



2025 DRAFT Budget  
August Workshop

Green Bay Metropolitan Sewerage District

2231 North Quincy Street | Green Bay, WI 54302 | Phone (920) 432-4893 | Fax (920) 432-4302 | [www.newwater.us](http://www.newwater.us)

# Table of Contents

## **2025 Budget**

Table of Contents	1
Message from Executive Director	2
Budget Calendar	3
Summary of Revenues & Expenses	4
Summary of Revenues & Expenses Legend	5

## **Revenues & Rates**

Municipal, Total Mills, & Sustana Fiber Rate Comparison	6
Flow & Load Projections	7
User Fees by Source	8
Municipal Cost of Service	9
Total Mills Cost of Service	10
Procter & Gamble Cost of Service	11
Green Bay Packaging Cost of Service	12
Sustana Fiber Cost of Service	13

## **Debt Service & O&M Expenses**

Allocation of Capital and Debt Service Costs (3 pages a-c)	14
Summary of Debt Service Schedule	15
Summary of Operation & Maintenance Costs (2 pages a-b)	16
Interceptor System O&M	17
Salaries & Benefits Distribution	18
Employee Headcount Report	19

## **Capital Improvement Plan**

5-Year Capital Improvement Plan (2 pages a-b)	20
Annual Capital	21





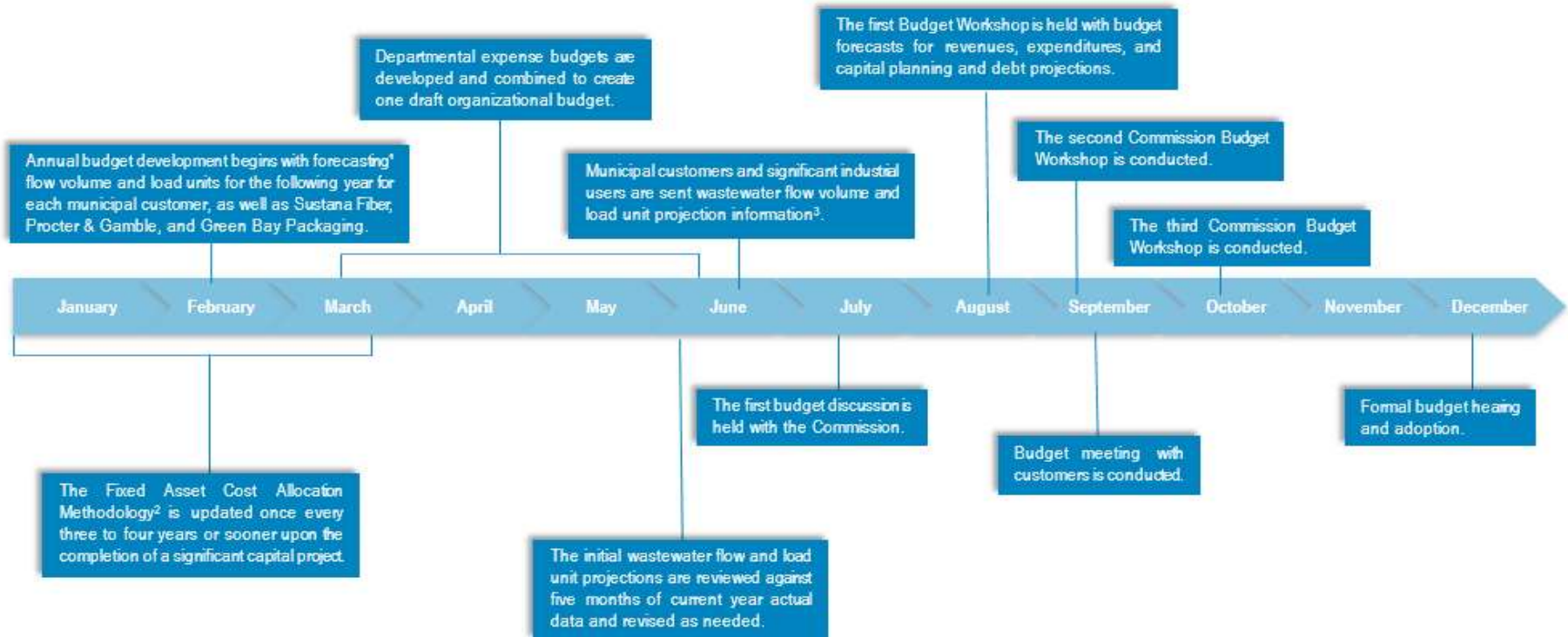
## Message from the Executive Director



To be developed...

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

# Budget Calendar



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

<sup>2</sup> 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.

<sup>3</sup> 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 Revenue & 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.

		2023 Budget	2023 Actual	2024 Budget	2025 Budget	% of Overall Expenses	2025 Budget Favorable/ (Unfavorable) Variance	% Variance
Revenues	Municipal User Fees <sup>1</sup>	\$ 41,083,772	\$ 40,885,839	\$ 43,590,078	\$ 45,860,353	85.5%	\$ 2,270,275	5.2%
	P&G User Fees	1,599,564	1,635,254	1,686,011	1,760,194	3.3%	74,183	4.4%
	GBP User Fees	1,045,217	1,992,668	1,216,094	1,124,286	2.1%	(91,808)	-7.5%
	Mill Direct Allocation Charges (Year-End)	302,004	254,475	302,693	304,030	0.6%	1,336	0.4%
	P&G Capital Charges	1,383,004	1,383,004	1,410,763	1,176,127	2.2%	(234,636)	-16.6%
	GBP Capital Charges	871,951	871,951	905,340	909,681	1.7%	4,340	0.5%
	General Reserve Interest	29,126	190,843	25,076	25,076	0.0%	-	0.0%
	Other Revenues	988,310	1,258,704	1,270,921	1,311,346	2.4%	40,425	3.2%
		<b>\$ 47,302,949</b>	<b>\$ 48,472,738</b>	<b>\$ 50,406,977</b>	<b>\$ 52,471,093</b>	<b>97.8%</b>	<b>\$ 2,064,116</b>	<b>4.1%</b>
	DEBT and ICR Reserve Transfers	1,440,669	1,440,669	1,212,897	1,218,864	2.3%	5,968	0.5%
Contribution to Capital Reserve	-	-	-	-	0.0%	-	0.0%	
General Reserve Interest Offset	(29,126)	(190,843)	(25,076)	(25,076)	0.0%	(0)	0.0%	
	<b>\$ 1,411,543</b>	<b>\$ 1,249,826</b>	<b>\$ 1,187,821</b>	<b>\$ 1,193,789</b>	<b>2.2%</b>	<b>\$ 5,968</b>	<b>0.5%</b>	
<b>Total Revenues</b>	<b>\$ 48,714,492</b>	<b>\$ 49,722,564</b>	<b>\$ 51,594,798</b>	<b>\$ 53,664,882</b>	<b>100.0%</b>	<b>\$ 2,070,085</b>	<b>4.0%</b>	
Expenses	Salaries & Benefits	12,719,059	12,537,637	13,364,548	13,903,555	25.9%	(539,007)	-4.0%
	Power	2,192,389	2,561,104	2,137,659	2,525,417	4.7%	(387,758)	-18.1%
	Contracted Services	4,237,222	3,393,808	4,125,618	4,025,089	7.5%	100,529	2.4%
	Maintenance & Repairs	1,828,639	2,256,048	2,990,765	2,582,195	4.8%	408,571	13.7%
	Chemicals	1,428,925	1,904,362	1,550,805	1,924,230	3.6%	(373,425)	-24.1%
	Natural Gas & Fuel Oil	608,301	682,709	709,389	725,756	1.4%	(16,366)	-2.3%
	Solid Waste Disposal	439,379	461,754	460,750	484,118	0.9%	(23,368)	-5.1%
	Interceptor System <sup>2</sup>	737,411	711,841	678,793	769,091	1.4%	(90,299)	-13.3%
	Information Technology & Administrative	869,071	896,726	1,024,608	1,012,426	1.9%	12,182	1.2%
	Insurance	484,674	475,890	541,044	591,769	1.1%	(50,725)	-9.4%
	Supplies	239,187	204,586	260,297	273,183	0.5%	(12,886)	-5.0%
	Employee Training & Development	168,436	138,138	167,184	187,079	0.3%	(19,895)	-11.9%
	Travel and Meetings	109,106	88,189	104,111	113,306	0.2%	(9,195)	-8.8%
	DNR Environmental Fees	156,745	165,164	166,706	192,649	0.4%	(25,943)	-15.6%
		<b>\$ 26,218,542</b>	<b>\$ 26,477,956</b>	<b>\$ 28,282,276</b>	<b>\$ 29,309,862</b>	<b>54.6%</b>	<b>\$ (1,027,586)</b>	<b>-3.6%</b>
	Debt Service <sup>3</sup>	17,232,949	16,057,066	18,065,522	20,800,020	38.8%	(2,734,498)	-15.1%
	Annual Capital	5,263,000	3,190,884	5,247,000	3,555,000	6.6%	1,692,000	32.2%
		<b>\$ 22,495,949</b>	<b>\$ 19,247,950</b>	<b>\$ 23,312,522</b>	<b>\$ 24,355,020</b>	<b>45.4%</b>	<b>\$ (1,042,498)</b>	<b>-4.5%</b>
	<b>Total Debt Service, Annual Capital &amp; Rate Stabilization</b>	<b>\$ 22,495,949</b>	<b>\$ 19,247,950</b>	<b>\$ 23,312,522</b>	<b>\$ 24,355,020</b>	<b>45.4%</b>	<b>\$ (1,042,498)</b>	<b>-4.5%</b>
<b>Total Expenses</b>	<b>\$ 48,714,492</b>	<b>\$ 45,725,907</b>	<b>\$ 51,594,798</b>	<b>\$ 53,664,882</b>	<b>100.0%</b>	<b>\$ (2,070,084)</b>	<b>-4.0%</b>	

