

Table of Contents

2024 DRAFT Budget October Workshop	1
Table of Contents	2
Message from the Executive Director	3
Budget Calendar	4
Summary of Revenues & Expenses	5
Summary of Revenues & Expenses Legend	6
Revenues & Rates	7
Municipal, Total Mills, & Sustana Fiber Rate Comparison	8
Flow & Load Projections	g
User Fees by Source	10
Municipal Cost of Service	11
Total Mills Cost of Service	12
Procter & Gamble Cost of Service	13
Green Bay Packaging Cost of Service	14
Sustana Fiber Cost of Service	15
Debt Service & O&M Expenses	16
Allocation of Capital and Debt Service Costs	17
Summary of Debt Service Schedule	
Allocation of Operation & Maintenance Costs	21
Interceptor System O&M	
Salaries & Benefits Distribution	
Employee Headcount Report	
Out-of-Area Travel (Outside EPA Region 5)	
Capital Improvement Plan	29
5-Year Capital Improvement Plan	30
Annual Canital	33





Message from the Executive Director

As NEW Water inches towards a century of providing service to an ever-growing Northeast Wisconsin, we continue to evolve, adapt, and innovate to protect public health and area waterways, as well as support economic development.

For 2024, NEW Water has prepared a budget to ensure reliability of services for the more than 238,000 residents, as well as businesses, industries, and visitors in Northeast Wisconsin. NEW Water is proud to provide reliable services to enable our community to do the dishes, do laundry, and flush the toilet, whenever they want.

Drivers for the 2024 budget include:

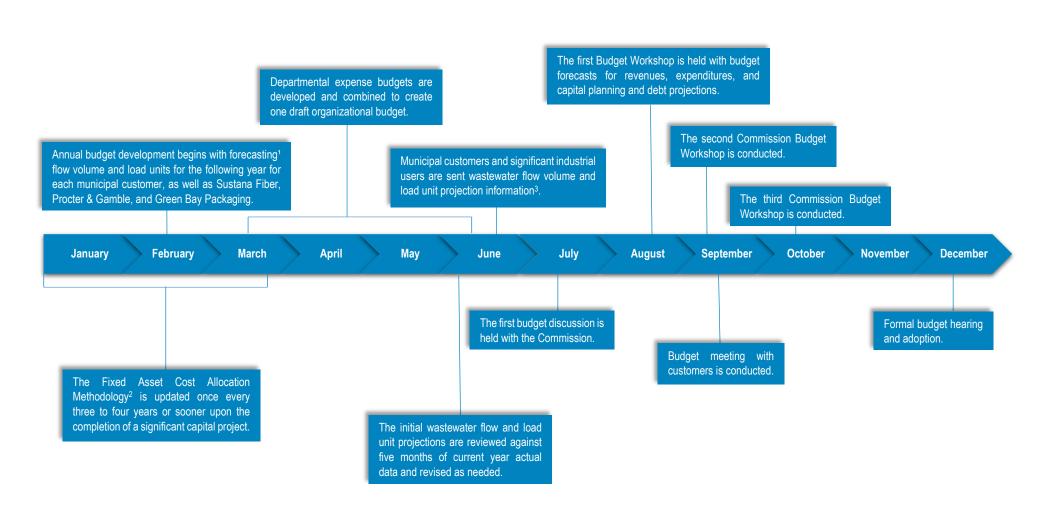
- Liquids Facility Plan and Capital Improvement Plan implementation, to achieve regulatory compliance, address aging infrastructure, and other critical needs for nonstop service
- Plant repairs and maintenance for the incineration process
- Maintenance and needed upgrades for Information Technology (IT) systems
- Increased costs for fuel and chemicals

To guide our efforts toward achieving permit compliance more cost effectively, NEW Water has adopted a new Strategic Plan with four key pillars: Community Partnership, Team, Organizational Optimization, and Environmental Quality. Through community partnerships, we can reduce pollutants coming into our facility, save costs, and better protect our shared water resources. Our focus on Team strives to attract, develop, and retain a high-performing workforce for our most important asset, our people. Organizational Optimization efforts seek to increase cost savings and efficiencies, enhance reliability, and innovation of operations. The Environmental Quality pillar guides us to make a positive impact on the region's natural resources, every day.

In 2023, our Team cleaned more than 15 billion gallons of water for the community, and achieved 100% permit compliance for the 21st consecutive year. This is no small feat. I am grateful to our Team for their dedication and their ability to adapt, no matter the challenge.

I want to thank the Commission for their leadership, and our community partners for working with us to better protect our most valuable resource, water. We are stronger together.

Thomas W. Sigmund, P.E., Executive Director NEW Water



¹ The forecasting process utilizes historical data along with additional adjustments for sewer service area growth.

² The Fixed Asset Cost Allocation Methodology is performed by an external rate consultant, who allocates new and existing capital investments to wastewater parameters (Flow, Biochemical Oxygen Demand, Suspended Solids, Phosphorus, and Total Kjeldahl Nitrogen) based upon the intended treatment purpose.

³ The information is comprised of the most recent two to three years of actual annual wastewater units, as well as current and upcoming budgeted wastewater units.

Summary of Revenues & Expenses

The following Summary of Revenues and Expenses table provides an overview of the previous two budgets, year-end actual, and proposed budget. The table is comprised of revenue sources, expenses, and capital and debt service categories. The specific budget items contained within each category are defined in the <u>Summary of Revenues and Expenses Legend</u> on the next page.

The right side of the summary table compares the proposed budget to current budget dollar and percent variances for each revenue and expense category. The notes at the bottom of the page provide additional clarity to categories within the table.

		2022 Budget	2022 Actual	2023 Budget	% Of Overall Expenses	2024 Budget	% Of Overall Expenses	2024 Budget Favorable / (Unfavorable) Variance	% Variance
	Municipal User Fees ¹	\$39,149,604	\$40,091,938	\$41,083,772	84.3%	\$43,652,808	84.5%	\$2,569,035	6.3%
	Procter & Gamble (P&G) User Fees	1,393,752	1,802,741	1,599,564	3.3%	1,690,966	3.3%	91,402	5.7%
	Green Bay Packaging (GBP) User Fees	723,141	1,590,828	1,045,217	2.1%	1,219,289	2.4%	174,072	16.7%
	Mills Direct Allocation Charges (Year End)	215,716	330,843	302,004	0.6%	302,981	0.6%	978	0.3%
	P&G Capital Charges	1,316,979	1,316,979	1,383,004	2.8%	1,410,763	2.7%	27,759	2.0%
S	GBP Capital Charges	821,353	821,353	871,951	1.8%	905,340	1.8%	33,390	3.8%
nue	General Reserve Interest	19,619	25,558	29,126	0.1%	25,076	0.0%	(4,050)	-13.9%
Revenues	Other Revenues	1,374,110	1,336,599	988,310	2.0%	1,270,921	2.5%	282,611	28.6%
~		\$45,014,274	47,316,839	47,302,949	97.1%	\$50,478,144	97.7%	\$3,175,195	6.7%
	Debt and ICR Reserve Transfers	1,440,343	1,440,343	1,440,669	3.0%	1,212,897	2.3%	(227,772)	-15.8%
	Contributions to and from Capital Reserve	(1,050,000)	(2,520,832)	-	0.0%	-	0.0%	-	0.0%
	General Reserve Interest Transfer	(19,619)	(25,558)	(29,126)	-0.1%	(25,076)	0.0%	4,050	0.0%
		\$370,724	\$(1,106,047)	\$1,411,543	2.9%	\$1,187,821	2.3%	\$(223,722)	-15.8%
	Total Revenues	\$45,384,997	\$46,210,792	\$48,714,492	100.0%	\$51,665,965	100.0%	\$2,951,474	6.1%
	Salaries & Benefits	\$12,087,372	\$12,193,481	\$12,719,059	26.1%	\$13,313,363	25.8%	\$(594,304)	-4.7%
	Power	1,693,501	2,426,663	2,192,389	4.5%	2,175,539	4.2%	16,849	0.8%
	Contracted Services	3,795,717	2,863,098	4,237,222	8.7%	4,196,918	8.1%	40,304	1.0%
	Maintenance & Repairs	1,503,490	2,075,900	1,828,639	3.8%	2,985,565	5.8%	(1,156,926)	-63.3%
	Chemicals	1,401,810	1,986,911	1,428,925	2.9%	1,571,735	3.0%	(142,810)	-10.0%
	Natural Gas & Fuel Oil	547,203	484,617	608,301	1.2%	709,389	1.4%	(101,088)	-16.6%
	Solid Waste Disposal	333,651	501,377	439,379	0.9%	460,750	0.9%	(21,371)	-4.9%
	Interceptor System ²	1,068,934	538,589	737,411	1.5%	675,643	1.3%	61,768	8.4%
ses	Information Technology and Administrative	779,775	1,014,215	869,071	1.8%	1,019,308	2.0%	(150,237)	-17.3%
Expenses	Insurance	428,130	437,012	484,674	1.0%	526,500	1.0%	(41,826)	-8.6%
EXP	Supplies	236,182	257,796	239,187	0.5%	260,297	0.5%	(21,110)	-8.8%
	Employee Training & Development	156,733	110,582	168,436	0.3%	178,669	0.3%	(10,233)	-6.1%
	Travel and Meetings	92,864	55,056	109,106	0.2%	113,061	0.2%	(3,955)	-3.6%
	DNR Environmental Fees	146,184	152,042	156,745	0.3%	166,706	0.3%	(9,961)	-6.4%
	Total O&M Expenses	\$24,271,546	\$25,097,340	\$26,218,542	53.5%	\$28,353,443	54.9%	\$(2,134,901)	-8.1%
	Debt Service ³	\$16,623,452	\$16,623,452	\$17,232,949	35.4%	\$18,065,522	35.0%	\$(832,572)	-4.8%
	Annual Capital	\$4,490,000	\$4,490,000	\$5,263,000	10.8%	\$5,247,000	10.2%	\$16,000	0.3%
	Total Debt Service & Annual Capital	\$21,113,452	\$21,113,452	\$22,495,949	46.2%	\$23,312,522	45.1%	\$(816,572)	-3.6%
	Total Expenses	\$45,384,997	\$46,210,792	\$48,714,492	100.0%	\$51,665,965	100.0%	\$(2,951,473)	-6.1%

¹ Municipal User Fees equal municipal customers plus Sustana Fiber.

² Interceptor System includes all expenses related to interceptors, meter and lift stations, including chemicals, power, phones, pretreatment program, and water.

³ Debt Service for 2024 budget is for 2025 Debt Payments.

