



OFFICIAL NOTICE AND AGENDA
of a meeting of a City Board, Commission, Department
Committee, Agency, Corporation, Quasi-Municipal
Corporation, or Sub-unit thereof.

A Meeting of Wausau Water Works Commission will be held in the
Council Chambers, 1st Floor City Hall, Wausau, WI 54403 at 11:00 a.m. on
Tuesday, June 3, 2025.

Members: Doug Diny (President), Sarah Watson, Jim Force, Deb Hadley, John Robinson

AGENDA

1. Approve Minutes of May 6, 2025 Meeting.
2. Director's Report on Utility Operations
 - USEPA's proposed plans of action for PFAS moving forward
 - AWWA's press statement on EPA's announcement
 - Lead Service Lines Update
 - Drinking Water- Distribution Maintainer recruitment update
 - Drinking Water- Treatment Operations Supervisor Position update
 - Drinking Water- Another facility broken into and vandalized
 - Wastewater- Operations and Collection System Technicians obtain CDL Licenses
 - Wastewater- Washington Street Siphon replacement schedule
 - Wastewater- Headworks Screening Project scheduled to commence June 2025
3. Appreciation of Joe Gehin's Years of Service to the Wausau Water Works Commission.
4. Discussion, Update and Review of Utility Staffing Challenges, Retention and Recruiting.
5. Discussion and Possible Action Approving Wastewater 2024 Compliance Maintenance Annual Report (CMAR) and Resolution.
6. Discussion on Adjusting the Date and Time of the July Commission Meeting.

Adjourn.

**Next meeting scheduled for ~~July 1st 2025~~ @ 11:00 AM.- July 8th?*

Signed by: /s/ Doug Diny, Mayor
Presiding Officer or Designee

THIS NOTICE POSTED AT CITY HALL AND EMAILED TO CITY PAGES AND DAILY HERALD: May 30th, 2025 at 11:30 a.m.

This meeting is being held in person. Members of the public who do not wish to appear in person may view the meeting live over the internet, cable TV, Channel 981, and a video is available in its entirety and can be accessed at <https://tinyurl.com/wausaucitycouncil>. Any person wishing to offer public comment not appearing in person may e-mail gina.vang@wausauwi.gov with "Water Commission Public Comment" in the subject line prior to the meeting start. All public comment, either by email or in person, will be limited to items on the agenda at this time. The messages related to agenda items received prior to the start of the meeting will be provided to the Chair.

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 (ADA), the City of Wausau will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs or activities. If you need assistance or reasonable accommodations in participating in this meeting or event due to a disability as defined under the ADA, please call the ADA Coordinator at (715) 261-6622 or ADAServices@wausauwisconsin.gov to discuss your accessibility needs. We ask your request be provided a minimum of 72 hours before the scheduled event or meeting. If a request is made less than 72 hours before the event the City of Wausau will make a good faith effort to accommodate your request.



Minutes of May 6, 2025

A meeting of the Wausau Water Works Commission was called to order at 11:02 a.m. in City Hall on Tuesday, May 6, 2025. In compliance with Wisconsin Statutes, this meeting was posted and receipted for by the Wausau Daily Herald on May 2, 2025.

Members Present: President Diny, Commissioners Robinson, Hadley, Force, Watson
Others Present: Eric Lindman, Scott Boers, Ben Brooks, Anne Jacobson, Tonia Westphal/Clark Dietz, Joe Kafczynski/BecherHoppe

1) Approve Minutes of April 8, 2025 Meetings.

Robinson motioned to approve minutes. Seconded by Watson.
Motion carried 5-0.

2) Director's Report on Utility Operations.

Lindman highlighted in working with DNR, we have a closing date for lead service line in June and a target date to bring to council- financial assistance agreement to get that funding approved on May 27th. We've started discussions on closing for the 2025 loan. There's been many changes at the federal level but haven't seen a lot at the DNR, it's been stable, they're awaiting EPA's actions. Latest updates from USEPA is placed in the packet, PFAS and the Lead and Copper Rule in potentially extending those enforcement dates out a couple of years was pushed from American Water Works Association (AWWA) letter. I don't know how that's going to shake out but wanted to keep you apprised on some of those discussions that are happening. Updates on drinking water and wastewater operations and staffing that's also further on the agenda for utility staffing, but updates are included in the packet. We have projects starting at the wastewater. We had a siphon (in front of the chamber- Washington St.) that goes under the river, it froze most years, that's getting replaced. Clark Island building behind the old depot was never serviced for sewer, this project would be for that building too, the retaining wall on the river would also be reconstructed. We've had a lot of issues at Wastewater headworks screen, it's a big project, we are replacing and doing some building renovations with start up in June, it'll make maintenance easier, be a bit disruptive but will be a huge benefit moving forward.

Force questioned if there were going to be any traffic delays or barriers on Washington St and the time frame for the headworks project?

Kafczynski, engineer from BecherHoppe replied just the one lane and sidewalk detour anticipated and some short duration closures for getting equipment in and out.

Brooks replied the headworks project should be complete by October 2026.

Robinson questioned if locates were from broadband, fiber installs or if there were schedules of neighborhoods or project lists and the demand it placed on staff?

Boers replied they're called in individually, we're managing the amounts through permits through engineering department, they have to finish their current permit before they move on but there's 28 different boring companies in town, a couple blocks a day, each one 5-6 blocks is a lot

to locate, they are not just individual curb stops, they're vast areas that could be 2 to 3 blocks at a clip, but also lead service line replacement requiring staff time for locating due to the boring, to make sure our water mains and services are marked, and then homeowner locates and any construction locates just starting off the year but anticipate it's going to ramp up in the next couple of months. It's about 3-4 people a day all Summer. We'd talk about this before, contracting it was \$150,000 annually at that time for 7,000 locates a year and said we'd rather higher like 3 people, bring them in to work on locates full time and do other work other times of the year and we haven't moved on anything in there either.

Force recalled a discussion about getting paid \$80/ locate that was legislated, if that were still the case, at that rate, we were losing money and if it's an item in our budget or estimated cost?

Lindman replied we're not getting paid to do locates.

Boers stated we are required by the state to do locates, to have utilities in the ground, we are required to do locates when people are doing work around. It's not a general item in the budget, its normal operations, if estimated, annual cost operations would say around \$200,000.

Diny questioned if we received 1,000 locates to date.

Boers replied just over 1,000 locates was only for month of April.

Director's Report Placed on File.

3) Discussion and Update on the Current Financial Status of the Utility and the Proposed 2026- 2030 Capital Projects Proposed Schedule.

Diny advised Groat from finance is not present, we'll carry this item to next month.

No Action Taken.

4) Discussion and Possible Action Approving the Development of a Grease Management Program and Incorporate into City Ordinance.

Lindman began we accept about 40,000 gallons of grease trap waste each month from grease interceptors around the city from restaurants, kitchens. The County Health Department doesn't inspect or require maintenance on these. We could implement this program at the utility in our ordinance that would overlap with the plumbing code requiring they do inspections on their grease interceptors every 90 days, 4 times a year. This would help us understand how many are out there and that they are properly maintained for both interior/exterior grease tanks. The food waste and grease come in at a high concentration, it can be disruptive in our processes. Brooks has been doing a great job with the septic haulers to pace the volume coming in over time rather than all in one day but knowing these are properly maintained will help minimize the grease coming into our collections system. One option is to have an annual permit process where they provide us information where their grease tanks are maintained and inspected properly throughout the year, to get their annual permit they would provide those inspections to us. We wouldn't do those inspections; it'd be by 3rd party or the responsibility of the kitchen/ restaurants. We'll do a nominal fee for permit ever year of however many are out there. We began communication with the Health Department to get numbers on how many are within the city limits and where they are but we'd like feedback, ideas and support from the commission to move this forward and bring back a draft.

Diny added that when there's grease trap back up or when they have an issue, that's when it was determined they haven't had them looked at or inspected in years, this gives us opportunity to see what that inventory is and stay ahead.

Robinson questioned if the septic haulers were picking up from restaurants in Wausau or through the area, if we could work with retail food regulations to get this incorporated into the health codes in addition to the ordinance. In our evaluation of options, we would look at who and how we are serving and what's the best regulatory mechanism to accomplish the end goal, fearing that if we don't have a mechanism to do the inspection, we'll be right back where we are today

where it backs up, we'll need to look for a realistic and practical compliance without creating additional work for our staff, encouraging us to work closely with the Health Department on that retail food and if there are any alternatives relative to disposal like rock oil if this is the easiest and cheapest for them or viable cost-effective alternatives?

Brooks added he worked with an individual hauler to maintain a low level of gallons per month, weekly they spread it out and it's hard for them because they try to concentrate their grease traps all in a week to get rid of, they should understand how it impacts the treatment and processes. It's been working well but what prompted this was one of the local establishment's grease tank reservoirs backed up, the hauler contacted me and we worked together to spread that load out and he indicated it hadn't been pumped in years.

Lindman replied that we'll work with the Health Agencies but unsure of what it would take for them to add things into how they are inspecting and their process. We've reached out to the Health Department but it's been a couple of calls and haven't dove into it.

Brooks replied a company out of Green Bay goes to these establishments and collects grease weekly, monthly and disposes of it in Green Bay. I'm not sure Rock Oil accepts grease trap waste, and unsure of the one in Stratford. I've reached out to several utilities and some have the grease management programs managed and administered through their Health Departments, while other utilities managed it through their inspections department, but that would be yet to be determined on who would manage it. It will be a big task.

Force motioned to support this action of approving the development of a grease management program and draft this to bring back to the commission and was surprised we didn't have something like this in place. Seconded by Watson.

Motion Carried 5-0.

5) Discussion and Possible Action Approving Restructuring Septic/Holding/Grease Tank Waste Hauling/Dumping Rates Fee Schedule.

Brooks began with the approval of the commission; we'd like to move forward with restructuring the holding/septic tank hauler rates fee schedule- holding tank, septic tank, grease trap waste coming into the plant and do away with the blended rate for the fact that you don't know what's coming in with these loads because you have to test every single load to make certain of it. There're companies that manufacture septage disposal monitoring equipment that will monitors flows and keeps the haulers honest but it's very expensive to incorporate, it distinguishes types of waste by different pH levels and if it's a holding or septic tank but not necessarily grease trap waste, maybe in the long run it may pay for itself, but we'll have to look into those costs as well. The current fee schedule uses cubic feet units, but other utilities I've reached out to use units of per thousand gallons for the surcharge calculation. It'd be my recommendation to switch over to that as its more intuitive and easier for the haulers to understand. The fee schedule attached are utilities I've reached out to, it costs different facilities different types of waste to treat, the blank utilities are ones not accepting the waste or they don't have a blended rate. With your approval, we'll restructure a draft as with the grease management program and present it at a future meeting.

Robinson motioned to authorize, direct staff to update the hauler fee schedule reflecting cost/impact of the system would be based on comparable. Seconded by Force.

Motion Carried 5-0.

6) Discussion and Update on Utility Staffing and Operations.

Lindman recapped we've had discussions over the past 4-5 years as the plants were being built about issues with retention, needing staff additions. Included in this packet, Baker Tilly's staffing assessment from when we started having these discussions, we haven't moved forward with a lot of that. Just last year, a couple of additional staffing was approved at Wastewater and 1

at Water for the 2025 budget, we're advertising those positions to fill them. We are at a point, Wastewater's doing fairly well but at Water not so much, we just lost another individual. Looking back at the information that was provided, we're going to have to move forward and take some actions. We'll be having discussions looking at wages for retention, wage studies comparable at other utilities as far as where we're losing people to, whether it be for higher pay, more benefits or what the case may be. I bring this forward because we are at the situation a few years ago that we talked about, we are on the precipice of the potential of having to contract out some of our operations and that's a real concern because it's going to be way more expensive than it would be to hire or add staff.

Boers reiterated the importance of bringing this forward, we started talking about this 4 years ago, we had 2 very experienced staff members we wanted to get as much knowledge as we could from them before retiring, we didn't add staff at that time. Now we are sitting with our operator who came to us with a lot of experience who is now leaving. We have 1 person who's been with us long enough to see the construction of that plant as a relief operator who's moved into a technical position, he's been there for 2 years and that's our most experienced plant personnel for our staff, in charge of our \$60 million facility. The 2 people working under him have just over 1 year of technician experience each, you've got 4 years and 7 months combined total experience. In the operations world, you're going to pay for experience one way or the other, so we either hire people with experience, pay a little more money, or we have people with less experience who make mistakes and/or we'd have to contract out the operations that generally costs a lot more money. One distribution maintainer we just lost, came to us with some experience and a Commercial Driver's License (CDL), we're paying anywhere from \$10,000 - \$12,000 by the time we pay wages to bring in an employee without a CDL and to bring them up to speed that costs more than if we bring people in with some kind of experience or technical aptitude that relates to what we do. Our employees are great, they want to learn, they fit in well, they have good culture but they're inexperienced. Right now, we are paying for inexperienced employees. We have a couple of employees, this key employee, if they leave, we are not going to have experience to even train people coming in, it's like the blind leading the blind, we do not have any succession planning. You're supposed to have an heir and a spare. If Brooks leaves tomorrow, he's got an heir, maybe a spare, I have nobody, if I get hit by a bus, Lindman's running the utility. I don't know what to tell you or what needs to be said or what kind of catastrophe has to happen before something gets done, we've been harping on this for 4 years.

Robinson questioned if this was something HR could look at, with the new HR Director for the City. The County is in the process of updating their most recent pay study that's done on a regular basis. We need to look at those areas where you seem to be falling behind and not able to retain or attract people. I strongly encourage HR department to look into this and accelerate any plans relative. Was there a reason they are leaving- wages, hours, are we doing post-employment surveys? Could we have the HR Director weigh in at the next meeting relative to a timely approach to address this issue?

Boers replied post-employment surveys are being done but haven't seen results from HR but through conversations with the employees is generally more money. One of these employees went to Weston for \$5 dollars more an hour, the last distribution maintainer we lost went to Schofield for \$5 dollars more an hour, one of those positions were slightly different but it was

more money.

Diny replied, we've scheduled a meeting to talk about this whether it's city wide or target utility, it could be either but we'll bring it back, we'll have to get a handle on it and find out where we can go to improve it.

Brooks added they're in the same boat as the water department, every time advertisements come out for job openings in Schofield, Weston, Rib Mountain, Metro, Stevens Point, Plover, they're all paying higher, we sit there, hold our breaths hoping that they're not going to leave us.

Boers stated Plover just filled a position at the same rate we're advertising for a supervisor.

Force added, this was at almost every meeting, we've had HR look at this, we talked about internships with the technical schools/other institutions, done salary surveys, we've done exit interviews, we just don't seem to have a handle on it, but if it's just salary, we have one solution for that. There's seemed to be something more systemic. If we continue to study this, we aren't going to come up with the right answers, if its more pay, that has a significant financial impact on the city and I don't know where that money comes from or what the answer is, we've been unable to deal with this successfully and that's a failure on our part.

Boers stated the memo in the packet by Toni Vanderboom to the Council in 2021, at that time, she did a survey of employees, picked out 5 or 6 questions and asked why they would leave a job/stay at a job, three criteria, all top answers came back to pay. The other options could be worked around, everyone stays at a place of employment for their own reasons but if you could work for a place 2 miles down the road for \$5 dollars more an hour, where are you going to be?

Brooks added another thing to look at is how competitive they are as opposed to surrounding communities within 50-to-100-mile radius, that's where we're generally losing our employees, to local communities.

Hadley commented there are a lot of information in here, it needs to be made a priority.

Diny replied there is a lot of information, we'll get the new HR Director in the loop on this to see if we concentrate on the utility or take a broader approach, in the short term this is a priority we need to look at, its two-fold, ours and HR.

Lindman reiterated working with the new HR Director Lisa, as she has experience in this, hoping there could be some potential opportunities and recommendation from her on where to go and present this to the commission. I know there's financial implications and discussions about revenue in the utility, affordability and things like that and we've talked about the hundreds of millions of dollars of assets we have and maintain but the asset that gets loss is our staff, the number one assets in the city and if we don't maintain the assets as far as our staff, then none of these things will function. That has to be a priority and has to be incorporated in the budget moving into 2026 regardless of what its going to look like and what the recommendations are, we need to make room for it, it's the only way the utility is going to be successful. Right now, we are on a path to not being successful, it's very dangerous.

Diny stated we've talked about a lot of things like the pilot payment we have to put on the budget or where does that go, could that provide extra financial revenue for any additions. A few years ago, we looked at abolishing the commission, we as a commission have a better understanding of the utilities and it has to stay here. I think we could help drive that; we'll get this back as soon as we can through HR.

No Action Taken.

7) Adjourn.

Diny: Prior to adjourning, Joe Gehin will be invited here at the next meeting on the 3rd, we'll bid him farewell and welcome again Deb Hadley.

Watson motioned to adjourn. Seconded by Hadley.

Motion carried 5-0.

Link to view meeting in its entirety: <https://tinyurl.com/wausaucitycouncil>

Gina Vang, Recording Secretary

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MEMORANDUM

TO: President Diny
Commissioner Watson
Commissioner Force
Commissioner Hadley
Commissioner Robinson

FROM: Eric Lindman, P.E.
Director of Public Works & Utilities

SUBJECT: Director's Report – June 2025

- Last month I updated the commission on the USEPA proposed plans of action for PFAS moving forward. Since last month's meeting the USEPA issued another statement and the highlights are as follows:
 - *EPA does not anticipate revising the maximum contaminant levels (MCLs) for perfluorooctanoic acid (PFOA) or perfluorooctane sulfonic acid (PFOS) (each is currently at 4.0 parts per trillion). However, the agency does anticipate extending the PFOA and PFOS MCL compliance deadlines by two years (i.e., 2031). The agency intends to rescind the regulations and reconsider the regulatory determinations for perfluorohexanesulfonic acid (PFHxS), perfluorononanoic acid (PFNA), hexafluoropropylene oxide dimer acid (HFPO-DA) (GenX), and the Hazard Index mixture of these three, plus perfluorobutanesulfonic acid (PFBS) and perfluorobutanesulfonic acid (PFBS), to ensure that the determinations and any resulting drinking water regulation follow the legal process laid out in the Safe Drinking Water Act.*
- AWWA prepared a press statement based on the EPA's announcement:
 - *American Water Works Association (AWWA) CEO David LaFrance and Association of Metropolitan Water Agencies (AMWA) CEO Tom Dobbins released the following statement today regarding EPA's announcement that it would revisit the National Primary Drinking Water Regulation for six per- and polyfluoroalkyl substances (PFAS):*

“AWWA and AMWA share EPA’s goal of protecting people from potentially harmful levels of PFAS in drinking water. We appreciate EPA’s careful review of the PFAS Rule and commend the agency’s intention to make improvements to the previous rulemaking process.

