

**AGENDA  
GREEN BAY METROPOLITAN SEWERAGE DISTRICT  
COMMISSION MEETING**

**September 23, 2026**

**A hybrid meeting will be held both via Zoom Videoconference  
and in the Solids Building 310 Conference Room  
2231 N. Quincy Street  
8:30 a.m.**

If a member of the public would like to participate in the meeting via Zoom,  
please contact NEW Water at (920) 432-4893 for access to the videoconference.

*Vision: Protecting our most valuable resource, water*

- 1) Safety Moment. (N. Qualls)
- 2) Approval of minutes of the Commission meeting held August 26, 2026. (N. Qualls)
- 3) Request Commission approval of the 2027 Salary Market Adjustment. (E. Tietzen)  
[Click Here: Memo](#)  
[Click Here: Attachment](#)  
[Click Here: Memo](#)
- 4) Request Commission approval of the 2027 Health Insurance. (E. Tietzen)  
[Click Here: Memo](#)  
[Click Here: Attachment](#)
- 5) Request Commission approval of Identity Theft Benefit. (E. Tietzen)  
[Click Here: Memo](#)  
[Click Here: Attachment](#)
- 6) Request Commission approval to abate the tax levy for 2027. (C. Mueller)  
[Click Here: Memo](#)  
[Click Here: Attachment](#)
- 7) Request Commission approval of Resolution Declaring Official Intent to Reimburse (M. McGuire)  
 Expenditures from Borrowing for the East River Lift Station Improvements and  
 Force Main Projects in the amount of \$14,500,000.  
[Click Here: Memo](#)  
[Click Here: Attachment](#)
- 8) Request Commission approval to award the construction contract for the East (M. McGuire)  
 River Lift Station Improvements Project #230014 to Miron Construction, Inc. in the  
 total amount of \$10,336,291.  
[Click Here: Memo](#)  
[Click Here: Attachment](#)  
[Click Here: Attachment](#)

**NEW WATER, THE BRAND OF THE GREEN BAY METROPOLITAN SEWERAGE DISTRICT**

- 9) Request Commission approval to enter into an agreement with Donohue & Associates to provide construction-related services for the East River Lift Station Rehabilitation Project in the total amount of \$1,259,102. (M. McGuire)  
[Click Here: Memo](#)  
[Click Here: Attachment](#)
- 10) Request Commission approval to award the construction contract for the East River Lift Station Force Main Project #230014 to Advance Construction, Inc. in the total amount of \$2,479,568. (M. McGuire)  
[Click Here: Memo](#)  
[Click Here: Attachment](#)  
[Click Here: Attachment](#)
- 11) Request Commission approval to enter into an agreement with Donohue & Associates to provide construction-related services for the East River Lift Station Force Main Project in the total amount of \$548,977. (M. McGuire)  
[Click Here: Memo](#)  
[Click Here: Attachment](#)
- 12) Request Commission approval to enter into an agreement with Strand Associates to provide design services for the East Bayshore and Old Plank Lift Station Rehabilitation Project in the total amount of \$605,000. (E. Brewer)  
[Click Here: Memo](#)  
[Click Here: Attachment](#)
- 13) Request Commission approval of Change Order No. 11 for the Green Bay Facility North Plant Clarifier Rehabilitation Project #18-020-CO in the amount of \$813,227. (B. Brown)  
[Click Here: Memo](#)  
[Click Here: Attachment](#)
- 14) Sewer Plan Approvals: (L. Sarau)  
[Click Here: Memo](#)
  - a) Village of Bellevue, Project #240757, GBMSD Request #2026-26.  
[Click Here: Village of Bellevue Map](#)  
[Click Here: NEW Water Map](#)
  - b) Town of Ledgeview, Contract #A-2026, GBMSD Request #2026-27.  
[Click Here: Town of Ledgeview Map](#)  
[Click Here: NEW Water Map](#)
- 15) Convene in closed session, under State Statute 19.85 (1)(g) for the purpose of conferring with legal counsel for the Commission who is rendering oral or written advice concerning strategy to be adopted by the Commission with respect to litigation in which it is or is likely to become involved:
  - a) Potential litigation resulting from environmental testing by a significant industrial user.
  - b) Potential litigation resulting from notice of claim for damages to residential property.
- 16) Reconvene in open session.
- 17) Update of projects:
  - a) Miscellaneous Pumping and High Strength Waste Improvements Project. (E. Brewer)

[Click Here: Report](#)

b) Green Bay Facility Thickening Improvements Project.

(T. Biese)

[Click Here: Report](#)

18) 2027 Budget Workshop.

(N. Qualls)

[Click Here: Memo](#)

[Click Here: Presentation](#)

[Click Here: 2027 Budget](#)

19) August 2026 Financials.

(C. Mueller)

[Click Here: Memo](#)

[Click Here: Income Statement](#)

[Click Here: Income Statement Legends](#)

[Click Here: Statement of Net Position](#)

[Click Here: Statement of Net Position Legends](#)

20) August 2026 Operations Report.

(P. Wescott)

[Click Here: Memo](#)

[Click Here: Effluent Report – Green Bay](#)

[Click Here: Graph of Effluent Report](#)

[Click Here: Effluent Report –De Pere](#)

[Click Here: Graph of Effluent Report](#)

[Click Here: R2E2 Energy Report](#)

[Click Here: R2E2 Energy Graph](#)

21) Executive Director's report:

(N. Qualls)

[Click Here: Memo](#)

a) October Commission Meeting.

b) Municipal & Industrial Partner Meeting: 2027 Budget Focus.

c) NEW Water to Host Wisconsin Wastewater Operators Association (WWOA).

d) NEW Water to Host Group from Northeast Wisconsin Building & Construction Trades Council (NEWBT).

e) NEW Water Partners on National Communications Initiative.

f) Fluid Bed Incinerator Dome Replacement.

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Emily Tietyen

DATE: September 23, 2026

SUBJECT: 2027 Salary Market Adjustment Recommendation

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## **Background**

Annually, NEW Water requests a review of relevant salary market data and pay plan projections from its compensation consultant, Cottingham Butler. Every three years a comprehensive study to benchmark most NEW Water positions is conducted while in interim years, abbreviated surveys are administered to maintain competitive market position from year to year. The last comprehensive study was completed in 2024 with the next survey scheduled to be completed in 2027. An abbreviated survey was conducted in 2026 which resulted in a recommended market adjustment to all NEW Water pay grades of 2.5%.

A review of relevant market data and pay projections was conducted this past summer by the consultant. Attached are the following documents:

- Memo dated September 4, 2026 from Matt Shefchik summarizing the research and the resulting market adjustment recommendation.

NEW Water is committed to a consistent process for evaluating and adjusting its pay structure. This consistency provides confidence that the organization's compensation remains competitive in the market. By regularly reviewing market data and pay projections—annually for adjustments and every three years for a comprehensive study—NEW Water ensures its compensation plan is aligned with industry standards. This deliberate and reliable process is key to attracting and retaining top talent, as employees and potential candidates can trust that the organization is dedicated to offering competitive and equitable compensation.



**Recommendation**

Based on the results of the survey data and resulting recommendations, staff recommends acceptance of the consultant's proposal to adjust all pay grades by 2.5% for the 2027 budget.

**Commission Action**

Request Commission acceptance of the consultant's proposal to adjust all pay grades by 2.5% for the 2027 budget.

**Attachments**

NEW Water Salary Planning Recommendation Memo 2026



# 2027 Salary Market Adjustment

Presented by: Emily Tietyen, HR Manager

# Compensation Program Framework

- **Market Centered Philosophy**

- Designed to attract and retain professionals essential to wastewater operations while rewarding skill development and high performance.

- **3-Year Market Analysis Cycle**

- Comprehensive benchmarking is conducted every 3 years (completed in 2024; next in 2027).
- In interim years (2026), abbreviated market surveys ensure competitive market positioning.
- Ad Hoc benchmarking is done with new roles or hard to fill recruitments

## Three-Zone Grade Structure

Ranges span 85% to 120% of Market Control Point. Zone 1 progresses employees to market rate; Zones 2 & 3 recognize performance beyond market with differentiated merit bands.

## Structural Adjustments vs. Merit Pay

Structural adjustments move the pay range boundaries based on external market shifts. Merit increases move individual employees through their assigned pay grades, based on performance.

| Zone 1  |        |        |        |        | Zone 2           |  | Zone 3  |         |
|---------|--------|--------|--------|--------|------------------|--|---------|---------|
| Point A |        |        |        |        | Point B          |  | Point C | Point D |
| MIN     | Step 1 | Step 2 | Step 3 | Step 4 | CONTROL (Market) |  |         | MAX     |
| 85%     |        |        |        |        | 100%             |  | 110%    | 120%    |

# 2027 Structural Adjustment Recommendation

## September Commission Recommendation

# +2.5%

### Structure Adjustment

- Applied to the control points across all NEW Water pay grades for the 2027 budget, preserving external market competitiveness.
- Applied to individuals pay to preserve their position in the pay grade.

### Singular Action Focus for September

This request is solely for the 2.5% structural range adjustment. Merit budgets and individual performance progression are evaluated separately.

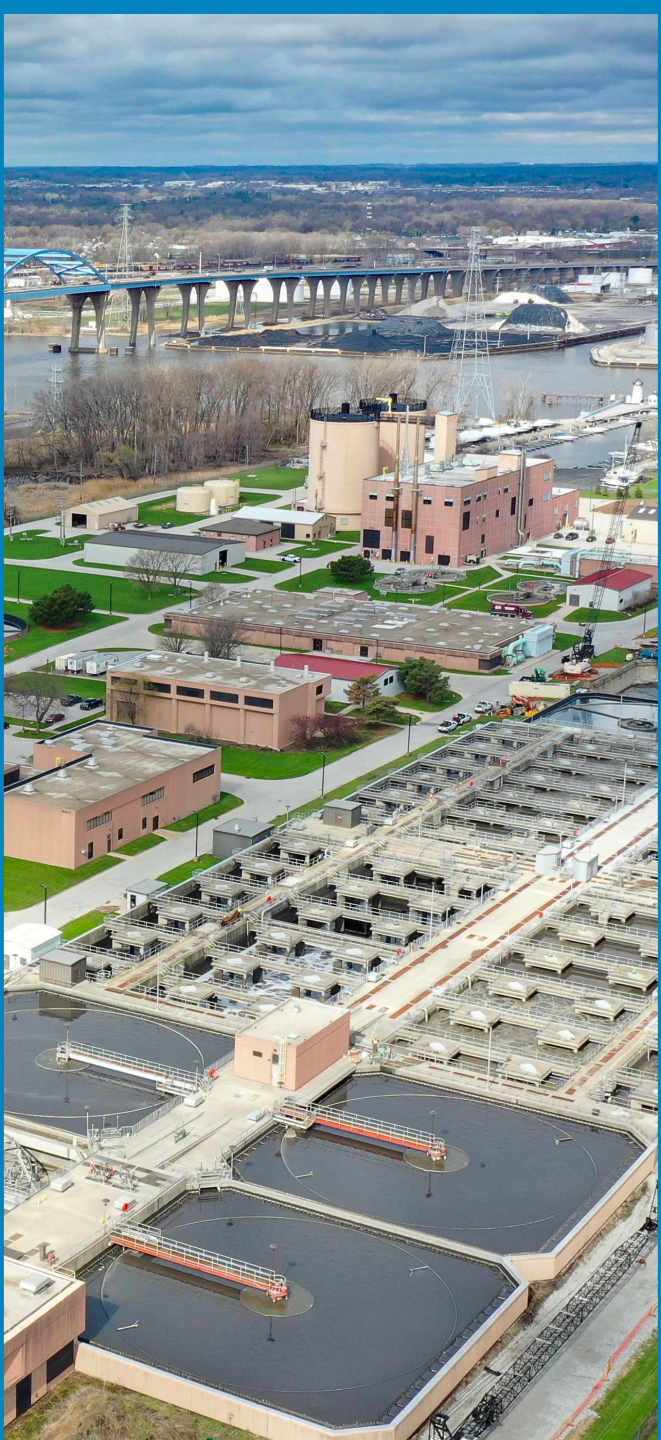
### Projected 2027 Market Structure Increases

| Survey Source             | Industry / Focus        | 2027 Median |
|---------------------------|-------------------------|-------------|
| Cottingham & Butler       | Upper Midwest Utilities | +2.5%       |
| Culpepper Planning Survey | General / Public Sector | +2.5%       |
| PayScale Salary Budget    | National Utilities      | +2.3%       |
| Gallagher Planning Survey | General Industry        | +2.8%       |

### Further detail provided by Matt Shefchik from Cottingham Butler

Memo includes more detail on total market conditions impacting salary budgets.





# Thank You!

Stay tuned to NEW Water news

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



COTTINGHAM & BUTLER

# Total Rewards Consulting

## MEMORANDUM

**TO:** Emily Tietyen, Human Resources Manager

**FR:** Matt Shefchik, Assistant Vice President of Total Rewards Consulting

**DATE:** September 4, 2026

**RE:** 2026-27 Salary Planning Recommendations

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Annually, the Cottingham & Butler Total Rewards Consulting team provides an assessment of the compensation marketplace and a recommendation regarding salary structure and merit increase adjustments for the upcoming fiscal year. Wastewater utilities, like other employers, typically review and update their salary structures, or pay ranges, each year to maintain their desired competitive position within the labor markets from which they recruit and retain employees. In addition, utilities evaluate merit increase budgets to ensure employee salary progression remains aligned with external market practices, internal compensation philosophy, and the need to attract and retain a skilled workforce responsible for delivering essential public services.

The U.S. labor market in 2026 remains relatively stable, with unemployment rates continuing to hover near historical norms and labor force participation remaining below pre-pandemic levels. While wage growth has moderated from the elevated levels experienced during 2022-2024, employers continue to face recruiting and retention challenges in specialized and high-demand occupations, including skilled trades, engineering, technology, construction, and other technical positions commonly found within utility operations. Compensation survey data from leading sources indicate that most employers are planning total salary increase budgets between 3.4% and 3.6% for 2027, reflecting a continued return toward more sustainable compensation planning practices while remaining above historical pre-pandemic norms. Employers are also increasingly directing compensation dollars toward critical talent, internal equity adjustments, and pay transparency initiatives rather than relying solely on broad-based increases. These findings suggest that water/wastewater utilities should expect compensation budgets to remain relatively stable compared to 2026.

Our recommendations are based on median and average salary increase projections reported by major compensation survey providers, results from our regional salary planning survey, and our experience advising organizations across a variety of industries, including utilities and other public service organizations. Based on current market conditions, we recommend that employers budget approximately 3.5% for total increases which includes salary structure adjustments in the range of 2.5% to 3.5%, depending on market movement within relevant benchmark positions. Particular attention should be given to positions where labor market competition is strongest, including operational, maintenance, technical, engineering, and supervisory roles. As always, your organization's financial position, workforce needs, and compensation strategy should be carefully considered when determining and implementing salary adjustments for 2027.

Based on the review of literature, current economic conditions, and our recent experience, we make the following recommendations for your organization:

## Recommendations

**1. Salary Structure** - At the time of this memo, our recommendation for a **2027 structural increase would be to plan for +2.5%** applied to the midpoints for all the organization's pay grades.

- a. We are seeing projected pay structure increases of about +2.5% for 2027 in our local salary planning survey. The utilities industry is similar to the overall with about a +2.5% structural increase. The following table also shows the reported actual 2026 and projected 2027 pay structure increases among six different survey sources<sup>1</sup>:

| Survey Source                                                                  | ACTUAL 2026<br>Pay Structure<br>Increases Median | PROJECTED 2027<br>Pay Structure<br>Increases Median |
|--------------------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------|
| Cottingham & Butler Upper Midwest 2026-2027 Salary Planning Survey (Utilities) | +2.3%                                            | +2.5%                                               |
| Gallagher 2026-2027 Salary Planning Survey                                     | +3.0%                                            | +2.8%                                               |
| Salary.com 2026-2027 National Salary Budget Survey (Utilities)                 | +3.0%                                            | +2.6%                                               |
| PayScale 2026-2027 Salary Budget Survey* (Utilities)                           | +2.7%                                            | +2.3%                                               |
| Culpepper Salary 2026-2027 Budget & Compensation Planning Survey               | +2.5%                                            | +2.5%                                               |
| WorldatWork Salary Budget Survey 2026-2027                                     | +2.5%                                            | +2.0%                                               |

*\*Only Average values reported in survey.*

- b. Please note that although the labor market has cooled a bit, labor shortages in specific job roles and high-competition persist; there may be a need to make larger adjustments to specific classifications in response to these continued fluid market conditions. Inflation or recessionary fears may whipsaw decision-makers.
- 2. Salary Budget / Merit Increases** - As it relates to payroll budget increases that we are seeing for the upcoming year, we would **recommend an additional budget of +1.0% to +1.5% for 2027.**
- a. We continue to see Public Utilities have slightly stronger overall pay budgets which would suggest the upper levels of our recommended range. Additionally, NEW Water's pay-for-performance merit system has operated between a budget of 1.7%-2.0%. This level has allowed the program to recognize, reward (and ultimately retain) top performers. When organizations do not allocate enough dollars towards the merit process, it can become ineffective in differentiating rewards in a measurable way.
- b. We are seeing total projected pay budget increases of about +3.5% for 2027 in our local salary planning survey and others. The utilities industry is similar with a +3.5% budget, so we are

<sup>1</sup> See Appendix A for source citations and further information.

recommending +3.5%-4.0% total (structure + merit) based on survey data. For consideration, other economic indicators such as the employment cost index and Atlanta Fed Wage Tracker all have 12-month increases near or over 4%. The following table also shows the reported actual 2026 and projected 2027 pay structure increases among seven different survey sources<sup>2</sup>:

| <b>Survey Source</b>                                                           | <b>ACTUAL 2026<br/>Median Total Pay<br/>Budget Increases</b> | <b>PROJECTED 2027<br/>Median Total Pay<br/>Budget Increases</b> |
|--------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------|
| Cottingham & Butler Upper Midwest 2026-2027 Salary Planning Survey (Utilities) | +3.6%                                                        | +3.4%                                                           |
| Korn Ferry Total Rewards Pulse Survey July 2026                                | +3.3%                                                        | +3.0%                                                           |
| Gallagher 2026-2027 Salary Planning Survey                                     | +3.5%                                                        | +3.0%                                                           |
| Salary.com 2026-2027 National Salary Budget Survey (Utilities)                 | +3.5%                                                        | +3.5%                                                           |
| PayScale 2026-2027 Salary Budget Survey* (Utilities)                           | +3.4%                                                        | +3.5%                                                           |
| Culpepper Salary 2026-2027 Budget & Compensation Planning Survey               | +3.25%                                                       | +3.3%                                                           |
| WorldatWork Salary Budget Survey 2026-2027 (Utilities)                         | +3.5%                                                        | +3.5%                                                           |

*\*Only Average values reported in survey.*

- c. We believe the total pay budget going into 2027 won't match 2022-26 levels, but it is also unlikely to drop to pre-2022 levels. Now, more than ever, organizations may want to consider rewarding (with intent to retain and motivate) the performance of its high-performing/high-potential employees and for mission-critical jobs. Taking a more refined approach to the pay budget may better utilize limited total rewards dollars.
- d. Typically, Merit Increases exceed Salary Structure Increases by  $\approx 1.0$ -1.5%. The simplest explanation for the difference between the two statistics is that the Merit Increase number is what moves employees across or through their salary ranges, once a decision is made concerning any needed pay structure adjustment. For 2026-27, we see Overall Merit exceeding Structure Increases by around 1.0%. Presumably, this would result in employees progressing less quickly through a pay structure for tenure or good performance. Organizations with larger budget-structure gaps and more transparent pay structures, may be able to take advantage of this through compensation communications where employees may recognize their progression through the pay structure with good performance.

<sup>2</sup> See Appendix A for source citations and further information.



3. **Lump Sum Merit** – We would recommend using an equivalent lump sum payment in lieu of a merit increase for employees who are high performing and base pay is at or above the pay range maximum.
  - a. The mechanism of a lump sum payment reinforces the value of strong performance to the organization, is motivational to the employee, and does not add to base pay for the employee or to fixed costs of the organization.
4. **Critical Skill Market / Other Adjustments** – While not a formal recommendation of a budget “bucket” to consider for 2027, NEW Water may wish to consider a pool of dollars to utilize for historically market sensitive and critical roles. No formal market study was conducted in this “off-year” for NEW Water, but the organization may still need to allow for targeted market corrections in critical skills or difficult to retain/recruit positions. This suggestion aligns with broader compensation experts increasingly observing employers moving away from “peanut butter” raises and directing dollars to critical talent segments.

A summary and a review of the data considered can be found in the Appendix. Thank you for the opportunity to serve your organization this year.

## Appendix A

### Overview/Summary/Recommendations

- The 2026 U.S. employment market is marked by stability and sector-specific growth, with unemployment holding near 4% and steady labor force participation. Wage growth has outpaced inflation. Looking ahead to 2027, salary increase budgets are expected to moderate slightly to 3.0%–3.5%, signaling a return to pre-pandemic norms. Wage pressure will persist in high-demand sectors like healthcare, engineering, and construction. Pay transparency laws are gaining momentum, prompting more data-driven and equitable compensation planning.
- Hiring and turnover have moderated, but the labor market remains uneven by industry and skill area. Recent labor market reporting shows a lower-churn environment, with job openings and quits no longer reflecting the same level of employee leverage seen during the Great Resignation period. However, competition remains elevated in select roles and skill areas, which reinforces the need to reserve flexibility within the salary budget for targeted market, retention, and critical-skill adjustments.
- Public sector employers continue to face pressure trying to compete with private sector increases, as we see pay increases in the public sector outpacing those in the private sector for 2026-27.
- Growth of pay transparency legislation, as well as market forces pushing for pay range disclosure, is creating a need for organizations to assess and audit imbalances caused/exacerbated as a result of these ever-changing labor hiring and retention dynamics.
- Those organizations with formal salary systems would be well-advised to ensure that they are functioning as designed. For example organizations with a pay-for-performance system, should be clearly differentiating top performers from average performers, as well as funding the “merit pool” at a competitive level. Those organizations with a more traditional step-based system, should be cognizant of the need to adjust both the structure itself (external competitiveness) as well as individual employee step movement (internal competitiveness).
- Organizations with step-based plans should budget for their expected step movement (often 1-3%), but may also wish to reserve additional funds to address salary matters relating to recruitment and retention of talent.
- Budgeting for additional pay increase buckets (promotional, market, equity) is a more prudent way to account for succession and market fluctuations, and allow pay budget buckets to function as intended.
- Organizations may also want to explore the possibility of smaller, but more frequent, increases in pay. Doing so may provide some advantages: mitigates the full annual impact of the raises than if they were all applied at the beginning of the year; psychologically keeps compensation front-and-center in employees’ minds as opposed to a once-a-year occurrence; potentially separates the merit/step increase process from the competitive cost-of-living or pay equity adjustments; and allows organizations to adapt and respond to evolving market conditions.
- Water and wastewater utilities continue to operate in a labor market characterized by competition for skilled technical, operational, maintenance, engineering, and supervisory talent. While overall wage growth has moderated from the elevated levels experienced in recent years, utilities continue to face recruitment and retention challenges for positions requiring specialized technical knowledge, professional certifications, regulatory expertise, and operational experience. These workforce dynamics reinforce the importance of

maintaining competitive pay programs that support the attraction and retention of qualified employees responsible for providing essential public services.

- Based on our review of compensation planning data, labor market conditions, and experience working with water and wastewater utilities, we recommend maintaining a compensation program that supports the recruitment and retention of employees responsible for treatment operations, distribution system operations, maintenance activities, customer service, engineering functions, and utility administration. Attention should be given to positions where external labor market competition is strongest or where specialized certifications, licensure, technical expertise, or operational experience are required. Any salary structure or merit increase decisions should be made in consideration of the utility's financial resources, workforce needs, compensation philosophy, and long-term service objectives.

## Review of the Data/Literature

To get a better understanding of the market, the team at Cottingham & Butler reviews numerous economic and compensation related publications. The following are excerpts of value from several we find valuable.

- **Total Rewards Consulting:** Our team conducts an annual “Upper Midwest Salary Planning Survey” in the summer of each year which serves as a key planning resource for many of our clients. The 2026-27 results, similar to last year, we are seeing higher increases among public-sector organizations relative to the private sector. For the private sector, the average 2026 payroll budget increase including reported zeros was 3.4% (excluding zeros 3.4%) and the average projected 2027 payroll budget including reported zeros is 3.3% (excluding zeros 3.5%).

| 2027 Projections (Overall) | Structural Adjustment* |        | Payroll Budget Increase* |        |
|----------------------------|------------------------|--------|--------------------------|--------|
|                            | Average                | Median | Average                  | Median |
| <b>PUBLIC Sector</b>       | 2.8%                   | 2.8%   | 3.5%                     | 3.0%   |
| <b>PRIVATE Sector</b>      | 2.8%                   | 3.0%   | 3.5%                     | 3.5%   |

\* Values indicate responses with zero-values omitted.

- **WorldatWork:** “WorldatWork is the leading global nonprofit, 501(c)(3) organization for professionals who are engaged in the critically important practice of Total Rewards.” The organization, among other things, conducts an annual Salary Budget Survey, last conducted in March of 2026.<sup>3</sup>
  - “In 2026, organizations face a global economic outlook marked by persistent uncertainty, and rising geopolitical and trade tensions, causing continued uncertainty for salary-increase budget planning. Nonetheless, total salary-increase budgets for 2026 remain similar to last year and appear to be stabilizing after reaching a peak of 4.4% in 2023 (a peak last seen in 2001). When asked about their confidence in their predictions for 2027, 55% of participants reported being at least moderately certain about their predicted salary-increase budgets, a 6% increase in confidence compared to the levels participants reported when making predictions for 2026 in last year’s survey. Increased confidence may be supported by recent forecasting accuracy; 2026 actual salary increase budgets were consistent with projections reported the prior year).”
  - “After easing throughout 2024 and 2025, headline inflation re-accelerated in the first half of 2026, driven heavily by geopolitical supply shocks. As of May 2026, the year-over-year Consumer Price Index (CPI) accelerated to 4.2%, with gasoline prices surging 40.5% over the year due to conflicts in the Middle East. However, Core CPI (excluding volatile food and energy) remains anchored at a more stable 2.9%. “
  - “Merit increase budgets are the most common (and largest) type of salary-increase budget. Two to three times as many organizations report these budget types than other budget types. In 2026, average merit increase budgets were reported at 3.2%, unchanged from 2025, although medians dropped to 3.0% from last year’s 3.3%. This suggests that the middle of the market is pulling back, while a small group of more-aggressive employers have posted higher merit budgets”.
  - “In 2026, the reported overall average salary structure adjustment is 2.2% (median: 2.5%) as projected by last year’s respondents. For 2027, the mean projection remains unchanged at 2.2%, although the median drops to 2.0%.”

<sup>3</sup> WorldatWork, 2026-2027 Salary Budget Survey

- **Bureau of Labor Statistics CPI:** While there is not automatic link between employee pay and the CPI (CPI-U or CPI-W), many organizations' salary planning discussions are strongly influenced by the movement in these indices. The Bureau of Labor Statistics, in The Economics Daily, stated:
  - *"Over the last 12 months, the all items index increased 3.4 percent before seasonal adjustment, per the August CPI Summary release."* <sup>4</sup>
  - *"Real average hourly earnings decreased 0.1 percent, seasonally adjusted, from June 2025 to July 2026. The change in real average hourly earnings combined with no change in the average workweek resulted in a 0.1-percent increase in real average weekly earnings over this period." - that is, earnings that have been adjusted for changes in consumer prices.* <sup>5</sup>
- **The Conference Board:** The Conference Board is a non-profit business membership and research group organization, and is heavily involved in economic and business management research. Their August 2026 Employment Trends Index includes the following about the 2026 labor market: <sup>6</sup>
  - *"The ETI rebounded in July after declining in May and June, suggesting continued resilience in the labor market, despite the 'low-hire, low-fire' backdrop," said Conrad Qi, Economic Data Scientist Associate, The Conference Board. "Nonetheless, the ETI remains only 0.6% above its level one year ago, suggesting that payroll growth may remain modest in the months ahead. Setting aside numerous special factors that caused hiring volatility this year—including seasonal education worker cuts and normalizing leisure and hospitality hiring after the FIFA World Cup, which lowered non-farm payrolls by 23,000 in July—underlying job growth remains modest but positive." Qi continued, "Positive contributions to the ETI were led by the share of small firms reporting that jobs are 'not able to be filled right now' and initial claims for unemployment insurance. The small firm measure rose 4 percentage points to 36% in July from 32% in June, its highest level since June 2025—an indication that small businesses are seeking to hire more people. Initial claims for unemployment insurance—the second-largest positive contributor—fell in July compared to June, to its lowest level since September 2022. Lower initial claims indicate that layoffs remain limited."*
- **PayScale:** An industry leader for compensation software, data, and research, PayScale publishes an annual Salary Budget Survey. The 2026-2027 edition contains (among other things) the following insights: <sup>7</sup>
  - *"Confidence in economic conditions is driving planned salary increases higher for the upcoming 2027 budgetary season compared to 2026. Optimism about improved business performance has replaced economic uncertainty as the driving factor. A notable 30% of organizations in the United States anticipate a salary increase budget that is higher than last year — a substantial improvement from just 16% the year prior. A majority of organizations (63% in the United States) expect budgets to remain the same. Only a small portion of organizations (8% in the United States) anticipate lower budgets, down substantially from 16% previously. For those anticipating higher budgets, improved economic conditions and business performance is the primary reason (30% in the United States)."*

<sup>4</sup> Bureau of Labor Statistics, U.S. Department of Labor, News Release: Consumer Price Index – August 2026 at [Consumer Price Index Summary – 2026 July Results \(bls.gov\)](https://www.bls.gov/news.release/cpi.summary.htm)

<sup>5</sup> U.S. Bureau of Labor Statistics [Real Earnings Summary - 2026 July Results \(bls.gov\)](https://www.bls.gov/news.release/realinc.summary.htm)

<sup>6</sup> <https://www.conference-board.org/data/eti.cfm>

<sup>7</sup> Payscale 2026-2027 Salary Budget Survey



- **ADP Research Institute:** *“The mission of the ADP Research Institute is to generate data-driven discoveries about the world of work and derive reliable economic indicators from these insights.”* The most recent ADP Pay Insights report, from August 2026, states the following: <sup>8</sup>
  - Median year-over-year change in pay for job-stayers stayed the same at 3.0% in August, compared to July 2026. Pay gains for job-stayers have slowed every month since September 2022.
  - Median year-over-year change in pay for job-switchers increased to 4.7% in August.
  - All industries are reporting a median year-over-year change in pay for job-stayers between 2.9% and 4.0%.
  - Private employers added 38,000 jobs in August 2026.
- **Federal Reserve Bank of Atlanta Wage Growth Tracker:** *“The Atlanta Fed's Wage Growth Tracker is a measure of the nominal wage growth of individuals. It is constructed using microdata from the Current Population Survey (CPS), and is the median percent change in the hourly wage of individuals observed 12 months apart.”* The most recent report from July 2026 finds the following: <sup>9</sup>
  - Median year-over-year change in pay for job-stayers dipped slightly at 3.6% in July.
  - Median year-over-year change in pay for job-switchers stayed the same at 4.4% in July.
  - Overall median year-over-year change in pay was 3.8% in July, and it was highest among Construction and Mining at 4.7%, and Manufacturing at 4.4%; it was lowest among Education and Health at 3.3%.
  - For July, the lowest-paid quartile of earners’ median year-over-year increase in pay was 3.8%, compared to 3.7% for the highest-paid quartile of earners.

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The charts on the following two pages are meant to illustrate some of the key indicators employers and economists use to track wage and price growth:

- Employment Cost Index
- Consumer Price Index
- Atlanta Fed's Wage Growth Tracker
- Real Earnings Summary

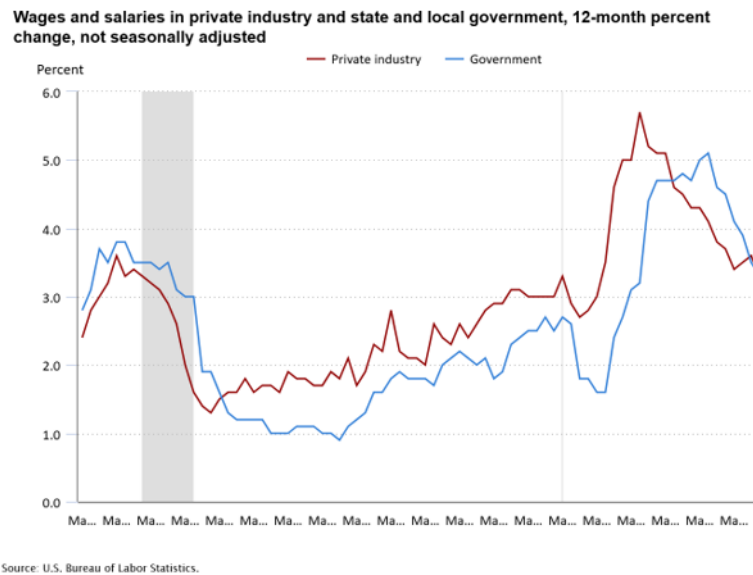
These data help us understand what has occurred, which is important to know if there is need to increase pay before falling behind the market.

While there is not a single magical number for employers to use with complete confidence to plan their salary expenditures, the data contained herein should serve as a useful guide for organizations to use—and reflect upon—in their planning for 2027 salary increases.

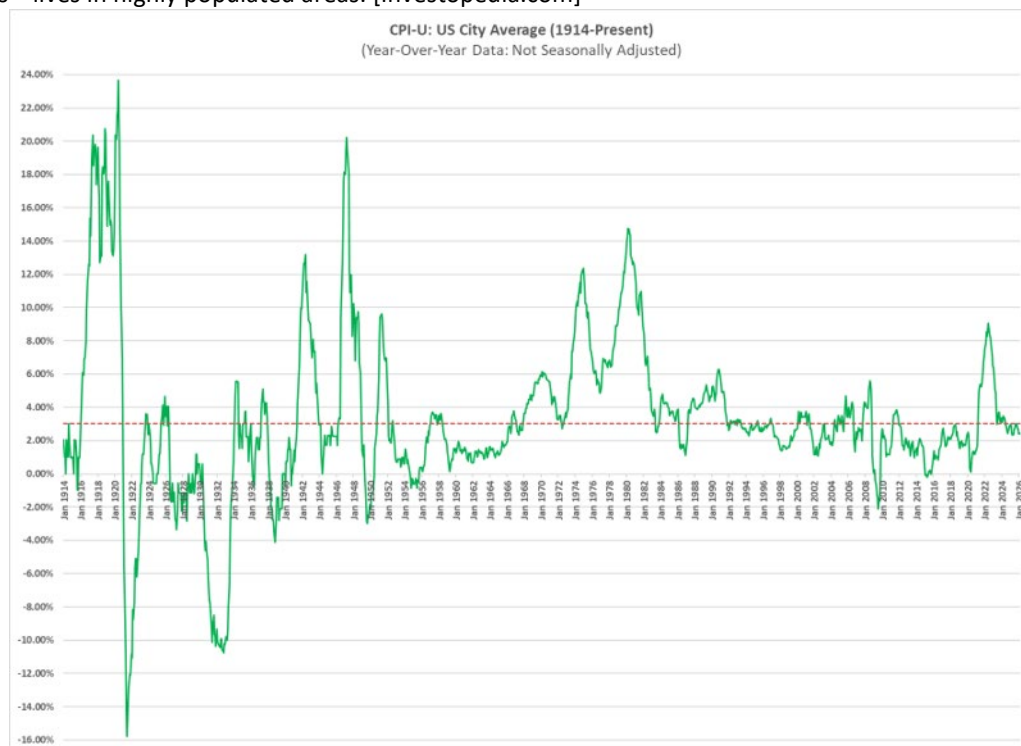
<sup>8</sup> [ADP® Pay Insights - Home Page](#); [ADP® Employment Report](#)

<sup>9</sup> <https://www.atlantafed.org/chcs/wage-growth-tracker?panel=1>

The **Employment Cost Index** is a BLS survey of employer payrolls conducted that measures the change in total employee compensation each quarter. It is used by a wide variety of stakeholders—economists, investors, employers—to track the state of the economy or set paycales for their employees. [Investopedia.com]



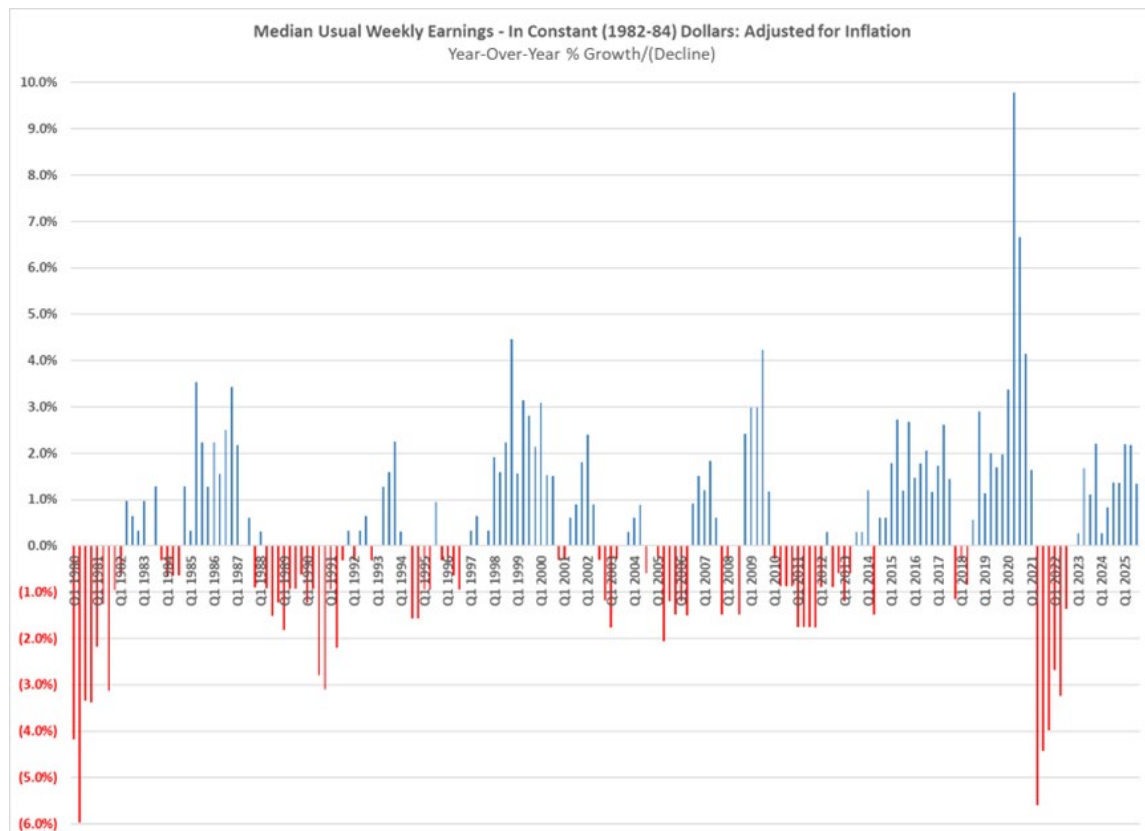
The **Consumer Price Index For All Urban Consumers (CPI-U)** measures the changes in the price of a basket of goods and services purchased by urban consumers. The urban consumer population is deemed by many as a better representative measure of the general public because most of the U.S. population—approximately 93% according to the U.S. Bureau of Labor Statistics—lives in highly populated areas. [Investopedia.com]



The **Atlanta Fed's Wage Growth Tracker** is a measure of the nominal wage growth of individuals. It is constructed using microdata from the Current Population Survey (CPS), and is the median percent change in the hourly wage of individuals observed 12 months apart. [Atlanta Fed]



**Real income** is how much money an individual or entity makes *after accounting for inflation* and is sometimes called real wage when referring to an individual's income. Individuals often closely track their nominal vs. real income to have the best understanding of their purchasing power. [Investopedia.com]



# Memorandum

TO: Commission  
Nathan Qualls

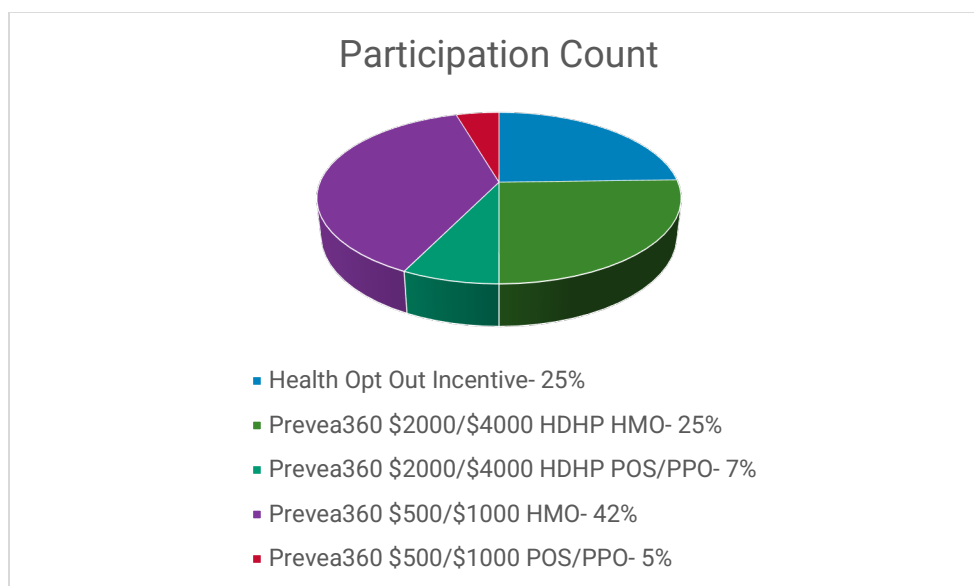
FROM: Emily Tietyen

DATE: September 23, 2026

SUBJECT: Commission Approval of the 2027 Health Plan

## **Background**

NEW Water is proud to support the health and well-being of our employees by providing access to quality, affordable healthcare. We currently have 84 employees enrolled in our health insurance, and 26 employees receive either a full or partial opt-out incentive. Figure 1 below shows a breakdown of plan participation.



*Figure 1: Distribution of plan participation*

## **2026 Plan Performance & Employee Engagement**

Our partnership with Prevea360 continues to support high employee engagement, particularly within our HDHP offering. Employees on HDHP plans remain actively engaged in utilizing their Health Savings Accounts (HSAs) to proactively manage their healthcare expenditures, complementing NEW Water's annual employer contributions of

\$1,000 for single plans and \$2,000 for family plans. Furthermore, employees on HDHP plans are actively contributing to their Health Savings Accounts (HSAs), with projected total employee contributions exceeding \$70,000 for 2026.

## **Market Trends & Competitive Landscape**

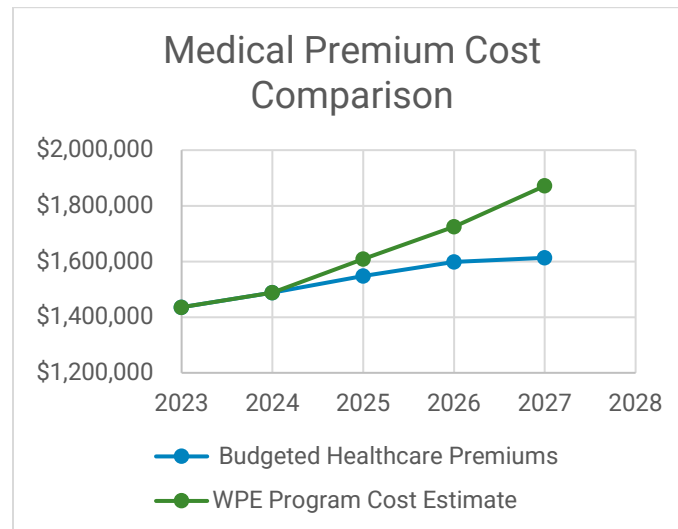
The employer-sponsored health insurance market is characterized by significant cost pressures, with similarly sized employers experiencing average year-over-year increases of 7.46%. These increases are driven by rising chronic conditions/catastrophic claims, behavioral health claims, and the high cost of specialty drugs. In response, innovative employers are actively engaging their teams in educational opportunities to influence positive healthcare behaviors. More details on the marketplace trends are shared in the report M3 Momentum 2026 as attachment 1.

As mentioned in the M3 Momentum Report, no industry or sector is immune to rising health care costs. For comparison, Local Employer participants of the Wisconsin Public Employer (WPE) program are projected to see an average increase of 8.5% for 2027, which includes rate changes for health, pharmacy, and dental plans, premium stabilization charges, and administrative fees. We will continue to monitor the WPE program's strategy and expenses in the coming years as we evaluate the best health care programs for our organization and staff.

In preparation for the 2027 renewal, M3 Insurance conducted a market review to explore broader network alternatives, including UHC and Network Health. While UHC's Copay Plan appeared competitive, its higher base premium results in more annual spend compared to our current Prevea360 plans. Network Health's options were even more significant, ranging from 35% to nearly 78% above current costs. Given that the Prevea360 network continues to meet the needs of our employee population and the plan designs remain competitive — with low deductibles, 100% in-network coinsurance, and predictable prescription cost-sharing — we recommend remaining with Prevea360 for the 2027 plan year as the most cost-effective path forward.

## **Budget Impact for 2027**

Our direct partnership with Prevea360 provided a 3-year "not to exceed" renewal structure, offering valuable budget predictability as we exited the WPE for a minimum of 3 years. For 2027, Prevea360 guaranteed a renewal rate not to exceed 14.9%. The actual presented renewal was 5.9%. This increase over all our plan options results in an additional \$71,924 over the 2026 Budget. Figure 2 below visualizes NEW Water's Health Insurance Budget over the last 5 years. This figure also indicates the trending WPE program and its estimated costs for 2027.



*Figure 2: Medical Premium Cost Comparison*

Our recommended budget for 2027 maintains NEW Water's contributions to Health Savings Accounts (HSAs), with \$1,000 for single plans and \$2,000 for family plans. These contributions are crucial to empowering employees to proactively manage healthcare costs and support broader financial well-being. By continuing to support employee HSAs, NEW Water provides a valuable tool for employees to build personal healthcare savings, offering flexibility and control over their medical costs. With high HDHP adoption and notable employee HSA savings, we believe this investment underscores our commitment to fostering employee financial literacy and health management, aligning with our goal of supporting a comprehensive approach to employee benefits while managing costs for the organization.

### **Recommendation**

Staff is requesting Commission approval of the following recommendations for 2027: to renew the existing Prevea360 plan design, which includes the \$500/\$1,000 and \$2,000/\$4,000 plan options; to maintain the current cost-sharing percentages of 85%/15% for the lowest-cost HMO plans and 83.5%/16.5% for PPO/POS plans; and to continue the employer HSA contribution of \$1,000 for single plans and \$2,000 for family plans for those who choose the high-deductible option.

### **Commission Action**

Request Commission approval to renew the existing Prevea360 plan design, which includes the \$500/\$1,000 and \$2,000/\$4,000 plan options; to maintain the current cost-sharing percentages of 85%/15% for the lowest-cost HMO plans and 83.5%/16.5% for PPO/POS plans; and to continue the employer HSA contribution of \$1,000 for single plans and \$2,000 for family plans for those who choose the high-deductible option.

Attachments: M3 Momentum 2026



2026

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800.272.2443

# MO MEN TUM



An M3 Employee Benefits **Trend Report**



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## INTRODUCTION.

M3 has produced an annual employee benefits trend report for over 20 years — and each year, **the story gets more complex**. Last year, we reframed this report around a simple truth: the old playbook isn't enough anymore. This year, that truth has only deepened.

In 2026, employers aren't just watching costs rise, they're fighting back. The data shows it. The strategies show it. The results, while still challenging, show early signs that active, informed employers are beginning to bend the curve.

But “beginning to bend” is not the same as “under control.” **Health care costs remain at elevated levels of increase**, and the forces driving them — cancer, behavioral health, specialty drugs, musculoskeletal conditions, and chronic disease — are not retreating. They are evolving. And so must your strategy.

**In this year's Momentum Report, we'll show you exactly what's driving costs in 2026, what innovative employers are doing about it, and where the market is heading as we prepare for 2027 and beyond.**



Looking for more data on plan design or want to know how your benefits stack up against your peers?  
**Reach out to your M3 client executive to request your custom benchmarking report today.**

# THE STATE OF EMPLOYER HEALTH CARE SPEND.

Health care costs continue to rise year over year, creating growing pressure for employers and their workforce. While the drivers of this trend are complex, the financial impact is clear.



Using M3's clientele as a benchmark, we can see that, on average, employers are **spending \$17,042 per employee annually on healthcare** — with year-over-year **increases averaging 7.46%.**

**That number deserves context.** On one hand, 7.46% represents a meaningful moderation from last year's 8.64% average increase. On the other hand, it remains well above general inflation — and it comes on top of already elevated cost levels from prior years. The compounding effect matters: **a 7.46% increase on a \$17,042 base is a very different problem than a 7.46% increase would have been five years ago.**

Here's the more important story behind that moderation: it didn't happen by accident.

Employers are increasingly willing to make real plan changes — adjusting designs, shifting funding models, deploying point solutions, and renegotiating pharmacy arrangements. The 2026 data reflects the early returns on that activity. Employers who leaned in are seeing results. Those who waited are still absorbing the full impact.

**When looking at health care costs by employer size, the picture is nuanced:**

| Employer Size           | 2025 Avg. Increase | 2026 Avg. Increase | Direction |
|-------------------------|--------------------|--------------------|-----------|
| <b>0-99 Enrolled</b>    | 8.42%              | 7.35%              | Improved  |
| <b>100-249 Enrolled</b> | 9.52%              | 7.76%              | Improved  |
| <b>250-499 Enrolled</b> | 8.36%              | 6.24%              | Improved  |
| <b>500+ Enrolled</b>    | 8.91%              | 8.97%              | Worsened  |

Three of the four size bands improved year over year — a meaningful signal that employer action is having an effect. But one band stands out: **employers with 500 or more enrolled employees saw their average increase climb to 8.97%.** While not a dramatic reversal, it stands in contrast to the meaningful improvement seen across every other segment.

This is worth watching closely. Large employers often have greater self-funded exposure, more complex plan designs, and higher concentrations of high-cost claimants. The catastrophic claims story — particularly around cancer and specialty drugs — may be showing up most acutely in this segment. If you're in this size band, the data is a signal to act with urgency, not wait for the market to stabilize.



= Improved



= Worsened

# UNDERSTANDING TODAY'S COST PRESSURES.

Employers are navigating continued cost acceleration heading into 2027. But what's actually driving these increases?

The 2026 data points to **five** primary cost pressures — and importantly, they are not independent of one another. They interact, compound, and in many cases, share common solutions.



## CANCER CLAIMS

**The single biggest driver of catastrophic claims in 2026.**

For catastrophic claims exceeding \$100,000, cancer is the #1 condition among M3 clients — **representing 25.9% of all high-cost claim spend.** To put that in perspective, cancer spend is more than 3x that of the second highest catastrophic condition. No other diagnosis comes close.

Cancer has moved to the top of the cost driver list — not because it's new, but because three forces are converging simultaneously: more frequent diagnoses, higher treatment costs (driven heavily by specialty medications), and longer treatment durations as survival rates improve. That last point is often overlooked. Better outcomes are genuinely good news — but they also mean more months of high-cost treatment per patient. Employers should expect cancer to remain the dominant catastrophic claims driver for the foreseeable future.



## BEHAVIORAL HEALTH & MENTAL HEALTH

**Behavioral and mental health spend increased an average of +9.1% year over year across M3's book of business.**

Utilization of mental health services continues to climb across all demographics, and the cost of those services is climbing even faster, driven by sharp increases in facility costs. The gap between demand and available providers remains wide, creating access challenges that delay care and, in many cases, allow conditions to worsen before treatment begins. When access is delayed, costs go up — deferred outpatient mental health care too often becomes inpatient psychiatric care, crisis intervention, or lost productivity that never shows up on a claims report but is felt throughout the organization.

A notable and growing sub-trend: dependent utilization. Mental health claims among employees' dependents — particularly adolescents and young adults — are increasing at a rate that warrants its own strategic attention. Employers who are only thinking about employee mental health are missing a significant and growing portion of the spend.



## MUSCULOSKELETAL (MSK) SPEND

**Outpatient volume is up. Costs per procedure are up. Both at the same time.**

Musculoskeletal conditions — particularly knee, joint, and back surgeries — are driving spend through a combination of increased outpatient surgical volume and elevated per-procedure costs. The shift to outpatient settings was supposed to reduce costs; in many cases, the savings have been offset by volume growth and facility fee inflation.



## SPECIALTY DRUG SPEND

**A two-channel cost problem that most employers are only solving for within one channel.**

M3 benchmark data shows specialty drugs now account for 51.5% of total spend, aligning closely with the 50-60% industry range. For the first time, the majority of what employers are spending on pharmacy is being driven by a relatively small number of high-cost medications.

That is even *before* accounting for GLP-1 medications which, importantly, are not classified as specialty drugs. They fall under the traditional drug bucket, meaning the 51.5% figure and the GLP-1 cost pressure are two separate and compounding challenges employers are managing simultaneously.

Specialty drug spend is driving trend in two distinct ways: through the pharmacy channel (high-cost oral and self-administered specialty medications) and through the medical channel (infusion drugs administered in clinical settings, often for cancer treatment). Many employers have focused their pharmacy optimization efforts on the pharmacy channel — but medical channel specialty drugs, particularly oncology infusions, represent a significant and often undermanaged cost center. Addressing both channels is essential.



## CHRONIC CONDITIONS

**More people. Higher costs. And a new medication category changing the math.**

The prevalence of chronic conditions — *diabetes, hypertension, coronary artery disease, obesity* — continues to grow, and the cost of managing them is rising alongside it. GLP-1 medications (Ozempic®, Wegovy®, and their successors) have added a new dimension to this challenge: they offer genuine clinical benefit for diabetes and weight management, but at a cost that can represent **3-5% of total healthcare spend (Med/Rx) OR between 10-20% of the Rx Spend**. Employers are wrestling with how to cover these medications thoughtfully, balancing clinical value, member access, and long-term financial sustainability.



# HOW EMPLOYERS ARE RESPONDING IN 2026 AND PREPARING FOR 2027.

Rather than waiting for cost pressure to ease, employers are actively reevaluating their benefits strategies — testing new models, fine-tuning existing ones, and stepping away from approaches that no longer deliver value. While no one strategy fits all, several trends are gaining momentum, some are holding steady, and others are declining in relevance.

## WHERE TO START:

### A Framework for Prioritizing Benefits Strategies

Not every trend will be the right fit for your organization — and that's the point. The most effective benefits strategies are those aligned with your population, goals, culture and risk tolerance. As you evaluate the options in this report, consider how these factors might **shape your next move**:

#### Group Size & Structure

##### What to ask yourself:

Do I have the scale or concentration to support certain models (e.g., onsite care, direct contracts)?

#### Claims Volatility

##### What to ask yourself:

Are high-cost claims or chronic conditions driving our spend? Or is trend more consistent and manageable?

#### Administrative Capacity

##### What to ask yourself:

Do I have internal bandwidth or vendor support to implement and monitor new programs effectively?

#### Workforce Demographics

##### What to ask yourself:

What do my employees value most: access, affordability, virtual care, cultural alignment?

#### Innovation Appetite

##### What to ask yourself:

Are we ready to test new models, or is leadership looking for proven, lower-risk solutions?

#### Data Maturity

##### What to ask yourself:

Am I using data to inform decisions, and do I have visibility into what's driving costs today?

## MOMENTUM WATCH: Trends to Track

|                                                                                     |                                                              |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------|
|    | Data-Driven Point Solutions                                  |
|    | High Performance Networks                                    |
|    | Direct Contracting Models                                    |
|    | Variable Copay Plans                                         |
|    | Pharmacy Optimization                                        |
|    | Advanced Care Navigation & Advocacy                          |
|    | Funding Arrangements (Captives)<br><i>elevated from 2025</i> |
|  | Social Determinants of Health Strategies                     |
|  | Onsite & Nearsite Clinics                                    |
|  | “Check the Box” Wellness Programs                            |
|  | Standalone High-Deductible Health Plans                      |

 = Gaining Steam

 = Holding Steady

 = Fading Out

## GAINING STEAM

### Data-Driven Point Solutions

Point solutions are everywhere — but only some are actually solving the problems that matter. What’s changed in 2026 is the sophistication of how employers are selecting and deploying them.

The most successful implementations are no longer just grounded in current employer-specific data — they’re using predictive modeling to identify *future* cost drivers before they become catastrophic. This forward-looking approach allows employers to intervene earlier, improve outcomes, and deliver measurable ROI rather than simply reacting to last year’s claims.

### Key point solution categories gaining traction in 2026:

- **Digital MSK care** — addressing the growing outpatient surgery volume before it reaches the OR
- **Mental health support** — with specific attention to dependent access, not just employee access
- **Kidney disease management** — an emerging area as chronic condition prevalence grows
- **Complex care & cancer care management** — navigating the most expensive and complex claims
- **Diabetes & GLP-1 oversight** — managing both clinical appropriateness and financial exposure
- **Site-of-service pharmacy infusion** — redirecting medical channel specialty drug administration to lower-cost settings, directly addressing the two-channel specialty drug problem

With the right analytic tools, employers can pinpoint gaps, align investments accordingly, and measure what’s working.

## High-Performance Networks

To address cost and quality variation, employers are increasingly implementing **narrow** or **tiered networks** — and the approach is maturing.

- **Narrow networks** limit provider choice to high-value options
- **Tiered networks** steer members toward preferred providers through financial incentives

When paired with effective communication and employee engagement, these networks promote better consumer choices and reduce unnecessary spending. The key word is *paired* — network design without member education rarely delivers its full potential.

## Direct Contracting Models

Employers are moving beyond traditional fee-for-service structures in pursuit of solutions that better align payment with outcomes — and in 2026, this movement has expanded in **two meaningful directions**.

**Direct Primary Care (DPC)** continues to grow in both geographic reach and flexibility of offerings. More employers can access DPC arrangements today than even a year ago, as providers expand into new markets and adapt their models to fit a wider range of employer sizes and structures.

The core value proposition remains: a flat per-member-per-month payment that improves access, continuity, and affordability of primary care — while reducing downstream specialty and emergency utilization.

**Targeted direct contracts for specific conditions** are gaining traction as a complementary strategy. Rather than broad network arrangements, these contracts address the entire care bundle for high-cost conditions — establishing direct, upfront, negotiated costs for episodes of care. They are particularly effective in markets where provider concentration creates meaningful cost variation, and where a specific condition (such as orthopedic surgery or cardiac care) represents a disproportionate share of spend.

## Variable Copay Plans

These benefit designs **remove deductibles and coinsurance**, replacing them with fixed copays that vary by provider or facility — rewarding employees who choose high-quality, lower-cost care.

**What's new in 2026:** The number of administrators and plan sponsors offering variable copay designs has expanded, and so has their geographic footprint. This is no longer a strategy available only to large employers in major markets. More employers — across more geographies — can now access these designs than a year ago, making variable copay plans a more realistic option to evaluate than they've ever been.

**Variable copay plans:**

- Improve transparency around out-of-pocket costs
- Promote affordability for routine and high-value services
- Align financial incentives with better health outcomes

**Advanced Care Navigation & Advocacy**

As benefits ecosystems become more complex, employers are turning to advocacy and navigation solutions to guide employees through care decisions, claims issues, and provider selection.

**These tools help employees:**

- Find high-value providers
- Manage chronic or complex conditions
- Understand benefits and costs in real time

When paired with strong communication and clinical integration, care navigation can improve the member experience while reducing unnecessary spend. In a year defined by complex cost drivers — cancer, behavioral health, specialty drugs — the value of a skilled navigator has never been higher.



# SPECIAL FEATURE:

## Pharmacy Optimization

(An Ethica Pharmacy Advisors Feature)



Pharmacy trend continues to be one of the fastest-growing components of health plan spend — and in 2026, the pressure is coming from multiple directions at once.

### KEY AREAS OF FOCUS INCLUDE:

1

**Plan oversight and the importance of audits —**  
to validate pricing, discounts,  
and rebate performance

2

**Ensuring PBM transparency —**  
through better contract  
terms and clearer disclosure  
of revenue arrangements

3

**Clinical formulary management —** to ensure  
the right drugs are covered  
at the right cost

4

**Specialty drug oversight —**  
that expands access beyond  
PBM-preferred channels when  
clinically appropriate

**590 DIFFERENT DRUGS**

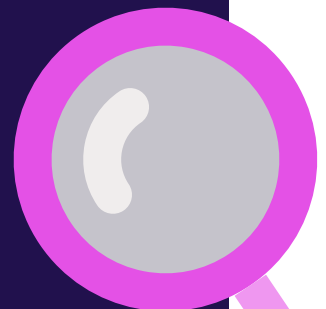
witnessed price hikes in  
January of 2025

**25% OF ADULTS**

taking prescription drugs report  
difficulty affording their medications

**\$84,000**

= average annual cost of  
a specialty medication



# SPECIAL FEATURE:

## Pharmacy Optimization



### Looking ahead, employers are preparing for a new wave of pharmacy cost drivers:

- **GLP-1 medications (e.g., Ozempic®, Wegovy®, and successors)** continue to gain popularity for both diabetes and weight-loss indications, contributing to rising branded drug spend and raising complex questions about long-term coverage strategy. Employers should expect GLP-1 coverage to represent approximately 10% to 20% of drug spend budgets — a line item that demands a deliberate, clinically grounded coverage policy rather than a reactive one.

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- **Gene therapies** continue to enter the market with curative potential for rare conditions — but their price tags demand careful planning. Lenmeldy, currently the most expensive gene therapy on the market, carries a price tag of \$4.3 million. Financial modeling, stop-loss evaluation, and risk-sharing arrangements are essential before these therapies appear on a claim.

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- **Biosimilars** represent one of the most significant cost-saving opportunities available to employers today. \$181 billion in savings is projected through 2027 from biosimilar adoption — but capturing those savings requires education, formulary alignment, and active provider and network engagement. The savings don't happen automatically.

To stay ahead of these shifts, employers are increasingly partnering with independent pharmacy advisors who can benchmark spend, monitor emerging therapies, and offer guidance rooted in clinical and financial data.

Ethica Pharmacy Advisors® is an M3 Connect Company — a separate, yet connected company delivering distinctive solutions that complement and enhance M3's offerings.

For more information, visit [ethicapharmacyadvisors.com](https://ethicapharmacyadvisors.com).





# SPECIAL FEATURE:

## Not All Captives Are Created Equal

In a market defined by rising health care costs — and now, a hardening stop-loss market — **many employers are looking to health captives as a potential competitive edge.** But here's the truth: not every captive is built the same, and not every model will work for every business.

