

**Representative Policy Board
Finance Committee
South Central Connecticut Regional Water District
Via Remote Access****

AGENDA

Special Meeting of Tuesday, April 20, 2021 at 5:00 p.m.

1. Safety Moment
2. Review the proposed Regional Water Authority FY 2022 Capital and Operating Budget (June 1, 2021 – May 31, 2022)
3. Adjourn

****In accordance with the Governor Lamont's, Executive Order No. 7B for the Protection of Public Health and Safety during COVID-19 Pandemic and Response, the public meeting will be held remotely. Members of the public may attend the meeting via conference call, videoconference or other technology. For information on attending the meeting via remote access, and to view meeting documents, please visit <https://www.rwater.com/about-us/our-boards/board-meetings-minutes?year=2021&category=1435&meettype=&page=>. For questions, contact the board office at 203-401-2515.**

Topic: RPB Finance Committee Special Meeting

Time: Apr 20, 2021 05:00 PM Eastern Time (US and Canada)

Join Zoom Meeting (*via conference call*)

Dial by your location

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Meeting ID: 842 3488 4833

Passcode: 315735

Find your local number: <https://us02web.zoom.us/j/kdf1gjYkY0>

SAFETY MOMENT

Housekeeping

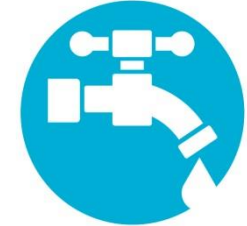
An uncluttered workplace is fundamental to any organization's safety program. In addition to cleanliness, housekeeping must include other factors, such as orderliness and proper arrangement of materials.

Good housekeeping:

- Reduces walking and working surface incidents and fire hazards
- Saves energy by eliminating the need to work "around" congested areas and "deadwood" stored in the work area.
- Provides the best use of space
- Keeps inventory of materials to a minimum
- Guarantees a good workplace appearance
- Encourages better working habits
- Reflects an image of a well-run operation



TapInto
Safety



Regional Water Authority

Service – Teamwork – Accountability – Respect – Safety

Safety is a core company value at the Regional Water Authority .
It is our goal to reduce workplace injuries to zero.

 Regional Water Authority

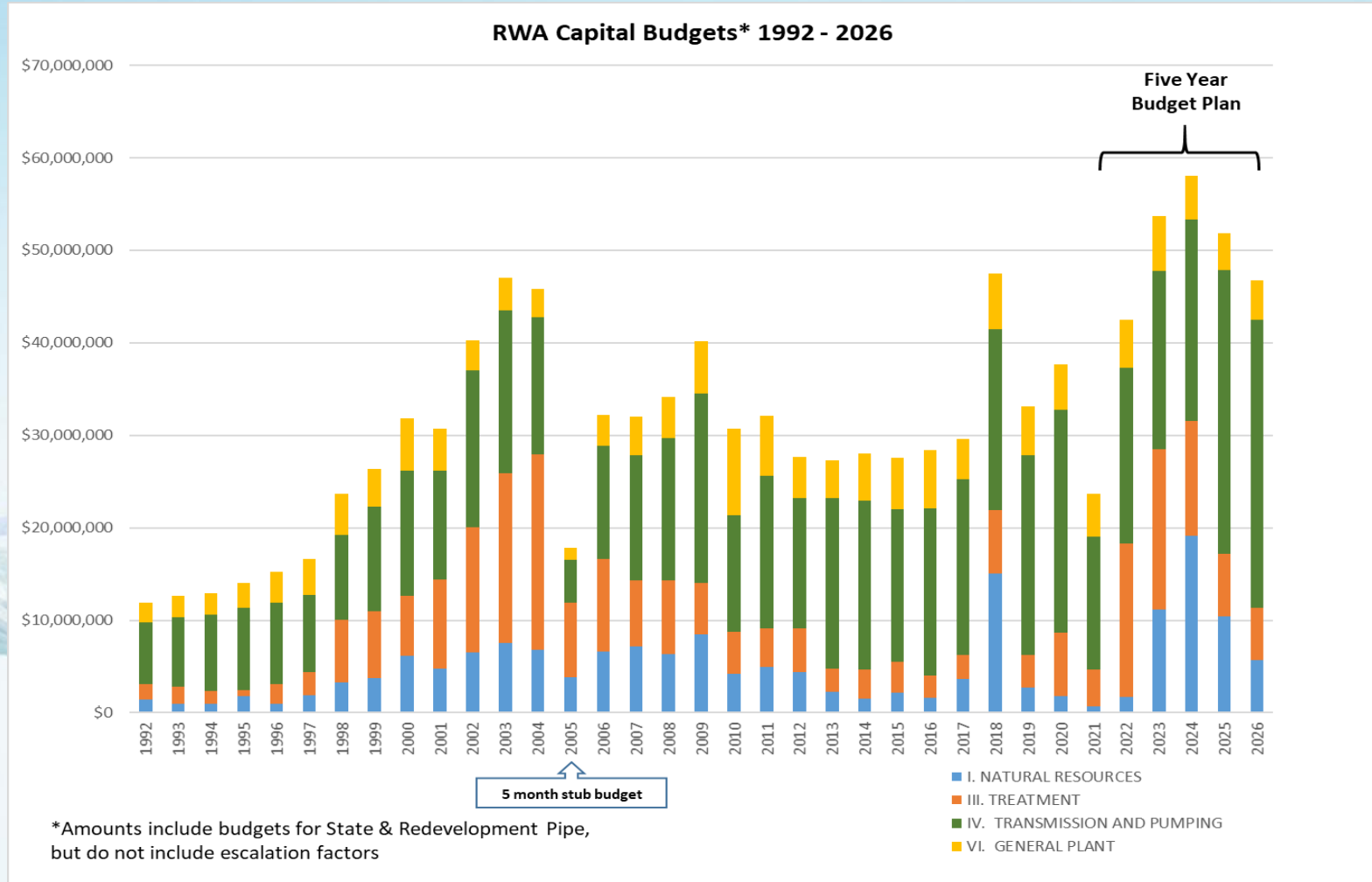
**RWA
FY 2022
CAPITAL BUDGET**



FY 2022 Capital Budget Topics

1. History
2. Assumptions
3. Introduction
4. Budget Prioritization
5. Natural Resources
6. Treatment
7. Transmission & Pumping
8. General Plant
9. Five-Year Capital Improvements Plan
10. New Budget Categories
11. Summary

Capital Budget History



FY 2022 Capital Budget - Assumptions

- Total budget will be approximately \$42.9 million
- The FY 2022 budget, and future budgets, take into consideration recommendations from GHD's expenditure forecast audit
- RPB project approvals will be successfully obtained where needed
- Capital budget contingency has been budgeted at \$500,000 (1.3%)
- CDOT pipe will continue to be self-funded and is estimated at \$3.0 million in FY 2022
- Municipal redevelopment pipe/non-reimbursable CDOT remains a funded item, with an increased funding level

FY 2022 Introduction

Funds 84 projects and programs in four categories:

• Natural Resources	\$ 1.7 M
• Treatment	\$16.5 M
• Transmission & Pumping	\$16.0 M
• General Plant	<u>\$ 4.5 M</u>
Subtotal	\$38.7 M (rounded)
• Contingency	\$ 0.5 M
• State & Redevelopment (CDOT)	\$ 3.0 M
• Non-Core Billing	<u>\$ 0.7 M</u>
Total	\$42.9 M

FY 2022 Introduction

- Reduced FY 2021 Budget - deferred and delayed projects
- Drinking Water State Revolving Funds
- Asset Management – FY 2022 Critical Assets and Facilities
- Risk, Resiliency, and Redundancy considerations
- Combination of Pumping and Transmission & Distribution categories

FY 2022 Prioritization Methodology

- 35 On-Going Projects and Programs
- Prioritization process for FY 2022
 - 10 Year Model Update in October 2020
 - Infrastructure and Technology projects prioritized separately
 - Review by CPCT, Project Managers and Leadership Team

Natural Resources - Highlights

Approximately \$1.7 million, ten projects and programs

- Watershed Protection (annual program): \$125,000; \$525,000 total
- Lake Whitney Dam Impr. (FY 2017 – FY 2025): \$600,000; \$40MM total
- Stream Flow Reg. Impr. (FY 2022 – FY 2026): \$150,000; \$280,000 total
- Tunnel/Div. /Raw Wtr. Main Rehab. (FY 2022 – FY 2026): \$480,000; \$1.4MM total



Treatment - Highlights

Approximately \$16.5 million, 22 projects and programs

- Lake Gaillard Water Treatment Plant: \$2,776,000
 - Clarifiers & Recycle Building Impr. (FY 2021 – FY 2024): \$306,000; \$4.25MM total
- Lake Saltonstall Water Treatment Plant - \$2,420,000
 - Electrical Upgrades (FY 2021 – FY 2024): \$300,000; \$3.8MM total
- Lake Whitney Water Treatment Plant: \$680,000
 - HVAC, Dehumid., Nitrogen Boost (FY 2020 – FY 2022): \$680,000; \$765,000 total
- West River Water Treatment Plant: \$7,300,000
 - West River WTP Improv. Project (FY 2016 – FY 2024): \$7MM; \$16.3MM total
- Wellfield Improvements: \$3,315,000
 - South Sleeping Giant Wellfield Improv. (FY 2020 – FY 2022): \$1.7MM; \$1.8MM total

Transmission & Pumping - Highlights

Approximately \$16.0 million, 23 projects and programs

- Annual Programs:
 - State and Municipal Pipe: \$4,600,000; \$19.2MM total
 - Capital Pipe: \$3.0MM; \$16MM total
 - Service Connections: \$2,000,000; \$11.4MM total
 - Valve Replacements: \$300,000; \$1.4MM total
 - Meters: \$715,000; \$915,000 total
 - Hydrants: \$125,000; \$625,000 total
- Projects:
 - Northern Service Area Expan. (FY 2020 – FY 2027): \$1,800,000; \$12.0MM total
 - Serv. Area Impr. East West Trans. Main (FY 2021 – FY 2026): \$200,000; \$400,000 total
 - Ansonia-Derby Tank (FY 2009 – FY2023): \$2.75MM; \$5.1MM total
 - Crit. Pump Stat. & Trans. Facilities Prog. (FY 2022 – FY 2026): \$350,000; \$4.9MM total
 - Spring Street Pump Station Replacement (FY 2022 – FY 2024): \$305,000; \$9.4MM total

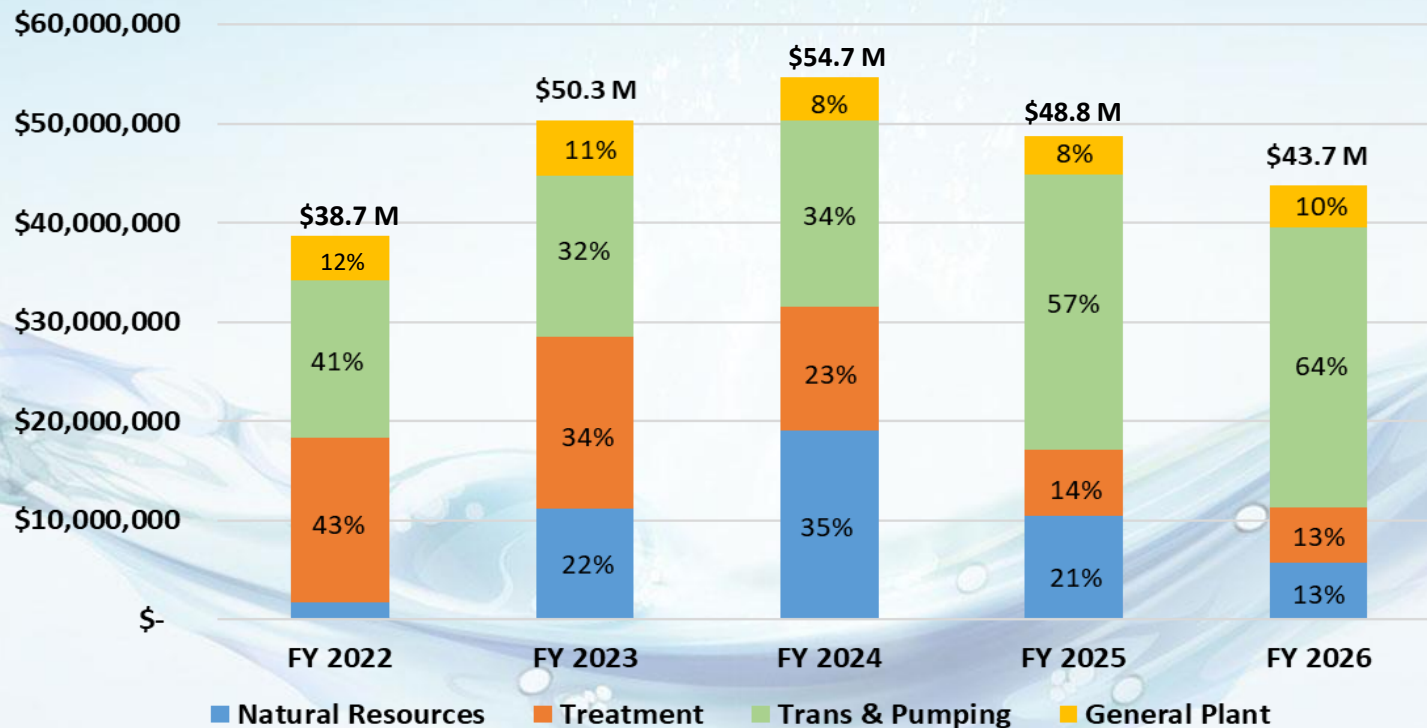
General Plant - Highlights

Approximately \$4.5 million, 24 projects and programs

- SAP Enhancement Pack (FY 2022 – FY 2023): \$250,000; \$2.5MM total
- Innovation Projects (FY 2022 – FY 2030): \$400,000; \$2.75MM total
- SAP Monthly Billing (FY 2021 – FY 2022): \$950,000; \$1.35MM total
- Cyber Security Enhancements (FY 2021 – FY 2023): \$100,000; \$185,000 total
- GIS Aerial & Watershed Mapping (FY 2022 – FY 2023): \$130,000; \$280,000 total
- System-Wide RTU Upgrades (FY 2018 – FY 2022): \$700,000; \$5.33MM total
- Fleet Vehicle Replacements (Annual Program): \$400,000; \$3.4MM total

