



2022
Budget

2022 Budget 1

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Message from the Executive Director

Northeast Wisconsin is perched at the edge of the world's largest freshwater estuary. When the founders launched NEW Water, the brand of the Green Bay Metropolitan Sewerage District in 1931, they did so with an eye to the community, recognizing that protecting these precious waters is an undertaking requiring partnerships to succeed. Their vision continues today. While operating under a new brand, our dedication to public health, safety and reliable service still remains. NEW Water is a shared community resource that continues to serve the people, visitors, businesses, and industries of Northeast Wisconsin.

To ensure continued reliability of these essential services for the protection of public health and the region's water environment, NEW Water has prepared this 2022 budget to plan for the future.

NEW Water takes a proactive approach to financial stewardship, with cost saving measures including producing 40% of our electricity needs; adopting a cost-effective approach to permit compliance through working in the watershed, which also yields greater environmental gain; and by securing low-cost Clean Water Fund loans and grants to offset costs. Due to sound financial operations, NEW Water maintains a AAA bond rating.

Our 2022 budget drivers include a Capital Improvement Plan resulting from the Liquids Facility Plan, a reserve build component to support future capital projects and manage rate impacts, and incorporation of the Resource Recovery and Electrical Energy (R2E2) capital fixed asset investments into the Cost Allocation Methodology process to ensure equitable distribution of costs.

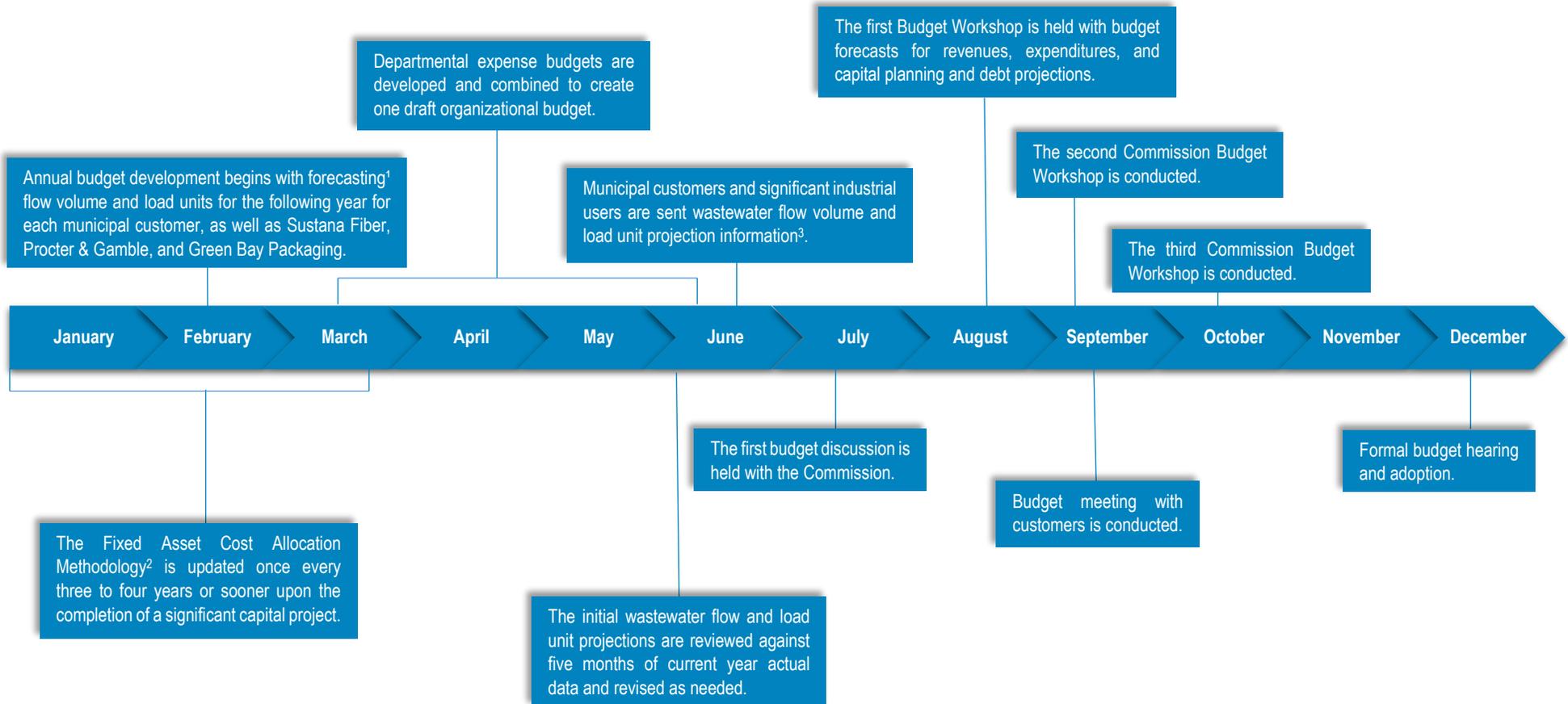
- The Liquids Facility Plan and Capital Improvement Plan support critical infrastructure requirements at our treatment facilities and throughout our interceptor system. Permit compliance, aging infrastructure, and capacity needs drive our capital improvement plan.
- To support the Capital Improvement Plan, the organization needs to build capital financial reserves. NEW Water's financial reserves help fund future capital projects, limit future debt obligations, and provide a means to avoid large swings in user rates.
- The R2E2 Solids Handling project was a large construction project that spanned several years and was completed in 2020. Capital fixed assets from the R2E2 project, as well as other completed capital projects, were included in an updated Cost Allocation Methodology document. This methodology is reviewed and updated every three years or after a significant capital project, such as R2E2, to distribute capital investments across rate parameters based upon the intended treatment purpose of the investment. Therefore, users pay according to their usage of the NEW Water system.

While continuing to operate around the clock, NEW Water is strategically planning for the future to prioritize projects to provide nonstop reliability our community expects. It is this commitment to reliability that allows the community to wash their dishes, do laundry, and run their businesses whenever they want.

I want to take the opportunity to thank the Commission for ongoing leadership, guidance, and support for strategic financial and capital planning; to the NEW Water Team for their dedication to public service each day no matter the challenges thrown their way; and to our customers, who work with us throughout the year to partner to protect our most valuable resource, water.

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

Budget Calendar



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

² The Fixed Asset Cost Allocation Methodology is performed by an external rate consultant, who allocates 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 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.

