

**LITTLE ROCK WATER  
RECLAMATION AUTHORITY**  
2025 Annual Operating Budget  
and Capital Improvement Plan  
January 1, 2025 through December 31, 2025

## TABLE OF CONTENTS

### INTRODUCTION

How to Make the Most of this Document	1
Transmittal Letter	2
Distinguished Budget Presentation Award	5
Organizational Chart	6

### COMMUNITY AND UTILITY PROFILE

Service Area Profile	7
Geography, History, and Climate	8
Demographics and Socioeconomic	8
National Recognitions	10
Reclamation System Facilities	10
Adams Field Water Reclamation Facility	11
Fourche Creek Water Reclamation Facility	12
Little Maumelle Water Reclamation Facility	13
Peak Flow Attenuation Facilities	14
Community Service Programs	15
Awards and Recognitions	16

### STRATEGIC PLAN

Strategic Planning	17
Mission Statement	17
Strategic Plan FY 2025	17

### FINANCIAL POLICIES

Financial Policies	24
Flow of Funds Policy	24
Balanced Budget Policy	25
Budget Amendment Policy	25
Capital Improvements and Operations Budget Policy	26
Revenue Policy	28
Operating Reserve Policy	28
Investment Policy	28
Debt Service Policy	29
Tax Exempt Revenue Bond Post-Issuance Compliance Policy	29

### FINANCIAL PLAN

Financial Plan	30
Budget Trends in FY 2023	30
Meeting Future Demands FY 2024	30
Assumptions	31
Basis of Budgeting	31
FY 2025 Detail Budget	31

## TABLE OF CONTENTS

### FINANCIAL PLAN (Continued)

Sources of Revenue for Little Rock Water Reclamation Authority	32
Total Sewer Customers	32
Revenue by Category Type	33
Revenue Requirements and Other Financing Uses	34
Consolidated Fee Schedule	40
Six Year Financial Plan	40
Modified Statement of Cash Receipts and Disbursements	41
Operating & Debt Service Reserve	42
Debt Service Coverage	42
Income Statement	43
Budget Comparative Overview	43
Customer Rates	43
Conclusion	45
Consolidated Fee Schedule	46
Modified Statement of Cash Receipts and Disbursements	52
Income Statement	53
O&M Expense Budget Comparative	54

### CAPITAL IMPROVEMENT PLAN

Capital Improvement Plan	77
Capital Improvement Plan Overview	77
2025 Capital Improvement Plan Summary	77
NPDES Permit Modification Projects	79
Recurring Capital Projects	79
FY 2024-2030 Projects	82
Long Term Capital Improvement Plan	83
State Revolving Loan Funded Projects	83
System Revenue and Reserve Funded Projects	84
2025 Capital Improvement Plan	85
2025 Capital Improvement Plan by Category	86
Future Capital Improvement Projects	96
Long Term Capital Improvement Plan	97
Capital Project Narratives	98
6 Year Capital Improvement Projects	113
Project Area Map	114

**TABLE OF CONTENTS****OPERATING BUDGET DETAIL**

Strategic Plan Critical Success Factors	115
Little Rock Water Reclamation Commission	118
Administration	120
Finance	126
Engineering Services	133
Information Services	144
Collection System Maintenance	150
Operations	164
Environmental Affairs	171
Facilities and Equipment Maintenance	178
Legal/HR	192

**APPENDIX**

Selected Financial and System Data, Last 10 Years	197
Glossary of Key Acronyms	217
Glossary of Budget Terms	222

## ***How to Make the Most of this Document***

This budget book is intended to provide a clear, understandable financial plan that can be used by the rate paying residents of Little Rock Water Reclamation Authority (LRWRA). Inside is a guide for the operating activities for Fiscal Year (FY) 2024 (January 1, 2025, to December 31, 2025) as well as a cash flow summary of all capital improvement projects, broken down as follows:

Introduction:	a message from the CEO
Community & Utility Profile:	a summary of LRWRA's service area and system
Strategic Plan:	a summary of LRWRA's guiding plans
Financial Policies:	a summary of LRWRA's financial policies
Financial Plan:	a FY 2025 budget overview
Capital Improvements:	a summary and project-by-project description of all design, planning, and construction projects intended to create, maintain, or improve LRWRA assets
Operating Budget Detail:	an explicit presentation of each department's FY 2025 budget, major accomplishments from the previous fiscal year, FY 2025 objectives, and quantifiable performance measures to ensure these goals and objectives are being met.
Appendix:	a ten-year summary of selected financial data and a glossary of key acronyms and budget terms

For any additional information about Little Rock Water Reclamation Authority, you may contact us at (501) 688-1467 or:

Little Rock Water Reclamation Authority  
11 Clearwater Drive  
Little Rock, Arkansas 72204

Or visit us at [www.lwra.com](http://www.lwra.com).



November 20, 2024

Little Rock Water Reclamation Commission,

Submitted for your approval is the 2025 Annual Operating Budget and Capital Improvement Plan. The details of this budget are presented to you based on input, review, and guidance through a series of Little Rock Water Reclamation Authority (LRWRA) leadership meetings and sub-committee workshops held over the past several months.

During 2023, LRWRA finalized the remaining improvements to the system to satisfy all requirements of the Consent Administrative Order (CAO) and the Sierra Club Settlement Agreement by the agreed upon deadline of December 31, 2023. LRWRA has invested roughly \$500 million over the last 20+ years to improve the collection system and water reclamation facilities in its efforts to meet its' obligations.

During 2024, LRWRA issued \$65.0 million in bonds through the Arkansas Natural Resource Division (ANRD) State Revolving Loan Fund program. The proceeds from these bonds will be used to finance certain capital projects that are expected to be completed in 2026. The bonds bear interest at 1.25% and mature in 2057.

LRWRA has not implemented a rate increase since January 1, 2021 (Rate Ordinance 21,080). There are no approved future rate increases at this time. LRWRA reviews its projected annual future operating and capital investment expenditures in conjunction with its cash reserves periodically to determine when rates may need to be adjusted.

In 2024, LRWRA shifted its focus from completing projects associated with satisfying the requirements of the CAO to implementing a comprehensive preventative maintenance program and maximizing the operations of its collection system and water reclamation facilities. LRWRA expects the majority of its future capital improvement plan expenditures to be related to preventative maintenance projects for our vertical assets, increasing capacity within the collection system and the water reclamation facilities to accommodate growth, and upgrading specific treatment processes to meet regulatory permitting requirements.

Revenues:

LRWRA projects revenues to be \$69.0 million in 2025, which represents an increase of \$1.2 million (1.8%) when compared to 2024 budgeted revenues. Projected 2024 revenues are expected to surpass the 2024 budget due to increased domestic and non-domestic usage and higher than expected amounts of investment income driven by higher interest rates.

### Operating Expenses:

The 2025 budget for operating expenses is \$37.1 million, which represents a \$3.0 million (8.9%) increase when compared to the 2024 budget.

Operating and Maintenance Expense highlights are as follows:

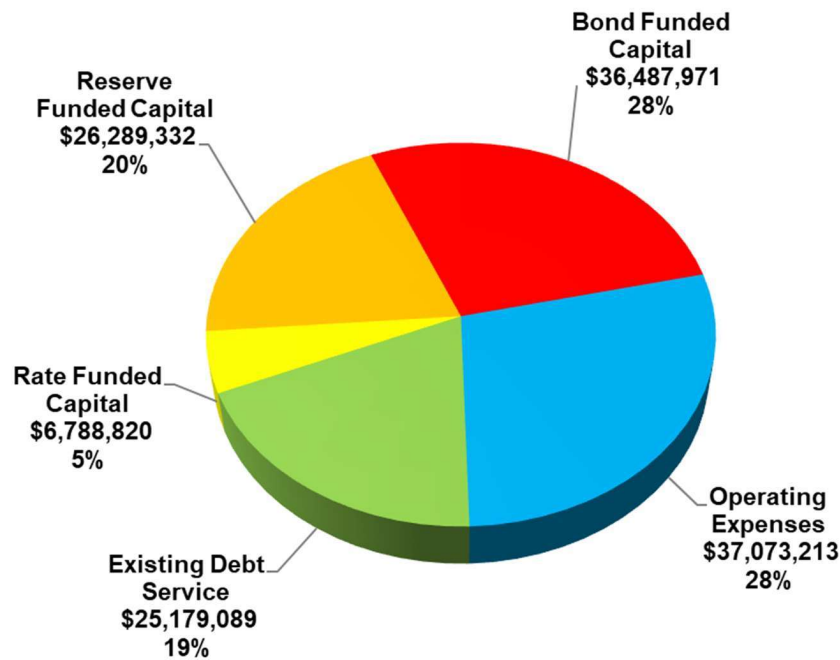
- Salaries are expected to increase by \$421.5K (2.8%) which is largely driven by an organization wide wage increase of 3.5% effective January 1, 2025.
- Employee benefits are expected to increase by \$526.7K (8.6%) which is largely driven by increased health care costs. The Utility will continue to offer two healthcare plan options to employees and retirees, further enhance its wellness programs and offer incentives to employees that complete a wellness exam in 2025.
- Contract Services are expected to increase by \$1.2 million (19.7%) which is largely driven by increases to pump station maintenance, bio-solids hauling and reuse, and other related items associated with an increased focus on preventative maintenance of its critical assets and the engagement of a wastewater rate study consultant.
- Public outreach, employee education and insurance are expected to increase by \$20.7K (1.4%) largely driven by increases in property insurance premiums, employee professional development programs, and costs associated with pursuing Federal grants.
- Vehicle Expense is expected to increase by \$43.0K (7.2%) due to increasing lease costs for certain heavy machinery.

### Capital Expenditures:

The capital improvement project budget for 2025 is \$69.6 million and includes expenditures largely associated with improvements to the wastewater collection system and the water reclamation facilities. There are multiple significant multi-year projects to enhance the processing of solids and water reclamation facility asset renewals. The 2025 expenditures will be funded with the following:

- \$36.5 million from the 2020C and 2024 State of Arkansas Revolving Loan Funds
- \$33.1 million from expected 2025 revenues and cash reserves on hand

The 2025 Annual Operating Budget and Capital Improvement Plan is summarized in the following chart. In total, the budget calls for \$131,818,427 in expenditures which will be funded by 2025 revenues, cash reserves and bond proceeds. The details can be found in the Financial Plan section of this document.



In November 2023, Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation to Little Rock Water Reclamation Authority, for its annual budget for the fiscal year beginning January 1, 2024. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This is the fifteenth consecutive year that LRWRA has received the Distinguished Budget Presentation. LRWRA believes the 2025 budget conforms with the GFOA program requirements and will submit the budget to GFOA to determine its eligibility for another award.

In summary, approving the 2025 budget will allow LRWRA to continue operations in a manner that meets the water reclamation needs of the community while working with city leaders and state agencies to meet future needs. The proposed budget is balanced and consistent with LRWRC’s adopted strategic plan and financial policies. It provides for adequate funding to meet LRWRA’s goals and objectives.

The objectives and drivers for this budget reflect the policies and priorities of the Little Rock Water Reclamation Commission (LRWRC). I wish to extend my appreciation to the members of the LRWRC for their unfailing dedication to the residents of Little Rock and their support and professionalism throughout 2024 and the 2025 budget process.

Sincerely,

Jean C. Block  
 Chief Executive Officer

CC: Little Rock City Board of Directors  
 Little Rock Water Reclamation Authority Customers





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

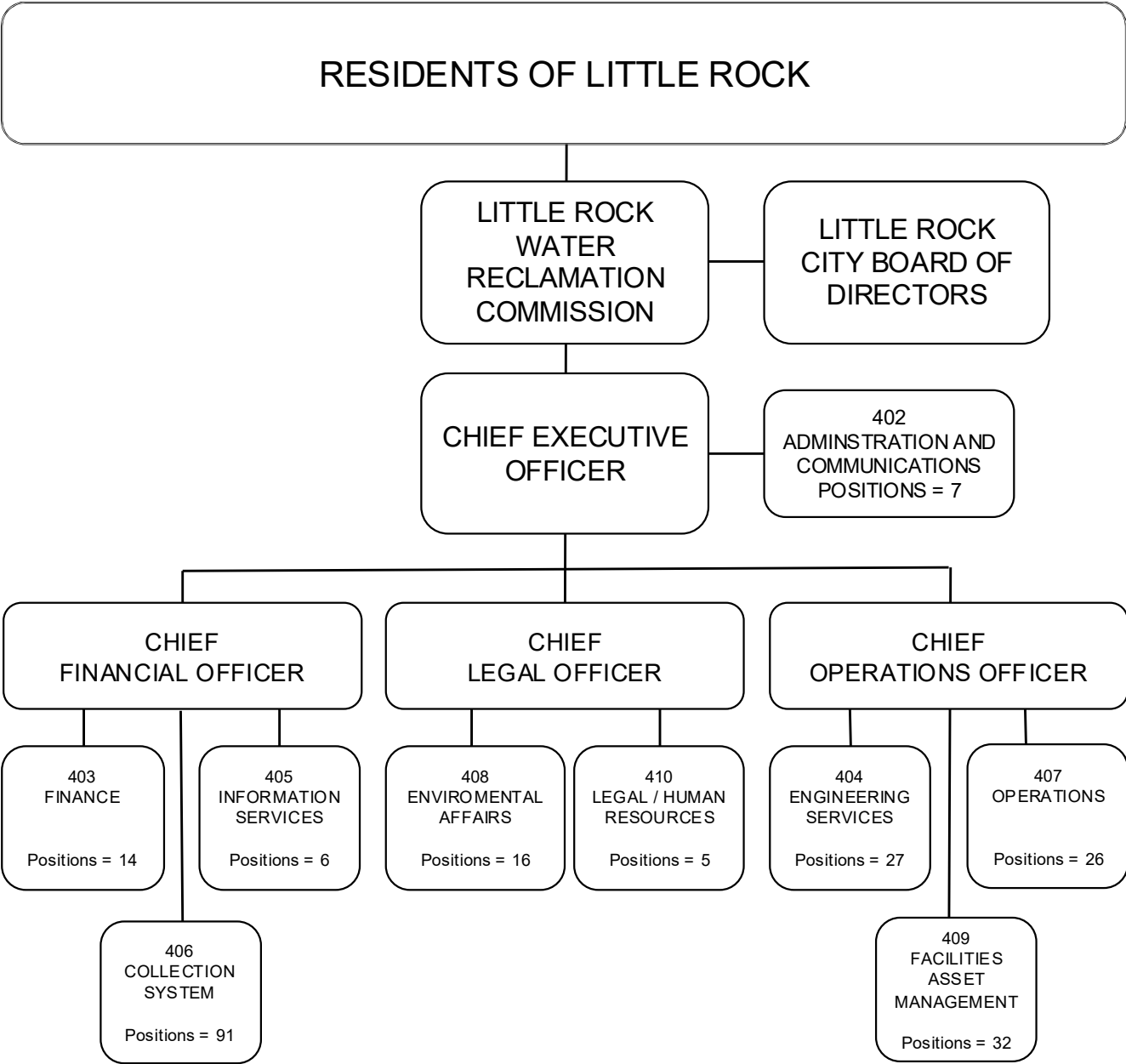
**Little Rock Water Reclamation Authority  
Arkansas**

For the Fiscal Year Beginning

**January 01, 2024**

*Christopher P. Morrill*

Executive Director



*Note: Chief Executive Officer, Chief Operations Officer, Chief Finance Officer, and Chief Legal Officer are counted in 402.*

**Total for 2025 = 224**  
 Updated: **09/17/2024**  
 Refer to Staff Summary for specifics

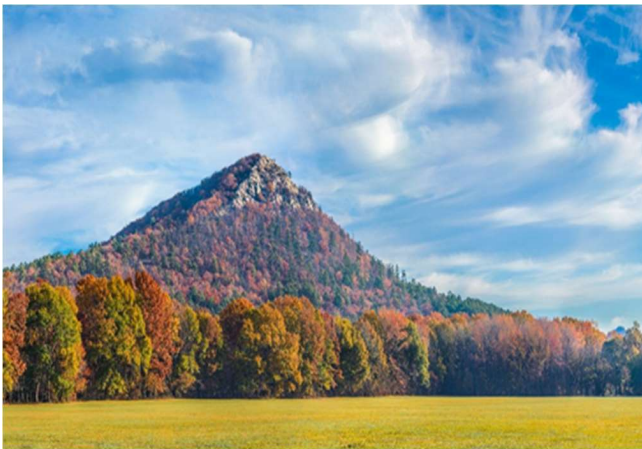
## ***Service Area Profile***



### **Geography, History & Climate**

The City of Little Rock is located near the geographic center of Arkansas. Little Rock derives its name from a small rock formation on the south bank of the Arkansas River called la Petite Roche ("the little rock"). The "little rock" was used by early river traffic as a landmark and became a well-known river crossing.

The city has a total area of 120.05 square miles and is located on the south bank of the Arkansas River in Central Arkansas. Fourche Creek and Rock Creek run through the city and flow into the river.



Little Rock is near the Ouachita Mountain range, Pinnacle Mountain State Park, and several fine lakes and streams. Outdoor recreational options are almost unlimited and include hiking, camping, boating, hunting, fishing, golf, tennis, swimming, and soccer.

Little Rock has a moderate climate with four separate seasons. Spring and autumn are warm and pleasant seasons in Little Rock. The summer months in Little Rock, from June to September, feature typically hot, sunny weather, with cooler evenings. Temperatures in Little Rock peak at



around 37°C / 100°F during July and August each summer. Wet weather in the Little Rock area is spread throughout the year, although more rain falls during the spring season. The average annual precipitation rainfall in Little Rock is around 50 inches / 127 cm.

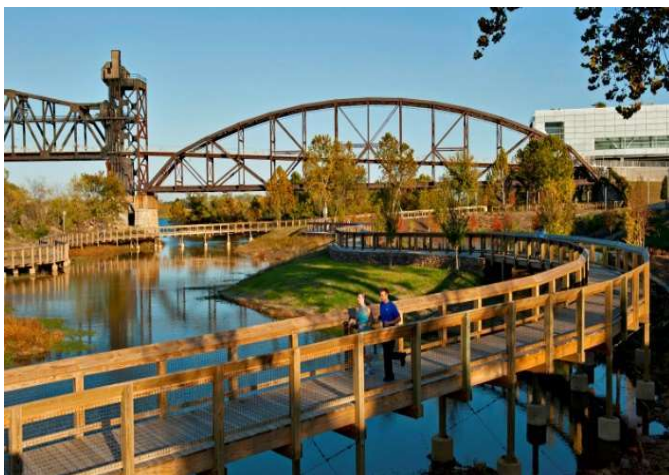
## **Demographics and Socioeconomic**

Little Rock is the capital and the largest city of Arkansas. The Metropolitan Statistical Area (MSA) had a population of 748,031 people in the 2020 census. The MSA is in turn included in the Little Rock–North Little Rock–Conway–Pine Bluff–Searcy, Arkansas Combined Statistical Area, which had a population of 912,604 in the 2020 census, making it the 62nd largest combined statistical area in America. As of the 2020 US Census, Little Rock had a population of 202,591, making it the 122nd largest city in America. It is the county seat of Pulaski County.

Centrally located, Little Rock is where the Southeast meets the Southwest, and the delta becomes the mountains. The city is 286 feet above sea level, with residential areas ranging from 300 to 630 feet. The City of Little Rock is 123 square miles, while North Little Rock is 56. Pulaski County covers 808 square miles. Distances by highway to major nearby cities, include Dallas – 307 miles; Houston – 443 miles; Oklahoma City – 348 miles; Tulsa – 288 miles; Kansas City – 405 miles; St. Louis - 360 miles; Louisville – 522 miles; Nashville – 360 miles; Atlanta – 523 miles; Memphis – 139 miles; and New Orleans – 437 miles.

As one of the largest cities in a primarily rural and agricultural state, Little Rock is the center of economic activity in Arkansas. The city has benefitted from the economic stability provided by its higher-than-average employment share in three comparatively stable economic sectors: government, health care, and utilities. The presence of these industries helps to maintain the region's low unemployment of approximately 3.2%. The state of Arkansas has an unemployment rate of 2.6% and national unemployment rate is 3.5%. Local, state, and federal government have been Little Rock's major employers for many years. Medical facilities, banks, retail, technology, manufacturing, and other service industries are among the major industries in Little Rock.

The William Jefferson Clinton Presidential Library and the headquarters for Heifer International are in the River Market District.



The Arkansas River Trail is a nationally recognized recreational rail trail that is located on both the Little Rock and North Little Rock side of the Arkansas River. The trail is currently 16 miles long and is open for use by hikers, joggers, and cyclists. The two cities are connected by the Big Dam Bridge, which is the longest constructed pedestrian and bicycle bridge in the world.

New businesses and housing opportunities are bringing people back to the City's core to live, shop, work, and play. The River Market district is home to many restaurants, shops, and offices. This revitalized area also has art galleries, souvenir stores, several museums, multiple pieces of public sculpture, trolley rides, and a wonderful view of the Arkansas River. During the evening, the area offers live entertainment and music at the district's bars and pubs. The surrounding area in downtown Little Rock has the MacArthur Park, Stephens Wildlife State Park, Robinson Center Music Hall, and Statehouse Convention Center.



Medical facilities in the Little Rock area provide efficient, comprehensive service to more than two million individuals throughout the state. The twenty major area hospitals provide ample bed space for patients. There are many specialty clinics, including outpatient surgery centers that are continuing to expand.

Diverse and quality educational opportunities are available in Little Rock. The University of Arkansas for Medical Sciences continues to garner international attention for groundbreaking medical research and procedures. The University's four colleges and the Graduate School service more than 3,209 students and 918 residents. The University of Arkansas at Little Rock (UALR) is a metropolitan university servicing more than 9,000 students with a wide range of degree offerings, including the juris doctorate degree offered at the UALR Bowen School of Law. In addition, Little Rock is the home of Philander Smith College and Arkansas Baptist College, two historically Black colleges that are leading exciting revitalization initiatives in the surrounding areas.

## **National Recognition**

Little Rock earned Bike-Friendly Community (Bronze) designation in *May 2016* and retained Bronze in *June 2020*.

Little Rock Parks & Recreation became the 30th agency in the United States to receive accreditation through the National Recreation and Parks Association.

In April 2024, Little Rock was voted number 25 by Southern Living poll of best southern cities. They praised Little Rock for being the best of both worlds. "You can embark on top-notch outdoor pursuits one day and enjoy all the hallmarks of a buzzy metropolitan city the next. Start with a walk or peddle over the Big Dam Bridge, the continent's longest pedestrian and cycling bridge. Head to a bustling Ottenheimer Market food hall for lunch, then see the city's artsy side at the Vogel Schwartz Sculpture Garden or Argenta Arts District." The article can be found at ([https://www.southernliving.com/cities-2024-8422755?utm\\_source=emailshare&utm\\_medium=social&utm\\_campaign=shareurlbuttons](https://www.southernliving.com/cities-2024-8422755?utm_source=emailshare&utm_medium=social&utm_campaign=shareurlbuttons)).

Outside Magazine placed Little Rock on the list of 12 Best Places to Live in 2019. They called Little Rock "The Hidden Gem" and praised our trails and interconnected parks. The article referenced several events with national participation including the Little Rock Marathon, Raid the Rock adventure race and the Big Dam Bridge 100 cycling tour. Also highlighted were some of the local shops for those who love quaint shops and the outdoors. The article may be found at (<https://www.outsideonline.com/2398647/outside-best-towns-2019>).

*Bicycling.com* in 2016, named the Big Dam Bridge in Little Rock as one of the "Coolest Bike and Pedestrian Bridges in the US." The Big Dam Bridge across the Arkansas River in Little Rock is the longest pedestrian/cycling bridge that was not formerly a motorist or train bridge.

In May 2016, *Arkansas Business* reported that Arkansas moved up ten spots in *Chief Executive Magazine's* latest Best & Worst States for Business annual survey found at (<http://chiefexecutive.net/why-do-some-areas-of-the-country-thrive-while-others-see-businesses-atrophy-and-people-flee-at-alarming-rates/>). Arkansas was also ranked No. 1 in "Best Communication of Business Incentives." Arkansas was second only to Ohio in biggest gains. Per Mike Preston, Executive Director of the Arkansas Economic Development Commission, "What this tells us is that we are building momentum, we are capitalizing on our strengths, and we are working to improve our critical areas."

## **Reclamation System Facilities**

The 1933 Arkansas General Assembly Enacted Act 132, authorizing all cities and towns in the state to levy user charges against property owners "to construct, own, equip, operate, maintain, and improve" sewage collection and treatment systems. In June 1935, a full-fledged Sanitary Sewer Committee was named, and the City of Little Rock Sanitary Sewer System was created. In 2015, the seven-member Little Rock Sanitary Sewer Committee (LRSSC) was renamed as the Little Rock Water Reclamation Commission (LRWRC). This commission manages and controls the city's sewer system. The LRWRC and Little Rock Water Reclamation Authority (LRWRA) must seek approval of any sewer rate increases and long-term financing through the City of Little Rock Board of Directors. The City of Little Rock Board of Directors appoints LRWRC members. The LRWRC in turn hires a Chief Executive Officer. The LRWRC meets on the third Wednesday of each month and its meetings are open to the public.

LRWRA provides wastewater service to its customers. For financial reporting purposes, LRWRA is considered a component unit of the City of Little Rock. The LRWRC operates and manages LRWRA with the City of Little Rock having the power to impose its will on LRWRA. LRWRA adopts an annual operating, capital, and debt service budget in conjunction with the consideration of expected revenues from rates and fees for services, and issues updates to its Rules and Regulations, as necessary. LRWRA

recovers the cost of providing wastewater services primarily through user charges and collects a 10.0% Franchise Fee which is remitted to the City of Little Rock.

### **Adams Field Water Reclamation Facility**

The Adams Field Water Reclamation Facility (AFWRF) has been in operation since 1961 and was Little Rock's first wastewater treatment plant. From 1961 – 1972, the plant was equipped with only primary treatment. Secondary treatment facilities were added in 1972, and the plant is now rated as a 36 million gallon per day complete mix activated sludge plant serving approximately 70% of the city of Little Rock.

The plant is a two-stage "secondary" treatment plant, designed to reduce the pollutant load by approximately 90%. A combination of physical and biological processes is utilized to reduce the pollutant load in wastewater. Wastewater from Little

Rock enters the plant via three 60-inch diameter gravity sewer lines at an average depth of 30 feet below ground and requires the pumping or lifting of the sewage to the surface.

Wastewater is sampled and flow is measured before it is screened to remove large particles, sand, and gravel (grit). The flow then passes through three parallel primary clarifiers where solid materials settle to the bottom or float to the top to be skimmed off. Each circular clarifier is 10 feet deep and 115 feet in diameter. Wastewater is held in these basins for about two hours.

Following primary treatment, the flow enters the activated sludge secondary process. Each of the six-rectangular activated sludge aeration tanks are 15 feet deep, 40 feet wide, and 160 feet long. A biological microorganism population, which utilizes the incoming dissolved organic material in the wastewater as food, is maintained in the tanks.



Following the aeration tanks, the wastewater passes through a final clarifier section to capture the biological organisms that settle in the final clarifiers. These biological organisms that settle are returned to the activated sludge aeration tanks.

These circular clarifiers are 13 feet deep and 145 feet in diameter. The overflow then passes to the ultraviolet (UV) disinfection system to kill the bacteria remaining after treatment.

Treated wastewater, which meets or exceeds all State and Federal requirements, is transported to the Arkansas River through a six-foot diameter pipeline and discharged, causing no adverse effect on the river or public health. Solids captured during the treatment process are re-circulated in the aeration tanks to maintain a viable microorganism

population, while some solids are wasted from the plant process daily via pumping through a five mile, 12-inch force main to the Fourche Creek Treatment Facility for further processing.

### **Fourche Creek Water Reclamation Facility**

The Fourche Creek Water Reclamation Facility is a secondary treatment facility with a step-feed activated sludge process, rated to treat 16 million gallons per day biologically and 48 million gallons per day hydraulically. While required by the State of Arkansas to reduce pollutant loads by 85%, FCWRF consistently achieves 90% to 95% removal through a combination of physical and biological processes before discharging the treated water to the Arkansas River.



Physical treatment entails the removal of any inorganic materials from the waste stream through bar-type screens and the centripetal action of a grit removal vortex chamber. These screenings and grit particles are collected and disposed of through the local solids waste management landfill.

Biological treatment takes place under a process called activated sludge, which is comprised of three aeration tanks and three final clarification tanks. Water leaving the primary clarification process is introduced through up to four feed gates that are distributed along the activated process. Additionally, settled bacteriological growth, or return activated sludge, is introduced at the head of the aeration tanks to maintain the proper mixed liquor suspended solids concentrations. Optimizing the combination of incoming organic materials (food), the appropriate mixed liquor concentration (MLSS), and adequate aeration/mixing provided by the aeration blowers consolidates the natural biological degradation process.

Under the calm condition of the clarification tanks, the microbiological colonies, or floc, which formed under aeration, settle out and are collected. A portion of the separated sludge is pumped to the aeration tanks, while the remaining sludge is pumped to a thickener process. The clarified effluent flows over the final weirs and through a 72-inch diameter pipe for disinfection, prior to discharge into the Arkansas River. Sludge from both reclamation plants, Fourche Creek, and Adams Field, are combined and thickened at this facility prior to being introduced to one of four 1.2-million-gallon primary anaerobic digestion tanks. Held for approximately 30 days at a constant 95 degrees Fahrenheit, and completely devoid of any free oxygen, these tanks use naturally occurring bacteria to consume 55% of the organic, or volatile, solids in the thickened sludge to produce water, carbon-dioxide, sulfide, and most importantly methane. The methane gas is collected and piped to the Generator Building where it is used as a fuel source. The remaining inorganic sludge is piped to the two secondary digesters for solids separation, and finally to storage lagoons for holding until summer, when it is mixed and hauled to area farmlands for soil conditioning. Approximately 6,000 tons by dry weight of the soil sediment material, or biosolids, is hauled and land applied each year.





The methane gas collected from the anaerobic process is piped to two of the three 800 horsepower, 8-cylinder engines displacing 6,500 cubic inches and with each coupled to a 545-kW generator produces the plants 900 to 1000 kW electrical demand. Savings from this on-site alternative power generation can exceed \$300,000 each year. The heat given off by the engines oil, cooling jacket, and exhaust is recovered through heat exchangers, and used to heat the sludge in the anaerobic digesters. When all engine heat is transferred to the digesters, up to 70% of the energy content of the methane gas is utilized.

### **Little Maumelle Water Reclamation Facility**



The newest reclamation facility was over 30 years in the making, beginning with the Little Rock Board of Directors adopting resolution No. 4,159 authorizing LRWRA to obtain a grant to build a new treatment facility in 1969. As a result of public input and political pressure, LRWRA built the Little Maumelle Pump Station as a temporary solution in 1987. However, the need for a more robust treatment facility still existed so many tracts of land were evaluated to locate the much-needed water reclamation facility.

The sewer from the Little Maumelle Basin and portions of West Little Rock had been conveyed all the way from Pinnacle Valley Road to the Adams Field Water Reclamation Facility near the Little Rock

National Airport. The new water reclamation facility serves the residents of the Little Maumelle River Valley with the best of accommodations. The water reclamation facility is the only facility in Arkansas to have a tertiary treatment process. The facility has odor control and the biosolids are conveyed from the water reclamation facility to the FCWRF. The wastewater is disinfected using Ultraviolet light instead of chemicals, which is better for the environment. The outfall point (where the disinfected wastewater or effluent will be discharged) has a special diffuser that will scatter the effluent so as not to have one giant flow of treated wastewater. Aesthetically speaking, the facility is completely covered and constructed with a brick façade to match the theme of the nearby Pinnacle Mountain State Park.

The Little Maumelle Water Reclamation Facility became operational in September 2011. The ribbon cutting and dedication ceremony was held November 10, 2011. This facility is rated to treat 4 million gallons per day, which for this watershed is predominately residential wastewater, and has a peak hydraulic capacity of 14 million gallons per day.

### **Peak Flow Attenuation Facility**

The purpose of this facility is to improve the hydraulic capacity of the collection system during heavy rainfall and address wet weather sanitary sewer overflows in the western end of the Fourche Bottom.

LRWRA is required to reduce sanitary sewer overflows in Little Rock as a result of a Settlement Agreement between LRWRA and the Sierra Club. The Peak Flow Attenuation Facility project is designed to handle a storm where five inches of rain would fall within 48 hours, which is also referred to as a 'peak flow event.'

At a cost of nearly \$55 million, the initial project was completed in 2012 and consisted of a 50 MGD pump station near Mabelvale Pike, 11,500 linear feet of force main pipe, two diversion structures and a 30-million-gallon storage facility (a 10-million-gallon and a 20-million-gallon concrete structure). The detention basins store water generated by rainfall and then discharges into the collection system when flows return to normal. The Arch Street Pump Station rehabilitation and hydraulic upgrade project was constructed simultaneously with the Peak Flow Attenuation Facility. These projects complement each other in that they both enhance the hydraulic conveyance capacity of the sanitary sewer system through the Fourche Creek Bottoms, thereby reducing sanitary sewer overflows during wet weather events. Since then, an additional 51-million-gallon storage basin at a cost of \$19.9 million has been added.

A parallel force main to be used in combination with the existing force main during peak flow events was constructed. By utilizing both the existing force main and the new parallel force main, the internal pressure during a peak flow event can be minimized.



## **Community Service Programs**

LRWRA has several outreach programs to communicate information to its customers. Some of these programs help educate customers on how their actions affect the sewage system and the environment. LRWRA has also implemented programs that lend aid and assistance to our customers. A description of the outreach programs follows.



**Project RENEW** is LRWRA's multi-year, city wide project to renew the city's aging pipelines. As part of project RENEW, community meetings are held in project areas to inform residents about what to expect during construction. Residents are also notified of construction by door-to-door campaigns and direct mail pieces. An interactive website was also designed that allows residents to enter an address to see if there is any work going on in their area.



**Can the Grease:** Sewer line stoppage due to grease buildup accounts for 70 to 80 percent of all dry weather overflows – a hazard for the environment and a problem for the public because it interrupts the smooth operation of the Sewer Collection System. Because of the detrimental effect grease has on the system, Little Rock Water Reclamation Authority has initiated an innovative effort to educate consumers about the proper disposal of household cooking grease. Residents may request a free Can the Grease kit that will be delivered to their home.



**Cap the Cleanout:** A free cleanout cap is provided to any resident who has a missing cap on their service line. While working in neighborhoods evaluating and rehabilitating sewer lines, when a cap is discovered missing from a service line cleanout, a replacement cap is provided and installed at no cost to the customer. This program helps residents maintain their service line and helps LRWRA seal the system by preventing rainwater from entering the system and causing rainwater to be treated unnecessarily.

**The Subsidy Program** is a reduced rate program offered to our customers. Customers that meet certain income guidelines will only be billed for the sewer availability charge. Participants that apply must provide proof of income and renew their participation every 12 months. Applications are available through the City of Little Rock Neighborhood Resource Centers.

**The Service Line Replacement Program** implemented in 2012 is designed to aid customers with the cost of replacing their sewer service lines. Domestic customers are charged \$1.00 a month to fund this program. Customers must make application and provide receipts to verify the service line replacement when applying for a refund. The maximum refund allotment is \$2,500 per customer.

## **Awards and Recognitions**

**Peak Performance Award:** In 2023, LRWRA received the National Association for Clean Water Agencies (NACWA) Platinum Peak Performance award for its Fourche Creek Water Reclamation Facility (FCWRF), Adams Field Water Reclamation Facility (AFWRF) and Little Maumelle Water Reclamation Facility. This award is earned when a facility achieves more than five years of 100% compliance. FCWRF received the Platinum status for 9 years of 100% compliance and AFWRF received Platinum status for 12 years of 100% compliance and Little Maumelle Water Reclamation Facility (LMWRF) reached Platinum for the first time with 5 years of 100% compliance. NACWA is the nation's leader in legislative, regulatory, and legal clean water advocacy.

**GFOA Distinguished Budget Presentation Award:** Little Rock Water Reclamation Authority has been awarded the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for its 2024 Budget Compilation. This is the 15th year in a row that LRWRA has been recognized by the GFOA for its commitment to meet the highest principles of governmental budgeting. The GFOA is a nonprofit professional association serving nearly 17,400 government finance professionals throughout North America. The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting.

**Certificate of Achievement for Excellence in Financial Reporting:** The Government Finance Officers Association (GFOA) has awarded the Finance Department of LRWRA the Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report. This is LRWRA's nineteenth consecutive year to accomplish this feat.

**Excellence in Achievement Award:** LRWRA received the Excellence in Achievement AWARD from the Universal Public Procurement Certification Council for having a fully certified procurement staff for the fifteenth year in 2024. LRWRA is the only public entity in the State of Arkansas to receive this award.

**Leadership in Environmental Education:** In 2020, LRWRA received the award from the Arkansas Environmental Federation for Public Education programming.

**Utility of the Future Today:** LRWRA received the Utility of the Future Today designation presented by NACWA, Water Environment Federation, Water Environment & Reuse Foundation, WateReuse, and the U.S. Environmental Protection Agency for its forward-thinking and innovative operations in 2024.

**EPA's PISCES Award:** In 2017, LRWRA received the Environmental Protection Agency's (EPA) PISCES Award for Exceptional Projects for its Sewer Service Line Replacement Program's innovative approach to improving water quality and public health.

**Water Environment Federation George Burks Facility Safety Award:** LRWRA received the WEFGBF Safety Award for 2024 for the third consecutive year.

**AWEA Safety Award for Populations over 20,000:** LRWRA has received the AWEA Safety Award for 2024 for the second consecutive year.

## ***STRATEGIC PLAN***

### **Mission Statement**

Serving our community by protecting public health and the environment while leading the industry by reclaiming water for a more sustainable tomorrow.

### **Value Statement**

Enrich our community through sustainable leadership, environmental excellence, and public education to meet future water reclamation needs. We commit to exceptional service, integrity beyond reproach, respect for people, communities, and cultures with tangible and lasting results.

### **Strategic Plan FY 2025**

Managers and directors play an integral role in the strategic planning process by identifying future opportunities and potential problem areas, defining plans for addressing these items and establishing priorities within their respective areas of responsibility. The planning process includes developing goals, establishing objectives and performance measures, and noting accomplishments which are included in the department's operating budget detail. The planning process includes the opportunity to present recommendations to the Little Rock Water Reclamation Commission (LRWRC) for their approval. The Strategic Plan is monitored by staff on an ongoing basis to measure progress, revise as necessary and track accomplishments.

During the 2025 planning process, LRWRA affirmed that the most significant issues facing the Utility include: (1) continued National Pollution Discharge Elimination System (NPDES) permit compliance for all three wastewater treatment facilities; and (2) implementing a fully integrated Asset Management/ Preventive Maintenance Program, which will drive future capital improvement plans going forward. The 2025 Annual Operating Budget and Capital Improvement Plan provides funding for initiatives that afford LRWRA the opportunity to achieve its goals including replacement of aging infrastructure, construction of new facilities, and maintaining the working condition of LRWRA infrastructure and facilities.

LRWRA also affirmed the factors that contribute most critically to the future success of the organization and has properly prioritized them so that they can be accomplished. These critical success factors fall into six major categories: (1) quality, (2) public outreach and employee communication, (3) asset management, (4) organization, (5) financial, and (6) regulatory. The approved Strategic Plan is monitored on an ongoing basis to ensure appropriate focus is applied and progress is made. The goals for each critical success factor along with the 2025 achievements toward these goals are represented on pages 18 through 23.

**Quality**

Maintain high quality and reliable service.

<b>Initiative</b>	<b>2025 Goals</b>	<b>2024 Accomplishments</b>
<p><b>Use available technology to enhance LRWRA's ability to provide superior service.</b></p>	<ul style="list-style-type: none"> <li>• Upgrade virtualization hosts in the Production and DR data centers with new physical hosts running the latest version of software.</li> <li>• Deploy self-hosted Git server for in-house version control of custom software, scripts and other business logic.</li> <li>• Modify inventory interface to allow storeroom employees to manage EAM materials.</li> <li>• Implement solutions for the priority items identified as needs in our Cyber Security Review</li> </ul>	<ul style="list-style-type: none"> <li>• Completed implementation of new GraniteNet modules (H.264, WebSync, WebOffice Viewer) to support automatic defect scoring.</li> <li>• Updated the modem equipment at the remote pump stations and TV trucks.</li> <li>• Implemented Stores Inventory product minimum/maximum quantities with weekly notification/report.</li> </ul>
<p><b>Empower employees to achieve best practices through training and development</b></p>	<ul style="list-style-type: none"> <li>• Continue staff education to obtain certification and licensure to include Collection System Operator Certification, Wastewater Treatment Plant Operator, Class I-IV Wastewater License, and Pipeline Assessment Certification</li> <li>• Continue professional development supervisor training</li> </ul>	<ul style="list-style-type: none"> <li>• Continued staff education to obtain certification and licensure to include Collection System Operator Certification, Wastewater Treatment Plant Operator, Class I-IV Wastewater License, and Pipeline Assessment Certification</li> <li>• Continued professional development supervisor training</li> </ul>

<p><b>Maintain a safe work environment.</b></p>	<ul style="list-style-type: none"> <li>• Continue in person safety training.</li> <li>• Continue to identify, track and eliminate deliberate safety infractions.</li> <li>• No lost time accidents</li> <li>• Meet or exceed all regulatory requirements both safety and environmentally related through cost effective and program efficient planning implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Reinstated in person safety training and scheduled more hands-on training to accommodate the influx of new employees.</li> <li>• EHS conducted first ever tabletop emergency response drill in conjunction with Little Rock Office of Emergency Management, the LR Fire and Hazmat teams, LR Police and MEMS covering a potential worst-case scenario chlorine or sulfur dioxide release at the Fourche Creek Treatment Facility</li> </ul>
<p><b>Continue participation in and strive for achievement of national awards programs.</b></p>	<ul style="list-style-type: none"> <li>• Submit Finance and Procurement programs for national recognition.</li> </ul>	<ul style="list-style-type: none"> <li>• LRWRA was presented with multiple awards from national programs.</li> </ul>

**Public Outreach and Employee Communications**

Establish and maintain a high level of community support and customer satisfaction for both internal and external customers.

Initiative	2025 Goals	2024 Accomplishments
<p><b>Establish and maintain a high level of community support and customer satisfaction for both internal and external customers.</b></p>	<ul style="list-style-type: none"> <li>• Strengthen public outreach and education through increased community partners, educational programs and outreach participation.</li> <li>• Continue community service initiatives with Women of Water and Allies</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community outreach participation</li> <li>• Implemented Women of Water and Allies and performed multiple community service initiatives</li> </ul>

<p><b>Maintain and enhance employee awareness programs.</b></p>	<ul style="list-style-type: none"> <li>• Work with all departments to provide a consistent message for customers and all stakeholders.</li> <li>• Provide FOIA and ethics training biennially.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued to develop and maintain internal communications through successful events such as Bring Your Kid to Work Day, Employee Appreciation and Townhall meetings.</li> </ul>
<p><b>Maintain high level of customer service for internal and external customers.</b></p>	<ul style="list-style-type: none"> <li>• Continue to provide value to Little Rock ratepayers with programs like “Can the Grease” and “Cap the Cleanout”</li> <li>• Continue to promote the “Don’t Flush That” campaign to educate the public on what is and is not acceptable to be flushed down the toilet.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided value to Little Rock ratepayers with programs like “Can the Grease” and “Cap the Cleanout”</li> <li>• Promoted the “Don’t Flush That” campaign to educate the public on what is and is not acceptable to be flushed down the toilet.</li> </ul>

**Asset Management**

Continue to demonstrate leadership, expertise and excellence in planning, financing, engineering, and operations management to construct new facilities and maintain an acceptable condition of all LRWRA infrastructures.

<b>Initiative</b>	<b>2025 Goals</b>	<b>2024 Accomplishments</b>
<p><b>Ensure LRWRA has the necessary facilities to meet the demands of tomorrow for the City of Little Rock.</b></p>	<ul style="list-style-type: none"> <li>• Initiate and complete construction for multiple capital projects that assist in the maintenance and upgrade of water treatment facilities and pump stations. Narratives for these projects can be found in the capital section.</li> <li>• Incorporate Rapid Assessment into maintenance capital plans</li> </ul>	<ul style="list-style-type: none"> <li>• Initiated and completed construction for multiple capital projects assisting the maintenance and upgrades of water treatment facilities and pump stations.</li> <li>• Completed a rapid assessment of all treatment facilities and pump stations which increased LRWRAs understanding of critical assets and potential failure points for prioritization of preventative maintenance.</li> </ul>



<p><b>Maintain adequate condition of all LRWRA infrastructures</b></p>	<ul style="list-style-type: none"> <li>• Continue collection system maintenance.</li> <li>• Continue efforts to reduce overflows through use of in-house resources and trenchless rehab contracts.</li> <li>• Continue the Large Diameter and Capital Improvement Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued collection system maintenance.</li> <li>• Continued efforts to reduce overflows through use of in-house resources and trenchless rehab contracts.</li> <li>• Continued the Large Diameter and Capital Improvement Program.</li> </ul>
<p><b>Secure the financing to construct the necessary infrastructure to meet the requirements of the System Evaluation and Capacity Assurance Plan (SECAP) and continued rehabilitation of infrastructure.</b></p>	<ul style="list-style-type: none"> <li>• Work with state and local agencies to issue Revolving Loan Funds (RLFs) for capital project expenditures.</li> <li>• Continue evaluation of assets to budget and maintain all LRWRA facilities, and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed construction on multiple projects funded by Revolving Loan Funds (RLFs)</li> <li>• Completed loan process for RLF XVII through Arkansas Natural Resource Division (ANRD)</li> </ul>

**Organization Management**

Ensure the continued success of LRWRA through evaluation, development, and optimal utilization of resources.

<b>Initiative</b>	<b>2025 Goals</b>	<b>2024 Accomplishments</b>
<p><b>Recognize and plan for future succession of key leadership positions across the organization.</b></p>	<ul style="list-style-type: none"> <li>• Continue staff education to obtain certification and licensure.</li> <li>• Provide meaningful training and development opportunities to increase the knowledge, efficiency, and job satisfaction of staff.</li> <li>• Continue maintaining a positive teamwork approach and communication among all LRWRA departments regarding maintenance needs and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued staff education to obtain certification and licensure.</li> <li>• Provide internal training and promotion opportunities.</li> </ul>
<p><b>Optimize the use of limited resources.</b></p>	<ul style="list-style-type: none"> <li>• Continue using performance metrics to determine appropriate staffing requirements.</li> <li>• Continue using a comprehensive maintenance plan that combines preventive, predictive and corrective maintenance approaches to ensure uninterrupted operation of critical equipment and infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued using performance metrics to determine appropriate staffing requirements.</li> <li>• Developed a comprehensive maintenance plan that combines preventive, predictive and corrective maintenance approaches to ensure uninterrupted operation of critical equipment and infrastructure.</li> </ul>

**Financial**

Ensure LRWRA continues to meet its fiduciary responsibility in providing wastewater service for the lowest rates possible.

<b>Initiative</b>	<b>2025 Goals</b>	<b>2024 Accomplishments</b>
<p><b>Deliver the best-valued service by continuing to implement and improve cost savings programs, provide cost of service rates, and optimal financial reports to the City of Little Rock, LRWRC, LRWRA departments and ratepayers.</b></p>	<ul style="list-style-type: none"> <li>• Work with state and local agencies to issue Revolving Loan Funds (RLFs) for capital project expenditures.</li> <li>• Update financial plan to ensure LRWRA continues to meet its fiduciary responsibility in providing wastewater services to customers for the lowest rates possible.</li> <li>• Submit Finance and Procurement programs for national recognition.</li> <li>• Continue the Service Line Replacement Program for qualifying Little Rock residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Accounting received the Distinguished Budget Presentation Award for the fifteenth consecutive year from the Government Finance Officers Association based on budget documents that meet program criteria as a policy document, as an operation guide, as a financial plan, and as a communication device.</li> <li>• Continued the Service Line Replacement Program for qualifying Little Rock residents.</li> </ul>

**Regulatory**

Meet all regulatory requirements of the CAO, NPDES Discharge Permits, and OSHA regulations.

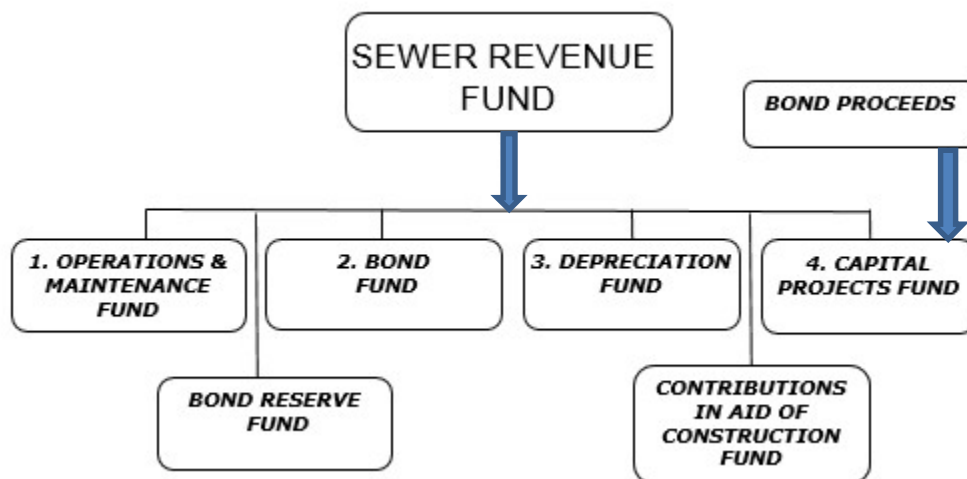
<b>Initiative</b>	<b>2025 Goals</b>	<b>2024 Accomplishments</b>
<p><b>Maintain NPDES Permit Compliance</b></p>	<ul style="list-style-type: none"> <li>• Operate all water reclamation facilities by meeting or exceeding all permit requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• NPDES permit compliance.</li> </ul>
<p><b>Maintain OSHA regulation compliance</b></p>	<ul style="list-style-type: none"> <li>• No lost time accidents.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue working to identify, track, and minimize safety incidents.</li> </ul>
<p><b>Reduce sewer overflows.</b></p>	<ul style="list-style-type: none"> <li>• Remain in compliance with non-capacity overflow requirements with the preventive maintenance program.</li> </ul>	<ul style="list-style-type: none"> <li>• Remain in compliance with the required allowance for non-capacity overflows.</li> </ul>

## **Financial Policies**

LRWRA is a component unit of the City of Little Rock and operates as an autonomous enterprise fund. Enterprise funds are used to account for operations that are financed and operated in a manner similar to a private business enterprise, where the intent of the governing body is that the costs (including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered through user charges. All activities necessary to provide such services are accounted for in this fund, including but not limited to administration, operations, maintenance, financing and related debt service, and billing and collection. Because LRWRA operates in a proprietary manner, the major revenue sources are user charges for wastewater services. LRWRA’s revenue requirements are based on cost of service. This includes operating costs, expenditures for capital improvements, and repayment of debt. The description and the respective amounts of the various revenue sources are covered in the financial overview section of this budget.

### **Flow of Funds Policy**

The flow of funds is established based on parity bond ordinances. The most recent bond ordinance is #22,081. The ordinance states that rates charged for services of the system are fixed by ordinances of the City, and all system revenues shall be paid into a special fund designated “Sewer Fund” (or revenue fund). The system revenues so deposited in the revenue fund are pledged and applied in sequence to: (a) current expenses of maintenance and operations; (b) payment, pro rata, into the bond fund being maintained in connection with the parity bonds and any additional bonds that require monthly deposits; (c) payment, pro rata, into the bond fund being maintained in connection with the subordinate bonds; (d) payment into the depreciation fund (3% of system revenues remaining after disbursement into a, b, and c from above; (e) any surplus in the revenue fund after making all disbursements and providing for all funds described above may be used for any lawful purpose related to the system authorized by the LRWRC.



### **Fund Descriptions**

#### **Sewer Revenue Fund**

All gross revenues are deposited into the revenue fund as collected. Monies on deposit in the revenue fund shall be first used to pay all Operation and Maintenance expenses. The revenues of the system not actually required to pay Operations and Maintenance expense shall be

transferred from the revenue fund to the other funds, in the order of priority, in the manner set forth in the bond ordinance.

#### Bond Fund

The following shall be deposited in the Bond Fund:

1. Such amounts, in equal monthly installments, by the 10th of the month following the month of closing, and on or before the 10th of each month thereafter, as will be sufficient to pay the interest scheduled to come due on the bonds next interest payment date, less any amount already on deposit therein for such purposes derived from the proceeds of the bonds or from any other lawfully available source.
2. Additional sums as necessary to provide for the Trustee's fees and expenses and any arbitrage rebate payment due to be paid to the United States Treasury under Section 148(f) of the code.

#### Depreciation Fund

Three percent (3%) of the remaining money in the revenue fund at the end of each month after all payments required to be made from the revenue fund have been made and all deficiencies accumulated from prior months have been paid shall be paid to the depreciation fund established in connection with the system, and shall be held in and paid out from such fund for the following purposes:

-To be used solely for the purpose of paying the cost of replacement made necessary by the depreciation of the system.

#### Contributions in Aid of Construction Fund

Any monies that may be received by the LRWRA that shall represent contributions in aid of construction shall be deposited in a separate account at the depository bank. Such contributions shall not be considered as part of the gross revenues of the system. Payments from such bank account shall be made only for the purposes for which the contributions were made, including any refunds that may become due to any contributor.

#### Capital Projects Fund

Any monies derived from the proceeds of sewer revenue bond issues, state revolving loan fund issues, or transfers from the revenue fund to finance major capital improvement projects shall be deposited into the capital projects fund.

#### Balanced Budget Policy

As a component unit of the City of Little Rock, LRWRA is required to have an annual budget in which expenditures do not exceed reasonably estimated revenues and available fund balance/operating reserve balance.

#### Budget Amendment Policy

Operating or capital budget line-item transfers are done on a memorandum basis, submitted by the requesting manager to Finance. The budgetary transfer is subject to approval by management but does not need approval by the LRWRC. Emergency funding authorizations and amendments to the approved operating or capital budgets can only be done with approval by the LRWRC. Adopted on November 17, 2010.

**Capital Improvements and Operations Budget Policy**

A budget will be prepared for all capital expenditures contemplated, including completions of active construction projects, projects and capitalized purchases planned for the succeeding calendar year, and all projects for which a commitment of funds is to be made even though the actual expenditure will not occur in the succeeding year.

This actual budget is used for projecting anticipated capital requirements and becomes a vital element in the LRWRA operating plan.

The initial capital budget will be prepared within each division within LRWRA, assimilated and reviewed by the Chief Financial Officer, and submitted for approval of the Director of Engineering Services and Chief Executive Officer.

After the CEO's approval, the capital budget will be incorporated into the LRWRA operating plan and submitted to the LRWRC for approval.

Upon approval, all proposed expenditures included in the capital budget will be classified as "planned expenditures." Any capital expenditure proposed during the planned year which are not included in the approved capital budget will be classified as "unplanned expenditures."

Expenditures equal to or greater than \$5,000 on construction projects or purchases of new equipment are defined as capital expenditures. Expenditures equal to or greater than \$5,000 on work, equipment parts, or a combination of the two, that add discernible life of greater than three years to an existing capital asset are also defined as capital expenditures. In general, expenses associated with additions, replacements, reconstructions, improvements, or betterments qualify as capital expenditures.

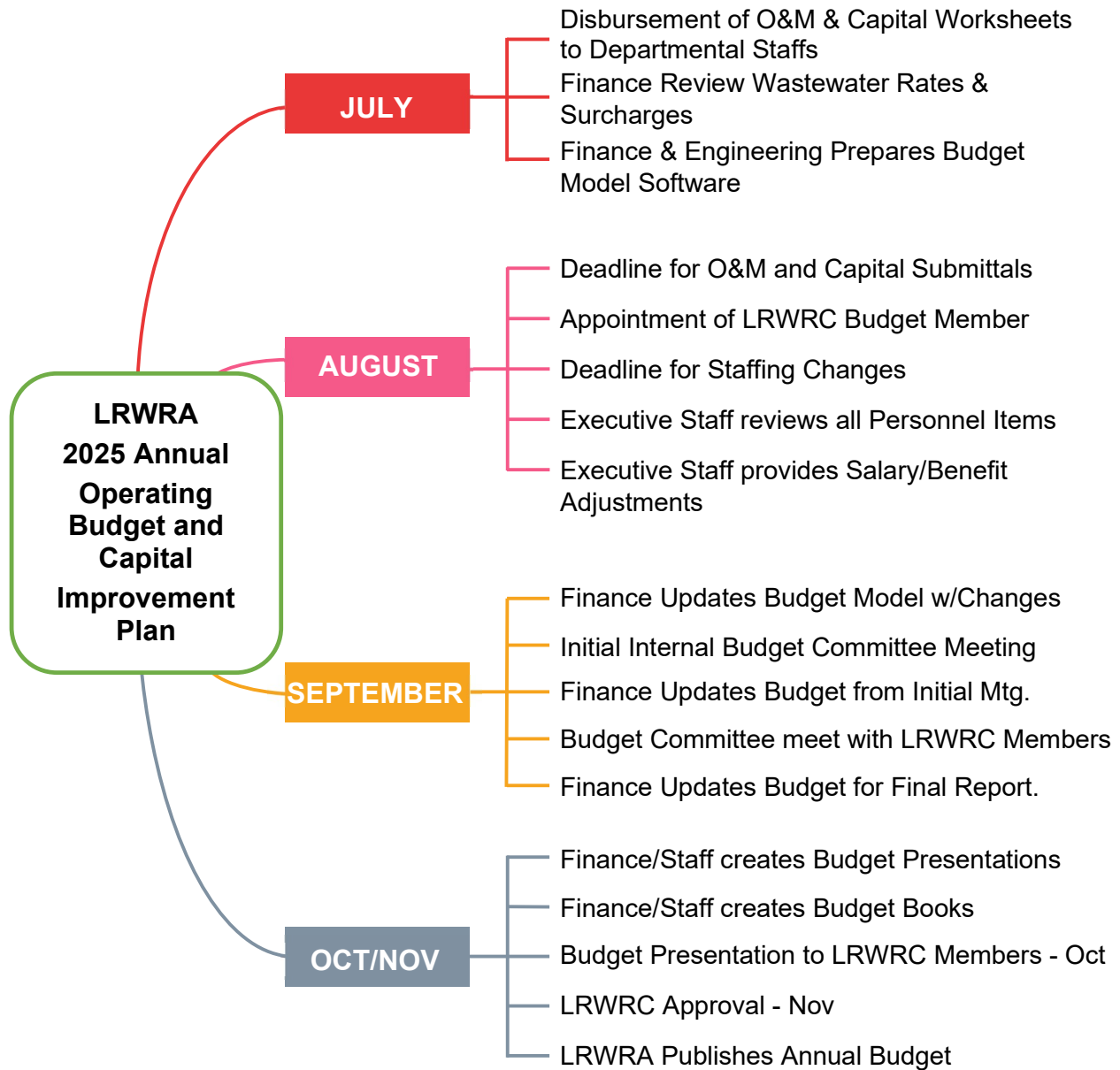
All capital projects and expenditures will be available in the financial system on January 1<sup>st</sup>. Any procurement items for those projects must follow the state and city laws along with utility guidelines. Once projects are completed, the employee over the project must submit a project reconciliation to determine final costs to budget comparisons and transfer to fixed assets.

Due to state procurement laws and the nature of capital improvement expenditures, it generally takes more than one fiscal year to complete most capital improvement projects. Therefore, many projects carry over from year to year before they are completed and placed into service. LRWRA does not award a project contract unless it is fully funded. However, many large projects have multiple year and/or multiple phase construction periods. LRWRA uses several benchmarks of efficiency to ensure capital budget integrity. These include timely completion clauses, aggressive efforts to minimize change orders, and tracking the progress of the overall Capital Improvement Plan (CIP).

Adopted on November 17, 2010.

The following is a typical schedule for the development of a CIP and an O&M budget:

### Budget Timeline



Departmental staff submittals will include current year O&M and capital costs along with projected O&M adjustments and capital costs for four consecutive years after budget year. The CEO and Executive Staff establish budget priorities based on need and availability of funds during the budget workshops/committee meetings. Departmental O&M and capital budget items are adjusted based on needs and fund availability.

### **Revenue Policy**

Ordinance No. 21,080 requires that the LRWRC maintain rates sufficient to produce or yield revenues in each fiscal year adequate to pay all expenses incurred for the operations and maintenance of the system as such expenses shall accrue during the year and an additional amount equal to 120% of the aggregate amount required to be paid in such year for principal and interest and redemption premiums on bonds payable from the bond funds.

### **Operating & Debt Service Reserve Policy**

Resolution No. 2014-12 require the establishment of a 60-day operating reserve for operations & maintenance expenditures, revenue funded capital expenditures, and principal & interest payments on outstanding debt by December 31, 2019. The policy also states if the operating reserves fall below the required level, then the LRWRA CEO and staff will bring forward a plan in subsequent fiscal years' budget, if not requested sooner, for replenishing the reserve.

### **Investment Policy**

LRWRA is guided by an investment policy as outlined in the bond ordinances that requires available monies to be invested and reinvested at the direction of the LRWRC in eligible investments. Eligible investments shall be subject to redemption not later than five (5) years after the date of investment, unless, as documented at the time of acquisition, the investment is to fund or support a specific purpose and there are no expectations that the investment will be sold before maturity. The primary objectives of the investment policy are: 1) preservation and safety of the principal; 2) maintenance of sufficient liquidity; 3) maximization of return within acceptable risk constraints; and 4) diversification of investments. The investment policy requires an annual review by management.

“Eligible Investments” means any of the securities that are at the time legal for investment per Arkansas Code Annotated (2011-2012) 19-1-501, as each may be amended from time to time.

“Eligible Investments” include:

1. A direct or guaranteed obligation of the United States that is backed by the full faith and credit of the United States Government.
2. A direct obligation of an agency, instrumentality, or government-sponsored enterprise created by act of the United States Congress and authorized to issue securities or evidence of indebtedness, regardless of whether the securities or evidence of indebtedness are guaranteed for repayment by the United States Government; and
3. A bond or other debt of the state, a school district, a county government, a municipal government, or an authority of a governmental entity that:
  - a. Is issued for an essential governmental purpose or is guaranteed by a state agency; and
  - b. Has a debt rating from a nationally recognized credit rating agency of “A” or better at the time of purchase.



**Debt Service Policy**

The financial impact of city approved rate increases as included in the financial plan and their need is mainly driven by the capital improvement program and debt service coverage required both by the revenue bond covenants. The parity revenue bond covenants require debt service coverage of 1.2 times (meaning 120% of the current year's debt service requirements must be available that fiscal year) to issue new debt. LRWRA does not have a legal debt limit.

**Tax Exempt Revenue Bond Post-Issuance Compliance Policy**

The Post-Issuance Compliance Policy aids LRWRA in complying with post-issuance federal income tax requirements regarding sewer revenue bonds that are issued as tax-exempt bonds. The policy addresses the areas of record keeping, investments and arbitrage compliance, expenditures and assets, private business use, assistance and cooperation from other officials and employees, remedial action, and the voluntary closing agreement program.

## ***Financial Plan***

### **Budget Trends in FY 2024**

Little Rock Water Reclamation Authority's (LRWRA) budget reflects the City of Little Rock's commitment to protect public health, protect the environment, maintain affordable rates, manage operational costs, and build future capacity all which meet the requirements of the completed Consent Administrative Order (CAO).

Billed revenue for domestic accounts (residential) is determined using the Average Water Consumption, which levels customer billing by using an average of water consumption during non-irrigation months. The total 2024 revenue for domestic and non-domestic (commercial) accounts is projected to be above budget by \$700,000 (1.1%) based on results through September 2024. FY 2024 revenues are projected to be higher than budget due to a slight increase in the composite calculation of average winter consumption for domestic customers.

The CEO and the Executive Staff establish budget goals and review financial results regularly. Each executive staff member reviews their budgeted versus actual expenses with their supervisors throughout the year to make sure they are staying within budget and justifications for exceeding budget are documented for any budget variance exceeding 10%.

