

2024 Budget

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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

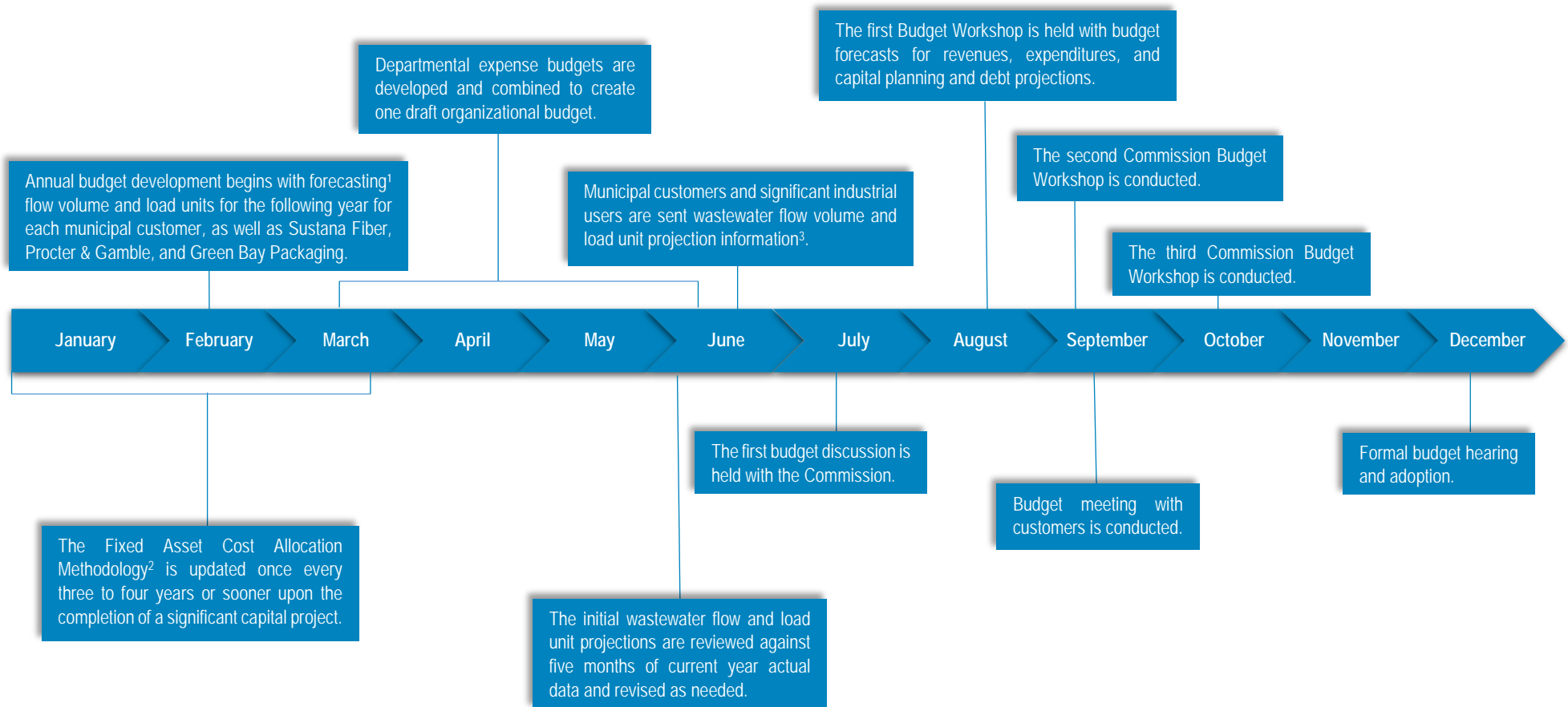
To guide our efforts toward achieving permit compliance more cost effectively, NEW Water has adopted a new Strategic Plan with four key pillars: Community Partnership, Team, Organizational Optimization, and Environmental Quality. Through community partnerships, we can reduce pollutants coming into our 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

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.