Five-Year Capital Improvements Plan

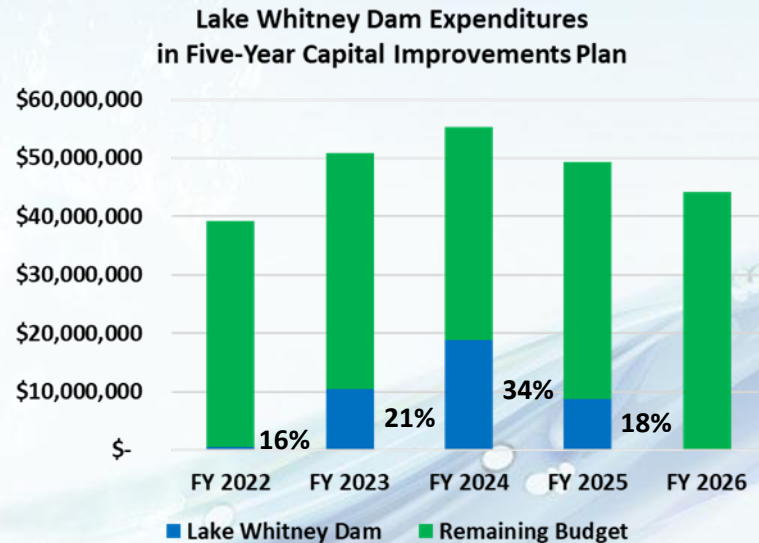
Five Year Plan of Capital Improvements
Total Annual Budgets and Percentage Each Category of Total Budget
(totals do not include contingency)



Five-Year Capital Improvements Plan

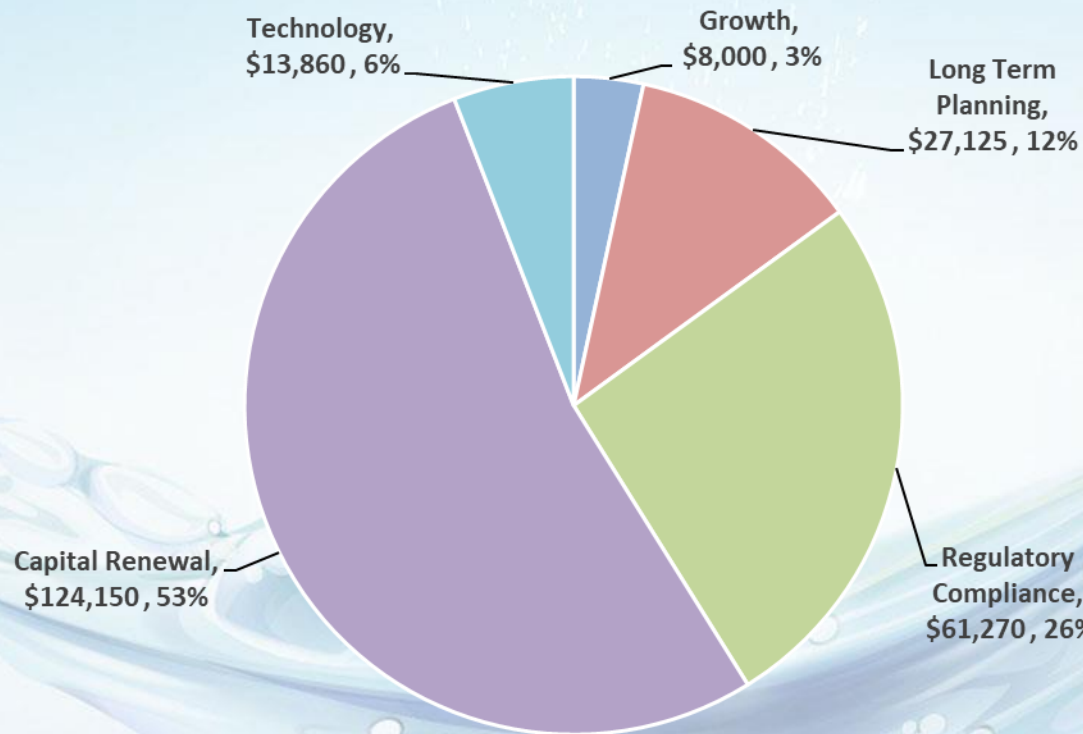
Lake Whitney Dam and Spillway Improvements

- Updated estimate yields significant impact to five-year plan
- Construction starts in FY 2023 and completes in FY 2025
- Expenditures in five-year plan:
 - FY 2022 \$600,000
 - FY 2023 \$10,500,000
 - FY 2024 \$18,800,000
 - FY 2025 \$8,700,000
 - FY 2026 \$0
- Ongoing or planned cost control activities
 - Alternative delivery methods analysis
 - Value engineering



New Budget Categories

**FY 2022 - FY 2026 Five-Year Budget
Recategorization Allocations**



Summary

- Budget incorporates efficient and essential funding of infrastructure
- Inclusion and timing of large projects thoroughly vetted
- Continued pursuit of financing alternatives – DWSRF
- GHD report recommendations taken into consideration
- Continued development and implementation of Asset Management Plan

**RWA
FY 2022
OPERATING BUDGET**



Agenda

- Recap – Financial Position
 - Steps Taken Due to COVID-19
 - Reserve Balances
 - Capital Funding Sources
- FY 2022 Operating Budget at a Glance
- Revenue & Expense Trends and Assumptions
- Maintenance Test
- Opportunities/Vulnerabilities
- Summary
- Appendix A – Revenues
- Appendix B - Major Operating and Maintenance Expenditures

