

2023 Budget

Table of Contents

2023 Budget	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
Publications	7
Revenues & Rates	8
Municipal, Total Mills, & Sustana Fiber Rate Comparison.....	9
Flow & Load Projections	10
User Fees by Source.....	11
Municipal Cost of Service.....	12
Total Mills Cost of Service.....	13
Procter & Gamble Cost of Service	14
Green Bay Packaging Cost of Service.....	15
Sustana Fiber Cost of Service	16
Debt Service & O&M Expenses	17
Allocation of Capital and Debt Service Costs.....	18
Summary of Debt Service Schedule	21
Allocation of Operation & Maintenance Costs	22
Interceptor System O&M.....	25
Salaries & Benefits Distribution.....	27
Employee Headcount Report.....	28
Out-of-Area Travel (Outside EPA Region 5).....	29
Capital Improvement Plan	30
5-Year Capital Improvement Plan	31
Annual Capital	34



Message from the Executive Director

The NEW Water Team has prepared a 2023 Budget to ensure that critical resources are available to continue essential work to serve more than 238,000 residents, as well as businesses and industries in Northeast Wisconsin.

In 2022, our Team engaged our customers and community in an extensive Facility Planning process, to create an understanding of the need for our utility to plan for future needs of the community for the coming decades. Strategic timing of capital projects will occur over coming years, so that we mitigate rate impact.

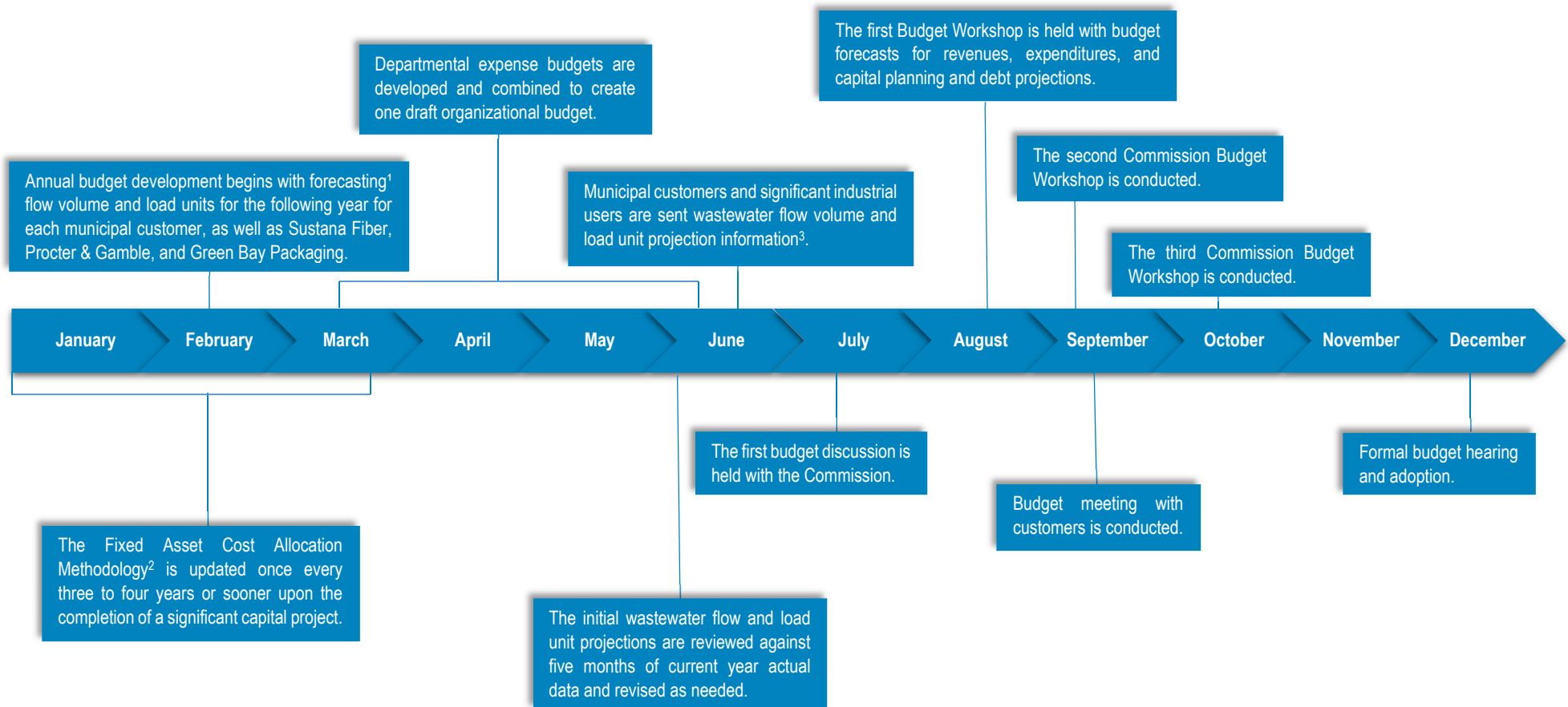
We continue to partner on pollution prevention initiatives and work outside of our treatment facility fences, to more efficiently, and cost effectively, meet permit compliance, and protect area waterways. Our watershed work with many partners will save our community money, while more sustainably caring for our precious waters. Our work with customers to reduce clear water, or Inflow & Infiltration, from reaching our system to be unnecessarily treated will become more critical as weather intensifies. We are grateful for these continued collaborations.

As we continue to navigate challenging times with inflation, supply chain issues, aging infrastructure, and stronger and more intense weather, the need for reliable, resilient services provided by this utility are more critical than ever.

I am proud of our Team's efforts to protect public health each and every day. I want to thank them for their dedication, and I want to thank our Commission for their continued support of our efforts to protect our most valuable resource, water.

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

Budget Calendar



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 [Summary of Revenues and Expenses Legend](#) 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.