		2020 Budget	2020 Actual	2021 Budget	% Of Overall Expenses	2022 Budget	% Of Overall Expenses	2022 Budget Favorable / (Unfavorable) Variance	% Variance	
Revenues	Municipal User Fees ¹	\$35,581,435	\$38,278,152	\$37,015,457	83.6%	\$39,149,604	86.3%	\$2,134,147	5.8%	
	Procter & Gamble (P&G) User Fees	1,510,146	1,378,532	1,368,614	3.1%	1,393,752	3.1%	25,138	1.8%	
	Green Bay Packaging (GBP) User Fees	-	60,454	1,129,251	2.6%	723,141	1.6%	(406,110)	-36.0%	
	Mills Direct Allocation Charges (Year End)	117,200	123,393	187,262	0.4%	215,716	0.5%	28,454	15.2%	
	P&G Capital Charges	1,204,467	1,204,467	1,275,798	2.9%	1,316,979	2.9%	41,181	3.2%	
	GBP Capital Charges	-	384,447	853,947	1.9%	821,353	1.8%	(32,594)	-3.8%	
	General Reserve Interest	21,855	21,855	19,619	0.0%	19,619	0.0%	(0)	0.0%	
	Other Revenues	1,195,859	1,589,989	1,469,191	3.3%	1,374,110	3.0%	(95,081)	-6.5%	
		39,630,962	43,041,289	43,319,139	97.8%	\$45,014,274	99.2%	\$1,695,135	3.9%	
	Debt and ICR Reserve Transfers	1,536,616	1,536,616	1,440,869	3.3%	1,440,343	3.2%	(527)	0.0%	
	Contributions to and from Capital Reserve		(2,311,103)	(460,000)	-1.0%	(1,050,000)	-2.3%	(590,000)	128.3%	
	General Reserve Interest Transfer			(19,619)	0.0%	(19,619)	0.0%	0	0.0%	
	General Fund Transfers	480,000	480,000	0	-	0	0.0%	-	0.0%	
	\$2,016,616	\$(294,487)	\$961,250	2.2%	\$370,724	0.8%	\$(590,527)	-61.4%		
	Total Revenues	\$41,647,577	\$42,746,802	\$44,280,388	100.0%	\$45,384,997	100.0%	\$1,104,609	2.5%	
Expenses	Salaries & Benefits	\$11,383,710	\$11,764,583	\$11,841,659	26.7%	\$12,087,372	26.6%	\$(245,713)	-2.1%	
	Power	1,607,896	2,006,817	1,764,594	4.0%	1,693,501	3.7%	71,093	4.0%	
	Contracted Services	3,863,924	3,253,768	3,627,408	8.2%	3,795,717	8.4%	(168,309)	-4.6%	
	Maintenance & Repairs	1,634,541	2,121,706	2,153,598	4.9%	1,503,490	3.3%	650,108	30.2%	
	Chemicals	978,403	1,510,964	935,120	2.1%	1,401,810	3.1%	(466,690)	-49.9%	
	Natural Gas & Fuel Oil	702,907	693,829	418,044	0.9%	547,203	1.2%	(129,159)	-30.9%	
	Solid Waste Disposal	254,828	459,300	282,468	0.6%	333,651	0.7%	(51,183)	-18.1%	
	Interceptor System ²	631,136	409,836	849,521	1.9%	1,068,934	2.4%	(219,413)	-25.8%	
	Administrative and Information Technology	659,991	604,568	717,666	1.6%	779,775	1.7%	(62,109)	-8.7%	
	Insurance	290,490	314,697	346,936	0.8%	428,130	0.9%	(81,194)	-23.4%	
	Supplies	221,774	372,906	228,890	0.5%	236,182	0.5%	(7,292)	-3.2%	
	Employee Training & Development	178,562	73,573	159,079	0.4%	156,733	0.3%	2,346	1.5%	
	Travel and Meetings	88,493	6,580	56,998	0.1%	92,864	0.2%	(35,866)	-62.9%	
	DNR Environmental Fees	131,000	133,751	138,750	0.3%	146,184	0.3%	(7,434)	-5.4%	
		Total O&M Expenses	\$22,627,655	\$23,726,879	\$23,520,731	53.1%	\$24,271,546	53.5%	\$(750,815)	-3.2%
	Debt Service ³	\$17,248,923	\$17,248,923	\$17,649,657	39.9%	\$16,623,452	36.6%	\$1,026,206	5.8%	
Annual Capital	\$1,771,000	\$1,771,000	\$3,110,000	7.0%	\$4,490,000	9.9%	\$(1,380,000)	-44.4%		
	Total Debt Service & Annual Capital	\$19,019,923	\$19,019,923	\$20,759,657	46.9%	\$21,113,452	46.5%	\$(353,794)	-1.7%	
	Total Expenses	\$41,647,578	\$42,746,802	\$44,280,388	100.0%	\$45,384,997	100.0%	\$(1,104,609)	-2.5%	

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 2022 budget is for 2023 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, 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.

A close-up photograph of a laboratory pipette dispensing liquid into a row of small glass vials. The pipette is black and mounted on a metal stand. The vials are arranged in a line, and the liquid being dispensed is a light greenish-yellow color. The background is slightly 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, and 35% of total capital. The remaining 65% of the total capital is collected through the Capital Fixed Charge from the Municipal Customers and SF.

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

The SF wastewater parameter unit rates are calculated in accordance with an agreement executed with SF, City of De Pere, and NEW Water. The SF wastewater parameter unit rates are comprised of Municipal Only and Common to All operation and maintenance expenses, plus a portion of the 35% total capital. SF conveys its wastewater through a dedicated pressurized force main that discharges into the De Pere Treatment Facility.

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

Municipal Operation and Maintenance Rate Comparison					
Parameter	COS Title	Units	2021 COS Rate (SF Adjusted) ³	2022 COS Rate (SF Adjusted) ³	2022 Budget Comparison with 2021 Adopted Budget
Volume	FLOW	1,000 gallons	\$0.69630	\$0.70624	\$0.0099
Biochemical Oxygen Demand	BOD	lbs	\$0.31750	\$0.31254	(\$0.0050)
Suspended Solids	TSS	lbs	\$0.28332	\$0.33888	\$0.0556
Phosphorus	PHOS	lbs	\$0.71995	\$1.91281	\$1.1929
Total Kjeldahl Nitrogen	TKN	lbs	\$0.84000	\$0.54775	(\$0.2922)

Total Mills (P&G and GBP) Operation & Maintenance Rate Comparison ¹					
Parameter	COS Title	Units	2021 COS Rate	2022 COS Rate	2022 Budget Comparison with 2021 Adopted Budget
Volume	FLOW	1,000 gallons	\$0.52942	\$0.46443	(\$0.0650)
Biochemical Oxygen Demand	BOD	lbs	\$0.24470	\$0.24250	(\$0.0022)
Suspended Solids	TSS	lbs	\$0.20904	\$0.24807	\$0.0390
Phosphorus	PHOS	lbs	\$0.55710	\$1.60909	\$1.0520
Total Kjeldahl Nitrogen	TKN	lbs	\$0.75739	\$0.47977	(\$0.2776)

Sustana Fiber Operation & Maintenance Rate Comparison ²					
Parameter	COS Title	Units	2021 COS Rate (SF Adjusted) ³	2022 COS Rate (SF Adjusted) ³	2022 Budget Comparison with 2021 Adopted Budget
Volume	FLOW	1,000 gallons	\$0.53014	\$0.48341	(\$0.0467)
Biochemical Oxygen Demand	BOD	lbs	\$0.30621	\$0.30142	(\$0.0048)
Suspended Solids	TSS	lbs	\$0.27388	\$0.32798	\$0.0541
Phosphorus	PHOS	lbs	\$0.69436	\$1.84073	\$1.1464
Total Kjeldahl Nitrogen	TKN	lbs	\$0.80404	\$0.52557	(\$0.2785)

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

²Fixed 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 Fixed Charge amount is proportional to the customer's budgeted use of the system.

Procter & Gamble and Green Bay Packaging are not assessed a Fixed Charge. However, they are allocated an equitable portion of Mill Only and Common to All [Capital and Debt Service Costs](#), which are based upon their allocated parameter capacities within their Tripartite Agreement. The total capital amount due from each mill is invoiced annually and shown on the [Procter & Gamble Cost of Service](#) and the [Green Bay Packaging Cost of Service](#) pages.