The stop-loss context matters in 2026. The stop-loss market has hardened meaningfully this year, with carriers rebalancing risk and premiums in response to elevated catastrophic claims — particularly in cancer and specialty drugs. Employers in the fully-insured and traditional self-funded markets are feeling this pressure directly. For employers who are well-suited to a captive structure, this market environment makes the stability and cost-control potential of a well-run captive more compelling than it was even a year ago. Captives have seen their largest growth and expansion in 2026, and that trajectory is expected to continue into 2027.

But “captive” is not a monolithic solution. Joining the wrong captive — or staying in one that isn't performing — can be worse than the alternative.

**That's where M3's approach stands apart.** We help employers evaluate their captive options, or the one they're already in, by digging into structure, philosophy, governance, and performance.

## Are You in the Right Captive?



### Performance & Value

- What have your renewals looked like, and how are they determined?
- Have you received timely and transparent reporting?
- Are you getting the distributions you expected? How are they calculated?
- Are you rewarded for strong performance, and how is that tracked?



### Transparency & Governance

- How are decisions made, and who's making them?
- Do you know how you're performing relative to your peers?
- Do you have meaningful input, or more ownership, compared to your previous model?



### Structure & Accountability

- How is your captive manager compensated?
- What happens if your broker relationship changes?
- Are you required to use certain programs, and are there penalties if you don't?

**Ultimately, it comes down to this: Are you experiencing what you bought into?**

At M3, we believe health captives should deliver on their promise — and that starts with full transparency and strategic alignment. If you're not asking these questions, it might be time to start.



## HOLDING STEADY

### Social Determinants of Health (SDOH) Strategy

Employers are increasingly acknowledging that factors outside the traditional health plan — transportation, housing, food access, language barriers — can significantly influence employee health outcomes and health care costs.

**While still an emerging area, some employers are beginning to incorporate SDOH considerations into their benefits strategy through:**

- **Transportation support for medical appointments**
- **Culturally competent and bilingual care access**
- **Community-based partnerships or wraparound services**
- **Data integration to identify and address population-specific gaps**

These efforts reflect a broader shift toward addressing whole-person health — and as data tools improve, the ability to identify and act on SDOH factors at the population level is growing.

### Onsite & Nearsite Clinics

Interest in onsite and nearsite care models remains steady, especially in industries with concentrated employee populations or limited provider access.

**These clinics can deliver:**

- Lower-cost, employer-controlled primary care
- Integrated wellness and preventive services
- Improved engagement for chronic condition support

Adoption has leveled off for some employers due to startup costs and challenges in driving sustained utilization — but for the right employer profile, these models continue to deliver meaningful value.



## FADING OUT

### “Check the Box” Wellness Programs

Programs built around step challenges, wellness portals, or health risk assessments continue to have a place in many organizations — particularly as entry points into broader wellness strategies. But these tools alone are no longer seen as innovative or leading-edge, especially when they lack clinical integration or measurable outcomes tied to individual progress.

Today, more employers are expanding their approach to focus on building a culture of health and supporting health care consumerism — emphasizing preventive care like age-appropriate screenings and primary care utilization. While ROI is difficult to quantify for general wellness efforts, value on investment (VOI) remains strong when programs are aligned with workforce needs, foster sustained engagement, and contribute to long-term risk mitigation. For chronic condition management programs, measurable ROI becomes more achievable through targeted, data-driven interventions.

### Standalone High-Deductible Health Plans

While high-deductible health plans (HDHPs) remain a popular component of many benefit strategies, fewer employers are offering them as a standalone option.

Rising out-of-pocket costs have prompted renewed focus on affordability, leading to increased interest in copay-based, variable copay, or value-based designs that offer better upfront cost transparency and improved employee experience. The growth of variable copay plans — noted above — is in part a direct response to the limitations of HDHP-only strategies.

## FINAL THOUGHT: IS YOUR BROKER HELPING YOU SEE AROUND CORNERS?

Rising health care costs aren't a new story, but the strategies employers are using to manage them are evolving rapidly. The path forward doesn't lie in doing more of the same. It lies in understanding the market's direction, knowing what levers are available, and having the right partners at the table to help you make informed, strategic choices.

The 2026 data tells us something important: employers who act are getting different results than employers who wait. The moderation in trend we're seeing — imperfect and uneven as it is — is not a market gift. It's the early return on deliberate strategy.

### **As you evaluate your benefits strategy for 2027 and beyond, ask yourself:**

- Is my broker bringing forward-looking, data-backed insight — not just reacting to trends, but anticipating them?
- Are they introducing me to a full spectrum of strategies, including those I may not be ready for today but need to understand for tomorrow?
- Do I have the visibility, tools, and guidance I need to make confident, future-oriented decisions for my workforce and business?

**These aren't just questions for this year's renewal.** They are the foundation of a benefits strategy built to adapt, compete, and thrive in a changing world. At M3, these are the questions we ask ourselves every day and the standard we hold ourselves to in service of our clients. We believe staying ahead starts with seeing the full picture and making it actionable. In a market that won't stand still, neither should your strategy.

**Visit [m3ins.com](https://m3ins.com) | 800.272.2443**



# Memorandum

TO: Commission  
Nathan Qualls

FROM: Emily Tietyen

DATE: September 23, 2026

SUBJECT: Identity Theft Protection Benefit

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## **Background**

At NEW Water, our staff members are the foundation of our operational success, and their well-being directly impacts our ability to serve the community effectively. Just as our comprehensive health benefits safeguard our employees' physical and medical well-being, fostering robust financial wellness and personal data security is equally vital to supporting the whole employee.

Personal financial stress and identity compromise create severe personal strain that inevitably spills over into the workplace. Research highlights that identity theft affects 1 in 4 Americans, leaving 55% of victims with heightened anxiety. Furthermore, 76% of financially stressed employees report that money worries negatively impact their productivity at work, with distracted staff spending 3 or more hours each week managing personal financial issues on company time. In fact, employees facing severe financial strain are six times as likely to report reduced job productivity and twice as likely to seek alternative employment.

To ensure NEW Water continues to offer a modern, highly competitive, and meaningful benefits package, the Human Resources team worked directly with our benefits brokers at M3 Insurance to evaluate current market trends and peer benchmarks. M3's industry benchmark reports indicate a distinct shift in how forward-thinking employers are structuring their total rewards programs. While comprehensive medical, dental, and vision coverages remain the cornerstone of physical health protection, employers across Wisconsin and the Midwest are increasingly looking for high-impact, low-cost "point solutions" that address the everyday realities facing today's workforce.

According to M3's market data, identity theft and financial protection have quickly emerged as two of the fastest-growing employer-sponsored benefits. M3's findings show that a growing majority of organizations are adopting identity theft protection as an

employer-paid benefit because it yields an exceptionally high perceived value for employees relative to its nominal administrative cost. By partnering with M3, NEW Water can introduce TransUnion's top-tier *IdentityForce UltraSecure Premium* platform at low cost—delivering immediate, tangible peace of mind to our staff while keeping our overall benefit expenditures fiscally responsible.

Through the proposed *IdentityForce UltraSecure Premium* platform, NEW Water staff and the organization will receive a robust, all-in-one digital defense and financial wellness suite which includes:

- **Proactive Credit & Identity Defense:** Includes daily 3-bureau credit monitoring (TransUnion, Experian, Equifax), TransUnion credit lock, continuous dark web scanning, BreachIQ™ AI threat scoring, and mobile/PC security tools.
- **Fully Managed Recovery & \$2M Insurance:** If identity theft occurs, 24/7 dedicated Resolution Specialists handle the entire restoration process from start to finish, supported by \$2,000,000 in expense reimbursement insurance.
- **Free Dependent Coverage & Financial Coaching:** Extends complimentary ChildWatch monitoring for employee dependents up to age 26 and unlimited 1-on-1 personal financial coaching through TrustPlus.
- **Turnkey Corporate Protection (Zero Added Cost):** Sponsoring this benefit unlocks TransUnion's Business Suite (monitoring NEW Water's domain, EIN, and business credit) alongside complete employer data breach guidance, counseling, and employee notification response services.

### **Recommendation**

Staff recommends commission approval to offer the TransUnion Individual *IdentityForce UltraSecure Premium* platform as an employer paid benefit in the amount of \$4,326. This rate is under a 3-year rate guarantee and will be included in the salaries and benefits budget until the renewal period.

### **Commission Action**

Request Commission approval for TransUnion to provide Individual *IdentityForce UltraSecure Premium* platform in the amount of \$4,326.

AttachedTransUnion Proposal



## Identity Theft Protection & Financial Wellness Solutions



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New Water

M3 Insurance



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[Summary & Pricing Solutions](#)



[Financial Wellness Coaching](#) <sup>NEW!</sup>



[Solution Support](#)



[Appendix](#)



## Identity theft is top of mind for employees and the businesses they work for.

Employees are concerned about their identity exposure. You can be a catalyst for your clients by enabling products that solve issues and relieve stress. IdentityForce has a 40-year tradition of providing award-winning identity protection solutions and exceptional restoration success. IdentityForce has been named an Identity Protection Leader by Javelin, earned multiple Gold Stevie Awards for having the best product in the industry and we're the #1 Identity Protection Service as featured on U.S. News and World Report, CNBC and Tom's Guide.

Our solutions have an outstanding track record for delivering high-touch support and fraud remediation services, demonstrated through its customer satisfaction ratings and reviews. With 24/7 customer service agents speaking multiple languages, we continue to go above and beyond for our members.

## TransUnion<sup>®</sup> Our Brand

TransUnion is a global information and insights company with over 12,000 associates operating in more than 30 countries. We make trust possible by ensuring each person is reliably represented in the marketplace. We do this with a Tru™ picture of each person: an actionable view of consumers, stewarded with care.

Through our acquisitions and technology investments we have developed innovative solutions that extend beyond our strong foundation in core credit into areas such as marketing, fraud, risk and advanced analytics. As a result, consumers and businesses can transact with confidence and achieve great things.

We call this **Information for Good<sup>®</sup>** — and it leads to economic opportunity, great experiences and personal empowerment for millions of people around the world.

Employees who say that money worries have a severe/ major negative impact on their mental health are...

**6x**

More likely to say this has impacted their productivity at work and

**2x**

As likely to be looking for a new job

Whether you are a domestic company expanding overseas, or an international company in need of a proven partner, TransUnion is uniquely situated to bring you robust data and analytic services. We combine experience, local relationships and regional insight to help organizations and government agencies build strong, stable economies across the globe.

We provide  
**International Employee  
Benefit Solutions**

with no United States Social Security  
Number required!

## TransUnion Global Presence

TransUnion headquarters and the location of our company's state-of-the-art data center are located at 555 West Adams Street, Chicago, Illinois. TransUnion has also been operating internationally for more than 30 years and has strong global brand recognition. We have a diversified global presence in over 30 countries and a leading presence in several attractive international markets across North America, Africa, Latin America, and Asia. TransUnion has senior management in many of these geographical areas which provides us with deeper insights into these markets and stronger relationships with our customers.



## A High-Value Employee Benefit

**83%** of employers that offered access to an identity compromise solution agreed that it provided a **value to their staff**

**91%** would encourage their colleagues to take advantage of employee protection

SOURCE | Identity Theft Resource Center (ITRC), The Impacts of Identity Theft on Employees and Their Workplace, 2019

### TRUSTED GOVERNMENT VENDOR

IdentityForce has held a U.S. General Services Administration (GSA) contract since 1995 and was originally awarded a Blanket Purchase Agreement (BPA) for credit monitoring services in 2006. The BPA was renewed in 2015, when the GSA also awarded IdentityForce Tier One status.

## The IdentityForce® Difference

### Protecting What Matters Most:

#### Identity Protection and Financial Wellness for the Whole Family

IdentityForce, a TransUnion brand, has been helping people protect their identity and credit for more than 40 years. Our credit health capabilities empower employees to confidently manage their financial well-being with practical credit education and interactive credit and identity tools.

Our award-winning identity theft protection features such as BreachIQ™ enable employees to guard themselves against fraud and scams, helping to make your employees' data – and your business – safer. Our enriched family identity restoration and child identity monitoring features are tailored to protect employees and their families.

### The Toll of Identity Theft



**1 in 4**  
Americans  
experience  
**identity theft**

AiteNovarica, U.S. Identity Theft: Adapting and Evolving, 2022



**\$650**  
the average amount  
of loss from  
**fraud or theft**

Federal Trade Commission, Consumer Sentinel Network Data Book, 2022



**55%**  
of identity theft victims  
experienced greater  
**anxiety**

Identity Theft Resource Center, Consumer Aftermath Report, 2022



## ChildWatch

Like adults, children are also susceptible to identity theft. It could be years before a child applies for credit in their own name, which makes it easy for identity theft to go undetected. This can have serious consequences and can negatively impact a child's future credit opportunities, employment history or result in a false criminal record.

### ChildWatch Features

- Child Identity Monitoring – Thorough and ongoing identity monitoring provides early detection of dark web activity or attempted credit file access to help families take action to address identity theft and fraud for their children.
- Child Social Media Monitoring – Helps protect children on their social media channels from imposters, scams and more.
- Family Member Restoration Services
- Child Credit Freeze/Lock Assistance
- Child Credit Activity Monitoring

### Child Credit Activity Monitoring

ChildWatch Credit Activity Monitoring empowers employees to monitor the credit activity and identities of children and dependents. This helps bring your employees' children into the credit economy safely and securely, protecting children's credit, addressing risks early and providing peace of mind for families that their child's information is protected.

Child credit activity monitoring allows parents to enroll their children in credit activity monitoring.

Early detection helps families take action to address identity theft and fraud for their children.

With every UltraSecure plan, employees receive unlimited ChildWatch, IdentityForce's exclusive program to protect dependents up to the age of 26.



ChildWatch  
complimentary on  
all plans!

## Identity Restoration Services

The historic number of data breaches and the identity crimes that follow means we all face a 1 in 4 chance of experiencing identity theft<sup>1</sup>. With our personalized, fully managed restoration service, IdentityForce offers peace of mind by delivering proven, effective recovery into all of our identity theft protection products and services.

When identity theft happens to you, your employees or your customers, the damage can be serious. Even with the best safeguards in place, no one can completely protect against having their identity compromised. Identity theft can be a disturbing, frustrating and vulnerable experience — unless there is an identity protection plan in place. That's where our top-rated identity restoration service comes in. Our comprehensive approach covers three phases of identity restoration: Discovery, Mitigation/Resolution and Protection.

These are the steps that occur once a representative gathers the necessary case information.



<sup>1</sup> Aite Novarica, U.S. Identity Theft: Adapting and Evolving, 2022

**93%**

customer satisfaction rating for our proven, personalized restoration service



Based on customer satisfaction survey conducted with IdentityForce members after handling their security incidents.

## CONSEQUENCES OF IDENTITY CRIMES

**26%**

were unable to pay bills

**33%**

could not meet a need and went without

**26%**

were turned down for credit or loans

**24%**

borrowed money from family and friends

SOURCE | Identity Theft Resource Center, Consumer Aftermath Report, 2022



### Financial wellness and credit health

Enhanced credit alerts provide more insights into the important actions you can take toward greater financial wellness. Score change alerts help you stay on top of your credit activity that may impact your credit standing. Daily credit reports, along with our credit simulator and score tracker, provide more detailed tracking of your progress. Our Education Resource Center includes resources for safeguarding your financial health and identity safety with timely tips, videos and live webinars. With Credit Lock, you can lock and unlock your TransUnion credit report with the touch of a button, helping prevent criminals from opening or extending credit in your name.

With TrustPlus, you can get unlimited free access to financial coaches who can help you reach your goals and protect your financial future.

### Identity theft insurance

Resolving identity theft or fraud can be time-consuming and can sometimes involve expenses, including lawyer fees, loss of wages and more. We offer expense reimbursement insurance to pay covered costs associated with the resolution process.

### Incident response

With TransUnion Incident Response you get the expertise and service you need to respond quickly and effectively to a data breach or fraud event. We can have a fully operational program up and running within 48 hours to manage the important components that keep your employees safe such as notification letters, call center response, identity restoration and credit and identity monitoring.

Companies that fail to respond to a data breach lose more customers. However, when companies execute a well-conceived response plan, the average cost of a data breach is reduced by as much as \$17 per record breached; customer relationships are also saved.

### International plans

IdentityForce is a part of TransUnion's global brand family with services that extend internationally to ensure employees outside of the US have the protection they need.

International plans are designed to work seamlessly between countries while considering regional differences for easy implementation across the enterprise.

**76%** of stressed employees

say financial worries have had a negative impact on their productivity

**55%** of stressed employees

who are distracted by their finances at work spend 3 more hours each week dealing with their finances.

SOURCE | 2022 PWC Employee Financial Wellness Survey

Two product tiers cover different needs and budgets. The [UltraSecure ID Plan](#) features comprehensive identity monitoring and management, while the [UltraSecure Premium Plan](#) adds enhanced features to further protect your employees complete digital identity.

IdentityForce [Employer Paid Programs](#) provide these additional benefits:

- Programs available at substantially lower costs
- Provides immediate access to our Resolution Team in the event of a fraud incident (internal or external)
- Our expertise becomes an extension of an employer's HR department
- Includes Business Protection for an added level of security for the employer
- Simple administration
- A dedicated Solution Engineer provides a smooth onboarding

## Features Summary

### Pricing

A proposal is valid for 90 days, and all pricing comes with a 3-year guarantee. A minimum of 2 employees is required for enrollment.

Effective Date 1/1/2027      Number of Employees 103

### EMPLOYEE-PAID PRICING

Employers provide access to valuable protection programs for employees and their families.

#### UltraSecure ID

**\$7.50** | individual plan | monthly  
**\$13.50** | family plan | monthly

#### UltraSecure Premium

**\$9.50** | individual plan | monthly  
**\$17.50** | family plan | monthly

### EMPLOYER-PAID PRICING

A value-added benefit the company provides to protect their employees and their families. This includes an Employer-Paid Incentive: company data breach consulting and services for no additional charge.

#### UltraSecure Premium

**\$3.50** | individual plan | monthly  
**\$5.50** | family plan | monthly

**(# Eligible Employees x Premium) x 12 Months = Annual Spend**

# We equip employers with the robust identity protection products their employees need.

*With two flexible plans and a host of products that span both proactive identity protection and reactive restoration service, we help employers differentiate in the market.*

| UltraSecure Plan Features                      | ID | Premium | UltraSecure Plan Features              | ID | Premium | UltraSecure Plan Features                 | ID       | Premium   |
|------------------------------------------------|----|---------|----------------------------------------|----|---------|-------------------------------------------|----------|-----------|
| Restoration Services                           |    |         | Identity Monitoring                    |    |         | Credit Health and Financial Wellness      |          |           |
| Deceased Family Member Fraud Remediation       | •  | •       | <b>BreachIQ™</b>                       |    |         | <b>Credit Health</b>                      |          |           |
| Fully Managed Family Restoration               | •  | •       | Breach Risk Score                      | •  | •       | TransUnion Credit Report and Score        | Daily    | Daily     |
| Restoration for Pre-Existing Identity Theft    | •  | •       | Breach Search                          | •  | •       | 3-Bureau Credit Report and Score          |          | Monthly   |
| Seniors Fraud Resolution (on family plans)     |    | •       | Identity Safety Score                  |    | •       | Advanced Fraud Monitoring                 | •        | •         |
| \$1M Expense Reimbursement Insurance           | •  |         | Personalized Action Plan               |    | •       | Standard Credit Monitoring                | 1 Bureau | 3 Bureaus |
| \$2M Expense Reimbursement Insurance           |    | •       | <b>Identity Monitoring</b>             |    |         | Credit Score Change Alerts (+/-10 points) | •        | •         |
| \$25k Ransomware Expense Reimbursement         |    | •       | Change of Address Monitoring (USPS)    | •  | •       | Credit Score Simulator                    | •        | •         |
| \$25k Social Engineering Expense Reimbursement |    | •       | Criminal Records Monitoring            | •  | •       | Credit Score Tracker                      | Monthly  | Monthly   |
| \$25k Cyberbullying Expense Reimbursement      |    | •       | Dark Web Monitoring                    | •  | •       | <b>Financial Wellness</b>                 |          |           |
| Access to 24/7 Customer Support                | •  | •       | Phishing & Botnet Monitoring           |    | •       | Education Resource Center                 | •        | •         |
|                                                |    |         | Short Term Loan Monitoring             | •  | •       | Financial Calculators                     | •        | •         |
|                                                |    |         | Smart SSN Tracker                      | •  | •       | Financial Wellness Coaching               |          | •         |
| <b>Child Monitoring</b>                        |    |         | Sex Offender Registry Monitoring       | •  | •       | <b>Financial Protection</b>               |          |           |
| Child Dark Web Monitoring                      | •  | •       | Social Media Monitoring                | •  | •       | Financial Account Monitoring              | •        | •         |
| Child Credit Activity Monitoring               | •  | •       | <b>Identity Vault</b>                  |    |         | Financial Transaction Monitoring          | •        | •         |
| Child Social Media Monitoring                  | •  | •       | Document Storage                       | •  | •       | Bank and Credit Card Activity             | •        | •         |
|                                                |    |         | Lost Wallet Assistance                 | •  | •       | 401(k), HSA and Investment Activity       | •        | •         |
|                                                |    |         | Password Manager                       | •  | •       | Fraud Alert Reminders                     | •        | •         |
|                                                |    |         | <b>Mobile Device and PC Protection</b> |    |         | Medical ID Fraud Protection               | •        | •         |
|                                                |    |         | <b>Mobile App (iOS and Android)</b>    |    |         | TransUnion Credit Lock and Alerts         | •        | •         |
|                                                |    |         | Secure My Network (VPN)                | •  | •       | Access to Credit Freeze Assistance        | •        | •         |
|                                                |    |         | Mobile Attack Control (Mobile Scan)    | •  | •       |                                           |          |           |
|                                                |    |         | <b>Online PC Protection Tools</b>      |    |         |                                           |          |           |
|                                                |    |         | Phishing Protection                    |    | •       |                                           |          |           |
|                                                |    |         | Key Logging Protection                 |    | •       |                                           |          |           |
|                                                |    |         | Ransomware Protection                  |    | •       |                                           |          |           |

# Solutions

## IdentityForce® Dashboard

The IdentityForce dashboard can harness the power of consumer credit education, credit health and identity protection with an easy to implement, integrated solution that provides a 360° credit and identity view. Your employees can enjoy 24x7x365 access to a personal credit and identity center — no assembly required — and will have critical information to navigate their credit and identity landscape. The IdentityForce Dashboard includes:

- **Dashboard summary** of important identity, credit, financial and social media alerts
- **Online Identity Vault™** encrypted storage for important personally identifiable information (PII), documents and images
- **Password Manager** for secure password storage for online accounts — plus a password generator tool is included
- **Credit score** and credit score tracker
- **Credit Lock widget** to lock or unlock your TransUnion credit report
- **24/7 Live Support** contact tool where one click gives you access to online or live telephone support available any time you or a family member is concerned about your identity
- **Educational content** and resources around credit and identity protection
- **Financial coaching link** from the resources tab to connect you to personal financial coaches to help you reach your goals and protect your financial future.

The IdentityForce Dashboard is also mobile-optimized for a great user experience on smartphones or tablets.

The screenshot displays the IdentityForce Dashboard interface. At the top, the user is logged in as Ian Dawson. The dashboard is divided into several sections:

- Alerts:** A list of alerts including "Your passport number was found on the Dark Web" (01/14/2023), "Three Bureau Credit Report Monitoring Alert" (01/08/2023), "Jessica Dawson: Social Media Monitoring Alert" (12/25/2022), and "Sex Offender Alert" (11/12/2022).
- Services:** A section with icons for Identity, Credit, Financial, and Social services, each with a "Manage Services" link.
- Credit Score:** A section showing credit scores from TransUnion (773), Equifax (781), and Experian (788), all updated on 02/15/2023. Each score is accompanied by a "Good" status and a comparison to the population.
- Credit Score Tracker:** A line graph showing the credit score trend over time, with a "Find out more" link and a "View Score in a Table" link.
- Education:** A section with articles such as "Fake Charging Stations Can Hack Your Smartphone", "Card Shimming Targets 'Chip' Payment Cards", and "Securing Your IoT Devices Against Cybercrime and Oversharing".
- Right Sidebar:** Contains sections for "Dedicated Resolution Specialist", "Lost Wallet Assistance", "Credit Lock", and "We'd love to hear your feedback".

## Credit Report Monitoring

IdentityForce Credit Report Monitoring watches credit reports and alerts consumers whenever there are changes to any of their accounts, such as new accounts being opened in their name, a credit card balance increase or negative information such as a late payment reported by a creditor.

On average, 60-65% of consumers enrolled in a TransUnion solution will get a credit alert at least once per month. Of those who receive and alert, up to 40% will log into their tools to get the details regarding the alert. This drives consumers back to your tool to not only get critical credit information, but also continue to check their score and utilize other features of your tool.

The Credit Monitoring Alerts service automatically scans a consumers' credit data daily and sends them email notifications in the event of key changes. Email notifications are sent within 24 hours of critical changes.

Customers receiving credit alerts that monitor all three credit reporting agencies may notice that alerts are not always sent from all agencies concurrently. Each credit bureau maintains your records independently and may not make the same updates at the same time. Additionally, some records (such as inquiries) may be posted on only one of your credit reports.



## Enhanced Alerts

Enhanced Alerts provides your employees with 12 new alert categories resulting in a robust, empowering supplement to existing credit monitoring alerts. These enhanced credit monitoring alerts give a greater level of detail and context

- Score Change by 10+ pts Alert
- Auto Lease Alert
- Addition of Authorized User Credit Card Alert
- Fully Paid Off Account Alert
- Closed Account Alert
- Bank/Retail Card Exceeds Credit Limit Alert
- Account Delinquent Status/Sent to Collection Agency Alert
- Bank/Retail Card Reported Lost or Stolen Alert
- New, Non-Medical Collection Alert
- Increase or Decrease in Balance of Collections, including Medical, Alert
- Collection Paid in Full Alert
- Foreclosure Alert

## Score Simulator

This product provides scenario analysis based on different credit decisions/actions and the resulting impact to the customer's credit score.

Some of the "What If?" variables available to customers:

- Adding a new credit card
- Raising the credit line on a credit card
- The impact of a delinquent account
- The impact of a collection
- A combination of actions

Simulate Score

Reset All

**IdentityForce**  
A TransUnion® Brand

lan Dawson

### Credit

Dashboard | Credit Score | Credit Report | **Credit Simulator** | Credit Lock | Freeze my Credit

#### Credit Simulator

The credit score simulator estimates how your credit score might change based on potential financial actions below. Using the simulator does not affect your actual credit score, so you can experiment with different actions to see the impact.

Data Source: TransUnion  
Updated: 01/15/2022

##### Credit Cards

- ☒ Add Credit Card with a limit of
- ☒ Cancel your oldest Credit Card
- ☐ Transfer Balance of  to a new card
- ☐ Raise credit line on a credit card by
- ☐ Raise balance on a credit card by
- ☐ Lower balance on a credit card by
- ☐ Eliminate your credit card balances (all cards)

##### Accounts

- ☐ Add Credit Inquiries
- ☐ Add a mortgage in the amount of
- ☐ Add a personal loan in the amount of
- ☐ Add an auto loan in the amount of
- ☐ Allow one monthly account to become delinquent
- ☒ Allow all monthly account to become delinquent
- ☐ Number of on-time monthly payment(s)
- ☐ One account goes into collections
- ☐ Add Tax Lien Public Record
- ☐ Add Foreclosure Public Record
- ☐ Add Child Support Public Record
- ☐ Add Wage Garnishment Public Record
- ☐ Declare Bankruptcy

**Simulate Score** **Reset All**



## Credit Reports

Companies around the world depend on TransUnion Credit Reports for consumer insight needed to make the best decisions. TransUnion Credit Reports draw information from the TransUnion database, which maintains credit histories on approximately 650 million consumers and businesses worldwide. The database is updated, audited and monitored on a regular basis. As a result, you and your customers receive the most comprehensive information. Three-bureau reports are also available on premium plans.

Credit Summary is a summary of key factors in your credit report such as total accounts, total balances and total monthly payments to give a snapshot of your current credit situation.

## Credit Summary

Quickly assess the content of your credit report such as total accounts, recent inquiries and total balances and payments.

The screenshot shows the IdentityForce Credit Summary report. The interface includes a sidebar with navigation links: Dashboard, Identity Vault, BreachIQ, Alerts, Credit, Transactions, Resources, and Support. The main content area is titled 'Credit' and contains tabs for Credit Score, Credit Report (selected), Credit Simulator, Credit Lock, and Freeze my Credit. Below these is a 'Latest Credit Report' section with a 'Credit Summary' card. The card shows the report was updated on 04/15/2023 and the next available update is on 07/15/2023. A 'Print Report' button is also present. The summary table compares data across four bureaus: Total, TransUnion, Experian, and Equifax.

|                               | Total        | TransUnion   | Experian     | Equifax      |
|-------------------------------|--------------|--------------|--------------|--------------|
| Total Accounts                | 20           | 20           | 20           | 19           |
| Open Accounts                 | 4            | 4            | 4            | 4            |
| Closed Accounts               | 16           | 16           | 15           | 15           |
| Total Balances                | \$157,000.00 | \$157,000.00 | \$164,000.00 | \$162,000.00 |
| Total Monthly Payments        | \$3,680.00   | \$3,680.00   | \$3,680.00   | \$3,680.00   |
| Delinquent Accounts           | 0            | 0            | 0            | 0            |
| Inquiries in the Last 2 Years | 0            | 0            | 0            | 0            |
| Number of Public Records      | 0            | 0            | 0            | 0            |

Below the table are links to 'Dispute Form' for each bureau.

## Credit History

Two-Year Payment History Summary helps you easily spot unusual credit activity over the past two years and see your track record at a glance for each account.

The screenshot shows the 'Credit History (1 of 20)' interface. It features a table for 'JPMCB Card' with columns for Total, TransUnion, Experian, and Equifax. Below the table is a 'Two Year Payment History' section with a legend for payment status: 0 (green circle), 30-60 (yellow circle), Negative (red circle), and Unknown (grey circle). The payment history is displayed as a calendar grid for the years 2019 through 2023, with columns for each month. Below the calendar are links to 'Personal Information', 'Address Information', 'Recent Inquiries', and 'Credit Contact Information'.

|                 | Total         | TransUnion    | Experian      | Equifax       |
|-----------------|---------------|---------------|---------------|---------------|
| Account Number  | 1321****      | 1321****      | 1321****      | 1321****      |
| Creditor Name   | JPMCB Card    | JPMCB Card    | JPMCB Card    | JPMCB Card    |
| Date Opened     | 8 Jul 2010    | 8 Jul 2010    | 8 Jul 2010    | 8 Jul 2010    |
| Date Closed     | Not Available | Not Available | Not Available | Not Available |
| Credit Limit    | 27500         | 27500         | 27500         | 27500         |
| Monthly Payment | \$45.00       | \$45.00       | \$45.00       | \$45.00       |
| Account Balance | 2619          | 2619          | 2619          | 2619          |
| Last Reported   | 7 Jul 2020    | 7 Jul 2020    | 7 Jul 2020    | 7 Jul 2020    |
| Account Status  | Current       | Current       | Current       | Current       |
| Amount Past Due | \$0.00        | \$0.00        | \$0.00        | \$0.00        |

Two Year Payment History

Legend: 0 (green circle), 30-60 (yellow circle), Negative (red circle), Unknown (grey circle)

TransUnion Days past due: 0

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 2019 | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |
| 2020 | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |
| 2021 | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |
| 2022 | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |
| 2023 | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |

Personal Information

Address Information

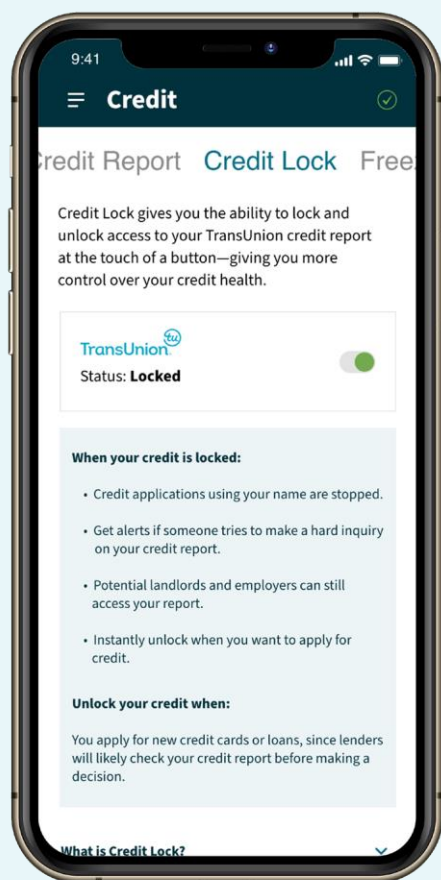
Recent Inquiries

Credit Contact Information

## TransUnion Credit Lock and Alert

Provide consumers with the ability to lock, or unlock, their TransUnion credit report with just a click, helping to stop anyone from opening or extending credit in their name. Once locked, access to their TransUnion credit report is denied and any attempts (hard inquiries) to access the consumers' report will send them a notification. If they wish to unlock their credit at that time, they can. Or, if this is potential fraudulent activity, they can call our restoration specialists for assistance and remediation.

Credit Lock provides direct, convenient control over employee's credit health from their computer or mobile device.



## Identity Protection Monitoring

ID Protection Monitoring provides your employees with a robust, comprehensive personal identity monitoring solution to address different fraud types. Areas of monitoring include:

- **Internet Monitoring:** alerts consumers in the event of personal information exposed on places like the surface, deep and dark web, underground forums and file sharing sources.
- **Phishing and Botnet Monitoring (NEW!):** identifies compromised credentials or personal data when they are harvested by active botnet or phishing campaigns. Gives visibility into when consumers have been a victim of an attack to take proactive measures to thwart a breach or abuse of the stolen information - minimizing the potential for financial loss.
- **SSN Monitoring:** alerts consumers in the event of changes in the consumer's name and/or aliases on the credit file associated with the SSN
- **Criminal Monitoring:** arrest & incarceration alerts: alerts consumers in the event that monitored state or local arrest or incarceration records match consumer's information
- **Address Change Monitoring:** alerts consumers in the event of any type of change in address noted on their credit file

## BreachIQ™

IdentityForce's BreachIQ™ is a unique, proprietary method for considering the identity risks consumers face following breaches and other data exposures — and delivering curated action plans based on the individual's specific risk profile. Unlike traditional monitoring and breach alert programs, BreachIQ provides a personalized approach to consumer data breach response since every individual has their own unique pattern of risk. BreachIQ™ includes four powerful features that bring together the full picture of identity compromise for employees, including:

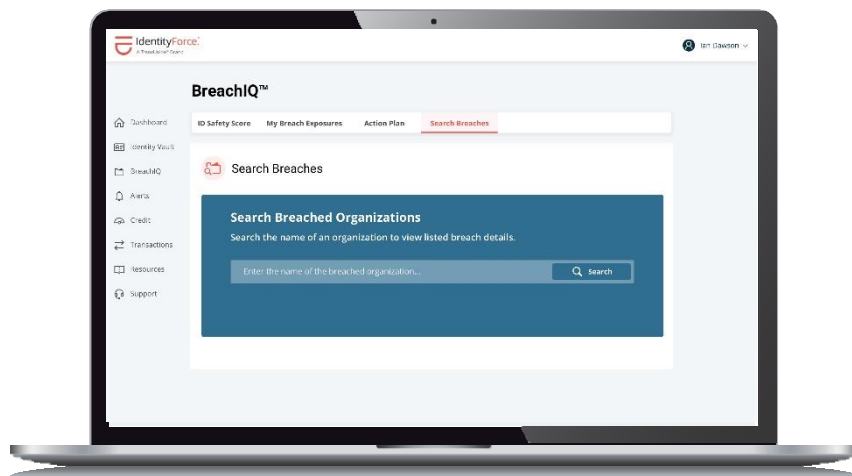
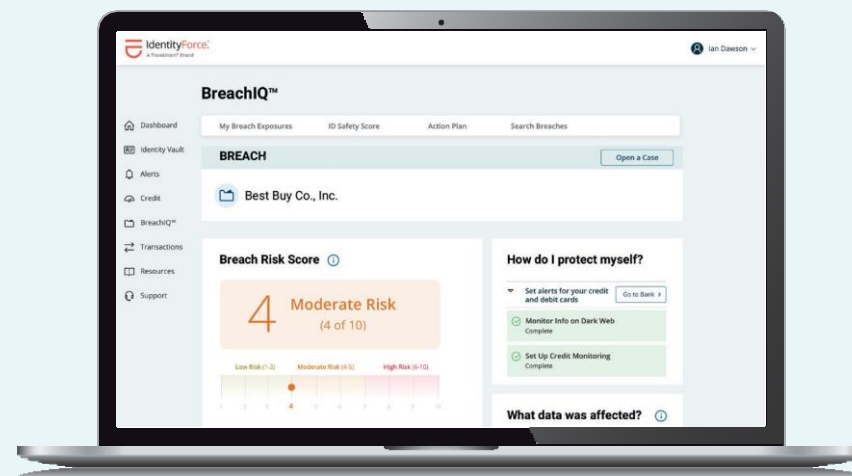
1. Breach Search Tool
2. Breach Risk Score
3. Personalized ID Safety Score
4. Personalized Action Plan

## Breach Search Tool

When consumers receive a notification letter or hear about a breach in the news, the Breach Search tool lets them quickly search by the name of an organization to learn about a breach and determine what action should be taken.

## Breach Risk Score

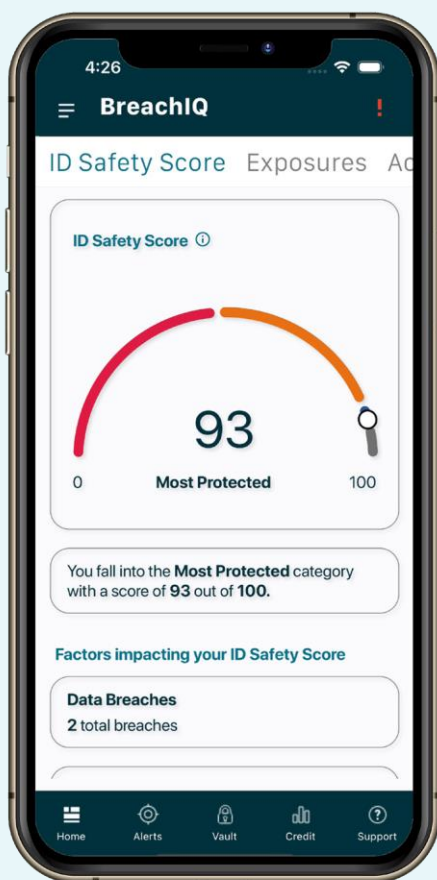
Each data breach is assigned a risk score, driven by an AI algorithm analyzing more than 1300 breach elements and their risks, to deliver a risk profile and prioritized actions for any employee who may have been involved in the breach.



## Personalized ID Safety Score

Many employees have multiple breaches ranging from low to high severity and understanding and prioritizing the risks and actions to be taken can be daunting. BreachIQ's personalized ID Safety Score makes this easy by delivering one score that considers the combined universe of data breaches. It is dynamically based on both the breaches experienced as well as the actions the employee may have already taken to protect themselves. The dynamic nature of this drives consumers to greater completion of action steps, helping

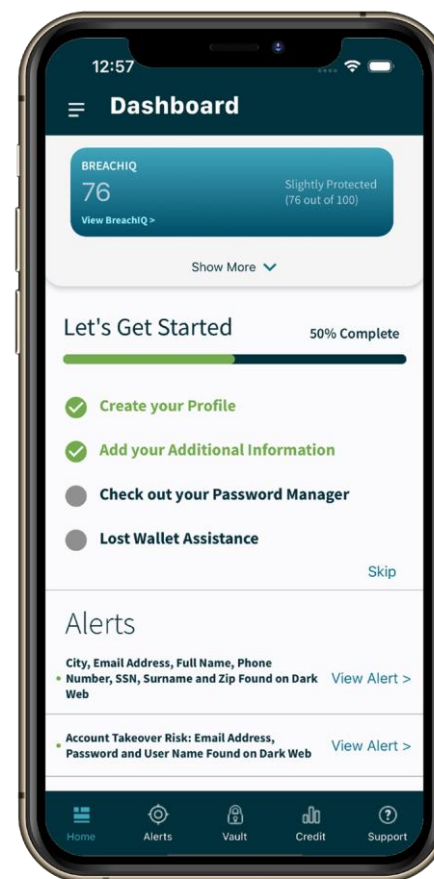
to guard against further damage. The in-depth approach takes into consideration all the various types of identity theft that could result from stolen personally identifiable information. This may include medical fraud, synthetic identity fraud, credit card fraud, advance fee schemes, account takeover fraud and Social Security number fraud.



## Personalized Action Plan

The highly personalized, AI-driven solution remembers the actions consumers have taken, so it only presents the consumer's next best action. As a result, BreachIQ simplifies the consumers' task of sorting through the extremely limited or overly complex advice they get elsewhere, all in a UI that focuses on the next best action. The moment an employee marks an action completed, they can see a change in their ID Safety score as it continues to improve. In a study of IdentityForce BreachIQ enrollments,

66% of consumers saw their score improve from features available automatically through our plans (criminal marketplace scanning, credit monitoring), and half of those took additional protective actions on their own.



## Financial Transaction Monitoring

Financial Transaction Monitoring provides employees with an early warning detection of possible fraud related to their accounts.

IdentityForce monitors employee bank and investment accounts for unusual activity. Employees receive alerts on deposits, withdrawals, duplicate transactions or balance transfers that may exceed a dollar amount determined by them. This assists in spotting potential financial account fraud all in one centralized place.

The screenshot displays the IdentityForce Transactions dashboard. The top navigation bar includes a home icon, Identity Vault, BreachIQ, Alerts, Credit, Transactions, Resources, and Support. The main content area is titled 'Transactions' and features two tabs: 'Transaction Activity' (selected) and 'Financial Accounts'. Below the tabs, there are two summary cards: 'Scanned Transactions' showing 2 and 'Accounts' showing 4. The 'Recent Transactions' section includes a table with columns for Date, Description, Account, Account #, Category, and Amount. The table lists various transactions from December 2022 to May 2023, including checks, credit card payments, mortgages, and transfers. A 'Dedicated Resolution Specialist' section is also present, offering support for identity theft victims. At the bottom, there is an 'Activity' bar chart showing transaction volume over time, a feedback section, and a footer with social media links and legal disclaimers.

| Date     | Description         | Account                       | Account # | Category    | Amount      |
|----------|---------------------|-------------------------------|-----------|-------------|-------------|
| 05/17/23 | CHECK - 6051        | ABC Bank - Jane               | ****9800  | Checks      | -\$180.23   |
| 05/16/23 | Bank of America     | ABC Bank - Savings            | ****4567  | Credit Card | -\$2,300.00 |
| 05/10/23 | Wells Fargo         | ABC Bank - John               | ****1234  | Mortgages   | -\$1,140.06 |
| 04/22/23 | Apple               | ABC Bank - Credit Card - Visa | ****8882  | Electronics | -\$5.29     |
| 04/22/23 | Wells Fargo         | ABC Bank - John               | ****1234  | Mortgages   | -\$1,140.06 |
| 04/19/23 | Wells Fargo         | ABC Bank - John               | ****1234  | Mortgages   | -\$1,140.06 |
| 04/19/23 | TRANSFER TO -9800   | ABC Bank - John               | ****9800  | Transfers   | -\$1,100.00 |
| 04/18/23 | TRANSFER FROM -9800 | ABC Bank - Savings            | ****4567  | Credit Card | -\$356.00   |
| 04/17/23 | Wells Fargo         | ABC Bank - John               | ****1234  | Mortgages   | -\$1,140.06 |
| 04/17/23 | Apple               | ABC Bank - Credit Card - Visa | ****8882  | Electronics | -\$5.29     |
| 04/14/23 | TRANSFER FROM -9800 | ABC Bank - Savings            | ****4567  | Credit Card | -\$39.21    |
| 04/12/23 | Wells Fargo         | ABC Bank - John               | ****1234  | Mortgages   | -\$1,140.06 |
| 04/09/23 | TRANSFER TO -9800   | ABC Bank - John               | ****9800  | Transfers   | -\$1,100.00 |
| 04/08/23 | TRANSFER FROM -9800 | ABC Bank - Savings            | ****4567  | Credit Card | -\$356.00   |

The screenshot displays the IdentityForce Financial Accounts dashboard. The top navigation bar includes a home icon, Identity Vault, BreachIQ, Alerts, Credit, Transactions, Resources, and Support. The main content area is titled 'Transactions' and features two tabs: 'Transaction Activity' and 'Financial Accounts' (selected). Below the tabs, there are two summary cards: 'Scanned Transactions' showing 2 and 'Accounts' showing 4. The 'Recent Transactions' section includes a table with columns for Date, Description, Account, Account #, Category, and Amount. The table lists various transactions from December 2022 to May 2023, including checks, credit card payments, mortgages, and transfers. A 'Dedicated Resolution Specialist' section is also present, offering support for identity theft victims. At the bottom, there is an 'Activity' bar chart showing transaction volume over time, a feedback section, and a footer with social media links and legal disclaimers.

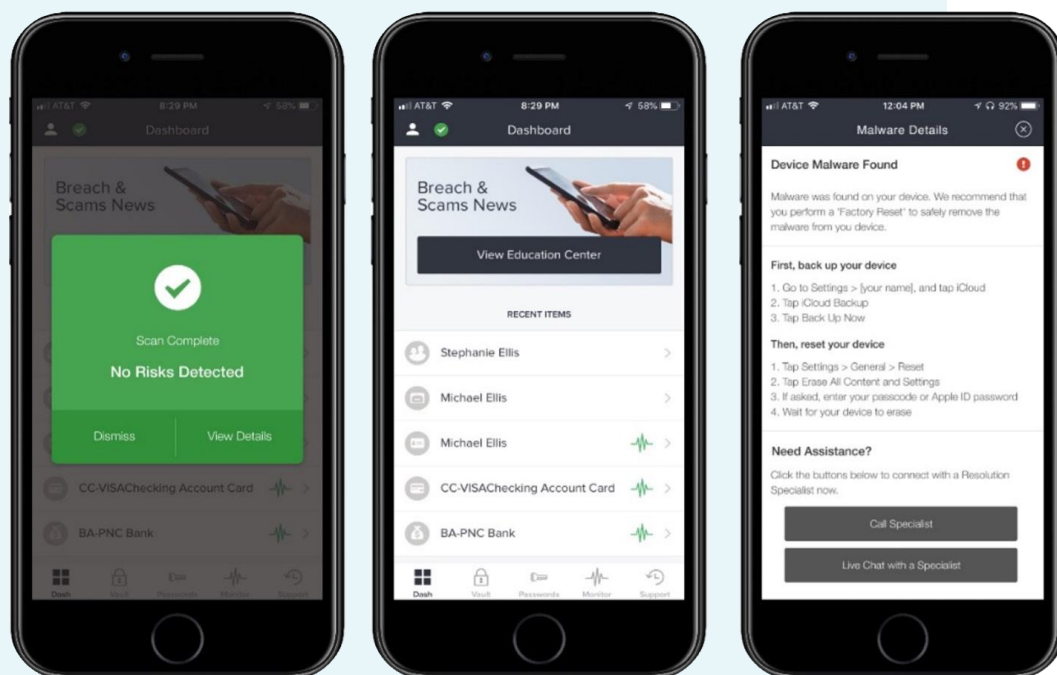
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| 04/08/23 | TRANSFER FROM -9800 | ABC Bank - Savings            | ****4567  | Credit Card | -\$356.00   |

## Mobile Attack Control and VPN

Mobile Attack Control comprehensively scans an employee's mobile device for common threats including rogue apps, spyware, unsecured Wi-Fi connections and fake networks and alerts them if the device has been compromised. With VPN – Secure My Network, we also provide a secure network anywhere, encrypting the data being transmitted or received over a phone's Wi-Fi connection.

## Online PC Protection Tools

Anti-phishing, anti-key logging and anti-ransomware software protect employees while shopping, banking and sharing online from their PC. Proactively prevents malware from stealing sensitive data such as usernames, passwords, credit card numbers, bank account details or other sensitive data that they type on their keyboard. Protects every keystroke as they enter it and detects dangerous fake sites to prevent phishing attacks.





## Financial Wellness Coaching

With TrustPlus, you can get unlimited free access to financial coaches who can help you reach your goals and protect your financial future. Create a TrustPlus account to access one-on-one coaching on topics such as reducing debt, budgeting and building savings.

# Resources

- Dashboard
- Identity Vault
- Alerts
- Credit
- BreachIQ
- Transactions
- Resources
- Support

EducationBreaches & ScamsFinancial CoachingCalculatorsFormsDownloadsJunk Mail & Calls



## You're already protecting your identity— now protect your financial wellness

With TrustPlus, you can get free access to financial coaches who can help you reach your goals and protect your financial future. Create a TrustPlus account to access one-on-one coaching on topics such as:

- Reducing debt
- Budgeting
- Building savings

Go to TrustPlus Now



# Solution Support

## Breach Readiness Benefits

When a company funds an employer-paid IdentityForce Identity Theft Protection benefit plan, they also receive employer breach services at no additional charge. This is subject to employer's acceptance of additional terms and conditions. Employer breach services cover breaches involving employee data. These services include:

### CRISIS MANAGEMENT

Our experienced professionals provide time-saving guidance on breach handling and help with coordinated support to outline an action plan.

### BREACH COUNSELING

We will help you determine whether a privacy breach occurred and assess the severity of the event. We will explain breach response requirements and best practices.

### REMEDATION PLANNING

We will make service recommendations on breach notification communication, call handling and monitoring for impacted individuals.

### NOTIFICATION ASSISTANCE

We will assist with letter templates and document review to ensure timely event communication and regulatory compliance. This includes the printing and mailing of notifications to those impacted employees covered by the employer-paid monitoring bundle.

### EVIDENTIARY SUPPORT

We will provide documentation of remediation steps taken to support claims and legal counsel post-breach.

## Business Suite

When your organization provides employer-paid identity theft protection benefit, IdentityForce will also extend one license to our proprietary Business Suite. Your organization will benefit from:

- **Business Dark Web Monitoring**  
Constant monitoring of the dark web for your business's information. For example, Employer Identification Number (EIN), domain, Creditsafe Safe Number, D-U-N-S Number and corporate credit card number are continuously monitored.
- **Business Credit Monitoring, Score & Report**  
Business credit monitoring so you can confidently manage your credit.
- **Fully-Managed Business Restoration**  
Exclusive service includes proactive capabilities and a fully managed response program, featuring access to dedicated Resolution Specialists, to keep your business identity safe.

## 360° Support for Your Employees

We understand that employee engagement is key to the successful adoption of any benefit. While benefits are highly valued by employees and are certainly top of mind for HR and competitive organizations, it's a tremendous challenge to get employees on board and educated about the benefits packages you are offering. In fact, a survey from the IFEBP shows that nearly 50% of plan participants do not understand benefits materials, and most do not even open or read the information. To make this even more complicated, employees want to be communicated to in a certain way, depending on whether they are early entrants, seasoned professionals or nearing retirement.

Our engagement team, led by our Content Director, ensures that your employee communication plan is not a one-size-fits-all approach. By providing clear, relevant and personalized materials through a variety of channels, we're here to partner with you to drive the success of your Identity Theft Protection program.

### Provide Robust Identity Monitoring in a few Simple Steps.

Employee enrollment is fast and easy with our communication support plan

#### Step 1

##### Invite

Registration Email is sent on or shortly after the effective date of coverage and reminders are given after 30 days.

#### Step 2

##### Authenticate

During Registration, policy holders will walk through steps to authenticate their identity.

#### Step 3

##### Enroll

Policy holders will have the chance to enter demographic, dependent, financial and social account information for proactive monitoring.

#### Step 4

##### Engage

Monthly newsletters are sent thereafter, along with alerts as applicable.

## Tailored program deliverables

Joint marketing plan with weekly or bi-weekly status update meetings that may include the following deliverables:

- Tailored live and on-demand webinars for employees
- Participation in major benefit fairs
- Email and newsletter content
- Additional ad hoc marketing materials as the need arises

Quarterly Business Review to stakeholders within your organization regarding the performance of the program.

## Dedicated implementation resources

- We work with your HR/Technology team to make data transmission a seamless process
- Can integrate with existing enrollment platform
- Use SFTP file transfer for secure data exchange
- IdentityForce portal access is available

## LEGAL STATEMENT

With notwithstanding anything to the contrary in any documents, terms, or requirements pursuant to which TransUnion has prepared and delivered to recipient;

- (A) This proposal and all contents therein are the exclusive property of TransUnion. Recipient's rights pertaining to the use of this document are governed by the non-disclosure or other confidentiality agreement in place between TransUnion and the recipient and if no such agreement exists, then recipient's acceptance of this document constitutes an agreement that recipient shall use this document solely for purposes of its own internal review; and
- (B) TransUnion's provision of products and/or services is contingent upon recipient and TransUnion entering into one or more applicable mutually acceptable agreements and where applicable, as determined by TransUnion, recipient's fulfillment of TransUnion's membership requirements.

This proposal is valid for a period of ninety (90) days from the date of this document; provided however, that the prices and availability of products and services are subject to applicable laws and regulations including the enactment, after the date of this proposal, of new laws that have an impact on the scope of services to be provided.

\* Brand naming conventions may be subject to change



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# Memorandum

TO: Commissioner  
Nathan Qualls

FROM: Courtney Mueller

DATE: September 23, 2026

SUBJECT: Abatement of Taxation Levy for 2027

---

## **Background**

Under Wisconsin State Statutes (WSS) Chapter 67 Municipal Borrowing and Municipal Bonds Section §67.11, municipalities that issue debt obligations must establish and maintain a debt service fund for payment of debt obligations:

**§67.11 Debt service fund. (1)** Each municipality that issues municipal obligations under this chapter...shall establish and maintain a debt service fund in accordance with generally accepted accounting principles.

Additionally, WSS Chapter 200 Metropolitan Sewerage Districts Subchapter I §200.13(2),(5) permits Sewerage Districts to levy a tax upon property for its performance of duties:

**§200.13(2) Tax Levy.** The commission may levy an ad valorem tax upon the taxable property in the district as equalized by the department of revenue for state purposes for the purpose of carrying out and performing duties under this subchapter...

**§200.13(5) Borrowing; Tax Collection.** After the issue of any municipal obligation...the commission shall, on or before October 1 in each year, certify in writing to the clerks of the several cities, villages or towns having territory in the district, the total amount of the tax to be raised by each such municipality...

In WSS 67.05(10) and 67.12(12)(ee), Metropolitan Sewerage Districts are permitted to abate the above stated taxation by having sufficient funds available in its designated debt service fund to pay debt obligations for the following year.

NEW Water has the authority to finance its capital projects through the use of an ad valorem tax, user fee or sale of revenue or general obligation bonds. Although NEW Water retains the authority to levy taxes to support operations, no such levy has been in place since 1977.

NEW Water will have sufficient funds on hand to support all debt service requirements for 2027 as of October 1, 2026, from rate collection, offsets, and transfers. Please reference attached reporting and information on:

1. Debt service requirements needed by NEW Water through the calendar year of 2027.
2. Schedule of funds available by reserves.

The funds available in NEW Water Debt Service reserves are \$26,471,131; of this balance \$22,481,491 is reserved for 2027 debt obligations and \$2,477,603 is reserved for Nov 2026 debt service interest payment (total requirement \$24,959,094). The balance remaining for prior Georgia Pacific (GP) offset \$847,050 is also held in the debt reserves (total reserve balance: requirement plus GP \$26,306,144).

### **Recommendation**

Staff recommends abating the tax levy for the cities, villages, and towns having territory in NEW Water for 2027.

### **Commission Action**

Request Commission approval to abate the tax levy for 2027.

### **Reporting and Information**

Debt Service Requirement for 2027 and Funds Available Statement.



**NEW Water**  
**GREEN BAY METROPOLITAN SEWERAGE DISTRICT**  
**FUNDS REQUIRED AS OF OCTOBER 1, 2026**  
**FOR DEBT SERVICE TAX ABATEMENT**

| Description                                                                 | Type<br>(1) | Reference# | Nov/Dec 2026 Debt Service Requirements |                      | May 2027 Debt Service Requirements |                      | Nov/Dec 2027 Debt Service Requirements |                      | Total Debt Service Requirements |                      |
|-----------------------------------------------------------------------------|-------------|------------|----------------------------------------|----------------------|------------------------------------|----------------------|----------------------------------------|----------------------|---------------------------------|----------------------|
|                                                                             |             |            | Interceptors                           | Treatment Facilities | Interceptors                       | Treatment Facilities | Interceptors                           | Treatment Facilities | Interceptors                    | Treatment Facilities |
| General Obligation Bond - Generator Project                                 | TF          | 4198-24    |                                        | 9,513                |                                    | 200,706              |                                        | 7,219                |                                 | 217,438              |
| General Obligation Bond - RAS/WAS Improvement                               | TF          | 4198-25    |                                        | 17,186               |                                    | 652,856              |                                        | 8,706                |                                 | 678,748              |
| General Obligation Bond - Phase Two Interceptor Rehabilitation              | IC          | 4198-29    | 9,875                                  |                      | 208,353                            |                      | 7,494                                  |                      | 225,722                         |                      |
| General Obligation Bond - Upgrade Lab HVAC System                           | TF          | 4198-32    |                                        | 15,002               |                                    | 193,376              |                                        | 12,661               |                                 | 221,038              |
| General Obligation Bond - Combined Treatment Facilities Projects            | TF          | 4198-35    |                                        | 12,533               |                                    | 291,470              |                                        | 8,475                |                                 | 312,478              |
| General Obligation Bond - Consolidation/Conveyance Project                  | TF          | 4198-37    |                                        | 36,725               |                                    | 854,059              |                                        | 24,833               |                                 | 915,617              |
| General Obligation Bond - R2E2 Solids Management Contract 33                | TF          | 4198-44    |                                        | 92,680               |                                    | 897,406              |                                        | 82,118               |                                 | 1,072,205            |
| General Obligation Bond - Rehabilitation of NE & SE Interceptors in De Pere | IC          | 4198-45    | 13,577                                 |                      | 175,015                            |                      | 11,458                                 |                      | 200,051                         |                      |
| General Obligation Bond - Disinfection System Upgrades De Pere              | TF          | 4198-48    |                                        | 22,687               |                                    | 250,843              |                                        | 19,692               |                                 | 293,222              |
| General Obligation Bond - Disinfection System Upgrades Green Bay            | TF          | 4198-52    |                                        | 10,439               |                                    | 103,476              |                                        | 9,381                |                                 | 123,296              |
| General Obligation Bond - Primary Substation & Emergency Generator          | TF          | 4198-53    |                                        | 86,866               |                                    | 769,263              |                                        | 80,861               |                                 | 936,990              |
| General Obligation Bond - Tertiary Filter Replacement                       | TF          | 4198-63    |                                        | 60,526               |                                    | 525,339              |                                        | 56,912               |                                 | 642,777              |
| General Obligation Bond - R2E2 Solids Management - Contract 34              | TF          | 4198-99    |                                        | 718,629              |                                    | 7,849,995            |                                        | 645,140              |                                 | 9,213,764            |
| Promissory Note - De Pere - Dated 12/28/2007                                | IC          | Dec-07     | 160,485                                |                      | -                                  |                      | 160,485                                |                      | 320,970                         |                      |
| General Obligation Bond - Solids Management Design R2E2                     | TF          | May-20     |                                        | 232,452              |                                    | 492,452              |                                        | 229,852              |                                 | 954,756              |
| General Obligation Bond - September 2008- Relssued 03-18                    | IC          | Mar-18     | 29,950                                 |                      | 759,950                            |                      | 19,000                                 |                      | 808,900                         |                      |
| East River Lift Station - Upsizing and Forcemain                            | IC          | New Loan   | -                                      |                      | -                                  |                      | 299,829                                |                      | 299,829                         |                      |
| East Bayshore Lift Stations - Rehabilitation                                | IC          | New Loan   | -                                      |                      | -                                  |                      | 58,546                                 |                      | 58,546                          |                      |
| General Obligation Bond - DPF Metro Pumping & Headworks PH1                 | TF          | 4198-73    |                                        | 12,889               |                                    | 66,646               |                                        | 12,297               |                                 | 91,832               |
| General Obligation Bond - DPF Metro Pumping & Headworks PH2                 | TF          | 4198-98    |                                        | 63,522               |                                    | 288,820              |                                        | 288,820              |                                 | 641,162              |
| General Obligation Bond - Thickening Improvements                           | TF          | 4198-61    |                                        | 119,116              |                                    | 307,900              |                                        | 307,900              |                                 | 734,916              |
| General Obligation Bond - GBF Metro Pumping & Headworks                     | TF          | New Loan   |                                        |                      |                                    |                      | 404,458                                |                      | 404,458                         |                      |
| General Obligation Bond - North Plant Clarifiers Rehabilitation             | TF          | 4198-57    |                                        | 281,212              |                                    | 1,312,723            |                                        | 1,312,723            |                                 | 2,906,658            |
| General Obligation Bond - ERI Interceptor Rehabilitation                    | IC          | 4198-77    | 123,939                                |                      | 454,391                            |                      | 454,391                                |                      | 1,032,721                       |                      |
| General Obligation Bond - FRC & ERF Interceptor Rehabilitation (DIRP Bond)  | IC          | Oct-25     | 347,800                                |                      | 967,800                            |                      | 335,400                                |                      | 1,651,000                       |                      |
| West Fox River Interceptor Relay and Rehabilitation                         | IC          | New Loan   |                                        |                      |                                    |                      |                                        |                      | -                               |                      |
|                                                                             |             |            | \$ 685,627                             | \$ 1,791,976         | \$ 2,565,509                       | \$ 15,057,331        | \$ 1,346,603                           | \$ 3,512,048         | \$ 4,597,739                    | \$ 20,361,355        |
|                                                                             |             |            |                                        |                      |                                    |                      |                                        |                      |                                 |                      |
|                                                                             |             |            | Nov/Dec 2026                           | \$ 2,477,603         | May 2027                           | \$ 17,622,840        | Nov/Dec 2027                           | \$ 4,858,651         |                                 |                      |
|                                                                             |             |            | 2026 Requirements                      | \$ 2,477,603         |                                    |                      | 2027 Requirements                      | \$ 22,481,491        |                                 |                      |
|                                                                             |             |            |                                        |                      | Total Requirements                 |                      |                                        |                      | \$ 24,959,094                   |                      |

Note:

(1) The Classification of Interceptors and Planned Treatment Facilities are per Tax Basis.

