDR Water Resource Management	Project Management Services	30,000	30,000	30,000	30,000	30,000	Water
Asset Management	1902659	Management	Linear System Integrity Program	1,014,500	864,500	909,500	1,000,000	1,000,000	Water
Systems Analytics	CS-039	Black & Veatch	Units of Service D+ Region	327,800	337,700	347,800	358,200	369,000	Water
Systems Analytics	N/A	TBD	Water Master Plan Update	-	-	450,000	450,000	-	Water
Systems Analytics	N/A	TBD	Water Transient Study	-	-	250,000	250,000	-	Water
Field Service	CON-181	Lakeshore Global	Water Transmission Main Repair	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	Water
Operations	WS-695C	Hydromax	Transmission Main Exercising	-	1,500,000	1,500,000	1,500,000	1,500,000	Water
<b>Total</b>				<b>5,353,300</b>	<b>6,892,200</b>	<b>7,698,700</b>	<b>7,658,200</b>	<b>6,949,000</b>	<b>Water</b>

*Centralized Services Sewer Specific Contracts – 100% allocation to Sewer*

Cost Center	Contract	Vendor	Description of Service	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested	Allocation
Field Service Operations	CON-149	Inland Waters	Emergency Sewer Repair	4,018,400	4,438,400	4,438,400	4,438,400	4,438,400	Sewer
Systems Resiliency	Pending	TBD	Regional Flood Mitigation Study	500,000	500,000	500,000	500,000	500,000	Sewer
Asset Management	1902659	HDR Water Resource Management	Linear System Integrity Program	403,800	200,800	100,000	100,000	100,000	Sewer
Systems Analytics	CON-179	PCI	Staffing Augmentation	558,400	558,400	558,400	558,400	558,400	Sewer
Systems Analytics	CON-179	PCI	Sewer Meter Support	400,000	400,000	400,000	400,000	400,000	Sewer
Systems Analytics	CS-236	Applied Science	Meter Dye Testing	500,000	500,000	527,000	527,000	527,000	Sewer
Systems Planning & Development	CS-239	CDM Michigan	Good Sewer Metering	700,000	760,000	800,000	800,000	800,000	Sewer
Systems Planning & Development	N/A	TBD	Various Professional Support	250,000	250,000	150,000	150,000	150,000	Sewer
Systems Planning & Development	N/A	TBD	Wastewater Master Plan Update	-	-	-	-	3,000,000	Sewer
Systems Operational Control	USGS River Survey	USGS	Detroit River Survey	470,400	484,600	509,000	534,500	499,600	Sewer
Systems Operational Control	N/A	TBD	Level Sensor Improvements	50,000	-	-	-	-	Sewer
Systems Operational Control	N/A	TBD	Level sensor & Rainfall gauge Assessments	40,000	-	-	-	-	Sewer
Systems Operational Control	N/A	TBD	Level Sensor Improvements	60,000	-	-	-	-	Sewer
Systems Operational Control	N/A	TBD	orthwest Interceptor Debris Removal	320,000	-	-	-	-	Sewer
Energy, Research & Innovation	N/A	Brown and Caldwell LLC	Pilot Testing for Anaerobic Digestion	68,000	-	-	-	-	Sewer
Energy, Research & Innovation	2203703	University of Michigan	Assistance Optimizing GLWA	62,000	73,000	73,000	-	-	Sewer
Energy, Research & Innovation	2300508	Brown and Caldwell LLC	Analysis of Mixing Technologies for Anaerobic Digesters	54,000	-	-	-	-	Sewer
Energy, Research & Innovation	2300721	University of Michigan	Development of WRRF Simulation Tools	122,000	138,000	142,000	-	-	Sewer
Energy, Research & Innovation	N/A	TBD	Undefined Future Research Projects	-	164,000	283,400	690,000	720,000	Sewer
Energy Research & Innovation	Multiple	Multiple	Various Research Projects	6,300	67,200	109,000	-	-	Sewer
Energy, Research & Innovation	2301009	Michigan State University	Wastewater Survey	145,000	48,000	-	-	-	Sewer
Hazmat	Entire Center	N/A	Hazardous Materials Management	1,882,000	2,020,800	2,028,200	2,035,500	2,042,600	Sewer
<b>Total</b>				<b>10,610,300</b>	<b>10,603,200</b>	<b>10,618,400</b>	<b>10,733,800</b>	<b>13,736,000</b>	<b>Sewer</b>

*Centralized Services Water/Sewer Specific Contracts – Water & Sewer Combined*

Cost Center	Contract	Vendor	Description of Service	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested	Allocation
Systems Operations Control (Net)	Entire Center	N/A	Water Transmission Control	14,107,700	13,988,700	12,371,500	12,349,600	12,311,700	W/S - 55/45%
Enterprise Risk Mgt. Insurance Fund	Entire Center	N/A	Emergency Risk Management	5,619,800	5,732,200	5,846,800	5,963,700	6,083,000	W/S - 30/70%
<b>Total</b>				<b>19,727,500</b>	<b>19,720,900</b>	<b>18,218,300</b>	<b>18,313,300</b>	<b>18,394,700</b>	<b>Combined</b>

## **System Resiliency**

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

## **Strategic Initiatives**

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

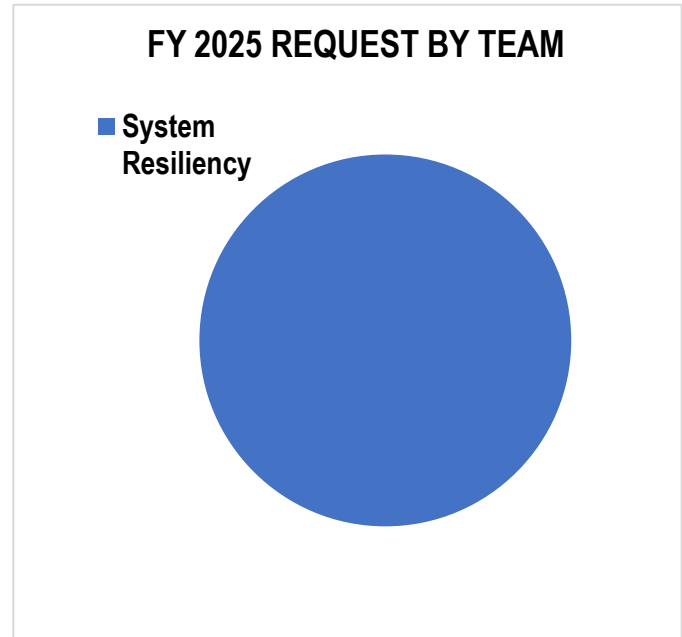
- ❖ **Successfully Transition People – (Ongoing)**  
Working to ensure the successful transition of Field Services into water and wastewater components by providing expert advice and support.
- ❖ **People Development – Skilled Trades – (Ongoing)**  
Develop and implement an OJT training program for team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

The following table shows how the System Resiliency 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
System Resiliency Strategic Initiatives	Successfully Transition People			X	X	X	X		X	X	X	X
	People Development - Skilled Trades			X	X	X	X	X	X	X	X	X
	Reassess Current & Aging Assets	X	X	X	X	X	X	X	X			X
	GLWA Infrastructure Reporting	X	X	X	X	X	X	X	X	X	X	X
	Southeast Michigan Flood Resiliency			X	X	X	X	X	X	X	X	X
	Linear System Integrity Program (LSIP)	X	X	X	X	X	X	X		X		X
	Power Resiliency			X	X	X	X	X	X	X		X

**Organization**

The System Resiliency area has one team.

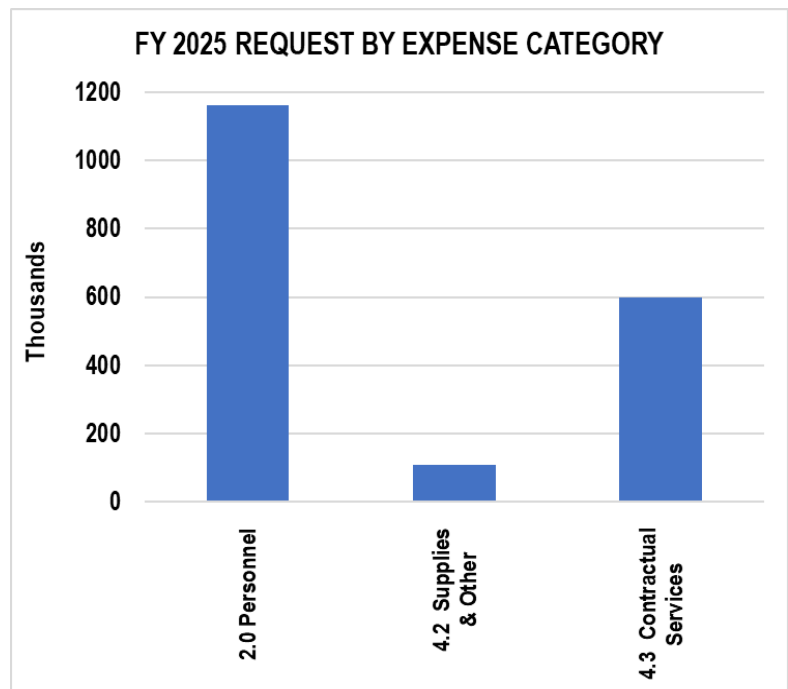


**Expense Categories**

The System Resiliency area has three expense categories:

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

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



### Biennial Budget Request

System Resiliency is a new cost center that was established late in the 4<sup>th</sup> quarter of FY 2023 (after the FY 2024 budget had been adopted). The strategy for this new area was developing at the time this budget was being prepared along with staffing decisions. Accordingly, a year-over-year comparison is not yet available. A budget amendment was prepared in the second quarter of FY 2024 for this new cost center.

- ❖ Personnel – FY 2025 consists of eight team members which include energy, operations, and power quality professionals that will drive resiliency initiatives throughout the organization.
- ❖ Supplies & Other – FY 2025 includes budget for memberships, office supplies, travel and training, and for energy pilot and reliability software.
- ❖ Contractual Services – FY 2025 includes \$600,000 for flood resiliency (\$500k) and system support (\$100k) consultations.

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 121,700	\$ -	\$ 597,000	\$ 1,160,900	\$ 1,160,900	100.0%	\$ 1,257,300
4.2 Supplies & Other	-	-	-	109,700	109,700	100.0%	110,900
4.3 Contractual Services	-	-	-	600,000	600,000	100.0%	600,000
<b>Grand Total</b>	<b>\$ 121,700</b>	<b>\$ -</b>	<b>\$ 597,000</b>	<b>\$ 1,870,600</b>	<b>\$ 1,870,600</b>	<b>100.0%</b>	<b>\$ 1,968,200</b>

#### *Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
System Resiliency	\$ 121,700	\$ -	\$ 597,000	\$ 1,870,600	\$ 1,870,600	100.0%	\$ 1,968,200
<b>Grand Total</b>	<b>\$ 121,700</b>	<b>\$ -</b>	<b>\$ 597,000</b>	<b>\$ 1,870,600</b>	<b>\$ 1,870,600</b>	<b>100.0%</b>	<b>\$ 1,968,200</b>

### Personnel Budget

The staffing plan provides for the new System Resiliency area.

*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. There was no staffing plan for FY 2024 as the department did not exist at the time the FY 2024 budget was approved.

#### *Staffing Plan – Number of Positions*

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

*Full Time 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 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
System Resiliency	0.00	0.00	7.25	8.00	8.00	8.00	8.00

*Personnel Budget* - The following tables present the System Resiliency area personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 103,100	\$ -	\$ 483,500	\$ 905,700	\$ 905,700	100.0%	\$ 977,900
2.4 Employee Benefits	18,600	-	113,500	255,200	255,200	100.0%	279,400
<b>Grand Total</b>	<b>\$ 121,700</b>	<b>\$ -</b>	<b>\$ 597,000</b>	<b>\$ 1,160,900</b>	<b>\$ 1,160,900</b>	<b>100.0%</b>	<b>\$ 1,257,300</b>

*Personnel – Biennial Budget Request by Team*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
System Resiliency	\$ 121,700	\$ -	\$ 597,000	\$ 1,160,900	\$ 1,160,900	100.0%	\$ 1,257,300
<b>Grand Total</b>	<b>\$ 121,700</b>	<b>\$ -</b>	<b>\$ 597,000</b>	<b>\$ 1,160,900</b>	<b>\$ 1,160,900</b>	<b>100.0%</b>	<b>\$ 1,257,300</b>

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

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

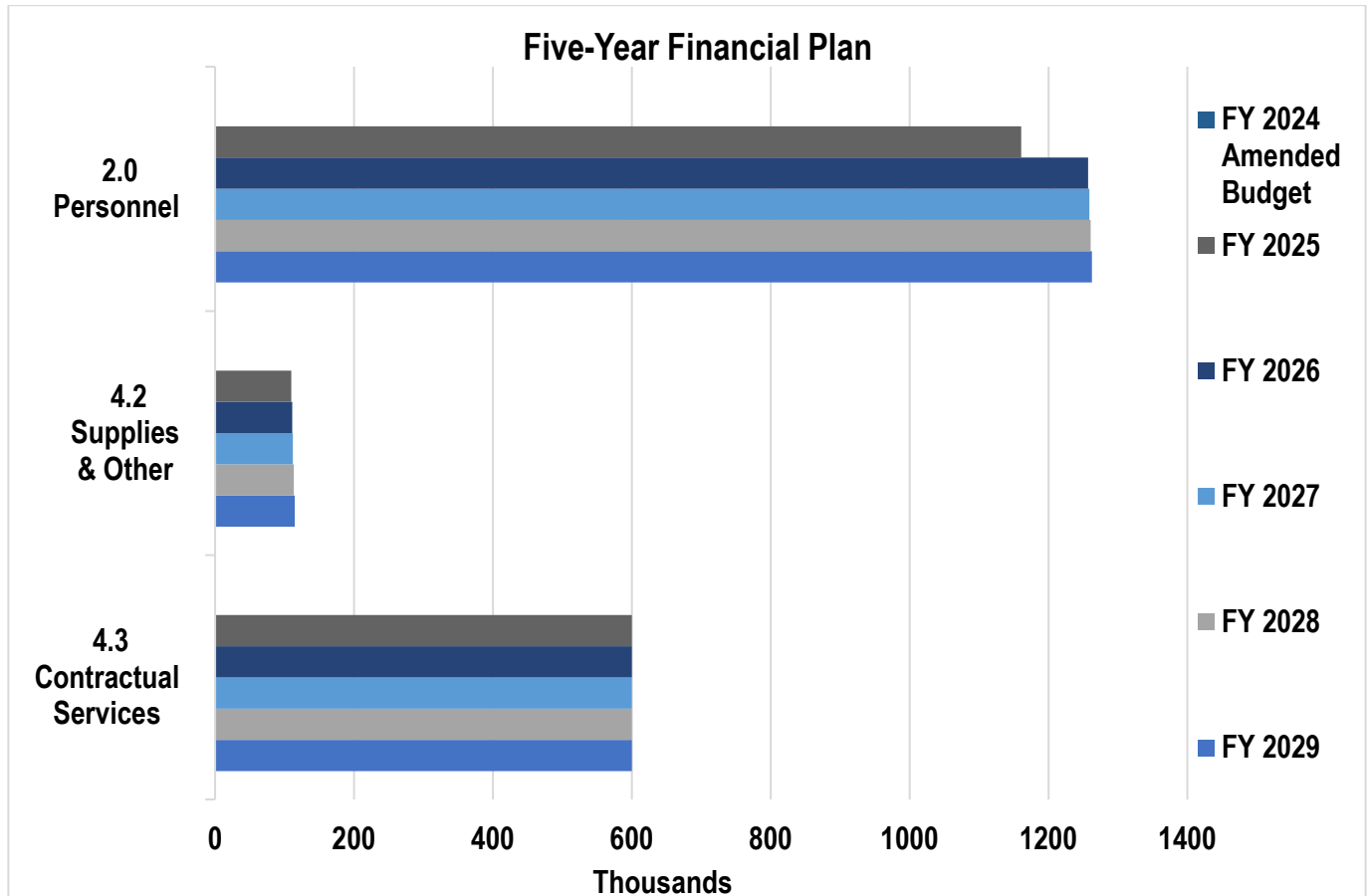
*Personnel – Five-Year Financial Plan by Team*

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

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

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

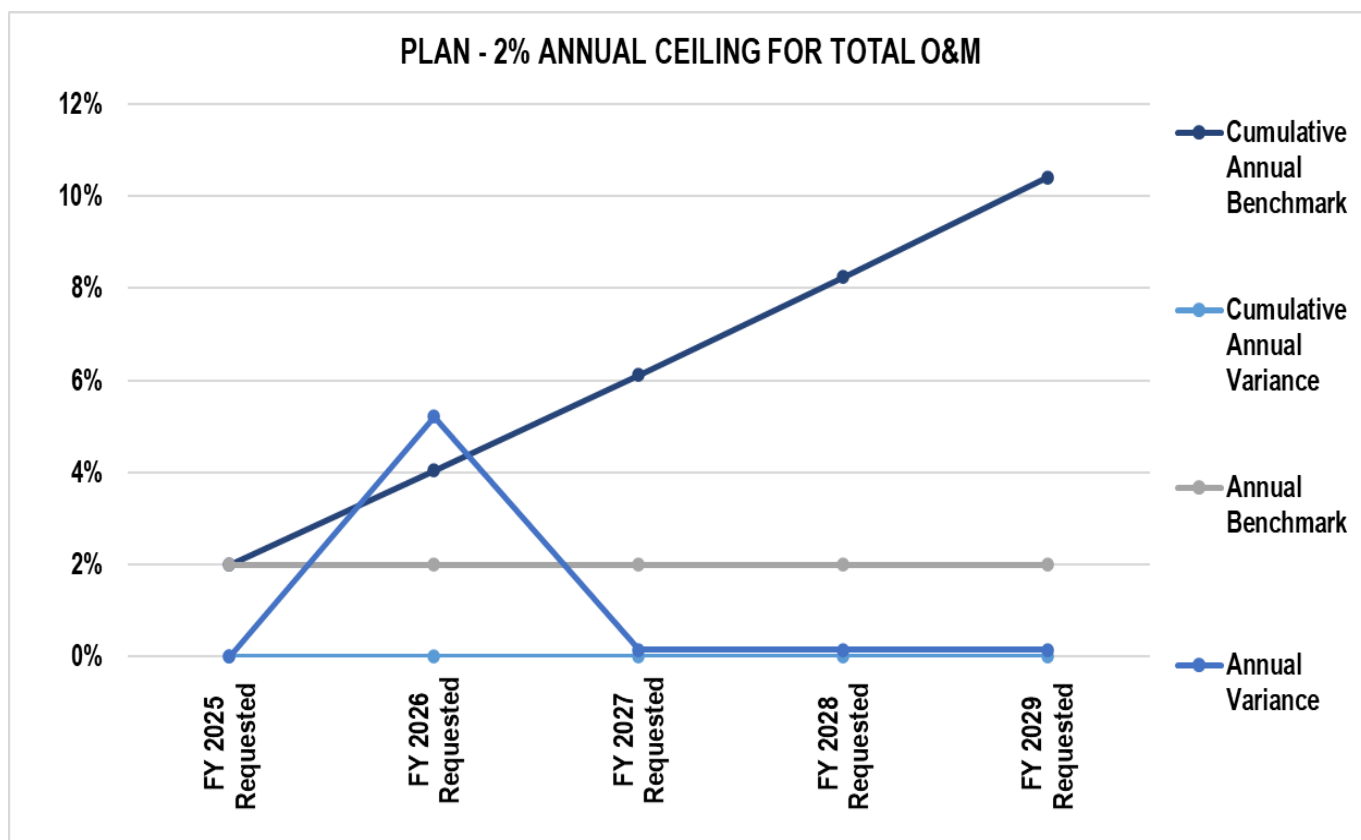


*Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
System Resiliency	\$ 121,700	\$ -	\$ 1,870,600	\$ 1,968,200	\$ 1,971,100	\$ 1,974,000	\$ 1,976,900
<b>Grand Total</b>	<b>\$ 121,700</b>	<b>\$ -</b>	<b>\$ 1,870,600</b>	<b>\$ 1,968,200</b>	<b>\$ 1,971,100</b>	<b>\$ 1,974,000</b>	<b>\$ 1,976,900</b>

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

Due to the System Resiliency area being a new area, this graph starts with 2025 being the base year at 0% increase. The financial plan reflects a four-year overall increase of 5.7% while the entity-wide goal of a cumulative ceiling over the four-year period is 8.2% for planning purposes based upon an annual 2% adjustment.



**Capital Outlay**

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

### Line-Item Budget and Financial Plan

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

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

## Planning Services

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

## Strategic Initiatives

### Water System Programs:

#### ❖ **Linear System Integrity Program - (Ongoing)**

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

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

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

#### ❖ **Water Master Plan Update - (Beginning FY 2027)**

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

#### ❖ **Units of Service for Non-Master Meter Members and System Water Audit - (Ongoing)**

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

### Wastewater System Programs:

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

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

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

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

#### ❖ **Meter Dye Testing - (Ongoing)**

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

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

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

**Both Systems (GLWA Wide) Initiatives:**

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

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

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

The majority of the agreement is funded as capital as it targets specific, long-term projects. However, there is a significant operations and maintenance (O&M) component involving business improvement, process development and other O&M related support. As we continue into the final three years of the agreement, we are indeed observing this expected

expenditure shift as presented in the schedules below. Staffing is being ramped up throughout the organization to continue the work of AECOM consultants upon contract completion.

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

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

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

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

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

**Water System Programs**

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

### Both Systems (GLWA Wide Initiatives)

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Planning Services Strategic Initiatives Both Systems	Capital Improvement Plan				X	X	X			X		
	Oracle Work and Asset Management System Support				X	X	X					
	Strategic Asset Management Plan Update				X	X	X					

### Planning Services Contracts

The Planning Services area budget contains several contractual services. Budgeted amounts beyond contract end date are estimates for future study updates or subsequent implementation of a program. Expenditures that extend beyond contract completion assume contract renewal. These services would generally require a separate procurement process. The following tables include the key contracts for these services.

## Water System

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

### Water System Programs Significant Contracts

Project Description	Linear System Integrity Program (LSIP)	Water Performance Monitoring	Water Master Plan Update	Units of Service for Non-Master Meter Customers	Units of Service II	GLWA System Water System Transient Study	Project Management Services	Total of Significant Contracts
Prime Consultant or Supplier	HDR	Aquasight	TBD	Black & Veatch	TBD	TBD	TWN Consulting	
Contract #	1902659	2102026	TBD	GLWA-CS-039	TBD	TBD	1905080	
Contract Amount	\$ 8,700,000	\$ 1,217,500	TBD	\$ 740,800	TBD	TBD	\$ 200,000	
Contract End Date	08/31/27	01/05/25	TBD	TBD	TBD	TBD	03/01/24	
Cost Center Name	Asset Management	Systems Planning	Systems Analytics	Systems Analytics	Systems Analytics	Systems Analytics	Systems Planning	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2023 Spend	\$ 1,538,300	\$ 202,400	\$ -	\$ 2,063,800	\$ -	\$ -	\$ 114,900	\$ 3,919,400
Pre-FY 2023 Average Spend	\$ 1,538,300	\$ 202,400	\$ -	\$ 436,600	\$ -	\$ -	\$ 57,400	
FY 2023 Actual	2,097,600	510,200	-	-	-	-	58,100	2,665,900
FY 2024 Amended	1,585,400	400,000	125,000	-	318,300	-	25,000	2,453,700
<b>FY 2025 Requested</b>	<b>1,014,500</b>	<b>530,000</b>	-	-	<b>327,800</b>	-	<b>30,000</b>	<b>1,902,300</b>
FY 2026 Requested	864,500	530,000	-	-	337,700	-	30,000	1,762,200
FY 2027 Requested	909,500	530,000	450,000	-	347,800	250,000	30,000	2,517,300
FY 2028 Requested	1,000,000	530,000	450,000	-	358,200	250,000	30,000	2,618,200
FY 2029 Requested	1,000,000	530,000	-	-	369,000	-	30,000	1,929,000
<b>Total</b>	<b>\$ 10,009,800</b>	<b>\$ 3,762,600</b>	<b>\$ 1,025,000</b>	<b>\$ 2,063,800</b>	<b>\$ 2,058,800</b>	<b>\$ 500,000</b>	<b>\$ 348,000</b>	<b>\$ 19,768,000</b>

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

### Wastewater System Programs

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

#### Wastewater System Programs Significant Contracts

Project Description	Wastewater Master Plan & Update	Good Sewer Metering Analysis & Support	Meter Dye Testing	Professional and Technical Sewer Support Services	Systems Planning & Development Support	Linear System Integrity Program (LSIP)	Total of Significant Contracts
Prime Consultant or Supplier	CDM Smith or Other	CDM Smith	Applied Science	PCI LLC	Wade Trim or Other	HDR	
Contract #	GLWA-CS-036	GLWA-CS-239	2003785	GLWA-CON-179	20000092	1902659	
Contract Amount	\$ 9,022,700	\$ 3,220,900	\$ 2,634,900	\$ 6,465,800	\$ 996,800	29,012,900	
Contract End Date	TBD	01/15/24	05/11/26	In Renewal	02/01/24	08/31/27	
Cost Center Name	Systems Planning & Development	Systems Planning & Development	Systems Analytics	Systems Analytics	Systems Planning & Development	Asset Management	
Expense Category	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	Contractual Services	
Pre-FY 2023 Spend	\$ 9,022,700	\$ 2,429,500	\$ 1,074,800	\$ 5,496,800	\$ 916,500	\$ 27,300	\$ 18,967,600
Pre-FY 2023 Average Spend	\$ 2,255,700	\$ 607,400	\$ 268,700	\$ 1,099,400	\$ 183,300	\$ 27,300	
FY 2023 Actual	-	360,700	336,000	879,700	65,900	5,800	1,648,100
FY 2024 Amended	-	650,000	527,000	1,424,400	100,000	272,700	2,974,100
<b>FY 2025 Requested</b>	-	<b>700,000</b>	<b>500,000</b>	<b>958,400</b>	<b>250,000</b>	<b>403,800</b>	<b>2,812,200</b>
FY 2026 Requested	-	760,000	500,000	958,400	250,000	200,800	2,669,200
FY 2027 Requested	-	800,000	527,000	958,400	150,000	100,000	2,535,400
FY 2028 Requested	-	800,000	527,000	958,400	150,000	100,000	2,535,400
FY 2029 Requested	3,000,000	800,000	527,000	958,400	150,000	100,000	5,535,400
<b>Total</b>	<b>\$ 12,022,700</b>	<b>\$ 7,300,200</b>	<b>\$ 4,518,800</b>	<b>\$ 12,592,900</b>	<b>\$ 2,032,400</b>	<b>\$ 1,210,400</b>	<b>\$ 39,677,400</b>

### Combined Water / Wastewater Programs

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

#### Combined System (GLWA Wide) Programs Significant Contracts

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

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

## Organization

The GLWA System Planning Area consists of six teams.

### ❖ Office of the Chief Planning Officer

Administration and oversight of GLWA's planning efforts with current and prospective member partners.

### ❖ Systems Planning & Development

This team limits the reliance on external engineering and consulting firms related to creating and updating water and wastewater master plans/models. The team will develop an in-house group that can perform modeling, evaluate potential service extension to new customers as well as various other updates.

### ❖ Asset Management

Responsible for leading the enterprise-wide asset management strategy at GLWA. The Asset Management team is also responsible for overseeing the Linear System Inspection Program (LSIP) which assesses the overall condition of our water delivery system.

### ❖ Systems Planning

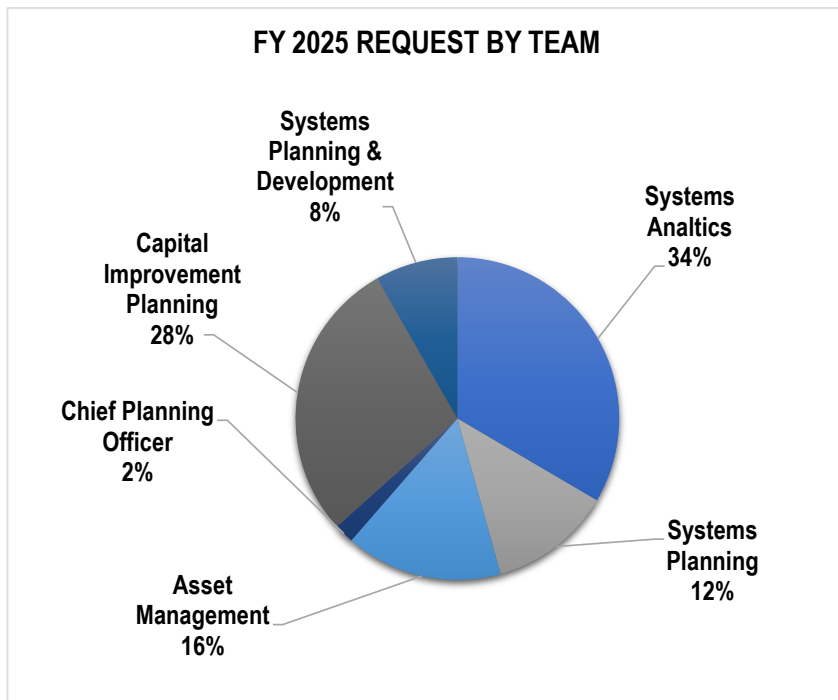
Responsible for internal and external strategic planning, outreach and coordination with member partners.

### ❖ Capital Improvement Planning

Manages the planning and execution of the enterprise-wide capital improvement program including the development of a five-year Capital Improvement Plan which is updated annually.

### ❖ Systems Analytics

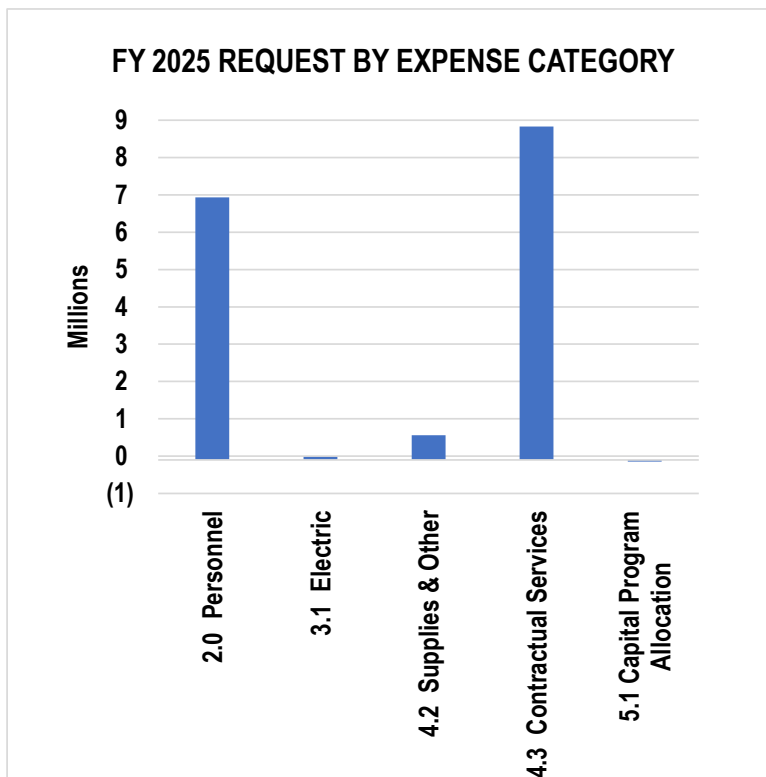
Responsible for maintaining meter operations and analyzing flow data for both water and wastewater, and for administrating the Wholesale Automatic Meter Reading (WAMR) system.



### Expense Categories

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

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



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

Other expenditures for electric, supplies & other (training and other miscellaneous expense) complete the departmental budget request.

Other expenditures for electric, supplies & other (training and other miscellaneous expense) complete the departmental budget request.

### Biennial Budget Request

The FY 2025 biennial operations and maintenance budget reflects a \$1.82 million decrease, or (9.8%), primarily driven by a focus on capital oriented work on the Linear System Inspection Program (LSIP) and significantly reduced spend with our Capital Improvement Plan vendor AECOM, as detailed below along with other significant departmental cost drivers.

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

### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	5,087,400	7,001,200	3,264,600	7,032,900	31,700	0.5%	8,428,100
3.1 Electric	84,600	82,300	37,800	82,900	600	0.7%	83,200
4.2 Supplies & Other	377,100	836,100	172,700	659,800	(176,300)	-21.1%	621,900
4.3 Contractual Services	7,662,700	10,554,400	3,096,800	8,930,700	(1,623,700)	-15.4%	8,304,000
5.1 Capital Program Allocation	-	-	-	(47,600)	(47,600)	-100.0%	(47,700)
5.2 Shared Services	(6,300)	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 13,205,500</b>	<b>\$ 18,474,000</b>	<b>\$ 6,571,900</b>	<b>\$ 16,658,700</b>	<b>\$ (1,815,300)</b>	<b>-9.8%</b>	<b>\$ 17,389,500</b>

### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY2025 Percent Variance	FY 2026 Department Requested
Chief Planning Officer	318,300	318,200	173,000	330,500	12,300	3.9%	331,200
Systems Planning & Development	186,700	919,800	146,400	1,374,400	454,600	100.0%	1,574,400
Systems Planning	1,732,600	1,832,900	834,800	2,036,000	203,100	11.1%	2,038,800
Asset Management	3,039,100	3,050,400	1,163,900	2,612,800	(437,600)	-14.3%	2,828,900
Systems Analytics	4,661,900	6,387,700	2,696,300	5,574,500	(813,200)	-12.7%	5,763,800
Capital Improvement Planning	3,266,900	5,965,000	1,557,500	4,730,500	(1,234,500)	-20.7%	4,852,400
<b>Grand Total</b>	<b>\$ 13,205,500</b>	<b>\$ 18,474,000</b>	<b>\$ 6,571,900</b>	<b>\$ 16,658,700</b>	<b>\$ (1,815,300)</b>	<b>-9.8%</b>	<b>\$ 17,389,500</b>

### Personnel Budget

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

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

#### *Staffing Plan – Number of Positions*

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
<b>Planning Services</b>	<b>68.00</b>	<b>71.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</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	4.00
Systems Planning	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Asset Management	10.00	11.00	11.00	11.00	11.00	11.00	11.00
Systems Analytics	35.00	37.00	38.00	38.00	38.00	38.00	38.00
Capital Improvement Planning	13.00	13.00	13.00	13.00	13.00	13.00	13.00

*Full Time 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. For this budget area, the Staffing Plan and correlating FTEs project will level off to “full” in FY 2026 and beyond.

#### *Full Time Equivalent*s

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

*Personnel Budget* – The tables below present the Planning Services personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	3,414,800	4,358,700	2,147,500	4,629,100	270,400	6%	5,682,300
2.2 Workforce Development	17,600	-	17,100	45,700	45,700	100%	45,700
2.3 Overtime	132,100	140,900	76,500	221,500	80,600	57%	221,500
2.4 Employee Benefits	1,087,200	1,450,200	703,900	1,578,200	128,000	9%	1,920,200
2.5 Transition Services - All Sewer	435,700	1,051,400	319,600	558,400	(493,000)	-47%	558,400
<b>Grand Total</b>	<b>\$ 5,087,400</b>	<b>\$ 7,001,200</b>	<b>\$ 3,264,600</b>	<b>\$ 7,032,900</b>	<b>\$ 31,700</b>	<b>0.5%</b>	<b>\$ 8,428,100</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY2025 Percent Variance	FY 2026 Department Requested
Chief Planning Officer	318,000	304,000	171,300	320,900	16,900	5.6%	321,300
Systems Planning & Development	183,700	479,000	91,500	364,400	(114,600)	-23.9%	552,400
Systems Planning	380,400	455,900	211,200	521,200	65,300	14.3%	522,000
Asset Management	489,800	896,300	365,600	875,000	(21,300)	-2.4%	1,412,400
Systems Analytics	3,143,200	3,715,800	1,908,500	3,758,300	42,500	1.1%	3,934,900
Capital Improvement Planning	572,300	1,150,200	516,500	1,193,100	42,900	3.7%	1,685,100
<b>Grand Total</b>	<b>\$ 5,087,400</b>	<b>\$ 7,001,200</b>	<b>\$ 3,264,600</b>	<b>\$ 7,032,900</b>	<b>\$ 31,700</b>	<b>0.5%</b>	<b>\$ 8,428,100</b>

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

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

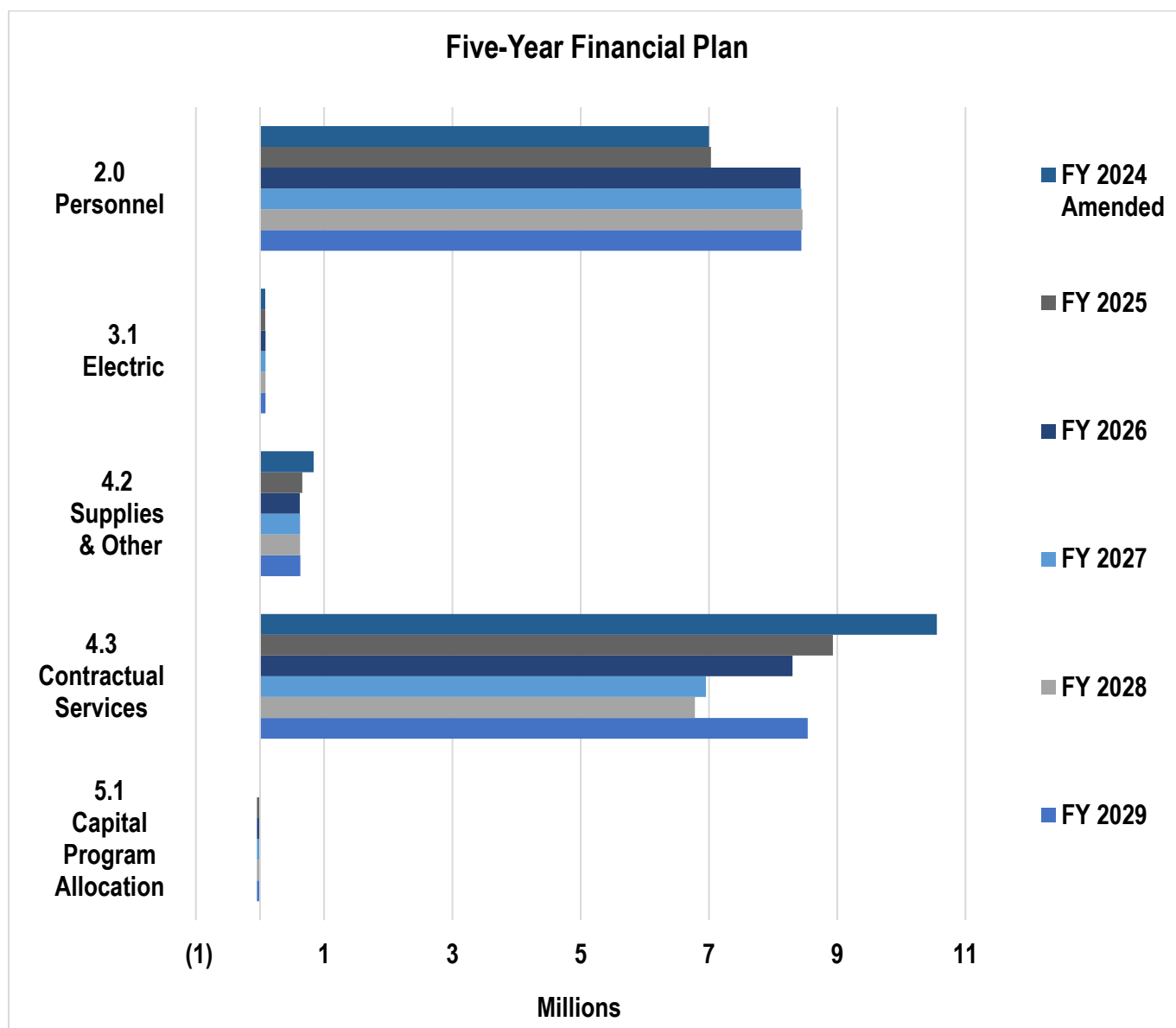
*Personnel - Five-Year Financial Plan by Team*

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

## Five-Year Financial Plan

### Five-Year Financial Plan by Expense Category

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

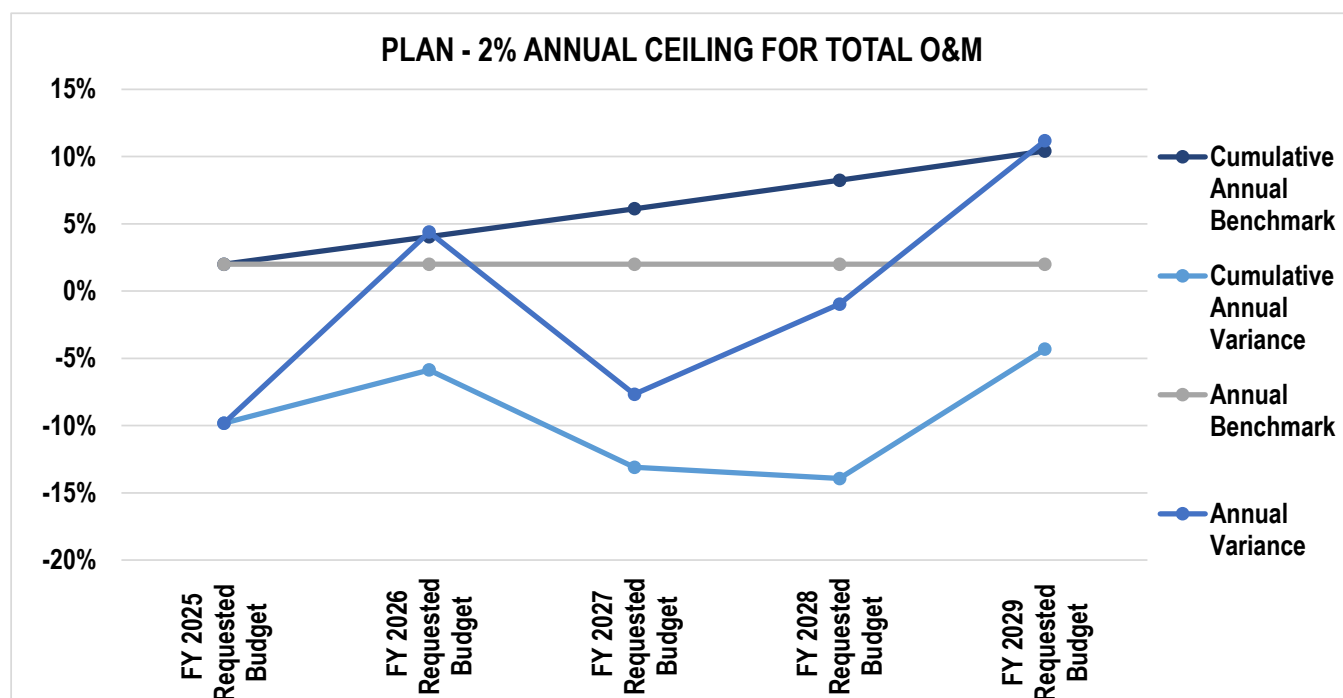


### Five-Year Financial Plan by Team

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

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

The Planning Services area financial plan reflects a five-year overall decrease of (4.3%) while the entity-wide goal is a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment). This decrease is driven primarily by a significantly lower O&M spend level than originally projected by the Capital Improvement Planning Team as they continue to transition vendor based efforts in house.



### Capital Outlay

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

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

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

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

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

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

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

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Systems Analytics	-	472,100	694,200	696,400	698,700	700,000	700,000
Capital Improvement Planning	2,078,400	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 2,078,400</b>	<b>\$ 472,100</b>	<b>\$ 694,200</b>	<b>\$ 696,400</b>	<b>\$ 698,700</b>	<b>\$ 700,000</b>	<b>\$ 700,000</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 expenses over time and/or plan for annual fluctuations.

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

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

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

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

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

### Systems Control

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

### Strategic Initiatives

❖ **Control Systems Enhancement (Ongoing)**

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

❖ **Operational Efficiency (Ongoing)**

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

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

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

### Systems Control Contracts

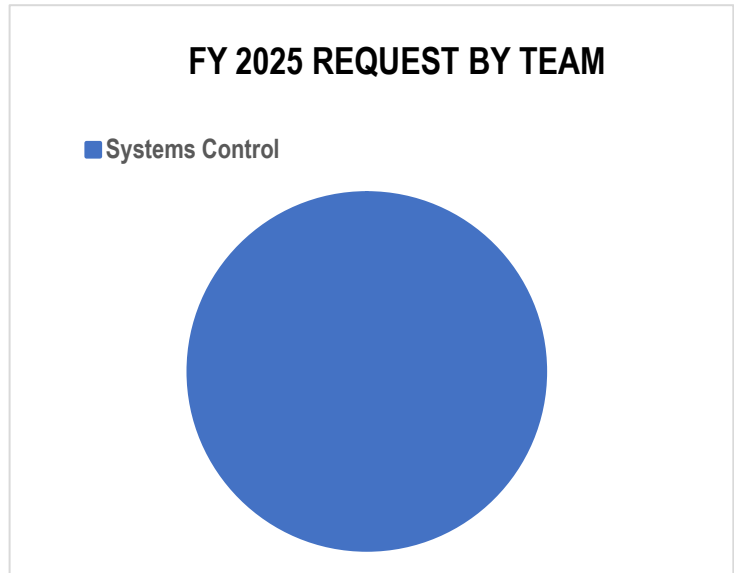
The Systems Control budget contains several contractual services related to VFD (Variable Frequency Drive) maintenance and service, and specialized services for engineering, instrumentation, and SCADA network. Budgeted amounts beyond contract dates are estimates for future study updates, or subsequent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

#### Significant Contracts

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

**Organization**

The Systems Control area has one team.



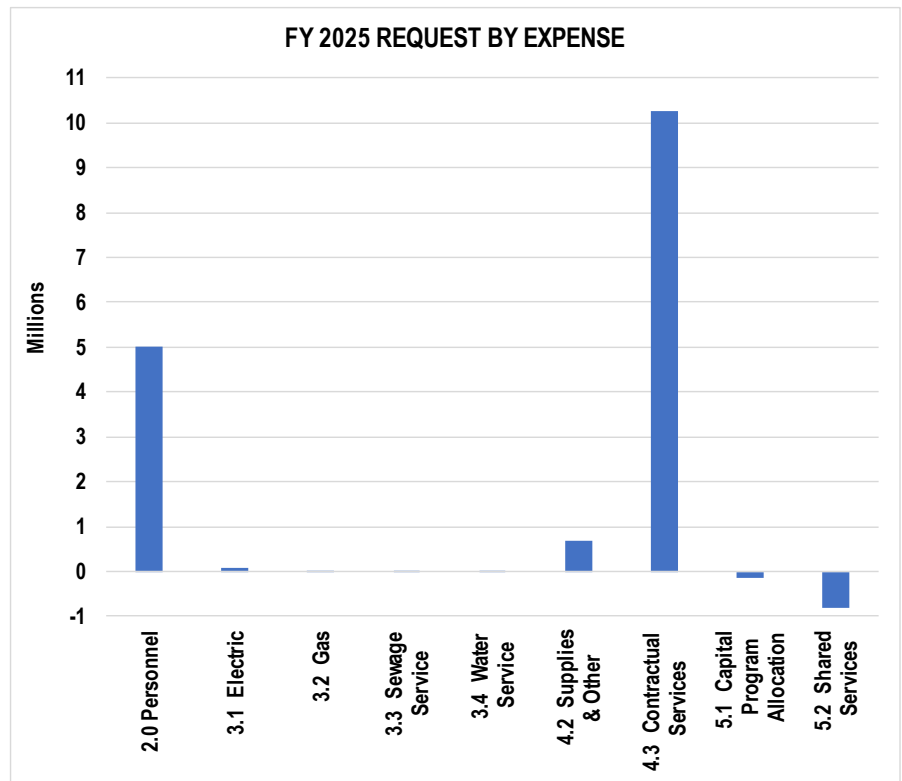
**Expense Categories**

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

- ❖ Contractual Services
- ❖ Personnel

Contractual Services 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 in order to maintain operational readiness.

Personnel costs are the second highest expense category.



### Biennial Budget Request

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

- ❖ Personnel – Promotions, compensation increases and right-sizing of overtime budget (\$147,400).
- ❖ Contractual Services – Increased by \$1.9 million for the Emerson Ovation Upgrade project 2101167 and expansion of the USGS River Quality Monitoring project.
- ❖ Supplies & Other – Decrease of \$81,500 for projected decrease in operating supplies and repairs & maintenance of equipment.
- ❖ Capital Program Allocation – An increase of \$42,800 in the allocation of costs to CIP projects based on anticipated work by team members.
- ❖ Shared Services – An increase of \$358,000 in shared services reimbursements based on prior year’s spend and anticipated utilization as recommended by the shared services team.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 4,941,400	\$ 4,866,800	\$ 2,499,200	\$ 5,014,200	\$ 147,400	3.0%	\$ 5,447,200
3.1 Electric	83,600	70,000	33,600	72,000	2,000	2.9%	73,400
3.2 Gas	200	200	100	200	-	0.0%	200
3.3 Sewage Service	1,500	2,000	600	2,000	-	0.0%	2,000
3.4 Water Service	300	600	100	600	-	0.0%	600
4.2 Supplies & Other	544,200	758,400	104,700	676,900	(81,500)	-10.7%	676,900
4.3 Contractual Services	10,458,400	8,338,800	4,969,700	10,256,400	1,917,600	23.0%	9,277,900
5.1 Capital Program Allocation	(83,500)	(108,800)	(35,400)	(151,600)	(42,800)	39.3%	(151,800)
5.2 Shared Services	(997,600)	(464,600)	(839,200)	(822,600)	(358,000)	77.1%	(853,100)
<b>Grand Total</b>	<b>\$ 14,948,500</b>	<b>\$ 13,463,400</b>	<b>\$ 6,733,400</b>	<b>\$ 15,048,100</b>	<b>\$ 1,584,700</b>	<b>11.8%</b>	<b>\$ 14,473,300</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Systems Control	\$ 14,948,500	\$ 13,463,400	\$ 6,733,400	\$ 15,048,100	\$ 1,584,700	11.8%	\$ 14,473,300
<b>Grand Total</b>	<b>\$ 14,948,500</b>	<b>\$ 13,463,400</b>	<b>\$ 6,733,400</b>	<b>\$ 15,048,100</b>	<b>\$ 1,584,700</b>	<b>11.8%</b>	<b>\$ 14,473,300</b>

### Personnel Budget

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

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

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

*Staffing Plan – Number of Positions*

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

*Full-time 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 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Systems Control	40.25	39.75	40.00	44.00	44.00	44.00	44.00

*Personnel Budget* - The following tables present the Systems Control personnel budget by expense category and by team. The tables are presented for both the biennial budget and by the five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 2,611,100	\$ 2,669,300	\$ 1,339,400	\$ 2,723,200	\$ 53,900	2.0%	\$ 3,011,400
2.2 Workforce Development	23,500	46,200	6,100	46,100	(100)	-0.2%	73,800
2.3 Overtime	1,156,400	1,075,000	587,800	1,150,000	75,000	7.0%	1,150,000
2.4 Employee Benefits	1,081,200	1,076,300	565,900	1,094,900	18,600	1.7%	1,212,000
2.5 Transition Services	69,200	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 4,941,400</b>	<b>\$ 4,866,800</b>	<b>\$ 2,499,200</b>	<b>\$ 5,014,200</b>	<b>\$ 147,400</b>	<b>3.0%</b>	<b>\$ 5,447,200</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Systems Control	\$ 4,941,400	\$ 4,866,800	\$ 2,499,200	\$ 5,014,200	\$ 147,400	3.0%	\$ 5,447,200
<b>Grand Total</b>	<b>\$ 4,941,400</b>	<b>\$ 4,866,800</b>	<b>\$ 2,499,200</b>	<b>\$ 5,014,200</b>	<b>\$ 147,400</b>	<b>3.0%</b>	<b>\$ 5,447,200</b>

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

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

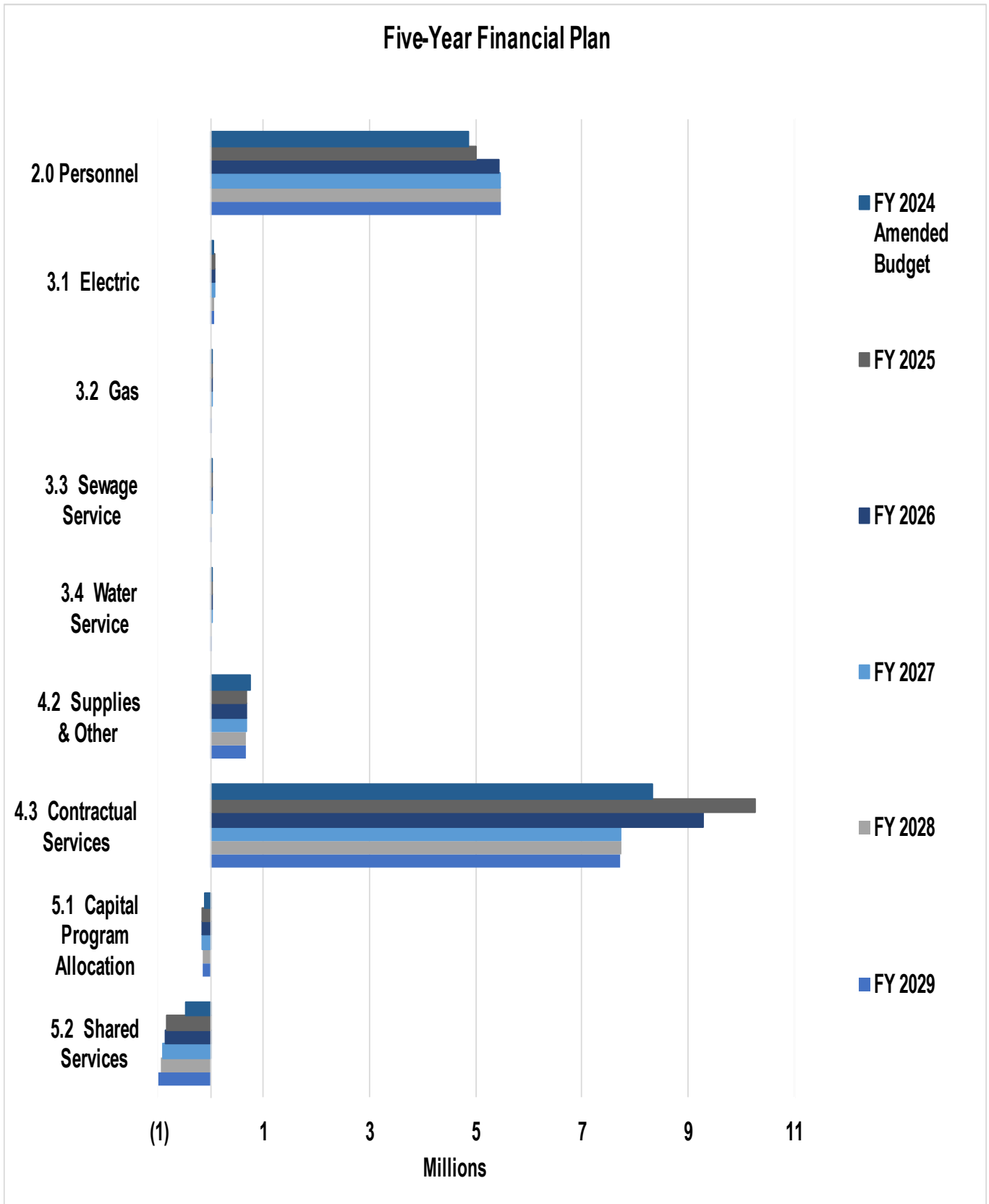
*Personnel – Five-Year Financial Plan by Team*

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

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

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

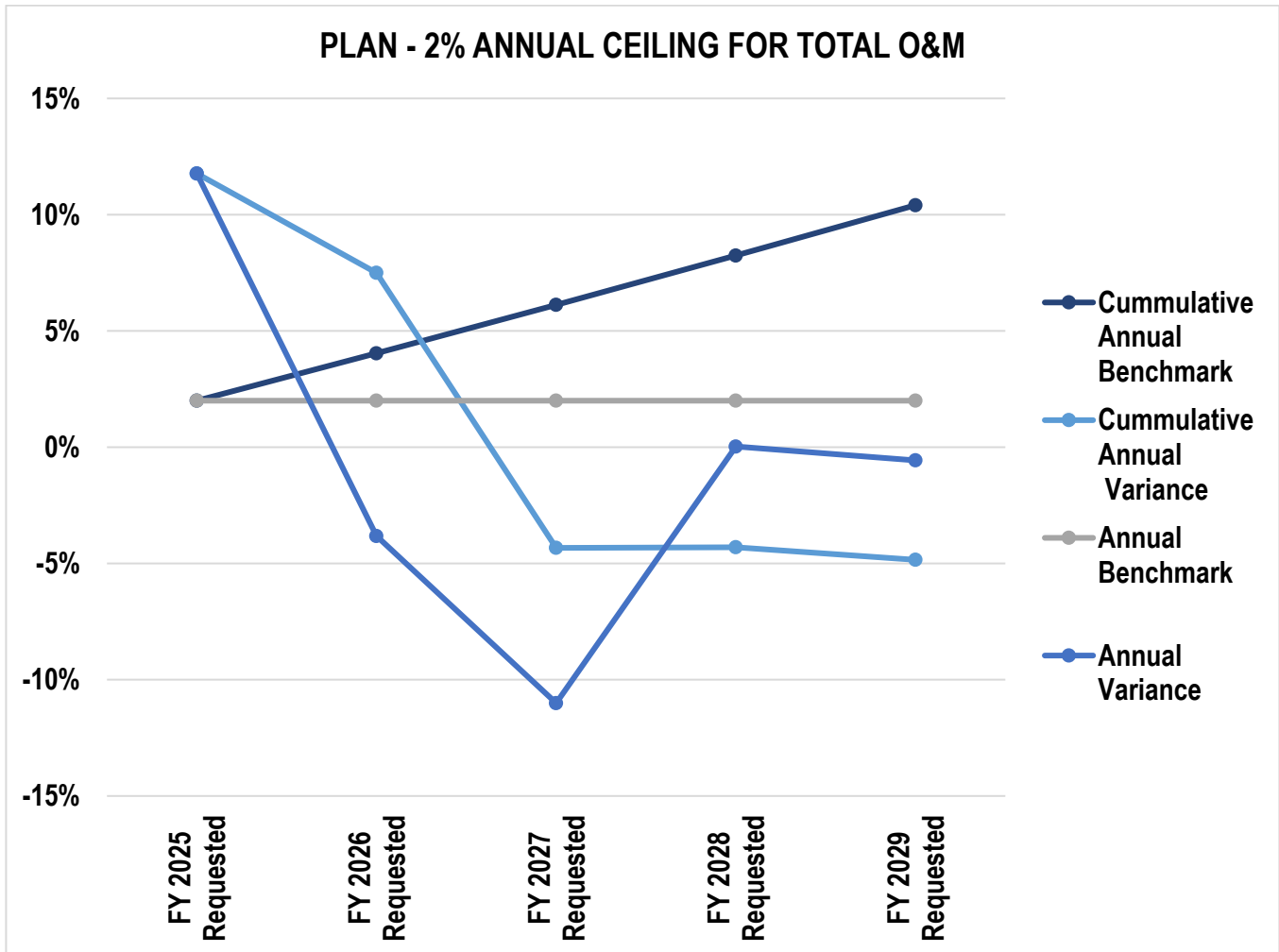


*Five-Year Financial Plan by Team*

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

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

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



### Capital Outlay

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

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

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

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

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

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

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Systems Control	\$ 109,300	\$ 1,768,800	\$ 2,878,100	\$ 2,878,100	\$ 2,025,000	\$ 2,025,000	\$ 2,025,000
<b>Grand Total</b>	<b>\$ 109,300</b>	<b>\$ 1,768,800</b>	<b>\$ 2,878,100</b>	<b>\$ 2,878,100</b>	<b>\$ 2,025,000</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. Because many of GLWA's initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

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

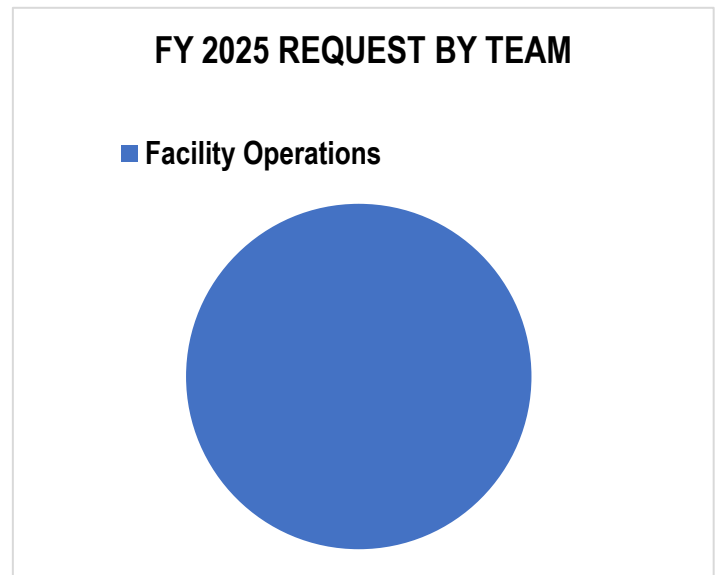
The Facility Operations budget contains several contractual services to provide maintenance and repairs for all GLWA facilities including, but not limited to lawn care, snow removal, rubbish removal, elevator maintenance and extermination services. Budgeted amounts beyond contract date are estimates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

*Significant Contracts*

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

**Organization**

The Facility Operations area has one team.

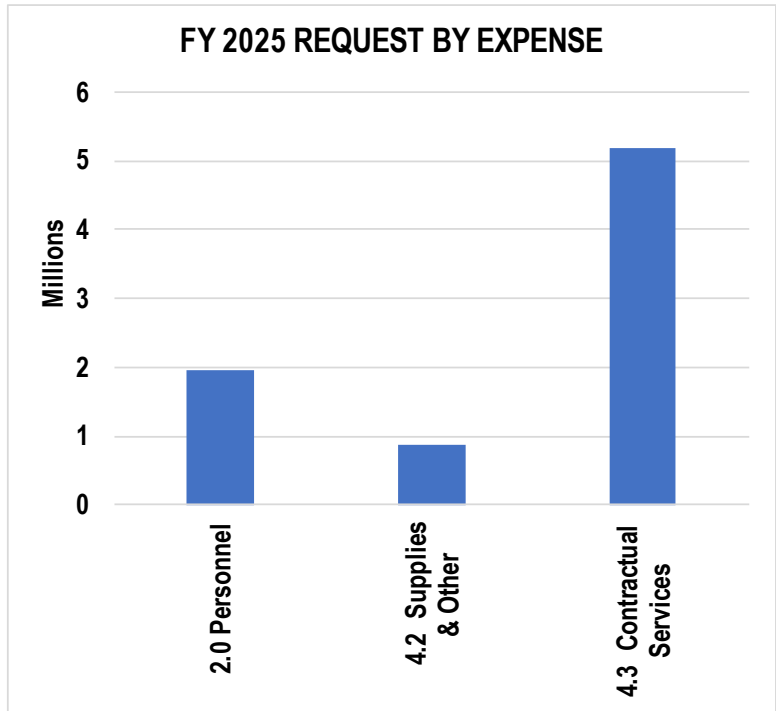


### Expense Categories

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

- ❖ Contractual Services
- ❖ Personnel

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



Personnel costs represent the second largest expense category.

### Biennial Budget Request

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

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

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 1,747,100	\$ 1,810,800	\$ 929,200	\$ 1,968,700	\$ 157,900	8.7%	\$ 2,393,600
4.2 Supplies & Other	988,000	871,000	663,900	874,000	3,000	0.3%	924,000
4.3 Contractual Services	7,332,100	5,134,100	2,117,800	5,183,900	49,800	1.0%	5,801,700
<b>Grand Total</b>	<b>\$ 10,067,200</b>	<b>\$ 7,815,900</b>	<b>\$ 3,710,900</b>	<b>\$ 8,026,600</b>	<b>\$ 210,700</b>	<b>2.7%</b>	<b>\$ 9,119,300</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Facility Operations	\$ 10,067,200	\$ 7,815,900	\$ 3,710,900	\$ 8,026,600	\$ 210,700	2.7%	\$ 9,119,300
<b>Grand Total</b>	<b>\$ 10,067,200</b>	<b>\$ 7,815,900</b>	<b>\$ 3,710,900</b>	<b>\$ 8,026,600</b>	<b>\$ 210,700</b>	<b>2.7%</b>	<b>\$ 9,119,300</b>

### Personnel Budget

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

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

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

#### *Staffing Plan – Number of Positions*

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

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

#### *Full-time Equivalent*

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

*Personnel Budget* - The following tables present the Facility Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 1,279,800	\$ 1,321,600	\$ 674,800	\$ 1,441,700	\$ 120,100	9.1%	\$ 1,749,200
2.3 Overtime	55,200	15,000	25,700	30,000	15,000	100.0%	30,000
2.4 Employee Benefits	412,100	474,200	228,700	497,000	22,800	4.8%	614,400
<b>Grand Total</b>	<b>\$ 1,747,100</b>	<b>\$ 1,810,800</b>	<b>\$ 929,200</b>	<b>\$ 1,968,700</b>	<b>\$ 157,900</b>	<b>8.7%</b>	<b>\$ 2,393,600</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Facility Operations	\$ 1,747,100	\$ 1,810,800	\$ 929,200	\$ 1,968,700	\$ 157,900	8.7%	\$ 2,393,600
<b>Grand Total</b>	<b>\$ 1,747,100</b>	<b>\$ 1,810,800</b>	<b>\$ 929,200</b>	<b>\$ 1,968,700</b>	<b>\$ 157,900</b>	<b>8.7%</b>	<b>\$ 2,393,600</b>

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

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

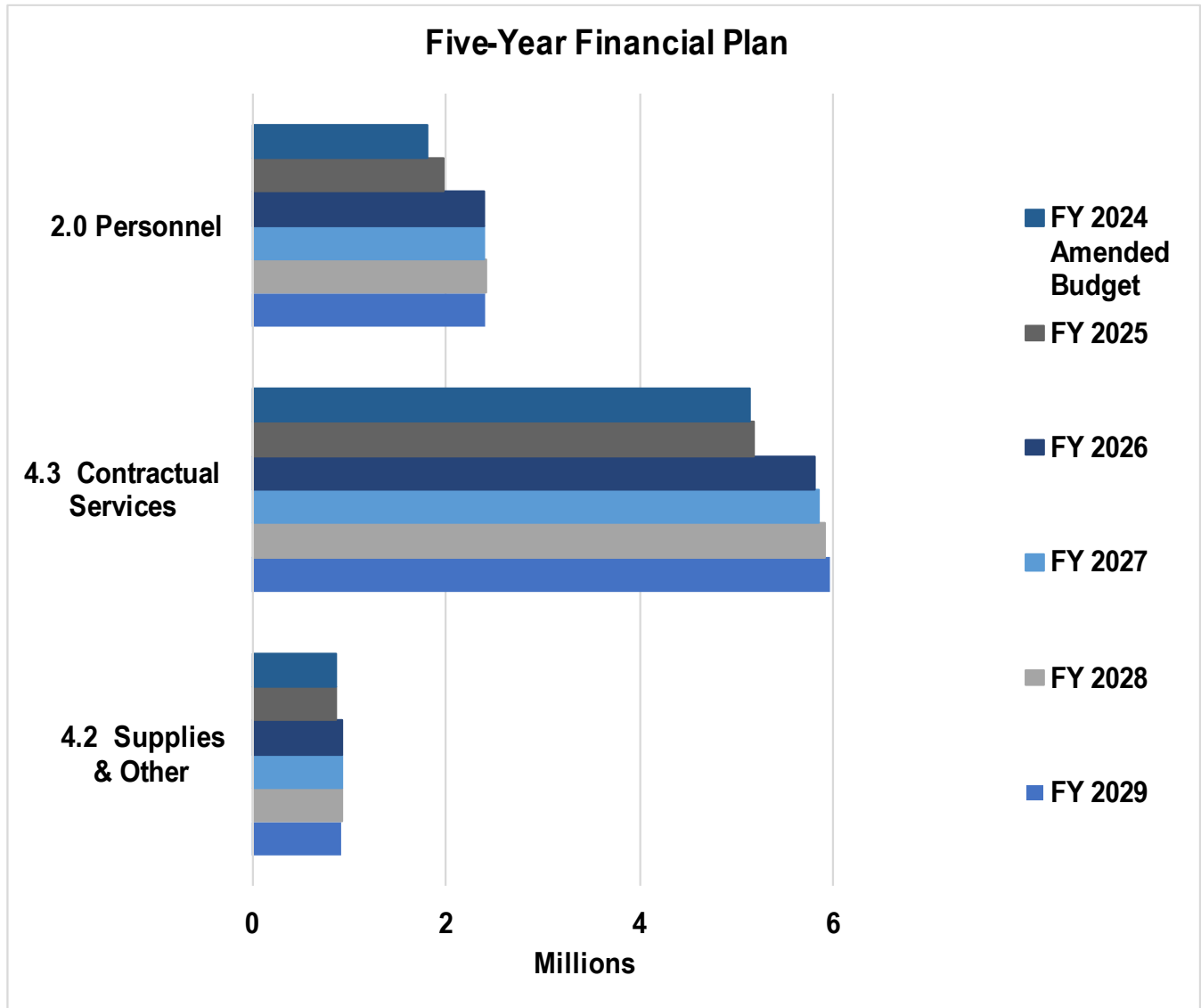
*Personnel – Five-Year Financial Plan by Team*

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

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

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

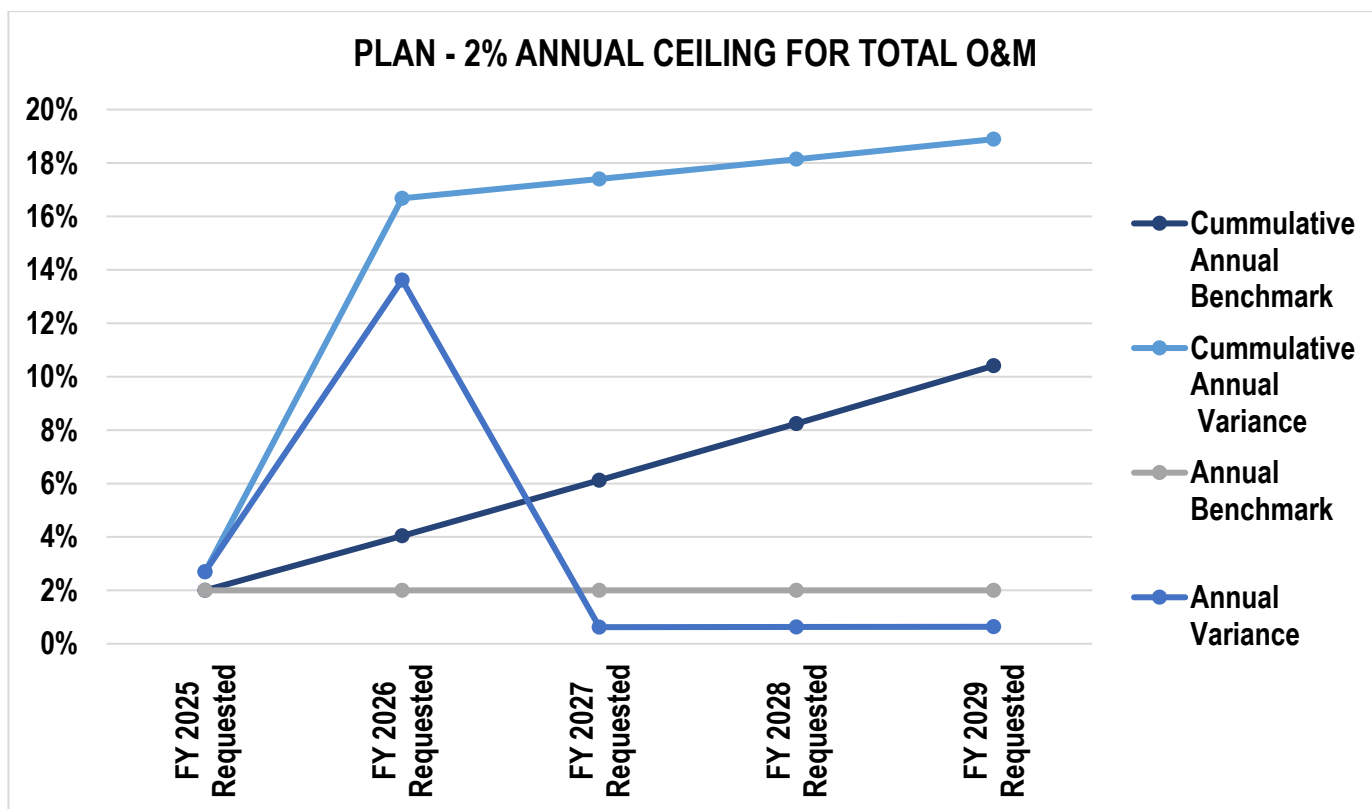


*Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Facility Operations	\$ 10,067,200	\$ 7,815,900	\$ 8,026,600	\$ 9,119,300	\$ 9,176,000	\$ 9,233,700	\$ 9,292,500
<b>Grand Total</b>	<b>\$ 10,067,200</b>	<b>7,815,900</b>	<b>\$ 8,026,600</b>	<b>\$ 9,119,300</b>	<b>\$ 9,176,000</b>	<b>\$ 9,233,700</b>	<b>\$ 9,292,500</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 18.9%. This is above the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment). The large increase in FY 2026 is related to an increase in contractual services for a grounds maintenance contract and an increase in FTE as vacancies are filled.



