

2027 Proposed Operations & Maintenance and Capital Budgets



Milwaukee Metropolitan Sewerage District

2027 Budget

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Jon Heder, *Senior Management & Budget Analyst*

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Rick Niederstadt, *Capital Improvement Program Manager*

Robyn Marzofka, *Administrative Assistant*

Recent District Awards and Honors

2026

- GFOA Distinguished Budget Presentation Award
- GFOA Certificate of Achievement for Excellence in Financial Reporting
- Wisconsin Department of Natural Resources Project Partnership Award
- Green Lab Platinum Certification
- Ducks Unlimited Wisconsin Partner Award

2025

- GFOA Distinguished Budget Presentation Award
- GFOA Certificate of Achievement for Excellence in Financial Reporting
- NACWA Operations & Environmental Performance Award
- Milwaukee County Historical Society Recognition for Jones Island
- Trimble Asset Lifecycle Management Award

2024

- GFOA Distinguished Budget Presentation Award
- GFOA Certificate of Achievement for Excellence in Financial Reporting
- NACWA Operations & Environmental Performance Award
- NACWA Peak Performance Award
- Utility of the Future Award

2023

- GFOA Distinguished Budget Presentation Award
- GFOA Certificate of Achievement for Excellence in Financial Reporting
- NACWA Operations & Environmental Performance Award and Peak Performance Award
- ARMA Milwaukee Innovation Award
- Trimble Innovator in Construction Award

2022

- GFOA Distinguished Budget Presentation Award
- GFOA Certificate of Achievement for Excellence in Financial Reporting
- NACWA Environmental Achievement Award

2021

- GFOA Distinguished Budget Presentation Award
- GFOA Certificate of Achievement for Excellence in Financial Reporting
- NACWA Peak Performance Award
- NACWA Environmental Achievement Award
 - o Operations and Environmental Performance
 - o Public Information & Education – Educational Program
 - o Special Recognition
 - o Workforce Development
- Wisconsin Policy Forum Salute to Local Government
- International Gold Leaf Award
- WaterNow Emerging Leader Award

2020

- GFOA Distinguished Budget Presentation Award
- GFOA Certificate of Achievement for Excellence in Financial Reporting
- NACWA Peak Performance Award

2019

- GFOA Certificate of Achievement for Excellence in Financial Reporting
- GFOA Distinguished Budget Presentation Award
- ACEC Engineering Excellence State Finalist Award
- ACEC Engineering Excellence Best of State Award
- Mayor's 2019 Design Award
- NACWA Peak Performance Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**Milwaukee Metropolitan Sewerage District
Wisconsin**

For the Fiscal Year Beginning

January 01, 2026

Christopher P. Morill

Executive Director



Milwaukee Metropolitan Sewerage District

2027 Operations & Maintenance and Capital Budgets

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August 24, 2026

Commissioners:

I am pleased to provide for your review and approval the Milwaukee Metropolitan Sewerage District's 2027 Proposed Operations & Maintenance (O&M) and Capital Budgets. These budgets support the District's vision and mission and advance MMSD's strategic goals as guided by Vision 2035. Vision 2035 emphasizes protecting public health and the environment through world-class, cost-effective water resource management, leadership, and partnership. Some 2027 budget initiatives include: maintenance and monitoring of the sewer system and water reclamation facilities, accelerating watercourse projects, incorporating green infrastructure in our communities, public outreach and education, and investing in our data quality and accuracy. They will also include preparing for the next ten-year private operator contract, which begins March 2028. This contract will likely result in a reorganization of District operations which may require additional action next year.

In an ever-changing world, the best response is and has been planning, adaptation, and innovative thinking. Climate change continues to impact District operations with the most recent example from April 2026. April 2026 brought an average of 6.11 inches of rain within the area equating to about 43 billion gallons of water falling over the course of a week. An inch of rain within the MMSD service area is equivalent to 7.1 billion gallons of water. For context, that volume of water would fill the Fiserv Forum about 10 times. These events are becoming more frequent as the last major flooding event occurred just eight months prior in August 2025. The proposed 2027 MMSD budgets address this and other issues while continuing to provide excellent and essential services to our communities with affordability in mind for our rate and taxpayers.

The proposed budgets also respond to other current external challenges. Inflation and worker shortages in our contractor and consultant network result in higher bids for our work and uncertainty in the timing and cost of project completion. As priorities change with intergovernmental funding, the 2027 budgets adapt to maintain programs and services while planning for new projects that align with our strategic plan. The budgets also address the inflated costs, while striving to keep our services affordable. Throughout the 2027 budgets, you will find discussion of the factors that affect District programs to provide perspective and context to financial changes proposed.

Highlights of the 2027 Capital Budget

In the 2027 Capital Budget, the proposed tax levy would increase by 3.0%. The financing plan allows strategic use of debt financing to ensure intergenerational equity while still maintaining compliance with District policy, including a minimum 20% cash financing and debt capacity limitations.

The proposed 2027 Capital Budget totals \$359.2 million. The long-range financing plan includes a tax levy increase of 3.0% for 2027, a 7.0% levy increase in 2028, 5.0 % increases from 2029 to 2031, 4.0% for 2032, and 3.0% thereafter.

Highlighted 2027 capital expenditures include:

- Primary Clarification System Improvements- \$17 million
- Aeration System Upgrade- \$15 million
- Disinfection Process Improvements- \$15 million
- Oak Creek Southwest MIS Extension- \$14 million
- 30th Street Corridor Wet Weather Relief - \$11 million
- 43rd Street Ditch – Kinnickinnic River Flood Management- \$9 million
- Jackson Park - \$3 million

The District's 2027 Capital Budget is based on its cornerstone financial objectives that provide sound long-term financial planning. These include limiting outstanding debt to no more than 2.5% of equalized value, while State Statutes allow up to 5.0%. In the 2027 long-range financing plan, debt outstanding is projected to be at the highest level in 2035 at 1.34%, well below the policy provision limit. In addition, total project expenditures are financed with an average 26% cash financing over 10 years.

The majority of capital expenditures are rehabilitation, replacement, or improvement of existing District facilities, systems, and infrastructure at over \$1.4 billion with additional expenditures for watercourse and flood management improvements at over \$764.0 million over the 10-year period. The District also funds various capital programs that provide unique funding mechanisms to partner with municipalities served to lower overall system costs. The details of all capital projects can be found within the capital account sections of the capital budget.

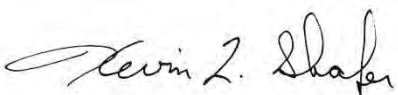
Highlights of the 2027 Operations & Maintenance Budget

In the O&M budget, the 2027 user charge billings will increase by 3.0%, which is less than the 2026 Budget increase of 4.0%. The 2027 O&M Budget expenditures total \$142.3 million. Overall expenditures are increasing by 1.9% or \$2.7 million from the 2026 Adopted Budget. A significant portion of the increase relates to the operations contract and utility fees.

The Milorganite® net revenue in the 2027 O&M Budget is projected to be \$11.8 million, which remains flat from the 2026 Budget. The District's projected revenue from interest income is \$1.5 million, which is also unchanged from the 2026 Budget. The District also administers two cost recovery programs: the Industrial Waste Pretreatment Program (IWPP) projected at \$1.8 million, and the Household Hazardous Waste Collection Program (HHW) projected at \$1.8 million. In addition, the District returns any available surplus from prior fiscal years and has available reserves on an as-needed basis. In 2027, the \$7.8 million surplus from 2025 is returned, lowering the user charge billings. Revenue from other income decreases \$68,000 from the 2026 budgeted level, primarily due to the conclusion of grant funded projects.

The District looks forward to continuing to improve the Milwaukee Region's environmental resiliency and protecting water quality through strong partnerships.

Respectfully submitted,



Kevin L. Shafer, P.E.
Executive Director

"When we work together as a Region, we succeed as a Region"

Background, Statistical and Supplemental Information

Who We Serve

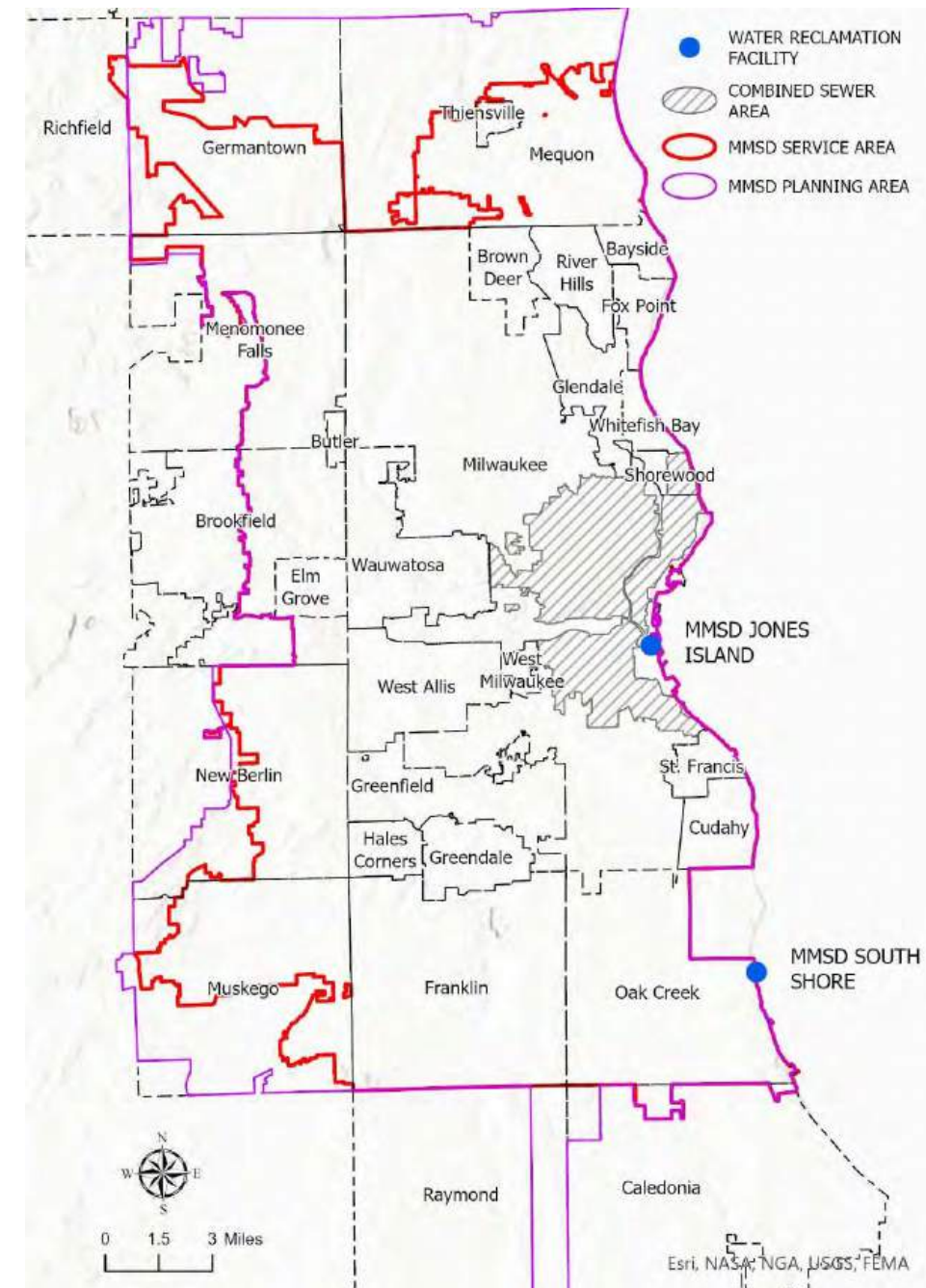
The Milwaukee Metropolitan Sewerage District is a state chartered, governmental agency providing wastewater services for 29 municipalities with a population of about 1.1 million people. The District's chief responsibilities are to provide water reclamation services and to maintain and improve watercourses for nearly all of Milwaukee County, Wisconsin, and portions of municipalities in surrounding counties. While Milwaukee is the 31st largest city in the United States, its regional wastewater system is among the largest, most sophisticated, and well run in the country. The District's 423-square-mile planning area includes all cities and villages (except the City of South Milwaukee) within Milwaukee County and 11 municipalities in the surrounding counties of Ozaukee, Washington, Waukesha, and

Racine. About 24 square miles, or six percent of the District's planning area, have combined sewers.

Approximately 328 square miles, or 78 percent of the planning area, are separate sewer area. The remaining 95 square miles, or 22 percent of the planning area, are considered unsewered; they are within the planning area but have not yet been added to the District's service area. The size of the service area increased in 2024 with the addition of parts of the Village of Richfield.

A 4,033-mile system of local collector sewers and a 331-mile system of District intercepting and main sewers convey wastewater to the two District-owned water reclamation facilities. Additionally, the District owns 6.5 miles of combined sewers, 23.6 miles of near surface collectors, as well as 25.2 miles of Inline Storage and 7.3 miles of remote storage that store and convey wastewater for the region.

Wastewater treatment within the District's service area is provided at two District-owned water reclamation facilities. One is the Jones Island Water Reclamation Facility, which began operations in 1925. The other is the South Shore Water Reclamation Facility, which began operations in



1968. On average, the two water reclamation facilities collect and treat more than 200 million gallons of wastewater each day, and, with a daily capacity of 600 million gallons, they return clean, clear water to Lake Michigan.

In 1926, Jones Island was the first wastewater facility to recycle biosolids by producing an organic fertilizer known as Milorganite®. This commercial fertilizer is sold throughout the United States and Canada for home lawn care as well as for golf courses, country clubs, and other professional grounds.

Governance

The District's governing body is the Milwaukee Metropolitan Sewerage Commission, which is composed of 11 members. Seven commissioners are appointed by the Mayor of the City of Milwaukee and are subject to confirmation by the Common Council. Four commissioners are appointed by the Intergovernmental Cooperation Council of elected officials of cities and villages in the District other than the City of Milwaukee. The Commission establishes and enforces District policies in compliance with statutory responsibility and directs and controls budgetary, administrative, procedural, operational, and informational support for the District.

The Commission has two standing committees: the Policy, Finance and Personnel Committee and the Operations Committee. In general, the Policy, Finance and Personnel Committee has jurisdiction over establishment of District policy, financial planning, budget recommendations, award of contracts not related to conveyance, storage and treatment, reporting and audits, personnel matters, labor relations, legal matters and legislation, and public information policies. The Operations Committee has jurisdiction over the operation of the wastewater collection and treatment systems, industrial pretreatment, and contract and bid awards for the District's conveyance, storage, and treatment projects.

Operations

In early 1998, the District approved a ten-year public private partnership agreement with United Water Services (UWS) for operating the District's two water reclamation facilities, bio-solids management, and field operations. The agreement with UWS saved District ratepayers more than \$164 million over the term of the contract. On December 3, 2007, a second ten-year contract was executed with Veolia Water Milwaukee (VWM) effective March 1, 2008. In 2016, the District executed a ten-year extension of the VWM contract, which is in effect from March 2018 through February 2028. The VWM contract provides the District with the lowest cost option to maintain, operate, and manage the District's water reclamation facilities, collection, and conveyance system.

Learn More and Get Up-to-Date Information

The District strives to increase open two-way communication both internally and externally, enable consistent messages that reinforce and reflect the goals of our region, and strengthen community problem-solving to provide residents complete, accurate, and timely information. The District's website serves as the primary mode of communication with the public. The website features a contact us section and includes information for signing up for the electronic newsletter.

[Find out more at mmsd.com](http://mmsd.com)



District staff work 365 days a year to monitor and test local water quality to protect public health.

Other Statistical Information

The District annually evaluates local and national economic trends including price indices, property values, unemployment rates, personal income, and industrial growth rates. The economic trends help the District determine what an affordable user charge rate is for its customers and in turn, future revenue and expenditures. In addition, the District uses price indices to establish or benchmark annual contractual rate increases for some multi-year contracts.

Price Indices

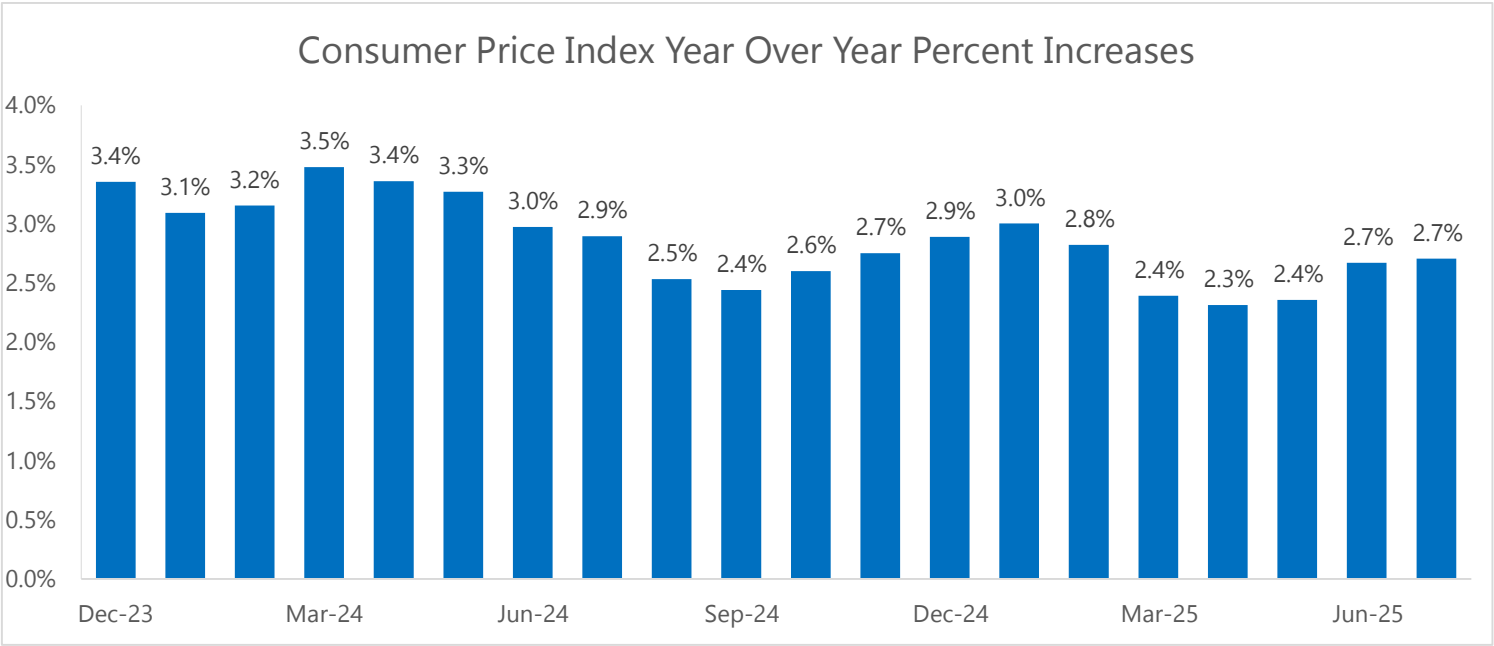
Consumer Price Index

Year	US	Midwest
2026 (1 st half)	4.2%	3.9%
2024-2025	2.7%	3.3%

Source: United States Department of Labor, Bureau of Labor Statistics

The Consumer Price Index (CPI) measures the change in the cost of a bundle of goods and services paid by consumers. National CPI for the first half of 2026 has increased 3.9 percent over the first half of 2025. The higher CPI means the District experiences higher prices in the goods and services it procures. The operating

contract with Veolia Water is also tied to changes in the consumer price index for all items for all urban consumers in Midwest urban settings.



Employment Cost Index

Year	US
2025-2026 (1 st half)	3.4%
2024-2025	3.4%

The Employment Cost Index (ECI) is a quarterly measure of the change in the price of labor, defined as compensation per employee hour worked. The index measures changes in the cost of compensation not only for wages and salaries, but also for a list of benefits. Compensation costs for civilian workers increased 3.4 percent for the 12-month period ending in June 2026 and also increased 3.4 percent from 2024 to 2025. The operating contract annual base cost adjustment factor with Veolia Water is also tied to changes in the employment cost index for private industry; therefore, changes in the cost of total compensation impact the cost of operations. As seen in the chart below, the cost index has increased significantly since 2020.



Construction Cost Index and Building Cost Index

The District also uses construction price indices to plan its capital expenditures. The Engineering News Record (ENR) is a magazine that publishes cost data for 20 major U.S. cities. The Construction Cost Index (CCI) and the Building Cost Index (BCI) measure the change in construction costs. Both indices have a materials and labor component. The CCI can be used where labor costs are in high proportion of total costs, whereas the BCI is useful for structures. For the 2027 budget, the District applied a blended rate of 3.5 percent to account for changes in costs. This rate is in-line with the current rate of inflation and was selected based on the uncertainty inherent in project cost projections.

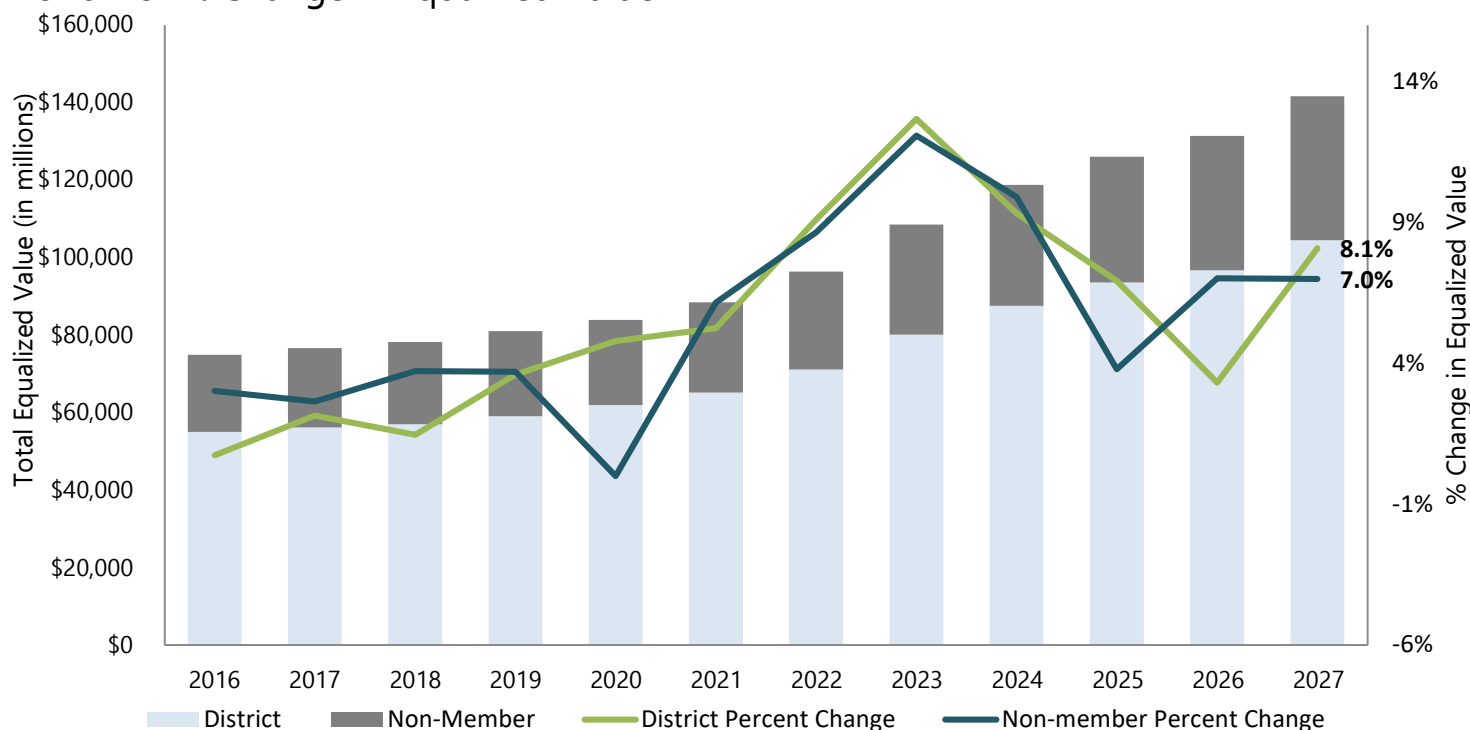


Property Values

Property values are one of the region's most critical indicators of economic health. According to Greater Milwaukee Association of Realtors, the average sale price in the Milwaukee metropolitan area is up 5.7 percent in the first half of 2026 compared to the first half of 2025.¹

The District levies taxes on households based on equalized property values to fund its capital projects. Equalized values are calculated annually to ensure statewide fairness and equity in distributions based on property values. In 2027, the total equalized values in the District's service area are estimated to increase approximately 8.1 percent for member communities and increase 7.0 percent for non-member communities.

2016-2027: Change in Equalized Value



Unemployment Rate

Year	US	WI	Milwaukee-Waukesha-West Allis MSA
2026 First Half	4.3%	3.3%	4.2%
2025	4.3%	3.1%	3.1%
2024	4.1%	3.0%	3.2%

Source: For national, Wisconsin, and Milwaukee-Waukesha-West Allis MSA data: U.S. Bureau of Labor Statistics (July 2025).

According to the State of Wisconsin Department of Revenue, Wisconsin employment grew 0.1 percent in 2025. Wisconsin employment is expected to stay flat in 2026 & 2027.

Year	US	WI
2026 Q1	4.3%	3.3%
2025	4.3%	4%
2024	5.9%	5.2%

Source: US Bureau of Economic Analysis

Personal Income

Personal income is the total income of all persons from all sources. State personal income sums up all the money that residents receive from work, certain investments, income from owning a business and property, and government assistance, including the extra federal aid provided in response to the pandemic, as well as benefits from employers or the government. The table shows annual changes in personal income for the United States and Wisconsin. The Department of Revenue reports that Wisconsin personal income growth is expected to grow 3.0 percent in 2026.



Downtown Milwaukee and the Hoan Bridge as seen from Jones Island.

District Performance

In order to ensure the District is meeting its mission to cost-effectively protect the quality of the region’s water resources, the District measures and monitors its performance in the percent of wastewater that is captured and treated. The percent capture measures how much wastewater the District captures and treats by year, versus the amount that the District releases from its sewers to the area waterways untreated during heavy rainstorms to prevent basement backups. The table to the right shows the District’s past performance in capturing and treating wastewater.

In 2025, the District captured and treated 92%* of wastewater before returning it to the waterways.

Year	Percent captured and treated
2025	92.4%*
2024	99.5%
2023	99.6%
2022	98.7%
2021	99.3%
2020	97.3%
2019	99.3%
2018	98.3%
2017	99.9%
2016	99.8%
2015	98.9%
2014	99.5%

*2025 percentage disproportionately impacted by the August 9th, 2025 major flooding event.

The District's Financial Performance

Credit rating agencies repeatedly award high ratings to the District. Such highly acclaimed financial performance is the result of developing and adhering to financial policies geared toward ensuring the District's continued financial strength. Each bond rating agency has published guidelines and examples of sound financial practices normally associated with strong credit quality. One example of such a list is the Standard and Poor's Top 10 Management Characteristics. The table below demonstrates the District's achievement of these standards.

Top Ten Management Characteristics			District Performance
1	An established rainy day/budget stabilization reserve.	✓	The District maintains two reserve funds: the User Charge Stabilization Fund and the Equipment Replacement Fund
2	Regular economic and revenue reviews to identify shortfalls early.	✓	- Cost center managers review monthly variance reports - Quarterly variance reviews are prepared and discussed for both the O&M and Capital Budgets - Quarterly financial statements are prepared and distributed
3	Prioritized spending plans and established contingency plans for operating budgets.	✓	- Annual budget process prioritizes needs. - Annual operating contingency established through the Unallocated Reserve.
4	A formalized capital improvement plan in order to assess future infrastructure requirements.	✓	Annual budget includes a six-year capital improvement program, including a long-range financing plan.
5	Long-term planning for all liabilities of a government, including pension obligations, other post-employment benefits and other contingent obligations would be optimal and allow for assessment of future budgetary risks.	✓	- Financial statements are presented on the accrual basis of accounting. - Expenses are recorded when liabilities are incurred. - Since 1993, the District has recorded and disclosed its unfunded obligations for retiree health and life insurance.
6	A debt affordability model in place to evaluate future debt profile.	✓	- The District's intent is to keep outstanding debt to no more than 2.5 percent of its equalized property value. The 2.5 percent limit is half of the amount allowed by Wisconsin Law. - No more than 15 percent of its outstanding general obligation bonds are in variable rate form. - Advance refunding for economic savings is undertaken only when net present value savings of at least two percent of refunded debt can be achieved.
7	A pay-as-you-go financing strategy as part of the operating and capital budget.	✓	- Capital Budget complies with a 20 percent cash financing objective. - The District has never issued debt to fund its O&M expenditures.
8	A multiyear financial plan in place that considers the affordability of actions or plans before they are part of the annual budget.	✓	- The Capital Budget includes a Long-Range Financing Plan. - Budget staff prepare a ten-year forecast of revenues and expenditures for internal decision making.
9	Effective management and information systems.	✓	The District uses an integrated core financials management system and other program-specific systems that capture and report critical operating information.
10	A well-defined and coordinated economic development strategy.	✓	- The District regularly communicates with member communities and the top 20 industrial users regarding the District's financial decisions and the impact on District customers. - The District's user charge and tax rates are competitive on a national basis. - The District fully supports its Small Business Enterprise (SBE) procurement policy. - The District provides a Workforce and Business Development Resource Program. - The District uses a local workforce preference policy whenever applicable.

Financial Planning

Just as strategic planning identifies objectives and strategies, financial planning identifies financing scenarios and alternatives for the strategic programs and other action items. A long-term forecast is prepared for both the Operations and Maintenance (O&M) and the Capital Budgets.

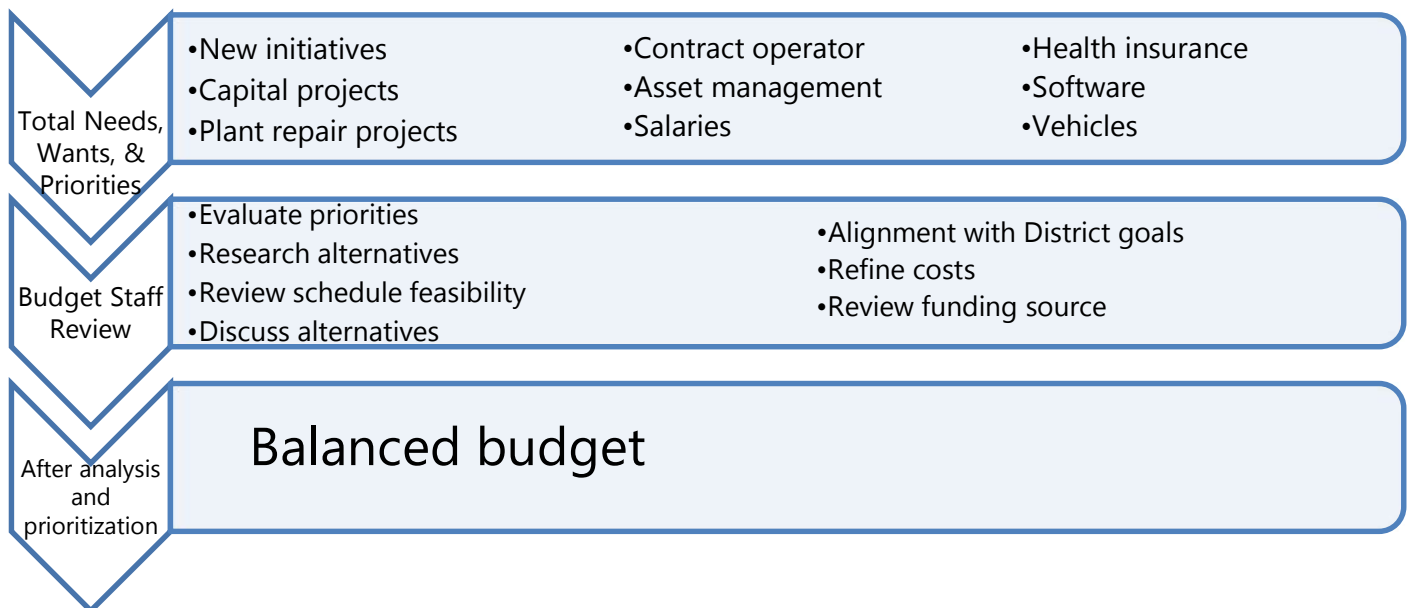
The Budgeting Process

First, the Budget Office staff begin financial planning by developing preliminary scenarios for anticipated revenues and expenditures and make a recommendation to the Executive Director regarding funds that will be available in the upcoming year for expenditures funded through the O&M Budget. At the same time, projections of capital spending and new capital project requests are identified by the requesting divisions. These capital expenditures are incorporated into a similar process to ensure that priorities are identified, and financial goals are achieved.

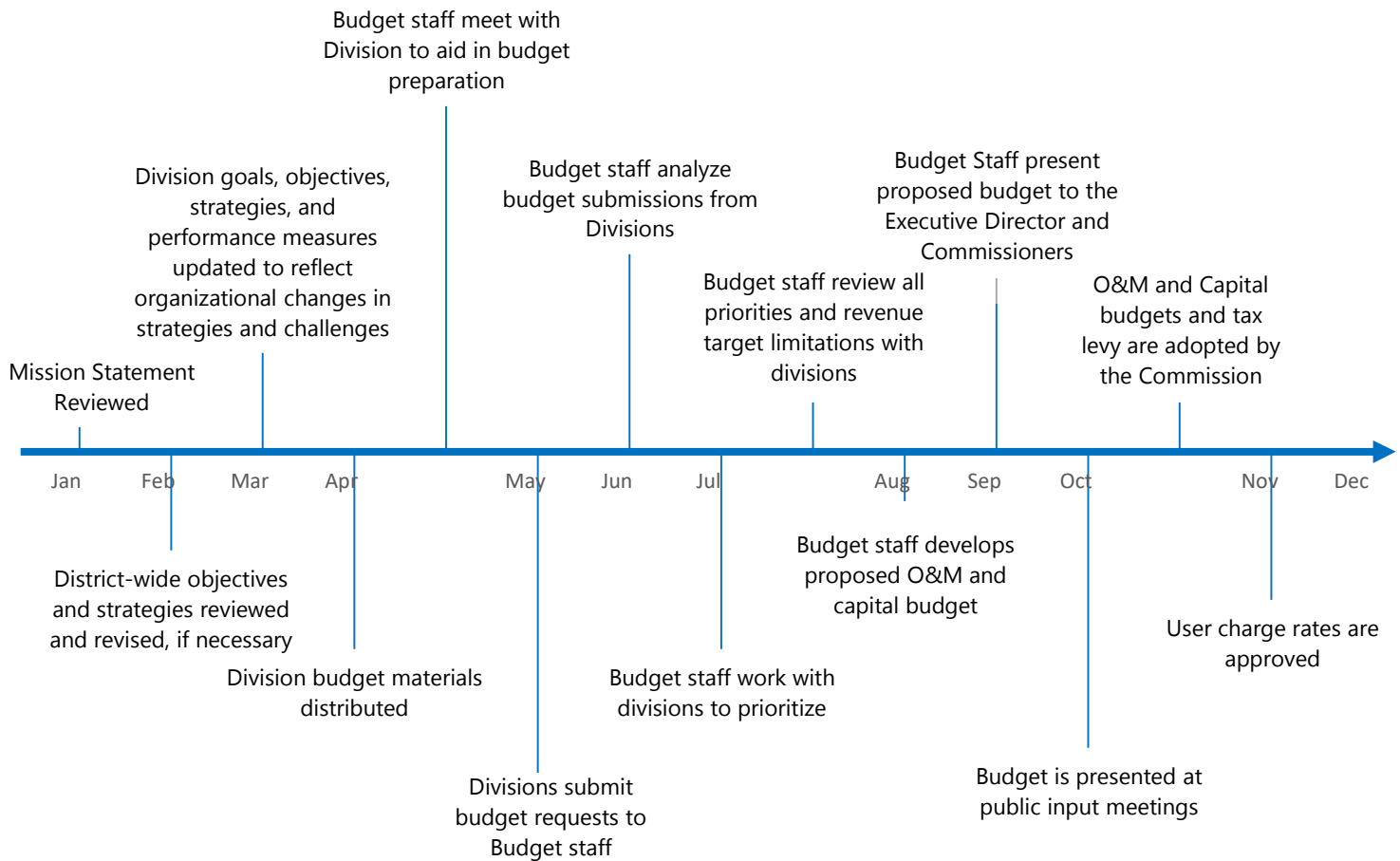
In spring, divisions submit their budget requests to the Budget Office. Budget Office staff review the requests in the context of the funding available and the Executive Director and Commission's stated goals, and offer suggestions for alternatives. The Budget Office considers the impact of the expenditure not just on the current fiscal year, but also on the forecast. Budget Office staff analyze both the O&M and Capital requests and develop a proposed budget for the Executive Director to present to the Commission for adoption. The public is welcome to review the proposed budget document once it is published on the District's website. The public is also invited to attend two public hearings before the budget is adopted. Commissioners may propose amendments to the proposed budget, and the Budget Office analyzes the amendment request before making a recommendation to include it in the final adopted budget. After that, the budgets and tax levy are adopted by the Commission in October. The user charges are adopted in November.

After the budget is adopted, the budget may be amended to accommodate new projects or to carryover unspent funds from one budget year to the next. For new projects, staff present a resolution to the Commission describing the project, the estimated expenditures, and source of funding. For unspent O&M funds, the Executive Director presents annually in April a list of funds budgeted in the previous fiscal year recommended for a carryover to the next fiscal year. The list includes details on the dollar amount recommended for carryover, purpose of expenditure, summary explanation of reason(s) fund remains unexpended, and summary of continuing need for goods or services to be procured.

For more information about the District's policies related to the budget adoption process and budget amendments, please see the appendix on Budget Policies. The following graphic depicts the District's budget planning process and shows the linkage between strategic planning and financial planning.

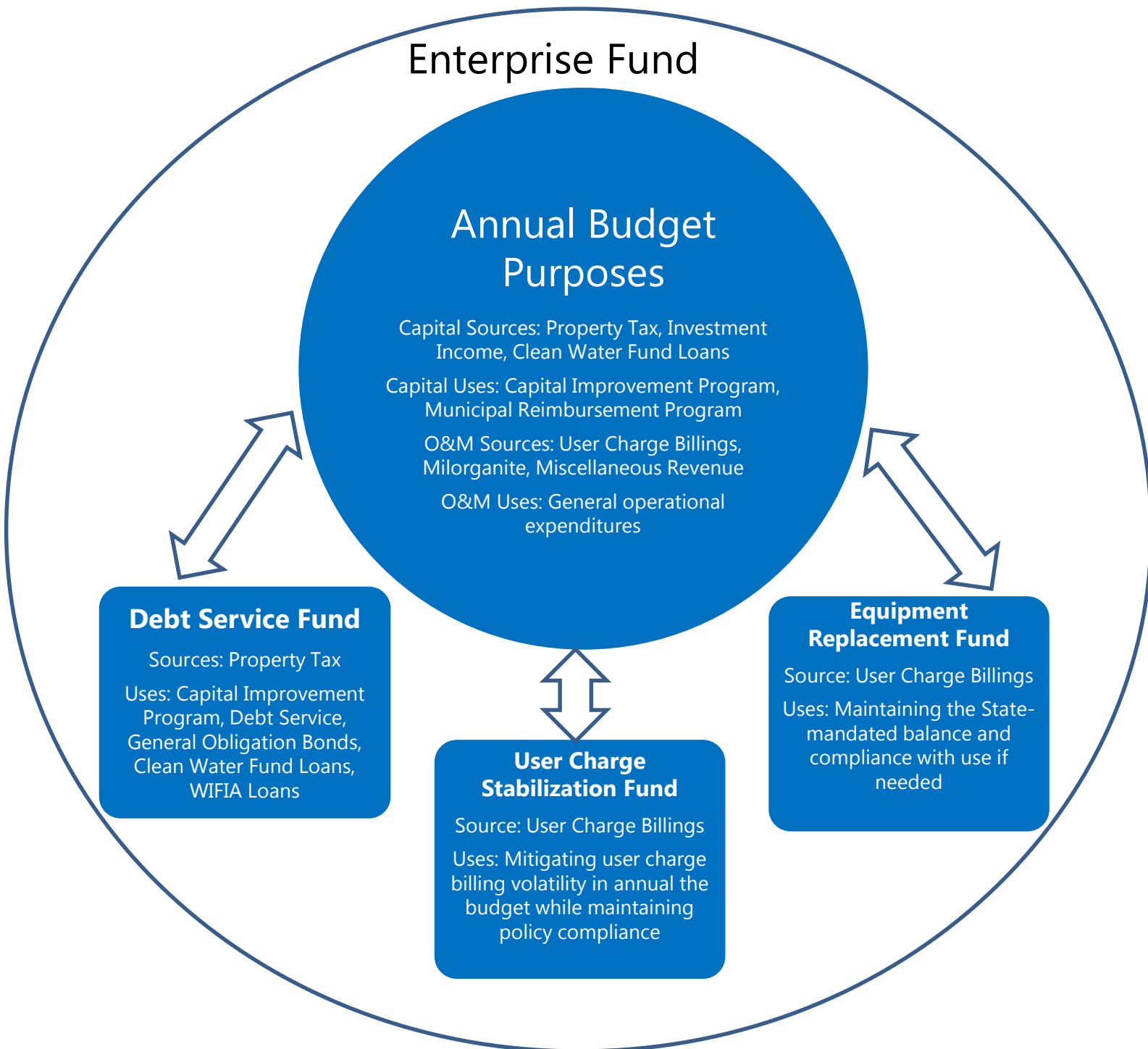


Budget Review & Adoption Calendar



Date	Time	Activity
Wednesday, April 8, 2026	2:00 pm	Budget Kick-Off
Friday, May 23, 2026	5:00 pm	Budget Requests Due
Throughout May and June		Staff analyze requests and begin to develop long-range financing plan and forecast
Monday, July 28, 2026	9:00 am	Capital and Operations & Maintenance Budget update to Commission
Friday, September 5, 2026	9:00 am	Distribute Budget to Commissioners
Monday, September 22, 2026	6:00 pm	Public Hearing on Budgets
Wednesday, October 1, 2026	5:00 pm	Budget Amendments Due
Wednesday, October 1, 2026	10:00 am	User Charge Ad Hoc Committee meets
Monday, October 13, 2026	8:30 am	Public Hearing on Budgets
Monday, October 27, 2026	9:00 am	Commission Adopts Budgets & Tax Levy Adopted
Monday, November 23, 2026	9:00 am	User Charge Billing Rates Set

District's Flow of Funds Structure



Fund Structure, Purpose, and Accounting Basis

The District is organized in a single enterprise fund. Enterprise funds are used to account for operations that are financed and operated in a manner similar to private businesses, where the intent is that all costs of providing certain goods and services to the general public be financed or recovered primarily through user charges, or where it has been deemed that periodic determination of net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The use of funds and the budgeting, accounting, and auditing that are associated with this type of structure are governed by Generally Accepted Accounting Principles (GAAP), as determined by the Governmental Accounting Standards Board (GASB). The District's use of funds ensures that public money is spent appropriately and within the amounts authorized. Established funds account for the different types of activities and legal restrictions that are associated with a use. Depreciation and interest expense are recorded as expenses for financial statement purposes. Depreciation is not budgeted.

The District maintains several funds. Within these funds, assets are restricted. Restricted assets are equipment replacement funds and all assets related to the District's capital improvement program, including debt service and municipal reimbursement programs.

The District's financial statements are presented using the economic resources measurement focus and the full accrual basis of accounting. Revenues from operations, investments, and other sources are recorded when earned, and expenses are recorded when liabilities are incurred. More information on the Annual Comprehensive Financial Report (ACFR) is available at <https://www.mmsd.com/about-us/budget-financial>.



The construction of these large primary clarifiers at the water reclamation facilities is funded through the capital budget, but the maintenance is funded through the O&M budget.

Photo credit: Veolia Water Milwaukee

Basis of Budgeting and Accounting

Item	Operations and Maintenance	Capital
Sources of Funds	User Charges, Net Revenue from Milorganite® sales, Interest Income, Surplus Applied, User Charge Stabilization Fund Applied, and other operating income.	Tax Levy and Nonmember Billings, Loans and Bonds, Federal and State Aid, Interest and Other, Uses of Funds on Hand, and all other capital income.
Use of Funds	Net Division Expenses and All Other Operating Expenses.	Total Project & Program Expenses and Net Debt Service.
Budgetary Basis of Accounting	Actual revenues and expenses are recorded on a full accrual basis in accordance with Generally Accepted Accounting Principles. Revenues and expenses are budgeted on a full accrual basis, with the exception of capital outlays. These are budgeted as an expense in the year incurred but capitalized and depreciated for financial reporting purposes.	For financial reporting, actual revenues and expenses are recorded on a full accrual basis in accordance with Generally Accepted Accounting Principles. Revenues are budgeted on a cash basis. Because the Capital Budget serves as a financing plan, it is important to plan when revenues are received rather than when they are earned.
Basis for Expenses	Expenditures for repairs and maintenance on assets, which allow these assets to continue to be used during their originally established useful life; including those expenditures that do not extend the life of the asset at least 10 years or are less than \$25,000. This includes costs of controlling, operating, managing, or maintaining the sewerage system. Projects occur on District owned areas do not require a conservation easement.	Costs of acquiring, purchasing, adding to, leasing, planning, designing, constructing, extending, and improving all or any part of a sewerage system and of paying principal, interest or premiums on any indebtedness incurred for these purposes if a project is greater than \$25,000. If a green infrastructure project is to occur on areas not District owned, a minimum 10-year conservation easement on the property will be required.
New	Service life is less than 10 years.	Improvement and a life greater than 10 years. Installation of equipment or components that have new or improved materials and/or provide new or improved technology. Existing assets are no longer supported by the manufacturer, so an in-kind replacement is unavailable.
Replacement	The Equipment Replacement Fund may be used for machinery and equipment with a cost greater than \$25,000 and a service life between 10 and 20 years.	Cost greater than or equal to \$25,000 and a service life greater than 20 years for a replacement in-kind asset. Work & expenditures of major system assets or components that will extend the life of an asset funded originally from the capital budget for an additional 10 years or greater.

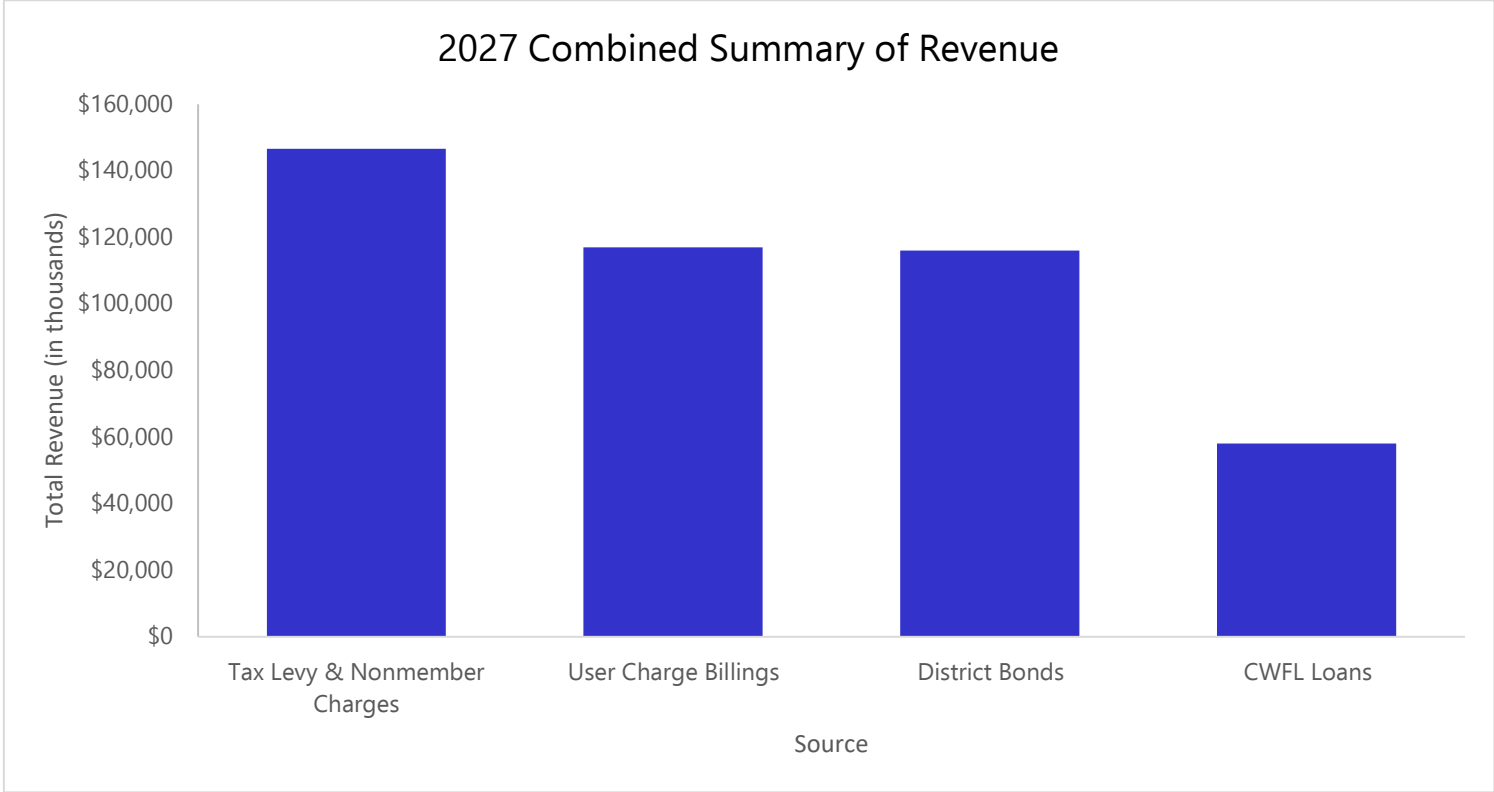
2027 Combined Summary of Revenues and Expenditures

(Dollars in Thousands)

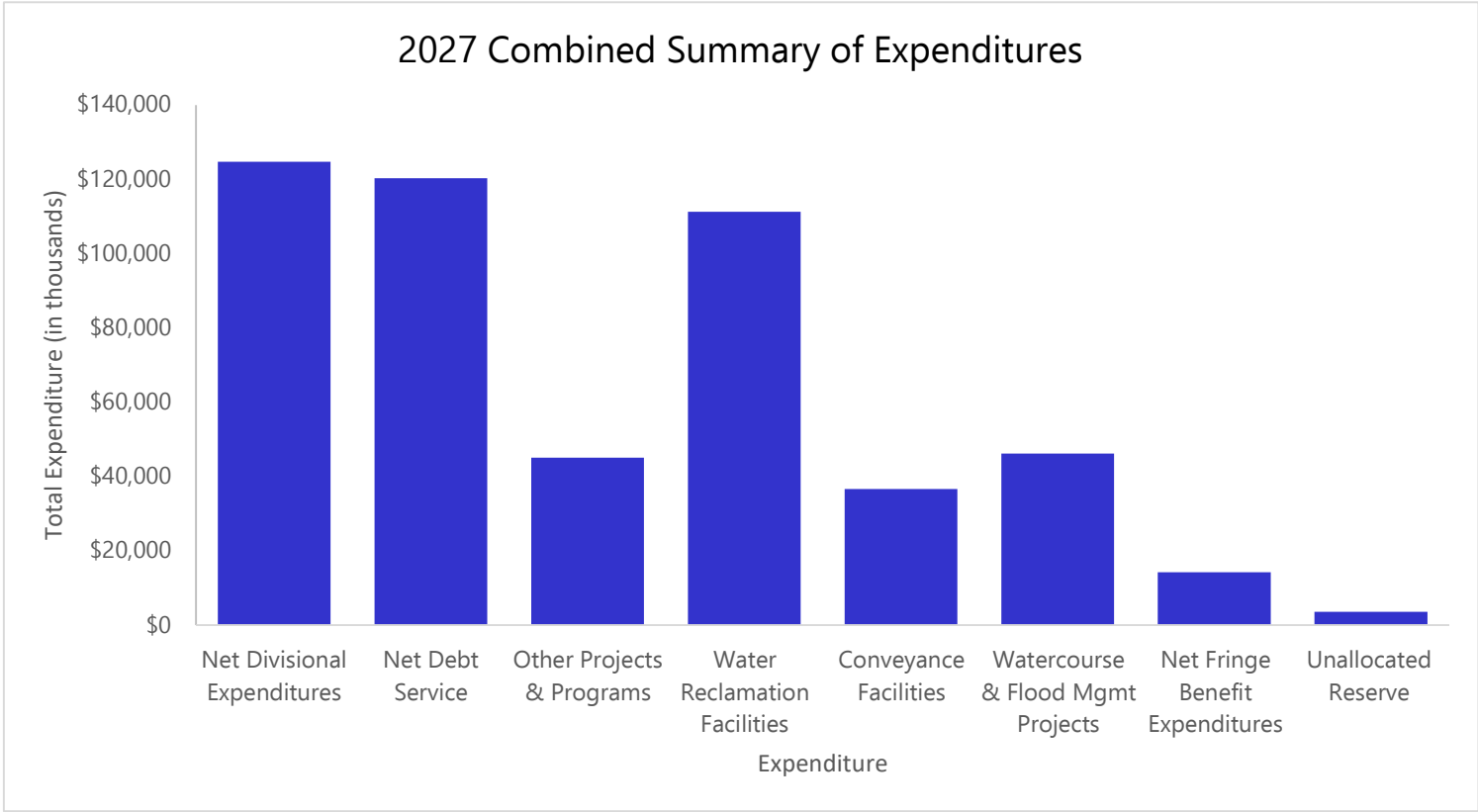
	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Amended Budget	% Change from 2026 Amended Budget
Operations & Maintenance					
Sources of Funds					
User Charge Billings	\$109,597	\$113,553	\$116,964	\$3,411	3.0%
Milorganite® Sales (Net)	12,578	11,800	11,800	0	0.0%
All Other Operating Income	7,596	5,500	5,827	327	5.9%
User Charge Stabilization Fund Applied (or Contribution)	0	(4,500)	0	4,500	-100%
Equipment Replacement Fund Applied (or Contribution)	(150)	(150)	(150)	0	0.0%
Surplus Applied	4,234	10,351	7,827	(2,524)	-24.4%
Carryover Funds from previous year	(5,203)	5,203	0	(5,203)	-100.0%
Total Sources of Operations & Maintenance Funds	\$128,652	\$141,759	\$142,269	\$510	0.4%
Capital					
Tax Levy	\$115,074	\$119,245	\$122,822	\$3,577	3.0%
Non-member Billings	27,906	21,071	23,810	2,739	13.0%
Interest and Other Income	12,656	2,000	21,325	19,325	966.3%
Federal and State Aid	3,565	8,619	8,554	(65)	-0.8%
CWFL Loans	103,284	51,000	58,000	7,000	13.7%
WIFIA Loans	8,624	330	3,093	2,763	837.3%
District Bonds	208,513	112,000	116,000	4,000	3.6%
Use of (Additions to) Available Funds	(48,346)	(2,966)	5,556	8,522	287.3%
Total Sources of Capital Funds	\$431,275	\$311,299	\$359,160	\$47,861	15.4%
Total Sources of Funds	\$559,927	\$453,058	\$501,429	\$48,371	10.7%
Expenditures					
Operations & Maintenance					
Net Division Expenditures	\$108,775	\$123,334	\$124,675	\$1,341	1.1%
Net Fringe Benefit Expenditures	12,050	14,543	14,124	(419)	-2.9%
Unallocated Reserve	0	3,881	3,470	(411)	-10.6%
Total Operations & Maintenance Expenditures	\$120,825	\$141,759	\$142,269	\$510	0.4%
Capital					
Water Reclamation Facilities	\$60,906	\$67,472	\$111,220	\$43,748	64.8%
Conveyance Facilities	25,131	36,504	36,587	83	0.2%
Watercourse & Flood Mgmt Projects	41,926	30,197	46,102	15,905	52.7%
Other Projects & Programs	90,325	60,052	44,979	(15,073)	-25.1%
Debt Service	212,987	117,074	120,271	3,197	2.7%
Total Capital Expenditures	\$431,275	\$311,299	\$359,160	\$47,861	15.4%
Total Expenditures	\$552,100	\$453,058	\$501,429	\$48,371	10.7%

Note, totals may not appear to add due to rounding.

The District’s 2027 combined budget totals approximately \$501.4 million. As seen in the following chart, the primary sources of funds in the 2027 combined budgets are the tax levy, non-member billings, user charge billings and bonds.



On the expenditure side, the Capital Budget again comprises the majority of the 2027 combined budget with net debt service, water reclamation facilities, watercourse and flood management, other projects and programs, and conveyance project expenditures totaling 71.6 percent. The net divisional and fringe benefit expenditures, which include operations of the District facilities, are 28.4 percent of the combined expenditures.



2027 Operations & Maintenance Budget



The Operations & Maintenance (O&M) Budget provides a framework to implement and accomplish District priorities that support its mission of environmental stewardship and sustainability. The majority of the Operations & Maintenance Budget is targeted towards operations of wastewater reclamation facilities and controlling point and non-point sources of pollution. This budget enables the District to continue its high standard of performance in protecting water resources at levels higher than permit requirements.

Revenues

In the 2027 O&M Budget, the District anticipates \$142.3 million in sources of funds. This includes user charge billings, net revenue from Milorganite® fertilizer sales, interest, other income, and two cost recovery programs, the return of a 2025 surplus, and the use of reserves. The primary source of revenue for O&M expenditures is the user charge billings. In 2027, user charge billings are budgeted at \$117.0 million, a 3.0 percent increase from the 2026 budget. In the 2027 O&M Budget, total revenue increases \$5.7 million or 4.2 percent from the 2026 budget.

Expenditures

A majority of the District's expenditures are related to the Veolia Water Milwaukee (VWM) contract for operations and maintenance of District water reclamation facilities and conveyance system. The VWM operations and maintenance fee comprises approximately 42.5 percent of the 2027 O&M Budget. In addition to the contract cost, the District is also responsible for 75 percent of all energy costs under this contract. Combined with the utility fee paid to VWM, energy expenditures are approximately 10.2 percent of the O&M Budget.

Capital Expenditures Impact on the Operating Budget

The District undertakes life-cycle costing in the analysis of capital projects. This includes, when possible, understanding what the change in the O&M costs will be following the completion of each capital project and carefully considering those costs in deciding which projects move forward in the Capital Improvement Program (CIP). When the CIP undertakes new initiatives or new technologies, it is more likely to result in new O&M expenditures or incremental changes to ongoing O&M expenditures. Many capital projects replace or improve existing infrastructure and might have minimal change to the O&M budget. In the capital project narratives in the capital budget section, the impact to the O&M budget is stated at the end of each project description. O&M expenditures resulting from the completion of capital projects may be budgeted in expenditures for the Veolia Water Milwaukee contract or in District division budgets.

Guide to the 2027 O&M Budget

Concluding the O&M Summary are a series of charts and graphs providing an overview of the 2027 O&M Budget's organizational structure and staffing levels, District revenues and expenditures, and division and cost center expenditures. The Sources of Funds section discusses each of the District's O&M revenues. The Budget describes each revenue source's historical data, changes in funding levels, and trends that affect the revenue source. The Division Summaries discuss the District's operating divisions: the Commission, the Office of the Executive Director; Legal Services; Finance Division; Technical Services Division; Integrated Watershed Management Division; Water Quality Protection Division; the Division of Community Outreach and Business Engagement; and Information Technology Services. These summaries provide the detail of the division's structure, mission and services, budgeted expenditures, and staffing levels. The final section, Other Expenditures, provides detailed information about the District's Fringe Benefits, Division Expense Adjustments, and the Unallocated Reserve.

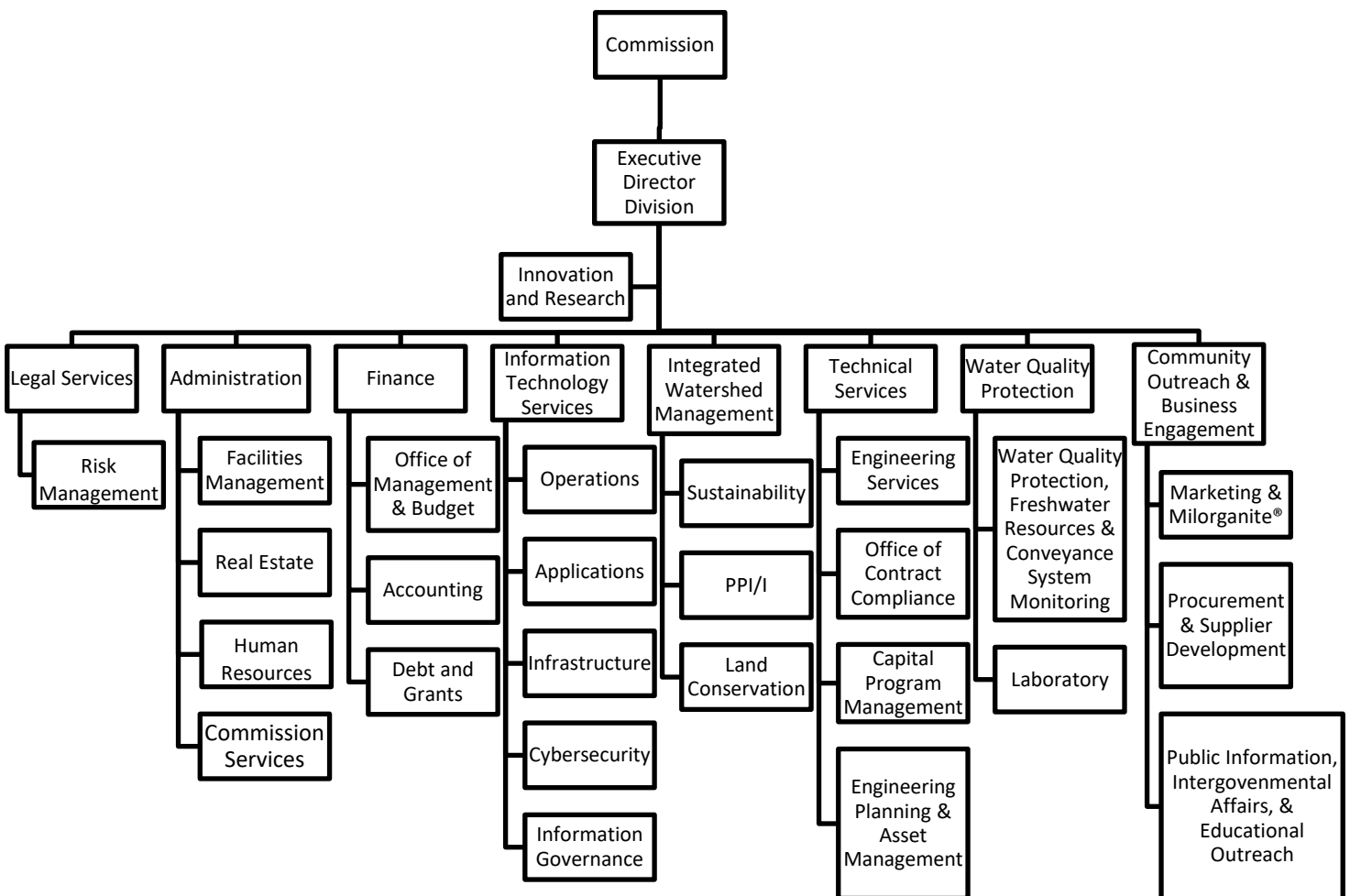


Public tours of Jones Island help MMSD engage and educate the public it serves

Milwaukee Metropolitan Sewerage District Organizational Chart

Below is the District's organization chart. Each division's narrative includes a detailed explanation of the responsibilities of each functional area.

The District's organizational chart is created along functional groups for direct services and indirect or support groups that help it achieve its mission in an efficient manner. The Executive Director Division is primarily responsible for overseeing the implementation of the District's mission, ensuring efficient Commission operations, and managing human resources and facilities management functions. Legal Services has a goal of protecting the District's interests and ensuring regulatory compliance. The Finance Division ensures prudent financial management. The Technical Services Division (TSD) is primarily responsible for planning, engineering and design, construction and operations of water reclamation facility, conveyance facility and watercourse assets. TSD works closely with the Integrated Watershed Management Division that is responsible for research on potential new operations strategies and sustainability initiatives that augment our gray infrastructure. The Water Quality Protection Division is responsible for monitoring and reporting the impact of all of this work or future needs on our region's waterways. The COBE Division reaches into our communities with programs aimed at promoting a robust contract community, educating our youth and neighborhoods, and also selling Milorganite® fertilizer. The Information Technology Services division supports the other working groups to ensure efficient and secure operations.



Summary of Authorized Staffing by Division

Divisions	2025 Budget	2026 Budget	2027 Budget	Change from 2026
Commission	0	0	0	0
Office of the Executive Director ^{1, 3, 4, 5}	7	5	4	(1)
Human Resources	5	5	5	0
Innovation & Research	0	0	3	3
Administration ^{2, 3, 8}	5	5	7	2
Facilities ²	5	5	5	0
Executive Director	22	20	24	4
Legal Services ^{4, 8, 12}	6	6	10	4
Legal Services	6	6	10	4
Finance ⁸	20	20	15	(5)
Finance	20	20	15	(5)
Information Technology Services ¹¹	22	22	24	2
Information Governance	3	3	3	0
Information Technology Services	25	25	27	2
Office of Contract Compliance ¹³	10	10	16	6
Capital Program Support	42	42	42	0
Engineering Services ^{6, 9}	21	25	24	(1)
Engineering Planning	13	13	14	1
Technical Services	86	90	96	6
Integrated Watershed Management ^{1, 5, 7}	10	13	11	(2)
Integrated Watershed Management	10	13	11	(2)
Water Quality Protection, Freshwater Resources & Conveyance System Monitoring ⁷	39	38	38	0
Central Laboratory ⁷	24	25	25	0
Water Quality Protection	63	63	63	0
Marketing and Milorganite®	7	7	7	0
Procurement & Supplier Development	5	5	5	0
Public Information, Intergov. Affairs, and Educational Outreach ¹⁰	4	4	5	1
Community Outreach & Business Engagement	16	16	17	1
Total District	248	253	263	10

Note: Commissioners are not included in this table

Explanation of Changes to Divisions and Authorized Staffing

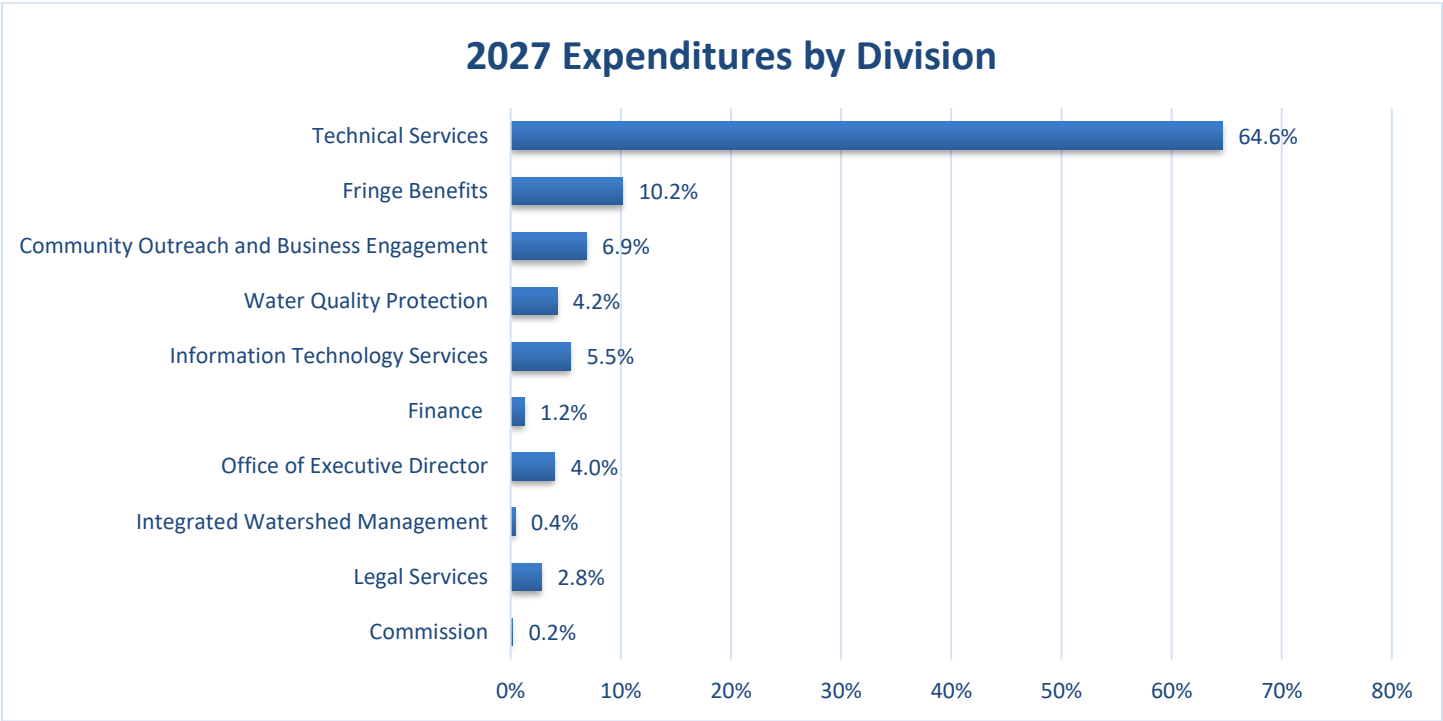
1. In the 2025 Budget, three positions associated with the Private Property Infiltration and Inflow (PPII) program were transferred from the Integrated Watershed Management department to Office of the Executive Director. These positions include one Urban Water Program Manager and two Senior Project Managers.
2. In the 2025 Budget, one Receptionist position is transferred from Administrative Services department to Facilities.
3. In the 2025 Budget, one Organizational Officer position is transferred from the Office of Executive Director to the Administrative Services department.
4. In the 2025 Budget, one Executive Assistant position is transferred from Legal Services to Office of Executive Director.
5. In the 2026 budget, an Innovation Officer position is added to the Office of Executive Director, two positions associated with the Private Property Infiltration and Inflow (PPII) program and a Public Engagement Specialist were transferred to the Integrated Watershed Management department.
6. In the 2026 budget, a Senior Project Manager position is created in the Engineering Services cost center.
7. In June 2025, the Commission approved one water quality protection program (WQP) coordinator being transferred from Water Quality Protection, Freshwater Resources & Conveyance System Monitoring department to the Central Lab department and reclassified as a Laboratory Project Supervisor.
8. In July of 2026, the Risk Management and Real Estate departments were transferred from Finance to the Legal division and Admin department respectively.
9. In 2026, the budget was amended to add three watercourse maintenance positions in Engineering Services.
10. In the 2027 budget, the Community Outreach and Business Engagement department added a Public Engagement Specialist.
11. In the 2027 budget, the Information Technology Services department add one Cybersecurity Analyst and one Infrastructure Technician.
12. In the 2027 budget, the Legal Services department added an Environmental Compliance position
13. In the 2027 budget, The Office of Contract compliance added one Contract Compliance administrator, one Project engineer and 4 unfunded positions related to changes in District operations for the new private operator contract starting in 2028.

2027 O&M Sources of Funds and Uses

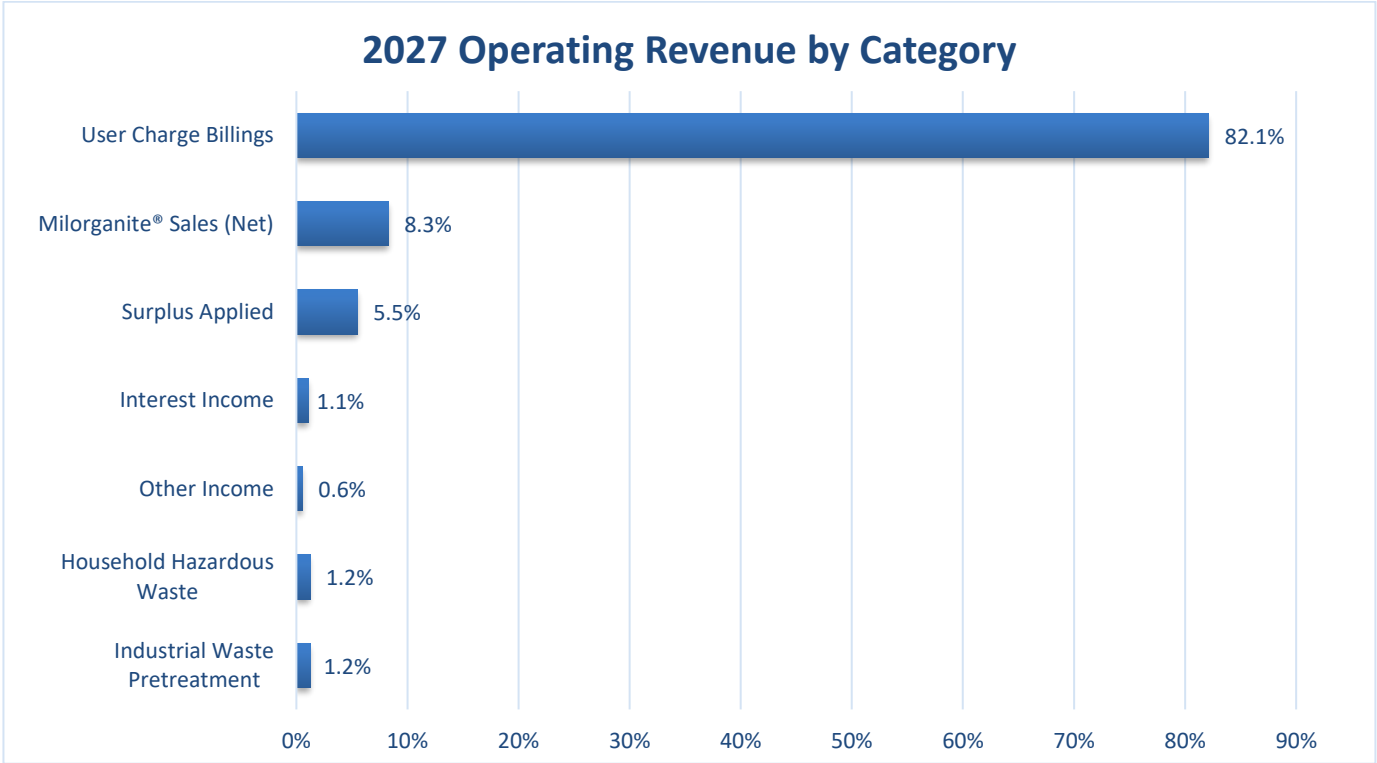
	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Amended Budget	% Change from 2026 Amended Budget
Sources of Funds					
User Charge Billings	\$109,597,189	\$113,553,921	\$116,964,344	\$3,410,423	3.0%
Milorganite® Sales (Net)	12,578,098	11,800,000	11,800,000	0	0.0%
Interest Income	2,323,737	1,500,000	1,500,000	0	0.0%
Other Income	1,624,522	874,900	807,100	(67,800)	-7.7%
Household Hazardous Waste	1,743,189	1,643,249	1,757,100	113,851	6.9%
Water Quality Protection	1,904,280	1,482,316	1,763,017	280,701	18.9%
Total Operating Revenue	\$129,771,015	\$130,854,386	\$134,591,562	\$3,737,176	2.9%
Reserves and Surplus					
Equipment Replacement Fund Applied (or Contribution)	(\$150,000)	(150,000)	(150,000)	\$0	0.0%
User Charge Stabilization Fund Applied (or Contribution)	0	(4,500,000)	\$0	4,500,000	100.0%
Surplus or Deficit Applied	4,234,350	10,351,097	7,827,342	(2,523,755)	-24.4%
Total Reserves and Surplus	4,084,350	5,701,097	7,677,342	1,976,245	34.7%
Carryover funds from previous year	(5,203,400)	5,203,400	\$0	(5,203,400)	-100.0%
Total Sources of Funds	\$128,651,965	\$141,758,883	\$142,268,904	\$510,021	0.4%
Expenditures					
Divisions					
Commission	235,676	260,382	265,382	5,000	1.9%
Executive Director	3,933,411	4,764,318	6,414,303	1,649,984	34.6%
Information Technology Services	5,602,081	7,463,996	7,585,375	121,380	1.6%
Legal Services	1,617,776	1,332,723	4,486,529	3,153,806	236.6%
Finance	4,351,148	4,799,756	1,763,368	(3,036,388)	-63.3%
Technical Services	90,106,172	99,282,531	99,541,085	258,554	-2.5%
Integrated Watershed Management	2,148,566	3,708,225	2,388,741	(1,319,484)	-35.6%
Water Quality Protection	7,100,229	7,973,529	8,670,133	696,604	8.7%
Community Outreach and Business Engagement	9,150,677	9,618,961	9,963,900	344,939	3.6%
Fringe Benefits	16,776,492	19,699,317	19,694,101	(5,216)	0.0%
Charges to Capital	(20,197,607)	(21,026,718)	(21,973,985)	(947,267)	4.5%
Net Division Expenditures	\$120,824,623	\$137,877,020	\$138,798,930	\$921,910	0.7%
Unallocated Reserve	0	3,881,862	3,469,973	(411,889)	-10.6%
Total Expenditures	\$120,824,623	\$141,758,882	\$142,268,904	\$510,022	0.4%

Note, totals may not appear to add due to rounding.