		2021 Budget	2021 Actual	2022 Budget	% Of Overall Expenses	2023 Budget	% Of Overall Expenses	2023 Budget Favorable / (Unfavorable) Variance	% Variance
Revenues	Municipal User Fees ¹	\$37,015,457	\$38,809,200	\$39,149,604	86.3%	\$41,083,772	84.3%	\$1,934,168	4.9%
	Procter & Gamble (P&G) User Fees	1,368,614	1,527,493	1,393,752	3.1%	1,599,564	3.3%	205,812	14.8%
	Green Bay Packaging (GBP) User Fees	1,129,251	626,257	723,141	1.6%	1,045,217	2.1%	322,077	44.5%
	Mills Direct Allocation Charges (Year End)	187,262	214,369	215,716	0.5%	302,004	0.6%	86,287	40.0%
	P&G Capital Charges	1,275,798	1,275,798	1,316,979	2.9%	1,383,004	2.8%	66,025	5.0%
	GBP Capital Charges	853,947	853,947	821,353	1.8%	871,951	1.8%	50,598	6.2%
	General Reserve Interest	19,619	9,317	19,619	0.0%	29,126	0.1%	9,507	48.5%
	Other Revenues	1,469,191	1,378,950	1,374,110	3.0%	988,310	2.0%	(385,800)	-28.1%
		\$43,319,139	\$44,695,330	\$45,014,274	99.2%	\$47,302,949	97.1%	\$2,288,675	5.1%
	Debt and ICR Reserve Transfers	1,440,869	1,440,869	1,440,343	3.2%	1,440,669	3.0%	326	0.0%
	Contributions to and from Capital Reserve	(460,000)	(2,365,313)	(1,050,000)	-2.3%	-	0.0%	1,050,000	-100.0%
	General Reserve Interest Transfer	(19,619)	(9,317)	(19,619)	0.0%	(29,126)	-0.1%	(9,507)	-0.1%
		\$961,250	\$(933,760)	\$370,724	0.8%	\$1,411,543	2.9%	\$1,040,819	280.8%
	Total Revenues	\$44,280,388	\$43,761,570	\$45,384,997	100.0%	\$48,714,492	100.0%	\$3,329,495	7.3%
Expenses	Salaries & Benefits	\$11,841,659	\$11,132,220	\$12,087,372	26.6%	\$12,719,059	26.1%	\$(631,686)	-5.2%
	Power	1,764,594	1,782,881	1,693,501	3.7%	2,192,389	4.5%	(498,888)	-29.5%
	Contracted Services	3,627,408	3,332,255	3,795,717	8.4%	4,237,222	8.7%	(441,504)	-11.6%
	Maintenance & Repairs	2,153,598	2,603,489	1,503,490	3.3%	1,828,639	3.8%	(325,149)	-21.6%
	Chemicals	935,120	1,305,139	1,401,810	3.1%	1,428,925	2.9%	(27,115)	-1.9%
	Natural Gas & Fuel Oil	418,044	426,259	547,203	1.2%	608,301	1.2%	(61,098)	-11.2%
	Solid Waste Disposal	282,468	382,096	333,651	0.7%	439,379	0.9%	(105,728)	-31.7%
	Interceptor System ²	849,521	504,213	1,068,934	2.4%	737,411	1.5%	331,524	31.0%
	Administrative and Information Technology	717,666	692,980	779,775	1.7%	869,071	1.8%	(89,296)	-11.5%
	Insurance	346,936	385,373	428,130	0.9%	484,674	1.0%	(56,544)	-13.2%
	Supplies	228,890	226,080	236,182	0.5%	239,187	0.5%	(3,005)	-1.3%
	Employee Training & Development	159,079	76,804	156,733	0.3%	168,436	0.3%	(11,703)	-7.5%
	Travel and Meetings	56,998	11,036	92,864	0.2%	109,106	0.2%	(16,242)	-17.5%
	DNR Environmental Fees	138,750	141,087	146,184	0.3%	156,745	0.3%	(10,562)	-7.2%
		\$23,520,731	\$23,001,912	\$24,271,546	53.5%	\$26,218,542	53.8%	\$(1,946,997)	-8.0%
	Debt Service ³	\$17,649,657	\$17,649,657	\$16,623,452	36.6%	\$17,232,949	35.4%	\$(609,498)	-3.7%
	Annual Capital	\$3,110,000	\$3,110,000	\$4,490,000	9.9%	\$5,263,000	10.8%	\$(773,000)	-17.2%
	Total Debt Service & Annual Capital	\$20,759,657	\$20,759,657	\$21,113,452	46.5%	\$22,495,949	46.2%	\$(1,382,498)	-6.5%
	Total Expenses	\$44,280,388	\$43,761,570	\$45,384,997	100.0%	\$48,714,492	100.0%	\$(3,329,494)	-7.3%

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 2023 budget is for 2024 Debt Payments.

Summary of Revenues & Expenses Legend

Revenues	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.
	GBP Capital Charges	GBP Capital and Debt Service Charges.
	General Reserve Interest	Interest Income from General Fund Accounts (unrestricted funds) other than Investment Accounts.
	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.
Expenses	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.
	Solid Waste Disposal	Material (grit, screenings, ash, and dewatered sludge) hauled to landfills.
	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 Maintenance 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.
Debt Service & Annual Capital	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.
	Annual Capital	Capital Improvements (maintenance equipment and interceptor repairs or replacements) funded with cash and/or reserve funds.

Notice is hereby given that a budget for the fiscal year ending December 31, 2023 has been prepared by the Commissioners of the Green Bay Metropolitan Sewerage District and that the following is a summary of such budget to wit: a summary of the revenues and expenses for the fiscal year ending December 31, 2021; nine months actual and estimated year-end revenues and expenses for fiscal year ending December 31, 2022.

Amounts in (000)		Actual Fiscal Year Ending 12/31/2021	9 Months Actual Through 9/30/2022	Projected Through 12/31/2022	Adopted Budget 2022	Proposed Budget 2023	Budget to Budget Percentage Change
Revenues	Municipal User Fees	\$38,809	\$30,067	\$39,626	\$39,150	\$41,084	4.9%
	Procter & Gamble (P&G) User Fees	\$1,527	\$1,557	\$1,855	\$1,394	\$1,600	14.8%
	Green Bay Packaging (GBP) User Fees	\$626	\$1,185	\$1,305	\$723	\$1,045	44.5%
	Mills Direct Direct Charges	\$214	\$238	\$302	\$216	\$302	40.0%
	P&G Capital Charges	\$1,276	\$1,317	\$1,317	\$1,317	\$1,383	5.0%
	GBP Capital Charges	\$854	\$821	\$821	\$821	\$872	6.2%
	General Reserve Interest	\$9	\$11	\$15	\$20	\$29	48.5%
	Other Revenues	\$1,379	\$952	\$1,287	\$1,374	\$988	-28.1%
	Subtotal	\$44,695	\$36,149	\$46,527	\$45,014	\$47,303	5.1%
	Reserve Transfers	-\$924	-\$4,757	-\$2,416	\$371	\$1,412	280.8%
	Total Revenues	\$43,771	\$31,392	\$44,112	\$45,385	\$48,714	7.3%
Expenses	Salaries & Benefits	\$11,132	\$8,458	\$10,543	\$12,087	\$12,719	-5.2%
	Power	\$1,783	\$1,878	\$2,312	\$1,694	\$2,192	-29.5%
	Contracted Services	\$3,332	\$1,962	\$2,724	\$3,796	\$4,237	-11.6%
	Maintenance & Repairs	\$2,603	\$1,366	\$2,037	\$1,503	\$1,829	-21.6%
	Chemicals	\$1,305	\$1,821	\$1,988	\$1,402	\$1,429	-1.9%
	Natural Gas & Fuel Oil	\$426	\$269	\$407	\$547	\$608	-11.2%
	Solid Waste Disposal	\$382	\$200	\$395	\$334	\$439	-31.7%
	Interceptor System	\$504	\$182	\$881	\$1,069	\$737	31.0%
	Office & Administrative	\$693	\$648	\$724	\$780	\$869	-11.5%
	Insurance	\$385	\$328	\$438	\$428	\$485	-13.2%
	Supplies	\$226	\$418	\$228	\$236	\$239	-1.3%
	Employee Training & Development	\$77	\$84	\$108	\$157	\$168	-7.5%
	Travel and Meetings	\$11	\$45	\$61	\$93	\$109	-17.5%
	DNR Environmental Fees	\$141	\$152	\$152	\$146	\$157	-7.2%
	Total O&M Expenses	\$23,002	\$17,810	\$22,999	\$24,272	\$26,219	-8.0%
	Debt Service ¹	\$17,650	\$13,349	\$16,623	\$16,623	\$17,233	-3.7%
	Annual Capital	\$3,110	\$233	\$4,490	\$4,490	\$5,263	-17.2%
	Total Debt Service & Annual Capital	\$20,760	\$13,582	\$21,113	\$21,113	\$22,496	-6.5%
	Total Expenses	\$43,762	\$31,392	\$44,112	\$45,385	\$48,714	-7.3%

The above listed budget in detail form and the financial accounts for the years ending December 31, 2021 and December 31, 2022, and the proposed budget in detail form for the year ending December 31, 2023 are available at the office of the Green Bay Metropolitan Sewerage District (GBMSD), 2231 North Quincy Street, Green Bay, WI. The 2023 budget hearing and adoption was held at the GBMSD office on December 7, 2022 at 8:30 a.m. This publication has been published in the Green Bay Press Gazette on November 21, 2022.

¹ Debt Service for 2023 Budget reflects collection in 2023 for 2024 Debt Payments.

YEAR	Tax Levy
2020	\$0
2021	\$0
2022	\$0
2023	\$0
General Obligation Debt Outstanding 09/30/2022	\$175,918,389



Revenues & Rates

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, and 35% of total capital. The remaining 65% of 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, plus a portion of the 35% total capital. 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 and capital expenses related to the municipal interceptor system. This along with how the capital charges are administered are the main reasons for the difference in parameter unit rates across the user groups.