- From information on Debt Schedule as of 08/31/2026

**GREEN BAY METROPOLITAN SEWERAGE DISTRICT**  
**FOR DEBT SERVICE TAX ABATEMENT**  
**EST FUNDS AVAILABLE October 1, 2026**

|                                     |                      |
|-------------------------------------|----------------------|
| GENERAL                             | \$28,511,627         |
| DEBT SERVICE RESERVES               | 26,471,131           |
| BOND PROCEEDS                       | 10,409,018           |
| EQUIPMENT REPLACEMENT FUND RESERVES | 6,935,872            |
| PLANT REPLACEMENT FUND RESERVES     | 41,044,224           |
| INTERCEPTOR COST RECOVERY RESERVES  | 21,092,835           |
|                                     | <u>\$134,464,706</u> |

District Requirements:

|                                                         |                   |
|---------------------------------------------------------|-------------------|
| General Obligation Bonds - Interceptors                 | 4,597,739         |
| General Obligation Bond - Treatment facilities (89.83%) | 18,290,605        |
| Total District                                          | <u>22,888,344</u> |

Procter & Gamble Requirements:

|                                              |                  |
|----------------------------------------------|------------------|
| Treatment Facilities & Air Emissions (5.74%) | <u>1,168,742</u> |
|----------------------------------------------|------------------|

Green Bay Packaging Requirements:

|                                              |                |
|----------------------------------------------|----------------|
| Treatment Facilities & Air Emissions (4.43%) | <u>902,008</u> |
|----------------------------------------------|----------------|

|                                                           |               |
|-----------------------------------------------------------|---------------|
| Total Requirements for Tax Abatement                      | \$ 24,959,094 |
| Balance of Debt Offset (prior Georgia Pacific Obligation) | \$847,050     |
| Minimum Balance per Debt Reserve Policy                   | 500,000       |
| Total Balance requirement in Debt Service Reserves        | \$ 26,306,144 |

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Max McGuire

DATE: September 10, 2026

SUBJECT: Reimbursement Resolution for the East River Lift Station Improvements and Force Main Projects

---

## **Background**

This resolution is intended to declare reimbursement to NEW Water for capital project expenditures made before issuance of Clean Water Fund Program tax-exempt bonds for the East River Lift Station Improvements and Force Main projects.

A resolution was approved and signed at the October 2023 Commission meeting in the amount of \$10,000,000. The resolution amount must cover the project's total construction costs. Since the bids received for both projects sum to a value greater than \$10,000,000, a new resolution must be provided prior to issuance of bonds through the Clean Water Fund Loan program.

## **Recommendation**

Staff recommends Commission approval of the Resolution Declaring Official Intent to reimburse Expenditures from Proceeds of Borrowing for the East River Lift Station Improvements and Force Main Projects in the amount of \$14,500,000.

## **Commission Action**

Request Commission approval of the Resolution Declaring Official Intent to Reimburse Expenditures from Proceeds of Borrowing for the East River Lift Station Improvements and Force Main Projects in the amount of \$14,500,000.

Attachment: Reimbursement Resolution



**GREEN BAY METROPOLITAN SEWERAGE DISTRICT  
RESOLUTION DECLARING OFFICIAL INTENT  
TO REIMBURSE EXPENDITURES  
FROM PROCEEDS OF BORROWING**

**East River Lift Station and Force Main Improvements Project**

WHEREAS, the Green Bay Metropolitan Sewerage District, Brown County, Wisconsin (the “Issuer”) plans to undertake the East River Lift Station and Force Main Improvements Project (the “Project”);

WHEREAS, the Issuer expects to finance the Project on a long-term basis by issuing tax-exempt bonds or promissory notes (collectively, the “Bonds”);

WHEREAS, because the Bonds will not be issued prior to commencement of the Project, the Issuer must provide interim financing to cover costs of the Project incurred prior to receipt of the proceeds of the Bonds; and

WHEREAS, the Commission (the “Governing Body”) of the Issuer deems it to be necessary, desirable, and in the best interests of the Issuer to advance moneys from its funds on hand on an interim basis to pay the costs of the Project until the Bonds are issued.

NOW, THEREFORE, BE IT RESOLVED by the Governing Body of the Issuer that:

Section 1. Expenditure of Funds. The Issuer shall make expenditures as needed from its funds on hand to pay the costs of the Project until proceeds of the Bond become available.

Section 2. Declaration of Official Intent. The Issuer hereby officially declares its intent under Treas. Reg. Section 1.150-2 to reimburse said expenditures with proceeds of the Bonds, the principal amount of which is not reasonably expected to exceed \$14,500,000.

Section 3. Unavailability of Long-Term Funds. No funds for payment of the Project from sources other than the Bonds are, or are reasonably expected to be, reserved, allocated on a long-term basis, or otherwise set aside by the Issuer pursuant to its budget or financial policies.

Section 4. Public Availability of Official Intent Resolution. This Resolution shall be made available for public inspection at the office of the Issuer’s Secretary within 30 days after its approval in compliance with applicable State law governing the availability of records of official acts including Subchapter II of Chapter 19, and shall remain available for public inspection until the Bonds are issued.

Section 5. Effective Date. This Resolution shall be effective upon its adoption and approval.

Adopted and recorded \_\_\_\_\_

Approved \_\_\_\_\_

\_\_\_\_\_  
Thomas Mainz, President

\_\_\_\_\_  
Philip Danen, Secretary

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Max McGuire

DATE: September 10, 2026

SUBJECT: Construction Contract Award for the East River Lift Station Improvements  
Project 230014-CO1

---

## **Background**

In 2022, NEW Water completed lift station facility planning. These efforts included an assessment of the condition and capacity of all NEW Water lift stations. Based on the findings, NEW Water made replacement or upgrade recommendations to continue providing reliable service while accounting for existing and future flows. The East River Lift Station was included in the facility planning efforts, and concerns were identified related to condition and capacity.

The East River Lift Station, originally constructed in 2000, is located within the Town of Ledgeview. The lift station is tributary to the De Pere Wastewater Treatment Facility, and it serves portions of the City of De Pere and the Town of Ledgeview. Many components within the lift station have a useful life of about 20 years. At nearly 27 years of service, this equipment is showing its age and needs to be replaced. Additionally, during wet weather, influent flows have exceeded the station's firm capacity on multiple occasions.

As a result of these issues identified in the facility plan, NEW Water initiated a design contract with Donohue and Associates in September 2023. During design, the existing and future flows provided in the facility plan were reviewed and confirmed to determine appropriate equipment sizing based on the next useful life cycle of 20 years. Resiliency improvements were added, including a new backup generator and relocation of the transformers that supply power to the station.

## **Project Bidding**

On September 9, 2026, NEW Water received bids from three pre-qualified prime contractors. The following table summarizes the bids received.



### East River Lift Station Improvements Project Bids Received

| <b>Bidder</b>                | <b>Bid Amount</b> |
|------------------------------|-------------------|
| Miron Construction Co., Inc. | \$9,396,591.00    |
| Howard Immel, Inc.           | \$9,467,000.00    |
| Lunda Construction           | \$10,108,454.50   |

The engineer's opinion of probable construction costs for this project was \$8,000,000. The bids received are noticeably higher than the engineer's estimate. Donohue has indicated that recent bid prices have been higher than anticipated because of current market factors, including decreased availability of labor and increased material and commodity prices.

Staff and the design engineer reviewed the bids submitted for the project and determined that Miron Construction Co., Inc. is the lowest-cost, responsive, responsible bidder. Attached are the letter of recommendation and the bid tabulation summary provided by Donohue. Miron Construction Co. has performed construction projects for NEW Water in the past.

The construction contract documents require a minimum insurance coverage of \$5,000,000 for general, umbrella, and pollution liability as well as \$2,000,000 for professional liability.

### **Project Funding**

This project is on the approved list for the 2026 fiscal year issued by the DNR for the Clean Water Fund Loan Program. NEW Water intends to fund this project using a loan through the CWFL program. Staff intends to bring the loan resolution to Commission in January 2027.

Additionally, because this project will increase lift station capacity, NEW Water will collect interceptor cost recovery charges for the additional capacity from direct-use customers in accordance with NEW Water's sewer use ordinance. These customer agreements will be brought to the Commission for approval at a future meeting.

### **Recommendation**

Staff recommends Commission approval to award the construction contract to Miron Construction Co., Inc. in the amount of \$9,396,591.00 and a contingency of \$939,700.00 to be administered under the authority of the Executive Director for a total amount of \$10,336,291.00.

### **Commission Action**

Request Commission approval to award the construction contract to Miron Construction Co., Inc. in the amount of \$9,396,591.00 and a contingency of \$939,700.00 to be



administered under the authority of the Executive Director for a total amount of \$10,336,291.00.

Attachment: Donohue & Associates Recommendation to Award  
East River Lift Station Improvements Project Bid Tabulation



Donohue & Associates, Inc.  
3311 Weeden Creek Road | Sheboygan, WI 53081  
920.208.0296 | donohue-associates.com

September 10, 2026

Mr. Max McGuire, PE  
Green Bay Metropolitan Sewerage District  
2231 N. Quincy St.  
Green Bay, WI 54302

Re: Bid Evaluation and Letter of Recommendation  
East River Lift Station Renewal Improvements  
Donohue Project No. 14347

Dear Mr. McGuire:

Pursuant to the Advertisement for Bids, Bids for the above referenced Project were received through QuestCDN via their online electronic VirtuBid™ on Wednesday, September 9, 2026, at 10:00 a.m. local time and publicly opened and read aloud. Donohue has reviewed the Bids received for the Work and has enclosed a copy of the bid tabulation and evaluation for your information and reference.

Three Bids were received. The low Bid was submitted by Miron Construction Co., Inc. of Neenah, Wisconsin, in the amount of \$9,396,591. The second low Bid was submitted by Howard Immel, Inc. of Green Bay, Wisconsin, in the amount of \$9,467,000. The highest Bid was submitted by Lunda Construction Company of Black River Falls, Wisconsin, in the amount of \$10,108,454.50. The two lowest bids are within 1% of each other, indicating that the Bid prices are fair. Donohue's opinion of probable construction cost for the Project was \$8,000,000, which is approximately 15% higher than the low Bid.

Donohue has seen similar bid results on other recent projects, with the likely cause being price volatility in the construction market. Suspected reasons for this volatility include:

- High oil prices, affecting material and shipping costs
- Tariff uncertainty
- Data center construction boom, limiting construction material and labor availability
- Skilled labor shortages
- Record high costs for copper

The attached bid tabulation and evaluation also includes a checklist of items that were required with the Bid. Miron Construction Co., Inc.'s Bid contains the required items. Note that their Subcontractor Listing did not identify what work pre-qualified subcontractors August Winter & Sons (AWS) and NEXT Electric (NEXT) would be performing. An email received from Miron, after the bid opening, verified that AWS would be performing mechanical, temporary bypass, and sewer work, for which they were pre-qualified, and NEXT would be performing electrical work, for which they were pre-qualified.

The Bid from Howard Immel, Inc. did not include the required DBE Good Faith Certification Form nor the DBE Contacts Worksheet; however, it included the advertisement to solicit DBEs. The Bid from Lunda Construction Company has several items that either were not complete or could not be verified.

It is our opinion that the low bidder, Miron Construction Co., Inc., submitted a responsive Bid as specified and is also qualified and capable of performing the Work as specified. It is therefore our opinion that the contract be awarded to Miron Construction Co., Inc. for \$9,396,591.

Mr. Max McGuire

Page 2 | September 10, 2026

We are presenting this evaluation for your review and consideration and will be pleased to answer any questions you have concerning the information provided herein.

Sincerely,

A handwritten signature in blue ink, reading "Wendy Raisbeck". The signature is fluid and cursive, with the first name "Wendy" and last name "Raisbeck" clearly distinguishable.

Wendy J. Raisbeck, PE

Project Engineer

Enclosures:     Bid Tabulation and Evaluation  
                     09/09/23 email from Miron verifying pre-qualified subcontractor work

| BID RESULTS                                           |                                           |      |       |                                                  |                 |                                        |                 |                                        |                 |                                              |                  |
|-------------------------------------------------------|-------------------------------------------|------|-------|--------------------------------------------------|-----------------|----------------------------------------|-----------------|----------------------------------------|-----------------|----------------------------------------------|------------------|
| EAST RIVER LIFT STATION RENEWAL PROJECT               |                                           |      |       |                                                  |                 |                                        |                 |                                        |                 |                                              |                  |
| GREEN BAY METROPOLITAN SEWERAGE DISTRICT              |                                           |      |       |                                                  |                 |                                        |                 |                                        |                 |                                              |                  |
| Bid Closing: September 9, 2026, 10:00am               |                                           |      |       |                                                  |                 |                                        |                 |                                        |                 |                                              |                  |
| Contractor                                            |                                           |      |       | ENGINEER'S OPINION OF PROBABLE CONSTRUCTION COST |                 | Miron Construction Co., Inc.           |                 | Howard Immel Inc                       |                 | LUNDA CONSTRUCTION                           |                  |
| Addenda One (1) Acknowledged                          |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| Addenda One (2) Acknowledged                          |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| Addenda One (3) Acknowledged                          |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| Addenda One (4) Acknowledged                          |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| Addenda One (5) Acknowledged                          |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| Addenda One (6) Acknowledged                          |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| 5% Bid Bond                                           |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| Subcontractor Listing                                 |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y, but doesn't appear complete               |                  |
| General Contractor Pre-Qualification                  |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| Mechanical Subcontractor Pre-Qualification            |                                           |      |       |                                                  |                 | Y - August Winter                      |                 | Y - August Winter                      |                 | Unknown, not listed on Subcontractor Listing |                  |
| Electrical Subcontractor Pre-Qualification            |                                           |      |       |                                                  |                 | Y - NEXT Electric                      |                 | Y - NEXT Electric                      |                 | Unknown, not listed on Subcontractor Listing |                  |
| Temp Pumping Subcontractor Pre-Qualification          |                                           |      |       |                                                  |                 | Y - August Winter                      |                 | Y - August Winter                      |                 | Unknown, not listed on Subcontractor Listing |                  |
| Sewer Subcontractor Pre-Qualification                 |                                           |      |       |                                                  |                 | Y - August Winter                      |                 | Y - August Winter                      |                 | Unknown, not listed on Subcontractor Listing |                  |
| Disclosure of Ownership                               |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| Base Bid (Type I) Material and Equipment Schedule     |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Not completed                                |                  |
| Base Bid (Type II) Material and Equipment Schedule    |                                           |      |       |                                                  |                 | Y (\$54,000 to switch to Sulzer pumps) |                 | Y (\$54,000 to switch to Sulzer pumps) |                 | Y (\$54,000 to switch to Sulzer pumps)       |                  |
| EIF Form 8700-294 – DBE Good Faith Certification Form |                                           |      |       |                                                  |                 | Y                                      |                 | N                                      |                 | Y                                            |                  |
| EIF Form 8700-294a - DBE Contacts Worksheet           |                                           |      |       |                                                  |                 | Y                                      |                 | N                                      |                 | Y                                            |                  |
| Signed Bid Form                                       |                                           |      |       |                                                  |                 | Y                                      |                 | Y                                      |                 | Y                                            |                  |
| Unit Price Schedule                                   |                                           |      |       |                                                  |                 |                                        |                 |                                        |                 |                                              |                  |
| No.                                                   | Item                                      | Qty  | Unit  | Bid Unit Price                                   | Bid Price       | Bid Unit Price                         | Bid Price       | Bid Unit Price                         | Bid Price       | Bid Unit Price                               | Bid Price        |
| 1                                                     | All Work Except For Items No. 2 through 4 | 1    | LS    | \$ 8,000,000.00                                  | \$ 8,000,000.00 | \$ 9,351,087.00                        | \$ 9,351,087.00 | \$ 9,425,378.00                        | \$ 9,425,378.00 | \$ 10,075,507.00                             | \$ 10,075,507.00 |
| 2                                                     | Wet Well Coating Replacement              | 10   | Sq Ft | \$ -                                             | \$ -            | \$ 13.00                               | \$ 130.00       | \$ 12.00                               | \$ 120.00       | \$ 72.75                                     | \$ 727.50        |
| 3                                                     | Sewer Televising and Cleaning             | 5100 | Ln Ft | \$ -                                             | \$ -            | \$ 4.41                                | \$ 22,491.00    | \$ 4.02                                | \$ 20,502.00    | \$ 2.20                                      | \$ 11,220.00     |
| 4                                                     | Temporary Bypass System 24 hour Watch     | 7    | day   | \$ -                                             | \$ -            | \$ 3,269.00                            | \$ 22,883.00    | \$ 3,000.00                            | \$ 21,000.00    | \$ 3,000.00                                  | \$ 21,000.00     |
| Unit Price Schedule Total                             |                                           |      |       | \$ 8,000,000.00                                  |                 | \$ 9,396,591.00                        |                 | \$ 9,467,000.00                        |                 | \$ 10,108,454.50                             |                  |
| Certified: Wendy Raisbeck                             |                                           |      |       |                                                  |                 |                                        |                 |                                        |                 |                                              |                  |
| Date: September 10, 2026                              |                                           |      |       |                                                  |                 |                                        |                 |                                        |                 |                                              |                  |

Raisbeck, Wendy

---

From: Brock Gerbyshak <Brock.Gerbyshak@miron-construction.com>  
 Sent: Wednesday, September 9, 2026 3:24 PM  
 To: Raisbeck, Wendy  
 Cc: David Mantes  
 Subject: GBMSD East River Lift Station Renewal Improv

Wendy,

Thanks for your time on the phone. Appreciate it.

August Winters was listed for Mechanical Contractors, Temporary Pumping Systems, and Sewer Contractors.

Next Electric was listed for the Electrical Contractors.

I don't have any more real good tidbits of info on the feel of cost in specific areas if it is higher than normal. I would definitely have to reach out to our subs and vendors and some more knowledgeable folk at Miron to see if we could gather some information. But I will keep you posted if we do hear anything.

If you need anything else, please let me know.

Thank you,

**Brock Gerbyshak**

*Estimator*

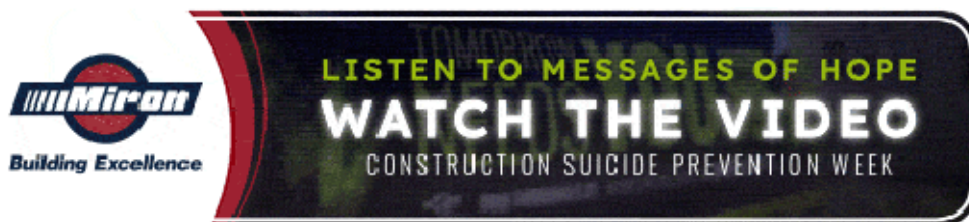
[brock.gerbyshak@miron-construction.com](mailto:brock.gerbyshak@miron-construction.com)

**Miron Construction Co., Inc.**

PH 920-969-7029 | M 920-572-4987 | FX 920-969-7393

1471 McMahon Dr | Neenah, WI 54956

[MIRON-CONSTRUCTION.COM](http://MIRON-CONSTRUCTION.COM)



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BID RESULTS

EAST RIVER LIFT STATION RENEWAL PROJECT

GREEN BAY METROPOLITAN SEWERAGE DISTRICT

Bid Closing: September 9, 2026, 10:00am

| Contractor                                            | ENGINEER'S OPINION OF PROBABLE CONSTRUCTION COST | Miron Construction Co., Inc.           | Howard Immel Inc                       | LUNDA CONSTRUCTION                           |
|-------------------------------------------------------|--------------------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------------|
| Addenda One (1) Acknowledged                          |                                                  | Y                                      | Y                                      | Y                                            |
| Addenda One (2) Acknowledged                          |                                                  | Y                                      | Y                                      | Y                                            |
| Addenda One (3) Acknowledged                          |                                                  | Y                                      | Y                                      | Y                                            |
| Addenda One (4) Acknowledged                          |                                                  | Y                                      | Y                                      | Y                                            |
| Addenda One (5) Acknowledged                          |                                                  | Y                                      | Y                                      | Y                                            |
| Addenda One (6) Acknowledged                          |                                                  | Y                                      | Y                                      | Y                                            |
| 5% Bid Bond                                           |                                                  | Y                                      | Y                                      | Y                                            |
| Subcontractor Listing                                 |                                                  | Y                                      | Y                                      | Y, but doesn't appear complete               |
| General Contractor Pre-Qualification                  |                                                  | Y                                      | Y                                      | Y                                            |
| Mechanical Subcontractor Pre-Qualification            |                                                  | Y - August Winter                      | Y - August Winter                      | Unknown, not listed on Subcontractor Listing |
| Electrical Subcontractor Pre-Qualification            |                                                  | Y - NEXT Electric                      | Y - NEXT Electric                      | Unknown, not listed on Subcontractor Listing |
| Temp Pumping Subcontractor Pre-Qualification          |                                                  | Y - August Winter                      | Y - August Winter                      | Unknown, not listed on Subcontractor Listing |
| Sewer Subcontractor Pre-Qualification                 |                                                  | Y - August Winter                      | Y - August Winter                      | Unknown, not listed on Subcontractor Listing |
| Disclosure of Ownership                               |                                                  | Y                                      | Y                                      | Y                                            |
| Base Bid (Type I) Material and Equipment Schedule     |                                                  | Y                                      | Y                                      | Not completed                                |
| Base Bid (Type II) Material and Equipment Schedule    |                                                  | Y (\$54,000 to switch to Sulzer pumps) | Y (\$54,000 to switch to Sulzer pumps) | Y (\$54,000 to switch to Sulzer pumps)       |
| EIF Form 8700-294 – DBE Good Faith Certification Form |                                                  | Y                                      | N                                      | Y                                            |
| EIF Form 8700-294a - DBE Contacts Worksheet           |                                                  | Y                                      | N                                      | Y                                            |
| Signed Bid Form                                       |                                                  | Y                                      | Y                                      | Y                                            |

| Unit Price Schedule       |                                           |      |       |                 |                 |                 |                 |                 |                 |                  |                  |
|---------------------------|-------------------------------------------|------|-------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|
| No.                       | Item                                      | Qty  | Unit  | Bid Unit Price  | Bid Price       | Bid Unit Price  | Bid Price       | Bid Unit Price  | Bid Price       | Bid Unit Price   | Bid Price        |
| 1                         | All Work Except For Items No. 2 through 4 | 1    | LS    | \$ 8,000,000.00 | \$ 8,000,000.00 | \$ 9,351,087.00 | \$ 9,351,087.00 | \$ 9,425,378.00 | \$ 9,425,378.00 | \$ 10,075,507.00 | \$ 10,075,507.00 |
| 2                         | Wet Well Coating Replacement              | 10   | Sq Ft | \$ -            | \$ -            | \$ 13.00        | \$ 130.00       | \$ 12.00        | \$ 120.00       | \$ 72.75         | \$ 727.50        |
| 3                         | Sewer Televising and Cleaning             | 5100 | Ln Ft | \$ -            | \$ -            | \$ 4.41         | \$ 22,491.00    | \$ 4.02         | \$ 20,502.00    | \$ 2.20          | \$ 11,220.00     |
| 4                         | Temporary Bypass System 24 hour Watch     | 7    | day   | \$ -            | \$ -            | \$ 3,269.00     | \$ 22,883.00    | \$ 3,000.00     | \$ 21,000.00    | \$ 3,000.00      | \$ 21,000.00     |
| Unit Price Schedule Total |                                           |      |       | \$ 8,000,000.00 |                 | \$ 9,396,591.00 |                 | \$ 9,467,000.00 |                 | \$ 10,108,454.50 |                  |

Certified: Wendy Raisbeck

Date: September 10, 2026

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Max McGuire

DATE: September 10, 2026

SUBJECT: Construction Related Services for the East River Lift Station Improvements  
Project #230014-CS1

---

## **Background**

Donohue and Associates have been working closely with NEW Water staff on the design and bidding processes for the East River Lift Station Improvements project. The project was initiated to replace equipment that has exceeded its expected useful life and to increase capacity at the East River Lift Station. Bids were received on September 9, 2026.

At staff's request, Donohue and Associates submitted an agreement to provide construction-related services for the East River Lift Station Improvements Project. Major services include:

- Contract Administration
- Shop drawing and submittal review
- Construction Observation

The construction project is expected to begin in November 2026 and continue through May 2029. Donohue anticipates delivering record drawings by August 2029.

As the design engineer for the project, Donohue and Associates are deeply familiar with the contract and are uniquely positioned to provide these services. Staff reviewed the attached agreement, scope, and related costs and found them appropriate for the work required. The full agreement, including the scope of work and cost breakdown, is attached for reference.

The attached agreement requires a \$5,000,000 professional liability insurance policy.

## **Recommendation**

Staff recommends Commission approval to enter into an agreement with Donohue and Associates to provide engineering services during construction for the East River Lift Station Improvements Project in the amount of \$1,144,602.00 and a contingency of \$114,500.00 to be administered under the authority of the Executive Director for a total amount of \$1,259,102.00.





**Commission Action**

Request Commission approval to enter into an agreement with Donohue and Associates to provide engineering services during construction for the East River Lift Station Improvements Project in the amount of \$1,144,602.00 and a contingency of \$114,500.00 to be administered under the authority of the Executive Director for a total amount of \$1,259,102.00.

Attachment: Donohue & Associates Agreement



## PROFESSIONAL SERVICES AGREEMENT

### Construction Related Services for East River Lift Station Improvements (Project)

This Agreement is by and between:

Green Bay Metropolitan Sewerage District (Owner)  
2231 North Quincy Street  
Green Bay, WI 54301

and

Donohue & Associates, Inc. (Donohue)  
3311 Weeden Creek Road  
Sheboygan, WI 53081

Who agree as follows:

Owner hereby engages Donohue to perform the Services set forth in Part I for the compensation set forth in Part III. Donohue will be authorized to commence the Services upon execution and receipt of this Agreement from Owner. Owner and Donohue agree that this signature page, together with Parts I through IV attached, constitute the entire agreement for this Project.

#### APPROVED FOR OWNER

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

#### APPROVED FOR DONOHUE

By: \_\_\_\_\_

Printed Name: Michael W. Gerbitz

Title: President

Date: \_\_\_\_\_

## PART I PROJECT DESCRIPTION/SCOPE OF SERVICES/TIMING

### A. PROJECT DESCRIPTION

The Owner has requested a proposal from Donohue & Associates, Inc. (Donohue) for construction phase engineering services during the construction of Work at the East River Lift Station. The Work is defined in the Bidding Documents and all associated addenda: East River Lift Station Renewal Improvements, July 2026. A description of the Work defined in these Bidding Documents is provided below.

General rehabilitation of the East River Lift Station and construction of a new Generator Building.

Rehabilitation of the East River Lift Station including, but not limited to, raw wastewater pump and variable frequency drive replacement, process piping/valve replacement, wetwell upgrades including slide gates, connection to a third forcemain, removal of ozone generation equipment, sitework, yard piping, structural, process piping and equipment, plumbing, heating, ventilation, electrical, and instrumentation and control improvements.

Construction of a new Generator Building including, but not limited to, diesel standby generator and automatic transfer switches, ozone generation equipment in a separate room, sitework, yard piping, structural, process piping and equipment, plumbing, heating, ventilation, electrical, and instrumentation and control improvements.

This Work is being financed in whole or in part by the Wisconsin Department of Natural Resources through the Clean Water Fund Program (CWFP) and subject to the Build America, Buy America Act (BABA) requirements under Title IX of the Infrastructure Investment and Jobs Act (“IIJA”), Pub. L. 117-58, §§ 70901-52.

Donohue produced the Bidding Documents. The Standard General Conditions in the Construction Documents were prepared by the Engineers Joint Contract Document Committee (EJCDC 2018). Donohue will serve as the Engineer as defined in the EJCDC Standard General Conditions and amended by the Supplementary Conditions.

The Notice to Proceed to the Contractor is expected to occur around November 17, 2026. The Bidding Documents require that the Work be substantially completed on or before November 16, 2028, and completed and ready for final payment on or before May 15, 2029.

### B. SCOPE OF SERVICES

#### Abbreviations

CA = Construction Administrator

EA = Each

FC = Final Completion

HR = Hour(s)

MO = Month(s)

NTP = Notice to Proceed to Contractor

PM = Project Management

QC = Quality Control

SC = Substantial Completion

WK = Week(s)

Bidding Documents require the Work achieve Substantial Completion roughly 24 months after award and achieve Final Completion roughly 5 months later. The total Contract Time is roughly 29 months.

#### *Administration Services*

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Assumptions                                                                                                                                                                                                                                                                                                                       |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 105 | <p>Project Management and Quality Control</p> <p>Coordinate engineering services of all engineering disciplines and monitor budget and schedule, and keep Owner informed of project progress and issues. The Donohue project manager will participate in monthly calls with the Owner's project manager to provide updates and identify any issues for resolution. Provide monthly status reports that summarize activities completed to date, financial and schedule status, and identify any potential problems, critical issues, and planned corrective actions.</p> | <p>General PM and QC</p> <ul style="list-style-type: none"> <li>• 2 HR/WK from NTP to FC</li> </ul> <p>Progress Reports</p> <ul style="list-style-type: none"> <li>• 29 reports</li> <li>• 2 HR per report</li> </ul> <p>Progress Calls</p> <ul style="list-style-type: none"> <li>• 29 calls</li> <li>• 1 HR per call</li> </ul> |

#### *Pre-Construction Services*

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Assumptions                                                                                                                                                                                                                                      |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 205 | <p>Construction Contract Execution and Notice to Proceed</p> <p>Prepare and provide the Contract Documents for Contractor signature. Prepare and provide a Contract Execution Letter to the Contractor. After the Contractor provides an executed Agreement with the proper bonds and insurance certificate(s), prepare and provide the Contract Documents for Owner signature.</p>                                                                                               | See worksheet for hours.                                                                                                                                                                                                                         |
| 210 | <p>Conformed to Contract Documents</p> <p>Prior to the Pre-Construction Meeting, produce and provide Conformed to Contract (CTC) Documents. The CTC Documents will incorporate design changes issued and authorized by Addenda during the Bidding Phase.</p>                                                                                                                                                                                                                      | See worksheet for hours.                                                                                                                                                                                                                         |
| 215 | <p>Pre-Construction Conference</p> <p>Conduct one Pre-Construction Conference at the GBMSD prior to commencement of the Work. Prepare for Owner review and, after review, distribute agenda and meeting notes.</p> <p>Produce and provide draft and final Construction Observation Plan. The final version will address Owner comments. The Construction Observation Plan will identify the following: critical observation events during construction; tests required during</p> | <p>Pre-Construction Conference</p> <ul style="list-style-type: none"> <li>• PM = 5 HR</li> <li>• CA = 10 HR</li> <li>• RPR = 5 HR</li> </ul> <p>Construction Observation Plan</p> <ul style="list-style-type: none"> <li>• PM = 25 HR</li> </ul> |

|  |                                                                                                                                                                                                                                                                                                                                |                                                                                      |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
|  | construction; daily Contractor communication protocols; a comprehensive list of planned submittals for review by the Engineer, NEW Water, and third parties; and a submittal schedule for daily photographs and construction observation reports. The draft will be presented to the Owner prior to the start of construction. | <ul style="list-style-type: none"> <li>• CA = 60 HR</li> <li>• RPR = 5 HR</li> </ul> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|

#### *Construction Related Services*

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Assumptions                                                                                                                                      |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| 305 | <p>Construction Contract Administration</p> <p>Throughout the construction period, consult with the Owner and act as Owner's representative as provided in the General Conditions of the Contract Document as included in the Project Manual.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>CA</p> <ul style="list-style-type: none"> <li>• 8 HR/WK from NTP to SC</li> <li>• 2 HR/WK from SC to FC</li> </ul>                            |
| 310 | <p>Construction Progress Meetings</p> <p>Attend monthly on-line progress meetings during construction. The Contractor will schedule and conduct the meetings. The Contractor will prepare and distribute the agenda and notes documenting the meetings. Attend less formal weekly or bi-monthly progress meetings on site with Contractor.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Monthly: 29 on-line meetings attended by PM and CA at 2 HR EA.</p> <p>Weekly or Bi-Weekly: CA will attend 15 meetings on site at 6 HR EA.</p> |
| 315 | <p>Observation of Construction</p> <p>Provide on-site observation to observe, as an experienced and qualified design professional, the progress and quality of the Work. Such visits and observations are not intended to be exhaustive or to extend to every aspect of the Contractor's Work in progress or to involve detailed inspections of the Contractor's Work in progress beyond the responsibilities specifically assigned to the Engineer in this Agreement and the Contract Documents, but rather are to be limited to spot checking and general observation of the Work based on the exercise of professional judgment.</p> <p>a. The purpose of the visits to, and representation by the Resident Project Representative (RPR) at the Project site, will be to enable Donohue to better carry out the duties and responsibilities assigned to and undertaken by Donohue during the Construction Phase. Donohue shall not, during such visits or as a result of such observations of the Contractor's Work in progress, supervise, direct, or have control over the Contractor's Work, nor shall Donohue have authority over or responsibility for the means, methods, techniques, sequences, or procedures of construction selected by the Contractor, for safety precautions and programs incident to the Contractor's Work, or for any failure of the Contractor to comply with Laws and Regulations</p> | <ul style="list-style-type: none"> <li>• 5 HR/MO NTP – Mar 2027</li> <li>• 24 HR/WK Apr 2027 to SC</li> <li>• 8 HR/WK from SC to FC</li> </ul>   |

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Assumptions                                                                                                                                           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
|     | <p>applicable to the Contractor furnishing and performing the Work. Accordingly, Donohue neither guarantees the performance of the Contractor nor assumes responsibility for the Contractor's failure to furnish and perform its Work in accordance with the Contract Documents.</p> <p>b. Donohue will prepare and forward to the Owner a copy of field and inspection reports. Reports shall include items such as date of observation, contractors on site, construction activities, discussions of and decisions made concerning construction, observations made, testing witnessed, information relative to questions of extras or deductions, and photos taken.</p> <p>c. Donohue will take pictures of actual construction and deliver to the Owner copies of construction photos in digital format.</p> |                                                                                                                                                       |
| 320 | <p>Designer Site Visits</p> <p>Designers will visit the site to observe the progress and quality of the Work. Such visits and observations are not intended to be exhaustive or to extend to every aspect of the Work in progress or to involve detailed inspections of the Work in progress beyond the responsibilities specifically assigned to Donohue in the Contract Documents. Designers will use one or several of the site visits to produce their respective punchlists.</p>                                                                                                                                                                                                                                                                                                                           | <p>Civil = 3<br/> Structural = 4<br/> Process-Mechanical = 4<br/> Mechanical = 4<br/> Electrical = 4<br/> Controls = 4<br/> Total = 23 at 6 HR EA</p> |
| 325 | <p>Contractor Requests for Clarifications and Interpretations</p> <p>Provide written responses to the Contractor's written Requests for Information (RFI). Provide the necessary clarifications and interpretations of the Contract Documents as appropriate to the orderly completion of the Work. Such clarifications and interpretations will be consistent with the intent of and interpretations reasonably inferable from the Contract Documents.</p>                                                                                                                                                                                                                                                                                                                                                     | <p>25 RFIs at 3 HR EA by CA, 3 HR EA by Designers</p>                                                                                                 |
| 330 | <p>Change Orders, Work Change Directives, and Cost Proposal Requests</p> <p>Provide input to Owner regarding Change Orders and Work Change Directives. Prepare Cost Proposal Requests, Change Orders, and Work Change Directives as required for Owner review and approval.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>15 cost proposals at 4 HR EA by CA, 4 HR EA by Designers</p>                                                                                       |
| 335 | <p>Shop Drawings and Samples</p> <p>Provide a technical review and approve or take other appropriate action in respect to Shop Drawings and Samples and other data the Contractor is required to submit, but only for</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Regular Submittal Review</p> <ul style="list-style-type: none"> <li>110 submittals at 2 HR EA by CA and 4 HR EA by Designers</li> </ul>            |

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Assumptions                                                                                                                                                                                                                                                                                                  |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     | <p>conformance with the information given in the Contract Documents and compatibility with the design concept of the Project as a functioning whole as indicated in the Contract Documents. Such reviews and approvals or other action will not extend to means, methods, techniques, sequences, or procedures of Construction or to safety precautions and programs.</p> <p>Conduct five multi-discipline workshops with Owner to review key submittals.</p> <p>Participate in six control system review workshops with Owner and Contractor to review the development of the Process Control System and associated HMI.</p> | <p>Submittal Workshops (5)</p> <ul style="list-style-type: none"> <li>• CA = 4 HR/Workshop</li> <li>• PM = 3 HR/Workshop</li> <li>• Designers = 12HR/Workshop</li> </ul> <p>PCS Workshops (6)</p> <ul style="list-style-type: none"> <li>• CA = 3 HR/Workshop</li> <li>• Designer = 3 HR/Workshop</li> </ul> |
| 340 | <p>Substitutes and “or-equal”</p> <p>Evaluate and determine the acceptability of substitute or “or-equal” materials and equipment proposed by a Contractor.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                               | See worksheet for hours.                                                                                                                                                                                                                                                                                     |
| 345 | <p>Applications for Payment</p> <p>Review and provide input to Owner regarding monthly applications for payment and accompanying supporting documentation from the Contractor. Document conformance with Wisconsin Clean Water Fund Program requirements: AIS, BABA, and payroll.</p>                                                                                                                                                                                                                                                                                                                                         | <p>29 pay applications at 5 HR EA, excluding payroll.</p> <p>29 pay applications at 5 HR EA for payroll. RPR time covered elsewhere.</p>                                                                                                                                                                     |
| 350 | <p>Punchlist Preparation, Review, and Documentation</p> <p>Review the Work to produce a punch list following the Contractor’s request for Substantial Completion or Partial Utilization of portions of the Work. Review will evaluate the installed condition for conformance with Contract Documents. Review the Work to confirm the Contractor has completed the punch list items. Coordinate with the Contractor for the submittal of the City-required Close-out Documents.</p>                                                                                                                                           | <ul style="list-style-type: none"> <li>• 8 HR for CA to produce</li> <li>• 6 HR for CA to review and update x 3 times</li> <li>• 2 HR per designer to produce punch list items</li> </ul>                                                                                                                    |
| 355 | <p>Record Documents</p> <p>Receive annotated record documents from the Contractor, which are to be assembled by the Contractor in accordance with the Contract Documents to obtain final payment. Prepare Record Drawings showing appropriate record information based on the Project annotated record documents received from the Contractor. Provide to Owner the record documents in PDF and AutoCAD format. Provide to Owner the AutoCAD files from manufacturers as required in the Contract Documents.</p>                                                                                                              | See worksheet for hours.                                                                                                                                                                                                                                                                                     |



| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                       | Assumptions              |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 360 | <p>Archive Documents</p> <p>Deliver archive from Document Management web site, containing all files submitted between Contractor and Donohue. Files will include correspondence, meeting notes, submittals, requests for information, requests for proposals, change orders, punch lists, pay applications, test results, and pictures. Archive shall be delivered using an on-line file sharing tool.</p> | See worksheet for hours. |

### *Commissioning Services*

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Assumptions                                                                                                                                                                                                                                           |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 405 | <p>Vendor-Provided Training and Operation and Maintenance Materials</p> <p>Review vendor-provided training and operation and maintenance materials concurrent with the Owner to confirm compliance with the Contract Documents. Incorporate Owner comments into a submittal returned to Contractor. Forward materials to the Owner that meet the requirements of the Contract Documents.</p>                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• 10 HR/RWW Pumping</li> <li>• 10 HR for Generation</li> <li>• 10 HR for Odor Control</li> <li>• 10 HR for Miscellaneous</li> </ul>                                                                            |
| 410 | <p>Start-up Planning and Commissioning</p> <p>Prepare a Contractor Startup Checklist to aid the Contractor in preparing for and conducting the required equipment check-out and start-up. Review the Contractor Startup Checklist with the Contractor and Owner to receive their input and revise the checklist accordingly. Participate in the Contractor/Vendor check-out and start-up of the appropriate unit process systems.</p> <p>Observe on-site functional testing performed by the Contractor to confirm automation functions as required by the Contract Documents.</p> | <ul style="list-style-type: none"> <li>• Start-Up Planning = 40 HR</li> <li>• On-Site checkout and start-up = 40 HR</li> <li>• On-Site functional testing = 80 HR by designer (40 pump station, 40 ancillary systems) and 10 HR by CA</li> </ul>      |
| 415 | <p>Start-Up Observation and Assistance</p> <p>Provide site visits to provide operational assistance during and shortly after the various unit process systems have been in operation. Additionally, teleconferencing and email will be used for further communications.</p>                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• 10 HR/RWW Pumping</li> <li>• 10 HR for Generation</li> <li>• 10 HR for Odor Control</li> <li>• 10 HR Miscellaneous</li> </ul>                                                                                |
| 420 | <p>Operation and Maintenance Documents</p> <p>Prepare an update to the ERLS Operations and Maintenance Manual. The update will include the following unit process systems: RWW Pumping, Odor Control, and Generation.</p> <p>Provide Owner with both paper copies and electronic copies in both native format and Portable Document Format (PDF).</p>                                                                                                                                                                                                                              | <p>Operations Specialist</p> <ul style="list-style-type: none"> <li>• 80 HR to produce DRAFT. 25 HR to review with Owner and address comments.</li> </ul> <p>Design Engineer Support</p> <ul style="list-style-type: none"> <li>• 10 hours</li> </ul> |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  | <p>Following finalizing the O&amp;M manual update, submit to the WDNR on behalf of Owner for review and approval by the WDNR. Provide the number of paper copies and electronic copies as required by the WDNR. Respond to questions and requests for additional information by the WDNR as necessary to obtain approval of the O&amp;M manual update. <i>These Services do not include producing Standard Operating Procedures.</i></p> |  |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

### C. PROJECT TIMING

1. Donohue shall be authorized to commence the Services set forth herein upon execution of this Agreement.
2. Donohue's services under this Agreement will be considered complete when Donohue has delivered to Owner the record drawing deliverables defined under Scope of Services.

## PART II OWNER RESPONSIBILITIES

### A. In addition to other responsibilities of Owner set forth in this Agreement, Owner shall:

1. Identify a person authorized to act as the Owner's representative to respond to questions and make decisions on behalf of Owner, accept completed documents, approve payments to Donohue, and serve as liaison with Donohue as necessary for Donohue to complete its Services.
2. Furnish to Donohue copies of existing documents and data pertinent to Donohue's Scope of Services, including but not limited to and where applicable: design and record drawings for existing facilities; property descriptions, land use restrictions, surveys, geotechnical and environmental studies, or assessments.
3. Owner shall be responsible for all requirements and instructions that it furnishes to Donohue pursuant to this Agreement, and for the accuracy and completeness of all reports, data, programs, and other information furnished by Owner to Donohue pursuant to this Agreement. Donohue may use and rely upon such requirements, instructions, reports, data, programs, and information in performing or furnishing services under this Agreement, subject to any express limitations or reservations provided by Owner applicable to the furnished items.
4. Provide to Donohue existing information regarding the existence and locations of utilities and underground facilities.
5. Provide Donohue safe access to premises necessary for Donohue to provide the Services.
6. Inform Donohue whenever Owner observes or becomes aware of a Hazardous Environmental Conditions, as defined in Part IV.4. of this Agreement, that may affect Donohue's Scope of Services or time for performance.

### PART III COMPENSATION, BILLING AND PAYMENT

- A. Compensation for the work as defined in the Scope of Services (Part I) of this Agreement shall be in accordance with Donohue's standard chargeout rates in effect at the time the Services are performed. Routine expenses will be billed at cost and subconsultant costs will include a 10% markup. The total cost for these Services and expenses will not exceed \$1,144,062. The worksheet below shows the anticipated level of effort.
- B. Donohue will bill Owner monthly, with net payment due in 30 days.
- C. Donohue will notify Owner if Project scope changes require modifications to the above-stated contract value. Services relative to scope changes will not be initiated without written authorization from Owner.

| Levels of Effort (Hours) by Task                                   |              |            |              |            |            |              |            | Labor Hours, Fees, and Expenses by Task          |                    |                 |                    |
|--------------------------------------------------------------------|--------------|------------|--------------|------------|------------|--------------|------------|--------------------------------------------------|--------------------|-----------------|--------------------|
| Project Roles                                                      | Principal QC | PM/QC      | CA           | Designers  | Operations | RPR          | Admin      | Total Hours                                      | Labor Fee          | Travel Expenses | Totals             |
| <b>Tasks</b>                                                       |              |            |              |            |            |              |            |                                                  |                    |                 |                    |
| 105 Project Management and Quality Control                         | 30           | 319        |              |            |            |              |            | 349                                              | \$74,245           |                 | \$74,245           |
| 205 Construction Contract Execution and Notice to Proceed          |              | 5          |              |            |            |              | 5          | 10                                               | \$1,600            |                 | \$1,600            |
| 210 Conformed to Contract Documents                                |              | 5          |              | 10         |            |              | 5          | 20                                               | \$3,450            |                 | \$3,450            |
| 215 Pre-Construction Conference                                    |              | 30         | 70           |            |            | 10           |            | 110                                              | \$23,200           | \$200           | \$23,400           |
| 305 Construction Administration                                    |              |            | 808          |            |            |              |            | 808                                              | \$177,760          | \$2,000         | \$179,760          |
| 310 Construction Progress Meetings                                 |              |            | 148          |            |            |              |            | 148                                              | \$32,560           | \$1,500         | \$34,060           |
| 315 Observation of Construction                                    |              |            |              |            |            | 2132         |            | 2,132                                            | \$351,780          | \$20,609        | \$372,389          |
| 320 Designer Site Visits                                           |              |            |              | 138        |            |              |            | 138                                              | \$25,530           | \$2,300         | \$27,830           |
| 325 Contractor Requests for Clarification                          |              |            | 75           | 75         |            |              |            | 150                                              | \$30,375           |                 | \$30,375           |
| 330 Change Orders, Work Change Directives, and Cost Proposals      |              |            | 60           | 60         |            |              |            | 120                                              | \$24,300           |                 | \$24,300           |
| 335 Shop Drawings and Samples                                      |              | 15         | 258          | 518        |            |              | 110        | 901                                              | \$168,315          |                 | \$168,315          |
| 340 Substitutes                                                    |              |            | 5            | 5          |            |              |            | 10                                               | \$2,025            |                 | \$2,025            |
| 345 Applications for Payment                                       |              |            | 290          |            |            |              |            | 290                                              | \$63,800           |                 | \$63,800           |
| 350 Punchlist                                                      |              |            | 26           | 12         |            |              |            | 38                                               | \$7,940            | \$400           | \$8,340            |
| 355 Record Documents                                               |              |            | 30           | 60         |            |              |            | 90                                               | \$17,700           |                 | \$17,700           |
| 360 Archive Documents                                              |              |            | 5            |            |            |              | 10         | 15                                               | \$2,250            |                 | \$2,250            |
| 405 Vendor-Provided Training and Operation and Maintenance Manuals |              |            | 10           |            | 40         |              |            | 50                                               | \$9,600            |                 | \$9,600            |
| 410 Start-Up Planning and Commissioning                            |              |            | 20           | 80         | 80         |              |            | 180                                              | \$34,000           | \$1,800         | \$35,800           |
| 415 Start-Up Observation and Assistance                            |              |            | 10           |            | 40         |              |            | 50                                               | \$9,600            |                 | \$9,600            |
| 420 Operation and Maintenance Documents                            |              |            |              | 10         | 105        |              | 10         | 125                                              | \$22,425           |                 | \$22,425           |
| <b>Totals</b>                                                      | <b>30</b>    | <b>374</b> | <b>1,815</b> | <b>968</b> | <b>265</b> | <b>2,142</b> | <b>140</b> | <b>5,734</b>                                     | <b>\$1,082,455</b> | <b>\$28,809</b> | <b>\$1,111,264</b> |
| <b>Hourly Rates and Labor Fees by Project Role</b>                 |              |            |              |            |            |              |            |                                                  |                    |                 |                    |
| Hourly Rates                                                       | \$295        | \$205      | \$220        | \$185      | \$185      | \$165        | \$115      | Inflation Adjustment to Construction Midpoint 3% |                    |                 |                    |
| Labor Fees                                                         | \$8,850      | \$76,670   | \$399,300    | \$179,080  | \$49,025   | \$353,430    | \$16,100   | <b>Total Fee \$1,144,062</b>                     |                    |                 |                    |

## PART IV - STANDARD TERMS AND CONDITIONS – GREEN BAY METROPOLITAN SEWERAGE DISTRICT

**1. STANDARD OF CARE.** The standard of care for all professional engineering and related services performed or furnished by Donohue under this Agreement will be the care and skill ordinarily used by members of the subject profession practicing under similar circumstances at the same time and in the same locality. Services performed or furnished by Donohue shall be provided consistent with and limited to the standard of care applicable to such services. Professional services are not subject to, and Donohue does not provide, any warranty or guarantee, express or implied. Any warranties or guarantees contained in any purchase orders, requisitions, or notices to proceed issued by Owner are void and not binding upon Donohue. Notwithstanding any other representations made elsewhere in this Agreement or in the execution of the Project, this standard of care shall not be modified. Donohue shall act as an independent consultant at all times during the performance of its services, and no terms of this Agreement, either express or implied, shall create an agency or fiduciary relationship.

**2. CHANGE OF SCOPE.** The Scope of Services (Part I) set forth in this Agreement is based on facts known at the time of execution of this Agreement, including, if applicable, information supplied by Owner. For some projects involving conceptual or process development services, scope may not be fully definable during initial phases. As the Project progresses, facts discovered may indicate that the scope must be redefined. Donohue will promptly provide Owner with a written amendment to this Agreement to recognize such change.

**3. RELIANCE ON OTHERS.** Owner acknowledges and agrees that Donohue may rely, without independent verification, on the accuracy and completeness of data, specifications, certifications, performance claims, and other information or documentation furnished by, or published by, equipment and material manufacturers, suppliers, or vendors, provided such reliance is consistent with the applicable standard of care. Donohue shall not be responsible for errors, omissions, or inaccuracies in such third-party information unless Donohue had actual knowledge of such error, omission, or inaccuracy, or such reliance would not be reasonable under the circumstances. This provision applies to information provided directly to Donohue as well as information incorporated into product submittals, shop drawings, and O&M manuals.

**4. HAZARDOUS ENVIRONMENTAL CONDITIONS.** Unless expressly stated otherwise in the Scope of Services (Part I) of this Agreement, Donohue's services do not include any services relating to a Hazardous Environmental Condition, including but not limited to the presence at the Project site of asbestos, mold, PCBs, petroleum, hazardous substances or any other pollutant or contaminant, as those terms are defined in pertinent federal, state, and local laws. In the event Donohue or any other party encounters a Hazardous Environmental Condition, Donohue may at its option suspend performance of services until Owner: a) retains appropriate consultants or contractors to identify and remediate or remove the Hazardous Environmental Condition; and b) warrants that the Project site is in full compliance with all applicable environmental laws.

**5. SAFETY.** Unless specifically included as a service to be provided under this Agreement, Donohue specifically disclaims any authority or responsibility for general job site safety, or the safety of persons (other than Donohue employees) or property.

**6. DELAYS.** If performance of Donohue's services is delayed through no fault of Donohue, Donohue shall be entitled to an extension of time equal to the delay and an equitable adjustment in compensation.

**7. TERMINATION/SUSPENSION.** Either party may terminate this Agreement upon 30 days written notice to the other party. Owner shall pay Donohue for all services, including profit relating thereto, rendered prior to termination, plus any expenses of termination. If either party defaults in its obligations under this Agreement (including Owner's obligation to make required payments), the non-defaulting party may, after giving seven days written notice, suspend performance under this Agreement. The non-defaulting party may not suspend performance if the defaulting party commences to cure such default within the seven-day notice period and completes such cure within a reasonable period of time.

Donohue may terminate this Agreement upon seven days written notice if: a) Donohue believes that Donohue is being requested by Owner to perform services contrary to law or Donohue's responsibilities as a licensed professional; or b) Donohue's services for the Project are delayed, suspended, or interrupted for a period of at least 90 days for reasons not attributable to Donohue's performance of services; or c) Owner has failed to pay any amount due and owing to Donohue for a period of at least 60 days. Donohue shall have no liability to Owner on account of such termination.

**8. OPINIONS OF CONSTRUCTION COST.** Any opinion of construction costs prepared by Donohue is supplied for the general guidance of the Owner only. Since Donohue has no control over competitive bidding or market conditions, Donohue cannot guarantee the accuracy of such opinions as compared to contract bids or actual costs to Owner.

**9. RELATIONSHIP TO CONTRACTORS.** Donohue shall serve as Owner's professional representative for the services, and may make recommendations to Owner concerning actions relating to Owner's contractors. Donohue specifically disclaims any authority to direct or supervise the means, methods, techniques, sequences or procedures of construction selected or used by Owner's contractors. Donohue neither guarantees the performance of any construction contractor nor assumes responsibility for any contractor's failure to perform in accordance with the construction contract documents.

**10. CONSTRUCTION REVIEW.** For projects involving construction, Owner acknowledges that under generally accepted professional practice, interpretations of construction documents in the field are normally required, and that performance of construction-related services by the design professional for the Project permits errors or omissions to be identified and corrected at comparatively low cost. Performance of construction-related professional services by a third party or the Owner risks misinterpretation or alternate interpretation of the design intent. Owner agrees to hold Donohue harmless from any claims resulting from performance of construction-related professional services by firms or individuals other than Donohue.

**11. BETTERMENT.** If any item or component of the Project is required but was omitted from the construction documents, Donohue's liability shall be limited to the reasonable costs of correction of the construction, less the cost to the Owner if the omitted item or component had been initially included in the construction contract documents. It is intended by this provision that Donohue will not be responsible for any cost or expense that provides betterment, upgrade, or enhancement of the Project.

**12. INSURANCE.** Donohue will maintain Professional Liability, Commercial General Liability, Automobile, Worker's Compensation, and Employer's Liability insurance coverage in amounts in accordance with legal and Donohue's business requirements. Throughout the term and any renewal or extension thereof, Donohue shall maintain the following insurance coverages: commercial general liability insurance, with a single limit of \$2 million for each occurrence and \$4 million in the aggregate; automobile liability insurance with a combined single limit of \$1 million; and professional liability insurance, with a limit of \$5 million per claim and \$10 million in the aggregate. Donohue shall provide to Owner certificates demonstrating such coverage upon request. For projects involving construction, Owner

agrees to protect Donohue's interests through appropriate property and liability insurance, and to require its construction contractor, if any, to include Donohue as an additional insured on Contractor's policies relating to the Project. Donohue's coverages referenced above shall, in such case, be excess over contractor's primary coverage.

**13. INDEMNIFICATION.** To the fullest extent permitted by law, Owner and Donohue each agree to indemnify the other party and the other party's officers, directors, partners, employees, and representatives, but not defend, from and against losses, damages, and judgments arising from claims by third parties, including reasonable attorneys' fees and expenses recoverable under applicable law, but only to the extent they are found to be caused by a negligent act, error, or omission of the indemnifying party or any of the indemnifying party's officers, directors, members, partners, agents, employees, or subconsultants in the performance of services under this Agreement. If claims, losses, damages, and judgments are found to be caused by the joint or concurrent negligence of Owner and Donohue, they shall be borne by each party in proportion to its negligence.

To the fullest extent permitted by law, Owner shall indemnify and hold harmless Donohue, its employees, agents, and representatives, and Donohue's subconsultants, from and against any loss, liability, claims and damages caused by, arising out of, or resulting from the presence at the Project site of asbestos, mold, PCBs, petroleum, hazardous substances, or any other pollutant or contaminant, as those terms are defined in pertinent federal, state, and local laws, except to the extent that the loss, liability, or damages are caused solely by the willful misconduct or negligence of Donohue, its agents or employees.

**14. LIMITATIONS OF LIABILITY.** No owner, shareholder, principal, employee, or agent of Donohue shall have individual liability to Owner arising out of or relating to the services under this Agreement; and Owner covenants and agrees not to assert any such claim against or sue any such individual. The aggregate liability of Donohue, Donohue's subconsultants, and their respective agents and employees to Owner for all claims, damages, losses, liabilities, costs, and expenses arising out of or relating to this Agreement, the services, or the Project, whether based in tort, contract, indemnity, warranty, statute, or otherwise, including breach of contract, breach of warranty, negligence, or professional negligence, shall not exceed the greatest of: (a) two hundred fifty thousand dollars (\$250,000); (b) the total compensation paid to Donohue under this Agreement; or (c) the insurance proceeds available and payable with respect to such claims under the insurance policies Donohue is required to maintain pursuant to this Agreement. To the fullest extent permitted by Laws and Regulations, Owner and Donohue waive against each other, and the other's employees, officers, directors, members, insurers, partners, and consultants, any and all claims for or entitlement to special, incidental, indirect, or consequential damages arising out of, resulting from, or in any way related to this Agreement or the Project, from any cause or causes.

**15. OWNERSHIP AND REUSE OF PROJECT DOCUMENTS.** All documents and other deliverables, in all media, prepared by or on behalf of Donohue in connection with this Agreement are instruments of service, and Donohue shall hold the copyright to and all other ownership and property interests in such instruments of service. Upon payment for services rendered, Donohue grants Owner a license to use instruments of Donohue's services for the purpose of constructing, occupying or maintaining the Project. Owner shall not reuse any such documents or other deliverables pertaining to the Project for any purpose other than that for which such documents or deliverables were originally prepared. Owner shall not cause or allow the alteration of such documents or deliverables without written verification and approval by Donohue for the specific purpose intended, and any alteration by Owner shall be at the Owner's sole risk. Owner agrees to indemnify and hold harmless Donohue from all claims, damages, and expenses (including reasonable attorneys' and consultants' fees), arising out of such reuse or alteration by Owner or others acting through Owner.

**16. ELECTRONIC MEDIA.** Owner and Donohue may agree to transmit, and accept, Project-related correspondence, documents, text, data, drawings, information, and other files in electronic media or digital format, either directly, or through access to a secure Project website. Because data stored in electronic media format can deteriorate or be modified, the Owner agrees to perform acceptance tests within 60 days. Donohue will not be responsible to correct any errors or for maintenance of documents in electronic media format after the acceptance period.

**17. AMENDMENT.** This Agreement, upon execution by both parties hereto, can be amended only by a written instrument signed by both parties.

**18. SUCCESSORS, BENEFICIARIES AND ASSIGNEES.** This Agreement shall be binding upon and inure to the benefit of the owners, administrators, executors, successors, and legal representatives of the Owner and Donohue. The rights and obligations of this Agreement cannot be assigned by either party without written permission of the other party. This Agreement shall be binding upon and inure to the benefit of any permitted assignees.

**19. NO THIRD-PARTY BENEFICIARY.** Nothing contained in this Agreement, nor the performance of the parties hereunder, is intended to benefit, nor shall inure to the benefit of, any third party, including Owner's construction contractors, if any.

**20. STATUTE OF LIMITATION.** To the fullest extent permitted by law, parties agree that, except for claims for indemnification, the time period for bringing negligence claims under this Agreement shall expire three years, and contract claims shall expire six years, after Substantial Completion, as defined by the construction documents prepared by Donohue, or, if no construction documents are prepared, these time periods expire after the submittal date of Donohue's most recent invoice for this Agreement. Any action not brought within these time periods shall be barred, without regard to any other limitations period set forth by law or statute.

**21. DISPUTE RESOLUTION.** Owner and Donohue shall provide written notice of a dispute within a reasonable time and after the event giving rise to the dispute. Owner and Donohue agree to negotiate any dispute between them in good faith for a period of 30 days following such notice. The parties may mutually agree to submit any dispute to mediation, but doing so shall not be required or a prerequisite to exercising their rights at law.

**22. CONTROLLING LAW.** This Agreement is governed by the laws of the state in which the Project is located.

**23. NO WAIVER.** No waiver by either party of any default by the other party in the performance of any particular section of this Agreement shall invalidate any other section of this Agreement or operate as a waiver of any future default, whether like or different in character.

**24. SEVERABILITY.** The various terms, provisions and covenants herein contained shall be deemed to be separate and severable, and the invalidity or unenforceability of any of them shall not affect or impair the validity or enforceability of the remainder.

**25. AUTHORITY.** The persons signing this Agreement warrant that they have the authority to sign as, or on behalf of, the party for whom they are signing.

**26. SURVIVAL.** All express representations, indemnifications and limitations of liability included in this Agreement will survive its completion or termination for any reason.

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Max McGuire

DATE: September 10, 2026

SUBJECT: Construction Contract Award for the East River Lift Station Force Main Project  
230014-CO2

## **Background**

In 2022, NEW Water completed lift station facility planning. These efforts included an assessment of the condition and capacity of all NEW Water lift stations. Based on the findings, NEW Water recommended replacements or upgrades to continue providing reliable service while accounting for existing and future flows. The East River Lift Station was included in the facility planning efforts, in which capacity concerns in the existing force mains were identified.

In 2000, two 12-inch PVC parallel force mains were constructed connecting the discharge of the East River Lift Station to the downstream Charles Street Interceptor. Force mains typically have a design life of approximately 50 years. The existing PVC force mains are still within the design lifespan and are assumed to be in good condition. However, additional capacity is needed to support the planned lift station upgrades. During wet weather, influent flows have repeatedly exceeded the station's firm capacity.

In conjunction with the design of the East River Lift Station Improvements project, Donohue and Associates designed a project to install a third force main to increase the capacity of the lift station. The planned force main is 16-inch PVC and is designed to support the anticipated population growth and station upgrades through the 50-year planning period.

## **Project Bidding**

On September 1, 2026, NEW Water received bids from four prequalified prime contractors. The following table summarizes the bids received.

East River Lift Station Force Main Project Bids Received

| <b>Bidder</b>             | <b>Bid Amount</b> |
|---------------------------|-------------------|
| Advance Construction Inc. | \$2,254,167.60    |
| David Tenor Corporation   | \$2,267,598.55    |
| De Groot, Inc.            | \$2,379,506.24    |
| PTS Contractors, Inc.     | \$2,384,260.00    |



The engineer's opinion of probable construction costs for this project was \$3,009,354.00. The bids received are significantly lower than Donohue's estimate, with the lowest bid 33.5% less than the estimate. The difference is largely due to unit-price costs for the 16-inch force main and mobilization.

Staff and the design engineer reviewed the bids submitted for the project and determined that Advance Construction Inc. is the lowest-cost, responsive, responsible bidder. Attached are the letter of recommendation and the bid tabulation summary provided by Donohue. Advance Construction, Inc. has performed construction projects for NEW Water in the past.

The construction contract documents require a minimum insurance coverage of \$5,000,000 for general, umbrella, and pollution liability as well as \$2,000,000 for professional liability.

### **Project Funding**

This project is on the DNR-approved list for the 2026 fiscal year under the Clean Water Fund Loan Program. NEW Water intends to fund this project using a loan through the CWFL program. Staff intends to bring the loan resolution to Commission in January 2027.

Additionally, because this project will increase capacity through the force mains, NEW Water will collect interceptor cost recovery charges for the additional capacity from direct-use customers in accordance with NEW Water's sewer use ordinance. These customer agreements will be brought to the Commission for approval at a future meeting.

### **Recommendation**

Staff recommends Commission approval to award the construction contract to Advance Construction, Inc. in the amount of \$2,254,168 and a contingency of \$225,400 to be administered under the authority of the Executive Director for a total amount of \$2,479,568.

### **Commission Action**

Request Commission approval to award the construction contract to Advance Construction, Inc. in the amount of \$2,254,168 and a contingency of \$225,400 to be administered under the authority of the Executive Director for a total amount of \$2,479,568.