The District’s 2027 O&M Budget totals approximately \$142.3 million. For operating revenue, as seen in the following chart, user charge billings comprise the majority of O&M revenues, followed by net Milorganite® sales, the surplus applied from 2025. Additional details on the revenues by category may be found in the *Sources of Funds* section.



On the expenditure side, the Technical Services Division accounts for 64.6 percent of the 2027 O&M Budget. The Technical Services Division includes the Veolia Water Milwaukee contract for operations and maintenance of the District and reclamation facilities.



Operations and Maintenance Long-Range Forecast

	2026 Amended Budget	2027 Budget	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast
Revenues							
User Charge Billings	\$113,553,921	\$116,964,344	\$123,486,518	\$125,624,421	\$130,168,586	\$134,992,078	\$139,968,028
Milorganite® Sales (Net)	11,800,000	11,800,000	11,918,000	12,037,180	12,157,552	12,279,127	12,401,919
Interest Income	1,500,000	1,500,000	1,537,500	1,568,250	1,607,456	1,647,643	1,688,834
Other Income	874,900	807,100	827,278	843,823	864,919	886,542	908,705
Household Haz Waste	1,643,249	1,757,100	1,801,028	1,837,048	1,882,974	1,930,049	1,978,300
Indust Waste Pretreatment	1,482,316	1,763,017	1,807,093	1,843,234	1,889,315	1,936,548	1,984,962
Total Operating Revenue	\$130,854,386	\$134,591,562	\$141,377,416	\$143,753,957	\$148,570,802	\$153,671,987	\$158,930,747
Reserves and Surplus							
Equipment Replacement Fund Applied (or Contribution)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
User Charge Stabilization Fund Applied (or Contribution)	(4,500,000)	0	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Surplus or Deficit Applied	10,351,097	7,827,342	3,881,863	3,469,974	3,666,070	3,758,467	3,880,904
Carryover Funds into Budget Year	5,203,400	0	0	0	0	0	0
Total Reserves and Surplus	10,904,497	7,677,342	5,931,863	\$5,519,974	\$5,716,070	\$5,808,467	\$5,930,904
Total Revenues	\$141,758,882	\$142,268,904	\$147,309,279	\$149,273,930	\$154,286,873	\$159,480,454	\$164,861,652
Expenditures							
Divisions							
Commission	260,382	265,382	272,016	278,817	285,787	292,932	300,255
Executive Director	4,764,318	6,414,303	6,718,494	6,944,871	7,179,829	7,423,727	7,676,943
Legal Services	1,332,723	4,486,529	4,622,425	4,762,906	4,908,146	5,058,324	5,213,630
Finance	4,799,756	1,763,368	1,860,764	1,963,260	2,071,118	2,184,611	2,304,027
Information Tech Services	7,463,996	7,585,375	8,120,160	8,406,446	8,704,054	9,013,473	9,335,220
Technical Services	99,282,531	99,541,085	102,461,164	103,494,080	107,431,534	111,526,417	115,785,315
Integrated Watershed Mgmt.	3,708,225	2,388,741	2,487,955	2,591,624	2,699,958	2,813,178	2,931,514
Water Quality Protection	7,973,529	8,670,133	9,621,833	9,935,941	10,363,346	10,810,386	11,278,000
Community Outreach and Business Engagement	9,618,961	9,963,900	10,311,039	10,616,601	10,932,191	11,258,180	11,594,953
Fringe Benefits	19,699,317	19,694,101	20,240,035	20,746,036	21,264,687	21,796,304	22,341,212
Charges to Capital	(21,026,718)	(21,973,985)	(23,072,685)	(24,226,319)	(25,437,635)	(26,709,517)	(28,044,993)
Net Division Expenditures	\$137,877,020	\$138,798,930	\$143,643,201	\$145,514,264	\$150,403,014	\$155,468,015	\$160,716,077
Unallocated Reserve	3,881,862	3,469,973	3,666,078	3,759,667	3,883,858	4,012,438	4,145,575
Total Expenditures	\$141,758,882	\$142,268,904	\$147,309,279	\$149,273,930	\$154,286,873	\$159,480,454	\$164,861,652
User Charge % change		3.0%	5.6%	1.7%	3.6%	3.7%	3.7%

Note, totals may not appear to add due to rounding.

The forecasted expenditures assume an annual increase of approximately three percent per year and reflect any known one-time large dollar projects. The operating contract with Veolia Water is approximately 55 percent of overall expenditures, is in effect until 2028 and helps stabilize the operating expenses as it has an annual escalator assumed at 3.0 percent. At this time, the District anticipates inflation to impact the cost of goods and services in 2027, hence the user charge billing rate in 2027 and a larger increase in 2028 at the start of the new operator contract. In 2027 and beyond, the District anticipates inflation to cool, and user charge billing rates to return to the approximate 3.7 percent level. The user charge stabilization fund's intent is to minimize large increases in the user charge billings and is used in the forecast to achieve that goal.

Sources of Funds

In 2027, the District's estimated revenue is \$142.3 million compared to the 2026 budgeted level of \$141.8 million. The \$0.5 million increase represents a 0.4 percent increase from the 2026 budget.

The District's primary source of funds is user charge billings. The District also has other sources of funds for the O&M Budget:

- Net sales of Milorganite® fertilizer
- Interest Income
- Other Income
- Cost recovery programs: Household Hazardous Waste and Industrial Waste Pretreatment Program
- Reserves
- Prior year's surplus

Each source of funds is further explained in the following pages. The table below presents a summary of the sources of funds the District expects in the 2027 O&M Budget.

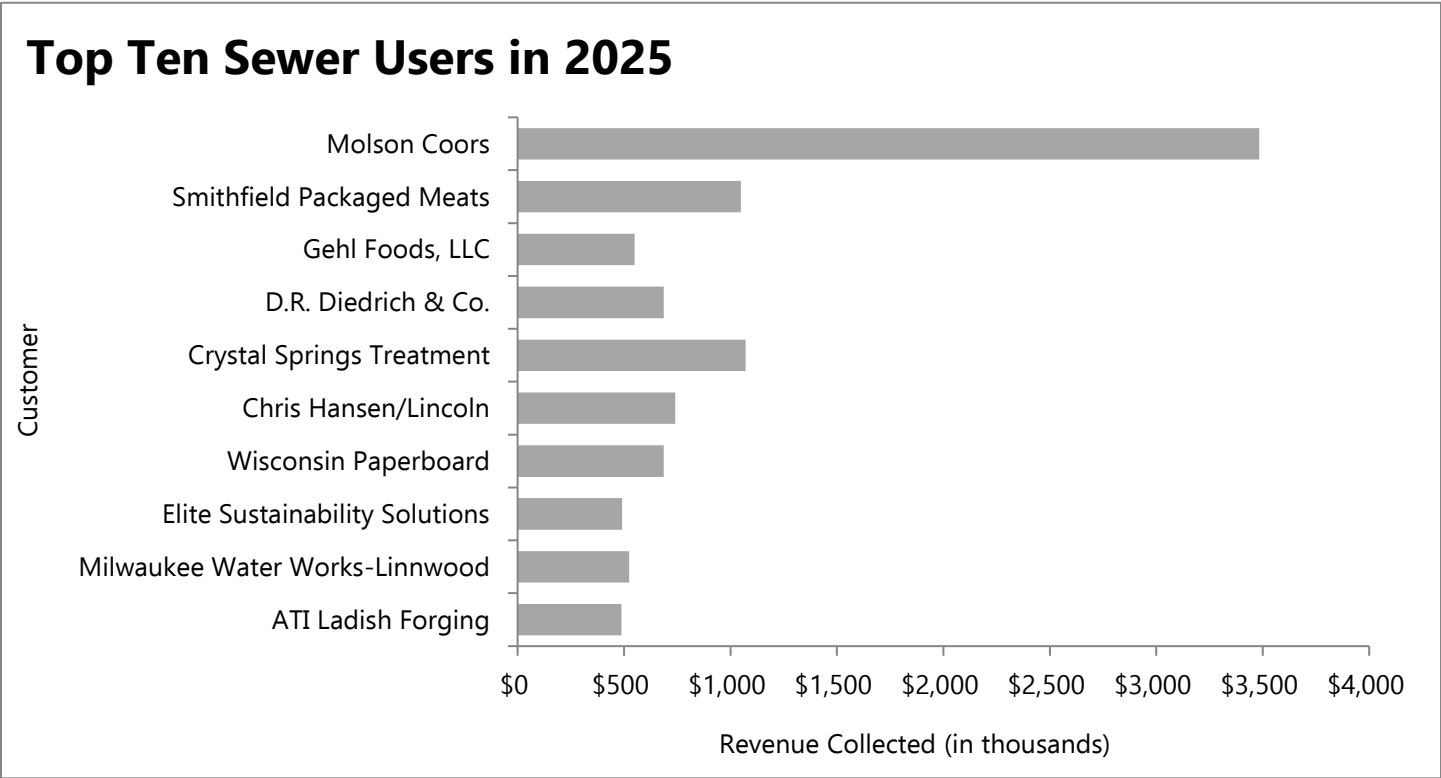
2027 Sources of Funds Summary

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
User Charge Billings	\$109,597,189	\$113,553,921	\$116,964,344	\$3,410,423	3.0%
Milorganite® Sales (Net)	\$12,578,098	\$11,800,000	\$11,800,000	\$0	0%
Interest Income	\$2,323,737	\$1,500,000	\$1,500,000	\$0	0%
Other Income	\$1,624,522	\$874,900	\$807,100	(\$67,800)	-7.7%
Household Hazardous Waste	\$1,743,189	\$1,643,249	\$1,757,100	\$113,851	6.9%
Industrial Waste Pretreatment	\$1,904,280	\$1,482,316	\$1,763,017	\$280,701	18.9%
Total Sources of O&M Funds	\$129,771,015	\$130,854,386	\$134,591,562	\$3,737,176	2.9%
Equipment Replacement Fund	(\$150,000)	(\$150,000)	(\$150,000)	\$0	0.0%
User Charge Stabilization Fund	0	(\$4,500,000)	\$0	\$4,500,000	-100.0%
Surplus or Deficit Applied	4,234,350	\$10,351,097	\$7,827,342	(\$2,523,755)	-24.4%
Total Reserves and Surplus	\$4,084,350	\$5,701,097	\$7,677,342	\$1,976,245	34.7%
Carryover funds from previous year	0	\$5,203,400	\$0	(\$5,203,400)	0.0%
Total Sources of O&M Funds	\$133,855,365	\$141,758,883	\$142,268,904	\$510,021	0.4%

Note, totals may not add due to rounding.

Funding the Operating Budget

District operating expenses are primarily recovered from District customers through a sewer service charge. The sewer service charge is billed to each municipality within the District’s service area based on waste strength, flow volume, and the number of connections. The Environmental Protection Agency (EPA) and Wisconsin Department of Natural Resources (DNR) have approved the District’s user charge system. The following table shows a listing of the ten largest sewer users within the District’s service area in 2025 by revenue collected.



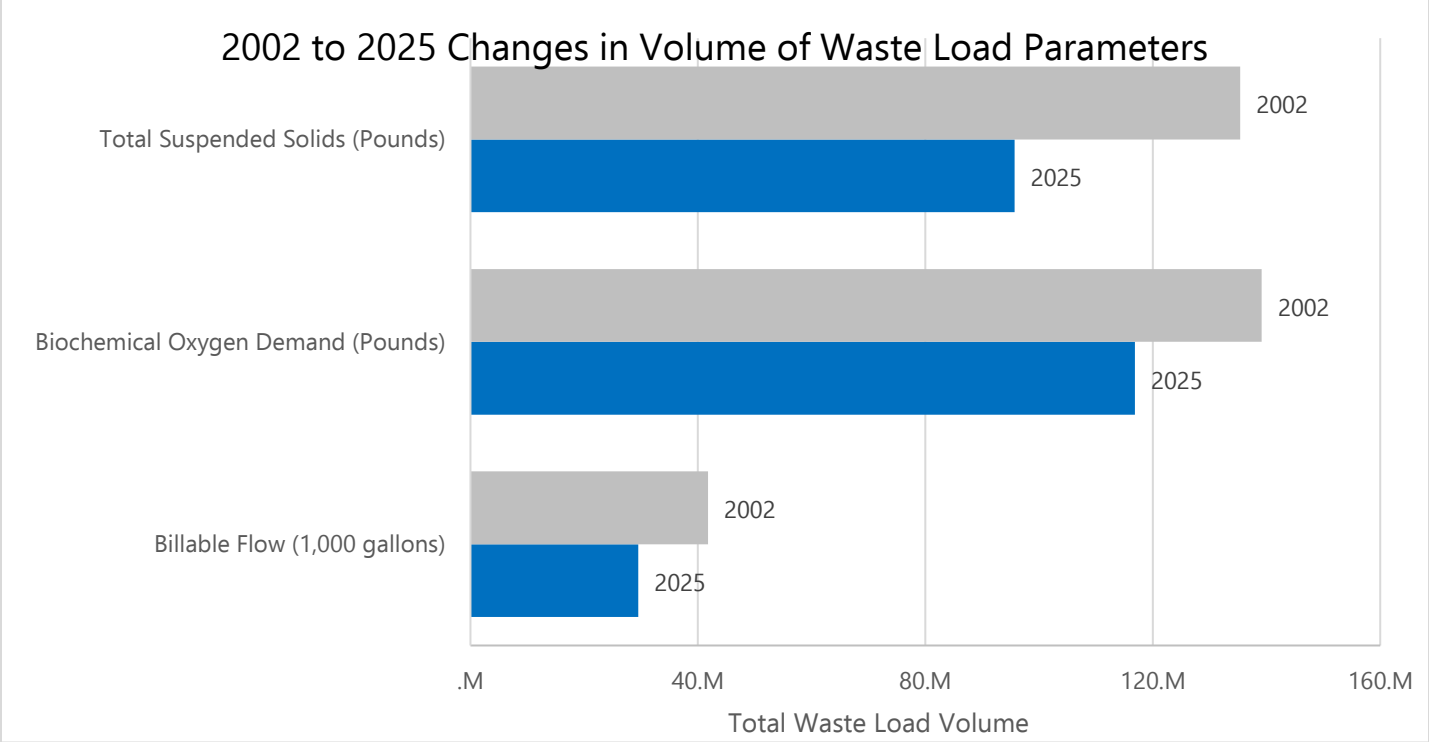
Source: 2025 Annual Comprehensive Financial Report



The majority of the operating budget is targeted towards operations of the wastewater reclamation facilities, as seen above.

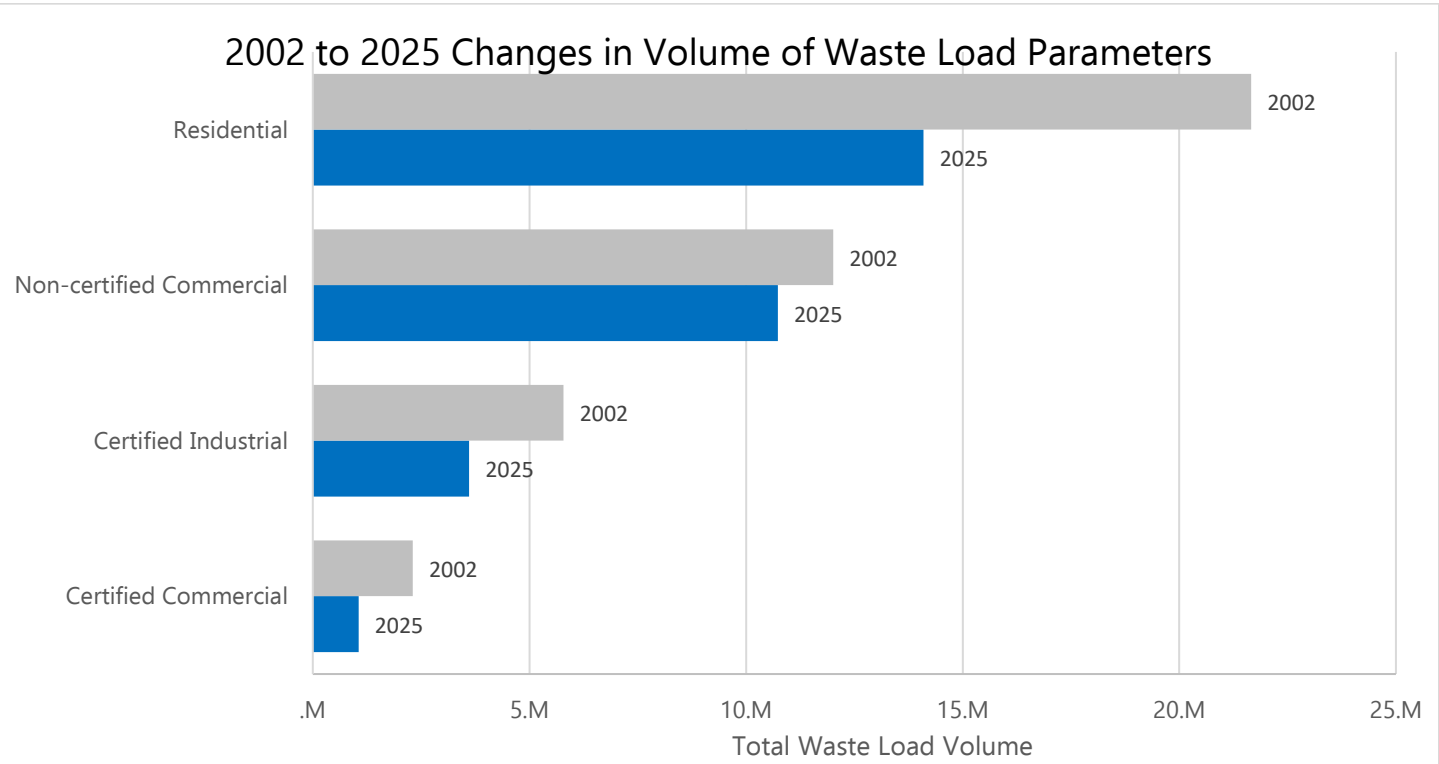
Waste Loads and the Customer Base

The District calculates user charges based on four billing parameters: flow (\$/1,000 gallons), biochemical oxygen demand (BOD lbs.), total suspended solids (TSS lbs.), and connections to the sewer system. Since 2001, the District has seen an overall drop in the volume of TSS, BOD, and billable flow. Using waste load data reported in the 2025 Comprehensive Annual Financial Report, from 2002 to 2025, the waste load parameters show a 29 percent decline in TSS, a 16 percent decline in BOD, and a 29 percent decline in flow among all customers.



Source: 2024 Annual Comprehensive Financial Report

The billing parameters from each of the four customer classes: residential, non-certified commercial, certified industrial, and certified commercial has continued to decline over the last two decades.



Source: 2025 Annual Comprehensive Financial Report

User Charge Billings

Source of Funds	2025 Actual	2026 Budget	2027 Budget	Change from 2026 Budget	% Change from 2025 Budget
User Charge Billings	\$109,597,189	\$113,553,921	\$116,964,344	\$3,410,423	3.0%

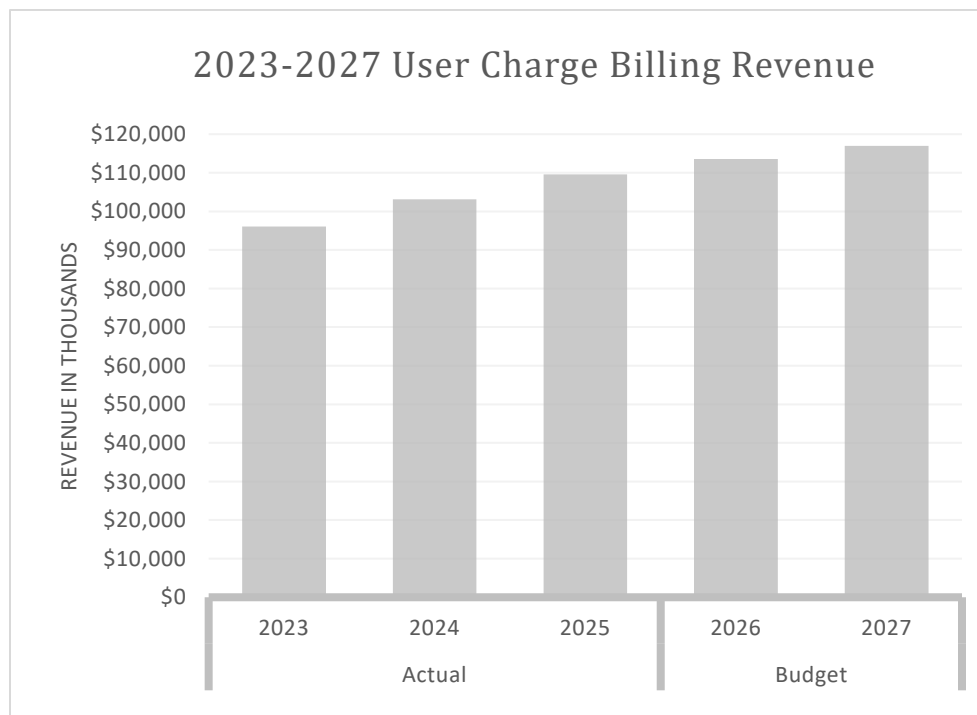
User charge billings are the primary source of revenue for the District's operating budget. The District bills each of the 29 municipalities within its service area based on waste strength, quantity, and number of connections of its users. The municipalities, in turn, directly bill their residential, commercial, and industrial users. The municipalities are required to settle with the District within 45 days from the date the municipality receives the wholesale bill from the District regardless of collections. The District's user charge system has been approved by the Environmental Protection Agency and the Wisconsin Department of Natural Resources. Such approval is a condition for grants and loans from these agencies.

In 2027, the District budget includes a 3.0 percent increase over the 2026 budgeted user charge billings.

How Rates Are Set

Sewer user charge rates are developed annually as part of O&M Budget preparation. As the Executive Director's proposed O&M Budget is prepared, Finance staff determine proposed sewer user charge rates in accordance with District Rules and Regulations as described in the Cost Recovery Procedures Manual. The user charge billing system allocates the total user charge billings to municipalities in proportion to each user's contribution to total wastewater loading into the conveyance system. This allocation is based on total waste load received and four billing parameters: Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), billable flow, and connections. Over the last two decades, there has been a significant decline in total waste load, largely due to the loss of industrial users and the increase in water conservation efforts by residential and industrial users. Each municipality's bill reflects the amount due from each user class – residential, commercial, and industrial.

An Ad Hoc User Charge Committee meets to review the proposed user charge rates and recommends rates for adoption by the Commission. The District's Commission approves an O&M Budget in October and user charge rates in November, to be reflected in municipal billings for the following fiscal year, beginning in January.



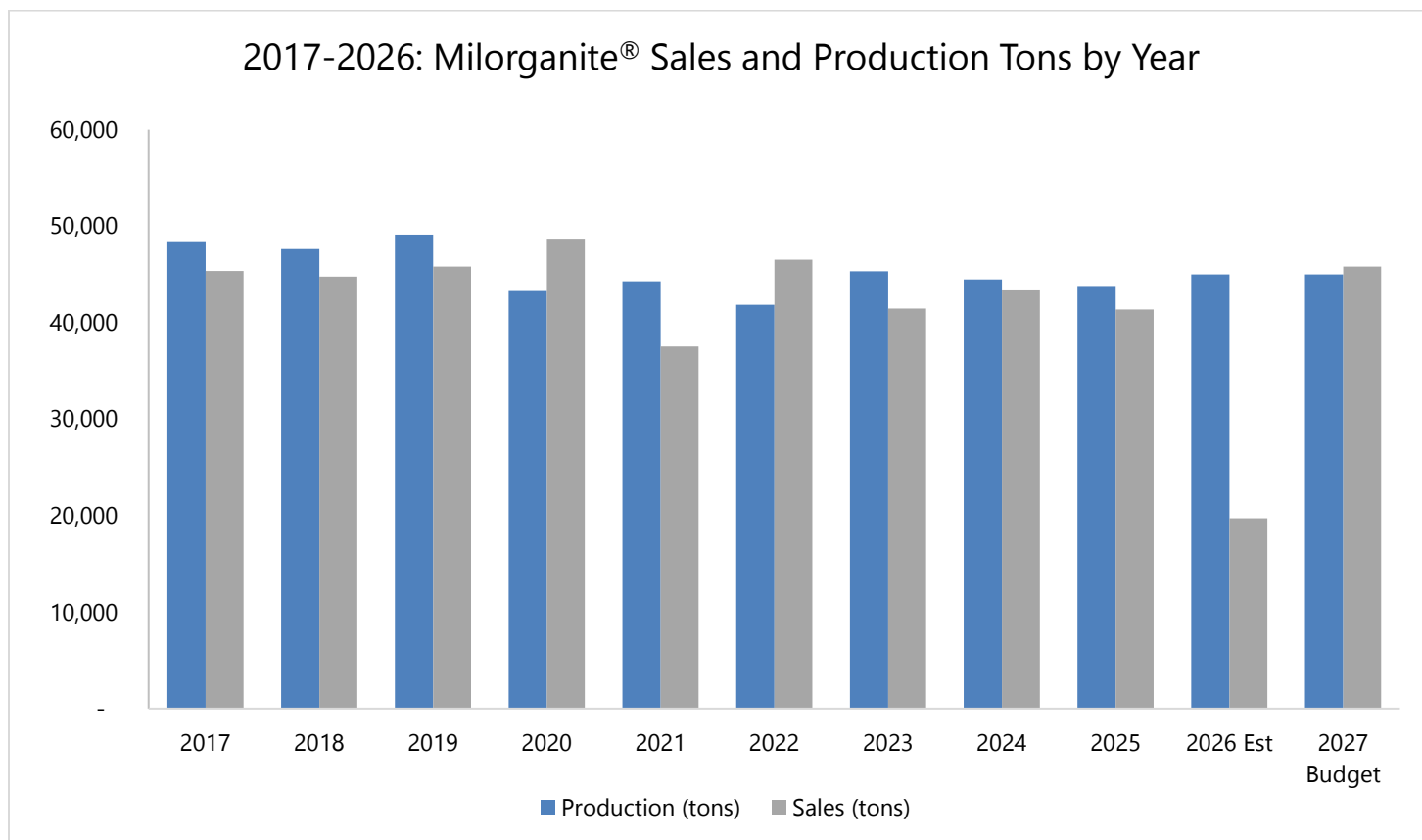
Milorganite® Sales (Net)

Source of Funds	2025 Actual	2026 Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Milorganite® Sales	\$12,578,000	\$11,800,000	\$11,800,000	\$0	0.0%



Milorganite® is a premier organic fertilizer on the market offering a line of all-natural, pesticide-free products. Milorganite® production is currently the most cost-effective solution for disposal of biosolids from the wastewater treatment process at the Jones Island and South Shore Water Reclamation Facilities. The Milorganite® market consists of a professional class of customers, including golf courses around the country, and a retail class of customers, including popular “big box” and warehouse stores that sell to homeowners and gardeners. To address the needs of each market, Milorganite® fertilizer comes in several particle size formulations, including Greens Grade and Classic, and is sold in a variety of packaging sizes to accommodate the needs of both professional golf courses and residential gardeners.

In 2027, the budgeted net Milorganite® revenue is \$11.8 million. The following chart provides a historical perspective of production and sales tonnage of Milorganite®.



To dispose of product that does not meet specifications, or when the District has excess product, the District has entered into agreement with several agricultural distributors to place product in non-competitive markets.

Interest Income

Source of Funds	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Interest Income	\$2,323,737	\$1,500,000	\$1,500,000	\$0	0.0%

Total Interest Income projected for the 2027 O&M Budget is \$1,500,000, which remains the same from the 2026 budgeted level, which is lower than 2025 actuals due to potential Federal interest rate decreases.

Staff will continue to explore ways to maximize the yield on District's investments without increasing the risk on these investments or significantly reducing their liquidity.

Other Income

Source of Funds	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Other Income	\$1,624,522	\$874,900	\$807,100	(\$67,800)	-7.7%

Other Income is budgeted at \$807,100 in the 2027 Budget. Other Income includes the following sources of funds: District lease revenue, reimbursements from Veolia Water Milwaukee for laboratory services, gain or loss from sale of fixed assets, grants, insurance premium refunds, claims and settlements, and miscellaneous. Other income decreases \$67,800, or 7.7% percent from the 2026 budgeted level. The 2027 budget includes Environmental Protection Agency (EPA) environmental justice grant funding, lease revenue, and other income from billable services.

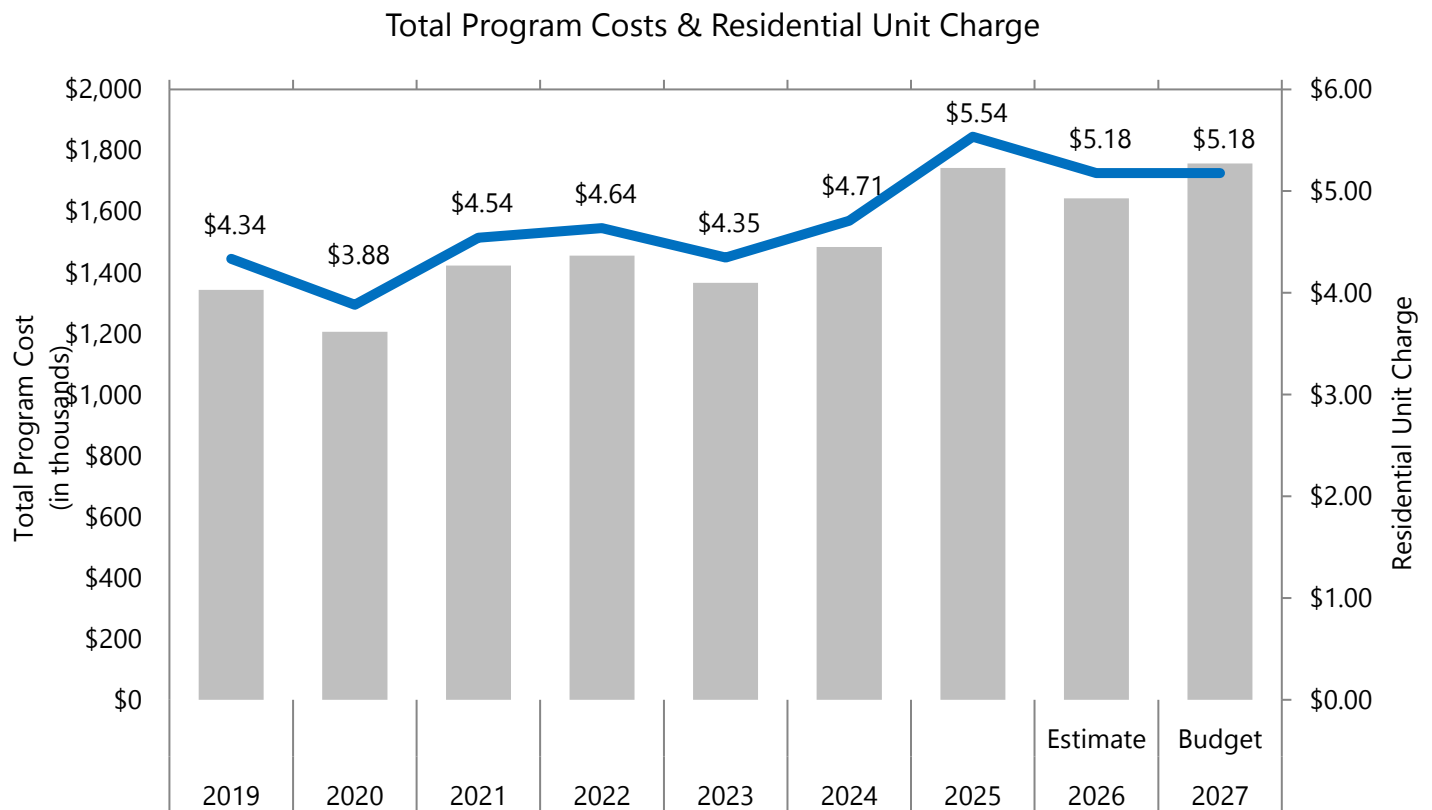
Household Hazardous Waste Collection Program

Source of Funds	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Household Hazardous Waste Collection Program	\$1,743,189	\$1,643,249	\$1,757,100	\$113,851	6.9%

The Household Hazardous Waste (HHW) collection program was created in 1996, in conjunction with the Intergovernmental Cooperation Council to fulfill the public need for proper household hazardous waste collection and disposal. Properly disposing of hazardous wastes through the program benefits both water quality and overall public health.

The HHW Program is a cost-recovery program for District residents. Charges to participating communities for the Household Hazardous Waste program produce revenues. Charges for 2026 will be based on actual 2026 expenditures and billed to communities in spring of 2027. Program costs are determined by both the volume of waste collected and the type of waste, as more toxic substances are more expensive to dispose of.

The following graph illustrates historical trends of the program.



The 2027 Household Hazardous Waste program total revenue is projected to be \$1,757,100, an increase of 6.9 percent from the 2026 budgeted level. The estimated cost per residential unit is \$5.18 which is a \$0.02 decrease from the 2026 budgeted level.

Industrial Waste Pretreatment Program

Source of Funds	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Industrial Waste Pretreatment Program	\$1,904,280	\$1,482,316	\$1,763,017	\$280,701	18.9%

The Industrial Waste Pretreatment Program (IWPP) protects the effluent wastewater and biosolids products by prohibiting or limiting the discharge of certain pollutants. The District's Wisconsin Pollutant Discharge Elimination System (WPDES) permit requires that the District implement the IWPP. The Department of Natural Resources originally approved the District's program in 1983. The District enforces both local limits which are self-imposed by the District, and federal standards, which are limits established for various categories of industry by the U.S. Environmental Protection Agency. The program also ensures that industrial users pay user charges in proportion to their use of the sewerage system.

The IWPP is a cost recovery program, wherein revenues reflect actual expenditures. A significant amount of effort is required to carry out the State and Federal requirements of this program, especially in an area with as broad of an industrial and commercial base as the Milwaukee metropolitan area. Most permitted industries must be inspected annually and samples are collected at facilities multiple times throughout the year to verify compliance. Both permitted and certified businesses need regular monitoring to verify waste strength. New or expanding industries must be evaluated to determine whether they need to be permitted. The program also has the authority and responsibility of evaluating requests for discharge of wastewater from construction and other dewatering activities as well as non-contact cooling water. And, to protect the water reclamation facilities, staff carry out surveillance throughout the District to help identify potential or actual violations. Program administration includes time spent by IWPP staff drafting permits, inspecting facilities, analyzing regulatory and user charge data, educating industrial customers, creating and maintaining detailed records of the activities associated with the program, responding to records requests, taking enforcement action, providing technical assistance to industry and the municipalities that MMSD serves, and preparing large and complex regulatory reports. Sampling and monitoring costs include the cost of time spent by the staff in sample collection, field measurements at industrial facilities and in the conveyance system, performing surveillance activities to identify potential violations, identify new customers, and inspect connections and customer's sampling equipment. Often, staff in the field are at the front line with our customers to answer questions. Laboratory analysis costs include the costs of some of the materials needed for sampling, the analysis of samples and review to ensure that the data meets regulatory and program requirements. Lab staff often assist in special support for enforcement cases and may help to investigate or resolve problems with unusual discharges. As the composition of industrial discharges is dynamic and regulatory requirements are ever changing, especially with new emerging contaminants and advances in pretreatment technology, all staff serving the IWPP have to keep current on technical and regulatory requirements.

In the 2027 O&M Budget, gross IWPP revenue is estimated to increase 18.9 percent to \$1,76 million based on prior year activity.

New Significant Industrial Users Added from 2018-2026	
Business	Municipality
Argon Ind	Milwaukee
Armour Coatings Inc	Germantown
BR Metal Technology	Menomonee Falls
Brenntag Great Lakes LLC	Menomonee Falls
Bruschi USA Inc. (HUF NA)	Milwaukee
Carlisle Interconnect	Franklin
Denali Ingredients	New Berlin
DreamPak LLC	New Berlin
ETE Reman	Milwaukee
Global Power Components	Milwaukee
Metal Improvement Co.	Milwaukee
Palermo Villa, Inc.	Milwaukee
Saputo Cheese USA	Franklin
Steele Solutions	Milwaukee
Wenthe-Davidson Engineering Co.	New Berlin

Reserves

The District has two reserves for its Operations and Maintenance Budget: the User Charge Stabilization Fund and the Equipment Replacement Fund. The use of reserves helps to reduce or mitigate volatility in the District's primary O&M revenue source, the user charge billings. The use of reserves is analyzed in each budget year. Moreover, there could be years in which the District needs to contribute to the reserve funds to ensure that they comply with policy.

Equipment Replacement Fund

Source of Funds	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Equipment Replacement Fund Applied (or Contribution)	(\$150,000)	(\$150,000)	(\$150,000)	\$0	0.0%

The Equipment Replacement Fund (ERF) is a state-mandated reserve that is equal to 5 percent of the value of equipment owned by the District (Wisconsin Administrative Code, section NR-128.03 (18)). The District periodically conducts a fixed asset study that reviews all of the machinery and equipment with a value of \$25,000 or greater and a service life of between 10 and 20 years. The total value of machinery and equipment from this study set the initial net asset value of the equipment replacement fund. Each year, the value of assets within the ERF changes due to projects that are completed resulting in new assets that meet the criteria and therefore increase the ERF or existing assets are decommissioned that decrease the value of assets within the ERF.

On January 1, 2026, the value of assets within the ERF is \$309.4 million, and the required restricted fund balance is \$15.5 million. The District anticipates a \$16.9 million balance at year-end 2027.

As capital projects are completed, it is estimated the minimum required balance will increase. In 2027, the District includes a \$150,000 contribution to the ERF to remain in compliance with the 5 percent limit.

Applying reserves allows the increase to user charge billings to be lowered in a given year, while contributing to those funds is in effect an expenditure and would require additional user charge billings. An evaluation of the ERF will be undertaken to determine whether reductions could be made to avoid future contributions.

User Charge Stabilization Fund

Source of Funds	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
User Charge Stabilization Fund Applied (or Contribution)	\$0	(\$4,500,000)	\$0	\$4,500,000	-100.0%

The District Commission established the User Charge Stabilization Fund in 1998 to help the District avoid large increases or decreases in the user charge billings.

Commission policy requires that the fund balance be no less than 2.5 percent of the current year's revenues. The District anticipates no contributions in 2027. The projected balance as of 1/1/2027 is \$18.6 million and the expected balance as of 12/31/2027 is \$18.6 million, both of which exceed the required minimum balance.

Applying reserves allows the increase to user charge billings to be lowered in a given year, while contributing to those funds is in effect an expenditure and would require additional user charge billings.

User Charge Stabilization Fund Summary

Balance of Fund as of 1/1/2026	\$15,576,953
2026 Net Contributions	<u>\$4,500,000</u>
2026 Estimated Balance as of 12/31/2026	\$18,576,953
 Balance of Fund as of 1/1/2027	 \$18,576,953
2027 Net Contributions	<u>\$0</u>
Anticipated Balance as of 12/31/2027	\$18,576,953
Minimum Required per Commission Policy	\$3,364,789
Remaining Available Fund Balance	<u>\$15,212,164</u>

Surplus Returned

Source of Funds	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Surplus Returned	\$4,234,350	\$10,351,097	\$7,827,342	(\$2,523,755)	-24.4%

The Operations & Maintenance Budgets are set for a one-year period. In any given year, the actual expenditures and revenues likely will vary somewhat from the budgeted amounts. This variance could be due to work or project timing, expenditures that are deemed unnecessary during the year, unanticipated pricing changes, revenues that either exceed or fail to meet expectations, or an unused unallocated reserve. At the end of the year, the favorable and unfavorable variances are accumulated into a funding surplus or deficit. If there is a budget surplus, those funds are either carried forward by Commission action into the next budget year, or they are applied as a source of funds to a future budget year, as follows.

In compliance with 40 CFR 35.929-2 (b) for application of surplus/deficit, the District determines the surplus or deficit attributable to each sewer user charge billing parameter (Flow, BOD, TSS, Connections) at the end of each fiscal year. The surplus or deficit is applied to user charge billing rates in the budget two years after the fiscal year that created it, in compliance with federal and state regulations.

In the 2027 budget, the District returns the 2025 surplus, or \$7,827,342. The surplus is \$2,523,755 less than that applied to the 2026 budget, resulting in a 24.4 percent decrease from the 2026 budgeted level.

Commission

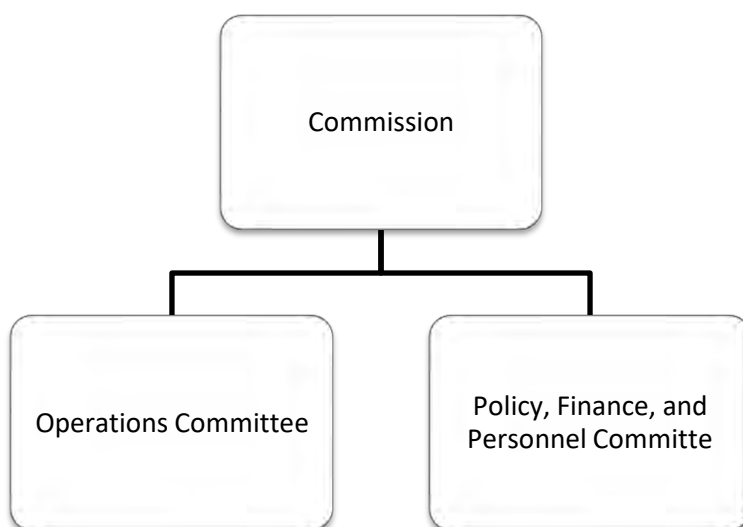
The Commission is the governing body and establishes District policies in compliance with statutory responsibility. The Commission's direction, oversight and approval include budget approval, contract approval, and new policy or initiative approval.

Background and Overview

The Commission is comprised of 11 members: seven appointed by the Mayor of the City of Milwaukee, subject to Common Council confirmation; and four appointed by the MMSD Executive Council of the Intergovernmental Cooperation Council (ICC), which is comprised of chief elected officers of the cities and villages in the District other than the City of Milwaukee. From the City of Milwaukee, three are elected officials and each serve a one-year term. The other four members are citizen appointees from Milwaukee, and each serve a three-year term. The four Commission members from the ICC include three elected officials and one citizen; all four ICC-appointed members serve a three-year term. No Commissioner may serve more than nine consecutive years.

The Commission is charged with the responsibility of establishing policies for the District. The Commission consists of two standing committees: the Policy, Finance and Personnel Committee and the Operations Committee. Matters discussed by the committees include financial planning, budget recommendations, reporting and audits, personnel matters and labor relations, legal and legislation, public information policies, collection/treatment/disposal compliance, industrial development and pretreatment, and the award of contracts.

In support of the 2035 Vision, the Commission sets policy direction to ensure that the District practices integrated watershed management, reduces its greenhouse gas emissions and plays a leading role in mitigating the potential impacts of climate change.



Commission

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Fixed Assets	\$0	\$0	\$0	\$0	0.0%
Personal Services	118,861	119,207	119,207	0	0.0%
Contractual Services	116,633	140,475	145,475	5,000	3.6%
Materials & Supplies	182	700	700	0	0.0%
Gross Division Total	\$235,676	\$260,382	\$265,382	\$5,000	1.9%
Charges to Capital	0	0	\$0	0	0.0%
Net Division Total	\$235,676	\$260,382	\$265,382	\$5,000	1.9%

Budget Comments

- The Personal Services budget includes funding for salaries for eleven Commissioners.
- Contractual services budget includes funding for the District's annual financial audit, Commissioners to travel to meetings outside of regular Commission meetings, graphic printing services, publishing official notices, and transcription services.
- The Materials and Supplies budget includes funding for office supplies.
- Support services for the Commission are managed by the Commission Secretary who is funded in the Executive Director division. The Commission Secretary is tasked with preparing, publishing, and distributing Commission meeting agenda and back-up materials in accordance with legal requirements for public meetings as well as preparing and maintaining official records of Commission actions including minutes, resolutions, and ordinances.

Executive Director

The Executive Director is appointed by the Milwaukee Metropolitan Sewerage District Commission and serves as the District's Chief Executive Officer. The Executive Director provides organizational leadership to implement Commission policies that ensure the District meets its customers' needs in a cost-effective manner. The division is comprised of the Office of the Executive Director cost center, and three cost centers that report to the Chief Administrative Officer: Human Resources, Facilities Management, and Administration. The Chief Administrative Officer oversees the work required for Commission Services.

The Office of the Executive Director: Provides organizational leadership for the division and District. The cost center includes project management for improving water quality in the EPA's Area of Concern for the Milwaukee Estuary and advancing organizational culture through district-wide leadership development.

Commission Services: Supports the activities of the Commission and ensures proper, timely receipt and dissemination of official documents of the District.

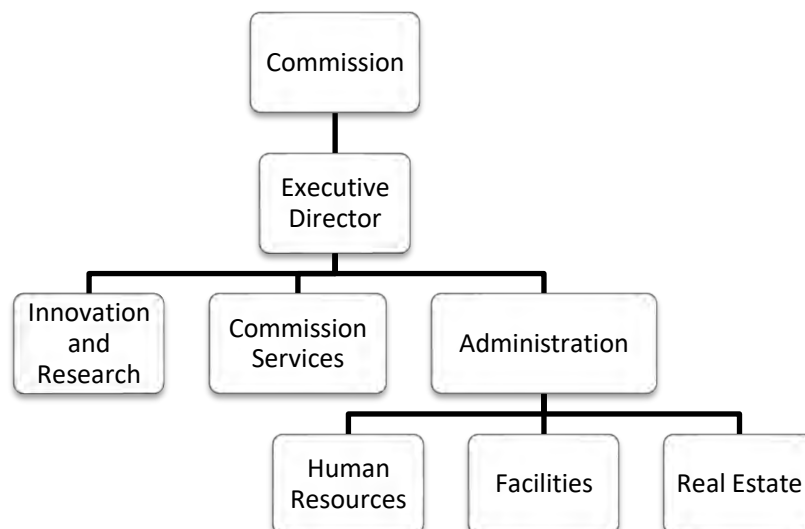
Human Resources: Manages employee benefits, compensation, labor relations, recruitment, unemployment compensation, work study, organizational training and development, and other human resources policies and procedures.

Facilities Management: Helps provide a clean and safe work environment. The cost center also manages the District's Headquarters and Laboratory buildings' heating, ventilation, air conditioning, and

electrical and plumbing services. The cost center maintains the buildings and grounds and focuses on environmentally friendly, energy efficient, sustainable, and cost effective ways of operating the District's facilities.

Administration: Includes reception, fleet, real estate, and graphics services. Reception ensures that visitors and calls are managed efficiently. Managing the District's fleet includes coordinating service, procuring new vehicles, and providing staff training on fleet usage. The graphics team provides high quality graphics arts materials for District projects and programs.

Research and Innovation: The research and innovation group works with district staff, stakeholders, industry partners, and universities to conduct sound research to maximize operating efficiencies, reduce the District's carbon footprint and energy consumption, identify renewable energy, and innovate existing District operations.



Executive Director

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Uses By Cost Center					
Executive Director	\$1,290,423	\$1,507,570	\$1,060,747	(\$446,823)	-29.6%
Administration	549,155	644,791	1,133,772	488,981	75.8%
Human Resources	897,674	1,060,597	1,052,540	(8,057)	-0.8%
Facilities Management	1,196,158	1,551,360	1,631,771	80,411	5.2%
Innovation and Research	0	0	1,535,473	1,535,473	N/A
Gross Division Total	\$3,933,411	\$4,764,318	\$6,414,303	\$1,649,984	34.6%
Charges to Capital	(991,022)	(544,545)	(843,134)	298,589	54.8%
Net Division Total	\$2,942,388	\$4,219,773	\$5,571,168	\$1,351,395	32.0%
Uses By Expenditure Type					
Fixed Assets	\$0	\$0	\$90,000	\$90,000	0%
Personal Services	2,415,052	2,570,546	3,041,690	471,143	18.3%
Contractual Services	1,379,631	2,015,072	3,016,163	1,001,091	54.8%
Materials & Supplies	138,727	178,700	266,450	87,750	49.1%
Gross Division Total	\$3,933,411	\$4,764,318	\$6,414,303	\$1,649,984	34.6%
Charges to Capital	(991,022)	(544,545)	(843,134)	298,589	54.8%
Net Division Total	\$2,942,388	\$4,219,773	\$5,571,168	\$1,351,395	32.0%
Division Staffing	22	20	24	4	

Budget Comments

- In 2026, the Real Estate office was transferred from the Finance division to the Administration division in the Office of the Executive Director resulting in an increase of two FTE.
- In the 2027 Budget, the Innovation and Research cost center is created and includes expenses and staff transferred from the Executive Director cost center and the Integrated Watershed Management division resulting in an increase of two FTE.

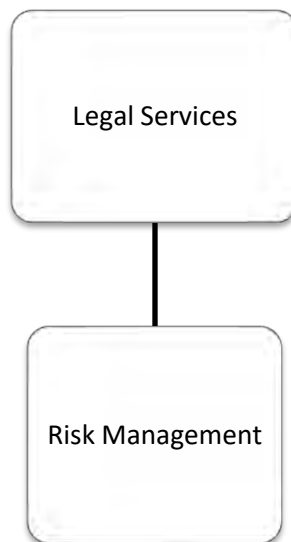
Legal Services

The purpose of the Legal Services Division is to provide legal advice, strategy, and support to the Commission, Executive Director, and District staff to enable legally sound governmental and business decisions and their effective implementation.

Legal Services

The Division was created by the Milwaukee Metropolitan Sewerage District Commission in 1978. The Division conducts the District's legal business and provides specialized legal expertise in the District's major areas of operations including: environmental, construction and contracting, government finance, municipal relations, and human resources. The Division provides ongoing support to District operations by advising the Commission, Executive Director and staff on programs and policies to ensure District operations are consistent with legal requirements. The Division also represents the District in all litigation and claims by or against the District, either as primary legal counsel or in overseeing outside legal counsel. Each matter is assigned to a specific staff attorney to assess possible District liability, preserve evidence, identify witnesses, and provide ongoing claim monitoring activities. During the risk identification process, the Legal Services Division provides advice to the Commission and District management regarding the alternative courses of action. The Legal Services Division also provides timely advice and opinions to support District business operations and to avoid legal problems. This includes legal review and input for water and air pollution permits, compliance reporting, planning reports, and contract drafting.

Risk Management: Management of the risks of accidental loss associated with property, liability and workers compensation exposures. Risk management includes safety, security and insurance coverage for all District construction and operations activities.



Legal Services

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Uses by Expenditure Type					
Fixed Assets	\$0	\$0	\$0	\$0	0.0%
Personal Services	948,902	926,462	1,376,055	449,593	48.5%
Contractual Services	667,332	400,061	3,082,664	2,682,603	670.5%
Materials & Supplies	1,542	6,200	27,810	21,610	348.5%
Gross Division Total	\$1,617,776	\$1,332,723	\$4,486,529	\$3,153,806	236.6%
Charges to Capital	(339,891)	(360,951)	(603,902)	242,951	67.3%
Net Division Total	\$1,277,884	\$971,772	\$3,882,627	\$2,910,855	299.5%
Division Staffing	6	6	10	4	

Budget Comments

- In 2026, the Risk Management office was transferred from the Finance division to the Legal Services division resulting in an increase of three FTEs. The majority of the \$2.7 million dollar increase to contractual services is for insurance premiums originally budgeted in the Finance Division.
- In the 2027 Budget, one Environmental Compliance Specialist position is created to centralize environmental compliance activities to reduce the risk of noncompliance, to streamline communications and to remove tasks from more expensive legal and engineering staff members.

Finance

The Finance Division provides overall prudent financial management, financial planning and financial analysis necessary for efficient operations and prudent decision making. To that end, Finance staff are involved in major organizational decisions the District undertakes by analyzing the cost and benefit of each option being considered.

Budget Preparation and Administration:

Development of the annual Capital and Operations & Maintenance Budgets based on review and prioritization of all requests, related to contract operations, and from asset management; analysis of new programs or changes, recommendation on expenditures and revenues for the upcoming year to achieve District goals; monitoring budget variances and recommending strategies for issues and communicating status throughout the budget year.

Accounting, Billings, Payroll and Financial Reporting:

Management of payroll and accounting transactions including accounts payable, accounts receivable, inter-fund and general ledger. Monthly financial reporting and preparation of the annual financial report. Administration of the user charge billings system that assigns charges to customers, and creates all billings for tax levy, non-member charges, and other District programs.

Treasury, Investment and Cash Management:

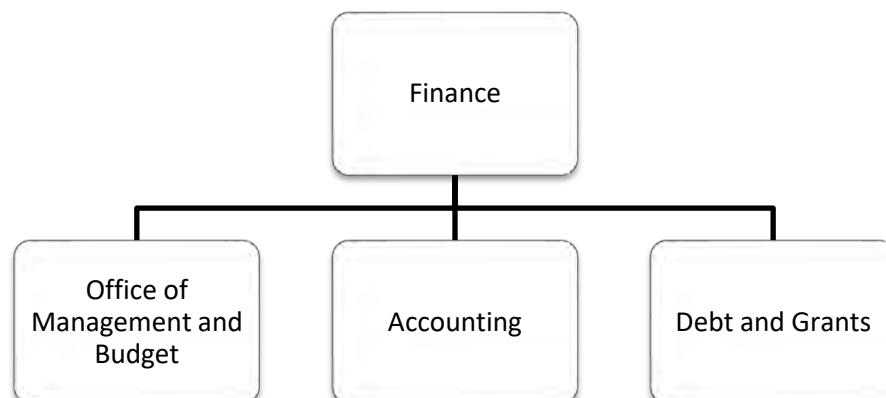
Oversight of all treasury, investment and cash management activities and strategies to ensure compliance with statutes, Commission policy, the greatest rate of return allowable, as well as the lowest cost of transactions.

Financial & Policy Analysis and Planning: Preparation and management of financial forecasts of revenues and expenditures including the development and analysis of revenue and expenditure assumptions for out-year projections, scenario analysis for various initiatives and programs. Financial analysis and direction to large dollar items including long-term fringe benefits programs including changes to District policies regarding employee and retiree healthcare.

Debt Management: Planning of all General Obligation, Clean Water Fund Program loan debt issuances, Federal funding programs, and any special circumstance debt financing, and administration of related debt service payments.

Grants Management: Administration of all grants and reimbursements to ensure properly documented compliance as well as timely receipt of funds.

Strategic Planning and Performance Management System: Develop and maintain the District's organizational performance management system with performance metrics tied to the Strategic Plan, performance indicators from core operations, related benchmarks, and trend analysis on various goals and performance. Goals are set annually, tracked throughout the year, and annual performance is reported to the Commission.



Finance

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Uses by Expenditure Type					
Fixed Assets	\$0	\$0	\$0	\$0	0.0%
Personal Services	1,887,196	2,085,567	1,569,740	(515,827)	24.7%
Contractual Services	2,450,660	2,683,389	186,628	(2,496,761)	93.0%
Materials & Supplies	13,292	30,800	7,000	(23,800)	77.3%
Gross Division Total	\$4,351,148	\$4,799,756	\$1,763,368	(\$3,036,388)	63.3%
Charges to Capital	(378,361)	(317,639)	(36,167)	(281,472)	88.6%
Net Division Total	\$3,972,787	\$4,482,117	\$1,727,201	(\$2,754,917)	61.5%
Division Staffing	20	20	15	(5)	

Budget Comments

- In 2026, the Real Estate and Risk Management offices were transferred to the Office of the Executive Director division and the Legal Services division respectively resulting in a decrease of five FTEs. The majority of the budget decrease is attributable to this change.

Information Technology Services

The Division conducts all of the District's information technology business including records management and provides specialized expertise to assist in many of the District's major areas of operations, including environmental monitoring, construction and contracts, government finance, procurement, legal and human resources.

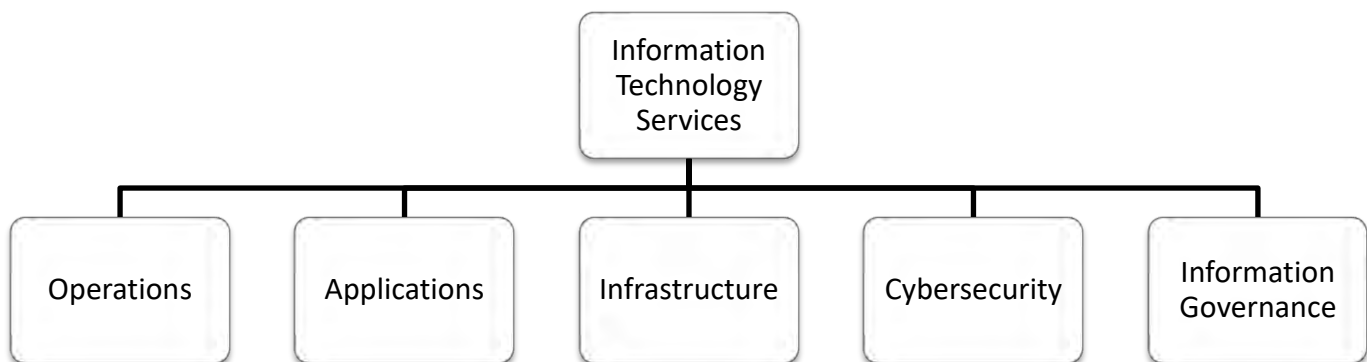
Operations: The technical staff supports the District's computer, mobile, printing, telecommunications, backup, and patching services. They respond to technical support incidents and service requests ensuring District employees and contractors are able to meet their own obligations.

Applications: This team designs, build and supports all internal applications and critical workflows. They act as a main support channel to external supported applications such as eBuilder, OnBase, Oracle and Microsoft 365.

Infrastructure: The infrastructure team maintains and supports these services: networking, WIFI, servers, data storage, fiber and wireless communications (SCADA), providing uninterrupted computing services to all.

Cybersecurity: Cybersecurity protects the District with continuous monitoring of our infrastructure and critical systems for security threats. They collaborate with Risk Management to assess threats and provide cyber security expertise to the rest of the District.

Information Governance: The Information Governance group's mission is to develop, implement, and manage a district-wide, comprehensive, integrated, systematic Information Governance Program designed to comply with Wisconsin Public Records laws. The Information Governance Program focuses on the preservation of the District's official records and informational assets (both paper and electronic) by providing direction, to all divisions for the management, access, retention, storage, protection, and disposition of those assets.



Information Technology Services

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Uses By Cost Center					
Information Services	\$5,258,286	\$7,073,616	\$7,138,738	\$65,122	0.9%
Information Governance	343,795	390,380	446,637	56,258	14.4%
Gross Division Total	\$5,602,081	\$7,463,996	\$7,585,375	\$121,380	1.6%
Charges to Capital	(47,565)	(3,034)	0	3,034	100.0%
Net Division Total	\$5,554,516	\$7,460,962	\$7,585,375	\$124,414	1.7%
Uses by Expenditure Type					
Fixed Assets	\$0	\$10,050	\$0	\$10,050	100.0%
Personal Services	2,572,910	2,778,975	3,036,199	257,224	9.3%
Contractual Services	2,850,982	4,414,985	3,864,313	(550,672)	-12.5%
Materials & Supplies	178,189	259,986	684,864	424,878	163.4%
Gross Division Total	\$5,602,081	\$7,463,996	\$7,585,375	\$121,380	1.6%
Charges to Capital	(47,565)	(3,034)	0	(3,034)	100.0%
Net Division Total	\$5,554,516	\$7,460,962	\$7,585,375	\$124,414	1.7%
Division Staffing	25	25	27	2	

Budget Comments

- In the 2027 budget, two positions are created to support IT services that are now the District's responsibility in the new private operator contract in 2028. The positions include an Infrastructure Analyst and a Cybersecurity Analyst.
- The increase in materials and supplies is related to modules for the District's ERP system, AI licenses, and engineering data subscriptions.

Technical Services

The mission of the Technical Services Division (TSD) is to protect the environment and promote public health and safety by providing for flood mitigation, wastewater conveyance, and wastewater treatment through the following: manage the planning, engineering, design and construction of capital improvements and major asset repair and replacement projects and contracts; implement and operate an asset management program; overseeing contracts to operate and maintain the District's watercourse, conveyance, landfill gas pipeline, and water reclamation facilities; manage all District capital projects within the District's project management system; and provide a variety of capital project and asset support functions, including construction management, geographic and building information management system and surveying services. Capital projects are typically identified in the District's facilities plans, Watercourse System Improvement Plans, and from Veolia Water Milwaukee requests for capital improvements or asset repair and replacements.

Office of Contract Compliance: Oversees contract operations of the District's wastewater reclamation facilities, conveyance system, and landfill gas supply and pipeline. The group oversees power supply and energy management, including working with We Energies and purchasing natural gas hedges. Staff also develops and manages less complex repair and replacement projects.

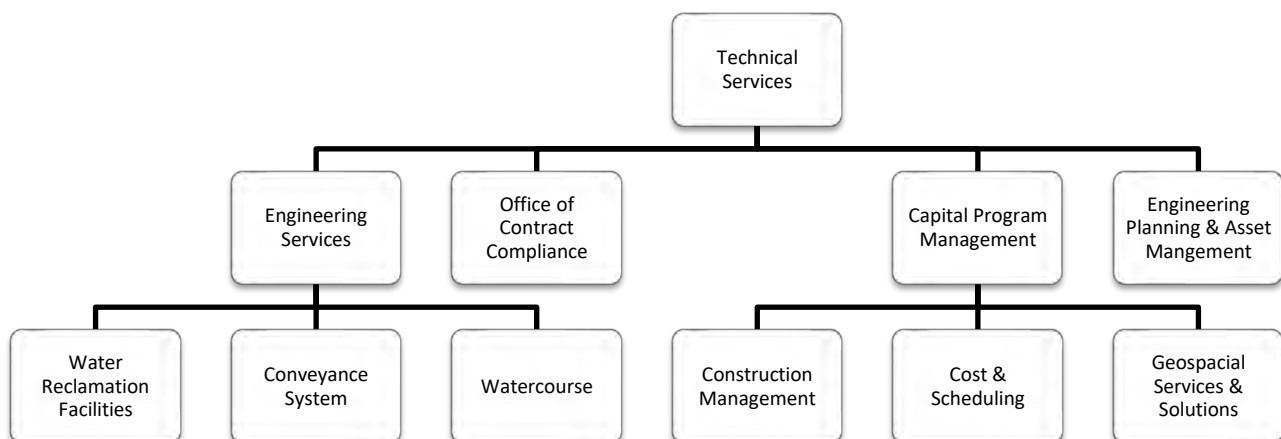
Engineering Services: Oversees design and engineering services of capital upgrades, including rehabilitation of existing and additions to District facilities. Most work is related to the water reclamation facilities, conveyance system, and watercourse system. In addition, this cost center manages all watercourse planning and maintenance contracts.

Capital Program Management: Manages the development and administration of the Division's Capital Improvement Program, including forecasting project costs and schedules. The cost center provides construction management and contract administration services for Capital and O&M funded

construction contracts, and oversees the District's geospatial services and solutions programs. The cost center participates in the Diggers Hotline one-call system and provides surveying services.

Engineering Planning: The Engineering Planning group leads the District's long-range efforts to forecast future needs. It also serves as the main point of contact for municipalities and manages the District's sewer design rules and the surface water & stormwater rule. Planning supports other Divisions and District-wide decision-making with future development forecasting; data gathering; system modeling; and root-cause analysis.

Asset Management: The District's Asset Management Program aims to: use assets to provide defined levels of service; maintain a level of risk acceptable to the organization; and achieve service level and risk objectives at the lowest life-cycle cost. Asset management analyzes business processes, data, information systems and organizational resources in planning, design, construction, operations, and maintenance.



Technical Services

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Uses By Cost Center					
Engineering Services	\$3,988,385	\$5,940,179	\$4,184,158	(\$1,756,021)	-29.6%
Capital Program Management	4,335,779	4,527,893	4,597,755	69,862	1.5%
Office of Contract Compliance	80,349,899	86,862,947	88,177,694	1,314,747	1.5%
Engineering Planning	1,432,110	1,951,513	2,581,478	629,966	32.3%
Gross Division Total	\$90,106,172	\$99,282,531	\$99,541,085	\$258,554	0.3%
Charges to Capital	(9,283,467)	(9,711,662)	(9,873,541)	161,879	1.7%
Net Division Total	\$80,822,705	\$89,570,869	\$89,667,545	\$96,675	0.1%
Uses By Expenditure Type					
Fixed Assets	110,855	773,348	252,060	(521,288)	-67.4%
Personal Services	9,084,136	9,939,416	10,305,756	366,340	3.7%
Contractual Services	79,380,600	86,467,133	87,288,020	820,887	0.9%
Materials & Supplies	1,530,581	2,102,635	1,695,250	(407,385)	-19.4%
Gross Division Total	\$90,106,172	\$99,282,531	\$99,541,085	\$258,554	0.3%
Charges to Capital	(9,283,467)	(9,711,662)	(9,873,541)	161,879	1.7%
Net Division Total	\$80,822,705	\$89,570,869	\$89,667,545	\$96,675	0.1%
Division Staffing	86	90	96	6	

Budget Comments

- In the 2027 budget, six positions are added to the Technical Services division. These positions are within the Office of Contract Compliance. Five of these positions are associated with changes resulting from the new private operator contract and one is a Project Engineer that was originally contracted but is now budgeted as District Staff for cost-savings.
- Of the five positions being added for the new contract, four of these are unfunded positions that may be needed for District reorganization related to the new contract. These positions will be funded through additional Commission action as the reorganization of District operations is underway. The Technical Services Division is expected to be reorganized over the course of 2027, which may result in additional action being needed.
- Fees for the Veolia Contract increases by \$1.5 million in 2027 for operations and utilities.
- Utility costs the District is responsible for are budgeted to increase \$568,300 related to higher estimated natural gas costs.
- Repairs to machinery & equipment expenses increase in the 2027 budget related to higher maintenance costs and increasing volume of necessary repairs.

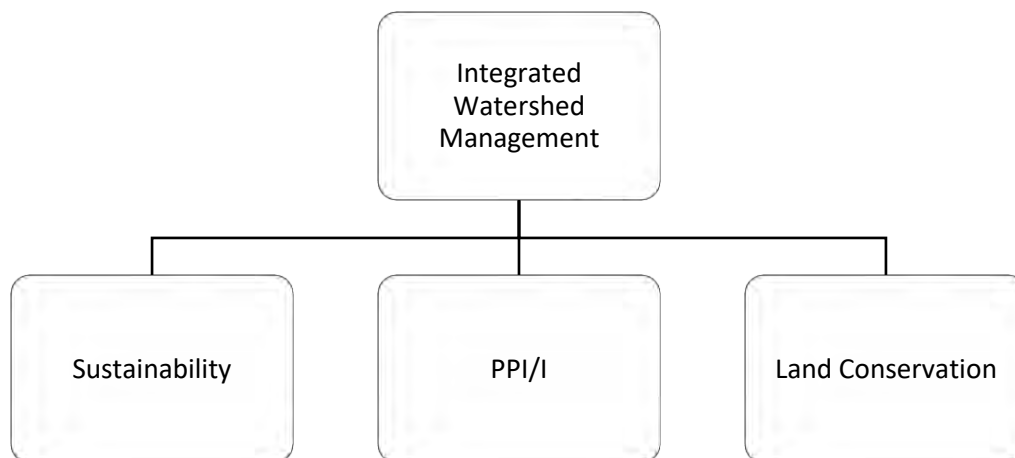
Integrated Watershed Management

The Division oversees the District's Sustainability, Land Conservation, and Private Property Infiltration and Inflow, and Research programs. The Division works to move the District toward sustainability in all facets of the District's operations by optimizing the use of green infrastructure, furthering renewable, recyclable, eco-friendly materials, and reducing energy consumption and emissions from fossil fuels.

Sustainability: In addition to meeting regulatory requirements, the District is committed to implementing sustainable practices that have a positive impact on the environment. The Division leads the District's efforts to achieve sustainability in all facets of the District's operations by optimizing the use of renewable, recyclable, and eco-friendly materials, implementing green infrastructure, reducing energy consumption and emissions from fossil fuels, and otherwise leading efforts to attain the 2035 Vision and regional resiliency.

Land Conservation: The land conservation group oversees the Greenseams® and Working Soils® programs. The programs permanently protect key lands containing water absorbing soils, wetlands, floodplains, and forests to help manage stormwater and reduce the risk of future flooding problems

Private Property Infiltration and Inflow: The Private Property Infiltration and Inflow (PPII) reduction programs reduces the amount of clear water that enters the District's conveyance system by identifying and eliminating sources from private property.



Integrated Watershed Management

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Uses By Expenditure Type					
Fixed Assets	\$0	\$0	\$0	\$0	0.0%
Personal Services	1,023,763	1,531,025	1,274,796	(256,229)	-16.7%
Contractual Services	1,040,064	2,072,450	1,036,870	(1,035,580)	-50.0%
Materials & Supplies	84,739	104,750	77,075	(27,675)	-26.4%
Gross Division Total	\$2,148,566	\$3,708,225	\$2,388,741	(\$1,319,484)	-35.6%
Charges to Capital	(1,371,399)	(2,144,638)	(1,810,530)	(334,108)	-15.6%
Net Division Total	\$777,167	\$1,563,588	\$578,211	(\$985,376)	-63.0%
Division Staffing	10	13	11	(2)	

Budget Comments

- In 2026, the Innovation and Research office was created in the Office of the Executive Director, and two positions and related expenses were transferred from this division.
- In the 2027 budget, contractual services include green infrastructure associated expenses for outreach, maintenance, tree and rain garden plants, landscaping, and Fresh Coast workshops.

Water Quality Protection

The Division monitors point and non-point source pollution, conveyance system performance, industry compliance with local, state and federal pretreatment requirements, and area surface water quality. This Division also provides laboratory services to meet the needs of the District. The Division contains five functional groups within two separate cost centers: Central Laboratory, (LAB Cost Center); and Systems Monitoring, Field Monitoring, Industrial Waste Pretreatment Program (IWPP), and Freshwater Resources Monitoring which are collectively managed within the IWC Cost Center.

Central Laboratory: The laboratory provides quality analytical services to meet the District's needs for environmental, product and process testing. Operating 365 days/year, it supports plant operations, the District's permit under the Wisconsin Pollution Discharge Elimination Systems (WPDES), IWPP, Freshwater Resources Monitoring, Planning, Milorganite® marketing, and District projects. The laboratory is accredited under the National Environmental Laboratory Accreditation Program (NELAP) and certified by the Wisconsin Department of Natural Resources and the Wisconsin Department of Agriculture, Trade and Consumer Protection.

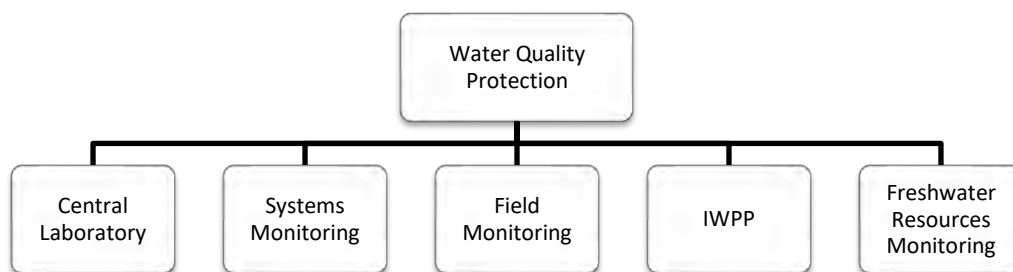
Systems Monitoring: The District relies on a diverse network of instrumentation to monitor operations at the water reclamation facilities and conveyance system. Metering is installed throughout the service area to measure levels, flows, rain, toxic gases and a variety of other parameters. This instrumentation generate the data necessary for operations, planning and regulatory reporting. Systems Monitoring ensures data quality and provides analysis, review, and reporting of water reclamation facility and conveyance system data for internal and external customers.

Field Monitoring: This group provides sample collection, field measurements, investigations and flow monitoring in the conveyance system and industrial settings to meet the District's regulatory and project needs. The staff are trained and certified for confined entry rescue, should the need arise. They also collect the field observations and data necessary to verify CSOs, SSOs, and other various problems. Routine duties include installation, calibration and maintenance

of select monitoring equipment. They provide field support for the IWPP, including sampling, field measurements, observations and assist with investigations and inspections.

IWPP: This program is supported by two full-time staff plus the help of the Division Director, Administrative Assistant, Field Monitoring and Central Laboratory. The IWPP regulates the effluent from approximately 118 permitted industries, 39 industrial parks and over 400 dental offices in its service area. The permitted industries include those that have a federally regulated process of have the potential to discharge pollutants as defined by MMSD's local limits per MMSD Rules. Permits can be issued as well to industries that may pose a threat to the sewerage system, water reclamation facilities, or biosolids products. This group is also responsible for the administration of the user charge verification and billing activities.

Freshwater Resources Monitoring: This group is responsible for conducting surface water quality monitoring nearly 100 monitoring sites throughout the Milwaukee area watersheds. Millions of field and lab generated results are analyzed each year to characterize the rivers, creeks, and Lake Michigan. The data are collected in compliance with MMSD's WPDES permit and are used to assess the impact of the conveyance system, treatment plant operations and District projects on the waterways. The group prepares regulatory and program specific reports as well as uploads the data to state and national databases that is used for regulatory, research, and educational purposes by external stakeholders.



Water Quality Protection

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Uses By Cost Center					
Central Laboratory	\$2,836,141	\$3,504,514	\$3,668,254	\$163,740	4.7%
Water Quality Protection, Freshwater Resources & Conveyance Monitoring	4,264,088	4,469,015	5,001,879	532,864	11.9%
Gross Division Total	\$7,100,229	\$7,973,529	\$8,670,133	\$696,604	8.7%
Charges to Capital	(2,600,549)	(2,415,875)	(2,818,697)	(402,822)	16.7%
Net Division Total	\$4,499,680	\$5,557,654	\$5,851,436	\$293,782	5.3%
Uses By Expenditure Type					
Fixed Assets	0	27,400	229,000	201,600	735.8%
Personal Services	5,573,250	5,998,537	6,134,050	135,512	2.3%
Contractual Services	483,808	758,742	1,000,995	242,253	31.9%
Materials & Supplies	1,043,171	1,188,849	1,306,088	117,239	9.9%
Gross Division Total	\$7,100,229	\$7,973,529	\$8,670,133	\$696,604	8.7%
Charges to Capital	(2,600,549)	(2,415,875)	(2,818,697)	(402,822)	16.7%
Net Division Total	\$4,499,680	\$5,557,654	\$5,851,436	\$293,782	5.3%
Division Staffing	63	63	63	0	

Budget Comments

- The Fixed Assets budget increases \$201,600 primarily for two new cube trucks for monitoring. One is a replacement and the other is related to changes in District operations associated with the new private operator contract starting in 2028.
- Contractual services increase \$242,300 related to PFAs monitoring and additional funding for lab tests that cannot be performed in-house as well as service contracts for ongoing maintenance of lab and monitoring equipment.
- The Materials & Supplies budget includes funding for the chemicals, equipment and supplies needed for lab testing and the instrumentation, other equipment, and supplies necessary for field monitoring and sample collection.

Community Outreach & Business Engagement

The Community Outreach and Business Engagement division is responsible for providing a host of public engagement and support functions aimed at maximizing the use of District resources, while adhering to statutory, Commission, and administrative policies to carry out District business. Community Outreach and Business Engagement provides procurement services, workforce and business development, public information and outreach, and the marketing, sales, and operations of Milorganite®. The Community Outreach and Business Engagement Division develops and maintains strategically effective relationships with a broad range of partners, including residents, Milorganite® customers, stakeholders, governments, news and media, educators, related organizations and employees.