Municipal Operation and Maintenance Rate Comparison					
Parameter	COS Title	Units	2022 COS Rate (SF Adjusted) ³	2023 COS Rate (SF Adjusted) ³	2023 Budget Comparison with 2022 Adopted Budget
Volume	FLOW	1,000 gallons	\$0.70624	\$0.74231	\$0.0361
Biochemical Oxygen Demand	BOD	lbs	\$0.31254	\$0.33401	\$0.0215
Suspended Solids	TSS	lbs	\$0.33888	\$0.37324	\$0.0344
Phosphorus	PHOS	lbs	\$1.91281	\$2.01844	\$0.1056
Total Kjeldahl Nitrogen	TKN	lbs	\$0.54775	\$0.59012	\$0.0424

Total Mills (P&G and GBP) Operation & Maintenance Rate Comparison ¹					
Parameter	COS Title	Units	2022 COS Rate	2023 COS Rate	2023 Budget Comparison with 2022 Adopted Budget
Volume	FLOW	1,000 gallons	\$0.46443	\$0.51689	\$0.0525
Biochemical Oxygen Demand	BOD	lbs	\$0.24250	\$0.26526	\$0.0228
Suspended Solids	TSS	lbs	\$0.24807	\$0.27744	\$0.0294
Phosphorus	PHOS	lbs	\$1.60909	\$1.67370	\$0.0646
Total Kjeldahl Nitrogen	TKN	lbs	\$0.47977	\$0.53359	\$0.0538

Sustana Fiber Operation & Maintenance Rate Comparison ²					
Parameter	COS Title	Units	2022 COS Rate (SF Adjusted) ³	2023 COS Rate (SF Adjusted) ³	2023 Budget Comparison with 2022 Adopted Budget
Volume	FLOW	1,000 gallons	\$0.48341	\$0.55810	\$0.0747
Biochemical Oxygen Demand	BOD	lbs	\$0.30142	\$0.32032	\$0.0189
Suspended Solids	TSS	lbs	\$0.32798	\$0.35947	\$0.0315
Phosphorus	PHOS	lbs	\$1.84073	\$1.93358	\$0.0928
Total Kjeldahl Nitrogen	TKN	lbs	\$0.52557	\$0.56360	\$0.0380

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

²Capital 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 [Capital and Debt Service Costs](#), which are based upon their allocated parameter capacities within their Tripartite Agreement. The total capital amount due from each mill is invoiced annually and shown on the [Procter & Gamble Cost of Service](#) and the [Green Bay Packaging Cost of Service](#) pages.

	VOLUME		BOD		TSS		PHOS		TKN		Capital Charge	TOTAL AMOUNT
	1,000 Gallons	Amount	Lbs	Amount	Lbs	Amount	Lbs	Amount	Lbs	Amount	Amount	
City of Green Bay	5,500,000	\$4,082,730	8,600,000	\$2,872,455	9,100,000	\$3,396,523	210,000	\$423,873	1,300,000	\$767,154	\$6,304,120	\$17,846,855
City of De Pere	1,267,000	940,513	3,653,054	1,220,143	1,900,000	709,164	21,329	43,051	230,000	135,727	1,728,301	4,776,900
Sustana Fiber	261,904	146,169	1,730,184	554,205	883,310	317,525	28,880	55,842	133,883	75,457	790,914	1,940,111
Village of Allouez	750,000	556,736	905,100	302,309	1,000,974	373,608	22,000	44,406	159,912	94,367	706,405	2,077,831
Village of Ashwaubenon	1,464,000	1,086,749	2,770,627	925,407	2,535,856	946,494	70,896	143,100	332,288	196,089	1,843,160	5,140,998
Village of Bellevue	716,329	531,741	988,932	330,310	904,926	337,758	23,856	48,152	180,000	106,221	694,195	2,048,378
Village of Hobart	263,926	195,916	447,436	149,446	459,222	171,402	10,332	20,855	86,330	50,945	322,374	910,938
Village of Howard	866,415	643,153	916,025	305,958	1,862,102	695,019	22,577	45,570	279,440	164,903	1,035,424	2,890,026
Village of Luxemburg	169,419	125,762	39,936	13,339	36,000	13,437	3,072	6,201	16,392	9,673	52,181	220,593
Village of Pulaski	192,157	142,641	50,000	16,700	50,000	18,662	6,240	12,595	34,200	20,182	69,249	280,029
Village of Suamico	221,719	164,585	580,000	193,724	450,000	167,960	14,500	29,267	77,760	45,888	347,396	948,820
Town of Ledgeview Sanitary District #2	198,652	147,462	340,000	113,562	307,488	114,768	8,544	17,246	64,452	38,034	231,409	662,481
Town of Lawrence – Utility District	153,860	114,213	320,556	107,068	522,912	195,174	7,428	14,993	58,704	34,642	290,516	756,606
Pittsfield Sanitary District	14,446	10,723	20,592	6,878	23,346	8,714	504	1,017	3,834	2,263	15,923	45,517
Scott Municipal Utility	133,032	98,752	166,001	55,445	232,000	86,593	4,100	8,276	32,126	18,958	145,709	413,732
Dyckesville Sanitary District	31,837	23,633	60,266	20,129	68,326	25,502	1,475	2,977	11,221	6,622	45,092	123,956
Total Municipal	12,204,696	\$9,011,478	21,588,709	\$7,187,079	20,336,462	\$7,578,304	455,733	\$917,420	3,000,542	\$1,767,125	\$14,622,367	\$41,083,772
Procter & Gamble	1,657,785	\$856,893	580,236	\$153,912	2,050,044	\$568,767	1,650	\$2,762	32,292	\$17,231	\$-	\$1,599,564
Green Bay Packaging	803,000	415,063	693,500	183,956	949,000	263,292	51,100	85,526	182,500	97,380	-	1,045,217
Total Mill	2,460,785	\$1,271,956	1,273,736	\$337,868	2,999,044	\$832,059	52,750	\$88,288	214,792	\$114,611	\$-	\$2,644,782
Grand Total												
Units	14,665,481		22,862,445		23,335,506		508,483		3,215,334			
Costs		\$10,283,433		\$7,524,947		\$8,410,363		\$1,005,708		\$1,881,736	\$14,622,367	\$43,728,554

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.

	2023 Budget	2022 Budget	2021 Actual	2020 Actual	2019 Actual
City of Green Bay	\$17,846,855	\$16,753,445	\$16,061,856	\$16,271,706	\$16,173,806
City of De Pere	4,776,900	4,525,551	5,438,484	5,321,349	5,381,128
Sustana Fiber	1,940,111	1,914,047	1,667,390	1,051,340	1,051,463
Village of Allouez	2,077,831	2,011,011	1,858,519	1,990,409	1,972,098
Village of Ashwaubenon	5,140,998	4,954,112	4,773,983	4,677,260	4,378,347
Village of Bellevue	2,048,378	2,013,254	1,959,208	1,868,570	1,870,357
Village of Hobart	910,938	896,173	772,121	794,472	673,865
Village of Howard	2,890,026	2,698,609	3,065,936	3,167,378	2,622,004
Village of Luxemburg	220,593	239,411	224,755	222,739	266,184
Village of Pulaski	280,029	287,945	275,053	273,357	311,435
Village of Suamico	948,820	979,273	999,688	925,607	841,333
Town of Ledgeview Sanitary District #2	662,481	598,711	539,863	563,773	525,757
Town of Lawrence – Utility District	756,606	716,048	640,123	623,258	575,608
Pittsfield Sanitary District	45,517	43,357	43,235	39,399	38,687
Scott Municipal Utility	413,732	402,069	380,055	387,056	393,271
Dyckesville Sanitary District	123,956	116,588	108,931	100,481	94,464
Total Municipal	\$41,083,772	\$39,149,604	\$38,809,200	\$38,278,154	\$37,169,807
Green Bay Packaging	\$1,045,217	\$723,141	\$626,257	\$60,454	\$0
Procter & Gamble	1,599,564	1,393,752	1,527,493	1,378,531	1,393,001
Total Mill	\$2,644,782	\$2,116,892	\$2,153,749	\$1,438,985	\$1,393,001
Total User Fees	\$43,728,554	\$41,266,497	\$40,962,950	\$39,717,139	\$38,562,808