“Scientific process matters, especially when it will set precedent for how EPA develops future drinking water regulations. We strongly support the agency’s decision to rescind the regulations that used the novel hazard index approach and ensure future rulemakings respect the Safe Drinking Water Act process.

“The SDWA process allows EPA to construct rules that maximize public health benefits in a cost-effective manner. This is critical for water systems and their communities because the process helps ensure every ratepayer dollar is directed toward the most pressing public health risks.

“While today’s announcement does not appear to substantially reduce the costs of the PFAS rule, it does acknowledge the very substantial challenges communities face in finding alternative sources of water or installing treatment. We welcome EPA’s recognition that compliance will require additional time and flexibility, particularly for small systems and those facing affordability challenges. Allowing communities time to make fiscally sound decisions based on thoughtful evaluation of compliance alternatives is simply good policy.

“We will continue to provide data to EPA as the new rulemaking moves forward while helping the nation’s water systems comply with the PFAS rule as it evolves.”

- LSL update:
 - Construction progress is going well. Contractor has been keeping up with landscaping and restoration much better this year and they have been trying to increase their number of services per day. CIP is planning a milestone food ruck and lunch on site one day in June. We anticipate hitting 1,000 LSL’s replaced in June, this includes the 600 replaced in 2024 and already the nearly 400 we have replaced this year.

WATER DIVISION

1. Water Distribution Maintainer Recruitment Update: We advertised for 3 weeks, had 10 applicants. Of the 10 applicants, 7 met the requirements for an interview. Of the 7, six responded and scheduled an interview. Of the 6, 4 showed up for their interview. Of the 4 we felt 2 would be good candidates to fill the position. The first offer of employment was declined. A second offer has been made. I should have an update for the meeting on Tuesday.

2. We received two applications for our Water Treatment Operations Supervisor Position.
3. We had another facility broken into and vandalized. With the increase of these offenses on the rise we will need to look at additional security at all our locations. This topic will be brought back for discussion and action in the future.

WASTEWATER DIVISION

1. Wastewater Operations Technician, Dawson Stapleton, has successfully passed the required CDL training and all Wastewater Operations Technicians have their CDL licenses.
2. Collection System Technician, Dallas Pagel, has successfully passed the required CDL training and all Collection System Technicians have their CDL licenses.
3. Washington Street siphon replacement scheduled to commence in May 2025 with a final completion date of August 1, 2025.
4. Headworks Screening Project scheduled to commence in June of 2025.



TO: Wausau Waterworks Commission

FROM: Eric Lindman, P.E.
Director of Public Works & Utilities

DATE: June 3, 2025

SUBJECT: Update – Staffing, Recruitment and Position Updates

The current approved staffing positions and the proposed staffing levels based on the Baker Tilly Study.

Current Number of Employees

Water Utility – 20 Positions
Sewer Utility – 16 Positions

Proposed Number of Employees

Water Utility – 22 Positions
Sewer Utility – 19 Positions

The Baker Tilly Study was completed at the end of 2022 and presented to the Commission/Council in early 2023. The first new positions were approved in the 2025 budget and the utility continues to advertise for those positions. The results of the applications received show the utility is receiving applicants with no experience in water and wastewater, this is a direct result of the wages we are offering being too low. This is especially true with the Supervisor positions; wages are low compared to other positions in the area with less responsibility.

Staff is currently working with the HR Director to look at the wage structure and better determine how to address the issues with wage disparity compared to other similar utilities. Having the utility complete an independent wage review would be one method of getting a true look at the duties/responsibilities of each position description and compare the wages to other similar utilities within the state.

I would remind the Commission they have the authority to make these decisions as the Commission has been given the authority to do so. Moving forward it would be beneficial for the Commission to make the decisions moving forward so staff can gather the proper information and prepare budgets appropriately for the following years. We have seen over the past 4-years that we have discussed these wage disparities; the problems have only compounded and they will continue to do so without moving forward and correcting the issues.

Lisa Nowak, City HR Director, will be at the next Commission meeting in July to provide her feedback on the past information that has been discussed with the Commission including the Baker Tilly Assessment. She will be here to answer questions and discuss possible next steps moving forward.



Staffing Needs Assessment

January 9, 2023



Project Director



Nick Dragisich, P.E.

Managing Director, Baker Tilly Public Sector Advisory

Nick.dragisich@bakertilly.com

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Project Objective

- Assessing current and future staffing needs for both water and wastewater divisions
 - Adequate staffing levels to maintain safe drinking water and safe treatment of wastewater
- Realign the organizational structure to reflect operations and strategic priorities

Process

Phase 1 – Project planning and management

- Confirm scope, project schedule, and provide information request

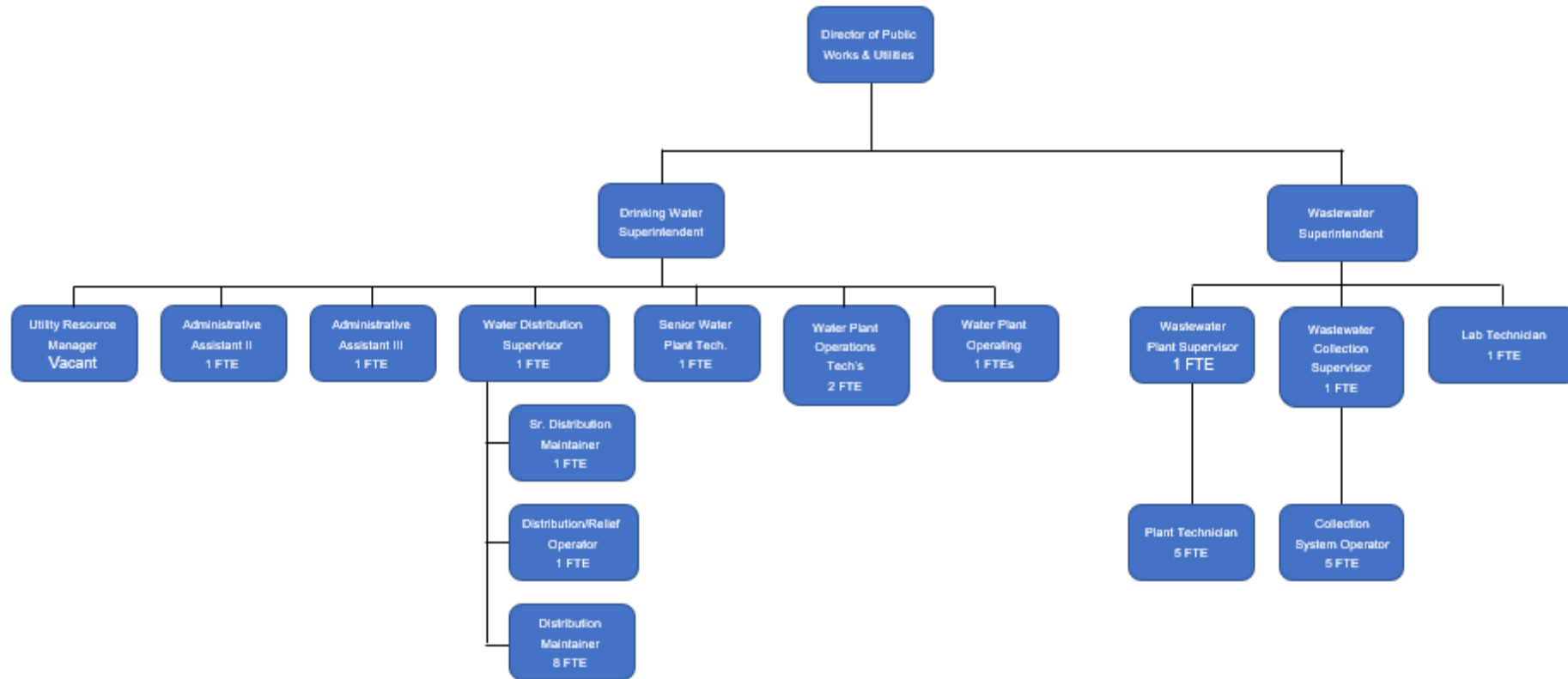
Phase 2 – Current state assessment and analysis

- Review background information
- Conduct interviews
- Benchmark analysis
- Document initial findings
- Research, analysis and develop recommendations

Phase 3 – Reporting

- Develop and issue Draft Report and Final Report

Organizational Structure



Staffing Analysis

- Developed, in part, using comparative benchmark data from Baker Tilly's database, similar utilities, and *AWWA's 2020 Utility Benchmarking Performance Management for Water and Wastewater*
- *Drinking Water comparison utilities selected:*
 - *Appleton*
 - *Manitowoc*
 - *Oak Creek*
 - *Oshkosh*
- *Wastewater comparison utilities selected:*
 - *Beloit*
 - *Fond Du Lac*
 - *Sun Prairie*
 - *West Bend*



Staffing Analysis

- *Wastewater staffing analysis*

Benchmark	Benchmark	Wausau Current F.T.E.s	F.T.E.s at Average	F.T.E.s at AWWA Median	Staffing Over (Under Average)
Total Utility Staffing	MGD/F.T.E.	14.00	19.15	27.37	(5.15)
Total Utility Staffing	Customer Accounts/F.T.E.	14.00	21.36	29.24	(7.36)
Collection System	Miles of Sewer Mains/F.T.E.	6.00	6.44	-	(0.44)
Wastewater Treatment Plant	F.T.E.s/MGD	6.00	11.59	7.88	(5.59)

- **RECOMMENDATION**

- *Wausau Water Works should develop a plan to increase staffing in Wastewater by three full-time equivalent employees to address the current shortage and by two full-time-equivalent employees when the wastewater treatment plant additions go into service*



Staffing Analysis

- *Drinking Water staffing analysis*

Benchmark	Benchmark	Wausau Current F.T.E.s	F.T.E.s at Average	F.T.E.s at AWWA Median	Staffing Over (Under Average)
Total Utility Staffing	MGD/F.T.E.	18.00	17.90	23.81	0.10
Total Utility Staffing	Customer Accounts/F.T.E.	18.00	22.99	30.07	(4.99)
Distribution System	Miles of Water Mains/F.T.E.	11.00	10.09	-	0.91
Water Treatment Plant	F.T.E.s/MGD	4.00	7.07	3.95	(3.07)

- **RECOMMENDATION**

- *Wausau Water Works should develop a plan to increase staffing in Drinking Water by two full-time equivalent employees to address the current shortage and by one additional full-time employee when the water treatment plant additions go into service*



Observations and Recommendations

- **OBSERVATION:** Technology needs to be improved in a number of areas
- **RECOMMENDATION**
Wausau Water Works should develop a technology plan to improve its use of technology in providing services and the efficiency of its staff
- **OBSERVATION:** The current compensation structure is not competitive with the market
- **RECOMMENDATION**
Water Works should review the compensation and market study when completed and make appropriate compensation adjustments to retain current staff, attract new employees as needed, and to provide an incentive for staff to improve their skills



Observations and Recommendations

- **OBSERVATION:** The requirement that a commercial driver's license is required as a condition of employment for some positions makes hiring new employees difficult
- **RECOMMENDATION**
Water Works should review the requirement for a CDL as a condition of hire if it presents a barrier finding new employees in the current job market and make appropriate adjustments such as within six months of hire to fill needed vacancies
- **OBSERVATION:** There is no succession plan in place to replace employees who retire
- **RECOMMENDATION**
Wausau Water Works should begin the process of succession planning to transfer the knowledge of its current staff who will be eligible to retire in the next five years to their replacement staff



Observations and Recommendations

- **OBSERVATION:** Safety training needs to be improved

- **RECOMMENDATION**

Wausau Water Works should review its safety training program to improve both employee interest in and delivery of the program

- **OBSERVATION:** Employee training needs to be improved

- **RECOMMENDATION**

Wausau Water Works should develop an employee training program to provide opportunities for its employees to improve their skills and to obtain additional DNR certifications



Observations and Recommendations

- **OBSERVATION:** There is no formal inventory control system in place
- **RECOMMENDATION**
Wausau Water Works should develop an asset inventory system to management and track replacement parts and other inventory accurately
- **OBSERVATION:** Communication between the Wausau Water Works and the City could be improved
- **RECOMMENDATION**
Wausau Water Works should meet with the City to identify opportunities to improve communication and sharing of information

Observations and Recommendations

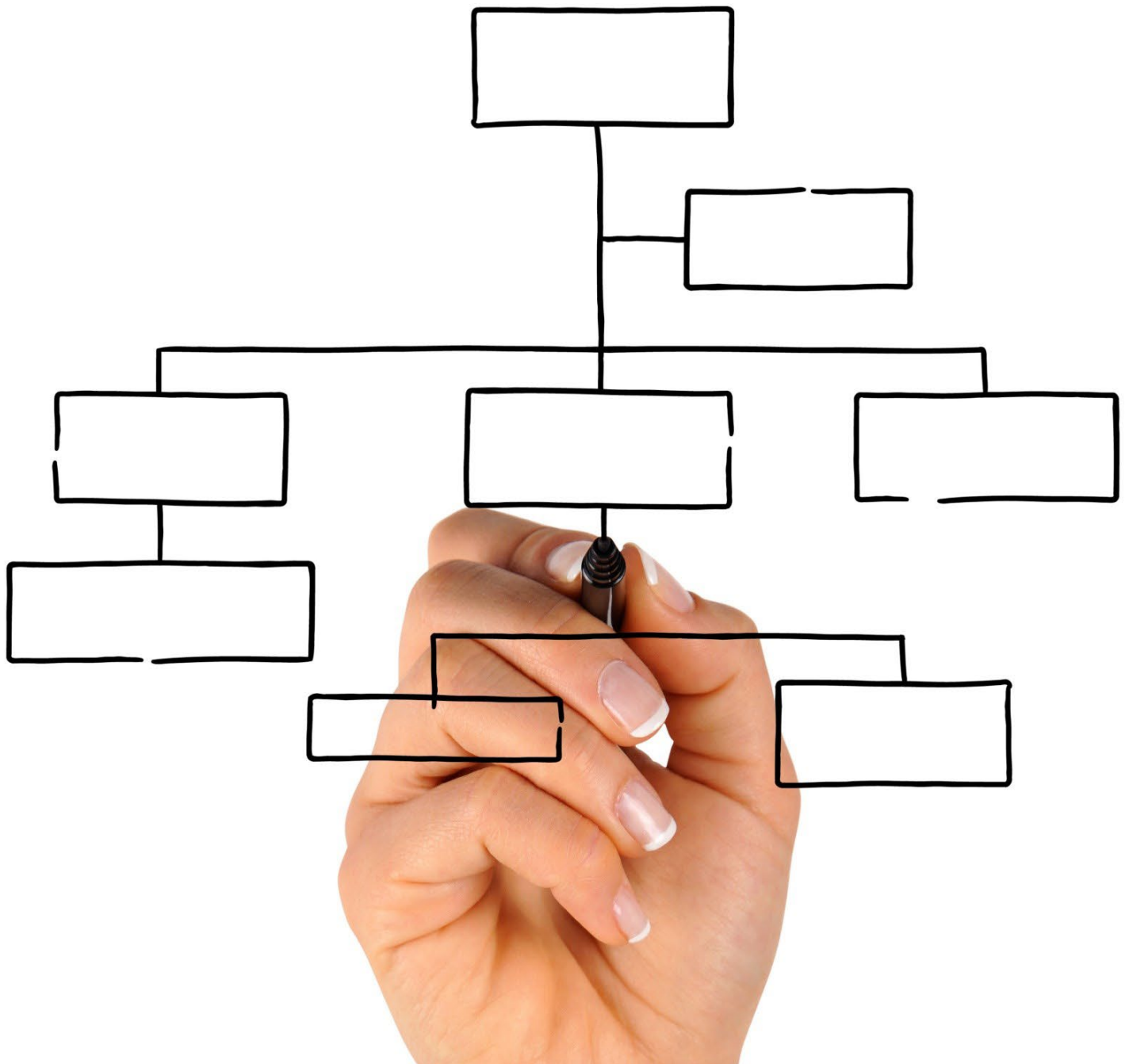
- **OBSERVATION:** Job descriptions are not accurate and are missing critical technical language and skill gaps
- **RECOMMENDATION**
Wausau Water Works should review the current job descriptions to identify technical and skills gaps and update them to eliminate any discrepancies. Once updated, they should be shared with employees so that everyone understands the requirements for their positions which will eliminate any misunderstandings



Observations and Recommendations

- **OBSERVATION:** *Some maintenance functions are not being performed*
- **RECOMMENDATION**
Water Works should address sewer collection cleaning and televising, maintenance and checking of lift stations and the exercising of water distribution valves either through additional staffing, contracting them out to a private service provider, or some combination of these

Questions?



Wausau Water Works, Wisconsin
Final Report
November 14, 2022

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1. Project Background, Objectives and Scope

Bakery Tilly Municipal Advisors, LLC (Baker Tilly) was engaged by Wausau Water Works (WWW) to undertake a staffing needs assessment of both the water and wastewater division to determine the current and future staffing needs to effectively provide utility services today and over the next five years. This document includes an organizational profile, an overview of the background and purpose of the study, provides a comparative analysis of selected benchmarks, and presents specific findings and recommendations for staffing levels and organizational improvement.

Background

The U.S. Census Bureau 2020 census population for the City of Wausau is 39,994. The City encompasses a land area of 19.22 square miles. The City maintains a median value of \$121,100 for owner-occupied homes. The City's median household income is \$47,438. The population of Wausau is highly educated, with 90.8% of residents 25 years or older being a high school graduate or higher education and 28.4% of this demographic group possessing either a bachelor's degree or a higher degree.

This section includes a summary description of the structure, staffing, services, and responsibilities of the City Utilities. The purpose of this profile is to document – at a high level – the current composition of the operating divisions and our initial observations based on the in-person interviews and information provided by the Utility.

A utility commission governs Wausau Water Works. The Wausau Water Works Commission is established under Chapter 13.04.020 of the municipal code, which provided that the commission shall consist of the Mayor, one alderperson elected from the membership of the common council, and three citizens of the City of Wausau. The three citizens would be appointed to the commission by the Mayor. Wausau Water Works provides water and wastewater services to approximately 16,877 customer accounts.