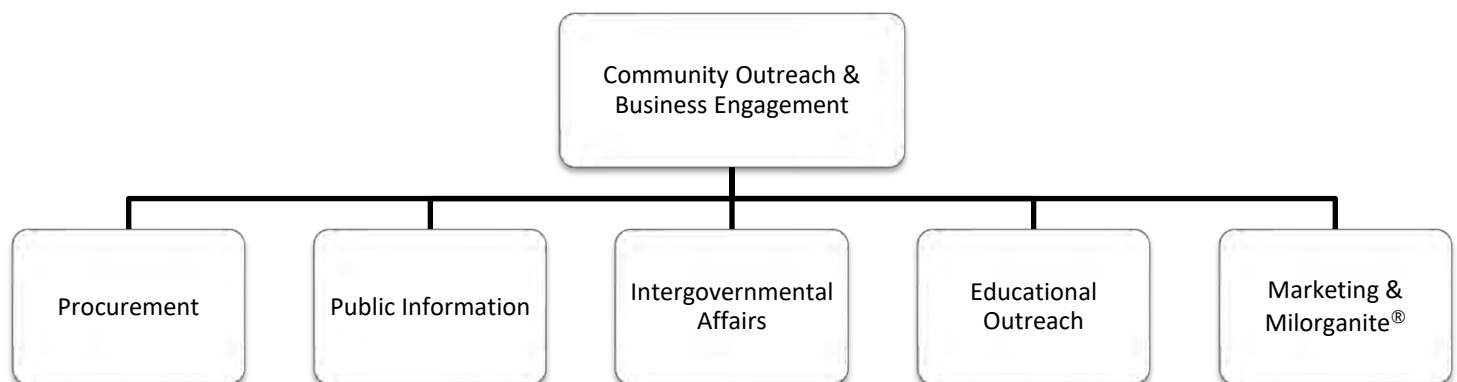
Procurement and Supplier Development:

Serves as the contracting authority of the District. The cost center conducts open, fair, and timely procurement processes founded upon the best practices in public purchasing. The cost center oversees the District's social responsibility policies that are incorporated into all contracting and sourcing opportunities, from the Small Business Enterprise (SBE) participation goals, to utilization of local workers and vendors. It also manages the resources of the Workforce & Business Development Resource Program which includes capacity building training, pre-apprenticeship training, and external internships.

Public Information, Intergovernmental

Affairs, and Educational Outreach: Creates and distributes timely, accurate and relevant information to the public and other audiences on the District's projects, programs, and initiatives. The cost center also reviews and recommends legislation that affects the District's ability to carry out its mission. The cost center manages the Household Hazardous Waste Collection Program, which helps minimize storm water pollution.

Marketing and Milorganite®: Manages the Milorganite® program through coordination of its sales, marketing, and operations activities in an increasingly competitive fertilizer market.



Community Outreach and Business Engagement

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026	% Change from 2026 Budget
Uses By Cost Center					
Procurement and Supplier Development	\$982,283	\$691,077	\$710,621	\$19,544	2.8%
Public Information/Intergovernmental Affairs/Educational Outreach	2,693,941	2,881,470	3,031,846	150,377	5.2%
Marketing & Milorganite®	5,474,453	6,046,415	6,221,433	175,018	2.9%
Gross Division Total	\$9,150,677	\$9,618,961	\$9,963,900	\$344,939	3.6%
Charges to Capital	(458,780)	(371,798)	(418,119)	(46,321)	-12.5%
Net Division Total	\$8,691,897	\$9,247,163	\$9,545,781	\$298,618	3.2%
Uses by Expenditure Type					
Fixed Assets	\$0	\$0	\$0	\$0	0.0%
Personal Services	1,625,022	1,760,332	1,895,651	135,319	7.7%
Contractual Services	6,473,970	6,796,630	6,995,165	198,535	2.9%
Materials & Supplies	1,051,686	1,061,999	1,073,084	11,085	1.0%
Gross Division Total	\$9,150,677	\$9,618,961	\$9,963,900	\$344,939	3.6%
Charges to Capital	(458,780)	(371,798)	(418,119)	(46,321)	-12.5%
Net Division Total	\$8,691,897	\$9,247,163	\$9,545,781	\$298,618	3.2%
Division Staffing	16	16	17	1	

Budget Comments

- The District's Household Hazardous Waste Collection program contract for waste collection and disposal is budgeted in the Public Information, Intergovernmental Affairs, and Educational Outreach cost center. Expenses for this program are budgeted to increase 6.9% based on prior year activity and asset repair and replacement for disposal sites. This is a cost recovery program meaning 2027 charges will be based on actual 2027 expenditures based on waste collected.
- In the 2027 budget, one Public Engagement Specialist position is created.
- The increase in contractual services includes higher Milorganite® packaging costs.

Other Expenditures

Other Expenditures

Other expenditures include Fringe Benefits, Charges to Capital, and the Unallocated Reserve.

Fringe Benefits

The fringe benefits accounts cover the cost of providing insurance benefits to active employees including medical, dental, vision, life, and disability insurance, unemployment and workers' compensation, Social Security and Medicare, as well as the City of Milwaukee's Employee Retirement System and Wisconsin Retirement System contributions. Retiree benefits funded through the fringe benefit account include health and life insurance.

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Retirement System Contribution	\$6,968,000	\$7,008,296	\$6,995,003	(13,293)	-0.2%
Group Health Insurance	4,161,911	5,172,615	5,338,287	165,672	3.2%
Group Life Insurance	371,047	367,099	368,953	1,854	0.5%
Worker's Compensation Insurance	120,556	20,000	50,000	30,000	150.0%
Social Security	1,851,719	2,065,216	2,180,621	115,405	5.6%
Unemployment Comp. Insurance	51,399	10,000	20,000	10,000	100.0%
Group Dental Insurance	199,835	210,036	205,400	(4,636)	-2.2%
Disability Insurance	53,204	81,417	86,053	4,636	5.7%
Active Employee Subtotal	\$13,777,671	\$14,934,679	\$15,244,317	309,638	2.0%
Group Health Insurance - Retiree	2,768,629	4,514,318	4,199,463	(314,854)	-7.0%
Group Life Insurance - Retiree	230,192	250,320	250,320	0	0.0%
Retiree Subtotal	\$2,998,821	\$4,764,638	\$4,449,783	(\$314,854)	-7.0%
Fringe Benefit Total	\$16,776,492	\$19,699,317	\$19,694,101	\$5,216	0.0%

Retirement System Contribution

The District is a member agency of the City of Milwaukee Employee's Retirement System (CMERS) and the Wisconsin Retirement System (WRS). CMERS is funded through two methods: employer contributions and member (employee) contributions. In 2013, CMERS adopted a policy for the employer contributions to create a budget stabilization method of funding. The contribution policy requires that employers make contributions to the system based on a set percent of payroll for a five-year period regardless of any individual year's performance. This policy provides predictability for budgeting for all agencies participating in the retirement system. The last five-year period concluded in 2026, and a new five-year contribution level was evaluated and set through 2031. The District also makes payment to CMERS for former District staff who transitioned first to employment in the United Water Services operating contract and are still employed with Veolia Water – Milwaukee until their retirement. In addition to the employer contribution, District staff make member contributions through payroll deductions. For all staff hired before 1/1/2014, the deduction is 5.5 percent of payroll. For staff hired on or after 1/1/2014, the deduction is 4 percent; the change relates to plan design changes adopted by CMERS beginning 1/1/2014. The 2027 WRS contribution rate is 7.3% for both employees and employer contributions.

Health Care

The District is self-funded for active and some retiree health care. The cost of health care is offset by active and some retiree contributions, per prior bargaining unit contracts and District policy. In order to protect the District from volatile expenditures related to catastrophic claims, the District subscribes to a stop loss policy that takes effect after \$150,000 has been paid in claims for a single member. Since 2005, the District has averaged three

members reaching the stop loss threshold each year. The rising cost of healthcare remains a key challenge for the District's budget. The District's ongoing review with health benefit consultants and the continuance of an employee wellness program have helped to curtail some of the costs, keeping the medical plan cost relatively stable.

Active Employees The 2027 budgeted level is \$165,700 higher than the 2026 budget level after considering the 2025 actual expenditures and the 2026 year-end projection. District employees contribute to their premium equivalent contribution for healthcare, which decreases the amount the District pays per active employee. The 2027 budget proposes an increase from the 2026 level; employees with the District's single coverage plan will contribute \$110 per month towards their health insurance and employees with the family coverage plan contribute \$295 per month towards their health insurance. As in the past, the District will continue to offer employees a wellness credit for participating in the wellness program.

Retirees The District funds its retiree healthcare obligation on a pay as you go basis. The 2027 budgeted level is \$314,900 lower than the 2026 budgeted level after considering the past actual experience, projected enrollments, and the 2026 year-end projection.

Other Fringe Benefits

The District also offers dental insurance, life insurance, and disability insurance to its employees. The District also has workers compensation and unemployment insurance policies. The 2027 budget is approximately \$36,300 lower than the 2026 budget for these expenses.

Wellness Committee Rising health care costs have prompted many organizations to look for new ways to lower expenses. One way to lower costs is to improve the health of the District's workers. Healthy people cost less, are more productive, and contribute more to the District's performance. Workplace wellness programs offer ways to help people get healthy and stay healthy. The Wellness Committee helps individuals practice healthy lifestyles and change unhealthy habits to reduce their risks of developing high-cost health problems.

The goal of a workplace wellness program is to encourage employees and their families to adopt and practice healthy lifestyles to improve their physical and mental well-being. The goal is achieved by making the work environment a place where:

- Healthy behaviors are promoted, encouraged and supported
- Employees have easy access to programs to help them make better lifestyle choices
- Employees have the opportunity to practice healthy lifestyle behaviors



Staff participate in the annual Run4Water charity 5K

In 2019, the District introduced Go365®, an employee wellness program powered by Humana. The program incentivizes employees to take a greater stake in their health by giving them the tools and support they need. The program offers resources for employees dealing with everyday stressors like financial, family, and emotional concerns.

Charges to Capital

Charges to capital reflect adjustments to cost center operating expenses, including indirect charges and laboratory charges for work performed for capital projects and facilities planning purposes, and expenditures under the Veolia Water Milwaukee operating contract that relate to the Capital Improvement Program. These accounts are designed to offset operating expenses and appropriately transfer the expenses. In 2026, charges to capital increase 4.5 percent from the 2026 level.

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Direct Charges to Capital	(\$5,751,289)	\$(6,033,201)	(\$6,101,990)	(\$68,789)	1.1%
Indirect Charges to Capital	(13,680,911)	(14,269,517)	(15,131,996)	(\$862,479)	6.0%
Charges to Veolia	(258,493)	(200,000)	(200,000)	0	0.0%
Charges to Capital – Other	(506,933)	(524,000)	(540,000)	(16,000)	3.1%
Charges to Capital - Total	(\$20,197,607)	(\$21,026,718)	(\$21,973,985)	(\$947,268)	4.5%

Direct Charges to Capital Direct charges relate to District labor hours associated with work on capital projects. From 2026 to 2027, direct charges to capital increase by 1.1 percent to account for salary increases which is offset by a total decrease in number of hours charge to capital.

Indirect Charges to Capital The District's indirect rate assigns costs chargeable to capital projects and allocates indirect costs on the basis of direct salaries and wages. Indirect costs are costs that are not identified specifically with a particular unit process or final cost objective, including administrative support costs and fringe benefits. The final capital projects indirect cost rate is audited each year by the District's outside auditor and a carry-forward adjustment is made for any surplus or deficit of funds recovered from the indirect cost rate.

Charges to Capital - Veolia In 2027, Veolia will continue to work on a number of District projects and charge its staff time to the Capital Budget. Charges to Capital - Veolia are budgeted at the same level as in 2026.

Charges to Capital - Other These costs include lab analyses for capital projects. The District projects an increase in the number of capital projects requiring carbon and metal analyses and therefore an increase in the Lab charges to capital.

Unallocated Reserve

The Unallocated Reserve fund provides a reserve for unanticipated or increased expenses that may arise during the year. The District's Commission must authorize the use of funds from the Unallocated Reserve. Once approved, funds are then transferred from the Unallocated Reserve to specific cost center line-item accounts rather than being expended directly.

	2025 Actual	2026 Amended Budget	2027 Budget	Change from 2026 Budget	% Change from 2026 Budget
Budgeted Unallocated Reserve	\$0	\$3,881,862	\$3,469,973	(\$411,889)	-10.6%

The 2027 budgeted level is approximately 2.5 percent of net division expenditures, complying with policy requiring the Unallocated Reserve to be budgeted between 2.0 percent and 3.5 percent of net division expenditures.



2027 Capital Budget



The Capital Budget funds the District's investment in long-term assets supporting the District's mission to cost-effectively protect the quality of the region's water resources.

The 2027 Capital Budget shows the annual amounts approved for expenditures and revenues. The annual financing plan for a fiscal year's anticipated Capital Expenditure Account expenditures. Commission action on the Capital Budget identifies the amount of the tax levy and other sources of funds anticipated for the budget year's capital expenditures. Approval of the Capital Budget by the District's Commission does not in itself authorize any specific expenditures or projects. Expenditure of funds must be in accordance with the District's separate Commission Policies for procurement.

2027 Capital Budget

Revenues/Funding

The main sources of revenue for the capital program are the tax levy and ad valorem-based billings to non-member communities. The 2027 Capital Budget includes a tax levy increase of 3.0% percent as compared to a 3.0% percent increase projected in the long-range financing plan in the 2026 Capital Budget. In addition, the District receives funding through low-interest Clean Water Fund Program (CWFP) loans and issues its own general obligation bonds to finance capital expenditures. In 2027, debt financing provides 74.1 percent of overall funding of capital project expenditures. Other sources of funds include federal and state aid, interest income, and the use of available funds on hand.

The property tax rate for the 2027 Capital Budget is \$1.18 per thousand dollars of equalized valuation. Equalized values for the District are 8.1% percent higher in 2026 and averages 2.0% percent for the remaining years in the ten-year plan. For nonmember communities, equalized values 7.0 percent higher in 2026 and 3.5 percent thereafter.

Expenditures/Disbursements

The District has four capital expenditure accounts: Water Reclamation Facilities, Conveyance Facilities, Watercourse and Flood Management, and Other Projects and Programs. In the 2027 Capital Budget, Water Reclamation Facilities and Conveyance Facilities comprise 46.6 percent and 15.3 percent, respectively, of the project spending budget. Watercourse and Flood Management projects total 19.3 percent of expenditures, and Other Projects and Programs total 18.8 percent of project spending budget. The largest portion of the District's capital disbursement in the ten-year plan is for debt service payments. In the 2027 Capital Budget debt service payments are 33.4 percent of expenditures and disbursement.

For further detail on the District's capital expenditures and disbursements, please see the Uses of Funds section of this Capital Summary, each capital account section, and the Debt Service section.

Highlights of the 2027 Capital Budget

The highlights of the 2027 Capital Budget and long-range financing plan include:

- Rehabilitation and replacement of existing facilities and systems
 - South Shore Primary Clarification System Improvements
 - Oak Creek Southwest MIS Extension
 - Aeration System Upgrade
 - Oklahoma Ave MIS Capacity Improvements
 - Disinfection Process Improvements
 - Process Air Compressor Replacement
- Watercourse
 - Western Milwaukee Phase 2B
 - 43rd Street Ditch
 - North 30th Street Corridor Wet Weather Relief – West
 - Jackson Park Service Yard

Capital Budget Impact on the Operating Budget

The District undertakes life cycle costing in the analysis of capital projects. This includes identifying, when possible, what the change in O&M costs will be following the completion of each capital project. These analyses are useful not only for decision-making to select the lowest life-cycle cost option among competing alternatives, but also for properly forecasting expenditure changes to be included in future O&M budgets. Operating and maintenance costs should be carefully considered in deciding which projects move forward in the CIP.

The majority of the District's CIP is focused on the improvement, replacement, or a rehabilitation or of existing water reclamation and conveyance infrastructure rather than the construction of new facilities to expand capacity. As such, it is often the case that replacements do not result in changes from the current level of budgeted O&M expenditures. In project summaries, the O&M impact will be stated as "no significant impact".

When the District CIP undertakes new initiatives or new technologies, it is more likely to result in new O&M expenditures or incremental changes to ongoing O&M expenditures. Sometimes the project could result in avoided costs or savings, such as the Landfill Gas Project. In CIP project summaries, the O&M impact section will describe the changed condition, start date, and annual budget impact.

In addition, the District's capital budget includes capital programs which support the District's capital infrastructure and mission through improvements to municipal or privately-owned infrastructure. In such cases, the District's capital expenditures would generally not result in changes to the current level of O&M expenditures (as the resulting improvements are not operated or maintained by the District) but instead help to preserve the capacity and long-term cost-effective operation of the District's system.

Guide to the 2027 Capital Budget

The 2027 Capital Budget is divided into seven sections: Summary, Capital Sources of Funds, Water Reclamation Facilities, Conveyance, Watercourse and Flood Management, Other Projects and Programs, and Debt Service. The Summary section provides an overview of Capital Budget sources and uses of funds and discusses how capital project estimates are made and refined during the life cycle of a capital project. Sources of Funds provides additional detail on each source and related budget assumptions. The following four sections organize the capital accounts and describe all projects funded in 2027, as well as any changes in project scope or total project cost from the 2025 Adopted Capital Budget. In the 2027 Capital Budget, the estimated cost of each project is expressed in current dollars. An escalation factor of 2.0 percent for future years cost is included in a separate capital project account. The final section provides information on the District's debt obligations and debt service payments.

2027 Capital Budget: Summary of Revenues and Expenditures

(in thousands)

	2025 Actual	2026 Adopted Budget	2027 Proposed Capital Budget	Change from 2026 Budget	% Change from 2026 Budget
Revenues and Expenditures					
Revenues					
Tax Levy	\$115,074	\$119,245	\$122,822	\$3,577	3.0%
Non-member Communities	27,906	21,071	23,810	2,739	13.0%
Interest and Other Income	12,656	2,000	21,325	19,325	966.2%
Federal and State Aid	3,565	8,949	11,647	2,698	30.1%
CWFL Loans	111,908	51,000	58,000	7,000	13.7%
District Bonds and Notes	208,513	112,000	116,000	4,000	3.6%
Total Revenues	\$479,621	\$314,265	\$353,604	\$39,339	12.5%
Available Funds					
Use of (Additions to) Available Funds	(48,3456)	(2,966)	5,556	8,522	287.3%
Total Revenues and Available Funds	\$431,275	\$311,299	\$359,160	\$47,861	15.4%
Expenditures					
Capital Program Group					
Water Reclamation Facilities	60,906	67,472	111,220	43,748	64.8%
Conveyance Facilities	25,131	36,504	36,587	83	0.2%
Watercourse and Flood Management Projects	41,926	30,197	46,102	15,905	52.7%
Other Projects	90,325	60,052	44,979	(15,073)	(25.1%)
Total Capital Program Group Expenses	\$218,288	\$194,225	\$238,888	\$44,663	23.0%
Debt Services Payments*					
From Tax Levy and Available Funds	212,987	117,074	120,271	3,197	2.7%
Reserved in Debt Service Fund	-	\$0-	-	-	0.0%
Debt Service	\$212,987	\$117,074	\$120,271	\$3,197	2.7%
Total Expenditures	\$431,275	\$311,299	\$359,160	\$47,861	15.4%
Tax Rate per \$1,000 of Equalized Value	\$1.24	\$1.23	\$1.18	(\$0.05)	(4.0%)

Note: The sum of rounded components may not equal the total due to rounding.

Capital Improvement Program and the Long-Range Financing Plan

While the 2027 Capital Budget shows the annual amounts approved for expenditures and revenues, expenditures funded through the Capital Budget are typically for multi-year projects. Therefore, long-term planning is a critical facet of the District's capital budgeting process for both sources and uses of funds.

Long-Range Financing Plan

Providing sustainable, long-term services requires sound financial planning. The intent of the District's long-range financial planning effort is to ensure smooth, uninterrupted delivery of services into the future. The long-range financing plan approved by the Commission identifies the level of funding from each source for capital expenditures for the period 2027 through 2035. District Finance staff examine challenges and the associated opportunities to project the District's capital requirements over the next ten years. Staff then develop future scenarios to come up with strategies and tactics to help the District navigate the long-term financial challenges. The District's long-range financing plan uses projections that are preliminary and may change. The District believes that it has identified the major capital projects expected to be required to comply with current statutes and regulations applicable to the District and the services it provides and further believes that, in the absence of significant changes to these statutes and regulations, the current projections will be sufficient to allow the District to meet its mandates and fulfill its statutory requirements.

The following objectives are the cornerstone of the District's long-range financing plan:

- At least 20 percent average cash financing of project expenditures over the ten-year financing plan
- Outstanding debt no more than 2.5 percent of equalized property value
- Consistency with the implementation of current approved facility plan

In 2022, while developing the budget, staff proposed and the Commission adopted a change in debt policy. The change in Commission Policy 1-73.18, Debt Policy, modifies the average cash financing goal in the long-range financing plan to a 20% average over ten years, rather than the policy that had the goal of 25% average cash financing over six years. Changing this factor is not expected to have rating implications. In addition, the policy is updated to reflect a method of sale to include a direct sale to the United States federal government, such as the Water Infrastructure Finance and Innovation Act of 2014, in addition to minor changes to broaden the allowable projects that the District can pursue debt with the State of Wisconsin Clean Water Fund Program.

Also, over the summer of 2022 while creating the budget, staff proposed and the Commission adopted a change in the capital budget policy. The change in Commission Policy 1-15.02, Capital Budget, modifies the District's capital project plan and long-range financing plan to be a 10-year plan from a six-year plan. The change was discussed with the District's financial advisor, Robert W Baird. Changing the long-range financing plan from six to 10 years could result in a favorable response from rating agencies if the plan is meaningful and based on project needs. Rating agencies will recognize that there is greater confidence in the accuracy of the projections in the near term than in later years of the plan. Significantly increasing the projects included in the six-year plan is a factor that could negatively affect the District's bond ratings; however, the additional project impact may be offset by the extension of the six-year plan to a 10-year plan if that 10-year plan shows a reversion to more historically normal capital funding levels.

The uses, or expenditures, in the capital budget are typically for multi-year projects; therefore, planning is a critical facet of the District's capital budgeting process. As such, the District prepares a Capital Improvement Program (CIP) to ensure that the District appropriately plans for future capital needs. The CIP includes all known projects and identifies their start and end-dates by phase. As new projects are identified each year, they are included in the CIP. Depending on priorities and financial constraints, projects in the CIP may be advanced or delayed to meet objectives. Projects included in the CIP are primarily identified through the District facilities plans, watercourse and flood management, asset management and annual requests, and cost reimbursement capital programs. These are described on the following pages.

2050 Facilities Plan In 2020, the District completed and submitted for DNR review a thirty-year facilities plan to address future population, land use, and wastewater asset needs within the District’s service area, using an asset management approach, to identify capital improvements necessary for wastewater, conveyance, treatment, and watercourse and flood management needs through 2050.

Watercourse and Flood Management There are six watersheds within the District’s service area: the Kinnickinnic River, Lake Michigan Tributary Drainage, the Menomonee River, the Milwaukee River, Oak Creek, and the Root River. The District has discretionary authority to perform flood mitigation on these waterways. This work includes rehabilitation and removal of concrete, lowering floodplains and widening of channels for flood management purposes, and construction of detention basins, pumping stations, and levees.

Asset Management and Annual Requests Each year as new issues are identified by the District, new projects may be added to the CIP. Over the past ten years, the District has made a significant effort to increase its asset management efforts. Proactively managing assets can help the District plan for the future and replace assets appropriately rather than prematurely or once an asset has failed. The District manages 26,895 conveyance and water reclamation facility assets. The Asset Management Team has worked to assess these assets and identify their estimated end of life. The Asset Management Team is also working to assess the likelihood of failure or the risk to the District and the public it serves if the asset fails. More than 59 percent of MMSD’s conveyance and water reclamation facility assets have been assessed for likelihood of failure with 6.8 percent have a moderate to high consequence of failure. The District has used this information to plan projects to replace the assets at risk of failure before they fail. Of the 557 high-risk assets, more than 46 percent are being worked on in a project to mitigate the risk. The remaining 300 high risk assets, or less than 1.0 percent of all assets, are currently being evaluated to confirm confidence in the data quality and to identify the most appropriate mitigation strategy.

Cost Reimbursement Capital Programs The District administers several capital programs that provide funding for municipal work that benefits the District’s system, some of which include municipal cost reimbursement programs.

Projects in the CIP reflect current cost and scope estimates as of a point in time in the individual project’s life cycle. The current cost estimate for individual projects is expressed in the budget-year dollars. The 2027 long-range financing plan estimates \$2,190,448,000 in project expenditures and \$1,467,920,000 in debt service expenditures for a combined total of \$3,658,368,000 in capital expenditures from 2027 through 2036.



District capital projects may include large-scale flood management which impacts local residents and neighborhood landscapes. To help the District design and implement successful projects, staff regularly meet with residents to explain projects and get feedback. Resident feedback can help build engagement and ownership of the project and the end result.



2027 Capital Budget Long-Range Financing Plan (Dollars in thousands)

	Estimate	Budget	Forecast->		
	2026	2027	2028	2029	2030
Available Beginning balance	\$82,920	\$76,298	\$70,742	\$68,344	\$70,428
Tax levy	119,245	122,822	131,420	137,991	144,890
Non-member Billings	20,997	23,810	22,817	25,830	29,628
Interest & other	9,150	21,325	11,481	2,067	2,127
Federal, State Aid and Grants	10,160	8,554	9,051	7,829	7,196
CWF Loans	33,328	58,000	78,000	67,000	66,000
WIFIA loans	475	3,093	5,854	5,826	2,135
District Bonds/Notes	112,000	116,000	122,000	107,000	108,000
Total revenues	\$305,356	\$353,604	\$380,623	\$353,003	\$359,976
Use of (Additions to) available funds	6,622	5,566	2,398	(2,084)	110
Total sources	\$311,978	\$359,160	\$383,021	\$350,919	\$360,086
Water Reclamation Facilities	72,153	111,220	124,662	111,114	104,951
Conveyance Facilities	28,183	36,587	27,026	24,324	30,289
Watercourse & Flood Management	41,242	46,102	49,548	51,972	49,722
Other Projects / Programs	49,385	44,979	54,993	37,338	37,166
Total Projects/Programs	\$190,964	\$238,888	\$256,229	\$224,748	\$222,128
Existing MMSD GO debt service	61,904	60,523	60,439	55,141	55,043
Existing CWFL debt service	57,101	54,405	47,941	38,649	37,979
Existing Other Debt Service	1,690	1,689	1,689	1,688	1,688
Future Clean Water Fund Loan Debt Service	0	718	4,677	9,533	13,808
Future WIFIA Loan Debt Service (5Yr Dfr)	320	327	384	456	487
Future MMSD GO debt service	0	2,610	11,663	20,704	28,952
Total Debt service	\$121,014	\$120,271	\$126,792	\$126,171	\$137,958
Total uses	\$311,978	\$359,160	\$383,021	\$350,919	\$360,086
Ending balance	76,298	70,742	68,344	70,428	70,318
% Cash Financing	24%	26%	20%	20%	21%
% Change in Tax Levy	3.0%	3.0%	7.0%	5.0%	5.0%
Tax rate / \$1000	1.23	1.18	1.23	1.27	1.31
G.O. Debt at Year-end	911,693	1,003,803	1,119,840	1,214,819	1,301,792
Debt as % of Eq. Value	0.94%	0.96%	1.05%	1.12%	1.17%

Notes

1. 2026 beginning balance is net of funds reserved for debt service sinking funds and capital programs: Private Property I/I and Green Solutions. Starting in the 2027 budget, these reserve funds are included in the 'Interest and Other Income' category.
2. Tax levy growth limited to 3% for 2027, 7% in 2028, 5% in 2029-2031, 4% in 2032, and 3% thereafter. To achieve tax rates shown, available working capital is placed in a debt service fund to abate the tax levy as necessary
3. Change in District equalized value determined in 2026 for use in 2027 is 8.1% and averages 2.0% thereafter; and non-member determined in 2026 for use in 2027 is at an average of 7.0%, 3.5% thereafter.
4. Investment of available funds at 4.0% interest rate in 2027, 3.5% in 2028, and declining to 3% thereafter
5. Future District bond issues structured as 20-year level debt service at 4.50% in 2027 through 2036.
6. Future Clean Water Fund Loan debt service assumed at 55% of District bond rate, or 2.475% from 2027 through 2036.
7. WIFIA debt service is assumed for 49% of WIFIA projects and includes a 5-year debt service deferral.

						10Y Total (2027-2036)
2031	2032	2033	2034	2035	2036	
\$70,318	\$71,516	\$71,367	\$72,836	\$73,270	\$71,322	
\$152,136	\$158,220	\$162,967	\$167,856	\$172,892	\$178,078	\$1,529,272
\$33,179	\$35,228	\$43,620	\$51,321	\$50,313	\$66,152	\$381,899
\$2,127	\$2,157	\$2,157	\$2,187	\$2,216	\$2,130	\$49,972
\$6,374	\$6,810	\$5,701	\$5,780	\$5,846	\$5,945	\$69,087
\$51,000	\$70,000	\$64,000	\$42,000	\$40,000	\$30,000	\$566,000
\$169	\$114	\$53	\$37	\$15	\$0	\$16,755
\$110,000	\$113,000	\$111,000	\$99,000	\$112,000	\$45,000	\$1,043,000
\$354,984	\$385,529	\$389,498	\$368,180	\$383,283	\$327,305	\$3,655,985
(\$1,198)	\$149	(\$1,469)	(\$434)	\$1,948	(\$2,593)	\$2,383
\$353,785	\$385,678	\$388,029	\$367,746	\$385,231	\$324,712	\$3,658,368
\$88,779	\$81,663	\$122,263	\$120,602	\$134,565	\$107,139	\$1,106,958
\$40,701	\$68,937	\$39,849	\$26,279	\$12,638	\$12,833	\$319,464
\$52,520	\$62,667	\$42,284	\$29,912	\$44,866	\$7,693	\$437,286
\$31,395	\$27,022	\$26,653	\$23,705	\$24,271	\$19,219	\$326,739
\$213,395	\$240,289	\$231,048	\$200,497	\$216,340	\$146,885	\$2,190,448
\$52,101	\$52,046	\$52,094	\$52,309	\$44,646	\$44,701	\$529,044
\$30,963	\$24,814	\$23,093	\$22,832	\$21,384	\$20,561	\$322,621
\$1,687	\$0	\$0	\$0	\$0	\$0	\$8,442
\$17,846	\$21,345	\$25,918	\$29,740	\$32,533	\$35,072	\$191,190
\$492	\$1,360	\$1,410	\$1,463	\$1,520	\$1,583	\$9,481
\$37,300	\$45,824	\$54,466	\$60,905	\$68,808	\$75,911	\$407,142
\$140,390	\$145,389	\$156,981	\$167,249	\$168,892	\$177,827	\$1,467,920
\$353,785	\$385,678	\$388,029	\$367,746	\$385,231	\$324,712	\$3,658,368
\$71,516	\$71,367	\$72,836	\$73,270	\$71,322	\$73,915	
24%	24%	24%	30%	30%	49%	26%
5.0%	4.0%	3.0%	3.0%	3.0%	3.0%	
\$1.35	\$1.37	\$1.38	\$1.40	\$1.41	\$1.43	
\$1,376,725	\$1,471,424	\$1,550,331	\$1,587,951	\$1,637,319	\$1,601,805	
1.22%	1.28%	1.32%	1.32%	1.34%	1.28%	

Uses of Funds

The Capital Budget funds capital expenditures and disbursements in four project-related capital expenditure accounts and debt service. The District defines a capital expenditure and disbursement as the costs of acquiring, purchasing, adding to, leasing, planning, designing, constructing, extending, and improving all or any part of a sewerage system and of paying principal, interest or premiums on any indebtedness incurred for these purposes. In 2027, the District plans to spend \$238.9 million on capital projects. This represents a 23.0 percent increase from the 2026 budgeted level of \$194.2 million. Of the total 2027 capital budget, the District will spend \$111.2 million on Water Reclamation Facilities; \$36.6 million on Conveyance Projects; \$46.1 million on Watercourse and Flood Management Projects; and \$45.0 million on Other Projects and Programs. Debt service for principal and interest payments on District bonds and State Clean Water Fund Program loans increases by 2.7 percent from 2026 budgeted level, to \$120.3 million.

Capital Projects and Capital Programs Capital projects include any of several activities which are integrally related to and may result directly in the creation of or modifications to a District asset. Such activities include, but are not limited to, feasibility studies, facilities planning studies, engineering and design studies and plans, and actual construction. A single project may consist of one or more of these activities and may or may not include construction. A capital program, on the other hand, is a program that provides funding to the municipalities the District serves so that the municipality may do work that is mutually beneficial to both entities. The District administers several capital programs that provide funding for municipal work that benefits the District's system, some of which include municipal cost reimbursement programs.

Project Identification The District uses a project numbering system and these project numbers are used throughout the budget. In order to facilitate the use of the new software some existing projects have been renumbered and are identified as such in the project descriptions.

Project Descriptions For each project with anticipated expenditures in 2027, there is a description included in this document. Each of these projects also includes a table with summary information indicating the start and finish dates. Note that these dates represent the achievement of a major milestone, such as substantial completion, and funds may be included after these dates for close-out or other activities.

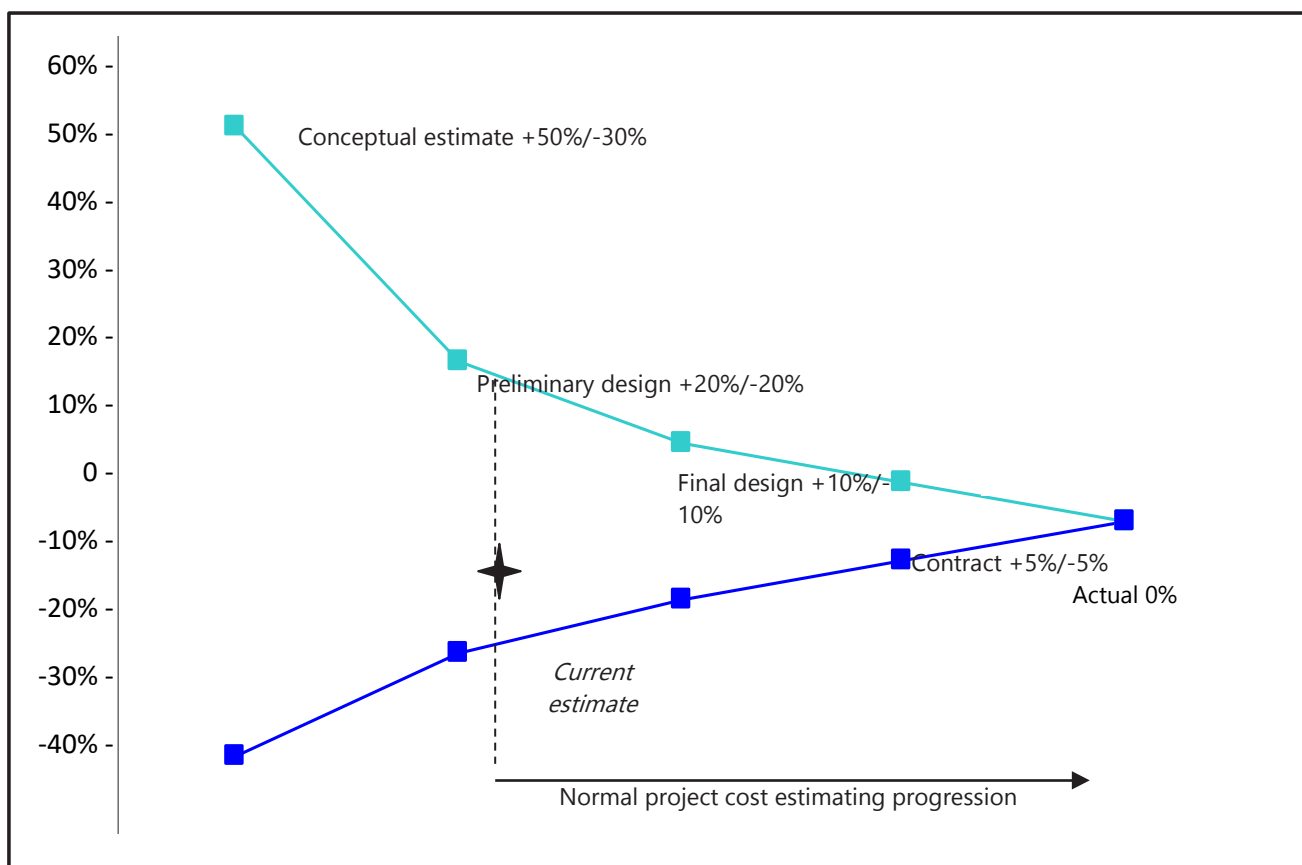
Inflation and Cost Estimates All projects listed in the 2027 Capital Budget reflect current (2026) dollars, with an escalation factor of 2 percent. This increase is lower than the current rate of inflation and was selected based on the uncertainty inherent in project cost projections. The total project cost includes all estimated costs for activities to complete a single project. Depending on the total project cost, the inflationary impact may appear as a significant dollar increase. Inflation assumptions are included as a capital expenditure for each capital account in the years 2027-2036 to provide a reflection of overall expenditures to be financed in the out-years of the long-range financing plan. The methodology used is seventy-five percent of projected increases in the Consumer Price Index, although comparisons were made to other indices including the Engineering News-Record index for construction costs. This approach recognizes that a significant amount of project expenditures are committed in prior years. Moreover, project scope and schedule changes in out-years allow a degree of flexibility in the estimates. The 2027 Capital Budget includes each capital project's total project cost in a table with each project description. The policy provides emphasis on project expenditure control for the total project cost. Projects in the financing plan have been included based on current cost and scope estimates. As these projects progress through their project life cycle, refinements are made to cost and scope.

An individual project's total project cost may also increase as inflationary impacts are accounted for in future budget requests. A project's stage in its life cycle will determine the impact of inflation. As an example, a project that is under construction has an inflation factor built into the construction contract, whereas a project under design will likely have cost increases solely associated with inflation of labor and material costs. The overall cost of the Capital Improvement Program will not be impacted by this annual adjustment, as noted above, inflation is accounted for in total in each capital account, not by project. The current stage of a project within its life cycle is indicated by a basis of estimate. Each project in the Capital Improvement Program uses a basis of estimate, as defined below.

CE – Conceptual Estimate	IP – In Progress Estimate	PE – Preliminary Engineering Estimate
BE – Bid / Award Estimate	DE – Design Estimate	

As projects move through the project life-cycle, cost estimates become more refined. Cost estimates for capital projects can change dramatically for a variety of reasons. A project may be conceived in a facilities plan or by District staff with an initial cost estimate. As the project is further defined, the cost estimate may change as refinements are made, actual quantities of materials needed for the project are determined, and site conditions are more thoroughly investigated. Even after construction contracts are awarded actual construction costs may change through contract modifications for differing site conditions, contaminated soils, and field conditions that are different than anticipated in the design. Industry standards for a conceptual estimate, for example, indicate that the final construction amount may be 50 percent higher or 30 percent lower than the estimate. As the project is more developed, the cost estimates become more accurate. After the construction award is made, the average project's final cost may be between plus or minus 5 percent of the original estimated total project cost, including the amount of the construction contract award.

Project Life Cycle Impact on Total Project Cost Estimate Expenditure Estimate Phase Fluctuation



Debt Service

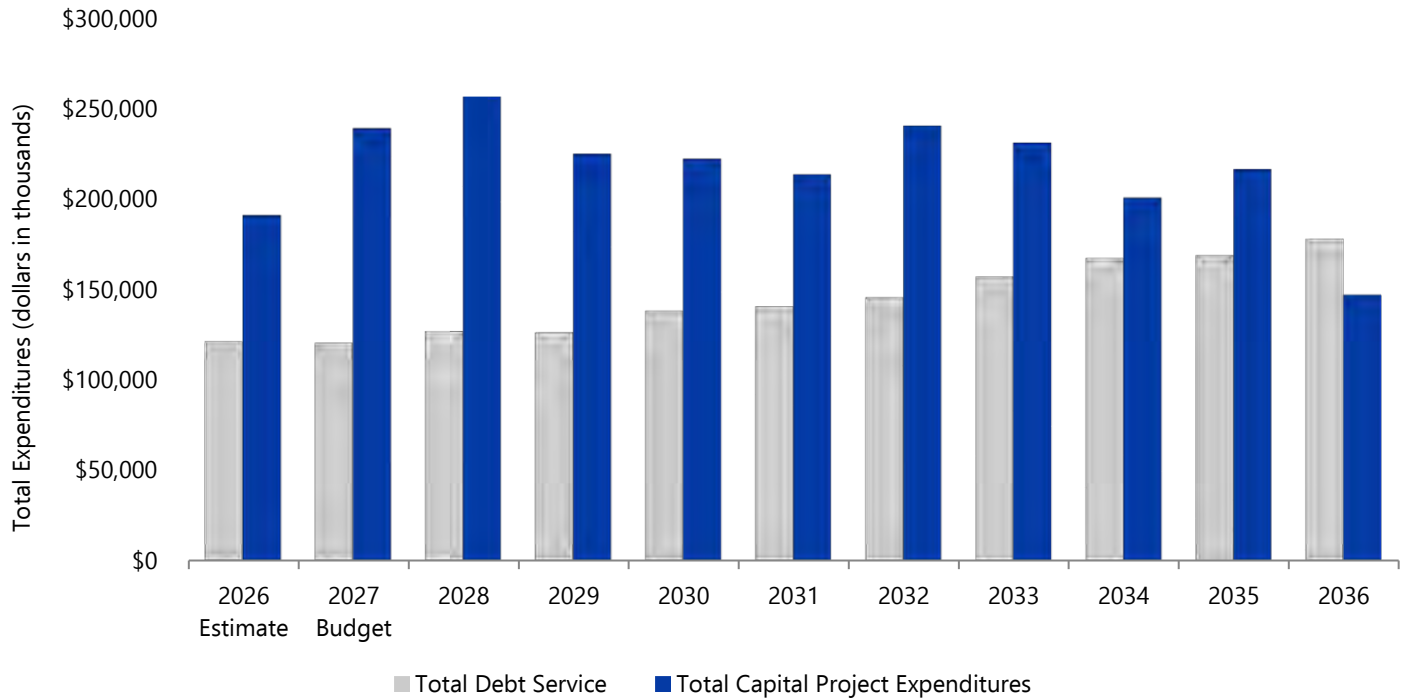
For each District-issued general obligation bonds, notes, or low-interest loan from the Clean Water Fund Program, State law requires the District to levy an irrevocable, direct annual tax in an amount sufficient to pay the principal and interest on the bonds, notes, or loans for the following year. The tax levy needed to fund the debt service may be reduced in any year by the amount of any surplus money in the Debt Service Fund available to pay debt service. Gross debt service to be paid in 2027 is estimated to be \$120.3 million.

For more information about Debt service, please refer to the *Debt Service* section in the Capital Budget.

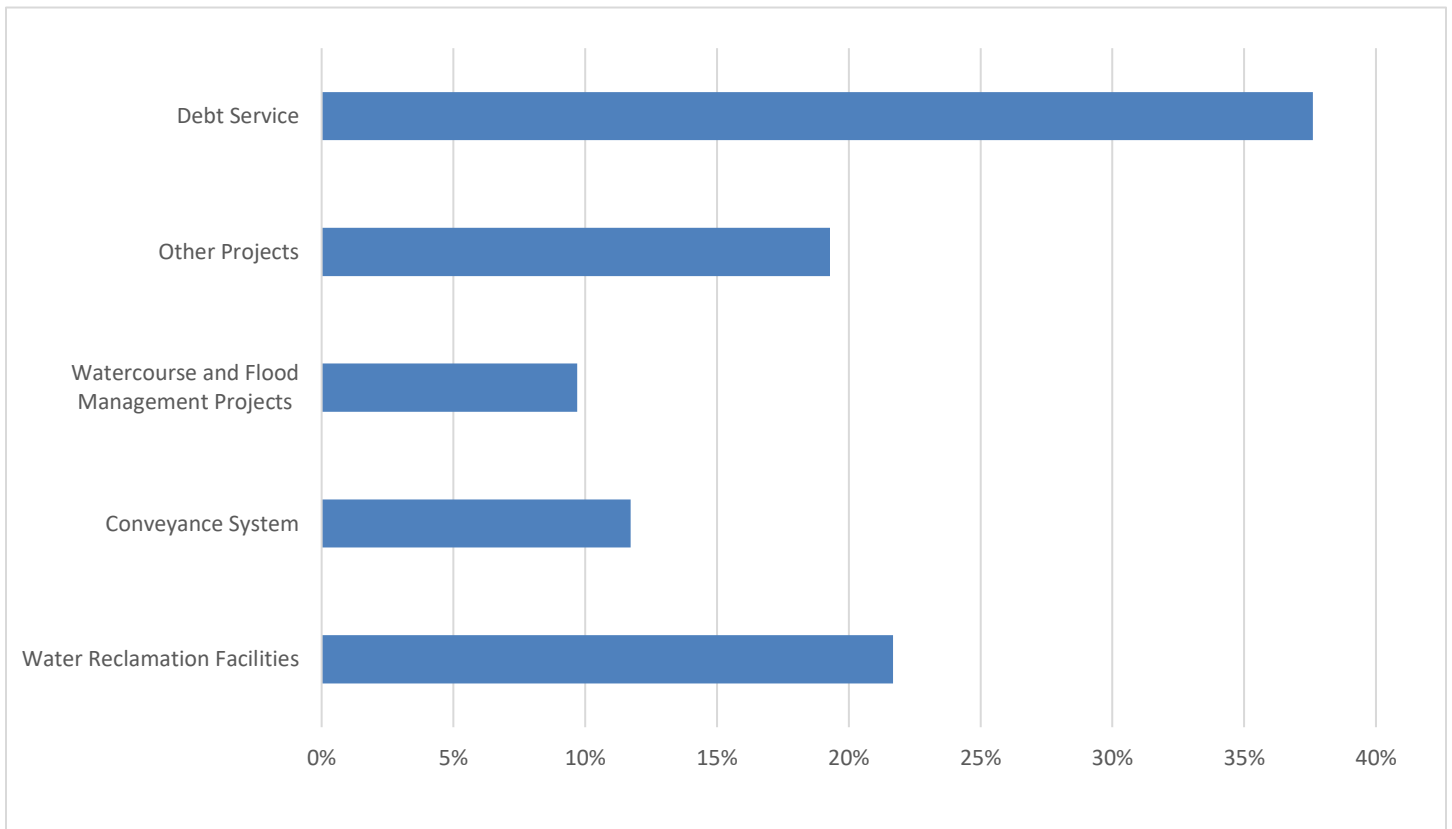
Total Uses of Funds

2027 – 2036 Capital Improvement Program And Debt Service

\$3,658,368,000



2027 Total Uses of Funds



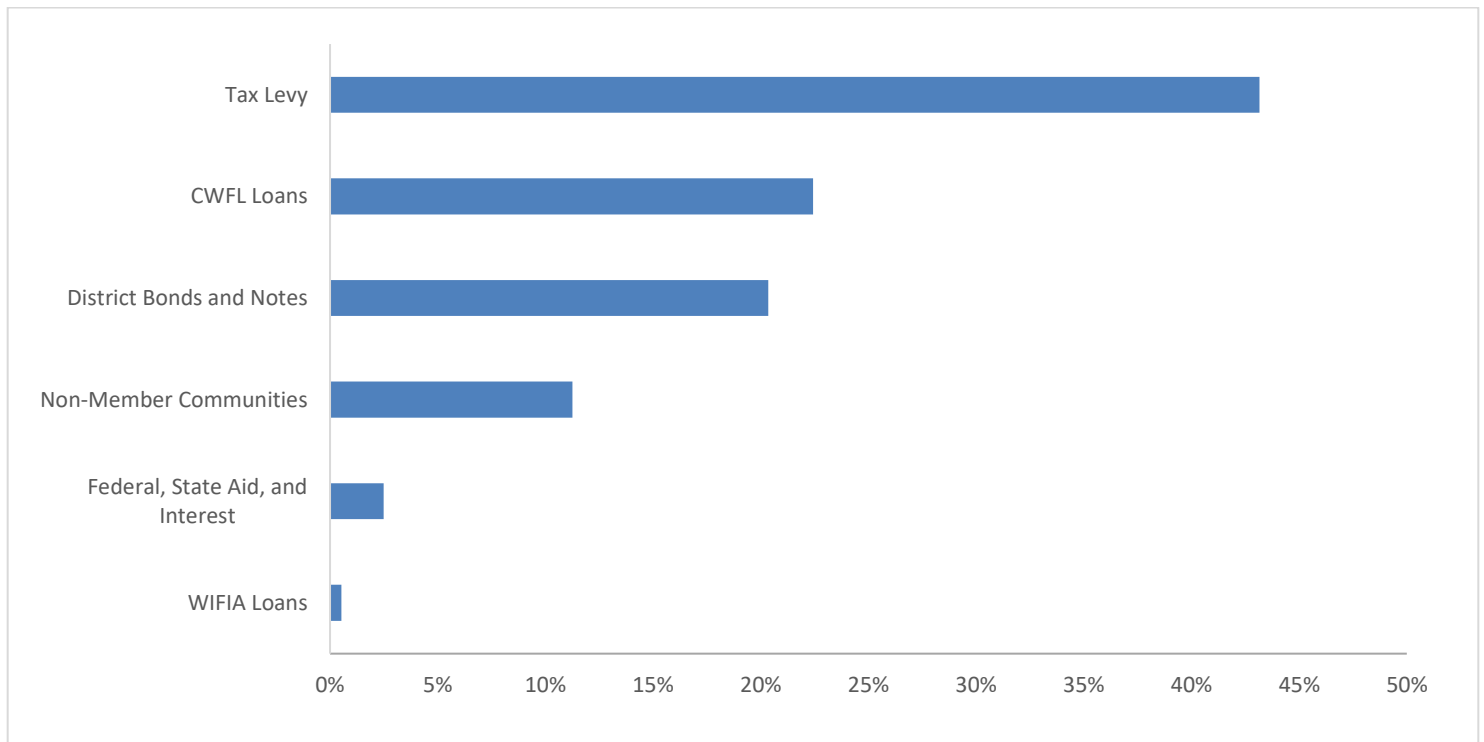
Capital Sources of Funds/Revenues

The District uses a variety of sources to fund the capital program with an objective 20 percent average cash financing of project expenditures over the ten-year financing plan, and outstanding debt no more than 2.5 percent of equalized property value for member communities.

The District's primary source of revenue is the tax levy. Other sources of funding and revenue for the Capital Budget include:

- Non-member billings
- Federal and State Aid
- Interest and other income
- Loans
- Bonds
- Debt Service Sinking Fund and Other Available Funds

Total Sources of Funds 2027 – 2036 Long-Range Financing Plan \$3,658,368,000



Tax Levy

Source of Funds (in thousands)	2025 Actual	2026 Budget	2027 Budget	Change from 2026 Budget	% Change from 2025
Tax Levy	\$115,074	\$119,245	\$122,822	\$3,577	3.0%

The tax levy is the main source of revenue for the capital program and is used to finance the acquisition, extension, planning, design, construction, adding to or improvement of land, waters, property, or facilities for sewerage purposes, and to pay principal and interest on bonds, notes, or loans as provided in the fiscal year capital budget. The tax is levied upon all taxable property in the District (as equalized for State purposes), pursuant to Sec. 200.55(6), Stats., a non-repealable, direct annual tax in an amount sufficient to pay the principal of and interest on the District-issued bond or notes or low-interest loans from the Clean Water Fund Program for the following year. The District’s tax levy is carried on to the tax roll of each city, town, or village wholly or partially within the boundaries of the District and collected in addition to all other taxes and in the same manner and at the same time, all as provided by law and in addition to all other State taxes. In any given year, the amount of any surplus funds in the Debt Service Fund available to pay debt service is used to reduce the tax levy.

In 2027, the tax levy is \$122.8 million, a 3.0 percent increase from the 2026 budgeted level. The tax levy results in a tax rate of \$1.18; a 0.05 change from \$1.23 budgeted per \$1,000 for 2026. The equalized value of the District’s members increased by approximately 8.1 percent.

Non-member Billings

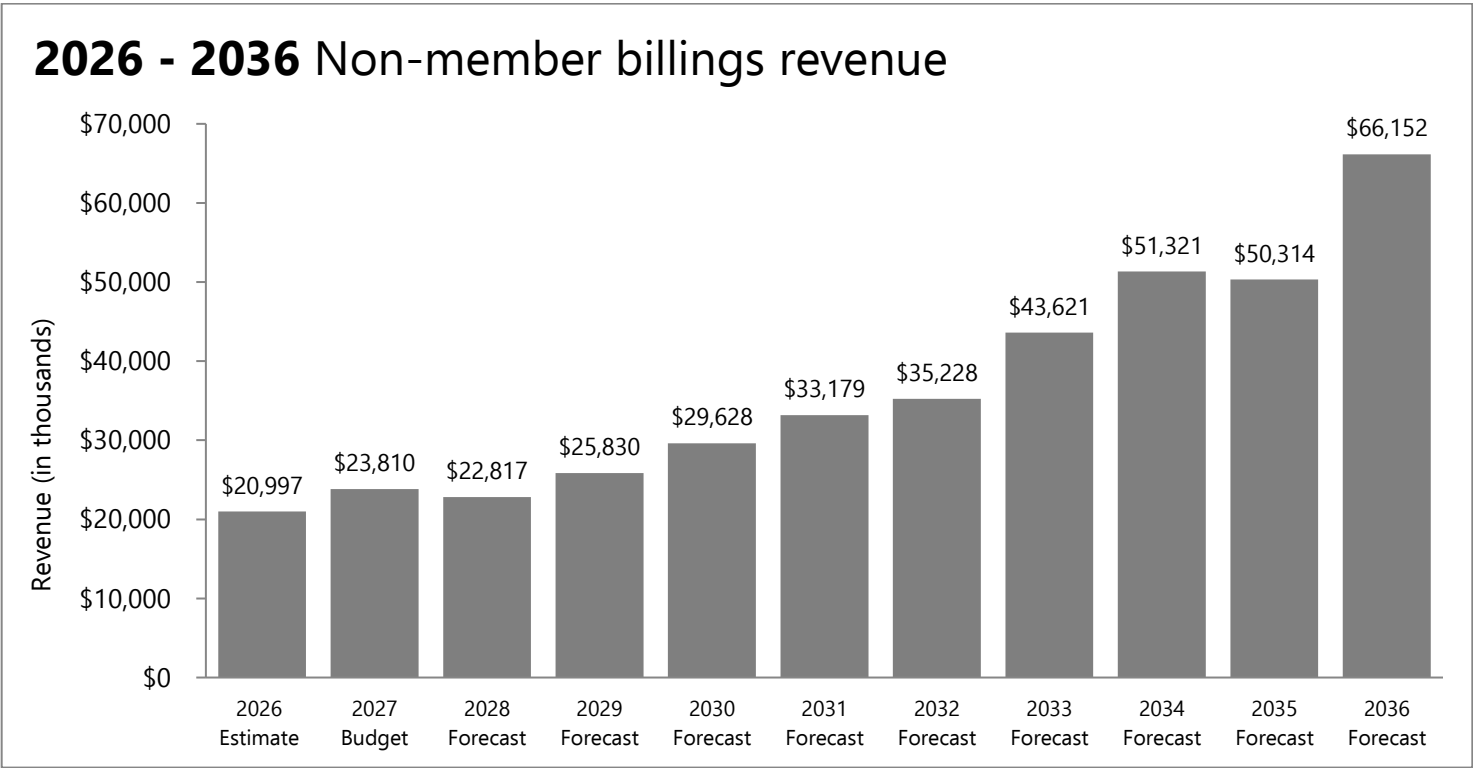
Source of Funds (in thousands)	2025 Actual	2026 Budget	2027 Budget	Change from 2026 Budget	% Change from 2026
Non-member billings	\$27,906	\$21,071	\$23,810	\$2,739	13.0%

Non-member billings come from ten communities outside the District’s legal boundary but within the District’s service area. Non-member communities are billed a capital charge in place of levying a property tax. Non-member communities receive a billing rate credit for watercourse and flood management projects to which those communities are not tributary. In September 2017, the Commission approved a policy change to allow financial billing credits to non-member communities that opt out of the District’s green infrastructure (GI) program.

In 2027, non-member billings are budgeted at approximately \$23.8 million, an increase of \$2.8 million or 13.4 percent from the 2026 budgeted level.

Non-member communities receive a billing rate credit for watercourse and flood management expenditures to which those communities are not tributary. Ten municipalities have opted out of District green infrastructure programs, and if a municipality elects that option, then the District does not spend money on green infrastructure in that municipality and the municipality also receives a green infrastructure credit. Once a non-member municipality opts out of the District’s green infrastructure initiatives and requests the green infrastructure credit, it will remain in effect until the non-member municipality requests to opt back in. On an annual basis a non-member municipality may elect to opt back in. Once a municipality opts back in, it cannot opt back out in future years.

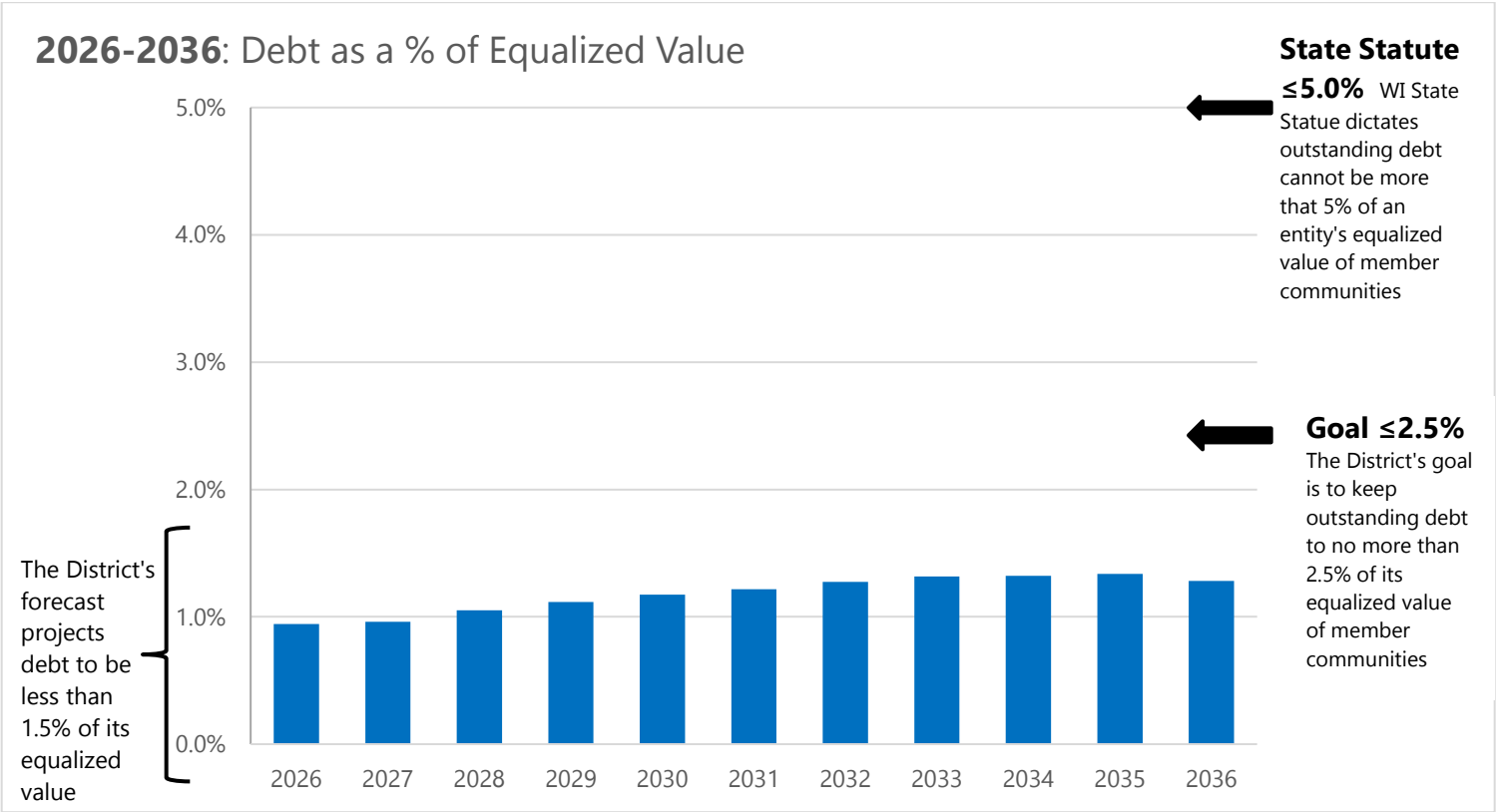
The chart below shows non-member billings and the impact of the watercourse credit and green infrastructure credit estimate. As watercourse expenditures on non-tributary watercourses or green infrastructure program expenditures decrease at the end of the forecast period, the estimated credit also decreases and increases overall non-member billings. See *Watercourse and Flood Management* and *Other Projects* capital account sections for further detail.



District Bonds & Notes

Source of Funds (in thousands)	2025 Actual	2026 Budget	2027 Budget	Change from 2026 Budget	% Change from 2026
District Bonds & Notes	\$208,513	\$112,000	\$116,000	\$4,000	3.6%

Per Commission Policy 1-73.18, Debt Policy, the District intends to keep outstanding general obligation debt to 2.5%, or 50 percent of the limit prescribed by the State of Wisconsin Statute, Section 67.03 which has a limit of 5 percent of the equalized valuation of the taxable property within the District. Also, the District shall maintain debt funding levels consistent with its credit objectives and long-range financing plan. The District typically issues 20-year, level payment, long-term debt in the form of its own general obligation bonds or notes.



In 2020, District General Obligation debt was Climate Bond certified. The District can use this designation for bonds issued through the end of 2023 for eligible project work. The District is the second wastewater agency and fourth overall to receive the climate bond designation. This is more stringent than a general green bond designation and demonstrates the District’s commitment to its goal of ensuring clean water.

In 2027, the District plans to issue \$116.0 million in new bonds and an additional \$927.0 million from 2028 through 2036.

Clean Water Fund Loans

Source of Funds (in thousands)	2025 Actual	2026 Budget	2027 Budget	Change from 2026 Budget	% Change from 2026
Clean Water Fund Loans	\$103,824	\$51,000	\$58,000	\$7,000	13.7%

Debt sold directly to the State of Wisconsin will be used when the District undertakes capital projects that are eligible to receive below-market rate loans from the State of Wisconsin Clean Water Fund Program, established under section 144.21 and 144.2415 of Wisconsin Statutes, that provides low-interest loans for the construction of wastewater treatment works, non-point source pollution projects and estuary projects. In addition, and situationally contingent, the District may use other sources of loans that may provide zero or reduced-rate benefits for certain projects, such as energy efficiencies.

In 2027, the District expects to receive approximately \$58.0 million from State Clean Water Fund Program loans to fund capital projects and an additional \$508.0 million from 2027 through 2035.

Interest and Other Income

Source of Funds (in thousands)	2025 Actual	2026 Budget	2027 Budget	Change from 2026 Budget	% Change from 2026
Interest and Other	\$12,656	\$2,000	\$21,325	\$19,325	966%

The District earns interest by investing its available cash balance. Per Commission Policy 1-73.17, Investment Policy, the District may invest funds in accordance with all District policies, State statutes, and Federal regulations to achieve preservation of capital and protection of investment principal, sufficient liquidity levels, appropriate levels of diversification, and attachment of a market rate of return no less than the Local Government Investment Pool Fund. The investment of available funds is budgeted at 4.5 percent in 2027.

Other income may include revenues from the sale of capital assets, or project-specific payments from private or public sources. In 2027, the increase in other income is due to budgeting capital program reserve funds for Private Property Inflow and Infiltration and Green Solutions as the District is ending reserve funding for these programs and shifting to project cost budgeting.

Federal and State Aid and Grants

Source of Funds (in thousands)	2025 Actual	2026 Budget	2027 Budget	Change from 2026 Budget	% Change from 2026
Federal and State Aid and Grants	\$3,565	\$8,619	\$8,554	(\$65)	-0.8%

The District seeks grant opportunities from a variety of federal and state sources to fund capital projects.

In 2027, the District expects to receive approximately \$2.3 million in state aid for tax exempt computers and personal property tax exemption and \$1.1 million principal forgiveness from the State of Wisconsin Clean Water Fund Load program. The District also expects to receive \$5.2 million in grants.

Water Infrastructure Financing and Innovation Act (WIFIA) Loan

Source of Funds (in thousands)	2025 Actual	2026 Budget	2027 Budget	Change from 2026 Budget	% Change from 2026
WIFIA Loan	\$8,624	\$330	\$3,093	\$2,763	837%

In 2027, the District expects to receive approximately \$0.3 million in WIFIA loan reimbursements and an additional \$13.7 million from 2028 through 2036.

Debt Service Sinking Funds

In accordance with section 67.11 (1) of the Wisconsin Statutes the District is required to establish and maintain a debt service fund for the payment of principal and interest on bonds and notes used in financing its capital improvements program. The District maintains a separate account for each of its own outstanding debt issues and one account for debt obtained through the State of Wisconsin Clean Water Fund Loan Program.

Annually, State law requires the District to levy an irrevocable tax sufficient in amount to pay the principal and interest on the debt as it comes due in the following year. Taxes collected from this levy are placed into the debt service fund account and used to pay the annual debt service. The required tax levy may be abated, or reduced, in any year by the fund balance available in the Debt Service Fund. Earnings from the investments in the debt service fund accounts, remain, until used, a part of the debt service fund accounts.

Money shall not be withdrawn from a debt service fund and used for any purpose other than the purpose for which the fund was created until that purpose has been accomplished. After all of the outstanding debt has been paid and retired, any balance in any debt service fund account may be transferred out and used as directed by the Commission.

The source of funds for the District's Debt Service Fund are as follows:

- funds raised by taxation for the purpose of making principal and interest payments on District obligations,
- the premium on District issued bonds/notes that have been sold above par value and accrued interest,
- all moneys accruing to the borrowed money fund which are not needed, and which obviously cannot be needed for the purpose for which the money was borrowed,
- funds from working capital for the purpose of abating the annual tax levy for purposes of the subsequent fiscal year. State law requires the District to levy an irrevocable, direct annual tax in an amount sufficient to pay the principal of and interest on the bonds or notes for the following year for each District-issued bond or low interest loan from the Clean Water Fund Program. The required tax levy may be abated by the transfer of working capital or reduced, in any year by the surplus fund balance available in the Debt Service Fund.

Gross debt service to be paid in 2027 for tax supported obligations is estimated to be \$120,271,270. Gross debt service is reduced by estimated surplus funds in the Debt Service Fund, resulting in net debt service of \$108,406,945. As a result of the tax levy of \$122,822,274 exceeding the net debt service, no requested transfer from working capital is required to abate the levy.

Calculation of Transfer from Working Capital to Debt Service Fund to Fund General Obligation Debt Service

	Gross Debt Service	Less Surplus in Debt Service Fund	Net Debt Service
General Obligation Bonds and Notes	\$60,522,988	\$8,675,015	\$51,847,973
Clean Water Fund Loans	\$54,404,575	\$3,189,310	\$51,215,265
New General Obligation Bonds and Notes	\$2,610,000	\$0	\$2,610,000
New WIFIA Loan Debt Service	\$326,638	\$0	\$326,638
New Clean Water Fund Loans	<u>\$717,750</u>	<u>\$0</u>	<u>\$717,750</u>
Total Debt Service Sinking Fund	\$118,581,951	\$11,864,325	\$106,717,626
Intergovernmental Loan - Ryan Creek*	<u>\$1,689,319</u>	<u>\$0</u>	<u>\$1,689,319</u>
Total Debt Service	<u>\$120,271,270</u>	<u>\$11,864,325</u>	<u>\$108,406,945</u>
Less Tax Levy (3.0% increase from prior year)			<u>\$122,822,274</u>
Transfer to/(from) Working Capital			<u>\$14,415,329</u>

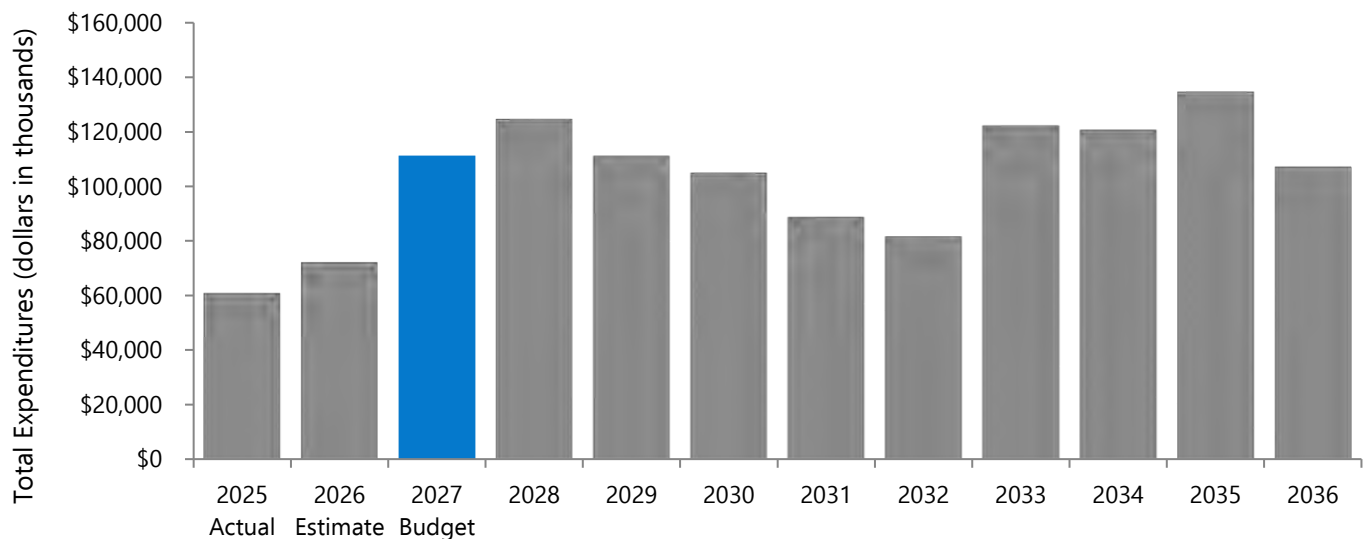
*This loan is not secured with pledge of tax levy



Water Reclamation Facilities

The District operates two water reclamation facilities through a contract with Veolia Water Milwaukee. The facilities provide sewage treatment services for 19 cities and villages within the District's legal boundary and to all or parts of 10 municipalities outside Milwaukee County.

Water Reclamation Facilities



Jones Island Water Reclamation Facility

Located on a peninsula in the Milwaukee harbor, the Jones Island Water Reclamation Facility is the oldest operating activated sludge plant in the country. Because of its historic leadership in wastewater treatment, the facility has been designated a National Historic Civil Engineering Landmark by the American Society of Civil Engineers and has been placed on the National Register of Historic Places. The plant was originally constructed in 1925, with a capacity of 85 million gallons per day (MGD). After expansions in 1935 and 1952, the treatment capacity increased to 200 MGD. With the completion of the Water Pollution Abatement Program (WPAP) in 1994, the daily maximum design flow at Jones Island for full secondary treatment is 300 MGD. The peak (hourly) design capacity for full secondary treatment is approximately 330 MGD; but the facility can convey and treat 390 MGD when process blending is implemented. Average daily flows to the plant from 2021-2026 were approximately 91 MGD.

Wastewater treatment at Jones Island consists of primary treatment, secondary treatment, disinfection, and solids processing. In the primary treatment phase, wastewater is held in large circular tanks called clarifiers to allow heavier solids to settle to the bottom and lighter solids to float to the top. Primary solids are sent via the interplant solids pipeline to South Shore for anaerobic digestion. After primary treatment, the water flows to the secondary or biological activated sludge process that uses bacteria and other microorganisms to consume soluble pollutants in the water. The wastewater then flows to the secondary clarifiers where the biosolids are removed for the production of Milorganite®, an organic fertilizer. In the disinfection process, clear water is chlorinated to kill any harmful bacteria. Before being discharged to Lake Michigan, any remaining chlorine is removed by adding a neutralizing chemical to ensure no fish toxicity.

South Shore Water Reclamation Facility

Located to the south of Jones Island in Oak Creek, the South Shore Water Reclamation Facility was constructed in 1964 as a primary treatment facility with a capacity of 60 MGD. The plant was expanded in 1974, to include secondary treatment, phosphorus removal, and nitrification to remove ammonia. The design capacity of South Shore is 265 MGD Maximum Day and 300 MGD Peak Hour. 2021-2026 average daily flows to the plant are approximately 84 MGD, mostly from the southern and western portions of the District service area. Sludge generated by the South Shore treatment process is either pumped via the interplant solids pipeline to Jones Island for processing into Milorganite® or sent to digesters at South Shore for anaerobic digestion. The digestion process destroys up to 50 percent of the solids and produces methane gas used to provide electricity for the plant.

Interplant & Landfill Gas Pipelines

An interplant solids pipeline connects the Jones Island and South Shore Water Reclamation Facilities and is used to transport biosolids between the two facilities for processing. The landfill gas pipeline is responsible for transporting landfill gas from its source to the Jones Island Facility for use. The use of landfill gas is in place of natural gas and provides the District reductions in the emissions of greenhouse gases.

The 2027 Capital Budget includes \$111.2 million for work on various water reclamation facility projects. Please refer to project detail on the following pages for information on each project's purpose, scope, cost estimate and impact on the O&M budget. Most projects in the Water Reclamation Facilities section of the capital budget support the SDGs #6 and 7. The icons highlight the projects that directly state the purpose of the project is to improve water quality or clean energy.



Jones Island Water Reclamation Facility

Primary Treatment

Primary treatment at Jones Island involves preliminary and primary treatment of incoming wastewater. Preliminary treatment removes large and untreatable material such as wood, rags, sand, and grit. Next, the preliminary-treated water is collected in large tanks, called primary clarifiers, which allow heavier solids to settle to the bottom of the tanks and lighter solids to float to the top. The goal of the process is to effectively remove material that can damage downstream equipment and solids that cannot be treated biologically.

ID #:	Name:	Phase	Start	Finish	Cost
J01013	Preliminary Facility Electrical Upgrade	Design	Feb-19	Nov-20	\$668,011
		Construction		Apr-26	\$6,952,361
		Post-Constr.	Feb-27	Apr-27	\$17,628
		Total			\$7,638,000
		Previously Approved Total			\$8,220,000
		Increase/(Decrease)			(\$582,000)

Project Description

This project will replace various electrical equipment and provide improvements within the Preliminary Treatment Facility to reduce safety risks. The Preliminary Treatment Building was designed and constructed in the early 1980's, prior to the first edition of National Fire Protection Association (NFPA) 820 "Standard for Fire Protection in Wastewater Treatment and Collection Facilities" in 1990. NFPA 820 establishes standards for "construction, ventilation, and electrical installation in wastewater facilities for protection against fire and explosion hazards." Although the Wisconsin Administrative Code has not adopted NFPA 820 as a reference standard, NFPA 820 is widely accepted by engineering professionals as a guide for the design and construction of wastewater facilities. There are several areas in the Preliminary Treatment Building that do not presently meet the standard, as they were designed and constructed prior to the standard being in place.



This project supports the UN SDG #7.

ID #:	Name:	Phase	Start	Finish	Cost
J01019	Jones Island Force Main Improvements	Prelimin. Eng	Apr-17	Jun-21	\$650,676
		Design	May-24	May-25	\$221,301
		Construction	Mar-26	Apr-27	\$2,073,023
		Post-Constr.	Jul-27	Jan-28	\$12,000
		Total			\$2,957,000
		Previously Approved Total			\$1,569,000
		Increase/(Decrease)			\$1,388,000

Project Description

The purpose of this project is to investigate the Jones Island Force Main (JIFM) pipe to determine the condition of the force main and perform necessary repair and rehabilitation as evident from the assessment. The force main was installed in the 1980s and was never inspected. With the conditions known, rehabilitation work will be performed to extend the remaining useful life of the force main. The project scope includes an investigation of pipe wall thickness, assessment of rates of corrosion or other forms of degradation of pipe strength, and recommendations of actions to be taken. The project will provide the location of potential corrosion along the force main pipe alignment as well as a prioritization of the anomalies observed. The design and construction phases of this project include the repair and rehabilitation of the Jones Island Force Main. The repair and rehabilitation include cleaning, televising, spot repair at 5 locations, and steel surface recoating for approximately 86 feet of the force main, which includes the steel section of the force main and the High Level/Inline Junction Vault (butterfly valve).

ID #:	Name:	Phase	Start	Finish	Cost
J01025	High- & Low-Level Screw Pump Replacement	Design	Feb-19	Jul-19	\$38,585
		Construction	Sep-19	Jul-25	\$4,136,394
		Post-Constr.	Aug-25	Dec-25	\$5,826
		Total			\$4,180,805
		Previously Approved Total			\$4,180,805
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to ensure the integrity and capacity of the Jones Island influent pumping system. The project scope includes design and construction for the removal and replacement of all four low level screw pumps and four of the five high level screw pumps (one high level screw pump was recently removed and replaced), including upper and lower bearings. Influent capacity constraints impact the ability to meet the District's WPDES overflow goals and potentially permit limits.