Summary of Revenues & Expenses Legend

	Municipal User Fees	Municipal customer and Sustana Fiber Volume, Biochemical Oxygen Demand, Suspended Solids, Phosphorus, and Kjeldahl Nitrogen parameter revenue.
	Procter & Gamble (P&G) User Fees	P & G Volume, Biochemical Oxygen Demand, Suspended Solids, Phosphorus, and Kjeldahl Nitrogen parameter revenue.
	Green Bay Packaging (GBP) User Fees	GBP Volume, Biochemical Oxygen Demand, Suspended Solids, Phosphorus, and Kjeldahl Nitrogen parameter revenue.
	Mill Direct Charges	P&G and GBP Daily Sample Pickup and Laboratory Testing, Inspection, Monitoring, Dewatering, Operation &Maintenance, and Diggers Hotline.
	P&G Capital Charges	P&G Capital and Debt Service Charges.
ဖွ	GBP Capital Charges	GBP Capital and Debt Service Charges.
une	General Reserve Interest	Interest Income from General Fund Accounts (unrestricted funds) other than Investment Accounts.
Revenues	Other Revenues	Pretreatment Permit Fee and Charges, Grants, Hauled Waste, High Strength Hauled Waste, Sampling, Laboratory Analysis, Property Leases, and Interceptor Cost Recovery Temporary Leases.
	Debt and ICR Reserve Transfers	Identified debt obligation payments from Debt and ICR Reserves. Debt Transfer is Georgia Pacific obligation payment. ICR Debt Transfer includes payments for identified interceptor projects and customer prepayments for interceptor capacity.
	Plant Capital Replacement Reserve	Collection to or designated expenses allocated for future capital projects.
	General Reserve Interest Offset	Offset of Interest Income from General Fund Accounts (unrestricted funds) other than Investment Accounts.
	General Fund Transfers	Designated expenses allocated to be paid by this fund.
	Salaries & Benefits	Salaries, PTO/Vacation Payout, Health Benefits Opt-Out, Health, Dental, & Life Insurances, Overtime, Other Premium (Stand-By, Double Time and Call-in), Wisconsin Retirement, Social Security, Workers Compensation, Uniforms, Employee Referral Services, Long Term Disability and Wellness Program.
	Power	All Power for the treatment facilities not including power for meter and lift stations.
	Contracted Services	Contractor and Consultant Contracted Services, Legal and Audit Services, Custodial and Lawn Services, Occupational Health, Fire Protection and Detection, Household Hazardous Waste Station, Environmental Programs, Hazardous Waste Disposal, GBP Phosphorus Credits (TMDL Transfer and Reclaimed Water), Receiving Waters Planning and Monitoring, Recruitment, Class and Compensation, and Rate Study.
	Maintenance & Repairs	Repair and Maintenance Buildings and Equipment, Small Tools, Fuel for Vehicles and Boats, Freight In and Out, Water, Biogas Generator Oil, Equipment Leases and Rentals.
	Chemicals	Sodium Hypochlorite and Bisulfite, Polymer, Ferric Chloride, Activated Carbon, Chemical Boiler Water, Odor Removal Material, Sodium Hydroxide. Thermal Oil Make-Up and Laboratory Chemicals for the facilities.
	Natural Gas & Fuel Oil	Diesel for Generators, Fuel Oil for Process, Natural Gas for Process, Incineration, and Heating of Facilities and Incinerator Bed Material.
ses	Solid Waste Disposal	Material (grit, screenings, ash, and dewatered sludge) hauled to landfills.
Expenses	Interceptor System	Repair and Maintenance of Interceptors, Lift Stations, and Meter Stations; Pretreatment Program; Power for Meter and Lift Stations; Chemicals for Odor Control; Water; Telemetry Services; and Telephones.
	Administrative and Information Technology	Publishing, Postage, Data Processing, Employee Recognition, Public Information, Telephones, Safety Shoes and Glasses, Memberships and Dues, Publications and Subscriptions, Software Licenses and Maintenace Agreements, Permits, Meeting Expenses, Bank Service Charges, Bond Issuance Cost, Records Management, Community Outreach Partnership, and Education & Public Outreach.
	Insurances	Automobile, Marine, Property, Boiler and Machinery, Liability, Umbrella, Commercial Crime, Public Officials, Cyber, and Pollution.
	Supplies	Employee Security Badges, Safety & First Aid Equipment and Supplies, Small Computer Hardware and Software, Small Office Supplies, Cleaning/Janitorial Supplies, Building/Grounds Supplies, Shipping Supplies, etc.
	Employee Training & Development	Employee Development (Registration), Training, and Tuition.
	Travel & Meetings	Travel & Meetings, Lodging, Transportation, Meals, and Mileage.
	DNR Environmental Fees	Annual Environmental Statement Fees from the DNR, which includes: charges from NR101 discharge (includes a charge for all parameter pounds that have permit limits), Hazardous Waste Disposal Fees, Air Emission Fees, and Laboratory Certification Fee. Other Fees such as Tier 2 report fees (related to hazardous material management on site) and other license or permit application fees which may arise.
ot Se & Lal	Debt Service	Principal and Interest obligation payments incurred for Long Term Capital projects from Clean Water Fund Loans, General Obligation Bonds, and Promissory Notes to financial institutions.
Debt Service & Annual Capital	Annual Capital	Capital Improvements (maintenance equipment and interceptor repairs or replacements) funded with cash and/or reserve funds.



Municipal, Total Mills, & Sustana Fiber Rate Comparison

The following table shows the Cost of Service (COS) parameter unit rates for Municipal Customers, Sustana Fiber (SF), Procter & Gamble (P&G) and Green Bay Packaging (GBP). All unit rates are based upon the most current Cost Allocation Methodology Report which distributes the fixed asset investments to unit parameters and the system users.

The Municipal Customer parameter unit rates are calculated to capture Municipal Only and Common to All operation and maintenance expenses. Total capital is collected through the Capital Charge from the Municipal Customers and SF.

The Total Mills wastewater parameter unit rates are calculated in accordance with the Tripartite Agreements with P&G and GBP, City of Green Bay, and NEW Water. The Total Mills wastewater parameter unit rates are comprised of Mill Only and Common to All operation and maintenance expenses. P&G and GBP share the Total Mills unit rates because they convey their wastewater through a dedicated mill interceptor pipe that discharges to the Green Bay Treatment Facility.

The SF wastewater parameter unit rates are calculated in accordance with an agreement executed with SF, City of De Pere, and NEW Water. The SF wastewater parameter unit rates are comprised of Municipal Only and Common to All operation and maintenance expenses. SF conveys its wastewater through a dedicated pressurized force main that discharges into the De Pere Treatment Facility.

Per agreements and the dedicated sewer pipes to the treatment facilities, GBP, P&G, and SF do not participate in identified O&M expenses related to the municipal interceptor system. This is the main reasons for the difference in parameter unit rates across the user groups.

Municipal Operation and Maintenance Rate Comparison										
Parameter	2024 Budget Comparison with 2023 Adopted Budget									
Volume	FLOW	1,000 gallons	\$0.74231	\$0.72409	(\$0.0182)					
Biochemical Oxygen Demand	BOD	lbs	\$0.33401	\$0.30569	(\$0.0283)					
Suspended Solids	TSS	lbs	\$0.37324	\$0.31326	(\$0.0600)					
Phosphorus	PHOS	lbs	\$2.01844	\$1.25768	(\$0.7608)					
Total Kjeldahl Nitrogen	TKN	lbs	\$0.59012	\$0.53115	(\$0.0590)					

Total Mills (P&G and GBP) Operation & Maintenance Rate Comparison ¹										
Parameter	2024 Budget Comparison with 2023 Adopted Budget									
Volume	FLOW	1,000 gallons	\$0.51689	\$0.53935	\$0.0225					
Biochemical Oxygen Demand	BOD	lbs	\$0.26526	\$0.29855	\$0.0333					
Suspended Solids	TSS	lbs	\$0.27744	\$0.30853	\$0.0311					
Phosphorus	PHOS	lbs	\$1.67370	\$1.24203	(\$0.4317)					
Total Kjeldahl Nitrogen	TKN	lbs	\$0.53359	\$0.51721	(\$0.0164)					

Sustana Fiber Operation & Maintenance Rate Comparison ²											
Parameter	2024 Budget Comparison with 2023 Adopted Budget										
Volume		FLOW	1,000 gallons	\$0.55810	\$0.53313	(\$0.0250)					
Biochemical Oxygen Demand		BOD	lbs	\$0.32032	\$0.29128	(\$0.0290)					
Suspended Solids		TSS	lbs	\$0.35947	\$0.29904	(\$0.0604)					
Phosphorus		PHOS	lbs	\$1.93358	\$1.19950	(\$0.7341)					
Total Kjeldahl Nitrogen		TKN	lbs	\$0.56360	\$0.50707	(\$0.0565)					

¹Capital Charges for P&G and GBP are billed separately.

² Capital Charge for Sustana Fiber to be billed separately by City of De Pere.

³SF Adjusted removes identified interceptor system costs from Sustana Fiber and assigns to Municipal

Flow & Load Projections

The following table shows the budgeted wastewater parameter units and the associated forecasted revenues for Flow (Volume), Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), Phosphorus (P), and Total Kjeldahl Nitrogen (TKN) for each customer. The budgeted wastewater parameter units are forecasted for each customer utilizing historical data, adjusted for sewer service area growth, and input received from customers. The wastewater parameter revenue amounts for each customer are derived by multiplying the budgeted wastewater parameter units by the appropriate parameter unit rates found on the previous page. The Capital Charge amount is distributed proportional to each customer based upon their budgeted use of the system.

The Capital Charge for Procter & Gamble and Green Bay Packaging is calculated and collected differently. They are allocated an equitable portion of Mill Only and Common to All <u>Capital and Debt Service Costs</u>, which are based upon their allocated parameter capacities within their Tripartite Agreement. The total capital amount due from each mill is invoiced semi-annually/annually and shown on the <u>Procter & Gamble Cost of Service</u> and the <u>Green Bay Packaging Cost of Service</u> pages.