		2022 Budget	2022 Actual	2023 Budget	% Of Overall Expenses	2024 Budget	% Of Overall Expenses	2024 Budget Favorable / (Unfavorable) Variance	% Variance
Revenues	Municipal User Fees ¹	\$39,149,604	\$40,091,938	\$41,083,772	84.3%	\$43,590,078	84.5%	\$2,506,306	6.1%
	Procter & Gamble (P&G) User Fees	1,393,752	1,802,741	1,599,564	3.3%	1,686,011	3.3%	86,446	5.4%
	Green Bay Packaging (GBP) User Fees	723,141	1,590,828	1,045,217	2.1%	1,216,094	2.4%	170,877	16.3%
	Mills Direct Allocation Charges (Year End)	215,716	330,843	302,004	0.6%	302,693	0.6%	690	0.2%
	P&G Capital Charges	1,316,979	1,316,979	1,383,004	2.8%	1,410,763	2.7%	27,759	2.0%
	GBP Capital Charges	821,353	821,353	871,951	1.8%	905,340	1.8%	33,390	3.8%
	General Reserve Interest	19,619	25,558	29,126	0.1%	25,076	0.0%	(4,050)	-13.9%
	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%	\$50,406,977	97.7%	\$3,104,028	6.6%
	Debt and ICR Reserve Transfers	1,440,343	1,440,343	1,440,669	3.0%	1,212,897	2.4%	(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%	\$51,594,798	100.0%	\$2,880,307	5.9%
Expenses	Salaries & Benefits	\$12,087,372	\$12,193,481	\$12,719,059	26.1%	\$13,364,548	25.9%	\$(645,489)	-5.1%
	Power	1,693,501	2,426,663	2,192,389	4.5%	2,137,659	4.1%	54,730	2.5%
	Contracted Services	3,795,717	2,863,098	4,237,222	8.7%	4,125,618	8.0%	111,604	2.6%
	Maintenance & Repairs	1,503,490	2,075,900	1,828,639	3.8%	2,990,765	5.8%	(1,162,126)	-63.6%
	Chemicals	1,401,810	1,986,911	1,428,925	2.9%	1,550,805	3.0%	(121,880)	-8.5%
	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%	678,793	1.3%	58,618	7.9%
	Information Technology and Administrative	779,775	1,014,215	869,071	1.8%	1,024,608	2.0%	(155,537)	-17.9%
	Insurance	428,130	437,012	484,674	1.0%	541,044	1.0%	(56,370)	-11.6%
	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%	167,184	0.3%	1,252	0.7%
	Travel and Meetings	92,864	55,056	109,106	0.2%	104,111	0.2%	4,995	4.6%
	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%	\$28,282,276	54.8%	\$(2,063,734)	-7.9%
	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	45.2%	\$(816,572)	-3.6%
	Total Expenses	\$45,384,997	\$46,210,792	\$48,714,492	100.0%	\$51,594,798	100.0%	\$(2,880,306)	-5.9%

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

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.
Expenses	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.
	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.
Debt Service & Annual Capital	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	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, 2024 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, 2022; nine months actual and estimated year-end revenues and expenses for fiscal year ending December 31, 2023.

Amounts in (000)		Actual Fiscal Year Ending 12/31/2022	9 Months Actual Through 9/30/2023	Projected Through 12/31/2023	Adopted Budget 2023	Proposed Budget 2024	Budget to Budget Percentage Change
Revenues	Municipal User Fees	\$40,092	\$30,997	\$40,675	\$41,084	\$43,590	6.1%
	Procter & Gamble (P&G) User Fees	\$1,803	\$1,210	\$1,609	\$1,600	\$1,686	5.4%
	Green Bay Packaging (GBP) User Fees	\$1,591	\$1,606	\$1,793	\$1,045	\$1,216	16.3%
	Mills Direct Direct Charges	\$331	\$241	\$328	\$302	\$303	0.2%
	P&G Capital Charges	\$1,317	\$1,245	\$1,383	\$1,383	\$1,411	2.0%
	GBP Capital Charges	\$821	\$872	\$872	\$872	\$905	3.8%
	General Reserve Interest	\$26	\$163	\$67	\$29	\$25	-13.9%
	Other Revenues	\$1,337	\$906	\$1,121	\$988	\$1,271	28.6%
	Subtotal	\$47,316	\$37,241	\$47,847	\$47,303	\$50,407	6.6%
	Reserve Transfers	-\$1,106	-\$1,087	\$1,147	\$1,412	\$1,188	-15.8%
Total Revenues		\$46,211	\$36,153	\$48,994	\$48,714	\$51,595	5.9%
Expenses	Salaries & Benefits	\$12,193	\$9,042	\$12,295	\$12,719	\$13,365	-5.1%
	Power	\$2,427	\$2,013	\$2,474	\$2,192	\$2,138	2.5%
	Contracted Services	\$2,863	\$2,258	\$3,567	\$4,237	\$4,126	2.6%
	Maintenance & Repairs	\$2,076	\$1,510	\$2,316	\$1,829	\$2,991	-63.6%
	Chemicals	\$1,987	\$1,553	\$1,707	\$1,429	\$1,551	-8.5%
	Natural Gas & Fuel Oil	\$485	\$512	\$715	\$608	\$709	-16.6%
	Solid Waste Disposal	\$501	\$172	\$379	\$439	\$461	-4.9%
	Interceptor System	\$539	\$651	\$1,240	\$737	\$679	7.9%
	Information Technology and Administrative	\$1,014	\$598	\$718	\$869	\$1,025	-17.9%
	Insurance	\$437	\$356	\$478	\$485	\$541	-11.6%
	Supplies	\$258	\$291	\$240	\$239	\$260	-8.8%
	Employee Training & Development	\$111	\$100	\$126	\$168	\$167	0.7%
	Travel and Meetings	\$55	\$63	\$79	\$109	\$104	4.6%
	DNR Environmental Fees	\$152	\$164	\$164	\$157	\$167	-6.4%
	Total O&M Expenses	\$25,097	\$19,281	\$26,498	\$26,219	\$28,282	-7.9%
	Debt Service ¹	\$16,623	\$12,925	\$17,233	\$17,233	\$18,066	-4.8%
	Annual Capital	\$4,490	\$3,947	\$5,263	\$5,263	\$5,247	0.3%
Total Debt Service & Annual Capital		\$21,113	\$16,872	\$22,496	\$22,496	\$23,313	-3.6%
Total Expenses		\$46,211	\$36,153	\$48,994	\$48,714	\$51,595	-5.9%

