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A. Departmental Overview

Mission

To exceed the expectations of our customers and clients on a continual basis in providing service in the areas of engineering and corporate project administration, geographic information systems and related services, right of way permitting, and administration.

To provide effective, efficient and responsive caretaking, maintenance and minor project administration services to all our internal and external clients in compliance with all legislated codes and bylaws within all our corporate facilities.

The overall mission of Pollution Control is to provide a sustainable, healthy environment through the efficient and cost-effective management of sanitation and wastewater streams and by anticipating and responding to the changing environmental needs of the community.

Description

Development, Projects & Right of Way is responsible for administration and management of new corporate building development projects and other non-building development projects of Corporate significance. Oversees engineering, design and construction of new developments, and administers by-laws and policies relevant to all works on the public right-of-way and issuance of permits for works in the public right-of-way.

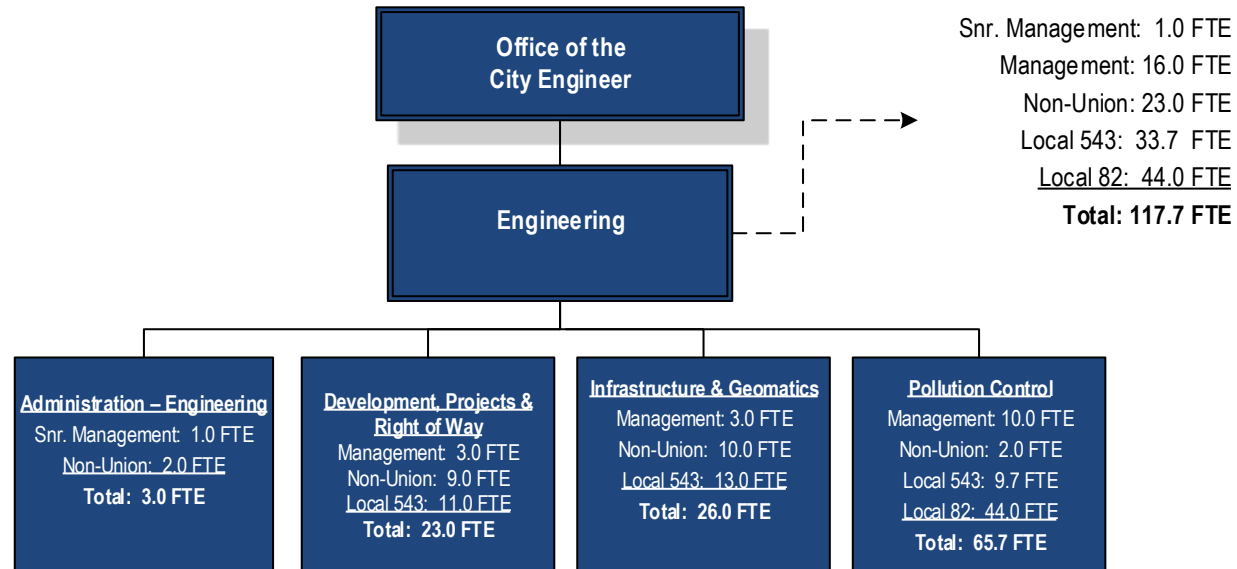
Infrastructure & Geomatics' responsibilities include overall project management for construction through estimating, budgeting, design, tendering and contract administration through both City staff and consulting engineering firms, infrastructure system analysis and studies, and the investigation of basement flooding, analysis and reporting of same. Manages the City's Geographic Information Systems and provides CAD and GIS support for the various City Departments and Divisions.

The objective of Pollution Control is to enhance public health and welfare through the efficient and cost-effective treatment of wastewater, pumping stations and storm water management ponds, while working in conjunction with industry and neighbouring communities (LaSalle & Tecumseh) to protect the environment while sustaining competitiveness. We must ensure legislative parameters are strictly adhered to, while balancing capital and operating expenditures to determine the future direction on environmental issues.

Pollution Control is responsible for the operation, maintenance and planning of Windsor's wastewater and storm water management systems and laboratory. This includes two sewage treatment plants, which service Tecumseh and LaSalle's sewage in addition to Windsor, the retention treatment basin which treats combined sewer overflows, 43 pump stations, several storm water management lakes and ponds, industrial waste control and monitoring to ensure compliance with the sewer use bylaw, responding to odour complaints and spills to sewers or waterways and other environmental enforcement programs. Furthermore, the overseeing of the contract for bio-solids management, inspection and monitoring of Windsor's closed landfills and ongoing environmental initiatives such as climate change adaptation and the ongoing maintenance and development of the Environmental Master Plan.

A. Departmental Overview

2018 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Administration - Engineering	City Engineer	Senior Management	1.0	1.0	1.0
	Executive Initiatives Coord.	Non-Union	1.0	1.0	1.0
	Executive Administrative Assist	Non-Union	1.0	1.0	1.0
	Sub-Total		3.0	3.0	3.0
Development, Projects & Right of Way	SM Development, Projects & Right of Way/Deputy City Management Engineer		1.0	1.0	1.0
	Mgr, Administration	Management	1.0	1.0	1.0
	Supervisor Right of Way	Management	1.0	1.0	1.0
	Project Administrator	Non-Union	5.0	5.0	5.0
	Development Engineer	Non-Union	1.0	1.0	1.0
	Technologist III	Non-Union	0.0	0.0	0.0
	Technologist II	Non-Union	1.0	1.0	1.0
	Technologist I	Non-Union	2.0	2.0	2.0
	Administrative Assistant	Local 543	1.0	1.0	1.0
	Right-of-Way Permit Clerk	Local 543	2.0	2.0	2.0
	Intermediate Accounting Clerk	Local 543	1.0	1.0	1.0
	Clerk Senior	Local 543	1.0	1.0	1.0
	Secretary Senior	Local 543	1.0	1.0	1.0
	Senior Invoice Clerk	Local 543	1.0	1.0	1.0
	Records Clerk	Local 543	1.0	1.0	1.0
	Payroll Accounting Clerk	Local 543	1.0	1.0	1.0
	Development Clerk	Local 543	1.0	2.0	2.0
Sub-Total		22.0	23.0	23.0	
Infrastructure & Geomatics	SM Infr&Trans Plan/Deputy CE	Management	1.0	1.0	1.0
	Mgr, Geomatics	Management	1.0	1.0	1.0
	Supv, Drafting	Management	1.0	1.0	1.0
	Engineer III	Non-Union	3.0	3.0	4.0
	GIS Supervisor	Non-Union	1.0	1.0	1.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
	Engineer II	Non-Union	2.0	2.0	2.0
	Technologist III	Non-Union	0.0	0.0	0.0
	Technologist I	Non-Union	1.0	1.0	1.0
	Engineer I	Non-Union	2.0	2.0	2.0
	CAD Tech III/Special Projects	Local 543	1.0	1.0	1.0
	GIS Data Analyst	Local 543	1.0	1.0	1.0
	Property Analyst	Local 543	1.0	1.0	1.0
	GIS-CAD Technician	Local 543	3.0	3.0	3.0
	CAD Technician II	Local 543	3.0	3.0	3.0
	CAD Technician I	Local 543	2.0	2.0	2.0
	Print Room Operator	Local 543	1.0	1.0	1.0
	Data Research Clerk	Local 543	1.0	1.0	1.0
	Sub-Total		25.0	25.0	26.0
Pollution Control	SM, Pollution Control/Deputy City Engineer	Management	1.0	1.0	1.0
	Mgr, Little River Poll Control	Management	1.0	1.0	1.0
	Mgr, Lou Romano Water Reclama	Management	1.0	1.0	1.0
	Mgr, Environmental Quality	Management	1.0	1.0	1.0
	Mgr, Process Eng & Maintenance	Management	1.0	1.0	1.0
	Supervisor, Pump Station	Management	1.0	1.0	1.0
	Supv, Environmental Quality	Management	1.0	1.0	1.0
	Supv, Electrical Maintenance	Management	1.0	1.0	1.0
	Supv, Mechanical Maintenance	Management	1.0	1.0	1.0
	Supervisor, Environmental Sustainability & Climate Cha	Management	1.0	1.0	1.0
	Mechanical Process Engineer	Non-Union	1.0	1.0	1.0
	Pollution Control Project Eng	Non-Union	1.0	1.0	1.0
	Environmental Technologist	Local 543	5.0	5.0	5.0
	Process Control Programmer	Local 543	1.0	1.0	1.0
	Environment & Sustainability Coordinator	Local 543	1.0	1.0	1.0
	Admin Asst to SM of Pollution Control	Local 543	1.0	1.0	1.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
	Clerk Intermediate	Local 543	0.7	0.7	0.7
	Maintenance Clerk	Local 543	1.0	1.0	1.0
	Caretaker - Yard Attendant	Local 82	2.0	2.0	2.0
	Chief Wastewater Treatment Operator	Local 82	10.0	10.0	10.0
	Instrument Electrical/Electronic Technologist (GP)	Local 82	5.0	5.0	5.0
	Pollution Control Mechanic	Local 82	5.0	5.0	5.0
	Pollution Control Mechanic Trainee	Local 82	3.0	3.0	3.0
	Wastewater Treatment Operator (Step 1 - OIT)	Local 82	2.0	0.0	0.0
	Wastewater Treatment Operator (Step 2 - I)	Local 82	3.0	0.0	0.0
	Wastewater Treatment Operator (Step 3 - II)	Local 82	4.0	0.0	0.0
	Wastewater Collection Operator (Step 3 - II)	Local 82	0.0	0.0	5.0
	Wastewater Treatment Operator (Step 4 - III or IV)	Local 82	10.0	19.0	14.0
	Sub-Total		65.7	65.7	65.7
Total			115.7	116.7	117.7