Attachment: Donohue & Associates Recommendation to Award  
East River Lift Station Force Main Project Bid Tabulation





Donohue & Associates, Inc.  
3311 Weeden Creek Road | Sheboygan, WI 53081  
920.208.0296 | donohue-associates.com

September 8, 2026

Mr. Max McGuire, PE  
Green Bay Metropolitan Sewerage District  
2231 N. Quincy St.  
Green Bay, WI 54302

Re: Bid Evaluation and Letter of Recommendation  
East River Lift Station Force Main  
Donohue Project No. 14347

Dear Mr. McGuire:

Pursuant to the Advertisement for Bids, sealed bids for the above referenced Project were received through QuestCDN via their online electronic VirtuBid™ on Tuesday, September 1, 2026, at 1:30 p.m. local time and publicly opened and read aloud. Donohue has reviewed the Bids received for the Work and have enclosed a copy of the bid tabulation and bid documents from the low Bid for your information and reference.

The project consists of the installation of approximately 7,600 feet of 16-inch diameter force main and 300 feet of 18-inch sanitary sewer conveying sanitary flow from East River Lift Station to the Charles Street Interceptor connection at the intersection of Charles Street and Webster Avenue.

Four Bids were received. The low Bid was submitted by Advance Construction, Inc. of Green Bay, Wisconsin, in the amount of \$2,254,167.60. Donohue's opinion of probable construction cost was \$3,009,354.00. Our estimate was approximately 33.5% above the low Bid, largely driven by differences in the cost per linear foot of 16-inch force main and the lump sum cost for mobilization.

It is our opinion that the low bidder, Advance Construction, Inc. submitted a responsive bid as specified and is also qualified and capable of performing the work as specified under careful supervision. It is therefore our opinion that the contract be awarded to Advance Construction, Inc. for \$2,254,167.60.

We are presenting this evaluation for your review and consideration and will be pleased to answer any questions you have concerning the information provided herein.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Benjamin EA Grunwald', is written over a light blue horizontal line.

Benjamin EA Grunwald, PE

Project Engineer

Enclosures: Bid Tabulation with Engineer's Opinion of Probable Construction Cost  
Copy of Advance Construction Inc.'s Bid Documents  
Copy of Advance Construction Inc.'s Evidence of Authority to Sign  
Copy of Evidence of Advance Construction Inc.'s Download of Addendum No. 1



| BID RESULTS                                                                   |                                                                                           |      |      |                                                  |                 |                                       |                 |                         |                 |                 |                 |                       |                 |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------|------|--------------------------------------------------|-----------------|---------------------------------------|-----------------|-------------------------|-----------------|-----------------|-----------------|-----------------------|-----------------|
| EAST RIVER LIFT STATION FORCE MAIN                                            |                                                                                           |      |      |                                                  |                 |                                       |                 |                         |                 |                 |                 |                       |                 |
| GREEN BAY METROPOLITAN SEWERAGE DISTRICT                                      |                                                                                           |      |      |                                                  |                 |                                       |                 |                         |                 |                 |                 |                       |                 |
| Bid Closing: September 1, 2026, 1:30pm                                        |                                                                                           |      |      |                                                  |                 |                                       |                 |                         |                 |                 |                 |                       |                 |
| Contractor                                                                    |                                                                                           |      |      | ENGINEER'S OPINION OF PROBABLE CONSTRUCTION COST |                 | Advance Construction Inc.             |                 | David Tenor Corporation |                 | De Groot, Inc.  |                 | PTS Contractors, Inc. |                 |
| Addenda One (1) Acknowledged                                                  |                                                                                           |      |      |                                                  |                 | Downloaded on Quest 8/18/26 @ 3:25 PM |                 | Yes                     |                 | Yes             |                 | Yes                   |                 |
| 5% Bid Bond                                                                   |                                                                                           |      |      |                                                  |                 | Yes                                   |                 | Yes                     |                 | Yes             |                 | Yes                   |                 |
| Subcontractor Listing                                                         |                                                                                           |      |      |                                                  |                 | Yes                                   |                 | Yes                     |                 | Yes             |                 | Yes                   |                 |
| Signed Bid Form                                                               |                                                                                           |      |      |                                                  |                 | Yes                                   |                 | Yes                     |                 | Yes             |                 | Yes                   |                 |
| Base Bid Material and Equipment Schedule                                      |                                                                                           |      |      |                                                  |                 | Yes                                   |                 | No                      |                 | Yes             |                 | Yes                   |                 |
| Disclosure of Ownership, DBE Good Faith Certification, DBE Contacts Worksheet |                                                                                           |      |      |                                                  |                 | Yes                                   |                 | Yes                     |                 | Yes             |                 | Yes                   |                 |
| Unit Price Schedule                                                           |                                                                                           |      |      |                                                  |                 |                                       |                 |                         |                 |                 |                 |                       |                 |
| No.                                                                           | Item                                                                                      | Qty  | Unit | Bid Unit Price                                   | Bid Price       | Bid Unit Price                        | Bid Price       | Bid Unit Price          | Bid Price       | Bid Unit Price  | Bid Price       | Bid Unit Price        | Bid Price       |
| 1                                                                             | Mobilization / Demobilization and Project Administration                                  | 1    | LS   | \$ 200,000.00                                    | \$ 200,000.00   | \$ 112,189.00                         | \$ 112,189.00   | \$ 95,000.00            | \$ 95,000.00    | \$ 96,808.50    | \$ 96,808.50    | \$ 36,000.00          | \$ 36,000.00    |
| 2                                                                             | Traffic Control                                                                           | 1    | LS   | \$ 45,000.00                                     | \$ 45,000.00    | \$ 23,750.00                          | \$ 23,750.00    | \$ 24,465.00            | \$ 24,465.00    | \$ 55,550.00    | \$ 55,550.00    | \$ 53,000.00          | \$ 53,000.00    |
| 3                                                                             | Traffic Maintenance                                                                       | 1    | LS   | \$ 5,000.00                                      | \$ 5,000.00     | \$ 5,000.00                           | \$ 5,000.00     | \$ 1,500.00             | \$ 1,500.00     | \$ 12,625.00    | \$ 12,625.00    | \$ 3,000.00           | \$ 3,000.00     |
| 4                                                                             | Construction Staking                                                                      | 1    | LS   | \$ 25,000.00                                     | \$ 25,000.00    | \$ 8,025.00                           | \$ 8,025.00     | \$ 10,000.00            | \$ 10,000.00    | \$ 15,150.00    | \$ 15,150.00    | \$ 10,165.00          | \$ 10,165.00    |
| 5                                                                             | Erosion Control                                                                           | 1    | LS   | \$ 30,000.00                                     | \$ 30,000.00    | \$ 5,000.00                           | \$ 5,000.00     | \$ 4,500.00             | \$ 4,500.00     | \$ 15,655.00    | \$ 15,655.00    | \$ 4,100.00           | \$ 4,100.00     |
| 6                                                                             | Sanitary Force Main, 16-inch, PVC, Open Cut                                               | 7548 | LF   | \$ 300.00                                        | \$ 2,264,400.00 | \$ 220.00                             | \$ 1,660,560.00 | \$ 228.00               | \$ 1,720,944.00 | \$ 229.56       | \$ 1,732,718.88 | \$ 244.00             | \$ 1,841,712.00 |
| 7                                                                             | Sanitary Sewer, 18-inch, PVC, Open Cut                                                    | 292  | LF   | \$ 250.00                                        | \$ 73,000.00    | \$ 290.00                             | \$ 84,680.00    | \$ 225.00               | \$ 65,700.00    | \$ 223.01       | \$ 65,118.92    | \$ 307.00             | \$ 89,644.00    |
| 8                                                                             | Sanitary Sewer Manhole, 4-foot Dia (2 locations)                                          | 34   | VF   | \$ 650.00                                        | \$ 22,100.00    | \$ 1,645.00                           | \$ 55,930.00    | \$ 1,350.00             | \$ 45,900.00    | \$ 1,601.34     | \$ 54,445.56    | \$ 1,485.00           | \$ 50,490.00    |
| 9                                                                             | Combination Air Valve, Manhole, and Venting Structure                                     | 3    | EA   | \$ 25,000.00                                     | \$ 75,000.00    | \$ 48,210.00                          | \$ 144,630.00   | \$ 28,500.00            | \$ 85,500.00    | \$ 48,343.10    | \$ 145,029.30   | \$ 33,450.00          | \$ 100,350.00   |
| 10                                                                            | Water Service Relay                                                                       | 1    | EA   | \$ 7,500.00                                      | \$ 7,500.00     | \$ 5,000.00                           | \$ 5,000.00     | \$ 8,500.00             | \$ 8,500.00     | \$ 5,403.50     | \$ 5,403.50     | \$ 10,250.00          | \$ 10,250.00    |
| 11                                                                            | Slurry Backfill                                                                           | 200  | CY   | \$ 125.00                                        | \$ 25,000.00    | \$ 100.00                             | \$ 20,000.00    | \$ 140.00               | \$ 28,000.00    | \$ 151.50       | \$ 30,300.00    | \$ 133.00             | \$ 26,600.00    |
| 12                                                                            | Hot Mix Asphalt Pavement, East River Dr, 3-Inch (including base)                          | 112  | SY   | \$ 55.00                                         | \$ 6,160.00     | \$ 56.32                              | \$ 6,307.84     | \$ 53.35                | \$ 5,975.20     | \$ 87.81        | \$ 9,834.72     | \$ 108.00             | \$ 12,096.00    |
| 13                                                                            | Hot Mix Asphalt Pavement, Dickinson Rd, 5-Inch (including base)                           | 1212 | SY   | \$ 70.00                                         | \$ 84,840.00    | \$ 45.28                              | \$ 54,879.36    | \$ 42.00                | \$ 50,904.00    | \$ 43.80        | \$ 53,085.60    | \$ 61.00              | \$ 73,932.00    |
| 14                                                                            | Salvaged Pulverized Asphalt and Aggregate Base Material, Brule Rd and Charles St, 10-Inch | 6870 | SY   | \$ 10.00                                         | \$ 68,700.00    | \$ 2.38                               | \$ 16,350.60    | \$ 10.00                | \$ 68,700.00    | \$ 0.68         | \$ 4,671.60     | \$ 2.00               | \$ 13,740.00    |
| 15                                                                            | Concrete Driveway, 6-Inch                                                                 | 56   | SY   | \$ 85.00                                         | \$ 4,760.00     | \$ 140.40                             | \$ 7,862.40     | \$ 145.00               | \$ 8,120.00     | \$ 143.17       | \$ 8,017.52     | \$ 143.00             | \$ 8,008.00     |
| 16                                                                            | Concrete Sidewalk, 4-Inch                                                                 | 814  | SF   | \$ 20.00                                         | \$ 16,280.00    | \$ 13.60                              | \$ 11,070.40    | \$ 14.50                | \$ 11,803.00    | \$ 14.44        | \$ 11,754.16    | \$ 14.00              | \$ 11,396.00    |
| 17                                                                            | Curb & Gutter, 24-Inch                                                                    | 212  | LF   | \$ 75.00                                         | \$ 15,900.00    | \$ 95.00                              | \$ 20,140.00    | \$ 87.50                | \$ 18,550.00    | \$ 94.44        | \$ 20,021.28    | \$ 90.00              | \$ 19,080.00    |
| 18                                                                            | Detectable Warning Fields                                                                 | 10   | SF   | \$ 55.00                                         | \$ 550.00       | \$ 40.00                              | \$ 400.00       | \$ 41.20                | \$ 412.00       | \$ 44.44        | \$ 444.40       | \$ 43.00              | \$ 430.00       |
| 19                                                                            | Marking Line Paint 4-Inch (White)                                                         | 968  | LF   | \$ 8.00                                          | \$ 7,744.00     | \$ 1.25                               | \$ 1,210.00     | \$ 2.35                 | \$ 2,274.80     | \$ 1.32         | \$ 1,277.76     | \$ 1.50               | \$ 1,452.00     |
| 20                                                                            | Marking Line Paint 4-Inch (Yellow)                                                        | 1740 | LF   | \$ 8.00                                          | \$ 13,920.00    | \$ 1.25                               | \$ 2,175.00     | \$ 2.35                 | \$ 4,089.00     | \$ 1.32         | \$ 2,296.80     | \$ 1.50               | \$ 2,610.00     |
| 21                                                                            | Marking Crosswalk Paint 6-Inch (White)                                                    | 125  | LF   | \$ 10.00                                         | \$ 1,250.00     | \$ 16.00                              | \$ 2,000.00     | \$ 3.45                 | \$ 431.25       | \$ 16.97        | \$ 2,121.25     | \$ 17.00              | \$ 2,125.00     |
| 22                                                                            | Marking Stop Line Paint 24-Inch (White)                                                   | 18   | LF   | \$ 25.00                                         | \$ 450.00       | \$ 18.50                              | \$ 333.00       | \$ 13.35                | \$ 240.30       | \$ 19.62        | \$ 353.16       | \$ 20.00              | \$ 360.00       |
| 23                                                                            | Bicycle Lane Marking Symbol Paint (White)                                                 | 3    | EA   | \$ 600.00                                        | \$ 1,800.00     | \$ 225.00                             | \$ 675.00       | \$ 80.00                | \$ 240.00       | \$ 238.61       | \$ 715.83       | \$ 240.00             | \$ 720.00       |
| 24                                                                            | Landscaping                                                                               | 1    | LS   | \$ 15,000.00                                     | \$ 15,000.00    | \$ 6,000.00                           | \$ 6,000.00     | \$ 5,850.00             | \$ 5,850.00     | \$ 36,107.50    | \$ 36,107.50    | \$ 13,000.00          | \$ 13,000.00    |
| Unit Price Schedule Total                                                     |                                                                                           |      |      | \$ 3,009,354.00                                  |                 | \$ 2,254,167.60                       |                 | \$ 2,267,598.55         |                 | \$ 2,379,506.24 |                 | \$ 2,384,260.00       |                 |
| Certified: Benjamin Grunwald, P.E.                                            |                                                                                           |      |      |                                                  |                 |                                       |                 |                         |                 |                 |                 |                       |                 |
| Date: September 3, 2026                                                       |                                                                                           |      |      |                                                  |                 |                                       |                 |                         |                 |                 |                 |                       |                 |

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Max McGuire

DATE: September 10, 2026

SUBJECT: Construction Related Services for the East River Lift Station Force Main  
Project 230014-CS2

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## **Background**

Donohue and Associates have been working closely with NEW Water staff on the design and bidding processes for the East River Lift Station Force Main project. The project was initiated to increase force main capacity for the East River Lift Station. Bids were received on September 1, 2026.

At the request of staff, Donohue and Associates has submitted an agreement to provide construction-related services associated with the construction of the East River Lift Station Force Main Project. Major services include:

- Contract Administration
- Shop drawing and submittal review
- Construction Observation

The construction project is expected to begin in April 2027 and continue through September 2027. Donohue anticipates delivering record drawings by December 2027.

As the design engineer for the project, Donohue and Associates are deeply familiar with the contract and are uniquely positioned to provide these services. Staff reviewed the attached agreement, scope, and related costs and found them appropriate for the work required. The full agreement, including the scope of work and cost breakdown, is attached for reference.

The attached agreement requires a \$5,000,000 professional liability insurance policy.

## **Recommendation**

Staff recommends Commission approval to enter into an agreement with Donohue and Associates to provide engineering services during construction for the East River Lift Station Force Main Project in the amount of \$499,077.00 and a contingency of \$49,900 to be administered under the authority of the Executive Director for a total amount of \$548,977.



**Commission Action**

Request Commission approval to enter into an agreement with Donohue and Associates to provide engineering services during construction for the East River Lift Station Force Main Project in the amount of \$499,077.00 and a contingency of \$49,900 to be administered under the authority of the Executive Director for a total amount of \$548,977.

Attachment: Donohue & Associates Agreement



## PROFESSIONAL SERVICES AGREEMENT

### Construction Related Services for East River Force Main Improvements (Project)

This Agreement is by and between:

Green Bay Metropolitan Sewerage District (Owner)  
2231 North Quincy Street  
Green Bay, WI 54301

and

Donohue & Associates, Inc. (Donohue)  
3311 Weeden Creek Road  
Sheboygan, WI 53081

Who agree as follows:

Owner hereby engages Donohue to perform the Services set forth in Part I for the compensation set forth in Part III. Donohue will be authorized to commence the Services upon execution and receipt of this Agreement from Owner. Owner and Donohue agree that this signature page, together with Parts I through IV attached, constitute the entire agreement for this Project.

#### APPROVED FOR OWNER

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

#### APPROVED FOR DONOHUE

By: \_\_\_\_\_

Printed Name: Michael W. Gerbitz

Title: President

Date: \_\_\_\_\_

## PART I PROJECT DESCRIPTION/SCOPE OF SERVICES/TIMING

### A. PROJECT DESCRIPTION

Owner has requested a proposal from Donohue for construction phase engineering services during the construction of Work to build a new force main from the East River Lift Station. The Work is defined in the Bidding Documents and all associated addenda: East River Lift Station Force Main, July 2026. A description of the Work defined in these Bidding Documents is provided below.

Installation of approximately 7,600 feet of 16-inch diameter force main and 300 feet of 18-inch sanitary sewer conveying sanitary flow from East River Lift Station to the Charles Street Interceptor connection at the intersection of Charles Street and Webster Avenue. Installation will be completed by open cut and will include other appurtenances such as manholes and air release vaults. Surface restoration will include asphalt pavement, curb and gutter, and turf/sod replacements.

This Work is being financed in whole or in part by the Wisconsin Department of Natural Resources through the Clean Water Fund Program (CWFP) and subject to the Build America, Buy America Act (BABA) requirements under Title IX of the Infrastructure Investment and Jobs Act ("IIJA"), Pub. L. 117-58, §§ 70901-52.

Donohue produced the Bidding Documents. The Standard General Conditions in the Construction Documents were prepared by the Engineers Joint Contract Document Committee (EJCDC 2018). Donohue will serve as the Engineer as defined in the EJCDC Standard General Conditions and amended by the Supplementary Conditions.

The Notice to Proceed to the Contractor is expected to occur around November 17, 2026. The Bidding Documents require that the Work be substantially completed on or before October 1, 2027, and completed and ready for final payment on or before December 1, 2027.

### B. SCOPE OF SERVICES

#### Abbreviations

CA = Construction Administrator

EA = Each

FC = Final Completion

HR = Hour(s)

MO = Month(s)

NTP = Notice to Proceed to Contractor

PM = Project Management

QC = Quality Control

SC = Substantial Completion

WK = Week(s)

The proposed Services are delineated below. The Bidding Documents require the Work achieve Substantial Completion roughly 11 months after award and achieve Final Completion roughly 2 months later. The total Contract Time is roughly 13 months.

#### *Administration Services*

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                          | Assumptions                                                                                                                                                                                                                   |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 105 | <p>Project Management and Quality Control</p> <p>Coordinate engineering services of all engineering disciplines and monitor budget and schedule, and keep Owner informed of project progress and issues. Provide monthly status reports that summarize activities completed to date, financial and schedule status, and identify any potential problems, critical issues, and planned corrective actions.</p> | <p>Progress Reports</p> <ul style="list-style-type: none"> <li>• 13 reports</li> <li>• 2 HR per report</li> </ul> <p>Progress Calls</p> <ul style="list-style-type: none"> <li>• 13 calls</li> <li>• 1 HR per call</li> </ul> |

#### *Pre-Construction Services*

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Assumptions                                                                                                                                                                                                                                                         |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 205 | <p>Construction Contract Execution and Notice to Proceed</p> <p>Prepare and provide the Contract Documents for Contractor signature. Prepare and provide a Contract Execution Letter to the Contractor. After the Contractor provides an executed Agreement with the proper bonds and insurance certificate(s), prepare and provide the Contract Documents for Owner signature.</p>                                                                                                                                                                                                                                                                                                                                                                                                                              | See worksheet for hours.                                                                                                                                                                                                                                            |
| 210 | <p>Conformed to Contract Documents</p> <p>Prior to the Pre-Construction Meeting, produce and provide Conformed to Contract (CTC) Documents. The CTC Documents will incorporate design changes issued and authorized by Addenda during the Bidding Phase.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | See worksheet for hours.                                                                                                                                                                                                                                            |
| 215 | <p>Pre-Construction Conference</p> <p>Conduct one Pre-Construction Conference at the GBMSD prior to commencement of the Work. Prepare for Owner review and, after review, distribute agenda and meeting notes.</p> <p>Produce and provide draft and final Construction Observation Plan. The final version will address Owner comments. The Construction Observation Plan will identify the following: critical observation events during construction; tests required during construction; daily Contractor communication protocols; a comprehensive list of planned submittals for review by the Engineer, NEW Water, and third parties; and a submittal schedule for daily photographs and construction observation reports. The draft will be presented to the Owner prior to the start of construction.</p> | <p>Pre-Construction Conference</p> <ul style="list-style-type: none"> <li>• CA = 10 HR</li> <li>• RPR = 5 HR</li> </ul> <p>Construction Observation Plan</p> <ul style="list-style-type: none"> <li>• PM = 15 HR</li> <li>• CA = 40 HR</li> </ul> <p>RPR = 5 HR</p> |

*Construction Related Services*

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Assumptions                                                                                                                                                                 |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 305 | <p>Construction Contract Administration</p> <p>Throughout the construction period, consult with the Owner and act as Owner's representative as provided in the General Conditions of the Contract Document as included in the Project Manual.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• 8 HR/WK from NTP to SC</li> <li>• 2 HR/WK from SC to FC</li> </ul>                                                                 |
| 310 | <p>Construction Progress Meetings</p> <p>Attend monthly on-line meetings from NTP to Apr 1. Attend bi-monthly progress meetings from Apr 1 to FC. The Contractor will schedule and conduct the meetings. The Contractor will prepare and distribute the agenda and notes documenting the meetings.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Monthly Virtual</p> <ul style="list-style-type: none"> <li>• 5 at 2 HR EA</li> </ul> <p>Bi-Monthly</p> <ul style="list-style-type: none"> <li>• 14 at 6 HR EA</li> </ul> |
| 315 | <p>Observation of Construction</p> <p>Provide on-site observation to observe, as an experienced and qualified design professional, the progress and quality of the Work. Such visits and observations are not intended to be exhaustive or to extend to every aspect of the Contractor's Work in progress or to involve detailed inspections of the Contractor's Work in progress beyond the responsibilities specifically assigned to the Engineer in this Agreement and the Contract Documents, but rather are to be limited to spot checking and general observation of the Work based on the exercise of professional judgment.</p> <p>a. The purpose of the visits to, and representation by the Resident Project Representative (RPR) at the Project site, will be to enable Donohue to better carry out the duties and responsibilities assigned to and undertaken by Donohue during the Construction Phase. Donohue shall not, during such visits or as a result of such observations of the Contractor's Work in progress, supervise, direct, or have control over the Contractor's Work, nor shall Donohue have authority over or responsibility for the means, methods, techniques, sequences, or procedures of construction selected by the Contractor, for safety precautions and programs incident to the Contractor's Work, or for any failure of the Contractor to comply with Laws and Regulations applicable to the Contractor furnishing and performing the Work. Accordingly, Donohue neither guarantees the performance of the Contractor nor assumes responsibility for the Contractor's failure to furnish and perform its Work in accordance with the Contract Documents.</p> <p>b. Donohue will prepare and forward to the Owner a copy of field and inspection reports. Reports shall include</p> | <ul style="list-style-type: none"> <li>• 8 HR/WK NTP - Feb</li> <li>• 40 HR/WK Mar – SC</li> <li>• 24 HR/WK SC – FC</li> </ul>                                              |



| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Assumptions                                              |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
|     | <p>items such as date of observation, contractors on site, construction activities, discussions of and decisions made concerning construction, observations made, testing witnessed, information relative to questions of extras or deductions, and photos taken.</p> <p>c. Donohue will take pictures of actual construction and deliver to the Owner copies of construction photos in digital format.</p>                                                                                                                                                                                  |                                                          |
| 320 | <p>Designer Site Visits</p> <p>Designers will visit the site to observe the progress and quality of the Work. Such visits and observations are not intended to be exhaustive or to extend to every aspect of the Work in progress or to involve detailed inspections of the Work in progress beyond the responsibilities specifically assigned to Donohue in the Contract Documents.</p>                                                                                                                                                                                                     | Total = 5 at 8 HR EA                                     |
| 325 | <p>Contractor Requests for Clarifications and Interpretations</p> <p>Provide written responses to the Contractor's written Requests for Information (RFI). Provide the necessary clarifications and interpretations of the Contract Documents as appropriate to the orderly completion of the Work. Such clarifications and interpretations will be consistent with the intent of and interpretations reasonably inferable from the Contract Documents.</p>                                                                                                                                  | 5 RFIs at 3 HR EA by CA, 3 HR EA by Designers            |
| 330 | <p>Change Orders, Work Change Directives, and Cost Proposal Requests</p> <p>Provide input to Owner regarding Change Orders and Work Change Directives. Prepare Cost Proposal Requests, Change Orders, and Work Change Directives as required for Owner review and approval.</p>                                                                                                                                                                                                                                                                                                              | 10 cost proposals at 4 HR EA by CA, 4 HR EA by Designers |
| 335 | <p>Shop Drawings and Samples</p> <p>Provide a technical review and approve or take other appropriate action in respect to Shop Drawings and Samples and other data the Contractor is required to submit, but only for conformance with the information given in the Contract Documents and compatibility with the design concept of the Project as a functioning whole as indicated in the Contract Documents. Such reviews and approvals or other action will not extend to means, methods, techniques, sequences, or procedures of Construction or to safety precautions and programs.</p> | 20 submittals at 2 HR EA by CA and 4 HR EA by Designers  |
| 340 | Substitutes and "or-equal"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | See worksheet for hours.                                 |

| #   | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Assumptions                                                                                                                       |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
|     | Evaluate and determine the acceptability of substitute or “or-equal” materials and equipment proposed by a Contractor.                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                   |
| 345 | Applications for Payment<br><br>Review and provide input to Owner regarding monthly applications for payment and accompanying supporting documentation from the Contractor. Document conformance with Wisconsin Clean Water Fund Program requirements: AIS, BABA, and payroll.                                                                                                                                                                                               | 13 pay applications at 8 HR EA, excluding payroll.<br><br>13 pay applications at 5 HR EA for payroll. RPR time covered elsewhere. |
| 350 | Punchlist Preparation, Review, and Documentation<br><br>Review the Work to produce a punch list following the Contractor’s request for Substantial Completion or Partial Utilization of portions of the Work. Review will evaluate the installed condition for conformance with Contract Documents. Review the Work to confirm the Contractor has completed the punch list items. Coordinate with the Contractor for the submittal of the City-required Close-out Documents. | <ul style="list-style-type: none"> <li>• 8 HR to produce</li> <li>• 6 HR to review and update x 3 times</li> </ul>                |
| 355 | Record Documents<br><br>Receive annotated record documents from the Contractor, which are to be assembled by the Contractor in accordance with the Contract Documents to obtain final payment. Prepare Record Drawings showing appropriate record information based on the Project annotated record documents received from the Contractor. Provide to Owner the record documents in PDF and AutoCAD format.                                                                 | See worksheet for hours.                                                                                                          |
| 360 | Archive Documents<br><br>Deliver archive from Document Management web site, containing all files submitted between Contractor and Donohue. Files will include correspondence, meeting notes, submittals, requests for information, requests for proposals, change orders, punch lists, pay applications, test results, and pictures. Archive shall be delivered using an on-line file sharing tool.                                                                          | See worksheet for hours.                                                                                                          |

### C. PROJECT TIMING

1. Donohue shall be authorized to commence the Services set forth herein upon execution of this Agreement.
2. Donohue’s services under this Agreement will be considered complete when Donohue has delivered to Owner the record drawing deliverables defined under Scope of Services.

## PART II

## **OWNER RESPONSIBILITIES**

- A. In addition to other responsibilities of Owner set forth in this Agreement, Owner shall:
1. Identify a person authorized to act as the Owner's representative to respond to questions and make decisions on behalf of Owner, accept completed documents, approve payments to Donohue, and serve as liaison with Donohue as necessary for Donohue to complete its Services.
  2. Furnish to Donohue copies of existing documents and data pertinent to Donohue's Scope of Services, including but not limited to and where applicable: design and record drawings for existing facilities; property descriptions, land use restrictions, surveys, geotechnical and environmental studies, or assessments.
  3. Owner shall be responsible for all requirements and instructions that it furnishes to Donohue pursuant to this Agreement, and for the accuracy and completeness of all reports, data, programs, and other information furnished by Owner to Donohue pursuant to this Agreement. Donohue may use and rely upon such requirements, instructions, reports, data, programs, and information in performing or furnishing services under this Agreement, subject to any express limitations or reservations provided by Owner applicable to the furnished items.
  4. Provide to Donohue existing information regarding the existence and locations of utilities and underground facilities.
  5. Provide Donohue safe access to premises necessary for Donohue to provide the Services.
  6. Inform Donohue whenever Owner observes or becomes aware of a Hazardous Environmental Conditions, as defined in Part IV.4. of this Agreement, that may affect Donohue's Scope of Services or time for performance.

## **PART III COMPENSATION, BILLING AND PAYMENT**

- A. Compensation for the work as defined in the Scope of Services (Part I) of this Agreement shall be in accordance with Donohue's standard chargeout rates in effect at the time the Services are performed. Routine expenses will be billed at cost and subconsultant costs will include a 10% markup. The total cost for these Services and expenses will not exceed \$499,077. The worksheet on the next page shows the anticipated level of effort.
- B. Donohue will bill Owner monthly, with net payment due in 30 days.
- C. Donohue will notify Owner if Project scope changes require modifications to the above-stated contract value. Services relative to scope changes will not be initiated without written authorization from Owner.

#### Levels of Effort (Hours) by Task

| Project Roles                                                 | Principal QC | PM        | CA         | Designers  | RPR          | Admin     |
|---------------------------------------------------------------|--------------|-----------|------------|------------|--------------|-----------|
|                                                               |              |           |            |            |              |           |
| <b>Tasks</b>                                                  |              |           |            |            |              |           |
| 105 Project Management and Quality Control                    | 15           | 39        |            |            |              |           |
| 205 Construction Contract Execution and Notice to Proceed     |              |           | 5          |            |              | 5         |
| 210 Conformed to Contract Documents                           |              |           | 5          | 10         |              | 5         |
| 215 Pre-Construction Conference                               |              | 15        | 50         |            | 10           |           |
| 305 Construction Administration                               |              |           | 368        |            |              |           |
| 310 Construction Progress Meetings                            |              |           | 94         |            |              |           |
| 315 Observation of Construction                               |              |           |            |            | 1424         |           |
| 320 Designer Site Visits                                      |              |           |            | 40         |              |           |
| 325 Contractor Requests for Clarification                     |              |           | 15         | 15         |              |           |
| 330 Change Orders, Work Change Directives, and Cost Proposals |              |           | 40         | 40         |              |           |
| 335 Shop Drawings and Samples                                 |              |           | 40         | 80         |              | 30        |
| 340 Substitutes                                               |              |           | 5          | 5          |              |           |
| 345 Applications for Payment                                  |              |           | 169        |            |              |           |
| 350 Punchlist                                                 |              |           | 26         |            |              |           |
| 355 Record Documents                                          |              |           | 8          | 40         | 8            |           |
| 360 Archive Documents                                         |              |           | 5          |            |              | 10        |
| <b>Totals</b>                                                 | <b>15</b>    | <b>54</b> | <b>830</b> | <b>230</b> | <b>1,442</b> | <b>50</b> |

#### Hourly Rates and Labor Fees by Project Role

|              |         |          |           |          |           |         |
|--------------|---------|----------|-----------|----------|-----------|---------|
| Hourly Rates | \$295   | \$205    | \$205     | \$165    | \$165     | \$115   |
| Labor Fees   | \$4,425 | \$11,070 | \$170,150 | \$37,950 | \$237,930 | \$5,750 |

#### Labor Hours, Fees, and Expenses by Task

| Total Hours  | Labor Fee        | Travel Expenses | Totals           |
|--------------|------------------|-----------------|------------------|
| 54           | \$12,420         |                 | \$12,420         |
| 10           | \$1,600          |                 | \$1,600          |
| 20           | \$3,250          |                 | \$3,250          |
| 75           | \$14,975         | \$200           | \$15,175         |
| 368          | \$75,440         | \$1,000         | \$76,440         |
| 94           | \$19,270         | \$1,400         | \$20,670         |
| 1,424        | \$234,960        | \$13,765        | \$248,725        |
| 40           | \$6,600          | \$500           | \$7,100          |
| 30           | \$5,550          |                 | \$5,550          |
| 80           | \$14,800         |                 | \$14,800         |
| 150          | \$24,850         |                 | \$24,850         |
| 10           | \$1,850          |                 | \$1,850          |
| 169          | \$34,645         |                 | \$34,645         |
| 26           | \$5,330          | \$400           | \$5,730          |
| 56           | \$9,560          |                 | \$9,560          |
| 15           | \$2,175          |                 | \$2,175          |
| <b>2,621</b> | <b>\$467,275</b> | <b>\$17,265</b> | <b>\$484,540</b> |

|                              |                  |
|------------------------------|------------------|
| Inflation Adjustment to 2027 | 3%               |
| <b>Total Fee</b>             | <b>\$499,077</b> |

## PART IV - STANDARD TERMS AND CONDITIONS – GREEN BAY METROPOLITAN SEWERAGE DISTRICT

**1. STANDARD OF CARE.** The standard of care for all professional engineering and related services performed or furnished by Donohue under this Agreement will be the care and skill ordinarily used by members of the subject profession practicing under similar circumstances at the same time and in the same locality. Services performed or furnished by Donohue shall be provided consistent with and limited to the standard of care applicable to such services. Professional services are not subject to, and Donohue does not provide, any warranty or guarantee, express or implied. Any warranties or guarantees contained in any purchase orders, requisitions, or notices to proceed issued by Owner are void and not binding upon Donohue. Notwithstanding any other representations made elsewhere in this Agreement or in the execution of the Project, this standard of care shall not be modified. Donohue shall act as an independent consultant at all times during the performance of its services, and no terms of this Agreement, either express or implied, shall create an agency or fiduciary relationship.

**2. CHANGE OF SCOPE.** The Scope of Services (Part I) set forth in this Agreement is based on facts known at the time of execution of this Agreement, including, if applicable, information supplied by Owner. For some projects involving conceptual or process development services, scope may not be fully definable during initial phases. As the Project progresses, facts discovered may indicate that the scope must be redefined. Donohue will promptly provide Owner with a written amendment to this Agreement to recognize such change.

**3. RELIANCE ON OTHERS.** Owner acknowledges and agrees that Donohue may rely, without independent verification, on the accuracy and completeness of data, specifications, certifications, performance claims, and other information or documentation furnished by, or published by, equipment and material manufacturers, suppliers, or vendors, provided such reliance is consistent with the applicable standard of care. Donohue shall not be responsible for errors, omissions, or inaccuracies in such third-party information unless Donohue had actual knowledge of such error, omission, or inaccuracy, or such reliance would not be reasonable under the circumstances. This provision applies to information provided directly to Donohue as well as information incorporated into product submittals, shop drawings, and O&M manuals.

**4. HAZARDOUS ENVIRONMENTAL CONDITIONS.** Unless expressly stated otherwise in the Scope of Services (Part I) of this Agreement, Donohue's services do not include any services relating to a Hazardous Environmental Condition, including but not limited to the presence at the Project site of asbestos, mold, PCBs, petroleum, hazardous substances or any other pollutant or contaminant, as those terms are defined in pertinent federal, state, and local laws. In the event Donohue or any other party encounters a Hazardous Environmental Condition, Donohue may at its option suspend performance of services until Owner: a) retains appropriate consultants or contractors to identify and remediate or remove the Hazardous Environmental Condition; and b) warrants that the Project site is in full compliance with all applicable environmental laws.

**5. SAFETY.** Unless specifically included as a service to be provided under this Agreement, Donohue specifically disclaims any authority or responsibility for general job site safety, or the safety of persons (other than Donohue employees) or property.

**6. DELAYS.** If performance of Donohue's services is delayed through no fault of Donohue, Donohue shall be entitled to an extension of time equal to the delay and an equitable adjustment in compensation.

**7. TERMINATION/SUSPENSION.** Either party may terminate this Agreement upon 30 days written notice to the other party. Owner shall pay Donohue for all services, including profit relating thereto, rendered prior to termination, plus any expenses of termination. If either party defaults in its obligations under this Agreement (including Owner's obligation to make required payments), the non-defaulting party may, after giving seven days written notice, suspend performance under this Agreement. The non-defaulting party may not suspend performance if the defaulting party commences to cure such default within the seven-day notice period and completes such cure within a reasonable period of time.

Donohue may terminate this Agreement upon seven days written notice if: a) Donohue believes that Donohue is being requested by Owner to perform services contrary to law or Donohue's responsibilities as a licensed professional; or b) Donohue's services for the Project are delayed, suspended, or interrupted for a period of at least 90 days for reasons not attributable to Donohue's performance of services; or c) Owner has failed to pay any amount due and owing to Donohue for a period of at least 60 days. Donohue shall have no liability to Owner on account of such termination.

**8. OPINIONS OF CONSTRUCTION COST.** Any opinion of construction costs prepared by Donohue is supplied for the general guidance of the Owner only. Since Donohue has no control over competitive bidding or market conditions, Donohue cannot guarantee the accuracy of such opinions as compared to contract bids or actual costs to Owner.

**9. RELATIONSHIP TO CONTRACTORS.** Donohue shall serve as Owner's professional representative for the services, and may make recommendations to Owner concerning actions relating to Owner's contractors. Donohue specifically disclaims any authority to direct or supervise the means, methods, techniques, sequences or procedures of construction selected or used by Owner's contractors. Donohue neither guarantees the performance of any construction contractor nor assumes responsibility for any contractor's failure to perform in accordance with the construction contract documents.

**10. CONSTRUCTION REVIEW.** For projects involving construction, Owner acknowledges that under generally accepted professional practice, interpretations of construction documents in the field are normally required, and that performance of construction-related services by the design professional for the Project permits errors or omissions to be identified and corrected at comparatively low cost. Performance of construction-related professional services by a third party or the Owner risks misinterpretation or alternate interpretation of the design intent. Owner agrees to hold Donohue harmless from any claims resulting from performance of construction-related professional services by firms or individuals other than Donohue.

**11. BETTERMENT.** If any item or component of the Project is required but was omitted from the construction documents, Donohue's liability shall be limited to the reasonable costs of correction of the construction, less the cost to the Owner if the omitted item or component had been initially included in the construction contract documents. It is intended by this provision that Donohue will not be responsible for any cost or expense that provides betterment, upgrade, or enhancement of the Project.

**12. INSURANCE.** Donohue will maintain Professional Liability, Commercial General Liability, Automobile, Worker's Compensation, and Employer's Liability insurance coverage in amounts in accordance with legal and Donohue's business requirements. Throughout the term and any renewal or extension thereof, Donohue shall maintain the following insurance coverages: commercial general liability insurance, with a single limit of \$2 million for each occurrence and \$4 million in the aggregate; automobile liability insurance with a combined single limit of \$1 million; and professional liability insurance, with a limit of \$5 million per claim and \$10 million in the aggregate. Donohue shall provide to Owner certificates demonstrating such coverage upon request. For projects involving construction, Owner

agrees to protect Donohue's interests through appropriate property and liability insurance, and to require its construction contractor, if any, to include Donohue as an additional insured on Contractor's policies relating to the Project. Donohue's coverages referenced above shall, in such case, be excess over contractor's primary coverage.

**13. INDEMNIFICATION.** To the fullest extent permitted by law, Owner and Donohue each agree to indemnify the other party and the other party's officers, directors, partners, employees, and representatives, but not defend, from and against losses, damages, and judgments arising from claims by third parties, including reasonable attorneys' fees and expenses recoverable under applicable law, but only to the extent they are found to be caused by a negligent act, error, or omission of the indemnifying party or any of the indemnifying party's officers, directors, members, partners, agents, employees, or subconsultants in the performance of services under this Agreement. If claims, losses, damages, and judgments are found to be caused by the joint or concurrent negligence of Owner and Donohue, they shall be borne by each party in proportion to its negligence.

To the fullest extent permitted by law, Owner shall indemnify and hold harmless Donohue, its employees, agents, and representatives, and Donohue's subconsultants, from and against any loss, liability, claims and damages caused by, arising out of, or resulting from the presence at the Project site of asbestos, mold, PCBs, petroleum, hazardous substances, or any other pollutant or contaminant, as those terms are defined in pertinent federal, state, and local laws, except to the extent that the loss, liability, or damages are caused solely by the willful misconduct or negligence of Donohue, its agents or employees.

**14. LIMITATIONS OF LIABILITY.** No owner, shareholder, principal, employee, or agent of Donohue shall have individual liability to Owner arising out of or relating to the services under this Agreement; and Owner covenants and agrees not to assert any such claim against or sue any such individual. The aggregate liability of Donohue, Donohue's subconsultants, and their respective agents and employees to Owner for all claims, damages, losses, liabilities, costs, and expenses arising out of or relating to this Agreement, the services, or the Project, whether based in tort, contract, indemnity, warranty, statute, or otherwise, including breach of contract, breach of warranty, negligence, or professional negligence, shall not exceed the greatest of: (a) two hundred fifty thousand dollars (\$250,000); (b) the total compensation paid to Donohue under this Agreement; or (c) the insurance proceeds available and payable with respect to such claims under the insurance policies Donohue is required to maintain pursuant to this Agreement. To the fullest extent permitted by Laws and Regulations, Owner and Donohue waive against each other, and the other's employees, officers, directors, members, insurers, partners, and consultants, any and all claims for or entitlement to special, incidental, indirect, or consequential damages arising out of, resulting from, or in any way related to this Agreement or the Project, from any cause or causes.

**15. OWNERSHIP AND REUSE OF PROJECT DOCUMENTS.** All documents and other deliverables, in all media, prepared by or on behalf of Donohue in connection with this Agreement are instruments of service, and Donohue shall hold the copyright to and all other ownership and property interests in such instruments of service. Upon payment for services rendered, Donohue grants Owner a license to use instruments of Donohue's services for the purpose of constructing, occupying or maintaining the Project. Owner shall not reuse any such documents or other deliverables pertaining to the Project for any purpose other than that for which such documents or deliverables were originally prepared. Owner shall not cause or allow the alteration of such documents or deliverables without written verification and approval by Donohue for the specific purpose intended, and any alteration by Owner shall be at the Owner's sole risk. Owner agrees to indemnify and hold harmless Donohue from all claims, damages, and expenses (including reasonable attorneys' and consultants' fees), arising out of such reuse or alteration by Owner or others acting through Owner.

**16. ELECTRONIC MEDIA.** Owner and Donohue may agree to transmit, and accept, Project-related correspondence, documents, text, data, drawings, information, and other files in electronic media or digital format, either directly, or through access to a secure Project website. Because data stored in electronic media format can deteriorate or be modified, the Owner agrees to perform acceptance tests within 60 days. Donohue will not be responsible to correct any errors or for maintenance of documents in electronic media format after the acceptance period.

**17. AMENDMENT.** This Agreement, upon execution by both parties hereto, can be amended only by a written instrument signed by both parties.

**18. SUCCESSORS, BENEFICIARIES AND ASSIGNEES.** This Agreement shall be binding upon and inure to the benefit of the owners, administrators, executors, successors, and legal representatives of the Owner and Donohue. The rights and obligations of this Agreement cannot be assigned by either party without written permission of the other party. This Agreement shall be binding upon and inure to the benefit of any permitted assignees.

**19. NO THIRD-PARTY BENEFICIARY.** Nothing contained in this Agreement, nor the performance of the parties hereunder, is intended to benefit, nor shall inure to the benefit of, any third party, including Owner's construction contractors, if any.

**20. STATUTE OF LIMITATION.** To the fullest extent permitted by law, parties agree that, except for claims for indemnification, the time period for bringing negligence claims under this Agreement shall expire three years, and contract claims shall expire six years, after Substantial Completion, as defined by the construction documents prepared by Donohue, or, if no construction documents are prepared, these time periods expire after the submittal date of Donohue's most recent invoice for this Agreement. Any action not brought within these time periods shall be barred, without regard to any other limitations period set forth by law or statute.

**21. DISPUTE RESOLUTION.** Owner and Donohue shall provide written notice of a dispute within a reasonable time and after the event giving rise to the dispute. Owner and Donohue agree to negotiate any dispute between them in good faith for a period of 30 days following such notice. The parties may mutually agree to submit any dispute to mediation, but doing so shall not be required or a prerequisite to exercising their rights at law.

**22. CONTROLLING LAW.** This Agreement is governed by the laws of the state in which the Project is located.

**23. NO WAIVER.** No waiver by either party of any default by the other party in the performance of any particular section of this Agreement shall invalidate any other section of this Agreement or operate as a waiver of any future default, whether like or different in character.

**24. SEVERABILITY.** The various terms, provisions and covenants herein contained shall be deemed to be separate and severable, and the invalidity or unenforceability of any of them shall not affect or impair the validity or enforceability of the remainder.

**25. AUTHORITY.** The persons signing this Agreement warrant that they have the authority to sign as, or on behalf of, the party for whom they are signing.

**26. SURVIVAL.** All express representations, indemnifications and limitations of liability included in this Agreement will survive its completion or termination for any reason.

## Memorandum

TO: Commission  
Nathan Qualls

FROM: Eliza Brewer

DATE: September 23, 2026

SUBJECT: Design Services for East Bayshore and Old Plank Lift Station  
Rehabilitation Project

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### **Background**

In 2022, NEW Water completed a Lift Station Facility Plan to assess the condition and capacity of the lift stations it owns and operates. Based on the recommendations of the study, NEW Water has initiated a project to rehabilitate East Bayshore Lift Stations (11) and the Old Plank Lift Station (1) to continue to provide reliable conveyance for the service area.

The Old Plank Lift Station was constructed in 1988, and the East Bayshore Lift Stations were constructed in 1989. The Facility Plan determined that most of the process equipment installed during those original construction efforts is approaching or exceeding the anticipated useful lifespan and should be considered for replacement.

The existing pump capacities are not adequate for projected future flows, and the system has become overwhelmed during peak flows of recent wet weather events. Pumping limitations have necessitated dispatching vacuum trucks to evacuate wet wells to prevent overflow events on multiple occasions. By upgrading the pumps, this rehabilitation is intended to provide sufficient capacity for the 20-year flow projections. In addition to the referenced drivers of aging equipment and capacity limitations, the project also aims to address safety, efficiency, and operational issues encountered by NEW Water staff.

### **Request for Proposal**

NEW Water sent out a request for proposals (RFP) to solicit assistance from a consultant with experience with sanitary sewer lift stations. The RFP was sent to nine consultants and proposals were received from four: AECOM, Donohue & Associates, Mead & Hunt, and Strand Associates.

The consultant selection team, which included staff from Engineering, Field Services, and IT, reviewed each proposal and scored them on the following criteria and weighting:

- Qualifications and Project Team – 35%
- Project Approach – 25%
- Schedule – 10%
- Cost – 30%

| <b>Consultant</b>    | <b>Total Score</b> | <b>Consultant's Fee</b> |
|----------------------|--------------------|-------------------------|
| AECOM                | 6.20               | \$602,312               |
| Donohue & Associates | 7.35               | \$920,645               |
| Mead & Hunt          | 8.01               | \$509,668               |
| Strand Associates    | 8.87               | \$549,950               |

NEW Water staff recommends awarding the contract to Strand Associates to provide design services for the East Bayshore and Old Plank Lift Station Rehabilitation. Overall, NEW Water staff felt that Strand Associates provided a strong project team and a comprehensive project approach. The Strand team is also uniquely qualified to address the rehabilitation project due to the level of familiarity and background knowledge gained through the facility planning effort. Staff has reviewed the level of effort with respect to the scope of services and finds it to be reasonable for the work requested. The agreement, including the scope of work and cost breakdown, is attached for reference and includes a requirement for \$5,000,000 of professional liability insurance.

### **Recommendation**

NEW Water staff recommends Commission approval to authorize the Executive Director to enter into a contractual agreement with Strand Associates for the East Bayshore and Old Plank Lift Station Rehabilitation Project in the amount of \$549,950, with a 10% contingency of \$55,050 to be administered under the authority of the Executive Director, for a total authorized amount of \$605,000.

### **Commission Action**

Request Commission approval to enter into an agreement with Strand Associates, Inc. to provide design services for the East Bayshore and Old Plank Lift Station Rehabilitation Project in the amount of \$549,950, and a 10% contingency of \$55,050 to be administered under the authority of the Executive Director, for a total authorized amount of \$605,000.

Attachment: Strand Engineering Services Agreement





**Strand Associates, Inc.®**  
 126 North Jefferson Street, Suite 350  
 Milwaukee, WI 53202  
 (P) 414.271.0771  
[www.strand.com](http://www.strand.com)

September 15, 2026

NEW Water/Green Bay Metropolitan Sewerage District  
 2231 North Quincy Street  
 Green Bay, WI 54302

Attention: Ms. Eliza Brewer, Staff Engineer

Re: Agreement for Design and Bidding-Related Services  
 East Bayshore and Old Plank Lift Stations Rehabilitation

This is an Agreement between the NEW Water/Green Bay Metropolitan Sewerage District, hereinafter referred to as OWNER, and Strand Associates, Inc.®, hereinafter referred to as ENGINEER, to provide engineering services (Services) for the East Bayshore and Old Plank Lift Stations Rehabilitation project. This Agreement shall be in accordance with the following elements.

### **Scope of Services**

ENGINEER will provide to OWNER the Services by ENGINEER, as described in Exhibit A, consisting of four pages.

### **Compensation**

OWNER shall compensate ENGINEER for Services based on the actual number of hours incurred by ENGINEER in performance of the Services plus reimbursable expenses an estimated fee of \$549,950 as described in Exhibit B, consisting of one page.

Expenses reimbursable by OWNER hereunder include those actually incurred by ENGINEER in performance of the Services for travel and postage. Reimbursable expenses will be billed at actual cost.

The estimated fee will not be exceeded without prior notice to and agreement by OWNER but may be adjusted for time delays, time extensions, amendments, or changes in the **Scope of Services** requested or caused by OWNER through no fault of ENGINEER. Any adjustments will be negotiated based on ENGINEER's increase or decrease in costs caused by delays, extensions, amendments, or changes.

### **Invoicing and Payment**

Monthly, during the term of this Agreement, ENGINEER shall submit to OWNER an invoice relative to Services performed and reimbursable expenses incurred during the previous calendar month, together with detailed information and/or records of its time spent and expenses incurred in performing such Services, sufficient to allow OWNER to verify the compensation due to ENGINEER hereunder for such previous calendar month. OWNER shall pay undisputed amounts included in such invoices within thirty days after receipt of the invoice from ENGINEER. If OWNER disputes any amount included within a particular invoice, OWNER will promptly notify ENGINEER in writing of such dispute and the parties will follow the dispute resolution procedures set forth in the Agreement in order to resolve any such dispute.

ENGINEER shall be responsible for and pay all payrolls, employment and other taxes and governmental obligations arising from the compensation, fees and expenses paid by OWNER to ENGINEER hereunder. Moreover, ENGINEER shall pay any and all subconsultants no later than 30 days after receipt of payment from OWNER for Services that encompass those performed by any such subconsultants.

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OWNER shall make monthly payments to ENGINEER for Services performed in the preceding month based upon monthly invoices. Nonpayment 30 days after the date of receipt of invoice may, at ENGINEER's option, result in assessment of five percent per year carrying charge on the unpaid balance.

Nonpayment 45 days after the date of receipt of invoice may, at ENGINEER's option, result in suspension of Services upon five calendar days' notice to OWNER. ENGINEER will have no liability to OWNER, and OWNER agrees to make no claim for any delay or damage as a result of such suspension caused by any breach of this Agreement by OWNER. Upon receipt of payment in full of all outstanding sums due from OWNER, or curing of such other breach which caused ENGINEER to suspend Services, ENGINEER will resume Services and there will be an equitable adjustment to the remaining project schedule and compensation as a result of the suspension.

### **Schedule**

Services will begin upon execution of this Agreement, which is anticipated the week of September 23, 2026. Design Services are scheduled for completion on October 1, 2027, and Bidding-Related Services are scheduled for completion on December 31, 2027.

### **Standard of Care**

The Standard of Care for all Services performed or furnished by ENGINEER under this Agreement will be the generally accepted standards, practices, care and skill ordinarily used by members of ENGINEER's profession practicing under similar circumstances at the same time and in the same locality. ENGINEER makes no warranties, express or implied, under this Agreement or otherwise, in connection with ENGINEER's Services. ENGINEER shall comply with all applicable federal, state, and local laws and regulations in the performance of Services hereunder. Moreover, all design documents prepared by or on behalf of ENGINEER as part of the Services shall be in compliance with all applicable laws, rules and regulations in effect on the date such design documents were created and as reasonably practicable.

### **OWNER's Responsibilities**

1. Assist ENGINEER by placing at ENGINEER's disposal all available information pertinent to this project including previous reports, previous drawings and specifications, and any other data relative to the scope of this project.
2. Furnish to ENGINEER, as required by ENGINEER for performance of Services as part of this Agreement, data prepared by or services of others obtained or prepared by OWNER relative to the scope of this project, such as soil borings, probings and subsurface explorations, and laboratory tests and inspections of samples, all of which ENGINEER may rely upon in performing Services under this Agreement.
3. Use reasonable efforts to provide access to and make all provisions for ENGINEER to enter upon public and private lands as required for ENGINEER to perform Services under this Agreement.
4. Examine all reports, sketches, estimates, special provisions, drawings, and other documents presented by ENGINEER and render, in writing, decisions pertaining thereto within a reasonable time so as not to delay the performance of ENGINEER.
5. Provide all legal services as may be required for the development of this project.

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6. Pay all permit and plan review fees payable to regulatory agencies.
7. Retain the services of a consultant to provide all Special Inspection services that are not included in the **Scope of Services**.
8. Operate its website and electronic media in a manner that ensures posted content related to this project complies with WCAG criteria.

### Insurance

ENGINEER and ENGINEER's subconsultants shall acquire and maintain:

1. Statutory workers' compensation and employer's liability insurance coverage.
2. Commercial general liability insurance coverage with a limit of \$1,000,000 or more per occurrence and annual aggregate applicable to bodily injury and property damage claims.
3. Automobile bodily injury and property damage liability insurance covering owned, nonowned, rented, and hired cars. The combined single limit for bodily injury and property damage shall not be less than \$1,000,000.
4. Professional liability insurance coverage with a limit of \$5,000,000 per claim and in the aggregate.

OWNER shall be named as additional insured on policies No. 2 and No. 3 above. Upon request, a certificate of insurance will be provided to OWNER with a 30-day written notice in the event the above policies are cancelled.

### Opinion of Probable Cost

Any opinions of probable cost prepared by ENGINEER are supplied for general guidance of OWNER only. ENGINEER has no control over competitive bidding or market conditions and cannot guarantee the accuracy of such opinions as compared to contract bids or actual costs to OWNER. Opinions of probable cost will be prepared in accordance with the Association for the Advancement of Cost Engineering Cost Estimate Classification System to the Class stated in the **Scope of Services**.

### Changes

1. OWNER may make changes within the general scope of this Agreement in the Services to be performed. If such changes cause an increase or decrease in ENGINEER's cost or time required for performance of any Services under this Agreement, an equitable adjustment will be made and this Agreement will be modified in writing accordingly.
2. No services for which additional compensation will be charged by ENGINEER will be furnished without the written authorization of OWNER. The fee established herein will not be exceeded without agreement by OWNER but may be adjusted for time delays, time extensions, amendments, or changes in the **Scope of Services** (Exhibit A).
3. If there is a modification of Agency requirements relating to the Services to be performed under this Agreement subsequent to the date of execution of this Agreement, the increased or decreased cost of performance of the Services provided for in this Agreement will be reflected in an appropriate modification of this Agreement.

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### **Extension of Services**

This Agreement may be extended for additional Services upon OWNER's authorization. Extension of Services will be provided for a lump sum or an hourly rate plus expenses.

### **Data Provided by Others**

ENGINEER is not responsible for the quality or accuracy of data nor for the methods used in the acquisition or development of any such data where such data is provided by or through OWNER, contractor, or others to ENGINEER and where ENGINEER's Services are to be based upon such data. Such data includes, but is not limited to, soil borings, groundwater data, chemical analyses, geotechnical testing, reports, calculations, designs, drawings, specifications, record drawings, contractor's marked-up drawings, and topographical surveys.

### **Work Product**

ENGINEER's work product which is prepared solely for the purposes of this Agreement, including, but not limited to, drawings, test results, recommendations and technical specifications, whether in hard copy or electronic form, shall become the property of OWNER when ENGINEER has been fully compensated as set forth herein. ENGINEER may keep copies of all work product for its records.

ENGINEER and OWNER recognize that ENGINEER's work product submitted in performance of this Agreement is intended only for the project described in the Agreement. OWNER's reuse of information not related to this project shall be at OWNER's sole risk and without liability to ENGINEER.

### **Independent Contractors**

Each party to this Agreement is, and shall at all times during the Term remain, an independent business acting exclusively as an independent contractor. Neither party shall be deemed or construed to be partners, joint venturers, principal and agent, employer/employee or anything but independent contractors. Neither party shall have the power or authority to bind the other, except as may be expressly set forth herein. ENGINEER shall not be entitled to participate in any employee benefit or welfare plan maintained from time to time by OWNER for its employees. If ENGINEER is reclassified by a state or federal agency or court as an employee of OWNER, ENGINEER will become a "reclassified employee" and will receive no benefits except those mandated by state or federal law, even if by the terms of OWNER's benefit plan in effect at the time of such reclassification, ENGINEER would otherwise be eligible for such benefits.

### **Indemnification**

ENGINEER agrees to indemnify and hold OWNER harmless from and against any and all claims, actions, damages, liability, loss and expense (including reasonable attorneys' fees) suffered in connection with any loss of life, personal injuring and/or other damages to property to the proportionate extent arising from or out of: (i) breach of or nonperformance under this Agreement by ENGINEER; and (ii) negligent acts or omissions or intentional misconduct by ENGINEER, its agents, employees, representatives, or Subconsultants.

### **Confidential Information**

ENGINEER agrees that it will maintain the confidentiality of material it receives from OWNER which OWNER has clearly identified as "Confidential" and will not disclose, distribute, or publish to any third

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party such confidential information without the prior permission of OWNER. Notwithstanding the foregoing, which ENGINEER shall have no confidentiality obligation with respect to information that:

1. Becomes generally available to the public other than as a result of disclosure by ENGINEER or its agents or employees.
2. Was available to ENGINEER on a non-confidential basis prior to its disclosure by OWNER.
3. Becomes available to ENGINEER from a third party who is not, to the knowledge of ENGINEER, bound to retain such information in confidence.

In the event ENGINEER is compelled by subpoena, court order, or administrative order to disclose any confidential information, ENGINEER shall promptly notify OWNER and shall cooperate with OWNER prior to disclosure so that OWNER may take necessary actions to protect such confidential information from disclosure.

### **Subcontracts**

ENGINEER shall be entitled, to the extent determined appropriate by ENGINEER, to subcontract any portion of the services to be performed under the Agreement, with the consent of OWNER. OWNER consent will not be unreasonably withheld.

### **Assignment**

This Agreement is binding on the heirs, successors, and assigns of the parties hereto. This Agreement may not be assigned by OWNER or ENGINEER without prior, written consent of the other.

### **Severability**

If any part of the Agreement is found unenforceable under applicable laws, such part shall be inoperative, null, and void insofar as it conflicts with said laws, but the remainder of this Agreement shall be in full force and effect.

### **Notices**

Notice to either party shall be deemed to have been given when delivered in person, by e-mail, or if mailed by registered or certified mail on the third day after deposited in the mail and if delivered by delivery service with proof of delivery, on the date received provided the notice is sent to the address shown below or at such other address as ENGINEER instead may from time to time designate in writing by notice to OWNER in the same manner as herein set forth. Notice to ENGINEER shall be similarly delivered to ENGINEER'S address at 910 West Wingra Drive, Madison, Wisconsin 53715. Notice to OWNER shall be similarly delivered to OWNER's address at 2231 North Quincy Street, Green Bay, Wisconsin 54302, Attention: Nathan R. Qualls, Executive Director.

### **Termination**

This Agreement may be terminated by OWNER as follows: (1) for its convenience by providing written notice to ENGINEER at least thirty days prior to the effective date of termination; or (2) for cause, in the event that ENGINEER materially breaches this Agreement through no fault of OWNER, and ENGINEER neither cures such breach nor makes reasonable progress toward a cure within fifteen days after OWNER has given written notice of the alleged breach to ENGINEER.

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This Agreement may be terminated by ENGINEER for cause, in the event that OWNER materially breaches this Agreement through no fault of ENGINEER, and OWNER neither cures such breach nor makes reasonable progress toward a cure within fifteen days after ENGINEER has given written notice of the alleged breach to OWNER.

In the event of termination of this Agreement, ENGINEER shall be compensated for all Services performed and reimbursable expenses incurred prior to the effective date of termination, subject to OWNER's right to offset against such amounts any and all amounts that OWNER is entitled to receive from ENGINEER pursuant to this Agreement.

### **Third-Party Beneficiaries**

Nothing contained in this Agreement creates a contractual relationship with or a cause of action in favor of a third party against either OWNER or ENGINEER. ENGINEER's Services under this Agreement are being performed solely for OWNER's benefit, and no other party or entity shall have any claim against ENGINEER because of this Agreement or the performance or nonperformance of Services hereunder. OWNER and ENGINEER agree to require a similar provision in all contracts with contractors, subcontractors, subconsultants, vendors, and other entities involved in this project to carry out the intent of this provision.

### **Interpretation; Governing Laws**

This Agreement and any other documents made part of this Agreement shall be read together and harmonized to the greatest extent reasonably possible; provided, however, any direct conflict between the terms and conditions of this Agreement and the attached documents shall be resolved in favor of this Agreement. This Agreement shall be subject to such further written agreements, executed by the undersigned parties, as may be made during the Term of the Agreement. This Agreement shall be governed by and construed in accordance with the laws of the State of Wisconsin.

Nothing in this Agreement shall be construed as a waiver of any governmental immunity, statutory limitation, notice requirement, defense, or limitation of liability available to OWNER under Wisconsin law.

### **Dispute Resolution**

Except as may be otherwise provided in this Agreement, all claims, counterclaims, disputes, and other matters in question between OWNER and ENGINEER arising out of or relating to this Agreement or the breach thereof must be brought in a state or federal court located in Brown County, Wisconsin. The parties waive any right of a trial by jury in any legal proceeding arising out of or relating to this Agreement.

Each party shall bear its own costs and expenses incurred in any such proceeding.

### **Entire Understanding**

This Agreement expresses the entire understanding between ENGINEER and OWNER with respect to the subject matter thereof, including without limitation, ENGINEER'S delivery of the Services to OWNER.

### **Terms and Conditions**

The terms and conditions of this Agreement will apply to the Services defined in the **Scope of Services** (Exhibit A).

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**Authorization**

The persons executing the Agreement on behalf of the parties hereto represent and warrant that the parties have all legal authority and authorization necessary to enter into this Agreement, and that such persons have been duly authorized to execute this Agreement on their behalf.

IN WITNESS WHEREOF the parties hereto have made and executed this Agreement.