The above listed budget in detail form and the financial accounts for the years ending December 31, 2022 and December 31, 2023, and the proposed budget in detail form for the year ending December 31, 2024 are available at the office of the Green Bay Metropolitan Sewerage District (GBMSD), 2231 North Quincy Street, Green Bay, WI. The 2024 budget hearing and adoption was held at the GBMSD office on December 6, 2023 at 8:30 a.m. This publication has been published in the Green Bay Press Gazette on November 16, 2023.

¹ Debt Service for 2024 Budget reflects collection in 2024 for 2025 Debt Payments.

YEAR	Tax Levy
2021	\$0
2022	\$0
2023	\$0
2024	\$0
General Obligation Debt Outstanding 09/30/2023	
	\$165,905,908

A close-up photograph of a laboratory manifold, a piece of equipment used for controlling the flow of liquids in a laboratory setting. The manifold is white and has several ports, each with a numbered label (1, 2, 3, 4, 9). Clear plastic tubing is connected to the ports, and some of the tubing is coiled. The background is blurred, showing other laboratory equipment.

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. 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	COS Title	Units	2023 COS Rate (SF Adjusted) ³	2024 COS Rate (SF Adjusted) ³	2024 Budget Comparison with 2023 Adopted Budget
Volume	FLOW	1,000 gallons	\$0.74231	\$0.72145	(\$0.0209)
Biochemical Oxygen Demand	BOD	lbs	\$0.33401	\$0.30504	(\$0.0290)
Suspended Solids	TSS	lbs	\$0.37324	\$0.31258	(\$0.0607)
Phosphorus	PHOS	lbs	\$2.01844	\$1.25554	(\$0.7629)
Total Kjeldahl Nitrogen	TKN	lbs	\$0.59012	\$0.53014	(\$0.0600)

Total Mills (P&G and GBP) Operation & Maintenance Rate Comparison ¹					
Parameter	COS Title	Units	2023 COS Rate	2024 COS Rate	2024 Budget Comparison with 2023 Adopted Budget
Volume	FLOW	1,000 gallons	\$0.51689	\$0.53741	\$0.0205
Biochemical Oxygen Demand	BOD	lbs	\$0.26526	\$0.29792	\$0.0327
Suspended Solids	TSS	lbs	\$0.27744	\$0.30786	\$0.0304
Phosphorus	PHOS	lbs	\$1.67370	\$1.23997	(\$0.4337)
Total Kjeldahl Nitrogen	TKN	lbs	\$0.53359	\$0.51622	(\$0.0174)

Sustana Fiber Operation & Maintenance Rate Comparison ²					
Parameter	COS Title	Units	2023 COS Rate (SF Adjusted) ³	2024 COS Rate (SF Adjusted) ³	2024 Budget Comparison with 2023 Adopted Budget
Volume	FLOW	1,000 gallons	\$0.55810	\$0.53100	(\$0.0271)
Biochemical Oxygen Demand	BOD	lbs	\$0.32032	\$0.29096	(\$0.0294)
Suspended Solids	TSS	lbs	\$0.35947	\$0.29870	(\$0.0608)
Phosphorus	PHOS	lbs	\$1.93358	\$1.19867	(\$0.7349)
Total Kjeldahl Nitrogen	TKN	lbs	\$0.56360	\$0.50660	(\$0.0570)

