

**LITTLE ROCK WATER
RECLAMATION AUTHORITY**
2026 Annual Operating Budget
and Capital Improvement Plan
January 1, 2026 through December 31, 2026

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	7
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 2026	17

FINANCIAL POLICIES

Financial Policies	23
Flow of Funds Policy	23
Balanced Budget Policy	25
Budget Amendment Policy	25
Capital Improvements and Operations Budget Policy	25
Revenue Policy	27
Operating Reserve Policy	27
Investment Policy	27
Debt Service Policy	28
Tax Exempt Revenue Bond Post-Issuance Compliance Policy	28

FINANCIAL PLAN

Financial Plan	29
Budget Trends in FY 2025	29
Meeting Future Demands FY 2026	29
Assumptions	29
Basis of Budgeting	30
FY 2026 Detail Budget	31

TABLE OF CONTENTS

FINANCIAL PLAN (Continued)

Sources of Revenue for Little Rock Water Reclamation Authority	31
Total Sewer Customers	31
Revenue by Category Type	32
Revenue Requirements and Other Financing Uses	33
Consolidated Fee Schedule Overview	39
Five Year Financial Plan	39
Modified Statement of Cash Receipts and Disbursements	40
Operating & Debt Service Reserve	41
Debt Service Coverage	41
Income Statement Overview	42
Budget Comparative Overview	42
Customer Rates	42
Conclusion	44
Consolidated Fee Schedule	45
Modified Statement of Cash Receipts and Disbursements	51
Income Statement	52
O&M Expense Budget Comparative	53

CAPITAL IMPROVEMENT PLAN

Capital Improvement Plan	77
Capital Improvement Plan Overview	77
2026 Capital Improvement Plan Summary	77
NPDES Permit Modification Projects	79
Recurring Capital Projects	79
FY 2026-2030 Projects	82
Long Term Capital Improvement Plan	83
State Revolving Loan Funded Projects	83
System Revenue and Reserve Funded Projects	83
2026 Capital Improvement Plan	85
2026 Capital Project Narratives	86
Long Term Capital Improvement Plan	99
5 Year Capital Improvement Projects	100
Project Area Map	111

TABLE OF CONTENTS**OPERATING BUDGET DETAIL**

Strategic Plan Critical Success Factors	113
Little Rock Water Reclamation Commission	115
Administration	117
Finance	123
Engineering Services	130
Information Services	143
Collection System Maintenance	149
Operations	162
Environmental Affairs	169
Facilities and Equipment Maintenance	176
Legal/HR	191

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) 2026 (January 1, 2026, to December 31, 2026) 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 2026 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 2026 budget, major accomplishments from the previous fiscal year, FY 2026 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.lrwra.com.



December 3, 2025

Little Rock Water Reclamation Commission,

Submitted for your approval is the 2026 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.

LRWRA completed a comprehensive rate study in 2025. The rate study looked at our future revenue, 10-year capital plan and operating costs through 2035 with a focus on the years 2026 to 2030. The recommendations from the rate study were to increase rates by 7.25% for both domestic and non-domestic customers in 2026 through 2030. The increases allow LRWRA to adequately fund our Capital Improvement Plan through 2030 and meet the initiatives laid out during the planning process. Additional goals for the rate study include protecting our debt service coverage ratio, improving our funding balance between debt and cash reserves and minimizing the long-term financial burden on Little Rock residents. The first of five annual rate increases will be implemented starting February 1, 2026.

In 2025, LRWRA began implementing a fully integrated Asset Management/Preventive Maintenance Program, which will drive future capital improvement plans. With the Asset Management plan 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 \$76.5 million in 2026, which represents an increase of \$7.5 million (10.8%) when compared to 2025 budgeted revenues. Projected 2025 revenues are expected to surpass the 2025 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 2026 budget for operating expenses is \$38.4 million, which represents a \$1.3 million (3.5%) increase when compared to the 2025 budget.

Operating and Maintenance Expense highlights are as follows:

- Salaries are expected to increase by \$311K (2.0%) which is largely driven by an organization wide wage increase of 2.6% effective January 1, 2026.
- Employee benefits are expected to increase by \$236K (3.6%). 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 2026.
- Supplies are expected to increase by \$383K (11.9%), which is largely driven by increases in preventative maintenance supplies for LRWRA's critical assets.
- Public outreach, employee education and insurance are expected to increase by \$150K (14.1%) largely driven by increases to employee professional development programs, costs associated with pursuing Federal grants and developing and implementing a new strategic plan.

Capital Expenditures:

The capital improvement project budget for 2026 is \$65.5 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 2026 expenditures will be funded with the following:

- \$19.9 million from the 2024 State of Arkansas Revolving Loan Fund
- \$23.4 million from expected 2025 revenues and cash reserves on hand
- \$22.2 million from future bond offerings

The 2026 Annual Operating Budget and Capital Improvement Plan is summarized in the following chart. In total, the budget calls for \$133.3 million in expenditures which will be funded by 2026 revenues, cash reserves, bond proceeds and proceeds from future bond offerings. The details can be found in the Financial Plan section of this document.

In February 2026, 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, 2025. 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 sixteenth consecutive year that LRWRA has

received the Distinguished Budget Presentation. LRWRA believes the 2026 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 2026 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 2025 and the 2026 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**

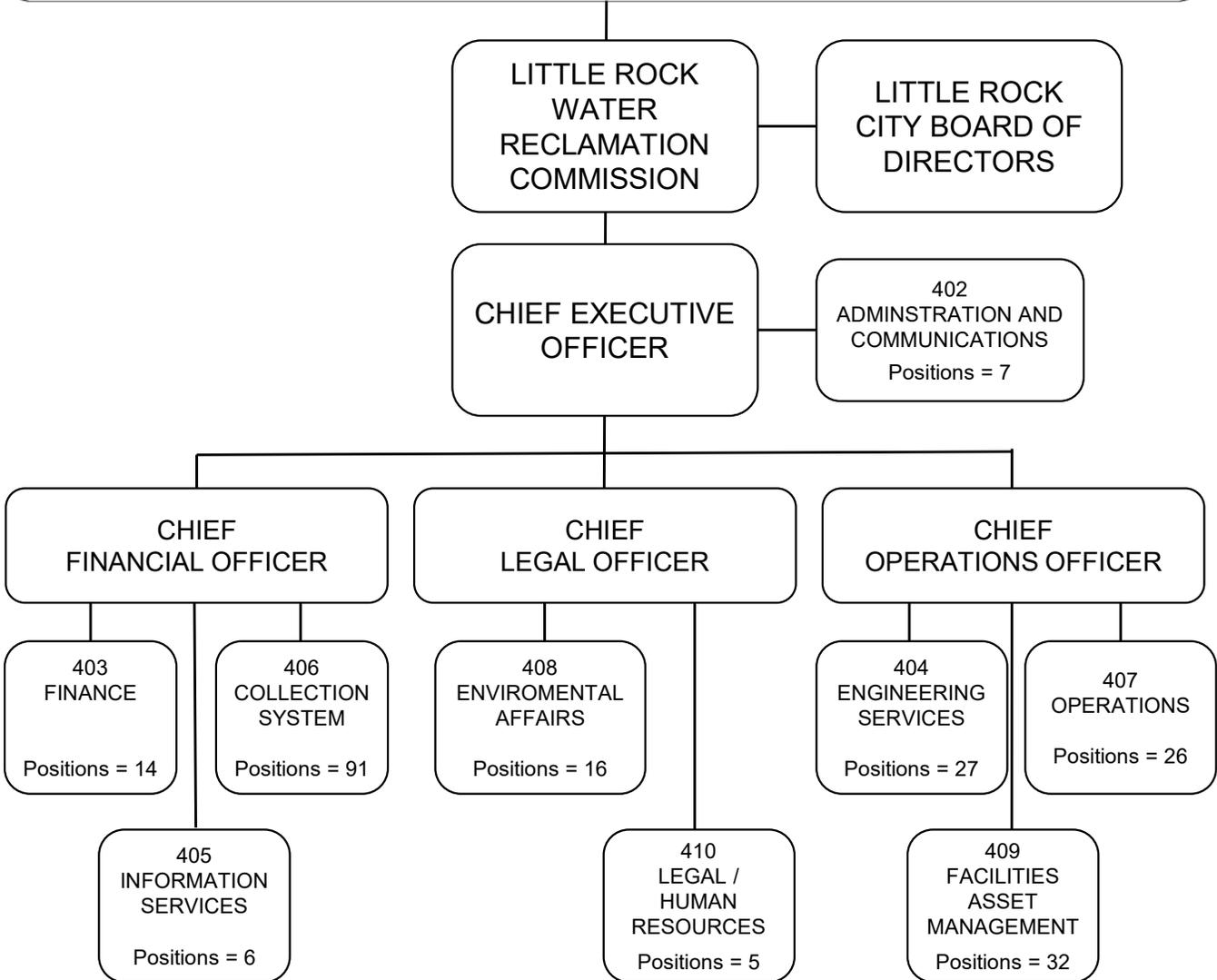
For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morrill

Executive Director

RESIDENTS OF LITTLE ROCK



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

Total for 2025 = 224
Updated: 08/18/2025
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 benefited 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 rate of approximately 4.0. The state of Arkansas has an unemployment rate of 3.7% and national unemployment rate is 4.3%. 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 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 3,485 students and 915 residents. The University of Arkansas at Little Rock (UALR) is a metropolitan university servicing more than 8000 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.

Livability ranked Little Rock as one of the 100 Best Places to Live in 2025. Little Rock scored a 644 in Livability's quality of life index with high marks in housing and cost of living, transportation, and amenities. "Little Rock, AR, truly is one of those cities that truly has something for everyone to enjoy. There is excitement and adventure around every corner for the more than 204,000 people who call Little Rock home. Outdoors enthusiasts living in Little Rock have so much to explore within the city's bounds. There are 1,200 miles of biking trails, waterways to kayak, canoe, and paddleboard, sixty parks and a lot of green space. One of your first hikes as a new resident should be the Emerald Park trail that leads to a cliff top where you get a fantastic vantage point of downtown Little Rock. It is also close to several of the Natural State's most beautiful natural attractions, including Hot Springs National Park (fill up your canteen with the famed hot springs water at a free public fountain!)." <https://livability.com/ar/little-rock/>

Little Rock is ranked number 10 among 100 of the most populous metropolitan areas in the United States for young professionals to live by Forbes in 2025. The list measured 10 metrics across four categories: employment and pay, housing affordability, lifestyle and cost of living.

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).

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>).

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 has commission meetings that are open to the public. For meeting times please go to our website and review announcements at www.lrwra.com.

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.

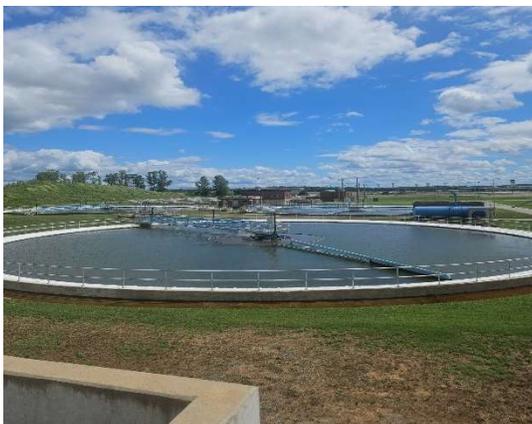
Adams Field Water Reclamation Facility

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 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 has been in operation since 1983 and 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

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.



Due to ongoing digester upgrades, the methane gas collection is too low to convert to alternative power. However, when in operation, 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 accommodation. 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 was required to reduce sanitary sewer overflows in Little Rock because of a Settlement Agreement between LRWRA and the Sierra Club that concluded in 2024. To achieve that goal the Peak Flow Attenuation Facility project was 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 submit an 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 2025,, 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 for the calendar year 2024. This award is earned when a facility achieves more than five years of 100% compliance. FCWRF received the Platinum status for 10 years of 100% compliance and AFWRF received Platinum status for 13 years of 100% compliance and Little Maumelle Water Reclamation Facility (LMWRF) reached Platinum for the first time with 6 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 2025 Budget Compilation. This is the 16th 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 twenty-first 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 sixteenth year in 2025. 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, WaterReuse, 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.

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 2026

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 2026 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. With the conclusion of the Consent Administrative Order (CAO) in 2024, LRWRA is able to focus on our aging wastewater treatment facilities while maintaining our collection system. The 2026 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 2026 achievements toward these goals are represented on pages 18 through 23.

Quality

Maintain high quality and reliable service.

Initiative	2026 Goals	2025 Accomplishments
<p>Use technology to enhance LRWRA's ability to provide superior service and maintain a cyber secure environment.</p>	<ul style="list-style-type: none"> • Upgrade and migrate our Virtualization environment to a new platform. • Upgrade MS SQL server to latest version. • Upgrade all servers currently using MS Server 2016 to a current platform. • Upgrade FE to a current level. • Migrate to a more modern phone/voice solution. 	<ul style="list-style-type: none"> • Performed an IT and OT cyber assessment. • Upgraded EAM to latest version. • Upgraded workstations to MS Windows 11. • Upgraded GIS server.
<p>Empower employees to achieve best practices through training and development</p>	<ul style="list-style-type: none"> • 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 • Continue professional development supervisor training 	<ul style="list-style-type: none"> • 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 • Continued professional development supervisor training.
<p>Maintain a safe work environment.</p>	<ul style="list-style-type: none"> • Continue in person safety training. • Continue to identify, track and eliminate deliberate safety infractions. • No lost time accidents • Meet or exceed all regulatory requirements both safety and environmentally related through cost effective and program efficient planning implementation. 	<ul style="list-style-type: none"> • Projected to have zero lost time accidents. • 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.

<p>Continue participation in and strive for achievement of national awards programs.</p>	<ul style="list-style-type: none"> • Submit Finance and Procurement programs for national recognition. 	<ul style="list-style-type: none"> • LRWRA was presented with multiple awards from national programs.
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Public Outreach and Employee Communications

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

Initiative	2026 Goals	2025 Accomplishments
<p>Establish and maintain a high level of community support and customer satisfaction for both internal and external customers.</p>	<ul style="list-style-type: none"> • Enhance digital engagement by 20 – 30 percent. • Improve quality of community & school engagement by focusing on interactive and engaging displays. 	<ul style="list-style-type: none"> • Established relationships with Neighborhood Resource Centers. • Created an updated website for LRWRA.
<p>Maintain and enhance employee awareness programs.</p>	<ul style="list-style-type: none"> • Work with all departments to provide a consistent message for customers and all stakeholders. • Provide FOIA and ethics training biennially. 	<ul style="list-style-type: none"> • Provided FOIA & ethics training to employees (biennially)
<p>Maintain high level of customer service for internal and external customers.</p>	<ul style="list-style-type: none"> • Continue to provide value to Little Rock ratepayers with programs like “Can the Grease” and “Cap the Cleanout” • 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. 	<ul style="list-style-type: none"> • Provided value to Little Rock ratepayers with programs like “Can the Grease” and “Cap the Cleanout” • Promoted the “Don’t Flush That” campaign to educate the public on what is and is not acceptable to be flushed down the toilet.

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.

Initiative	2026 Goals	2025 Accomplishments
<p>Ensure LRWRA has the necessary facilities to meet the demands of tomorrow for the City of Little Rock.</p>	<ul style="list-style-type: none"> • 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. • Implement automation system-wide in operations to improve efficiency, process reliability, and responsiveness across all facilities 	<ul style="list-style-type: none"> • Initiated and completed construction for multiple capital projects assisting the maintenance and upgrades of water treatment facilities and pump stations. • Incorporated Rapid Assessment into maintenance capital plans.
<p>Maintain adequate condition of all LRWRA infrastructures</p>	<ul style="list-style-type: none"> • Continue collection system maintenance. • Continue efforts to reduce overflows through use of in-house resources and trenchless rehab contracts. • Continue the Large Diameter and Capital Improvement Program. 	<ul style="list-style-type: none"> • Continued collection system maintenance. • Continued efforts to reduce overflows through use of in-house resources and trenchless rehab contracts. • Continued the Large Diameter and Capital Improvement Program.
<p>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.</p>	<ul style="list-style-type: none"> • Work with state and local agencies to issue Revolving Loan Funds (RLFs) for capital project expenditures. • Continue evaluation of assets to budget and maintain all LRWRA facilities, and equipment. 	<ul style="list-style-type: none"> • Completed construction on multiple projects funded by Revolving Loan Funds (RLFs) • Ensured that all capital expenditures eligible for Revolving Fund Loans were submitted and the loans were issued.

Organization Management

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

Initiative	2026 Goals	2025 Accomplishments
<p>Recognize and plan for future succession of key leadership positions across the organization.</p>	<ul style="list-style-type: none"> • Continue staff education to obtain certification and licensure. • Provide meaningful training and development opportunities to increase the knowledge, efficiency, and job satisfaction of staff. • Continue maintaining a positive teamwork approach and communication among all LRWRA departments regarding maintenance needs and procedures. 	<ul style="list-style-type: none"> • Continued staff education to obtain certification and licensure. • Provide internal training and promotion opportunities. • Enhanced supervisor and manager training to include 3 days outside management training.
<p>Optimize the use of limited resources.</p>	<ul style="list-style-type: none"> • Continue using performance metrics to determine appropriate staffing requirements. • Continue using a comprehensive maintenance plan that combines preventive, predictive and corrective maintenance approaches to ensure uninterrupted operation of critical equipment and infrastructure. 	<ul style="list-style-type: none"> • Continued using performance metrics to determine appropriate staffing requirements. • Developed a comprehensive maintenance plan that combines preventive, predictive and corrective maintenance approaches to ensure uninterrupted operation of critical equipment and infrastructure by incorporating rapid assessment results into current and future plans.

Financial

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

Initiative	2026 Goals	2025 Accomplishments
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.	<ul style="list-style-type: none"> • Work with state and local agencies to issue Revolving Loan Funds (RLFs) for capital project expenditures. • Update financial plan to ensure LRWRA continues to meet its fiduciary responsibility in providing wastewater services to customers for the lowest rates possible. • Submit Finance and Procurement programs for national recognition. • Continue the Service Line Replacement Program for qualifying Little Rock residents. 	<ul style="list-style-type: none"> • Rate study was completed, and new rates were approved by LRWR Commission and the City Board of Directors. • Received the Distinguished Budget Presentation Award for the sixteenth consecutive year from the GFOA 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. • Continued the Service Line Replacement Program for qualifying Little Rock residents.

Regulatory

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

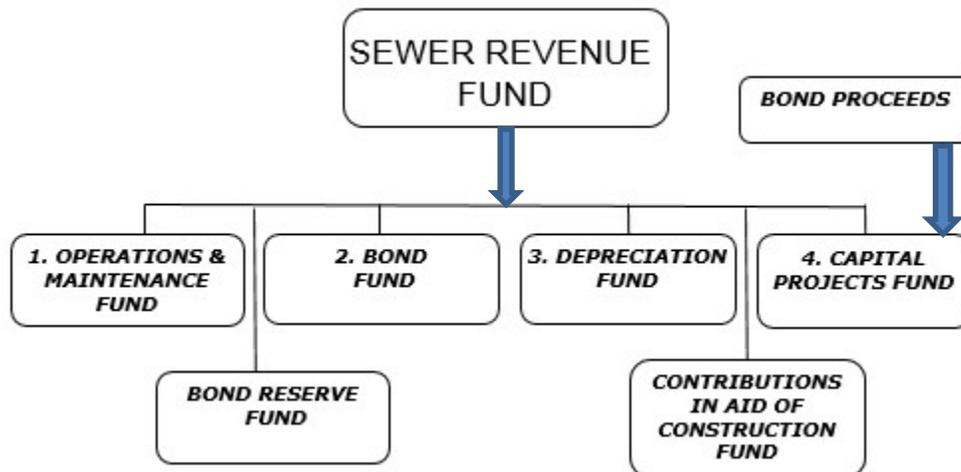
Initiative	2026 Goals	2025 Accomplishments
Maintain NPDES Permit Compliance	<ul style="list-style-type: none"> • Operate all water reclamation facilities by meeting or exceeding all permit requirements. 	<ul style="list-style-type: none"> • NPDES permit compliance.
Maintain OSHA regulation compliance	<ul style="list-style-type: none"> • No lost time accidents. 	<ul style="list-style-type: none"> • Projected to have zero lost time accidents. • Continue working to identify, track, and minimize safety incidents.
Reduce sewer overflows.	<ul style="list-style-type: none"> • Remain in compliance with the required allowance for non-capacity overflows. 	<ul style="list-style-type: none"> • Remained in compliance with the required allowance for non-capacity overflows.

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 expenses shall be

transferred from the revenue fund to the other funds, in 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.

The State of Arkansas has enacted a provision that also requires that "1. A provider shall deposit a minimum of five percent (5%) per annum of gross revenues in a dedicated refurbishment and replacement account."

This money is deposited in the Depreciation Fund and can be used as follows: "The provider may spend any amount of the provider's cash savings referenced in subdivision 1 of this section at any time for refurbishment and replacement of the provider's wastewater system facilities and other real property."

LRWRA deposits funds equal to the greater of the two rules into the Depreciation Fund and uses this money to replace assets in need of replacement or refurbishment.

Contributions in Aid of Construction Fund

Any monies that may be received by the LRWRA that represent contributions in aid of construction shall be deposited in a separate account at the depository bank. Such contributions should 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.

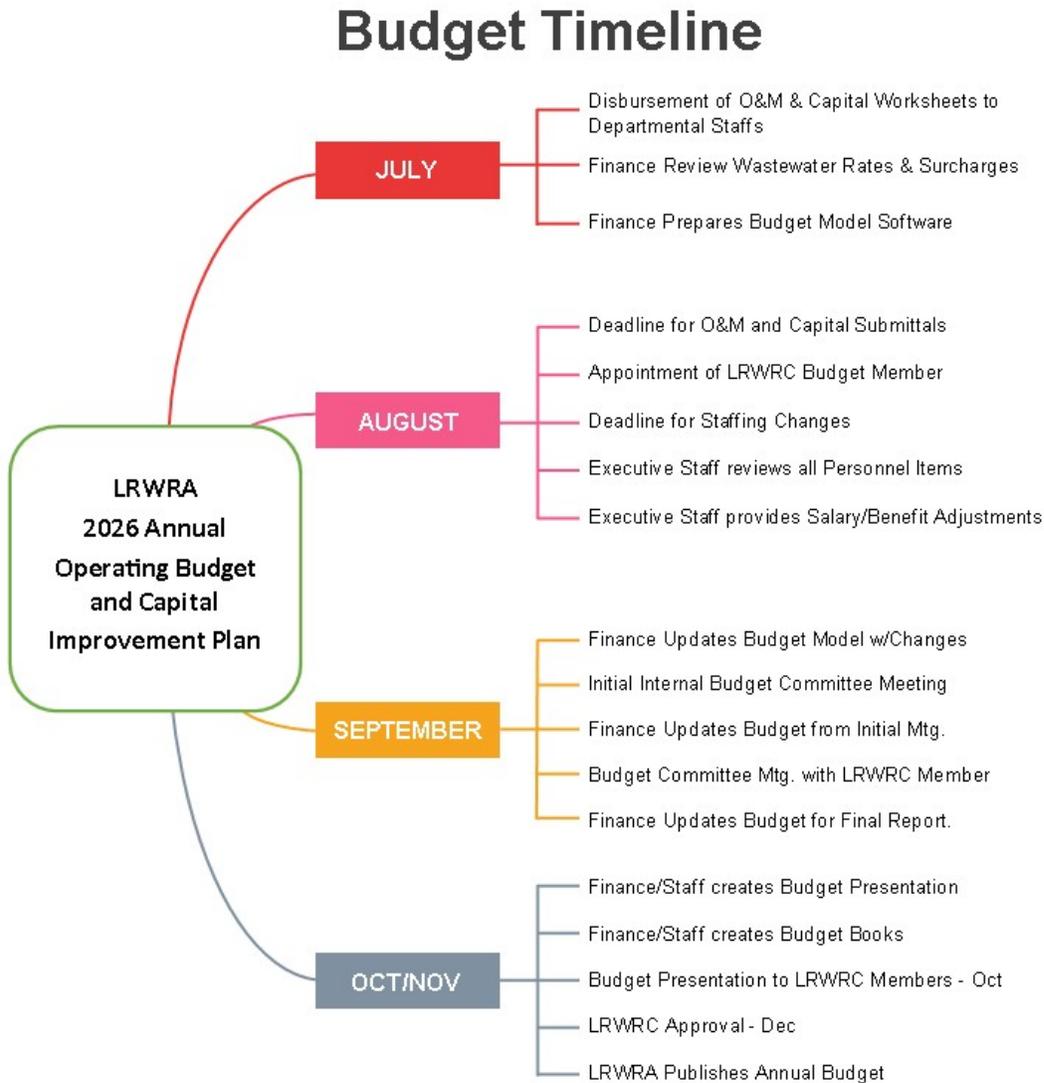
All capital projects and expenditures will be available in the financial system on January 1st. Any procurement items for those projects must follow the state and city laws along with utility guidelines. Once projects are completed, the employee over the project must submit a project reconciliation to 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:



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 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 requires 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 2025

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 goals LRWRA set out in our recently completed rate study.

Billed revenue for residential accounts is determined using the Average Water Consumption, which levels customer billing by using an average of water consumption during non-irrigation months. The total 2025 revenue for residential and commercial accounts is projected to exceed budget by \$2.1M (3.1%) based on results through September 2025. FY 2025 revenues are projected to be higher than budget due to a lower than budgeted decrease in the composite calculation of average winter consumption for residential customers, lower credits on residential accounts and higher usage on commercial accounts.

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 within budget and justifications for exceeding budget are documented for any budget variance exceeding 10%.

Meeting Future Demands FY 2026

The FY 2026 operating 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 2025. The 2026 operational and capital budget supports the Strategic Plan.

During the 2026 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.