	VOLUME		BOD		TSS		PHOS		TKN		Fixed Charge	TOTAL AMOUNT
	1,000 Gallons	Amount	Lbs	Amount	Lbs	Amount	Lbs	Amount	Lbs	Amount	Amount	
City of Green Bay	5,500,000	\$3,884,316	8,036,472	\$2,511,754	9,453,768	\$3,203,723	195,084	\$373,158	1,215,408	\$665,738	\$6,114,756	\$16,753,445
City of De Pere	1,230,000	868,674	3,653,344	1,141,832	1,900,000	643,878	20,976	40,123	249,471	136,647	1,694,397	4,525,551
Sustana Fiber	256,080	123,791	1,730,184	521,519	883,310	289,707	26,033	47,920	272,914	143,435	787,675	1,914,047
Village of Allouez	750,000	529,680	905,000	282,853	1,050,000	355,827	23,000	43,995	159,000	87,092	711,565	2,011,011
Village of Ashwaubenon	1,450,515	1,024,411	2,867,592	896,250	2,609,376	884,274	69,408	132,764	326,256	178,706	1,837,708	4,954,112
Village of Bellevue	760,913	537,387	978,840	305,931	951,372	322,404	23,472	44,897	179,916	98,549	704,087	2,013,254
Village of Hobart	281,558	198,847	454,284	141,984	481,176	163,062	10,308	19,717	84,276	46,162	326,400	896,173
Village of Howard	830,000	586,179	916,025	286,298	1,862,102	631,035	22,577	43,185	275,928	151,139	1,000,773	2,698,609
Village of Luxemburg	170,000	120,061	34,344	10,734	81,108	27,486	3,084	5,899	13,884	7,605	67,626	239,411
Village of Pulaski	198,000	139,835	59,664	18,648	58,632	19,869	6,480	12,395	34,128	18,694	78,504	287,945
Village of Suamico	221,035	156,104	627,108	195,999	540,504	183,168	13,944	26,672	75,864	41,554	375,776	979,273
Town of Ledgeview Sanitary District #2	187,000	132,067	303,696	94,918	307,488	104,202	8,520	16,297	63,240	34,640	216,587	598,711
Town of Lawrence – Utility District	146,214	103,262	319,044	99,715	542,748	183,928	7,320	14,002	57,540	31,517	283,623	716,048
Pittsfield Sanitary District	14,541	10,269	19,333	6,042	24,878	8,431	459	878	3,672	2,011	15,725	43,357
Scott Municipal Utility	130,000	91,811	165,551	51,742	250,201	84,789	4,299	8,223	32,539	17,823	147,680	402,069
Dyckesville Sanitary District	33,947	23,975	54,840	17,140	70,568	23,914	1,302	2,490	10,416	5,705	43,363	116,588
Total Municipal	12,159,803	\$8,530,668	21,125,321	\$6,583,359	21,067,231	\$7,129,698	436,266	\$832,616	3,054,452	\$1,667,020	\$14,406,244	\$39,149,604
Procter & Gamble	1,650,000	\$766,308	456,048	\$110,589	2,006,100	\$497,654	2,304	\$3,707	32,292	\$15,493	\$-	\$1,393,752
Green Bay Packaging	730,000	339,033	658,825	159,762	236,520	58,674	48,545	78,113	182,500	87,558	-	723,141
Total Mill	2,380,000	\$1,105,341	1,114,873	\$270,351	2,242,620	\$556,328	50,849	\$81,821	214,792	\$103,051	\$-	\$2,116,892
Grand Total												
Units	14,539,803		22,240,194		23,309,851		487,115		3,269,244			
Costs		\$9,636,009		\$6,853,710		\$7,686,026		\$914,437		\$1,770,071	\$14,406,244	\$41,266,497

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.

	2022 Budget	2021 Budget	2020 Actual	2019 Actual	2018 Actual
City of Green Bay	\$16,753,445	\$15,377,399	\$16,271,706	\$16,173,806	\$15,628,645
City of De Pere	4,525,551	5,032,867	5,321,349	5,381,128	5,600,077
Sustana Fiber	1,914,047	1,677,536	1,051,340	1,051,463	1,252,927
Village of Allouez	2,011,011	1,879,662	1,990,409	1,972,098	1,839,982
Village of Ashwaubenon	4,954,112	4,687,553	4,677,260	4,378,347	4,263,876
Village of Bellevue	2,013,254	2,071,082	1,868,570	1,870,357	1,820,884
Village of Hobart	896,173	675,292	794,472	673,865	611,406
Village of Howard	2,698,609	2,425,607	3,167,378	2,622,004	2,221,654
Village of Luxemburg	239,411	222,042	222,739	266,184	248,785
Village of Pulaski	287,945	292,189	273,357	311,435	340,975
Village of Suamico	979,273	994,349	925,607	841,333	779,565
Town of Ledgeview Sanitary District #2	598,711	532,451	563,773	525,757	512,700
Town of Lawrence – Utility District	716,048	605,427	623,258	575,608	497,453
Pittsfield Sanitary District	43,357	42,161	39,399	38,687	37,672
Scott Municipal Utility	402,069	391,529	387,056	393,271	372,701
Dyckesville Sanitary District	116,588	108,310	100,481	94,464	85,567
Total Municipal	\$39,149,604	\$37,015,457	\$38,278,154	\$37,169,807	\$36,114,869
Green Bay Packaging	\$723,141	\$1,129,251	\$60,454	\$0	\$0
Procter & Gamble	1,393,752	1,368,614	1,378,531	1,393,001	1,444,114
Total Mill	\$2,116,892	\$2,497,864	\$1,438,985	\$1,393,001	\$1,444,114
Total User Fees	\$41,266,497	\$39,513,322	\$39,717,139	\$38,562,808	\$37,558,983

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 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 Fixed Charge column shows the fixed charge amount (65% of capital) to be collected from the municipal customers. The Capital Cost is comprised of the remaining 35% of capital and is distributed to each parameter based upon the same process described above for the Operating Costs.

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

	Total	VOLUME	BOD	TSS	PHOS	TKN	Fixed Charge
Unit Value		1,000 gallons	lbs	lbs	lbs	lbs	N/A
Units		12,159,803	21,125,321	21,067,231	436,266	3,054,452	N/A
COST OF SERVICE							
Municipal							
Operating Cost	\$20,462,062	\$7,952,458	\$5,119,458	\$5,223,936	\$701,847	\$1,464,363	\$-
Pretreatment Cost Allocation	256,617	0	126,127	84,157	5,529	40,805	0
Capital Cost	18,430,925	578,210	1,337,774	1,821,605	125,241	161,852	14,406,244
Total Cost	\$39,149,604	\$8,530,668	\$6,583,359	\$7,129,698	\$832,616	\$1,667,020	\$14,406,244
Unit Operating Cost		\$0.65400	\$0.24831	\$0.25196	\$1.62143	\$0.49278	
Unit Capital Cost		\$0.04755	\$0.06333	\$0.08647	\$0.28707	\$0.05299	
Unit Combined Cost		\$0.70155	\$0.31163	\$0.33843	\$1.90850	\$0.54577	
Sustana Fiber Adjustment		\$0.00469	\$0.00091	\$0.00046	\$0.00430	\$0.00198	
Adjusted Unit Combined Cost		\$0.70624	\$0.31254	\$0.33888	\$1.91281	\$0.54775	

MUNICIPAL BUDGET RATE HISTORY						
YEAR	VOLUME	BOD	TSS	PHOS	TKN	
2022	\$0.70624	\$0.31254	\$0.33888	\$1.91281	\$0.54775	
2021	\$0.69630	\$0.31750	\$0.28332	\$0.71995	\$0.84000	
2020	\$0.72007	\$0.33516	\$0.27929	\$0.71609	\$0.82425	
2019	\$0.72428	\$0.29558	\$0.26732	\$0.44398	\$0.74148	
2018	\$0.69897	\$0.35126	\$0.28304	\$0.75833	\$0.70556	

Total Mills Cost of Service

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

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

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

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

	Total	VOLUME	BOD	TSS	PHOS	TKN	Capital Charge	Direct Charges
Unit Value		1,000 gallons	lbs	lbs	lbs	lbs	N/A	N/A
Units		2,380,000	1,114,873	2,242,620	50,849	214,792	N/A	N/A
Cost of Service								
Operating Cost	\$2,116,892	\$1,105,341	\$270,351	\$556,328	\$81,821	\$103,051	\$0	0
Capital Charge	2,138,332	0	0	0	0	0	2,138,332	0
Direct Charges	146,122	0	0	0	0	0	0	146,502
Credits	(245,571)	0	0	0	0	0	0	(245,571)
Total Cost	\$4,155,775	\$1,105,341	\$270,351	\$556,328	\$81,821	\$103,051	\$2,138,332	(\$99,070)
Unit Cost		\$0.46443	\$0.24250	\$0.24807	\$1.60909	\$0.47977		

TOTAL MILLS BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
2022	\$0.46443	\$0.24250	\$0.24807	\$1.60909	\$0.47977
2021	\$0.52942	\$0.24470	\$0.20904	\$0.55710	\$0.75739