### Capital Outlay

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

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

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

*Five-Year Capital Outlay Plan by Funding Source*

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

*Five-Year Capital Outlay Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Facility Operations	\$ 96,200	\$ 30,000	\$ 90,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<b>Grand Total</b>	<b>\$ 96,200</b>	<b>\$ 30,000</b>	<b>\$ 90,000</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. Because many of GLWA’s initiatives expand multiple years, this planning document provides the information to smooth out expenses over time and/or plan for annual fluctuations.

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

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

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

### Fleet Operations Contracts

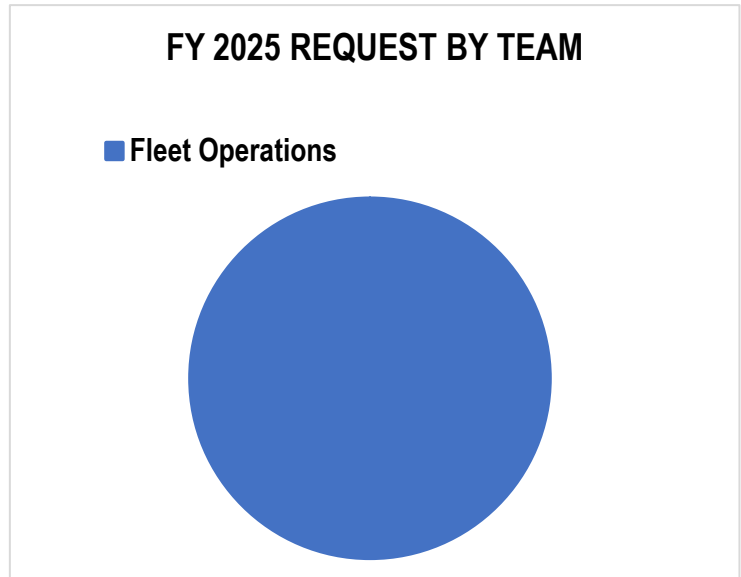
The Fleet Operations budget contains several contractual services to ensure that vehicles are in safe, operable conditions while controlling costs, productivity, and fuel management. The table below includes the key contracts for these services. Budgeted amounts beyond contract date are estimates for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

#### Significant Contracts

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

**Organization**

The Fleet Operations area has one team.

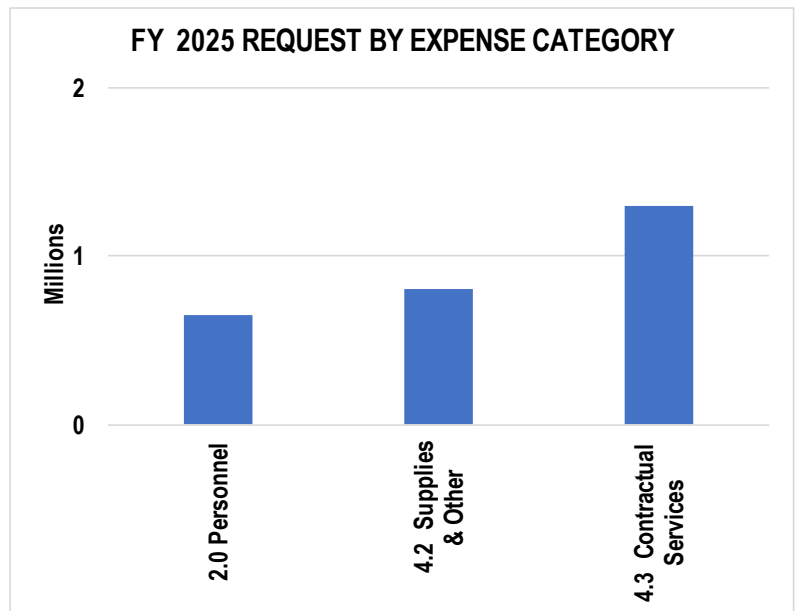


**Expense Categories**

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

- Personnel
- Supplies & Other
- Contractual Services

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



### Biennial Budget Request

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

- ❖ Personnel increase of \$28,300 to account for the addition of a second part-time fleet driver to assist with shuttle service and moving vehicles.
- ❖ Supplies & Other: Increase of \$75,200 due to continued rising cost of fuel.
- ❖ Contractual Services: Reduction of \$15,000 is based on the expected spend. Note that the negative balance of \$94,500 in FY 2023 is related to an accrual adjustment of \$1.5 million spanning multiple years for the OPS-001 fleet shared services provided by DWSD.

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 465,800	\$ 618,000	\$ 273,000	\$ 646,300	\$ 28,300	4.6%	\$ 647,800
4.2 Supplies & Other	606,300	728,300	336,300	803,500	75,200	10.3%	803,500
4.3 Contractual Services	(94,500)	1,317,100	746,500	1,302,100	(15,000)	-1.1%	1,330,000
<b>Grand Total</b>	<b>\$ 977,600</b>	<b>\$ 2,663,400</b>	<b>\$ 1,355,800</b>	<b>\$ 2,751,900</b>	<b>\$ 88,500</b>	<b>3.3%</b>	<b>\$ 2,781,300</b>

#### *Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Fleet Operations	\$ 977,600	\$ 2,663,400	\$ 1,355,800	\$ 2,751,900	\$ 88,500	3.3%	\$ 2,781,300
<b>Grand Total</b>	<b>\$ 977,600</b>	<b>\$ 2,663,400</b>	<b>\$ 1,355,800</b>	<b>\$ 2,751,900</b>	<b>\$ 88,500</b>	<b>3.3%</b>	<b>\$ 2,781,300</b>

### Personnel Budget

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

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

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

#### *Staffing Plan – Number of Positions*

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

*Full-time 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.

*Full-time Equivalent*s

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

*Personnel Budget* - The following tables present the Fleet Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 358,800	\$ 459,100	\$ 211,100	\$ 472,300	\$ 13,200	2.9%	\$ 472,300
2.4 Employee Benefits	107,000	158,900	61,900	174,000	15,100	9.5%	175,500
<b>Grand Total</b>	<b>\$ 465,800</b>	<b>\$ 618,000</b>	<b>\$ 273,000</b>	<b>\$ 646,300</b>	<b>\$ 28,300</b>	<b>4.6%</b>	<b>\$ 647,800</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Fleet Operations	\$ 465,800	\$ 618,000	\$ 273,000	\$ 646,300	\$ 28,300	4.6%	\$ 647,800
<b>Grand Total</b>	<b>\$ 465,800</b>	<b>\$ 618,000</b>	<b>\$ 273,000</b>	<b>\$ 646,300</b>	<b>\$ 28,300</b>	<b>4.6%</b>	<b>\$ 647,800</b>

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

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

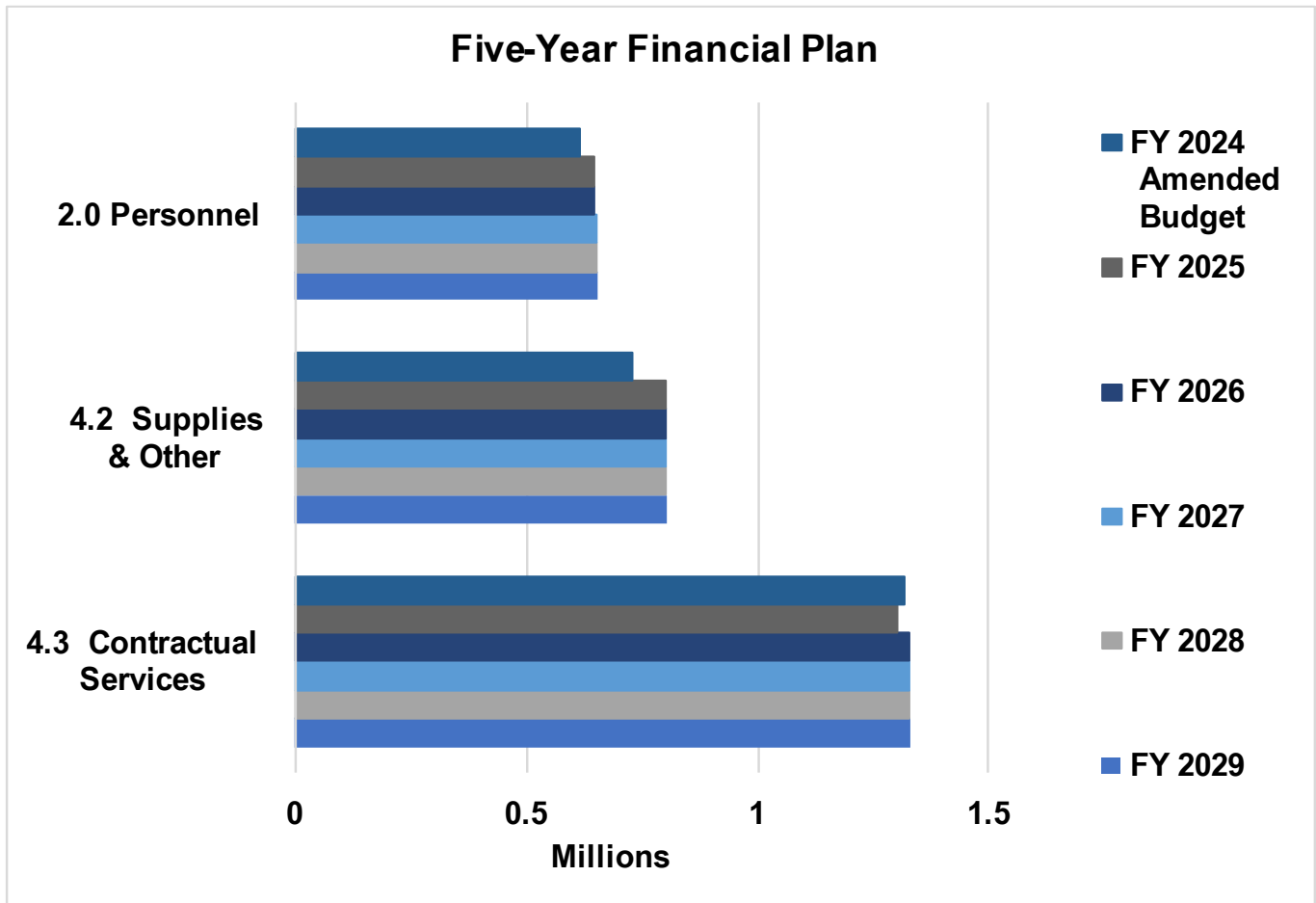
*Personnel – Five-Year Financial Plan by Team*

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

### Five-Year Financial Plan

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

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

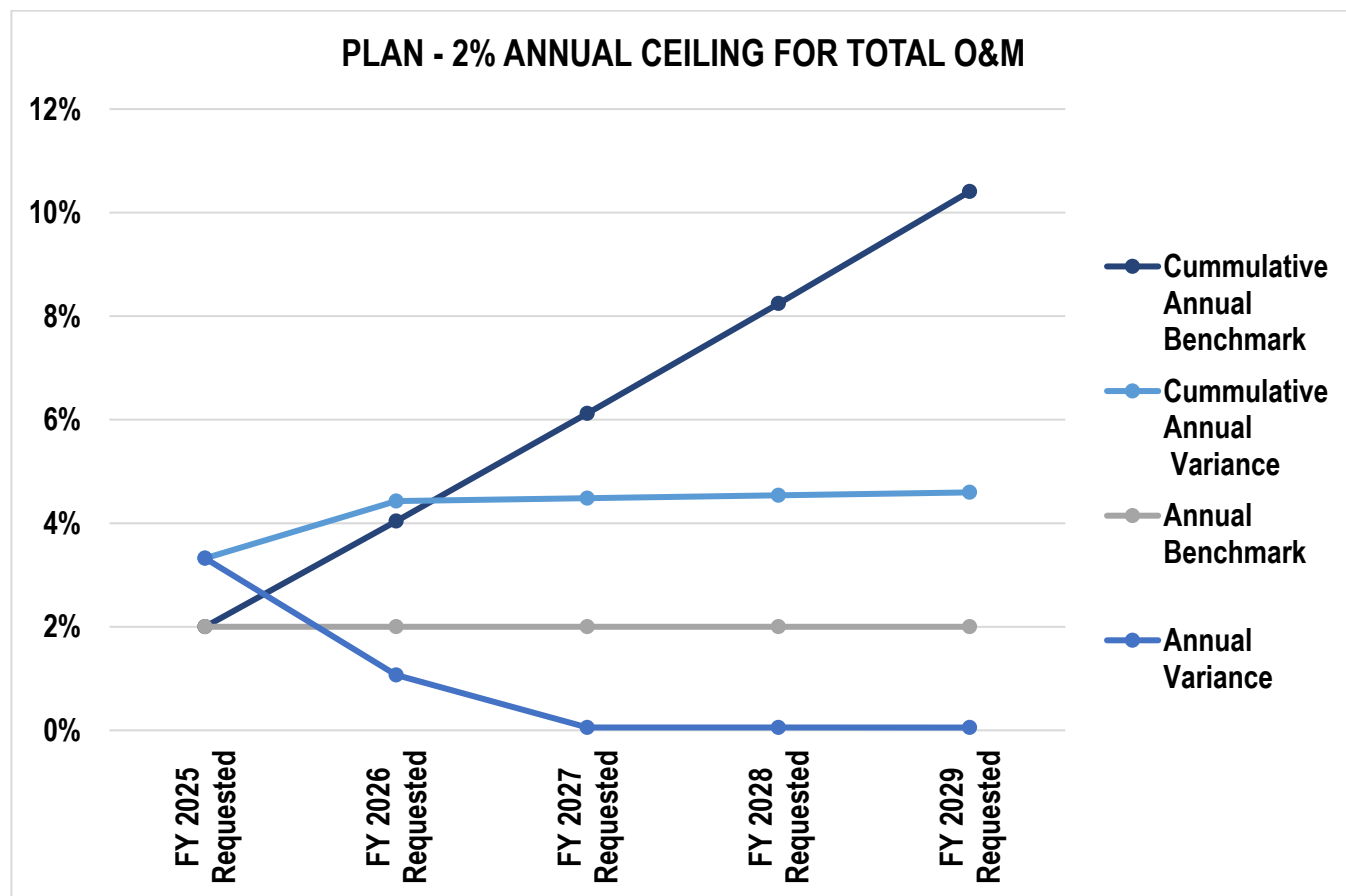


#### Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Fleet Operations	\$ 977,600	\$ 2,663,400	\$ 2,751,900	\$ 2,781,300	\$ 2,782,800	\$ 2,784,300	\$ 2,785,800
<b>Grand Total</b>	<b>\$ 977,600</b>	<b>2,663,400</b>	<b>\$ 2,751,900</b>	<b>\$ 2,781,300</b>	<b>\$ 2,782,800</b>	<b>\$ 2,784,300</b>	<b>\$ 2,785,800</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 4.6%, which is within the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



### Capital Outlay

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

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

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

*Five-Year Capital Outlay Plan by Funding Source*

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

*Five-Year Capital Outlay Plan by Team*

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

**Line-Item Budget and Financial Plan**

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

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

### Field Service Operations

The Field Service Operations area is responsible for ensuring reliable transmission of water and the collection of combined storm water and wastewater. Field Service Operations maintains 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 the 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

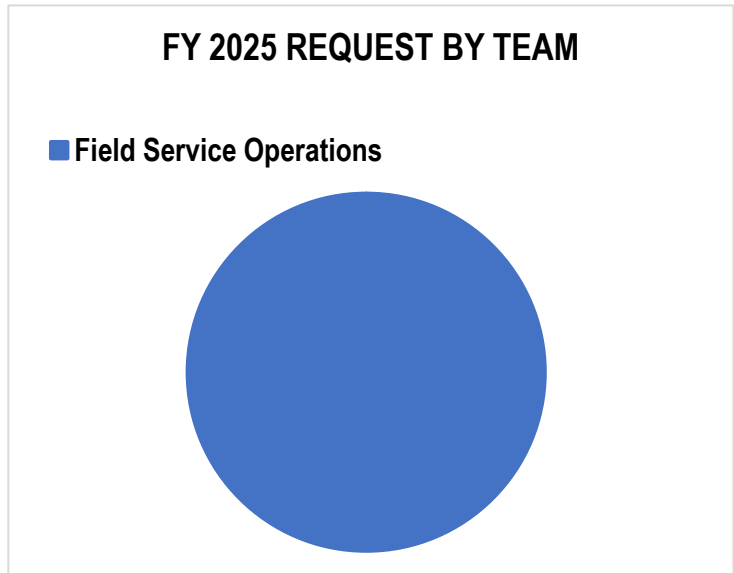
The Field Service Operations budget contains several contractual services to assess the current condition of water transmission mains, repair sewers, installation, or to maintain equipment and systems. The table below details the key contracts for these services. Budgeted amounts beyond contract date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

#### Significant Contracts

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

**Organization**

The Field Services Operations area has one team.

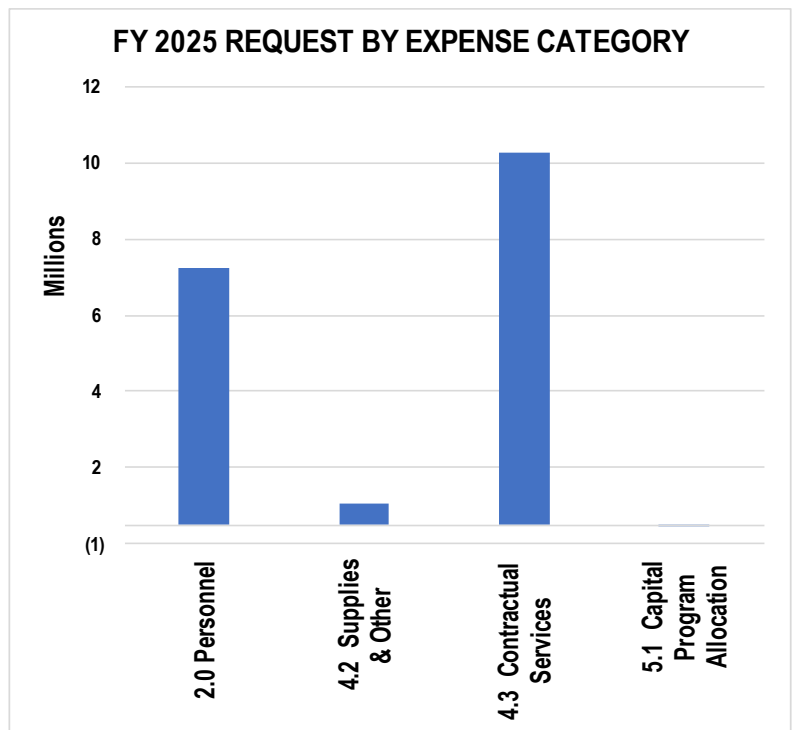


**Expense Categories**

The two major expense categories of Field Service Operations expenses in the operations and maintenance budget are:

- Contractual Services
- Personnel

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



### Biennial Budget Request

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

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

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 6,613,600	\$ 6,337,400	\$ 3,299,600	\$ 6,735,300	\$ 397,900	6.3%	\$ 7,098,700
4.2 Supplies & Other	621,800	553,600	307,800	567,600	14,000	2.5%	567,600
4.3 Contractual Services	11,794,200	11,269,100	7,816,000	9,769,100	(1,500,000)	-13.3%	13,503,700
5.1 Capital Program Allocation	-	-	(11,700)	(18,400)	(18,400)	0.0%	(18,400)
5.2 Shared Services	(26,400)	(18,000)	17,700	-	18,000	-100.0%	-
5.5 Intergovernmental Agreement	(412,900)	-	(27,000)	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 18,590,300</b>	<b>\$ 18,142,100</b>	<b>\$ 11,402,400</b>	<b>\$ 17,053,600</b>	<b>\$ (1,088,500)</b>	<b>-6.0%</b>	<b>\$ 21,151,600</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Field Service Operations	\$ 18,590,300	\$ 18,142,100	\$ 11,402,400	\$ 17,053,600	\$ (1,088,500)	-6.0%	\$ 21,151,600
<b>Grand Total</b>	<b>\$ 18,590,300</b>	<b>\$ 18,142,100</b>	<b>\$ 11,402,400</b>	<b>\$ 17,053,600</b>	<b>\$ (1,088,500)</b>	<b>-6.0%</b>	<b>\$ 21,151,600</b>

### Personnel Budget

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

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

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

#### Staffing Plan – Number of Positions

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

*Full-time 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 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Field Service Operations	68.00	66.25	68.00	71.00	71.00	71.00	71.00

*Personnel Budget* - The following tables present the Field Service Operations personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 3,754,100	\$ 3,664,600	\$ 1,882,500	\$ 3,958,900	\$ 294,300	8.0%	\$ 4,131,400
2.2 Workforce Development	371,400	358,400	191,200	374,000	15,600	4.4%	413,500
2.3 Overtime	897,800	700,000	391,200	700,000	-	0.0%	760,000
2.4 Employee Benefits	1,590,300	1,614,400	834,700	1,702,400	88,000	5.5%	1,793,800
<b>Grand Total</b>	<b>\$ 6,613,600</b>	<b>\$ 6,337,400</b>	<b>\$ 3,299,600</b>	<b>\$ 6,735,300</b>	<b>\$ 397,900</b>	<b>6.3%</b>	<b>\$ 7,098,700</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Field Service Operations	\$ 6,613,600	\$ 6,337,400	\$ 3,299,600	\$ 6,735,300	\$ 397,900	6.3%	\$ 7,098,700
<b>Grand Total</b>	<b>\$ 6,613,600</b>	<b>\$ 6,337,400</b>	<b>\$ 3,299,600</b>	<b>\$ 6,735,300</b>	<b>\$ 397,900</b>	<b>6.3%</b>	<b>\$ 7,098,700</b>

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

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

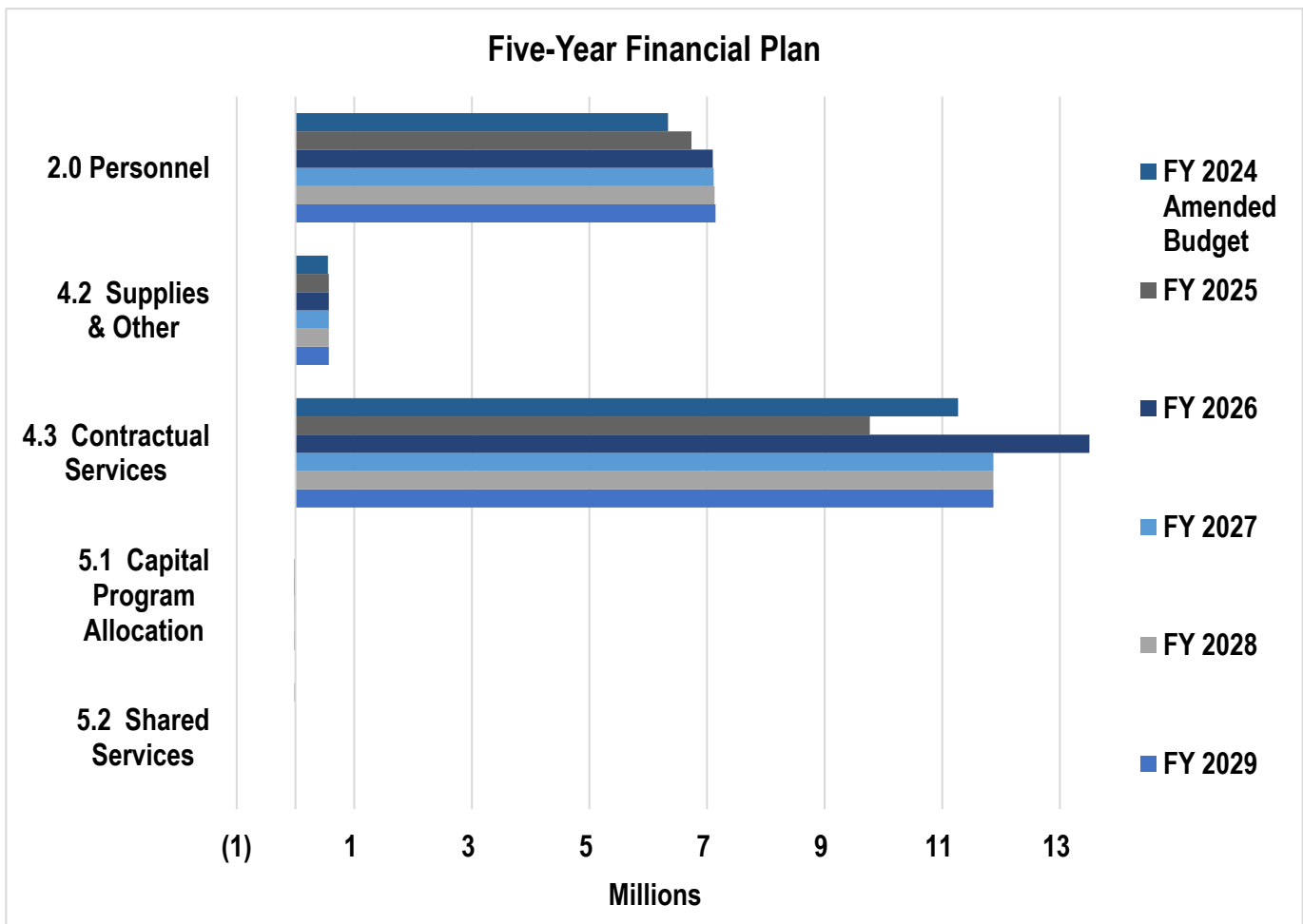
*Personnel – Five-Year Financial Plan by Team*

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

**Five Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

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

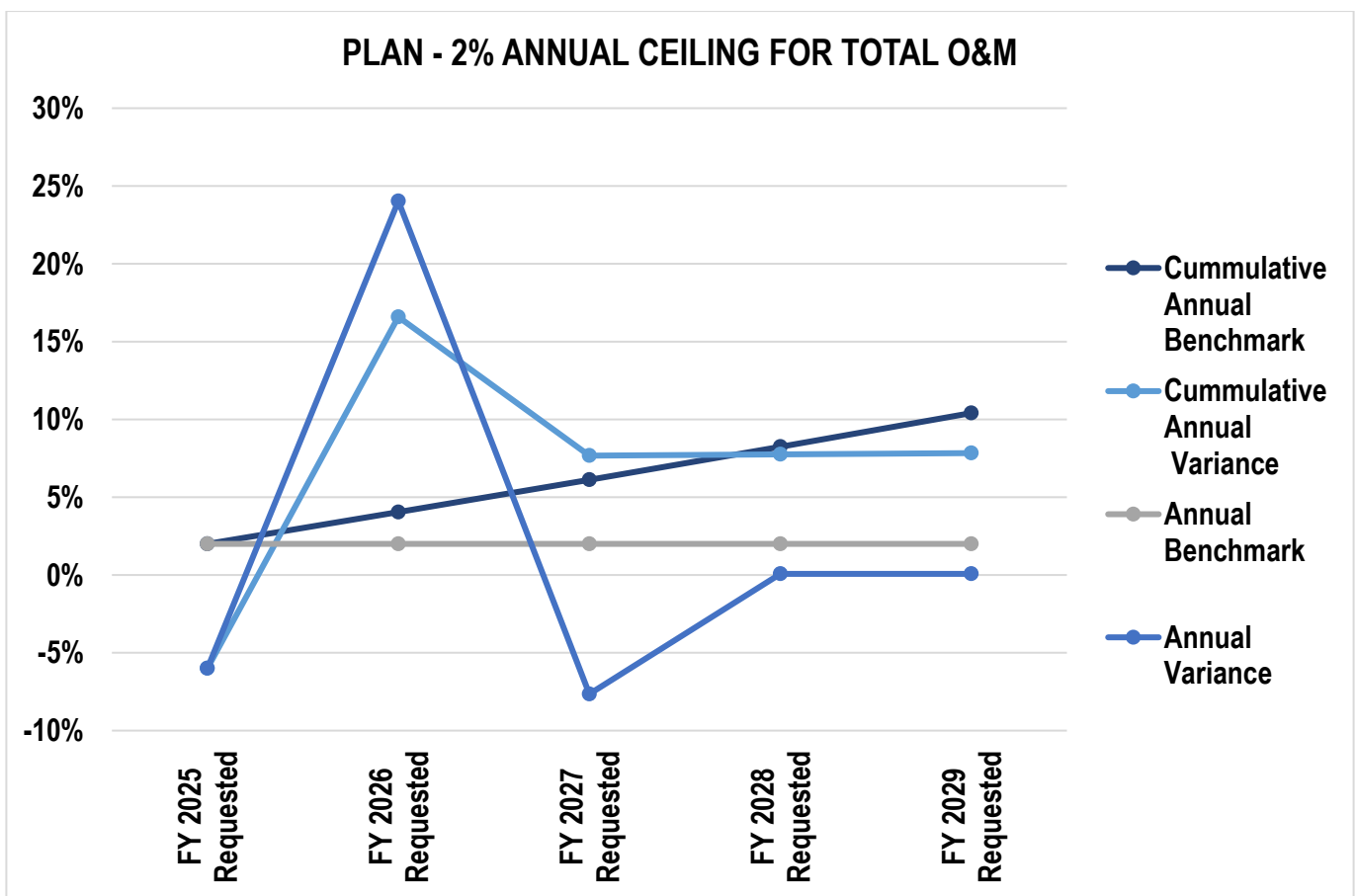


### Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Field Service Operations	\$ 18,590,300	\$ 18,142,100	\$ 17,053,600	\$ 21,151,600	\$ 19,533,900	\$ 19,549,000	\$ 19,564,000
<b>Grand Total</b>	<b>\$ 18,590,300</b>	<b>18,142,100</b>	<b>\$ 17,053,600</b>	<b>\$ 21,151,600</b>	<b>\$ 19,533,900</b>	<b>\$ 19,549,000</b>	<b>\$ 19,564,000</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 7.8% which is within the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



### Capital Outlay

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

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

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

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

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

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

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



### Line-Item Budget and Financial Plan

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

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

### Energy, Research & Innovation

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

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

### Strategic Initiatives

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

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

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

### Energy, Research & Innovation Contracts

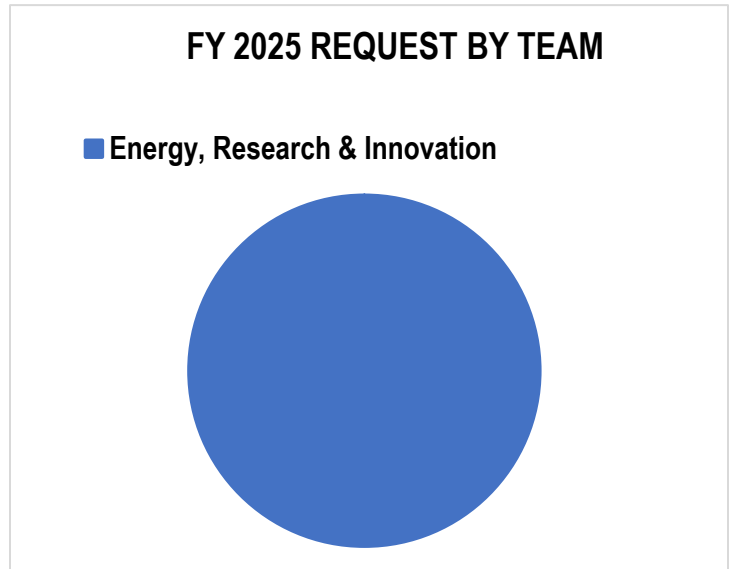
The Energy, Research & Innovation budget contains several contractual services to assess the current innovation environment. Programs are tailored to organizational expectations and resources of GLWA. Budgeted amounts beyond contract date are estimates for future study updates or subsequent implementation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

#### Significant Contracts

Project Description	Assistance Optimizing WRRF Performance	Development of WRRF Simulation Tool	Smart Pipes	Drinking Water Contaminant Prioritization Framework	Surveillance of Detroit Wastewater for Disease	Pilot Plant Research and Collaboration Services	Pipe Management Program	Spatial Rainfall Analysis	Total of Significant Contracts
Prime Consultant or Supplier	Regents of the University of Michigan	Regents of the University of Michigan	Regents of the University of Michigan	Michigan State University	Michigan State University	Wayne State University	Wayne State University	University of Wisconsin	
Contract #	2203703	2300721	2102864	2203501	2301009	2104064	2303476	2202372	
Contract Amount	\$ 280,000	\$ 497,919	\$ 590,179	\$ 519,254	\$ 289,949	\$ 584,114	\$ 481,234	\$ 346,751	
Contract End Date	06/01/27	08/31/27	06/30/24	01/31/26	n/a	02/28/25	n/a	07/13/26	
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	Sewer	Sewer	Water	Water	Sewer	Water	Water	Water	
Pre-FY 2023 Spend	\$ -	\$ -	\$ 431,190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 431,190
Pre-FY 2023 Average Spend	\$ -	\$ -	\$ 139,845	\$ -	\$ -	\$ -	\$ -	\$ -	
FY 2023 Actual	-	-	148,243	-	-	82,759	-	-	231,002
FY 2024 Amended	70,000	-	200,000	166,000	-	-	-	-	436,000
<b>FY 2025 Requested</b>	<b>62,000</b>	<b>122,000</b>	<b>122,500</b>	<b>127,500</b>	<b>145,000</b>	<b>135,000</b>	<b>150,000</b>	<b>116,000</b>	<b>980,000</b>
FY 2026 Requested	73,000	138,000	130,000	135,000	48,000	135,000	150,000	116,000	925,000
FY 2027 Requested	73,000	142,000	117,500	121,500	-	95,000	150,000	16,000	715,000
FY 2028 Requested	-	-	-	-	-	-	-	-	-
FY 2029 Requested	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 278,000</b>	<b>\$ 402,000</b>	<b>\$ 1,149,433</b>	<b>\$ 550,000</b>	<b>\$ 193,000</b>	<b>\$ 447,759</b>	<b>\$ 450,000</b>	<b>\$ 248,000</b>	<b>\$ 3,718,192</b>

**Organization**

The Energy, Research & Innovation area has one team.



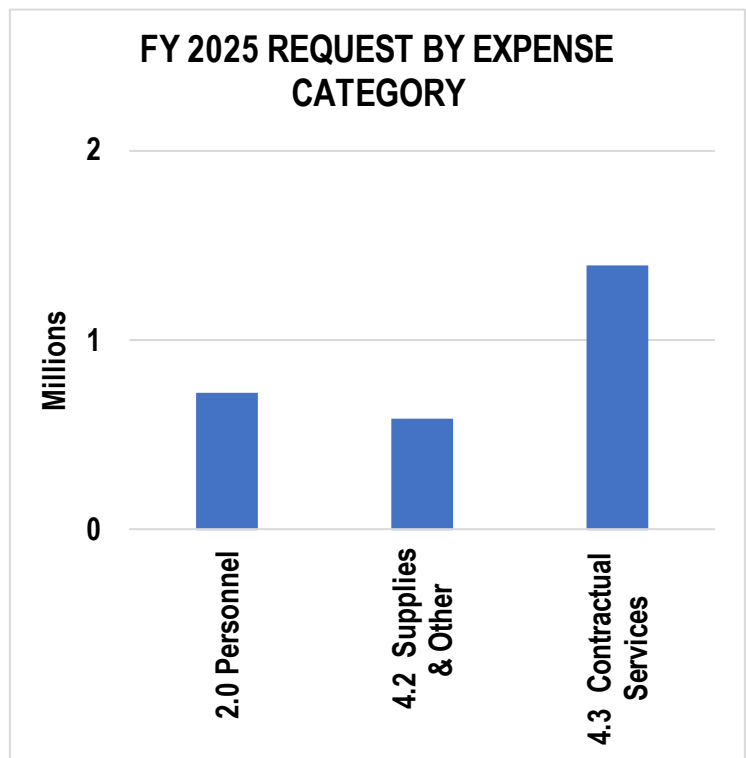
**Expense Categories**

The two major categories of the Energy, Research, & Innovation operations and maintenance budget are:

- ❖ Contractual Services
- ❖ Personnel

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

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



The Energy, Research & Innovation Area is reaching a steady state in staffing. As a result of progress in staff placement, there was a restructuring of current positions to accommodate the higher level of

expertise required, to support the day-to-day operational decision-making needs, and to reduce the utilization of contracts. Accordingly, personnel costs are the second largest expense category.

### Biennial Budget Request

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

- ❖ The move of an Energy Manager and three Management Professional positions to Systems Resiliency resulted in a decrease of \$256,300 in the Personnel expense category.
- ❖ Supplies & Other increased \$27,500 mainly due to an increased spend in the subcategories of operating supplies and membership, licenses & subscriptions.
- ❖ Contractual Services increased \$66,300 based on the current open projects.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 756,600	\$ 982,000	\$ 355,000	\$ 725,700	\$ (256,300)	-26.1%	\$ 698,100
4.2 Supplies & Other	511,900	558,600	250,300	586,100	27,500	4.9%	586,100
4.3 Contractual Services	1,343,300	1,326,600	961,500	1,392,900	66,300	5.0%	1,583,900
<b>Grand Total</b>	<b>\$ 2,611,800</b>	<b>\$ 2,867,200</b>	<b>\$ 1,566,800</b>	<b>\$ 2,704,700</b>	<b>\$ (162,500)</b>	<b>-5.7%</b>	<b>\$ 2,868,100</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Energy, Research & Innovation	\$ 2,611,800	\$ 2,867,200	\$ 1,566,800	\$ 2,704,700	\$ (162,500)	-5.7%	\$ 2,868,100
<b>Grand Total</b>	<b>\$ 2,611,800</b>	<b>\$ 2,867,200</b>	<b>\$ 1,566,800</b>	<b>\$ 2,704,700</b>	<b>\$ (162,500)</b>	<b>-5.7%</b>	<b>\$ 2,868,100</b>

### Personnel Budget

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

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

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

#### Staffing Plan – Number of Positions

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

*Full-time 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 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Energy, Research & Innovation	8.25	7.50	5.00	5.00	5.00	5.00	5.00

*Personnel Budget* - The following tables present the Energy, Research and Innovation personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 547,800	\$ 751,400	\$ 240,400	\$ 514,100	\$ (237,300)	-31.6%	\$ 514,100
2.2 Workforce Development	40,000	-	37,900	55,500	55,500	0.0%	26,900
2.4 Employee Benefits	168,800	230,600	76,700	156,100	(74,500)	-32.3%	157,100
<b>Grand Total</b>	<b>\$ 756,600</b>	<b>\$ 982,000</b>	<b>\$ 355,000</b>	<b>\$ 725,700</b>	<b>\$ (256,300)</b>	<b>-26.1%</b>	<b>\$ 698,100</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Energy, Research & Innovation	\$ 756,600	\$ 982,000	\$ 355,000	\$ 725,700	\$ (256,300)	-26.1%	\$ 698,100
<b>Grand Total</b>	<b>\$ 756,600</b>	<b>\$ 982,000</b>	<b>\$ 355,000</b>	<b>\$ 725,700</b>	<b>\$ (256,300)</b>	<b>-26.1%</b>	<b>\$ 698,100</b>

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

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

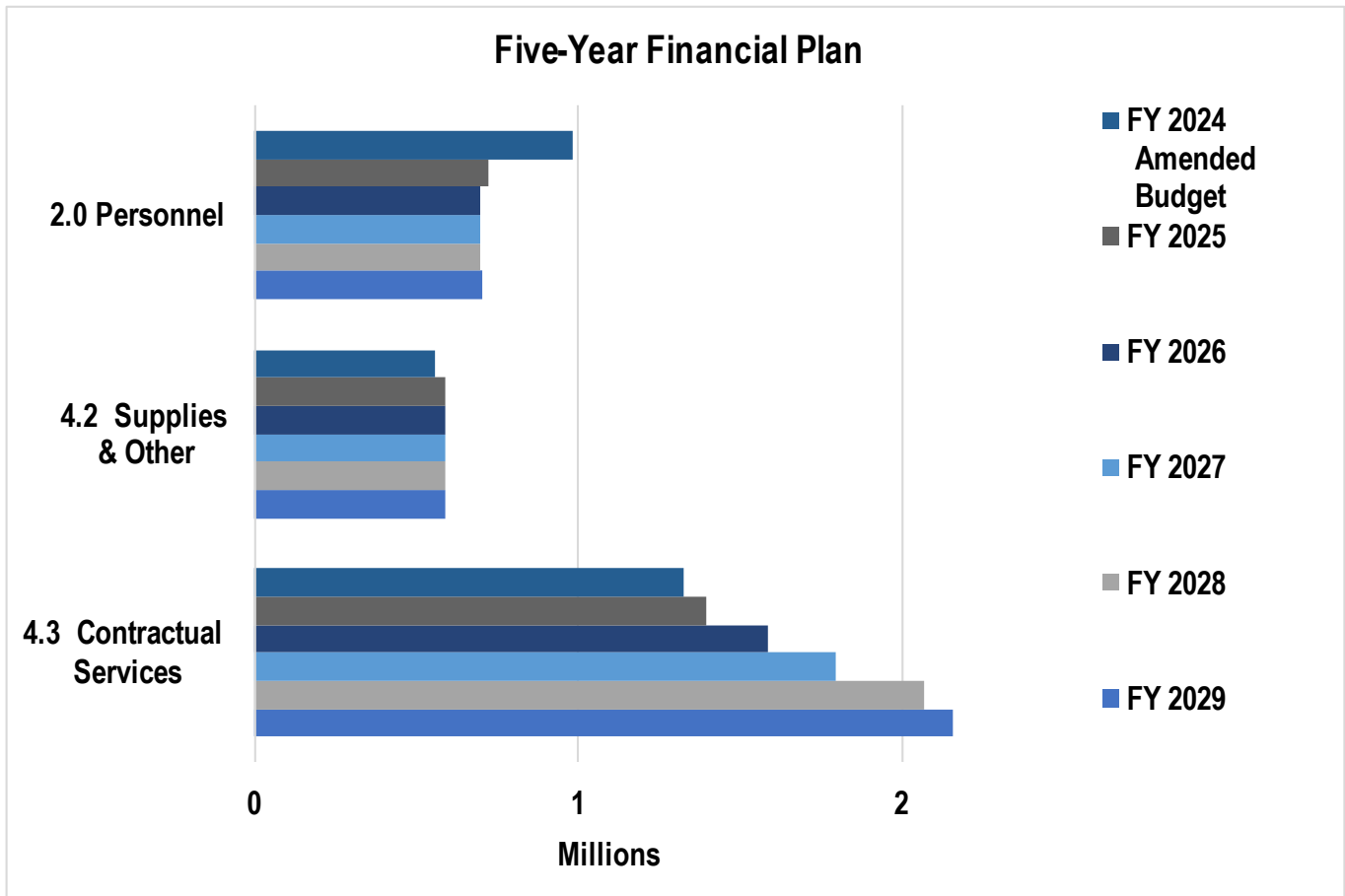
*Personnel – Five-Year Financial Plan by Team*

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

### Five-Year Financial Plan

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

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

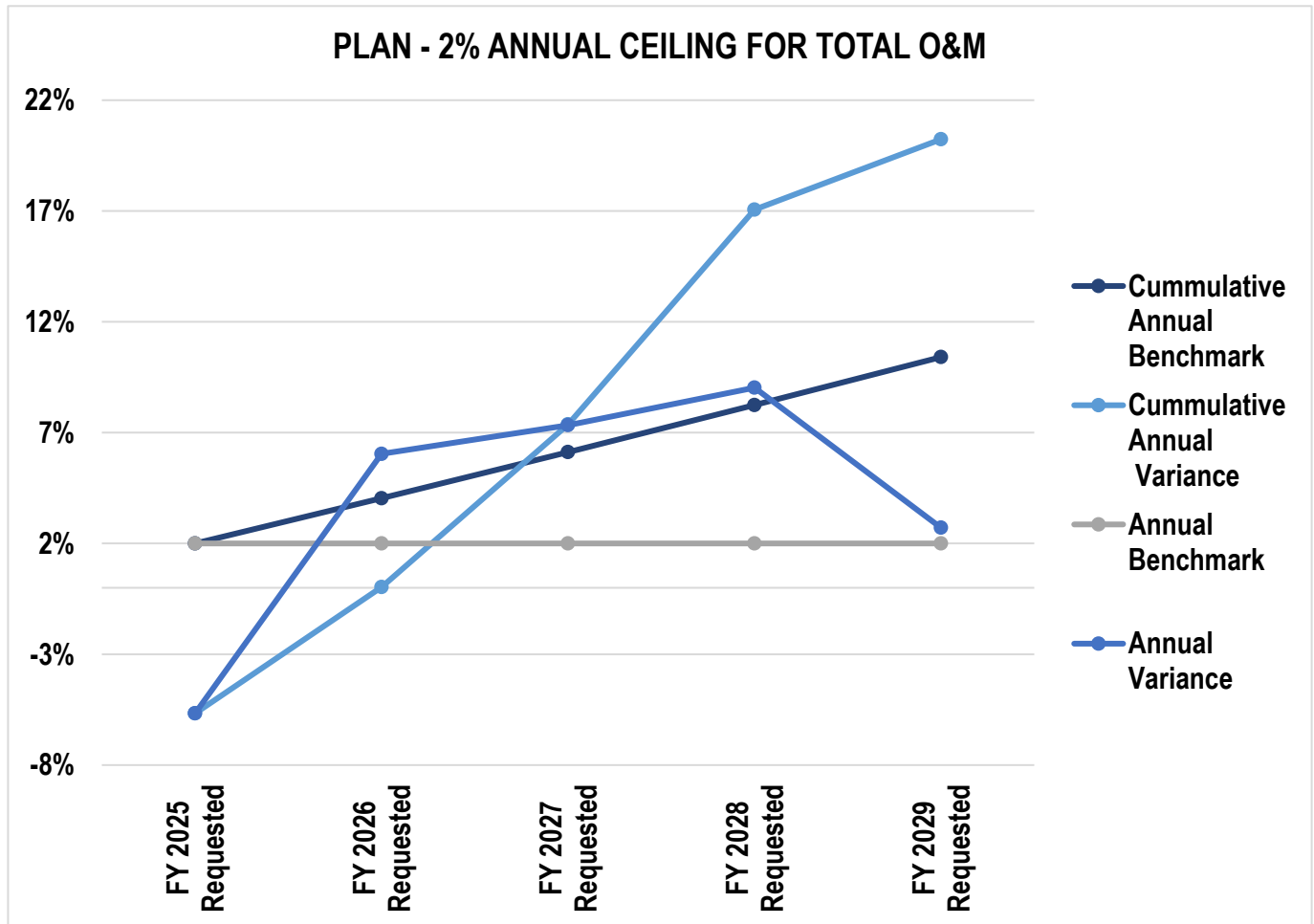


#### Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Energy, Research & Innovation	\$ 2,611,800	\$ 2,867,200	\$ 2,704,700	\$ 2,868,100	\$ 3,078,500	\$ 3,356,400	\$ 3,447,400
<b>Grand Total</b>	<b>\$ 2,611,800</b>	<b>2,867,200</b>	<b>\$ 2,704,700</b>	<b>\$ 2,868,100</b>	<b>\$ 3,078,500</b>	<b>\$ 3,356,400</b>	<b>\$ 3,447,400</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 20.2% primarily due to increased budget in contractual services for future projects, partially offset by lower personnel spending due to headcount reduction, which is above the entity-wide goal of a cumulative ceiling of no more than 10.4% for planning purposes (based upon an annual 2% adjustment).



**Capital Outlay**

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

*Five-Year Capital Outlay Plan by Asset Category*

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

*Five-Year Capital Outlay Plan by Funding Source*

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

*Five-Year Capital Outlay Plan by Team*

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

**Line-Item Budget and Financial Plan**

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

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

## Transformation

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

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

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

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

## Strategic Initiatives

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

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

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

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

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

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

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

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

**Organization**

The Transformation area has one team.

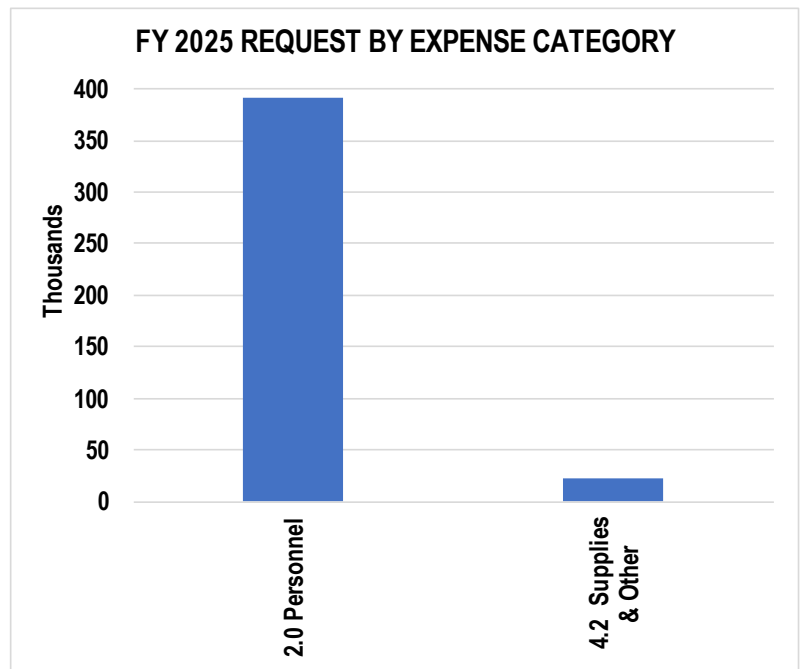


**Expense Categories**

The Transformation area consists of two expense categories:

- ❖ Personnel
- ❖ Supplies & Other

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



### Biennial Budget Request

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

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

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 607,000	\$ 706,100	\$ 210,200	\$ 391,400	\$ (314,700)	-44.6%	\$ 392,100
4.2 Supplies & Other	7,800	21,900	25,500	\$ 22,400	\$ 500	2.3%	\$ 22,700
4.3 Contractual Services	-	-	10,000	-	-	-	-
<b>Grand Total</b>	<b>\$ 614,800</b>	<b>\$ 728,000</b>	<b>\$ 245,700</b>	<b>\$ 413,800</b>	<b>\$ (314,200)</b>	<b>-43.2%</b>	<b>\$ 414,800</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Transformation	\$ 614,800	\$ 728,000	\$ 245,700	\$ 413,800	\$ (314,200)	-43.2%	\$ 414,800
<b>Grand Total</b>	<b>\$ 614,800</b>	<b>\$ 728,000</b>	<b>\$ 245,700</b>	<b>\$ 413,800</b>	<b>\$ (314,200)</b>	<b>-43.2%</b>	<b>\$ 414,800</b>

### Personnel Budget

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

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

#### Staffing Plan – Number of Positions

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

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

#### Full Time Equivalent

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

*Personnel Budget* - The following tables present the Transformation personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 225,100	\$ 222,800	\$ 120,300	\$ 299,400	\$ 76,600	34.4%	\$ 299,400
2.4 Employee Benefits	63,300	65,500	32,100	92,000	26,500	40.5%	92,700
2.5 Transition Services	318,600	417,800	57,800	-	(417,800)	-100.0%	-
<b>Grand Total</b>	<b>\$ 607,000</b>	<b>\$ 706,100</b>	<b>\$ 210,200</b>	<b>\$ 391,400</b>	<b>\$ (314,700)</b>	<b>-44.6%</b>	<b>\$ 392,100</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Transformation	\$ 607,000	\$ 706,100	\$ 210,200	\$ 391,400	\$ (314,700)	-44.6%	\$ 392,100
<b>Grand Total</b>	<b>\$ 607,000</b>	<b>\$ 706,100</b>	<b>\$ 210,200</b>	<b>\$ 391,400</b>	<b>\$ (314,700)</b>	<b>-44.6%</b>	<b>\$ 392,100</b>

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

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

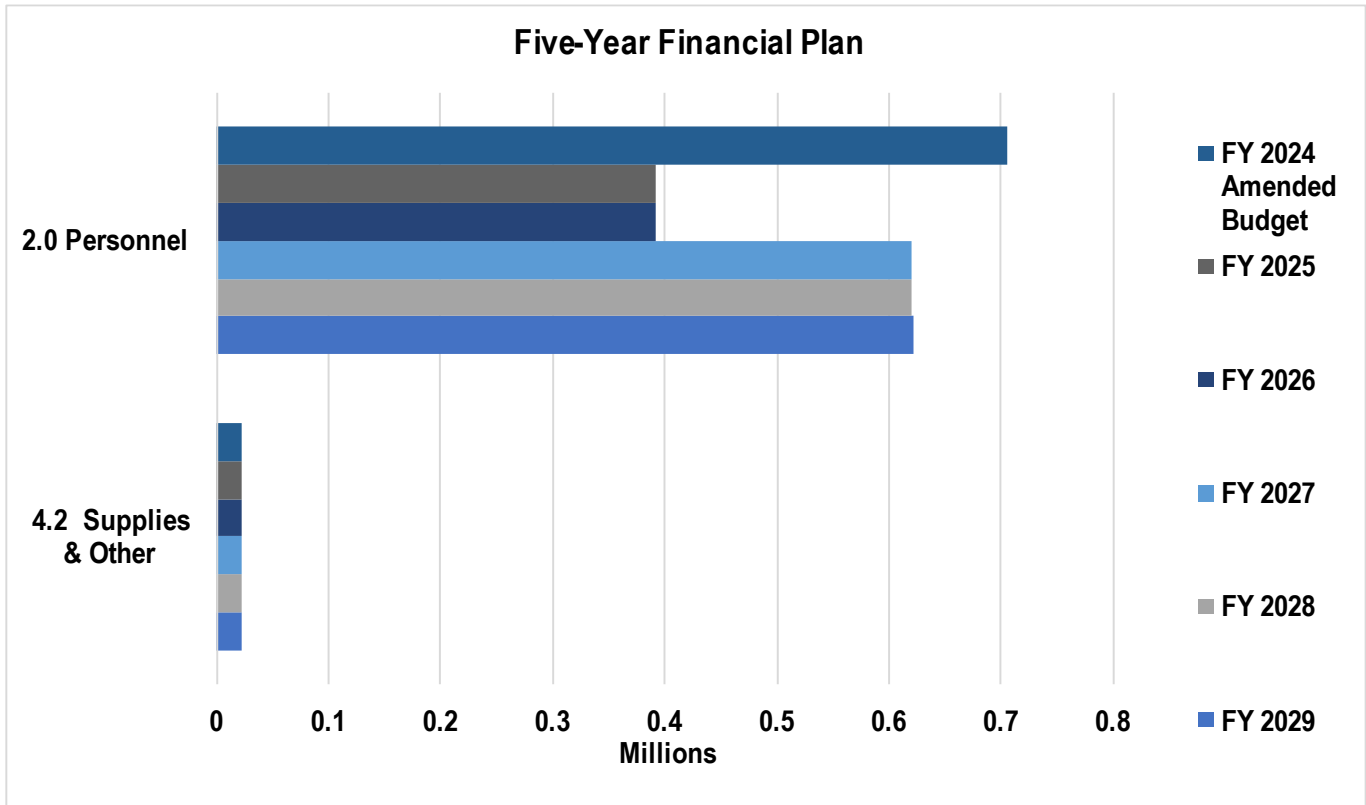
*Personnel – Five-Year Financial Plan by Team*

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

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

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

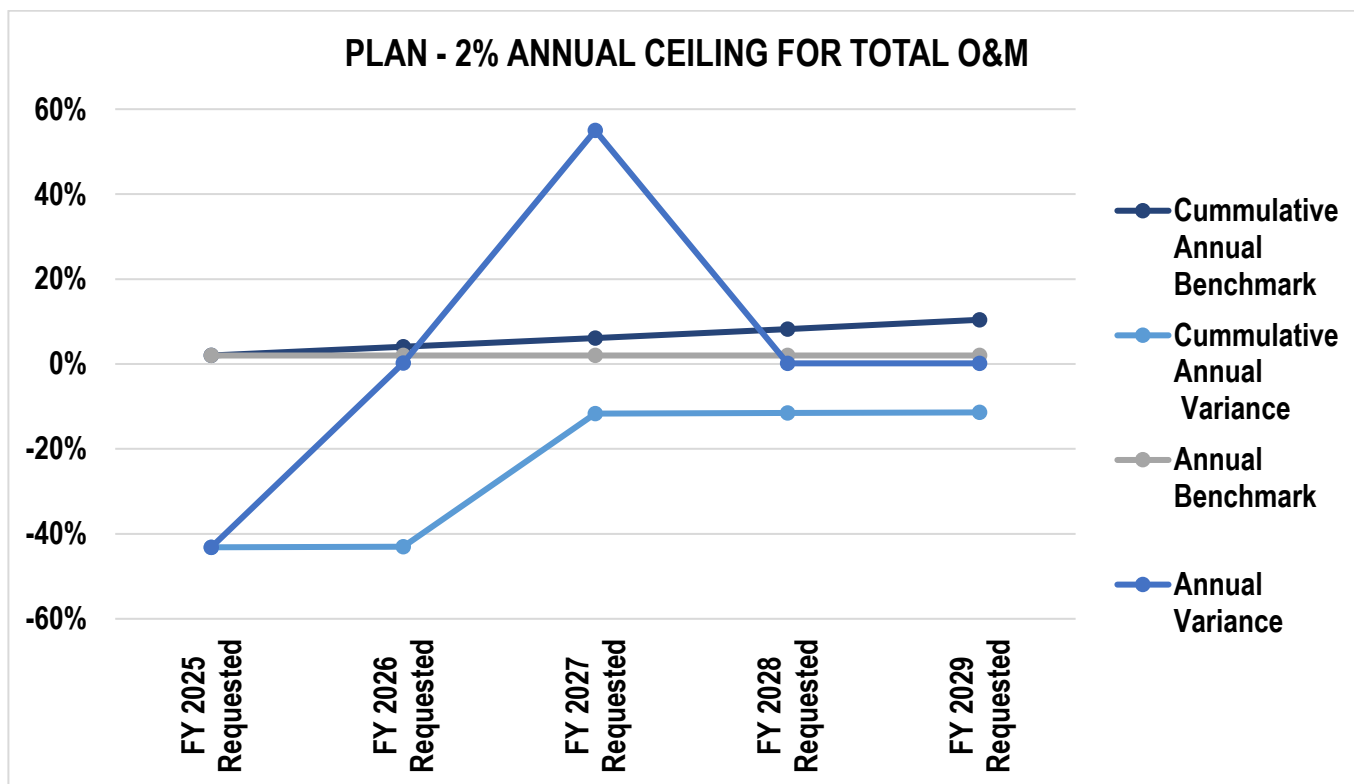


#### Five-Year Financial Plan by Team

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

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

The Transformation area's financial plan reflects a five-year overall decrease of 11.4% due to two full FTE reduced through FY 26 while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment.



### Capital Outlay

Capital Outlay is not a component of the Transformation area.

### Line-Item Budget and Financial Plan

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

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

### Strategic Initiatives

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

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

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

Workday has been selected to replace the current Human Resources (HR) and Finance systems and fully integrate HR, finance, procurement, and reporting functions across the enterprise. Workday will leverage best practices to increase efficiency and effectiveness in reporting and operations and ensure that proper controls and procedures are followed. The implementation phase of the Workday HR modules (Human Capital Management, Payroll, and Time Tracking) has been completed during FY 2024. The modules to support all enterprise financial functions and a new budgeting system will be configured in anticipation of a go-live at the beginning of FY 2025.

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

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

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

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

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

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

### Information Technology Contracts

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

#### Significant Contracts

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

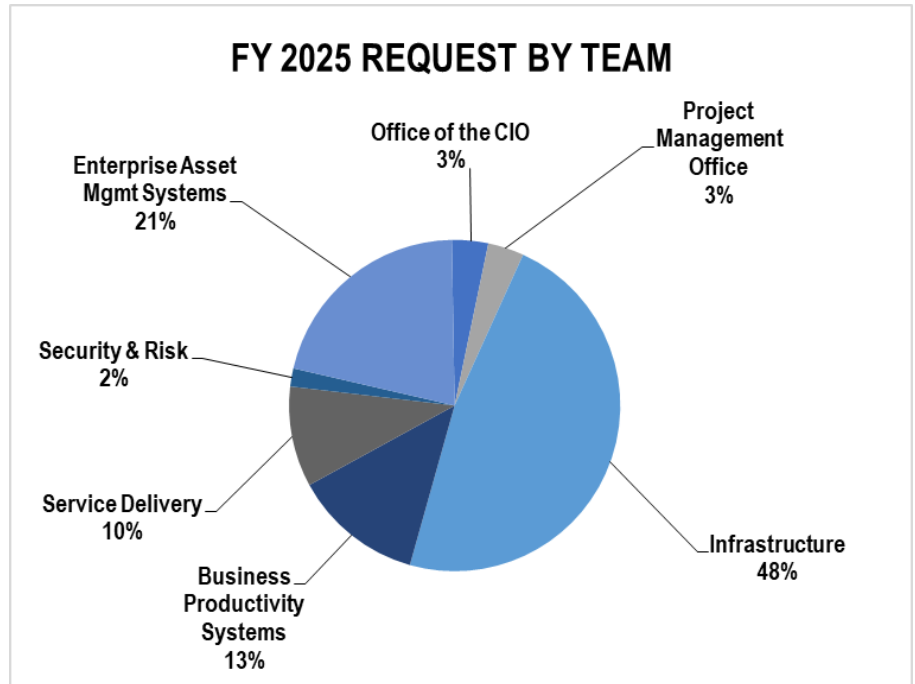
- ❖ **Security & Risk**  
Responsible for deploying security solutions and monitoring the network, systems, and users to secure GLWA's systems and data from cyber threats.

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

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

- ❖ **Business Productivity Systems**  
Leads the development and support of all customer-facing “back office” applications common to all team members including financial and human resource systems, websites/portals, office productivity systems, and electronic document management.

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

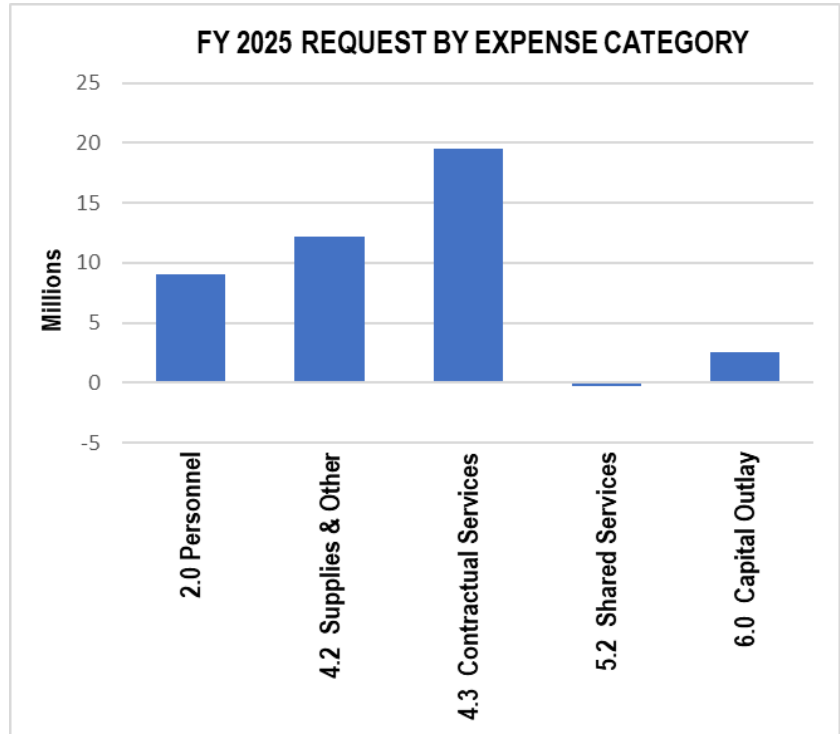


### Expense Categories

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

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

Contractual Services is the largest expense category for FY 2025. Included in this account are the budgets for telecom managed security & network services, data center modernization, and GIS strategic services and support.



### Biennial Budget Request

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

- ❖ The personnel account will increase by \$621,600 in FY 2025 due to an infrastructure administrator position added to the Security & Risk team, and an administrative specialist and service desk analyst budgeted as full-time employees for FY 2025, and a database developer consultant moved to Transition Services for the Business Productivity Systems team.
- ❖ The supplies & other account will decrease by \$1.2 million in FY 2025. The ERP and EAM initiatives are scheduled to be implemented in FY 2024.
- ❖ The contractual services account will decrease by \$238,500 in FY 2025 for contractual support staff. Systems support and subscriptions related to the need to continue to support WAM is projected to decrease as the organization moves toward the GO-Live of the new EAM system and ERP enterprise projects. The other factors include right-sizing contractual support for projects with Smart Water Technology, Trimble, Magnolia Rivers, and GIS OnDemand support.
- ❖ A number of shared services agreements ended with DWSD in FY 2023. There are three service agreements that will continue in a capacity to better reflect the IT services GLWA provides to DWSD. The shared service reimbursements budget line item will increase by \$108,200 compared to FY 2024 due to shared service true ups related to previous years processed in FY 2024.

- ❖ The capital outlay account is decreasing by \$105,000 in FY 2025 due to the reclassification of certain expenses to the Supplies & Other expense category, including Adobe Suite software.

### Biennial Budget Request by Expense Category

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 7,889,800	\$ 8,429,000	\$ 4,306,000	\$ 9,050,600	\$ 621,600	7.4%	\$ 9,872,000
4.2 Supplies & Other	6,646,500	13,383,300	3,287,600	12,226,300	(1,157,000)	-8.6%	9,288,100
4.3 Contractual Services	17,509,100	19,756,700	9,245,900	19,518,200	(238,500)	-1.2%	18,850,900
5.2 Shared Services	(946,500)	(163,200)	233,400	(271,400)	(108,200)	66.3%	(276,800)
6.0 Capital Outlay	943,800	2,648,300	381,300	2,543,300	(105,000)	-4.0%	2,586,300
<b>Grand Total</b>	<b>\$ 32,042,700</b>	<b>\$ 44,054,100</b>	<b>\$ 17,454,200</b>	<b>\$ 43,067,000</b>	<b>\$ (987,100)</b>	<b>-2.2%</b>	<b>\$ 40,320,500</b>

### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Office of the CIO	\$ 1,410,200	\$ 1,565,900	\$ 823,900	\$ 1,527,600	\$ (38,300)	-2.4%	\$ 1,791,900
Project Management Office	1,470,500	1,431,500	731,900	1,514,200	82,700	5.8%	1,517,400
Service Delivery	3,484,800	3,909,400	2,113,400	4,224,600	315,200	8.1%	4,283,900
Infrastructure	16,559,000	18,404,800	9,415,500	20,490,800	2,086,000	11.3%	19,906,100
Business Productivity Systems	3,033,300	8,077,900	1,489,300	5,457,300	(2,620,600)	-32.4%	4,840,600
Enterprise Asset Management Systems	5,731,300	10,344,400	2,639,300	9,092,800	(1,251,600)	-12.1%	7,219,500
Security & Risk	353,600	320,200	240,900	759,700	439,500	137.3%	761,100
<b>Grand Total</b>	<b>\$ 32,042,700</b>	<b>\$ 44,054,100</b>	<b>\$ 17,454,200</b>	<b>\$ 43,067,000</b>	<b>\$ (987,100)</b>	<b>-2.2%</b>	<b>\$ 40,320,500</b>

## Personnel Budget

Information Technology personnel consists of 78 positions for FY 2025, consistent with FY 2024.