Mitigating Strategies

Key Takeaway: Multi-faceted approach to COVID-19



Capital
Reductions

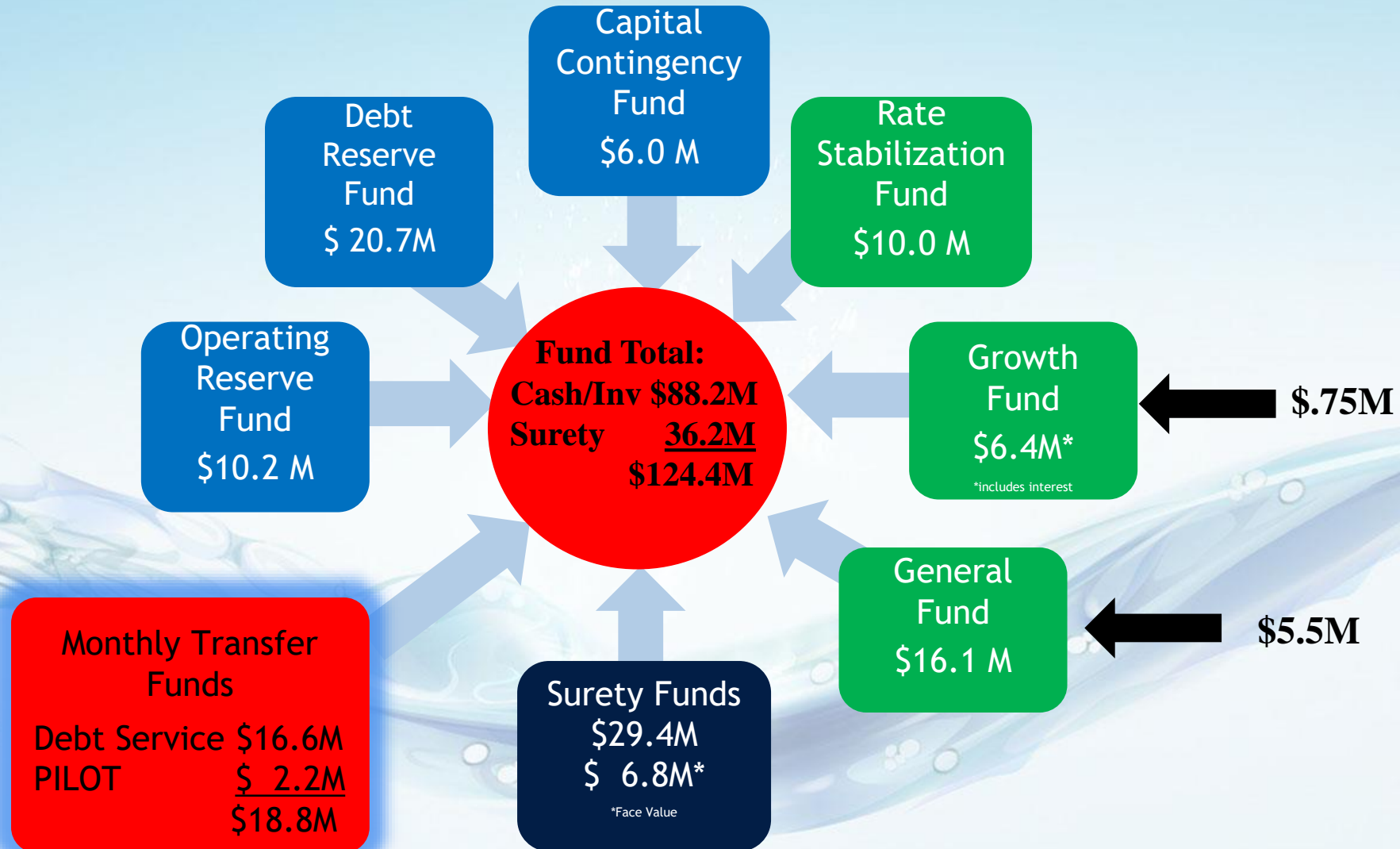
Lowering
Operating
Costs

Shared
Sacrifices

Fund
Balance
Transfers

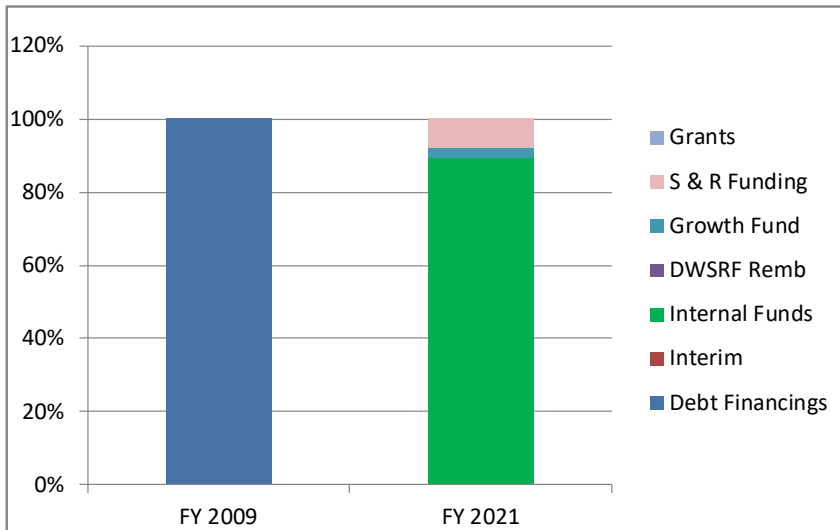
Reserve Fund Balances – Discretionary

Key Takeaway: Prudent YE Fund Transfers



FY 2021 Capital Sources

Key Takeaway: Ability to postpone rate application

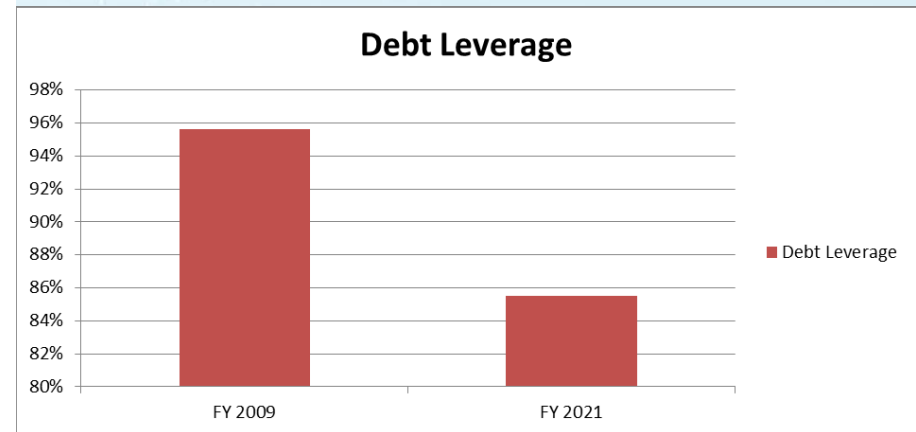


Notes:

Anticipate \$800k grant towards pay-off Interim financing in 4Q FY 2021

Anticipate three reimbursing DWSRF loans and grants in FY 2022

\$25k open space grant to be used for future land purchases



FY 2022 Operating Budget At a Glance

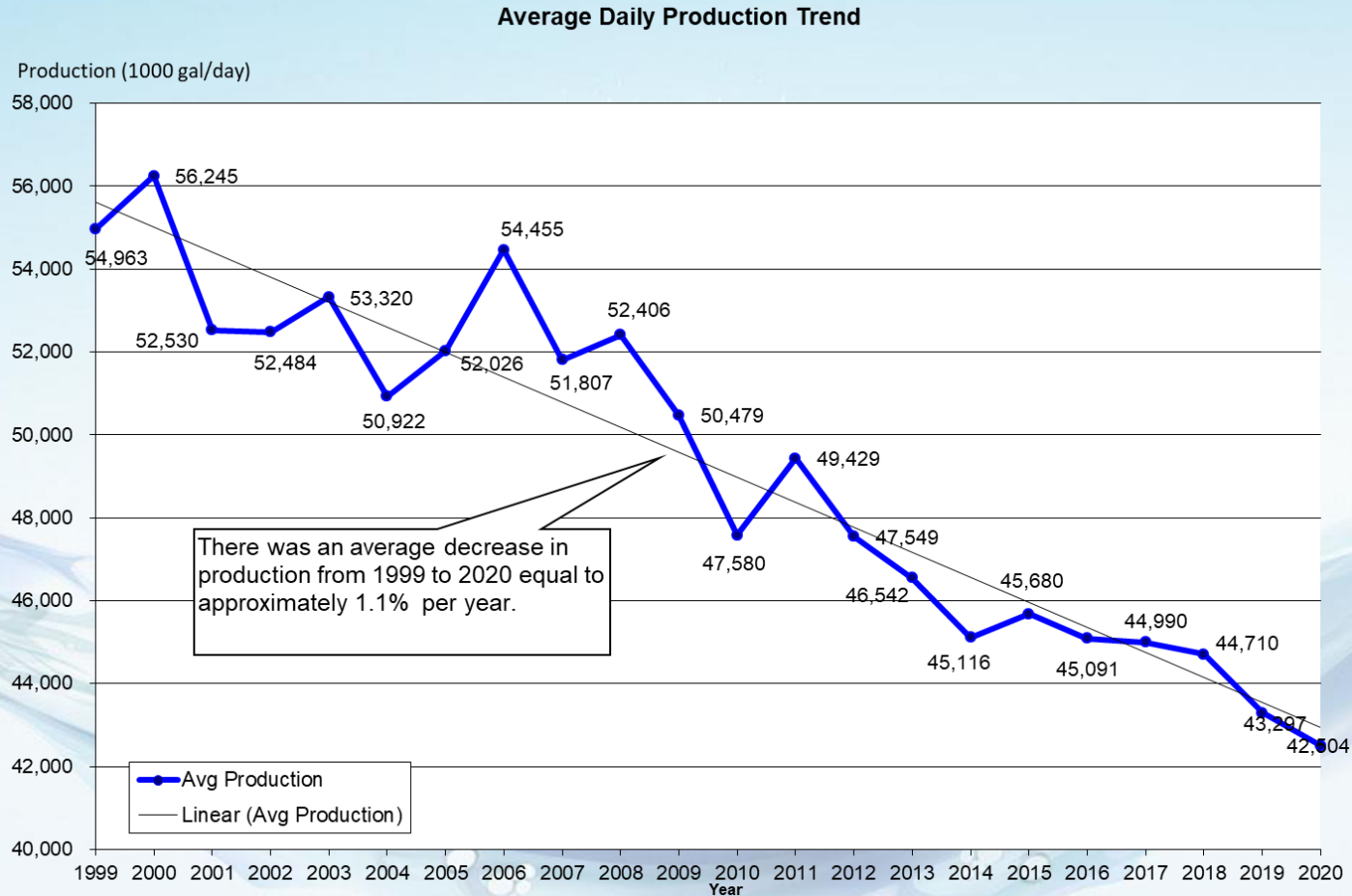
Key Takeaway: O&M expense at target w/o using General Fund

	FY2022 Budget	FY2021 Original Budget	% Change	FY2021 Revised Budget	% Change	FY2021 Projection
Revenues						
Water Revenue	\$ 116,629	\$ 117,202	-0.5%	\$ 101,381	15.0%	\$ 114,281
All Other	7,711	8,817	-12.5%	7,744	-0.4%	7,434
Total Revenue	\$ 124,340	\$ 126,019	-1.3%	109,125	13.9%	\$ 121,715
Expenses						
O&M	\$ 59,741	\$ 61,051	-2.1%	\$ 56,200	6.3%	\$ 56,200
Other Expenses	15,450	15,100	2.3%	15,100	2.3%	15,050
Debt Service 114%	50,071	49,896	0.4%	49,869	0.4%	49,354
Total Expenses	\$ 125,262	\$ 126,047	-0.6%	\$ 121,169	3.4%	\$ 120,604
Shortfall	\$ 922	\$ 28	3193.1%	\$ 12,045	-92.3%	\$ -

Revenue Trends & Assumptions



Declining Consumption Trend Continues



FY 2022 Revenue Assumptions

Water Revenues Assumptions:

- FY 2022 revenue based on billed consumption and conversion to cash receipts
- Billed consumption, excluding Wholesale minimum commitments, based on year-over-year 1% decline, adjustments made for COVID-19-related increased consumption and other known anomalies
- No increase assumed in the number of customers
- FY 2022 revenues are based on existing rates and charges
- The FY 2022 revenues reflect an anticipated transition to monthly billing in the latter part of the fiscal year – assumes “big bang” and fire service impacts
- Uncollectible factor remains at 2.25% - with outside a year increased to \$1.3 million
- Wholesale revenue, with a minimum commitment, is based on the contract

Water Revenue Attribution (from Original FY 2021 Budget)

Key Takeaway: Primary driver is declining consumption trend

FY 2021 Water Revenue Original Budget	\$117,202
Billed Consumption - 1% Decline	(767)
Wholesale	(82)
Outside One Year	300
Fire Service	(20)
Other Net Changes	(4)
FY 2022 Budget	\$116,629
FY 2021 to FY 2022 Change	(\$573)

Water Revenue Attribution (from Revised FY 2021 Budget)

Key Takeaway: Primary driver is “returning to normal” consumption and cash receipt patterns

FY 2021 Water Revenue Revised Budget	\$101,381
COVID-19 Adjustments*	15,821
Billed Consumption - 1% Decline	(767)
Wholesale	(82)
Outside One Year	300
Fire Service	(147)
Other Net Changes	123
FY 2022 Budget	\$116,629
FY 2021 to FY 2022 Change	\$15,248

*includes monthly billing impacts

Expense Trends And Assumptions



FY 2022 O&M Expense Assumptions

- Total **payroll** slightly above the FY 2021 original budget, prior to vacancy factors
- **Employee Benefits** reflect anticipated medical expenses, including active vs. retiree mix. Pension and opeb contributions are based on the January 2021 valuation reports and other actuarial information
 - FY 2022 budgeted pension contribution assumes additional FY 2021 contribution
- **Outside/Professional Services**, consistent with FY 2021, are categorized into Business Requirements, Specialized Expertise, Specialized Expertise – Project Related and Technology Related. Regulatory asset amortizations are in a separate category
- **Maintenance and Repair** includes routine maintenance and repairs. Refurbishment projects that extend the life of the equipment are included in the capital budget
 - The FY 2022 budget reflects a continued focus on required maintenance and repairs

O&M Expense Assumptions (Cont.)