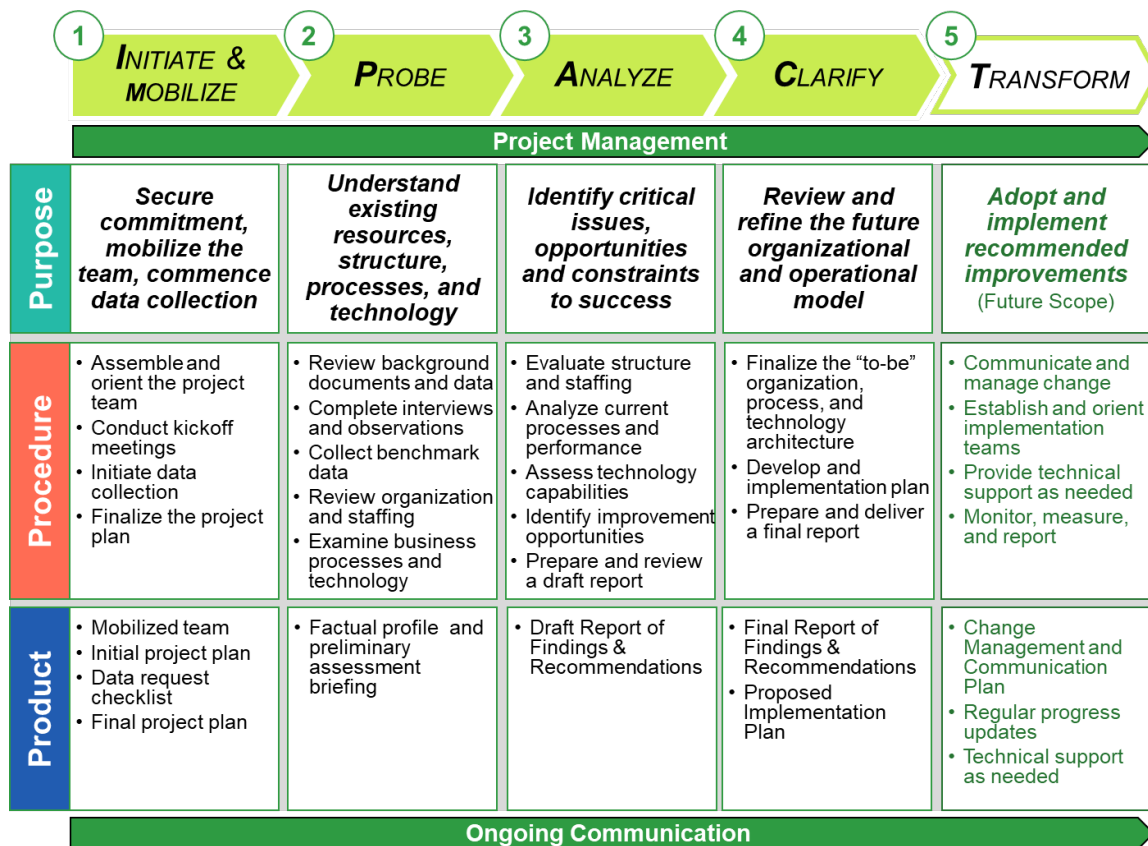
As a part of the City of Wausau government, the Wausau Water Works embodies the City's mission and core values. The City of Wausau's Mission is:

In response to our citizens, we will provide services in the most effective and efficient manner in order to promote and enhance our living environment. Plan and encourage positive growth. Promote a positive community image by encouraging citizen involvement and civic pride.

The City's Core Values include:

- Professionalism
We choose to take pride in our work, communicate effectively, project a positive image, and deliver service at the highest standards every time, in every situation.
- Accountability
We accept responsibility and take ownership for our actions.
- Integrity
We act ethically, honestly, and lead by example by having our actions reflect our word.
- Respect
We choose to treat everyone the way we would like to be treated.

In conducting its review, the Baker Tilly team applied an operations and process improvement methodology that was organized within a structured yet flexible framework Called *ImPACT*, this framework logically organizes those tasks necessary to document and analyze the Waterwork's operations. This framework is illustrated in the graphic below, the methodology is organized into five major phases:



Within the methodology framework, the team used a variety of information gathering and analytical techniques appropriate to the specific requirements of this project's scope of work. In addition to extensive interviewing, data collection, and research, the team performed a variety of other analyses including:

- Organizational and operational analysis
- Workload and staffing analysis
- Business process analysis
- Industry research
- Benchmark staffing research

Interviews conducted for this organizational analysis included the following individuals:

- Eric Lindman – Director of Public Works
- Scott Boers – Drinking Water Superintendent
- Shanon Lane – Water Distribution Supervisor
- Ben Brooks – Wastewater Superintendent
- Pat VanOuse – Wastewater Supervisor
- Ryan Dwelly – Wastewater Collection Supervisor
- Tyler Wagner – Lab Technician
- Employee Focus Group 1
 - o Rick Dorn – Senior Distribution Maintainer
 - o Floyd Smith – Distribution/Relief Operator
 - o Ryan Fischer – Distribution Maintainer
 - o Ray Younger - Distribution Maintainer
 - o John Langren - Distribution Maintainer
 - o Jonathon Lindloff - Distribution Maintainer
 - o Mitchell Pempek - Distribution Maintainer
 - o Andy Kuhnert - Distribution Maintainer
- Employee Focus Group 2
 - o Kevin Behnke – Senior Water Plan Technician
 - o Tim Mesalk – Water Plant Operations Technician
 - o Darren Jensen - Water Plant Operator
 - o Floyd Smith - Distribution/Relief Operator
- Employee Focus Group 3
 - o Gina Vang – Administrative Assistant II
 - o Michelle Weasler – Administrative Assistant III
- Employee Focus Group 4
 - o Bill Olsen - Collection System Technician
 - o Steve Celona - Collection System Technician
 - o Matt Stockman - Collection System Technician
 - o Basil Smith - Collection System Technician
- Employee Focus Group 5
 - o Mark Hilgendorf – Wastewater Operations Technicians
 - o Brad Wendtland - Wastewater Operations Technicians
 - o Scott Carman - Wastewater Operations Technicians

- Jeremy Steinman - Wastewater Operations Technicians
- Jason Ladwig - Wastewater Operations Technicians
- Donohue Associates
 - Susan Wojkiewicz
 - Mike Gerbitz

PROJECT SCOPE

A detailed project plan following our prescribed methodology included the completion of the following tasks:

- Task 1 Project planning and management
- Task 2 Current state assessment and analysis
- Task 3 Reporting

Acknowledgements

The Staffing Needs Assessment was conducted as a collaboration between the Baker Tilly consulting team and members of the Wausau Water Works management team and staff. The background information and access necessary for the completion of the review was readily made available, and employees at all levels of the organization actively participated in interviews and focus groups to provide candid feedback and valuable insight to the consultants. No request for additional information was declined.

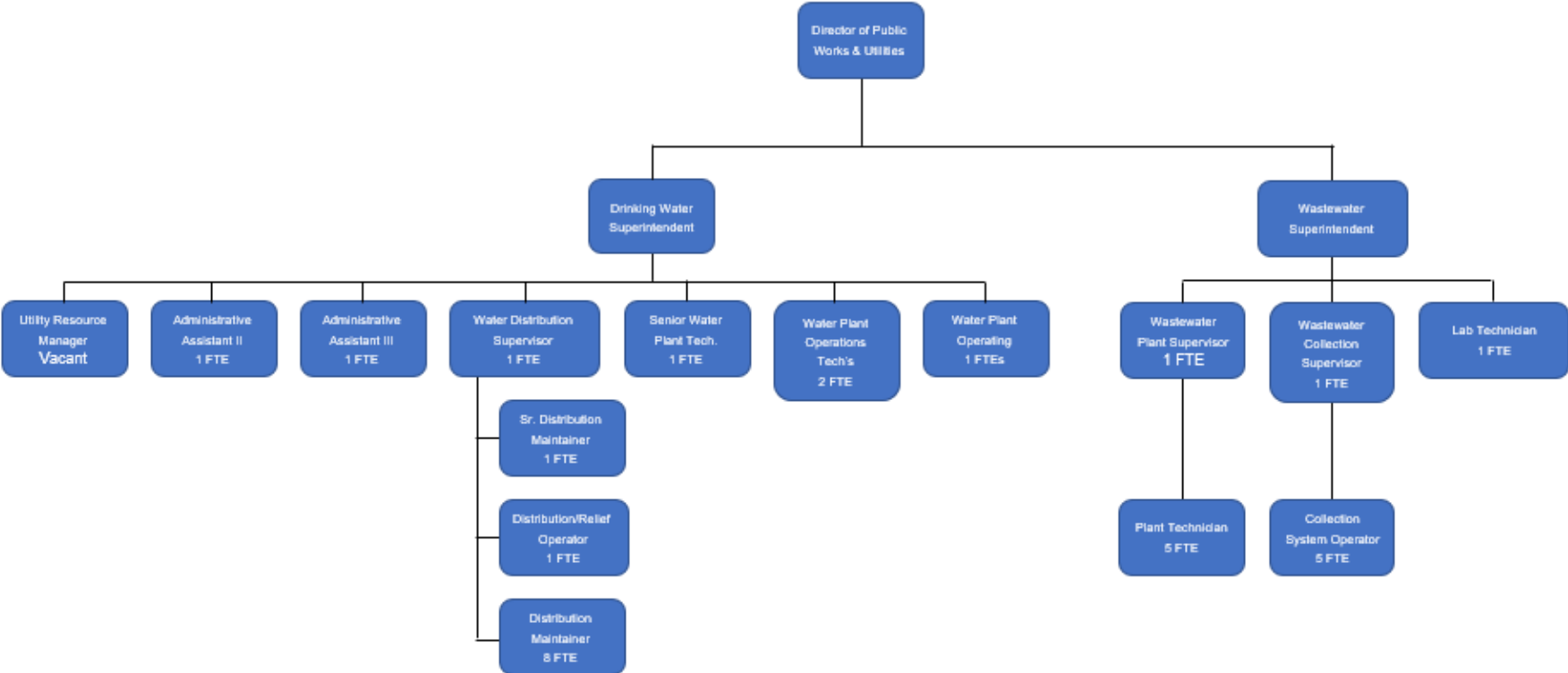
2. Organizational Profile

The Utility operates and maintains the water and wastewater systems for the City. These include:

- Water Supply and Treatment:
 - Water Treatment Plant capacity of 9.0 MGD with an average daily treatment of 5.0 MGD
 - ❖ Supplied by six wells with a combined capacity of 11,345 gallons per minute (gpm)
 - 239.9 miles of water transmission mains ranging in size from 2" to 30" in diameter
 - 16,877 service connections
 - 1,661 hydrants
 - Ten booster stations
 - Three elevated storage tanks and four reservoirs with a combined capacity of 5.75 million gallons
 - 15,879 customer accounts
- Wastewater Collection and Treatment
 - Wastewater treatment plant (design average daily flow of 8.2 MGD, treatment plant capacity is 13.5 MGD)
 - 232.06 miles of sewer mains including
 - ❖ 222.93 miles of gravity mains, interceptors, and siphon
 - ❖ 9.13 miles of force main
 - 25 lift stations
 - 15,440 customer accounts

The Utility has 32 full-time-equivalent employees. The organizational structure of the City places Wausau Water Works under the Department of Public Works and Utilities. The Utility consists of two departments that include wastewater and drinking water led by a Drinking Water Superintendent and Wastewater Superintendent. The Utility reports directly to the Director of Public Works and Utilities.

Current Organizational Structure



Wastewater

Wastewater consists of three divisions: Wastewater Plant, Wastewater Collection, and a Laboratory. They have a staff of fourteen full-time employees (F.T.E.s). Wastewater provides for the collection and treatment of sanitary sewers through its three divisions. The Wastewater Superintendent manages the division.

Wastewater Collection

Wastewater Collection is responsible for repairing and maintaining the sanitary sewer collection system, including the sanitary sewer mains and manholes. Services they provide include:

- Review new connections to sewer mains
- Some equipment maintenance
- Clean and televise sewer collection system. Annual goal is to clean 20% of system and televise 10%
- Maintenance and repair of sewer manholes
- Write specifications for lining sewers and manholes and review construction
- Review street construction plans for fittings, pipe sizing, manhole placement and spacing
- Plow snow in winter months

Wastewater Collection has a staff of six which includes:

- Wastewater Collection Supervisor
- Collection System Operators (5) (one position currently vacant)

Wastewater Plant

The Wastewater Plant is responsible for the operation, repair and maintenance of the treatment plant and lift stations. Services they provide include:

- Operation, maintenance, and repair of the wastewater treatment plant and twenty-five lift stations
- Haul-treated biosolids to disposal sites
- Back up lab and collections crews
- Maintain equipment

Wastewater Plant has a staff of six which includes:

- Wastewater Plant Supervisor
- Plant Technician (5)

Wastewater Lab

The Wastewater Lab is a DNR certified lab that provides testing of wastewater effluent, influent and biosolids for permit compliance and process control. Tests performed include total suspended solids (TSS), biological oxygen demand (BOD), total phosphorus (TP), mercury, pH, Alkalinity, Nitrogen series, and collects all wastewater samples for state required testing that isn't analyzed at the plant. The Lab maintains all analytical equipment and all supporting ancillary

equipment throughout the wastewater plant. The Lab creates spreadsheets for process control as well as interprets the data produced. The Lab is staffed with one full-time Lab Technician.

Drinking Water

Drinking Water has three divisions: Water Distribution, Water Treatment, and Administration. They have a staff of eighteen full-time employees (F.T.E.s). Drinking Water provides for the City's drinking water services, including water supply, treatment, transmission and distribution, and storage through its three divisions. The Drinking Water Superintendent manages the division.

Water Distribution

The Water Distribution division is responsible for repairing and maintaining the Utility's water distribution system, including water mains, hydrants, and valves. Services they provide include:

- Service changes
- Repair water main breaks
- Repair and replace hydrants
- Flush hydrants and clean snow from around them in winter
- Read, test, and replace water meters
- Exercise water valves
- Haul lime sludge from the Water Treatment Plant two times each week
- Inventory and replace lead and copper water lines
- Utility locates
- Hydrant painting (outsourced in future)
- Cross connection inspections (industrial and commercial are contracted out)
- Residential inspections
- Annual backflow testing
- Unidirectional flushing of water mains
- Data entry for GIS
- Light equipment maintenance

They have a staff of eleven, which includes:

- Water Distribution Supervisor
- Senior Distribution Maintainer
- Distribution/Relief Operator
- Distribution Maintainer (8)

Water Treatment

Water Treatment is responsible for maintaining and operating the Water Treatment Plant, wells, booster stations, reservoirs, and elevated storage tanks. Services they provide include:

- Collect water samples for state-required testing
- Maintain wells, booster stations, reservoirs, and elevated storage tanks
- Maintain and repair water treatment plant equipment and buildings
- Prepare specifications for equipment, motors, pumps, and other plant equipment
- Maintenance planning

- Scheduling and oversight of contractors
- Purchasing and maintenance of inventory
- Record keeping
- Equipment and fleet maintenance

They have a staff of four which includes:

- Senior Water Plant Technician
- Water Plant Operation Technician (2)
- Water Plant Operator

Administration

The Administration staff provides support to the water and wastewater operations staff. Services they provide include:

- Meter appointments/change outs
- Receive complaints
- Manage lead grants
- Manage accounts payable
- Process clothing reimbursements
- Prepare Consumer Confidence Reports
- Attend Commission meetings and record minutes
- Other support as needed

Administration has a staff of two including:

- Administrative Assistant III
- Administrative Assistant II

3. Staffing Analysis

The staffing analysis involved a number of strategies and methodologies to obtain relevant information to review and assess Wausau Water Works staffing needs. These included on-site visits with WWW department heads, staff, and employee focus groups. Our interviews were directed to provide an overview of the Department's operations including:

- Organizational structure
- Duties and responsibilities
- Staffing levels and deployment
- Management
- Use of technology

Other information collected and reviewed for the staffing analysis included:

- Wausau Water Works organizational chart
- Number of employees
- Position descriptions
- Data about the number, type, and extent of utility services provided
- Data about assets maintained
- Comparable utility benchmark data
- National benchmark data

The analyses and the resulting conclusions reached were developed, in part, using comparative benchmark data gathered specifically for this project, data from Baker Tilly's data base, and the *AWWA Utility Benchmarking Performance Management for Water and Wastewater 2020*. It is important to understand that this benchmark data provides averages from the comparative benchmark utilities and overall industry averages from organizations performing similar services with "similar" is distinct from "identical" in terms of comparisons.

The application of this data incorporates the professional experience and judgement of the consultant team in both the interpretation of the benchmark data and its applicability to the service being benchmarked. The resulting analysis allows the users of this information to strive for continuous improvement and to adapt service levels if significant differences are identified which could indicate that adjusting operations or modifying levels of service could achieve greater efficiencies and cost savings.

The staffing analysis was done separately for Drinking Water and Wastewater with each analysis based on utilities that provided a good comparison basis to WWW. The comparison utilities were selected in discussion with WWW staff and the utility's consulting engineer. For Drinking Water the comparison utilities selected were:

- Appleton
- Manitowoc
- Oak Creek
- Oshkosh

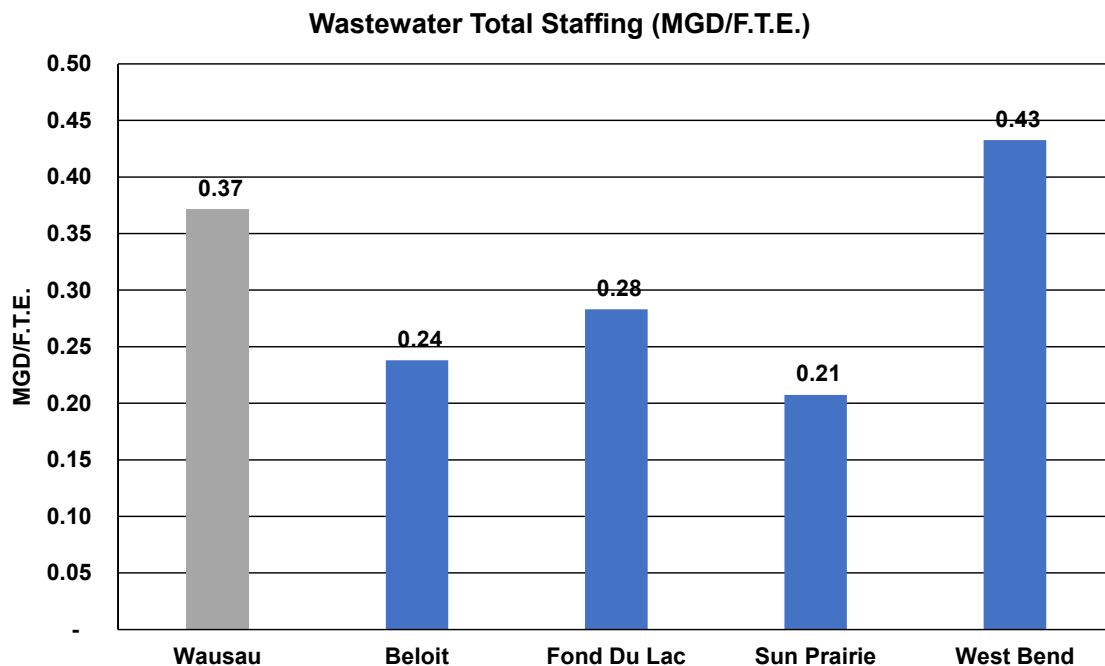
For Wastewater they were:

- Beloit
- Fond Du Lac
- Sun Prairie
- West Bend

In addition, national benchmark data from the American Water Works Association (AWWA) 2020 *AWWA Utility Benchmarking Performance Management for Water and Wastewater* publication was also used where applicable data was available.