### **Meeting Future Demands FY 2025**

The FY 2025 operations and capital budget was presented to the Little Rock Water Reclamation Commission (LRWRC) for review, input, and guidance through a series of budget workshops held in September and October of 2024. The 2025 operational and capital budget supports the LRWRC's Strategic Plan.

During the 2025 planning process, LRWRA affirmed that its most significant initiatives include: (1) continued National Pollution Discharge Elimination System (NPDES) permit compliance for all three wastewater treatment facilities; (2) implementation of a fully integrated Asset Management / Preventive Maintenance Program, and (3) supporting growth driven by economic development in the Port of Little Rock and westward expansion of the city.

Little Rock Water Reclamation Authority administers a Sewer Service Line Replacement Program (SSLRP) authorized by the City of Little Rock Board of Directors. A city ordinance (#20,590) was adopted on June 7, 2012, authorizing LRWRA to collect \$1.00 per month from domestic customers for replacement of defective service lines with the overall goal of reducing sources of Infiltration and Inflow (I/I) into the sewer collection system. This program requires the domestic customer to contract with a licensed plumber to replace their defective private sewer service line from the residence to the connection point on the public sewer main to receive reimbursement up to a maximum of \$2,500. While LRWRA has experienced additional costs to administer this program, they have been absorbed within the operating budget. Starting in 2016, LRWRA enhanced the SSLRP by allocating Revolving Loan Funds for service line replacements to further reduce I/I into the sewer system. LRWRA allocated \$325,000 in operating and maintenance expenses for 2024 but based on current volumes does not plan to do so in 2025 and beyond.

## **Assumptions**

The FY 2025 budget contains certain assumptions underlying specific operating and capital budgeting costs. Financial projections for future years require additional assumptions related to revenue growth, expenditures, and miscellaneous rate adjustments. Basic assumptions to the six-year financial plan include the following:

### **Basic Assumptions**

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Domestic Customers</b>	0.30%	0.40%	0.40%	0.40%	0.40%	0.40%
<b>Non Domestic Customers</b>	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%
<b>Operating Revenue</b>	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%
<b>Operating Expenses</b>	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
<b>Interest Income Rate</b>	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

The assumptions for customer and revenue growth are based on historic trends for LRWRA. The Operations and Maintenance expense growth is projected using long-term historical trends data from federal government and other utility specific publications/organizations. Interest income is based on the current Federal Funds Rate and future projected cash balances.

### **Basis of Budgeting**

The budget and comprehensive annual financial report is prepared using the accrual basis of accounting. Revenue is recognized as it is earned, and expenses are recognized as goods or services are delivered. The LRWRC has elected to follow adopted Governmental Accounting Standards Board (GASB) pronouncements as well as Financial Accounting Standards Board pronouncements and Accounting Principles Board opinions, issued on or before June 15, 2002, unless those pronouncements conflict with, or contradict GASB pronouncements.

The Enterprise Fund includes funding for all LRWRA's departments using the following expense categories: Compensation, Benefits, Supplies, Contract Services, Vehicle Expense, Utilities, Outreach & Administration, and Insurance. The Income Statement can be found on page 53, the Budget Comparison Overview by department can be found on pages 54-76, and the Operating Budget Details can be found on pages 115-196.

LRWRA's funds are not appropriated rather the budget is an approved plan that facilitates budgetary control and operational evaluations. LRWRA defines fund equity as net assets, which equals assets minus liabilities. Fund equity from net assets is divided into three categories: Net Investment in Capital Assets, Restricted for Debt Service, and Unrestricted.

### **FY 2025 Detail Budget**

The Fiscal Year 2025 budget reflects the LRWRC's updated Strategic Plan goals and objectives to properly maintain its infrastructure, complete capital improvements, and satisfy cash reserve requirements. The 2025 revenue budget (includes User Charge, Industrial Surcharge and Miscellaneous Revenue) reflects an overall decrease from 2024 projected revenues of 0.3%

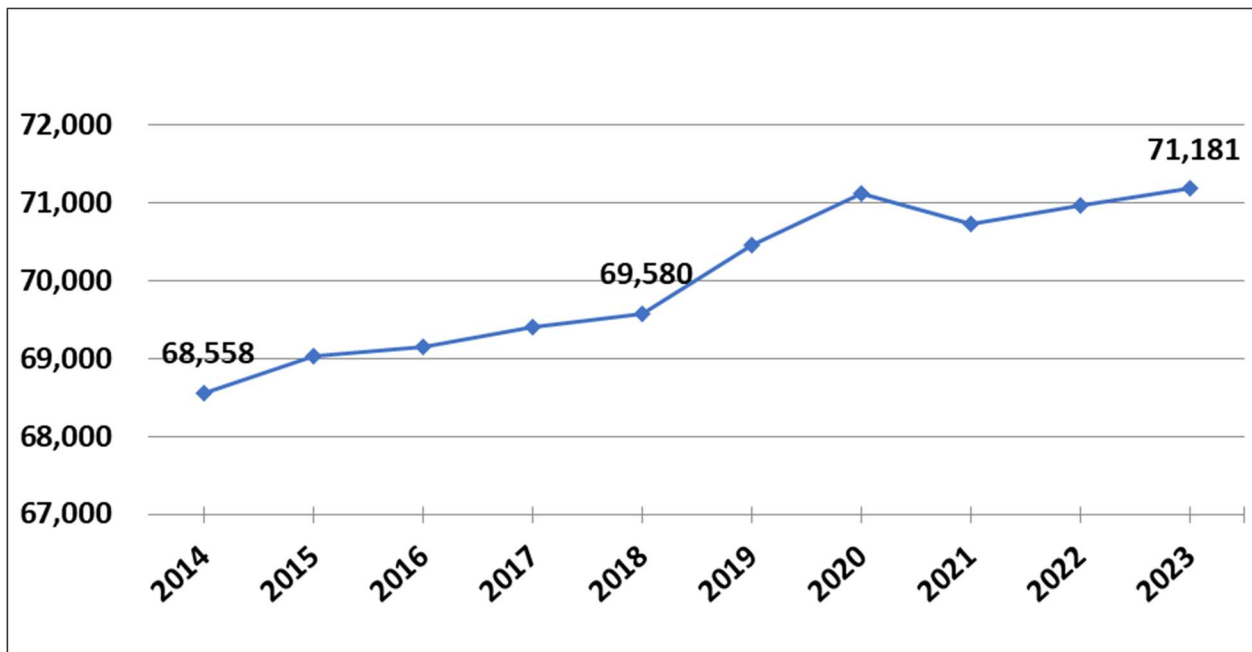
(\$240,000) and an increase from the 2024 budget of 1.8% (\$1,214,000) largely driven by an increase in user charge revenue. There are no customer rate increases for FY 2025. FY 2025 budgeted Operating and Maintenance Expenses (O&M) are expected to increase by 8.9% compared to 2024 budget and 2024 projected expenses.

**Sources of Revenue for Little Rock Water Reclamation Authority**

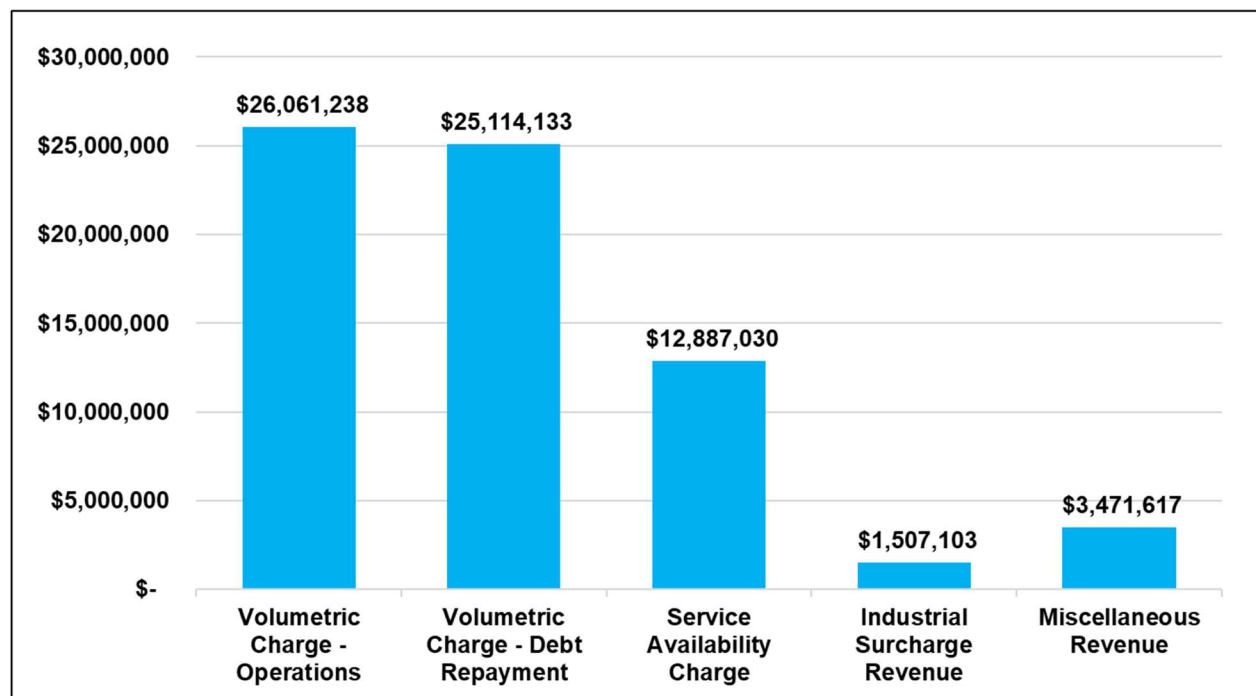
LRWRA is dependent on the rate payers of the City of Little Rock for most of its revenue sources. In the current sewer rate ordinance, the customer classifications are Domestic (residential) and non-Domestic (commercial and industrial). As of December 31, 2023, the total number of customers is 71,181, with 63,546 of them being Domestic customers.

Total revenues include volumetric charges, service availability charges, industrial surcharges, and other miscellaneous fees charged to customers. LRWRA’s rate structure charges differing rates for Inside and Outside City customers and Domestic and Non-Domestic accounts. Within the rate structure itself, there is a mechanism to ensure that Domestic and Non-Domestic customers are charged reasonable rates in relation to the actual cost of providing service.

**Total Sewer Customers**



**2025 Revenue by Category Type**



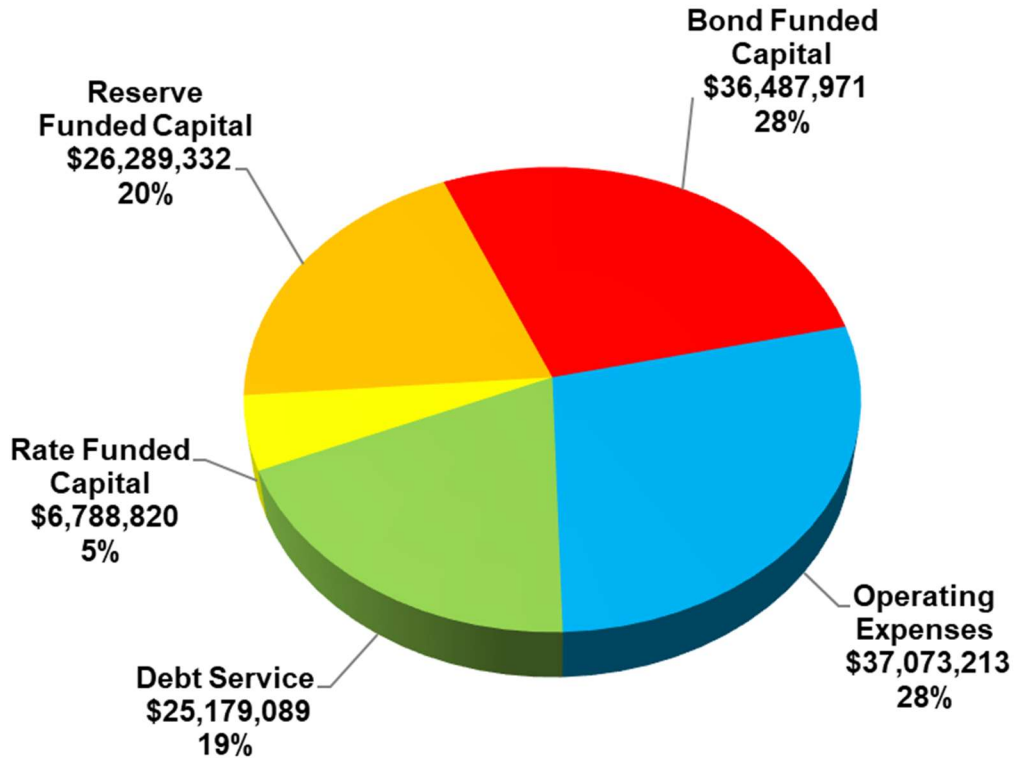
Budgeted revenue for 2025 is projected to be \$69.0 million. Customer rates were not increased in the FY 2025 budget.

Based on the chart above, the revenue stream is derived primarily from the user charge revenues on volumetric and service availability. They comprise almost 92.8% (\$64.1 million) of the revenue needed to support ongoing operations, debt service, and rate funded capital expenditures. Industrial surcharge revenue is earned based on excessive strength in sewer streams from commercial and industrial users. Surcharges are assessed for excessive levels of chemical oxygen demand (COD), total suspended solids (TSS) and oil and grease (O&G). It is estimated that this revenue will be \$1.5 million in 2025. Miscellaneous revenue includes both operating and non-operating items and includes ancillary fees as reflected in the consolidated fee schedule (pages 46-51), interest income from investments, contributions of infrastructure from property developers and sale of retired property. Total miscellaneous revenue is projected to be \$3.5 million in 2025.

In addition, LRWRA expects to utilize the remaining proceeds from previously issued debt in the amounts of \$36.5 million from a 2020 RLF and a 2024 RLF to partially fund the 2025 Capital Improvement Project Program. Between the capacity remaining on previously issued debt instruments and cash received from rates charged to end users, LRWRA intends to fund \$69.6 million toward capital expenditures and construction interest expense in 2025.

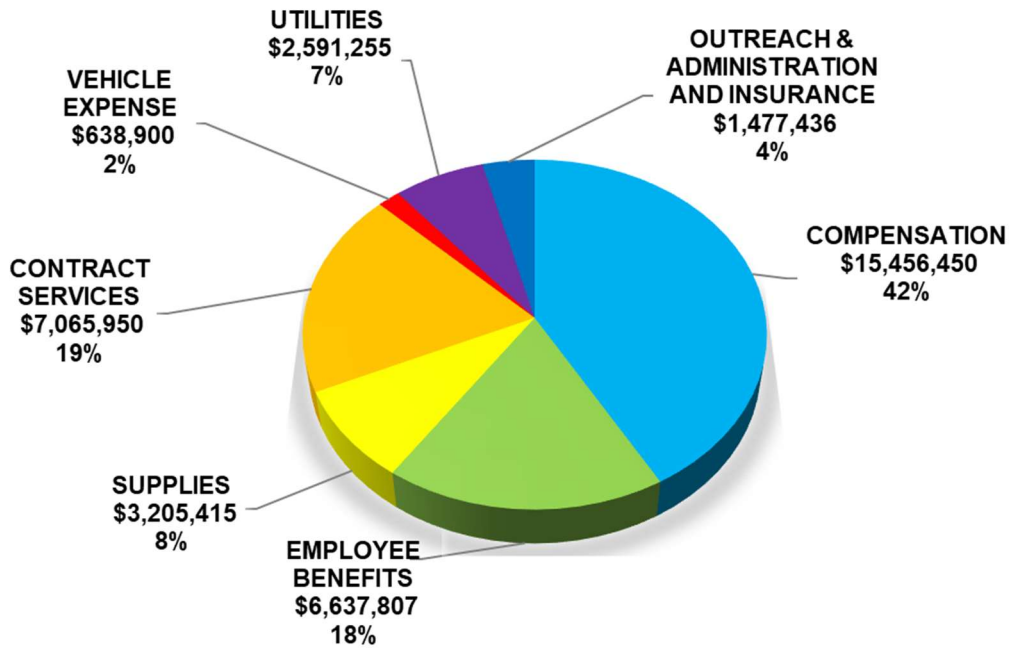
**Revenue Requirements and Other Financing Uses**

**2025 Projected Revenue / Financing Uses**



**Operations & Maintenance Expenses (O&M)** – O&M includes expenditures for operations and maintenance costs of LRWRA. It includes budgeted expenses from each department for compensation, employee benefits, materials and supplies, utilities, and all other operating expenses. Total operating and maintenance expenses for FY 2025 are estimated to be \$37.1 million or 8.9% greater than the 2024 budget. All O&M expenses are funded by revenues generated from rate payers. The O&M Expense Budget Comparative can be found beginning on page 52. The following chart shows the major budget amounts and percentages for the LRWRA 2025 O&M budget.

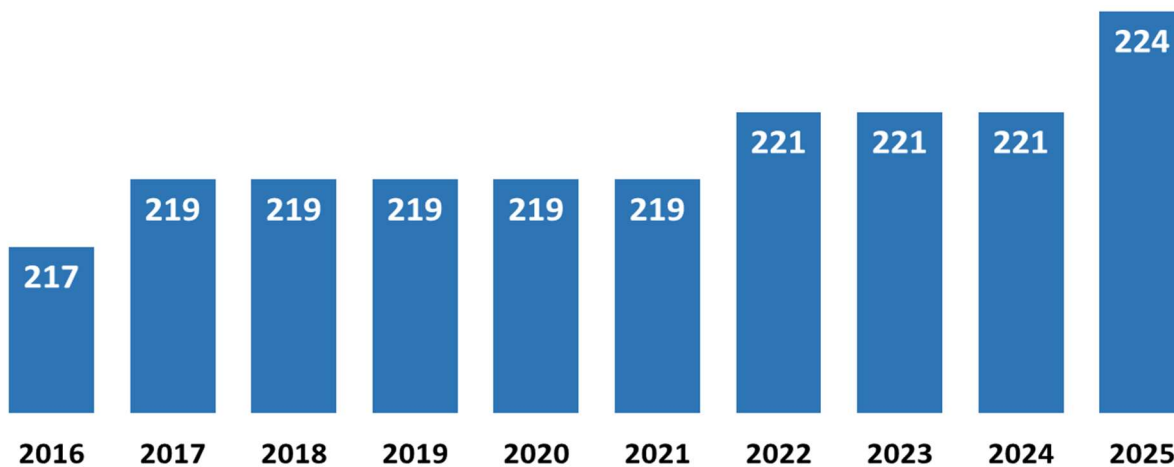
**2025 O&M Budget by Expense Type**



The 2025 operating budget compares to the 2024 budget as follows:

- Compensation increased by \$421.5K or 2.8%
  - Utility wide compensation increase effective January 1, 2025, of 3.5%
  - 1 full time position and 2 part time positions were added in 2025

***Budgeted Positions from 2016 to Proposed 2025***



LRWRA Employee Count	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Administration	10	7	5	5	5	5	5	5	7	7
Finance	13	13	15	15	15	15	15	15	14	14
Engineering Services	22	27	29	29	29	29	29	29	26	27
Information Services	11	11	11	11	11	11	12	12	7	7
Maintenance	90	91	90	90	90	90	91	91	91	91
Operations	25	25	25	25	25	25	25	25	25	25
Environmental Assessment	23	18	16	16	16	16	16	16	16	16
Facilities and Equipment	23	23	23	23	23	23	23	23	31	32
Legal	0	4	5	5	5	5	5	5	4	5
<b>Total Positions</b>	<b>217</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>221</b>	<b>221</b>	<b>221</b>	<b>224</b>

- Benefits increased by \$526.7K or 8.6%
  - Health insurance increase for 2025.
  - LRWRA will continue to self-fund its' insurance plan in 2025 with the goal of more effectively managing the cost of medical coverage.
- Capitalized labor, benefits and overhead consists of LRWRA's portion of O&M costs associated with capital projects.
  - Compensation and benefit expenses related to construction work in progress (CWIP) are reclassified from O&M expense each year for work completed on capital assets by in-house staff for engineering services and line work construction consistent with generally accepted accounting principles. The 2025 budgeted amount for capital labor and benefits related to Construction Work In Progress (CWIP) reflects a decrease by \$162.9 K or 6.7% from 2024 budget.
- Supplies increased by \$375.3K or 13.3%.
  - Maintenance increased by \$159.0K.
  - Operations increased by \$73.0K.
  - Facilities Asset Management increased by \$158.2K.
- Contract Services increased by \$1.2M or 19.7%.
  - Maintenance was decreased by \$109.0K.
  - Operations was increased by \$214.0K.
  - Facilities Asset Management was increased by \$1.2M.
- Vehicle Expense increased by \$43.0K or 7.2% caused by equipment leasing costs.
- Utilities increased by \$483.8K or 23.0%.
- Outreach and Administration increased by \$20.7K or 1.4%.

### **Property, Plant & Equipment**

Capital expenditures are defined as expenditures equal to or greater than \$5,000 on construction projects or purchases of new equipment that have an estimated useful life of more than one year. Expenditures equal to or greater than \$5,000 for labor, equipment, parts, or a combination of these items, which add discernible life of greater than three years to an existing depreciable asset are also capital expenditures. In general, expenses associated with additions, replacements, reconstructions, improvements, or betterments qualify as capital expenditures.

The Capital Improvement Plan (CIP) is a multi-year plan which forecasts the timing and scope of capital projects identified within LRWRA's fully integrated Asset Management / Preventive

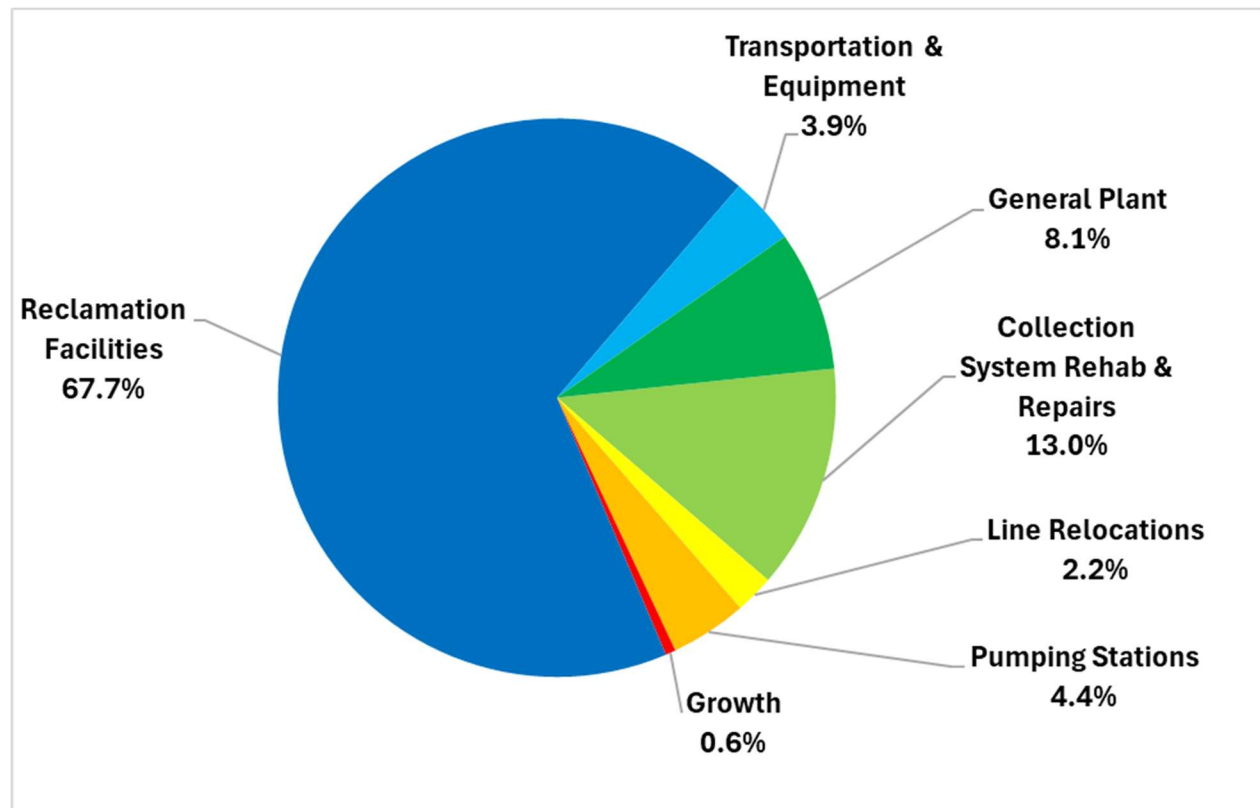


Maintenance Program, along with any major NPDES permit compliance projects. The CIP is reviewed annually to reflect the latest priorities and updated cost estimates which will help in financial planning and organizational needs.

The CIP includes input from all departments within LRWRA, and it is assimilated and reviewed by the Executive Staff, the budget subcommittee, and submitted for the CEO’s approval. After the CEO’s approval, the CIP is incorporated into the Annual Operating Budget and submitted to the LRWRC for approval in November of each year.

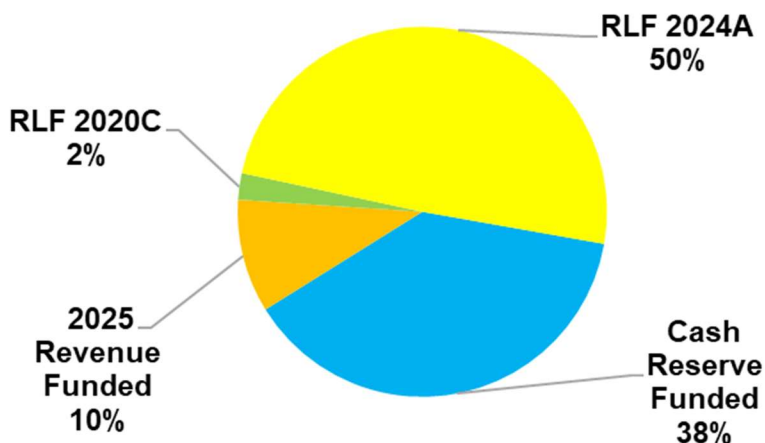
The 2025 and the forecasted ten-year Capital Improvement Plan are comprised of projects that address expected NPDES permit modifications, collection system improvements to maintain the system, new mains and extensions, facility projects to upgrade existing facilities and replace aging equipment, inspection, and improvement of large diameter lines >18”. Capital project expenditures for 2025 are estimated at \$69.6 million and are dominated by wastewater collection system maintenance and treatment facility asset renewals.

**2025 Capital Improvement Expenditures by Project Category**



The budgeted capital expenditures in 2025 will be funded by State Revolving Loan Funds (RLF 2020A, RLF 2020C & RLF 2024), and 2025 revenues and cash reserves.

**2025 Funding Sources for Capital Projects**



The complete Capital Improvement Plan begins on page 77.

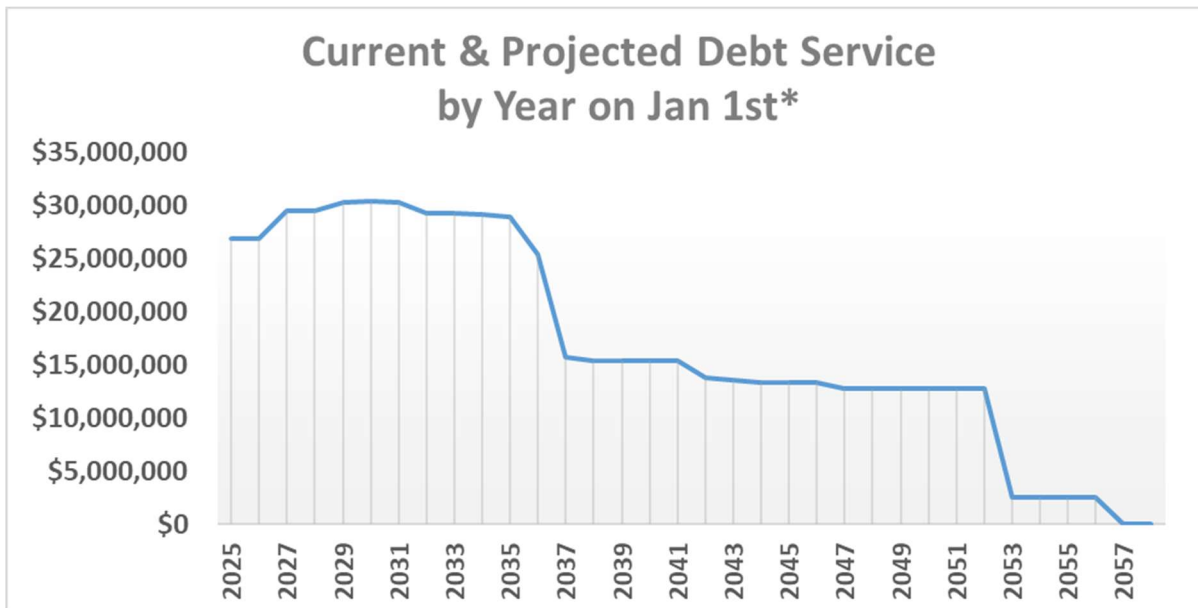
**Debt Service** – This category includes expenditures for the payment of principal and interest on bonds and other debt instruments along with all expenses related to issuing that debt (i.e., bond underwriter, bond counsel). Of the six outstanding Sewer Revenue Bond issues and seven State Revolving Loan Fund (RLF) issuances, the majority of funds have been used for upgrades to the Collection System, upgrades to all Water Reclamation Facilities, and installation of Sewer Mains for Unsewered Areas. Debt service for FY 2025 is estimated to be \$25.2 million.

**Debt Service**

The following chart shows, as of January 1, 2025, a projection of all outstanding principal and interest owed by LRWRA. The debt has been issued through either Sewer Construction Revenue Bonds or Revolving Loan Funds (RLF) issued by the Arkansas Natural Resource Division (ANRD). For RLF’s, LRWRA utilized bond proceeds to pay the interest incurred during the three-year construction period or project completion; thereafter, principal and interest payments of the loan commence. The debt service coverage as of December 31, 2024, is estimated to be 191%, exceeding the 120% required by the Bond Covenant for issuing new debt. The following table reflects current obligations of principal and interest listed by year for all outstanding debt issued by LRWRA.

<b>Current &amp; Projected Debt Service by Year on January 1*</b>				
<b>Calendar Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Average Annual Total</b>	<b>Total for Years Indicated</b>
2025	\$ 15,833,700	\$ 9,345,389	\$ 25,179,089	25,179,089
2026-2030	100,892,597	42,136,608	28,605,841	143,029,206
2031-2035	115,970,902	32,519,737	29,698,128	148,490,639
2036-2040	80,061,741	20,869,400	20,186,228	100,931,141
2041-2045	57,939,934	13,685,679	14,325,123	71,625,613
2046-2050	57,467,162	7,671,614	13,027,755	65,138,776
2051-2055	41,675,220	1,914,896	8,718,023	43,590,117
2056-2057	5,129,446	80,398	2,604,922	5,209,844
	<b>\$ 474,970,703</b>	<b>\$ 128,223,721</b>	<b>\$ 142,345,109</b>	<b>\$ 603,194,424</b>

\* Series 2020A, 2020C, and 2024 Subordinate Bonds have not been drawn down in full. Debt Service shown assumes maximum allowable principal is drawn for each series.



\* Series 2020 and 2024 Subordinate Bonds have not been drawn down in full. Debt Service shown assumes maximum allowable principal is drawn for each series. The significant declines between 2036-2038 represents bond maturities for Series 2013, 2015, and 2016B.

<b>Current &amp; Projected Debt Service on January 1*</b>			
<b>Debt Issue</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2007B RLF	\$ 8,315,133	\$ 421,302	\$ 8,736,435
2009A RLF	4,570,437	276,520	4,846,957
2014 Rev Bond	340,000	6,800	346,800
2015 Refunding Bond	20,330,000	1,856,803	22,186,803
2016B Refunding Bond	13,200,000	3,515,919	16,715,919
2017 Rev Bond	9,260,000	4,215,078	13,475,078
2020A RLF	50,184,288	18,412,663	68,596,951
2020B Refunding Bond	22,485,000	5,995,588	28,480,588
2020C RLF	7,342,591	1,355,708	8,698,299
2021 Refunding Bond	107,970,000	18,123,591	126,093,591
2023 Refunding RLF	165,973,254	60,895,752	226,869,006
2024A RLF	59,600,000	12,055,702	71,655,702
2024B RLF	5,400,000	1,092,294	6,492,294
<b>TOTAL</b>	<b>\$ 474,970,703</b>	<b>\$ 128,223,721</b>	<b>\$ 603,194,424</b>

\* Series 2020A ,2020C and 2024 Subordinate Bonds have not been drawn down in full. Debt Service shown assumes maximum allowable principal is drawn for each series.

### **Consolidated Fee Schedule**

LRWRA maintains a Consolidated Fee schedule separate from the rate ordinance. The Consolidated Fee schedule is reviewed annually, and any proposed changes are approved along with the budget each year. This schedule contains connection fees, permit fees, capital recovery fees, and domestic/industrial wastewater discharge fees that are charged by LRWRA to the requestor of service. The annual revenue generated from this fee schedule is shown on the Income Statement under the line titled Other Fees and Income. The schedule can be found on pages 46-51.

### **Six Year Financial Plan**

A six-year financial plan, 2025 Budget and 2026-2030 Projected Years, is prepared incorporating estimates of operating and capital expenditures, projected revenue sources and future revenue requirements. This plan serves as a guide for management and the LRWRC to reference as it considers future proposals and/or initiatives to ensure the overall financial condition of LRWRA remains strong.

The continuation of current and future capital projects and related operating expenses will necessitate a combination of future rate increases to support additional borrowings and increasing O&M costs and the use of operating and debt service reserves to fund proposed capital projects or O&M expense increases.

Projected O&M expense increases associated with the placement of a new capital asset in service are included in the outyears of the financial projections, including supplies, utilities, insurance, contract services, and related labor and benefits.

## **Modified Statement of Cash Receipts and Disbursements**

The Cash Flow Statement can be found on page 52, and it represents a projection of future cash flows and the resulting changes in cash balances. There is no future approved rate increases included in the plan.

Revenue is expected to decrease slightly annually through 2030 due to the decline in investment income as capital projects are funded with operating cash reserves each year.

Total expenditures for operations and maintenance (O&M) costs (compensation, benefits, supplies, contract services, vehicle expense, utilities, training and administration, insurance, and commission expense) are expected to increase annually over the next six years based on the underlying assumptions represented in the chart on page 31 and added expenses as new facilities resulting from capital projects are placed in service.

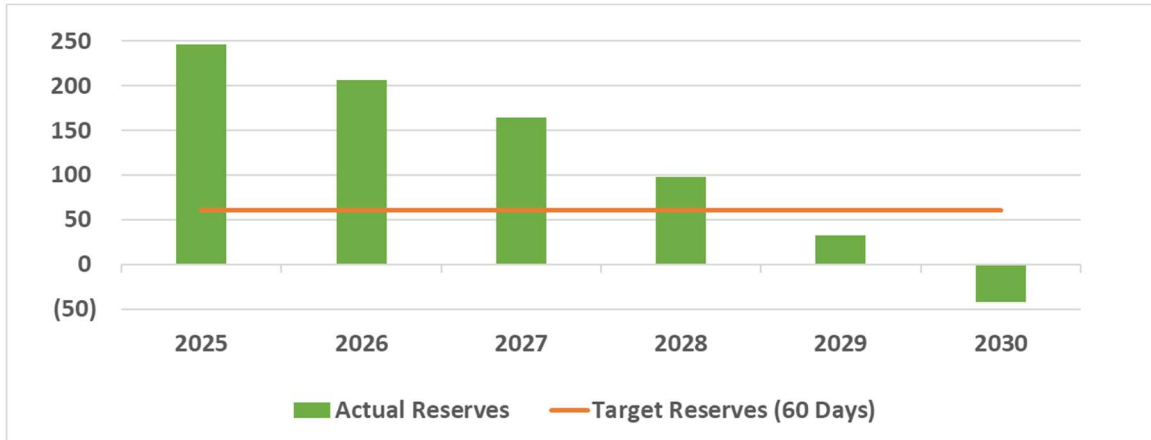
The total budget for capital expenditures from 2025 through the 2030 is \$375.8 million. However, LRWRA currently has funding for \$133.1 million of the total consisting of proceeds from existing bonds not yet fully utilized along with revenues and cash reserves. LRWRA anticipates issuing additional debt to fund the unfunded portion of the capital improvement plan. It is likely that end user rates will need to be increased to support the additional debt and the comprehensive operating and capital improvement plan. The funding for the \$375.8 million capital improvement plan is estimated to consist of 14.9% of existing debt, 21.1% through revenues and operating cash reserves and the remaining 64.0% through the issuance of additional debt.

The current LRWRA financial forecast does not include any future debt issues for capital expenditures; however, it is likely that additional debt will be issued during this timeframe to fund additional capital projects not reflected in the current financial forecast.

Operating & Debt Service Reserve, as set forth by LRWRC Resolution No. 2014-12, is a requirement for the Utility to establish a reserve equal to 60 days of operations & maintenance expenditures, revenue funded capital expenditures, and debt principal & interest payments by December 31, 2020. The resolution states that if the reserves fall below the required level, then the LRWRA CEO and staff will bring forward a plan in the subsequent fiscal years' budget for replenishing the reserve. The chart below reflects a projected reserve balance well above the 60-day requirement through FY2030.

In LRWRA's long term plan, if LRWRA's actual reserves fall below the target reserves, LRWRA has the option to reduce future operating & maintenance expenditures and/or capital expenditures, and/ or increase rates.

**LRWRA’s Operating & Debt Service Reserve – FY2025 to FY2030**

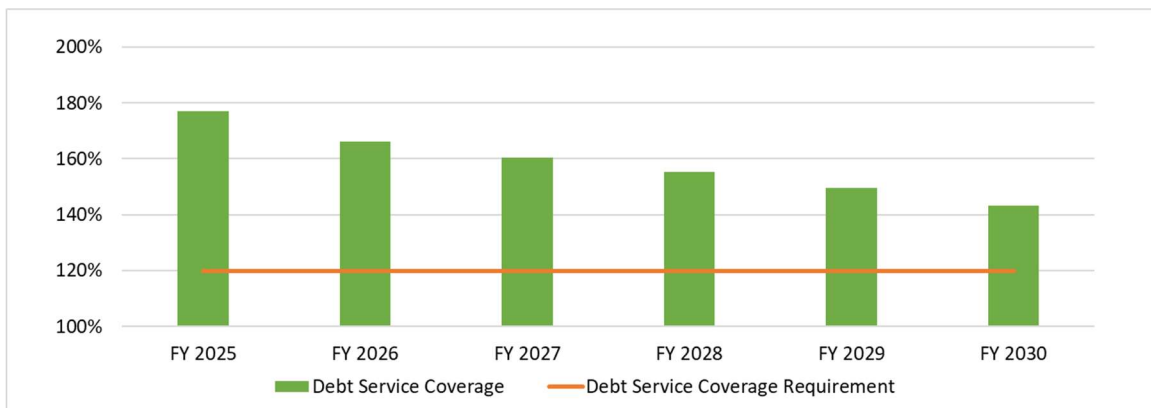


**Legal Debt Limit** – LRWRA does not have a legal debt limit.

**The Debt Service Coverage Ratio**

The bond ordinance requires LRWRA to maintain a coverage ratio of at least 120% in order to issue additional debt. LRWRA’s bond ordinance states: The Net Revenues (Net Revenues being gross system revenues less operating and maintenance expenses, but not including depreciation) for the fiscal year preceding the year in which such additional bonds are to be issued were not less than 110% of Total Annual Debt Service Requirements (Total Annual Debt Service Requirements being the average annual debt service requirements (including principal, interest, servicing and administrative fees) on all outstanding system bonds and the bonds then proposed to be issued, determined in accordance with generally accepted accounting principles. LRWRA may also treat any increase in rates for the system enacted as having been in effect (look-forward) at the time rates are approved.

The minimum coverage for parity bonds (Sewer Construction Revenue Bonds) is 120% and for subordinate bonds (RLF Loans) is a 100%. Arkansas Natural Resource Division requires that rates be adequate to support the principal and interest payments three years after the debt issuance is in place to issue loans. The chart shows what the annual debt service would be after each issue and after each completed year. Starting with 2025 through 2030, as projected LRWRA would achieve coverage greater than the required 120% over the five-year period.



## **Income Statement**

The Income Statement is presented on page 53. This statement summarizes the amount of revenues earned and expenses incurred by the Utility over a period of time. The operating revenues and expenses shown on the Income Statement are consistent with the cash flow overview in relation to revenue projections and Operating and Maintenance expenses. The 2025 budgeted operating revenue is 1.8% more than 2024 budgeted total revenue, and 0.3% less than the 2024 projected revenue. The 2025 budget projects a slight increase in Domestic and Non-Domestic customers, an increase volumetric charge, and an increase in industrial surcharge compared to the 2024 budget. Annual depreciation expense is estimated to increase significantly from \$18.5 million on in 2024 to \$28.2 million in 2030, as numerous large construction projects will be placed in service during the next six years. Non-operating revenues are expected to remain relatively stable other than a large increase to the interest income based on the Federal Reserve increasing rates.

## **Budget Comparative Overview**

The O&M Expense Budget Comparative can be found on pages 54 through 76.

This analysis reflects budgeted O&M expenses by department and type by year through 2030. It compares the proposed 2025 budget to the 2024 budget and forecast. The 2025 O&M budget shows an increase of 8.9% or \$3.0 million from the 2024 budgeted expenses. There is an overall increase of 8.7% between the 2025 budget and projected expenses for 2024, which are based on actual expenses through July 31, 2023, and forecasted expenses for August through December 2024.

## **Customer Rates**

The underlying cost components of the rate structure include operating and maintenance expenses, capital expenditures and current and future debt service, which collectively comprise the total cost of service to provide sanitary sewer services.

The rate structure for each domestic customer is determined by calculating their monthly average winter consumption (AWC) of water. AWC is a calculation that determines the average monthly water consumption for each residential customer between the months of October and March. The average monthly consumption is used to bill the volume rate components each month to level billing and exclude water used for irrigation and other purposes that is not discharged into the sewer system. The minimum monthly sewer charge starting on January 1, 2021, for a 5/8" inside-city meter is \$12.93 and total volumetric charge of \$4.80 per CCF. Rates remain unchanged in 2024 with no rate increases budgeted through 2030. LRWRA reviews its O&M and Capital needs annually to determine if rates need to be adjusted. There are two different rate structures based on meter size, and whether the property is inside-City or Outside-City. The current rate ordinance is located at Little Rock Water Reclamation Authority's website.

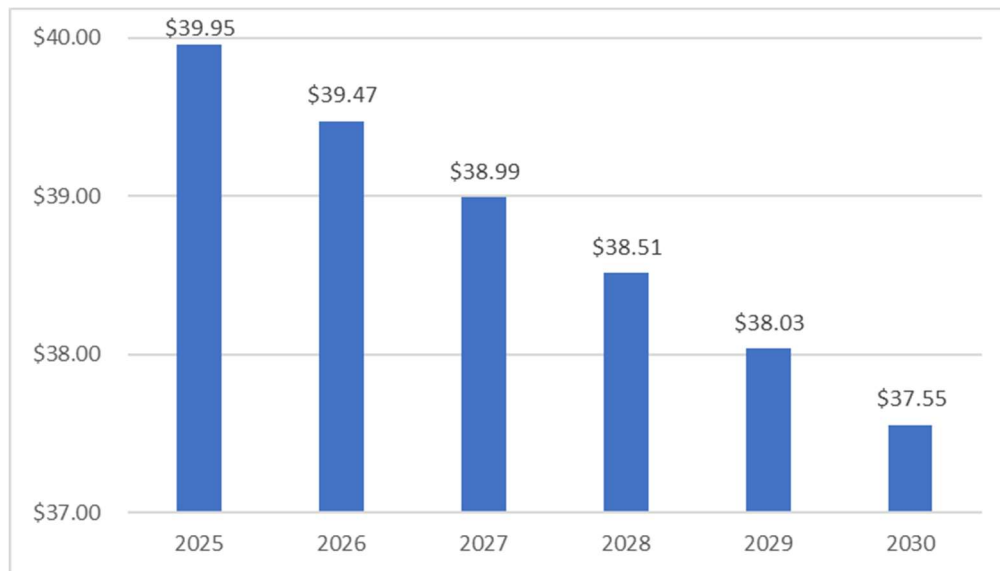
**The inside-city structure for 2025 is:**

	Minimum Bill	Operations Volumetric Charge	Debt Repayment Volumetric Charge
<b>Domestic Rate</b>	\$ 12.93	\$ 2.22 per Ccf	\$ 2.58 per Ccf
<b>Non-Domestic Rate</b>	\$ 12.98	\$ 3.47 per Ccf	\$ 3.03 per Ccf

**The outside-city structure for 2025 is:**

	Minimum Bill	Operations Volumetric Charge	Debt Repayment Volumetric Charge
<b>Domestic Rate</b>	\$ 19.47	\$ 3.33 per Ccf	\$ 3.87 per Ccf
<b>Non-Domestic Rate</b>	\$ 19.47	\$ 5.21 per Ccf	\$ 4.55 per Ccf

**Current and Projected Monthly Residential Bill**



\* Monthly residential bills reflect a decrease in the residential Average Water Consumption (AWC) in the following years.

**Median Household Affordability Index**

(As a Percentage of Median Household Income)

The Median Household Affordability Index is tracked by utilities, lending agencies and federal government agencies such as the Environmental Protection Agency (EPA). The standard measurement in considering rate structures and project affordability is based on the average



charge for water reclamation services being less than 2% of Median Household Income. The annual Median Household Income for Pulaski County from the 2020 US Census is \$51,749 and 2% of the median is \$1,034.98. The monthly average usage in 2024 for a domestic account inside the city limits of Little Rock is 573 Ccf (or 4,114 gallons). The LRWRA domestic average bill in 2024 will be \$40.43. This equates to an annual amount of \$485.21 or 0.9% based on a 5/8-inch sewer meter, well below the 2% measurement.

The sewer rates are based on LRWRA's projected needs of operations & maintenance, cash-funded capital, and debt service. LRWRA has no future approved rate increases included in 2025-2030 outlook period. The following graph shows what the average monthly inside-city domestic bill would be along with the change to the percent of Median Household Income for the current budget plus the next five-year outlook.

Year	CCF	Estimated Domestic	Domestic of Median Income
<b>2025</b>	5.6	\$ 39.95	0.93%
<b>2026</b>	5.5	\$ 39.47	0.92%
<b>2027</b>	5.4	\$ 38.99	0.90%
<b>2028</b>	5.3	\$ 38.51	0.89%
<b>2029</b>	5.2	\$ 38.03	0.88%
<b>2030</b>	5.1	\$ 37.55	0.87%

### **Conclusion**

LRWRA has presented a fair and balanced budget for 2025 with what projects to be a relatively stable annual revenue stream and expenditures. LRWRA's 2025 budget continues an organizational focus on improved customer service and environmental responsibility and asset management, not only for the near term but into the future as well, while containing costs.

## **2025 Consolidated Fee Schedule**

### **1. FINANCE DEPARTMENT**

- 1.1 Billing Fee**.....\$11.00  
Bills sent to customers by LRWRA.
- 1.2 Insufficient Check Return Fee** .....\$31.00  
Customer bad checks returned on LRWRA’s bank accounts.
- 1.3 Non-Permitted Sewer Connection Fee** .....\$180.00  
Non-Permitted sewer connections to LRWRA collection system
- 1.4 Late-Payment Fee** ... 10% (Two days past due date)  
Late payment on bills sent to customers by LRWRA

### **2. ENGINEERING SERVICES DEPARTMENT**

Connection of any facility (Single Family Residential, Commercial, Industrial, and other Non-residential) to the city sewer shall be preceded by payment of all applicable fees.

#### **2.1 Connection Fees**

These fees are applicable to all new facilities for all meter sizes connecting a building sewer to the Little Rock sewer system.

- 2.1.1 Per Building Connection..... \$100.00
- 2.1.2 Opportunity Zone (Contact Permits Desk for pricing) .....\$

#### **2.2 Building Sewer Inspection Fees**

Building sewer inspection fees for residential, commercial, industrial, and all other connections.

- 2.2.1 Per Building (Initial Inspection) ..... \$155.00
- 2.2.2 Additional Field Inspections as required (each) ..... \$65.00
- 2.2.3 Opportunity Zone (Contact Permits Desk for pricing) ..... \$

#### **2.3 Building Sewer Seal Fee (each) **\$205.00****

Before any dwelling or other building being served by public sewer is moved or demolished, the building sewer service must be disconnected from the public sewer and sealed as near to the main as practical to prevent the entrance of stormwater, groundwater, and debris into the public sewer. This fee is paid by the customer, and the work is performed by LRWRA personnel.

#### **2.4 Plan Review Fee \$60.00 Minimum to \$815.00 Maximum**

Accompanying the final construction plans and preliminary cost estimate shall be a review fee of 1.0% of the estimated construction cost of the project with a maximum of \$815.00 and a minimum of \$60.00. Approval will not be given for construction plans submitted until the above review fee is paid.

#### **2.5 Capacity Contribution Fee**

In addition to standard connection fees, new commercial or industrial users will be assessed Capacity Contribution Fees if their estimated discharge rate exceeds a per

acre allowance. These fees are calculated specifically for each project. The procedure for determining the amount of the capacity contribution generally is as follows:

- 2.5.1 For the basin, the collection system’s maximum flow capacity is determined.
- 2.5.2 Given a location in the basin and the proposed area served, a design capacity (GPM/acre) is determined.
- 2.5.3 The proposed development is evaluated on the basis of its flow contribution. Capacity needed in excess of the design capacity is charged to the development based on the current cost to restore that capacity.

**2.6 Street (R-O-W) Excavation Fee**

LRWRA has a program through which customers can have building sewers, or portions thereof, located under pavement in the right-of-way of public roadways and alleys repaired or replaced at a reasonable cost. No building sewer larger than four (4) inches in diameter is eligible for this program. Fees are as follows and must be paid in advance.

- 2.6.1 Single Family Residential Units .....\$485.00  
(Includes owner occupied and rental dwellings)
- 2.6.2 Commercial Units .....\$720.00  
(Includes duplexes and larger rentals)

**2.7 Reimbursement Fee**

LRWRA collects reimbursement fees to offset private and public investment in larger diameter collector lines that are required to provide capacity for future development. The fees are specific to certain areas that are typically defined by natural drainage boundaries. Fees are collected on per acre basis and vary depending on the specific area in question. This fee schedule can be obtained by contacting LRWRA Engineering Department. Reimbursement fees are adjusted annually.

**2.8 Trap/Interceptor (Excluding FOG) Control Program - Landowner/Lessee/Tenant Fees**

- 2.8.1 Noncompliance Fee–Failure to provide corrective actions after verbal & written notices.....\$365.00
- 2.8.2 Escalating Noncompliance Fee - Continual Failure after 2.8.1.....\$540.00
- 2.8.3 Active Interceptor Overflow Investigation (each occurrence) .....\$540.00
- 2.8.4 Noncompliance Inspection and Monitoring (each occurrence)..... \$Cost

**2.9 Diversion and Sewer Meter Inspection, and Related Fees**

2.9.1	New Meter Installation - Review, Inspection, and Approval (each) .....	\$380.00
2.9.2	Annual Inspection (each meter and meter type) .....	\$155.00
2.9.3	Replacement Meter Installation Fee (Active Account Only) .....	\$380.00
2.9.4	Meter Re-Activation Fee (Applies to Lapsed Accounts ≥90 days).....	\$380.00

**2.10 Fats, Oil and Grease (FOG) Program Fees**

2.10.1	FOG Service Provider (FSP, or Hauler) New Registration Application Fee (Each FSP company) .....	\$175.00
2.10.2	FSP Annual Registration Renewal Fee (each FSP company)...	\$175.00
2.10.3	FSP Truck New Registration Fee (each truck or tanker).....	\$45.00
2.10.4	FSP Truck Annual Registration Renewal Fee (each truck or tanker).....	\$45.00
2.10.5	Food Service Establishments (FSE) Noncompliance Reinspection Fee (Each occurrence after initial reinspection).....	\$150.00
2.10.6	FSE reimbursement to LRWRA for cost of Emergency or Remedial Evacuation of Interceptor.....	\$Cost + 15%
2.10.7	FSE Reimbursement to LRWRA of any costs incurred in removing, abating, or remediating public nuisance.....	\$Cost + 15%

**3. ENVIRONMENTAL ASSESSMENT DEPARTMENT****3.1 Permitted Industrial Wastewater Discharge Fees**

3.1.1	New Permit Application Fee .....	\$1,175.00
3.1.2	Permit Modification or Permit Transfer Fee (each action) Name Change: .....	\$180.00
	Modification: .....	\$580.00
3.1.3	Categorical Discharger (CIU) - Annual Permit Fee (each outfall).....	\$3,040.00
3.1.4	Non-Significant CIU (1-100 GPD) - Annual Permit Fee* .....	\$1,305.00
3.1.5	Significant "CIU Zero" Discharger - Annual Permit Fee* .....	\$1,940.00
3.1.6	Non-Significant "CIU Zero" Discharger - Annual Permit Fee* .....	\$775.00
3.1.7	Categorical "Zero" Discharger (Domestic Only) - Annual Permit Fee* ..	\$740.00

<b>3.1.8</b>	Significant Industrial User - Annual Permit Fee*	\$1,940.00
<b>3.1.9</b>	Other Regulated Industrial Users - Annual Permit Fee*	\$895.00
<b>3.1.10</b>	Other Regulated Ind. Users "Zero" Discharge - Annual Permit Fee*	\$485.00
<b>3.1.11</b>	Noncompliance Inspection and Monitoring, (each occurrence)	\$Cost
<b>3.1.12</b>	Special Request Discharge Inspection and Monitoring (each occurrence)	\$Cost
<b>3.1.13</b>	Late Reporting Fee (each occurrence over 5 days)	\$60.00

\* Each outfall

**3.2 Domestic Septage Disposal Fees (Accepted Only from Approved Sources)**

<b>3.2.1</b>	Domestic Septage Waste Hauler Disposal Fee (each load)	\$101.00
<b>3.2.2</b>	Mobile Food/RV Disposal Fee (≤ 100 gal. capacity & each load)	\$25.00

**3.3 Permitted Domestic Septage Waste Hauler/Owner/Operator Fees**

<b>3.3.1</b>	New Permit Application Fee (each facility)	\$950.00
<b>3.3.2</b>	Permit Modification or Permit Transfer Fee (each action)	
	Name Change:	\$180.00
	Modification:	\$585.00
<b>3.3.3</b>	Domestic Septage Waste Haulers - Annual Permit Fee	\$950.00
<b>3.3.4</b>	Domestic Septage Waste Hauler Tanker Fee - (each truck or tanker)	\$45.00
<b>3.3.5</b>	Noncompliance Inspection and Monitoring (each occurrence)	\$Cost
<b>3.3.6</b>	Late Reporting Fee (each occurrence over 5 days)	\$60.00

**3.4 Permitted Landfill Owner/Operator Fees**

<b>3.4.1</b>	New Permit Application Fee (each facility).....	\$1,025.00
<b>3.4.2</b>	Permit Modification or Permit Transfer Fee (each action)	
	Name Change: .....	\$180.00
	Modification: .....	\$585.00
<b>3.4.3</b>	Landfill Operator - Annual Permit Fee .....	\$1,025.00
<b>3.4.4</b>	Disposal Fee - Cost per Gallon Based on Meter or Tanker Capacity .....	\$0.10
<b>3.4.5</b>	Noncompliance Inspection and Monitoring (each occurrence).....	\$Cost
<b>3.4.6</b>	Special Request Discharge Inspection and Monitoring (each occurrence) .....	\$Cost
<b>3.4.7</b>	Late Reporting Fee (each occurrence over 5 days) .....	\$60.00

**3.5 Permitted Landfill Leachate Hauler Fees**

<b>3.5.1</b>	New Permit Application Fee (each facility).....	\$1,405.00
<b>3.5.2</b>	Permit Modification or Permit Transfer Fee (each action)	
	Name Change: .....	\$180.00
	Modification: .....	\$585.00
<b>3.5.3</b>	Landfill Leachate Hauler - Annual Permit Fee.....	\$1,410.00
<b>3.5.4</b>	Landfill Leachate Tanker Fee - (each truck or tanker) .....	\$45.00
<b>3.5.5</b>	Noncompliance Inspection and Monitoring (each occurrence).....	\$Cost
<b>3.5.6</b>	Late Reporting Fee (each occurrence over 5 days) .....	\$60.00

**3.6 Permitted Mobile Pressure Wash Owner/Operator Fees**

<b>3.6.1</b>	Mobile Pressure Wash Operator New Permit Application .....	\$380.00
<b>3.6.2</b>	Mobile Pressure Wash Operator - Annual Permit Fee .....	\$380.00
<b>3.6.3</b>	Mobile Pressure Wash Operator Tanker Fee - (each truck or tanker).....	\$45.00
<b>3.6.4</b>	Disposal Fee (each truck or tanker, not to exceed 1000 gallons).....	\$25.00
<b>3.6.5</b>	Noncompliance Inspection and Monitoring (each occurrence).....	\$Cost
<b>3.6.6</b>	Special Request Discharge Inspection and Monitoring (each occurrence) .....	\$Cost
<b>3.6.7</b>	Late Reporting Fee (each occurrence over 5 days) .....	\$60.00

**3.7 Fees for Other Approved Wastewater Sources**

When a customer requests approval to discharge a wastewater source which has not been classified above in Section 3, the Director shall have the authority to set discharge fees within the guidelines set forth below.

The Director shall assess whether the wastewater discharge request is compatible with the treatment works. Also, the Director shall assess the complexity of the discharge request and adjust the disposal fee accordingly. When the Director establishes a new wastewater source classification under this Section, the same discharge fee shall be uniformly applied to future customer requests under this fee schedule.

Wastewater sources approved for discharge will be issued a "Restricted Short-Term Authorization to Discharge Wastewater" or a "Special Discharge Permit." These shall apply regardless of whether the approved discharge is delivered to the Adams Field Treatment Plant for disposal or discharged directly into the sanitary sewer collection system.