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 semi-annually/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	5,000,000	\$3,607,270	8,600,000	\$2,623,319	9,100,000	\$2,844,508	225,012	\$282,511	1,464,804	\$776,545	\$8,264,353	\$18,398,505
City of De Pere	1,300,000	937,890	3,698,592	1,128,208	1,790,268	559,608	23,076	28,973	242,400	128,505	2,267,749	5,050,932
Sustana Fiber	274,000	145,494	1,730,184	503,411	883,310	263,840	28,880	34,618	133,883	67,825	1,013,215	2,028,404
Village of Allouez	705,000	508,625	875,000	266,907	1,050,000	328,212	22,500	28,250	165,000	87,472	949,804	2,169,271
Village of Ashwaubenon	1,395,063	1,006,474	2,556,338	779,778	2,510,890	784,862	64,944	81,540	331,392	175,683	2,320,214	5,148,550
Village of Bellevue	803,582	579,747	1,081,874	330,012	1,076,291	336,431	25,970	32,606	212,742	112,782	1,069,112	2,460,690
Village of Hobart	265,200	191,330	443,433	135,264	472,128	147,579	10,977	13,782	91,692	48,609	433,572	970,136
Village of Howard	893,324	644,492	1,204,865	367,529	2,500,000	781,458	27,362	34,354	314,632	166,798	1,715,792	3,710,423
Village of Luxemburg	150,000	108,218	43,111	13,150	34,140	10,672	2,016	2,531	16,392	8,690	76,960	220,222
Village of Pulaski	191,096	137,867	54,394	16,592	52,584	16,437	5,952	7,473	34,944	18,525	110,355	307,249
Village of Suamico	225,603	162,762	602,256	183,710	473,448	147,992	13,704	17,206	77,004	40,823	468,784	1,021,277
Town of Ledgeview Sanitary District #2	206,550	149,016	334,860	102,145	308,268	96,359	9,216	11,571	70,728	37,495	312,263	708,850
Town of Lawrence – Utility District	158,181	114,120	324,828	99,085	510,780	159,661	7,716	9,688	61,776	32,750	368,915	784,218
Pittsfield Sanitary District	14,830	10,699	22,711	6,928	25,859	8,083	554	696	4,336	2,299	23,091	51,795
Scott Municipal Utility	137,039	98,867	165,904	50,607	225,389	70,453	4,146	5,205	31,590	16,747	191,167	433,046
Dyckesville Sanitary District	28,924	20,867	60,011	18,306	68,330	21,359	1,465	1,839	11,458	6,074	58,064	126,509
Total Municipal	11,748,392	\$8,423,740	21,798,361	\$6,624,950	21,081,685	\$6,577,514	473,490	\$592,842	3,264,773	\$1,727,621	\$19,643,411	\$43,590,078
Procter & Gamble	1,700,000	\$913,596	502,756	\$149,782	1,960,295	\$603,504	1,650	\$2,046	33,090	\$17,082	\$-	\$1,686,011
Green Bay Packaging	822,000	441,751	1,000,000	297,923	1,000,000	307,864	61,000	75,638	180,000	92,919	-	1,216,094
Total Mill	2,522,000	\$1,355,347	1,502,756	\$447,705	2,960,295	\$911,368	62,650	\$77,684	213,090	\$110,001	\$-	\$2,902,105
Grand Total												
Units	14,270,392		23,301,117		24,041,980		536,140		3,477,863			
Costs		\$9,779,087		\$7,072,656		\$7,488,882		\$670,526		\$1,837,622	\$19,643,411	\$46,492,183

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	\$18,398,505	\$17,846,855	\$16,439,651	\$16,061,856	\$16,271,706
City of De Pere	5,050,932	4,776,900	5,317,287	5,438,484	5,321,349
Sustana Fiber	2,028,404	1,940,111	1,125,290	1,667,390	1,051,340
Village of Allouez	2,169,271	2,077,831	1,978,998	1,858,519	1,990,409
Village of Ashwaubenon	5,148,550	5,140,998	4,911,391	4,773,983	4,677,260
Village of Bellevue	2,460,690	2,048,378	2,057,014	1,959,208	1,868,570
Village of Hobart	970,136	910,938	851,240	772,121	794,472
Village of Howard	3,710,423	2,890,026	4,038,865	3,065,936	3,167,378
Village of Luxemburg	220,222	220,593	240,290	224,755	222,739
Village of Pulaski	307,249	280,029	278,780	275,053	273,357
Village of Suamico	1,021,277	948,820	949,780	999,688	925,607
Town of Ledgeview Sanitary District #2	708,850	662,481	648,339	539,863	563,773
Town of Lawrence – Utility District	784,218	756,606	711,900	640,123	623,258
Pittsfield Sanitary District	51,795	45,517	42,627	43,235	39,399
Scott Municipal Utility	433,046	413,732	388,933	380,055	387,056
Dyckesville Sanitary District	126,509	123,956	111,549	108,931	100,481
Total Municipal	\$43,590,078	\$41,083,772	\$40,091,933	\$38,809,200	\$38,278,154
Green Bay Packaging	\$1,216,094	1,045,217	1,607,422	626,257	60,454
Procter & Gamble	1,686,011	1,599,564	1,898,398	1,527,493	1,378,531
Total Mill	\$2,902,105	\$2,644,782	\$3,505,820	\$2,153,749	\$1,438,985
Total User Fees	\$46,492,183	\$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	Capital 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							
Municipal							
Operating Cost	\$23,946,668	\$8,423,740	\$6,624,950	\$6,577,514	\$592,842	\$1,727,621	\$-
Capital Cost	19,643,411	0	0	0	0	0	19,643,411
Total Cost	\$43,590,078	\$8,423,740	\$6,624,950	\$6,577,514	\$592,842	\$1,727,621	\$19,643,411
Unit Operating Cost	\$0.71701		\$0.30392	\$0.31200	\$1.25207	\$0.52917	
Unit Capital Cost	\$0.00000		\$0.00000	\$0.00000	\$0.00000	\$0.00000	
Unit Combined Cost	\$0.71701		\$0.30392	\$0.31200	\$1.25207	\$0.52917	
Sustana Fiber Adjustment	\$0.00444		\$0.00112	\$0.00058	\$0.00347	\$0.00097	
Adjusted Unit Combined Cost	\$0.72145		\$0.30504	\$0.31258	\$1.25554	\$0.53014	