Procter & Gamble Cost of Service

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

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

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

	Total	VOLUME	BOD	TSS	PHOS	TKN	Capital Charge ¹	Direct Charges
Unit Value		1,000 gallons	lbs	lbs	lbs	lbs	N/A	N/A
Units		1,650,000	456,048	2,006,100	2,304	32,292	N/A	N/A
Cost of Service								
Operating Cost	\$1,393,752	\$766,308	\$110,589	\$497,654	\$3,707	\$15,493	\$0	0
Capital Charge	1,316,979	0	0	0	0	0	1,316,979	0
Direct Charges	67,014	0	0	0	0	0	0	67,014
Total Cost	\$2,777,744	\$766,308	\$110,589	\$497,654	\$3,707	\$15,493	\$1,316,979	\$67,014
Unit Cost		\$0.46443	\$0.24250	\$0.24807	\$1.60909	\$0.47977		

PROCTER & GAMBLE BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
2022	\$0.46443	\$0.24250	\$0.24807	\$1.60909	\$0.47977
2021	\$0.53014	\$0.30621	\$0.27388	\$0.69436	\$0.80404
2020	\$0.56266	\$0.25891	\$0.20401	\$0.56941	\$0.74910
2019	\$0.58964	\$0.23376	\$0.20216	\$0.29866	\$0.67460
2018	\$0.58847	\$0.28878	\$0.22148	\$0.69239	\$0.64105

¹ Capital Charges invoiced annually.

Green Bay Packaging Cost of Service

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

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

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

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

	Total	VOLUME	BOD	TSS	PHOS	TKN	Capital Charge ¹	Direct Charges
Unit Value		1,000 gallons	lbs	lbs	lbs	lbs	N/A	N/A
Units		730,000	658,825	236,520	48,545	182,500	N/A	N/A
Cost of Service								
Operating Cost	\$723,141	\$339,033	\$159,762	\$58,674	\$78,113	\$87,558	\$0	0
Capital Charge	\$821,353	0	0	0	0	0	821,353	0
Direct Charges	\$79,109	0	0	0	0	0	0	79,109
Credits	(\$245,571)	0	0	0	0	0	0	(245,571)
Total Cost	\$1,378,030	\$339,033	\$159,762	\$58,674	\$78,113	\$87,558	\$821,353	(\$166,463)
Unit Cost		\$0.46443	\$0.24250	\$0.24807	\$1.60909	\$0.47977		

GREEN BAY PACKAGING BUDGET RATE HISTORY						
YEAR	VOLUME	BOD	TSS	PHOS	TKN	
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 Fixed Charge, which is the same process used for the municipal customers. The Fixed 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	Fixed Charge ¹	Direct Charges
Unit Value		1,000 gallons	lbs	lbs	lbs	lbs	N/A	
Units		256,080	1,730,184	883,310	26,033	272,914	-	-
Cost of Service								
Operating Cost	\$978,515	\$167,475	\$419,288	\$219,030	\$41,881	\$130,840	\$-	\$-
Pretreatment Cost Allocation	17,834	-	10,330	3,529	330	3,646	-	-
Capital Cost	1,007,728	12,177	109,565	76,377	7,473	14,461	787,675	-
Subtotal Cost of Service	\$2,004,077	\$179,652	\$539,183	\$298,935	\$49,684	\$148,948	\$787,675	\$-
Direct Charges	69,594	-	-	-	-	-	-	69,594
Less SF Adjustment	(90,030)	(55,861)	(17,664)	(9,228)	(1,764)	(5,512)	-	-
Total Cost	\$1,983,641	\$123,791	\$521,519	\$289,707	\$47,920	\$143,435	\$787,675	\$69,594
Unit Cost		\$0.70155	\$0.31163	\$0.33843	\$1.90850	\$0.54577		
Unit Capital Cost		(0.21814)	(0.01021)	(0.01045)	(0.06778)	(0.02020)		
Unit Combined Cost (with SF Adjustment)		\$0.48341	\$0.30142	\$0.32798	\$1.84073	\$0.52557		

SUSTANA FIBER BUDGET RATE HISTORY					
YEAR	VOLUME	BOD	TSS	PHOS	TKN
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 Fixed 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	Allocations ¹			
	FY2022	Municipal	Green Bay Packaging	P&G
4198-29 Phase 2 Interceptor Rehabilitation	216,063	216,063	0	0
4198-45 DPF East Service Area Interceptor Rehabilitation	186,682	186,682	0	0
4198-21 East Tower Drive Interceptor	182,681	182,681	0	0
East River Interceptor Rehabilitation	259,014	259,014	0	0
East River Lift Station - Redundancy & Rehabilitation	128,795	128,795	0	0
Other General Obligation Debt				
2008 General Obligation – Re-issued March 2018	480,098	480,098	0	0
Total Debt Service – Municipal Only	\$1,453,333	\$1,453,333	\$0	\$0

Debt Service – Common to All				
Capital Project Description	Allocations ¹			
	FY2022	Municipal	Green Bay Packaging	P&G
4198-24 Electrical Generation Facility	208,133	186,654	8,705	12,774
4198-25 RAS/WAS Improvements	662,410	594,050	27,703	40,656
4198-27 Solids Process Improvement	352,244	315,893	14,732	21,619
4198-32 GBF Administration & Maintenance Building HVAC Replacement	206,267	184,981	8,627	12,660
4198-35 Solids, Ferric Chloride, Gate Replacement, Bar Screens, M&C WAS	300,385	269,386	12,563	18,436
4198-37 Consolidation/Conveyance/Chemical Feed Building	880,181	789,348	36,811	54,022
4198-44 R2E2 Solids Management	980,564	870,442	38,712	71,410
4198-52 GBF Disinfection Project	112,948	101,292	4,724	6,932
4198-99 GBF Solids Management Plan/R2E2 – Construction	8,500,894	7,546,203	335,610	619,082
4198-48 DPF UV Disinfection System Equipment Replacement	270,830	242,881	11,327	16,622
4198-53 DPF Substation & Emergency Generator	887,152	795,600	37,103	54,450
4198-63 DPF Tertiary Filter Replacement	645,271	578,680	26,987	39,604
Other General Obligation Debt				
2008 General Obligation – Re-issued March 2018	280,152	251,241	11,717	17,195
Dec. 2007 Promissory Note to City of De Pere	160,485	143,923	6,712	9,850
GBF Solids Management Plan – Design	722,204	641,097	28,512	52,595
Total Debt Service – Common to All	\$15,170,119	\$13,511,671	\$610,541	\$1,047,907

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

Debt Service Offsets				
Debt Offset Description	Allocations ¹			
	FY2022	Municipal	Green Bay Packaging	P&G
Mill Capital Charges – former Georgia-Pacific obligation	(374,820)	(374,820)	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
City of Green Bay Interceptors Payment	(131,472)	(131,472)	0	0
Town of Lawrence Interceptors Payment (9 th St Seg 5 Ext, Ash Creek 2,3,4,6,7, and Ash Interceptor 2,3,& 4)	(197,077)	(197,077)	0	0
New Franken Sanitary District Interceptor Payment	(21,480)	(21,480)	0	0
Royal Scott Sanitary District #1 Interceptor Payment	(8,902)	(8,902)	0	0
Balance of Debt Payments Funded from ICR Reserve	(533,049)	(533,049)	0	0
Total Debt Service Offsets	(\$1,440,343)	(\$1,440,343)	\$0	\$0
Total Debt Service	\$15,183,109	\$13,524,661	\$610,541	\$1,047,907
Annual Capital Outlay				
Annual Capital Description	Allocations ¹			
	FY2022	Municipal	Green Bay Packaging	P&G
2022 Requests – Allocated to All	4,040,000	3,654,621	172,513	212,866
2022 Requests – Allocated to Municipal Only	450,000	450,000	0	0
Total Annual Capital Outlay	\$4,490,000	\$4,104,621	\$172,513	\$212,866
Total Annual Capital, Debt Service, and Capital Reserves	\$19,673,109	\$17,629,282	\$783,054	\$1,260,773
Revenues & Transfers				
Debt Offset Description	Allocations ¹			
	FY2022	Municipal	Green Bay Packaging	P&G
General Reserve Interest Offset	(\$19,619)	(\$19,619)	\$0	\$0
Miscellaneous Revenue Offset ²	(\$134,233)	(\$120,380)	(\$5,614)	(\$8,239)
Total Non-Rate Revenues (Capital-Related)	(\$153,852)	(\$139,999)	(\$5,614)	(\$8,239)
Contribution to Capital Reserve	1,050,000	941,642	43,913	64,445
Net Annual Capital, Debt Service, and Operating Fund Capital Reserve³	\$20,569,257	\$18,430,925	\$821,353	\$1,316,979

¹ Based on Revised Cost of Service Allocations from CDM Smith, Inc. dated April 26, 2021.