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 (65% of capital) to be collected from the municipal customers. The Capital Cost is comprised of the remaining 35% of capital and 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	Capital Charge
Unit Value	1,000 gallons	lbs	lbs	lbs	lbs	lbs	N/A
Units	12,204,696	21,588,709	20,336,462	455,733	3,000,542		N/A
COST OF SERVICE							
Municipal							
Operating Cost	\$22,254,490	\$8,527,997	\$5,723,583	\$5,640,184	\$762,631	\$1,600,096	\$-
Pretreatment Cost Allocation	194,703	0	95,696	63,852	4,195	30,960	0
Capital Cost	18,634,579	483,481	1,367,800	1,874,267	150,594	136,069	14,622,367
Total Cost	\$41,083,772	\$9,011,478	\$7,187,079	\$7,578,304	\$917,420	\$1,767,125	\$14,622,367
Unit Operating Cost		\$0.69875	\$0.26955	\$0.28048	\$1.68262	\$0.54359	
Unit Capital Cost		\$0.03961	\$0.06336	\$0.09216	\$0.33044	\$0.04535	
Unit Combined Cost		\$0.73836	\$0.33291	\$0.37265	\$2.01306	\$0.58894	
Sustana Fiber Adjustment		\$0.00395	\$0.00110	\$0.00060	\$0.00538	\$0.00118	
Adjusted Unit Combined Cost		\$0.74231	\$0.33401	\$0.37324	\$2.01844	\$0.59012	

MUNICIPAL BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
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 parameter 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 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	lbs	N/A	N/A
Units		2,460,785	1,273,736	2,999,044	52,750	214,792	N/A	N/A
Cost of Service								
Operating Cost	\$2,644,782	\$1,271,956	\$337,868	\$832,059	\$88,288	\$114,611	\$0	0
Capital Charge	2,254,955	0	0	0	0	0	2,254,955	0
Direct Charges	245,465	0	0	0	0	0	0	245,465
Credits	(252,939)	0	0	0	0	0	0	(252,939)
Total Cost	\$4,892,263	\$1,271,956	\$337,868	\$832,059	\$88,288	\$114,611	\$2,254,955	(\$7,473)
Unit Cost		\$0.51689	\$0.26526	\$0.27744	\$1.67370	\$0.53359		

TOTAL MILLS BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
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 [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 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 an annual lump sum 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		1,657,785	580,236	2,050,044	1,650	32,292	N/A	N/A
Cost of Service								
Operating Cost	\$1,599,564	\$856,893	\$153,912	\$568,767	\$2,762	\$17,231	\$0	0
Capital Charge	1,383,004	0	0	0	0	0	1,383,004	0
Direct Charges	73,154	0	0	0	0	0	0	73,154
Total Cost	\$3,055,723	\$856,893	\$153,912	\$568,767	\$2,762	\$17,231	\$1,383,004	\$73,154
Unit Cost		\$0.51689	\$0.26526	\$0.27744	\$1.67370	\$0.53359		

PROCTER & GAMBLE BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
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

¹ Capital Charges invoiced 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	lbs	lbs	N/A	N/A
Units		803,000	693,500	949,000	51,100	182,500	N/A	N/A
Cost of Service								
Operating Cost	\$1,045,217	\$415,063	\$183,956	\$263,292	\$85,526	\$97,380	\$0	0
Capital Charge	\$871,951	0	0	0	0	0	871,951	0
Direct Charges	\$172,311	0	0	0	0	0	0	172,311
Credits	(\$252,939)	0	0	0	0	0	0	(252,939)
Total Cost	\$1,836,540	\$415,063	\$183,956	\$263,292	\$85,526	\$97,380	\$871,951	(\$80,628)
Unit Cost		\$0.51689	\$0.26526	\$0.27744	\$1.67370	\$0.53359		

GREEN BAY PACKAGING BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
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	lbs	N/A	
Units	261,904	1,730,184	883,310	28,880	133,883	-	-	-
Cost of Service								
Operating Cost	\$1,006,414	\$183,005	\$458,705	\$244,980	\$48,328	\$71,396	\$-	\$1,006,414
Pretreatment Cost Allocation	12,090	-	7,669	2,773	266	1,381	-	12,090
Capital Cost	1,007,931	10,375	109,620	81,408	9,543	6,071	790,914	1,007,931
Subtotal Cost of Service	\$2,026,435	\$193,380	\$575,994	\$329,162	\$58,137	\$78,848	\$790,914	\$2,026,435
Direct Charges	56,538	-	-	-	-	-	-	56,538
Less SF Adjustment	(86,324)	(47,211)	(21,789)	(11,637)	(2,296)	(3,391)	-	(86,324)
Total Cost	\$1,996,650	\$146,169	\$554,205	\$317,525	\$55,842	\$75,457	\$790,914	\$1,996,650
Unit Cost		\$0.73836	\$0.33291	\$0.37265	\$2.01306	\$0.58894		
Unit Capital Cost		(0.18026)	(0.01259)	(0.01317)	(0.07949)	(0.02533)		
Unit Combined Cost (with SF Adjustment)		\$0.55810	\$0.32032	\$0.35947	\$1.93358	\$0.56360		

SUSTANA FIBER BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
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

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



Debt Service & O&M Expenses

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 [annual capital projects](#). 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.

Allocation of Capital and Debt Service Costs
(Continued...)

Debt Service – Municipal Only				
Capital Project Description	Allocations¹			
	FY2023	Municipal	Green Bay Packaging	P&G
4198-29 Phase 2 Interceptor Rehabilitation	216,011	216,011	0	0
4198-45 DPF East Service Area Interceptor Rehabilitation	186,632	186,632	0	0
4198-21 East Tower Drive Interceptor	182,631	182,631	0	0
ERI, FRC, EFR Interceptor Rehabilitation	76,860	76,860	0	0
East River Lift Station - Redundancy & Rehabilitation	19,440	19,440	0	0
East Bayshore Lift Stations - Rehabilitation	31,500	31,500	0	0
Other General Obligation Debt				
2008 General Obligation – Re-issued March 2018	480,603	480,603	0	0
Total Debt Service – Municipal Only	\$1,193,677	\$1,193,677	\$0	\$0

Debt Service – Common to All				
Capital Project Description	Allocations¹			
	FY2023	Municipal	Green Bay Packaging	P&G
4198-24 GBF Electrical Generation Facility	208,083	186,289	8,855	12,939
4198-25 GBF RAS/WAS Improvements	662,206	592,849	28,179	41,178
4198-27 Solids Process Improvement	352,148	315,266	14,985	21,898
4198-32 GBF Administration & Maintenance Building HVAC Replacement	206,212	184,614	8,775	12,823
4198-35 Solids, Ferric Chloride, Gate Replacement, Bar Screens, M&C WAS	300,280	268,829	12,778	18,672
4198-37 Consolidation/Conveyance/Chemical Feed Building	879,873	787,718	37,442	54,713
4198-44 GBF R2E2 Solids Management	980,314	868,650	39,174	72,490
4198-52 GBF Disinfection Project	112,926	101,099	4,805	7,022
4198-99 GBF Solids Management Plan/R2E2 - Construction	8,499,498	7,531,352	339,644	628,503
4198-48 DPF Replacement UV Disinfection System Equipment	270,759	242,401	11,522	16,837
4198-53 DPF Substation & Emergency Generator (2019 Budget)	850,430	761,359	36,189	52,882
4198-63 DPF - Tertiary Filter Replacement	645,271	577,687	27,459	40,125
DPF: Metro Pumping & Headworks Improvements	114,188	102,228	4,859	7,101
GBF: Thickening Improvements	255,150	228,426	10,858	15,866
GBF: North Plant Clarifiers Rehabilitation	538,650	482,234	22,921	33,495
Other General Obligation Debt				
2008 General Obligation – Re-issued March 2018	280,447	251,074	11,934	17,439
Dec. 2007 Promissory Note to City of De Pere	160,485	143,676	6,829	9,979
GBF Solids Management Plan – Design	722,354	640,073	28,866	53,415
Total Debt Service – Common to All	\$16,039,273	\$14,265,823	\$656,073	\$1,117,377

Allocation of Capital and Debt Service Costs
(Continued...)