ENGINEER:

STRAND ASSOCIATES, INC.®

OWNER:

NEW WATER/GREEN BAY METROPOLITAN  
SEWERAGE DISTRICT

\_\_\_\_\_  
Joseph M. Bunker  
Corporate Secretary

\_\_\_\_\_  
Date

\_\_\_\_\_  
Nathan R. Qualls, P.E.  
Executive Director

\_\_\_\_\_  
Date



## Exhibit A Scope of Services

### Scope of Services

ENGINEER will provide the following Services to OWNER for the rehabilitation of 12 existing lift stations including East Bayshore (EBS)-001, EBS-002, EBS-003, EBS-004, EBS-005, EBS-006, EBS-007, EBS-008, EBS-009, EBS-010, EBS-011, and Old Plank Lift Station (OPLS).

#### Project Management Services

1. Conduct an in-person project kickoff meeting with OWNER to review the project scope, schedule, communication procedures, and project budget and to gather information for design. Provide meeting agenda and minutes.
2. Prepare a project work plan including a summary of the project, schedule, organization chart, communications plan, and quality assurance and quality control documentation.
3. Conduct up to 30 biweekly virtual conference calls to discuss design progress.
4. Prepare and submit monthly invoices and progress reports.

#### Design Services

1. Submit an information request to OWNER for existing record drawings, studies, capacity agreements, equipment data, flow data, pump runtimes, geographic information system files, and applicable portions of the Interceptor System Master Plan and Interceptor MIKE+ model. Review existing information and the collected data.
2. Prepare a draft design basis memorandum evaluating the following items: station flow rates, firm capacities, and pump sizing design basis; rag buildup prevention; electrical, instrumentation, and controls; existing generator sizing; cost analysis of potential elimination of lift station EBS-006; and potential OWNER-requested deviations from recommendations in the Lift Station Facilities Plan completed in 2022 by ENGINEER.
3. Conduct an in-person workshop to review the design basis memorandum. Incorporate OWNER's comments into a final design basis memorandum, as appropriate.
4. Contact Digger's Hotline for horizontal field locations of existing underground utilities prior to topographic survey at the 12 lift station sites. Conduct a topographic survey at the 12 lift station sites. Conduct structure inventory of up to 48 sanitary sewer structures to gather pipe elevations.
5. Provide 12 soil borings to depths of ten feet below the existing lift station foundation elevations. Prepare a geotechnical report with the results of field exploration, laboratory testing, and discussion on potential construction and design considerations (Subconsultant ECS Midwest, LLC).
6. Perform cathodic protection survey at the existing lift stations and provide recommended upgrades (Subconsultant K2 Corrosion Engineering, LLC).
7. Perform a ground surface visual structural review of the interior condition of up to 12 wet well structures, seven air release manholes, and four metering manholes. Following the ground surface review, up to four select structures will be evaluated by an additional confined space entry visual structural review. No traffic control or access permitting is anticipated. OWNER shall provide confined space rescue services for structure access (anticipated on one day).

8. Perform a structural evaluation of the existing timber beam retaining structures at the EBS-005, EBS-007, and OPLS lift stations. Provide preliminary review comments and alternatives for replacement or other potential modifications.
9. Prepare 60 and 90 percent draft Contract Documents including the following:
  - a. Drawing sheets including the following:
    - (1) Title sheet.
    - (2) Standard symbols, abbreviations, and general notes sheets.
    - (3) Project overview sheets.
    - (4) Construction detail sheets.
    - (5) Demolition plan sheets.
    - (6) Plan view sheets.
    - (7) Section view sheets.
    - (8) Electrical plan view sheets.
    - (9) Electrical one-line diagram sheets.
    - (10) Schedule sheets.
  - b. Technical specifications.
  - c. Bidding Documents using Engineers Joint Contract Documents Committee C-700 Standard General Conditions of the Construction Contract, 2018 edition. Specifications will be in accordance with Clean Water Fund Program (CWFP) loan criteria including American Iron and Steel; Build America, Buy America Act; Davis-Bacon wage rates; and Disadvantages Business Enterprises.
  - d. OWNER's safety prequalification form.
10. Conduct two in-person 60 and 90 percent design review workshops with OWNER to review OWNER's comments on the draft Contract Documents. One round of OWNER-consolidated comments is anticipated for each draft design submittal.
11. Prepare draft (60 and 90 percent) and final opinion of probable construction cost (OPCC) and project schedule for the lift station rehabilitation and submit to OWNER. The 60 percent, 90 percent, and final OPCCs will be Class 4, Class 3, and Class 3, respectively.
12. Prepare the following permits for submittal by OWNER:
  - a. Wisconsin Department of Natural Resources (WDNR) Construction Site Stormwater Runoff General Permit.
  - b. WDNR Wastewater System Permit.
13. Incorporate OWNER's comments into draft and final Bidding Documents. Develop final Bidding Documents and submit portable document format (PDF) files to OWNER.
14. Prepare parallel cost ratio calculations and Endangered Resource Review forms for OWNER to incorporate into its CWFP loan application. OWNER shall prepare and submit the Intent to Apply, Performance Finance, and other CWFP loan application materials.
15. Conduct two virtual meetings with municipal customers including the City of De Pere, Wisconsin; Ledgeview Sanitary District #2; Scott Municipal Utility; and Dyckesville Sanitary District. In addition to the eight meetings, up to 40 hours of communication is included.
16. Prepare two draft letters to property owners to be distributed by OWNER on OWNER's letterhead. The first letter will inform property owners about the project and schedule; and the second letter will serve as a reminder of the project and pending construction.

17. Conduct two public information meetings about the project. The first will be hosted after 60 percent design is complete and the second will be hosted prior to construction starting. Provide meeting agenda, exhibits, presentation, and summary. Assist with finding a venue for the meetings.
18. Conduct one in-person meeting with impacted property owners for each existing lift station. The meetings will be hosted after 60 percent design.
19. Assist OWNER with responding to questions or comments that result from letters to property owners or public information meetings. Up to 40 hours of coordination is anticipated.
20. Review OWNER-provided easement documents for the existing lift stations and associated force mains. Evaluate if additional temporary or permanent easements should potentially be acquired for the potential lift station projects. Provide an easement review technical memorandum. Preparation of new easements and procurement services are not included.
21. Prepare a wet well level evaluation for impact of water level on the upstream collection system. Summarize findings in a technical memorandum including the maximum wet well elevation attainable before surcharging in the collection system may cause a sewage backup on private property.

#### **Bidding-Related Services**

1. Prepare the Advertisement for Bids to be issued by OWNER.
2. Distribute Bidding Documents electronically through QuestCDN, available at [www.strand.com](http://www.strand.com) and [www.questcdn.com](http://www.questcdn.com).
3. Conduct an in-person prebid conference and prepare agenda and minutes.
4. Receive and respond to potential bidder's questions about the project. Prepare and issue up to three addenda to interpret, clarify, or modify the Bidding Documents.
5. Provide information and clarification to prospective contractors during the prequalification approval process and assist OWNER in the review of the prequalification submittals. Include a listing of contractors prequalified by OWNER in an addendum.
6. Attend and host the virtual bid opening. Analyze bid results and submit a resulting bid tabulation and recommendation letter.
7. Prepare conformed sets of Contract Documents and distribute hard copies to OWNER and the contractor for signature. Submit electronic PDF files for OWNER's records.

#### **Service Elements Not Included**

The following services are not included in this Agreement. If such services are required, they will be provided through an amendment to this Agreement or through a separate agreement with OWNER.

1. Additional Site Visits and/or Meetings: Additional OWNER-required site visits or meetings.
2. Archaeological or Botanical Investigations: ENGINEER will assist OWNER in engaging the services of an archaeologist or botanist, if required, to perform the field investigations necessary for agency review.
3. Bidding Alternatives and Bid Phasing: Any services involved in providing bidding alternatives or bidding phases.
4. Construction-Related Services: Any services involved in performing construction-related services.

5. Document Accessibility: Electronic records and deliverables provided under this Agreement will be provided by the ENGINEER in an accessible format and will, to the extent applicable and practicable, comply with WCAG 2.1 Level AA, as may be amended or superseded by applicable law. For technical site plans, engineering drawings, maps, schematics, CAD files, record drawings, or other technical records for which full WCAG compliance is not reasonably achievable due to the nature, complexity, scale, format, or intended technical use of the record, ENGINEER will provide such records in an accessible form as reasonably practicable.
6. Flood Studies: Any services involved in performing flood and floodway studies.
7. Land and Easement Surveys/Procurement: Any services of this type including, but not limited to, a record search, field work, preparation of legal descriptions, or assistance to OWNER for securing land rights necessary for the project.
8. Preparation for and/or Appearance in Litigation on Behalf of OWNER: Any services related to litigation.
9. Revising Designs, Drawings, Specifications, and Documents: Any services required after these items have been previously approved by state or federal regulatory agencies, because of a change in project scope or where such revisions are necessary to comply with changed state and federal regulations that are put in force after Services have been partially completed.
10. Services Furnished During Readvertisement for Bids, if Ordered by OWNER: If a Contract is not awarded pursuant to the original bids.
11. Services Related to Buried Wastes and Contamination: Should buried solid, liquid, or potentially hazardous wastes or subsurface or soil contamination be uncovered at the site, follow-up investigations may be required to identify the nature and extent of such wastes or subsurface soil or groundwater contamination and to determine appropriate methods for managing of such wastes or contamination and for follow-up monitoring.



# Work Plan / Level of Effort / Cost Proposal

EXHIBIT B

## Proposed Work Plan and Level of Effort Delivers Value with Proven Design

We have developed the level of effort and fee based on the schedule proposed in the RFP. This work plan and the corresponding level of effort and fee is based on our thorough knowledge of the existing lift stations, the goals of NEW Water, and our notable experience designing very similar projects. Note that we have also included surveying, geotechnical, and cathodic protection survey services in our cost proposal. We are prepared to deliver surveying services in-house and a geotechnical and corrosion protection subconsultant firm. Also note that we have included estimated rate increases in the table for various tasks that will occur after our rate increases in July 2027. Inspection of the existing structures was anticipated to take place from the ground surface. Targeted confined space entries to review structure conditions further could be added on an as-needed basis.

The total estimated fee for these services is \$549,950.

| NEW Water<br>East Bayshore and Old Plank Road Lift Station Improvements<br>Task List and Budget |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------|----------------------------------------|------------------------------------------------------|---------------------------------------|------------------------------------------|-------------------------------------------------|------------------------------------|-------------------------------------------|--------------------------------------|---------------------------------------------------|-------------------|---------------------------------|-----------------|-------------------|-------------|-------------|--------------------|---------------------------|
| Task                                                                                            | Description                                                                      | Strand Staffing                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   | Totals      |             |                    |                           |
|                                                                                                 |                                                                                  | Project Manager:<br>Isak Fruchtmann, P.E. | Quality Control:<br>Phil Bzdusek, P.E. | Process/Civil Technical Lead:<br>Andy Constant, P.E. | Process/ Civil Engineer:<br>Adam Pape | Structural Engineer:<br>Wayne Maki, P.E. | Electrical Technical Lead:<br>Aaron Craig, P.E. | Electrical Engineer:<br>Adam Lynch | Mechanical Engineer:<br>Adam Gander, P.E. | Risk Management:<br>Joe Bunker, P.E. | Registered Land Surveyor:<br>Heather Bartelt, PLS | Field Survey Crew | GIS Technician:<br>Dan Carpiaux | ACAD Technician | Office Production | Total Hours | Total Labor | Estimated Expenses | Total Fee (with Expenses) |
| 1 Project Work Plan and Kickoff Meeting                                                         |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 1.1                                                                                             | Prepare Project Work Plan                                                        | 12                                        | 2                                      | 2                                                    | 4                                     | 2                                        |                                                 | 2                                  | 2                                         |                                      | 1                                                 | 1                 |                                 |                 | 2                 | 30          | \$ 5,800    | \$0                | \$ 5,800                  |
| 1.2                                                                                             | Project Kickoff Meeting                                                          | 10                                        |                                        | 10                                                   | 10                                    |                                          | 10                                              | 10                                 |                                           |                                      |                                                   |                   | 2                               |                 | 2                 | 54          | \$ 10,350   | \$450              | \$ 10,800                 |
| 2 Review of Existing NEW Water Records                                                          |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 2.1                                                                                             | Prepare a Request for Information                                                | 4                                         |                                        | 2                                                    | 2                                     | 1                                        | 2                                               | 2                                  | 1                                         |                                      |                                                   |                   |                                 |                 |                   | 14          | \$ 2,800    | \$0                | \$ 2,800                  |
| 2.2                                                                                             | Review NEW Water-Provided Studies, Plans, and Other Data                         | 4                                         |                                        | 2                                                    | 12                                    | 2                                        |                                                 | 8                                  | 4                                         |                                      |                                                   |                   |                                 |                 |                   | 32          | \$ 6,060    | \$0                | \$ 6,060                  |
| 2.3                                                                                             | Review Applicable Portions of MIKE+ Model                                        | 2                                         |                                        | 2                                                    | 16                                    |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   | 20          | \$ 3,260    | \$0                | \$ 3,260                  |
| 3 Pre-Design Evaluations                                                                        |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 3.1                                                                                             | Review Station Flow, Capacity, and Pump Sizing Design Basis                      | 4                                         | 2                                      | 8                                                    | 24                                    |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   | 38          | \$ 6,670    | \$0                | \$ 6,670                  |
| 3.2                                                                                             | Evaluate Remedies for Rag Building in Pumps and Valves                           | 2                                         | 1                                      | 2                                                    | 8                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   | 13          | \$ 2,290    | \$0                | \$ 2,290                  |
| 3.3                                                                                             | Evaluate and Electrical, Instrumentation, and Controls                           | 2                                         | 1                                      | 2                                                    | 8                                     |                                          | 12                                              | 48                                 | 4                                         |                                      |                                                   |                   |                                 |                 |                   | 77          | \$ 15,210   | \$0                | \$ 15,210                 |
| 3.4                                                                                             | Evaluate Generator Sizing                                                        | 2                                         | 1                                      | 1                                                    | 8                                     |                                          | 6                                               | 24                                 | 8                                         |                                      |                                                   |                   |                                 |                 |                   | 50          | \$ 9,920    | \$0                | \$ 9,920                  |
| 3.5                                                                                             | Evaluate and Provide Costs for EBS-6 Elimination                                 | 2                                         | 1                                      | 2                                                    | 12                                    | 2                                        | 4                                               | 4                                  |                                           |                                      |                                                   |                   |                                 |                 |                   | 27          | \$ 5,110    | \$0                | \$ 5,110                  |
| 3.6                                                                                             | Evaluate Miscellaneous Design Components (Included in Facilities Plan)           | 2                                         | 1                                      | 2                                                    | 16                                    | 2                                        | 4                                               | 8                                  | 4                                         |                                      |                                                   |                   |                                 |                 |                   | 39          | \$ 7,430    | \$0                | \$ 7,430                  |
| 3.7                                                                                             | Evaluate Miscellaneous Design Components (Not Included in Facilities Plan)       | 1                                         |                                        | 2                                                    | 6                                     | 1                                        | 4                                               | 6                                  | 2                                         |                                      |                                                   |                   |                                 |                 |                   | 22          | \$ 4,320    | \$0                | \$ 4,320                  |
| 3.8                                                                                             | Prepare and Submit Draft Design Basis Memorandum                                 | 8                                         | 4                                      | 4                                                    | 20                                    | 4                                        | 6                                               | 20                                 | 4                                         |                                      | 4                                                 |                   | 2                               | 2               | 8                 | 86          | \$ 16,470   | \$0                | \$ 16,470                 |
| 3.9                                                                                             | Workshop to Review Draft Design Basis Memorandum                                 | 10                                        |                                        | 4                                                    | 12                                    |                                          | 2                                               | 2                                  |                                           |                                      |                                                   |                   |                                 |                 | 2                 | 32          | \$ 5,650    | \$450              | \$ 6,100                  |
| 3.10                                                                                            | Prepare Final Design Basis Memorandum                                            | 4                                         | 1                                      | 4                                                    | 8                                     | 1                                        | 4                                               | 8                                  | 2                                         |                                      |                                                   |                   | 2                               | 2               | 8                 | 44          | \$ 8,160    | \$0                | \$ 8,160                  |
| 4 Design                                                                                        |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 4.1                                                                                             | Topographic, Utility, and Structural Survey                                      | 2                                         |                                        | 2                                                    | 6                                     | 12                                       |                                                 |                                    |                                           |                                      | 2                                                 | 80                |                                 | 20              |                   | 124         | \$ 18,280   | \$9,090            | \$ 27,370                 |
| 4.2                                                                                             | Subsurface Evaluation and Geotechnical Engineering Report                        |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             | 25000       | \$ 25,000          |                           |
| 4.3                                                                                             | Cathodic Protection Survey and Recommendations                                   |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             | 10000              | \$ 10,000                 |
| 4.4                                                                                             | Prepare 60 Percent Design Documents                                              | 12                                        | 8                                      | 30                                                   | 100                                   | 16                                       | 40                                              | 120                                | 20                                        |                                      |                                                   |                   |                                 | 96              | 12                | 454         | \$ 83,980   | \$450              | \$ 84,430                 |
| 4.5                                                                                             | 60 Percent Design Review Workshop, Address Comments                              | 12                                        |                                        | 4                                                    | 8                                     | 4                                        | 4                                               | 16                                 | 4                                         |                                      |                                                   |                   |                                 | 16              |                   | 68          | \$ 12,800   | \$0                | \$ 12,800                 |
| 4.6                                                                                             | Prepare 90 Percent Design Documents                                              | 12                                        | 8                                      | 30                                                   | 100                                   | 10                                       | 40                                              | 120                                | 12                                        |                                      |                                                   |                   |                                 | 80              | 16                | 428         | \$ 84,860   | \$450              | \$ 85,310                 |
| 4.7                                                                                             | 90 Percent Design Review Workshop, Address Comments                              | 12                                        |                                        | 2                                                    | 8                                     | 4                                        | 4                                               | 16                                 | 4                                         |                                      |                                                   |                   |                                 | 16              |                   | 66          | \$ 13,360   | \$0                | \$ 13,360                 |
| 4.8                                                                                             | Prepare Final Project Schedule                                                   | 4                                         | 2                                      | 2                                                    | 4                                     |                                          |                                                 | 4                                  |                                           |                                      |                                                   |                   |                                 |                 |                   | 16          | \$ 3,330    | \$0                | \$ 3,330                  |
| 4.9                                                                                             | Prepare Updated OPCCs (60 Percent / 90 Percent)                                  | 4                                         | 2                                      | 2                                                    | 12                                    | 6                                        | 4                                               | 12                                 | 6                                         |                                      |                                                   |                   |                                 |                 |                   | 48          | \$ 10,190   | \$0                | \$ 10,190                 |
| 4.10                                                                                            | Submit Bid Documents to NEW Water                                                | 4                                         |                                        | 2                                                    | 16                                    |                                          | 2                                               | 16                                 |                                           |                                      |                                                   |                   |                                 | 4               | 16                | 60          | \$ 10,960   | \$0                | \$ 10,960                 |
| 5 Funding and WDNR Requirements                                                                 |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 5.1                                                                                             | Submit Drawings and Specifications to WDNR                                       | 4                                         |                                        | 2                                                    | 4                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 4                 | 14          | \$ 2,360    | \$0                | \$ 2,360                  |
| 5.2                                                                                             | Develop Parallel Cost Ratios for Each Lift Station                               | 4                                         | 2                                      |                                                      | 12                                    |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   | 18          | \$ 3,100    | \$0                | \$ 3,100                  |
| 5.3                                                                                             | Complete Endangered Resources Review Request                                     | 1                                         |                                        |                                                      | 4                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 1                 | 6           | \$ 1,030    | \$0                | \$ 1,030                  |
| 6 Permitting                                                                                    |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 6.1                                                                                             | Review Scope of Project to Determine Required Permits                            | 1                                         |                                        | 2                                                    | 8                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   | 11          | \$ 2,000    | \$0                | \$ 2,000                  |
| 6.2                                                                                             | Incorporate Permit Information into Bid Documents                                | 2                                         |                                        | 2                                                    | 8                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 2                 | 14          | \$ 2,510    | \$0                | \$ 2,510                  |
| 6.3                                                                                             | Assist NEW Water with Obtaining Required Permits                                 | 2                                         |                                        | 1                                                    | 12                                    |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 4                 | 19          | \$ 3,260    | \$0                | \$ 3,260                  |
| 7 Customer Coordination                                                                         |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 7.1                                                                                             | Meetings with the City of De Pere (2)                                            | 12                                        |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 4                 | 16          | \$ 2,880    | \$400              | \$ 3,280                  |
| 7.2                                                                                             | Meetings with the Ledgewew Sanitary District #2 (2)                              | 12                                        |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 4                 | 16          | \$ 2,880    | \$400              | \$ 3,280                  |
| 7.3                                                                                             | Meetings with the Scott Municipal Utility (2)                                    | 12                                        |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 4                 | 16          | \$ 2,880    | \$400              | \$ 3,280                  |
| 7.4                                                                                             | Meetings with the Dyckesville Sanitary District (2)                              | 12                                        |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 4                 | 16          | \$ 2,880    | \$400              | \$ 3,280                  |
| 7.5                                                                                             | Miscellaneous Coordination with Stakeholders                                     | 40                                        |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   | 40          | \$ 7,570    | \$0                | \$ 7,570                  |
| 8 Public Communication                                                                          |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 8.1                                                                                             | Letters to Property Owners (2)                                                   | 8                                         |                                        |                                                      | 12                                    |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 16                | 36          | \$ 6,090    | \$0                | \$ 6,090                  |
| 8.2                                                                                             | Public Informational Meetings (2)                                                | 30                                        | 2                                      |                                                      | 30                                    |                                          |                                                 |                                    |                                           |                                      |                                                   |                   | 8                               | 12              | 2                 | 84          | \$ 15,630   | \$400              | \$ 16,030                 |
| 8.3                                                                                             | Individual Property Owner Meetings (12)                                          | 30                                        | 4                                      |                                                      | 30                                    |                                          |                                                 |                                    |                                           |                                      |                                                   |                   | 12                              |                 | 16                | 92          | \$ 17,310   | \$2,520            | \$ 19,830                 |
| 8.4                                                                                             | Responding to Questions and Comments                                             | 30                                        |                                        |                                                      | 10                                    |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 4                 | 44          | \$ 8,200    | \$0                | \$ 8,200                  |
| 9 Easement Review                                                                               |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 9.1                                                                                             | Review of Existing NEW Water Easements                                           |                                           | 1                                      |                                                      | 8                                     |                                          |                                                 |                                    |                                           |                                      | 24                                                |                   |                                 |                 |                   | 33          | \$ 6,750    | \$0                | \$ 6,750                  |
| 9.2                                                                                             | Provide Recommendation for Additional Easements                                  |                                           | 1                                      |                                                      | 8                                     |                                          |                                                 |                                    |                                           |                                      | 8                                                 |                   |                                 |                 |                   | 17          | \$ 3,250    | \$0                | \$ 3,250                  |
| 9.3                                                                                             | Prepare memorandum summarizing easement review and needs                         | 2                                         | 1                                      |                                                      | 8                                     |                                          |                                                 |                                    |                                           |                                      | 12                                                |                   |                                 |                 | 6                 | 29          | \$ 5,360    | \$0                | \$ 5,360                  |
| 10 Bidding Phase Services                                                                       |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 10.1                                                                                            | Prepare Advertisement to Bid                                                     | 2                                         |                                        |                                                      | 2                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 2                 | 6           | \$ 1,050    | \$0                | \$ 1,050                  |
| 10.2                                                                                            | Prepare Prequalification Form                                                    | 2                                         |                                        |                                                      | 2                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 2                 | 6           | \$ 1,050    | \$0                | \$ 1,050                  |
| 10.3                                                                                            | Review the Prequalification Submittals                                           | 4                                         | 1                                      |                                                      | 2                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   | 7           | \$ 1,400    | \$0                | \$ 1,400                  |
| 10.4                                                                                            | Prepare for, Attend, and Provide Minutes for Pre-Bid Conference                  | 10                                        |                                        | 2                                                    | 2                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 2                 | 16          | \$ 3,080    | \$450              | \$ 3,530                  |
| 10.5                                                                                            | Issue Addenda (3)                                                                | 6                                         | 3                                      | 3                                                    | 6                                     | 3                                        |                                                 | 6                                  | 6                                         |                                      |                                                   |                   |                                 | 24              | 8                 | 65          | \$ 12,670   | \$0                | \$ 12,670                 |
| 10.6                                                                                            | Attend Bid Opening (Virtually)                                                   | 1                                         |                                        |                                                      | 1                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 1                 | 3           | \$ 530      | \$0                | \$ 530                    |
| 10.7                                                                                            | Prepare a Bid Tabulation Sheet                                                   | 1                                         |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 2                 | 3           | \$ 520      | \$0                | \$ 520                    |
| 10.8                                                                                            | Submit Recommendation for Award of Contract to NEW Water                         | 2                                         |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 2                 | 4           | \$ 710      | \$0                | \$ 710                    |
| 10.9                                                                                            | Submit Conformed Documents                                                       | 1                                         |                                        |                                                      | 2                                     |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 2                 | 5           | \$ 850      | \$220              | \$ 1,070                  |
| 10.10                                                                                           | Assist with Contract Execution                                                   | 4                                         |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 8                 | 12          | \$ 2,050    | \$220              | \$ 2,270                  |
| 11 Project Management                                                                           |                                                                                  |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 |                   |             |             |                    |                           |
| 11.1                                                                                            | Project Scoping and Agreement                                                    | 12                                        |                                        | 4                                                    |                                       | 2                                        | 2                                               | 2                                  | 2                                         | 2                                    | 2                                                 |                   |                                 |                 | 8                 | 36          | \$ 7,380    | \$0                | \$ 7,380                  |
| 11.2                                                                                            | Project Invoicing and Administration                                             | 24                                        |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 8                 | 32          | \$ 5,760    | \$0                | \$ 5,760                  |
| 11.3                                                                                            | Biweekly Design Progress Meetings                                                | 30                                        |                                        | 15                                                   | 30                                    |                                          |                                                 |                                    |                                           |                                      |                                                   |                   |                                 |                 | 30                | 105         | \$ 18,400   | \$0                | \$ 18,400                 |
| 11.4                                                                                            | Prepare and Distribute Meeting Agendas and Minutes                               |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      | Included with Relevant Tasks                      |                   |                                 |                 |                   |             |             | \$                 | -                         |
| 11.5                                                                                            | Prepare and Deliver Electronic or Bound Hard Copies of Draft and Final Documents |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      | Included with Relevant Tasks                      |                   |                                 |                 |                   |             |             | \$                 | -                         |
| 11.6                                                                                            | Provide QC Forms with Final Documents                                            |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      | Included with Relevant Tasks                      |                   |                                 |                 |                   |             |             | \$                 | -                         |
| 11.7                                                                                            | Provide Project File at Project Completion (Flash Drive)                         |                                           |                                        |                                                      |                                       |                                          |                                                 |                                    |                                           |                                      | Included with Relevant Tasks                      |                   |                                 |                 |                   |             |             | \$                 | -                         |
| Total Hours, Total Fee                                                                          |                                                                                  | 432                                       | 49                                     | 154                                                  | 621                                   | 72                                       | 150                                             | 454                                | 85                                        | 2                                    | 53                                                | 81                | 26                              | 272             | 212               | 2663        | \$ 498,650  | \$ 51,300          | \$ 549,950                |

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Robert Brown

DATE: September 14, 2026

SUBJECT: Green Bay Facility North Plant Clarifier Rehabilitation Project 18-020-CO  
Change Order No. 11

---

## **Background**

Work associated with the North Plant Clarifier construction contract approved by the Commission in July of 2023 is nearing completion. Previously identified deficiencies and significant system enhancements closely related to the current effort have been further developed for potential inclusion within the project. These additions have been captured in Change Order No. 11.

Item 1 addresses extreme deterioration of various carbon steel components in the South Plant Final Clarifiers. Identified in the Facility Plan and originally included in the design effort for the current project, South Clarifier Rehabilitation was thought to be a less pressing need and subsequently removed from design as a cost-saving measure. Acute component failure in late 2025 revealed underlying material degradation that provides little confidence in the repaired system and essentially precludes any future repair efforts. The \$673,015.50 replacement of compromised scum rings, scraper arms, and other critical components with equivalent stainless steel members is expected to extend the useful life of both clarifiers and allow the costly intended rehabilitation work identified in the Facility Plan to be deferred for 10 to 15 years.

The proposed replacement of old and inaccurate turbidity meters for \$140,211.67 is addressed by Item 2. Real-time monitoring of clarifier turbidity allows Treatment Staff to manipulate flows for plant optimization and avoid suspended solids permit violations under extreme conditions. Existing probes have been difficult to maintain and frequently provide inaccurate data.

Efficient construction efforts and manageable unanticipated expenses over the past several years have created an opportunity to absorb these significant project enhancements within the originally anticipated project costs.

**Recommendation**

NEW Water staff recommends Commission approval of North Plant Clarifier Rehabilitation Project Change Order No. 11 for a total cost not to exceed \$813,227.17.

**Commission Action**

Request Commission approval of North Plant Clarifier Rehabilitation Project Change Order No. 11 for a total cost not to exceed \$813,227.17.

Attachment – Change Order No. 11



**CHANGE ORDER NO. 011**  
**CWFP PROJECT NO. 4198-57**

|                                                            |                                                         |
|------------------------------------------------------------|---------------------------------------------------------|
| CHANGE ORDER<br>DATE OF ISSUANCE <u>September 10, 2026</u> | COMMENCEMENT OF<br>CONTRACT TIME <u>October 5, 2023</u> |
|------------------------------------------------------------|---------------------------------------------------------|

OWNER     NEW Water (Green Bay Metropolitan Sewerage District)

CONTRACTOR     Lunda Construction Co.

PROJECT     North Plant Clarifier Rehabilitation     CONTRACT NO.     18-020-CO

ENGINEER     Donohue & Associates, Inc.

YOU ARE DIRECTED TO MAKE THE FOLLOWING CHANGES IN THE CONTRACT DOCUMENTS:

DESCRIPTION: SEE ATTACHMENT A.

REASON FOR CHANGE ORDER: SEE ATTACHMENT A.

ATTACHMENTS: ATTACHMENT A.

| CHANGE IN CONTRACT PRICE                             |
|------------------------------------------------------|
| Original Contract Price:                             |
| \$ <u>34,314,529.00</u>                              |
| Net increase (decrease) from previous Change Orders: |
| \$ <u>(1,188,546.91)</u>                             |
| Net increase (decrease) of this Change Order:        |
| \$ <u>813,227.17</u>                                 |
| Revised Contract Price:                              |
| \$ <u>33,939,209.26</u>                              |

| CHANGE IN CONTRACT TIMES                                           |
|--------------------------------------------------------------------|
| Original Contract Times: <i>(days or dates)</i>                    |
| Substantial Completion: <u>October 31, 2026</u>                    |
| Ready for Final Payment: <u>February 28, 2027</u>                  |
| Net increase (decrease) from previous Change Orders: <i>(days)</i> |
| Substantial Completion: <u>85</u>                                  |
| Ready for Final Payment: <u>No Change</u>                          |
| Net increase (decrease) of this Change Order: <i>(days)</i>        |
| Substantial Completion: <u>0</u>                                   |
| Ready for Final Payment: <u>34</u>                                 |
| Revised Contract Times: <i>(days or dates)</i>                     |
| Substantial Completion: <u>January 24, 2027</u>                    |
| Ready for Final Payment: <u>March 24, 2027</u>                     |

CONTRACTOR agrees that this Change Order includes any and all costs associated with or resulting from the change ordered herein, including all impacts, delays, and accelerated costs. Other than the dollar amount and time allowance listed above, there shall be no other dollar or time compensation as a result of this Change Order.

THIS DOCUMENT SHALL BECOME AN AMENDMENT TO THE CONTRACT AND ALL  
STIPULATIONS AND COVENANTS OF THE CONTRACT SHALL APPLY HERETO.

RECOMMENDED:

APPROVED:

ACCEPTED:

By: \_\_\_\_\_  
ENGINEER *(signature)*

By: \_\_\_\_\_  
OWNER *(signature)*

By: \_\_\_\_\_  
CONTRACTOR *(signature)*

Allen Howe  
ENGINEER *(printed name)*

\_\_\_\_\_  
OWNER *(printed name)*

\_\_\_\_\_  
CONTRACTOR *(printed name)*

Date: September 10, 2026

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**Green Bay Metropolitan Sewerage District**  
**Green Bay Facility**  
**North Plant Clarifier Rehabilitation Project**  
**NEW Water Project No. 18-020-CO**  
**CWFP Project No. 4198-57**

**Attachment A**

**Change Order No. 011**  
**September 10, 2026**

**Item 1: RFP 032 – South Plant Final Clarifier Improvements**

Certain carbon steel materials/components identified herein in the South Plant Final Clarifiers have reached their useful life and are beyond repair. While deterioration of the South Plant Final Clarifiers was recognized in the Facilities Plan along with the North Plant Clarifiers, it was determined during design to remove the South Plant Clarifiers as a cost saving measure. Unfortunately, failures of the center scum ring, scum scraper arm, RAS Box and associated supports were experienced the fall/winter of 2025. At this time, the Owner suspected the scum skimmer arms and scum beaches were a contributing factor to the failures due to excessive weight not accounted for in the original clarifier mechanism design. Therefore, this RFP is for the replacement of those components in kind size and shape, except for the scum skimmer arm and scum beach which are proposed with size reductions. Materials of construction for new components associated with this RFP will also to be changed from carbon steel to Type 304L stainless steel.

This Work shall be completed in accordance with the Request for Proposal (RFP) 032 dated August 24, 2026, and per the Contractor’s cost proposal dated September 9, 2026. A copy of the RFP and cost proposal are included in Appendix 1 to this change order.

**Add to Contract Amount:** **\$673,015.50**  
**Add to Final Completion Date:** **20 Days**

**Item 2: RFP 033 – Replace North and South Plant Final Clarifier Turbidity Meters**

The Owner has determined two out of the three existing turbidity meters for Final Clarifiers are not providing accurate data and, therefore, are proposed to be replaced; one in South Plant and the other in North Plant. Power to the meters and termination of new signals routed to SCADA will be provided by the Owner. Work proposed by this RFP includes new turbidity meters, control wiring and conduit, and plumbing revisions not relevant to the new meters.

This Work shall be completed in accordance with the Request for Proposal (RFP) 033 dated August 24, 2026, and per the Contractor’s cost proposal dated September 10, 2026. A copy of the RFP and cost proposal are included in Appendix 2 to this change order.

**Add to Contract Amount:** **\$140,211.67**  
**Add to Final Completion Date:** **14 Days**

**Net Add to Contract Amount:** **\$813,227.17**

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Lisa Sarau

DATE: September 11, 2026

SUBJECT: Sewer Plan Approval

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## **Background**

The Village of Bellevue and Town of Ledgeview have submitted requests for approval of sanitary sewer plans. Location maps are attached. These requests include the following:

Village of Bellevue Sanitary Sewer Plan Project #240575 – Clover Fields: GBMSD Request #2026-26. The Village of Bellevue project is intended to serve 36.2 acres of residential development. This sewer is not intended to serve any additional area, therefore, the ultimate service area for the proposed sewer is also 36.2 acres. Flow from the development will be tributary to the East River Bellevue Interceptor, which is consistent with NEW Water's planning documents.

Town of Ledgeview Sanitary Sewer Plan Project #A-2026 – Trellis Drive: GBMSD Request #2026-27. The Town of Ledgeview project is intended to serve 12.9 acres of residential development. This sewer is not intended to serve any additional area, therefore, the ultimate service area for the proposed sewer is also 12.9 acres. Flow from the development will be tributary to the Swan Road Interceptor, which is consistent with NEW Water's planning documents.

## **Recommendation**

Staff recommends Commission approval of the Village of Bellevue and Town of Ledgeview plans for the proposed sewers to serve land located within the NEW Water service area. These approvals are subject to favorable recommendations from Brown County Planning and final approval by the WDNR.

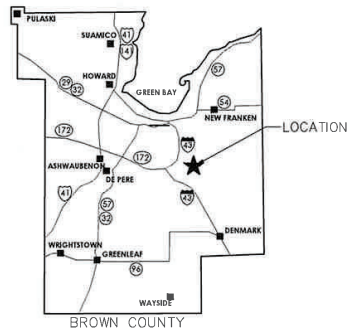
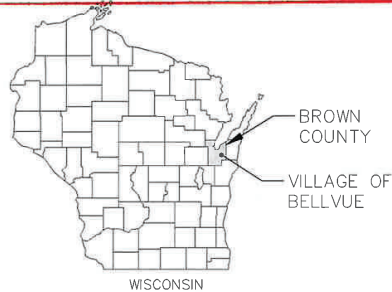
**Commission Action**

Request Commission approval of the Village of Bellevue and Town of Ledgeview sewer plans.

Attachments

**G. B. M. S. D. PLAN APPROVAL**REQUEST NO. GBMSD# 2026-26PROJECT NO. 240575EXAMINED BY J. Fischer DATE \_\_\_\_\_APPROVED BY G.B.M.S.D. COMMISSION

MOTION NO. \_\_\_\_\_ DATE \_\_\_\_\_



# Clover Fields Subdivision

## Roadway and Utility Plans

### Village of Bellevue

**PROJECT INFORMATION****OWNER/DEVELOPER:**

EJ SCHWARTZ PROPERTIES, LLC

**PROJECT NAME:**

CLOVER FIELDS SUBDIVISION

**PROJECT DESCRIPTION:**

RESIDENTIAL SUBDIVISION

**PROJECT LOCATION:**

ECLIPSE DRIVE, MANITOWOC ROAD

**PARCEL NUMBER(S):**

B-163, B-159

**CONTACT INFORMATION****OWNER/DEVELOPER:**

EJ SCHWARTZ PROPERTIES, LLC  
 ATTN: ERIC SCHWARTZ  
 5335 HWY 29  
 DENMARK, WI 54208  
 EMAIL: ERIC@CUSTOMFENCEUS.COM

**ENGINEER:**

VIERBICHER  
 400 SECURITY BLVD  
 GREEN BAY, WI 54313  
 PH: 920-434-9670

ALICIA MEAGHER  
 DIR: 920-329-5594  
 EMAIL: amez2@vierbicher.com

TANNER WOJCIK  
 920-329-5592  
 twoj@vierbicher.com

| SHEET NO. | DESCRIPTION                       |
|-----------|-----------------------------------|
| 1 - 2     | TITLE SHEET                       |
| 1 - 2     | PLAT                              |
| C1.0-1.7  | SITE, DEMO, EROSION CONTROL PLANS |
| C2.0-2.7  | PLAN AND PROFILES                 |
| C3.0-3.8  | GRADING PLAN                      |
| C4.0-4.19 | UTILITY PLAN                      |
| C5.0-5.20 | CROSS SECTIONS                    |
| C6.0-6.5  | DETAILS                           |



ISSUED DATE: 8/19/2026  
 DRAWING NUMBER: S-4079

**SITE BENCHMARKS**

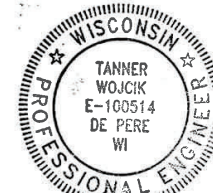
HYDRANT WEST BOLT  
 ELEV = 741.81'

HYDRANT TAG BOLT  
 ELEV = 745.32'



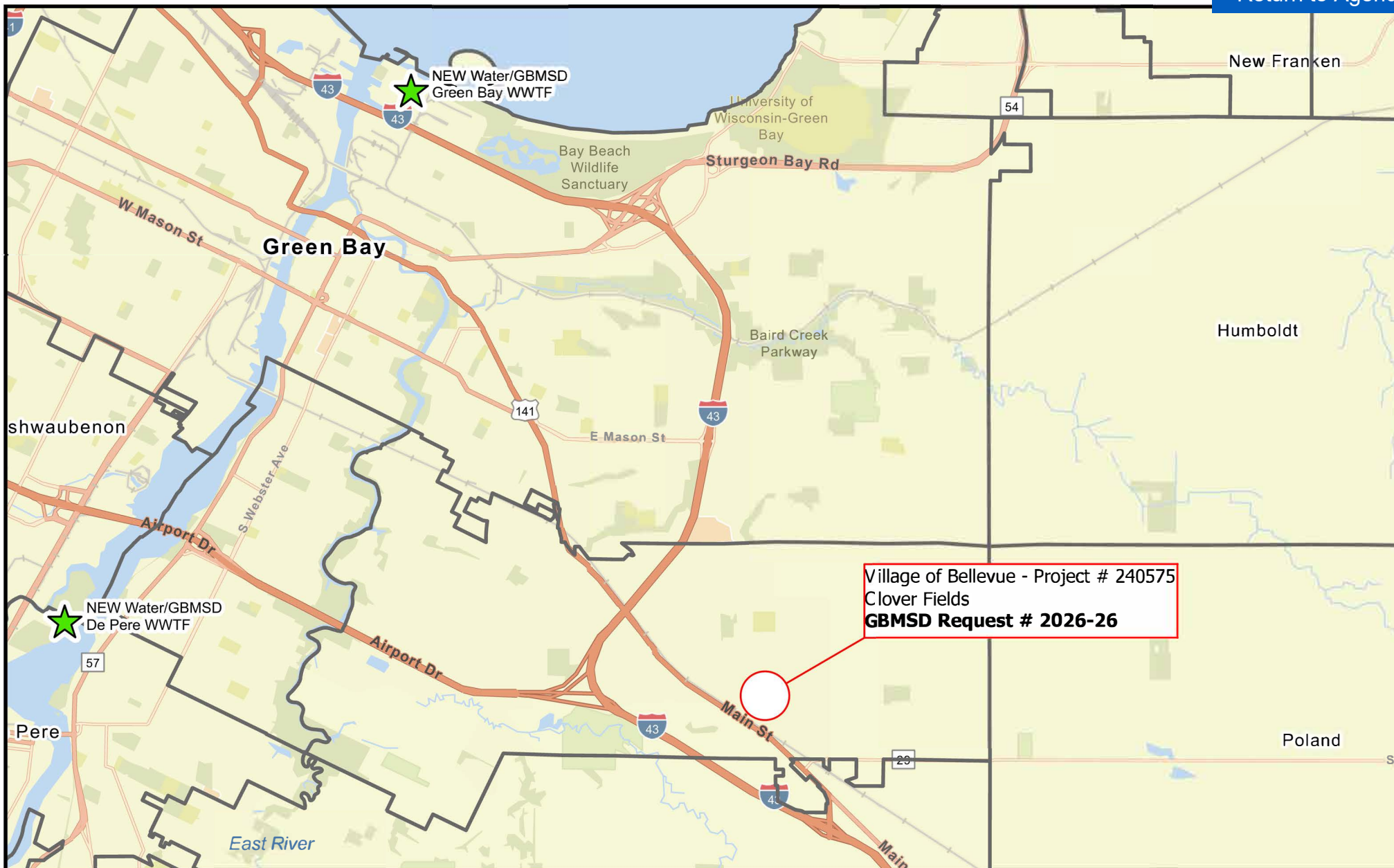
THE LOCATION OF EXISTING UTILITIES, BOTH UNDERGROUND AND OVERHEAD ARE APPROXIMATE ONLY AND HAVE NOT BEEN INDEPENDENTLY VERIFIED BY THE OWNER OR ITS REPRESENTATIVE. THE CONTRACTOR SHALL BE RESPONSIBLE FOR DETERMINING THE EXACT LOCATION OF ALL EXISTING UTILITIES WHETHER SHOWN ON THESE PLANS OR NOT, BEFORE COMMENCING WORK, AND SHALL BE FULLY RESPONSIBLE FOR ANY AND ALL DAMAGES WHICH MIGHT BE CAUSED BY THE CONTRACTOR'S FAILURE TO EXACTLY LOCATE AND PRESERVE ANY AND ALL UTILITIES.

CALL DIGGER'S HOTLINE  
 1-800-242-8511



*Tanner Wojcik*  
 8-20-26





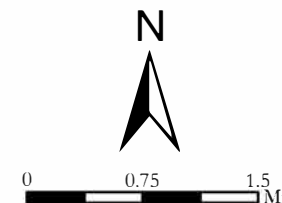
### LEGEND

Municipalities



# September 2026

## GBMSD Sewer Plan Approval Request Location



# TOWN OF LEDGEVIEW

BROWN COUNTY, WISCONSIN

## TRELLIS DRIVE

SANITARY SEWER, WATER MAIN,  
STORM SEWER AND STREET CONSTRUCTION  
2026  
CONTRACT "A-2026"



Brown County

### G. B. M. S. D. PLAN APPROVAL

REQUEST NO. 2026-27

PROJECT NO. A-2026

EXAMINED BY J. Fischer

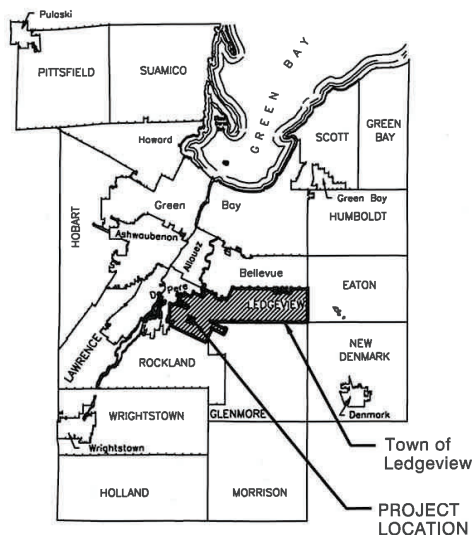
DATE 9/1/26

APPROVED BY G.B.M.S.D. COMMISSION

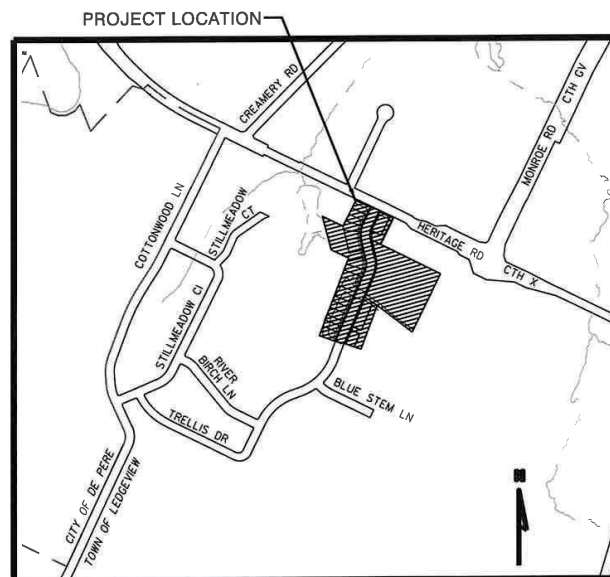
MOTION NO.

DATE

| INDEX          |       |                                             |
|----------------|-------|---------------------------------------------|
| SHEET          | NO.   | DESCRIPTION                                 |
| G-001          | 1     | TITLE SHEET                                 |
| G-021          | 2     | GENERAL NOTES                               |
| C-021          | 3     | GRADING AND EROSION CONTROL PLAN            |
| C-101          | 4     | BACKLOT DRAINAGE AND TOP OF FOUNDATION PLAN |
| C-201 to C-204 | 5-8   | PLAN AND PROFILE - TRELLIS DRIVE            |
| C-205          | 9     | INTERSECTION DETAILS                        |
| C-501 to C-502 | 10-11 | POND #61 DETAILS                            |
| C-503 to C-508 | 12-17 | CONSTRUCTION DETAILS                        |
| C-509 to C-511 | 18-20 | EROSION CONTROL DETAILS                     |
| C-901 to C-908 | 21-28 | CROSS SECTIONS - TRELLIS DRIVE              |
| C-909 to C-910 | 29-31 | CROSS SECTIONS - HERITAGE ROAD (CTH X)      |



BROWN COUNTY



LOCATION MAP



Mead & Hunt

Mead and Hunt, Inc.  
1702 Lawrence Dr.  
De Pere, WI 54115  
phone: 920-498-0500  
meadhunt.com

LEDGEVIEW SANITARY DISTRICT NO. 2

TITLE SHEET

REVISION

ISSUED FOR  
CONSTRUCTION  
AUGUST 17, 2026

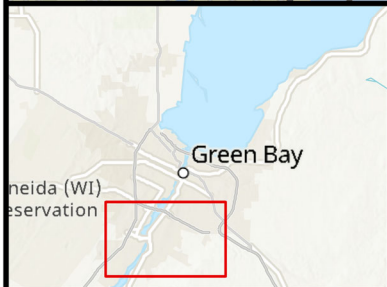
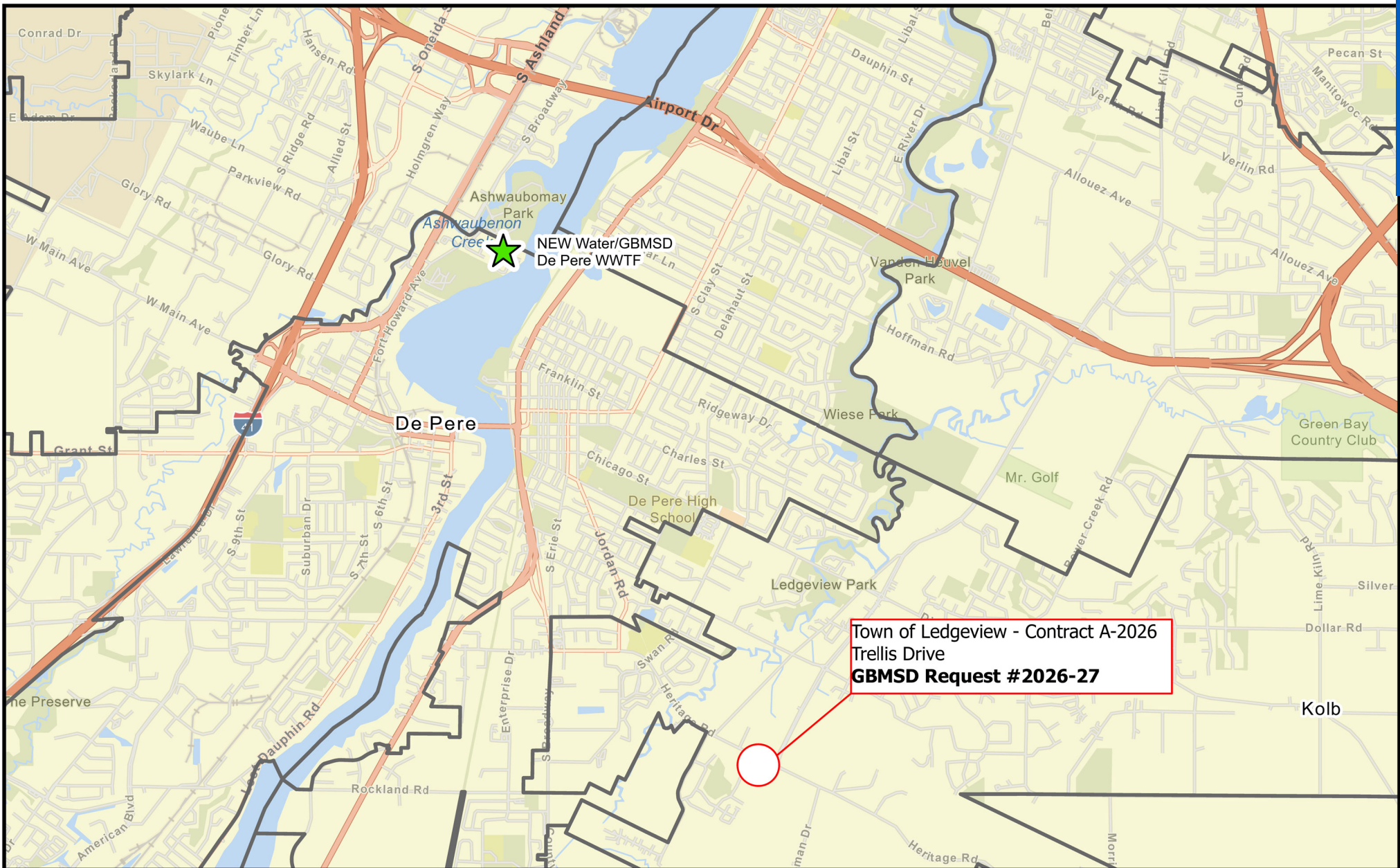
MAY NO: 1216300-242810.01  
DATE: 05/2026  
DESIGNED BY: PJW  
DRAWN BY: RMS  
CHECKED BY: SRB  
DO NOT SCALE DIMENSIONS

SHEET NO. 1 of 31

G-001

COORDINATES ON THIS PLAN ARE REFERENCED  
TO THE WISCONSIN COUNTY COORDINATE SYSTEM  
(WCCS), BROWN COUNTY  
VERTICAL DATUM NAVD88 (1991)





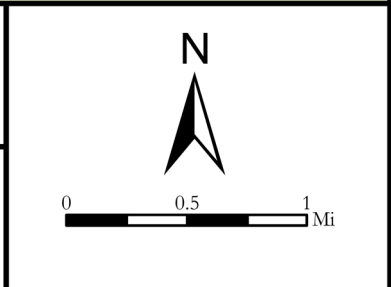
**LEGEND**

— Municipalities

**NEW Water**  
The brand of the Green Bay  
Metropolitan Sewerage District

# September 2026

## GBMSD Sewer Plan Approval Request Location



## Monthly Construction Progress Report

Project Name: Miscellaneous Pumping and High Strength Waste Improvements  
 Project Number: 250006CO  
 Report Number: 1  
 Reporting Period: July 10, 2026 to September 10, 2026  
 Project Manager: Eliza Brewer

| Contractor: August Winter & Sons, Inc. |                       |                                  |                     |
|----------------------------------------|-----------------------|----------------------------------|---------------------|
| Contract Cost                          |                       | Contract Time                    |                     |
|                                        | <u>Amount</u>         |                                  | <u>Date</u>         |
| Original Contract Sum:                 | <u>\$5,747,990.00</u> | Original Substantial Completion: | <u>August 2027</u>  |
| Net Change by Change Orders:           | <u>\$0</u>            | Original Contract Completion:    | <u>October 2027</u> |
| Contract Sum to Date:                  | <u>\$5,747,990.00</u> | Revised Substantial Completion:  |                     |
| Total Complete and Stored to Date:     | <u>\$0</u>            | Revised Final Completion:        |                     |
| Retainage:                             | <u>\$0</u>            | Actual Substantial Completion:   |                     |
| Total Earned Less Retainage:           | <u>\$0</u>            | <b>Contract Milestones</b>       |                     |
| Previous Payments:                     | <u>\$0</u>            | Do milestones apply?             | No                  |
| Balance to Finish with Retainage:      | <u>\$5,747,990.00</u> | If yes, list:                    |                     |

### Contract Contingency

Authorized Amount: \$574,799

Amount Used: \$0

### Work Progress

Contract Budget Spent: 0%

Contract Work Completed: 4%

### Work Accomplished During Reporting Period

The contractor completed the installation of the high-strength waste piping associated with #1 digester during the digester outage in August. The piping and isolation valve were successfully pressure tested. The contractor poured a concrete pad around the injection pipe inside the digester. An epoxy coating was applied to the new concrete inside the digester.

### Work Scheduled for Next Reporting Period

The next scheduled work is replacement of the ash slurry piping in November.

### Outstanding Issues

None

### Issues Resolved

None



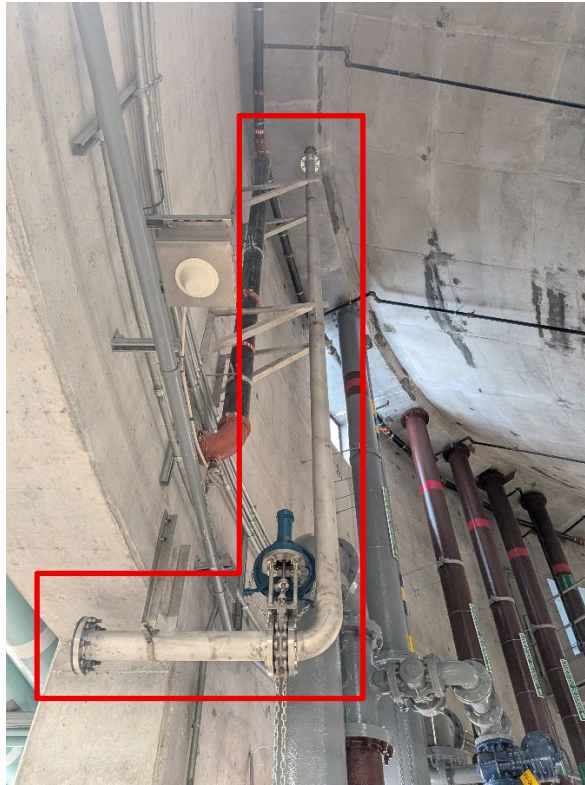


Photo 1 – High-strength waste piping outside of #1 Digester



Photo 2 – High-strength waste piping and concrete pad inside of #1 Digester

## Monthly Construction Progress Report

Project Name: Thickening Improvements  
 Project Number: 210031-CO  
 Report Number: 6  
 Reporting Period: May 27, 2026 – September 23, 2026  
 Project Manager: Tyler Biese

| Contractor: August Winter & Sons Inc. |                  |                                  |             |
|---------------------------------------|------------------|----------------------------------|-------------|
| Contract Cost                         |                  | Contract Time                    |             |
|                                       | <u>Amount</u>    |                                  | <u>Date</u> |
| Original Contract Sum:                | \$ 21,639,766.00 | Original Substantial Completion: | 2/29/2028   |
| Net Change by Change Orders:          | \$ (10,687.00)   | Original Contract Completion:    | 5/29/2028   |
| Contract Sum to Date:                 | \$ 21,629,079.00 | Revised Substantial Completion:  | 3/4/2028    |
| Total Complete and Stored to Date:    | \$10,658,994.94  | Revised Final Completion:        | n/a         |
| Retainage:                            | \$ 532,949.82    | <b>Contract Milestones</b>       |             |
| Total Earned Less Retainage:          | \$ 10,126,045.12 |                                  |             |
| Previous Payments:                    | \$ 9,492,139.45  |                                  |             |
| Balance to Finish with Retainage:     | \$ 11,503,033.88 |                                  |             |
|                                       |                  | Do milestones apply?             | No          |
|                                       |                  | If yes, list:                    |             |

### Contract Contingency

Authorized Amount: \$ 2,164,000      Amount Used: \$ 0.00

### Work Progress

Contract Budget Spent: 49%      Contract Work Completed: 47%

### Work Accomplished During Reporting Period

The Contractor has demolished the thickener mechanism components for Gravity Thickeners 3 and 4. Figure 1 below shows progress toward installation of the center mechanism in Gravity Thickener 4. The Contractor continues to make progress on the installation of pumps and piping, electrical conduit, and equipment programming. Figure 2 below shows progress on the installation of new pumps and piping to support operation of Gravity Thickeners 3 and 4.

### Work Scheduled for Next Reporting Period

The Contractor is expected to continue installation of the thickener mechanism components for Gravity Thickeners 3 and 4. The Contractor is also expected to continue installing pumps and piping, electrical conduit, and equipment controls and monitoring systems. Project efforts will also focus on planning and scheduling the replacement of the thickening building HVAC equipment. The Owner, Engineer, Contractor, and Supplier will continue collaborating to address the pumping issues associated with Gravity Belt Thickener (GBT) No. 4, as described below in the Outstanding Issues section.

### Outstanding Issues

Mechanical failures have been observed with the GBT thickened sludge and thickening polymer feed pumps, resulting in delays to work on the remaining GBTs. The Owner, Engineer, Contractor, and Supplier are evaluating the root cause of these failures and developing corrective actions.

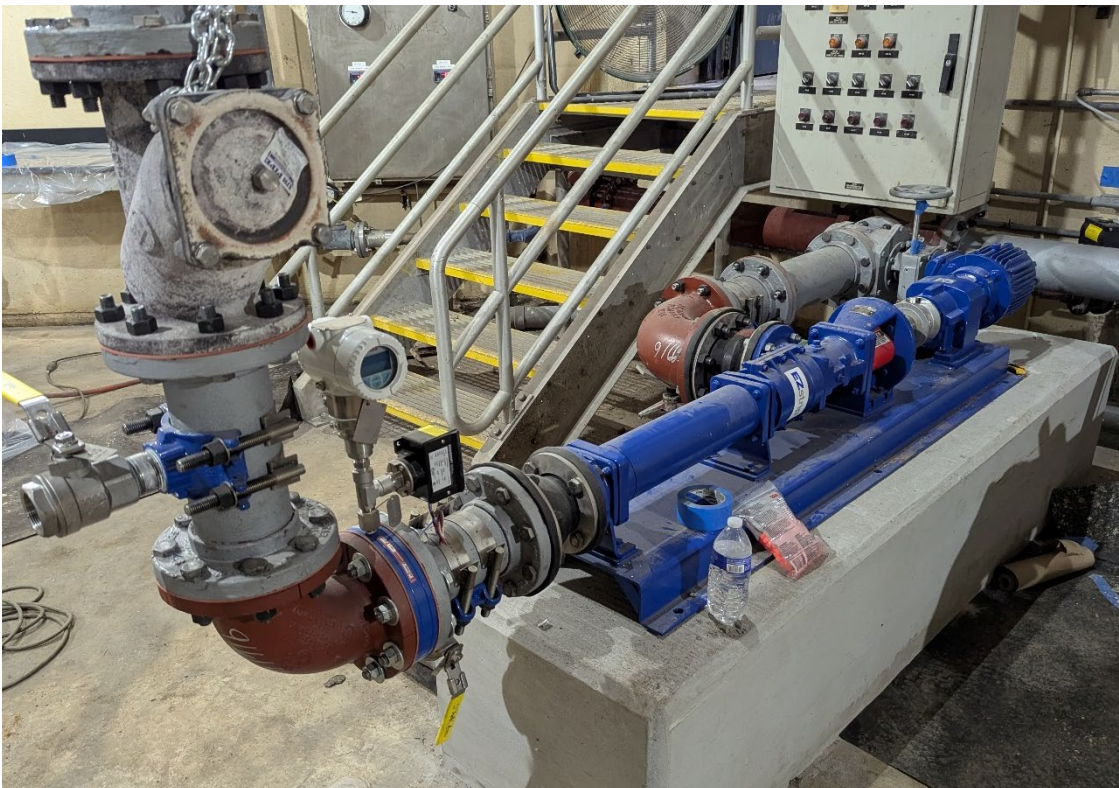
### Issues Resolved

None.





*Figure 1: Progress Towards Installation of Gravity Thickener #4*



*Figure 2: Progress Towards Installing Pumps and Piping*

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Beth Clausen

DATE: September 1, 2026

SUBJECT: Draft 2027 NEW Water Budget

---

Attached is the draft 2027 NEW Water budget for your consideration. The budget will be discussed at the September 23, 2026, Commission meeting. Staff will present the attached PowerPoint presentation titled “2027 Budget Workshop September 2026” to guide the discussion. The detailed draft 2027 Budget is also attached.