LRWRA completed a comprehensive rate study in 2025. The rate study looked at our future revenue, 10-year capital plan and operating costs through 2035 with a focus on the years 2026 to 2030. The recommendations from the rate study were to increase rates by 7.25% for both residential and commercial customers in 2026 through 2030. The increases allow LRWRA to adequately fund our Capital Improvement Plan through 2030 and meet the initiatives laid out during the planning process. Additional goals for the rate study include protecting our debt service coverage ratio, improving our capital plan funding balance between debt and cash reserves and minimizing the long-term financial burden on Little Rock residents. The first of five annual rate increases will be implemented starting February 1, 2026.

Assumptions

The FY 2026 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 five-year financial plan include the following:

Basic Assumptions

	2025-2030
Domestic Customers	0.50%
Non Domestic Customers	0.00%-0.10%
Operating Revenue	0.50%-1.00%
Operating Expenses	3.50%
Interest Income Rate	3.50%-4.00%
Interest Expense:	
- Revenue Bonds	4-00%-5.00%
- Revolving Loan Funds	1.25%-3.25%

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 2026 Detail Budget

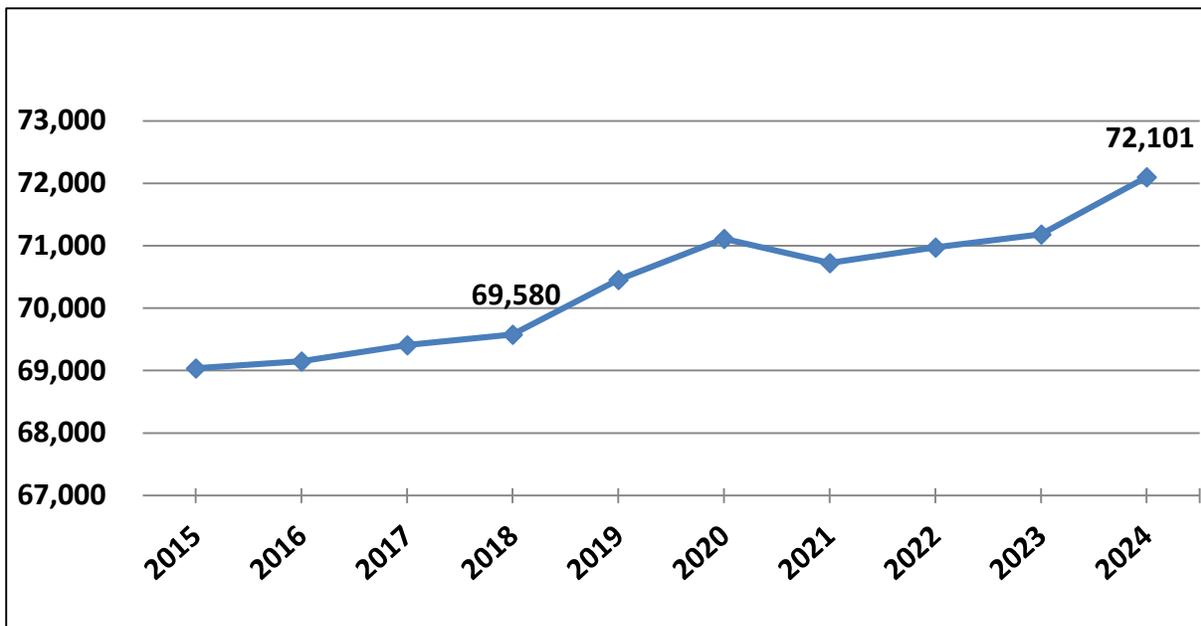
The Fiscal Year 2026 budget reflects the LRWRC’s updated Strategic Plan goals and objectives to properly maintain its infrastructure, complete capital improvements, and satisfy cash reserve requirements. The 2026 revenue budget (includes User Charge, Industrial Surcharge and Miscellaneous Revenue) reflects an overall increase from 2025 projected revenues of 7.9% (\$5.3M) and an increase from the 2025 budget of 10.8% (\$7.3M) largely driven by the rate increase of 7.25% (\$5.0M). FY 2026 budgeted Operating and Maintenance Expenses (O&M) are expected to increase by 3.5% compared to 2025 budget.

Sources of Revenue for Little Rock Water Reclamation Authority

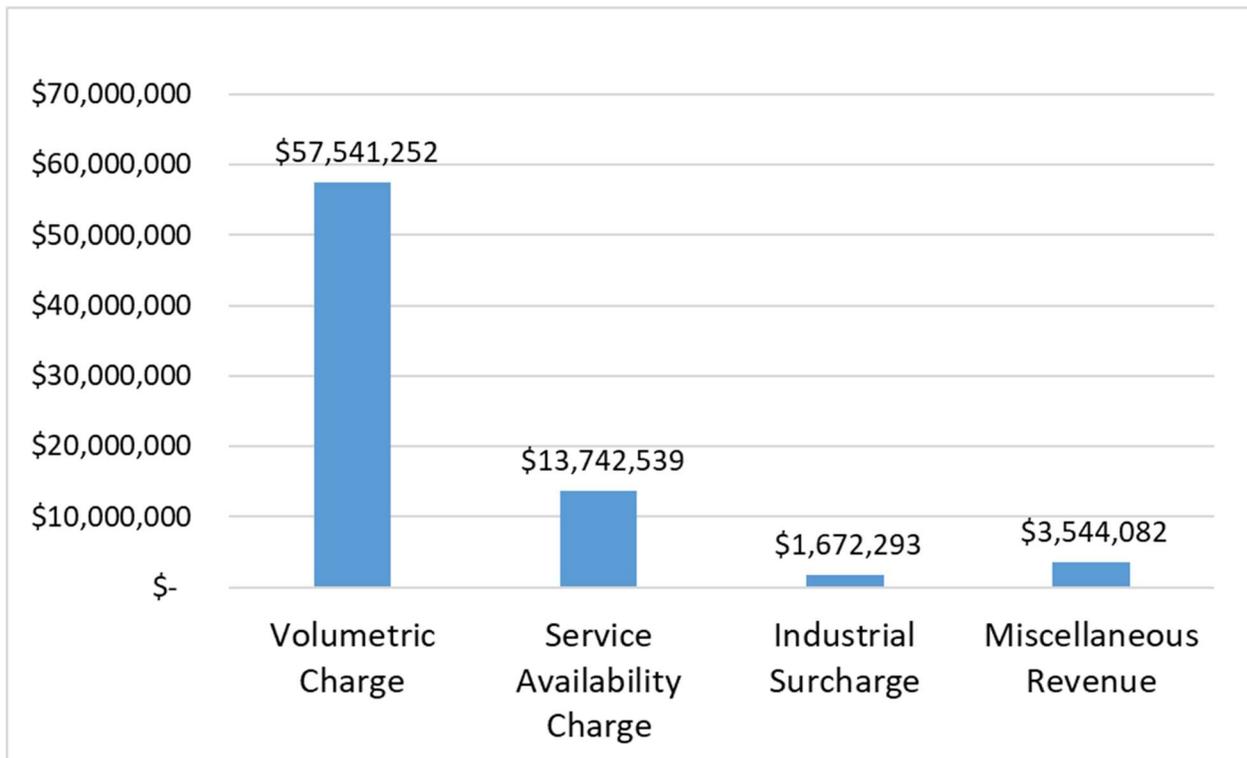
LRWRA is dependent on the residential and commercial enterprises of the City of Little Rock for most of its revenue sources. In the current sewer rate ordinance, the customer classifications are residential, commercial and industrial. As of December 31, 2024, the total number of customers is 72,101 with 64,886 of them being Residential 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 Residential and Commercial accounts. Within the rate structure itself, there is a mechanism to ensure that Residential and Commercial customers are charged reasonable rates in relation to the actual cost of providing service.

Total Sewer Customers



2026 Revenue by Category Type



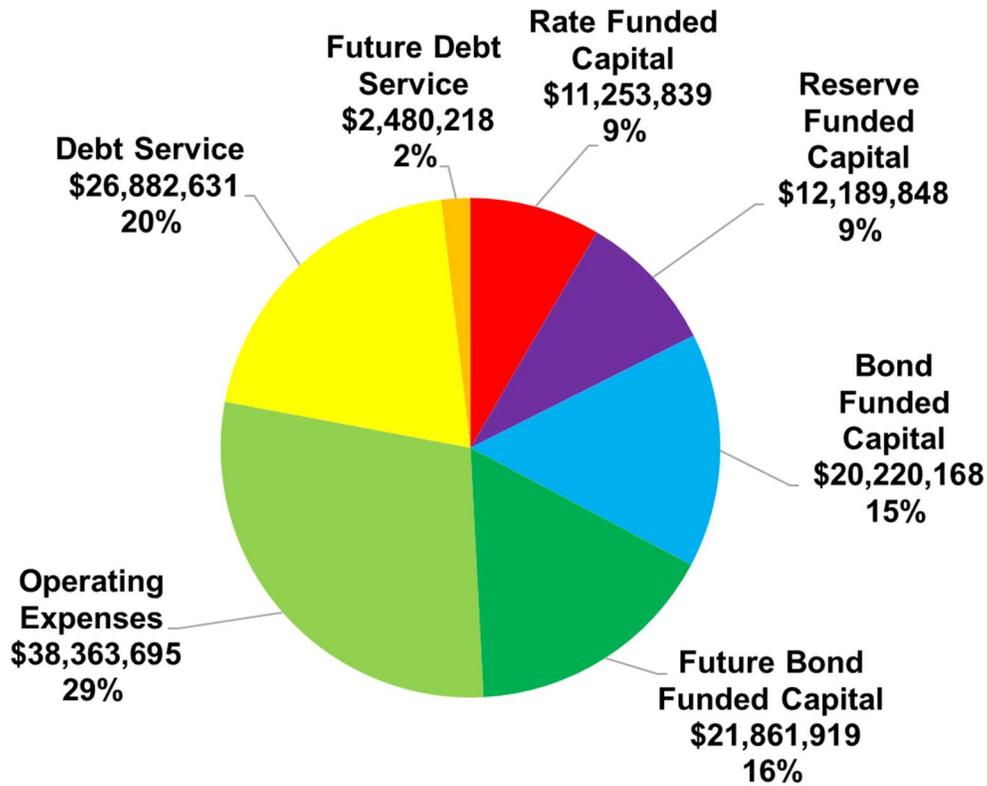
Budgeted revenue for 2026 is projected to be \$76.5 million.

Based on the chart above, the revenue stream is derived primarily from the user charge revenues on volumetric and service availability. They comprise almost 93.2% (\$71.3 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 \$1.7 million in 2026. 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 2026.

In addition, LRWRA expects to utilize the remaining proceeds from previously issued debt in the amounts of \$24.4 million from 2024 RLF to partially fund the 2026 Capital Improvement Project Program. It is expected that LRWRA will need to issue future bonds to cover the remaining \$22.2 million in 2026 capital investments. Between the capacity remaining on previously issued debt instruments, cash received from rates charged to end users, and new bond issues, LRWRA intends to fund \$65.5 million toward capital expenditures and construction interest expense in 2026.

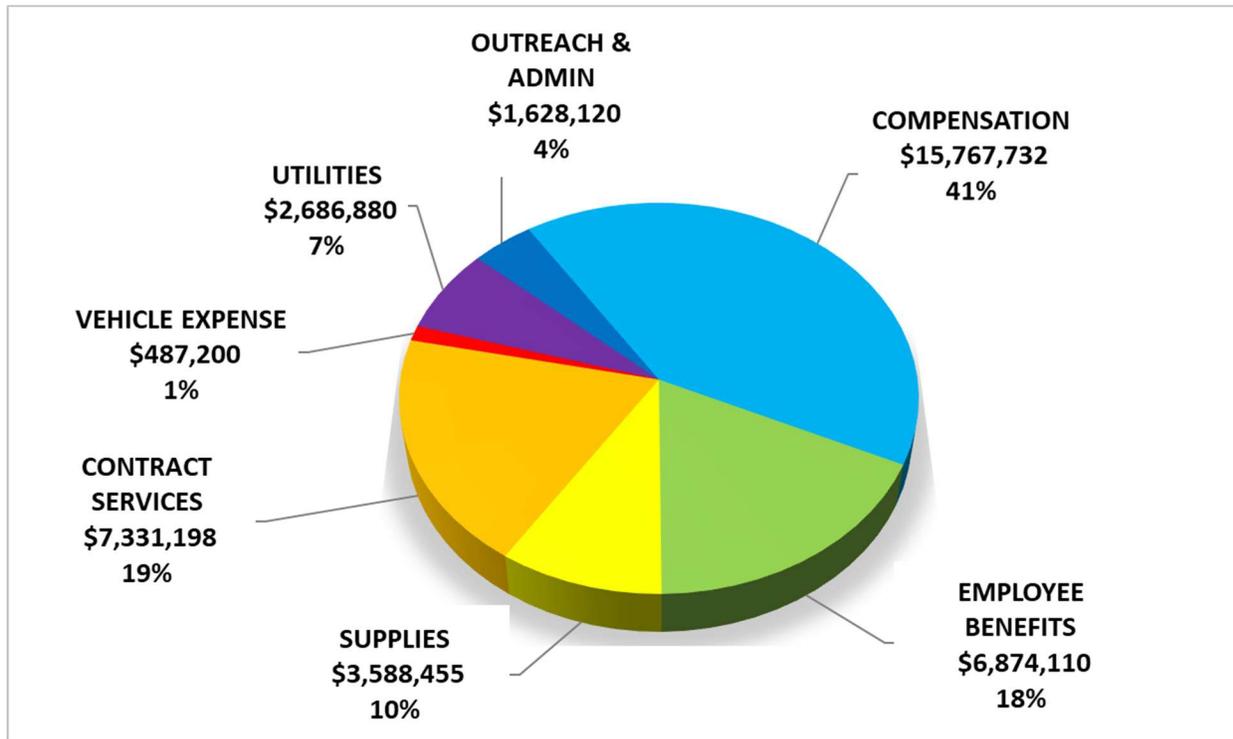
Revenue Requirements and Other Financing Uses

2026 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 2026 are estimated to be \$38.4 million or 3.5% greater than the 2025 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.

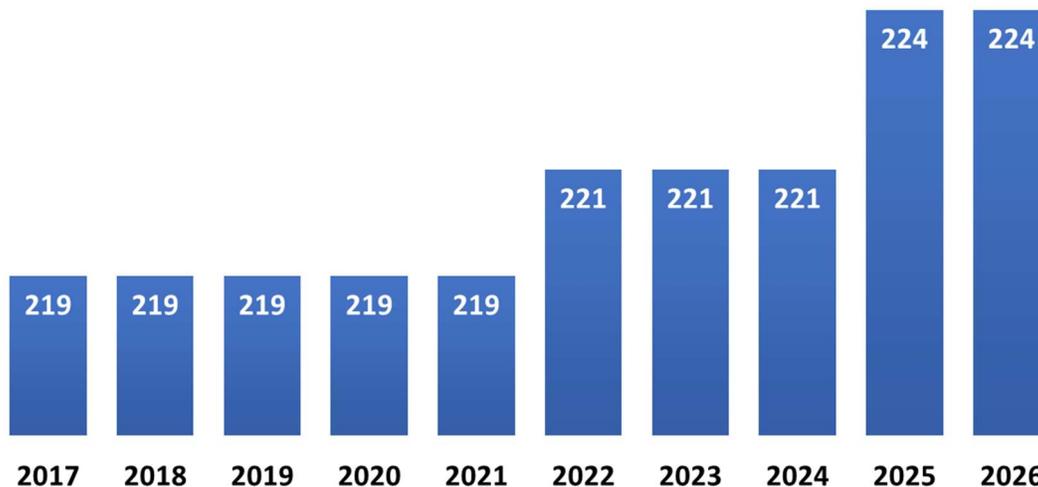
2026 O&M Budget by Expense Type



The 2026 operating budget compares to the 2025 budget as follows:

- Compensation increased by \$311K or 2.0%
 - Utility wide compensation increase effective January 1, 2026, of 2.6%
 - Merit program is under development and an expected adjustment of 2.4% is expected in second quarter.
 - 2026 budgeted headcount remains 224.

Budgeted Positions from 2017 to Proposed 2026



LRWRA Employee Count	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Administration	7	5	5	5	5	5	5	7	7	7
Finance	13	15	15	15	15	15	15	14	14	14
Engineering Services	27	29	29	29	29	29	29	26	27	27
Information Services	11	11	11	11	11	12	12	7	6	6
Maintenance	91	90	90	90	90	91	91	91	91	91
Operations	25	25	25	25	25	25	25	25	26	26
Environmental Assessment	18	16	16	16	16	16	16	16	16	16
Facilities and Equipment	23	23	23	23	23	23	23	31	32	32
Legal	4	5	5	5	5	5	5	4	5	5
Total Positions	219	219	219	219	219	221	221	221	224	224

- Benefits increased by \$236K or 3.6%
 - Health insurance increase for 2026.
 - LRWRA will continue to self-fund its' insurance plan in 2026 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 2026 budgeted amount for capital labor and benefits related to Construction Work in Progress (CWIP) reflects an increase of \$290.5 K or 16.0% from 2025 budget.
- Supplies increased by \$383.0K or 11.9%.
 - Maintenance increased by \$87.0K.
 - Facilities Asset Management increased by \$281.1K.
- Contract Services increased by \$255.2K or 3.6%.
 - Engineering Services increased by \$287.2K.
 - Maintenance decreased by \$415.0K.
 - Operations increased by \$88.5K.
 - Facilities Asset Management decreased by \$528.4K.
- Vehicle Expense decreased by \$151.7K or -23.7% caused by higher use of equipment in capitalized projects.
- Utilities increased by \$95.6K or 3.7%.
- Outreach and Administration increased by \$158K or 14.1%.

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.

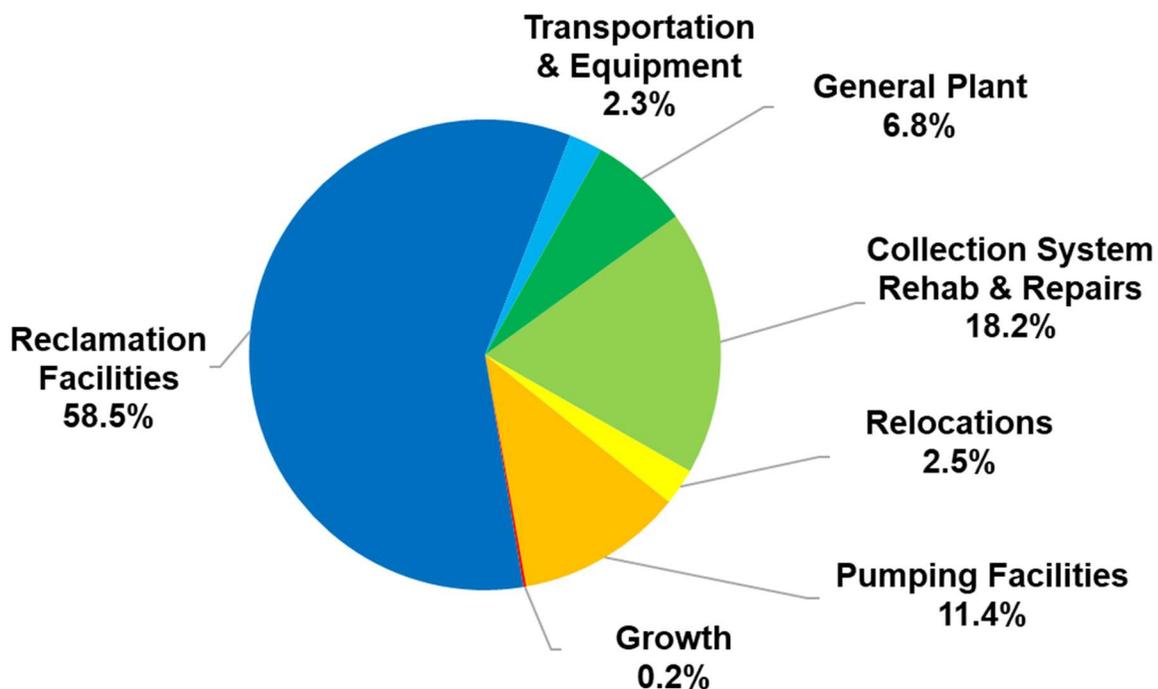
Expenditures equal to or greater than \$5,000 for labor, equipment, parts, or a combination of these items, which add discernible life of greater than three years to an existing depreciable asset are also capital expenditures. In general, expenses associated with additions, replacements, reconstructions, 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 with 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.

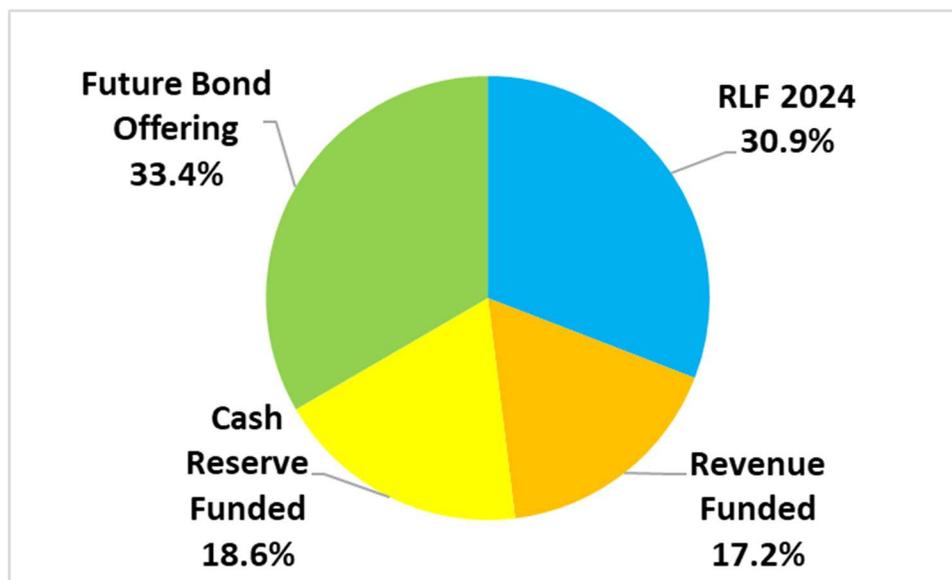
The 2026 and the forecasted six-year Capital Improvement Plan are comprised of projects that address expected NPDES permit modifications, collection system improvements to maintain the system, new mains and extensions, facility projects to upgrade existing facilities, growth in the Port of Little Rock and West Little Rock, and replace aging equipment, inspection, and improvement of large diameter lines >18”. Capital project expenditures for 2026 are estimated at \$65.5 million and are dominated by wastewater collection system maintenance and treatment facility asset renewals.

2026 Capital Improvement Expenditures by Project Category



The budgeted capital expenditures in 2026 will be funded by State Revolving Loan Funds (RLF 2024), future bond offering and 2026 revenues and cash reserves.

2026 Funding Sources for Capital Projects



The complete Capital Improvement Plan begins on page 77.

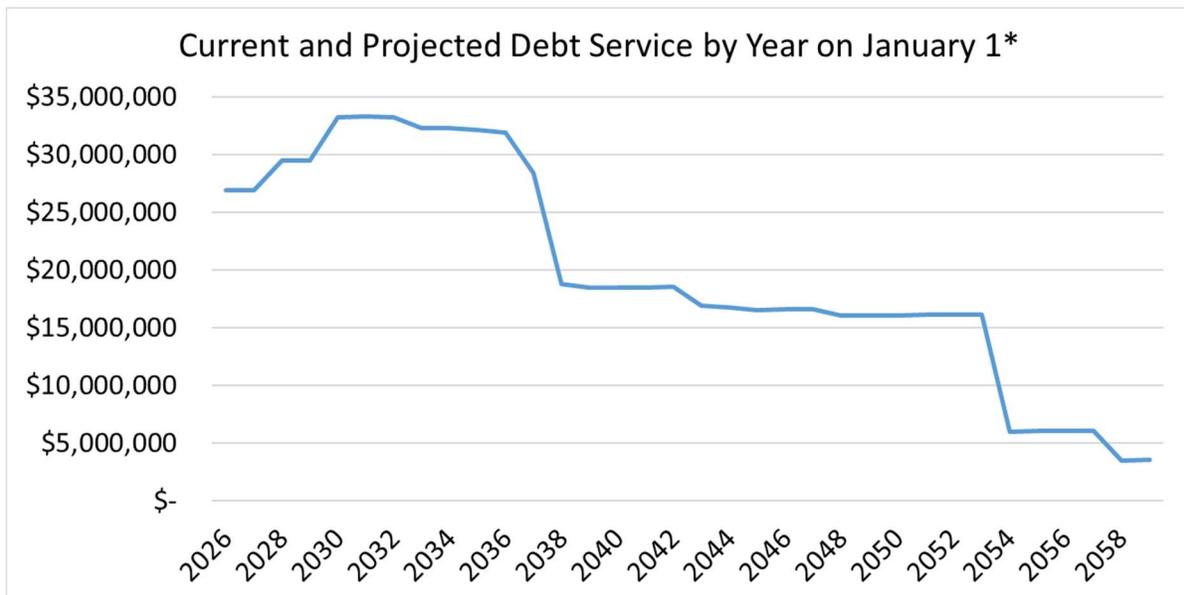
Debt Service – This category includes expenditures for the payment of principal and interest on bonds and other debt instruments along with all expenses related to issuing that debt (i.e., bond underwriter, bond counsel). Of the six outstanding Sewer Revenue Bond issues and seven State Revolving Loan 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 2026 is estimated to be \$26.9 million.

Debt Service

The following chart shows, as of January 1, 2026, 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, 2025, is estimated to be 209%, 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.

Current and Projected Debt Service by Year on January 1*				
Calendar Year	Principal	Interest	Annual Total	Average Annual Total
2026	\$ 18,027,549	\$ 8,855,082	\$ 26,882,631	\$ 26,882,631
2027-2030	84,233,166	34,805,760	119,038,926	29,759,731
2031-2035	123,513,966	39,654,574	163,168,540	32,633,708
2036-2040	88,924,185	27,090,821	116,015,006	23,203,001
2041-2045	68,352,530	18,833,917	87,186,447	17,437,289
2046-2050	69,701,052	11,558,956	81,260,008	16,252,002
2051-2055	56,048,972	4,320,796	60,369,769	12,073,954
2056-2059	18,418,583	765,810	19,184,393	4,796,098
Total	\$ 527,220,003	\$ 145,885,716	\$ 673,105,719	\$ 21,713,088

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



* Series 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.