Debt Service Offsets				
Debt Offset Description	Allocations ¹			
	FY2023	Municipal	Green Bay Packaging	P&G
Mill Capital Charges – former Georgia-Pacific obligation	(374,792)	(374,792)	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 (9 th St Seg 5 Ext, Ash Creek 2,3,4,6,7, and Ash Interceptor 2,3,& 4)	(197,077)	(197,077)	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	(686,355)	(686,355)	0	0
Total Debt Service Offsets	(\$1,440,669)	(\$1,440,669)	\$0	\$0
Total Debt Service	\$15,792,281	\$14,018,831	\$656,073	\$1,117,377

Annual Capital Outlay				
Annual Capital Description	Allocations ¹			
	FY2023	Municipal	Green Bay Packaging	P&G
2023 Requests – Allocated to All	5,153,000	4,657,185	221,692	274,123
2023 Requests – Allocated to Municipal Only	110,000	110,000	0	0
Total Annual Capital Outlay	\$5,263,000	\$4,767,185	\$221,692	\$274,123
Total Annual Capital, Debt Service, and Capital Reserves	\$21,055,281	\$18,786,016	\$877,764	\$1,391,500

Revenues & Transfers				
Debt Offset Description	Allocations ¹			
	FY2023	Municipal	Green Bay Packaging	P&G
General Reserve Interest Offset	(\$29,126)	(\$29,126)	\$0	\$0
Miscellaneous Revenue Offset ²	(\$136,621)	(\$122,312)	(\$5,814)	(\$8,496)
Total Non-Rate Revenues (Capital-Related)	(\$165,747)	(\$151,438)	(\$5,814)	(\$8,496)
Contribution to Capital Reserve	0	0	0	0
Net Annual Capital, Debt Service, and Operating Fund Capital Reserve³	\$20,889,534	\$18,634,579	\$871,951	\$1,383,004

¹ Based on Revised Cost of Service Allocations from Raftelis Financial Consultants dated May 4, 2022.

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 2023 Budget is for 2024 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	2023 Budget for 2024 Debt Payments	Loan Date	Last Payment
4198-27	Solids Process Improvement	5,347,693	352,148	12/8/2004	May 2024
4198-21	East Tower Drive Interceptor	2,761,526	182,631	4/13/2005	May 2024
Dec. 2007	Promissory Note to City of De Pere	2,000,000	160,485	12/28/2007	Dec 2027
Sept. 2008	2008 General Obligation – Sewerage System Improvement Bond Re Issue 03/2018	6,505,000	761,050	3/15/2028	May 2028
4198-25	RAS/WAS Improvements	10,460,782	662,206	3/19/2018	May 2028
4198-35	Combined Treatment Facilities Projects	4,211,341	300,280	12/9/2009	May 2029
4198-37	Consolidation/Conveyance Project	12,821,922	879,873	12/9/2009	May 2029
4198-29	Phase Two Interceptor Rehabilitation	3,421,382	216,011	11/10/2010	May 2030
4198-24	Electrical Generator Project	3,246,148	208,083	12/22/2010	May 2030
4198-32	GBF Administration & Maintenance Building HVAC Replacement	3,133,312	206,212	4/10/2013	May 2032
July 2013	Green Bay Facility Solids Management Plan – Design	20,000,000	722,354	8/20/2013	May 2038
4198-45	De Pere Facility East Service Area Interceptor Rehabilitation	3,146,593	186,632	12/12/2012	May 2032
4198-48	DPF Disinfection System Upgrade	4,272,020	270,759	1/8/2014	May 2033
4198-44	GBF Solids Management Plan Construction (R2E2)	15,209,242	980,314	8/13/2014	May 2034
4198-52	GBF Disinfection System Upgrade	1,850,000	112,926	12/23/2015	May 2035
4198-53	DPF Substation & Emergency Generator	14,630,180	850,430	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 Construction (R2E2)	138,880,269	8,499,498	10/14/2015	May 2035
Total Existing Debt		\$261,384,528	\$16,197,162		
MAJOR CAPITAL: PLANT					
(New) ¹	DPF: Metro Pumping & Headworks Improvements	26,250,000	114,188	2/28/2024	May 2043
(New) ¹	GBF: Thickening Improvements	17,705,000	255,150	1/1/2023	May 2042
(New) ¹	GBF: North Plant Clarifiers Rehabilitation	43,445,000	538,650	3/1/2023	May 2042
MAJOR CAPITAL: INTERCEPTORS					
(New) ¹	ERI, FRC, EFR Interceptor Rehabilitation	9,200,000	76,860	2/1/2024	May 2043
(New) ¹	East River Lift Station - Redundancy & Rehabilitation	2,000,000	19,440	11/1/2023	May 2042
(New) ¹	East Bayshore Lift Stations - Rehabilitation	3,400,000	31,500	9/1/2023	May 2042
Total New Debt		\$102,000,000	\$1,035,788		
Grand Total with New Debt		\$363,384,528	\$17,232,949		

¹ Interest Only Payment which is calculated based on loan draws per the Capital 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	Common to All ¹					Municipal Only ¹		Mill Only ¹	
		Flow	BOD	TSS	PHOS	TKN	Flow	Industry	Flow	Direct
SALARIES & BENEFITS										
Laboratory & Research & Environmental Services										
Operational Testing	\$758,570	\$106,200	\$91,029	\$68,271	\$45,514	\$53,100	\$159,300	\$182,057	\$-	\$53,100
Water Quality Testing	913,756	913,756	0	0	0	0	0	0	0	0
Total Laboratory Services	\$1,672,326	\$1,019,956	\$91,029	\$68,271	\$45,514	\$53,100	\$159,300	\$182,057	\$-	\$53,100
Treatment										
Pump Station	\$140,787	\$140,787	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Primary Treatment	189,163	189,163	0	0	0	0	0	0	0	0
Grit Removal	24,636	0	0	24,636	0	0	0	0	0	0
Aeration	271,370	0	135,685	0	0	135,685	0	0	0	0
Final & Chlorine Contact Basins	241,883	241,883	0	0	0	0	0	0	0	0
Filtration	36,044	36,044	0	0	0	0	0	0	0	0
Primary Thickeners	93,971	564	8,457	84,386	564	0	0	0	0	0
Waste Activated Sludge Thickeners	201,367	0	120,820	76,520	0	4,027	0	0	0	0
Dewatering/Incineration	523,555	1,759	164,633	350,797	1,759	4,608	0	0	0	0
Primary Sludge	293,139	1,759	26,382	263,238	1,759	0	0	0	0	0
Secondary Sludge	230,417	0	138,250	87,558	0	4,608	0	0	0	0
Incineration	627,290	1,752	227,484	389,596	1,752	6,707	0	0	0	0
Primary Sludge	291,941	1,752	26,275	262,163	1,752	0	0	0	0	0
Secondary Sludge	335,349	0	201,210	127,433	0	6,707	0	0	0	0
Digestion	290,457	811	105,333	180,396	811	3,106	0	0	0	0
Struvite Harvesting	191,604	268	34,742	59,500	96,070	1,024	0	0	0	0
Power Generation	244,082	682	88,515	151,594	682	2,610	0	0	0	0
Solids, General	275,032	839	93,709	176,941	839	2,704	0	0	0	0
Reclaimed Water	1,274	0	0	0	0	0	0	0	0	1,274
Total Treatment	\$3,352,516	\$614,551	\$979,379	\$1,494,365	\$102,475	\$160,472	\$-	\$-	\$-	\$1,274
Maintenance/Engineering										
Maintenance	\$2,764,884	\$786,534	\$717,124	\$694,594	\$128,878	\$236,694	\$174,211	\$-	\$26,849	\$-
Engineering	1,035,977	294,707	268,700	260,258	48,290	88,687	65,275	0	10,060	0
Total All Above	\$8,825,704	\$2,715,748	\$2,056,232	\$2,517,488	\$325,158	\$538,953	\$398,786	\$182,057	\$36,909	\$54,374
Business Services & Information Systems	\$2,633,238	\$827,337	\$626,419	\$766,939	\$99,057	\$164,189	\$121,488	\$-	\$10,782	\$17,027
Total Salaries & Benefit Costs	\$11,458,942	\$3,543,085	\$2,682,651	\$3,284,427	\$424,215	\$703,142	\$520,273	\$182,057	\$47,691	\$71,401

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.

Allocation of Operations & Maintenance Costs
(Continued...)