An overall summary of this second round of the draft budget is an increase in budgeted expenses of 10.3 percent over the 2026 budget. Operations and Maintenance (O&M) expenses have increased by 4.8 percent and capital expenditures have increased by 16.1 percent. It is proposed to utilize \$2.8 million in Plant Capital Replacement Reserve to offset annual capital project costs and help manage the cost impact to our customers.

Staff welcome any questions or comments you have on the proposed budget.

Attachment





# Commission

# 2027 DRAFT

# Budget Workshop

September 23, 2026



# Changes to 2027 Budget from August 26, 2026, Presentation

## Total Net increase \$132K

- Net increases in O&M expenses of \$13K
- Net increase in Annual Capital of \$140K
  - GBF: Misc. Pumping and HSW Improvements \$700K
  - Data Center Servers \$20K
  - AHU Replacement North Plant Mechanical Buildings (\$500K)
  - DPF: Replace Roof – Sludge Control Tank Building (\$80K)
- Net decrease in Debt Service of (\$22K)
- Increase Use of Plant Capital Replacement Reserve \$100K

# Proposed 2027 Budget



# 2027 Revenue

| Budget Categories                  | 2026 Budget   | 2027 Budget   | % Change |
|------------------------------------|---------------|---------------|----------|
| Municipal User Fees                | \$ 48,995,574 | \$ 52,320,307 | 6.8%     |
| Mill User Fees and Direct Charges  | \$ 3,060,228  | \$ 3,172,106  | 3.7%     |
| Mill Capital Charges               | \$ 2,417,903  | \$ 2,520,770  | 4.3%     |
| Other Revenues                     | \$ 1,287,017  | \$ 1,480,130  | 15.0%    |
| ICR and Debt Reserve Transfers     | \$ 1,221,069  | \$ 1,201,825  | -1.6%    |
| Contribution (TO)/FROM Capital Res | \$ 600,000    | \$ 2,800,000  | 366.7%   |
| Total Revenues                     | \$ 57,581,792 | \$ 63,495,139 | 10.3%    |

Municipal User Fees are 83% of Total Revenues

# Municipal Rate Comparison

## Capital Charge included in Parameter Rate (Fully loaded rates)

| Parameter                       | 2026 Budget | 2027 Budget | % Change |
|---------------------------------|-------------|-------------|----------|
| Volume (1,000 gals)             | \$ 1.44635  | \$ 1.54660  | 6.9%     |
| Biochemical Oxygen Demand (lbs) | \$ 0.61064  | \$ 0.62582  | 2.5%     |
| Suspended Solids (lbs)          | \$ 0.61737  | \$ 0.64139  | 3.9%     |
| Phosphorus (lbs)                | \$ 2.93279  | \$ 3.17719  | 8.3%     |
| Total Kjeldahl Nitrogen (lbs)   | \$ 1.13171  | \$ 1.17875  | 4.2%     |

## Capital Charge NOT included in Parameter Rate (Billed rates)

| Parameter                       | 2026 Budget | 2027 Budget | % Change |
|---------------------------------|-------------|-------------|----------|
| Volume (1,000 gals)             | \$ 0.79624  | \$ 0.83935  | 5.4%     |
| Biochemical Oxygen Demand (lbs) | \$ 0.30662  | \$ 0.30948  | 0.9%     |
| Suspended Solids (lbs)          | \$ 0.32105  | \$ 0.32924  | 2.5%     |
| Phosphorus (lbs)                | \$ 1.41383  | \$ 1.49654  | 5.9%     |
| Total Kjeldahl Nitrogen (lbs)   | \$ 0.52316  | \$ 0.53474  | 2.2%     |

|                |               |               |        |
|----------------|---------------|---------------|--------|
| Capital Charge | \$ 21,292,745 | \$ 25,572,369 | 20.10% |
|----------------|---------------|---------------|--------|

Parameter rates billed to customers do not include capital charge; that is billed separately



# 2027 DRAFT Budget Summary

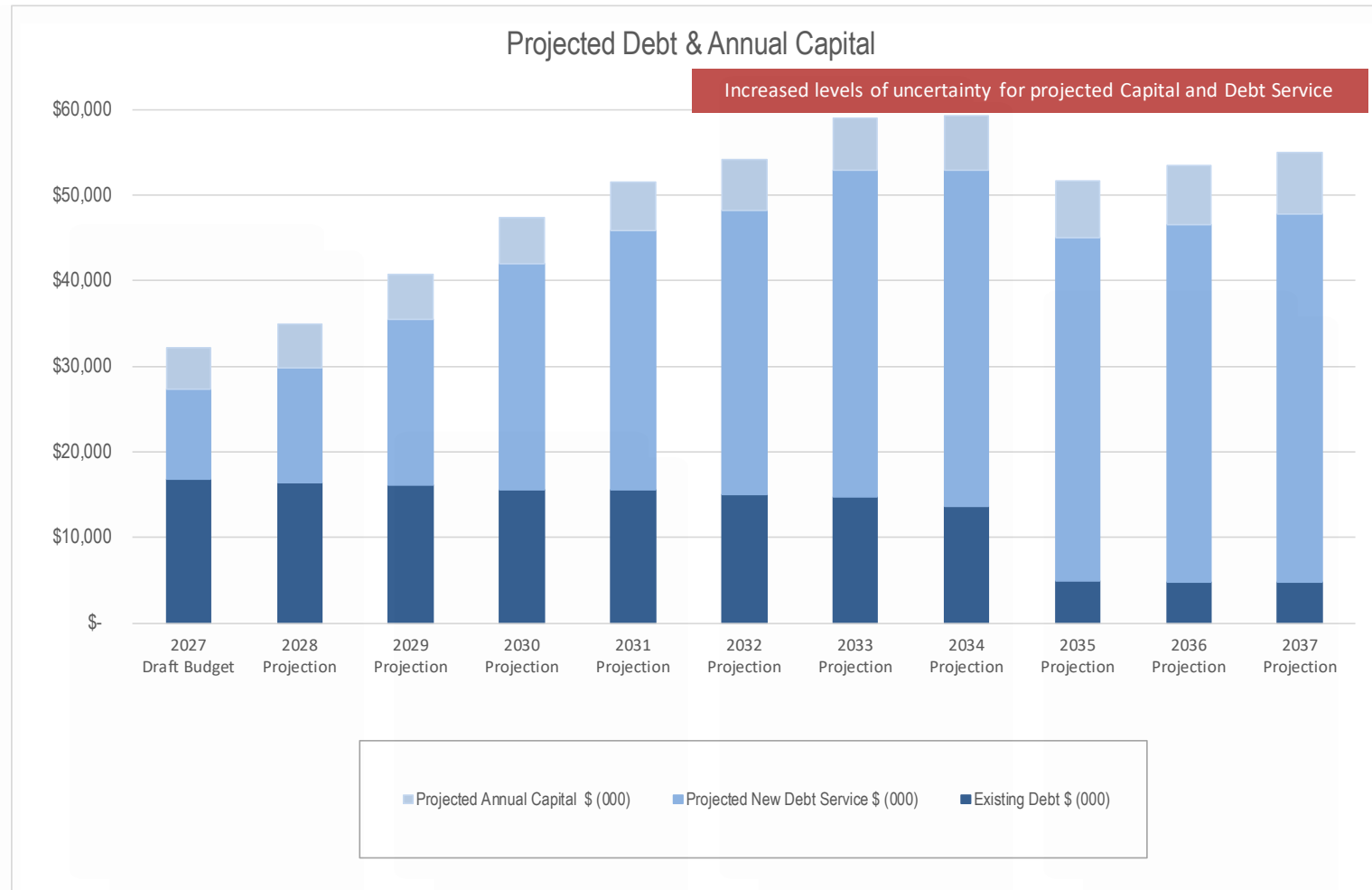
| 2027 DRAFT Budget Compared to 2026 Budget                                                   | Percentage |
|---------------------------------------------------------------------------------------------|------------|
| TOTAL Expenses Increased                                                                    | 10.3%*     |
| Capital Expenses Increased                                                                  | 16.1%      |
| O&M Expenses Increased                                                                      | 4.8%       |
| Municipal User Fees Increased                                                               | 6.8%       |
| Note: A portion of the Interceptor Debt Service was offset through the use of ICR Reserves. |            |
| *\$2.8M use of Plant Capital Replacement Reserves to stabilize rates between 5.5%-7%        |            |

# Strategic Financial Planning





# Strategic Financial Planning



# Strategic Financial Planning



# Cost Effectiveness

NEW Water ensures operational efficiencies through continuous improvement, asset management, capital improvement planning, and risk management.

As we strive to be a utility of the future, we will incorporate principles of sustainability into our approach to financial and environmental stewardship, as we continue to provide an essential service to protect public health for the community we serve.



# Next Steps

- Email to customers explaining rates
- Third budget workshop on October 28
- Customer meeting(s)
- Budget hearing and adoption on December 2
- Customer notification







2027 Budget

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## 2027 Budget

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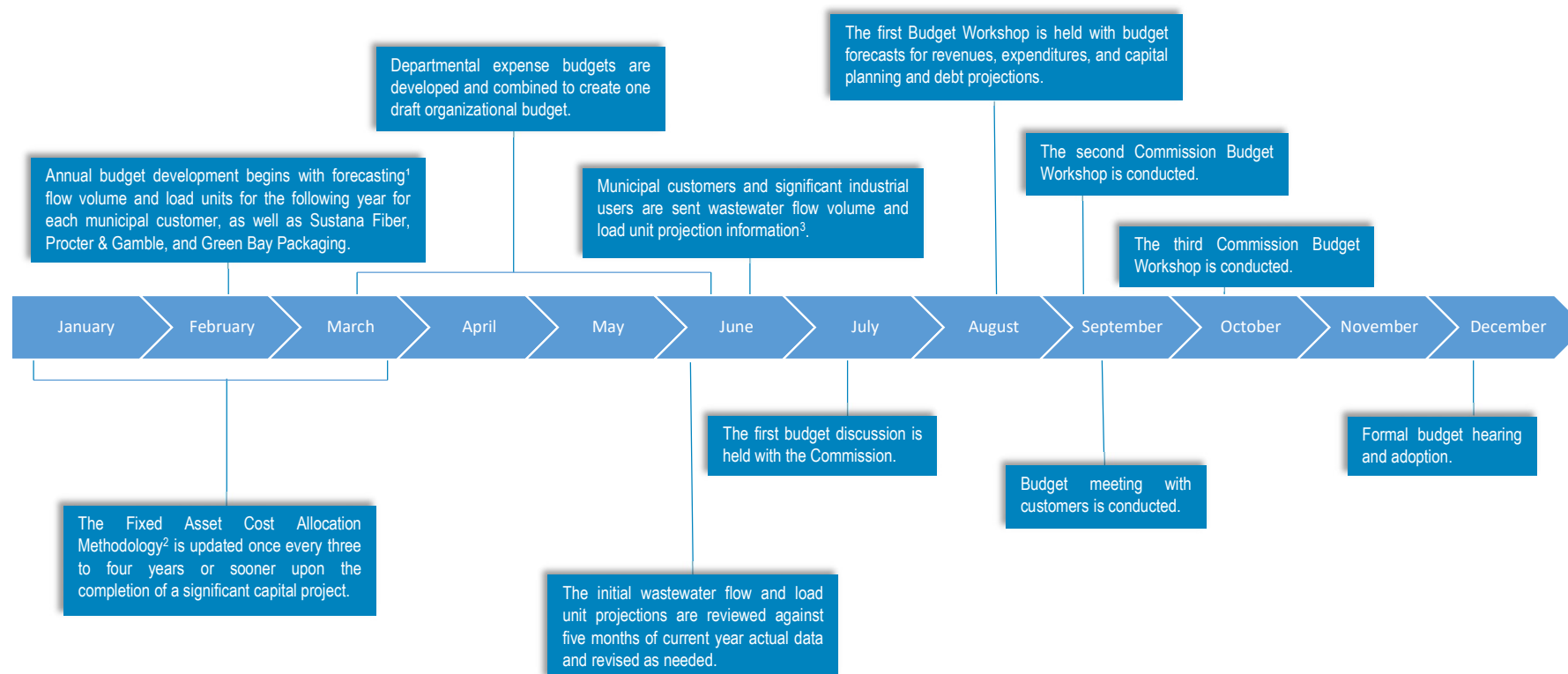
# Message from the Executive Director

Under Development



**Nathan Qualls, 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.

|                       |                                                                    | 2025 Budget          | 2025 Actual           | 2026 Budget          | 2027 Budget          | % of Overall Expenses | 2027 Budget Favorable/ (Unfavorable) Variance | % Variance    |
|-----------------------|--------------------------------------------------------------------|----------------------|-----------------------|----------------------|----------------------|-----------------------|-----------------------------------------------|---------------|
| Revenues              | Municipal User Fees <sup>1</sup>                                   | \$ 45,970,269        | \$ 46,727,666         | \$ 48,995,574        | \$ 52,320,307        | 82.4%                 | \$ 3,324,733                                  | 6.8%          |
|                       | P&G User Fees                                                      | 1,735,887            | 1,524,082             | 1,745,631            | 1,717,206            | 2.7%                  | (28,425)                                      | -1.6%         |
|                       | GBP User Fees                                                      | 870,820              | 1,195,809             | 963,446              | 1,089,502            | 1.7%                  | 126,055                                       | 13.1%         |
|                       | Mill Direct Allocation Charges (Year-End)                          | 356,343              | 135,031               | 351,151              | 365,398              | 0.6%                  | 14,247                                        | 4.1%          |
|                       | P&G Capital Charges                                                | 1,191,157            | 1,191,157             | 1,363,386            | 1,421,390            | 2.2%                  | 58,004                                        | 4.3%          |
|                       | GBP Capital Charges                                                | 921,306              | 921,306               | 1,054,517            | 1,099,380            | 1.7%                  | 44,863                                        | 4.3%          |
|                       | General Reserve Interest                                           | 25,076               | 119,967               | 25,076               | 92,937               | 0.1%                  | 67,861                                        | 270.6%        |
|                       | Other Revenues                                                     | 1,324,346            | 1,755,115             | 1,287,017            | 1,480,130            | 2.3%                  | 193,113                                       | 15.0%         |
|                       |                                                                    | <b>52,395,203</b>    | <b>\$ 53,570,133</b>  | <b>55,785,799</b>    | <b>\$ 59,586,251</b> | <b>93.8%</b>          | <b>\$ 3,800,452</b>                           | <b>6.8%</b>   |
|                       | DEBT and ICR Reserve Transfers                                     | 1,218,864            | 1,218,864             | 1,221,069            | 1,201,825            | 1.9%                  | (19,244)                                      | -1.6%         |
|                       | Contribution (TO)/FROM Capital Reserve                             | -                    | (2,606,986)           | 600,000              | 2,800,000            | 4.4%                  | 2,200,000                                     | 4.4%          |
|                       | General Reserve Interest Offset                                    | (25,076)             | (119,967)             | (25,076)             | (92,937)             | -0.1%                 | (67,861)                                      | -0.1%         |
| <b>Total Revenues</b> |                                                                    | <b>\$ 1,193,789</b>  | <b>\$ (1,508,089)</b> | <b>\$ 1,795,993</b>  | <b>\$ 3,908,888</b>  | <b>6.2%</b>           | <b>\$ 2,112,895</b>                           | <b>117.6%</b> |
| Expenses              |                                                                    | <b>\$ 53,588,992</b> | <b>\$ 52,062,044</b>  | <b>\$ 57,581,792</b> | <b>\$ 63,495,139</b> | <b>100.0%</b>         | <b>\$ 5,913,348</b>                           | <b>10.3%</b>  |
|                       | Salaries & Benefits                                                | 13,699,999           | 13,177,017            | 14,203,390           | 14,672,368           | 23.1%                 | (468,979)                                     | -3.3%         |
|                       | Power                                                              | 2,444,096            | 2,232,780             | 2,365,261            | 2,442,799            | 3.8%                  | (77,538)                                      | -3.3%         |
|                       | Contracted Services                                                | 4,032,590            | 3,560,098             | 4,437,476            | 4,541,714            | 7.2%                  | (104,239)                                     | -2.3%         |
|                       | Maintenance & Repairs                                              | 2,558,195            | 2,355,577             | 2,517,274            | 2,938,870            | 4.6%                  | (421,597)                                     | -16.7%        |
|                       | Chemicals                                                          | 1,858,221            | 1,977,320             | 1,712,953            | 1,950,868            | 3.1%                  | (237,915)                                     | -13.9%        |
|                       | Natural Gas & Fuel Oil                                             | 719,442              | 826,729               | 760,035              | 761,188              | 1.2%                  | (1,154)                                       | -0.2%         |
|                       | Solid Waste Disposal                                               | 384,893              | 275,177               | 366,899              | 372,012              | 0.6%                  | (5,113)                                       | -1.4%         |
|                       | Interceptor System <sup>2</sup>                                    | 771,731              | 370,866               | 893,044              | 894,275              | 1.4%                  | (1,231)                                       | -0.1%         |
|                       | Information Technology & Administrative                            | 1,010,086            | 1,279,151             | 1,017,768            | 1,102,545            | 1.7%                  | (84,776)                                      | -8.3%         |
|                       | Insurance                                                          | 564,569              | 560,615               | 585,800              | 614,700              | 1.0%                  | (28,900)                                      | -4.9%         |
|                       | Supplies                                                           | 269,103              | 245,195               | 278,683              | 290,430              | 0.5%                  | (11,747)                                      | -4.2%         |
|                       | Employee Training & Development                                    | 193,179              | 161,243               | 190,469              | 173,101              | 0.3%                  | 17,368                                        | 9.1%          |
|                       | Travel and Meetings                                                | 113,056              | 89,470                | 106,231              | 106,248              | 0.2%                  | (17)                                          | 0.0%          |
|                       | DNR Environmental Fees                                             | 192,649              | 173,622               | 187,520              | 186,359              | 0.3%                  | 1,161                                         | 0.6%          |
|                       | <b>Total O &amp; M Expenses</b>                                    | <b>\$ 28,811,808</b> | <b>\$ 27,284,860</b>  | <b>\$ 29,622,802</b> | <b>\$ 31,047,478</b> | <b>48.9%</b>          | <b>\$ (1,424,676)</b>                         | <b>-4.8%</b>  |
|                       | Debt Service <sup>3</sup>                                          | 20,947,184           | 20,947,184            | 22,481,490           | 25,547,661           | 40.2%                 | (3,066,171)                                   | -13.6%        |
|                       | Annual Capital                                                     | 3,830,000            | 3,830,000             | 5,477,500            | 6,900,000            | 10.9%                 | (1,422,500)                                   | -26.0%        |
|                       | <b>Total Debt Service, Annual Capital &amp; Rate Stabilization</b> | <b>\$ 24,777,184</b> | <b>\$ 24,777,184</b>  | <b>\$ 27,958,990</b> | <b>\$ 32,447,661</b> | <b>51.1%</b>          | <b>\$ (4,488,671)</b>                         | <b>-16.1%</b> |
|                       | <b>Total Expenses</b>                                              | <b>\$ 53,588,992</b> | <b>\$ 52,062,044</b>  | <b>\$ 57,581,792</b> | <b>\$ 63,495,139</b> | <b>100.0%</b>         | <b>\$ (5,913,347)</b>                         | <b>-10.3%</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 2027 reflects collection and payments for 2028 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 and Capital Fixed Charge.                                                                                                                                                                                                                                         |
|                               | 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.                                                                                                                                                                 |
|                               | Contribution (TO)/From Capital Reserve  | Collection to or designated expenses allocated for future capital projects.                                                                                                                                                                                                                                                                                                                                     |
| Expenses                      | General Reserve Interest Offset         | Offset of Interest Income from General Fund Accounts (unrestricted funds) other than Investment Accounts.                                                                                                                                                                                                                                                                                                       |
|                               | 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.                                                                                                                                                                                                      |
|                               | Information Technology & Administrative | 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 | 2026 COS Rate<br>(Sustana Adjusted) | 2027 COS Rate<br>(Sustana Adjusted) | 2027 Budget<br>Comparison with 2026<br>Adopted Budget | 2027 Budget<br>Comparison with 2026<br>Adopted Budget %<br>Change |
| Volume ( 1,000 GALS )                                                            | Flow      | kgals | \$0.79624                           | \$0.83935                           | \$0.0431                                              | 5.41%                                                             |
| Biochemical Oxygen Demand ( LBS )                                                | BOD       | lbs   | \$0.30662                           | \$0.30948                           | \$0.0029                                              | 0.93%                                                             |
| Suspended Solids ( LBS )                                                         | TSS       | lbs   | \$0.32105                           | \$0.32924                           | \$0.0082                                              | 2.55%                                                             |
| Phosphorus ( LBS )                                                               | PHOS      | lbs   | \$1.41383                           | \$1.49654                           | \$0.0827                                              | 5.85%                                                             |
| Total Kjeldahl Nitrogen ( LBS )                                                  | TKN       | lbs   | \$0.52316                           | \$0.53474                           | \$0.0116                                              | 2.21%                                                             |
| Total Mills (P&G and GBP) Operation and Maintenance Rate Comparison <sup>1</sup> |           |       |                                     |                                     |                                                       |                                                                   |
| Parameter                                                                        | COS Title | Units | 2026 COS Rate<br>(Sustana Adjusted) | 2027 COS Rate<br>(Sustana Adjusted) | 2027 Budget<br>Comparison with 2026<br>Adopted Budget | 2027 Budget<br>Comparison with 2026<br>Adopted Budget %<br>Change |
| Volume ( 1,000 GALS )                                                            | Flow      | kgals | \$0.58192                           | \$0.62060                           | \$0.0387                                              | 6.65%                                                             |
| Biochemical Oxygen Demand ( LBS )                                                | BOD       | lbs   | \$0.30111                           | \$0.30386                           | \$0.0027                                              | 0.91%                                                             |
| Suspended Solids ( LBS )                                                         | TSS       | lbs   | \$0.31746                           | \$0.32550                           | \$0.0080                                              | 2.53%                                                             |
| Phosphorus ( LBS )                                                               | PHOS      | lbs   | \$1.40079                           | \$1.48290                           | \$0.0821                                              | 5.86%                                                             |
| Total Kjeldahl Nitrogen ( LBS )                                                  | TKN       | lbs   | \$0.51195                           | \$0.52307                           | \$0.0111                                              | 2.17%                                                             |
| Sustana Fiber Operation and Maintenance Rate Comparison <sup>2,3</sup>           |           |       |                                     |                                     |                                                       |                                                                   |
| Parameter                                                                        | COS Title | Units | 2026 COS Rate<br>(Sustana Adjusted) | 2027 COS Rate<br>(Sustana Adjusted) | 2027 Budget<br>Comparison with 2026<br>Adopted Budget | 2027 Budget<br>Comparison with 2026<br>Adopted Budget %<br>Change |
| Volume ( 1,000 GALS )                                                            | Flow      | kgals | \$0.59490                           | \$0.58847                           | (\$0.0064)                                            | -1.08%                                                            |
| Biochemical Oxygen Demand ( LBS )                                                | BOD       | lbs   | \$0.29341                           | \$0.29617                           | \$0.0028                                              | 0.94%                                                             |
| Suspended Solids ( LBS )                                                         | TSS       | lbs   | \$0.30768                           | \$0.31553                           | \$0.0078                                              | 2.55%                                                             |
| Phosphorus ( LBS )                                                               | PHOS      | lbs   | \$1.35342                           | \$1.43319                           | \$0.0798                                              | 5.89%                                                             |
| Total Kjeldahl Nitrogen ( LBS )                                                  | TKN       | lbs   | \$0.50106                           | \$0.51216                           | \$0.0111                                              | 2.22%                                                             |

<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                      | 4,685,624         | \$ 3,932,867         | 9,441,600         | \$ 2,922,007        | 9,211,704         | \$ 3,032,828        | 218,928        | \$ 327,635        | 1,505,052        | \$ 804,810          | 41.11%         | \$ 10,513,271        | \$ 21,533,419        |
| City of De Pere                        | 1,367,797         | 1,148,057            | 3,464,844         | 1,072,307           | 1,405,764         | 462,829             | 19,272         | 28,841            | 247,032          | 132,098             | 10.53%         | 2,693,718            | 5,537,850            |
| Sustana Fiber                          | 275,000           | 161,829              | 1,345,416         | 398,473             | 549,552           | 173,399             | 18,756         | 26,881            | 133,092          | 68,164              | 3.55%          | 908,875              | 1,737,621            |
| Village of Allouez                     | 690,000           | 579,150              | 871,416           | 269,688             | 999,528           | 329,081             | 21,240         | 31,787            | 168,288          | 89,990              | 4.77%          | 1,219,741            | 2,519,437            |
| Village of Ashwaubenon                 | 1,411,863         | 1,185,044            | 3,347,136         | 1,035,879           | 2,753,220         | 906,460             | 59,040         | 88,356            | 359,760          | 192,378             | 12.70%         | 3,247,692            | 6,655,809            |
| Village of Bellevue                    | 763,051           | 640,465              | 1,135,056         | 351,280             | 1,016,868         | 334,790             | 25,596         | 38,305            | 210,948          | 112,802             | 5.46%          | 1,395,012            | 2,872,655            |
| Village of Hobart                      | 267,753           | 224,738              | 477,191           | 147,682             | 446,910           | 147,139             | 10,706         | 16,022            | 94,192           | 50,368              | 2.18%          | 558,478              | 1,144,427            |
| Village of Howard                      | 925,000           | 776,397              | 1,733,976         | 536,635             | 4,405,092         | 1,450,317           | 35,400         | 52,978            | 396,936          | 212,257             | 11.31%         | 2,892,905            | 5,921,487            |
| Village of Luxemburg                   | 112,000           | 94,007               | 20,568            | 6,365               | 26,352            | 8,676               | 2,712          | 4,059             | 10,764           | 5,756               | 0.41%          | 105,434              | 224,297              |
| Village of Pulaski                     | 185,665           | 155,837              | 75,468            | 23,356              | 59,436            | 19,568              | 6,408          | 9,590             | 38,652           | 20,669              | 0.82%          | 209,399              | 438,420              |
| Village of Suamico                     | 215,714           | 181,059              | 774,876           | 239,810             | 490,464           | 161,479             | 14,292         | 21,389            | 78,252           | 41,844              | 2.44%          | 625,198              | 1,270,779            |
| Town of Ledgeview Sanitary District #2 | 222,000           | 186,335              | 361,368           | 111,837             | 391,812           | 128,999             | 10,428         | 15,606            | 90,132           | 48,197              | 1.83%          | 469,199              | 960,173              |
| Town of Lawrence - Utility District    | 150,000           | 125,902              | 312,564           | 96,733              | 457,572           | 150,649             | 7,236          | 10,829            | 61,248           | 32,752              | 1.56%          | 399,400              | 816,265              |
| Pittsfield Sanitary District           | 12,693            | 10,654               | 20,267            | 6,272               | 24,498            | 8,066               | 502            | 751               | 4,115            | 2,200               | 0.10%          | 26,529               | 54,473               |
| Scott Municipal Utility                | 128,785           | 108,095              | 171,804           | 53,170              | 209,352           | 68,926              | 4,176          | 6,250             | 32,832           | 17,557              | 0.93%          | 238,943              | 492,941              |
| Dyckesville Sanitary District          | 28,978            | 24,323               | 55,513            | 17,180              | 67,103            | 22,093              | 1,376          | 2,059             | 11,272           | 6,028               | 0.27%          | 68,574               | 140,256              |
| <b>Total Municipal</b>                 | <b>11,441,923</b> | <b>\$ 9,534,759</b>  | <b>23,609,063</b> | <b>\$ 7,288,674</b> | <b>22,515,227</b> | <b>\$ 7,405,299</b> | <b>456,068</b> | <b>\$ 681,336</b> | <b>3,442,567</b> | <b>\$ 1,837,870</b> | <b>100%</b>    | <b>\$ 25,572,369</b> | <b>\$ 52,320,307</b> |
| Procter & Gamble                       | 1,543,000         | \$ 957,591           | 569,436           | \$ 173,029          | 1,745,688         | \$ 568,219          | 996            | \$ 1,477          | 32,292           | \$ 16,891           | *              |                      | \$ 1,717,206         |
| Green Bay Packaging                    | 800,000           | 496,482              | 629,136           | 191,169             | 772,788           | 251,542             | 32,988         | 48,918            | 193,836          | 101,391             | *              |                      | 1,089,502            |
| <b>Total Mill</b>                      | <b>2,343,000</b>  | <b>\$ 1,454,073</b>  | <b>1,198,572</b>  | <b>\$ 364,198</b>   | <b>2,518,476</b>  | <b>\$ 819,761</b>   | <b>33,984</b>  | <b>\$ 50,395</b>  | <b>226,128</b>   | <b>\$ 118,282</b>   |                |                      | <b>\$ 2,806,708</b>  |
| <b>Grand Total</b>                     |                   |                      |                   |                     |                   |                     |                |                   |                  |                     |                |                      |                      |
| Units                                  | <b>13,784,923</b> |                      | <b>24,807,635</b> |                     | <b>25,033,703</b> |                     | <b>490,052</b> |                   | <b>3,668,695</b> |                     |                |                      |                      |
| Costs                                  |                   | <b>\$ 10,988,832</b> |                   | <b>\$ 7,652,872</b> |                   | <b>\$ 8,225,060</b> |                | <b>\$ 731,731</b> |                  | <b>\$ 1,956,152</b> |                | <b>\$ 25,572,369</b> | <b>\$ 55,127,015</b> |



## 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.

|                                        | 2027 Budget         | 2026 Budget         | 2025 Actual         | 2024 Actual         | 2023 Actual         |
|----------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| City of Green Bay                      | \$21,533,419        | \$19,872,622        | \$19,501,435        | \$18,251,480        | \$16,994,630        |
| City of De Pere                        | 5,537,850           | 5,191,645           | 5,071,922           | 5,754,815           | 5,324,817           |
| Sustana Fiber                          | 1,737,621           | 1,546,003           | 874,938             | 727,408             | 814,066             |
| Village of Allouez                     | 2,519,437           | 2,492,924           | 2,164,624           | 2,158,686           | 2,044,511           |
| Village of Ashwaubenon                 | 6,655,809           | 6,230,660           | 6,052,134           | 5,623,415           | 5,096,243           |
| Village of Bellevue                    | 2,872,655           | 2,765,868           | 2,495,795           | 2,468,486           | 2,230,461           |
| Village of Hobart                      | 1,144,427           | 1,100,185           | 1,011,269           | 961,424             | 938,316             |
| Village of Howard                      | 5,921,487           | 5,668,250           | 5,779,788           | 4,503,573           | 3,700,297           |
| Village of Luxemburg                   | 224,297             | 235,714             | 181,234             | 195,490             | 396,297             |
| Village of Pulaski                     | 438,420             | 410,132             | 375,831             | 317,441             | 289,315             |
| Village of Suamico                     | 1,270,779           | 1,151,028           | 1,128,536           | 1,054,908           | 992,853             |
| Town of Ledgeview Sanitary District #2 | 960,173             | 918,530             | 870,933             | 765,904             | 709,302             |
| Town of Lawrence - Utility District    | 816,265             | 746,661             | 714,094             | 741,423             | 773,913             |
| Pittsfield Sanitary District           | 54,473              | 55,226              | 50,788              | 51,195              | 49,029              |
| Scott Municipal Utility                | 492,941             | 473,910             | 420,682             | 422,534             | 411,347             |
| Dyckesville Sanitary District          | 140,256             | 136,215             | 125,786             | 126,364             | 120,441             |
| <b>Total Municipal</b>                 | <b>\$52,320,307</b> | <b>\$48,995,574</b> | <b>\$46,819,787</b> | <b>\$44,124,546</b> | <b>\$40,885,838</b> |
| Green Bay Packaging                    | \$1,089,502         | 963,446             | 1,195,809           | 1,120,835           | 1,992,668           |
| Procter & Gamble                       | 1,717,206           | 1,745,631           | 1,524,081           | 1,835,953           | 1,635,254           |
| <b>Total Mill</b>                      | <b>\$2,806,708</b>  | <b>\$2,709,077</b>  | <b>\$2,719,890</b>  | <b>\$2,956,788</b>  | <b>\$3,627,922</b>  |
| <b>Total User Fees</b>                 | <b>\$55,127,015</b> | <b>\$51,704,652</b> | <b>\$49,539,677</b> | <b>\$47,081,334</b> | <b>\$44,513,760</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                              |                      | 11,441,923          | 23,609,063          | 22,515,227          | 456,068           | 3,442,567           | N/A                  |
| <u>Cost of Service - Municipal</u> |                      |                     |                     |                     |                   |                     |                      |
| Operating Cost                     | \$ 26,747,939        | \$ 9,534,759        | \$ 7,288,674        | \$ 7,405,299        | \$ 681,336        | \$ 1,837,870        | \$ -                 |
| Capital Cost                       | 25,572,369           | \$ -                | \$ -                | \$ -                | \$ -              | \$ -                | 25,572,369           |
| <b>Total Cost</b>                  | <b>\$ 52,320,307</b> | <b>\$ 9,534,759</b> | <b>\$ 7,288,674</b> | <b>\$ 7,405,299</b> | <b>\$ 681,336</b> | <b>\$ 1,837,870</b> | <b>\$ 25,572,369</b> |
| Unit Operating Cost                |                      | \$0.83332           | \$0.30872           | \$0.32890           | \$1.49394         | \$0.53387           |                      |
| Unit Capital Cost                  |                      | \$0.00000           | \$0.00000           | \$0.00000           | \$0.00000         | \$0.00000           |                      |
| Unit Combined Cost                 |                      | \$0.83332           | \$0.30872           | \$0.32890           | \$1.49394         | \$0.53387           |                      |
| Sustana Adjustment                 |                      | \$0.00603           | \$0.00076           | \$0.00033           | \$0.00261         | \$0.00087           |                      |
| <b>Adjusted Unit Combined Cost</b> |                      | <b>\$0.83935</b>    | <b>\$0.30948</b>    | <b>\$0.32924</b>    | <b>\$1.49654</b>  | <b>\$0.53474</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       |
| 2027                          | \$0.83935 | \$0.30948 | \$0.32924 | \$1.49654 | \$0.53474 |
| 2026                          | \$0.79608 | \$0.30654 | \$0.32097 | \$1.41342 | \$0.52300 |
| 2025                          | \$0.72877 | \$0.30578 | \$0.32944 | \$1.34133 | \$0.51682 |
| 2024                          | \$0.72145 | \$0.30504 | \$0.31258 | \$1.25554 | \$0.53014 |
| 2023                          | \$0.74231 | \$0.33401 | \$0.37324 | \$2.01844 | \$0.59012 |

## Total Mills Cost of Service

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

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

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

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

|                                      | Total              | VOLUME             | BOD              | TSS              | PHOS             | TKN              | Capital Charge     | Direct Charges  |
|--------------------------------------|--------------------|--------------------|------------------|------------------|------------------|------------------|--------------------|-----------------|
| Unit Value                           |                    | 1,000 gal          | pounds           | pounds           | pounds           | pounds           | N/A                | N/A             |
| Units                                |                    | 2,343,000          | 1,198,572        | 2,518,476        | 33,984           | 226,128          | N/A                | N/A             |
| <b>Cost of Service - Total Mills</b> |                    |                    |                  |                  |                  |                  |                    |                 |
| Operating Cost                       | \$2,806,708        | \$1,454,073        | \$364,198        | \$819,761        | \$50,395         | \$118,282        | \$0                | 0               |
| Capital Cost                         | 2,520,770          | 0                  | 0                | 0                | 0                | 0                | 2,520,770          | 0               |
| Direct Charges                       | 306,621            | 0                  | 0                | 0                | 0                | 0                | 0                  | 306,621         |
| Credits                              | (221,981)          | 0                  | 0                | 0                | 0                | 0                | 0                  | (221,981)       |
| <b>Total Cost</b>                    | <b>\$5,412,118</b> | <b>\$1,454,073</b> | <b>\$364,198</b> | <b>\$819,761</b> | <b>\$50,395</b>  | <b>\$118,282</b> | <b>\$2,520,770</b> | <b>\$84,640</b> |
| Unit Cost                            |                    | \$0.62060          | \$0.30386        | \$0.32550        | \$1.48290        | \$0.52307        |                    |                 |
| Unit Capital Cost                    |                    | \$0.00000          | \$0.00000        | \$0.00000        | \$0.00000        | \$0.00000        |                    |                 |
| <b>Unit Cost</b>                     |                    | <b>\$0.62060</b>   | <b>\$0.30386</b> | <b>\$0.32550</b> | <b>\$1.48290</b> | <b>\$0.52307</b> |                    |                 |

| Total Mill Budget Rate History |           |           |           |           |           |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| Year                           | VOLUME    | BOD       | TSS       | PHOS      | TKN       |
| 2027                           | \$0.62060 | \$0.30386 | \$0.32550 | \$1.48290 | \$0.52307 |
| 2026                           | \$0.58177 | \$0.30102 | \$0.31738 | \$1.40038 | \$0.51179 |
| 2025                           | \$0.54062 | \$0.30019 | \$0.32570 | \$1.32872 | \$0.50565 |
| 2024                           | \$0.53741 | \$0.29792 | \$0.30786 | \$1.23997 | \$0.51622 |
| 2023                           | \$0.51689 | \$0.26526 | \$0.27744 | \$1.67370 | \$0.53359 |

## 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                            |                    | 1,543,000        | 569,436          | 1,745,688        | 996              | 32,292           | N/A                | N/A             |
| <b>Cost of Service - P&amp;G</b> |                    |                  |                  |                  |                  |                  |                    |                 |
| Operating Cost                   | \$1,717,206        | \$957,591        | \$173,029        | \$568,219        | \$1,477          | \$16,891         | \$0                | 0               |
| Capital Cost <sup>1</sup>        | 1,421,390          | 0                | 0                | 0                | 0                | 0                | 1,421,390          | 0               |
| Direct Charges                   | 54,985             | 0                | 0                | 0                | 0                | 0                | 0                  | 54,985          |
| <b>Total Cost</b>                | <b>\$3,193,582</b> | <b>\$957,591</b> | <b>\$173,029</b> | <b>\$568,219</b> | <b>\$1,477</b>   | <b>\$16,891</b>  | <b>\$1,421,390</b> | <b>\$54,985</b> |
| Unit Cost                        |                    | \$0.62060        | \$0.30386        | \$0.32550        | \$1.48290        | \$0.52307        |                    |                 |
| Unit Capital Cost (1)            |                    | \$0.00000        | \$0.00000        | \$0.00000        | \$0.00000        | \$0.00000        |                    |                 |
| <b>Unit Cost</b>                 |                    | <b>\$0.62060</b> | <b>\$0.30386</b> | <b>\$0.32550</b> | <b>\$1.48290</b> | <b>\$0.52307</b> |                    |                 |

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

| Procter & Gamble Budget Rate History |           |           |           |           |           |  |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|--|
| Year                                 | VOLUME    | BOD       | TSS       | PHOS      | TKN       |  |
| 2027                                 | \$0.62060 | \$0.30386 | \$0.32550 | \$1.48290 | \$0.52307 |  |
| 2026                                 | \$0.58177 | \$0.30102 | \$0.31738 | \$1.40038 | \$0.51179 |  |
| 2025                                 | \$0.54062 | \$0.30019 | \$0.32570 | \$1.32872 | \$0.50565 |  |
| 2024                                 | \$0.53741 | \$0.29792 | \$0.30786 | \$1.23997 | \$0.51622 |  |
| 2023                                 | \$0.51689 | \$0.26526 | \$0.27744 | \$1.67370 | \$0.53359 |  |

## 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                        |                    | 800,000          | 629,136          | 772,788          | 32,988          | 193,836          | N/A                | N/A             |
| <b>Cost of Service - GBP</b> |                    |                  |                  |                  |                 |                  |                    |                 |
| Operating Cost               | \$1,089,502        | \$496,482        | \$191,169        | \$251,542        | \$48,918        | \$101,391        | \$0                | 0               |
| Capital Cost <sup>1</sup>    | 1,099,380          | 0                | 0                | 0                | 0               | 0                | 1,099,380          | 0               |
| Direct Charges               | 251,635            | 0                | 0                | 0                | 0               | 0                | 0                  | 251,635         |
| Credits                      | (221,981)          | 0                | 0                | 0                | 0               | 0                | 0                  | (221,981)       |
| <b>Total Cost</b>            | <b>\$2,218,536</b> | <b>\$496,482</b> | <b>\$191,169</b> | <b>\$251,542</b> | <b>\$48,918</b> | <b>\$101,391</b> | <b>\$1,099,380</b> | <b>\$29,655</b> |

Note (1): Capital Charges invoiced annually

|                   |                  |                  |                  |                  |                  |
|-------------------|------------------|------------------|------------------|------------------|------------------|
| Unit Cost         | \$0.62060        | \$0.30386        | \$0.32550        | \$1.48290        | \$0.52307        |
| Unit Capital Cost | \$0.000          | \$0.000          | \$0.000          | \$0.000          | \$0.000          |
| <b>Unit Cost</b>  | <b>\$0.62060</b> | <b>\$0.30386</b> | <b>\$0.32550</b> | <b>\$1.48290</b> | <b>\$0.52307</b> |

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

| Green Bay Packaging Budget Rate History |           |           |           |           |           |
|-----------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Year                                    | VOLUME    | BOD       | TSS       | PHOS      | TKN       |
| 2027                                    | \$0.62060 | \$0.30386 | \$0.32550 | \$1.48290 | \$0.52307 |
| 2026                                    | \$0.58177 | \$0.30102 | \$0.31738 | \$1.40038 | \$0.51179 |
| 2025                                    | \$0.54062 | \$0.30019 | \$0.32570 | \$1.32872 | \$0.50565 |
| 2024                                    | \$0.53741 | \$0.29792 | \$0.30786 | \$1.23997 | \$0.51622 |
| 2023                                    | \$0.51689 | \$0.26526 | \$0.27744 | \$1.67370 | \$0.53359 |

## 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                                 |                    | 275,000          | 1,345,416        | 549,552          | 18,756           | 133,092          | N/A                         | N/A             |
| <b>Cost of Service - SF</b>           |                    |                  |                  |                  |                  |                  |                             |                 |
| Operating Cost                        | \$924,346          | \$229,162        | \$415,362        | \$180,749        | \$28,020         | \$71,053         | \$0                         | 0               |
| Capital Cost <sup>1</sup>             | 908,875            | 0                | 0                | 0                | 0                | 0                | 908,875                     | 0               |
| Subtotal Cost of Service              | \$1,833,221        | \$229,162        | \$415,362        | \$180,749        | \$28,020         | \$71,053         | \$908,875                   | 0               |
| Direct Charges                        | \$58,778           | \$0              | \$0              | \$0              | \$0              | \$0              | \$0                         | 58,778          |
| Less SF Adjustment                    | (95,600)           | (67,334)         | (16,889)         | (7,349)          | (1,139)          | (2,889)          | 0                           | 0               |
| <b>Total Cost</b>                     | <b>\$1,796,399</b> | <b>\$161,829</b> | <b>\$398,473</b> | <b>\$173,399</b> | <b>\$26,881</b>  | <b>\$68,164</b>  | <b>\$908,875</b>            | <b>\$58,778</b> |
| Unit Cost                             |                    | \$0.83332        | \$0.30872        | \$0.32890        | \$1.49394        | \$0.53387        |                             |                 |
| SF Adjustment                         |                    | (\$0.24485)      | (\$0.01255)      | (\$0.01337)      | (\$0.06074)      | (\$0.02171)      |                             |                 |
| <b>Unit Cost (with SF Adjustment)</b> |                    | <b>\$0.58847</b> | <b>\$0.29617</b> | <b>\$0.31553</b> | <b>\$1.43319</b> | <b>\$0.51216</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       |
| 2027                              | \$0.58847 | \$0.29617 | \$0.31553 | \$1.43319 | \$0.51216 |
| 2026                              | \$0.59475 | \$0.29333 | \$0.30761 | \$1.35305 | \$0.50091 |
| 2025                              | \$0.55205 | \$0.29280 | \$0.31594 | \$1.28500 | \$0.49543 |
| 2024                              | \$0.53100 | \$0.29096 | \$0.29870 | \$1.19867 | \$0.50660 |
| 2023                              | \$0.55810 | \$0.32032 | \$0.35947 | \$1.93358 | \$0.56360 |



## 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

|                                                                                                                  |              | Allocations <sup>1</sup> |                     |             |
|------------------------------------------------------------------------------------------------------------------|--------------|--------------------------|---------------------|-------------|
| Debt Service                                                                                                     | FY2027       | Municipal                | Green Bay Packaging | P&G         |
| Debt Service - Municipal Only                                                                                    |              |                          |                     |             |
| 4198-29 Phase 2 Interceptor Rehabilitation                                                                       | 215,790      | 215,790                  | 0                   | 0           |
| 4198-45 DPF East Service Area Interceptor Rehabilitation                                                         | 186,418      | 186,418                  | 0                   | 0           |
| East Bayshore Lift Stations - Rehabilitation (260)                                                               | 83,225       | 83,225                   | 0                   | 0           |
| East River Lift Station - Upsizing & Force Main (401)                                                            | 787,096      | 787,096                  | 0                   | 0           |
| ERI Interceptor Rehabilitation (313) CWFL                                                                        | 908,782      | 908,782                  | 0                   | 0           |
| Ninth Street Interceptor Improvements (371)                                                                      | 113,040      | 113,040                  | 0                   | 0           |
| West Fox River Interceptor Relay and Rehabilitation (314)                                                        | 21,228       | 21,228                   | 0                   | 0           |
| Other General Obligation Debt                                                                                    |              |                          |                     |             |
| 2008 General Obligation - Re-issued March 2018                                                                   | 491,939      | 491,939                  | 0                   | 0           |
| FRC & EFR Interceptor Rehabilitation (313) GO Note                                                               | 1,302,900    | 1,302,900                | 0                   | 0           |
| Total Debt Service - Municipal Only                                                                              | \$4,110,417  | \$4,110,417              | \$0                 | \$0         |
| Debt Service - Common to All                                                                                     |              |                          |                     |             |
| 4198-24 GBF Electrical Generation Facility Project                                                               | 207,870      | 186,722                  | 9,223               | 11,925      |
| 4198-25 GBF RAS/WAS Improvements                                                                                 | 661,336      | 594,054                  | 29,344              | 37,938      |
| 4198-32 GBF Administration & Maintenance Building HVAC Replacement                                               | 205,975      | 185,020                  | 9,139               | 11,816      |
| 4198-35 Combined Treatment Facilities Projects (Solids, Ferric Chloride, Gate Replacement, Bar Screens, M&C WAS) | 299,827      | 269,324                  | 13,303              | 17,200      |
| 4198-37 Consolidation/Conveyance Project (Chemical Feed Building)                                                | 878,546      | 789,166                  | 38,981              | 50,399      |
| 4198-44 GBF R2E2 Solids Management Plan Construction                                                             | 979,247      | 879,622                  | 43,449              | 56,176      |
| 4198-52 GBF Disinfection System Upgrade Project                                                                  | 112,833      | 101,354                  | 5,006               | 6,473       |
| 4198-99 GBF Solids Management Plan/R2E2 - Construction                                                           | 8,493,621    | 7,629,511                | 376,863             | 487,247     |
| 4198-48 DPF UV Disinfection System Equipment Upgrade                                                             | 270,457      | 242,941                  | 12,000              | 15,515      |
| 4198-53 DPF Substation & Emergency Generator (2019 Budget)                                                       | 850,018      | 763,541                  | 37,715              | 48,762      |
| 4198-63 DPF - Tertiary Filter Replacement                                                                        | 582,195      | 522,965                  | 25,832              | 33,398      |
| DPF: Metro Pumping & Headworks Improvements 4198-73 (355)                                                        | 1,633,342    | 1,467,172                | 72,472              | 93,699      |
| GBF: Metro Pumping & Headworks Improvements (357)                                                                | 778,375      | 699,186                  | 34,537              | 44,652      |
| GBF: North Plant Clarifiers Rehabilitation 4198-57 (358)                                                         | 2,625,446    | 2,358,342                | 116,491             | 150,612     |
| GBF: Thickening Improvements 4198-61 (356)                                                                       | 1,781,888    | 1,600,605                | 79,063              | 102,220     |
| DPF: Final Clarifiers & RAS Improvements (362)                                                                   | 67,154       | 60,322                   | 2,980               | 3,852       |
| Other General Obligation Debt                                                                                    |              |                          |                     |             |
| 2008 General Obligation - Re-issued March 2018                                                                   | 287,062      | 257,857                  | 12,737              | 16,468      |
| GBF Solids Management Plan - Design                                                                              | 722,054      | 648,595                  | 32,038              | 41,421      |
| Total Debt Service - Common to All                                                                               | \$21,437,244 | \$19,256,298             | \$951,173           | \$1,229,773 |

|                                                                                |               | Allocations <sup>1</sup> |                     |             |
|--------------------------------------------------------------------------------|---------------|--------------------------|---------------------|-------------|
| Debt Service                                                                   | FY2027        | Municipal                | Green Bay Packaging | P&G         |
| Debt Service Offsets                                                           |               |                          |                     |             |
| Mill Capital Charges (Georgia-Pacific)                                         | (307,679)     | (307,679)                | 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 | (26,409)      | (26,409)                 | 0                   | 0           |
| Balance of Debt Payments Funded from ICR Reserve                               | (747,666)     | (747,666)                | 0                   | 0           |
| Total Debt Service Offsets                                                     | (\$1,201,825) | (\$1,201,825)            | \$0                 | \$0         |
| TOTAL DEBT SERVICE                                                             | \$24,345,836  | \$22,164,890             | \$951,173           | \$1,229,773 |
| Annual Capital Outlay                                                          |               |                          |                     |             |
| 2027 Requests - Allocated to All                                               | 6,400,000     | 5,748,888                | 283,969             | 367,144     |
| 2027 Requests - Allocated to Municipal Only                                    | 500,000       | 500,000                  | 0                   | 0           |
| TOTAL ANNUAL CAPITAL OUTLAY                                                    | \$6,900,000   | \$6,248,888              | \$283,969           | \$367,144   |
| TOTAL ANNUAL CAPITAL, DEBT SERVICE, AND CAPITAL RESERVES                       | \$31,245,836  | \$28,413,777             | \$1,235,142         | \$1,596,917 |
| Revenues & Transfers                                                           |               |                          |                     |             |
| General Reserve Interest Offset                                                | (92,937)      | (92,937)                 | 0                   | 0           |
| Miscellaneous Revenue Offset <sup>2</sup>                                      | (259,760)     | (233,333)                | (11,526)            | (14,901)    |
| Total Non-Rate Revenues (Capital-Related)                                      | (\$352,697)   | (\$326,270)              | (\$11,526)          | (\$14,901)  |
| Contribution TO/(FROM) Capital Reserve                                         | (\$2,800,000) | (\$2,515,138)            | (\$124,236)         | (\$160,625) |
| Net Annual Capital, Debt Service, and Operating Fund Capital Reserve           | \$28,093,139  | \$25,572,369             | \$1,099,380         | \$1,421,390 |

<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 2027 Budget is for 2028 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      | 2027 Budget for 2028<br>Debt Payments | Loan Date  | Last Payment |
|------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------|------------|--------------|
| Sep. 2008                          | 2008 General Obligation - Re-issued March 2018                                                           | 6,505,000            | 779,000                               | 3/15/2018  | May 2028     |
| 4198-25                            | GBF RAS/WAS Improvements                                                                                 | 10,460,782           | 661,336                               | 3/11/2009  | May 2028     |
| 4198-35                            | Combined Treatment Facilities Projects (Solids, Ferric Chloride, Gate Replacement, Bar Screens, M&C WAS) | 4,211,341            | 299,827                               | 12/9/2009  | May 2029     |
| 4198-37                            | Consolidation/Conveyance Project (Chemical Feed Building)                                                | 12,821,922           | 878,546                               | 12/9/2009  | May 2029     |
| 4198-29                            | Phase 2 Interceptor Rehabilitation                                                                       | 3,421,382            | 215,790                               | 11/10/2010 | May 2030     |
| 4198-24                            | GBF Electrical Generation Facility Project                                                               | 3,246,148            | 207,870                               | 12/22/2010 | May 2030     |
| 4198-32                            | GBF Administration & Maintenance Building HVAC Replacement                                               | 3,133,312            | 205,975                               | 4/10/2013  | May 2032     |
| Jul. 2013                          | GBF Solids Management Plan - Design                                                                      | 20,000,000           | 722,054                               | 8/20/2013  | May 2038     |
| 4198-45                            | DPF East Service Area Interceptor Rehabilitation                                                         | 3,146,593            | 186,418                               | 12/12/2012 | May 2032     |
| 4198-48                            | DPF UV Disinfection System Equipment Upgrade                                                             | 4,272,020            | 270,457                               | 1/8/2014   | May 2033     |
| 4198-44                            | GBF R2E2 Solids Management Plan Construction                                                             | 15,209,242           | 979,247                               | 8/13/2014  | May 2034     |
| 4198-52                            | GBF Disinfection System Upgrade Project                                                                  | 1,850,000            | 112,833                               | 12/23/2015 | May 2035     |
| 4198-53                            | DPF Substation & Emergency Generator (2019 Budget)                                                       | 14,630,180           | 850,018                               | 6/30/2019  | May 2039     |
| 4198-63                            | DPF - Tertiary Filter Replacement                                                                        | 9,487,118            | 582,195                               | 11/10/2021 | May 2041     |
| 4198-99                            | GBF Solids Management Plan/R2E2 - Construction                                                           | 138,880,269          | 8,493,621                             | 10/14/2015 | May 2035     |
| Oct.2025                           | FRC & EFR Interceptor Rehabilitation (313) GO Note                                                       | 17,915,000           | 1,302,900                             | 10/14/2025 | May 2045     |
| <b>Total Existing Debt</b>         |                                                                                                          | <b>\$271,190,309</b> | <b>\$16,748,086</b>                   |            |              |
| <b>MAJOR CAPITAL: PLANT</b>        |                                                                                                          |                      |                                       |            |              |
| (New)                              | DPF: Metro Pumping & Headworks Improvements 4198-73 (355)                                                | 23,491,266           | 1,633,342                             | 12/10/2025 | May 2045     |
| (New) <sup>1</sup>                 | GBF: Metro Pumping & Headworks Improvements (357)                                                        | 79,000,000           | 778,375                               | 10/1/2027  | May 2047     |
| (New)                              | GBF: North Plant Clarifiers Rehabilitation 4198-57 (358)                                                 | 38,982,413           | 2,625,446                             | 12/13/2023 | May 2043     |
| (New)                              | GBF: Thickening Improvements 4198-61 (356)                                                               | 26,980,051           | 1,781,888                             | 11/13/2024 | May 2044     |
| (New) <sup>1</sup>                 | DPF: Final Clarifiers & RAS Improvements (362)                                                           | 10,760,000           | 67,154                                | 1/5/2028   | May 2048     |
| <b>MAJOR CAPITAL: INTERCEPTORS</b> |                                                                                                          |                      |                                       |            |              |
| (New) <sup>1</sup>                 | East Bayshore Lift Stations - Rehabilitation (260)                                                       | 6,495,000            | 83,225                                | 2/1/2027   | May 2047     |
| (New)                              | East River Lift Station - Upsizing & Force Main (401)                                                    | 11,710,000           | 787,096                               | 2/1/2027   | May 2047     |
| (New)                              | ERI Interceptor Rehabilitation (313) CWFL                                                                | 13,520,378           | 908,782                               | 10/8/2025  | May 2045     |
| (New) <sup>1</sup>                 | West Fox River Interceptor Relay and Rehabilitation (314)                                                | 11,984,000           | 21,228                                | 12/31/2028 | May 2048     |
| (New) <sup>1</sup>                 | Ninth Street Interceptor Improvements (371)                                                              | 5,242,000            | 113,040                               | 1/1/2028   | May 2048     |
| <b>Total New Debt</b>              |                                                                                                          | <b>228,165,108</b>   | <b>\$8,799,576</b>                    |            |              |
| <b>Grand Total with New Debt</b>   |                                                                                                          | <b>\$499,355,417</b> | <b>\$25,547,661</b>                   |            |              |