Wastewater

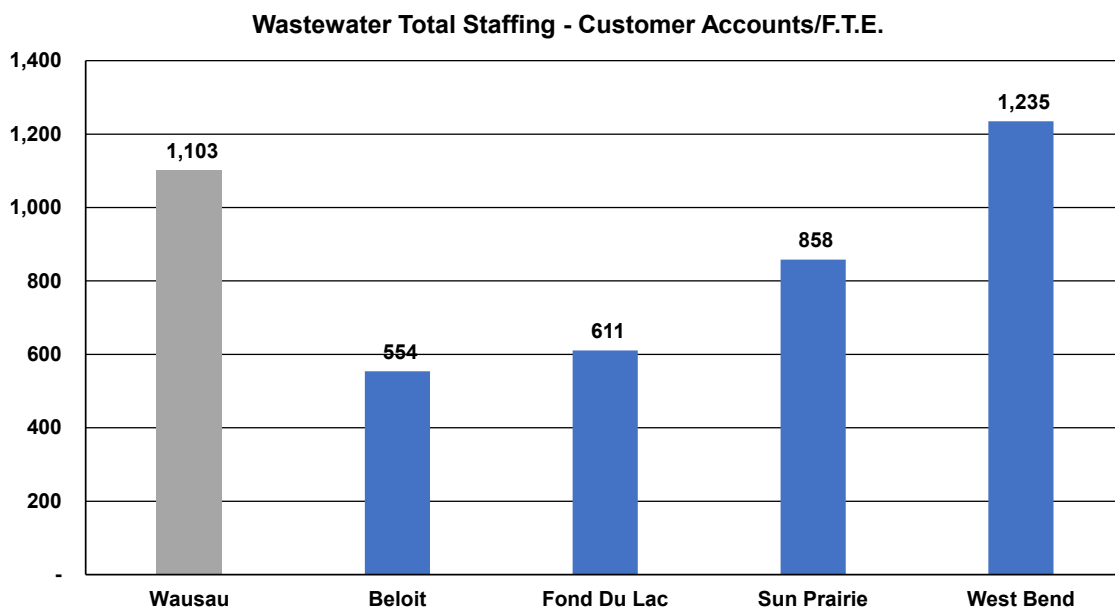
Wastewater’s total staffing of fourteen F.T.E.s was compared to the benchmark utilities and to the AWWA benchmark based on the average million gallons/day treated (MGD). WWW treats an average of 5.20 MGD resulting in a ratio of 0.37 MGD/F.T.E. which was the second highest ratio and the second lowest staffing level of the group. Only West Bend with a ratio of 0.43 MGD/F.T.E. was staffed at a lesser level by this measure as shown in the chart below.



The AWWA median staffing was 0.19 MGD/F.T.E. which is approximately half of the WWW ratio. WWW would need to have 19.15 F.T.E.s to be staffed at the average of the comparison utilities and would need to have 27.37 F.T.E.s to be staffed at the AWWA median benchmark as shown in the table on the following page.

City/Wastewater Utility	F.T.E.s	Average MGD	MGD/F.T.E.
Wausau	14.00	5.20	0.37
Beloit	24.16	5.75	0.24
Fond Du Lac	26.50	7.50	0.28
Sun Prairie	16.00	3.32	0.21
West Bend	9.50	4.11	0.43
Average of Comparison Utilities	19.04	5.17	0.27
Median of Comparison Utilities	20.08	4.93	0.25
AWWA Benchmark Median			0.19
Wausau at Average of Comparison Utilities	19.15	5.20	0.27
Wausau at Median of Comparison Utilities	21.18	5.20	0.25
Wausau at AWWA Benchmark	27.37	5.20	0.19

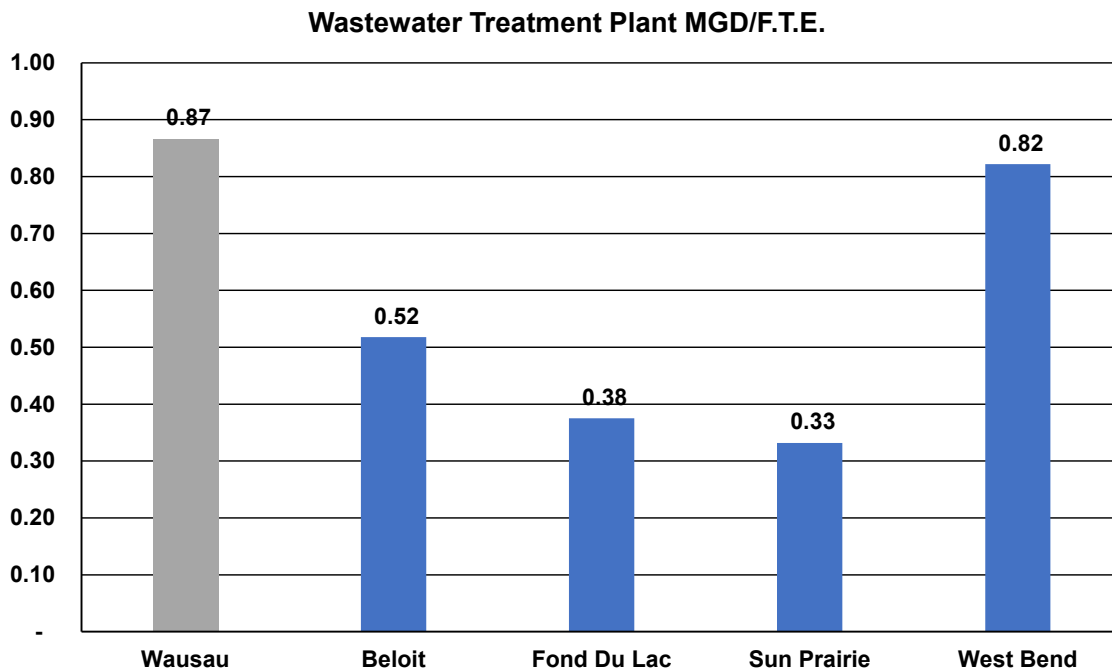
A second comparison of total staffing was based on the number of customer accounts per F.T.E. WWW has 15,440 wastewater customer accounts resulting in a ratio of 1,103 customer accounts/F.T.E. which was the second highest ratio and the second lowest staffing ratio of the comparison utilities. As with the previous comparison, only West Bend with 1,235 customer accounts/F.T.E. was staffed at a lower ratio. This comparison is shown in the chart below.



WWW would need to be staffed at 21.36 F.T.E.s to be at the average of the comparison utilities and would need to be staffed at 29.24 F.T.E.s to be at the AWWA median staffing level. This comparison is shown on the following page.

City/Wastewater Utility	Total F.T.E.s	Customer Accounts	Customer Accounts/F.T.E.
Wausau	14.00	15,440	1,103
Beloit	24.16	13,387	554
Fond Du Lac	26.50	16,190	611
Sun Prairie	16.00	13,729	858
West Bend	9.50	11,735	1,235
Average of Comparison Utilities	19.04	13,760	723
Median of Comparison Utilities	20.08	13,558	675
AWWA Benchmark Median			528
Wausau at Average of Comparison Utilities	21.36	15,440	723
Wausau at Median of Comparison Utilities	22.87	15,440	675
Wausau at AWWA Benchmark	29.24	15,440	528

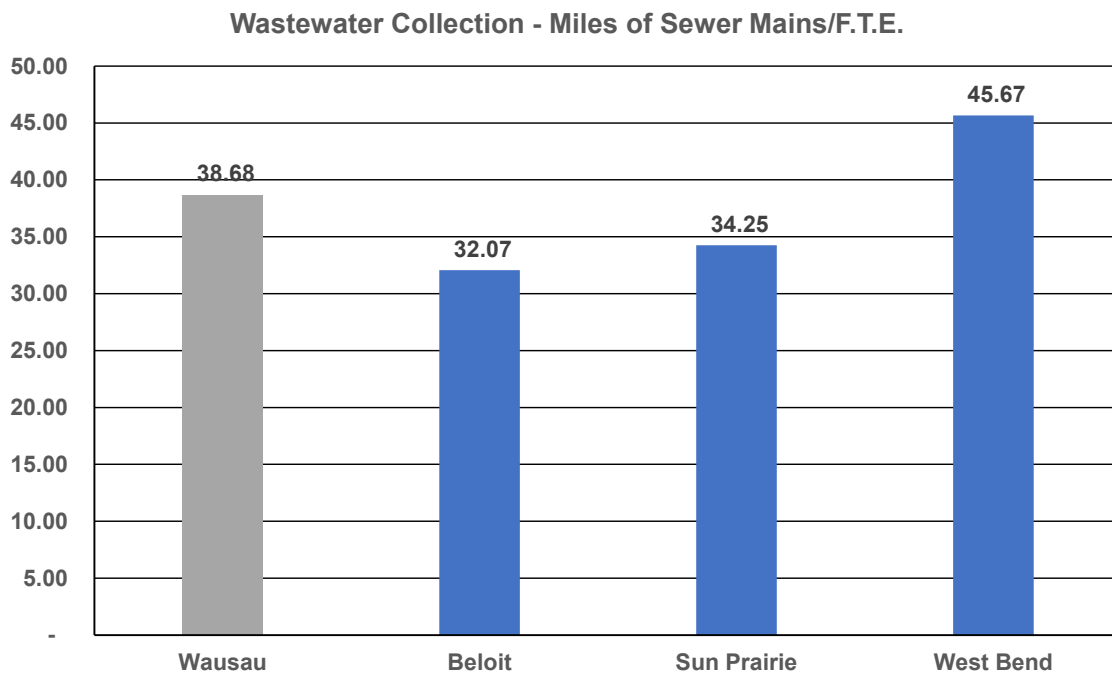
WWW has 6.0 F.T.E.s at the Wastewater Treatment Plant which results in a staffing ratio of 0.87 MGD/F.T.E. which was the highest ratio and the lowest staffing ratio of the comparison utilities as shown in the chart below.



This staffing ratio was also higher than the 0.66 MGD/F.T.E. AWWA median. WWW would need to be staffed with 11.59 F.T.E.s to be at the average of the comparison group and at 7.88 F.T.E.s to be at the AWWA median ratio as shown in the table on the following page

City/Wastewater Utility	WWTP F.T.E.s	Average MGD	MGD/F.T.E.
Wausau	6.00	5.20	0.87
Beloit	11.10	5.75	0.52
Fond Du Lac	20.00	7.50	0.38
Sun Prairie	10.00	3.32	0.33
West Bend	5.00	4.11	0.82
Average of Comparison Utilities	11.53	5.17	0.45
Median of Comparison Utilities	10.55	4.93	0.47
AWWA Benchmark Median			0.66
Wausau at Average of Comparison Utilities	11.59	5.20	0.45
Wausau at Median of Comparison Utilities	11.13	5.20	0.47
Wausau at AWWA Benchmark	7.88	5.20	0.66

There are six F.T.E.s in wastewater collection who maintain 232 miles of sewer mains. This is a staffing ratio of 38.68 miles of sewer mains/F.T.E. which was the just above the 36.02 miles of sewer/F.T.E. average of the group. WWW would need 6.44 F.T.Es to be staffed at the average of the comparison utilities. Please note that Fond Du Lac was excluded because their public works staff assists in the cleaning and televising of sewers. The comparison is shown in the chart below and the table on the following page.



City/Wastewater Utility	Collection F.T.E.s	Miles of Sewer Mains	Miles of Sewer Mains/F.T.E.
Wausau	6.00	232	38.68
Beloit	5.55	178	32.07
Sun Prairie	4.00	137	34.25
West Bend	3.00	137	45.67
Average of Comparison Utilities	4.18	151	36.02
Median of Comparison Utilities	4.00	137	34.25
Wausau at Average of Comparison Utilities	6.44	232	36.02
Wausau at Median of Comparison Utilities	6.78	232	34.25

A summary of the staffing comparison shown below suggests that WWW is understaffed in its Wastewater Department. Total staffing of the comparison utilities would have WWW staffed at 20.26 F.T.E.s based on the average of the total staffing comparisons $((19.15 + 21.26)/2)$ staffing by function would have WWW with 18.04 F.T.E.s. $(6.44 + 11.59 = 18.04)$. This understaffing is consistent with what was stated by most of the staff interviewed for this study. Understaffing is resulting in some maintenance functions not being performed. For example, the cleaning and televising of the sewer collection system is not being done at the level established by the WWW. Lift stations maintenance is also not getting done and are they checked every other week which is well below industry standards. The current upgrades to the Wastewater Treatment plant will create a need for additional staff to operate and maintain the added pumping, filtration and biosolids drying equipment.

Benchmark	Benchmark	Wausau Current F.T.E.s	F.T.E.s at Average	F.T.E.s at AWWA Median	Staffing Over (Under Average)
Total Utility Staffing	MGD/F.T.E.	14.00	19.15	27.37	(5.15)
Total Utility Staffing	Customer Accounts/F.T.E.	14.00	21.36	29.24	(7.36)
Collection System	Miles of Sewer Mains/F.T.E.	6.00	6.44	-	(0.44)
Wastewater Treatment Plant	F.T.E.s/MGD	6.00	11.59	7.88	(5.59)

Baker Tilly’s benchmark database shows total Wastewater staffing for WWW would be at 20.80 F.T.E.s based on total staffing and at 19.60 F.T.E.s based on functions. This is consistent with the benchmark analysis described herein. WWW should increase current staffing at the wastewater treatment plant by two F.T.E.s who should be electrical and instrumentation technicians or licensed electricians to address current skill needs discussed later in this report. One additional F.T.E. should be hired for the collection system who should be a DNR certified with a collection system subclass. Two F.T.E.s should be hired when the wastewater treatment plant additions go into service and both should also be DNR certified wastewater operators with all subclasses required by the DNR for the wastewater treatment facility.

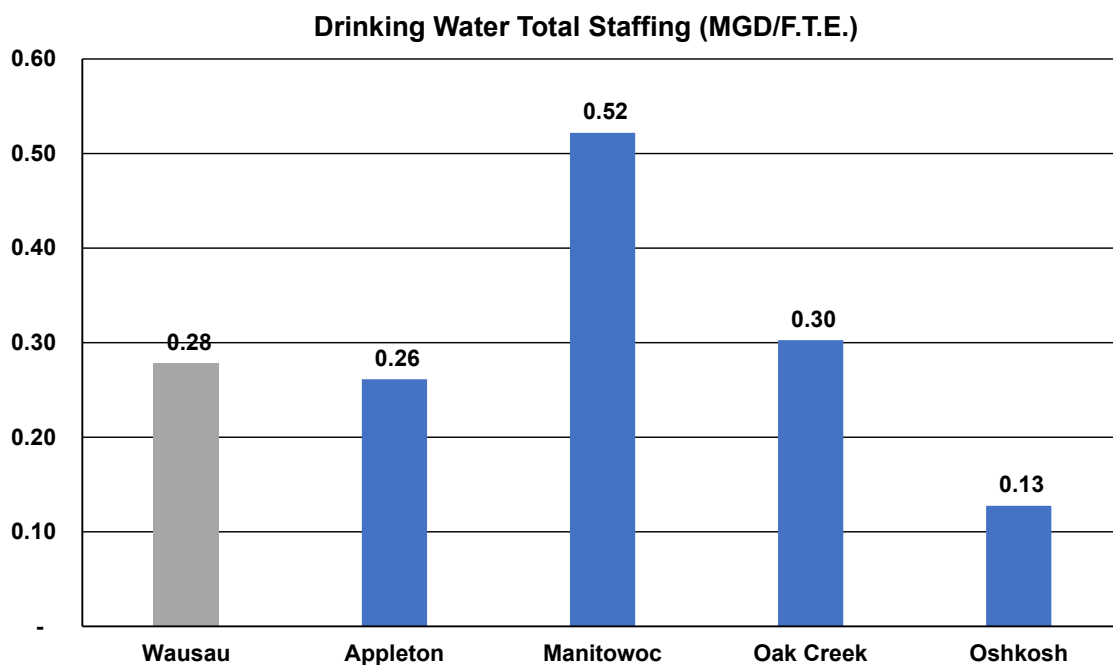
RECOMMENDATION

Wausau Water Works should develop a plan to increase staffing in Wastewater by three full-time equivalent employees to address the current shortage and by two full-

time-equivalent employees when the wastewater treatment plant additions go into service.

Drinking Water

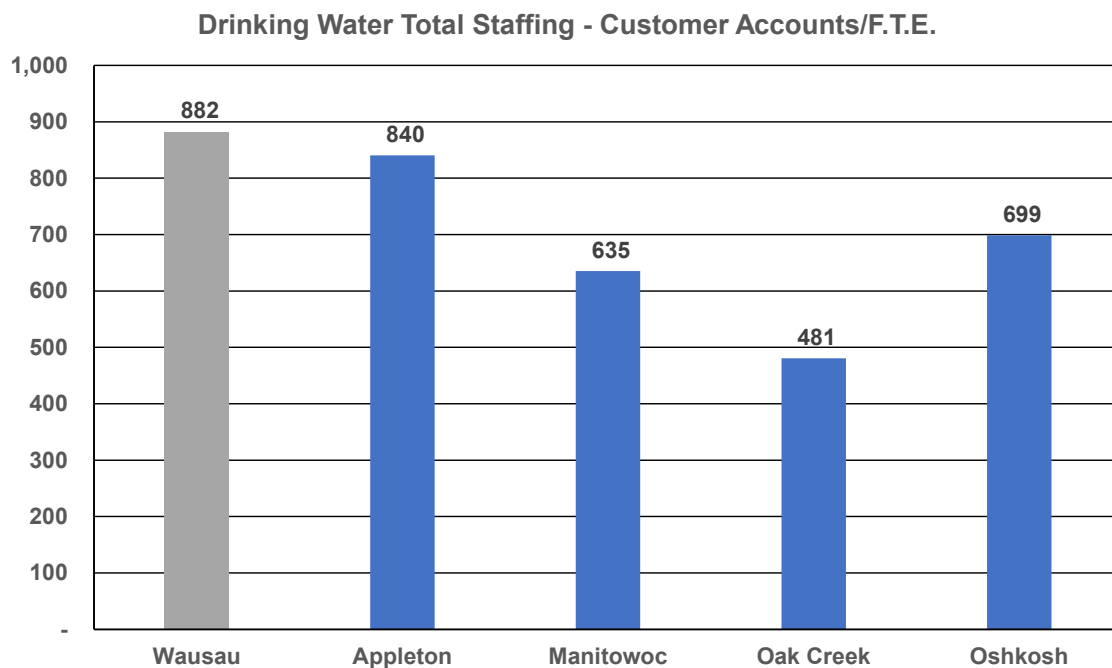
Drinking Water’s eighteen F.T.E.s staffing was compared to the benchmark utilities and to the AWWA benchmark based on the average MGD of water treated. WWW treats an average of 5.0 MGD resulting in staffing ratio of 0.28 MGD/F.T.E. which is equal to the average of the comparison utilities. This comparison is shown in the chart below.