	VOL	UME	во	D	TS	SS	PHO	os	TH	(N	Capital Charge	TOTAL
	1,000 Gallons	Amount	Lbs	Amount	Lbs	Amount	Lbs	Amount	Lbs	Amount	Amount	AMOUNT
City of Green Bay	5,000,000	\$3,620,450	8,600,000	\$2,628,972	9,100,000	\$2,850,651	225,012	\$282,992	1,464,804	\$778,025	\$8,264,353	\$18,425,443
City of De Pere	1,300,000	941,317	3,698,592	1,130,639	1,790,268	560,816	23,076	29,022	242,400	128,750	2,267,749	5,058,293
Sustana Fiber	274,000	146,077	1,730,184	503,976	883,310	264,148	28,880	34,641	133,883	67,887	1,013,215	2,029,945
Village of Allouez	705,000	510,484	875,000	267,483	1,050,000	328,921	22,500	28,298	165,000	87,639	949,804	2,172,628
Village of Ashwaubenon	1,395,063	1,010,151	2,556,338	781,458	2,510,890	786,557	64,944	81,678	331,392	176,018	2,320,214	5,156,077
Village of Bellevue	803,582	581,866	1,081,874	330,723	1,076,291	337,157	25,970	32,662	212,742	112,997	1,069,112	2,464,516
Village of Hobart	265,200	192,029	443,433	135,555	472,128	147,898	10,977	13,806	91,692	48,702	433,572	971,561
Village of Howard	893,324	646,847	1,204,865	368,321	2,500,000	783,146	27,362	34,413	314,632	167,116	1,715,792	3,715,634
Village of Luxemburg	150,000	108,614	43,111	13,179	34,140	10,695	2,016	2,535	16,392	8,707	76,960	220,689
Village of Pulaski	191,096	138,371	54,394	16,628	52,584	16,472	5,952	7,486	34,944	18,560	110,355	307,872
Village of Suamico	225,603	163,357	602,256	184,106	473,448	148,312	13,704	17,235	77,004	40,900	468,784	1,022,694
Town of Ledgeview Sanitary District #2	206,550	149,561	334,860	102,365	308,268	96,568	9,216	11,591	70,728	37,567	312,263	709,914
Town of Lawrence – Utility District	158,181	114,537	324,828	99,298	510,780	160,006	7,716	9,704	61,776	32,812	368,915	785,273
Pittsfield Sanitary District	14,830	10,738	22,711	6,943	25,859	8,101	554	697	4,336	2,303	23,091	51,872
Scott Municipal Utility	137,039	99,229	165,904	50,716	225,389	70,605	4,146	5,214	31,590	16,779	191,167	433,709
Dyckesville Sanitary District	28,924	20,944	60,011	18,345	68,330	21,405	1,465	1,842	11,458	6,086	58,064	126,686
Total Municipal	11,748,392	\$8,454,570	21,798,361	\$6,638,706	21,081,685	\$6,591,457	473,490	\$593,817	3,264,773	\$1,730,847	\$19,643,411	\$43,652,808
Procter & Gamble	1,700,000	\$916,901	502,756	\$150,100	1,960,295	\$604,801	1,650	\$2,049	33,090	\$17,114	\$-	\$1,690,966
Green Bay Packaging	822,000	443,349	1,000,000	298,554	1,000,000	308,526	61,000	75,764	180,000	93,097	-	1,219,289
Total Mill	2,522,000	\$1,360,249	1,502,756	\$448,654	2,960,295	\$913,327	62,650	\$77,813	213,090	\$110,211	\$-	\$2,910,255
Grand Total												
Units	14,270,392		23,301,117		24,041,980		536,140		3,477,863			
Costs		\$9,814,820		\$7,087,360		\$7,504,784		\$671,629		\$1,841,058	\$19,643,411	\$46,563,062

User Fees by Source

The following table shows the annual revenue comparison of the upcoming budget to previous year budget and previous year actuals for municipal customers, Sustana Fiber, Green Bay Packaging, and Procter & Gamble.

	2024 Budget	2023 Budget	2022 Actual	2021 Actual	2020 Actual
City of Green Bay	\$18,425,443	\$17,846,855	\$16,439,651	\$16,061,856	\$16,271,706
City of De Pere	5,058,293	4,776,900	5,317,287	5,438,484	5,321,349
Sustana Fiber	2,029,945	1,940,111	1,125,290	1,667,390	1,051,340
Village of Allouez	2,172,628	2,077,831	1,978,998	1,858,519	1,990,409
Village of Ashwaubenon	5,156,077	5,140,998	4,911,391	4,773,983	4,677,260
Village of Bellevue	2,464,516	2,048,378	2,057,014	1,959,208	1,868,570
Village of Hobart	971,561	910,938	851,240	772,121	794,472
Village of Howard	3,715,634	2,890,026	4,038,865	3,065,936	3,167,378
Village of Luxemburg	220,689	220,593	240,290	224,755	222,739
Village of Pulaski	307,872	280,029	278,780	275,053	273,357
Village of Suamico	1,022,694	948,820	949,780	999,688	925,607
Town of Ledgeview Sanitary District #2	709,914	662,481	648,339	539,863	563,773
Town of Lawrence – Utility District	785,273	756,606	711,900	640,123	623,258
Pittsfield Sanitary District	51,872	45,517	42,627	43,235	39,399
Scott Municipal Utility	433,709	413,732	388,933	380,055	387,056
Dyckesville Sanitary District	126,686	123,956	111,549	108,931	100,481
Total Municipal	\$43,652,808	\$41,083,772	\$40,091,933	\$38,809,200	\$38,278,154
Green Bay Packaging	\$1,219,289	1,045,217	1,607,422	626,257	60,454
Procter & Gamble	1,690,966	1,599,564	1,898,398	1,527,493	1,378,531
Total Mill	\$2,910,255	\$2,644,782	\$3,505,820	\$2,153,749	\$1,438,985
Total User Fees	\$46,563,062	\$43,728,554	\$43,597,752	\$40,962,950	\$39,717,139

Municipal Cost of Service

The following table shows the Municipal Cost of Service (COS) values used to develop the municipal parameter unit rates. The total Operating Cost is comprised of O&M expenses related to Municipal Only and Common to All system users. These costs are distributed to each parameter based upon the Cost Allocation Methodology Report. The report allocates new and existing capital investments to one of the five wastewater parameters (Flow, BOD, TSS, P, and TKN) based upon the intended treatment purpose to generate a percentage of investment for each parameter.

The Unit Operating and Capital Costs are derived by dividing the parameter dollar amounts into the total budgeted parameter units. The Operating and Capital Unit Costs are added together to get a Unit Combined Cost.

The Sustana Fiber (SF) Adjustment assigns certain system costs from SF Cost of Service to Municipal Cost of Service. This adjustment is required per the SF Agreement and Cost Allocation Methodology Report because SF does not utilize the municipal interceptor system.

The Capital Charge column shows the charge amount to be collected from the municipal customers. The Capital Cost is distributed to each parameter based upon the same process described above for the Operating Costs.

The bottom of the page provides a brief historical overview of the Municipal Cost of Service unit rates.

	Total	VOLUME	BOD	TSS	PHOS	TKN	Captial Charge
Unit Value		1,000 gallons	lbs	lbs	lbs	lbs	N/A
Units		11,748,392	21,798,361	21,081,685	473,490	3,264,773	N/A
COST OF SERVICE							
<u>Municipal</u>							
Operating Cost	\$24,009,397	\$8,454,570	\$6,638,706	\$6,591,457	\$593,817	\$1,730,847	\$-
Capital Cost	19,643,411	0	0	0	0	0	19,643,411
Total Cost	\$43,652,808	\$8,454,570	\$6,638,706	\$6,591,457	\$593,817	\$1,730,847	\$19,643,411
Unit Operating Cost		\$0.71964	\$0.30455	\$0.31266	\$1.25413	\$0.53016	
Unit Capital Cost		\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	
Unit Combined Cost		\$0.71964	\$0.30455	\$0.31266	\$1.25413	\$0.53016	
Sustana Fiber Adjustment		\$0.00445	\$0.00114	\$0.00060	\$0.00355	\$0.00099	
Adjusted Unit Combined Cost		\$0.72409	\$0.30569	\$0.31326	\$1.25768	\$0.53115	

MUNICIPAL BUDGET RATE HISTORY											
YEAR	VOLUME	BOD	TSS	PHOS	TKN						
2024	\$0.72409	\$0.30569	\$0.31326	\$1.25768	\$0.53115						
2023	\$0.74231	\$0.33401	\$0.37324	\$2.01844	\$0.59012						
2022	\$0.70624	\$0.31254	\$0.33888	\$1.91281	\$0.54775						
2021	\$0.69630	\$0.31750	\$0.28332	\$0.71995	\$0.84000						
2020	\$0.72007	\$0.33516	\$0.27929	\$0.71609	\$0.82425						
2019	\$0.72428	\$0.29558	\$0.26732	\$0.44398	\$0.74148						
2018	\$0.69897	\$0.35126	\$0.28304	\$0.75833	\$0.70556						

Total Mills Cost of Service

The following table shows the Total Mills Cost of Service (COS) used to develop the parmater unit rates for Procter & Gamble (P&G) and Green Bay Packaging (GBP). P&G and GBP are charged the same unit parameter rates

The Operating Cost are comprised of O&M expenses related to Mill Only and Common to All system users. The wastewater discharged from P&G and GBP enter a dedicated mill interceptor pipe that is not part of NEW Water's municipal interceptor system. As such, P&G and GBP participate in operating and capital costs for the capital investments they utilize, which results in different unit parameter rates than the Municipal Customer unit parameter rates.

The Capital Charge collected from P&G and GBP is related to the allocated parameter capacity per their Tripartite Agreements. P&G and GBP pay for their allocated capacity whether they use it or not, and the amount is collected semi-annually/annually through lump sum invoices.

The Direct Charges are labor and O&M expenses related to the dedicated mill interceptor, as well as wastewater sample collection and analysis costs paid monthly by the mills. The Credits are issued to GBP are defined in GBP's Tripartite Agreement and associated with TMDL waste load allocation transfer and pollutants returned to GBP in the reclaimed water.

	Total	VOLUME	BOD	TSS	PHOS	TKN	Capital Charge	Direct Charges
Unit Value		1,000 gallons	lbs	lbs	lbs	Ibs	N/A	N/A
Units		2,522,000	1,502,756	2,960,295	62,650	213,090	N/A	N/A
Cost of Service								
Operating Cost	\$2,910,255	\$1,360,249	\$448,654	\$913,327	\$77,813	\$110,211	\$0	0
Capital Charge	2,316,104	0	0	0	0	0	2,316,104	0
Direct Charges	246,403	0	0	0	0	0	0	246,403
Credits	(260,527)	0	0	0	0	0	0	(260,527)
Total Co	st \$5,212,235	\$1,360,249	\$448,654	\$913,327	\$77,813	\$110,211	\$2,316,104	(\$14,123)
Unit Co	ost	\$0.53935	\$0.29855	\$0,30853	\$1,24203	\$0.51721		

TOTAL MILLS BUDGET RATE HISTORY										
YEAR	VOLUME	BOD	TSS	PHOS	TKN					
2024	\$0.53935	\$0.29855	\$0.30853	\$1.24203	\$0.51721					
2023	\$0.51689	\$0.26526	\$0.27744	\$1.67370	\$0.53359					
2022	\$0.46443	\$0.24250	\$0.24807	\$1.60909	\$0.47977					
2021	\$0.52942	\$0.24470	\$0.20904	\$0.55710	\$0.75739					

Procter & Gamble Cost of Service

The following table shows Procter & Gamble's (P&G) Cost of Service, which is a portion of the <u>Total Mill Cost of Service</u> units and revenues from the previous page. The budgeted unit parameter revenue is derived by multiplying the budgeted parameter units by the Total Mill unit rates.

The Capital Charge allocated to P&G is based upon its allocated capacities identified in the recent version of the P&G Tripartite Agreement. The capacities are a key component of the Cost Allocation Methodology Report and are applied to NEW Water's capital investments identified for Common to All and Mill Only system users. The capital cost is collected from P&G through a semi-annual invoice.

The Direct Charges budgeted to P&G are related to O&M labor and expense costs associated with the mill interceptor, the meter/sample station, and laboratory costs for wastewater sample analysis.