MUNICIPAL BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
2024	\$0.72145	\$0.30504	\$0.31258	\$1.25554	\$0.53014
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 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	lbs	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	\$2,902,105	\$1,355,347	\$447,705	\$911,368	\$77,684	\$110,001	\$0	0
Capital Charge	2,316,104	0	0	0	0	0	2,316,104	0
Direct Charges	246,167	0	0	0	0	0	0	246,167
Credits	(260,527)	0	0	0	0	0	0	(260,527)
Total Cost	\$5,203,848	\$1,355,347	\$447,705	\$911,368	\$77,684	\$110,001	\$2,316,104	(\$14,360)
Unit Cost		\$0.53741	\$0.29792	\$0.30786	\$1.23997	\$0.51622		

TOTAL MILLS BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
2024	\$0.53741	\$0.29792	\$0.30786	\$1.23997	\$0.51622
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 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	\$1,686,011	\$913,596	\$149,782	\$603,504	\$2,046	\$17,082	\$0	0
Capital Charge	1,410,763	0	0	0	0	0	1,410,763	0
Direct Charges	79,569	0	0	0	0	0	0	79,569
Total Cost	\$3,176,342	\$913,596	\$149,782	\$603,504	\$2,046	\$17,082	\$1,410,763	\$79,569
Unit Cost		\$0.53741	\$0.29792	\$0.30786	\$1.23997	\$0.51622		

PROCTER & GAMBLE BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
2024	\$0.53741	\$0.29792	\$0.30786	\$1.23997	\$0.51622
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 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	lbs	lbs	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	\$1,216,094	\$441,751	\$297,923	\$307,864	\$75,638	\$92,919	\$0	0
Capital Charge	\$905,340	0	0	0	0	0	905,340	0
Direct Charges	\$166,598	0	0	0	0	0	0	166,598
Credits	(\$260,527)	0	0	0	0	0	0	(260,527)
Total Cost	\$2,027,506	\$441,751	\$297,923	\$307,864	\$75,638	\$92,919	\$905,340	(\$93,929)
Unit Cost		\$0.53741	\$0.29792	\$0.30786	\$1.23997	\$0.51622		

GREEN BAY PACKAGING BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
2024	\$0.53741	\$0.29792	\$0.30786	\$1.23997	\$0.51622
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	\$1,104,899	\$196,461	\$525,837	\$275,594	\$36,160	\$70,847	\$-	\$-
Capital Cost	1,013,215	-	-	-	-	-	1,013,215	-
Subtotal Cost of Service	\$2,118,114	\$196,461	\$525,837	\$275,594	\$36,160	\$70,847	\$1,013,215	\$-
Direct Charges	56,527	-	-	-	-	-	-	56,527
Less SF Adjustment	(89,710)	(50,967)	(22,426)	(11,753)	(1,542)	(3,021)	-	-
Total Cost	\$2,084,931	\$145,494	\$503,411	\$263,840	\$34,618	\$67,825	\$1,013,215	\$56,527
Unit Cost		\$0.71701	\$0.30392	\$0.31200	\$1.25207	\$0.52917		
Unit Capital Cost		(0.18601)	(0.01296)	(0.01331)	(0.05340)	(0.02257)		
Unit Combined Cost (with SF Adjustment)		\$0.53100	\$0.29096	\$0.29870	\$1.19867	\$0.50660		

SUSTANA FIBER BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
2024	\$0.53100	\$0.29096	\$0.29870	\$1.19867	\$0.50660
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			
	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 All				
Capital Project Description	Allocations¹			
	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

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

Debt Service Offsets				
Debt Offset Description	Allocations ¹			
	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 (9 th 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	Allocations ¹			
	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

Revenues & Transfers				
Debt Offset Description	Allocations ¹			
	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 Reserve³	\$21,959,514	\$19,643,411	\$905,340	\$1,410,763