The AWWA median staffing ratio was 0.21 MGD/F.T.E. which is a higher staffing level than WWW’s current level. WWW would need 23.81 F.T.E. to be staffed at the AWWA median. The table below shows the comparison staffing ratios.

City/Water Utility	F.T.E.s	Average MGD	MGD/F.T.E.
Wausau	18.00	5.00	0.28
Appleton	33.50	8.75	0.26
Manitowoc	21.85	11.40	0.52
Oak Creek	23.65	7.16	0.30
Oshkosh	34.50	4.40	0.13
Average of Comparison Utilities	28.37	7.93	0.28
Median of Comparison Utilities	28.57	7.95	0.28
AWWA Benchmark Median			0.21
Wausau at Average of Comparison Utilities	17.90	5.00	0.28
Wausau at Median of Comparison Utilities	17.96	5.00	0.28
Wausau at AWWA Benchmark	23.81	5.00	0.21

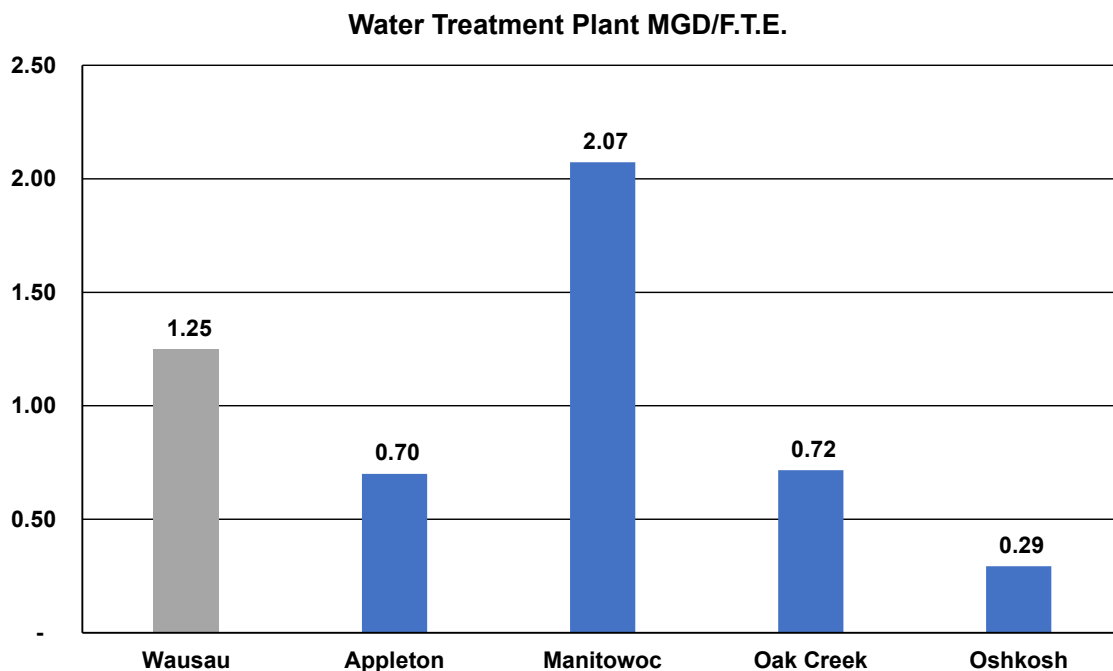
A second comparison of total staffing was based on the number of customer accounts per F.T.E. WWW has 15,879 water customer accounts resulting in a ratio of 882 customer accounts/F.T.E. which was the highest ratio and the lowest staffing ratio of the comparison utilities as shown in the chart below.



The table below shows WWW would need to be staffed at 22.99 F.T.E.s to be at the average of the comparison utilities and would need to be staffed at 30.07 F.T.E.s to be at the AWWA median staffing level.

City/Water Utility	Total F.T.E.s	Customer Accounts	Customer Accounts/F.T.E.
Wausau	18.00	15,879	882
Appleton	33.50	28,150	840
Manitowoc	21.85	13,881	635
Oak Creek	19.50	9,375	481
Oshkosh	34.50	24,106	699
Average of Comparison Utilities	27.34	18,878	691
Median of Comparison Utilities	27.68	18,994	686
AWWA Benchmark Median			528
Wausau at Average of Comparison Utilities	22.99	15,879.00	691
Wausau at Median of Comparison Utilities	23.14	15,879.00	686
Wausau at AWWA Benchmark	30.07	15,879	528

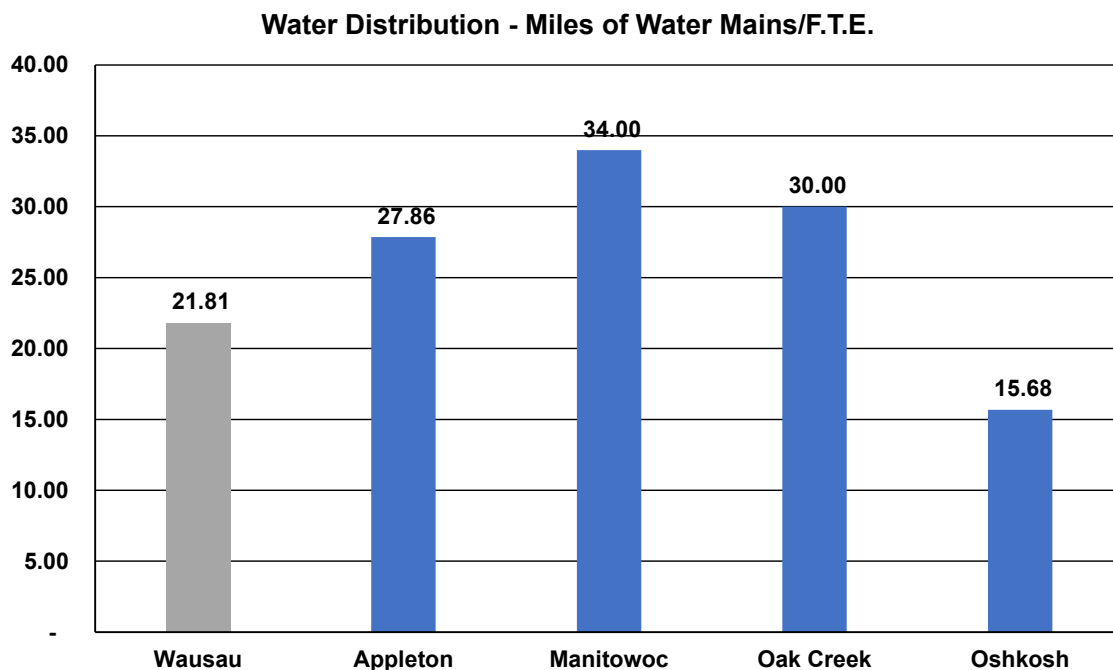
WWW has 4.0 F.T.E.s at the Water Treatment Plant which results in a staffing ratio of 1.25 MGD/F.T.E. which was the second highest ratio and the second lowest staffing ratio of the comparison utilities as shown in the chart below. However, WWWW staffing ratio was approximately equal to the AWWA median of 1.27 MGD/F.T.E.



WWW would need to be staffed with 6.78 F.T.E.s to be at the average of the comparison utilities as shown below.

City/Water Utility	WTP F.T.E.s	Average MGD	MGD/F.T.E.
Wausau	4.00	5.00	1.25
Appleton	12.50	8.75	0.70
Manitowoc	5.50	11.40	2.07
Oak Creek	10.00	7.16	0.72
Oshkosh	15.00	4.40	0.29
Average of Comparison Utilities	10.75	7.93	0.74
Median of Comparison Utilities	11.25	7.95	0.71
AWWA Benchmark Median			1.27
Wausau at Average of Comparison Utilities	6.78	5.00	0.74
Wausau at Median of Comparison Utilities	7.07	5.00	0.71
Wausau at AWWA Benchmark	3.95	5.00	1.27

There are eleven F.T.E.s in water distribution who maintain 240 miles of water mains. This is a staffing ratio of 21.81 miles of water mains/F.T.E. which was the below the 23.78 miles of water mains/F.T.E. average of the group indicating WWW is staffed at a higher level. WWW would need 10.09 F.T.Es to be staffed at the average of the comparison utilities. The comparisons are shown in the chart and the table on the following page.



City/Water Utility	Distribution F.T.E.s	Miles of Water Mains	Miles of Water Mains/F.T.E.
Wausau	11.00	240	21.81
Appleton	14.00	390	27.86
Manitowoc	5.50	187	34.00
Oak Creek	6.51	195	30.00
Oshkosh	19.00	298	15.68
Average of Comparison Utilities	11.25	268	23.78
Median of Comparison Utilities	10.25	247	24.05
Wausau at Average of Comparison Utilities	10.09	240	23.78
Wausau at Median of Comparison Utilities	9.97	240	24.05

A summary of the staffing comparison shown below presents a mixed result. Total staffing comparisons shows the utility is understaffed in three of the four benchmark comparisons. Baker Tilly’s benchmark database also shows total staffing would need to be at 19.23 F.T.E.s based on MGD/F.T.E. and 24.81 F.T.E.s based on customer accounts/F.T.E. Distribution seems to be staffed adequately, but the water treatment plant is staffed at a lower level than the comparison utilities and at a lower level than Baker Tilly’s benchmark database which shows a staffing level of 4.95 F.T.E.s would be needed. The overall understaffing is consistent with what was stated by most of the staff interviewed for this study. Understaffing is resulting in some maintenance functions not being performed. Examples include the exercising of water valves at the level established by the DNR and unidirectional flushing of water mains are not getting done. The WWW’s consulting engineer advises that the current upgrades to the water treatment plant will create a need for additional staff to manage the new processes that will be added (ion exchange and GAC for PFAS).

Benchmark	Benchmark	Wausau Current F.T.E.s	F.T.E.s at Average	F.T.E.s at AWWA Median	Staffing Over (Under Average)
Total Utility Staffing	MGD/F.T.E.	18.00	17.90	23.81	0.10
Total Utility Staffing	Customer Accounts/F.T.E.	18.00	22.99	30.07	(4.99)
Distribution System	Miles of Water Mains/F.T.E.	11.00	10.09	-	0.91
Water Treatment Plant	F.T.E.s/MGD	4.00	7.07	3.95	(3.07)

RECOMMENDATION

Wausau Water Works should develop a plan to increase staffing in Drinking Water by two full-time equivalent employees to address the current shortage and by one additional full-time employee when the water treatment plant additions go into service.

Summary

A summary of the staffing recommendations is shown in the table below. Current Wastewater staffing is recommended to increase from 14.00 F.T.E.s to 17.00 F.T.E.s with the addition of 1.00 F.T.E. in collections and 2.00 F.T.E.s at the Wastewater Treatment Plant. An additional 2.00 F.T.E.s should be added at the Wastewater Treatment Plant when the additions go into service.

Current Drinking Water staffing is recommended to increase from 18.00 F.T.E.s to 20.00 F.T.E.s with addition of 2.00 F.T.E.s at the Water Treatment Plant. An additional 1.00 F.T.E. should be added at the Water Treatment plant when the additions go into service.

			Recommended F.T.E.s Treatment Plant Additions In Service
Wastewater	Current F.T.E.s	Recommended F.T.E.s	
Collection System	6.00	7.00	7.00
Wastewater Treatment Plant	6.00	8.00	10.00
Administration/Lab	2.00	2.00	2.00
Total Wastewater Staffing	14.00	17.00	19.00
			Recommended F.T.E.s Treatment Plant Additions In Service
Drinking Water	Current F.T.E.s	Recommended F.T.E.s	
Distribution System	11.00	11.00	11.00
Water Treatment Plant	4.00	6.00	7.00
Administration/Support	3.00	3.00	3.00
Total Drinking Water Staffing	18.00	20.00	21.00
Total F.T.E.s	32.00	37.00	40.00

4. Organizational Structure

The structure of any organization will evolve over time and is the result of the continual analysis of the evolving needs of each organization's ability to fulfill its vision. A sound and widely understood structure helps the organization to meet its goals while simultaneously ensuring that employees know how they fit into the larger organization and their role in achieving its goals. Effective organizational design helps to define the organization's purpose, accountabilities, and key performance indicators.

The WWW uses a functional organizational structure with Drinking Water in one branch and Wastewater in a separate branch of the chart. Drinking Water is organized with distribution and treatment in separate branches. Similarly, Wastewater is divided into three branches including Wastewater Plant, Wastewater Collection and Laboratory.

There were no concerns with the organizational structure of WWW. However, some staff stated that the organizational structure is not clearly understood by the staff and at times the chain of command was not followed. The impact of this is that at times some staff getting orders and direction from multiple managers and other staff are unsure who they report to within the supervisory chain.

RECOMMENDATION

The Drinking Water Superintendent and the Wastewater Superintendent should review the organizational structure with their respective staff to clarify the reporting relationships so staff are cognizant of who they report to and who should provide them with direction.

5. Observations & Recommendations

This section provides an overview of the identified observations and recommendations which were developed based on our assessment of the Wausau Water Works. The information provided is intended to address improvement opportunities observed throughout the study process and are offered as constructive suggestions for the enhancement of the Wausau Water Work's operations and service delivery over the long term. Each of the identified observations is based on the consulting team's experience and its analysis of the organization and operations of the Wausau Water Works and its departments. Each of the following observations is supported with evidence from the assessment which led to the conclusions. Specific recommendations for improvements are then provided to address the identified issues.

Observation: Technology needs to be improved in a number of areas

Our on-site interviews, observations, and review of data and information provided to us showed the Wausau Water Works has a number of technology needs. The needs identified include:

- Some staff lack laptops or tablets to make better use of SCADA
- Staff receives SCADA alarm calls on their cellphones but lacks the ability to use SCADA to see what the problem is that is causing the alarm.
- Timesheets are still done on paper
- There are no computers in the plant for staff, only one shared computer
- GIS mapping is not up to date
- A water meter inventory system is needed
- Some staff use their personal cell phones (Water Treatment- Administrative staff requested phone stipends/business phone but the request was denied. They are currently using their personal phone for work)
- There is no maintenance management system in place
- There is no customer complaint software. Complaints are recorded on paper forms that are later scanned into digital and entered into Excel

These may be driven in part because the Water Works does not have a technology plan. A technology plan should address:

- The Water Works' long-term technology goals
- What technology is the Water Works is currently using
 - What is working
 - What needs improvement
- What technology skills does the Water Works' staff have
- Who provides technology support
- What technology does the Water Works need to provide its services
- Solutions to meet the Water Works' needs
 - Hardware
 - Software
 - Staff training
 - IT support

RECOMMENDATION

Wausau Water Works should develop a technology plan to improve its use of technology in providing services and the efficiency of its staff.

Observation: **The current compensation structure is not competitive with the market**

The current compensation paid to Water Works' staff is a significant issue for the staff and was mentioned universally in our on-site work. A comparison of the mid-point compensation for several representative Water Works positions was made with those utilities selected for the staffing comparison benchmarks to gain a better understanding of the current situation. This comparison showed Water Works compensation for those positions was less than all the benchmark utilities for each position with one exception. The Lab Technician position was compensated less than three of the comparisons and greater than one. Overall, all of the Water Works positions were paid less than average of the benchmark utilities. The compensation comparisons are shown below.

Position	Wausau Current Pay (Midpoint)	Oshkosh	Appleton	Fond Du Lac	Manitowoc	West Bend	Average of Comparable	Wausau Above (Below) Average
Water Superintendent	\$ 37.74	\$ 46.67	\$ 45.95	\$ 48.91		\$ 41.91	\$ 45.86	(8.12)
WW Superintendent	\$ 37.74	\$ 46.67	\$ 45.95	\$ 48.91	\$ 42.71	\$ 41.91	\$ 45.23	(7.49)
Water Supervisor	\$ 28.85	\$ 38.53	\$ 41.22	\$ 34.76		\$ 37.29	\$ 37.95	(9.10)
WW Supervisor	\$ 28.85	\$ 35.83	\$ 41.22	\$ 34.76	\$ 38.22	\$ 37.29	\$ 37.46	(8.61)
Water Plant Operator	\$ 25.77	\$ 28.91	\$ 29.45	\$ 27.38		\$ 29.54	\$ 28.82	(3.05)
WW Lab Tech	\$ 25.77	\$ 28.91	\$ 24.74	\$ 27.38			\$ 27.01	(1.24)
Sr. Water Distr. Maintainer	\$ 25.77	\$ 28.91	\$ 27.08	\$ 27.38			\$ 27.79	(2.02)
Sr. WW Collection Maintainer	\$ 25.77	\$ 28.91	\$ 27.08	\$ 27.38			\$ 27.79	(2.02)
Sewer Maintainer	\$ 24.09	\$ 25.88	\$ 27.08	\$ 24.91			\$ 25.96	(1.87)
Water Maintainer	\$ 24.09	\$ 25.88	\$ 27.08	\$ 24.91			\$ 25.96	(1.87)
Plant Mechanic Sewer	\$ 25.77	\$ 28.91	\$ 27.08	\$ 27.38	\$ 29.21	\$ 29.54	\$ 28.42	(2.65)
Plant Mechanic Water	\$ 25.77	\$ 28.91	\$ 27.08	\$ 27.38		\$ 29.54	\$ 28.23	(2.46)
Admins	\$ 21.97	\$ 22.85	\$ 24.74	\$ 22.46	\$ 24.73	\$ 24.82	\$ 23.92	(1.95)

In addition to the compensation level concerns, the staff at Water Works sees no incentive or value in learning new skills since it does not affect their compensation. Skills such as DNR certification for operator licenses, Electrical and Instrumentation Technician, and other that would benefit both the employee and Water Works. As a result of this, there are only two staff members that have DNR licenses for the majority of the subclasses (EI, solids treatment, disinfection, laboratory, collection system, and other).

The City has retained a consultant to perform a compensation and market study that should provide a more detailed analysis of the current situation and enable the Water Works to address the compensation issue.

RECOMMENDATION

Water Works should review the compensation and market study when completed and make appropriate compensation adjustments to retain current staff, attract new employees as needed, and to provide an incentive for staff to improve their skills.

Observation: The requirement that a commercial driver's license is required as a condition of employment for some positions makes hiring new employees difficult.

During our on-site work, the need for a commercial driver's license (CDL) as a condition of employment was mentioned as a barrier to attracting and hiring new employees. A review of positions descriptions finds that six positions require a CDL as a condition of employment. These include:

- Water Plant Operator
- Water Distribution Supervisor
- Senior Water Plant Operations Technician
- Senior Water Distribution Maintainer
- Collection System Supervisor
- Sewer Maintainer

Five other positions require a CDL be obtained within a specified time period of hire (six to eighteen months).