<sup>1</sup> Interest Only

## 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     |
| Salaries & Benefits                            |               |                            |              |              |            |            |                             |            |                        |            |
| Laboratory & Research & Environmental Services |               |                            |              |              |            |            |                             |            |                        |            |
| Operational Testing                            | \$ 897,695    | \$ 125,677                 | \$ 107,724   | \$ 80,792    | \$ 53,862  | \$ 62,839  | \$ 188,516                  | \$ 215,447 | \$ -                   | \$ 62,839  |
| Water Quality Testing                          | 1,130,413     | 1,130,413                  | 0            | 0            | 0          | 0          | 0                           | 0          | 0                      | 0          |
| Total Laboratory Services                      | \$ 2,028,108  | \$ 1,256,090               | \$ 107,724   | \$ 80,792    | \$ 53,862  | \$ 62,839  | \$ 188,516                  | \$ 215,447 | \$ -                   | \$ 62,839  |
| Treatment                                      |               |                            |              |              |            |            |                             |            |                        |            |
| Pump Station                                   | \$ 175,468    | \$ 175,468                 | \$ -         | \$ -         | \$ -       | \$ -       | \$ -                        | \$ -       | \$ -                   | \$ -       |
| Primary Treatment                              | 235,762       | 235,762                    | -            | -            | -          | -          | -                           | -          | -                      | -          |
| Grit Removal                                   | 30,704        | -                          | -            | 30,704       | -          | -          | -                           | -          | -                      | -          |
| Aeration                                       | 338,220       | -                          | 169,110      | -            | -          | 169,110    | -                           | -          | -                      | -          |
| Final & Chlorine Contact Basins                | 301,469       | 301,469                    | -            | -            | -          | -          | -                           | -          | -                      | -          |
| Filtration                                     | 44,923        | -                          | -            | -            | -          | -          | -                           | -          | -                      | -          |
| Primary Thickeners                             | 117,120       | 703                        | 10,541       | 105,174      | 703        | -          | -                           | -          | -                      | -          |
| Waste Activated Sludge Thickeners              | 250,972       | -                          | 150,583      | 95,369       | -          | 5,019      | -                           | -          | -                      | -          |
| Dewatering/Incineration                        | 652,528       | 2,192                      | 205,188      | 437,212      | 2,192      | 5,744      | -                           | -          | -                      | -          |
| Primary Sludge                                 | 365,350       | 2,192                      | 32,882       | 328,085      | 2,192      | -          | -                           | -          | -                      | -          |
| Secondary Sludge                               | 287,178       | -                          | 172,307      | 109,127      | -          | 5,744      | -                           | -          | -                      | -          |
| Incineration                                   | 781,817       | 2,183                      | 283,523      | 485,569      | 2,183      | 8,359      | -                           | -          | -                      | -          |
| Primary Sludge                                 | 363,858       | 2,183                      | 32,747       | 326,744      | 2,183      | -          | -                           | -          | -                      | -          |
| Secondary Sludge                               | 417,959       | -                          | 250,776      | 158,825      | -          | 8,359      | -                           | -          | -                      | -          |
| Miscellaneous                                  | 362,009       | 1,011                      | 131,281      | 224,835      | 1,011      | 3,871      | -                           | -          | -                      | -          |
| Grit Removal                                   | 238,804       | 333                        | 43,301       | 74,158       | 119,735    | 1,277      | -                           | -          | -                      | -          |
| Filtration                                     | 304,209       | 849                        | 110,320      | 188,937      | 849        | 3,253      | -                           | -          | -                      | -          |
| Solids, General                                | 342,783       | 1,046                      | 116,793      | 220,528      | 1,046      | 3,370      | -                           | -          | -                      | -          |
| Reclaimed Water                                | 1,285         | -                          | -            | -            | -          | -          | -                           | -          | -                      | 1,285      |
| Total Treatment                                | \$ 4,178,073  | \$ 765,939                 | \$ 1,220,640 | \$ 1,862,487 | \$ 127,719 | \$ 200,002 | \$ -                        | \$ -       | \$ -                   | \$ 1,285   |
| Maintenance/Engineering                        |               |                            |              |              |            |            |                             |            |                        |            |
| Maintenance                                    | \$ 3,091,565  | \$ 733,690                 | \$ 900,958   | \$ 874,052   | \$ 89,647  | \$ 257,523 | \$ 199,941                  | \$ -       | \$ 35,754.79           | \$ -       |
| Engineering                                    | 998,829       | 237,042                    | 291,083      | 282,390      | 28,963     | 83,201     | 64,597                      | 0          | 11,552                 | 0          |
| Total All Above                                | \$ 10,296,574 | \$ 2,992,761               | \$ 2,520,406 | \$ 3,099,721 | \$ 300,191 | \$ 603,564 | \$ 453,054                  | \$ 215,447 | \$ 47,307              | \$ 64,123  |
| Business Services & Information Systems        | \$ 2,989,262  | \$ 887,415                 | \$ 747,352   | \$ 919,131   | \$ 89,013  | \$ 178,969 | \$ 134,340                  | \$ -       | \$ 12,938              | \$ 20,103  |
| Total Salaries & Benefit Costs                 | \$ 13,285,836 | \$ 3,880,176               | \$ 3,267,758 | \$ 4,018,853 | \$ 389,204 | \$ 782,534 | \$ 587,394                  | \$ 215,447 | \$ 60,244              | \$ 84,227  |
| Power                                          |               |                            |              |              |            |            |                             |            |                        |            |
| Metro Pump                                     | \$ 301,405    | \$ -                       | \$ -         | \$ -         | \$ -       | \$ -       | \$ 301,405                  | \$ -       | \$ -                   | \$ -       |
| Mill Pump                                      | 20,817        | -                          | -            | -            | -          | -          | -                           | -          | 20,817                 | -          |
| Reclaimed Water                                | 107,726       | -                          | -            | -            | -          | -          | -                           | -          | -                      | 107,726    |
| Secondary Effluent Pump                        | 15,725        | 15,725                     | -            | -            | -          | -          | -                           | -          | -                      | -          |
| Process Air Compressors                        | 752,909       | -                          | 489,391      | -            | -          | 263,518    | -                           | -          | -                      | -          |
| Solids Building                                | 447,461       | 1,249                      | 162,270      | 277,908      | 1,249      | 4,784      | -                           | -          | -                      | -          |
| Primary Sludge                                 | 208,248       | 1,249                      | 18,742       | 187,007      | 1,249      | -          | -                           | -          | -                      | -          |
| Secondary Sludge                               | 239,213       | -                          | 143,528      | 90,901       | -          | 4,784      | -                           | -          | -                      | -          |
| All Other Plant                                | 796,757       | 189,086                    | 232,195      | 225,260      | 23,104     | 66,369     | 51,529                      | -          | 9,215                  | -          |
| Total Power                                    | \$ 2,442,799  | \$ 206,061                 | \$ 883,855   | \$ 503,168   | \$ 24,353  | \$ 334,671 | \$ 352,934                  | \$ -       | \$ 30,031              | \$ 107,726 |
| Fuel                                           |               |                            |              |              |            |            |                             |            |                        |            |
| Fuel - Diesel for Generators                   | \$ 16,227     | \$ 16,227                  | \$ -         | \$ -         | \$ -       | \$ -       | \$ -                        | \$ -       | \$ -                   | \$ -       |
| Building                                       | 346,476       | 82,226                     | 100,972      | 97,956       | 10,047     | 28,861     | 22,408                      | -          | 4,007                  | -          |
| Incineration & Process                         | 398,485       | 1,113                      | 144,509      | 247,490      | 1,113      | 4,261      | -                           | -          | -                      | -          |
| Primary Sludge                                 | 185,455       | 1,113                      | 16,691       | 166,539      | 1,113      | -          | -                           | -          | -                      | -          |
| Secondary Sludge                               | 213,030       | 0                          | 127,818      | 80,951       | 0          | 4,261      | 0                           | 0          | 0                      | 0          |
| Total Fuel                                     | \$ 761,188    | \$ 99,565                  | \$ 245,481   | \$ 345,446   | \$ 11,160  | \$ 33,122  | \$ 22,408                   | \$ -       | \$ 4,007               | \$ -       |
| Chemicals                                      |               |                            |              |              |            |            |                             |            |                        |            |
| Sodium Hypochlorite                            | \$ 455,960    | \$ 455,960                 | \$ -         | \$ -         | \$ -       | \$ -       | \$ -                        | \$ -       | \$ -                   | \$ -       |
| Thickening Polymer                             | 125,706       | -                          | 75,424       | 47,768       | -          | 2,514      | -                           | -          | -                      | -          |
| Gravity Thickener Polymer                      | -             | -                          | -            | -            | -          | -          | -                           | -          | -                      | -          |
| Dewatering Polymer                             | 502,824       | 1,404                      | 182,347      | 312,293      | 1,404      | 5,376      | -                           | -          | -                      | -          |
| Primary Sludge                                 | 234,014       | 1,404                      | 21,061       | 210,145      | 1,404      | -          | -                           | -          | -                      | -          |
| Secondary Sludge                               | 268,810       | -                          | 161,286      | 102,148      | -          | 5,376      | -                           | -          | -                      | -          |
| Sodium Bisulfite                               | 225,563       | 225,563                    | -            | -            | -          | -          | -                           | -          | -                      | -          |

| 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            |
| Ferric Chloride                                               | 310,398              | 155,199                    | -                   | -                   | 155,199           | -                   | -                           | -                 | -                      | -                 |
| Odor Control                                                  | -                    | -                          | -                   | -                   | -                 | -                   | -                           | -                 | -                      | -                 |
| Magnesium Chloride                                            | -                    | -                          | -                   | -                   | -                 | -                   | -                           | -                 | -                      | -                 |
| Sodium Hydroxide – Air Pollution                              | 42,780               | 119                        | 15,514              | 26,570              | 119               | 457                 | -                           | -                 | -                      | -                 |
| Sodium Hydroxide – Nutrient Removal                           | -                    | -                          | -                   | -                   | -                 | -                   | -                           | -                 | -                      | -                 |
| Activated Carbon                                              | 108,000              | 302                        | 39,166              | 67,076              | 302               | 1,155               | -                           | -                 | -                      | -                 |
| Aqua Ammonia                                                  | -                    | -                          | -                   | -                   | -                 | -                   | -                           | -                 | -                      | -                 |
| Reclaimed Water                                               | 72,037               | -                          | -                   | -                   | -                 | -                   | -                           | -                 | -                      | 72,037            |
| Other Chemicals                                               | 159,600              | 159,600                    | -                   | -                   | -                 | -                   | -                           | -                 | -                      | -                 |
| <b>Total Chemicals</b>                                        | <b>\$ 2,002,868</b>  | <b>\$ 998,147</b>          | <b>\$ 312,450</b>   | <b>\$ 453,707</b>   | <b>\$ 157,024</b> | <b>\$ 9,502</b>     | <b>\$ -</b>                 | <b>\$ -</b>       | <b>\$ -</b>            | <b>\$ 72,037</b>  |
| <b>Maintenance &amp; Repairs</b>                              |                      |                            |                     |                     |                   |                     |                             |                   |                        |                   |
| <b>Maintenance &amp; Repairs</b>                              | <b>\$ 2,886,870</b>  | <b>\$ 684,041</b>          | <b>\$ 839,990</b>   | <b>\$ 814,904</b>   | <b>\$ 83,580</b>  | <b>\$ 240,096</b>   | <b>\$ 186,411</b>           | <b>\$ -</b>       | <b>\$ 33,335</b>       | <b>\$ 4,514</b>   |
| <b>All Other Expenses</b>                                     |                      |                            |                     |                     |                   |                     |                             |                   |                        |                   |
| Solid Waste                                                   | \$ 372,012           | \$ 1,039                   | \$ 134,909          | \$ 231,048          | \$ 1,039          | \$ 3,978            | \$ -                        | \$ -              | \$ -                   | \$ -              |
| Primary Sludge                                                | 173,134              | 1,039                      | 15,582              | 155,475             | 1,039             | -                   | -                           | -                 | -                      | -                 |
| Secondary Sludge                                              | 198,877              | -                          | 119,326             | 75,573              | -                 | 3,978               | -                           | -                 | -                      | -                 |
| DNR Environmental Fees                                        | 186,359              | 1,360                      | 62,738              | 66,190              | 42,081            | 13,990              | -                           | -                 | -                      | -                 |
| Other Miscellaneous                                           | 6,828,738            | 1,620,595                  | 1,990,063           | 1,930,631           | 198,014           | 568,823             | 441,635                     | -                 | 78,976                 | -                 |
| Biogas Treatment                                              | -                    | -                          | -                   | -                   | -                 | -                   | -                           | -                 | -                      | -                 |
| <b>Total All Other</b>                                        | <b>\$ 7,387,108</b>  | <b>\$ 1,622,994</b>        | <b>\$ 2,187,709</b> | <b>\$ 2,227,869</b> | <b>\$ 241,134</b> | <b>\$ 586,791</b>   | <b>\$ 441,635</b>           | <b>\$ -</b>       | <b>\$ 78,976</b>       | <b>\$ -</b>       |
| <b>Total Treatment Plant O &amp; M</b>                        | <b>\$ 28,766,670</b> | <b>\$ 7,490,984</b>        | <b>\$ 7,737,244</b> | <b>\$ 8,363,947</b> | <b>\$ 906,456</b> | <b>\$ 1,986,715</b> | <b>\$ 1,590,781</b>         | <b>\$ 215,447</b> | <b>\$ 206,594</b>      | <b>\$ 268,503</b> |
| <b>Field Services O &amp; M</b>                               |                      |                            |                     |                     |                   |                     |                             |                   |                        |                   |
| Pretreatment                                                  | \$ 178,830           | \$ -                       | \$ -                | \$ -                | \$ -              | \$ -                | \$ -                        | \$ 178,830        | \$ -                   | \$ -              |
| Municipal Interceptors                                        | 903,104              | -                          | -                   | -                   | -                 | -                   | 903,104                     | -                 | -                      | -                 |
| Mill Interceptors                                             | 1,125                | -                          | -                   | -                   | -                 | -                   | -                           | -                 | 225                    | 900               |
| Sustana Fiber Force Main                                      | 27,260               | -                          | -                   | -                   | -                 | -                   | -                           | -                 | -                      | 27,260            |
| Municipal Metering Stations                                   | 217,283              | -                          | -                   | -                   | -                 | -                   | 217,283                     | -                 | -                      | -                 |
| Mill Metering Stations                                        | 36,446               | -                          | -                   | -                   | -                 | -                   | -                           | -                 | -                      | 36,446            |
| <b>Municipal Lift Stations</b>                                | <b>\$ 148,562</b>    | <b>\$ -</b>                | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ 148,562</b>           | <b>\$ -</b>       | <b>\$ -</b>            | <b>\$ -</b>       |
| <b>Subtotal</b>                                               | <b>\$ 1,512,610</b>  | <b>\$ -</b>                | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ 1,268,949</b>         | <b>\$ 178,830</b> | <b>\$ 225</b>          | <b>\$ 64,605</b>  |
| <b>All Other (Field Services Salaries after distribution)</b> | <b>\$ 768,198</b>    | <b>\$ -</b>                | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ 644,908</b>           | <b>\$ 90,886</b>  | <b>\$ 114</b>          | <b>\$ 32,290</b>  |
| <b>Total Interceptor System O &amp; M</b>                     | <b>\$ 2,280,808</b>  | <b>\$ -</b>                | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ 1,913,857</b>         | <b>\$ 269,716</b> | <b>\$ 339</b>          | <b>\$ 96,895</b>  |
| <b>Total O &amp; M Costs</b>                                  | <b>\$ 31,047,478</b> | <b>\$ 7,490,984</b>        | <b>\$ 7,737,244</b> | <b>\$ 8,363,947</b> | <b>\$ 906,456</b> | <b>\$ 1,986,715</b> | <b>\$ 3,504,638</b>         | <b>\$ 485,163</b> | <b>\$ 206,934</b>      | <b>\$ 365,398</b> |
| <b>Distribution to Participants</b>                           |                      |                            |                     |                     |                   |                     |                             |                   |                        |                   |
| Municipal                                                     | \$ 27,801,336        | \$ 6,217,754               | \$ 7,363,421        | \$ 7,522,505        | \$ 843,595        | \$ 1,864,259        | \$ 3,504,638                | \$ 485,163        | \$ -                   | \$ -              |
| Sustana Fiber                                                 | 58,778               | -                          | -                   | -                   | -                 | -                   | -                           | -                 | -                      | 58,778            |
| Green Bay Packaging                                           | 1,352,776            | 434,735                    | 196,221             | 258,194             | 61,018            | 104,968             | -                           | -                 | 70,600                 | 227,039           |
| Procter & Gamble                                              | 1,834,588            | 838,495                    | 177,601             | 583,247             | 1,842             | 17,487              | -                           | -                 | 136,333                | 79,582            |
| <b>Total</b>                                                  | <b>\$ 31,047,478</b> | <b>\$ 7,490,984</b>        | <b>\$ 7,737,244</b> | <b>\$ 8,363,947</b> | <b>\$ 906,456</b> | <b>\$ 1,986,715</b> | <b>\$ 3,504,638</b>         | <b>\$ 485,163</b> | <b>\$ 206,934</b>      | <b>\$ 365,398</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 & Gambe, Green Bay Packaging and Sustana Fiber) as well as GBMSD meter stations, interceptors, lift stations and Pretreatment Program. The process to separate O&M expenses is done in conformance of the most recent Cost Allocation Methodology report and Tripartite Agreements with Procter & Gambe 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.

| Mills                                          |                   |                 |                   |                 |                          |                  |
|------------------------------------------------|-------------------|-----------------|-------------------|-----------------|--------------------------|------------------|
| Account Name                                   | P&G Meter Station | P&G Interceptor | GBP Meter Station | GBP Interceptor | Sustana Fiber Force Main | Total            |
| Salaries - P&G Interceptor                     |                   | 84              |                   |                 |                          | \$ 84            |
| Benefits - P&G Interceptor                     |                   | 29              |                   |                 |                          | 29               |
| Salaries - P&G Meter Station                   | 14,756            |                 |                   |                 |                          | 14,756           |
| Benefits - P&G Meter Station                   | 5,015             |                 |                   |                 |                          | 5,015            |
| Salaries - GBP Interceptor                     |                   |                 |                   | 84              |                          | 84               |
| Benefits - GBP Interceptor                     |                   |                 |                   | 29              |                          | 29               |
| Salaries - GBP Meter Station                   |                   |                 | 9,478             |                 |                          | 9,478            |
| Benefits - GBP Meter Station                   |                   |                 | 3,221             |                 |                          | 3,221            |
| Salaries - Sustana Fiber - Force Main          |                   |                 |                   |                 | 84                       | 84               |
| Benefits - Sustana Fiber - Force Main          |                   |                 |                   |                 | 29                       | 29               |
| Salaries - Sustana Fiber - Meter Station       |                   |                 |                   |                 | 18,956                   | 18,956           |
| Benefits - Sustana Fiber - Meter Station       |                   |                 |                   |                 | 6,442                    | 6,442            |
| Repair & Maintenance (R & M) - P&G Interceptor | -                 | 450             |                   |                 |                          | 450              |
| R & M - P&G Meter Station                      | 1,125             |                 |                   |                 |                          | 1,125            |
| Phones - P&G                                   | 710               |                 |                   |                 |                          | 710              |
| Power - P&G                                    | -                 |                 |                   |                 |                          | -                |
| Repair & Maintenance (R & M) - GBP Interceptor |                   |                 | -                 | 450             |                          | 450              |
| R & M - GBP Meter Station                      |                   |                 | 1,070             |                 |                          | 1,070            |
| Phones - GBP                                   |                   |                 | 1,071             |                 |                          | 1,071            |
| Power - GBP                                    |                   |                 | -                 |                 |                          | -                |
| R & M - Force Main                             |                   |                 |                   |                 | 1,500                    | 1,500            |
| R & M - Meter Station                          |                   |                 |                   |                 | 250                      | 250              |
| Chemicals                                      |                   |                 |                   |                 | -                        | -                |
| <b>Total</b>                                   | <b>\$ 21,606</b>  | <b>\$ 563</b>   | <b>\$ 14,840</b>  | <b>\$ 563</b>   | <b>\$ 27,260</b>         | <b>\$ 64,831</b> |

| GBMSD Interceptors, Meter and Lift Stations, Pretreatment |                                      |                   |
|-----------------------------------------------------------|--------------------------------------|-------------------|
| Account Name                                              | Interceptor, Meter and Lift Stations | Pretreatment      |
| Salaries - Pretreatment                                   |                                      | \$ 126,120        |
| Salaries - GBMSD Interceptors, Meter and Lift Stations    | 291,938                              |                   |
| Benefits - Pretreatment                                   |                                      | 42,861            |
| Benefits - GBMSD Interceptors, Meter and Lift Stations    | 99,212                               |                   |
| Pretreatment Program                                      |                                      | 9,850             |
| R & M - East Bayshore System Lift Stations                | 40,134                               |                   |
| R & M - East Bayshore Force Main                          | 1,800                                |                   |
| R & M - East River Lift Station                           | 22,972                               |                   |
| R & M - GBMSD Interceptors - Field Services               | 107,715                              |                   |
| R & M - GBMSD Interceptors - Engineering                  | 271,000                              |                   |
| R & M - Old Plank Lift Station                            | 2,836                                |                   |
| R & M - Interplant Force Main                             | 3,675                                |                   |
| R & M - GBMSD Meter Stations                              | 111,028                              |                   |
| R & M - Chemical Feed Building                            | 1,320                                |                   |
| Phones - Meter/Lift Stations                              | 79,160                               |                   |
| Phones - Chemical Feed Building                           | -                                    |                   |
| Power - Meter Stations                                    | 23,300                               |                   |
| Power - Chemical Feed Building                            | 2,475                                |                   |
| Power - Old Plank Lift Station                            | 1,550                                |                   |
| Power - East Bayshore Lift Stations                       | 35,000                               |                   |
| Power - East River Lift Station                           | 44,900                               |                   |
| Water - East River Lift Station                           | 1,170                                |                   |
| Chemicals - Old Plank Lift Station                        | -                                    |                   |
| Chemicals - De Pere Conveyance                            | 85,176                               |                   |
| Chemicals - Chemical Feed Building                        | -                                    |                   |
| Chemicals - Bayshore Interceptor                          | 42,588                               |                   |
| <b>Total</b>                                              | <b>\$ 1,268,949</b>                  | <b>\$ 178,830</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        | \$1,367,527                    | \$827,835           | \$3,171,837        | \$2,258,021        | \$806,393        | \$795,450              | \$1,000,095        | \$686,560            | \$10,917,918        |
| Long Term Disability                                                      | -              | 6,872                          | 4,231               | 14,749             | 11,660             | 4,403            | 4,353                  | 4,859              | 3,575                | 54,703              |
| Dental Insurance                                                          | -              | 10,352                         | 6,932               | 19,467             | 17,602             | 3,148            | 6,067                  | 5,312              | 2,247                | 71,128              |
| Health Insurance                                                          | -              | 245,415                        | 190,497             | 456,415            | 478,993            | 45,871           | 142,175                | 141,926            | 59,646               | 1,760,936           |
| Life Insurance                                                            | -              | 3,281                          | 3,491               | 5,362              | 8,064              | 1,927            | 2,360                  | 1,717              | 912                  | 27,116              |
| Wisconsin Retirement                                                      | -              | 95,199                         | 58,430              | 225,366            | 159,877            | 58,505           | 57,670                 | 70,744             | 47,708               | 773,498             |
| FICA & Medicare                                                           | 321            | 100,885                        | 60,992              | 211,350            | 166,791            | 62,246           | 60,806                 | 69,688             | 52,014               | 785,093             |
| Worker's Compensation                                                     | 49             | 15,968                         | 8,585               | 37,750             | 26,819             | 10,336           | 9,277                  | 11,878             | 8,092                | 128,753             |
| Uniforms                                                                  | -              | -                              | 1,360               | 15,492             | 21,552             | -                | -                      | 8,500              | -                    | 46,904              |
| Employee Assistance                                                       | -              | 3,816                          | -                   | -                  | -                  | -                | -                      | -                  | -                    | 3,816               |
| Wellness Program                                                          | -              | 42,218                         | -                   | -                  | -                  | -                | -                      | -                  | -                    | 42,218              |
| Health Savings Account                                                    | -              | 5,000                          | 5,000               | 19,000             | 5,000              | 6,000            | 10,000                 | 9,000              | -                    | 59,000              |
| <b>Totals</b>                                                             | <b>\$4,570</b> | <b>\$1,896,532</b>             | <b>\$1,167,354</b>  | <b>\$4,176,788</b> | <b>\$3,154,379</b> | <b>\$998,829</b> | <b>\$1,088,159</b>     | <b>\$1,323,719</b> | <b>\$860,754</b>     | <b>\$14,671,084</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        | \$1,367,527                    | \$827,835           | \$3,171,837        | \$2,211,139        | \$806,393        | \$795,450              | \$585,478          | \$686,560            | \$10,456,419        |
| Long Term Disability                                                     | 0              | 6,872                          | 4,231               | 14,749             | \$11,425           | 4,403            | 4,353                  | \$2,782            | 3,575                | 52,390              |
| Dental Insurance                                                         | 0              | 10,352                         | 6,932               | 19,467             | \$17,297           | 3,148            | 6,067                  | \$2,611            | 2,247                | 68,121              |
| Health Insurance                                                         | 0              | 245,415                        | 190,497             | 456,415            | \$471,432          | 45,871           | 142,175                | \$75,053           | 59,646               | 1,686,502           |
| Life Insurance                                                           | 0              | 3,281                          | 3,491               | 5,362              | \$7,948            | 1,927            | 2,360                  | \$688              | 912                  | 25,970              |
| Wisconsin Retirement                                                     | 0              | 95,199                         | 58,430              | 225,366            | \$156,556          | 58,505           | 57,670                 | \$29,544           | 47,708               | 728,978             |
| FICA & Medicare                                                          | 321            | 100,885                        | 60,992              | 211,350            | \$163,205          | 62,246           | 60,806                 | \$47,624           | 52,014               | 759,443             |
| Worker's Compensation                                                    | 49             | 15,968                         | 8,585               | 37,750             | \$26,266           | 10,336           | 9,277                  | \$8,477            | 8,092                | 124,799             |
| Uniforms                                                                 | 0              | 0                              | 1,360               | 15,492             | \$21,552           | 0                | 0                      | \$8,500            | 0                    | 46,904              |
| Employee Assistance                                                      | 0              | 3,816                          | 0                   | 0                  | \$0                | 0                | 0                      | \$0                | 0                    | 3,816               |
| Wellness Program                                                         | 0              | 42,218                         | 0                   | 0                  | \$0                | 0                | 0                      | \$0                | 0                    | 42,218              |
| Health Savings Account                                                   | 0              | 5,000                          | 5,000               | 19,000             | 4,747              | 6,000            | 10,000                 | 7,442              | 0                    | 57,188              |
| <b>Totals</b>                                                            | <b>\$4,570</b> | <b>\$1,896,532</b>             | <b>\$1,167,354</b>  | <b>\$4,176,788</b> | <b>\$3,091,565</b> | <b>\$998,829</b> | <b>\$1,088,159</b>     | <b>\$768,198</b>   | <b>\$860,754</b>     | <b>\$14,052,749</b> |
| <b>Difference:</b>                                                       | <b>\$0</b>     | <b>\$0</b>                     | <b>\$0</b>          | <b>\$0</b>         | <b>(\$62,814)</b>  | <b>\$0</b>       | <b>\$0</b>             | <b>(\$555,521)</b> | <b>\$0</b>           | <b>(\$618,335)</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                                 | 2026 BUDGET HEADCOUNT | 2027 BUDGET HEADCOUNT |
|-----------------------------------------------------------|-----------------------|-----------------------|
| Business Services including Non-Departmental <sup>1</sup> | 13                    | 13                    |
| Laboratory & Research                                     | 9                     | 9                     |
| Treatment including Health and Safety                     | 29                    | 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>        | 104                   | 104                   |
| Commissioners                                             | 5                     | 5                     |

| Position Changes |            |                  |                  |
|------------------|------------|------------------|------------------|
| Divisions        | Department | Changes for 2026 | Changes for 2027 |
|                  |            |                  |                  |
|                  |            |                  |                  |
|                  |            |                  |                  |
|                  |            |                  |                  |
|                  |            |                  |                  |

| Divisions & Departments classification for referencing                                          |                               |                                                              |                                               |                                                                                              |
|-------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------|
| BUSINESS SERVICES                                                                               | TECHNICAL SERVICES            | OPERATIONS                                                   | ENVIRONMENTAL PROGRAMS                        | NON-DEPARTMENTAL                                                                             |
| Accounting<br>Public Affairs and Education<br>Information Technology<br>Administrative Services | Engineering<br>Field Services | Maintenance<br>Treatment<br>Environmental, Health and Safety | Watershed Management<br>Laboratory & Research | Commission<br>District Wide<br>Executive Director and HR<br>Mills (P&G/GBP)<br>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.

| 2027 Budget                                                       | 2027         | 2028          | 2029          | 2030          | 2031          |
|-------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|
| <b>(1) Major Capital</b>                                          |              |               |               |               |               |
| DPF: Aeration Basin Improvements                                  |              |               | \$ 580,000    | \$ 300,000    |               |
| DPF: Compressor Upgrades                                          |              |               | \$ 120,000    | \$ 2,220,000  | \$ 3,640,000  |
| DPF: Final Clarifiers & RAS Improvements                          | \$ 235,000   | \$ 2,885,000  | \$ 7,640,000  |               |               |
| DPF: Metro Pumping & Headworks Improvements                       | \$ 7,900,000 |               |               |               |               |
| GBF: Aeration Basin Improvements                                  |              |               |               |               | \$ 240,000    |
| GBF: Aeration Blower Improvements                                 |              |               |               | \$ 590,000    | \$ 5,445,000  |
| GBF: Biosolids Handling and Storage Improvements                  |              |               |               | \$ 180,000    | \$ 10,900,000 |
| GBF: Disinfection                                                 |              | \$ 1,050,000  | \$ 11,700,000 | \$ 26,200,000 | \$ 12,750,000 |
| GBF: Maintenance Building Addition                                |              | \$ 400,000    | \$ 2,200,000  | \$ 3,300,000  |               |
| GBF: Metro Pumping & Headworks Improvements                       | \$ 6,700,000 | \$ 23,250,000 | \$ 23,250,000 | \$ 22,700,000 |               |
| GBF: South Complex Final Clarifiers Rehabilitation                |              |               | \$ 398,000    | \$ 61,000     | \$ 8,364,000  |
| GBF: Thickening Improvements                                      | \$ 7,800,000 | \$ 3,600,000  |               |               |               |
| Interplant Wastewater Force Main - Phase 2                        | \$ 15,000    | \$ 45,000     | \$ 1,220,000  |               |               |
| <b>(2) Interceptor Major Capital</b>                              |              |               |               |               |               |
| East Bayshore Lift Stations - Rehabilitation                      | \$ 340,000   | \$ 2,850,000  | \$ 2,850,000  |               |               |
| East River Lift Station - Upsizing & Force Main                   | \$ 5,615,000 |               |               |               |               |
| East Tower Drive Interceptor Rehabilitation - Phase 1             |              |               | \$ 62,000     | \$ 1,555,000  |               |
| Lawrence Sewers Upsizing                                          |              |               |               |               | \$ 170,000    |
| NEI & SEI Rehabilitation                                          |              |               | \$ 115,000    | \$ 1,185,000  |               |
| Ninth Street Interceptor Improvements                             | \$ 418,000   | \$ 4,824,000  |               |               |               |
| Quincy Street Interceptor Improvements                            |              |               | \$ 500,000    | \$ 675,000    | \$ 10,825,000 |
| West Fox River Interceptor Relay and Rehabilitation               | \$ 150,000   | \$ 250,000    | \$ 7,850,000  | \$ 3,350,000  |               |
| West Tower Drive Interceptor Rehabilitation                       |              |               | \$ 75,000     | \$ 1,840,000  |               |
| <b>(3) Maintenance Annual Capital</b>                             |              |               |               |               |               |
| DPF: Fence Replacement Project                                    |              | \$ 120,000    |               |               |               |
| DPF: Replace diffuser socks in aeration system (10-year rotation) |              |               |               |               | \$ 57,000     |
| DPF: Replace roof - Administration Building                       |              | \$ 53,000     |               |               |               |
| DPF: Replace roof - Blower Building No. 1                         |              |               |               |               | \$ 55,000     |
| DPF: Replace roof - Sludge Control Tank Building                  |              |               | \$ 80,000     |               |               |
| GBF and DPF: Fire Alarm Control Panel Upgrades                    | \$ 400,000   | \$ 200,000    |               |               |               |
| GBF: Biogas Membrane Storage Replacement                          |              | \$ 415,000    |               |               |               |
| Vehicle ID# 101 Replacement (Utilities)                           | \$ 60,000    |               |               |               |               |
| Vehicle ID# 109 Replacement (E&I)                                 | \$ 60,000    |               |               |               |               |
| Vehicle ID# 110 Replacement (Watershed)                           |              | \$ 30,000     |               |               |               |
| Vehicle ID# 112 Replacement (Mechanics)                           | \$ 50,000    |               |               |               |               |
| Vehicle ID# 113 Replacement (Utilities)                           |              | \$ 45,000     |               |               |               |
| Vehicle ID# 114 Replacement (Utilities)                           |              |               |               | \$ 40,000     |               |
| Vehicle ID# 118 Replacement (Admin)                               |              |               | \$ 30,000     |               |               |
| Vehicle ID# 120 Replacement (E&I)                                 |              |               |               |               | \$ 30,000     |
| Vehicle ID# 156 Replacement (Admin)                               |              |               | \$ 30,000     |               |               |

| 2027 Budget                                            | 2027                 | 2028                 | 2029                 | 2030                 | 2031                 |
|--------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Vehicle ID# 158 Replacement (Admin)                    |                      |                      | \$ 30,000            |                      |                      |
| <b>(4) Information Technology Annual Capital</b>       |                      |                      |                      |                      |                      |
| Data Center Servers                                    | \$ 220,000           | \$ 75,000            |                      |                      |                      |
| DPF: Fiber Optic Network Enhancement/Upgrade           | \$ 60,000            |                      |                      |                      |                      |
| GBF: Audio/Visual Rm Equipment Replacement             | \$ 40,000            |                      |                      |                      |                      |
| GBF: Financial Software Replacement/Upgrade            |                      |                      |                      | \$ 250,000           |                      |
| GBF: HR/Payroll Software System                        |                      |                      |                      |                      | \$ 75,000            |
| GBF: & DPF: Rockwell Asset Manager                     |                      | \$ 100,000           |                      |                      |                      |
| GBF: & DPF: WatchGuard Firewall Upgrade                |                      |                      |                      | \$ 50,000            |                      |
| <b>(5) Engineering Annual Capital</b>                  |                      |                      |                      |                      |                      |
| AHU Replacement North Plant Mechanical Buildings       |                      | \$ 500,000           | \$ 2,000,000         |                      |                      |
| GBF: Dryer Condenser Improvements                      |                      | \$ 500,000           |                      |                      |                      |
| GBF: Hot Oil Economizer Replacement                    | \$ 1,810,000         |                      |                      |                      |                      |
| GBF: Misc. Pumping and HSW Improvements                | \$ 2,700,000         |                      |                      |                      |                      |
| GBF: Potable & Heating Water Loop Improvements         | \$ 1,000,000         |                      |                      |                      |                      |
| Green Infrastructure - East River Lift Station         |                      | \$ 70,000            |                      |                      |                      |
| Lawrence Sewers - Ashwaubenon Creek and Schuering Road | \$ 500,000           |                      |                      |                      |                      |
| <b>(6) Field Services Annual Capital</b>               |                      |                      |                      |                      |                      |
| Billing Program Design & Implementation                |                      | \$ 165,000           |                      |                      |                      |
| MS-14 Flow Tube Replacement                            |                      |                      |                      |                      | \$ 100,000           |
| <b>(7) Laboratory Annual Capital</b>                   |                      |                      |                      |                      |                      |
| Ion Chromatography System                              |                      | \$ 66,000            |                      |                      |                      |
| Metals Lab: PE ICP                                     |                      | \$ 127,000           |                      |                      |                      |
| <b>(8) Watershed Annual Capital</b>                    |                      |                      |                      |                      |                      |
| None                                                   |                      |                      |                      |                      |                      |
| <b>(9) Annual Capital Renewal &amp; Replacement</b>    |                      |                      |                      |                      |                      |
| Interceptor Renewal & Replacement                      |                      | \$ 126,000           | \$ 130,000           | \$ 134,000           | \$ 138,000           |
| Wastewater Treatment Facility Renewal & Replacement    |                      | \$ 1,961,000         | \$ 2,299,000         | \$ 4,171,000         | \$ 4,236,000         |
| <b>Grand Total</b>                                     | <b>\$ 36,073,000</b> | <b>\$ 43,707,000</b> | <b>\$ 63,159,000</b> | <b>\$ 68,801,000</b> | <b>\$ 57,025,000</b> |

| Summary                                                |                      |                      |                      |                      |                      |
|--------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| (1) Major Capital                                      | \$ 22,650,000        | \$ 31,230,000        | \$ 47,108,000        | \$ 55,551,000        | \$ 41,339,000        |
| (2) Interceptor Major Capital                          | \$ 6,523,000         | \$ 7,924,000         | \$ 11,452,000        | \$ 8,605,000         | \$ 10,995,000        |
| (3) Maintenance Annual Capital <sup>A</sup>            | \$ 570,000           | \$ 863,000           | \$ 170,000           | \$ 40,000            | \$ 142,000           |
| (4) Information Technology Annual Capital <sup>A</sup> | \$ 320,000           | \$ 175,000           |                      | \$ 300,000           | \$ 75,000            |
| (5) Engineering Annual Capital <sup>A</sup>            | \$ 6,010,000         | \$ 1,070,000         | \$ 2,000,000         |                      |                      |
| (6) Field Services Annual Capital <sup>A</sup>         |                      | \$ 165,000           |                      |                      | \$ 100,000           |
| (7) Laboratory Annual Capital <sup>A</sup>             |                      | \$ 193,000           |                      |                      |                      |
| (8) Watershed Annual Capital <sup>A</sup>              |                      |                      |                      |                      |                      |
| (9) Annual Capital Renewal & Replacement <sup>A</sup>  |                      | \$ 2,087,000         | \$ 2,429,000         | \$ 4,305,000         | \$ 4,374,000         |
| <b>Grand Total</b>                                     | <b>\$ 36,073,000</b> | <b>\$ 43,707,000</b> | <b>\$ 63,159,000</b> | <b>\$ 68,801,000</b> | <b>\$ 57,025,000</b> |
| <sup>A</sup> Total Annual Capital                      | \$ 6,900,000         | \$ 4,553,000         | \$ 4,599,000         | \$ 4,645,000         | \$ 4,691,000         |

NEW Water  
Green Bay Metropolitan Sewerage District  
2027 Preliminary Budget - September 2026  
Annual Capital

## 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>                          |                                 |                     |
| Data Center Servers                                    | Common to All                   | 220,000             |
| DPF: Fiber Optic Network Enhancement/Upgrade           | Common to All                   | 60,000              |
| GBF: Audio/Visual Rm Equipment Replacement             | Common to All                   | 40,000              |
| <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 and DPF Fire Alarm Control Panel Replacements      | Common to All                   | 400,000             |
| Vehicle ID# 101 Replacement (Utilities)                | Common to All                   | 60,000              |
| Vehicle ID# 109 Replacement (E&I)                      | Common to All                   | 60,000              |
| Vehicle ID# 112 Replacement (Mechanics)                | Common to All                   | 50,000              |
| <b>Total Maintenance</b>                               |                                 | <b>570,000</b>      |
| <b>Total Operations</b>                                |                                 | <b>570,000</b>      |
| <b>Technical Services</b>                              |                                 |                     |
| <b>Engineering</b>                                     |                                 |                     |
| GBF: Misc. Pumping and HSW Improvements *              | Common to All                   | 2,700,000           |
| GBF: Hot Oil Economizer Replacement **                 | Common to All                   | 1,810,000           |
| GBF: Potable & Heating Water Loop Improvements         | Common to All                   | 1,000,000           |
| Lawrence Sewers - Ashwaubenon Creek and Schuering Road | Municipal Only                  | 500,000             |
| <b>Total Engineering</b>                               |                                 | <b>6,010,000</b>    |
| <b>Field Services</b>                                  |                                 |                     |
| <b>Total Field Services</b>                            |                                 | <b>-</b>            |
| <b>Total Technical Services</b>                        |                                 | <b>6,010,000</b>    |
| <b>Environmental Programs</b>                          |                                 |                     |
| <b>Laboratory</b>                                      |                                 |                     |
| <b>Total Laboratory</b>                                |                                 | <b>-</b>            |
| <b>Total Environmental Programs</b>                    |                                 | <b>-</b>            |
| <b>Total Annual Capital Items</b>                      |                                 | <b>\$ 6,900,000</b> |

\* GBF: Misc. Pumping and High Strength Waste (HSW) Improvements  
2026 Budget project expenses were partially funded from Plant Capital Replacement Reserve (PCRR) (\$600k)  
2027 Budget project expenses will be funded from PCRR (\$2.7M)

\*\* GBF Hot Oil Economizer Replacement  
2027 Budget project expenses will be partially funded from PCRR (\$100k)





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2231 North Quincy Street  
Green Bay, WI 54302

(920)432-4893

# Memorandum

TO: Commission  
Nathan Qualls

FROM: Courtney Mueller

DATE: September 14, 2026

SUBJECT: August 2026 Financial Statements

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Please find attached the Financial Statements for your review.

## **Operating Revenues**

- August's operating revenues were favorable to budget by \$201K or 5%
  - Higher Biochemical Oxygen Demand (BOD) loadings, Total Suspended Solids (TSS) loadings, and Phosphorus loadings
- Year-to-date, total operating revenues were favorable to budget by \$1.9M or 5%
  - Additional Biochemical Oxygen Demand (BOD)

## **Operating Expenses**

- August's operating expenses were unfavorable to budget by (\$44K) or (2%) from more expenditures than budgeted in plant maintenance, administrative and information technology, and solid waste disposal.
- Year to date, total operating expenses were favorable to budget by \$1.1M or 5% from less expenditures than budgeted in contracted services, plant maintenance, and salaries and benefits.

## **Net Income (Loss) (Operating Income adjusted by Non-Operating Revenue and Expenses)**

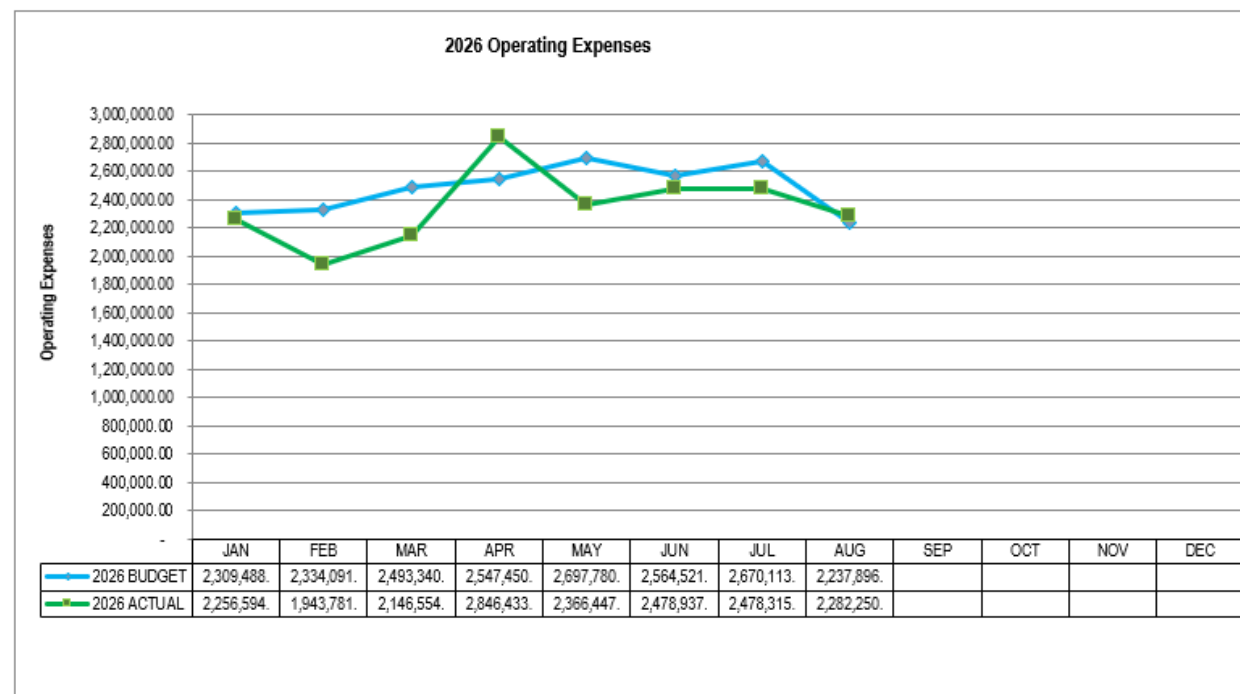
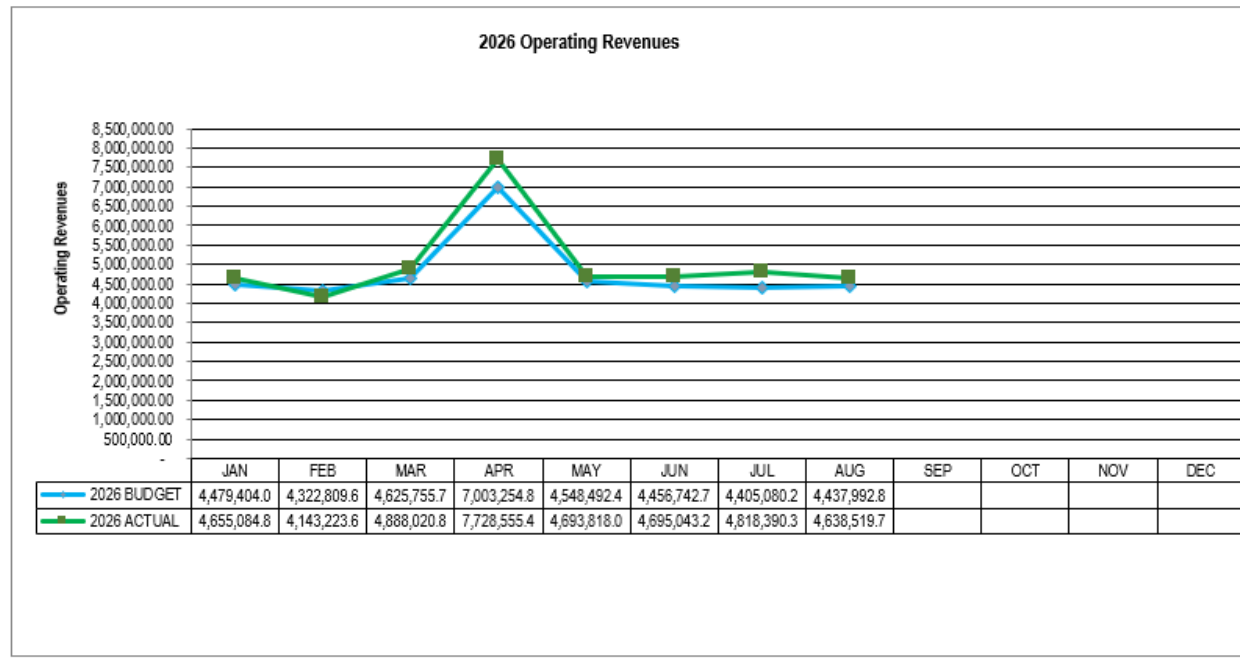
- Net Income for the month of August was \$581K.
  - Investment Income for August is being reviewed, as we feel there is a discrepancy.
- Net Income year-to-date was \$10.5M.

### **Reporting and Information**

Following are the Operating Revenues and Expenses graphs; Income Statement, Statements of Net Position, and Legends are attached.

No Commission action is required.

## NEW Water



**NEW Water**  
**Green Bay Metropolitan Sewerage District**  
**INCOME STATEMENT**

|                                                  | Aug-26                  |                         |                                                     | Year to Date             |                          |                                                     |                         |
|--------------------------------------------------|-------------------------|-------------------------|-----------------------------------------------------|--------------------------|--------------------------|-----------------------------------------------------|-------------------------|
|                                                  | Budget<br>2026          | Actual<br>2026          | Budget<br>vs. Actual<br>Favorable/<br>(Unfavorable) | Budget<br>2026           | Actual<br>2026           | Budget<br>vs. Actual<br>Favorable/<br>(Unfavorable) | Actual<br>2025          |
| <b>Operating Revenues</b>                        |                         |                         |                                                     |                          |                          |                                                     |                         |
| User Fees - Municipal Waste                      | \$ 4,089,939            | \$ 4,202,578            | \$ 112,639                                          | \$ 33,056,932            | \$ 34,688,646            | \$ 1,631,714                                        | \$31,310,728            |
| User Fees - Mill Waste                           | 255,020                 | 280,206                 | 25,186                                              | \$ 4,321,721             | \$ 4,331,446             | 9,725                                               | 3,729,174               |
| Other Revenues                                   | 93,035                  | 155,736                 | 62,702                                              | \$ 900,880               | \$ 1,240,564             | 339,685                                             | \$1,339,006             |
| <b>Total Operating Revenues</b>                  | <b>\$ 4,437,993</b>     | <b>\$ 4,638,520</b>     | <b>\$ 200,527</b>                                   | <b>\$ 38,279,533</b>     | <b>\$ 40,260,656</b>     | <b>\$ 1,981,123</b>                                 | <b>\$ 36,378,908</b>    |
|                                                  |                         |                         | 5%                                                  |                          |                          | 5%                                                  |                         |
| <b>Operating Expenses</b>                        |                         |                         |                                                     |                          |                          |                                                     |                         |
| Salaries                                         | \$ 873,134              | 843,504                 | \$ 29,630                                           | \$ 6,934,105             | \$ 6,813,439             | \$ 120,666                                          | \$ 6,481,063            |
| Benefits                                         | 284,267                 | 269,820                 | 14,448                                              | \$ 2,312,645             | \$ 2,202,836             | 109,809                                             | 2,039,004               |
| Employee Development                             | 15,810                  | 17,861                  | ( 2,051 )                                           | \$ 141,230               | \$ 90,967                | 50,263                                              | 103,993                 |
| Travel and Meetings                              | 9,185                   | 4,314                   | 4,871                                               | \$ 92,621                | \$ 62,383                | 30,238                                              | 54,006                  |
| Power                                            | 242,717                 | 240,946                 | 1,771                                               | \$ 1,742,177             | \$ 1,787,495             | ( 45,318 )                                          | 1,603,404               |
| Natural Gas & Fuel Oil                           | 21,384                  | 14,988                  | 6,396                                               | \$ 504,284               | \$ 547,191               | ( 42,907 )                                          | 446,952                 |
| Chemicals                                        | 174,100                 | 200,774                 | ( 26,673 )                                          | \$ 1,214,909             | \$ 1,264,007             | ( 49,098 )                                          | 1,395,577               |
| Maintenance - Plant                              | 121,611                 | 233,570                 | ( 111,959 )                                         | \$ 1,770,683             | \$ 1,536,657             | 234,026                                             | 1,537,691               |
| Maintenance - Interceptors                       | 26,486                  | 48,052                  | ( 21,566 )                                          | \$ 242,458               | \$ 212,472               | 29,986                                              | 153,446                 |
| Contracted Services                              | 336,420                 | 152,304                 | 184,115                                             | \$ 3,159,796             | \$ 2,630,077             | 529,719                                             | 2,152,038               |
| Insurance                                        | 48,817                  | 47,807                  | 1,010                                               | \$ 390,533               | \$ 383,239               | 7,294                                               | 370,528                 |
| Solid Waste Disposal                             | 4,533                   | 64,910                  | ( 60,377 )                                          | \$ 177,933               | \$ 127,539               | 50,394                                              | 196,325                 |
| Administrative and Information Technology        | 40,400                  | 107,926                 | ( 67,526 )                                          | \$ 736,147               | \$ 732,009               | 4,138                                               | 704,140                 |
| Supplementary Expenses<br>(See Legend)           | 39,032                  | 35,475                  | 3,557                                               | \$ 435,163               | \$ 409,005               | 26,158                                              | 412,140                 |
| <b>Total Operating Expenses</b>                  | <b>\$ 2,237,896</b>     | <b>\$ 2,282,250</b>     | <b>\$ ( 44,354 )</b>                                | <b>\$ 19,854,683</b>     | <b>\$ 18,799,315</b>     | <b>\$ 1,055,369</b>                                 | <b>\$ 17,650,308</b>    |
|                                                  |                         |                         | -2%                                                 |                          |                          | 5%                                                  |                         |
| <b>Operating Income</b>                          | <b>\$ 2,200,097</b>     | <b>\$ 2,356,269</b>     | <b>\$ 156,173</b>                                   | <b>\$ 18,424,849</b>     | <b>\$ 21,461,341</b>     | <b>\$ 3,036,492</b>                                 | <b>\$ 18,728,601</b>    |
|                                                  |                         |                         | 7%                                                  |                          |                          | 16%                                                 |                         |
| <b>Non-Operating Revenues and Expenses</b>       |                         |                         |                                                     |                          |                          |                                                     |                         |
| Investment Income                                | \$ 190,000              | ( 196,624 )             | \$ ( 386,624 )                                      | \$ 1,520,000             | \$ 1,754,632             | \$ 234,632                                          | \$ 1,816,978            |
| Unrealized Gain/Loss on Investment               | 0                       | 0                       | \$ -                                                | \$ -                     | \$ -                     | \$ -                                                |                         |
| Amortization of Premium                          |                         |                         |                                                     | \$ -                     | \$ -                     | \$ -                                                |                         |
| Depreciation                                     | \$ ( 1,195,675 )        | ( 1,195,675 )           | \$ -                                                | \$ ( 9,565,400 )         | ( 9,565,400 )            | \$ -                                                | ( 9,054,648 )           |
| Gain (Loss) on Disposal of Fixed Assets          | 0                       | 0                       |                                                     | \$ -                     | \$ -                     | \$ -                                                | -                       |
| Interest Expense                                 | \$ ( 385,500 )          | ( 382,719 )             | \$ 2,781                                            | \$ ( 3,084,000 )         | ( 3,122,128 )            | \$ ( 38,128 )                                       | ( 2,309,353 )           |
| Misc Non-Operating Expenses                      | 0                       | 0                       | \$ -                                                | \$ -                     | \$ -                     | \$ -                                                |                         |
| <b>Total Non-Operating Revenues and Expenses</b> | <b>\$ ( 1,391,175 )</b> | <b>\$ ( 1,775,018 )</b> | <b>\$ ( 383,843 )</b>                               | <b>\$ ( 11,129,400 )</b> | <b>\$ ( 10,932,895 )</b> | <b>\$ 196,505</b>                                   | <b>\$ ( 9,547,023 )</b> |
|                                                  |                         |                         |                                                     |                          |                          |                                                     |                         |
| <b>Net Income (Loss)</b>                         | <b>\$ 808,922</b>       | <b>\$ 581,252</b>       | <b>\$ ( 227,670 )</b>                               | <b>\$ 7,295,449</b>      | <b>\$ 10,528,446</b>     | <b>\$ 3,232,997</b>                                 | <b>\$ 9,181,577</b>     |

**Note:** Please reference attached legends by categories.

## NEW Water

### Green Bay Metropolitan Sewerage District

#### Income Statement Legends per Categories

##### Operating Revenues:

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|                                   |                                                                                                                                              |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| User Fees - Municipal Waste:      | Volume, Biochemical Oxygen Demand, Suspended Solids, Phosphorus, Kjeldahl Nitrogen, Direct Charges                                           |
| User Fees – Mill Waste:           | Volume, Biochemical Oxygen Demand, Suspended Solids, Phosphorus, Kjeldahl Nitrogen Direct Charges from Procter & Gamble, and Fox River Fiber |
| Capital and Direct Revenue Mills: | Capital and Debt Service Charges.                                                                                                            |
| Other Revenues:                   | Excess Capacity Rental and Exceedance Surcharges, Discounts Permit Fees, Leases and miscellaneous revenues.                                  |

##### Operating Expenses:

---

|                         |                                                                                                                                                                                                                    |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Salaries:               | Departmental, Pretreatment, Interceptor, Meter and Lift Stations (East River Lift Stations and Old Plank Lift Stations).                                                                                           |
| Benefits:               | Health, Dental, & Life Insurances, Retirement, Social Security, Fringe and Compensated Benefits, Workers and Unemployment Compensations, Uniforms, Employee Referral Services, Long Term Disability, and Wellness. |
| Employee Development:   | Registration, Conference, Seminar, Tuition Fees and Training.                                                                                                                                                      |
| Travel and Meetings:    | Lodging, Transportation, Meals, Mileage, and Meetings (prior were included in Employee Development and Supplementary Expenses).                                                                                    |
| Power:                  | All Power related.                                                                                                                                                                                                 |
| Natural Gas & Fuel Oil: | Generators, Incineration and Heating.                                                                                                                                                                              |
| Chemicals:              | Sodium, Polymer, Ferric Chloride, Muriatic Acid, Lime, etc., Interceptor Odor Control and Lab Chemicals.                                                                                                           |
| Maintenance Plant:      | Repair and Maintenance Building and Equipments, Inventories (Obsolescence, Variances), Telephones for Lift and Meter Stations, Pretreatment Programs, Inventory Obsolescence, Leases and Rental.                   |



## NEW Water

### Green Bay Metropolitan Sewerage District

#### Income Statement Legends per Categories

##### **Operating Expenses (Continued):**

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|                                          |                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance Interceptors:                | Repair and Maintenance of Interceptors, Lift Stations, and Meter Stations.                                                                                                                                                                                                                                                                                       |
| Contracted Services:                     | Contractors, Legal, Audit, Studies, Occupational Health, Custodial Services, Environmental Programs, Sponsorship, Hazardous Waste Disposal, Class and Compensation, Household Hazardous Waste Disposal, DNR Environmental Fees, In District Sustainability, Risk Based Asset Management, Watershed Based Planning, Reg/Muni Environment Service and Contingency. |
| Insurances:                              | Automobile, Property, Boiler and Machinery, Liability, Umbrella, Commercial Crime, and Public Officials.                                                                                                                                                                                                                                                         |
| Solid Waste Disposal:                    | Hickory Meadows Landfill and Veolia Environmental Services.                                                                                                                                                                                                                                                                                                      |
| Administrative & Information Technology: | Supplies, Postage, Data Processing (computer software, main application, support, etc.), Publishing, Sales and Use Tax, Bank Service Charges and Employee Recognition.                                                                                                                                                                                           |
| Supplementary Expenses:                  | Telephones (main lines, cells), Fuel Vehicles, (New) Fuel Equipment, Small Tools, Public Information, Memberships and Dues, Publications and Subscriptions, Licenses & Permits, Freight In, Freight Out, Safety Shoes and Glasses, and Water (including Fire Protection supplemental fee).                                                                       |

##### **Non-Operating Revenues and Expenses:**

---

|                                          |                                                                                                                                                                                                    |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Investment Income:                       | Interest on Investments and Interceptor Cost Recovery Interest.                                                                                                                                    |
| Depreciation Expense:                    | Monthly Depreciation on all Fixed Assets such as Land, Land Improvements, Buildings, Vehicle, Boats & Trailers, Machinery Equipment, Furniture and Fixtures, Interceptors, Meters & Lift Stations. |
| Gain (Loss) on Disposal of Fixed Assets: | Sale, Disposal, and Transfer of Fixed Asset. Interest                                                                                                                                              |
| Expense:                                 | Debt Service and Bond Anticipation Note Interest.                                                                                                                                                  |

| NEW Water<br>GREEN BAY METROPOLITAN SEWERAGE DISTRICT<br>STATEMENTS OF NET POSITION<br>For the Twelve Months Ending: |    | 31-Aug-26          |
|----------------------------------------------------------------------------------------------------------------------|----|--------------------|
| Assets                                                                                                               |    |                    |
| <b>Current Assets</b>                                                                                                |    |                    |
| Cash and Investments                                                                                                 | \$ | 45,023,574.82      |
| Receivables                                                                                                          |    |                    |
| Sewage Treatment Service                                                                                             |    | 7,437,143.31       |
| Accrued Interest                                                                                                     |    | 284,160.02         |
| Other                                                                                                                |    | 302,292.42         |
| Inventories                                                                                                          |    | 3,613,799.36       |
| Prepaid Expenses                                                                                                     |    | 266,504.33         |
| Total Current Assets                                                                                                 | \$ | 56,927,474.26      |
| <b>Restricted Assets</b>                                                                                             |    |                    |
| Cash and Investments                                                                                                 | \$ | 89,441,141.28      |
| Accrued Interest Receivables                                                                                         |    | -                  |
| Interceptor Cost Recovery Receivable                                                                                 |    | 836,081.43         |
| Total Restricted Assets                                                                                              | \$ | 90,277,222.71      |
| <b>Deferred Outflows of Resources</b>                                                                                |    |                    |
| Deferred Pension Resources                                                                                           | \$ | 4,419,568.00       |
| Deferred Life Insurance Resources                                                                                    | \$ | 524,334.00         |
| Deferred Loss on Bond Advance Refunding                                                                              | \$ | 1,659,675.80       |
| Total Deferred outflows of Resources                                                                                 | \$ | 6,603,577.80       |
| <b>Capital Assets</b>                                                                                                |    |                    |
| Wastewater Treatment Facilities                                                                                      | \$ | 378,857,254.25     |
| Interceptor Sewers                                                                                                   |    | 112,200,966.16     |
| Construction in Progress                                                                                             |    | 80,994,192.35      |
| Total Capital Assets                                                                                                 | \$ | 572,052,412.76     |
| Less: Accum Depreciation and Amortization                                                                            |    | ( 211,646,723.32 ) |
| Net Capital Assets                                                                                                   | \$ | 360,405,689.44     |
| <b>Other Assets</b>                                                                                                  |    |                    |
| Bond Issuance Costs                                                                                                  | \$ | -                  |
| Net Pension Asset                                                                                                    | \$ | -                  |
| Total Other Assets                                                                                                   | \$ | -                  |
| Total Assets                                                                                                         | \$ | 514,213,964.21     |
| Liabilities and Equity                                                                                               |    |                    |
| <b>Current Liabilities</b>                                                                                           |    |                    |
| Accounts Payable                                                                                                     | \$ | 7,846,694.53       |
| Salaries Payable                                                                                                     |    | 429,951.28         |
| Other Accrued Liabilities                                                                                            |    | 157,472.26         |
| Total Current Liabilities                                                                                            | \$ | 8,434,118.07       |
| <b>Liabilities Payable from Restricted Assets</b>                                                                    |    |                    |
| Accounts Payable                                                                                                     | \$ | 3,411,123.55       |
| Current Maturities of General Long-Term Debt                                                                         |    | 13,274,722.00      |
| Interest Accrued                                                                                                     |    | 1,514,104.48       |
| Total Liabilities Payable from Restricted Assets                                                                     | \$ | 18,199,950.03      |
| <b>Long-Term Liabilities</b>                                                                                         |    |                    |
| General Long-Term Debt, Less Current Maturities                                                                      | \$ | 188,337,151.11     |
| Debt Premium                                                                                                         | \$ | 658,809.84         |
| Bond Premium                                                                                                         | \$ | -                  |
| Pension Liability                                                                                                    |    | 754,006.00         |
| Compensated Absences                                                                                                 |    | 2,679,345.87       |
| Other post employment benefits (life insurance)                                                                      |    | 1,538,143.00       |
| Deferred Revenue                                                                                                     |    | -                  |
| Total Long-Term Liabilities                                                                                          | \$ | 193,967,455.82     |
| Total Liabilities                                                                                                    | \$ | 220,601,523.92     |
| <b>Deferred Inflows of Resources</b>                                                                                 |    |                    |
| Deferred Pension Obligations                                                                                         | \$ | 2,206,243.00       |
| Deferred Life Insurance Obligations                                                                                  | \$ | 1,171,053.00       |
| Total Deferred Inflows of Resources                                                                                  | \$ | 3,377,296.00       |
| Net Position                                                                                                         |    |                    |
| <b>Net Position</b>                                                                                                  |    |                    |
| Invested in Capital Assets, net of Related Debt                                                                      | \$ | 159,794,682.29     |
| Restricted for Equipment & Interceptor Replacement                                                                   |    | 29,148,947.68      |
| Restricted for Plant Capital Replacement                                                                             |    | 41,044,224.10      |
| Restricted for Debt Retirement                                                                                       |    | 19,066,044.34      |
| Restricted for Capital Projects                                                                                      |    | -                  |
| Restricted for Pension                                                                                               |    | -                  |
| Unrestricted                                                                                                         |    | 41,181,245.88      |
| Total Net Position                                                                                                   | \$ | 290,235,144.29     |

Note: Please reference attached legends by categories.

## NEW Water

## Green Bay Metropolitan Sewerage District

**Statements of Net Position (previously Balance Sheet) Legends per Categories****Assets**

---

Current Assets: Are cash and other assets that will be converted to cash or used by GBMSD in a relative short period of time, usually a year or less.

Cash and Investments: Petty cash, cash in checking, general savings and investment accounts, discounts/premiums for unrestricted and restricted.

Accounts Receivables: All amounts owed to GBMSD by customers.

Sewage Treatment Service: Accounts receivable for sewage treatment services.

Accrued Interest: Accrued interest and interest received on investments.

Other: Accounts receivable from septage, pretreatment, and other customers such as Procter and Gamble Paper Products, West Shore Pipeline Co, etc.

Inventories: Are goods and materials held available in stock by GBMSD such as electrical, instrumentation, mechanical, hardware, janitorial, lubes & oils, fuel oils, polymer, and all other miscellaneous related products such as copy paper, gloves, respirator or filter head piece, cartridge, cleaners, towels, etc.

Prepaid Expenses: Insurances that have been paid for and not yet used such as worker compensation, liability base, automotive, umbrella base, property base, boiler & machinery, commercial crime, public officials, health, dental, and fringe benefits.

Restricted Assets

Cash and Investments: Savings, investment and money market accounts for debt, plant and equipment replacement fund (PERF), interceptor cost recovery (ICR), bond proceeds, and unrealized gain/loss.

Accrued Interest Receivable: Accrued interest and interest received periodically on restricted investments.

## NEW Water

### Green Bay Metropolitan Sewerage District

#### Statements of Net Position (previously Balance Sheet) Legends per Categories

Interceptor Cost Recovery Receivable: Deferred receivable from municipal customers in which the municipalities have agreed to reimburse GBMSD for the cost of interceptors owned by GBMSD whose capacity has been allocated.

#### Capital/Fixed Assets:

Capital: Are all items of property other than inventories, receivables, copy rights, certain governmental obligations, and real and depreciable property used by GBMSD (Ex: capital stocks and bonds).

Fixed Assets: Are long term assets acquired by GBMSD rather than for resale.

Wastewater Treatment Facilities: Land & land improvements, structures, machinery & equipment, furniture & fixtures, vehicle, boats & trailers, and amortize assets.

Interceptor Sewers: Meter & lift stations and interceptors.

Construction in Progress (CIP): Asset entry records the cost of construction work, which is not yet completed. A CIP item is not depreciated until the asset is placed in service.

Accumulated Depreciation & Amortization: Shows the total of all depreciation and amortization recorded on the asset up through the balance sheet date (land & land improvements, structures, machinery & equipment, furniture & fixtures, vehicle, boats & trailers, and accumulated amortization).

Depreciation: Is the amount of plant asset cost allocated to each accounting period benefiting from the asset's use; it is a process of allocation, not valuation.

Amortization: Is the systematic write-off of the cost of an intangible asset to expense. A portion of intangible asset cost is allocated to each accounting period in the economic (useful) life of the asset.

## NEW Water

## Green Bay Metropolitan Sewerage District

**Statements of Net Position (previously Balance Sheet) Legends per Categories**Other Assets:

|                     |                                                                                                                                                                                                                                       |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Other Receivable:   | Miscellaneous receivable such as credits and adjustments received.                                                                                                                                                                    |
| Bond Issuance Cost: | Expenditures incurred in preparing and selling a bond issue such as legal, underwriting, registration fees, etc. These deferred charges are amortized over the period the bonds are outstanding (date of issue to the maturity date). |

Liabilities and EquityCurrent Liabilities:

Are debts, usually due within one year, and the payment of which normally will require the use of current assets.

## Accounts Payable:

Are amounts owed by GBMSD to creditors for items or services purchased from them. Contains all vouchers that have been prepared and approved as proper liabilities such as accounts payable, retainage payable for projects and accounts payable accruals.

## Salaries Payable:

Accrued salaries incurred and not yet paid.

## Other Accrued Liabilities:

Amounts owed to employees for services rendered and for which payment has not been made at the balance sheet date such as fringe benefits payable, federal income tax payable, FICA payable, Medicare payable, life insurance, dependent care withholding, child support payment, United Way payable, and Wisconsin income tax payable.

Liabilities Payable for Restrictive Assets:

## Accounts Payable:

Contains all vouchers that have been prepared and approved as proper liabilities for restrictive assets.

## Current Maturity of Long Term Debt:

## Interest Accrued:

Accrual and interest payment on debt services, Clean Water Fund loan, bond anticipation note, and Wisconsin environmental improvements.