C. Budget Summary by Division

Division	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration Engineering	(150,408)	(125,077)	(148,175)	(127,872)	(139,273)	(11,401)	8.9%
Development, Projects & Right of Way	(2,281,230)	(1,949,964)	(2,091,416)	(2,032,739)	(2,189,419)	(156,680)	7.7%
Infrastructure & Geomatics	(1,741,589)	(1,781,837)	(2,228,644)	(1,963,247)	(2,414,530)	(451,283)	23.0%
Pollution Control	(18,781,054)	(19,394,734)	(19,821,721)	(19,956,383)	(20,214,604)	(258,221)	1.3%
Total Revenue	(35,038,938)	(23,251,612)	(24,289,956)	(24,080,241)	(24,957,826)	(877,585)	3.6%
Expenditures							
Administration Engineering	1,092,572	476,986	480,259	482,590	509,122	26,532	5.5%
Development, Projects & Right of Way	2,344,266	2,637,557	2,791,176	2,700,213	2,858,221	158,008	5.9%
Infrastructure & Geomatics	8,174,676	8,217,593	8,345,981	4,055,423	4,440,203	384,780	9.5%
Pollution Control	19,009,116	19,396,008	19,690,967	20,211,302	20,383,832	172,530	0.9%
Total Expenses	50,963,066	30,728,144	31,308,383	27,449,528	28,191,378	741,850	2.7%
Net							
Administration Engineering	942,164	351,909	332,084	354,718	369,849	15,131	4.3%
Development, Projects & Right of Way	63,036	687,593	699,760	667,474	668,802	1,328	0.2%
Infrastructure & Geomatics	6,433,087	6,435,756	6,117,337	2,092,176	2,025,673	(66,503)	(3.2%)
Pollution Control	228,062	1,274	(130,754)	254,919	169,228	(85,691)	(33.6%)
Total Net	15,924,128	7,476,532	7,018,427	3,369,287	3,233,552	(135,735)	(4.0%)

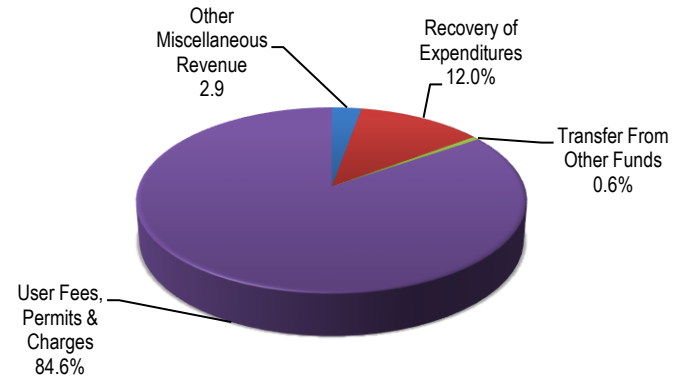
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	0	0	(7,000)	0	0	0	n/a
Other Miscellaneous Revenue	(618,802)	(564,031)	(807,962)	(847,204)	(711,904)	135,300	16.0%
Recovery of Expenditures	(21,603,999)	(2,303,593)	(2,467,421)	(2,469,672)	(2,999,646)	(529,974)	(21.5%)
Transfer From Reserve Accounts	(27,763)	(195,950)	(2,501)	0	0	0	n/a
Transfer From Other Funds	(245,800)	0	0	(73,704)	(140,319)	(66,615)	n/a
User Fees, Permits & Charges	(12,542,574)	(20,188,038)	(21,005,072)	(20,689,661)	(21,105,957)	(416,296)	(2.0%)
Total Revenue	(35,038,938)	(23,251,612)	(24,289,956)	(24,080,241)	(24,957,826)	(877,585)	(3.6%)
Expenditures							
Financial Expenses	14,720	17,510	17,366	6,150	6,150	0	0.0%
Minor Capital	2,693,892	1,318,609	1,756,007	1,175,903	1,175,903	0	0.0%
Operating & Maintenance Supplies	4,973,566	1,988,407	1,946,272	1,940,297	1,940,297	0	0.0%
Other Miscellaneous Expenditures	335,121	71,277	66,882	65,284	65,284	0	0.0%
Purchased Services	7,948,215	5,313,075	5,538,692	5,089,755	5,098,875	9,120	0.2%
Salaries & Benefits	19,495,189	10,999,167	11,442,495	12,486,683	13,219,413	732,730	5.9%
Transfers for Social Services	300	0	112	0	0	0	n/a
Transfers to Reserves & Capital Funds	1,614,864	0	1,437,746	255,103	255,103	0	0.0%
Utilities, Insurance & Taxes	13,887,199	11,020,099	9,102,811	6,430,353	6,430,353	0	0.0%
Total Expenses	50,963,066	30,728,144	31,308,383	27,449,528	28,191,378	741,850	2.7%
Total Net	15,924,128	7,476,532	7,018,427	3,369,287	3,233,552	(135,735)	(4.0%)