¹ Based on Revised Cost of Service Allocations from Raffetis 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
4198-35	Combined Treatment Facilities Projects (Solids, Ferric Chloride, Gate 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		
<u>MAJOR CAPITAL: PLANT</u>					
(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
<u>MAJOR CAPITAL: INTERCEPTORS</u>					
(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 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	\$806,904	\$112,966	\$96,829	\$72,621	\$48,414	\$56,483	\$169,450	\$193,657	\$-	\$56,483
Water Quality Testing	980,061	980,061	0	0	0	0	0	0	0	0
Total Laboratory Services	\$1,786,965	\$1,093,028	\$96,829	\$72,621	\$48,414	\$56,483	\$169,450	\$193,657	\$-	\$56,483
Treatment										
Pump Station	\$155,679	\$155,679	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Primary Treatment	209,172	209,172	0	0	0	0	0	0	0	0
Grit Removal	27,241	0	0	27,241	0	0	0	0	0	0
Aeration	300,075	0	150,037	0	0	150,037	0	0	0	0
Final & Chlorine Contact Basins	267,469	267,469	0	0	0	0	0	0	0	0
Filtration	39,856	39,856	0	0	0	0	0	0	0	0
Primary Thickeners	103,911	623	9,352	93,312	623	0	0	0	0	0
Waste Activated Sludge Thickeners	222,667	0	133,600	84,614	0	4,453	0	0	0	0
Dewatering/Incineration	578,935	1,945	182,047	387,903	1,945	5,096	0	0	0	0
Primary Sludge	324,146	1,945	29,173	291,083	1,945	0	0	0	0	0
Secondary Sludge	254,789	0	152,874	96,820	0	5,096	0	0	0	0
Incineration	693,642	1,937	251,547	430,806	1,937	7,416	0	0	0	0
Primary Sludge	322,821	1,937	29,054	289,893	1,937	0	0	0	0	0
Secondary Sludge	370,821	0	222,493	140,912	0	7,416	0	0	0	0
Miscellaneous	321,181	897	116,475	199,478	897	3,434	0	0	0	0
Grit Removal	211,871	296	38,417	65,794	106,231	1,133	0	0	0	0
Filtration	269,900	754	97,878	167,629	754	2,886	0	0	0	0
Solids, General	304,123	928	103,621	195,657	928	2,990	0	0	0	0
Reclaimed Water	1,274	0	0	0	0	0	0	0	0	1,274
Total Treatment	\$3,706,998	\$679,556	\$1,082,975	\$1,652,433	\$113,315	\$177,446	\$-	\$-	\$-	\$1,274
Maintenance/Engineering										
Maintenance	\$2,721,601	\$645,890	\$793,142	\$769,455	\$78,919	\$226,705	\$176,014	\$-	\$640	\$30,836
Engineering	1,128,844	267,897	328,973	319,149	32,733	94,031	73,006	0	265	12,790
Total All Above	\$9,344,409	\$2,686,370	\$2,301,918	\$2,813,658	\$273,382	\$554,665	\$418,470	\$193,657	\$905	\$101,384
Business Services & Information Systems	\$2,716,326	\$797,427	\$683,306	\$835,211	\$81,151	\$164,648	\$124,219	\$-	\$11,952	\$18,412
Total Salaries & Benefit Costs	\$12,060,735	\$3,483,798	\$2,985,224	\$3,648,869	\$354,533	\$719,313	\$542,689	\$193,657	\$12,857	\$119,795

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	\$283,877	\$-	\$-	\$-	\$-	\$-	\$283,877	\$-	\$-	\$-
Mill Pump	25,434	0	0	0	0	0	0	0	25,434	0
Reclaimed Water	121,654	0	0	0	0	0	0	0	0	121,654
Secondary Effluent Pump	18,114	18,114	0	0	0	0	0	0	0	0
Process Air Compressors	775,308	0	503,950	0	0	271,358	0	0	0	0
Solids Building	191,424	535	69,419	118,889	535	2,047	0	0	0	0
Primary Sludge	89,089	535	8,018	80,002	535	0	0	0	0	0
Secondary Sludge	102,335	0	61,401	38,887	0	2,047	0	0	0	0
All Other Plant	721,848	171,309	210,364	204,082	20,932	60,129	46,684	0	8,348	0
Total Power	\$2,137,659	\$189,957	\$783,734	\$322,971	\$21,466	\$333,533	\$330,561	\$-	\$33,782	\$121,654
Fuel										
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	\$-
Chemicals										
Sodium Hypochlorite	\$325,720	\$325,720	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Thickening Polymer	142,968	0	85,781	54,328	0	2,859	0	0	0	0
Gravity Thickener Polymer	0	0	0	0	0	0	0	0	0	0
Dewatering Polymer	571,872	1,597	207,387	355,177	1,597	6,114	0	0	0	0
Primary Sludge	266,149	1,597	23,953	239,002	1,597	0	0	0	0	0
Secondary Sludge	305,723	0	183,434	116,175	0	6,114	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	1,101	1,516	1,567	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	\$1,602,805	\$738,037	\$304,258	\$427,468	\$76,834	\$9,655	\$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.