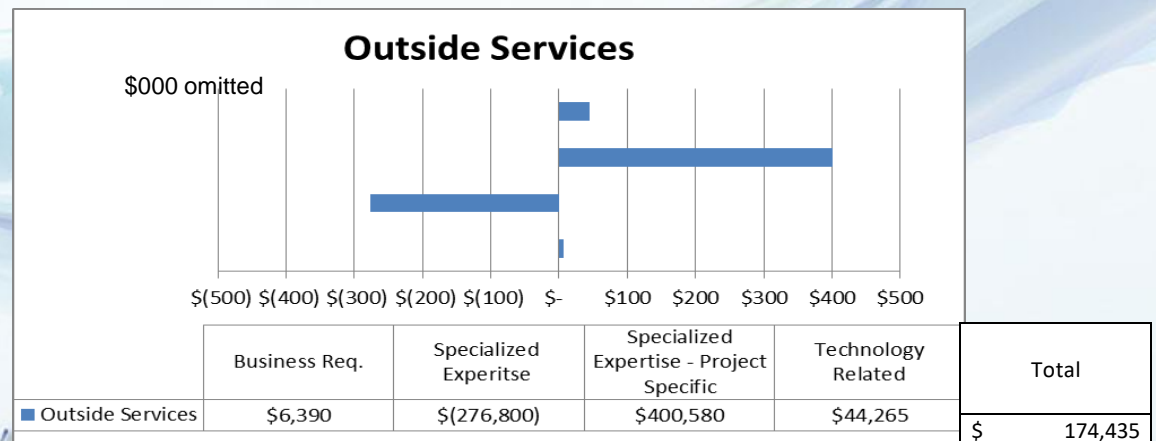
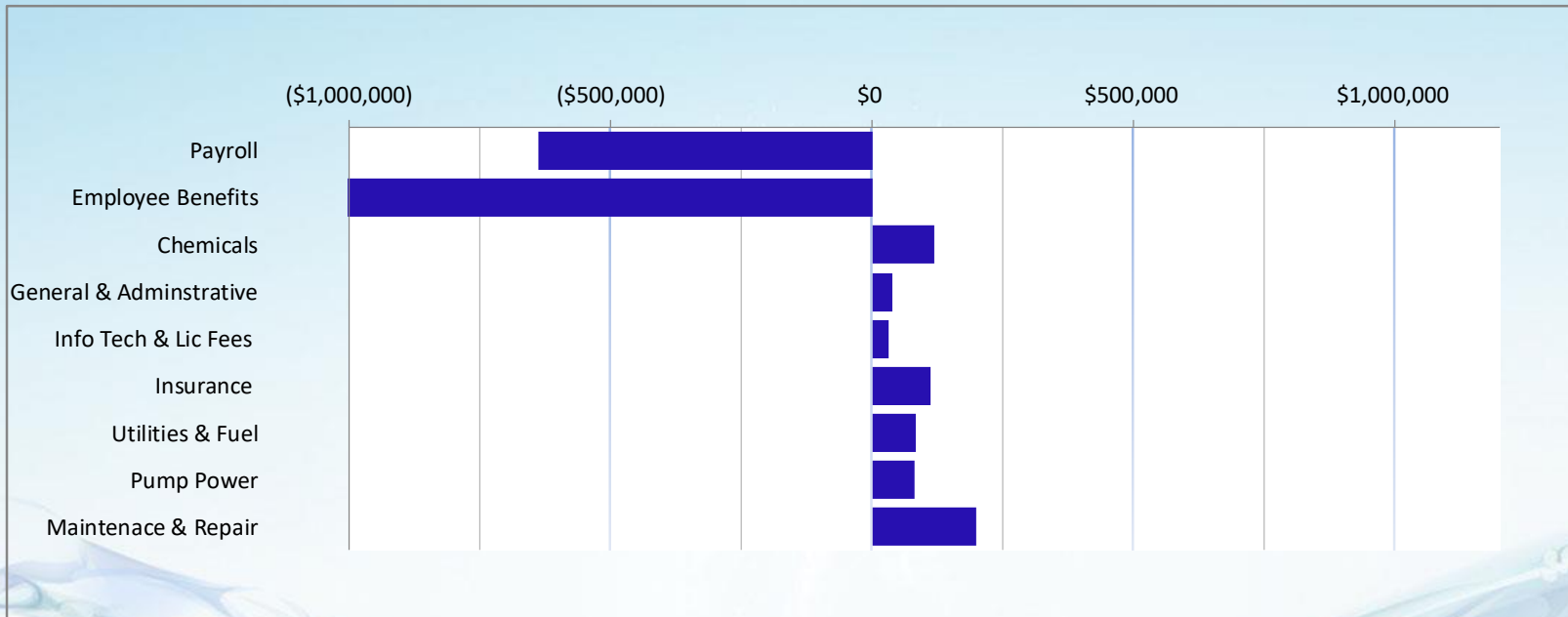
- The FY 2022 **pump power** budget reflects the generation pricing under the existing four year contract and anticipated increases in distribution pricing
 - Benefits of previous electric usage optimization are reflected

- **Info Tech & Licensing & Maintenance Fees** includes hosting costs and annual maintenance fees for SAP and several software applications
 - The main drivers of the FY 2022 budget are additional maintenance costs associated with technology projects
 - Anticipated price increases for annual maintenance fees are also included

- **G&A** for FY 2022 is higher than FY 2021 primarily due to computer/i-pad purchases, licenses and subscriptions, recruitment, and other small net changes