ID #:	Name:	Phase	Start	Finish	Cost
J01030	Odor Control Preliminary Treatment Facility	Design	Jun-25	Feb-28	\$1,370,001
		Construction	Feb-29	Mar-31	\$22,563,060
		Post-Constr.	May-31	Nov-31	\$12,939
		Total			\$23,946,000
		Previously Approved Total			\$10,076,000
		Increase/(Decrease)			(\$13,870,000)

Project Description

The purpose of this project is to effectively mitigate odors produced by the Preliminary Treatment Facility at Jones Island Water Reclamation Facility (JIWRF). The project scope includes design and construction to replace the inactive odor control system at the Preliminary Treatment Facility with a new, activated carbon adsorption system. Key project actions include demolishing existing, inactive ozone contact chambers and installing carbon adsorbers in same locations, constructing concrete pads for new carbon adsorbers, piles will be required to support concrete pad and adsorbers if piles are not currently in place., replacing the existing ozone contacting chamber fans on the roof of the Preliminary Treatment Facility with new larger fans, replacing existing fan motor starters.

ID #:	Name:	Phase	Start	Finish	Cost
J01032	ISS Pump VFD Replacements	Design	Oct-25	Oct-27	\$1,213,168
		Construction	Jan-28	Jan-31	\$21,064,832
		Post-Constr.	Jan-31	Jan-31	\$25,000
		Total			\$22,303,000
		Previously Approved Total			\$10,600,000
		Increase/(Decrease)			\$11,703,000

Project Description

The purpose of this project is to maintain functionality and increase reliability of ISS Pumping by replacing the ISS Pump VFDs, transformers, medium voltage switchgear, switchboard, HVAC, and ancillary electrical equipment. The project will reduce the risk of ISS Pump outages that reduce pumping capacity and lead to additional costs for emergency repairs. The reason for this replacement is that equipment age and past VFD outage history increases the risk of failure and ISS pump capacity reduction. The project scope includes design and construction to replace the following assets in building 263C: three ISS Pump VFDs, three transformers, one medium voltage switchgear (263-SWGR), one switchboard and associated transformer, associated power panels and transformer. building HVAC to meet the needs of new ISS Pump VFDs. Key project deliverables include technical memorandum, design report, plans, specifications, and outage plan.

ID #:	Name:	Phase	Start	Finish	Cost
J01033	Harbor Siphons Influent Structures and Conveyance Improvements	Preliminary Engineering	Oct-26		\$500,000
		Total			\$500,000
		Previously Approved Total			\$0
		Increase/Decrease			\$500,000

Project Description

The purpose of this project is to develop a plan to reduce capacity limitations in the conveyance system if the harbor siphons were unavailable to convey flow to preliminary treatment at JIWRF. The governing pre-mitigation and post-mitigation risk levels are both Moderate. The scope of the proposed project includes development of a feasible plan that would allow continued conveyance of influent flow from the harbor siphons to preliminary treatment in the event of a future catastrophic failure of the flow control structures and/or associated piping. Additionally, given the continued settlement and recent weld failures, the project will also design replacement flow controls structures and conveyance such that construction could commence quickly in the future if it were to become necessary. As a planning study, this project does not directly mitigate risk but instead develops a plan in the event there is a failure of the harbor siphons. This is a new project.

Jones Island Water Reclamation Facility

Secondary Treatment

After the solids are removed in Primary Treatment, wastewater flows to the secondary or biological activated sludge process. In this process, primary treated effluent and return activated sludge are mixed (mixed liquor), and large amounts of air are pumped into this mixture to permit bacteria and other microorganisms to consume soluble oxygen-demanding pollutants in the water. The pollutants are broken down to mainly cell mass, carbon dioxide and water. This mixed liquor is then routed through the secondary settling basins where the biological solids settle.

ID #:	Name:	Phase	Start	Finish	Cost
J02012	Aeration System Improvements	Prelimin. Eng.	Jun-15	Apr-21	\$122,282
		Design	Jun-22	Mar-38	\$951,400
		Construction	Dec-24	Feb-40	\$4,274,182
		Post-Constr.	Jan-27	Jan-40	\$17,136
		Total			\$5,365,000
		Previously Approved Total			\$4,993,000
		Increase/(Decrease)			\$372,000

Project Description

The purpose of this project is to decrease energy use and greenhouse gas (GHG) emissions by improving the efficiency of the Jones Island WRF aeration system through reducing overall air requirements while maintaining adequate mixing and treatment. The project scope includes preliminary engineering for the following, summarized in a preliminary engineering report: west plant process air supply and demand, aeration basin dissolved oxygen (DO) control, optimization of diffuser density in the aeration basins, optimization of diffuser density and/or mechanical mixing in the aerated channels, as well as West Plant header air leak identification and quantification. The Project Design phase deliverables also include plans, specifications, and outage plan memos.



This project supports the UN SDG #7.

ID #:	Name:	Phase	Start	Finish	Cost
J02016	Process Air Compressor Replacement	Planning	Nov-21	May-22	\$0
		Design	Jul-23	Feb-27	\$1,242,857
		Construction	Jun-27	Jan-30	\$34,301,343
		Post-Constr.	Apr-30	Sep-30	\$20,000
		Total			\$35,564,200
		Previously Approved Total			\$32,709,000
		Increase/(Decrease)			\$2,855,200

Project Description

The overall purpose of this project is to provide a reliable and energy efficient Process Air Compressor system at JIWRf for 20-years post-construction. The purposes and goals of this project are incorporated throughout the various phases. In the design phase, a primary goal of this project is to draft and issue an RFP to procure Consultant services for design, ESDC, and post-construction services. The cost and schedule shall be determined based off the selected alternative determined in this phase. Also, the project is focused on mitigation related to the possible damage to the PACs due to the physical condition of the cooling water piping and valves. An additional aim of the project is to mitigate risks associated with the operational reliability impacts from the PAC's age, condition, and serviceability.



This project supports the UN SDG #7.

ID #:	Name:	Phase	Start	Finish	Cost
J02018	Aerated Channels Mixing Improvements				
		Design	Jul-27	May-29	\$1,446,600
		Construction	Sep-29	Oct-31	\$20,089,400
		Post-Constr.	Oct-31	Jul-32	\$15,300
		Total			\$21,551,300
		Previously Approved Total			\$21,551,300
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to ensure reliable mixing in the above channels and wet wells. Mixing systems in the wet wells and channels are critical to plant operation because they keep solids suspended while holding or transferring flow to the next process. Reliable, continuous mixing is necessary to keep solids from settling at the bottom of the channels and wet wells. Settled solids decrease the amount of available area in the wet wells and channels, which can cause hydraulic flow restrictions and backups. The project scope includes design and construction to replace or upgrade mixing systems in process channels and wet wells at Jones Island WRF (as detailed below) The process channels and wet wells convey raw influent, primary influent, primary effluent, mixed liquor, aeration effluent, and return activated sludge. The project will replace existing diffusers in locations that do not require oxygen with a large bubble mixing system and provide new fine bubble diffusers in locations that require oxygen with mixing. The scope also includes inspection and structural restoration of the channels and wet wells.



This project supports the UN SDG #7.

Jones Island Water Reclamation Facility

Advanced Treatment

The biologically treated water enters the final treatment process in preparation for discharge into Lake Michigan. During this process, sodium hypochlorite is used to disinfect the water. Disinfection is the selective destruction of disease-causing organisms including bacteria, viruses, and amoebic cysts. After chlorination, sodium bisulfite is fed into the waste stream to remove any chlorine residuals. Chlorine removal is necessary to ensure fully treated water is not toxic to fish. This fully treated wastewater, or plant effluent, is discharged into Lake Michigan.

ID #:	Name:	Phase	Start	Finish	Cost
J03006	Disinfection Process Improvements	Design	Feb-24	Dec-26	\$2,184,744
		Construction	Jun-28	May-31	\$41,194,748
		Post-Constr.	Jul-31	Feb-32	\$26,508
		Total			\$43,406,000
		Previously Approved Total			\$35,260,000
		Increase/(Decrease)			\$8,146,000

Project Description

The project scope includes the design and construction of a new disinfection process at JI. For the purposes of this project, it was assumed to be a UV disinfection system for flows up to 150 MGD, and sodium hypochlorite for flows above 150 MGD to be consistent with Alternate 3 from the 2050 FP. The actual scope will be refined by the preliminary engineering phase of M03113. An additional area of focus is to design and construct a reliable, sustainable, cost-effective disinfection process relative to the new E. coli WPDES limits effective in 2024.

Jones Island Water Reclamation Facility

Solids Processing

Biosolids are removed in the primary and secondary clarifiers and must be further processed and disposed of for beneficial reuse. The Jones Island Dewatering & Drying (D&D) Facility uses a state-of-the-art process for waste solids to produce an environmentally safe fertilizer, Milorganite®, which is marketed for public use. Milorganite® is composed of a blend of biosolids (sludge) from both Water Reclamation Facilities.

The solids processing includes these individual processes necessary for Milorganite®: blending, thickening, dewatering, drying, warehousing, and shipping. Blending is the process of mixing the biosolids from different sources to form a uniform consistency for the downstream thickening units. Thickening and dewatering both minimizes the moisture content of the biosolids. After dewatering, biosolids are dried in a rotary drying unit. The dried biosolids go through a screening process to size the product to Milorganite® specifications. The Milorganite® is then stored in silos before shipping to customers or to the contracted packaging facility. Much like any production process, there are leftover materials or scrap. The leftover dried sludge from the production of Milorganite® must be disposed of or reused.

ID #:	Name:	Phase	Start	Finish	Cost
J04057	Sludge Cake Transport & Feed Conveyors Replacement	Design	Nov-23	Jul-25	\$1,955,534
		Construction	Mar-26	Aug-28	\$9,061,966
		Post-Constr.	Jan-29	Jul-29	\$20,500
		Total			\$11,038,000
		Previously Approved Total			\$14,047,000
		Increase/(Decrease)			(\$3,009,000)

Project Description

The purpose of this project is to ensure reliable operation of the D&D dryer exhaust duct, provide a duct with an expected life of at least 20 years, and reduce existing safety and operational risks associated with the existing duct. Continued duct operation is important as this allows routing of the dryer exhaust to the stack, instead of routing dryer exhaust through the roof vents in D&D. Routing of exhaust through the roof vents, although not a violation of the District's air permit presents several risks. The project scope of the design and construction phases include replacing the 36-inch to 96-inch diameter dryer exhaust duct header suspended adjacent to and above the 7th Floor of the Dewatering and Drying (D&D) Facility along the north and south sides, from east to west, then over the 7th Floor on the west side of the facility, from south to north. The scope also includes design of the materials of construction, including structural and supporting elements, and expansion joints.

ID #:	Name:	Phase	Start	Finish	Cost
J04061	Dewatering & Drying PLC 5 Upgrades	Design	Feb-19	Dec-20	\$699,848
		Construction	Sep-19	Dec-27	\$7,019,012
		Post-Constr.	Feb-28	Aug-28	\$11,102
		Total			\$7,729,962
		Previously Approved Total			\$7,729,962
		Increase/(Decrease)			\$0

Project Description

The purpose of this programmable logic controller (PLC) replacement project is to maintain control system reliability and to avoid equipment downtime in the Dewatering & Drying Facility. The improvements will allow for continued processing of biosolids, which is critical to meeting permit conditions. The original equipment manufacturer no longer provides replacement parts for the existing PLC equipment, and replacement parts are limited on the open market and are costly to procure. The scope of the project includes design and construction phases necessary for the replacement of 64 PLC-5s in the Dewatering & Drying Facility with newer model PLCs. Associated hardware that is compatible with the new control platform will also be replaced. The functionality of the existing control platform will be replicated in the new platform, with some safety-related enhancements. Equipment that does not qualify for capital funding will be funded from the operating budget; those components are estimated to total \$218,000.

ID #:	Name:	Phase	Start	Finish	Cost
J04064	Chaff System Improvements	Prelimin. Eng.	May-19	Jul-21	\$712,305
		Design	Jan-25	Jul-28	\$3,139,635
		Construction	Jan-23	Nov-34	\$47,945,198
		Post-Constr.	Jan-35	Mar-35	\$31,861
		Total			\$51,829,000
		Previously Approved Total			\$19,740,000
		Increase/(Decrease)			\$32,089,000

Project Description

The purpose of this project is to ensure reliable biosolids processing and Milorganite® production capabilities, improve the reliability of air pollution control equipment for each dryer, minimize dryer outages, and maintain compliance with the air permit. The project scope includes the design and construction of improvements to the chaff systems; new ductwork of a smaller diameter to minimize dust settling in the horizontal ductwork; modifications to quench chamber drains; modifications to prevent moisture accumulation in the recycle system; and replacing the dryer exhaust duct header. The project is anticipated to reduce maintenance costs with the newer ductwork replacing older ductwork. Project costs are impacted by higher labor costs.

ID #:	Name:	Phase	Start	Finish	Cost
J04072	Milo Transport and Silo Storage Equipment Replacement	Design	Apr-20	Nov-30	\$1,097,488
		Construction	May-22	Jan-28	\$13,779,020
		Post-Constr.	Aug-33	May-34	\$7,692
		Total			\$14,884,200
		Previously Approved Total			\$14,742,200
		Increase/(Decrease)			\$142,000

Project Description

The purpose of this project is to ensure the reliability and efficiency of Milorganite® conveyance and storage equipment in the Dewatering & Drying (D&D) and Milorganite® storage facilities. The equipment is original to the building and has reached the end of its useful life. The scope of this project includes preliminary design (alternative analysis), final design, and construction for replacement of Milorganite® conveyance equipment between the Dewatering & Drying (D&D) Facility product coolers and the Milorganite® storage facility, including two product weigh belts and weigh scales; two product bucket elevators, two product storage transfer conveyors, and two product storage feed conveyors; four day bin cone liners. Additional aims of the project include; removing the abandoned conditioning air system in the Milorganite® Storage Facility; replacing the undersized plant air supply header between the Thickening Building and the Dewatering & Drying Facility with a larger pipe; replacing two silo dust blowers, motors, and VFDs. The project may have a positive impact on the operating budget as this project may lead to increased Milorganite® production, resulting in increased sales and higher revenues. Project costs are increased for additional contractor, labor, and hardware expenses.

ID #:	Name:	Phase	Start	Finish	Cost
J04074	Milorganite® Packaging Facility	Prelimin. Eng.	Oct-19	Oct-21	\$595,840
		Design	Mar-22	Jan-28	\$2,191,892
		Construction	Jun-28	Jul-29	\$6,899,124
		Post-Constr.	Aug-29	Mar-30	\$29,144
		Total			\$9,716,000
		Previously Approved Total			\$15,116,000
		Increase/(Decrease)			(\$5,400,000)

Project Description

The purpose of this project is to provide a Milorganite Packaging Facility where the space and operations are directly controlled by the District. The goal of this project is to provide 20 years of reliable packaging performance to meet the District's needs with reduced operation and maintenance costs. The objective of this project is to design and construct a packaging facility that meets the project goals within the established budget and schedule. Project scope includes preliminary engineering (site evaluation), design, and construction for a new Milorganite Packaging Facility. The Preliminary Engineering Report (PER) recommends modification of the existing Inline Solids Handling Facility (ISHF) at Jones Island Water Reclamation Facility (JIWRF) into a new Milorganite Packaging Facility. Project scope includes preliminary engineering (site evaluation), design, and construction for a new Milorganite Packaging Facility. The Preliminary Engineering Report (PER) recommends modification of the existing Inline Solids Handling Facility (ISHF) at Jones Island Water Reclamation Facility (JIWRF) into a new Milorganite Packaging Facility.

ID #:	Name:	Phase	Start	Finish	Cost
J04075	Dewatering & Drying Belt Filter Press Overhauls at JI WRF	Design	Nov-20	Dec-22	\$131,597
		Construction	Mar-23	Oct-27	\$16,775,338
		Post-Constr.	Dec-27	May-28	\$4,084
		Total			\$16,911,020
		Previously Approved Total			\$16,691,500
		Increase/(Decrease)			\$219,520

Project Description

The purpose of this project is to ensure the reliability and capacity of the D&D facility to dewater sludge as part of the Milorganite production process. The project scope includes overhauling 23 of the 24 belt filter presses (BFPs) in the Dewatering and Drying (D&D) building (one BFP was overhauled under a separate contract managed by Veolia as a test of the overhaul scope). The scope also includes upgrading the Local Control Panel (LCP) for each of the 24 BFPs and replacing the following components of the polymer system in kind for each of the 24 BFPs: valves, meters, and piping. The scope also includes removal of surface corrosion and coatings from some structural steel and sludge feed and drain piping associated with each BFP, repairing damage to the structural steel, and recoating the steel and piping with new paint. The scope also includes replacing some structural steel and sludge feed and drain piping which is too corroded to repair. The scope also includes replacing the following components of the BFP wash water system in kind for each of the 24 BFP: valves, meters, and piping. The scope also includes replacing the concrete hydraulic oil containment structures of several BFPs where the concrete has spalled beyond repair.

ID #:	Name:	Phase	Start	Finish	Cost
J04076	Compressed Air System Upgrade	Design	Oct-22	Aug-24	\$575,457
		Construction	Dec-24	Mar-28	\$5,176,135
		Post-Constr.	May-28	Nov-28	\$6,408
		Total			\$5,758,000
		Previously Approved Total			\$5,758,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to restore the reliability of the plant air system, increase system efficiency, and reduce energy consumption. The project scope includes design and construction of improvements to the JIWRf plant air compressor system located in the Thickening Building 256, the Dewatering & Drying Building 258 and the Milorganite® Storage Facility Building 259.

The improvements also include main air distribution piping modifications, new air drying equipment, new compressed air storage tanks, and new control system. The scope also includes removing two abandoned compressors systems in the Chemical Unloading Facility Building 243 and RAS Pumping Facility 234. The improvements that reduce energy use may be eligible for a Focus on Energy incentive funding. The project may reduce operating costs with reduced energy consumption. Project costs impacted by schedule changes and higher contracted expenses.



This project supports the UN SDG #7.

ID #:	Name:	Phase	Start	Finish	Cost
J04077	Odor Control Equalization & Blend Facility	Design	Oct-22	Jul-24	\$553,510
		Construction	Jun-25	Nov-27	\$1,776,938
		Post-Constr.	Jan-28	Oct-28	\$16,551
		Total			\$2,347,000
		Previously Approved Total			\$2,283,500
		Increase/(Decrease)			(\$63,500)

Project Description

The purpose of this project is to reduce the risk of odor emissions produced by the E&B Facility at Jones Island Water Reclamation Facility (JIWRf), and to provide ventilation improvements in the odor control room to comply with NFPA 820. The project scope includes design and construction of the following improvements in Building 257:

New primary treatment stage for Equalization and Blend (E&B) tank air emissions. The preliminary design will confirm if a biological or chemical based scrubber is the best fit for the E&B tank air emissions. New carbon absorption unit downstream of the primary treatment stage. Odor control room expansion to house the scrubber with lighting, heating and ventilation. Provide odor control room ventilation to comply with NFPA 820. Upgrade hot water supply system to meet increased heating demand from for an expanded odor control room and increased ventilation rate. HVAC control upgrade to address current outdated controls on ASU-1. Odorous air piping to connect the scrubber to the existing system, as well as additional work on electrical instrumentation and controls.

ID #:	Name:	Phase	Start	Finish	Cost
J04079	Dryer Train Overhaul & Upgrades	Planning	Jul-23	Jun-25	\$402,363
		Design	Apr-27	May-29	\$1,863,091
		Construction	Apr-24	Jan-34	\$40,800,198
		Post-Constr.	Sep-34	Apr-35	\$30,000
		Total			\$43,096,100
		Previously Approved Total			\$41,796,100
		Increase/(Decrease)			\$1,300,000

Project Description

The purpose of this project is to ensure reliability and functionality until the dryer trains are replaced with newer technology, as recommended by the Biosolids Advanced Facilities Plan. The Design and construction phases of this project aim to overhaul up to 12 dryer trains in the Dewatering and Drying (D&D) Facility. The scope of this project includes multiple assets on each dryer train, including combustion air system, fuel train, exhaust system, insulation, refractory, drum internals, drum drives, and conveyors. The project will begin with a preliminary design evaluation to determine the number dryer trains and number of assets within the dryer trains that will be overhauled and upgraded. While there is a specific list of items included in this project, as the project progresses, the list of specific assets to be included will be refined.

ID #:	Name:	Phase	Start	Finish	Cost
J04081	Dewatering & Drying HVAC Upgrade	Design	Nov-24	Apr-29	\$2,475,081
		Construction	Mar-28	Dec-41	\$20,471,319
		Post-Constr.	Feb-42	Feb-43	\$17,600
		Total			\$22,964,000
		Previously Approved Total			\$18,178,000
		Increase/(Decrease)			\$4,786,000

Project Description

The purpose of this project is to ensure the District maintains operations of biosolids processing at the D&D facility as this process is critical in supporting permit compliance, providing Milorganite revenue, and maintaining efficient operations. The project will replace or upgrade heating, ventilation and air conditioning (HVAC) systems to ensure they efficiently heat, condition, and ventilate the areas they serve in the D&D Facility. HVAC systems are required to maintain D&D operations since failure can result in overheating of electrical equipment and reduced ventilation, both of which can lead to shut-downs of D&D processes. The project will also address NFPA 820 upgrades in the D&D Facility to improve safety and incorporate HVAC improvements to improve energy efficiency.

ID #:	Name:	Phase	Start	Finish	Cost
J04083	Dewatering & Drying and Silos System Evaluation and Upgrades	Prelimin. Eng	Jun-24	Oct-27	\$341,583
		Design	Sep-28	Jan-30	\$296,533
		Construction	May-30	Jun-30	\$1,617,884
		Total			\$2,256,000
		Previously Approved Total			\$338,300
		Increase/(Decrease)			\$1,917,700

Project Description

The purpose of this project is to understand the fire and explosion risks associated with Milorganite storage in Facilities 258 and 259 (e.g. Main Recycle Bins, Day Tanks, and Silos) and to ensure the District has adequate nitrogen systems in place to address these risks. Some key deliverables of the Preliminary Engineering phase include evaluating upgrades to the nitrogen systems at Facility 258 (Dewatering and Drying) and Facility 259 (Milorganite Storage): Identify the original basis of design and past modifications to the nitrogen system in each facility. Defining the scheme to address fire and explosion risks where the use of a nitrogen system fits in. Additional project goals include determining if any additional tanks or locations (e.g. cyclones) should be connected to a nitrogen system. Determining and recommending an updated basis of design for a nitrogen system at each facility. Testing the existing nitrogen systems and ascertaining their ability to meet the updated basis of design. Evaluating and recommending upgrades to the nitrogen systems including preliminary life-cycle costs. Determining if the DD and silo nitrogen systems should interconnect. Summarize all findings and recommendations in a preliminary engineering report. Future design and construction phases under this project will include the recommended upgrades.

ID #:	Name:	Phase	Start	Finish	Cost
J04084	Dewatering & Drying Ferric Chloride & Polymer System Upgrades	Design	Sep-25	Jul-27	\$598,700
		Construction	Feb-28	Mar-30	\$4,931,458
		Post-Constr.	Apr-30	Oct-30	\$9,500
		Total			\$5,539,658
		Previously Approved Total			\$3,331,000
		Increase/(Decrease)			\$2,208,658

Project Description

The purpose of this project is to improve reliability and operation of the Polymer and Ferric Chloride systems in the Dewatering and Drying facility by replacing aged equipment, upgrading undersized equipment, and improving the performance of system. The assets included in the scope of this project lack reliability due to poor conditions caused by physical mortality. Parts of these systems must be upgraded to meet operational needs. This project includes design and construction of ferric chloride and polymer feed system upgrades in the Dewatering & Drying Facility (Building 258). Ferric Chloride System: Evaluate the need to upgrade all three ferric chloride feed pumps to feed the blended sludge injection points on the 4th floor of D&D (new higher location). If the evaluation concludes an upgrade is warranted to provide sufficient performance and reliability, upgrade all three pumps.

ID #:	Name:	Phase	Start	Finish	Cost
J04085	Main Stack & Plenum Evaluation and Rehabilitation	Design	Oct-27		\$403,000
		Construction	Oct-28	Aug-30	\$895,000
		Post-Constr.	Aug-30	Dec-30	\$18,000
		Total			\$1,316,000
		Previously Approved Total			\$1,306,000
		Increase/(Decrease)			\$10,000

Project Description

The project scope includes design and construction phases for the replacement or rehabilitation of the existing plenum box which connects the 168" Stack Exhaust/ Odorous Air Duct (STE/OA) to the Jones Island Main Stack (350' vertical). The scope also includes removal of brick on portions of the main stack in order to conduct a condition assessment of the internals and associated structural members of the box plenum. Furthermore, it includes design and construction for the replacement or rehabilitation of the personal fall arrest system (PFAS) for the JIWRf main stack ladder. An additional goal of the project is to prevent the failure of the stack or the inlet plenum would cause the stack to be taken out of service. Dryer exhaust and odorous air would be vented through the roof of D&D. The consequence of failure is high since this constitutes a less desirable operating strategy for more than one month. The likelihood of failure is medium since it is estimated that the plenum will fail within 6-10 years if no corrective action is taken. In addition, the exhaust vapor has potential of fouling HVAC and Cooling units that draw air on the rooftop of D&D. And CCO and Veolia staff observed nuisance damage to exterior surfaces of cars parked in lots immediately adjacent to the D&D building from the condensate and fallout in the exhaust. This project also mitigates the minimal risk of a more laborious procedure for air permit testing because D&D is operating in an alternate mode due to a stack failure or the lack of ability to access the backup testing port on the stack because the stack ladder personal fall arrest system is noncompliant with applicable safety standards.

Jones Island Water Reclamation Facility

General Projects

Projects grouped into this category are projects that do not fit into the other water reclamation processes. The types of projects can be associated with:

- Energy Distribution – electrical generation and distribution, hot water and steam generation, and distribution and
- process air generation
- Buildings and Grounds Improvements – capital improvements to non-process buildings and other
- improvements such as roads and utilities
- Nonspecific Instrumentation and Control
- Cost associated with litigation for non-current capital projects
- All other nonspecific items

ID #:	Name:	Phase	Start	Finish	Cost
J06032	Jones Island Geotechnical Structural Analysis	Prelimin. Eng	Apr-15	Feb-28	\$1,147,816
		Design	Oct-37	Nov-38	\$113,648
		Construction	Apr-39	Feb-40	\$264,257
		Post-Constr.	Apr-40	Oct-40	\$15,679
		Total			\$1,541,400
		Previously Approved Total			\$1,541,400
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to determine if there could be serious structural deterioration of the structures constructed during the pre-WPAP era (prior to the 1980s) that are supported on timber piles, as well as new pile supported structures constructed, and existing pile supported structures rehabilitated, during the WPAP, which may indicate they will not function through 2050, and determine what the next steps should be to monitor and/or mitigate the deterioration. Project scope includes the following: visual inspection and assessment of structures and foundations of existing facilities at JIWRP, review of historical structural and geotechnical reports, review of groundwater data, review of existing record drawings and survey data including LIDAR scans, installation of groundwater wells and piezometers, preparation of a tech memo (TM) summarizing the investigations, findings, conclusions and recommendations. Scope also includes the design and construction of a test pit and associated inspection and testing of the exposed timber pile(s), including documentation of findings and recommendations.

ID #:	Name:	Cost
J06056	Turbine Extended Service Agreement	Construction
		\$41,676,822
		Total
		\$41,676,822
		Previously Approved Total
		\$36,457,822
		Increase/(Decrease)
		\$5,219,000

Project Description

The purpose of this project is to maximize the uptime of the solar turbines, reduce the risk to the District of unplanned downtime, and providing for a known, steady maintenance cost. This includes planned maintenance (basic, semi-annual and annual preventive maintenance tasks), unplanned maintenance (corrective maintenance), troubleshooting, and engine exchanges. In addition, remote monitoring is employed to identify potential issues before they become issues that cause unplanned downtime. The project may reduce operating costs with the increase of renewable energy consumption.

ID #:	Name:	Phase	Start	Finish	Cost
J06068	Jones Island Network Optimization	Design	Jan-17	Jan-18	\$37,204
		Post-Constr.	Mar-18	Feb-19	\$784,502
		Total			\$821,706
		Previously Approved Total			\$821,706
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to improve power reliability by identifying and addressing causes of significant power interruptions and outages at Jones Island WRF. Recently, there have been several instances of faults or abnormalities in the power distribution system, which have caused major power outages in the plant, leading to disruptions in the treatment process. Power outages hold risks of permit violations, plant upsets, and multiple safety risks. The project scope includes design and construction of the following: Replacement of protective relays in three main 13,200 volt switchgear lineups in 286 Primary Switching Station (286) and the Power House (289), and ISS Pump Station (263). Provide CAD files for the switchgear lineups receiving new relays (263, 286 and 289). A new connection between the Solar Turbine black start generator and the Power House and GE turbine gas compressor to enable the GE turbine to black start on natural gas.

ID #:	Name:	Phase	Start	Finish	Cost
J06073	Harbor Siphons Area Settlement Mitigation	Design	Jan-17	Dec-26	\$222,966
		Construction	Jan-17	Dec-26	\$806,934
		Post-Constr.	Jan-27	May-27	\$2,500
		Total			\$1,032,400
		Previously Approved Total			\$484,000
		Increase/(Decrease)			\$548,400

Project Description

The purpose of this project is to mitigate on-going settlement of District assets that are not bed rock pile supported in the vicinity of the C07010 Harbor Siphons freeze wall, at the Jones Island Water Reclamation Facility, after completion of the J01024 Harbor Siphon structure modifications project. The J01024 project previously supported the High Level Diversion Structure, the Low Level Diversion Structure, the ISS force main and associated utilities utilizing micro piles and support structures. Thawing of the freeze wall is expected to continue for the next 20+ years. Thawing of the freeze wall may cause settlement of District assets that will require on-going mitigation efforts. The scope of this project includes design and/or construction efforts to mitigate settlement issues as they arise (e.g., fill sinkholes, restore graveled drive as needed).

ID #:	Name:	Phase	Start	Finish	Cost
J06075	2018-2024 Jones Island Capital Equipment Rehabilitation/Replacement	Construction	Dec-17	Jul-27	\$17,496,377
		Total			\$17,496,377
		Previously Approved Total			\$17,505,108
		Increase/(Decrease)			(\$8,731)

Project Description

The purpose of this project is to provide a flexible capital funding mechanism for the replacement and acquisition of minor rolling stock, support equipment, and other capital assets at Jones Island that meet capitalization criteria but do not require standalone project management efforts. The project mitigates risks associated with aging infrastructure, physical mortality, declining reliability, increasing maintenance burden, and emergent equipment failures that could adversely impact operational effectiveness, treatment reliability, safety, and fiscal responsibility. Project scope and funded assets may vary annually based on operator requests, equipment condition assessments, emergent failures, operational priorities, and lifecycle replacement needs. The project assumes that deferred replacement of aging assets increases the likelihood of unplanned outages, emergency procurement, operational disruption, and long-term maintenance costs.

ID #:	Name:	Phase	Start	Finish	Cost
J06081	Replace MCCs and LCUS-P Phase 1	Design	Sep-20	Mar-23	\$877,246
		Construction	May-24	Jun-28	\$9,701,240
		Post-Constr.	Sep-28	Nov-28	\$49,614
		Total			\$10,628,100
		Previously Approved Total			\$10,563,100
		Increase/(Decrease)			\$65,000

Project Description

The purpose of the project is to improve the operational reliability of the Jones Island WRF electrical distribution system by reducing the risk of MCC failures and resultant power outages. The MCCs included in the scope of this project are approaching 30 years old and have reached or exceeded their expected useful service life. The equipment age and limited availability or lack of replacement parts puts these MCCs at an increased risk of power supply failure. The project scope includes design and construction to: Replace 31 motor control centers (MCCs), one load center unit substation (LCUS) one motor control substation and a new 294-SWGR for the GE/Solar Black Start generator. Some MCCs will be replaced with new MCCs, while others will be replaced with new switchboards as the existing MCCs no longer contain any starters or other motor control equipment.

ID #:	Name:	Phase	Start	Finish	Cost
J06082	Flood Resiliency Improvements	Prelimin. Eng.	Apr-20	Aug-20	\$35,917
		Design	Jul-21	Sep-22	\$366,157
		Construction	Jan-23	Dec-25	\$2,442,775
		Post-Constr.	Dec-25	Oct-26	\$9,431
		Total			\$2,854,280
		Previously Approved Total			\$3,031,000
		Increase/(Decrease)			(\$176,720)

Project Description

The purpose of the project is to reduce risk of damage to JIWRF assets and ensure worker access and safety within JIWRF because of lake/river flooding. The scope of the project generally consists of the following: design and construction of temporary flood barriers to address low water entry points at two doors and one garage door all located on the southwest of the Chemical Unloading Facility. These barriers will prevent flood water from entering these buildings. An additional project goal would be the design and construction of an estimated 10 backflow prevention devices on storm sewers that discharge into Lake Michigan or the Kinnickinnic River. These devices will prevent storm surges from backflowing into the JIWRF grounds. Preliminary engineering, design and construction to evaluate and restore a failed joint on the underground plant effluent outfall channel underneath a roadway just northeast of the Effluent Pump Station.

ID #:	Name:	Phase	Start	Finish	Cost
J06083	HVAC System Improvements - Bldgs. 234, 235, 243, & 256	Design	Jul-21	Sep-26	\$1,424,183
		Construction	Nov-26	Sep-28	\$13,007,117
		Post-Constr.	Jan-29	Mar-30	\$13,700
		Total			\$14,445,000
		Previously Approved Total			\$14,370,000
		Increase/(Decrease)			\$75,000

Project Description

The purpose of this project is to ensure the heating, ventilation, and air conditioning (HVAC) systems included in this project adequately and efficiently heat, condition, and ventilate the buildings and areas they serve. The existing HVAC assets have reached the end of their useful service life and have recurring operational issues. The project scope includes design and construction to replace heating, ventilation and air conditioning (HVAC) equipment and controls in Buildings 234 (RAS Pump Station), 235 (WAS Pump Station), 243 (Chemical Unloading Facility), 256 (Thickening Facility), 257 (Equalization and Blend Facility), 258 (Dewatering and Drying Facility), 263C (Inline Pump Station), 279 (Operations Building) and 289A (Powerhouse - boiler room addition).

ID #:	Name:	Phase	Start	Finish	Cost
J06087	2025-2029 Jones Island Capital Equipment Replacement	Construction	Nov-24	Dec-30	\$17,342,861
		Total			\$17,342,861
		Previously Approved Total			\$12,500,000
		Increase/(Decrease)			\$4,842,861

Project Description

The purpose of this project is to provide an efficient mechanism to repair or replace various rolling stock and equipment at Jones Island that meet the criteria for capital budget financing but do not require extensive cost and schedule management. The project scope will vary each year as existing projects are completed, and new projects are added. Project scope is variable and is based on the need for Jones Island equipment replacements that arise. Projects are generally replacement in nature and do not need significant design that would cause the work to be managed as a stand-alone project.

ID #:	Name:	Phase	Start	Finish	Cost
J06089	Flow Meter Replacement	Design	Nov-20	May-25	\$133,895
		Construction	Apr-25	Jan-28	\$2,829,388
		Post-Constr.	Jan-28	Feb-28	\$5,000
		Total			\$2,968,283
		Previously Approved Total			\$2,968,283
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to ensure reliable availability of flow data used for regulatory reporting and process purposes. This project will do this by: Providing new, updated, reliable equipment to avoid extended time out of service due to long lead time to replace. Additionally, the project aims to replace the existing magnetic flow meters with new magnetic flow meters in the following pipes: 72-inch Prelim Low Level, 90-inch Prelim High Level, 72-inch Prelim Inline, two 84-inch Disinfection, and two 36-inch ISS (Pumps #1 and #2). Remove the existing clamp-on flow meters in the 48-inch East RAS and 30-inch West RAS pipes and replace them with new magnetic flow meters.

ID #:	Name:	Phase	Start	Finish	Cost
J06094	Feeder Cable Replacement	Prelimin. Eng.	Jun-25	Mar-27	\$266,032
		Design	Sep-24	Feb-29	\$1,095,486
		Construction	Mar-28	Jul-32	\$26,970,482
		Post-Constr.	Oct-32	Apr-33	\$14,000
		Total			\$28,346,000
		Previously Approved Total			\$13,342,000
		Increase/(Decrease)			\$15,004,000

Project Description

The purpose of this project is to maintain functionality of critical WRF processes in a proactive and cost-effective manner by creating a plan for future electrical improvements and improving the operational reliability of the Jones Island WRF electrical distribution system. The project will reduce the risk of feeder cable failures, switchboard failures, resultant power outages, and additional costs due to unplanned repairs. The cables and switchboards included in the scope of this project are more than 30 years old and are past or have reached their expected useful service life. The age puts the feeders and switchboards at an increased risk of power supply failure. The project scope includes: design and construction to replace 48 feeder cables and nine switchboards at Jones Island WRF. The cables and switchboards will be evaluated for their current capacity and will be replaced with consideration for future loads. The design and construction phases of this project include the replacement of 48 feeder cables and nine switchboards at Jones Island WRF. The cables and switchboards will be evaluated for their current capacity and will be replaced with consideration for future loads. The end result is a comprehensive long-term electrical master plan for Jones Island WRF. Key deliverables during the project design phase include technical memoranda, reports, plans, specifications and outage plan.

ID #:	Name:	Phase	Start	Finish	Cost
J06099	Maintenance Facility (280) Rehabilitation	Design	Feb-40	Feb-42	\$946,134
		Construction	Apr-41	Jul-43	\$8,803,000
		Post-Constr.	Jan-42	Dec-43	\$22,000
		Total			\$9,771,134
		Previously Approved Total			\$9,730,000
		Increase/(Decrease)			\$41,134

Project Description

The purpose of the project is to implement the recommendations for Buildings 278 and 280 from planning study J06085P01 - JI Administrative Space Planning Analysis. This planning study addressed the aging administrative building infrastructure at JI and lack of proper office space for Veolia and MMSD staff. The planning analysis recommended consolidating maintenance needs of Building 278 into under utilized space within existing Building 280. The scope of this project includes the design, construction, and post construction phases to consolidate Building 278 - Field Operations Building into Building 280 - Maintenance Building. Also, to renovate the Men's Locker room in Building 280 to create office space.

ID #:	Name:	Phase	Start	Finish	Cost
J06102	SCADA Upgrade	Design	Mar-29	Oct-30	\$1,744,000
		Construction	Mar-31	Jul-36	\$28,684,000
		Post-Constr.	Jul-36	Feb-38	\$55,000
		Total			\$30,483,000
		Previously Approved Total			\$31,142,000
		Increase/(Decrease)			(\$659,000)

Project Description

The project scope includes design and construction to upgrade many parts of the Jones Island WRF SCADA system, as recommended by project M03112, Instrumentation and Control (I&C) Planning. This project will: Replace programmable logic controllers (PLCs), human machine interface (HMI) system, local operator interface terminals, and related software; Provide network upgrades including new fiber optic cable runs and wireless networks; Update control rooms; Provide cyber and physical security improvements for the SCADA system; Procure and install software to monitor SCADA system communication and detect outside threats; and Procure and install software to manage and document changes to the SCADA system.

ID #:	Name:	Phase	Start	Finish	Cost
J06103	Landfill Gas Cleaning Evaluation	Prelimin. Eng.	Jan-26	May-28	\$315,000
		Design	Dec-37	Apr-39	\$480,000
		Construction	Jul-39	Jan-41	\$8,387,000
		Post-Constr.	Feb-41	May-41	\$26,000
		Total			\$9,208,000
		Previously Approved Total			\$9,208,000
		Increase/(Decrease)			\$0

Project Description

The scope of this project includes a planning level analysis to evaluate the quality and use of available Landfill Gas (LFG) and an additional planning analysis to evaluate technologies and economic investment of cleaning LFG to NG quality. The outcome will be a planning report with recommended CIP alternatives.

ID #:	Name:	Phase	Start	Finish	Cost
J06104	New Turbine Generators	Prelimin. Eng.	Mar-25	Apr-27	\$620,000
		Design	Nov-37	Mar-39	\$660,000
		Construction	Jun-39	Jan-41	\$72,203,000
		Post-Constr.	Jan-41	Apr-41	\$55,000
		Total			\$73,538,000
		Previously Approved Total			\$73,538,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to Design and install two new additional turbine generators at JIWRF, as recommended in Alternative 3 of the M03109 Energy Plan Final Planning Report. The Preliminary engineering includes evaluate installing two new Solar turbine generators at JIWRF; evaluating the three existing Solar turbine generators and support systems to ensure their long term reliability; evaluating installing a common gas header connecting compressors to add redundancy and flexibility to reduce equipment downtime; evaluating GE turbine generator and recommend its decommissioning/retirement plan, including reviewing the loss of waste heat load after the GE turbines are retired. The JIWRF engine generation capacity must meet future demand of 24 MW, wet weather demand of 17.2 MW, and achieve N+1 redundancy. The design phase includes a detailed design report, construction plans, specifications and outage plan memo identifying WRF process and utility system disruptions caused by construction.

ID #:	Name:	Phase	Start	Finish	Cost
J06105	Dewey Substation - Harbor Switchgear & Distribution Switchgear	Design	Dec-26	Jul-30	\$1,965,000
		Construction	Oct-29	Oct-33	\$23,046,000
		Post-Constr.	Nov-33	Mar-34	\$13,000
		Total			\$25,024,000
		Previously Approved Total			\$9,760,000
		Increase/(Decrease)			\$15,264,000

Project Description

The purpose of this project is to reduce the risk of substation and main distribution switchgear power outages and increase electrical distribution system reliability at Jones Island WRF. The project will mitigate the risk of risk of equipment outages and additional costs due to unplanned repairs. The equipment in this project is more than 30 years old and have reached or are beyond their expected useful service life. The equipment age puts the assets at an increased risk of failure. Key deliverables during the project design phase include technical memorandum, reports, plans, specifications and outage plan.

ID #:	Name:	Phase	Start	Finish	Cost
J06107	Central Heating System Upgrade and HVAC Replacement	Prelimin. Eng	Nov 26	Dec 28	\$399,000
		Design	Oct 29	Jun 31	\$1,410,563
		Construction	Sep 31	Aug 39	\$39,913,702
		Post-Constr.	Aug 39	Aug 39	\$6,735
		Total			\$41,730,000
		Previously Approved Total			\$47,684,000
		Increase/(Decrease)			(\$5,954,000)

Project Description

The purpose of this project is to renew and update the Central Heating and building HVAC systems to mitigate environmental, energy, fiscal, safety, and operational effectiveness risks. The project scope includes design and construction to rehabilitate the Central Heating System, and HVAC systems servicing buildings 245 (Disinfection), 247 (Effluent Pump Station), 259 (Milorganite Storage Facility), 267 (Primary Treatment Gallery), 268 (East Plant Gallery), 269 (West Plant Gallery), 270 (New East Plant Clarifier Gallery), 271 (RAS/WAS Gallery), 272 (Disinfection Gallery), 273 (Solids Gallery), 274 (Non-Process Gallery), 280 (Maintenance), 281 (NUPS), 285 (Garage), 286 (Primary Switching Station), 288 (Secondary Motor Control), and 289 (Powerhouse) at Jones Island WRF.

ID #:	Name:	Cost
J99003	Operator Contribution to CIP	Ten-Year Forecast Total \$300,000

Project Description

The purpose of this project is to support the operating contract with VWM by including provisions for VWM to participate in current and planned District capital projects. The scope of this project includes VWM work in reviewing the annual Capital Budget, reviewing and creating requests for new projects, attending meetings, and participation in the implementation of capital projects.

South Shore Water Reclamation Facility

Primary Treatment

Primary treatment involves preliminary and primary treatment of influent flows. Preliminary treatment removes large and untreatable material such as wood, rags, sand, and grit. Primary treatment then collects the preliminary-treated water in large tanks, called clarifiers, to allow heavier solids to settle to the bottom of the tanks and lighter solids to float to the top. The goal of the process is to effectively remove material that can damage downstream equipment and most solids that cannot be treated biologically.

ID #:	Name:	Phase	Start	Finish	Cost
S01013	Primary Clarification System Improvements	Design	Mar-21	Jul-32	\$9,030,600
		Construction	Jan-33	Mar-38	\$97,275,282
		Post-Constr.	Jul-38	Nov-38	\$2,425,118
		Total			\$108,731,000
		Previously Approved Total			\$108,370,300
		Increase/(Decrease)			\$360,700

Project Description

The purpose of this project is to ensure the primary treatment system achieves minimum 50% BOD removal, as recommended by the 2050 Facilities Plan. This will ensure the overall treatment system is capable of achieving both VW contract and WPDES permit limits. The existing clarifier mechanisms are at or near the end of their useful service life and replacement or rehabilitation will ensure the mechanisms are capable of performing as designed. A principal goal of the Design phase of this project is to create a reliable PC system capable of enhanced removal of organic matter from the influent. The following alternatives will be investigated in the preliminary design phase: use of Chemically Enhanced Primary Treatment, other enhanced primary treatment alternatives identified by Consultant, in-kind replacement.



This project supports the UN SDG #6.

ID #:	Name:	Phase	Start	Finish	Cost
S01015	Grit Equipment Replacement	Design	Sep-20	Feb-26	\$1,245,130
		Construction	Jun-26	Jan-28	\$4,390,479
		Post-Constr.	Jul-28	Nov-28	\$22,391
		Total			\$5,658,000
		Previously Approved Total			\$8,117,000
		Increase/(Decrease)			(\$2,459,000)

Project Description

The purpose of this project is to ensure the preliminary treatment grit and screenings handling system can meet current and future plant capacity needs and provide safe and reliable operations to support compliance with WPDES permit requirements, provide a safe working environment for employees, and maintain performance of critical equipment. The proposed project will improve the ability of the SSWRF to handle incoming flows with high grit and screenings loads, including planned future increases in peak flow capacity due to the implementation of blending. The project scope includes design and construction to replace or rehabilitate the grit and screenings handling system at Building 303, Preliminary Treatment Facility. The scope includes replacement or rehabilitation of the following equipment: 7 screenings washer systems (Rotopresses), 4 dewatering escalators (snails), 2 grit/screenings conveyors, 1 sludge screenings conveyor, 7 grit slurry cups, and 2 winches for the grit load out containers. The design phase will include preliminary design services, including alternatives analysis, prior to final design. During preliminary design, the capacity of the replacement handling equipment will be confirmed based on operating history, grit and screenings material testing, modeling, information from the blending analysis performed under project S02008, and near-term recommendations from the 2050 Facilities Plan. The scope also includes preliminary evaluation of equipment redundancy, corrosion mitigation and grit pumping. Final design and construction of equipment redundancy, corrosion mitigation and grit pumping are not included in the project scope. Preliminary design evaluation will also include inspection of the grit dewatering equipment and assessment of whether equipment should be rehabilitated rather than replaced. Key design phase deliverables include a design report, outage plan, plans and specifications

ID #:	Name:	Phase	Start	Finish	Cost
S01017	Primary Effluent Sampler Relocation	Design	Nov-26	Apr-28	\$306,900
		Construction	Jul-28	Nov-29	\$912,950
		Post-Constr.	Dec-29	Jun-30	\$10,650
		Total			\$1,230,500
		Previously Approved Total			\$1,139,500
		Increase/(Decrease)			\$91,000

Project Description

This project aims to relocate the existing primary effluent sample collection from the aeration distribution conduit to the Primary Effluent Channel. The project scope includes two key phases: 1) Evaluation and Design: In this phase, a designer will assess the current primary effluent sampling piping and equipment. They will evaluate various alternatives to identify the most efficient and effective method for relocating the sample collection to the Primary Effluent Channel; 2) Construction: Once the design phase is complete and a suitable alternative is selected, this phase will involve the construction and implementation of the recommendations from the design and evaluation phase. No significant operating budget impact is expected.

South Shore Water Reclamation Facility

Secondary Treatment

After removal of the solids, the primary-treated water flows to the secondary or biological activated sludge process. This process, called aeration, pumps large amounts of air into the water to permit bacteria and other microorganisms to consume soluble oxygen-demanding pollutants in the aerated water. The pollutants are broken down to mainly cell mass, carbon dioxide, and water. Prior to the introduction of air, an iron salt (pickle liquor or ferric chloride) is added to the water for phosphorus removal. The biologically treated flow is again routed through the secondary clarifier settling basins where the biological solids and the phosphorus precipitate settle and the liquid overflows to the next water reclamation process.

ID #:	Name:	Phase	Start	Finish	Cost
S02015	Aeration System Upgrade	Planning	Nov-19	Feb-20	\$40,547
		Design	Jul-20	Mar-23	\$2,626,021
		Construction	Jul-23	Jan-28	\$91,146,454
		Post-Constr.	Jul-28	Jul-29	\$25,978
		Total			\$93,839,000
		Previously Approved Total			\$91,008,000
		Increase/(Decrease)			\$2,831,000

Project Description

The purpose of this project is to ensure ongoing ability of the secondary treatment process to fully treat wastewater, maintain WPDES permit compliance, help minimize energy consumption, extend the life of the aeration basins, increase worker safety, and reduce risk of air diffuser damage due to falling concrete. The project scope includes design and construction of: aeration system upgrades at all 28 aeration basins including: Basin cleaning, removal of the existing ceramic plate containers and diffusers, removal of existing membrane diffusers, removal of air piping, and removal of concrete false floors; New membrane diffuser systems in each basin, new air piping, and one selector zone with baffle wall and mixer at each basin; New primary effluent piping, control valves and flow meters for all basins; New step feed control valve for all basins; New scum pit at the aeration basin effluent channel in each quarter plant. ; Repair and electrically isolate the main air header at the aeration basins. Concrete top wall rehabilitation on aeration basins 1, 2, 10, 11, 17, 18, 19, 20, 22, 25, 27 and 28 including the removal of existing hand railing, and either re-galvanizing it or replacing it with aluminum. Electrical conduits and associated conductors embedded in the existing concrete walls will be replaced as needed. Key deliverables include design documents for bid and award, estimate of probable construction costs, consultant engineering services during construction, and construction. The scope includes all required tankage, piping, equipment, electrical, and instrumentation for the pilot test. Temporary full scale polymer dosing system for the primary clarifiers during construction of the aeration system upgrade.

ID #:	Name:	Phase	Start	Finish	Cost
S02017	Process Air Header Improvements	Prelimin. Eng.	Apr-20	Jan-23	\$696,179
		Design	May-23	Sep-24	\$358,923
		Construction	Jan-25	Oct-26	\$2,398,161
		Post-Constr.	Dec-26	May-27	\$10,737
		Total			\$3,464,000
		Previously Approved Total			\$3,605,000
		Increase/(Decrease)			\$54,000

Project Description

The purpose of this project is to restore the integrity of the blower branch piping and the air header. Since there is no isolation outside the building, a loss of even one of these branch pipes or a failure of the air header, which is an integral part of the activated sludge process, can impact plant capacity, effluent quality, and the ability to meet the District's WPDES effluent permit limits. The replacement of the corroded blower branch pipes and the patching of corroded areas on the air header will mitigate the risk of failure and is expected to provide at least 30 years of reliable performance, with reduced operation and maintenance costs. The project scope includes design and construction to replace the four active 30-inch blower branch pipes from the Blower and Generator Building 326 to the 60/90-inch air header, to patch areas of corrosion on the 60/90-inch air header adjacent to some of the blower branch pipes, and to replace the 30-inch blower branch pipe isolation valves and expansion joints inside Building 326.

ID #:	Name:	Phase	Start	Finish	Cost
S02018	RAS Pumps Replacement	Prelimin. Eng.	Nov-20	Nov-21	\$102,425
		Design	Jul-22	Oct-24	\$617,024
		Construction	Mar-25	Jan-28	\$4,857,798
		Post-Constr.	Mar-28	Nov-28	\$10,753
		Total			\$5,588,000
		Previously Approved Total			\$5,588,000
		Increase/(Decrease)			\$0

Project Description

The overall project purpose of this project is to maintain the integrity and improve reliability of the RAS pumping system. Many pumps have reached the end of their useful lives and do not operate as efficiently as originally designed. Failure of one or more RAS pumps may impact effluent quality and the ability to meet the District's WPDES effluent permit limits. An additional project goal is to provide 20 years of reliable RAS pump performance and operational flexibility. Reduce RAS pump energy use, operation costs and maintenance costs. The project aims to achieve these goals via the design and construction of RAS pump replacements to meet the project goals within the established budget and schedule. The project scope includes hydraulic analysis, design, and construction to replace as many as eight RAS pumps. The RAS system will be hydraulically modeled, with an alternatives analysis to design replacement pumps that operate efficiently and reliably within the system.

South Shore Water Reclamation Facility

Advanced Treatment

The biologically treated wastewater enters the final treatment process in preparation for discharge into Lake Michigan. Here, sodium hypochlorite is used to disinfect the treated water. Disinfection is the selective destruction of disease-causing organisms including bacteria, viruses, and amoebic cysts. After chlorination, sodium bisulfite is mixed with the chlorine treated water to remove any chlorine residuals. Removal of chlorine is necessary to ensure no fish toxicity. The water reclamation process is complete, and the fully treated water meets all U.S. Environmental Protection Agency and Wisconsin Department of Natural Resources requirements. Plant effluent is then discharged into Lake Michigan.

ID #:	Name:	Phase	Start	Finish	Cost
S03005	Disinfection Process Improvements	Design	Feb-24	Dec-26	\$2,734,781
		Construction	Jun-27	May-30	\$63,177,892
		Post-Constr.	Jul-30	Feb-31	\$25,327
		Total			\$65,938,000
		Previously Approved Total			\$63,172,000
		Increase/(Decrease)			\$2,766,000

Project Description

The purpose of this project is to design and construct a reliable, sustainable, cost-effective disinfection process relative to the new E.coli WPDES limits effective in 2024. The project scope includes the design and construction of a new disinfection process at SS. For the purposes of this project, it was assumed to be a UV disinfection system for flows up to 150 MGD, and sodium hypochlorite for flows above 150 MGD to be consistent with Alternate 3 from the 2050 FP. The actual scope will be refined by the preliminary engineering phase of M03113.

South Shore Water Reclamation Facility

Solids Processing

The waste activated sludge from South Shore's secondary clarifiers is pumped to dissolved air flotation thickening, and then to Jones Island for Milorganite® production. Biosolids from the primary clarifiers are pumped to the anaerobic digesters. Anaerobic digestion is used to stabilize the biological activity and reduce the biosolids volume. The volatile organics in the bio-solids are converted to gas by bacteria that live and grow in the anaerobic environment and destroy up to 30 percent of the solids. Gas produced by this process fuels engines and heats the digesters. Once treated, the stabilized solids are either sent to JI or conditioned with chemicals and thickened with a centrifuge or gravity belt thickener. The thickened sludge may be pumped to Jones Island for Milorganite® production or dewatered into a filter cake and is disposed of in a licensed landfill.

ID #:	Name:	Phase	Start	Finish	Cost
S04029	Digester Mixing II	Design	Feb-24	Apr-26	\$1,796,239
		Construction	Apr-27	Apr-31	\$23,329,461
		Post-Constr.	Jun-31	Dec-31	\$18,300
		Total			\$25,144,000
		Previously Approved Total			\$25,018,800
		Increase/(Decrease)			\$125,200

Project Description

The purpose of this project is to increase capacity and improve performance of the SSWRF anaerobic digestion system to meet biosolids permit requirements, provide efficient and reliable operations, improve safety, and improve digester gas production to help achieve District energy and GHG reduction goals. This project will increase the effective volume, volatile solids destruction, and digester gas production of the digestion system, as recommended by the District's Biosolids Advanced Facilities Plan. These improvements will be made in response to a current system capacity limitations, and a projected increase in future loadings and primary sludge production. Key deliverables of the objectives include: Replacing the existing digester gas mixing system with linear motion mixers will provide adequate mixing with equipment that is easier to maintain and requires less energy to operate. Replacing the storage tank withdrawal pumps and isolation valves will improve system efficiency and capacity because the new pumps will be able to drawdown the tanks to a lower level. Capturing methane escaping from five storage digesters will improve plant safety and reduce greenhouse gas emissions. The scope of this project includes design and construction to: provide new mixing systems for anaerobic Digesters 9 and 11; convert Storage Tank 7 to an active digester; replace the withdrawal pumps and isolation valves on Storage Tanks 1 through 5; implement NFPA 820 recommendations for the Digester Gallery; and replace a portion of the anaerobic digestion process control network.

ID #:	Name:	Phase	Start	Finish	Cost
S04039	Gravity Thickening & Acid Phase Digestion	Design	Apr-24	Aug-30	\$2,210,672
		Construction	Dec-30	Apr-34	\$22,473,989
		Post-Constr.	Jun-34	Feb-35	\$10,339
		Total			\$24,695,000
		Previously Approved Total			\$24,541,500
		Increase/(Decrease)			\$153,500

Project Description

The purpose of this project is to increase anaerobic digestion capacity at SSWRF and to increase digester gas production to help meet the District's energy and greenhouse gas (GHG) reduction goals from the 2035 Vision. This project is recommended by the approved Biosolids Advanced Facilities Plan. The existing anaerobic digestion facility loading exceeds the maximum month design capacity for tons of solids processed per day, even with all units in service. Primary sludge mass is expected to increase after constructing the South Shore primary treatment project. Primary sludge will also increase if future loadings increase. Adding primary sludge thickening and acid phase digestion will mitigate risk associated with inadequate capacity, increase the ability to produce more renewable energy as digester gas, and reduce energy use by reducing the digested sludge mass. The scope of this project includes the design and construction of two new processes for SSWRF: primary sludge thickening and acid phase digestion. Per the District's approved Biosolids Advanced Facility Plan, total design capacity of primary sludge is approximately 463,000 and 619,000 pounds/day for average day and maximum month conditions respectively.



This project supports the UN SDG #7.

ID #:	Name:	Phase	Start	Finish	Cost
S04040	Dewatering and Drying Facility	Prelimin Eng.	Jan-23	May-27	\$6,120,000
		Design	Dec-38	Mar-41	\$14,700,000
		Construction	Jun-41	May-45	\$150,720,000
		Post-Constr.	May-45	Oct-45	\$30,000
		Total			\$171,570,000
		Previously Approved Total			\$171,570,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project relative to SS UP 14, Plate and Frame Dewatering, is to address physical mortality, level of service, and economic risks. The purpose of this project relative to SS/JI UP25, Drying, is to provide a reliable, partially redundant, Milorganite outfall such that one-half of the JI D&D can be isolated for major construction. This project will address physical mortality, capacity, and level of service risks associated with the production of Milorganite. This project has multiple components and involves procuring consultant services for preliminary engineering, design, and construction services. The scope related to SS UP25 Drying involves the preliminary engineering, design, and construction of a new drying facility. The preliminary engineering phase would involve issuing an RFI for rotary drum drying technologies to identify all potential vendors that may be interested in this project. The purpose of the phase is to evaluate the technologies relative to the production of the desired Milorganite product (pellet). Some vendors may need to arrange pilots with District material to prove a desirable pellet can be made while others may have significant production already to prove the performance. The pilot phases can also verify claims of energy use, waste production, and other technology readiness aspects. The expected outcome of this phase is to either identify a short list of preferred vendors or establish the need for sole-source procurement.

ID #:	Name:	Phase	Start	Finish	Cost
S04041	High Strength Waste Source Survey	Planning	Jul-23	Oct-26	\$20,796,683
		Design	Jul-37	Nov-38	\$1,250,000
		Prelim.			
		Engineering			\$910,000
		Construction	Sep-38	May-40	\$1,650,000
		Post-Construction			\$30,000
		Total			\$24,636,683
		Previously Approved Total			\$796,683
		Increase/(Decrease)			\$23,840,000

Project Description

The purpose of this project is to advance the District towards achieving the following strategic objectives: Meet a net 100% of MMSD's energy needs with renewable energy sources. Meet 80% of MMSD's energy needs with internal, renewable sources. Reduce MMSD's carbon footprint by 90% from its 2005 baseline. The current project scope includes only a planning phase, therefore risks identified will not be mitigated under the current scope of the project. This project will identify improvements to mitigate the risks, however additional design and construction phases will be required to mitigate the risks. It plans to address maximizing resource recovery and support capital improvement planning.

ID #:	Name:	Phase	Start	Finish	Cost
S04042	DAF Support System Rehabilitation and Upgrades	Design	Jan-26	May-28	\$327,500
		Construction	Sep-28	Apr-30	\$2,089,500
		Post-Constr.	Apr-30	Oct-30	\$9,000
		Total			\$2,426,000
		Previously Approved Total			\$2,386,000
		Increase/(Decrease)			\$40,000

Project Description

This project purpose is to ensure reliability for the DAF thickening system. Multiple concurrent asset failures increase the risk of a reduction in SS WAS thickening capacity. The project scope includes design and construction of rehabilitation and upgrades to the Dissolved Air Flotation (DAF) support systems in Building 358 at SSWRF. The scope includes the following upgrades: Create a pressurized loop in the polymer system so all feed pumps can feed all basins. Revise the TWAS piping to enable TWAS to be pumped directly to the digesters. Add W3 flush to drain piping on the polymer solution, TWAS, bulk polymer, and polymer mix pumps. The scope will also replace the following equipment: two basin drain pumps, six hydro-pneumatic pressure tanks, six WAS control valves and six flow meters, two compressed air equipment sets, each consisting of: compressor, air receiver, and refrigerant air dryer. 23 of the 24 basin drain valves (Note: one has already been replaced). Two bulk polymer pumps and two polymer mix pumps. Obsolete control components.

South Shore Water Reclamation Facility

General Projects

Projects grouped into this category are projects that do not fit into the other reclamation facility processes. The types of projects can be associated with:

- Energy Distribution – electrical generation and distribution, hot water and steam generation and distribution, digester gas distribution, and process air generation
- Buildings and Grounds Improvements – capital improvements to non-process buildings and other improvements such as roads and utilities
- Nonspecific Instrumentation and Control
- Costs associated with litigation with non-current capital projects
- All other nonspecific items

Projects included in the budget in this area will improve operations, most notably in the upgrade of the instrumentation and control equipment that will help better control the water reclamation process and make use of existing capacity.

ID #:	Name:	Phase	Start	Finish	Cost
S06038	2018 SS Capital Equipment	Construction	Jan-18	Jun-27	\$13,716,254
	Rehabilitation/Replacement	Total			\$13,716,254
		Previously Approved Total			\$14,993,556
		Increase/(Decrease)			(\$1,277,302)

Project Description

The purpose of this project is to provide a flexible capital funding mechanism for the replacement and acquisition of minor rolling stock, support equipment, and other capital assets at Jones Island that meet capitalization criteria but do not require standalone project management efforts. The project mitigates risks associated with aging infrastructure, physical mortality, declining reliability, increasing maintenance burden, and emergent equipment failures that could adversely impact operational effectiveness, treatment reliability, safety, and fiscal responsibility. Project scope and funded assets may vary annually based on operator requests, equipment condition assessments, emergent failures, operational priorities, and lifecycle replacement needs. The project assumes that deferred replacement of aging assets increases the likelihood of unplanned outages, emergency procurement, operational disruption, and long-term maintenance costs. The project scope is variable as existing equipment is replaced and new needs are identified. The scope continually changes as needs to replace equipment and rolling stock are identified but, in general, the scope of the project is efficiently and effectively replace equipment that has reached the end of its useful life.

ID #:	Name:	Phase	Start	Finish	Cost
S06040	SS Network Optimization	Design	Oct-17	Apr-18	\$2,851
		Construction	May-18	Nov-19	\$440,961
		Total			\$443,812
		Previously Approved Total			\$443,812
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to update supervisory control and data acquisition (SCADA) network servers and switch equipment to current technology, improve control system reliability, performance, and ease of use/maintenance/modification. The servers and switches included in the scope of this project are 13 to 15 years old and have reached the end of their useful service life. The project scope replaces all supervisory control and data acquisition (SCADA) network servers and switches at South Shore WRF with new hardware. There are 13 physical process servers being replaced. The servers will be virtualized and run on a cluster of 2 hosts and 1 Storage Area Network (SAN). One additional server will be located at the plant, to protect against a catastrophic hardware failure. The SCADA network switch architecture is currently comprised of 45 switches creating 2 rings interconnected at 2 locations. The architecture will be updated to one ring for the entire plant, consisting of 20 switches. The project scope includes enclosures to protect network switches from corrosive air environments at South Shore WRF.

ID #:	Name:	Phase	Start	Finish	Cost
S06047	Power System Improvements	Prelimin. Eng.	Nov-21	Jul-24	\$429,695
		Design	Sep-21	Aug-26	\$432,258
		Construction	Sep-22	Mar-29	\$2,444,032
		Post-Constr.	Aug-29	Dec-29	\$13,516
		Total			\$3,319,500
		Previously Approved Total			\$2,364,500
		Increase/(Decrease)			\$955,000

Project Description

The purpose of this project is to improve and maintain SSWRF functionality, increase reliability, safety and redundancy of the South Shore WRF power generation and distribution system to avoid plant-wide power outages. The goals of the current project phase (Design and Construction) include adding time synchronization and centralized real time data logging for existing medium voltage protective relays. This includes the satellite antennas, remote telemetry units, real-time automation controllers and a computer workstation, adding black start generator for engine-generator system black start, replacing obsolete CAT engine controllers (ECMP), and replacing all five generator neutral ground resistors.

ID #:	Name:	Phase	Start	Finish	Cost
S06049	2025-2029 South Shore Capital Equipment Replacement	Planning	Jan-25	Jan-31	\$9,373,215
		Total			\$9,373,215
		Previously Approved Total			\$12,500,000
		Increase/(Decrease)			(\$3,126,785)

Project Description

The purpose of this project is to provide a mechanism to replace and purchase various minor rolling stock and equipment at South Shore that meet the criteria for capital budget financing but do not require extensive cost and schedule management. The project scope includes roof inspections, roof condition assessments, rehabilitation and/or replacement recommendations, recommendations for safety and fall protection improvements, and design for the roofs for Buildings 303 (Preliminary Treatment Facility), 309 (Scum Handling Building), 339 (Pickle Liquor Facility), and 359 (Centrifuge/Belt Thickener Building) at the South Shore Water Reclamation Facility (SSWRF). The project will then proceed with developing bid documents and construction of roof replacements and/or rehabilitation.

ID #:	Name:	Phase	Start	Finish	Cost
S06050	HVAC System Improvements in Bldgs. 378 and 380	Design	May-22	Sep-24	\$558,704
		Construction	Feb-25	Oct-26	\$2,148,796
		Post-Constr.	Mar-27	Sep-27	\$31,500
		Total			\$2,739,000
		Previously Approved Total			\$2,624,000
		Increase/(Decrease)			\$115,000

Project Description

The purpose of this project is to ensure buildings 378 and 380 have heating, ventilation, and air conditioning (HVAC) systems that adequately heat, condition, and ventilate the building and reduce energy consumption through more efficient HVAC systems. The project scope includes design and construction to replace the existing heating, ventilation, and air conditioning (HVAC) systems at the Administration Building (Building 378), Maintenance Building (Building 380). In addition, provide new air conditioning in the Digester Gallery (Building 353) Electrical Room 105. The design phase will evaluate the existing HVAC equipment, HVAC controls (see discussion below), HVAC demands of the building/room, and develop alternatives for replacement of the HVAC equipment. Additionally, at Buildings 378 and 380, an Energy Audit will be conducted to determine if additional HVAC energy efficiency measures can be implemented to assist in achieving the District's goal of reducing energy use and carbon footprint.

ID #:	Name:	Phase	Start	Finish	Cost
S06053	W3 Flushing Water System Fire Flow	Design	Oct-24	Mar-27	\$429,846
		Construction	Jun-27	Sep-28	\$1,718,254
		Post-Constr.	Dec-28	May-29	\$10,000
		Total			\$2,158,100
		Previously Approved Total			\$2,158,100
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to improve needed fire flows to all lower site facilities at SSWRF. The modeled fire flows show that several facilities on the southern end of the SSWRF do not have the required fire flows. The project scope includes design and construction to improve fire flows to the southern portion of the lower site of the SSWRF including identifying and evaluating alternatives, such as booster pumps, additional fire hydrants, and W3 distribution pipe improvements. Once new fire hydrants are installed, the District will maintain them with funding from the operating budget.

ID #:	Name:	Phase	Start	Finish	Cost
S06055	Clarifier Batteries Walkways Replacement	Design	Sep-25	Dec-26	\$370,019
		Construction	Jun-27	Jul-28	\$2,938,481
		Post-Constr.	Oct-28	Mar-29	\$10,300
		Total			\$3,318,800
		Previously Approved Total			\$2,913,800
		Increase/(Decrease)			\$405,000

Project Description

The purpose of the project is to extend the service life of the concrete walkways adjacent to battery one through four secondary clarifiers at the South Shore Water Reclamation Facility. The goals of the project include: (1) provide a 20 year service life to the concrete walkways, and (2) improve safety. The objectives of the project include: (1) complete a condition assessment of the existing concrete walkways, (2) evaluate rehabilitation and/or replacement alternatives, (3) select, design, and construct the most cost-effective alternatives that meet the project goals, while maintaining full treatment capacity through construction. Project scope includes the preliminary design, design and construction for the rehabilitation of north-south concrete walkways that run through the centers of Secondary Clarifier Batteries 1, 2, 3 and 4 (four total walkways) at the South Shore Water Reclamation Facility. Preliminary design will evaluate the condition of the walkways. Based on that evaluation, design phase will design concrete surface rehabilitation or complete slab replacements. Current cost estimate is based on complete replacement of the concrete walkway slabs.

ID #:	Name:	Phase	Start	Finish	Cost
S06059	Solar Panel Installation	Planning	Jun-24	Jul-25	\$82,865
		Prelimin. Eng.	Jan-25	Dec-25	\$53,854
		Design	Sep-25	May-26	\$1,426,059
		Construction	Sep-26	Mar-28	\$5,095,372
		Post-Constr.	Apr-28	Jun-28	\$5,200
		Total			\$6,663,350
		Previously Approved Total			\$154,878,000
		Increase/(Decrease)			(\$148,214,650)

Project Description

The purpose of this project is to advance the District towards 2035 Vision related to climate change mitigation/adaptation with an emphasis on energy efficiency by increasing renewable energy production from internal sources. The project scope provides planning, preliminary engineering, design and construction to provide solar panels in the following areas following the recommendation from the District's Energy Plan (project M03109): Area 1 (west of 5th Ave.); Area 2 (near the public fishing dock parking lot); Area 3 (west of the New Sludge Thickener Building 358), Area 4 (east of the Effluent Pump Station Building 347), and above the Chlorine Contact Basins (Building 342). The design phase includes a detailed design report, construction plans, specifications and outage plan memo identifying WRF process and utility system disruptions caused by construction. Decrease in project costs associated with separating the second phase of this project into its own capital project.

ID #:	Name:	Phase	Start	Finish	Cost
S06062	SCADA Upgrade	Design	Mar-29	Oct-30	\$643,000
		Construction	Mar-31	Jul-36	\$9,706,000
		Post-Constr.	Jul-36	Feb-38	\$32,000
		Total			\$10,381,000
		Previously Approved Total			\$10,381,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to maintain the District's ability to effectively and efficiently control the South Shore WRF. The SCADA system provides primary control, automatic operation, remote monitoring, and alarming for WRF processes. The project scope includes design and construction to upgrade many parts of the South Shore WRF SCADA system, as recommended by project M03112, Instrumentation and Control (I&C) Planning. This project will: replace programmable logic controllers (PLCs), human machine interface (HMI) system, local operator interface terminals, and related software. Provide network upgrades including new fiber optic cable runs and wireless networks. Update control rooms. Provide cyber and physical security improvements for the SCADA system. Procure and install software to monitor SCADA system communication and detect outside threats. Procure and install software to manage and document changes to the SCADA system. Key design phase deliverables include technical memoranda, design report, plans, specifications and outage plan.

ID #:	Name:	Phase	Start	Finish	Cost
S06063	Digester Gas Cleaning, Storage and Interplant Pipeline	Prelimin. Eng.	Jan-26	May-28	\$660,000
		Design	Apr-38	Jul-39	\$770,000
		Construction	Oct-39	Apr-41	\$85,174,000
		Post-Constr.	Apr-41	Apr-41	\$40,000
		Total			\$86,644,000
		Previously Approved Total			\$86,644,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to expand the District's capacity to utilize internally generated digester gas (DG), driven primarily by planned increases in DG production from high strength waste (HSW) additions. While existing infrastructure generally supports current DG production, it does not provide sufficient capacity to fully utilize the significantly higher volumes of DG expected with HSW implementation. The project includes preliminary engineering, design, and construction of infrastructure to clean, store, and convey digester gas (DG) for use across District facilities. During Preliminary Engineering, the project will review Energy Plan recommendations and identify, evaluate, and recommend a capital improvement plan to achieve the project purpose. Key objectives of this particular project include: Install a DG cleaning system sized to process approximately 1,500 to 1,800 standard cubic feet per minute (SCFM) of DG and increase methane content to renewable natural gas (RNG) standards. Selecting the cleaning technology during Preliminary Engineering and verify during final design. Providing DG storage to balance supply and demand and maintain operational flexibility. Determining storage technology, configuration, and capacity during Preliminary Engineering and verify during final design. Interplant DG Pipeline: Constructing an approximately 12-mile pipeline between South Shore WRF and Jones Island WRF. Design the pipeline (approximately 10-inch diameter) to convey up to 3,000 SCFM at approximately 40 psig. Size the pipeline to accommodate future increases in DG production, including production from HSW additions, and improve system flexibility. System Connections and Distribution: Connecting existing and future DG production at South Shore WRF to the cleaning system. Distributing treated DG through the interplant pipeline and existing natural gas infrastructure for use across District facilities.

ID #:	Name:	Phase	Start	Finish	Cost
S99003	Operator Contribution to CIP	Planning			\$250,000
		Total			\$250,000
		Previously Approved Total			\$250,000
		Increase/(Decrease)			\$0

Project Description

The operating contract with VWM includes provisions for VWM to participate on current and planned District capital projects. The purpose of this project is to support that effort. The scope of this project includes VWM work in reviewing the annual Capital Budget, reviewing and creating requests for new projects, attending meetings, and participation in the implementation of capital projects.

Interplant Pipeline

A 12-mile pipeline that connects the Jones Island and South Shore water reclamation facilities allows the transfer of sludge between the water reclamation facilities. This interplant pipeline aids in the production of Milorganite® because waste activated sludge and digested sludge can be conveyed to Jones Island where Milorganite® is produced. The primary sludge from Jones Island can be either sent to digestion or to South Shore solids handling facilities then to either farm fields or sanitary landfills for final disposal outside of the plant.