Notes:

<sup>1</sup> Municipal User Fees equal municipal customers plus Sustana Fiber.

<sup>2</sup> Interceptor System includes all expenses related to Interceptors, Meter and Lift Stations, including chemicals, power, phones, pretreatment program, and water.

<sup>3</sup> Debt Service for 2025 reflects collection and payments for 2026 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.
	General Fund Transfers	Designated expenses allocated to be paid by this fund.
Expenses	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.

## 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	2024 COS Rate (Sustana Adjusted)	2025 COS Rate (Sustana Adjusted)	2025 Budget Comparison with 2024 Adopted Budget	2025 Budget Comparison with 2024 Adopted Budget % Change
Volume ( 1,000 GALS )	Flow	kgals	\$0.72145	\$0.73435	\$0.0129	1.79%
Biochemical Oxygen Demand ( LBS )	BOD	lbs	\$0.30504	\$0.31791	\$0.0129	4.22%
Suspended Solids ( LBS )	TSS	lbs	\$0.31258	\$0.33942	\$0.0268	8.59%
Phosphorus ( LBS )	PHOS	lbs	\$1.25554	\$1.32502	\$0.0695	5.53%
Total Kjeldahl Nitrogen ( LBS )	TKN	lbs	\$0.53014	\$0.52435	(\$0.0058)	-1.09%
Total Mills (P&G and GBP) Operation and Maintenance Rate Comparison <sup>1</sup>						
Parameter	COS Title	Units	2024 COS Rate (Sustana Adjusted)	2025 COS Rate (Sustana Adjusted)	2025 Budget Comparison with 2024 Adopted Budget	2025 Budget Comparison with 2024 Adopted Budget % Change
Volume ( 1,000 GALS )	Flow	kgals	\$0.53741	\$0.54194	\$0.0045	0.84%
Biochemical Oxygen Demand ( LBS )	BOD	lbs	\$0.29792	\$0.31073	\$0.0128	4.30%
Suspended Solids ( LBS )	TSS	lbs	\$0.30786	\$0.33461	\$0.0267	8.69%
Phosphorus ( LBS )	PHOS	lbs	\$1.23997	\$1.30905	\$0.0691	5.57%
Total Kjeldahl Nitrogen ( LBS )	TKN	lbs	\$0.51622	\$0.51004	(\$0.0062)	-1.20%
Sustana Fiber Operation and Maintenance Rate Comparison <sup>2,3</sup>						
Parameter	COS Title	Units	2024 COS Rate (Sustana Adjusted)	2025 COS Rate (Sustana Adjusted)	2025 Budget Comparison with 2024 Adopted Budget	2025 Budget Comparison with 2024 Adopted Budget % Change
Volume ( 1,000 GALS )	Flow	kgals	\$0.53100	\$0.55551	\$0.0245	4.62%
Biochemical Oxygen Demand ( LBS )	BOD	lbs	\$0.29096	\$0.30426	\$0.0133	4.57%
Suspended Solids ( LBS )	TSS	lbs	\$0.29870	\$0.32534	\$0.0266	8.92%
Phosphorus ( LBS )	PHOS	lbs	\$1.19877	\$1.26823	\$0.0695	5.79%
Total Kjeldahl Nitrogen ( LBS )	TKN	lbs	\$0.50660	\$0.50237	(\$0.0042)	-0.84%

<sup>1</sup> Capital Charges for P&G and GBP are billed separately

<sup>2</sup> Capital Charges for Sustana Fiber to be billed separately by City of De Pere

<sup>3</sup> Sustana 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	Pounds	Amount	Pounds	Amount	Pounds	Amount	Pounds	Amount	Allocation	Amount	
City of Green Bay	5,151,204	\$ 3,782,776	8,898,228	\$ 2,828,811	8,226,356	\$ 2,792,197	222,563	\$ 294,902	1,495,015	\$ 783,917	41.93%	\$ 8,768,086	\$ 19,250,689
City of De Pere	1,364,091	1,001,717	3,614,064	1,148,937	1,585,800	538,254	21,180	28,064	244,380	128,142	11.37%	2,377,250	5,222,364
Sustana Fiber	244,438	135,788	1,179,560	358,890	411,067	133,735	24,846	31,510	101,281	50,880	3.21%	670,535	1,381,339
Village of Allouez	723,479	531,285	873,492	277,689	1,055,400	358,225	22,104	29,288	166,632	87,374	5.08%	1,061,792	2,345,654
Village of Ashwaubenon	1,385,000	1,017,072	2,572,538	817,828	2,523,814	856,635	65,232	86,434	335,628	175,988	11.79%	2,466,129	5,420,086
Village of Bellevue	803,582	590,109	1,088,592	346,071	1,131,552	384,072	26,688	35,362	216,324	113,430	5.84%	1,221,236	2,690,281
Village of Hobart	275,355	202,206	448,008	142,425	476,792	161,833	10,821	14,338	90,302	47,350	2.27%	475,518	1,043,671
Village of Howard	918,822	674,735	1,415,088	449,867	3,395,304	1,152,437	32,827	43,497	339,312	177,920	9.97%	2,084,548	4,583,003
Village of Luxemburg	114,278	83,920	30,872	9,814	33,310	11,306	2,043	2,707	16,392	8,595	0.44%	92,970	209,313
Village of Pulaski	200,287	147,080	55,900	17,771	58,308	19,791	6,168	8,173	34,584	18,134	0.81%	170,067	381,017
Village of Suamico	218,342	160,339	602,256	191,462	477,684	162,136	13,284	17,602	78,336	41,076	2.32%	484,317	1,056,931
Town of Ledgeview Sanitary District #2	217,517	159,733	348,384	110,754	358,343	121,629	10,008	13,261	82,464	43,240	1.80%	377,002	825,619
Town of Lawrence - Utility District	150,000	110,152	324,603	103,194	534,091	181,282	7,884	10,446	63,697	33,400	1.76%	368,899	807,373
Pittsfield Sanitary District	14,561	10,693	20,801	6,613	25,816	8,762	544	721	4,277	2,243	0.12%	24,191	53,222
Scott Municipal Utility	137,000	100,606	173,028	55,007	216,422	73,458	4,212	5,581	32,628	17,109	1.00%	208,458	460,218
Dyckesville Sanitary District	28,415	20,866	56,111	17,838	69,640	23,637	1,468	1,945	11,537	6,049	0.28%	59,238	129,575
<b>Total Municipal</b>	<b>11,946,371</b>	<b>\$ 8,729,078</b>	<b>21,701,525</b>	<b>\$ 6,882,970</b>	<b>20,579,699</b>	<b>\$ 6,979,391</b>	<b>471,872</b>	<b>\$ 623,831</b>	<b>3,312,789</b>	<b>\$ 1,734,847</b>	<b>100%</b>	<b>\$ 20,910,236</b>	<b>\$ 45,860,353</b>
Procter & Gamble	1,784,111	\$ 966,886	534,650	\$ 166,130	1,818,491	\$ 608,484	1,585	\$ 2,075	32,583	\$ 16,619	*		\$ 1,760,194
Green Bay Packaging	825,000	447,103	800,000	248,581	800,000	267,687	45,000	58,907	200,000	102,007	*		1,124,286
<b>Total Mill</b>	<b>2,609,111</b>	<b>\$ 1,413,989</b>	<b>1,334,650</b>	<b>\$ 414,711</b>	<b>2,618,491</b>	<b>\$ 876,172</b>	<b>46,585</b>	<b>\$ 60,982</b>	<b>232,583</b>	<b>\$ 118,626</b>			<b>\$ 2,884,480</b>
<b>Grand Total</b>													
Units	14,555,482		23,036,175		23,198,190		518,457		3,545,372				
Costs		\$ 10,143,067		\$ 7,297,681		\$ 7,855,563		\$ 684,813		\$ 1,853,473		\$ 20,910,236	\$ 48,744,833



