

EXHIBIT E

BASELINE METHODOLOGY FOR CALCULATION OF COST OF SERVICE (Year 2027 Illustration)

Division	Section	Classification	FTE's	2018 Annual	2027	Total Salaries	Water	Cost Allocation		Total	Split (Retail/Wholesale)	Comments
				Salary	Annual Salary		47% of UA Fund	Retail (Toledo/Lucas Co)	Wholesale			
Common to All Cost Allocation - Retail and Wholesale												
Not Common to All Cost Allocation - Retail Only												
DPU Fund 6078 - Utilities Administration Allocation to Water (47% water revenue vs total DPU revenue)												
Water Distribution	Collections	Water Service Tech	6	43,753	59,631	357,785.09	168,158.99	168,158.99	0.00	168,158.99	100/0	Serves retail customers only
	Field Services	Clerk Spec II	2	40,536	55,246	110,492.81	51,931.62	51,931.62	0.00	51,931.62	100/0	Serves retail customers only
		Foreman	1	49,210	67,068	67,068.18	31,522.04	31,522.04	0.00	31,522.04	100/0	Serves retail customers only
		Meter Readers	11	29,923	40,782	448,601.75	210,842.82	210,842.82	0.00	210,842.82	100/0	Serves retail customers only
		Supervisor-Field Serv	2	56,798	77,410	154,819.69	72,765.25	72,765.25	0.00	72,765.25	100/0	Serves retail customers only
		Water Service Tech	16	43,758	59,638	954,202.60	448,475.22	448,475.22	0.00	448,475.22	100/0	Serves retail customers only
Utilities Administration												
	Accounting Float Pool	Clerk Spec I	9	37,597	51,241	461,167.67	216,748.80	216,748.80	0.00	216,748.80	100/0	Serves retail customers only
		Clerk Spec II	2	40,536	55,246	110,492.81	51,931.62	51,931.62	0.00	51,931.62	100/0	Serves retail customers only
		Supervisor- Accounting	1	56,798	77,410	77,409.84	36,382.63	36,382.63	0.00	36,382.63	100/0	Serves retail customers only
		Utility Accounts Tech	1	40,536	55,246	55,246.41	25,965.81	25,965.81	0.00	25,965.81	100/0	Serves retail customers only
		Mail Clerk	1	33,119	45,138	45,137.80	21,214.76	21,214.76	0.00	21,214.76	100/0	Serves retail customers only
	Acctg/Fin Analysis	Administrator-Admin Sr II	1	73,473	100,136	100,136.16	47,063.99	0.00	47,063.99	47,063.99	0/100	Serves master meter accounts
	Admin. Safety/Training	Administrator-Admin Sr I	1	68,578	93,465	93,464.77	43,928.44	31,555.65	12,372.80	43,928.44	71.8/28.2	Allocated based on consumption
		Safety & Training Spec	1	56,798	77,410	77,409.84	36,382.63	26,135.17	10,247.46	36,382.63	71.8/28.2	Allocated based on consumption
	Administration	Admin An 3	3	64,315	87,655	262,964.23	123,593.19	88,782.18	34,811.01	123,593.19	71.8/28.2	Allocated based on consumption
		Administrator-Public Sr II	1	87,135	118,756	118,756.06	55,815.35	40,094.51	15,720.84	55,815.35	71.8/28.2	Allocated based on consumption
		Commissioner-Public Services	3	90,348	123,135	369,405.15	173,620.42	124,718.84	48,901.58	173,620.42	71.8/28.2	Allocated based on consumption
		Director-Public Services	1	110,424	150,497	150,496.58	70,733.39	50,810.77	19,922.62	70,733.39	71.8/28.2	Allocated based on consumption
		Secretary 2	1	42,380	57,760	57,759.59	27,147.01	19,500.84	7,646.17	27,147.01	71.8/28.2	Allocated based on consumption
		Secretary 3	1	49,706	67,744	67,744.18	31,839.76	22,871.84	8,967.92	31,839.76	71.8/28.2	Allocated based on consumption
	Appeals/Collections/Legal	Clerk Spec I	3	37,597	51,241	153,722.56	72,249.60	72,249.60	0.00	72,249.60	100/0	Serves retail customers only
		Clerk Spec II	1	40,536	55,246	55,246.41	25,965.81	25,965.81	0.00	25,965.81	100/0	Serves retail customers only
		Legal Tech	4	52,146	71,070	284,278.58	133,610.93	133,610.93	0.00	133,610.93	100/0	Serves retail customers only
		Supervisor-Utility Adm.	1	56,798	77,410	77,409.84	36,382.63	36,382.63	0.00	36,382.63	100/0	Serves retail customers only
	Billing/Collections/Records	Clerk Spec I	9	37,597	51,241	461,167.67	216,748.80	173,399.04	43,349.76	216,748.80	80/20	Cost of service / division of time
		Clerk Spec II	4	40,536	55,246	220,985.63	103,863.25	83,090.60	20,772.65	103,863.25	80/20	Cost of service / division of time
		Industrial Account Clerk	2	43,753	59,631	119,261.70	56,053.00	44,842.40	11,210.60	56,053.00	80/20	Cost of service / division of time
		Manager-Public Serv.	1	68,923	93,935	93,934.97	44,149.44	35,319.55	8,829.89	44,149.44	80/20	Cost of service / division of time
		Supervisor-Utility Adm.	1	56,798	77,410	77,409.84	36,382.63	29,106.10	7,276.53	36,382.63	80/20	Cost of service / division of time
	Customer Service	Clerk Spec II	24	40,536	55,246	1,325,913.77	623,179.47	560,861.52	62,317.95	623,179.47	90/10	Cost of service / division of time
		Cust Serv Contact Ctr Team Leader	2	40,536	55,246	110,492.81	51,931.62	46,738.46	5,193.16	51,931.62	90/10	Cost of service / division of time
		Manager-Public Serv.	1	68,923	93,935	93,934.97	44,149.44	39,734.49	4,414.94	44,149.44	90/10	Cost of service / division of time
		Supervisor-Utility Adm.	2	56,798	77,410	154,819.69	72,765.25	65,488.73	7,276.53	72,765.25	90/10	Cost of service / division of time
	DPU/SAP	Administrative Analyst 3	2	64,315	87,655	175,309.49	82,395.46	65,916.37	16,479.09	82,395.46	80/20	Cost of service / division of time
		Administrative Analyst 4	1	68,578	93,465	93,464.77	43,928.44	35,142.76	8,785.69	43,928.44	80/20	Cost of service / division of time
	Financial Analysis	Administrative Analyst 3	1	64,315	87,655	87,654.74	41,197.73	32,958.18	8,239.55	41,197.73	80/20	Cost of service / division of time
		Administrative Analyst 4	4	68,578	93,465	373,859.10	175,713.78	140,571.02	35,142.76	175,713.78	80/20	Cost of service / division of time
		Sub-Total Fund 6078 Salary						3,361,787.58	444,943.47	3,806,731.04		
								88.3%	11.7%			
		UA Expenses for Water						2,426,133.90	321,106.68	2,747,240.58	88.3/11.7	Allocated based on Fund 6078 Salary Sub-Total
	Fund 6078 Total							\$5,787,921.48	\$766,050.14	\$6,553,971.63		5.3%
	Percent of Fund 6078							88.3%	11.7%			Percent of Total System Expense