D. Budget Summary by Major Revenue / Expense Accounts

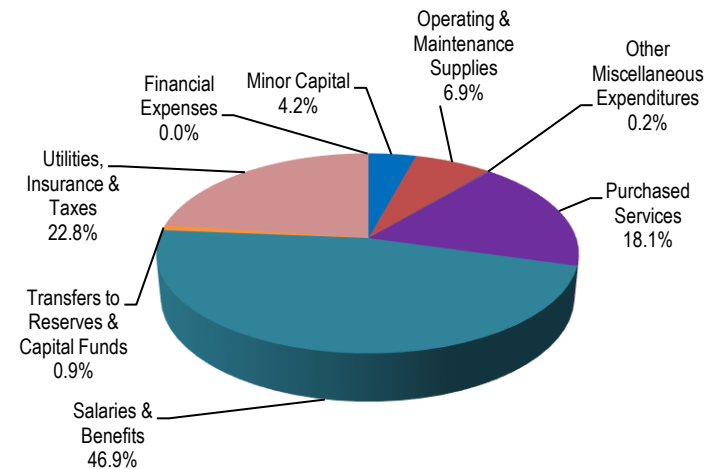
Revenues

	<u>2019 Budget</u>	
Other Miscellaneous Revenue	(711,904)	2.9%
Recovery of Expenditures	(2,999,646)	12.0%
Transfer From Other Funds	(140,319)	0.6%
User Fees, Permits & Charges	(21,105,957)	84.6%
Total Revenue	(24,957,826)	100.0%



Expenditures

	<u>2019 Budget</u>	
Financial Expenses	6,150	0.0%
Minor Capital	1,175,903	4.2%
Operating & Maintenance Supplies	1,940,297	6.9%
Other Miscellaneous Expenditures	65,284	0.2%
Purchased Services	5,098,875	18.1%
Salaries & Benefits	13,219,413	46.9%
Transfers to Reserves & Capital Funds	255,103	0.9%
Utilities, Insurance & Taxes	6,430,353	22.8%
Total Expenses	28,191,378	100.0%



E. Budget Issue Summary

*Issue Detail Page No.	Ref. #	Category	Description	Municipal Levy	Building Permit	Off-Street Parking	Sewer Surcharge	One-Time Funding
	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	302,865				
126	2019-0218	[A] Annualization	Addition of Temporary CEP Project Administrator Position	0				82,828
128	2019-0330	[B] Legislated	Increase in Monitoring and Reporting Requirements in Pollution Control	0			5,600	
129	2019-0034	[F] Revenue Reduction	Reduction of WUC Wastewater Revenues	0			150,000	
131	2019-0276	[H] Line Item Reduction	Infrastructure & Geomatics - User Fee Adjustments	(1)				
IC	133	2019-0355	[H] Line Item Reduction	(65,912)				65,912
135	2019-0020	[I] Revenue Increase	Increase in Street Furniture Advertising Revenues	(10,700)				
136	2019-0033	[I] Revenue Increase	Increase in Sidewalk Cafe Encroachment Fee Revenues (as Approved by Council)	(1)				
137	2019-0093	[I] Revenue Increase	Increase in User Fees for LiDAR Offerings	(4,000)				
138	2019-0326	[I] Revenue Increase	Adjust Recoveries from Capital Projects - Engineering	(178,642)				
139	2019-0327	[I] Revenue Increase	Adjust Recoveries from Sewer Surcharge - Engineering	(260,694)			260,694	
141	2019-0352	[J] Alternative Service Delivery	Redirection of WUC Wastewater Revenues to Increase Transfer to PC Reserves	0			0	
142	2019-0041	[M] Service Enhancement	Conversion of Temporary Engineer II to a Permanent Technologist III Position	81,350				
145	2019-0244	[M] Service Enhancement	Establish Permanent Positions Through Conversion of Heavy Workload Positions	0				
IC	148	2019-0312	[M] Service Enhancement	0				65,916
Total 2019 Budget Increase/(Decrease)				(135,735)	0	0	416,294	214,656

* Comprehensive explanations and budget line item changes can be found in the "Budget Issue Detail" document referenced in the Issue Detail Page No. column.

** The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

A. Departmental Overview

Mission

To provide for the safe and efficient movement of people and goods on the public right-of-way in Windsor in a manner complimentary to existing and planned land development. To continually improve our service delivery to meet the needs of the citizens of the city for the care and maintenance of all municipal infrastructure and the environment.

Description

The Public Works Department has the responsibility to maintain the municipal infrastructure located on the public right-of-way and provide services to the public such as road and sewer maintenance, construction inspection and quality control on projects, traffic signal and sign maintenance, winter control, fleet maintenance, infrastructure asset management, operation of the on and off street parking program, parking enforcement and environmental services.

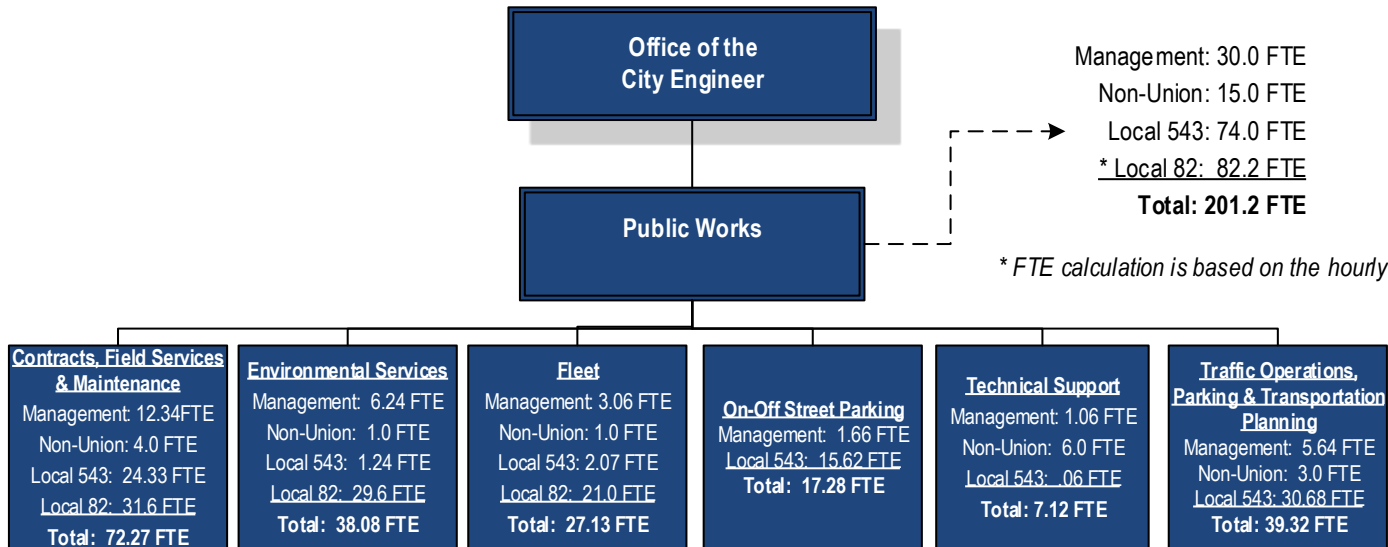
The above services include:

- Maintenance, repair, rehabilitation, and reconstruction of streets, sidewalks, bridges, sewers, drains, ditches, and all of their components including also winter control services to protect the health and safety and property of all users and residents.