Item	Total	Common to All ¹					Municipal Only ¹		Mill Only ¹	
		Flow	BOD	TSS	PHOS	TKN	Flow	Industry	Flow	Direct
Power										
Metro Pump	\$305,727	\$-	\$-	\$-	\$-	\$-	\$305,727	\$-	\$-	\$-
Mill Pump	26,220	0	0	0	0	0	0	0	26,220	0
Reclaimed Water	97,700	0	0	0	0	0	0	0	0	97,700
Secondary Effluent Pump	19,638	19,638	0	0	0	0	0	0	0	0
Process Air Compressors	782,563	0	508,666	0	0	273,897	0	0	0	0
Solids Building	201,600	563	73,109	125,209	563	2,156	0	0	0	0
Primary Sludge	93,825	563	8,444	84,255	563	0	0	0	0	0
Secondary Sludge	107,775	0	64,665	40,955	0	2,156	0	0	0	0
All Other Plant	758,940	215,898	196,845	190,661	35,376	64,971	47,820	0	7,370	0
Total Power	\$2,192,389	\$236,099	\$778,621	\$315,870	\$35,939	\$341,023	\$353,547	\$-	\$33,590	\$97,700
Fuel										
Fuel – Diesel for Generators	\$8,844	\$8,844	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Building	276,933	78,780	71,828	69,571	12,909	23,708	17,449	0	2,689	0
Incineration & Process	322,524	901	116,962	200,312	901	3,448	0	0	0	0
Primary Sludge	150,103	901	13,509	134,792	901	0	0	0	0	0
Secondary Sludge	172,421	0	103,453	65,520	0	3,448	0	0	0	0
Total Fuel	\$608,301	\$88,525	\$188,790	\$269,883	\$13,809	\$27,156	\$17,449	\$-	\$2,689	\$-
Chemicals										
Sodium Hypochlorite	\$226,050	\$226,050	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
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	101,100	101,100	0	0	0	0	0	0	0	0
Ferric Chloride	85,000	42,500	0	0	42,500	0	0	0	0	0
Odor Control	5,100	1,316	1,369	1,428	243	408	291	0	45	0
Magnesium Chloride	0	0	0	0	0	0	0	0	0	0
Sodium Hydroxide – Air Pollution	52,800	147	19,148	32,793	147	565	0	0	0	0
Sodium Hydroxide – Nutrient Removal	0	0	0	0	0	0	0	0	0	0
Activated Carbon	50,000	140	18,132	31,054	140	535	0	0	0	0
Aqua Ammonia	0	0	0	0	0	0	0	0	0	0
Reclaimed Water	36,300	0	0	0	0	0	0	0	0	36,300
Other Chemicals	162,805	162,805	0	0	0	0	0	0	0	0
Total Chemicals	\$1,454,925	\$535,702	\$340,401	\$486,769	\$44,674	\$10,744	\$291	\$-	\$45	\$36,300

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.

Allocation of Operations & Maintenance Costs
(Continued...)

Item	Total	Common to All ¹					Municipal Only ¹		Mill Only ¹	
		Flow	BOD	TSS	PHOS	TKN	Flow	Industry	Flow	Direct
Maintenance & Repairs										
Maintenance & Repairs	\$1,762,639	\$501,033	\$456,818	\$442,466	\$82,097	\$150,778	\$110,975	\$-	\$17,103	\$1,370
All Other Expenses										
Solid Waste	\$439,379	\$1,227	\$159,339	\$272,888	\$1,227	\$4,698	\$-	\$-	\$-	\$-
Primary Sludge	204,487	1,227	18,404	183,629	1,227	0	0	0	0	0
Secondary Sludge	234,892	0	140,935	89,259	0	4,698	0	0	0	0
DNR Environmental Fees	156,745	1,144	52,768	55,672	35,394	11,767	0	0	0	0
Other Miscellaneous	6,107,695	1,737,472	1,584,144	1,534,375	284,695	522,864	384,836	0	59,310	0
Biogas Treatment	40,000	112	14,506	24,843	112	428	0	0	0	0
Total All Other	\$6,743,819	\$1,739,955	\$1,810,757	\$1,887,778	\$321,428	\$539,756	\$384,836	\$-	\$59,310	\$-
Total Treatment Plant O & M	\$24,221,015	\$6,644,397	\$6,258,037	\$6,687,193	\$922,162	\$1,772,599	\$1,387,370	\$182,057	\$160,429	\$206,771
Field Services O & M										
Pretreatment	\$146,298	\$-	\$-	\$-	\$-	\$-	\$-	\$146,298	\$-	\$-
Municipal Interceptors	\$424,960	0	0	0	0	0	424,960	0	0	0
Mill Interceptor	\$1,965	0	0	0	0	0	0	0	1,065	900
Sustana Fiber Force Main	\$29,890	0	0	0	0	0	0	0	0	29,890
Municipal Metering Stations	\$329,706	0	0	0	0	0	329,706	0	0	0
Mill Metering Stations	\$33,779	0	0	0	0	0	0	0	0	33,779
Municipal Lift Stations	\$387,751	0	0	0	0	0	387,751	0	0	0
Subtotal	\$1,354,349	\$-	\$-	\$-	\$-	\$-	\$1,142,417	\$146,298	\$1,065	\$64,569
All Other (Field Services Salaries after distribution)	643,178	0	0	0	0	0	542,532	69,477	506	30,664
Total Interceptor System O & M	\$1,997,527	\$-	\$-	\$-	\$-	\$-	\$1,684,949	\$215,774	\$1,570	\$95,233
Total O & M Costs	\$26,218,542	\$6,644,397	\$6,258,037	\$6,687,193	\$922,162	\$1,772,599	\$3,072,320	\$397,831	\$161,999	\$302,004
Distribution to Participants										
Municipal	\$23,217,486	\$5,529,505	\$5,909,383	\$5,827,765	\$826,497	\$1,654,185	\$3,072,320	\$397,831	\$-	\$-
Sustana Fiber	56,538	0	0	0	0	0	0	0	0	56,538
Green Bay Packaging	1,243,804	363,810	189,829	271,952	92,673	100,611	0	0	52,617	172,311
Procter & Gamble	1,700,714	751,082	158,825	587,476	2,992	17,802	0	0	109,382	73,154
Total	\$26,218,542	\$6,644,397	\$6,258,037	\$6,687,193	\$922,162	\$1,772,599	\$3,072,320	\$397,831	\$161,999	\$302,004

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 & Gamble, 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	Maintenance	Field Services	P&G Meter Station	P&G Interceptor	GBP Meter Station	GBP Interceptor	Sustana Fiber Force Main	Total
Salaries – P&G Interceptor	-	628		628				\$628
Benefits – P&G Interceptor	-	199		199				199
Salaries – P&G Meter Station	2,328	9,960	12,288					12,288
Benefits – P&G Meter Station	739	3,162	3,901					3,901
Salaries – GBP Interceptor	-	180				180		180
Benefits – GBP Interceptor	-	57				57		57
Salaries – GBP Meter Station	2,328	9,160			11,488			11,488
Benefits – GBP Meter Station	739	2,908			3,647			3,647
Salaries – Sustana Fiber – Force Main	-	1,652					1,652	1,652
Benefits – Sustana Fiber – Force Main	-	524					524	524
Salaries – Sustana Fiber – Meter Station	-	19,480					19,480	19,480
Benefits – Sustana Fiber – Meter Station	-	6,184					6,184	6,184
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						450		450
R & M – GBP Meter Station					500			500
Phones – GBP					-			-
Power – GBP					-			-
R & M – Force Main							2,000	2,000
R & M – Meter Station							50	50
Chemicals							-	-
Total	\$6,134	\$54,095	\$18,144	\$1,278	\$15,635	\$687	\$29,890	\$65,634

Interceptor System O&M
(Continued...)