		Total	VOLUME	BOD	TSS	PHOS	TKN	Capital Charge ¹	Direct Charges
Unit Value			1,000 gallons	lbs	lbs	lbs	lbs	N/A	N/A
Units			1,700,000	502,756	1,960,295	1,650	33,090	N/A	N/A
Cost of Service									
Operating Cost		\$1,690,966	\$916,901	\$150,100	\$604,801	\$2,049	\$17,114	\$0	0
Capital Charge		1,410,763	0	0	0	0	0	1,410,763	0
Direct Charges		79,728	0	0	0	0	0	0	79,728
To	otal Cost	\$3,181,457	\$916,901	\$150,100	\$604,801	\$2,049	\$17,114	\$1,410,763	\$79,728
U	Jnit Cost		\$0.53935	\$0.29855	\$0.30853	\$1.24203	\$0.51721		

PROCTER & GAMBLE BUDGET RATE HISTORY								
YEAR	VOLUME	BOD	TSS	PHOS	TKN			
2024	\$0.53935	\$0.29855	\$0.30853	\$1.24203	\$0.51721			
2023	\$0.51689	\$0.26526	\$0.27744	\$1.67370	\$0.53359			
2022	\$0.46443	\$0.24250	\$0.24807	\$1.60909	\$0.47977			
2021	\$0.52942	\$0.24470	\$0.20904	\$0.55710	\$0.75739			
2020	\$0.56266	\$0.25891	\$0.20401	\$0.56941	\$0.74910			
2019	\$0.58964	\$0.23376	\$0.20216	\$0.29866	\$0.67460			
2018	\$0.58847	\$0.28878	\$0.22148	\$0.69239	\$0.64105			

10/25/202313

¹ Capital Charges invoiced semi-annually.

Green Bay Packaging Cost of Service

The following table shows Green Bay Packaging's (GBP) Cost of Service, which is a portion of the Total Mill Cost of Service units and revenues from the previous page. The budgeted unit parameter revenue is derived by multiplying the budgeted parameter units by the Total Mill unit rates.

The Capital Charge allocated to GBP is based upon its allocated capacities identified in the GBP Tripartite Agreement. The capacities are a key component of the Cost Allocation Methodology Report and are applied to NEW Water's capital investments identified for Common to All and Mill Only users. The capital cost is collected from GBP through an annual lump sum invoice.

The Direct Charge budgeted to GBP are related to O&M labor and expense costs associated with the mill interceptor, the meter/sample station, laboratory costs for wastewater sample analysis and the reclaimed water system.

The Credits budgeted to GBP are defined in GBP's Tripartite Agreement and associated with TMDL waste load allocation transfer and pollutants returned to GBP in the reclaimed water.

	Total	VOLUME	BOD	TSS	PHOS	TKN	Capital Charge ¹	Direct Charges
Unit Value		1,000 gallons	lbs	lbs	Ibs	Ibs	N/A	N/A
Units		822,000	1,000,000	1,000,000	61,000	180,000	N/A	N/A
Cost of Service								
Operating Cost	\$1,219,2	289 \$443,349	\$298,554	\$308,526	\$75,764	\$93,097	\$0	0
Capital Charge	\$905,3	340 0	0	0	0	0	905,340	0
Direct Charges	\$166,6	375 0	0	0	0	0	0	166,675
Credits	(\$260,5	27) 0	0	0	0	0	0	(260,527)
Total	Cost \$2,030,7	78 \$443,349	\$298,554	\$308,526	\$75,764	\$93,097	\$905,340	(\$93,852)
Unit	Cost	\$0.53935	\$0.29855	\$0.30853	\$1.24203	\$0.51721		

GREEN BAY PACKAGING BUDGET RATE HISTORY							
YEAR	VOLUME	BOD	TSS	PHOS	TKN		
2024	\$0.53935	\$0.29855	\$0.30853	\$1.24203	\$0.51721		
2023	\$0.51689	\$0.26526	\$0.27744	\$1.67370	\$0.53359		
2022	\$0.46443	\$0.24250	\$0.24807	\$1.60909	\$0.47977		
2021	\$0.52942	\$0.24470	\$0.20904	\$0.55710	\$0.75739		

¹ Capital Charges invoiced annually

Sustana Fiber Cost of Service

The following table shows Sustana Fiber's (SF) Cost of Service. The budgeted unit parameter revenue is derived by multiplying the budgeted parameter units by the SF unit rates.

The Capital Cost is collected through the Capital Charge, which is the same process used for the municipal customers. The Capital Charge amount collected from SF is based upon its budgeted use of the system.

The Direct Charges budgeted to SF are related to O&M labor and expenses associated with its dedicated force main from the SF facility to the De Pere Treatment Facility, as well as sample collection and laboratory analysis expenses.

The Less SF Adjustment removes identified interceptor system costs from SF and assigns them to Municipal Cost of Service.

The bottom of the page shows a historical overview of the SF Cost of Service unit rates.

	Total	VOLUME	BOD	TSS	PHOS	TKN	Capital Charge ¹	Direct Charges
Unit Value		1,000 gallons	lbs	lbs	lbs	lbs	N/A	
Units		274,000	1,730,184	883,310	28,880	133,883	-	-
Cost of Service								
Operating Cost	\$1,107,486	\$197,180	\$526,929	\$276,178	\$36,219	\$70,979	\$-	\$-
Capital Cost	1,013,215	-	-	-	-	-	1,013,215	-
Subtotal Cost of Service	\$2,120,701	\$197,180	\$526,929	\$276,178	\$36,219	\$70,979	\$1,013,215	\$-
Direct Charges	56,578	-	-	-	-	-	-	56,578
Less SF Adjustment	(90,756)	(51,104)	(22,953)	(12,030)	(1,578)	(3,092)	-	-
Total Cost	\$2,086,523	\$146,077	\$503,976	\$264,148	\$34,641	\$67,887	\$1,013,215	\$56,578
Unit Cost		\$0.71964	\$0.30455	\$0.31266	\$1.25413	\$0.53016		
Unit Capital Cost		(0.18651)	(0.01327)	(0.01362)	(0.05463)	(0.02309)		
Unit Combined Cost (with SF Adjustment)		\$0.53313	\$0.29128	\$0.29904	\$1.19950	\$0.50707	_	

	SUSTANA FIBER BUDGET RATE HISTORY								
YEAR	VOLUME	BOD	TSS	PHOS	TKN				
2024	\$0.53313	\$0.29128	\$0.29904	\$1.19950	\$0.50707				
2023	\$0.55810	\$0.32032	\$0.35947	\$1.93358	\$0.56360				
2022	\$0.48341	\$0.30142	\$0.32798	\$1.84073	\$0.52557				
2021	\$0.53014	\$0.30621	\$0.27388	\$0.69436	\$0.80404				
2020	\$0.53989	\$0.32250	\$0.26953	\$0.68817	\$0.78674				
2019	\$0.48322	\$0.28558	\$0.25893	\$0.43155	\$0.71272				
2018	\$0.44504	\$0.33742	\$0.27266	\$0.72553	\$0.67474				

10/25/202315

¹ The Caital Charge for Sustana Fiber to be billed separately by the City of De Pere.



Allocation of Capital and Debt Service Costs

The following tables show the Allocation of Capital and Debt Service Costs for Municipal Only and Common to All users. The Common to All Debt Service costs are assigned to Municipal Customers, Sustana Fiber (SF), Green Bay Packaging (GBP), and Procter & Gamble (P&G). GBP and P&G are allocated capital and debt costs based upon their permanent capacity allocations per their Tripartite Agreements and the recent version of the Cost Allocation Methodology Report. Per the agreements and the report, GBP and P&G do not participate in capital and debt costs associated with the municipal interceptor system.

The Debt Service Offsets section shows customers that have prepaid their debt service obligations, along with other identified debt service obligation payments from NEW Water financial reserves. The prepayments and identified debt obligations are held within NEW Water's financial reserves and are applied annually to offset the amount NEW Water needs to collect for its required debt obligations payments.

The Annual Capital Outlays section is the sum of the <u>annual capital projects</u>. NEW Water collects these funds through the Cost of Service parameter unit rates for capital improvements funded with cash and not through debt.

The Revenues and Transfers section lists the interest revenue anticipated on NEW Water's General Reserve and miscellaneous revenues NEW Water collects for various professional services rendered and land leases. Contribution to Capital Reserves shows the budgeted amount to be collected and transferred to the Plant Capital Replacement Reserve for future capital projects that are Common to All system users.

The bottom of the page shows the total debt service required and the portions that are to be collected from the municipal customers and the two paper mills. The capital debt from both mills will match the debt service payment on P&G's and GBP's COS pages.

Debt Service – Municipal Only								
Cavital Dusiest Description		Allocations ¹						
Capital Project Description	FY2024	Municipal	Green Bay Packaging	P&G				
4198-29 Phase 2 Interceptor Rehabilitation	215,957	215,957	0	0				
4198-45 DPF East Service Area Interceptor Rehabilitation	186,580	186,580	0	0				
East Bayshore Lift Stations - Rehabilitation	44,652	44,652	0	0				
East River Lift Station - Redundancy & Rehabilitation	48,949	48,949	0	0				
ERI, FRC, EFR Interceptor Rehabilitation	462,167	462,167	0	0				
West Fox River Interceptor Relay and Rehabilitation	54,114	54,114	0	0				
Other General Obligation Debt								
2008 General Obligation – Re-issued March 2018	483,840	483,840	0	0				
Total Debt Service – Municipal Only	\$1,496,258	\$1,496,258	\$0	\$0				

	Debt Service – Common to A	JI .				
Carital During Description	Allocations ¹					
Capital Project Description	FY2024	Municipal	Green Bay Packaging	P&G		
4198-24 GBF Electrical Generation Facility Project	208,031	186,867	9,230	11,934		
4198-25 GBF RAS/WAS Improvements	661,997	594,648	29,373	37,976		
4198-32 GBF Administration & Maintenance Building HVAC Replacement	206,155	185,181	9,147	11,826		
4198-35 Combined Treatment Facilities Projects (Solids, Ferric Chloride, Gate						
Replacement, Bar Screens, M&C WAS)	300,171	269,633	13,319	17,220		
4198-37 Consolidation/Conveyance Project (Chemical Feed Building)	879,555	790,072	39,026	50,457		
4198-44 GBF R2E2 Solids Management Plan Construction	980,058	868,039	38,788	73,231		
4198-52 GBF Disinfection System Upgrade Project	112,904	101,417	5,010	6,477		
4198-99 GBF Solids Management Plan/R2E2 - Construction	8,498,073	7,526,758	336,327	634,988		
4198-48 DPF UV Disinfection System Equipment Upgrade	270,686	243,148	12,010	15,528		
4198-53 DPF Substation & Emergency Generator (2019 Budget)	850,330	763,820	37,729	48,780		
DPF - Tertiary Filter Replacement	645,271	579,623	28,631	37,017		
DPF: Metro Pumping & Headworks Improvements	300,083	269,554	13,315	17,215		
GBF: Metro Pumping & Headworks Improvements	160,423	144,102	7,118	9,203		
GBF: North Plant Clarifiers Rehabilitation	836,802	751,669	37,129	48,004		
GBF: Thickening Improvements	493,500	443,293	21,897	28,310		
Other General Obligation Debt						
2008 General Obligation – Re-issued March 2018	282,335	253,612	12,527	16,197		
Dec. 2007 Promissory Note to City of De Pere	160,485	144,158	7,121	9,206		
GBF Solids Management Plan – Design	722,404	639,834	28,590	53,979		
Total Debt Service – Common to All	\$16,569,263	\$14,755,428	\$686,287	\$1,127,548		