## 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.

	2025 Budget	2024 Budget	2023 Actual	2022 Actual	2021 Actual
City of Green Bay	\$19,250,689	\$18,398,505	\$16,994,630	\$16,439,651	\$16,061,856
City of De Pere	5,222,364	5,050,932	5,324,817	5,317,287	5,438,484
Sustana Fiber	1,381,339	2,028,404	814,066	1,125,290	1,667,390
Village of Allouez	2,345,654	2,169,271	2,044,511	1,978,998	1,858,519
Village of Ashwaubenon	5,420,086	5,148,550	5,096,243	4,911,391	4,773,983
Village of Bellevue	2,690,281	2,460,690	2,230,461	2,057,014	1,959,208
Village of Hobart	1,043,671	970,136	938,316	851,240	772,121
Village of Howard	4,583,003	3,710,423	3,700,297	4,038,865	3,065,936
Village of Luxemburg	209,313	220,222	396,297	240,290	224,755
Village of Pulaski	381,017	307,249	289,315	278,780	275,053
Village of Suamico	1,056,931	1,021,277	992,853	949,780	999,688
Town of Ledgeview Sanitary District #2	825,619	708,850	709,302	648,339	539,863
Town of Lawrence - Utility District	807,373	784,218	773,913	711,900	640,123
Pittsfield Sanitary District	53,222	51,795	49,029	42,627	43,235
Scott Municipal Utility	460,218	433,046	411,347	388,933	380,055
Dyckesville Sanitary District	129,575	126,509	120,441	111,549	108,931
<b>Total Municipal</b>	<b>\$45,860,353</b>	<b>\$43,590,078</b>	<b>\$40,885,838</b>	<b>\$40,091,933</b>	<b>\$38,809,200</b>
Green Bay Packaging	\$1,124,286	1,216,094	1,992,668	1,607,422	626,257
Procter & Gamble	1,760,194	1,686,011	1,635,254	1,898,398	1,527,493
<b>Total Mill</b>	<b>\$2,884,480</b>	<b>\$2,902,105</b>	<b>\$3,627,922</b>	<b>\$3,505,820</b>	<b>\$2,153,749</b>
<b>Total User Fees</b>	<b>\$48,744,833</b>	<b>\$46,492,183</b>	<b>\$44,513,760</b>	<b>\$43,597,752</b>	<b>\$40,962,950</b>

## 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 gal	pounds	pounds	pounds	pounds	N/A
Units		11,946,371	21,701,525	20,579,699	471,872	3,312,789	N/A
<b>Cost of Service - Municipal</b>							
Operating Cost	\$ 24,950,117	\$ 8,729,078	\$ 6,882,970	\$ 6,979,391	\$ 623,831	\$ 1,734,847	\$ -
Capital Cost	20,910,236	\$ -	\$ -	\$ -	\$ -	\$ -	20,910,236
<b>Total Cost</b>	<b>\$ 45,860,353</b>	<b>\$ 8,729,078</b>	<b>\$ 6,882,970</b>	<b>\$ 6,979,391</b>	<b>\$ 623,831</b>	<b>\$ 1,734,847</b>	<b>\$ 20,910,236</b>
Unit Operating Cost		\$0.73069	\$0.31717	\$0.33914	\$1.32203	\$0.52368	
Unit Capital Cost		\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	
Unit Combined Cost		\$0.73069	\$0.31717	\$0.33914	\$1.32203	\$0.52368	
Sustana Adjustment		\$0.00366	\$0.00074	\$0.00028	\$0.00299	\$0.00067	
<b>Adjusted Unit Combined Cost</b>		<b>\$0.73435</b>	<b>\$0.31791</b>	<b>\$0.33942</b>	<b>\$1.32502</b>	<b>\$0.52435</b>	

Note (1): Assigns certain costs to Municipal Cost of Service from Sustana Fiber Cost of Service.

Municipal Budget Rate History					
Year	VOLUME	BOD	TSS	PHOS	TKN
2025	\$0.73435	\$0.31791	\$0.33942	\$1.32502	\$0.52435
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

## 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 gal	pounds	pounds	pounds	pounds	N/A	N/A
Units		2,609,111	1,334,650	2,618,491	46,585	232,583	N/A	N/A
<b>Cost of Service - Total Mills</b>								
Operating Cost	\$2,884,480	\$1,413,989	\$414,711	\$876,172	\$60,982	\$118,626	\$0	0
Capital Cost	2,085,808	0	0	0	0	0	2,085,808	0
Direct Charges	245,454	0	0	0	0	0	0	245,454
Credits	(268,343)	0	0	0	0	0	0	(268,343)
<b>Total Cost</b>	<b>\$4,947,399</b>	<b>\$1,413,989</b>	<b>\$414,711</b>	<b>\$876,172</b>	<b>\$60,982</b>	<b>\$118,626</b>	<b>\$2,085,808</b>	<b>(\$22,889)</b>
<b>Unit Cost</b>		<b>\$0.54194</b>	<b>\$0.31073</b>	<b>\$0.33461</b>	<b>\$1.30905</b>	<b>\$0.51004</b>		

Total Mill Budget Rate History						
Year	VOLUME	BOD	TSS	PHOS	TKN	
2025	\$0.51689	\$0.26526	\$0.27744	\$1.67370	\$0.53359	
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	Direct Charges
Unit Value		1,000 gal	pounds	pounds	pounds	pounds	N/A	N/A
Units		1,784,111	534,650	1,818,491	1,585	32,583	N/A	N/A
<b>Cost of Service - P&amp;G</b>								
Operating Cost	\$1,760,194	\$966,886	\$166,130	\$608,484	\$2,075	\$16,619	\$0	0
Capital Cost <sup>1</sup>	1,176,127	0	0	0	0	0	1,176,127	0
Direct Charges	80,548	0	0	0	0	0	0	80,548
<b>Total Cost</b>	<b>\$3,016,870</b>	<b>\$966,886</b>	<b>\$166,130</b>	<b>\$608,484</b>	<b>\$2,075</b>	<b>\$16,619</b>	<b>\$1,176,127</b>	<b>\$80,548</b>
<b>Unit Cost</b>		<b>\$0.54194</b>	<b>\$0.31073</b>	<b>\$0.33461</b>	<b>\$1.30905</b>	<b>\$0.51004</b>		

<sup>1</sup> Capital Charges invoiced semi-annually

Procter & Gamble Budget Rate History					
Year	VOLUME	BOD	TSS	PHOS	TKN
2025	\$0.54194	\$0.31073	\$0.33461	\$1.30905	\$0.51004
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