Debt Issue	Principal	Interest	Total
2007B RLF	\$ 7,282,111	\$ 278,228	\$ 7,560,339
2009A RLF	4,148,611	211,056	4,359,667
2015 Refunding Bond	14,505,000	1,128,609	15,633,609
2016B Refunding Bond	12,420,000	3,039,926	15,459,926
2017 Rev Bond	8,995,000	3,891,922	12,886,922
2020A RLF	48,941,068	17,290,471	66,231,539
2020B Refunding Bond	21,430,000	5,470,724	26,900,724
2020C RLF	7,023,629	1,228,602	8,252,231
2021 Refunding Bond	107,530,000	16,006,445	123,536,445
2023 Refunding Bond	161,861,584	57,184,353	219,045,937
2024 RLF	65,000,000	13,147,996	78,147,996
Total	\$ 459,137,003	\$ 118,878,332	\$ 578,015,335

* Series 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 residential/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.

Five Year Financial Plan

A five-year financial plan, 2026 Budget and 2027-2030 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 rate increases (approved in 2025) 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. A rate increase was approved in October of 2025, which increases rates by 7.25% per year starting in February 2026 through 2030.

Revenue is expected to increase annually through 2030 due to the rate increases and our normal increase in residential customers and usage increases by our commercial customers.

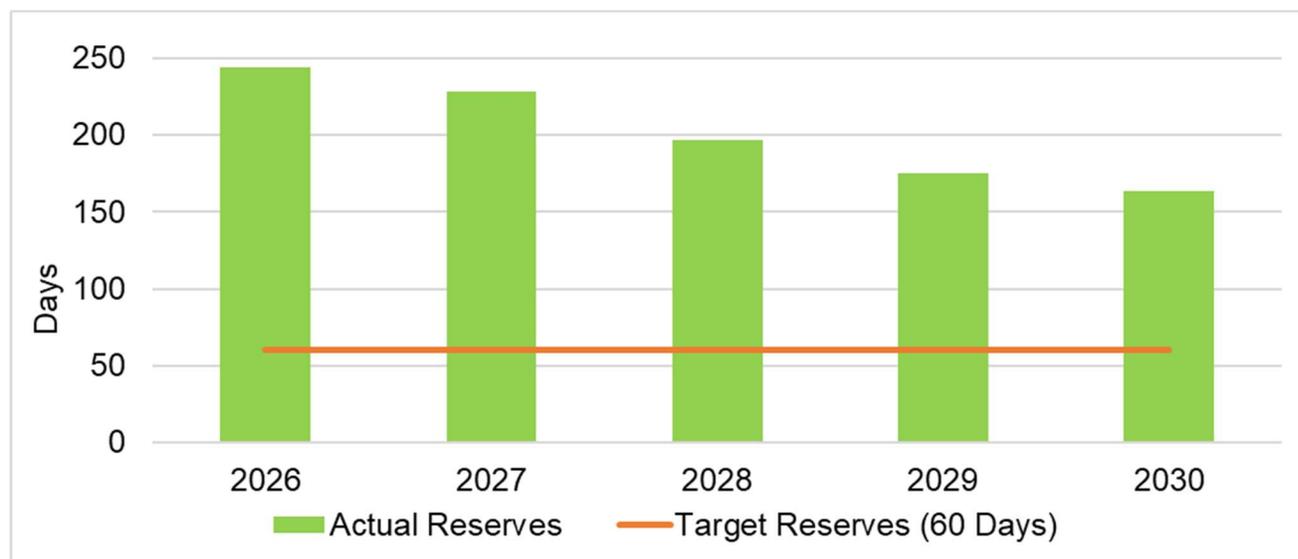
Total expenditures for operations and maintenance (O&M) costs (compensation, benefits, supplies, contract services, vehicle expense, utilities, training and administration, insurance, and commission expense) are expected to increase annually over the next six years based on the underlying assumptions 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 2026 through 2030 is \$339.4 million. However, LRWRA currently has funding for \$43.7 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. The funding for the \$339.4 million capital improvement plan is estimated to consist of 7.8% of existing debt, 23.7% through revenues and operating cash reserves and the remaining 68.5% through the issuance of additional debt.

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 year's 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 – FY2026 to FY2030

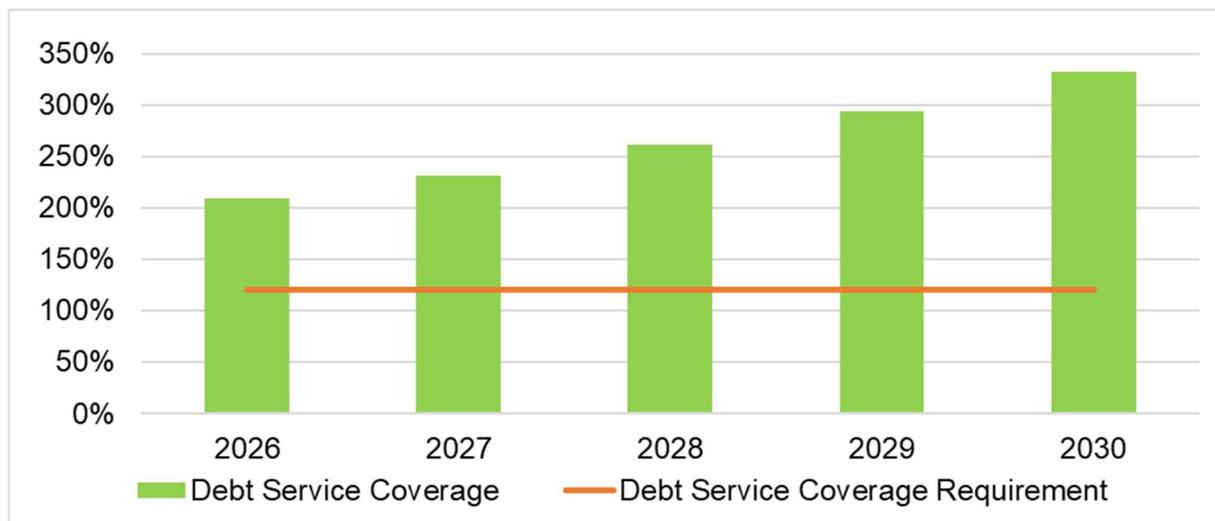


Legal Debt Limit – LRWRA does not have a legal debt limit.

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 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 2026 budgeted operating revenue is 10.8% more than 2025 budgeted total revenue, and 7.8% more than the 2025 projected revenue. The 2026 budget indicates a slight increase in Residential and Commercial customers, an increase in volumetric charge, and an increase in industrial surcharge compared to the 2025 budget due to the rate increase. Annual depreciation expense is estimated to increase significantly from \$22.2 million in 2025 to \$35.5 million in 2030, as numerous large construction projects will be placed in service during the next five years. Non-operating revenues are expected to remain relatively stable other than a decrease in the interest income based on using cash reserves to fund capital expenses and the Federal Reserve decreasing 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 2026 budget to the 2025 budget and forecast. The 2025 O&M budget shows an increase of 3.5% or \$1.3 million from the 2025 budgeted expenses. There is an overall increase of 8.0% between the 2026 budget and projected expenses for 2025, which are based on actual expenses through July 31, 2025, and forecasted expenses for August through December 2025.

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 residential 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 will increase by 7.25% beginning February 1, 2026. The new Residential rate for a 5/8” inside city meter is \$13.87 and total volumetric charge of \$5.15 per CCF.

Earlier this year the Arkansas Legislature enacted a law that requires all wastewater utilities in the state to complete a rate study no less than every five years and for the governing bodies of those utilities to ratify the recommended rates. LRWRA completed a rate study in 2025 and is set to implement the first of five annual rate increases in February 2026. LRWRA is required by law to complete an updated rate study no later than July 1, 2030. The current rate ordinance is located at Little Rock Water Reclamation Authority’s website.

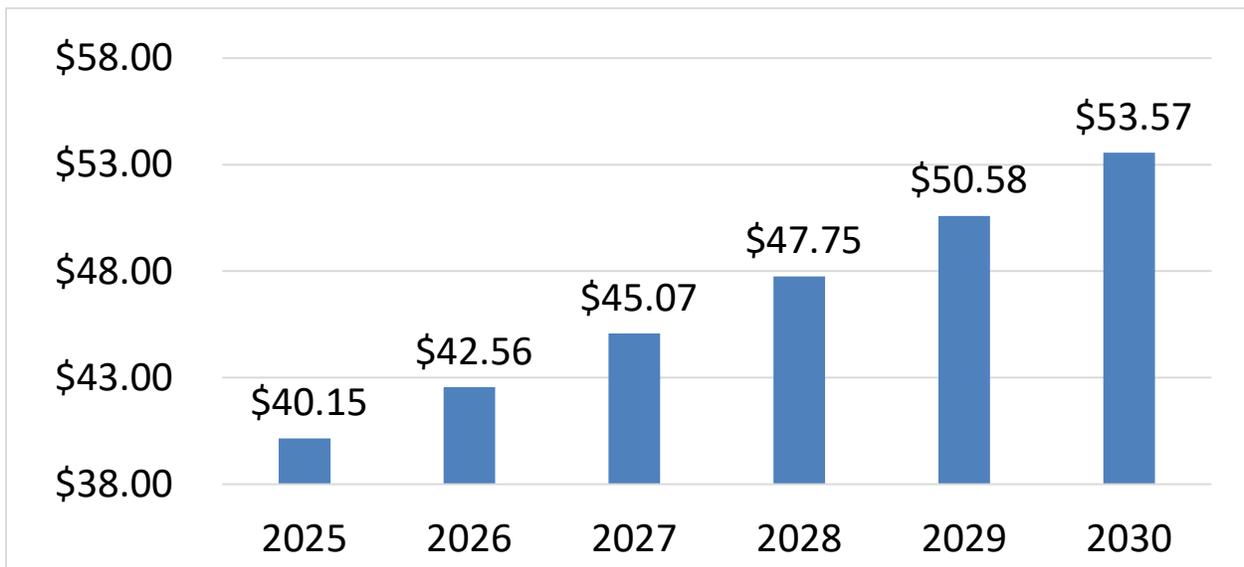
The inside-city structure for 2026 is:

	Minimum Bill	Operations Volumetric Charge
Residential Rate	\$ 13.87	\$ 5.15 per 100 Ccf
Commercial Rate	\$ 13.87	\$ 6.97 per 100 Ccf

The outside-city structure for 2026 is:

	Minimum Bill	Operations Volumetric Charge
Residential Rate	\$ 20.81	\$ 7.73 per 100 Ccf
Commercial Rate	\$ 20.81	\$ 10.46 per 100 Ccf

Current and Projected Monthly Residential Bill



* Monthly residential bills reflect an increase in rates and a decrease in 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 2025 for a residential account inside the city limits of Little Rock is 5.67 Ccf (or 4,241 gallons). The LRWRA residential average bill in 2026 will be \$42.56. This equates to an annual amount of \$510.67 or 1.05% 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 future approved rate increases of 7.25% included in 2026-2030 outlook period. The following graph shows what the average monthly inside-city residential bill would be along with the change to the percentage of Median Household Income for the current budget plus the next five-year outlook including the rate increase.

Year	CCF	Estimated Residential	Residential of Median Income
2026	5.57	\$ 42.56	0.99%
2027	5.47	\$ 45.07	1.05%
2028	5.37	\$ 47.75	1.11%
2029	5.27	\$ 50.58	1.17%
2030	5.17	\$ 53.57	1.27%

Conclusion

LRWRA has presented a fair and balanced budget for 2026 with what projects to be a relatively stable annual revenue stream and expenditures. LRWRA’s 2026 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.

2026 Consolidated Fee Schedule

1. FINANCE DEPARTMENT

- 1.1 Billing Fee**\$12.00
Bills sent to customers by LRWRA.
- 1.2 Insufficient Check Return Fee**\$32.00
Customer bad checks returned on LRWRA’s bank accounts.
- 1.3 Non-Permitted Sewer Connection Fee**\$185.00
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..... \$105.00
- 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) \$160.00
- 2.2.2 Additional Field Inspections as required (each) \$70.00
- 2.2.3 Opportunity Zone (Contact Permits Desk for pricing) \$

2.3 Building Sewer Seal Fee (each) **\$210.00**

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 \$840.00 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 \$840.00 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 \$500.00
(Includes owner occupied and rental dwellings)
- 2.6.2 Commercial Units \$740.00
(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..... \$375.00
- 2.8.2 Escalating Noncompliance Fee - Continual Failure after 2.8.1..... \$555.00
- 2.8.3 Active Interceptor Overflow Investigation (each occurrence) \$555.00
- 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)	\$390.00
2.9.2	Annual Inspection (each meter and meter type)	\$160.00
2.9.3	Replacement Meter Installation Fee (Active Account Only)	\$390.00
2.9.4	Meter Re-Activation Fee (Applies to Lapsed Accounts \geq 90 days).....	\$390.00

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)	\$180.00
2.10.2	FSP Annual Registration Renewal Fee (each FSP company)...	\$180.00
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).....	\$155.00
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	\$1,210.00
3.1.2	Permit Modification or Permit Transfer Fee (each action) Name Change:	\$185.00
	Modification:	\$600.00
3.1.3	Categorical Discharger (CIU) - Annual Permit Fee (each outfall).....	\$3,130.00
3.1.4	Non-Significant CIU (1-100 GPD) - Annual Permit Fee*	\$1,345.00
3.1.5	Significant "CIU Zero" Discharger - Annual Permit Fee*	\$2,000.00
3.1.6	Non-Significant "CIU Zero" Discharger - Annual Permit Fee*	\$800.00
3.1.7	Categorical "Zero" Discharger (Domestic Only) - Annual Permit Fee* ..	\$760.00

3.1.8	Significant Industrial User - Annual Permit Fee*	\$2,000.00
3.1.9	Other Regulated Industrial Users - Annual Permit Fee*	\$920.00
3.1.10	Other Regulated Ind. Users "Zero" Discharge - Annual Permit Fee*	\$500.00
3.1.11	Noncompliance Inspection and Monitoring, (each occurrence)	\$Cost
3.1.12	Special Request Discharge Inspection and Monitoring (each occurrence)	\$Cost
3.1.13	Late Reporting Fee (each occurrence over 5 days)	\$62.00

* Each outfall

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

3.2.1	Domestic Septage Waste Hauler Disposal Fee (each load)	\$104.00
3.2.2	Mobile Food/RV Disposal Fee (≤ 100 gal. capacity & each load)	\$26.00

3.3 Permitted Domestic Septage Waste Hauler/Owner/Operator Fees

3.3.1	New Permit Application Fee (each facility)	\$980.00
3.3.2	Permit Modification or Permit Transfer Fee (each action)	
	Name Change:	\$185.00
	Modification:	\$605.00
3.3.3	Domestic Septage Waste Haulers - Annual Permit Fee	\$980.00
3.3.4	Domestic Septage Waste Hauler Tanker Fee - (each truck or tanker)	\$46.00
3.3.5	Noncompliance Inspection and Monitoring (each occurrence)	\$Cost
3.3.6	Late Reporting Fee (each occurrence over 5 days)	\$62.00

3.4 Permitted Landfill Owner/Operator Fees

3.4.1	New Permit Application Fee (each facility).....	\$1,055.00
3.4.2	Permit Modification or Permit Transfer Fee (each action)	
	Name Change:	\$185.00
	Modification:	\$600.00
3.4.3	Landfill Operator - Annual Permit Fee	\$1,055.00
3.4.4	Disposal Fee - Cost per Gallon Based on Meter or Tanker Capacity	\$0.10
3.4.5	Noncompliance Inspection and Monitoring (each occurrence).....	\$Cost
3.4.6	Special Request Discharge Inspection and Monitoring (each occurrence)	\$Cost
3.4.7	Late Reporting Fee (each occurrence over 5 days)	\$62.00

3.5 Permitted Landfill Leachate Hauler Fees

3.5.1	New Permit Application Fee (each facility).....	\$1,450.00
3.5.2	Permit Modification or Permit Transfer Fee (each action)	
	Name Change:	\$185.00
	Modification:	\$600.00
3.5.3	Landfill Leachate Hauler - Annual Permit Fee.....	\$1,450.00
3.5.4	Landfill Leachate Tanker Fee - (each truck or tanker)	\$46.00
3.5.5	Noncompliance Inspection and Monitoring (each occurrence).....	\$Cost
3.5.6	Late Reporting Fee (each occurrence over 5 days)	\$62.00

3.6 Permitted Mobile Pressure Wash Owner/Operator Fees

3.6.1	Mobile Pressure Wash Operator New Permit Application	\$390.00
3.6.2	Mobile Pressure Wash Operator - Annual Permit Fee	\$390.00
3.6.3	Mobile Pressure Wash Operator Tanker Fee - (each truck or tanker).....	\$46.00
3.6.4	Disposal Fee (each truck or tanker, not to exceed 1000 gallons).....	\$26.00
3.6.5	Noncompliance Inspection and Monitoring (each occurrence).....	\$Cost
3.6.6	Special Request Discharge Inspection and Monitoring (each occurrence)	\$Cost
3.6.7	Late Reporting Fee (each occurrence over 5 days)	\$62.00

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\$525.00
(Duration of the Short-Term Authorization must be less than one year.)
- 3.7.2** New Special Discharge Permit - Application Fee.....\$505.00
- 3.7.3** New Special Discharge Permit - Annual Permit Fee (each outfall)\$505.00
- 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)...\$62.00

Cash Flow Sufficiency	FY 2025		FY 2026		FY 2027		FY 2028		FY 2029		FY 2030	
	Projected	Budget	Projected	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Cash Inflow												
Service Availability Charge	\$ 12,874,696	\$ 13,742,539	\$ 14,842,865	\$ 15,936,423	\$ 17,111,809	\$ 18,370,420						
Volumetric Charge	53,182,466	57,541,252	62,216,082	67,085,708	72,344,976	77,999,731						
User Charge Revenue	\$ 66,057,162	\$ 71,283,790	\$ 77,058,947	\$ 83,022,131	\$ 89,456,785	\$ 96,370,151						
Industrial Surcharge Revenue	1,575,700	1,672,293	1,761,033	1,849,773	1,938,513	2,027,252						
Other Fees and Income	727,654	749,484	771,969	795,128	818,982	843,551						
Non-Operating Income	3,465,032	2,794,598	1,931,196	1,843,029	1,722,698	1,546,134						
Total Income	\$ 71,825,549	\$ 76,500,165	\$ 81,523,144	\$ 87,510,060	\$ 93,936,977	\$ 100,787,088						
Bond/Grant Proceeds	37,622,961	20,220,168	5,428,006	536,006	169,562	-						
Future Bond Proceeds	-	21,861,919	59,554,880	55,080,189	48,069,321	48,012,987						
Total: Source of Funds	\$ 109,448,510	\$ 118,582,252	\$ 146,506,030	\$ 143,126,255	\$ 142,175,860	\$ 148,800,075						

Cash Outflow												
Operating Expenses	\$ 35,515,817	\$ 38,363,695	\$ 39,706,424	\$ 41,096,149	\$ 42,534,514	\$ 44,023,222						
Existing Debt Service	25,179,089	26,882,631	26,875,327	29,477,969	29,457,954	30,335,325						
Proposed Debt Service	-	2,480,218	4,960,437	4,960,437	11,489,463	13,039,600						
Rate Funded Capital	11,130,643	11,253,839	12,000,000	14,999,260	14,999,712	15,000,947						
Reserve Funded Capital	14,491,637	12,189,848	-	-	-	-						
Current Bond/Grant Funded Capital	36,602,115	19,268,000	4,471,200	-	-	-						
Construction Interest Expense	1,020,846	952,168	956,806	536,006	169,562	-						
Future Bond Funded Capital (Anticipated)	-	21,861,919	59,554,880	55,080,189	48,069,321	48,012,987						
Total: Allocation of Funds	\$ 123,940,147	\$ 133,252,318	\$ 148,525,073	\$ 146,150,010	\$ 146,720,527	\$ 150,412,080						

Revenue Surplus/(Deficit) \$ (14,491,637) \$ (14,670,066) \$ (2,019,043) \$ (3,023,754) \$ (4,544,667) \$ (1,612,005)

Operating & Debt Service Reserve \$ 66,489,940 \$ 51,819,873 \$ 49,800,830 \$ 46,777,075 \$ 42,232,409 \$ 40,620,403

Debt Service Coverage												
Revenues	\$ 71,825,549	\$ 76,500,165	\$ 81,523,144	\$ 87,510,060	\$ 93,936,977	\$ 100,787,088						
Less Operating Expenses	35,515,817	38,363,695	39,706,424	41,096,149	42,534,514	44,023,222						
Net Revenues available for Debt Service	\$ 36,309,732	\$ 38,136,470	\$ 41,816,720	\$ 46,413,911	\$ 51,402,462	\$ 56,763,866						

Average Annual Debt Service												
Debt Service Coverage Ratio	197%	209%	232%	261%	294%	333%						
Debt Coverage Target	120%	120%	120%	120%	120%	120%						

	2024	2025	2026	2027	2028	2029	2030
	ACTUAL	FORECAST	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
OPERATING REVENUE:							
ASSESSMENTS LEVIED	\$ 64,613,031	\$ 66,057,162	\$ 71,283,790	\$ 77,058,947	\$ 83,022,131	\$ 89,456,785	\$ 96,370,151
INDUSTRIAL SURCHARGE	1,429,719	1,575,700	1,672,293	1,761,033	1,849,773	1,938,513	2,027,252
OTHER FEES AND INCOME	1,883,205	727,654	749,484	771,969	795,128	818,982	843,551
TOTAL OPERATING INCOME	\$ 67,925,955	\$ 68,360,517	\$ 73,705,568	\$ 79,591,949	\$ 85,667,031	\$ 92,214,279	\$ 99,240,954
OPERATING EXPENSE:							
SALARIES AND BENEFITS	21,061,150.30	21,878,730.21	22,641,842.00	23,434,306.47	24,254,507.20	25,103,414.95	25,982,034.47
SUPPLIES	3,277,277.17	2,999,792.10	3,588,455.08	3,714,051.01	3,844,042.79	3,978,584.29	4,117,834.74
CONTRACT MAINTENANCE	5,869,386.44	6,449,375.30	7,331,198.00	7,587,789.93	7,853,362.58	8,128,230.27	8,412,718.33
VEHICLE EXPENSE	593,960.88	371,798.54	487,200.00	504,252.00	521,900.82	540,167.35	559,073.21
UTILITIES	2,310,218.46	2,746,737.76	2,686,880.00	2,780,920.80	2,878,253.03	2,978,991.88	3,083,256.60
ADMINISTRATION	1,127,517.98	1,069,383.52	1,628,120.00	1,685,104.20	1,744,082.85	1,805,125.75	1,868,305.15
TOTAL OPERATING EXPENSE	\$ 34,239,511	\$ 35,515,817	\$ 38,363,695	\$ 39,706,424	\$ 41,096,149	\$ 42,534,514	\$ 44,023,222
NET INCOME BEFORE DEPRECIATION	\$ 33,686,444	\$ 32,844,700	\$ 35,341,873	\$ 39,885,525	\$ 44,570,882	\$ 49,679,765	\$ 55,217,732
DEPRECIATION	\$ 21,373,795	\$ 22,623,907	\$ 37,224,195	\$ 40,237,528	\$ 43,250,861	\$ 46,264,195	\$ 49,277,528
NET INCOME AFTER DEPRECIATION	\$ 12,312,649	\$ 10,220,793	\$ (1,882,322)	\$ (352,003)	\$ 1,320,021	\$ 3,415,570	\$ 5,940,204
NON-OPERATING REVENUE:							
INTEREST INCOME	\$ 3,895,849	\$ 3,231,032	\$ 2,659,598	\$ 1,796,196	\$ 1,708,029	\$ 1,584,698	\$ 1,408,134
GAIN ON DISPOSAL OF PROPERTY	69,679	165,000	60,000	60,000	60,000	63,000	63,000
UNREALIZED GAIN ON INVESTMENT	127,510	-	-	-	-	-	-
REPURCHASE PROGRAM / MISC	88,416	69,000	75,000	75,000	75,000	75,000	75,000
	\$ 4,181,453	\$ 3,465,032	\$ 2,794,598	\$ 1,931,196	\$ 1,843,029	\$ 1,722,698	\$ 1,546,134
INCOME BEFORE NON-OPERATING EXPENSES	\$ 16,494,102	\$ 13,685,825	\$ 912,276	\$ 1,579,193	\$ 3,163,050	\$ 5,138,268	\$ 7,486,338
NON-OPERATING EXPENSES:							
INTEREST ON LONG-TERM DEBT	\$ 11,046,296	\$ 9,734,668	\$ 9,345,389	\$ 8,855,082	\$ 8,390,122	\$ 8,788,182	\$ 8,285,116
LOSS ON DISPOSAL OF PROPERTY	1,024,937	205,680	100,000	100,000	100,000	100,000	100,000
BOND ISSUE EXPENSE	-	-	-	-	-	-	-
	\$ 12,071,233	\$ 9,940,348	\$ 9,445,389	\$ 8,955,082	\$ 8,490,122	\$ 8,888,182	\$ 8,385,116
NET INCOME	\$ 4,422,869	\$ 3,745,477	\$ (8,533,113)	\$ (7,375,890)	\$ (5,327,072)	\$ (3,749,914)	\$ (898,777)