	Debt Service Offsets								
Debt Offset Description		Alloca	tions ¹						
Debt Offset Description	FY2024	Municipal	Green Bay Packaging	P&G					
Mill Capital Charges – former Georgia-Pacific obligation	(326,520)	(326,520)	0	0					
4198-45 De Pere Eastside Interceptor Rehabilitation	(120,071)	(120,071)	0	0					
4198-29 City of De Pere Rehabilitation Interceptor Ashwaubenon Creek Payment	(53,472)	(53,472)	0	0					
Town of Lawrence Interceptors Payment (9th St Seg 5 Ext, Ash Creek 2,3,4,6,7, and Ash									
Interceptor 2,3,& 4)	(37,814)	(37,814)	0	0					
Scott Municipal Utility (Royal Scott Sanitary District #1) Interceptor Payment	(8,902)	(8,902)	0	0					
Balance of Debt Payments Funded from ICR Reserve	(666,119)	(666,119)	0	0					
Total Debt Service Offsets	(\$1,212,897)	(\$1,212,897)	\$0	\$0					
Total Debt Service	\$16,852,625	\$15,038,790	\$686,287	\$1,127,548					
	_								

Annual Capital Outlay							
Annual Capital Description			Alloca	tions¹			
Annual Capital Description	FY2024		Municipal	Green Bay Packaging	P&G		
2024 Requests – Allocated to All	5,052,000		4,538,028	224,158	289,814		
2024 Requests – Allocated to Municipal Only	195,000		195,000	0	0		
Total Annual Capital Outlay	\$5,247,000		\$4,733,028	\$224,158	\$289,814		
Total Annual Capital, Debt Service, and Capital Reserves	\$22,099,625		\$19,771,818	\$910,444	\$1,417,362		

		Y		Revenues & Transfers
Debt Offset Description		Alloca	tions¹	
Debt Offset Description	FY2024	Municipal	Green Bay Packaging	P&G
General Reserve Interest Offset	(\$25,076)	(\$25,076)	\$0	\$0
Miscellaneous Revenue Offset ²	(\$115,035)	(\$103,332)	(\$5,104)	(\$6,599)
Total Non-Rate Revenues (Capital-Related)	(\$140,111)	(\$128,408)	(\$5,104)	(\$6,599)
Contribution to Capital Reserve	0	0	0	0
Net Annual Capital, Debt Service, and Operating Fund Capital Reserve ³	\$21,959,514	\$19,643,411	\$905,340	\$1,410,763

¹ Based on Revised Cost of Service Allocations from Raftelis Financial Consultants dated Dec 13 2022 (Table 7 – Option 2).

² Miscellaneous Revenues are sampling & lab analysis from City of De Pere, Village of Ashwaubenon; and lease payments from Green Bay Yachting Club, US Venture, and temporary interceptor leases.

³ Total Debt Collected in 2024 Budget is for 2025 debt obligation payments. Metropolitan Sewerage Districts are permitted to abate taxation by having sufficient funds available in designated debt service fund to pay their debt obligation payments for the following year. Metropolitan Sewerage Subchapter I 200.13(2).(5) permits Sewerage Districts to levy a tax upon property for its performance of duties.

Summary of Debt Service Schedule

The following table is a summary of existing and future capital projects that are or will be financed through the Wisconsin Clean Water Fund Program, General Obligation Sewerage Bonds or other loan instruments. The summary includes a brief description of Green Bay Facility (GBF), De Pere Facility (DPF) and Interceptor capital projects, the original loan amount, the required debt service payment to be collected for payment in the subsequent year, loan start date, and the last payment date.

The top of the table lists existing debt while the bottom of the table lists information for new debt.

The bottom of the page lists new plant and interceptor major capital projects, the estimated construction amount, and anticipated loan start date.

Issue	Description	Original Amount	2024 Budget for 2025 Debt Payments	Loan Date	Last Payment
Dec. 2007	Promissory Note to City of De Pere	2,000,000	160,485	12/28/2007	Dec 2027
Sep. 2008	2008 General Obligation - Re-issued March 2018	6,505,000	766,175	3/15/2018	May 2028
4198-25	GBF RAS/WAS Improvements	10,460,782	661,997	3/19/2018	May 2028
	Combined Treatment Facilities Projects (Solids, Ferric Chloride, Gate				
4198-35	Replacement, Bar Screens, M&C WAS)	4,211,341	300,171	12/9/2009	May 2029
4198-37	Consolidation/Conveyance Project (Chemical Feed Building)	12,821,922	879,555	12/9/2009	May 2029
4198-29	Phase 2 Interceptor Rehabilitation	3,421,382	215,957	11/10/2010	May 2030
4198-24	GBF Electrical Generation Facility Project	3,246,148	208,031	12/22/2010	May 2030
4198-32	GBF Administration & Maintenance Building HVAC Replacement	3,133,312	206,155	4/10/2013	May 2032
Jul. 2013	GBF Solids Management Plan - Design	20,000,000	722,404	8/20/2013	May 2038
4198-45	DPF East Service Area Interceptor Rehabilitation	3,146,593	186,580	12/12/2012	May 2032
4198-48	DPF UV Disinfection System Equipment Upgrade	4,272,020	270,686	1/8/2014	May 2033
4198-44	GBF R2E2 Solids Management Plan Construction	15,209,242	980,058	8/13/2014	May 2034
4198-52	GBF Disinfection System Upgrade Project	1,850,000	112,904	12/23/2015	May 2035
4198-53	DPF Substation & Emergency Generator (2019 Budget)	14,630,180	850,330	6/30/2019	May 2039
4198-63	DPF - Tertiary Filter Replacement	9,487,118	645,271	11/10/2021	May 2040
4198-99	GBF Solids Management Plan/R2E2 - Construction	138,880,269	8,498,073	10/14/2015	May 2035
	Total Existing Debt	\$253,275,309	\$15,664,832		
	MAJOR CAPITAL: PLANT				
(New) 1	DPF: Metro Pumping & Headworks Improvements	17,500,000	300,083	4/1/2024	May 2044
(New) 1	GBF: Metro Pumping & Headworks Improvements	47,050,000	160,423	4/23/2025	May 2045
(New) 1	GBF: North Plant Clarifiers Rehabilitation	40,900,000	836,802	12/1/2023	May 2043
(New) 1	GBF: Thickening Improvements	21,600,000	493,500	2/1/2024	May 2044
	MAJOR CAPITAL: INTERCEPTORS				
(New) 1	East Bayshore Lift Stations - Rehabilitation	4,400,000	44,652	1/1/2025	May 2045
(New) 1	East River Lift Station - Redundancy & Rehabilitation	2,100,000	48,949	1/1/2024	May 2044
(New) 1	ERI, FRC, EFR Interceptor Rehabilitation	18,400,000	462,167	2/1/2024	May 2044
(New) 1	West Fox River Interceptor Relay and Rehabilitation	5,600,000	54,114	2/1/2025	May 2045
· · ·	Total New Debt	157,550,000	\$2,400,689		•
	Grand Total with New Debt	\$410,825,309	\$18,065,522		

¹ Interest Only Payment which is calculated based on loan draws per the Capitial Improvement Plan (CIP).

Allocation of Operation & Maintenance Costs

The following tables show the budgeted operation and maintenance expenses allocated to "Common to All", "Municipal Only" and "Mill Only" users. The assignment of these expenses is in conformance with the Tripartite Agreements with Procter & Gamble and Green bay Packaging, and the most recent Cost Allocation Methodology report.

Item	Total		C	ommon to All ¹			Municipa	l Only¹	Mill	l Only¹
item	Total	Flow	BOD	TSS	PHOS	TKN	Flow	Industry	Flow	Direct
SALARIES & BENEFITS										
Laboratory & Research & Environmental										
<u>Services</u>										
Operational Testing	\$807,120	\$112,997	\$96,855	\$72,640	\$48,427	\$56,498	\$169,495	\$193,709	\$-	\$56,498
Water Quality Testing	979,930	979,930	0	0	0	0	0	0	0	0
Total Laboratory Services	\$1,787,050	\$1,092,926	\$96,855	\$72,640	\$48,427	\$56,498	\$169,495	\$193,709	\$-	\$56,498
Treatment										
Pump Station	\$152,989	\$152,989	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Primary Treatment	205,559	205,559	0	0	0	0	0	0	0	0
Grit Removal	26,771	0	0	26,771	0	0	0	0	0	0
Aeration	294,891	0	147,445	0	0	147,445	0	0	0	0
Final & Chlorine Contact Basins	262,848	262,848	0	0	0	0	0	0	0	0
Filtration	39,168	39,168	0	0	0	0	0	0	0	0
Primary Thickeners	102,116	613	9,190	91,700	613	0	0	0	0	0
Waste Activated Sludge Thickeners	218,821	0	131,292	83,152	0	4,376	0	0	0	0
Dewatering/Incineration	568,934	1,911	178,902	381,202	1,911	5,008	0	0	0	0
Primary Sludge	318,546	1,911	28,669	286,054	1,911	0	0	0	0	0
Secondary Sludge	250,388	0	150,233	95,147	0	5,008	0	0	0	0
Incineration	681,659	1,903	247,201	423,363	1,903	7,288	0	0	0	0
Primary Sludge	317,244	1,903	28,552	284,885	1,903	0	0	0	0	0
Secondary Sludge	364,415	0	218,649	138,478	0	7,288	0	0	0	0
Miscellaneous	315,632	881	114,463	196,032	881	3,375	0	0	0	0
Grit Removal	208,211	291	37,753	64,658	104,396	1,113	0	0	0	0
Filtration	265,237	741	96,187	164,733	741	2,836	0	0	0	0
Solids, General	298,870	912	101,831	192,277	912	2,939	0	0	0	0
Reclaimed Water	1,274	0	0	0	0	0	0	0	0	1,274
Total Treatment	\$3,642,980	\$667,816	\$1,064,266	\$1,623,887	\$111,357	\$174,380	\$-	\$-	\$-	\$1,274
Maintenance/Engineering										
Maintenance	\$2,709,309	\$642,973	\$789,560	\$765,980	\$78,562	\$225,681	\$175,219	\$-	\$637	\$30,697
Engineering	1,129,313	268,008	329,110	319,281	32,747	94,070	73,036	0	265	12,795
Total All Above	\$9,268,651	\$2,671,724	\$2,279,790	\$2,781,788	\$271,094	\$550,630	\$417,750	\$193,709	\$902	\$101,265
Business Services & Information Systems	\$2,741,066	\$806,988	\$688,605	\$840,233	\$81,883	\$166,317	\$126,181	\$-	\$12,142	\$18,717
Total Salaries & Benefit Costs	\$12,009,717	\$3,478,712	\$2,968,395	\$3,622,021	\$352,978	\$716,946	\$543,931	\$193,709	\$13,044	\$119,982

¹ Expenses are allocated to parameters cost components (Flow, BOD, TSS, PHOS, and TKN) and then allocated to municipal and mill customers based on projected annual wastewater flows and loadings and use of the system. Note: Other Miscellaneous summarizes expenses of contracted services, administrative & information technology, equipment, plant and property insurance, supplies, employee training & development, and travel & meetings.