To the extent the requirement for a CDL in the current job market makes hiring needed staff a problem, the Water Works should review this requirement to allow an employee to obtain the needed CDL within a reasonable time after hire.

RECOMMENDATION

Water Works should review the requirement for a CDL as a condition of hire if it presents a barrier finding new employees in the current job market and make appropriate adjustments such as within six months of hire to fill needed vacancies.

Observation: There is no succession plan in place to replace employees who retire.

Wausau has employees who are eligible to retire and others who will be eligible to retire in the next five to ten years. Employees retiring in the near future will leave with a wealth of knowledge about the Wausau Water Works and its operations. The Water Works should begin the process of succession planning to fill these positions as retirements commence. The strategies should include:

- Develop a mentoring program to train replacement staff and to transfer the institutional knowledge of the retiring staff to their replacements
- Hire replacement staff in advance of retirements so they can be mentored as stated above
- Have existing staff document their current practices and knowledge to establish a written record and to create standard operating procedures
- Evaluate the market compensation of the current positions to ensure it can attract qualified candidates

The process of succession planning will enable the Wausau Water Works to transition through these retirements without losing institutional knowledge and ensure Water Works operations will continue without loss of efficiencies.

RECOMMENDATION

Wausau Water Works should begin the process of succession planning to transfer the knowledge of its current staff who will be eligible to retire in the next five years to their replacement staff.

Observation: Safety training needs to be improved.

The employee training program currently consists primarily of safety training videos provided by the City's insurance company that employees can only watch on their computers. These videos were largely described as "horrible". Safety training for employees is an important function of the Water Works to reduce on the job injuries and lost time due to accidents. The Water Works should review its current employee safety training program to improve both employee interest in and delivery of the program. The training program should recognize that employees learn in different ways. Some learn visually through images and videos other learn more effectively through reading materials to digest the information. An effective safety training program should provide opportunities to engage employees in learning experiences that recognize the differences in their preferred way of learning.

RECOMMENDATION

Wausau Water Works should review its safety training program to improve both employee interest in and delivery of the program.

Observation: Employee training needs to be improved.

Employee training outside of safety training was consistently mentioned as an issue. Employees indicated that there is no formal training program and training was basically limited to that necessary to keep their DNR certificates. The shortage of staff was cited as a reason for the lack of training. A specific need to train other staff in electrical instrumentation and to achieve the DNR Wastewater Certification was also identified.

Training is important because it provides an opportunity for employees to grow their knowledge base and improve their job skills to become more effective in the workplace. The benefits of employee training include the following:

- Improves employee knowledge and skills
- Prepares employees for greater responsibilities
- Shows employees they are valued
- Increases productivity and performance
- Boosts employee morale
- Improves employee retention

I am reminded of a post on LinkedIn some time ago:

CFO asks the CEO, “What happens if we invest in developing our people and they leave us?”

The CEO responds, “What happens if we don’t and they stay?”

RECOMMENDATION

Wausau Water Works should develop an employee training program to provide opportunities for its employees to improve their skills and to obtain additional DNR certifications.

Observation: There is no formal inventory control system in place.

There is no single person in charge of inventory control and management and there is no formal inventory management system. Inventory management would allow the management of inventory from purchase to use. An effective inventory management system would benefit the Water Works in a number of ways:

- Provide an accurate measure of inventory including number and type of each asset
- Document when an asset is received and when it is taken out of inventory, who took it, and where it was placed into service
- Enable the Water Works to ensure it has a sufficient inventory of parts in stock to respond to operational needs and emergencies

RECOMMENDATION

Wausau Water Works should develop an asset inventory system to management and track replacement parts and other inventory accurately.

Observation: Communication between Water Works and the City could be improved.

Communication internally within Water Works was reported as good by staff. However, communication between Water Works and the City was stated to need improvement. Communication is frequently cited as an issue in organizational management studies. Recognizing that communication is a two-way street, the Water Works should meet with City staff to identify opportunities to improve communication and sharing of information.

RECOMMENDATION

Wausau Water Works should meet with the City to identify opportunities to improve communication and sharing of information.

Observation: Job descriptions are not accurate and are missing critical technical language and skill gaps.

Our on-site interviews indicated that some job descriptions were not accurate and are missing critical technical language and skills. There were also comments that the former City Human Resources Director edited job descriptions to remove technical skills with the belief this was done to reduce the compensation for those positions. The City is currently undertaking a compensation market study. However, the Request for Proposals for this study did not include updating job descriptions as part of the scope. Accurate job descriptions provide a several benefits for Water Works including:

- Recruiting candidates that are a good fit for the position
- Setting clear expectations for employees of the responsibilities of their positions
- Provides a tool for evaluating employee performance based on defined job duties
- Identifies training needs for the position
- Offers protection after termination when an employee performance does not meet the standards defined for the position by the job description
- Enables the Water Works to make valid compensation comparisons with other similar entities based on actual position knowledge, skills, and abilities

Water Works should review the current job descriptions to identify technical and skills gaps and update them to eliminate any discrepancies. Once updated, they should be shared with employees so that everyone understands the requirements for their positions which will eliminate any misunderstandings.

RECOMMENDATION

Wausau Water Works should review the current job descriptions to identify technical and skills gaps and update them to eliminate any discrepancies. Once updated, they should be shared with employees so that everyone understands the requirements for their positions which will eliminate any misunderstandings.

Observation: Some maintenance functions are not being performed

A number of maintenance requirements for the water and wastewater operations are not being performed. Wastewater has a goal of cleaning 20% and televise 10% of the sewer collection system each year but staff shortages have resulted in not achieving this goal. In the past year they estimate only 10% of the collection system was cleaned and 5% of the collection system was televised. The goals established are industry standard for wastewater utilities which are in place to prevent sewer backups into customers houses and businesses due to blockages that could have been cleared through routine cleaning and to identify areas where pipe failures or other problems exist so they can be repaired.

In addition to the collection system maintenance issue discussed above, staff indicated that lift station maintenance is not getting done due to staff shortages and that lift stations are only checked every other week. Lift station maintenance ensures they will continue to operate as needed which will prevent sewer backups. The industry standard for checking lift stations is weekly although the

frequency should be based on the size of the lift station with larger lift stations checked more frequently often on a daily basis.

Water distribution system valves require periodic turning, often called “exercising,” to keep them from seizing or freezing up due to corrosion and tuberculation, and to ensure they are fully operational when needed. Generally, critical valves (those on water mains serving hospitals, restaurant or industrial areas that have stringent needs for regular water delivery and those on major supply lines) should be exercised more frequently. Some utilities exercise critical valves yearly. Other valves are typically exercised on a three to five-year cycle. The Water utility indicates the Wisconsin DNR Administrative Code requires WWU to exercise 1,200 valves each year based on a five-year rotation, but WWU requested and was granted a variance to exercise valves on a ten-year rotation which requires 600 valves be exercised each year. However, they have only exercised about 100 so far this year which is again attributable to staffing shortages.

Uni-directional flushing of water lines is another maintenance that is not getting done. This flushing is performed to clean the water mains, possibly prevent nitrification, and improve water quality. The flushing was recommended as part of a corrosion control treatment study done after a lead exceedance in 2014.

The cleaning and televising of the sewer collection system, the maintenance and checking of lift stations, the exercising of water distribution system valves, and unidirectional flushing of water mains are important operational functions that need to be done on a regular basis. Water Works should address these maintenance issues either through additional staffing, contracting them out to a private service provider, or some combination of these.

RECOMMENDATION

Water Works should address sewer collection cleaning and televising, maintenance and checking of lift stations and the exercising of water distribution valves either through additional staffing, contracting them out to a private service provider, or some combination of these.



TO: Wausau Waterworks Commissioners

FROM: Ben Brooks
Wastewater Operations Superintendent

DATE: June 3, 2025

SUBJECT: 2024 CMAR

Wisconsin Administrative Code, Chapter NR 208, or more commonly known as the Compliance Maintenance Annual Report (CMAR) rule for publicly and privately owned domestic wastewater treatment works. The CMAR is a self-evaluation tool that promotes the owner's awareness and responsibility for wastewater collection and treatment needs, measures the performance of a wastewater treatment works during a calendar year, and assesses its level of compliance with permit requirements.

CMAR requirements have been in existence since 1987.

The Wausau Waterworks Wastewater Treatment Facility received a grade point average of 4.0 for the 2024 calendar year. This highly achieved GPA means that the Wastewater Utility is operating well, the collections system is being maintained adequately, and all WPDES requirements have been met.

Compliance Maintenance Annual Report

Wausau Water Works Ww Treatment Facility

Last Updated: Reporting For:
5/21/2025 **2024**

Influent Flow and Loading

1. Monthly Average Flows and BOD Loadings

1.1 Verify the following monthly flows and BOD loadings to your facility.

Influent No. 701	Influent Monthly Average Flow, MGD	x	Influent Monthly Average BOD Concentration mg/L	x	8.34	=	Influent Monthly Average BOD Loading, lbs/day
January	3.7065	x	211	x	8.34	=	6,528
February	3.7252	x	197	x	8.34	=	6,115
March	4.3349	x	189	x	8.34	=	6,819
April	4.9337	x	173	x	8.34	=	7,098
May	5.7958	x	148	x	8.34	=	7,174
June	5.9254	x	88	x	8.34	=	4,370
July	5.0698	x	171	x	8.34	=	7,249
August	4.8415	x	147	x	8.34	=	5,949
September	4.1110	x	191	x	8.34	=	6,553
October	3.7950	x	247	x	8.34	=	7,827
November	3.9793	x	199	x	8.34	=	6,614
December	3.8062	x	226	x	8.34	=	7,164

2. Maximum Monthly Design Flow and Design BOD Loading

2.1 Verify the design flow and loading for your facility.

Design	Design Factor	x	%	=	% of Design
Max Month Design Flow, MGD	8.2	x	90	=	7.38
		x	100	=	8.2
Design BOD, lbs/day	17000	x	90	=	15300
		x	100	=	17000

2.2 Verify the number of times the flow and BOD exceeded 90% or 100% of design, points earned, and score:

	Months of Influent	Number of times flow was greater than 90% of	Number of times flow was greater than 100% of	Number of times BOD was greater than 90% of design	Number of times BOD was greater than 100% of design
January	1	0	0	0	0
February	1	0	0	0	0
March	1	0	0	0	0
April	1	0	0	0	0
May	1	0	0	0	0
June	1	0	0	0	0
July	1	0	0	0	0
August	1	0	0	0	0
September	1	0	0	0	0
October	1	0	0	0	0
November	1	0	0	0	0
December	1	0	0	0	0
Points per each		2	1	3	2
Exceedances		0	0	0	0
Points		0	0	0	0
Total Number of Points					0

0

Compliance Maintenance Annual Report

Wausau Water Works Ww Treatment Facility

Last Updated: Reporting For:
5/21/2025 2024

3. Flow Meter

3.1 Was the influent flow meter calibrated in the last year?
● Yes Enter last calibration date (MM/DD/YYYY)

2024-05-06

○ No

If No, please explain:

4. Sewer Use Ordinance

4.1 Did your community have a sewer use ordinance that limited or prohibited the discharge of excessive conventional pollutants ((C)BOD, SS, or pH) or toxic substances to the sewer from industries, commercial users, hauled waste, or residences?

● Yes

○ No

If No, please explain:

4.2 Was it necessary to enforce the ordinance?

○ Yes

● No

If Yes, please explain:

5. Septage Receiving

5.1 Did you have requests to receive septage at your facility?

Septic Tanks

Holding Tanks

Grease Traps

● Yes

● Yes

● Yes

○ No

○ No

○ No

5.2 Did you receive septage at your facility? If yes, indicate volume in gallons.

Septic Tanks

● Yes 276,350 gallons

○ No

Holding Tanks

● Yes 15,896,847 gallons

○ No

Grease Traps

● Yes 421,575 gallons

○ No

5.2.1 If yes to any of the above, please explain if plant performance is affected when receiving any of these wastes.

Grease trap waste tends to create some issues, but the wwtp continues to operate efficiently

6. Pretreatment

6.1 Did your facility experience operational problems, permit violations, biosolids quality concerns, or hazardous situations in the sewer system or treatment plant that were attributable to commercial or industrial discharges in the last year?

○ Yes

● No

If yes, describe the situation and your community's response.

6.2 Did your facility accept hauled industrial wastes, landfill leachate, etc.?

Compliance Maintenance Annual Report

Wausau Water Works Ww Treatment Facility

Last Updated: Reporting For:

5/21/2025

2024

Yes

No

If yes, describe the types of wastes received and any procedures or other restrictions that were in place to protect the facility from the discharge of hauled industrial wastes.

Total Points Generated	0
Score (100 - Total Points Generated)	100
Section Grade	A

Compliance Maintenance Annual Report

Wausau Water Works Ww Treatment Facility

Last Updated: Reporting For:
5/21/2025 **2024**

Effluent Quality and Plant Performance (BOD/CBOD)

1. Effluent (C)BOD Results

1.1 Verify the following monthly average effluent values, exceedances, and points for BOD or CBOD

Outfall No. 001	Monthly Average Limit (mg/L)	90% of Permit Limit > 10 (mg/L)	Effluent Monthly Average (mg/L)	Months of Discharge with a Limit	Permit Limit Exceedance	90% Permit Limit Exceedance
January	30	27	5	1	0	0
February	30	27	5	1	0	0
March	30	27	3	1	0	0
April	30	27	3	1	0	0
May	30	27	2	1	0	0
June	30	27	5	1	0	0
July	30	27	5	1	0	0
August	30	27	9	1	0	0
September	30	27	7	1	0	0
October	30	27	8	1	0	0
November	30	27	5	1	0	0
December	30	27	7	1	0	0

* Equals limit if limit is <= 10

Months of discharge/yr	12		
Points per each exceedance with 12 months of discharge		7	3
Exceedances		0	0
Points		0	0
Total number of points			0

NOTE: For systems that discharge intermittently to state waters, the points per monthly exceedance for this section shall be based upon a multiplication factor of 12 months divided by the number of months of discharge. Example: For a wastewater facility discharging only 6 months of the year, the multiplication factor is $12/6 = 2.0$

1.2 If any violations occurred, what action was taken to regain compliance?

No violations occurred during the 2024 calendar year.

2. Flow Meter Calibration

2.1 Was the effluent flow meter calibrated in the last year?

Yes Enter last calibration date (MM/DD/YYYY)

2024-05-06

No

If No, please explain:

3. Treatment Problems

3.1 What problems, if any, were experienced over the last year that threatened treatment?

No issues that threatened treatment.

4. Other Monitoring and Limits

4.1 At any time in the past year was there an exceedance of a permit limit for any other pollutants such as chlorides, pH, residual chlorine, fecal coliform, or metals?

Yes

No

Compliance Maintenance Annual Report

Wausau Water Works Ww Treatment Facility

Last Updated: Reporting For:
5/21/2025 **2024**

<p>If Yes, please explain:</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
<p>4.2 At any time in the past year was there a failure of an effluent acute or chronic whole effluent toxicity (WET) test?</p> <p><input type="radio"/> Yes</p> <p><input checked="" type="radio"/> No</p> <p>If Yes, please explain:</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
<p>4.3 If the biomonitoring (WET) test did not pass, were steps taken to identify and/or reduce source(s) of toxicity?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input checked="" type="radio"/> N/A</p> <p>Please explain unless not applicable:</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>

Total Points Generated	0
Score (100 - Total Points Generated)	100
Section Grade	A

Compliance Maintenance Annual Report

Wausau Water Works Ww Treatment Facility

Last Updated: Reporting For:

5/21/2025

2024

Effluent Quality and Plant Performance (Total Suspended Solids)

1. Effluent Total Suspended Solids Results

1.1 Verify the following monthly average effluent values, exceedances, and points for TSS:

Outfall No. 001	Monthly Average Limit (mg/L)	90% of Permit Limit >10 (mg/L)	Effluent Monthly Average (mg/L)	Months of Discharge with a Limit	Permit Limit Exceedance	90% Permit Limit Exceedance
January	30	27	6	1	0	0
February	30	27	3	1	0	0
March	30	27	3	1	0	0
April	30	27	1	1	0	0
May	30	27	5	1	0	0
June	30	27	7	1	0	0
July	30	27	9	1	0	0
August	30	27	9	1	0	0
September	30	27	10	1	0	0
October	30	27	12	1	0	0
November	30	27	13	1	0	0
December	30	27	15	1	0	0

0

* Equals limit if limit is <= 10

Months of Discharge/yr	12		
Points per each exceedance with 12 months of discharge:	7	3	
Exceedances	0	0	
Points	0	0	
Total Number of Points		0	

NOTE: For systems that discharge intermittently to state waters, the points per monthly exceedance for this section shall be based upon a multiplication factor of 12 months divided by the number of months of discharge.

Example: For a wastewater facility discharging only 6 months of the year, the multiplication factor is $12/6 = 2.0$

1.2 If any violations occurred, what action was taken to regain compliance?

No violations occurred during the 2024 calendar year.

Total Points Generated	0
Score (100 - Total Points Generated)	100
Section Grade	A

Compliance Maintenance Annual Report

Wausau Water Works Ww Treatment Facility

Last Updated: Reporting For:
5/21/2025 **2024**

Effluent Quality and Plant Performance (Phosphorus)

1. Effluent Phosphorus Results

1.1 Verify the following monthly average effluent values, exceedances, and points for Phosphorus

Outfall No. 001	Monthly Average phosphorus Limit (mg/L)	Effluent Monthly Average phosphorus (mg/L)	Months of Discharge with a Limit	Permit Limit Exceedance
January	1	0.349	1	0
February	1	0.203	1	0
March	1	0.130	1	0
April	1	0.351	1	0
May	1	0.367	1	0
June	1	0.469	1	0
July	1	0.530	1	0
August	1	0.414	1	0
September	1	0.459	1	0
October	1	0.520	1	0
November	1	0.493	1	0
December	1	0.417	1	0
Months of Discharge/yr			12	
Points per each exceedance with 12 months of discharge:				10
Exceedances				0
Total Number of Points				0

0

NOTE: For systems that discharge intermittently to waters of the state, the points per monthly exceedance for this section shall be based upon a multiplication factor of 12 months divided by the number of months of discharge.

Example: For a wastewater facility discharging only 6 months of the year, the multiplication factor is $12/6 = 2.0$

1.2 If any violations occurred, what action was taken to regain compliance?

No violations occurred during the 2024 calendar year.

Total Points Generated	0
Score (100 - Total Points Generated)	100
Section Grade	A

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Wausau Water Works Ww Treatment Facility

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Biosolids Quality and Management

1. Biosolids Use/Disposal

1.1 How did you use or dispose of your biosolids? (Check all that apply)

- Land applied under your permit
- Publicly Distributed Exceptional Quality Biosolids
- Hauled to another permitted facility
- Landfilled
- Incinerated
- Other

NOTE: If you did not remove biosolids from your system, please describe your system type such as lagoons, reed beds, recirculating sand filters, etc.