## NEW Water

## Green Bay Metropolitan Sewerage District

**Statements of Net Position (previously Balance Sheet) Legends per Categories**

|                                                           |                                                                                                                                                                                                                    |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Long-Term Liabilities:</u>                             | Are those debts not due for a relatively long period of time, usually more than one year.                                                                                                                          |
| General Long-Term Debt,<br>Less Current Maturities:       | Clean Water Fund loans, general obligation notes, bond issuance, bond anticipation notes, and promissory notes.                                                                                                    |
| Compensated Absences:                                     | Are compensation received by employees such as accrued vacation & sick pay, severance, and paid leave conversion. Accumulated unpaid vacation and sick paid amounts are accrued when benefits vested to employees. |
| Deferred Revenues:                                        | Involves transfer of data already recorded in asset and liability accounts to expense and revenue accounts (Ex: De Pere consolidation).                                                                            |
| <b>Net Assets</b>                                         |                                                                                                                                                                                                                    |
| Invested in Capital Assets,<br>Net of Related Debt:       | Capital Assets net of debt such as Clean Water Fund loans, general obligation note, bond issue, bond anticipation loan, promissory note, bond issuance costs, and discount on bond issue.                          |
| Restrictive for Equipment and<br>Interceptor Replacement: | Plant and equipment replacement fund (PERF), interceptor cost recovery (ICR) investments, Rate Stabilization Fund and accrued interest received.                                                                   |
| Restricted for Debt Retirement:                           | Restrictive debt investment, accrued interest received debt, and interest payable.                                                                                                                                 |
| Restricted for Capital Projects:                          | Restrictive for capital project expenditures for the R2E2 Solids Project.                                                                                                                                          |
| Unrestricted:                                             | All other net assets that do not meet the definition of "restricted" or "invested in capital assets, net of related debt."                                                                                         |



# Memorandum

TO: Commission  
Nathan Qualls

FROM: Patrick Wescott

DATE: September 14, 2026

SUBJECT: August 2026 Operations Report

---

## **Effluent Quality**

Both facilities were in full compliance with all effluent limits for the month of August.

## **Air Quality**

The Green Bay Facility was in compliance with air quality limits for the month of August.

## **Resource Recovery**

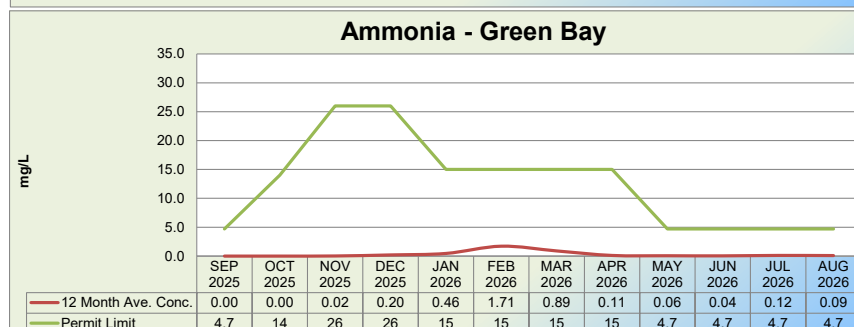
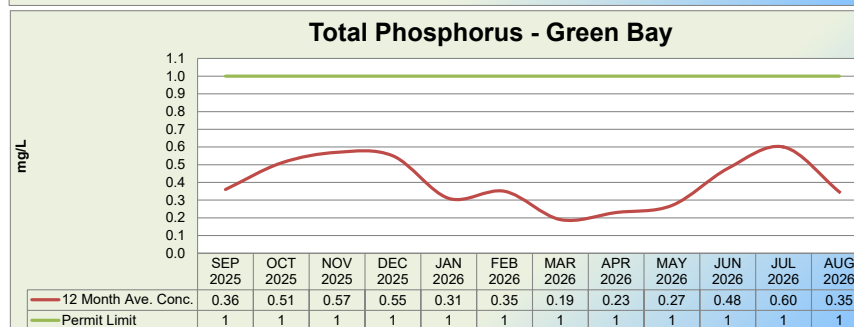
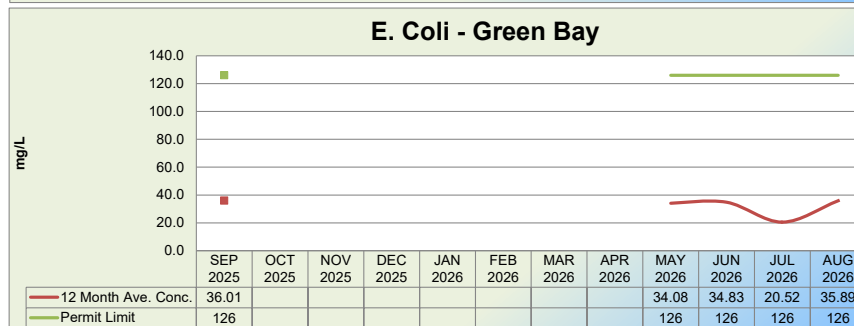
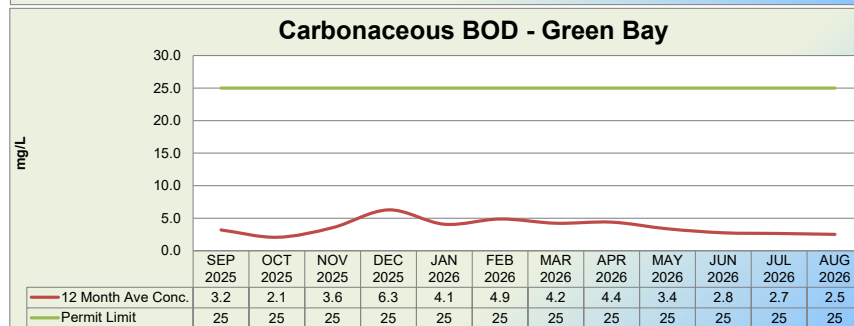
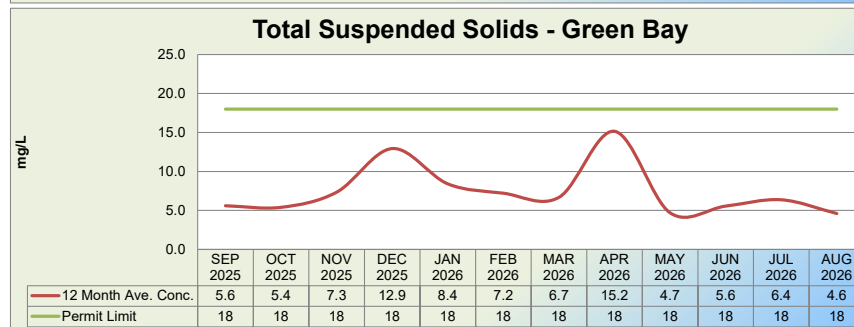
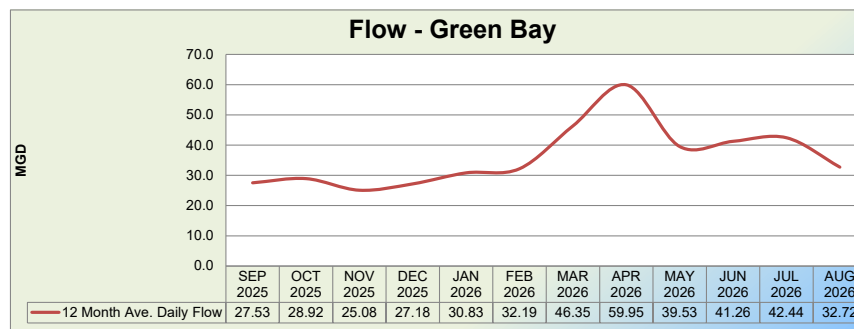
For the month, the solids processing facility generated 1,457 MWH of electricity. A total of 164,031 CCF of biogas was recovered, representing nearly all the biogas produced. A small remaining volume was sent through the waste gas flare. NEW Water received 637,104 gallons of high strength waste.

Attachments

| EFFLUENT QUALITY - CURRENT YEAR 2026   |                 |       |          |           |               |          |           |               |          |           |               |                  | May - October Avg = 0.6 mg/L    |                      |           |                                     | Ammonia Limits                                                                                                                                                                                                         |          |           |               |          |           |               |
|----------------------------------------|-----------------|-------|----------|-----------|---------------|----------|-----------|---------------|----------|-----------|---------------|------------------|---------------------------------|----------------------|-----------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------|---------------|----------|-----------|---------------|
| NEW Water (GBMSD) - GREEN BAY FACILITY |                 |       |          |           |               |          |           |               |          |           |               |                  | November - April Avg = 0.6 mg/L |                      |           |                                     | Jan-Apr. Monthly Avg = 15 mg/L Weekly Avg = 59 mg/L<br>May-Sept Monthly Avg = 4.7 mg/L Weekly Avg =13 mg/L<br>October Monthly Avg =14 mg/L Weekly Avg = 38 mg/L<br>Nov-Dec Monthly Avg. = 26 mg/L Weekly Avg =104 mg/L |          |           |               |          |           |               |
| Permit Limits:                         |                 |       | 18 mg/L  |           |               | N/A      |           |               | 25 mg/L  |           |               | 126#/<br>100 ml  |                                 | > 410#/100 ml<br>10% |           | 1.0 mg/L<br>0.6 mg/L per Six Months |                                                                                                                                                                                                                        |          |           |               |          |           |               |
|                                        | FLOW            |       | TSS      |           |               | T-BOD    |           |               | C-BOD    |           |               | E. Coli          |                                 | T. PHOSPHORUS (LL)   |           |                                     |                                                                                                                                                                                                                        | AMMONIA  |           |               | TKN      |           |               |
| MONTH                                  | Million Gallons | MGD   | Ave mg/L | Ave #/Day | Total #/Month | Ave mg/L | Ave #/Day | Total #/Month | Ave mg/L | Ave #/Day | Total #/Month | Monthly Geo Mean | % Exceedance                    | Ave mg/L             | Ave #/Day | Ave mg/l 6 Months                   | Total #/Month                                                                                                                                                                                                          | Ave mg/L | Ave #/Day | Total #/Month | Ave mg/L | Ave #/Day | Total #/Month |
| JAN                                    | 955.695         | 30.83 | 8.4      | 2,161     | 66,996        | 11.3     | 2,924     | 90,642        | 4.1      | 1,050     | 32,541        |                  |                                 | 0.31                 | 79        |                                     | 2,434                                                                                                                                                                                                                  | 0.46     | 140       | 4,340         | 2.35     | 619       | 19,198        |
| FEB                                    | 901.221         | 32.19 | 7.2      | 1,956     | 54,770        | 13.3     | 3,686     | 103,195       | 4.9      | 1,329     | 37,221        |                  |                                 | 0.35                 | 91        |                                     | 2,541                                                                                                                                                                                                                  | 1.71     | 537       | 15,044        | 3.83     | 1,097     | 30,706        |
| MAR                                    | 1,436.822       | 46.35 | 6.7      | 2,605     | 80,764        | 10.7     | 4,232     | 131,193       | 4.2      | 1,664     | 51,573        |                  |                                 | 0.19                 | 70        |                                     | 2,176                                                                                                                                                                                                                  | 0.89     | 378       | 11,733        | 2.72     | 1,079     | 33,452        |
| APR                                    | 1,798.513       | 59.95 | 15.2     | 11,918    | 357,553       | 11.3     | 7,417     | 222,510       | 4.4      | 4,106     | 94,439        |                  |                                 | 0.23                 | 154       | 0.37                                | 4,631                                                                                                                                                                                                                  | 0.11     | 56        | 1,693         | 2.34     | 1,489     | 44,671        |
| MAY                                    | 1,225.429       | 39.53 | 4.7      | 1,554     | 48,167        | 7.2      | 2,385     | 73,943        | 3.4      | 1,117     | 34,637        | 34.08            | 0.00                            | 0.27                 | 88        |                                     | 2,718                                                                                                                                                                                                                  | 0.06     | 23        | 683           | 1.87     | 616       | 19,098        |
| JUN                                    | 1,237.943       | 41.26 | 5.6      | 1,948     | 58,455        | 5.7      | 1,996     | 59,883        | 2.8      | 958       | 28,742        | 34.83            | 5.88                            | 0.48                 | 164       |                                     | 4,910                                                                                                                                                                                                                  | 0.04     | 18        | 522           | 1.91     | 647       | 19,409        |
| JUL                                    | 1,315.595       | 42.44 | 6.4      | 2,315     | 71,770        | 4.7      | 1,696     | 52,580        | 2.7      | 988       | 30,620        | 20.52            | 0.00                            | 0.60                 | 219       |                                     | 6,775                                                                                                                                                                                                                  | 0.12     | 38        | 1,152         | 1.91     | 660       | 20,447        |
| AUG                                    | 1,014.187       | 32.72 | 4.6      | 1,258     | 38,989        | 3.6      | 1,053     | 30,529        | 2.5      | 735       | 21,321        | 35.89            | 0.00                            | 0.35                 | 94        |                                     | 2,918                                                                                                                                                                                                                  | 0.09     | 26        | 781           | 1.87     | 510       | 15,824        |
| SEP                                    |                 |       |          |           |               |          |           |               |          |           |               |                  |                                 |                      |           |                                     |                                                                                                                                                                                                                        |          |           |               |          |           |               |
| OCT                                    |                 |       |          |           |               |          |           |               |          |           |               |                  |                                 |                      |           |                                     |                                                                                                                                                                                                                        |          |           |               |          |           |               |
| NOV                                    |                 |       |          |           |               |          |           |               |          |           |               |                  |                                 |                      |           |                                     |                                                                                                                                                                                                                        |          |           |               |          |           |               |
| DEC                                    |                 |       |          |           |               |          |           |               |          |           |               |                  |                                 |                      |           |                                     |                                                                                                                                                                                                                        |          |           |               |          |           |               |
| Average                                | 1,235.676       | 40.66 | 7.3      | 3,214     | 97,183        | 8.5      | 3,174     | 95,559        | 3.6      | 1,493     | 41,387        |                  |                                 | 0.35                 | 120       |                                     | 3,638                                                                                                                                                                                                                  | 0.44     | 152       | 4,493         | 2.35     | 840       | 25,351        |
| Total                                  | 9,885.404       |       |          |           | 777,464       |          |           | 764,476       |          |           | 331,096       |                  |                                 |                      |           |                                     | 29,103                                                                                                                                                                                                                 |          |           | 35,948        |          |           | 202,805       |
| All time record best(s) ->             |                 |       | 2.0      | 425       | 13,187        | 2.0      | 336       | 10,267        | 0.2      | 52        | 1,556         |                  |                                 | 0.11                 | 27        |                                     | 803                                                                                                                                                                                                                    | 0.00     | 0         | 0             | 0.67     | 170       | 5,125         |

The effluent quality was in compliance with all of the above permit parameters for August 2026

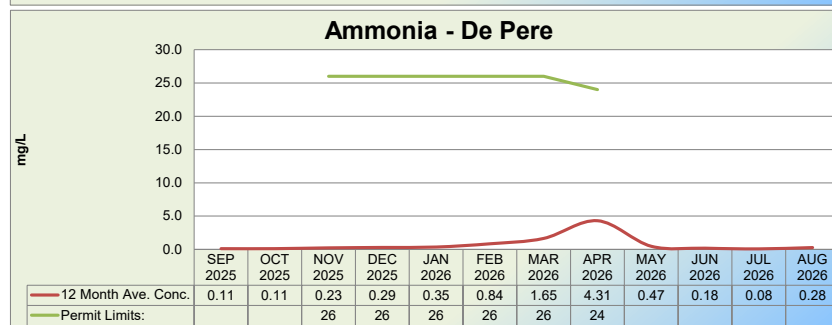
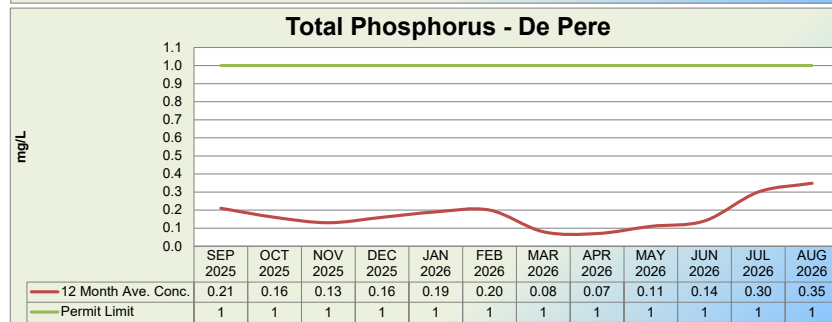
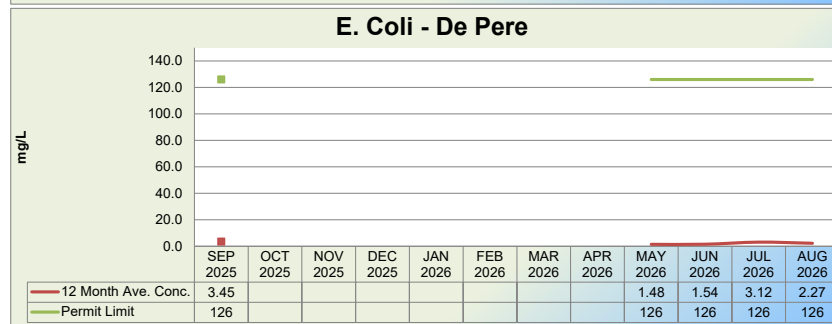
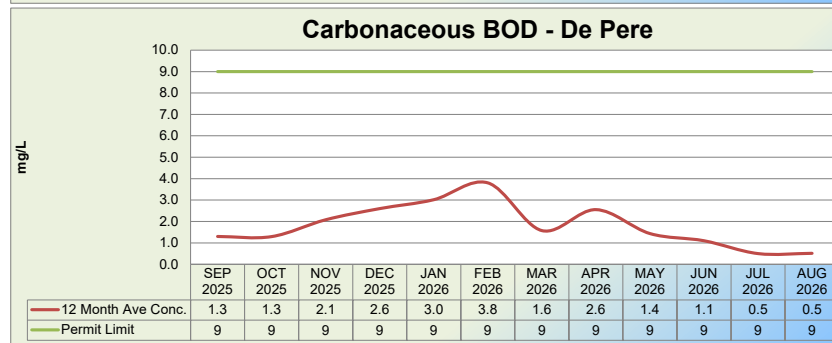
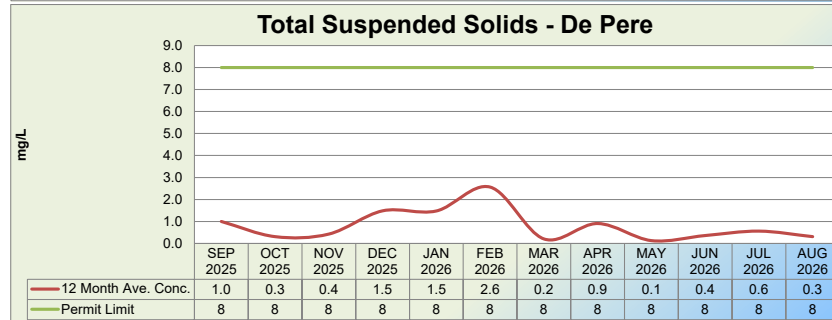
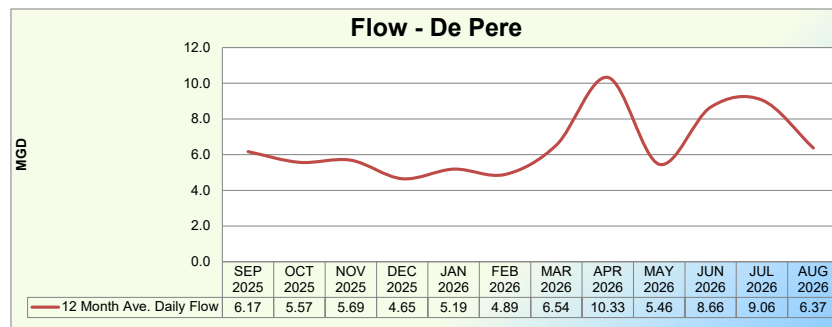
| EFFLUENT QUALITY - CURRENT YEAR 2025   |                 |       |          |           |               |          |           |               |          |           |               |                  | May - October Avg = 0.6 mg/L    |                    |           |                   | Ammonia Limits                                                                                                                                                                                                         |          |           |               |          |           |               |
|----------------------------------------|-----------------|-------|----------|-----------|---------------|----------|-----------|---------------|----------|-----------|---------------|------------------|---------------------------------|--------------------|-----------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------|---------------|----------|-----------|---------------|
| NEW Water (GBMSD) - GREEN BAY FACILITY |                 |       |          |           |               |          |           |               |          |           |               |                  | November - April Avg = 0.6 mg/L |                    |           |                   | Jan-Apr. Monthly Avg = 15 mg/L Weekly Avg = 59 mg/L<br>May-Sept Monthly Avg = 4.7 mg/L Weekly Avg =13 mg/L<br>October Monthly Avg =14 mg/L Weekly Avg = 38 mg/L<br>Nov-Dec Monthly Avg. = 26 mg/L Weekly Avg =104 mg/L |          |           |               |          |           |               |
| Permit Limits:                         |                 |       | 18 mg/L  |           |               | N/A      |           |               | 25 mg/L  |           |               | 126#/<br>100 ml  |                                 | 10%                |           | 1.0 mg/L          |                                                                                                                                                                                                                        |          |           |               |          |           |               |
|                                        |                 |       |          |           |               |          |           |               |          |           |               |                  | 0.6 mg/L per Six Months         |                    |           |                   |                                                                                                                                                                                                                        |          |           |               |          |           |               |
|                                        | FLOW            |       | TSS      |           |               | T-BOD    |           |               | C-BOD    |           |               | E. Coli          |                                 | T. PHOSPHORUS (LL) |           |                   |                                                                                                                                                                                                                        | AMMONIA  |           |               | TKN      |           |               |
| MONTH                                  | Million Gallons | MGD   | Ave mg/L | Ave #/Day | Total #/Month | Ave mg/L | Ave #/Day | Total #/Month | Ave mg/L | Ave #/Day | Total #/Month | Monthly Geo Mean | % Exceedance                    | Ave mg/L           | Ave #/Day | Ave mg/l 6 Months | Total #/Month                                                                                                                                                                                                          | Ave mg/L | Ave #/Day | Total #/Month | Ave mg/L | Ave #/Day | Total #/Month |
| JAN                                    | 852.856         | 27.51 | 7.0      | 1,615     | 50,058        | 8.8      | 2,016     | 62,491        | 3.6      | 828       | 25,655        |                  |                                 | 0.40               | 93        |                   | 2,886                                                                                                                                                                                                                  | 0.13     | 31        | 946           | 2.24     | 512       | 15,865        |
| FEB                                    | 762.613         | 27.24 | 7.0      | 1,587     | 44,433        | 9.1      | 2,089     | 58,479        | 4.1      | 920       | 25,757        |                  |                                 | 0.39               | 87        |                   | 2,449                                                                                                                                                                                                                  | 0.12     | 35        | 987           | 2.41     | 549       | 15,384        |
| MAR                                    | 1,248.694       | 40.28 | 7.1      | 2,443     | 75,734        | 14.7     | 5,140     | 159,353       | 4.6      | 1,561     | 48,384        |                  |                                 | 0.27               | 89        |                   | 2,756                                                                                                                                                                                                                  | 5.28     | 1,913     | 59,313        | 7.20     | 2,541     | 78,770        |
| APR                                    | 1,317.017       | 43.90 | 5.0      | 1,877     | 56,319        | 8.7      | 3,344     | 100,329       | 3.1      | 1,151     | 34,526        |                  |                                 | 0.26               | 95        | 0.33              | 2,857                                                                                                                                                                                                                  | 1.33     | 574       | 17,229        | 3.26     | 1,305     | 39,145        |
| MAY                                    | 1,267.107       | 40.87 | 4.6      | 1,600     | 49,588        | 5.6      | 1,945     | 60,288        | 2.8      | 992       | 29,765        | 12.82            | 0.00                            | 0.24               | 82        |                   | 2,533                                                                                                                                                                                                                  | 0.04     | 16        | 452           | 1.56     | 531       | 16,448        |
| JUN                                    | 1,128.833       | 37.63 | 5.7      | 1,786     | 53,579        | 6.0      | 1,907     | 57,209        | 3.2      | 1,004     | 30,132        | 15.05            | 0.00                            | 0.28               | 88        |                   | 2,627                                                                                                                                                                                                                  | 0.01     | 3         | 79            | 1.61     | 506       | 15,188        |
| JUL                                    | 1,080.737       | 34.86 | 8.5      | 2,489     | 77,149        | 7.2      | 2,113     | 65,493        | 3.9      | 1,207     | 35,015        | 42.79            | 0.00                            | 0.43               | 128       |                   | 3,956                                                                                                                                                                                                                  | 0.00     | 0         | 0             | 2.10     | 608       | 18,853        |
| AUG                                    | 945.130         | 30.49 | 3.4      | 887       | 27,500        | 4.6      | 1,188     | 36,823        | 2.7      | 742       | 21,530        | 22.97            | 0.00                            | 0.33               | 84        |                   | 2,602                                                                                                                                                                                                                  | 0.06     | 15        | 446           | 1.93     | 489       | 15,170        |
| SEP                                    | 825.967         | 27.53 | 5.6      | 1,282     | 38,466        | 5.5      | 1,274     | 38,207        | 3.2      | 734       | 22,032        | 36.01            | 0.00                            | 0.36               | 82        |                   | 2,460                                                                                                                                                                                                                  | 0.00     | 0         | 0             | 2.09     | 479       | 14,375        |
| OCT                                    | 896.531         | 28.92 | 5.4      | 1,298     | 40,237        | 6.6      | 1,601     | 49,641        | 2.1      | 500       | 15,496        |                  |                                 | 0.51               | 120       | 0.36              | 3,707                                                                                                                                                                                                                  | 0.00     | 0         | 0             | 2.10     | 505       | 15,655        |
| NOV                                    | 752.402         | 25.08 | 7.3      | 1,536     | 46,072        | 8.6      | 1,803     | 54,087        | 3.6      | 742       | 22,247        |                  |                                 | 0.57               | 119       |                   | 3,575                                                                                                                                                                                                                  | 0.02     | 4         | 134           | 2.28     | 476       | 14,289        |
| DEC                                    | 842.682         | 27.18 | 12.9     | 2,946     | 91,323        | 13.3     | 3,023     | 93,719        | 6.3      | 1,429     | 44,288        |                  |                                 | 0.55               | 125       |                   | 3,875                                                                                                                                                                                                                  | 0.20     | 47        | 1,466         | 3.08     | 700       | 21,692        |
| Average                                | 993.381         | 32.62 | 6.6      | 1,779     | 54,205        | 8.2      | 2,287     | 69,677        | 3.6      | 984       | 29,569        |                  |                                 | 0.38               | 99        |                   | 3,024                                                                                                                                                                                                                  | 0.60     | 220       | 6,754         | 2.65     | 767       | 23,403        |
| Total                                  | 11,920.570      |       |          |           | 650,460       |          |           | 836,120       |          |           | 354,828       |                  |                                 |                    |           |                   | 36,284                                                                                                                                                                                                                 |          |           | 81,053        |          |           | 280,834       |
| All time record best(s) ->             |                 |       | 2.0      | 425       | 13,187        | 2.0      | 336       | 10,267        | 0.2      | 52        | 1,556         |                  |                                 | 0.11               | 27        |                   | 803                                                                                                                                                                                                                    | 0.00     | 0         | 0             | 0.67     | 170       | 5,125         |



| EFFLUENT QUALITY - CURRENT YEAR 2026<br>NEW WATER (GBMSD) - DE PERE FACILITY |                    |       |             |              |                  |             |              |                  |             |              |                  |                     | May - October Avg. = 0.6 mg/L<br>November - April Avg. = 0.6 mg/L |                      |              |                                     | Ammonia Limits<br>Jan-Mar. Monthly Avg = 26 mg/L Daily Max = 26 mg/L<br>April Monthly Avg = 24 mg/L Daily Max = 26 mg/L<br>May-Oct Monitor only<br>Nov-Dec. Monthly Avg. = 26 mg/L Daily Max = 26 mg/L |             |              |                  |             |              |                  |
|------------------------------------------------------------------------------|--------------------|-------|-------------|--------------|------------------|-------------|--------------|------------------|-------------|--------------|------------------|---------------------|-------------------------------------------------------------------|----------------------|--------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------|------------------|-------------|--------------|------------------|
| Permit Limits:                                                               |                    |       | 8.0 mg/L    |              |                  | N/A         |              |                  | 9.0 mg/L    |              |                  | 126#/<br>100 ml     |                                                                   | > 410#/100 ml<br>10% |              | 1.0 mg/L<br>0.6 mg/L per Six Months |                                                                                                                                                                                                        |             |              |                  |             |              |                  |
|                                                                              | FLOW               |       | TSS         |              |                  | T-BOD       |              |                  | C-BOD       |              |                  | E. Coli             |                                                                   | T. PHOSPHORUS (LL)   |              |                                     |                                                                                                                                                                                                        | AMMONIA     |              |                  | TKN         |              |                  |
| MONTH                                                                        | Million<br>Gallons | MGD   | Ave<br>mg/L | Ave<br>#/Day | Total<br>#/Month | Ave<br>mg/L | Ave<br>#/Day | Total<br>#/Month | Ave<br>mg/L | Ave<br>#/Day | Total<br>#/Month | Monthly<br>Geo Mean | %<br>Exceedance                                                   | Ave<br>mg/L          | Ave<br>#/Day | Ave mg/l<br>6 Months                | Total<br>#/Month                                                                                                                                                                                       | Ave<br>mg/L | Ave<br>#/Day | Total<br>#/Month | Ave<br>mg/L | Ave<br>#/Day | Total<br>#/Month |
| JAN                                                                          | 160.943            | 5.19  | 1.5         | 66           | 2,053            | 3.9         | 172          | 5,322            | 3.0         | 132          | 4,079            |                     |                                                                   | 0.19                 | 8            |                                     | 258                                                                                                                                                                                                    | 0.35        | 15           | 466              | 2.61        | 113          | 3,492            |
| FEB                                                                          | 137.030            | 4.89  | 2.6         | 105          | 2,945            | 6.1         | 246          | 6,883            | 3.8         | 153          | 4,291            |                     |                                                                   | 0.20                 | 8            |                                     | 230                                                                                                                                                                                                    | 0.84        | 35           | 972              | 3.12        | 127          | 3,550            |
| MAR                                                                          | 202.629            | 6.54  | 0.2         | 11           | 355              | 4.8         | 264          | 8,194            | 1.6         | 95           | 2,950            |                     |                                                                   | 0.08                 | 4            |                                     | 137                                                                                                                                                                                                    | 1.65        | 90           | 2,799            | 3.15        | 171          | 5,311            |
| APR                                                                          | 309.887            | 10.33 | 0.9         | 114          | 3,433            | 5.8         | 477          | 14,306           | 2.6         | 234          | 7,024            |                     |                                                                   | 0.07                 | 6            | 0.14                                | 184                                                                                                                                                                                                    | 4.31        | 312          | 9,369            | 5.42        | 401          | 12,021           |
| MAY                                                                          | 169.360            | 5.46  | 0.1         | 6            | 186              | 3.7         | 170          | 5,285            | 1.4         | 66           | 2,059            | 1.48                | 0.00                                                              | 0.11                 | 5            |                                     | 150                                                                                                                                                                                                    | 0.47        | 21           | 654              | 2.02        | 92           | 2,855            |
| JUN                                                                          | 259.751            | 8.66  | 0.4         | 27           | 821              | 2.7         | 191          | 5,715            | 1.1         | 77           | 2,394            | 1.54                | 0.00                                                              | 0.14                 | 10           |                                     | 294                                                                                                                                                                                                    | 0.18        | 13           | 388              | 1.68        | 120          | 3,586            |
| JUL                                                                          | 281.005            | 9.06  | 0.6         | 50           | 1,560            | 1.2         | 102          | 3,167            | 0.5         | 46           | 1,423            | 3.12                | 0.00                                                              | 0.30                 | 23           |                                     | 713                                                                                                                                                                                                    | 0.08        | 5            | 152              | 1.48        | 105          | 3,261            |
| AUG                                                                          | 197.510            | 6.37  | 0.3         | 17           | 536              | 1.5         | 85           | 2,622            | 0.5         | 28           | 861              | 2.27                | 0.00                                                              | 0.35                 | 18           |                                     | 565                                                                                                                                                                                                    | 0.28        | 15           | 454              | 1.69        | 90           | 2,781            |
| SEP                                                                          |                    |       |             |              |                  |             |              |                  |             |              |                  |                     |                                                                   |                      |              |                                     |                                                                                                                                                                                                        |             |              |                  |             |              |                  |
| OCT                                                                          |                    |       |             |              |                  |             |              |                  |             |              |                  |                     |                                                                   |                      |              | 0.22                                |                                                                                                                                                                                                        |             |              |                  |             |              |                  |
| NOV                                                                          |                    |       |             |              |                  |             |              |                  |             |              |                  |                     |                                                                   |                      |              |                                     |                                                                                                                                                                                                        |             |              |                  |             |              |                  |
| DEC                                                                          |                    |       |             |              |                  |             |              |                  |             |              |                  |                     |                                                                   |                      |              |                                     |                                                                                                                                                                                                        |             |              |                  |             |              |                  |
| Average                                                                      | 214.764            | 7.06  | 0.8         | 50           | 1,486            | 3.7         | 213          | 6,437            | 1.8         | 104          | 3,135            |                     |                                                                   | 0.18                 | 10           |                                     | 316                                                                                                                                                                                                    | 1.02        | 63           | 1,907            | 2.65        | 152          | 4,607            |
| Total                                                                        | 1,718.114          |       |             |              | 11,889           |             |              | 51,495           |             |              | 25,080           |                     |                                                                   |                      |              |                                     | 2,530                                                                                                                                                                                                  |             |              | 15,254           |             |              | 36,858           |
| All time record best(s) ->                                                   |                    |       | 0.0         | 0            | 0                | 0.0         | 0            | 0                | 0.0         | 0            | 0                |                     |                                                                   | 0.05                 | 2            | 75                                  | 0.00                                                                                                                                                                                                   | 0           | 0            | 0.85             | 50          | 1,495        |                  |

The effluent quality was in compliance with all of the above permit parameters for August 2026

| EFFLUENT QUALITY - CURRENT YEAR 2025<br>NEW WATER (GBMSD) - DE PERE FACILITY |                    |      |             |              |                  |             |              |                  |             |              |                  |                     | May - October Avg. = 0.6 mg/L<br>November - April Avg. = 0.6 mg/L |                      |              |                                     | Ammonia Limits<br>Jan-Mar. Monthly Avg = 26 mg/L Daily Max = 26 mg/L<br>April Monthly Avg = 24 mg/L Daily Max = 26 mg/L<br>May-Oct Monitor only<br>Nov-Dec. Monthly Avg. = 26 mg/L Daily Max = 26 mg/L |              |                  |             |              |                  |        |
|------------------------------------------------------------------------------|--------------------|------|-------------|--------------|------------------|-------------|--------------|------------------|-------------|--------------|------------------|---------------------|-------------------------------------------------------------------|----------------------|--------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|-------------|--------------|------------------|--------|
| Permit Limits:                                                               |                    |      | 8.0 mg/L    |              |                  | N/A         |              |                  | 9.0 mg/L    |              |                  | 126#/<br>100 ml     |                                                                   | > 410#/100 ml<br>10% |              | 1.0 mg/L<br>0.6 mg/L per Six Months |                                                                                                                                                                                                        |              |                  |             |              |                  |        |
|                                                                              | FLOW               |      | TSS         |              |                  | T-BOD       |              |                  | C-BOD       |              |                  | E. Coli             |                                                                   | T. PHOSPHORUS (LL)   |              |                                     | AMMONIA                                                                                                                                                                                                |              |                  | TKN         |              |                  |        |
| MONTH                                                                        | Million<br>Gallons | MGD  | Ave<br>mg/L | Ave<br>#/Day | Total<br>#/Month | Ave<br>mg/L | Ave<br>#/Day | Total<br>#/Month | Ave<br>mg/L | Ave<br>#/Day | Total<br>#/Month | Monthly<br>Geo Mean | %<br>Exceedance                                                   | Ave<br>mg/L          | Ave<br>#/Day | Total<br>6 Months<br>#/Month        | Ave<br>mg/L                                                                                                                                                                                            | Ave<br>#/Day | Total<br>#/Month | Ave<br>mg/L | Ave<br>#/Day | Total<br>#/Month |        |
| JAN                                                                          | 140.008            | 4.52 | 0.9         | 37           | 1,116            | 2.8         | 106          | 3,285            | 2.4         | 90           | 2,797            |                     |                                                                   | 0.14                 | 5            |                                     | 162                                                                                                                                                                                                    | 0.23         | 8                | 251         | 1.88         | 70               | 2,173  |
| FEB                                                                          | 127.960            | 4.57 | 0.2         | 6            | 164              | 3.4         | 131          | 3,669            | 2.4         | 91           | 2,556            |                     |                                                                   | 0.08                 | 3            |                                     | 87                                                                                                                                                                                                     | 1.26         | 53               | 1,480       | 3.01         | 119              | 3,334  |
| MAR                                                                          | 209.073            | 6.74 | 0.6         | 40           | 1,248            | 5.2         | 303          | 9,390            | 2.9         | 168          | 5,196            |                     |                                                                   | 0.07                 | 4            |                                     | 119                                                                                                                                                                                                    | 3.52         | 219              | 6,781       | 5.02         | 301              | 9,322  |
| APR                                                                          | 200.464            | 6.68 | 0.0         | 0            | 0                | 5.0         | 276          | 8,275            | 1.8         | 103          | 3,090            |                     |                                                                   | 0.07                 | 4            | 0.11                                | 111                                                                                                                                                                                                    | 4.24         | 237              | 7,123       | 5.44         | 304              | 9,105  |
| MAY                                                                          | 187.535            | 6.05 | 0.1         | 6            | 193              | 2.3         | 119          | 3,698            | 0.9         | 47           | 1,469            | 1.00                | 0.00                                                              | 0.09                 | 5            |                                     | 143                                                                                                                                                                                                    | 0.32         | 18               | 568         | 1.80         | 92               | 2,845  |
| JUN                                                                          | 164.744            | 5.49 | 0.6         | 25           | 745              | 2.6         | 119          | 3,573            | 0.7         | 30           | 908              | 3.50                | 0.00                                                              | 0.14                 | 6            |                                     | 190                                                                                                                                                                                                    | 0.22         | 10               | 297         | 1.73         | 79               | 2,360  |
| JUL                                                                          | 171.948            | 5.55 | 0.2         | 9            | 277              | 0.9         | 44           | 1,312            | 0.1         | 7            | 221              | 2.07                | 0.00                                                              | 0.16                 | 7            |                                     | 226                                                                                                                                                                                                    | 0.02         | 1                | 26          | 1.56         | 72               | 2,230  |
| AUG                                                                          | 185.432            | 5.98 | 0.2         | 8            | 246              | 1.9         | 99           | 3,068            | 1.0         | 53           | 1,642            | 2.82                | 0.00                                                              | 0.20                 | 10           |                                     | 311                                                                                                                                                                                                    | 0.04         | 2                | 61          | 1.99         | 101              | 3,117  |
| SEP                                                                          | 185.139            | 6.17 | 1.0         | 46           | 1,388            | 2.4         | 124          | 3,732            | 1.3         | 65           | 1,948            | 3.45                | 3.33                                                              | 0.21                 | 11           |                                     | 323                                                                                                                                                                                                    | 0.11         | 5                | 157         | 1.79         | 90               | 2,708  |
| OCT                                                                          | 172.702            | 5.57 | 0.3         | 11           | 330              | 2.8         | 127          | 3,941            | 1.3         | 59           | 1,817            |                     |                                                                   | 0.16                 | 7            | 0.16                                | 226                                                                                                                                                                                                    | 0.11         | 5                | 165         | 1.72         | 80               | 2,471  |
| NOV                                                                          | 170.840            | 5.69 | 0.4         | 21           | 642              | 3.5         | 164          | 4,917            | 2.1         | 98           | 2,940            |                     |                                                                   | 0.13                 | 6            |                                     | 185                                                                                                                                                                                                    | 0.23         | 11               | 325         | 1.84         | 86               | 2,593  |
| DEC                                                                          | 144.287            | 4.65 | 1.5         | 60           | 1,807            | 3.9         | 154          | 4,762            | 2.6         | 102          | 3,164            |                     |                                                                   | 0.16                 | 6            |                                     | 189                                                                                                                                                                                                    | 0.29         | 11               | 353         | 2.31         | 90               | 2,796  |
| Average                                                                      | 171.678            | 5.64 | 0.5         | 22           | 680              | 3.1         | 147          | 4,468            | 1.6         | 76           | 2,312            |                     |                                                                   | 0.13                 | 6            |                                     | 189                                                                                                                                                                                                    | 0.88         | 48               | 1,466       | 2.51         | 124              | 3,755  |
| Total                                                                        | 2,060.132          |      |             |              | 8,156            |             |              | 53,622           |             |              | 27,749           |                     |                                                                   |                      |              |                                     | 2,273                                                                                                                                                                                                  |              |                  | 17,587      |              |                  | 45,055 |
| All time record best(s) ->                                                   |                    |      | 0.0         | 0            | 0                | 0.0         | 0            | 0                | 0.0         | 0            | 0                |                     |                                                                   | 0.05                 | 2            | 75                                  | 0.00                                                                                                                                                                                                   | 0            | 0                | 0.85        | 50           | 1,495            |        |



| R2E2 ENERGY REPORT GREEN BAY 2026      |                   |             |            |             |            |                  |             |            |             |            |                  |             |            |                |            |                    |            |                     |            |
|----------------------------------------|-------------------|-------------|------------|-------------|------------|------------------|-------------|------------|-------------|------------|------------------|-------------|------------|----------------|------------|--------------------|------------|---------------------|------------|
| NEW Water (GBMSD) - GREEN BAY FACILITY |                   |             |            |             |            |                  |             |            |             |            |                  |             |            |                |            |                    |            |                     |            |
|                                        | Bio-gas Generated |             |            |             |            | Electricity Used |             |            |             |            | Natural Gas Used |             |            |                |            |                    |            |                     |            |
|                                        | Generators        |             |            | Flare       |            | Generated        |             |            |             |            | Incineration     |             |            | Heating Boiler |            | Thermal Oil Boiler |            | Co-Generation Units |            |
|                                        | Total (CCF)       | Total (CCF) | % of Total | Total (CCF) | % of Total | Total (MWH)      | Total (MWH) | % of Total | Total (MWH) | % of Total | Total (CCF)      | Total (CCF) | % of Total | Total (CCF)    | % of Total | Total (CCF)        | % of Total | Total (CCF)         | % of Total |
| January                                | 229,734           | 211,750     | 92.2       | 17,984      | 7.8        | 3,445            | 1,994       | 57.9       | 1,451       | 42.1       | 179,163          | 22,800      | 12.7       | 150,232        | 83.9       | 0                  | 0.0        | 6,131               | 3.4        |
| February                               | 217,630           | 199,058     | 91.5       | 18,572      | 8.5        | 3,147            | 1,829       | 58.1       | 1,318       | 41.9       | 135,915          | 21,090      | 15.5       | 110,033        | 81.0       | 2,431              | 1.8        | 2,361               | 1.7        |
| March                                  | 201,887           | 194,010     | 96.1       | 7,877       | 3.9        | 3,530            | 2,083       | 59.0       | 1,447       | 41.0       | 128,283          | 24,440      | 19.1       | 100,981        | 78.7       | 2                  | 0.0        | 2,860               | 2.2        |
| April                                  | 251,634           | 221,232     | 87.9       | 30,402      | 12.1       | 3,712            | 2,279       | 61.4       | 1,432       | 38.6       | 119,044          | 29,800      | 25.0       | 84,746         | 71.2       | 3                  | 0.0        | 4,495               | 3.8        |
| May                                    | 207,763           | 186,837     | 89.9       | 20,926      | 10.1       | 3,388            | 1,924       | 56.8       | 1,465       | 43.2       | 61,645           | 18,030      | 29.2       | 35,030         | 56.8       | 2,607              | 4.2        | 5,978               | 9.7        |
| June                                   | 194,893           | 179,395     | 92.0       | 15,499      | 8.0        | 3,392            | 1,996       | 58.8       | 1,396       | 41.2       | 43,543           | 25,500      | 58.6       | 1,235          | 2.8        | 136                | 0.3        | 16,672              | 38.3       |
| July                                   | 141,334           | 140,347     | 99.3       | 987         | 0.7        | 3,627            | 2,161       | 59.6       | 1,466       | 40.4       | 81,312           | 22,840      | 28.1       | 2,363          | 2.9        | 0                  | 0.0        | 56,109              | 69.0       |
| August                                 | 164,047           | 164,031     | 100.0      | 16          | 0.0        | 3,302            | 1,846       | 55.9       | 1,457       | 44.1       | 66,581           | 24,030      | 36.1       | 34             | 0.1        | 1                  | 0.0        | 42,517              | 63.9       |
| September                              |                   |             |            |             |            |                  |             |            |             |            |                  |             |            |                |            |                    |            |                     |            |
| October                                |                   |             |            |             |            |                  |             |            |             |            |                  |             |            |                |            |                    |            |                     |            |
| November                               |                   |             |            |             |            |                  |             |            |             |            |                  |             |            |                |            |                    |            |                     |            |
| December                               |                   |             |            |             |            |                  |             |            |             |            |                  |             |            |                |            |                    |            |                     |            |

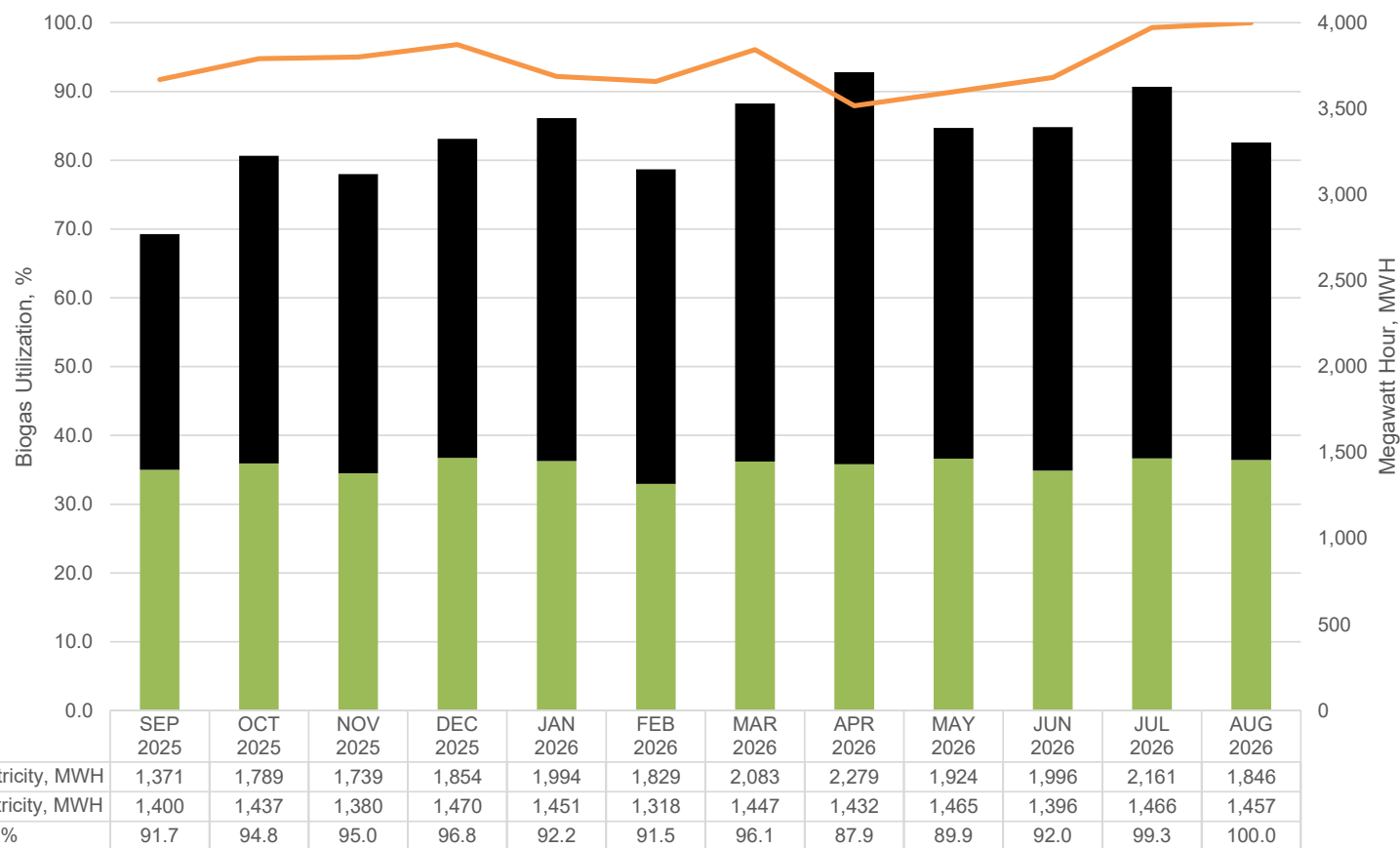
|           | Co-Generation Unit #3 (P-21) |                              |                 |             |             |             | Co-Generation Unit #4 (P-22) |                              |                 |             |             |            | High Strength Waste Received |      |             |            |
|-----------|------------------------------|------------------------------|-----------------|-------------|-------------|-------------|------------------------------|------------------------------|-----------------|-------------|-------------|------------|------------------------------|------|-------------|------------|
|           | Monthly Run Time (hours)     | Total Energy Generated (MWH) | Gas Consumption |             |             |             | Monthly Run Time (hours)     | Total Energy Generated (MWH) | Gas Consumption |             |             |            |                              |      |             |            |
|           |                              |                              | Bio-gas         |             | Natural Gas |             |                              |                              | Bio-gas         |             | Natural Gas |            |                              |      |             |            |
|           |                              |                              | Total (CCF)     | Total (CCF) | % of Total  | Total (CCF) |                              |                              | % of Total      | Total (CCF) | Total (CCF) | % of Total |                              |      | Total (CCF) | % of Total |
| January   | 250                          | 483                          | 68,343          | 67,761      | 99.1        | 582         | 0.9                          | 501                          | 968             | 149,537     | 143,988     | 96.3       | 5,549                        | 3.7  | 1,023,802   |            |
| February  | 136                          | 264                          | 46,168          | 45,583      | 98.7        | 585         | 1.3                          | 541                          | 1,054           | 155,251     | 153,475     | 98.9       | 1,776                        | 1.1  | 907,767     |            |
| March     | 743                          | 1,447                        | 196,870         | 194,010     | 98.5        | 2,860       | 1.5                          | 0                            | 0               | 0           | 0.0         | 0          | 0                            | 0.0  | 1,048,267   |            |
| April     | 704                          | 1,371                        | 218,511         | 216,716     | 99.2        | 1,794       | 0.8                          | 32                           | 61              | 7,217       | 4,516       | 62.6       | 2,701                        | 37.4 | 991,939     |            |
| May       | 446                          | 861                          | 99,800          | 96,419      | 96.6        | 3,381       | 3.4                          | 310                          | 604             | 93,015      | 90,419      | 97.2       | 2,597                        | 2.8  | 919,055     |            |
| June      | 302                          | 587                          | 76,993          | 73,536      | 95.5        | 3,457       | 4.5                          | 424                          | 809             | 119,073     | 105,859     | 88.9       | 13,215                       | 11.1 | 693,628     |            |
| July      | 157                          | 345                          | 43,336          | 36,630      | 84.5        | 6,705       | 15.5                         | 576                          | 1,121           | 153,120     | 103,716     | 67.7       | 49,404                       | 32.3 | 646,171     |            |
| August    | 177                          | 355                          | 48,334          | 43,653      | 90.3        | 4,681       | 9.7                          | 566                          | 1,102           | 158,213     | 120,378     | 76.1       | 37,836                       | 23.9 | 637,104     |            |
| September |                              |                              |                 |             |             |             |                              |                              |                 |             |             |            |                              |      |             |            |
| October   |                              |                              |                 |             |             |             |                              |                              |                 |             |             |            |                              |      |             |            |
| November  |                              |                              |                 |             |             |             |                              |                              |                 |             |             |            |                              |      |             |            |
| December  |                              |                              |                 |             |             |             |                              |                              |                 |             |             |            |                              |      |             |            |

| R2E2 ENERGY REPORT GREEN BAY 2025      |                   |             |            |             |            |                  |             |            |             |            |                  |             |            |                |            |                    |            |                     |            |
|----------------------------------------|-------------------|-------------|------------|-------------|------------|------------------|-------------|------------|-------------|------------|------------------|-------------|------------|----------------|------------|--------------------|------------|---------------------|------------|
| NEW Water (GBMSD) - GREEN BAY FACILITY |                   |             |            |             |            |                  |             |            |             |            |                  |             |            |                |            |                    |            |                     |            |
|                                        | Bio-gas Generated |             |            |             |            | Electricity Used |             |            |             |            | Natural Gas Used |             |            |                |            |                    |            |                     |            |
|                                        | Generators        |             |            | Flare       |            | Generated        |             |            |             |            | Incineration     |             |            | Heating Boiler |            | Thermal Oil Boiler |            | Co-Generation Units |            |
|                                        | Total (CCF)       | Total (CCF) | % of Total | Total (CCF) | % of Total | Total (MWH)      | Total (MWH) | % of Total | Total (MWH) | % of Total | Total (CCF)      | Total (CCF) | % of Total | Total (CCF)    | % of Total | Total (CCF)        | % of Total | Total (CCF)         | % of Total |
| January                                | 205,576           | 189,076     | 92.0       | 16,500      | 8.0        | 3,296            | 1,930       | 58.6       | 1,366       | 41.4       | 147,129          | 21,310      | 14.5       | 121,109        | 82.3       | 5                  | 0.0        | 4,706               | 3.2        |
| February                               | 182,942           | 167,591     | 91.6       | 15,351      | 8.4        | 2,995            | 1,722       | 57.5       | 1,273       | 42.5       | 145,404          | 21,040      | 14.5       | 116,252        | 80.0       | 1,437              | 1.0        | 6,675               | 4.6        |
| March                                  | 231,411           | 200,729     | 86.7       | 30,682      | 13.3       | 3,347            | 1,899       | 56.7       | 1,448       | 43.3       | 118,456          | 19,640      | 16.6       | 90,924         | 76.8       | 0                  | 0.0        | 7,892               | 6.7        |
| April                                  | 226,189           | 186,757     | 82.6       | 39,432      | 17.4       | 3,384            | 1,990       | 58.8       | 1,395       | 41.2       | 89,731           | 22,540      | 25.1       | 60,801         | 67.8       | 0                  | 0.0        | 6,391               | 7.1        |
| May                                    | 243,120           | 204,657     | 84.2       | 38,463      | 15.8       | 3,413            | 1,955       | 57.3       | 1,459       | 42.7       | 60,535           | 25,162      | 41.6       | 31,748         | 52.4       | 0                  | 0.0        | 3,625               | 6.0        |
| June                                   | 217,297           | 186,674     | 85.9       | 30,623      | 14.1       | 3,245            | 1,864       | 57.4       | 1,381       | 42.6       | 33,680           | 23,608      | 70.1       | 977            | 2.9        | 246                | 0.7        | 8,849               | 26.3       |
| July                                   | 176,545           | 171,329     | 97.0       | 5,216       | 3.0        | 3,532            | 2,063       | 58.4       | 1,469       | 41.6       | 48,730           | 23,425      | 48.1       | 0              | 0.0        | 0                  | 0.0        | 25,305              | 51.9       |
| August                                 | 177,498           | 169,239     | 95.3       | 8,259       | 4.7        | 3,176            | 1,858       | 58.5       | 1,318       | 41.5       | 47,792           | 17,782      | 37.2       | 0              | 0.0        | 180                | 0.4        | 29,830              | 62.4       |
| September                              | 192,466           | 176,511     | 91.7       | 15,955      | 8.3        | 2,771            | 1,371       | 49.5       | 1,400       | 50.5       | 27,922           | 8,485       | 30.4       | 0              | 0.0        | 76                 | 0.3        | 19,361              | 69.3       |
| October                                | 219,393           | 207,934     | 94.8       | 11,459      | 5.2        | 3,226            | 1,789       | 55.4       | 1,437       | 44.6       | 73,287           | 27,798      | 37.9       | 35,571         | 48.5       | 0                  | 0.0        | 9,918               | 13.5       |
| November                               | 223,302           | 212,132     | 95.0       | 11,170      | 5.0        | 3,119            | 1,739       | 55.8       | 1,380       | 44.2       | 110,350          | 25,090      | 22.7       | 78,561         | 71.2       | 0                  | 0.0        | 6,699               | 6.1        |
| December                               | 214,701           | 207,889     | 96.8       | 6,813       | 3.2        | 3,324            | 1,854       | 55.8       | 1,470       | 44.2       | 173,574          | 27,590      | 15.9       | 131,518        | 75.8       | 50                 | 0.0        | 14,416              | 8.3        |

|           | Co-Generation Unit #3 (P-21) |                              |                 |             |             |             | Co-Generation Unit #4 (P-22) |                              |                 |             |             |            | High Strength Waste Received | Struvite Harvested |             |            |
|-----------|------------------------------|------------------------------|-----------------|-------------|-------------|-------------|------------------------------|------------------------------|-----------------|-------------|-------------|------------|------------------------------|--------------------|-------------|------------|
|           | Monthly Run Time (hours)     | Total Energy Generated (MWH) | Gas Consumption |             |             |             | Monthly Run Time (hours)     | Total Energy Generated (MWH) | Gas Consumption |             |             |            |                              |                    |             |            |
|           |                              |                              | Bio-gas         |             | Natural Gas |             |                              |                              | Bio-gas         |             | Natural Gas |            |                              |                    |             |            |
|           |                              |                              | Total (CCF)     | Total (CCF) | % of Total  | Total (CCF) |                              |                              | % of Total      | Total (CCF) | Total (CCF) | % of Total |                              |                    | Total (CCF) | % of Total |
| January   | 582                          | 1,107                        | 159,319         | 155,523     | 97.6        | 3,796       | 2.4                          | 136                          | 259             | 34,462      | 33,553      | 97.4       | 909                          | 2.6                | 811,838     | 0          |
| February  | 324                          | 630                          | 87,848          | 82,369      | 93.8        | 5,479       | 6.2                          | 340                          | 644             | 86,419      | 85,222      | 98.6       | 1,197                        | 1.4                | 731,616     | 0          |
| March     | 734                          | 1,429                        | 206,127         | 198,499     | 96.3        | 7,629       | 3.7                          | 10                           | 19              | 2,493       | 2,230       | 89.5       | 263                          | 10.5               | 976,123     | 0          |
| April     | 284                          | 551                          | 76,035          | 71,913      | 94.6        | 4,122       | 5.4                          | 433                          | 843             | 117,113     | 114,844     | 98.1       | 2,269                        | 1.9                | 1,143,339   | 0          |
| May       | 178                          | 345                          | 47,998          | 46,742      | 97.4        | 1,256       | 2.6                          | 571                          | 1,113           | 160,284     | 157,915     | 98.5       | 2,369                        | 1.5                | 1,111,240   | 0          |
| June      | 292                          | 573                          | 77,317          | 73,007      | 94.4        | 4,310       | 5.6                          | 416                          | 808             | 118,206     | 113,667     | 96.2       | 4,539                        | 3.8                | 689,151     | 0          |
| July      | 246                          | 476                          | 63,215          | 53,637      | 84.8        | 9,578       | 15.2                         | 510                          | 993             | 133,419     | 117,692     | 88.2       | 15,727                       | 11.8               | 637,354     | 0          |
| August    | 688                          | 134                          | 182,121         | 153,642     | 84.4        | 28,479      | 15.6                         | 61                           | 1,184           | 16,948      | 15,597      | 92.0       | 1,351                        | 8.0                | 629,323     | 0          |
| September | 717                          | 1,396                        | 195,287         | 176,068     | 90.2        | 19,218      | 9.8                          | 2                            | 4               | 586         | 443         | 75.6       | 143                          | 24.4               | 656,955     | 0          |
| October   | 8                            | 2                            | 2,282           | 1,842       | 80.7        | 440         | 19.3                         | 737                          | 1,436           | 215,570     | 206,092     | 95.6       | 9,478                        | 4.4                | 800,211     | 0          |
| November  | 0                            | 0                            | 0               | 0           | 0           | 0           | 0                            | 712                          | 1,380           | 218,831     | 212,132     | 96.9       | 6,699                        | 3.1                | 684,813     | 0          |
| December  | 37                           | 66                           | 9,101           | 7,333       | 80.6        | 1,768       | 19.4                         | 721                          | 1,404           | 213,203     | 200,556     | 94.1       | 12,647                       | 5.9                | 860,715     | 0          |



GBF Energy Utilization - R2E2



# Memorandum

TO: Commissioners

FROM: Nathan Qualls

DATE: September 23, 2026

SUBJECT: Executive Director's Report

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- a) **October Commission Meeting.** The October Commission meeting will be held on October 28, 2026, beginning at 8:30 a.m. This meeting will be hybrid, held in person in the Solids Building 310 Conference room and via Zoom videoconference.
- b) **Municipal & Industrial Partner Meeting: 2027 Budget Focus.** On Sept. 17<sup>th</sup>, NEW Water will host municipal and industrial partners on-site for a meeting focused on the 2027 budget. This outreach is part of NEW Water's quarterly meetings held with municipal and industrial partners to ensure continued engagement and understanding of the critical services we provide.
- c) **NEW Water to Host Wisconsin Wastewater Operators Association (WWOA).** On Oct. 15<sup>th</sup>, NEW Water will host members of the WWOA for a tour of its Green Bay Facility. WWOA's annual conference will be held in Green Bay this year, from Oct. 13-16, at the KI Convention Center. Several NEW Water staff members will attend the conference, present on various topics, and participate in the Operators' Competition.
- d) **NEW Water to Host Group from Northeast Wisconsin Building & Construction Trades Council (NEWBT).** On Oct. 14<sup>th</sup>, NEW Water will host a group of area high school students interested in careers in trades, organized by Lunda Construction. Lunda Construction, currently doing work for NEW Water on the Clarifier Project, approached NEW Water to partner on this targeted recruitment and outreach event. Area high school students participating in NEWBT's Annual Career Day will have the opportunity to select NEW Water as a site to visit, which will be organized by Lunda Construction. Students will tour the Clarifier Project, as well as get a glimpse at hands-on careers at NEW Water. NEWBT's event targets area high schoolers who are interested in careers including operators, welders, electricians, plumbers & steam fitters, construction managers, and more: [www.newbt.org](http://www.newbt.org).

- e) **NEW Water Partners on National Communications Initiative.** NEW Water hosted a film crew at its Green Bay Facility on Sept. 10<sup>th</sup> as part of a national communications initiative to elevate the importance of the wastewater sector. NEW Water is joining the National Association of Clean Water Agencies (NACWA) and the Northeast Ohio Sewerage District to produce a segment for “All Access with Andy Garcia,” a public education television program that features short-form documentary content. The program will be distributed to public television stations across the U.S. and is expected to reach 60 million households over the course of a year. The segment is expected to begin airing in the spring of 2027. See enclosed behind-the-scenes photos of the filming at NEW Water on Sept. 10<sup>th</sup>.



- f) **Fluid Bed Incinerator Dome Replacement:** During the August meeting, the Commission authorized the emergency replacement of the deteriorated fluid bed incinerator dome during the September 2026 incinerator outage. Although the replacement materials had already been purchased and were available, the contractor scheduled to complete the work was unable to do so due to staffing constraints.

The outage is proceeding as scheduled to complete other critical preventive and corrective maintenance work; however, the dome will not be replaced during this outage. Staff are developing an approach to complete the needed dome replacement as soon as possible.