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 2022 Budget is for 2023 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	2022 Budget for 2023 Debt Payments	Loan Date	Last Payment
4198-27	Solids Process Improvement	5,347,693	352,244	12/8/2004	May 2024
4198-21	East Tower Drive Interceptor	2,761,526	182,681	4/13/2005	May 2024
Dec. 2007	Promissory Note to City of De Pere	2,000,000	160,485	12/28/2007	Dec 2027
Sept. 2008	2008 General Obligation – Sewerage System Improvement Bond Re Issue 03/2018	6,505,000	760,250	3/15/2028	May 2028
4198-25	RAS/WAS Improvements	10,460,782	662,410	3/19/2018	May 2028
4198-35	Combined Treatment Facilities Projects	4,211,341	300,385	12/9/2009	May 2029
4198-37	Consolidation/Conveyance Project	12,821,922	880,181	12/9/2009	May 2029
4198-29	Phase Two Interceptor Rehabilitation	3,421,382	216,063	11/10/2010	May 2030
4198-24	Electrical Generator Project	3,246,148	208,133	12/22/2010	May 2030
4198-32	GBF Administration & Maintenance Building HVAC Replacement	3,133,312	206,267	4/10/2013	May 2032
July 2013	Green Bay Facility Solids Management Plan – Design	20,000,000	722,204	8/20/2013	May 2038
4198-45	De Pere Facility East Service Area Interceptor Rehabilitation	3,146,593	186,682	12/12/2012	May 2032
4198-48	DPF Disinfection System Upgrade	4,272,020	270,830	1/8/2014	May 2033
4198-44	GBF Solids Management Plan Construction (R2E2)	15,209,242	980,564	8/13/2014	May 2034
4198-52	GBF Disinfection System Upgrade	1,850,000	112,948	12/23/2015	May 2035
4198-53	DPF Substation & Emergency Generator	14,630,180	887,152	6/30/2019	May 2039
4198-99	GBF Solids Management Plan Construction (R2E2)*	138,880,269	8,500,894	10/14/2015	May 2035
Total Existing Debt		\$251,897,410	\$15,590,371		
MAJOR CAPITAL: PLANT					
(New)	DPF: Tertiary Filter Replacement	9,600,000	645,271	6/1/2021	May 2042
MAJOR CAPITAL: INTERCEPTORS					
(New)	East River Lift Station – Upsizing & Rehabilitation	1,900,000	128,795	1/1/2022	May 2043
(New)	East River Interceptor Rehabilitation	3,106,000	259,014	6/1/2022	May 2043
Total New Debt		\$14,606,000	\$1,033,080		
Grand Total with New Debt		\$266,503,410	\$16,632,452		

Allocation of Operation & Maintenance Costs

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	\$705,907	\$98,827	\$84,709	\$63,531	\$42,355	\$49,413	\$148,241	\$169,418	\$-	\$49,414
Water Quality Testing	838,717	838,717	0	0	0	0	0	0	0	0
Total Laboratory Services	\$1,544,624	\$937,544	\$84,709	\$63,531	\$42,355	\$49,413	\$148,241	\$169,418	\$-	\$49,414
Treatment										
Pump Station	\$133,907	\$133,907	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Primary Treatment	179,920	179,920	0	0	0	0	0	0	0	0
Grit Removal	23,432	0	0	23,432	0	0	0	0	0	0
Aeration	258,110	0	129,055	0	0	129,055	0	0	0	0
Final & Chlorine Contact Basins	230,064	230,064	0	0	0	0	0	0	0	0
Filtration	34,282	34,282	0	0	0	0	0	0	0	0
Primary Thickeners	89,380	536	8,044	80,263	536	0	0	0	0	0
Waste Activated Sludge Thickeners	191,528	0	114,917	72,780	0	3,831	0	0	0	0
Dewatering/Incineration	497,972	1,673	156,588	333,655	1,673	4,383	0	0	0	0
Primary Sludge	278,814	1,673	25,093	250,375	1,673	0	0	0	0	0
Secondary Sludge	219,157	0	131,494	83,280	0	4,383	0	0	0	0
Incineration	596,637	1,666	216,368	370,558	1,666	6,379	0	0	0	0
Primary Sludge	277,675	1,666	24,991	249,352	1,666	0	0	0	0	0
Secondary Sludge	318,962	0	191,377	121,206	0	6,379	0	0	0	0
Digestion	276,264	771	100,186	171,581	771	2,954	0	0	0	0
Struvite Harvesting	182,241	254	33,045	56,593	91,375	974	0	0	0	0
Power Generation	232,155	648	84,190	144,186	648	2,482	0	0	0	0
Solids, General	261,592	798	89,130	168,294	798	2,572	0	0	0	0
Reclaimed Water	678	0	0	0	0	0	0	0	0	678
Total Treatment	\$3,188,162	\$584,521	\$931,522	\$1,421,343	\$97,468	\$152,630	\$-	\$-	\$-	\$678
Maintenance/Engineering										
Maintenance	\$2,611,085	\$762,832	\$671,300	\$644,200	\$124,649	\$233,415	\$152,103	\$-	\$22,585	\$-
Engineering	1,031,822	301,448	265,277	254,568	49,258	92,239	60,107	0	8,925	0
Total All Above	\$8,375,693	\$2,586,345	\$1,952,808	\$2,383,643	\$313,730	\$527,698	\$360,451	\$169,418	\$31,510	\$50,092
Business Services & Information Systems	\$2,501,070	\$788,254	\$595,168	\$726,475	\$95,617	\$160,829	\$109,856	\$-	\$9,556	\$15,314
Total Salaries & Benefit Costs	\$10,876,763	\$3,374,599	\$2,547,975	\$3,110,118	\$409,347	\$688,527	\$470,307	\$169,418	\$41,066	\$65,405

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.