Account Name	Maintenance	Field Services	GBMSD Meter Stations	GBMSD Interceptors	Lift Station	Pretreatment
Salaries – Pretreatment	\$-	\$107,439				\$107,439
Salaries – GBMSD Interceptors	2,000	76,506		78,506		
Salaries – GBMSD Meter Stations	-	120,941	120,941			
Salaries – East Bayshore Lift Stations	14,000	64,008			78,008	
Salaries – East River Lift Station	3,000	15,396			18,396	
Salaries – Old Plank Lift Station	1,183	7,750			8,933	
Salaries – Interplant Force Main	-	9,329		9,329		
Salaries – Chemical Feed Building	-	1,007	1,007			
Benefits – Pretreatment	-	34,109				34,109
Benefits – GBMSD Interceptors	635	24,288		24,923		
Benefits – GBMSD Meter Stations	-	38,395	38,395			
Benefits – East Bayshore Lift Stations	4,445	20,321			24,765	
Benefits – East River Lift Station	952	4,888			5,840	
Benefits – Old Plank Lift Station	376	2,460			2,836	
Benefits – Interplant Force Main	-	2,962		2,962		
Benefits – Chemical Feed Building	-	320	320			
Pretreatment Program						4,750
R & M – East Bayshore System Lift Stations					38,174	
R & M – East Bayshore Force Main					-	
R & M – East River Lift Station					25,884	
R & M – GBMSD Interceptors – Field Services				44,565		
R & M – GBMSD Interceptors – Engineering				141,000		
R & M – Old Plank Lift Station					2,836	
R & M – Interplant Force Main				123,675		
R & M – GBMSD Meter Stations			63,748			
R & M – Chemical Feed Building			1,360			
Phones – Meter/Lift Stations			82,315			
Phones – Chemical Feed Building			-			
Power – Meter Stations			19,500			
Power – Chemical Feed Building			2,120			
Power – Old Plank Lift Station					1,445	
Power – East Bayshore Lift Stations					28,173	
Power – East River Lift Station					40,600	
Water – East River Lift Station					1,800	
Chemicals – Old Plank Lift Station					5,500	
Chemicals – De Pere Conveyance					-	
Chemicals – Chemical Feed Building					-	
Chemicals – Bayshore Interceptor					-	
Total	\$26,591	\$530,119	\$329,706	\$424,960	\$283,190	\$146,298

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.

Salaries and Benefits BEFORE Distribution to Interceptor & Meter Stations										
Description	Commission	Business Services ¹	Laboratory & Research	Treatment & EHS	Maintenance	Engineering	Information Technology	Field Services	Watershed Management	Total
Gross Salaries	\$4,200	\$1,277,816	\$728,369	2,507,834	2,076,159	\$814,531	\$702,992	\$918,889	\$556,330	\$9,587,120
Long Term Disability	-	5,854	3,749	11,858	10,499	4,351	3,815	4,467	2,913	47,506
Dental Insurance	-	11,093	7,225	19,942	20,590	5,449	7,822	8,028	1,700	81,849
Health Insurance	-	220,096	126,600	354,972	330,144	85,891	122,126	138,678	40,709	1,419,215
Life Insurance	-	4,836	1,818	6,611	7,142	3,339	3,827	2,963	644	31,179
Wisconsin Retirement	-	79,243	48,234	162,695	136,578	54,514	39,255	60,994	36,319	617,831
FICA & Medicare	321	89,565	55,459	185,772	157,663	60,076	53,775	69,242	42,110	713,982
Worker's Compensation	5	2,537	11,273	38,814	32,133	7,827	660	14,222	5,166	112,636
Uniforms	-	-	3,710	22,292	26,700	-	-	9,910	-	62,612
Employee Assistance	-	3,400	-	-	-	-	-	-	-	3,400
Wellness Program	-	-	-	40,455	-	-	-	-	-	40,455
Totals	\$4,526	\$1,694,440	\$986,437	\$3,351,242	\$2,797,609	\$1,035,977	\$934,272	\$1,227,392	\$685,889	\$12,717,784
Number of FTEs:	5	13	9	27	24	7	7	10	5	102

Salaries and Benefits AFTER Distribution to Interceptor & Meter Stations										
Description	Commission	Business Services ¹	Laboratory & Research	Treatment & EHS	Maintenance	Engineering	Information Technology	Field Services	Watershed Management	Total
Gross Salaries	\$4,200	\$1,277,816	\$728,369	\$2,507,834	\$2,051,320	\$814,531	\$702,992	\$475,453	\$556,330	\$9,118,845
Long Term Disability	0	5,854	3,749	11,858	\$10,376	4,351	3,815	\$2,269	2,913	45,185
Dental Insurance	0	11,093	7,225	19,942	\$20,378	5,449	7,822	\$4,242	1,700	77,851
Health Insurance	0	220,096	126,600	354,972	\$326,467	85,891	122,126	\$73,035	40,709	1,349,895
Life Insurance	0	4,836	1,818	6,611	\$7,061	3,339	3,827	\$1,521	644	29,656
Wisconsin Retirement	0	79,243	48,234	162,695	\$134,978	54,514	39,255	\$31,846	36,319	587,083
FICA & Medicare	321	89,565	55,459	185,772	\$155,763	60,076	53,775	\$43,665	42,110	686,505
Worker's Compensation	5	2,537	11,273	38,814	\$31,841	7,827	660	\$1,237	5,166	99,360
Uniforms	0	0	3,710	22,292	26,700	0	0	9,910	0	62,612
Employee Assistance	0	3,400	0	0	0	0	0	0	0	3,400
Wellness Program	0	0	0	40,455	0	0	0	0	0	40,455
Totals	\$4,526	\$1,694,440	\$986,437	\$3,351,242	\$2,764,884	\$1,035,977	\$934,272	\$643,178	\$685,889	\$12,100,846
Difference:	\$0	\$0	\$0	\$0	(\$32,725)	\$0	\$0	(\$584,214)	\$0	(\$616,938)
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	2022 Budget Headcount	2023 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	8	7
Information Technology	6	7
Field Services	10	10
Watershed Management	5	5
Total Headcount without Commissioners²	102	102
Commissioners	5	5

Position Changes			
Divisions	Department	Changes for 2022	Changes for 2023
Technical Services	Engineering	Add Engineering Services Manager (October)	Removed Engineering Services Manager
Business Services	Information Technology		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	Portland, OR	BC
Accounting Specialist	Business Services	Tyler Munis Conference	San Antonio, TX	CM
Public Affairs & Education Manager	Business Services	PR/Comms Conference	TBD	TG
IT Systems and Cyber Security Engineer	Business Services	Microsoft Ignite Conference	TBD	MP
IT Systems Analyst	Business Services	Maximo/Tyler Munis Conference	Phoenix/San Antonio	MW
Administrative Assistant	Business Services	Admin Professionals Day Conference	Athens, GA	BT
Director of Technical Services	Technical Services	NACWA Winter Conference	Sonoma, CA	NRQ
Director of Technical Services	Technical Services	NACWA Summer Conference	Louisville, KY	NRQ
Engineering Project Manager	Technical Services	Thermal Oxidation Conference	Atherton, MO	WIA
Pretreatment Coordinator	Technical Services	NACWA Pretreatment Seminar	Boise, ID	SG
Treatment Lead	Operations	Thermal Oxidation Conference	Atherton, MO	AE
Treatment Lead	Operations	Thermal Oxidation Conference	Atherton, MO	JK
Treatment Manager	Operations	WEF Biosolids	Charlotte, NC	BB
Treatment Lead	Operations	WEF Biosolids	Charlotte, NC	JK
Operations Trainer	Operations	WEF Biosolids	Charlotte, NC	CM
Treatment Lead	Operations	Dept of Energy, Better Plants Summit	Washington, D.C.	JB
Environmental Compliance Specialist	Operations	WEF Odor and Air Pollutant Conference	Charlotte, NC	KV
Commissioner	Non-Departmental	NACWA Winter Conference	Sonoma, CA	TBD
Commissioner	Non-Departmental	NACWA Summer Conference	Louisville, KY	TBD
Executive Director	Non-Departmental	NACWA Winter Conference	Sonoma, CA	TWS
Executive Director	Non-Departmental	NACWA Summer Conference	Louisville, KY	TWS
Executive Director	Non-Departmental	Water Reuse Association	Atlanta, GA	TWS
Executive Director	Non-Departmental	NACWA Environ Policy	Washington, D.C.	TWS
Executive Director	Non-Departmental	EPA Meeting	Washington, D.C.	TWS
Watershed Manager	Watershed	IAGLR/JASM	Toronto, ON Canada	EH
Water Resources Specialist	Watershed	IAGLR/JASM	Toronto, ON Canada	SB



Capital Improvement Plan

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.