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

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

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

*Staffing Plan – Number of Positions*

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

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

*Full-time Equivalent*s

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

*Personnel Budget* - The following tables present the Information Technology personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

**Personnel – Biennial Budget Request by Category**

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 6,014,100	\$ 6,373,100	\$ 3,248,000	\$ 6,515,300	\$ 142,200	2.2%	\$ 7,133,100
2.3 Overtime	400	-	200	-	-	0.0%	-
2.4 Employee Benefits	1,785,300	2,055,900	993,800	2,056,100	200	0.0%	2,259,700
2.5 Transition Services	90,000	-	64,000	479,200	479,200	0.0%	479,200
<b>Grand Total</b>	<b>\$ 7,889,800</b>	<b>\$ 8,429,000</b>	<b>\$ 4,306,000</b>	<b>\$ 9,050,600</b>	<b>\$ 621,600</b>	<b>7.4%</b>	<b>\$ 9,872,000</b>

**Personnel - Biennial Budget Request by Team**

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Office of the CIO	\$ 780,600	\$ 913,600	\$ 429,600	\$ 868,300	\$ (45,300)	-5.0%	\$ 1,119,300
Project Management Office	1,442,400	1,401,900	718,700	1,473,000	71,100	5.1%	1,475,300
Service Delivery	1,271,000	1,283,200	727,200	1,418,600	135,400	10.6%	1,421,800
Infrastructure	1,439,600	1,528,500	740,300	1,493,200	(35,300)	-2.3%	1,573,700
Business Productivity Systems	851,200	1,103,000	477,900	1,376,900	273,900	24.8%	1,762,400
Enterprise Asset Management Systems	1,811,500	1,906,800	976,600	1,968,900	62,100	3.3%	2,067,100
Security & Risk	293,500	292,000	235,700	451,700	159,700	54.7%	452,400
<b>Grand Total</b>	<b>\$ 7,889,800</b>	<b>\$ 8,429,000</b>	<b>\$ 4,306,000</b>	<b>\$ 9,050,600</b>	<b>\$ 621,600</b>	<b>7.4%</b>	<b>\$ 9,872,000</b>

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

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

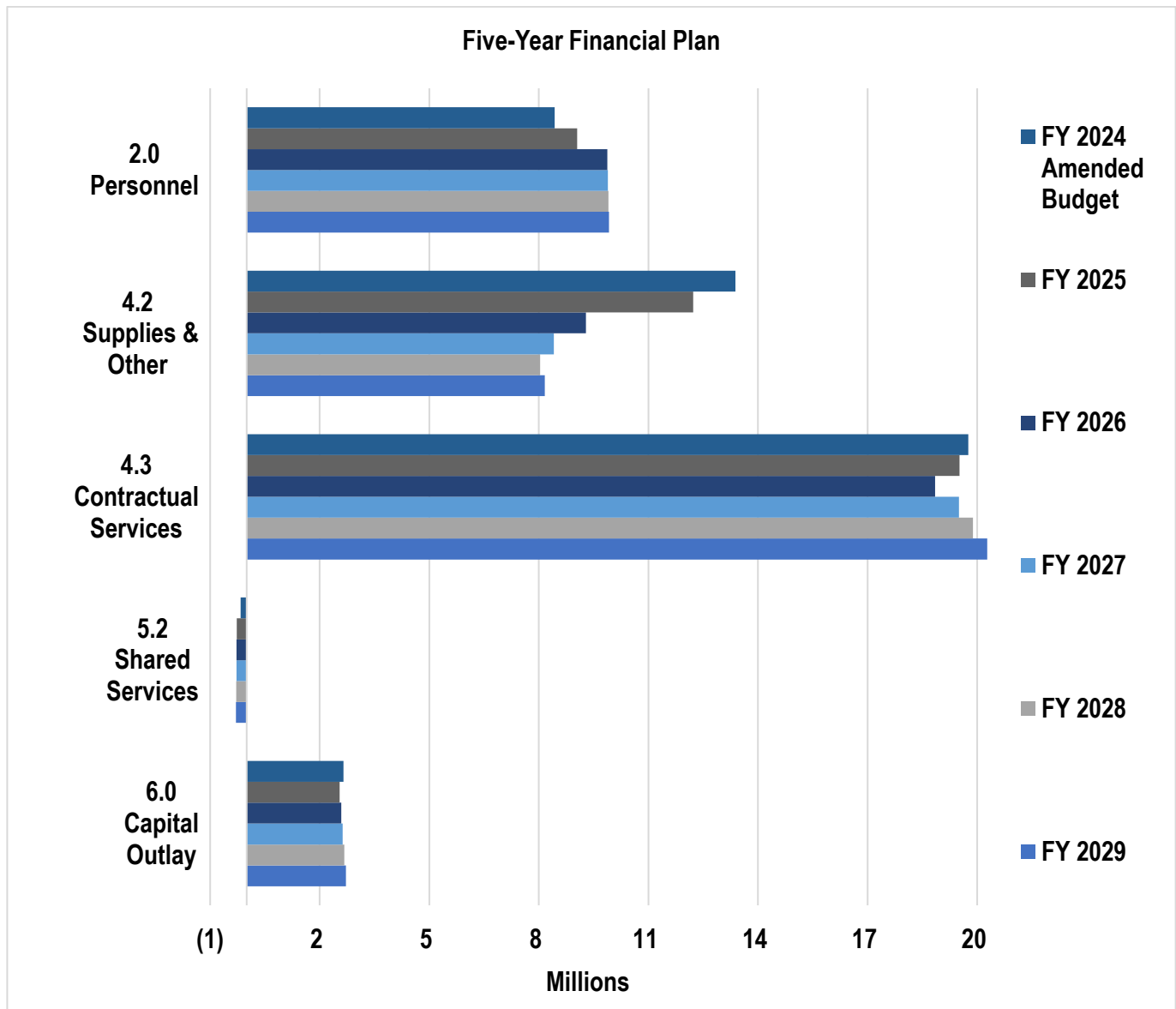
**Personnel – Five-Year Financial Plan by Team**

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

## Five-Year Financial Plan

### Five-Year Financial Plan by Expense Category

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

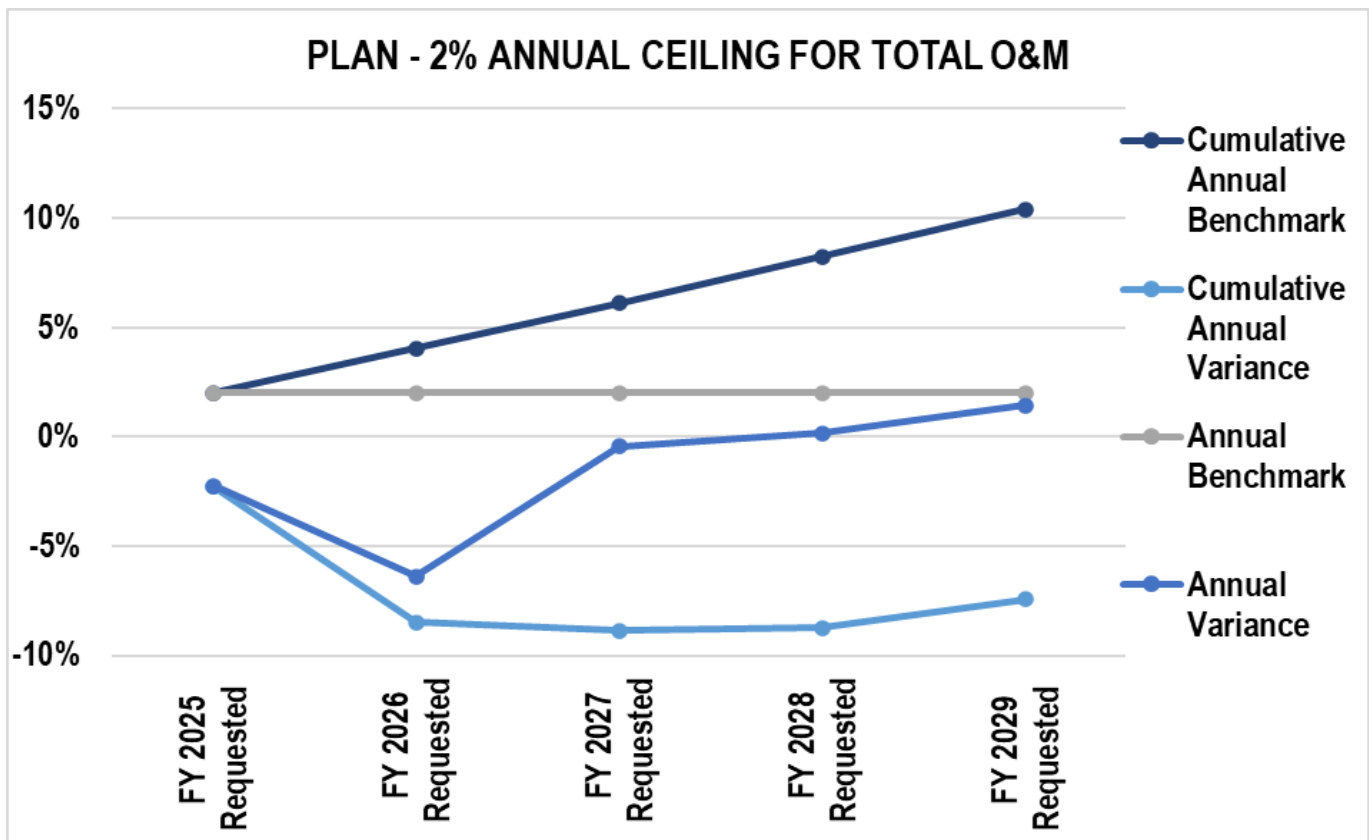


### Five-Year Financial Plan by Team

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

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

The IT financial plan reflects a five-year overall decrease of 7.4% due to the wind down of implementation costs for the new ERP systems (NexGen and Workday), while the entity-wide goal is a cumulative 10.4% for planning purposes (based upon an annual 2% adjustment).



### Capital Outlay

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

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

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

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

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

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

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

### *Significant IT Initiatives*

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

The tables below contain the budget details by fiscal year.

### *Hardware funded by Improvement & Extension Funds*

<b>Project Description</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>FY 2026 Improvement &amp; Extension Fund</b>	<b>Total Improvement &amp; Extension Fund</b>
Forcepoint (Barracude Replacement)	300,000	-	-	-	300,000
Hybrid Cloud Migration Professional Services	173,250	-	-	-	173,250
Network Cisco Switch Replacement/ Upgrade	-	1,000,000	-	-	1,000,000
AD Migration	-	400,000	-	-	400,000
<b>Total</b>	<b>\$ 473,250</b>	<b>\$ 1,400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,873,250</b>

### *Software & Subscription Services funded by Operations & Maintenance Funds*

<b>Project Description</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>FY 2026 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	225,000	900,000
Hybrid Cloud Migration/NSX-T	515,871	-	-	-	515,871
Veeam Licensing (Back Up)	-	260,876	386,000	393,700	1,040,576
Network Cisco Switch Replacement/ Upgrade	-	-	500,000	-	500,000
AD Migration	-	-	169,700	173,100	342,800
<b>Total</b>	<b>\$ 1,357,610</b>	<b>\$ 1,102,615</b>	<b>\$ 1,897,439</b>	<b>\$ 1,408,539</b>	<b>\$ 5,766,203</b>

### Line-Item Budget and Plan

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

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

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

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

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

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

## Security & Integrity

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

### Strategic Initiatives

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

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

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

The Security and Integrity area will work on a concept to plan, design, and implement a Disaster Response Unit. This concept consists of several distinct phases:

- **Phase One** – Identify scope of response and type of equipment necessary to support and sustain responders to include vehicles. This phase was started in FY 2020 with the initial purchase of a truck and a trailer and is 80% complete. This process will be complete once recruitment and training of the Disaster Response Team is accomplished.
  - **Phase Two** - Coordinate with the State of Michigan and Federal Emergency Management Agency to research requirements and certify GLWA as a Disaster Response team. This phase started in FY 2021 with the research of requirements and is 100% completed.
  - **Phase Three** – Identify training requirements and train members to standards. This phase is 100% complete.
  - **Phase Four** – Identify team makeup to include total team members and the minimum number to be deployed. This phase will be completed in FY 2024/25.
  - **Phase Five** - Identify policies and standard operating guidelines. This phase will be completed in FY 2024/25 and will require a review with General Counsel.
  - **Phase Six** - Recurring training to ensure competencies and maintain disciplines. This phase will be completed in FY 2024/25.
- #### ❖ **Conduct a Cyber-Security related Tabletop** The Security & Integrity Group through the Office of Emergency Preparedness has worked with the Cybersecurity and Infrastructure Security Agency, to create a Cyber Security Tabletop Exercise that is Department of Homeland Security approved. Listed below is the proposed Tabletop Exercise:
- Tabletop will be centered around ransomware.
  - IT, OD, Legal, Finance and other departments will be required participants in this tabletop, as all departments would be affected.
- #### ❖ **Implement CAD System (Completion FY 2024/25)**

The implementation of a CAD (computer-aided dispatch) system in the Fusion Center would improve the efficiency of the Fusion Center by providing the call-taker with visual pertinent information of where the call is coming from and in many cases who the caller is, as well as any notes on the caller and/or location (i.e., special needs and/or call history, hazardous

materials, access). The visual information will allow the call-taker to focus on the information the caller is giving about the emergency, making response times faster. And finally, having any special information about the specific site will also keep the officers and other first responders safe. They will bring the appropriate equipment and be better prepared for not only the emergency but the environment. To be completed by the end of the FY 2025.

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			
	Plan, design & implement a joint "Disaster Response Unit"				X	X	X	X	X	X	X	X
	Conduct a Cyber-Security Tabletop			X	X	X	X		X		X	
	Implement CAD System			X	X	X	X		X			

## Organization

The Security and Integrity area consists of three teams.

### ❖ Security and Integrity

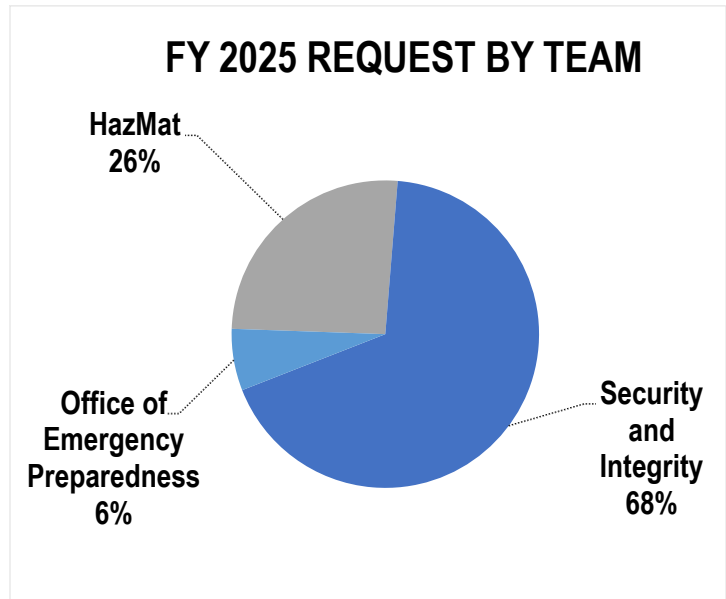
Provides high quality, professional security operations and technical intelligence for the organization and its valued customers throughout the state of Michigan.

### ❖ HazMat

An in-house delivery service within the Security & Integrity Group that performs immediate response to all Level (1) Hazmat calls on the property of Water Resource Recovery Facility (WRRF). This team provides three main services: immediate response to all HazMat discharges at the WRRF, professional security operations for the Detroit Marine Terminal and confined space rescue standby for GLWA employees at WRRF.

### ❖ Office of Emergency Preparedness

An in-house emergency preparedness team that works with GLWA operational areas, groups and teams to provide enhanced focus and preparation to address emergency situations, mitigate potential emergencies and threats to the utility, and assesses vulnerabilities for the utility.



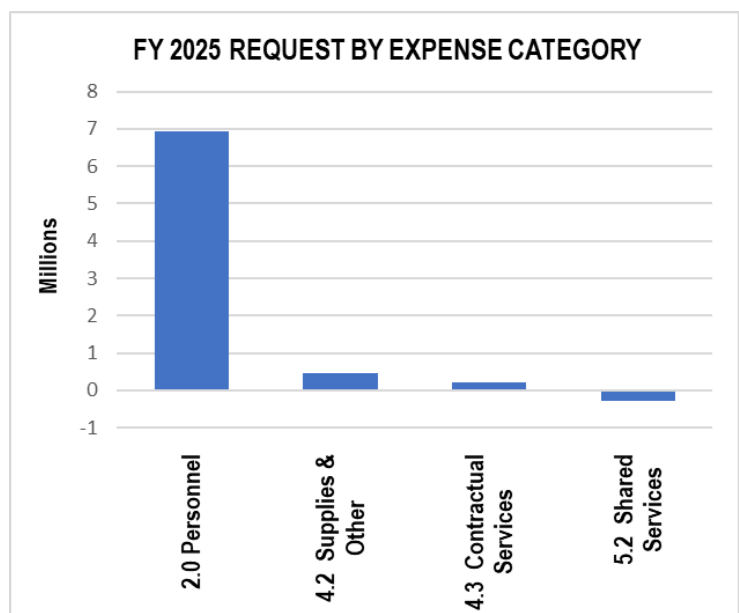
standby for GLWA employees at WRRF.

## Expense Categories

There are four categories of Security and Integrity expenses in the operations and maintenance budget as listed below.

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

Personnel is the largest expense category for the Security and Integrity area.



### Biennial Budget Request

The biennial budget reflects an overall increase of \$707,100 or 10.7%, in FY 2025.

- ❖ The Personnel category increased by \$796,400, due to four positions budgeted as full-time personnel for FY25, including benefits. Projected overtime based on vacancies and current use are components of the increase.
- ❖ The \$73,300 decrease in Supplies & Other is due to rightsizing of operating expense and projected training sessions to complement staffing count with compliance and industry standards.
- ❖ Contractual Services increased by \$4,000 due to inflation costs and the use of contractual services with DA Central for building maintenance.
- ❖ The decrease of \$20,000 is due to a true-up of prior year’s activity with DSWD.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 6,180,700	\$ 6,126,700	\$ 3,293,300	\$ 6,923,100	\$ 796,400	13.0%	\$ 7,143,100
4.2 Supplies & Other	\$ 253,300	\$ 534,800	\$ 135,600	\$ 461,500	\$ (73,300)	-13.7%	\$ 470,400
4.3 Contractual Services	483,500	200,600	216,300	204,600	4,000	2.0%	208,600
5.2 Shared Services	(66,600)	(255,000)	(144,500)	(275,000)	(20,000)	7.8%	(280,500)
<b>Grand Total</b>	<b>\$ 6,850,900</b>	<b>\$ 6,607,100</b>	<b>\$ 3,500,700</b>	<b>\$ 7,314,200</b>	<b>\$ 707,100</b>	<b>10.7%</b>	<b>\$ 7,541,600</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Security and Integrity	\$ 4,989,700	\$ 4,451,200	\$ 2,466,600	\$ 4,957,700	\$ 506,500	11.4%	\$ 5,043,900
HazMat	1,553,100	1,723,800	831,100	1,882,000	158,200	9.2%	2,020,800
Office of Emergency Preparedness	308,100	432,100	203,000	474,500	42,400	9.8%	476,900
<b>Grand Total</b>	<b>\$ 6,850,900</b>	<b>\$ 6,607,100</b>	<b>\$ 3,500,700</b>	<b>\$ 7,314,200</b>	<b>\$ 707,100</b>	<b>10.7%</b>	<b>\$ 7,541,600</b>

### Personnel Budget

The Security and Integrity area consists of 85 positions in FY 2025. The staffing of two security positions with the HazMat team was postponed to FY 2025. A security officer position was added for FY 2025. The following tables provide three alternate views of the staffing plans and budget.

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

**Staffing Plan – Number of Positions**

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
<b>Security and Integrity Area</b>	<b>82.00</b>	<b>82.00</b>	<b>85.00</b>	<b>85.00</b>	<b>85.00</b>	<b>85.00</b>	<b>85.00</b>
Security and Integrity	60.00	60.00	61.00	61.00	61.00	61.00	61.00
HazMat	19.00	19.00	21.00	21.00	21.00	21.00	21.00
Office of Emergency Preparedness	3.00	3.00	3.00	3.00	3.00	3.00	3.00

*Full-time 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.

**Full-time Equivalent**s

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
<b>Security and Integrity Area</b>	<b>82.00</b>	<b>78.50</b>	<b>82.75</b>	<b>85.00</b>	<b>85.00</b>	<b>85.00</b>	<b>85.00</b>
Security and Integrity	60.00	57.50	60.25	61.00	61.00	61.00	61.00
HazMat	19.00	18.50	19.50	21.00	21.00	21.00	21.00
Office of Emergency Preparedness	3.00	2.50	3.00	3.00	3.00	3.00	3.00

*Personnel Budget* – The following tables presents the Security & Integrity personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Centralized Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

**Personnel Biennial Budget Request by Expense Category**

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 4,130,200	\$ 4,103,600	\$ 2,180,500	\$ 4,557,500	\$ 453,900	11.1%	\$ 4,691,100
2.2 Workforce Development	12,800	-	12,900	-	-	0.0%	-
2.3 Overtime	468,000	266,300	210,300	467,200	200,900	75.4%	481,900
2.4 Employee Benefits	1,569,700	1,756,800	889,600	1,898,400	141,600	8.1%	1,970,100
<b>Grand Total</b>	<b>\$ 6,180,700</b>	<b>\$ 6,126,700</b>	<b>\$ 3,293,300</b>	<b>\$ 6,923,100</b>	<b>\$ 796,400</b>	<b>13.0%</b>	<b>\$ 7,143,100</b>

**Personnel Biennial Budget Request by Team**

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Security and Integrity	\$ 4,379,400	\$ 4,216,000	\$ 2,280,900	\$ 4,791,900	\$ 575,900	13.7%	\$ 4,875,100
HazMat	1,494,700	1,581,600	812,400	1,753,000	171,400	10.8%	1,889,200
Office of Emergency Preparedness	306,600	329,100	200,000	378,200	49,100	14.9%	378,800
<b>Grand Total</b>	<b>\$ 6,180,700</b>	<b>\$ 6,126,700</b>	<b>\$ 3,293,300</b>	<b>\$ 6,923,100</b>	<b>\$ 796,400</b>	<b>13.0%</b>	<b>\$ 7,143,100</b>

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

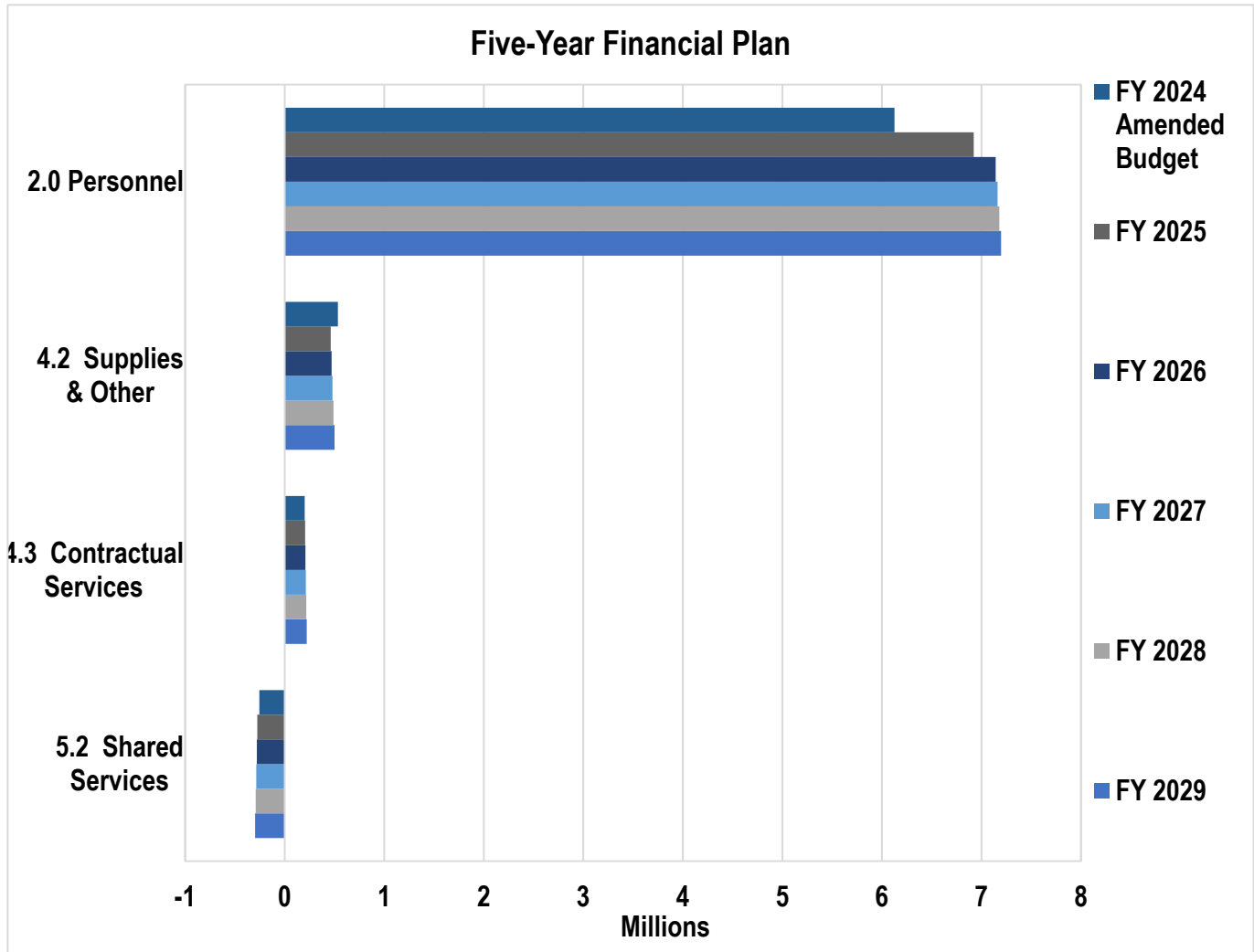
Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 4,130,200	\$ 4,103,600	\$ 4,557,500	\$ 4,691,100	\$ 4,691,100	\$ 4,691,100	\$ 4,691,100
2.2 Workforce Development	12,800	-	-	-	-	-	-
2.3 Overtime	468,000	266,300	467,200	481,900	481,900	481,900	481,900
2.4 Employee Benefits	1,569,700	1,756,800	1,898,400	1,970,100	1,988,300	2,006,400	2,024,400
<b>Grand Total</b>	<b>\$ 6,180,700</b>	<b>\$ 6,126,700</b>	<b>\$ 6,923,100</b>	<b>\$ 7,143,100</b>	<b>\$ 7,161,300</b>	<b>\$ 7,179,400</b>	<b>\$ 7,197,400</b>

*Personnel – Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Security and Integrity	\$ 4,379,400	\$ 4,216,000	\$ 4,791,900	\$ 4,875,100	\$ 4,888,100	\$ 4,901,100	\$ 4,914,000
HazMat	1,494,700	1,581,600	1,753,000	1,889,200	1,893,700	1,898,200	1,902,600
Office of Emergency Preparedness	306,600	329,100	378,200	378,800	379,500	380,100	380,800
<b>Grand Total</b>	<b>\$ 6,180,700</b>	<b>\$ 6,126,700</b>	<b>\$ 6,923,100</b>	<b>\$ 7,143,100</b>	<b>\$ 7,161,300</b>	<b>\$ 7,179,400</b>	<b>\$ 7,197,400</b>

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 6,180,700	\$ 6,126,700	\$ 6,923,100	\$ 7,143,100	\$ 7,161,300	\$ 7,179,400	\$ 7,197,400
4.2 Supplies & Other	253,300	534,800	461,500	470,400	480,000	490,100	499,800
4.3 Contractual Services	483,500	200,600	204,600	208,600	212,900	217,200	221,500
5.2 Shared Services	(66,600)	(255,000)	(275,000)	(280,500)	(286,100)	(291,800)	(297,700)
<b>Grand Total</b>	<b>\$ 6,850,900</b>	<b>\$ 6,607,100</b>	<b>\$ 7,314,200</b>	<b>\$ 7,541,600</b>	<b>\$ 7,568,100</b>	<b>\$ 7,594,900</b>	<b>\$ 7,621,000</b>

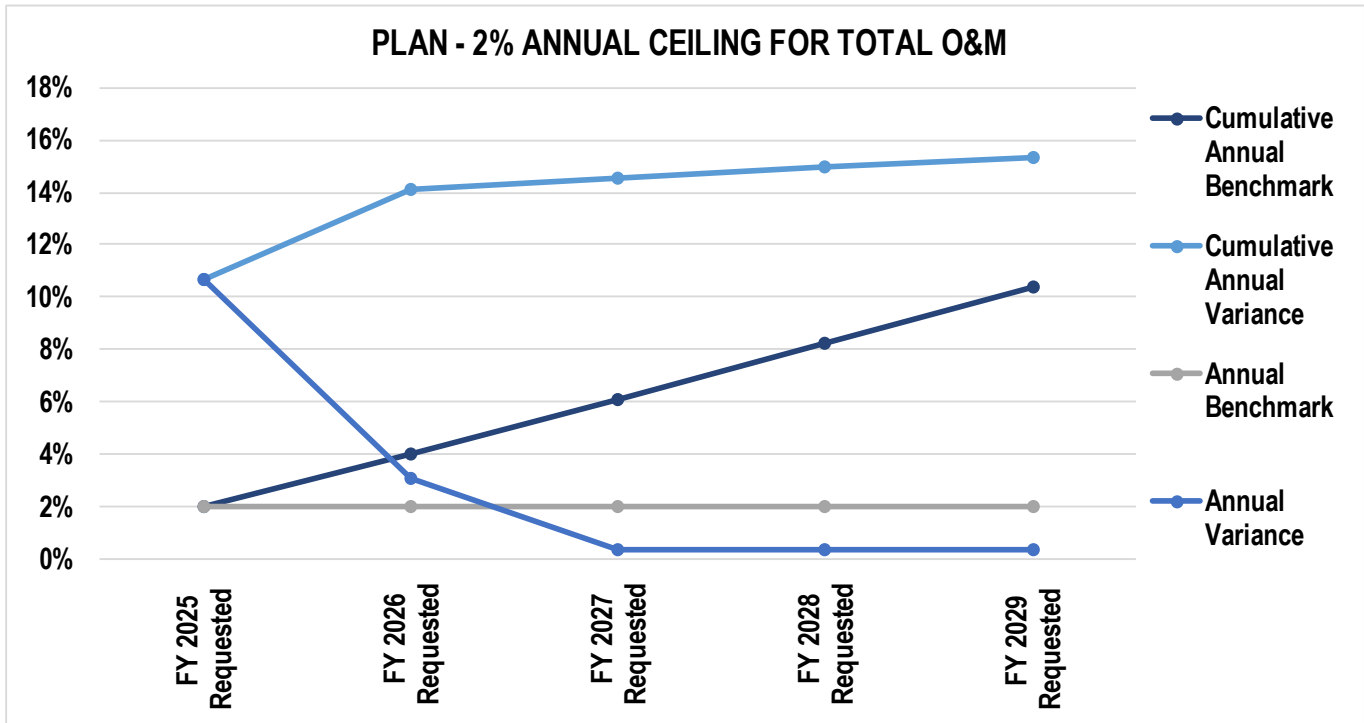


#### Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Security and Integrity	\$ 4,989,700	\$ 4,451,200	\$ 4,957,700	\$ 5,043,900	\$ 5,060,400	\$ 5,077,100	\$ 5,093,300
HazMat	1,553,100	1,723,800	1,882,000	2,020,800	2,028,200	2,035,500	2,042,600
Office of Emergency Preparedness	308,100	432,100	474,500	476,900	479,500	482,300	485,100
<b>Grand Total</b>	<b>\$ 6,850,900</b>	<b>\$ 6,607,100</b>	<b>\$ 7,314,200</b>	<b>\$ 7,541,600</b>	<b>\$ 7,568,100</b>	<b>\$ 7,594,900</b>	<b>\$ 7,621,000</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 15.3%, 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). The main driver of the increase above the entity-wide goal is due to an increase in full-time equivalent staff as noted earlier.



### Capital Outlay

The Security and Integrity area capital outlay is funded by the Improvement & Extension (I&E) budget.

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

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension Access Control, Surveillance	61,000	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 61,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

Funding Source	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 61,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 61,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

#### Five-Year Capital Outlay by Team

Team	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Security and Integrity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HazMat	61,000	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 61,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</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 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>881201 - Security and Integrity</b>	<b>\$ 4,989,700</b>	<b>\$ 4,451,200</b>	<b>\$ 4,957,700</b>	<b>\$ 5,043,900</b>	<b>\$ 5,060,400</b>	<b>\$ 5,077,100</b>	<b>\$ 5,093,300</b>
2.1 Salaries & Wages	2,909,700	2,799,800	3,107,900	3,159,400	3,159,400	3,159,400	3,159,400
2.2 Workforce Development	12,800	-	-	-	-	-	-
2.3 Overtime	328,900	168,500	342,100	342,100	342,100	342,100	342,100
2.4 Employee Benefits	1,128,000	1,247,700	1,341,900	1,373,600	1,386,600	1,399,600	1,412,500
4.2 Supplies & Other	193,400	321,100	268,300	273,400	278,900	284,700	290,300
Capital Outlay less than \$5,000	2,900	83,200	53,000	54,000	55,000	56,200	57,200
Employee Uniform Expense	65,800	55,700	56,800	57,900	59,100	60,300	61,500
Memberships, Licenses & Subscriptions	14,500	16,500	16,900	17,100	17,500	17,900	18,300
Mileage and Parking	-	200	200	200	200	200	200
Office Supplies	8,300	13,600	13,900	14,200	14,400	14,700	15,000
Operating Supplies	37,900	106,000	78,500	80,000	81,700	83,400	85,100
Supplies & Other - Covid19	1,000	-	-	-	-	-	-
Training and Internal Meetings	35,000	8,800	10,000	10,200	10,400	10,600	10,800
Travel	26,800	16,700	25,000	25,500	26,000	26,500	27,000
Tuition Refund	1,200	10,200	3,600	3,700	3,800	3,900	4,000
Uniforms, Laundry, Cleaning	-	10,200	10,400	10,600	10,800	11,000	11,200
4.3 Contractual Services	483,500	169,100	172,500	175,900	179,500	183,100	186,700
5.2 Shared Services	(66,600)	(255,000)	(275,000)	(280,500)	(286,100)	(291,800)	(297,700)
Shared Services : Salaries & Wages Reimb	(20,600)	(154,200)	(154,200)	(157,300)	(160,400)	(163,600)	(166,900)
Shared Services Reimbursement	(38,700)	(39,200)	(59,200)	(60,400)	(61,600)	(62,800)	(64,100)
Shared Services: Employee Benefit Reimb	(7,300)	(61,600)	(61,600)	(62,800)	(64,100)	(65,400)	(66,700)
<b>881202 - HazMat</b>	<b>1,553,100</b>	<b>1,723,800</b>	<b>1,882,000</b>	<b>2,020,800</b>	<b>2,028,200</b>	<b>2,035,500</b>	<b>2,042,600</b>
2.1 Salaries & Wages	979,900	1,051,800	1,161,400	1,243,500	1,243,500	1,243,500	1,243,500
2.3 Overtime	139,100	97,800	125,100	139,800	139,800	139,800	139,800
2.4 Employee Benefits	375,700	432,000	466,500	505,900	510,400	514,900	519,300
4.2 Supplies & Other	58,400	142,200	129,000	131,600	134,500	137,300	140,000
Capital Outlay less than \$5,000	-	31,900	32,500	33,200	33,900	34,600	35,300
Employee Uniform Expense	11,200	9,800	9,000	9,200	9,400	9,700	9,900
Memberships, Licenses & Subscriptions	1,100	1,500	1,500	1,500	1,500	1,600	1,600
Office Supplies	100	19,100	9,100	9,200	9,300	9,400	9,500
Operating Supplies	27,100	57,200	38,000	38,800	39,600	40,400	41,200
Repairs & Maintenance-Equipment	7,000	17,500	16,700	17,000	17,300	17,600	17,900
Supplies & Other - Covid19	100	-	-	-	-	-	-
Training and Internal Meetings	8,100	1,200	17,200	17,700	18,200	18,700	19,200
Travel	2,800	4,000	5,000	5,000	5,300	5,300	5,400
Tuition Refund	900	-	-	-	-	-	-
Uniforms, Laundry, Cleaning	-	-	-	-	-	-	-
<b>881203 - Office of Emergency Preparedness</b>	<b>308,100</b>	<b>432,100</b>	<b>474,500</b>	<b>476,900</b>	<b>479,500</b>	<b>482,300</b>	<b>485,100</b>
2.1 Salaries & Wages	240,600	252,000	288,200	288,200	288,200	288,200	288,200
2.4 Employee Benefits	66,000	77,100	90,000	90,600	91,300	91,900	92,600
4.2 Supplies & Other	1,500	71,500	64,200	65,400	66,600	68,100	69,500
Memberships, Licenses & Subscriptions	-	18,900	12,000	12,200	12,400	12,700	13,000
Office Supplies	500	-	1,000	1,000	1,000	1,100	1,100
Operating Supplies	-	10,400	8,500	8,700	8,800	9,000	9,200
Training and Internal Meetings	800	35,200	35,600	36,300	37,000	37,800	38,500
Travel	200	7,000	7,100	7,200	7,400	7,500	7,700
4.3 Contractual Services	-	31,500	32,100	32,700	33,400	34,100	34,800
<b>Grand Total</b>	<b>\$ 6,850,900</b>	<b>\$ 6,607,100</b>	<b>\$ 7,314,200</b>	<b>\$ 7,541,600</b>	<b>\$ 7,568,100</b>	<b>\$ 7,594,900</b>	<b>\$ 7,621,000</b>

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# GLWA

*Great Lakes Water Authority*



## **Section 5D**

### **Administrative Services**

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**Administrative Services**

The Administrative Services operating area serves both water and wastewater operations. The following departments are included in the Administrative Services operating area:

- ❖ Board of Directors
- ❖ Chief Executive Officer
- ❖ Chief Administrative and Compliance Officer (includes Risk Management & Safety and Insurance Fund)
- ❖ General Counsel
- ❖ Public Affairs
- ❖ Organizational Development (includes Training and Talent Management)
- ❖ Financial Services (Chief Financial Officer, Financial Reporting & Accounting, Financial Management & Planning, CFO Services, Treasury, Procurement Director, and Logistics and Materials)

**Biennial Budget Request**

Administrative Services is shown as operating area D in Schedules 2C and 2D in Section 2 - Core Financial Plan Schedules.

The following tables consolidate the department budgets presented in this section for an overall view of the Administrative Services operating area with comparison to the FY 2024 Amended Budget. A comparison to the FY 2024 Adopted Budget is shown in Schedule 2K and 2L in Section 2 - Core Financial Plan Schedules.

*Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	14,741,100	15,817,300	8,289,800	16,891,400	1,074,100	6.8%	18,299,100
2.2 Workforce Development	20,000	23,400	20,700	57,200	-	0.0%	57,200
2.3 Overtime	8,800	14,000	9,200	12,400	(1,600)	-11.4%	12,400
2.4 Employee Benefits	4,412,900	5,145,600	2,571,300	5,455,300	309,700	6.0%	5,934,400
2.5 Transition Services	393,200	263,300	49,500	91,100	(172,200)	-65.4%	91,100
3.1 Electric	97,200	100,000	50,400	102,000	2,000	2.0%	104,000
3.2 Gas	44,200	50,500	22,500	51,500	1,000	2.0%	52,500
3.3 Sewage Service	15,500	22,000	1,000	22,400	400	1.8%	22,800
3.4 Water Service	3,500	30,000	500	15,600	(14,400)	-48.0%	15,900
4.2 Supplies & Other	1,999,600	2,246,600	1,059,800	2,456,600	210,000	9.3%	2,504,500
4.3 Contractual Services	13,922,700	13,102,000	5,928,500	13,967,600	865,600	6.6%	14,167,300
5.1 Capital Program Allocation	-	-	-	-	-	0.0%	-
5.2 Shared Services	(329,000)	(169,500)	(83,900)	(211,300)	(41,800)	-100.0%	(217,400)
6.0 Capital Outlay	-	0	0	0	-	0.0%	0
7.0 Unallocated Reserve	-	652,300	12,700	752,000	99,700	15.3%	847,800
<b>Grand Total</b>	<b>\$ 35,329,700</b>	<b>\$ 37,297,500</b>	<b>\$ 17,932,000</b>	<b>\$ 39,663,800</b>	<b>\$ 2,332,500</b>	<b>6.3%</b>	<b>\$ 41,891,600</b>

## Five-Year Financial Plan

### Five Year Financial Plan by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	14,741,100	15,817,300	16,891,400	18,299,100	18,299,100	18,299,100	18,299,100
2.2 Workforce Development	20,000	23,400	57,200	57,200	57,200	57,200	57,200
2.3 Overtime	8,800	14,000	12,400	12,400	12,400	12,400	12,400
2.4 Employee Benefits	4,412,900	5,145,600	5,455,300	5,934,400	5,979,000	6,022,400	6,066,400
2.5 Transition Services	393,200	263,300	91,100	91,100	91,100	91,100	91,100
3.1 Electric	97,200	100,000	102,000	104,000	106,100	108,200	110,400
3.2 Gas	44,200	50,500	51,500	52,500	53,600	54,700	55,800
3.3 Sewage Service	15,500	22,000	22,400	22,800	23,300	23,800	24,300
3.4 Water Service	3,500	30,000	15,600	15,900	16,200	16,500	16,800
4.2 Supplies & Other	1,999,600	2,246,600	2,456,600	2,504,500	2,556,300	2,609,300	2,663,700
4.3 Contractual Services	13,922,700	13,102,000	13,967,600	14,167,300	14,426,000	14,689,800	14,958,700
5.1 Capital Program Allocation	-	-	-	-	-	-	-
5.2 Shared Services	(329,000)	(169,500)	(211,300)	(217,400)	(223,700)	(230,200)	(236,900)
6.0 Capital Outlay	-	0	0	0	0	0	0
7.0 Unallocated Reserve	-	652,300	752,000	847,800	1,335,800	1,846,000	2,366,500
<b>Grand Total</b>	<b>\$ 35,329,700</b>	<b>\$ 37,297,500</b>	<b>\$ 39,663,800</b>	<b>\$ 41,891,600</b>	<b>\$ 42,732,400</b>	<b>\$ 43,600,300</b>	<b>\$ 44,485,500</b>

## Cost Allocation

Administrative Services expenses are allocated to the water and wastewater operating areas based upon a two-step approach.

- ✓ Step One: Specifically, identifiable costs to either water or wastewater are isolated for allocation directly to the appropriate system. These costs are tracked at the vendor contract level and through the review of specific invoices.
- ✓ Step Two: The remaining costs, net of those specifically identified in Step One, are allocated using a percentage basis. The allocation percentage between water and wastewater (sewer) is reviewed annually. That effort includes a detailed review of both the budget and actual activity for each of the functional areas. Members of the finance and operations teams work together to determine the percentage allocation of support provided to the water and wastewater (sewer) systems. In addition to the annual reviews, mid-year reviews are conducted when changes in operations occurs and when new vendor contracts are executed.



The following tables present the dollar amount allocated to each system based on the analysis of expenses by cost center for both the biennial and five-year budget periods.

*Biennial Cost Allocation Summary*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administrative Services - Wastewater	20,091,500	19,320,600	9,275,300	21,275,700	1,955,100	10.1%	22,418,000
Administrative Services - Water	15,238,200	17,976,900	8,656,700	18,388,100	411,200	2.3%	19,473,600
<b>Grand Total</b>	<b>\$ 35,329,700</b>	<b>\$ 37,297,500</b>	<b>\$ 17,932,000</b>	<b>\$ 39,663,800</b>	<b>\$ 2,366,300</b>	<b>6.3%</b>	<b>\$ 41,891,600</b>

*Five Year Cost Allocation Summary*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Administrative Services - Wastewater	20,091,500	19,320,600	21,275,700	22,418,000	22,868,600	23,333,900	23,808,500
Administrative Services - Water	15,238,200	17,976,900	18,388,100	19,473,600	19,863,800	20,266,400	20,677,000
<b>Grand Total</b>	<b>\$ 35,329,700</b>	<b>\$ 37,297,500</b>	<b>\$ 39,663,800</b>	<b>\$ 41,891,600</b>	<b>\$ 42,732,400</b>	<b>\$ 43,600,300</b>	<b>\$ 44,485,500</b>

The following table presents the projected allocation percentages for the five-year period 2025 through 2029.

*Five Year Projected Cost Allocated Percentages*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Administrative Services</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Water	43.1%	48.2%	46.4%	46.5%	46.5%	46.5%	46.5%
Wastewater	56.9%	51.8%	53.6%	53.5%	53.5%	53.5%	53.5%

The following table list the Administrative Services significant contracts and cost centers that receive specific water and/or sewer accounting treatment as noted above.

*Administrative Services Water/Sewer Specific Contracts – 100% allocation to Sewer*

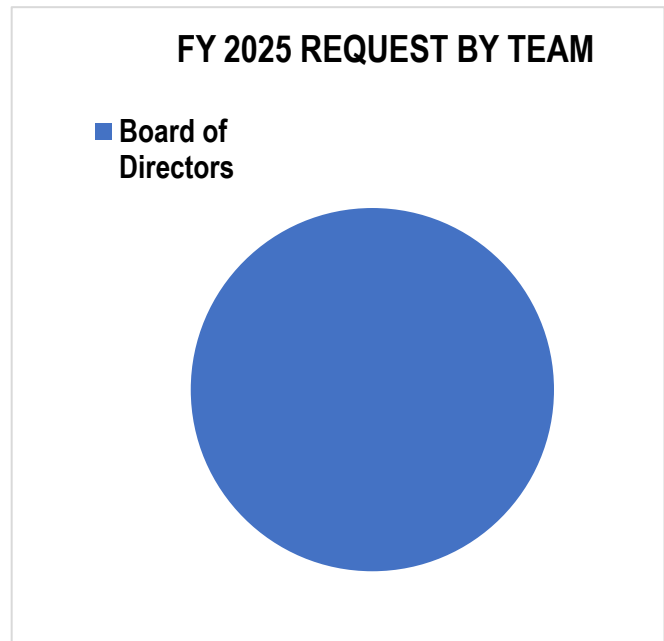
Cost Center	Contract	Vendor	Description of Service	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested	Allocation
Logistics & Materials	2100822	Family Associates, LLC	Melvindale Warehouse Rental	514,100	523,600	535,600	549,000	562,700	Sewer
Logistics & Materials	2204338	Technical Hot & Cold	HVAC Maintenance	5,500	5,600	5,700	5,800	5,900	Sewer
Logistics & Materials	47003990009300	City of Melvindale	Property Taxes	120,000	122,400	124,800	127,300	129,800	Sewer
<b>Total</b>				<b>639,600</b>	<b>651,600</b>	<b>666,100</b>	<b>682,100</b>	<b>698,400</b>	<b>Sewer</b>

**Board of Directors**

The GLWA governing body that is made up of representatives from the surrounding counties to set policies that help GLWA execute its mission and vision to ensure GLWA is a provider of choice for water and wastewater services in southeast Michigan.

**Organization**

The Board of Directors is composed of six voting members. Two members are residents of the City of Detroit and are appointed by the mayor of the city. The counties of Wayne, Oakland, and Macomb each appoint one member who is a resident of the county from which they are appointed. The Governor of the State of Michigan appoints one member who is a resident of an area served by GLWA that is outside of the three counties.

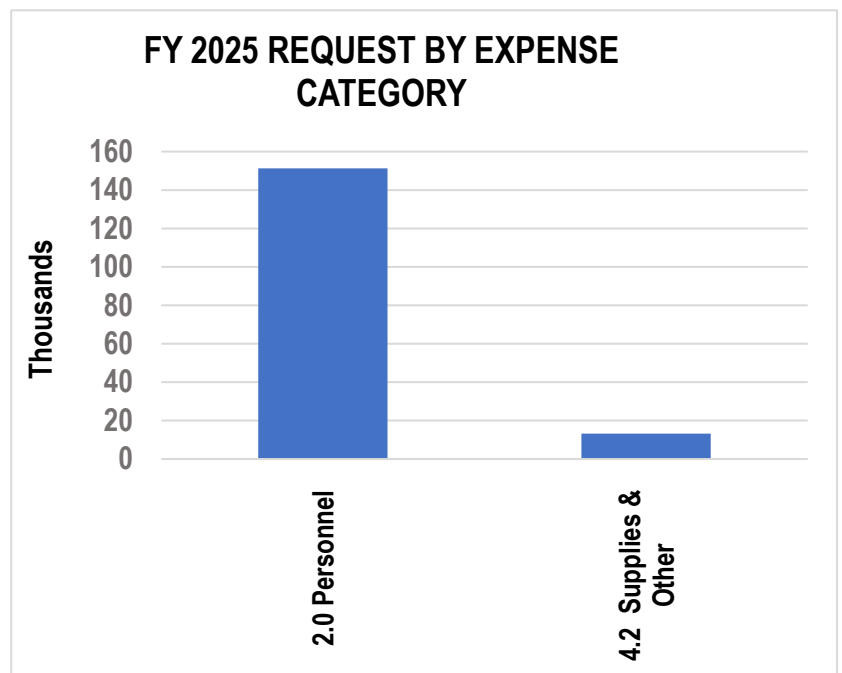


**Expense Categories**

The primary expense in the Board of Directors area is Personnel costs. 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



### Biennial Budget Request

The biennial budget reflects a decrease of \$5,200, or 3.1%, in FY 2025. There is no change in the Personnel and Contractual Services categories.

- ❖ Personnel - FY 2025 assumes 100% participation in the stipend for Board members. The budget is amended during the current year if Board members opt out of receiving the monthly stipend.
- ❖ Supplies & Other – The FY 2025 Budget decreased by \$5,200 or 28.3% compared to the FY 2024 Amended Budget due to lower historical spending trends on office supplies and training and internal meetings.

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 153,300	\$ 151,200	\$ 75,600	\$ 151,200	\$ -	0.0%	\$ 151,200
4.2 Supplies & Other	3,100	18,400	600	13,200	(5,200)	-28.3%	13,200
4.3 Contractual Services	45,900	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 202,300</b>	<b>\$ 169,600</b>	<b>\$ 76,200</b>	<b>\$ 164,400</b>	<b>\$ (5,200)</b>	<b>-3.1%</b>	<b>\$ 164,400</b>

#### *Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Board of Directors	\$ 202,300	\$ 169,600	\$ 76,200	\$ 164,400	\$ (5,200)	-3.1%	\$ 164,400
<b>Grand Total</b>	<b>\$ 202,300</b>	<b>\$ 169,600</b>	<b>\$ 76,200</b>	<b>\$ 164,400</b>	<b>\$ (5,200)</b>	<b>-3.1%</b>	<b>\$ 164,400</b>

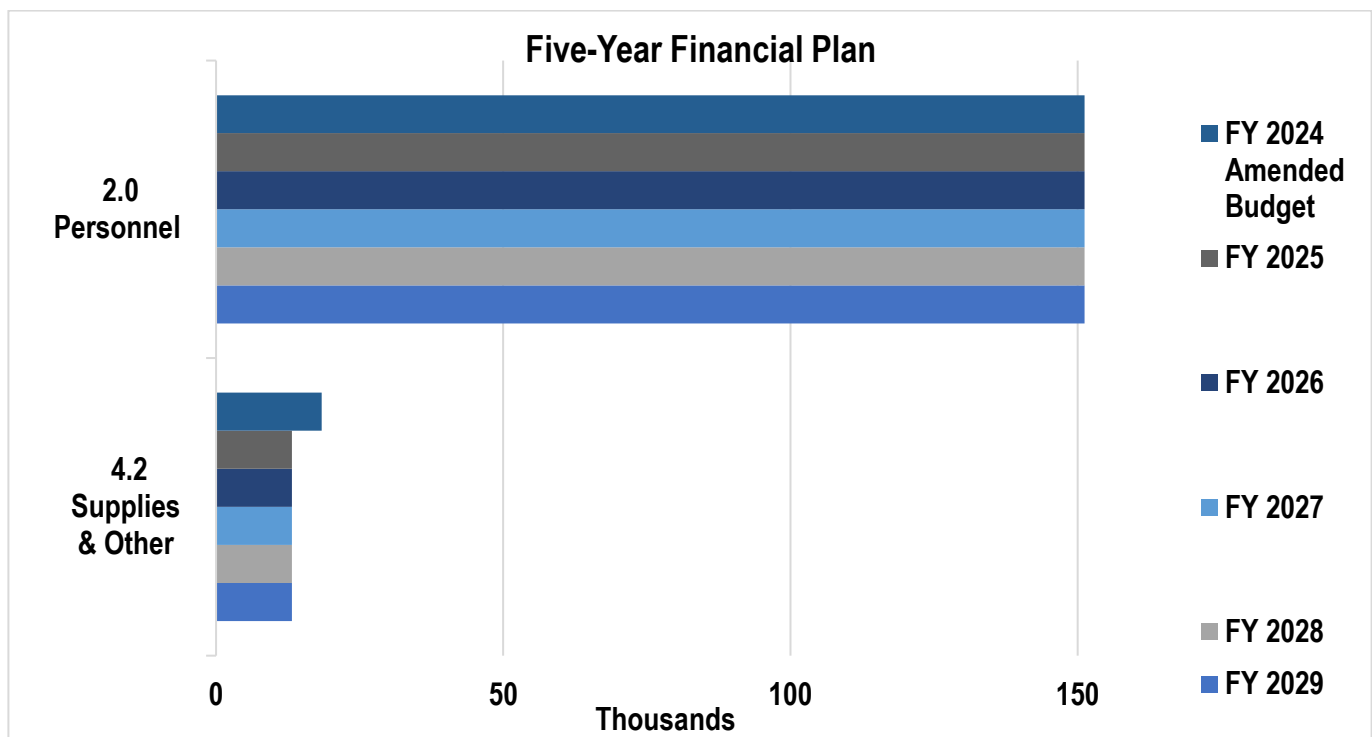
### Personnel Budget

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 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 153,300	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200	\$ 151,200
4.2 Supplies & Other	3,100	18,400	13,200	13,200	13,200	13,200	13,200
4.3 Contractual Services	45,900	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 202,300</b>	<b>\$ 169,600</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>

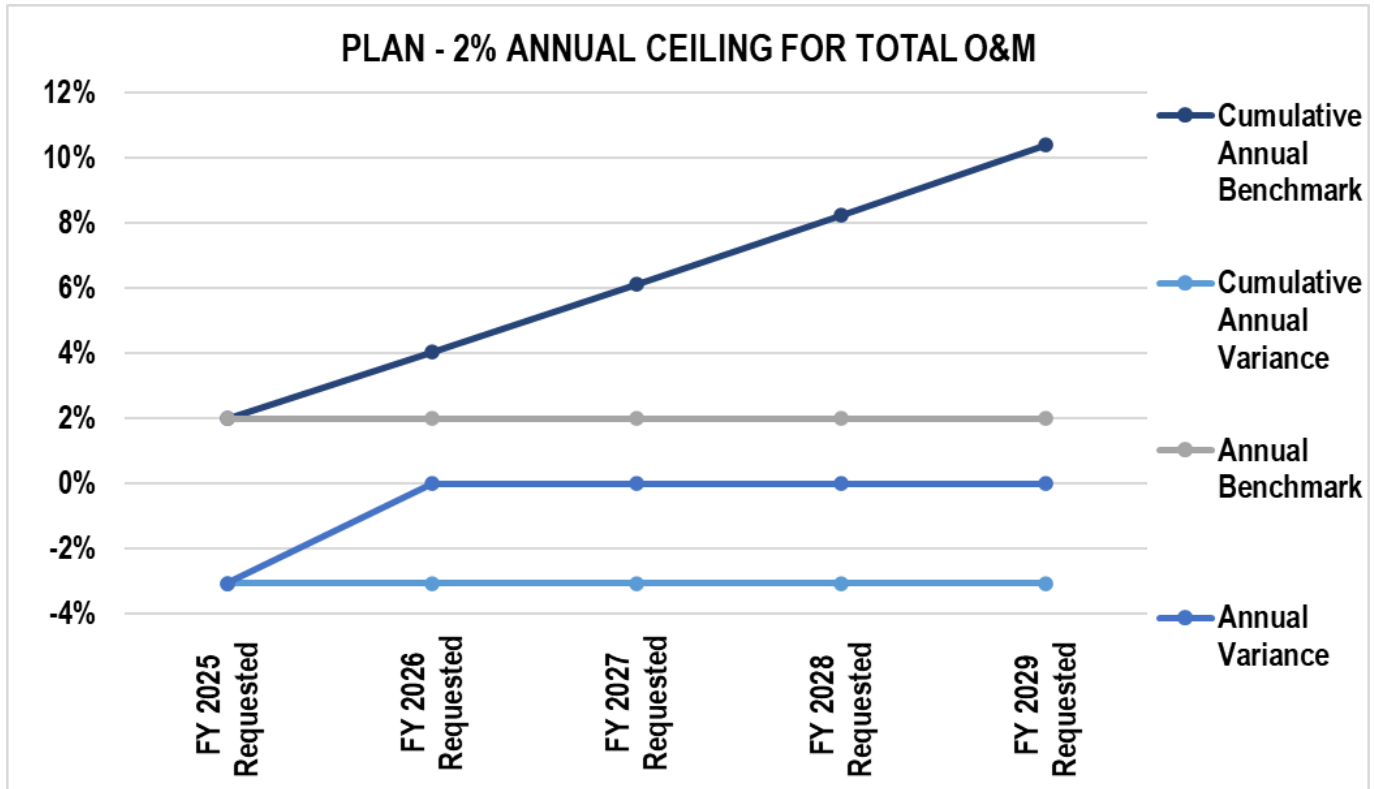


#### Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Board of Directors	\$ 202,300	\$ 169,600	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400
<b>Grand Total</b>	<b>\$ 202,300</b>	<b>\$ 169,600</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>

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

The Board of Directors' financial plan reflects a five-year overall decrease of 3.1% while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment.



**Capital Outlay**

Capital Outlay is not a component of the Board of Directors' area.

**Line-Item Budget and Financial Plan**

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>881151 - Board of Directors</b>	\$ 202,300	\$ 169,600	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400	\$ 164,400
<b>2.1 Salaries &amp; Wages</b>	153,300	151,200	151,200	151,200	151,200	151,200	151,200
<b>4.2 Supplies &amp; Other</b>	3,100	18,400	13,200	13,200	13,200	13,200	13,200
Memberships, Licenses & Subscriptions	-	5,300	2,700	2,700	2,700	2,700	2,700
Office Supplies	-	2,600	1,300	1,300	1,300	1,300	1,300
Training and Internal Meetings	-	5,300	4,000	4,000	4,000	4,000	4,000
Travel	3,100	5,200	5,200	5,200	5,200	5,200	5,200
<b>4.3 Contractual Services</b>	45,900	-	-	-	-	-	-
Contractual Svcs-Flood Events -All Sewer	45,900	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 202,300</b>	<b>\$ 169,600</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>	<b>\$ 164,400</b>	<b>\$ 164,400</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 through FY 2025 and an ongoing commitment into the future to responsibly balance charges and the needs of the system focused on quality and resiliency (Ongoing)
- ❖ Commitment to Affordability, Equity, and Inclusion (Ongoing)
- ❖ Application of principles of Effective Utility Management (EUM) (Ongoing)

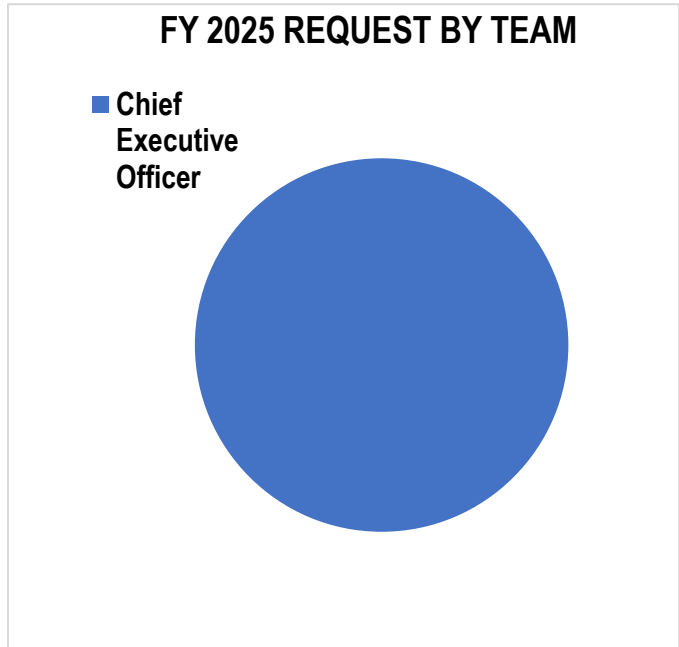
\*The annual budget, known as the revenue requirement, is limited to a 4% increase as required by the terms of the Memorandum of Understanding that established the regional authority for the first ten years of operations through FY 2025.

The following table shows how the Chief Executive Officer’s initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Chief Executive Officer Strategic Initiatives	Environmental Regulatory Compliance	x	x	x				x	x			x
	Financial Resiliency and Charge Equity and Stability	x	x					x	x	x		x
	Capital and Operational Utility Optimization	x	x	x	x	x	x	x	x			x
	Member Partner Engagement and Satisfaction						x	x	x	x		x
	GLWA Team Member Support and Retention		x	x	x	x	x	x	x	x	x	x
	GLWA 4% Promise to contain revenue requirement							x		x		
	Commitment to Affordability, Equity, and Inclusion	x	x				x	x	x			x
	Application of principles of Effective Utility Management (EUM)	x	x	x	x	x	x	x	x	x	x	x

**Organization**

The Chief Executive Officer’s area has one team.

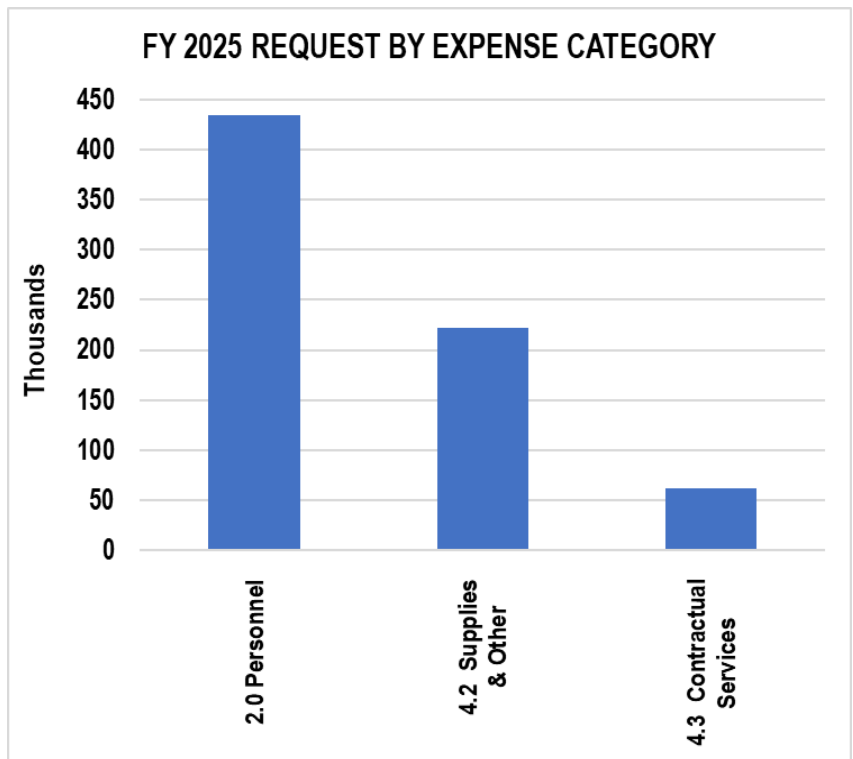


**Expense Categories**

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

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

Based upon the nature of this service area, the largest expense category is Personnel costs. The second largest, Supplies & Other, provides for training, organizational memberships, and includes the contract with Park Rite for parking spaces.



### Biennial Budget Request

The biennial budget reflects an increase of \$10,400, or 1.5%, in FY 2025.

- ❖ Personnel – The FY 2025 Requested Budget increased 1.1 % or \$4,900 for merit increases which have occurred in FY 2024.
- ❖ Supplies & Other – The FY 2025 budget was increased to cover the increase in the corporate membership fees for both the National Association of Clean Water and the Association of Metropolitan Water, as well as an increase of the monthly parking fee.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 416,100	\$ 429,600	\$ 250,700	\$ 434,500	\$ 4,900	1.1%	\$ 435,000
4.2 Supplies & Other	197,100	218,300	98,100	222,600	4,300	2.0%	227,100
4.3 Contractual Services	21,900	61,200	-	62,400	1,200	2.0%	63,600
<b>Grand Total</b>	<b>\$ 635,100</b>	<b>\$ 709,100</b>	<b>\$ 348,800</b>	<b>\$ 719,500</b>	<b>\$ 10,400</b>	<b>1.5%</b>	<b>\$ 725,700</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Executive Officer	\$ 635,100	\$ 709,100	\$ 348,800	\$ 719,500	\$ 10,400	1.5%	\$ 725,700
<b>Grand Total</b>	<b>\$ 635,100</b>	<b>\$ 709,100</b>	<b>\$ 348,800</b>	<b>\$ 719,500</b>	<b>\$ 10,400</b>	<b>1.5%</b>	<b>\$ 725,700</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.

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

#### Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Chief Executive Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00

*Full Time 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 the same.

*Full Time Equivalent*s

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Chief Executive Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00

*Personnel Budget* - The following tables present the Chief Executive Officer’s personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 335,600	\$ 342,500	\$ 204,900	\$ 346,700	\$ 4,200	1.2%	\$ 346,700
2.4 Employee Benefits	80,500	87,100	45,800	87,800	700	0.8%	88,300
<b>Grand Total</b>	<b>\$ 416,100</b>	<b>\$ 429,600</b>	<b>\$ 250,700</b>	<b>\$ 434,500</b>	<b>\$ 4,900</b>	<b>1.1%</b>	<b>\$ 435,000</b>

*Personnel – Biennial Budget Request by Team*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Executive Officer	\$ 416,100	\$ 429,600	\$ 250,700	\$ 434,500	\$ 4,900	1.1%	\$ 435,000
<b>Grand Total</b>	<b>\$ 416,100</b>	<b>\$ 429,600</b>	<b>\$ 250,700</b>	<b>\$ 434,500</b>	<b>\$ 4,900</b>	<b>1.1%</b>	<b>\$ 435,000</b>

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 335,600	\$ 342,500	\$ 346,700	\$ 346,700	\$ 346,700	\$ 346,700	\$ 346,700
2.4 Employee Benefits	80,500	87,100	87,800	88,300	88,700	89,100	89,500
<b>Grand Total</b>	<b>\$ 416,100</b>	<b>\$ 429,600</b>	<b>\$ 434,500</b>	<b>\$ 435,000</b>	<b>\$ 435,400</b>	<b>\$ 435,800</b>	<b>\$ 436,200</b>

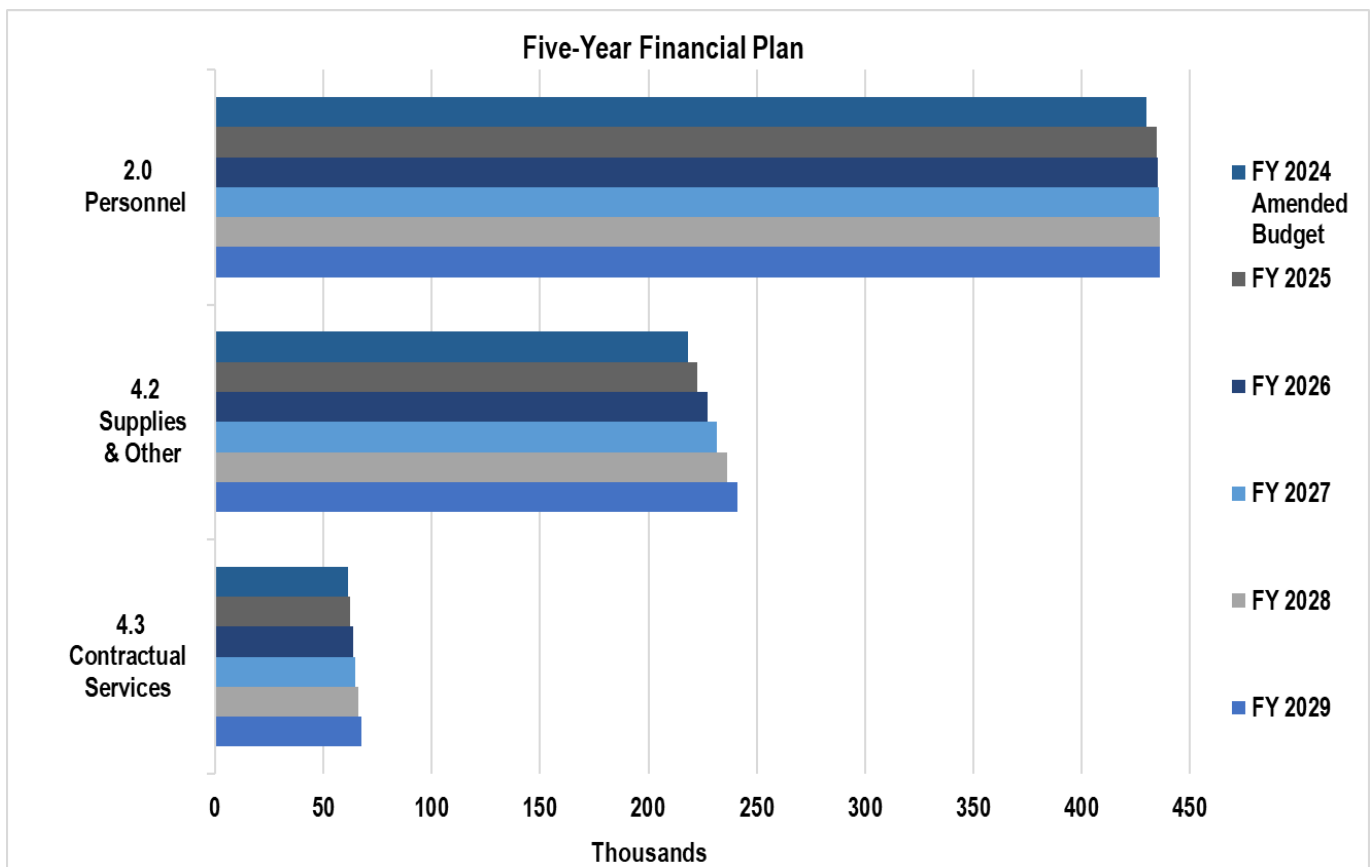
*Personnel – Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Executive Officer	\$ 416,100	\$ 429,600	\$ 434,500	\$ 435,000	\$ 435,400	\$ 435,800	\$ 436,200
<b>Grand Total</b>	<b>\$ 416,100</b>	<b>\$ 429,600</b>	<b>\$ 434,500</b>	<b>\$ 435,000</b>	<b>\$ 435,400</b>	<b>\$ 435,800</b>	<b>\$ 436,200</b>

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 416,100	\$ 429,600	\$ 434,500	\$ 435,000	\$ 435,400	\$ 435,800	\$ 436,200
4.2 Supplies & Other	197,100	218,300	222,600	227,100	231,600	236,200	240,900
4.3 Contractual Services	21,900	61,200	62,400	63,600	64,900	66,200	67,500
<b>Grand Total</b>	<b>\$ 635,100</b>	<b>\$ 709,100</b>	<b>\$ 719,500</b>	<b>\$ 725,700</b>	<b>\$ 731,900</b>	<b>\$ 738,200</b>	<b>\$ 744,600</b>

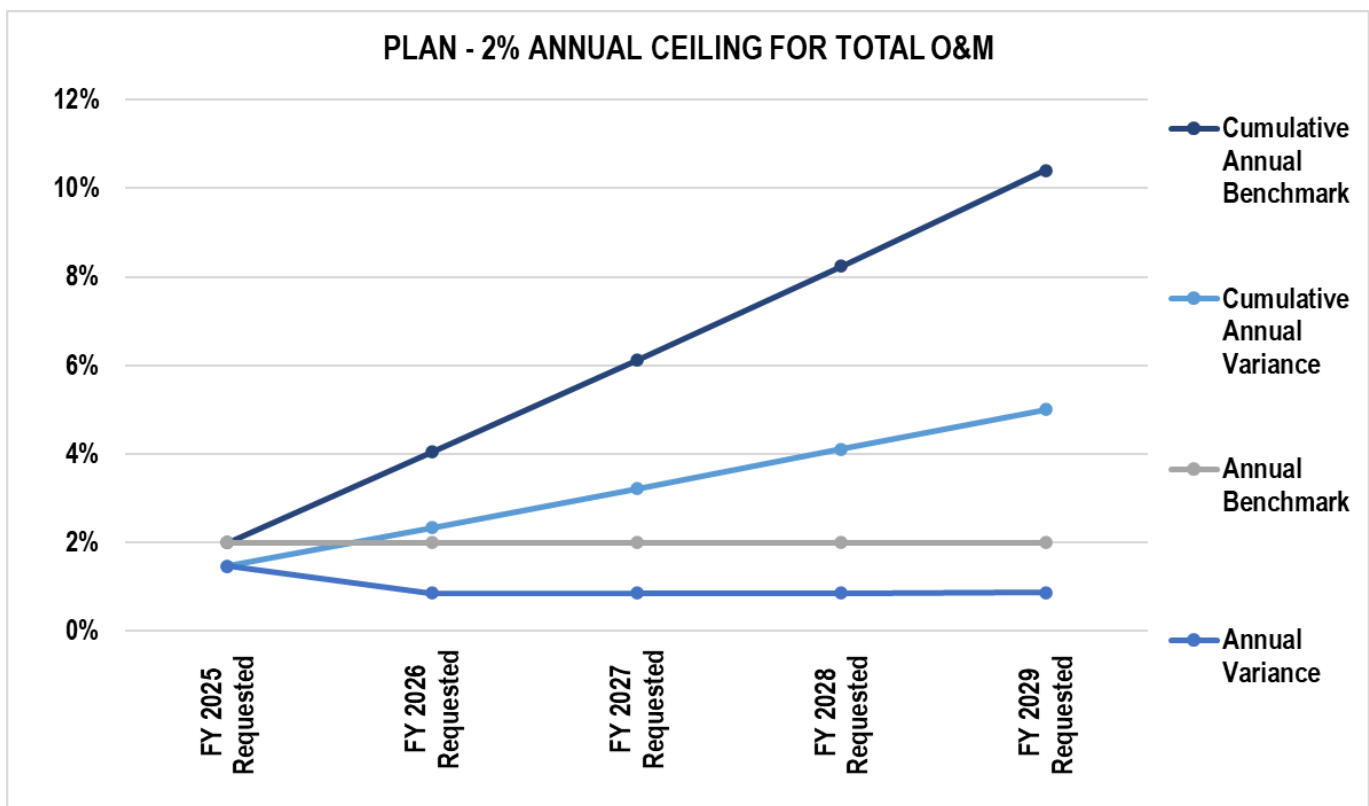


*Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Executive Officer	\$ 635,100	\$ 709,100	\$ 719,500	\$ 725,700	\$ 731,900	\$ 738,200	\$ 744,600
<b>Grand Total</b>	<b>\$ 635,100</b>	<b>\$ 709,100</b>	<b>\$ 719,500</b>	<b>\$ 725,700</b>	<b>\$ 731,900</b>	<b>\$ 738,200</b>	<b>\$ 744,600</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 5.0% while the entity-wide goal is a cumulative 10.4% ceiling for planning purposes based upon an annual 2% adjustment.