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	\$242,830	\$-	\$-	\$-	\$-	\$-	\$242,830	\$-	\$-	\$-
Mill Pump	18,508	0	0	0	0	0	0	0	18,508	0
Reclaimed Water	34,100	0	0	0	0	0	0	0	0	34,100
Secondary Effluent Pump	14,790	14,790	0	0	0	0	0	0	0	0
Process Air Compressors	638,286	0	414,886	0	0	223,400	0	0	0	0
Solids Building	152,389	426	55,263	94,645	426	1,629	0	0	0	0
Primary Sludge	70,922	426	6,383	63,688	426	0	0	0	0	0
Secondary Sludge	81,467	0	48,880	30,957	0	1,629	0	0	0	0
All Other Plant	592,599	173,129	152,355	146,205	28,290	52,975	34,521	0	5,126	0
Total Power	\$1,693,501	\$188,344	\$622,504	\$240,850	\$28,715	\$278,004	\$277,351	\$-	\$23,633	\$34,100
Fuel										
Fuel – Diesel for Generators	\$6,600	\$6,600	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Building	249,656	72,937	64,186	61,595	11,918	22,318	14,543	0	2,159	0
Incineration & Process	290,947	812	105,511	180,701	812	3,111	0	0	0	0
Primary Sludge	135,407	812	12,187	121,595	812	0	0	0	0	0
Secondary Sludge	155,540	0	93,324	59,105	0	3,111	0	0	0	0
Total Fuel	\$547,203	\$80,350	\$169,696	\$242,295	\$12,731	\$25,429	\$14,543	\$-	\$2,159	\$-
Chemicals										
Sodium Hypochlorite	\$138,590	\$138,590	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Thickening Polymer	161,184	0	96,710	61,250	0	3,224	0	0	0	0
Gravity Thickener Polymer	0	0	0	0	0	0	0	0	0	0
Dewatering Polymer	644,736	1,800	233,811	400,431	1,800	6,894	0	0	0	0
Primary Sludge	300,060	1,800	27,005	269,454	1,800	0	0	0	0	0
Secondary Sludge	344,676	0	206,806	130,977	0	6,894	0	0	0	0
Sodium Bisulfite	70,600	70,600	0	0	0	0	0	0	0	0
Ferric Chloride	62,500	31,250	0	0	31,250	0	0	0	0	0
Odor Control	5,100	1,372	1,351	1,379	253	432	273	0	41	0
Magnesium Chloride	0	0	0	0	0	0	0	0	0	0
Sodium Hydroxide – Air Pollution	33,000	92	11,967	20,496	92	353	0	0	0	0
Sodium Hydroxide – Nutrient Removal	0	0	0	0	0	0	0	0	0	0
Activated Carbon	150,000	419	54,397	93,162	419	1,604	0	0	0	0
Aqua Ammonia	0	0	0	0	0	0	0	0	0	0
Reclaimed Water	13,700	0	0	0	0	0	0	0	0	13,700
Other Chemicals	141,988	141,988	0	0	0	0	0	0	0	0
Total Chemicals	\$1,421,398	\$386,111	\$398,237	\$576,716	\$33,814	\$12,506	\$273	\$-	\$41	\$13,700

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

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

Item	Total	Common to All ¹					Municipal Only ¹		Mill Only ¹	
		Flow	BOD	TSS	PHOS	TKN	Flow	Industry	Flow	Direct
Maintenance & Repairs										
Maintenance & Repairs	\$1,483,902	\$433,384	\$381,382	\$365,986	\$70,816	\$132,609	\$86,414	\$-	\$12,831	\$480
All Other Expenses										
Solid Waste	\$333,651	\$932	\$120,997	\$207,223	\$932	\$3,567	\$-	\$-	\$-	\$-
Primary Sludge	155,281	932	13,975	139,443	932	0	0	0	0	0
Secondary Sludge	178,370	0	107,022	67,781	0	3,567	0	0	0	0
DNR Environmental Fees	146,184	1,067	49,213	51,921	33,009	10,974	0	0	0	0
Other Miscellaneous	5,489,401	1,603,736	1,411,303	1,354,331	262,056	490,720	319,774	0	47,481	0
Biogas Treatment	-	0	0	0	0	0	0	0	0	0
Total All Other	\$5,969,235	\$1,605,735	\$1,581,513	\$1,613,475	\$295,997	\$505,261	\$319,774	\$-	\$47,481	\$-
Total Treatment Plant O & M	\$21,992,002	\$6,068,523	\$5,701,307	\$6,149,440	\$851,420	\$1,642,335	\$1,168,662	\$169,418	127,212	\$113,685
Field Services O & M										
Pretreatment	\$248,372	\$-	\$-	\$-	\$-	\$-	\$-	\$248,372	\$-	\$-
Municipal Interceptors	\$687,875	0	0	0	0	0	687,875	0	0	0
Mill Interceptors	\$2,274	0	0	0	0	0	0	0	474	1,800
Sustana Fiber Force Main	\$44,998	0	0	0	0	0	0	0	0	44,998
Municipal Metering Stations	\$318,978	0	0	0	0	0	318,978	0	0	0
Mill Metering Stations	\$35,103	0	0	0	0	0	0	0	0	35,103
Municipal Lift Stations	\$492,207	0	0	0	0	0	492,207	0	0	0
Subtotal	\$1,829,807	\$-	\$-	\$-	\$-	\$-	\$1,499,060	\$248,372	\$474	\$81,901
All Other (Field Services Salaries after distribution)	449,737	0	0	0	0	0	368,445	61,046	116	20,130
Total Interceptor System O & M	\$2,279,544	\$-	\$-	\$-	\$-	\$-	\$1,867,505	\$309,418	\$590	\$102,031
Total O & M Costs	\$24,271,546	\$6,068,523	\$5,701,307	\$6,149,440	\$851,420	\$1,642,335	\$3,036,167	\$478,836	\$127,802	\$215,716
Distribution to Participants										
Municipal	\$21,860,467	\$5,075,175	\$5,415,508	\$5,557,808	\$762,542	\$1,534,432	\$3,036,167	\$478,836	\$-	\$-
Sustana Fiber	69,594	0	0	0	0	0	0	0	0	69,594
Green Bay Packaging	830,723	304,682	168,891	62,397	84,851	91,681	0	0	39,113	79,109
Procter & Gamble	1,510,761	688,666	116,909	529,235	4,027	16,222	0	0	88,689	67,014
Total	\$24,271,546	\$6,068,523	\$5,701,307	\$6,149,440	\$851,420	\$1,642,335	\$3,036,167	\$478,836	\$127,802	\$215,716

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.
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

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	-	180		180				\$180
Benefits – P&G Interceptor	-	57		57				57
Salaries – P&G Meter Station	2,328	9,960	12,288					12,288
Benefits – P&G Meter Station	735	3,145	3,881					3,881
Salaries – GBP Interceptor	-	180				180		180
Benefits – GBP Interceptor	-	57				57		57
Salaries – GBP Meter Station	2,328	9,960			12,288			12,288
Benefits – GBP Meter Station	735	3,145			3,881			3,881
Salaries – Sustana Fiber – Force Main	-	9,600					9,600	9,600
Benefits – Sustana Fiber – Force Main	-	3,032					3,032	3,032
Salaries – Sustana Fiber – Meter Station	-	23,040					23,040	23,040
Benefits – Sustana Fiber – Meter Station	-	7,276					7,276	7,276
Repair & Maintenance (R & M) – P&G Interceptor			-	900				900
R & M – P&G Meter Station			1,071					1,071
Phones – P&G			624					624
Power – P&G			-					-
Repair & Maintenance (R & M) – GBP Interceptor						900		900
R & M – GBP Meter Station					1,071			1,071
Phones – GBP					-			-
Power – GBP					-			-
R & M – Force Main							2,000	2,000
R & M – Meter Station							50	50
Chemicals							-	-
Total	\$6,126	\$69,632	\$17,863	\$1,137	\$17,240	\$1,137	\$44,998	\$82,375

Interceptor System O&M
(Continued...)