## 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	Direct Charges
Unit Value		1,000 gal	pounds	pounds	pounds	pounds	N/A	N/A
Units		825,000	800,000	800,000	45,000	200,000	N/A	N/A
<b>Cost of Service - GBP</b>								
Operating Cost	\$1,124,286	\$447,103	\$248,581	\$267,687	\$58,907	\$102,007	\$0	0
Capital Cost <sup>1</sup>	909,681	0	0	0	0	0	909,681	0
Direct Charges	164,905	0	0	0	0	0	0	164,905
Credits	(268,343)	0	0	0	0	0	0	(268,343)
<b>Total Cost</b>	<b>\$1,930,529</b>	<b>\$447,103</b>	<b>\$248,581</b>	<b>\$267,687</b>	<b>\$58,907</b>	<b>\$102,007</b>	<b>\$909,681</b>	<b>(\$103,438)</b>
<b>Unit Cost</b>		<b>\$0.54194</b>	<b>\$0.31073</b>	<b>\$0.33461</b>	<b>\$1.30905</b>	<b>\$0.51004</b>		

<sup>1</sup> Capital Charges invoiced annually

Green Bay Packaging Budget Rate History						
Year	VOLUME	BOD	TSS	PHOS	TKN	
2025	\$0.54194	\$0.31073	\$0.33461	\$1.30905	\$0.51004	
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	

## 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 <sup>1</sup>	Direct Charges
Unit Value		1,000 gal	pounds	pounds	pounds	pounds	N/A	N/A
Units		244,438	1,179,560	411,067	24,846	101,281	N/A	N/A
<b>Cost of Service - SF</b>								
Operating Cost	\$778,019	\$178,608	\$374,115	\$139,409	\$32,847	\$53,039	\$0	0
Capital Cost	670,535	0	0	0	0	0	670,535	0
Subtotal Cost of Service	\$1,448,554	\$178,608	\$374,115	\$139,409	\$32,847	\$53,039	\$670,535	0
Direct Charges	\$58,576	\$0	\$0	\$0	\$0	\$0	\$0	58,576
Less SF Adjustment	(67,215)	(42,820)	(15,226)	(5,674)	(1,337)	(2,159)	0	0
<b>Total Cost</b>	<b>\$1,439,915</b>	<b>\$135,788</b>	<b>\$358,890</b>	<b>\$133,735</b>	<b>\$31,510</b>	<b>\$50,880</b>	<b>\$670,535</b>	<b>\$58,576</b>
Unit Cost		\$0.73069	\$0.31717	\$0.33914	\$1.32203	\$0.52368		
SF Adjustment		(\$0.17518)	(\$0.01291)	(\$0.01380)	(\$0.05380)	(\$0.02131)		
<b>Unit Cost (with SF Adjustment)</b>		<b>\$0.55551</b>	<b>\$0.30426</b>	<b>\$0.32534</b>	<b>\$1.26823</b>	<b>\$0.50237</b>		

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

Sustana Fiber Budget Rate History					
Year	VOLUME	BOD	TSS	PHOS	TKN
2025	\$0.55551	\$0.30426	\$0.32534	\$1.26823	\$0.50237
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

## 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

Debt Service	FY2025	Allocations <sup>1</sup>		
		Municipal	Green Bay Packaging	P&G
<b>Debt Service - Municipal Only</b>				
4198-29 Phase 2 Interceptor Rehabilitation	215,903	215,903	0	0
4198-45 DPF East Service Area Interceptor Rehabilitation	186,527	186,527	0	0
East Bayshore Lift Stations - Rehabilitation (260)	188,600	188,600	0	0
East River Lift Station - Upsizing & Force Main (401)	293,525	293,525	0	0
ERI Interceptor Rehabilitation (313) CWFL	752,450	752,450	0	0
West Fox River Interceptor Relay and Rehabilitation (314)	55,650	55,650	0	0
<b>Other General Obligation Debt</b>				
2008 General Obligation - Re-issued March 2018	489,712	489,712	0	0
FRC & EFR Interceptor Rehabilitation (313) - GO Bond	1,555,518	1,555,518	0	0
<b>Total Debt Service - Municipal Only</b>	<b>\$3,737,886</b>	<b>\$3,737,886</b>	<b>\$0</b>	<b>\$0</b>
<b>Debt Service - Common to All</b>				
4198-24 GBF Electrical Generation Facility Project	207,979	186,820	9,228	11,931
4198-25 GBF RAS/WAS Improvements	661,782	594,455	29,363	37,964
4198-32 GBF Administration & Maintenance Building HVAC Replacement	206,096	185,129	9,145	11,823
4198-35 Combined Treatment Facilities Projects (Solids, Ferric Chloride, Gate Replacement, Bar Screens, M&C WAS)	300,060	269,533	13,314	17,213
4198-37 Consolidation/Conveyance Project (Chemical Feed Building)	879,228	789,779	39,011	50,438
4198-44 GBF R2E2 Solids Management Plan Construction	979,794	880,114	43,474	56,207
4198-52 GBF Disinfection System Upgrade Project	112,881	101,396	5,009	6,476
4198-99 GBF Solids Management Plan/R2E2 - Construction	8,496,619	7,632,205	376,996	487,419
4198-48 DPF UV Disinfection System Equipment Upgrade	270,612	243,081	12,007	15,524
4198-53 DPF Substation & Emergency Generator (2019 Budget)	850,228	763,729	37,725	48,774
DPF - Tertiary Filter Replacement	645,271	579,623	28,631	37,017
DPF: Metro Pumping & Headworks Improvements 4198-73 (355)	565,083	507,594	25,073	32,417
GBF: Metro Pumping & Headworks Improvements (357)	218,750	196,495	9,706	12,549
GBF: North Plant Clarifiers Rehabilitation 4198-57 (358)	1,138,800	1,022,943	50,529	65,329
GBF: Thickening Improvements 4198-61 (356)	365,300	328,136	16,208	20,956
<b>Other General Obligation Debt</b>				
2008 General Obligation - Re-issued March 2018	285,763	256,690	12,679	16,393
Dec. 2007 Promissory Note to City of De Pere	160,485	144,158	7,121	9,206
GBF Solids Management Plan - Design	717,404	644,418	31,831	41,155
<b>Total Debt Service - Common to All</b>	<b>\$17,062,134</b>	<b>\$15,326,295</b>	<b>\$757,049</b>	<b>\$978,790</b>



Debt Service	FY2025	Allocations <sup>1</sup>		
		Municipal	Green Bay Packaging	P&G
<b>Debt Service Offsets</b>				
Mill Capital Charges (Georgia-Pacific)	(326,722)	(326,722)	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
Royal Scott Sanitary District #1 Interceptor Payment	(4,980)	(4,980)	0	0
Balance of Debt Payments Funded from ICR Reserve	(713,620)	(713,620)	0	0
<b>Total Debt Service Offsets</b>	<b>(\$1,218,864)</b>	<b>(\$1,218,864)</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$19,581,155</b>	<b>\$17,845,316</b>	<b>\$757,049</b>	<b>\$978,790</b>
<b>Annual Capital Outlay</b>				
2025 Requests - Allocated to All	3,555,000	3,193,327	157,736	203,937
2025 Requests - Allocated to Municipal Only	0	0	0	0
<b>TOTAL ANNUAL CAPITAL OUTLAY</b>	<b>\$3,555,000</b>	<b>\$3,193,327</b>	<b>\$157,736</b>	<b>\$203,937</b>
<b>TOTAL ANNUAL CAPITAL, DEBT SERVICE, AND CAPITAL RESERVES</b>	<b>\$23,136,155</b>	<b>\$21,038,644</b>	<b>\$914,785</b>	<b>\$1,182,727</b>
<b>Revenues &amp; Transfers</b>				
General Reserve Interest Offset	(25,076)	(25,076)	0	0
Miscellaneous Revenue Offset <sup>2</sup>	(115,035)	(103,332)	(5,104)	(6,599)
<b>Total Non-Rate Revenues (Capital-Related)</b>	<b>(\$140,111)</b>	<b>(\$128,408)</b>	<b>(\$5,104)</b>	<b>(\$6,599)</b>
<b>Contribution to Capital Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Annual Capital, Debt Service, and Operating Fund Capital Reserve</b>	<b>\$22,996,044</b>	<b>\$20,910,236</b>	<b>\$909,681</b>	<b>\$1,176,127</b>

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

<sup>2</sup> 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.