- Construction inspection, CCTV inspection, quality control, surveying services, and specifications development for capital construction projects.
- Installation and maintenance of traffic signals, ATMS/ITS systems and components including video detection, incident management cameras and changeable message boards, flashers and other traffic control devices in accordance with the Ontario Traffic Manuals.
- Manufacture, installation and maintenance of regulatory, warning and information signage. Installation and maintenance of pavement markings including long lines (lane line, centre lines, local intersection pavement markings, crosswalks, arrows, railroad crossings and other markings in accordance with the Ontario Traffic Manuals.
- Acquisition, maintenance, repair, disposal and management of the corporate fleet and provision of services to outside agencies; materials management; fleet asset management; operation and maintenance of five (5) fuelling sites; and fleet safety compliance.
- Infrastructure asset management (asset inventories, work order management, preventative maintenance and inspection programs), performance measurement, operational analysis/support, and special projects to improve service delivery and to support departmental and corporate objectives.
- Operation of the municipal On/Off Street Parking Program through maintenance, repair, rehabilitation of off street parking garages and lots, maintenance of meters and the collection and deposit of revenues.
- Enforcement of the Parking By-Law 9023 including the collection of fines and disposition of infractions through the courts
- Environmental services including the collection of refuse, recycling and yard waste as per Provincial legislation, street sweeping and emergency clean up services across the Corporation.

A. Departmental Overview

2018 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Contracts, Field Services & Maintenance	Executive Director, Operations/Deputy City Engineer	Management	1.0	0.5	0.3
	Mgr, Contracts, Field Serv. & Maintenance	Management	1.0	1.0	1.0
	Maintenance Supervisor	Management	6.0	6.0	6.0
	Supv, Field Services	Management	2.0	2.0	2.0
	Contracts Supervisor	Management	3.0	3.0	3.0
	Contracts Administrator	Non-Union	0.0	0.0	0.0
	Contracts Coordinator	Non-Union	1.0	1.0	1.0
	Coordinator, Maintenance	Non-Union	1.0	1.0	1.0
	Field Services Coordinator	Non-Union	1.0	1.0	1.0
	Research Analyst/Coordinator	Non-Union	1.0	1.0	1.0
	Administrative Inspector	Local 543	2.0	2.0	3.0
	Construction Technician	Local 543	5.0	6.0	6.0
	Construction Technologist	Local 543	10.0	10.0	10.0
	Infrastructure Location Technician	Local 543	1.0	1.0	1.0
	Secretary, Contracts, Fleet & Maintenance	Local 543	1.0	1.0	1.0
	Clerk Dispatcher	Local 543	1.0	1.0	1.0
	Sec. to ExDir. of Operations	Local 543	1.0	0.5	0.3
	Secretary - Field Services	Local 543	2.0	2.0	2.0
	Sewer Maintainer	Local 82	16.9	16.9	16.9
	Winter Control Operator	Local 82	3.9	3.9	3.9
	Road Maintainer	Local 82	10.9	10.9	10.9
		Sub-Total		71.6	71.5
Environmental Services	Executive Director, Operations/Deputy City Engineer	Management	0.0	0.2	0.2
	Mgr, Environmental Services	Management	1.0	1.0	1.0
	Supv, Environmental Services	Management	5.0	5.0	5.0
	Administrator, Waste Coll Cont	Non-Union	1.0	1.0	1.0
	Sec. to ExDir. of Operations	Local 543	0.0	0.2	0.2
	Clerk Intermediate	Local 543	1.0	1.0	1.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
	Facility Operator	Local 82	13.2	13.2	13.2
	Waster Collection Operator	Local 82	16.4	16.4	16.4
	Sub-Total		37.6	38.0	38.1
Fleet	Executive Director, Operations/Deputy City Engineer	Management	0.0	0.1	0.1
	Mgr, Fleet	Management	1.0	1.0	1.0
	Supv, Fleet	Management	2.0	2.0	2.0
	Fleet Co-ordinator	Non-Union	1.0	1.0	1.0
	Certified Automotive Service Technician	Local 82	12.0	12.0	12.0
	Certified Body Bump & Paint	Local 82	2.0	2.0	2.0
	Truck/Trailer Technician/Welder/Fabricator	Local 82	1.0	1.0	1.0
	Vehicle Maintainer	Local 82	5.0	5.0	5.0
	Stockkeeper - Expediter (GP)	Local 82	1.0	1.0	1.0
	Sec. to ExDir. of Operations	Local 543	0.0	0.1	0.1
	Fleet Analyst	Local 543	2.0	2.0	2.0
	Sub-Total		27.0	27.1	27.1
On-Off Street Parking	Executive Director, Operations/Deputy City Engineer	Management	0.0	0.1	0.1
	SM Traffic Operations, Parking & Transportation Planning	Management	0.0	0.2	0.2
	Manager, Traffic Operations	Management	0.0	0.4	0.4
	Supv, On/Off Street Parking	Management	1.0	1.0	1.0
	Sec. to ExDir. of Operations	Local 543	0.0	0.1	0.1
	Operations Data Technician	Local 543	0.0	0.4	0.4
	Parking Technician	Local 543	2.0	2.0	3.0
	Parking Maintenance Staff	Local 543	11.0	11.0	11.0
	Senior Sec-Parkg Permit Coord	Local 543	0.0	1.0	1.0
	Senior Clerk	Local 543	0.0	0.2	0.2
	Sub-Total		14.0	16.3	17.3

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Technical Support	Executive Director, Operations/Deputy City Engineer	Management	0.0	0.1	0.1
	Mgr, Technical Support	Management	1.0	1.0	1.0
	Coord, IMS	Non-Union	1.0	1.0	1.0
	Coord, Technical Support	Non-Union	1.0	1.0	1.0
	Operations/Asset Analyst	Non-Union	4.0	4.0	4.0
	Sec. to ExDir. of Operations	Local 543	0.0	0.1	0.1
	Sub-Total			7.0	7.1
Traffic Operations, Parking & Transportation Planning	Executive Director, Operations/Deputy City Engineer	Management	0.0	0.2	0.2
	SM Traffic Operations, Parking & Transportation Planning	Management	1.0	0.8	0.8
	Mgr, Transportation Planning	Management	1.0	1.0	1.0
	Manager, Traffic Operations	Management	1.0	0.6	0.6
	Supv, Traffic Signals	Management	1.0	1.0	1.0
	Supv, Signs & Markings	Management	1.0	1.0	1.0
	Sup, Compliance & Enforcement - Mobile	Management	1.0	1.0	1.0
	Transportation Planning Engineer	Non-Union	1.0	1.0	1.0
	Policy Analyst	Non-Union	1.0	1.0	1.0
	Transportation Engineer I	Non-Union	1.0	1.0	1.0
	Sec. to ExDir. of Operations	Local 543	0.0	0.2	0.2
	Signwriter	Local 543	1.0	1.0	1.0
	Signal Systems Analyst	Local 543	1.0	1.0	1.0
	Signal Maint - Electrician II	Local 543	8.0	8.0	8.0
	Signal Maintenance Apprentice	Local 543	0.0	0.0	0.0
	Senior Sec-Parkg Permit Coord	Local 543	1.0	0.0	0.0
	Transportation Planner I	Local 543	1.0	1.0	1.0
	Crossing Guard Coordinator	Local 543	1.0	1.0	1.0
	Traffic Technician	Local 543	1.0	1.0	1.0
	Transportation Technologist I	Local 543	1.0	1.0	1.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
	Senior Clerk	Local 543	1.0	0.8	0.8
	Operations Data Technician	Local 543	1.0	0.7	0.7
	Maintenance Staff	Local 543	11.0	11.0	11.0
	Parking Violations Review Clk	Local 543	1.0	1.0	1.0
	Parking Violations Cashier	Local 543	3.0	3.0	3.0
	Sub-Total		41.0	39.3	39.3
Total			198.2	199.2	201.2