Account Name	Maintenance	Field Services	GBMSD Meter Stations	GBMSD Interceptors	Lift Station	Pretreatment
Salaries – Pretreatment	\$-	\$180,013				\$180,013
Salaries – GBMSD Interceptors	3,016	84,405		87,420		
Salaries – GBMSD Meter Stations	-	123,611	123,611			
Salaries – East Bayshore Lift Stations	29,251	46,129			75,380	
Salaries – East River Lift Station	11,595	16,979			28,573	
Salaries – Old Plank Lift Station	3,020	6,971			9,991	
Salaries – Interplant Force Main	-	14,179		14,179		
Salaries – Chemical Feed Building	-	1,513	1,513			
Benefits – Pretreatment	-	56,849				56,849
Benefits – GBMSD Interceptors	952	26,655		27,608		
Benefits – GBMSD Meter Stations	-	39,037	39,037			
Benefits – East Bayshore Lift Stations	9,238	14,568			23,805	
Benefits – East River Lift Station	3,662	5,362			9,024	
Benefits – Old Plank Lift Station	954	2,201			3,155	
Benefits – Interplant Force Main	-	4,478		4,478		
Benefits – Chemical Feed Building	-	478	478			
Pretreatment Program						11,510
R & M – East Bayshore System Lift Stations					63,649	
R & M – East Bayshore Force Main					-	
R & M – East River Lift Station					18,808	
R & M – GBMSD Interceptors – Field Services				44,515		
R & M – GBMSD Interceptors – Engineering				506,000		
R & M – Old Plank Lift Station					3,036	
R & M – Interplant Force Main				3,675		
R & M – GBMSD Meter Stations			54,959			
R & M – Chemical Feed Building			1,360			
Phones – Meter/Lift Stations			77,440			
Phones – Chemical Feed Building			-			
Power – Meter Stations			18,700			
Power – Chemical Feed Building			1,880			
Power – Old Plank Lift Station					1,445	
Power – East Bayshore Lift Stations					28,173	
Power – East River Lift Station					40,600	
Water – East River Lift Station					1,800	
Chemicals – Old Plank Lift Station					4,500	
Chemicals – De Pere Conveyance					-	
Chemicals – Chemical Feed Building					-	
Chemicals – Bayshore Interceptor					-	
Total	\$61,687	\$623,428	\$318,978	\$687,875	\$311,939	\$248,372

Salaries & Benefits Distribution

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	\$1,287,587	\$685,335	2,417,144	1,973,192	\$803,648	\$591,701	\$857,609	\$517,235	\$9,137,650
Long Term Disability	-	5,351	3,396	10,397	9,647	3,746	3,076	4,000	2,458	42,073
Dental Insurance	-	12,270	6,806	20,491	19,776	6,422	6,866	7,983	1,700	82,313
Health Insurance	-	220,850	108,931	306,800	345,524	93,189	96,809	131,913	27,233	1,331,249
Life Insurance	-	5,876	1,551	6,250	7,025	4,280	3,712	2,402	627	31,722
Wisconsin Retirement	-	78,503	43,735	149,026	124,547	51,424	38,298	54,369	32,115	572,017
FICA & Medicare	321	92,879	52,163	179,471	149,809	60,151	45,465	64,578	39,568	684,406
Worker's Compensation	6	3,065	12,557	44,289	36,154	8,961	834	15,714	5,733	127,313
Uniforms	-	-	3,480	12,492	13,225	-	-	4,230	-	33,427
Employee Assistance	-	3,400	-	-	-	-	-	-	-	3,400
Wellness Program	-	-	-	41,125	-	-	-	-	-	41,125
Totals	\$4,527	\$1,709,781	\$917,955	\$3,187,484	\$2,678,898	\$1,031,822	\$786,761	\$1,142,797	\$626,670	\$12,086,694
Number of FTEs:	5	13	9	27	24	8	6	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	\$1,287,587	\$685,335	\$2,417,144	\$1,921,654	\$803,648	\$591,701	\$330,889	\$517,235	\$8,559,394
Long Term Disability	0	5,351	3,396	10,397	\$9,409	3,746	3,076	\$1,575	2,458	39,409
Dental Insurance	0	12,270	6,806	20,491	\$19,312	6,422	6,866	\$3,238	1,700	77,104
Health Insurance	0	220,850	108,931	306,800	\$338,015	93,189	96,809	\$55,176	27,233	1,247,004
Life Insurance	0	5,876	1,551	6,250	\$6,846	4,280	3,712	\$573	627	29,715
Wisconsin Retirement	0	78,503	43,735	149,026	\$121,321	51,424	38,298	\$14,230	32,115	528,653
FICA & Medicare	321	92,879	52,163	179,471	\$145,867	60,151	45,465	\$38,789	39,568	654,675
Worker's Compensation	6	3,065	12,557	44,289	\$35,436	8,961	834	\$1,036	5,733	111,917
Uniforms	0	0	3,480	12,492	13,225	0	0	4,230	0	33,427
Employee Assistance	0	3,400	0	0	0	0	0	0	0	3,400
Wellness Program	0	0	0	41,125	0	0	0	0	0	41,125
Totals	\$4,527	\$1,709,781	\$917,955	\$3,187,484	\$2,611,085	\$1,031,822	\$786,761	\$449,737	\$626,670	\$11,325,821
Difference:	\$0	\$0	\$0	\$0	(\$67,813)	\$0	\$0	(\$693,060)	\$0	\$12,086,694
Number of FTEs:	5	13	9	27	24	8	6	10	5	102

¹ Business Services includes Executive Director and Human Resources

Employee Headcount Report

Divisions and Departments	2021 Budget Headcount	2022 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	8
Information Technology	6	6
Field Services	10	10
Watershed Management	5	5
Total Headcount without Commissioners²	101	102
Commissioners	5	5

Position Changes			
Divisions	Department	Changes for 2021	Changes for 2022
Technical Services	Engineering		Add Engineering Services Manager (October)
Environmental Services	Laboratory & Research	Add Lab Analyst I	

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)

Title	Division	Event	Location	Initials
Accounting Manager	Business Services	Government Finance Officers Assoc. Conference	Austin, TX	BWT
Public Affairs & Education Manager	Business Services	PIO Conference FEMA	Washington, D.C.	TBD
IT Systems and Cyber Security Engineer	Business Services	Microsoft Ignite Conference	TBD	MP
IT Systems Analyst	Business Services	Maximo, Tyler Munis Conference	TBD	MW
Director of Technical Services	Technical Services	WEFTEC – 2022	New Orleans, LA	NRQ
Director of Technical Services	Technical Services	NACWA Winter Conference	Phoenix, AZ	NRQ
Director of Technical Services	Technical Services	NACWA Summer Conference	Seattle, WA	NRQ
Engineering Project Manager	Technical Services	Thermal Oxidation Conference	TBD	WIA
Engineer	Technical Services	WEFTEC – 2022	New Orleans, LA	TBD
Pretreatment Coordinator	Technical Services	NACWA Pretreatment Seminar	Nashville, TN	SG
Field Services	Technical Services	WEFTEC – 2022	New Orleans, LA	TBD
Treatment Leader	Operations	WEFTEC – 2022	New Orleans, LA	AE
Commissioner	Non-Departmental	NACWA Winter Conference	Phoenix, AZ	TBD
Commissioner	Non-Departmental	NACWA Summer Conference	Seattle, WA	TBD
Executive Director	Non-Departmental	NACWA Winter Conference	Phoenix, AZ	TWS
Executive Director	Non-Departmental	NACWA Summer Conference	Seattle, WA	TWS
Executive Director	Non-Departmental	WEFTEC – 2022	New Orleans, LA	TWS
Executive Director	Non-Departmental	Water Reuse Association	Austin, TX	TWS
Executive Director	Non-Departmental	NACWA Environ Policy	Washington, D.C.	TWS
Executive Director	Non-Departmental	EPA Meeting	Washington, D.C.	TWS
Lab Analyst II	Environmental Programs	Metrohm IC Training	TX/FLA	CS