1.1.1 If you checked Other, please describe:

2. Land Application Site

2.1 Last Year's Approved and Active Land Application Sites

2.1.1 How many acres did you have?

4156.2 acres

2.1.2 How many acres did you use?

445.8 acres

2.2 If you did not have enough acres for your land application needs, what action was taken?

Not an issue. We had enough WDNR approved sites to spread biosolids.

2.3 Did you overapply nitrogen on any of your approved land application sites you used last year?

Yes (30 points)

No

2.4 Have all the sites you used last year for land application been soil tested in the previous 4 years?

Yes

No (10 points)

N/A

3. Biosolids Metals

Number of biosolids outfalls in your WPDES permit:

3.1 For each outfall tested, verify the biosolids metal quality values for your facility during the last calendar year.

Outfall No. 002 - CLASS B CAKE SLUDGE

Parameter	80% of Limit	H.Q. Limit	Ceiling Limit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	80% Value	High Quality	Ceiling
Arsenic		41	75		7.69		7.92			5.79			6.92				0	0
Cadmium		39	85		1.27		1.08			1.12			1.56				0	0
Copper		1500	4300		583		570			526			654				0	0
Lead		300	840		23		24			20			22				0	0
Mercury		17	57		.502		.282			.402			.566				0	0
Molybdenum	60		75		30		31			18			22			0		0
Nickel	336		420		39		33			34			32			0		0
Selenium	80		100		<4.67		<13			3.74			<3.62			0		0
Zinc		2800	7500		599		622			555			675				0	0

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Outfall No. 010 - CLASS B LIQUID SLUDGE

Parameter	80% of Limit	H.Q. Limit	Ceiling Limit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	80% Value	High Quality	Ceiling
Arsenic		41	75		10		<16			13			<14				0	0
Cadmium		39	85		1.03		<2.99			1.49			<5.23				0	0
Copper		1500	4300		572		592			663			690				0	0
Lead		300	840		20		<51			35			24				0	0
Mercury		17	57		<2.06		<2.55			<1.66			6.9				0	0
Molybdenum	60		75		25		<64			46			<56			0		0
Nickel	336		420		41		<48			93			50			0		0
Selenium	80		100		<16		<139			<6.46			<68			0		0
Zinc		2800	7500		551		<580			66.3			690				0	0

3.1.1 Number of times any of the metals exceeded the high quality limits OR 80% of the limit for molybdenum, nickel, or selenium = 0

Exceedence Points

- 0 (0 Points)
- 1-2 (10 Points)
- > 2 (15 Points)

3.1.2 If you exceeded the high quality limits, did you cumulatively track the metals loading at each land application site? (check applicable box)

- Yes
- No (10 points)
- N/A - Did not exceed limits or no HQ limit applies (0 points)
- N/A - Did not land apply biosolids until limit was met (0 points)

3.1.3 Number of times any of the metals exceeded the ceiling limits = 0

Exceedence Points

- 0 (0 Points)
- 1 (10 Points)
- > 1 (15 Points)

3.1.4 Were biosolids land applied which exceeded the ceiling limit?

- Yes (20 Points)
- No (0 Points)

3.1.5 If any metal limit (high quality or ceiling) was exceeded at any time, what action was taken? Has the source of the metals been identified?

N/A

4. Pathogen Control (per outfall):

4.1 Verify the following information. If any information is incorrect, use the Report Issue button under the Options header in the left-side menu.

Outfall Number:	002
Biosolids Class:	B
Bacteria Type and Limit:	Fecal Coliform
Sample Dates:	01/01/2024 - 03/31/2024
Density:	7
Sample Concentration Amount:	CFU/G TS
Requirement Met:	Yes
Land Applied:	No
Process:	Anaerobic Digestion
Process Description:	002 is Class B Cake Sludge.

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Wausau Water Works Ww Treatment Facility

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Outfall Number:	002
Biosolids Class:	B
Bacteria Type and Limit:	Fecal Coliform
Sample Dates:	04/01/2024 - 06/30/2024
Density:	8
Sample Concentration Amount:	CFU/G TS
Requirement Met:	Yes
Land Applied:	Yes
Process:	Anaerobic Digestion
Process Description:	CLASS B CAKE SLUDGE

Outfall Number:	002
Biosolids Class:	B
Bacteria Type and Limit:	Fecal Coliform
Sample Dates:	07/01/2024 - 09/30/2024
Density:	6
Sample Concentration Amount:	CFU/G TS
Requirement Met:	Yes
Land Applied:	Yes
Process:	Anaerobic Digestion
Process Description:	CLASS B CAKE SLUDGE

Outfall Number:	002
Biosolids Class:	B
Bacteria Type and Limit:	Fecal Coliform
Sample Dates:	10/01/2024 - 12/31/2024
Density:	2
Sample Concentration Amount:	CFU/G TS
Requirement Met:	Yes
Land Applied:	Yes
Process:	Anaerobic Digestion
Process Description:	CLASS B CAKE SLUDGE

Outfall Number:	010
Biosolids Class:	B
Bacteria Type and Limit:	Fecal Coliform
Sample Dates:	01/01/2024 - 03/31/2024
Density:	0
Sample Concentration Amount:	CFU/G TS
Requirement Met:	Yes
Land Applied:	No
Process:	Anaerobic Digestion
Process Description:	010 is Belt Filter Press Feed Sludge.

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Outfall Number:	010
Biosolids Class:	B
Bacteria Type and Limit:	Fecal Coliform
Sample Dates:	04/01/2024 - 06/30/2024
Density:	602,000
Sample Concentration Amount:	CFU/G TS
Requirement Met:	Yes
Land Applied:	Yes
Process:	Anaerobic Digestion
Process Description:	CLASS B LIQUID SLUDGE

Outfall Number:	010
Biosolids Class:	B
Bacteria Type and Limit:	Fecal Coliform
Sample Dates:	07/01/2024 - 09/30/2024
Density:	11,050
Sample Concentration Amount:	CFU/G TS
Requirement Met:	Yes
Land Applied:	Yes
Process:	Anaerobic Digestion
Process Description:	CLASS B LIQUID SLUDGE

Outfall Number:	010
Biosolids Class:	B
Bacteria Type and Limit:	Fecal Coliform
Sample Dates:	10/01/2024 - 12/31/2024
Density:	3,161
Sample Concentration Amount:	CFU/G TS
Requirement Met:	Yes
Land Applied:	Yes
Process:	Anaerobic Digestion
Process Description:	CLASS B LIQUID SLUDGE

4.2 If exceeded Class B limit or did not meet the process criteria at the time of land application.

4.2.1 Was the limit exceeded or the process criteria not met at the time of land application?

Yes (40 Points)

No

If yes, what action was taken?

5. Vector Attraction Reduction (per outfall):

5.1 Verify the following information. If any of the information is incorrect, use the Report Issue button under the Options header in the left-side menu.

0

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Outfall Number:	002
Method Date:	02/20/2024
Option Used To Satisfy Requirement:	Volatile Solids Reduction
Requirement Met:	Yes
Land Applied:	No
Limit (if applicable):	>= 38
Results (if applicable):	55.3

Outfall Number:	002
Method Date:	04/04/2024
Option Used To Satisfy Requirement:	Volatile Solids Reduction
Requirement Met:	Yes
Land Applied:	Yes
Limit (if applicable):	>= 38
Results (if applicable):	59.4

Outfall Number:	002
Method Date:	07/10/2024
Option Used To Satisfy Requirement:	Volatile Solids Reduction
Requirement Met:	Yes
Land Applied:	Yes
Limit (if applicable):	>= 38
Results (if applicable):	49.2

Outfall Number:	002
Method Date:	10/01/2024
Option Used To Satisfy Requirement:	Volatile Solids Reduction
Requirement Met:	Yes
Land Applied:	Yes
Limit (if applicable):	>= 38
Results (if applicable):	50.7

Outfall Number:	010
Method Date:	02/20/2024
Option Used To Satisfy Requirement:	Volatile Solids Reduction
Requirement Met:	Yes
Land Applied:	No
Limit (if applicable):	>= 38
Results (if applicable):	59.8

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Outfall Number:	010		
Method Date:	04/04/2024		
Option Used To Satisfy Requirement:	Volatile Solids Reduction		
Requirement Met:	Yes		
Land Applied:	Yes		
Limit (if applicable):	>= 38		
Results (if applicable):	44.1		
Outfall Number:	010		
Method Date:	07/09/2024		
Option Used To Satisfy Requirement:	Volatile Solids Reduction		
Requirement Met:	Yes		
Land Applied:	Yes		
Limit (if applicable):	>= 38		
Results (if applicable):	38.3		
Outfall Number:	010		
Method Date:	10/01/2024		
Option Used To Satisfy Requirement:	Volatile Solids Reduction		
Requirement Met:	Yes		
Land Applied:	Yes		
Limit (if applicable):	>= 38		
Results (if applicable):	57.1		
<p>5.2 Was the limit exceeded or the process criteria not met at the time of land application?</p> <p><input type="radio"/> Yes (40 Points)</p> <p><input checked="" type="radio"/> No</p> <p>If yes, what action was taken?</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>			
<p>6. Biosolids Storage</p> <p>6.1 How many days of actual, current biosolids storage capacity did your wastewater treatment facility have either on-site or off-site?</p> <p><input checked="" type="radio"/> >= 180 days (0 Points)</p> <p><input type="radio"/> 150 - 179 days (10 Points)</p> <p><input type="radio"/> 120 - 149 days (20 Points)</p> <p><input type="radio"/> 90 - 119 days (30 Points)</p> <p><input type="radio"/> < 90 days (40 Points)</p> <p><input type="radio"/> N/A (0 Points)</p> <p>6.2 If you checked N/A above, explain why.</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>			
<p>7. Issues</p> <p>7.1 Describe any outstanding biosolids issues with treatment, use or overall management:</p> <div style="border: 1px solid black; padding: 5px;"> <p>No issues with biosolids treatment. Awaiting for final approval letter for Class A EQ sludge status.</p> </div>			

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Total Points Generated	0
Score (100 - Total Points Generated)	100
Section Grade	A

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Wausau Water Works Ww Treatment Facility

Last Updated: Reporting For:
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Staffing and Preventative Maintenance (All Treatment Plants)

<p>1. Plant Staffing</p> <p>1.1 Was your wastewater treatment plant adequately staffed last year?</p> <ul style="list-style-type: none">● Yes○ No <p>If No, please explain:</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p>Could use more help/staff for:</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p>1.2 Did your wastewater staff have adequate time to properly operate and maintain the plant and fulfill all wastewater management tasks including recordkeeping?</p> <ul style="list-style-type: none">● Yes○ No <p>If No, please explain:</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
<p>2. Preventative Maintenance</p> <p>2.1 Did your plant have a documented AND implemented plan for preventative maintenance on major equipment items?</p> <ul style="list-style-type: none">● Yes (Continue with question 2) <input type="checkbox"/><input type="checkbox"/>○ No (40 points) <input type="checkbox"/><input type="checkbox"/> <p>If No, please explain, then go to question 3:</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p>2.2 Did this preventative maintenance program depict frequency of intervals, types of lubrication, and other tasks necessary for each piece of equipment?</p> <ul style="list-style-type: none">● Yes○ No (10 points) <p>2.3 Were these preventative maintenance tasks, as well as major equipment repairs, recorded and filed so future maintenance problems can be assessed properly?</p> <ul style="list-style-type: none">● Yes<ul style="list-style-type: none">● Paper file system○ Computer system○ Both paper and computer system○ No (10 points)	0
<p>3. O&M Manual</p> <p>3.1 Does your plant have a detailed O&M and Manufacturer Equipment Manuals that can be used as a reference when needed?</p> <ul style="list-style-type: none">● Yes○ No	
<p>4. Overall Maintenance /Repairs</p> <p>4.1 Rate the overall maintenance of your wastewater plant.</p> <ul style="list-style-type: none">○ Excellent○ Very good● Good○ Fair○ Poor <p>Describe your rating:</p>	

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Training of inexperienced staff has been a bit of a challenge, but hoping once staff become more experienced the routine maintenance will become more efficient.

Total Points Generated	0
Score (100 - Total Points Generated)	100
Section Grade	A

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Wausau Water Works Ww Treatment Facility

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Operator Certification and Education

1. Operator-In-Charge

1.1 Did you have a designated operator-in-charge during the report year?

- Yes (0 points)
- No (20 points)

Name:

BEN R BROOKS

Certification No:

28418

0

2. Certification Requirements

2.1 In accordance with Chapter NR 114.56 and 114.57, Wisconsin Administrative Code, what level and subclass(es) were required for the operator-in-charge (OIC) to operate the wastewater treatment plant and what level and subclass(es) were held by the operator-in-charge?

Sub Class	SubClass Description	WWTP	OIC		
		Advanced	OIT	Basic	Advanced
A1	Suspended Growth Processes	X			X
A2	Attached Growth Processes				
A3	Recirculating Media Filters				
A4	Ponds, Lagoons and Natural				
A5	Anaerobic Treatment Of Liquid				
B	Solids Separation	X			X
C	Biological Solids/Sludges	X			X
P	Total Phosphorus	X			X
N	Total Nitrogen				
D	Disinfection	X			X
L	Laboratory	X			X
U	Unique Treatment Systems				
SS	Sanitary Sewage Collection	X	NA	NA	NA

0

2.2 Was the operator-in-charge certified at the appropriate level and subclass(es) to operate this plant? (Note: Certification in subclass SS is required 5 years after permit reissuance.)

- Yes (0 points)
- No (20 points)

2.3 For wastewater treatment facilities with a registered or certified laboratory, is at least one operator that works in the laboratory certified at the basic level in the laboratory (L) subclass?

- Yes
- No
- N/A – Wastewater treatment facility does not have a registered or certified laboratory

2.4 For wastewater treatment facilities that own and operate a sanitary sewage collection system, has at least one operator been designated the OIC for sanitary sewage collection system and certified at the basic level in the sanitary sewage collection system (SS) subclass?

- Yes
- No
- N/A – Owner of the Wastewater treatment facility does not own and operate a sanitary sewage collection system

3. Succession Planning

3.1 In the event of the loss of your designated operator-in-charge, did you have a contingency plan to ensure the continued proper operation and maintenance of the plant that includes one or more of the following options (check all that apply)?

- One or more additional certified operators on staff

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<input type="checkbox"/> An arrangement with another certified operator <input type="checkbox"/> An arrangement with another community with a certified operator <input type="checkbox"/> An operator on staff who has an operator-in-training certificate for your plant and is expected to be certified within one year <input type="checkbox"/> A consultant to serve as your certified operator <input type="checkbox"/> None of the above (20 points) If "None of the above" is selected, please explain: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	0
---	---

<p>4. Continuing Education Credits</p> <p>4.1 If you had a designated operator-in-charge, was the operator-in-charge earning Continuing Education Credits at the following rates?</p> <p>OIT and Basic Certification:</p> <ul style="list-style-type: none"> <input type="radio"/> Averaging 6 or more CECs per year. <input type="radio"/> Averaging less than 6 CECs per year. <p>Advanced Certification:</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Averaging 8 or more CECs per year. <input type="radio"/> Averaging less than 8 CECs per year. 	
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Total Points Generated	0
Score (100 - Total Points Generated)	100
Section Grade	A

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Financial Management

<p>1. Provider of Financial Information</p> <p>Name: <input style="width: 150px;" type="text" value="Monica Dvorak"/></p> <p>Telephone: <input style="width: 150px;" type="text" value="715-261-6646"/> (XXX) XXX-XXXX</p> <p>E-Mail Address (optional): <input style="width: 300px;" type="text" value="Monica.Dvorak@wausauwi.gov"/></p>																
<p>2. Treatment Works Operating Revenues</p> <p>2.1 Are User Charges or other revenues sufficient to cover O&M expenses for your wastewater treatment plant AND/OR collection system ?</p> <p>● Yes (0 points) <input type="checkbox"/><input type="checkbox"/></p> <p>○ No (40 points)</p> <p>If No, please explain:</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p>2.2 When was the User Charge System or other revenue source(s) last reviewed and/or revised?</p> <p>Year: <input style="width: 100px;" type="text" value="2024"/></p> <p>● 0-2 years ago (0 points) <input type="checkbox"/><input type="checkbox"/></p> <p>○ 3 or more years ago (20 points) <input type="checkbox"/><input type="checkbox"/></p> <p>○ N/A (private facility)</p> <p>2.3 Did you have a special account (e.g., CFWP required segregated Replacement Fund, etc.) or financial resources available for repairing or replacing equipment for your wastewater treatment plant and/or collection system?</p> <p>● Yes (0 points)</p> <p>○ No (40 points)</p>	0															
<p>REPLACEMENT FUNDS [PUBLIC MUNICIPAL FACILITIES SHALL COMPLETE QUESTION 3]</p>																
<p>3. Equipment Replacement Funds</p> <p>3.1 When was the Equipment Replacement Fund last reviewed and/or revised?</p> <p>Year: <input style="width: 100px;" type="text" value="2024"/></p> <p>● 1-2 years ago (0 points) <input type="checkbox"/><input type="checkbox"/></p> <p>○ 3 or more years ago (20 points) <input type="checkbox"/><input type="checkbox"/></p> <p>○ N/A</p> <p>If N/A, please explain:</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>																
<p>3.2 Equipment Replacement Fund Activity</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">3.2.1 Ending Balance Reported on Last Year's CMAR</td> <td style="width: 5%; text-align: right;">\$</td> <td style="width: 35%; text-align: right;"><input style="width: 150px;" type="text" value="2,630,941.08"/></td> </tr> <tr> <td>3.2.2 Adjustments - if necessary (e.g. earned interest, audit correction, withdrawal of excess funds, increase making up previous shortfall, etc.)</td> <td style="text-align: right;">\$</td> <td style="text-align: right;"><input style="width: 150px;" type="text" value="0.00"/></td> </tr> <tr> <td>3.2.3 Adjusted January 1st Beginning Balance</td> <td style="text-align: right;">\$</td> <td style="text-align: right;"><input style="width: 150px;" type="text" value="2,630,941.08"/></td> </tr> <tr> <td>3.2.4 Additions to Fund (e.g. portion of User Fee, earned interest, etc.)</td> <td style="text-align: right;">\$</td> <td style="text-align: right;"><input style="width: 150px;" type="text" value="719,388.00"/></td> </tr> <tr> <td></td> <td style="text-align: right;">+</td> <td></td> </tr> </table>	3.2.1 Ending Balance Reported on Last Year's CMAR	\$	<input style="width: 150px;" type="text" value="2,630,941.08"/>	3.2.2 Adjustments - if necessary (e.g. earned interest, audit correction, withdrawal of excess funds, increase making up previous shortfall, etc.)	\$	<input style="width: 150px;" type="text" value="0.00"/>	3.2.3 Adjusted January 1st Beginning Balance	\$	<input style="width: 150px;" type="text" value="2,630,941.08"/>	3.2.4 Additions to Fund (e.g. portion of User Fee, earned interest, etc.)	\$	<input style="width: 150px;" type="text" value="719,388.00"/>		+		
3.2.1 Ending Balance Reported on Last Year's CMAR	\$	<input style="width: 150px;" type="text" value="2,630,941.08"/>														
3.2.2 Adjustments - if necessary (e.g. earned interest, audit correction, withdrawal of excess funds, increase making up previous shortfall, etc.)	\$	<input style="width: 150px;" type="text" value="0.00"/>														
3.2.3 Adjusted January 1st Beginning Balance	\$	<input style="width: 150px;" type="text" value="2,630,941.08"/>														
3.2.4 Additions to Fund (e.g. portion of User Fee, earned interest, etc.)	\$	<input style="width: 150px;" type="text" value="719,388.00"/>														
	+															

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3.2.5 Subtractions from Fund (e.g., equipment replacement, major repairs - use description box 3.2.6.1 below*) -

\$ 0.00

3.2.6 Ending Balance as of December 31st for CMAR Reporting Year

\$ 3,350,329.08

All Sources: This ending balance should include all Equipment Replacement Funds whether held in a bank account(s), certificate(s) of deposit, etc.