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
<u>Maintenance & Repairs</u>										
Maintenance & Repairs	\$2,938,765	\$696,356	\$855,114	\$829,576	\$85,085	\$244,419	\$189,767	\$-	\$33,935	\$4,514
<u>All Other Expenses</u>										
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	6,222,861	1,476,809	1,813,496	1,759,337	180,446	518,355	402,451	0	71,969	0
Biogas Treatment	-	0	0	0	0	0	0	0	0	0
Total All Other	\$6,850,318	\$1,479,312	\$2,036,707	\$2,104,708	\$219,376	\$535,796	\$402,451	\$-	\$71,969	\$-
Total Treatment Plant O & M	\$26,299,671	\$6,671,735	\$7,196,495	\$7,666,488	\$766,928	\$1,871,465	\$1,484,748	\$193,657	\$155,992	\$292,163
<u>Field Services O & M</u>										
Pretreatment	\$153,592	\$-	\$-	\$-	\$-	\$-	\$-	\$153,592	\$-	\$-
Municipal Interceptors	\$691,695	0	0	0	0	0	691,695	0	0	0
Mill Interceptor	\$2,639	0	0	0	0	0	0	0	1,289	1,350
Sustana Fiber Force Main	\$28,067	0	0	0	0	0	0	0	0	28,067
Municipal Metering Stations	\$162,613	0	0	0	0	0	162,613	0	0	0
Mill Metering Stations	\$33,802	0	0	0	0	0	0	0	0	33,802
Municipal Lift Stations	\$155,768	0	0	0	0	0	155,768	0	0	0
Subtotal	\$1,228,176	\$-	\$-	\$-	\$-	\$-	\$1,010,076	\$153,592	\$1,289	\$63,219
All Other (Field Services Salaries after distribution)	754,429	0	0	0	0	0	620,999	94,429	793	38,209
Total Interceptor System O & M	\$1,982,606	\$-	\$-	\$-	\$-	\$-	\$1,631,075	\$248,021	\$2,082	\$101,427
Total O & M Costs	\$28,282,276	\$6,671,735	\$7,196,495	\$7,666,488	\$766,928	\$1,871,465	\$3,115,822	\$441,678	\$158,074	\$393,591
<u>Distribution to Participants</u>										
Municipal	\$24,939,136	\$5,492,643	\$6,732,372	\$6,722,511	\$677,309	\$1,756,800	\$3,115,822	\$441,678	\$-	\$-
Sustana Fiber	73,105	\$-	0	0	0	0	0	0	0	73,105
Green Bay Packaging	1,469,307	384,304	308,848	318,879	87,258	96,859	0	0	51,196	221,963
Procter & Gamble	1,800,729	794,789	155,275	625,097	2,360	17,806	0	0	106,878	98,523
Total	\$28,282,276	\$6,671,735	\$7,196,495	\$7,666,488	\$766,928	\$1,871,465	\$3,115,822	\$441,678	\$158,074	\$393,591

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	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	4,363					4,363
Salaries – GBP Interceptor				900		900
Benefits – GBP Interceptor				284		284
Salaries – GBP Meter Station			8,757			8,757
Benefits – GBP Meter Station			2,765			2,765
Salaries – Sustana Fiber – Force Main					2,200	2,200
Benefits – Sustana Fiber – Force Main					695	695
Salaries – Sustana Fiber – Meter Station					17,574	17,574
Benefits – Sustana Fiber – Meter Station					5,548	5,548
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	\$20,138	\$555	\$13,664	\$2,084	\$28,067	\$64,508

Interceptor System O&M
(Continued...)

Account Name	GBMSD Interceptor, Meter and Lift Stations	Pretreatment
Salaries – Pretreatment		\$111,606
Salaries – GBMSD Interceptors, Meter and Lift Stations	262,617	
Benefits – Pretreatment		35,236
Benefits – GBMSD Interceptors, Meter and Lift Stations	82,913	
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	74,890	
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	
Total	\$1,010,076	\$153,592

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	\$1,275,570	\$768,194	\$2,758,991	\$2,057,685	\$884,719	\$775,431	\$983,519	\$595,092	\$10,103,402
Long Term Disability	-	6,085	3,949	13,062	10,355	4,678	4,211	3,788	3,096	49,225
Dental Insurance	-	9,281	6,264	18,141	13,177	4,007	6,480	3,708	2,110	63,167
Health Insurance	-	207,105	141,419	405,786	343,604	95,934	122,948	125,708	45,485	1,487,988
Life Insurance	-	4,799	2,064	6,759	6,652	3,577	3,924	1,979	684	30,437
Wisconsin Retirement	-	83,208	51,468	182,188	135,599	60,138	53,332	47,494	39,157	652,583
FICA & Medicare	321	91,942	58,505	205,485	153,023	66,075	59,312	51,332	45,523	731,518
Worker's Compensation	6	3,221	13,901	49,927	36,490	9,716	1,147	12,602	6,530	133,539
Uniforms	-	-	3,525	22,292	26,700	-	-	12,000	-	64,517
Employee Assistance	-	3,804	-	-	-	-	-	-	-	3,804
Wellness Program	-	-	-	43,094	-	-	-	-	-	43,094
Totals	\$4,528	\$1,685,014	\$1,049,290	\$3,705,724	\$2,783,285	\$1,128,844	\$1,026,784	\$1,242,129	\$737,675	\$13,363,274
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	\$1,275,570	\$768,194	\$2,758,991	\$2,010,803	\$884,719	\$775,431	\$612,847	\$595,092	\$9,685,848
Long Term Disability	0	6,085	3,949	13,062	\$10,127	4,678	4,211	\$1,982	3,096	47,190
Dental Insurance	0	9,281	6,264	18,141	\$12,883	4,007	6,480	\$1,390	2,110	60,557
Health Insurance	0	207,105	141,419	405,786	\$336,700	95,934	122,948	\$71,117	45,485	1,426,492
Life Insurance	0	4,799	2,064	6,759	\$6,510	3,577	3,924	\$862	684	29,179
Wisconsin Retirement	0	83,208	51,468	182,188	\$132,571	60,138	53,332	\$19,414	39,157	621,476
FICA & Medicare	321	91,942	58,505	205,485	\$149,436	66,075	59,312	\$31,682	45,523	708,282
Worker's Compensation	6	3,221	13,901	49,927	\$35,870	9,716	1,147	\$3,135	6,530	123,452
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	\$4,528	\$1,685,014	\$1,049,290	\$3,705,724	\$2,721,601	\$1,128,844	\$1,026,784	\$754,429	\$737,675	\$12,813,890
Difference:	\$0	\$0	\$0	\$0	(\$61,684)	\$0	\$0	(\$487,700)	\$0	(\$549,384)
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 Commissioners²	102	102
Commissioners	5	5