C. Budget Summary by Division

Division	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - Public Works	(43,337)	(245,477)	(282,375)	(250,672)	(250,672)	0	0.0%
Contracts, Field Services & Maintenance	(7,600,259)	(7,565,776)	(7,908,663)	(7,533,695)	(8,628,365)	(1,094,670)	14.5%
Environmental Services	(3,990,296)	(4,189,493)	(4,672,270)	(4,914,084)	(4,934,643)	(20,559)	0.4%
Fleet	(6,289,516)	(6,554,939)	(6,438,893)	(6,531,944)	(6,898,623)	(366,679)	5.6%
On-Off Street Parking	(2,755,169)	(2,751,246)	(3,867,512)	(3,678,646)	(3,676,400)	2,246	(0.1%)
Technical Support	(510,132)	(556,148)	(715,271)	(572,506)	(747,502)	(174,996)	30.6%
Traffic Operations, Parking & Trans. Planning	(4,157,710)	(4,031,596)	(3,709,044)	(3,631,780)	(3,567,705)	64,075	(1.8%)
Total Revenue	(25,346,419)	(25,894,675)	(27,594,028)	(27,113,327)	(28,703,910)	(1,590,583)	5.9%
Expenditures							
Administration - Public Works	649,162	1,347,665	1,549,307	1,376,088	1,376,088	0	0.0%
Contracts, Field Services & Maintenance	17,755,777	16,891,847	17,850,125	17,093,698	18,237,914	1,144,216	6.7%
Environmental Services	16,348,194	16,299,662	18,376,443	18,138,070	18,411,303	273,233	1.5%
Fleet	5,909,713	5,939,425	5,756,255	6,370,596	6,571,917	201,321	3.2%
On-Off Street Parking	2,755,169	2,713,759	3,827,846	3,678,646	3,676,404	(2,242)	(0.1%)
Technical Support	800,277	844,600	1,037,421	910,723	1,085,534	174,811	19.2%
Traffic Operations, Parking & Trans. Planning	6,699,727	7,001,068	7,034,167	6,887,618	7,230,927	343,309	5.0%
Total Expenses	50,918,019	51,038,026	55,431,564	54,455,439	56,590,087	2,134,648	3.9%
Net							
Administration - Public Works	605,825	1,102,188	1,266,932	1,125,416	1,125,416	0	0.0%
Contracts, Field Services & Maintenance	10,155,518	9,326,071	9,941,462	9,560,003	9,609,549	49,546	0.5%
Environmental Services	12,357,898	12,110,169	13,704,173	13,223,986	13,476,660	252,674	1.9%
Fleet	(379,803)	(615,514)	(682,638)	(161,348)	(326,706)	(165,358)	102.5%
On-Off Street Parking	0	(37,487)	(39,666)	0	4	4	n/a
Technical Support	290,145	288,452	322,150	338,217	338,032	(185)	(0.1%)
Traffic Operations, Parking & Trans. Planning	2,542,017	2,969,472	3,325,123	3,255,838	3,663,222	407,384	12.5%
Total Net	25,571,600	25,143,351	27,837,536	27,342,112	27,886,177	544,065	2.0%

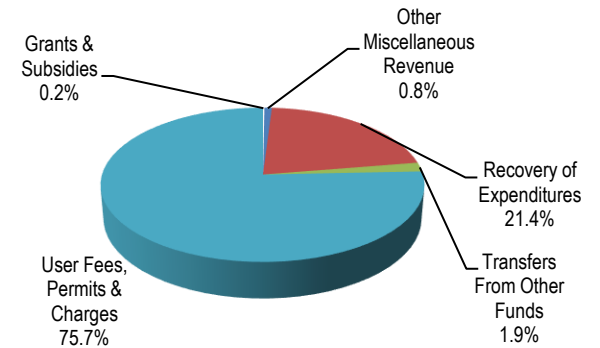
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	0	0	0	(45,588)	(45,588)	0	0.0%
Investment Income & Dividends	0	(3,030)	(85)	0	0	0	n/a
Other Miscellaneous Revenue	(1,376,395)	(471,119)	(822,312)	(242,013)	(242,013)	0	0.0%
Recovery of Expenditures	(11,300,824)	(5,091,297)	(5,475,527)	(5,304,785)	(6,154,731)	(849,946)	(16.0%)
Transfers From Reserve Accounts	(330,160)	(44,000)	(77,224)	0	0	0	n/a
Transfer From Other Funds	(454,106)	(567,047)	(243,447)	(478,990)	(544,516)	(65,526)	(13.7%)
User Fees, Permits & Charges	(11,884,934)	(19,718,182)	(20,975,433)	(21,041,951)	(21,717,062)	(675,111)	(3.2%)
Total Revenue	(25,346,419)	(25,894,675)	(27,594,028)	(27,113,327)	(28,703,910)	(1,590,583)	(5.9%)
Expenditures							
Financial Expenses	16,136	30,757	26,924	0	0	0	n/a
Minor Capital	3,476,403	4,022,501	3,705,300	3,088,280	3,169,452	81,172	2.6%
Operating & Maintenance Supplies	2,016,989	1,798,998	1,819,966	1,914,718	2,104,473	189,755	9.9%
Other Miscellaneous Expenditures	74,262	43,947	39,319	39,577	44,577	5,000	12.6%
Purchased Services	22,155,774	21,803,605	25,036,370	23,330,942	23,944,973	614,031	2.6%
Salaries & Benefits	18,849,741	18,877,951	19,399,324	21,347,207	22,591,897	1,244,690	5.8%
Transfers for Social Services	1,324	70	405	0	0	0	n/a
Transfers to Reserves & Capital Funds	2,274,502	1,652,287	2,674,323	2,168,749	2,168,749	0	0.0%
Utilities, Insurance & Taxes	2,052,888	2,807,910	2,729,633	2,565,966	2,565,966	0	0.0%
Total Expenses	50,918,019	51,038,026	55,431,564	54,455,439	56,590,087	2,134,648	3.9%
Total Net	25,571,600	25,143,351	27,837,536	27,342,112	27,886,177	544,065	2.0%