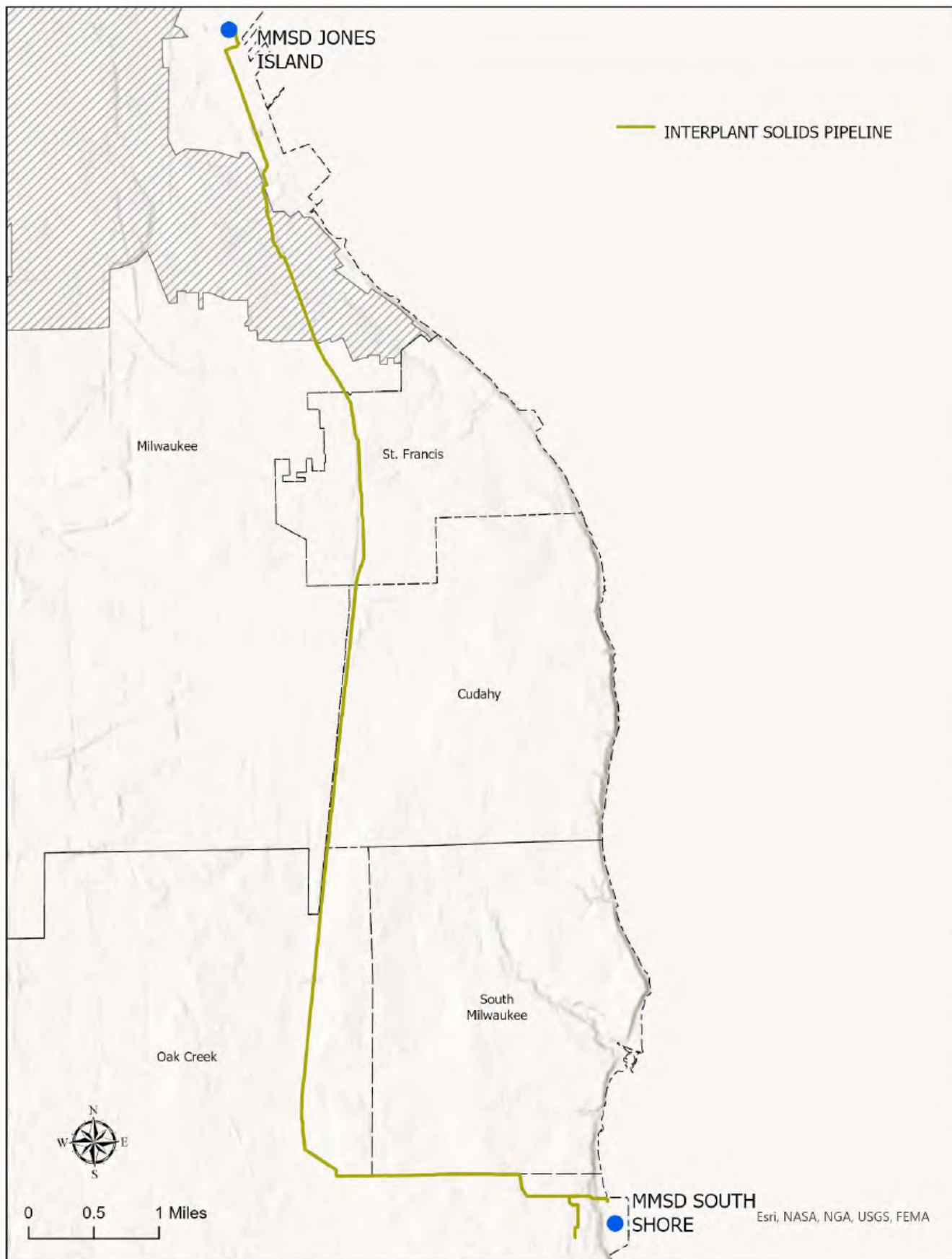
ID #:	Name:	Phase	Start	Finish	Cost
P01005	Interplant Pipeline Improvements - Phase II	Design	Apr-16	Oct-21	\$1,881,774
		Construction	Feb-17	Dec-27	\$36,402,118
		Post-Constr.	Feb-28	Aug-28	\$8,108
		Total			\$38,292,000
		Previously Approved Total			\$34,025,000
		Increase/(Decrease)			\$4,267,000

Project Description

The scope of this project includes VWM work in reviewing the annual Capital Budget, reviewing and creating requests for new projects, attending meetings, and participation in the implementation of capital projects. The Interplant Sludge (IPS) system consists of two pump stations and four pipes that allows transfer of solids between Jones Island and South Shore WRF for maximizing Milorganite® and digester gas production. The scope of this project includes designing and constructing improvements to replace key system components such as pumps, motors, variable frequency drives, magnetic flow meters, valves, and piping at the Jones Island IPS Pump Station, the South Shore IPS Pump Station and the IPS valve vaults located between the two facilities. Restoring the cathodic protection system for the IPS pipelines. Cathodic Protection is used to minimize external corrosion of buried infrastructure. Restoring capacity through cleaning and pigging the IPS pipelines to increase system capacity and reducing energy consumption.



This project supports the UN SDG #7.



Landfill Gas Pipeline

ID #:	Name:	Phase	Start	Finish	Cost
P02004	Landfill Gas System - Metro Landfill	Design	Aug-37	Jul-38	\$1,310,700
		Construction	Dec-38	Apr-40	\$9,897,450
		Post-Constr.	Jun-40	Jun-41	\$15,850
		Total			\$11,224,000
		Previously Approved Total			\$11,224,000
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to acquire, convey, and treat additional landfill gas (LFG) from Waste Management's Metro Landfill for use at Jones Island WRF. Use of additional LFG reduces energy costs, is a renewable fuel, reduces greenhouse gas emissions, and helps the District achieve its 2035 Vision. Project scope includes design, construction and startup of a new landfill gas (LFG) pre-treatment facility at Metro Landfill, pipeline to convey the Metro LFG to the existing treatment system at Emerald Park Landfill, and improvements to increase the capacity of the treatment system at Emerald Park Landfill, to fully treat the Metro LFG before delivery to the District's LFG pipeline. The new pre-treatment facilities at Metro Landfill include metering, hydrogen sulfide removal, vacuum blowers, compression, control system, and associated mechanical, electrical and architectural work. The capacity improvements at Emerald Park Landfill include moisture removal, siloxane removal, control system, and associated mechanical, electrical and architectural work.



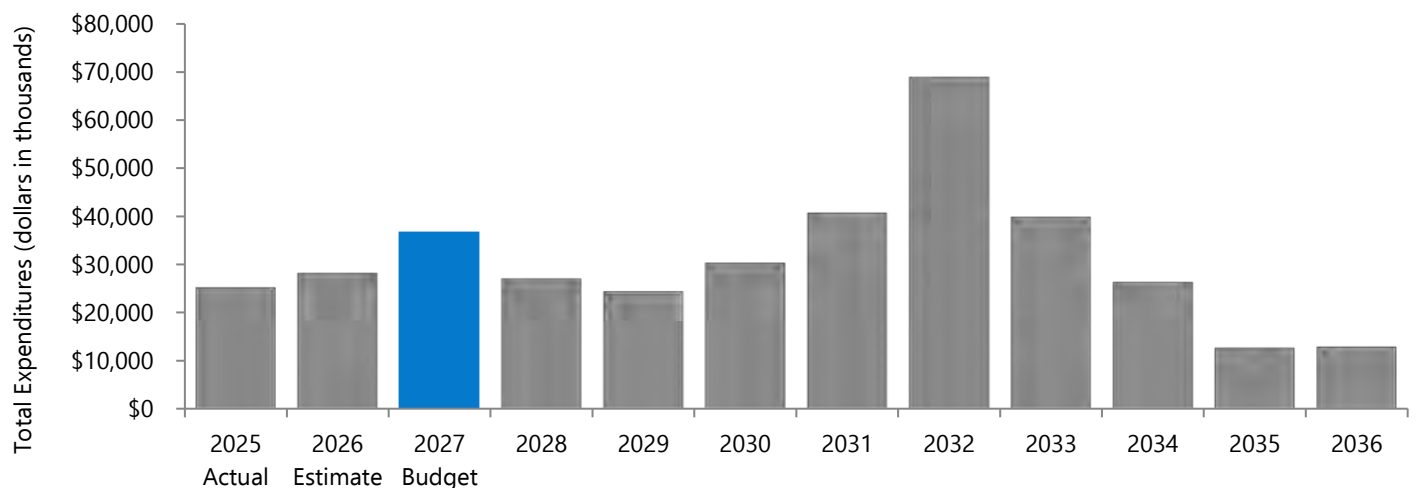
This project supports the UN SDG #7.



Conveyance

The District owns and operates an extensive system of sanitary sewers used to collect, convey, and in some cases, store wastewater originated by local sewer systems. The local sewer systems are operated and maintained by governments within the District and those contracted with the District. Wastewater generated from households and businesses flows to the local systems, is collected by the District's system, and is conveyed to the District's two Water Reclamation Facilities. The budget divides the District's conveyance system into three components: the Metropolitan Interceptor Sewer System, the Inline Storage System, and the Central Control System.

Conveyance Facilities



Metropolitan Interceptor Sewer System

The District's Metropolitan Interceptor Sewer (MIS) system, a network of sanitary sewers, is operated and maintained through a contract with Veolia Water Milwaukee (VWM). The purpose of the MIS system is to intercept wastewater from local sanitary and combined sewer systems within the service area. Wastewater within the MIS system is subsequently conveyed to either the Jones Island or South Shore Water Reclamation Facilities. The MIS system is divided into seven subsystems for purposes of flow monitoring analysis and system control. In the combined sewer area where both sanitary and storm water systems are combined, the MIS subsystem consists of a high-level and a low-level sewer system. The low-level system provides service to the low-lying areas along the Milwaukee, Menomonee, and Kinnickinnic rivers. Flow in both high and low-level systems is conveyed by gravity to either of two siphon chambers (East Erie Street or East Bruce Street) and is then conveyed via a double-barreled siphon to a wet well at Jones Island. Flows can also be diverted between some subsystems for conveyance to either Jones Island or South Shore. Moreover, some flows can be diverted to the Inline Storage System, a large storage facility underground. Diversion of flow between subsystems is accomplished by manually operating gates and flow diversion devices or by operator initiation from the District's Central Control System.

Inline Storage System

The Inline Storage System (ISS), or Deep Tunnel System, consists of 21.4 miles of tunnels 300 feet underground and can store up to 432 million gallons of wastewater. The cornerstone of the Water Pollution Abatement Program (WPAP), the ISS became fully operational in 1994. The Northwest Side Relief Sewer (NWSRS) went on-line in early 2006. This storage tunnel is 7.1 miles long, 20 feet in diameter and adds 89 million gallons of storage capacity to the existing system, for a total of 494 million gallons. The ISS and NWSRS store peak wastewater flows that temporarily exceed the capacity of either the Water Reclamation Facilities or the MIS system. The system is designed to substantially reduce the number of bypasses and the discharge of untreated or partially treated wastewater into Lake Michigan and area streams.

During wet weather periods, the MIS system surcharges when the hydraulic capacity of the system has been reached. When this happens, pressure causes the flow to seek a free outfall. Under the original MIS system design, this outfall (also referred to as an overflow) flowed into area rivers and Lake Michigan. Since completion of the WPAP, when the system becomes surcharged the near-surface collector system conveys excess flows to the ISS via a series of 24 drop shafts. The ISS system was designed to eliminate overflows from the separated sewer area and to greatly reduce overflows in the combined sewer area. The ISS was designed to capture most, but not all, of the flows caused by extreme wet weather events.

Central Control System

Using continuous and intermittent monitors, flows within the MIS system and the local sewer system are monitored. Continuous monitors are permanently installed in over 300 locations and primarily use a wireless communication system to transmit data back to the District's Central Control System. Intermittent monitors are temporarily installed and rely on field crews to retrieve the data. Along with monitoring flow data, the Central Control System allows remote operation of the conveyance system. A single operator can divert flow from one subsystem to another, from one water reclamation facility to another or to the ISS. The goal of the Central Control System is to ensure that water reclamation facility and conveyance capacity is utilized in the most efficient manner.

The 2027 Capital Budget includes \$36.6 million for work on various conveyance projects. Please refer to project detail on the following pages for information on the project purpose, scope, cost estimate and impact on the O&M budget. Most projects in the Conveyance Facilities section of the capital budget support the SDGs #6. The icons highlight the projects that directly state the purpose of the project is to improve water quality.



Subsystem 1 – South Shore Main Branch

Metropolitan Interceptor Sewer System

Subsystem 1 is located in the southern part of Milwaukee County. While some areas of Subsystem 1 can be diverted to either the Jones Island or South Shore Water Reclamation Facilities, a majority of flows are tributary to South Shore. Municipalities that discharge to Subsystem 1 are the cities of Cudahy, Franklin, Greenfield, Milwaukee, Oak Creek, St. Francis, and West Allis, and Village of West Milwaukee.

ID #:	Name:	Phase	Start	Finish	Cost
C01007	South Howell Ave MIS Relief	Design	Feb-26	Apr-28	\$2,065,969
		Construction	Jul-30	Jan-33	\$25,690,031
		Post-Construction	Mar-33	Nov-33	\$14,000
		Total			\$27,770,000
		Previously Approved Total			\$16,625,000
		Increase/(Decrease)			\$11,145,000

Project Description

The purpose of the project is improve the hydraulics of district sewers in South Howell Ave to reduce or eliminate sanitary sewer overflows at BS0101 and reduce risks of basement backups. The scope of the project includes the design and construction of a new relief in South Howell Ave. This is based on the SSO elimination Study (C98060), evaluated alternatives to reduce SSO and basement backup risks. The design phase includes further hydraulic modeling, final alternative identification and analysis and a final recommended alternative. After determining the recommended alternative, the overall scope includes final design, construction and post construction.



This project supports the UN SDG #6.

ID #:	Name:	Phase	Start	Finish	Cost
C01008	Hydrogen Sulfide Evaluation - S. 6th and Oklahoma Ave.	Planning	Dec-26	Aug-28	\$352,000
		Total			\$352,000
		Previously Approved Total			\$352,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to identify mitigation measures that may reduce the risk of failure of the DC0103 and DC0603 conveyance sites by identifying the causes of the corrosive H2S gas and developing alternatives to mitigate the H2S. The project scope includes a planning study to identify the causes of Hydrogen Sulfide (H2S) gas in the 6th and Oklahoma area, including DC0103 and DC0603. The scope includes the planning study with an alternatives evaluation and recommendation to mitigate the H2S. The project will coordinate, as appropriate, with the I03012 (CSO 260 Project) which may include a redesign of DC0103 and DC0603, if warranted. Implementation of the project recommendation is expected to reduce the risk of odor complaints, basement backups and/or expensive repairs resulting from H2S gas at DC0103 and DC0603.



This project supports the UN SDG #6.

Subsystem 2 – Southwest Branch

Metropolitan Interceptor Sewer System

Subsystem 2 is located on the south side of the planning area and its flows are tributary to South Shore. The communities discharging to this subsystem are the cities of Franklin, Greenfield, Milwaukee, Muskego, New Berlin, Oak Creek and West Allis, the villages of Caledonia, Greendale, and Hales Corners.

ID #:	Name:	Phase	Start	Finish	Cost
C02009	W. College Avenue MIS Rehabilitation and H2S Mitigation	Planning	Jan-19	Oct-20	\$516,803
		Prelimin. Eng			\$45,040
		Design	Jan-27	Oct-29	\$1,080,626
		Construction	Apr-32	Jun-33	\$4,960,857
		Post-Constr.	Jul-33	Nov-33	\$5,674
		Total			\$6,609,000
		Previously Approved Total			\$2,329,000
		Increase/(Decrease)			\$4,280,000

Project Description

The purpose of this project is to reduce the odors and hydrogen sulfide levels in the MIS in W College Avenue and develop a protocol for hydrogen sulfide issues throughout the MIS system. Recommendations for hydrogen sulfide mitigation in the MIS to reduce odors, corrosion, and potential health risks due to hydrogen sulfide gas production have been developed in the planning phase. The project, under Design and Construction, will implement hydrogen sulfide and odor mitigation for the MIS in W College Avenue. The project will reduce hydrogen sulfide generation and odors in the W College Avenue MIS.

ID #:	Name:	Phase	Start	Finish	Cost
C02010	Force Main Franklin Muskego Rehabilitation Project	Prelimin. Eng	Nov-19	Apr-29	\$1,894,194
		Design			\$1,889
		Construction			\$222
		Total			\$1,896,305
		Previously Approved Total			\$1,769,569
		Increase/(Decrease)			\$126,736

Project Description

The purpose of this project is to provide for continued and reliable service of the Franklin/Muskego force main by increasing its functionality and extending its useful life. The scope of this project included preliminary engineering for improvements to the Franklin/Muskego Force Main to Manhole 44008, to ensure its continued reliable service. The preliminary engineering phase that has been completed included excavation, removal, and repair/replacement of two pipe segments at locations of pipe anomalies identified during a previous nondestructive investigation (under project C98002). The PE phase also analyzed and compared the anomalies of these two segments to the C98002 investigation data and developed a plan for the remainder of the pipeline to ensure its continued reliable service. The project scope and budget have been updated based on recommendations from this initial preliminary engineering phase.

ID #:	Name:	Phase	Start	Finish	Cost
C02012	10th Avenue MIS Lateral Reconstruction	Design	Apr-19	Jun-25	\$74,419
		Construction	Sep-25	Dec-25	\$118,803
		Post-Constr.	Dec-25	Jul-26	\$3,889
		Total			\$197,111
		Previously Approved Total			\$321,000
		Increase/(Decrease)			(\$123,889)

Project Description

The purpose of this project is to restore five 6-inch lateral crossings and one 8-inch City of Oak Creek sewer crossing over an MIS to their original vertical alignments. The project scope is to produce a MMSD designed plan set to relay portions of up to five house laterals and one 8-inch diameter municipal main. Additional goals of the project scope include administering a construction contract, inspections, and relevant engineering services during construction. The scope is to produce a MMSD designed plan set to relay portions of up to five house laterals and one 8-inch diameter municipal main, as well as to administer the construction contract, an inspection, and additional engineering services during construction.

ID #:	Name:	Phase	Start	Finish	Cost
C02013	Oak Creek Southwest MIS Extension	Prelimin. Eng			\$5,568
		Design	Apr-24	Dec-25	\$1,214,936
		Construction	Feb-26	Jun-27	\$26,745,396
		Post-Constr.	Jun-27	Mar-28	\$8,000
		Total			\$27,973,900
		Previously Approved Total			\$48,910,000
		Increase/(Decrease)			(\$20,936,100)

Project Description

The purpose of this project is to provide sanitary sewer service to undeveloped areas of the sanitary sewer service area (SSSA) as requested by the City of Oak Creek and the City of Franklin. The project scope includes the design and construction of a new Metropolitan Interceptor Sewer (MIS) in S 27th Street, from the end of the existing MIS at W. Oakwood Road, south to the Racine County line. The preliminary design phase will investigate alignments, materials, site geology and construction methods. Pipe size to be determined by the District based on projected future flows.

Subsystem 3 – Northwest Branch

Metropolitan Interceptor Sewer System

Subsystem 3, serving the western part of the service area can have most of its flow diverted to either water reclamation facility. A small portion of the area is tributary to South Shore only. Municipalities that discharge to Subsystem 3 are the cities of Brookfield, Mequon, Milwaukee, New Berlin, Wauwatosa, and West Allis; and the villages of Butler, Elm Grove, Germantown, and Menomonee Falls.

ID #:	Name:	Phase	Start	Finish	Cost
C03013	Oklahoma Ave MIS Capacity Improvements	Design	Sep-22	Mar-25	\$1,695,089
		Construction	Feb-27	Aug-29	\$24,047,911
		Post-Constr.	Nov-29	May-30	\$17,000
		Total			\$25,760,000
		Previously Approved Total			\$26,000,000
		Increase/(Decrease)			(\$240,000)

Project Description

The purpose of this project is to reduce the risk of sanitary sewer overflows (SSO's) and basement backups within the City of Milwaukee caused by MIS conveyance capacity limitations. The project includes design, construction, and post-construction phases to address conveyance capacity issues related to the existing 21-inch diameter MIS from MH16519 to MH16511 (2,050 linear feet) and the existing 39-inch special section MIS from MH16511 to Passive Diversion Structure 3302 (PD3302) (500 linear feet). The design phase also includes the design for the relocation of local utilities, abandonment of BS0303, and associated restoration. Final design also includes public outreach, communication with local municipalities and utilities, and the creation of temporary and permanent easement plats.



This project supports the UN SDG #6.

ID #:	Name:	Phase	Start	Finish	Cost
C03014	Greenfield Park & Underwood Creek Pump Stations Upgrades	Design	Jun-22	Aug-25	\$874,512
		Construction	Jul-26	Apr-29	\$11,917,488
		Post-Constr.	Jul-29	Jan-30	\$16,000
		Total			\$12,808,000
		Previously Approved Total			\$13,570,000
		Increase/(Decrease)			(\$762,000)

Project Description

The purpose of this project is to rehabilitate the Underwood Creek and Greenfield Park Pump Stations to ensure continued reliable operation of the pump stations by providing new or rehabilitated equipment that will maintain the hydraulic capacity of the stations, be energy efficient, easy to maintain, and have a 30-year service life. This project includes design and construction for the rehabilitation, replacement, or upgrade of the equipment and systems at Pump Station PS0301 (Greenfield Park Pump Station) and PS0302 (Underwood Creek Pump Station). Equipment and systems to be assessed as part of this project include mechanical (pumps, valves, air compressor systems, seal water systems, hydraulic surge system (PS0302 only), slide gates, and bar screens), electrical (lighting, switchboards, variable frequency drives (VFDs), reduced-voltage soft starters (RVSSs), pump motors, and motor control centers (MCCs), and instrumentation and control (I&C) (flow metering equipment and control panels).

Subsystem 4 – Northeast Branch

Metropolitan Interceptor Sewer System

Subsystem 4 is located in the central and northeast parts of the planning area. Some flows in Subsystem 4 can be diverted to either water reclamation facility. Flow that cannot be diverted is tributary to South Shore. Municipalities served by Subsystem 4 are the cities of Glendale, Mequon, Milwaukee, Wauwatosa and West Allis; and the villages of Bayside, Brown Deer, Fox Point, River Hills, and Thiensville.

ID #:	Name:	Phase	Start	Finish	Cost
C04005	Martha Washington/Highlands MIS Improvements	Prelimin Eng.	Aug-09	Aug-13	\$123,371
		Design	Jan-23	Aug-26	\$1,197,435
		Construction	Nov-26	Nov-28	\$4,871,223
		Post-Constr.	Feb-29	Jul-29	\$11,000
		Total			\$6,203,029
		Previously Approved Total			\$6,160,000
		Increase/(Decrease)			\$43,029

Project Description

The purpose of the project is to rehabilitate the Martha Washington Highlands area MIS. The goal of the project is to extend the service life of the project area MIS, reduce ongoing operation and maintenance costs, address excessive wet weather I/I within the system, and eliminate redundancies within the MIS system in the project area. The scope of this project is to design and construct yet to be determined rehabilitation and/or replacement of MIS segments in the Martha Washington Highlands area to address poor structural conditions and inflow/infiltration issues. The project scope will be further defined once the design consultant conducts a condition assessment and alternative evaluation.

ID #:	Name:	Phase	Start	Finish	Cost
C04010	Mill/Green Bay/Green Tree MIS Relief	Planning	Jan-16	Jun-19	\$1,345,031
		Design	Jul-20	Apr-28	\$3,780,825
		Construction	Dec-29	Sep-33	\$84,429,144
		Post-Constr.	Sep-33	Feb-34	\$64,000
		Total			\$89,619,000
		Previously Approved Total			\$89,619,000
		Increase/(Decrease)			\$0

Project Description

The project purpose is to reduce the risk of sanitary sewer overflows and basement backups caused by MIS system capacity limitations. The scope includes planning, design, construction, and post construction phases. The Design and construction for the of the Milwaukee River MIS, Glendale Sewer and the sewer replacement in E. Brown Deer Road was removed from the scope of the C04010 project. The C04010 project scope includes the design and construction of two diversion structures, one junction structure, 9,000 linear feet of 48-inch-diameter relief sewer, eleven access manholes and one vortex dropshaft to the Inline Storage System. The new relief sewer will relieve flow from the existing 72-inch north shore MIS. Through the Design RFP process the scope may be revised to enlarge all or portions of the 9,000 linear feet of MIS to account for difficult tunneling conditions. This would increase the overall diameter of the MIS to a yet undetermined size.



This project supports the UN SDG #6.

Subsystem 5 – North Side High Level Branch

Metropolitan Interceptor Sewer System

Subsystem 5 is located in the northeastern part of Milwaukee County. Most of this subsystem's flows are tributary to Jones Island. Flow from River Hills and portions of Glendale can be diverted to South Shore. Municipalities discharging within Subsystem 5 are the cities of Glendale, Mequon, and Milwaukee; and the villages of Brown Deer, River Hills, Shorewood, and Whitefish Bay.

ID #:	Name:	Phase	Start	Finish	Cost
C05041	CMIS - Basin H PCB Remediation and Rehabilitation	Design	Jan-06	Sep-32	\$2,104,046
		Construction	Nov-06	Apr-35	\$19,722,425
		Post-Constr.	Apr-24	Dec-24	\$38,538
		Total			\$21,865,010
		Previously Approved Total			\$21,515,010
		Increase/(Decrease)			\$350,000

Project Description

The project purpose is to reduce the risk of sanitary sewer overflows and basement backups caused by MIS system capacity limitations. The project scope is to design and implement rehabilitation of the MIS by installing joint seals and remediating longitudinal cracks in pipe segments, and rehabilitating manholes located in Basin "H" of the Central MIS sewer system. An additional aim of the project is to reduce the risk of a sanitary sewer overflow in case of failure of the Auer to Hampton MIS and provide a cost-effective service life of an additional 50 years or more and reduce risk of harm to the environment due to PCB contaminated sediment located within the MIS. The project also includes removing PCB contaminated sediment from the MIS. A Workplan for removal of the PCBs was submitted to the USEPA and has been approved to implement.



This project supports the UN SDG #6.

ID #:	Name:	Phase	Start	Finish	Cost
C05053	River Road MIS & Glendale Sewer	Prelimin. Eng.	Oct-18	Dec-24	\$105,000
		Design	Sep-37	Mar-39	\$2,619,000
		Construction	Sep-39	Dec-42	\$56,926,000
		Post-Constr.	Dec-42	Jun-43	\$11,000
		Total			\$59,661,000
		Previously Approved Total			\$59,661,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to improve the hydraulic capacity of the District's North Shore MIS by providing a relief sewer in support of the ageing Milwaukee River MIS north of Green Tree Road. The scope of the project includes design and construction of approximately 12,000 feet of 36- to 42-inch diameter MIS in a new alignment. The new MIS would operate as a relief sewer until the Milwaukee River MIS reaches the end of its useful life. The scope also includes upstream (W Dean Road) and downstream (Greentree Road Pump Station) connections to existing MIS sewers, however hydraulic modeling may indicate that the upstream end may need to be moved closer to DC0408. An additional aim of this project is to provide a new MIS, with a 100 year service life, to reduce the instances of surcharging and critical elevation exceedances during large rain events (interval of 3 to 4 years) by increasing the LOP up to at least 15 years. Lastly, the project also aims to reduce the overflow occurrences at the Range Line Road Pump Station and other locations and to enhance the maintainability of this section of the North Shore MIS by constructing the proposed River Road MIS in municipal rights of way since many segments of the existing Milwaukee River MIS are inaccessible.

ID #:	Name:	Phase	Start	Finish	Cost
C05055	N. 35 th and Roosevelt Improvements	Planning	Dec-18	Jan-20	\$129,575
		Design	Mar-21	May-23	\$1,103,313
		Construction	Sep-23	Aug-25	\$20,846,312
		Post-Constr.	Jun-26	Aug-26	\$44,892
		Total			\$22,124,092
		Previously Approved Total			\$22,124,092
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to reduce the risk of SSOs at BS0503 which is located at North 35th Street and West Roosevelt Drive. The original project scope included a planning study to determine improvements that will reduce wastewater levels in the MIS near BS0503. The scope of this project now includes the design and construction of the preferred alternative from the West Roosevelt Drive MIS Improvements Planning Report dated January 2020, this alternative includes construction of new MIS sewers and manholes, new local sewers and manholes, and MIS abandonment to reduce the occurrence of sanitary sewers overflows at BS0503.



This project supports the UN SDG #6.

ID #:	Name:	Phase	Start	Finish	Cost
C05058	Capacity Improvements for 60" MIS in Hampton Ave.	Planning	Jan-24	Jun-27	\$405,332
		Total			\$405,332
		Previously Approved Total			\$405,332
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to reduce the likelihood of negative impacts to residents and reduce the likelihood of permit violations due to basement back-ups resulting from surcharging in the MIS system. This project consists of a planning study with alternatives analysis to evaluate how to increase the level of protection against surcharge in the 60-inch diameter MIS in West Hampton Avenue from North 32nd Street to North Green Bay Road. This project will mitigate the risk of negative impacts to residents from basement back-ups. This only includes a planning study. Future phases will be added at a later time.

ID #:	Name:	Phase	Start	Finish	Cost
C05060	Port Washington Road Pump Station Improvements	Design	Apr-27	Mar-29	\$432,000
		Construction	Jul-29	Aug-30	\$3,315,000
		Post-Constr.	Sep-30	Mar-31	\$18,000
		Total			\$3,765,000
		Previously Approved Total			\$2,435,000
		Increase/(Decrease)			\$1,330,000

Project Description

The purpose of this project is to restore reliable pump operation and minimize emergency corrective maintenance caused by rags. Planned strategies to mitigate proposed risks related to rag buildup include: implementing in-station controls or equipment that captures rags or prevents rag buildup, thereby reducing the likelihood of pump clogging, overflows to the deep tunnel, or energy waste from inefficient pumping. The scope of this project is to evaluate alternatives and design, bid, and construct improvements that reduce rag accumulation in the Port Washington Road Pump Station wet well and pumps.

Subsystem 7 – Low Level Branch

Metropolitan Interceptor Sewer System

Subsystem 7 in the east central portion of Milwaukee County consists of the combined sewer service area of Milwaukee and some scattered separate sanitary sewer areas surrounding it. These flows are tributary to Jones Island only. The Municipalities discharging to Subsystem 7 are the cities of Milwaukee and St. Francis and the Village of West Milwaukee.

ID #:	Name:	Phase	Start	Finish	Cost
C07035	Mitchell Park PCB Sewer Improvements	Prelimin. Eng.	Jan-23		\$268,040
		Design	Dec-42	Apr-44	\$712,100
		Construction	Jul-44	Apr-46	\$11,058,860
		Post-Constr.	Jun-46	Dec-47	\$6,000
		Total			\$12,045,000
		Previously Approved Total			\$12,045,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to reduce risks associated with PCB contaminated sediment that remains in an unused section of 48-inch brick near surface collector in Mitchell Park. The scope of this project is to design and implement a PCB mitigation method of either removing or cap in place PCB contaminated sediments. After completion of the preliminary engineering phase, the scope may also include: abandonment of approx. 2,300 feet of existing 48-inch brick NSC and 450 feet of 36-inch concrete NSC in Mitchell Park and redirecting Miller Compressing non-contact cooling water and facility storm sewer flows from the 48-inch brick NSC to the Canal Street WW Relief Sewer via a new tunneled sewer in Mitchell Park. The goal of the project is to either cap or remove PCB contaminated sediment so that it does not migrate downstream into MIS sewers or waterways. An additional objective of this project is to protect public health and the environment by proactively addressing known PCB contaminated sediment located in MIS sewers.

ID #:	Name:	Phase	Start	Finish	Cost
C07037	South Shore Force Main Assessment	Prelimin. Eng.	Aug-17	Dec-21	\$1,045,750
		Design	Dec-26	Jun-29	\$871,000
		Construction	Nov-29	Dec-30	\$8,763,250
		Post-Constr.	Mar-31	Sep-31	\$20,000
		Total			\$10,700,000
		Previously Approved Total			\$4,400,000
		Increase/(Decrease)			\$6,300,000

Project Description

The purpose of this project is to investigate the South Shore Force Main pipe to determine the condition of the force main and perform necessary repair and rehabilitation as evident from the assessment. The force main was installed in the 1980s and has never been inspected. Once the conditions are known, decisions can be made regarding the need for rehabilitation work. The project scope includes an investigation of pipe wall thickness, assessment of rates of corrosion or other forms of degradation of pipe strength, and recommendations of actions to be taken. The project will provide the location of potential corrosion along the force main pipe alignment as well as a prioritization of the anomalies observed. Repair and rehabilitation include cleaning, televising, structural liner, and spot repairs at 9 locations. Cleaning will be performed in the areas for repair and rehabilitation. Heavy cleaning in some sections of the SSFM will be performed to remove large blankets of grease that has accumulated in the SSFM. The rehabilitation includes approximately 320 feet of structural liner starting at structure DC0103 into the force main to the east to structure 35141 and continuing north from structure 35141. The repair includes spray applied lining at 9 locations. The construction of 5 new access structures is also included to access the areas for heavy cleaning, spot repairs and rehabilitation.

General Interceptor Sewer System

Metropolitan Interceptor Sewer System

Projects grouped in this category are projects that benefit the overall Interceptor Sewer System or cannot be attributed to a single subsystem.

ID #:	Name:	Phase	Start	Finish	Cost
C98044	MIS Abandonment in Various Locations	Design	Jan-13	Jan-33	\$574,313
		Construction	Sep-14		\$2,365,648
		Total			\$2,939,961
		Previously Approved Total			\$2,489,961
		Increase/(Decrease)			\$450,000

Project Description

The purpose of this project is to properly abandon District interceptors and associated structures that are no longer in service to ensure compliance with industry standards and eliminate the risk of future fiscal and safety concerns that could result from physical failure of these facilities. The scope of the project is to abandon various portions of the MIS that are no longer in service. Seven locations have been identified as no longer in service and require proper abandonment. The seven locations are identified in the attached cost estimate and figure and are as follows: N Riverboat Road at N Humboldt Ave. S 55th St to 60th St near W Walker St. N Green Bay Road. Near the I-41/94 North-South Freeway at W Goldcrest Ave. Riverdale Lane and Radburn Lane in Greendale. Zoo Interchange Onramp. Menomonee River Parkway at W Center St. Design and construction phases are included in the scope.

ID #:	Name:	Phase	Start	Finish	Cost
C98047	Access Hatch Covers	Design	Jan-12	Nov-28	\$303,688
		Construction	Jan-12	Sep-29	\$4,134,412
		Total			\$4,438,100
		Previously Approved Total			\$4,438,100
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to restore the structural integrity of the conveyance facility assets and ensure the safety of the public. The project scope is the on-going design and construction for replacement of deteriorated access hatches throughout the conveyance system. Hatch covers are typically installed to provide access to conveyance assets, such as sluice gates, flap gates, and adjustable weirs, for maintenance and monitoring. Assets to be replaced are identified by periodic condition assessments conducted by Veolia staff. Assets are added to the scope of work annually based on MMSD review of Veolia's condition assessments.

ID #:	Name:	Phase	Start	Finish	Cost
C98055	Conveyance Equipment Replacement	Construction	Jan-17	Jan-27	\$5,173,637
		Total			\$5,173,637
		Previously Approved Total			\$5,173,637
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to provide a flexible capital funding mechanism for the replacement and acquisition of conveyance system equipment and other capital assets in the conveyance system that meet capitalization criteria but do not require standalone project management efforts. The project mitigates risks associated with aging infrastructure, physical mortality, declining reliability, increasing maintenance burden, and emergent equipment failures that could adversely impact operational effectiveness, conveyance reliability, safety, and fiscal responsibility. The project assumes that deferred replacement of aging assets increases likelihood of unplanned outages, emergency procurement, operational disruption, and long-term maintenance costs. Project scope is variable and is based on the need for conveyance system equipment replacements that arise. Projects are generally replacement in nature and do not need significant design that would cause the work to be managed as a stand-alone project.

ID #:	Name:	Phase	Start	Finish	Cost
C98061	Assess Condition of CSO Piping	Planning	Oct-21	Jan-23	\$36,761
		Prelimin. Eng.	Jan-23	Jan-27	\$6,043,905
		Total			\$6,080,666
		Previously Approved Total			\$6,080,666
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to determine the condition of MMSD's outfalls. The purpose of this project is to determine the condition of MMSD's outfalls. Once outfall conditions are understood, District can: 1) understand the remaining expected service life of each outfall, and; 2) make decisions regarding the need for and type of rehabilitation or replacement. The scope includes the planning and preliminary engineering phases to perform condition assessments for outfall pipe sections between the diversion structure (or other flow control structure) and the outfall at the receiving water. No significant operating budget impact is expected.

ID #:	Name:	Phase	Start	Finish	Cost
C98062	2025-2034 Conveyance Capital Equipment Replacement	Design			\$192,318
		Construction	Jan-25	Dec-34	\$4,381,324
		Total			\$4,381,324
		Previously Approved Total			\$4,381,324
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to provide a flexible capital funding mechanism for the replacement and acquisition of conveyance system equipment and other capital assets in the conveyance system that meet capitalization criteria but do not require standalone project management efforts. The project scope is variable and is based on the need for conveyance system equipment replacements that arise. Projects are generally replacement in nature and do not need significant design that would cause the work to be managed as a stand-alone project. The project mitigates risks associated with aging infrastructure, physical mortality, declining reliability, increasing maintenance burden, and emergent equipment failures that could adversely impact operational effectiveness, conveyance reliability, safety, and fiscal responsibility. The project assumes that deferred replacement of aging assets increases likelihood of unplanned outages, emergency procurement, operational disruption, and long-term maintenance costs.

ID #:	Name:	Phase	Start	Finish	Cost
C98063	MIS Siphons Preliminary Engineering	Prelimin. Eng.	Sep-20	Jul-30	\$6,864,313
		Total			\$6,864,313
		Previously Approved Total			\$6,864,313
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to reduce the risk of failure of pressurized sewers and inverted siphons. The District has approximately 8.6 miles of pipe that function as pressurized sewers and inverted siphons, as shown in the map in the attachments. This project provides condition assessment and recommends actions to be taken to mitigate any issues identified for the 8.6 miles of pressure sewers and inverted siphons. There are multiple phases included in this project, with each phase consisting of a different set of sewers and inverted siphons. Each phase includes a contract to perform the condition assessment field work and a consultant contract to produce a bid package, evaluate data, and provide recommendations. The first phase includes 0.48 miles of siphons. Each phase progressively adds sewer and siphon locations that are more difficult to access and divert flow. The drop and riser structures for each inverted siphons are also included in the scope of this project. New projects will be created to mitigate issues identified.

ID #:	Name:	Phase	Start	Finish	Cost
C98065	Separate Sewer Outfall Abandonment	Design	Oct-23	Oct-24	\$223,233
		Construction	Jul-25	Jul-26	\$600,267
		Post-Constr.	Oct-26	Apr-27	\$11,500
		Total			\$835,000
		Previously Approved Total			\$810,000
		Increase/(Decrease)			\$25,000

Project Description

The purpose of this project is to reduce the risks of sanitary sewer overflows at the nine SSO outfall sites. District staff have determined that these outfalls can be abandoned without negatively impacting the upstream hydraulic grade lines and critical elevations. Project includes the design and construction for the decommissioning and abandonment of nine Sanitary Sewer Overflow Outfall sites. Sites include: BS0302, BS0401, BS0403, BS0504, BS0505, BS0507, BS0511, BS05012, and BS0603. The scope also includes design/construction removal of the backup generator system and enclosure associated with BS0401. Additional project goals include removing all equipment, including gates, stoplogs, monitoring equipment, telemetry, and I&C.

ID #:	Name:	Phase	Start	Finish	Cost
C98066	Condition Assessment of H2S High Priority Sites	Prelimin. Eng.	Jan-23	Apr-27	\$1,814,142
		Total			\$1,814,142
		Previously Approved Total			\$1,814,142
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to minimize MMSD's risk exposure by providing a better understanding of the condition of these pipes. The scope includes preliminary engineering to assess pipe condition and reduce the risk of pipe failure for six priority sites. The project includes consultant technical support and a multi-sensor condition assessment performed by a contractor. Hydrogen sulfide can cause corrosion in sewer systems which deteriorate the pipe condition. Due to the presence of hydrogen sulfide, Veolia may not routinely inspect pipes within all the priority areas identified. and if they can, traditional CCTV will not provide adequate condition for monolithic concrete pipes. Five of the six sites were identified as having frequent presence of H2S. The sixth site, HL/LL siphons, are at possible risk of failure due to settlement at the JIWRP and require similar assessment to the other locations. Once conditions are known, decisions can be made regarding the possible need for rehabilitation or reconstruction.

ID #:	Name:	Phase	Start	Finish	Cost
C98067	Gate Replacement	Construction	Sep-23	May-25	\$1,242,790
		Post-Constr.	Aug-25	Jan-26	\$6,184
		Total			\$1,248,974
		Previously Approved Total			\$1,311,900
		Increase/(Decrease)			(\$62,926)

Project Description

The purpose of this project is restore the reliable operation of conveyance structure isolation gates. The goal of this project is to develop a cost-effective method to replace the existing isolation gates while maintaining normal sanitary sewer capacity. The objective of the project is to install new isolation gates that are easy to access, operate and maintain. During construction, the objectives are to complete the installation without negatively affecting sanitary sewer capacity, causing basement backups, or causing a sanitary sewer overflow.

ID #:	Name:	Phase	Start	Finish	Cost
C98068	Rehabilitation of Individual Pipe Segments	Design	Jan-23	Jun-30	\$889,638
		Construction	Jan-23	Sep-31	\$5,001,962
		Post-Constr.	Aug-26	Sep-31	\$12,500
		Total			\$5,904,100
		Previously Approved Total			\$5,904,100
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to rehabilitate individual pipe segments within the conveyance system to reduce the risk of pipe failures, SSOs, sinkholes, reduced capacity, and infiltration. The goal of the project is to proactively address known issues within the District's conveyance network. The scope of this project includes design and construction for the rehabilitation of individual pipe segment defects within the District's conveyance system. The project is anticipated to reduce the costs to the operating budget because new, replaced pipe segments likely require less ongoing maintenance than older segments in need of rehabilitation.

ID #:	Name:	Phase	Start	Finish	Cost
C98069	Rehabilitation of Three Intercepting Structures	Design	Jul-25	Dec-26	\$253,954
		Construction	Apr-27	Apr-28	\$562,046
		Post-Constr.	Jul-28	Oct-28	\$13,500
		Total			\$829,500
		Previously Approved Total			\$829,500
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to rehabilitate existing intercepting structures to extend their useful life by a minimum 50 years of service life and provide new flow control devices to reduce operation and maintenance while providing the appropriate control to reliably deliver dry weather flow to the MIS and wet weather flow to the NSC. Project scope includes the preliminary design, final design, and construction to remove the existing flow control devices and replace them with new and/or improved equipment and provide minor rehabilitation to four intercepting structures: IS073 (N Oakland Ave and E Edgewood Ave), IS074A (E Providence Ave and N Bartlett Ave), IS209 (N Commerce St and N Hubbard St), and IS372A (4308 W State St, west of the railroad tracks). Location maps are attached to this process. Preliminary design will begin with a condition assessment of the structures. An alternative analysis will then be performed to provide recommendations in a technical memo format for new flow control devices and structure rehabilitation methods. The final design phase will develop bid documents and construction flow control plans to construct the new flow control devices and complete the minor rehabilitation of the structures. Note: The extent of rehabilitation is unknown. Based on a review of inspection videos and notes, from 2021 rehabilitation is expected to be minimal and limited to chimneys, manhole steps, concrete repairs, etc. Lining of structures is not anticipated.

ID #:	Name:	Phase	Start	Finish	Cost
C98072	Conveyance Field Site Building Roof Replacements	Design	Jul-26	Dec-27	\$781,270
		Construction	Apr-28	Sep-39	\$3,031,000
		Post-Constr.	Dec-30	Mar-40	\$19,730
		Total			\$3,832,000
		Previously Approved Total			\$1,535,000
		Increase/(Decrease)			\$2,297,000

Project Description

The purpose of this project is to protect the pump stations listed above and ensure reliable wastewater conveyance by addressing aging roofs that may expose the pump stations to water intrusion, equipment damage, and premature asset failure. The project scope includes design and construction of full roof replacement of the following conveyance field site buildings: 32nd and Hampton (BS0502) (#103 maintenance building and the pump station roof), ISS Control buildings at the KK02, NS09, NS12 dropshafts, Greenfield Park Pump Station (PS0301), Underwood Creek Pump Station (PS0302), Lake Drive Pump Station (PS0402), Green Tree Pump Station (PS0502). The project also includes design and construction of approximately 180 kW of rooftop solar panels at BS0502 and PS0502 as recommended by Alternative 3 of the M03109 Energy Plan Final Planning Report.

ID #:	Name:	Phase	Start	Finish	Cost
C98074	Redundant Power at Conveyance Field Sites	Design	Mar-38	Sep-39	\$681,000
		Construction	Jan-40	Aug-41	\$7,071,000
		Post-Constr.	Oct-41	Jan-42	\$20,000
		Total			\$7,772,000
		Previously Approved Total			\$7,772,000
		Increase/(Decrease)			\$0

Project Description

This project is to evaluate conveyance field sites currently served by redundant We Energies power feeds to determine if redundant power feeds must be maintained with We Energies through the purchase of a dedicated reserve power feed, if District-owned emergency engine generators should be installed, or if redundancy is not required at the site. This is a new project. The scope of this project is to evaluate conveyance field sites currently served by redundant We Energies power feeds to determine if redundant power feeds must be maintained with We Energies through the purchase of a dedicated reserve power feed, if District-owned emergency engine generators should be installed, or if redundancy is not required at the site. After evaluations are complete, the project will design and construct improvements necessary to maintain redundant power feeds at the sites that require them. The project will include preliminary design, design, and construction phases.

ID #:	Name:	Cost
C99002	Operator Contribution to CIP	Ten-Year Forecast Total \$300,000

Project Description

The operating contract with VWM includes provisions for VWM to participate on current and planned District capital projects. The purpose of this project is to support that effort. The scope of this project includes VWM work in reviewing the annual Capital Budget, reviewing and creating requests for new projects, attending meetings, and participation in the implementation of capital projects.

ID #:	Name:		Cost
C99004	Allowance for DOT Reimbursements	Ten-Year Forecast Total	\$1,641,714
		Total	\$1,641,714
		Previously Approved Total	\$1,641,714
		Increase/(Decrease)	\$0

Project Description

The purpose of this project is to provide a source of funding for MMSD assets located within WISDOT right-of-way when relocation is required. This project represents the District's share of costs associated with WisDOT relocation of MMSD assets located within WisDOT right-of-way in the Zoo Interchange Project.

Inline Storage System

Combined Sewer Overflow Structures

Combined Sewer Overflow (CSO) Structures are used when flows exceed storage, conveyance, and treatment system capacity. When the system is filled to capacity, it is designed to overflow into Milwaukee-area rivers and Lake Michigan. Therefore, these structures only become necessary in an extreme wet weather event. During such an event, rainwater enters the system at a greater rate than the system design. To avoid an immediate public health issue of wastewater in basements and system damage, excess flows are allowed to discharge from the Inline Storage System and the MIS system via the CSO Structures.

ID #:	Name:	Phase	Start	Finish	Cost
I04002	CT-01 Flood Damage Restoration	Design			\$103,197
		Construction	Mar-27	Sep-27	\$2,591,134
		Post-Constr.	Nov-27	Aug-28	\$5,669
		Total			\$2,700,000
		Previously Approved Total			\$2,700,000
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to restore functionality to CT01, NWSRS, DC0309, and DC0304 after they were damaged in the August 2025 flooding event. The project scope includes replacement in kind of damaged equipment within DC0304, DC0309, CT01, and NWSRS. The project scope will also include design and construction of a replacement cover for the access shaft.



This project supports the UN SDG #6.

ID #:	Name:	Phase	Start	Finish	Cost
I98007	ISS Ventilation & Odor	Planning	Oct-22	Jul-39	\$971,723
		Total			\$971,723
		Previously Approved Total			\$971,723
		Increase/(Decrease)			\$0

Project Description

The project scope includes only a planning phase, therefore risks identified will not be mitigated under the current scope of the project. This project will identify improvements to mitigate the risks, however additional design and construction phases will be required to mitigate the risks. The purpose of this project is to identify improvements to the ISS System to mitigate generation of objectionable odors to reduce the risk of negative impacts to the public from odor issues. Additionally, more engineering planning services may be needed to evaluate the existing ISS and its ventilation and odor mitigation assets to identify improvements (capital or operational) necessary to reduce odor risks. The assets covered under this project consist of the ISS and all of its dropshafts, access shafts, and their ancillary equipment. The project scope includes only a planning phase therefore risks associated with the project will not be mitigated under the current scope. Results of the planning phase will provide recommended improvements that may require operational changes or design/construction activities to mitigate the identified risks.

Central Control System

Conveyance System Central Control

The Central Control System allows remote operation of the conveyance system. The system design and operation are focused on maximizing the effectiveness and efficiency of storing and conveying wastewater to the Water Reclamation Facilities to avoid surcharging. A single operator uses incoming flow data and software-produced data to determine if flow should be diverted from one Metropolitan Interceptor Sewer (MIS) subsystem to another or to the ISS.

ID #:	Name:	Phase	Start	Finish	Cost
K01016	Predictive Forecasting for Automatic Wet Weather Ops System	Planning	Nov-22	Jun-25	\$839,485
		Total			\$839,485
		Previously Approved Total			\$839,485
		Increase/(Decrease)			\$0

Project Description

The goal of this project is to reduce risk of CSOs and SSOs by optimizing the operation of the ISS during wet weather. The prediction of the VRSSI will simplify decision making during wet weather operations. The goal is to improve the accuracy of the VRSSI and to develop other predicted values useful for wet weather operations, such as plant influent flows. In addition, investigate potential technologies to develop a VRSSI prediction. Additional aims of the project are: to investigating and developing alternatives for automated VRSSI prediction, as well as obtaining an understanding of the applicability of technologies capable of making sewer flow predictions through an RFI process, investigating and develop alternatives for automated VRSSI prediction.

ID #:	Name:	Phase	Start	Finish	Cost
K01017	Conveyance System PLC and Controls Upgrade	Design	Oct-25	Jan-28	\$3,861,670
		Construction	Apr-28	Jan-32	\$26,490,714
		Post-Constr.	Feb-32	Mar-33	\$60,616
		Total			\$30,413,000
		Previously Approved Total			\$24,531,000
		Increase/(Decrease)			\$5,882,000

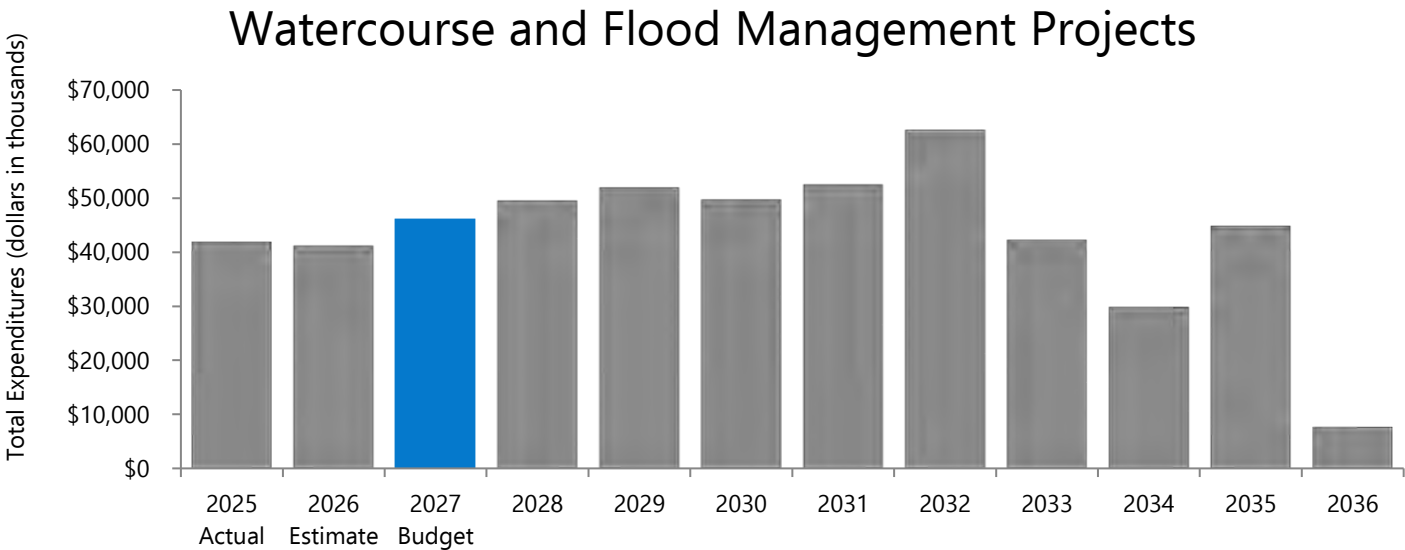
Project Description

The purpose of this project is to maintain the District's ability to achieve permit compliance and customer safety through continued reliable operation of the Conveyance SCADA System. The SCADA system provides primary remote control, monitoring, and alarm capability for critical equipment at more than 300 sites within the District's Conveyance system. Failure of SCADA equipment leads to loss of remote operations and control that can potentially lead to overflows or basement back-ups. The new control platform will include site, physical security, cybersecurity, HMI, and Historian improvements recommended by project M03112, Instrumentation and Control Planning. The design phase will select the control new platform based on reliability, risk and cost. The condition of existing site control components (e.g. relays, indicators, buttons, switches, enclosures, communication components, etc.) will be evaluated and upgraded as needed. Key deliverables during the design phase include technical memoranda, reports, plans and specifications.



Watercourse and Flood Management

There are six watersheds within the District’s service area: Kinnickinnic River, Lake Michigan Tributary Drainage, Menomonee River, Milwaukee River, Oak Creek, and Root River. The District has discretionary authority to take actions to reduce flood risks along watercourses. To manage these efforts, the District develops watercourse management plans, which will achieve benefits in addition to reduced flood risks. These benefits include reduced risks to public health and safety, improved opportunities for access to and use of riparian areas, reduced sewerage system inflow and infiltration, green infrastructure, and improved habitat in riparian areas.



Flooding can result in significant threats to public health and safety and damage public and private property. Often the means to reduce flood risks cannot be effectively undertaken by individuals and are most effectively completed by looking at solutions on a watershed basis. As a regional agency, the District is the most appropriate entity to address watershed issues that involve multiple municipalities. The District's authority to reduce the risk of flooding is in Wis. Stats., sec. 200.31(1).

In the mid-1980s, the District requested that the Southeastern Wisconsin Regional Planning Commission (SEWRPC) recommend watercourses for District action. In response, SEWRPC prepared both a policy plan and a system plan. Considerations favoring District action were (1) the watershed included multiple municipalities, (2) the watershed had a potential for significant harm from the regional flood, and (3) the watershed had a history of investment by the District's predecessors. The goal was to separate issues that should be addressed locally from issues that needed regional action. In 2001, the District codified the recommendations in MMSD Rules, Chapter 13. Chapter 13 lists the watercourses where the District may take action. Municipalities may petition the District's Commission to add watercourses to the list. District action is discretionary and limited to abating the most severe floods. Listing does not guarantee any particular level of protection. Notably, municipalities are responsible for abating smaller floods and flooding associated with watercourses that are not listed.

In 1998, the District and local municipalities began the planning process for the development of an updated Watercourse System Management Plan. Flood abatement alternatives have been developed for each of the six watersheds. Phase I of the planning process incorporated the results of past planning efforts such as the 1990 Watercourse System Plan developed by the SEWRPC as well as new technical information on land use, peak stormwater flows, estimated damages, and other hydrologic and hydraulic information. The process has solicited input from affected municipalities and other stakeholders, including the Wisconsin Department of Natural Resources (WDNR), the Wisconsin Department of Transportation, Milwaukee County, SEWRPC, and environmental groups. Meetings with stakeholders in each watershed focused on data gathering, problem identification, and the development and prioritization of potential structural and nonstructural alternatives for flood management. Phase I was completed in 2000. Phase II of the process has allowed area residents to comment on the design and location of recommended structural and nonstructural flood management measures. In addition, the District established a Watercourse Policy Advisory Group to recommend policy on the District's responsibility relating to flood management. Recommendations were reported to and approved by the Commission in April 1998 regarding the relationship between municipal stormwater management and District flood management activities, funding responsibilities, procedures for project prioritization, and policies for potential interim projects and riparian management.

The 2027 Capital Budget includes \$46.1 million for work on various watercourse projects. Please refer to project detail on the following pages for information on each project's purpose, scope, cost estimate, and impact on the O&M budget. Most projects in the Watercourse and Flood Management section of the capital budget support the SDGs # 6 and 14. The icons highlight the projects that directly state the purpose of the project is to improve water quality or habitat.

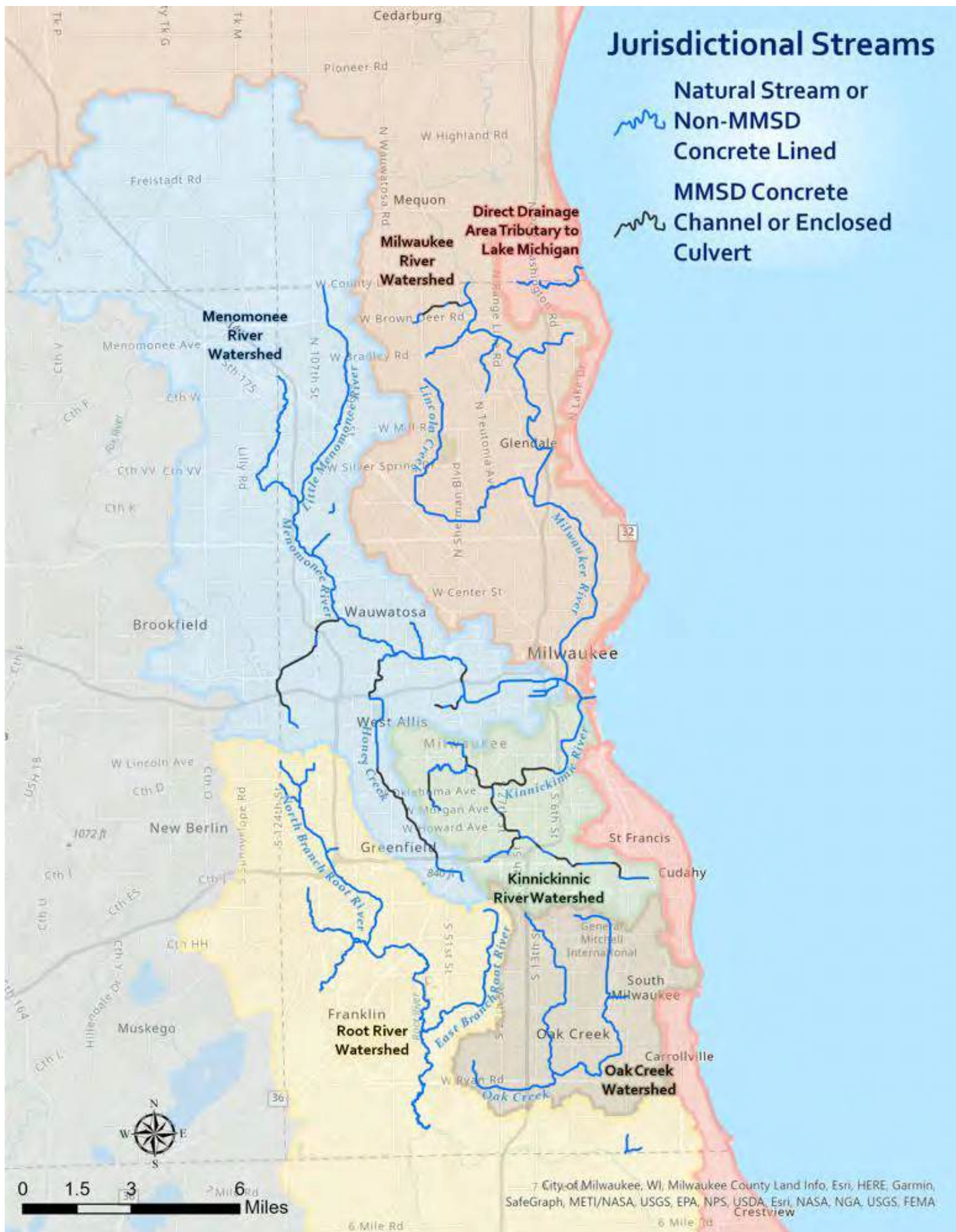
Because watershed boundaries do not necessarily follow municipal boundaries, reducing the risk of flooding requires looking at the watershed as a whole.





The District has spent approximately \$644.7 million since 1995 on removing structures from the floodplain, reducing risk of flooding, and rehabbing concrete on District-owned concrete-lined channels. The District plans to spend another \$800.0 million in order to make the watersheds safer and to reduce the risk of flooding. Below is a table showing the District's involvement on each of the six watersheds.

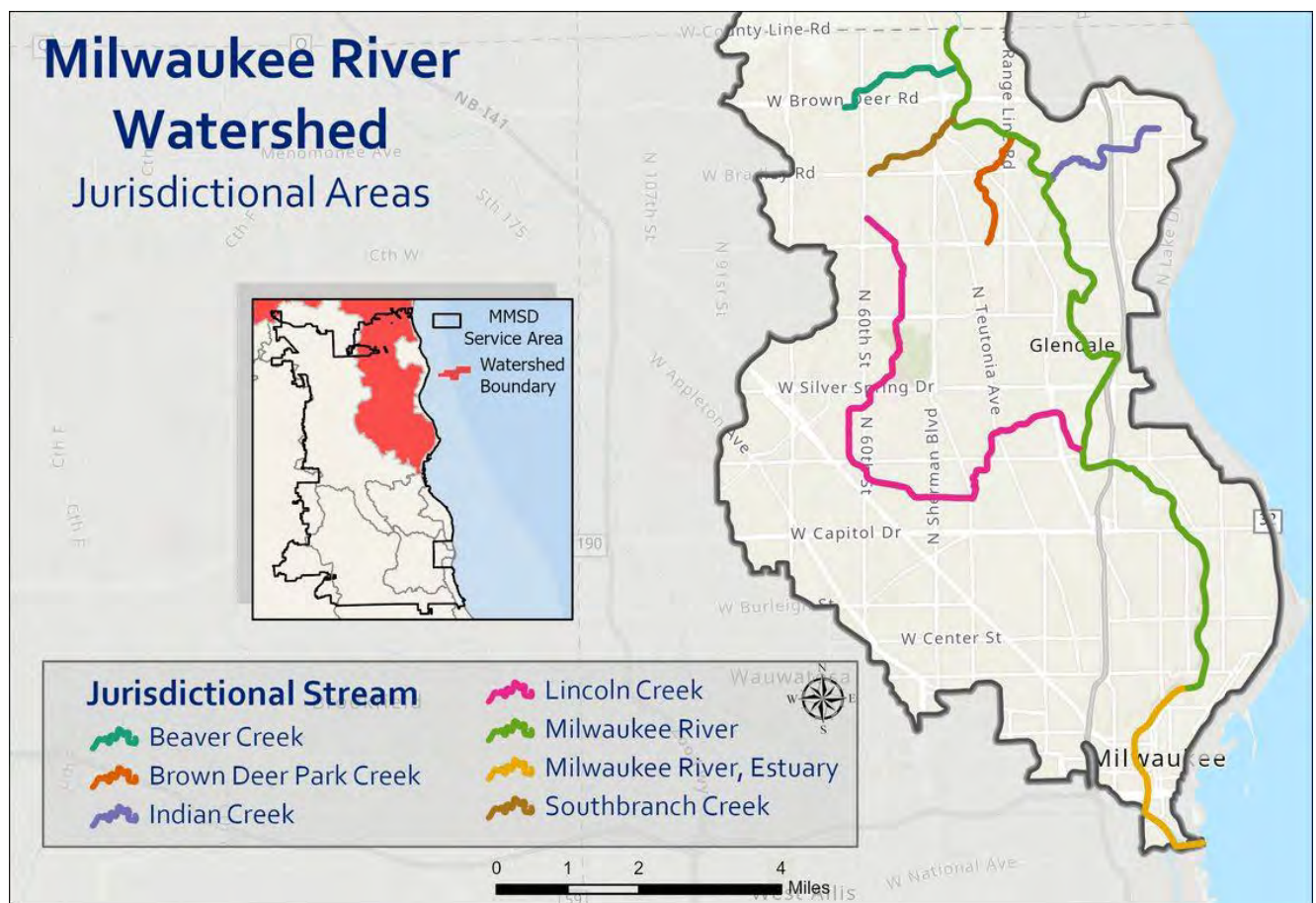
	1995-2025			2026 - Future		
Watershed	Spending (in millions)	# of structures no longer in the floodplain	Miles of concrete lined channel removed	Spending (in millions)	# of structures remaining in the floodplain	Miles of concrete lined channel to be removed
Milwaukee River	\$207.0	2,105	1.9	\$112.5	535	0
Lake Michigan	\$1.1	7	0	\$2.8	4	0
Menomonee River	\$313.6	280	2.1	\$208.1	168	10.4
Kinnickinnic River	\$102.2	55	0.4	\$468.2	678	8.4
Root River	\$15.8	98	0	\$1.4	14	0
Oak Creek	\$5.0	3	0	\$7.1	3	0
Total	\$644.7	2,548	4.4	\$800.0	1,405	18.8



Milwaukee River Watershed

The Milwaukee River Watershed drains an area of about 700 square miles within Fond du Lac, Dodge, Sheboygan, Ozaukee, Washington, and Milwaukee counties. The Milwaukee River is nearly 100 miles in length, although only a 13-mile reach of the mainstream from the Milwaukee County boundary at County Line Road downstream to the former North Avenue Dam located 1,000 feet south of East North Avenue is under District jurisdiction. Approximately 25 percent of the watershed is developed, mainly within Milwaukee County.

In addition to the Milwaukee River mainstem, the District also has jurisdiction over the following Milwaukee River tributaries: Lincoln Creek, Southbranch Creek, Indian Creek, Beaver Creek, and Brown Deer Park Creek. Preliminary engineering estimates there are 543 structures remaining in the one percent annual probability floodplain of the Milwaukee River mainstem and tributaries.



ID #:	Name:	Phase	Start	Finish	Cost
W10001	Milwaukee River Flood Mgt	Planning	Jan-04	Sep-41	\$892,146
		Prelimin. Eng.	Jan-21	Mar-44	\$56,315,854
		Total			\$57,208,000
		Previously Approved Total			\$57,208,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to reduce the risk of flooding to structures along the Milwaukee River upstream of the North Avenue Dam within the District's jurisdiction. The project scope consists of planning and engineering to develop and implement flood risk reduction in jurisdictional areas of the Milwaukee River upstream of the North Avenue Dam in Milwaukee County. The project includes implementation of the recommended flood risk reduction alternative (voluntary acquisition or voluntary floodproofing consistent with District Policy) for structures in the Milwaukee River mainstem floodplain. Voluntary acquisition or voluntary floodproofing for 387 homes is recommended. Note that the District currently works closely with City of Glendale regarding property acquisitions within Glendale boundaries.

ID #:	Name:	Phase	Start	Finish	Cost
W10002	Estabrook Dam Removal	Design	Oct-16	Aug-17	\$763,196
		Construction	Dec-17	Jul-18	\$1,466,652
		Post-Constr.	Nov-18	Nov-27	\$555,153
		Total			\$2,785,000
		Previously Approved Total			\$2,785,000
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to remove the Estabrook Dam (Dam) which is located 1,500 feet downstream of the Port Washington Road Bridge in the cities of Milwaukee and Glendale. The removal of the Dam provides a flood risk reduction for at least 53 structures located within one percent annual probability floodplain. Dam removal will also improve water quality, habitat, fish passage, and river aesthetics and will reduce sediment accumulation. The scope includes the design and deconstruction/demolition of the Dam and bank/vegetation restoration.

ID #:	Name:	Phase	Start	Finish	Cost
W10004	Milwaukee River Habitat Enhancement - AOC	Planning	Nov-17	Jan-20	\$163,368
		Design	Dec-20	Feb-28	\$1,728,897
		Construction	May-25	Apr-30	\$6,463,634
		Post-Constr.	Apr-26	Nov-28	\$184,164
		Total			\$8,540,066
		Previously Approved Total			\$8,540,066
		Increase/(Decrease)			\$0

Project Description

The purposes of this project are to (1) improve fish and wildlife habitat at the Lincoln Park Oxbow; (2) improve conditions for fish passage at Estabrook Falls; and (3) assess the extent to which the Chambers St timber structure (former Schlitz Ice Dam) and articulated concrete matting in the former North Avenue Dam reach inhibit upstream movement of native migrating fish. These are each identified as management actions necessary for addressing the Fish and Wildlife Populations Beneficial Use Impairment in the Milwaukee Estuary Area of Concern. MMSD was selected as the project sponsor for each of these actions and has received funding through aid agreements with DNR to complete the work. The scope of this project includes (1) planning, preliminary engineering, design, and construction of fish and wildlife habitat improvements at Lincoln Park Oxbow; (2) planning, preliminary engineering, design, and construction of a fishway at Estabrook Falls; and (3) a planning study of hydraulic conditions at the Chambers Street timber structure and the North Avenue Dam reach. The planning for Lincoln Park and Estabrook Falls was completed in 2018. Funding has been received for work through preliminary engineering for the Lincoln Park Oxbow and Estabrook Falls and for the planning study at the timber structure and North Avenue Dam reaches. Work beyond those phases will be contingent on receipt of additional funding.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W11031	North 30th Street Corridor Wet Weather Relief - West	Design	Oct-15	Aug-26	\$10,151,837
		Construction	Jun-16	Jul-29	\$59,484,720
		Post-Constr.	Apr-18	Sep-34	\$813,838
		Total			\$70,450,394
		Previously Approved Total			\$80,900,000
		Increase/(Decrease)			(\$7,823,600)

Project Description

The purpose of the 30th Street Corridor Wet Weather Relief project is to reduce the risk of flooding in the area bounded by West Townsend Street, West Hampton Avenue, North 27th Street, and North 41st Street in the City of Milwaukee thereby reducing the risk of wet weather issues including reducing the volume of combined sewer overflows and reducing the incidence of sanitary sewer overflows. Project W11031 plans, designs, and constructs the third of three stormwater basins along with storm sewer system improvements. The first two basins were completed through companion project W11030. The details of the project are provided in the 30th Street Corridor Stormwater Study, CDM Smith 2014 and the 30th Street Corridor Wet Weather Relief Phase 1, Project Design Report (Draft), CDM Smith 2018. The scope of work for Project W11031 is to construct one stormwater basin along with conveyance system improvements west of the railroad tracks on the former Bee Bus Lines property. Design and construction of interim site preparation work that includes demolition of site buildings, removal of contaminated soil, vegetation and perimeter fencing occurred in 2016 (Phase 1). Design and construction of the west stormwater basin as well as conveyance piping to the basin and discharge piping to Lincoln Creek is planned to occur in 2020-23 (Phase 2). Phase 2 anticipates concurrent construction with the City of Milwaukee of a fourth stormwater basin on property yet to be determined with stormwater conveyance from the railroad underpass located between N. 31st St. and N. 35th St. on W. Capitol Drive.



This project supports the UN SDG #6.

ID #:	Name:	Phase	Start	Finish	Cost
W13002	Indian Creek Improvements	Planning	Oct-16	Dec-44	\$604,614
		Prelimin. Eng.	Sep-45	Sep-48	\$194,386
		Total			\$799,000
		Previously Approved Total			\$769,000
		Increase/(Decrease)			\$30,000

Project Description

The purpose of the project is to reduce the risk of flooding along Indian Creek. The goal of the project is to remove 139 structures that have been added to the regulatory floodplain due to Wisconsin Department of Natural Resources (WDNR) updated floodplain mapping. The new WDNR regulatory floodplain is currently at the draft milestone stage and will become effective when it is finalized, which is anticipated to happen at the end of 2023. The project scope is to perform a preliminary engineering study to evaluate alternatives to reduce the risk of flooding from Indian Creek. The study will review the latest available hydrologic and hydraulic modeling of Indian Creek, examine and document field conditions, analyze alternatives and recommend one for mitigating flooding in the Village of Fox Point, produce preliminary engineering plans, specifications, and cost estimates, and facilitate stakeholder workshops and public meetings. Scope and budget for implementation will be considered in future years and will include working with Fox Point to determine cost sharing options.

ID #:	Name:	Phase	Start	Finish	Cost
W15001	Beaver Creek Flood Management	Prelimin. Eng.	Jan-20	Nov-22	\$424,715
		Design	Jun-21	Oct-39	\$8,412,285
		Total			\$8,837,000
		Previously Approved Total			\$8,837,000
		Increase/(Decrease)			\$0

Project Description

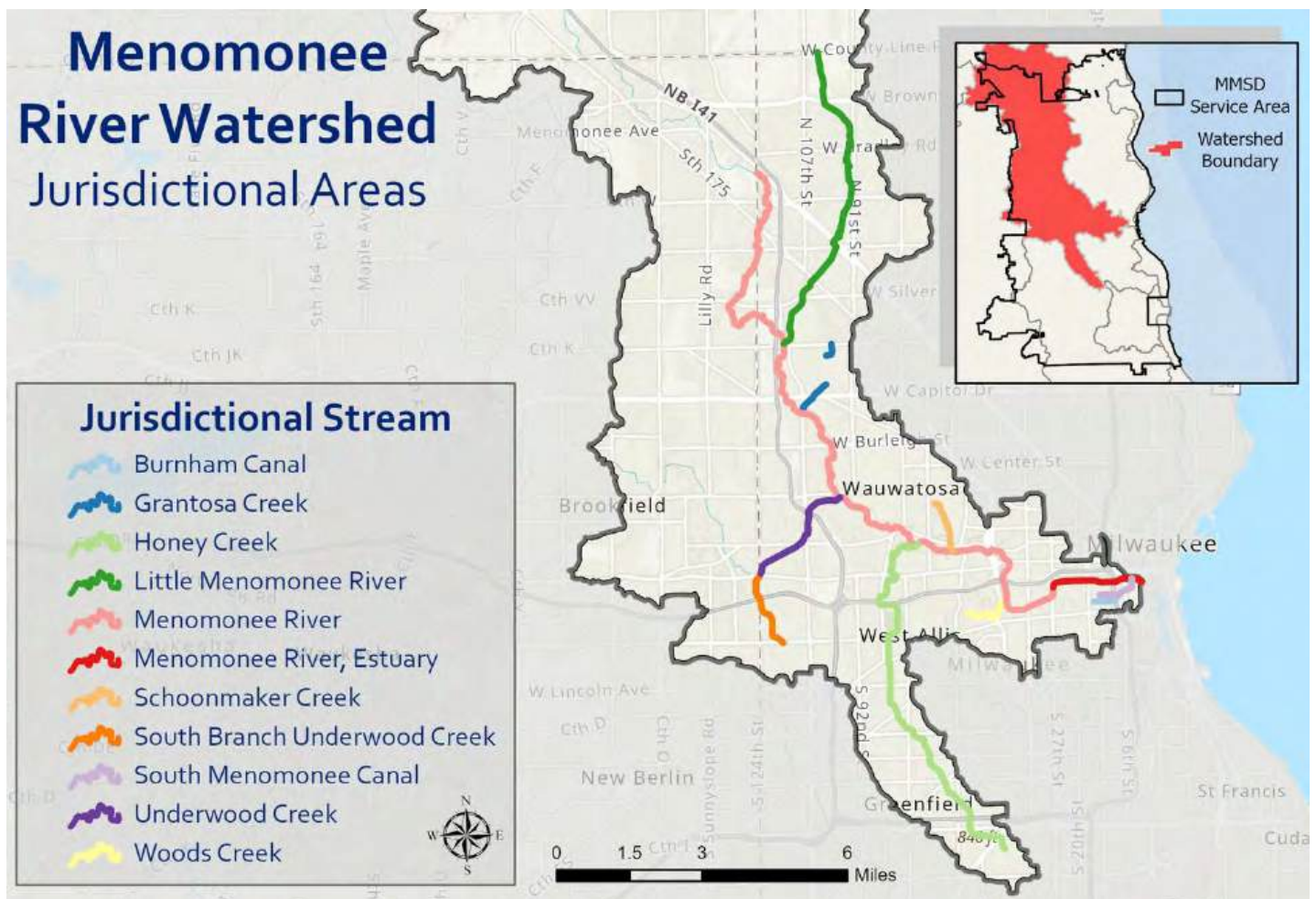
The purpose is to reduce risk to structures within the Beaver Creek floodplain and develop flood risk reduction recommendations for those structures. The project scope includes preliminary engineering and design phases to reduce flood risk to 11 structures within the Beaver Creek floodplain, a tributary to the Milwaukee River. MMSD will provide technical support and review to the Village of Brown Deer, who is likely to lead the majority of the flood risk reduction efforts. These efforts could include daylighting Beaver Creek where it is in a culvert under a privately owned commercial car park, or voluntary floodproofing or voluntary acquisition and building removal. MMSD will lead to voluntary flood proofing versus voluntary acquisition evaluation which may further refine alternatives evaluated by SEWRPC. One commercial property has been identified for likely voluntary acquisition to be led by the Village of Brown Deer.



This project supports the UN SDG #6.

Menomonee River Watershed

The Menomonee River Watershed drains an area of approximately 136 square miles. Communities in this watershed include the cities of Brookfield, Greenfield, Mequon, Milwaukee, New Berlin, Wauwatosa, West Allis and the villages of Butler, Elm Grove, Germantown, Greendale, Menomonee Falls, and West Milwaukee. Most of the lower two-thirds of the watershed are nearly fully developed in Milwaukee, Wauwatosa, West Allis, Elm Grove, and Brookfield. Significant developable land still exists in Mequon, Menomonee Falls, and Germantown. Major tributaries to the Menomonee River within Milwaukee County include Underwood Creek, Honey Creek, Grantosa Creek, Little Menomonee River, Woods Creek, South Branch of Underwood Creek, and Schoonmaker Creek. There are an estimated 127 structures within the one percent annual probability floodplain. Completed projects have removed 277 structures from the one percent annual probability floodplain.



ID #:	Name:	Phase	Start	Finish	Cost
W20018	Concordia Avenue	Prelimin. Eng.	Apr-12	Feb-28	\$220,479
		Design	Mar-15	May-39	\$3,843,515
		Construction	Apr-16	Dec-42	\$1,121,006
		Total			\$5,185,000
		Previously Approved Total			\$5,185,000
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to reduce the flood risk for 12 structures identified in a draft 1% annual probability floodplain in the vicinity of the Menomonee River Pkwy and W. Concordia Ave. The draft floodplain was developed by SEWRPC in December 2016. The project scope consists of voluntary acquisition or voluntary floodproofing for each of the identified structures. The District is working with the City of Wauwatosa to evaluate the alternatives (voluntary acquisition or voluntary floodproofing) for each structure. The project budget reflects funding for voluntary acquisition/deconstruction of each structure.