<sup>3</sup> Total Debt Collected in 2025 Budget is for 2026 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	2025 Budget for 2026		
			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	775,475	3/15/2028	May 2028
4198-25	GBF RAS/WAS Improvements	10,460,782	661,782	3/19/2018	May 2028
4198-35	Combined Treatment Facilities Projects (Solids, Ferric Chloride, Gate Replacement, Bar Screens, M&C WAS)	4,211,341	300,060	12/9/2009	May 2029
4198-37	Consolidation/Conveyance Project (Chemical Feed Building)	12,821,922	879,228	12/9/2009	May 2029
4198-29	Phase 2 Interceptor Rehabilitation	3,421,382	215,903	11/10/2010	May 2030
4198-24	GBF Electrical Generation Facility Project	3,246,148	207,979	12/22/2010	May 2030
4198-32	GBF Administration & Maintenance Building HVAC Replacement	3,133,312	206,096	4/10/2013	May 2032
Jul. 2013	GBF Solids Management Plan - Design	20,000,000	717,404	8/20/2013	May 2038
4198-45	DPF East Service Area Interceptor Rehabilitation	3,146,593	186,527	12/12/2012	May 2032
4198-48	DPF UV Disinfection System Equipment Upgrade	4,272,020	270,612	1/8/2014	May 2033
4198-44	GBF R2E2 Solids Management Plan Construction	15,209,242	979,794	8/13/2014	May 2034
4198-52	GBF Disinfection System Upgrade Project	1,850,000	112,881	12/23/2015	May 2035
4198-53	DPF Substation & Emergency Generator (2019 Budget)	14,630,180	850,228	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	8,496,619	10/14/2015	May 2035
<b>Total Existing Debt</b>		<b>\$253,275,309</b>	<b>\$15,666,344</b>		
<b>MAJOR CAPITAL: PLANT</b>					
(New) <sup>1</sup>	DPF: Metro Pumping & Headworks Improvements 4198-73 (355)	21,800,000	565,083	6/1/2024	May 2044
(New) <sup>1</sup>	GBF: Metro Pumping & Headworks Improvements (357)	57,100,000	218,750	5/1/2026	May 2046
(New) <sup>1</sup>	GBF: North Plant Clarifiers Rehabilitation 4198-57 (358)	39,060,000	1,138,800	12/1/2023	May 2043
(New) <sup>1</sup>	GBF: Thickening Improvements 4198-61 (356)	26,510,000	365,300	4/1/2024	May 2044
<b>MAJOR CAPITAL: INTERCEPTORS</b>					
(New) <sup>1</sup>	East Bayshore Lift Stations - Rehabilitation (260)	5,270,000	188,600	1/1/2025	May 2045
(New) <sup>1</sup>	East River Lift Station - Upsizing & Force Main (401)	10,630,000	293,525	7/8/2026	May 2046
(New)	ERI Interceptor Rehabilitation (313) CWFL	7,740,000	752,450	2/1/2025	May 2045
(New) <sup>2</sup>	FRC & EFR Interceptor Rehabilitation (313) - GO Bond	10,570,000	1,555,518	2/1/2025	May 2045
(New) <sup>1</sup>	West Fox River Interceptor Relay and Rehabilitation (314)	5,750,000	55,650	2/1/2025	May 2045
<b>Total New Debt</b>		<b>184,430,000</b>	<b>\$5,133,676</b>		
<b>Grand Total with New Debt</b>		<b>\$437,705,309</b>	<b>\$20,800,020</b>		

<sup>1</sup> Interest Only

<sup>2</sup> Project to be funded by GO Bond (\$10,570,000) and ICR Funds (\$1,000,000) for a project total of \$11,570,000

## Allocation of Operation and 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 <sup>1</sup>					Municipal Only <sup>1</sup>		Mill Only <sup>1</sup>	
		Flow	BOD	TSS	PHOS	TKN	Flow	Industry	Flow	Direct
<b>Salaries &amp; Benefits</b>										
<b>Laboratory &amp; Research &amp; Environmental Services</b>										
Operational Testing	\$ 834,119	\$ 116,777	\$ 100,095	\$ 75,070	\$ 50,047	\$ 58,388	\$ 175,165	\$ 200,189	\$ -	\$ 58,388
Water Quality Testing	1,032,734	1,032,734	0	0	0	0	0	0	0	0
<b>Total Laboratory Services</b>	<b>\$ 1,866,853</b>	<b>\$ 1,149,511</b>	<b>\$ 100,095</b>	<b>\$ 75,070</b>	<b>\$ 50,047</b>	<b>\$ 58,388</b>	<b>\$ 175,165</b>	<b>\$ 200,189</b>	<b>\$ -</b>	<b>\$ 58,388</b>
<b>Treatment</b>										
Pump Station	\$ 164,356	\$ 164,356	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Primary Treatment	220,832	220,832	-	-	-	-	-	-	-	-
Grit Removal	28,760	-	-	28,760	-	-	-	-	-	-
Aeration	316,801	-	158,401	-	-	158,401	-	-	-	-
Final & Chlorine Contact Basins	282,378	282,378	-	-	-	-	-	-	-	-
Filtration	42,078	42,078	-	-	-	-	-	-	-	-
Primary Thickeners	109,703	658	9,873	98,514	658	-	-	-	-	-
Waste Activated Sludge Thickeners	235,079	-	141,047	89,330	-	4,702	-	-	-	-
Dewatering/Incineration	611,205	2,053	192,194	409,525	2,053	5,380	-	-	-	-
Primary Sludge	342,214	2,053	30,799	307,308	2,053	-	-	-	-	-
Secondary Sludge	268,991	-	161,395	102,217	-	5,380	-	-	-	-
Incineration	732,306	2,045	265,568	454,819	2,045	7,830	-	-	-	-
Primary Sludge	340,815	2,045	30,673	306,052	2,045	-	-	-	-	-
Secondary Sludge	391,491	-	234,895	148,767	-	7,830	-	-	-	-
Miscellaneous	339,084	947	122,967	210,597	947	3,625	-	-	-	-
Grit Removal	223,681	312	40,559	69,462	112,153	1,196	-	-	-	-
Filtration	284,944	796	103,334	176,972	796	3,047	-	-	-	-
Solids, General	321,075	979	109,397	206,563	979	3,157	-	-	-	-
Reclaimed Water	1,274	-	-	-	-	-	-	-	-	1,274
<b>Total Treatment</b>	<b>\$ 3,913,557</b>	<b>\$ 717,434</b>	<b>\$ 1,143,340</b>	<b>\$ 1,744,541</b>	<b>\$ 119,631</b>	<b>\$ 187,337</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,274</b>
<b>Maintenance/Engineering</b>										
Maintenance	\$ 2,822,271	\$ 669,781	\$ 822,479	\$ 797,917	\$ 81,838	\$ 235,091	\$ 182,525	\$ -	\$ 653	\$ 31,988
Engineering	1,190,663	282,568	346,989	336,626	34,526	99,180	77,004	0	275	13,495
<b>Total All Above</b>	<b>\$ 9,793,344</b>	<b>\$ 2,819,294</b>	<b>\$ 2,412,903</b>	<b>\$ 2,954,154</b>	<b>\$ 286,042</b>	<b>\$ 579,996</b>	<b>\$ 434,693</b>	<b>\$ 200,189</b>	<b>\$ 928</b>	<b>\$ 105,145</b>
Business Services & Information Systems	\$ 2,782,000	\$ 817,591	\$ 699,738	\$ 856,700	\$ 82,952	\$ 168,198	\$ 126,060	\$ -	\$ 12,121	\$ 18,640
<b>Total Salaries &amp; Benefit Costs</b>	<b>\$ 12,575,343</b>	<b>\$ 3,636,885</b>	<b>\$ 3,112,641</b>	<b>\$ 3,810,853</b>	<b>\$ 368,994</b>	<b>\$ 748,194</b>	<b>\$ 560,754</b>	<b>\$ 200,189</b>	<b>\$ 13,049</b>	<b>\$ 123,785</b>
<b>Power</b>										
Metro Pump	\$ 296,011	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 296,011	\$ -	\$ -	\$ -
Mill Pump	24,473	-	-	-	-	-	-	-	24,473	-
Reclaimed Water	121,629	-	-	-	-	-	-	-	-	121,629
Secondary Effluent Pump	15,826	15,826	-	-	-	-	-	-	-	-
Process Air Compressors	772,105	-	501,868	-	-	270,237	-	-	-	-
Solids Building	486,957	1,360	176,593	302,438	1,360	5,207	-	-	-	-
Primary Sludge	226,630	1,360	20,397	203,514	1,360	-	-	-	-	-
Secondary Sludge	260,327	-	156,196	98,924	-	5,207	-	-	-	-
All Other Plant	808,416	191,853	235,592	228,556	23,442	67,340	52,283	-	9,350	-
<b>Total Power</b>	<b>\$ 2,525,417</b>	<b>\$ 209,039</b>	<b>\$ 914,054</b>	<b>\$ 530,994</b>	<b>\$ 24,802</b>	<b>\$ 342,783</b>	<b>\$ 348,293</b>	<b>\$ -</b>	<b>\$ 33,823</b>	<b>\$ 121,629</b>
<b>Fuel</b>										
Fuel - Diesel for Generators	\$ 13,182	\$ 13,182	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building	321,025	76,186	93,555	90,761	9,309	26,741	20,762	-	3,713	-
Incineration & Process	391,549	1,093	141,994	243,182	1,093	4,186	-	-	-	-
Primary Sludge	182,227	1,093	16,400	163,640	1,093	-	-	-	-	-
Secondary Sludge	209,322	0	125,593	79,542	0	4,186	0	0	0	0
<b>Total Fuel</b>	<b>\$ 725,756</b>	<b>\$ 90,461</b>	<b>\$ 235,548</b>	<b>\$ 333,943</b>	<b>\$ 10,402</b>	<b>\$ 30,927</b>	<b>\$ 20,762</b>	<b>\$ -</b>	<b>\$ 3,713</b>	<b>\$ -</b>
<b>Chemicals</b>										
Sodium Hypochlorite	\$ 446,589	\$ 446,589	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Thickening Polymer	143,280	-	85,968	54,446	-	2,866	-	-	-	-
Gravity Thickener Polymer	-	-	-	-	-	-	-	-	-	-
Dewatering Polymer	573,120	1,600	207,840	355,952	1,600	6,128	-	-	-	-
Primary Sludge	266,730	1,600	24,006	239,524	1,600	-	-	-	-	-
Secondary Sludge	306,390	-	183,834	116,428	-	6,128	-	-	-	-
Sodium Bisulfite	163,425	163,425	-	-	-	-	-	-	-	-
Ferric Chloride	317,755	158,878	-	-	158,878	-	-	-	-	-
Odor Control	5,100	1,093	1,518	1,574	167	398	297	-	53	-