- 3.7.1** New Restricted Short-Term Authorization - Application Fee .....\$510.00  
(Duration of the Short-Term Authorization must be less than one year.)
- 3.7.2** New Special Discharge Permit - Application Fee.....\$490.00
- 3.7.3** New Special Discharge Permit - Annual Permit Fee (each outfall) .....\$490.00
- 3.7.4** Special Discharge Wastewater Disposal Fee per Gallon .....\$0.05 - \$0.20
- 3.7.5** Compliance Inspection and Monitoring (each)..... \$Cost
- 3.7.6** Noncompliance Inspection and Monitoring (each occurrence)..... \$Cost
- 3.7.7** Special Discharge Late Reporting Fee (each occurrence over 5 days)...\$60.00

**Modified Statement of Cash Receipts and Disbursements**

	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Cash Flow Sufficiency</b>	<i>Projected</i>	<i>Budget</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>
<b><i>Cash Inflow</i></b>							
Service Availability Charge	12,864,681	12,887,030	12,909,421	12,931,853	12,954,328	12,976,845	12,999,404
Volumetric Charge (Operations)	25,857,553	26,061,238	26,014,219	26,059,444	26,104,797	26,150,279	26,195,891
Volumetric Charge (Debt Repayment)	24,936,333	25,114,133	25,291,376	25,330,866	25,370,469	25,410,184	25,450,012
User Charge Revenue	63,658,566	64,062,402	64,215,016	64,322,163	64,429,594	64,537,308	64,645,308
Industrial Surcharge Revenue	1,499,605	1,507,103	1,514,639	1,522,212	1,529,823	1,537,472	1,545,159
Miscellaneous Revenue	4,122,418	3,471,617	2,205,664	1,976,336	1,761,962	1,432,425	1,068,624
Bond/Grant Proceeds	16,702,912	36,487,971	15,128,796	4,267,000	-	-	-
<b>Total: Source of Funds</b>	<b>85,983,502</b>	<b>105,529,093</b>	<b>83,064,114</b>	<b>72,087,711</b>	<b>67,721,379</b>	<b>67,507,206</b>	<b>67,259,091</b>
<b><i>Cash Outflow</i></b>							
Operating Expenses	34,114,322	37,073,213	38,401,645	39,776,573	41,199,623	42,672,480	44,196,887
Existing Debt Service	24,172,188	25,179,089	26,882,631	26,875,327	29,477,969	29,457,954	30,335,325
Proposed Debt Service	-	-	-	-	-	-	-
Rate Funded Capital	10,994,080	6,788,820	2,651,042	1,168,811	-	-	-
Bond/Grant Funded Capital	16,382,312	35,440,325	14,688,096	4,140,000	-	-	-
Reserve Funded Capital	5,831,490	26,289,332	8,299,958	7,921,189	8,724,000	8,220,000	7,904,000
Construction Interest Expense	320,600	1,047,646	440,700	127,000	-	-	-
<b>Total: Allocation of Funds</b>	<b>91,814,992</b>	<b>131,818,425</b>	<b>91,364,073</b>	<b>80,008,900</b>	<b>79,401,592</b>	<b>80,350,434</b>	<b>82,436,212</b>
<b>Revenue Surplus/(Deficit)</b>	<b>(5,831,490)</b>	<b>(26,289,332)</b>	<b>(8,299,958)</b>	<b>(7,921,189)</b>	<b>(11,680,213)</b>	<b>(12,843,228)</b>	<b>(15,177,120)</b>
<b>Operating &amp; Debt Service Reserve</b>	<b>73,454,258</b>	<b>47,164,926</b>	<b>38,864,968</b>	<b>30,943,779</b>	<b>19,263,566</b>	<b>6,420,337</b>	<b>(8,756,783)</b>
Target (60 days O&M + debt service + rate funded capital)	11,546,765	11,506,854	11,322,553	11,303,452	11,779,599	12,021,739	12,422,035
<b>Debt Service Coverage</b>							
Revenues	69,280,590	69,041,122	67,935,318	67,820,711	67,721,379	67,507,206	67,259,091
Less Operating Expenses	34,114,322	37,073,213	38,401,645	39,776,573	41,199,623	42,672,480	44,196,887
Net Revenues available for Debt Service	35,166,268	31,967,909	29,533,673	28,044,138	26,521,756	24,834,726	23,062,205
<b>Average Annual Debt Service</b>	<b>18,451,959</b>	<b>18,278,619</b>	<b>19,373,783</b>	<b>17,778,474</b>	<b>17,475,246</b>	<b>17,061,359</b>	<b>16,618,623</b>
Debt Service Coverage Ratio	191%	175%	152%	158%	152%	146%	139%
Debt Coverage Target	120%	120%	120%	120%	120%	120%	120%



**Income Statement**

	<b>2023 ACTUAL</b>	<b>2024 FORECAST</b>	<b>2025 BUDGET</b>	<b>2026 PROJECTED</b>	<b>2027 PROJECTED</b>	<b>2028 PROJECTED</b>	<b>2029 PROJECTED</b>	<b>2030 PROJECTED</b>
<b>OPERATING REVENUE:</b>								
ASSESSMENTS LEVIED	66,419,986	63,658,566	64,062,402	64,215,016	64,322,163	64,429,594	64,537,308	64,645,308
INDUSTRIAL SURCHARGE	1,498,631	1,499,605	1,507,103	1,514,639	1,522,212	1,529,823	1,537,472	1,545,159
OTHER FEES AND INCOME	1,718,732	618,075	636,617	655,716	675,387	695,649	716,518	738,014
<b>TOTAL OPERATING INCOME</b>	<b>69,637,349</b>	<b>65,776,247</b>	<b>66,206,122</b>	<b>66,385,370</b>	<b>66,519,762</b>	<b>66,655,065</b>	<b>66,791,299</b>	<b>66,928,481</b>
<b>OPERATING EXPENSE:</b>								
SALARIES AND BENEFITS	20,988,395	20,988,395	20,719,536	22,094,257	22,898,426	23,730,741	24,592,187	25,483,783
SUPPLIES	2,618,016	2,618,010	3,191,237	3,205,415	3,317,605	3,433,721	3,553,901	3,678,287
CONTRACT MAINTENANCE	5,479,272	5,479,272	5,901,948	7,065,950	7,313,258	7,569,222	7,834,145	8,108,340
VEHICLE EXPENSE	497,826	497,826	551,261	638,900	661,262	684,406	708,360	733,152
UTILITIES	2,306,255	2,306,255	2,482,150	2,591,255	2,681,949	2,775,817	2,872,971	2,973,525
ADMINISTRATION	992,267	992,273	1,268,190	1,477,436	1,529,146	1,582,666	1,638,060	1,695,392
<b>TOTAL OPERATING EXPENSE</b>	<b>32,882,031</b>	<b>32,882,031</b>	<b>34,114,322</b>	<b>37,073,213</b>	<b>38,401,645</b>	<b>39,776,573</b>	<b>41,199,623</b>	<b>42,672,480</b>
<b>NET INCOME BEFORE DEPRECIATION</b>	<b>36,755,318</b>	<b>32,894,216</b>	<b>32,091,800</b>	<b>29,312,157</b>	<b>28,118,117</b>	<b>26,878,492</b>	<b>25,591,676</b>	<b>24,256,001</b>
DEPRECIATION	20,645,778	18,563,092	19,628,285	20,252,448	22,442,147	25,115,706	27,071,494	28,236,620
<b>NET INCOME AFTER DEPRECIATION</b>	<b>16,109,540</b>	<b>14,331,124</b>	<b>12,463,515</b>	<b>9,059,709</b>	<b>5,675,970</b>	<b>1,762,786</b>	<b>(1,479,818)</b>	<b>(3,980,619)</b>
<b>NON-OPERATING REVENUE:</b>								
INTEREST INCOME	2,680,102	3,357,955	2,700,000	1,414,948	1,165,949	928,313	577,907	192,610
GAIN ON DISPOSAL OF PROPERTY	180,722	65,286	60,000	60,000	60,000	63,000	63,000	63,000
UNREALIZED GAIN ON INVESTMENT	204,994	-	-	-	-	-	-	-
REPURCHASE PROGRAM / MISC	124,645	81,102	75,000	75,000	75,000	75,000	75,000	75,000
	3,190,463	3,504,343	2,835,000	1,549,948	1,300,949	1,066,313	715,907	330,610
<b>INCOME BEFORE NON-OPERATING EXPENSES</b>	<b>19,300,003</b>	<b>17,835,467</b>	<b>15,298,515</b>	<b>10,609,657</b>	<b>6,976,919</b>	<b>2,829,100</b>	<b>(763,911)</b>	<b>(3,650,009)</b>
<b>NON-OPERATING EXPENSES:</b>								
INTEREST ON LONG-TERM DEBT	12,349,293	12,041,202	12,089,049	10,674,861	9,543,283	9,611,023	9,076,405	8,372,124
LOSS ON DISPOSAL OF PROPERTY	696,634	-	-	-	-	-	-	-
LOSS ON INVESTMENTS	-	-	-	-	-	-	-	-
BOND ISSUE EXPENSE	49,899	-	75,000	-	-	-	-	-
	13,095,826	12,041,202	12,164,049	10,674,861	9,543,283	9,611,023	9,076,405	8,372,124
<b>NET INCOME</b>	<b>6,204,178</b>	<b>5,794,265</b>	<b>3,134,466</b>	<b>(65,204)</b>	<b>(2,566,364)</b>	<b>(6,781,923)</b>	<b>(9,840,316)</b>	<b>(12,022,132)</b>

## O&M Expense Budget Comparative

<b>TOTAL UTILITY</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 13,974,959	\$ 15,034,918	\$ 14,993,652	\$ 15,456,450	\$ 16,019,476	\$ 16,602,207	\$ 17,205,335	\$ 17,829,571
EMPLOYEE BENEFITS	7,013,436	6,111,154	5,725,884	6,637,807	6,878,950	7,128,534	7,386,852	7,654,212
SUPPLIES	2,618,010	2,830,048	3,191,237	3,205,415	3,317,605	3,433,721	3,553,901	3,678,287
CONTRACT SERVICES	5,479,272	5,901,610	5,901,948	7,065,950	7,313,258	7,569,222	7,834,145	8,108,340
VEHICLE EXPENSE	497,826	595,900	551,261	638,900	661,262	684,406	708,360	733,152
UTILITIES	2,306,255	2,107,446	2,482,150	2,591,255	2,681,949	2,775,817	2,872,971	2,973,525
OUTREACH & ADMIN	680,498	1,111,806	917,253	1,132,000	1,171,620	1,212,627	1,255,069	1,298,996
INSURANCE	311,775	344,886	350,937	345,436	357,526	370,040	382,991	396,396
	<b>\$ 32,882,031</b>	<b>\$ 34,037,768</b>	<b>\$ 34,114,322</b>	<b>\$ 37,073,213</b>	<b>\$ 38,401,645</b>	<b>\$ 39,776,573</b>	<b>\$ 41,199,623</b>	<b>\$ 42,672,480</b>

COMMISSION	\$ 81,356	\$ 79,546	\$ 80,226	\$ 81,800	\$ 84,663	\$ 87,626	\$ 90,693	\$ 93,867
ADMINISTRATION	1,650,870	2,371,346	2,055,609	2,349,115	2,431,334	2,516,431	2,604,506	2,695,663
FINANCE	3,072,363	3,050,767	2,869,540	3,071,339	3,178,836	3,290,095	3,405,248	3,524,432
ENGINEERING	2,482,348	2,817,876	2,494,171	2,676,385	2,770,058	2,867,011	2,967,356	3,071,213
INFORMATION SERVICES	1,627,349	1,926,459	1,729,872	1,984,885	2,054,356	2,126,258	2,200,677	2,277,701
MAINTENANCE	9,463,941	9,491,839	8,763,767	9,669,535	10,007,969	10,358,248	10,720,786	11,096,014
OPERATIONS	7,053,426	7,032,471	7,774,838	7,971,033	8,250,019	8,538,770	8,837,627	9,146,944
ENVIRONMENTAL AFFAIRS	1,752,465	1,858,616	1,936,475	2,098,506	2,171,954	2,247,972	2,326,651	2,408,084
FACILITIES ASSET MANAGEMENT	4,851,727	5,694,408	5,847,102	7,359,397	7,616,976	7,883,570	8,159,495	8,445,077
HUMAN RESOURCES	846,185	596,441	562,723	693,218	717,481	742,592	768,583	795,484
PROJECTED VACANCY SAVINGS	-	(882,000)	-	(882,000)	(882,000)	(882,000)	(882,000)	(882,000)
	<b>\$ 32,882,031</b>	<b>\$ 34,037,768</b>	<b>\$ 34,114,322</b>	<b>\$ 37,073,213</b>	<b>\$ 38,401,645</b>	<b>\$ 39,776,573</b>	<b>\$ 41,199,623</b>	<b>\$ 42,672,480</b>

SUPPORT SERVICES	\$ 11,512,936	\$ 12,701,050	\$ 11,728,615	\$ 12,955,248	\$ 13,408,682	\$ 13,877,986	\$ 14,363,715	\$ 14,866,445
OPERATIONS	11,905,153	12,726,879	13,621,940	15,330,430	15,866,995	16,422,340	16,997,122	17,592,021
MAINTENANCE	9,463,941	9,491,839	8,763,767	9,669,535	10,007,969	10,358,248	10,720,786	11,096,014
PROJECTED VACANCY SAVINGS	-	(882,000)	-	(882,000)	(882,000)	(882,000)	(882,000)	(882,000)
	<b>\$ 32,882,031</b>	<b>\$ 34,037,768</b>	<b>\$ 34,114,322</b>	<b>\$ 37,073,213</b>	<b>\$ 38,401,645</b>	<b>\$ 39,776,573</b>	<b>\$ 41,199,623</b>	<b>\$ 42,672,480</b>

### O&M Expense Budget Comparative

**TOTAL UTILITY**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 14,993,652	\$ (41,266)	(0.27%)	\$ 15,034,918	\$ 421,532	2.80%	\$ 15,456,450
EMPLOYEE BENEFITS	5,725,884	(385,270)	(6.30%)	6,111,154	526,653	8.62%	6,637,807
SUPPLIES	3,191,237	361,189	12.76%	2,830,048	375,367	13.26%	3,205,415
CONTRACT SERVICES	5,901,948	338	0.01%	5,901,610	1,164,340	19.73%	7,065,950
VEHICLE EXPENSE	551,261	(44,639)	(7.49%)	595,900	43,000	7.22%	638,900
UTILITIES	2,482,150	374,704	17.78%	2,107,446	483,809	22.96%	2,591,255
OUTREACH & ADMIN	917,253	(194,553)	(17.50%)	1,111,806	20,194	1.82%	1,132,000
INSURANCE	350,937	6,051	1.75%	344,886	550	0.16%	345,436
<b>Total</b>	<b>\$ 34,114,322</b>	<b>\$ 76,554</b>	<b>0.22%</b>	<b>\$ 34,037,768</b>	<b>\$ 3,035,445</b>	<b>8.92%</b>	<b>\$ 37,073,213</b>

**TOTAL UTILITY**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 14,993,652	\$ 462,798	3.09%	\$ 15,456,450	\$ (1,304,242)	(8.44%)	\$ 14,152,208
EMPLOYEE BENEFITS	5,725,884	911,923	15.93%	6,637,807	682,779	10.29%	7,320,586
SUPPLIES	3,191,237	14,178	0.44%	3,205,415	92,904	2.90%	3,298,319
CONTRACT SERVICES	5,901,948	1,164,002	19.72%	7,065,950	(2,826,339)	(40.00%)	4,239,611
VEHICLE EXPENSE	551,261	87,639	15.90%	638,900	(22,722)	(3.56%)	616,178
UTILITIES	2,482,150	109,105	4.40%	2,591,255	48,298	1.86%	2,639,553
OUTREACH & ADMIN	917,253	214,747	23.41%	1,132,000	44,172	3.90%	1,176,172
INSURANCE	350,937	(5,501)	(1.57%)	345,436	(17,951)	(5.20%)	327,485
<b>Total</b>	<b>\$ 34,114,322</b>	<b>\$ 2,958,891</b>	<b>8.67%</b>	<b>\$ 37,073,213</b>	<b>\$ (3,303,101)</b>	<b>(8.91%)</b>	<b>\$ 33,770,112</b>

## O&M Expense Budget Comparative

<b>COMMISSION</b>
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Description	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE BENEFITS	-	-	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-	-	-
CONTRACT SERVICES	-	-	-	-	-	-	-	-
VEHICLE EXPENSE	-	-	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-	-	-
OUTREACH & ADMIN	77,978	76,546	78,755	78,800	81,558	84,413	87,367	90,425
INSURANCE	3,378	3,000	1,471	3,000	3,105	3,214	3,326	3,443
	<u>\$ 81,356</u>	<u>\$ 79,546</u>	<u>\$ 80,226</u>	<u>\$ 81,800</u>	<u>\$ 84,663</u>	<u>\$ 87,626</u>	<u>\$ 90,693</u>	<u>\$ 93,867</u>
COMMISSION	\$ 81,356	\$ 79,546	\$ 80,226	\$ 81,800	\$ 84,663	\$ 87,626	\$ 90,693	\$ 93,867
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
HUMAN RESOURCES	-	-	-	-	-	-	-	-
	<u>\$ 81,356</u>	<u>\$ 79,546</u>	<u>\$ 80,226</u>	<u>\$ 81,800</u>	<u>\$ 84,663</u>	<u>\$ 87,626</u>	<u>\$ 90,693</u>	<u>\$ 93,867</u>
SUPPORT SERVICES	\$ 81,356	\$ 79,546	\$ 80,226	\$ 81,800	\$ 84,663	\$ 87,626	\$ 90,693	\$ 93,867
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<u>\$ 81,356</u>	<u>\$ 79,546</u>	<u>\$ 80,226</u>	<u>\$ 81,800</u>	<u>\$ 84,663</u>	<u>\$ 87,626</u>	<u>\$ 90,693</u>	<u>\$ 93,867</u>

### O&M Expense Budget Comparative

**COMMISSION**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----'

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -
EMPLOYEE BENEFITS	-	-	0.00%	-	-	0.00%	-
SUPPLIES	-	-	0.00%	-	-	0.00%	-
CONTRACT SERVICES	-	-	0.00%	-	-	0.00%	-
VEHICLE EXPENSE	-	-	0.00%	-	-	0.00%	-
UTILITIES	-	-	0.00%	-	-	0.00%	-
OUTREACH & ADMIN	78,755	2,209	2.89%	76,546	2,254	2.94%	78,800
INSURANCE	1,471	(1,529)	(50.97%)	3,000	-	0.00%	3,000
<b>Total</b>	<b>\$ 80,226</b>	<b>\$ 680</b>	<b>0.85%</b>	<b>\$ 79,546</b>	<b>\$ 2,254</b>	<b>2.83%</b>	<b>\$ 81,800</b>

**COMMISSION**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----'

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ -	\$ -	-	\$ -	\$ -	0.00%	\$ -
EMPLOYEE BENEFITS	-	-	-	-	-	0.00%	-
SUPPLIES	-	-	-	-	-	0.00%	-
CONTRACT SERVICES	-	-	-	-	-	0.00%	-
VEHICLE EXPENSE	-	-	-	-	-	0.00%	-
UTILITIES	-	-	-	-	-	0.00%	-
OUTREACH & ADMIN	78,755	45	0.06%	78,800	(32,681)	(41.47%)	46,119
INSURANCE	1,471	1,529	103.94%	3,000	(515)	(17.17%)	2,485
<b>Total</b>	<b>\$ 80,226</b>	<b>\$ 1,574</b>	<b>1.96%</b>	<b>\$ 81,800</b>	<b>\$ (33,196)</b>	<b>(40.58%)</b>	<b>\$ 48,604</b>

## O&M Expense Budget Comparative

<b>ADMINISTRATION</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 888,582	\$ 1,092,784	\$ 1,038,330	\$ 1,085,870	\$ 1,123,875	\$ 1,163,211	\$ 1,203,923	\$ 1,246,061
EMPLOYEE BENEFITS	398,673	451,847	402,559	465,035	481,311	498,157	515,593	533,638
SUPPLIES	12,751	20,250	16,739	20,250	20,959	21,692	22,452	23,237
CONTRACT SERVICES	108,895	297,005	257,831	303,500	314,123	325,117	336,496	348,273
VEHICLE EXPENSE	21,110	32,400	28,870	32,400	33,534	34,708	35,922	37,180
UTILITIES	5,345	8,200	6,294	8,200	8,487	8,784	9,091	9,410
OUTREACH & ADMIN	213,037	465,100	301,847	430,100	445,154	460,734	476,860	493,550
INSURANCE	2,476	3,760	3,137	3,760	3,892	4,028	4,169	4,315
	<b>\$ 1,650,870</b>	<b>\$ 2,371,346</b>	<b>\$ 2,055,609</b>	<b>\$ 2,349,115</b>	<b>\$ 2,431,334</b>	<b>\$ 2,516,431</b>	<b>\$ 2,604,506</b>	<b>\$ 2,695,663</b>
COMMISSION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	1,650,870	2,371,346	2,055,609	2,349,115	2,431,334	2,516,431	2,604,506	2,695,663
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
HUMAN RESOURCES	-	-	-	-	-	-	-	-
	<b>\$ 1,650,870</b>	<b>\$ 2,371,346</b>	<b>\$ 2,055,609</b>	<b>\$ 2,349,115</b>	<b>\$ 2,431,334</b>	<b>\$ 2,516,431</b>	<b>\$ 2,604,506</b>	<b>\$ 2,695,663</b>
SUPPORT SERVICES	\$ 1,650,870	\$ 2,371,346	\$ 2,055,609	\$ 2,349,115	\$ 2,431,334	\$ 2,516,431	\$ 2,604,506	\$ 2,695,663
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>\$ 1,650,870</b>	<b>\$ 2,371,346</b>	<b>\$ 2,055,609</b>	<b>\$ 2,349,115</b>	<b>\$ 2,431,334</b>	<b>\$ 2,516,431</b>	<b>\$ 2,604,506</b>	<b>\$ 2,695,663</b>

### O&M Expense Budget Comparative

**ADMINISTRATION**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----'

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 1,038,330	\$ (54,454)	(4.98%)	\$ 1,092,784	\$ (6,914)	(0.63%)	\$ 1,085,870
EMPLOYEE BENEFITS	402,559	(49,287)	(10.91%)	451,847	13,188	2.92%	465,035
SUPPLIES	16,739	(3,511)	(17.34%)	20,250	-	0.00%	20,250
CONTRACT SERVICES	257,831	(39,174)	(13.19%)	297,005	6,495	2.19%	303,500
VEHICLE EXPENSE	28,870	(3,530)	(10.90%)	32,400	-	0.00%	32,400
UTILITIES	6,294	(1,906)	(23.24%)	8,200	-	0.00%	8,200
OUTREACH & ADMIN	301,847	(163,253)	(35.10%)	465,100	(35,000)	(7.53%)	430,100
INSURANCE	3,137	(623)	(16.56%)	3,760	-	0.00%	3,760
<b>Total</b>	<b>\$ 2,055,609</b>	<b>\$ (315,737)</b>	<b>(13.31%)</b>	<b>\$ 2,371,346</b>	<b>\$ (22,231)</b>	<b>(0.94%)</b>	<b>\$ 2,349,115</b>

**ADMINISTRATION**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----'

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 1,038,330	\$ 47,540	4.58%	\$ 1,085,870	\$ 57,530	5.30%	\$ 1,143,400
EMPLOYEE BENEFITS	402,559	62,476	15.52%	465,035	127,921	27.51%	592,956
SUPPLIES	16,739	3,511	20.97%	20,250	74,102	365.94%	94,352
CONTRACT SERVICES	257,831	45,669	17.71%	303,500	25,300	8.34%	328,800
VEHICLE EXPENSE	28,870	3,530	12.23%	32,400	(7,554)	(23.31%)	24,846
UTILITIES	6,294	1,906	30.28%	8,200	2,981	36.35%	11,181
OUTREACH & ADMIN	301,847	128,253	42.49%	430,100	(274,363)	(63.79%)	155,737
INSURANCE	3,137	623	19.84%	3,760	2,079	55.29%	5,839
<b>Total</b>	<b>\$ 2,055,609</b>	<b>\$ 293,506</b>	<b>14.28%</b>	<b>\$ 2,349,115</b>	<b>\$ 7,996</b>	<b>0.34%</b>	<b>\$ 2,357,111</b>

## O&M Expense Budget Comparative

<b>FINANCE</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 1,236,021	\$ 1,134,022	\$ 1,138,003	\$ 1,122,480	\$ 1,161,767	\$ 1,202,429	\$ 1,244,514	\$ 1,288,072
EMPLOYEE BENEFITS	605,540	455,912	442,757	442,159	457,635	473,652	490,230	507,388
SUPPLIES	31,325	38,300	35,784	46,100	47,714	49,383	51,112	52,901
CONTRACT SERVICES	1,085,066	1,249,925	1,082,884	1,282,200	1,327,077	1,373,525	1,421,598	1,471,354
VEHICLE EXPENSE	12,447	6,000	7,322	7,500	7,763	8,034	8,315	8,606
UTILITIES	7,498	6,780	6,950	7,200	7,452	7,713	7,983	8,262
OUTREACH & ADMIN	88,544	154,200	147,986	157,500	163,013	168,718	174,623	180,735
INSURANCE	5,922	5,627	7,853	6,200	6,417	6,642	6,874	7,115
	<b>\$ 3,072,363</b>	<b>\$ 3,050,767</b>	<b>\$ 2,869,540</b>	<b>\$ 3,071,339</b>	<b>\$ 3,178,836</b>	<b>\$ 3,290,095</b>	<b>\$ 3,405,248</b>	<b>\$ 3,524,432</b>
COMMISSION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	3,072,363	3,050,767	2,869,540	3,071,339	3,178,836	3,290,095	3,405,248	3,524,432
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
HUMAN RESOURCES	-	-	-	-	-	-	-	-
	<b>\$ 3,072,363</b>	<b>\$ 3,050,767</b>	<b>\$ 2,869,540</b>	<b>\$ 3,071,339</b>	<b>\$ 3,178,836</b>	<b>\$ 3,290,095</b>	<b>\$ 3,405,248</b>	<b>\$ 3,524,432</b>
SUPPORT SERVICES	\$ 3,072,363	\$ 3,050,767	\$ 2,869,540	\$ 3,071,339	\$ 3,178,836	\$ 3,290,095	\$ 3,405,248	\$ 3,524,432
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>\$ 3,072,363</b>	<b>\$ 3,050,767</b>	<b>\$ 2,869,540</b>	<b>\$ 3,071,339</b>	<b>\$ 3,178,836</b>	<b>\$ 3,290,095</b>	<b>\$ 3,405,248</b>	<b>\$ 3,524,432</b>



### O&M Expense Budget Comparative

**FINANCE**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----'

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 1,138,003	\$ 3,980	0.35%	\$ 1,134,022	\$ (11,542)	(1.02%)	\$ 1,122,480
EMPLOYEE BENEFITS	442,757	(13,155)	(2.89%)	455,912	(13,753)	(3.02%)	442,159
SUPPLIES	35,784	(2,516)	(6.57%)	38,300	7,800	20.37%	46,100
CONTRACT SERVICES	1,082,884	(167,041)	(13.36%)	1,249,925	32,275	2.58%	1,282,200
VEHICLE EXPENSE	7,322	1,322	22.03%	6,000	1,500	25.00%	7,500
UTILITIES	6,950	170	2.51%	6,780	420	6.19%	7,200
OUTREACH & ADMIN	147,986	(6,214)	(4.03%)	154,200	3,300	2.14%	157,500
INSURANCE	7,853	2,226	39.56%	5,627	573	10.18%	6,200
<b>Total</b>	<b>\$ 2,869,540</b>	<b>\$ (181,227)</b>	<b>(5.94%)</b>	<b>\$ 3,050,767</b>	<b>\$ 20,572</b>	<b>0.67%</b>	<b>\$ 3,071,339</b>

**FINANCE**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----'

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 1,138,003	\$ (15,523)	(1.38%)	\$ 1,122,480	\$ (205,856)	(18.34%)	\$ 916,624
EMPLOYEE BENEFITS	442,757	(598)	(0.14%)	442,159	66,281	14.99%	508,440
SUPPLIES	35,784	10,316	22.38%	46,100	(18,211)	(39.50%)	27,889
CONTRACT SERVICES	1,082,884	199,316	15.54%	1,282,200	(143,515)	(11.19%)	1,138,685
VEHICLE EXPENSE	7,322	178	2.37%	7,500	3,059	40.79%	10,559
UTILITIES	6,950	250	3.47%	7,200	1,807	25.10%	9,007
OUTREACH & ADMIN	147,986	9,514	6.04%	157,500	478,554	303.84%	636,054
INSURANCE	7,853	(1,653)	(26.66%)	6,200	3,366	54.29%	9,566
<b>Total</b>	<b>\$ 2,869,540</b>	<b>\$ 201,799</b>	<b>6.57%</b>	<b>\$ 3,071,339</b>	<b>\$ 185,485</b>	<b>6.04%</b>	<b>\$ 3,256,824</b>

## O&M Expense Budget Comparative

<b>ENGINEERING</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 1,384,386	\$ 1,613,971	\$ 1,484,035	\$ 1,740,580	\$ 1,801,500	\$ 1,864,553	\$ 1,929,812	\$ 1,997,356
EMPLOYEE BENEFITS	737,774	613,377	573,279	736,505	762,283	788,963	816,576	845,156
SUPPLIES	57,248	75,000	38,652	53,300	55,166	57,096	59,095	61,163
CONTRACT SERVICES	187,027	385,600	277,534	3,600	3,726	3,856	3,991	4,131
VEHICLE EXPENSE	61,209	60,000	41,020	60,000	62,100	64,274	66,523	68,851
UTILITIES	20,497	21,000	20,112	21,000	21,735	22,496	23,283	24,098
OUTREACH & ADMIN	20,780	35,400	42,461	44,200	45,747	47,348	49,005	50,721
INSURANCE	13,427	13,528	17,078	17,200	17,802	18,425	19,070	19,737
	<b>\$ 2,482,348</b>	<b>\$ 2,817,876</b>	<b>\$ 2,494,171</b>	<b>\$ 2,676,385</b>	<b>\$ 2,770,058</b>	<b>\$ 2,867,011</b>	<b>\$ 2,967,356</b>	<b>\$ 3,071,213</b>
COMMISSION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	2,482,348	2,817,876	2,494,171	2,676,385	2,770,058	2,867,011	2,967,356	3,071,213
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
HUMAN RESOURCES	-	-	-	-	-	-	-	-
	<b>\$ 2,482,348</b>	<b>\$ 2,817,876</b>	<b>\$ 2,494,171</b>	<b>\$ 2,676,385</b>	<b>\$ 2,770,058</b>	<b>\$ 2,867,011</b>	<b>\$ 2,967,356</b>	<b>\$ 3,071,213</b>
SUPPORT SERVICES	\$ 2,482,348	\$ 2,817,876	\$ 2,494,171	\$ 2,676,385	\$ 2,770,058	\$ 2,867,011	\$ 2,967,356	\$ 3,071,213
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>\$ 2,482,348</b>	<b>\$ 2,817,876</b>	<b>\$ 2,494,171</b>	<b>\$ 2,676,385</b>	<b>\$ 2,770,058</b>	<b>\$ 2,867,011</b>	<b>\$ 2,967,356</b>	<b>\$ 3,071,213</b>

### O&M Expense Budget Comparative

**ENGINEERING**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 1,484,035	\$ (129,936)	(8.05%)	\$ 1,613,971	\$ 126,609	7.84%	\$ 1,740,580
EMPLOYEE BENEFITS	573,279	(40,097)	(6.54%)	613,377	123,128	20.07%	736,505
SUPPLIES	38,652	(36,348)	(48.46%)	75,000	(21,700)	(28.93%)	53,300
CONTRACT SERVICES	277,534	(108,067)	(28.03%)	385,600	(382,000)	(99.07%)	3,600
VEHICLE EXPENSE	41,020	(18,980)	(31.63%)	60,000	-	0.00%	60,000
UTILITIES	20,112	(889)	(4.23%)	21,000	-	0.00%	21,000
OUTREACH & ADMIN	42,461	7,061	19.95%	35,400	8,800	24.86%	44,200
INSURANCE	17,078	3,550	26.24%	13,528	3,672	27.14%	17,200
<b>Total</b>	<b>\$ 2,494,171</b>	<b>\$ (323,705)</b>	<b>(11.49%)</b>	<b>\$ 2,817,876</b>	<b>\$ (141,491)</b>	<b>(5.02%)</b>	<b>\$ 2,676,385</b>

**ENGINEERING**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 1,484,035	\$ 256,545	17.29%	\$ 1,740,580	\$ (421,186)	(24.20%)	\$ 1,319,394
EMPLOYEE BENEFITS	573,279	163,226	28.47%	736,505	(323,316)	(43.90%)	413,189
SUPPLIES	38,652	14,648	37.90%	53,300	9,063	17.00%	62,363
CONTRACT SERVICES	277,534	(273,934)	(98.70%)	3,600	165,676	4602.11%	169,276
VEHICLE EXPENSE	41,020	18,980	46.27%	60,000	(22,731)	(37.89%)	37,269
UTILITIES	20,112	889	4.42%	21,000	(4,850)	(23.10%)	16,150
OUTREACH & ADMIN	42,461	1,739	4.09%	44,200	(13,702)	(31.00%)	30,498
INSURANCE	17,078	122	0.71%	17,200	(2,292)	(13.33%)	14,908
<b>Total</b>	<b>\$ 2,494,171</b>	<b>\$ 182,214</b>	<b>7.31%</b>	<b>\$ 2,676,385</b>	<b>\$ (613,338)</b>	<b>(22.92%)</b>	<b>\$ 2,063,047</b>

## O&M Expense Budget Comparative

<b>INFORMATION SERVICES</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 634,682	\$ 620,494	\$ 547,172	\$ 663,040	\$ 686,246	\$ 710,265	\$ 735,124	\$ 760,854
EMPLOYEE BENEFITS	271,446	254,969	190,311	269,495	278,927	288,690	298,794	309,252
SUPPLIES	150,223	141,500	117,032	126,500	130,928	135,510	140,253	145,162
CONTRACT SERVICES	371,099	673,180	705,833	687,150	711,200	736,092	761,855	788,520
VEHICLE EXPENSE	6,306	-	-	-	-	-	-	-
UTILITIES	168,547	199,500	141,898	198,500	205,448	212,638	220,080	227,783
OUTREACH & ADMIN	20,436	35,175	23,000	35,600	36,846	38,136	39,470	40,852
INSURANCE	4,610	1,640	4,626	4,600	4,761	4,928	5,100	5,279
	<b>\$ 1,627,349</b>	<b>\$ 1,926,459</b>	<b>\$ 1,729,872</b>	<b>\$ 1,984,885</b>	<b>\$ 2,054,356</b>	<b>\$ 2,126,258</b>	<b>\$ 2,200,677</b>	<b>\$ 2,277,701</b>
COMMISSION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	1,627,349	1,926,459	1,729,872	1,984,885	2,054,356	2,126,258	2,200,677	2,277,701
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
HUMAN RESOURCES	-	-	-	-	-	-	-	-
	<b>\$ 1,627,349</b>	<b>\$ 1,926,459</b>	<b>\$ 1,729,872</b>	<b>\$ 1,984,885</b>	<b>\$ 2,054,356</b>	<b>\$ 2,126,258</b>	<b>\$ 2,200,677</b>	<b>\$ 2,277,701</b>
SUPPORT SERVICES	\$ 1,627,349	\$ 1,926,459	\$ 1,729,872	\$ 1,984,885	\$ 2,054,356	\$ 2,126,258	\$ 2,200,677	\$ 2,277,701
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>\$ 1,627,349</b>	<b>\$ 1,926,459</b>	<b>\$ 1,729,872</b>	<b>\$ 1,984,885</b>	<b>\$ 2,054,356</b>	<b>\$ 2,126,258</b>	<b>\$ 2,200,677</b>	<b>\$ 2,277,701</b>

## O&M Expense Budget Comparative

### INFORMATION SERVICES

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 547,172	\$ (73,322)	(11.82%)	\$ 620,494	\$ 42,546	6.86%	\$ 663,040
EMPLOYEE BENEFITS	190,311	(64,658)	(25.36%)	254,969	14,526	5.70%	269,495
SUPPLIES	117,032	(24,468)	(17.29%)	141,500	(15,000)	(10.60%)	126,500
CONTRACT SERVICES	705,833	32,653	4.85%	673,180	13,970	2.08%	687,150
VEHICLE EXPENSE	-	-	0.00%	-	-	0.00%	-
UTILITIES	141,898	(57,602)	(28.87%)	199,500	(1,000)	(0.50%)	198,500
OUTREACH & ADMIN	23,000	(12,175)	(34.61%)	35,175	425	1.21%	35,600
INSURANCE	4,626	2,986	182.08%	1,640	2,960	180.49%	4,600
<b>Total</b>	<b>\$ 1,729,872</b>	<b>\$ (196,586)</b>	<b>(10.20%)</b>	<b>\$ 1,926,459</b>	<b>\$ 58,426</b>	<b>3.03%</b>	<b>\$ 1,984,885</b>

### INFORMATION SERVICES

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 547,172	\$ 115,868	21.18%	\$ 663,040	\$ 249,686	37.66%	\$ 912,726
EMPLOYEE BENEFITS	190,311	79,184	41.61%	269,495	162,497	60.30%	431,992
SUPPLIES	117,032	9,468	8.09%	126,500	139,972	110.65%	266,472
CONTRACT SERVICES	705,833	(18,683)	(2.65%)	687,150	(248,994)	(36.24%)	438,156
VEHICLE EXPENSE	-	-	0.00%	-	19,877	0.00%	19,877
UTILITIES	141,898	56,602	39.89%	198,500	6,180	3.11%	204,680
OUTREACH & ADMIN	23,000	12,600	54.78%	35,600	27,508	77.27%	63,108
INSURANCE	4,626	(26)	(0.57%)	4,600	(2,612)	(56.78%)	1,988
<b>Total</b>	<b>\$ 1,729,872</b>	<b>\$ 255,013</b>	<b>14.74%</b>	<b>\$ 1,984,885</b>	<b>\$ 354,114</b>	<b>17.84%</b>	<b>\$ 2,338,999</b>

## O&M Expense Budget Comparative

<b>MAINTENANCE</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 4,370,890	\$ 5,105,651	\$ 4,763,429	\$ 5,102,830	\$ 5,281,429	\$ 5,466,279	\$ 5,657,599	\$ 5,855,615
EMPLOYEE BENEFITS	2,369,624	2,173,813	1,845,541	2,297,629	2,378,046	2,461,278	2,547,422	2,636,582
SUPPLIES	690,960	713,000	794,231	872,000	902,520	934,108	966,802	1,000,640
CONTRACT SERVICES	1,651,983	991,000	878,763	882,000	912,870	944,820	977,889	1,012,115
VEHICLE EXPENSE	239,767	344,400	314,664	370,000	382,950	396,353	410,226	424,584
UTILITIES	51,932	50,000	53,961	55,000	56,925	58,917	60,979	63,114
OUTREACH & ADMIN	42,556	50,000	56,830	40,500	41,918	43,385	44,903	46,475
INSURANCE	46,229	63,976	56,348	49,576	51,311	53,107	54,966	56,890
	<b>\$ 9,463,941</b>	<b>\$ 9,491,839</b>	<b>\$ 8,763,767</b>	<b>\$ 9,669,535</b>	<b>\$ 10,007,969</b>	<b>\$ 10,358,248</b>	<b>\$ 10,720,786</b>	<b>\$ 11,096,014</b>

COMMISSION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	9,463,941	9,491,839	8,763,767	9,669,535	10,007,969	10,358,248	10,720,786	11,096,014
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
HUMAN RESOURCES	-	-	-	-	-	-	-	-
	<b>\$ 9,463,941</b>	<b>\$ 9,491,839</b>	<b>\$ 8,763,767</b>	<b>\$ 9,669,535</b>	<b>\$ 10,007,969</b>	<b>\$ 10,358,248</b>	<b>\$ 10,720,786</b>	<b>\$ 11,096,014</b>

SUPPORT SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	9,463,941	9,491,839	8,763,767	9,669,535	10,007,969	10,358,248	10,720,786	11,096,014
	<b>\$ 9,463,941</b>	<b>\$ 9,491,839</b>	<b>\$ 8,763,767</b>	<b>\$ 9,669,535</b>	<b>\$ 10,007,969</b>	<b>\$ 10,358,248</b>	<b>\$ 10,720,786</b>	<b>\$ 11,096,014</b>

### O&M Expense Budget Comparative

**MAINTENANCE**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 4,763,429	\$ (342,221)	(6.70%)	\$ 5,105,651	\$ (2,821)	(0.06%)	\$ 5,102,830
EMPLOYEE BENEFITS	1,845,541	(328,271)	(15.10%)	2,173,813	123,816	5.70%	2,297,629
SUPPLIES	794,231	81,231	11.39%	713,000	159,000	22.30%	872,000
CONTRACT SERVICES	878,763	(112,237)	(11.33%)	991,000	(109,000)	(11.00%)	882,000
VEHICLE EXPENSE	314,664	(29,736)	(8.63%)	344,400	25,600	7.43%	370,000
UTILITIES	53,961	3,961	7.92%	50,000	5,000	10.00%	55,000
OUTREACH & ADMIN	56,830	6,830	13.66%	50,000	(9,500)	(19.00%)	40,500
INSURANCE	56,348	(7,628)	(11.92%)	63,976	(14,400)	(22.51%)	49,576
<b>Total</b>	<b>\$ 8,763,767</b>	<b>\$ (728,072)</b>	<b>(7.67%)</b>	<b>\$ 9,491,839</b>	<b>\$ 177,696</b>	<b>1.87%</b>	<b>\$ 9,669,535</b>

**MAINTENANCE**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 4,763,429	\$ 339,401	7.13%	\$ 5,102,830	\$ (266,269)	(5.22%)	\$ 4,836,561
EMPLOYEE BENEFITS	1,845,541	452,088	24.50%	2,297,629	396,763	17.27%	2,694,392
SUPPLIES	794,231	77,769	9.79%	872,000	(117,805)	(13.51%)	754,195
CONTRACT SERVICES	878,763	3,237	0.37%	882,000	(398,624)	(45.20%)	483,376
VEHICLE EXPENSE	314,664	55,336	17.59%	370,000	(43,277)	(11.70%)	326,723
UTILITIES	53,961	1,039	1.92%	55,000	(9,656)	(17.56%)	45,344
OUTREACH & ADMIN	56,830	(16,330)	(28.74%)	40,500	(1,368)	(3.38%)	39,132
INSURANCE	56,348	(6,772)	(12.02%)	49,576	21,483	43.33%	71,059
<b>Total</b>	<b>\$ 8,763,767</b>	<b>\$ 905,768</b>	<b>10.34%</b>	<b>\$ 9,669,535</b>	<b>\$ (418,753)</b>	<b>(4.33%)</b>	<b>\$ 9,250,782</b>

## O&M Expense Budget Comparative

<b>OPERATIONS</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 2,079,775	\$ 2,205,671	\$ 2,207,994	\$ 2,283,180	\$ 2,363,091	\$ 2,445,799	\$ 2,531,402	\$ 2,620,002
EMPLOYEE BENEFITS	959,231	849,420	794,155	942,798	975,796	1,009,949	1,045,297	1,081,882
SUPPLIES	688,234	732,600	930,439	805,600	833,796	862,979	893,183	924,445
CONTRACT SERVICES	1,197,971	1,344,200	1,515,533	1,558,200	1,612,737	1,669,183	1,727,604	1,788,070
VEHICLE EXPENSE	25,173	26,000	35,000	35,000	36,225	37,493	38,805	40,163
UTILITIES	1,875,882	1,618,746	2,066,079	2,085,755	2,158,756	2,234,313	2,312,514	2,393,452
OUTREACH & ADMIN	91,351	113,000	78,666	113,000	116,955	121,048	125,285	129,670
INSURANCE	135,809	142,834	146,971	147,500	152,663	158,006	163,536	169,260
	<b>\$ 7,053,426</b>	<b>\$ 7,032,471</b>	<b>\$ 7,774,838</b>	<b>\$ 7,971,033</b>	<b>\$ 8,250,019</b>	<b>\$ 8,538,770</b>	<b>\$ 8,837,627</b>	<b>\$ 9,146,944</b>

COMMISSION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	7,053,426	7,032,471	7,774,838	7,971,033	8,250,019	8,538,770	8,837,627	9,146,944
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
HUMAN RESOURCES	-	-	-	-	-	-	-	-
	<b>\$ 7,053,426</b>	<b>\$ 7,032,471</b>	<b>\$ 7,774,838</b>	<b>\$ 7,971,033</b>	<b>\$ 8,250,019</b>	<b>\$ 8,538,770</b>	<b>\$ 8,837,627</b>	<b>\$ 9,146,944</b>

SUPPORT SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATIONS	7,053,426	7,032,471	7,774,838	7,971,033	8,250,019	8,538,770	8,837,627	9,146,944
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>\$ 7,053,426</b>	<b>\$ 7,032,471</b>	<b>\$ 7,774,838</b>	<b>\$ 7,971,033</b>	<b>\$ 8,250,019</b>	<b>\$ 8,538,770</b>	<b>\$ 8,837,627</b>	<b>\$ 9,146,944</b>



### O&M Expense Budget Comparative

**OPERATIONS**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 2,207,994	\$ 2,323	0.11%	\$ 2,205,671	\$ 77,509	3.51%	\$ 2,283,180
EMPLOYEE BENEFITS	794,155	(55,265)	(6.51%)	849,420	93,378	10.99%	942,798
SUPPLIES	930,439	197,839	27.01%	732,600	73,000	9.96%	805,600
CONTRACT SERVICES	1,515,533	171,333	12.75%	1,344,200	214,000	15.92%	1,558,200
VEHICLE EXPENSE	35,000	9,000	34.62%	26,000	9,000	34.62%	35,000
UTILITIES	2,066,079	447,333	27.63%	1,618,746	467,009	28.85%	2,085,755
OUTREACH & ADMIN	78,666	(34,334)	(30.38%)	113,000	-	0.00%	113,000
INSURANCE	146,971	4,137	2.90%	142,834	4,666	3.27%	147,500
<b>Total</b>	<b>\$ 7,774,838</b>	<b>\$ 742,367</b>	<b>10.56%</b>	<b>\$ 7,032,471</b>	<b>\$ 938,562</b>	<b>13.35%</b>	<b>\$ 7,971,033</b>

**OPERATIONS**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 2,207,994	\$ 75,186	3.41%	\$ 2,283,180	\$ (252,529)	(11.06%)	\$ 2,030,651
EMPLOYEE BENEFITS	794,155	148,643	18.72%	942,798	127,300	13.50%	1,070,098
SUPPLIES	930,439	(124,839)	(13.42%)	805,600	109,913	13.64%	915,513
CONTRACT SERVICES	1,515,533	42,667	2.82%	1,558,200	(852,392)	(54.70%)	705,808
VEHICLE EXPENSE	35,000	-	0.00%	35,000	(19,223)	(54.92%)	15,777
UTILITIES	2,066,079	19,676	0.95%	2,085,755	63,806	3.06%	2,149,561
OUTREACH & ADMIN	78,666	34,334	43.65%	113,000	13,341	11.81%	126,341
INSURANCE	146,971	529	0.36%	147,500	(52,620)	(35.67%)	94,880
<b>Total</b>	<b>\$ 7,774,838</b>	<b>\$ 196,195</b>	<b>2.52%</b>	<b>\$ 7,971,033</b>	<b>\$ (862,404)</b>	<b>(10.82%)</b>	<b>\$ 7,108,629</b>

## O&M Expense Budget Comparative

<b>ENVIRONMENTAL AFFAIRS</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 1,008,131	\$ 1,110,715	\$ 1,111,185	\$ 1,165,000	\$ 1,205,775	\$ 1,247,977	\$ 1,291,656	\$ 1,336,864
EMPLOYEE BENEFITS	506,010	451,477	439,948	496,856	514,246	532,245	550,873	570,154
SUPPLIES	112,779	149,500	150,135	162,500	168,188	174,074	180,167	186,472
CONTRACT SERVICES	71,334	78,700	173,950	202,100	209,174	216,495	224,072	231,914
VEHICLE EXPENSE	17,743	17,500	18,220	18,000	18,630	19,282	19,957	20,655
UTILITIES	7,974	8,100	8,159	8,100	8,384	8,677	8,981	9,295
OUTREACH & ADMIN	20,987	34,850	25,358	36,350	37,622	38,939	40,302	41,712
INSURANCE	7,507	7,774	9,519	9,600	9,936	10,284	10,644	11,016
	<b>\$ 1,752,465</b>	<b>\$ 1,858,616</b>	<b>\$ 1,936,475</b>	<b>\$ 2,098,506</b>	<b>\$ 2,171,954</b>	<b>\$ 2,247,972</b>	<b>\$ 2,326,651</b>	<b>\$ 2,408,084</b>
COMMISSION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	1,752,465	1,858,616	1,936,475	2,098,506	2,171,954	2,247,972	2,326,651	2,408,084
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
HUMAN RESOURCES	-	-	-	-	-	-	-	-
	<b>\$ 1,752,465</b>	<b>\$ 1,858,616</b>	<b>\$ 1,936,475</b>	<b>\$ 2,098,506</b>	<b>\$ 2,171,954</b>	<b>\$ 2,247,972</b>	<b>\$ 2,326,651</b>	<b>\$ 2,408,084</b>
SUPPORT SERVICES	\$ 1,752,465	\$ 1,858,616	\$ 1,936,475	\$ 2,098,506	\$ 2,171,954	\$ 2,247,972	\$ 2,326,651	\$ 2,408,084
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>\$ 1,752,465</b>	<b>\$ 1,858,616</b>	<b>\$ 1,936,475</b>	<b>\$ 2,098,506</b>	<b>\$ 2,171,954</b>	<b>\$ 2,247,972</b>	<b>\$ 2,326,651</b>	<b>\$ 2,408,084</b>

### O&M Expense Budget Comparative

**ENVIRONMENTAL AFFAIRS**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 1,111,185	\$ 470	0.04%	\$ 1,110,715	\$ 54,285	4.89%	\$ 1,165,000
EMPLOYEE BENEFITS	439,948	(11,529)	(2.55%)	451,477	45,379	10.05%	496,856
SUPPLIES	150,135	635	0.42%	149,500	13,000	8.70%	162,500
CONTRACT SERVICES	173,950	95,250	121.03%	78,700	123,400	156.80%	202,100
VEHICLE EXPENSE	18,220	720	4.11%	17,500	500	2.86%	18,000
UTILITIES	8,159	59	0.73%	8,100	-	0.00%	8,100
OUTREACH & ADMIN	25,358	(9,492)	(27.24%)	34,850	1,500	4.30%	36,350
INSURANCE	9,519	1,745	22.44%	7,774	1,826	23.49%	9,600
<b>Total</b>	<b>\$ 1,936,475</b>	<b>\$ 77,858</b>	<b>4.19%</b>	<b>\$ 1,858,616</b>	<b>\$ 239,890</b>	<b>12.91%</b>	<b>\$ 2,098,506</b>

**ENVIRONMENTAL AFFAIRS**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 1,111,185	\$ 53,815	4.84%	\$ 1,165,000	\$ 528,031	45.32%	\$ 1,693,031
EMPLOYEE BENEFITS	439,948	56,908	12.94%	496,856	409,520	82.42%	906,376
SUPPLIES	150,135	12,365	8.24%	162,500	(29,857)	(18.37%)	132,643
CONTRACT SERVICES	173,950	28,150	16.18%	202,100	(132,594)	(65.61%)	69,506
VEHICLE EXPENSE	18,220	(220)	(1.21%)	18,000	22,127	122.93%	40,127
UTILITIES	8,159	(59)	(0.73%)	8,100	8,068	99.60%	16,168
OUTREACH & ADMIN	25,358	10,992	43.35%	36,350	(17,512)	(48.18%)	18,838
INSURANCE	9,519	81	0.86%	9,600	(2,721)	(28.34%)	6,879
<b>Total</b>	<b>\$ 1,936,475</b>	<b>\$ 162,031</b>	<b>8.37%</b>	<b>\$ 2,098,506</b>	<b>\$ 785,062</b>	<b>37.41%</b>	<b>\$ 2,883,568</b>

## O&M Expense Budget Comparative

<b>FACILITIES ASSET MANAGEMENT</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 1,949,590	\$ 2,438,113	\$ 2,407,874	\$ 2,546,500	\$ 2,635,628	\$ 2,727,874	\$ 2,823,350	\$ 2,922,167
EMPLOYEE BENEFITS	940,242	975,169	913,408	1,091,632	1,129,839	1,169,383	1,210,312	1,252,673
SUPPLIES	868,272	956,398	1,105,040	1,114,665	1,153,678	1,194,057	1,235,849	1,279,104
CONTRACT SERVICES	704,687	882,000	998,273	2,125,200	2,199,582	2,276,567	2,356,247	2,438,716
VEHICLE EXPENSE	104,012	106,000	100,050	110,000	113,850	117,835	121,959	126,228
UTILITIES	165,782	194,400	175,957	204,800	211,968	219,387	227,065	235,013
OUTREACH & ADMIN	28,044	40,674	44,500	64,600	66,861	69,201	71,623	74,130
INSURANCE	91,098	101,654	102,000	102,000	105,570	109,265	113,089	117,047
	<b>\$ 4,851,727</b>	<b>\$ 5,694,408</b>	<b>\$ 5,847,102</b>	<b>\$ 7,359,397</b>	<b>\$ 7,616,976</b>	<b>\$ 7,883,570</b>	<b>\$ 8,159,495</b>	<b>\$ 8,445,077</b>
COMMISSION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	4,851,727	5,694,408	5,847,102	7,359,397	7,616,976	7,883,570	8,159,495	8,445,077
HUMAN RESOURCES	-	-	-	-	-	-	-	-
	<b>\$ 4,851,727</b>	<b>\$ 5,694,408</b>	<b>\$ 5,847,102</b>	<b>\$ 7,359,397</b>	<b>\$ 7,616,976</b>	<b>\$ 7,883,570</b>	<b>\$ 8,159,495</b>	<b>\$ 8,445,077</b>
SUPPORT SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATIONS	4,851,727	5,694,408	5,847,102	7,359,397	7,616,976	7,883,570	8,159,495	8,445,077
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>\$ 4,851,727</b>	<b>\$ 5,694,408</b>	<b>\$ 5,847,102</b>	<b>\$ 7,359,397</b>	<b>\$ 7,616,976</b>	<b>\$ 7,883,570</b>	<b>\$ 8,159,495</b>	<b>\$ 8,445,077</b>

### O&M Expense Budget Comparative

**FACILITIES ASSET MANAGEMENT**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 2,407,874	\$ (30,239)	(1.24%)	\$ 2,438,113	\$ 108,387	4.45%	\$ 2,546,500
EMPLOYEE BENEFITS	913,408	(61,761)	(6.33%)	975,169	116,463	11.94%	1,091,632
SUPPLIES	1,105,040	148,642	15.54%	956,398	158,267	16.55%	1,114,665
CONTRACT SERVICES	998,273	116,273	13.18%	882,000	1,243,200	140.95%	2,125,200
VEHICLE EXPENSE	100,050	(5,950)	(5.61%)	106,000	4,000	3.77%	110,000
UTILITIES	175,957	(18,443)	(9.49%)	194,400	10,400	5.35%	204,800
OUTREACH & ADMIN	44,500	3,826	9.41%	40,674	23,926	58.82%	64,600
INSURANCE	102,000	346	0.34%	101,654	346	0.34%	102,000
<b>Total</b>	<b>\$ 5,847,102</b>	<b>\$ 152,694</b>	<b>2.68%</b>	<b>\$ 5,694,408</b>	<b>\$ 1,664,989</b>	<b>29.24%</b>	<b>\$ 7,359,397</b>

**FACILITIES ASSET MANAGEMENT**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 2,407,874	\$ 138,626	5.76%	\$ 2,546,500	\$ (988,914)	(38.83%)	\$ 1,557,586
EMPLOYEE BENEFITS	913,408	178,224	19.51%	1,091,632	(245,471)	(22.49%)	846,161
SUPPLIES	1,105,040	9,625	0.87%	1,114,665	(69,773)	(6.26%)	1,044,892
CONTRACT SERVICES	998,273	1,126,927	112.89%	2,125,200	(1,219,196)	(57.37%)	906,004
VEHICLE EXPENSE	100,050	9,950	9.95%	110,000	31,000	28.18%	141,000
UTILITIES	175,957	28,843	16.39%	204,800	(17,338)	(8.47%)	187,462
OUTREACH & ADMIN	44,500	20,100	45.17%	64,600	(43,481)	(67.31%)	21,119
INSURANCE	102,000	-	0.00%	102,000	17,881	17.53%	119,881
<b>Total</b>	<b>\$ 5,847,102</b>	<b>\$ 1,512,295</b>	<b>25.86%</b>	<b>\$ 7,359,397</b>	<b>\$ (2,535,292)</b>	<b>(34.45%)</b>	<b>\$ 4,824,105</b>

## O&M Expense Budget Comparative

<b>HUMAN RESOURCES</b>
------------------------

DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARY	\$ 422,902	\$ 343,497	\$ 295,630	\$ 376,970	\$ 390,164	\$ 403,820	\$ 417,953	\$ 432,582
EMPLOYEE BENEFITS	224,896	137,170	123,925	147,698	152,867	158,218	163,755	169,487
SUPPLIES	6,216	3,500	3,184	4,500	4,658	4,821	4,989	5,164
CONTRACT SERVICES	101,210	-	11,346	22,000	22,770	23,567	24,392	25,246
VEHICLE EXPENSE	10,058	3,600	6,115	6,000	6,210	6,427	6,652	6,885
UTILITIES	2,799	720	2,739	2,700	2,795	2,892	2,994	3,098
OUTREACH & ADMIN	76,785	106,861	117,850	131,350	135,947	140,705	145,630	150,727
INSURANCE	1,319	1,093	1,934	2,000	2,070	2,142	2,217	2,295
	<b>\$ 846,185</b>	<b>\$ 596,441</b>	<b>\$ 562,723</b>	<b>\$ 693,218</b>	<b>\$ 717,481</b>	<b>\$ 742,592</b>	<b>\$ 768,583</b>	<b>\$ 795,484</b>

COMMISSION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
HUMAN RESOURCES	846,185	596,441	562,723	693,218	717,481	742,592	768,583	795,484
	<b>\$ 846,185</b>	<b>\$ 596,441</b>	<b>\$ 562,723</b>	<b>\$ 693,218</b>	<b>\$ 717,481</b>	<b>\$ 742,592</b>	<b>\$ 768,583</b>	<b>\$ 795,484</b>

SUPPORT SERVICES	\$ 846,185	\$ 596,441	\$ 562,723	\$ 693,218	\$ 717,481	\$ 742,592	\$ 768,583	\$ 795,484
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>\$ 846,185</b>	<b>\$ 596,441</b>	<b>\$ 562,723</b>	<b>\$ 693,218</b>	<b>\$ 717,481</b>	<b>\$ 742,592</b>	<b>\$ 768,583</b>	<b>\$ 795,484</b>

### O&M Expense Budget Comparative

**HUMAN RESOURCES**

'-----2024 PROJECTED TO 2024 BUDGET -----      -----2025 BUDGET TO 2024 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2025 BUDGET
SALARY	\$ 295,630	\$ 47,867	16.19%	\$ 343,497	\$ 33,473	9.74%	\$ 376,970
EMPLOYEE BENEFITS	123,925	(13,245)	(9.66%)	137,170	10,528	7.67%	147,698
SUPPLIES	3,184	(316)	(9.04%)	3,500	1,000	28.57%	4,500
CONTRACT SERVICES	11,346	11,346	0.00%	-	22,000	0.00%	22,000
VEHICLE EXPENSE	6,115	2,515	69.87%	3,600	2,400	66.67%	6,000
UTILITIES	2,739	2,019	280.44%	720	1,980	275.00%	2,700
OUTREACH & ADMIN	117,850	10,989	10.28%	106,861	24,489	22.92%	131,350
INSURANCE	1,934	841	76.92%	1,093	907	82.98%	2,000
<b>Total</b>	<b>\$ 562,723</b>	<b>\$ 62,016</b>	<b>10.40%</b>	<b>\$ 596,441</b>	<b>\$ 96,777</b>	<b>16.23%</b>	<b>\$ 693,218</b>

**HUMAN RESOURCES**

'-----2025 BUDGET TO 2024 PROJECTED -----      -----2015 RATE STUDY TO 2025 BUDGET-----

DESCRIPTION	2024 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	\$ 295,630	\$ 81,340	27.51%	\$ 376,970	\$ (376,970)	(100.00%)	\$ -
EMPLOYEE BENEFITS	123,925	23,773	19.18%	147,698	(147,698)	(100.00%)	-
SUPPLIES	3,184	1,316	41.35%	4,500	(4,500)	(100.00%)	-
CONTRACT SERVICES	11,346	10,654	93.90%	22,000	(22,000)	0.00%	-
VEHICLE EXPENSE	6,115	(115)	(1.89%)	6,000	(6,000)	(100.00%)	-
UTILITIES	2,739	(39)	(1.43%)	2,700	(2,700)	(100.00%)	-
OUTREACH & ADMIN	117,850	13,500	11.46%	131,350	(131,350)	(100.00%)	-
INSURANCE	1,934	66	3.43%	2,000	(2,000)	(100.00%)	-
<b>Total</b>	<b>\$ 562,723</b>	<b>\$ 130,495</b>	<b>23.19%</b>	<b>\$ 693,218</b>	<b>\$ (693,218)</b>	<b>(100.00%)</b>	<b>\$ -</b>

## O&M Expense Budget Comparative

<b>PROJECTED VACANCY SAVINGS</b>
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DESCRIPTION	2023 ACTUAL	2024 BUDGET	2024 PROJECTED	2025 BUDGET	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
SALARIES	\$ -	\$ (630,000)	\$ -	\$ (630,000)	\$ (630,000)	\$ (630,000)	\$ (630,000)	\$ (630,000)
BENEFITS	-	(252,000)	-	(252,000)	(252,000)	(252,000)	(252,000)	(252,000)
	<u>\$ -</u>	<u>\$ (882,000)</u>	<u>\$ -</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>
<b>COMMISSION</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
PROJECTED VACANCY SAVINGS	-	(882,000)	-	(882,000)	(882,000)	(882,000)	(882,000)	(882,000)
	<u>\$ -</u>	<u>\$ (882,000)</u>	<u>\$ -</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>
<b>SUPPORT SERVICES</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
PROJECTED VACANCY SAVINGS	-	(882,000)	-	(882,000)	(882,000)	(882,000)	(882,000)	(882,000)
	<u>\$ -</u>	<u>\$ (882,000)</u>	<u>\$ -</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>	<u>\$ (882,000)</u>



## ***Capital Improvement Plan***

### **Capital Improvement Plan Overview**

The Capital Improvement Plan (CIP) is a six-year plan which forecasts the timing and scope of capital projects identified within LRWRA's fully integrated Asset Management/ Preventive Maintenance Program, along with any major NPDES permit compliance projects. The CIP is reviewed annually to reflect the latest priorities and updated cost estimates.

A capital expenditure for LRWRA is any expenditure equal to or greater than \$5,000 on construction projects or purchases of new equipment with an expected useful life of more than one year. Expenditures equal to or greater than \$5,000 on work, equipment parts, or a combination of the two, that add discernible life to an existing depreciated asset are also treated as capital expenditures. In general, expenses associated with additions, replacements, reconstructions, improvements, or betterments qualify as capital expenditures.

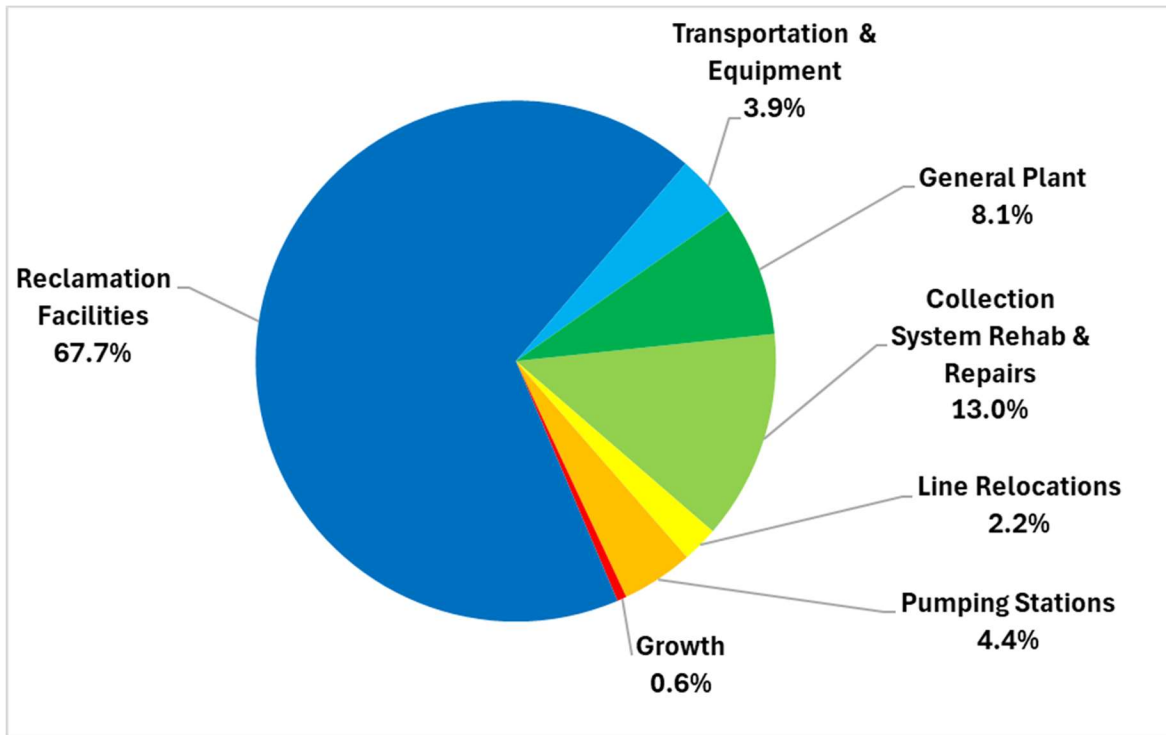
The CIP is prepared within each department of LRWRA, assimilated and reviewed by the Executive Staff, and submitted for the CEO's approval. After the CEO's approval, the CIP is incorporated into the Annual Operating Budget and submitted to the LRWRC for approval in November of each year.

### **2025 Capital Improvement Plan Summary**

During the 2025 planning process, LRWRA affirmed that the most significant future capital investment requirements include: (1) continued National Pollution Discharge Elimination System (NPDES) permit compliance for all three wastewater treatment facilities; (2) implementation of a fully integrated Asset Management / Preventive Maintenance Program, and (3) supporting growth driven by economic development in the Port of Little Rock and westward expansion of the city.

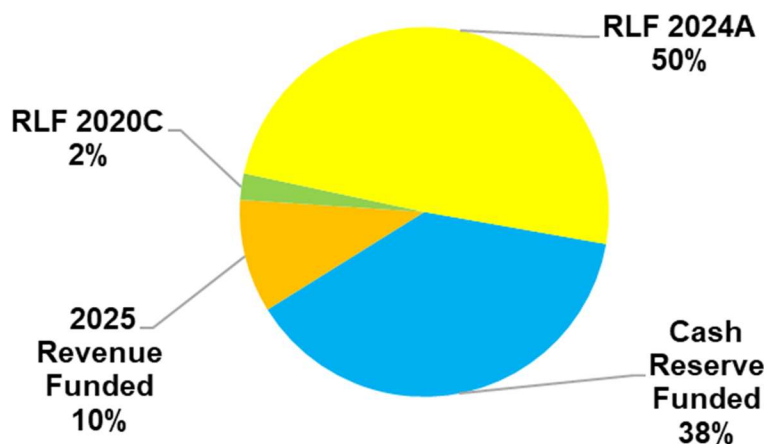
CIP projects such as routine wastewater collection system upgrades, pumping and treatment facility improvements and general plant renewals are identified within the Asset Management/ Preventive Maintenance Program. These items along with continued compliance with NPDES permit requirements make up the estimated \$69,566,124 for 2025 CIP expenditures. The 2025 Capital Improvement Expenditures by Project Category chart on page 78 provides a breakout by percentage related to each grouping of CIP project types.

**2025 Capital Improvement Expenditures by Project Category**



Funding of \$35,440,325 for 2025 budgeted expenditures is composed of State Revolving Loan Funds (RLF 2020A, RLF 2020C, RLF 2024). The remaining expenditures are funded by 2025 revenues and cash reserves.


**2025 Funding Sources for Capital Projects**



Significant capital projects require more than one year to complete but usually less than three years. There are times when the planning/design for those projects are started and completed several years in advance until funding can be secured to start the construction phase.

The projects planned for 2025 are listed on pages 85 through 113.

## NPDES Permit Compliance Projects


 Fiscal Year 2025-2030

### **Biosolids Land Purchase**

LRWRA's has an ongoing concern related to the continued availability of privately owned permitted land. To potentially reduce our hauling costs and stabilize our access to permitted sites, LRWRA is pursuing the purchase of at least 50% of the required land application area. This budget item is for the purchasing of land for future land application purposes.

- 2025 Expenditures: \$1,000,000
- Future Project Costs: \$1,700,000
- Funding Sources: Revenue; Reserves
- Completion Date: 2029

## Recurring Capital Projects

 Fiscal Year 2025-2030

### **In-House Manhole Construction**

LRWRA construction crews intend to direct available workforce towards the construction of manholes which consist of a combination of replacement manholes and new manholes.

- 2025 Expenditures: \$210,000
- Future Project Costs: \$1,050,000
- Funding Sources: System Revenues; Reserves; Future Debt Issues
- Completion Date: Annually

### **Developer Funded Projects**

Developer Funded Projects are sewer main extension projects paid for and constructed by the developer of a parcel of land within the City of Little Rock that does not have sewer service available. Sewer main extensions are constructed according to Little Rock Water Reclamation Authority specifications and are donated by the developer to become part of the Little Rock Water Reclamation Authority's System upon acceptance. The budgeted amount consists of In-House Labor.