**Capital Outlay**

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

### Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>881001 - Chief Executive Officer</b>	<b>\$ 635,100</b>	<b>\$ 709,100</b>	<b>\$ 719,500</b>	<b>\$ 725,700</b>	<b>\$ 731,900</b>	<b>\$ 738,200</b>	<b>\$ 744,600</b>
<b>2.1 Salaries &amp; Wages</b>	<b>335,600</b>	<b>342,500</b>	<b>346,700</b>	<b>346,700</b>	<b>346,700</b>	<b>346,700</b>	<b>346,700</b>
<b>2.4 Employee Benefits</b>	<b>80,500</b>	<b>87,100</b>	<b>87,800</b>	<b>88,300</b>	<b>88,700</b>	<b>89,100</b>	<b>89,500</b>
<b>4.2 Supplies &amp; Other</b>	<b>197,100</b>	<b>218,300</b>	<b>222,600</b>	<b>227,100</b>	<b>231,600</b>	<b>236,200</b>	<b>240,900</b>
Memberships, Licenses & Subscriptions	110,900	117,400	123,400	125,900	128,400	131,000	133,600
Mileage and Parking	70,800	71,300	78,600	80,200	81,800	83,400	85,100
Office Supplies	3,500	10,800	5,000	5,100	5,200	5,300	5,400
Postage	-	100	100	100	100	100	100
Training and Internal Meetings	4,100	7,500	5,500	5,600	5,700	5,800	5,900
Travel	7,800	11,200	10,000	10,200	10,400	10,600	10,800
<b>4.3 Contractual Services</b>	<b>21,900</b>	<b>61,200</b>	<b>62,400</b>	<b>63,600</b>	<b>64,900</b>	<b>66,200</b>	<b>67,500</b>
Contractual Professional Services	21,900	61,200	62,400	63,600	64,900	66,200	67,500
<b>Grand Total</b>	<b>\$ 635,100</b>	<b>\$ 709,100</b>	<b>\$ 719,500</b>	<b>\$ 725,700</b>	<b>\$ 731,900</b>	<b>\$ 738,200</b>	<b>\$ 744,600</b>

### Chief Administrative and Compliance Officer

The Chief Administrative and Compliance Officer area supports the ongoing labor negotiations throughout GLWA.

#### Strategic Initiatives

- ❖ **Support GLWA’s Cooperative Labor-Management Relationship (Ongoing)**  
 Focus on expansion of safety teams; identify and acknowledge safe work performance. This strategic initiative is measured by the success of negotiations and implementation of the Collective Bargaining Agreement along with quick resolution of any unfair labor practice complaints.
- ❖ **Continue Build Out of Legislative Relations team (Ongoing)**  
 Establish and support annual legislative agenda for the utility.
- ❖ **Support multi-area change management throughout the utility (Ongoing)**  
 Provide leadership support for large multi-area initiatives.

The following table shows how the Chief Administrative and Compliance Officer area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Chief Administrative Officer Strategic Initiatives	Support GLWA’s Cooperative Labor-Management Relationship						x					
	Continue Build Out of Legislative Relations Team						x		x	x		x
	Support Multi-Area Change Management Throughout The Utility				x			x	x		x	x

**Organization**

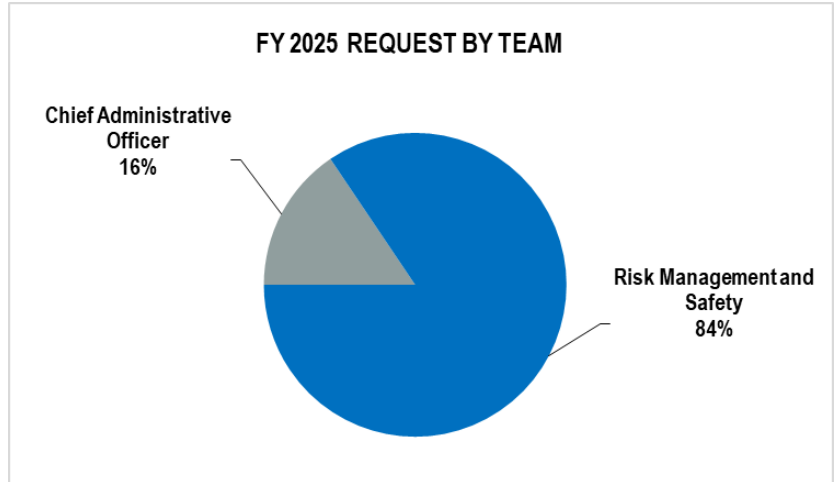
The Chief Administrative and Compliance Officer (CACO) area consists of two teams.

❖ **Chief Administrative Officer**

Provides support to the Board of Directors and the Chief Executive Officer. The Office provides coordinative services and administrative support to Enterprise Risk Management, Organizational Development, General Counsel, and Information Technology.

❖ **Risk Management and Safety**

Responsible for a process, established by GLWA’s Board of Directors and management, which is designed to identify potential events that may affect the Authority, and to manage risk within its risk appetite to provide reasonable assurance regarding the achievement of GLWA’s objectives.



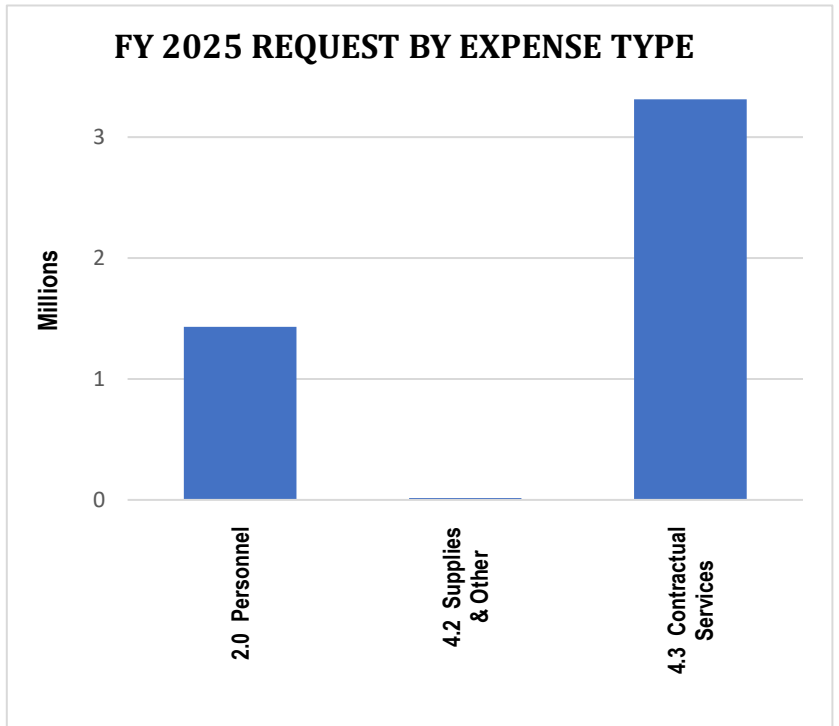
**Expense Categories**

There are three expense categories within the Chief Administrative and Compliance Officer area in the operations and maintenance budget:

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

Contractual Services represent the largest expense category for FY 2025. The contractual services account encompasses three major contracts:

- government relation services
- environmental, safety, and response services, and
- staff development.



### Biennial Budget Request

The biennial budget reflects an overall increase of \$1.4 million, or 19.0%, in FY 2025.

- ❖ The supplies and other account increased by \$6,600 to invest in employee training and development.
- ❖ The contractual services account increased by \$1.3 million to reflect the estimated annual premium rate increase on insurance policies and risk management policy agreements.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 1,140,600	\$ 1,523,200	\$ 764,900	\$ 1,589,200	\$ 66,000	4.3%	\$ 2,203,200
4.2 Supplies & Other	19,700	34,800	12,800	41,400	6,600	19.0%	42,200
4.3 Contractual Services	5,005,400	5,913,900	3,405,900	7,259,700	1,345,800	22.8%	7,404,800
<b>Grand Total</b>	<b>\$ 6,165,700</b>	<b>\$ 7,471,900</b>	<b>\$ 4,183,600</b>	<b>\$ 8,890,300</b>	<b>\$ 1,418,400</b>	<b>19.0%</b>	<b>\$ 9,650,200</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Administrative Officer	\$ 1,128,800	\$ 1,467,800	\$ 918,100	\$ 1,381,700	\$ (86,100)	-5.9%	\$ 1,758,800
Risk Management and Safety	5,036,900	6,004,100	3,265,500	7,508,600	1,504,500	25.1%	7,891,400
<b>Grand Total</b>	<b>\$ 6,165,700</b>	<b>\$ 7,471,900</b>	<b>\$ 4,183,600</b>	<b>\$ 8,890,300</b>	<b>\$ 1,418,400</b>	<b>19.0%</b>	<b>\$ 9,650,200</b>

### Personnel Budget

The Chief Administrative and Compliance Officer area consists of 16 positions for FY 2025. The increase by two is for one staff position for an Environmental Health & Safety Coordinator, dedicated to CIP, and one Health and Safety Coordinator.

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

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

#### Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
<b>Chief Administrative and Compliance Officer Area</b>	<b>13.00</b>	<b>14.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
Chief Administrative Officer	5.00	5.00	7.00	7.00	7.00	7.00	7.00
Risk Management and Safety	8.00	9.00	9.00	9.00	9.00	9.00	9.00

*Full-time 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 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
<b>Chief Administrative and Compliance Officer Area</b>	<b>10.00</b>	<b>10.25</b>	<b>11.50</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
Chief Administrative Officer	4.25	4.50	4.75	7.00	7.00	7.00	7.00
Risk Management and Safety	5.75	5.75	6.75	9.00	9.00	9.00	9.00

*Personnel Budget* - The table below presents the Chief Administrative and Compliance Officer area personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalent table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 897,200	\$ 1,168,200	\$ 571,500	\$ 1,156,400	\$ (11,800)	-1.0%	\$ 1,625,600
2.4 Employee Benefits	243,400	355,000	162,600	341,700	(13,300)	-3.7%	486,500
2.5 Transition Services	-	-	30,800	91,100	91,100	0.0%	91,100
<b>Grand Total</b>	<b>\$ 1,140,600</b>	<b>\$ 1,523,200</b>	<b>\$ 764,900</b>	<b>\$ 1,589,200</b>	<b>\$ 66,000</b>	<b>4.3%</b>	<b>\$ 2,203,200</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Chief Administrative Officer	\$ 737,200	\$ 927,700	\$ 409,300	\$ 782,800	\$ (144,900)	-15.6%	\$ 1,148,100
Risk Management and Safety	403,400	595,500	355,600	806,400	210,900	35.4%	1,055,100
<b>Grand Total</b>	<b>\$ 1,140,600</b>	<b>\$ 1,523,200</b>	<b>\$ 764,900</b>	<b>\$ 1,589,200</b>	<b>\$ 66,000</b>	<b>4.3%</b>	<b>\$ 2,203,200</b>

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 897,200	\$ 1,168,200	\$ 1,156,400	\$ 1,625,600	\$ 1,625,600	\$ 1,625,600	\$ 1,625,600
2.4 Employee Benefits	243,400	355,000	341,700	486,500	489,700	492,900	496,100
2.5 Transition Services	-	-	91,100	91,100	91,100	91,100	91,100
<b>Grand Total</b>	<b>\$ 1,140,600</b>	<b>\$ 1,523,200</b>	<b>\$ 1,589,200</b>	<b>\$ 2,203,200</b>	<b>\$ 2,206,400</b>	<b>\$ 2,209,600</b>	<b>\$ 2,212,800</b>

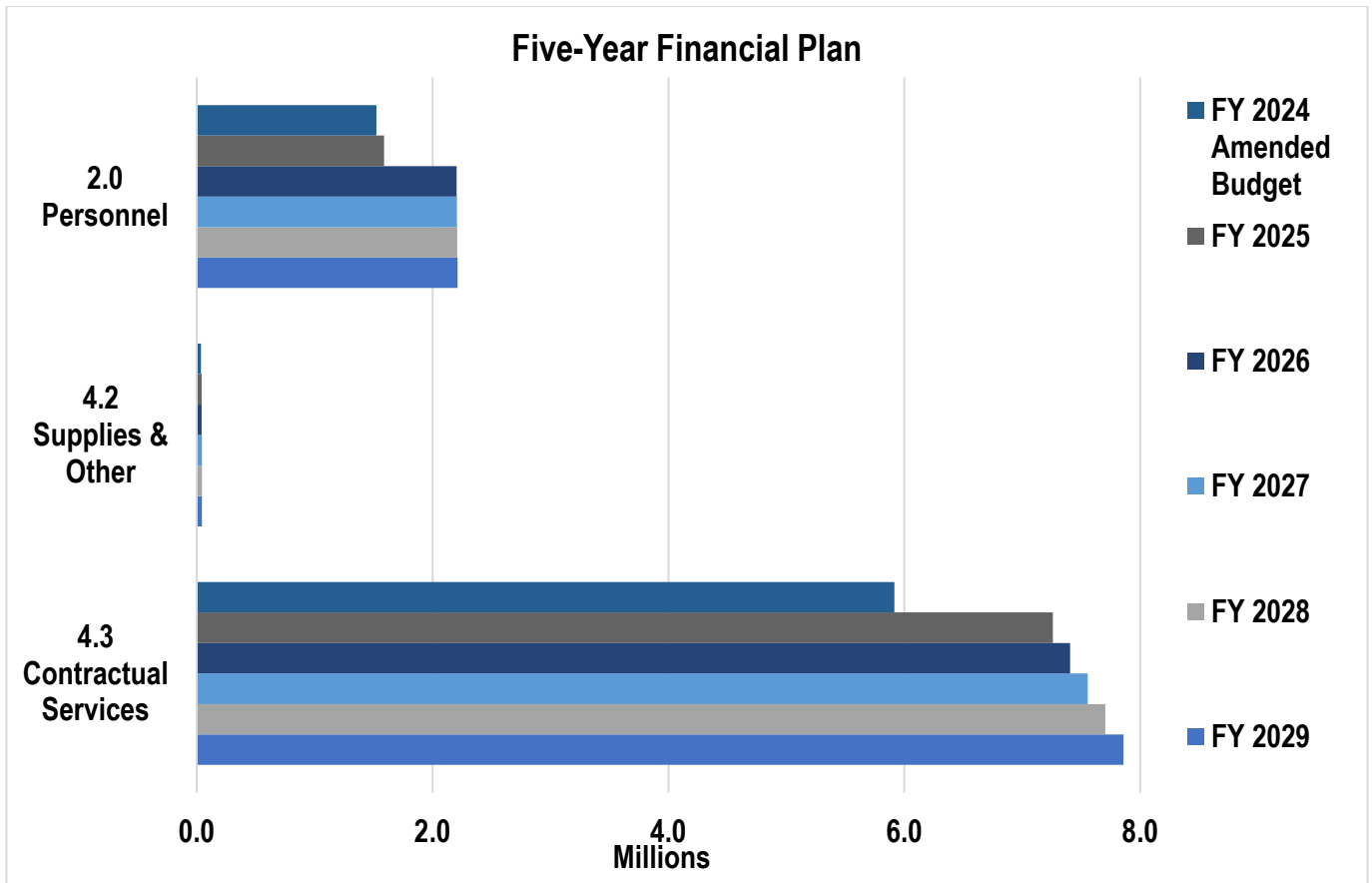
*Personnel – Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Administrative Officer	\$ 737,200	\$ 927,700	\$ 782,800	\$ 1,148,100	\$ 1,149,600	\$ 1,151,100	\$ 1,152,600
Risk Management and Safety	403,400	595,500	806,400	1,055,100	1,056,800	1,058,500	1,060,200
<b>Grand Total</b>	<b>\$ 1,140,600</b>	<b>\$ 1,523,200</b>	<b>\$ 1,589,200</b>	<b>\$ 2,203,200</b>	<b>\$ 2,206,400</b>	<b>\$ 2,209,600</b>	<b>\$ 2,212,800</b>

**Five-Year Financial Plan**

*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 1,140,600	\$ 1,523,200	\$ 1,589,200	\$ 2,203,200	\$ 2,206,400	\$ 2,209,600	\$ 2,212,800
4.2 Supplies & Other	19,700	34,800	41,400	42,200	43,100	44,100	45,100
4.3 Contractual Services	5,005,400	5,913,900	7,259,700	7,404,800	7,552,900	7,704,000	7,858,000
<b>Grand Total</b>	<b>\$ 6,165,700</b>	<b>\$ 7,471,900</b>	<b>\$ 8,890,300</b>	<b>\$ 9,650,200</b>	<b>\$ 9,802,400</b>	<b>\$ 9,957,700</b>	<b>\$ 10,115,900</b>

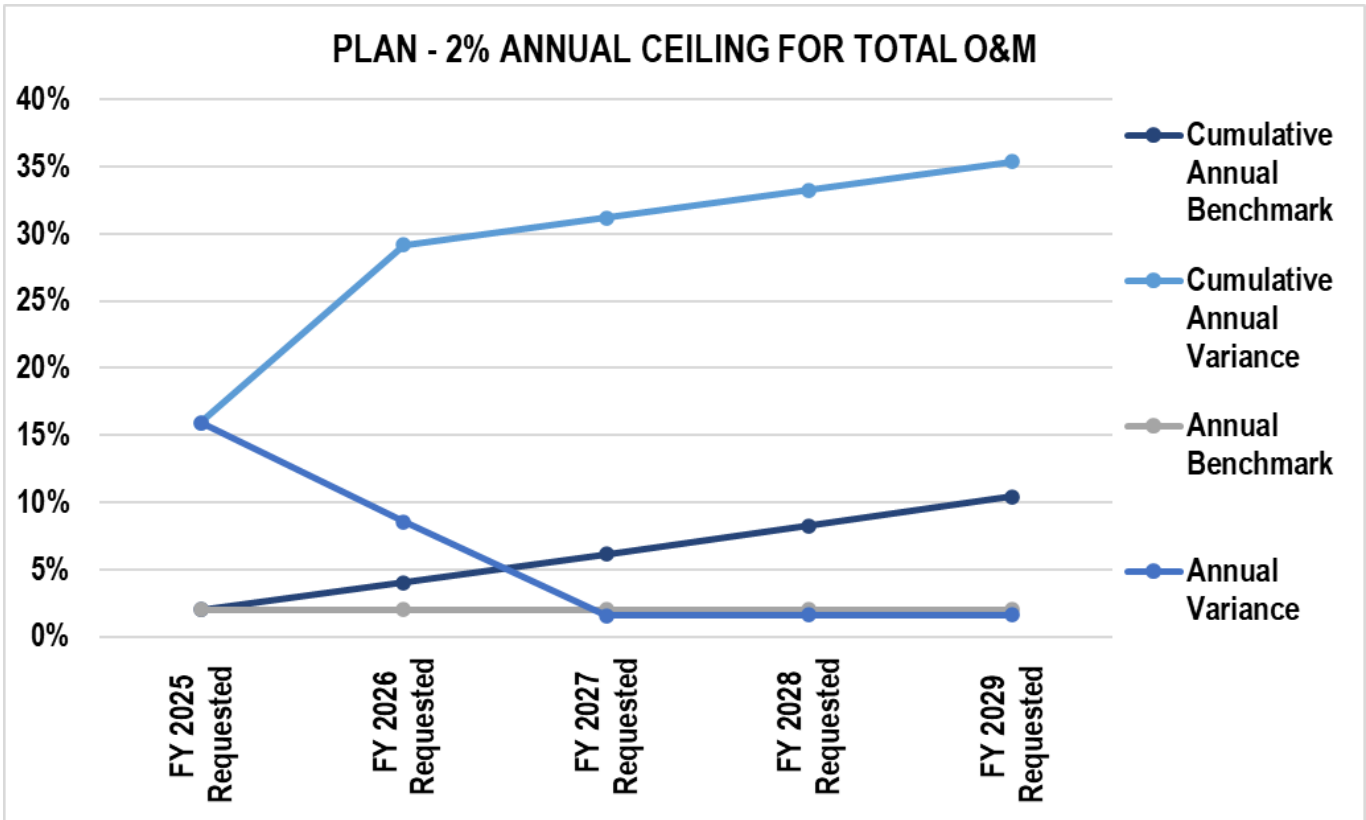


### Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Chief Administrative Officer	\$ 1,128,800	\$ 1,467,800	\$ 1,381,700	\$ 1,758,800	\$ 1,772,600	\$ 1,786,700	\$ 1,800,900
Risk Management and Safety	5,036,900	6,004,100	7,508,600	7,891,400	8,029,800	8,171,000	8,315,000
<b>Grand Total</b>	<b>\$ 6,165,700</b>	<b>\$ 7,471,900</b>	<b>\$ 8,890,300</b>	<b>\$ 9,650,200</b>	<b>\$ 9,802,400</b>	<b>\$ 9,957,700</b>	<b>\$ 10,115,900</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 35.4% while the entity-wide goal is a cumulative 10.4% for planning purposes (based upon an annual 2% adjustment). The large increase is mainly a result of an anticipated increase in insurance premiums in FY 2025 and an increase in FTE in FY 2026.



### Capital Outlay

Capital Outlay is not a component of the Chief Administrative and Compliance Officer Area.



### Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>883001 - Chief Administrative Officer</b>	<b>\$ 1,128,800</b>	<b>\$ 1,467,800</b>	<b>\$ 1,381,700</b>	<b>\$ 1,758,800</b>	<b>\$ 1,772,600</b>	<b>\$ 1,786,700</b>	<b>\$ 1,800,900</b>
2.1 Salaries & Wages	584,100	725,500	612,200	896,300	896,300	896,300	896,300
2.4 Employee Benefits	153,100	202,200	170,600	251,800	253,300	254,800	256,300
4.2 Supplies & Other	13,700	12,000	20,200	20,500	21,000	21,500	22,000
Memberships, Licenses & Subscriptions	2,500	900	2,800	2,800	2,900	3,000	3,100
Office Supplies	400	2,500	2,600	2,600	2,700	2,800	2,900
Training and Internal Meetings	8,100	3,300	9,400	9,600	9,800	10,000	10,200
Travel	2,700	5,300	5,400	5,500	5,600	5,700	5,800
4.3 Contractual Services	377,900	528,100	578,700	590,200	602,000	614,100	626,300
<b>883401 - Enterprise Risk Management and Safety</b>	<b>679,700</b>	<b>1,658,700</b>	<b>1,888,800</b>	<b>2,159,200</b>	<b>2,183,000</b>	<b>2,207,300</b>	<b>2,232,000</b>
2.1 Salaries & Wages	313,100	442,700	544,200	729,300	729,300	729,300	729,300
2.4 Employee Benefits	90,300	152,800	171,100	234,700	236,400	238,100	239,800
2.5 Transition Services	-	-	91,100	91,100	91,100	91,100	91,100
4.2 Supplies & Other	6,000	22,800	21,200	21,700	22,100	22,600	23,100
Employee Uniform Expense	100	-	-	-	-	-	-
Operating Supplies	5,900	7,200	7,300	7,500	7,600	7,800	8,000
Training and Internal Meetings	-	15,600	8,300	8,500	8,700	8,900	9,100
Travel	-	-	5,600	5,700	5,800	5,900	6,000
4.3 Contractual Services	270,300	1,040,400	1,061,200	1,082,400	1,104,100	1,126,200	1,148,700
<b>883411 - Enterprise Risk Mgt. Insurance Fund</b>	<b>4,357,200</b>	<b>4,345,400</b>	<b>5,619,800</b>	<b>5,732,200</b>	<b>5,846,800</b>	<b>5,963,700</b>	<b>6,083,000</b>
4.3 Contractual Services	4,357,200	4,345,400	5,619,800	5,732,200	5,846,800	5,963,700	6,083,000
<b>Grand Total</b>	<b>\$ 6,165,700</b>	<b>\$ 7,471,900</b>	<b>\$ 8,890,300</b>	<b>\$ 9,650,200</b>	<b>\$ 9,802,400</b>	<b>\$ 9,957,700</b>	<b>\$ 10,115,900</b>

### General Counsel

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

### Strategic Initiatives

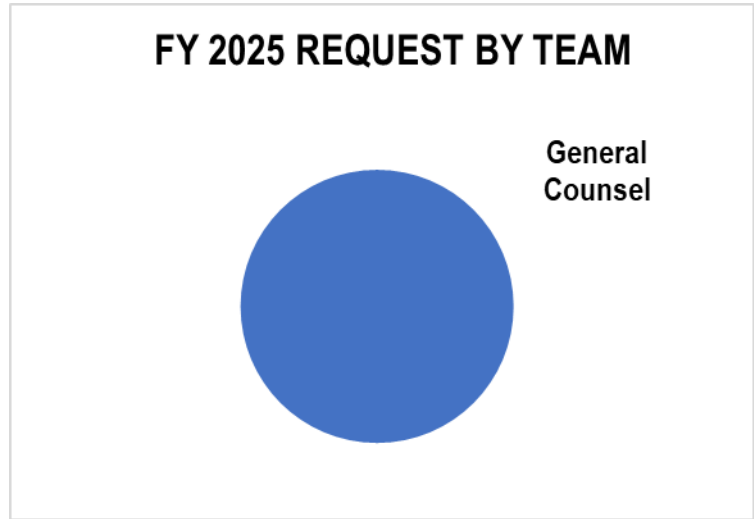
- ❖ **Work collaboratively with GLWA water member partners to reopen their water usage demands (Ongoing)**  
 Ensure that all member partners with direct water service contracts have an opportunity to determine whether they want to adjust their water usage demands. The Board becomes aware of those contracts reopened as all member partner contract amendments are approved by the Board.
- ❖ **Create a Best Practices Manual (Ongoing)**  
 Ensure consistent representation of the Authority in contractual, real estate, employment, and litigation matters.
- ❖ **Defend litigation related to the summer 2021 rain events (As needed)**  
 Manage multiple class action lawsuits.

The following table shows how the General Counsel area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
General Counsel Strategic Initiatives	Work collaboratively with GLWA water member partners to reopen their water usage demands						x	x		x		x
	Create a Best Practices Manual				x	x	x	x		x	x	
	Defend litigation related to the summer 2021 rain events						x					

**Organization**

The General Counsel area has one team.

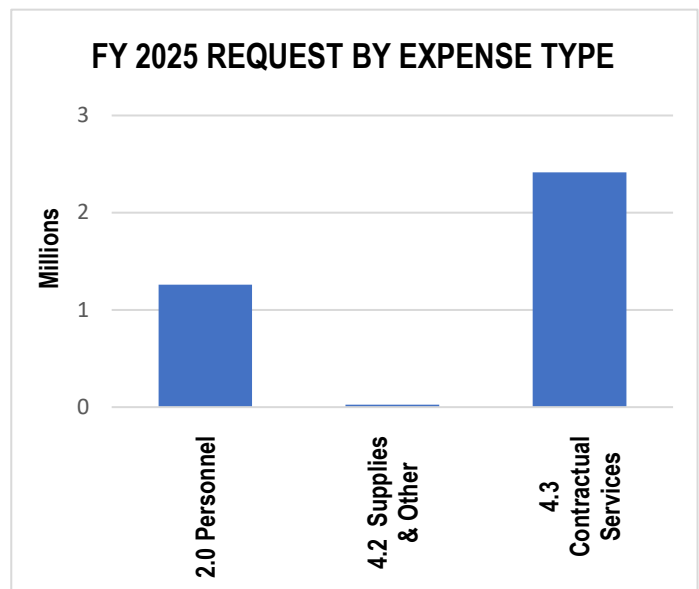


**Expense Categories**

The General Counsel area has three expense categories in the operations and maintenance budget:

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

Contractual Services represents the largest expense category. This account contains the outside counsel for a wide range of matters, including expert witnesses, environmental, labor, contract review, land matters, non-transactional bond counsel and other matters.



### Biennial Budget Request

The biennial budget reflects an overall decrease of \$120,800, or 3.1%, in FY 2025.

- ❖ The personnel account increased by \$180,100 due to an open Director position within the legal department.
- ❖ The supplies and other account decreased by \$9,800. Projected expenses for training and internal meetings were adjusted based on need.
- ❖ The contractual services account is decreasing by \$291,100 due to a reduction in anticipated fees for the 2021 flood events that are expected to continue into FY 2025.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 1,168,900	\$ 1,154,500	\$ 491,600	\$ 1,334,600	\$ 180,100	15.6%	\$ 1,336,300
4.2 Supplies & Other	28,000	44,100	17,200	34,300	(9,800)	-22.2%	35,000
4.3 Contractual Services	2,366,300	2,692,600	1,012,700	2,401,500	(291,100)	-10.8%	2,449,500
<b>Grand Total</b>	<b>\$ 3,563,200</b>	<b>\$ 3,891,200</b>	<b>\$ 1,521,500</b>	<b>\$ 3,770,400</b>	<b>\$ (120,800)</b>	<b>-3.1%</b>	<b>\$ 3,820,800</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
General Counsel	\$ 3,563,200	\$ 3,891,200	\$ 1,521,500	\$ 3,770,400	\$ (120,800)	-3.1%	\$ 3,820,800
<b>Grand Total</b>	<b>\$ 3,563,200</b>	<b>\$ 3,891,200</b>	<b>\$ 1,521,500</b>	<b>\$ 3,770,400</b>	<b>\$ (120,800)</b>	<b>-3.1%</b>	<b>\$ 3,820,800</b>

### Personnel Budget

General Counsel consists of eight positions for FY 2025, consistent with the FY 2024 staffing level. The following tables provide three views of the staffing plans and budget.

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

#### Staffing Plan – Number of Positions

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
General Counsel	8.00	8.00	8.00	8.00	8.00	8.00	8.00

*Full-time 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.

*Full-time Equivalents*

Team	Prior Year FY 2023 FTEs	Current FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
General Counsel	7.25	7.50	8.00	8.00	8.00	8.00	8.00

*Personnel Budget* - The tables below present the General Counsel personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 908,000	\$ 877,800	\$ 367,400	\$ 1,014,400	\$ 136,600	15.6%	\$ 1,014,400
2.2 Workforce Development	13,000	23,400	12,300	39,500	16,100	68.8%	39,500
2.4 Employee Benefits	247,900	253,300	111,900	280,700	27,400	10.8%	282,400
<b>Grand Total</b>	<b>\$ 1,168,900</b>	<b>\$ 1,154,500</b>	<b>\$ 491,600</b>	<b>\$ 1,334,600</b>	<b>\$ 180,100</b>	<b>15.6%</b>	<b>\$ 1,336,300</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
General Counsel	\$ 1,168,900	\$ 1,154,500	\$ 491,600	\$ 1,334,600	\$ 180,100	15.6%	\$ 1,336,300
<b>Grand Total</b>	<b>\$ 1,168,900</b>	<b>\$ 1,154,500</b>	<b>\$ 491,600</b>	<b>\$ 1,334,600</b>	<b>\$ 180,100</b>	<b>15.6%</b>	<b>\$ 1,336,300</b>

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 908,000	\$ 877,800	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400
2.2 Workforce Development	13,000	23,400	39,500	39,500	39,500	39,500	39,500
2.4 Employee Benefits	247,900	253,300	280,700	282,400	284,100	285,800	287,500
<b>Grand Total</b>	<b>\$ 1,168,900</b>	<b>\$ 1,154,500</b>	<b>\$ 1,334,600</b>	<b>\$ 1,336,300</b>	<b>\$ 1,338,000</b>	<b>\$ 1,339,700</b>	<b>\$ 1,341,400</b>

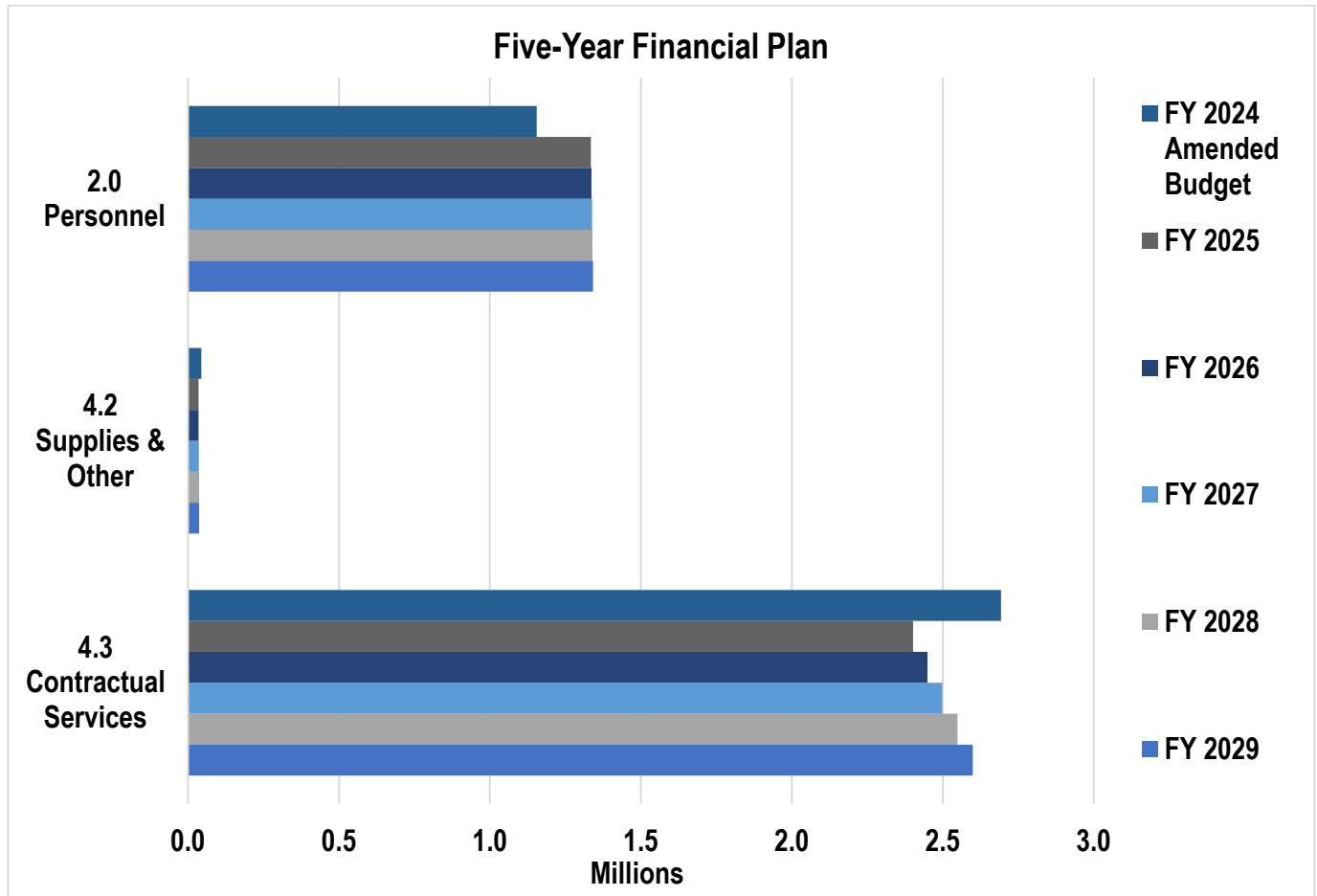
*Personnel – Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
General Counsel	\$ 1,168,900	\$ 1,154,500	\$ 1,334,600	\$ 1,336,300	\$ 1,338,000	\$ 1,339,700	\$ 1,341,400
<b>Grand Total</b>	<b>\$ 1,168,900</b>	<b>\$ 1,154,500</b>	<b>\$ 1,334,600</b>	<b>\$ 1,336,300</b>	<b>\$ 1,338,000</b>	<b>\$ 1,339,700</b>	<b>\$ 1,341,400</b>

### Five-Year Financial Plan

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 1,168,900	\$ 1,154,500	\$ 1,334,600	\$ 1,336,300	\$ 1,338,000	\$ 1,339,700	\$ 1,341,400
4.2 Supplies & Other	28,000	44,100	34,300	35,000	35,700	36,400	37,100
4.3 Contractual Services	2,366,300	2,692,600	2,401,500	2,449,500	2,498,500	2,548,500	2,599,500
<b>Grand Total</b>	<b>\$ 3,563,200</b>	<b>\$ 3,891,200</b>	<b>\$ 3,770,400</b>	<b>\$ 3,820,800</b>	<b>\$ 3,872,200</b>	<b>\$ 3,924,600</b>	<b>\$ 3,978,000</b>

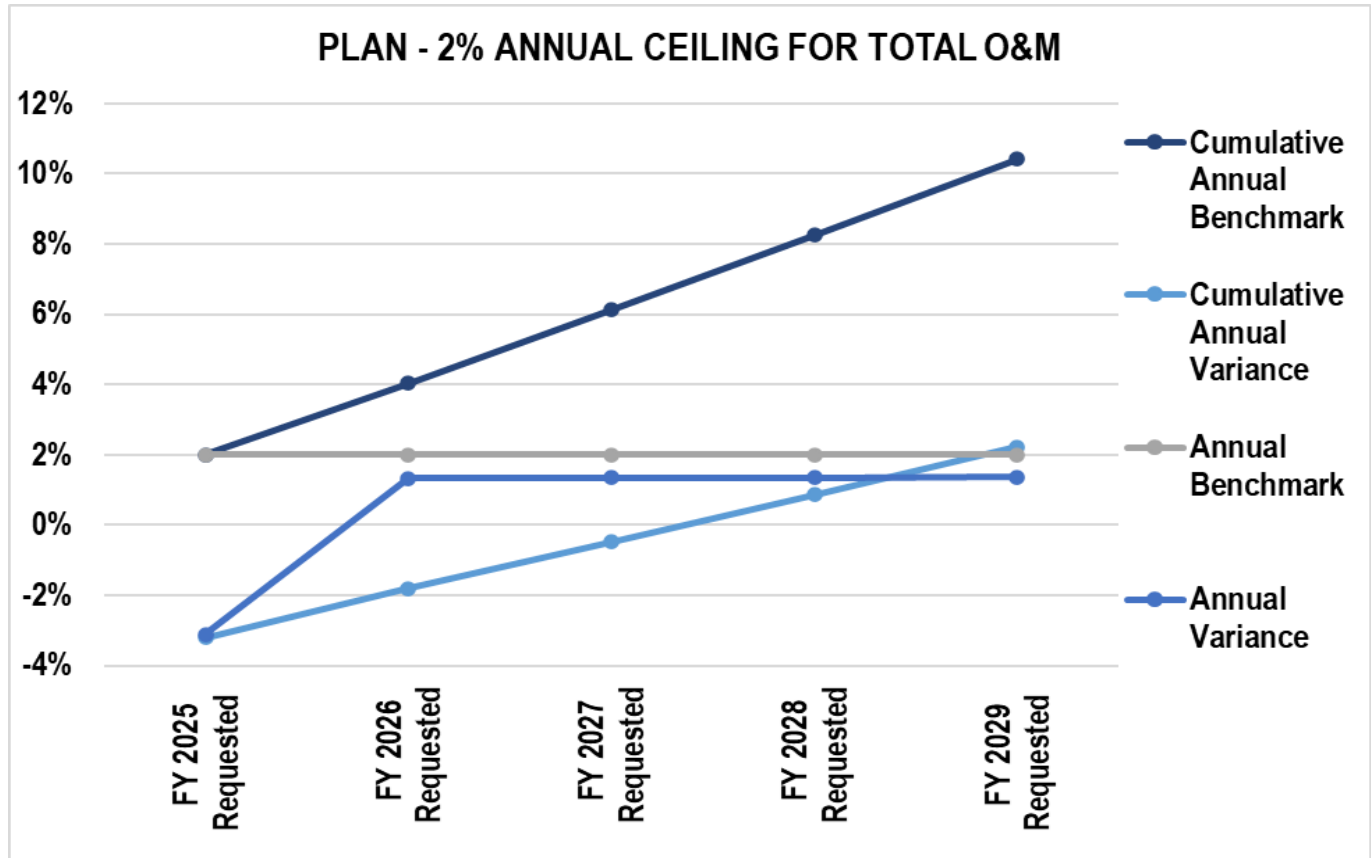


#### Five-Year Financial Plan by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
General Counsel	\$ 3,563,200	\$ 3,891,200	\$ 3,770,400	\$ 3,820,800	\$ 3,872,200	\$ 3,924,600	\$ 3,978,000
<b>Grand Total</b>	<b>\$ 3,563,200</b>	<b>\$ 3,891,200</b>	<b>\$ 3,770,400</b>	<b>\$ 3,820,800</b>	<b>\$ 3,872,200</b>	<b>\$ 3,924,600</b>	<b>\$ 3,978,000</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 2.2% which is below the entity-wide goal of a cumulative 10.4% for planning purposes based upon an annual 2% adjustment. This is mainly due to the increase in personnel costs as described earlier.



**Capital Outlay**

Capital Outlay is not a component of the General Counsel area.

### Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>883101 - General Counsel</b>							
<b>2.1 Salaries &amp; Wages</b>	\$ 908,000	\$ 877,800	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400	\$ 1,014,400
<b>2.2 Workforce Development</b>	13,000	23,400	39,500	39,500	39,500	39,500	39,500
<b>2.4 Employee Benefits</b>	247,900	253,300	280,700	282,400	284,100	285,800	287,500
<b>4.2 Supplies &amp; Other</b>	28,000	44,100	34,300	35,000	35,700	36,400	37,100
Memberships, Licenses & Subscriptions	6,900	10,000	9,000	9,200	9,400	9,600	9,700
Office Supplies	1,500	1,000	2,000	2,000	2,100	2,100	2,200
Postage	-	100	100	100	100	100	100
Training and Internal Meetings	5,000	25,000	15,000	15,300	15,600	15,900	16,200
Travel	14,600	8,000	8,200	8,400	8,500	8,700	8,900
<b>4.3 Contractual Services</b>	<b>2,366,300</b>	<b>2,692,600</b>	<b>2,401,500</b>	<b>2,449,500</b>	<b>2,498,500</b>	<b>2,548,500</b>	<b>2,599,500</b>
Contractual Operating Services	1,400	-	1,500	1,500	1,600	1,600	1,600
Contractual Svcs–Flood Events -All Sewer	483,300	500,000	-	-	-	-	-
Legal	1,881,600	2,192,600	2,400,000	2,448,000	2,496,900	2,546,900	2,597,900
<b>Grand Total</b>	<b>\$ 3,563,200</b>	<b>\$ 3,891,200</b>	<b>\$ 3,770,400</b>	<b>\$ 3,820,800</b>	<b>\$ 3,872,200</b>	<b>\$ 3,924,600</b>	<b>\$ 3,978,000</b>

## **Public Affairs**

The Public Affairs area is responsible for building knowledge of the Authority's mission, vision, and values, as well as sharing its accomplishments with stakeholders – both internal and external.

### **Strategic Initiatives**

#### **❖ Build Public Trust in GLWA (Ongoing)**

Implement a comprehensive, proactive, and transparent communications campaign to heighten knowledge of the GLWA system, its operations, the quality of the products we produce and the work GLWA does across the utility to protect public health. This initiative is tracked through a message pull through in the monthly KPI report under the stakeholder understanding category.

#### **❖ Refine GLWA's Tap In Recruitment Campaign (Ongoing)**

Build on the initial success of the inaugural Tap In recruitment campaign by working in partnership with Organizational Development to review and refine target audiences and create new assets highlighting team members and the important roles they play. This focus on sharing the essence of our team members not only helps to attract new talent, but it also works to retain current team members by the building of morale.

#### **❖ Provide a Communications Resource to GLWA Member Partners (Ongoing)**

Leverage the resources and capacity of the Public Affairs team to produce relevant, informative materials/campaigns for use by GLWA and its member partner communities in educating their elected officials, residents, and other stakeholders about important water/wastewater-related issues.

#### **❖ Refine GLWA's Internal Communications Outreach (Ongoing)**

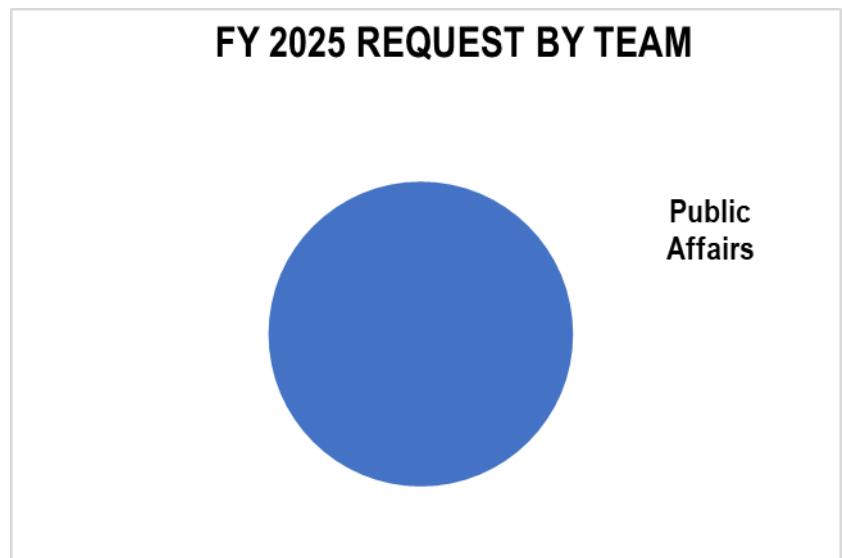
Continue to refine and implement an internal communications strategy that engages GLWA team members and helps to grow overall team member morale and satisfaction. This initiative will be measured through the implementation of a regular internal communication survey to help identify what information team members want and how to improve the ways we communicate that information.

The following table shows how the Public Affairs area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Public Affairs Strategic Initiatives	Build Public Trust in GLWA	x					x	x		x	x	x
	Refine GLWA's Tap In Recruitment Campaign					x	x	x		x		
	Provide a Communications Resource to GLWA Member Partners						x	x		x		x
	Refine GLWA's Internal Communications Outreach						x	x		x	x	x

### Organization

The Public Affairs area has one team.

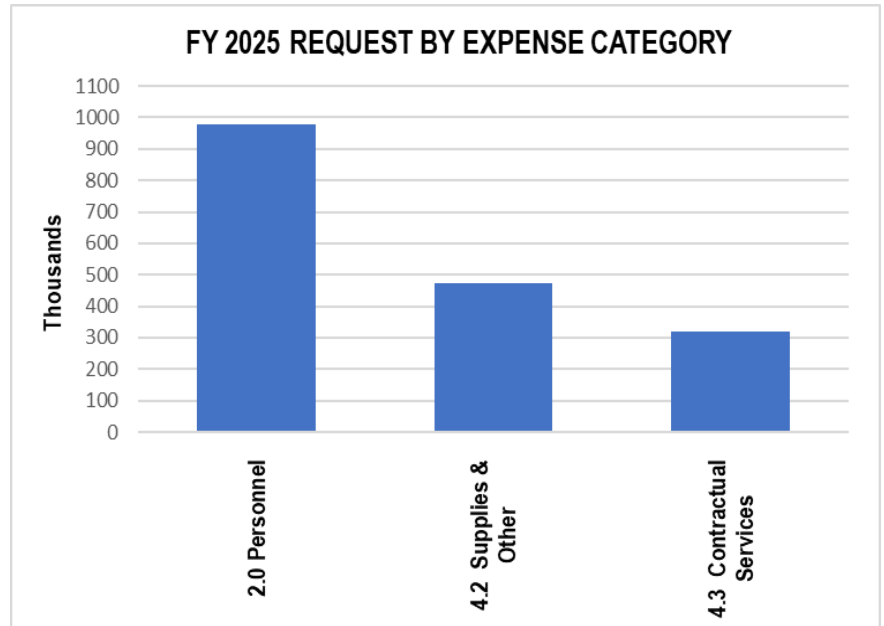


### Expense Categories

There are three categories of Public Affairs expenses in the operations and maintenance budget:

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

Personnel is the largest expense category for Public Affairs.



### Biennial Budget Request

The biennial budget reflects an increase of \$77,500, or 4.6%, in FY 2025.

- ❖ The personnel account increased by \$44,700 due to the addition of one Public Affairs specialist.
- ❖ The supplies & other account increased by \$41,500 due to the focus on GLWA Brand awareness and recruitment campaign.
- ❖ The contractual services account decreased by \$8,700 due to right-size projections in several marketing/communications services.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 894,100	\$ 934,200	\$ 515,300	\$ 978,900	\$ 44,700	4.8%	\$ 1,098,600
4.2 Supplies & Other	411,800	433,100	197,500	474,600	41,500	9.6%	484,000
4.3 Contractual Services	357,300	327,800	96,000	319,100	(8,700)	-2.7%	325,500
<b>Grand Total</b>	<b>\$ 1,663,200</b>	<b>\$ 1,695,100</b>	<b>\$ 808,800</b>	<b>\$ 1,772,600</b>	<b>\$ 77,500</b>	<b>4.6%</b>	<b>\$ 1,908,100</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Public Affairs	\$ 1,663,200	\$ 1,695,100	\$ 808,800	\$ 1,772,600	\$ 77,500	4.6%	\$ 1,908,100
<b>Grand Total</b>	<b>\$ 1,663,200</b>	<b>\$ 1,695,100</b>	<b>\$ 808,800</b>	<b>\$ 1,772,600</b>	<b>\$ 77,500</b>	<b>4.6%</b>	<b>\$ 1,908,100</b>

### Personnel Budget

Public Affairs personnel consists of ten positions for FY 2025. A Public Affairs specialist was added in FY 2024.

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

#### *Staffing Plan – Number of Positions*

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
Public Affairs	9.00	9.00	10.00	10.00	10.00	10.00	10.00

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

#### *Full-time Equivalents*

Team	Prior Year FY 2023 FTEs	Current FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Public Affairs	7.50	8.00	8.50	10.00	10.00	10.00	10.00

*Personnel Budget* - The table below presents the Public Affairs personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

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

	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 655,100	\$ 705,500	\$ 393,300	\$ 738,000	\$ 32,500	4.6%	\$ 821,500
2.3 Overtime	\$ -	\$ -	\$ 300	\$ -	\$ -	0.0%	\$ -
2.4 Employee Benefits	187,700	228,700	121,700	240,900	12,200	5.3%	277,100
2.5 Transition Services	51,300	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 894,100</b>	<b>\$ 934,200</b>	<b>\$ 515,300</b>	<b>\$ 978,900</b>	<b>\$ 44,700</b>	<b>4.8%</b>	<b>\$ 1,098,600</b>

**Personnel - Biennial Budget Request by Team**

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Public Affairs	\$ 894,100	\$ 934,200	\$ 515,300	\$ 978,900	\$ 44,700	4.8%	\$ 1,098,600
	<b>\$ 894,100</b>	<b>\$ 934,200</b>	<b>\$ 515,300</b>	<b>\$ 978,900</b>	<b>\$ 44,700</b>	<b>4.8%</b>	<b>\$ 1,098,600</b>

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

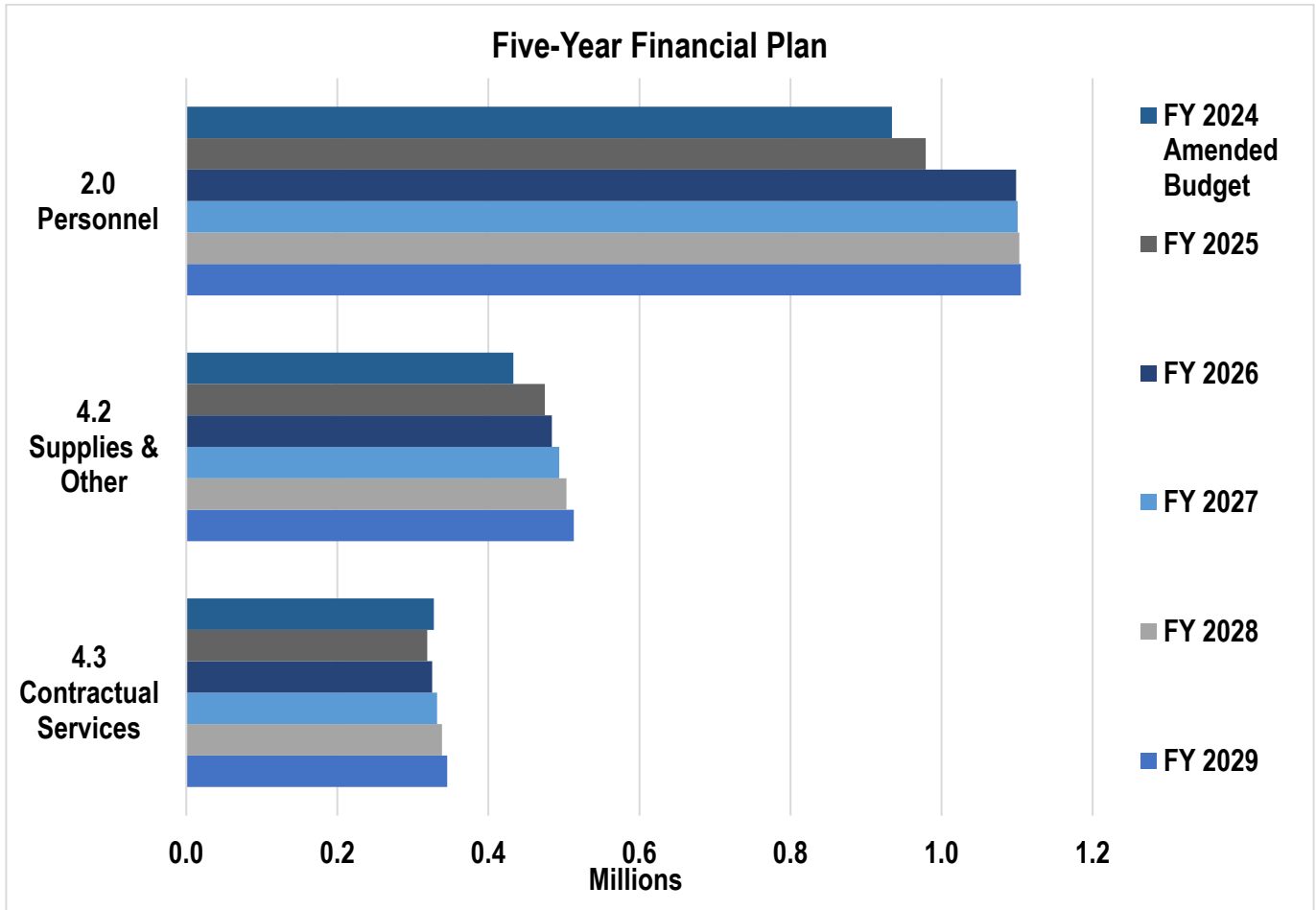
Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 655,100	\$ 705,500	\$ 738,000	\$ 821,500	\$ 821,500	\$ 821,500	\$ 821,500
2.4 Employee Benefits	187,700	228,700	240,900	277,100	279,200	281,400	283,500
2.5 Transition Services	51,300	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 894,100</b>	<b>\$ 934,200</b>	<b>\$ 978,900</b>	<b>\$ 1,098,600</b>	<b>\$ 1,100,700</b>	<b>\$ 1,102,900</b>	<b>\$ 1,105,000</b>

**Personnel – Five-Year Financial Plan by Team**

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Public Affairs	\$ 894,100	\$ 934,200	\$ 978,900	\$ 1,098,600	\$ 1,100,700	\$ 1,102,900	\$ 1,105,000
<b>Grand Total</b>	<b>\$ 894,100</b>	<b>\$ 934,200</b>	<b>\$ 978,900</b>	<b>\$ 1,098,600</b>	<b>\$ 1,100,700</b>	<b>\$ 1,102,900</b>	<b>\$ 1,105,000</b>

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 894,100	\$ 934,200	\$ 978,900	\$ 1,098,600	\$ 1,100,700	\$ 1,102,900	\$ 1,105,000
4.2 Supplies & Other	411,800	433,100	474,600	484,000	493,700	503,300	513,100
4.3 Contractual Services	357,300	327,800	319,100	325,500	332,000	338,600	345,400
<b>Grand Total</b>	<b>\$ 1,663,200</b>	<b>\$ 1,695,100</b>	<b>\$ 1,772,600</b>	<b>\$ 1,908,100</b>	<b>\$ 1,926,400</b>	<b>\$ 1,944,800</b>	<b>\$ 1,963,500</b>

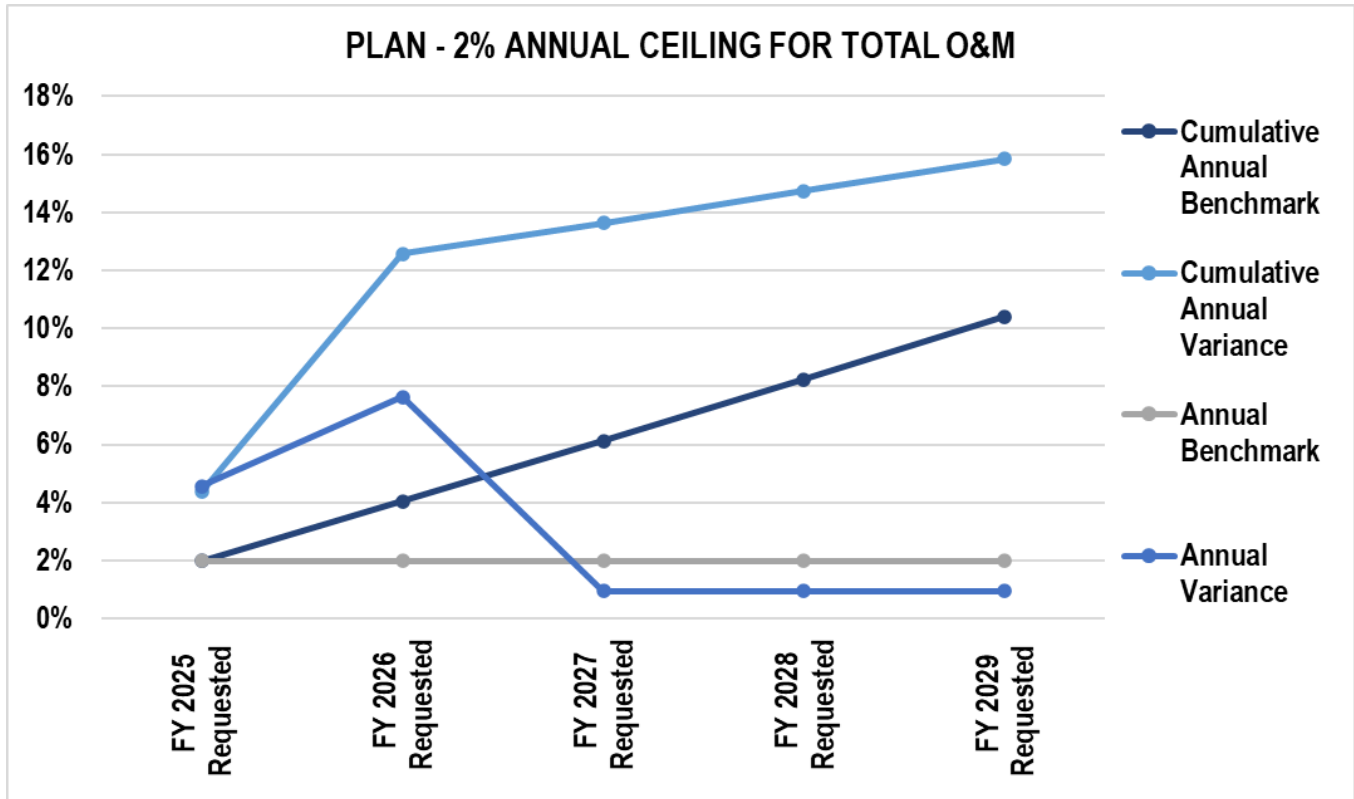


*Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Public Affairs	\$ 1,663,200	\$ 1,695,100	\$ 1,772,600	\$ 1,908,100	\$ 1,926,400	\$ 1,944,800	\$ 1,963,500
<b>Grand Total</b>	<b>\$ 1,663,200</b>	<b>\$ 1,695,100</b>	<b>\$ 1,772,600</b>	<b>\$ 1,908,100</b>	<b>\$ 1,926,400</b>	<b>\$ 1,944,800</b>	<b>\$ 1,963,500</b>

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

The Public Affairs area financial plan reflects a five-year overall increase of 15.8% while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment. In FY 2026, the increase is mainly due to increases in personnel costs due to an increase in FTE.



**Capital Outlay**

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

*Five-Year Capital Outlay by Asset Category*

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000	\$ -
Computers & IT	10,000	5,000	18,000	22,000	10,000	-
<b>Grand Total</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 18,000</b>	<b>\$ 22,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>

*Five-Year Capital Outlay by Funding Source*

Funding Source	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000	\$ -
<b>Grand Total</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 18,000</b>	<b>\$ 22,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>

*Five-Year Capital Outlay by Team*

Team	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Public Affairs	\$ 10,000	\$ 5,000	\$ 18,000	\$ 22,000	\$ 10,000	\$ -
<b>Grand Total</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 18,000</b>	<b>\$ 22,000</b>	<b>\$ 10,000</b>	<b>\$ -</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 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<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>
2.1 Salaries & Wages	655,100	705,500	738,000	821,500	821,500	821,500	821,500
2.4 Employee Benefits	187,700	228,700	240,900	277,100	279,200	281,400	283,500
2.5 Transition Services	51,300	-	-	-	-	-	-
4.2 Supplies & Other	411,800	433,100	474,600	484,000	493,700	503,300	513,100
Advertising	192,700	191,200	248,000	253,000	258,100	263,200	268,400
Memberships, Licenses & Subscriptions	200	-	-	-	-	-	-
Mileage and Parking	500	1,300	1,300	1,300	1,400	1,400	1,400
Office Supplies	6,700	6,700	6,800	6,900	7,000	7,100	7,200
Operating Supplies	158,700	160,200	158,300	161,400	164,600	167,800	171,100
Printing	17,600	44,100	30,000	30,600	31,200	31,800	32,400
Training and Internal Meetings	17,400	14,700	15,000	15,300	15,600	15,900	16,200
Travel	18,000	14,900	15,200	15,500	15,800	16,100	16,400
4.3 Contractual Services	357,300	327,800	319,100	325,500	332,000	338,600	345,400
<b>Grand Total</b>	<b>\$ 1,663,200</b>	<b>\$ 1,695,100</b>	<b>\$ 1,772,600</b>	<b>\$ 1,908,100</b>	<b>\$ 1,926,400</b>	<b>\$ 1,944,800</b>	<b>\$ 1,963,500</b>

## Organizational Development

Organizational Development provides GLWA team members with effective and efficient support needed to ensure the best possible work experience, engagement, and personal development, in a collaborative manner, that also provides the best water treatment and service to our customers.

### Strategic Initiatives

#### ❖ **Apprentice Program (Ongoing)**

GLWA has established a robust apprenticeship program. In FY 2025, GLWA will continue to expand the use of apprenticeships throughout the organization by adding new classes of apprentices and titles to the program. KPI's are reported for classes that have both started and completed.

#### ❖ **Enterprise Resource Management System (ERM) (Ongoing)**

Organizational Development provides managed services for GLWA's current Workday (ERM) system. Organizational Development is actively participating and supporting GLWA's Enterprise Resource Management System led by Information Technology who maintains the strategic KPI's for this initiative.

#### ❖ **Compensation Equity Team (Ongoing)**

Organizational Development will continue a compensation benchmarking study and review of job classifications, job duties and compensation.

#### ❖ **One Water Institute (Ongoing)**

GLWA's training and development program has provided extensive health and safety course offerings to team members and Member Partners. In FY 2025 GLWA will continue expanding access to the One Water Institute with the rollout of the Leadership Development and Leader-in-Me academies. In FY 2025, the One Water Institute will continue to build out its evening in-person course offerings for GLWA team members.

The following table shows how the Organizational Development area strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Organizational Development Strategic Initiatives	Apprentice Program			x	x	x	x		x		x	x
	Enterprise Resource Management System (ERM)		x	x	x	x	x					
	Compensation Equity Team		x				x				x	
	One Water Institute			x	x	x	x	x	x		x	x

### Organization

The Organizational Development area consists of three teams.

❖ **Administration**

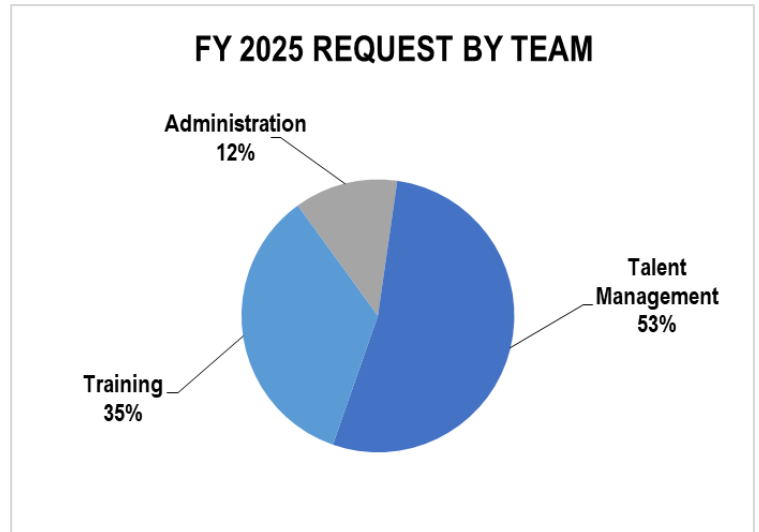
Provides coordination and support to the area and strategic direction for the utility relative to human relations as well as team support and development.

❖ **Talent Management**

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

❖ **Training**

Ensures new GLWA team members receive essential orientation and mandatory health and safety training. Responsible for planning, coordinating, and delivering ongoing health and safety and leadership development training to all GLWA team members. Provides training opportunities to GLWA’s Member Partners through the One Water Institute.

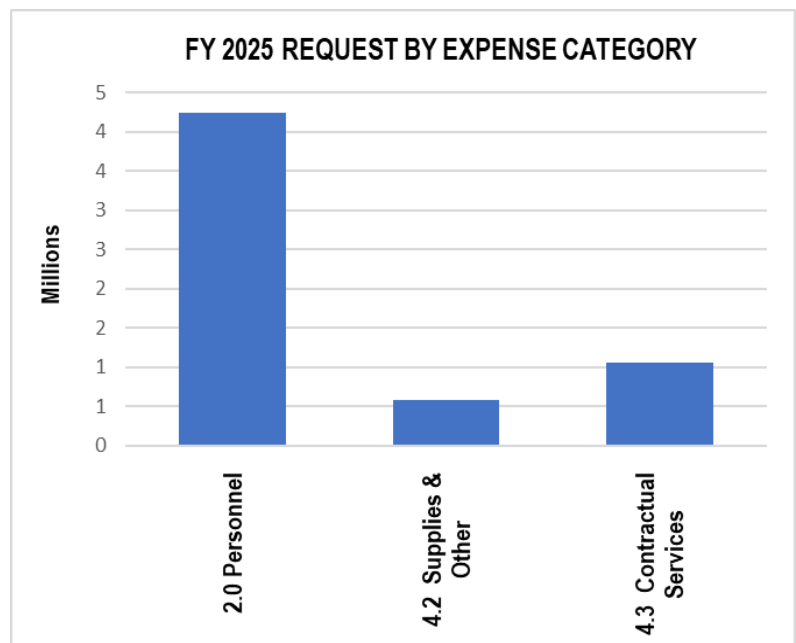


### Expense Categories

There are three categories of Organizational Development (OD) expenses in the operations and maintenance budget as listed below:

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

Personnel costs are the largest expense category for OD.



### Biennial Budget Request

The biennial budget reflects an increase of \$304,300, or 5.5%, in FY 2025.