3.2.6.1 Indicate adjustments, equipment purchases, and/or major repairs from 3.2.5 above.

3.3 What amount should be in your Replacement Fund?

\$ 3,350,329.08

0

Please note: If you had a CFWP loan, this amount was originally based on the Financial Assistance Agreement (FAA) and should be regularly updated as needed. Further calculation instructions and an example can be found by clicking the SectionInstructions link under Info header in the left-side menu.

3.3.1 Is the December 31 Ending Balance in your Replacement Fund above, (#3.2.6) equal to, or greater than the amount that should be in it (#3.3)?

- Yes
- No

If No, please explain.

4. Future Planning

4.1 During the next ten years, will you be involved in formal planning for upgrading, rehabilitating, or new construction of your treatment facility or collection system?

- Yes - If Yes, please provide major project information, if not already listed below.
- No

Project #	Project Description	Estimated Cost	Approximate Construction Year
1	Northwestern and Greenwood Hills Lift Station upgrades	\$921,000	2024
2	Sewer Sliplining (annual)	\$1,100,000	2025
3	Cherry St. Lift Station upgrade	\$1,100,000	2025
4	Lift Station Forcemain Cleaning	\$200,000	2026
5	Airport Lift Station upgrade	\$700,000	2027
6	Plant Upgrade Project	\$20,000,000	2020
7	Plant Upgrade Project	\$30,000,000	2021
8	Plant Upgrade Project	\$30,000,000	2022
9	48th Ave Sanitary Interceptor replacement	\$500,000	2023
10	Crocker St. Lift Station upgrade	\$1,100,000	2026
11	Headworks Screening Project	\$3,400,000	2025

5. Financial Management General Comments

ENERGY EFFICIENCY AND USE

6. Collection System

6.1 Energy Usage

6.1.1 Enter the monthly energy usage from the different energy sources:

COLLECTION SYSTEM PUMPAGE: Total Power Consumed

Number of Municipally Owned Pump/Lift Stations:

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	Electricity Consumed (kWh)	Natural Gas Consumed (therms)
January	28,314	201
February	30,990	234
March	29,984	202
April	30,036	109
May	28,131	157
June	25,595	101
July	23,285	86
August	21,328	110
September	20,607	88
October	19,003	102
November	24,989	130
December	35,925	193
Total	318,187	1,713
Average	26,516	143

6.1.2 Comments:

N/A

6.2 Energy Related Processes and Equipment

6.2.1 Indicate equipment and practices utilized at your pump/lift stations (Check all that apply):

- Comminution or Screening
- Extended Shaft Pumps
- Flow Metering and Recording
- Pneumatic Pumping
- SCADA System
- Self-Priming Pumps
- Submersible Pumps
- Variable Speed Drives
- Other:

6.2.2 Comments:

N/A

6.3 Has an Energy Study been performed for your pump/lift stations?

● No

○ Yes

Year:

By Whom:

Describe and Comment:

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6.4 Future Energy Related Equipment

6.4.1 What energy efficient equipment or practices do you have planned for the future for your pump/lift stations?

With each lift station upgrade energy efficient pumps with VFD's & equipment are installed. Budget depending, 1-2 lift station upgrades per year are planned until have been upgraded.

7. Treatment Facility

7.1 Energy Usage

7.1.1 Enter the monthly energy usage from the different energy sources:

TREATMENT PLANT: Total Power Consumed/Month

	Electricity Consumed (kWh)	Total Influent Flow (MG)	Electricity Consumed/ Flow (kWh/MG)	Total Influent BOD (1000 lbs)	Electricity Consumed/ Total Influent BOD (kWh/1000lbs)	Natural Gas Consumed (therms)
January	273,000	114.90	2,376	202.37	1,349	42,008
February	311,400	108.03	2,883	177.34	1,756	32,745
March	301,800	134.38	2,246	211.39	1,428	31,453
April	313,200	148.01	2,116	212.94	1,471	21,977
May	363,000	179.67	2,020	222.39	1,632	13,525
June	371,400	177.76	2,089	131.10	2,833	15,331
July	374,400	157.16	2,382	224.72	1,666	17,509
August	332,400	150.09	2,215	184.42	1,802	16,104
September	304,800	123.33	2,471	196.59	1,550	14,881
October	276,000	117.65	2,346	242.64	1,137	19,729
November	303,000	119.38	2,538	198.42	1,527	29,806
December	313,200	117.99	2,654	222.08	1,410	46,062
Total	3,837,600	1,648.35		2,426.40		301,130
Average	319,800	137.36	2,361	202.20	1,630	25,094

7.1.2 Comments:

N/A

7.2 Energy Related Processes and Equipment

7.2.1 Indicate equipment and practices utilized at your treatment facility (Check all that apply):

- Aerobic Digestion
- Anaerobic Digestion
- Biological Phosphorus Removal
- Coarse Bubble Diffusers
- Dissolved O2 Monitoring and Aeration Control
- Effluent Pumping
- Fine Bubble Diffusers
- Influent Pumping
- Mechanical Sludge Processing
- Nitrification
- SCADA System
- UV Disinfection
- Variable Speed Drives

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Other:

7.2.2 Comments:

7.3 Future Energy Related Equipment

7.3.1 What energy efficient equipment or practices do you have planned for the future for your treatment facility?

Energy efficient equipment will be installed with any plant upgrades.

8. Biogas Generation

8.1 Do you generate/produce biogas at your facility?

No

Yes

If Yes, how is the biogas used (Check all that apply):

Flared Off

Building Heat

Process Heat

Generate Electricity

Other:

9. Energy Efficiency Study

9.1 Has an Energy Study been performed for your treatment facility?

No

Yes

Entire facility

Year:

By Whom:

Describe and Comment:

Part of the facility

Year:

By Whom:

Describe and Comment:

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Total Points Generated	0
Score (100 - Total Points Generated)	100
Section Grade	A

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Sanitary Sewer Collection Systems

1. Capacity, Management, Operation, and Maintenance (CMOM) Program

1.1 Do you have a CMOM program that is being implemented?

- Yes
- No

If No, explain:

1.2 Do you have a CMOM program that contains all the applicable components and items according to Wisc. Adm Code NR 210.23 (4)?

- Yes
- No (30 points)
- N/A

If No or N/A, explain:

1.3 Does your CMOM program contain the following components and items? (check the components and items that apply)

- Goals [NR 210.23 (4)(a)]

Describe the major goals you had for your collection system last year:

To operate the new TV Van and equipment efficiently.

Identify any clear water intrusions and repair if needed including manhole rehab.

Did you accomplish them?

- Yes
- No

If No, explain:

- Organization [NR 210.23 (4) (b)]

Does this chapter of your CMOM include:

- Organizational structure and positions (eg. organizational chart and position descriptions)
- Internal and external lines of communication responsibilities
- Person(s) responsible for reporting overflow events to the department and the public

- Legal Authority [NR 210.23 (4) (c)]

What is the legally binding document that regulates the use of your sewer system?

Wausau Municipal Code, Ch 13

If you have a Sewer Use Ordinance or other similar document, when was it last reviewed and revised? (MM/DD/YYYY) 2009-06-19

Does your sewer use ordinance or other legally binding document address the following:

- Private property inflow and infiltration
- New sewer and building sewer design, construction, installation, testing and inspection
- Rehabilitated sewer and lift station installation, testing and inspection
- Sewage flows satellite system and large private users are monitored and controlled, as necessary
- Fat, oil and grease control
- Enforcement procedures for sewer use non-compliance

- Operation and Maintenance [NR 210.23 (4) (d)]

Does your operation and maintenance program and equipment include the following:

- Equipment and replacement part inventories
- Up-to-date sewer system map

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A management system (computer database and/or file system) for collection system information for O&M activities, investigation and rehabilitation
 A description of routine operation and maintenance activities (see question 2 below)
 Capacity assessment program
 Basement back assessment and correction
 Regular O&M training
 Design and Performance Provisions [NR 210.23 (4) (e)]
 What standards and procedures are established for the design, construction, and inspection of the sewer collection system, including building sewers and interceptor sewers on private property?
 State Plumbing Code, DNR NR 110 Standards and/or local Municipal Code Requirements
 Construction, Inspection, and Testing
 Others:

Overflow Emergency Response Plan [NR 210.23 (4) (f)]
 Does your emergency response capability include:
 Responsible personnel communication procedures
 Response order, timing and clean-up
 Public notification protocols
 Training
 Emergency operation protocols and implementation procedures
 Annual Self-Auditing of your CMOM Program [NR 210.23 (5)]
 Special Studies Last Year (check only those that apply):
 Infiltration/Inflow (I/I) Analysis
 Sewer System Evaluation Survey (SSES)
 Sewer Evaluation and Capacity Management Plan (SECAP)
 Lift Station Evaluation Report
 Others:

0

2. Operation and Maintenance

2.1 Did your sanitary sewer collection system maintenance program include the following maintenance activities? Complete all that apply and indicate the amount maintained.

Cleaning	<input type="text" value="57.9"/>	% of system/year
Root removal	<input type="text" value="8.4"/>	% of system/year
Flow monitoring	<input type="text" value="0"/>	% of system/year
Smoke testing	<input type="text" value="0"/>	% of system/year
Sewer line televising	<input type="text" value="14"/>	% of system/year
Manhole inspections	<input type="text" value="18"/>	% of system/year
Lift station O&M	<input type="text" value="26"/>	# per L.S./year
Manhole rehabilitation	<input type="text" value="1.77"/>	% of manholes rehabbed
Mainline rehabilitation	<input type="text" value="1.03"/>	% of sewer lines rehabbed
Private sewer inspections	<input type="text" value="0"/>	% of system/year

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Private sewer I/I removal % of private services

River or water crossings % of pipe crossings evaluated or maintained

Please include additional comments about your sanitary sewer collection system below:

3. Performance Indicators

3.1 Provide the following collection system and flow information for the past year.

<input type="text" value="40.91"/>	Total actual amount of precipitation last year in inches
<input type="text" value="34.05"/>	Annual average precipitation (for your location)
<input type="text" value="233.21"/>	Miles of sanitary sewer
<input type="text" value="26"/>	Number of lift stations
<input type="text" value="0"/>	Number of lift station failures
<input type="text" value="1"/>	Number of sewer pipe failures
<input type="text" value="4"/>	Number of basement backup occurrences
<input type="text" value="50"/>	Number of complaints
<input type="text" value="4.5019"/>	Average daily flow in MGD (if available)
<input type="text" value="5.9254"/>	Peak monthly flow in MGD (if available)
<input type="text"/>	Peak hourly flow in MGD (if available)

3.2 Performance ratios for the past year:

<input type="text" value="0.00"/>	Lift station failures (failures/year)
<input type="text" value="0.00"/>	Sewer pipe failures (pipe failures/sewer mile/yr)
<input type="text" value="0.00"/>	Sanitary sewer overflows (number/sewer mile/yr)
<input type="text" value="0.02"/>	Basement backups (number/sewer mile)
<input type="text" value="0.21"/>	Complaints (number/sewer mile)
<input type="text" value="1.3"/>	Peaking factor ratio (Peak Monthly:Annual Daily Avg)
<input type="text" value="0.0"/>	Peaking factor ratio (Peak Hourly:Annual Daily Avg)

4. Overflows

LIST OF SANITARY SEWER (SSO) AND TREATMENT FACILITY (TFO) OVERFLOWS REPORTED **				
	Date	Location	Cause	Estimated Volume
0	5/1/2024 5:30:00 PM - 5/2/2024 9:13:00 AM	Northwestern Lift Station located at 1933 Milwaukee Ave. Sewage was overflowing out of manhole 32 located at 2124 Meadow Brook Way, Wausau,		12,500

** If there were any SSOs or TFOs that are not listed above, please contact the DNR and stop work on this section until corrected.

What actions were taken, or are underway, to reduce or eliminate SSO or TFO occurrences in the future?

SSO reported above was due to contractor bypass equipment failure during the Northwestern Lift Station upgrade and the City nor it's equipment caused this SSO. Once the contractors equipment was repaired the SSO was eliminated. SSO was reported immediately to the WDNR Spill Hotline as well as to Basin Engineer, Nicholas Lindstrom.

5. Infiltration / Inflow (I/I)

5.1 Was infiltration/inflow (I/I) significant in your community last year?

- Yes
- No

If Yes, please describe:

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<div data-bbox="133 205 1461 260" style="border: 1px solid black; height: 26px;"></div> <p>5.2 Has infiltration/inflow and resultant high flows affected performance or created problems in your collection system, lift stations, or treatment plant at any time in the past year?</p> <p><input type="radio"/> Yes</p> <p><input checked="" type="radio"/> No</p> <p>If Yes, please describe:</p> <div data-bbox="133 438 1461 493" style="border: 1px solid black; height: 26px;"></div>
<p>5.3 Explain any infiltration/inflow (I/I) changes this year from previous years:</p> <div data-bbox="121 537 1459 621" style="border: 1px solid black; padding: 5px;">Influent flows to WWTP do increase during significant rain events, but does not impact the treatment of the WWTP.</div>
<p>5.4 What is being done to address infiltration/inflow in your collection system?</p> <div data-bbox="121 665 1459 749" style="border: 1px solid black; padding: 5px;">Manhole Inspections and regular televising of the sewer system to identify problematic areas within the collection system.</div>

Total Points Generated	0
Score (100 - Total Points Generated)	100
Section Grade	A

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Grading Summary

WPDES No: 0025739

SECTIONS	LETTER GRADE	GRADE POINTS	WEIGHTING FACTORS	SECTION POINTS
Influent	A	4	3	12
BOD/CBOD	A	4	10	40
TSS	A	4	5	20
Phosphorus	A	4	3	12
Biosolids	A	4	5	20
Staffing/PM	A	4	1	4
OpCert	A	4	1	4
Financial	A	4	1	4
Collection	A	4	3	12
TOTALS			32	128
GRADE POINT AVERAGE (GPA) = 4.00				

Notes:

- A = Voluntary Range (Response Optional)
- B = Voluntary Range (Response Optional)
- C = Recommendation Range (Response Required)
- D = Action Range (Response Required)
- F = Action Range (Response Required)

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Resolution or Owner's Statement

Name of Governing
Body or Owner:

City of Wausau

Date of Resolution or
Action Taken:

2025-06-10

Resolution Number:

Date of Submittal:

ACTIONS SET FORTH BY THE GOVERNING BODY OR OWNER RELATING TO SPECIFIC CMAR SECTIONS (Optional for grade A or B. Required for grade C, D, or F):

Influent Flow and Loadings: Grade = A

Effluent Quality: BOD: Grade = A

Effluent Quality: TSS: Grade = A

Effluent Quality: Phosphorus: Grade = A

Biosolids Quality and Management: Grade = A

Staffing: Grade = A

Operator Certification: Grade = A

Financial Management: Grade = A

Collection Systems: Grade = A

(Regardless of grade, response required for Collection Systems if SSOs were reported)

For the record. SSO reported was not caused by City error and was caused by contractor error when their lift station bypassing equipment failed during the lift station upgrade.

ACTIONS SET FORTH BY THE GOVERNING BODY OR OWNER RELATING TO THE OVERALL GRADE POINT AVERAGE AND ANY GENERAL COMMENTS

(Optional for G.P.A. greater than or equal to 3.00, required for G.P.A. less than 3.00)

G.P.A. = 4.00

CITY OF WAUSAU, 407 Grant Street, Wausau, WI 54403

RESOLUTION OF WAUSAU WATER WORKS – WASTEWATER DIVISION	
Review and Approval of the 2024 Compliance Maintenance Annual Report for the Wastewater Plant	
Committee Action:	Approved 0-0
Fiscal Impact:	There is no fiscal impact to the City.
File Number:	03-0311
Date Introduced:	June 10, 2025

FISCAL IMPACT SUMMARY			
COSTS	<i>Budget Neutral</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
	<i>Included in Budget:</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<i>Budget Source:</i>
	<i>One-time Costs:</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<i>Amount:</i>
	<i>Recurring Costs:</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<i>Amount:</i>
SOURCE	<i>Fee Financed:</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<i>Amount:</i>
	<i>Grant Financed:</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<i>Amount:</i>
	<i>Debt Financed:</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<i>Amount</i> <i>Annual Retirement</i>
	<i>TID Financed:</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<i>Amount:</i>
	<i>TID Source: Increment Revenue</i> <input type="checkbox"/> <i>Debt</i> <input type="checkbox"/> <i>Funds on Hand</i> <input type="checkbox"/> <i>Interfund Loan</i> <input type="checkbox"/>		

RESOLUTION

WHEREAS, Wausau Water Works – Wastewater Division owns, operates, and maintains a public owned treatment works (POTW) in the City of Wausau on Adrian Street, and

WHEREAS, the Utility’s POTW is authorized to discharge to the Wisconsin River under WPDES Permit No. WI-0025739-09, and

WHEREAS, by Wisconsin Administrative Code NR 208, all Wisconsin POTW’s are required to submit a Compliance Maintenance Annual Report (CMAR), and

WHEREAS, Wausau Water Works – Wastewater Division has prepared the attached 2024 CMAR and acknowledges the point total in the report, and

WHEREAS, the City of Wausau is committed to address the actions set forth in the attached 2024 CMAR; now therefore

BE IT RESOLVED that the Common Council of the City of Wausau has reviewed the attached 2024 Compliance Maintenance Annual Report from Wausau Water Works – Wastewater Division and hereby submits the Report as prescribed.

Approved:

Doug Diny, Mayor