- 2025 Expenditures: \$200,000
- Future Project Costs: \$1,094,000
- Funding Sources: System Revenue; Reserves; Future Debt Issues
- Completion Date: Annually

### **In-House Sewer Line, Rehabilitation and Construction**

LRWRA utilizes a General Engineering Study (GLES) process for identifying sewer lines within the collection system that may require rehabilitation or replacement. The GLES process relies on communication between Engineering Services, Cleaning/Inspection, and Construction/Maintenance to be effective. Sewer lines that may need attention are identified through field investigation and a numerical value is calculated based on field assessment criteria. This numerical value represents the condition of the sewer line and is used to rank the sewer lines (i.e., higher the number means more critical). These sewer lines are assigned to Engineering Services for evaluation to determine the best method to address the problem(s) with the sewer line. The sewer line may be rehabilitated utilizing one of our annual maintenance contracts or reconstructed using LRWRA construction crews.

A complete list can be found on page 87 and the project narratives on pages 98.

- 2025 Expenditures: \$3,500,000
- Future Project Costs: \$31,400,000
- Funding Sources: System Revenues; Reserves; RLF 2020C; Future Debt Issues
- Completion Date: Annually

### **Trenchless Sewer Line Renewal**

Trenchless sewer line renewal is for the rehabilitation of structurally deteriorated line segments that contribute to non-capacity overflows. Trenchless methods include Cured-in-Place Pipe (CIPP) and Pipe Bursting. Sewer line segments are identified through Sewer System Overflow (SSO) follow-up inspections and routine collection system inspections by LRWRA crews. The line segments slated for trenchless rehabilitation are typically located in areas where replacement by reconstruction is costly due to site restrictions. Lines identified by LRWRA as needing rehabilitation are added to the GLES list of projects. Each line segment is evaluated, and a ranking value is assigned based on criteria established by LRWRA. Utilizing the GLES list and ranking system, line segments are scheduled for rehabilitation.

- 2025 Expenditures: \$1,500,000
- Future Project Costs: \$10,500,000
- Funding Sources: System Revenue; Reserves; Future Debt Issues
- Completion Date: Annually

### **Relocation Projects – Sewer Lines**

These relocation projects are driven by either the Arkansas Department of Transportation (ADOT) or the City of Little Rock (CLR), where roadway or drainage improvements are to be constructed. In these cases, there is often a need for relocation of a main or service laterals to accommodate the proposed improvements, which are covered under this budget item. Also covered under this budget items are those cases where LRWRA determines that sewer mains and/or services in a CLR project area are otherwise in need of rehabilitation. In these cases, LRWRA request that the CLR contractor complete the work under their CLR contract, and LRWRA then reimburse CLR.

- 2025 Expenditures: \$1,536,000
- Future Project Costs: \$3,204,000
- Funding Sources: System Revenues; Reserves; Future Debt Issues
- Completion Date: Annually

### **Reclamation Pumping Facilities Asset Renewals**

A complete list can be found on page 89 and the project narratives on page 100.

- 2025 Expenditures: \$885,600
- Future Project Costs: \$7,975,545
- Funding Sources: System Revenues; Reserves; Future Debt Issues
- Completion Date: Annually

### **Reclamation Treatment Facilities Asset Renewals**

A complete list can be found on page 90 and the project narratives on page 102.

- 2025 Expenditures: \$8,378,322
- Future Project Costs: \$73,509,024
- Funding Sources: System Revenues; Reserves; Future Debt Issues
- Completion Date: Annually

### **Transportation Equipment**

A complete list can be found on page 92 and the project narratives on page 105.

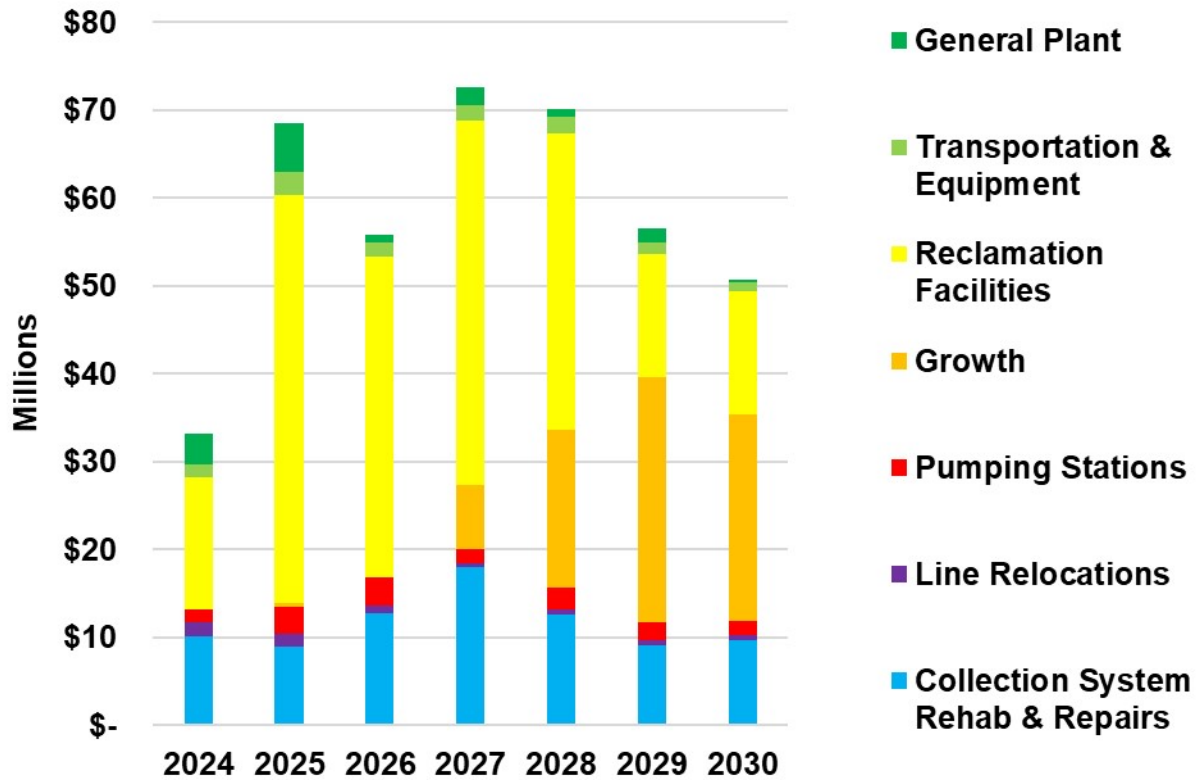
- 2025 Expenditures: \$2,671,700
- Future Project Costs: \$7,566,500
- Funding Sources: System Revenues; Reserves
- Completion Date: Annually

### **General Plant**

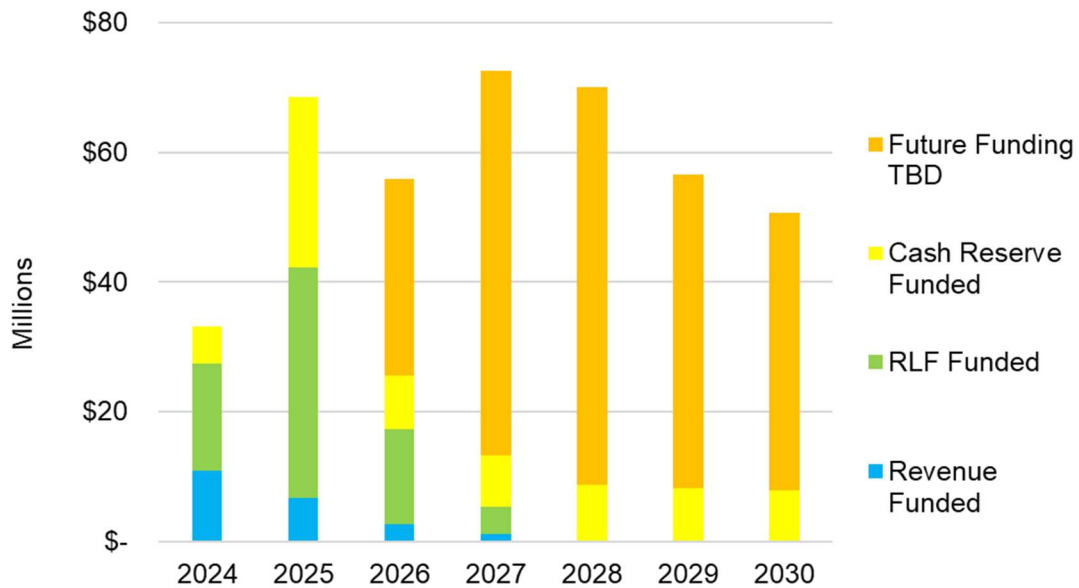
A complete list can be found on pages 94 and the project narratives on page 108.

- 2025 Expenditures: \$4,560,325
- Future Project Costs: \$3,806,175
- Funding Sources: System Revenues; Reserves; Future Debt Issues
- Completion Date: Annually

**Yearly Project Expenses by Major Category**



**Project Funding by Major Category**



## **Long Term Capital Improvement Plan**

The Little Rock Water Reclamation Authority's long term capital improvement plan (shown on page 97) includes project forecasts from 2025 through 2030. Gross expenditures of approximately \$374,847,767 are forecasted to be complete through 2030 funded by system revenues, reserves, multiple RLFs and future debt issues. Of the forecasted 2025-2030 amount, approximately \$10,608,673 will be from system revenues, \$67,358,479 from cash reserve funds, \$54,268,421 from existing State Revolving Loan Funds, and \$241,995,848 from future debt issuances.

## **Capital Project Funding**

Due to state procurement laws and the nature of capital improvement expenditures, it generally takes more than one fiscal year to complete most capital improvement projects. Therefore, many projects carry over from year to year before they are completed and placed into service. LRWRA does not award a project contract unless it is fully funded. However, many large projects have multiple year and/or multiple phase construction periods. Capital project funds are provided by revenue bond issues, state revolving loan funds, and sewer system revenues. In addition to the RLF funding of capital projects, projected construction interest expense of \$1,615,346 is also included in RLF bond proceeds for 2025 through 2030.

## **State Revolving Loan Funded Projects**

### **Existing State Revolving Loan Funds (RLF 2020C)**

A State Revolving Loan Fund was issued in 2020 and provides up to \$7,500,000 in funds available for construction on damage assets during the 2019 Arkansas River Flood. LRWRA estimated it will use \$3,037,763 of loan funds as a 25% ratio in conjunction with the 75% FEMA grant. At 12/31/2024 it is estimated there will be \$1,577,500 remaining in loan funds. These funds are to complete the project for Sewer Repairs Lines >18".

<b>RLF 2020A Projects</b>	<b>Project Forecast</b>	<b>Construction Date</b>	<b>Completion Date</b>	<b>Funding</b>
Sewer Repairs Lines >18" (FCWRF Outfall/Jetty)	\$ 1,577,500	2020	2025	RLF 2020C
<b>Total</b>	<b>\$ 1,577,500</b>			

### **Existing State Revolving Loan Funds (RLF 2024)**

A State Revolving Loan Fund was issued in 2024 and provides \$65,000,000 in funds available for multiple treatment facility asset renewals. At 12/31/2024 it is estimated there will be \$52,690,921 remaining in loan funds.

RLF 2024 Projects	Project Forecast	Construction Date	Completion Date	Funding
AFWRF Influent Pumping Station & Process Rehabilitation	\$ 15,362,825	2024	2026	RLF 2024
FCWRF Solids Processing	\$ 37,328,096	2024	2027	RLF 2024
<b>Total</b>	<b>\$52,690,921</b>			

### **System Revenue and Reserve Funded Projects**

Capital projects funded by system revenues consist of short main extensions/manholes, developer funded projects, new sewer mains, small replacement main projects, sewer line relocation projects required by the City of Little Rock or the Arkansas Department of Transportation, pumping and treatment facility projects, transportation equipment, and routine general plant projects. The budget reflects revenue funded projects of \$77.9 million being forecasted through 2030 as shown on the chart below but in future budget versions the revenue funded amounts will most likely be reduced by future debt issues.

System Revenue and Reserve Funded Projects	2025 Budget	2026-2030 Budget	Projected Total
Collection System Rehab & Repairs	\$ 7,581,742	\$33,544,000	\$ 41,125,742
Relocations	1,536,000	976,000	2,512,000
Pumping Facilities	3,195,822	-	3,195,822
West Little Rock & Port Growth	-	-	-
Reclamation Facilities	12,532,563	2,300,000	14,832,563
Transportation & Equipment	2,671,700	7,566,500	10,238,200
General Plant	5,560,325	502,500	6,062,825
<b>Total</b>	<b>\$33,078,152</b>	<b>\$44,889,000</b>	<b>\$ 77,967,152</b>

### **System Unfunded Revenue Projects**

In our long-term capital improvement plan (2024-2030) there are several projects starting in 2026 and going through 2030 for which the funding source has not yet been specifically identified. Most likely the funding of these projects will require combination of future rate increases and LRWRA securing funding from additional long-term debt.



**2025 Capital Improvement Plan***Thousands of Dollars to One Decimal Place*

PROJECT NUMBER	PROJECT DESCRIPTION		EXPENSES 2024	CARRY-OVER 2025	NEW 2025	TOTAL 2025
1240000	Short Main Extensions / New Mainholes	GROSS	\$ 208.8	\$ -	\$ 210.0	\$ 210.0
		A&C	-	-	-	-
		NET	208.8	-	210.0	210.0
2240000	Construction Deposit Projects	GROSS	180.0	-	200.0	200.0
		A&C	-	-	-	-
		NET	180.0	-	200.0	200.0
3240000	New Mains at Utility Cost	GROSS	1,255.6	-	1,250.0	1,250.0
		A&C	-	-	-	-
		NET	1,255.6	-	1,250.0	1,250.0
4240000	Replacement Mains at Utility Cost	GROSS	8,534.1	2,877.5	4,621.7	7,499.2
		A&C	-	-	-	-
		NET	8,534.1	2,877.5	4,621.7	7,499.2
5240000	Relocation Projects	GROSS	1,560.5	3,175.0	520.0	3,695.0
		A&C	-	(2,159.0)	-	(2,159.0)
		NET	1,560.5	1,016.0	520.0	1,536.0
6240000	Pumping Facilities	GROSS	1,458.4	1,715.0	1,480.8	3,195.8
		A&C	-	-	-	-
		NET	1,458.4	1,715.0	1,480.8	3,195.8
7240000	Water Reclamation Facilities	GROSS	15,890.4	37,567.1	8,828.3	46,395.4
		A&C	(900.0)	-	-	-
		NET	14,990.4	37,567.1	8,828.3	46,395.4
8240000	Transportation Equipment	GROSS	1,547.7	37,567.1	2,159.7	2,671.7
		A&C	-	-	-	-
		NET	1,547.7	37,567.1	2,159.7	2,671.7
9240000	General Plant	GROSS	3,472.4	37,567.1	2,279.9	5,560.3
		A&C	-	-	-	-
		NET	3,472.4	37,567.1	2,279.9	5,560.3
TOTALS	Gross Expenditures		\$ 34,107.9	\$ 120,468.7	\$ 21,550.5	\$ 70,677.5
	Advances & Contributions		(900.0)	(2,159.0)	-	(2,159.0)
	Net Expenditures		\$ 33,207.9	\$ 118,309.7	\$ 21,550.5	\$ 68,518.5

**MANHOLE/PORT INSTALLS  
CONSTRUCTION DEPOSITS PROJECTS**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
1250000	Short Main Extensions / New Mainholes	GROSS	\$ -	\$ -	\$ -	\$ -	\$ 210.0	\$ 1,050.0	\$ 1,260.0
		A&C	-	-	-	-	-	-	-
2250000	Construction Deposit Projects	GROSS	-	-	-	-	200	1,094	1,294
		A&C	-	-	-	-	-	-	-
<b>Total</b>	<b>Gross Expenditures</b>		\$ -	\$ -	\$ -	\$ -	\$ 410.0	\$ 2,144.0	\$ 2,554.0
	<b>Advances &amp; Contributions</b>		-	-	-	-	-	-	-
	<b>Net Expenditures</b>		\$ -	\$ -	\$ -	\$ -	\$ 410.0	\$ 2,144.0	\$ 2,554.0

**NEW MAINS AT UTILITY COST**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
3250000	New Mains at Utility Cost	GROSS	\$ -	\$ -	\$ -	\$ -	\$ 1,000.0	\$ 5,000.0	\$ 6,000.0
		A&C	-	-	-	-	-	-	-
3250100	Wastewater System Capacity Improvement for Growth	GROSS	-	-	-	-	250.0	26,714.2	26,964
		A&C	-	-	-	-	-	(1,000.0)	(1,000)
<b>Total</b>	<b>Gross Expenditures</b>		\$ -	\$ -	\$ -	\$ -	\$ 1,250.0	\$ 31,714.2	\$ 32,964.2
	<b>Advances &amp; Contributions</b>		-	-	-	-	-	(1,000.00)	(1,000.00)
	<b>Net Expenditures</b>		\$ -	\$ -	\$ -	\$ -	\$ 1,250.0	\$ 30,714.2	\$ 31,964.2

**REPLACEMENT MAINS**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
4170300	Sewer Assessment Lines > 18"	GROSS	\$ 1,176.0	\$ 515.0	\$ -	\$ -	\$ -	\$ -	\$ 1,691.0
		A&C	-	-	-	-	-	-	-
4240301	Sewer Repair Lines > 18" Hindman Park	GROSS	963	963	-	-	-	-	1,925.0
		A&C	-	-	-	-	-	-	-
4240400	AFWRF Sludge Transfer Line Rehab	GROSS	279.8	1,400.0	15,358.0	-	-	-	17,037.8
		A&C	-	-	-	-	-	-	-
4250100	Trenchless Sewer Line Renewal	GROSS	-	-	-	-	1,500.0	10,500.0	12,000.0
		A&C	-	-	-	-	-	-	-
4250200	Replacement Mains @ Utility Cost- Inhouse	GROSS	-	-	-	-	1,200.0	6,000.0	7,200.0
		A&C	-	-	-	-	-	-	-
4250300	Sewer Repair Lines > 18"	GROSS	-	-	-	-	800.0	20,400.0	21,200.0
		A&C	-	-	-	-	-	-	-
4250400	Manholes Rehabilitation & Replacement	GROSS	-	-	-	-	500.0	2,500.0	3,000.0
		A&C	-	-	-	-	-	-	-
4250500	SSES Equipment	GROSS	-	-	-	-	121.7	260.0	381.7
		A&C	-	-	-	-	-	-	-
4250600	LMWRF Sludge Line Assessment & Two Rivers Pump Station	GROSS	-	-	-	-	500.0	-	500.0
		A&C	-	-	-	-	-	-	-
<b>Total</b>	<b>Gross Expenditures</b>		<b>\$ 2,418.2</b>	<b>\$ 2,877.5</b>	<b>\$ 15,358.0</b>	<b>\$ -</b>	<b>\$ 4,621.7</b>	<b>\$ 39,660.0</b>	<b>\$ 64,935.5</b>
	<b>Advances &amp; Contributions</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Net Expenditures</b>		<b>\$ 2,418.2</b>	<b>\$ 2,877.5</b>	<b>\$ 15,358.0</b>	<b>\$ -</b>	<b>\$ 4,621.7</b>	<b>\$ 39,660.0</b>	<b>\$ 64,935.5</b>

**RELOCATION PROJECTS**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
5220600	ARDOT Pleasant Ridge to Taylor Loop	GROSS	\$ 805.6	\$ 3,175.0	\$ 1,175.0	\$ -	\$ -	\$ -	\$ 5,155.6
		A&C	-	(2,159.0)	(799.0)	-	-	-	(2,958.0)
5250200	City of Little Rock Relocations	GROSS	-	-	-	-	260.0	1,414.0	1,674.0
		A&C	-	-	-	-	-	-	-
5250300	ARDOT Relocation	GROSS	-	-	-	-	260.0	1,414.0	1,674.0
		A&C	-	-	-	-	-	-	-
<b>Total</b>	<b>Gross Expenditures</b>		<b>\$ 805.6</b>	<b>\$ 3,175.0</b>	<b>\$ 1,175.0</b>	<b>\$ -</b>	<b>\$ 520.0</b>	<b>\$ 2,828.0</b>	<b>\$ 8,503.6</b>
	<b>Advances &amp; Contributions</b>		<b>-</b>	<b>(2,159.0)</b>	<b>(799.0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,958.0)</b>
	<b>Net Expenditures</b>		<b>\$ 805.6</b>	<b>\$ 1,016.0</b>	<b>\$ 376.0</b>	<b>\$ -</b>	<b>\$ 520.0</b>	<b>\$ 2,828.0</b>	<b>\$ 5,545.6</b>

**WATER RECLAMATION PUMPING FACILITIES**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
6230100	Candlewood Pump Station Upgrades	GROSS	\$ 93.6	\$ 510.0	\$ 235.0	\$ -	\$ -	\$ -	\$ -
		A&C	-	-	-	-	-	-	-
6230200	LR Port PS Building & Electrical Upgrades	GROSS	68.4	510.0	235.0	-	-	-	-
		A&C	-	-	-	-	-	-	-
6230400	LM Pump Station – Bar Screen Rehabilitation	GROSS	216.7	30.0	-	-	-	-	-
		A&C	-	-	-	-	-	-	-
6240300	Longfellow Pump Station Rehab	GROSS	1.4	260.0	-	-	-	-	-
		A&C	-	-	-	-	-	-	-
6240500	Springer Diversion Structures	GROSS	114.2	405.0	2,260.0	-	-	-	-
		A&C	-	-	-	-	-	-	-
6240600	LMWRF PS Replace 2 Pumps	GROSS	-	445.2	-	-	-	-	-
		A&C	-	-	-	-	-	-	-
6250100	Pump Station - Asset Renewal	GROSS	-	-	-	-	885.6	7,975.5	8,861.1
		A&C	-	-	-	-	-	-	-
6250200	Wastewater System Capacity Improvement for Growth	GROSS	-	-	-	-	150.0	12,783.0	12,933.0
		A&C	-	-	-	-	-	-	-
<b>Total</b>			<b>\$ 494.3</b>	<b>\$ 2,160.2</b>	<b>\$ 2,730.0</b>	<b>\$ -</b>	<b>\$ 1,035.6</b>	<b>\$ 20,758.5</b>	<b>\$ 21,794.1</b>
Advances & Contributions			-	-	-	-	-	-	-
<b>Net Expenditures</b>			<b>\$ 494.3</b>	<b>\$ 2,160.2</b>	<b>\$ 2,730.0</b>	<b>\$ -</b>	<b>\$ 1,035.6</b>	<b>\$ 20,758.5</b>	<b>\$ 21,794.1</b>

**WATER RECLAMATION TREATMENT FACILITIES**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
7230100	AFWRF Influent Pump Station & Process Rehabilitation	GROSS A&C	\$ 4,700.0	\$ 10,862.8	\$ 6,800.0	\$ -	\$ -	\$ -	\$ 22,362.8
			-	-	-	-	-	-	-
7240300	LM Asset Renewal - On Call Contractor	GROSS A&C	100.0	100.0	-	-	-	-	200.0
			-	-	-	-	-	-	-
7240400	AFWRF #4 Blower and Controls	GROSS A&C	579.9	480.0	-	-	-	-	1,059.9
			-	-	-	-	-	-	-
7240800	FCWRF Headworks Gate & Concrete and Final Clarifiers Concrete Rehab	GROSS A&C	-	240.0	2,400.0	-	-	-	2,640.0
			-	-	-	-	-	-	-
7240900	FCWRF- Biosolids Optimization	GROSS A&C	-	800.0	16,000.0	-	-	-	16,800.0
			-	-	-	-	-	-	-
7241100	LMWRF Basin Gate & Gear Boxes Replacement (6)	GROSS A&C	-	924.2	-	-	-	-	924.2
			-	-	-	-	-	-	-
7241200	LMWRF Gate Actuators	GROSS A&C	-	160.0	-	-	-	-	160.0
			-	-	-	-	-	-	-
7241400	FCWRF Solids Processing	GROSS A&C	5,600.0	23,000.0	16,700.0	-	-	-	45,300.0
			-	-	-	-	-	-	-
7241700	AFWRF Grit Cyclone	GROSS A&C	200.0	500.0	-	-	-	-	700.0
			-	-	-	-	-	-	-
7241800	Asset Management Prioritization Study	GROSS A&C	95.0	500.0	-	-	-	-	595.0
			-	-	-	-	-	-	-

**WATER RECLAMATION TREATMENT FACILITIES**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
7250100	AFWRF - Asset Renewal	GROSS	-	-	-	-	2,154.7	27,282.4	29,437.1
		A&C	-	-	-	-	-	-	-
7250200	FCWRF - Asset Renewal	GROSS	-	-	-	-	4,481.7	28,711.9	33,193.6
		A&C	-	-	-	-	-	-	-
7250300	LMWRF -Asset Renewal	GROSS	-	-	-	-	1,741.9	17,514.8	19,256.7
		A&C	-	-	-	-	-	-	-
7250400	AFWRF - Grading at Final Clarifiers	GROSS	-	-	-	-	250.0	-	250.0
		A&C	-	-	-	-	-	-	-
7250500	AFWRF Dump Station Expansion	GROSS	-	-	-	-	50.0	175.0	225.0
		A&C	-	-	-	-	-	-	-
7250600	EV Charging Station	GROSS	-	-	-	-	30.0	450.0	480.0
		A&C	-	-	-	-	-	-	-
7250700	FCWRF Industrial EQ Basin Valve Automation	GROSS	-	-	-	-	45.0	-	45.0
		A&C	-	-	-	-	-	-	-
7250800	FCWRF Lagoon Decant Structures Repair	GROSS	-	-	-	-	75.0	500.0	575.0
		A&C	-	-	-	-	-	-	-
<b>Total</b>									
	Gross Expenditures		\$ 11,274.9	\$ 37,567.1	\$ 41,900.0	\$ -	\$ 8,828.3	\$ 74,634.0	\$ 174,204.3
	Advances & Contributions		-	-	-	-	-	-	-
	Net Expenditures		\$ 11,274.9	\$ 37,567.1	\$ 41,900.0	\$ -	\$ 8,828.3	\$ 74,634.0	\$ 174,204.3

**TRANSPORTATION EQUIPMENT**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
8230101	Replace V1220	GROSS	\$ 126.5	\$ 127.0	\$ -	\$ -	\$ -	\$ -	\$ 253.5
		A&C	-	-	-	-	-	-	-
8240200	New 1 Ton Pump Truck	GROSS	-	127.0	-	-	-	-	127.0
		A&C	-	-	-	-	-	-	-
8240300	New 1 Ton Electrician/Instrumentation Truck	GROSS	-	131.0	-	-	-	-	131.0
		A&C	-	-	-	-	-	-	-
8240900	Replace Service Truck 1306	GROSS	-	127.0	-	-	-	-	127.0
		A&C	-	-	-	-	-	-	-
8250100	2025-2034 Vehicle Replacement Program	GROSS	-	-	-	-	400.0	2,000.0	2,400.0
		A&C	-	-	-	-	-	-	-
8250200	AFWRF Forklift	GROSS	-	-	-	-	55.0	-	55.0
		A&C	-	-	-	-	-	-	-
8250300	Biosolids Inspection Vehicle	GROSS	-	-	-	-	50.0	-	50.0
		A&C	-	-	-	-	-	-	-
8250400	Biosolids Lagoon Equipment Trailer (6'x12')	GROSS	-	-	-	-	5.7	-	5.7
		A&C	-	-	-	-	-	-	-
8250500	FCWRF Forklift	GROSS	-	-	-	-	45.0	-	45.0
		A&C	-	-	-	-	-	-	-
8250600	New Hydro Jetter Trailer	GROSS	-	-	-	-	125.0	-	125.0
		A&C	-	-	-	-	-	-	-
8250700	Replace 2014 Combination Cleaning Truck V1326	GROSS	-	-	-	-	550.0	-	550.0
		A&C	-	-	-	-	-	-	-
8250800	Replace CCTV Truck V1336	GROSS	-	-	-	-	410.0	-	410.0
		A&C	-	-	-	-	-	-	-



**TRANSPORTATION EQUIPMENT**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
8250900	Replace Dump Truck V1262	GROSS	-	-	-	-	155.0	-	155.0
		A&C	-	-	-	-	-	-	-
8251000	Replace E1071 2004 6*10 Enclosed Trailer w 7*14 Enclosed Trailer	GROSS	-	-	-	-	9.0	-	9.0
		A&C	-	-	-	-	-	-	-
8251100	Replace E1262 Grout Trailer with Concrete Pump Trailer	GROSS	-	-	-	-	150.0	-	150.0
		A&C	-	-	-	-	-	-	-
8251200	Replace Service Truck V1318	GROSS	-	-	-	-	90.0	-	90.0
		A&C	-	-	-	-	-	-	-
8251300	Replace Service Truck V1337 V1319	GROSS	-	-	-	-	90.0	-	90.0
		A&C	-	-	-	-	-	-	-
8251400	UTV 409 Asset Reliability	GROSS	-	-	-	-	25.0	-	25.0
		A&C	-	-	-	-	-	-	-
<b>Total</b>	<b>Gross Expenditures</b>		<b>\$ 126.5</b>	<b>\$ 512.0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,159.7</b>	<b>\$ 2,000.0</b>	<b>\$ 4,798.2</b>
	<b>Advances &amp; Contributions</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Net Expenditures</b>		<b>\$ 126.5</b>	<b>\$ 512.0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,159.7</b>	<b>\$ 2,000.0</b>	<b>\$ 4,798.2</b>

**GENERAL PLANT**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
9220200	LRWRA Signage All Treatment Facilities	GROSS A&C	\$ 25.0	\$ 125.0	\$ -	\$ -	\$ -	\$ -	\$ 150.0
			-	-	-	-	-	-	-
9240208	AFWRF Primary Turntable Rebuild	GROSS A&C	20.8	75.0	-	-	-	-	95.8
			-	-	-	-	-	-	-
9240800	AFWRF Administration Office HVAC	GROSS A&C	-	40.0	-	-	-	-	40.0
			-	-	-	-	-	-	-
9241100	Biosolids Land Purchase	GROSS A&C	16.1	1,000.0	1,700.0	-	-	-	2,716.1
			-	-	-	-	-	-	-
9242000	FCWRF Maintenance Building Expansion	GROSS A&C	275.0	75.0	-	-	-	-	350.0
			-	-	-	-	-	-	-
9242200	FCWRF Storeroom Addition	GROSS A&C	169.8	1,865.0	-	-	-	-	2,034.8
			-	-	-	-	-	-	-
9243900	Upgrade & Replace VMWare Host Servers	GROSS A&C	-	70.0	-	-	-	-	70.0
			-	-	-	-	-	-	-
9244600	FCWRF Makeup Water Building Roof	GROSS A&C	91.2	30.4	-	-	-	-	121.6
			-	-	-	-	-	-	-
9250100	Cleaning & Inspection Safety & Innovation Equipment	GROSS A&C	-	-	-	-	-	40.0	240.0
			-	-	-	-	-	-	-
9250200	Trenching & Shoring Equipment TBD	GROSS A&C	-	-	-	-	-	40.0	240.0
			-	-	-	-	-	-	-
9250300	Fleet Maintenance Equipment - Safety	GROSS A&C	-	-	-	-	-	40.0	110.0
			-	-	-	-	-	-	-
9250400	All WRF Cell Service	GROSS A&C	-	-	-	-	-	120.0	120.0
			-	-	-	-	-	-	-
9250500	CAB/CWM - 2025 Asset Renewal	GROSS A&C	-	-	-	-	-	1,159.9	1,159.9
			-	-	-	-	-	-	-
9250600	Copier - CAB Engineerng	GROSS A&C	-	-	-	-	-	30.0	30.0
			-	-	-	-	-	-	-
9250700	CW Parking Lot Repair	GROSS A&C	-	-	-	-	-	175.0	350.0
			-	-	-	-	-	-	-
9250800	Fiber Line Locating Equipment	GROSS A&C	-	-	-	-	-	5.0	5.0
			-	-	-	-	-	-	-
9250900	ICP-MS	GROSS	-	-	-	-	-	220.0	220.0

**GENERAL PLANT**  
*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)			New Gross Expenditures (Advances & Contributions)			Total
			2024	2025	Beyond	2024	2025	Beyond	
		A&C	-	-	-	-	-	-	-
9251000	LMWRF Security Camera System Upgrade	GROSS	-	-	-	-	-	35.0	35.0
		A&C	-	-	-	-	-	-	-
9251100	LRWRA Website Update	GROSS	-	-	-	-	-	105.0	105.0
		A&C	-	-	-	-	-	-	-
9251200	New 50 Ton Main Line Pipe Burst Machine	GROSS	-	-	-	-	-	145.0	145.0
		A&C	-	-	-	-	-	-	-
9251300	New CCTV Generator	GROSS	-	-	-	-	-	8.0	8.0
		A&C	-	-	-	-	-	-	-
9251400	Pretreatment Information Management Software	GROSS	-	-	-	-	-	60.0	60.0
		A&C	-	-	-	-	-	-	-
9251500	Replace 2 ISCO Autosamplers	GROSS	-	-	-	-	-	13.0	13.0
		A&C	-	-	-	-	-	-	-
9251600	Replace 4 Dessicators	GROSS	-	-	-	-	-	11.0	11.0
		A&C	-	-	-	-	-	-	-
9251700	Replace 4" Pump Discharge Hoses (1,000')	GROSS	-	-	-	-	-	7.5	7.5
		A&C	-	-	-	-	-	-	-
9251800	Replace 6" Pump Suction (50') & Discharge Hoses (400')	GROSS	-	-	-	-	-	10.0	10.0
		A&C	-	-	-	-	-	-	-
9251900	Replace Refrigerator	GROSS	-	-	-	-	-	5.5	5.5
		A&C	-	-	-	-	-	-	-
9252000	Replace Sewer Line Rapid Assessment Tool E1510	GROSS	-	-	-	-	-	30.0	30.0
		A&C	-	-	-	-	-	-	-
9252100	Replace Traffic Control Arrow Board E0135	GROSS	-	-	-	-	-	7.0	7.0
		A&C	-	-	-	-	-	-	-
9252200	Service Line Inspection Camera	GROSS	-	-	-	-	-	5.0	5.0
		A&C	-	-	-	-	-	-	-
9252300	Vacuum Pump(s)	GROSS	-	-	-	-	-	8.0	8.0
		A&C	-	-	-	-	-	-	-
<b>Total</b>	<b>Gross Expenditures</b>		<b>\$ 597.9</b>	<b>\$ 3,280.4</b>	<b>\$ 1,700.0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,279.9</b>	<b>\$ 8,503.3</b>
	<b>Advances &amp; Contributions</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Net Expenditures</b>		<b>\$ 597.9</b>	<b>\$ 3,280.4</b>	<b>\$ 1,700.0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,279.9</b>	<b>\$ 8,503.3</b>

**Future Capital Improvement Projects**

*Thousands of Dollars to One Decimal Place*

Project Number	Description	2026	2027	2028	2029	2030	Total
		Forecast	Forecast	Forecast	Forecast	Forecast	
627XXXX	Candlewood Pump Station 150 Kw Generator	\$ -	\$ 92.5	\$ -	\$ -	\$ -	\$ 92.5
627XXXX	Chalamont Pump Station 150 Kw Generator	-	92.5	-	-	-	92.5
627XXXX	Joe T. Robinson Pump Station 150 Kw Generator	-	92.5	-	-	-	92.5
726XXXX	FCWRF Biogas Power Study	175.0	175.0	-	-	-	350.0
726XXXX	LMWRF Sludge Dewatering and Two Rivers Pump Station	2,315.0	5,320.0	5,320.0	5,115.0	-	18,070.0
727XXXX	FCWRF - Replace Existing Fine Diffusers	-	387.0	308.0	-	-	695.0
728XXXX	All WRF's Nutrient Reduction Study	-	-	2,000.0	-	-	2,000.0
728XXXX	FC Biological Expansion Project	-	-	5,000.0	15,000.0	15,000.0	35,000.0
728XXXX	FCWRF Final Clarifier Weirs Cover	-	-	75.0	450.0	-	525.0
729XXXX	FCWRF - Blower Bldg. Hoist Installation Replacement	-	-	-	1,220.0	-	1,220.0
729XXXX	FCWRF Ops Control Room and Chemical Response Command Center	-	-	-	100.0	300.0	400.0
731XXXX	LMWRF - Wastewater System Capacity Improvements for Growth	-	-	-	-	1,000.0	1,000.0
826XXXX	LMWRF - Forklift	32.0	-	-	-	-	32.0
826XXXX	Replace Combination Cleaning Truck V1339, V1355, V1369	550.0	550.0	550.0	-	-	1,650.0
826XXXX	Replace Dump Truck V1320, V1321, V1341, V1351, V1352, V1365, V1366, V1372, V1373	310.0	180.0	360.0	310.0	310.0	1,470.0
826XXXX	Replace Hydro Jetter Trailer E1564	125.0	-	-	-	-	125.0
826XXXX	Replace Service Trucks V1337, V1347, V1362, V1363, V1370, V1380, V1386, V1387	180.0	180.0	90.0	90.0	180.0	720.0
826XXXX	Replace Trailer E1324, E0927, E1092, E1010, E1011, E1402, E1466	5.5	20.0	-	12.0	-	37.5
827XXXX	Replace CCTV Truck V1356, V1364, C1374	-	410.0	400.0	410.0	-	1,220.0
828XXXX	Replace Barco Pump E1433, E1485	-	-	50.0	75.0	-	125.0
828XXXX	Replace Trailers E1401, E1526, E1527, E1469	-	-	47.0	-	70.0	117.0
829XXXX	Replace Honda Pioneer ATV E1694	-	-	-	10.0	-	10.0
830XXXX	Replace 2005 Stanley Easement Machine E1091	-	-	-	-	60.0	60.0
926XXXX	Blue Light Cured in Place Lining System (4" & 6")	165.0	-	-	-	-	165.0
926XXXX	CAB/CWM - 2026 Asset Renewal	407.7	-	-	-	-	407.7
926XXXX	Copiers	-	-	45.0	48.0	12.0	105.0
926XXXX	Fleet Maintenance Specialty Tools	10.0	-	10.0	-	10.0	30.0
926XXXX	Push Camera	20.0	-	-	-	-	20.0
926XXXX	Replace 1 BOD Incubator	7.5	7.5	-	-	-	15.0
926XXXX	Replace Analytical Balance(s)	40.0	-	-	-	-	40.0
926XXXX	Replace Sewer Line Rapid Assessment Tools	30.0	60.0	60.0	30.0	30.0	210.0
926XXXX	Replace Spartan Rod Machines E1162 with Picote Machine, E1163	14.0	5.0	-	-	-	19.0
927XXXX	Replace Chemical Refrigerator	-	7.5	-	-	-	7.5
927XXXX	Replace Finance and HRIS Software	-	500.0	500.0	500.0	-	1,500.0
927XXXX	Replace Spectrophotometers	9.0	15.0	-	-	-	24.0
927XXXX	Smart Manhole Covers (20)	-	200.0	-	-	-	200.0
928XXXX	Replace Network Switches	-	-	60.0	-	-	60.0
928XXXX	Replace PB30 E1407 & E1408	-	-	50.0	-	-	50.0
929XXXX	Replace Pump Suction (100') & Discharge Hoses (1,000')	-	-	-	30.0	-	30.0
929XXXX	Replace SAN's at CAB & DR site	-	-	-	175.0	-	175.0
929XXXX	Replace Traffic Control Arrow Board E1465	-	-	-	7.0	-	7.0
930XXXX	CAB/CWM - 2030 Asset Renewal	-	-	-	-	78.0	78.0
930XXXX	Replace 72" Blue Diamond Severe Duty Cutter E1728	-	-	-	-	18.0	18.0
<b>Annual Net Expenditures</b>		<b>\$ 4,395.7</b>	<b>\$ 8,294.5</b>	<b>\$ 14,925.0</b>	<b>\$ 23,582.0</b>	<b>\$ 17,068.0</b>	<b>\$ 68,265.2</b>

**Long Term Capital Improvement Plan**

*Thousands of Dollars to One Decimal Place*

Project Number	Project Description		Budget			Forecast			Total
			2025	2026	2027	2028	2029	2030	
1250000	Manhole Port Installs	Gross	\$ 210.0	\$ 210.0	\$ 210.0	\$ 210.0	\$ 210.0	\$ 210.0	\$ 1,260.0
		A&C	-	-	-	-	-	-	-
		Net	210.0	210.0	210.0	210.0	210.0	210.0	1,260.0
2250000	Construction Deposit Projects	Gross	200.0	206.0	210.0	217.0	225.0	236.0	1,294.0
		A&C	-	-	-	-	-	-	-
		Net	200.0	206.0	210.0	217.0	225.0	236.0	1,294.0
3250000	New Mains at Utility Cost	Gross	1,250.0	1,000.0	4,000.0	9,571.4	9,571.4	9,571.4	34,964.2
		A&C	-	-	-	-	-	(1,000.0)	(1,000.0)
		Net	1,250.0	1,000.0	4,000.0	9,571.4	9,571.4	8,571.4	33,964.2
4250000	Replacement Mains at Utility Cost	Gross	7,499.2	11,330.0	16,530.0	11,258.0	7,700.0	8,200.0	62,517.2
		A&C	-	-	-	-	-	-	-
		Net	7,499.2	11,330.0	16,530.0	11,258.0	7,700.0	8,200.0	62,517.2
5250000	Relocation Projects	Gross	3,695.0	1,705.0	550.0	564.0	584.0	600.0	7,698.0
		A&C	(2,159.0)	(799.0)	-	-	-	-	(2,958.0)
		Net	1,536.0	906.0	550.0	564.0	584.0	600.0	4,740.0
6250000	Pumping Facilities	Gross	3,195.8	3,205.4	5,863.8	6,748.4	6,326.8	1,621.7	26,961.9
		A&C	-	-	-	-	-	-	-
		Net	3,195.8	3,205.4	5,863.8	6,748.4	6,326.8	1,621.7	26,961.9
7250000	Water Reclamation Facilities	Gross	46,395.4	36,440.6	41,420.9	38,850.4	29,085.9	29,996.3	222,189.4
		A&C	-	-	-	-	-	-	-
		Net	46,395.4	36,440.6	41,420.9	38,850.4	29,085.9	29,996.3	222,189.4
8250000	Transportation Equipment	Gross	2,671.7	1,602.5	1,740.0	1,897.0	1,307.0	1,020.0	10,238.2
		A&C	-	-	-	-	-	-	-
		Net	2,671.7	1,602.5	1,740.0	1,897.0	1,307.0	1,020.0	10,238.2
9250000	General Plant	Gross	5,560.3	958.2	2,015.0	805.0	1,500.0	228.0	11,066.5
		A&C	-	-	-	-	-	-	-
		Net	5,560.3	958.2	2,015.0	805.0	1,500.0	228.0	11,066.5
TOTALS	Gross Expenditures Advances & Contributions Annual Net Expenditures		\$ 70,677.5	\$ 56,657.7	\$ 72,539.6	\$ 70,121.2	\$ 56,510.0	\$ 51,683.4	\$ 378,189.4
			(2,159.0)	(799.0)	-	-	-	(1,000.0)	(3,958.0)
			\$ 68,518.5	\$ 55,858.7	\$ 72,539.6	\$ 70,121.2	\$ 56,510.0	\$ 50,683.4	\$ 374,231.4

**Manhole / New Mains  
Project Narratives**  
*Thousands of Dollars to One Decimal Place*

**1250000 Manhole/Port Installed \$1,260.0**  
This is an annual project for the construction of manholes and ports where needed throughout the collection system using inhouse crews, equipment, and materials. Projected costs are estimated and adjusted accordingly.

Project Number	Description	Prior	2025	Funded	Beyond		Total
					Funding	TBD	
1250000	Manhole/Port Installed	\$0.0	\$210.0	\$1,050.0	\$0.0	\$0.0	\$1,260.0

**2250000 Construction Deposit Projects \$1,294.0**  
LRWRA provides inspection oversight for developer funded collection system expansions by way of obtaining and reviewing all records of easements, plats, and as-built information for all extensions to the collection system. Annually, LRWRA accepts \$1.5M in sewer collection system assets from private, developer funded infrastructure projects.

Project Number	Description	Prior	2025	Funded	Beyond		Total
					Funding	TBD	
2250000	Construction Deposit Projects	\$0.0	\$200.0	\$1,094.0	\$0.0	\$0.0	\$1,294.0

**3250000 New Mains @ Utility Cost - Inhouse \$6,000.0**  
This is an annual project that utilizing in-house crews, equipment, and materials, LRWRA installs new sewer mains, where needed throughout the city, to eliminate old community services and reroute old and/or abandoned sewer mains. Projected costs are estimated and adjusted accordingly.

Project Number	Description	Prior	2025	Funded	Beyond		Total
					Funding	TBD	
3250000	New Mains @ Utility Cost - Inhouse	\$0.0	\$1,000.0	\$5,000.0	\$0.0	\$0.0	\$6,000.0

**3250100 Wastewater System Capacity Improvements for Growth (LM Collection) - Study \$27,964.2**  
To study the collection system improvements necessary to extend gravity sewer service to the area west of the existing city limits to the western extra-territorial jurisdiction (ETJ) boundary line.

Project Number	Description	Prior	2025	Funded	Beyond		Total
					Funding	TBD	
3250100	Wastewater System Capacity Improvements for Growth (LM Collection) - Study	\$0.0	\$250.0	\$0.0	\$27,714.2	\$0.0	\$27,964.2

**Replacement Mains  
Project Narratives**  
*Thousands of Dollars to One Decimal Place*

**4170300 Sewer Repairs Lines >18" (FCWRF Outfall/Jetty) \$19,970.7**  
This project is to repair the existing FCWRF effluent outfall revetment. The revetment was damaged in a 2019 flood. It is believed that some of the riprap and sand cushion surrounding the outfall pipe was washed away.

Project Number	Description	Prior	2025	Funded	Beyond		Total
					Funding	TBD	
4170300	Sewer Repairs Lines >18" (FCWRF Outfall/Jetty)	\$19,455.7	\$515.0	\$0.0	\$0.0	\$0.0	\$19,970.7

**4240301 Sewer Repair Lines > 18" Hindman Park \$1,889.0**  
This project will rehabilitate the existing 24" sewer mains through south Hindman Park to mitigate SSOs caused by root growth. These existing 24" sewer mains installed in 1973 will be rehabilitated by a cured-in-place pipe (CIPP) method.

Project Number	Description	Prior	2025	Funded	Beyond		Total
					Funding	TBD	
4240301	Sewer Repair Lines > 18" Hindman Park	\$926.5	\$962.5	\$0.0	\$0.0	\$0.0	\$1,889.0

**4240400 AFWRF Sludge Transfer Line Rehab and Pump Station \$17,037.8**  
The AFWRF Sludge Transfer Pump Station pumps sludge from the AFWRF thickeners to FCWRF. This pump station houses three (3) pumps and their controls and requires upgrades due to the equipment reaching the end of its useful life. Installed in 1972, the original 12-inch force main has reached the end of its expected and useful life. The sludge transfer line conveys all waste sludges from the City of Little Rock's oldest water reclamation facility (and the State of Arkansas's Largest WRF), Adams Field WRF, approximately 5 miles to the centralized solids handling process at the Fourche Creek WRF. Since the installation of this single conveyance line, several service critical structures, i.e.: airport runway, elevated Interstate system, re-channelized drainage system, Port Authority railway system, all have been constructed over this vital interconnect. This project includes the evaluation and installation of the sludge transfer line between the two water reclamation facilities.

Project Number	Description	Prior	2025	Funded	Beyond		Total
					Funding	TBD	
4240400	AFWRF Sludge Transfer Line Rehab and Pump Station	\$279.8	\$1,400.0	\$0.0	\$15,358.0	\$0.0	\$17,037.8

**4250100 Trenchless Sewer Line Renewal \$12,000.0**

This project is the annual renewal contracts for the rehabilitation of various sanitary sewer lines ranging in size from 4" to 24" diameter utilizing the cured-in-place pipe (CIPP) and manhole rehabilitation.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
4250100	Trenchless Sewer Line Renewal	\$0.0	\$1,500.0	\$0.0	\$10,500.0	\$12,000.0

**4250200 Replacement Mains @ Utility Cost- Inhouse \$7,200.0**

This project is an annual project. The intent of this project is to reduce the volume of Infiltration/Inflow (I/I) and eliminate sanitary sewer overflows throughout the LRWRA sewer collection system. For this purpose, sewer mains in poor condition are identified and rehabilitated either via "open cut" or pipe burst method using in-house crews, equipment, and materials, thereby improving the structural integrity of the sewer mains. Sewer mains rehabilitated under this project range from 4" to 18" in diameter.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
4250200	Replacement Mains @ Utility Cost- Inhouse	\$0.0	\$1,200.0	\$6,000.0	\$0.0	\$7,200.0

**4250300 Sewer Repair Lines > 18" \$21,200.0**

This project is an annual project. This project will inspect gravity sewer mains 18" and larger throughout the collection system to assess the integrity of each main, identify any potential issues, and make repairs to the issues.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
4250300	Sewer Repair Lines > 18"	\$0.0	\$800.0	\$20,400.0	\$0.0	\$21,200.0

**4250400 Manholes Rehabilitation & Replacement \$3,000.0**

This project is for the annual rehabilitation and replacement of manholes through contracted work. Manholes in need of rehabilitation throughout the collection system are identified for rehabilitation via LRWRA's maintenance process and during sewer main rehabilitation projects. The selected manholes are prioritized and communicated to the approved manhole rehab contractor(s) for rehab work.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
4250400	Manholes Rehabilitation & Replacement	\$0.0	\$500.0	\$0.0	\$2,500.0	\$3,000.0

**4250500 SSES Equipment \$381.7**

This will fund the acquisition of new flow meters and rain gauges to replace outdated equipment that no longer meets our requirements. The updated meters will minimize data loss risks and decrease the need for frequent field visits by our staff.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
4250500	SSES Equipment	\$0.0	\$121.7	\$0.0	\$260.0	\$381.7

**4250600 LMWRF Sludge Line Assessment and Two Rivers Pump Station \$500.0**

This project will inspect the force main that transmits wasted sludge from the LMWRF to the AFWRF. We will compare this evaluation and opinion of probable construction cost with the estimate for the LMWRF sludge dewatering and determine the best route to take for the solids from LMWRF.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
4250600	LMWRF Sludge Line Assessment and Two Rivers Pump Station	\$0.0	\$500.0	\$0.0	\$0.0	\$500.0

**Relocation  
Project Narratives**  
*Thousands of Dollars to One Decimal Place*

**5220600 ARDOT Pleasant Ridge to Taylor Loop \$2,296.3**  
This project is for relocations and adjustments of existing sanitary sewer facilities that conflict with proposed construction by ARDOT along Highway 10 from Taylor Loop Rd to Pleasant Ridge Road. There is approximately 13,423 l.f. of gravity sewer and 78 manholes within the project area.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
5220600	ARDOT Pleasant Ridge to Taylor Loop	\$904.3	\$1,016.0	\$376.0	\$0.0	\$2,296.3

**5250200 City of LR Relocation \$1,674.0**  
This project is an annual project. The cost is associated with LRWRA supporting the City of Little Rock in relocating sewer mains / lines for transportation improvement projects by working with city officials in contracting services to relocate sewer lines. This project renews annually, and projected cost estimates adjust accordingly.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
5250200	City of LR Relocation	\$0.0	\$260.0	\$300.0	\$1,114.0	\$1,674.0

**5250300 ARDOT Relocation \$1,674.0**  
This project is an annual project placeholder for potential sewer relocations associated with ARDOT projects.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
5250300	ARDOT Relocation	\$0.0	\$260.0	\$300.0	\$1,114.0	\$1,674.0

**Pumping Facilities  
Project Narratives**  
*Thousands of Dollars to One Decimal Place*

**6230100 Candlewood PS Upgrades \$853.1**  
This project will upgrade the Candlewood Pump Station with new pumps, valves and appurtenances, and new electrical controls. The pumps have been in operation for 22 years and have reached the end of their useful life.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
6230100	Candlewood PS Upgrades	\$108.1	\$510.0	\$0.0	\$235.0	\$853.1

**6230200 LR Port PS Building & Electrical Upgrades \$814.5**  
This project will upgrade the Little Rock Port Pump Station building, pumps and electrical controls that were built in 1970. They require upgrades due to the aging infrastructure and the equipment reaching the end of its useful life. The pump station improvements will restore reliability to this area.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
6230200	LR Port PS Building & Electrical Upgrades	\$69.5	\$510.0	\$0.0	\$235.0	\$814.5

**6230400 LM Pump Station - Bar Screen Rehabilitation \$246.7**  
This project is to rehabilitate the Little Maumelle Bar screen by replacing worn parts with new OEM parts. The Little Maumelle Pump Station is the main pump station that moves reclaimed water to the Little Maumelle Treatment Facility. This pump station was upgraded in 2009 which included the installation of a new Headworks Bar Screen. This bar screen has served its purpose well since the upgrade. However, due to moving parts and wear over time, they need to be replaced. This will bring the bar screen back to the manufacturer's original specifications which will significantly extend the working life and increase the dependability of the bar screen.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
6230400	LM Pump Station - Bar Screen Rehabilitation	\$216.7	\$30.0	\$0.0	\$0.0	\$246.7

**6240300 Longfellow PS Rehab \$261.4**  
Longfellow pump station is a dry-well pump station that consists of two horizontal pumps and a concrete wet well. These pumps have been in place for about ten years and are reaching the end of their service life. Additionally, the concrete wet well has been in service for many years and needs rehabilitation. This project will be to replace the pumps, check valves, associated piping, and for the rehabilitation of the wet well for this station. This project is intended to be funded through both the design phase and the construction phase.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
6240300	Longfellow PS Rehab	\$1.4	\$260.0	\$0.0	\$0.0	\$261.4



**6240500 Springer Diversion Structures \$2,779.2**

The 30-inch Fourche Creek line is currently tied into the 60-inch Adams Field line at the existing Springer Diversion Structure. This project will include the addition of another diversion structure which will allow the Fourche Creek system to relieve into the Adams Field system when in high flow conditions. The project will connect the 42-inch Fourche Creek line into the 60-inch Adams Field line at this new diversion structure. This project will also include modifications to the hatch openings on the existing Springer Diversion and Meter Vault Structures to allow for the plug valve and meter to be removed for maintenance.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
6240500	Springer Diversion Structures	\$114.2	\$405.0	\$0.0	\$2,260.0	\$2,779.2

**6240600 LMWRF PS Replace 2 Pumps \$445.2**

This project is to replace two 350 horse power Fairbanks Morse pumps at the Little Maumelle Pump Station. These pumps have been rebuilt multiple time since they were put in service in 2008. To maintain reliability, functionality, and maximum flow capabilities, these pump must be replaced. The pumps will be procured in-house and will be installed by LRWRA personnel.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
6240600	LMWRF PS Replace 2 Pumps	\$0.0	\$445.2	\$0.0	\$0.0	\$445.2

**6250100 Pump Station - Asset Renewal \$7,355.7**

The Little Rock Water Reclamation Authority (LRWRA) has been proactive in ensuring the reliability and longevity of its infrastructure through the Asset Reliability program initiated in 2023. This program involves a thorough evaluation of all assets, particularly focusing on the condition of pump station equipment. The LRWRA's diligent assessment has identified several assets that require replacement to prevent potential failures or significant issues in 2025. This forward-thinking approach is part of LRWRA's commitment to maintaining a robust and efficient water reclamation system for the community.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
6250100	Pump Station - Asset Renewal	\$0.0	\$885.6	\$0.0	\$6,470.1	\$7,355.7

**6250200 Wastewater System Capacity Imp. for Growth - Study \$12,933.0**

To study pump station improvements necessary to extend gravity sewer service to the area west of the existing city limits to the western extra-territorial jurisdiction (ETJ) boundary line.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
6250200	Wastewater System Capacity Imp. for Growth - Study	\$0.0	\$150.0	\$0.0	\$12,783.0	\$12,933.0

**Treatment Facilities  
Project Narratives**  
*Thousands of Dollars to One Decimal Place*

**7230100      AFWRF Influent Pump Station & Process Rehabilitation      \$22,399.6**

The purpose of this project is to upgrade assets in the Influent Pump Station and Preliminary Treatment Building at the Adams Field Water Reclamation Facility that have become cost prohibitive to maintain and are at the end of their useful life. The components evaluated for upgrade are the existing pump and wet well system, drive shaft structures, valves, sluice gates and rails, and coatings for piping, metals structures and the bar screen wet well.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7230100	AFWRF Influent Pump Station & Process Rehabilitation	\$4,736.8	\$10,862.8	\$6,800.0	\$0.0	\$22,399.6

**7240300      LM Asset Renewal - On Call Contractor      \$200.0**

This capital project was established to help facilitate accounting management of planned Asset Renewal repair/replacement costs exceeding the \$5,000 threshold at Little Maumelle Water Reclamation Facility. This project will be renewed every year and projected cost estimates adjusted accordingly.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7240300	LM Asset Renewal - On Call Contractor	\$100.0	\$100.0	\$0.0	\$0.0	\$200.0

**7240400      AFWRF #4 Blower and Controls      \$1,059.9**

This project is for the replacement of the #4 Blower and its associated controls at the AFWRF. By replacing the blower, it will increase the redundancy of a critical part of the biological reclamation process.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7240400	AFWRF #4 Blower and Controls	\$579.9	\$480.0	\$0.0	\$0.0	\$1,059.9

**7240800      FCWRF Headworks Gate and Concrete & Final Clarifier Concrete Rehabilitation      \$2,640.0**

This project will replace the existing isolation gates in the bar screen and grit removal areas, will rehabilitate or replace the existing concrete in these areas due to severe wear and will repair the concrete that has broken off around the handrail at the final clarifiers.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7240800	FCWRF Headworks Gate and Concrete & Final Clarifier Concrete Rehabilitation	\$0.0	\$240.0	\$0.0	\$2,400.0	\$2,640.0

**7240900      FCWRF- Biosolids Optimization      \$16,800.0**

This project includes the treatability analysis, process design, and construction of an independent process train to pretreat biosolids lagoon decant water before it is returned to the FCWRF.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7240900	FCWRF- Biosolids Optimization	\$0.0	\$800.0	\$0.0	\$16,000.0	\$16,800.0

**7241100      LMWRF Basin Gate & Gear Boxes Replacement (6)      \$924.2**

This is a project to replace the existing basin gates at LMWRF that reached the end of their useful life. Some of these gates have failed and are unable to be repaired due to the obsolescence of repair parts. Being that the treatment process depends on the gates it is important that they are replaced.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7241100	LMWRF Basin Gate & Gear Boxes Replacement (6)	\$0.0	\$924.2	\$0.0	\$0.0	\$924.2

**7241200      LMWRF Gate Actuators      \$160.0**

Due to the obsolescence of the existing gate actuators and gearboxes, it has become difficult to find parts needed for repairs to the gate actuators and gearboxes. This renders gates inoperable which can have a negative effect on the reclamation process. This project is to replace approximately 20 actuators and gearboxes per year for the next five years in areas that are a priority to the reclamation process.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7241200	LMWRF Gate Actuators	\$0.0	\$160.0	\$0.0	\$0.0	\$160.0

**7241400 FCWRF Solids Processing \$45,305.7**

This project will improve the solids processing at FCWRF by modifying the existing gravity thickeners and sludge splitter box, cleaning the existing primary digesters, installing new mixing equipment in the existing primary digesters, and constructing a new solids processing building that will contain new rotary drum thickeners. These improvements will improve the FCWRF solids processing performance and reliability, as well as lower operation and maintenance costs throughout the facility.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7241400	FCWRF Solids Processing	\$5,605.7	\$23,000.0	\$14,328.1	\$2,371.9	\$45,305.7

**7241700 AFWRF Grit Cyclone \$700.0**

This project will evaluate the condition of the grit classifying cyclones and includes repairs or replacement of the units. The AFWRF preliminary treatment building houses 4 grit classifying cyclones that have become worn down through the grit removal process

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7241700	AFWRF Grit Cyclone	\$200.0	\$500.0	\$0.0	\$0.0	\$700.0

**7241800 Asset Management Prioritization Study \$595.0**

This study will complete a 10-year asset management comprehensive plan. LRWRA began the process of being proactive in ensuring reliability and longevity of its infrastructure in 2023. The program has identified \$100 million in costs needed over the next 10 years to renew old and failing assets across the treatment plants, pump stations and peak flow facilities. Such a large investment of capital and the current state of our assets requires a detailed strategy to ensure the most critical assets and the assets with greatest risk of failure are being prioritized.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7241800	Asset Management Prioritization Study	\$95.0	\$500.0	\$0.0	\$0.0	\$595.0

**7250100 AFWRF - Asset Renewal \$29,437.1**

The Adams Field Water Reclamation Facility was established and brought online in 1960. This Facility has had several upgrades over the years with the most recent being completed in 2021. There are still many pieces of equipment that are original to the facility's establishment. While much of this original equipment is still operational it has reached the end of its useful life, and the likelihood of catastrophic failure and the resulting capacity reduction is drastically increased. The Adams Field Water Reclamation Facility also has equipment that is not original to its establishment and has reached the end of its useful life. The useful life of equipment is determined by many factors including service factors, normal wear, and environmental factors. Normal wear most affects the useful life of equipment at the Adams Field Water Reclamation Facility. When equipment is near or at the end of its useful life it must be replaced proactively to reduce the risk of reductions in flow capacity due to catastrophic equipment failures.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7250100	AFWRF - Asset Renewal	\$0.0	\$2,154.7	\$0.0	\$27,282.4	\$29,437.1

**7250200 FCWRF - Asset Renewal \$33,193.6**

The Fourche Creek Water Reclamation Facility was established and brought online in 1982. There are still many pieces of equipment that are original to the facility's establishment. While much of this original equipment is still operational it has reached the end of its useful life, and the likelihood of catastrophic failure and the resulting capacity reduction is drastically increased. The Fourche Creek Water Reclamation Facility also has equipment that is not original to its establishment and has reached the end of its useful life. The useful life of equipment is determined by many factors including service, normal wear, and environmental. The latter typically has the most effect on the useful life of the equipment at the Fourche Creek Water Reclamation Facility due to Hydrogen Sulfide (H2S) levels around much of the equipment. Hydrogen Sulfide causes rapid oxidation and corrosion of any mild steel component and can contaminate lubricants thereby reducing their effectiveness. When equipment is near or at the end of its useful life it must be replaced proactively to reduce the risk of reductions in flow capacity due to catastrophic equipment failures.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7250200	FCWRF - Asset Renewal	\$0.0	\$4,481.7	\$0.0	\$28,711.9	\$33,193.6

**7250300 LMWRF -Asset Renewal \$19,256.7**

The construction of the Little Maumelle Water Reclamation Facility was completed in 2011. Most of the equipment is original to the facility's establishment. While much of this original equipment is still operational it has reached the end of its useful life. The useful life of equipment is determined by many factors including service factors, normal wear, and environmental factors. Normal wear typically has the most effect on the useful life of the equipment at the Little Maumelle Water Reclamation Facility. While regular preventive maintenance can extend the life of an asset, the planned, proactive renewal of the asset becomes crucial in preventing failures and the associated capacity reductions.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7250300	LMWRF -Asset Renewal	\$0.0	\$1,741.9	\$0.0	\$17,514.8	\$19,256.7

**7250400 AFWRF - Grading at Final Clarifiers \$250.0**

This project includes drainage improvements around the final clarifiers at the AFWRF to prevent water from ponding during and after wet weather events.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7250400	AFWRF - Grading at Final Clarifiers	\$0.0	\$250.0	\$0.0	\$0.0	\$250.0

**7250500 AFWRF Dump Station Expansion \$225.0**

To resurface and expand the AFWRF dump pit to include a second access point for dumping, a secondary wash down station, and construction of a retaining wall.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7250500	AFWRF Dump Station Expansion	\$0.0	\$50.0	\$175.0	\$0.0	\$225.0

**7250600 EV Charging Station \$480.0**

This project will provide the infrastructure for four level 2 chargers. The location of these four chargers will be determined based on a holistic evaluation of the available electrical capacity at all LRWRA facilities. Additionally, as part of this project, we will evaluate and recommend an approach for a progressive transition of LRWRA's fleet to electric vehicles, where applicable. This will include projected annual increases of the number of chargers and/or the addition of DC fast charging infrastructure, as needed, in the future.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7250600	EV Charging Station	\$0.0	\$30.0	\$450.0	\$0.0	\$480.0