- ❖ The supplies & other account increased by \$285,800 in FY 2025 due to the training programs aligned with compliance, education, and value-added skills training.
- ❖ The contractual services account increased by \$23,900 due to inflation increases.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 3,710,600	\$ 4,248,600	\$ 2,009,800	\$ 4,243,200	\$ (5,400)	-0.1%	\$ 4,751,900
4.2 Supplies & Other	556,900	296,900	233,900	582,700	285,800	96.3%	594,400
4.3 Contractual Services	636,800	1,036,100	217,300	1,060,000	23,900	2.3%	1,081,200
5.2 Shared Services	(10,100)	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 4,894,200</b>	<b>\$ 5,581,600</b>	<b>\$ 2,461,000</b>	<b>\$ 5,885,900</b>	<b>\$ 304,300</b>	<b>5.5%</b>	<b>\$ 6,427,500</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administration	\$ 711,000	\$ 588,700	\$ 351,100	\$ 722,300	\$ 133,600	22.7%	\$ 725,400
Talent Management	2,552,800	3,252,700	1,187,600	3,124,200	(128,500)	-4.0%	3,647,500
Training	1,630,400	1,740,200	922,300	2,039,400	299,200	17.2%	2,054,600
<b>Grand Total</b>	<b>\$ 4,894,200</b>	<b>\$ 5,581,600</b>	<b>\$ 2,461,000</b>	<b>\$ 5,885,900</b>	<b>\$ 304,300</b>	<b>5.5%</b>	<b>\$ 6,427,500</b>

### Personnel Budget

Organizational Development personnel consists of 45 positions for FY 2025, which shows no change in overall staffing positions from FY 2024. There was a transfer of an Administrative Specialist position from the Talent Management team to 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

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
<b>Organizational Development</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>	<b>45.00</b>
Administration	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Talent Management	22.00	27.00	26.00	26.00	26.00	26.00	26.00
Training	13.00	13.00	14.00	14.00	14.00	14.00	14.00

*Full-time 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 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
<b>Organizational Development</b>	<b>39.00</b>	<b>39.25</b>	<b>40.25</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>
Administration	5.00	4.00	4.75	4.75	4.75	4.75	4.75
Talent Management	21.00	22.75	21.50	25.25	25.25	25.25	25.25
Training	13.00	12.50	14.00	14.00	14.00	14.00	14.00

*Personnel Budget* - The table below presents the Organizational Development personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. The values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

*Personnel – Biennial Budget Request by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 2,801,500	\$ 3,166,900	\$ 1,505,300	\$ 3,141,800	\$ (25,100)	-0.8%	\$ 3,532,000
2.3 Overtime	1,500	3,000	300	2,400	(600)	-20.0%	2,400
2.4 Employee Benefits	896,700	1,078,700	485,500	1,099,000	20,300	1.9%	1,217,500
2.5 Transition Services	10,900	-	18,700	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 3,710,600</b>	<b>\$ 4,248,600</b>	<b>\$ 2,009,800</b>	<b>\$ 4,243,200</b>	<b>\$ (5,400)</b>	<b>-0.1%</b>	<b>\$ 4,751,900</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administration	\$ 520,900	\$ 524,800	\$ 299,800	\$ 618,000	\$ 93,200	17.8%	\$ 619,100
Talent Management	1,957,700	2,400,700	1,038,300	2,195,700	(205,000)	-8.5%	2,700,400
Training	1,232,000	1,323,100	671,700	1,429,500	106,400	8.0%	1,432,400
<b>Grand Total</b>	<b>\$ 3,710,600</b>	<b>\$ 4,248,600</b>	<b>\$ 2,009,800</b>	<b>\$ 4,243,200</b>	<b>\$ (5,400)</b>	<b>-0.1%</b>	<b>\$ 4,751,900</b>

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

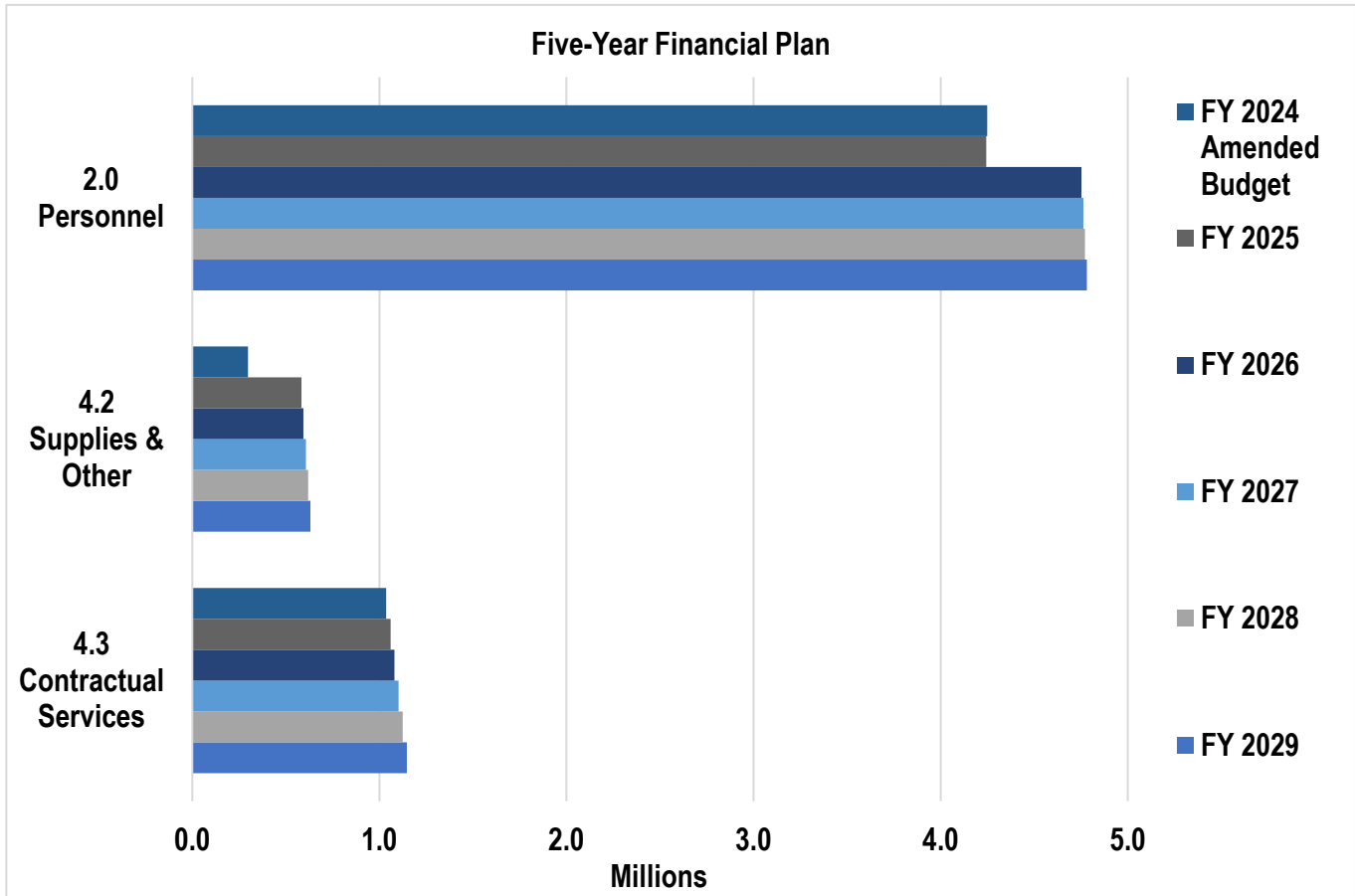
Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 2,801,500	\$ 3,166,900	\$ 3,141,800	\$ 3,532,000	\$ 3,532,000	\$ 3,532,000	\$ 3,532,000
2.3 Overtime	1,500	3,000	2,400	2,400	2,400	2,400	2,400
2.4 Employee Benefits	896,700	1,078,700	1,099,000	1,217,500	1,227,700	1,236,600	1,246,200
2.5 Transition Services	10,900	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 3,710,600</b>	<b>\$ 4,248,600</b>	<b>\$ 4,243,200</b>	<b>\$ 4,751,900</b>	<b>\$ 4,762,100</b>	<b>\$ 4,771,000</b>	<b>\$ 4,780,600</b>

*Personnel – Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Administration	\$ 520,900	\$ 524,800	\$ 618,000	\$ 619,100	\$ 620,200	\$ 621,200	\$ 622,300
Talent Management	1,957,700	2,400,700	2,195,700	2,700,400	2,705,900	2,711,400	2,716,900
Training	1,232,000	1,323,100	1,429,500	1,432,400	1,436,000	1,438,400	1,441,400
<b>Grand Total</b>	<b>\$ 3,710,600</b>	<b>\$ 4,248,600</b>	<b>\$ 4,243,200</b>	<b>\$ 4,751,900</b>	<b>\$ 4,762,100</b>	<b>\$ 4,771,000</b>	<b>\$ 4,780,600</b>

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 3,710,600	\$ 4,248,600	\$ 4,243,200	\$ 4,751,900	\$ 4,762,100	\$ 4,771,000	\$ 4,780,600
4.2 Supplies & Other	556,900	296,900	582,700	594,400	606,700	618,600	630,900
4.3 Contractual Services	636,800	1,036,100	1,060,000	1,081,200	1,102,900	1,125,000	1,147,500
5.2 Shared Services	(10,100)	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 4,894,200</b>	<b>\$ 5,581,600</b>	<b>\$ 5,885,900</b>	<b>\$ 6,427,500</b>	<b>\$ 6,471,700</b>	<b>\$ 6,514,600</b>	<b>\$ 6,559,000</b>

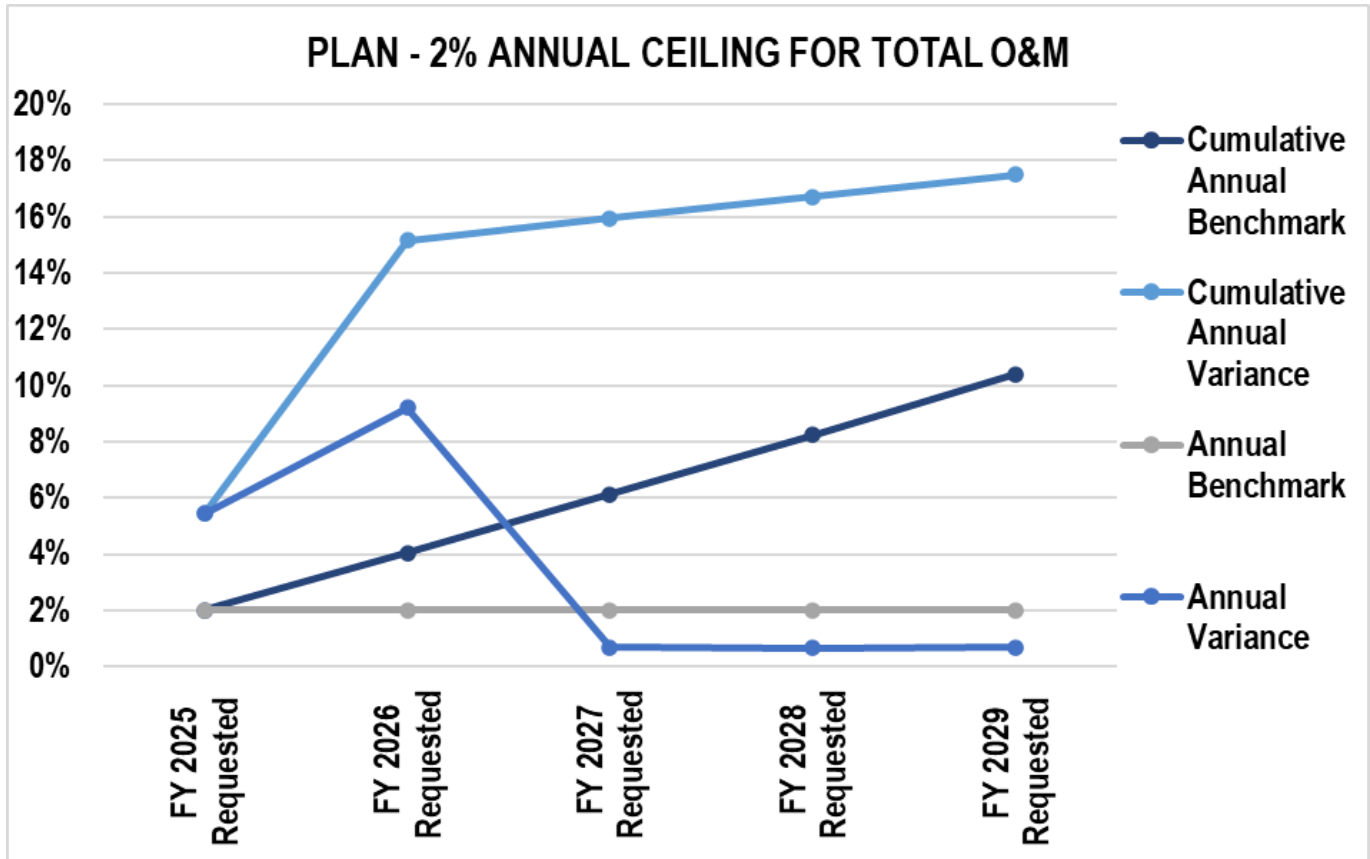


*Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Administration	\$ 711,000	\$ 588,700	\$ 722,300	\$ 725,400	\$ 728,800	\$ 731,900	\$ 735,100
Talent Management	2,552,800	3,252,700	3,124,200	3,647,500	3,672,000	3,696,900	3,722,000
Training	1,630,400	1,740,200	2,039,400	2,054,600	2,070,900	2,085,800	2,101,900
<b>Grand Total</b>	<b>\$ 4,894,200</b>	<b>\$ 5,581,600</b>	<b>\$ 5,885,900</b>	<b>\$ 6,427,500</b>	<b>\$ 6,471,700</b>	<b>\$ 6,514,600</b>	<b>\$ 6,559,000</b>

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

The Organizational Development area financial plan reflects a five-year overall increase of 17.5% while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment. The increase over the entity-wide goal is anticipated due to the increase in FTE in FY 2026.



### Capital Outlay

Organizational Development capital outlay is funded by the Improvement & Extension budget. The tables below reflect anticipated costs for renovation of training facilities.

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

Asset Category	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -
Building/Structures	700,000	700,000	-	-	-	-
<b>Grand Total</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

Funding Source	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Improvement & Extension	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

Team	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Organizational Development	\$ 700,000	\$ 700,000	-	\$ -	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 700,000</b>	<b>\$ 700,000</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.

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>883201 - OD Administration</b>	<b>711,000</b>	<b>588,700</b>	<b>722,300</b>	<b>725,400</b>	<b>728,800</b>	<b>731,900</b>	<b>735,100</b>
2.1 Salaries & Wages	411,300	401,700	469,900	469,900	469,900	469,900	469,900
2.4 Employee Benefits	109,600	123,100	148,100	149,200	150,300	151,300	152,400
4.2 Supplies & Other	67,700	45,900	86,000	87,700	89,500	91,200	92,900
Memberships, Licenses & Subscriptions	34,600	400	35,000	35,700	36,400	37,100	37,800
Mileage and Parking	200	-	200	200	200	200	200
Office Supplies	10,100	20,800	21,200	21,600	22,000	22,400	22,800
Operating Supplies	1,000	100	1,500	1,500	1,600	1,600	1,600
Postage	100	-	100	100	100	100	100
Printing	1,600	-	-	-	-	-	-
Training and Internal Meetings	11,000	10,400	12,800	13,100	13,400	13,700	14,000
Travel	9,100	10,400	11,300	11,500	11,700	11,900	12,100
Tuition Refund	-	3,800	3,900	4,000	4,100	4,200	4,300
4.3 Contractual Services	117,900	18,000	18,300	18,600	19,100	19,500	19,900
5.2 Shared Services	4,500	-	-	-	-	-	-
Shared Services : Salaries & Wages Reimb	1,600	-	-	-	-	-	-
Shared Services Reimbursement	2,300	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	600	-	-	-	-	-	-
<b>883211 - OD Talent Management</b>	<b>2,552,800</b>	<b>3,252,700</b>	<b>3,124,200</b>	<b>3,647,500</b>	<b>3,672,000</b>	<b>3,696,900</b>	<b>3,722,000</b>
2.1 Salaries & Wages	1,464,500	1,778,600	1,611,300	2,001,500	2,001,500	2,001,500	2,001,500
2.3 Overtime	1,500	3,000	2,400	2,400	2,400	2,400	2,400
2.4 Employee Benefits	491,700	619,100	582,000	696,500	702,000	707,500	713,000
4.2 Supplies & Other	108,100	90,600	151,900	155,000	158,200	161,300	164,400
Advertising	30,300	44,400	51,600	52,600	53,600	54,600	55,600
Memberships, Licenses & Subscriptions	11,300	6,100	8,000	8,200	8,500	8,700	8,900
Mileage and Parking	1,500	2,900	2,900	3,000	3,100	3,200	3,300
Office Supplies	13,100	-	15,000	15,300	15,600	15,900	16,200
Operating Supplies	900	-	1,200	1,200	1,200	1,200	1,200
Printing	6,100	2,800	5,000	5,100	5,200	5,300	5,400
Repairs & Maintenance-Software	-	7,600	7,800	8,000	8,200	8,400	8,600
Training and Internal Meetings	38,500	8,700	40,000	40,800	41,600	42,400	43,200
Travel	6,400	18,100	18,400	18,800	19,200	19,600	20,000
Tuition Refund	-	-	2,000	2,000	2,000	2,000	2,000
4.3 Contractual Services	487,000	761,400	776,600	792,100	807,900	824,200	840,700
<b>883231 - OD Training</b>	<b>1,630,400</b>	<b>1,740,200</b>	<b>2,039,400</b>	<b>2,054,600</b>	<b>2,070,900</b>	<b>2,085,800</b>	<b>2,101,900</b>
2.1 Salaries & Wages	925,700	986,600	1,060,600	1,060,600	1,060,600	1,060,600	1,060,600
2.4 Employee Benefits	295,400	336,500	368,900	371,800	375,400	377,800	380,800
2.5 Transition Services	10,900	-	-	-	-	-	-
4.2 Supplies & Other	381,100	160,400	344,800	351,700	359,000	366,100	373,600
Capital Outlay less than \$5,000	76,800	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	2,800	6,100	6,200	6,300	6,600	6,700	6,900
Mileage and Parking	100	1,500	1,000	1,000	1,000	1,000	1,000
Office Supplies	700	15,600	10,000	10,200	10,400	10,600	10,800
Operating Supplies	5,800	1,000	2,000	2,000	2,100	2,100	2,200
Training and Internal Meetings	292,900	111,200	300,000	306,000	312,100	318,300	324,700
Travel	-	22,500	23,000	23,500	24,000	24,500	25,000
Tuition Refund	2,000	2,500	2,600	2,700	2,800	2,900	3,000
4.3 Contractual Services	31,900	256,700	265,100	270,500	275,900	281,300	286,900
5.2 Shared Services	(14,600)	-	-	-	-	-	-
Shared Services Reimbursement	(14,600)	-	-	-	-	-	-
<b>Grand Total</b>	<b>4,894,200</b>	<b>5,581,600</b>	<b>5,885,900</b>	<b>6,427,500</b>	<b>6,471,700</b>	<b>6,514,600</b>	<b>6,559,000</b>

## Financial Services

The Financial Services Area consists of three groups. The *CFO Services* group oversees all debt management, compliance, grants, internal audit, and intergovernmental activities as well as the affordability and assistance program. The *Operations Support Services* group is responsible for procurement and inventory management. The *Financial Reporting & Accounting* group is responsible for construction, general ledger, accounts payable, payroll, asset management and related activities.

## Strategic Initiatives

### ❖ Financial operations (Ongoing)

Continued rollout of technology to reduce the inefficiencies of processing times and to expand analytical capacity – as well as to improve the data available for management decisions.

### ❖ Business support (Ongoing)

Continue to refine the new Business Inclusion & Diversity program, explore utility cooperative procurement sponsorship and vendor quality management.

### ❖ Cross-functional collaboration in key initiatives (Ongoing)

Support transformational efforts across GLWA including asset management, capital program management, operations, and movement toward enterprise-wide contractual services management.

### ❖ Member Partner Engagement (Ongoing)

Support short-and long-term efforts related to the charges’ equity and stability program.

### ❖ Affordability (Ongoing)

Continue to improve and expand constituent service including implementation of the water residential assistance program.

The following table shows how the financial services strategic initiatives relate to the organizational strategic goals:

		Organizational Strategic Goals										
		Bond credit rating of AA	Financial Viability	Product Quality	Infrastructure Strategy and Performance	Operational Optimization	Enterprise Resiliency	Customer Satisfaction	Water Resource Sustainability	Stakeholder Understanding and Support	Employee and Leadership Development	Community Sustainability
Financial Services Strategic Initiatives	Financial operations	x	x			x	x					
	Business support		x	x		x	x					x
	Cross-functional collaboration in key initiatives	x	x	x	x	x	x	x	x	x		x
	Member Partner Engagement	x	x					x	x	x		x
	Affordability		x					x	x	x		x

### Financial Services Contracts

The Financial Services area budget contains several contracts for professional services needed for external auditing, financial and investment consulting, and the Water Residential Assistance Program (WRAP). Included in the chart below are the current key contracts for the services listed. Expired contracts are not represented. Budgeted amounts beyond the contract end date are estimates for future services. These contracts would generally require a separate procurement process.

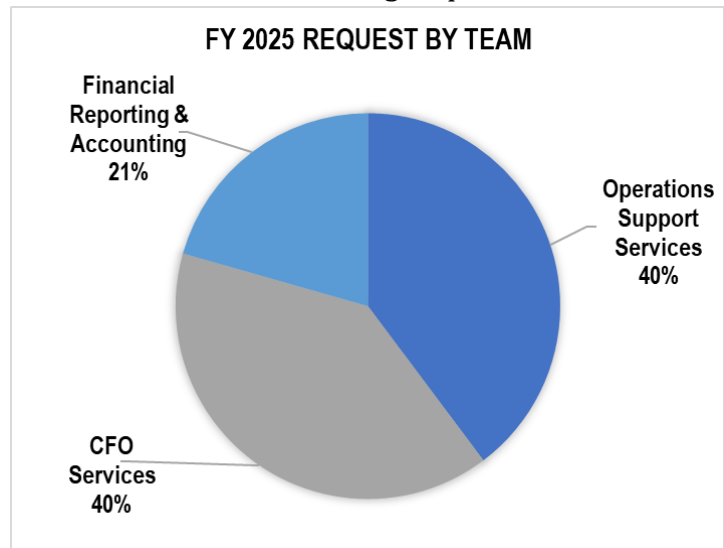
#### Significant Contracts

Project Description	External Auditor Services	Financial Management Consulting Services	Methodolgy Consulting Services	Investment Advisor Services	Financial Advisor Services	Water Residential Assistance Program Advisor	Grants Management Support/Risk Assessment	Total of Significant Contracts
Prime Consultant or Supplier	Baker Tilly Virchow Krause, LLP	The Foster Group	Raftelis	PFM Asset Management LLC	PFM Financial Advisors LLC	Public Sector Consultants	TBD	
Contract #	2104125	GLWA-CS-195	2203353	1902721	2204949	2104125		
Contract Amount	\$ 800,000	\$ 4,725,000	\$ 120,000	\$ 2,200,000	\$ 3,150,000	\$ 655,000		
Contract End Date	06/11/25	06/30/24	03/02/24	12/31/24	06/30/28	06/21/25	TBD	
Cost Center Name	Financial Reporting & Accounting	CFO Services and Financial Management & Planning	Financial Management & Planning	Treasury	CFO Services	CFO Services	CFO Services	
Expense Category	Auditing	Contractual Professional Services	Contractual Professional Services	Contractual Professional Services	Contractual Professional Services	Contractual Professional Services	Contractual Professional Services	
System	Combined	Combined	Combined	Combined	Combined	Combined	Combined	
Pre-FY 2023 Spend	\$ 592,700	\$ 1,475,000	\$ -	\$ 662,800	\$ 507,800	\$ 289,600	\$ -	\$ 3,527,900
Pre-FY 2023 Average Spend	197,600	491,700	-	265,100	84,600	115,800	-	
FY 2023 Spend	203,600	475,000	102,400	242,100	77,700	94,600	-	1,195,400
FY 2024 Amended	211,500	262,200	100,000	440,000	100,000	100,000	-	1,213,700
<b>FY 2025 Requested</b>	<b>222,000</b>	<b>267,400</b>	<b>120,000</b>	<b>440,000</b>	<b>100,000</b>	<b>100,000</b>	<b>150,000</b>	<b>1,399,400</b>
FY 2026 Requested	226,400	272,700	122,400	440,000	100,000	100,000	150,000	1,411,500
FY 2027 Requested	230,900	278,200	124,800	440,000	100,000	100,000	150,000	1,423,900
FY 2028 Requested	235,500	283,800	127,300	440,000	100,000	100,000	150,000	1,436,600
FY 2029 Requested	240,200	289,500	129,800	440,000	100,000	100,000	150,000	1,449,500
<b>Total</b>	<b>\$ 2,162,800</b>	<b>\$ 3,603,800</b>	<b>\$ 826,700</b>	<b>\$ 3,544,900</b>	<b>\$ 1,185,500</b>	<b>\$ 984,200</b>	<b>\$ 750,000</b>	<b>\$ 13,057,900</b>

### Organization

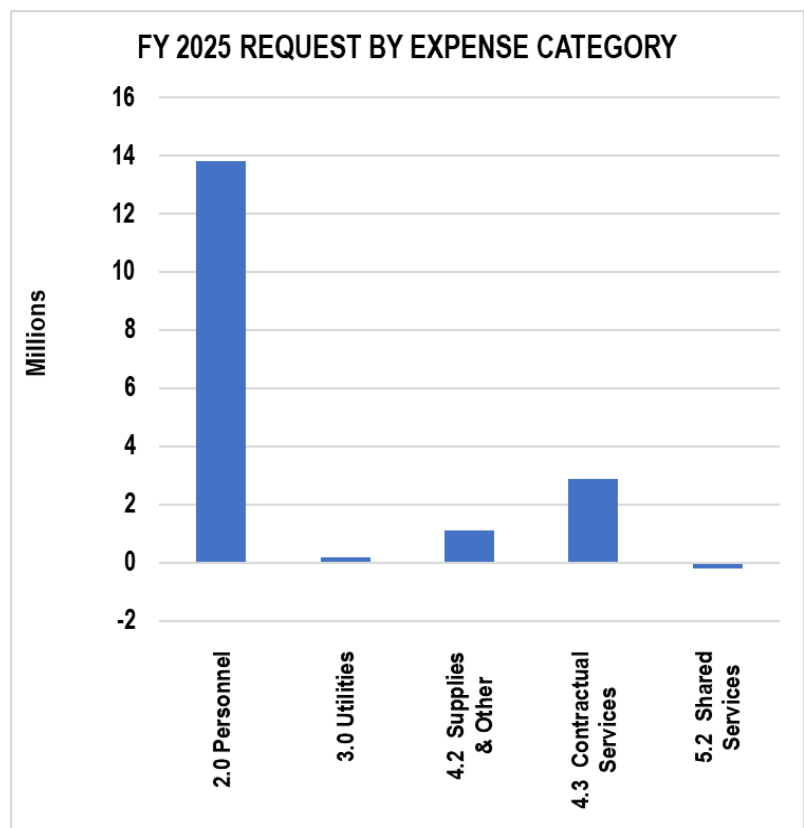
The Financial Services Area includes seven teams that fall within the three group classifications.

- ❖ **CFO Services**  
Chief Financial Officer  
Financial Management & Planning  
CFO Services  
Treasury
- ❖ **Operations Support Services**  
Procurement Director  
Logistics and Materials
- ❖ **Financial Reporting & Accounting**  
Financial Reporting & Accounting is reported under one team, and it includes construction, general ledger, accounts payable, payroll and asset management.



### Expense Categories

The primary expense category in Financial Services is Personnel. The second largest category is Contractual Services for project management support, and other special projects, studies, and audits.



### Biennial Budget Request

The biennial budget reflects an overall increase of \$582,000, or 3.4%. The primary reason for the increase is highlighted below.

- ❖ Personnel – The Financial Services area has increased the FTEs from 115.00 in FY 2024 to 120.75 in FY 2025 Budget. The 3 teams driving the increase of 5.75 are CFO Services – 2.75, Financial Management & Planning – 1.50, and Chief Financial Officer – 1.00. The increase in the number of FTEs is the result of filling vacant positions.

#### Biennial Budget Request by Expense Category

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.0 Personnel	\$ 12,092,300	\$ 12,822,300	\$ 6,832,700	\$ 13,775,800	\$ 953,500	7.4%	\$ 14,418,000
3.0 Utilities	160,300	202,500	74,500	\$ 191,500	\$ (11,000)	-5.4%	\$ 195,200
4.2 Supplies & Other	783,000	1,201,000	499,700	1,087,800	(113,200)	-9.4%	1,108,600
4.3 Contractual Services	2,244,600	3,070,400	1,073,000	2,864,900	(205,500)	-6.7%	2,842,700
5.2 Shared Services	(318,800)	(169,500)	(83,900)	(211,300)	(41,800)	24.7%	(217,400)
6.0 Capital Outlay	-	-	12,700				
<b>Grand Total</b>	<b>\$ 14,961,400</b>	<b>\$ 17,126,700</b>	<b>\$ 8,408,700</b>	<b>\$ 17,708,700</b>	<b>\$ 582,000</b>	<b>3.4%</b>	<b>\$ 18,347,100</b>

#### Biennial Budget Request by Team

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>CFO Services</b>	<b>\$ 5,202,700</b>	<b>\$ 6,311,500</b>	<b>\$ 3,005,400</b>	<b>\$ 7,022,200</b>	<b>\$ 710,700</b>	<b>11.3%</b>	<b>\$ 7,088,600</b>
Chief Financial Officer	641,800	983,400	410,100	1,125,400	142,000	14.4%	1,140,400
CFO Services	2,332,000	2,553,100	1,298,100	2,912,000	358,900	14.1%	2,949,800
Financial Management & Planning	1,537,100	1,868,700	973,600	2,037,000	168,300	9.0%	2,047,700
Treasury	691,800	906,300	323,600	947,800	41,500	4.6%	950,700
<b>Operations Support Services</b>	<b>6,470,200</b>	<b>6,977,200</b>	<b>3,602,500</b>	<b>7,039,000</b>	<b>61,800</b>	<b>0.9%</b>	<b>7,511,800</b>
Procurement Director	3,895,600	4,090,500	2,054,300	3,952,900	(137,600)	-3.4%	4,402,000
Logistics and Materials	2,574,600	2,886,700	1,548,200	3,086,100	199,400	6.9%	3,109,800
<b>Financial Reporting &amp; Accounting</b>	<b>3,288,500</b>	<b>3,838,000</b>	<b>1,800,800</b>	<b>3,647,500</b>	<b>(190,500)</b>	<b>-5.0%</b>	<b>3,746,700</b>
<b>Grand Total</b>	<b>\$ 14,961,400</b>	<b>\$ 17,126,700</b>	<b>\$ 8,408,700</b>	<b>\$ 17,708,700</b>	<b>\$ 582,000</b>	<b>3.4%</b>	<b>\$ 18,347,100</b>

### Personnel Budget

The staffing plan had a net increase of one position to 127 in FY 2025 (Management Professional in the CFO Services area). The staffing plan remains at a steady state of 127 total positions through FY 2029. The staffing level is shown in the tables below. The increase in the number of positions budgeted (FTEs) in FY 2025 was driven by promoting one manager and filling vacant positions: two professional administrative analysts, one financial management and planning director, one financial services area Chief of Staff, and one management professional, resulting in a net increase of 5.75 FTEs from FY 2024 to FY 2025.

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

#### *Staffing Plan – Number of Positions*

Team	Prior Year FY 2023 Staffing Plan	Current Year FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
<b>Financial Services Area</b>	<b>123.00</b>	<b>126.00</b>	<b>127.00</b>	<b>127.00</b>	<b>127.00</b>	<b>127.00</b>	<b>127.00</b>
<b>CFO Services</b>	<b>35.00</b>	<b>37.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>
Chief Financial Officer	5.00	5.00	5.00	5.00	5.00	5.00	5.00
CFO Services	15.00	17.00	19.00	19.00	19.00	19.00	19.00
Financial Management & Planning	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Treasury	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Operations Support Services</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>	<b>60.00</b>
Procurement Director	35.00	36.00	35.00	35.00	35.00	35.00	35.00
Logistics and Materials	24.00	24.00	25.00	25.00	25.00	25.00	25.00
<b>Financial Reporting &amp; Accounting</b>	<b>29.00</b>	<b>29.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>

*Full Time Equivalent* - The table on the following page represents “full-time equivalent” (FTE) staffing. FTE is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year. For this budget area, the number of budgeted positions, or FTEs, increased by 5.75 for FY 2025 compared to the FY 2024 Budget.

**Full Time Equivalents**

Team	Prior Year FY 2023 FTEs	Current Year FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
<b>Financial Services Area</b>	<b>120.00</b>	<b>115.00</b>	<b>120.75</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>
<b>CFO Services</b>	<b>34.50</b>	<b>32.50</b>	<b>37.75</b>	<b>38.50</b>	<b>38.50</b>	<b>38.50</b>	<b>38.50</b>
Chief Financial Officer	4.50	3.50	4.50	4.50	4.50	4.50	4.50
CFO Services	15.00	15.50	18.25	19.00	19.00	19.00	19.00
Financial Management & Planning	12.00	10.50	12.00	12.00	12.00	12.00	12.00
Treasury	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Operations Support Services</b>	<b>57.50</b>	<b>55.50</b>	<b>56.25</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>
Procurement Director	33.50	33.50	31.25	35.00	35.00	35.00	35.00
Logistics and Materials	24.00	22.00	25.00	25.00	25.00	25.00	25.00
<b>Financial Reporting &amp; Accounting</b>	<b>28.00</b>	<b>27.00</b>	<b>26.75</b>	<b>27.50</b>	<b>27.50</b>	<b>27.50</b>	<b>27.50</b>

*Personnel Budget* – The following tables present the Financial Services personnel budget by expense category and by team. The tables are presented for both the biennial budget and by five-year financial plan. These values for the personnel budget are based on the full-time equivalents table above using current pay levels. Wage and benefit adjustments are based on merit increases and are included in the Unallocated Reserve line item for the Administrative Services Operating Area which is shown in detail in Section 5 - Operating Financial Plans by Service Area.

**Personnel – Biennial Budget Request by Expense Category**

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
2.1 Salaries & Wages	\$ 8,990,300	\$ 9,405,200	\$ 5,171,800	\$ 10,342,900	\$ 937,700	10.0%	\$ 10,807,700
2.2 Workforce Development	7,000	-	8,500	17,700	17,700	0.0%	17,700
2.3 Overtime	7,300	11,000	8,600	10,000	(1,000)	-9.1%	10,000
2.4 Employee Benefits	2,756,700	3,142,800	1,643,800	3,405,200	262,400	8.3%	3,582,600
2.5 Transition Services	331,000	263,300	-	-	(263,300)	-100.0%	-
<b>Grand Total</b>	<b>\$ 12,092,300</b>	<b>\$ 12,822,300</b>	<b>\$ 6,832,700</b>	<b>\$ 13,775,800</b>	<b>\$ 953,500</b>	<b>7.4%</b>	<b>\$ 14,418,000</b>

*Personnel – Biennial Budget Request by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>CFO Services</b>	<b>\$ 3,860,100</b>	<b>\$ 4,100,700</b>	<b>\$ 2,369,700</b>	<b>\$ 4,878,900</b>	<b>\$ 778,200</b>	<b>19.0%</b>	<b>\$ 4,981,900</b>
Chief Financial Officer	575,100	614,700	360,800	753,800	139,100	22.6%	754,900
CFO Services	1,791,800	1,774,300	1,042,100	2,142,300	368,000	20.7%	2,241,000
Financial Management & Planning	1,132,200	1,391,200	769,500	1,609,200	218,000	15.7%	1,611,800
Treasury	361,000	320,500	197,300	373,600	53,100	16.6%	374,200
<b>Operations Support Services</b>	<b>5,304,500</b>	<b>5,613,800</b>	<b>2,903,700</b>	<b>5,779,500</b>	<b>165,700</b>	<b>3.0%</b>	<b>6,228,000</b>
Procurement Director	3,544,100	3,795,500	1,831,500	3,663,700	(131,800)	-3.5%	4,106,900
Logistics and Materials	1,760,400	1,818,300	1,072,200	2,115,800	297,500	16.4%	2,121,100
<b>Financial Reporting &amp; Accounting</b>	<b>2,927,700</b>	<b>3,107,800</b>	<b>1,559,300</b>	<b>3,117,400</b>	<b>9,600</b>	<b>0.3%</b>	<b>3,208,100</b>
<b>Grand Total</b>	<b>\$ 12,092,300</b>	<b>\$ 12,822,300</b>	<b>\$ 6,832,700</b>	<b>\$ 13,775,800</b>	<b>\$ 953,500</b>	<b>7.4%</b>	<b>\$ 14,418,000</b>

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.1 Salaries & Wages	\$ 8,990,300	\$ 9,405,200	\$ 10,342,900	\$ 10,807,700	\$ 10,807,700	\$ 10,807,700	\$ 10,807,700
2.2 Workforce Development	7,000	-	17,700	17,700	17,700	17,700	17,700
2.3 Overtime	7,300	11,000	10,000	10,000	10,000	10,000	10,000
2.4 Employee Benefits	2,756,700	3,142,800	3,405,200	3,582,600	3,609,600	3,636,600	3,663,600
2.5 Transition Services	331,000	263,300	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 12,092,300</b>	<b>\$ 12,822,300</b>	<b>\$ 13,775,800</b>	<b>\$ 14,418,000</b>	<b>\$ 14,445,000</b>	<b>\$ 14,472,000</b>	<b>\$ 14,499,000</b>

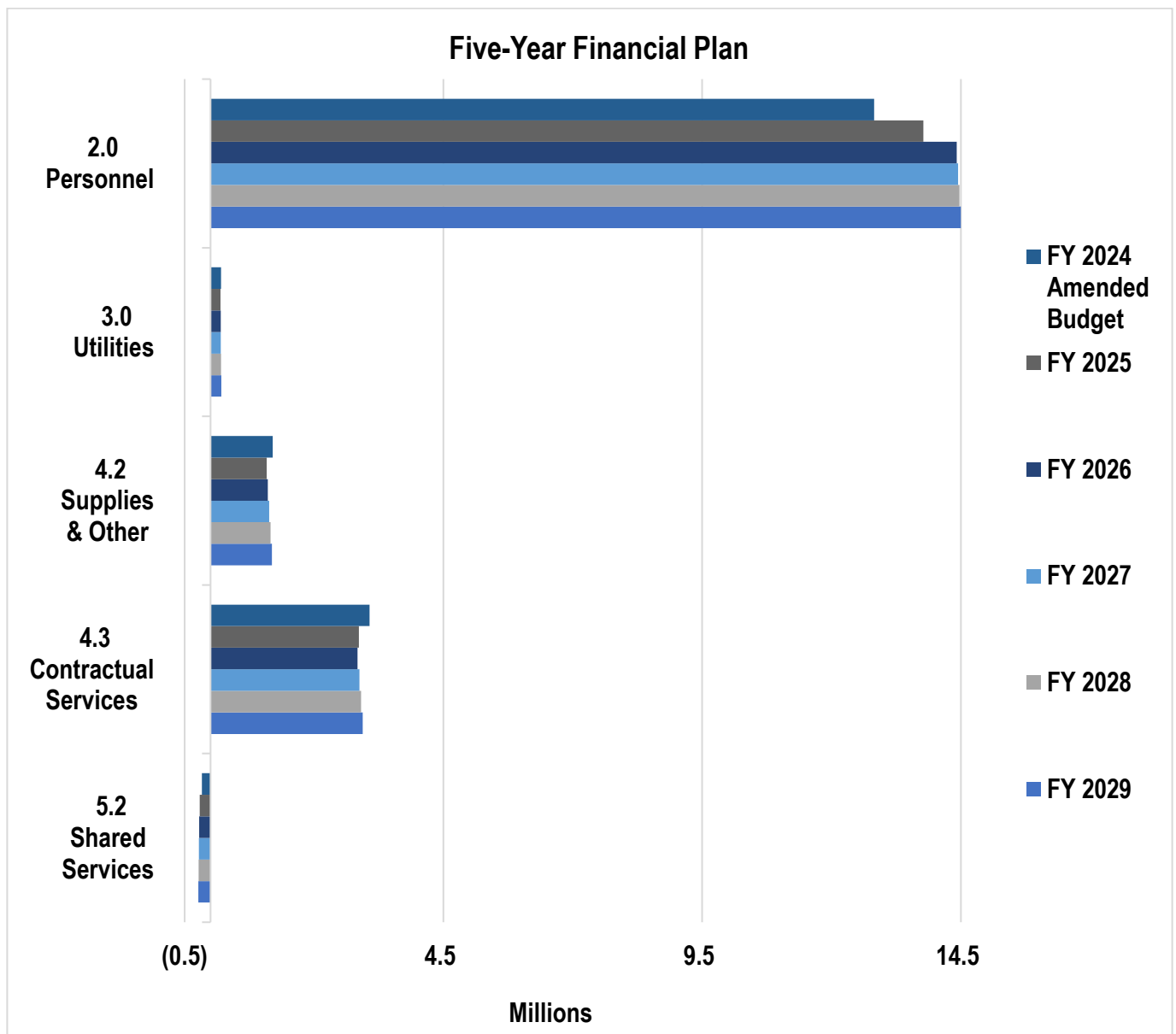
*Personnel – Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>CFO Services</b>	<b>\$ 3,860,100</b>	<b>\$ 4,100,700</b>	<b>\$ 4,878,900</b>	<b>\$ 4,981,900</b>	<b>\$ 4,990,200</b>	<b>\$ 4,998,500</b>	<b>\$ 5,006,800</b>
Chief Financial Officer	575,100	614,700	753,800	754,900	756,000	757,000	758,100
CFO Services	1,791,800	1,774,300	2,142,300	2,241,000	2,245,000	2,249,100	2,253,100
Financial Management & Planning	1,132,200	1,391,200	1,609,200	1,611,800	1,614,300	1,616,900	1,619,400
Treasury	361,000	320,500	373,600	374,200	374,900	375,500	376,200
<b>Operations Support Services</b>	<b>5,304,500</b>	<b>5,613,800</b>	<b>5,779,500</b>	<b>6,228,000</b>	<b>6,240,700</b>	<b>6,253,500</b>	<b>6,266,200</b>
Procurement Director	3,544,100	3,795,500	3,663,700	4,106,900	4,114,300	4,121,800	4,129,200
Logistics and Materials	1,760,400	1,818,300	2,115,800	2,121,100	2,126,400	2,131,700	2,137,000
<b>Financial Reporting &amp; Accounting</b>	<b>2,927,700</b>	<b>3,107,800</b>	<b>3,117,400</b>	<b>3,208,100</b>	<b>3,214,100</b>	<b>3,220,000</b>	<b>3,226,000</b>
<b>Grand Total</b>	<b>\$ 12,092,300</b>	<b>\$ 12,822,300</b>	<b>\$ 13,775,800</b>	<b>\$ 14,418,000</b>	<b>\$ 14,445,000</b>	<b>\$ 14,472,000</b>	<b>\$ 14,499,000</b>

### Five-Year Financial Plan

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

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
2.0 Personnel	\$ 12,092,300	\$ 12,822,300	\$ 13,775,800	\$ 14,418,000	\$ 14,445,000	\$ 14,472,000	\$ 14,499,000
3.0 Utilities	160,300	202,500	191,500	195,200	199,200	203,200	207,300
4.2 Supplies & Other	783,000	1,201,000	1,087,800	1,108,600	1,132,300	1,157,500	1,183,400
4.3 Contractual Services	2,244,600	3,070,400	2,864,900	2,842,700	2,874,800	2,907,500	2,940,800
5.2 Shared Services	(318,800)	(169,500)	(211,300)	(217,400)	(223,700)	(230,200)	(236,900)
<b>Grand Total</b>	<b>\$ 14,961,400</b>	<b>\$ 17,126,700</b>	<b>\$ 17,708,700</b>	<b>\$ 18,347,100</b>	<b>\$ 18,427,600</b>	<b>\$ 18,510,000</b>	<b>\$ 18,593,600</b>

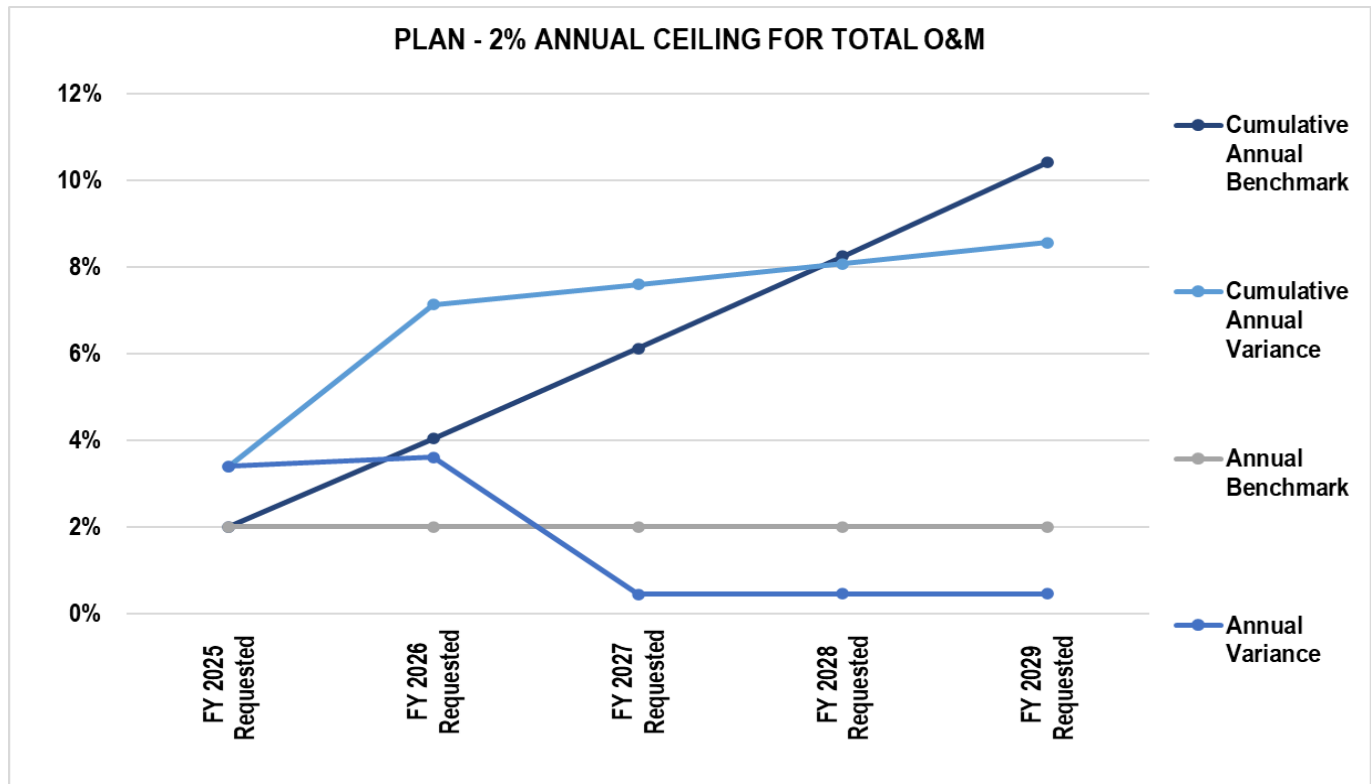


*Five-Year Financial Plan by Team*

Team	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>CFO Services</b>	<b>\$ 5,202,700</b>	<b>\$ 6,311,500</b>	<b>\$ 7,022,200</b>	<b>\$ 7,088,600</b>	<b>\$ 7,114,400</b>	<b>\$ 7,140,300</b>	<b>\$ 7,166,400</b>
Chief Financial Officer	641,800	983,400	1,125,400	1,140,400	1,149,100	1,157,900	1,166,900
CFO Services	2,332,000	2,553,100	2,912,000	2,949,800	2,952,800	2,955,700	2,958,500
Financial Management & Planning	1,537,100	1,868,700	2,037,000	2,047,700	2,058,500	2,069,600	2,080,700
Treasury	691,800	906,300	947,800	950,700	954,000	957,100	960,300
<b>Operations Support Services</b>	<b>6,470,200</b>	<b>6,977,200</b>	<b>7,039,000</b>	<b>7,511,800</b>	<b>7,551,900</b>	<b>7,593,600</b>	<b>7,636,000</b>
Procurement Director	3,895,600	4,090,500	3,952,900	4,402,000	4,415,400	4,429,000	4,442,700
Logistics and Materials	2,574,600	2,886,700	3,086,100	3,109,800	3,136,500	3,164,600	3,193,300
<b>Financial Reporting &amp; Accounting</b>	<b>3,288,500</b>	<b>3,838,000</b>	<b>3,647,500</b>	<b>3,746,700</b>	<b>3,761,300</b>	<b>3,776,100</b>	<b>3,791,200</b>
<b>Grand Total</b>	<b>\$ 14,961,400</b>	<b>\$ 17,126,700</b>	<b>\$ 17,708,700</b>	<b>\$ 18,347,100</b>	<b>\$ 18,427,600</b>	<b>\$ 18,510,000</b>	<b>\$ 18,593,600</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 8.6% while the entity-wide goal is a cumulative 10.4% for planning purposes based upon an annual 2% adjustment.



### Capital Outlay

Capital Outlay is not a component of the Financial Services Area for FY 2025 through FY 2029.

### Line-Item Budget and Financial Plan

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>884001 - Chief Financial Officer</b>	<b>641,800</b>	<b>983,400</b>	<b>1,125,400</b>	<b>1,140,400</b>	<b>1,149,100</b>	<b>1,157,900</b>	<b>1,166,900</b>
2.1 Salaries & Wages	450,100	477,800	585,000	585,000	585,000	585,000	585,000
2.4 Employee Benefits	125,000	136,900	168,800	169,900	171,000	172,000	173,100
4.2 Supplies & Other	14,200	49,100	45,800	46,600	47,400	48,300	49,200
Memberships, Licenses & Subscriptions	4,800	11,000	11,200	11,400	11,600	11,800	12,000
Mileage and Parking	100	2,000	1,000	1,000	1,000	1,000	1,000
Office Supplies	1,600	12,900	10,000	10,200	10,400	10,600	10,800
Postage	-	200	200	200	200	200	200
Training and Internal Meetings	3,100	11,000	11,200	11,400	11,600	11,800	12,000
Travel	4,600	12,000	12,200	12,400	12,600	12,900	13,200
4.3 Contractual Services	52,500	319,600	325,800	338,900	345,700	352,600	359,600
Contractual Operating Services	500	800	800	800	800	800	800
Contractual Professional Services	144,100	318,800	325,000	338,100	344,900	351,800	358,800
Contractual Svcs—Flood Events -All Sewer	(92,100)	-	-	-	-	-	-
<b>884111 - Financial Reporting &amp;</b>	<b>3,288,500</b>	<b>3,838,000</b>	<b>3,647,500</b>	<b>3,746,700</b>	<b>3,761,300</b>	<b>3,776,100</b>	<b>3,791,200</b>
2.1 Salaries & Wages	2,117,100	2,229,900	2,348,300	2,412,100	2,412,100	2,412,100	2,412,100
2.3 Overtime	1,000	1,000	-	-	-	-	-
2.4 Employee Benefits	637,000	738,300	769,100	796,000	802,000	807,900	813,900
2.5 Transition Services	172,600	138,600	-	-	-	-	-
4.2 Supplies & Other	19,600	65,700	50,000	50,900	51,800	52,800	53,900
Memberships, Licenses & Subscriptions	5,400	7,200	7,300	7,400	7,500	7,700	7,900
Mileage and Parking	1,000	3,300	2,000	2,000	2,000	2,000	2,000
Office Supplies	3,100	20,000	10,000	10,200	10,400	10,600	10,800
Postage	5,000	10,000	10,200	10,400	10,600	10,800	11,000
Training and Internal Meetings	3,300	15,000	12,000	12,200	12,400	12,600	12,900
Travel	300	9,000	6,000	6,100	6,200	6,300	6,400
Tuition Refund	1,500	1,200	2,500	2,600	2,700	2,800	2,900
4.3 Contractual Services	341,200	664,500	480,100	487,700	495,400	503,300	511,300
Auditing	203,600	311,500	322,000	326,400	330,900	335,500	340,200
Contractual Operating Services	2,800	5,000	5,100	5,200	5,300	5,400	5,500
Contractual Professional Services	134,800	348,000	153,000	156,100	159,200	162,400	165,600

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>884113 - Financial Management &amp;</b>	<b>1,537,100</b>	<b>1,868,700</b>	<b>2,037,000</b>	<b>2,047,700</b>	<b>2,058,500</b>	<b>2,069,600</b>	<b>2,080,700</b>
<b>2.1 Salaries &amp; Wages</b>	<b>882,700</b>	<b>1,065,900</b>	<b>1,234,500</b>	<b>1,234,500</b>	<b>1,234,500</b>	<b>1,234,500</b>	<b>1,234,500</b>
<b>2.4 Employee Benefits</b>	<b>249,500</b>	<b>325,300</b>	<b>374,700</b>	<b>377,300</b>	<b>379,800</b>	<b>382,400</b>	<b>384,900</b>
<b>4.2 Supplies &amp; Other</b>	<b>12,500</b>	<b>17,300</b>	<b>20,400</b>	<b>20,800</b>	<b>21,200</b>	<b>21,600</b>	<b>22,000</b>
Memberships, Licenses & Subscriptions	2,500	3,100	5,000	5,100	5,200	5,300	5,400
Mileage and Parking	-	400	400	400	400	400	400
Office Supplies	300	2,000	1,000	1,000	1,000	1,000	1,000
Training and Internal Meetings	5,800	6,400	8,000	8,200	8,400	8,600	8,800
Travel	3,900	5,400	6,000	6,100	6,200	6,300	6,400
<b>4.3 Contractual Services</b>	<b>392,400</b>	<b>460,200</b>	<b>407,400</b>	<b>415,100</b>	<b>423,000</b>	<b>431,100</b>	<b>439,300</b>
Contractual Professional Services	392,400	460,200	407,400	415,100	423,000	431,100	439,300
<b>884121 - Procurement Director</b>	<b>3,895,600</b>	<b>4,090,500</b>	<b>3,952,900</b>	<b>4,402,000</b>	<b>4,415,400</b>	<b>4,429,000</b>	<b>4,442,700</b>
<b>2.1 Salaries &amp; Wages</b>	<b>2,657,800</b>	<b>2,760,800</b>	<b>2,768,200</b>	<b>3,097,100</b>	<b>3,097,100</b>	<b>3,097,100</b>	<b>3,097,100</b>
<b>2.3 Overtime</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2.4 Employee Benefits</b>	<b>809,400</b>	<b>910,000</b>	<b>895,500</b>	<b>1,009,800</b>	<b>1,017,200</b>	<b>1,024,700</b>	<b>1,032,100</b>
<b>2.5 Transition Services</b>	<b>74,900</b>	<b>124,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>4.2 Supplies &amp; Other</b>	<b>78,300</b>	<b>173,700</b>	<b>165,400</b>	<b>168,900</b>	<b>172,400</b>	<b>176,000</b>	<b>179,700</b>
Advertising	200	100	500	500	500	500	500
Capital Outlay less than \$5,000	3,800	-	-	-	-	-	-
Memberships, Licenses & Subscriptions	23,800	50,000	32,000	32,600	33,400	34,200	35,000
Mileage and Parking	-	1,000	1,000	1,000	1,000	1,100	1,100
Office Supplies	6,400	12,500	12,800	13,100	13,400	13,700	14,000
Operating Supplies	600	2,000	2,000	2,000	2,100	2,100	2,200
Postage	-	100	100	100	100	100	100
Supplies & Other - Covid19	1,600	-	-	-	-	-	-
Training and Internal Meetings	14,400	78,000	79,500	81,300	82,800	84,400	86,100
Travel	27,500	20,000	30,000	30,600	31,200	31,800	32,400
Tuition Refund	-	10,000	7,500	7,700	7,900	8,100	8,300
<b>4.3 Contractual Services</b>	<b>273,200</b>	<b>121,300</b>	<b>123,800</b>	<b>126,200</b>	<b>128,700</b>	<b>131,200</b>	<b>133,800</b>
Contractual Operating Services	191,500	20,800	21,200	21,600	22,000	22,400	22,800
Contractual Professional Services	81,700	100,500	102,600	104,600	106,700	108,800	111,000

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

Cost Center & Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>884124 - Logistics and Materials</b>	<b>2,574,600</b>	<b>2,886,700</b>	<b>3,086,100</b>	<b>3,109,800</b>	<b>3,136,500</b>	<b>3,164,600</b>	<b>3,193,300</b>
2.1 Salaries & Wages	1,284,000	1,298,500	1,522,300	1,522,300	1,522,300	1,522,300	1,522,300
2.3 Overtime	1,300	6,000	6,000	6,000	6,000	6,000	6,000
2.4 Employee Benefits	449,200	513,800	587,500	592,800	598,100	603,400	608,700
2.5 Transition Services	25,900	-	-	-	-	-	-
3.1 Electric	97,200	100,000	102,000	104,000	106,100	108,200	110,400
3.2 Gas	44,100	50,500	51,500	52,500	53,600	54,700	55,800
3.3 Sewage Service	15,500	22,000	22,400	22,800	23,300	23,800	24,300
3.4 Water Service	3,500	30,000	15,600	15,900	16,200	16,500	16,800
4.2 Supplies & Other	629,900	840,400	751,100	765,300	782,200	800,400	819,100
Capital Outlay less than \$5,000	2,700	2,000	2,000	2,000	2,100	2,100	2,200
Inspection and Permit Fees-All Sewer	-	2,000	-	-	-	-	-
Mileage and Parking	-	500	500	500	500	500	500
Office Supplies	18,300	26,000	23,000	23,500	24,000	24,500	25,000
Operating Supplies	50,200	40,800	55,000	56,100	57,200	58,300	59,400
Property Taxes-All Sewer	46,500	180,000	120,000	122,400	124,800	127,300	129,800
Rentals-Buildings-All Sewer	489,500	561,800	514,100	523,600	535,600	549,000	562,700
Repairs & Maintenance-Buildings & Ground	9,100	7,000	10,000	10,200	10,400	10,600	10,800
Repairs & Maintenance-Equipment	2,900	8,100	8,300	8,500	8,700	8,900	9,100
Training and Internal Meetings	1,300	1,000	2,000	2,000	2,100	2,100	2,200
Travel	400	1,000	5,000	5,100	5,200	5,300	5,400
Uniforms, Laundry, Cleaning	9,000	10,200	11,200	11,400	11,600	11,800	12,000
4.3 Contractual Services	24,000	25,500	27,700	28,200	28,700	29,300	29,900
Contract Bldg & Grounds Maint-All Sewer	4,600	-	5,500	5,600	5,700	5,800	5,900
Contractual Operating Services	17,700	10,000	12,200	12,400	12,600	12,900	13,200
Contractual Professional Services	1,700	15,500	10,000	10,200	10,400	10,600	10,800
<b>884131 - Treasury</b>	<b>691,800</b>	<b>906,300</b>	<b>947,800</b>	<b>950,700</b>	<b>954,000</b>	<b>957,100</b>	<b>960,300</b>
2.1 Salaries & Wages	240,000	239,300	284,300	284,300	284,300	284,300	284,300
2.4 Employee Benefits	75,500	81,200	89,300	89,900	90,600	91,200	91,900
2.5 Transition Services	45,500	-	-	-	-	-	-
4.2 Supplies & Other	2,900	20,000	18,000	18,200	18,600	18,900	19,200
Memberships, Licenses & Subscriptions	400	2,500	2,500	2,500	2,600	2,700	2,700
Mileage and Parking	1,900	4,000	2,000	2,000	2,000	2,000	2,000
Office Supplies	300	2,000	2,000	2,000	2,100	2,100	2,200
Postage	300	1,500	1,500	1,500	1,500	1,500	1,500
Training and Internal Meetings	-	5,000	5,000	5,100	5,200	5,300	5,400
Travel	-	5,000	5,000	5,100	5,200	5,300	5,400
4.3 Contractual Services	496,400	715,800	706,200	711,300	716,600	721,900	727,300
Contractual Operating Services	457,200	715,800	266,200	271,300	276,600	281,900	287,300
Contractual Professional Services	39,200	-	440,000	440,000	440,000	440,000	440,000
5.2 Shared Services	(168,500)	(150,000)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)
Shared Services Reimbursement	(168,500)	(150,000)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)

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

<b>Cost Center &amp; Expense Category</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Amended Budget</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>FY 2029 Department Requested</b>
<b>884141 - CFO Services</b>	<b>2,332,000</b>	<b>2,553,100</b>	<b>2,912,000</b>	<b>2,949,800</b>	<b>2,952,800</b>	<b>2,955,700</b>	<b>2,958,500</b>
<b>2.1 Salaries &amp; Wages</b>	<b>1,358,600</b>	<b>1,333,000</b>	<b>1,600,300</b>	<b>1,672,400</b>	<b>1,672,400</b>	<b>1,672,400</b>	<b>1,672,400</b>
<b>2.2 Workforce Development</b>	<b>7,000</b>	<b>-</b>	<b>17,700</b>	<b>17,700</b>	<b>17,700</b>	<b>17,700</b>	<b>17,700</b>
<b>2.3 Overtime</b>	<b>3,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>2.4 Employee Benefits</b>	<b>411,100</b>	<b>437,300</b>	<b>520,300</b>	<b>546,900</b>	<b>550,900</b>	<b>555,000</b>	<b>559,000</b>
<b>2.5 Transition Services</b>	<b>12,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>4.2 Supplies &amp; Other</b>	<b>25,600</b>	<b>34,800</b>	<b>37,100</b>	<b>37,900</b>	<b>38,700</b>	<b>39,500</b>	<b>40,300</b>
Memberships, Licenses &	6,200	7,500	7,700	7,900	8,100	8,300	8,500
Mileage and Parking	200	800	500	500	500	500	500
Office Supplies	1,900	3,100	3,200	3,300	3,400	3,500	3,600
Postage	100	1,500	1,500	1,500	1,500	1,500	1,500
Training and Internal Meetings	7,500	8,000	10,000	10,200	10,400	10,600	10,800
Travel	9,700	13,900	14,200	14,500	14,800	15,100	15,400
<b>4.3 Contractual Services</b>	<b>664,900</b>	<b>763,500</b>	<b>793,900</b>	<b>735,300</b>	<b>736,700</b>	<b>738,100</b>	<b>739,600</b>
Contractual Operating Services	42,800	65,500	69,400	70,800	72,200	73,600	75,100
Contractual Professional Services	622,100	698,000	724,500	664,500	664,500	664,500	664,500
<b>5.2 Shared Services</b>	<b>(150,300)</b>	<b>(19,500)</b>	<b>(61,300)</b>	<b>(64,400)</b>	<b>(67,600)</b>	<b>(71,000)</b>	<b>(74,500)</b>
Shared Services : Salaries & Wages	(106,500)	(13,900)	(43,800)	(46,000)	(48,300)	(50,700)	(53,200)
Shared Services Reimbursement	(700)	-	-	-	-	-	-
Shared Services: Employee Benefit Reimb	(43,100)	(5,600)	(17,500)	(18,400)	(19,300)	(20,300)	(21,300)
<b>Grand Total</b>	<b>\$ 14,961,400</b>	<b>\$ 17,126,700</b>	<b>\$ 17,708,700</b>	<b>\$ 18,347,100</b>	<b>\$ 18,427,600</b>	<b>\$ 18,510,000</b>	<b>\$ 18,593,600</b>

# GLWA

*Great Lakes Water Authority*



## **Section 6**

### **Supplemental Analysis**

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Section 5 of the Biennial Budget and Five-Year Financial Plan provided a compilation of the budget at the cost center level for each operating area. This section provides additional information that has an entity-wide impact and are significant elements of the financial plan. The supplemental schedules and analysis include the following categories.

- ❖ Operations & Maintenance Historical Analysis
- ❖ Personnel Costs
- ❖ Utilities
- ❖ Bulk Chemicals
- ❖ Shared Services
- ❖ Centralized & Administrative Services
- ❖ Water Residential Assistance Plan
- ❖ Legacy Commitments

### Operations & Maintenance Historical Analysis

This section of the budget analysis is designed to evaluate the proposed (requested) budget in relation to past trends as well as support future operating and financial decision making. The trend analysis springs from five years of audited actual data, plus the current fiscal year amended budget, as well as the next two years of proposed budgets. This analysis touches on many of the same topics addressed in the other sections of the budget as listed below:

Section 5 – Operating Financial Plans - Operating Financial Plans by Service Area

Section 6 – Supplemental Analysis - Personnel Costs, Utilities, Bulk Chemicals, Shared Services, and Centralized & Administrative Services

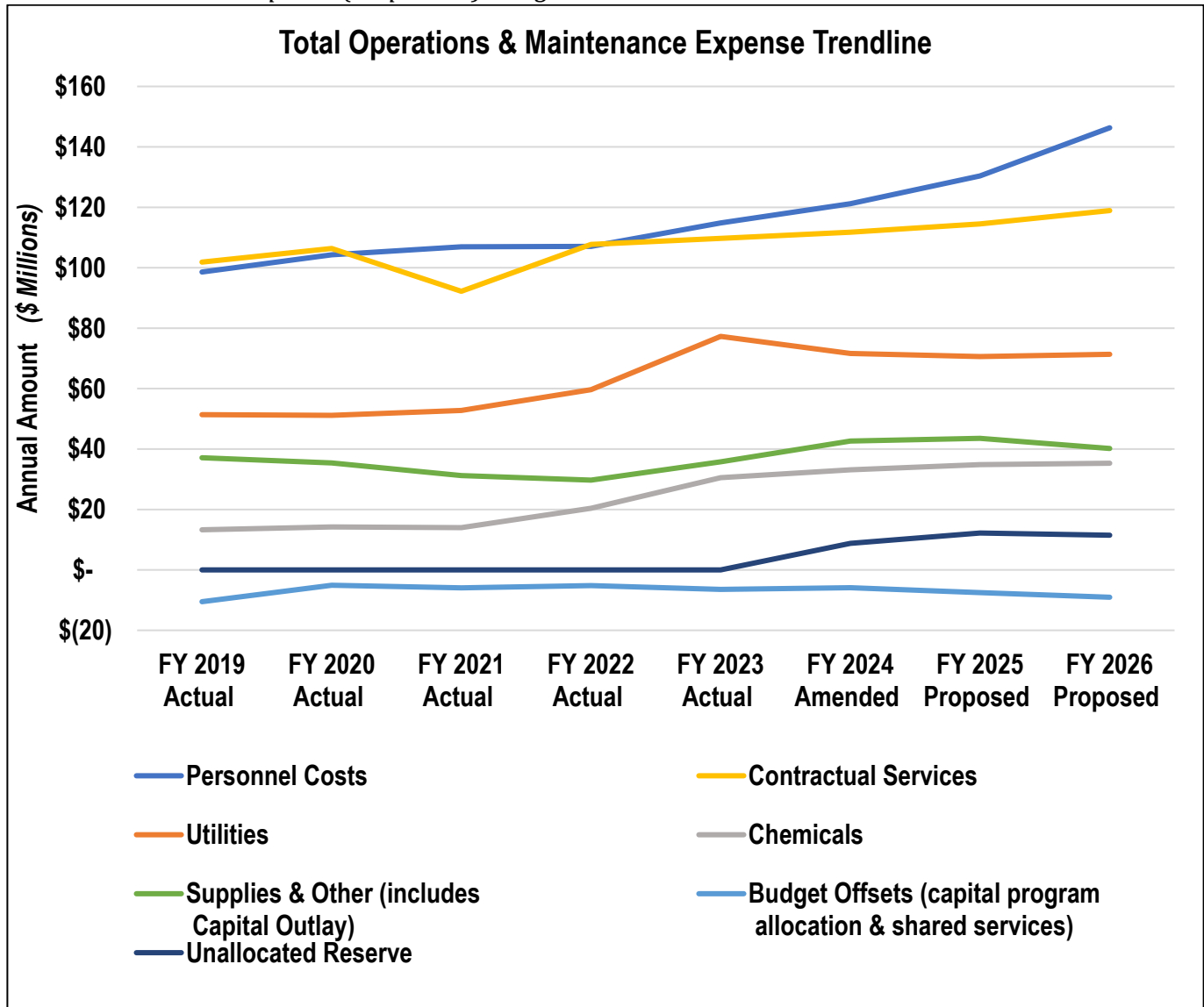
### Section 1 – Operations & Maintenance Expense Trends

*Table 1 – Total Operations & Maintenance Expense – Five Year Actual Expense, Current Year Amended, and Biennial Proposed (Requested) Budget (\$ Millions)*

Expense Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Proposed	FY 2026 Proposed
Personnel Costs	\$ 98.6	\$ 104.3	\$ 106.9	\$ 107.1	\$ 114.8	\$ 120.9	\$ 121.2	\$ 130.4	\$ 146.3
Contractual Services	101.9	106.4	92.2	107.7	109.7	106.9	111.8	114.5	118.9
Utilities	51.4	51.2	52.7	59.7	77.3	63.4	71.6	70.6	71.3
Chemicals	13.3	14.2	14.0	20.4	30.5	30.5	33.1	34.8	35.3
Supplies & Other (includes Capital Outlay)	37.1	35.4	31.2	29.7	35.8	34.0	42.7	43.5	40.2
Budget Offsets (capital program allocation & shared services)	(10.5)	(5.1)	(5.9)	(5.2)	(6.4)	(5.9)	(5.9)	(7.5)	(9.0)
Unallocated Reserve	-	-	-	-	-	8.8	8.8	12.2	11.5
<b>Grand Total</b>	<b>\$ 291.7</b>	<b>\$ 306.4</b>	<b>\$ 291.2</b>	<b>\$ 319.3</b>	<b>\$ 361.7</b>	<b>\$ 358.6</b>	<b>\$ 383.2</b>	<b>\$ 398.6</b>	<b>\$ 414.5</b>

*Key Takeaway:* There is no one size fits all explanation for GLWA’s overall increase in the budget categories over this nine-year time span. The annual expense categories, while significant, are also dynamic.

Chart 1 – Total Operations & Maintenance Expense – Five Year Actual, Current Year Amended, and Biennial Proposed (Requested) Budget Trendline Chart



**Key Takeaways:** While expenses are increasing overall, the year-to-year fluctuations may increase or decrease. Contractual services vary based upon project-based initiatives while utilities and chemicals are impacted by weather patterns and related demands on the water and sewer systems. Increases in personnel costs are largely due to efforts to achieve the staffing plan which has suffered from delays in recruiting top talent as well as increases in compensation to retain team members based on market.