ITEM	Total	Common to All <sup>1</sup>					Municipal Only <sup>1</sup>		Mill Only <sup>1</sup>	
		Flow	BOD	TSS	PHOS	TKN	Flow	Industry	Flow	Direct
Magnesium Chloride	-	-	-	-	-	-	-	-	-	-
Sodium Hydroxide – Air Pollution	42,576	119	15,440	26,443	119	455	-	-	-	-
Sodium Hydroxide – Nutrient Removal	-	-	-	-	-	-	-	-	-	-
Activated Carbon	50,000	140	18,132	31,054	140	535	-	-	-	-
Aqua Ammonia	-	-	-	-	-	-	-	-	-	-
Reclaimed Water	54,130	-	-	-	-	-	-	-	-	54,130
Other Chemicals	180,255	180,255	-	-	-	-	-	-	-	-
<b>Total Chemicals</b>	<b>\$ 1,976,230</b>	<b>\$ 952,099</b>	<b>\$ 328,898</b>	<b>\$ 469,469</b>	<b>\$ 160,903</b>	<b>\$ 10,381</b>	<b>\$ 297</b>	<b>\$ -</b>	<b>\$ 53</b>	<b>\$ 54,130</b>
<b>Maintenance &amp; Repairs</b>										
<b>Maintenance &amp; Repairs</b>	<b>\$ 2,530,195</b>	<b>\$ 599,394</b>	<b>\$ 736,046</b>	<b>\$ 714,064</b>	<b>\$ 73,238</b>	<b>\$ 210,385</b>	<b>\$ 163,343</b>	<b>\$ -</b>	<b>\$ 29,210</b>	<b>\$ 4,514</b>
<b>All Other Expenses</b>										
Solid Waste	\$ 484,118	\$ 1,352	\$ 175,563	\$ 300,675	\$ 1,352	\$ 5,176	\$ -	\$ -	\$ -	\$ -
Primary Sludge	225,309	1,352	20,278	202,327	1,352	-	-	-	-	-
Secondary Sludge	258,810	-	155,286	98,348	-	5,176	-	-	-	-
DNR Environmental Fees	192,649	1,406	64,855	68,424	43,501	14,462	-	-	-	-
Other Miscellaneous	6,202,852	1,472,060	1,807,664	1,753,679	179,865	516,688	401,157	-	71,738	-
Biogas Treatment	-	-	-	-	-	-	-	-	-	-
<b>Total All Other</b>	<b>\$ 6,879,619</b>	<b>\$ 1,474,818</b>	<b>\$ 2,048,083</b>	<b>\$ 2,122,778</b>	<b>\$ 224,719</b>	<b>\$ 536,326</b>	<b>\$ 401,157</b>	<b>\$ -</b>	<b>\$ 71,738</b>	<b>\$ -</b>
<b>Total Treatment Plant O &amp; M</b>	<b>\$ 27,212,559</b>	<b>\$ 6,962,695</b>	<b>\$ 7,375,270</b>	<b>\$ 7,982,102</b>	<b>\$ 863,058</b>	<b>\$ 1,878,997</b>	<b>\$ 1,494,606</b>	<b>\$ 200,189</b>	<b>\$ 151,586</b>	<b>\$ 304,057</b>
<b>Field Services O &amp; M</b>										
Pretreatment	\$ 166,318	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 166,318	\$ -	\$ -
Municipal Interceptors	804,051	-	-	-	-	-	804,051	-	-	-
Mill Interceptors	2,214	-	-	-	-	-	-	-	1,314	900
Sustana Fiber Force Main	29,305	-	-	-	-	-	-	-	-	29,305
Municipal Metering Stations	165,113	-	-	-	-	-	165,113	-	-	-
Mill Metering Stations	35,279	-	-	-	-	-	-	-	-	35,279
<b>Municipal Lift Stations</b>	<b>\$ 154,667</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 154,667</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Subtotal</b>	<b>\$ 1,356,948</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,123,831</b>	<b>\$ 166,318</b>	<b>\$ 1,314</b>	<b>\$ 65,484</b>
<b>All Other (Field Services Salaries after distribution)</b>	<b>\$ 740,355</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 613,650</b>	<b>\$ 90,816</b>	<b>\$ 718</b>	<b>\$ 35,172</b>
<b>Total Interceptor System O &amp; M</b>	<b>\$ 2,097,303</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,737,481</b>	<b>\$ 257,134</b>	<b>\$ 2,032</b>	<b>\$ 100,656</b>
<b>Total O &amp; M Costs</b>	<b>\$ 29,309,862</b>	<b>\$ 6,962,695</b>	<b>\$ 7,375,270</b>	<b>\$ 7,982,102</b>	<b>\$ 863,058</b>	<b>\$ 1,878,997</b>	<b>\$ 3,232,088</b>	<b>\$ 457,322</b>	<b>\$ 153,617</b>	<b>\$ 404,713</b>
<b>Distribution to Participants</b>										
Municipal	\$ 25,974,355	\$ 5,714,613	\$ 6,947,968	\$ 7,081,124	\$ 785,509	\$ 1,755,731	\$ 3,232,088	\$ 457,322	\$ -	\$ -
Sustana Fiber	75,860	-	-	-	-	-	-	-	-	75,860
Green Bay Packaging	1,383,500	394,643	256,128	275,266	74,910	105,997	-	-	48,265	228,290
Procter & Gamble	1,876,147	853,439	171,174	625,712	2,638	17,269	-	-	105,352	100,564
<b>Total</b>	<b>\$ 29,309,862</b>	<b>\$ 6,962,695</b>	<b>\$ 7,375,270</b>	<b>\$ 7,982,102</b>	<b>\$ 863,058</b>	<b>\$ 1,878,997</b>	<b>\$ 3,232,088</b>	<b>\$ 457,322</b>	<b>\$ 153,617</b>	<b>\$ 404,713</b>

<sup>1</sup> Expenses are first allocated to cost components (Flow, BOD, TSS, PHOS, TKN) and then allocated to Municipal and Mill customers based on projected annual wastewater flows and loadings.