TOTAL UTILITY

DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2026
	Actual	Budget	Budget	Projected	Projected	Projected	Projected	Rate Model
SALARY	14,845,311	15,456,450	15,767,732	16,319,603	16,890,799	17,481,966	18,093,835	15,997,426
EMPLOYEE BENEFITS	6,215,888	6,637,807	6,874,110	7,114,704	7,363,718	7,621,449	7,888,199	6,870,130
SUPPLIES	3,277,277	3,205,415	3,588,455	3,714,051	3,844,043	3,978,584	4,117,835	3,317,605
CONTRACT SERVICES	5,897,500	7,075,950	7,331,198	7,587,790	7,853,363	8,128,230	8,412,718	7,183,883
VEHICLE EXPENSE	593,961	638,900	487,200	504,252	521,901	540,167	559,073	661,262
UTILITIES	2,310,218	2,591,255	2,746,738	2,780,921	2,878,253	2,978,992	3,083,257	2,681,949
OUTREACH & ADMIN	748,307	1,122,000	1,280,600	1,325,421	1,371,811	1,419,824	1,469,518	1,171,620
INSURANCE	351,097	345,436	347,520	359,683	372,272	385,302	398,787	358,428
	\$ 34,239,560	\$ 37,073,213	\$ 38,363,695	\$ 39,706,424	\$ 41,096,149	\$ 42,534,514	\$ 44,023,222	\$ 38,242,302
COMMISSION	62,407	81,800	62,900	65,102	67,380	69,738	72,179	85,565
ADMINISTRATION	2,037,792	2,349,115	2,486,375	2,573,398	2,663,467	2,756,688	2,853,173	2,431,334
FINANCE	2,821,805	3,071,339	3,068,560	3,175,960	3,287,118	3,402,167	3,521,243	3,049,461
ENGINEERING	2,501,444	2,676,385	3,089,695	3,197,834	3,309,759	3,425,600	3,545,496	2,770,058
INFORMATION SERVICES	1,687,708	1,984,885	2,009,855	2,080,200	2,153,007	2,228,362	2,306,355	2,054,356
MAINTENANCE	9,181,489	9,669,535	10,105,075	10,458,753	10,824,809	11,203,677	11,595,806	10,007,969
OPERATIONS	7,800,714	7,971,033	8,474,302	8,770,903	9,077,884	9,395,610	9,724,456	8,250,019
ENVIRONMENTAL AFFAIRS	1,863,621	2,098,506	2,162,720	2,238,415	2,316,760	2,397,846	2,481,771	2,171,954
FACILITIES ASSET MANAGEMENT	5,720,814	7,359,397	7,116,708	7,365,793	7,623,596	7,890,421	8,166,586	7,616,976
LEGAL	561,763	693,218	790,505	818,173	846,809	876,447	907,123	717,481
PROJECTED VACANCY SAVINGS	-	(882,000)	(1,003,000)	(1,038,105)	(1,074,439)	(1,112,044)	(1,150,966)	(912,870)
	\$ 34,239,560	\$ 37,073,213	\$ 38,363,695	\$ 39,706,424	\$ 41,096,149	\$ 42,534,514	\$ 44,023,222	\$ 38,242,302
SUPPORT SERVICES	11,536,542	12,955,248	13,670,610	14,149,081	14,644,299	15,156,850	15,687,339	13,280,209
OPERATIONS	13,521,529	15,330,430	15,591,010	16,136,695	16,701,480	17,286,032	17,891,043	15,866,995
MAINTENANCE	9,181,489	9,669,535	10,105,075	10,458,753	10,824,809	11,203,677	11,595,806	10,007,969
PROJECTED VACANCY SAVINGS	-	(882,000)	(1,003,000)	(1,038,105)	(1,074,439)	(1,112,044)	(1,150,966)	(912,870)
	\$ 34,239,560	\$ 37,073,213	\$ 38,363,695	\$ 39,706,424	\$ 41,096,149	\$ 42,534,514	\$ 44,023,222	\$ 38,242,302

TOTAL UTILITY

-----2025 PROJECTED TO 2025 BUDGET ----- -----2026 BUDGET TO 2025 BUDGET-----

DESCRIPTION	2025		2025		2025		2026	
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	BUDGET	OVR/(UND)	BUDGET
	\$		\$		\$		\$	
SALARY	15,966,068	509,618	15,456,450	311,282	15,767,732	311,282	2.0%	15,767,732
EMPLOYEE BENEFITS	5,912,663	(725,144)	6,637,807	-10.9%	6,874,110	236,303	3.6%	6,874,110
SUPPLIES	2,999,792	(205,623)	3,205,415	-6.4%	3,588,455	383,040	12.0%	3,588,455
CONTRACT SERVICES	6,449,375	(626,575)	7,075,950	-8.9%	7,331,198	255,248	3.6%	7,331,198
VEHICLE EXPENSE	371,799	(267,101)	638,900	-41.8%	487,200	(151,700)	-23.7%	487,200
UTILITIES	2,746,738	155,483	2,591,255	6.0%	2,686,880	95,625	3.7%	2,686,880
OUTREACH & ADMIN	801,861	(320,139)	1,122,000	-28.5%	1,280,600	158,600	14.1%	1,280,600
INSURANCE	267,523	(77,913)	345,436	-22.6%	347,520	2,084	0.6%	347,520
Total	\$ 35,515,817	\$ (1,557,396)	\$ 37,073,213	-4.2%	\$ 38,363,695	\$ 1,290,482	3.5%	\$ 38,363,695

-----2026 BUDGET TO 2025 PROJECTED ----- -----2025 RATE STUDY TO 2026 BUDGET-----

DESCRIPTION	2025		2026		2026		2026	
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	BUDGET	OVR/(UND)	RATE MODEL
	\$		\$		\$			
SALARY	15,966,068	(198,336)	15,767,732	-1.2%	15,997,426	229,694	1.5%	15,997,426
EMPLOYEE BENEFITS	5,912,663	961,447	6,874,110	16.3%	6,870,130	(3,980)	-0.1%	6,870,130
SUPPLIES	2,999,792	588,663	3,588,455	19.6%	3,317,605	(270,851)	-7.6%	3,317,605
CONTRACT SERVICES	6,449,375	881,823	7,331,198	13.7%	7,183,883	(147,315)	-2.0%	7,183,883
VEHICLE EXPENSE	371,799	115,401	487,200	31.0%	661,262	174,062	35.7%	661,262
UTILITIES	2,746,738	(59,858)	2,686,880	-2.2%	2,681,949	(4,931)	-0.2%	2,681,949
OUTREACH & ADMIN	801,861	478,739	1,280,600	59.7%	1,171,620	(108,980)	-8.5%	1,171,620
INSURANCE	267,523	79,997	347,520	29.9%	358,428	10,908	3.1%	358,428
Total	\$ 35,515,817	\$ 2,847,878	\$ 38,363,695	8.0%	\$ 38,242,302	\$ (121,393)	-0.3%	\$ 38,242,302

COMMISSION

Description	2024 Actual	2025 Budget	2025 Projected	2026 Budget	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2026 Rate Model
SALARY	-	-	-	-	-	-	-	-	-	-
EMPLOYEE BENEFITS	-	-	-	-	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES	-	-	-	-	-	-	-	-	-	-
VEHICLE EXPENSE	-	-	-	-	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-	-	-	-	-
OUTREACH & ADMIN	58,190	78,800	22,550	59,500	63,738	61,583	63,738	65,969	68,278	81,558
INSURANCE	4,217	3,000	3,000	3,400	3,642	3,519	3,642	3,770	3,902	4,007
	\$ 62,407	\$ 81,800	\$ 25,550	\$ 62,900	\$ 67,380	\$ 65,102	\$ 67,380	\$ 69,738	\$ 72,179	\$ 85,565
COMMISSION	62,407	81,800	25,550	62,900	67,380	65,102	67,380	69,738	72,179	85,565
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-	-	-
	\$ 62,407	\$ 81,800	\$ 25,550	\$ 62,900	\$ 67,380	\$ 65,102	\$ 67,380	\$ 69,738	\$ 72,179	\$ 85,565
SUPPORT SERVICES	62,407	81,800	25,550	62,900	67,380	65,102	67,380	69,738	72,179	85,565
OPERATIONS	-	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-	-
	\$ 62,407	\$ 81,800	\$ 25,550	\$ 62,900	\$ 67,380	\$ 65,102	\$ 67,380	\$ 69,738	\$ 72,179	\$ 85,565

COMMISSION

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET -----			-----2026 BUDGET TO 2025 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 BUDGET
SALARY	-	-	0.0%	-	-	0.0%	-
EMPLOYEE BENEFITS	-	-	0.0%	-	-	0.0%	-
SUPPLIES	-	-	0.0%	-	-	0.0%	-
CONTRACT SERVICES	-	-	0.0%	-	-	0.0%	-
VEHICLE EXPENSE	-	-	0.0%	-	-	0.0%	-
UTILITIES	-	-	0.0%	-	-	0.0%	-
OUTREACH & ADMIN	22,550	(56,250)	-71.4%	78,800	(19,300)	-24.5%	59,500
INSURANCE	3,000	-	0.0%	3,000	400	13.3%	3,400
Total	\$ 25,550	\$ (56,250)	-68.8%	\$ 81,800	\$ (18,900)	-23.1%	\$ 62,900

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED -----			-----2025 RATE STUDY TO 2026 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 RATE MODEL
SALARY	-	-	0.0%	-	-	0.0%	-
EMPLOYEE BENEFITS	-	-	0.0%	-	-	0.0%	-
SUPPLIES	-	-	0.0%	-	-	0.0%	-
CONTRACT SERVICES	-	-	0.0%	-	-	0.0%	-
VEHICLE EXPENSE	-	-	0.0%	-	-	0.0%	-
UTILITIES	-	-	0.0%	-	-	0.0%	-
OUTREACH & ADMIN	22,550	36,950	163.9%	59,500	22,058	37.1%	81,558
INSURANCE	3,000	400	13.3%	3,400	607	17.9%	4,007
Total	\$ 25,550	\$ 37,350	146.2%	\$ 62,900	\$ 22,665	36.0%	\$ 85,565

ADMINISTRATION

DESCRIPTION	2024	2025		2026		2027		2028		2029		2030		2026
	Actual	Budget	Projected	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Rate Model
SALARY	1,039,512	1,085,870	1,028,490	1,087,080	1,125,128	1,164,507	1,205,265	1,247,449	1,123,875					
EMPLOYEE BENEFITS	396,899	465,035	392,960	502,795	520,393	538,607	557,458	576,969	481,311					
SUPPLIES	16,012	20,250	19,990	16,500	17,078	17,675	18,294	18,934	20,959					
CONTRACT SERVICES	252,405	303,500	249,954	283,750	293,681	303,960	314,599	325,610	314,123					
VEHICLE EXPENSE	34,953	32,400	36,942	35,000	36,225	37,493	38,805	40,163	33,534					
UTILITIES	6,253	8,200	6,131	6,000	6,210	6,427	6,652	6,885	8,487					
OUTREACH & ADMIN	288,842	430,100	329,355	553,500	572,873	592,923	613,675	635,154	445,154					
INSURANCE	2,916	3,760	1,617	1,750	1,811	1,875	1,940	2,008	3,892					
	\$ 2,037,792	\$ 2,349,115	\$ 2,065,439	\$ 2,486,375	\$ 2,573,398	\$ 2,663,467	\$ 2,756,688	\$ 2,853,173	\$ 2,431,334					
COMMISSION	-	-	-	-	-	-	-	-	-					
ADMINISTRATION	2,037,792	2,349,115	2,065,439	2,486,375	2,573,398	2,663,467	2,756,688	2,853,173	2,431,334					
FINANCE	-	-	-	-	-	-	-	-	-					
ENGINEERING	-	-	-	-	-	-	-	-	-					
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-					
MAINTENANCE	-	-	-	-	-	-	-	-	-					
OPERATIONS	-	-	-	-	-	-	-	-	-					
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-					
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-					
LEGAL	-	-	-	-	-	-	-	-	-					
	\$ 2,037,792	\$ 2,349,115	\$ 2,065,439	\$ 2,486,375	\$ 2,573,398	\$ 2,663,467	\$ 2,756,688	\$ 2,853,173	\$ 2,431,334					
SUPPORT SERVICES	2,037,792	2,349,115	2,065,439	2,486,375	2,573,398	2,663,467	2,756,688	2,853,173	2,431,334					
OPERATIONS	-	-	-	-	-	-	-	-	-					
MAINTENANCE	-	-	-	-	-	-	-	-	-					
	\$ 2,037,792	\$ 2,349,115	\$ 2,065,439	\$ 2,486,375	\$ 2,573,398	\$ 2,663,467	\$ 2,756,688	\$ 2,853,173	\$ 2,431,334					

ADMINISTRATION

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET -----			-----2026 BUDGET TO 2025 BUDGET -----		
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	2026 BUDGET
SALARY	1,028,490	(57,380)	-5.3%	1,085,870	1,210	0.1%
EMPLOYEE BENEFITS	392,960	(72,075)	-15.5%	465,035	37,760	8.1%
SUPPLIES	19,990	(260)	-1.3%	20,250	(3,750)	-18.5%
CONTRACT SERVICES	249,954	(53,546)	-17.6%	303,500	(19,750)	-6.5%
VEHICLE EXPENSE	36,942	4,542	14.0%	32,400	2,600	8.0%
UTILITIES	6,131	(2,069)	-25.2%	8,200	(2,200)	-26.8%
OUTREACH & ADMIN	329,355	(100,745)	-23.4%	430,100	123,400	28.7%
INSURANCE	1,617	(2,143)	-57.0%	3,760	(2,010)	-53.5%
Total	\$ 2,065,439	\$ (283,676)	-12.1%	\$ 2,349,115	\$ 137,260	5.8%

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED -----			-----2025 RATE STUDY TO 2026 BUDGET -----		
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	OVR/(UND)	2026 RATE MODEL
SALARY	1,028,490	58,590	5.7%	1,087,080	36,795	3.4%
EMPLOYEE BENEFITS	392,960	109,835	28.0%	502,795	(21,484)	-4.3%
SUPPLIES	19,990	(3,490)	-17.5%	16,500	4,459	27.0%
CONTRACT SERVICES	249,954	33,796	13.5%	283,750	30,373	10.7%
VEHICLE EXPENSE	36,942	(1,942)	-5.3%	35,000	(1,466)	-4.2%
UTILITIES	6,131	(131)	-2.1%	6,000	2,487	41.5%
OUTREACH & ADMIN	329,355	224,145	68.1%	553,500	(108,347)	-19.6%
INSURANCE	1,617	133	8.2%	1,750	2,142	122.4%
Total	\$ 2,065,439	\$ 420,936	20.4%	\$ 2,486,375	\$ (55,041)	-2.2%

FINANCE

DESCRIPTION	2024	2025		2026		2027		2028		2029		2030		2026
	Actual	Budget	Projected	Rate Model										
SALARY	1,068,866	1,122,480	1,108,350	1,188,690	1,230,294	1,273,354	1,317,922	1,364,049	1,411,767	1,459,495	1,507,223	1,554,951	1,602,679	1,161,767
EMPLOYEE BENEFITS	447,932	442,159	412,039	476,320	492,991	510,246	528,104	546,588	564,843	583,197	601,550	620,003	638,456	457,635
SUPPLIES	38,757	46,100	67,421	41,850	43,315	44,831	46,400	48,024	49,648	51,272	52,896	54,520	56,144	47,714
CONTRACT SERVICES	1,123,982	1,282,200	1,289,215	1,209,580	1,251,915	1,295,732	1,341,083	1,388,021	1,434,372	1,480,723	1,527,074	1,573,425	1,619,776	1,197,702
VEHICLE EXPENSE	7,199	7,500	6,235	6,800	7,038	7,284	7,539	7,803	8,068	8,323	8,578	8,833	9,088	7,763
UTILITIES	6,934	7,200	7,397	7,400	7,659	7,927	8,205	8,492	8,780	9,068	9,356	9,644	9,932	7,452
OUTREACH & ADMIN	121,023	157,500	115,539	133,200	137,862	142,687	147,681	152,850	158,025	163,200	168,375	173,550	178,725	163,013
INSURANCE	7,111	6,200	3,369	4,720	4,885	5,056	5,233	5,416	5,599	5,782	5,965	6,148	6,331	6,417
	\$ 2,821,805	\$ 3,071,339	\$ 3,009,563	\$ 3,068,560	\$ 3,175,960	\$ 3,287,118	\$ 3,402,167	\$ 3,521,243	\$ 3,646,321	\$ 3,771,399	\$ 3,902,477	\$ 4,033,555	\$ 4,164,633	\$ 3,049,461
COMMISSION	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FINANCE	2,821,805	3,071,339	3,009,563	3,068,560	3,175,960	3,287,118	3,402,167	3,521,243	3,646,321	3,771,399	3,902,477	4,033,555	4,164,633	3,049,461
ENGINEERING	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	\$ 2,821,805	\$ 3,071,339	\$ 3,009,563	\$ 3,068,560	\$ 3,175,960	\$ 3,287,118	\$ 3,402,167	\$ 3,521,243	\$ 3,646,321	\$ 3,771,399	\$ 3,902,477	\$ 4,033,555	\$ 4,164,633	\$ 3,049,461
SUPPORT SERVICES	2,821,805	3,071,339	3,009,563	3,068,560	3,175,960	3,287,118	3,402,167	3,521,243	3,646,321	3,771,399	3,902,477	4,033,555	4,164,633	3,049,461
OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	\$ 2,821,805	\$ 3,071,339	\$ 3,009,563	\$ 3,068,560	\$ 3,175,960	\$ 3,287,118	\$ 3,402,167	\$ 3,521,243	\$ 3,646,321	\$ 3,771,399	\$ 3,902,477	\$ 4,033,555	\$ 4,164,633	\$ 3,049,461

FINANCE

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET -----			-----2026 BUDGET TO 2025 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 BUDGET
SALARY	1,108,350	(14,130)	-1.3%	1,122,480	66,210	5.9%	1,188,690
EMPLOYEE BENEFITS	412,039	(30,120)	-6.8%	442,159	34,161	7.7%	476,320
SUPPLIES	67,421	21,321	46.3%	46,100	(4,250)	-9.2%	41,850
CONTRACT SERVICES	1,289,215	7,015	0.6%	1,282,200	(72,620)	-5.7%	1,209,580
VEHICLE EXPENSE	6,235	(1,265)	-16.9%	7,500	(700)	-9.3%	6,800
UTILITIES	7,397	197	2.7%	7,200	200	2.8%	7,400
OUTREACH & ADMIN	115,539	(41,961)	-26.6%	157,500	(24,300)	-15.4%	133,200
INSURANCE	3,369	(2,831)	-45.7%	6,200	(1,480)	-23.9%	4,720
Total	\$ 3,009,563	\$ (61,776)	-2.0%	\$ 3,071,339	\$ (2,779)	-0.1%	\$ 3,068,560

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED -----			-----2025 RATE STUDY TO 2026 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 RATE MODEL
SALARY	1,108,350	80,340	7.3%	1,188,690	(26,923)	-2.3%	1,161,767
EMPLOYEE BENEFITS	412,039	64,281	15.6%	476,320	(18,685)	-3.9%	457,635
SUPPLIES	67,421	(25,571)	-37.9%	41,850	5,864	14.0%	47,714
CONTRACT SERVICES	1,289,215	(79,635)	-6.2%	1,209,580	(11,878)	-1.0%	1,197,702
VEHICLE EXPENSE	6,235	565	9.1%	6,800	962	14.2%	7,763
UTILITIES	7,397	3	0.0%	7,400	52	0.7%	7,452
OUTREACH & ADMIN	115,539	17,661	15.3%	133,200	29,813	22.4%	163,013
INSURANCE	3,369	1,351	40.1%	4,720	1,697	36.0%	6,417
Total	\$ 3,009,563	\$ 58,997	2.0%	\$ 3,068,560	\$ (19,099)	-0.6%	\$ 3,049,461

ENGINEERING

DESCRIPTION	2024	2025		2026		2027		2028		2029		2030		2026
	Actual	Budget	Projected	Rate Model										
SALARY	1,522,577	1,740,580	1,769,413	1,815,220	1,878,753	1,944,509	2,012,567	2,083,007	2,151,500	2,220,000	2,288,500	2,357,000	2,425,500	1,801,500
EMPLOYEE BENEFITS	651,052	736,505	667,401	784,175	811,621	840,028	869,429	899,859	929,283	958,707	988,131	1,017,555	1,046,979	762,283
SUPPLIES	58,076	53,300	36,225	57,000	58,995	61,060	63,197	65,409	67,546	69,683	71,820	73,957	76,094	55,166
CONTRACT SERVICES	162,093	3,600	51,517	290,800	300,978	311,512	322,415	333,700	344,593	355,486	366,379	377,272	388,165	3,726
VEHICLE EXPENSE	42,305	60,000	37,349	60,000	62,100	64,274	66,523	68,851	71,179	73,507	75,835	78,163	80,491	62,100
UTILITIES	20,539	21,000	20,067	21,000	21,735	22,496	23,283	24,098	24,913	25,728	26,543	27,358	28,173	21,735
OUTREACH & ADMIN	28,592	44,200	34,676	51,900	53,717	55,597	57,542	59,556	61,570	63,584	65,598	67,612	69,626	45,747
INSURANCE	16,211	17,200	9,040	9,600	9,936	10,284	10,644	11,016	11,388	11,759	12,131	12,503	12,875	17,802
	\$ 2,501,444	\$ 2,676,385	\$ 2,625,686	\$ 3,089,695	\$ 3,197,834	\$ 3,309,759	\$ 3,425,600	\$ 3,545,496	\$ 3,665,381	\$ 3,785,266	\$ 3,905,151	\$ 4,025,036	\$ 4,144,921	\$ 2,770,058
COMMISSION	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENGINEERING	2,501,444	2,676,385	2,625,686	3,089,695	3,197,834	3,309,759	3,425,600	3,545,496	3,665,381	3,785,266	3,905,151	4,025,036	4,144,921	2,770,058
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	\$ 2,501,444	\$ 2,676,385	\$ 2,625,686	\$ 3,089,695	\$ 3,197,834	\$ 3,309,759	\$ 3,425,600	\$ 3,545,496	\$ 3,665,381	\$ 3,785,266	\$ 3,905,151	\$ 4,025,036	\$ 4,144,921	\$ 2,770,058
SUPPORT SERVICES	2,501,444	2,676,385	2,625,686	3,089,695	3,197,834	3,309,759	3,425,600	3,545,496	3,665,381	3,785,266	3,905,151	4,025,036	4,144,921	2,770,058
OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	\$ 2,501,444	\$ 2,676,385	\$ 2,625,686	\$ 3,089,695	\$ 3,197,834	\$ 3,309,759	\$ 3,425,600	\$ 3,545,496	\$ 3,665,381	\$ 3,785,266	\$ 3,905,151	\$ 4,025,036	\$ 4,144,921	\$ 2,770,058

ENGINEERING

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET -----			-----2026 BUDGET TO 2025 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 BUDGET
SALARY	1,769,413	28,833	1.7%	1,740,580	74,640	4.3%	1,815,220
EMPLOYEE BENEFITS	667,401	(69,104)	-9.4%	736,505	47,670	6.5%	784,175
SUPPLIES	36,225	(17,075)	-32.0%	53,300	3,700	6.9%	57,000
CONTRACT SERVICES	51,517	47,917	1331.0%	3,600	287,200	7977.8%	290,800
VEHICLE EXPENSE	37,349	(22,651)	-37.8%	60,000	-	0.0%	60,000
UTILITIES	20,067	(933)	-4.4%	21,000	-	0.0%	21,000
OUTREACH & ADMIN	34,676	(9,524)	-21.6%	44,200	7,700	17.4%	51,900
INSURANCE	9,040	(8,160)	-47.4%	17,200	(7,600)	-44.2%	9,600
Total	\$ 2,625,686	\$ (50,699)	-1.9%	\$ 2,676,385	\$ 413,310	15.4%	\$ 3,089,695

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED -----			-----2025 RATE STUDY TO 2026 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 RATE MODEL
SALARY	1,769,413	45,808	2.6%	1,815,220	(13,720)	-0.8%	1,801,500
EMPLOYEE BENEFITS	667,401	116,774	17.5%	784,175	(21,892)	-2.8%	762,283
SUPPLIES	36,225	20,775	57.4%	57,000	(1,835)	-3.2%	55,166
CONTRACT SERVICES	51,517	239,283	464.5%	290,800	(287,074)	-98.7%	3,726
VEHICLE EXPENSE	37,349	22,651	60.7%	60,000	2,100	3.5%	62,100
UTILITIES	20,067	933	4.7%	21,000	735	3.5%	21,735
OUTREACH & ADMIN	34,676	17,224	49.7%	51,900	(6,153)	-11.9%	45,747
INSURANCE	9,040	560	6.2%	9,600	8,202	85.4%	17,802
Total	\$ 2,625,686	\$ 464,009	17.7%	\$ 3,089,695	\$ (319,637)	-10.4%	\$ 2,770,058

INFORMATION SERVICES

DESCRIPTION	2024	2025		2026		2027		2028		2029		2030		2026
	Actual	Budget	Projected	Budget	Projected	Budget	Projected	Budget	Projected	Budget	Projected	Budget	Projected	Rate Model
SALARY	571,701	663,040	637,043	634,250	656,449	679,424	703,204	727,816	686,246					
EMPLOYEE BENEFITS	215,879	269,495	229,130	287,390	297,449	307,859	318,634	329,787	278,927					
SUPPLIES	112,491	126,500	128,000	153,500	158,873	164,433	170,188	176,145	130,928					
CONTRACT SERVICES	620,906	687,150	849,040	763,115	789,824	817,468	846,079	875,692	711,200					
VEHICLE EXPENSE	-	-	-	-	-	-	-	-	-					
UTILITIES	149,718	198,500	146,396	134,500	139,208	144,080	149,123	154,342	205,448					
OUTREACH & ADMIN	13,015	35,600	31,986	35,600	36,846	38,136	39,470	40,852	36,846					
INSURANCE	4,000	4,600	1,261	1,500	1,553	1,607	1,663	1,721	4,761					
	\$ 1,687,708	\$ 1,984,885	\$ 2,022,856	\$ 2,009,855	\$ 2,080,200	\$ 2,153,007	\$ 2,228,362	\$ 2,306,355	\$ 2,054,356					
COMMISSION	-	-	-	-	-	-	-	-	-					
ADMINISTRATION	-	-	-	-	-	-	-	-	-					
FINANCE	-	-	-	-	-	-	-	-	-					
ENGINEERING	-	-	-	-	-	-	-	-	-					
INFORMATION SERVICES	1,687,708	1,984,885	2,022,856	2,009,855	2,080,200	2,153,007	2,228,362	2,306,355	2,054,356					
MAINTENANCE	-	-	-	-	-	-	-	-	-					
OPERATIONS	-	-	-	-	-	-	-	-	-					
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-					
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-					
LEGAL	-	-	-	-	-	-	-	-	-					
	\$ 1,687,708	\$ 1,984,885	\$ 2,022,856	\$ 2,009,855	\$ 2,080,200	\$ 2,153,007	\$ 2,228,362	\$ 2,306,355	\$ 2,054,356					
SUPPORT SERVICES	1,687,708	1,984,885	2,022,856	2,009,855	2,080,200	2,153,007	2,228,362	2,306,355	2,054,356					
OPERATIONS	-	-	-	-	-	-	-	-	-					
MAINTENANCE	-	-	-	-	-	-	-	-	-					
	\$ 1,687,708	\$ 1,984,885	\$ 2,022,856	\$ 2,009,855	\$ 2,080,200	\$ 2,153,007	\$ 2,228,362	\$ 2,306,355	\$ 2,054,356					