*Table 2 – Total Operations & Maintenance Expense – FY 2019 Actual Compared with FY 2025 Proposed (Requested) Budget*

Expense Category	Relative % of Total		Absolute Variance FY 2019 to FY 2025			
	FY 2019 Actual	FY 2025 Proposed	Increase (Decrease)		Six Year Average	
			\$	%	\$	%
Personnel Costs	34%	33%	\$ 31.8	32%	\$ 5.3	5%
Contractual Services	35%	29%	12.6	12%	2.1	2%
Utilities	18%	18%	19.2	37%	3.2	6%
Chemicals	5%	9%	21.6	162%	3.6	27%
Supplies & Other (includes Capital Outlay)	13%	11%	6.4	17%	1.1	3%
Budget Offsets (capital program allocation & shared services)	-4%	-2%	3.0	-29%	0.5	-5%
Unallocated Reserve	0%	3%	12.2	100%	2.0	100%
<b>Grand Total</b>	<b>100%</b>	<b>100%</b>	<b>\$ 106.8</b>	<b>37%</b>	<b>\$ 17.8</b>	<b>6%</b>

*Key Takeaways:*

- ❖ As a “Relative % of Total” Expense, FY 2025 Proposed allocation of expenses is similar to the FY 2019 Actual – most percentage variances are within 2%.
- ❖ When we look at the “Absolute Variance”, however, more significant budget shifts become evident across nearly every category.
- ❖ **The most notable variance over time is Chemicals expense with a \$21.6 million increase, or 162%, from FY 2019 to FY 2025.**
- ❖ The total “Absolute Variance” equates to a simple six-year average annual increase of 37% which is well above the total annual average of 6%.

**Section 2 - Next Level Deeper - Trend Analysis – By Function & Expense Type**
*Table 3 – Operations & Maintenance Expense by Function and Expense Type – FY 2019 Actual Compared with FY 2025 Proposed (Requested) Budget*

Expense Category	Function	FY 2019 Actual	FY 2025 Proposed	Relative % of Total		Absolute Variance FY 2019 to FY 2025			
				FY 2019 Actual	FY 2025 Proposed	Increase (Decrease)		Six Year Average	
						\$	%	\$	%
Personnel Costs	Water	\$ 19.3	\$ 25.7	28%	27%	\$ 6.4	33%	\$ 1.1	5%
Contractual Services	Water	15.8	15.2	23%	16%	(0.6)	-4%	(0.1)	-1%
Utilities	Water	26.1	32.9	38%	35%	6.7	26%	1.1	4%
Chemicals	Water	5.1	12.7	7%	13%	7.6	149%	1.3	25%
Supplies & Small Capital	Water	5.0	5.3	7%	6%	0.3	5%	0.0	1%
Budget Offsets	Water	(2.2)	(2.2)	-3%	-2%	(0.0)	1%	(0.0)	0%
Unallocated Reserve	Water	-	5.1	0%	5%	5.1	100%	0.9	100%
Total Water		69.2	94.7	100%	100%	25.5	37%	4.2	6%
Personnel Costs	Sewer	36.7	42.5	33%	29%	5.8	16%	1.0	3%
Contractual Services	Sewer	25.8	28.2	23%	19%	2.3	9%	0.4	2%
Utilities	Sewer	25.0	37.4	22%	25%	12.4	49%	2.1	8%
Chemicals	Sewer	8.2	22.1	7%	15%	14.0	171%	2.3	28%
Supplies & Small Capital	Sewer	18.4	16.3	16%	11%	(2.1)	-12%	(0.4)	-2%
Budget Offsets	Sewer	(2.0)	(3.5)	-2%	-2%	(1.4)	70%	(0.2)	12%
Unallocated Reserve	Sewer	-	4.3	0%	3%	4.3	100%	0.7	100%
Total Sewer		112.1	147.2	100%	100%	35.1	31%	5.9	5%
Personnel Costs	Centralized	26.9	39.6	32%	34%	12.8	48%	2.1	8%
Contractual Services	Centralized	49.3	57.2	59%	49%	7.8	16%	1.3	3%
Utilities	Centralized	0.2	0.2	0%	0%	(0.0)	-6%	(0.0)	-1%
Supplies & Small Capital	Centralized	12.5	19.5	15%	17%	7.0	56%	1.2	9%
Budget Offsets	Centralized	(5.8)	(1.6)	-7%	-1%	4.2	-73%	0.7	-12%
Unallocated Reserve	Centralized	-	2.1	0%	2%	2.1	100%	0.3	100%
Total Centralized		83.1	117.0	100%	100%	33.9	41%	5.7	7%
Personnel Costs	Administrative	15.7	22.5	57%	57%	6.8	43%	1.1	7%
Contractual Services	Administrative	10.9	14.0	40%	35%	3.1	29%	0.5	5%
Utilities	Administrative	0.1	0.2	0%	0%	0.1	222%	0.0	37%
Supplies & Small Capital	Administrative	1.2	2.5	4%	6%	1.3	108%	0.2	18%
Budget Offsets	Administrative	(0.4)	(0.2)	-2%	-1%	0.2	-50%	0.0	-8%
Unallocated Reserve	Administrative	-	0.8	0%	2%	0.8	100%	0.1	100%
Total Administrative		27.4	39.7	100%	100%	12.3	45%	2.0	7%
<b>Grand Total</b>		<b>\$ 291.7</b>	<b>\$ 398.6</b>	<b>100%</b>	<b>100%</b>	<b>\$ 106.8</b>	<b>37%</b>	<b>\$ 17.8</b>	<b>6%</b>

**Key Takeaway:** Like the table above, as a “Relative % of Total” Expense, the FY 2025 Proposed is not much different from the FY 2019 Actual – most percentage variances are within 2-3%. When we look at the “Absolute Variance”, however, more significant budget shifts become evident across nearly every category.

**Water Operations** - Chemicals expense is the largest increase at \$7.6 million due to market cost increases, followed by Utilities at \$6.7 million reflecting supplier cost increases and variances in usage, and Personnel at \$6.4 million.

*Sewer Operations* - Chemicals expense is the largest increase at \$14.0 million due to market cost increases, followed by Utilities at \$12.4 million reflecting supplier cost increases and variances in usage, and Personnel at \$5.8 million.

*Centralized Services* - Personnel is the largest increase at \$12.8 million, Contractual Services increased \$7.8 million largely due to the new ERP system implementation. Supplies & Small Capital increased \$7.0 million.

*Administrative Services* - Personnel is the largest increase at \$6.8 million due to increased hiring and market adjustments.

In all functional areas, efforts to achieve the staffing plan have been a challenge due to competition for talent. While medical plan costs have increased over time, that has not been a key driver in cost increases. In addition, GLWA utilizes a defined contribution pension plan. This type of plan supports accurate budgeting and predictability of costs.

The following charts depict the annual variance over an eight-year time period.

*Chart 2 – Water Operations & Maintenance Expense – Five Year Actual, Current Year Amended, and Biennial Proposed (Requested) Budget Trendline Chart*

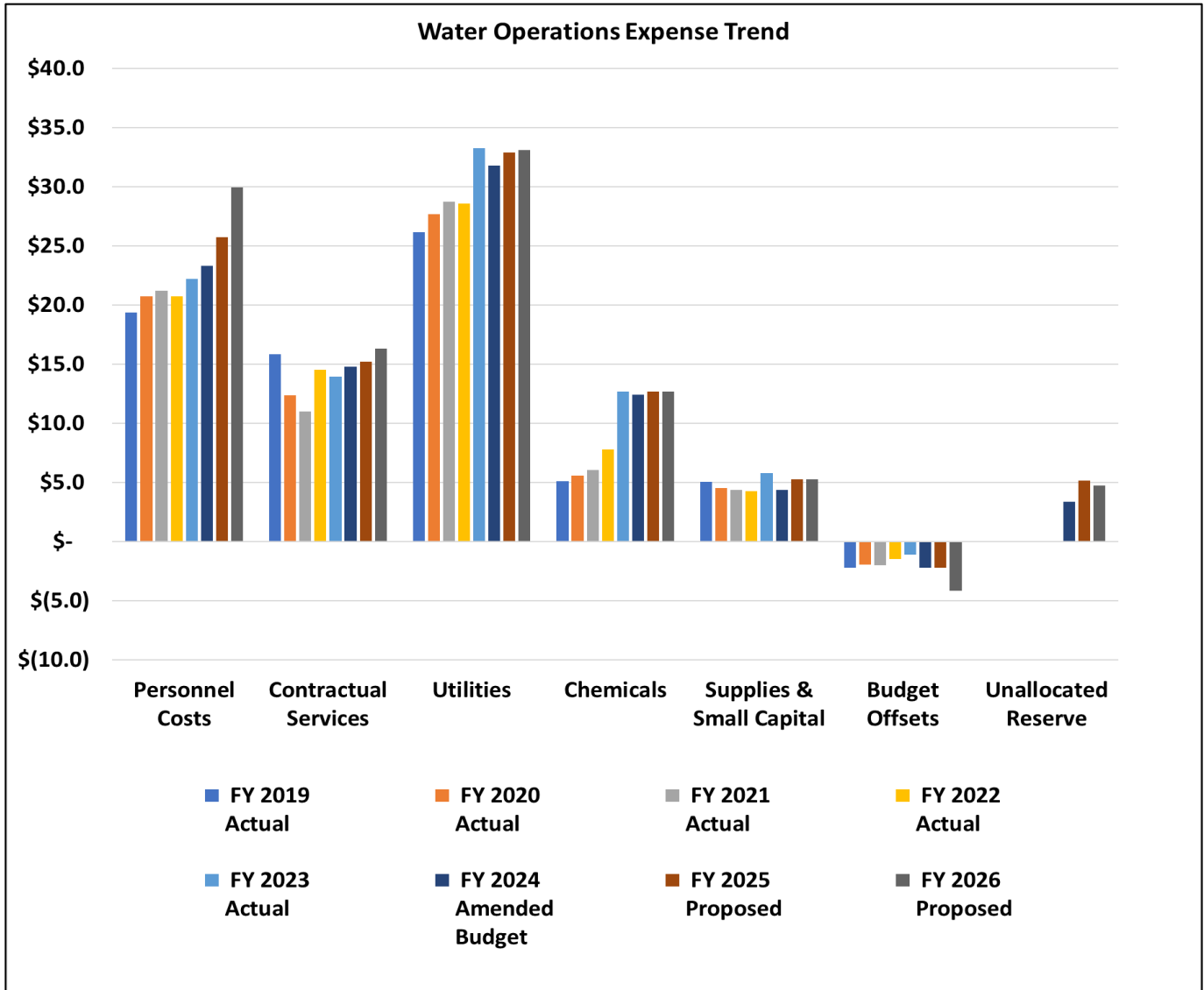


Chart 3 – Sewer Operations & Maintenance Expense – Five Year Actual, Current Year Amended, and Biennial Proposed (Requested) Budget Trendline Chart

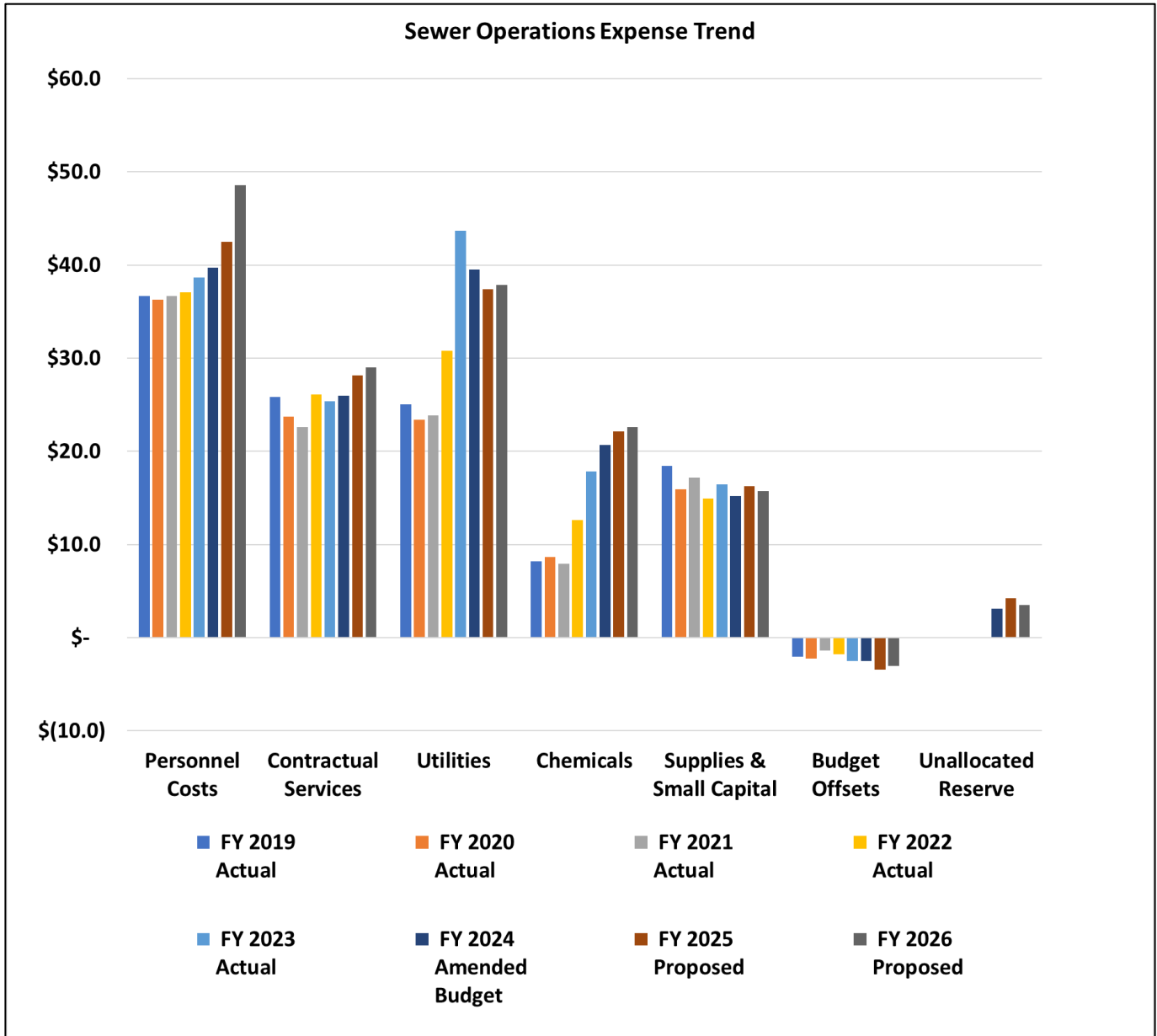


Chart 4 – Centralized Services Operations & Maintenance Expense – Five Year Actual, Current Year Amended and Biennial Proposed (Requested) Budget Trendline Chart

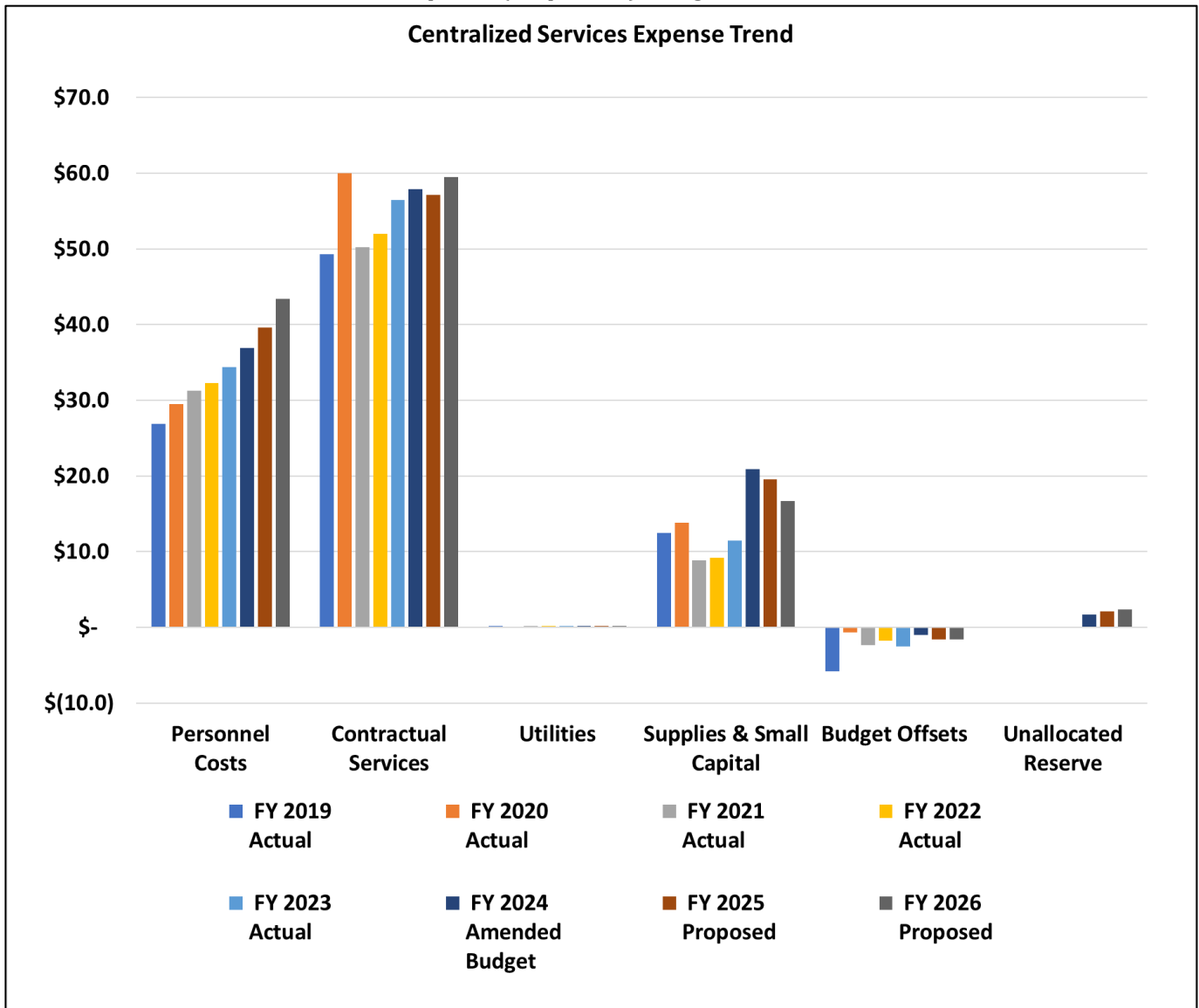
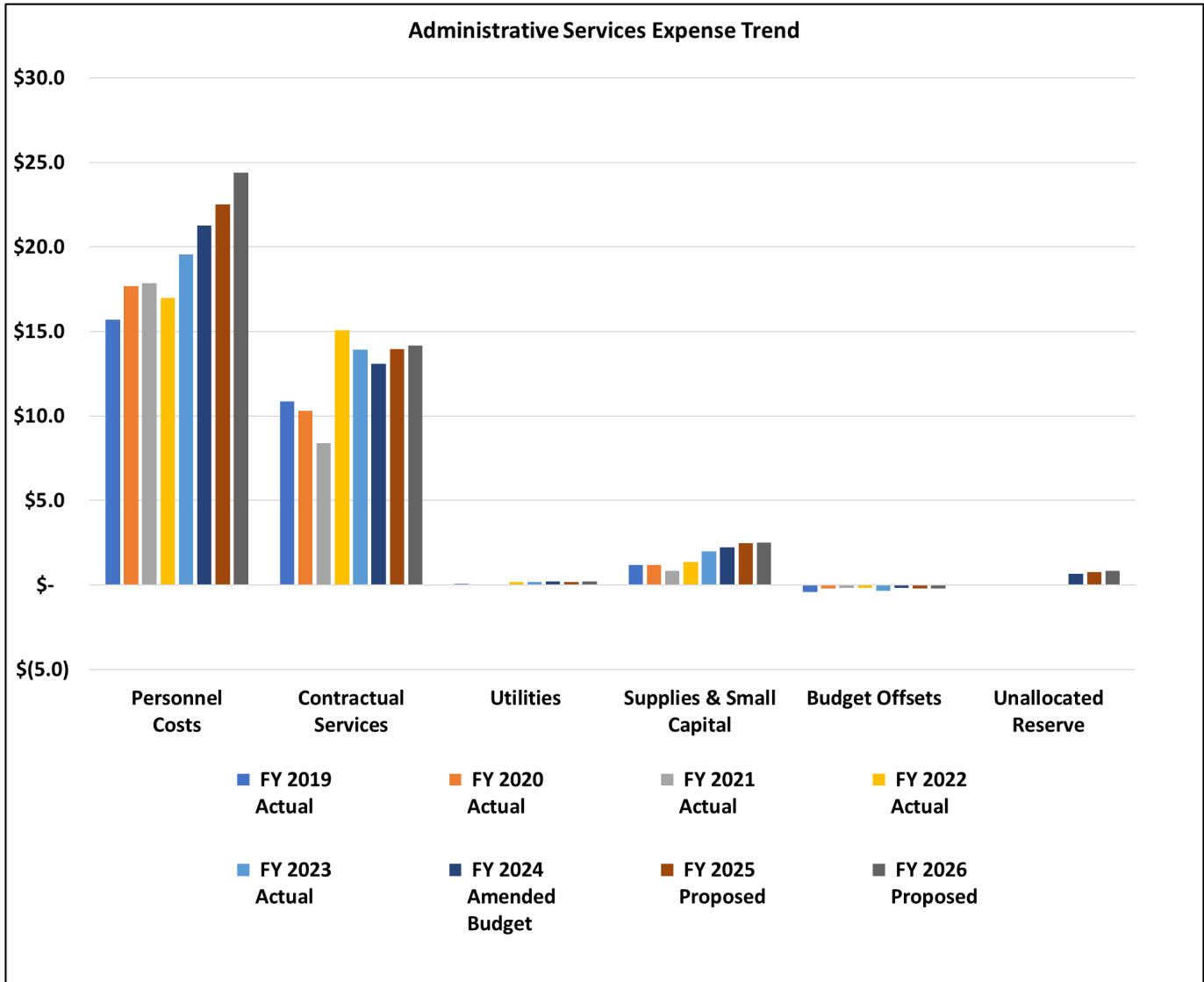


Chart 5 – Administrative Services Operations & Maintenance Expense – Five Year Actual, Current Year Amended, and Biennial Proposed (Requested) Budget Trendline Chart



### Personnel Costs

Achieving GLWA’s initiatives is dependent on the ability to attract, retain, and develop highly qualified and effective team members within a highly competitive job market.

The entity-wide personnel budget increased over \$9.2 million, or 7.6%, between FY 2024 and FY 2025. Staffing positions increased by 38 to support GLWA’s growing demands and objectives. Full-time equivalents (FTEs) increased by 50 due to the filling of vacant positions, which were previously budgeted at less than 100%.

While specific reasons for the variances in the personnel budget are addressed in Section 5 of this document by each department, the sections below highlight some of the key factors:

### Salaries & Wages

The increase in budget of \$6.7 million, or 9%, is primarily due to the following:

- ❖ An increase in the number of staffing positions to 38 to support key initiatives and demands (see further details in “Staffing Plan” discussion on a subsequent page).
  - Increase in apprentices (13 FTEs)
    - New Instrumentation Technician Apprentice (started August 2023)
    - Increase in Water Technician hires (started January 2023)
  - Organizational Resilience
  - Capital Improvement Planning
  - Continual Improvement Process
  - Security & Safety
- ❖ Increase of 50.25 FTEs where FTE staffing represents the number of hours that a position is filled per year.
- ❖ The filling of contracted and vacant positions with GLWA staff.
- ❖ A change in the classification and compensation of team members who attain a higher level of knowledge, skills, and abilities.
- ❖ Many of the vacant budgeted positions for FY 2024 were budgeted at lower FTEs. As a result of filling some of these vacant positions, along with newly budgeted positions, the increase in FTEs for FY 2025 is more than the increase in FY 2025 staffing positions. *(See the staffing history table below which shows the increase in positions filled at each year-end).*

### Staffing History

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Positions Filled at Year-end	1,024	1,062	1,037	1,015	1,069	*1,081		
Staffing Plan	1,184	1,207	1,219	1,239	1,293	1,318	1,356	1,361
Full-time Equivalents	1,172	1,187	1,200	1,216	1,234	1,153	1,203	1,355

\*As of 12.31.2023

### **Salaries & Wages – Workforce Development**

The workforce development classification represents the salaries and wages for workers that have been hired into the apprenticeship program. The apprenticeship program plays an essential role in GLWA's efforts to provide quality water by performing duties in plant operations, maintenance and repair of electrical equipment and instrumentation equipment in the plants, field services and pumping stations.

The budget increase of \$713,500, or 51.3%, is primarily due to new Instrumentation Technician (Mechatronics) Apprentice and Water Technicians (13 FTEs).

### **Overtime**

The budget increase of \$621,200, or 8.3%, is due to the increase in base wages along with expected challenges and delays in filling vacant positions, thereby increasing overtime for other workers.

- ❖ Chief Executive Officer budget increased by \$200,000 – primarily in Security and Integrity.
- ❖ Water Operations increased by \$260,000 – Mostly due to Water Treatment plants, while \$75,000 of the increase was driven by Systems Operations Control.
- ❖ Chief Operating Wastewater Operations increased by \$80,000.
- ❖ Chief Planning Officer increased by \$80,000 – all due to Systems Analytics.

### **Employee Benefits**

Increased by \$2.1 million, or 7.4%. The increase is mainly due to an increase in medical premiums charged by health insurance vendors, and the increase in the FTE plan of 50.25 positions. The annual plan renewals and related carrier rates are based on a calendar year.

### **Contractual Transition Services**

The decrease of \$930,700, or 10.2%, in the Contractual Transition Services was primarily due to:

- ❖ Chief Planning Officer (Systems Analytics) decreased by \$493,000 due to a slight decrease in FTEs and the result of transitioning positions to GLWA team members previously filled by contractors.
- ❖ *Chief Operating Water Operations* (Transformation) decreased by \$417,000 due to a decrease in FTEs and a departmental decision to hire direct in the future versus utilizing transitional contractors to fill vacant positions.
- ❖ *Chief Operating Wastewater Operations* (several cost centers) decreased by \$326,000 due to a reduced reliance on Skilled Labor Transitional Contractors.
- ❖ *Chief Financial Officer* (Financial Management & Planning and Procurement Director) decreased by \$263,000. The decrease was due to the result of transitioning positions to GLWA employees that were previously filled by contractors.
- ❖ *Chief Administrative & Compliance Officer* (IT Business Productivity Systems and Enterprise Risk Management & Safety) increased by \$570,000. The increase was due to the need to fill specialized positions in the staffing plan. The specialized positions were previously budgeted in Salaries & Wages. It is taking longer to hire for these positions than originally projected



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when the FY 2024 budget was developed. There is a need to temporarily fill these positions on a contractual basis until they can be permanently filled.

*Personnel Biennial Budget by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Salaries & Wages	70,113,800	74,935,400	38,533,000	81,643,800	6,708,400	9.0%	92,188,200
Salaries & Wages - Workforce Development	1,413,900	1,391,500	942,800	2,105,000	713,500	51.3%	2,326,400
Overtime	8,570,400	7,453,000	4,318,300	8,074,200	621,200	8.3%	8,955,900
Employee Benefits	24,789,400	28,263,500	13,991,300	30,347,300	2,083,800	7.4%	34,551,400
Contractual Transition Services	9,920,100	9,128,700	4,650,800	8,198,000	(930,700)	-10.2%	8,292,000
<b>Grand Total</b>	<b>\$ 114,807,600</b>	<b>\$ 121,172,100</b>	<b>\$ 62,436,200</b>	<b>\$ 130,368,300</b>	<b>\$ 9,196,200</b>	<b>7.6%</b>	<b>\$ 146,313,900</b>

*Personnel Biennial Budget by Operating Area and Expense Category*

Operating Area and Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Chief Operating Officer Water Operations</b>	<b>\$ 37,307,500</b>	<b>\$ 38,616,200</b>	<b>\$ 19,880,800</b>	<b>\$ 41,214,400</b>	<b>\$ 2,598,200</b>	<b>6.7%</b>	<b>\$ 46,639,300</b>
Salaries & Wages	22,519,800	23,587,800	11,932,400	25,118,600	1,530,800	6.5%	28,798,800
Salaries & Wages - Workforce Development	1,052,600	1,052,400	718,200	1,620,100	567,700	53.9%	1,841,500
Overtime	4,749,400	4,096,100	2,399,800	4,356,700	260,600	6.4%	4,421,800
Employee Benefits	8,597,900	9,462,100	4,772,600	10,119,000	656,900	6.9%	11,577,200
Contractual Transition Services	387,800	417,800	57,800	-	(417,800)	-100.0%	-
<b>Chief Operating Officer Wastewater Operations</b>	<b>38,644,600</b>	<b>39,735,400</b>	<b>20,153,800</b>	<b>42,479,000</b>	<b>2,743,600</b>	<b>6.9%</b>	<b>48,579,900</b>
Salaries & Wages	19,190,800	20,694,900	10,251,300	23,026,200	2,331,300	11.3%	26,605,900
Salaries & Wages - Workforce Development	310,900	315,700	173,800	382,000	66,300	21.0%	382,000
Overtime	3,211,700	2,935,700	1,622,300	3,016,400	80,700	2.7%	3,818,300
Employee Benefits	7,317,800	8,392,900	3,946,400	8,985,100	592,200	7.1%	10,610,400
Contractual Transition Services	8,613,400	7,396,200	4,160,000	7,069,300	(326,900)	-4.4%	7,163,300
<b>Chief Planning Officer</b>	<b>5,087,400</b>	<b>7,001,200</b>	<b>3,264,500</b>	<b>7,032,900</b>	<b>31,700</b>	<b>0.5%</b>	<b>8,428,100</b>
Salaries & Wages	3,414,800	4,358,700	2,147,500	4,629,100	270,400	6.2%	5,682,300
Salaries & Wages - Workforce Development	17,600	-	17,100	45,700	45,700	-	45,700
Overtime	132,100	140,900	76,500	221,500	80,600	57.2%	221,500
Employee Benefits	1,087,200	1,450,200	703,900	1,578,200	128,000	8.8%	1,920,200
Contractual Transition Services	435,700	1,051,400	319,500	558,400	(493,000)	-46.9%	558,400
<b>Chief Administrative &amp; Compliance Officer</b>	<b>13,909,900</b>	<b>15,355,300</b>	<b>7,572,400</b>	<b>16,217,600</b>	<b>862,300</b>	<b>5.6%</b>	<b>18,163,400</b>
Salaries & Wages	10,620,800	11,586,000	5,692,200	11,827,900	241,900	2.1%	13,305,100
Salaries & Wages - Workforce Development	13,000	23,400	12,300	39,500	16,100	0.0%	39,500
Overtime	1,900	3,000	500	2,400	(600)	-20.0%	2,400
Employee Benefits	3,173,300	3,742,900	1,753,900	3,777,500	34,600	0.9%	4,246,100
Contractual Transition Services	100,900	-	113,500	570,300	570,300	-	570,300
<b>Chief Financial Officer</b>	<b>12,092,300</b>	<b>12,822,300</b>	<b>6,832,700</b>	<b>13,775,800</b>	<b>953,500</b>	<b>7.4%</b>	<b>14,418,000</b>
Salaries & Wages	8,990,300	9,405,200	5,171,800	10,342,900	937,700	10.0%	10,807,700
Salaries & Wages - Workforce Development	7,000	-	8,500	17,700	17,700	-	17,700
Overtime	7,300	11,000	8,600	10,000	(1,000)	-9.1%	10,000
Employee Benefits	2,756,700	3,142,800	1,643,800	3,405,200	262,400	8.3%	3,582,600
Contractual Transition Services	331,000	263,300	-	-	(263,300)	-100.0%	-
<b>Chief Executive Officer</b>	<b>7,765,900</b>	<b>7,641,700</b>	<b>4,732,000</b>	<b>9,648,600</b>	<b>2,006,900</b>	<b>26.3%</b>	<b>10,085,200</b>
Salaries & Wages	5,377,300	5,302,800	3,337,800	6,699,100	1,396,300	26.3%	6,988,400
Salaries & Wages - Workforce Development	12,800	-	12,900	-	-	0.0%	-
Overtime	468,000	266,300	210,600	467,200	200,900	75.4%	481,900
Employee Benefits	1,856,500	2,072,600	1,170,700	2,482,300	409,700	19.8%	2,614,900
Contractual Transition Services	51,300	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 114,807,600</b>	<b>\$ 121,172,100</b>	<b>\$ 62,436,200</b>	<b>\$ 130,368,300</b>	<b>\$ 9,196,200</b>	<b>7.6%</b>	<b>\$ 146,313,900</b>



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*Five-Year Financial Plan by Expense Category*

Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Salaries & Wages	70,113,800	74,935,400	81,643,800	92,188,200	92,736,200	93,114,200	93,177,200
Salaries & Wages - Workforce Development	1,413,900	1,391,500	2,105,000	2,326,400	2,326,400	2,326,400	2,326,400
Overtime	8,570,400	7,453,000	8,074,200	8,955,900	8,955,900	8,955,900	8,955,900
Employee Benefits	24,789,400	28,263,500	30,347,300	34,551,400	34,995,300	35,382,600	35,681,200
Contractual Transition Services	9,920,100	9,128,700	8,198,000	8,292,000	8,292,000	8,292,000	8,292,000
<b>Grand Total</b>	<b>\$ 114,807,600</b>	<b>\$ 121,172,100</b>	<b>\$ 130,368,300</b>	<b>\$ 146,313,900</b>	<b>\$ 147,305,800</b>	<b>\$ 148,071,100</b>	<b>\$ 148,432,700</b>

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

Operating Area and Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Chief Operating Officer Water Operations</b>	<b>\$ 37,307,500</b>	<b>\$ 38,616,200</b>	<b>\$ 41,214,400</b>	<b>\$ 46,639,300</b>	<b>\$ 46,960,600</b>	<b>\$ 47,055,300</b>	<b>\$ 47,150,300</b>
Salaries & Wages	22,519,800	23,587,800	25,118,600	28,798,800	28,968,800	28,968,800	28,968,800
Salaries & Wages - Workforce Development	1,052,600	1,052,400	1,620,100	1,841,500	1,841,500	1,841,500	1,841,500
Overtime	4,749,400	4,096,100	4,356,700	4,421,800	4,421,800	4,421,800	4,421,800
Employee Benefits	8,597,900	9,462,100	10,119,000	11,577,200	11,728,500	11,823,200	11,918,200
Contractual Transition Services	387,800	417,800	-	-	-	-	-
<b>Chief Operating Officer Wastewater Operations</b>	<b>38,644,600</b>	<b>39,735,400</b>	<b>42,479,000</b>	<b>48,579,900</b>	<b>49,155,400</b>	<b>49,732,400</b>	<b>49,904,800</b>
Salaries & Wages	19,190,800	20,694,900	23,026,200	26,605,900	26,983,900	27,361,900	27,424,900
Salaries & Wages - Workforce Development	310,900	315,700	382,000	382,000	382,000	382,000	382,000
Overtime	3,211,700	2,935,700	3,016,400	3,818,300	3,818,300	3,818,300	3,818,300
Employee Benefits	7,317,800	8,392,900	8,985,100	10,610,400	10,807,900	11,006,900	11,116,300
Contractual Transition Services	8,613,400	7,396,200	7,069,300	7,163,300	7,163,300	7,163,300	7,163,300
<b>Chief Planning Officer</b>	<b>5,087,400</b>	<b>7,001,200</b>	<b>7,032,900</b>	<b>8,428,100</b>	<b>8,442,700</b>	<b>8,457,100</b>	<b>8,471,500</b>
Salaries & Wages	3,414,800	4,358,700	4,629,100	5,682,300	5,682,300	5,682,300	5,682,300
Salaries & Wages - Workforce Development	17,600	-	45,700	45,700	45,700	45,700	45,700
Overtime	132,100	140,900	221,500	221,500	221,500	221,500	221,500
Employee Benefits	1,087,200	1,450,200	1,578,200	1,920,200	1,934,800	1,949,200	1,963,600
Contractual Transition Services	435,700	1,051,400	558,400	558,400	558,400	558,400	558,400
<b>Chief Administrative &amp; Compliance Officer</b>	<b>13,909,900</b>	<b>15,355,300</b>	<b>16,217,600</b>	<b>18,163,400</b>	<b>18,194,500</b>	<b>18,224,300</b>	<b>18,254,900</b>
Salaries & Wages	10,620,800	11,586,000	11,827,900	13,305,100	13,305,100	13,305,100	13,305,100
Salaries & Wages - Workforce Development	13,000	23,400	39,500	39,500	39,500	39,500	39,500
Overtime	1,900	3,000	2,400	2,400	2,400	2,400	2,400
Employee Benefits	3,173,300	3,742,900	3,777,500	4,246,100	4,277,200	4,307,000	4,337,600
Contractual Transition Services	100,900	-	570,300	570,300	570,300	570,300	570,300
<b>Chief Financial Officer</b>	<b>12,092,300</b>	<b>12,822,300</b>	<b>13,775,800</b>	<b>14,418,000</b>	<b>14,445,000</b>	<b>14,472,000</b>	<b>14,499,000</b>
Salaries & Wages	8,990,300	9,405,200	10,342,900	10,807,700	10,807,700	10,807,700	10,807,700
Salaries & Wages - Workforce Development	7,000	-	17,700	17,700	17,700	17,700	17,700
Overtime	7,300	11,000	10,000	10,000	10,000	10,000	10,000
Employee Benefits	2,756,700	3,142,800	3,405,200	3,582,600	3,609,600	3,636,600	3,663,600
Contractual Transition Services	331,000	263,300	-	-	-	-	-
<b>Chief Executive Officer</b>	<b>7,765,900</b>	<b>7,641,700</b>	<b>9,648,600</b>	<b>10,085,200</b>	<b>10,107,600</b>	<b>10,130,000</b>	<b>10,152,200</b>
Salaries & Wages	5,377,300	5,302,800	6,699,100	6,988,400	6,988,400	6,988,400	6,988,400
Salaries & Wages - Workforce Development	12,800	-	-	-	-	-	-
Overtime	468,000	266,300	467,200	481,900	481,900	481,900	481,900
Employee Benefits	1,856,500	2,072,600	2,482,300	2,614,900	2,637,300	2,659,700	2,681,900
Contractual Transition Services	51,300	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 114,807,600</b>	<b>\$ 121,172,100</b>	<b>\$ 130,368,300</b>	<b>\$ 146,313,900</b>	<b>\$ 147,305,800</b>	<b>\$ 148,071,100</b>	<b>\$ 148,432,700</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 budget. The Capital Program Allocation activity reflects staff time to support project delivery of the Capital Improvement Plan (CIP).

The 8.2% increase represents an overall greater level of activity within Water Operations and Wastewater Operations due to a total of six newly budgeted Life Cycle Engineering positions in FY 2025 and the rise in compensation of team members charged to capital projects.

The *Chief Planning Officer Area* (Capital Improvement Planning) increase represents the budget for two new Management Professionals in FY 2025.

Time charged to capital projects is recorded by GLWA team members in the BigTime time tracking system.

### Capital Program Allocation Biennial Budget

Operating Area and Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Chief Operating Officer Water Operations</b>	\$ (1,172,200)	\$ (2,327,400)	\$ (630,600)	\$ (2,412,900)	\$ (85,500)	3.7%	\$ (4,333,300)
Capital Program: Employee Benefits	(332,600)	(537,900)	(178,900)	(474,100)	63,800	-11.9%	(856,900)
Capital Program: Salaries & Wages-Direct	(839,600)	(1,789,500)	(451,700)	(1,938,800)	(149,300)	8.3%	(3,476,400)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	0.0%	-
<b>Chief Operating Officer Wastewater Operations</b>	(1,017,400)	(1,905,300)	(554,500)	(2,121,300)	(216,000)	11.3%	(2,306,100)
Capital Program: Employee Benefits	(288,600)	(494,000)	(157,300)	(481,900)	12,100	-2.4%	(524,300)
Capital Program: Salaries & Wages-Direct	(728,800)	(1,411,300)	(397,200)	(1,639,400)	(228,100)	16.2%	(1,781,800)
<b>Chief Planning Officer</b>	-	-	-	(47,600)	(47,600)	-	(47,700)
Capital Program: Employee Benefits	-	-	-	(11,600)	(11,600)	-	(11,700)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	(36,000)	(36,000)	-	(36,000)
<b>Chief Administrative &amp; Compliance Officer</b>	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	0.0%	-
<b>Chief Financial Officer</b>	-	-	-	-	-	0.0%	-
Capital Program: Employee Benefits	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	0.0%	-
<b>Chief Executive Officer</b>	-	-	-	-	-	0.0%	-
Capital Program: Employee Benefits	-	-	-	-	-	0.0%	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	0.0%	-
<b>Grand Total</b>	\$ (2,189,600)	\$ (4,232,700)	\$ (1,185,100)	\$ (4,581,800)	\$ (349,100)	8.2%	\$ (6,687,100)



*Capital Program Allocation Five-Year Financial Plan*

Operating Area and Expense Category	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Chief Operating Officer Water Operations</b>	\$ (1,172,200)	\$ (2,327,400)	\$ (2,412,900)	\$ (4,333,300)	\$ (4,340,300)	\$ (4,347,200)	\$ (4,354,300)
Capital Program: Employee Benefits	(332,600)	(537,900)	(474,100)	(856,900)	(863,900)	(870,800)	(877,900)
Capital Program: Salaries & Wages-Direct	(839,600)	(1,789,500)	(1,938,800)	(3,476,400)	(3,476,400)	(3,476,400)	(3,476,400)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
<b>Chief Operating Officer Wastewater Operations</b>	<b>(1,017,400)</b>	<b>(1,905,300)</b>	<b>(2,121,300)</b>	<b>(2,306,100)</b>	<b>(2,649,500)</b>	<b>(2,993,700)</b>	<b>(3,054,900)</b>
Capital Program: Employee Benefits	(288,600)	(494,000)	(481,900)	(524,300)	(603,600)	(683,600)	(704,200)
Capital Program: Salaries & Wages-Direct	(728,800)	(1,411,300)	(1,639,400)	(1,781,800)	(2,045,900)	(2,310,100)	(2,350,700)
<b>Chief Planning Officer</b>	-	-	<b>(47,600)</b>	<b>(47,700)</b>	<b>(47,800)</b>	<b>(47,900)</b>	<b>(48,000)</b>
Capital Program: Employee Benefits	-	-	(11,600)	(11,700)	(11,800)	(11,900)	(12,000)
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	(36,000)	(36,000)	(36,000)	(36,000)	(36,000)
<b>Chief Administrative &amp; Compliance Officer</b>	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	-	-
<b>Chief Financial Officer</b>	-	-	-	-	-	-	-
Capital Program: Employee Benefits	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Indire	-	-	-	-	-	-	-
<b>Chief Executive Officer</b>	-	-	-	-	-	-	-
Capital Program: Employee Benefits	-	-	-	-	-	-	-
Capital Program: Salaries & Wages-Direct	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ (2,189,600)</b>	<b>\$ (4,232,700)</b>	<b>\$ (4,581,800)</b>	<b>\$ (6,687,100)</b>	<b>\$ (7,037,600)</b>	<b>\$ (7,388,800)</b>	<b>\$ (7,457,200)</b>

**Staffing Plan**

The increase in the staffing plan of 38 positions from 1,318 to 1,356 (50.25 FTE's) is detailed in the table below. FTE staffing is based on the number of hours that a position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

Operating Area	+Increase, -Decrease Staffing Plan from FY 2024 to FY 2025	+Increase, -Decrease in FTEs from FY 2024 to FY 2025
Water Operations	+11.00	+19.25
Wastewater Operations	+11.00	+8.25
Planning Services	+1.00	+2.25
Administration & Compliance Officer	+2.00	+2.75
Financial Services	+1.00	+5.75
Chief Executive Officer	+12.00	+12.00
<b>Total</b>	<b>+38.00</b>	<b>+50.25</b>

The Staffing Plan and FTE counts level out beginning in FY 2028 as the organization reaches an optimal staffing level and vacancies are filled. The goal of the staffing plan is to provide the organization with an appropriate level of personnel to achieve operational reliability, to ensure a safe environment, maintain compliance and efficient capital delivery, and to provide reliable and quality services to our customer communities.

The following tables present both a “Staffing Plan” reflecting the *number* of positions and a “Staffing Budget” based on *full-time equivalents* (FTEs). In the Staffing Plan, each position has a value of one. The position count does not distinguish between a position that is filled 100% (2,080 hours per year), filled less than 100%, or one that is vacant. FTE staffing is based on the number of hours that the position is filled, or budgeted for, based upon a standard of 2,080 hours per year.

*Staffing Plan by Operating Area*

<b>Operating Area</b>	<b>FY 2022 Staffing Plan</b>	<b>FY 2023 Staffing Plan</b>	<b>FY 2024 Staffing Plan</b>	<b>FY 2025 Staffing Plan</b>	<b>FY 2026 Staffing Plan</b>	<b>FY 2027 Staffing Plan</b>	<b>FY 2028 Staffing Plan</b>	<b>FY 2029 Staffing Plan</b>
Chief Operating Officer Water Operations	383.00	420.00	431.00	442.00	446.00	446.00	446.00	446.00
Chief Operating Officer Wastewater Operations	448.00	450.00	452.00	463.00	464.00	467.00	470.00	470.00
Chief Planning Officer	57.00	68.00	71.00	72.00	72.00	72.00	72.00	72.00
Chief Administration & Compliance Officer	131.00	139.00	145.00	147.00	147.00	147.00	147.00	147.00
Chief Financial Officer	132.00	123.00	126.00	127.00	127.00	127.00	127.00	127.00
Chief Executive Officer	88.00	93.00	93.00	105.00	105.00	105.00	105.00	105.00
<b>Grand Total</b>	<b>1,239.00</b>	<b>1,293.00</b>	<b>1,318.00</b>	<b>1,356.00</b>	<b>1,361.00</b>	<b>1,364.00</b>	<b>1,367.00</b>	<b>1,367.00</b>



*Staffing Plan by Operating Area and Team*

Operating Area and Team	Cost Center	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
<b>Chief Operating Officer Water Operations</b>		<b>383.00</b>	<b>420.00</b>	<b>431.00</b>	<b>442.00</b>	<b>446.00</b>	<b>446.00</b>	<b>446.00</b>	<b>446.00</b>
COO - Water Operations & Field Services	882001	3.00	4.00	5.00	8.00	8.00	8.00	8.00	8.00
Energy, Research & Innovation	882501	7.00	9.00	9.00	5.00	5.00	5.00	5.00	5.00
Transformation	882511	0.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Facility Operations	882421	23.00	23.00	23.00	23.00	23.00	23.00	23.00	23.00
Fleet Operations	882422	3.00	4.00	6.00	7.00	7.00	7.00	7.00	7.00
Field Service Operations	882431	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00
Lake Huron Water Plant	882171	31.00	36.00	37.00	37.00	37.00	37.00	37.00	37.00
Northeast Water Plant	882151	33.00	38.00	38.00	37.00	37.00	37.00	37.00	37.00
Southwest Water Plant	882161	33.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Springwells Water Plant	882141	37.00	40.00	40.00	39.00	39.00	39.00	39.00	39.00
Systems Operations Control	882301	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00
Water Director	882101	13.00	12.00	12.00	14.00	14.00	14.00	14.00	14.00
Water Engineering	882111	23.00	30.00	37.00	44.00	48.00	48.00	48.00	48.00
Water Quality	882121	26.00	26.00	27.00	29.00	29.00	29.00	29.00	29.00
Water Works Park	882131	36.00	41.00	40.00	42.00	42.00	42.00	42.00	42.00
<b>Chief Operating Officer Wastewater Operations</b>		<b>448.00</b>	<b>450.00</b>	<b>452.00</b>	<b>463.00</b>	<b>464.00</b>	<b>467.00</b>	<b>470.00</b>	<b>470.00</b>
BDF, COF & Hauling	892227	11.00	11.00	11.00	10.00	10.00	10.00	10.00	10.00
Chief Operating Officer Wastewater	892001	14.00	13.00	13.00	19.00	19.00	19.00	19.00	19.00
Combined Sewer Overflow	892270	37.00	33.00	33.00	32.00	32.00	32.00	32.00	32.00
Industrial Waste Control	892231	29.00	29.00	29.00	29.00	29.00	29.00	29.00	29.00
Wastewater Dewatering Process	892225	50.00	48.00	47.00	44.00	44.00	44.00	44.00	44.00
Wastewater Director	892201	49.00	51.00	52.00	52.00	52.00	52.00	52.00	52.00
Wastewater Engineering	892211	26.00	31.00	34.00	39.00	40.00	43.00	46.00	46.00
Wastewater Incineration Process	892226	53.00	53.00	53.00	53.00	53.00	53.00	53.00	53.00
Wastewater Laboratories	892235	41.00	40.00	40.00	39.00	39.00	39.00	39.00	39.00
Wastewater Operations	892221	14.00	15.00	14.00	19.00	19.00	19.00	19.00	19.00
Wastewater Primary Process	892223	52.00	53.00	53.00	52.00	52.00	52.00	52.00	52.00
Wastewater Process Control	892222	25.00	25.00	26.00	28.00	28.00	28.00	28.00	28.00
Wastewater Secondary Process	892224	47.00	48.00	47.00	47.00	47.00	47.00	47.00	47.00

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*Staffing Plan by Operating Area and Team (continued from previous page)*

Operating Area and Team	Cost Center	FY 2022 Staffing Plan	FY 2023 Staffing Plan	FY 2024 Staffing Plan	FY 2025 Staffing Plan	FY 2026 Staffing Plan	FY 2027 Staffing Plan	FY 2028 Staffing Plan	FY 2029 Staffing Plan
<b>Chief Planning Officer</b>		<b>57.00</b>	<b>68.00</b>	<b>71.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>
Asset Management	886201	8.00	10.00	11.00	11.00	11.00	11.00	11.00	11.00
Capital Improvement Planning	886601	6.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Chief Planning Officer	886001	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Systems Analytics	886401	36.00	35.00	37.00	38.00	38.00	38.00	38.00	38.00
Systems Planning & Development	886100	0.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Systems Planning	886101	5.00	4.00	4.00	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>145.00</b>	<b>147.00</b>	<b>147.00</b>	<b>147.00</b>	<b>147.00</b>	<b>147.00</b>
Chief Administrative Officer	883001	5.00	5.00	5.00	7.00	7.00	7.00	7.00	7.00
Enterprise Risk Management and Safety	883401	8.00	8.00	9.00	9.00	9.00	9.00	9.00	9.00
General Counsel	883101	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Info Technology Business Productivity Systems	883341	13.00	13.00	12.00	12.00	12.00	12.00	12.00	12.00
Info Technology Enterprise Asset Mgmt Systems	883351	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00
Info Technology Infrastructure	883331	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Info Technology Security & Risk	883361	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Info Technology Service Delivery	883321	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Info Technology Project Management Office	883311	10.00	10.00	11.00	11.00	11.00	11.00	11.00	11.00
Office of the CIO	883301	4.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Organizational Development Administration	883201	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Organizational Development Talent Management	883211	18.00	22.00	27.00	26.00	26.00	26.00	26.00	26.00
Organizational Development Training	883231	12.00	13.00	13.00	14.00	14.00	14.00	14.00	14.00
<b>Chief Financial Officer</b>		<b>132.00</b>	<b>123.00</b>	<b>126.00</b>	<b>127.00</b>	<b>127.00</b>	<b>127.00</b>	<b>127.00</b>	<b>127.00</b>
Chief Financial Officer	884001	6.00	5.00	5.00	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	12.00	12.00	12.00	12.00	12.00
Financial Reporting & Accounting	884111	31.00	29.00	29.00	28.00	28.00	28.00	28.00	28.00
Logistics and Materials	884124	24.00	24.00	24.00	25.00	25.00	25.00	25.00	25.00
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	35.00	35.00	35.00	35.00	35.00
CFO Services	884141	11.00	15.00	17.00	19.00	19.00	19.00	19.00	19.00
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	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>105.00</b>	<b>105.00</b>	<b>105.00</b>	<b>105.00</b>	<b>105.00</b>
Chief Executive Officer	881001	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
HazMat	881202	19.00	19.00	19.00	21.00	21.00	21.00	21.00	21.00
Office of Emergency Preparedness	881203	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Public Affairs	881101	7.00	9.00	9.00	10.00	10.00	10.00	10.00	10.00
Security and Integrity	881201	57.00	60.00	60.00	61.00	61.00	61.00	61.00	61.00
System Resiliency	881301	0.00	0.00	0.00	8.00	8.00	8.00	8.00	8.00
<b>Grand Total</b>		<b>1,239.00</b>	<b>1,293.00</b>	<b>1,318.00</b>	<b>1,356.00</b>	<b>1,361.00</b>	<b>1,364.00</b>	<b>1,367.00</b>	<b>1,367.00</b>



*Full-time Equivalents by Operating Area*

Operating Area	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
Chief Operating Officer Water Operations	382.25	408.25	373.25	392.50	443.00	445.00	445.00	445.00
Chief Operating Officer Wastewater Operations	431.25	421.69	389.50	397.75	463.25	466.25	469.25	469.75
Chief Planning Officer	56.00	62.25	58.50	60.75	72.00	72.00	72.00	72.00
Chief Administration & Compliance Officer	129.00	130.75	128.50	131.25	145.50	145.50	145.50	145.50
Chief Financial Officer	129.75	120.00	115.00	120.75	126.00	126.00	126.00	126.00
Chief Executive Officer	88.00	91.50	88.50	100.50	105.00	105.00	105.00	105.00
<b>Grand Total</b>	<b>1,216.25</b>	<b>1,234.44</b>	<b>1,153.25</b>	<b>1,203.50</b>	<b>1,354.75</b>	<b>1,359.75</b>	<b>1,362.75</b>	<b>1,363.25</b>

*Full-time Equivalents by Operating Area and Team*

Operating Area and Team	Cost Center	FY 2022 FTEs	FY 2023 FTEs	FY 2024 FTEs	FY 2025 FTEs	FY 2026 FTEs	FY 2027 FTEs	FY 2028 FTEs	FY 2029 FTEs
<b>Chief Operating Officer Water Operations</b>		<b>382.25</b>	<b>408.25</b>	<b>373.25</b>	<b>392.50</b>	<b>443.00</b>	<b>445.00</b>	<b>445.00</b>	<b>445.00</b>
COO - Water Operations & Field Services	882001	2.75	3.75	5.00	7.25	8.00	8.00	8.00	8.00
Energy, Research & Innovation	882501	7.00	8.25	7.50	5.00	5.00	5.00	5.00	5.00
Transformation	882511	0.00	5.00	5.00	3.00	3.00	5.00	5.00	5.00
Facility Operations	882421	22.50	19.00	18.00	18.50	23.00	23.00	23.00	23.00
Fleet Operations	882422	3.00	4.00	5.50	6.00	6.00	6.00	6.00	6.00
Field Service Operations	882431	71.00	68.00	66.25	68.00	71.00	71.00	71.00	71.00
Lake Huron Water Plant	882171	31.00	36.00	34.50	34.75	37.00	37.00	37.00	37.00
Northeast Water Plant	882151	33.00	38.00	31.75	34.75	37.00	37.00	37.00	37.00
Southwest Water Plant	882161	33.00	37.00	32.00	35.50	37.00	37.00	37.00	37.00
Springwells Water Plant	882141	37.00	40.00	33.50	35.25	39.00	39.00	39.00	39.00
Systems Operations Control	882301	44.00	40.25	39.75	40.00	44.00	44.00	44.00	44.00
Water Director	882101	13.00	12.00	11.00	13.25	14.00	14.00	14.00	14.00
Water Engineering	882111	23.00	30.00	23.75	26.00	48.00	48.00	48.00	48.00
Water Quality	882121	26.00	26.00	25.00	28.50	29.00	29.00	29.00	29.00
Water Works Park	882131	36.00	41.00	34.75	36.75	42.00	42.00	42.00	42.00
<b>Chief Operating Officer Wastewater Operations</b>		<b>431.25</b>	<b>421.69</b>	<b>389.50</b>	<b>397.75</b>	<b>463.25</b>	<b>466.25</b>	<b>469.25</b>	<b>469.75</b>
BDF, COF & Hauling	892227	9.50	8.75	8.25	7.75	10.00	10.00	10.00	10.00
Chief Operating Officer Wastewater	892001	14.00	13.00	11.50	15.25	19.00	19.00	19.00	19.00
Combined Sewer Overflow	892270	34.75	29.44	29.50	28.75	32.00	32.00	32.00	32.00
Industrial Waste Control	892231	28.25	27.75	25.75	25.25	29.00	29.00	29.00	29.00
Wastewater Dewatering Process	892225	48.75	44.50	38.25	36.50	44.00	44.00	44.00	44.00
Wastewater Director	892201	47.50	49.25	46.25	45.50	52.00	52.00	52.00	52.00
Wastewater Engineering	892211	25.50	30.50	29.00	33.50	39.50	42.50	45.50	46.00
Wastewater Incineration Process	892226	49.25	50.00	46.75	48.00	53.00	53.00	53.00	53.00
Wastewater Laboratories	892235	39.75	34.00	32.50	33.00	39.00	39.00	39.00	39.00
Wastewater Operations	892221	11.00	12.75	12.50	16.75	19.00	19.00	19.00	19.00
Wastewater Primary Process	892223	51.00	51.25	44.75	43.25	52.00	52.00	52.00	52.00
Wastewater Process Control	892222	25.00	24.00	21.25	20.50	27.75	27.75	27.75	27.75
Wastewater Secondary Process	892224	47.00	46.50	43.25	43.75	47.00	47.00	47.00	47.00

*(continued on next page)*

*Full-time Equivalents by Operating Area and Team (continued from previous page)*

<b>Operating Area and Team</b>	<b>Cost Center</b>	<b>FY 2022 FTEs</b>	<b>FY 2023 FTEs</b>	<b>FY 2024 FTEs</b>	<b>FY 2025 FTEs</b>	<b>FY 2026 FTEs</b>	<b>FY 2027 FTEs</b>	<b>FY 2028 FTEs</b>	<b>FY 2029 FTEs</b>
<b>Chief Planning Officer</b>		<b>56.00</b>	<b>62.25</b>	<b>58.50</b>	<b>60.75</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>
Asset Management	886201	7.50	8.00	7.00	6.50	11.00	11.00	11.00	11.00
Capital Improvement Planning	886601	6.00	10.75	8.50	9.25	13.00	13.00	13.00	13.00
Chief Planning Officer	886001	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Systems Analytics	886401	36.00	35.00	34.50	36.50	38.00	38.00	38.00	38.00
Systems Planning & Development	886100	0.00	3.25	3.00	2.50	4.00	4.00	4.00	4.00
Systems Planning	886101	4.50	3.25	3.50	4.00	4.00	4.00	4.00	4.00
<b>Chief Administration &amp; Compliance Officer</b>		<b>129.00</b>	<b>130.75</b>	<b>128.50</b>	<b>131.25</b>	<b>145.50</b>	<b>145.50</b>	<b>145.50</b>	<b>145.50</b>
Chief Administrative Officer	883001	5.00	4.25	4.50	4.75	7.00	7.00	7.00	7.00
Enterprise Risk Management and Safety	883401	6.50	5.75	5.75	6.75	9.00	9.00	9.00	9.00
General Counsel	883101	8.00	7.25	7.50	8.00	8.00	8.00	8.00	8.00
Info Technology Business Productivity Systems	883341	13.00	13.00	9.50	9.00	12.00	12.00	12.00	12.00
Info Technology Enterprise Asset Mgmt Systems	883351	16.50	16.25	16.00	15.75	16.50	16.50	16.50	16.50
Info Technology Infrastructure	883331	13.00	13.00	13.00	12.25	13.00	13.00	13.00	13.00
Info Technology Security & Risk	883361	3.00	2.50	2.00	3.00	3.00	3.00	3.00	3.00
Info Technology Service Delivery	883321	15.00	15.00	14.00	15.00	15.00	15.00	15.00	15.00
Info Technology Project Management Office	883311	10.00	10.00	11.00	11.00	11.00	11.00	11.00	11.00
Office of the CIO	883301	4.00	4.75	6.00	5.50	7.00	7.00	7.00	7.00
Organizational Development Administration	883201	5.00	5.00	4.00	4.75	4.75	4.75	4.75	4.75
Organizational Development Talent Management	883211	18.00	21.00	22.75	21.50	25.25	25.25	25.25	25.25
Organizational Development Training	883231	12.00	13.00	12.50	14.00	14.00	14.00	14.00	14.00
<b>Chief Financial Officer</b>		<b>129.75</b>	<b>120.00</b>	<b>115.00</b>	<b>120.75</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>	<b>126.00</b>
Chief Financial Officer	884001	5.50	4.50	3.50	4.50	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
Financial Management & Planning	884113	10.00	12.00	10.50	12.00	12.00	12.00	12.00	12.00
Financial Reporting & Accounting	884111	30.00	28.00	27.00	26.75	27.50	27.50	27.50	27.50
Logistics and Materials	884124	24.00	24.00	22.00	25.00	25.00	25.00	25.00	25.00
Owners' Representative	884126	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Procurement Director	884121	32.00	33.50	33.50	31.25	35.00	35.00	35.00	35.00
CFO Services	884141	11.00	15.00	15.50	18.25	19.00	19.00	19.00	19.00
Transformation	884161	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Treasury	884131	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Chief Executive Officer</b>		<b>88.00</b>	<b>91.50</b>	<b>88.50</b>	<b>100.50</b>	<b>105.00</b>	<b>105.00</b>	<b>105.00</b>	<b>105.00</b>
Chief Executive Officer	881001	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
HazMat	881202	19.00	19.00	18.50	19.50	21.00	21.00	21.00	21.00
Office of Emergency Preparedness	881203	3.00	3.00	2.50	3.00	3.00	3.00	3.00	3.00
Public Affairs	881101	7.00	7.50	8.00	8.50	10.00	10.00	10.00	10.00
Security and Integrity	881201	57.00	60.00	57.50	60.25	61.00	61.00	61.00	61.00
System Resiliency	881301	0.00	0.00	0.00	7.25	8.00	8.00	8.00	8.00
<b>Grand Total</b>		<b>1,216.25</b>	<b>1,234.44</b>	<b>1,153.25</b>	<b>1,203.50</b>	<b>1,354.75</b>	<b>1,359.75</b>	<b>1,362.75</b>	<b>1,363.25</b>

## Utilities

GLWA has utilized Capturis, a multi-site utility information management system, that has been in place since November 2018. There are a total of 80 trained users. The system allows team members to easily view invoices, run reports, and access any utility data information that may be needed. Capturis allows for the detailed monitoring of utility usage for increased accuracy when billing.

The tables below provide an overall view of utility costs included in the details of the budgets by operating area in Section 5 – Operating Financial Plans.

### Biennial Budget Request (tables 1 through 4)

#### Table 1 – Electric

The biennial budget reflects an increase of \$2.3 million, or 4.8%. Over the past two years, the organization has experienced a substantial increase in utility costs, and budgets have been right-sized based on the continued price increases. The Wastewater Resource Recovery Facility (WRRF) experienced increased costs resulting in an increase of \$797,400 due to the most recent DTE tariff placing increased emphasis on total energy usage rather than peaking as it has in the past. As a result, costs have increased even though usage at the facility has remained relatively consistent. The Biosolids Dryer Facility increase of \$171,400 was driven by changes in rates as the usage has remained consistent with prior years. The budgets for both water and sewer pumping stations combined increased by \$1.2 million to align more accurately with anticipated spend based on prior years’ usage and future cost increases.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Biosolids Dryer Facility	\$ 1,262,700	\$ 1,254,300	\$ 711,600	\$ 1,425,700	\$ 171,400	13.7%	\$ 1,454,300
Combined Sewer Overflow Facilities	1,039,500	1,116,600	498,800	1,135,600	19,000	1.7%	1,158,200
Lake Huron Water Plant	7,171,000	7,100,000	3,560,200	7,110,000	10,000	0.1%	7,110,000
Logistics and Materials	97,200	100,000	50,400	102,000	2,000	2.0%	104,000
Northeast Water Plant	3,954,200	3,800,000	1,966,900	3,900,000	100,000	2.6%	3,900,000
Southwest Water Plant	1,471,300	1,530,000	832,600	1,500,000	(30,000)	-2.0%	1,500,000
Springwells Water Plant	4,597,400	4,500,000	2,358,200	4,400,000	(100,000)	-2.2%	4,400,000
System Analytics	84,600	82,300	37,800	82,900	600	0.7%	83,200
Systems Control	83,600	70,000	33,600	72,000	2,000	2.9%	73,400
Wastewater Operations	11,965,700	11,951,600	6,502,100	12,749,000	797,400	6.7%	13,004,000
Wastewater Operations Pumping (Lift) Stations	2,582,200	2,384,000	1,391,500	2,505,600	121,600	5.1%	2,555,400
Water Pumping Stations	11,325,600	10,430,400	6,470,600	11,537,900	1,107,500	10.6%	11,769,100
Water Works Park	2,541,300	2,450,000	1,277,500	2,500,000	50,000	2.0%	2,500,000
<b>Grand Total</b>	<b>\$ 48,176,300</b>	<b>\$ 46,769,200</b>	<b>\$ 25,691,800</b>	<b>\$ 49,020,700</b>	<b>\$ 2,251,500</b>	<b>4.8%</b>	<b>\$ 49,611,600</b>

**Table 2 – Gas**

The proposed natural gas expense budget decreased \$2.9 million, or 29.0%. Over the course of FY 2022 and FY 2023, GLWA experienced increased natural gas costs due to global conflicts causing speculation in the market, as well as inflation. GLWA took action to lock in gas pricing on a longer term to ensure a more consistent cost since usage overall is consistent. Budgets for FY 2025 were adjusted based upon average annual usage and the anticipated locked in pricing based on current market trends.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Biosolids Dryer Facility	\$ 3,421,000	\$ 3,348,000	\$ 1,100,900	\$ 2,202,500	\$ (1,145,500)	-34.2%	\$ 2,246,300
Combined Sewer Overflow Facilities	201,100	223,000	52,500	214,200	(8,800)	-3.9%	216,600
Lake Huron Water Plant	211,000	200,000	44,700	150,000	(50,000)	-25.0%	153,000
Logistics and Materials	44,100	50,500	22,500	51,500	1,000	2.0%	52,500
Northeast Water Plant	204,100	183,100	43,400	170,000	(13,100)	-7.2%	173,400
Southwest Water Plant	233,000	200,000	48,900	200,000	-	0.0%	204,000
Springwells Water Plant	397,900	405,300	98,600	300,000	(105,300)	-26.0%	306,000
Systems Control	200	200	100	200	-	0.0%	200
Wastewater Operations	5,642,900	4,913,000	1,441,600	3,316,800	(1,596,200)	-32.5%	3,382,900
Wastewater Operations Pumping (Lift) Stations	83,100	24,300	15,100	56,500	32,200	132.5%	57,600
Water Pumping Stations	129,600	77,600	23,400	108,300	30,700	39.6%	110,600
Water Works Park	253,600	240,000	50,500	230,000	(10,000)	-4.2%	234,600
<b>Grand Total</b>	<b>\$ 10,821,600</b>	<b>\$ 9,865,000</b>	<b>\$ 2,942,200</b>	<b>\$ 7,000,000</b>	<b>\$ (2,865,000)</b>	<b>-29.0%</b>	<b>\$ 7,137,700</b>

**Table 3 – Water**

The proposed water expense budget reflects a decrease of \$506,800, or 4.2%, for FY 2025. The major driver of this decrease is the CSO facilities. A leak occurred at Oakwood CSO resulting in increased spend in FY 2024. Since the leak has been fixed, the higher spend rate is not anticipated to continue. Wastewater Operations continues to experience increased cost now that metering issues have been resolved which was reflected in the Q1 FY 2024 Budget Amendments. The FY 2023 cost includes a one-time back-billing dating back to August of 2013.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Biosolids Dryer Facility	\$ 425,200	\$ 469,000	\$ 242,500	\$ 430,000	\$ (39,000)	-8.3%	\$ 430,000
Combined Sewer Overflow Facilities	1,070,900	1,002,000	426,500	673,400	(328,600)	-32.8%	673,400
Logistics and Materials	3,500	30,000	500	15,600	(14,400)	-48.0%	15,900
Northeast Water Plant	400	-	200	500	500	0.0%	500
Southwest Water Plant	800	500	400	1,000	500	100.0%	1,000
Systems Control	300	600	100	600	-	0.0%	600
Wastewater Operations	13,634,600	10,537,000	5,108,000	10,394,300	(142,700)	-1.4%	10,394,300
Wastewater Operations Pumping (Lift) Stations	91,800	68,400	87,000	85,300	16,900	24.7%	87,000
Water Pumping Stations	500	1,000	200	1,000	-	0.0%	1,000
<b>Grand Total</b>	<b>\$ 15,228,000</b>	<b>\$ 12,108,500</b>	<b>\$ 5,865,400</b>	<b>\$ 11,601,700</b>	<b>\$ (506,800)</b>	<b>-4.2%</b>	<b>\$ 11,603,700</b>

**Table 4 – Sewer**

The proposed sewer expense budget reflects an increase of \$107,300, or 3.7%. This category includes both sewerage charges and stormwater drainage charges.