**7250700 FCWRF Industrial EQ Basin Valve Automation \$45.0**

To provide for the automation of valves with actuators and SCADA integration for the two independent receiving chambers in the Industrial EQ Basin

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7250700	FCWRF Industrial EQ Basin Valve Automation	\$0.0	\$45.0	\$0.0	\$0.0	\$45.0

**7250800 FCWRF Lagoon Decant Structures Repair \$575.0**

This project includes the structural review and repair of concrete surfaces and the metal plate stop logs, the application of internal coatings, the replacement of loose or damaged guard rails, the repair or replacement of decant valve and piping, as well as modifications to the supernatant withdrawal system for each decant structure in the four biosolids storage lagoons. The decant structures were constructed in the early 1980's and are in need of repair or replacement.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
7250800	FCWRF Lagoon Decant Structures Repair	\$0.0	\$75.0	\$0.0	\$500.0	\$575.0

**Transportation Equipment**  
**Project Narratives**  
*Thousands of Dollars to One Decimal Place*

**8230101          Replace V1220          \$253.5**

This project is to replace V1220, a 2008 Ford E250 van, which has been used by our Facilities and Equipment Maintenance division. This vehicle was evaluated as part of the 2024 Vehicle Replacement Program and was deemed in need of replacement due to its condition and the increased costs associated with keeping it in service.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8230101	Replace V1220	\$126.5	\$127.0	\$0.0	\$0.0	\$253.5

**8240200          New 1-Ton Pump Truck          \$127.0**

This vehicle will be assigned to 409 Facilities Asset Management Department. The addition will be a heavy-duty utility vehicle including an Auto-Crane. This upgrade will provide reliability crews with much-needed benefits over the standard half-ton truck. Benefits include the ability to pull pumps and other equipment at remote pump stations and transport them. It will also allow more tool storage capacity and inside cab space for additional personnel when needed. This addition will better serve the actual needs of the Asset Reliability preventive maintenance program.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8240200	New 1-Ton Pump Truck	\$0.0	\$127.0	\$0.0	\$0.0	\$127.0

**8240300          New 1-Ton Electrician/Instrumentation Truck          \$131.0**

The initial plan that was approved in the 2024 budget for project #8240300 involved the acquisition of a ¾ ton truck for the fleet, in the amount of \$75,000. However, during the specification and procurement process, Fleet and the Asset Management Team determined that the intended 8,000-ft-lb crane could not be supported by a ¾ ton truck. The crane system is essential for operational tasks such as lifting pumps, air conditioning units, and heavy covers at various facility locations. Consequently, adjustments to the vehicle specifications would be necessary to accommodate the crane's requirements.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8240300	New 1-Ton Electrician/Instrumentation Truck	\$0.0	\$131.0	\$0.0	\$0.0	\$131.0

**8240900          Replace Service Truck 1306          \$127.0**

The Vehicle Replacement Program (VRP) evaluates fleet units that are either 10 years old or have reached 100,000 miles. The evaluation consists of a 24-point visual inspection, test drive, mileage, age, and utilization. A score is assigned to each unit as a result. Vehicles rated 75 or above are not eligible to be replaced, whereas vehicles with score between 70 and 75 are eligible to be replaced at the supervisor's discretion. Finally, all vehicles rated below 70 must be replaced to avoid creeping maintenance costs. Upon replacement, these units are retired and auctioned on GovDeals.com. V1306 is a 2012 Nissan NV2500, which was evaluated through our annual VRP. This unit was scored at 65 upon evaluation and was consequently deemed in need of replacement.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8240900	Replace Service Truck 1306	\$0.0	\$127.0	\$0.0	\$0.0	\$127.0

**8250100          2025 Vehicle Replacement Program          \$2,400.0**

The Vehicle Replacement Program (VRP) evaluates fleet units that are either 10 years old or have reached 100,000 miles. The evaluation consists of a 24-point visual inspection, test drive, mileage, age, and utilization. A resulting score is assigned to each unit. Vehicles rated 75 or above are not eligible to be replaced, whereas vehicles with scores between 70 and 75 are eligible to be replaced at the supervisor's discretion. Finally, all vehicles rated below 70 must be replaced to avoid creeping maintenance costs. Upon replacement, these units are retired and auctioned on GovDeals.com.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8250100	2025 Vehicle Replacement Program	\$0.0	\$400.0	\$2,000.0	\$0.0	\$2,400.0

**8250200          AFWRF Forklift          \$55.0**

To acquire a forklift for use at the Adams Field Water Recovery Facility (AFWRF). The backhoe, while previously utilized for moving PAA totes and dumpsters, is significantly underrated for the weight it has been tasked with handling.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8250200	AFWRF Forklift	\$0.0	\$55.0	\$0.0	\$0.0	\$55.0

**8250300 Biosolids Inspection Vehicle \$50.0**

The purchase is for an appropriate four-wheel drive vehicle that can access these fields during pre-haul sampling and preparation, during the actual haul process to inspect the application, and again during the post haul project performance evaluation with landowners.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8250300	Biosolids Inspection Vehicle	\$0.0	\$50.0	\$0.0	\$0.0	\$50.0

**8250400 Biosolids Lagoon Equipment Trailer (6'x12') \$5.7**

A 6ft by 12ft equipment storage trailer will be fashioned and dedicated to the secure housing and portability of the biosolids pumping equipment.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8250400	Biosolids Lagoon Equipment Trailer (6'x12')	\$0.0	\$5.7	\$0.0	\$0.0	\$5.7

**8250500 FCWRF Forklift \$45.0**

E0422 is a forklift used at the Fourche Creek Water Reclamation Facility. It has been in service since 1996 (28 years) and it is well past its useful life. Furthermore, parts availability for E0422 is limited due to its age and without these necessary parts, it has become unsafe to operate. A properly functioning forklift is a valuable asset to both Facilities Asset Management and the Fourche Creek Operations. A forklift is used daily for moving equipment, unloading trucks, and replacing polymer tote which is critical to the solids handling process.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8250500	FCWRF Forklift	\$0.0	\$45.0	\$0.0	\$0.0	\$45.0

**8250600 New Hydro Jetter Trailer \$125.0**

The proposed Hydro Jetter Trailer is intended to serve two main purposes. First, it will be used to reduce the percentage of our system cleaned with hand rods, thereby reducing the safety risks our crews are exposed to while accomplishing that task. Second, it will help increase our cleaning efficiency of the sewer mains in areas that cannot be accessed by our large combination cleaning trucks.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8250600	New Hydro Jetter Trailer	\$0.0	\$125.0	\$0.0	\$0.0	\$125.0

**8250700 Replace 2014 Combination Cleaning Truck V1326 \$550.0**

The Combination Cleaning Truck to be replaced, (V1305), is a 2014 model. V1305 is 10 years old. The requested replacement truck will be assigned to the Hydro-clean West Crew and will be in service cleaning sewer lines on a daily basis. The new truck will also have hydro-excavation capabilities to assist as needed, to safely dig and/or verify utilities. This helps reduce utility damages and increase efficiency. V1305 will remain the backup truck when others are in for repairs. V1326 was originally slated to be the back-up and then replaced in 2025, but after costly repairs and damages to its boom, V1326 is being replaced in 2024, and V1305 will again serve as the back-up.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8250700	Replace 2014 Combination Cleaning Truck V1326	\$0.0	\$550.0	\$0.0	\$0.0	\$550.0

**8250800 Replace CCTV Truck V1336 \$410.0**

This project is designed to replace the 2015 CCTV truck V1336. This truck was assessed in the Vehicle Replacement Program for vehicles over 100,000 miles and/or 10 years of age and was deemed in need of replacement. The objective is to replace this truck with a new truck capable of televising sewer mains ranging up to 72 inches in diameter located anywhere within our service area. This truck will be utilized daily to complete condition assessment of sewer mains, follow-ups to customer service calls, and complete assigned work ahead of the City of Little Rock Street overlay and street widening projects.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8250800	Replace CCTV Truck V1336	\$0.0	\$410.0	\$0.0	\$0.0	\$410.0

**8250900 Replace Dump Truck V1262 \$155.0**

The Dump Truck to be replaced, (V1262), is a 2009 model. This unit was evaluated under our Vehicle Replacement Program and assigned a score of 74. Given its age and maintenance history, this truck is proposed to be retired from service. Upon replacement, this truck will be auctioned on GovDeals.com.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8250900	Replace Dump Truck V1262	\$0.0	\$155.0	\$0.0	\$0.0	\$155.0

**8251000          Replace E1071 2004 6\*10 Enclosed Trailer w 7\*14 Enclosed Trailer          \$9.0**

This project is intended to replace the 20-year-old 2004 Utility Trailer E1071 with a 7'x14' Enclosed Trailer. The new trailer will serve as the emergency response trailer and provide a secure location to store rod machines, jetters, push cameras used to complete daily SSLRP and non-SSLRP tasks.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8251000	Replace E1071 2004 6*10 Enclosed Trailer w 7*14 Enclosed Trailer	\$0.0	\$9.0	\$0.0	\$0.0	\$9.0

**8251100          Replace E1262 Grout Trailer with Concrete Pump Trailer          \$150.0**

This project is designed to replace the 17-year-old 2008 Grout Machine Trailer E1264 with a Concrete Pump Trailer. The old trailer was largely used to grout fill old, abandoned sewer main lines. Unfortunately, this old grout trailer has become unreliable. Following extended downtime periods in 2024, our fleet maintenance staff concluded that the unit had reached the end of its useful life and recommended it be replaced. The concrete pump trailer proposed to be purchased is of superior quality and will serve a dual purpose. First, it is better suited for grout filling lines. It can also be used to pump concrete to hard-to-access sewer rights-of-ways, where there's been an increased need to reinforce many embankments protecting our sewer lines from erosion. Currently, LRWRA contracts out these services, since the current grout trailer is unable to perform that function.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8251100	Replace E1262 Grout Trailer with Concrete Pump Trailer	\$0.0	\$150.0	\$0.0	\$0.0	\$150.0

**8251200          Replace Service Truck V1318          \$90.0**

V1318 is a 2014 Ford F350, which was evaluated through our annual VRP and assigned a score of 72. The F350 platform has proven to be undersized for the type of work performed with these task assignments. This truck will be replaced with an F550 like many of our crew trucks in previous years.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8251200	Replace Service Truck V1318	\$0.0	\$90.0	\$0.0	\$0.0	\$90.0

**8251300          Replace Service Truck V1337 V1319          \$90.0**

V1319 is a 2014 Ford F350, which was evaluated through our annual VRP and assigned a score of 76. The F350 platform has proven to be undersized for the type of work performed with these task assignments. This truck will be replaced with an F550 like many of our crew trucks in previous years.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8251300	Replace Service Truck V1337 V1319	\$0.0	\$90.0	\$0.0	\$0.0	\$90.0

**8251400          UTV 409 Asset Reliability          \$25.0**

The Little Rock Water Reclamation Authority (LRWRA) is enhancing our preventative maintenance program to ensure the reliability and longevity of our equipment. Maintaining over two hundred ARVs is estimated to take approximately six months out of a year. The ARVs across our system need attention, and this UTV will aid in the reinstatement of the preventative maintenance of these assets. This side-by-side vehicle will be designated for the 409 Asset Reliability Division and can transport essential items such as parts, tools, tripods, and safety gear. Its main function is to facilitate maintenance tasks by providing access to ARVs in challenging areas inaccessible to our work trucks across the city. This utility ensures that the necessary equipment is readily available on-site for efficient service and repair or replacement operations.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
8251400	UTV 409 Asset Reliability	\$0.0	\$25.0	\$0.0	\$0.0	\$25.0

**General Plant**  
**Project Narratives**  
*Thousands of Dollars to One Decimal Place*

**9220200 Signage for all WRF & Pump Stations \$150.0**

This project is to replace all remaining LRWW signage at our Facilities and Pump Stations to new Little Rock Water Reclamation Authority signage. This will include any concrete constructed signs as well as any other form of needed signage as determined by each location.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9220200	Signage for all WRF & Pump Stations	\$25.0	\$125.0	\$0.0	\$0.0	\$150.0

**9240208 AFWRA Primary Turntable Rebuild \$95.8**

This project is for the rebuild of the Adam's Field Primary #1 turntable. The turntable is the gearbox that provides motion to the clarifier which removed scum and sludge from the primary influent. This project will include the labor provided by an on-call contractor who will provide the labor for the rebuild of the turntable.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9240208	AFWRA Primary Turntable Rebuild	\$20.8	\$75.0	\$0.0	\$0.0	\$95.8

**9240800 AFWRF Administration Office HVAC \$40.0**

This project is to replace the Adam's Field Administration Office HVAC split-system. The current system still utilizes R-22 refrigerant which has been obsolete by the EPA. R-22 refrigerant is no longer being produced which effectively makes this system obsolete. This system will be replaced with a more energy efficient 16 to 18 seer rated R-410A system.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9240800	AFWRF Administration Office HVAC	\$0.0	\$40.0	\$0.0	\$0.0	\$40.0

**9241100 Biosolids Land Purchase \$2,716.1**

Land application of biosolids is one of LRWRA's largest O&M expenses. There is ongoing concern related to the continued availability of privately owned permitted land. To potentially reduce our hauling costs and stabilize our options of permitted sites, LRWRA is pursuing the purchase of 50% of the required land application area. This budget item is for the purchasing of land for future land application purposes.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9241100	Biosolids Land Purchase	\$16.1	\$1,000.0	\$0.0	\$1,700.0	\$2,716.1

**9242000 FCWRF Maintenance Building Expansion \$350.0**

This project is to construct a new bridge crane in the existing maintenance building to assist personnel when lifting and repairing larger pumps.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9242000	FCWRF Maintenance Building Expansion	\$275.0	\$75.0	\$0.0	\$0.0	\$350.0

**9242200 FCWRF Storeroom Addition \$2,034.8**

This project will provide additional storage space for equipment and supplies associated with our focus on asset management. The Facilities Asset Management Team is working to bring a more proactive and efficient approach to maintaining critical equipment and preventing SSO's due to equipment failures. Due to extremely long lead times, this requires us to maintain an adequate and necessary stock of critical repair parts, pumps, and other equipment in a central location. A dedicated storage location is needed to ensure that the equipment is stored and maintained.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9242200	FCWRF Storeroom Addition	\$169.8	\$1,865.0	\$0.0	\$0.0	\$2,034.8

**9243900 Upgrade & Replace VMWare Host Servers \$70.0**

The VMWare host servers at our DR location are ten (10) years old and do not meet the minimum hardware requirements to run the most current version of ESXi. This project will replace the three (3) current servers in our production environment with three (3) new servers, move our three (3) current production servers to our DR site, and retire the two (2) existing servers at the DR site. Both the production and DR platforms will be upgraded to the latest version of VMWare.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9243900	Upgrade & Replace VMWare Host Servers	\$0.0	\$70.0	\$0.0	\$0.0	\$70.0



**9244600 FCWRF Makeup Water Building Roof \$121.6**

The Built-Up Roof (BUR) is showing significant signs of aging, with dry and brittle asphalt and exposed felts due to thinning gravel surfacing. Surface cracks in the felt plies are evident, and the perimeter wall flashing BUR membrane is also dry, brittle, and cracking. Although the metal parapet wall coping caps are secure, their laps are in poor condition. The roof plumbing penetrations have proper lead flashings, but the roof curbs, despite having good flashing height, have a poor condition flashing membrane. Overall, the roof has reached the end of its useful life, necessitating significant repairs or replacement.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9244600	FCWRF Makeup Water Building Roof	\$91.2	\$30.4	\$0.0	\$0.0	\$121.6

**9250100 Cleaning & Inspection Safety & Innovation Equipment \$240.0**

This project is intended to procure newly identified, innovative cleaning and inspection tools through continuous research. Specifically, staff identified improved CCTV inspection tools which will allow real-time observations of flowrates inside the manholes and provide a live view from the manholes of the inside of the pipe segments. This will allow more time and cost-effective inspection during emergency calls, while also providing the necessary information to accurately assign priorities to follow-up work. An example of such a tool procured under this continued innovation umbrella is the Picote machine. This unit was identified during the year 2024 and added to our toolbox with great success and efficiency, while also offering a safer alternative to traditional cleaning equipment.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9250100	Cleaning & Inspection Safety & Innovation Equipment	\$0.0	\$40.0	\$0.0	\$200.0	\$240.0

**9250200 Trenching & Shoring Equipment \$240.0**

Trenching & Shoring Equipment used by Construction and Repair Crews to repair and install sewer assets, as needed, to maintain the collection system. This selection of equipment is to be determined based on the needs of the crews and the challenges they are facing. We have elected to leave this selection open until closer to the time of purchase to better meet the needs of the crews and allow flexibility to ensure we have what is needed to operate safely.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9250200	Trenching & Shoring Equipment	\$0.0	\$40.0	\$0.0	\$200.0	\$240.0

**9250300 Fleet Maintenance Equipment - Safety \$110.0**

This project is intended to continually update the safety equipment in our fleet maintenance shop. The equipment is typically selected based on the needs and input of our fleet maintenance team. An example of such equipment procured in 2024 is the fall protection system, which provides an added safety protection device for LRWRA fleet technicians while performing repairs on any large combination cleaning trucks or dump trucks.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9250300	Fleet Maintenance Equipment - Safety	\$0.0	\$40.0	\$0.0	\$70.0	\$110.0

**9250400 All WRF Cell Service \$120.0**

Both Little Maumelle and Adams Field are in areas that have poor cell signals. This is not optimal if emergency services do not have a reliable way to communicate when responding to our locations. By improving the signals at these locations, we will also have the added benefit of our employees being able to use this service. There are multiple locations at both facilities that have zero cell phone reception.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9250400	All WRF Cell Service	\$0.0	\$120.0	\$0.0	\$0.0	\$120.0

**9250500 CAB/CWM - 2025 Asset Renewal \$1,159.9**

The Clearwater Maintenance Complex was established in 1989. There has been one add-on to the building in early 2000. Most of this facility is original and while still functional some areas have reached their useful life. The Clearwater Administration Building opened its doors in 2005. Most of the needs at the CAB are aesthetic. Our major maintenance items are the roof of the building, the parking lot, and the HVAC system. With the HVAC system being over 15 years old, we developed a plan to replace it in two major phases. The first phase, the replacement of the control system, was completed last year. The second phase is the replacement of the rooftop unit. It is expected to be received in September and will be completed this year. The project's completion will reduce labor and service costs associated with the HVAC system while also providing greater reliability and efficiency. Many factors including service, normal wear, and environmental determine the useful life of the equipment. Normal wear typically has the most effect on the useful life of the equipment at these Little Rock Water Reclamation Facility. When equipment is near or at the end of its useful life it must be replaced proactively to reduce the risk of reductions in flow capacity due to catastrophic equipment failures.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9250500	CAB/CWM - 2025 Asset Renewal	\$0.0	\$1,159.9	\$0.0	\$0.0	\$1,159.9

**9250600 Copier - CAB Engineerng \$30.0**

This project is for the replacement of the existing Engineering copier located at the Clearwater Administration Building (CAB) as it has reached its maximum useful life. The plan is to rotate out and replace older copier machines over a six-year period.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9250600	Copier - CAB Engineerng	\$0.0	\$30.0	\$0.0	\$0.0	\$30.0

**9250700 CW Parking Lot Repair \$350.0**

This project is designed to repave the asphalt parking areas in the rear of the Clearwater Maintenance Complex. This pavement is original to the facility, which was built in 1988, and has reached characteristic evidence of distress in many areas. These repairs have been delayed for many years and must be performed to prevent further deterioration of the pavement.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9250700	CW Parking Lot Repair	\$0.0	\$175.0	\$0.0	\$175.0	\$350.0

**9250800 Fiber Line Locating Equipment \$5.0**

LRWRA has to locate our fiber communications lines and this is to purchase the equipment to effectively locate the lines.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9250800	Fiber Line Locating Equipment	\$0.0	\$5.0	\$0.0	\$0.0	\$5.0

**9250900 ICP-MS \$220.0**

An ICP-MS measures trace level metals in wastewater. Inconsistencies between lab results, along with matrix interferences have prompted us to seek an in-house solution. Acquiring our own ICP-MS allows us to rerun samples at virtually no cost, troubleshoot immediately, and maintain stringent quality control beyond standard practices. External labs' lengthy turnaround times and quality standards hinder our timely compliance with EPA's metals requirements, notably Arsenic.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9250900	ICP-MS	\$0.0	\$220.0	\$0.0	\$0.0	\$220.0

**9251000 LMWRF Security Camera System Upgrade \$35.0**

To upgrade the security cameras to enhance the security of our LMWRF, which is currently unstaffed during nights and much of the weekends, leaving it vulnerable to vandalism and theft.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251000	LMWRF Security Camera System Upgrade	\$0.0	\$35.0	\$0.0	\$0.0	\$35.0

**9251100 LRWRA Website Update \$105.0**

This project is a revamp of the current website. It will include information on all departments, programs and career opportunities. We will have 4 to 5 videos as part of the new website.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251100	LRWRA Website Update	\$0.0	\$105.0	\$0.0	\$0.0	\$105.0

**9251200 New 50 Ton Main Line Pipe Burst Machine \$145.0**

Pipe bursting is a trenchless sewer rehabilitation technology that LRWRA undertook with in-house staff two years ago. Since then, we have routinely seen rehabilitation cost savings ranging from 50%-70% of traditional opencut costs. This proposed new 50-Ton Mainline Pipe Burst Machine is needed to expand our capabilities and allow us to perform this work in areas with difficult access. This equipment is light and can easily be transported to these areas where we have identified several lines in need of rehabilitation. It will be capable of Mainline Pipe Bursting up to 8 inches in diameter.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251200	New 50 Ton Main Line Pipe Burst Machine	\$0.0	\$145.0	\$0.0	\$0.0	\$145.0

**9251300 New CCTV Generator \$8.0**

The proposed CCTV Generator is needed to ensure redundancy in our fleet and will be utilized as a spare unit in the event of catastrophic failure to any of the other four CCTV generators currently on the trucks.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251300	New CCTV Generator	\$0.0	\$8.0	\$0.0	\$0.0	\$8.0

**9251400 Pretreatment Information Management Software \$60.0**

The Industrial Pretreatment Program (IPP) needs a data management software system to track compliance, data management, and Industrial User (IU) permitting. PIMS are designed to: (1) automate sample scheduling; (2) pre-print chain-of-custody records along with bottle labels; (3) Integrate IU and WRF data with GIS, SCADA, LIMS, and Hach Wims; (4) Provide data storage for all IPP information and documentation; (5) Provide data tracking and compliance monitoring; (6) Provide FOG Program management and compliance tracking; (7) Allow IPP and FOG users to electronically submit self monitoring reports, IPP documentation and FOG pumper manifests.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251400	Pretreatment Information Management Software	\$0.0	\$60.0	\$0.0	\$0.0	\$60.0

**9251500 Replace 2 ISCO Autosamplers \$13.0**

Two (2) additional ISCO 6712 portable automated samplers need to be purchased for sample collection at the water reclamation facilities and industrial user monitoring points.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251500	Replace 2 ISCO Autosamplers	\$0.0	\$13.0	\$0.0	\$0.0	\$13.0

**9251600 Replace 4 Dessicators \$11.0**

This project is to replace four of the dessicators in the laboratory. Our current dessicators were purchased in 2010, and we must retest solids samples due to inconsistent redry weights. These are used in the required testing of permitted samples.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251600	Replace 4 Dessicators	\$0.0	\$11.0	\$0.0	\$0.0	\$11.0

**9251700 Replace 4" Pump Discharge Hoses (1,000') \$7.5**

The purpose of this project is to replace the old 4" pump discharge hoses that have a 2-year life expectancy or a 4-year shelf-life. These hoses are used for bypass pumping situations both in a catastrophic main line failure situation and any other planned rehabilitation. The hoses in our inventory were purchased several years ago and have exceeded the shelf-life timeline. A recent utilization attempt proved that they were in need of replacement.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251700	Replace 4" Pump Discharge Hoses (1,000')	\$0.0	\$7.5	\$0.0	\$0.0	\$7.5

**9251800 Replace 6" Pump Suction (50') & Discharge Hoses (400') \$10.0**

The purpose of this project is to replace the old 6" pump suction and discharge hoses that have a 2-year life expectancy or a 4-year shelf-life. These hoses are used for bypass pumping situations both in a catastrophic main line failure situation and any other planned rehabilitation. The hoses in our inventory were purchased several years ago and have exceeded the shelf-life timeline. A recent utilization attempt proved that they were in need of replacement.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251800	Replace 6" Pump Suction (50') & Discharge Hoses (400')	\$0.0	\$10.0	\$0.0	\$0.0	\$10.0

**9251900 Replace Refrigerator \$5.5**

This project is to replace one of the refrigerators in the laboratory purchased in 2013 and has needed to be serviced several times due to refrigeration failure. The chemical refrigerator is a critical piece of laboratory equipment used to preserve samples and chemicals for testing. It is vital that samples are maintained at an appropriate temperature to adhere to wastewater testing requirements.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9251900	Replace Refrigerator	\$0.0	\$5.5	\$0.0	\$0.0	\$5.5

**9252000 Replace Sewer Line Rapid Assessment Tool E1510 \$30.0**

The sewer line rapid assessment tool detects the amount of air space or capacity available in a sewer main. The device sends sounds wave through the sewer main from one manhole to the next and provides a score of 0-10. The score represents how much air space or capacity is available within the pipe. Conducting inspections with this tool aids in the efforts of mitigating stoppages and overflows and directs cleaning crews to line segments in need of cleaning. This unit will replace unit E1510 that has been in service since 2/14/2015.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9252000	Replace Sewer Line Rapid Assessment Tool E1510	\$0.0	\$30.0	\$0.0	\$0.0	\$30.0

**9252100      Replace Traffic Control Arrow Board E0135      \$7.0**

This project is designed to replace the 31-year-old 1993 Traffic Control Arrow Board E0135 with a new Arrow Board unit. This unit has exceeded its useful life, and recurring issues with the suspension and corrosion of the frame are starting to show its age. This type of equipment is critical in ensuring the safety of our crews and the public while LRWRA crews are working in traffic.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9252100	Replace Traffic Control Arrow Board E0135	\$0.0	\$7.0	\$0.0	\$0.0	\$7.0

**9252200      Service Line Inspection Camera      \$5.0**

LRWRA service line inspectors need to look inside of service lines at times. This would purchase a camera system to perform this activity.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9252200	Service Line Inspection Camera	\$0.0	\$5.0	\$0.0	\$0.0	\$5.0

**9252300      Vacuum Pump(s)      \$8.0**

This project is to replace two or more of the vacuum pumps in the laboratory purchased in 1998. Vacuum pumps are used daily in solids analysis and for extended periods during Oil & Grease analysis.

Project Number	Description	Prior	2025	Beyond		Total
				Funded	Funding TBD	
9252300	Vacuum Pump(s)	\$0.0	\$8.0	\$0.0	\$0.0	\$8.0

**6 Year Capital Improvement Plan**

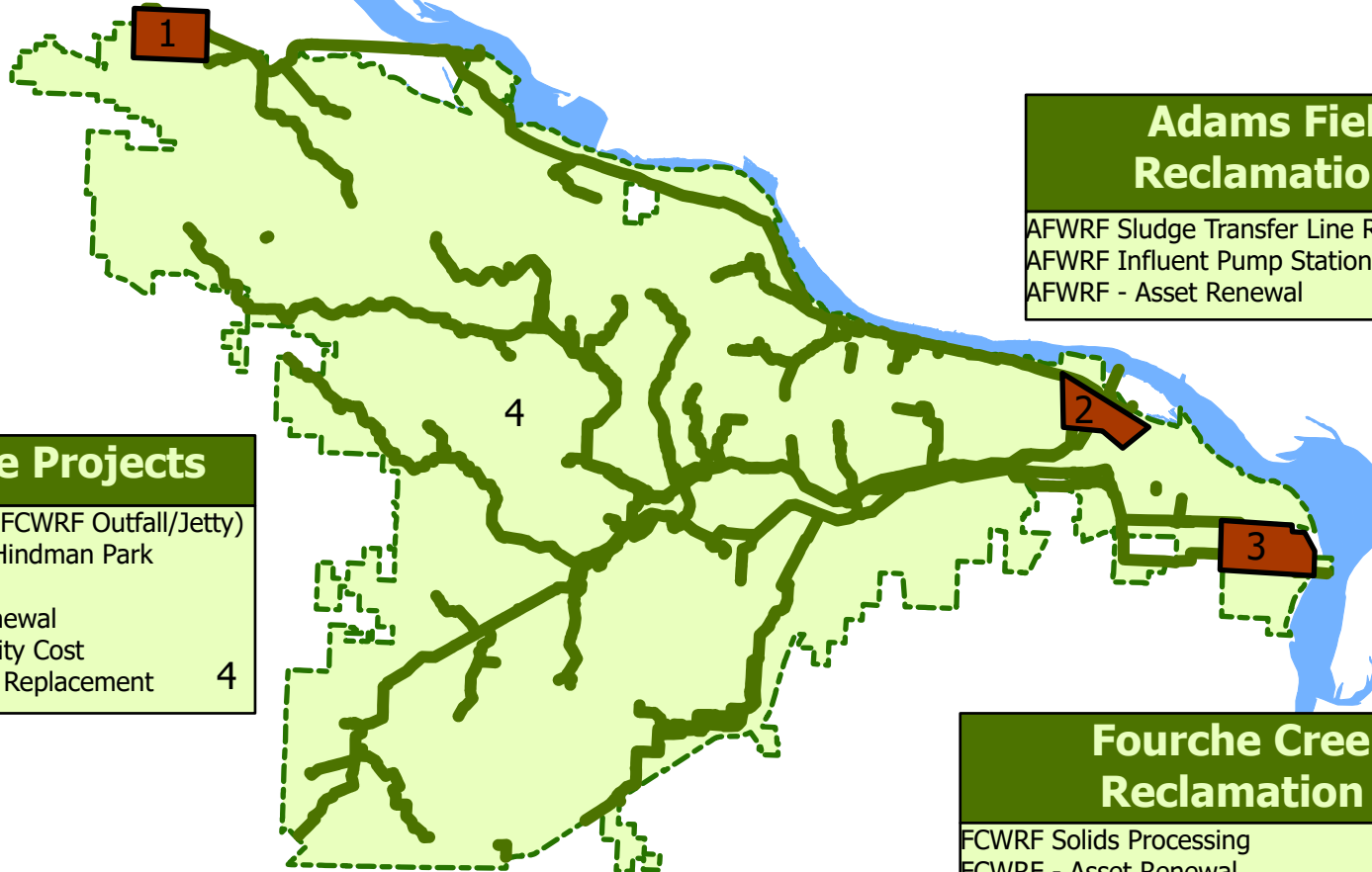
<b>Project Number</b>	<b>Description</b>	<b>2025 Budget</b>	<b>2026 Forecast</b>	<b>2027 Forecast</b>	<b>2028 Forecast</b>	<b>2029 Forecast</b>	<b>2030 Forecast</b>	<b>Total</b>
<b>Collection System</b>								
4170300	Sewer Repairs Lines >18" (FCWRF Outfall/Jetty)	\$ 515.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 515.0
4240301	Sewer Repair Lines > 18" Hindman Park	962.5	-	-	-	-	-	962.5
4240400	AFWRF Sludge Transfer Line Rehab and Pump Station	1,400.0	4,000.0	8,000.0	3,358.0	-	-	16,758.0
4250100	Trenchless Sewer Line Renewal	1,500.0	1,500.0	2,000.0	2,000.0	2,000.0	3,000.0	12,000.0
4250200	Replacement Mains @ Utility Cost	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0	7,200.0
4250300	Sewer Repair Lines > 18"	800.0	4,000.0	4,700.0	4,200.0	4,000.0	3,500.0	21,200.0
4250400	Manholes Rehabilitation & Replacement	500.0	500.0	500.0	500.0	500.0	500.0	3,000.0
4250500	SSES Equipment	121.7	130.0	130.0	-	-	-	381.7
4250600	LMWRF Sludge Line Assessment and Two Rivers Pump Station	500.0	-	-	-	-	-	500.0
	Completed Projects	-	-	-	-	-	-	-
<b>Total Collection System</b>		<b>\$ 7,499.2</b>	<b>\$ 11,330.0</b>	<b>\$ 16,530.0</b>	<b>\$ 11,258.0</b>	<b>\$ 7,700.0</b>	<b>\$ 8,200.0</b>	<b>\$ 62,517.2</b>
<b>Facilities</b>								
7230100	AFWRF Influent Pump Station & Process Rehabilitation	\$ 10,862.8	\$ 6,800.0	\$ -	\$ -	\$ -	\$ -	\$ 17,662.8
7241400	FCWRF Solids Processing	23,000.0	10,800.0	5,900.0	-	-	-	39,700.0
7250100	AFWRF - Asset Renewal	2,154.7	1,407.4	6,718.3	8,328.7	5,148.3	5,679.7	29,437.1
7250200	FCWRF - Asset Renewal	4,481.7	7,727.4	13,746.9	5,096.8	62.4	2,078.4	33,193.6
7250300	LMWRF -Asset Renewal	1,741.9	2,690.8	1,673.7	5,222.0	1,990.2	5,938.1	19,256.7
9241100	Biosoilds Land Purchase	1,000.0	-	1,100.0	-	600.0	-	2,700.0
<b>Total Facilities</b>		<b>\$ 43,241.1</b>	<b>\$ 29,425.6</b>	<b>\$ 29,138.9</b>	<b>\$ 18,647.4</b>	<b>\$ 7,800.9</b>	<b>\$ 13,696.3</b>	<b>\$ 141,950.2</b>
<b>Other</b>								
1250000	Manhole/Port Installed	\$ 210.0	\$ 210.0	\$ 210.0	\$ 210.0	\$ 210.0	\$ 210.0	\$ 1,260.0
2250000	Construction Deposit Projects	200.0	206.0	210.0	217.0	225.0	236.0	1,294.0
3250000	New Mains @ Utility Cost	1,250.0	1,000.0	4,000.0	9,571.4	9,571.4	8,571.4	33,964.2
5250000	Sewer Line Relocation Projects	1,536.0	906.0	550.0	564.0	584.0	600.0	4,740.0
6250000	Pumping Facility Projects	3,195.8	3,205.4	5,863.8	6,748.4	6,326.8	1,621.7	26,961.9
7250000	Other Reclamation Facility Projects	4,154.2	7,015.0	13,382.0	20,203.0	21,885.0	16,300.0	82,939.2
8250000	Transportation Equipment	2,671.7	1,602.5	1,740.0	1,897.0	1,307.0	1,020.0	10,238.2
9250000	General Plant	4,560.3	958.2	915.0	805.0	900.0	228.0	8,366.5
<b>Total Other</b>		<b>\$ 17,778.1</b>	<b>\$ 15,103.1</b>	<b>\$ 26,870.8</b>	<b>\$ 40,215.8</b>	<b>\$ 41,009.2</b>	<b>\$ 28,787.1</b>	<b>\$ 169,764.0</b>
	Capitalized Interest	\$ 1,047.6	\$ 440.7	\$ 127.0	\$ -	\$ -	\$ -	\$ 1,615
<b>Total Capital Improvement Plan</b>		<b>\$ 69,566</b>	<b>\$ 56,299</b>	<b>\$ 72,667</b>	<b>\$ 70,121</b>	<b>\$ 56,510</b>	<b>\$ 50,683</b>	<b>\$ 375,847</b>

### Little Maumelle Water Reclamation Facility

LMWRF Sludge Line Assessment & Two Rivers Pump Station  
LMWRF - Asset Renewal

1

### Little Rock Water Reclamation Authority 6 Year Capital Improvement Plan



### Adams Field Water Reclamation Facility

AFWRF Sludge Transfer Line Rehab and Pump Station  
AFWRF Influent Pump Station & Process Rehabilitation  
AFWRF - Asset Renewal

2

### System Wide Projects

Sewer Repair Lines >18" (FCWRF Outfall/Jetty)  
Sewer Repair Lines >18" Hindman Park  
Sewer Repair Lines >18"  
Trenchless Sewer Line Renewal  
Replacement Mains @ Utility Cost  
Manholes Rehabilitation & Replacement

4

### Fourche Creek Water Reclamation Facility

FCWRF Solids Processing  
FCWRF - Asset Renewal  
Biosolids Land Purchase

3



## STRATEGIC PLAN CRITICAL SUCCESS FACTORS LEGEND FOR DIVISIONAL PERFORMANCE MEASURES

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In a continuing effort to benchmark and improve performance, Little Rock Water Reclamation Authority incorporates the Critical Success Factors from its Strategic Plan into the Performance Measures of each of its Divisions. In the following "Operating Budget Detail," these critical success factors will be abbreviated as such:

### **AM = Asset Management**

- **Continue to demonstrate leadership, expertise and excellence in planning, engineering, and operations management to construct new facilities and maintain an acceptable condition of all LRWRA infrastructure.**
1. Construct facilities necessary to meet the demands of the City of Little Rock.
  2. Maintain acceptable condition of all LRWRA infrastructures.
  3. Secure the financing to construct the necessary infrastructure to meet the requirements of the SECAP and continue rehabilitation of infrastructure.

### **CM = Communications**

- **Establish and maintain a high level of community support and customer satisfaction for both internal and external customers.**
1. Maintain public education programs.
  2. Empower employees through communication.
  3. Maintain employee awareness programs.
  4. Maintain high level of customer service.

### **FN = Financial**

- **Ensure LRWRA continues to meet its fiduciary responsibility in providing water reclamation service for the lowest rates possible.**
1. Deliver the best-valued service by continuing to implement and improve cost savings programs, provide cost of service rates, and optimal financial reports to the City of Little Rock, LRWRA, LRWRA departments, and rate payers.

### **OM = Organization Management**

- **Recognize, plan and implement succession planning.**
  - **Optimize the use of limited resources.**
1. Continue the leadership development program to sustain internal leadership and minimize the impact resulting from the departure of key leadership.
  2. Evaluate staffing needs for meeting growing demands for service, operation, and maintenance of new facilities.

### **QA = Quality**

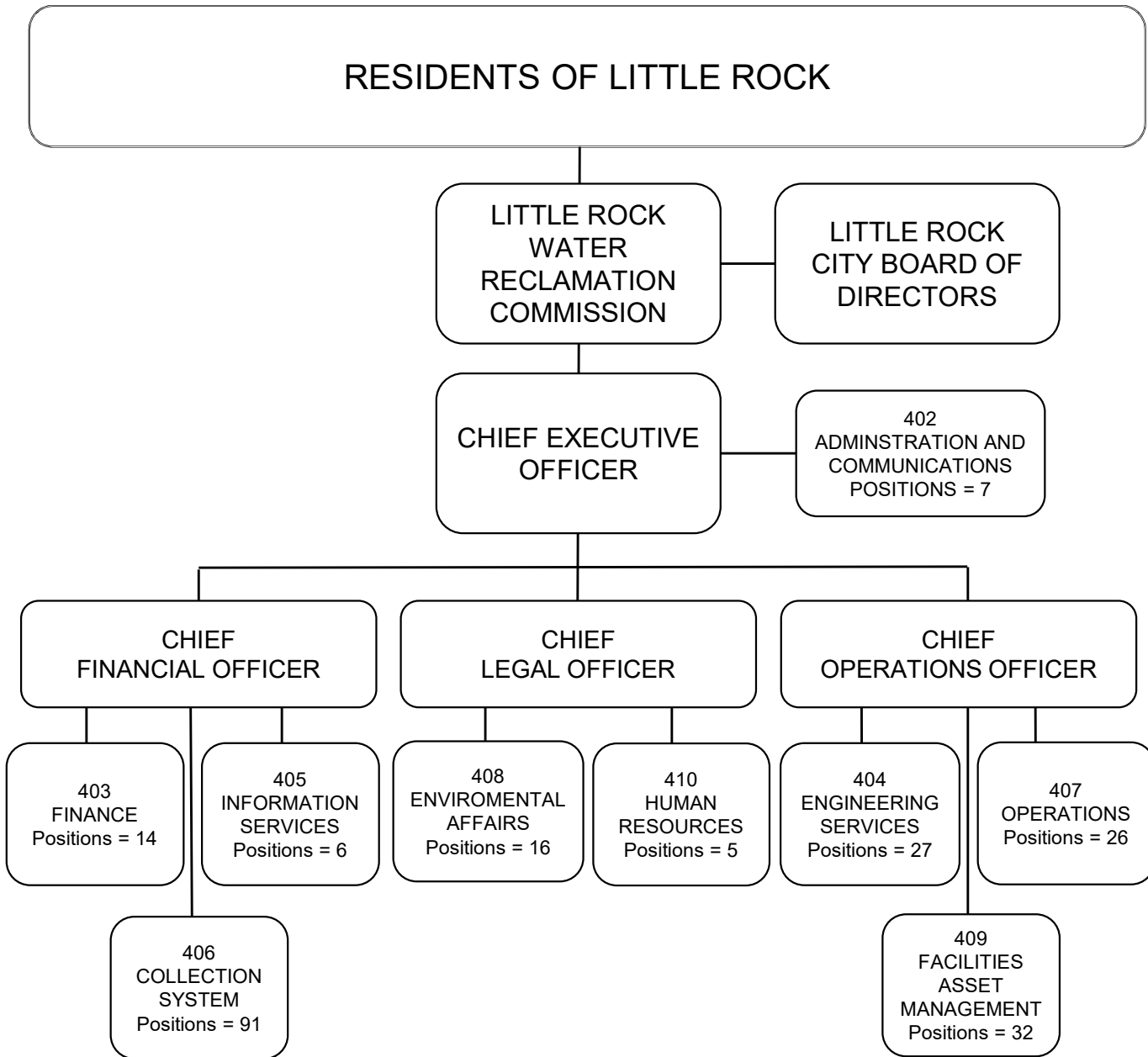
- **Maintain high quality and reliable service.**
1. Use available technology to enhance LRWRA's ability to provide superior service.
  2. Empower employees to achieve best practices through training and development.

3. Maintain a safe work environment.
4. Continue participation in national awards programs.

**RG = Regulatory**

- **Meet all regulatory requirements of the CAO, NPDES permit requirements, and OSHA regulations.**
1. Maintain NPDES permit compliance.
  2. Maintain OSHA regulation compliance.
  3. Reduce sanitary sewer overflows.





*Note: Chief Executive Officer, Chief Operations Officer, Chief Finance Officer, and Chief Legal Officer are counted in 402.*

**Total for 2025 = 224**  
**Updated: 09/17/2024**  
Refer to Staff Summary for specifics

401  
Little Rock Water  
Reclamation Commission

**Function**

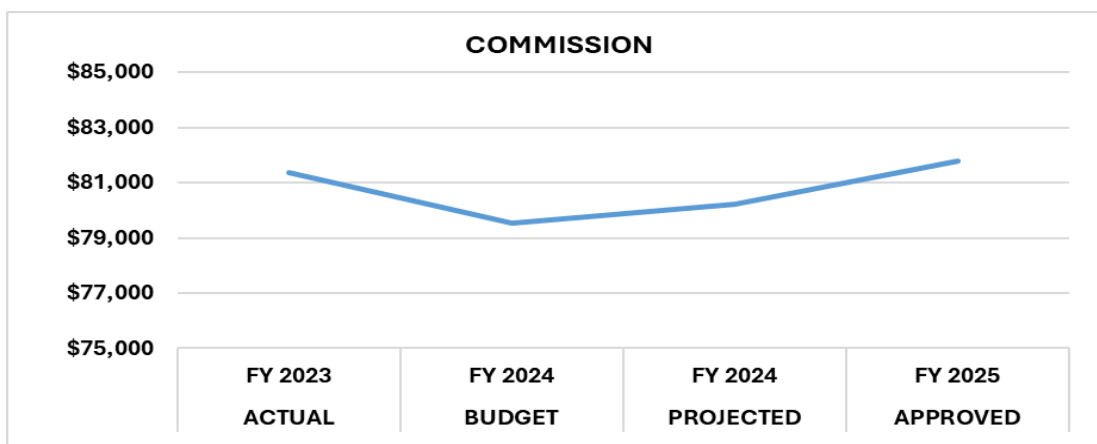
The Little Rock Water Reclamation Commission (“LRWRC”) manages and controls the city’s sewer system. The LRWRC and LRWRA must seek approval of all sewer rate increases and long-term financing through the City of Little Rock Board of Directors. The City of Little Rock Board of Directors appoints LRWRC members. The LRWRC in turn hires a Chief Executive Officer. The LRWRC meets on the third Wednesday of each month.

LRWRA provides water reclamation service to its customers. For financial reporting purposes, LRWRA is considered a component unit of the City of Little Rock, Arkansas. The LRWRC operates and manages LRWRA with the City of Little Rock having the power to impose its will on LRWRA. LRWRA adopts an annual operating, capital, and debt service budget along with associated rates and fees for services, and issues updates to its Rules and Regulations.

The LRWRC is required to adopt a final budget by no later than the close of the fiscal year. This annual operating and capital budget serves as the foundation for LRWRA’s financial planning and control. The budget is submitted by each department, consolidated, and prepared by the Finance department, and reviewed by the budget sub-committee before final approval from the LRWRC. Each month, financials are presented to the LRWRC to show that operations are being conducted in accordance with management’s intentions.

**Total O&M Budget**

COMMISSION	ACTUAL FY 2023	BUDGET FY 2024	PROJECTED FY 2024	APPROVED FY 2025
SALARIES	\$ -	\$ -	\$ -	\$ -
EMPLOYEE BENEFITS	-	-	-	-
SUPPLIES	-	-	-	-
CONTRACT SERVICES	-	-	-	-
VEHICLE EXPENSE	-	-	-	-
UTILITIES	-	-	-	-
OUTREACH & ADMINISTRATION	77,978	76,546	78,755	78,800
INSURANCE	3,378	3,000	1,471	3,000
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 81,356</b>	<b>\$ 79,546</b>	<b>\$ 80,226</b>	<b>\$ 81,800</b>



# 402

# Administration and Communications

## **Function**

The mission of the Communications Department is to support LRWRA in all aspects of communicating internally and externally. This department is responsible for developing and implementing strategic messaging, building partnerships, and outreach to stakeholders.

The mission of Legal Services is to support the LRWRA CEO, Senior Leadership Staff and general staff, and Little Rock Water Reclamation Commission, regarding legal issues and guidance. This department works directly with outside legal counsel, City officials, and other stakeholders in furtherance of issues of importance to LRWRA. This may include such areas as employment issues, legal research, resolutions, annual reporting documents, purchasing contracts, bond ordinances, easements, Freedom of information Act requests, and any type of legal claim.

## **FY 2024 – Major Accomplishments**

### **Communications**

1. Created a 12-month calendar system for social media posts.
2. Developed a strategy to share the end of the Consent Administrative Order.
3. Created a webpage specific to sharing the Consent Administrative Order story that includes a video series.
4. Increased outreach around STEM and provided hands on activities for the participants in the classroom, during tours and summer programs.
5. Increased and strengthened public outreach through community partners, educational programs, and outreach participation through programs like Community Champions and Partners in Education.
6. Continued to develop and maintain internal communications through successful events such as Bring Your Kid to Work Day, Employee Appreciation and Townhall meetings.
7. Continued educating the public about LRWRA's mission at community events.
8. Continued promoting the "Don't Flush that" campaign, educating the public on what is and is not acceptable to be flushed down the toilet.
9. Continued educating rate payers through community meetings, mailing out informational post cards prior to work beginning in a neighborhood, going door-to-door, social media, and the website.
10. Continued to provide value to Little Rock ratepayers with programs like "Can the Grease" and "Cap the Cleanout."
11. Worked with all departments of the utility to provide a consistent message for customers and all stakeholders.

### **Legal**

1. Provided FOIA & ethics training to employees (biennially)
2. Guided numerous Environmental Assessment Division & Human Resource projects.
3. Facilitated Women of Water & Allies initiatives throughout year

## FY 2025 – Objectives/Goals

### Communications

1. Establish relationships with all Neighborhood Resource Centers.
2. Have a presence at city festivals and neighborhood events.
3. Provide notifications through meetings and mailers in neighborhoods prior to beginning projects.
4. Create an updated website for LRWRA.
5. Create new videos for use on the website.
6. Develop an “about us” brochure for LRWRA.
7. Double social media followers.
8. Increase Community Partners and outreach participation.
9. Continue educating the public about LRWRA’s mission.
10. Continue promoting the “Don’t Flush that” campaign educating the public on what is and is not acceptable to be flushed down the toilet.
11. Continue to provide value to Little Rock ratepayers with programs like “Can the Grease” and “Cap the Cleanout.”
12. Work with all departments of the Utility to provide a consistent message for customers and all stakeholders.

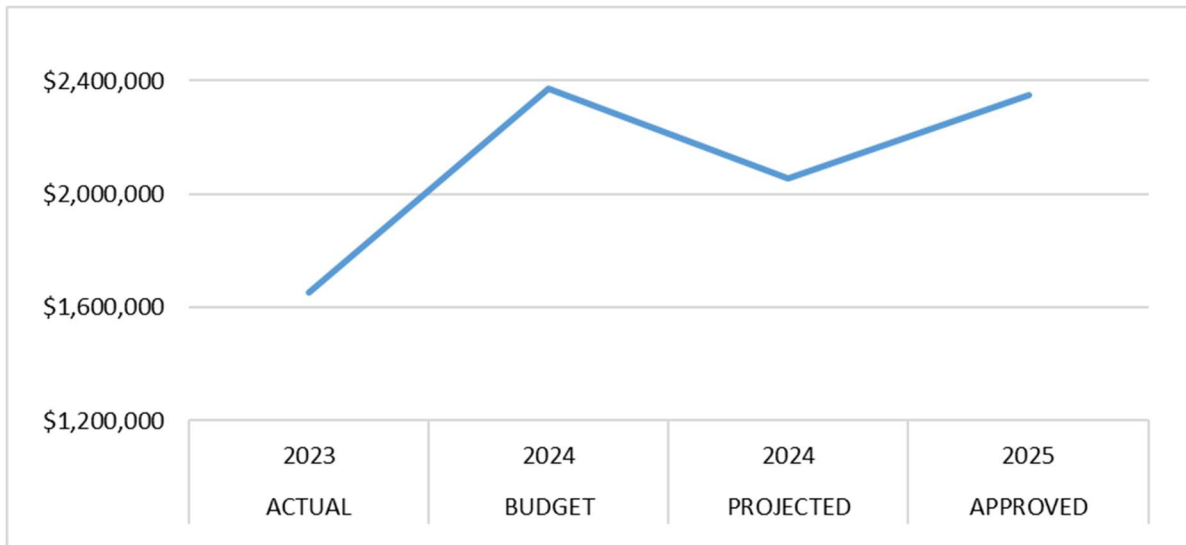
### Legal

1. Provide FOIA & ethics training to LRWRC (biennially)
2. Guide numerous Environmental Assessment Division & Human Resource projects
3. Facilitate updating of employee policies as necessary

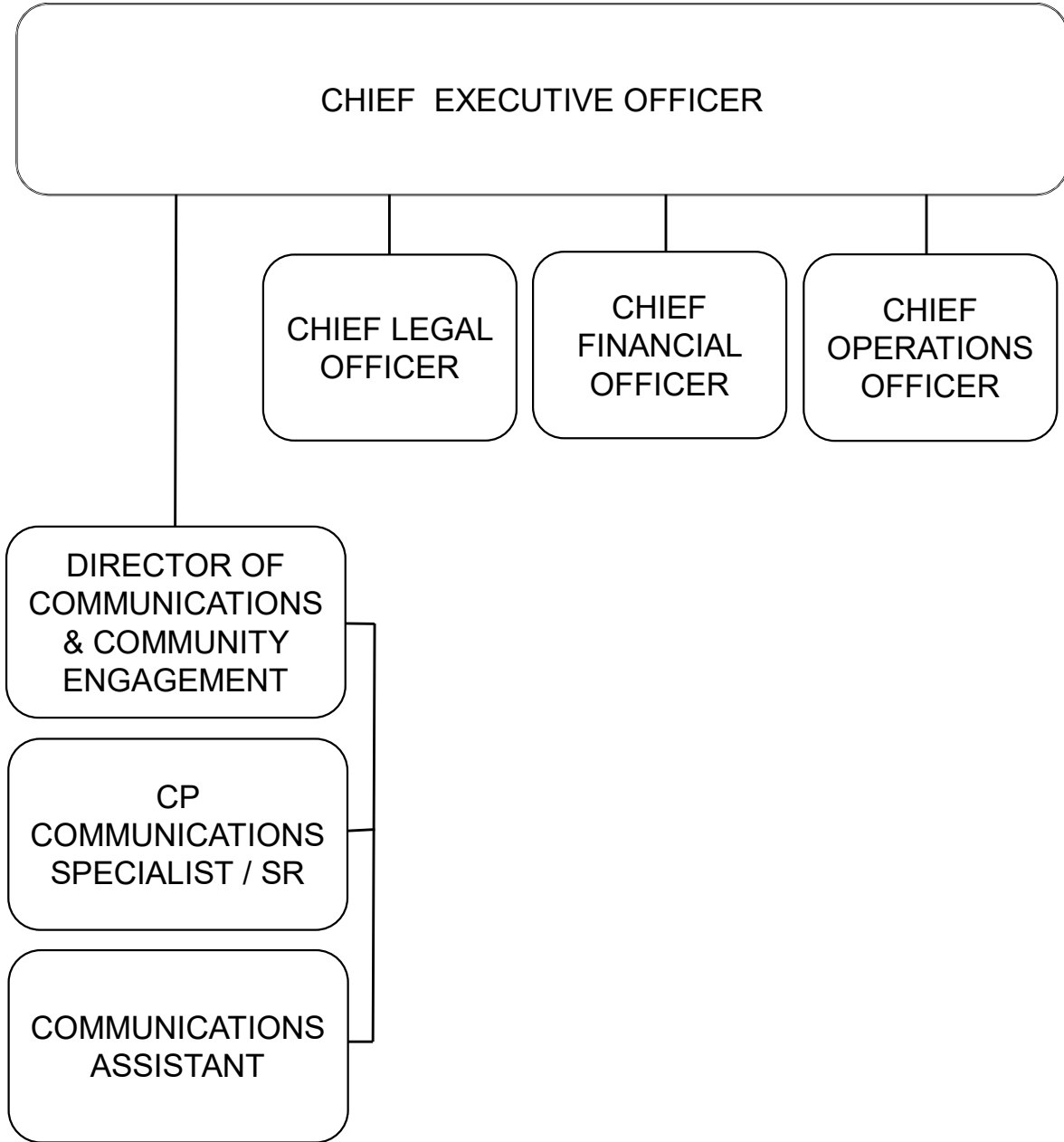
<b>Performance Measures CFS</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Projected</b>	<b>FY 2025 Goal</b>
<b>Public Education <i>CM1</i></b>				
<b>Facility Tours</b>	7	7	8	8
<b>Community Events</b>	5	12	15	15
<b>Can the Grease</b>	3,700	2,640	3,000	3,000
<b>Community Relations <i>CM1</i></b>				
<b>THV Cereal Drive</b>	1009	1,273	1,001	1,100
<b>Notice To Residents <i>CM4</i></b>	60,000	60,000	60,000	60,000
<b>Media <i>CM4</i></b>				
<b>Commercials/Media</b>	6	2	14	5
<b>Press Releases Circulated</b>	3	4	5	5

### Total O&M Budget

ADMINISTRATION	ACTUAL 2023	BUDGET 2024	PROJECTED 2024	APPROVED 2025
SALARIES	\$ 888,582	\$ 1,092,784	\$ 1,038,330	\$ 1,085,870
EMPLOYEE BENEFITS	398,673	451,847	402,559	465,035
SUPPLIES	12,751	20,250	16,739	20,250
CONTRACT SERVICES	108,895	297,005	257,831	303,500
VEHICLE EXPENSE	21,110	32,400	28,870	32,400
UTILITIES	5,345	8,200	6,294	8,200
OUTREACH & ADMINISTRATION	213,037	465,100	301,847	430,100
INSURANCE	2,476	3,760	3,137	3,760
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 1,650,870</b>	<b>\$ 2,371,346</b>	<b>\$ 2,055,609</b>	<b>\$ 2,349,115</b>



## 402 ADMINISTRATION



7 positions  
Updated: 09/17/2024  
Refer to Staff Summary for specifics



**Department 402**

**Administration**

**09/11/24**

Position	2024		2025	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Chief Executive Officer		1		1
Chief Operations Officer	Exec 1	1	Exec 1	1
Chief Legal Officer	Exec 1	1	Exec 1	1
Chief Financial Officer	Exec 1	1	Exec 1	1
Director of Communications & Community Engagement*			Exec 2	1
Senior Communications & Outreach Manager	E 3	1		
CP Communications Specialist / Sr	NE-Grade 9,11	1	NE-Grade 9,11	1
Communications Assistant	NE-Grade 9,11	1	NE-Grade 4	1

**Department Total** **7** **7**

\*Reclassifications & Changes

1. Senior Communications & Outreach Manger to Director of Communications & Community Engagement

# 403 Finance

## Function

The Accounting, Procurement and Environmental Health and Safety (EHS) Divisions make up the Finance Department. The Accounting Division is primarily responsible for the accuracy of all financial information, including reporting, and issuing payment to vendors for all purchased equipment and supplies. The Procurement Division is responsible for the sourcing and acquisition of equipment, supplies, and services, establishing and administering contracts, and material disposition. Both divisions are responsible for customer service support.

Accounting prepares monthly, semi-annual, and annual financial statements, and prepares the annual budget. Additional responsibilities include cash management, the verification of vendor invoices prior to issuing payments, oversight of accounts receivable, processing all aspects of bi-weekly payroll, and offers customer service to residents of Little Rock for sanitary sewer service.

Procurement provides support by coordinating the purchase and disposal of all wastewater equipment and supplies in accordance with all state and city regulations.

Environmental Health and Safety (EHS) supports the LRWRA personnel through education, inspection, and expertise in the matters of worker and workplace safety, worker health and compensation, environmental compliance and material storage and handling. EHS also serves the residents of Little Rock by administering public relations, education, and property damage reimbursement programs. It is the goal of EHS to respond accordingly and in a timely manner to each matter and through expertise, research, and communication meet the needs of our customers, both internal and external.

## FY 2024 – Major Accomplishments

1. Accounting received the Certificate of Achievement for Excellence in Financial Reporting for the twentieth year in a row from the Government Finance Officers Association based on the Comprehensive Annual Financial Report.
2. Accounting received the Distinguished Budget Presentation Award for the fifteenth consecutive year from the Government Finance Officers Association based on a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.
3. LRWRA Accounting Supervisor earned an Arkansas Governmental Manager certification.
4. The LRWRA Procurement Department was notified that it was awarded the Excellence in Achievement Award for 2024 by the Universal Public Procurement Certification Council (UPPCC) for having a fully certified staff. LRWRA is the only governmental entity in the State of Arkansas to receive this honor, and this will be the fifteenth time that the team will be presented with this award.
5. LRWRA's Senior Procurement Agent earned the 2024 Arkansas Chapter of NIGP Buyer of the Year and the Edward J. Erxleben Awards.
6. A Procurement Staff was honored with the 2024 Arkansas Chapter of NIGP Manager of the Year Award.
7. LRWRA's Procurement Administrator organized a national procurement utilities group that is comprised of procurement professionals from all over the United States and Canada in water, wastewater, and power utilities. The group has its own discussion board where

questions can be posted and answered and virtual monthly networking meetings to discuss issues specific to utilities.

8. EHS conducted first ever tabletop emergency response drill in conjunction with Little Rock Office of Emergency Management, the LR Fire and Hazmat teams, LR Police and MEMS covering a potential worst-case scenario chlorine or sulfur dioxide release at the Fourche Creek Treatment Facility.
9. EHS provided job specific safety training to all personnel both in person and virtual to meet regulatory requirements across the company to ensure qualified personnel and a safe workplace.
10. LRWRA received the Water Environment Federation George Burks Facility Safety Award for 2024 for the third consecutive year and the AWEA Safety Professional of the Year.

**FY 2025 – Objectives/Goals**

1. Work with state and local agencies to issue Revolving Fund Loans for capital project expenditures.
2. Update financial plan to ensure LRWRA continues to meet its fiduciary responsibility in providing wastewater service to its customers for the lowest rates possible.
3. Submit Finance and Procurement programs for national recognition.
4. Continual training of personnel in all aspects within Finance and Procurement.
5. Reinstigate in-person safety meeting training, schedule more hands-on training to accommodate the influx of new employees.
6. Meet or exceed all regulatory requirements both safety and environmentally related through cost effective and program efficient planning and implementation.