D. Budget Summary by Major Revenue / Expense Accounts

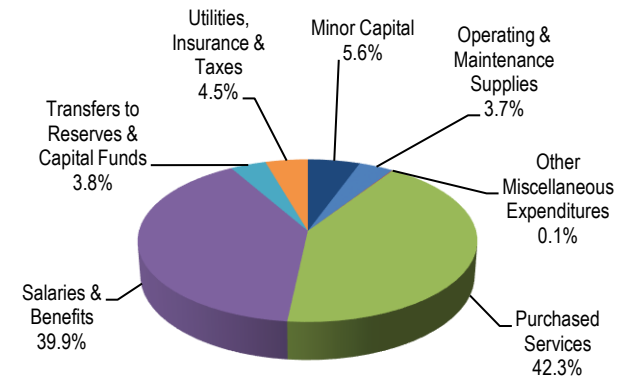
Revenues

	2019 Budget	
Grants & Subsidies	(45,588)	0.2%
Other Miscellaneous Revenue	(242,013)	0.8%
Recovery of Expenditures	(6,154,731)	21.4%
Transfers From Other Funds	(544,516)	1.9%
User Fees, Permits & Charges	(21,717,062)	75.7%
Total Revenue	(28,703,910)	100.0%



Expenditures

	2019 Budget	
Minor Capital	3,169,452	5.6%
Operating & Maintenance Supplies	2,104,473	3.7%
Other Miscellaneous Expenditures	44,577	0.1%
Purchased Services	23,944,973	42.3%
Salaries & Benefits	22,591,897	39.9%
Transfers to Reserves & Capital Funds	2,168,749	3.8%
Utilities, Insurance & Taxes	2,565,966	4.5%
Total Expenses	56,590,087	100.0%



E. Budget Issue Summary

*Issue Detail Page No.	Ref. #	Category	Description	Municipal Levy	Building Permit	Off-Street Parking	Sewer Surcharge	One-Time Funding
	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	253,253				
150	2019-0025	[C] Contractual	Negotiated Increase in Temporary Wages for 2019	11,607			1,998	
153	2019-0140	[C] Contractual	Increased Parking Enforcement Contract Costs (Tender 68-18)	36,825				
154	2019-0179	[C] Contractual	Increased Contract Costs for the Winter Maintenance of Municipal Roads	211,021				
156	2019-0188	[C] Contractual	Increase in Waste and Recycling Collection Contract Costs	145,517				
158	2019-0172	[E] Inflationary	Inflationary Cost and Consumption Increase Related to Roadway Paint	73,701				
160	2019-0220	[F] Revenue Reduction	Increase Eel Service Rates and Adjust Associated Revenue	0			700	
162	2019-0149	[G] Line Item Increase	Increase in Fuel Costs and Consumption, All Types	39,256				242,649
165	2019-0309	[G] Line Item Increase	Increase Annual Reserve Contributions for Off-Road Equipment Replacements	150,000				
167	2019-0331	[G] Line Item Increase	Increase Wages for Crossing Guards	83,657				
168	2019-0134	[I] Revenue Increase	Parking Revenue Increase for Monthly Rate Adjustment in Garages & Lots	0		(61,800)		
170	2019-0176	[I] Revenue Increase	Increased Fleet Recovery Revenue for New 2018 Vehicles	(102,572)				
171	2019-0199	[I] Revenue Increase	Recovery Adjustments Related to Public Works Recoverable Staff	(381,365)		(2,246)	54,442	
173	2019-0221	[I] Revenue Increase	Increase Annual Residential Parking Permit Fees	(20,060)				
IC 174	2019-0204	[K] Service Reduction	In-Camera Item	(92,939)				92,939
176	2019-0130	[M] Service Enhancement	Conversion of Two Temporary Operations/Asset Analyst (OAA) Positions to Permanent Posi	0				27,832
180	2019-0135	[M] Service Enhancement	Addition of Two Administrative Inspector Positions	67,802			67,802	
185	2019-0173	[M] Service Enhancement	Addition of One Permanent Signal Maintenance Apprentice Position	85,930				
187	2019-0178	[M] Service Enhancement	Addition of a Temporary Fleet Systems Analyst Position	0				71,533
190	2019-0185	[M] Service Enhancement	Addition of Quality Assurance Staff - (1) Field Supervisor and (2) Construction Technician Pc	0				
192	2019-0274	[M] Service Enhancement	Conversion of Temporary Contracts Positions to Permanent Positions	0				
194	2019-0313	[M] Service Enhancement	Addition of a Permanent Signal Electrician II Position	89,181				
			*** Interdepartmental Reallocations	(106,749)			9,000	
Total 2019 Budget Increase/(Decrease)				544,065	0	(64,046)	133,942	434,953

* Comprehensive explanations and budget line item changes can be found in the "Budget Issue Detail" document referenced in the Issue Detail Page No. column.

E. Budget Issue Summary

*** The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.*

**** The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.*

A. Departmental Overview

Mission

To provide safe, reliable and affordable public transit for the community through continuous improvement in service levels, vehicle fleet, customer care, environmental stewardship and employee excellence so that all residents can have equal access to work, education, health care, shopping, social and recreational opportunities through convenient and affordable public transit service.