## 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	-	80		80				\$ 80
Benefits - P&G Interceptor	-	27		27				27
Salaries - P&G Meter Station	-	14,190	14,190					14,190
Benefits - P&G Meter Station	-	4,839	4,839					4,839
Salaries - GBP Interceptor	-	900				900		900
Benefits - GBP Interceptor	-	307				307		307
Salaries - GBP Meter Station	-	9,063			9,063			9,063
Benefits - GBP Meter Station	-	3,090			3,090			3,090
Salaries - Sustana Fiber - Force Main	-	2,200					2,200	2,200
Benefits - Sustana Fiber - Force Main	-	750					750	750
Salaries - Sustana Fiber - Meter Station	-	18,125					18,125	18,125
Benefits - Sustana Fiber - Meter Station	-	6,180					6,180	6,180
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					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							-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 59,751</b>	<b>\$ 20,984</b>	<b>\$ 557</b>	<b>\$ 14,295</b>	<b>\$ 1,657</b>	<b>\$ 29,305</b>	<b>\$ 66,798</b>

Account Name	GBMSD Interceptor, Meter and Lift Stations	Pretreatment
Salaries - Pretreatment		\$ 116,682
Salaries - GBMSD Interceptors, Meter and Lift Stations	277,138	
Benefits - Pretreatment		39,786
Benefits - GBMSD Interceptors, Meter and Lift Stations	94,499	
Pretreatment Program		9,850
R & M - East Bayshore System Lift Stations	32,574	
R & M - East Bayshore Force Main	1,500	
R & M - East River Lift Station	39,307	
R & M - GBMSD Interceptors - Field Services	74,915	
R & M - GBMSD Interceptors - Engineering	231,000	
R & M - Old Plank Lift Station	2,836	
R & M - Interplant Force Main	3,675	
R & M - GBMSD Meter Stations	62,988	
R & M - Chemical Feed Building	1,520	

Account Name	GBMSD Interceptor, Meter and Lift Stations	Pretreatment
Phones - Meter/Lift Stations	74,890	
Phones - Chemical Feed Building	-	
Power - Meter Stations	23,300	
Power - Chemical Feed Building	2,415	
Power - Old Plank Lift Station	2,000	
Power - East Bayshore Lift Stations	32,000	
Power - East River Lift Station	44,900	
Water - East River Lift Station	1,050	
Chemicals - Old Plank Lift Station	-	
Chemicals - De Pere Conveyance	67,665	
Chemicals - Chemical Feed Building	-	
Chemicals - Bayshore Interceptor	53,659	
<b>Total</b>	<b>\$ 1,123,831</b>	<b>\$ 166,318</b>

## Salaries and 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 <sup>1</sup>	Laboratory Services	Treatment & EHS	Maintenance	Engineering	Information Technology	Field Services	Watershed Management	Total
Gross Salaries	\$4,200	\$1,279,005	\$788,890	\$2,892,187	\$2,121,043	\$907,863	\$761,586	\$939,664	\$629,914	\$10,324,352
Long Term Disability	-	6,359	4,068	13,739	10,706	4,764	4,144	3,475	3,289	50,545
Dental Insurance	-	10,336	5,695	17,729	12,468	5,062	6,567	1,412	2,110	61,378
Health Insurance	-	243,568	154,371	458,468	375,933	129,550	159,016	209,442	49,643	1,779,990
Life Insurance	-	5,773	2,064	6,921	5,819	4,005	3,924	1,241	684	30,431
Wisconsin Retirement	-	83,864	53,346	192,310	141,005	62,163	52,756	43,660	41,819	670,923
FICA & Medicare	321	94,097	60,350	218,481	158,977	67,056	58,261	47,653	47,790	752,987
Worker's Compensation	6	3,272	14,276	52,392	37,636	10,200	1,126	11,497	6,925	137,331
Uniforms	-	-	1,620	13,692	21,552	-	-	7,300	-	44,164
Employee Assistance	-	3,816	-	-	-	-	-	-	-	3,816
Wellness Program	-	-	-	46,364	-	-	-	-	-	46,364
<b>Totals</b>	<b>\$4,528</b>	<b>\$1,730,091</b>	<b>\$1,084,680</b>	<b>\$3,912,283</b>	<b>\$2,885,139</b>	<b>\$1,190,663</b>	<b>\$1,047,381</b>	<b>\$1,265,344</b>	<b>\$782,173</b>	<b>\$13,902,281</b>
<b>Number of FTEs:</b>	<b>5</b>	<b>13</b>	<b>9</b>	<b>29</b>	<b>24</b>	<b>7</b>	<b>7</b>	<b>10</b>	<b>5</b>	<b>104</b>

Salaries and Benefits AFTER Distribution to Interceptor & Meter Stations										
Description	Commission	Business Services <sup>1</sup>	Laboratory Services	Treatment & EHS	Maintenance	Engineering	Information Technology	Field Services	Watershed Management	Total
Gross Salaries	\$4,200	\$1,279,005	\$788,890	\$2,892,187	\$2,074,161	\$907,863	\$761,586	\$548,168	\$629,914	\$9,885,974
Long Term Disability	0	6,359	4,068	13,739	\$10,476	4,764	4,144	\$1,558	3,289	48,398
Dental Insurance	0	10,336	5,695	17,729	\$12,189	5,062	6,567	(\$916)	2,110	58,772
Health Insurance	0	243,568	154,371	458,468	\$367,851	129,550	159,016	\$141,946	49,643	1,704,411
Life Insurance	0	5,773	2,064	6,921	\$5,681	4,005	3,924	\$87	684	29,139
Wisconsin Retirement	0	83,864	53,346	192,310	\$137,959	62,163	52,756	\$12,116	41,819	636,333
FICA & Medicare	321	94,097	60,350	218,481	\$155,390	67,056	58,261	\$26,798	47,790	728,545
Worker's Compensation	6	3,272	14,276	52,392	\$37,013	10,200	1,126	\$3,298	6,925	128,509
Uniforms	0	0	1,620	13,692	\$21,552	0	0	\$7,300	0	44,164
Employee Assistance	0	3,816	0	0	\$0	0	0	\$0	0	3,816
Wellness Program	0	0	0	46,364	\$0	0	0	\$0	0	46,364
<b>Totals</b>	<b>\$4,528</b>	<b>\$1,730,091</b>	<b>\$1,084,680</b>	<b>\$3,912,283</b>	<b>\$2,822,271</b>	<b>\$1,190,663</b>	<b>\$1,047,381</b>	<b>\$740,355</b>	<b>\$782,173</b>	<b>\$13,314,424</b>
<b>Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$62,868)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$524,989)</b>	<b>\$0</b>	<b>(\$587,857)</b>
<b>Number of FTEs:</b>	<b>5</b>	<b>13</b>	<b>9</b>	<b>29</b>	<b>24</b>	<b>7</b>	<b>7</b>	<b>10</b>	<b>5</b>	<b>104</b>

<sup>1</sup> 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	2024 BUDGET HEADCOUNT	2025 BUDGET HEADCOUNT
Business Services including Non-Departmental <sup>1</sup>	13	13
Laboratory & Research	9	9
Treatment including Health and Safety	27	29
Maintenance	24	24
Engineering	7	7
Information Technology	7	7
Field Services	10	10
Watershed Management	5	5
Total Headcount without Commissioners <sup>2</sup>	102	104
Commissioners	5	5

Position Changes			
Divisions	Department	Changes for 2024	Changes for 2025
Technical Services	Engineering	Removed Engineering Manager	
Business Services	Information Technology	Add IT Systems Specialist	
Operations	Treatment		Add (2) Operator II

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

<sup>1</sup> Non-Departmental Division includes Executive Director & Human Resources