EXHIBIT E

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Division	Section	Classification	FTE's	2018 Annual Salary	2027 Annual Salary	Total Salaries	Water 47% of UA Fund	Cost Allocation		Total	Split (Retail/Wholesale)	Comments
								Retail (Toledo/Lucas Co)	Wholesale			
DPU Fund 6060 - Water Operating												
Uncollectible Expense								813,164.53	0.00	813,164.53	100/0	Retail expense only
Non - revenue water								1,178,302.17	294,575.54	1,472,877.72	80/20	Excess non billed leakage
Division of Water Distribution								9,205,412.83	3,609,391.96	12,814,804.78	71.8/28.2	Allocated based on consumption
Division of Sewer & Drainage								146,645.03	0.00	146,645.03	100/0	Water service kills
Division of Environmental Services								596,085.70	233,721.94	829,807.64	71.8/28.2	Allocated based on consumption
Division of Engineering Services								975,365.94	243,841.49	1,219,207.43	80/20	Pipe size/personnel division of time
Cash funded Capital Improvement Program								6,800,000.00	1,200,000.00	8,000,000.00	85/15	Trunk mains expensive to replace compared to 12" and smaller pipe
Fund 6060 Total								\$19,714,976.20	\$5,581,530.92	25,296,507.13		20.6%
Percent of Fund 6060								77.9%	22.1%			Percent of Total System Expense
Services provided by Non-DPU Divisions												
Direct Expenses to be eliminated over transition period												
		Water Operating (Fund 6060)	**Streets, Bridges & Harbor, Law, HR	746,029.90	292,514.24	1,038,544.14	71.8/28.2	Allocated based on consumption				
		Admin Services (Fund 6078)		288,524.93	113,129.04	401,653.97	71.8/28.2	Allocated based on consumption				
General Overhead (10%) HR, Legal, Finance, IT, etc.												
		Water Operating (Fund 6060)		999,913.45	392,060.59	1,391,974.03	71.8/28.2	Allocated based on consumption				
		Admin Services (Fund 6078)		285,173.09	111,814.81	396,987.90	71.8/28.2	Allocated based on consumption				
Total Services provided by Non-DPU Divisions								2,319,641.37	909,518.68	3,229,160.05		2.6%
Percent of Total Non-DPU Divisions								71.8%	28.2%			Percent of Total System Expense
Memorandum of Understanding Aspects (Toledo only)												
Toledo Lead Line Replacement								2,000,000.00	0.00	2,000,000.00	100/0	Retail expense only
Water Assistance Program (1/2% of City operating revenues)								250,000.00	0.00	250,000.00	100/0	Retail expense only
Total MOU Aspects								2,250,000.00	0.00	2,250,000.00		1.8%
Percent of Total MOU Aspects								100.0%	0.0%			Percent of Total System Expense
Future Debt Service - Elevated Storage												
		Debt Service Beginning 2024		2,961,122.24	1,161,039.82	4,122,162.06	71.8/28.2	Allocated based on consumption				
		\$70,000,000 OWDA Elevated Storage						3.4%				
Sub-Total Non Treatment Plant/Debt/Reserve Expenses								33,033,661.30	8,418,139.56	41,451,800.86		33.7%
Percent of Total Non Plant Expenses								79.7%	20.3%			Percent of Total System Expense