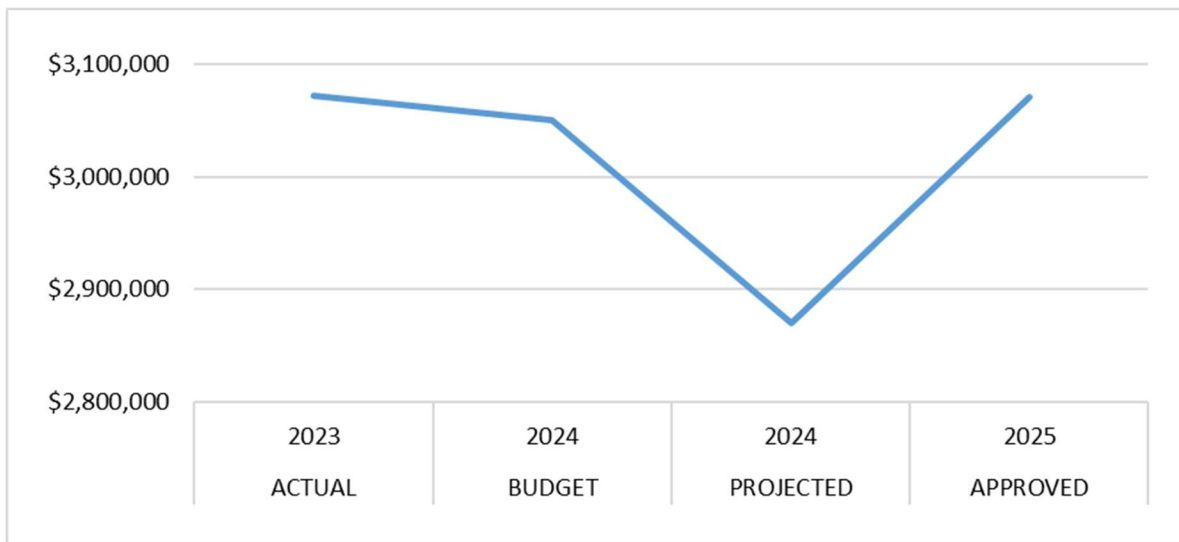
<b>PERFORMANCE MEASURES EHS</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 PROJECTED</b>	<b>FY 2025 GOAL</b>
*Accident Frequency Rate	2.20 per 100 EE	4.2 per 100 EE	5.3 per 100 EE	0
Number of Accidents	2	8	10	0
Costs Due to Accidents	\$109,163	\$145,790	\$188,231	0
Lost Time Injuries	0	1	1	0
Safety Training Education Hours	5017	5272	5100	5000
Safety Certification Hours	1639	3719	2500	2000

\*National Average 5.4 for NAICS 2213

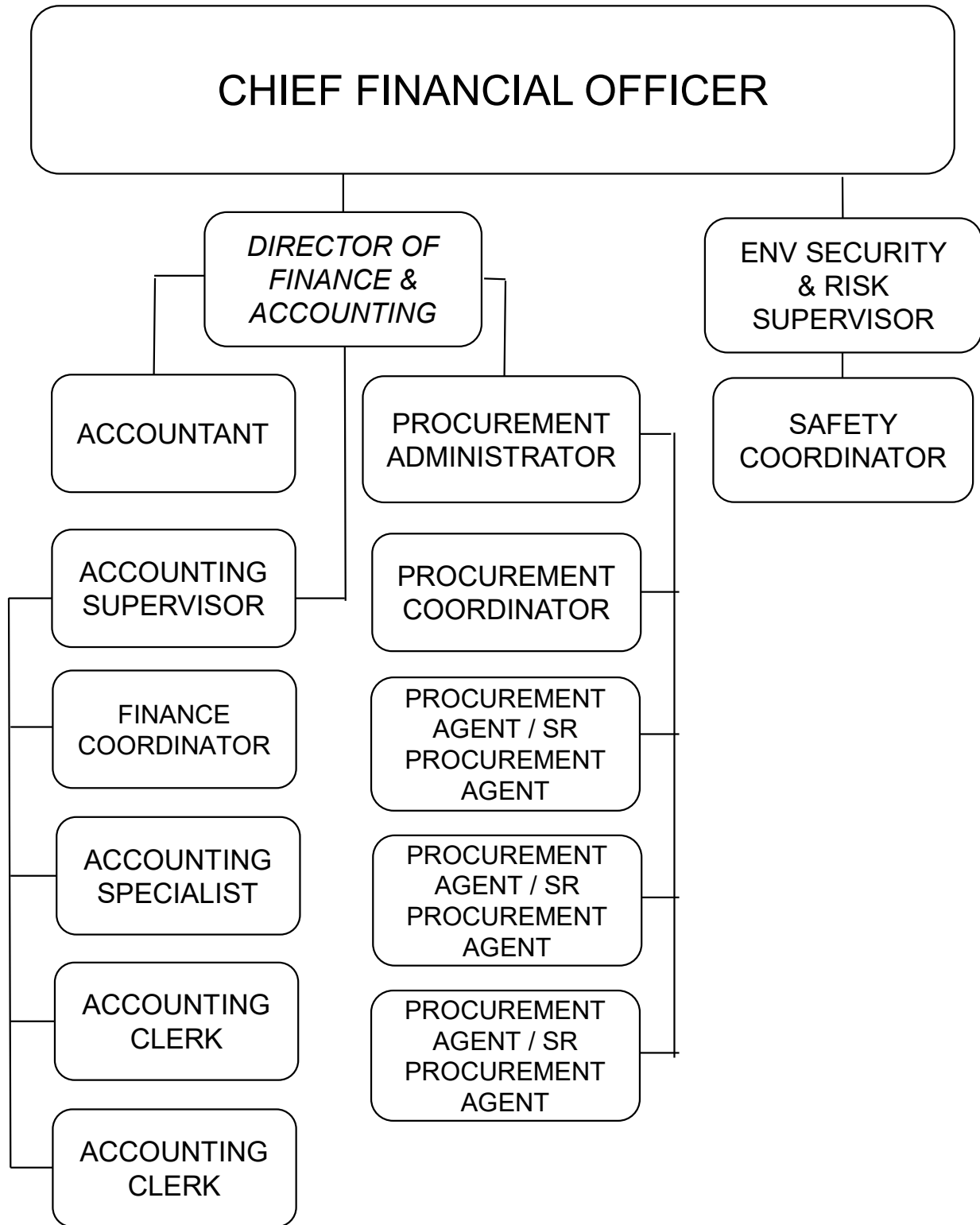
<b>PERFORMANCE MEASURES FINANCE/PROCUREMENT</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 PROJECTED</b>	<b>FY 2025 GOAL</b>
<b>PAYDEX - (Financial Rating w/B&amp;D)</b>	69	67	68	75
<b>A/P Vendor with ACH setup</b>	360	408	465	475
<b>Receive GFOA's Certificate of Excellence in Financial Reporting for Comprehensive Annual Financial Report</b>	YES	YES	YES	YES
<b>Receive GFOA's Distinguished Budget Presentation Award for Annual Budget Book</b>	YES	YES	YES	YES
<b>Current Ratio (Current Assets/Current Liabilities)</b>	3.70	3.74	3.74	3.70
<b>Debt Ratio (%) (Outstanding Debt/Total Assets)</b>	61.04%	60.10%	59.60%	60.00%
<b>Debt Service Coverage (Net Operating Income/Total Debt Service)</b>	2.23	2.14	2.00	1.80
<b>Wastewater Rate Changes</b>	0.0%	0.0%	0.0%	0.0%
<b>Timeline for E-Requisitions</b>	1 day	1 day	1 day	1day
<b>Average Monthly Purchases by P-Card</b>	\$110,647	\$117,657	\$138,000	\$138,000
<b>Sales Tax Exemption and Rebate Program</b>	\$35,400	\$50,932	\$50,000	\$55,000
<b>Receive the Universal Public Procurement Certification Council Agency Certification Award and/or The Sterling Agency Award</b>	YES	YES	YES	YES

### Total O&M Budget

FINANCE	ACTUAL 2023	BUDGET 2024	PROJECTED 2024	APPROVED 2025
<b>SALARIES</b>	\$ 1,236,021	\$ 1,134,022	\$ 1,138,003	\$ 1,122,480
<b>EMPLOYEE BENEFITS</b>	605,540	455,912	442,757	442,159
<b>SUPPLIES</b>	31,325	38,300	35,784	46,100
<b>CONTRACT SERVICES</b>	1,085,066	1,249,925	1,082,884	1,282,200
<b>VEHICLE EXPENSE</b>	12,447	6,000	7,322	7,500
<b>UTILITIES</b>	7,498	6,780	6,950	7,200
<b>OUTREACH &amp; ADMINISTRATION</b>	88,544	154,200	147,986	157,500
<b>INSURANCE</b>	5,922	5,627	7,853	6,200
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 3,072,363</b>	<b>\$ 3,050,767</b>	<b>\$ 2,869,540</b>	<b>\$ 3,071,339</b>



## 403 FINANCE



NOTE: The Chief Financial Officer is counted in 402.

14 positions  
Updated: 09/17/2024  
Refer to Staff Summary for specifics

**Department 403**

**Finance**

**09/11/24**

Position	2024		2025	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Finance & Accounting*			Exec 2	1
Associate Director of Finance & Accounting	E 1	1		
Env. Security & Risk Supervisor	E 3	1	E 3	1
Procurement Administrator	E 4	1	E 4	1
Accountant	E 4	1	E 4	1
Finance Coordinator*			E 5	1
Asset Management Coordinator	E 5	1		
Accounting Supervisor	E 3	1	E 3	1
Accounting Clerk	NE - Grade 3, 5, 7	2	NE - Grade 3, 5, 7	2
Accounting Specialist	E 6	1	E 6	1
Safety Coordinator	E 5	1	E 5	1
Procurement Coordinator	E 5	1	E 5	1
Procurement Agent / Sr Procurement Agent*	NE - Grade 8, 10	2	NE - Grade 8, 10	3
Finance Assistant	NE - Grade 5	1		

**Department Total**

**14**

**14**

\*Reclassifications & Changes

1. Associate Director of Finance and Account to Director of Finance & Accounting
2. Asset Management Coordinator to Finance Coordinator
3. Finance Assistant to Procurement Agent



# 404 Engineering Services

## **Function**

The Engineering department provides a broad range of services to both internal and external customers. These services include wastewater engineering, capital improvement plan administration, collection system design, developer funded review, maintenance contract management, surveying, fats/oils/grease (FOG) program management, sanitary sewer evaluation studies and sewer service line replacement program implementation. The Engineering department ensures that LRWRA's short and long-term goals are implemented as effectively as possible while ensuring accountability, accuracy and customer and ratepayer satisfaction.

**Engineering Services** determines policies for engineering practices and design. They design, coordinate, and manage engineering projects and studies with other departments of Little Rock Water Reclamation Authority, private consulting engineers, the City of Little Rock, Arkansas Department of Transportation (ARDOT), and other utilities and agencies. They provide support to management through engineering calculations and graphical presentations, provide in-house detailed design documents, project administration and inspection services for both in-house construction and contracted work. They provide engineering support through planning designs and inspections for the various annual maintenance construction contracts for both capital projects such as the trenchless rehabilitation and yearly maintenance contract such as chemical root control and pipeline cleaning.

**Professional Service Contract Administration** negotiate, administer, and manage all professional services contracts for planning, pre-design, and design of capital projects. They review and coordinate the design of major sewer facility improvements protecting the interests of Little Rock Water Reclamation Authority; they coordinate the professional services procurement process and conduct related informational meetings. They review and approve invoice processing, status reports, and accounting system requirements, and determine policies for standard engineering practices, design, and technical specifications.

**Capital Improvement Plan Administration** administer, direct, and manage construction of the Little Rock Water Reclamation Authority Capital Projects. They provide management oversight of contractor's construction activities to achieve successful project completion, participate in pre-construction and progress meetings, and assist in consulting engineers to resolve engineering and construction conflicts and disputes. They provide clarifications, interpretations, and directives as necessary to meet the contracted terms and conditions and to minimize any negative impacts on the projects. They approve work directive changes and oversee administration of change orders approval. They oversee consulting engineer's review and processing of invoices and construction progress payments and provide information as required to meet funding agency reporting and compliance. They prepare and maintain construction files including easement

acquisition and Contracts and oversee consulting engineer's coordination of construction activities with other utilities, internally, and other governmental agencies having jurisdiction, and regulatory agencies. They ensure construction compliance with contract documents and regulatory agency requirements, and review plans and specifications for constructability and risk mitigation.

### **FY 2024 – Major Accomplishments**

1. Pivotal role in being released from Consent Administrative Order and Sierra Club Settlement Agreement.
2. 6 employees Obtained Class I Wastewater Collection System Operator License.
3. 1 employee Obtained Class II Wastewater Collection System Operator License.
4. Completed construction of four RLF projects.
5. Started construction of five RLF projects.
6. Continued construction of one RLF project.
7. Initiated the loan process for RLF XVIII (2024) through ANRC.
8. Completed construction of the Digester Flare Improvements at FCWRF.
9. Continued the work order to find locations for land applied biosolids permit and continued land applying.
10. Continued the process to procure our own land for future biosolids applications.
11. Assisted Asset Management with methods to track assets coming onsite during construction.
12. Continued training for staff to take FE Exam for EIT certification.
13. Continued land applying biosolids.
14. Completed construction of the Generator Relocation from AFWRF to FCWRF project.
15. Completed the design for the Thibault Pump Station in the Port.
16. Completed the design and began the construction of the Candlewood PS & Little Rock Port PS Upgrades project.
17. Completed the design and began the construction of the AFWRF Influent PS & Process Rehabilitation project.
18. Completed the construction of the Peak Flow Concrete Rehabilitation project.
19. Completed the design and began the construction of the FCWRF Solids Processing Improvements project.
20. Completed the design and began construction for the replacement of the AFWRF #4 Blower and Controls.
21. Completed the construction of the AFWRF UV Replacement project.
22. Continued Large Diameter Capital improvement program by completing three construction projects and prioritizing future projects.
23. Completed small diameter I/I Reduction Program.
24. Renewed 16 on-call contracts.
25. Administered the Trenchless Sewer Line Renewal Contracts.

26. Administered the Root Control contract.
27. Reconciled in-house capital projects in a timely manner.
28. Kept the service status up to date in EAM on all Category 3's and 4' projects.
29. Assisted Collection System Maintenance in working ahead of City of Little Rock Street Overlay projects.
30. Continued to make field visits and update the GLES list.
31. Active participant in the LRWRA Dashboard Monitoring Team. (Ongoing)
32. Analyzed, investigated, and reported any data issues for the RJN Rainfall Dashboard.
33. Gathered, investigated, analyzed capacity information used for reporting. (Ongoing).
34. Administered professional services contract for Collection System Analysis and Capacity Assurance Services.
35. Continued FOG outreach program.
36. Provided engineering assistance and guidance for approximately 27 new Developer-Funded projects as well as approximately 5 private line projects.
37. Provided LRWRA review and comments for approximately 240 Site Plan/Subdivision/Zoning projects for Little Rock Department of Planning and Development.
38. Updated one of the LRWRA standard specification sections and three standard details.
39. Assisted the Legal Department in reviewing contracts for professional engineering services.
40. Administered Professional Services Contract for Relocation of Gravity Sewer Mains along Highway 10 in conjunction with ARDOT Project # 061382.
41. Continued the Opportunity Zone program to support City of Little Rock's Mayor, Frank Scott, in city's redevelopment initiative. LRWRA waived fees on over 565 permits, representing approximately \$93,338 in Revenue.
42. Administered Cap the Cleanout program and processed all requests.
43. Participated in GIS training classes.
44. Participated in Community Champions Events.
45. Participated in WoWA program.
46. Collaborated with IT to create a more streamlined process for external parties using our SharePoint construction project folders.
47. The Permits Desk has issued 1,389 permits.
48. Inspectors conducted 1,105 permitted inspections for services lines.
49. Service Line Replacement Program received 412 applications. 5,205 applications have been processed since the program's inception since January 2013.
50. Replaced 290 service lines for 2024.
51. The Service Line Replacement Program has reimbursed homeowners over \$9,726,346 since 2013.

52. Created the Service Line Replacement Program Re-imagine team and developed recommendations to be considered.
53. Continued implementing FOG program and procedures.
54. 100% registration of haulers operating in Little Rock (9 haulers, 15 trucks).
55. 965 FSEs being tracked, 914 reporting regularly and 51 still pending engagement with haulers.
56. Estimate 1,930 manifests will be submitted, totaling over 2.8 million gallons of FOG pumped from 2024.
57. 1 grease interceptor replacement, 1 grease interceptor repair, and 2 Enforcements in the first 6 months of 2024.
58. Seven members of staff continued training and classes to maintain current plumbing licenses.
59. Developed layer in ArcGIS for existing easements (ongoing).
60. Continued importation of manhole data points into ArcGIS.
61. One employee in the Survey & Design group obtained their Class I WW license.
62. Completed in-house design and construction of CAB Meeting Room/Board Room remodel.
63. Completed in-house design and construction of FCWRF Task Building office remodel.
64. The team assigned to re-imagine the SSLRP program and develop recommendations to executive staff to consider continued.
65. Started the process of creating an internal SSES department.
66. Inspected everything upstream of the Candlewood Pump Station and identified some large I&I sources.
67. Hired a new Collection System Analyst for our SSES department.
68. Started an SSES study in the Swaggerty Creek Basin.

### **FY 2025 – Objectives/Goals**

1. Continue construction of five RLF projects.
2. Complete construction of two RLF projects.
3. Initiate design and construction of RLF 2024 projects as needed.
4. Obtain Class II Wastewater Operator License.
5. Obtain Class III Wastewater Operator License.
6. Obtain Class I Wastewater Collection System Operator License.
7. Obtain Class IV Wastewater Collection System Operator License.
8. Begin Service Line locates utilizing GPS and incorporate them into our GIS system.
9. Begin Grease Trap locates utilizing GPS and incorporate them into our GIS system.
10. Obtain EIT Certification.
11. Pass PE Exam for future licensure.
12. Continue Large Diameter Capital improvement program and prioritize projects.

13. Continue to make field visits and update the GLES list utilizing the GLES index ranking.
14. Provide Engineering assistance to LRWRA Collection System Maintenance, Facility Maintenance and Facility Operations Departments.
15. Continue efforts to reduce overflows using in-house resources and trenchless rehab contracts.
16. Prioritize the workflow of GLES's to minimize the emergency repairs and disruption to the rate payers.
17. Continue monitoring Rainfall Dashboard operations.
18. Gather, investigate, analyze capacity information used for reporting.
19. Initiate and facilitate main extensions to eliminate Community Services and to address the Sewer Service Line Replacement Program (SSLRP).
20. Implement the SSLRP re-imagine team recommendations if executive staff approves.
21. Continue to administer the Cap the Cleanout program.
22. Administer professional services contract for Collection System Analysis and Capacity Assurance Services.
23. Continue training survey staff in ArcGIS and EAM work order management (Survey Project Administrator).
24. Increase efficiency in the as-built process, ArcGIS management, and communications between Maintenance and Engineering.
25. Continue creating existing layer in ArcGIS for Survey Benchmarks.
26. Continue centralizing "ALL" AutoCAD files for all plants with only "one" working file
27. Continue GPS and GIS training for staff.
28. Continue to analyze, research, identify and input corrections for inconsistent data found in database and mapping software.
29. Continue to provide review and provide construction oversight for Developer-Funded projects to ensure compliance with current Specifications so that extensions of the LRWRA collection system are constructed with quality materials and methods.
30. Work to continually improve the quality of service provided to LRWRA customers through our SSLRP, FOG, and Permits Specialists.
31. Continue to provide LRWRA review and comments for Site Plan/Subdivision/Zoning projects for Little Rock Department of Planning and Development.
32. Continue to provide LRWRA review, comments, design, and construction oversight for sewer relocation projects related to ARDOT, Little Rock Department of Public Works, and railroads.
33. Continue to administer and monitor Opportunity Zones program.
34. Begin the LMWRF Sludge Line Assessment study.
35. Continue land applying biosolids.
36. Continue to assist Asset Management with methods to track assets coming onsite during construction.

37. Continue the construction of the Candlewood PS & Little Rock Port PS Upgrades project.
38. Continue the construction of the AFWRF Influent PS & Process Rehabilitation project.
39. Continue the construction of the FCWRF Solids Processing Improvements project.
40. Design and begin construction for the asset renewal of the Headworks Gate and Concrete and Final Clarifiers Concrete Rehabilitation.
41. Teaching Collection System Operator Classes in Central Arkansas area.
42. Continue updating the LRWRA Standard Specifications for Construction.
43. Two SSES field staff obtain Class I Wastewater Operator's Licenses.
44. Complete an estimated 900 manhole inspections.
45. Smoke an estimated 262,500 linear feet of sanitary sewer mains.
46. Install and maintain 5-10 sanitary sewer flow meters.
47. Map all 967 grease interceptors.
48. Get Emily cross trained in GIS tech processes.
49. Continue ArcMap pro training.
50. Attend Autodesk seminar.

<b>PERFORMANCE MEASURES</b>	<b>CSF</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 PROJECTED</b>	<b>FY 2025 GOAL</b>
Engineering Services Percent of In-house Construction Budget	AM	112%	138%	129%	100%
Engineering Services Percent of Annual Pipe Renewal Contract Budget	AM	0.39%	2.20%	100%	100%
General Administration Engineering Services Department O&M Budget versus Expenses Percent Variance from Budget	FN	5.25%	-5.44%	-12.77%	+/-5%
Engineering Services Contract Construction Cost Variance %	AM	2.70%	0.69%	-0.02%	+/-10%
Capital Improvement Plan Admin. Capital Budget Forecasting Budget versus Actual Percent variance from Budget	AM	-19.91%	2.09%	-15.06%	+/-20%

### **Engineering Services for In-House Construction**

The intent of this service is to provide completed designs and approved Capital Improvement Project Authorization for In-house construction projects. The service level will be calculated by dividing the dollar value of approved Category 1, 3, 4, & 5 Capital Improvement Project Authorization by the in-house Category 1, 3, 4, & 5 expenses for a given year. The goal is to provide 100% in terms of dollar valued designed and approved projects to replace the projects completed within a given year to ensure a steady backlog of work.

### **Engineering Services for Annual Pipe Renewal**

The intent of this service is to provide engineering evaluations, design, and construction inspection to support the Annual Maintenance Contracts. The service level will be calculated by dividing the actual expensed value by the given year's budget value. The goal is to provide support to expense 100% of the approved budget amount.

### **General Administration**

The intent of this service is to provide Engineering Services to the LRW Rate Payers at the approved budget expense. The service level will be calculated by a comparison of the total department actual yearly operation and maintenance expenses compared to the approved budget. The goal is to be within 5% of the approved annual budget value.

### **Engineering Services for Contract Construction**

The intent of this service is to provide quality design, inspection, and project management for outside contracts for the collection system construction projects. The service level will be calculated by comparing the actual completed construction value of projects completed within a given year to the original contract amount. The difference in the two values would be the sum of all Contract Change Orders approved during the construction phase of a project. The goal is to have all projects for the given year to be completed within 10% of the original construction Contract amount.

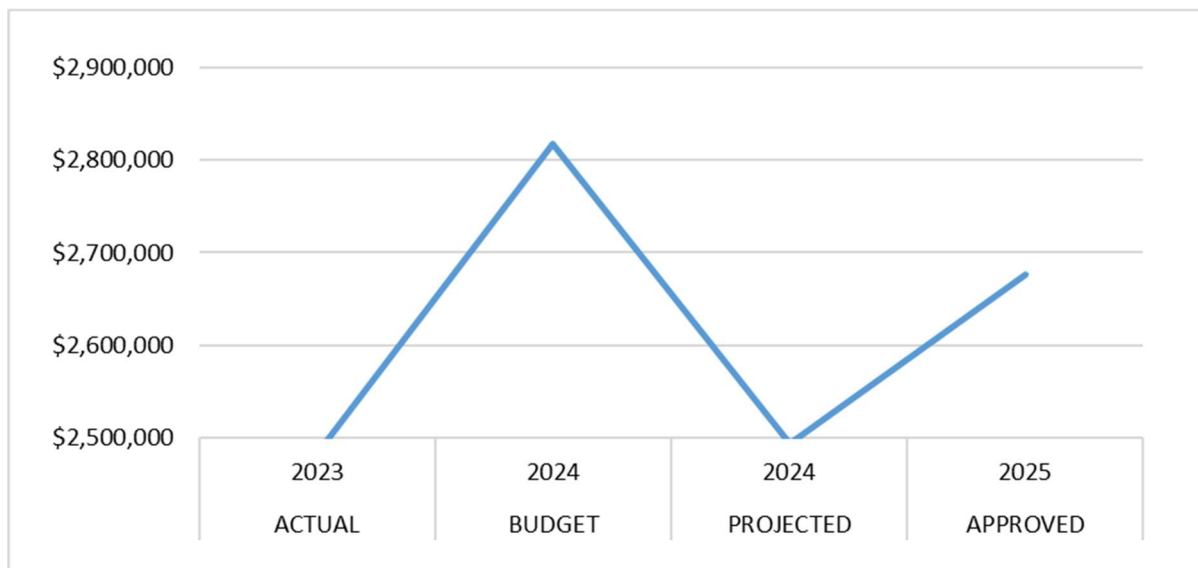
### **Capital Improvement Plan Administration**

The intent of this service is to provide forecast projections and administration of the LRWRA capital improvement plan Categories 1 through 7. The service level will be calculated by a comparison of the budgeted versus actual capital improvement expenditures for a given calendar year. The goal is to have the actual capital yearly expenditures to be within 20% of the approved capital budget for all capital expenses within Categories 1 to 7.

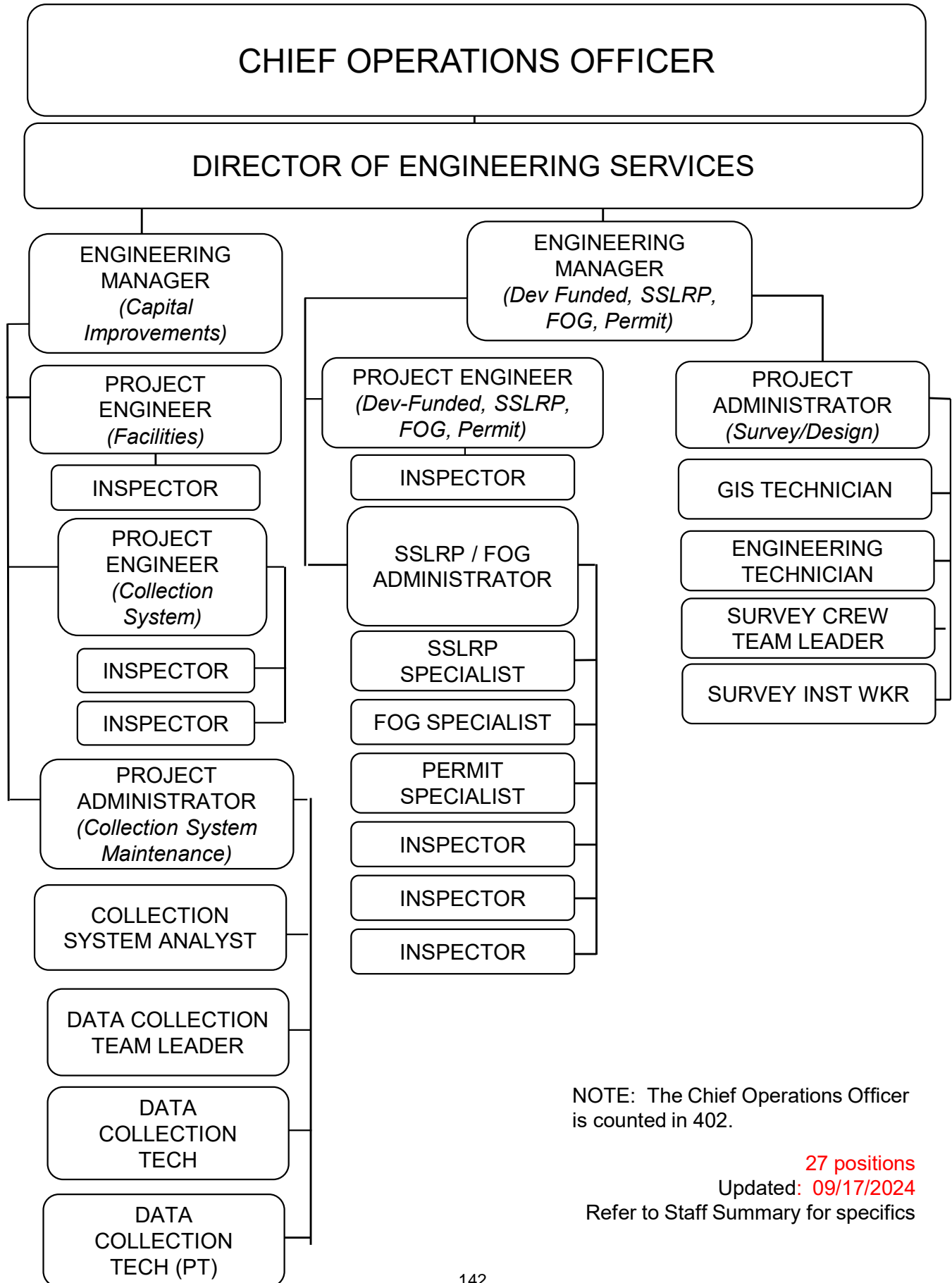


**Total O&M Budget**

ENGINEERING	ACTUAL 2023	BUDGET 2024	PROJECTED 2024	APPROVED 2025
SALARIES	\$ 1,384,386	\$ 1,613,971	\$ 1,484,035	\$ 1,740,580
EMPLOYEE BENEFITS	737,774	613,377	573,279	736,505
SUPPLIES	57,248	75,000	38,652	53,300
CONTRACT SERVICES	187,027	385,600	277,534	3,600
VEHICLE EXPENSE	61,209	60,000	41,020	60,000
UTILITIES	20,497	21,000	20,112	21,000
OUTREACH & ADMINISTRATION	20,780	35,400	42,461	44,200
INSURANCE	13,427	13,528	17,078	17,200
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 2,482,348</b>	<b>\$ 2,817,876</b>	<b>\$ 2,494,171</b>	<b>\$ 2,676,385</b>



# 404 ENGINEERING SERVICES



NOTE: The Chief Operations Officer is counted in 402.

27 positions

Updated: 09/17/2024

Refer to Staff Summary for specifics

**Department 404**

**Engineering Services**

**09/11/24**

Position	2024		2025	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Engineering Services	Exec 2	1	Exec 2	1
Engineering Manager ( <i>Capital Improvements</i> )	E 2	1	E 2	1
Engineering Manager ( <i>Dev Funded, SSLRP, FOG, Permit</i> )	E 2	1	E 2	1
Project Engineer (Facilities)	E 3	1	E 3	1
Project Engineer ( <i>Collection Systems</i> )	E 3	1	E 3	1
Project Engineer ( <i>Dev Funded, SSLRP, FOG, Permit</i> )	E 3	1	E 3	1
Project Administrator ( <i>Collection System Maintenance</i> )	E 4	1	E 4	1
Project Administrator ( <i>Survey/Design</i> )	E 4	1	E 4	1
SSLRP / FOG Administrator	E 4	1	E 4	1
FOG Specialist	E 6	1	E 6	1
Permit Specialist	E 6	1	E 6	1
Service Line Specialist	E 6	1	E 6	1
Collection System Analyst	NE - Grade 12	1	NE - Grade 12	1
Engineering Technician	NE - Grade 12	1	NE - Grade 12	1
Inspector	NE - Grade 11	7	NE - Grade 11	7
GIS Technician	NE - Grade 9	1	NE - Grade 9	1
Survey Crew Team Leader	NE - Grade 8	1	NE - Grade 8	1
Data Collection Team Leader	NE - Grade 7	1	NE - Grade 7	1
Survey Instrument Worker	NE - Grade 6	1	NE - Grade 6	1
Data Collection Technician*	NE - Grade 5	1	NE - Grade 5	2

**Department Total**

**26**

**27**

\*Reclassifications & Changes

1. New Positions: Data Collection Tech (Part Time) NE/G5

# 405 Information Services

## **Functions**

The Information Services Department (*IS*) supports the information technology needs of LRWRA. This six-person team is divided into two distinct groups, Networking and Systems. The Networking group provides support for mobile tablet, Windows client/server, VMWare virtual hosting hardware and operating systems, data protection and backup, network routing and switching, Internet access, WAN access, firewall configuration, systems security, Microsoft 365 platform support, common software support, and the helpdesk. The Systems group implements, administers, and maintains all enterprise level database-driven applications such as our work order management and financial systems, application development, database administration, and the Geographic Information Systems (*GIS*).

### **FY 2024 – Accomplishments**

#### **Networking**

1. Replaced on-premises based backup solution with a cloud-based system.
2. Refine and stabilize the latest ERP software, Finance Enterprise, and EAM.
3. Conduct a cyber security review and implement solutions proposed in the report.
4. Upgraded our cloud authentication to a more modern implementation.
5. Updated our SharePoint Engineering Project template.
6. Updated the modem equipment at the remote pump stations and TV trucks.
7. Updated several workflow models.

#### **Systems & GIS**

1. Completed implementation of new GraniteNet modules (H.264, WebSync, WebOffice Viewer) to support automatic defect scoring.
2. Renamed assets in GraniteNet to agree with asset names in EAM.
3. Reconfigured GraniteNet Scheduler to import assets from GIS and sync with EAM.
4. Assessed, corrected, and optimized EAM Import/Update routines that were occasionally experiencing time-out errors.
5. Re-evaluated EAM configuration and processes for 409 and provided improvements through dashboard setups and automated processes.
6. Hired and trained new GIS Specialist position.
7. Implemented Stores Inventory product minimum/maximum quantities with weekly notification/report.
8. Rewrote Time-off request system in server-sided architecture for better maintainability and performance.
9. Coordinated with Finance and other departments to re-organize FE workspaces and dashboards to better meet users' post-implementation needs.
10. Continued to improve auditing capabilities of FE Database.
11. Documented current procedures, configurations, and automated processes for all major software systems.
12. Turned on all available change auditing in Finance Enterprise.
13. Converted all payroll extracts to formats compatible with Milliman's import tools
14. Modified employee evaluation form to include pay change information to replace PAF salary change requests.

## **FY 2025 – Goals**

### **Networking**

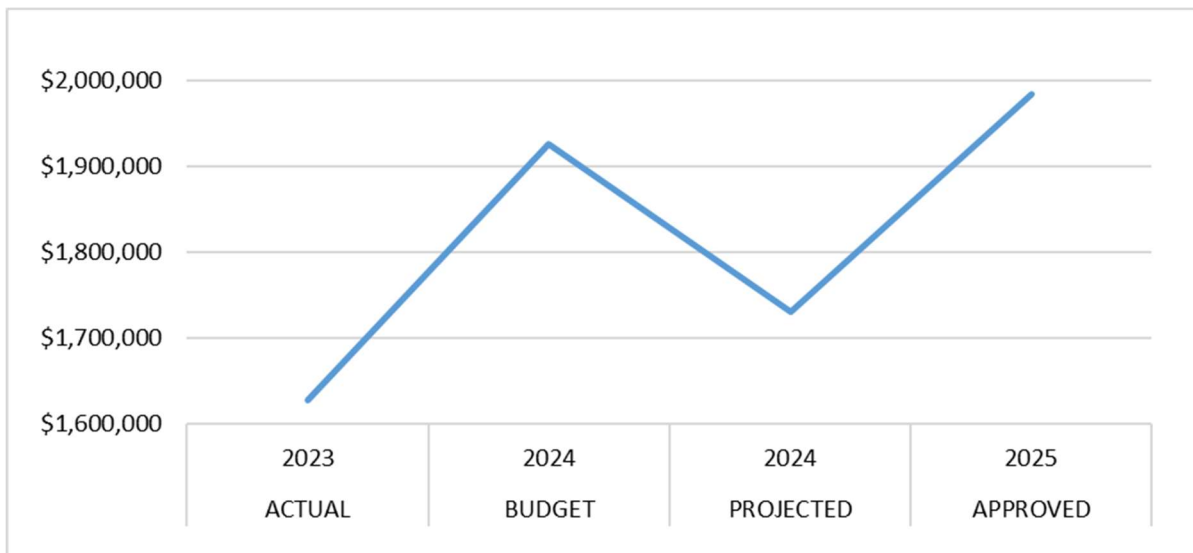
1. Upgrade the majority of our current client Windows OS to either Windows 11 or Windows 12 as the primary client operating system.
2. Upgrade virtualization hosts in the Production and DR data centers with new physical hosts running the latest version of software.
3. Implement solutions for the priority items identified as needs in our Cyber Security Review
4. Conduct an IT best practices review and implement solutions proposed in the report.

### **Systems & GIS**

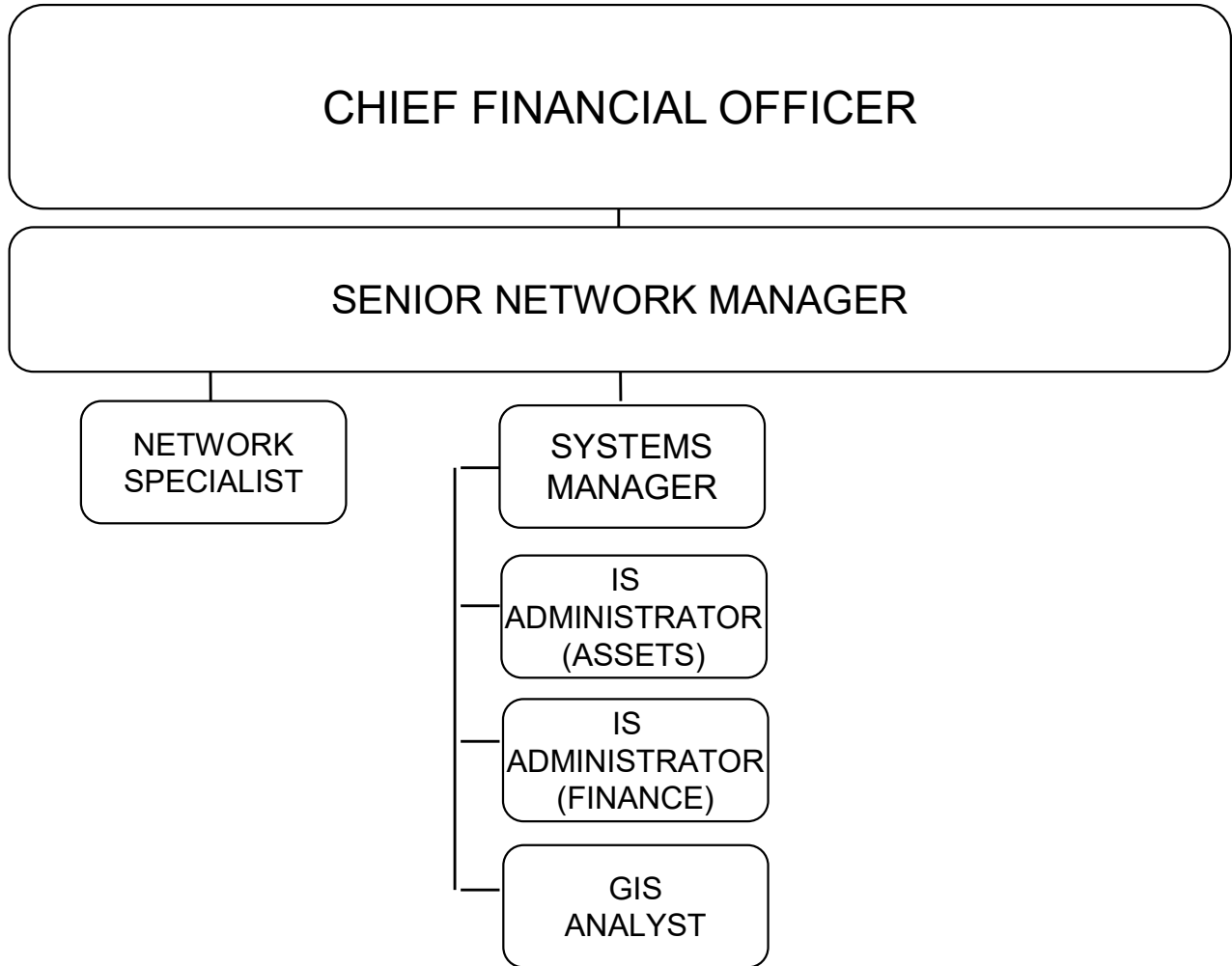
1. Upgrade EAM as most recent versions are released to take advantage of new reporting and notification engines.
2. Reconstruct existing Chrystal Reports in EAM to use new reporting engine.
3. Implement notifications engine in EAM for all existing workflows that currently use Problem codes and assigned supervisor to send notifications.
4. Reorganize and reconstruct EAM dashboards for specific user groups such as Developer Funded projects in and Facilities Maintenance.
5. Complete implementation of Sockeye scheduling software in EAM.
6. Rewrite custom code for ArcGIS Pro Add-in to work with version 3.0.
7. Upgrade ArcGIS Enterprise, and GIS Server to most recent version.
8. Provide data collection workflow for service lines using GPS.
9. Deploy self-hosted Git server for in-house version control of custom software, scripts and other business logic.
10. Expand monitoring and error alerts for issues with synchronization and integration between EAM and FE.
11. Upgrade all StarLIMS environments to major version 12.
12. Make improvements to inventory integration between FE and EAM, including views in both systems to detail error states.
13. Modify inventory interface to allow storeroom employees to manage EAM materials.

**Total O & M Budget**

INFORMATION SERVICES	ACTUAL 2023	BUDGET 2024	PROJECTED 2024	APPROVED 2025
SALARIES	\$ 634,682	\$ 620,494	\$ 547,172	\$ 663,040
EMPLOYEE BENEFITS	271,446	254,969	190,311	269,495
SUPPLIES	150,223	141,500	117,032	126,500
CONTRACT SERVICES	371,099	673,180	705,833	687,150
VEHICLE EXPENSE	6,306	-	-	-
UTILITIES	168,547	199,500	141,898	198,500
OUTREACH & ADMINISTRATION	20,436	35,175	23,000	35,600
INSURANCE	4,610	1,640	4,626	4,600
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 1,627,349</b>	<b>\$ 1,926,459</b>	<b>\$ 1,729,872</b>	<b>\$ 1,984,885</b>



## 405 INFORMATION SERVICES



NOTE: The Chief Financial Officer is counted in 402.

6 positions  
Updated: 09/17/2024  
Refer to Staff Summary for specifics



**Department 405**

**Information Services**

**09/11/24**

Position	2024		2025	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Network & Systems Senior Manager	E 1	1	E 1	1
System Manager	E 2	1	E 2	1
Information Systems Administrator (Assets)	E 4	1	E 4	1
Information Systems Administrator (Finance)	E 4	1	E 4	1
Network Specialist	E 6	1	E 6	1
GIS Analyst*			E 5	1
Systems Analyst	E 5	1		

**Department Total**

**6**

**6**

\*Reclassifications & Changes

1. System Analyst to GIS Analyst

# 406 Collection Systems

## **Maintenance Function**

The collection system maintenance department is responsible for maintenance and repairs to all assets within the Little Rock Water Reclamation Authority (LRWRA) sanitary sewer collection system and fleet. The department is comprised of three sections: Cleaning & Inspection (C&I), Construction & Repairs (C&R), and Fleet Maintenance. These sections complement each other in accomplishing internal and external tasks that provide sanitary sewer services and excellent customer services to the residents of Little Rock. The personnel in all three sections work collaboratively and continually strive to find innovative ways to adequately maintain the collection system.

### **Cleaning & Inspection**

This section is responsible for providing the following services associated with the sewer collection system: cleaning, CCTV inspection, acoustic inspections using sewer line rapid assessment technology, right-of-way/easement clearing, and emergency response.

This section also offers support services internally to the C&R section and to the Engineering Department. These services include, but are not limited to:

- Sewer line locates.
- Inspections for capital projects, street washdowns, and mainline repairs
- CCTV inspections ahead of City of Little Rock Overlay Projects
- Service line inspections in response to requests from the Permits section of our Engineering group.

### **Construction/Repairs**

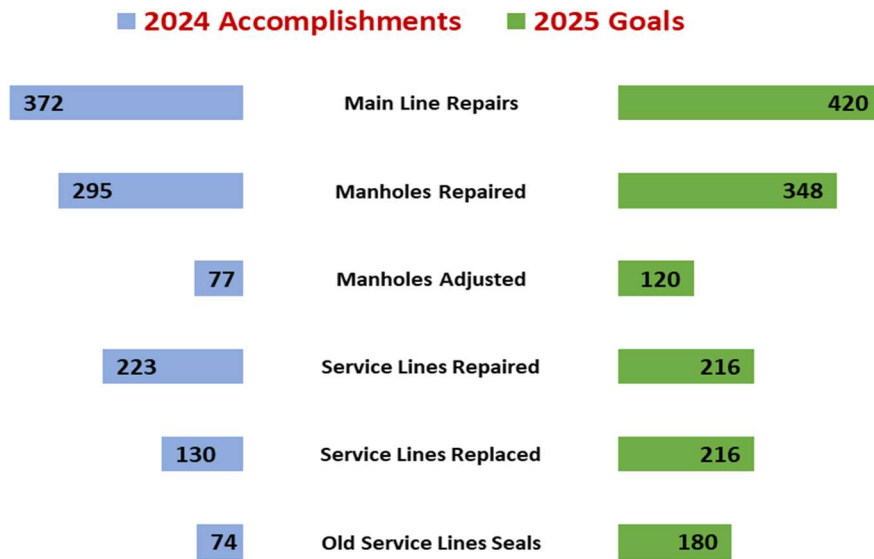
This section is responsible for providing the following services associated with the sewer collection system: main line repairs and replacements, qualified service line repairs and replacements, manhole repair and replacement, and installation of new mains to replace old community service lines. The personnel in this section continuously collaborates with the C&I section, the Facilities Maintenance, the Operations, and the Engineering Departments to repair and replace all assets within the collection system which are prone to sanitary sewer overflow occurrences and infiltration & inflow.

Annual production goals are established for the field crews in both sections above and communicated to the respective crews to create both a sense of accomplishment and an environment of accountability.

### **Fleet Maintenance**

This section provides all fleet support services for Little Rock Water Reclamation Authority and Central Arkansas Water (CAW). This section also performs the inspections for LRWRA's vehicle replacement program, which is aimed at optimizing the life of the vehicles used by the utility. The fleet team maintains more than one thousand (1000) vehicles and pieces of equipment used across the utility, and consequently play an integral role in both the sanitary sewer services provided to the City of Little Rock and the water services provided to CAW's service area.

### Maintenance Tasks Annual Productivity



## **FY 2024 – Major Accomplishments**

1. Remained in compliance with the required allowance for non-capacity overflows. LRWRA must have no more than 6 dry-weather overflows per 100 miles of sewers. With a current system size of roughly 1416 miles, LRWRA's performance requirement is to have no more than 85 non-capacity overflows. In 2024, LRWRA is projected to record 74 non-capacity overflows.
2. Completed the 7th round of the Acoustic Inspection Program within 12 months. Starting out with the first round back in 2017, which took 18 months, we have progressively increased our efficiency, productivity, and overall coordination and are now able to inspect all roughly 1,200 miles of small diameter sewer lines within 12 months.
3. Completed the CCTV Inspection of the 32 miles of 13"-17" diameter portion of our sewer system.
4. Projected to achieve a ratio of incomplete-to-initiated priority 4 and priority 5 work orders of less than 5% for O&M Construction & Repairs.
5. Maintained emergency call response time to 1 hour on average for customers.
6. Achieved less than 1% deficit in our Clearwater Maintenance Storeroom inventory.
7. Achieved less than 1% deficit in our Fleet Maintenance Storeroom Inventory.
8. Improved safety in the fleet shop with the procurement of a fall protection system and cooling equipment for the hot summer months.
9. Continued the evaluation and adjustment of fleet storeroom inventory based on current and upcoming needs. A monthly audit schedule is used to minimize discrepancies in quantities.
10. Provided off-site and in-house training to all fleet technicians to maintain knowledge of the fast-paced automotive industry and expose them to new technologies.
11. Continued decluttering effort throughout various areas of the fleet shop and identified obsolete items and tools in need of scrapping/disposal.
12. Vehicle Replacement Program continues to be used with a life cycle analysis factor to maximize the life cycle of our mobile assets. 4 units have been replaced in 2024 with the average age of LRWRA fleet at 7.8 yrs. (as of 7/31/24). With the addition of 7 units currently on order, the projected average age of the LRWRA fleet is 6.8 yrs.
13. Maintained less than 1% technician comebacks throughout the year.
14. Gov-Deals auction site continues to be utilized for the sale of retired units to maximize returns.

## **FY 2025 – Objectives/Goals**

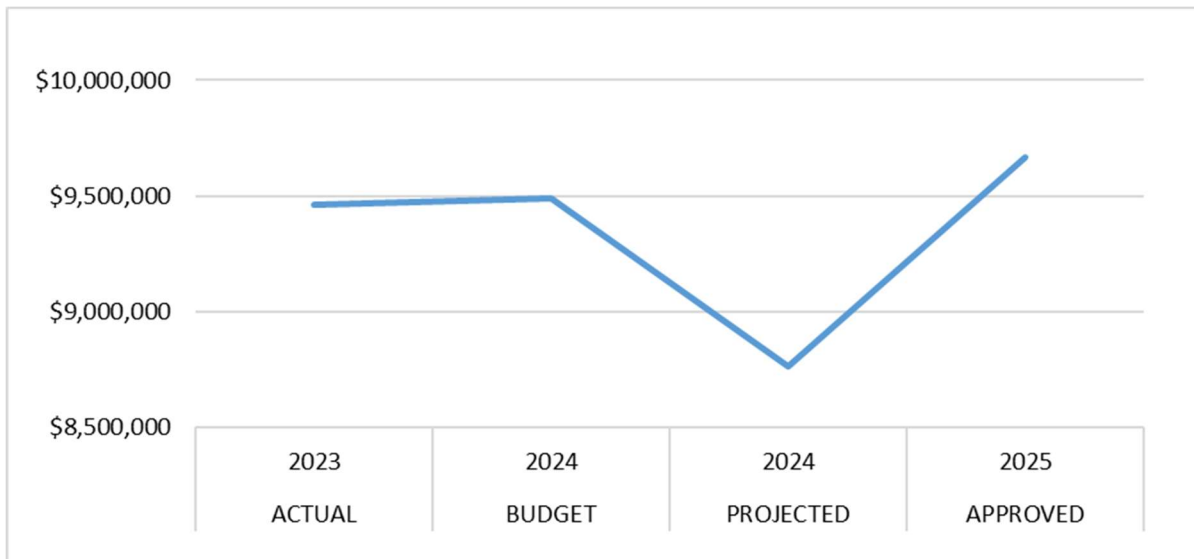
1. Through the Preventive Maintenance Program continue remaining in compliance with non-capacity overflows requirements.
2. Provide additional options for shoring devices used for trenching that can be installed without equipment.
3. Continue working to identify, track, and minimize safety incidents.
4. Achieve and maintain a ratio of incomplete-to-initiated priority 4 and priority 5 work orders of less than 5% for O&M Construction & Repairs.
5. Minimize hazards associated with hand rod cleaning processes and progressively increase the utilization of the hydro-jet trailer to accomplish 20% of the projected hand cleaning goal of 300,000 LF.
6. Explore and procure safer and efficient cleaning tools for the hand cleaning crews.
7. Complete the eighth-round Acoustic inspection on 100% of the collection system, up to 12" in diameter in 12 months.
8. Following condition assessment of our 13–17-inch diameter system utilizing our CCTV inspection program, conduct a remaining useful life analysis and establish a reinspection and rehabilitation schedule for this system.
9. Maintain emergency call response times of 1-hour average.
10. Maintain less than 1% deficit in both the annual Clearwater Maintenance Storeroom and Fleet Maintenance Storeroom inventories, respectively.
11. Continue to evaluate any new innovative technology or equipment that will help us reduce costs and improve safety and productivity in maintaining LRWRA assets.
12. Continue streamlining CMMS software and mobile computing workflow processes.
13. Strive to meet the requirements of the current City Ordinance for time limits related to pavement restorations and variance requests, as needed.
14. Following inspections of affected sewer lines, complete all construction work related to the 2023 – 2025 City of Little Rock Overlay and Street Widening projects without having to cut any newly overlaid streets due to LRWRA-owned assets.
15. Complete any necessary inspection to accommodate future City of Little Rock Overlay Projects.
16. Maintain less than 1% Fleet Technician comebacks throughout the year.
17. Continue to look for opportunities to train fleet techs on new and innovative diagnostics and repair technologies, particularly as it relates to fuel efficient vehicles such as hybrid and electric.
18. Through our vehicle replacement program, transition to fuel efficient vehicles by replacing some identified units in our fleet with their hybrid counterparts.
19. Develop performance metrics used for determining appropriate staffing requirements and measuring fleet techs' performance.

<b>COLLECTION SYSTEM MAINTENANCE PERFORMANCE MEASURES</b>	<b>CSF</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 PROJECTED</b>	<b>FY 2025 GOAL</b>
Televising	AM2	65%	85%	103%	100%
Hydro Cleaning	AM2	75%	82%	78%	100%
Hand Rod Cleaning	AM2	116%	104%	101%	100%
Acoustic Inspection	AM2	102%	74%	85%	100%
ROW	AM2	93%	118%	98%	100%
SONC Overflows	AM2	100%	114%	175%	100%
Capital Projects	AM2	100%	91%	96%	100%
Line Repairs	AM2	71%	72%	124%	100%
Service Line Repairs	AM2	65%	103%	110%	100%
Service Line Replacements	AM2	62%	148%	74%	100%
Service Seals	AM2	102%	29%	41%	100%
Manhole Repair	AM2	90%	84%	149%	100%
Manhole Adjustment	AM2	65%	85%	35%	100%

<b>FLEET MAINTENANCE PERFORMANCE MEASURES</b>	<b>CSF</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 PROJECTED</b>	<b>FY 2025 GOAL</b>
Preventive Maintenance (% of Process)	AM2	17%	19%	21%	20%
Reactive Maintenance (% of Process)	AM2	7%	4%	6%	6%
Proactive Maintenance (% of Process)	AM2	76%	77%	73%	74%

### Total O&M Budget

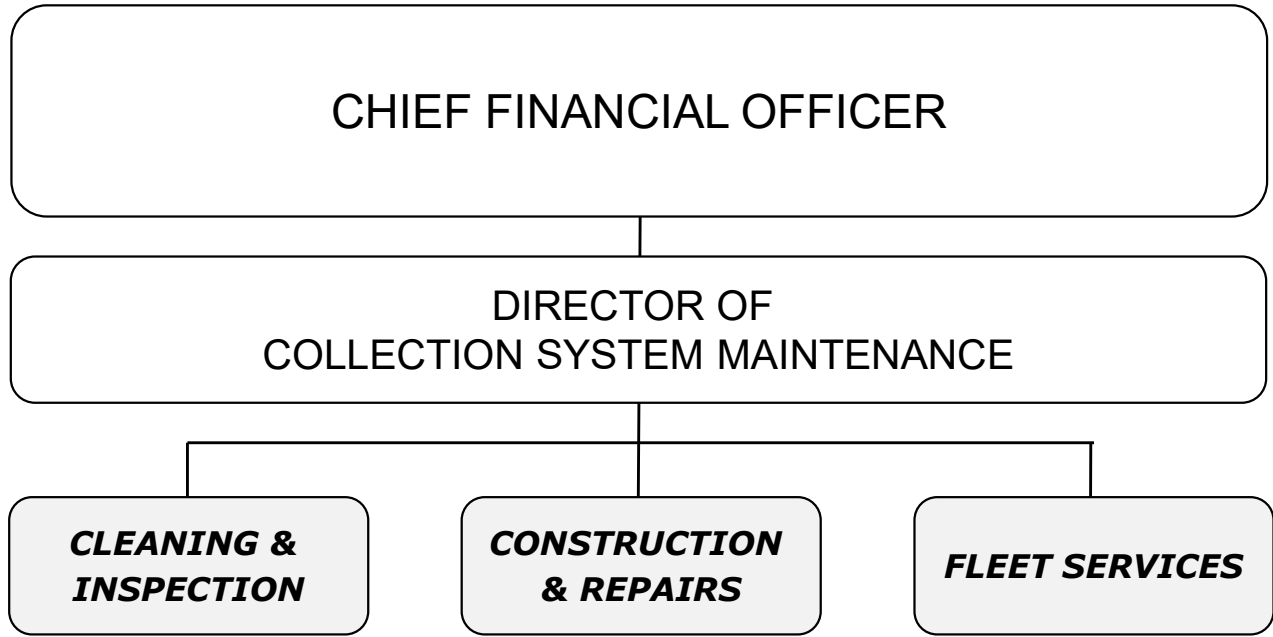
MAINTENANCE	ACTUAL 2023	BUDGET 2024	PROJECTED 2024	APPROVED 2025
SALARIES	\$ 4,370,890	\$ 5,105,651	\$ 4,763,429	\$ 5,102,830
EMPLOYEE BENEFITS	2,369,624	2,173,813	1,845,541	2,297,629
SUPPLIES	690,960	713,000	794,231	872,000
CONTRACT SERVICES	1,651,983	991,000	878,763	882,000
VEHICLE EXPENSE	239,767	344,400	314,664	370,000
UTILITIES	51,932	50,000	53,961	55,000
OUTREACH & ADMINISTRATION	42,556	50,000	56,830	40,500
INSURANCE	46,229	63,976	56,348	49,576
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 9,463,941</b>	<b>\$ 9,491,839</b>	<b>\$ 8,763,767</b>	<b>\$ 9,669,535</b>





# 406 COLLECTION SYSTEM MAINTENANCE

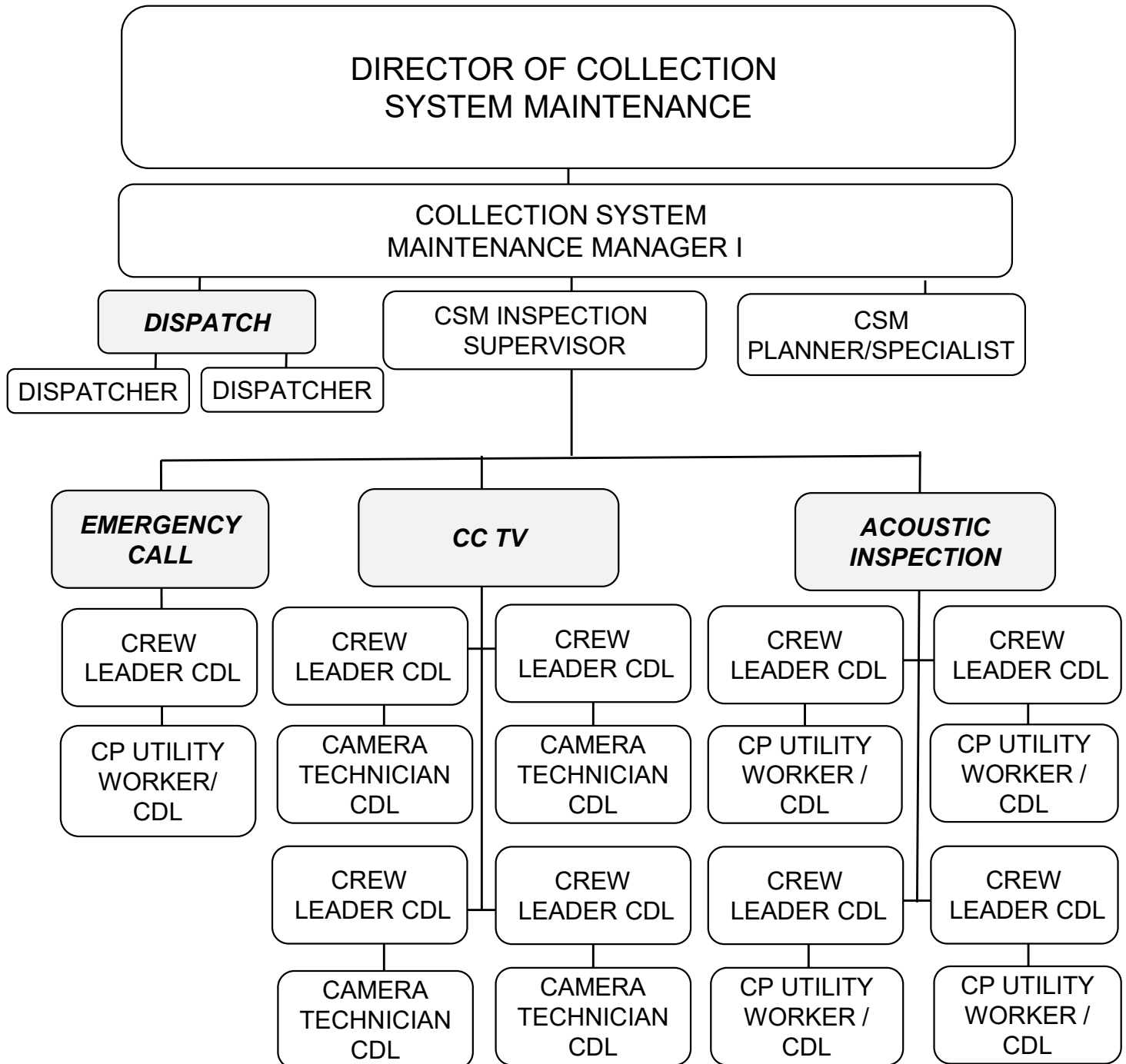
(Department Overview)  
(page 1 of 6)



NOTE: The Chief Operations Officer is counted in 402.