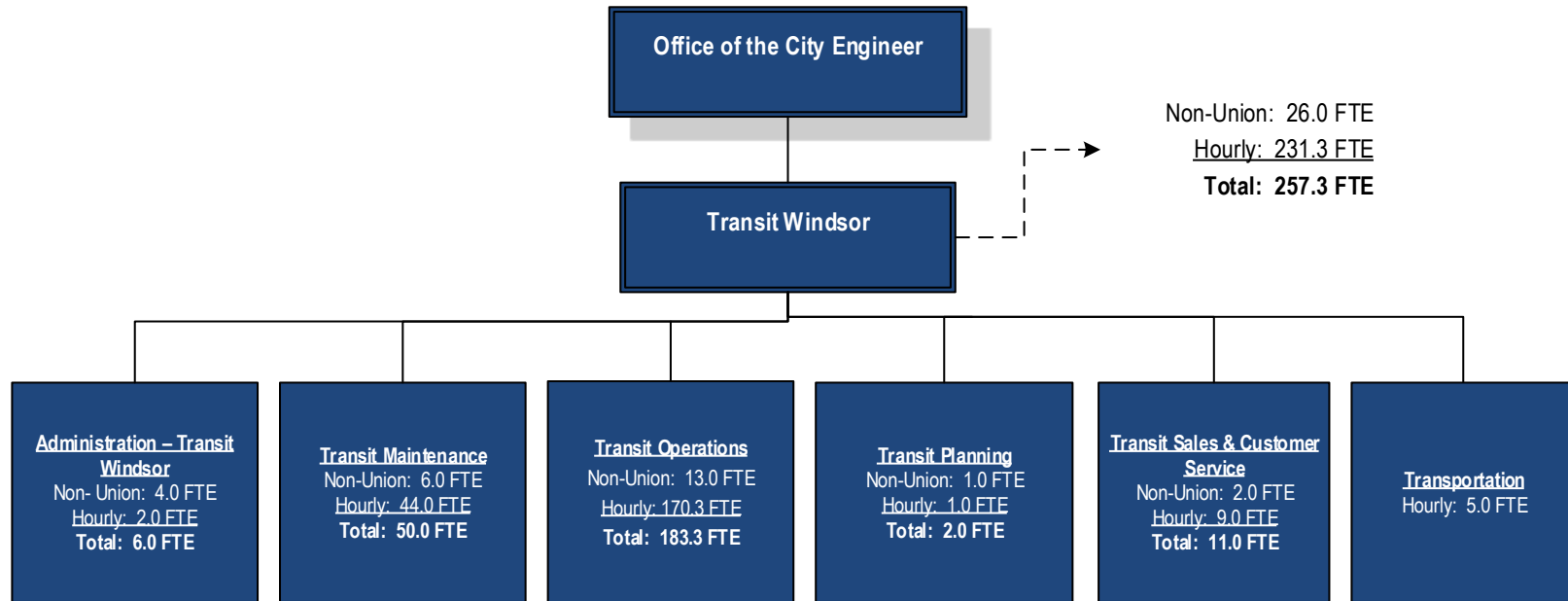
Description

Transit Windsor provides public transit for the City of Windsor under the authority of the Sandwich Windsor & Amherstburg Railway Act (SW&A) incorporated by Act of Legislation, March 2, 1872. Windsor Chartabus, a wholly owned subsidiary of Transit Windsor provides service from Windsor, through the international tunnel to Detroit, Michigan with a limited route in the downtown area of both cities. Transit Windsor consists of two main divisions: Transportation and Corporate Services, each department provides distinct and unique service to the Corporation.

Transit Windsor is funded by revenue generated by the users of the systems, the Province of Ontario (through gas tax) and the municipality. Transit Windsor reports to the Environment, Transportation and Public Safety Standing Committee who act as the Transit Windsor Board of Directors and is responsible for planning, development, sales and operating of the public transit system based on the policies and budget allocations established by City Council.

A. Departmental Overview

2018 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Administration - Transit Windsor	CEO of Your Quick Gateway & WDTC	Snr Management	1.0	1.0	0.0
	Executive Director Transit Services	Non-Union	1.0	1.0	1.0
	Senior Manager of Fleet & Support Services	Non-Union	1.0	1.0	1.0
	Executive Administrative Assistant	Non-Union	1.0	1.0	1.0
	Payroll Coordinator	Non-Union	1.0	1.0	1.0
	Accounting Clerk	Hourly	1.0	1.0	1.0
	Cash Office Clerk	Hourly	1.0	1.0	1.0
	Sub-Total			7.0	7.0
Transit Maintenance	Maintenance Manager - Facilities	Non-Union	1.0	1.0	1.0
	Maintenance Manager - Fleet	Non-Union	0.0	0.0	0.0
	Fleet Coordinator	Non-Union	1.0	1.0	1.0
	ITS Coordinator	Non-Union	1.0	1.0	1.0
	Maintenance Supervisor	Non-Union	3.0	3.0	3.0
	Fleet Systems Support Specialist	Hourly	0.0	1.0	1.0
	Body Shop Technician	Hourly	5.0	5.0	5.0
	Mechanic	Hourly	19.0	19.0	19.0
	Building Maintenance	Hourly	3.0	3.0	3.0
	Building Maintenance Accommodation	Hourly	1.0	1.0	1.0
	Tireman	Hourly	1.0	1.0	1.0
	Service Line Position	Hourly	10.0	10.0	10.0
	Maintenance Stores	Hourly	3.0	3.0	3.0
	Maintenance/Stores Clerk	Hourly	1.0	1.0	1.0
Sub-Total			49.0	50.0	50.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Transit Operations	Manager of Operations	Non-Union	1.0	1.0	1.0
	Operations Supervisor	Non-Union	8.0	8.0	8.0
	Operations Coordinator	Non-Union	0.0	0.0	0.0
	Transportation Scheduler	Non-Union	1.0	1.0	1.0
	Dispatch Supervisor	Non-Union	2.0	2.0	2.0
	Lead Supervisor	Non-Union	1.0	1.0	1.0
	Operator	Hourly	160.0	160.0	164.0
	Operator (Temporary)	Hourly	5.3	5.3	5.3
	Transportation Clerk	Hourly	1.0	1.0	1.0
	Sub-Total		179.3	179.3	183.3
Transit Planning	Planning Manager	Non-Union	1.0	1.0	1.0
	Planning Supervisor	Non-Union	0.0	0.0	0.0
	Building Maintenance	Hourly	0.0	0.0	0.0
	Planning Analyst	Hourly	1.0	1.0	1.0
	Sub-Total		2.0	2.0	2.0
Transit Sales & Customer Service	Sales & Marketing Manager	Non-Union	1.0	1.0	1.0
	Sales & Marketing Supervisor	Non-Union	1.0	1.0	1.0
	Marketing Coordinator	Hourly	0.0	0.0	1.0
	Marketing Representative	Hourly	2.0	2.0	1.0
	Customer Service Clerk	Hourly	0.0	0.0	0.0
	Customer Service Clerk (plus Part-Time)	Hourly	7.0	7.0	7.0
	Sub-Total		11.0	11.0	11.0
Transportation	Operator	Hourly	5.0	5.0	5.0
	Sub-Total		5.0	5.0	5.0
Total			253.3	254.3	257.3

C. Budget Summary by Division

Division	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - Transit Windsor	(1,609,142)	(1,167,623)	(1,017,269)	(1,590,000)	(1,590,000)	0	0.0%
Transit Maintenance	(865,413)	(741,487)	(659,351)	(574,000)	(824,000)	(250,000)	43.6%
Transit Operations	0	(15,231,914)	(15,851,058)	(17,014,625)	(17,785,299)	(770,674)	4.5%
Transit Planning	0	(64,124)	(47,284)	(35,000)	(35,000)	0	0.0%
Transit Sales & Customer Service	0	(233,848)	(219,453)	(260,000)	(215,000)	45,000	(17.3%)
Transportation	(15,284,592)	(1,006,247)	(1,217,523)	(1,185,964)	(1,185,964)	0	0.0%
Total Revenue	(17,759,147)	(18,445,243)	(19,011,938)	(20,659,589)	(21,635,263)	(975,674)	4.7%
Expenditures							
Administration - Transit Windsor	4,705,824	2,587,778	2,276,124	3,442,875	3,435,197	(7,678)	(0.2%)
Transit Maintenance	9,728,634	9,457,349	10,171,229	10,067,806	11,175,363	1,107,557	11.0%
Transit Operations	0	16,792,482	16,170,081	17,294,800	18,157,816	863,016	5.0%
Transit Planning	0	270,150	268,114	328,185	297,688	(30,497)	(9.3%)
Transit Sales & Customer Service	0	1,534,665	1,448,852	1,505,386	1,552,553	47,167	3.1%
Transportation	17,529,944	1,228,782	1,350,212	1,292,056	1,299,949	7,893	0.6%
Total Expenses	31,964,402	31,871,206	31,684,612	33,931,108	35,918,566	1,987,458	5.9%
Net							
Administration - Transit Windsor	3,096,682	1,420,155	1,258,855	1,852,875	1,845,197	(7,678)	(0.4%)
Transit Maintenance	8,863,221	8,715,862	9,511,878	9,493,806	10,351,363	857,557	9.0%
Transit Operations	0	1,560,568	319,023	280,175	372,517	92,342	33.0%
Transit Planning	0	206,026	220,830	293,185	262,688	(30,497)	(10.4%)
Transit Sales & Customer Service	0	1,300,817	1,229,399	1,245,386	1,337,553	92,167	7.4%
Transportation	2,245,352	222,535	132,689	106,092	113,985	7,893	7.4%
Total Net	14,205,255	13,425,963	12,672,674	13,271,519	14,283,303	1,011,784	7.6%