2023 Budget – November 4, 2022 – Rev 6	2023	2024	2025	2026	2027
Major Capital: Wastewater Treatment Facilities					
DPF: Aeration Basin Improvements			\$263,000	\$525,000	\$5,670,000
DPF: Compressor Upgrades				\$210,000	\$4,358,000
DPF: Final Clarifiers & RAS Improvements			\$315,000	\$2,310,000	\$7,035,000
DPF: Metro Pumping & Headworks Improvements	\$525,000	\$13,125,000	\$12,600,000		
DPF: UV Disinfection Expansion					\$315,000
GBF: Aeration Blower Improvements				\$263,000	\$525,000
GBF: Biosolids Handling and Storage Improvements		\$683,000	\$1,261,000	\$11,340,000	\$2,468,000
GBF: Metro Pumping & Headworks Improvements		\$525,000	\$6,720,000	\$26,040,000	\$12,390,000
GBF: Mill Pumping Improvements					\$210,000
GBF: North Plant Clarifiers Rehabilitation	\$9,030,000	\$17,850,000	\$16,065,000		
GBF: South Complex Final Clarifiers Rehabilitation					\$368,000
GBF: Thickening Improvements	\$8,505,000	\$8,400,000			
Interplant Wastewater Force Main - Phase 2	\$53,000	\$1,129,000			
Total Wastewater Treatment Facilities	\$18,113,000	\$41,712,000	\$37,224,000	\$40,688,000	\$33,339,000
Major Capital: Interceptors					
East Bayshore Lift Stations - Rehabilitation	\$280,000	\$3,080,000			
East River Lift Station - Redundancy & Rehabilitation	\$648,000	\$1,348,000			
East River Lift Station - Upsizing & Force Main			\$525,000	\$2,205,000	\$5,775,000
East Tower Drive Interceptor Rehabilitation - Phase 1			\$60,000	\$1,422,000	
East Tower Drive Interceptor Rehabilitation - Phase 2				\$343,000	\$8,132,000
ERI, FRC, EFR Interceptor Rehabilitation	\$300,000	\$2,262,000	\$3,325,000	\$3,325,000	
NEI & SEI Rehabilitation			\$100,000	\$1,075,000	
Ninth Street Interceptor Improvements				\$100,000	\$4,200,000
Quincy Street Interceptor Improvements					\$600,000
West Fox River Interceptor Relay and Rehabilitation		\$220,000	\$2,205,000	\$2,998,000	
West Tower Drive Interceptor Rehabilitation					\$70,000
Total Interceptors, Meter Stations, & Lift Stations	\$1,228,000	\$6,910,000	\$6,215,000	\$11,468,000	\$18,777,000

5-Year Capital Improvement Plan
(Continued...)

2023 Budget – November 4, 2022 – Rev 6	2023	2024	2025	2026	2027
DEPARTMENT ANNUAL CAPITAL INVESTMENTS					
Maintenance Section					
DPF - Electrical Trip Units	\$38,000				
DPF: Replace roof - Administration Building		\$53,000			
DPF: Replace roof - Sludge Control Tank Building					\$80,000
GBF - Disinfection Mixing Improvements	\$150,000				
GBF: Replace Air Handling Units	\$450,000				
GBF: Replace UPS-A1 systems (3 units)			\$35,000		
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# 119 Replacement (Field Services)	\$30,000				
Maintenance Section subtotal	\$668,000	\$263,000	\$65,000	\$45,000	\$370,000
Information Technology Section					
Data Center Servers	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
DPF: Fiber Optic Network Enhancement/Upgrade				\$60,000	
GBF & DPF Firewall Upgrade		\$50,000			
GBF & DPF: Disaster Recovery/Backup System	\$75,000				
GBF & DPF: SCADA Historian Software Replacement			\$100,000		
GBF & DPF: SCADA HMI Software Replacement			\$225,000		
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: eDocs. Imaging/ Management/Collaboration	\$90,000				
GBF: Laboratory Information Management System		\$290,000			
GBF: RBAM - Computerized Maintenance Management System					\$500,000
GBF: Wireless Network Communication		\$50,000			
Maximo Software Upgrade	\$200,000				
Information Technology Section subtotal	\$440,000	\$515,000	\$450,000	\$135,000	\$660,000
Engineering Section					
Annual Manhole Rehabilitation	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Ferric Chloride Pumping System Replacement	\$150,000				
GBF Admin Green Infrastructure Parking Lot		\$150,000			
GBF: Administration Building South HVAC Improvements	\$100,000	\$400,000			
GBF: High Strength Waste System Improvements		\$400,000			
GBF: Hot Oil Economizer Replacement			\$1,000,000		
GBF: Service Water & Plant Effluent Improvements	\$3,240,000	\$2,060,000			
GBF: South Plant Mixed Liquor Return Improvement	\$500,000				
Engineering Services Section subtotal	\$4,040,000	\$3,060,000	\$1,050,000	\$50,000	\$50,000

5-Year Capital Improvement Plan
(Continued...)

2023 Budget – November 4, 2022 – Rev 6	2023	2024	2025	2026	2027
Field Services Section					
Billing Program Design & Implementation			\$165,000		
EBS-9 Lift Pumps	\$60,000				
MS-01 Flow Tube Replacement				\$100,000	
MS-02 Flow Tube Replacement				\$100,000	
MS-06 Flume Replacement					\$50,000
MS-13 Flow Tube Replacement			\$100,000		
MS-14 Flow Tube Replacement		\$100,000			
Field Services Section subtotal	60,000	100,000	265,000	200,000	50,000
Laboratory & Research Section					
Auto Analyzer 1 (TP, TKN)	\$55,000				
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	\$55,000		\$168,000
Annual Capital Renewal & Replacement					
Interceptor Renewal & Replacement			\$115,000	\$118,000	\$122,000
Wastewater Treatment Facility Renewal & Replacement			\$1,490,000	\$3,047,000	\$2,283,000
Annual Capital Renewal & Replacement Section subtotal	\$0	\$0	\$1,605,000	\$3,165,000	\$2,405,000
Total Annual Capital Investments	\$5,263,000	\$3,993,000	\$3,490,000	\$3,595,000	\$3,703,000
Total Capital Investments	\$24,604,000	\$52,615,000	\$46,929,000	\$55,751,000	\$55,819,000

Annual Capital

The following table is a summary of Annual Capital from the Departmental Annual Capital Investments section of the [5-Year Capital Improvement Plan](#).

Item Description	Common to All – Municipal Only	Amount
BUSINESS SERVICES		
Information Technology		
GBF & DPF: Disaster Recovery/Backup System	Common to All	75,000
GBF: eDocs. Imaging/ Management/Collaboration	Common to All	90,000
Maximo Software Upgrade	Common to All	200,000
Data Center Servers	Common to All	75,000
Total Business Services		\$440,000
OPERATIONS		
Maintenance		
GBF: Replace Air Handling Units	Common to All	\$450,000
Vehicle ID# 119 Replacement (Field Services)	Common to All	30,000
GBF - Disinfection Mixing Improvements	Common to All	150,000
DPF - Electrical Trip Units	Common to All	\$38,000
Total Operations		\$668,000
TECHNICAL SERVICES		
Engineering		
Annual Manhole Rehabilitation	Municipal Only	50,000
GBF: South Plant Mixed Liquor Return Improvement	Common to All	500,000
GBF: Service Water & Plant Effluent Improvements	Common to All	\$3,240,000
Ferric Chloride Pumping System Replacement	Common to All	\$150,000
GBF: Administration Building South HVAC Improvements	Common to All	\$100,000
Total Engineering		\$4,040,000
Field Services		
EBS-9 Lift Pumps	Municipal Only	\$60,000
Total Field Services		\$60,000
Laboratory & Research Section		
Auto Analyzer 1 (TP, TKN)	Common to All	\$55,000
Total Laboratory & Research		\$55,000
Total Annual Capital		\$5,263,000



Protecting our most valuable resource, water



www.newwater.us

2231 North Quincy Street
Green Bay, WI 54302

(920)432-4893