Total **91 Positions**  
Updated **09/17/2024**  
Refer to Staff Summary for specifics

# 406 COLLECTION SYSTEM MAINTENANCE (CSM) Cleaning & Inspection (page 2 of 6)

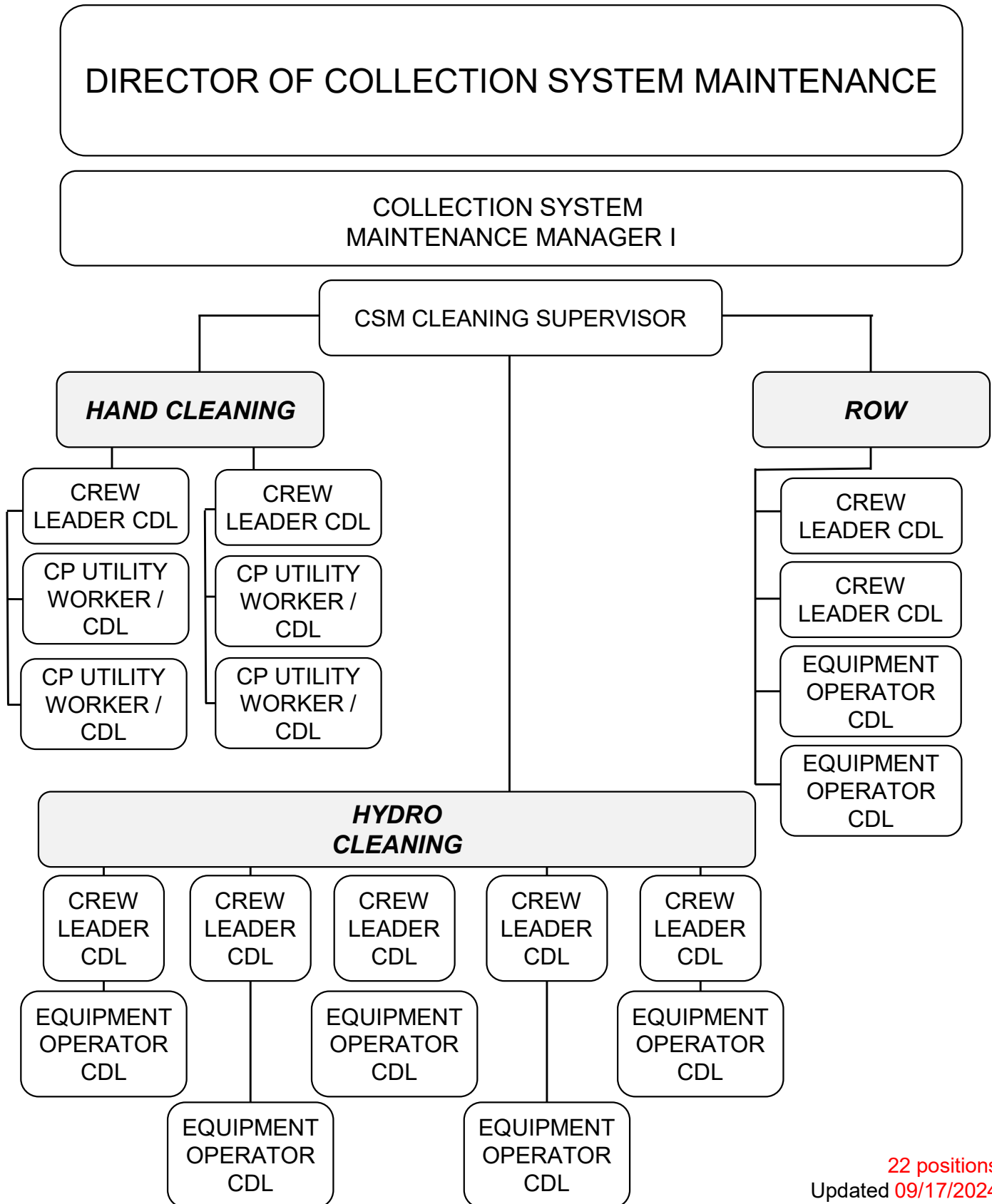


24 positions

Updated: 09/17/2024

Refer to Staff Summary for specifics

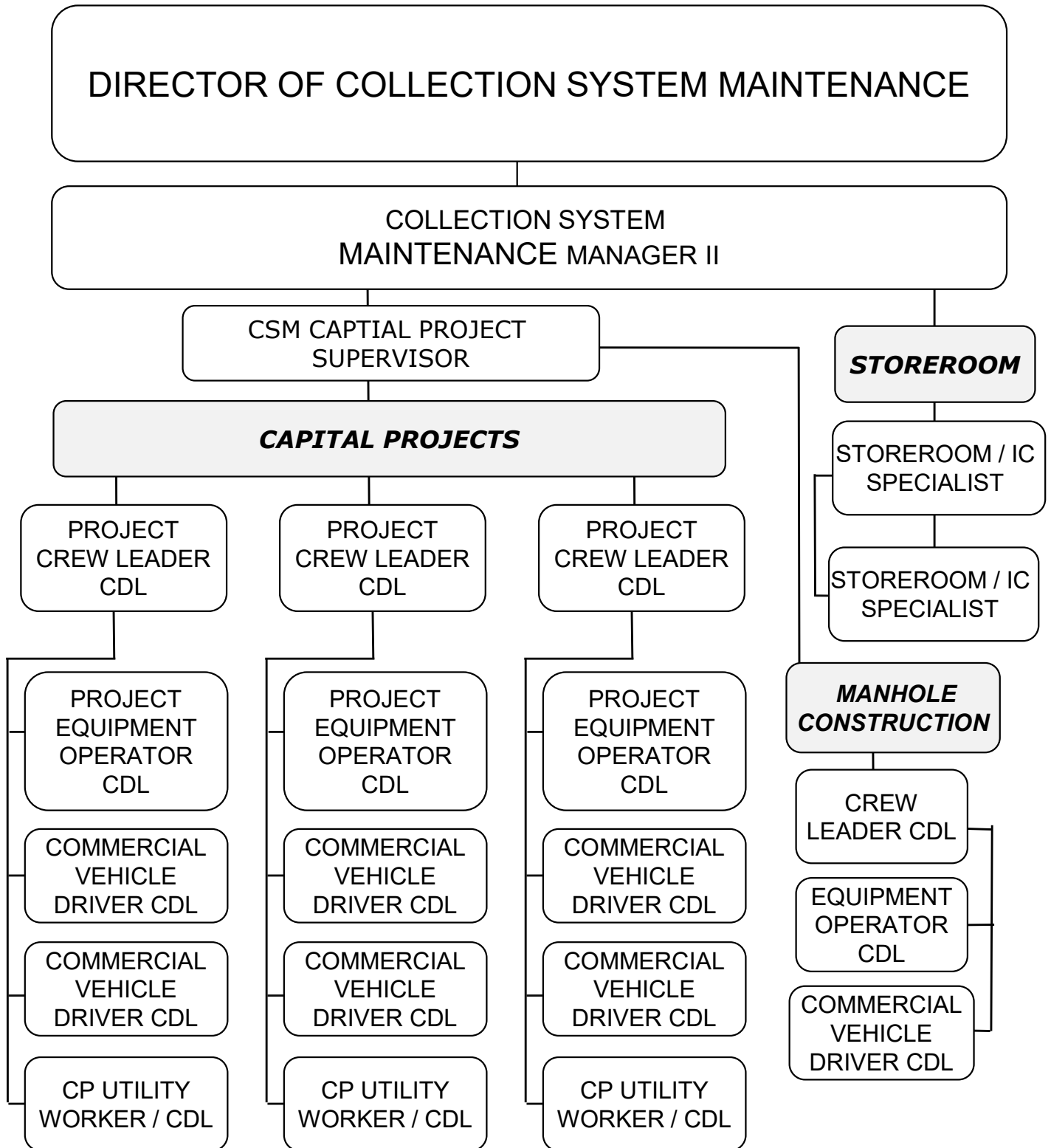
# 406 COLLECTION SYSTEM MAINTENANCE (CSM) Cleaning & Inspection (page 3 of 6)



22 positions  
Updated 09/17/2024  
Refer to Staff Summary for specifics

# 406 COLLECTION SYSTEM MAINTENANCE (CSM)

## Construction & Repairs (page 4 of 6)

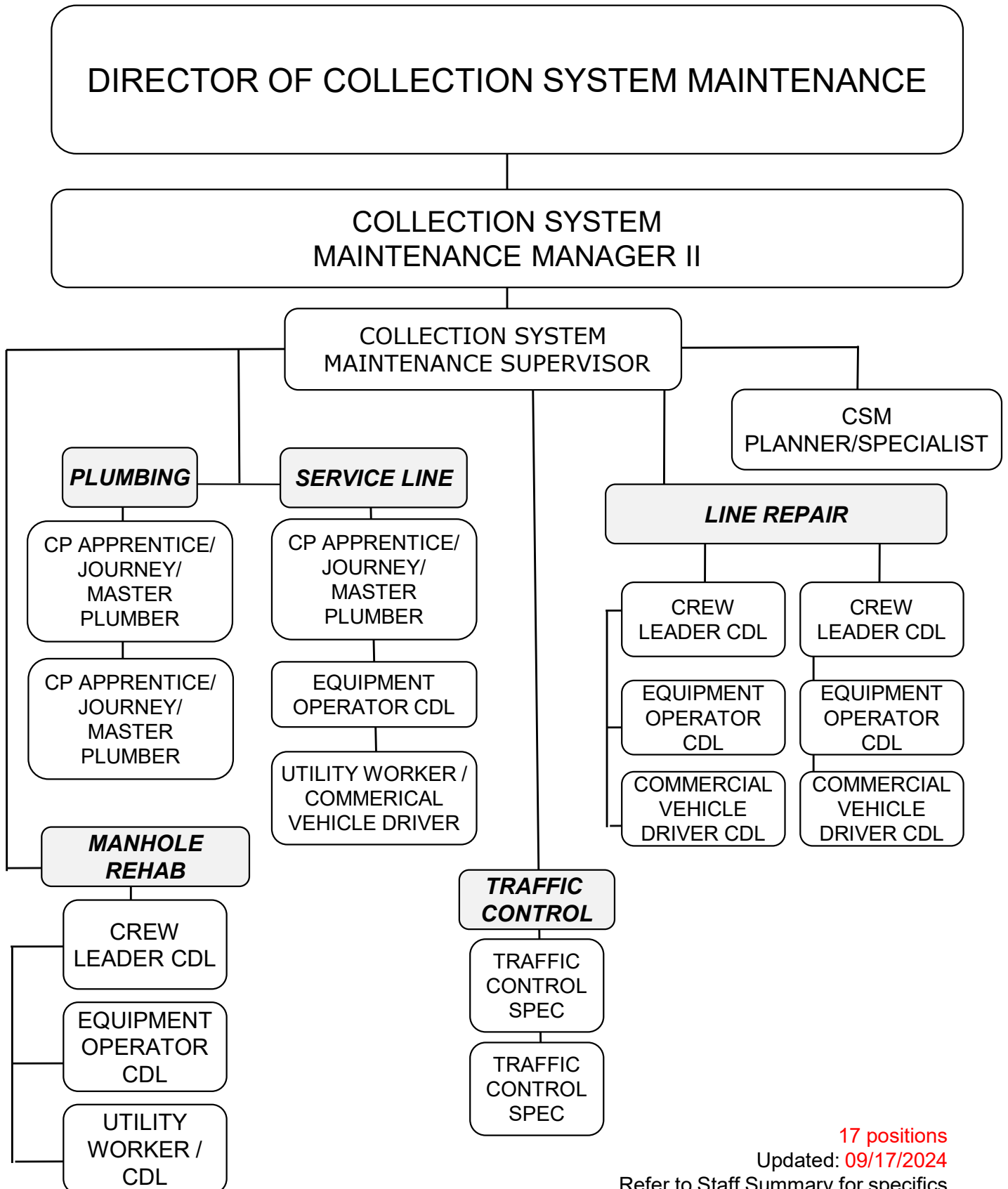


22 positions

Updated: 09/17/2024

Refer to Staff Summary for specifics

# 406 COLLECTION SYSTEM MAINTENANCE (CSM) Construction & Repairs (page 5 of 6)

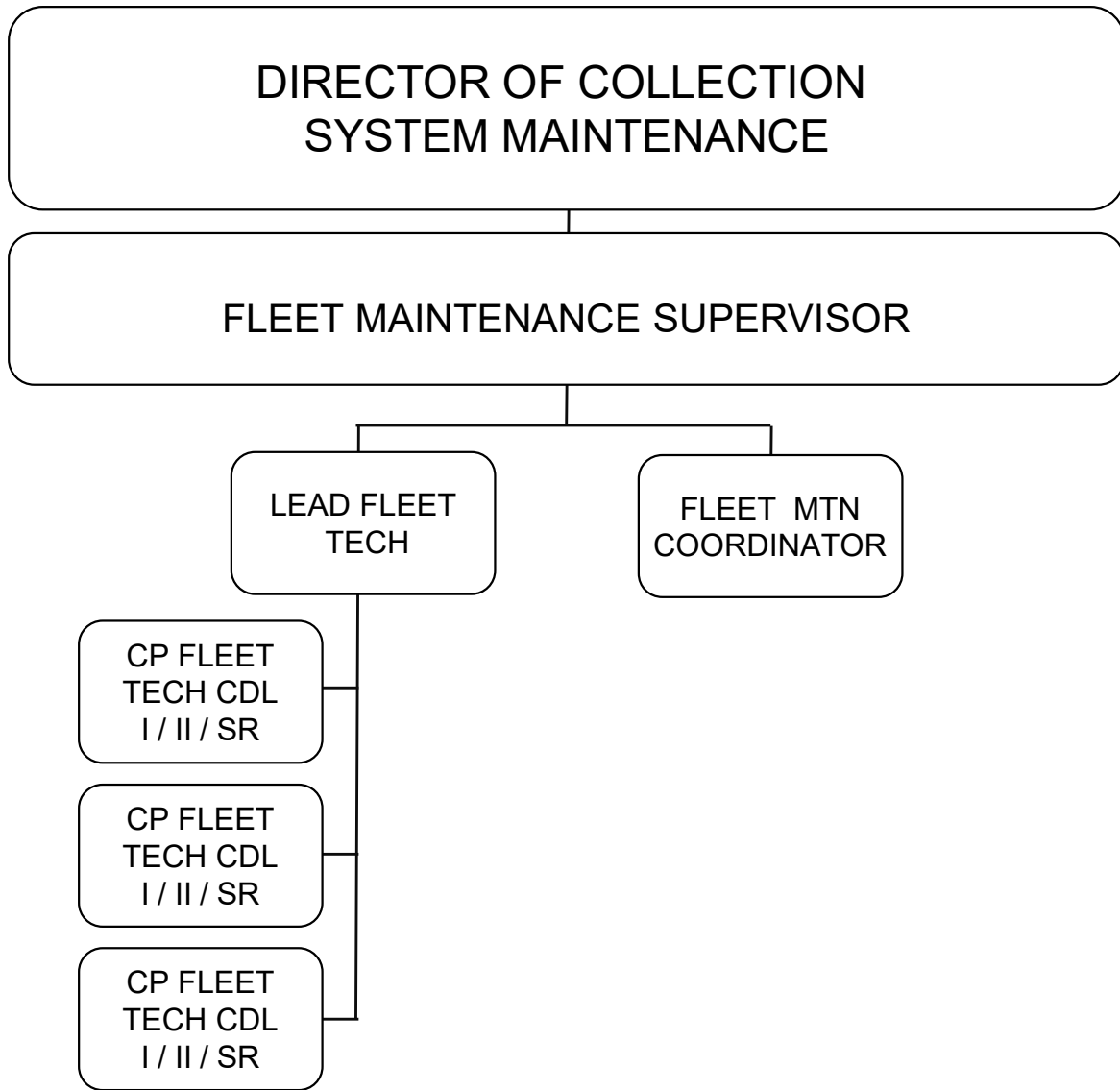


17 positions

Updated: 09/17/2024

Refer to Staff Summary for specifics

# 406 COLLECTION SYSTEM MAINTENANCE (CSM) Fleet Services (page 6 of 6)



6 positions  
Updated 09/17/2024  
Refer to Staff Summary for specifics

**Department 406**

**Collection System Maintenance**

**09/11/24**

Position	2024		2025	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Collection System Maintenance	Exec 2	1	Exec 2	1
Collection System Maintenance Manager I	E 2	1		
Collection System Maintenance Manager II	E 2	1		
Collection System Maintenance Manager			E 2	2
Fleet Maintenance Supervisor	E 3	1	E 3	1
CSM Inspection Supervisor*	E 5	1		
CSM Planner/Specialist	E 6	2	E 6	2
CSM Capital Project Supervisor*	E 5	1		
CSM Supervisor	E 5	1	E 5	4
CSM Cleaning Supervisor*	E 5	1		
Fleet Maintenance Coordinator	E 5	1	E 5	1
Project Crew Leader CDL	NE - Grade 12	3	NE - Grade 12	3
Lead Master Plumber CDL	NE - Grade 12	2	NE - Grade 12	2
CP Fleet Tech I II III IV	NE - Grades 5, 7,9,11	3	NE - Grades 5, 7,9,11	3
Dispatcher	NE - Grade 10	2	NE - Grade 10	2
Crew Leader CDL	NE - Grade 10	22	NE - Grade 10	22
CP Apprentice / Journeyman / Master Plumber	NE - Grade 6,8,10	1	NE - Grade 6,8,10	1
Traffic Control Specialist	NE - Grade 10	2	NE - Grade 10	2
Lead Fleet Tech	NE - Grade 12	1	NE - Grade 12	1
Project Equipment Operator	NE - Grade 9	3	NE - Grade 9	3
CSM Storeroom & Inventory Control Specialist	NE - Grade 9	2	NE - Grade 9	2
Equipment Operator CDL	NE - Grade 7	12	NE - Grade 7	12
CP Utility Worker / Ut Wkr CDL	NE - Grade 3, 5	13	NE - Grade 3, 5	13
Commercial Vehicle Driver CDL	NE - Grade 6	10	NE - Grade 6	10
Camera Technician CDL	NE - Grade 6	4	NE - Grade 6	4

**Department Total**

**91**

**91**

\*Reclassifications & Changes

1. CSM Manager (E2) positions (02) to CSM Senior Manager (E1)
2. CSM Supervisor (E3) positions (04) to CSM Manager (E2)
3. CSM Planner/Specialist (E6) positions (02) to CSM Coordinator (E5)
4. Fleet Maintenance Supervisor (E3) to Fleet Maintenance Manager (E2).

# 407 Operations



## Function

Operations is responsible for receiving and treating residential, commercial, and industrial, wastewater from customers in the City of Little Rock. Using a combination of physical and biological treatment processes to remove the waste components from the wastewater stream, the final product of treated, clarified, and disinfected effluent from all three water reclamation treatment facilities, Adams Field Water Reclamation Facility (AFWRF), Fourche Creek Water Reclamation Facility (FCWRF), and Little Maumelle Water Reclamation Facility (LMWRF), is reintroduced into the environment via the Arkansas River. While regulated by the National Pollutant Discharge Elimination System (NPDES) standards issued through the State of Arkansas, LRWRA facilities consistently surpass these water quality standards. currently on a 100% basis for the 2024 calendar year.

### Departmental FY2024 – Major Accomplishments

1. Met 100% of NPDES effluent water quality limits for 2023 and continuing that performance through 2024.
2. Finalized implementation of alternative wet weather flow strategies that optimized system storage and parallel treatment assets for sanitary sewer overflow mitigation.
3. Land application of over 7,500 dry tons of Class A, Exceptional Quality Biosolids material, under the 2024 Removal and Beneficial Reuse Contract.
4. Completion of the LRWRA Solids Handling Master Plan.
5. Successful implementation of GeoFabric Dewatering to significantly reduce solids handling recycle impacts on the Fourche Creek's WRF.
6. Fourche Creek WRF NPDES Permit Renewal Application Submittal.
7. Completed repairs to the Adams Field WRF Trojan 3000 plus UV Disinfection System.

### **Fourche Creek Water Reclamation Facility**

The Fourche Creek Water Reclamation Facility is a secondary treatment facility with a step-feed activated sludge process, rated to treat 16 million gallons per day biologically and 48 million gallons per day hydraulically. While required by the State of Arkansas to reduce pollutant loads by 85%, FCWRF consistently achieves 90 to 95% removal before discharging the treated effluent to the Arkansas River. Sludge from all three water reclamation facilities, Adams Field, Little Maumelle, and Fourche Creek, are combined and thickened at this facility prior to being introduced to one of six 1.2-million-gallon primary anaerobic digestion tanks. Held for approximately 27.5 days, at a constant 100°F, and completely devoid of any free oxygen, these tanks use naturally occurring bacteria to consume 57% of the organic materials in the thickened sludge to produce water, carbon-dioxide, sulfide, and most importantly methane gas. This biogas is collected and piped to the Generator Building where it can be used as an alternative fuel source to provide facility power, as well as a heat source for the anaerobic digestion process. The remaining organic, as well as some inorganic, material is pumped to on-site storage lagoons and held until summer, when it is mixed and hauled to area farmlands as a soil conditioner, called Biosolids.

**FCWRF FY2024 – Major Accomplishments**

1. Land application of 7,500 dry tons of Biosolid materials, under the beneficial reuse contract, to locally permitted fields located in the Central Arkansas area.
2. Successful implementation of the GeoFabric Dewatering system to aid in Sludge Storage capacity and reduction in recycle TSS concentrations.
3. Completion and operation of the new Anaerobic Digester Flare system.
4. Classification of an EQ Class “A” biosolid material in three sludge lagoons.
5. Participation in the Solids Mastering Plan for the Fourche Creek facility.
6. Completion of the 1750 KW backup Generator installation at Fourche Creek.
7. NPDES Compliance.

**Adams Field Water Reclamation Facility**

The Adams Field Water Reclamation Facility has been serving approximately 70% of the City of Little Rock since 1961; initially equipped with only primary treatment, then in 1972 the facility was expanded to include upto 36 MGD of secondary (biological) treatment. Additional improvements completed in 2006, increased the wet weather treatment capabilities to 94 MGD with additional influent pumping, increased primary treatment capacity, a wet weather storage basin, and new bar screens, sludge pumps, de-gritting equipment, and the conversion to UV disinfection.

The most recent modifications, completed in 2022, converted the facility to a step feed activated sludge treatment process with ammonia removal, as well as added a new dual-use filtration treatment train that allows the facility to sustain 94 MGD for several days during wet weather. While Adams Field is required to reduce TSS & BOD pollutant loads by 85%, with the additional filtration treatment, the facility consistently achieves 95% removal. This filtration system, when in it's tertiary mode of operation, can reduce the effluent TSS to below 2.5 mg/L, well under the 30 mg/L limit. This quality of effluent is the precursor to potential water reuse applications.

**AFWRF FY2024 – Major Accomplishments**

1. Successful changeout of UV Signa Lamps in both Banks of Channel 3.
2. Successful abatement of asbestos from Main Pump Station.
3. Repair of the Trojan UV 3000 Plus system damaged from flooding.
4. Installation of New Chain Link Fence and Automated Front Gate.
5. Final Clarifier Rake Arms were reinforced for added strength and durability and then coated to protect against corrosion and wear.
6. Completion of Waterproofing project in Main Pump Station.
7. NPDES Compliance.

**Little Maumelle Water Reclamation Facility**

The Little Maumelle Water Reclamation Facility services the area known as the Little Maumelle Watershed basin which is located within the western extents of the City of Little Rock. Little Maumelle WRF began effluent discharge to the Arkansas River on August 8, 2011. This facility is rated to treat 4 MGD, which for this watershed is predominately residential wastewater, and has a peak hydraulic capacity of 14 MGD. Future expansion within this watershed has been planned

for an ultimate build-out capacity of 12 MGD biological and 28 MGD hydrological. This facility is also required by its NPDES permit to reduce Total Suspended Solids (TSS) and Biological Oxygen Demand (BOD) by 85%, yet consistently achieves 90 to 95% removal before discharging the treated and UV disinfected effluent to the Arkansas River.

The LMWRF is a two-stage secondary treatment process which utilizes an extended air sludge configuration. Extended aeration is an aerobic (air enriched environment) process where lengthy detention time are afforded to the microorganisms to oxidize the incoming wastewater and significantly reduce the organic materials. This extended process is critical at the Little Maumelle facility to reduce the amount of solids production given the limitations and requirements of the solids transfer ultimately to the FCWRF for further processing and pathogen reduction.

The LMWRF incorporates innovative technologies to minimize odor, noise, artificial light, and vehicle traffic impacts to the surrounding community. Aesthetic design factors allow the facility to blend in with the natural scenic beauty of the surrounding property, which includes nearby Pinnacle State Park. The facility is monitored and controlled through LRWRA's Supervisory Control and Data Acquisition (SCADA) system that allows for remote monitoring and control during the night hours from the other LRWRA facilities. of the facility from remote locations and other Little Rock Water Reclamation Treatment Facilities.

### **LMWRF FY2024 – Major Accomplishments**

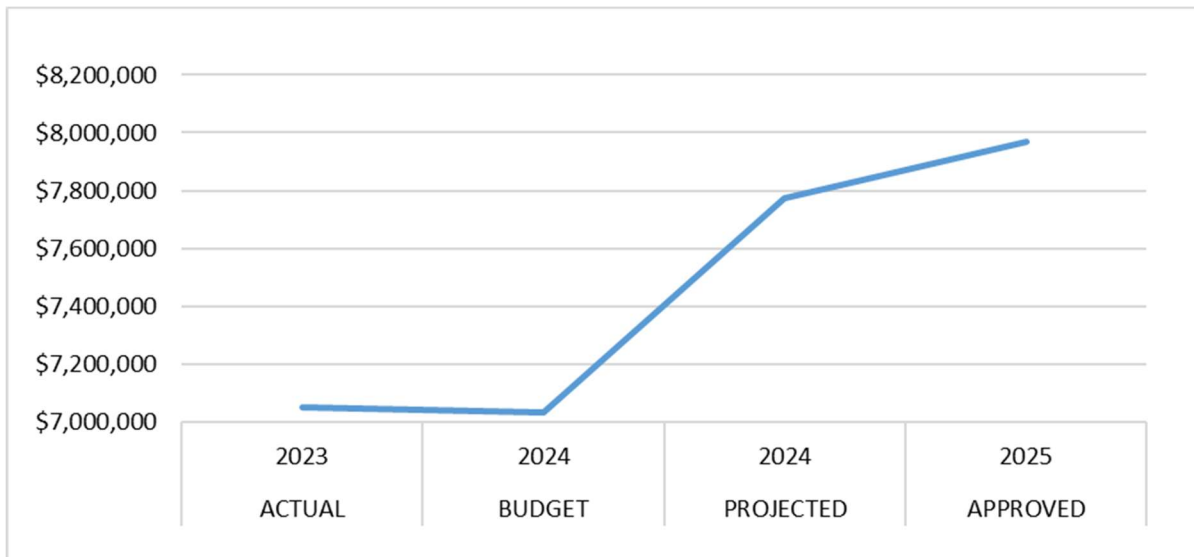
1. Successful re-opening of LMWRF's meeting room and training area to Local Neighborhood Associations, Education Institutions, and Professional Organization.
2. City of Little Rock Planning Commission approval to haul solid waste from facility.
3. Employee graduation from Greater City of Little Rock Class XXXVI.

### **Departmental FY 2025 – Objectives/Goals**

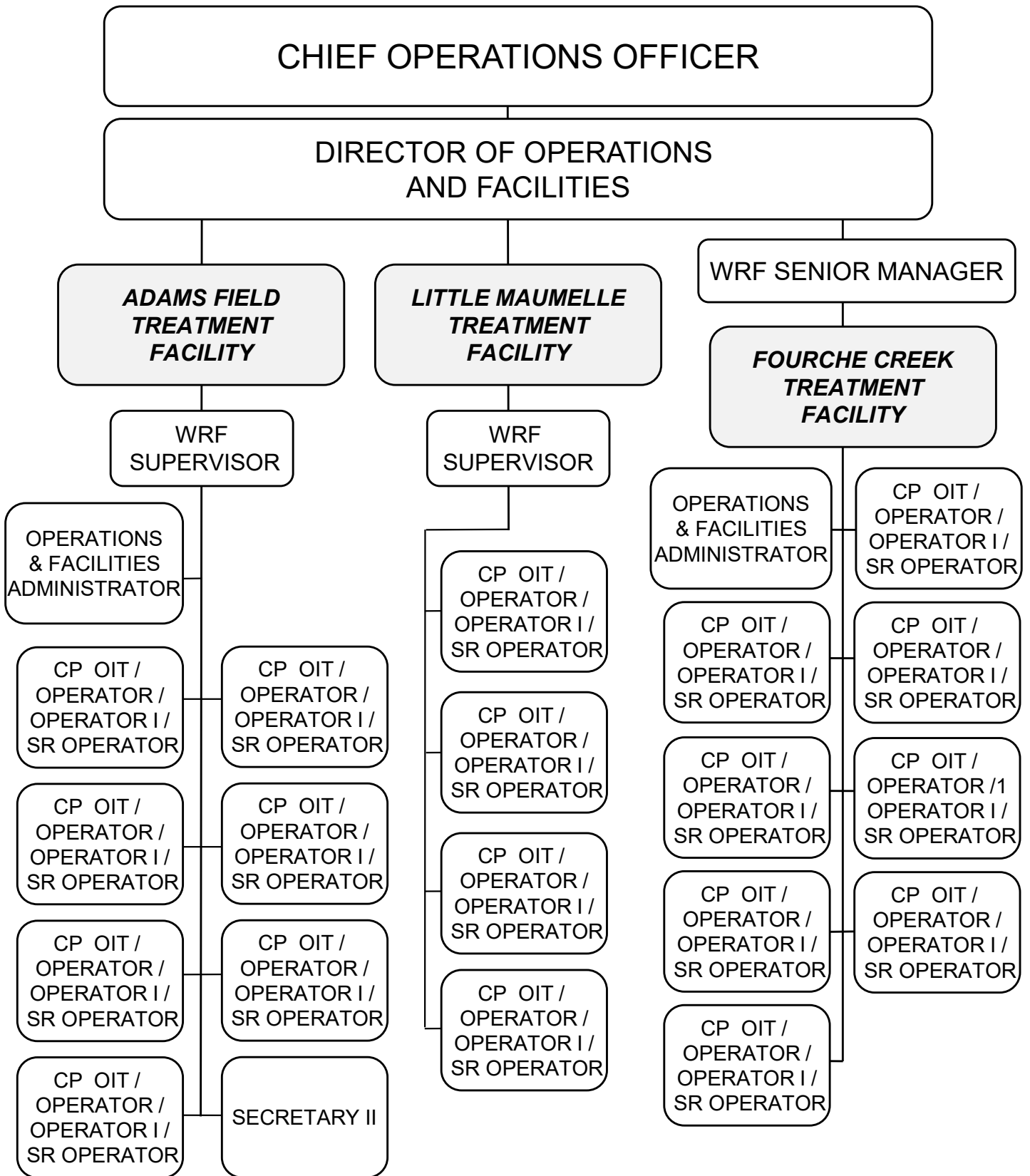
1. 100% NPDES Permit Compliance.
2. Upgrade to AFWRF and FCWRF Facility Security Systems.
3. Implementation of Solids Handling Master Plan.
4. Commence Adams Field Main Pump Station retrofit and Fourche Creek Solids Handling Improvement projects.
5. Continue SOP Form Standardization between the Reclamation Facilities
6. Implementation of a semi-annual valve exercising program at all three WRF facilities with a future phased replacement/repair prioritization schedule.
7. Installation of COD/BOD meters at Fourche Creek Headworks and Arch Street Pump Station. A cooperative effort between EA and OPS to help identify origins of industrial slugs.

**Total O & M Budget**

OPERATIONS	ACTUAL 2023	BUDGET 2024	PROJECTED 2024	APPROVED 2025
SALARIES	\$ 2,079,775	\$ 2,205,671	\$ 2,207,994	\$ 2,283,180
EMPLOYEE BENEFITS	959,231	849,420	794,155	942,798
SUPPLIES	688,234	732,600	930,439	805,600
CONTRACT SERVICES	1,197,971	1,344,200	1,515,533	1,558,200
VEHICLE EXPENSE	25,173	26,000	35,000	35,000
UTILITIES	1,875,882	1,618,746	2,066,079	2,085,755
OUTREACH & ADMINISTRATION	91,351	113,000	78,666	113,000
INSURANCE	135,809	142,834	146,971	147,500
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 7,053,426</b>	<b>\$ 7,032,471</b>	<b>\$ 7,774,838</b>	<b>\$ 7,971,033</b>



# 407 OPERATIONS



26 positions

Updated: 09/17/2024

Refer to Staff Summary for specifics

NOTE: The Chief Operations Officer is counted in 402.

**Department 407**

**Operations**

**09/11/24**

Position	2024		2025	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Operations & Facilities	Exec 2	1	Exec 2	1
Water Reclamation Facility Senior Manager	E 1	1	E 1	1
Water Reclamation Facility Supervisor	E 3	2	E 3	2
Operating Administrator	E 4	2	E 4	2
CP Operator-in-Training / Operator / Operator I / Senior Operator*	NE - Grade 8,9,10,11	19	NE - Grade 8,9,10,11	19
Secretary II (Ops)	NE - Grade 5	1	NE - Grade 5	1
<b>Department Total</b>		<b>26</b>		<b>26</b>

\*Reclassifications & Changes

N/A

# 408 Environmental Affairs

## **Function**

Environmental Affairs (EA) supports LRWRA's compliance with state and federal environmental regulations through quality-assured environmental sampling and testing services, and the management of significant industrial discharges to the wastewater collection and treatment system. EA performs regularly scheduled compliance support activities and assists other LRWRA departments with special projects. EA includes Pretreatment/Sampling, Compliance Laboratory, and Quality Assurance (QA) sections.

### **Pretreatment/Sampling**

LRWRA administers an industrial pretreatment program approved by Arkansas Department of Energy and Environment - Division of Environmental Quality (DEQ) under the Code of Federal Regulations (CFR) Title 40, Part 403. The pretreatment staff works with local industries to encourage pollution prevention through best management practices and the use of pretreatment devices prior to discharge of industrial wastewater into LRWRA's collection system. This protects collection system assets, treatment facilities and, ultimately, water quality in the Arkansas River. As of August 1, 2024, LRWRA has 32 permitted industrial users that discharge industrial wastewater to the LRWRA collection system. The sample collection team schedules and coordinates all aspects of industrial, commercial, and LRWRA facility sample collection, preservation, and delivery. The sampling team performs regular and routine sampling at LRWRA's water reclamation facilities, and all industrial facilities permitted through the Industrial Pretreatment Program.

### **Compliance Laboratory**

EA's laboratory staff confirm daily compliance with effluent limitations found in LRWRA's three National Pollutant Discharge Elimination System (NPDES) permits issued by DEQ. The lab provides compliance testing of industrial wastewater sources that are permitted through LRWRA's Industrial Pretreatment Program. Additionally, the lab performs quality-assured testing of LRWRA facility treatment processes and by-products to support utility operations.

### **Quality Assurance**

EA's sampling and laboratory analysis meets or exceeds required quality control and assurance methods. QA staff ensure that accurate and reliable data is provided to state and federal regulators and to other departments within the utility.

## **FY 2024 – Major Accomplishments**

1. New multi-parameter electrochemistry meters were purchased and implemented to replace measurement of pH, Dissolved Oxygen for Biochemical Oxygen Demand (BOD), and Ammonia as Nitrogen. These interchangeable meters improve both redundancy and user familiarity.
2. Through the RFQ process an external lab, Eurofins, was brought under contract to supply laboratory services for testing that cannot be performed in-house. A more systematic and streamlined method of billing was subsequently put into practice.



3. Continued to improve usage of Laboratory Information Management System (LIMS) software. Programmed LIMS to perform and manage Alkalinity, Volatile Acids, Total Suspended Solids, Total Volatile Suspended Solids, Total Solids, and Total Volatile Solids using Electronic Laboratory Notebooks (ELNs). Configured autogenerated crystal reports to generate run results for internal recordkeeping and DEQ auditors.
4. To account for frequent laboratory power loss, EA collaborated with IS to put in place new and effective backup power banks that maintain lab equipment functionality.
5. Prepared and submitted a successful application package for the National Association of Clean Water Agencies' Peak Performance Awards; contributed to the achievement of Platinum awards for each LRWRA's Treatment Facility
6. Submitted supporting documentation for the 2024 LRWRA Laboratory Audit. Over 2,500 pages of lab records were sent to DEQ.
7. Successful submission of Little Maumelle WRF Permit Renewal application
8. Continued to support dental offices within the LRWRA service area in meeting their requirements under the federal dental amalgam discharge rule, including sharing information with state agencies and professional dental associations. As of August 29, 2024, LRWRA has a 98% compliance rate on all returned One Time Dental Amalgam Compliance forms.
9. Prepared wastewater samples for two COVID-19 surveillance studies administered by researchers from the National Center for Toxicological Research and Biobot Analytics.
10. Collected and provided data to Brown and Caldwell to support LRWRA's Technically Based Local Limits Study.
11. Pretreatment continued its investigation to find the source or cause of the increased arsenic levels seen at the WRF headworks since 2019.

### **FY 2025 – Objectives/Goals**

1. Continue our laboratory's commitment to achieving the highest standards of accuracy and precision in a timely manner. Maintaining our permitted testing requirements is a serious challenge and a goal not to be overlooked.
2. Install/improve fume hoods to better account for smoke from our muffle furnace and corrosive gas.
3. Increase laboratory testing capability to include previously outsourced Total Kjeldahl Nitrogen (TKN), Total Nitrogen, and Nitrates/Nitrites.
4. Utilize digital reporting tools such as SAP Crystal Reports to improve lab efficiency and sample traceability.
5. Assist Operations in compliance with new permits issued by DEQ for land application of organic residuals (biosolids).
6. Complete implementation of the LIMS. All lab testing to be completed in the LIMS. Remaining implementation tasks include programming ELN for BOD and Oil and Grease (O&G).
7. Review, Revise, and Restructure SOPs for the Pretreatment/Sampling, Compliance Laboratory, and QA sections.
8. Finalize Fourche Creek Permit Renewal Submission
9. Streamline QA process for Upcoming Laboratory Audits. Incorporate DEQ Inspector recommendations in laboratory operations.

10. Purge O:drive of unnecessarily duplicated documents; for ease of data collection.
11. Establish a protocol for cross-training EA personnel, both within the Department and with other Departments.
12. Purchase and begin onboarding process of Pretreatment Information Management System software.

<b>LABORATORY TESTING PERFORMANCE MEASURES:</b>	<b>CSF</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 FORECAST</b>
Total Accomplished No. of Tests	RG1	15,093	16,206	19,121
Industrial No. of Tests	RG1	4,716	5,131	6,527

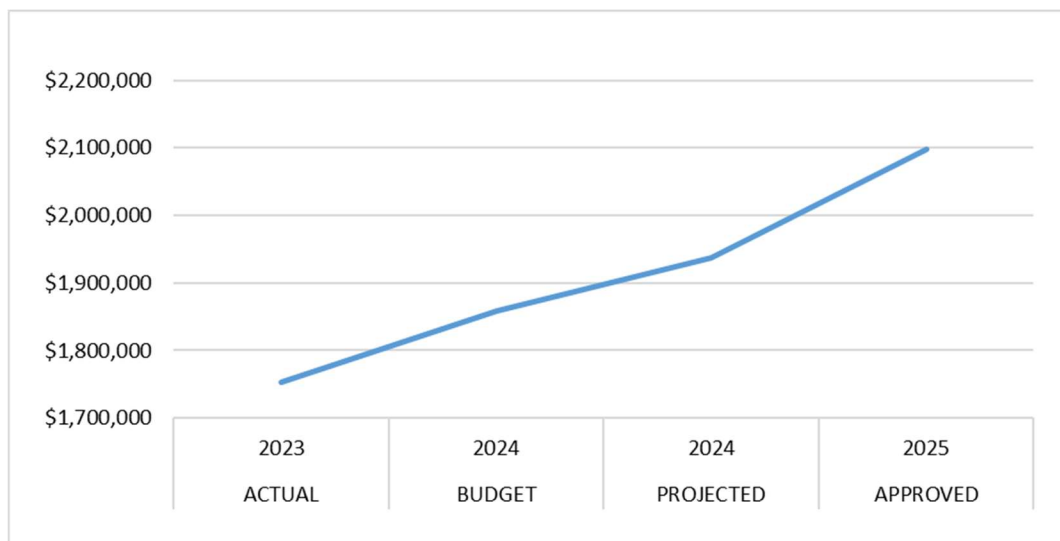
<b>QUALITY ASSURANCE PERFORMANCE MEASURES:</b>	<b>CSF</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 FORECAST</b>
In-house Laboratory Test Quality Control	RG1	6,289	6,753	6069
Errors resulting in DMR QC Invalidations	RG1	15	10	18

<b>SAMPLING COLLECTION PERFORMANCE MEASURES:</b>	<b>CSF</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 FORECAST</b>
Scheduled WRF No. of Samples	RG1	1,466	1473	1494
Unscheduled WRF No. of Samples	RG1	25	55	75
Scheduled Industrial No. of Samples	RG1	398	392	372
Unscheduled Industrial No. of Samples	RG1	78	46	12
Scheduled Collection System No. of Samples	RG1	0	0	0
Unscheduled Collection System No. of Samples	RG1	2	3	3
Scheduled Special Projects No. of Samples	RG1	253	312	267
Unscheduled Special Projects No. of Samples	RG1	25	16	20

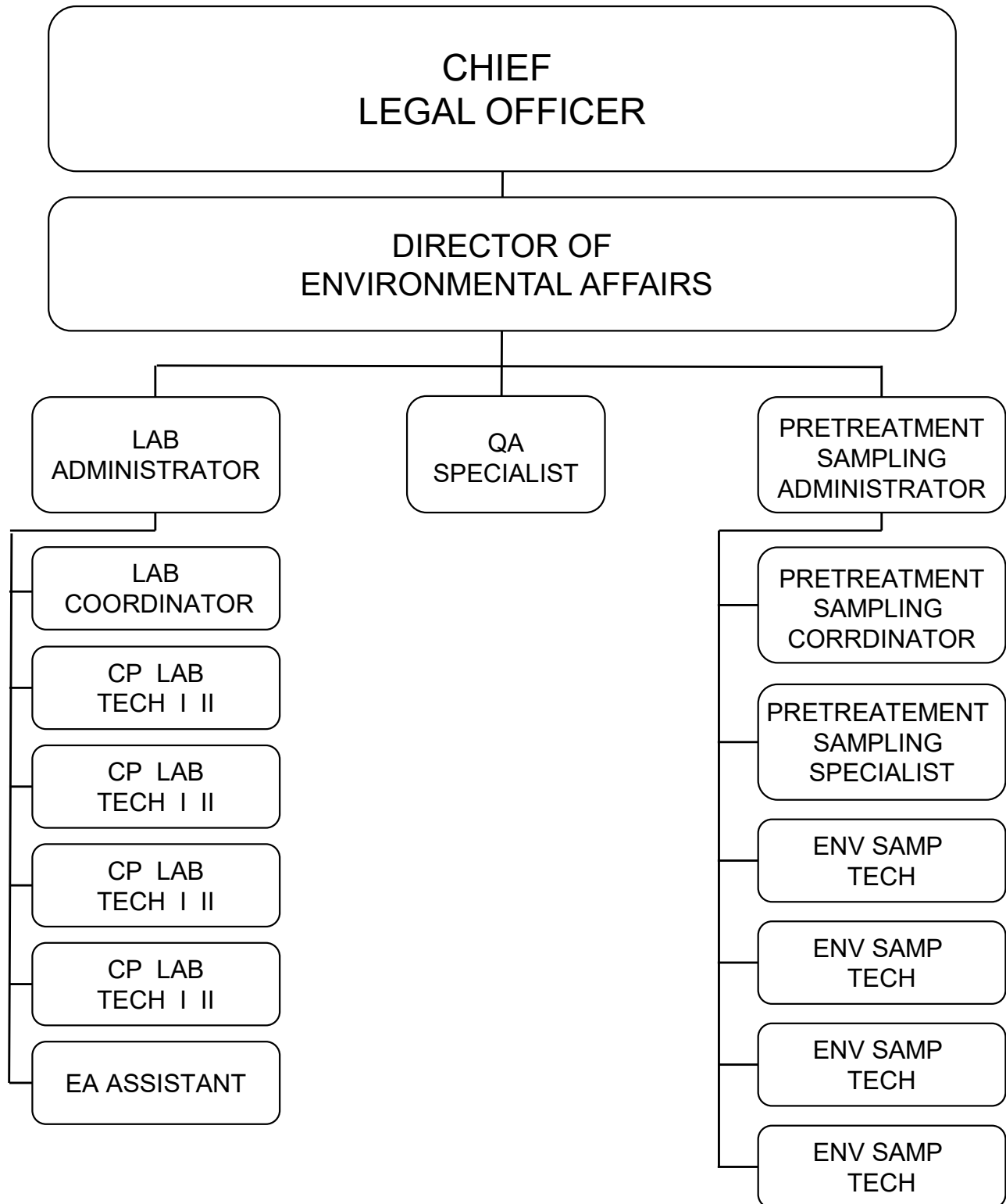
<b>PRETREATMENT PERFORMANCE MEASURES:</b>	<b>CSF</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 FORECAST</b>
Permitted Industrial User Inspections	RG1	33	31	31
Unscheduled Industrial User Inspections	RG1	11	20	34
Industrial User Surveys	RG1	11	4	7
Total Number Permitted Industrial User Violations	RG1	14	20	34
% Compliance Rate for the Permitted Industrial Users	RG1	97	100	100
Hauled Liquid Waste/Hauled Leachate Activities	RG1	3	4	5

**Total O & M Budget**

<b>ENVIORMENTAL AFFAIRS</b>	<b>ACTUAL 2023</b>	<b>BUDGET 2024</b>	<b>PROJECTED 2024</b>	<b>APPROVED 2025</b>
<b>SALARIES</b>	\$ 1,008,131	\$ 1,110,715	\$ 1,111,185	\$ 1,165,000
<b>EMPLOYEE BENEFITS</b>	506,010	451,477	439,948	496,856
<b>SUPPLIES</b>	112,779	149,500	150,135	162,500
<b>CONTRACT SERVICES</b>	71,334	78,700	173,950	202,100
<b>VEHICLE EXPENSE</b>	17,743	17,500	18,220	18,000
<b>UTILITIES</b>	7,974	8,100	8,159	8,100
<b>OUTREACH &amp; ADMINISTRATION</b>	20,987	34,850	25,358	36,350
<b>INSURANCE</b>	7,507	7,774	9,519	9,600
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 1,752,465</b>	<b>\$ 1,858,616</b>	<b>\$ 1,936,475</b>	<b>\$ 2,098,506</b>



# 408 ENVIRONMENTAL AFFAIRS



NOTE: The Chief Legal Officer is counted in 402.

16 positions  
Updated: 09/17/2024  
Refer to Staff Summary for specifics

**Department 408**

**Environmental Affairs**

**09/11/24**

Position	2024		2025	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Environmental Affairs	Exec 2	1	Exec 2	1
Quality Assurance Specialist	E 6	1	E 6	1
Laboratory Administrator	E 4	1	E 4	1
Pretreatment/Sampling Administrator	E 4	1	E 4	1
Pretreatment Sampling Coordinator	E 5	1	E 5	1
Pretreatment Sampling Specialist	E 6	1	E 6	1
Lab Coordinator	E 5	1	E 5	1
CP Lab Tech I / II	NE - Grade 6,9	4	NE - Grade 6,9	4
EAD Assistant (Part-time)	NE - Grade 5	1	NE - Grade 5	1
Environmental Sampling Technician	NE - Grade 6	4	NE - Grade 6	4

**Department Total**

**16**

**16**

\*Reclassifications & Changes

N/A

# 409 Facilities Asset Management

## Function

Little Rock Water Reclamation Authority Facilities Asset Management (FAM) provides the maintenance, repair, and general upkeep for all LRWRA properties and the components thereof. Incorporating the Clearwater Administration Building, Clearwater Maintenance Facility, 32 lift stations, 8 gate valve structures, peak flow equalization, and three water reclamation facilities containing an additional 44 buildings/structures. This maintenance includes all building components, instrumentation, electrical, mechanical, HVAC (Heating, Ventilation, and Air Conditioning), project fabrication, machining of parts, rebuilding existing equipment, installation of new equipment, grounds/landscaping requirements, irrigation systems/operations, a regulation-compliant pesticide application program, and licensed backflow prevention program of 77 devices. Additionally, this department is responsible for maintaining permanently stationed, or on-site, generators (18), as well as portable pumps and other equipment that can be deployed or utilized upon any electrical or mechanical failure at any of the facilities. It is this department's responsibility to ensure all facilities and equipment are functioning properly to maintain and maximize the effectiveness of all Little Rock Water Reclamation Authority departments.

## FY 2024 – Major Accomplishments

### 1. Operational Interruptible Service (OIS):

LRWRA has worked with Entergy for 14 years participating in the OIS program. The LRWRA involved two of our largest Pump Stations and disconnected them completely from the Grid during peak demand times determined by Entergy/MISO. The LRWRA received a reduced rate schedule from Entergy in return. The Utility utilized on-site generation to maintain operation of the Pump Station during the OIS event. LRWRA has realized substantial savings each year by participating in this event. The LRWRA Maintenance team has ensured that all generator assets are prepared to go online at short notice.

### 2. HVAC Program for All Locations:

The Facilities Maintenance team continued to repair/replace HVAC systems throughout LRWRA Facilities. Replacements include units being added to the Arch St Pump Station, Fourche Admin Building, Adams Admin Building, Fourche Generator Building, Adams UV Channel Panel, and the CAB RTU. Each 7.5-ton units at Arch Street Pump Station have been replaced. Adams Field Admin Building EAD/Super area had the 5-ton unit replaced. The Fourche Admin Building Unit #7 which serves part of the Lab area was replaced with a new Trane 5-ton unit. The 90-ton RTU at the CAB is scheduled to be replaced in the latter part of 2024. We have scheduled the replacement of the MAU Supply Fan in the Fourche Blower Building for the latter part of 2024. We continue to implement a strong Preventive Maintenance program which results in fewer replacements throughout the year. We are also continuing our program of purchasing new HVAC systems that are coated from the factory with a chemical that protects them from Methane and other corrosive gases.

**3. Adam's Field North Primary Pump Installation**

The FAM Mechanical team has replaced two of the four Adam's Field North Primary Pumps. The remaining pumps will be replaced this year, giving the Primary Pump Station a complete set of new pumps. The original pumps were past their useful life and were showing signs of severe wear and reduced reliability. These pumps are crucial to the treatment process especially during wet-weather events where capacity is critical. The four new pumps will increase reliability and reduce the number of hours FAM personnel must allocate to the Primary Pump Station.

**4. Adam's Field Sludge Transfer Pump Replacement**

The Facilities Asset Management team successfully replaced the #3 sludge transfer pump at Adam's Field Water Reclamation Facility. These pumps are vital in transporting not only the sludge from the Adam's Field Water Reclamation Facility but also the Sludge from Little Maumelle Water Reclamation Facility which flows through the Adam's Field Water Reclamation Facility. This will increase the reliability of the sludge transfer station and allow Adam's Field Operations to regain redundancy until the remaining two sludge transfer pumps are replaced in the upcoming projects.

**5. Arch Street Pump Station Pumps #4 and #5 Replacement**

The Facilities Asset Management team procured two 350 horsepower Fairbanks Morse Submersible pumps to replace the two of the more heavily used pumps at Arche Street Pump Station. Given the importance of reliability at Arch Street Pump Station and by following sound asset management practices it was determined that both pumps needed to be replaced. Both pumps #4 and #5 are beyond their useful lives and have become less reliable. The newly installed pumps will increase reliability at this vital pump station and ensure that Arch Street Pump Station can perform at its peak efficiency during high flow events.

**6. Fourche Creek Reclamation Facility Gas Mixer Blower Replacements**

The Facilities Asset Management team has been working to replace all five of the Roots Mixer Blowers which have reached the end of their useful lives with new McKinny mixer blowers. The Roots mixer blowers have been rebuilt many times in the past and have become a liability where reliability is concerned. Due to the process requirements, these mixer blowers cannot be inoperable for more than 24 hours.

**7. Piston Pump Rebuild and Maintenance Program:**

The piston pumps are critical assets in the Fourche Creek Reclamation Facilities sludge handling process. As these pumps are modular, they can be rebuilt to O&M specifications.



The Facilities Asset Management Mechanical team has rebuilt several of these piston pumps over the last year and will continue until they have all been rebuilt to O&M specifications. We have worked closely with operations to ensure the routine lubrication and operation procedures are consistent with the manufacturer's recommendations.

**8. Heater Replacement:**

The Maintenance team has started a program that assesses all our heating sources utility wide, much like our air conditioner replacement program, which will identify weaknesses and address them accordingly as wintry weather approaches.

**9. LED Lighting Program:**

We continue to install new LED lights when existing lights fail. LED light fixtures are much more energy efficient than previously installed Metal-halide, fluorescent, High-pressure sodium, or incandescent light fixtures. By switching to LED light fixtures, we also save on labor and materials cost of repairing older fixtures due to the longer and maintenance-free useful life of the LED Fixtures.

**10. Irrigation Systems:**

Continued maintenance, repairs and/or equipment replacements were needed throughout LRWRA facilities with permanent irrigation systems. These include the Administration Offices, Peak Flow Basins, Peak Flow Pump Station, Cantrell Road Pump Station, Fourche Creek Water Reclamation Facility, and the Little Maumelle Water Reclamation Facility. FAM Maintenance continues to test RPZ's annually and replace/repair RPZ's throughout LRWRA Facilities.

**11. Arkansas State Regulated Pesticide Control Program:**

LRWRA FAM provided an effective pesticide control program again this year. This program maintains compliance with all current Federal and State regulations. All authorized employee applicators must maintain certification of their Arkansas State Plant Board issued Pesticide Applicators License. Pesticide applications are required throughout all Water Reclamation Facilities, Pump Stations, and the Peak Flow basins.

**12. Equipment Reliability and Lubrication Program:**

Over the years some of the lubrication of the older yet critical equipment has fallen out of the manufacturer's specifications concerning lubricant type and quantity. Being that improper lubrication can severely reduce the expected life and reliability of the equipment, it was critical that this was corrected. Since 2022, staff were tasked with collecting all information and manufacturer specifications on each piece of equipment before the scheduled lubrication PM (Preventive Maintenance) was performed. After gathering this information, the PM was performed with the correct lubrication type and quantity. Thus far, we have seen improvement in the piston pump gear boxes, the GBT (Gravity Belt Thickener progressive cavity pump gearbox, and the digester blower gas mixers. Our goal is to eventually add this information to

the individual assets in the EAM (Enterprise Asset Management) system so that it can be retrieved easily in the future. We are in our second year of the program.

**13. Upgrade Cradlepoint Radios**

Installed 34 new Cradlepoint radios at remote lift stations and one at FCWRF. These radios are the link that provides remote communication back to the SCADA system. The existing radios were on the verge of losing support from the manufacturer.

**14. Install New Actuators at CWM South Gate**

The existing gate operators were at the end of their useful life and needed to be replaced. New actuators that match the actuators at the rest of the facilities were installed.

**15. Install New Actuators at FCWRF**

The existing gate operators were at the end of life and needed to be replaced. New actuators that match the actuators at the rest of the facilities were installed.

**16. FC Task Access Control**

The access control system at the FC Task Building was expanded to accommodate the new offices and storeroom.

**17. CAB Access Control**

The access control system at the CAB was expanded to accommodate the new Hub, Huddle and office locations.

**18. SCADA Upgrade**

Instrumentation worked with IT to replace all SCADA computers and servers and to install the most current version of iFix. During the upgrade we also implemented redundant server pairs to limit the amount of downtime in case of a hardware failure.

**19. LMWTF Fire Alarm System**

New equipment has been purchased, and the installation will be scheduled in the next couple of weeks. This will complete three structures at LMWRF this year, and the remaining structures will be budgeted for phase 2 in 2025.

**20. Adams Field Transfer Switch**

Eaton Corporation is scheduled to replace the Medium Voltage Distribution Arrestors in AFWRF Automatic Transfer Switch (ATS) in the later part of 2024. The LRWRA Electricians will be assisting as needed to make these repairs. This will involve a plant shutdown, monitoring, and restoring power once the repairs are made.

**21. Rebuild of Lonestar Blower #4**

Unit 4 was removed and sent back to Houston for a total rebuild. Once the unit was returned to FCTP the Electricians set up the unit and assisted Lonestar with start-up.

**22. 90 Ton HVAC Rooftop Unit for the CAB.**

Scheduled to be installed in October 2024.

**23. Fourche Blower Building Filter Rooms**

Scheduled to be rehabilitated during the fourth quarter of 2024.

**24. Brodie Creek Diversion Structure**

Due to the failing hydraulic actuators that change the gate positions in times of inclement weather, we installed new electric actuators. This required a completely new Electrical service, new electric switchgear, and new control panels. This will bring the Diversion structure up to standards with all the other diversion structures at the Utility. Being able to operate these gates remotely will not require personnel to go to the site as we are currently doing now.

**25. Variable Frequency Drives**

We have purchased an array of Variable Frequency Drives to keep on the shelf to replace the Drives that fail. We are also sending the failed Drives to be repaired for future use.

**26. Safety Program**

In 2024 we stepped up our lock out- tag out safety program in FAM. We made the initial purchase of twenty complete lock out-tag out stations. We are going to place them at our major pump stations and at every Electrical Switchgear location at the Utility.

With the expansion of the Task Building, we will place an EAD in the Building. We have one in our Maintenance Building, and with the number of personnel now in the Task Building, it would be a good addition to have one close by when seconds count.

**27. Continued Education**

Multiple staff are participating in certification and licensing programs. A staff has attended a NACE Certification school and is now a NACE certified coating specialist. We are now able to revive our coating program.

**28. Asset Management**

- A. The recent updates to the AFWRF, including the installation of new black coated fencing and the asphaltting of various stations, have significantly enhanced the aesthetic appeal and functionality of the assets. These improvements, along with the efficient reassignment and compilation of many work orders within the EAM system, demonstrate a commitment to operational excellence and asset management. The replacement of the FCWRF's Administration Building roof marks a notable upgrade in infrastructure, further contributing to the overall development and modernization

- efforts undertaken. These efforts not only improve the appearance of the facilities but also ensure their continued efficiency and reliability in serving the community.
- B. Continue to develop asset entry procedures and process with approval routing for all new assets.
  - C. Created Asset Audit workbook for all sites and pump stations for audit of assets (living document)
  - D. Add “Asset Status” and “Asset Type” to all assets across all plants and pump stations. (ongoing process)
  - E. Assist in Asset Audit for all plants to obtain; percent life used, critically rating for budget.
  - F. Maintain a numbering system to establish systematic connections being consistent across all Treatment Plants
  - G. Continuing adding assets as discovered missed during original audit.
  - H. When new equipment is being added, this information is added to the work order management system. For the ease of referring to documents such as Manuals, data plates and cost.

### **FY 2025 – Objectives/Goals**

1. Mitigate dry weather overflows due to equipment malfunctions.
2. Install emergency standby generators and automatic transfer switches at pump stations that receive high flows during rain events to prevent overflows at these pump stations and upstream overflows due to surcharging.
3. Proactive /Preventive Maintenance = 80%; reactive maintenance = 20%.
4. Continue a goal of “no pumps out of service” for 45-days unless proprietary parts must be ordered.
5. Strategically replace the pumps at the smaller pump stations prioritized based on wet weather flow and criticality.
6. Strategically replace discharge piping of the smaller pump stations prioritized based on wet weather flow and criticality.
7. Maintain a stock of critical spare pumps for the smaller pump stations.
8. Significantly reduce capacity related issues due to equipment failure by increasing our critical spare stock and through an aggressive preventive maintenance program.
9. Continue maintaining the lowest labor-hours as possible with a fast turnaround time on all HVAC, maintenance, mechanical, and repairs.
10. Continue to replace outdated HVAC systems with new heresite protective coated systems that will give us a longer operating life. This factory applied coating is more resistant to degradation from the gases present at the treatment facilities.
11. Continue the evaluation of assets to budget and maintain all LRWRA facilities, equipment, and work closely with the implementation of the new asset management software.
12. Increase the efficiency of work through enhanced planning and coordination of work using the EAM system to the fullest of its capabilities.
13. Strategically plan the replacement of critical equipment assets so that the new equipment is in stock before the end of the useful life of the existing equipment.

14. Continue a Utility wide roofing repair/replacement program based on the determined criticality through professional estimating and evaluations.
15. No lost time accidents.
16. Provide meaningful training and development opportunities to increase the knowledge, efficiency, and job satisfaction of the FAM staff through the following: Lubrication Training, Variable Frequency Drive, HVAC training for brand specific, Thermal Imaging, and Vibration Analysis
17. The Facilities Asset Management Team will utilize on-call contractors to facilitate the completion of larger repair and construction projects that would otherwise require significant internal labor and resources.
18. Continue an aggressive maintenance effort to ensure that all sludge processing equipment is fully operational.
19. Continue maintaining a positive teamwork approach and communication among all LRWRA department(s) regarding maintenance needs and procedures.
20. Continue to implement, manage, and improve a preventive maintenance (PM) plan for facilities and equipment throughout the Utility.
21. Continue the professionalism, teamwork, and quality of work throughout the Facilities Asset Management Team.
22. Continue changing outdated lighting to more economical LED Lighting as the old units fail.
23. Replace pole lights located at the Fourche Creek Water Reclamation Facility.
24. Purchase vibration analysis equipment.
25. Upgrade our thermal imaging equipment.
26. To continue the bar screen rehabilitation program. We will inspect each bar screen and prioritize repairs based on need. This will increase the efficiency of the bar screens and reduce time for major repairs or rebuilds.
27. Continue comprehensive maintenance in our EAM system that combines preventive, predictive, and corrective maintenance approaches to ensure uninterrupted operation of critical equipment and infrastructure.
28. Utilize EAM asset tracking system to monitor the condition, location, and usage history of key equipment and facilities within the sewer treatment plant.
29. Identify and prioritize upgrades or replacements for aging infrastructure components, ensuring that the facility remains efficient, compliant, and capable of meeting future demands.
30. Develop and enforce safety protocols and equipment inspections to ensure the well-being of personnel working with facility assets.
31. Explore the integration of smart sensors and real-time monitoring systems to gather data on facility asset performance, enabling quick response to anomalies and minimizing downtime.
32. Ensure that all facility assets adhere to relevant regulatory standards and environmental guidelines, avoiding penalties and maintaining public trust.
33. Develop a strategic lifecycle management approach for facility assets, considering maintenance, repairs, upgrades, and eventual replacements over the long term.
34. Provide ongoing training and professional development opportunities for facility staff to enhance their technical skills and knowledge, contributing to effective asset management.

35. Optimize resource allocation by analyzing asset performance data to determine the most cost-effective strategies for maintenance, repairs, and replacements.
36. Establish a culture of continuous improvement, regularly reviewing asset management practices and seeking innovative solutions to enhance facility operations and performance.
37. Create a RIME index for maintenance in crystal reports or establish a dashboard within EAM to match excel spreadsheet to classify priority work.
38. Ensure 100% of assets registered have proper hierarchy relationships necessary to roll up operation and maintenance costs to the highest level. (in process)
39. Continue to assist implementing a Storeroom Inventory Control system utilizing a bar code system.
40. Continue to develop an Asset Audit for all plants to obtain; percent life used, critically, likelihood of failure and probability of failure to implement a RIME "Ranking Index Maintenance Expenditures.
41. Continue asset tagging to aid in development of a preventive maintenance plan through the EAM software.
42. Continue developing procedures and processes with routing for all new asset entry to capture all small equipment.
43. Continue to develop an asset numbering system to track all small equipment that has a run to failure life to establish an actual life of that equipment (on going).
44. Continue with the implementation of a preventive maintenance lubrication plan for facilities.
45. Continue with the implementation of a vibration analysis plan on motors, gearboxes, and agitators to reduce unplanned maintenance due to vibration damage.
46. Assist Implementation of scheduling software for FAM including the setup of crews.
47. Maintain Asset ID to classify asset across all Treatment plants (living document) work with I.T. to publish to SharePoint website.
48. Maintain a numbering system to establish systematic connections being consistent across all Treatment Plants
49. Establish Asset entry procedures and process with routing for all new asset entry for use by contractors and ongoing projects (on going).
50. Continue to implement vending machines to issue safety inventory and free issue consumable inventory.
51. Add required parts to Fourche storeroom inventory to aid in expedited completion of Work Orders.
52. Publish Asset ID nomenclature to EAM to help end user identify assets.
53. Audit Asset management system for updates and changing policies.
54. Continue to Audit Treatment plants and engrave Asset Tags for identification and work order creation.
55. Audit sites for all motors with vendor and gather data plate information to standardize them and allow vendors to assess the possibility of having VMI critical spares and high usage motors. Starting with the Fourche WWTP

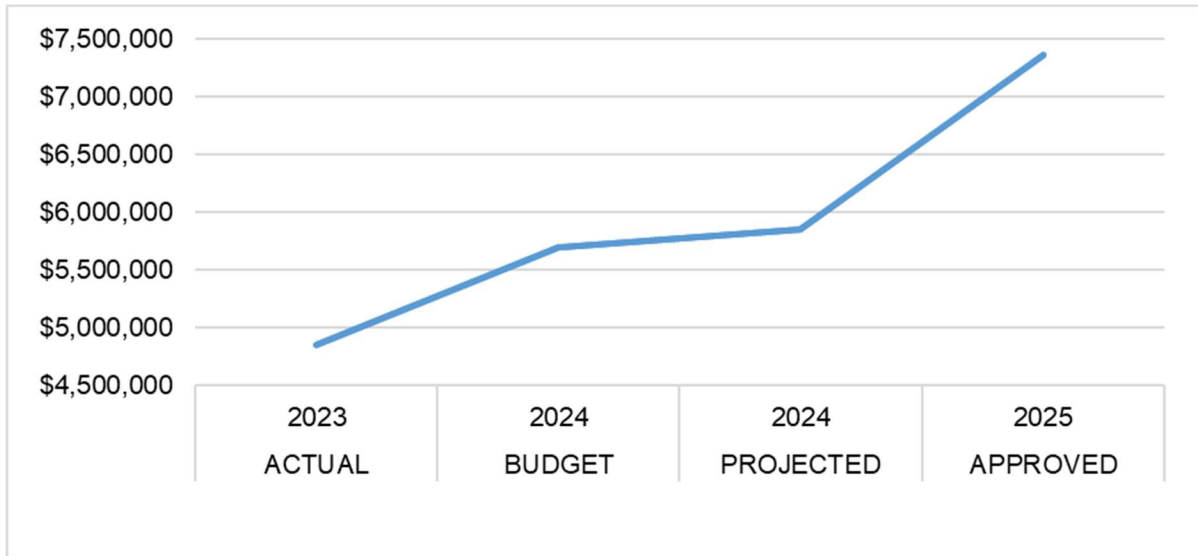
56. Audit sites for all Gearboxes with vendor and gather data plate information to standardize all gearboxes and allow vendor to assess the possibility of having VMI critical spares and high usage Gearboxes. Starting with the Fourche WWTP.
57. Implement scheduling software (sockeye) for coordinators to better manage workload and gather KPI for work performed.
58. Automate the RAS Actuators and the FC Aeration D-Pass Actuators.
59. LMWRF Fire Alarm Phase 2
60. Adams Field Fire Alarm upgrade.
61. Replace DO and TSS meters at LMWRF
62. Replace entrance gate operators at LMWRF
63. Upgrade the remaining older access control panels at the CAB.
64. Send someone to access control training.
65. Replace aging UVT meters at Adams and LMWRF.
66. Continue with the Maintenance program for the HSI Blowers at LMTP
67. Replace the final remaining R-22 HVAC unit at LRWRA.
68. Design and install a system that will monitor piston pump temperatures and vibration in the Primary Sludge PS.
69. Purchase a new utility vehicle for maintaining Air Release Valves across the city and other preventative maintenance tasks.
70. Purchase a new utility vehicle for Buildings & Grounds to perform maintenance such as chemical spraying at all facilities.
71. Install card readers and cameras at the Maintenance shop.
72. Enroll our HVAC tech in some formal training sessions.
73. Enroll our Electricians in some equipment specific training sessions.
74. Purchase and install 20 replacement electric actuators at LMWRF.

<b>FACILITY ASSET MANAGEMENT PERFORMANCE MEASURES</b>	<b>2022 ACTUAL</b>	<b>2023 ACTUAL</b>	<b>2024 FORECAST</b>	<b>2025 GOAL</b>
Preventive Maintenance Work Orders	2,185	*1,663	2,364	100%
Proactive Work Orders	1,437	1,325	904	80%
Reactive Work Orders	29	184	864	20%

\*With the new EAM system coming online, we lost all our PMs that had to be redeveloped. This reduced the number of PMs we completed in 2023 compared to 2022.