Position Changes			
Divisions	Department	Changes for 2023	Changes for 2024
Technical Services Business 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	Firewall Training	TBD	MF
Administrative Assistant	Business Services	Admin Professionals Conference	Aurora, CO	BT
Director of Technical Services	Technical Services	NACWA Winter Conference	Austin, TX	NRQ
Director of Technical Services	Technical Services	NACWA Summer Conference	Buffalo, NY	NRQ
Director of Technical Services	Technical Services	NACWA Fall Conference	Tucson, AZ	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
Commissioner	Non-Departmental	NACWA Summer Conference	Buffalo, NY	TBD
Executive Director	Non-Departmental	NACWA Winter Conference	Austin, TX	TWS
Executive Director	Non-Departmental	NACWA Summer Conference	Buffalo, NY	TWS
Executive Director	Non-Departmental	WEFTEC	New Orleans, LA	TWS
Executive Director	Non-Departmental	NACWA Environ Policy	Washington, D.C.	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



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.

2024 Budget – November 1, 2023 Final	2024	2025	2026	2027	2028
<u>Major Capital: Wastewater Treatment Facilities</u>					
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
<u>Major Capital: Interceptors</u>					
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	\$-

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

2024 Budget – November 1, 2023 Final	2024	2025	2026	2027	2028
DEPARTMENT ANNUAL CAPITAL INVESTMENTS					
<u>Maintenance Section</u>					
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
<u>Information Technology Section</u>					
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 Firewall Upgrade	\$50,000				
GBF & DPF: SCADA Historian Software Replacement		\$100,000			
GBF & DPF: SCADA HMI Software Replacement		\$225,000			
GBF & DPF: Surveillance 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

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

2024 Budget – November 1, 2023 Final	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

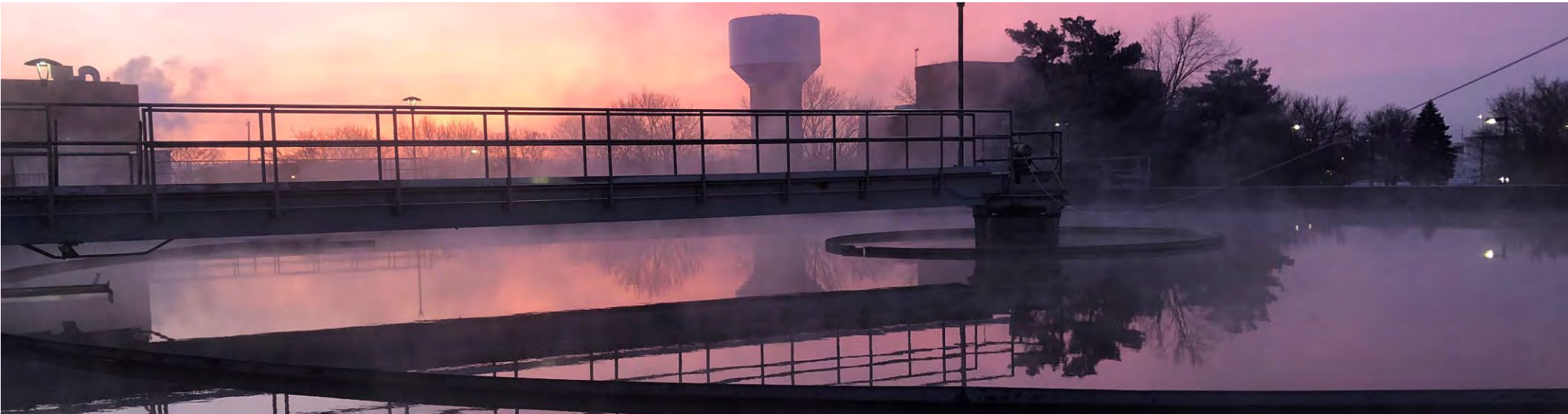
(1) Total Project Cost = \$1M, 90% will be reimbursed by Wisconsin Department of Transportation

Annual Capital

The following table is a summary of Annual Capital 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		
Data Center Servers	Common to All	75,000
GBF & DPF 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: Surveillance System Upgrade	Common to All	75,000
GBF: Solids PLC Replacement	Common to All	60,000
Total Business Services		\$708,000
OPERATIONS		
Maintenance		
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		\$55,000
Total Annual Capital		\$5,247,000

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



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