Marris .	Total		Co	ommon to All ¹			Municipa	l Only¹	Mil	l Only¹
ltem	Total	Flow	BOD	TSS	PHOS	TKN	Flow	Industry	Flow	Direct
Power										
Metro Pump	\$296,925	\$-	\$-	\$-	\$-	\$-	\$296,925	\$-	\$-	\$-
Mill Pump	26,244	0	0	0	0	0	0	0	26,244	0
Reclaimed Water	121,654	0	0	0	0	0	0	0	0	121,654
Secondary Effluent Pump	19,362	19,362	0	0	0	0	0	0	0	0
Process Air Compressors	769,939	0	500,460	0	0	269,479	0	0	0	0
Solids Building	197,526	552	71,632	122,679	552	2,112	0	0	0	0
Primary Sludge	91,929	552	8,274	82,552	552	0	0	0	0	0
Secondary Sludge	105,597	0	63,358	40,127	0	2,112	0	0	0	0
All Other Plant	743,889	176,540	216,788	210,313	21,571	61,965	48,110	0	8,603	0
Total Power	\$2,175,539	\$196,453	\$788,880	\$332,992	\$22,122	\$333,555	\$345,035	\$-	\$34,847	\$121,654
<u>Fuel</u>										
Fuel – Diesel for Generators	\$13,500	\$13,500	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Building	293,492	69,652	85,531	82,977	8,510	24,447	18,981	0	3,394	0
Incineration & Process	402,397	1,124	145,928	249,920	1,124	4,302	0	0	0	0
Primary Sludge	187,276	1,124	16,855	168,173	1,124	0	0	0	0	0
Secondary Sludge	215,121	0	129,073	81,746	0	4,302	0	0	0	0
Total Fuel	\$709,389	\$84,275	\$231,459	\$332,896	\$9,634	\$28,750	\$18,981	\$-	\$3,394	\$-
<u>Chemicals</u>										
Sodium Hypochlorite	\$325,720	\$325,720	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Thickening Polymer	147,154	0	88,292	55,919	0	2,943	0	0	0	0
Gravity Thickener Polymer	0	0	0	0	0	0	0	0	0	0
Dewatering Polymer	588,616	1,644	213,459	365,576	1,644	6,293	0	0	0	0
Primary Sludge	273,942	1,644	24,655	246,000	1,644	0	0	0	0	0
Secondary Sludge	314,674	0	188,804	119,576	0	6,293	0	0	0	0
Sodium Bisulfite	147,400	147,400	0	0	0	0	0	0	0	0
Ferric Chloride	150,000	75,000	0	0	75,000	0	0	0	0	0
Odor Control	5,100	1,102	1,516	1,566	163	399	300	0	54	0
Magnesium Chloride	0	0	0	0	0	0	0	0	0	0
Sodium Hydroxide – Air Pollution	26,400	74	9,574	16,396	74	282	0	0	0	0
Sodium Hydroxide – Nutrient Removal	0	0	0	0	0	0	0	0	0	0
Activated Carbon	0	0	0	0	0	0	0	0	0	0
Aqua Ammonia	0	0	0	0	0	0	0	0	0	0
Reclaimed Water	46,200	0	0	0	0	0	0	0	0	46,200
Other Chemicals	187,145	187,145	0	0	0	0	0	0	0	0
Total Chemicals	\$1,623,735	\$738,085	\$312,841	\$439,457	\$76,881	\$9,918	\$300	\$-	\$54	\$46,200

¹ Expenses are first allocated to cost components (Flow, BOD, TSS, PHOS, and TKN) and then allocated to Municipal and Mill customers based on projected annual wastewater flows and loadings, and use of the system. Note: Other Miscellaneous summarizes expenses of contracted services, office & administrative, equipment, plant and property insurance, supplies, employee training & development, and travel & meetings.

No.	Total		С	ommon to All¹			Municipa	l Only¹	Mill Only ¹	
ltem	Total	Flow	BOD	TSS	PHOS	TKN	Flow	Industry	Flow	Direct
Maintenance & Repairs										
Maintenance & Repairs	\$2,933,565	\$695,122	\$853,598	\$828,106	\$84,934	\$243,985	\$189,431	\$-	\$33,875	\$4,514
All Other Expenses										
Solid Waste	\$460,750	\$1,287	\$167,089	\$286,161	\$1,287	\$4,926	\$-	\$-	\$-	\$-
Primary Sludge	214,433	1,287	19,299	192,561	1,287	0	0	0	0	0
Secondary Sludge	246,317	0	147,790	93,600	0	4,926	0	0	0	0
DNR Environmental Fees	166,706	1,217	56,122	59,210	37,643	12,514	0	0	0	0
Other Miscellaneous	6,294,752	1,493,870	1,834,446	1,779,662	182,530	524,343	407,100	0	72,801	0
Biogas Treatment	-	0	0	0	0	0	0	0	0	0
Total All Other	\$6,922,209	\$1,496,373	\$2,057,657	\$2,125,033	\$221,460	\$541,784	\$407,100	\$-	\$72,801	\$-
Total Treatment Plant O & M	\$26,374,155	\$6,689,020	\$7,212,831	\$7,680,505	\$768,009	\$1,874,939	\$1,504,777	\$193,709	\$158,015	\$292,350
Field Services O & M										
Pretreatment	\$153,193	\$-	\$-	\$-	\$-	\$-	\$-	\$153,193	\$-	\$-
Municipal Interceptors	\$690,756	0	0	0	0	0	690,756	0	0	0
Mill Interceptor	\$2,636	0	0	0	0	0	0	0	1,286	1,350
Sustana Fiber Force Main	\$27,996	0	0	0	0	0	0	0	0	27,996
Municipal Metering Stations	\$159,463	0	0	0	0	0	159,463	0	0	0
Mill Metering Stations	\$33,721	0	0	0	0	0	0	0	0	33,721
Municipal Lift Stations	\$155,768	0	0	0	0	0	155,768	0	0	0
Subtotal	\$1,223,534	\$-	\$-	\$-	\$-	\$-	\$1,005,987	\$153,193	\$1,286	\$63,067
All Other (Field Services Salaries after										
distribution)	755,754	0	0	0	0	0	621,924	94,708	795	38,328
Total Interceptor System O & M	\$1,979,288	\$-	\$-	\$-	\$-	\$-	\$1,627,911	\$247,901	\$2,081	\$101,395
Total O & M Costs	\$28,353,443	\$6,689,020	\$7,212,831	\$7,680,505	\$768,009	\$1,874,939	\$3,132,689	\$441,610	\$160,096	\$393,745
Distribution to Participants										
Municipal	\$25,001,953	\$5,506,873	\$6,747,654	\$6,734,802	\$678,264	\$1,760,061	\$3,132,689	\$441,610	\$-	\$-
Sustana Fiber	73,105	\$-	0	0	0	0	0	0	0	73,105
Green Bay Packaging	1,472,599	385,299	309,549	319,462	87,381	97,039	0	0	51,855	222,013
Procter & Gamble	1,805,786	796,848	155,627	626,240	2,364	17,839	0	0	108,241	98,627
Total	\$28,353,443	\$6,689,020	\$7,212,831	\$7,680,505	\$768,009	\$1,874,939	\$3,132,689	\$441,610	\$160,096	\$393,745

¹ Expenses are first allocated to cost components (Flow, BOD, TSS, PHOS, and TKN) and then allocated to Municipal and Mill customers based on projected annual wastewater flows and loadings, and use of the system.

Note: Other Miscellaneous summarizes expenses of contracted services, administrative and information technology, equipment, plant and property insurance, supplies, employee training & development, and travel & meetings.

Interceptor System O&M

The following table is the interceptor system operation and maintenance (O&M) expenses that are budgeted from NEW Water's Field Services and Maintenance Departments. The tables shows the distribution of the O&M expenses to the three paper mills (Procter & Gambe, Green Bay Packaging and Sustana Fiber) as well as GBMSD meter stations, interceptors, lift stations and Pretreatment Program. The process to separate O&M expenses is done in conformance of the most recent Cost Allocation Methodology report and Tripartite Agreements with Procter & Gamble and Green Bay Packaging and an service agreement with Sustana Fiber. The separation of O&M costs is required to develop the Municipal, Total Mills and Sustana Fiber cost of service unit rates.

Account Name	P&G Meter Station	P&G Interceptor	GBP Meter Station	GBP Interceptor	Sustana Fiber Force Main	Total
Salaries – P&G Interceptor		80				\$80
Benefits – P&G Interceptor		25				25
Salaries – P&G Meter Station	13,820					13,820
Benefits – P&G Meter Station	4,314					4,314
Salaries – GBP Interceptor				900		900
Benefits – GBP Interceptor				281		281
Salaries – GBP Meter Station			8,757			8,757
Benefits – GBP Meter Station			2,733			2,733
Salaries – Sustana Fiber – Force Main					2,200	2,200
Benefits – Sustana Fiber – Force Main					687	687
Salaries – Sustana Fiber – Meter Station					17,574	17,574
Benefits – Sustana Fiber – Meter Station					5,486	5,486
Repair & Maintenance (R & M) – P&G Interceptor	-	450				450
R & M – P&G Meter Station	1,080					1,080
Phones – P&G	875					875
Power – P&G						-
Repair & Maintenance (R & M) – GBP Interceptor			-	900		900
R & M – GBP Meter Station			1,071			1,071
Phones – GBP			1,071			1,071
Power – GBP			-			-
R & M – Force Main					2,000	2,000
R & M – Meter Station					50	50
Chemicals					-	-
Total	\$20,089	\$555	\$13,632	\$2,081	\$27,996	\$64,353

Account Name	GBMSD Interceptor, Meter and Lift Stations	Pretreatment
Salaries – Pretreatment		\$111,606
Salaries – GBMSD Interceptors, Meter and Lift Stations	262,617	
Benefits – Pretreatment		34,837
Benefits – GBMSD Interceptors, Meter and Lift Stations	81,975	
Pretreatment Program		6,750
R & M – East Bayshore System Lift Stations	32,574	
R & M – East Bayshore Force Main	1,500	
R & M – East River Lift Station	39,607	
R & M – GBMSD Interceptors – Field Services	54,115	
R & M – GBMSD Interceptors – Engineering	181,000	
R & M – Old Plank Lift Station	2,836	
R & M – Interplant Force Main	3,675	
R & M – GBMSD Meter Stations	61,488	
R & M – Chemical Feed Building	1,520	
Phones – Meter/Lift Stations	71,740	
Phones – Chemical Feed Building	-	
Power – Meter Stations	22,300	
Power – Chemical Feed Building	2,415	
Power – Old Plank Lift Station	1,910	
Power – East Bayshore Lift Stations	29,591	
Power – East River Lift Station	42,700	
Water – East River Lift Station	1,050	
Chemicals – Old Plank Lift Station	5,500	
Chemicals – De Pere Conveyance	58,190	
Chemicals – Chemical Feed Building	-	
Chemicals – Bayshore Interceptor	47,685	
To	tal \$1,005,988	\$153,193

Salaries & Benefits Distribution

The upper table shows NEW Water's total salary and benefit distribution by departments and the number of full time employees (FTEs) per department. The bottom table is slightly different than the upper table because it removes some Maintenance and Field Services Department salaries and benefits assigned to NEW Water interceptors and meter stations that are considered Municipal Only expenses. The remaining salary and benefit expenses in the lower table are considered Common to All user expenses. The salary and benefits expenses are separated in conformance with the most recent Cost Allocation Methodology report, Tripartite Agreements with Procter & Gamble and Green Bay Packaging, and a service agreement with Sustana Fiber to develop Municipal, Total Mills and Sustana Fiber cost of service unit rates.