**Total O & M Budget**

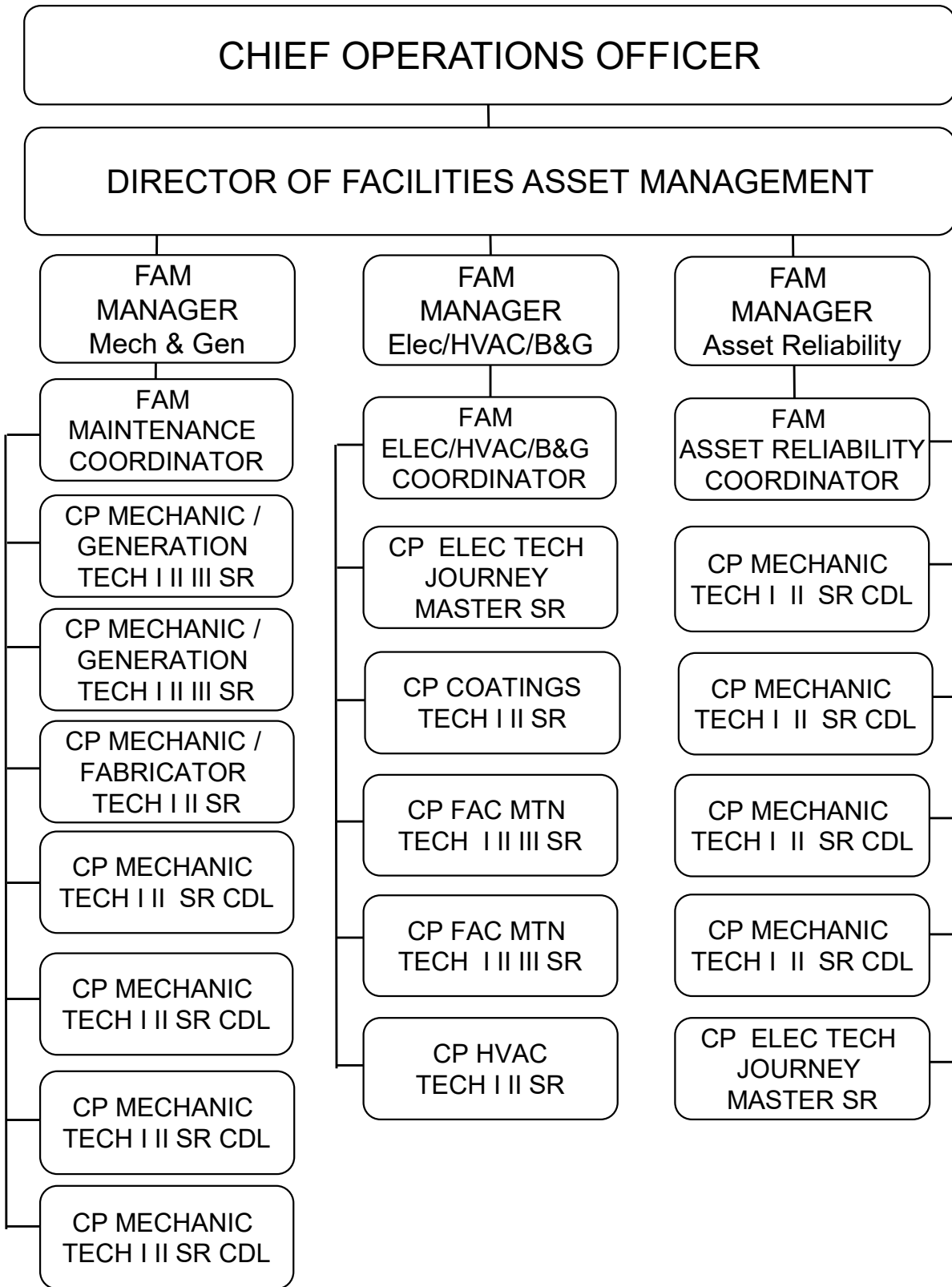
FACILITIES ASSET MANAGEMENT	ACTUAL 2023	BUDGET 2024	PROJECTED 2024	APPROVED 2025
SALARIES	\$ 1,949,590	\$ 2,438,113	\$ 2,407,874	\$ 2,546,500
EMPLOYEE BENEFITS	940,242	975,169	913,408	1,091,632
SUPPLIES	868,272	956,398	1,105,040	1,114,665
CONTRACT SERVICES	704,687	882,000	998,273	2,125,200
VEHICLE EXPENSE	104,012	106,000	100,050	110,000
UTILITIES	165,782	194,400	175,957	204,800
OUTREACH & ADMINISTRATION	28,044	40,674	44,500	64,600
INSURANCE	91,098	101,654	102,000	102,000
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 4,851,727</b>	<b>\$ 5,694,408</b>	<b>\$ 5,847,102</b>	<b>\$ 7,359,397</b>





# 409 FACILITIES ASSET MANAGEMENT

(Part 1 of 2)



24 positions

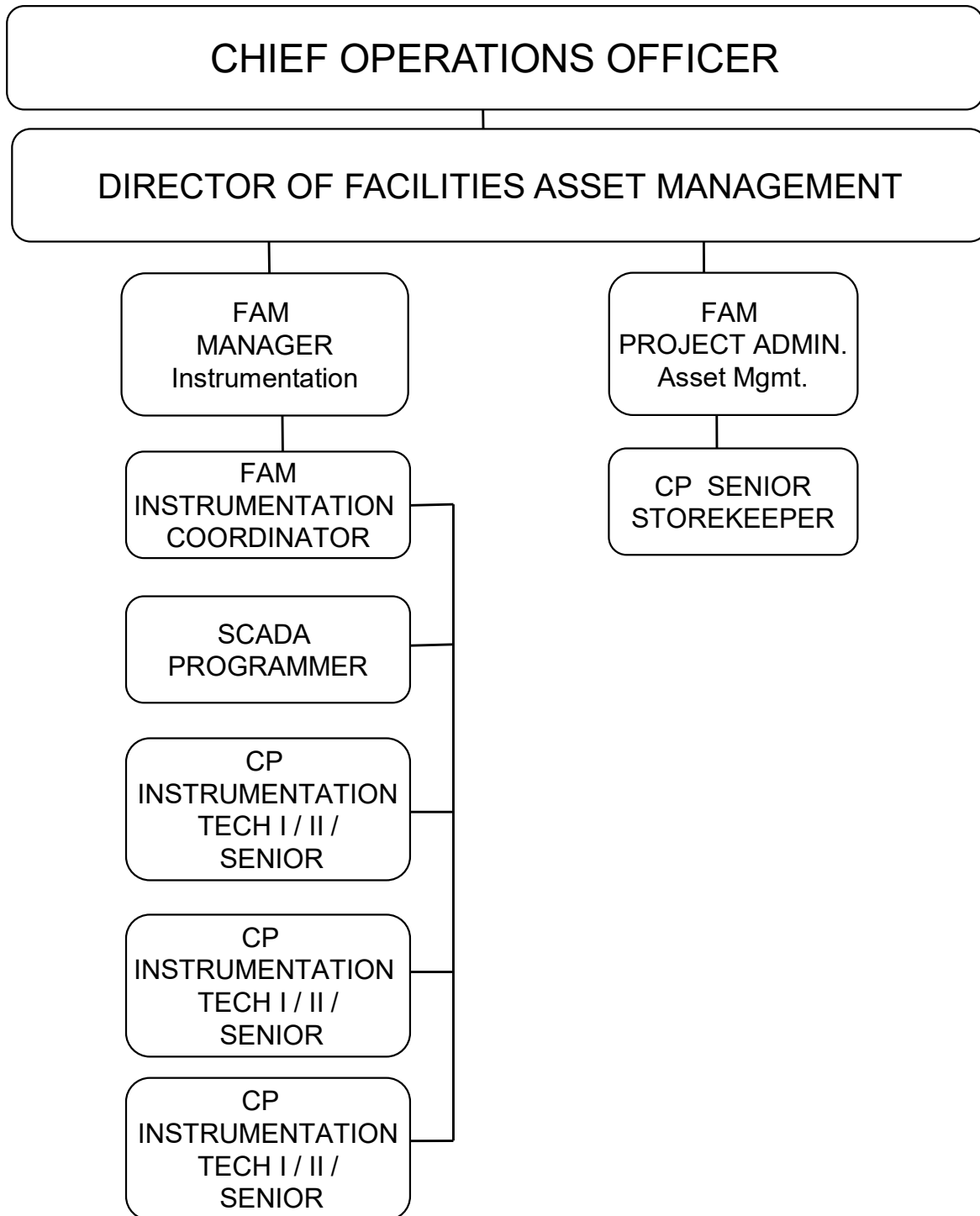
Updated: 09/17/2024

Refer to Staff Summary for specifics

NOTE: The Chief Operations Officer is counted in 402.

# 409 FACILITIES ASSET MANAGEMENT

(Part 2 of 2)



NOTE: The Chief Operations Officer is counted in 402.

8 positions  
Updated: 09/17/2024  
Refer to Staff Summary for specifics

**Department 409**

**Facilities Asset Maintenance (FAM)**

**09/11/24**

Position	2024		2025	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Facilities Asset Management	Exec 2	1	Exec 2	1
FAM Manager ( <i>Mech &amp; Gen</i> )	E 2	1	E 2	1
FAM Manager ( <i>Elec/HVAC/B&amp;G</i> )	E 2	1	E 2	1
FAM Manager ( <i>Asset Reliability</i> )	E 2	1	E 2	1
FAM Manager ( <i>Instrumentation</i> )	E 2	1	E 2	1
FAM Project Admin ( <i>Asset Management</i> )	E 4	1	E 4	1
FAM Mechanical / Generation Coordinator	E 5	1	E 5	1
FAM Coordinator (Elect/HVAC/Plumb/B&G)	E 5	1	E 5	1
FAM Instrumentation Coordinator	E 5	1	E 5	1
FAM Reliability Coordinator	E 5	1	E 5	1
SCADA Programmer (Administrator)*			E 4	1
CP Mechanical Asset - Generation Tech I / II / Senior	NE - Grade 8, 10, 12	2	NE - Grade 8, 10, 12	2
CP Electrical Technician / Apprentice / Journeyman/ Master/ Senior	NE - Grade 6,9,11,12	2	NE - Grade 6,9,11,12	2
CP HVAC Tech I / II / III / Senior	NE - Grade 6, 8, 10, 12	1	NE - Grade 6, 8, 10, 12	1
CP Mechanical / Asset / Fabrication Technician I / II / Senior	NE - Grade 8, 10, 12	1	NE - Grade 8, 10, 12	1
CP Coatings Tech I / II / Senior	NE - Grade 7,9,11	1	NE - Grade 7,9,11	1
CP Mechanical Asset Tech I / II / Senior CDL	NE - Grades 6,10,11	8	NE - Grades 8,10,11	8
CP Fac Maint Tech I / II / Senior (B&G)	NE - Grade 3,6,8,10	2	NE - Grade 3,6,8,10	2
CP Storekeeper / Senior Storekeeper	NE - Grade 6,8	1	NE - Grade 6,8	1
CP Instrumentation Tech I/II/Senior	NE - Grade 3,6,8,10	3	NE - Grade 3,6,8,10	3

**Department Total**

**31**

**32**

\*Reclassifications & Changes

- 1.New Position: SCADA Tech -EX/G4

# 410 Human Resources

## Function

The mission of Human Resources is to provide exemplary service to all employees in the areas of compensation, benefits, employment, professional development, compliance, recruitment, retention, performance management, personnel management, policy administration, and risk mitigation. Guidance and assistance are provided regularly in these areas. This department works directly with employees, external vendors, and community partners.

### FY 2024 – Major Accomplishments

1. Implemented a Paid Caregiver Leave Program.
2. Reviewed and updated the Promotions and Transfers Policy to remove the six-month waiting period.
3. Reviewed and updated the Employment of Relatives Policy to permit the hiring of relatives, provided that employees do not supervise, discipline, or influence employment decisions regarding their relatives.
4. Transitioned our retirement plan from Mission Square to Milliman.
5. Implemented an Employee Discount Program through Working Advantage.
6. Increased communication regarding employee benefits by emailing weekly tidbits titled “Did You Know.”
7. Worked with the CEO to facilitate an Employee Satisfaction Survey to take a ‘pulse’ of the current work environment at LRWRA, with overwhelmingly positive results.
8. Provided training to supervisors for the interviewing and selection process.
9. We had four summer interns: (1) One student from Howard University; worked with Communications Team (2) One student from the City of Little Rock Summer Youth Employment Opportunity; worked with the Engineer Team (3) two interns from the ELL Summer Youth Program; rotated throughout 406.
10. Post-Professional Development Surveys to identify effectiveness, future training requests

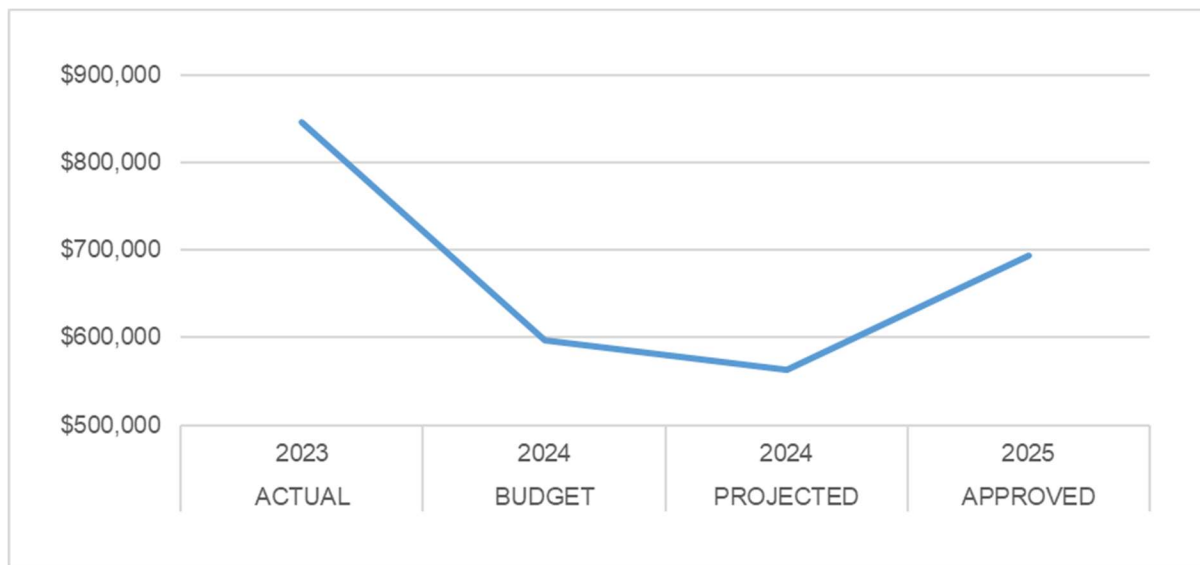
### FY 2025 – Objectives/Goals

1. Add Floating Holiday for employees.
2. Update Bereavement Leave Benefit.
3. Implement Employee Wellness Program.
4. Merit Pay Program and Performance Management Tools.
5. Compensation Study for Non-Exempt Positions.
6. Develop and implement a training program for Supervisors and Crew Leaders.
7. Improve exit interviews and create a reporting structure to be shared with Senior Leadership.
8. Implement Stay Interviews and create reporting structure to be shared with Senior Leadership.
9. Review internal HR procedures and practices for effectiveness, efficiency, and best practices.
10. Implement a yearly review and audit of employee policies with C-Staff.

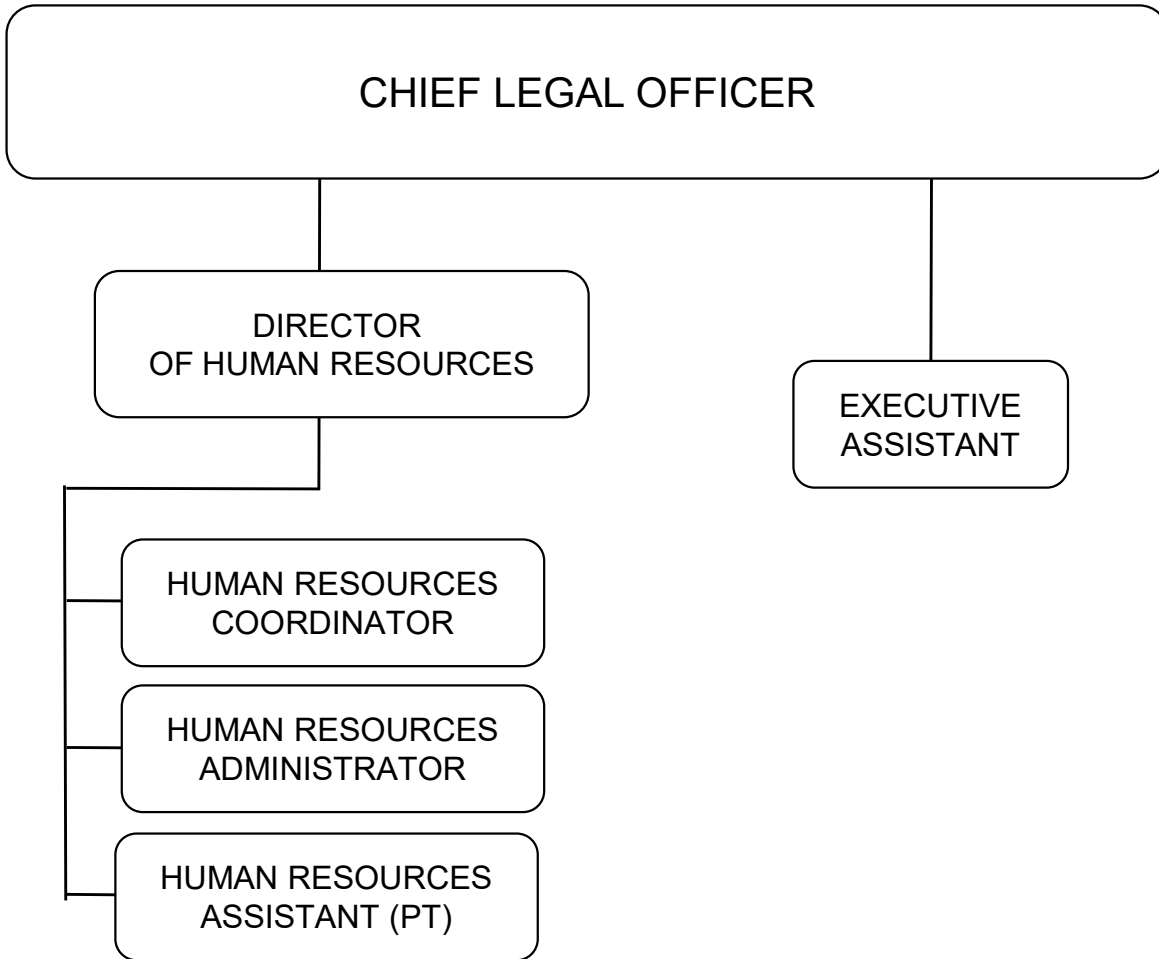
- 11. Expand community outreach as an employer partner, focusing on talent acquisition, workforce development, and wellness.

**Total O & M Budget**

HUMAN RESOURCES	ACTUAL 2023	BUDGET 2024	PROJECTED 2024	APPROVED 2025
<b>SALARIES</b>	\$ 422,902	\$ 343,497	\$ 295,630	\$ 376,970
<b>EMPLOYEE BENEFITS</b>	224,896	137,170	123,925	147,698
<b>SUPPLIES</b>	6,216	3,500	3,184	4,500
<b>CONTRACT SERVICES</b>	101,210	-	11,346	22,000
<b>VEHICLE EXPENSE</b>	10,058	3,600	6,115	6,000
<b>UTILITIES</b>	2,799	720	2,739	2,700
<b>OUTREACH &amp; ADMINISTRATION</b>	76,785	106,861	117,850	131,350
<b>INSURANCE</b>	1,319	1,093	1,934	2,000
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 846,185</b>	<b>\$ 596,441</b>	<b>\$ 562,723</b>	<b>\$ 693,218</b>



## 410 Human Resources



NOTE: The Chief Legal Officer is counted in 402.

**5 positions**  
Updated: 09/17/2024  
Refer to Staff Summary for specifics

**Department 410**

**Human Resources**

**09/11/24**

Position	2024		2025	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Human Resources*			E2	1
Associate Director of Human Resources	E 2	1		
Human Resources Administrator	E 4	1	E 4	1
Human Resources Coordinator	E 5	1	E 5	1
Executive Assistant	NE-Grade 10	1	NE-Grade 10	1
Human Resources Assistant (Part Time)*			NE - Grade 5	1

**Department Total**

**4**

**5**

\*Reclassifications & Changes

1. Associate Director of Human Resources to Director of Human Resources
2. New Position: Human Resource Assistant (Part Time)



# SELECTED FINANCIAL AND SYSTEM DATA, LAST 10 YEARS



LITTLE ROCK

**Water Reclamation  
Authority** ONE WATER.  
ONE FUTURE.

## STATISTICAL SECTION – CONTENTS AND EXPLANATIONS (Unaudited)

This part of Little Rock Water Reclamation Authority's annual comprehensive financial report presents summary information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about Little Rock Water Reclamation Authority's overall financial health.

### A – FINANCIAL TRENDS INFORMATION

These schedules contain trend information to help the reader understand how LRWRA's financial performance and well-being have changed over time.

Net Position by Component, Last 10 Years	199
Changes in Net Position	200
Operating Revenues by Source	201
Operating Expenses	202
Nonoperating Revenues and Expenses	203

### B – REVENUE CAPACITY INFORMATION

These schedules contain information to help the reader assess LRWRA's primary revenue sources.

New Construction/Inspections Completed	204
Number of Sewer Customers by Type	205
Domestic Sewer Rates (Inside City)	206
Domestic Sewer Rates (Outside City)	207
Non-Domestic Sewer Rates (Inside City)	208
Non-Domestic Sewer Rates (Outside City)	209

### C – DEBT CAPACITY INFORMATION

These schedules present information to help the reader in assessing the affordability of LRWRA's current levels of outstanding debt and its ability to issue additional debt in the future.

Ratios of Outstanding Debt by Type	210
Pledged-Revenue Coverage	211

### D – DEMOGRAPHIC AND ECONOMIC INFORMATION

These schedules offer demographic and economic indicators to help the reader understand the environment within which LRWRA's financial activities take place.

Demographic and Economic Statistics	212
Ten Largest Sewer Customers	213
Principal Employers	214

### E – OPERATING INFORMATION

These schedules contain information about LRWRA's operational activities.

Number of Employees by Identifiable Activity	215
Operating and Capital Indicators	216

**Little Rock Water Reclamation Authority**  
**Net Position by Component**  
**Schedule 1**  
**Last Ten Fiscal Years**

	<u>2014</u>	<u>2015 (A)</u>	<u>2016</u>	<u>2017</u>
<b>Primary Government</b>				
Net invested in capital assets	\$ 163,269,445	\$ 166,962,094	\$ 174,925,069	\$ 175,449,301
Restricted				
Debt service	11,841,110	12,534,544	6,310,592	6,868,935
Postemployment benefits	-	-	1,571,149	1,640,581
Total restricted	<u>11,841,110</u>	<u>12,534,544</u>	<u>7,881,741</u>	<u>8,509,516</u>
<b>Unrestricted</b>	<u>20,338,501</u>	<u>8,232,798</u>	<u>11,394,435</u>	<u>14,968,883</u>
Total primary government net position	<u>\$ 195,449,056</u>	<u>\$ 187,729,436</u>	<u>\$ 194,201,245</u>	<u>\$ 198,927,700</u>

(A) Includes the effect of the adoption of GASB 68.

(B) Includes the effect of the adoption of GASB 75.

<u>2018 (B)</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
\$ 178,984,742	\$ 181,817,487	\$ 188,499,492	\$ 190,697,908	\$ 189,958,671	\$ 182,427,260
7,147,197	8,002,459	5,688,547	4,972,898	3,347,661	5,112,988
-	-	-	-	-	-
<u>7,147,197</u>	<u>8,002,459</u>	<u>5,688,547</u>	<u>4,972,898</u>	<u>3,347,661</u>	<u>5,112,988</u>
<u>17,557,370</u>	<u>22,708,190</u>	<u>25,764,938</u>	<u>39,106,051</u>	<u>53,246,663</u>	<u>66,991,355</u>
<u>\$ 203,689,309</u>	<u>\$ 212,528,136</u>	<u>\$ 219,952,977</u>	<u>\$ 234,776,857</u>	<u>\$ 246,552,995</u>	<u>\$ 254,531,603</u>

**Little Rock Water Reclamation Authority**  
**Changes in Net Position**  
**Schedule 2**  
**Last Ten Fiscal Years**

<u>Fiscal Year</u>	<u>Operating Revenue</u>	<u>Operating Expense</u>	<u>Depreciation/ Amortization Expense</u>	<u>Total Nonoperating Revenues (Expenses)</u>	<u>Income Before Capital Contributions</u>	<u>Capital Contributions and Grants</u>	<u>Change in Net Position</u>
2014	\$ 51,214,190	\$(23,313,891)	\$(10,280,104)	\$ (9,502,882)	\$ 8,117,313	\$ 1,891,741	\$ 10,009,054
2015	51,175,869	(23,956,665)	(13,722,622)	(12,066,359)	1,430,223	1,819,214	3,249,437
2016	53,470,585	(25,879,136)	(14,033,870)	(8,945,535)	4,612,044	1,679,766	6,291,810
2017	55,286,393	(27,196,677)	(15,190,118)	(9,035,248)	3,864,350	1,042,104	4,906,454
2018	60,887,364	(28,332,522)	(16,099,423)	(8,933,312)	7,522,107	2,786,302	10,308,409
2019	60,751,848	(30,184,369)	(17,032,333)	(7,607,154)	5,927,992	2,910,835	8,838,827
2020	59,123,018	(29,065,004)	(17,858,636)	(9,718,244)	2,481,134	4,943,707	7,424,841
2021	65,627,034	(25,807,731)	(18,277,820)	(12,957,772)	8,583,711	6,242,169	14,825,880
2022	65,841,700	(29,502,882)	(18,478,815)	(11,855,542)	6,004,461	5,771,677	11,776,138
2023	68,509,861	(32,922,953)	(20,645,777)	(9,855,466)	5,085,665	2,892,943	7,978,608

**Little Rock Water Reclamation Authority**  
**Operating Revenues by Source**  
**Schedule 3**  
**Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Customer Assessments</b>	<b>Industrial Surcharges (A)</b>	<b>Connection Fees</b>	<b>Other Income (B)</b>	<b>Total</b>
2014	\$ 49,699,493	\$ 886,815	\$ 28,280	\$ 599,602	\$ 51,214,190
2015	49,616,847	953,219	31,421	574,382	51,175,869
2016	51,733,703	1,002,058	27,130	707,694	53,470,585
2017	53,324,852	1,162,912	39,483	759,146	55,286,393
2018	58,836,838	1,337,871	31,993	680,662	60,887,364
2019	58,492,305	1,581,640	34,388	643,515	60,751,848
2020	57,044,610	1,350,050	35,530	692,828	59,123,018
2021	63,528,673	1,451,120	33,020	614,221	65,627,034
2022	63,810,572	1,383,477	30,635	617,016	65,841,700
2023	66,451,215	1,498,631	31,230	528,785	68,509,861

(A) Fees based on wastewaters having excessive Biochemical Oxygen Demand (BOD) or Total Suspended Solids (TSS), or Oil & Grease (O&G), or Chemical Oxygen Demand (COD) or PH discharge

(B) Includes permit fees, sewer dump permits and co-generation revenue

**Little Rock Water Reclamation Authority**  
**Operating Expenses**  
**Schedule 4**  
**Last Ten Fiscal Years**

---

<b>Fiscal Year</b>	<b>Employment Costs</b>	<b>Supplies</b>	<b>Contract Services</b>	<b>Vehicle Maintenance</b>	<b>Utilities</b>
2014	\$ 15,097,683	\$ 2,218,406	\$ 2,725,022	\$ 495,932	\$ 1,623,697
2015	15,654,261	2,207,314	2,870,359	341,969	1,818,133
2016	17,357,749	2,309,329	3,171,189	310,460	1,703,030
2017	18,374,739	2,536,833	3,579,063	322,542	1,568,833
2018	18,569,410	2,655,047	3,975,373	342,651	1,629,151
2019	20,457,142	2,419,263	4,047,693	295,468	1,984,688
2020	20,118,950	2,355,208	3,925,123	234,418	1,724,446
2021	16,531,106	2,239,201	4,151,075	402,299	1,718,658
2022	18,856,083	3,314,810	3,935,390	226,541	1,434,545
2023	20,791,926	3,239,655	4,927,646	247,999	1,818,555

(A) Includes committee and insurance, and other (training and development, travel, and bank service charges) expenses

---

<b>Administrative Costs (A)</b>	<b>Subtotal Expense Before Depreciation/Amortization</b>	<b>Depreciation/Amortization</b>	<b>Total Operating Expense</b>
\$ 1,153,151	\$ 23,313,891	\$ 10,280,104	\$ 33,593,995
1,064,629	23,956,665	13,722,622	37,679,287
1,027,379	25,879,136	14,033,870	39,913,006
814,667	27,196,677	15,190,118	42,386,795
1,160,890	28,332,522	16,099,423	44,431,945
980,115	30,184,369	17,032,333	47,216,702
706,859	29,065,004	17,858,636	46,923,640
765,392	25,807,731	18,277,820	44,085,551
1,735,513	29,502,882	18,478,815	47,981,697
1,897,172	32,922,953	20,645,777	53,568,730

**Little Rock Water Reclamation Authority**  
**Nonoperating Revenues and Expenses**  
**Schedule 5**  
**Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Interest Expense</b>	<b>Interest Income</b>	<b>Bond Issuance Costs</b>	<b>Gain (Loss) on Disposal Capital Assets</b>	<b>Gain (Loss) on Investments</b>	<b>Other</b>	<b>Total Nonoperating Revenue (Expense)</b>
2014	\$ (9,691,040)	\$ 172,864	\$ (179,941)	\$ (18,413)	\$ 148,019	\$ 65,629	\$ (9,502,882)
2015	(8,363,483)	154,003	(1,528,933)	(2,331,935)	(20,707)	24,696	(12,066,359)
2016	(8,945,303)	149,846	(250,674)	62,262	(47,473)	85,807	(8,945,535)
2017	(9,197,384)	295,084	(297,558)	96,011	(4,942)	73,541	(9,035,248)
2018	(9,087,059)	739,314	-	(803,812)	40,402	177,843	(8,933,312)
2019	(8,756,844)	1,027,034	(24,398)	(108,485)	58,579	196,960	(7,607,154)
2020	(9,461,928)	519,039	(388,325)	(464,663)	5,850	71,783	(9,718,244)
2021 (B)	(12,239,498)	462,920	(1,042,590)	19,318	(51,703)	(108,219)	(12,959,772)
2022 (B)	(12,496,968)	944,115	-	52,011	(416,560)	61,860	(11,855,542)
2023	(12,349,293)	2,680,100	(49,899)	(515,912)	204,994	124,645	(9,905,365)

(B) With the adoption of GASB Statement No. 89, LRWRA recognized interest cost incurred before the end of a construction period be recognized as an expense.

**Little Rock Water Reclamation Authority  
New Construction/Inspections Completed  
Schedule 6  
Last Ten Fiscal Years**

---

<b>Fiscal Year</b>	<b>Residential</b>	<b>Commercial</b>	<b>Total New Construction Permits/ Inspections Completed</b>
2014	362	81	443
2015	357	100	457
2016	341	63	404
2017	509	85	594
2018	398	96	494
2019	427	135	562
2020	443	58	501
2021	534	130	664
2022	448	50	498
2023	478	41	519



**Little Rock Water Reclamation Authority**  
**Number of Sewer Customers by Type**  
**Schedule 7**  
**Last Ten Fiscal Years**

Fiscal Year (A)	Domestic	Non-Domestic			Total
		Commercial	Industrial	Other (B)	
2014	61,748	6,342	73	395	68,558
2015	62,239	6,335	73	392	69,039
2016	62,303	6,381	72	393	69,149
2017	62,537	6,407	70	396	69,410
2018	62,565	6,546	69	400	69,580
2019	63,367	6,644	29	413	70,453
2020	63,968	6,728	28	388	71,112
2021 (C)	63,542	7,127	58	-	70,727
2022	63,775	7,147	52	-	70,974
2023	64,025	7,104	52	-	71,181

(A) Billed account totals from December

(B) Includes public utilities, governmental (U.S., state, county, city) and public schools

(C) Billing system software conversion eliminated Other category

**Little Rock Water Reclamation Authority  
Domestic Sewer Rates (Inside City)  
Schedule 8A  
Last Ten Fiscal Years**

Base Rate (A) (Meter Size)	2023	2022	2021(D)	2020(D)	2019(D)	2018(D)
5/8"	\$ 12.93	\$ 12.93	\$ 12.93	\$ 12.36	\$ 11.81	\$ 11.29
3/4"	16.71	16.71	16.71	15.95	15.23	14.54
1"	25.07	25.07	25.07	24.13	23.03	21.99
Volumetric rate(B)						
Operations volumetric rate(B)	2.22	2.22	2.22	2.12	2.02	1.93
Debt repayment rate(B)	2.58	2.58	2.58	2.46	1.35	2.24
	2017(D)	2016	2015	2014(C)		
	\$ 10.78	\$ 10.29	\$ 10.29	\$ 10.29		
	13.88	13.25	13.25	13.25		
	20.99	20.04	20.04	20.04		
	1.84	1.76	1.76	1.76		
	2.14	2.04	1.81	1.81		

(A) Rate charge from 2008 to June 2012 included 200 cubic feet; changed in July 2012 with zero water consumed

(B) Per 100 cubic feet

(C) In June 2012, City of Little Rock Board of Directors approved a four-step rate increase that affected rates from 2012 to 2016. The rate ordinance split the Volumetric Rate into Operations and Debt Repayment Rates. Step one occurred on June 12, 2012 for 12.75%. Step two occurred on January 1, 2013 for 8.0%. Step three occurred on January 1, 2014 for 7.0%. The final step occurred on January 1, 2016 for 4.75% for Debt Repayment only.

(D) In August 2015, City of Little Rock Board of Directors approved a five-step rate increase that will affect rates from 2017 to 2021. Step one occurred on January 1, 2017 for 4.75%.

Note: No rate increase in 2015, 2016, 2022 or 2023. Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

**Little Rock Water Reclamation Authority  
Domestic Sewer Rates (Outside City)  
Schedule 8B  
Last Ten Fiscal Years**

<b>Base Rate(A) (Meter Size)</b>	<b>2023</b>	<b>2022</b>	<b>2021(D)</b>	<b>2020(D)</b>	<b>2019(D)</b>	<b>2018(D)</b>
5/8"	\$ 19.47	\$ 19.47	\$ 19.47	\$ 18.59	\$ 17.75	\$ 16.94
3/4"	25.07	25.07	25.07	23.93	22.85	21.81
1"	37.91	37.91	37.91	36.19	34.55	32.98
Volumetric Rate (B)						
Operations Volumetric Rate(B)	3.33	3.33	3.33	3.18	3.03	2.90
Debt Repayment Rate(B)	3.87	3.87	3.87	3.70	3.53	3.37

(A) Rate charge from 2008 to June 2012 included 200 cubic feet; changed in July 2012 with zero water consumed

(B) Per 100 cubic feet

(C) In June 2012, City of Little Rock Board of Directors approved a four-step rate increase that affected rates from 2012 to 2016. The rate ordinance split the Volumetric Rate into Operations and Debt Repayment Rates. Step one occurred on June 12, 2012 for 12.75%. Step two occurred on January 1, 2013 for 8.0%. Step three occurred on January 1, 2014 for 7.0%. The final step occurred on January 1, 2016 for 4.75% for Debt Repayment only.

(D) In August 2015, City of Little Rock Board of Directors approved a five-step rate increase that will affect rates from 2017 to 2021. Step one occurred on January 1, 2017 for 4.75%.

Note: No rate increase in 2015, 2016, 2022 or 2023. Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

**Little Rock Water Reclamation Authority  
 Non-Domestic Sewer Rates (Inside City)  
 Schedule 9A  
 Last 10 Fiscal Years**

Base Rate(A) (Meter Size)	2023	2022	2021(D)	2020(D)	2019(D)	2018(D)
5/8"	\$ 12.98	\$ 12.98	\$ 12.98	\$ 12.39	\$ 11.83	\$ 11.29
3/4"	16.71	16.71	16.71	15.95	15.23	14.54
1"	25.27	25.27	25.27	24.13	23.03	21.99
1.5"	44.62	44.62	44.62	42.60	40.66	38.82
2"	69.24	69.24	69.24	66.10	63.10	60.24
3"	126.54	126.54	126.54	120.81	115.33	110.10
4"	208.65	208.65	208.65	199.19	190.15	181.53
6" or larger	413.81	413.81	413.81	395.05	377.13	360.03
Operations volumetric rate(B)	3.47	3.47	3.47	3.31	3.16	3.02
Debt repayment rate(B)	3.03	3.03	3.03	2.89	2.76	2.63
	2017(D)	2016	2015	2014(C)		
	\$ 10.79	\$ 10.29	\$ 10.29	\$ 10.29		
	13.88	13.25	13.25	13.25		
	20.99	20.04	20.04	20.04		
	37.06	35.38	35.38	35.38		
	57.51	54.90	54.90	54.90		
	105.11	100.34	100.34	100.34		
	173.30	165.44	165.44	165.44		
	343.71	328.12	328.12	328.12		
	2.88	2.75	-	2.75		
	2.51	2.40	2.75	2.12		

(A) Rate charge from 2008 to June 2012 included 200 cubic feet; changed in July 2012 with zero water consumed

(B) Per 100 cubic feet

(C) In June 2012, City of Little Rock Board of Directors approved a four-step rate increase that affected rates from 2012 to 2016. The rate ordinance split the Volumetric Rate of Operations and Debt Repayment Rates. Step one occurred on June 12, 2012 for 12.75%. Step two occurred on January 1, 2013 for 8.0%. Step 3 occurred on January 1, 2014 for 7.0%. The final step occurred on January 1, 2016 for 4.75% for Debt Repayment only.

(D) In August 2015, City of Little Rock Board of Directors approved a five-step rate increase that will affect rates from 2017 to 2021. Step one occurred on January 1, 2017 for 4.75%.

Note: No rate increase in 2015, 2016, 2022 or 2023. Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

**Little Rock Water Reclamation Authority  
 Non-Domestic Sewer Rates (Outside City)  
 Schedule 9B  
 Last 10 Fiscal Years**

<b>Base Rate(A) (Meter Size)</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020(D)</b>	<b>2019(D)</b>	<b>2018(D)</b>
5/8"	\$ 19.47	\$ 19.47	\$ 19.47	\$ 18.59	\$ 17.75	\$ 16.94
3/4"	25.07	25.07	25.07	23.93	22.85	21.81
1"	37.91	37.91	37.91	36.19	34.55	32.98
1.5"	66.93	66.93	66.93	63.89	61.00	58.23
2"	103.86	103.86	103.86	99.15	94.65	90.36
3"	189.82	189.82	189.82	181.21	172.99	165.15
4"	312.97	312.97	312.97	298.78	285.23	272.30
6" or larger	620.72	620.72	620.72	592.57	565.70	540.05
Volumetric rate(B)						
Operations volumetric rate(B)	5.21	5.21	5.21	4.97	4.75	4.53
Debt repayment rate(B)	4.55	4.55	4.55	4.35	4.15	3.96
	<b>2017(D)</b>	<b>2016</b>	<b>2015</b>	<b>2014(C)</b>		
	\$ 16.17	\$ 15.44	\$ 15.44	\$ 15.44		
	20.82	19.88	19.88	19.88		
	31.49	30.06	30.06	30.06		
	55.59	53.07	53.07	53.07		
	86.26	82.35	82.35	82.35		
	157.66	150.51	150.51	150.51		
	259.95	248.16	248.16	248.16		
	515.56	492.18	492.18	492.18		
	4.33	4.13	4.13	4.13		
	3.78	3.61	3.19	3.19		

(A) Rate charge from 2008 to June 2012 included 200 cubic feet; changed in July 2012 with zero water consumed

(B) Per 100 cubic feet

(C) In June 2012, City of Little Rock Board of Directors approved a four-step rate increase that affected rates from 2012 to 2016. The rate ordinance split the Volumetric Rate of Operations and Debt Repayment Rates. Step one occurred on June 12, 2012 for 12.75%. Step two occurred on January 1, 2013 for 8.0%. Step 3 occurred on January 1, 2014 for 7.0%. The final step occurred on January 1, 2016 for 4.75% for Debt Repayment only.

(D) In August 2015, City of Little Rock Board of Directors approved a five-step rate increase that will affect rates from 2017 to 2021. Step one occurred on January 1, 2017 for 4.75%.

Note: No rate increase in 2015, 2016, 2022 or 2023. Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

**Little Rock Water Reclamation Authority**  
**Ratios of Outstanding Debt by Type**  
**Schedule 10**  
**Last Ten Fiscal Years**

Fiscal Year	Principal Only			Total		
	Revenue Bonds	Revenue Bonds (A) Direct Placement	Unamortized Bond Premium	Amount	Per Capita	As a Share Of Personal Income
2014	\$ 200,860,080	\$ 69,081,782	\$ 2,963,187	\$ 272,905,049	\$ 1,410	3.45%
2015	229,050,000	40,792,901	10,770,336	280,613,237	1,450	3.53%
2016	213,148,761	58,665,577	10,958,956	282,773,294	1,461	3.54%
2017	221,100,000	72,139,648	10,170,284	303,409,932	1,568	3.68%
2018	213,035,000	90,366,311	9,254,983	312,656,294	1,616	3.81%
2019	203,710,000	128,092,269	8,385,090	340,187,359	1,758	3.81%
2020	193,740,000	160,523,405	7,462,696	361,726,101	1,869	4.12%
2021	197,310,000	186,026,486	3,379,177	386,715,663	1,909	3.83%
2022	187,770,000	207,307,417	2,742,259	397,819,676	1,964	5.02%
2023	181,210,000	230,259,413	2,232,246	413,467,189	2,041	4.79%

Notes: LRWRA's bond covenants stipulate that it may issue debt as long as certain conditions are met. The major criterion is that the net earnings of the system must be at least 1.2 times the year's average combined debt service requirement.

See "Notes to Financial Statements Section #6" – Long-Term Debt for more information.

(A) The yearly total amount includes only that portion of debt that has been borrowed up to year-end and not total loan amount on any non-completed project with which the loan is associated.

**Little Rock Water Reclamation Authority**  
**Pledged-Revenue Coverage**  
**Schedule 11**  
**Last 10 Fiscal Years**

Fiscal Year	Gross Revenue(A)	Direct Operating Expense(B)	Net Revenue Available for Debt Service	At December 31, Fiscal Year			Coverage
				Total Outstanding Debt(C)	Number of Years of Outstanding Debt	Average Yearly Outstanding Debt	
2014	\$ 51,387,054	\$ (23,313,891)	\$ 28,073,163	\$ 456,384,959	28	\$ 16,299,463	1.72
2015	51,329,872	(23,956,665)	27,373,207	397,723,835	27	14,730,512	1.86
2016	53,620,431	(25,879,136)	27,741,295	387,240,934	26	14,893,882	1.86
2017	55,581,477	(27,196,677)	28,384,800	415,807,342	33	12,600,222	2.25
2018	61,626,678	(28,332,522)	33,294,156	423,394,639	33	12,830,141	2.59
2019	61,778,882	(30,184,369)	31,594,513	461,463,819	33	13,983,752	2.26
2020	59,642,057	(29,065,004)	30,577,053	505,876,059	33	15,329,578	1.99
2021	66,089,954	(25,807,731)	40,282,223	508,253,839	32	15,882,932	2.54
2022	66,785,815	(29,502,882)	37,282,933	518,638,427	31	16,730,272	2.23
2023	71,189,961	(32,922,953)	38,267,008	531,481,240	30	17,716,041	2.16

As part of each bond ordinance, LRWRA may treat any increase in rates for the Utility enacted subsequent to the first day of such preceding fiscal year as having been in effect during or throughout such fiscal year and may include in Gross Revenues for such fiscal year the amount that would have been received. In order to issue new debt, coverage shall not be less than 1.20 of the average annual principal and interest requirements on all outstanding Utility Bonds and the additional bonds proposed. The ordinance also states that in order to reduce rates, the average annual principal and interest requirement must meet a 1.30 coverage.

See "Notes to the Financial Statements Section #6 – Long-Term Debt" for more information.

(A) Includes interest on investment income.

(B) See Schedule 4.

(C) Amount contains construction draws only for 2020A and 2020C Revolving Loan Funds (RLF) at December 31.

**Little Rock Water Reclamation Authority**  
**Demographic and Economic Statistics**  
**Schedule 12**  
**Last Ten Calendar Years**

<b>Calendar Year</b>	<b>Population(A)</b>	<b>Personal Income(B)</b>	<b>Per Capita Personal Income</b>	<b>Unemployment Percentage Rate</b>
2014	193,524	\$ 7,919,969,700	\$ 40,925	6.0%
2015	193,524	7,946,482,488	41,062	4.9%
2016	193,524	7,982,865,000	41,250	4.0%
2017	193,524	8,240,638,968	42,582	3.3%
2018	193,524	8,215,480,848	42,452	3.4%
2019	193,524	8,781,345,024	45,376	3.4%
2020	193,524	8,985,319,320	46,430	3.3%
2021	202,591	10,096,527,667	49,837	4.5%
2022	202,591	7,929,614,331	39,141	3.1%
2023	202,591	8,633,618,056	42,616	3.1%

(A) Population of Little Rock, Arkansas, using 2010 Census for 2012 to 2020, and 2020 Census for 2021.

(B) Personal Income is a calculation of per capita income multiplied by the population.

Source: Federal Reserve St. Louis, Metroplan - Council of Local Governments, DiscoverArkansas.net, Greater Little Rock Chamber of Commerce, United States Bureau of Labor Statistics

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**Little Rock Water Reclamation Authority  
Ten Largest Sewer Customers  
Schedule 13  
Current Year and Nine Years Ago**

<b>Customer</b>	<b>Fiscal Year 2023</b>	
	<b>Amount</b>	<b>Percent</b>
UAMS	\$ 649,769	1.03%
Baptist Medical Center	490,401	0.78%
Jack Wilson WTP	430,345	0.68%
Little Rock Quick Rice	425,719	0.67%
Veterans Hospital	391,340	0.62%
Hiland Dairy	341,999	0.54%
AluChem of Little Rock, LLC	329,139	0.52%
St. Vincent	298,873	0.47%
AR Children's Hospital	261,379	0.41%
Pulaski County Sheriff Detention	255,031	0.40%
Subtotal	3,873,995	6.12%
Balance from other customers	59,378,684	93.88%
Grand total(A)	\$ 63,252,679	100.00%

<b>Customer</b>	<b>Fiscal Year 2014</b>	
	<b>Amount</b>	<b>Percent</b>
University of Arkansas Medical Science	\$ 317,050	0.64%
Odom Sausage	250,554	0.50%
Baptist Medical Ct.	214,143	0.43%
Central Arkansas Water	180,271	0.36%
City of Shannon Hills	174,374	0.35%
St. Vincent Hospitals	139,524	0.28%
Coleman Dairy	99,103	0.20%
Veterans Administration Hospitals	93,971	0.19%
Arkansas Children's Hospital	84,801	0.17%
Coca-Cola Bottling	79,333	0.16%
Subtotal	1,633,124	3.29%
Balance from other customers	48,066,369	96.71%
Grand total(A)	\$ 49,699,493	100.00%

(A) Grand totals are based on sewer charges from Schedule 3.

**Little Rock Water Reclamation Authority  
Principal Employers  
Schedule 14  
Current Year and Nine Years Ago**

Employer	2023			2014		
	Employees	Percentage of Total	Rank	Employees	Percentage of Total	Rank
State of Arkansas (within the MSA)	35,200	10.08%	1	32,200	10.05%	1
Local Government (within the MSA)	26,500	7.59%	2	28,800	8.99%	2
Federal Government (within the MSA)	10,200	2.92%	3	9,200	2.87%	3
University of Arkansas Medical Sciences	9,700	2.78%	4	8,500	2.65%	4
Baptist Health	7,340	2.10%	5	7,000	2.18%	5
Little Rock Air Force Base	4,500	1.29%	6	4,500	1.40%	6
Arkansas Children's Hospital	4,370	1.25%	7			
Central Arkansas Veterans Health Care	4,000	1.15%	8	3,500	1.09%	9
Little Rock School District	3,970	1.14%	9	3,511	1.10%	8
CHI St. Vincent	3,000	0.86%	10			
Acxiom				4,388	1.37%	7
Entergy Arkansas				2,738	0.85%	10
<b>Total</b>	<b>108,780</b>	<b>31%</b>		<b>104,337</b>	<b>33%</b>	

Sources: Greater Little Rock Chamber of Commerce and State of Arkansas ([www.arkansaseconomicregions.org](http://www.arkansaseconomicregions.org))

Employed Population – Labor Force Data	<u>2023</u>	<u>2014</u>
Little Rock/North Little Rock MSA	349,105	320,375

**Little Rock Water Reclamation Authority**  
**Number of Employees by Identifiable Activity**  
**Schedule 15**  
**Last Ten Fiscal Years**

	<b>Full-Time Equivalent Employees as of December 31</b>					
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Administration						
Executive Administrator	1	1	1	1	1	1
Safety and Communications	4	4	5	4	5	5
Human Resources	2	2	2	3	3	3
Finance/Accounting	12	12	12	11	12	12
Information Services	11	11	12	13	11	11
Legal	-	-	1	1	1	1
Clerical	7	7	5	4	5	5
Engineering	20	20	23	22	23	25
Sewer Plant Maintenance	24	24	25	19	24	24
Sewer Systems Maintenance	82	82	81	88	88	87
Sewer Plant Operations	22	22	22	22	24	24
Environmental Assessment	24	24	23	22	17	16
<b>Total Employees</b>	<b>209</b>	<b>209</b>	<b>212</b>	<b>210</b>	<b>214</b>	<b>214</b>

	<b>Full-Time Equivalent Employees as of December 31</b>			
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Administration				
Executive Administrator	1	1	1	1
Safety and Communications	5	5	4	5
Human Resources	3	3	3	3
Finance/Accounting	12	11	15	12
Information Services	11	11	11	5
Legal	1	1	1	1
Clerical	2	2	2	2
Engineering	26	29	28	24
Sewer Plant Maintenance	23	22	20	27
Sewer Systems Maintenance	86	85	87	88
Sewer Plant Operations	25	24	25	22
Environmental Assessment	16	15	15	15
<b>Total Employ</b>	<b>211</b>	<b>209</b>	<b>212</b>	<b>205</b>

**Little Rock Water Reclamation Authority**  
**Operating and Capital Indicators**  
**Schedule 16**  
**Last Ten Fiscal Years**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Wastewater treatment					
Miles of sewer	1,368	1,375	1,384	1,386	1,393
Number of treatment plants	3	3	3	3	3
Treatment capacity (MGD)					
Biological treatment	56.0	56.0	56.0	56.0	56.0
Hydraulic peak capacity	144.0	144.0	144.0	144.0	144.0
Daily engineering maximum plant capacity (MGD)	34.17	37.04	32.40	29.34	35.83
Unused capacity (MGD)	21.83	18.96	23.60	26.66	20.17
Percent of capacity utilized	61%	66%	58%	52%	64%
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	1,400	1,404	1,412	1,416	1,419
	3	3	3	3	3
	56.0	56.0	56.0	56.0	56.0
	144.0	156.0	156.0	156.0	156.0
	38.18	33.76	32.06	33.57	37.50
	17.82	22.24	23.94	22.43	18.48
	68%	60%	57%	60%	67%

Note: MGD = millions of gallons per day.

**GLOSSARY OF KEY ACRONYMS**

**ADEQ** – Arkansas Department of Environmental Quality

**ARDOT** – Arkansas Department of Transportation

**AFWRF** – Adams Field Water Reclamation Facility

**ANRD** – Arkansas Natural Resource Division

**AWC** – Average Winter Consumption. Average of billed water for the previous October through March for a given customer account and the metric against which consumption is measured for all other months.

**AWWA** – American Water Works Association

**BOD** – Biochemical Oxygen Demand

**CAB** – Clearwater Administration Building

**CAO** – Consent Administrative Order

**CAW** – Central Arkansas Water

**CCF** – Hundred cubic feet (1 CCF of water = 748 gallons) unit of measurement of customer water consumption.

**CCTV**- Closed Circuit Television

**CEO** – Chief Executive Officer

**C&I** – Cleaning and Inspection

**CIP** – Capital Improvement Plan

**CIPP** – Cured in Place Pipe

**CLR** – City of Little Rock

**COD** – Chemical Oxygen Demand

**COF** – Consequence of Failure

**C.P.A.** – Certified Public Accountant

**C&R** – Construction and Repairs

**CSF** – Critical Success Factors

**CWM** – Clearwater Maintenance

**CWIP** – Construction Work In-Progress

**DEQ** – Division of Environmental Quality

**DI** – Deionized

**DR** – Disaster Recovery

**EA** – Environmental Assessment

**EAM** – Enterprise Asset Management

**EIT** – Engineer in Training

**EHS** – Environmental Health and Safety

**ELN** – Electronic Lab Notebook

**EPA** – Environmental Protection Agency

**EQ** - Equalization

**ERP** – Enterprise Resource Planning

**ESRI** – Environmental Systems Research Institute

**EV** – Electric Vehicle

**FE** – Fundamentals of Engineering

**FAM** – Facility Asset Management

**FEMA** – Federal Emergency Management Agency

**FOG** – Fats, Oils, and Grease

**FCWRF** – Fourche Creek Water Reclamation Facility

**FSE** – Food Service Establishment

**FSP** – FOG Service Provider

**FTE** – Full Time Equivalent

**FY** – Forecasted Year

**GAAP** – Generally Accepted Accounting Principles.

**GASB** – Governmental Accounting Standards Board

**GBT** – Gravity Belt Thickeners

**GFOA** – Government Finance Officers Association

**GIS** – Geographic Information System.

**GLS** – General Ledger Engineering Study

**H.S.A.** – Health Savings Account

**HVAC** – Heating, ventilating, and air conditioning

**HR** – Human Resource

**I/I** – Infiltration and inflow

**INFOR IMS** – Work Order Management System

**IS** – Information Services

**IT** – Information Technology

**IOMP** - Isolated Overflow Mitigation Project

**LF** – Linear Feet

**LIMS** – Laboratory Information Management System

**LM** – Little Maumelle

**LMWRF** – Little Maumelle Water Reclamation Facility

**LOF**- Likelihood of Failure

**LRWRA** – Little Rock Water Reclamation Authority

**LRWRC** – Little Rock Water Reclamation Commission

**MBE/WBE** – Minority or woman-owned business enterprise. LRW actively encourages historically underutilized or M/WBE's to participate in all bidding processes.

**MGD** – Million gallons per day unit of measurement for treatment plants.

**MLSS** – Mixed Liquor Concentrations

**NACWA** – National Association of Clean Water Agencies

**NPDES** – National Pollutant Discharge Elimination System

**O&M** – Operations and Maintenance

**OMP** – Overflow Mitigation Project

**OIS** – Optional Interruptible Service

**OSHA** – Occupational Safety and Health Administration

**PAA** – Per acetic Acid

**PE** – “Professional Engineer” Certification.

**PF** – Peak Flow

**PLC** – Programmable Logic Controller

**PM** – Preventative Maintenance

**PO** – Purchase Order

**POTW** – Publicly Owned Treatment Works

**PS** – Pump Station

**RAS** – Return Activated Sludge

**RIME** – Ranking Index Maintenance Expenditures

**RLF** – Revolving Loan Fund

**SAN** – Storage Area Network

**SECAP** – Social Environmental Climate Assessment Procedures

**SSO** – Sanitary Sewer Overflow

**SB** - Subbasin

**SCADA** – Supervisory Control and Data Acquisition System

**SCAR** – Sierra Club Annual Report

**SQL** – Structured Query Language

**SSLRP** – Sewer Service Line Replacement Program

**STEM** – Science, Technology, Engineering & Mathematics Program

**STRIVE** – Students Taking Renewed Interest in the Value of Education Program

**SWPPP**– Storm Water Pollution Prevention Plan

**TKN** – Total Kjeldahl Nitrogen

**TS** – Total Solids

**TSS** – Total Suspended Solids



**UALR** – University of Arkansas at Little Rock

**UPPCC** – Universal Public Procurement Certification Council

**UV** – Ultraviolet

**VS**- Volatile Solids

**VSS** – Volatile Suspended Solids

**WIN** – Water Innovation Network

**WOWA** – Women of Water and Allies

**WRF** – Water Reclamation Facility

## GLOSSARY OF KEY BUDGET TERMS

**ACCOUNTING PERIOD** - period at the end of which, and for which, financial statements are prepared.

**ACCRUAL** - basis of accounting in which revenue is recognized in the accounting period in which it becomes available and measurable, and expenditures are recognized in the accounting period in which the liability (a claim against an asset) is incurred.

**APPROPRIATION** – money or assets devoted to a special purpose.

**ASSET** – an item of monetary value, tangible or intangible, such as cash, property, equipment, and property rights, owned by a person or entity.

**AUDIT** – an official examination of financial accounts.

**AUTHORITY** – Term used in lieu of Little Rock Water Reclamation Authority.

**AWC** – average winter consumption. Average of billed water for the previous October through March for a given customer account and the metric against which consumption is measured for all other months.

**BALANCED BUDGET** – An annual budget in which expenditures do not exceed reasonably estimated revenues and available fund balances.

**BASE FLOW** – wastewater flow observed during dry weather conditions.

**BOND** – a written promise to repay an agreed-upon amount of principal and interest on the principal over a predetermined period of time. LRWRA generally issues bonds collateralized by and repaid from operating revenues.

**BUDGET** – a financial plan for the estimated revenues and planned expenditures for a given period of time and the associated financial implications associated with it.

**CAPACITY OVERFLOW** - a sanitary sewer overflow as a result of a significant rain event.

**CAPITAL IMPROVEMENT PLAN (CIP)** – plan to improve existing assets or add new ones over the course of time and financed separately from operations and maintenance budget.

**COLLECTION SYSTEM** – the aggregate of all assets that gather raw wastewater and return it to a treatment plant.

**COMPONENT UNIT** – an entity for which the primary government is financially accountable.

**ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR)** – governmental unit's yearly report prepared and published as a matter of public record, to include general purpose financial statements, schedules, tables, and notes as required by GASB.

**CONTRIBUTIONS IN AID OF CONSTRUCTION** – property or money received by the utility to be used directly or indirectly in the expansion, improvement or replacement of the utility's sewerage disposal facilities.

**DEBT SERVICE** – expenditures for the repayment of principal and interest on the principal on bonds and other instruments of borrowing.

**DEPARTMENT** – an organizational component which reports to management.

**DEPRECIATION** – a reduction in value of an asset with the passage of time due to wear and tear.

**DIVISION** – an organizational component which reports to department director.

**ENTERPRISE FUND** – used to account for operations that are financed and operated in a manner similar to a private business enterprise, where the intent of the governing body is that the costs (including depreciation) of providing goods and services to the general public on a continuing basis be financed by or recovered primarily through user charges.

**EXCESSIVE I/I** – quantities of I/I which can be economically eliminated from a sewer system by rehabilitation, as determined by cost-effectiveness analysis that compares the costs for correcting the I/I condition with the total cost for transportation and treatment of the I/I.

**EXPENDITURE** – the outlay of cash from the Authority's assets to honor an obligation for a good, service, or debt.

**FISCAL YEAR** – the twelve-month period beginning January 1 and ending the last day of December of the calendar year.

**FIVE-YEAR PLAN** – a financial planning document to allow the Chief Executive Officer (CEO) and the Little Rock Water Reclamation Commission (LRWRC) to plan levels of expenditures and determine rate and fee schedules to generate necessary revenues. The Five-Year Plan begins with the proposed budget year and is updated annually.

**FORCE MAINS** – pipelines that convey the discharge, under pressure, from lift stations to either a gravity manhole or a treatment facility.

**FULL TIME EQUIVALENT (FTE)** – a metric that measures the total number of full-time employees based on hours worked rather than number of employees.

**FUND** – money made available for a particular purpose.

**GAAP** – Uniform minimum standards and guidelines for disclosing, recording and reporting financial transactions and entries.

**GASB** – Independent accounting standards-setting board for public sector and not-for-profit entities.

**GIS** – geographic information system. The use of topographical information, orthophotographic imaging, and digital renderings of land and property for planning and data management.

**GOAL** – long-term, attainable target for an organization, or a vision of the future.

**GRANT** – the contribution of one governmental unit to another, in the form of assistance and/or direct financial contribution and may or may not have restricted uses to attain its goals.

**HYDROGRAPH** – a recording of wastewater flow versus time made before, during, and after rain events. Base flow, infiltration, and inflow are all components of a hydrograph.

**I/I** – total quantity of water from both infiltration and inflow without distinguishing the source.

**I/I ANALYSIS** – an engineering and if appropriate, an economic analysis demonstrating possible excessive or non-excessive I/I.

**INFILTRATION** – water entering a sewer system and service connections from the ground, through such means as defective pipes, pipe joints, connections, or manhole walls, infiltration does not include and is distinguished from inflow.

**INFLOW** – The water discharged into a sewer system, including service connections, from such sources, as but not limited to, roof leaders, cellar, yard and area drains, foundation drains, cooling water discharges, drains from springs and swampy areas, manhole covers, cross connections from storm sewers and combined sewers, catch basins, storm sewers, surface run-off, street wash waters, or drainage. Inflow does not include, and is distinguished from, infiltration.

**INTERCEPTORS** – larger diameter sewers (10” through 24”) that receive wastewater from the sewer main networks. Usually located adjacent to natural drainage.

**INTERNAL INSPECTION** – an activity of the sewer system evaluation survey. This activity involves inspecting sewer lines that have previously been cleaned. Inspection may be accomplished by physical, photographic and/or TV methods.

**LIABILITY** – an amount owed, either currently or some time into the future, by a person or entity.

**LIFT STATIONS** – pumping facilities that “lift” wastewater to a higher elevation where it can again flow by gravity. Also, there is nearly always a lift station preceding treatment works.

**MANAGEMENT** – the CEO, the CEO’s staff (including Chief Financial Officer, Chief Operating Officer, Chief Legal Officer, Director of Collection System Maintenance, Director of Engineering Services, Director of Operations, and Director of Environmental Assessment).

**MGD** – million gallons per day unit of measurement for treatment plants.

**NON-CAPACITY OVERFLOW** - overflows within the collection system which are not associated with a rainfall event. They typically occur as a result of some type of mainline stoppage such as roots, grease or pipe/equipment failure.

**PERFORMANCE MEASURE** – metric by which the Authority’s organizational units can evaluate service efforts and accomplishments of established goals, with emphasis on quantifiable concepts.

**PHYSICAL SURVEY** – an activity of the sewer system evaluation survey. This activity involves physical inspection of manholes and smoke testing, a method of leak detection accomplished by blowing smoke into sewer line and mapping the leak locations where the smoke exists.

**POLICY** – a plan, course of action, or guiding principal designed to set parameters for its decisions and actions.

**PREPARATORY CLEANING** – an activity of the sewer system evaluation survey. This activity involves adequate cleaning of sewer lines prior to inspection. These sewers were previously identified as potential sections of excessive I/I.

**PRIVATE SERVICE LINES** – small diameter sewers, usually 4", that convey wastewater from a building or residence to the public sewer line.

**PUMP STATION (PS)** – a pumping facility generally for a sewer line, which is usually used to lift the raw wastewater to a higher elevation so that gravity can take it further down the line, known as a gravity main.

**RAINFALL SIMULATION** – an activity of the sewer system evaluation survey. This activity involves determining the impact of rainfall and/or run-off on the sewer system. Rainfall simulation may include dyed water or water flooding of storm sewer sections, ponding areas, stream sections and ditches. In addition, other techniques such as smoke testing and water sprinkling may be utilized.

**REHABILITATION** – repair work on sewer lines, manhole and other sewer system appurtenances that have been determined to contain excessive I/I or are structurally deteriorated. The repair work may include grouting of sewer pipe joints or defects, sewer pipe relining, or sewer pipe replacement.

**SANITARY SEWER** – a sewer intended to carry only sanitary and industrial wastewaters from residences, commercial buildings, industrial plants and institutions, as distinguished from storm sewers and combined sewers (storm and sanitary). All mains, interceptors, and trunks sewers operated by LRW are sanitary sewers versus storm or combined sewers.

**SANITARY SEWER OVERFLOW (SSO)** – discharge of wastewater from a manhole to ground surface, caused by either stoppage in downstream sewer or wastewater flows that exceed downstream sewer capacity. This is what we are trying to reduce with the Overflow Mitigation Program.

**SCADA** – Supervisory Control and Data Acquisition System. Allows remote and instantaneous monitoring of distribution and collection systems.

**SECTION** – an organizational subcomponent which reports to a Division.

**SERVICE AREA** – as defined by LRWRA, the physical land area that is served by a single trunk sewer.

**SEWER BYPASS** – a sewer line installed to relief sewer overloading by diverting wastewater directly into drainage channels during high flow periods.

**SEWER MAINS** – 6" or 8" diameter sewers that compose the network that collects the discharge from private service lines. Typically located in streets, alleys, or backyard easements.

**SSES** – a systematic examination of the tributary sewer systems or subsections of the tributary sewer systems that have demonstrated possibly excessive I/I. The examination will determine the location, flow rate and cost of correction for each definable element of the total I/I problem.

**SUBBASIN** – a subset of service area. As defined by LRWRA, the physical land area that is served by an interceptor.

**SYSTEM** – the total of all assets LRWRA uses for distribution, collection, treatment, and provision of services

**TRUNK SEWERS** – very large diameter sewers (up to 60” in LRWRA System) that receive and convey the discharge of interceptors to treatment facilities