- ❖ A leak at Oakwood CSO was discovered in February 2023. This break doubled the amount of water being charged to the facility from August 2022 – February 2023. The repair was made, and usage is expected to return to normal. The overall CSO budget was increased \$13,900 to algin with trend.
- ❖ Southwest Water Plant has increased sewer billing due to sludge removal projects. The budget was increased by \$50,000 based on prior usage.
- ❖ Northeast Water Plant and Water Works Park budgets combined increased \$50,000 based on updated drainage rates for the plants.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity thru 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Biosolids Dryer Facility	\$ 529,800	\$ 540,000	\$ 287,000	\$ 530,000	\$ (10,000)	-1.9%	\$ 530,000
Combined Sewer Overflow Facilities	1,220,200	1,145,100	462,600	1,159,000	13,900	1.2%	1,159,000
Lake Huron Water Plant	70,100	70,000	30,800	70,000	-	0.0%	70,000
Logistics and Materials	15,500	22,000	1,000	22,400	400	1.8%	22,800
Northeast Water Plant	170,300	130,000	88,400	170,000	40,000	30.8%	170,000
Southwest Water Plant	470,400	400,000	22,900	450,000	50,000	12.5%	450,000
Systems Control	1,500	2,000	600	2,000	-	0.0%	2,000
Wastewater Operations	498,200	501,000	242,300	502,600	1,600	0.3%	502,600
Wastewater Operations Pumping (Lift) Stations	10,600	10,000	3,800	11,000	1,000	10.0%	11,200
Water Pumping Stations	3,700	2,700	8,600	3,100	400	14.8%	3,100
Water Works Park	61,600	50,000	29,700	60,000	10,000	20.0%	60,000
<b>Grand Total</b>	<b>\$ 3,051,900</b>	<b>\$ 2,872,800</b>	<b>\$ 1,177,700</b>	<b>\$ 2,980,100</b>	<b>\$ 107,300</b>	<b>3.7%</b>	<b>\$ 2,980,700</b>

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

The average increase for FY 2025 through FY 2029 is approximately 1.7% per year, representing the assumed increase in surcharges and electric cost from DTE.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Biosolids Dryer Facility	\$ 1,262,700	\$ 1,254,300	\$ 1,425,700	\$ 1,454,300	\$ 1,454,300	\$ 1,483,400	\$ 1,483,700
Combined Sewer Overflow Facilities	1,039,500	1,116,600	1,135,600	1,158,200	1,088,200	1,181,400	1,181,400
Lake Huron Water Plant	7,171,000	7,100,000	7,110,000	7,110,000	7,110,000	7,110,000	7,110,000
Logistics and Materials	97,200	100,000	102,000	104,000	106,100	108,200	110,400
Northeast Water Plant	3,954,200	3,800,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000
Southwest Water Plant	1,471,300	1,530,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Springwells Water Plant	4,597,400	4,500,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
System Analytics	84,600	82,300	82,900	83,200	83,500	83,800	84,100
Systems Control	83,600	70,000	72,000	73,400	74,900	76,400	78,000
Wastewater Operations	11,965,700	11,951,600	12,749,000	13,004,000	13,004,000	13,264,000	13,264,000
Wastewater Operations Pumping (Lift) Stations	2,582,200	2,384,000	2,505,600	2,555,400	2,605,800	2,657,100	2,709,400
Water Pumping Stations	11,325,600	10,430,400	11,537,900	11,769,100	12,002,900	12,242,400	12,486,400
Water Works Park	2,541,300	2,450,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
<b>Grand Total</b>	<b>\$ 48,176,300</b>	<b>\$ 46,769,200</b>	<b>\$ 49,020,700</b>	<b>\$ 49,611,600</b>	<b>\$ 49,829,700</b>	<b>\$ 50,506,700</b>	<b>\$ 50,807,400</b>

**Table 6 – Gas**

The largest natural gas users are the Biosolids Dryer Facility and the WRRF. The forecast for the two cost centers is based on historical data which takes into account cyclical cost variations. The Authority purchases natural gas as a MiDeal member through the Michigan Natural Gas Customer Choice Program and locks in rates to ensure consistent pricing.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Biosolids Dryer Facility	\$ 3,421,000	\$ 3,348,000	\$ 2,202,500	\$ 2,246,300	\$ 2,246,300	\$ 2,246,300	\$ 2,246,300
Combined Sewer Overflow Facilities	201,100	223,000	214,200	216,600	198,600	198,600	198,600
Lake Huron Water Plant	211,000	200,000	150,000	153,000	156,100	155,000	162,400
Logistics and Materials	44,100	50,500	51,500	52,500	53,600	54,700	55,800
Northeast Water Plant	204,100	183,100	170,000	173,400	176,900	176,300	184,000
Southwest Water Plant	233,000	200,000	200,000	204,000	208,100	207,400	216,500
Springwells Water Plant	397,900	405,300	300,000	306,000	312,100	310,400	324,700
Systems Control	200	200	200	200	200	200	200
Wastewater Operations	5,642,900	4,913,000	3,316,800	3,382,900	3,450,500	3,519,800	3,607,800
Wastewater Operations Pumping (Lift) Stations	83,100	24,300	56,500	57,600	58,700	59,800	60,900
Water Pumping Stations	129,600	77,600	108,300	110,600	112,700	115,000	117,100
Water Works Park	253,600	240,000	230,000	234,600	239,300	238,900	249,000
<b>Grand Total</b>	<b>\$ 10,821,600</b>	<b>\$ 9,865,000</b>	<b>\$ 7,000,000</b>	<b>\$ 7,137,700</b>	<b>\$ 7,213,100</b>	<b>\$ 7,282,400</b>	<b>\$ 7,423,300</b>

**Table 7 – Water**

Water billings are for usage and also include a fixed fee based on meter size.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Biosolids Dryer Facility	\$ 425,200	\$ 469,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000
Combined Sewer Overflow Facilities	1,070,900	1,002,000	673,400	673,400	673,400	673,400	673,400
Logistics and Materials	3,500	30,000	15,600	15,900	16,200	16,500	16,800
Northeast Water Plant	400	-	500	500	500	500	500
Southwest Water Plant	800	500	1,000	1,000	1,000	1,000	1,000
Systems Control	300	600	600	600	600	600	600
Wastewater Operations	13,634,600	10,537,000	10,394,300	10,394,300	10,394,300	10,394,300	10,394,300
Wastewater Operations Pumping (Lift) Stations	91,800	68,400	85,300	87,000	88,700	90,600	92,300
Water Pumping Stations	500	1,000	1,000	1,000	1,000	1,000	1,000
<b>Grand Total</b>	<b>\$ 15,228,000</b>	<b>\$ 12,108,500</b>	<b>\$ 11,601,700</b>	<b>\$ 11,603,700</b>	<b>\$ 11,605,700</b>	<b>\$ 11,607,900</b>	<b>\$ 11,609,900</b>

**Table 8 – Sewer**

See Table 4 for a detail discussion of these costs for FY 2025. The average annual increase for the period FY 2025 to FY 2029 is less than 0.8% per year.

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Biosolids Dryer Facility	\$ 529,800	\$ 540,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000
Combined Sewer Overflow Facilities	1,220,200	1,145,100	1,159,000	1,159,000	1,159,000	1,159,300	1,159,000
Lake Huron Water Plant	70,100	70,000	70,000	70,000	70,000	70,000	70,000
Logistics and Materials	15,500	22,000	22,400	22,800	23,300	23,800	24,300
Northeast Water Plant	170,300	130,000	170,000	170,000	170,000	170,000	170,000
Southwest Water Plant	470,400	400,000	450,000	450,000	450,000	450,000	450,000
Systems Control	1,500	2,000	2,000	2,000	2,000	2,000	2,000
Wastewater Operations	498,200	501,000	502,600	502,600	502,600	502,600	502,600
Wastewater Operations Pumping (Lift) Stations	10,600	10,000	11,000	11,200	11,400	11,700	11,900
Water Pumping Stations	3,700	2,700	3,100	3,100	3,100	3,100	3,300
Water Works Park	61,600	50,000	60,000	60,000	60,000	60,000	60,000
<b>Grand Total</b>	<b>\$ 3,051,900</b>	<b>\$ 2,872,800</b>	<b>\$ 2,980,100</b>	<b>\$ 2,980,700</b>	<b>\$ 2,981,400</b>	<b>\$ 2,982,500</b>	<b>\$ 2,983,100</b>

## **Chemicals - Bulk**

Water and wastewater operations utilize chemicals in the processing of raw water, wastewater effluent and laboratory testing. These chemicals are used for removing impurities from the source waters, corrosion control, as well as disinfection. These chemicals ensure water produced for the public and discharged to the environment is of unquestionable quality.

The tables below provide an overall look at the chemical costs that are included in the details of the budgets by the operating areas in Section 5 - Operating Financial Plans.

## **Biennial Budget Request**

The proposed chemical expense budget for FY 2025 increased \$1.7 million, or 5.2%. Key parameters of the chemical budget include the following.

- Chemicals are used in operations to maintain compliance with standards established by the Federal Environmental Protection Agency (EPA) and State of Michigan Department of Environment, Great Lakes and Energy (EGLE).
- Volumes of chemical use vary from year to year depending on weather, demand, and the condition of source waters.
- Since FY 2022, global supply chain constraints had a significant inflationary impact on the pricing of the bulk chemicals used in the water sector. As a result, the budget for chemicals significantly outpaced inflation in the overall economy.
- Chemical supply agreements are subject to manufacturers pricing, which was negatively impacted by raw material shortages. GLWA is subject to those pricing adjustments.
- Transportation of chemicals to the various GLWA facilities also impacted the cost and delivery structure from the Authority's suppliers.
- The annual budget is based on the projected operational volume used during an average year. The projected chemical volume excludes abnormal demands by operations.

## **Outlook for Water and Wastewater Systems**

As noted above, GLWA is subject to market conditions for the pricing and supply. Supply chain constraints for the chemical components effect the industry nationwide.

In a 2022 report, the United States Environmental Protection Agency cited constraints in the chlorine supply chain that are driving the cost for water utilities. The report indicated there has been a 10% decline in the U.S. production capacity for chlorine and chlorine-based products. This supply chain tightening may result in continued foreseeable price increases. Due to this being a production capacity issue, the report indicates it is unlikely that prices will be reduced in the foreseeable future. In fact, the findings do continue to hold true today.

*Biennial Budget Request by Team*

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Water Quality</b>	\$ 185,900	\$ 196,500	\$ 84,100	\$ 180,500	\$ (16,000)	-8.1%	\$ 180,500
<b>Water Treatment Plants</b>	<b>12,503,900</b>	<b>12,218,900</b>	<b>5,039,400</b>	<b>12,508,100</b>	<b>289,200</b>	<b>2.4%</b>	<b>12,508,100</b>
Water Works Park	2,131,800	2,134,500	738,800	2,131,500	(3,000)	-0.1%	2,131,500
Springwells Water Plant	3,794,600	3,567,000	1,568,800	3,735,000	168,000	4.7%	3,735,000
Northeast Water Plant	2,362,200	2,244,600	972,700	2,351,800	107,200	4.8%	2,351,800
Southwest Water Plant	1,556,300	1,570,500	581,000	1,537,500	(33,000)	-2.1%	1,537,500
Lake Huron Water Plant	2,659,000	2,702,300	1,178,000	2,752,300	50,000	1.9%	2,752,300
<b>Water Resource Recovery Facility</b>	<b>14,351,500</b>	<b>15,688,200</b>	<b>7,361,700</b>	<b>17,079,700</b>	<b>1,391,500</b>	<b>8.9%</b>	<b>17,539,800</b>
Wastewater Director	4,500	-	6,300	-	-	0.0%	-
Wastewater Operations	-	5,200	500	5,200	-	0.0%	5,200
Wastewater Primary Process	3,852,300	4,670,000	2,454,000	5,238,000	568,000	12.2%	5,593,000
Wastewater Secondary Process	9,249,000	9,685,000	4,242,000	10,504,500	819,500	8.5%	10,596,600
Wastewater Dewatering Process	1,245,500	1,328,000	658,500	1,328,000	-	0.0%	1,341,000
Wastewater Incineration Process	200	-	500	4,000	4,000	0.0%	4,000
<b>Industrial Waste Control</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>
<b>Wastewater Laboratories</b>	<b>192,700</b>	<b>186,000</b>	<b>60,500</b>	<b>216,600</b>	<b>30,600</b>	<b>16.5%</b>	<b>221,200</b>
<b>Combined Sewer Overflow</b>	<b>3,308,000</b>	<b>4,819,000</b>	<b>1,367,300</b>	<b>4,850,000</b>	<b>31,000</b>	<b>0.6%</b>	<b>4,850,000</b>
Puritan Fenkell Combined Sewer Overflow	13,100	19,000	26,100	27,700	8,700	45.8%	27,700
7 Mile Combined Sewer Overflow	-	-	-	-	-	0.0%	-
Hubble Southfield CSO	262,700	374,000	91,200	413,200	39,200	10.5%	413,200
Leib Combined Sewer Overflow	141,700	202,000	65,300	202,500	500	0.2%	202,500
St Aubin Combined Sewer Overflow	50,700	72,000	39,000	63,100	(8,900)	-12.4%	63,100
Conner Creek Combined Sewer Overflow	2,090,100	3,067,000	857,300	3,079,800	12,800	0.4%	3,079,800
Baby Creek Combined Sewer Overflow	529,300	762,000	169,600	664,500	(97,500)	-12.8%	664,500
Oakwood Combined Sewer Overflow	200,600	295,000	104,300	373,000	78,000	26.4%	373,000
Belle Isle Combined Sewer Overflow	19,800	28,000	14,500	26,200	(1,800)	-6.4%	26,200
<b>Grand Total</b>	<b>\$ 30,542,200</b>	<b>\$ 33,108,600</b>	<b>\$ 13,913,000</b>	<b>\$ 34,834,900</b>	<b>\$ 1,726,300</b>	<b>5.2%</b>	<b>\$ 35,299,600</b>

### Five-Year Financial Plan

The proposed five-year plan reflects a leveling of the commodity pricing. The plan forecasts an 1.3% increase in cost for FY 2026, 1% for FY 2027, then falling below 0.5% for FY 2028 and FY 2029.

#### Five-Year Financial Plan by Team

Cost Center	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Water Quality</b>	\$ 185,900	\$ 196,500	\$ 180,500	\$ 180,500	\$ 180,500	\$ 180,500	\$ 180,500
<b>Water Treatment Plants</b>	<b>12,503,900</b>	<b>12,218,900</b>	<b>12,508,100</b>	<b>12,508,100</b>	<b>12,508,100</b>	<b>12,508,100</b>	<b>12,508,100</b>
Water Works Park	2,131,800	2,134,500	2,131,500	2,131,500	2,131,500	2,131,500	2,131,500
Springwells Water Plant	3,794,600	3,567,000	3,735,000	3,735,000	3,735,000	3,735,000	3,735,000
Northeast Water Plant	2,362,200	2,244,600	2,351,800	2,351,800	2,351,800	2,351,800	2,351,800
Southwest Water Plant	1,556,300	1,570,500	1,537,500	1,537,500	1,537,500	1,537,500	1,537,500
Lake Huron Water Plant	2,659,000	2,702,300	2,752,300	2,752,300	2,752,300	2,752,300	2,752,300
<b>Water Resource Recovery Facility</b>	<b>14,351,500</b>	<b>15,688,200</b>	<b>17,079,700</b>	<b>17,539,800</b>	<b>17,768,400</b>	<b>17,889,700</b>	<b>17,994,200</b>
Wastewater Director	4,500	-	-	-	-	-	-
Wastewater Operations	-	5,200	5,200	5,200	5,200	5,200	5,200
Wastewater Primary Process	3,852,300	4,670,000	5,238,000	5,593,000	5,593,000	5,593,000	5,593,000
Wastewater Secondary Process	9,249,000	9,685,000	10,504,500	10,596,600	10,812,200	10,933,500	11,037,800
Wastewater Dewatering Process	1,245,500	1,328,000	1,328,000	1,341,000	1,354,000	1,354,000	1,354,000
Wastewater Incineration Process	200	-	4,000	4,000	4,000	4,000	4,200
<b>Industrial Waste Control</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Wastewater Laboratories</b>	<b>192,700</b>	<b>186,000</b>	<b>216,600</b>	<b>221,200</b>	<b>211,100</b>	<b>231,000</b>	<b>235,900</b>
<b>Combined Sewer Overflow</b>	<b>3,308,000</b>	<b>4,819,000</b>	<b>4,850,000</b>	<b>4,850,000</b>	<b>4,971,200</b>	<b>4,971,200</b>	<b>4,971,200</b>
Puritan Fenkell Combined Sewer Overflow	13,100	19,000	27,700	27,700	28,400	28,400	28,400
7 Mile Combined Sewer Overflow	-	-	-	-	-	-	-
Hubble Southfield CSO	262,700	374,000	413,200	413,200	423,500	423,500	423,500
Leib Combined Sewer Overflow	141,700	202,000	202,500	202,500	207,500	207,500	207,500
St Aubin Combined Sewer Overflow	50,700	72,000	63,100	63,100	64,700	64,700	64,700
Conner Creek Combined Sewer Overflow	2,090,100	3,067,000	3,079,800	3,079,800	3,156,800	3,156,800	3,156,800
Baby Creek Combined Sewer Overflow	529,300	762,000	664,500	664,500	681,100	681,100	681,100
Oakwood Combined Sewer Overflow	200,600	295,000	373,000	373,000	382,300	382,300	382,300
Belle Isle Combined Sewer Overflow	19,800	28,000	26,200	26,200	26,900	26,900	26,900
<b>Grand Total</b>	<b>\$ 30,542,200</b>	<b>\$ 33,108,600</b>	<b>\$ 34,834,900</b>	<b>\$ 35,299,600</b>	<b>\$ 35,639,300</b>	<b>\$ 35,780,500</b>	<b>\$ 35,889,900</b>

### Water Chemicals

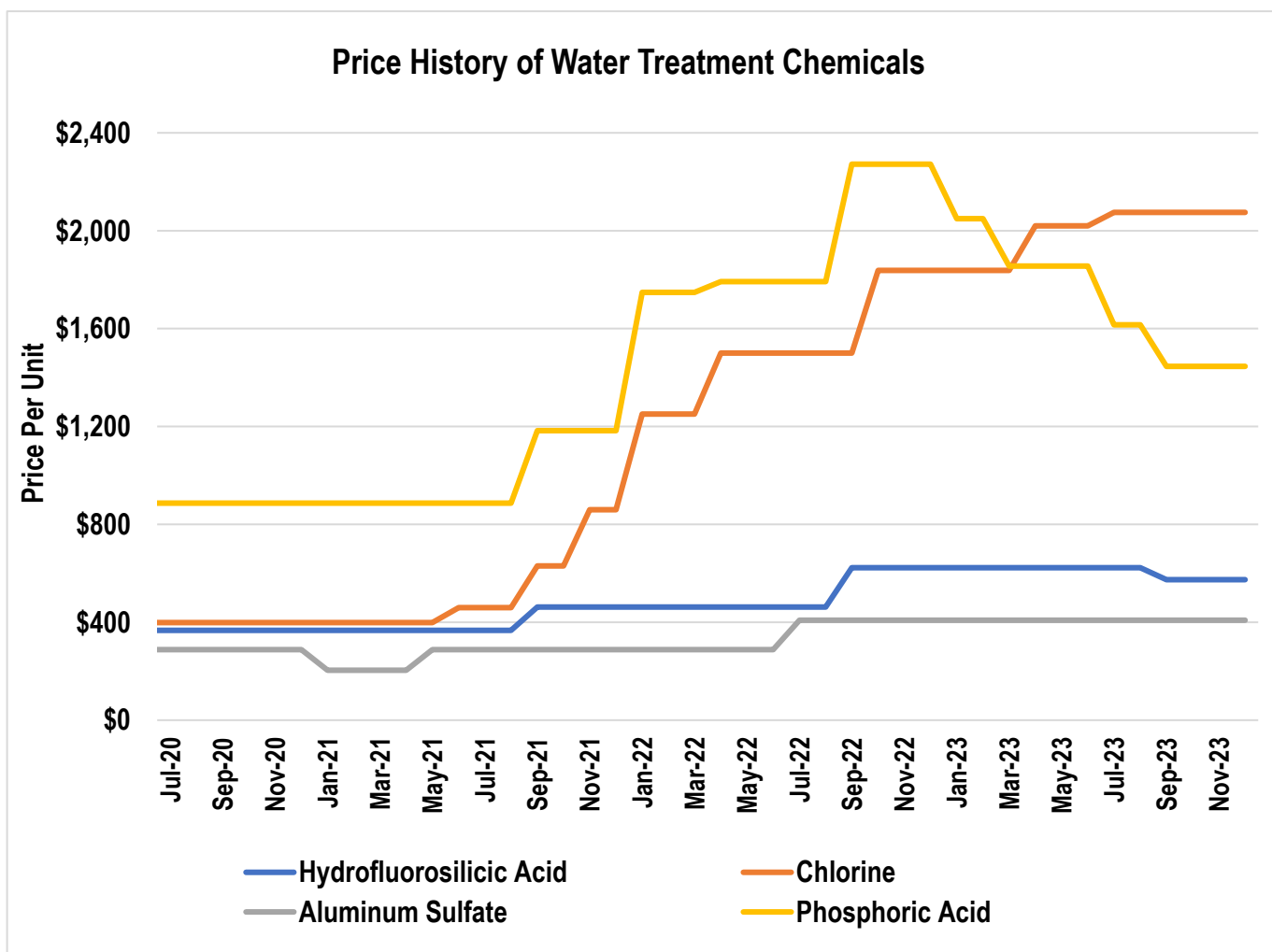
Chemicals are a significant expense category in the Water Operations budget. The chart below, displays the four most significant chemicals utilized in potable water production.

Since the third quarter of FY 2023, GLWA has seen a significant change in the phosphoric acid market. During FY 2023, the market began to stabilize when GLWA added two suppliers who entered the market, which led to more competitive pricing. These price reductions have continued to decrease through second quarter FY 2024.

As noted above, pricing for chlorine, used for the disinfection of the raw water, had a significant impact on the FY 2025 budget. GLWA continues to see price adjustments for this chemical.

Hydrofluorosilicic acid and aluminum sulfate, two of the largest chemical costs for water production, have remained essentially stable.

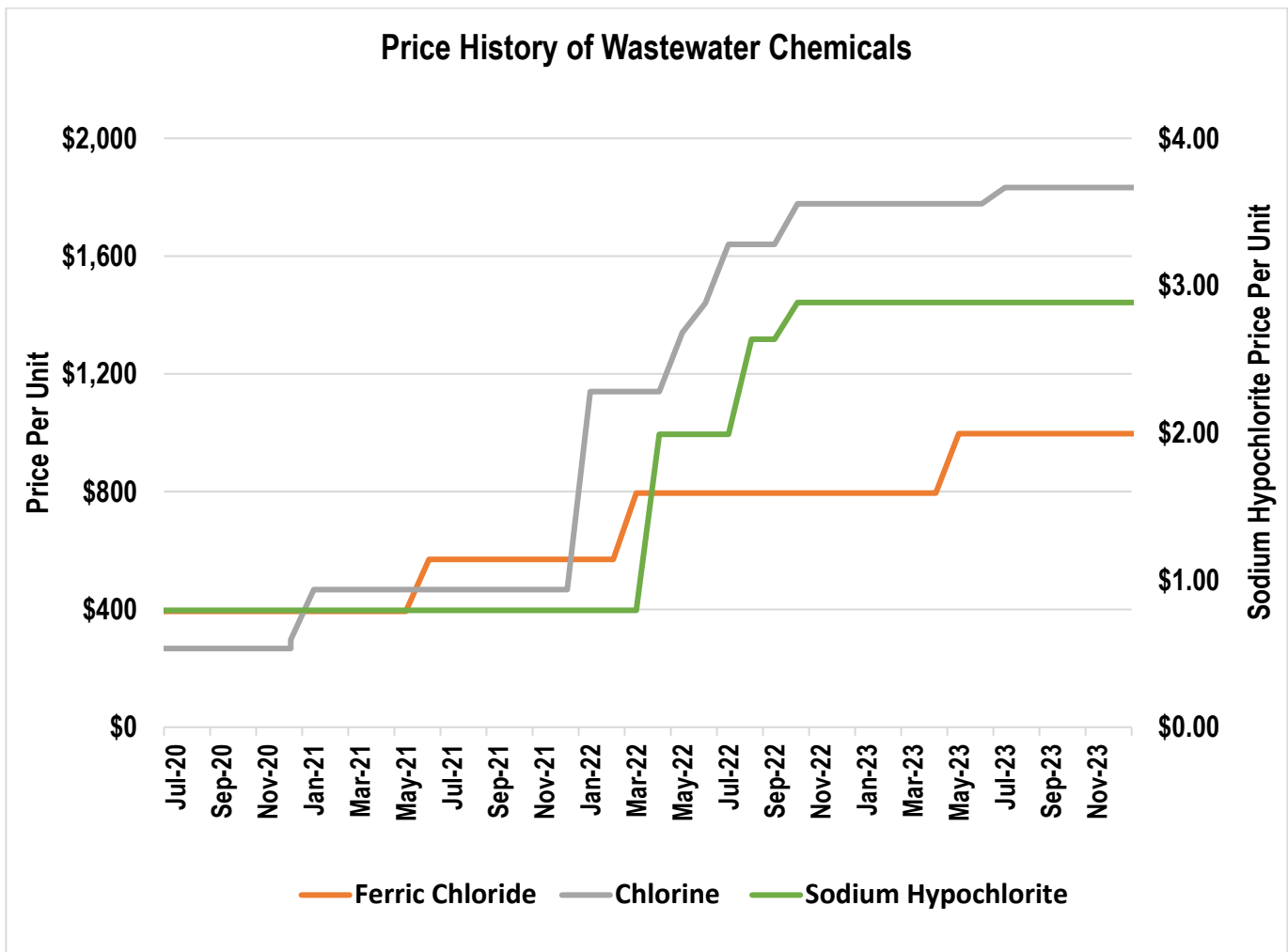
The table below shows the changes in the historical cost per unit of the major chemicals required in the treatment of drinking water from July 2020 through December 2023.



### Wastewater Chemicals

This category had one of the largest impacts on the cost structure for the Wastewater Operations budget for FY 2025. As noted above, pricing of chlorine-based chemicals, used for the disinfection of wastewater effluent, had a significant impact on the FY 2025 budget. Though price changes have been less frequent, the costs incurred remain elevated.

The table below shows the changes in the historical cost per unit of the major chemicals required to treat the flow in the Wastewater Resource Recovery Facility and the Combined Sewer Overflow facilities between July 2020 and December 2023.



## Shared Services

GLWA and DWSD (Detroit Water and Sewerage Department) leverage economies of scale, assets, technology, and expertise by sharing services. The shared services agreement, dated December 1, 2015, is available at <https://www.glwater.org/investor-relations/>.

The shared services billing process began in FY 2016 and was new to both entities. To best facilitate the tracking of expenses for those agreements in which GLWA provides services to DWSD (GLWA as Provider), GLWA has designed its general ledger system to manage the budget and accumulate costs via a “contra” account in each cost center that matches the source of the expense (hence the contra amounts are shown as negative amounts). The net effect on the cost center expense is zero which preserves the basis for appropriate cost allocation. Amounts charged by DWSD, for services provided to GLWA (GLWA as Subscriber), are recorded in a manner consistent with other vendor expenses.

The tables below provide an overall look of the shared services that are included in the details of the budgets by operating area in Section 5 – Operating Financial Plans.

## Biennial Budget Request

The biennial budget for GLWA as a Provider reflects an overall increase in services provided for FY 2025 of \$623,700, or 37.7%, as compared to the FY 2024 Amended Budget. The primary reasons for the changes to the shared services agreements in FY 2025 are highlighted below.

- ❖ Agreements with scope changes
  - OPS-008 Systems Control Center: Detroit Only Pump Stations/CSO (multiple cost centers) - \$453,700 increase.
  - ITS-014 Security Network (cost center 883331) - \$105,100 increase.
  - OPS-005A Security and Integrity (cost center 881201) - \$20,000 increase.
  - DWSD – Public Finance (cost center 884141) - \$41,800 increase.

*Shared Services - GLWA as Provider - Biennial Budget by Area and Cost Center*

Cost Center & Description	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Wastewater System Operations</b>	<b>(897,900)</b>	<b>(585,500)</b>	<b>(381,400)</b>	<b>(699,200)</b>	<b>(113,700)</b>	<b>19.4%</b>	<b>(714,300)</b>
892222 - Wastewater Process Control	(100,300)	(65,400)	(82,400)	(155,300)	(89,900)	137.5%	(161,100)
892270 - Combined Sewer Overflow	(31,500)	(20,500)	(77,800)	-	20,500	-100.0%	-
892279 - Belle Isle Combined Sewer Overflow	(137,100)	(74,400)	(30,500)	(66,200)	8,200	-11.0%	(75,500)
892342 - Belle Isle Pumping Station	(82,300)	(68,700)	(50,800)	(77,000)	(8,300)	12.1%	(77,000)
892343 - Blue Hill Pumping Station	(327,500)	(225,200)	(103,500)	(269,000)	(43,800)	19.4%	(269,000)
892347 - Fischer Pumping Station	(44,500)	(22,600)	(8,800)	(23,000)	(400)	1.8%	(23,000)
892352 - Woodmere Pumping Station	(174,700)	(108,700)	(27,600)	(108,700)	-	0.0%	(108,700)
<b>Centralized Services</b>	<b>(2,053,500)</b>	<b>(900,800)</b>	<b>(732,500)</b>	<b>(1,369,000)</b>	<b>(468,200)</b>	<b>52.0%</b>	<b>(1,410,400)</b>
881201 - Security and Integrity	(66,600)	(255,000)	(144,400)	(275,000)	(20,000)	7.8%	(280,500)
882301 - Systems Operations Control	(997,600)	(464,600)	(839,200)	(822,600)	(358,000)	77.1%	(853,100)
882431 - Field Service Operations	(26,400)	(18,000)	17,700	-	18,000	-100.0%	-
883201 - OD Administration	4,500	-	-	-	-	0.0%	-
883231 - OD Training	(14,600)	-	-	-	-	0.0%	-
883321 - Information Technology Service Delivery	(27,500)	(156,100)	(80,400)	(159,200)	(3,100)	2.0%	(162,400)
883331 - Information Technology Infrastructure	(842,800)	(7,100)	313,100	(112,200)	(105,100)	1480.3%	(114,400)
883351 - Information Technology Enterprise Asset Management Systems	(70,100)	-	700	-	-	0.0%	-
883361 - Information Technology Security & Risk	(6,100)	-	-	-	-	0.0%	-
886401 - Systems Analytics	(6,300)	-	-	-	-	0.0%	-
<b>Administrative &amp; Other Services</b>	<b>(318,800)</b>	<b>(169,500)</b>	<b>(84,000)</b>	<b>(211,300)</b>	<b>(41,800)</b>	<b>24.7%</b>	<b>(217,400)</b>
884131 - Treasury	(168,500)	(150,000)	(54,700)	(150,000)	-	0.0%	(153,000)
884141 - CFO Services	(150,300)	(19,500)	(29,300)	(61,300)	(41,800)	214.4%	(64,400)
<b>Grand Total</b>	<b>\$ (3,270,200)</b>	<b>\$ (1,655,800)</b>	<b>\$ (1,197,900)</b>	<b>\$ (2,279,500)</b>	<b>\$ (623,700)</b>	<b>37.7%</b>	<b>\$ (2,342,100)</b>

The biennial budget for the GLWA as a Subscriber reflects an overall decrease in FY 2025 of \$55,200, or 2.0%, as compared to the FY 2024 Amended Budget. The primary reason for this decrease is due to OPS-003 Field Services which was changed to an “as needed agreement”. This change resulted in a decrease of \$108,200 from FY 2024.

*Shared Services - GLWA as Subscriber - Biennial Budget by Area and Cost Center*

Cost Center & Description	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Centralized Services</b>	<b>\$ 225,400</b>	<b>\$ 2,760,200</b>	<b>\$ 1,326,000</b>	<b>\$ 2,705,000</b>	<b>\$ (55,200)</b>	<b>-2.0%</b>	<b>\$ 2,759,100</b>
882421 - Facility Operations	3,852,700	2,489,600	1,244,800	2,539,400	49,800	2.0%	2,590,200
882422 - Fleet Operations	(1,649,600)	-	-	-	-	0.0%	-
882431 - Field Service Operations	(729,200)	108,200	-	-	(108,200)	-100.0%	-
883331 - Information Technology Infrastructure	159,200	162,400	81,200	165,600	3,200	2.0%	168,900
883341 - Information Technology Business Productivity Systems	(733,700)	-	-	-	-	0.0%	-
883351 - Information Technology Enterprise Asset Management Systems	(674,000)	-	-	-	-	0.0%	-
<b>Grand Total</b>	<b>\$ 225,400</b>	<b>\$ 2,760,200</b>	<b>\$ 1,326,000</b>	<b>\$ 2,705,000</b>	<b>\$ (55,200)</b>	<b>-2.0%</b>	<b>\$ 2,759,100</b>

**Five-Year Financial Plan**

*Shared Services - GLWA as Provider - Five-Year Financial Plan by Area and Cost Center*

Cost Center & Description	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Wastewater System Operations</b>	<b>(897,900)</b>	<b>(585,500)</b>	<b>(699,200)</b>	<b>(714,300)</b>	<b>(716,200)</b>	<b>(732,200)</b>	<b>(733,300)</b>
892222 - Wastewater Process Control	(100,300)	(65,400)	(155,300)	(161,100)	(169,600)	(175,700)	(184,900)
892270 - Combined Sewer Overflow	(31,500)	(20,500)	-	-	-	-	-
892279 - Belle Isle Combined Sewer Overflow	(137,100)	(74,400)	(66,200)	(75,500)	(68,900)	(78,800)	(70,700)
892342 - Belle Isle Pumping Station	(82,300)	(68,700)	(77,000)	(77,000)	(77,000)	(77,000)	(77,000)
892343 - Blue Hill Pumping Station	(327,500)	(225,200)	(269,000)	(269,000)	(269,000)	(269,000)	(269,000)
892347 - Fischer Pumping Station	(44,500)	(22,600)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
892352 - Woodmere Pumping Station	(174,700)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)	(108,700)
<b>Centralized Services</b>	<b>(2,053,500)</b>	<b>(900,800)</b>	<b>(1,369,000)</b>	<b>(1,410,400)</b>	<b>(1,466,600)</b>	<b>(1,510,400)</b>	<b>(1,570,900)</b>
881201 - Security and Integrity	(66,600)	(255,000)	(275,000)	(280,500)	(286,100)	(291,800)	(297,700)
882301 - Systems Operations Control	(997,600)	(464,600)	(822,600)	(853,100)	(898,200)	(930,700)	(979,400)
882431 - Field Service Operations	(26,400)	(18,000)	-	-	-	-	-
883201 - OD Administration	4,500	-	-	-	-	-	-
883231 - OD Training	(14,600)	-	-	-	-	-	-
883321 - Information Technology Service Delivery	(27,500)	(156,100)	(159,200)	(162,400)	(165,600)	(168,900)	(172,400)
883331 - Information Technology Infrastructure	(842,800)	(7,100)	(112,200)	(114,400)	(116,700)	(119,000)	(121,400)
883351 - Information Technology Enterprise Asset Management Systems	(70,100)	-	-	-	-	-	-
883361 - Information Technology Security & Risk	(6,100)	-	-	-	-	-	-
886401 - Systems Analytics	(6,300)	-	-	-	-	-	-
<b>Administrative &amp; Other Services</b>	<b>(318,800)</b>	<b>(169,500)</b>	<b>(211,300)</b>	<b>(217,400)</b>	<b>(223,700)</b>	<b>(230,200)</b>	<b>(236,900)</b>
884131 - Treasury	(168,500)	(150,000)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)
884141 - CFO Services	(150,300)	(19,500)	(61,300)	(64,400)	(67,600)	(71,000)	(74,500)
<b>Grand Total</b>	<b>\$ (3,270,200)</b>	<b>\$ (1,655,800)</b>	<b>\$ (2,279,500)</b>	<b>\$ (2,342,100)</b>	<b>\$ (2,406,500)</b>	<b>\$ (2,472,800)</b>	<b>\$ (2,541,100)</b>

*Shared Services - GLWA as Subscriber - Five-Year Financial Plan by Area and Cost Center*

Cost Center & Description	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Centralized Services</b>	<b>\$ 225,400</b>	<b>\$ 2,760,200</b>	<b>\$ 2,705,000</b>	<b>\$ 2,759,100</b>	<b>\$ 2,814,300</b>	<b>\$ 2,870,500</b>	<b>\$ 2,927,900</b>
882421 - Facility Operations	3,852,700	2,489,600	2,539,400	2,590,200	2,642,000	2,694,800	2,748,700
882422 - Fleet Operations	(1,649,600)	-	-	-	-	-	-
882431 - Field Service Operations	(729,200)	108,200	-	-	-	-	-
883331 - Information Technology Infrastructure	159,200	162,400	165,600	168,900	172,300	175,700	179,200
883341 - Information Technology Business Productivity Systems	(733,700)	-	-	-	-	-	-
883351 - Information Technology Enterprise Asset Management Systems	(674,000)	-	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 225,400</b>	<b>\$ 2,760,200</b>	<b>\$ 2,705,000</b>	<b>\$ 2,759,100</b>	<b>\$ 2,814,300</b>	<b>\$ 2,870,500</b>	<b>\$ 2,927,900</b>

The following table shows the activity for all of the shared services by the identification number used for the shared service. It includes both GLWA as the service “provider” and services received by GLWA as the “subscriber”.

*Five-Year Financial Plan by Shared Services Number - GLWA as Provider & Subscriber*

Shared Services Number & Description	Cost Center - Description	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Provider</b>		<b>\$ (3,270,200)</b>	<b>\$ (1,655,800)</b>	<b>\$ (1,655,800)</b>	<b>\$ (1,197,900)</b>	<b>\$ (2,279,500)</b>	<b>\$ (2,342,100)</b>	<b>\$ (2,406,500)</b>	<b>\$ (2,472,800)</b>	<b>\$ (2,541,100)</b>
ITS-004A WAM	883351 - Information Technology Enterprise Asset Management Systems	(79,200)	-	-	-	-	-	-	-	-
ITS-005 Mobile Work Force	886401 - Systems Analytics	(6,300)	-	-	-	-	-	-	-	-
ITS-007 DADS	883351 - Information Technology Enterprise Asset Management Systems	(5,500)	-	-	-	-	-	-	-	-
ITS-008A TIBCO	883351 - Information Technology Enterprise Asset Management Systems	14,600	-	-	-	-	-	-	-	-
ITS-009 IT Infrastructure	883321 - Information Technology Service Delivery	125,500	-	-	-	-	-	-	-	-
ITS-009 IT Infrastructure	883361 - Information Technology Security & Risk	(6,100)	-	-	-	-	-	-	-	-
ITS-009A IT Infrastructure	883331 - Information Technology Infrastructure	(837,000)	-	-	478,000	-	-	-	-	-
ITS-011 Print Shop	883321 - Information Technology Service Delivery	(153,000)	(156,100)	(156,100)	(80,400)	(159,200)	(162,400)	(165,600)	(168,900)	(172,400)
ITS-012 Oracle Database Licensing	883351 - Information Technology Enterprise Asset Management Systems	-	-	-	700	-	-	-	-	-
ITS-013 Board Room AV Support	883331 - Information Technology Infrastructure	(29,000)	-	-	-	-	-	-	-	-
ITS-014 Security Network	883331 - Information Technology Infrastructure	23,200	(7,100)	(7,100)	(164,900)	(112,200)	(114,400)	(116,700)	(119,000)	(121,400)
DWSD - Bank Fees	884131 - Treasury	(168,500)	(150,000)	(150,000)	(54,700)	(150,000)	(153,000)	(156,100)	(159,200)	(162,400)
DWSD - Public Finance	884141 - CFO Services	(150,300)	(19,500)	(19,500)	(29,300)	(61,300)	(64,400)	(67,600)	(71,000)	(74,500)
DWSD - OD Staff Training	883201 - OD Administration	4,500	-	-	-	-	-	-	-	-
OD Staff Training	883231 - OD Training	(14,600)	-	-	-	-	-	-	-	-
OPS-005A Security and Integrity	881201 - Security and Integrity	(66,600)	(255,000)	(255,000)	(144,400)	(275,000)	(280,500)	(286,100)	(291,800)	(297,700)

*(continued on next page)*

*Five-Year Financial Plan by Shared Services Number - GLWA as Provider & Subscriber (continued from previous page)*

Shared Services Number & Description	Cost Center - Description	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>OPS-008 Systems Control Center: Detroit Only Pump Stations/CSO</b>	OPS-008 Total:	(1,921,900)	(1,068,100)	(1,068,100)	(1,202,900)	<b>(1,521,800)</b>	(1,567,400)	(1,614,400)	(1,662,900)	(1,712,700)
	882301 - Systems Operations Control	(997,600)	(464,600)	(464,600)	(839,200)	<b>(822,600)</b>	(853,100)	(898,200)	(930,700)	(979,400)
	882431 - Field Service Operations	(26,400)	(18,000)	(18,000)	17,700	-	-	-	-	-
	892222 - Wastewater Process Control	(100,300)	(65,400)	(65,400)	(82,400)	<b>(155,300)</b>	(161,100)	(169,600)	(175,700)	(184,900)
	892270 - Combined Sewer Overflow	(31,500)	(20,500)	(20,500)	(77,800)	-	-	-	-	-
	892279 - Belle Isle Combined Sewer Overflow	(137,100)	(74,400)	(74,400)	(30,500)	<b>(66,200)</b>	(75,500)	(68,900)	(78,800)	(70,700)
	892342 - Belle Isle Pumping Station	(82,300)	(68,700)	(68,700)	(50,800)	<b>(77,000)</b>	(77,000)	(77,000)	(77,000)	(77,000)
	892343 - Blue Hill Pumping Station	(327,500)	(225,200)	(225,200)	(103,500)	<b>(269,000)</b>	(269,000)	(269,000)	(269,000)	(269,000)
	892347 - Fischer Pumping Station	(44,500)	(22,600)	(22,600)	(8,800)	<b>(23,000)</b>	(23,000)	(23,000)	(23,000)	(23,000)
	892352 - Woodmere Pumping Station	(174,700)	(108,700)	(108,700)	(27,600)	<b>(108,700)</b>	(108,700)	(108,700)	(108,700)	(108,700)
	<b>Subscriber</b>		<b>\$ 225,400</b>	<b>\$ 2,760,200</b>	<b>\$ 2,760,200</b>	<b>\$ 1,326,000</b>	<b>\$ 2,705,000</b>	<b>\$ 2,759,100</b>	<b>\$ 2,814,300</b>	<b>\$ 2,870,500</b>
<b>DoIT-001 Financial Information System</b>	883341 - Information Technology Business Productivity Systems	(733,700)	-	-	-	-	-	-	-	-
<b>DoIT-002 Radios</b>	883331 - Information Technology Infrastructure	159,200	162,400	162,400	81,200	<b>165,600</b>	168,900	172,300	175,700	179,200
<b>DoIT-003 Customer Service Technology Suite</b>	883351 - Information Technology Enterprise Asset Management Systems	(310,300)	-	-	-	-	-	-	-	-
<b>WAM (Annual License)</b>	883351 - Information Technology Enterprise Asset Management Systems	(363,700)	-	-	-	-	-	-	-	-
<b>OPS-001 Fleet</b>	882422 - Fleet Operations	(1,649,600)	-	-	-	-	-	-	-	-
<b>OPS-002 MISS DIG</b>	882431 - Field Service Operations	(68,900)	-	-	-	-	-	-	-	-
<b>OPS-003 As Needed Field Services</b>	882431 - Field Service Operations	(660,300)	108,200	108,200	-	-	-	-	-	-
<b>OPS-006 Shared Facilities</b>										
<b>Shared Costs</b>	882421 - Facility Operations	3,852,700	2,489,600	2,489,600	1,244,800	<b>2,539,400</b>	2,590,200	2,642,000	2,694,800	2,748,700
<b>Grand Total</b>		<b>\$ (3,044,800)</b>	<b>\$ 1,104,400</b>	<b>\$ 1,104,400</b>	<b>\$ 128,100</b>	<b>\$ 425,500</b>	<b>\$ 417,000</b>	<b>\$ 407,800</b>	<b>\$ 397,700</b>	<b>\$ 386,800</b>

### Centralized and Administrative Services

Centralized and Administrative Services include operational functions that serve both water and wastewater operations. **Cost Allocation** for the functional areas distributes operational expenses to GLWA's water and wastewater systems using a defined methodology. Cost allocation for both Centralized Services and Administrative Services are allocated based upon a two-step approach.

- ✓ Step One: Specifically, identifiable costs to either water or wastewater are isolated for allocation directly to the appropriate system. These costs are tracked at the vendor contract level and through the review of specific invoices.
- ✓ Step Two: The remaining costs, net of those specifically identified in Step One, are allocated using a percentage basis that considers department operations as a whole. The allocation percentage between water and wastewater (sewer) is reviewed annually. That effort includes a detailed review of both the budget and actual activity for each of the functional areas. Members of the finance and operations teams work together to determine the percentage allocation of support provided to the water and wastewater (sewer) systems. In addition to the annual reviews, mid-year reviews are conducted when changes in operations occurs and when new vendor contracts are executed.

**Tables 1 and 2 – Costs Allocated to Water and Wastewater (Summary)** presents the dollar amount allocated to each system based on the analysis of expenses by cost center for both the biennial and five-year budget periods.

*Table 1a – Biennial Cost Allocation Summary*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Wastewater</b>	\$ 67,805,100	\$ 78,472,600	\$ 34,122,100	\$ 81,688,900	\$ 3,216,300	4.1%	\$ 83,782,600
Administrative Services	20,091,500	19,320,600	9,275,300	21,275,700	1,955,100	10.1%	22,418,000
Centralized Services	47,713,600	59,152,000	24,846,800	60,413,200	1,261,200	2.1%	61,364,600
<b>Water</b>	<b>67,555,500</b>	<b>75,362,300</b>	<b>36,939,300</b>	<b>74,955,100</b>	<b>(407,200)</b>	<b>-0.5%</b>	<b>78,526,000</b>
Administrative Services	15,238,200	17,976,900	8,656,700	18,388,100	411,200	2.3%	19,473,600
Centralized Services	52,317,300	57,385,400	28,282,600	56,567,000	(818,400)	-1.4%	59,052,400
<b>Grand Total</b>	<b>\$ 135,360,600</b>	<b>\$ 153,834,900</b>	<b>\$ 71,061,400</b>	<b>\$ 156,644,000</b>	<b>\$ 2,809,100</b>	<b>1.8%</b>	<b>\$ 162,308,600</b>

*Table 1b – Biennial Cost Allocation Summary*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
Administrative Services	35,329,700	37,297,500	17,932,000	39,663,800	2,366,300	6.3%	41,891,600
Centralized Services	100,030,900	116,537,400	53,129,400	116,980,200	442,800	0.4%	120,417,000
<b>Grand Total</b>	<b>\$ 135,360,600</b>	<b>\$ 153,834,900</b>	<b>\$ 71,061,400</b>	<b>\$ 156,644,000</b>	<b>\$ 2,809,100</b>	<b>1.8%</b>	<b>\$ 162,308,600</b>

*Table 2a – Five Year Cost Allocation Summary*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Wastewater</b>	\$ 67,805,100	\$ 78,472,600	\$ 81,688,900	\$ 83,782,600	\$ 85,130,100	\$ 86,892,600	\$ 90,483,000
Administrative Services	20,091,500	19,320,600	21,275,700	22,418,000	22,868,600	23,333,900	23,808,500
Centralized Services	47,713,600	59,152,000	60,413,200	61,364,600	62,261,500	63,558,700	66,674,500
<b>Water</b>	<b>67,555,500</b>	<b>75,362,300</b>	<b>74,955,100</b>	<b>78,526,000</b>	<b>80,442,700</b>	<b>81,984,500</b>	<b>81,795,600</b>
Administrative Services	15,238,200	17,976,900	18,388,100	19,473,600	19,863,800	20,266,400	20,677,000
Centralized Services	52,317,300	57,385,400	56,567,000	59,052,400	60,578,900	61,718,100	61,118,600
<b>Grand Total</b>	<b>\$ 135,360,600</b>	<b>\$ 153,834,900</b>	<b>\$ 156,644,000</b>	<b>\$ 162,308,600</b>	<b>\$ 165,572,800</b>	<b>\$ 168,877,100</b>	<b>\$ 172,278,600</b>

*Table 2b – Five Year Cost Allocation Summary*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
Administrative Services	35,329,700	37,297,500	39,663,800	41,891,600	42,732,400	43,600,300	44,485,500
Centralized Services	100,030,900	116,537,400	116,980,200	120,417,000	122,840,400	125,276,800	127,793,100
<b>Grand Total</b>	<b>\$ 135,360,600</b>	<b>\$ 153,834,900</b>	<b>\$ 156,644,000</b>	<b>\$ 162,308,600</b>	<b>\$ 165,572,800</b>	<b>\$ 168,877,100</b>	<b>\$ 172,278,600</b>

**Table 3 Cost Allocation - Water and Wastewater Percentages** presents the projected aggregate allocation percentages for the five-year period 2025 through 2029. The percentages are based off the data presented in tables 1 and 2 above and forecasted expenditures for periods FY 2025-2029.

*Table 3 – Five Year Projected Cost Allocated Percentages*

Operations Area	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Activity as of 12.31.2023	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Centralized Services</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Water	52.3%	49.2%	53.2%	48.4%	49.0%	49.3%	49.3%	47.8%
Wastewater	47.7%	50.8%	46.8%	51.6%	51.0%	50.7%	50.7%	52.2%
<b>Administrative Services</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Water	43.1%	48.2%	48.3%	46.4%	46.5%	46.5%	46.5%	46.5%
Wastewater	56.9%	51.8%	51.7%	53.6%	53.5%	53.5%	53.5%	53.5%
<b>Total Allocated Services</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Water	49.9%	49.0%	52.0%	47.9%	48.4%	48.6%	48.5%	47.5%
Wastewater	50.1%	51.0%	48.0%	52.1%	51.6%	51.4%	51.5%	52.5%

Additional information about the Centralized and Administrative Services detail cost information is included in the Overview section at the beginning of Section 5C - Centralized Services and Section 5D – Administrative Services.



**Water Residential Assistance Plan**

The Water Residential Assistance Program (“WRAP”) is the first program of its kind in Michigan and one of only a few models of sustainable assistance funding plans in the country. WRAP provides resources for water bill assistance, conservation services, arrearage assistance, and minor plumbing repairs to qualifying low-income customers in the GLWA’s service area.

**Biennial Budget Request**

The annual revenue requirement for WRAP is shown as a line item in the Schedule 1 – Revenue Requirement in Section 2 - Core Financial Plan Schedules. The biennial budget for GLWA reflects an overall increase in FY 2025 of \$244,800, or 5.6%, as compared to the FY 2024 Adopted Budget. The reason for the increase is due to the increased revenue base for the applying the 0.5% calculation.

*Biennial Budget by Fund*

	FY 2023 Actual	FY 2024 Adopted Budget	FY 2024 Activity as of 12.31.2024	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested
<b>Water Residential Assistance Program</b>							
Water Revenue Requirement	\$ 1,770,500	\$ 1,851,600	\$ 925,800	\$ 1,947,800	\$ 96,200	5.2%	\$ 2,070,100
Sewer Revenue Requirement	2,394,200	2,503,100	1,251,600	2,651,700	148,600	5.9%	2,746,400
<b>Grand Total</b>	<b>\$ 4,164,700</b>	<b>\$ 4,354,700</b>	<b>\$ 2,177,400</b>	<b>\$ 4,599,500</b>	<b>\$ 244,800</b>	<b>5.6%</b>	<b>\$ 4,816,500</b>

*Five-Year Financial Plan by Fund*

	FY 2023 Actual	FY 2024 Adopted Budget	FY 2025 Department Requested	FY 2026 Department Requested	FY 2027 Department Requested	FY 2028 Department Requested	FY 2029 Department Requested
<b>Water Residential Assistance Program</b>							
Water Revenue Requirement	\$ 1,770,500	\$1,851,600	\$ 1,947,800	\$ 2,070,100	\$ 2,225,300	\$ 2,392,200	\$ 2,571,600
Sewer Revenue Requirement	2,394,200	2,503,100	2,651,700	2,746,400	2,897,500	3,056,900	3,225,000
<b>Grand Total</b>	<b>\$ 4,164,700</b>	<b>\$4,354,700</b>	<b>\$4,599,500</b>	<b>\$4,816,500</b>	<b>\$5,122,800</b>	<b>\$5,449,100</b>	<b>\$5,796,600</b>

**WRAP Program Design**

WRAP funding is available to all qualified residents who receive water and/or sewer service from GLWA. To participate in WRAP an applicant must have household gross income at or below 200% of the federal poverty income thresholds. Eligible residential customers can receive assistance with paying down arrears and receive bill payment assistance for up to two years. Eligible seniors and disabled persons can obtain bill credit assistance without an expiration date. Participants can also receive an in-home water audit and educational water usage information. WRAP also provides replacement of lead-based fixtures in the kitchen, bathroom, and utility room as well as repair or replacement of leaking or nonfunctioning plumbing and other water fixtures up to \$2,000 to create a healthy, safe and livable home.

In fiscal year 2023, GLWA launched a new program benefit design for financial assistance for residents outside the City of Detroit known as the Income Based Plan (IBP). Simultaneously, DWSD launched the Lifeline Program for residential customers within the city of Detroit. Both rely upon

WRAP as a funding source. The costs of both the IBP and Lifeline programs will be limited to the funding available.

GLWA Income Based Plan – Payment assistance is based on the annual household water and sewer bill as a percentage of household income. Bill credit amounts are unique to each household and are determined based on annual household income compared to the water and sewer bills. The goal is to limit that household expense for the water and sewer bill to be three percent of the household income after bill credits are applied.

DWSD Lifeline Plan – The lifeline program design utilizes a three-tier, income-based water affordability plan which caps payments for the first 4,500 gallons of usage. The program also includes plumbing repairs and forgives arrearages. The pilot program will utilize Low-Income Household Water Assistance Program funding from the federal and state government and DWSD’s allocation of WRAP funds, as well as other utility payment assistance and affordability programs.

### **WRAP Funding Mechanism**

The authorization of the funding mechanism for WRAP occurred within the framework for the creation of the GLWA. On September 9, 2014, a Memorandum of Understanding (MOU) “Regarding the Formation of the Great Lakes Water Authority” was executed by the city of Detroit, the state of Michigan, and the counties of Oakland, Macomb, and Wayne. On September 9, 2014, that MOU was entered into federal court in conjunction with the city of Detroit’s Chapter 9 bankruptcy which encompassed matters related to the city’s water and sewer department. The MOU included a provision that “The Authority’s common-to-all rate structure shall include ... an amount equal to 0.5% of base budgeted ... revenues ... for deposit to an independently-administered Water Residential Assistance Program ..”. Ultimately the City’s final Plan of Adjustment approved the MOU and any final agreements resulting from that MOU. Agreements include the Lease agreements and Water and Sewer Services Agreement between the city of Detroit and the Great Lakes Water Authority. The Master Bond Ordinance (MBO) established for the GLWA provides for the funding the WRAP on a one-twelfth basis each month within the MBO Trust. On July 1, 2020, the first amendment to the Water and Sewer Services Agreement became effective which allows DWSD to fund WRAP at an amount not less than 0.5% but not greater than 1.0% (rather than the prior limit of 0.5%).

### **WRAP Service Delivery Parties**

Disbursements from the WRAP Fund within the MBO Trust are paid to Service Delivery Partners (SDPs) who independently administer the program. The SDPs include county government and nonprofit organizations who are experts in the delivery of human services in the regions that they serve. Not only does the client receive information about WRAP, but other programs as well to holistically meet the household's needs. The relationship between the selected SDPs and GLWA is formalized by a professional services contract. A list of those partners and their respective areas are listed below.

#### Wayne Metro

- Area 1 - City of Detroit
- Area 2 - City of Flint
- Area 3 - Wayne County (outside of Detroit),  
Washtenaw County, and Monroe County

#### United Way

- Area 4 - Oakland County
- Macomb Community Action
- Area 5 - Macomb, St. Clair, & Lapeer Counties

The Service Delivery Partner contract includes an exhibit that is updated annually that identifies compensation being based on an "not to exceed the annual sum approved by the Board of Directors". Due to that required alignment between the established charges and the calculation of the WRAP contribution, the annual allocation will be included in a resolution that will be presented to the Board of Directors for approval. Any amounts approved by the DWSD Board of Directors for the DWSD contribution to WRAP, based on local system revenues, will also be added to the exhibit in the service delivery partners contract under Area 1 - City of Detroit. DWSD Board approval is generally scheduled after the GLWA Board approval.

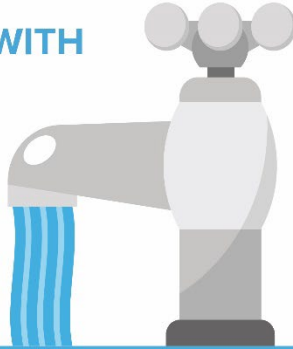
### **WRAP Outreach**

GLWA has a dedicated webpage that provides information about WRAP in four different languages. In addition, GLWA works closely with its service delivery partners and member partners to provide a range of local materials that are in print, online and in video. Following is one of the flyers that can be found on the website.

## NEED ASSISTANCE WITH YOUR WATER BILL?

### WRAP CAN HELP!

The Water Residential Assistance Program provides funding to eligible, low-income households. Funding is provided by the Great Lakes Water Authority and is administered in partnership with local community action agencies.



**WRAP can help reduce your water bill and pay past due balances!**

#### WRAP Eligibility:

- Reside within an eligible GLWA Member Community (see reverse side for list)
- Responsible for paying your water bill
- At or below 200% of the federal poverty level
- Own or rent your home

200% Federal Poverty Chart

Number of Household Members	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Income Limit (\$)	30,120	40,880	51,640	62,400	73,160	83,920	94,680	105,440	116,200	126,960	137,720	148,480	159,240	170,000



Visit [glwater.org/assistance](http://glwater.org/assistance) to learn more!



## WRAP Eligible Communities

Allen Park	Ferndale	Madison Heights	Southfield Township
Almont	Flet Rock	Mayfield Township	Southfield, City of
Ash Township	Flint	Melvindale	Southgate
Auburn Hills	Fraser	New Haven	St. Clair Shores
Augusta Township	Garden City	Northville Township	Sterling Heights
Belleville	Gibraltar	Northville, City of	Sumpter Township
Berkley	Grosse Ile Township	Novi	Superior Township
Berlin Township	Grosse Pointe	Oak Park	Sylvan Lake
Beverly Hills	Grosse Pointe Farms	Orchard Lake	Taylor
Bingham Farms	Grosse Pointe Park	Orion Township	Trenton
Birmingham	Grosse Pointe Shores	Pittsfield Township	Troy
Bloomfield Hills	Grosse Pointe Woods	Pleasant Ridge	Utica
Bloomfield Township	Hamtramck	Plymouth Township	Van Buren Township
Brownstown Township	Harper Woods	Plymouth, City of	Walled Lake
Bruce Township	Harrison Township	Pontiac	Warren
Burtchville Township	Hazel Park	Redford Township	Washington Township
Canton Township	Huntington Woods	River Rouge	Waterford Township
Center Line	Huron Charter Township	Riverview	Wayne, City of
Chesterfield Township	Imlay City	Rochester	West Bloomfield Township
Clawson	Inkster	Rochester Hills	Westland
Clinton Township	Keego Harbor	Rockwood	Wixom
Commerce Township	Lake Orion	Romeo	Woodhaven
Dearborn	Lapeer	Romulus	Ypsilanti Township
Dearborn Heights	Lathrup Village	Roseville	Ypsilanti, City of
Eastpointe	Lenox Township	Royal Oak Township	
Ecorse	Lincoln Park	Royal Oak, City of	
Farmington	Livonia	Shelby Township	
Farmington Hills	Macomb Township	South Rockwood	

City of Detroit Residents may be eligible for the DWSL Lifeline Plan.  
Call **313-386-9727** or visit [www.WayneMetro.org/DWSLifeline](http://www.WayneMetro.org/DWSLifeline)

## **Legacy Commitments**

In municipal finance, the term “legacy obligations” represents unfunded liabilities accrued over prior decades. In the context of the GLWA, legacy obligations represent an allocable portion of the DWSD’s closed defined benefit pension and restructured retiree healthcare liability obligation. The terms of that obligation were established in the City of Detroit’s Chapter 9 bankruptcy plan of adjustment (POA) approved on December 10, 2014. With the standup of the GLWA on January 1, 2016, those legacy obligations were bifurcated between GLWA and DWSD. That allocation was based upon a review of wholesale and retail data in cost of service studies at intervals throughout the prior three decades.

### **Background – Prior to January 1, 2016, Bifurcation**

The City of Detroit’s Chapter 9 bankruptcy POA, approved on December 10, 2014, materially restructured the City’s pension and retiree healthcare plan (otherwise referenced as other post-employment benefits or OPEB). Under the POA, the City of Detroit General Retirement System (GRS) defined benefit plan was frozen as of July 1, 2014, and closed to new participants; however, the City retained the responsibility to fund amounts necessary to provide adjusted (reduced) pension benefits to employees and retirees who accrued benefits under the GRS Plan. Claims relating to the City’s pension obligation certificates and post-retirement health benefits were funded by the City’s Financial Recovery Bonds, Series 2014-B(1), Series 2014-B(2) and Series 2014-C. DWSD was assigned an allocable share of those bonds.

The plan of adjustment required the following of DWSD as it related to the GRS Component II frozen, closed pension plan.

1. Annual payments by the DWSD to fully fund its portion of the closed defined benefit pension liability due to the GRS over nine years beginning in fiscal year 2015. Under the POA, an assumed investment rate of 6.75% and then-available mortality tables were utilized in calculating the potential size of the Systems’ remaining liability.
2. The water and sewer systems (the Systems’) were required to contribute \$42.9 million annually to the GRS, plus \$2.5 million per year in administrative expenses, for a total of \$45.4 million for the nine fiscal years beginning on July 1, 2014 and ending on June 30, 2023. The required funding under the POA represents a substantial reduction in the Systems’ overall funding obligation from the pre-bankruptcy liability. It is important to note that the annual payment represented both a normal expense plus an advance payment of a liability that would otherwise be amortized over a period up to 30 years. For that reason, a portion of the payment was treated as an operations & maintenance expense (through fiscal year 2023) as a proxy for normal cost under the MBO flow of funds including the administrative fee. The remaining non-operating portion was treated as a long-term debt payment subordinate to bonded debt in the MBO flow of funds.
3. The Systems remain responsible for the remaining allocable share of the unfunded accrued actuarial liability (UAAL) of the GRS after the initial nine-year period. The amount of the

unknown tail pension liability payable to GRS in year ten (FY 2024) was represented as minimal at the time of the POA.

Starting in fiscal year 2024, none of the payments will be considered operating for MBO purposes, therefore Table 1 only shows nonoperating payments. This is referred to as the “General Retirement System Accelerated Pension” in the core financial plan schedules in Section 2. For financial reporting purposes, the administrative fee and the expenses and amortization related to the pension payments are reported in the nonoperating section of the statement of revenue, expenses, and changes in net position.

The POA required the following of DWSD as it related to the Financial Recovery Bonds (BC Notes) for pension obligation certificates and post-retirement health benefits.

1. The DWSD is responsible for an allocable share of the portion of the City of Detroit 30-year B Notes relating to settlement of OPEB claims and 10-year C Notes related to the Systems’ prior allocable share of the City’s pension obligation certificates.
2. Payments are based on the allocable share of the B and C notes payment schedules. The payments for the next 5 years are included in Table 1 below. The B note payments end in fiscal year 2044. The C note payments end in fiscal year 2027.

**January 1, 2016 – Operational Effective Date of Bifurcated Legacy Obligations**

With the stand-up of the Authority on January 1, 2016, the legacy obligations for the GRS Pension and BC Notes obligation were allocated between the local and regional systems. Cost of service studies at intervals throughout the prior three decades were reviewed to establish the allocation between the water and sewer systems as well as wholesale and retail customer cost pools. Based upon the review of that information, the Chief Executive Officer for the GLWA and Director for DWSD authorized the GRS to begin accounting for pension cost pool activity with the GLWA allocated 70.3% of the pension activity and the DWSD allocated 29.7% of the pension activity. This was formalized in a letter dated January 24, 2017. The BC Notes are allocated 71.42% to GLWA and 28.58% to DWSD. The costs were further allocated between the water and sewer funds as shown below:

	Water	Sewer	Total
<b>Pension Obligation</b>			
GLWA Regional System	25.20%	45.10%	70.30%
DWSD Local System	17.80%	11.90%	29.70%
<b>Total</b>	<u>43.00%</u>	<u>57.00%</u>	<u>100.00%</u>
<b>BC Notes</b>			
GLWA Regional System	21.98%	49.44%	71.42%
DWSD Local System	15.52%	13.06%	28.58%
<b>Total</b>	<u>37.50%</u>	<u>62.50%</u>	<u>100.00%</u>

Leading up to the operational effective date, one of the required tasks was development of an agreement among the GRS, the City of Detroit and the GLWA regarding the GRS Defined Benefit Plan (the “pension agreement”). This agreement, dated December 1, 2015, establishes certain disclosures, calculations, and other recordkeeping by the GRS, its auditors, and its actuaries.

The pension agreement also requires the GRS to provide the GLWA with a determination of the UAAL for the Authority Pension Pool using the market value of assets for the Authority Pension Pool and whether the Authority Pension Pool is funded at 100%. If the Authority Pension Pool is less than 100% funded, then the Authority is required to make such level annual contributions to the GRS as necessary to amortize such shortfall over five years (as provided in the leases or such greater period not to exceed ten years as agreed upon by GRS and the Authority) at an interest rate equal to the then current GRS investment return assumption.

The pension agreement further establishes a requirement for reporting of the annual funded administrative expenses (which is set at \$2.5 million annually) compared to actual in the annual GRS audit report. During FY 2024 the City and the Authority shall mutually determine and resolve whether the aggregate excess or shortfall shall have any effect on the payments to GRS. The amount paid in excess of administrative expenses as of June 30, 2023 is approximately \$11.48 million, which is allocated \$8.07 million to the Authority and \$3.41 million to DWSD, and is recorded as a prepaid expense by each entity.

### **Future Planning**

The GRS Legacy Plan fiduciary net position as a percent of the total pension liability was 60.58% as reported in the June 30, 2023, GRS GASB Statement Nos. 67 and 68 Accounting and Financial Reporting for the Pension Plans of Component II. Fiscal year 2024 is the first year the Authority is required to make Actuarially Determined Employer Contribution (ADEC) in accordance with the pension agreement. The GRS of the City of Detroit Annual Actuarial Valuation of Component II (Legacy) as of June 30, 2022 dated October 6, 2023, projects the Unfunded Actuarial Accrued Liability (UAAL) to be overfunded by \$10.1 million as of June 30, 2023, resulting in no required ADEC for FY 2024.

When preparing the FY 2025 – FY 2029 budget & five-year plan, the Authority had not received the actuarial valuation as of June 30, 2023. Since the prior actuarial had no required ADEC for FY 2024 the Authority budgeted \$2.5 million annually for administrative fees for FY 2025 through FY 2029. Subsequent to preparing the budget, the Authority received the actuarial valuation as of June 30, 2023, dated December 22, 2023, projecting the UAAL to be underfunded by \$16.1 million as of June 30, 2024, with an ADEC for FY 2025 of \$1.6 million. We anticipate the \$2.5 million budgeted for administrative fees will be sufficient to cover the GLWA share of the \$1.6 million ADEC and administration fees for FY 2025.

GLWA management continues to have ongoing conversations with the City of Detroit, the DWSD and the GRS personnel regarding the UAAL with the goal of establishing a long-term plan that will limit the budget impact of future fluctuations.

**Table 1 – Legacy Obligation Allocation** – The blue and green highlighted amounts are included in the budget revenue requirements in Section 2 – Core Financial Plan Schedules. Starting in FY 2024, the legacy pension payment is considered only a nonoperating expense for MBO purposes. In prior years a portion was considered an operating expense in the MBO flow of funds for priority of funding.

Description	Allocation Percentage	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Administrative Fee (a)</b>						
GLWA-Water	25.20%	\$ 630,000	\$ 630,000	\$ 630,000	\$ 630,000	\$ 630,000
GLWA-Sewer	45.10%	1,127,500	1,127,500	1,127,500	1,127,500	1,127,500
DWSD-R-Water	17.80%	445,000	445,000	445,000	445,000	445,000
DWSD-R-Sewer	11.90%	297,500	297,500	297,500	297,500	297,500
<b>Total Administrative Fee</b>		<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>
<b>Legacy Pension Obligation - Component II (Nonoperating) (b)</b>						
GLWA-Water	25.20%	-	-	-	-	-
GLWA-Sewer	45.10%	-	-	-	-	-
DWSD-R-Water	17.80%	-	-	-	-	-
DWSD-R-Sewer	11.90%	-	-	-	-	-
<b>Total Legacy Pension Obligation</b>		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>BC Notes (Nonoperating) (c)</b>						
GLWA-Water	21.98%	1,653,300	1,622,200	1,450,400	1,306,700	1,275,600
GLWA-Sewer	49.44%	3,718,800	3,648,800	3,262,300	2,939,200	2,869,200
DWSD-R-Water	15.52%	1,167,400	1,145,400	1,024,100	922,700	900,700
DWSD-R-Sewer	13.06%	982,400	963,900	861,800	776,400	757,900
<b>Total BC Notes</b>		<u>7,521,900</u>	<u>7,380,300</u>	<u>6,598,600</u>	<u>5,945,000</u>	<u>5,803,400</u>
<b>Total General Retirement System Accelerated Pension (Administrative (a) + Legacy Pension (b) + BC Notes (c))</b>						
GLWA-Water		2,283,300	2,252,200	2,080,400	1,936,700	1,905,600
GLWA-Sewer		4,846,300	4,776,300	4,389,800	4,066,700	3,996,700
DWSD-R-Water		1,612,400	1,590,400	1,469,100	1,367,700	1,345,700
DWSD-R-Sewer		1,279,900	1,261,400	1,159,300	1,073,900	1,055,400
<b>Total General Retirement System Accelerated Pension</b>		<u>\$ 10,021,900</u>	<u>\$ 9,880,300</u>	<u>\$ 9,098,600</u>	<u>\$ 8,445,000</u>	<u>\$ 8,303,400</u>

# GLWA

*Great Lakes Water Authority*



## **Section 7**

# **Authorizing Resolutions**

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### **Authorizing Resolutions Overview**

The GLWA Board of Director adopts a set of three resolutions on an annual basis that aligns the operational and capital needs of the system within the charges revenue available. This section of the budget document provides insight into the process by providing the Board communication letter, resolution, and final certification of Board action for each of the following actions:

1. Authorizing Resolution Biennial Budget
2. Authorizing Resolution Service Charges
3. Authorizing Resolution Capital Improvement Plan

The formal record of these actions, and supporting materials, are always publicly available [online](#) in the Legistar system.



**Board of Directors**  
735 Randolph Street, Suite 1900  
Detroit, Michigan 48226  
(313) 224-4785

## Great Lakes Water Authority Board of Directors

### General Certification

The undersigned hereby certifies that (i) the Resolution **2024-043** regarding **“Resolution Adopting the FY 2025 & FY 2026 Biennial Budget”** attached hereto is a true and complete copy of the Resolution duly passed by the Great Lakes Water Authority Board of Directors at a meeting held on February 28, 2024 at which meeting a quorum was present and remained throughout, (ii) the original thereof is on file in the records of the Great Lakes Water Authority Board of Directors, (iii) the meeting was conducted, and public notice thereof was given, pursuant to and in full compliance with the Open Meetings Act (Act No. 267, Public Acts of Michigan, 1976, as amended); and (iv) Minutes of such meeting were kept and will be or have been made available as required thereby.

YES: Brian Baker, Mark Miller, John J. Zech, Gary A. Brown, Freman Hendrix,  
and Jaye Quadrozzi

NO: None

ABSTAIN: None

EXCUSED: None

Dated: February 28, 2024



By: Rechanda L. Willis  
Title: Executive Board Assistant



**Board of Directors**  
735 Randolph Street, Suite 1900  
Detroit, Michigan 48226  
(313) 224-4785

**Resolution Adopting the FY 2025 & FY 2026 Biennial Budget**

Agenda of: February 28, 2024  
Item No.: **2024-043**  
Amount: N/A

**TO:** The Honorable  
Board of Directors  
Great Lakes Water Authority

**FROM:** Suzanne R. Coffey P.E.  
Chief Executive Officer  
Great Lakes Water Authority

**DATE:** February 28, 2024

**RE:** **Resolution Adopting the FY 2025 & FY 2026 Biennial Budget**

**MOTION**

Upon recommendation of Nicolette Bateson, Chief Financial Officer/Treasurer, the Board of Directors (Board) of the Great Lakes Water Authority (GLWA):

- 1) **Concludes the Public Hearing related to the FY 2025 and FY 2026 Biennial Budget held on February 28, 2024;**
- 2) **Pending public comment, adopts the attached resolution, 2024-043, adopting the FY 2025 and FY 2026 Biennial Budget for the GLWA;**
- 3) **Notes that the GLWA By-Laws Article X, Section 5, requires a super-majority affirmative vote of at least five (5) members of the Board is necessary for the approval of the operating budget; and**
- 4) **Authorizes the Chief Executive Officer to take such other action as may be necessary to accomplish the intent of this vote.**

**BACKGROUND**

The Great Lakes Water Authority (“GLWA” or the “Authority”) assumed the operation of the Regional Water and Sewer systems on January 1, 2016 (the “Effective Date”) pursuant to the Lease Agreements between the GLWA and the City of Detroit dated June 12, 2015. Section 5.6 of the Lease Agreements require the Authority to adopt a two-year budget for the Regional Water and Sewer Systems that sets forth budgeted revenues and expenses for each such Fiscal Year.