		S	alaries and Bene	fits BEFORE Dist	ribution to Interce	ptor & Meter Stat	ions			
Description	Commission	Business Services ¹	Laboratory & Research	Treatment & EHS	Maintenance	Engineering	Information Technology	Field Services	Watershed Management	Total
Gross Salaries	\$4,200	\$1,294,197	\$768,194	\$2,712,391	\$2,074,626	\$884,549	\$775,431	\$983,519	\$594,921	\$10,092,028
Long Term Disability	-	6,084	3,949	12,809	10,443	4,678	4,211	3,788	3,095	49,058
Dental Insurance	-	8,281	6,545	17,936	12,981	4,716	6,339	3,708	2,110	62,616
Health Insurance	-	211,782	141,419	396,550	311,626	95,934	122,948	125,708	45,485	1,451,452
Life Insurance	-	4,799	2,064	6,709	6,635	3,577	3,924	1,979	684	30,370
Wisconsin Retirement	-	84,390	51,468	178,972	136,699	60,126	53,332	47,494	39,145	651,626
FICA & Medicare	321	93,311	58,505	201,869	154,319	66,017	59,312	51,332	45,510	730,497
Worker's Compensation	6	3,248	13,901	49,083	36,796	9,716	1,147	12,602	6,529	133,029
Uniforms	-	-	3,525	22,292	26,700	-	-	12,000	-	64,517
Employee Assistance	-	3,804	-	-	-	-	-	-	-	3,804
Wellness Program	-	-	-	43,094	-	-	-	-	-	43,094
Totals	\$4,527	\$1,709,895	\$1,049,571	\$3,641,706	\$2,770,825	\$1,129,313	\$1,026,644	\$1,242,129	\$737,479	\$13,312,088
Number of FTEs:	5	13	9	27	24	7	7	10	5	102

			Salaries and Ben	efits AFTER Distr	ibution to Interce	ptor & Meter Stati	ons			
Description	Commission	Business Services ¹	Laboratory & Research	Treatment & EHS	Maintenance	Engineering	Information Technology	Field Services	Watershed Management	Total
Gross Salaries	\$4,200	\$1,294,197	\$768,194	\$2,712,391	\$2,027,744	\$884,549	\$775,431	\$612,847	\$594,921	\$9,674,474
Long Term Disability	0	6,084	3,949	12,809	\$10,215	4,678	4,211	\$1,986	3,095	47,027
Dental Insurance	0	8,281	6,545	17,936	\$12,690	4,716	6,339	\$1,408	2,110	60,025
Health Insurance	0	211,782	141,419	396,550	\$304,884	95,934	122,948	\$72,397	45,485	1,391,398
Life Insurance	0	4,799	2,064	6,709	\$6,494	3,577	3,924	\$863	684	29,113
Wisconsin Retirement	0	84,390	51,468	178,972	\$133,672	60,126	53,332	\$19,426	39,145	620,532
FICA & Medicare	321	93,311	58,505	201,869	\$150,732	66,017	59,312	\$31,682	45,510	707,260
Worker's Compensation	6	3,248	13,901	49,083	\$36,178	9,716	1,147	\$3,143	6,529	122,952
Uniforms	0	0	3,525	22,292	26,700	0	0	12,000	0	64,517
Employee Assistance	0	3,804	0	0	0	0	0	0	0	3,804
Wellness Program	0	0	0	43,094	0	0	0	0	0	43,094
Totals	\$4,527	\$1,709,895	\$1,049,571	\$3,641,706	\$2,709,309	\$1,129,313	\$1,026,644	\$755,754	\$737,479	\$12,764,197
Difference:	\$0	\$0	\$0	\$0	(\$61,516)	\$0	\$0	(\$486,375)	\$0	(\$547,891)
Number of FTEs:	5	13	9	27	24	7	7	10	5	102

¹ Business Services includes Executive Director and Human Resources

Employee Headcount Report

The following table shows NEW Water's employee headcount by divisions and departments as well as the number of appointed Commissioners. The middle "Position Changes" table indicates the headcount/position changes by division and department that occurred with the past budget and that will occur with this budget. The bottom table shows the organizational structure of the departments contained within each division.

Divisions and Departments	2023 Budget Headcount	2024 Budget Headcount
Business Services including Non-Departmental ¹	13	13
Laboratory & Research	9	9
Treatment including Environmental Health and Safety	27	27
Maintenance	24	24
Engineering	7	7
Information Technology	7	7
Field Services	10	10
Watershed Management	5	5
Total Headcount without Commissioners ²	102	102
Commissioners	5	5

Position Changes								
Divisions	Department	Changes for 2023	Changes for 2024					
Technical Services Buisness Services	Engineering Information Technology	Removed Engineering Services Manager Add IT Systems Specialist						

	Divisions & Departments classification for referencing								
Business Services	Technical Services	Operations	Environmental Programs	Non-Departmental					
Accounting Public Affairs and Education Information Technology Administrative Services	Engineering Field Services	Maintenance Treatment Environmental, Health and Safety	Watershed Management Laboratory & Research	Commission District Wide Executive Director and HR Mills (P&G/GBP) Sustana Fiber					

¹ Non-Departmental Division includes Executive Director & Human Resources

² Total Full-Time and Part-Time positions

Out-of-Area Travel (Outside EPA Region 5)

The following table shows the budgeted out-of-area travel by position title, division, the travel event and location and the initials of the staff members identified to attend. Out-of-area travel contained in the table is travel outside of EPA Region 5 which is comprised of Wisconsin, Minnesota, Illinois, Ohio, Indiana and Michigan.

Title	Division	Event	Location	Initials
Director of Business Services	Business Services	Government Finance Officers Assoc. Conference	Orlando, FL	BC
Public Affairs & Education Manager	Business Services	PR/Comms Conference	TBD	TG
IT Systems Specialist	Business Services	Microsoft Ignite Conference	Tupelo, MS	MW
IT Systems Specialist	Business Services	SANS Cybersecurity Conference	Orlando, FL	MP
IT Systems Analyst	Business Services	Watchguard Firewall Training	TBD	MF
Administrative Assistant	Business Services	Admin Professionals Conference	Aurora, CO	BT
Director of Technical Services	Technical Services	WEFTEC	New Orleans, LA	NRQ
Director of Technical Services	Technical Services	NACWA Winter Conference	Austin, TX	NRQ
Director of Technical Services	Technical Services	NACWA Summer Conference	Bufallo, NY	NRQ
Engineer	Technical Services	WEF Biosolids	Oklahoma City, OK	TB
Engineer	Technical Services	Thermal Oxidation Conference	TBD	TB
Engineer	Technical Services	WEFTEC	New Orleans, LA	TBD
Engineer	Technical Services	NASTT No-Dig Show	Providence, RI	LS
Pretreatment Coordinator	Technical Services	NACWA Pretreatment Seminar	TBD	SG
Field Service Tech	Technical Services	NACWA Pretreatment Seminar	TBD	TBD
Field Service Tech	Technical Services	WEF Collections System Conference	Hartford, CT	TBD
Field Service Tech	Technical Services	WEF Collections System Conference	Hartford, CT	TBD
Treatment Lead	Operations	Thermal Oxidation Conference	TBD	AE
Treatment Lead	Operations	Thermal Oxidation Conference	TBD	JB
Treatment Lead	Operations	WEFTEC	New Orleans, LA	AE
Treatment Lead	Operations	WEF Biosolids	Oklahoma City, OK	JK
Process & Project Specialist	Operations	WEF Biosolids	Oklahoma City, OK	JW
Operations Trainer	Operations	WEF Biosolids	Oklahoma City, OK	CM
Treatment Lead	Operations	Dept of Energy, Better Plants Summit	Washington, D.C.	TBD
Environmental Compliance Specialist	Operations	WEF Odor and Air Pollutant Conference	TBD	KV
Commissioner	Non-Departmental	NACWA Winter Conference	Austin, TX	TBD
Commissioner	Non-Departmental	NACWA Summer Conference	Bufallo, NY	TBD
Executive Director	Non-Departmental	NACWA Winter Conference	Austin, TX	TWS
Executive Director	Non-Departmental	NACWA Summer Conference	Bufallo, NY	TWS
Executive Director	Non-Departmental	WEFTEC	New Orleans, LA	TWS
Executive Director	Non-Departmental	NACWA Strategic Communications	Denver, CO	TWS
Executive Director	Non-Departmental	NACWA Environ Policy	Washington, D.C.	TWS
Executive Director	Non-Departmental	NACWA Leadership Mtg	Colorado Springs, CO	TWS
Executive Director	Non-Departmental	EPA Meeting	Washington, D.C.	TWS
Human Resource Manager	Non-Departmental	APA Congress	Nashville, TN	ET
Water Resources Specialist	Environmental Programs	IAGLR/JASM	Canada	SB
Watershed Specialist	Environmental Programs	IAGLR/JASM	Canada	BY



5-Year Capital Improvement Plan

The following tables identify NEW Water's 5-Year Capital Improvement Plan. The table is broken into three major sections: Major Capital – Wastewater Treatment Facilities, Major Capital – Interceptors, and Departmental Annual Capital Investments. The two major capital sections list significant capital projects that could be cash funded through NEW Water financial reserves or through a Clean Water Fund Loan that will require annual debt service payments. These projects will eventually be completed and then listed on the "Allocation of Capital and Debt Service Costs" tables for future annual debt collection. The Departmental Annual Capital Investments section is comprised of smaller capital projects that are financed through funds collected through the annual budget and expenses within the same budget years.

Notes at the bottom of the tables indicates funding and collection conditions related to some major capital projects.