ID #:	Name:	Phase	Start	Finish	Cost
W20028	Western Milwaukee Phase 2B	Design	Oct-17	Jun-23	\$10,108,607
		Construction	Sep-23	Oct-27	\$51,291,738
		Post-Constr.	Jun-28	Jun-35	\$1,109,655
		Total			\$62,510,000
		Previously Approved Total			\$60,213,136
		Increase/(Decrease)			\$2,296,864

Project Description

The purpose of this project, along with projects W20017, W20027, and W20029, is to protect an estimated 62 structures from the one percent annual probability floodplain along the Menomonee River in the Western Milwaukee corridor. These projects are a component of the Phase II Watercourse Management Plan for the Menomonee River Watershed, which identified overbank flooding in the vicinity of West State Street on the west side of Milwaukee. Projects W20033 and W20034 and implementing levee system accreditation improvements. The scope of work incorporates an alternatives evaluation in the vicinity of the Canadian Pacific (CP) Railway Bridge near Highway 175 and the Menomonee River. CP has indicated the preliminary design plan to include a floodgate across the CP tracks is not implementable. The alternatives analysis considers approaches for reducing risk on properties that are no longer protected by the originally envisioned floodgate across the CP tracks. The main project objectives are to evaluate the project area to meet all FEMA 44 CFR 65.10 levee requirements, obtain FEMA CLOMR approval of the proposed project, obtain Canadian Pacific Railway approval for floodwall construction and on-going access, as well as to obtain City of Milwaukee and City of Wauwatosa endorsement for utility impacts and design plans for municipal utilities in State Street and near Hawley Road Bridge affected by the project. Obtain WDNR approval for contaminated soil management with the project. Obtain Milwaukee County Parks approval for park impacts with the project.

ID #:	Name:	Phase	Start	Finish	Cost
W20029	Western Milwaukee Real Estate & Environmental Assessment	Design	Apr-14	Mar-65	\$7,550,231
		Construction	Apr-14	Nov-20	\$6,231
		Post-Constr.	Jul-14	Dec-24	\$3,038
		Total			\$7,559,500
		Previously Approved Total			\$7,559,500
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to provide support to the Western Milwaukee and Hart Park projects, both of which provide protection for impacted structures from the 1 percent annual probability flood along the Menomonee River. These projects are a component of the Phase II Watercourse Management Plan for the Menomonee River Watershed, which revealed overbank flooding in the vicinity of West State Street on the west side of Milwaukee and the east side of Wauwatosa. The scope of this project includes land acquisition, floodproofing, demolition and environmental services. No operating budget impact is anticipated.

ID #:	Name:	Phase	Start	Finish	Cost
W20033	Menomonee River Levee System Accreditation	Prelimin. Eng.	Nov-20	Aug-23	\$2,330,784
		Design	Jan-22	Jun-28	\$5,159,925
		Construction	Nov-26	Dec-33	\$14,263,896
		Post-Constr.	Mar-29	Jan-38	\$674,395
		Total			\$22,429,000
		Previously Approved Total			\$17,947,000
		Increase/(Decrease)			\$4,482,000

Project Description

The purpose of the project is to ensure District levees constructed along the Menomonee River in Hart Park/Western Milwaukee and Valley Park meet WDNR NR 116 and FEMA 44 CFR 65.10 levee requirements, so that structures in the FEMA regulated floodplain can eventually be removed from this floodplain. The governing pre-mitigation risk level is Moderate. The project will reduce the governing risk to Low. The project mitigates risks arising from two related failure scenarios: 1) the lack of capacity in the channel to prevent flooding during storms; and 2) the current levee and floodwall system does not provide sufficient flood protection to re-draw FEMA regulatory floodplain maps. Scenario 1 leads to a low safety risk and a moderate fiscal responsibility risk to 70 structures in the floodplain. Scenario 2 leads to a moderate Customer Service risk due to potential harm to relationships with Wauwatosa and Milwaukee. The project scope includes: preliminary engineering for improvement alternatives including pipe condition assessment near levees (e.g. CCTV), design of improvements, construction of improvements, post-Construction for vegetation maintenance, plan development (e.g. Operation and Maintenance, Emergency Preparedness Plan), FEMA coordination, document preparation and submittal for the FEMA levee accreditation and LOMR floodplain remapping submittal, review, and approval process.

ID #:	Name:	Phase	Start	Finish	Cost
W20034	Sewer Rehabilitation for FEMA Levee Accreditation	Design	Oct-21	Oct-27	\$1,109,969
		Construction	Dec-30	Oct-32	\$5,799,031
		Post-Constr.	Jan-33	Jul-33	\$21,000
		Total			\$6,930,000
		Previously Approved Total			\$6,894,000
		Increase/(Decrease)			\$36,000

Project Description

The purpose of this project is to rehabilitate gravity and pressure (siphoned) storm and sanitary sewers that currently penetrate the Hart Park and Western Milwaukee Levee System through spot repairs or CIPP lining to satisfy FEMA accreditation requirements for certification of the levee system. The goal of the project is to achieve FEMA accreditation of the levee by addressing deficiencies of existing storm and sanitary pipe penetrations through the levee system and to reconstruct storm sewer outfalls HPS 1-4 and HPS-12. The objective of the project is to apply asset management principles to existing District and municipal storm and sanitary sewers to ensure the structural integrity of flood mitigation structures along the Menomonee River. The project scope includes design and construction of repairs and rehabilitation to various MMSD, Milwaukee County Parks, and City of Wauwatosa storm and sanitary sewers that penetrate or pass through the Hart Park and Western Milwaukee levee system. As well as consultant review of CCTV and inspection reports on storm and sanitary sewers in the Hart Park and Western Milwaukee Levee system, identifying gaps in inspection data, and collecting further CCTV data.

ID #:	Name:	Phase	Start	Finish	Cost
W20035	County Grounds Basins Wildlife Enhancement	Prelimin. Eng	Jul-25	Dec-26	\$222,000
		Design	Dec-26	Nov-27	\$213,000
		Construction	Sep-28	Mar-30	\$1,939,000
		Post-Constr.	Mar-30	Jan-35	\$70,000
		Total			\$2,444,000
		Previously Approved Total			\$2,444,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to complete a management action that is necessary for the removal of the Degradation of Fish and Wildlife Populations beneficial use impairment. The project scope consists of preliminary engineering and design of habitat enhancements to the flood storage basins owned by the District at the Milwaukee County Grounds. The project is fully funded with a Great Lakes Restoration Initiative grant from USEPA and is identified as a necessary management action for restoring the Milwaukee Estuary Area of Concern.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W20037	Wet Weather Mitigation – 30 th St. Corridor South	Planning	Jan-27	May-29	\$46,000
		Total			\$46,000
		Previously Approved Total			\$0
		Increase/(Decrease)			\$46,000

Project Description

In support of the recommendations from the 30th Street Corridor Stormwater Study - South Section this project includes: Review the reports and associated City of Milwaukee, SEWRPC, and other regional planning studies utilized to create the reports; Research all regional planning studies completed and in progress since completion of the MMSD studies, compile relevant planning information/data from the research to assemble an update addendum to the MMSD studies; Review the H&H modelling, data set, and conclusions from the MMSD studies; Evaluate regional weather data, stream flow data, conveyance systems data, and wet weather systems performance (including anecdotal information such as resident reports/observations) that has been collected and compiled since the MMSD studies. Additionally, three project design approach alternatives will be designed (e.g. grey vs green; surface water management vs sub surface infrastructure) and a cost/benefit evaluation of the alternatives will be developed; develop schematic plans for six projects based on the alternative that is chosen by the project stakeholders. The schematic plans will have associated conceptual level cost estimates, and performance estimates for wet weather-related issues (e.g. basement backups, surface flooding, CSO volume). The alternatives will include analysis and reporting on real estate acquisition and GI implementation; Stakeholder group assembly, meetings, and interactive public workshops. This is a new project.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W21006	Phase II - Underwood Creek Reach 1	Design	Sep-13	Dec-16	\$1,292,207
		Construction	Oct-16	Oct-18	\$5,734,582
		Post-Constr.	Oct-18	Feb-24	\$419,768
		Total			\$7,446,557
		Previously Approved Total			\$7,446,557
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to reduce public safety risk, provide wetland mitigation, improve aquatic habitat, and to satisfy Wisconsin Department of Natural Resources and U.S. Army Corps of Engineers (USACE) requirements for the Milwaukee County Grounds Floodwater Management Facility project. This project begins just south of the Canadian Pacific Railway Bridge and ends at the Underwood Creek confluence with the Menomonee River. The project includes the design and the construction to remove approximately 4,400 linear feet of concrete channel liner, lower the riparian floodplain, and replace the liner with a bioengineered stream. The project will include a series of pools and riffles in a low-flow channel and the creation of wetlands to enhance the natural functions of Underwood Creek. The project also includes reconstructing the channel in areas where the riparian floodplain was lowered to recreate a more aesthetic and natural watercourse corridor. The project includes a Letter of Map Revision submittal after construction is complete and post construction fish monitoring. Project is a USACE-led effort with District financing and assistance with project implementation. Project is funded 65% by USACE (up to \$10,000,000) and 35% by District.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W21007	Underwood Creek Reach 2 - CR	Prelimin. Eng.	Jan-15	May-28	\$6,061,970
		Design			\$1,612,551
		Construction			\$14,259,598
		Post-Constr.	Sep-44	Aug-49	\$86,881
		Total			\$22,021,000
		Previously Approved Total			\$22,021,000
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to improve public safety (reduce risk of drowning), improve aquatic and riparian habitat conditions, and restore the expected life of approximately 6700 feet of Underwood Creek from N. Mayfair Road upstream to the Milwaukee/Waukesha County line. The project scope includes concrete removal and naturalized channel restoration of approximately 6700 linear feet of Underwood Creek from N. Mayfair Road upstream to the Milwaukee/Waukesha County line. The US Army Corps of Engineers (USACE) is performing a feasibility study under the USACE's GLFER program. If the USACE and District move forward with this project by signing a PPA, the USACE and District will enter into a partnership agreement to perform the design for the concrete removal and natural channel design. USACE would fund 65% of the design and construction cost.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W24002	W24002 - Honey Creek Reach 6 Howard to I-43	Prelimin. Eng.	Jan-27	Jan-43	\$766,850
		Design	May-43	Jun-44	\$0
		Construction	Sep-44	Aug-47	\$0
		Post-Constr.	Sep-47	Aug-52	\$0
		Total			\$766,850
		Previously Approved Total			\$0
		Increase/(Decrease)			\$766,850

Project Description

The purpose of the project is to reduce the risk of flooding along Honey Creek. The goals of the project are to improve public safety (reduce risk of drowning), improve aquatic and riparian habitat conditions, restore the expected life expectancy of approximately 5,400 feet of Honey Creek from Howard Avenue upstream to I-43. The overall objective of this project is to evaluate the risk of flooding along Honey Creek from Howard Avenue upstream to I-43, develop alternative(s) to reduce the risk of flooding and 30% plans for the recommended alternative(s).



ID #:	Name:	Phase	Start	Finish	Cost
W24004	W24004 - Honey Creek Reach 4	Prelimin. Eng.	Nov-20	Jan-30	\$1,406,864
		Design	Mar-38	Jan-41	\$1,338,973
		Construction	Nov-43	Sep-46	\$4,985,000
		Total			\$7,726,837
		Previously Approved Total			\$4,206,837
		Increase/(Decrease)			\$3,520,000

Project Description

The purpose of the project includes concrete removal and naturalized channel restoration of approximately 5,000 feet of Honey Creek from W. Arthur upstream to W. Oklahoma Avenue. The scope also includes an evaluation of the use of the trash rack over the entrance to the underground portion of Honey Creek in McCarty Park and development of alternatives for reducing the risk of flooding to surrounding residential structures potentially caused by a partially or fully blocked rack.



ID #:	Name:	Phase	Start	Finish	Cost
W24007	Honey Creek Reach 1 Concrete Removal Menomonee River to Fairview Ave	Design	Jun-22	Mar-29	\$2,819,963
		Construction	Jun-31	Mar-34	\$3,713,363
		Post-Constr.	Apr-34	Aug-39	\$130,674
		Total			\$6,664,000
		Previously Approved Total			\$6,664,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to improve the riparian and aquatic habitat of Honey Creek Reach 1 and improve safety by slowing down the flow velocities during extreme rain events. The concrete channel liner within the project reach was installed in 1967, and is approaching the end of its useful life. The project scope includes design and construction to replace approximately 3,900 linear feet of the District-owned concrete lined channel from W. Wisconsin Avenue upstream to W. Fairview Avenue extended with a more naturalized channel. It also includes constructing a more naturalized channel on approximately 1,050 feet of County-owned concrete channel and approximately 3,700 feet of heavily eroding County-owned unlined channel from Wisconsin Avenue downstream to the Menomonee River. This is a USACE Partnership project with the Feasibility Phase located in Project W24006.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W24010	State Fair Culvert Preliminary Engineering and Phase 1	Prelimin. Eng.	May-20	Jul-21	\$172,345
		Design	Jan-22	Jun-23	\$447,712
		Construction	Sep-23	Jun-26	\$14,117,943
		Post-Constr.	Jul-26	Jan-27	\$15,000
		Total			\$14,753,000
		Previously Approved Total			\$14,753,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to extend the useful life of deteriorated assets, reduce the risks of surface subsidence, and ensure the culverts retain the capacity and capability to convey storm water flows. The project scope consists of a preliminary engineering phase to investigate the condition and rehabilitation of the State Fair Culverts. The study includes assessment of the culverts, especially the repairs that have been made, determination of the causes for scouring, research of appropriate rehabilitation techniques, and development of rehabilitation costs. The project scope also includes the design and construction for the rehabilitation of Northeast Parking Lot and Infield-Center segments (Phase 1) of elliptical corrugated metal pipe (CMP) culverts that convey Honey Creek through the Wisconsin State Fair Park. The Preliminary Engineering phase of this project recommended grouting voids under the culverts and lining the culverts with geopolymer spray in place lining. Design phase will included alternative analysis to confirm recommended rehabilitation methods are preferred alternative.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W24012	Honey Creek MIS Rehabilitation	Design	Sep-28	Mar-31	\$572,000
		Construction	Sep-31	Nov-32	\$3,510,000
		Post-Constr.	Feb-33	Aug-33	\$17,000
		Total			\$4,099,000
		Previously Approved Total			\$4,059,000
		Increase/(Decrease)			\$40,000

Project Description

The purpose of this project is to structurally line or abandon sections of MIS that will be impacted by the removal of the Honey Creek concrete channel (Project W24007 - Honey Creek Reach 1 Concrete Removal - Menomonee River to Fairfield Ave). The proposed project includes design, construction, and post-construction phases to abandon approximately 3,300 feet of MIS from MH 09005 to 08908, structurally line approximately 2,400 feet of MIS from 08908 to BS0403D, and rehabilitate associated manholes in the Cities of Milwaukee and Wauwatosa (for reference, see attached document/figure). Local connections will be reconstructed, and flows directed to the 96" MIS in N. Glenview Ave. Key design phase deliverables include a design report, flow control plan, plans & specifications, and record drawings.

ID #:	Name:	Phase	Start	Finish	Cost
W24013	Honey Creek Watershed Flood Management Study	Planning	Jan-27	Jul-30	\$1,850,000
		Total			\$1,850,000
		Previously Approved Total			\$0
		Increase/(Decrease)			\$1,850,000

Project Description

The purpose of the project is to identify flood risk in the Honey Creek watershed and develop alternatives to reduce flood risk in collaboration with project stakeholders (Greenfield, Milwaukee, West Allis, State Fair Park, and Wauwatosa). The governing pre-mitigation risk level is High. This project is not planned to implement the recommendation, consequently, the risk mitigation will be in separate projects. This project mitigates risks arising from three failure modes: 1) Capacity: the channel does not have adequate capacity to convey flows during the 100-year storm event. There are ~200 structures in 100-year floodplain. Prior studies had not identified these many structures. This leads to low fiscal responsibility and customer service risks and a moderate safety risk. 2) Performance: the existing channel design does not adequately provide habitat and public access to green space/riparian areas and causes unsafe conditions due to easy public access, high flow velocities, steep and smooth banks, and the presence of a culvert downstream. This leads to a high environmental risk, and a moderate safety risk. 3) Physical Mortality: The concrete channel is reaching the end of its service life. This causes a minimal operational effectiveness risk due to the labor time required to perform emergency repairs on failed assets. This is a new project.

ID #:	Name:	Phase	Start	Finish	Cost
W28001	Schoonmaker Creek	Planning	Dec-13	Feb-27	\$374,587
		Prelimin. Eng.	Feb-27	Aug-27	\$207,168
		Design	Dec-28	Jul-39	\$7,839,315
		Construction	Mar-40	May-43	\$30,682,930
		Post-Constr.	Jul-43	Sep-44	\$0
		Total			\$39,104,000
		Previously Approved Total			\$11,388,000
		Increase/(Decrease)			\$27,716,000

Project Description

The purpose of the project is to reduce the risk of flooding for structures and roadways within the Schoonmaker Creek watershed. Forty-six structures are within the one percent annual probability floodplain in the watershed. The project scope is to evaluate and recommend alternatives that reduce flooding on the District's jurisdictional stream reach and municipal stormwater drainage issues in the watershed. The scope includes performing the necessary hydrologic and hydraulic analyses and developing alternatives for the City of Wauwatosa to address the municipal stormwater drainage problems and the District to reduce the flood risk for 46 structures in the floodplain. The 46 floodplain structures are on the District's Schoonmaker Creek jurisdictional stream reach based upon the best available floodplain information from SEWRPC's December 2020 Memorandum Report Number 241, "A Watercourse System Plan for Schoonmaker Creek."

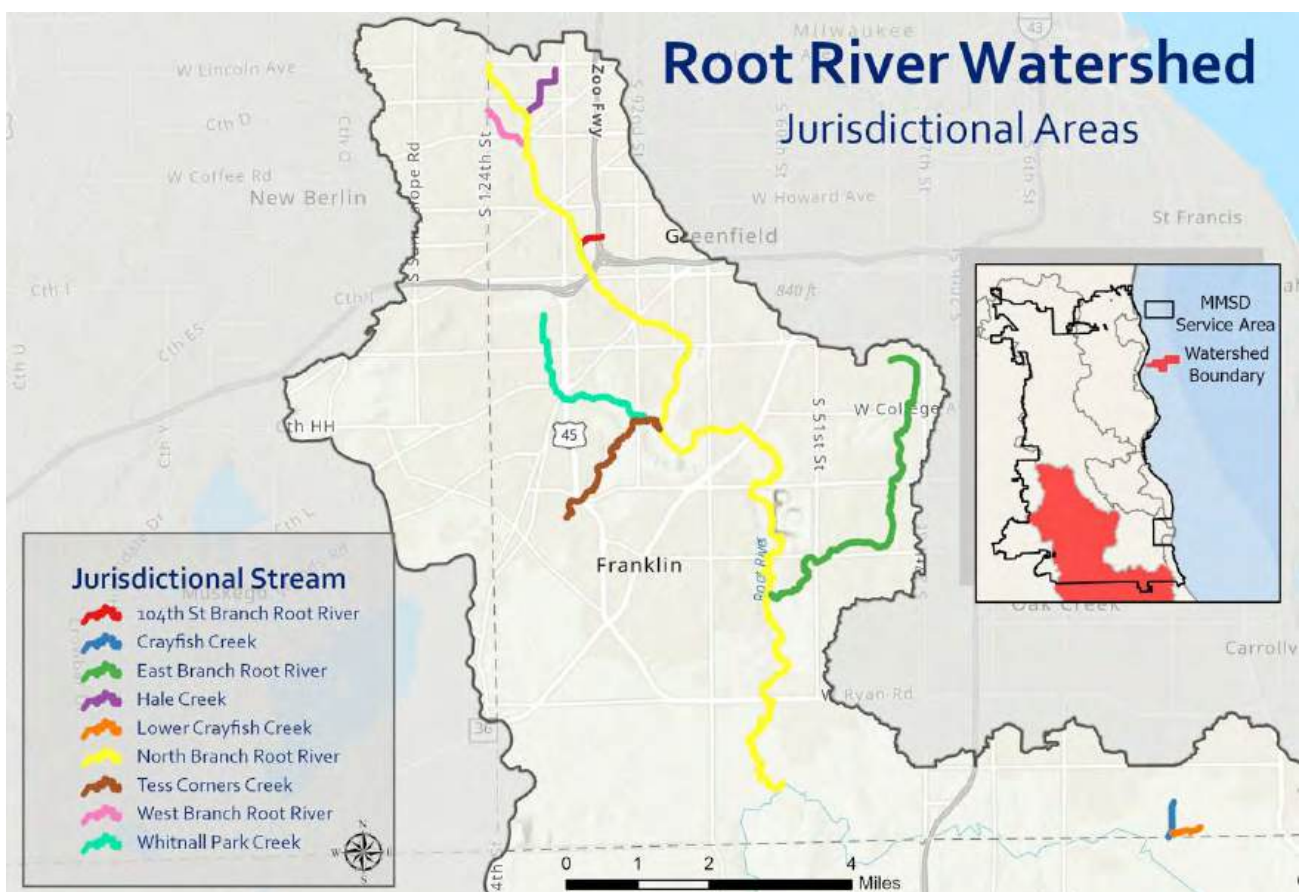
ID #:	Name:	Phase	Start	Finish	Cost
W29002	Burnham Canal	Design	Jul-12	Nov-27	\$1,404,709
		Construction	Dec-21	Oct-30	\$8,364,887
		Post-Constr.	Oct-30	Dec-35	\$317,654
		Total			\$10,087,250
		Previously Approved Total			\$10,087,250
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to reduce risk of exposure to existing contaminated sediments, improve aquatic and wildlife habitat, improve water quality, and provide recreational and educational opportunities. The scope consists of filling the Burnham Canal (from the I-43/I-94 overpass to the west end of the canal) to cap existing contaminated sediments and restore 6.7 acres of wetlands. The project design was performed by the US Army Corps of Engineers (USACE) with funding for the local cost share provided by the Fund for Lake Michigan. Per the USACE design, the project will be constructed in the following sequence: Construct the wetland base. This consists of placing granular fill in the canal to approximate elevation -7 City of Milwaukee Datum.

Root River Watershed

The Root River Watershed drains an area of about 197 square miles. Approximately 72 square miles are within the District and District service area. There are 59 square miles within Milwaukee County, 32 are within the City of Franklin, six within the City of Greenfield, one within the City of Milwaukee, eight within the City of Oak Creek, three within the City of West Allis, five within the Village of Greendale, and three within the Village of Hales Corners. There are 13 square miles within Waukesha County, nine within the City of New Berlin and four within the City of Muskego. According to 1990 SEWRPC land use data, approximately 80 percent of the upper watershed located within Milwaukee County and Waukesha County is currently developed, with significant developable land remaining in the communities of Franklin, Oak Creek, New Berlin, and Muskego. There are an estimated 16 structures currently identified as remaining within the one percent probability floodplain. Completed projects have removed 98 structures from the one percent probability floodplain.



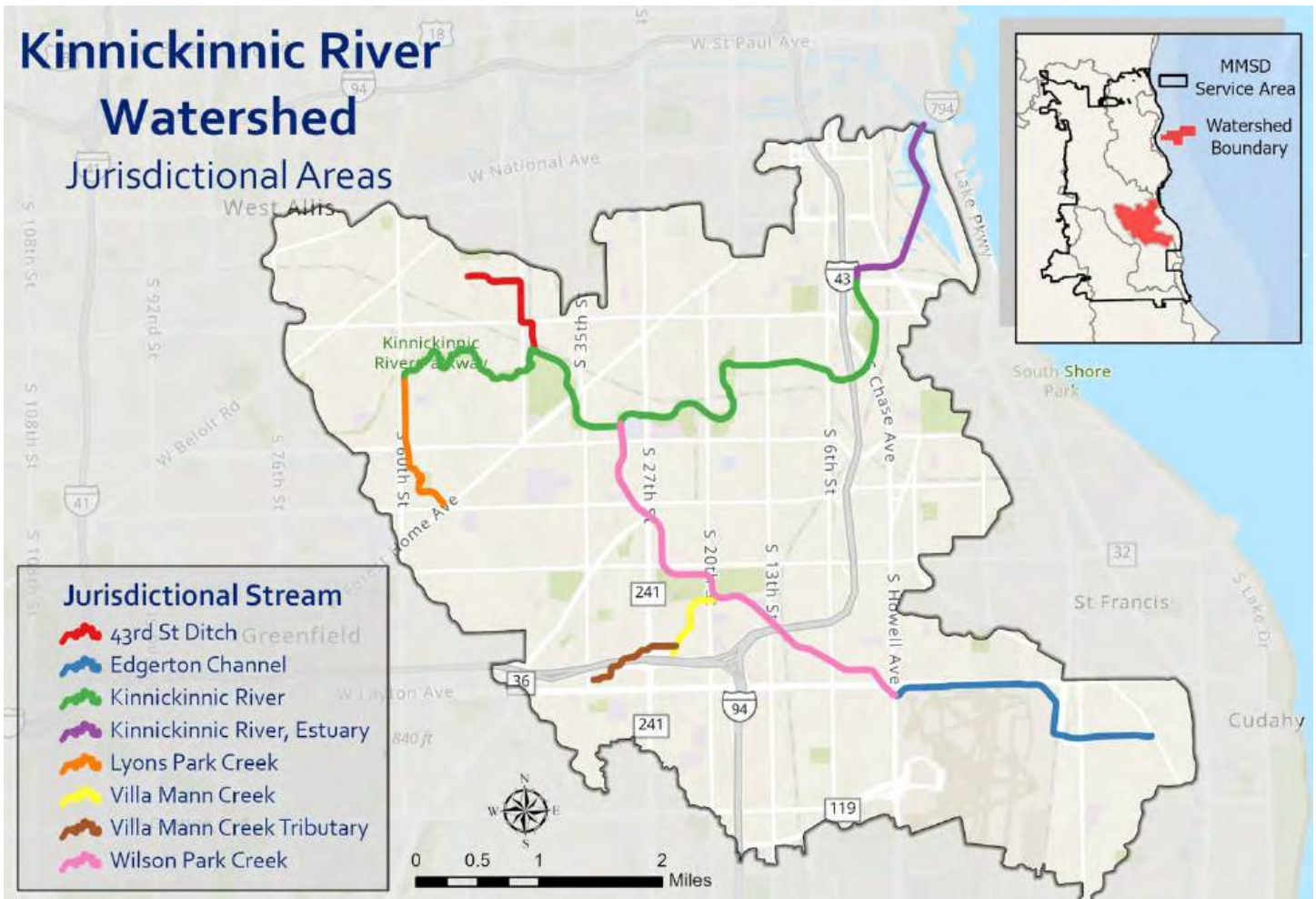
ID #:	Name:	Phase	Start	Finish	Cost
W30005	Root River Watershed Floodplain Mapping	Planning	Jan-23	Feb-29	\$721,879
		Prelimin. Eng	TBD	TBD	\$5,721
		Total			\$727,600
		Previously Approved Total			\$727,600
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to update tools that the District will use to identify structures to be removed from the one-percent annual chance floodplain in the Root River watershed. These tools consist of updated models and floodplain mapping that will be used to plan projects and reduce flood risk for affected structures. The project scope consists of completing updated hydraulic modeling and floodplain mapping for the Root River watershed.

Kinnickinnic River Watershed

The Kinnickinnic (KK) River Watershed drains an area of about 26 square miles. There are six major streams in the watershed, all of which are under District jurisdiction: the KK River, Lyons Park Creek, Wilson Park Creek, South 43rd Street Ditch, Villa Mann Creek, and Villa Mann Creek Tributary. The watershed has a significant number of miles of concrete lined channels and there are an estimated 680 structures currently located within the one percent annual probability floodplain. Completed projects have removed 53 structures from the one percent annual probability floodplain. Projects funded in 2025 will help further reduce the risk of flooding to properties in the KK River Watershed.



ID #:	Name:	Phase	Start	Finish	Cost
W40007	KK River Reach 3 – CR	Prelimin. Eng.	Nov-12	Mar-44	\$7,487,200
		Design	Aug-44	Oct-45	\$2,100
		Construction	Jan-46	Sep-46	\$0
		Post-Constr.	Oct-42	Oct-47	\$65,700
		Total			\$7,555,000
		Previously Approved Total			\$7,555,000
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to reduce flood risk on the Kinnickinnic (KK) River for St. Luke's Hospital and over 20 structures located in the 1% annual probability floodplain in the vicinity of S. 31st Street and W. Manitoba Ave. The project's purpose is also to improve public safety (i.e. reduce drowning risk) and improve aquatic and riparian habitat conditions by removing approximately 5,000 feet of concrete channel liner in the KK river in the project area and replacing it with a naturalized channel. The concrete lining is a District asset that was installed in the 1960's and is reaching the end of its useful life. The project scope consists of the following components: remove the concrete channel lining and replace with a natural channel design, increase the hydraulic capacity of the W. KK River Parkway Bridge east of S. 31st Street.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W40009	Jackson Park	Design	Dec-18	Jun-27	\$17,649,783
		Construction	Jan-25	Jun-31	\$70,983,886
		Post-Constr.	Nov-25	Jun-36	\$844,331
		Total			\$89,478,000
		Previously Approved Total			\$85,938,000
		Increase/(Decrease)			\$3,540,000

Project Description

The purpose of the project is to reduce flood risk on the Kinnickinnic (KK) River. The project also mitigates increased flood flows from planned work for the KK River (W40002), Lyons Park Creek (W41001), and the S. 43rd Street Ditch (W42003) projects. Over 350 residential and commercial structures are located in the 1% annual probability floodplain within these areas. Additionally, the project's purpose also includes improving public safety (reduce drowning risk) and improving aquatic and riparian habitat conditions by removing the concrete channel lining. The channel was installed in the 1960's and is nearing the end of its useful service life.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W40010	KK River Watershed	Prelimin. Eng.	Jul-17	Aug-30	\$6,955,000
		Total			\$6,955,000
		Previously Approved Total			\$6,955,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to refine recommendations that are ultimately expected to reduce flood risk to over 660 residential and commercial structures located in the 1% annual probability floodplain. Recommendations from this project will be used to identify and develop other capital projects within the KK River Watershed. The project scope consists of two PE studies. The first PE study refines the Kinnickinnic River Watershed Flood Management Plan (KKRWFMP) recommendations for Jackson Park and the 43rd Street Ditch, as updated by a flood storage alternatives analysis performed at the start of this PE study (W40010E01 - Task C.3). The second PE study refines the KKRWFMP recommendations on Wilson Park Creek (except between W. Layton Avenue and the CP RR located east of South 13th Street), Villa Mann Creek and Lyons Park Creek.

ID #:	Name:	Phase	Start	Finish	Cost
W40012	KK River - 6th to 16th St.	Design	Jul-21	Jan-29	\$9,594,938
		Construction	Apr-29	Oct-32	\$59,559,402
		Post-Constr.	Oct-32	Oct-37	\$309,660
		Total			\$69,464,000
		Previously Approved Total			\$52,655,000
		Increase/(Decrease)			\$16,809,000

Project Description

The purpose of the project is to reduce flood risk on the KK River for approximately 300 residential and commercial structures located in the one percent annual probability floodplain between S. 6th Street and S. 16th Street. The project also improves public safety and improves aquatic and riparian habitat conditions. The project scope consists of the design and construction of a wider channel corridor from a width of 60 feet to approximately 200 feet within the project area. The wider channel will improve the passage of flood flows and allow the project to replace over 4,000 linear feet of District-owned concrete channel lining with a more naturalized channel between S. 6th Street to S. 16th Street. The project will modify City-owned bridges and utilities to create the wider channel section. In addition, the District is acquiring and removing 83 homes under Project W40002 to create a wider channel. The impact on the operating budget would take effect five years after construction is complete and the vegetation is established. Project costs are increased for additional design and labor costs, as well as inflation.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
W40019	Jackson Park Service Yard	Design	Jul-24	Feb-27	\$875,434
		Construction	Nov-26	Mar-29	\$10,784,566
		Total			\$11,660,000
		Previously Approved Total			\$11,080,901
		Increase/(Decrease)			\$579,099

Project Description

The purpose of the project is to meet the contractual requirements of the MOU between MMSD and Milwaukee County for flood control on the KK River in Jackson Park and also meet the expectations of Milwaukee County so that work under W40009 and other MMSD projects on County-owned land can proceed. This project is a necessary step to mitigate risks that multiple MMSD projects are intended to mitigate. These projects will reduce flood risk on multiple watercourses in Milwaukee County, mitigate increased flood flows from other planned work, improving public safety (reduce drowning risk), and improving aquatic and riparian habitat conditions by removing the concrete channel linings which are reaching the end of their service lives. The scope of this project includes advancing the design and producing plans and specifications for the removal of the existing and the construction of the new Jackson Park Service Yard facilities. The scope of work includes lead and asbestos inspection and testing of existing facilities, deconstruction of existing facilities, construct new pre-engineered metal building (PEMP) on concrete slab-on-grade, new fueling station, three covered cold storage facilities, new chain link fence at perimeter of project site, and surface restoration to remove and replace all pavement, curbs, sidewalks, and disturbed grass within the property limits.

ID #:	Name:	Phase	Start	Finish	Cost
W41004	Lyons Park Creek Channel Stabilization Phase 2	Design	Dec-38	Dec-39	\$278,000
		Construction	Mar-40	Jul-42	\$987,000
		Post-Constr.	Jul-42	Jul-46	\$35,000
		Total			\$1,300,000
		Previously Approved Total			\$1,300,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to reduce the risk of negative impacts to water quality and property damage due to stream bank erosion. The scope of this project includes design and construction to restore a 260-foot eroded streambank segment of Lyons Park Creek, create access for maintenance of the north and south reaches, and modify a 30-inch storm sewer that has partially collapsed. The scope also includes post-construction vegetation establishment monitoring.

ID #:	Name:	Phase	Start	Finish	Cost
W42003	43rd Street Ditch Reach 1 - CR	Design	Jun-24	Jul-29	\$6,778,444
		Construction	Oct-26	Jul-34	\$42,806,847
		Post-Constr.	Nov-32	Mar-39	\$117,444
		Total			\$49,702,734
		Previously Approved Total			\$49,702,734
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to reduce flood risk on the 43rd Street Ditch for 11 structures located in the 1% annual probability floodplain and reduce roadway flood depths at the intersection of major arterial roads: W. Lincoln Avenue and S. 43rd Street. The project will also address failing assets (corrugated metal pipe culverts and concrete channel lining). Though this project, along with W40009, is part of the approach to reducing flood risk downstream on the KK River where over 300 residential and commercial structures are located in the 1% annual probability floodplain, the risk evaluation associated with this project relates only to risks reduced by the construction activity under this project. This project will mitigate this risk in the 500 linear-foot section of open concrete channel.



This project supports the UN SDGs #14 and 15.

ID #:	Name:	Phase	Start	Finish	Cost
W45002	Wilson Park Creek Reach 3	Prelimin. Eng.	Sep-08	Nov-16	\$1,945,362
		Design	Sep-18	Dec-31	\$5,612,209
		Construction	Feb-22	May-39	\$36,965,489
		Post-Constr.	Jul-23	Aug-44	\$482,939
		Total			\$45,006,000
		Previously Approved Total			\$42,864,794
		Increase/(Decrease)			\$2,141,206

Project Description

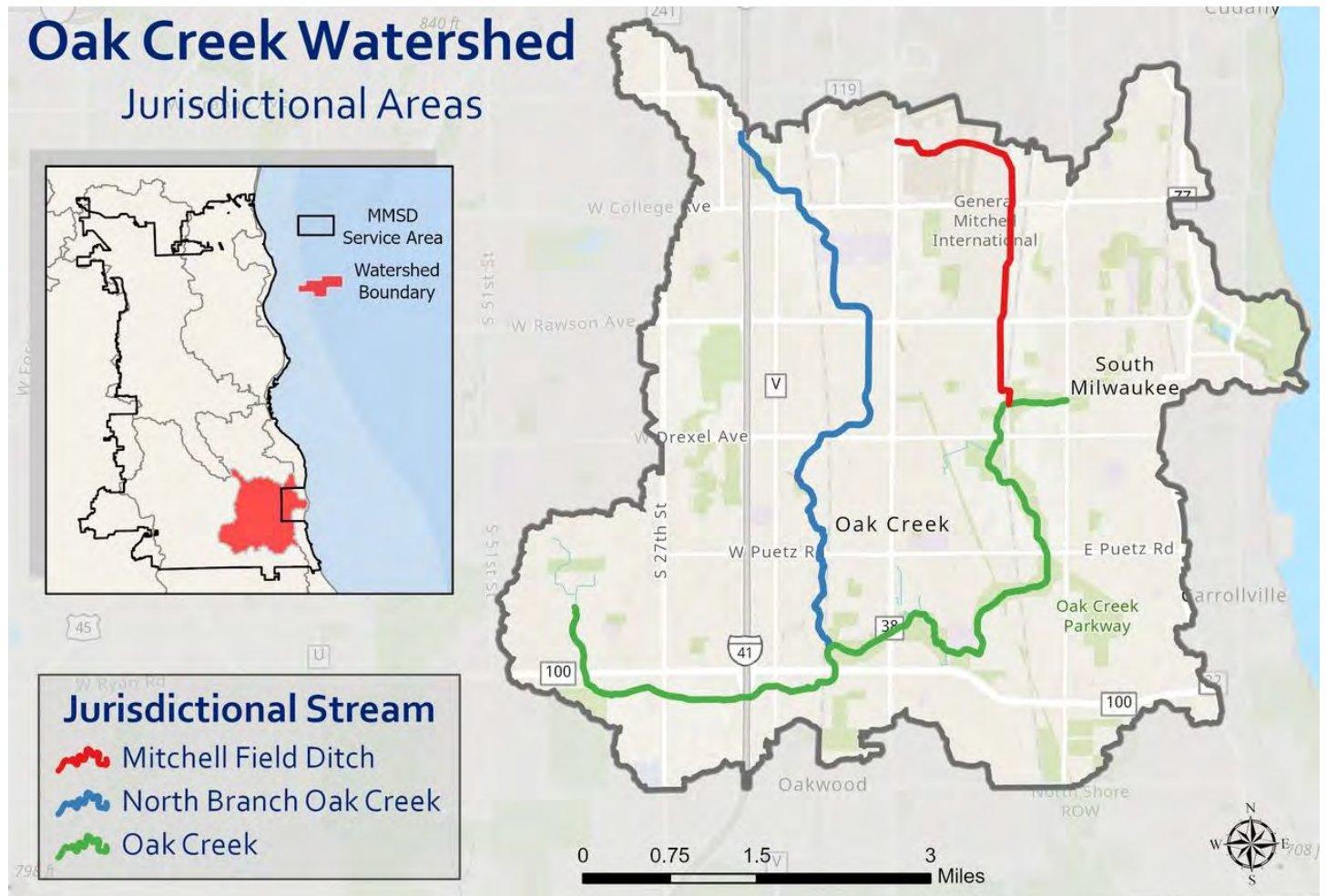
The purpose of the project is to reduce flood risk for over 60 residential and commercial structures located in the 1% annual probability floodplain along Wilson Park Creek in the vicinity of S. 6th Street and W. Armour Avenue, as well as replace deteriorating assets. Within the project area, approximately 2,800 feet of Wilson Park Creek is lined with concrete. The concrete lining is a District asset that was installed in the 1960's and is reaching the end of its useful life. The project will improve public safety (reduce risk of drowning), reduce flood related health risks, and improve aquatic and riparian habitat.



This project supports the UN SDGs #14 and 15.

Oak Creek Watershed

The Oak Creek Watershed drains an area of about 28 square miles. Approximately 64 percent of the area is within the City of Oak Creek, 9 percent in the City of Franklin, 4 percent in the City of Cudahy, 10 percent in the City of Milwaukee, 1 percent in the City of Greenfield, and 12 percent in the City of South Milwaukee. An estimated 6 structures are within the one percent annual probability floodplain with all but three structures already removed through voluntary acquisition.



ID #:	Name:	Phase	Start	Finish	Cost
W50005	Oak Creek Flood Management – Flood Proofing/Acquisition	Planning	Apr-09	May-32	\$333,454
		Design	Oct-12	Dec-39	\$9,177,546
		Total			\$9,511,000
		Previously Approved Total			\$9,511,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to reduce the risk of flood damage to affected structures during the one percent annual probability flood in the Oak Creek Watershed. The structures are identified in the draft Oak Creek Updated Phase 1 Watercourse Management Plan (WMP) developed by SEWRPC in October 2011. SEWRPC's original evaluations are being updated by a consultant to meet MMSD's current floodproofing and acquisition policy. The updated evaluation and costs are included in the draft Technical Memorandum (TM) Oak Creek Watershed Conceptual Floodproofing Designs by S.E.H. dated June 22, 2018, and will be incorporated into SEWRPC's WMP. The scope of work includes the design and construction/funding of voluntary floodproofing or acquisition (with demolition and deconstruction) of four commercial structures and acquisition (with demolition or deconstruction) of two residential structures in the Oak Creek watershed. As recommended in the KK River Watershed Flood Management Planning Report (KKRWFMP) (May 2017), the project scope consists of: Lowering Milwaukee County land in Wilson Park to create 220 acre-feet of flood storage. Removing concrete channel lining, lowering the floodplain and naturalizing the channel for 3,000 linear feet of channel from Howard Ave to 20th Street and from 13th Street to CP RR.

Lake Michigan Drainage Watershed

The only tributary in the Lake Michigan Drainage area under District jurisdiction is Fish Creek that drains an area of about five square miles. Approximately 55 percent is within the City of Mequon, 25 percent is within the Village of Bayside, and 20 percent is within the Village of River Hills. An estimated 11 structures are within the one percent probability floodplain.



ID #:	Name:	Phase	Start	Finish	Cost
W61003	Fish Creek Flood Management - I-43 Expansion	Prelimin. Eng	Aug-21	Nov-23	\$500,000
		Design	Oct-38	Aug-40	\$1,511,000
		Construction	Jan-41	Apr-43	\$1,059,000
		Total			\$3,070,000
		Previously Approved Total			\$3,070,000
		Increase/(Decrease)			\$0

Project Description

The purpose of the project is to reduce the risk of flooding along Fish Creek in the Village of Bayside while protecting an environmentally sensitive stream corridor downstream. The scope of the project consists of conducting a preliminary engineering study of Fish Creek to mitigate for current and future anticipated flood risks associated with additional runoff expected from Wisconsin Department of Transportation interstate expansion plans. The study will review the latest available hydrologic and hydraulic modeling of Fish Creek and its tributaries, examine and document field conditions, analyze alternatives and recommend one for mitigating flooding and erosion in the Village of Bayside, produce preliminary engineering plans, specifications, and cost estimates, and facilitate stakeholder workshops and public meetings. The scope of the project consists of conducting a preliminary engineering study of Fish Creek to mitigate for current and future anticipated flood risks associated with additional runoff expected from Wisconsin Department of Transportation interstate expansion plans. The study will review the latest available hydrologic and hydraulic modeling of Fish Creek and its tributaries, examine and document field conditions, analyze alternatives and recommend one for mitigating flooding and erosion in the Village of Bayside, produce preliminary engineering plans, specifications, and cost estimates, and facilitate stakeholder workshops and public meetings. The scope does not include implementing the recommendations. Scope and budget for implementation will be considered in future years.

General Watercourse Projects

Projects grouped into this category are projects that do not fit into the various watersheds. The types of projects can be associated with various studies for planning future watercourse projects; projects that protect or restore natural drainage to prevent future flooding; all other nonspecific items. Projects funded in 2023a will also identify and map floodplains.

ID #:	Name:	Cost
W97004	Greenseams® Phase 2	\$10,718,859

Project Description

The purpose of this project is to purchase and restore lands with water absorbing hydric soils, which help to manage stormwater, reduce the risk of future flooding problems, and support the District’s capital flood management investments. Benefits of this program include protecting natural wetlands, riparian corridors, and wooded properties as a cost-effective way to keep water on the land where it falls, as well as conserving the natural functionality of wetlands and floodplains.



This project supports the UN SDG #15.

The project scope is to acquire land intended to assist in the prevention of future flooding issues and expands existing corridors protecting linear greenways along or tributary to jurisdictional waterways. The District either purchases or acquires conservation easements for privately owned parcels consisting of hydric soils in order to prevent these properties from being developed. The project, which includes the Menomonee River, Root River, Oak Creek, and Milwaukee River watersheds, will support activities to research, identify, acquire, maintain, preserve, and defend natural flood storage on lands within the greater Milwaukee metropolitan area. Since the program began, a total of 6,200 acres have been preserved. The District works collaboratively with non-profits, land trusts, governmental agencies, and municipal staff to identify properties in high priority areas, pool resources together, and to contact landowners. Some of these partners are able to own and become the steward of these properties, saving the District time and maintenance costs.

The Greenseams® Program 2027 expenditures are budgeted at \$150,400; the ten-year long-range financing plan includes \$466,800. In 2025-2027, project expenditures will shift to be in W97006 and include approximately \$1.5 million for each year. In terms of operating budget impact, Greenseams® is a capital program which supports the District’s capital infrastructure by reducing the risk of flooding and keeping excess water out of the District’s conveyance system. Consequently, the District’s capital expenditures on the program generally do not result in significant changes to the current level of O&M expenditures as properties are often transferred from the District to local governments or land trusts to own and manage. When transferring properties, the District always obtains a permanent conservation easement to ensure that they continue to help reduce flood risk and preserve the capacity and long-term cost-effective operation of the District’s system in perpetuity.

ID #:	Name:	Phase	Start	Finish	Cost
W97005	Working Soils and MRWCP 2021-2026	Planning	Nov-20	Apr-35	\$8,683,846
		Total			\$8,903,626
		Previously Approved Total			\$8,903,626
		Increase/(Decrease)			(\$219,780)

Project Description

The project goal is to ensure that MMSD continues to achieve the goals outlined by the Milwaukee River Watershed Conservation Partnership, who is committed to promoting healthy soils and clean water. Organizations and operators in both rural and urban communities help to address localized flooding while addressing surface water quality in streams and rivers flowing to Lake Michigan -- the source of drinking water for over 1.1 million people. The Working Soils Program will work with contractors to complete agricultural conservation easement transactions that include 1500 acres of prime, unique, and hydric soils of ecological priority for flood management. MMSD and contractors will work together to: identify priority land and landowners, provide outreach, negotiate agricultural conservation real estate transactions, secure cost-share commitments from NRCS and land trust partners for each property, and complete all required real estate due-diligence and partner funding paperwork and reporting required.



This project supports the UN SDG #15.

ID #:	Name:	Phase	Start	Finish	Cost
W97006	Green Seams Phase 3 (2025 - 2030)	Planning	Nov-24	Dec-30	\$9,480,000
		Total			\$9,480,000
		Previously Approved Total			\$9,480,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to purchase and restore land with water absorbing hydric soils which help to manage stormwater reducing the risk of future flooding problems. The project scope is to acquire land intended to assist in the prevention of future flooding issues in four of Milwaukee's watersheds and includes the purchase of linkages or gaps within existing corridors protecting linear greenways along or tributary to jurisdictional waterways. The District either purchases or acquires conservation easements for privately owned parcels consisting of hydric soils in order to prevent these environmentally important properties from being developed. The project, which includes the Menomonee River, Root River, Oak Creek, and Milwaukee River watersheds will support activities to research, identify, acquire, maintain, preserve, and defend natural flood storage on lands within the greater Milwaukee metropolitan area. Since the program began, a total of 4,185 acres have been preserved. The District works collaboratively with non-profits, land trusts, governmental agencies, and municipal staff to identify properties in high priority areas, pool resources together, and to contact landowners. Some of these partners are able to own and become the steward of these properties, saving the District time and maintenance costs

ID #:	Name:	Phase	Start	Finish	Cost
W97007	Working Soils and MRWCP 2026-2031	Planning	Jul-25	Jan-38	\$9,000,000
		Total			\$9,000,000
		Previously Approved Total			\$9,000,000
		Increase/(Decrease)			\$0

Project Description

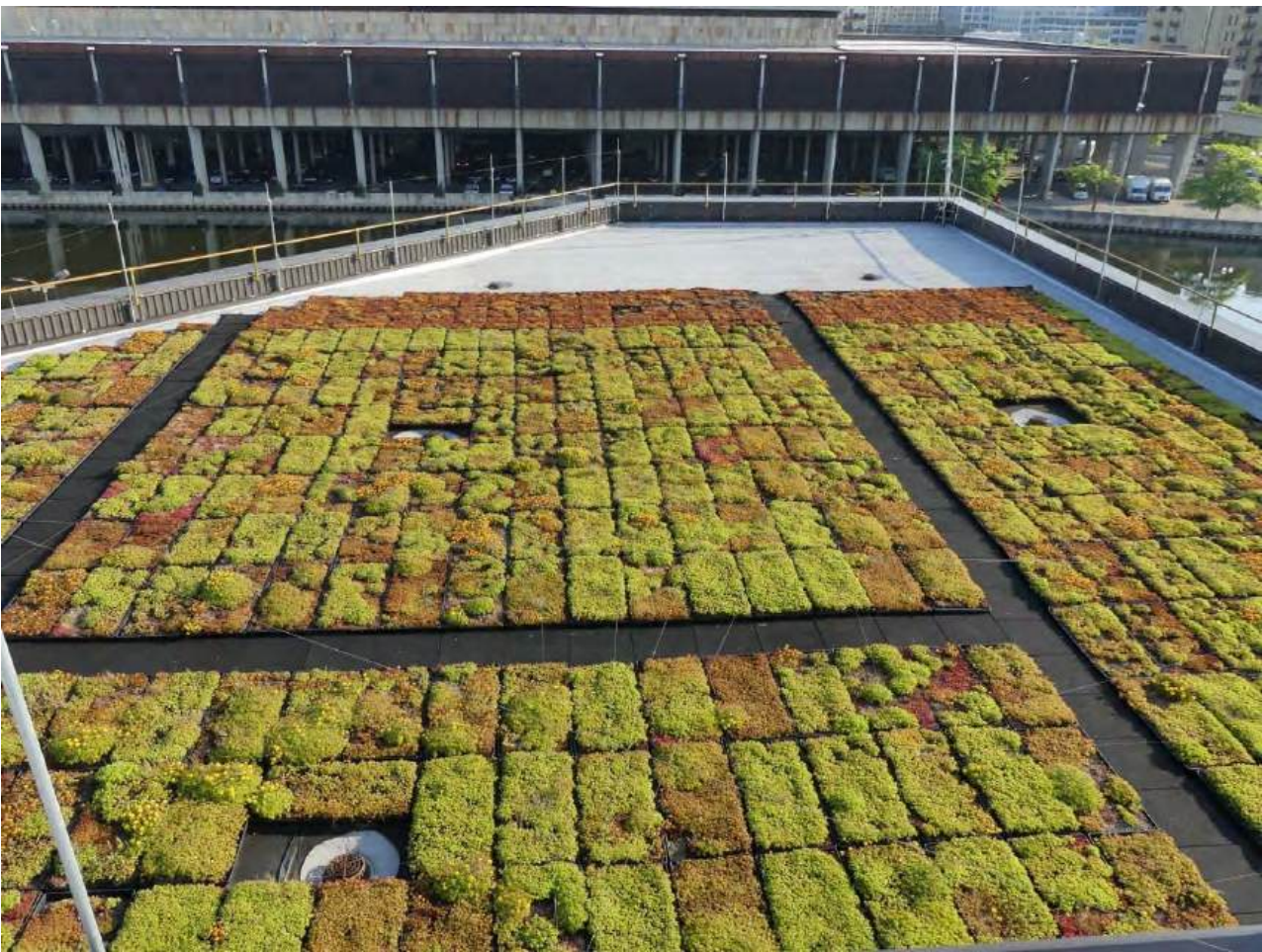
The purpose of the project is for the District to partner with the USDA Natural Resources Conservation Service (NRCS) and watershed stakeholders to address nutrient and sediment loading to surface waters through improved land management and land rental and protect floodplain acres through permanent conservation easements. This would be accomplished through the USDA-NRCS's Regional Conservation Partnership Program (RCPP), of which the District is currently leading the second RCPP with USDA-NRCS and watershed stakeholders. The Working Soils Program will work with contractors to complete agricultural conservation easement transactions that include prime, unique, and hydric soils of ecological priority for flood management. MMSD and contractors will work together to: identify priority land and landowners, provide outreach, negotiate agricultural conservation real estate transactions, secure cost-share commitments from NRCS and land trust partners for each property, and complete all required real estate due-diligence and partner funding paperwork and reporting required.

ID #:	Name:	Phase	Start	Finish	Cost
W98006	Reforestation and Wetland Restoration Program	Planning	Jun-22	Jul-32	\$11,174,475
		Total			\$11,174,475
		Previously Approved Total			\$10,874,475
		Increase/(Decrease)			\$300,000

Project Description

This program helps the District to satisfy the annual requirement contained in its current discharge permit utilizing green infrastructure through the improved functionality of land. This program is in line with the Comprehensive Environmental Management Policy. The Reforestation & Wetland Restoration Program will plant 6 million trees and restore/enhance 4,000 acres of wetlands in the Greater Milwaukee Watersheds (Milwaukee, Kinnickinnic, Menomonee, Oak Creek, Root River, and direct drainage to Lake Michigan). This is a 10-year program with planning in years 1-2 and moving into implementation of projects after year 2.

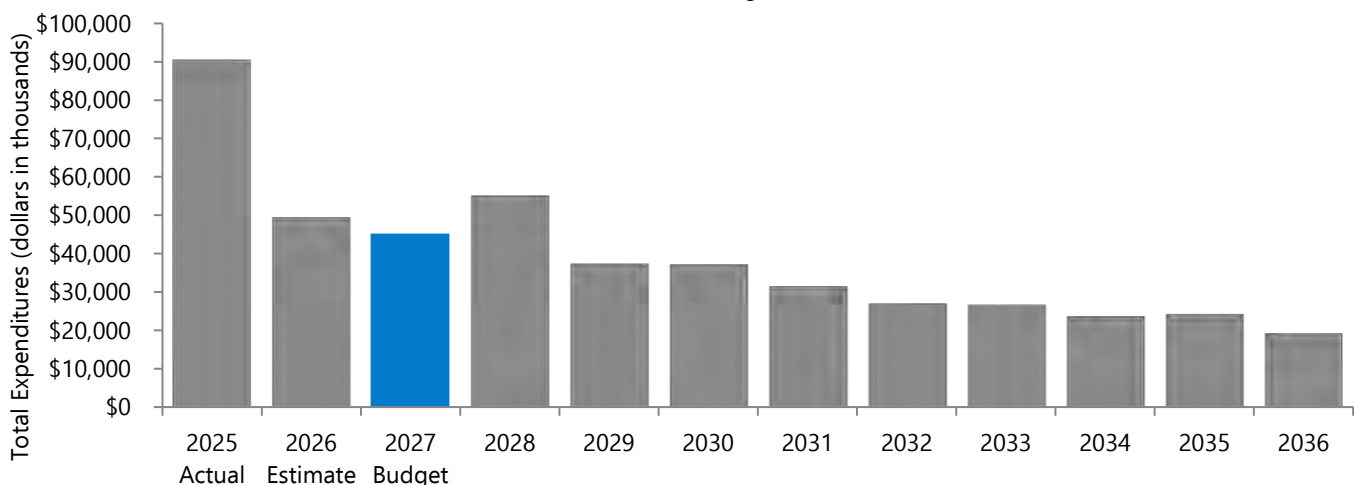




Other Projects and Programs

Other Projects are a budgetary grouping of projects that supports overall District planning, management, and infrastructure assets and investments. These projects typically precede design and construction work, providing a solid foundation for future projects in the Water Reclamation Facilities, Conveyance Facilities, and Watercourse Projects capital program groups.

Other Projects



The 2027 Capital Budget includes \$60.1 million for work on Other Projects. Please refer to project detail on the following pages for information on each project's purpose, scope, cost forecast, and impact on the O&M budget.

Facilities Management

Facilities Management capital projects are those projects that are related to providing structural upgrades or replacements at District headquarters, Central Laboratory, and other land and building assets.

ID #:	Name:	Phase	Start	Finish	Cost
M01032	N. 44th Street Property Restoration (Miller Park Area)	Design	Apr-20	Jan-23	\$453,844
		Construction	Apr-23	Sep-24	\$1,735,090
		Post-Constr.	Oct-24	Sep-27	\$73,966
		Total			\$2,262,900
		Previously Approved Total			\$2,262,900
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to rehabilitate an existing MMSD property adjacent to the Menomonee River, returning it to a more natural state, thus improving riparian habitat. The scope of the project includes demolition of an aging District building (completed in 2019), remediation of environmental contamination issues, and riparian habitat improvements. The operating budget impact is not known at this time.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
M01043	KK River Trash Wheel - Drive Access	Design	Nov-20	Nov-27	\$40,000
		Construction	Nov-27	Feb-28	\$62,000
		Total			\$102,000
		Previously Approved Total			\$102,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to support the removal of river debris by allowing access to District property for storage and removal by others of collected floating debris as well as providing winter storage space of the trash wheel. The project scope includes design and construction of an approximately 100-foot driveway access and a concrete pad from the entrance drive on MMSD property at 2122 S. 4th Street to the Kinnickinnic River. This will allow removal of floating debris collected by the operation of a trash wheel in the Kinnickinnic River by others. The trash wheel will be supported by community education efforts by others around the impact of trash and plastics and be a symbol of Milwaukee's commitment to clean water.

ID #:	Name:	Phase	Start	Finish	Cost
M01044	HQ & Lab HVAC Improvements	Planning			\$47,964
		Design	Feb-23		\$1,510,000
		Construction	Jun-24		\$5,442,036
		Total			\$7,000,000
		Total			\$7,000,000
		Previously Approved Total			\$18,789,553
		Increase/(Decrease)			(\$11,789,553)

Project Description

The project purpose is to renovate Headquarters' Floors 1 through 4 to provide cohesive spaces that meet the District's needs. A central focus of this project is the renovation of the Commission Room, upgrade of the Front Desk security, replacement of failing Mechanical Electrical and Plumbing (MEP) equipment, and compliance with safety regulations, such as ADA, in the HQ building renovating the first and fourth floors of the existing headquarters. Working within the confines of existing space to meet staffing needs has resulted in many inefficiencies throughout the headquarters and laboratory buildings as staffing needs and arrangements change. No additional operating budget impact is anticipated. The decrease in the project budget is due to reduction of the renovation scope.

ID #:	Name:	Phase	Start	Finish	Cost
M01045	Pelagos Slip Modifications at HQ Dock	Design	Oct-22	Feb-26	\$129,391
		Construction	Sep-26	Apr-27	\$485,013
		Post-Constr.	May-27	Jun-27	\$3,000
		Total			\$617,404
		Previously Approved Total			\$425,200
		Increase/(Decrease)			\$192,204

Project Description

The purpose of the project is to reduce the risk associated with boarding and debarking the Pelagos from the District Headquarters boat dock. The project scope includes the in-house design and construction for the replacement of the existing fixed dock section along the south face of the MMSD Headquarters dock slip with a new floating dock system. Once the new floating dock system is installed, the District will maintain it with funds from the operating budget. Additional amenities included in the project are: -New overhead lights to increase visibility at the MMSD HQ dock facility during early-morning or late-evening activities. A stationary jib crane for loading and unloading heavy cargo to and from the Pelagos. Relocation of the charging station for the Pelagos to provide more working room on the fixed dock for MMSD staff. Replacement of approximately 1,510 square feet of existing wooden decking with PVC decking (or equivalent) that does not require periodic staining.

ID #:	Name:	Phase	Start	Finish	Cost
M01048	Security Improvements	Design	Mar-28	Apr-29	\$335,248
		Construction	Nov-24	Feb-31	\$3,224,152
		Post-Contr.	May-31	Sep-31	\$11,600
		Total			\$3,571,000
		Previously Approved Total			\$3,456,000
		Increase/(Decrease)			\$115,000

Project Description

The purpose of the project is to ensure JIWRP, SSWRP, HQ/Lab and 13th Street facilities are protected from physical security threats and to improve management of authorized visitors at each facility. This project will construct improvements to the security camera, access control, and visitor management system. The increase in the project budget is a result of higher construction contractor expenses. Key design phase deliverables include technical memoranda, reports, plans, specifications and outage plan memos.

ID #:	Name:	Phase	Start	Finish	Cost
M01049	HQ and Lab Facility Improvements	Design	Jul-24	Sep-25	\$427,321
		Construction		Nov-26	\$2,490,969
		Post-Constr.	Jan-31	Feb-31	\$2,500
		Total			\$2,920,790
		Previously Approved Total			\$3,411,321
		Increase/(Decrease)			(\$490,531)

Project Description

The purpose of this project is to: Upgrade parking lot lighting to LED to reduce energy consumption from inefficient fixtures; Replace porous pavement sidewalk to eliminate safety risk due to the existing sidewalk condition; Replace failed exterior doors that have been barred shut for safety reasons; And upgrade and increase the number of electric charging stations in the basement due to limited capacity and the increase in electrical vehicles. All repairs will be implemented through our on-call architectural and design company will assist in completing an inspection of current HVAC equipment located in the HQ and Lab facilities with the intention of finding what is in need of replacement and incorporate the replacement costs within the new contract schedule. The new contract will also need to be designed with HQ's remodel warranties and with the understanding only the Lab building will need to be maintained throughout the remodel process.

ID #:	Name:	Phase	Start	Finish	Cost
M01050	Skymmr Offload Site	Design	Apr-27	Aug-28	\$60,100
		Construction	Dec-28	Mar-30	\$195,100
		Total			\$255,200
		Previously Approved Total			\$255,200
		Increase/(Decrease)			\$0

Project Description

The project includes design and construction of a new Skymmr offload site at the Port of Milwaukee. The project scope includes preparing plans and specifications for site grading, electrical relocation, piling extension, fencing upgrades, and floating dock expenses. The project is expected to reduce the risk of safety consequences, fiscal impacts, and operational effectiveness. This is a new project.

Facilities Planning

Facilities Planning is an ongoing process addressing all District facilities. The process includes: 1) evaluation of data reflective of system conditions before and after major system upgrades to validate the performance expectations of previous facility improvements, 2) data collection to provide a consistent time series of data adequate for evaluation of system performance, and 3) modeling and evaluation of the real-time operation of the systems constructed under a Facilities Plan. Ultimately, recommendations made under a facilities plan must be evaluated on an on-going basis to determine if and when facilities plan-identified projects should be built as planned and timed. In the future, asset management will be instrumental in determining how and when facilities plan-recommended projects are designed and constructed.

The District's capital improvement program is primarily driven by a facilities plan that is formalized and published roughly every ten years. Once the plan is approved, staff routinely analyze and evaluate the plan to ensure that the recommendations and projects are current. The development of the plan requires ongoing data collection and analysis as well as staff resources. Activities funded in the 2025 Capital Budget will identify and plan future improvements to District facilities.

ID #:	Name:	Phase	Start	Finish	Cost
M03111	Corridor Study Phase VI	Planning	Nov-20	Jan-27	\$4,198,135
		Total			\$4,198,135
		Previously Approved Total			\$4,198,135
		Increase/(Decrease)			\$0

Project Description

This project (known as the Corridor Study - Phase VI) is a cooperative water quality research effort between MMSD and the United States Geological Survey (USGS) that will continue to expand research from previous phases and respond to new areas of interest as identified by regulation, facilities planning, and Executive Director requests. Phase VI will focus on ecology, restoration evaluation, stream health, polycyclic aromatic hydrocarbon trends in stream sediment, streamflow, enhanced coordination for public outreach, PFAS surveillance, green infrastructure, microplastics, trace organics, optical properties of water, pathogens, water quality trends, nutrient trends, and other needs identified as the study progresses. No impact on the operating budget is anticipated.



This project supports the UN SDG #14.

ID #:	Name:	Phase	Start	Finish	Cost
M03116	Ad Hoc Research 2022-2026	Planning	Jan-22	Dec-26	\$1,550,000
		Total			\$1,550,000
		Previously Approved Total			\$1,550,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to evaluate and pilot technologies. The project is a continuation of M03091 Ad Hoc Water Quality Studies. Research projects funded in this project are capital-eligible and result from planning projects or are pursued in order to support the District's 2035 Vision, Strategic Plan, operational needs, or regulatory requirements. Specific focus areas included in this scope are, but not limited to, energy and resource recovery, real-time data instrumentation and controls for enhanced process control, climate change mitigation, emerging contaminant analysis and mitigation, and wet-weather management. No operating budget impact is anticipated. This project will entail developing a research strategic plan, and executing research studies resulting from the said plan, other planning projects, or special requests that support the District's 2035 Vision, Strategic Plan, operational needs, or regulatory requirements. Specific focus areas included in this scope, but not limited to, are energy and resource recovery, real-time data instrumentation and controls for enhanced process control, emerging contaminant analysis and mitigation, and wet-weather management.

ID #:	Name:	Phase	Start	Finish	Cost
M03117	Monitoring for Capital Project Development and Support - Phase II	Planning	Jan-22	Jan-38	\$45,390,000
		Total			\$45,390,000
		Previously Approved Total			\$45,390,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to provide the data and analyses that the District currently uses for the capital improvement program and facilities planning improvements. The scope of this project is to provide the resources and expenses for collection, data reduction, and analysis activities the District currently uses for connections to the MIS, manhole, sewer, river, and lake monitoring, lab analyses, and Pelagos costs as well as additional projects that will be identified annually. There is no impact to the operating budget.

ID #:	Name:	Phase	Start	Finish	Cost
M03119	Impacts of 1000-year Flood	Planning	Jan-23	Sep-26	\$532,750
		Total			\$532,750
		Previously Approved Total			\$450,000
		Increase/(Decrease)			\$82,750

Project Description

The purpose of this project is to understand flood risk impacts on the District's asset systems, including the ability to convey and treat wastewater. The scope includes conducting a planning study of the impacts of the 1000-year storm within the District service area and will be conducted by a hired consultant. This will be accomplished by using an integrated 1D/2D in conjunction with available digital elevation models (DEMs). The increase in project costs is a result of the addition of potential Phase II costs. There is no impact to the operating budget.

ID #:	Name:	Phase	Start	Finish	Cost
M03122	High Rate Treatment Feasibility Study	Planning	Mar-25	Mar-27	\$700,000
		Total			\$700,000
		Previously Approved Total			\$700,000
		Increase/(Decrease)			\$0

Project Description

This project's general scope includes procuring consultant services to conduct a planning phase study to evaluate High Rate Treatment (HRT) capacity needs, locations, location feasibility, permit considerations, impacts on energy and sustainability, and climate risk mitigation. The planning study will also conduct a technology alternatives analysis, conduct a life-cycle assessment, and evaluate system impacts. Findings from this project may lead to subsequent project phases including: preliminary engineering and/or design, construction, and post construction.

ID #:	Name:	Phase	Start	Finish	Cost
M03123	Watercourse Corridor Study Phase VII	Planning	Jan-26	Jan-31	\$4,679,145
		Total			\$4,679,145
		Previously Approved Total			\$4,679,145
		Increase/(Decrease)			\$0

Project Description

The proposed phase VII project will focus on ecology, restoration evaluation, stream health, PAH trends in stream sediment, streamflow, enhanced coordination for public outreach, Greenseams property impacts on environmental health, green infrastructure, microplastics, trace organics, water quality trends, and nutrient trends, and other needs identified as the study progresses.

ID #:	Name:	Phase	Start	Finish	Cost
M03125	2030-2050 Facilities Plan	Planning	Feb-27	Jan-29	\$5,000,000
		Total			\$5,000,000
		Previously Approved Total			\$0
		Increase/(Decrease)			\$5,000,000

Project Description:

The scope of this project is to develop a comprehensive Facilities Plan that evaluates current and future needs for the District's conveyance infrastructure and Water Reclamation Facility (WRF) assets. The plan will provide a strategic, data driven basis for capital improvement programming, regulatory compliance, operational efficiency, and long term system resiliency.

ID #:	Name:	Phase	Start	Finish	Cost
M03126	WRF Electrical Submetering	Planning	Feb-27	Jan-29	\$400,000
		Total			\$400,000
		Previously Approved Total			\$0
		Increase/(Decrease)			\$400,000

Project Description:

The purpose of this project is to is to optimize long-term energy management at MMSD's water reclamation facilities in alignment with the District's 2035 Vision and Energy Program objectives. The governing pre-mitigation risk level is Moderate. As a planning study, this project will not reduce the risks, but will develop recommendations that are expected to reduce the risk level to Minimal. The Planning phase will consist of: Review existing Unit Process (UP) flow diagrams for JIWRF, SSWRF, and the Dewatering and Drying (D&D) Facility. Redline drawings as needed based on investigation.

-- Identify major electrical loads in each UP. Compile a list of all installed and planned electrical submeters. This requires coordination with the Electrical Master Plan. Work with District staff to develop energy management goals, metrics, and Key Performance Indicators (KPIs) specific to each UP. Develop a UP based submetering strategy aligned with energy management goals. Assess existing submetering coverage and identify gaps limiting effective energy management. Identify and recommend new submeter locations, including required electrical modifications. Develop SCADA energy management screen displays and navigation structure. Develop Power BI dashboard screen layout using SCADA/Historian data to visually display metrics and KPIs specific to each UP. Develop a Capital Improvements Plan (CIP) for electrical submetering deployment. This project is a planning level study. The recommendations in the CIP will likely be implemented in existing or future projects.

ID #:	Name:	Phase	Start	Finish	Cost
M03128	WRF Building Automation System Implementation Strategy	Planning	Feb-27	Jan-29	\$450,000
		Total			\$450,000
		Previously Approved Total			\$0
		Increase/(Decrease)			\$450,000

Project Description:

The purpose of this project is to develop a plan to provide the data, control capability, and analytics needed to optimize HVAC performance and support enterprise energy management. The governing pre-mitigation risk level is Low. Because it is a planning study only, the risk will remain the same after project completion. After implementation of the CIP, the risk will be reduced to Minimal. The project addresses a performance failure mode: The facility currently operates in a fragmented and largely uncoordinated environment without a BAS and without a cohesive control, monitoring, and analytics strategy. Suboptimal HVAC operation may result in higher energy consumption, increased operating costs, and reduced equipment lifespan. Delayed or missed maintenance triggers may lead to unplanned downtime, reduced system reliability, and impacts to building environments and operations. The Planning Phase consists of: evaluating and recommending BAS hosting architecture, including on-site servers, virtual servers, and hybrid configurations. Defining enterprise-grade system architecture, including server configuration, redundancy, disaster recovery, and long-term scalability. Developing a facility-wide IT network architecture plan to support BAS deployment. Identifying required fiber and Ethernet installations, network equipment, and communications infrastructure upgrades.

Capital Reimbursement Programs

ID #:	Name:	Phase	Start	Finish	Cost
M10004	PPI/I Implementation Phase 3 (Labor)	Prelimin. Eng	Jan-18	Sep-37	\$23,211,889
		Design	-	-	\$26,796
		Construction	Jul-18	Jan-27	\$13,194,606
		Post-Constr.	Jan-27	Mar-27	\$129
		Total			\$36,433,420
		Previously Approved Total			\$27,732,227
		Increase/(Decrease)			\$8,701,193

Project Description

To assist with meeting the District 2035 Vision objectives, the purpose of this project is to provide District staff, in-kind, and consultant support for infiltration and inflow (I/I) work completed on private property through municipality procured contracts, District procured contracts and District contracted residential plumbing contractors for individual residential property owners funded by District project M10005, M10006, and M10007. Through project scope for M10004, District staff manages and administrates the Private Property Infiltration and Inflow (PPII) Reduction program. Management and administration consist of work plan review, funding agreement drafting and routing, processing municipal reimbursement requests, drafting and revising program policy, stakeholder and public communication/outreach, budget management, project evaluation, results reporting, data collection, and engineering support. The increase in costs is primarily from additional engineering consultant costs. There is no operating budget impact.

ID #:	Name:	Cost
M10005	Post 2050 FP PPI/I Approach	Ten-Year Forecast Total \$44,634,734

Project Description

The purpose of this project is to provide a funding mechanism for municipalities to complete infiltration and inflow (I/I) reduction work on private property to reduce the risk of basement backups, SSOs, and CSOs. The municipalities may use the funding for planning, design, investigation, and construction/remediation to mitigate private property sources of I/I. Expenses for actual work completed by the municipalities that is compliant with the District Policy as revised in April 2022, will be reimbursed through this project to the limits of the cumulative municipal allocations. Project scope for M10005 facilitates and manages the funding of infiltration and inflow (I/I) reduction work on private property (PP) through annual allocations to the 29 satellite municipalities as defined in the program policy. Program annual municipal allocations for the Private Property I/I (PP I/I) program ended in 2026 as the program moves to project-based allocations. This project accounts for the remaining spend of the existing capital reserves for PPI/I, estimated at \$12.2 million and is estimated to be spent by the end of 2028.



This project supports the UN SDG #6.

ID #:	Name:	Phase	Start	Finish	Cost
M10006	PPII Research and Development	Prelimin. Eng.	Jul-24	Oct-36	\$4,802
		Design	Oct-36	Mar-37	\$146,000
		Construction	Jul-37	Jul-42	\$249,198
		Post-Construction	Jul-42	Aug-47	\$0
		Total			\$400,000
		Previously Approved Total			\$400,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to identify, develop, and implement new means and methods for implementing private property infiltration and inflow projects. The first ten years (2011-2020) of the PPI/I Program have demonstrated that the District is in the best position from the perspectives of program risk, oversight, and experience to research and evaluate new products and strategies for investigation, design, and construction of I/I reduction projects on private property. The project provides for District staff and contracted consultant services to research existing products and methods used in other programs nationally and globally but not yet tried at MMSD. Solutions will also be sought out for issues and challenges that have arisen through the District program for which there appears to be no existing product or strategy. Project scope for M10006 will plan, design, and construct pilot projects to reduce infiltration and inflow (II) from private property (PP) sources through innovative technologies, means, and/or methods that currently do not exist in the industry or exist but have not been proven in the region. There is no operating budget impact.



This project supports the UN SDG #6.

ID #:	Name:	Cost
M10007	PPI/I Residential (Pipe Check)	Ten-Year Forecast \$9,590,625

Project Description

This purpose of this project is to provide funding for the Annual Residential Property Funding Allocation (ARFA), or more commonly known as Pipe Check, to the residents of the 28 municipalities within the MMSD service area. Pipe Check funding is allocated to a municipality each year based on the previous year's equalized value formula. Pipe Check is a capital program and does not have an approved total project cost. The long-range financing plan includes \$9.7 million. This project scope will provide funding to the residents of the 29 municipalities within the MMSD service area to individually complete infiltration and inflow (I/I) reduction work on private property.



This project supports the UN SDG #6.

ID #:	Name:	Cost
M10009	PPII Reduction Program Post 2025	Ten-Year Forecast \$39,000,000

Project Description

This project will facilitate and manage the funding of infiltration and inflow (I/I) reduction work after 2025 on private property (PP) through the annual budget process, rather than from reserve funding in project M10005. These funds will be awarded to municipalities through a competitive funding process. In addition, the District may also use this funding to choose and complete a project of the District's choice to reduce infiltration and inflow from private property. The Private Property Infiltration and Inflow Reduction policy will govern the use of these funds.



This project supports the UN SDG #6.

Laboratory

ID #:	Name:	Phase	Start	Finish	Cost
L02009	Purchase of ICP-MS & Laboratory Grade Dishwasher	Construction	May-25	Dec-30	\$824,000
		Total			\$824,000
		Previously Approved Total			\$824,000
		Increase/(Decrease)			\$0

Project Description

This project is for replacement of laboratory equipment, including the existing Inductively Coupled Plasma Optical Emission Spectrophotometer (ICP-OES) with an Inductively Coupled Plasma Mass Spectrometer (ICP-MS) and an in-kind replacement of the laboratory-grade industrial dishwasher. The project is expected to reduce the risks associated with customer service, financial responsibility, and operational effectiveness. The purpose of this project is to provide a mechanism to replace and purchase various equipment for the MMSD laboratory that meet the criteria for capital budget financing but do not require extensive cost and schedule management.

ID #:	Name:	Phase	Start	Finish	Cost
L09003	Laboratory Remodel	Design	Sep-26	Aug-27	\$417,367
		Construction	Sep-27	Apr-29	\$330,133
		Post-Construction	Apr-29	Jul-29	\$2,500
		Total			\$750,000
		Previously Approved Total			\$8,505,500
		Increase/(Decrease)			(\$7,755,500)

Project Description

The project's purpose is to design and reconstruct more efficient lab rooms and replace outdated Mechanical, Electrical, and Plumbing (MEP) equipment. The current MEP equipment is inefficient and nearing the end of its useful life, and the laboratory space is used inefficiently. The project's scope involves fully reconstructing each lab room to enhance its functionality for the lab staff. The project will include an analysis of the current condition of all MEP equipment and will provide recommendations regarding their remaining useful life or the need for replacement. The designer will also prepare a comprehensive bid package for a future construction contract.