<sup>2</sup> Total Full-Time and Part-Time positions

## 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.

2025 Budget	2025	2026	2027	2028	2029
<b>(1) Major Capital</b>					
DPF: Aeration Basin Improvements			\$ 280,000	\$ 560,000	\$ 6,050,000
DPF: Compressor Upgrades				\$ 225,000	\$ 4,670,000
DPF: Final Clarifiers & RAS Improvements			\$ 334,000	\$ 2,451,000	\$ 7,450,000
DPF: Metro Pumping & Headworks Improvements	\$ 9,600,000	\$ 9,700,000			
DPF: UV Disinfection Expansion					\$ 334,000
GBF: Aeration Basin Improvements					\$ 230,000
GBF: Aeration Blower Improvements				\$ 280,000	\$ 560,000
GBF: Biosolids Handling and Storage Improvements		\$ 725,000	\$ 1,350,000	\$ 12,000,000	\$ 2,650,000
GBF: Maintenance Building Addition				\$ 400,000	\$ 2,200,000
GBF: Metro Pumping & Headworks Improvements	\$ 2,000,000	\$ 6,900,000	\$ 18,200,000	\$ 21,200,000	\$ 8,300,000
GBF: North Plant Clarifiers Rehabilitation	\$ 16,900,000	\$ 6,600,000			
GBF: South Complex Final Clarifiers Rehabilitation					\$ 390,000
GBF: Thickening Improvements	\$ 3,800,000	\$ 9,600,000	\$ 7,800,000	\$ 3,600,000	
Interplant Wastewater Force Main - Phase 2			\$ 56,228	\$ 1,197,756	
<b>(2) Interceptor Major Capital</b>					
East Bayshore Lift Stations - Rehabilitation	\$ 2,035,000	\$ 1,220,000	\$ 1,790,000		
East River Lift Station - Upsizing & Force Main	\$ 5,075,000	\$ 5,075,000			
East Tower Drive Interceptor Rehabilitation - Phase 1			\$ 60,000	\$ 1,510,000	
East Tower Drive Interceptor Rehabilitation - Phase 2				\$ 360,000	\$ 8,630,000
ERI Interceptor Rehabilitation	\$ 5,270,000	\$ 200,000			
FRC & EFR Interceptor Rehabilitation	\$ 7,870,000	\$ 290,000			
NEI & SEI Rehabilitation					\$ 110,000
Ninth Street Interceptor Improvements		\$ 410,000	\$ 4,730,000		
Quincy Street Interceptor Improvements					\$ 640,000
West Fox River Interceptor Relay and Rehabilitation		\$ 230,000	\$ 2,340,000	\$ 3,180,000	
West Tower Drive Interceptor Rehabilitation					\$ 70,000
<b>(3) Maintenance Annual Capital</b>					
DPF: Replace roof - Administration Building		\$ 53,000			
DPF: Replace roof - Sludge Control Tank Building			\$ 80,000		
GBF: Biogas Membrane Storage Replacement				\$ 415,000	
GBF: Green Infrastructure	\$ 65,000				
GBF: Replace UPS-A1 systems (3 units)	\$ 35,000				
GBF: Sludge Blanket Level Detectors		\$ 150,000			
Vehicle ID# 101 Replacement (Utilities)			\$ 45,000		
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	
Vehicle ID# 118 Replacement (Admin)					\$ 30,000
Vehicle ID# 156 Replacement (Admin)					\$ 30,000
Vehicle ID# 158 Replacement (Admin)					\$ 30,000
<b>(4) Information Technology Annual Capital</b>					
Data Center Servers		\$ 75,000	\$ 75,000		
DPF: Fiber Optic Network Enhancement/Upgrade		\$ 60,000			
GBF & DPF: Rockwell Asset Manager		\$ 100,000			

2025 Budget	2025	2026	2027	2028	2029
GBF & DPF: THIN Manager	\$ 270,000				
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: RBAM - Computerized Maintenance Management System			\$ 500,000		
RBAM		\$ 150,000			
<b>(5) Engineering Annual Capital</b>					
GBF: Administration Building North HVAC Improvements	\$ 1,000,000	\$ 1,250,000			
GBF: Basin Drain Pumping & Piping	\$ 500,000				
GBF: Dryer Condenser Improvements		\$ 500,000			
GBF: High Strength Waste System Improvements	\$ 500,000				
GBF: Hot Oil Economizer Replacement	\$ 250,000	\$ 750,000			
GBF: Potable & Heating Water Loop Improvements			\$ 1,000,000		
GBF: South Plant RAS/WAS Pumps	\$ 800,000				
Green Infrastructure - East River Lift Station		\$ 70,000			
<b>(6) Field Services Annual Capital</b>					
Billing Program Design & Implementation		\$ 165,000			
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			
<b>(7) Laboratory Annual Capital</b>					
Auto Analyzer 3 (Low level P)	\$ 55,000				
Ion Chromatography System			\$ 60,000		
Metals Lab: PE ICP			\$ 108,000		
<b>(8) Watershed Annual Capital</b>					
<b>(9) Annual Capital Renewal &amp; Replacement</b>					
Interceptor Renewal & Replacement (See Tab R&R 6-20)			\$ 122,000	\$ 126,000	\$ 130,000
Wastewater Treatment Facility Renewal & Replacement (See Tab R&R 6-20)		\$ 77,000	\$ 2,361,000	\$ 2,811,000	\$ 3,484,000
<b>Grand Total</b>	<b>\$ 56,105,000</b>	<b>\$ 44,545,000</b>	<b>\$ 41,571,228</b>	<b>\$ 50,630,756</b>	<b>\$ 45,988,000</b>

Summary					
(1) Major Capital	\$ 32,300,000	\$ 33,525,000	\$ 28,020,228	\$ 41,913,756	\$ 32,834,000
(2) Interceptor Major Capital	\$ 20,250,000	\$ 7,425,000	\$ 8,920,000	\$ 5,050,000	\$ 9,450,000
(3) Maintenance Annual Capital <sup>2</sup>	\$ 130,000	\$ 248,000	\$ 170,000	\$ 460,000	\$ 90,000
(4) Information Technology Annual Capital <sup>2</sup>	\$ 320,000	\$ 435,000	\$ 660,000		
(5) Engineering Annual Capital <sup>2</sup>	\$ 3,550,000	\$ 2,570,000			
(6) Field Services Annual Capital <sup>2</sup>		\$ 265,000	\$ 150,000	\$ 270,000	
(7) Laboratory Annual Capital <sup>2</sup>	\$ 55,000		\$ 168,000		
(8) Watershed Annual Capital <sup>2</sup>					
(9) Annual Capital Renewal & Replacement <sup>2</sup>		\$ 77,000	\$ 2,483,000	\$ 2,937,000	\$ 3,614,000
<b>Grand Total</b>	<b>\$ 56,605,000</b>	<b>\$ 44,545,000</b>	<b>\$ 40,571,228</b>	<b>\$ 50,630,756</b>	<b>\$ 45,988,000</b>
<sup>2</sup> Total Annual Capital	\$ 4,055,000	\$ 3,595,000	\$ 3,631,000	\$ 3,667,000	\$ 3,704,000

# 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 or Municipal Only	Amount
<b>BUSINESS SERVICES</b>		
<b>Information Technology</b>		
GBF & DPF: THIN Manager	Common to All	270,000
GBF: County Wide Radio Communications	Common to All	50,000
<b>Total Information Technology</b>		<b>320,000</b>
<b>Total Business Services</b>		<b>320,000</b>
<b>Operations</b>		
<b>Maintenance</b>		
GBF: Replace UPS-A1 systems (3 units)	Common to All	35,000
Vehicle ID# 110 Replacement (Watershed)	Common to All	30,000
GBF: Green Infrastructure	Common to All	65,000
<b>Total Maintenance</b>		<b>130,000</b>
<b>Total Operations</b>		<b>130,000</b>
<b>Technical Services</b>		
<b>Engineering</b>		
GBF: Administration Building North HVAC Improvements	Common to All	1,000,000
GBF: Basin Drain Pumping & Piping	Common to All	500,000
GBF: High Strength Waste System Improvements	Common to All	500,000
GBF: Hot Oil Economizer Replacement	Common to All	250,000
GBF: South Plant RAS/WAS Pumps	Common to All	800,000
<b>Total Engineering</b>		<b>3,050,000</b>
<b>Total Technical Services</b>		<b>3,050,000</b>
<b>Environmental Programs</b>		
<b>Laboratory</b>		
Auto Analyzer 3 (Low level P)	Common to All	55,000
<b>Total Laboratory</b>		<b>55,000</b>
<b>Total Environmental Programs</b>		<b>55,000</b>
<b>Total Annual Capital Items</b>		<b>\$ 3,555,000</b>





*Protecting our most valuable resource, water*



[www.newwater.us](http://www.newwater.us)

2231 North Quincy Street  
Green Bay, WI 54302

(920)432-4893