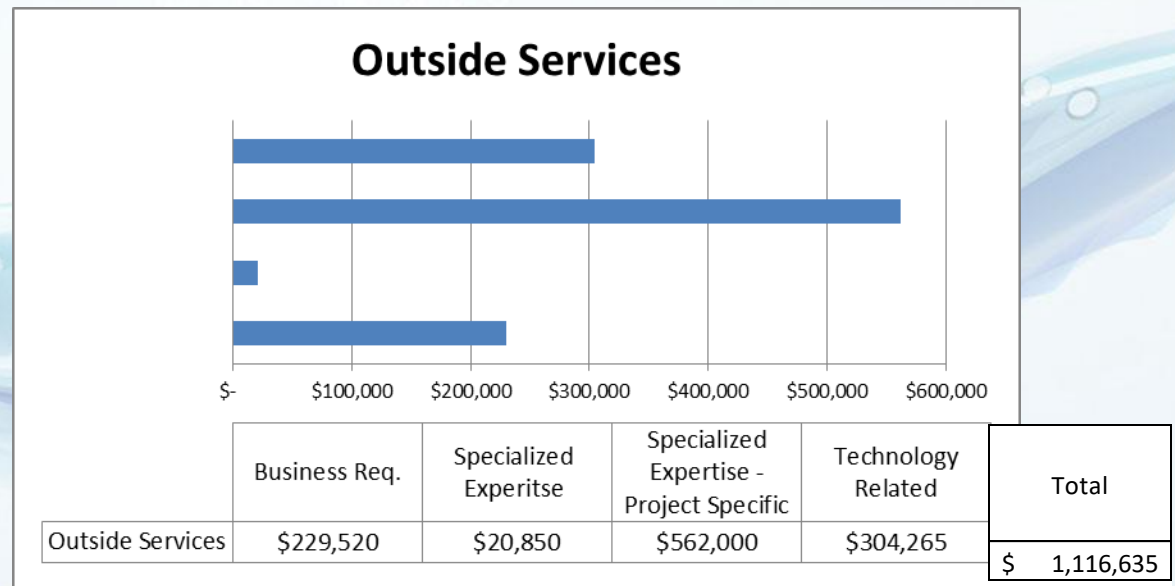
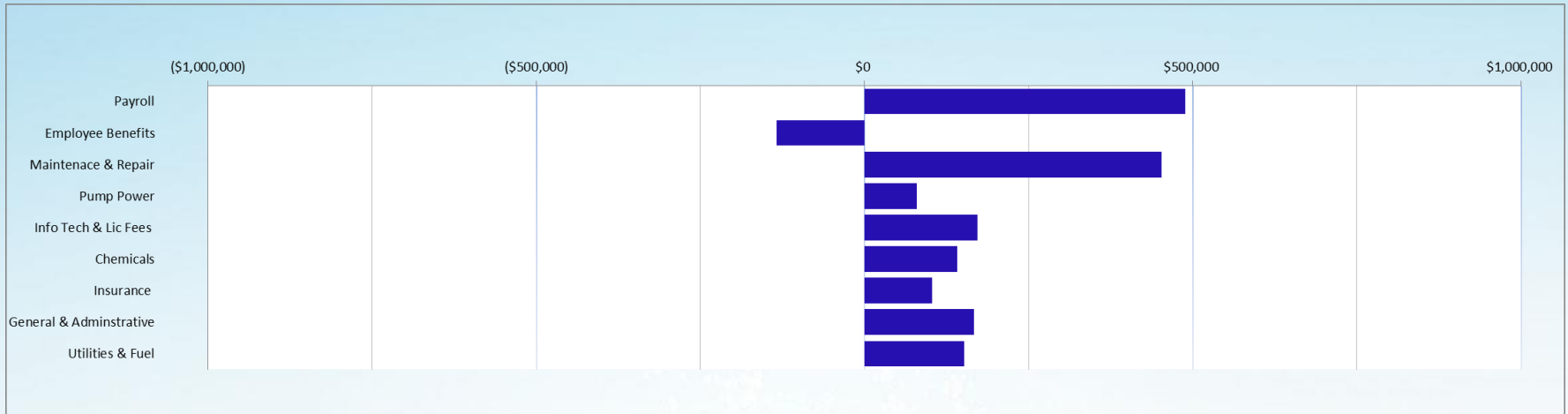
Original FY 2021 Budget to FY 2022 - O&M

Key Takeaway: FY 2022 budget consistent with target model scenario



Revised Budget FY2021 to FY2022 - O&M

Key Takeaway: FY 2022 budget consistent with target model scenario



FY 2022 Other Assumptions

PILOT Payments:

- Reflects proactive efforts
- Based on 10-1-2020 Grand List assessments and estimated mill rates

Debt Service:

- Favorable impact of prior refinancing, including 34th and 35th Series bonds
- Multiple DWSRF loans included in budget
- Water System Revenue Bond issuance w/upcoming rate application not included

Depreciation:

- \$6.5 million per last rate application

Maintenance Test

FY 2022 PROJECTED MAINTENANCE TEST



(000 omitted)

	Original FY 2021 <u>Budget</u>	Revised FY 2021 <u>Budget</u>	FY 2021 <u>Projected</u>	FY 2022 <u>Budget (a,b)</u>
Revenue:				
Water Sales	\$ 117,202	\$ 101,381	\$ 114,281	\$ 116,629
Investment Income	1,323	986	265	150
BABs Subsidy	656	656	656	657
Other - net	7,038	6,302	6,738	7,154
Common Non-Core Investment	(200)	(200)	(225)	(250)
Total Revenue	126,019	109,125	121,715	124,340
Less:				
Operating & Maintenance Expenses	61,051	56,200	56,200	59,741
Common Non-Core Investment	(100)	(100)	-	-
Depreciation	6,500	6,500	6,500	6,500
PILOT	8,700	8,700	8,550	8,950
Net revenue available for Debt Service (A)	\$ 49,868	\$ 37,825	\$ 50,465	\$ 49,149
Debt service payments (C)	\$ 43,768	\$ 43,745	\$ 43,293	\$ 43,922
Debt service x 114% (B)	\$ 49,896	\$ 49,869	\$ 49,354	\$ 50,071
Difference (A-B) - Revenue Shortfall	\$ (28)	\$ (12,045)	\$ 1,111	\$ (922)
Revenue from Rate Stabilization Fund (D)	\$ 28	\$ 12,045	\$ -	\$ 922
Coverage (A+D/C)	114%	114%	117%	114%
Required Coverage	114%	114%	114%	114%



(a) Does not reflect a planned rate application and therefore does not include add'l depreciation or debt service for capital program.

(b) FY2022 Budget includes an additional \$250k not included in O&M.

Opportunities & Vulnerabilities - FY 2022 Budget

- 
- 
- O&M vs. Non-O&M (primarily payroll and employee benefits)
 - Vacancy Factors
 - Medical claims experience, including retiree/active mix
 - Pricing projections (IT license fees, chemicals, distribution)
 - Outside services, especially specialized expertise, including project related
 - Maintenance and repair, including weather related
 - Other potential savings and vulnerabilities covering a broad range

Revenue:

- 
- 
- Weather
 - Conversion to monthly billing
 - Billing-to-cash conversion
 - Other Revenues

Summary/Conclusions

- Anticipate FY 2021 will be the 11th consecutive year without a RSF draw
- Prudent steps taken due to COVID-19
- FY 2022 O&M budget at targeted model scenario
- Balance contributions among:
 - Construction fund
 - Growth fund
 - General fund
 - Pension plan contributions
- Multi-faceted cash collection program
- Prudent cost management , including expenditures consistent with revenues projections
- Monitor PILOT assessments and take appropriate actions
- Pursue DWSRF financing, interim financing and monitor refinancing opportunities
- Identify and pursue grant opportunities, especially related to capital projects
- Execute against strategic plan

A dynamic background featuring a large, stylized splash of water in shades of blue and white, with numerous bubbles and droplets. The splash originates from the bottom left and curves across the frame towards the right. The upper portion of the image is a solid, light blue gradient.

Any Questions?