Workforce & Business Development Resource Program

ID #:	Name:		Cost
M04004	Workforce & Business Development Resource Program 2022-2026	Ten-Year forecast	\$2,500,000

Project Description

The Workforce & Business Development Resource Program consists of four program components: pre-apprenticeship training and placement, consulting and construction management training, business development training, and the Regional Internships in Science and Engineering (RISE) program for college students. The scope will continue to integrate this program with the long-term needs of the District's ten-year capital improvement program. The Workforce & Business Development Resource Program does not have an approved total project cost.

ID #:	Name:		Cost
M04006	M04006 - WDTP 2027-2031	Ten-Year forecast	\$2,500,000
			New Project

Project Description

This project will increase competition on District procurements and expand the pool of qualified workers available for District projects, ensuring fiscal responsibility and operational effectiveness, and strengthen stakeholder relationships. It addresses two primary failure modes: 1) Financial: It is assumed that without this project there will be fewer bidders on MMSD projects and this will result in higher project costs. This results in a moderate fiscal responsibility risk. The program will reduce the risk to moderate by extending the program through 2031. 2) Performance: Without this project, MMSD will not be able to fulfill its role as an anchor institution in the region and will be less able to deliver services efficiently. This results in a high Customer Service risk and a moderate Operational Effectiveness risk. This project will reduce these risks to moderate by building good stakeholder relationships and developing the capacity of local contractors to perform needed tasks at the lowest possible cost.

Information Technology Systems

ID #:	Name:	Phase	Start	Finish	Cost
M02001	Industrial Waste Pretreatment Program Software Implementation	Construction	Oct-26	Oct-26	\$264,438
Total					\$264,438
Previously Approved Total					\$264,438
Increase/(Decrease)					\$0

Project Description

The purpose of this project is to procure and implement a software solution to support and enhance the operations of the Industrial Pretreatment Program (IPP). The new software will streamline regulatory compliance, improve data management and reporting, enhance communication with industrial users, and support decision-making processes. This project aims to reduce risks associated with outdated and inefficient software currently used to manage industrial user permits, sampling data, compliance evaluations, and enforcement actions. These risks impact MMSD's ability to meet permit requirements, protect the environment, provide effective customer service, ensure staff safety, uphold fiscal responsibility, and maintain operational effectiveness.

ID #:	Name:	Phase	Start	Finish	Cost
M06011	Information Technology Software Systems	Prelimin. Eng	Jan-14	Feb-27	\$1,449,568
Total					\$1,449,568
Previously Approved Total					\$1,449,568
Increase/(Decrease)					\$0

Project Description

The purpose of this project is to fund the acquisition of new software systems. The scope includes systems that are identified annually based on changing conditions, changing needs, and the rapid pace of technology change. In 2025, the project will conduct an assessment on the District security systems and badge readers that are reaching the end of their useful life. New systems will increase O&M costs as these systems will be maintained with funding from the operating budget.

ID #:	Name:	Phase	Start	Finish	Cost
M06018	ITS Equipment Replacement 2022 - 2026	Planning	Jan-25	Nov-26	\$2,025,790
Total					\$2,025,790
Previously Approved Total					\$2,025,790
Increase/(Decrease)					\$0

Project Description

The purpose of this project is to provide a mechanism to replace and purchase various minor information technology equipment that meets the criteria for capital funding but do not require extensive cost and schedule management. The project scope will vary each year as existing items are completed, and new items are added. The project may impact the operating budget by purchasing new equipment or systems that need to be maintained.

ID #:	Name:	Phase	Start	Finish	Cost
M06019	CMMS Implementation	Planning	Jan-26	Mar-28	\$2,950,440
		Total			\$2,950,440
		Previously Approved Total			\$2,520,000
		Increase/(Decrease)			\$430,440

Project Description

The purpose of this project is to provide a single Computer Maintenance Management System (CMMS) that manages all MMSD's asset systems. CMMS software systems help plan for preventative maintenance, maintain adequate spare parts inventory levels, complete maintenance task scheduling and planning, and achieve regulatory compliance. Over the past ten years, the District has made a significant effort to increase its asset management efforts. The selected CMMS will replace the CMMS systems currently used and owned by Veolia and will provide improved data management of maintenance and inspection activities for asset systems that are not currently being consistently managed within a structured database. The project scope includes procurement of a single CMMS. Once the new system is implemented, training and any licensing fees will be paid for in the operating budget.

Financial Planning

ID#:	Name:		Cost
M07002	Financial Planning	Ten-Year Forecast Total	\$8,771,868

Project Description

The purpose of this project is to reduce the cost of debt issuance for the capital budget through: favorable bond ratings, an appropriate mix of borrowing and cash financing, with at least 20 percent cash financing of project expenditures over the ten-year plan, below-market rate loans from the State Clean Water Fund Program, and capture of grant funds. The project scope aims at specialized financial planning services to support the District's objective of limiting the proportion of the regional economy needed to finance capital projects. The 2025 Capital Budget will fund financial planning efforts performed by internal staff and outside consultants as the District prepares for a competitive bond sale, grant and loan applications and reimbursement requests, and lobbies for favorable funding legislation. The 2025 Capital Budget includes the ten-year long-range financing plan to the year 2034. Financial planning provides funding for internal staff time and outside professional services necessary to obtain financing for capital projects, including: Bond Counsel, Escrow Trustee, Lobbying Activities for Grant Legislation & Award Arbitrage Rebate Calculation, Financial Advisor, Rating Agencies, Clean Water Fund Program Application & Closeout, Bond Registrar, Grant Applications. The financial planning account does not have an approved total project cost because it is an ongoing capital project support program. The 2076 expenditures are budgeted at \$596,170; the ten-year long-range financing plan includes \$3,842,000. There is no significant operating budget impact.

Risk Management Program

ID #:	Name:		Cost
M09003	Risk Management for Capital Program	Ten-Year Forecast Total	\$1,472,500

Project Description

The purpose of the program seeks to reduce the risk of losses associated with the District's Capital Improvement Program. The program scope of the District's Risk Management Program includes the following elements: contractual requirements with consultants and contractors to ensure specified amounts and types of insurance coverage for each design and construction contract. The District has contracted with its insurance broker to monitor compliance with contract insurance requirements. The purchase of insurance by the District to address the potential for losses in excess of limits required from contractors and consultants, including professional liability insurance and environmental liability insurance. Construction safety program, including construction contractor requirements and oversight by District staff and safety professionals. A District Consultant Activity Review Committee to identify, analyze, and determine costs of incidences of deficient work products prepared by consultants. The Risk Management for Capital Program does not have an approved total project cost because it is an ongoing construction support program. The 2027 expenditures are budgeted at \$339,000; the ten-year long-range financing plan includes \$621,000. Costs of the Risk Management Program are allocated to capital projects on the basis of construction contract expenditures. There is no significant operating budget impact.

General Other Projects

ID #:	Name:	Phase	Start	Finish	Cost
M08001	Water Quality Protection Research Vessel Replacement	Construction	Oct-25	Jun-27	\$2,929,222
		Total			\$2,929,222
		Previously Approved Total			\$2,500,000
		Increase/(Decrease)			\$429,222

Project Description

The purpose of this project is to replace the aging research vessel Pelagos with a new, modernized vessel to support surface water monitoring operations. The new vessel will enable continued compliance with the Wisconsin Pollutant Discharge Elimination System (WPDES) permit, ensuring safe and efficient environmental monitoring. The replacement of the Pelagos research vessel is a critical investment to maintain compliance with WPDES permit requirements and ensure the continuation of high-quality surface water monitoring. By upgrading to a modern, efficient, and safe vessel, the project will enhance environmental data collection, support regulatory compliance, and improve operational efficiency for years to come. The existing vessel is beyond its useful life.

ID #:	Name:	Phase	Start	Finish	Cost
M98001	Milwaukee Estuary AOC Dredged Material Management Facility (DMMF)	Design	Oct-21	Sep-23	\$4,266,390
		Construction	Jan-24	Aug-26	\$117,294,612
		Post-Constr.	Sep-26	Jul-27	\$50,000
		Total			\$121,611,002
		Previously Approved Total			\$126,222,700
		Increase/(Decrease)			(\$4,611,698)

Project Description

The purpose of this project is to construct a Dredged Material Management Facility (DMMF) to manage material from the Milwaukee Estuary Area of Concern (AOC), Port of Milwaukee projects, and MMSD projects. The scope is to create a facility to provide safe, secure containment for 1.9 million cubic yards of sediment removed from the Milwaukee, Menomonee, and Kinnickinnic Rivers, as well as the inner and outer harbors of the Milwaukee Bay as part of the Milwaukee Estuary Area of Concern cleanup efforts. Removing the contaminated sediment will help to remediate impairments in the Milwaukee Estuary Area of Concern including restrictions on dredging activities, fish tumors or other deformities, bird or animal deformities or other reproductive problems, restrictions on fish and wildlife consumption, and degradation of benthos. In addition, space within the DMMF will be reserved for the Port of Milwaukee to place material dredged for commercial navigation purposes and for the District to place soil and materials that have been excavated as part of District watercourse projects. The space for the DMMF is on submerged land of Lake Michigan owned by the City of Milwaukee. The DMMF will be owned and operated by the Port of Milwaukee. The scope of the project includes preliminary design, final design, regulatory permitting, bidding, and construction of the facility. The Wisconsin Department of Natural Resources (DNR) and Port of Milwaukee are funding partners. The reduction in project costs is a result of lower than estimated future construction expenses. There is no operating budget impact.

ID #:	Name:	Cost
M99002	Operator Contribution to CIP	Ten-Year Forecast Total \$300,000

Project Description

The scope of this project includes Veolia Waste Management work in reviewing the annual Capital Budget, reviewing and creating requests for new projects, attending meetings, and participating in the implementation of capital projects.

ID #:	Name:		Cost
M99001	Allowance for Cost & Schedule Changes	Ten-Year Forecast Total	\$31,455,109

Project Description

The purpose of this account is to provide a source of funds to address unanticipated contract changes and changes in project cash flows. By planning for the payment of these expenditures, this account supports the District's goal of maintaining a stable tax rate over the planning horizon. Commission policy requires the Allowance for Cost and Schedule Changes to be funded at no less than two percent and no greater than five percent of capital expenditures. The Allowance for Cost and Schedule Changes in the ten-year plan is budgeted at two percent per year.

Green Infrastructure Projects

ID #:	Name:	Phase	Start	Finish	Cost
G98005	Green Solutions Phase 2	Planning	Jan-18	Jan-27	\$49,203,681

Project Description

The purpose of this project is to help the District meet its 2019 Wisconsin Pollutant Discharge Elimination System (WPDES) permit goal to capture 50 million gallons of stormwater over five years via green infrastructure by incentivizing municipalities within the District to implement green infrastructure. The project scope is to provide a funding mechanism to municipalities for green infrastructure projects with a minimum value of \$25,000 within the District GI service area that elect to continue in the green infrastructure program. The funding is annually allocated to those municipalities based on equalized value. The project is also consistent with the District's 2035 Vision and Regional Green Infrastructure Plan. After 2026, the Green Solutions program is moving away from reserve funding in favor of budgeting based on project costs. The remaining reserve funding will be utilized under the project until all the funds are spent. New projects will be managed under G98038. The District's capital expenditures on the program do not result in an operating budget impact.



This project supports the UN SDGs #6, 13 and 15.

ID #:	Name:	Phase	Start	Finish	Cost
G98011	Alternative Project Delivery / Community-Based GI	Planning	Apr-19	Jan-31	\$30,669,039
		Total			\$30,669,039
		Previously Approved Total			\$30,669,039
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to pilot an approach to meet the 2035 Vision and Regional Green Infrastructure Plan goals of installing 740 million gallons of GI capture capacity within the District's GI service area. Additionally, the District's WPDES permit GI goal is to achieve an additional 50 million gallons of GI capacity in the District's service area by the end of 2025. The project scope includes planning, design, construction, and maintenance of GI within the District's GI service area. Through this project, a consultant will develop a plan of approach to scale up GI implementation within the combined and separated sewer areas. This project will result in building 12.2 million gallons or more of GI. The operating budget impact is not known at this time.



This project supports the UN SDGs #6, 13 and 15.

ID #:	Name:	Phase	Start	Finish	Cost
G98013	National Fish & Wildlife Foundation Funding Partnership	Planning	Dec-19	Nov-27	\$1,292,643
		Total			\$1,292,643
		Previously Approved Total			\$1,292,643
		Increase/(Decrease)			\$0

Project Description

The purpose of this partnership project (partnership) is work towards meeting the District meets its 2035 Vision goals, Regional GI Plan goals, WPDES Permit goals for green infrastructure while supporting and achieving the GI goals included in the District's most recent WPDES Permit. Lastly, this partnership will leverage funding to reduce District cost spent on GI, accelerating the pace of GI implementation. The project scope includes developing a multi-year partnership with the National Fish and Wildlife Foundation (NFWF) to fund and accelerate the implementation of GI within the MMSD's (District) GI Service Area.

ID #:	Name:	Phase	Start	Finish	Cost
G98022	Fresh Coast Green Highways	Design	Nov-21	May-23	\$510,923
		Construction	Jul-23	Dec-23	\$2,516,042
		Post-Constr.	May-24	May-29	\$82,873
		Total			\$3,109,869
		Previously Approved Total			\$3,084,228
		Increase/(Decrease)			\$25,641

Project Description

This project is an expansion on a partnership with the Wisconsin Department of Transportation (DOT) to retrofit or install GI on existing or new DOT project areas. The District and DOT collaborated on the Marquette Overpass GI Project in 2020. Through this partnership, additional project sites have been identified at DOT owned overpasses and for the I-43 and I-94 lane expansions. This funding will be used to install GI at strategic locations with the DOT and other partners along the interstate corridors. The project scope includes the planning, design, bidding, and construction of GI projects at DOT owned sites.

ID #:	Name:	Phase	Start	Finish	Cost
G98023	Fresh Coast Protection Partnership Phase II	Planning	Nov-21	Aug-31	\$22,000,000
		Total			\$22,000,000
		Previously Approved Total			\$22,000,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to continue ramping up GI implementation to meet the 2035 Vision and Regional GI Plan goals of installing 740 million gallons of GI capture capacity within the District's service area. Additionally, the District's WPDES permit GI goal is to achieve an additional 50 million gallons of GI capacity in the MMSD service area by the end of 2026. The project scope includes planning, design, construction, and maintenance of green infrastructure within the MMSD's GI service area.



This project supports the UN SDGs #6, 13 and 15.

ID #:	Name:	Phase	Start	Finish	Cost
G98024	Fresh Coast Implementation 2023-2027	Planning	Jan-23	Dec-28	\$13,682,163
		Total			\$13,682,163
		Previously Approved Total			\$15,815,943
		Increase/(Decrease)			(\$2,133,780)

Project Description

The purpose of this project is to continue the work from project G98004 and provide stormwater capture and infiltration at targeted levels, keeping stormwater out of sanitary and combined sewers and reducing the risk of basement backups and sewer overflows. The green infrastructure installations completed through this project will be large scale, cost more than \$25,000, have a minimum of a ten-year conservation easement, and demonstrate progress toward implementing the MMSD's Regional Green Infrastructure Plan. The scope of the project is to provide capital-eligible projects with cost-share partnership funding. The impact on the operating budget is not known at this time.



This project supports the UN SDGs #6, 13 and 15.

ID #:	Name:	Phase	Start	Finish	Cost
G98025	Mineral Street Overpass	Design	May-23	Feb-24	\$495,500
		Construction	Apr-24	Jan-25	\$3,498,448
		Post-Constr.	Jan-25	Mar-30	\$245,295
		Total			\$4,239,243
		Previously Approved Total			\$4,158,750
		Increase/(Decrease)			\$80,493

Project Description

The purpose of this project is to capture stormwater from roadways, reducing the risk of stormwater negatively affecting the District's sewerage system and reducing the risk of flooding. The first goal of the project is to increase the District's stormwater capture capacity through the use of infrastructure, reducing the risk of flooding and volume of sewer overflows. Another goal is to encourage the use of green infrastructure in roadway design and retrofits. The scope of the project is to plan, design, and construct green infrastructure within the Mineral overpass area. The scope includes design, bidding, construction and post construction vegetation establishment. The increase to project costs is a result of additional contractor costs for the removal of impacted materials.

ID #:	Name:	Phase	Start	Finish	Cost
G98026	2024 Fresh Coast Green Highways	Design	Feb-24	Apr-25	\$601,282
		Construction	Jun-25	Dec-25	\$2,209,986
		Post-Constr.	Dec-25	Feb-31	\$326,310
		Total			\$3,137,577
		Previously Approved Total			\$3,650,000
		Increase/(Decrease)			(\$512,423)

Project Description

The purpose of this project is to capture stormwater from roadways, reducing the risk of stormwater negatively affecting the District's sewerage system and reducing the risk of flooding. One project objective is to redirect stormwater from roadways into green infrastructure where the water will be captured, stored, and treated. Another objective is that green infrastructure becomes an element in new roadway designs and spurs further retrofits of overpass and roadway areas. The increase in project costs is a result of higher construction costs.

ID #:	Name:	Phase	Start	Finish	Cost
G98028	Fresh Coast Green Schoolyards: Phase 2	Planning	Jan-24	Dec-30	\$1,600,000
		Total			\$1,600,000
		Previously Approved Total			\$1,600,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is to help local Milwaukee schools improve their schoolyards to manage stormwater, provide outdoor and education opportunities and be a community space through conceptual planning. These plans are a first step for schools in their process of greening their schoolyards which ultimately help MMSD achieve our 2035 vision along with permit requirements, environmental improvements, and customer service.

ID #:	Name:	Phase	Start	Finish	Cost
G98029	Planning, Design & Implementation of Community Based GI	Planning	Nov-23	Nov-32	\$11,271,964
		Total			\$11,271,964
		Previously Approved Total			\$11,271,964
		Increase/(Decrease)			\$0

Project Description

This project's purpose is to install a minimum of three million gallons of GI by the year 2027 with five years of vegetation establishment. This project is to help the District ramp up our implementation of GI to meet our 2035 Vision and WPDES permit. The project scope includes planning, design, engineering services during construction, construction, and vegetation establishment.

ID #:	Name:	Phase	Start	Finish	Cost
G98031	Community Based Green Infrastructure Program Phase Four	Planning	Jan-25	Dec-32	\$20,750,000
		Total			\$20,750,000
		Previously Approved Total			\$20,750,000
		Increase/(Decrease)			\$0

Project Description

The purpose of this project is the continuation of programmatic operations of a cost-effective, large-scale green infrastructure implementation program in the District's GI Service Area. The project scope includes planning, design, engineering services during construction, construction, and vegetation establishment. Some key actions within the planning phase of this project include: developing a funding strategy and structure to achieve the proposed minimum gallons of GI capture capacity before the end of 2028. Developing a program framework that describes how sites will be selected, how program operations will be conducted, how the program will support and tap into existing District programs (including workforce development), and how the program will request and use funding (including financing strategies). Developing performance metrics and reporting to measure program success. This phase of the program has a goal of achieving at least five million gallons of green infrastructure capture capacity installed by 2028.

ID #:	Name:	Phase	Start	Finish	Cost
G98032	Holt Avenue Overpass- Green Highways	Design	Feb-25	Sep-26	\$759,943
		Construction	Jun-28	Feb-29	\$5,270,057
		Post-Constr.	Feb-29	May-34	\$20,000
		Total			\$6,050,000
		Previously Approved Total			\$6,050,000
		Increase/(Decrease)			\$0

Project Description

The scope of the project is to design and construct green infrastructure within the Holt Avenue Overpass area. The project would entail working with WisDOT and the City of Milwaukee along with other local stakeholders to create green infrastructure alternatives and eventually construct the preferred alternative. Additionally, the project aims to design and construct green infrastructure within the Holt Avenue Overpass area. The project would entail working with WisDOT and City of Milwaukee along with other local stakeholders to create green infrastructure alternatives and eventually construct the preferred alternative.

ID #:	Name:	Phase	Start	Finish	Cost
G98035	Green Schools Funding Program	Planning	Nov-24	Mar-32	\$11,450,000
		Total			\$11,450,000
		Previously Approved Total			\$11,450,000
		Increase/(Decrease)			\$0

Project Description

This project aims to assist Milwaukee's local schools in enhancing their schoolyards to effectively manage stormwater, offer outdoor education opportunities, and create community spaces through conceptual planning. These plans serve as an initial stage for schools in their journey toward greening their schoolyards, ultimately contributing to MMSD's 2035 vision, meeting permit requirements, enhancing environmental standards, and improving customer service. The scope of the project includes executing an intergovernmental agreement with Milwaukee Public Schools to fund the design, construction, and warranty of the five schools per year that go through MMSD's conceptual planning program for Green Infrastructure (GI). All funded schools will require final reports and limited term conservation easements.



Debt Service

The Wisconsin State Statutes allow the District to finance capital improvements through the issuance of debt instruments, including general obligation bonds and notes; bond anticipation notes; and revenue bonds and notes. The District is evaluating new debt sources, such as the Water Infrastructure Financing and Innovation Act and the use of Taxable debt for future years. As these sources are evaluated and included, additional information on debt service will be included.

Issuance of bonds and notes require a vote of at least two-thirds of all Commissioners except in the case of emergency borrowing which requires a vote of three-fourths of all Commissioners.

The debt financing strategy focuses on managing the District's debt capacity, operating the District in a fiscally prudent manner, and contributing to the stability and growth of the region's tax base and customer base, by maintaining or improving the District's bond rating.

The District's debt policy seeks to ensure the maintenance of sound debt position and the protection of the District's credit quality. The District's debt policy provides an appropriate balance between establishing limits on the debt program and providing sufficient flexibility to respond to unforeseen circumstances and new opportunities. Key limits in the debt policy include:

- The District's intent to keep outstanding general obligation debt to no more than 2.5 percent of its equalized property value of member communities.
- The District's intent to cash finance at least 20 percent of project expenditures over the ten-year financing plan.
- No more than 15 percent of its outstanding general obligation bonds in variable rate form.
- Advance refunding for economic savings to be undertaken only when net present value savings of at least 2 percent.



In 2020, the District was the fourth in the country and the second wastewater treatment agency to issue a Certified Climate Bond. In acknowledgement of its financial management and planning strength, the District continues to receive strong credit ratings. In January 2026, Standard & Poor's Ratings Services affirmed the District's AA+ credit rating with a stable outlook. The rating report cited the District's large, diversified, and growing property tax base, sound financial management, strong liquidity, and rapid debt amortization in affirming the AA+ rating which has remained unchanged since 1997. Also, in January 2026, Moody's Investors Service affirmed its credit rating Aa1. Moody's report noted that the District's Aa1 rating reflects "financial operations are strong, supported by proactive management and unlimited revenue raising flexibility." Since July 2007, Fitch Ratings has rated the District as a AAA credit, most recently affirming the AAA rating in January 2026.

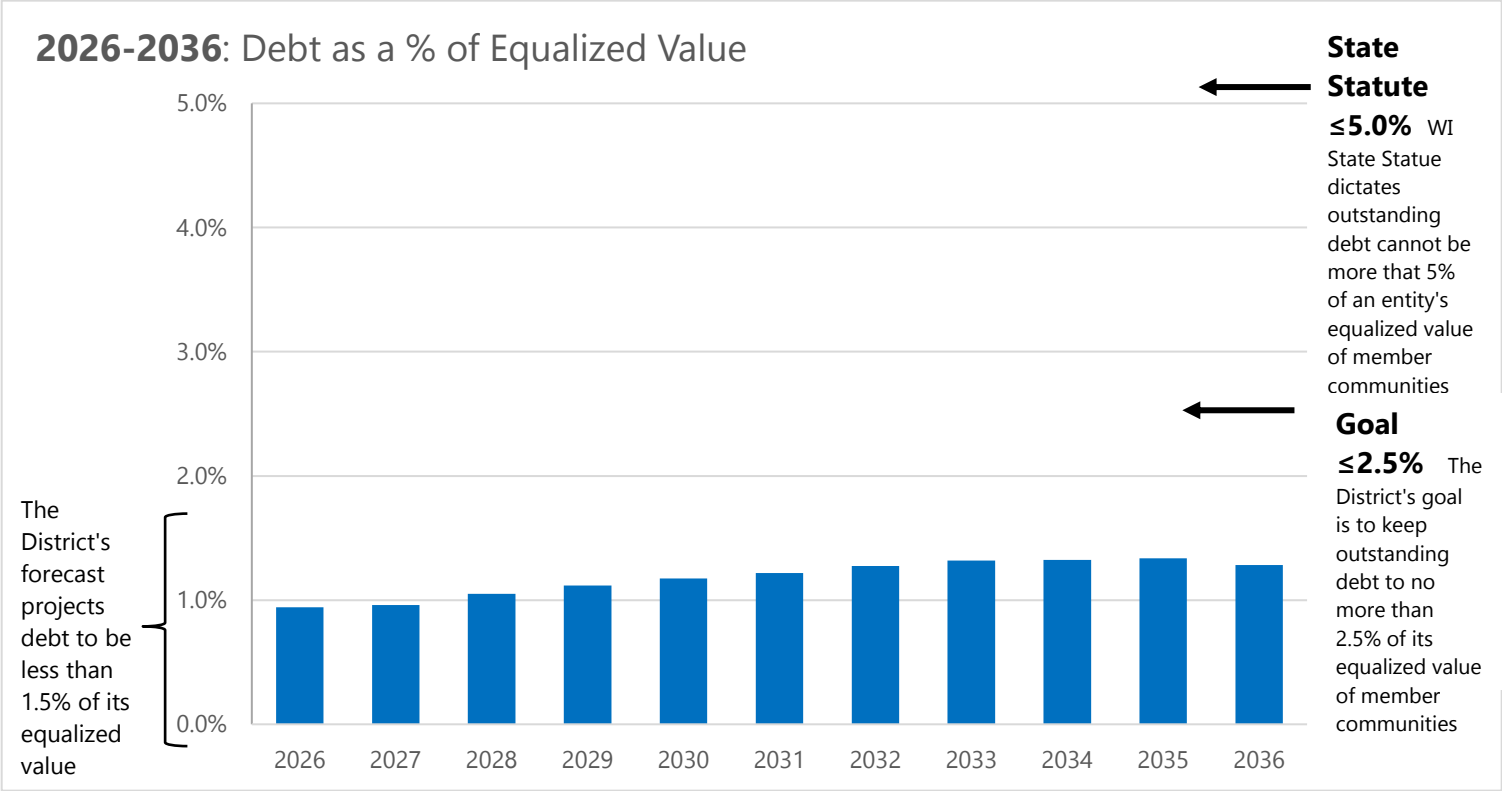
As of July 31, 2026, the District has \$995.2 million of general obligation debt outstanding forecasted for year-end.

	Principal Amount (\$0)	True Interest Cost (%)
District Bonds	\$638.1	0.718 – 4.517%
Clean Water Fund Program Loans	\$340.3	1.485 – 4.953%
Water Infrastructure Finance and Innovation Act (WIFIA)	\$16.9	
Total	\$995.2	

The District is subject to a statutory debt limit of 5% of equalized value in the Wisconsin Statutes Section 67.03 but District policy further limits this to 2.5%. The District's performance is well below the legal and self-imposed limits.

2026 Equalized Valuation (Estimate)	\$104,484,261,600	100.00%
Statutory Debt Limit Rate		5.00%
Statutory Debt Limit	\$5,224,213,080	
General Obligation Debt Outstanding 2026 Forecast	\$995,228,673	0.95%
Legal Debt Margin	\$4,228,984,407	

The District’s Long-Range Financing Plan includes the estimate for outstanding debt at year-end 2026 at \$995.2 million and 0.95% of equalized value. As seen in the table below, the District achieves its goals in each year of the plan.

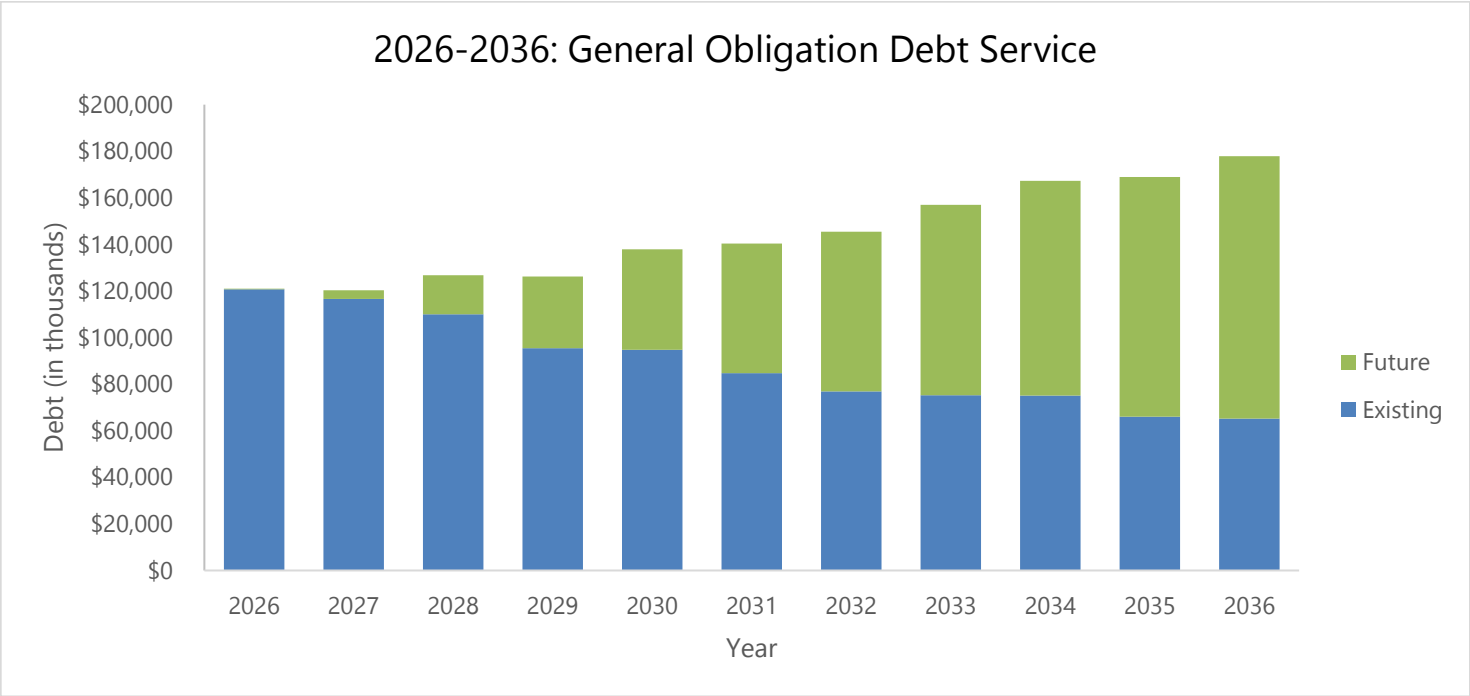


Debt service schedules for the District’s existing debt and projected debt, are summarized in the table below. Total debt service payments in 2027 are budgeted at \$120.3 million, of which \$1.7 million is for an Intergovernmental Loan not secured by a pledge of tax levy. \$118.3 million is for debt service on District general obligation bonds and Clean Water Fund Loan program, both of which are secured by a pledge of tax levy. In 2027, the tax levy of \$122.8 million fully covers the \$120.3 million debt service, thus no tax levy abatement is required. In 2027, the District plans to issue \$116.0 million of general obligation debt and plans to receive an additional \$58.0 million in low-interest loan funds from the State of Wisconsin Clean Water Fund Program.

District General Obligation Bonds

District bonds supplement other revenue sources to fund the Capital Improvement Program. District bonds are used primarily to finance projects with a total project cost less than \$2 million dollars and projects in the Watercourse/Flood Management capital account or other capital studies which are not eligible for a Clean Water Fund Loan or Clean Water Fund Loan rate subsidy. The District has historically issued 20-year bonds and planned bonds assume a 20-year issuance.

The chart below depicts total debt service payments further broken down by existing debt service and the incremental projected debt service for any new debt beginning in 2026, as anticipated in the Long-Range Financing Plan.



This project represents the budget year’s repayment obligation of this funding. Timely principal and interest payments are critical in maintaining the District’s bond rating. This project funds payments to holders of District bonds for principal and interest coming due in 2027. Nine District-issued general obligation bond series are currently outstanding. The District typically finances a major portion of its Capital Improvement Program with 20-year, level payment, long-term debt in the form of either its own general obligation bonds or low-interest Clean Water Fund Program loans from the State of Wisconsin.

In 2027, the District plans to issue a 20-year general obligation bond with a face value of \$116,000,000. The true interest cost of this issue is estimated to be 4.50 percent. The proceeds will be used to finance one year of capital project spending that cannot be or is not efficient to finance through the Clean Water Fund Loan program.

Budgeted debt service in 2027 for District issue general obligation bonds is as follows:

District Bonds 2027 Net Debt Service

All amounts in thousands

Series	Gross Debt Service	Less Debt Service Fund	Net Debt Service
2017A	\$5,379	\$0	\$5,379
2020A	\$5,167	\$0	\$5,167
2020D	\$2,942	\$0	\$2,942
2021A	\$2,883	\$0	\$2,883
2022A	\$3,408	\$0	\$3,408
2023A	\$4,762	\$0	\$4,762
2024D	\$6,921	\$0	\$6,921
2025E	\$7,476	\$0	\$7,476
2025H	\$13,046	\$0	\$13,046
2026A	\$8,539	\$4,717	\$8,539
New Bond	\$2,610	\$0	\$2,610
Total	<u>\$63,133</u>	<u>\$4,717</u>	<u>\$58,416</u>

Note, totals may not add due to rounding. *Net Debt Service may differ from actual debt service payments due to interest earned on unused bond proceeds, premiums proceeds, premiums received, or discounts provided.

Estimated debt service requirements in the ten-year plan for District-issued bonds, including \$936.2 million of new bonds projected to be issued through 2036 are as follows:

District Bonds Debt Service Schedule

All amounts in thousands

Year	Total
2027	\$63,133
2028	\$72,102
2029	\$75,845
2030	\$83,996
2031	\$89,401
2032	\$97,870
2033	\$106,559
2034	\$113,214
2035	\$113,454
2036	\$120,612
Total	<u>\$936,186</u>

Note, totals may not add due to rounding. Net debt service may differ from actual debt service payments due to interest earned or unused bond proceeds, premium proceeds, premiums received, or discounts provided.

Clean Water Fund Program Loans

Clean Water Fund Program loans are a funding source for most major conveyance and water reclamation facility capital projects. This project represents the budget year's repayment obligation of this funding to the State of Wisconsin. Timely principal and interest payments are critical in maintaining the District's bond rating.

The Clean Water Fund Program, established under section 144.21 and 144.2415 of Wisconsin Statutes, provides low-interest loans for the construction of wastewater treatment works, non-point source pollution projects and estuary projects, for which the program provides a subsidized interest rate that is currently 55% of a published State of Wisconsin general obligation rate. Each loan is for a period of 20 years with principal payment beginning within 12 months after the expected date of project completion.

Since the beginning of the loan program in 1991, the District has received 164 loan awards totaling \$1.689 billion at interest rates ranging from 1.485 to 4.953 percent. Projects for compliance maintenance receiving State fiscal year 2026 funding are eligible for loans at 55 percent of the Clean Water Fund Program market interest rate. This project provides payments to the State of Wisconsin in 2026 for financial assistance received under the Clean Water Fund Program.

2027 Clean Water Fund Program

All Amounts in Thousands

Gross Debt Service	\$55,122
Less Debt Service Fund	\$0
Total	\$55,122

*Net Debt Service may differ from actual debt service payments due to interest earned on unused bond proceeds, premiums received, or discounts provided.

In 2027, the District expects to receive \$58.0 million in project expense reimbursements from low-interest, 20-year loans from the Clean Water Fund Program. Estimated debt service requirements for Clean Water Fund Program loans, including disbursements from new loans projected to be received through 2036 are as follows:

Clean Water Fund Loan Debt Service Schedule

All amounts in thousands

Year	Total
2027	\$55,122
2028	\$52,618
2029	\$48,181
2030	\$51,787
2031	\$48,809
2032	\$46,159
2033	\$49,012
2034	\$52,572
2035	\$53,917
2036	\$55,633
Total	\$816,488

Note, Totals may not add due to rounding. Net debt service may differ from actual debt service payments due to interest earned on unused bond proceeds, premiums received, or discounts provided.

Intergovernmental Loan

In 2010, the District entered into an Intergovernmental Cooperation Agreement with the City of Franklin to design, construct, and finance the Ryan Creek Interceptor which will ultimately become an asset of the District. The City of Franklin has received a Clean Water Fund Program loan of \$24.6 million at 2.46 percent for the project.

The District’s obligation is to make payments to the City of Franklin, beginning in 2015, which will equal the total principal and interest on the CWFP loan. The CWFP loan will be paid off in 2031. Ownership of the Ryan Creek Interceptor will transfer to the District at that time. No significant operating budget impact is expected. Debt service payments to the City of Franklin are as follows:

Intergovernmental Loan with City of Franklin
All Amounts in Thousands

Year	Total
2027	\$1,689
2028	\$1,688
2029	\$1,688
2030	\$1,687
2031	\$1,687
2032	\$0
2033	\$0
Total	\$8,440

NOTE: Totals may not add due to rounding

Water Infrastructure Financing and Innovation Act (WIFIA) Loan

In late December of 2021, the District intends to enter into a master agreement for a series of three WIFIA loans. These loans will finance 49 percent of expenditures related to a series of projects incorporated in the Capital Improvement Plan. The projects include work on the Kinnickinnic River Watershed and the Milwaukee River Watershed. These projects will provide flood management relief, water quality improvements, and improvements to public health.

Unlike a traditional general obligation bond where all the proceeds of the issue are received upon closing, the WIFIA program is a reimbursement-based program similar to the Clean Water Fund Loan Program. In the WIFIA loan, principal and interest do not accrue until draws or reimbursement requests are received. The WIFIA program also provides a deferred debt service payment schedule. The 2027 Capital Budget assumes a five-year deferral, and the District anticipates that such a deferral will be incorporated into the final terms and loan package. Upon the closing of each loan, an estimated repayment schedule will be incorporated into future budgets. The actual amortization schedules will depend on actuals draws made by the District on each loan. The 2027 Capital Budget assumes the District will borrow \$33.6 million in total, of which \$3.1 million is in 2027. Interest will begin to be paid in 2025 and principal payments will begin in 2032 for a total of \$9.5 million paid over 10 years, of which \$327,000 is paid in 2027.

Glossary of Acronyms and Terms

ACFR	Annual Comprehensive Financial Report
AMP	Asset Management Program
ACE	Army Corps of Engineers
AOC	Area of Concern
BOD	Biochemical Oxygen Demand
BMPs	Best Management Practices
CIP	Capital Improvements Program
CMAR	Compliance Maintenance Annual Report
CMOM	Capacity, Maintenance, Operation and Management
CNG	Compressed Natural Gas
CSO	Combined Sewer Overflow
CWFP	Clean Water Fund Program
D&D	Drying and Dewatering Facility
DAF	Dissolved Air Flotation
DMMF	Dredged Materials Management Facility
DNR	Department of Natural Resources
DOL	Department of Labor
EPA	United States Environmental Protection Agency
FEMA	Federal Emergency Management Agency
GAAP	Generally Accepted Accounting Principals
GFOA	Government Finance Officers Association
GI	Green Infrastructure
GIS	Geographic Information System
GBT	Gravity Belt Thickener
H ₂ S	Hydrogen Sulfide
HHW	Household Hazardous Waste
I/I	Infiltration and Inflow
I&C	Instrumentation and Control System
IPS	Interplant Solids System
ISS	Inline Storage System (Deep Tunnel)
IWPP	Industrial Waste Pretreatment Program
LEED	Leadership in Energy and Environmental Design
LFG	Landfill Gas
LID	Low Impact Development
LIMS	Laboratory Information Management Systems
MCRR	Material Capital Repair and Replacement
MGD	Million Gallons per Day
MIS	Metropolitan Interceptor Sewer System
MMSD	Milwaukee Metropolitan Sewerage District

NACWA	National Association of Clean Water Agencies
NRCS	Natural Resources Conservation Service
NS	North Shore Interceptor
NPDES	National Pollution Discharge Elimination System
NWSRS	Northwest Side Relief Sewer
PCB	Poly Chlorinated Biphenyl
PPII	Private Property Infiltration and Inflow
QA/QC	Quality Assurance and Quality Control
RAS	Return Activated Sludge
SEWRPC	Southeastern Wisconsin Regional Planning Commission
SSO	Sanitary Sewer Overflow
SWWT	Southeastern Wisconsin Watershed Trust
TAT	Technical Advisory Team
TAS	Thickened Activated Sludge
TMDL	Total Maximum Daily Loads
TSS	Total Suspended Solids
USACE	United States Army Corps of Engineers
VFD	Variable Frequency Drive
VWM	Veolia Water Milwaukee
WAS	Waste Activated Sludge
WDNR	Wisconsin Department of Natural Resources
WIFIA	Water Infrastructure Financing and Innovation Act
WisDOT	Wisconsin Department of Transportation
WPAP	Water Pollution Abatement Program
WPDES	Wisconsin Pollutant Discharge Elimination Systems
WRF	Water Reclamation Facilities

Abatement: The measures taken to reduce or eliminate pollution or the tax levy.

Acre-Foot: A term used in measuring the volume of water that is equal to the quantity of water required to cover 1 acre, 1 foot deep; 43,560 cubic feet. Storage volumes are usually expressed in acre-feet.

Accrual Basis of Accounting: A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.

Activated Sludge (AS): The interaction of microorganisms, wastes, and oxygen to form sludge. Activation takes place during the aeration process.

Activated Sludge Process: A biological process that removes pollutants by breaking down organic matter in raw sewage and converting it into sludge. AS process is the form of secondary treatment used by the District.

Ad Valorem Tax: A tax levied according to the value of the property, merchandise, etc., being taxed.

Agri-Life®: An anaerobically digested, organic sludge formerly produced at the South Shore Water Reclamation Facility. It is injected into farmland as a soil conditioner and is also reprocessed into Milorganite®.

Amortization: The action or process of reducing or paying off a debt with regular payments.

Anaerobic Digestion: The process by which sludge is stabilized by biological action in a temperature-controlled, oxygen-free (anaerobic) environment (digesters). The stabilized sludge is injected into farmland as a soil conditioner (Agri-Life®). The digester gas resulting from the biological action provides energy to run the South Shore plant.

Appropriation: A sum of money or total of assets devoted to a special purpose.

Audit: An official inspection of an individual's or organization's accounts, typically by an independent body.

Average Flow: Average quantity of wastewater entering the treatment system over a given period of time.

Balanced Budget: A budget in which current revenues equal current expenditures.

Biochemical Oxygen Demand (BOD): A measure of the amount of oxygen used up in the anaerobic decomposition of organic matter. The BOD test utilizes the oxygen from air dissolved in water and reflects treatability or stage of decomposition. It gives a direct measurement of the strength of wastewater, usually expressed in mg/l (milligrams per liter).

Bio-swale: Landscape designed to remove silt and pollution from surface runoff water.

Bond: A written promise to repay debt on a specific date in the future, along with payment of a specified amount of interest at predetermined intervals while the debt is outstanding.

Budget: An estimate of income and expenditure for a set period of time.

Bypass: A flow relief device by which sanitary sewers, intercepting sewers or main sewers can discharge a portion or all of their flow, by gravity, into a receiving body of surface water to alleviate surcharging of intercepting or main sewers.

Capacity assurance, Maintenance, Operation and Management (CMOM): A program where the District works with the 28 communities in its service area to control the degradation of the sewer systems and curtail infiltration and inflow.

Capital Budget: A planned schedule of projects that acquire or improve land, waters, property or facilities to enhance sewerage services in the District's service area.

Capital Expenditure: The costs of acquiring, purchasing, adding to, leasing, planning, designing, constructing, extending, and improving all or any part of a sewerage system and of paying principal, interest or premiums on any indebtedness incurred for these purposes. To be a capital expenditure project costs must be greater than or equal to \$25,000, with a service life of ten or more years and must represent an identifiable addition to facilities or extend the service life of existing facilities. Equipment replacement costs must be greater than or equal to \$25,000 and a service life greater than 20 years.

Capital Improvements Program (CIP): A long-range plan of the District for the construction rehabilitation and replacement of the District-owned and operated infrastructure.

Channelization: The artificial enlargement or realignment of a stream channel.

Chlorination: Chlorine is added to the reclamation facility effluent before it is discharged into Lake Michigan to kill most of the bacteria.

Clean Water Fund Loan: This program provides low-interest loans for the construction of wastewater treatment facilities, nonpoint source pollution projects, and estuary projects.

Clearwater: Water entering the sanitary sewer system through infiltration or inflow. It reduces the sewer system capacity to carry sanitary sewage.

Coarse Screening: First step in preliminary treatment, which removes debris from the wastewater by screening.

Collection and Transportation System: A series of sewers, manholes, pumping facilities, and force mains, which carry wastewater from residences, commercial establishments, public buildings, institutions, and industrial plants. It terminates at

a reclamation facility. Bypasses are considered a part of this system.

Collector Sewers: That portion of the collection and transportation system, which gathers wastewater from individual buildings and transports it through a network of sanitary sewers to interceptor sewers.

Combined Sewers: Sewers that carry both, sewage and stormwater runoff.

Compliance Maintenance Annual Report (CMAR): The CMAR is a score card that evaluates collection and treatment system performance in different categories. Each category is scored and graded. The results from each category are then combined into an overall grade.

Compressed Natural Gas (CNG): A fossil fuel substitute for gasoline, Diesel fuel, and propane. CNG is an alternative to gasoline that is made by compressing natural gas to less than 1 percent of its volume at standard atmospheric pressure. It consists mostly of methane, and is odorless, colorless, and tasteless. It is drawn from domestically drilled natural gas wells or in conjunction with crude oil production.

Conveyance System: The system of sewers designed and operated to intercept and carry sewage from local government collection systems to the water reclamation facility.

Datalogger: An electronic device that records data over time or in relation to location. The District uses dataloggers to collect continuous groundwater level measurements at 30-minute increments.

Debt Service: Payments of interest and principal on bonds or other long-term borrowing.

Deep Tunnel: A major project of the Water Pollution Abatement Program that consisted of constructing 28.5 miles of tunnels 300 feet underground and designed to minimize sewer overflows. (Also see Inline Storage System)

Depreciation: A measure of the decrease in value of an asset over a specific period of time.

Design Flow: Average quantity of wastewater, which a water reclamation facility is designed to handle, expressed in millions of gallons per day (MGD).

Dewatering: Any process that removes water from sludge, i.e., vacuum filtering, centrifuging, decanting, heat-drying, etc. The term is also used to describe the removal of groundwater during sewer construction projects.

Dissolved Oxygen: Oxygen dissolved in water (as opposed to gaseous oxygen which occurs in water only as bubbles), available for respiration by most aquatic organisms.

District: The area that is provided water reclamation services by the Milwaukee Metropolitan Sewerage District.

Drop Shaft: A vertical shaft used to get wastewater from the surface to the Inline Storage System.

Dryer Cyclone: The Dryer Cyclone is a piece of equipment used as part of the Milorganite® process to remove dust particles from the dryer exhaust.

Easements: A right to obtain access to property; can be temporary or permanent.

Effluent Discharge: (1) A liquid which flows out of a containing space; (2) Sewage, water or other liquid, partially or completely treated, or in its natural state, flowing out of a reservoir, basin or reclamation facility, or part thereof.

Effluent Limitations: The maximum amount of a pollutant that a point source may discharge into a water body. They may allow some or no discharge at all, depending on the specific pollutant to be controlled and the water quality standards established for the receiving waters.

Enterprise Fund: Utilized to account for operations that are financed and operated in a manner similar to private sector enterprises where the cost of providing services to the general public is recovered primarily through user charges.

Environmental Assessment: The aspect of the facility planning process and resulting report analyzing environmental, social, and economic implications of the proposed alternatives.

Environmental Protection Agency (EPA): The federal agency responsible for regulating water quality and the Federal Clean Water Act.

Equipment Replacement Fund: In accordance with Wisconsin Department of Natural Resources requirements, a reserve fund established by the District equal to 5 percent of the asset value of District equipment with a value over \$25,000 and useful life between 10 and 20 years.

Extraterritorial Communities: Communities outside the Milwaukee Metropolitan Sewerage District boundaries that receive contracted service from the District.

Fecal Coliforms: Euteric bacteria, primarily *Escherichia coli*, found in fecal matter and used as indicators of the presence of pathogenic bacteria.

Filter Cake: Sludge that has been dewatered in the vacuum filters and is ready for heat drying into Milorganite®; it has a water content of 86 percent and looks like wet cardboard.

Fine Screening: Final step of preliminary treatment at Jones Island, which removes fine particles and debris such as hair and cigarette butts not caught in coarse screening.

Fiscal Year: The time period designated by the District signifying the beginning and ending period for recording financial transactions.

Floodplain: Land which may be covered by flood water during the 1% annual probability flood event. It includes the floodway and the floodfringe, and may include other designated floodplain areas for regulatory purposes.

Floodwall: A concrete or masonry embankment built to restrain the flow of water of a river bank and protect land from flooding.

Full-time Equivalent: A unit that indicates the workload of an employed person (or student) in a way that makes workloads or class loads comparable across various contexts.

Fund: A sum of money or other resources whose principal or interest is set apart for a specific objective.

Fund Balance: The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances.

Geographic Information System (GIS): An organized collection of computer hardware, software, geographic data, and personnel designed to efficiently capture, store, update, manipulate, analyze, and display all forms of geographically referenced information.

Green Infrastructure: An adaptable term used to describe an array of products, technologies, and practices that use natural systems – or engineered systems that mimic natural processes – to enhance overall environmental quality and provide utility services. As a general principal, Green Infrastructure techniques use soils and vegetation to infiltrate, evapotranspire, and recycle stormwater runoff.

Green alleys, streets, and parking lots: Green alleys, streets and parking lots are typically in the public right-of-way and can provide a combination of different benefits designed to channel, infiltrate and evapotranspire rainwater. They include permeable pavement, sidewalk planters, landscaped medians and bio-swales, inlet restrictors, greenways and trees, and can also take advantage of recycled materials.

Green Roofs: Green roofs (also known as eco-roofs) are either partially or completely planted with vegetation growing in soil (or a growing medium) to hold rainwater. They can be planted in waterproof trays or on top of a waterproof barrier, and can be intensive (like a rooftop park) or extensive (relatively lightweight). They function for stormwater management purposes when they are lush and green as well as when they are dormant.

Greenways: Greenways include riparian and non-riparian buffer zones and strips that store and drain stormwater runoff into the ground naturally. As vegetated strips that help to infiltrate and evapotranspire both rainwater and snow melt, they can be placed along bike paths, sidewalks, riverbanks, and streets. They can be planted in native vegetation, in mowed grass, and as gardens.

Heat Drying: Final step in the production of Milorganite®. Rotary drum dryers tumble-dry filter cake into a dry granular product that can be packaged. Heat drying destroys pathogens in the sludge (filter cake).

Hydrogen Sulfide: A colorless gas with the characteristic foul odor of rotten eggs. It is heavier than air, very poisonous, corrosive, flammable, and explosive. It results from the bacterial breakdown of organic matter in the absence of oxygen, such as in sewers.

Impervious Areas: Any pavement or structural element including, but not limited to, roofs and paved roads, driveways, and parking lots, that prevents rain, surface water runoff, or melting snow from infiltrating into the ground below. Lack of infiltration can increase surface runoff and contribute to flood risk and pollutant transport.

Industrial Cost Recovery: A provision in the 1972 Federal Water Pollution Control Act (FWPCA) that requires industries to pay back to the federal government the extra capital costs that their discharges impose on municipal treatment plants. (The 1977 Clean Water Act established an 18-month moratorium on Industrial Cost Recovery).

Infiltration/Inflow (I/I): Total quantity of water entering a sewer system. Infiltration means entry through such sources as defective pipes, pipe joints, connections or manhole walls. Inflow signifies discharge into the sewer system through service connections from such sources as area or foundation drainage, springs and swamps, storm waters, street wash waters, or sewers.

Influent: The wastewater entering the reclamation facility.

Inline Storage System (ISS): The Inline Storage System (ISS) provides relief to the Metropolitan Interceptor Sewer (MIS) system during extreme wet weather periods by allowing excess flows from the MIS to be diverted to the ISS in both the separate sewer area and the combined sewer service areas. The excess flow is stored in the ISS until reclamation facility capacity is available. (Also see Deep Tunnel)

Instrumentation & Control (I&C): Equipment used to monitor and control wastewater treatment processes such as flows, dissolved oxygen levels, valve positions, and equipment operations.

Interceptor: A sewer that carries sanitary waste that is built by the District. These are large sewers that collect wastewater from local trunk sewers and convey it to the water reclamation facility.

Intergovernmental Cooperation Council (ICC): Comprises 19 communities located within Milwaukee County. The mayors and village presidents meet on a monthly basis to discuss topics of common interest and regional concern.

Laboratory Information Management System (LIMS): An automated system used by the District's Central Laboratory, Industrial Waste and Water Quality Research departments to manage data including test scheduling, case log-in, worksheets, instrument interfaces, reporting, research, test results, and dispersion of the results to designated areas.

Lateral: That part of the horizontal piping of a drainage system which extends from the end of a building drain and which receives the building discharge and conveys it to the sewer system.

Lift Station: A facility in a sewer system consisting of a receiving chamber, pumping equipment, and associated drive and control devices which collect and lift wastewater to a higher elevation when the continuance of the sewer at reasonable slopes would involve excessive trench depths; or that collects and raises wastewater through the use of force mains from areas too low to drain into available sewers.

Milwaukee 7 (M7): Milwaukee 7, launched in September 2005, was formed to create a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington and Waukesha. Its mission is to attract, retain and grow diverse businesses and talent.

Metropolitan Interceptor Sewers (MIS): Portion of the collection and transportation system, which receives wastewater from collector sewers from conveyance to the point of treatment and are owned and maintained by the Milwaukee Metropolitan Sewerage District. An interceptor sewer is designed to have a limited number of connections for receiving wastewater from the collector sewer system.

Milorganite®: An organic nitrogen fertilizer (6-2-0) produced from waste-activated sludge at the Jones Island plant that is an excellent lawn and turf, non-burning, slow-release fertilizer.

Native Landscaping: The use of native plant species that can tolerate the drought and flooding cycles of an area. Native plants are those that evolved in a particular area and are adapted to local climate conditions.

Nonpoint Source Pollutants: Pollutants which do not enter the water from any discernible, confined and discrete conveyance but rather wash off, run off or seep from broad areas of land.

North Shore Interceptor (NS): That portion of the Inline Storage System that connects to the Crosstown Interceptor and proceeds north to West Hampton and then west to North 51st Street. Other drop shafts (NS 4, 5, 12, etc.) connect to the NS.

NS – 4, 5, 12, etc.: Drop shafts connecting to North Shore Interceptor.

Operations and Maintenance (O&M) Budget: Annual budget for activities related to controlling, operating, managing, and maintaining the sewerage system.

Overflow: A flow relief device by which sanitary sewers, intercepting sewers or main sewers can discharge a portion or all of their flow, by gravity, into a receiving body of surface water to alleviate surcharging of intercepting or main sewers.

Peak Flow: The maximum volume of effluent expected to enter a treatment system over a given time period. Treatment systems are designed based on an estimate of the rate of peak flow to average flow for different segments of the system.

Phosphorus Removal: Excess phosphorus in Lake Michigan can kill off fish life by stimulating the growth of excess algae. A small amount of iron sulfate (pickle liquor) is added to the wastewater. The iron combines chemically with the phosphorus and settles into the sludge that is removed.

Pickle Liquor (Iron Sulfate): A chemical waste from local industries that is used to remove phosphorus from wastewater.

Point Source Pollutants: Those that enter the water from any discernible, confined, and discrete conveyance such as a sewer pipe, culvert, tunnel, or other channel.

Pollution Prevention Initiative (P2): Within the Industrial Waste Pretreatment Program, a point source control system that involves the elimination of hazardous material inputs, improvements to in-production processes, and the "closed looping" of residual streams.

Porous Pavement: Porous pavement can reduce and infiltrate surface runoff through its permeable surface into a stone or filter media below. Runoff percolates into the ground, is conveyed offsite as part of a stormwater system, or is collected and contained for future use. Porous pavement can be asphalt, concrete or pavers, but differs from traditional pavement because it excludes fine material and instead provides pore spaces that store and pass water.

Preliminary Treatment: The first stage of wastewater treatment that removes debris, sand, grit, and fine particles through use of bar screens, grit changes, and sedimentation tanks.

Pretreatment: Any process used by local industries to reduce pollution load before wastewater is introduced into a main sewer system or delivered to a reclamation facility.

Primary Treatment: The process following preliminary treatment at the reclamation facilities that allows solids to settle, thicken, and be removed. Primary effluent goes on to secondary treatment. The sludge is removed for processing by anaerobic digestion.

Pumping Station: A relatively large sewage pumping installation designed not only to lift sewage to a higher elevation but also to convey it through force mains to gravity flow points located relatively long distances from the pumping station.

Rain Barrel: A barrel that collects and stores rainwater from a rooftop to use later for lawn and garden watering.

Rain Gardens: Gardens that are watered by collected or pooled stormwater runoff, slowly infiltrating it into the ground along root pathways. They are typically planted with wildflowers and deep-rooted native vegetation, which helps infiltrate rain channeled to them from roofs, driveways, yards and other impervious surfaces.

Rainwater Harvesting: Rainwater harvesting encompasses the capture and storage of rainwater. It also includes the ability to reuse stored rainwater for appropriate uses, primarily gardening and lawn watering. Harvesting not only includes the collection systems, but also the rain barrels and cisterns used to store the water.

Red Circle Rate: A pay rate that is above the maximum range assigned to the job grade. Employees are usually not eligible for additional pay increases until the range maximums exceed the individual pay rate.

Relief Sewer: A sewer added to convey projected flow in excess of the flow that the existing sewer can effectively carry.

Sanitary Sewers: Sewers that are designed to carry only domestic or commercial sewage.

Secondary Treatment: Biologically removes dissolved solids and pollutants from the water by means of the activated sludge process.

Separated Sewer: A sewer system where sanitary sewers carry domestic and commercial sewerage and stormwater is carried in a separate sewer.

Service Area: The area served by the District's wastewater treatment system.

Sewage: Sewage refers to the wastewater flow from residential, commercial, and industrial establishments, which flows through the pipes to a reclamation facility.

Sewerage: Sewerage refers to the system of sewers and physical facilities employed to transport, treat, and discharge sewage.

Sinking Fund: A fund used solely for paying debt service on general obligation bonds or notes. General obligation bonds and notes include a pledge of tax levies to be deposited into a debt service sinking fund as provided in Section 67.11 of Wisconsin Statutes. Any interest earned on monies placed in the sinking fund stays within the fund.

(Inverted) Siphon: A pressure pipeline created when a gravity pipeline is crossing under an obstruction by dropping sharply, then running horizontally, and finally rising again causing a continuous flow.

Sludge: The accumulated settled solids deposited from sewage or industrial wastes, raw or treated, in tanks and basins, and containing more or less water forming a semi-liquid mass.

Small Business Enterprise (SBE): Those businesses that adhere to guidelines of U.S. Small Business Administration that are afforded special opportunities, when feasible.

Solids: The particulates contained in, or removed from wastewater (debris, sand and grit, sludge). Also, a synonym for sludge in cases where it can be reused in some beneficial way, i.e., Milorganite®, Agri-Life®.

Solids Processing: After secondary treatment, the solids (sludge) are processed prior to being recycled. At Jones Island, the processing involves vacuum filtering (dewatering) and heat drying into Milorganite®. At South Shore, the solids (sludge) are anaerobically digested into Agri-Life®.

Solids Utilization: Solids that can be recycled. At Jones Island, solids are converted into Milorganite®; at South Shore into Agri-Life®.

Southeastern Wisconsin Regional Planning Commission (SEWRPC): The advisory regional plan commission serving Milwaukee, Ozaukee, Racine, Kenosha, Washington, Walworth, and Waukesha counties. The commission is made up of 21 Commissioners, three from each of the seven counties. SEWRPC is not a state agency. It is responsible for producing the Area-wide Water Quality Management Plan.

Southeastern Wisconsin Watershed Trust (SWWT): This is a voluntary, non-taxing partnership of independent government units, special purpose districts, other organizations, and individuals to achieve cooperation and collaboration within Greater Milwaukee Watersheds.

Storm Sewer: A conduit that collects and transports rain and snow runoff back to the surface water. In a separate sewerage system, storm sewers are entirely separate from those carrying domestic and commercial wastewater.

Stormwater Best Management Practices (BMPs): Any practices that reduce the adverse impacts of stormwater runoff.

Stormwater Rule: A region-wide effort to manage future flooding in southeastern Wisconsin that will manage the volume and rate of stormwater runoff from new development and redevelopment so that peak flows in a watershed do not increase downstream flooding.

Stormwater Trees: Stormwater trees can hold rainwater on their leaves and branches, infiltrate it into the ground, absorb it through root systems and evapotranspire it to the atmosphere.

SWOT Analysis: A strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a plan. It involves specifying the project's objective and identifying the internal and external factors that will help or inhibit achieving that objective.

Technical Advisory Team (TAT): A cooperative effort with District staff and members of the 28 communities served by the District. The group also includes representatives of the realtors and builders associations, the Wisconsin Department of Natural Resources, Milwaukee County, and the Southeastern Wisconsin Regional Planning Commission. Provides advisory level input for the development MMSD projects, programs, and initiatives.

Total Suspended Solids (TSS): Small particles of solids pollutants in sewage that contribute to turbidity and that resist separation by conventional wastewater treatment means.

2050 Facilities Plan: A plan that identifies system capital improvements necessary for wastewater, conveyance, treatment, and watercourse management needs through 2050.

User Charges: Fees levied upon residential, commercial, and industrial users of a wastewater treatment system based upon the volume and characteristics of the waste.

User Class Codes: Certified Commercial; Non-Certified Industrial; Certified Industrial; Waste Strength Certified Industrial. These codes are used in compiling information for a pretreatment program for the industrial user.

Waste Activated Sludge (WAS): Settled, activated sludge that is not returned to the process to "seed" incoming wastewater but is drawn off "wasted." At Jones Island, WAS is heat dried to produce Milorganite®.

Waste Load Allocations: Distribution of total "pollutant load" permitted on a particular water body among the various dischargers to that water body.

Watercourse System Maintenance Plan: System-wide plan that will monitor all watercourses within District jurisdiction to: (1) provide coordination on elements of maintenance; (2) establish a single agenda; and (3) promote safe and environmentally secure watercourses. Monitoring will be conducted on a cyclical basis, following a significant flow, and following receipt of a request. Determination will be made if action is required and, if so, who the responsible party is to undertake the action.

Water Pollution Abatement Program (WPAP): A major program from 1977 to 1996 that repaired and expanded the entire metropolitan area wastewater conveyance and treatment system.

Watershed: The contributing land area confined by topographic divides that drain into a lake or river. Also called catchment area, drainage area, or river basin, and expressed in acres or square miles.

Wetlands: Areas that have soils that are inundated or saturated for part of the year or for the entire year, and are also known as bogs, marshes, and swamps. Under federal definition, the inundation or saturation of soil in a wetland is at a frequency and duration to sufficiently support a prevalence of vegetation typically adapted for life in saturated soils. Wetlands allow rainwater to pool and slowly infiltrate into the ground, but are also seeps that provide water at the ground surface.

Wisconsin Pollution Discharge Elimination System (WPDES): Used by the DNR to regulate sewers and wastewater treatment plants.

Woman-owned Business Enterprise: A business that is 51% owned, operated or controlled by women.

Working Capital: The capital of an organization that is used in its day-to-day trading operations, calculated as the current assets minus the current liabilities.

Pay Grades and Compensation

All staff positions are classified by a pay grade in the table below. Pay grade assignments consider the job content and skill set needed for each job classification. The District strives to maintain a skilled and competitive workforce; thus, the District also considers the local market data and pay rates when determining pay grades.

In 2024, the Commission approved a single compensation plan that covers all classifications of positions at the District, with pay grades ranging from pay grade 1 to pay grade 25. As recommended by the District's compensation consultant, Baker Tilly, the 2027 Operations and Maintenance Budget applies a structural adjustment as of 1/1/2027 of 2.5 percent and a 3.0 percent merit based on satisfactory or above performance.

2027 Pay Grades 1-25

Pay Grade	Minimum	Midpoint	Maximum
25	\$234,285.50	\$281,125.50	\$328,008.20
24	\$198,553.20	\$238,251.00	\$277,970.20
23	\$168,278.80	\$201,921.70	\$235,564.70
22	\$155,806.60	\$186,955.10	\$218,124.90
21	\$144,272.40	\$173,118.40	\$201,964.40
20	\$133,569.80	\$160,283.80	\$186,997.70
19	\$126,022.50	\$151,222.80	\$176,401.70
18	\$118,901.60	\$142,673.40	\$166,445.20
17	\$113,230.50	\$135,872.40	\$158,514.20
16	\$107,836.60	\$129,412.40	\$150,966.90
15	\$101,717.70	\$122,078.30	\$142,417.60
14	\$95,982.60	\$115,170.60	\$134,358.60
13	\$90,546.00	\$108,646.70	\$126,768.70
12	\$89,117.60	\$102,485.20	\$115,852.90
11	\$84,896.20	\$97,624.30	\$110,352.30
10	\$80,845.40	\$92,976.50	\$105,086.30
9	\$75,558.10	\$86,879.00	\$98,221.20
8	\$71,272.80	\$81,975.40	\$92,678.00
7	\$67,264.60	\$77,349.00	\$87,433.30
6	\$66,326.50	\$72,957.00	\$79,587.60
5	\$62,574.20	\$68,842.30	\$75,089.00
4	\$57,926.40	\$63,725.50	\$69,524.50
3	\$53,662.40	\$59,013.80	\$64,386.40
2	\$47,906.00	\$52,681.70	\$57,478.70
1	\$42,789.20	\$47,053.20	\$51,338.60



Budget Policies

The District is in compliance with the following financial policies.

District Financial Policy		District Compliance
1-15.01 Operation and Maintenance Budget	✓	The Executive Director, with Policy, Finance, and Personnel Committee approval, establishes a calendar for public hearings and the Commission's review of the proposed Operation and Maintenance Budget. In 2026, a summary of the 2027 proposed budget was available for public inspection at least 15 days prior to the public hearing. A notice of the public hearing was also published as a display notice at least 15 days prior to the public hearing. Over the summer, the Policy, Finance, and Personnel Committee reviewed the proposed budget and received the recommendations of the Finance Division. The Policy, Finance, and Personnel Committee made recommendations to the Commission for adoption.
1-15.02 Capital Budget	✓	In September 2026, as part of the proposed budget, the Executive Director submitted to the Commission the following for Commission Action: - Total Project Costs - Capital Budget - Long-Range Financing Plan
1-15.08 Reserves	✓	Operating and Maintenance Reserves - The District's Equipment Replacement Fund is in compliance with policy requirements. - The District's User Charge Stabilization Fund is in compliance with policy requirements. Capital Reserves - The District's Debt Service Fund is in compliance with policy requirements. Working Capital Over the summer, as part of the determination of user charge billings and capital funding, the District assessed and budgeted necessary adjustments to the specific working capital levels, considering fund balances, investments, and cash flow requirements. Contingency Accounts For the O&M budget, the Unallocated Reserve is budgeted within the policy range of 2.0% to 3.5% of net division expenditures. For the Capital budget, the allowance for cost and schedule changes account is budgeted within the policy range of 2.0% to 5% of the current year's of total budgeted project expenditures.
1-73.18 Debt Policy	✓	The District's outstanding general obligation debt is within the policy limit of 50 percent (2.5 percent) of the limit prescribed by law (5 percent) of the equalized valuation of the taxable property within the District.

Annual Budget

Fiscal Year: The fiscal year of the Milwaukee Metropolitan Sewerage District begins on January 1 of each year and ends on December 31 of that year. The fiscal year is both the accounting and the budget year.

Enterprise Fund: The District prepares its financial statements on an enterprise fund basis. Generally Accepted Accounting Principles (GAAP) require state and local governments to use the enterprise fund to account for “business-type activities” – activities similar to those found in the private sector. Business-type activities include services primarily funded through user charges. The National Council of General Accounting Standards (NCGAS) defines the purpose of enterprise funds as: “...to account for operations (a) that are financed and operated in a manner similar to private business enterprises —where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.”

Within the Enterprise Fund, District expenditures are funded within two adopted budgets: an Operations & Maintenance Budget and a Capital Budget. The O&M Budget and the Capital Budget are funded differently.

Balanced Budget: It is required that the Milwaukee Metropolitan Sewerage District annually adopt a balanced budget in which District revenues and other sources of funds equal District expenditures and other uses in both the operating and capital budgets for the fiscal year. The District achieves this for the Operations & Maintenance Budget by offsetting total division expenditures and all other operating expenditures with funds from user charge billings, the User Charge Stabilization Fund, budget surpluses applied, and any other operating income. The District’s Capital Budget achieves this by offsetting total project expenditures and net debt service with tax levy income, non-member billings, use of available funds on hand, and all other capital income.

Budget Adoption

The Executive Director, with approval of the Policy, Finance, and Personnel Committee, shall establish a calendar for public hearings and the Commission’s review of the proposed budget. A summary of the proposed budget is made available for public inspection at least 15 days prior to the public hearing. (Commission Policy 1-15.01)

Operations & Maintenance Budget: The Executive Director shall present annually a recommended detailed budget of operating and maintenance expenditures and estimated revenue for the ensuing calendar year. These recommendations will be presented to the Policy, Finance, and Personnel Committee which will review and make recommendations to the Commission for adoption. Commission action is required to authorize the adoption of the annual Operations & Maintenance Budget (majority vote) (Commission Policy 1-15.01).

Capital Budget: The Executive Director shall annually submit to the Commission the following:

- A. **Total Project Costs** – A list of all projects new to the current budget year with the estimated costs to complete each project, as well as a list of all existing projects that have changes in previously granted total project cost. Commission action on the Total Project Costs is the policy setting mechanism, not an authorization to expend funds.
- B. **Capital Budget** – The annual financing plan for the current year’s anticipated capital account expenditures. Commission action on the Capital Budget sets the level of taxing and other sources of funds for the current year’s capital expenditures and authorizes staff to expend funds for the current year.

C. Long-Range Financing Plan – The six-year plan identifies anticipated sources of funds for anticipated capital expenditures in each year of the six-year plan. It will also include a summary of actual revenues and expenditures for the preceding calendar year and an estimate of revenues and expenditures based on the first six months (or most current actual data) for the current calendar year. Commission action on the Capital Financing Plan approves the financial plan for out-years capital financing and capital expenditures for the planning purposes only; it does not set the level of taxing and other sources of funds or capital expenditures in subsequent years. (Commission Policy 1-15.02)

Commission action is required to authorize the adoption of the annual Capital Budget (majority vote). (Commission Policy 1-15.02)

The Commission has the authority to amend both the Executive Director's Operations & Maintenance and Capital Budgets at adoption. (Commission Policy 1-15.09)

Budget Amendments

New Projects: Commission action is required to authorize the addition of a new project not authorized in the adopted annual Capital Budget. The resolution presented to the Commission for approval must describe the project, identify the estimated amounts to be spent in the current year and over the life of the project, and identify the amounts to be transferred from other project(s) or from working capital to fund the new project. If funds are transferred between projects within the same project group (capital account) without increasing total authorized spending in that account, then a simple majority vote is required. If funds are transferred between project groups (capital accounts), or from working capital, then a two-thirds vote is required in accordance with state law. (Commission Policy 1-15.02)

Carryovers: Carryover of unexpended funds authorized in the Operations & Maintenance Budget to the next fiscal year is permitted with the approval of the Commission as an amendment to the Budget. The Executive Director shall present annually in April a list of funds budgeted in the previous fiscal year recommended for a carryover to the next fiscal year. The list shall include the following information: cost center, account, dollar amount recommended for carryover, purpose of expenditure, summary explanation of reason(s) funds remain unexpended, and summary of continuing need for goods or services to be procured. Operations & Maintenance funds may not be carried over more than one fiscal year. (Commission Policy 1-15.04)

Budget Transfers

The Office of Management & Budget will maintain both the Operations & Maintenance and Capital Budgets by monitoring expenditure levels and evaluating requests for all budget transfers to ensure compliance with Commission policies.

Operations & Maintenance Budget: The Executive Director shall ensure that the annual expenditures of each of the operating divisions do not exceed the total funds budgeted for that division. When it is apparent that the total division budget for any of the divisions will be exceeded, a request for a fund transfer shall be brought to the Commission prior to an overrun. The total division budget for a division includes all monies budgeted for all cost centers within that division. Budget overruns in one division may not be used to offset overruns in another division without approval of the Commission. (Commission Policy 1-15.01)

Capital Budget: Commission action (two-thirds vote) is required to authorize the approval of amendments increasing the total authorized annual spending in the Capital Budget. (Commission Policy 1-15.02)

Within the limits of authority delegated by this or other Commission policy or action, the Executive Director may, without further Commission approval during the budget year, execute contract amendments and adjust project

allocations within a single capital account to fund such amendments and to respond to actual project cash flows, provided that total spending in the affected capital account, as approved by the Commission, is not exceeded. (Commission Policy 1-15.02).

Budget Reserves

Operating Reserves: Operating reserves are funds that have been segregated to meet legal requirements and/or have been segregated at the discretion of the Commission and are available only to the Operations & Maintenance Budget. (Commission Policy 1-15.08)

Equipment Replacement Fund: In accordance with the Wisconsin Administrative Code section NR-128.03 (18), the District is required to maintain an Equipment Replacement Fund (ERF) that will be funded specifically from user charges. User charges collected for the ERF are required to be maintained in a separate and distinct fund. The ERF will be used to fund replacement equipment and maintained at a level no less than five percent of the historical cost of all equipment with a cost greater than \$25,000 and a service life greater than 10 years and up to 20 years.

User Charge Stabilization Fund: The User Charge Stabilization Fund (UCSF) was established to offset volatility in annual user charge billings and rate changes. The UCSF is maintained as a separate and distinct fund, and, within the fund, the balance is classified by the District's four user charge billing parameters. Interest earned on the savings is to remain in the fund. In accordance with the District's objective of maintaining stable user charge billings, the UCSF will be maintained at a level no less than 2.5 percent of the current year's revenues (refer to policy 1-15.08). Contributions to and withdrawals from the fund may be made by Commission action through the annual budget process.

Capital Reserves: Capital Reserves are funds that have been segregated to meet legal requirements and/or have been segregated at the discretion of the Commission and are available only to the Capital Budget. (Commission Policy 1-15.08)

Debt Service Funds: In accordance with section 67.11(1) of the Wisconsin Statutes, the District is required to establish and maintain a debt service fund for the payment of principal and interest on bonds and notes used in financing its capital improvement program. The District maintains a separate account for each of its own outstanding debt issues and one account for debt obtained through the State of Wisconsin Clean Water Fund Loan Program.

Annually, the District will levy an irrepealably tax sufficient to pay the principal and interest on the debt as it comes due in the following year. Taxes collected from this levy are placed into the debt service fund account and used to pay the annual debt service. Earnings from the investments in the debt service fund accounts remain until used as part of the debt service fund accounts.

Money shall not be withdrawn from a debt service fund and used for any purpose other than the purpose for which the fund was created until that purpose has been accomplished. After all the outstanding debt has been paid and retired, any balance in any debt service fund account may be transferred out and used as directed by the Commission. (Commission Policy 1-15.08)

Working Capital

The District needs unreserved cash balances as working capital to pay routine and non-routine operating and capital expenses. Annually as part of the determination of user charge billings and capital funding, the District will assess and budget as necessary any adjustments to the specific working capital levels, considering fund balances, investments, and cash flow requirements.

Operating: The District shall attempt to maintain a working capital balance between 60 to 90 days of expenditures

with a target of 75 days. (Commission Policy 1-15.08)

Capital: The District shall attempt to maintain a working capital balance between 90 to 150 days of expenditures with a target of at least 90 days. (Commission Policy 1-15.08)

Contingency Accounts

Contingency accounts in both the Operations & Maintenance and Capital Budgets are used to ensure that adequate funds are available for unforeseen circumstances.

Operating: The District shall annually fund an Unallocated Reserve. Recommended changes regarding contingency accounts allow funding at a level within a range between 2.0 percent and 3.5 percent of net division expenditures. (Commission Policy 1-15.08)

Capital: To ensure that there are adequate funds for cost and schedule changes, unforeseen projects, and other unexpected circumstances, the Capital Budget shall fund an Allowance for Cost and Schedule Changes maintained within a range between 2.0 percent and 5.0 percent of the current year's total budgeted project expenditures.

Debt

Limitations: Per Commission Policy 1-73.18, the District intends to keep outstanding general obligation debt within 50 percent (2.5 percent) of the limit prescribed by law (5 percent) and at levels consistent with its credit objectives and long-range financing plan goal of 20 percent cash financing. Annual debt service requirements anticipated in the long-range plan are funded from the tax levy and other revenues, including available funds on hand.