INFORMATION SERVICES

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET -----			-----2026 BUDGET TO 2025 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 BUDGET
SALARY	637,043	(25,997)	-3.9%	663,040	(28,790)	-4.3%	634,250
EMPLOYEE BENEFITS	229,130	(40,365)	-15.0%	269,495	17,895	6.6%	287,390
SUPPLIES	128,000	1,500	1.2%	126,500	27,000	21.3%	153,500
CONTRACT SERVICES	849,040	161,890	23.6%	687,150	75,965	11.1%	763,115
VEHICLE EXPENSE	-	-	0.0%	-	-	0.0%	-
UTILITIES	146,396	(52,104)	-26.3%	198,500	(64,000)	-32.2%	134,500
OUTREACH & ADMIN	31,986	(3,614)	-10.2%	35,600	-	0.0%	35,600
INSURANCE	1,261	(3,339)	-72.6%	4,600	(3,100)	-67.4%	1,500
Total	\$ 2,022,856	\$ 37,971	1.9%	\$ 1,984,885	\$ 24,970	1.3%	\$ 2,009,855

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED -----			-----2025 RATE STUDY TO 2026 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 RATE MODEL
SALARY	637,043	(2,793)	-0.4%	634,250	51,996	8.2%	686,246
EMPLOYEE BENEFITS	229,130	58,260	25.4%	287,390	(8,463)	-2.9%	278,927
SUPPLIES	128,000	25,500	19.9%	153,500	(22,573)	-14.7%	130,928
CONTRACT SERVICES	849,040	(85,925)	-10.1%	763,115	(51,915)	-6.8%	711,200
VEHICLE EXPENSE	-	-	0.0%	-	-	0.0%	-
UTILITIES	146,396	(11,896)	-8.1%	134,500	70,948	52.8%	205,448
OUTREACH & ADMIN	31,986	3,614	11.3%	35,600	1,246	3.5%	36,846
INSURANCE	1,261	239	19.0%	1,500	3,261	217.4%	4,761
Total	\$ 2,022,856	\$ (13,001)	-0.6%	\$ 2,009,855	\$ 44,501	2.2%	\$ 2,054,356

MAINTENANCE

DESCRIPTION	2024	2025		2026	2027		2028	2029		2030	2026
	Actual	Budget	Projected	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Rate Model
SALARY	4,702,962	5,102,830	5,031,592	5,133,450	5,313,121	5,499,080	5,691,548	5,890,752	5,281,429		
EMPLOYEE BENEFITS	2,047,327	2,297,629	1,911,283	2,365,375	2,448,163	2,533,849	2,622,534	2,714,322	2,378,046		
SUPPLIES	904,674	872,000	956,859	959,000	992,565	1,027,305	1,063,260	1,100,475	902,520		
CONTRACT SERVICES	1,023,762	882,000	973,809	1,297,000	1,342,395	1,389,379	1,438,007	1,488,337	912,870		
VEHICLE EXPENSE	358,476	370,000	151,015	221,400	229,149	237,169	245,470	254,062	382,950		
UTILITIES	49,328	55,000	43,641	55,000	56,925	58,917	60,979	63,114	56,925		
OUTREACH & ADMIN	40,952	40,500	38,791	38,500	39,848	41,242	42,686	44,180	41,918		
INSURANCE	54,008	49,576	32,519	35,350	36,587	37,868	39,193	40,565	51,311		
	\$ 9,181,489	\$ 9,669,535	\$ 9,139,508	\$ 10,105,075	\$ 10,458,753	\$ 10,824,809	\$ 11,203,677	\$ 11,595,806	\$ 10,007,969		
COMMISSION	-	-	-	-	-	-	-	-	-		
ADMINISTRATION	-	-	-	-	-	-	-	-	-		
FINANCE	-	-	-	-	-	-	-	-	-		
ENGINEERING	-	-	-	-	-	-	-	-	-		
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-		
MAINTENANCE	9,181,489	9,669,535	9,139,508	10,105,075	10,458,753	10,824,809	11,203,677	11,595,806	10,007,969		
OPERATIONS	-	-	-	-	-	-	-	-	-		
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-		
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-		
LEGAL	-	-	-	-	-	-	-	-	-		
	\$ 9,181,489	\$ 9,669,535	\$ 9,139,508	\$ 10,105,075	\$ 10,458,753	\$ 10,824,809	\$ 11,203,677	\$ 11,595,806	\$ 10,007,969		
SUPPORT SERVICES	-	-	-	-	-	-	-	-	-		
OPERATIONS	-	-	-	-	-	-	-	-	-		
MAINTENANCE	9,181,489	9,669,535	9,139,508	10,105,075	10,458,753	10,824,809	11,203,677	11,595,806	10,007,969		
	\$ 9,181,489	\$ 9,669,535	\$ 9,139,508	\$ 10,105,075	\$ 10,458,753	\$ 10,824,809	\$ 11,203,677	\$ 11,595,806	\$ 10,007,969		

MAINTENANCE

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET -----		-----2026 BUDGET TO 2025 BUDGET -----	
	2025 PROJECTED	\$ OVR/(UND)	2025 BUDGET	\$ OVR/(UND)
SALARY	5,031,592	(71,238)	5,102,830	30,620
EMPLOYEE BENEFITS	1,911,283	(386,346)	2,297,629	67,746
SUPPLIES	956,859	84,859	872,000	87,000
CONTRACT SERVICES	973,809	91,809	882,000	415,000
VEHICLE EXPENSE	151,015	(218,985)	370,000	(148,600)
UTILITIES	43,641	(11,359)	55,000	-
OUTREACH & ADMIN	38,791	(1,709)	40,500	(2,000)
INSURANCE	32,519	(17,057)	49,576	(14,226)
Total	\$ 9,139,508	\$ (530,027)	\$ 9,669,535	\$ 435,540
				4.5%
				\$ 10,105,075

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED -----		-----2025 RATE STUDY TO 2026 BUDGET -----	
	2025 PROJECTED	\$ OVR/(UND)	2026 BUDGET	\$ OVR/(UND)
SALARY	5,031,592	101,858	5,133,450	147,979
EMPLOYEE BENEFITS	1,911,283	454,092	2,365,375	12,671
SUPPLIES	956,859	2,141	959,000	(56,480)
CONTRACT SERVICES	973,809	323,191	1,297,000	(384,130)
VEHICLE EXPENSE	151,015	70,385	221,400	161,550
UTILITIES	43,641	11,359	55,000	1,925
OUTREACH & ADMIN	38,791	(291)	38,500	3,418
INSURANCE	32,519	2,831	35,350	15,961
Total	\$ 9,139,508	\$ 965,567	\$ 10,105,075	\$ (97,106)
				-1.0%
				\$ 10,007,969

OPERATIONS

DESCRIPTION	2024	2025		2026		2027		2028		2029		2030		2026
	Actual	Budget	Projected	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Rate Model
SALARY	2,158,495	2,283,180	2,366,945	2,504,782	2,592,449	2,683,185	2,777,097	2,874,295	2,971,091	3,067,886	3,165,781	3,264,776	3,364,871	2,363,091
EMPLOYEE BENEFITS	863,820	942,798	824,898	1,019,240	1,054,913	1,091,835	1,130,050	1,169,601	1,209,213	1,248,826	1,288,439	1,328,052	1,367,665	975,796
SUPPLIES	1,001,462	805,600	635,886	797,100	824,999	853,873	883,759	914,691	945,623	976,555	1,007,487	1,038,419	1,069,351	833,796
CONTRACT SERVICES	1,587,279	1,558,200	1,519,150	1,646,700	1,704,335	1,763,986	1,825,726	1,889,626	1,953,526	2,018,426	2,084,326	2,150,226	2,216,126	1,612,737
VEHICLE EXPENSE	32,598	35,000	21,869	30,000	31,050	32,137	33,262	34,426	35,613	36,826	38,069	39,342	40,645	36,225
UTILITIES	1,924,684	2,085,755	2,300,262	2,196,980	2,273,874	2,353,460	2,435,831	2,521,085	2,608,275	2,697,465	2,788,655	2,880,845	2,974,035	2,158,756
OUTREACH & ADMIN	83,357	113,000	87,769	98,000	101,430	104,980	108,654	112,457	116,360	120,363	124,366	128,419	132,522	116,955
INSURANCE	149,020	147,500	130,482	181,500	187,853	194,427	201,232	208,275	215,318	222,361	229,404	236,447	243,490	152,663
	\$ 7,800,714	\$ 7,971,033	\$ 7,887,260	\$ 8,474,302	\$ 8,770,903	\$ 9,077,884	\$ 9,395,610	\$ 9,724,456	\$ 10,053,337	\$ 10,382,218	\$ 10,711,100	\$ 11,040,081	\$ 11,369,062	\$ 8,250,019
COMMISSION	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS	7,800,714	7,971,033	7,887,260	8,474,302	8,770,903	9,077,884	9,395,610	9,724,456	10,053,337	10,382,218	10,711,100	11,040,081	11,369,062	8,250,019
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	\$ 7,800,714	\$ 7,971,033	\$ 7,887,260	\$ 8,474,302	\$ 8,770,903	\$ 9,077,884	\$ 9,395,610	\$ 9,724,456	\$ 10,053,337	\$ 10,382,218	\$ 10,711,100	\$ 11,040,081	\$ 11,369,062	\$ 8,250,019
SUPPORT SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS	7,800,714	7,971,033	7,887,260	8,474,302	8,770,903	9,077,884	9,395,610	9,724,456	10,053,337	10,382,218	10,711,100	11,040,081	11,369,062	8,250,019
MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	\$ 7,800,714	\$ 7,971,033	\$ 7,887,260	\$ 8,474,302	\$ 8,770,903	\$ 9,077,884	\$ 9,395,610	\$ 9,724,456	\$ 10,053,337	\$ 10,382,218	\$ 10,711,100	\$ 11,040,081	\$ 11,369,062	\$ 8,250,019

OPERATIONS

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET -----			-----2026 BUDGET TO 2025 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 BUDGET
SALARY	2,366,945	83,765	3.7%	2,283,180	221,602	9.7%	2,504,782
EMPLOYEE BENEFITS	824,898	(117,900)	-12.5%	942,798	76,442	8.1%	1,019,240
SUPPLIES	635,886	(169,714)	-21.1%	805,600	(8,500)	-1.1%	797,100
CONTRACT SERVICES	1,519,150	(39,050)	-2.5%	1,558,200	88,500	5.7%	1,646,700
VEHICLE EXPENSE	21,869	(13,131)	-37.5%	35,000	(5,000)	-14.3%	30,000
UTILITIES	2,300,262	214,507	10.3%	2,085,755	111,225	5.3%	2,196,980
OUTREACH & ADMIN	87,769	(25,231)	-22.3%	113,000	(15,000)	-13.3%	98,000
INSURANCE	130,482	(17,018)	-11.5%	147,500	34,000	23.1%	181,500
Total	\$ 7,887,260	\$ (83,773)	-1.1%	\$ 7,971,033	\$ 503,269	6.3%	\$ 8,474,302

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED -----			-----2025 RATE STUDY TO 2026 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 RATE MODEL
SALARY	2,366,945	137,837	5.8%	2,504,782	(141,091)	-5.7%	2,363,091
EMPLOYEE BENEFITS	824,898	194,342	23.6%	1,019,240	(43,444)	-4.3%	975,796
SUPPLIES	635,886	161,214	25.4%	797,100	36,696	4.6%	833,796
CONTRACT SERVICES	1,519,150	127,550	8.4%	1,646,700	(33,963)	-2.1%	1,612,737
VEHICLE EXPENSE	21,869	8,131	37.2%	30,000	6,225	20.8%	36,225
UTILITIES	2,300,262	(103,282)	-4.5%	2,196,980	(38,224)	-1.7%	2,158,756
OUTREACH & ADMIN	87,769	10,231	11.7%	98,000	18,955	19.3%	116,955
INSURANCE	130,482	51,018	39.1%	181,500	(28,838)	-15.9%	152,663
Total	\$ 7,887,260	\$ 587,042	7.4%	\$ 8,474,302	\$ (224,283)	-2.7%	\$ 8,250,019

ENVIRONMENTAL AFFAIRS

DESCRIPTION	2024	2025	2025	2025	2026	2027	2028	2029	2030	2026
	Actual	Budget	Projected	Budget	Projected	Projected	Projected	Projected	Projected	Rate Model
SALARY	1,070,286	1,165,000	1,092,646	1,204,560	1,246,720	1,290,355	1,335,517	1,382,260	1,205,775	
EMPLOYEE BENEFITS	477,276	496,856	432,392	523,060	541,367	560,315	579,926	600,223	514,246	
SUPPLIES	122,986	162,500	135,043	163,200	168,912	174,824	180,943	187,276	168,188	
CONTRACT SERVICES	134,314	202,100	97,449	194,300	201,101	208,139	215,424	222,964	209,174	
VEHICLE EXPENSE	16,893	18,000	17,695	18,000	18,630	19,282	19,957	20,655	18,630	
UTILITIES	7,470	8,100	6,723	7,000	7,245	7,499	7,761	8,033	8,384	
OUTREACH & ADMIN	25,348	36,350	25,755	47,000	48,645	50,348	52,110	53,934	37,622	
INSURANCE	9,049	9,600	5,231	5,600	5,796	5,999	6,209	6,426	9,936	
	\$ 1,863,621	\$ 2,098,506	\$ 1,812,933	\$ 2,162,720	\$ 2,238,415	\$ 2,316,760	\$ 2,397,846	\$ 2,481,771	\$ 2,171,954	
COMMISSION	-	-	-	-	-	-	-	-	-	
ADMINISTRATION	-	-	-	-	-	-	-	-	-	
FINANCE	-	-	-	-	-	-	-	-	-	
ENGINEERING	-	-	-	-	-	-	-	-	-	
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-	
MAINTENANCE	-	-	-	-	-	-	-	-	-	
OPERATIONS	-	-	-	-	-	-	-	-	-	
ENVIRONMENTAL AFFAIRS	1,863,621	2,098,506	1,812,933	2,162,720	2,238,415	2,316,760	2,397,846	2,481,771	2,171,954	
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-	
LEGAL	-	-	-	-	-	-	-	-	-	
	\$ 1,863,621	\$ 2,098,506	\$ 1,812,933	\$ 2,162,720	\$ 2,238,415	\$ 2,316,760	\$ 2,397,846	\$ 2,481,771	\$ 2,171,954	
SUPPORT SERVICES	1,863,621	2,098,506	1,812,933	2,162,720	2,238,415	2,316,760	2,397,846	2,481,771	2,171,954	
OPERATIONS	-	-	-	-	-	-	-	-	-	
MAINTENANCE	-	-	-	-	-	-	-	-	-	
	\$ 1,863,621	\$ 2,098,506	\$ 1,812,933	\$ 2,162,720	\$ 2,238,415	\$ 2,316,760	\$ 2,397,846	\$ 2,481,771	\$ 2,171,954	

ENVIRONMENTAL AFFAIRS

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET-----			-----2026 BUDGET TO 2025 BUDGET-----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 BUDGET
SALARY	1,092,646	(72,354)	-6.2%	1,165,000	39,560	3.4%	1,204,560
EMPLOYEE BENEFITS	432,392	(64,464)	-13.0%	496,856	26,204	5.3%	523,060
SUPPLIES	135,043	(27,457)	-16.9%	162,500	700	0.4%	163,200
CONTRACT SERVICES	97,449	(104,651)	-51.8%	202,100	(7,800)	-3.9%	194,300
VEHICLE EXPENSE	17,695	(305)	-1.7%	18,000	-	0.0%	18,000
UTILITIES	6,723	(1,377)	-17.0%	8,100	(1,100)	-13.6%	7,000
OUTREACH & ADMIN	25,755	(10,595)	-29.2%	36,350	10,650	29.3%	47,000
INSURANCE	5,231	(4,369)	-45.5%	9,600	(4,000)	-41.7%	5,600
Total	\$ 1,812,933	\$ (285,573)	-13.6%	\$ 2,098,506	\$ 64,214	3.1%	\$ 2,162,720

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED-----			-----2025 RATE STUDY TO 2026 BUDGET-----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 RATE MODEL
SALARY	1,092,646	111,914	10.2%	1,204,560	1,215	0.1%	1,205,775
EMPLOYEE BENEFITS	432,392	90,668	21.0%	523,060	(8,814)	-1.7%	514,246
SUPPLIES	135,043	28,157	20.9%	163,200	4,988	3.1%	168,188
CONTRACT SERVICES	97,449	96,851	99.4%	194,300	14,874	7.7%	209,174
VEHICLE EXPENSE	17,695	305	1.7%	18,000	630	3.5%	18,630
UTILITIES	6,723	277	4.1%	7,000	1,384	19.8%	8,384
OUTREACH & ADMIN	25,755	21,245	82.5%	47,000	(9,378)	-20.0%	37,622
INSURANCE	5,231	369	7.1%	5,600	4,336	77.4%	9,936
Total	\$ 1,812,933	\$ 349,787	19.3%	\$ 2,162,720	\$ 9,234	0.4%	\$ 2,171,954

FACILITIES ASSET MANAGEMENT

DESCRIPTION	2024	2025		2026		2027		2028		2029		2030		2026
	Actual	Budget	Projected	Budget	Projected	Rate Model								
SALARY	2,391,881	2,546,500	2,565,545	2,484,750	2,571,716	2,661,726	2,754,887	2,851,308	2,851,308	2,851,308	2,851,308	2,851,308	2,851,308	2,635,628
EMPLOYEE BENEFITS	976,892	1,091,632	903,258	1,074,500	1,112,108	1,151,031	1,191,317	1,233,013	1,151,031	1,191,317	1,233,013	1,233,013	1,233,013	1,129,839
SUPPLIES	1,020,356	1,114,665	1,014,674	1,395,805	1,444,658	1,495,221	1,547,554	1,601,718	1,495,221	1,547,554	1,601,718	1,601,718	1,601,718	1,153,678
CONTRACT SERVICES	958,972	2,125,200	1,300,000	1,596,753	1,652,639	1,710,482	1,770,349	1,832,311	1,710,482	1,770,349	1,832,311	1,832,311	1,832,311	2,199,582
VEHICLE EXPENSE	95,537	110,000	94,693	110,000	113,850	117,835	121,959	126,228	117,835	121,959	126,228	126,228	126,228	113,850
UTILITIES	142,360	204,800	213,002	255,800	264,753	274,019	283,610	293,536	274,019	283,610	293,536	293,536	293,536	211,968
OUTREACH & ADMIN	31,924	64,600	40,011	95,600	98,946	102,409	105,993	109,703	102,409	105,993	109,703	109,703	109,703	66,861
INSURANCE	102,893	102,000	80,473	103,500	107,123	110,872	114,752	118,769	110,872	114,752	118,769	118,769	118,769	105,570
	\$ 5,720,814	\$ 7,359,397	\$ 6,211,657	\$ 7,116,708	\$ 7,365,793	\$ 7,623,596	\$ 7,890,421	\$ 8,166,586	\$ 7,623,596	\$ 7,890,421	\$ 8,166,586	\$ 8,166,586	\$ 8,166,586	\$ 7,616,976
COMMISSION	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	5,720,814	7,359,397	6,211,657	7,116,708	7,365,793	7,623,596	7,890,421	8,166,586	7,623,596	7,890,421	8,166,586	8,166,586	8,166,586	7,616,976
LEGAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	\$ 5,720,814	\$ 7,359,397	\$ 6,211,657	\$ 7,116,708	\$ 7,365,793	\$ 7,623,596	\$ 7,890,421	\$ 8,166,586	\$ 7,623,596	\$ 7,890,421	\$ 8,166,586	\$ 8,166,586	\$ 8,166,586	\$ 7,616,976
SUPPORT SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS	5,720,814	7,359,397	6,211,657	7,116,708	7,365,793	7,623,596	7,890,421	8,166,586	7,623,596	7,890,421	8,166,586	8,166,586	8,166,586	7,616,976
MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	\$ 5,720,814	\$ 7,359,397	\$ 6,211,657	\$ 7,116,708	\$ 7,365,793	\$ 7,623,596	\$ 7,890,421	\$ 8,166,586	\$ 7,623,596	\$ 7,890,421	\$ 8,166,586	\$ 8,166,586	\$ 8,166,586	\$ 7,616,976

FACILITIES ASSET MANAGEMENT

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET -----			-----2026 BUDGET TO 2025 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 BUDGET
SALARY	2,565,545	19,045	0.8%	2,546,500	(61,750)	-2.4%	2,484,750
EMPLOYEE BENEFITS	903,258	(188,374)	-17.3%	1,091,632	(17,132)	-1.6%	1,074,500
SUPPLIES	1,014,674	(99,991)	-9.0%	1,114,665	281,140	25.2%	1,395,805
CONTRACT SERVICES	1,300,000	(825,200)	-38.8%	2,125,200	(528,447)	-24.9%	1,596,753
VEHICLE EXPENSE	94,693	(15,307)	-13.9%	110,000	-	0.0%	110,000
UTILITIES	213,002	8,202	4.0%	204,800	51,000	24.9%	255,800
OUTREACH & ADMIN	40,011	(24,589)	-38.1%	64,600	31,000	48.0%	95,600
INSURANCE	80,473	(21,527)	-21.1%	102,000	1,500	1.5%	103,500
Total	\$ 6,211,657	\$ (1,147,740)	-15.6%	\$ 7,359,397	\$ (242,689)	-3.3%	\$ 7,116,708

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED -----			-----2025 RATE STUDY TO 2026 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 RATE MODEL
SALARY	2,565,545	(80,795)	-3.2%	2,484,750	150,878	6.1%	2,635,628
EMPLOYEE BENEFITS	903,258	171,242	19.0%	1,074,500	55,339	5.2%	1,129,839
SUPPLIES	1,014,674	381,131	37.6%	1,395,805	(242,127)	-17.4%	1,153,678
CONTRACT SERVICES	1,300,000	296,753	22.8%	1,596,753	602,829	37.8%	2,199,582
VEHICLE EXPENSE	94,693	15,307	16.2%	110,000	3,850	3.5%	113,850
UTILITIES	213,002	42,798	20.1%	255,800	(43,832)	-17.1%	211,968
OUTREACH & ADMIN	40,011	55,589	138.9%	95,600	(28,739)	-30.1%	66,861
INSURANCE	80,473	23,027	28.6%	103,500	2,070	2.0%	105,570
Total	\$ 6,211,657	\$ 905,051	14.6%	\$ 7,116,708	\$ 500,268	7.0%	\$ 7,616,976

LEGAL

DESCRIPTION	2024	2025		2026		2027		2028		2029		2030		2026
	Actual	Budget	Projected	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Rate Model
SALARY	319,032	376,970	366,045	394,950	408,773	423,080	437,888	453,214	390,164					
EMPLOYEE BENEFITS	138,811	147,698	139,303	164,255	170,004	175,954	182,112	188,486	152,867					
SUPPLIES	2,463	4,500	5,695	4,500	4,658	4,821	4,989	5,164	4,658					
CONTRACT SERVICES	33,787	32,000	119,241	49,200	50,922	52,704	54,549	56,458	22,770					
VEHICLE EXPENSE	6,000	6,000	6,000	6,000	6,210	6,427	6,652	6,885	6,210					
UTILITIES	2,933	2,700	3,120	3,200	3,312	3,428	3,548	3,672	2,795					
OUTREACH & ADMIN	57,064	121,350	75,429	167,800	173,673	179,752	186,043	192,554	135,947					
INSURANCE	1,673	2,000	531	600	621	643	665	689	2,070					
	\$ 561,763	\$ 693,218	\$ 715,365	\$ 790,505	\$ 818,173	\$ 846,809	\$ 876,447	\$ 907,123	\$ 717,481					
COMMISSION	-	-	-	-	-	-	-	-	-					
ADMINISTRATION	-	-	-	-	-	-	-	-	-					
FINANCE	-	-	-	-	-	-	-	-	-					
ENGINEERING	-	-	-	-	-	-	-	-	-					
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-					
MAINTENANCE	-	-	-	-	-	-	-	-	-					
OPERATIONS	-	-	-	-	-	-	-	-	-					
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-					
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-					
LEGAL	561,763	693,218	715,365	790,505	818,173	846,809	876,447	907,123	717,481					
	\$ 561,763	\$ 693,218	\$ 715,365	\$ 790,505	\$ 818,173	\$ 846,809	\$ 876,447	\$ 907,123	\$ 717,481					
SUPPORT SERVICES	561,763	693,218	715,365	790,505	818,173	846,809	876,447	907,123	717,481					
OPERATIONS	-	-	-	-	-	-	-	-	-					
MAINTENANCE	-	-	-	-	-	-	-	-	-					
	\$ 561,763	\$ 693,218	\$ 715,365	\$ 790,505	\$ 818,173	\$ 846,809	\$ 876,447	\$ 907,123	\$ 717,481					