Appendix A - Revenues



Comparison of Billed Consumption

millions of gallons

	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Projected FY 2021	Budget FY 2022
	(in millions of gallons)										
June	1,346	1,195	1,237	1,190	1,214	1,100	1,153	1,295	1,105	1,130	1,056
July	976	1,253	1,203	1,122	1,276	1,352	924	1,181	1,148	1,267	1,066
August	1,369	1,454	1,409	1,345	1,361	1,363	1,421	1,346	1,258	1,366	1,135
September	1,269	1,408	1,393	1,487	1,424	1,469	1,346	1,354	1,458	1,520	1,397
October	1,477	1,384	1,504	1,453	1,584	1,226	1,567	1,347	1,392	1,490	1,323
November	1,238	1,103	1,101	1,220	1,288	1,700	1,181	1,145	1,087	1,130	1,035
December	1,278	1,329	1,465	1,192	1,245	1,317	1,311	1,204	1,292	1,255	1,185
January	1,151	996	1,004	1,102	943	942	986	956	910	926	1,152
February	1,051	998	892	947	994	853	931	894	919	881	871
March	1,311	1,159	1,282	1,225	1,161	1,300	1,128	1,117	1,092	1,105	1,086
April	958	938	940	844	846	932	829	820	890	857	834
May	1,011	898	971	1,046	907	932	926	917	911	872	849
	14,435	14,115	14,401	14,173	14,243	14,486	13,703	13,576	13,462	13,799	12,988

Other Revenue Attribution (from Original FY 2021 Budget)

Key Takeaway: While approx. \$.1 million above the FY 2021 budget, the increase is approx. \$.4 million over the FY 2021 projection

FY 2021 Other Revenue Original Budget	\$7,038
Forestry	61
PipeSafe Suite	43
Recreation	37
Outside Lab Services	10
Other Net Changes	(35)
FY 2022 Other Revenue	\$7,154
FY 2021 to FY 2022 Change	\$116

Other Revenues Attribution (from Revised FY 2021 Budget)

Key Takeaway: Primary driver is other water charges

FY 2021 Other Revenues Revised Budget	\$6,302
Other Water Charges	638
Forestry	84
PipeSafe Suite	43
Outside Fleet Services	38
Recreation	32
Outside Lab Services	28
Other Net Changes	(11)
FY 2021 Revenues	\$7,154
FY 2021 to FY 2022 Change	\$853



Major Operating & Maintenance Categories

			(Under)/Over FY 2021		(Under)/Over FY 2021
	<u>FY 2021</u>	<u>FY2022</u>	<u>Budget Amount</u>	<u>Original FY 2021</u>	<u>Original Budget</u>
Payroll	23,087,703	23,576,955	489,252	24,216,450	(639,495)
Employee Benefits	10,842,505	10,708,583	(133,922)	11,872,171	(1,163,588)
Outside Services	2,484,758	3,601,393	1,116,635	3,426,958	174,435
Maintenance & Repair	2,726,405	3,179,100	452,695	2,981,048	198,052
Pump Power	2,970,000	3,050,000	80,000	2,970,000	80,000
Info. Tech. Licensing & Maint Fee.	2,293,295	2,465,397	172,102	2,433,295	32,102
Chemical	1,855,053	1,996,500	141,447	1,877,053	119,447
Insurance Premiums	1,539,534	1,643,098	103,564	1,532,449	110,649
General & Administrative	1,346,592	1,513,307	166,715	1,475,649	37,658
Utilities & Fuel	1,253,079	1,405,247	152,168	1,322,278	82,969
All Other	5,801,100	6,601,775	800,489	6,943,258	(341,483)
	56,200,024	59,741,356	3,541,145	61,050,609	(1,309,253)

Payroll

FY 2021 Revised Budget *	\$	23,087,703
FY 2022 Budget *		23,576,955
Variance	\$	489,252
<hr/>		
FY 2021 Original Budget *	\$	24,216,450
FY 2022 Budget *		23,576,955
Variance	\$	(639,495)

Variance from Revised FY 2021:

Wage & salary increases/PFP	\$ 1,049,234
HC Timing/Vacancies/Other	(559,982)
	<u>\$ 489,252</u>

Primary variance from Original is vacancy factors
partially offset by wage and salary increases

*O&M Payroll Only



Employee Benefits

FY 2021 Revised Budget *	10,842,505
FY 2022 Budget *	10,708,583
Variance	<u>(\$133,922)</u>

FY 2021 Original Budget *	11,872,171
FY 2022 Budget *	10,708,583
Variance	<u>(\$1,163,588)</u>

Variance from Revised:

Pension Contribution	\$44,650
OPEB Contribution	(101,825)
Medical/Life	(48,036)
Other Net	<u>(28,711)</u>
	<u>(133,922)</u>

Primary add'l variance from Original is Pension

* Represents only O&M Portion



Estimated	Ratio - Employee Benefits/Payroll	Ratio @ 90% Funded
Active w/pension & opeb	40%	31%
Active w/pension	33%	30%
Active w/o pension & opeb	27%	NA

Pension and veba for active using ARC

Pump Power

Ford St. Pump Station

FY 2021 Budget	\$2,970,000
FY 2022 Budget	3,050,000
Variance	\$ 80,000

No difference in FY2021 Revised vs. Original Budget



Variance attributed to:

- Reflects anticipated increases in distribution pricing. Our generation pricing is under contract for the next four years through December 2023

Chemicals

Whitney WTP



FY 2021 Revised Budget	\$ 1,855,053
FY 2022 Budget	<u>1,996,500</u>
Variance	\$ 141,447

FY 2021 Original Budget	\$ 1,877,053
FY 2022 Budget	<u>1,996,500</u>
Variance	\$ 119,447

Variance attributed to:

- The FY2022 budget reflects anticipated pricing increases

Outside/Professional Services

FY 2021 Revised Budget	2,484,758
FY 2022 Budget	<u>3,601,393</u>
Variance	<u>\$ 1,116,635</u>

FY 2021 Original Budget	3,426,958
FY 2022 Budget	<u>3,601,393</u>
Variance	<u>\$ 174,435</u>

Business Requirements	\$	229,520
Specialized Expertise		20,850
Specialized Expertise - Project Specific		562,000
Technology Related		304,265
	\$	<u>1,116,635</u>

Business Requirements	\$	6,390
Specialized Expertise		(276,800)
Specialized Expertise - Project Specific		400,580
Technology Related		44,265
	\$	<u>174,435</u>

Insurance Premiums

FY 2022 Budget	\$ 1,643,098
FY 2021 Budget	<u>1,539,534</u>
Variance	\$ 103,564

FY 2021 Original Budget	\$1,643,098
FY 2022 Budget	<u>1,532,449</u>
Variance	\$ <u>110,649</u>



Variance attributed to:

The FY 2022 budget is based on known and projected costs associated with all insurance lines, including the Captive program.

Pricing of non-Captive lines was marketed and negotiated. The year-over-year increase is primarily due to property and umbrella insurance and to a lesser degree cyber insurance. This is based on the market environment.

*O&M Only

Information Tech. Licensing & Mtc. Fees

FY 2022 Budget	\$ 2,465,397
FY 2021 Revised Budget	<u>2,293,295</u>
Variance	\$ 172,102

FY 2022 Budget	\$2,465,397
FY 2021 Original Budget	<u>2,433,295</u>
	\$ 32,102

Variance attributed to:

Cyber	\$ 34,600
SCADA	25,000
Add'l projects	130,200
Other Net	<u>(17,798)</u>
	\$172,102

The main drivers of the increase are the additional maintenance costs associated with technology projects and cyber security. Anticipated maintenance fee price increases are also included.



Maintenance & Repairs

FY 2022 Budget	\$3,179,100
FY 2021 Revised Budget	<u>2,726,405</u>
Variance	\$ 452,695

FY 2022 Budget	\$3,179,100
FY 2021 Original Budget	<u>2,981,048</u>
	198,052



Variance attributed to:

The FY 2022 budget reflects a continued focus on required maintenance and repairs