2024 Budget – September 13, 2023 – Rev 3	2024	2025	2026	2027	2028
Major Capital: Wastewater Treatment Facilities				•	
DPF: Aeration Basin Improvements	\$-	\$270,890	\$540,750	\$5,840,100	\$17,844,750
DPF: Compressor Upgrades	\$-	\$-	\$216,300	\$4,488,740	\$703,490
DPF: Final Clarifiers & RAS Improvements	\$-	\$324,450	\$2,379,300	\$7,246,050	\$-
DPF: Metro Pumping & Headworks Improvements	\$3,600,000	\$8,500,000	\$4,900,000	\$-	\$-
DPF: UV Disinfection Expansion	\$-	\$-	\$-	\$324,450	\$432,600
GBF: Aeration Blower Improvements	\$-	\$-	\$270,890	\$540,750	\$17,844,750
GBF: Biosolids Handling and Storage Improvements	\$703,490	\$1,298,830	\$11,680,200	\$2,542,040	\$-
GBF: Maintenance Building Addition	\$-	\$-	\$-	\$-	\$324,450
GBF: Metro Pumping & Headworks Improvements	\$540,750	\$6,921,600	\$26,821,200	\$12,761,700	\$-
GBF: Mill Pumping Improvements	\$-	\$-	\$-	\$216,300	\$1,946,700
GBF: North Plant Clarifiers Rehabilitation	\$14,621,000	\$15,374,000	\$8,311,000	\$-	\$-
GBF: Sludge Screening Improvements	\$-	\$-	\$-	\$-	\$270,890
GBF: South Complex Final Clarifiers Rehabilitation	\$-	\$-	\$-	\$379,040	\$54,075
GBF: Thickening Improvements	\$6,900,000	\$10,500,000	\$3,400,000	\$-	\$-
Interplant Wastewater Force Main - Phase 2		\$54,590	\$1,162,870	\$-	\$-
Total Wastewater Treatment Facilities	\$26,365,240	\$43,244,360	\$59,682,510	\$34,339,170	\$39,421,705
Major Capital: Interceptors					
East Bayshore Lift Stations - Rehabilitation	\$438,400	\$1,512,000	\$938,700	\$1,494,900	\$-
East River Lift Station - Redundancy & Rehabilitation	\$584,010	\$1,388,440	\$-	\$-	\$-
East River Lift Station - Upsizing & Force Main	\$-	\$540,750	\$2,271,150	\$5,948,250	\$-
East Tower Drive Interceptor Rehabilitation - Phase 1	\$-	\$61,800	\$1,464,660	\$-	\$-
East Tower Drive Interceptor Rehabilitation - Phase 2	\$-	\$-	\$353,290	\$8,375,960	\$-
ERI, FRC, EFR Interceptor Rehabilitation	\$8,100,000	\$9,800,000	\$-	\$-	\$-
Ninth Street Interceptor Improvements	\$-	\$-	\$103,000	\$4,326,000	\$-
West Fox River Interceptor Relay and Rehabilitation	\$226,600	\$2,271,150	\$3,087,940	\$-	\$-
Total Interceptors, Meter Stations, & Lift Stations	\$9,349,010	\$15,574,140	\$8,218,740	\$20,145,110	\$-

2024 Budget – September 13, 2023 – Rev 3	2024	2025	2026	2027	2028
DEPARTMENT ANNUAL CAPITAL INVESTMENTS		•			
Maintenance Section					
DPF: Replace roof - Administration Building		\$53,000			
DPF: Replace roof - Sludge Control Tank Building				\$80,000	
GBF: Air Compressor Replacement	\$750,000				
GBF: Biogas Membrane Storage Replacement					\$415,000
GBF: Cake Pump Filter Upgrade	\$50,000				
GBF: Centrate Online Analyzers	\$90,000				
GBF: Replace UPS-A1 systems (3 units)		\$35,000			
GBF: Sludge Blanket Level Detectors			\$150,000		
GBF: Thermal Oil Economizer Retubing				\$200,000	
Phosphorus Instrumentation Package	\$180,000				
Vehicle ID# 101 Replacement (Utilities)				\$45,000	
Vehicle ID# 104 Replacement (Treatment)	\$30,000				
Vehicle ID# 109 Replacement (E&I)			\$45,000		
Vehicle ID# 110 Replacement (Watershed)		\$30,000			
Vehicle ID# 112 Replacement (Mechanics)				\$45,000	
Vehicle ID# 113 Replacement (Utilities)					\$45,000
Maintenance Section subtotal	\$1,100,000	\$118,000	\$195,000	\$370,000	\$460,000
Information Technology Section					
Data Center Servers	\$75,000	\$75,000	\$75,000	\$75,000	
DPF: Fiber Optic Network Enhancement/Upgrade			\$60,000		
DPF: Plant PAX Conversion	\$78,000				
GBF & DPF WatchGuard Firewall Upgrade	\$50,000				
GBF & DPF: SCADA Historian Software Replacement		\$100,000			
GBF & DPF: SCADA HMI Software Replacement		\$225,000			
GBF & DPF: Survelience System Upgrade	\$75,000				
GBF: Audio/Visual Rm Equipment Replacement				\$40,000	
GBF: Continuous Emissions Monitoring (CEM)				\$45,000	
GBF: County Wide Radio Communications		\$50,000			
GBF: County Wide Radio Communications Phase II			\$50,000		
GBF: HR/Payroll Software System					\$50,000
GBF: Laboratory Information Management System	\$290,000				
GBF: RBAM - Computerized Maintenance Management System				\$500,000	
GBF: Wireless Network Communication	\$80,000				
GBF: Solids PLC Replacement	\$60,000				
Information Technology Section subtotal	\$708,000	\$450,000	\$185,000	\$660,000	\$50,000

2024 Budget – September 13, 2023 – Rev 3	2024	2025	2026	2027	2028
Engineering Section					
Annual Manhole Rehabilitation	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
GBF Admin Green Infrastructure Parking Lot	\$225,000				
GBF: Administration Basement Office Furniture	\$100,000				
GBF: Administration Basement Office Improvements	\$180,000				
GBF: Administration Building South HVAC Improvements	\$600,000				
GBF: High Strength Waste System Improvements	\$400,000				
GBF: Hot Oil Economizer Replacement		\$1,000,000			
GBF: Service Water & Plant Effluent Improvements	\$1,360,000				
GBF: South Plant Mixed Liquor Return Improvement	\$125,000				
GBF: South Plant RAS/WAS Pumps		\$800,000			
Ninth Street Interceptor: Southbridge Relocation Phase I (1)	\$100,000				
Scum System Improvements	\$199,000				
Engineering Section subtotal	\$3,339,000	\$1,850,000	\$50,000	\$50,000	\$50,000
Field Services Section					
Billing Program Design & Implementation		\$165,000			
ERLS - Ozone Improvements	\$45,000				
MS-01 Flow Tube Replacement					\$100,000
MS-02 Flow Tube Replacement					\$100,000
MS-06 Flume Replacement				\$50,000	
MS-08 Flume Replacement					\$35,000
MS-09 Flume Replacement					\$35,000
MS-13 Flow Tube Replacement				\$100,000	
MS-14 Flow Tube Replacement			\$100,000		
Field Services Section subtotal	\$45,000	\$165,000	\$100,000	\$150,000	\$270,000
Laboratory & Research Section				·	
Auto Analyzer 2 (NH3, OP, NO3)	\$55,000				
Auto Analyzer 3 (Low level P)		\$55,000			
Ion Chromatography System				\$60,000	
Metals Lab: PE ICP				\$108,000	
Laboratory Services Section subtotal	\$55,000	\$55,000	\$0	\$168,000	\$0
Annual Capital Renewal & Replacement					
Interceptor Renewal & Replacement			\$118,000	\$122,000	\$126,000
Wastewater Treatment Facility Renewal & Replacement			\$2,947,000	\$2,111,000	\$2,711,000
Annual Capital Renewal & Replacement Section subtotal	\$0	\$0	\$3,065,000	\$2,233,000	\$2,837,000
Total Annual Capital Investments	\$5,247,000	\$2,638,000	\$3,595,000	\$3,631,000	\$3,667,000
Total Capital Investments	\$40,961,250	\$61,456,500	\$71,496,250	\$58,115,280	\$43,088,705

⁽¹⁾ Total Project Cost = \$1M, 90% will be reimbursed by Wisconsin Department of Transportation

Annual Capital

The following table is a summary of Annual Capital Investments section of the 5-Year Capital Improvement Plan.

Item Description	Common to All – Municipal Only	Amount
BUSINESS SERVICES	•	
Information Technology		
Data Center Servers	Common to All	75,000
GBF & DPF WatchGuard Firewall Upgrade	Common to All	50,000
GBF: Laboratory Information Management System	Common to All	290,000
GBF: Wireless Network Communication	Common to All	80,000
DPF: Plant PAX Conversion	Common to All	78,000
GBF & DPF: Survelience System Upgrade	Common to All	75,000
GBF: Solids PLC Replacement	Common to All	60,000
Total Business Services		\$708,000
<u>OPERATIONS</u>		
<u>Maintenance</u>		
Phosphorus Instrumentation Package	Common to All	\$180,000
Vehicle ID# 104 Replacement (Treatment)	Common to All	\$30,000
GBF: Air Compressor Replacement	Common to All	\$750,000
GBF: Centrate Online Analyzers	Common to All	\$90,000
GBF: Cake Pump Filter Upgrade	Common to All	\$50,000
Total Operations		\$1,100,000
TECHNICAL SERVICES		
Engineering		
Annual Manhole Rehabilitation	Municipal Only	\$50,000
GBF Admin Green Infrastructure Parking Lot	Common to All	\$225,000
GBF: Administration Basement Office Furniture	Common to All	\$100,000
GBF: Administration Basement Office Improvements	Common to All	\$180,000
GBF: Administration Building South HVAC Improvements	Common to All	\$600,000
GBF: High Strength Waste System Improvements	Common to All	\$400,000
GBF: Service Water & Plant Effluent Improvements	Common to All	\$1,360,000
GBF: South Plant Mixed Liquor Return Improvement	Common to All	\$125,000
Scum System Improvements	Common to All	\$199,000
Ninth Street Interceptor: Southbridge Relocation Phase I (1)	Municipal Only	\$100,000
Total Engineering		\$3,339,000
Field Services		
ERLS - Ozone Improvements	Municipal Only	\$45,000
Total Field Services		\$45,000
Laboratory & Research Section		, ,,
Auto Analyzer 2 (NH3, OP, NO3)	Common to All	\$55,000
Total Laboratory & Research	7	\$55,000
,		123,333
Total Annual Capital	\$5,247,000	
(4) Tatal Decisat Cost = \$4M,000/ will be reight used by Missessia Department of Tra		Ψ3,241,0

⁽¹⁾ Total Project Cost = \$1M, 90% will be reimbursed by Wisconsin Department of Transportation





Protecting our most valuable resource, water









2231 North Quincy Street Green Bay, WI 54302

(920)432-4893