**JUSTIFICATION**

The Board has received a proposed Budget for FY 2025 and FY 2026 which was reviewed at Audit Committee meetings on December 15, 2023 and February 9, 2024; Board meetings of January 24, 2024 and February 28, 2024; and Member Partner meetings on January 11, 2024 (Charges Rollout #3) and January 18, 2024 (Charges Rollout #4).

A Notice of Public Hearing was published in the Detroit Legal News on February 12, 2024. That notice, along with related supporting materials throughout the budget and charges development process, is available online at [www.glwwater.org/financials](http://www.glwwater.org/financials).

**BUDGET IMPACT**

This action establishes a budget for FY 2025 and FY 2026.

**COMMITTEE REVIEW**

The GLWA Audit Committee reviewed the budget and supplemental analysis at the meetings noted above. On February 9, 2024 the Audit Committee unanimously recommended that the Board of Directors adopts the resolution related to the FY 2025 and FY 2026 Budget subject to public comment at the public hearing to be held on February 28, 2024.

**Great Lakes Water Authority Resolution 2024-043**

**Resolution Adopting the Biennial FY 2025 & FY 2026 Budget**

By Board Member: Mark Miller

- WHEREAS** The Great Lakes Water Authority (“GLWA” or the “Authority”) assumed the operation of the regional water and sewer systems on January 1, 2016 (the “Effective Date”) pursuant to the Regional Water Supply System and the Regional Sewage Disposal System Lease Agreements between the GLWA and the City of Detroit dated June 12, 2015; and
- WHEREAS** In accordance with the by-laws of the GLWA, the Board shall adopt a two-year (Biennial) operating budget for the Regional Water and Sewer Systems; and
- WHEREAS** The Authority, through the terms of the Leases, committed to an annual increase in revenue requirement budget of no more than 4% though the fiscal year ending June 30, 2025; and
- WHEREAS** The Regional Water System annual revenue requirement budget increase of 4.0% equates to a 2.4% increase in revenues from Water Service Charges and a Regional Sewer System annual revenue requirements budget increase of 4.0% equates to a 2.9% increase in revenues from Sewer Service Charges; and
- WHEREAS** To support the revenue requirement for each system, the comparable Regional Water System average charge adjustment is an increase of 3.25% reflecting a reduction in estimated water sales volumes and an increase in investment earnings and the comparable Regional Sewer System average charge adjustment is an increase of 3.0% reflecting a reduction in industrial surcharge loadings and an increase in investment earnings; and
- WHEREAS** The budgeted expenses for each such Fiscal Year shall equal the sum of the projected expenses and revenue requirements for the Regional Water System and the Regional Sewer System for each such Fiscal Year; and
- WHEREAS** The budgeted annual revenue requirement for the Regional Water System for FY 2025 is \$385,127,100 and for FY 2026 is \$414,011,600 as shown on “Schedule 1A – Water System Revenue Requirement Biennial Budget”; and
- WHEREAS** The budgeted annual revenue requirement for the Regional Sewer System for FY 2025 is \$520,652,100 and for FY 2026 is \$549,288,000 as shown on “Schedule 1B – Sewer System Revenue Requirement Biennial Budget”; and

- WHEREAS** The operations and maintenance budget for the Regional Water System for FY 2025 is \$169,625,000 and for FY 2026 is \$176,410,000 as shown on “Schedule 1A – Water System Revenue Requirement Biennial Budget”; and
- WHEREAS** The operations and maintenance budget for the Regional Sewer System for FY 2025 is \$228,934,000 and for FY 2026 is \$238,091,400 as shown on “Schedule 1B – Sewer System Revenue Requirement Biennial Budget”; and
- WHEREAS** The amounts necessary to pay the principal of and interest on all Water System bonds and to restore any reserves therefore established in the Master Bond Ordinance is \$221,908,400 for FY 2025 and \$234,487,400 for FY 2026 as shown on “Schedule 4 - Debt Service Coverage Calculations Consistent with the Master Bond Ordinance”; and
- WHEREAS** The amounts necessary to pay the principal of and interest on all Sewer System bonds and to restore any reserves therefore established in the Master Bond Ordinance is \$258,529,500 for FY 2025 and \$258,877,000 for FY 2026 as shown on “Schedule 4 - Debt Service Coverage Calculations Consistent with the Master Bond Ordinance”; and
- WHEREAS** The amounts necessary to fund the annual water system capital expenditures of \$10,527,800 in FY 2025 and \$11,979,100 in FY 2026 for capital outlay in accordance with the “Schedule 5A – Water Capital Financing Plan: Water Improvement and Extension Fund”; and
- WHEREAS** The amounts necessary to fund the annual water system capital expenditures of \$210,000,000 in FY 2025 and \$210,000,000 in FY 2026 for the capital improvement plan in accordance with the “Schedule 5A – Water Capital Financing Plan: Water Construction Fund” with those capital amounts reflecting an 100% Capital Spending Ratio applied to FY 2025 and FY 2026 as shown in the proposed FY 2025 though FY 2029 Capital Improvement Plan; and

**WHEREAS** The amounts necessary to fund the annual sewer system capital expenditures of \$12,071,300 in FY 2025 and \$7,732,200 in FY 2026 for the capital outlay in accordance with the “Schedule 5B – Sewer Capital Financing Plan: Sewer Improvement and Extension Fund”; and

**WHEREAS** The amounts necessary to fund the annual sewer system capital expenditures of \$170,000,000 in FY 2025 and \$215,000,000 in FY 2026 for the capital improvement plan in accordance with “Schedule 5B – Sewer Capital Financing Plan: Sewer Construction Fund” with those capital amounts reflecting a 100% Capital Spending Ratio applied to FY 2025 and FY 2026 as shown in the proposed FY 2025 through FY 2029 Capital Improvement Plan; and

**WHEREAS** The GLWA Audit Committee began review of the budget and five-year financial plan document developed for FY 2025 through FY 2029 at its meeting on December 15, 2023; with updates at its meeting on February 9, 2024; and

**WHEREAS** The GLWA Board conducted a public hearing on the proposed budget in accordance with the provisions of Public Act No. 43 of the Acts of the State Legislature of 1963 (“Budget Hearings of Local Governments”); and

**WHEREAS** A notice for the public hearing on the proposed budget scheduled for February 28, 2024 at 2:00 p.m. either in person or via a telephonic Zoom meeting was published in The Detroit Legal News announcing a public hearing on the budget in addition to posting the notice and proposed budget on [glwater.org/financials](http://glwater.org/financials); and

**WHEREAS** An affirmative vote of 5 Board Members is necessary for the adoption of this Resolution,

**NOW THEREFORE BE IT:**

**RESOLVED** That the GLWA Board conducted a public hearing on February 28, 2024 to receive public comment regarding the proposed budget for the Fiscal Years 2025 and 2026; and be it further

**RESOLVED** That the GLWA Board approves the budget for Fiscal Years 2025 and 2026; and be it finally

**RESOLVED** That the Chief Executive Officer, and the Chief Financial Officer/Treasurer are authorized to take such other action as may be necessary to accomplish the intent of this resolution.



**Note:** Amounts highlighted in yellow in the following tables are presented in the Biennial Budget Authorizing Resolution.

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

	Current Year		Biennial Budget					
	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
<b>Water System Revenue Requirement</b>								
<b>Revenues</b>								
Revenues from Charges								
Suburban Wholesale Customers	\$340,540,600	\$336,540,600	\$347,758,000	\$ 7,217,400	2.1%	\$372,639,700	\$ 24,881,700	7.2%
Local System Charges	25,537,200	25,537,200	27,094,800	1,557,600	6.1%	30,730,900	3,636,100	13.4%
<b>Total Revenue from Charges</b>	<b>366,077,800</b>	<b>362,077,800</b>	<b>374,852,800</b>	<b>8,775,000</b>	<b>2.4%</b>	<b>403,370,600</b>	<b>28,517,800</b>	<b>7.6%</b>
Other Revenue	175,000	440,000	400,000	225,000	128.6%	400,000	-	0.0%
Investment Earnings								
Investment Earnings - Unrestricted	3,067,000	8,530,200	6,692,200	3,625,200	118.2%	7,606,400	914,200	13.7%
Investment Earnings - Restricted for Debt Service	994,700	3,531,500	3,182,100	2,187,400	219.9%	2,634,600	(547,500)	-17.2%
<b>Total Investment Earnings</b>	<b>4,061,700</b>	<b>12,061,700</b>	<b>9,874,300</b>	<b>5,812,600</b>	<b>143.1%</b>	<b>10,241,000</b>	<b>366,700</b>	<b>3.7%</b>
<b>Total Revenues</b>	<b>\$370,314,500</b>	<b>\$374,579,500</b>	<b>\$385,127,100</b>	<b>\$ 14,812,600</b>	<b>4.0%</b>	<b>\$414,011,600</b>	<b>\$ 28,884,500</b>	<b>7.5%</b>
<b>Revenue Requirements</b>								
Operations & Maintenance (O&M) Expense	\$152,906,400	\$163,100,500	\$169,625,000	\$ 16,718,600	10.9%	\$176,410,000	\$ 6,785,000	4.0%
Debt Service	159,482,800	162,634,000	175,300,800	15,818,000	9.9%	186,537,300	11,236,500	6.4%
General Retirement System Accelerated Pension	3,395,500	1,505,500	2,283,300	(1,112,200)	-32.8%	2,252,200	(31,100)	-1.4%
Water Residential Assistance Program Contribution	1,851,600	1,851,600	1,947,800	96,200	5.2%	2,070,100	122,300	6.3%
Regional System Lease	22,500,000	22,500,000	22,500,000	-	0.0%	22,500,000	-	0.0%
Receiving Fund Working Capital Requirement	-	-	6,200,000	6,200,000	0.0%	5,700,000	(500,000)	-8.1%
Improvement & Extension Fund Transfer Pending	30,178,200	22,987,900	7,270,200	(22,908,000)	-75.9%	18,542,000	11,271,800	155.0%
<b>Annual Water System Revenue Requirements</b>	<b>\$370,314,500</b>	<b>\$374,579,500</b>	<b>\$385,127,100</b>	<b>\$ 14,812,600</b>	<b>4.0%</b>	<b>\$414,011,600</b>	<b>\$ 28,884,500</b>	<b>7.5%</b>
<b>Budget Adjustment</b>				14,812,600	4.00%			
Adjustment for proforma Charge Revenue and Non-Charge Revenue				(290,500)				
<b>Charge Adjustment</b> Attributable to Change in Annual Revenue Requirement as a % of Charge Revenue				14,522,100	4.00%			
<b>Charge Adjustment</b> Attributable to Non-Charge Revenue (FY 2025 increase in Other Revenue & Total Investment Earnings)				(6,037,600)	-1.66%			
<b>Charge Adjustment</b> Attributable to Sales Revenue (FY 2025 attributable to decreased projected Water Sales)				3,317,000	0.91%			
<b>Charge Adjustment (Based on Revenue Requirement Increase of 4.0%) (rounded)</b>				11,801,500	3.25%			

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

	Current Year		Biennial Budget					
	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
<b>Sewer System Revenue Requirement</b>								
<b>Revenues</b>								
Revenues from Charges								
Suburban Wholesale Customers	\$282,687,600	\$282,687,600	\$287,517,600	\$ 4,830,000	1.7%	\$303,022,300	\$ 15,504,700	5.4%
Local System Charges	196,569,600	196,569,600	205,924,800	9,355,200	4.8%	217,550,100	11,625,300	5.6%
Industrial Waste Control Charges	8,584,200	8,584,200	8,719,300	135,100	1.6%	9,198,700	479,400	5.5%
Pollutant Surcharges	5,328,300	5,328,300	5,434,400	106,100	2.0%	5,733,200	298,800	5.5%
Total Revenue from Charges	493,169,700	493,169,700	507,596,100	14,426,400	2.9%	535,504,300	27,908,200	5.5%
Other Revenue	400,000	717,000	700,000	300,000	75.0%	700,000	-	0.0%
Investment Earnings								
Investment Earnings - Unrestricted	5,567,000	13,399,700	10,494,500	4,927,500	88.5%	11,616,400	1,121,900	10.7%
Investment Earnings - Restricted for Debt Service	1,490,300	2,657,600	1,861,500	371,200	24.9%	1,467,300	(394,200)	-21.2%
Total Investment Earnings	7,057,300	16,057,300	12,356,000	5,298,700	75.1%	13,083,700	727,700	5.9%
<b>Total Revenues</b>	<b>\$500,627,000</b>	<b>\$509,944,000</b>	<b>\$520,652,100</b>	<b>\$ 20,025,100</b>	<b>4.0%</b>	<b>\$549,288,000</b>	<b>\$ 28,635,900</b>	<b>5.5%</b>
<b>Revenue Requirements</b>								
Operations & Maintenance (O&M) Expense	\$205,643,700	\$220,128,400	\$228,934,000	\$ 23,290,300	11.3%	\$238,091,400	\$ 9,157,400	4.0%
Debt Service	228,328,300	231,781,500	226,279,400	(2,048,900)	-0.9%	226,618,700	339,300	0.1%
General Retirement System Accelerated Pension	6,479,300	3,096,800	4,846,300	(1,633,000)	-25.2%	4,776,300	(70,000)	-1.4%
Water Residential Assistance Program Contribution	2,503,100	2,503,100	2,651,700	148,600	5.9%	2,746,400	94,700	3.6%
Regional System Lease	27,500,000	27,500,000	27,500,000	-	0.0%	27,500,000	-	0.0%
Receiving Fund Working Capital Requirement	-	-	2,300,000	2,300,000	0.0%	3,700,000	1,400,000	60.9%
Improvement & Extension Fund Transfer Pending	30,172,600	24,934,200	28,140,700	(2,031,900)	-6.7%	45,855,200	17,714,500	62.9%
<b>Annual Sewer System Revenue Requirements</b>	<b>\$500,627,000</b>	<b>\$509,944,000</b>	<b>\$520,652,100</b>	<b>\$ 20,025,100</b>	<b>4.0%</b>	<b>\$549,288,000</b>	<b>\$ 28,635,900</b>	<b>5.5%</b>
<b>Budget Adjustment</b>				20,025,100	4.00%			
Adjustment for proforma Charge Revenue and Non-Charge Revenue				(312,900)				
<b>Charge Adjustment</b> Attributable to Change in Annual Revenue Requirement as a % of Charge Revenue				19,712,200	4.00%			
<b>Charge Adjustment</b> Attributable to Non-Charge Revenue (FY 2025 increase in Other Revenue & Total Investment Earnings)				(5,598,700)	-1.14%			
<b>Charge Adjustment</b> Attributable to Sales Revenue (FY 2025 attributable to decreased baseline revenues)				677,400	0.14%			
<b>Charge Adjustment (Based on Revenue Requirement Increase of 4.0%) (rounded)</b>				14,790,900	3.00%			



**Note:** Amounts highlighted in yellow in the following tables are presented in the Biennial Budget Authorizing Resolution.

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

Combined Water & Sewer System Revenue Requirement	Current Year		Biennial Budget					
	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2025 Dollar Variance	FY 2025 Percent Variance	FY 2026 Department Requested	FY 2026 Dollar Variance	FY 2026 Percent Variance
<b>Revenues</b>								
Revenues from Charges								
Suburban Wholesale Customers	\$623,228,200	\$619,228,200	\$635,275,600	\$ 12,047,400	1.9%	\$675,662,000	\$ 40,386,400	6.4%
Local System Charges	222,106,800	222,106,800	233,019,600	10,912,800	4.9%	248,281,000	15,261,400	6.5%
Industrial Waste Control Charges	8,584,200	8,584,200	8,719,300	135,100	1.6%	9,198,700	479,400	5.5%
Pollutant Surcharges	5,328,300	5,328,300	5,434,400	106,100	2.0%	5,733,200	298,800	5.5%
Total Revenue from Charges	859,247,500	855,247,500	882,448,900	23,201,400	2.7%	938,874,900	56,426,000	6.4%
Other Revenue	575,000	1,157,000	1,100,000	525,000	91.3%	1,100,000	-	0.0%
Investment Earnings								
Investment Earnings - Unrestricted	8,634,000	21,929,900	17,186,700	8,552,700	99.1%	19,222,800	2,036,100	11.8%
Investment Earnings - Restricted for Debt Service	2,485,000	6,189,100	5,043,600	2,558,600	103.0%	4,101,900	(941,700)	-18.7%
Total Investment Earnings	11,119,000	28,119,000	22,230,300	11,111,300	99.9%	23,324,700	1,094,400	4.9%
<b>Total Revenues</b>	<b>\$870,941,500</b>	<b>\$884,523,500</b>	<b>\$905,779,200</b>	<b>\$ 34,837,700</b>	<b>4.0%</b>	<b>\$963,299,600</b>	<b>\$ 57,520,400</b>	<b>6.4%</b>
<b>Revenue Requirements</b>								
Operations & Maintenance (O&M) Expense	\$358,550,100	\$383,228,900	\$398,559,000	\$ 40,008,900	11.2%	\$414,501,400	\$ 15,942,400	4.0%
Debt Service	387,811,100	394,415,500	401,580,200	13,769,100	3.6%	413,156,000	11,575,800	2.9%
General Retirement System Accelerated Pension	9,874,800	4,602,300	7,129,600	(2,745,200)	-27.8%	7,028,500	(101,100)	-1.4%
Water Residential Assistance Program Contribution	4,354,700	4,354,700	4,599,500	244,800	5.6%	4,816,500	217,000	4.7%
Regional System Lease	50,000,000	50,000,000	50,000,000	-	0.0%	50,000,000	-	0.0%
Receiving Fund Working Capital Requirement	-	-	8,500,000	8,500,000	0.0%	9,400,000	900,000	10.6%
Improvement & Extension Fund Transfer Pending	60,350,800	47,922,100	35,410,900	(24,939,900)	-41.3%	64,397,200	28,986,300	81.9%
<b>Annual Revenue Requirements</b>	<b>\$870,941,500</b>	<b>\$884,523,500</b>	<b>\$905,779,200</b>	<b>\$ 34,837,700</b>	<b>4.0%</b>	<b>\$963,299,600</b>	<b>\$ 57,520,400</b>	<b>6.4%</b>

There is no Schedule 2 or Schedule 3 for purposes of the Budget Resolution.



**Note:** Amounts highlighted in yellow in the following tables are presented in the Biennial Budget Authorizing Resolution.

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

Debt Service Coverage Calculation	FY 2025	FY 2025	FY 2025 Combined (Informational Only)	FY 2026	FY 2026	FY 2026 Combined (Informational Only)
	Water Fund Requested	Sewer Fund Requested		Water Fund Requested	Sewer Fund Requested	
<b>Revenues</b>						
1 Regional System Wholesale Revenues	\$ 374,852,800	\$ 507,596,100	\$ 882,448,900	\$ 403,370,600	\$ 535,504,300	\$ 938,874,900
2 Local System Revenues	91,543,300	82,938,500	174,481,800	94,443,100	86,858,700	181,301,800
3 Miscellaneous Revenue (Local System)	4,336,300	8,755,000	13,091,300	4,466,400	9,017,700	13,484,100
4 Other Revenues & Investment Earnings (Regional System)	10,274,300	13,056,000	23,330,300	10,641,000	13,783,700	24,424,700
<b>5 Total Revenues</b>	<b>\$ 481,006,700</b>	<b>\$ 612,345,600</b>	<b>\$ 1,093,352,300</b>	<b>\$ 512,921,100</b>	<b>\$ 645,164,400</b>	<b>\$ 1,158,085,500</b>
<b>Revenue Requirements</b>						
<b>Operations &amp; Maintenance Expense</b>						
6 Regional System Wholesale Expenses	\$ 169,625,000	\$ 228,934,000	\$ 398,559,000	\$ 176,410,000	\$ 238,091,400	\$ 414,501,400
7 Local System Expenses	46,614,900	57,986,800	104,601,700	48,013,300	59,726,400	107,739,700
8 GRS Pension allocable to Regional System	-	-	-	-	-	-
9 GRS Pension allocable to Local System	-	-	-	-	-	-
<b>10 Total Operations &amp; Maintenance Expense</b>	<b>216,239,900</b>	<b>286,920,800</b>	<b>503,160,700</b>	<b>224,423,300</b>	<b>297,817,800</b>	<b>522,241,100</b>
<b>11 Net Revenues after Operations &amp; Maintenance Expense</b>	<b>\$ 264,766,800</b>	<b>\$ 325,424,800</b>	<b>\$ 590,191,600</b>	<b>\$ 288,497,800</b>	<b>\$ 347,346,600</b>	<b>\$ 635,844,400</b>
<b>Debt Service by Lien</b>						
12 Senior Lien Bonds	\$ 151,609,800	\$ 157,316,400	\$ 308,926,200	\$ 162,333,800	\$ 159,791,300	\$ 322,125,100
13 Second Lien Bonds	51,930,500	53,776,500	105,707,000	51,931,700	56,906,700	108,838,400
14 SRF Junior Lien Bonds	18,368,100	47,436,600	65,804,700	20,221,900	42,179,000	62,400,900
<b>15 Total Debt Service</b>	<b>\$ 221,908,400</b>	<b>\$ 258,529,500</b>	<b>\$ 480,437,900</b>	<b>\$ 234,487,400</b>	<b>\$ 258,877,000</b>	<b>\$ 493,364,400</b>
<b>Debt Service Coverage</b>						
16 Senior Lien Bonds (11)/(12)		1.75	2.07	1.78	2.17	
17 Second Lien Bonds (11) / [(12)+(13)]		1.30	1.54	1.35	1.60	
18 SRF Junior Lien Bonds (11) / (15)		1.19	1.26	1.23	1.34	

**\*\*Rows highlighted in light grey in the above table are designed to align with the Local System information provided from Detroit Water & Sewerage Department (DWSD) as of December 15, 2023**



**Note:** Amounts highlighted in yellow in the following tables are presented in the Biennial Budget Authorizing Resolution.

**Schedule 5A – Water Capital Financing Plan**

**Water Improvement & Extension Fund**

	Current Year		Biennial Budget	
	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested
<b>Water Improvement &amp; Extension Fund Inflows &amp; Outflows</b>				
<b>Inflows</b>				
Transfers in from Water Operations Fund				
Revenue transfers	\$ 30,178,200	\$ 22,987,900	\$ 7,270,200	\$ 18,542,000
Earnings on Investments	1,694,800	2,195,200	938,700	2,981,700
Net Use of Reserves	(10,926,100)	(4,402,100)	18,257,600	(3,562,900)
<b>Total Inflows</b>	<b>\$ 20,946,900</b>	<b>\$ 20,781,000</b>	<b>\$ 26,466,500</b>	<b>\$ 17,960,800</b>
<b>Outflows</b>				
Transfers out to Water Operations Fund				
Investment Earnings	\$ 1,694,800	\$ 2,195,200	\$ 938,700	\$ 2,981,700
Capital Outlay	11,539,100	8,085,800	<b>10,527,800</b>	<b>11,979,100</b>
Transfers out to Water Construction Fund				
Revenue Financed Capital	7,713,000	10,500,000	15,000,000	3,000,000
<b>Total Outflows</b>	<b>\$ 20,946,900</b>	<b>\$ 20,781,000</b>	<b>\$ 26,466,500</b>	<b>\$ 17,960,800</b>

**Water Construction Fund**

	Current Year		Biennial Budget	
	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested
<b>Water Construction Fund Inflows &amp; Outflows</b>				
<b>Inflows</b>				
Transfers in from Water Improvement & Extension Fund	\$ 7,713,000	\$ 10,500,000	\$ 15,000,000	\$ 3,000,000
Bond Proceeds	-	150,000,000	271,562,500	-
SRF Loans	97,102,000	62,307,000	30,800,000	14,230,000
Investment Earnings	1,864,700	4,603,500	7,953,300	4,446,300
Net Use of Reserves	132,580,300	(17,410,500)	(115,315,800)	188,323,700
<b>Total Inflows</b>	<b>\$ 239,260,000</b>	<b>\$ 210,000,000</b>	<b>\$ 210,000,000</b>	<b>\$ 210,000,000</b>
<b>Outflows</b>				
Capital Expenditures	\$ 239,260,000	\$ 210,000,000	<b>\$ 210,000,000</b>	<b>\$ 210,000,000</b>
<b>Total Outflows</b>	<b>\$ 239,260,000</b>	<b>\$ 210,000,000</b>	<b>\$ 210,000,000</b>	<b>\$ 210,000,000</b>



**Note:** Amounts highlighted in yellow in the following tables are presented in the Biennial Budget Authorizing Resolution.

**Schedule 5B – Sewer Capital Financing Plan**

**Sewer Improvement & Extension Fund**

	Current Year		Biennial Budget	
	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested
<b>Sewer Improvement &amp; Extension Fund Inflows &amp; Outflows</b>				
<b>Inflows</b>				
Transfers in from Sewer Operations Fund				
Revenue transfers	\$ 30,172,600	\$ 24,934,200	\$ 28,140,700	\$ 45,855,200
Earnings on Investments	2,133,000	2,195,200	1,076,000	2,990,100
Net Use of Reserves	(15,202,100)	(13,441,600)	(10,569,400)	(8,623,000)
<b>Total Inflows</b>	<b>\$ 17,103,500</b>	<b>\$ 13,687,800</b>	<b>\$ 18,647,300</b>	<b>\$ 40,222,300</b>
<b>Outflows</b>				
Transfers out to Sewer Operations Fund				
Investment Earnings	\$ 2,133,000	\$ 2,195,200	\$ 1,076,000	\$ 2,990,100
Capital Outlay	14,970,500	11,492,600	<b>12,071,300</b>	<b>7,732,200</b>
Transfers out to Sewer Construction Fund				
Revenue Financed Capital	-	-	5,500,000	29,500,000
<b>Total Outflows</b>	<b>\$ 17,103,500</b>	<b>\$ 13,687,800</b>	<b>\$ 18,647,300</b>	<b>\$ 40,222,300</b>

**Sewer Construction Fund**

	Current Year		Biennial Budget	
	FY 2024 Adopted Budget	FY 2024 Estimated Budget	FY 2025 Department Requested	FY 2026 Department Requested
<b>Sewer Construction Fund Inflows &amp; Outflows</b>				
<b>Inflows</b>				
Transfers in from Sewer Improvement & Extension Fund	\$ -	\$ -	\$ 5,500,000	\$ 29,500,000
Bond Proceeds	-	100,000,000	-	-
SRF Loans	47,253,000	49,425,000	96,852,000	120,693,000
Investment Earnings	2,365,600	6,080,600	2,359,000	-
Net Use of Reserves	149,442,400	4,494,400	65,289,000	64,807,000
<b>Total Inflows</b>	<b>\$ 199,061,000</b>	<b>\$ 160,000,000</b>	<b>\$ 170,000,000</b>	<b>\$ 215,000,000</b>
<b>Outflows</b>				
Capital Expenditures	\$ 199,061,000	\$ 160,000,000	<b>\$ 170,000,000</b>	<b>\$ 215,000,000</b>
<b>Total Outflows</b>	<b>\$ 199,061,000</b>	<b>\$ 160,000,000</b>	<b>\$ 170,000,000</b>	<b>\$ 215,000,000</b>



**Board of Directors**  
735 Randolph Street, Suite 1900  
Detroit, Michigan 48226  
(313) 224-4785

## Great Lakes Water Authority Board of Directors

### General Certification

The undersigned hereby certifies that (i) the Resolution **2024-044** regarding **“Resolution Regarding Approval of the FY 2025 Schedule of Service Charges”** attached hereto is a true and complete copy of the Resolution duly passed by the Great Lakes Water Authority Board of Directors at a meeting held on February 28, 2024 at which meeting a quorum was present and remained throughout, (ii) the original thereof is on file in the records of the Great Lakes Water Authority Board of Directors, (iii) the meeting was conducted, and public notice thereof was given, pursuant to and in full compliance with the Open Meetings Act (Act No. 267, Public Acts of Michigan, 1976, as amended); and (iv) Minutes of such meeting were kept and will be or have been made available as required thereby.

YES: Brian Baker, Mark Miller, John J. Zech, Gary A. Brown, Freman Hendrix,  
and Jaye Quadrozzi

NO: None

ABSTAIN: None

EXCUSED: None

Dated: February 28, 2024



By: Rechanda L. Willis  
Title: Executive Board Assistant



**Board of Directors**  
735 Randolph Street, Suite 1900  
Detroit, Michigan 48226  
(313) 224-4785

**Resolution Regarding Approval of the FY 2025 Schedule of Service Charges**

Agenda of: February 28, 2024  
Item No.: **2024-044**  
Amount: N/A

**TO:** The Honorable  
Board of Directors  
Great Lakes Water Authority

**FROM:** Suzanne R. Coffey P.E.  
Chief Executive Officer  
Great Lakes Water Authority

**DATE:** February 28, 2024

**RE: Resolution Regarding Approval of the FY 2025 Schedule of Service Charges**

**MOTION**

Upon recommendation of Nicolette Bateson, Chief Financial Officer/Treasurer, the Board of Directors (Board) of the Great Lakes Water Authority, **approves the following actions, which require a supermajority affirmative vote of at least five (5) members of the Board, and the attached Resolution 2024-044** with an effective date of July 1, 2024:

- 1) FY 2025 water supply system service schedule of wholesale charges;
- 2) FY 2025 sewage disposal system service schedule of wholesale charges;
- 3) FY 2025 City of Detroit allocated wholesale water revenue requirement of \$27,094,800, which is the net of \$47,794,800 gross revenue requirement less the Ownership Equity Credit of \$20,700,000 pursuant to the terms of the Water and Sewer Services Agreement (WSSA);

- 4) FY 2025 City of Detroit allocated wholesale sewer revenue requirement of \$205,924,800 which is the net of \$211,440,800 gross revenue requirement less the Ownership Equity Credit of \$5,516,000 in accordance with the WSSA;
- 5) FY 2025 City of Detroit allocated indirect water revenue requirement of \$49,108,500, in accordance with the Regional Water Supply System Lease;
- 6) FY 2025 City of Detroit allocated indirect sewer revenue requirement of \$34,873,500, in accordance with the Regional Sewage Disposal System Lease;
- 7) authorizes the Chief Executive Officer to take such other action as may be necessary to accomplish the intent of this vote.

#### **BACKGROUND**

Pursuant to the Regional Water Supply System and Regional Sewage Disposal System leases signed between the Great Lakes Water Authority (GLWA/Authority) and the City of Detroit, the GLWA began operations of the regional water supply and sewage disposal system on January 1, 2016. Consistent with the terms of those leases, the Authority shall, for each fiscal year, fix and approve rates and charges to its customers in an amount that is expected to produce revenues sufficient to satisfy the Authority revenue requirement. The attached, proposed schedule of charges meets that requirement.

Leading up to this charge recommendation, staff presented the proposed FY 2025 and 2026 Biennial Budget and five-year financial plan for FY 2025 through 2029 and an analysis of proposed water and sewer system charges at its January 24, 2024 Board meeting. A Public Hearing was opened for the FY 2025 Water Supply System Service Charges and Sewage Disposal System Service Charges on February 28, 2024.

#### **JUSTIFICATION**

Great Lakes Water Authority (“GLWA”) management and its consultant, The Foster Group, developed a proposed Schedule of Water Supply System Service Charges and Sewage Disposal System Service Charges for FY 2025 including the City of Detroit Revenue Requirement for the water and sewer systems. These charges support the proposed FY 2025 water system revenue requirement budget and the proposed FY 2025 sewer system revenue requirement budget, respectively. The FY 2025 water and sewer revenue requirements reflect GLWA’s commitment to work within the four percent revenue requirement budget limitation outlined in the September 9, 2014 Memorandum of Understanding that resulted in the establishment of the Great Lakes Water Authority. The proposed wholesale service charges and revenue requirement for the City of Detroit are the result of significant member partner engagement in the charge setting process to evaluate the appropriate allocation of revenue requirements.

**Proposed FY 2025 Water Charges**

The proposed FY 2025 water service charges reflect a proposed FY 2025 Water budget increase of 4.0 percent along with increased investment earnings and reduction in estimated sales volumes. **Therefore, the average water system charges increase will be 3.25 percent.**

**Proposed FY 2025 Sewer Charges**

The proposed FY 2025 sewer service charges reflect a proposed FY 2025 Sewer budget increase of 4.0 percent along with the increased investment earnings and reduction in estimated industrial surcharges. **Therefore, the average sewer system charges increase will be 3.00 percent.**

**BUDGET IMPACT**

The recommended FY 2025 Schedule of Water Supply System Service Charges and Sewage Disposal System Service Charges as presented produces the necessary revenues to fund the FY 2025 Water System and Sewer System Budget.

Coordination with DWSD's Budget – Under the terms of the lease agreements and related financial commitments, key inputs are required from DWSD. An analysis of the DWSD budget inputs and related reconciliation based upon some of the changes above is reflected in the attached schedules.

**COMMITTEE REVIEW**

The Audit Committee has reviewed the FY 2025 financial plan, including charge setting matters, at its meetings on December 15, 2023 and February 9, 2024. On February 9, 2024, the Audit Committee unanimously recommended that the Board of Directors adopts the resolution related to the FY 2025 and FY 2026 Budget and related FY 2025 Schedule of Service Charges as presented on February 9, 2024, subject to public comment at the public hearing to be held on February 28, 2024.

**SHARED SERVICES IMPACT**

This item does not impact the Shared Services Agreement between the GLWA and the City of Detroit.

**Great Lakes Water Authority**

**Resolution 2024-044**

**RE: Approval of the FY 2025 Schedule of Water Supply System and Sewage Disposal System Service Charges**

By Board Member: Jaye Quadrozzi

**Whereas** The Great Lakes Water Authority (“GLWA”) management and its consultant, The Foster Group, have developed the attached Schedule of Water Supply System Service Charges and Sewage Disposal System Service Charges for FY 2025, including the direct and indirect City of Detroit Revenue Requirements for the water and sewer systems, to support the FY 2025 water system and sewer system revenue requirements budget with an effective date of July 1, 2024; and

**Whereas** The FY 2025 water and sewer revenue requirements reflect GLWA’s commitment to work within the four percent limitation outlined in the Memorandum of Understanding; and

**Whereas** A Public Hearing was held for the Water Supply System Service Charges and Sewage Disposal System Service Charges proposed by the GLWA for FY 2025 on February 28, 2024 at 2:00 p.m.; and

**NOW THEREFORE BE IT:**

**RESOLVED** The Great Lakes Water Authority Board approves the proposed:

- 1) FY 2025 water supply system service schedule of wholesale charges;
- 2) FY 2025 sewage disposal system service schedule of wholesale charges;
- 3) FY 2025 City of Detroit allocated wholesale water revenue requirement of \$27,094,800 which is the net of \$47,794,800 gross revenue requirement less the Ownership Equity Credit of \$20,700,000 pursuant to the terms of the Water and Sewer Services Agreement (WSSA);
- 4) FY 2025 City of Detroit allocated wholesale sewer revenue requirement of \$205,924,800 which is the net of \$211,440,800 gross revenue requirement less the Ownership Equity Credit of \$5,516,000 in accordance with the WSSA;

- 5) FY 2025 City of Detroit allocated indirect water revenue requirement of \$49,108,500, in accordance with the Regional Water Supply System Lease;
- 6) FY 2025 City of Detroit allocated indirect sewer revenue requirement of \$34,873,500, in accordance with the Regional Sewage Disposal System Lease; and

**RESOLVED** That the Chief Executive Officer and the Chief Financial Officer/Treasurer are authorized to take such other action as may be necessary to accomplish the intent of this vote.



**Great Lakes Water Authority**  
**Approved FY 2025 Water Supply System Service Charges and Allocated Revenue Requirements**  
*Effective Date: July 1, 2024*

Line No.	Member Partner	Contract	Fixed Monthly	Commodity	Projected
			Charge (a)	Charge (a)	Revenue
			\$/mo	\$/Mcf	from Charges
					\$
1	Allen Park	Model	134,600	9.22	2,691,200
2	Almont Village	Model	13,600	12.04	271,600
3	Ash Township	Model	48,100	9.95	962,300
4	Belleville	Model	18,300	10.47	365,100
5	Berlin Township	Model	40,400	11.90	807,300
6	Brownstown Township	Model	215,700	12.41	4,314,600
7	Bruce Township	Model	18,100	47.00	361,500
8	Burtchville Township	Model	22,500	19.87	450,800
9	Canton Township	Model	595,700	12.71	11,914,700
10	Center Line	Model	27,900	6.94	558,300
11	Chesterfield Township	Model	252,400	11.20	5,048,200
12	Clinton Township	Model	437,400	9.09	8,748,500
13	Commerce Township	Model	198,300	15.25	3,967,100
14	Dearborn	No Contract	559,500	8.28	11,191,800
15	Dearborn Heights	Model	217,000	8.88	4,341,800
16	Eastpointe	Model	93,200	7.26	1,864,700
17	Ecorse	Model	65,400	6.39	1,306,900
18	Farmington	Model	57,100	10.34	1,141,200
19	Farmington Hills	Model	514,900	11.76	10,299,500
20	Ferndale	Model	61,400	7.62	1,228,300
21	Flat Rock	Model	81,500	12.82	1,629,300
22	Flint (b)	Model	28,000	11.21	11,645,600
23	Fraser	Model	72,700	10.30	1,454,400
24	Garden City	Model	98,300	10.80	1,965,800
25	Gibraltar	Model	19,600	9.77	392,500
26	Greenwood Township (DTE)	Model	70,200	21.55	1,404,900
27	Grosse Ile Township	Model	67,700	12.97	1,353,200
28	Grosse Pt. Park	Model	77,400	11.75	1,548,000
29	Grosse Pt. Shores	Model	35,300	14.89	705,000
30	Grosse Pt. Woods	Model	75,100	8.83	1,502,500
31	Hamtramck	Model	48,000	6.18	959,200
32	Harper Woods	Model	51,500	7.66	1,030,100
33	Harrison Township	Model	97,400	7.98	1,948,400
34	Hazel Park	Model	44,000	7.33	879,100
35	Highland Park	No Contract	49,100	5.09	982,100
36	Huron Township	Model	88,400	10.78	1,768,000
37	Imlay City	Model	87,300	14.82	1,745,600
38	Imlay Township (Single User)	No Contract	600	450.00	11,700
39	Inkster	Model	76,600	6.08	1,532,100
40	Keego Harbor	Model	17,400	14.30	348,900
41	Lapeer	Model	91,100	13.24	1,821,400
42	Lenox Township	Model	18,100	9.79	362,100
43	Lincoln Park	Model	133,400	6.21	2,666,400
44	Livonia	Model	674,500	11.89	13,489,700
45	Macomb Township	Model	715,200	17.35	14,306,200
46	Madison Heights	Model	121,900	7.81	2,437,500
47	Mayfield Township (KAMAX)	Model	2,900	45.69	58,100
48	Melvindale	Model	38,200	6.72	763,500
49	New Haven, Village of	Model	25,300	10.46	506,500
50	NOCWA	Model	1,284,700	11.82	25,697,400

APPROVED FY 2025 CHARGES

2/28/2024

**Great Lakes Water Authority**  
**Approved FY 2025 Water Supply System Service Charges and Allocated Revenue Requirements**  
*Effective Date: July 1, 2024*

Line No.	Member Partner	Contract	Fixed Monthly	Commodity	Projected
			Charge (a)	Charge (a)	Revenue
			\$/mo	\$/Mcf	from Charges
					\$
51	Northville	Model	45,300	12.07	906,900
52	Northville Township	Model	316,100	18.70	6,321,400
53	Novi	Model	532,100	14.26	10,643,200
54	Oak Park	Model	81,700	7.27	1,634,700
55	Oakland GWK Drain District	Model	5,300	4.57	105,600
56	Plymouth	Model	64,200	11.58	1,283,400
57	Plymouth Township	Model	260,800	13.33	5,215,700
58	Redford Township	Model	173,000	8.94	3,459,900
59	River Rouge	Model	29,800	6.38	595,600
60	Riverview	Model	51,100	8.86	1,022,500
61	Rockwood	Model	14,500	12.17	289,600
62	Romeo	Model	10,300	26.58	206,000
63	Romulus	Model	216,700	8.41	4,334,500
64	Roseville	Model	150,400	7.00	3,009,500
65	Royal Oak Township	Model	12,200	9.57	243,100
66	Shelby Township	Model	651,700	12.57	13,033,200
67	SOCWA	Model	1,376,500	8.92	27,527,100
68	South Rockwood	Model	6,900	11.52	138,100
69	Southgate	Model	120,600	8.47	2,411,900
70	St. Clair Shores	Model	182,900	7.34	3,656,900
71	Sterling Heights	Model	863,600	11.76	17,269,800
72	Sumpter Township	Model	41,900	9.91	838,700
73	Sylvan Lake	Model	13,700	16.22	273,100
74	Taylor	Model	267,600	8.10	5,352,000
75	Trenton	Model	103,400	9.96	2,067,500
76	Troy	Model	796,200	14.64	15,924,300
77	Utica	Model	34,300	11.59	685,100
78	Van Buren Township	Model	200,800	12.15	4,015,800
79	Walled Lake	Model	46,300	12.76	925,600
80	Warren	Model	559,600	7.19	11,193,900
81	Washington Township	Model	136,700	12.69	2,733,000
82	Wayne	Model	104,700	8.24	2,094,400
83	West Bloomfield Township	Model	619,900	17.84	12,396,500
84	Westland	Model	356,000	8.90	7,119,100
85	Wixom	Model	144,000	15.09	2,879,400
86	Woodhaven	Model	86,100	12.16	1,722,700
87	Ypsilanti Comm Util Auth	Model	606,400	9.94	12,129,500
88	Total Wholesale Contract Member Partners				354,409,800
89	Adjustment to Flint Revenue Requirement for KWA Debt Service (b)				(6,651,800)
90	<b>Revenue from Wholesale Charges (agrees with "GLWA Budget Schedule 3")</b>				<b>347,758,000</b>

**Great Lakes Water Authority**  
**Approved FY 2025 Water Supply System Service Charges and Allocated Revenue Requirements**  
**Effective Date: July 1, 2024**

Line No.	Member Partner	Contract	Fixed Monthly Charge (a) \$/mo	Commodity Charge (a) \$/Mcf	Projected Revenue from Charges \$
<b>Detroit Customer Class - \$</b>					
91	<b>Wholesale</b> Revenue Requirement (c)				<b>47,794,800</b>
92	less: Ownership Benefit per Lease				<b>(20,700,000)</b>
93	<b>Net Wholesale</b> Revenue Requirement				<b>27,094,800</b>
94	<b>Indirect Retail</b> Revenue Requirements (d)				<b>49,108,500</b>
95	less: Use of Lease Payment for Debt Service				0
96	<b>Net Indirect Retail</b> Revenue Requirements (d)				<b>49,108,500</b>
97	Subtotal Subject to GLWA Board Approval (93) + (96)				76,203,300
98	<b>Direct Retail</b> Revenue Requirements (e)				46,771,100
99	<b>Total Local System Revenue Requirement</b> (96) + (98)				<b>95,879,600</b>
100	<b>Total Requirement from Detroit Customer Class (agrees with "GLWA Budget Schedule 3")</b>				<b>122,974,400</b>
101	<b>Lead and Copper Rule Sample Testing Fee - \$/Sample</b>				<b>60.00</b>
(a)	<i>Proposed effective date of July 1, 2024. Effective on all bills issued on or after August 1, 2024.</i>				
(b)	<i>Net fixed monthly charge will include \$554,300 monthly credits for KWA debt service.</i>				
(c)	<i>Wholesale revenue requirements for the Detroit Customer Class.</i>				
(d)	<i>Local System revenue requirements related to Master Bond Ordinance (local debt service, etc.)</i>				
(e)	<i>Local System operating expenses (net of shared services reimbursement) <b>and I&amp;E deposit</b>. Not Subject to GLWA Board approval.</i>				
(d)&(e)	<i>Local System information provided from Detroit Water &amp; Sewerage Department as of December 15, 2023.</i>				



**Great Lakes Water Authority**  
**Approved FY 2025 Sewage Disposal System Service Charges and Allocated Revenue Requirements**  
**Effective Date: July 1, 2024**

<b>Line No.</b>	<b>Suburban Wholesale</b>	<b>Contract</b>	<b>Fixed Monthly Charge</b> \$/mo	<b>Projected Revenue from Charges</b> \$
1	OMID	Model	6,242,500	74,910,000
2	Rouge Valley	Older	4,820,700	57,848,400
3	Oakland GWK	Older	4,025,800	48,309,600
4	Evergreen Farmington	Model	3,159,400	37,912,800
5	SE Macomb San Dist	Model	2,175,000	26,100,000
6	Dearborn	Model	1,791,400	21,496,800
7	Grosse Pointe Farms	Older	232,500	2,790,000
8	Grosse Pointe Park	Model	165,900	1,990,800
9	Melvindale	Model	137,100	1,645,200
10	Farmington	Model	104,500	1,254,000
11	Center Line	Model	91,500	1,098,000
12	Allen Park	Model	73,600	883,200
13	Grosse Pointe	Model	102,200	1,226,400
14	Highland Park	Older	415,100	4,981,200
15	Hamtramck	Model	374,800	4,497,600
16	Harper Woods	Model	14,200	170,400
17	Redford Township	Model	29,400	352,800
18	Wayne County #3	Older	4,200	50,400
19	<b>Subtotal "Regional Wholesale Revenues from Charges"</b>			<b>287,517,600</b>
20	Industrial Specific Revenues			<b>14,153,700</b>
21	<b>Subtotal "Regional Wholesale Revenues from Charges" (a)</b>			<b>301,671,300</b>
<i>* Wholesale charges will be effective July 1, 2024</i>				
<b>Detroit Customer Class - \$</b>				
22	<b>Wholesale</b> Revenue Requirement (c)			<b>211,440,800</b>
23	less: Ownership Benefit per Lease			<b>(5,516,000)</b>
24	<b>Net Wholesale</b> Revenue Requirement			<b>205,924,800</b>
25	<b>Indirect Retail</b> Revenue Requirements (d)			<b>34,873,500</b>
26	less: Use of Lease Payment for Debt Service			<b>(1,166,800)</b>
27	<b>Net Indirect Retail</b> Revenue Requirements (d)			<b>33,706,700</b>
28	Subtotal Subject to GLWA Board Approval (24) + (27)			<b>239,631,500</b>
29	<b>Direct Retail</b> Revenue Requirements (e)			<b>57,986,800</b>
30	<b>Total Local System Revenue Requirement (27) + (29)</b>			<b>91,693,500</b>
31	<b>Total Requirement from Detroit Customer Class (a)</b>			<b>297,618,300</b>
(a)	Agrees with "GLWA Budget Schedule 3"			
(b)	Reserved			
(c)	Wholesale revenue requirements for the Detroit Customer Class.			
(d)	Local System revenue requirements related to Master Bond Ordinance (local debt service, etc.)			
(e)	Local System operating expenses (net of shared services reimbursement) and I&E deposit. Not Subject to GLWA Board approval.			
(d)&(e)	Local System information provided from Detroit Water & Sewerage Department as of December 15, 2023.			

**Great Lakes Water Authority**

**Approved FY 2025 Sewage Disposal System  
Industrial Specific Retail Charges  
Effective Date: July 1, 2024**

**Industrial Waste Control Charges**

<u>Meter Size</u>	<u>Full Charge</u>	<u>Admin Only Charge</u>
inches	\$/mo	\$/mo
5/8	3.72	0.93
3/4	5.58	1.40
1	9.30	2.33
1-1/2	20.46	5.12
2	29.76	7.44
3	53.94	13.49
4	74.40	18.60
6	111.60	27.90
8	186.00	46.50
10	260.40	65.10
12	297.60	74.40
14	372.00	93.00
16	446.40	111.60
18	520.80	130.20
20	595.20	148.80
24	669.60	167.40
30	744.00	186.00
36	818.40	204.60
48	892.80	223.20

**Pollutant Surcharges**

<u>Pollutant</u>	<u>Charge</u>
	\$/lb
BIOCHEMICAL OXYGEN DEMAND (BOD) for concentrations > 275 mg/l	<b>0.392</b>
TOTAL SUSPENDED SOLIDS (TSS) for concentrations > 350 mg/l	<b>0.525</b>
PHOSPHORUS (P) for concentrations > 12 mg/l	<b>7.571</b>
FATS, OIL AND GREASE (FOG) for concentrations > 100 mg/l	<b>0.125</b>
SEPTAGE DISPOSAL FEE Per 500 gallons of disposal	<b>38.00</b>



**Board of Directors**  
735 Randolph Street, Suite 1900  
Detroit, Michigan 48226  
(313) 224-4785

## Great Lakes Water Authority Board of Directors

### General Certification

The undersigned hereby certifies that (i) the Resolution **2024-012** regarding “**Resolution Regarding Approval of FY 2025 through FY 2029 Capital Improvement Plan**” attached hereto is a true and complete copy of the Resolution duly passed by the Great Lakes Water Authority Board of Directors at a meeting held on February 28, 2024 at which meeting a quorum was present and remained throughout, (ii) the original thereof is on file in the records of the Great Lakes Water Authority Board of Directors, (iii) the meeting was conducted, and public notice thereof was given, pursuant to and in full compliance with the Open Meetings Act (Act No. 267, Public Acts of Michigan, 1976, as amended); and (iv) Minutes of such meeting were kept and will be or have been made available as required thereby.

YES: Brian Baker, Mark Miller, John J. Zech, Gary A. Brown, Freman Hendrix,  
and Jaye Quadrozzi

NO: None

ABSTAIN: None

EXCUSED: None

Dated: February 28, 2024



By: Rechanda L. Willis  
Title: Executive Board Assistant



**Board of Directors**  
735 Randolph Street, Suite 1900  
Detroit, Michigan 48226  
(313) 224-4785

**Resolution Regarding Approval of FY 2025 through FY 2029 Capital Improvement Plan**

Agenda of: January 24, 2024, February 28, 2024  
Item No.: **2024-012**

**TO:** The Honorable  
Board of Directors  
Great Lakes Water Authority

**FROM:** Suzanne R. Coffey, P.E.  
Chief Executive Officer  
Great Lakes Water Authority

**DATE:** January 16, 2024

**RE: Resolution Regarding Approval of the FY 2025 through FY 2029 Capital Improvement Plan**

**MOTION**

Upon recommendation of Jody Caldwell, Chief Planning Officer, The Board of Directors for the Great Lakes Water Authority (GLWA), **adopts the resolution supporting the Capital Improvement Plan (CIP) for Fiscal Years 2025 through 2029, and authorizes the Chief Executive Officer to approve the five year Capital Improvement Plan (CIP) for Fiscal Years 2025 through 2029, including the ten year outlook, noting an affirmative vote of at least five (5) Board Members is necessary for approval of this Motion;** and also authorizes the Chief Executive Officer to take such other action as may be necessary to accomplish the intent of this vote.

**JUSTIFICATION**

A capital improvement plan addresses the following objectives:

1. Identifies an organization's priorities within available resources over a multiple year period.

2. Communicates the scope, funding, and timing to stakeholders, coordinating agencies, investors, and the public.
3. Encompasses stakeholder engagement in its development.
4. Aligns with strategic objectives of the organization, including effective capital delivery and regulatory compliance at the lowest cost of capital investment.

**BUDGET IMPACT**

The FY 2025 through FY 2029 Capital Improvement Plan identifies \$1.072 Billion of water system capital improvements and \$982.5 Million of sewer system improvements.

**COMMITTEE REVIEW**

The Capital Planning Committee reviewed Preliminary Drafts of the CIP on October 17, 2023, and December 12, 2023. The Capital Planning Committee, at its meeting on December 12, 2023, unanimously recommended that the GLWA Board adopt the Resolution and approve the FY 2025 through FY 2029 Capital Improvement Plan.

**APPROVAL REQUIRED**

The Articles of Incorporation of the Great Lakes Water Authority requires an affirmative vote of at least five (5) members to approve the 5-year Capital Improvement Plan.

**Great Lakes Water Authority  
Resolution 2024-012  
Resolution Adopting the FY 2025 through FY 2029 Capital Improvement Plan**

- Whereas The Great Lakes Water Authority (“GLWA” or the “Authority”) assumed the operation of the regional water and sewer systems on January 1, 2016 (the Effective Date”) pursuant to the Lease Agreements between the GLWA and the City of Detroit dated June 12, 2015; and
- Whereas During the term of the Lease Agreements, the Authority shall be entitled to make such rehabilitation of and replacements and improvements to the Leased Water and Sewer Facilities as it determines to be necessary to keep the Leased Facilities in compliance with performance standards; and
- Whereas In connection with the terms of the Lease Agreements, the Authority shall for each Fiscal Year prepare and approve a Capital Improvement Plan, which shall set forth the improvements to the Leased Sewer Facilities that the Authority proposes to undertake during the next five (5) Fiscal Years; and
- Whereas The GLWA Planning Services staff facilitated the preparation of the FY 2025 through FY 2029 Capital Improvement Plan which encompassed engineering and operating unit personnel, business case evaluation preparation, scoring by the Capital Improvement Plan Development Review Committee members for each system, customer engagement, and review by the GLWA Board Capital Planning Committee on October 17, 2023, and December 12, 2023; and
- Whereas The FY 2025 through FY 2029 Capital Improvement Plan and the related financial plan have been prepared within the boundaries established by the GLWA’s long-term financial strategy emphasizing effective capital delivery at the lowest cost of capital; and
- Whereas The FY 2025 through FY 2029 Capital Improvement Plan identifies \$1.072 Billion of water system capital improvements and \$982.5 Million of sewer system improvements; and
- Whereas An affirmative vote of 5 Board Members is necessary for the adoption of this Resolution

# GLWA

*Great Lakes Water Authority*



## **Section 8**

### **Acronyms & Glossary**

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## Acronyms

<b>ACFR</b>	Annual Comprehensive Financial Report
<b>AMP</b>	Asset Management Plan
<b>AMSO</b>	Asset Management Strategic Organization
<b>AWWA</b>	American Water Works Association
<b>BaaS</b>	Backup as a Service
<b>BCE</b>	Business Case Evaluation
<b>BDF</b>	Biosolids Dryer Facility
<b>BI</b>	Business Intelligence
<b>BID</b>	Business Inclusion & Diversity
<b>Board</b>	GLWA's Board of Directors
<b>CACO</b>	Chief Administrative and Compliance Officer
<b>CAD</b>	Computer-Aided Dispatch
<b>CAP</b>	Contract Alignment Process
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CIP</b>	Capital Improvement Plan
<b>CMMS</b>	Computerized Maintenance Management System
<b>COF</b>	Central Offloading Facility
<b>CSO</b>	Combined Sewer Overflow
<b>CWSRF</b>	Clean Water State Revolving Fund
<b>DWSD</b>	Detroit Water & Sewerage Department
<b>DWSRF</b>	Drinking Water State Revolving Fund
<b>EAM</b>	Enterprise Asset Management
<b>EGLE</b>	Michigan Department of Environment, Great Lakes, and Energy
<b>ELT</b>	Executive Leadership Team
<b>EPA</b>	United States Environmental Protection Administration
<b>ERI</b>	Energy, Research & Innovation
<b>ERP</b>	Enterprise Resource Planning
<b>EUM</b>	Effective Utility Management
<b>FTE</b>	Full-time equivalent
<b>FY</b>	Fiscal Year
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GLWA</b>	Great Lakes Water Authority

**Acronyms (continued)**

<b>GRS</b>	City of Detroit General Retirement System
<b>HR</b>	Human Resources
<b>HVAC</b>	Heating, ventilation, and air conditioning
<b>I&amp;E Fund</b>	Improvement & Extension Fund
<b>IPP</b>	Industrial Pretreatment Program
<b>IWC</b>	Industrial Waste Control
<b>IT</b>	Information Technology
<b>KPI's</b>	Key Performance Indicators
<b>MBO</b>	GLWA Master Bond Ordinances (2015-01 Water, 2015-02 Sewer)
<b>MDEQ</b>	Michigan Department of Environmental Quality (see EGLE)
<b>MMBTU</b>	Metric Million British Thermal Unit
<b>MOD</b>	Modified (as related to a Member Partner who modifies their water system contract demands outside the norm cycle for updating values)
<b>MOU</b>	Memorandum of Understanding
<b>NDR</b>	Network Detection and Response
<b>NESPS</b>	Northeast Sewer Pump Station
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>O&amp;M</b>	Operations & Maintenance
<b>OD</b>	Organizational Development
<b>OMID or OMIDD</b>	Oakland-Macomb Interceptor Drain Drainage District
<b>OPEB</b>	Other post-employment benefits
<b>OWI</b>	One Water Institute
<b>PA 94</b>	Michigan Public Act 94
<b>PAYGO</b>	Pay as you go
<b>POA</b>	Plan of adjustment (bankruptcy)
<b>PSW</b>	Partnership for Safe Water
<b>SaaS</b>	Software as a Service
<b>SAMP</b>	Strategic Asset Management Plan
<b>SAW</b>	Stormwater, Asset Management, and Wastewater
<b>SCADA</b>	Supervisory Control and Data Acquisition system
<b>SDPs</b>	Service Delivery Partners
<b>SRA</b>	Spend Rate Assumption
<b>SRF</b>	State Revolving Fund
<b>UAAL</b>	Unfunded Accrued Actuarial Liability
<b>USACE</b>	United States Army Corps of Engineers

**Acronyms (continued)**

<b>VCDR</b>	VMware Cloud Disaster Recovery SaaS
<b>WAMP</b>	Water Asset Management Plan
<b>WAMR</b>	Wholesale Automatic Meter Reading
<b>WATF</b>	Wastewater Analytics Task Force
<b>WRAP</b>	Water Residential Assistance Program
<b>WRRF</b>	Wastewater Resource Recovery Facility
<b>WwAMP</b>	Wastewater Asset Management Plan
<b>WSSA</b>	Water and Sewer Services Agreement
<b>WWTP</b>	Wastewater Treatment Plant

## Glossary

**Accrual Basis** - Method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Administrative Services** - Functions that support all Great Lakes Water Authority.

**Amortization** - Expensing the acquisition cost of intangible assets in a systematic manner over the estimated useful life to reflect the consumption or decline in value as a result of use or the passage of time. Amortization also refers to the paying off of debt in installments over a period of time.

**Audit** - An independent examination of an organization's accounts or financial information.

**Authority Pension Pool** - That portion of the DWSD Pension Pool that is allocated to the Authority based upon an agreement to share costs of the DWSD legacy closed pension system. The DWSD Pension Pool is the portion of the undivided interest in investments and the pension liabilities of the GRS Plan that is allocated to DWSD retirees, deferred retirees, and active vested and non-vested members.

**Balanced Budget** - A budget in which the revenue equals the revenue requirements.

**BC Notes** - Financial Recovery Bonds issued by the City of Detroit to fund pension obligation certificates and post-retirement health benefits.

**Biennial Budget** - The practice of preparing and adopting a budget for two-year periods.

**BigTime** - A custom-built Professional Services Automation (PSA) software for accountants, architects, engineers, and other professional services firms.

**Biosolids Dryer Facility (BDF)** - A facility at the WRRF which converts wastewater sludge into marketable pelletized biosolids product, which is beneficially reused as sustainable fertilizer.

**Bond Interest and Redemption Fund** - A requirement of the Master Bond Ordinances to set up bank accounts to provide for payment of principal and interest on bonded debt. Monthly deposits to the bank accounts are made to reflect 1/12th of the annual debt service requirement.

**BS&A** - Financial accounting software designed specifically for municipalities currently being used by GLWA.

**Budget** - A plan of financial operation which includes an estimate of proposed expenditures for a given period and the proposed means of financing them.

**Capital Improvement Program (CIP)** - GLWA prepares a five-year plan, which outlines water and wastewater infrastructure improvement strategy on a short and long-term basis. It provides a planning schedule and includes the financial plan for financing the plan.

**Capital Outlay Plan** - Assets that are purchased and are either above the dollar threshold for capitalizing on the financial statements (i.e., over \$5,000) or are an asset that should be tagged and tracked for internal control purposes. In both instances, they have an estimated useful life of more than a year.

## Glossary (continued)

**Capital Program Allocation** - Portion of operations and maintenance expenses that are properly allocable to capital program management overhead.

**Capturis** – A multi-site utility information management system.

**Centralized Services** - Functions that support all Great Lakes Water Authority.

**Clean Water State Revolving Fund (CWSRF)** – Michigan’s Water Pollution Control Revolving fund, better known as the State Revolving Fund (SRF) is a low-interest loan financing program that assists qualified local municipalities with the construction of needed water pollution control facilities. Interest rates are usually between 1.875% and 2.5% and are repaid over 20-30 years.

**Construction Fund** – This fund is used for the proceeds of debt obligations and investment earnings thereon. I&E funds may also be transferred to this fund when bond proceeds have been exhausted. Funds are used to pay for capital improvements in accordance with the debt obligations. These funds are not part of the regular flow of funds and cannot be used for any purposes other than capital improvements.

**Contract Alignment Process (CAP)** - As part of strategy to achieve water charge stability member partners asked for alignment of the model contract reopener to a common schedule to minimize the annual charge volatility created by changing contract demands as model contract amendments were made. Previously there were staggered contract re-openers. The effect of the CAP on the units of service was first utilized for the FY 2020 water charges. As part of the 2017 and 2018 reopener meetings, the model contract reopener schedule within each member partner’s contract was amended to change the next regularly scheduled reopener date to 2022 and every 4 years thereafter. The results of the 2022 reopener were used for the FY 2024 water charges. The next reopener will be in 2026 and will affect the units of service starting with the FY 2028 water charges.

**Contractual Transition Services** - Staff positions which are filled with outside contractors until they can be permanently filled.

**Customers** – Those member partners we provide services to. See “Member Partners”.

**Debt Service Requirement** – The amount required to be set aside by the Master Bond Ordinance, on a monthly basis, in order that the cash is available to make the debt payments on the due dates.

**Depreciation** - The portion of the cost of a fixed asset which is charged as an expense during a particular period.

**Drinking Water State Revolving Fund (DWSRF)** - A program designed to assist water suppliers in satisfying the requirements of the Safe Drinking Water Act by offering low-interest to eligible water suppliers to finance qualified water supply system projects. Interest rates are usually between 1.875% and 2.5% and are repaid over 20-30 years.

**DTE** – DTE Energy is a utility providing electric and gas service to GLWA.

### **Glossary (continued)**

**Enterprise Fund** - A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services, which are entirely or predominantly self-supporting by user charges. This type of fund uses the accrual basis of accounting. The Authority reports two enterprise funds: Water Fund and Sewage Disposal Fund.

**Enterprise Resource Planning (ERP)** – A suite of integrated software applications that is used to collect store, manage, and interpret data from many different business activities.

**Extraordinary Repair and Replacement Reserve Fund** - Serves as a contingency fund for unanticipated capital improvements in excess of \$1 million. Must be maintained at 15% of annual operating expense.

**Fiscal Year** - A twelve-month period that an organization uses for budgeting, forecasting and reporting. The Authority fiscal year begins on July 1<sup>st</sup> and ends the following June 30<sup>th</sup>.

**Full-Time Equivalent (FTE)** – A unit of measure used for staff positions. An FTE of 1.0 is equivalent to 2,080 working hours per year.

**General Retirement System (GRS)** – The City of Detroit pension plan that provides retirement, disability, and survivor benefits to the plan members. Plan members include the City of Detroit active employees, retirees, and beneficiaries. A Board of Trustees administers the General Retirement System. The Board of Trustees consists of five elected active employees, one elected retiree, a non-member individual, and three ex-officio trustees.

**Improvement & Extension Fund (I&E)** - Used to account for funds for revenue finance capital improvements, extensions or betterment of the water and wastewater systems.

**Innovyze** – A software vendor that provides hydraulic modeling and asset management analysis software for water and wastewater systems.

**Local Sewer System** - That portion of the Sewer System that provides sewer service directly to retail sewer customers, which consists of the Detroit local sewer facilities and is serviced by the Detroit Water Sewerage Department per the Water and Sewer Services Agreement.

**Local Water System** - That portion of the Water System that provides water service directly to the retail water customers, which consists of the Detroit local water facilities and is serviced by the Detroit Water Sewerage Department per the Water and Sewer Services Agreement.

**Major Fund** - Are funds whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. The Authority has two major enterprise funds, the water fund and the sewage disposal fund.

## Glossary *(continued)*

**Master Bond Ordinance (MBO)** – An ordinance which provided for the assumption of the outstanding bonds issued for the water and sewer systems of the City of Detroit, for the issuance of revenue bonds to improve the leased water and sewer systems, to provide for the collection of revenues for the operation and maintenance, debt services and other matters related to the leased water and sewer systems.

**Member Partners** – Includes GLWA team members, board members, water and wastewater partners, associated stakeholders, elected officials, consultants, and regulatory agencies.

**Michigan Department of Environment, Great Lakes, and Energy (EGLE)** - An agency of the state of Michigan. Formally known as the Michigan Department of Environmental Quality (MDEQ) until April 22, 2019, the department was created in 1995. Its mission statement says that it "promotes wise management of Michigan's air, land, and water resources to support a sustainable environment, healthy communities, and vibrant economy."

**Michigan Department of Environmental Quality (MDEQ)** – See Michigan Department of Environment, Great Lakes, and Energy (EGLE).

**MiDEAL** – Is the State of Michigan's extended purchasing program that allows Michigan cities, townships, villages, counties, school districts, universities, colleges and nonprofit hospitals to buy goods and services from state contracts. Local governments benefit directly from the reduced cost of goods and services and indirectly by eliminating the time needed to process bids.

**Model Contract** – The GLWA water services contract and the wastewater disposal services contract templates, as collaboratively drafted and agreed upon by and between GLWA and/or its predecessor, the Detroit Water and Sewerage Department, and their member partners, which provide consistent contract terms and conditions between all GLWA member partners.

**Modified Member Partner (MOD)** – Refers to a water system member partner whose contract demands are being changed outside the normal Contract Alignment Process.

**National Pollutant Discharge Elimination System (NPDES)** – Created in 1972 by the Clean Water Act the agency addresses water pollutants to waters of United States through its permit program.

**Net Revenues (Pledged Revenue)** – Defined in the Master Bond Ordinance as all revenues received except for those transferred to the Operations & Maintenance Fund.

**Northeast Sewer Pump Station (NESPS)** – A GLWA wastewater pump station that exclusively handles flows from the Oakland-Macomb Interceptor Drain Drainage District (OMID). Per the 2019 contract amendment, GLWA will continue to operate the NESPS but OMID will maintain and finance improvements to the NESPS starting in fiscal year 2020.

**Oakland-Macomb Interceptor Drain Drainage District (OMID or OMIDD)** – A wholesale member partner of the sewer system.

### **Glossary (continued)**

**One Water Institute (OWI)** – A GLWA training program that provides quality education, training, and leadership development to GLWA Member Partners to facilitate the creation of a highly-skilled water sector workforce able to provide quality service to customers throughout southeastern Michigan, using a common language, skills, and knowledge base.

**Operation and Maintenance (O&M) Fund** - Accounts for the day-to-day operating expenses of the Department.

**Other post-employment benefits (OPEB)** - The benefits, other than pensions, that a state or local government employee receives as part of his or her package of retirement benefits.

**Ovation** – A reliable and innovative control system that integrates data from monitoring devices for equipment and instrumentation into a single, unified system, reducing complexity and minimizing maintenance.

**PAYGO** – Pay as you go is a term indicating that we pay for projects from other available funds that are not from bond issues.

**Regional Sewer System** - That portion of the Sewer System that provides sewer service to the wholesale customers thereof and retail sewer customers up to the point of connection to the Local Sewer System, which includes the leased sewer facilities.

**Regional Water System** - That portion of the Water System that provides water service to the wholesale customers thereof and retail water customers up to the point of connection to the Local Water System, which includes the leased water facilities.

**Revenue Financed Capital** – Capital improvements that are funded with current revenues instead of issuing bonds or obtaining SRF loans.

**Revenue Requirement** – The funding requirements defined in the Master Bond Ordinance. These include funds for operation and maintenance, debt service, debt reserves, pension obligation, WRAP, budget stabilization, lease payment, ER&R fund, I&E fund and the surplus fund.

**Regional System Leases** – The Regional Water System Lease agreement and the Regional Sewage Disposal System Lease agreement between the City of Detroit and Great Lakes Water Authority which were effective January 1, 2016. The leases provide for the City to lease the regional water and wastewater facilities to the Authority and to transfer its interest in the revenues to the Authority.

**Shared Services** - Recoverable operations and maintenance costs pursuant to a shared services agreement.

**SHAREs** – The simplified methodology used for assigning costs in the regional wastewater system which was implemented in FY 2022.

### **Glossary (continued)**

**State Revolving Fund (SRF)** - A State Revolving Fund (SRF) is a fund administered by a U.S. state for the purpose of providing low-interest loans for investments in water and sanitation infrastructure (e.g., sewage treatment, stormwater management facilities, drinking water treatment), as well as for the implementation of nonpoint source pollution. Loans issued may be Drinking Water State Revolving Fund (DWSRF) or Clean Water State Revolving Fund (CWSRF). These funds are a combination of federal and state funds.

**Stormwater, Asset Management, and Wastewater (SAW) Program** – Grants or loans issued by the State of Michigan for qualifying wastewater and stormwater related expenditures.

**Trustee** – A trust company or bank, currently U.S. Bank, who shall hold all sums received by it designated as trust funds by the MBO and all funds shall be used only for the purposes and in the manner set forth in the MBO.

**Unfunded Accrued Actuarial Liability (UAAL)** – An actuarial term for pension plans that refers to the difference between the actuarial values of assets owned by the plan and the total benefits due to be paid.

**Water and Sewer Services Agreement** – The Water and Sewer Services Agreement between the City of Detroit and Great Lakes Water Authority which was effective January 1, 2016 at the same time as the Regional System Leases. The agreement establishes and defines the scope of the agency relationship between the City and the Authority and contains the provisions by which the Authority provides water and sewer services to the City.

**Water Residential Assistance Program (WRAP)** – Established by the MOU and funded by charges to the customers to provide assistance to indigent residential customers throughout the communities served by GLWA and is independently administered on behalf of the Authority. The WRAP was designed to provide monthly bill assistance, arrearage assistance and minor plumbing repairs to qualified applicants that have income at or below 150% of the federal poverty threshold.

**Workday** – An ERP system being implemented by the Authority for financial (FINS) and human capital management (HCM). The HCM module was implemented during FY 2024 for human resource and payroll functions. The FINS module is scheduled to go live July 1, 2024.

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