LEGAL

DESCRIPTION	-----2025 PROJECTED TO 2025 BUDGET -----			-----2026 BUDGET TO 2025 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 BUDGET
SALARY	366,045	(10,925)	-2.9%	376,970	17,980	4.8%	394,950
EMPLOYEE BENEFITS	139,303	(8,395)	-5.7%	147,698	16,557	11.2%	164,255
SUPPLIES	5,695	1,195	26.6%	4,500	-	0.0%	4,500
CONTRACT SERVICES	119,241	87,241	272.6%	32,000	17,200	53.8%	49,200
VEHICLE EXPENSE	6,000	-	0.0%	6,000	-	0.0%	6,000
UTILITIES	3,120	420	15.6%	2,700	500	18.5%	3,200
OUTREACH & ADMIN	75,429	(45,921)	-37.8%	121,350	46,450	38.3%	167,800
INSURANCE	531	(1,469)	-73.5%	2,000	(1,400)	-70.0%	600
Total	\$ 715,365	\$ 22,147	3.2%	\$ 693,218	\$ 97,287	14.0%	\$ 790,505

DESCRIPTION	-----2026 BUDGET TO 2025 PROJECTED -----			-----2025 RATE STUDY TO 2026 BUDGET -----			
	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	OVR/(UND)	\$ OVR/(UND)	2026 RATE MODEL
SALARY	366,045	28,905	7.9%	394,950	(4,786)	-1.2%	390,164
EMPLOYEE BENEFITS	139,303	24,952	17.9%	164,255	(11,388)	-6.9%	152,867
SUPPLIES	5,695	(1,195)	-21.0%	4,500	158	3.5%	4,658
CONTRACT SERVICES	119,241	(70,041)	-58.7%	49,200	(26,430)	-53.7%	22,770
VEHICLE EXPENSE	6,000	-	0.0%	6,000	210	3.5%	6,210
UTILITIES	3,120	80	2.6%	3,200	(406)	-12.7%	2,795
OUTREACH & ADMIN	75,429	92,371	122.5%	167,800	(31,853)	-19.0%	135,947
INSURANCE	531	69	13.0%	600	1,470	245.0%	2,070
Total	\$ 715,365	\$ 75,140	10.5%	\$ 790,505	\$ (73,024)	-9.2%	\$ 717,481

PROJECTED VACANCY SAVINGS

DESCRIPTION	2024	2025	2025	2026	2027	2028	2029	2030	2026
	Actual	Budget	Projected	Budget	Projected	Projected	Projected	Projected	Rate Model
SALARIES	-	(630,000)	-	(680,000)	(703,800)	(728,433)	(753,928)	(780,316)	(652,050)
BENEFITS	-	(252,000)	-	(323,000)	(334,305)	(346,006)	(358,116)	(370,650)	(260,820)
	\$ -	\$ (882,000)	\$ -	\$ (1,003,000)	\$ (1,038,105)	\$ (1,074,439)	\$ (1,112,044)	\$ (1,150,966)	\$ (912,870)
COMMISSION	-	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-	-
PROJECTED VACANCY SAVINGS	-	(882,000)	-	(1,003,000)	(1,038,105)	(1,074,439)	(1,112,044)	(1,150,966)	(912,870)
	\$ -	\$ (882,000)	\$ -	\$ (1,003,000)	\$ (1,038,105)	\$ (1,074,439)	\$ (1,112,044)	\$ (1,150,966)	\$ (912,870)
SUPPORT SERVICES	-	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-	-
PROJECTED VACANCY SAVINGS	-	(882,000)	-	(1,003,000)	(1,038,105)	(1,074,439)	(1,112,044)	(1,150,966)	(912,870)
	\$ -	\$ (882,000)	\$ -	\$ (1,003,000)	\$ (1,038,105)	\$ (1,074,439)	\$ (1,112,044)	\$ (1,150,966)	\$ (912,870)

PROJECTED VACANCY SAVINGS

		-----2025 PROJECTED TO 2025 BUDGET -----		-----2026 BUDGET TO 2025 BUDGET-----		
DESCRIPTION	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2025 BUDGET	2026 BUDGET	
					OVR/(UND)	
					\$	
SALARY	-	630,000	-100.0%	(630,000)	(50,000)	7.9%
EMPLOYEE BENEFITS	-	252,000	-100.0%	(252,000)	(71,000)	28.2%
Total	-	\$ 882,000	-100.0%	\$ (882,000)	\$ (121,000)	13.7%
					\$ (1,003,000)	

		-----2026 BUDGET TO 2025 PROJECTED -----		-----2025 RATE STUDY TO 2026 BUDGET-----		
DESCRIPTION	2025 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2026 BUDGET	2026 RATE MODEL	
					OVR/(UND)	
					\$	
SALARY	-	(680,000)	0.0%	(680,000)	27,950	-4.1%
EMPLOYEE BENEFITS	-	(323,000)	0.0%	(323,000)	62,180	-19.3%
Total	-	\$ (1,003,000)	0.0%	\$ (1,003,000)	\$ 90,130	-9.0%
					\$ (912,870)	

Capital Improvement Plan

Capital Improvement Plan Overview

The Capital Improvement Plan (CIP) is a five-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.

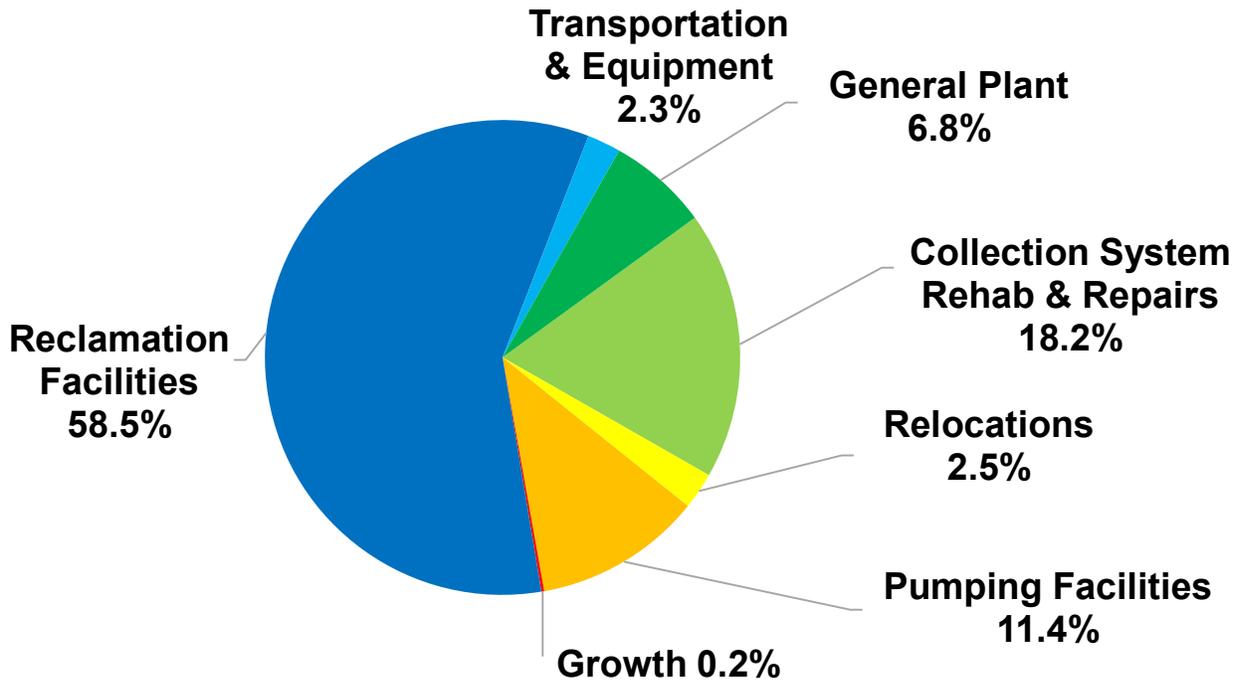
The CIP is prepared within each department of LRWRA, assimilated and reviewed by the Executive Staff, and submitted for the CEO's approval. After the CEO's approval, the CIP is incorporated into the Annual Operating Budget and submitted to the LRWRC for approval in November of each year.

2026 Capital Improvement Plan Summary

During the 2026 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.

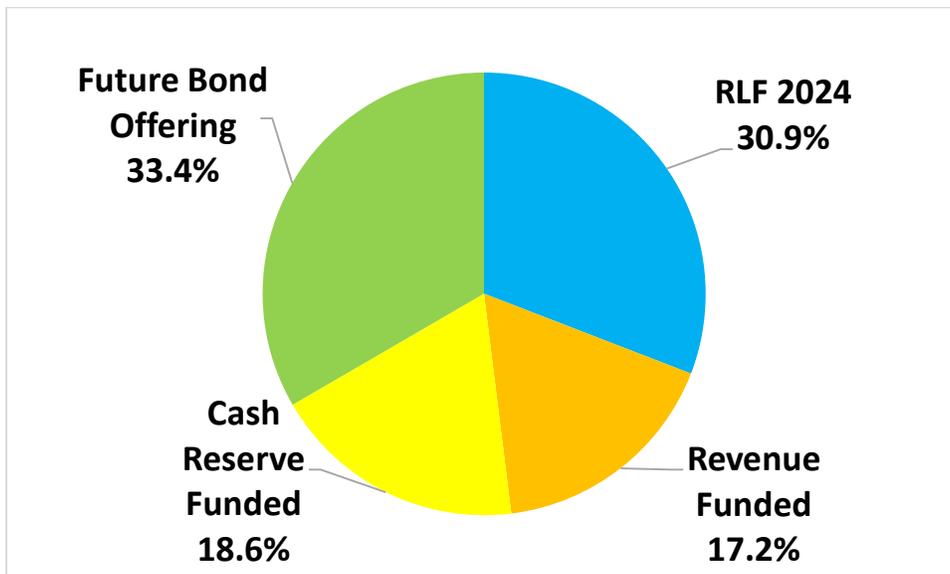
CIP projects such as routine wastewater collection system upgrades, pumping and treatment facility improvements and general plant renewals are identified within the Asset Management/ Preventive Maintenance Program. These items along with continued compliance with NPDES permit requirements make up the estimated \$65,525,774 for 2026 CIP expenditures. The 2026 Capital Improvement Expenditures by Project Category chart on page 78 provides a breakout by percentage related to each grouping of CIP project types.

2026 Capital Improvement Expenditures by Project Category



\$20,220,168 of capital project funding for 2026 budgeted expenditures is composed of State Revolving Loan Funds (RLF 2024). The remaining expenditures are funded by 2025 revenues, cash reserves and future bond offerings.

2026 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 2026 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.

- 2026 Expenditures: \$1,000,000
- Future Project Costs: \$1,138,500
- Funding Sources: System Revenue; Future Debt Issues
- 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.

- 2026 Expenditures: \$210,000
- Future Project Costs: \$913,500
- Funding Sources: System Revenue; 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: \$206,000

- Future Project Costs: \$967,205
- 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.

Projects include New Mains, Replacement Mains, Sewer Repair Lines > 18" , Manhole Rehabilitation and Replacement, and other miscellaneous projects. A complete list can be found on page 87 and the project narratives on pages 98.

- 2025 Expenditures: \$10,163,022
- Future Project Costs: \$68,974,588
- Funding Sources: System Revenues; Reserves; 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: \$7,770,000
- 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: \$1,646,000
- Future Project Costs: \$2,891,210
- 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: \$7,498,897
- Future Project Costs: \$24,600,424
- 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: \$38,338,387
- Future Project Costs: \$153,163,070
- 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.

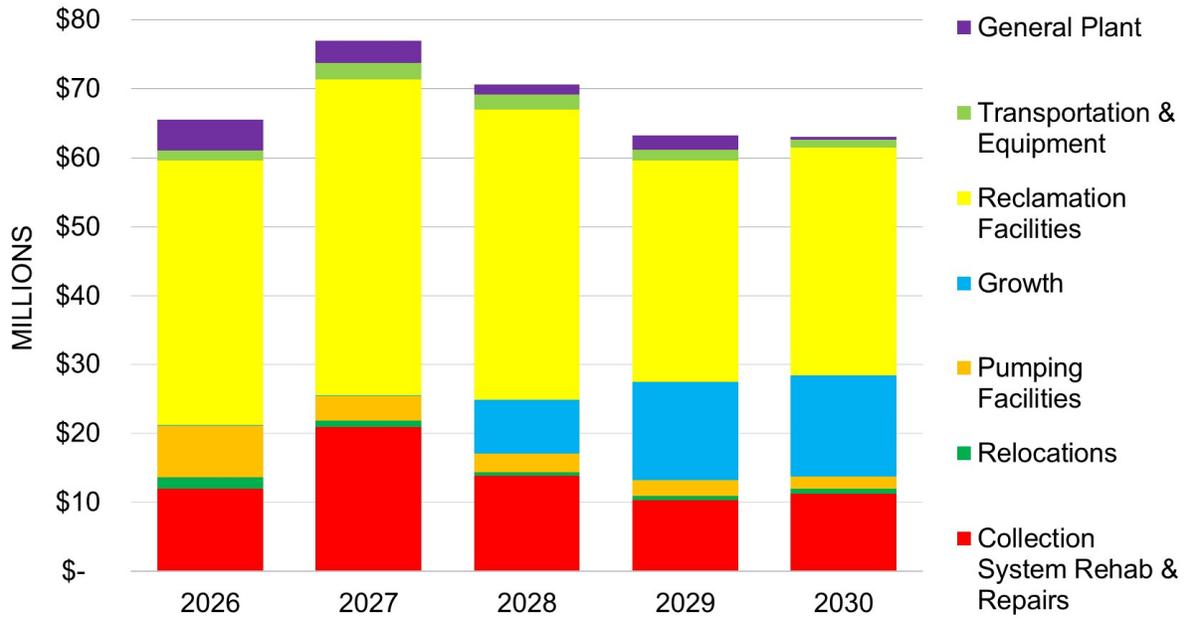
- 2025 Expenditures: \$1,484,500
- Future Project Costs: \$7,427,140
- Funding Sources: System Revenues; Reserves
- Completion Date: Annually

General Plant

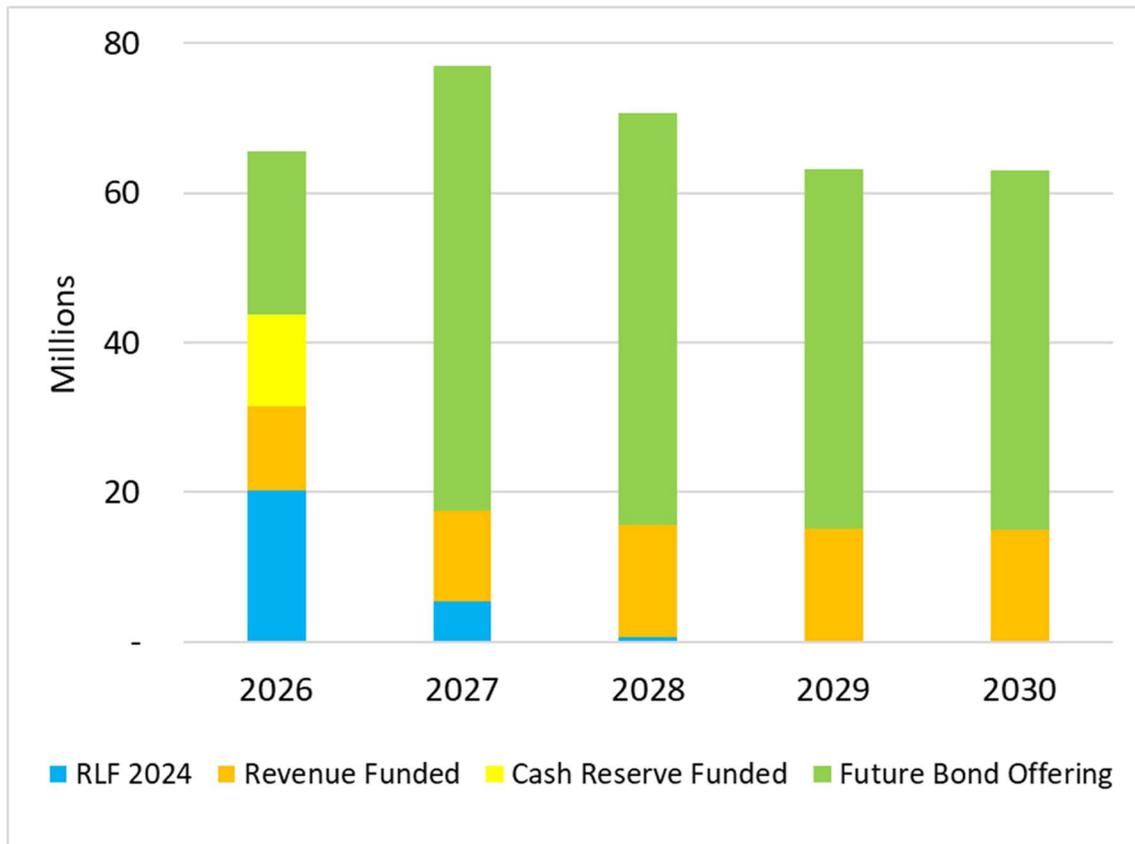
A complete list can be found on pages 94 and the project narratives on page 108.

- 2025 Expenditures: \$2,526,800
- Future Project Costs: \$3,679,858
- 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 2026 through 2030. Gross expenditures of approximately \$339,376,642 are forecasted to be complete through 2030 funded by system revenues, reserves, multiple RLFs and future debt issues. Of the forecasted 2026-2030 amount, approximately \$68,253,757 will be from system revenues, \$12,189,848 from cash reserve funds, \$26,353,741 from existing State Revolving Loan Funds, and \$232,579,295 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 \$2,614,541 is also included in RLF bond proceeds for 2026 through 2030.

State Revolving Loan Funded Projects

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 December 31,2025, it is estimated there will be \$23,739,200 remaining in loan funds excluding capitalized interest.

RLF 2024 Projects	Project Forecast	Construction Date	Completion Date	Funding
AFWRF Influent Pumping Station & Process Rehabilitation	\$ 6,173,000	2024	2026	RLF 2024
FCWRF Solids Processing	\$ 17,566,200	2024	2027	RLF 2024
Total	\$23,739,200			

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 \$80,443,605 being forecasted through 2030 as shown on the chart below.

System Revenue and Reserve Funded Projects	2026 Budget	2027-2030 Budget	Projected Total
Collection System Rehab and Repairs	\$ 1,741,000	\$ 25,770,690	\$ 27,511,690
Relocations	1,646,000	2,891,210	4,537,210
Pumping Facilities	2,145,000	16,553,791	18,698,791
Reclamation Facilities	12,900,387	5,852,007	18,752,394
Transportation / Equipment	1,484,500	4,514,125	5,998,625
General Plant	3,526,800	1,418,095	4,944,895
	\$ 23,443,687	\$ 56,999,918	\$ 80,443,605

System Unfunded Revenue Projects

In our long-term capital improvement plan (2026-2030) 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 LRWRA to secure funding from additional long-term debt and the use of cash reserves.

2026 Capital Improvement Plan
Thousands of Dollars to One Decimal Place

PROJECT NUMBER	PROJECT DESCRIPTION	EXPENSES		CARRY-OVER		NEW		TOTAL 2026		
		2025	2026	2025	2026	2026	2026			
1240000	Short Main Extensions / New Mainholes	GROSS \$	107.5	\$	-	\$	210.0	\$	210.0	
		A&C	-		-		-		-	
		NET	107.5		-		210.0		210.0	
2240000	Construction Deposit Projects	GROSS \$	203.0	\$	-	\$	206.0	\$	206.0	
		A&C	-		-		-		-	
		NET	203.0		-		206.0		206.0	
3240000	New Mains at Utility Cost	GROSS \$	348.4	\$	125.0	\$	700.0	\$	825.0	
		A&C	-		-		-		-	
		NET	348.4		125.0		700.0		825.0	
4240000	Replacement Mains at Utility Cost	GROSS \$	9,390.9	\$	3,809.0	\$	7,029.0	\$	10,838.0	
		A&C	-		-		-		-	
		NET	9,390.9		3,809.0		7,029.0		10,838.0	
5240000	Relocation Projects	GROSS \$	706.1	\$	3,175.0	\$	630.0	\$	3,805.0	
		A&C	-		(2,159.0)		-		(2,159.0)	
		NET	706.1		1,016.0		630.0		1,646.0	
6240000	Pumping Facilities	GROSS \$	1,543.8	\$	3,391.9	\$	4,107.0	\$	7,498.9	
		A&C	-		-		-		-	
		NET	1,543.8		3,391.9		4,107.0		7,498.9	
7240000	Water Reclamation Facilities	GROSS \$	44,392.4	\$	26,843.0	\$	11,495.4	\$	38,338.4	
		A&C	-		-		-		-	
		NET	44,392.4		26,843.0		11,495.4		38,338.4	
8240000	Transportation Equipment	GROSS \$	2,036.4	\$	-	\$	1,484.5	\$	1,484.5	
		A&C	-		-		-		-	
		NET	2,036.4		-		1,484.5		1,484.5	
9240000	General Plant	GROSS \$	3,495.9	\$	1,122.0	\$	2,404.8	\$	3,526.8	
		A&C	-		-		-		-	
		NET	3,495.9		1,122.0		2,404.8		3,526.8	
TOTALS		GROSS \$	62,224.4	\$	38,465.9	\$	28,266.7	\$	66,732.6	
		Advances & Contributions	-		(2,159.0)		-		(2,159.0)	
		Net Expenditures	\$	62,224.4	\$	36,306.9	\$	28,266.7	\$	64,573.6

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

1260000 Manhole/Port Installed \$ 1,231.0
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	2025	2026	2027-2030	Total
1260000	Manhole/Port Installed	\$ 107.5	\$ 210.0	\$ 913.5	\$ 1,231.0

2260000 Construction Deposit Projects \$ 1,376.2
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	2025	2026	2027-2030	Total
2260000	Construction Deposit Projects	\$ 203.0	\$ 206.0	\$ 967.2	\$ 1,376.2

3250100 Wastewater System Capacity Improvements for Growth (LM Collection) - Study \$ 212.8
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	2025	2026	2027-2030	Total
3250100	Wastewater System Capacity Improvements for Growth (LM Collection) - Study	\$ 87.8	\$ 125.0	\$ -	\$ 212.8

3260000 New Mains @ Utility Cost - Inhouse \$ 4,005.6
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	2025	2026	2027-2030	Total
3260000	New Mains @ Utility Cost - Inhouse	\$ 260.6	\$ 700.0	\$ 3,045.0	\$ 4,005.6

**Pumping Facilities
Project Narratives**

Thousands of Dollars to One Decimal Place

6230100 Candlewood PS Upgrades \$ 1,230.0

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	2025	2026	2027-2030	Total
6230100	Candlewood PS Upgrades	\$ 230.0	\$ 1,000.0	\$ -	\$ 1,230.0

6230200 LR Port PS Building & Electrical Upgrades \$ 1,549.0

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	2025	2026	2027-2030	Total
6230200	LR Port PS Building & Electrical Upgrades	\$ -	\$ 100.0	\$ 1,449.0	\$ 1,549.0

6240500 Springer Diversion Structures \$ 2,741.9

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	2025	2026	2027-2030	Total
6240500	Springer Diversion Structures	\$ 350.0	\$ 2,391.9	\$ -	\$ 2,741.9

6250300 Joe T Robinson Force Main Rehab \$ 750.0

This project includes the replacement of a sanitary sewer force main between the Joe T. Robinson Pump Station and Manhole -13-A104 in the Pinnacle North subbasin.

Project Number	Description	2025	2026	2027-2030	Total
6250300	Joe T Robinson Force Main Rehab	\$ 105.0	\$ 645.0	\$ -	\$ 750.0

6260100 Pump Station - Asset Renewal \$ 10,233.2

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	2025	2026	2027-2030	Total
6260100	Pump Station - Asset Renewal	\$ 272.7	\$ 2,862.0	\$ 7,098.5	\$ 10,233.2

6260200 Little Maumelle PS & Arch St PS Bar Screens \$ 2,052.5

The Little Maumelle Pump Station and Arch Street Pump Station Bar Screen project will replace aging screening equipment and add dedicated bypass bar screening to ensure continuous debris removal during maintenance and high-flow events, improving reliability, protecting downstream treatment processes, and reducing emergency callouts and equipment wear. The work includes engineering and hydraulic review; design of parallel screened channels (duty and bypass). Expected outcomes include redundancy during outages, fewer pump rag-outs and clogs at treatment facilities, lower unplanned maintenance, improved safety by eliminating manual raking, and better compliance and housekeeping.

Project Number	Description	2025	2026	2027-2030	Total
6260200	Little Maumelle PS & Arch St PS Bar Screens	\$ -	\$ 500.0	\$ 1,552.5	\$ 2,052.5

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

7230100 AFWRF Influent Pump Station & Process Rehabilitation \$ 18,252.3

The purpose of this project is to upgrade assets in the Influent Pump Station and Preliminary Treatment Building at the AFWRF 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	2025	2026	2027-2030	Total
7230100	AFWRF Influent Pump Station & Process Rehabilitation	\$ 12,079.3	\$ 6,173.0	\$ -	\$ 18,252.3

7240800 FCWRF Headworks Gate and Concrete & Final Clarifier Concrete Rehabilitation \$ 5,468.7

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	2025	2026	2027-2030	Total
7240800	FCWRF Headworks Gate and Concrete & Final Clarifier Concrete Rehabilitation	\$ 265.7	\$ 2,455.0	\$ 2,747.9	\$ 5,468.7

7240900 FCWRF Sidestream & Biosolids Optimization \$ 19,069.5

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. In addition, the 2024 Rapid Assessment produced a list of assets to be upgraded, replaced in kind, or rehabilitated. A few of these items were similar to the scope of this project and were added to its scope. These items were the recycle bar screen and bars and concrete rehab, bar screen sluice gate actuators, and screw pump station new gate and actuator and concrete rehab.