Types: The District has authority under Section 200.55 of the Wisconsin Statutes to finance capital improvements through the issuance of debt instruments, including:

- General obligation bonds and promissory notes;
- Bond anticipation notes; and
- Revenue obligation bonds and notes

Even though the District also has authority to issue revenue obligations, the District shall issue general obligation bonds and notes to finance the capital improvements program, unless staff can demonstrate to the Commission that other, statutorily authorized debt instruments provide the District with a financial advantage.

Maturity of Debt: Staff shall utilize the following considerations in structuring debt maturities:

- long-range financing objectives;
- the useful life of the project assets to be financed; and
- a fair allocation of project costs to current and future customers benefiting from the project.

Fixed and Variable Rate Debt: The District intends to issue debt on a fixed-rate basis. Staff, however, may propose that the District issue securities that pay a variable rate of interest determined in accordance with a pre-determined formula or that results from a periodic remarketing of the securities, consistent with State law and covenants of pre-existing bonds, and depending on market conditions. The District will have no more than 15 percent of its outstanding general obligation bonds in variable-rate form.

Credit Objectives: The District will seek to maintain or improve its current credit rating with Moody's Investors Service (Aa1), Standard & Poor's (AA+), and Fitch Investors Service (AAA). The District will strive to maintain good relations with the rating agencies, routinely communicating with the rating agencies and keeping them informed of significant developments that could affect the District's credit rating.

In order to achieve its credit rating objective, the District recognizes the need to integrate debt policy with its ten-year capital improvements program and long-range financing plan. The District will also consider the debt issuance plans of other governmental units located within the District's boundary as provided in Section 200.55 (7) of the Wisconsin Statutes.

The following objectives for the District's capital improvement program and financing plan will be used to maintain debt service requirements at affordable levels and enhance the credit quality of the District:

- At least 20% of project expenditures shall be cash financed over the 10-year financing plan.
- Changes to the annual tax levy throughout the long-range plan shall be limited to amounts that are necessary, affordable, and allow for tax levy stability into the future.
- Responsible drawdown of accumulated reserve funds in a manner that does not cause destabilizing annual fluctuations in the tax levy.
- Flexibility to fund future expenditures necessary to fulfill the District's responsibilities.

Approval of Sale: Commission approval of the debt sale shall comply with the affirmative vote requirements of Section 200.27 (2) of the Wisconsin Statutes and Commission Policy 1-15.02, "Capital Budget."

Selection of Outside Financial Consultants: The Controller shall be responsible for establishing a solicitation and selection process for securing outside professional services necessary to develop and implement the District's debt program. Selection of outside financial advisors, bond counsel, and underwriters and other service providers will comply with District procurement policies and state law. Section 200.57 (2) of the Wisconsin Statutes requires the Commission to attempt to ensure that 5 percent of the total funds expended for financial advisory services and investment analysis shall be expended for the services of minority financial advisors.

Refundings: Periodic reviews of outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered (within federal tax law constraints) if and when there is a net economic benefit of the refunding or the refunding is essential in order to update covenants essential to operations and management.

In general, advance refundings for economic savings will be considered when net present value (NPV) savings of at least 2 percent of the refunded debt can be achieved. Current refundings that produce NPV savings of less than 2 percent will be considered on a case-by-case basis. Advance refundings with less than 2 percent savings may be considered when the Commission determines that there is a compelling public policy or long-range financing policy objective.

2027 Capital Line Item Budget



	Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
Water Reclamation Facilities	\$248,937,562	\$72,288,804	\$111,219,982	\$124,661,898	\$111,113,986
Jones Island	\$121,751,973	\$36,069,183	\$42,885,934	\$60,239,255	\$79,659,706
Primary Treatment	\$15,299,063	\$2,161,513	\$3,172,785	\$4,750,747	\$11,647,258
J01013 Preliminary Facility Electrical Upgrade	\$7,209,906	\$389,620	\$38,473	\$0	\$0
J01019 JI Force Main Improvements	\$871,325	\$410,273	\$1,674,680	\$721	\$0
J01025 High & Low Level Screw Pump Replacement	\$3,923,480	\$202,968	\$54,357	\$0	\$0
J01028 Primary Clarifier Drive Improvements	\$2,919,081	\$76,119	\$0	\$0	\$0
J01030 Odor Control Preliminary Treatment Facility	\$256,725	\$482,993	\$560,551	\$81,097	\$3,458,103
J01031 Primary Sludge Pumping and Scum Processing Improvements	\$35,352	\$1,930	\$0	\$0	\$0
J01032 ISS Pump VFD Replacements	\$83,194	\$537,307	\$592,667	\$4,481,287	\$8,189,155
J01033 Harbor Siphons Influent Structures & Conveyance	\$0	\$60,304	\$252,055	\$187,641	\$0
Secondary Treatment	\$2,078,489	\$2,772,492	\$6,115,556	\$14,973,505	\$16,613,233
J02012 Aeration System Improvements	\$1,197,425	\$2,352,721	\$140,916	\$12,530	\$0
J02016 Process Air Compressor Replacement	\$879,815	\$354,136	\$5,647,200	\$14,160,232	\$14,160,232
J02017 Building 234 Rehabilitation	\$0	\$0	\$0	\$0	\$0
J02018 Aerated Channels Mixing Improvements	\$1,249	\$65,636	\$327,440	\$800,743	\$2,453,002
Advanced Treatment	\$1,540,997	\$423,116	\$217,128	\$9,875,086	\$19,305,963
J03006 Disinfection Process Improvements	\$1,540,997	\$423,116	\$217,128	\$9,875,086	\$19,305,963
Solids Processing	\$55,160,596	\$16,355,893	\$16,021,642	\$13,195,655	\$16,421,316
J04037 Thickened Sludge Improvements	\$4,188,341	\$246,376	\$0	\$0	\$0
J04038 D&D Dryers Guillotine Gate Replacement	\$3,679,997	\$241,003	\$0	\$0	\$0
J04057 Dryer Exhaust Duct Header Replacement	\$795,893	\$2,806,331	\$4,724,683	\$2,677,729	\$33,363
J04060 Sludge Cake Transport & Feed Conveyors Replacement	\$4,691,843	\$60,479	\$0	\$0	\$0
J04061 D&D PLC 5 Upgrades	\$6,244,256	\$957,969	\$516,636	\$11,102	\$0
J04064 Chaff System Improvements	\$4,286,993	\$997,039	\$982,393	\$589,941	\$6,125,566
J04070 Milorganite Facilities Improvements Phase V	\$3,483,685	\$632,615	\$0	\$0	\$0
J04072 Milo Transport and Silo Storage Equipment Replacement	\$5,367,994	\$2,654,081	\$2,766,267	\$482,472	\$99,336
J04074 Milorganite Packaging Facility	\$2,298,588	\$158,160	\$310,318	\$3,014,142	\$3,925,028
J04075 Dewatering & Drying Belt Filter Press Overhauls at JI WRF	\$14,571,786	\$1,538,990	\$796,685	\$3,559	\$0
J04076 Compressed Air System Upgrade	\$1,575,409	\$1,262,260	\$2,035,832	\$884,499	\$0
J04077 Odor Control Equalization & Blend Facility and D&D Baghouse	\$641,858	\$1,383,559	\$305,032	\$16,551	\$0
J04079 Dryer Train Overhaul & Upgrades	\$2,517,403	\$2,497,175	\$2,558,508	\$995,028	\$398,375
J04080 Phase 2 MCC Replacement D&D	\$0	\$0	\$0	\$0	\$0
J04081 D&D HVAC Upgrade	\$629,339	\$467,964	\$604,060	\$2,169,664	\$2,468,752
J04082 Thickening Building Rehabilitation	\$0	\$0	\$0	\$0	\$0
J04083 D&D and Silos Nitrogen Systems Evaluation and Upgrades	\$116,440	\$89,344	\$148,765	\$94,007	\$177,761
J04084 D&D Ferric Chloride & Polymer System Upgrades	\$69,891	\$329,994	\$221,930	\$1,882,571	\$2,443,619
J04085 Main Stack & Plenum Evaluation and Rehabilitation	\$880	\$32,553	\$50,533	\$374,389	\$666,240
J04086 Milorganite Facilities Improvement Phase 6	\$0	\$0	\$0	\$0	\$83,274

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$104,951,470	\$88,779,236	\$81,663,345	\$122,262,599	\$120,601,592	\$134,564,911	\$107,139,302	\$810,226,785	\$2,238,411,471	
\$84,822,120	\$67,497,251	\$62,233,683	\$70,489,779	\$74,134,054	\$45,195,732	\$43,391,889	\$233,725,006	\$1,022,095,566	
\$27,245,194	\$280,727	\$0	\$0	\$0	\$0	\$0	\$6,515,718	\$71,073,005	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,638,000	J01013
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,957,000	J01019
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,180,805	J01025
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,995,200	J01028
\$19,056,039	\$50,491	\$0	\$0	\$0	\$0	\$0	\$0	\$23,946,000	J01030
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,515,719	\$6,553,000	J01031
\$8,189,155	\$230,236	\$0	\$0	\$0	\$0	\$0	\$0	\$22,303,000	J01032
\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$0)	\$500,000	J01033
\$10,148,336	\$8,105,850	\$11,630	\$0	\$0	\$0	\$0	\$8,182,408	\$69,001,500	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,661,408	\$5,365,000	J02012
\$362,587	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,564,200	J02016
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,521,000	\$6,521,000	J02017
\$9,785,750	\$8,105,850	\$11,630	\$0	\$0	\$0	\$0	\$0	\$21,551,300	J02018
\$7,986,963	\$4,051,155	\$5,590	\$0	\$0	\$0	\$0	\$0	\$43,406,000	
\$7,986,963	\$4,051,155	\$5,590	\$0	\$0	\$0	\$0	\$0	\$43,406,000	J03006
\$19,128,685	\$21,523,602	\$26,611,299	\$25,939,542	\$12,704,915	\$77,247	\$146,028	\$30,971,860	\$254,258,279	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,434,717	J04037
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,921,000	J04038
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,038,000	J04057
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,752,322	J04060
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,729,962	J04061
\$7,982,843	\$8,021,267	\$8,035,240	\$8,035,240	\$6,740,613	\$31,865	\$0	\$0	\$51,829,000	J04064
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,116,300	J04070
\$209,681	\$919,533	\$1,454,474	\$926,529	\$3,832	\$0	\$0	\$0	\$14,884,200	J04072
\$9,763	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,716,000	J04074
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,911,020	J04075
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,758,000	J04076
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,347,000	J04077
\$6,894,207	\$7,298,567	\$7,298,567	\$7,298,567	\$5,325,014	\$14,690	\$0	\$0	\$43,096,100	J04079
\$0	\$0	\$37,591	\$366,002	\$299,716	\$30,692	\$146,028	\$8,662,972	\$9,543,000	J04080
\$2,162,215	\$1,117	\$0	\$0	\$0	\$0	\$0	\$14,460,888	\$22,964,000	J04081
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,848,000	\$7,848,000	J04082
\$633,104	\$928,691	\$67,888	\$0	\$0	\$0	\$0	\$0	\$2,256,000	J04083
\$591,653	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,539,658	J04084
\$191,404	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,316,000	J04085
\$453,814	\$4,354,427	\$9,717,540	\$9,313,205	\$335,740	\$0	\$0	\$0	\$24,258,000	J04086

		Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
General Jones Island		\$47,672,827	\$14,356,168	\$17,358,823	\$16,263,100	\$12,578,652
J06032	Jl Geotechnical Structural Analysis	\$592,865	\$220,756	\$312,766	\$28,760	\$0
J06056	Turbine Extended Service Agreement	\$16,881,279	\$2,165,825	\$2,363,904	\$2,459,219	\$2,553,349
J06066	Power System Improvements	\$2,437,749	\$20,478	\$0	\$0	\$0
J06068	Jl Network Optimization	\$752,396	\$51,207	\$18,103	\$0	\$0
J06073	Harbor Siphons Area Settlement Mitigation	\$85,680	\$893,563	\$53,157	\$0	\$0
J06075	2018 Jl Capital Equipment Rehabilitation/Replacement	\$16,373,497	\$1,007,158	\$115,723	\$0	\$0
J06081	Replace MCCs and LCUS-P Phase 1	\$2,887,136	\$2,664,390	\$2,856,964	\$2,219,611	\$0
J06082	Flood Resiliency Improvements	\$2,844,849	\$9,431	\$0	\$0	\$0
J06083	HVAC System Improvements - Bldgs 234, 235, 243, & 256	\$1,036,167	\$415,077	\$3,903,343	\$6,464,408	\$2,617,341
J06086	Building Roof Replacement Phase 4	\$372,825	\$8,514	\$0	\$0	\$0
J06087	2025-2029 Jl Capital Equipment Replacement	\$2,500,140	\$4,824,728	\$3,761,332	\$2,002,904	\$2,749,864
J06089	Flow Meter Replacement	\$273,581	\$632,823	\$2,028,570	\$33,309	\$0
J06090	Clarifier Cathodic Protection Upgrades at Jl WRF	\$414,669	\$342,477	\$0	\$0	\$0
J06094	Feeder Cable & Switchboard Replacement	\$173,617	\$587,525	\$600,376	\$1,879,772	\$2,754,586
J06095	Building NFPA 820 Compliance	\$0	\$0	\$0	\$0	\$0
J06096	Utility Tunnel NFPA 820 Compliance	\$0	\$0	\$0	\$0	\$0
J06097	Solar Panel Installation	\$0	\$0	\$0	\$0	\$0
J06098	2030-2034 Jl Capital Equipment Replacement	\$0	\$0	\$0	\$0	\$0
J06099	Building 280 Rehabilitation	\$14,485	\$11,241	\$15,408	\$0	\$0
J06100	Building 279 Rehabilitation	\$0	\$0	\$0	\$0	\$0
J06101	Building Grounds Improvements	\$0	\$0	\$0	\$0	\$0
J06102	SCADA Upgrade	\$0	\$0	\$122	\$11,433	\$885,629
J06103	Landfill Gas Cleaning Evaluation	\$0	\$31,687	\$254,379	\$28,934	\$0
J06104	New Turbine Generators	\$31,891	\$343,501	\$244,608	\$0	\$0
J06105	Dewey Substation - Harbor Switchgear & Distribution Switchgear	\$0	\$68,098	\$702,496	\$765,272	\$802,752
J06107	Central Heating System Upgrade and HVAC Replacement	\$0	\$7,689	\$77,572	\$319,478	\$165,131
J06108	2035-2039 Capital Equipment Replacement	\$0	\$0	\$0	\$0	\$0
J99001	Allowance for Plant Rehabilitation	\$0	\$0	\$0	\$0	\$0
J99003	Operator Contribution to CIP	\$0	\$50,000	\$50,000	\$50,000	\$50,000
J99004	Allowance for D&D Rehabilitation	\$0	\$0	\$0	\$0	\$0

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$15,420,600	\$28,395,693	\$29,738,445	\$36,653,365	\$51,833,240	\$38,496,875	\$36,162,363	\$146,065,925	\$490,996,077	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$386,253	\$1,541,400	J06032
\$2,644,605	\$2,734,605	\$2,844,605	\$2,954,605	\$3,000,759	\$538,026	\$536,039	\$0	\$41,676,822	J06056
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,458,227	J06066
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$821,706	J06068
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,032,400	J06073
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,496,377	J06075
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,628,100	J06081
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,854,280	J06082
\$8,664	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,445,000	J06083
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$381,340	J06086
\$1,503,893	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,342,861	J06087
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,968,283	J06089
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$757,146	J06090
\$3,820,053	\$11,094,041	\$7,425,701	\$10,329	\$0	\$0	\$0	\$0	\$28,346,000	J06094
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,352,000	\$3,352,000	J06095
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,357,000	\$3,357,000	J06096
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21,123,000	\$21,123,000	J06097
\$2,459,677	\$2,506,630	\$2,506,739	\$2,506,739	\$2,506,739	\$13,477	\$0	\$0	\$12,500,000	J06098
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,730,000	\$9,771,134	J06099
\$0	\$0	\$0	\$0	\$0	\$0	\$7,646	\$4,462,354	\$4,470,000	J06100
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$890,000	\$890,000	J06101
\$927,015	\$4,178,420	\$5,348,946	\$5,348,946	\$5,348,946	\$5,348,946	\$3,044,317	\$40,280	\$30,483,000	J06102
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,893,000	\$9,208,000	J06103
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$72,918,000	\$73,538,000	J06104
\$3,150,091	\$6,317,899	\$6,535,474	\$5,757,419	\$902,434	\$22,064	\$0	\$0	\$25,024,000	J06105
\$856,601	\$1,514,098	\$5,076,980	\$5,075,326	\$5,074,362	\$5,074,362	\$5,074,362	\$13,414,038	\$41,730,000	J06107
\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$2,500,000	\$7,500,000	\$12,500,000	J06108
\$0	\$0	\$0	\$5,000,000	\$25,000,000	\$15,000,000	\$15,000,000	\$0	\$60,000,000	J99001
\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	J99003
\$0	\$0	\$0	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$0	\$40,000,000	J99004

	Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
South Shore	\$97,304,015	\$32,509,372	\$66,017,455	\$64,379,830	\$31,454,175
Primary Treatment	\$3,959,722	\$1,505,707	\$20,907,748	\$12,119,139	\$2,158,156
S01013 Primary Clarification System Improvements	\$2,876,127	\$1,067,345	\$16,689,330	\$11,602,315	\$1,246,484
S01015 Grit Equipment Replacement	\$1,069,384	\$384,582	\$4,039,597	\$161,354	\$3,083
S01017 Primary Effluent Sampler Relocation	\$14,211	\$53,780	\$178,821	\$330,420	\$643,352
S01018 Preliminary Treatment Upgrades	\$0	\$0	\$0	\$25,050	\$265,237
Secondary Treatment	\$67,074,056	\$21,870,794	\$17,504,576	\$974,676	\$13,723
S02008 SS Capacity Improvments	\$6,944,255	\$76,745	\$0	\$0	\$0
S02014 Secondary Clarifier Idling Control	\$23,348	\$16	\$0	\$0	\$0
S02015 Aeration System Upgrade	\$56,237,604	\$18,752,569	\$15,413,083	\$902,020	\$13,723
S02017 Process Air Header Improvements	\$1,908,322	\$1,545,103	\$10,575	\$0	\$0
S02018 RAS Pumps Replacement	\$1,943,066	\$1,491,360	\$2,080,918	\$72,656	\$0
S02019 Pickle Liquor Building 337 Roof Replacement	\$17,460	\$5,000	\$0	\$0	\$0
Advanced Treatment	\$1,762,782	\$981,197	\$15,117,774	\$29,743,130	\$12,179,130
S03005 Disinfection Process Improvements	\$1,762,782	\$981,197	\$15,117,774	\$29,743,130	\$12,179,130
Solids Processing	\$7,131,073	\$1,440,873	\$3,996,421	\$11,555,528	\$11,764,772
S04010 Building 359 HVAC & Odor Control	\$223,606	\$213	\$0	\$37,242	\$0
S04029 Digester Mixing II	\$1,454,378	\$367,396	\$1,803,766	\$6,144,652	\$6,144,652
S04034 High Strength Waste Mixing Improvements	\$0	\$0	\$0	\$0	\$0
S04037 Pyrolysis Evaluation	\$20,039	\$121,775	\$346,606	\$162,712	(\$0)
S04038 Digester Capacity Restoration	\$4,062,625	\$54	\$0	\$0	\$0
S04039 Gravity Thickening & Acid Phase Digestion	\$764,801	\$223,225	\$343,005	\$343,005	\$343,005
S04040 Dewatering and Drying Facility	\$133,937	\$296,120	\$233,080	\$2,676,338	\$2,780,526
S04041 High Strength Waste Source Survey	\$449,713	\$346,970	\$1,153,496	\$1,755,552	\$1,106,616
S04042 DAF Support System Rehabilitation and Upgrades	\$21,974	\$85,121	\$116,470	\$436,028	\$1,389,974
General South Shore	\$17,376,382	\$6,710,801	\$8,490,936	\$8,725,008	\$4,116,989
S06038 2018 SS Capital Equipment Rehabilitation/Replacement	\$12,781,103	\$745,121	\$190,031	\$0	\$0
S06040 SS Network Optimization	\$401,216	\$14,754	\$27,842	\$0	\$0
S06042 SS WRF Odor Assessment	\$452,807	\$84,031	\$0	\$0	\$0
S06047 Power System Improvements	\$813,383	\$386,502	\$673,739	\$893,197	\$552,679
S06048 Building Roof Replacement Phase 5	\$259,059	\$1,642,178	\$0	\$0	\$0
S06049 2025-2029 SS Capital Equipment Replacement	\$140,293	\$1,387,396	\$1,976,641	\$2,753,326	\$3,097,331
S06050 HVAC System Improvements Bldgs. 378 & 380	\$1,946,166	\$698,071	\$94,763	\$0	\$0
S06053 W3 Flushing Water System Fire Flow	\$138,014	\$202,563	\$184,338	\$1,621,782	\$11,403
S06054 SS WRF Feeder, LCUS, and MCC Replacements	\$0	\$0	\$0	\$0	\$63,201
S06055 Secondary Clarifier Batteries 1, 2, 3, 4 Walkways Replacement	\$98,238	\$263,993	\$982,418	\$1,969,057	\$5,093
S06056 Building NFPA 820 Compliance	\$0	\$0	\$0	\$0	\$0
S06057 Utility Tunnel NFPA 820 Compliance	\$0	\$0	\$0	\$0	\$0
S06058 Coastal Resiliency Improvements	\$0	\$0	\$0	\$0	\$0
S06059 Solar Panel Installation	\$345,779	\$1,179,305	\$3,764,343	\$1,373,924	\$0
S06060 Engine Generator System Upgrade	\$324	\$0	\$0	\$314	\$2,171
S06061 2030-2034 Capital Equipment Replacement	\$0	\$0	\$0	\$0	\$0
S06062 SCADA Upgrade	\$0	\$0	\$122	\$6,994	\$335,110
S06063 Digester Gas Cleaning, Storage and Interplant Pipeline	\$0	\$56,887	\$546,699	\$56,414	\$0
S06065 Solar Panels Phase 2	\$0	\$0	\$0	\$0	\$0
S06067 2035-2039 Capital Equipment Replacement	\$0	\$0	\$0	\$0	\$0
S99001 Allowance for Plant Rehabilitation	\$0	\$0	\$0	\$0	\$0
S99003 Operator Contribution to CIP	\$0	\$50,000	\$50,000	\$50,000	\$50,000

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$20,129,243	\$21,281,875	\$19,429,550	\$51,772,706	\$46,467,422	\$89,369,060	\$63,747,292	\$559,966,361	\$1,163,828,356	
\$1,499,695	\$1,425,683	\$1,268,223	\$15,307,979	\$11,269,195	\$43,910,937	\$21,701,509	\$1,006,805	\$138,040,500	
\$1,293,418	\$812,351	\$176,906	\$320,859	\$6,026,612	\$43,910,937	\$21,701,509	\$1,006,805	\$108,731,000	S01013
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,658,000	S01015
\$9,916	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,230,500	S01017
\$196,361	\$613,332	\$1,091,317	\$14,987,120	\$5,242,583	\$0	\$0	\$0	\$22,421,000	S01018
\$0	\$6,517	\$63,730	\$84,939	\$254,612	\$9,743	\$0	\$3,149,636	\$111,007,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,021,000	S02008
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$629,636	\$653,000	S02014
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,520,000	\$93,839,000	S02015
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,464,000	S02017
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,588,000	S02018
\$0	\$6,517	\$63,730	\$84,939	\$254,612	\$9,743	\$0	\$0	\$442,000	S02019
\$6,148,495	\$5,490	\$0	\$0	\$0	\$0	\$0	\$0	\$65,938,000	
\$6,148,495	\$5,490	\$0	\$0	\$0	\$0	\$0	\$0	\$65,938,000	S03005
\$8,003,945	\$12,595,122	\$9,959,177	\$7,740,475	\$3,180,873	\$1,108,511	\$1,106,616	\$180,893,964	\$260,477,351	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,969,939	\$3,231,000	S04010
\$6,142,591	\$3,086,566	\$0	\$0	\$0	\$0	\$0	\$0	\$25,144,000	S04029
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$396,000	\$396,000	S04034
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$651,131	S04037
\$157,046	\$2,032,354	\$1,474,953	\$504	\$0	\$0	\$0	\$0	\$7,727,537	S04038
\$221,258	\$6,369,586	\$7,377,608	\$6,633,355	\$2,074,258	\$1,895	\$0	\$0	\$24,695,000	S04039
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$165,450,000	\$171,570,000	S04040
\$1,106,616	\$1,106,616	\$1,106,616	\$1,106,616	\$1,106,616	\$1,106,616	\$1,106,616	\$12,078,025	\$24,636,683	S04041
\$376,434	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,426,000	S04042
\$3,316,100	\$5,628,351	\$6,306,812	\$22,839,288	\$25,748,007	\$31,246,441	\$30,532,757	\$274,317,047	\$445,354,918	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,716,254	S06038
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$443,812	S06040
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$536,838	S06042
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,319,500	S06047
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,901,237	S06048
\$18,128	\$98	\$0	\$0	\$0	\$0	\$0	\$0	\$9,373,215	S06049
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,739,000	S06050
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,158,100	S06053
\$329,582	\$554,077	\$821,272	\$2,736,617	\$2,736,617	\$2,736,617	\$2,736,404	\$695,113	\$13,409,500	S06054
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,318,800	S06055
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,668,000	\$3,668,000	S06056
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,589,000	\$4,589,000	S06057
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,707,000	\$1,707,000	S06058
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,663,350	S06059
\$88,089	\$910,266	\$915,278	\$934,342	\$3,843,060	\$9,341,495	\$9,350,474	\$23,309,186	\$48,695,000	S06060
\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$0	\$0	\$0	\$12,500,000	S06061
\$330,300	\$1,663,910	\$2,070,261	\$1,668,330	\$1,668,330	\$1,668,330	\$945,879	\$23,435	\$10,381,000	S06062
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$85,984,000	\$86,644,000	S06063
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$146,841,312	\$146,841,312	S06065
\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$2,500,000	\$7,500,000	\$12,500,000	S06067
\$0	\$0	\$0	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$0	\$60,000,000	S99001
\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	S99003

		Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
Interplant Pipeline		\$29,881,574	\$3,710,249	\$2,316,593	\$42,813	\$105
Interplant Pipeline		\$29,688,245	\$3,705,391	\$2,316,492	\$41,872	\$0
P01005	Interplant Pipeline Improvements - Phase II	\$29,688,245	\$3,705,391	\$2,316,492	\$41,872	\$0
Energy Pipeline		\$193,328	\$4,858	\$101	\$101	\$101
P02004	Landfill Gas System - Metro Landfill	\$193,328	\$4,858	\$101	\$101	\$101
General Reclamation Facility Projects		\$0	\$0	\$0	\$2,444,351	\$4,314,692
Inflation		\$0	\$0	\$0	\$2,444,351	\$4,314,692
J99005	Inflation	\$0	\$0	\$0	\$1,181,162	\$3,093,283
S99004	Inflation	\$0	\$0	\$0	\$1,262,350	\$1,221,404
P99004	Inflation	\$0	\$0	\$0	\$839	\$4

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$107	\$109	\$112	\$114	\$116	\$119	\$121	\$16,535,418	\$52,487,550	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,540,000	\$38,292,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,540,000	\$38,292,000	P01005
\$101	\$101	\$101	\$101	\$101	\$101	\$101	\$11,024,802	\$11,224,000	
\$101	\$101	\$101	\$101	\$101	\$101	\$101	\$11,024,802	\$11,224,000	P02004
\$6,053,356	\$6,760,945	\$7,698,337	\$13,696,910	\$15,610,649	\$19,715,055	\$17,489,927	\$145,558,619	\$239,342,840	
\$6,053,356	\$6,760,945	\$7,698,337	\$13,696,910	\$15,610,649	\$19,715,055	\$17,489,927	\$145,558,619	\$239,342,840	
\$4,892,342	\$5,140,224	\$5,866,719	\$7,896,873	\$9,595,899	\$6,621,610	\$7,083,497	\$41,989,095	\$93,360,704	J99005
\$1,161,008	\$1,620,712	\$1,831,608	\$5,800,025	\$6,014,735	\$13,093,428	\$10,406,410	\$100,598,909	\$143,010,587	S99004
\$6	\$8	\$11	\$13	\$15	\$17	\$20	\$2,970,616	\$2,971,550	P99004

	Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
Conveyance	\$95,386,734	\$28,130,819	\$36,587,151	\$27,026,373	\$24,324,221
Metropolitan Interceptor Sewer	\$61,194,696	\$23,442,508	\$33,764,702	\$21,467,229	\$15,993,967
Subsystem 1 - Branch	\$32,005	\$602,099	\$1,176,600	\$607,180	\$84
C01007 South Howell Avenue MIS Relief	\$32,005	\$601,474	\$1,117,456	\$314,949	\$84
C01008 Hydrogen Sulfide Evaluation - S. 6th and Oklahoma Ave.	\$0	\$625	\$59,144	\$292,231	\$0
Subsystem 2 - Southwest Branch	\$2,245,105	\$12,751,832	\$15,003,028	\$1,336,207	\$313,888
C02009 W. College Avenue MIS Rehabilitation and H2S Mitigation	\$554,922	\$54,377	\$357,008	\$351,101	\$265,335
C02010 Force Main Franklin Muskego Rehabilitation Project	\$625,540	\$44,727	\$194,549	\$982,935	\$48,554
C02012 10th Avenue MIS Lateral Reconstruction	\$181,892	\$15,220	\$0	\$0	\$0
C02013 Oak Creek Southwest MIS Extension	\$882,750	\$12,637,508	\$14,451,472	\$2,170	\$0
Subsystem 3 - Northwest Branch	\$2,251,700	\$1,633,617	\$10,859,045	\$13,518,825	\$10,291,689
C03013 Oklahoma Ave MIS Capacity Improvements	\$1,387,232	\$384,300	\$6,623,538	\$9,283,319	\$8,069,131
C03014 Greenfield Park & Underwood Creek Pump Stations Upgrades	\$864,468	\$1,249,318	\$4,235,507	\$4,235,507	\$2,222,558
Subsystem 4 - Northeast Branch	\$4,015,697	\$1,342,270	\$3,933,666	\$2,064,016	\$134,037
C04005 Martha Washington/Highlands MIS Improvements	\$983,015	\$431,833	\$3,025,230	\$1,725,011	\$37,940
C04010 Mill Road Relief Sewer	\$3,032,682	\$910,436	\$908,436	\$339,005	\$96,097
Subsystem 5 - North Side High Relief	\$36,090,707	\$919,729	\$174,409	\$210,284	\$587,659
C05041 CMIS - Basin H PCB Remediation and Rehabilitation (C016)	\$14,135,405	\$207,028	\$0	\$0	\$0
C05053 River Road MIS & Glendale Sewer	\$100,223	\$32,705	\$0	\$0	\$0
C05055 N. 35th and Roosevelt Improvements	\$21,765,746	\$358,345	\$0	\$0	\$0
C05058 Capacity Improvements for 60" MIS in Hampton Ave	\$89,333	\$287,986	\$28,013	\$0	\$0
C05059 N 9th St Siphon Gate Installation	\$0	\$0	\$0	\$0	\$103,782
C05060 Port Washington Road Pump Station Improvements	\$0	\$33,664	\$146,396	\$210,284	\$483,877
Subsystem 7 - Low Level	\$1,135,172	\$171,378	\$326,099	\$325,433	\$418,163
C07035 Mitchell Park PCB Sewer Improvements	\$44,912	\$837	\$666	\$0	\$0
C07037 South Shore Force Main Improvements	\$1,090,260	\$170,541	\$325,433	\$325,433	\$418,163
C07040 S 35th St Siphon Replacement	\$0	\$0	\$0	\$0	\$0

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$30,289,206	\$40,700,778	\$68,936,630	\$39,849,426	\$26,279,165	\$12,638,046	\$12,833,430	\$103,342,594	\$546,324,574	
\$21,159,992	\$30,294,058	\$62,329,596	\$30,374,077	\$7,877,595	\$786,451	\$738,440	\$83,973,565	\$393,396,875	
\$6,775,830	\$8,583,967	\$8,505,396	\$1,838,839	\$0	\$0	\$0	\$0	\$28,122,000	
\$6,775,830	\$8,583,967	\$8,505,396	\$1,838,839	\$0	\$0	\$0	\$0	\$27,770,000	C01007
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$352,000	C01008
\$29,783	\$29,783	\$3,964,579	\$1,002,112	\$0	\$0	\$0	\$0	\$36,676,317	
\$29,783	\$29,783	\$3,964,579	\$1,002,112	\$0	\$0	\$0	\$0	\$6,609,000	C02009
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,896,305	C02010
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$197,111	C02012
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,973,900	C02013
\$13,124	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,568,000	
\$12,481	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,760,000	C03013
\$643	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,808,000	C03014
\$415,106	\$14,875,567	\$45,452,973	\$23,561,382	\$27,316	\$0	\$0	\$0	\$95,822,029	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,203,029	C04005
\$415,106	\$14,875,567	\$45,452,973	\$23,561,382	\$27,316	\$0	\$0	\$0	\$89,619,000	C04010
\$3,189,324	\$1,673,954	\$409,673	\$2,198,965	\$4,602,454	\$45,204	\$0	\$59,528,071	\$109,630,433	
\$0	\$311,416	\$364,538	\$2,198,965	\$4,602,454	\$45,204	\$0	\$0	\$21,865,010	C05041
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$59,528,071	\$59,661,000	C05053
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,124,092	C05055
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$405,332	C05058
\$305,321	\$1,355,762	\$45,135	\$0	\$0	\$0	\$0	\$0	\$1,810,000	C05059
\$2,884,003	\$6,776	\$0	\$0	\$0	\$0	\$0	\$0	\$3,765,000	C05060
\$6,845,914	\$1,610,791	\$523,067	\$546,663	\$2,612,735	\$7,500	\$0	\$11,998,586	\$26,521,500	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,998,586	\$12,045,000	C07035
\$6,845,914	\$1,524,255	\$0	\$0	\$0	\$0	\$0	\$0	\$10,700,000	C07037
\$0	\$86,536	\$523,067	\$546,663	\$2,612,735	\$7,500	\$0	\$0	\$3,776,500	C07040

		Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
General Interceptor Sewer System		\$15,424,310	\$6,021,583	\$2,291,855	\$3,405,284	\$4,248,447
C98044	MIS Abandonment	\$1,500,438	\$661,845	\$97,199	\$230,478	\$0
C98047	Access Hatch Covers	\$3,156,426	\$68,681	\$259,262	\$425,005	\$528,727
C98055	Conveyance Equipment Replacement	\$5,001,034	\$172,308	\$294	\$0	\$0
C98061	Outfall Infrastructure Preliminary Engineering	\$589,954	\$465,363	\$44,142	\$178,657	\$841,689
C98062	2025-2034 Conveyance Capital Equipment Replacement	\$730,947	\$1,912,010	\$580,502	\$232,194	\$271,134
C98063	MIS Siphons Preliminary Engineering	\$1,131,997	\$81,235	\$142,424	\$429,772	\$499,797
C98064	MIS Renewal and Infiltration Reduction Strategy	\$315,413	\$1,467	\$0	\$0	\$0
C98065	Separate Sewer Outfall Abandonment	\$ 314,758.49	\$ 513,415.45	\$ 6,826.06	\$ -	\$ -
C98066	Condition Assessment of H2S High Priority Sites	\$1,133,492	\$606,262	\$74,387	\$0	\$0
C98067	Gate Replacement	\$1,247,610	\$1,363	\$0	\$0	\$0
C98068	Rehabilitation of Individual Pipe Segments	\$250,744	\$1,070,890	\$208,579	\$1,180,592	\$1,471,883
C98069	Intercepting Structure Rehabilitation	\$43,204	\$136,374	\$341,939	\$307,983	\$0
C98070	Rehabilitation of N 13th and N 27th St Siphons	\$0	\$0	\$0	\$0	\$0
C98072	Conveyance Field Site Building Roof Replacements	\$5,139	\$234,564	\$497,180	\$335,750	\$550,363
C98074	Redundant Power at Conveyance Field Sites	\$3,153	\$95,804	\$12,187	\$12,112	\$12,112
C98075	Coveyance System Flood Protection	\$0	\$0	\$26,934	\$72,742	\$72,742
C98076	2035-2044 Conveyance Capital Equipment Replacement	\$0	\$0	\$0	\$0	\$0
Inline Storage System		\$34,192,038	\$4,688,311	\$2,822,449	\$5,029,215	\$7,385,715
CSO Structures		\$32,477,921	\$2,785,547	\$437,472	\$27,957	\$3,512
I03012	CSO 260 Improvements	\$8,656	\$2,541	\$0	\$0	\$0
I03013	Property Rights for CSO 141 (Water & Florida)	\$732,387	\$26,145	\$0	\$0	\$0
I04002	CT-01 Flood Damage Restoration	\$293,988	\$2,049,239	\$341,213	\$15,560	\$0
I06001	NS12 Collector System Improvements	\$31,071,234	\$519,766	\$0	\$0	\$0
I98007	ISS Ventilation & Odor Study	\$371,655	\$187,857	\$96,259	\$12,397	\$3,512
General Control System		\$1,714,117	\$1,902,764	\$2,384,977	\$5,001,258	\$7,382,203
Conveyance System Central Control		\$597,371	\$1,752,764	\$2,234,977	\$4,851,258	\$7,232,203
K01016	Predictive Forecasting for Automatic Wet Weather Operations	\$397,383	\$175,939	\$266,163	\$0	\$0
K01017	Conveyance System PLC and Controls Upgrade	\$199,988	\$1,576,825	\$1,968,814	\$4,851,258	\$7,232,203
General Conveyance		\$0	\$50,000	\$50,000	\$50,000	\$50,000
C99001	Allowance for Future Conveyance Rehab Projects	\$0	\$0	\$0	\$0	\$0
C99002	Operator Contribution to CIP	\$0	\$50,000	\$50,000	\$50,000	\$50,000
Allowance for Conveyance		\$1,116,746	\$100,000	\$100,000	\$100,000	\$100,000
C99004	Allowance for DOT Reimbursements	\$1,116,746	\$100,000	\$100,000	\$100,000	\$100,000
Inflation		\$0	\$0	\$0	\$529,929	\$944,539
C99003	Inflation	\$0	\$0	\$0	\$529,929	\$944,539

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$3,890,911	\$3,519,996	\$3,473,907	\$1,226,118	\$635,091	\$733,747	\$738,440	\$12,446,907	\$58,056,596	
\$0	\$120,643	\$124,665	\$137,442	\$67,250	\$0	\$0	\$0	\$2,939,961	C98044
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,438,100	C98047
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,173,637	C98055
\$1,242,840	\$1,252,273	\$1,316,398	\$149,350	\$0	\$0	\$0	\$0	\$6,080,666	C98061
\$281,166	\$232,003	\$83,760	\$31,970	\$25,637	\$0	\$0	\$0	\$4,381,324	C98062
\$448,966	\$443,214	\$441,295	\$445,815	\$529,778	\$472,976	\$476,332	\$1,320,712	\$6,864,313	C98063
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$316,879	C98064
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$835,000	C98065
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,814,142	C98066
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,248,974	C98067
\$1,033,455	\$687,957	\$0	\$0	\$0	\$0	\$0	\$0	\$5,904,100	C98068
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$829,500	C98069
\$249,253	\$352,571	\$1,111,349	\$442,514	\$313	\$0	\$0	\$0	\$2,156,000	C98070
\$550,377	\$85,628	\$0	\$0	\$0	\$0	\$0	\$1,573,000	\$3,832,000	C98072
\$12,112	\$12,112	\$12,112	\$12,112	\$12,112	\$12,112	\$12,112	\$7,551,851	\$7,772,000	C98074
\$72,742	\$333,594	\$384,330	\$6,915	\$0	\$0	\$0	\$0	\$970,000	C98075
\$0	\$0	\$0	\$0	\$0	\$248,660	\$249,996	\$2,001,344	\$2,500,000	C98076
\$7,382,203	\$7,307,170	\$108,434	\$5,011,073	\$15,000,000	\$10,000,000	\$10,000,000	\$803,357	\$109,729,965	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$803,357	\$36,535,766	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$503,314	\$514,511	I03012
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$758,532	I03013
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,700,000	I04002
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,591,000	I06001
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,043	\$971,723	I98007
\$7,382,203	\$7,307,170	\$108,434	\$5,011,073	\$15,000,000	\$10,000,000	\$10,000,000	\$0	\$73,194,199	
\$7,232,203	\$7,232,203	\$108,434	\$11,073	\$0	\$0	\$0	\$0	\$31,252,485	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$839,485	K01016
\$7,232,203	\$7,232,203	\$108,434	\$11,073	\$0	\$0	\$0	\$0	\$30,413,000	K01017
\$50,000	\$50,000	\$0	\$5,000,000	\$15,000,000	\$10,000,000	\$10,000,000	\$0	\$40,300,000	
\$0	\$0	\$0	\$5,000,000	\$15,000,000	\$10,000,000	\$10,000,000	\$0	\$40,000,000	C99001
\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	C99002
\$100,000	\$24,968	\$0	\$0	\$0	\$0	\$0	\$0	\$1,641,714	
\$100,000	\$24,968	\$0	\$0	\$0	\$0	\$0	\$0	\$1,641,714	C99004
\$1,747,011	\$3,099,550	\$6,498,600	\$4,464,276	\$3,401,570	\$1,851,595	\$2,094,990	\$18,565,673	\$43,197,734	
\$1,747,011	\$3,099,550	\$6,498,600	\$4,464,276	\$3,401,570	\$1,851,595	\$2,094,990	\$18,565,673	\$43,197,734	C99003

	Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
Watercourse and Flood Management	\$224,997,131	\$42,704,863	\$46,102,474	\$49,548,127	\$51,971,642
Milwaukee River Watershed	\$43,131,970	\$2,939,752	\$10,926,070	\$13,498,890	\$11,731,062
Milwaukee River	\$6,152,686	\$961,265	\$196,805	\$284,691	\$3,364,338
W10001 Milwaukee River Flood Mgt	\$923,282	\$563,050	\$27,314	\$0	\$0
W10002 Estabrook Dam Removal	\$2,608,570	\$86,432	\$89,999	\$0	\$0
W10004 Milwaukee River Habitat Enhancement - AOC	\$2,620,835	\$311,783	\$79,492	\$284,691	\$3,364,338
Lincoln Creek	\$35,285,723	\$1,940,810	\$10,684,410	\$13,207,896	\$8,366,724
W11031 W - North 30th Street Corridor Wet Weather Relief - West	\$35,285,723	\$1,940,810	\$10,684,410	\$13,207,896	\$8,366,724
Indian Creek	\$107,170	\$33,535	\$39,977	\$6,302	\$0
W13002 Indian Creek Improvements	\$107,170	\$33,535	\$39,977	\$6,302	\$0
Beaver Creek	\$1,586,391	\$4,142	\$4,878	\$0	\$0
W15001 Beaver Creek Flood Management	\$1,586,391	\$4,142	\$4,878	\$0	\$0
Milwaukee River Lake Estuary	\$0	\$0	\$0	\$0	\$0
W16001 Milwaukee River Lake Estuary Study	\$0	\$0	\$0	\$0	\$0
Menomonee River Watershed	\$78,455,816	\$24,168,533	\$10,782,646	\$8,377,177	\$5,475,372
Menomonee River - Main Stem	\$50,520,163	\$13,808,349	\$9,165,332	\$4,880,611	\$1,979,777
W20018 Concordia Avenue	\$754,531	\$18,190	\$6,427	\$0	\$0
W20028 Western Milwaukee Phase 2B	\$45,038,713	\$12,400,909	\$5,482,270	\$172,196	\$216,372
W20029 Western Milwaukee Real Estate & Environmental Assessment	\$780,427	\$15,610	\$0	\$0	\$0
W20033 Menomonee River Levee System Accreditation	\$3,488,587	\$1,031,702	\$3,267,634	\$4,221,766	\$337,149
W20034 Sewer Rehabilitation for FEMA Levee Accreditation	\$453,727	\$127,295	\$148,354	\$148,354	\$148,354
W20035 County Grounds Basins Wildlife Enhancement	\$4,178	\$214,644	\$214,647	\$338,294	\$1,277,902
W20036 Great Bubble Barrier	\$0	\$0	\$0	\$0	\$0
W20037 Wet Weather Mitigation - 30th St. Corridor South	\$0	\$0	\$46,000	\$0	\$0
Underwood Creek	\$8,173,939	\$159,623	\$4,147	\$0	\$0
W21006 Phase II - Underwood Creek Reach 1, Phase II - CR	\$7,293,202	\$153,355	(\$0)	\$0	\$0
W21007 Underwood Creek Reach 2 - CR	\$880,737	\$6,267	\$4,147	\$0	\$0
South Branch Underwood Creek	\$0	\$0	\$0	\$0	\$0
W22001 Underwood Creek S. Branch, Reach 1 - CR	\$0	\$0	\$0	\$0	\$0
W22002 Underwood Creek S. Branch, Reach 2 - CR	\$0	\$0	\$0	\$0	\$0
Honey Creek	\$13,133,317	\$10,000,067	\$1,185,602	\$1,437,276	\$975,905
W24002 Honey Creek Reach 6 - CR	\$0	\$0	\$2,774	\$2,226	\$0
W24003 Honey Creek Reach 5 - CR	\$0	\$0	\$0	\$0	\$0
W24004 Honey Creek Reach 4 - CR	\$1,413,187	\$5,732,891	\$218,738	\$33,435	\$7,072
W24007 Honey Creek Reach 1 CR - Menomonee River to Fairview Ave.	\$882,028	\$325,321	\$686,596	\$750,529	\$175,489
W24010 State Fair Culvert Preliminary Engineering and Phase 1	\$10,811,419	\$3,941,581	\$0	\$0	\$0
W24011 State Fair Culvert Rehabilitation Phase 2	\$0	\$0	\$0	\$0	\$0
W24012 Honey Creek MIS Rehabilitation	\$26,684	\$274	\$0	\$51,730	\$193,988
W24013 Honey Creek Watershed Flood Management Study	\$0	\$0	\$277,494	\$599,357	\$599,357
Schoonmaker Creek	\$335,920	\$35,645	\$210,191	\$1,980,271	\$2,075,101
W28001 Schoonmaker Creek	\$335,920	\$35,645	\$210,191	\$1,980,271	\$2,075,101
Menomonee River Lake Estuary	\$6,292,477	\$164,850	\$217,375	\$79,019	\$444,588
W29001 Menomonee River Lake Estuary Study	\$0	\$0	\$0	\$0	\$0
W29002 Burnham Canal	\$6,292,477	\$164,850	\$217,375	\$79,019	\$444,588

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$49,721,519	\$52,520,127	\$62,667,017	\$42,283,514	\$29,912,051	\$44,866,022	\$7,693,282	\$429,304,151	\$1,134,291,919	
\$2,153,206	\$381,906	\$157,007	\$90,983	\$73,125	\$291,822	\$58,467	\$63,547,813	\$148,982,073	
\$1,807,178	\$39,658	\$32,089	\$0	\$0	\$0	\$0	\$55,694,354	\$68,533,066	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,694,354	\$57,208,000	W10001
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,785,000	W10002
\$1,807,178	\$39,658	\$32,089	\$0	\$0	\$0	\$0	\$0	\$8,540,066	W10004
\$346,027	\$342,247	\$124,918	\$90,983	\$60,656	\$0	\$0	\$0	\$70,450,394	
\$346,027	\$342,247	\$124,918	\$90,983	\$60,656	\$0	\$0	\$0	\$70,450,394	W11031
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$612,015	\$799,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$612,015	\$799,000	W13002
\$0	\$0	\$0	\$0	\$0	\$0	\$145	\$7,241,444	\$8,837,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$145	\$7,241,444	\$8,837,000	W15001
\$0	\$0	\$0	\$0	\$12,469	\$291,822	\$58,322	\$0	\$362,613	
\$0	\$0	\$0	\$0	\$12,469	\$291,822	\$58,322	\$0	\$362,613	W16001
\$5,909,824	\$4,414,555	\$21,871,765	\$16,999,860	\$10,600,278	\$206,446	\$162,218	\$86,874,526	\$274,299,017	
\$678,039	\$3,022,957	\$7,839,101	\$5,046,701	\$148,150	\$116,816	\$130,663	\$13,377,840	\$110,714,500	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,405,852	\$5,185,000	W20018
\$205,476	\$205,476	\$192,914	\$72,871	\$19,909	\$2,895	\$0	\$0	\$64,010,000	W20028
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,763,463	\$7,559,500	W20029
\$42,779	\$42,779	\$4,698,002	\$4,843,446	\$113,484	\$113,484	\$113,484	\$114,704	\$22,429,000	W20033
\$94,915	\$2,759,945	\$2,933,428	\$115,627	\$0	\$0	\$0	\$0	\$6,930,000	W20034
\$334,870	\$14,757	\$14,757	\$14,757	\$14,757	\$437	\$0	\$0	\$2,444,000	W20035
\$0	\$0	\$0	\$0	\$0	\$0	\$17,179	\$2,093,821	\$2,111,000	W20036
\$0	\$0	(\$0)	\$0	\$0	\$0	\$0	\$0	\$46,000	W20037
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21,129,849	\$29,467,557	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,446,557	W21006
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21,129,849	\$22,021,000	W21007
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,307,585	\$32,307,585	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,969,900	\$17,969,900	W22001
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,337,685	\$14,337,685	W22002
\$574,852	\$1,240,088	\$4,147,434	\$1,683,790	\$319,951	\$31,555	\$31,555	\$17,760,395	\$52,521,787	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$761,850	\$766,850	W24002
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$378,100	\$378,100	W24003
\$7,072	\$7,072	\$7,072	\$7,072	\$7,072	\$7,072	\$7,072	\$272,011	\$7,726,837	W24004
\$0	\$703,345	\$1,357,207	\$1,357,207	\$312,879	\$24,483	\$24,483	\$64,433	\$6,664,000	W24007
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,753,000	W24010
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,284,000	\$16,284,000	W24011
\$193,988	\$529,671	\$2,783,155	\$319,511	\$0	\$0	\$0	\$0	\$4,099,000	W24012
\$373,792	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,850,000	W24013
\$2,075,101	\$89,252	\$9,822,972	\$10,207,110	\$10,069,918	\$0	\$0	\$2,202,520	\$39,104,000	
\$2,075,101	\$89,252	\$9,822,972	\$10,207,110	\$10,069,918	\$0	\$0	\$2,202,520	\$39,104,000	W28001
\$2,581,831	\$62,259	\$62,259	\$62,259	\$62,259	\$58,074	\$0	\$96,338	\$10,183,588	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$96,338	\$96,338	W29001
\$2,581,831	\$62,259	\$62,259	\$62,259	\$62,259	\$58,074	\$0	\$0	\$10,087,250	W29002

		Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
Root River Watershed		\$270,074	\$105,971	\$164,287	\$164,287	\$22,981
W30005	Root River Watershed Floodplain Mapping	\$270,074	\$105,971	\$164,287	\$164,287	\$22,981
W33003	Wildcat Creek Flood Management Study	\$0	\$0	\$0	\$0	\$0
Root River West Branch		\$0	\$0	\$0	\$0	\$0
W34002	Phase 2 Root River W. Branch Flood Management Study	\$0	\$0	\$0	\$0	\$0
Whitnall Park Creek		\$0	\$0	\$0	\$0	\$0
W35003	Lower Whitnall Park Creek Flood Mgt II	\$0	\$0	\$0	\$0	\$0
Hale Creek		\$0	\$0	\$0	\$0	\$0
W39002	Hale Creek Flood Management	\$0	\$0	\$0	\$0	\$0
Kinnickinnic River Watershed		\$78,689,271	\$10,596,342	\$19,436,380	\$22,170,711	\$28,525,689
Kinnickinnic River		\$65,422,755	\$8,229,818	\$8,372,574	\$19,645,088	\$26,825,185
W40002	KK River Real Estate Decon./Demo. & Pulaski Park	\$38,510,521	\$489,479	\$0	\$0	\$0
W40007	KK River Reach 3 - CR	\$1,072,034	\$28,269	\$6,009	\$0	\$0
W40009	Jackson Park	\$16,244,976	\$3,894,700	\$3,127,216	\$14,929,312	\$14,984,076
W40010	KK River Watershed	\$3,868,002	\$48,288	\$653,920	\$667,304	\$667,304
W40011	KK River I-94 to Becher	\$514,776	\$23,613	\$0	\$0	\$0
W40012	KK River - 6th to 16th St.	\$4,845,694	\$3,206,847	\$981,041	\$487,378	\$7,584,657
W40013	KK River - Railroad to 27th St.	\$0	\$0	\$0	\$0	\$0
W40014	KK River - 43rd St. Bridge Replacement	\$0	\$0	\$0	\$0	\$0
W40018	KK River AOC Improvements	\$0	\$0	\$0	\$0	\$0
W40019	Jackson Park Service Yard	\$366,750	\$538,622	\$3,604,388	\$3,561,093	\$3,589,148
Lyons Creek		\$1,583,967	\$141,878	\$50,032	\$0	\$0
W41001	KK River Flood Management - Lyons Creek (W026)	\$321,370	\$18,201	\$0	\$0	\$0
W41003	Lyons Park Creek Streambank Stabilization	\$1,241,518	\$54,927	\$217	\$0	\$0
W41004	Lyons Park Creek Channel Stabilization Phase 2	\$21,079	\$68,750	\$49,815	\$0	\$0
43rd Street Ditch Creek		\$1,237,545	\$1,610,757	\$9,490,140	\$1,266,944	\$1,286,482
W42003	43rd Street Ditch	\$1,237,545	\$1,610,757	\$9,490,140	\$1,266,944	\$1,286,482
Villa Mann Creek		\$0	\$0	\$0	\$0	\$0
W43003	Villa Mann Creek Tributary Culvert Improvement	\$0	\$0	\$0	\$0	\$0
Wilson Park Creek		\$10,445,005	\$613,889	\$1,523,634	\$1,258,679	\$414,023
W45002	Wilson Park Creek Reach 3 - CR	\$10,445,005	\$613,889	\$1,523,634	\$1,258,679	\$414,023
W45003	Wilson Park Creek Reach 2 - CR	\$0	\$0	\$0	\$0	\$0
W45004	Wilson Park Creek Reach 4 - CR	\$0	\$0	\$0	\$0	\$0
W45005	Wilson Park	\$0	\$0	\$0	\$0	\$0
Oak Creek Watershed		\$2,854,760	\$30,082	\$2,140	\$0	\$0
Oak Creek - Main Stem		\$2,854,760	\$30,082	\$2,140	\$0	\$0
W50005	Oak Creek Flood Management - Floodproofing/Acquisition	\$2,854,760	\$30,082	\$2,140	\$0	\$0
Lake Michigan Drainage Watershed		\$436,266	\$102,470	\$322,970	\$162,920	\$0
Fish Creek		\$436,266	\$102,470	\$322,970	\$162,920	\$0
W61003	Fish Creek Flood Management - I-43 Expansion	\$436,266	\$102,470	\$322,970	\$162,920	\$0

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$0	\$0	\$0	\$0	\$0	\$0	\$37,161	\$791,120	\$1,555,881	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$727,600	W30005
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$400,000	W33003
\$0	\$0	\$0	\$0	\$0	\$0	\$9,935	\$141,065	\$151,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$9,935	\$141,065	\$151,000	W34002
\$0	\$0	\$0	\$0	\$0	\$0	\$9,223	\$118,882	\$128,105	
\$0	\$0	\$0	\$0	\$0	\$0	\$9,223	\$118,882	\$128,105	W35003
\$0	\$0	\$0	\$0	\$0	\$0	\$18,003	\$131,173	\$149,176	
\$0	\$0	\$0	\$0	\$0	\$0	\$18,003	\$131,173	\$149,176	W39002
\$34,889,490	\$38,788,864	\$31,346,821	\$16,955,706	\$11,866,838	\$32,607,944	\$2,679,548	\$190,796,080	\$519,349,683	
\$34,744,456	\$34,413,555	\$19,741,754	\$213,430	\$209,818	\$209,480	\$126,342	\$80,485,134	\$298,639,389	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$39,000,000	W40002
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,448,687	\$7,555,000	W40007
\$15,242,608	\$15,196,135	\$5,347,278	\$151,397	\$147,786	\$147,448	\$64,309	\$757	\$89,478,000	W40009
\$667,304	\$382,876	\$0	\$0	\$0	\$0	\$0	\$0	\$6,955,000	W40010
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,638,000	\$17,176,389	W40011
\$18,834,544	\$18,834,544	\$14,394,476	\$62,032	\$62,032	\$62,032	\$62,032	\$46,690	\$69,464,000	W40012
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,393,000	\$35,393,000	W40013
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,611,000	\$2,611,000	W40014
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,347,000	\$19,347,000	W40018
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,660,000	W40019
\$0	\$0	\$0	\$0	\$0	\$0	\$106,290	\$17,683,495	\$19,565,662	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,629,429	\$16,969,000	W41001
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,296,662	W41003
\$0	\$0	\$0	\$0	\$0	\$0	\$106,290	\$1,054,066	\$1,300,000	W41004
\$120,391	\$554,527	\$8,805,505	\$16,625,018	\$8,552,988	\$41,788	\$41,788	\$68,863	\$49,702,734	
\$120,391	\$554,527	\$8,805,505	\$16,625,018	\$8,552,988	\$41,788	\$41,788	\$68,863	\$49,702,734	W42003
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,381,000	\$4,381,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,381,000	\$4,381,000	W43003
\$24,642	\$3,820,781	\$2,799,563	\$117,259	\$3,104,032	\$32,356,676	\$2,405,128	\$88,177,587	\$147,060,897	
\$3,339	\$0	\$0	\$0	\$0	\$0	\$0	\$30,747,432	\$45,006,000	W45002
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$46,775,000	\$46,775,000	W45003
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,391,897	\$10,391,897	W45004
\$21,303	\$3,820,781	\$2,799,563	\$117,259	\$3,104,032	\$32,356,676	\$2,405,128	\$263,258	\$44,888,000	W45005
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,624,018	\$9,511,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,624,018	\$9,511,000	W50005
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,045,373	\$3,070,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,045,373	\$3,070,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,045,373	\$3,070,000	W61003

		Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
General Watercourse Projects		\$21,158,973	\$4,761,713	\$4,467,980	\$5,174,142	\$6,216,539
General Watercourse Projects		\$21,158,973	\$4,761,713	\$4,467,980	\$4,202,610	\$4,198,416
W97004	Green Seams Phase 2 2018-2024	\$10,006,795	\$245,283	\$150,400	\$174,047	\$142,334
W97005	Working Soils and MRWCP 2021-2026	\$6,448,929	\$351,240	\$177,719	\$19,452	\$0
W97006	Green Seams Phase 3 (2025 - 2030)	\$2,077,751	\$1,485,141	\$1,501,334	\$1,506,584	\$1,510,443
W97007	Working Soils and MRWCP 2026-2031	\$0	\$1,272,882	\$1,545,717	\$1,545,717	\$1,545,717
W97008	Greenseams 20312-2036	\$0	\$0	\$0	\$0	\$0
W98005	USACE Comprehensive Plan	\$138,572	\$636	\$0	\$0	\$0
W98006	Reforestation and Wetland Restoration Program	\$2,486,927	\$1,406,532	\$1,092,810	\$956,810	\$999,923
W98010	Reforestation & Wetland Restoration Program 2033-2037	\$0	\$0	\$0	\$0	\$0
Inflation		\$0	\$0	\$0	\$971,532	\$2,018,122
W99002	Inflation	\$0	\$0	\$0	\$971,532	\$2,018,122

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$6,769,000	\$8,934,802	\$9,291,424	\$8,236,964	\$7,371,811	\$11,759,811	\$4,755,888	\$78,625,221	\$177,524,266	
\$3,901,179	\$4,935,154	\$3,383,855	\$3,500,000	\$3,500,000	\$5,186,506	\$3,500,000	\$1,500,000	\$68,196,387	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,718,859	W97004
\$0	\$0	\$0	\$0	\$0	\$1,686,506	\$0	\$0	\$8,683,846	W97005
\$1,398,747	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,480,000	W97006
\$1,545,717	\$1,544,250	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000,000	W97007
\$0	\$1,750,000	\$1,750,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$0	\$11,500,000	W97008
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$139,208	W98005
\$956,715	\$1,640,904	\$1,633,855	\$0	\$0	\$0	\$0	\$0	\$11,174,475	W98006
\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000	W98010
\$2,867,821	\$3,999,648	\$5,907,569	\$4,736,964	\$3,871,811	\$6,573,304	\$1,255,888	\$77,125,221	\$109,327,879	
\$2,867,821	\$3,999,648	\$5,907,569	\$4,736,964	\$3,871,811	\$6,573,304	\$1,255,888	\$77,125,221	\$109,327,879	W99002

		Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
Other Projects		\$273,610,311	\$48,297,431	\$44,978,865	\$54,992,541	\$37,337,755
Green Infrastructure		\$85,793,516	\$21,041,875	\$19,036,676	\$23,267,038	\$15,000,805
G98005	Green Solutions Phase 2 (formerly M10002)	\$25,565,492	\$2,500,000	\$12,623,462	\$2,461,521	\$27,249
G98011	Alternative Project Delivery / Community-Based GI	\$27,850,859	\$918,944	\$921,690	\$755,507	\$172,384
G98013	National Fish & Wildlife Foundation Funding Partnership	\$1,292,473	\$0	\$170	\$0	\$0
G98022	Fresh Coast Green Highways	\$2,983,746	\$72,797	\$22,645	\$22,645	\$8,035
G98023	Fresh Coast Green Communities	\$10,485,536	\$9,244,164	\$583,325	\$417,361	\$399,861
G98024	Fresh Coast Implementation 2023-2027	\$987,325	\$4,123,744	\$980,778	\$6,265,465	\$1,082,225
G98025	Mineral Street Overpass	\$4,015,010	\$81,714	\$44,552	\$44,552	\$44,552
G98026	2024 Fresh Coast Green Highways	\$2,673,448	\$139,929	\$106,348	\$69,448	\$69,448
G98028	Fresh Coast Green Schoolyards: City of Milwaukee Phase 2	\$219,938	\$196,555	\$272,963	\$273,463	\$273,763
G98029	Planning, Design & Implementation of Community Based GI	\$9,216,679	\$619,360	\$272,493	\$237,791	\$227,763
G98031	Community Based Green Infrastructure Program Phase Four	\$118,855	\$2,714,260	\$2,725,514	\$3,923,138	\$4,173,138
G98032	Holt Avenue Overpass- Green Highways	\$366,717	\$393,226	\$0	\$3,941,831	\$1,331,459
G98033	Tory Hill Street Overpass	\$0	\$0	\$0	\$0	\$0
G98034	Bolivar Avenue Overpass	\$0	\$0	\$0	\$0	\$0
G98035	Green Schools Funding Program	\$17,438	\$37,182	\$277,720	\$3,627,720	\$3,627,720
G98036	Community Based GI Program Phase 5	\$0	\$0	\$0	\$0	\$62,343
G98037	Green Schools Funding Program Phase 2	\$0	\$0	\$0	\$0	\$5,769
G98038	Green Solutions Phase 3	\$0	\$0	\$194,017	\$1,195,594	\$2,695,594
G98039	Fresh Coast Implementation 2028-2032	\$0	\$0	\$11,000	\$31,000	\$799,500
G98040	Fresh Coast Implementation 2033-2037	\$0	\$0	\$0	\$0	\$0
Facilities Planning		\$62,875,948	\$15,919,175	\$16,061,013	\$23,435,723	\$15,033,909
Laboratory		\$124,763	\$504,064	\$350,461	\$71,313	\$309,458
L02009	Purchase of ICP-MS & Laboratory Grade Dishwasher	\$51,643	\$359,886	\$150,392	\$56,042	\$103,035
L09003	Laboratory Remodel	\$73,119	\$144,178	\$200,069	\$15,271	\$206,424
Capital Reimbursement Programs		\$40,508,390	\$6,837,802	\$10,439,845	\$13,516,894	\$6,957,840
M10004	PPH Administration Phase 3	\$9,691,106	\$2,851,818	\$2,001,786	\$2,733,709	\$3,211,724
M10005	Post 2050 FP PP/II Approach	\$29,491,807	\$2,912,327	\$5,661,424	\$6,569,176	\$0
M10006	PPH Research and Development	\$4,802	\$0	\$0	\$0	\$0
M10007	PPH Residential	\$1,320,675	\$769,950	\$691,875	\$750,000	\$750,145
M10008	PPH District Directed Projects	\$0	\$0	\$0	\$0	\$0
M10009	PPH Reduction Program Post 2025	\$0	\$303,707	\$2,084,759	\$3,464,009	\$2,995,972
Facilities Improvements		\$3,204,786	\$2,779,633	\$1,166,084	\$4,865,172	\$2,860,417
M01007	KK River Flushing Station Improvements	\$597,657	\$0	\$0	\$0	\$0
M01032	N. 44th Street Property Restoration (Miller Park Area)	\$220,458	\$13,626	\$12,064	\$0	\$0
M01042	District Rolling Stock	\$315,040	\$0	\$0	\$0	\$0
M01043	KK River Trash Wheel - Drive Access	\$26,452	\$5,843	\$27,616	\$42,089	\$0
M01044	HQ and Lab Buildings Remodel	\$726,768	\$838,107	\$377,609	\$3,201,416	\$1,856,100
M01045	Pelagos Slip Modifications at HQ Dock	\$147,158	\$164,170	\$306,076	\$0	\$0
M01048	Security Improvements	\$943,591	\$1,136,355	\$34,142	\$135,980	\$320,928
M01049	Headquarters and Lab Facility Improvements: 2024-2030	\$221,662	\$575,628	\$286,407	\$1,091,669	\$485,552
M01050	Skymmr Offload Site	\$6,000	\$45,903	\$8,197	\$4,377	\$151,452
M01051	Headquarters and Laboratory Solar Panels	\$0	\$0	\$0	\$0	\$0
M01053	New OSHA Ladder Rule Compliance	\$0	\$0	\$113,973	\$389,642	\$46,386

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$37,165,600	\$31,395,272	\$27,021,969	\$26,652,732	\$23,704,626	\$24,270,706	\$19,219,182	\$28,999,873	\$677,646,863	
\$15,683,335	\$14,690,865	\$13,316,047	\$12,469,074	\$8,978,149	\$6,359,958	\$6,361,310	\$1,600,820	\$243,599,468	
\$26,577	\$26,577	\$26,577	\$26,577	\$26,577	\$26,362	\$0	\$0	\$43,336,970	G98005
\$42,046	\$7,610	\$0	\$0	\$0	\$0	\$0	\$0	\$30,669,039	G98011
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,292,643	G98013
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,109,869	G98022
\$403,470	\$388,355	\$77,927	\$0	\$0	\$0	\$0	\$0	\$22,000,000	G98023
\$242,625	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,682,163	G98024
\$8,863	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,239,243	G98025
\$69,448	\$9,508	\$0	\$0	\$0	\$0	\$0	\$0	\$3,137,577	G98026
\$272,763	\$90,556	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,000	G98028
\$179,077	\$264,791	\$254,009	\$0	\$0	\$0	\$0	\$0	\$11,271,964	G98029
\$3,673,138	\$2,673,138	\$666,129	\$82,688	\$0	\$0	\$0	\$0	\$20,750,000	G98031
\$3,867	\$3,867	\$3,867	\$3,867	\$1,300	\$0	\$0	\$0	\$6,050,000	G98032
\$0	\$0	\$0	\$0	\$345,040	\$1,595,163	\$2,042,111	\$17,686	\$4,000,000	G98033
\$0	\$0	\$0	\$0	\$345,040	\$1,216,492	\$2,420,483	\$17,985	\$4,000,000	G98034
\$3,577,720	\$277,720	\$6,781	\$0	\$0	\$0	\$0	\$0	\$11,450,000	G98035
\$3,654,033	\$3,719,033	\$3,724,033	\$3,824,033	\$2,516,527	\$0	\$0	\$0	\$17,500,000	G98036
\$34,615	\$2,734,615	\$2,734,615	\$2,734,615	\$2,734,615	\$2,734,615	\$1,031,538	\$0	\$14,745,000	G98037
\$2,695,594	\$3,695,594	\$5,023,606	\$5,000,000	\$3,000,000	\$0	\$0	\$0	\$23,500,000	G98038
\$799,500	\$799,500	\$798,500	\$796,000	\$0	\$0	\$0	\$0	\$4,035,000	G98039
\$0	\$0	\$3	\$1,295	\$9,050	\$787,325	\$867,178	\$1,565,149	\$3,230,000	G98040
\$13,829,453	\$8,884,732	\$8,881,392	\$8,922,543	\$9,382,908	\$9,703,080	\$9,445,194	\$21,639,423	\$224,014,493	
\$213,941	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,574,000	
\$103,002	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$824,000	L02009
\$110,939	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000	L09003
\$5,882,076	\$5,631,290	\$6,080,179	\$6,154,775	\$6,615,141	\$7,067,397	\$6,810,225	\$7,556,924	\$130,058,779	
\$2,131,932	\$1,886,412	\$2,326,028	\$2,322,279	\$2,325,290	\$2,322,624	\$1,992,893	\$635,818	\$36,433,420	M10004
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$44,634,734	M10005
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$395,198	\$400,000	M10006
\$750,144	\$751,726	\$748,274	\$749,711	\$750,145	\$750,144	\$751,726	\$56,110	\$9,590,625	M10007
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	M10008
\$3,000,000	\$2,993,152	\$3,005,877	\$3,082,785	\$3,539,706	\$3,994,629	\$4,065,606	\$6,469,798	\$39,000,000	M10009
\$1,196,498	\$102,649	\$0	\$0	\$0	\$0	\$0	\$11,454,438	\$27,629,677	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,103,686	\$4,701,344	M01007
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,016,752	\$2,262,900	M01032
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$315,040	M01042
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$102,000	M01043
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000,000	M01044
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$617,404	M01045
\$909,881	\$90,123	\$0	\$0	\$0	\$0	\$0	\$0	\$3,571,000	M01048
\$247,346	\$12,527	\$0	\$0	\$0	\$0	\$0	\$0	\$2,920,790	M01049
\$39,271	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$255,200	M01050
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,334,000	\$5,334,000	M01051
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$550,000	M01053

		Prior	2026 Estimate	2027 Budget	2028 Forecast	2029 Forecast
Continuous Facilities Planning		\$19,038,009	\$5,797,677	\$4,104,624	\$4,982,344	\$4,906,193
M02001	Industrial Waste Pretreatment Program Software Implementation	\$0	\$221,651	\$26,909	\$15,879	\$0
M03107	WRF Master Model	\$503,450	\$3,119	\$0	\$0	\$0
M03111	Corridor Study Phase VI	\$4,097,407	\$97,802	\$2,926	\$0	\$0
M03112	Instrumentation & Control Planning	\$923,866	\$157,134	\$0	\$0	\$0
M03116	Ad Hoc Research 2022-2026	\$404,729	\$83,444	\$131,528	\$132,798	\$132,798
M03117	Monitoring for Capital Project Development and Support - Phase II	\$12,675,093	\$3,758,295	\$2,613,825	\$2,634,969	\$2,634,969
M03119	Impacts of 1000-Year Flood	\$374,116	\$158,505	\$129	\$0	\$0
M03122	High Rate Treatment Feasibility Study	\$59,347	\$453,039	\$187,614	\$0	\$0
M03123	Watercourse Corridor Study Phase VII	\$0	\$864,690	\$896,933	\$896,933	\$896,933
M03125	2030-2050 Facilities Plan	\$0	\$0	\$54,637	\$679,978	\$1,203,403
M03126	WRF Electrical Submetering	\$0	\$0	\$122,807	\$264,875	\$12,319
M03128	WRF Building Automation System Implementation Strategy	\$0	\$0	\$67,316	\$356,912	\$25,771
General Other Projects		\$124,940,847	\$11,336,381	\$5,361,340	\$2,976,217	\$1,509,283
Workforce & Business Development Resource Programs		\$1,748,252	\$601,286	\$650,462	\$500,000	\$500,000
M04004	WDTP 2022-2026	\$1,748,252	\$601,286	\$150,462	\$0	\$0
M04006	WDTP 2027-2031	\$0	\$0	\$500,000	\$500,000	\$500,000
Information Technology Improvements		\$2,738,352	\$1,242,770	\$2,197,136	\$247,540	\$0
M06011	Information Technology Software Systems	\$1,391,918	\$50,338	\$7,312	\$0	\$0
M06018	ITS Equipment Replacement 2022 - 2026	\$1,253,180	\$393,457	\$189,168	\$189,986	\$0
M06019	CMMS Implementation	\$93,254	\$798,976	\$2,000,656	\$57,554	\$0
Financial Planning		\$4,929,896	\$568,079	\$596,170	\$683,940	\$683,940
M07002	Financial Planning 2017-2022	\$4,929,896	\$568,079	\$596,170	\$683,940	\$683,940
Risk Management		\$1,135,857	\$1,700,997	\$1,818,308	\$1,494,737	\$275,343
M08001	Water Quality Protection Research Vessel Replacement	\$284,384	\$1,438,293	\$1,206,545	\$0	\$0
M08002	Skimmer Replacement	\$0	\$0	\$0	\$1,200,000	\$0
M08003	Capital Rolling Stock/Fleet Procurement	\$0	\$0	\$273,027	\$275,247	\$275,247
M09003	Risk Management Program 2024-2029	\$851,473	\$262,704	\$338,736	\$19,491	\$96
General		\$114,388,490	\$7,223,248	\$99,263	\$50,000	\$50,000
M98001	Milwaukee Estuary AOC Dredged Material Management Facility (DMMF)	\$114,388,490	\$7,173,248	\$49,263	\$0	\$0
M99002	Operator Contribution to CIP	\$0	\$50,000	\$50,000	\$50,000	\$50,000
Allowance		\$0	\$0	\$4,519,836	\$4,235,278	\$4,343,888
M99001	Allowance for Cost & Schedule Changes (M999)	\$0	\$0	\$4,519,836	\$4,235,278	\$4,343,888
Inflation		\$0	\$0	\$0	\$1,078,285	\$1,449,871
M99003	Inflation	\$0	\$0	\$0	\$1,078,285	\$1,449,871

2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast	Future Forecast	Total	Project Number
\$6,536,938	\$3,150,792	\$2,801,213	\$2,767,767	\$2,767,767	\$2,635,683	\$2,634,969	\$2,628,061	\$64,752,037	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$264,438	M02001
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$506,569	M03107
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,198,135	M03111
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,081,000	M03112
\$132,798	\$132,798	\$132,798	\$132,798	\$132,798	\$714	\$0	\$0	\$1,550,000	M03116
\$2,634,969	\$2,634,969	\$2,634,969	\$2,634,969	\$2,634,969	\$2,634,969	\$2,634,969	\$2,628,061	\$45,390,000	M03117
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$532,750	M03119
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	M03122
\$896,933	\$226,725	\$0	\$0	\$0	\$0	\$0	\$0	\$4,679,145	M03123
\$2,872,238	\$156,299	\$33,446	\$0	\$0	\$0	\$0	\$0	\$5,000,000	M03125
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	M03126
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	M03128
\$1,509,187	\$1,449,204	\$277,191	\$275,247	\$275,247	\$275,247	\$275,247	\$549,753	\$151,010,390	
\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	M04004
\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	M04006
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,425,798	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,449,568	M06011
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,025,790	M06018
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,950,440	M06019
\$683,940	\$623,957	\$1,944	\$0	\$0	\$0	\$0	\$0	\$8,771,868	
\$683,940	\$623,957	\$1,944	\$0	\$0	\$0	\$0	\$0	\$8,771,868	M07002
\$275,247	\$275,247	\$275,247	\$275,247	\$275,247	\$275,247	\$275,247	\$549,753	\$8,901,722	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,929,222	M08001
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000	M08002
\$275,247	\$275,247	\$275,247	\$275,247	\$275,247	\$275,247	\$275,247	\$549,753	\$3,300,000	M08003
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,472,500	M09003
\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$121,911,002	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$121,611,002	M98001
\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	M99002
\$4,000,000	\$3,979,578	\$2,000,000	\$2,000,000	\$2,000,000	\$4,376,529	\$0	\$0	\$31,455,109	
\$4,000,000	\$3,979,578	\$2,000,000	\$2,000,000	\$2,000,000	\$4,376,529	\$0	\$0	\$31,455,109	M99001
\$2,143,625	\$2,390,894	\$2,547,339	\$2,985,869	\$3,068,323	\$3,555,892	\$3,137,430	\$5,209,876	\$27,567,403	
\$2,143,625	\$2,390,894	\$2,547,339	\$2,985,869	\$3,068,323	\$3,555,892	\$3,137,430	\$5,209,876	\$27,567,403	M99003