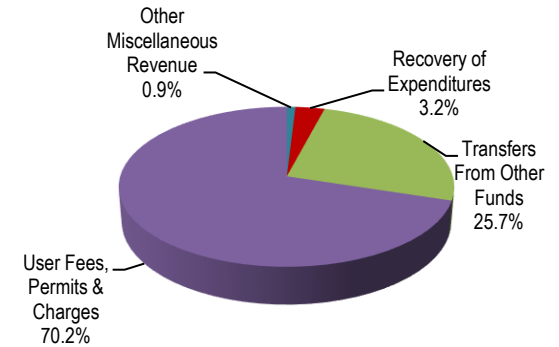
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Other Miscellaneous Revenue	(197,858)	(225,116)	(227,057)	(205,000)	(205,000)	0	0.0%
Recovery of Expenditures	(334,489)	(520,856)	(742,689)	(689,464)	(689,464)	0	0.0%
Transfer From Reserve Accounts	(289,219)	(13,988)	(125,000)	0	0	0	n/a
Transfers From Other Funds	(4,971,866)	(4,827,971)	(4,415,279)	(5,358,004)	(5,552,946)	(194,942)	(3.6%)
User Fees, Permits & Charges	(11,965,715)	(12,857,312)	(13,501,913)	(14,407,121)	(15,187,853)	(780,732)	(5.4%)
Total Revenue	(17,759,147)	(18,445,243)	(19,011,938)	(20,659,589)	(21,635,263)	(975,674)	(4.7%)
Expenditures							
Financial Expenses	283,735	20,747	17,580	16,500	16,500	0	0.0%
Minor Capital	306,824	275,147	246,650	332,950	332,950	0	0.0%
Operating & Maintenance Supplies	4,866,325	4,558,987	5,032,467	4,866,059	5,613,736	747,677	15.4%
Other Miscellaneous Expenditures	90,165	31,844	31,583	77,948	77,948	0	0.0%
Purchased Services	617,490	1,171,673	1,317,231	1,856,228	1,568,044	(288,184)	(15.5%)
Salaries & Benefits	24,005,692	24,225,850	23,702,369	25,293,439	26,821,404	1,527,965	6.0%
Transfers to Reserves & Capital Funds	98,047	125,000	111,061	34,000	34,000	0	0.0%
Utilities, Insurance & Taxes	1,696,124	1,461,958	1,225,671	1,453,984	1,453,984	0	0.0%
Total Expenses	31,964,402	31,871,206	31,684,612	33,931,108	35,918,566	1,987,458	5.9%
Total Net	14,205,255	13,425,963	12,672,674	13,271,519	14,283,303	1,011,784	7.6%

D. Budget Summary by Major Revenue / Expense Accounts

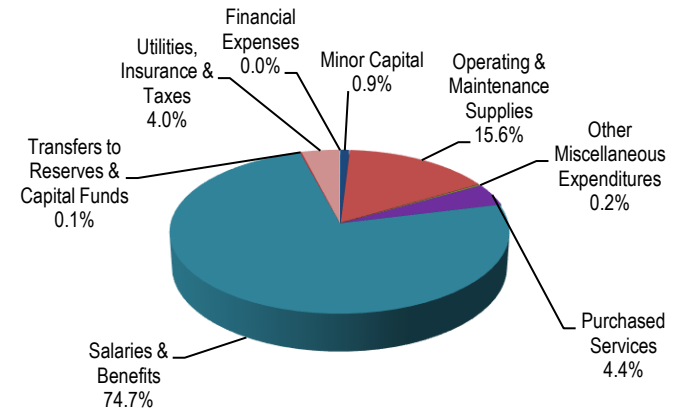
Revenues

	<u>2019 Budget</u>	
Other Miscellaneous Revenue	(205,000)	0.9%
Recovery of Expenditures	(689,464)	3.2%
Transfers From Other Funds	(5,552,946)	25.7%
User Fees, Permits & Charges	(15,187,853)	70.2%
Total Revenue	(21,635,263)	100.0%



Expenditures

	<u>2019 Budget</u>	
Financial Expenses	16,500	0.0%
Minor Capital	332,950	0.9%
Operating & Maintenance Supplies	5,613,736	15.6%
Other Miscellaneous Expenditures	77,948	0.2%
Purchased Services	1,568,044	4.4%
Salaries & Benefits	26,821,404	74.7%
Transfers to Reserves & Capital Funds	34,000	0.1%
Utilities, Insurance & Taxes	1,453,984	4.0%
Total Expenses	35,918,566	100.0%



E. Budget Issue Summary

*Issue Detail Page No.	Ref. #	Category	Description	Municipal Levy	Building Permit	Off-Street Parking	Sewer Surcharge	One-Time Funding
	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	364,240				
196	2019-0102	[C] Contractual	Regional Transit- LaSalle Service Enhancement Establishing the Positions	0				
198	2019-0111	[C] Contractual	Increase for Uniforms Per Updated Contract	35,000				
200	2019-0116	[C] Contractual	Salary & Wage Adjustment for Overtime	10,500				
201	2019-0100	[E] Inflationary	Transit Windsor Fuel Market Rate Increase	163,500				392,400
203	2019-0113	[F] Revenue Reduction	Decrease in Greyhound Commissions	45,000				
205	2019-0378	[F] Revenue Reduction	Reduce Recovery from the Intelligent Transportation System Capital Project for ITS Coordinator	55,058				
206	2019-0365	[G] Line Item Increase	Increase to Fleet Vehicle Maintenance Parts and Materials	0				250,000
208	2019-0091	[H] Line Item Reduction	Reclassification of Transit Windsor Positions	(4,987)				
210	2019-0101	[H] Line Item Reduction	Reclassification of Transit Windsor Operators (Temporary) and Customer Service Clerks Temporary	0				
212	2019-0108	[I] Revenue Increase	Increase to Charter Rates	(1)				
214	2019-0104	[M] Service Enhancement	St. Clair College Increase to Transit Revenue and Service Enhancements	277,472				
217	2019-0332	[M] Service Enhancement	Establish Maintenance Budget to Maintain New Bus Shelters	77,800				
219	2019-0359	[M] Service Enhancement	Increase to Fleet and Facility Maintenance	277,102				
			*** Interdepartmental Reallocations	(288,900)				
Total 2019 Budget Increase/(Decrease)				1,011,784	0	0	0	642,400

* Comprehensive explanations and budget line item changes can be found in the "Budget Issue Detail" document referenced in the Issue Detail Page No. column.

** The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

*** The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.