Project Number	Description	2025	2026	2027-2030	Total
7240900	FCWRF Sidestream & Biosolids Optimization	\$ 787.4	\$ 1,400.0	\$ 16,882.1	\$ 19,069.5

7241400 FCWRF Solids Processing \$ 39,371.1

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	2025	2026	2027-2030	Total
7241400	FCWRF Solids Processing	\$ 21,804.9	\$ 13,095.0	\$ 4,471.2	\$ 39,371.1

7241800 Asset Management Prioritization Study \$ 503.2

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	2025	2026	2027-2030	Total
7241800	Asset Management Prioritization Study	\$ 253.2	\$ 250.0	\$ -	\$ 503.2

7250102 AF Jbox 4 Upgrades -Contracted \$ 831.7

The inspection and repair of Wastewater Junction Box 4 is a necessary and prudent investment in the continued reliability, safety, and compliance of the Adams Field Water Reclamation Facility.

Project Number	Description	2025	2026	2027-2030	Total
7250102	AF Jbox 4 Upgrades -Contracted	\$ 21.7	\$ 810.0	\$ -	\$ 831.7

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

7250221 FC Primary Sludge PS Upgrades \$ 919.1
The isolation gate separating JB4 from the aeration basin and the isolation gate separating JB4 from the dual use filters are no longer operating properly and need to be replaced.

Project Number	Description	2025	2026	2027-2030	Total
7250221	FC Primary Sludge PS Upgrades	\$ 59.1	\$ 860.0	\$ -	\$ 919.1

7250222 FC Scum Pump \$ 222.5
The Primary Clarifier Scum Removal system at the Fourche Creek Water Reclamation Facility was originally installed during the plant's initial construction in the early 1980s. While significant upgrades were made to the Primary Clarification system as part of the 2020 Phase 3 Hydraulic Upgrade, the scum pump was not replaced during that project. Since the completion of the upgrade, Operations staff have encountered persistent challenges in effectively removing scum—primarily due to limitations in the capacity of the existing pump system.

Project Number	Description	2025	2026	2027-2030	Total
7250222	FC Scum Pump	\$ 47.5	\$ 175.0	\$ -	\$ 222.5

7250238 FCWRF Hot Water Loop Line Rehab \$ 1,196.0
The loop water system at the FCWRF was originally constructed during the plant's development in the early 1980s. Although recent asset renewal projects have upgraded the loop water supply and return conduits within the Digester complex, approximately 1,600 linear feet of 8-inch steel yard piping spanning the facility grounds remains untouched. This aging infrastructure is now nearing the end of its operational life and presents a growing need for replacement.

Project Number	Description	2025	2026	2027-2030	Total
7250238	FCWRF Hot Water Loop Line Rehab	\$ 136.0	\$ 1,060.0	\$ -	\$ 1,196.0

7250500 AFWRF Dump Station Expansion \$ 1,321.7
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	2025	2026	2027-2030	Total
7250500	AFWRF Dump Station Expansion	\$ 86.7	\$ 200.0	\$ 1,035.0	\$ 1,321.7

7250800 FCWRF Lagoon Decant Structures Repair \$ 434.9
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	2025	2026	2027-2030	Total
7250800	FCWRF Lagoon Decant Structures Repair	\$ 69.9	\$ 365.0	\$ -	\$ 434.9

7260100 AFWRF - Asset Renewal \$ 30,651.1
The AFWRF 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 AFWRF 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 AFWRF. 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	2025	2026	2027-2030	Total
7260100	AFWRF - Asset Renewal	\$ 1,227.4	\$ 1,394.9	\$ 28,028.9	\$ 30,651.1

**Treatment Facilities
Project Narratives**

Thousands of Dollars to One Decimal Place

7260200 FCWRF - Asset Renewal \$ 29,813.0

The FCWRF 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 FCWRF 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	2025	2026	2027-2030	Total
7260200	FCWRF - Asset Renewal	\$ 2,689.5	\$ 4,900.0	\$ 22,223.5	\$ 29,813.0

7260300 LMWRF -Asset Renewal \$ 20,639.9

The construction of the LMWRF 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 LMWRF. 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	2025	2026	2027-2030	Total
7260300	LMWRF -Asset Renewal	\$ 1,566.0	\$ 2,785.5	\$ 16,288.4	\$ 20,639.9

7260400 LMWRF Sludge Dewatering and Two Rivers Pump Station \$ 19,165.7

This project includes the design of repairs to the force main for continued sludge pumping to AFWRF or the design for the solids handling at LMWRF to include the dewatering of the sludge for disposal at a landfill.

Project Number	Description	2025	2026	2027-2030	Total
7260400	LMWRF Sludge Dewatering and Two Rivers Pump Station	\$ -	\$ 2,315.0	\$ 16,850.7	\$ 19,165.7

7260500 Recoating and Restriping Parklots \$ 100.0

The scope of work includes preventive maintenance on the asphalt parking lot, intended to preserve pavement integrity, improve appearance, and reduce long-term repair costs.

Project Number	Description	2025	2026	2027-2030	Total
7260500	Recoating and Restriping Parklots	\$ -	\$ 100.0	\$ -	\$ 100.0

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

9260300 Fleet Maintenance Equipment - Safety \$107.0

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	2025	2026	2027-2030	Total
9260300	Fleet Maintenance Equipment - Safety	\$ -	\$ 20.0	\$ 87.0	\$ 107.0

9260400 Copier - CAB Communications \$15.0

This project is for the periodic acquisition of replacement multi-function copy machine is critical for maintaining effective administrative operations.

Project Number	Description	2025	2026	2027-2030	Total
9260400	Copier - CAB Communications	\$ -	\$ 15.0	\$ -	\$ 15.0

9260500 Copier -CMC \$20.0

This project is for the periodic acquisition of replacement multi-function copy machine is critical for maintaining effective administrative operations.

Project Number	Description	2025	2026	2027-2030	Total
9260500	Copier -CMC	\$ -	\$ 20.0	\$ -	\$ 20.0

9260600 Copier - CAB Engineerng \$30.0

This project is for the periodic acquisition of replacement multi-function copy machine is critical for maintaining effective administrative operations.

Project Number	Description	2025	2026	2027-2030	Total
9260600	Copier - CAB Engineerng	\$ -	\$ 30.0	\$ -	\$ 30.0

9260700 CAB Generator \$530.0

The generator at the CAB facility is approximately 20 years old and has reached the end of its operational lifespan. Its alternator is currently shorted to ground, rendering the unit incapable of producing power. Given the generator's age and the high cost of repairing the alternator, restoration is not a practical option. The generator currently supports only the server room and a limited section of the CAB.

Project Number	Description	2025	2026	2027-2030	Total
9260700	CAB Generator	\$ -	\$ 530.0	\$ -	\$ 530.0

9260800 Microsoft SQL Server 2025 \$60.0

Our current version of enterprise database is reaching end of life and will no longer be supported with security and quality updates by the end of 2026. The cost of this project covers licensing of the latest version of database software.

Project Number	Description	2025	2026	2027-2030	Total
9260800	Microsoft SQL Server 2025	\$ -	\$ 60.0	\$ -	\$ 60.0

9260900 IBAK Replacement X-Cable (2) \$20.0

The intent of this project is to replace the worn X-Cable on V1364. The original cable was 820' but due to wear on the cable, it had to be cut and repaired leaving only around 450' of useful cable. The additional cable will be purchased later in the year or as needed due to an unforeseen issue or damage with an existing cable.

Project Number	Description	2025	2026	2027-2030	Total
9260900	IBAK Replacement X-Cable (2)	\$ -	\$ 20.0	\$ -	\$ 20.0

9261000 Push Camera \$20.0

This project is intended for the purchase of two (2) new CCTV Push Cameras to be used primarily to televise private service lines to evaluate pipe condition for SSLRP eligibility and other issues when a mainline camera is not an option. This innovative, low-profile camera will fit much better in our newer style transit CCTV vans while also allowing Wi-Fi capability to upload our inspections into Granite. The current cameras we are using are becoming obsolete and will be repurposed to our emergency trailers where there is more room for the larger units and Wi-Fi recording capabilities aren't as critical.

Project Number	Description	2025	2026	2027-2030	Total
9261000	Push Camera	\$ -	\$ 20.0	\$ -	\$ 20.0

**General Plant
Project Narratives**

Thousands of Dollars to One Decimal Place

9261100 Replace Sewer Line Rapid Assessment Tool E1642 \$36.0

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 E1642 that has been in service since 2018.

Project Number	Description	2025	2026	2027-2030	Total
9261100	Replace Sewer Line Rapid Assessment Tool E1642	\$ -	\$ 36.0	\$ -	\$ 36.0

9261200 Replace Spartan Rod Machine E1162 with Picote Machine \$15.0

The intent of this project is to replace the 2006 Spartan Rod Machine E1162. The new Picote machine is also a safer alternative to the rod machine. The Picote machine also allows for the removal of scaling in metal pipes to allow for a longer useful life.

Project Number	Description	2025	2026	2027-2030	Total
9261200	Replace Spartan Rod Machine E1162 with Picote Machine	\$ -	\$ 15.0	\$ -	\$ 15.0

9261300 Severe Duty Brush Cutters for Track Loader \$30.0

This project is for the purchase of two (2) new severe duty brush cutters to be used by crews with their Track Loaders while maintaining LRWRA right of ways. We have utilized this type of equipment with great success over the years. These cutters can now be bought with a wider cutting area than before. This will allow greater efficiency for the ROW crews and provide redundancy for the current cutters which do experience down time due to the rugged right of ways they maintain. The reduction in downtime will also help ensure increased production for the crews.

Project Number	Description	2025	2026	2027-2030	Total
9261300	Severe Duty Brush Cutters for Track Loader	\$ -	\$ 30.0	\$ -	\$ 30.0

9261400 Smart Manhole Covers (20) \$200.0

Procurement of twenty (20) new Smart Manhole Cover Sensors to be used primarily for gathering data and monitoring manhole surcharge levels related to the systems response to I&I from rainfall. The information provided can help guide engineering study and rehab efforts to correct issues as they are found. They can also help determine the likelihood of an overflow to help prioritize overflow response efforts. We have utilized this equipment in several locations over the years with good results. The data received through our existing sensors has been extremely useful and has helped us make decisions about direction in Collection System Maintenance efforts.

Project Number	Description	2025	2026	2027-2030	Total
9261400	Smart Manhole Covers (20)	\$ -	\$ 200.0	\$ -	\$ 200.0

9261500 Spartan Cart Jetter for Emergency Trailer \$9.0

The purpose of this project is the purchase of one (1) new Spartan Cart Jetter for the Emergency Trailer to be used primarily to clean private service lines as requested through the SSLRP or other Emergency response efforts, as necessary. The addition of this equipment will also increase efficiency, by enabling a single crew to utilize it in conjunction with the Picote machine to not only remove scaling from cast iron service pipe but also flush the service as well. We have utilized this equipment on our other Emergency Trailer with great success over the years. Now that we have two emergency trailers, we will need this unit to properly tool up the second trailer to be an effective back-up to the primary trailer. It will also allow us to respond to multiple calls with the same needs in a timelier manner.

Project Number	Description	2025	2026	2027-2030	Total
9261500	Spartan Cart Jetter for Emergency Trailer	\$ -	\$ 9.0	\$ -	\$ 9.0

9261600 50 Ton PipeBurst Machine No-Dig \$240.0

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 10 inches in diameter.

Project Number	Description	2025	2026	2027-2030	Total
9261600	50 Ton PipeBurst Machine No-Dig	\$ -	\$ 240.0	\$ -	\$ 240.0

**General Plant
Project Narratives**

Thousands of Dollars to One Decimal Place

9261700 Blue Light Cured in Place Lining System (4" & 6") \$165.0

Blue Light Cured in Place Lining System is a trenchless sewer rehabilitation technology to be used primarily for private service line rehabilitation where traditional open cut and pipe burst options are not an option. We have utilized this process and equipment several times over the years through the manufacturers pilot program with good results. In the right circumstances this process can be done in a true no dig application and in most other cases a one pit set-up.

Project Number	Description	2025	2026	2027-2030	Total
9261700	Blue Light Cured in Place Lining System (4" & 6")	\$ -	\$ 165.0	\$ -	\$ 165.0

9261800 Replace Traffic Control Arrow Board E1465 \$9.0

This project is designed to replace the 10-year-old 2014 Traffic Control Arrow Board E1465 with a new Arrow Board unit. This unit needs a new paint job due to the original paint peeling on most of the painted surface. The cost to repair this unit exceeds its value. 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	2025	2026	2027-2030	Total
9261800	Replace Traffic Control Arrow Board E1465	\$ -	\$ 9.0	\$ -	\$ 9.0

9261900 Task Building Overhead Doors (12) \$55.0

The purpose of this project is the replacement of the twelve (12) overhead doors of the Clear Water Maintenance Task Building. The doors are reaching the end of their useful life and are requiring frequent repairs. They also have mismatched replacement panels from issues over the years and have become unsightly. Many of the task bays are heated and none of these doors are insulated. The replacement doors will be insulated, which will help with heater efficiency and will lower energy costs.

Project Number	Description	2025	2026	2027-2030	Total
9261900	Task Building Overhead Doors (12)	\$ -	\$ 55.0	\$ -	\$ 55.0

9262000 Replace Glassware Washers \$65.0

The compliance laboratory needs to replace two sterilize/disinfection equipment items that are past their useful life. These are specialized glassware washers that are important for maintaining labware in a condition that will produce valid testing data.

Project Number	Description	2025	2026	2027-2030	Total
9262000	Replace Glassware Washers	\$ -	\$ 65.0	\$ -	\$ 65.0

9262100 UPS for ICP-MS, Chiller \$20.0

Newly added laboratory equipment (ICPMS & Chiller) needs a UPS to protect against surges and frequent power failures at the Fourche Creek facility.

Project Number	Description	2025	2026	2027-2030	Total
9262100	UPS for ICP-MS, Chiller	\$ -	\$ 20.0	\$ -	\$ 20.0

9262200 Replace 2 ISCO Autosamplers \$13.0

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

Project Number	Description	2025	2026	2027-2030	Total
9262200	Replace 2 ISCO Autosamplers	\$ -	\$ 13.0	\$ -	\$ 13.0

9262300 Replace LM-WRF Influent Refrigerated ISCO Autosampler \$11.5

The LMWRF refrigerated influent sampler has been in service for fourteen (14) years and has been experiencing more frequent electrical and refrigeration problems and needs to be replaced.

Project Number	Description	2025	2026	2027-2030	Total
9262300	Replace LM-WRF Influent Refrigerated ISCO Autosampler	\$ -	\$ 11.5	\$ -	\$ 11.5

9262400 CWM Replacement 9 - HVAC Units \$400.0

This project will replace nine end-of-life HVAC units at the CWM facility with right-sized, high-efficiency equipment (RTUs and/or split systems) featuring economizers, VFD supply/return fans, modern compliant refrigerants, enhanced filtration, and full BAS integration to improve reliability, indoor air quality, and comfort while lowering energy and maintenance costs. The scope includes engineering and load verification; equipment procurement; structural curb and roof flashing modifications; electrical upgrades; crane/rigging and refrigerant recovery; duct transitions and condensate management; controls programming and graphics; testing, adjusting, and balancing; commissioning and training; and removal/disposal of obsolete units.

Project Number	Description	2025	2026	2027-2030	Total
9262400	CWM Replacement 9 - HVAC Units	\$ -	\$ 400.0	\$ -	\$ 400.0

Long Term Capital Improvement Plan

Thousands of Dollars to One Decimal Place

Project Number	Project Description	Forecast					Total
		Budget 2026	2027	2028	2029	2030	
1250000	Manhole Port Installs	\$ 210.0	\$ 217.4	\$ 224.7	\$ 232.1	\$ 239.4	\$ 1,123.5
	Gross A&C	-	-	-	-	-	-
	Net	210.0	217.4	224.7	232.1	239.4	1,123.5
2250000	Construction Deposit Projects	\$ 206.0	\$ 217.4	\$ 232.2	\$ 248.6	\$ 269.0	\$ 1,173.2
	Gross A&C	-	-	-	-	-	-
	Net	206.0	217.4	232.2	248.6	269.0	1,173.2
3250000	New Mains at Utility Cost	\$ 825.0	\$ 724.5	\$ 3,959.0	\$ 10,244.9	\$ 10,569.4	\$ 26,322.8
	Gross A&C	-	-	-	-	-	-
	Net	825.0	724.5	3,959.0	10,244.9	10,569.4	26,322.8
4250000	Replacement Mains at Utility Cost	\$ 10,838.0	\$ 19,686.7	\$ 12,581.1	\$ 9,061.0	\$ 9,918.0	\$ 62,084.8
	Gross A&C	-	-	-	-	-	-
	Net	10,838.0	19,686.7	12,581.1	9,061.0	9,918.0	62,084.8
5250000	Relocation Projects	\$ 3,905.0	\$ 1,785.4	\$ 603.5	\$ 645.3	\$ 684.0	\$ 7,623.2
	Gross A&C	(2,259.0)	(827.0)	-	-	-	(3,086.0)
	Net	1,646.0	958.4	603.5	645.3	684.0	4,537.2
6250000	Pumping Facilities	\$ 7,498.9	\$ 3,682.3	\$ 7,220.8	\$ 6,991.1	\$ 6,706.3	\$ 32,099.3
	Gross A&C	-	-	-	-	-	-
	Net	7,498.9	3,682.3	7,220.8	6,991.1	6,706.3	32,099.3
7250000	Water Reclamation Facilities	\$ 38,338.4	\$ 45,841.1	\$ 42,126.4	\$ 32,139.9	\$ 33,055.7	\$ 191,501.5
	Gross A&C	-	-	-	-	-	-
	Net	38,338.4	45,841.1	42,126.4	32,139.9	33,055.7	191,501.5
8250000	Transportation Equipment	\$ 1,484.5	\$ 2,437.4	\$ 2,206.3	\$ 1,563.6	\$ 1,219.8	\$ 8,911.6
	Gross A&C	-	-	-	-	-	-
	Net	1,484.5	2,437.4	2,206.3	1,563.6	1,219.8	8,911.6
9250000	General Plant	\$ 3,526.8	\$ 2,261.0	\$ 925.6	\$ 1,942.6	\$ 352.3	\$ 9,008.2
	Gross A&C	-	-	-	-	-	-
	Net	3,526.8	2,261.0	925.6	1,942.6	352.3	9,008.2
TOTALS	Gross Expenditures	\$ 66,832.6	\$ 76,853.0	\$ 70,079.4	\$ 63,069.0	\$ 63,013.9	\$ 339,848.1
	Advances & Contributions	(2,259.0)	(827.0)	-	-	-	(3,086.0)
	Annual Net Expenditures	\$ 64,573.6	\$ 76,026.1	\$ 70,079.4	\$ 63,069.0	\$ 63,013.9	\$ 336,762.1

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

Project Number	Project Description	Budget					Forecast					Total
		2026	2027	2028	2029	2030	2026	2027	2028	2029	2030	
1260000	Short Main Extensions / New Mainholes	\$ 210.0	\$ 217.4	\$ 224.7	\$ 232.1	\$ 239.4	-	-	-	-	-	\$ 1,123.5
	GROSS A&C	-	-	-	-	-	-	-	-	-	-	-
2260000	Construction Deposit Projects	206	217	232	249	269	-	-	-	-	-	1,173
	GROSS A&C	-	-	-	-	-	-	-	-	-	-	-
Total	Gross Expenditures Advances & Contributions	\$ 416.0	\$ 434.7	\$ 456.9	\$ 480.7	\$ 508.4	-	-	-	-	-	\$ 2,296.7
	Net Expenditures	\$ 416.0	\$ 434.7	\$ 456.9	\$ 480.7	\$ 508.4	-	-	-	-	-	\$ 2,296.7

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

Project Number	Project Description	Budget					Forecast					Total
		2026	2027	2028	2029	2030	2026	2027	2028	2029	2030	
3250100	LM Collection Growth Study	\$ 125.0	\$ -	\$ -	\$ -	\$ -	125.0	-	-	-	-	\$ 125.0
	GROSS A&C	-	-	-	-	-	-	-	-	-	-	-
3260000	New Mains @ Utility Cost - Inh	700	725	749	774	798	-	-	-	-	-	3,745
	GROSS A&C	-	-	-	-	-	-	-	-	-	-	-
3270100	Wastewater System Capacity Improvements for Growth (LM Collection) (2031-2033)	-	-	3,210	9,471	9,771	-	-	-	-	-	22,453
	GROSS A&C	-	-	-	-	-	-	-	-	-	-	-
Total	Gross Expenditures Advances & Contributions	\$ 825.0	\$ 724.5	\$ 3,959.0	\$ 10,244.9	\$ 10,569.4	-	-	-	-	-	\$ 26,322.8
	Net Expenditures	\$ 825.0	\$ 724.5	\$ 3,959.0	\$ 10,244.9	\$ 10,569.4	-	-	-	-	-	\$ 26,322.8

REPLACEMENT MAINS
Thousands of Dollars to One Decimal Place

Project Number	Project Description	Budget					Forecast					Total
		2026	2027	2028	2029	2030	2026	2027	2028	2029	2030	
4240400	AFWRF Sludge Transfer Line Reh	\$ 3,809.0	\$ 9,418.5	\$ 3,593.1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,820.6
		A&C										
4260100	Trenchless Sewer Line Renewal	1,500	-	2,140	2,210	3,420	-	-	-	-	-	9,270
		A&C										
4260200	Replacement Mains @ Utility Cost	1,700	3,830	1,819	1,879	1,938	-	-	-	-	-	11,165
		A&C										
4260300	Sewer Repair Lines > 18"	3,129	5,766	4,494	4,420	3,990	-	-	-	-	-	21,799
		A&C										
4260400	Manholes Rehabilitation & Replacement	500	518	535	553	570	-	-	-	-	-	2,675
		A&C										
4260500	SSES Equipment	150	155	-	-	-	-	-	-	-	-	305
		A&C										
4260600	Survey Equipment	50	-	-	-	-	-	-	-	-	-	50
		A&C										
Total	Gross Expenditures	\$ 10,838.0	\$ 19,686.7	\$ 12,581.1	\$ 9,061.0	\$ 9,918.0	\$ 62,084.8	\$ -	\$ -	\$ -	\$ -	\$ 62,084.8
	Advances & Contributions	-	-	-	-	-	-	-	-	-	-	-
	Net Expenditures	\$ 10,838.0	\$ 19,686.7	\$ 12,581.1	\$ 9,061.0	\$ 9,918.0	\$ 62,084.8	\$ -	\$ -	\$ -	\$ -	\$ 62,084.8

RELOCATION PROJECTS
Thousands of Dollars to One Decimal Place

Project Number	Project Description	Forecast						Total
		Budget		Forecast				
		2026	2027	2028	2029	2030		
5220600	ARDOT: Taylor Loop Rd.	\$ 3,175.0 (2,159.0)	\$ 1,216.1 (827.0)	\$ -	\$ -	\$ -	\$ 4,391.1 (2,986.0)	
5260200	City of LR Relocation	465 (100)	285 -	302 -	323 -	342 -	1,716 (100)	
5260300	ARDOT Relocation	265 -	285 -	302 -	323 -	342 -	1,516 -	
Total		\$ 3,905.0 (2,259.0)	\$ 1,785.4 (827.0)	\$ 603.5	\$ 645.3	\$ 684.0	\$ 7,623.2 (3,086.0)	
Net Expenditures		\$ 1,646.0	\$ 958.4	\$ 603.5	\$ 645.3	\$ 684.0	\$ 4,537.2	

WATER RECLAMATION PUMPING FACILITIES
Thousands of Dollars to One Decimal Place

Project Number	Project Description	GROSS A&C	Budget					Forecast					Total	
			2026	2027	2028	2029	2030	2026	2027	2028	2029	2030		
6230100	Candlewood Pump Station Upgrades		\$ 1,000.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.0
6230200	LR Port Pump Station Building & Electrical Upgrades		100	1,449	-	-	-	-	-	-	-	-	-	1,549
6240500	Springer Diversion Structures		2,392	-	-	-	-	-	-	-	-	-	-	2,392
6250200	Wastewater System Capacity Improvement for Growth		-	88	4,559	4,708	-	-	-	-	4,858	-	-	14,213
6250300	Joe T Robinson Force Main Rehabilitation		645	-	-	-	-	-	-	-	-	-	-	645
6260100	Pump Station Asset Renewals		2,862	306	2,661	2,283	1,849	-	-	-	-	-	-	9,961
6260200	Little Maumelle Pump Station & Arch St Pump Station Bar Screens		500	1,553	-	-	-	-	-	-	-	-	-	2,053
6270200	Chalamont Pump Station 150 Kw Generator		-	96	-	-	-	-	-	-	-	-	-	96
6270300	Joe T. Robinson Pump Station 150 Kw Generator		-	96	-	-	-	-	-	-	-	-	-	96
6270400	Candlewood Pump Station 150 Kw Generator		-	96	-	-	-	-	-	-	-	-	-	96
Total	Gross Expenditures Advances & Contributions		\$ 7,498.9	\$ 3,682.3	\$ 7,220.8	\$ 6,991.1	\$ 6,706.3	\$ 6,706.3	\$ 6,991.1	\$ 6,706.3	\$ 32,099.3	\$ 32,099.3	\$ 32,099.3	
	Net Expenditures		\$ 7,498.9	\$ 3,682.3	\$ 7,220.8	\$ 6,991.1	\$ 6,706.3	\$ 6,706.3	\$ 6,991.1	\$ 6,706.3	\$ 32,099.3	\$ 32,099.3	\$ 32,099.3	