5-Year Capital Improvement Plan

2022 Budget – November 3, 2021 – Rev5	2022	2023	2024	2025	2026
Major Capital: Wastewater Treatment Facilities					
DPF - Tertiary Filter Replacement	6,300,000	-	-	-	-
DPF - Metro Pumping & Headworks Improvements	500,000	11,500,000	11,000,000	-	-
GBF - Thickening Improvements	1,166,000	14,827,000	-	-	-
GBF - Metro Pumping & Headworks Improvements	500,000	4,500,000	19,500,000	5,500,000	-
GBF - North Complex Final Clarifiers Rehabilitation	400,000	6,350,000	6,350,000	6,350,000	-
GBF - Mill Pumping Improvements	-	-	-	200,000	650,000
GBF - Primary Clarifiers Rehabilitation	200,000	2,150,000	10,150,000	2,150,000	-
DPF - Final Clarifiers & RAS Improvements	-	-	-	-	100,000
GBF - Primary Sludge Degritting Improvements	-	-	-	350,000	7,400,000
GBF - Aeration Blower Improvements	-	-	-	250,000	500,000
DPF - Aeration Basin Improvements	-	-	-	-	250,000
GBF - Biosolids Handling and Storage Improvements	-	150,000	650,000	1,050,000	10,800,000
DPF - Compressor Upgrades	-	-	-	-	200,000
Interplant Wastewater Force Main – Phase 2	-	50,000	1,075,000	-	-
Total Wastewater Treatment Facilities	9,066,000	39,527,000	48,725,000	15,850,000	19,900,000
Major Capital: Interceptors					
Ninth Street Interceptor Improvements	-	-	-	-	100,000
East River Interceptor Rehabilitation	1,721,000	2,100,000	-	-	-
West Fox River Interceptor Relay and Rehabilitation	-	209,000	4,956,000	-	-
Fox River Crossing Rehabilitation	70,000	1,700,000	-	-	-
East Fox River Interceptor Rehabilitation	125,000	2,910,000	-	-	-
NEI & SEI Rehabilitation	-	-	2,000	42,000	1,031,000
East Tower Drive Interceptor Rehabilitation - Phase 1	-	-	-	60,000	1,422,000
East Tower Drive Interceptor Rehabilitation - Phase 2	-	-	-	-	343,000
East River Lift Station - Redundancy & Rehabilitation	617,000	1,283,000	-	-	-
East River Lift Station - Upsizing & Force Main	-	-	-	500,000	7,600,000
East Bayshore Lift Stations - Rehabilitation	-	280,000	3,080,000	-	-
Total Interceptors, Meter Stations, & Lift Stations	2,533,000	8,482,000	8,038,000	602,000	10,496,000

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

2022 Budget – July 22, 2021 – Rev3	2022	2023	2024	2025	2026
DEPARTMENT ANNUAL CAPITAL INVESTMENTS					
Maintenance Section					
GBF - Replace UPS-A1 systems (3 units)	-	-	-	35,000	-
DPF - Replace diffuser socks in aeration system (10-year rotation)	57,000	-	-	-	-
GBF - Replace Air Handling Units	500,000	450,000	-	-	-
DPF - Replace roof – Sludge Control Tank Building	-	-	79,000	-	-
DPF - Replace roof – Administration Building	-	-	53,000	-	-
Vehicle ID# 101 Replacement (Utilities)	-	-	-	45,000	-
Vehicle ID# 107 Replacement (Field Services)	63,000	-	-	-	-
Vehicle ID# 109 Replacement (E&I)	-	-	-	-	40,000
DPF - Actuated Slide Gates & Basin Drains	-	200,000	-	-	-
GBF - Power Roof Vent Replacement	275,000	-	-	-	-
GBF- Solids Building Access Platforms	125,000	-	-	-	-
Maintenance Section subtotal	1,020,000	650,000	132,000	80,000	40,000
Information Technology Section					
GBF- Wireless Network Communication	-	-	50,000	-	-
DPF - Fiber Optic Network Enhancement/Upgrade	-	-	-	-	60,000
GBF - County Wide Radio Communications	-	50,000	-	-	-
GBF - County Wide Radio Communications Phase II	-	50,000	-	-	-
GBF - Replace PLC Input/Output Hardware	125,000	-	-	-	-
GBF & DPF - SCADA HMI Software Replacement	-	-	-	225,000	-
GBF & DPF - SCADA Historian Software Replacement	-	-	-	100,000	-
GBF - Laboratory Information Management System	-	350,000	-	-	-
GBF & DPF - Telephone System	200,000	-	-	-	-
GBF & DPF - Disaster Recovery/Backup System	-	75,000	-	-	-
GBF - eDocs. Imaging/ Management/Collaboration	-	90,000	-	-	-
Information Technology Section subtotal	325,000	615,000	50,000	325,000	60,000
Engineering Section					
Annual Manhole Rehabilitation	50,000	50,000	50,000	50,000	50,000
TEF Line Replacement	540,000	-	-	-	-
GBF: Service Water System Improvements	900,000	-	-	-	-
GBF Admin Green Infrastructure Parking Lot	-	150,000	-	-	-
Ferric Chloride Pumping System Replacement	400,000	-	-	-	-
GBF: Solids Building Access Stairs	125,000	-	-	-	-
DPF: Administration Building Improvements	250,000	-	-	-	-
GBF: Sodium Bisulfite Storage Tank Improvements	200,000	-	-	-	-
Ninth Street Interceptor Rehabilitation [A]	1,000,000	-	-	-	-
Ninth Street Interceptor Extension - American Drive [B]	1,300,000	-	-	-	-
GBF: South Plant Mixing Enhancement	210,000	-	-	-	-
Engineering Services Section subtotal	4,975,000	200,000	50,000	50,000	50,000

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

	2022	2023	2024	2025	2026
Field Services Section					
MS-01 Flow Tube Replacement	-	-	-	-	100,000
MS-02 Flow Tube Replacement	-	-	-	-	100,000
MS-13 Flow Tube Replacement	-	-	-	100,000	-
MS-14 Flow Tube Replacement	-	-	100,000	-	-
Lift Station Alarm Notification System	-	200,000	-	-	-
Billing Program Design & Implementation	-	-	-	165,000	-
Septage Kiosk Improvements	70,000	-	-	-	-
Field Services Section subtotal	70,000	200,000	100,000	265,000	200,000
Laboratory & Research Section					
Lachat Auto Analyzer 1 (TP, TKN)	-	-	-	55,000	-
Lachat Auto Analyzer 2 (NH3, OP, NO3)	-	-	-	-	55,000
Laboratory Services Section subtotal	-	-	-	55,000	55,000
Annual Capital Renewal & Replacement					
Wastewater Treatment Facility Renewal & Replacement	-	1,000,000	2,200,000	1,775,000	2,100,000
Interceptor Renewal & Replacement	-	-	-	-	-
Total Annual Capital Investments	6,390,000	2,665,000	2,532,000	2,550,000	2,505,000
Total Capital Investments	17,989,000	50,674,000	59,295,000	19,002,000	32,901,000

Notes:

Notes

(A) Total Project = \$1M. Interceptor Cost Recovery (ICR) Reserves of \$600k will be used to offset this project.

(B) Total Project = \$1.3M. Project will be funded through ICR customer payments for allocated capacity and balance of project costs will be ICR Funded

Item Description	Common to All – Municipal Only	Amount
BUSINESS SERVICES		
Information Technology		
GBF - Replace PLC Input/Output Hardware	Common to All	\$125,000
GBF & DPF - Telephone System	Common to All	\$200,000
Total Business Services		\$325,000
OPERATIONS		
Maintenance		
DPF - Replace diffuser socks in aeration system (10-year rotation)	Common to All	\$57,000
GBF - Replace Air Handling Units	Common to All	\$500,000
Vehicle ID# 107 Replacement (Field Services)	Common to All	\$63,000
GBF - Power Roof Vent Replacement	Common to All	\$275,000
GBF - Solids Building Access Platforms	Common to All	\$125,000
Total Operations		\$1,020,000
TECHNICAL SERVICES		
Engineering		
Annual Manhole Rehabilitation	Municipal Only	\$50,000
GBF - TEF Line Replacement	Common to All	\$540,000
GBF -Service Water System Improvements	Common to All	\$900,000
GBF: South Plant Mixing Enhancement	Common to All	\$210,000
Ferric Chloride Pumping System Replacement	Common to All	\$400,000
GBF - Solids Building Access Stairs	Common to All	\$125,000
DPF - Administration Building Improvements	Common to All	\$250,000
GBF - Sodium Bisulfite Storage Tank Improvements	Common to All	\$200,000
Ninth Street Interceptor Rehabilitation (A)	Municipal Only	\$400,000
Ninth Street Interceptor Extension - American Drive (B)	Municipal Only	\$-
Total Engineering		\$3,075,000
Field Services		
Septage Kiosk Improvements	Common to All	\$70,000
Total Field Services		\$70,000
Total Annual Capital		\$4,490,000

Notes

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Protecting our most valuable resource, water



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