WATER RECLAMATION TREATMENT FACILITIES
Thousands of Dollars to One Decimal Place

Project Number	Project Description	GROSS A&C	Budget					Total
			2026	2027	2028	2029	2030	
7230100	AF Influent PS & Process Rehab	\$ 6,173.0	\$ -	\$ -	\$ -	\$ -	\$ 6,173.0	
7240800	FCWRF Headworks Gate & Concrete	2,455.0	2,747.9	-	-	-	5,202.9	
7240900	FCWRF Sidestream & Biosolids Optimization	1,400.0	8,300.7	8,581.4	-	-	18,282.1	
7241400	FCWRF Solids Processing	13,095.0	4,471.2	-	-	-	17,566.2	
7241800	Asset Management Priority Stud	250.0	-	-	-	-	250.0	
7250102	AF Jbox 4 Upgrades -Contracted	810.0	-	-	-	-	810.0	
7250221	FC Primary Sludge PS Upgrades	860.0	-	-	-	-	860.0	
7250222	FC Scum Pump	175.0	-	-	-	-	175.0	
7250238	FCWRF Hot Water Loop Line Rehab	1,060.0	-	-	-	-	1,060.0	
7250500	AFWRF Dump Pit, Clarifier Grading, & Dirt Mound	200.0	1,035.0	-	-	-	1,235.0	
7250800	FCWRF Lagoon Decant Structures	365.0	-	-	-	-	365.0	
7260100	AFWRF Asset Renewal	1,394.9	6,953.4	8,911.7	5,688.9	6,474.9	29,423.8	

WATER RECLAMATION TREATMENT FACILITIES
Thousands of Dollars to One Decimal Place

Project Number	Project Description	Budget					Forecast			Total
		2026	2027	2028	2029	2030	2028	2029	2030	
7230100	AF Influent PS & Process Rehab	\$ 6,173.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,173.0
7260200	FCWRF Asset Renewal	4,900.0	14,331.6	5,453.5	69.0	2,369.4	-	-	-	27,123.5
7260300	LMWRF Asset Renewal	2,785.5	1,732.2	5,587.5	2,199.1	6,769.5	-	-	-	19,073.9
7260400	LMWRF Sludge Dewatering and Two Rivers Pump Station	2,315.0	5,506.2	5,692.4	5,652.1	-	-	-	-	19,165.7
7260500	Recoating and Restriping Parklots	100.0	-	-	-	-	-	-	-	100.0
7270400	FCWRF - Replace Existing Fine Diffusers	-	400.5	329.6	-	-	-	-	-	730.1
7270500	FCWRF Biogas Power Study	-	362.3	-	-	-	-	-	-	362.3
7280400	All WRF's Nutrient Reduction Study	-	-	2,140.0	-	-	-	-	-	2,140.0
7280500	FC Biological Expansion Project	-	-	5,350.0	16,575.0	17,100.0	-	-	-	39,025.0
7280600	FCWRF Final Clarifier Weirs Cover	-	-	80.3	497.3	-	-	-	-	577.5
7290400	FCWRF - Blower Bldg. Hoist Installation Replacement	-	-	-	1,348.1	-	-	-	-	1,348.1
7290500	FCWRF Ops Control Room and Chemical Response Command Center	-	-	-	110.5	342.0	-	-	-	452.5
Total	Gross Expenditures	\$ 38,338.4	\$ 45,841.1	\$ 42,126.4	\$ 32,139.9	\$ 33,055.7	\$ -	\$ -	\$ -	\$ 191,501.5
	Advances & Contributions	-	-	-	-	-	-	-	-	-
	Net Expenditures	\$ 38,338.4	\$ 45,841.1	\$ 42,126.4	\$ 32,139.9	\$ 33,055.7	\$ -	\$ -	\$ -	\$ 191,501.5

TRANSPORTATION EQUIPMENT
Thousands of Dollars to One Decimal Place

Project Number	Project Description	Budget					Forecast					Total
		2026	2027	2028	2029	2030	2026	2027	2028	2029	2030	
8260100	Vehicle Replacement Program	\$ 350.0	\$ 465.8	\$ 428.0	\$ 442.0	\$ 456.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,141.8
		GROSS A&C										
8260200	10,000 lb Drop Deck Trailer HGL10616	23.0	-	-	-	-	-	-	-	-	-	23.0
		GROSS A&C										
8260300	Honda ATV	8.5	-	-	-	-	-	-	-	-	-	8.5
		GROSS A&C										
8260400	LMWRF - Forklift	40.0	-	-	-	-	-	-	-	-	-	40.0
		GROSS A&C										
8260500	NEW Genie GS2632 Electric Scissor Lift	24.0	-	-	-	-	-	-	-	-	-	24.0
		GROSS A&C										
8260600	Replace 2015 Combination Cleaning Truck V1339	550.0	-	-	-	-	-	-	-	-	-	550.0
		GROSS A&C										
8260700	Replace 2017 Easement Reel E1603	60.0	-	-	-	-	-	-	-	-	-	60.0
		GROSS A&C										
8260800	Replace Hydro Jetter Trailer E1564	110.0	-	-	-	-	-	-	-	-	-	110.0
		GROSS A&C										
8260900	Replace Service Truck V1310	105.0	-	-	-	-	-	-	-	-	-	105.0
		GROSS A&C										
8261000	Replace Service Truck V1347	45.9	-	-	-	-	-	-	-	-	-	45.9
		GROSS A&C										
8261000	Replace Service Truck V1347	59.1	-	-	-	-	-	-	-	-	-	59.1
		GROSS A&C										
8261100	Replace Trailer E1324	5.5	-	-	-	-	-	-	-	-	-	5.5
		GROSS A&C										

TRANSPORTATION EQUIPMENT
Thousands of Dollars to One Decimal Place

Project Number	Project Description	Forecast						Total
		Budget	2026	2027	2028	2029	2030	
8261200	Replace Trailer E1401	GROSS A&C	20.0	-	-	-	-	20.0
8261300	Replace Trailers E0927 & E1092	GROSS A&C	8.5	-	-	-	-	8.5
8261400	Stand on Forklift (Storeroom)	GROSS A&C	75.0	-	-	-	-	75.0
8270200	Replace Dump Trucks (9)	GROSS A&C	-	533.0	395.9	364.7	376.2	1,669.8
8270300	Replace CCTV Trucks (9)	GROSS A&C	-	1,164.4	1,203.8	469.6	-	2,837.8
8270400	Replace Service Trucks (9)	GROSS A&C	-	217.4	112.4	116.0	239.4	685.1
8270500	Replace Trailers (20)	GROSS A&C	-	10.4	12.8	11.1	79.8	114.0
8270600	Replace UTVs (5)	GROSS A&C	-	46.6	-	11.1	-	57.6
8280700	Replace Barco Pumps (2)	GROSS A&C	-	-	53.5	82.9	-	136.4
8280800	Replace Easement Machines (2)	GROSS A&C	-	-	-	66.3	68.4	134.7
Total	Gross Expenditures Advances & Contributions		\$ 1,484.5	\$ 2,437.4	\$ 2,206.3	\$ 1,563.6	\$ 1,219.8	\$ 8,911.6
	Net Expenditures		\$ 1,484.5	\$ 2,437.4	\$ 2,206.3	\$ 1,563.6	\$ 1,219.8	\$ 8,911.6

GENERAL PLANT
Thousands of Dollars to One Decimal Place

Project Number	Project Description	Budget					Forecast				Total
		2026	2027	2028	2029	2030	2028	2029	2030	Total	
9241100	Biosolids Land Purchase	\$ 1,000.0	\$ 1,138.5	\$ -	\$ -	\$ -	\$ 663.0	\$ -	\$ -	\$ -	\$ 2,801.5
		GROSS A&C									
9242200	FCWRF Storeroom Addition	62.0	-	-	-	-	-	-	-	-	62.0
		GROSS A&C									
9243900	Upgrade & Replace VMWare Host	60.0	-	-	-	-	-	-	-	-	60.0
		GROSS A&C									
9260000	CAB/CWM Asset Renewal	341.3	-	-	-	-	-	-	-	88.9	430.2
		GROSS A&C									
9260100	Cleaning & Inspection Safety &	40.0	41.4	42.8	44.2	45.6	45.6	45.6	45.6	214.0	
		GROSS A&C									
9260200	Trenching & Shoring Equipment	40.0	41.4	42.8	44.2	45.6	45.6	45.6	45.6	214.0	
		GROSS A&C									
9260300	Fleet Maintenance Specialty Tools	20.0	20.7	21.4	22.1	22.8	22.8	22.8	22.8	107.0	
		GROSS A&C									
9260400	Copier - CAB Communications	15.0	-	-	-	-	-	-	-	15.0	
		GROSS A&C									
9260500	Copier -CMC	20.0	-	-	-	-	-	-	-	20.0	
		GROSS A&C									
9260600	Copier - CAB Engineering	30.0	-	-	-	-	-	-	-	30.0	
		GROSS A&C									
9260700	CAB Generator	530.0	-	-	-	-	-	-	-	530.0	
		GROSS A&C									
9260800	Microsoft SQL Server 2025	60.0	-	-	-	-	-	-	-	60.0	
		GROSS A&C									
9260900	IBAK Replacement X-Cable (2)	20.0	-	-	-	-	-	-	-	20.0	
		GROSS A&C									

GENERAL PLANT
Thousands of Dollars to One Decimal Place

Project Number	Project Description	Budget					Forecast				Total
		2026	2027	2028	2029	2030	2028	2029	2030		
9261000	Push Camera	20.0	-	-	-	-	-	-	-	-	20.0
9261100	Replace Sewer Line Rapid Assessment Tool E1642	36.0	-	-	-	-	-	-	-	-	36.0
9261200	Replace Spartan Rod Machine E1162 with Picote Machine	15.0	-	-	-	-	-	-	-	-	15.0
9261300	Severe Duty Brush Cutters for Track Loader	30.0	-	-	-	-	-	-	-	-	30.0
9261400	Smart Manhole Covers (20)	200.0	-	-	-	-	-	-	-	-	200.0
9261500	Spartan Cart Jetter for Emergency Trailer	9.0	-	-	-	-	-	-	-	-	9.0
9261600	50 Ton PipeBurst Machine No-Dig	240.0	-	-	-	-	-	-	-	-	240.0
9261700	Blue Light Cured in Place Lining System (4" & 6")	165.0	-	-	-	-	-	-	-	-	165.0
9261800	Replace Traffic Control Arrow Board E1465	9.0	-	-	-	-	-	-	-	-	9.0
9261900	Task Building Overhead Doors (12)	55.0	-	-	-	-	-	-	-	-	55.0
9262000	Replace Glassware Washers	65.0	-	-	-	-	-	-	-	-	65.0
9262100	UPS for ICP-MS, Chiller	20.0	-	-	-	-	-	-	-	-	20.0
9262200	Replace 2 ISCO Autosamplers	13.0	-	-	-	-	-	-	-	-	13.0

GENERAL PLANT
Thousands of Dollars to One Decimal Place

Project Number	Project Description	Budget						Total
		2026	2027	2028	2029	2030		
9262300	Replace LM-WRF Influent Refrigerated ISCO Autosampler	11.5	-	-	-	-	11.5	
9262400	CWM Replacement 9 - HVAC Units	400.0	-	-	-	-	400.0	
9270400	Replace Sewer Line Rapid Assessment Tool (12)	-	115.9	77.0	72.9	41.0	306.9	
9270500	Copiers	-	-	53.5	66.3	-	119.8	
9270600	Lab Equipment	-	58.5	72.8	157.5	48.5	337.2	
9270700	Replace Finance and HRIS Software	-	517.5	535.0	552.5	-	1,605.0	
9270800	Software Improvements	-	144.9	-	-	-	144.9	
9270900	Miscellaneous Replacements Under \$50K	-	182.2	80.3	126.5	59.9	448.8	
9290700	Replace SAN's at CAB & DR site	-	-	-	193.4	-	193.4	
Total	Gross Expenditures	\$ 3,526.8	\$ 2,261.0	\$ 925.6	\$ 1,942.6	\$ 352.3	\$ 9,008.2	
	Advances & Contributions							
	Net Expenditures	\$ 3,526.8	\$ 2,261.0	\$ 925.6	\$ 1,942.6	\$ 352.3	\$ 9,008.2	

Little Rock Water Reclamation Authority 5 Year Capitol Improvement Plan

- LMWRF 3**
- 2025-2026 LM Collection Growth Study
 - 2025-2030 Asset Renewals
 - 2026-2029 LM Sludge Dewatering
 - 2028-2030 Wastewater System Capacity Study
 - 2025-2026 General Plant

3

4A

4D

**NORTH
LITTLE
LITTLE**

AFWRF 1

- 2025-2028 AF Sludge Transfer Line Rehab
- 2025-2026 AF Influent PS and Process Rehab
- 2025-2030 Asset Renewals
- 2025-2027 AF Dump Pit, Clarifier Grading & Dirt Mound
- 2025-2030 General Plant

1

4B

2

FCWRF 2

- 2025-2027 FC Headworks Gate & Concrete
- 2025-2028 FC Sidestream & Biosolids Optimization
- 2025-2027 FC Solids Processing
- 2025-2030 Asset Renewals
- 2025-2026 FC Primary Sludge PS Upgrade
- 2025-2026 FC Scum Pump Upgrade
- 2025-2026 FC Hot Water Loop Line Rehab
- 2025-2026 FC Lagoon Decant Structures
- 2027-2028 FCWRF - Replace Existing Fine Diffusers
- 2028-2030 FC Biological Expansion Project
- 2028-2029 FCWRF Final Clarifier Weirs Cover
- 2029 FCWRF - Blower Bldg. Hoist Installation Replacement
- 2025-2026 FC Storeroom Addition
- 2025-2030 General Plant

5

- Pump Stations 4**
- 2025-2030 Pumping Facility Asset Renewals
 - 2025-2026 Candlewood PS Upgrades - **4A**
 - 2026-2027 LR Port PS Building and Electrical Upgrade - **4B**
 - 2025-2026 Springer Diversion - **4C**
 - 2025-2026 Joe T Robinson Force Main Rehab - **4D**
 - 2025-2030 General Plant

- Collection System 5**
- 2025-2030 Replacement Mains
 - 2025-2030 Manhole & Port Installs
 - 2025-2030 Sewer Line Relocation Projects
 - 2025-2030 Trenchless Sewer Line Renewals
 - 2025-2030 Manhole Rehab and Replacement
 - 2025-2027 ARDOT Taylor Loop Rd



Pulaski Area GIS and Little Rock Water Reclamation Authority

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STRATEGIC PLAN CRITICAL SUCCESS FACTORS LEGEND FOR DIVISIONAL PERFORMANCE MEASURES

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.

401
Little Rock Water
Reclamation Commission

Function

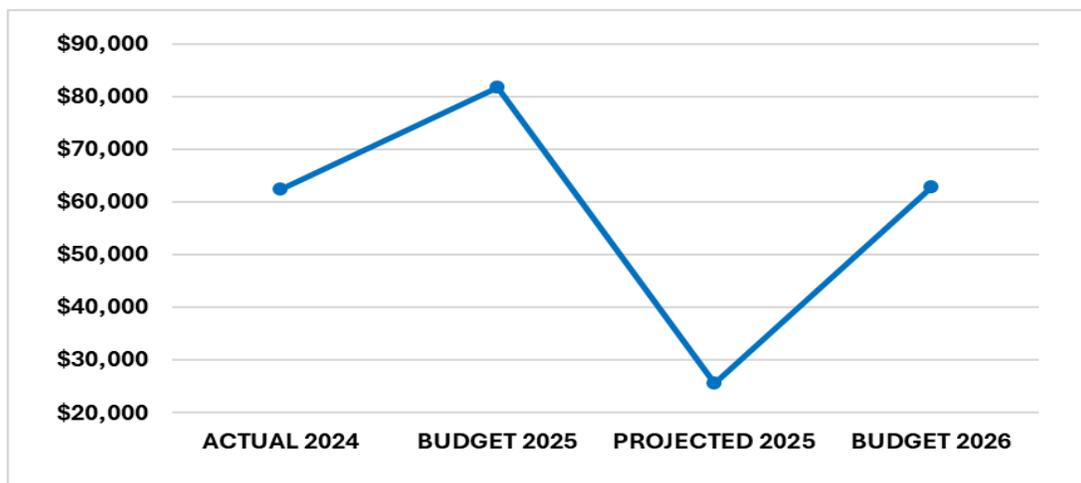
The Little Rock Water Reclamation Commission (“LRWRC”) manages and controls the city’s sewer system. The LRWRC and LRWRA must seek approval of all sewer rate increases and long-term financing through the City of Little Rock Board of Directors. The City of Little Rock Board of Directors appoints LRWRC 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 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ -	\$ -	\$ -	\$ -
EMPLOYEE BENEFITS	-	-	-	-
SUPPLIES	-	-	-	-
CONTRACT SERVICES	-	-	-	-
VEHICLE EXPENSE	-	-	-	-
UTILITIES	-	-	-	-
OUTREACH & ADMIN	58,190	78,800	22,550	59,500
INSURANCE	4,217	3,000	3,000	3,400
TOTAL O&M BUDGET	\$ 62,407	\$ 81,800	\$ 25,550	\$ 62,900



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 2025 – Major Accomplishments

Communications

1. Established relationships with Neighborhood Resource Centers.
2. Attended city festivals and neighborhood events.
3. Provided notifications through meetings and mailers in neighborhoods prior to beginning projects.
4. Created an updated website for LRWRA.
5. Creating new videos for use on the website.
6. Increased social media followers.
7. Increased Community Partners and outreach participation.
8. Promoted the “Don’t Flush that” campaign educating the public on what is and is not acceptable to be flushed down the toilet.
9. Provided value to Little Rock ratepayers with programs like “Can the Grease” and “Cap the Cleanout.”
10. Worked with all departments of the Utility to provide consistent messages 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 2026 – Objectives/Goals

Communications

1. Enhance digital engagement by 20 – 30 percent.
2. Improve quality of community & school engagement by focusing on interactive and engaging displays.
3. Gauge public perception of wastewater reuse through focus groups.
4. Increase media interactions by providing project completion press releases on all vertical asset projects.
5. Develop and launch a video-podcast (quarterly) that informs residents about ongoing initiatives that will foster transparency and trust.
6. Continue educating the public about LRWRA’s mission, “Don’t Flush that” campaign, “Can the Grease,” and “Cap the Cleanout.”
7. Work with all departments of the Utility to provide a consistent message for customers and all stakeholders.

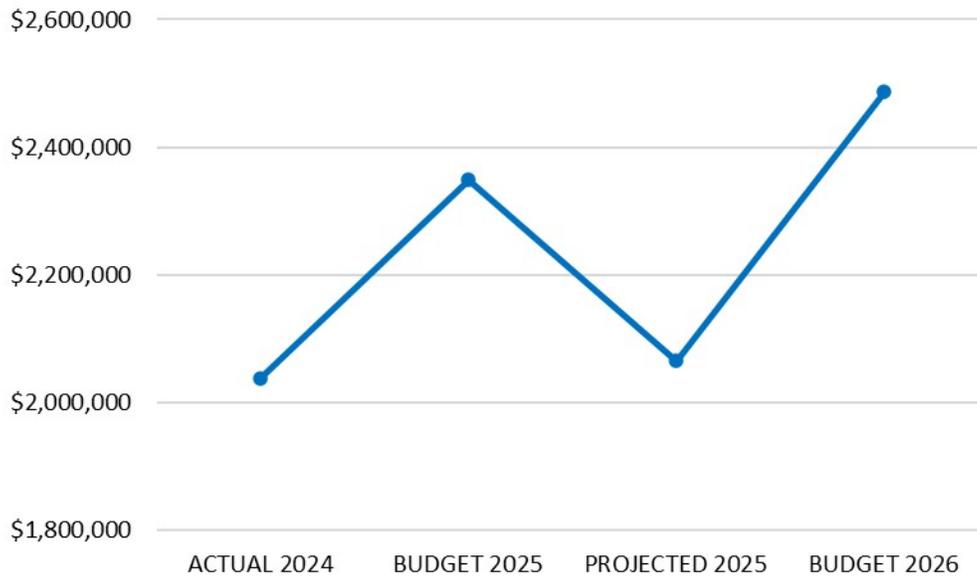
Legal

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

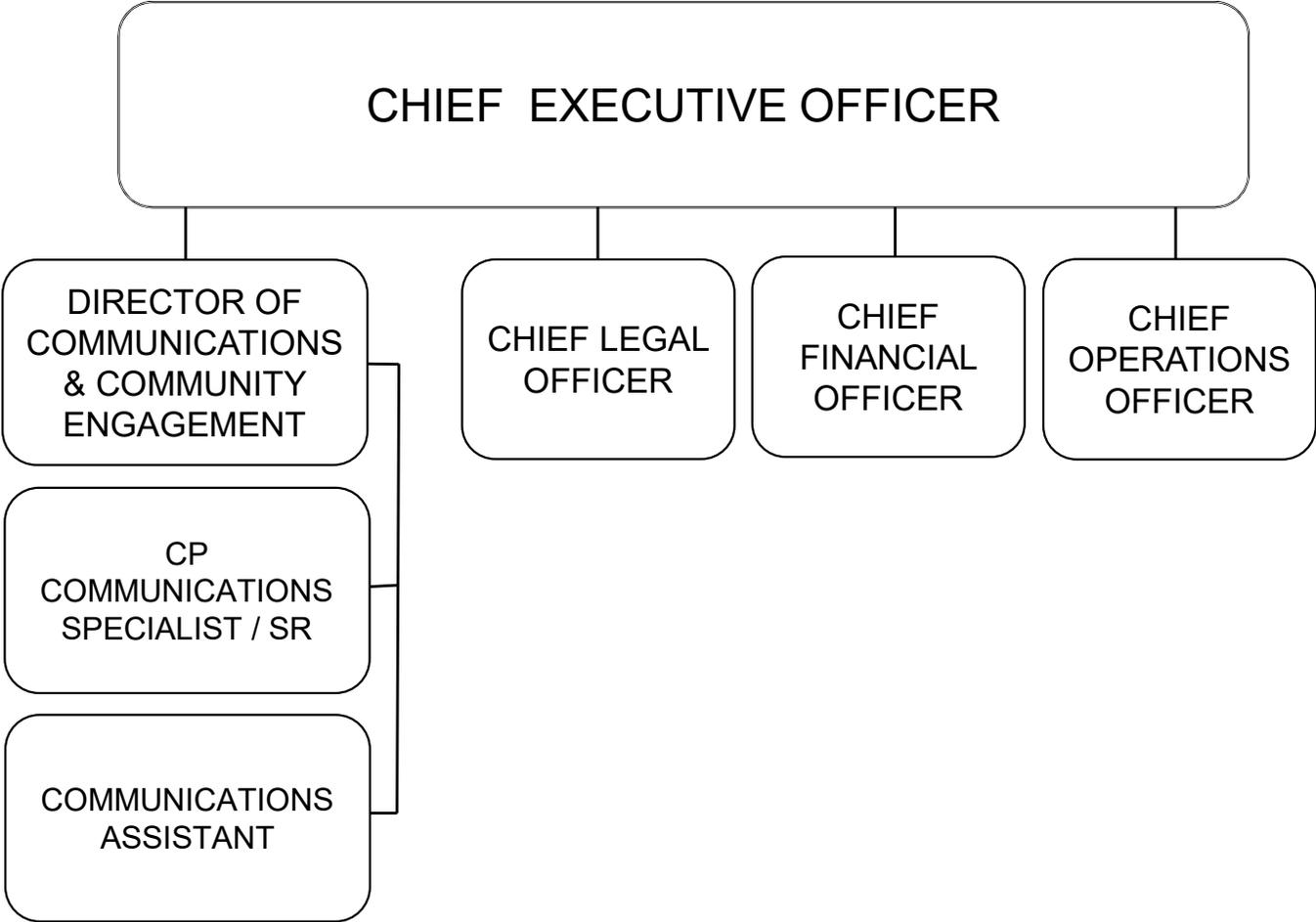
PERFORMANCE MEASURES: CFS	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 PROJECTED	FY 2026 GOAL
Public Education <i>CM1</i>				
Facility Tours	7	5	4	5
Community Events	12	14	15	20
Can The Grease	2,640	2,112	2,500	2,500
Community Relations <i>CM1</i>				
Cereal Drive	1,273	1,017	945	1,000
Notice To Residents <i>CM4</i>	60,000	60,000	60,000	60,000
Media <i>CM4</i>				
Commercials/Media	2	2	4	2
Press Releases Circulated	4	2	2	5

Total O&M Budget

ADMINISTRATION	ACTUAL 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ 1,039,512	\$ 1,085,870	\$ 1,028,490	\$ 1,087,080
EMPLOYEE BENEFITS	396,899	465,035	392,960	502,795
SUPPLIES	16,012	20,250	19,990	16,500
CONTRACT SERVICES	252,405	303,500	249,954	283,750
VEHICLE EXPENSE	34,953	32,400	36,942	35,000
UTILITIES	6,253	8,200	6,131	6,000
OUTREACH & ADMIN	288,842	430,100	329,355	553,500
INSURANCE	2,916	3,760	1,617	1,750
TOTAL O&M BUDGET	\$ 2,037,792	\$ 2,349,115	\$ 2,065,439	\$ 2,486,375



402 ADMINISTRATION



7 positions
Updated: 08/18/2025
Refer to Staff Summary for specifics

Department 402

Administration

Position	2025		2026	
	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	Exec 2	1

CP Communications Specialist / Sr	NE-Grade 9,11	1	NE-Grade 9,11	1
Communications Assistant	NE-Grade 4	1	NE-Grade 4	1

Department Total

7

7

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 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 2025 – Major Accomplishments

1. Completed the finance processes for the rate study and supported the approval process of 2026 through 2030 rate increases.
2. Ensured that all capital expenditures eligible for Revolving Fund Loans were submitted and the loans were issued.
3. Accounting received the Certificate of Achievement for Excellence in Financial Reporting for the twenty first year in a row from the Government Finance Officers Association based on the Comprehensive Annual Financial Report.
4. Accounting received the Distinguished Budget Presentation Award for the sixteenth 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.
5. LRWRA Accounting Supervisor earned an Arkansas Governmental Manager certification.
6. Revamped the Authority's employee uniform program entirely. Formed and led a "Uniform Committee" comprised of employees from different departments across the organization that ultimately led to the inclusion of 42 new clothing SKUs for 2025. Worked with vendor partner to conduct a two-day employee "sizing and fitting" event as part of the order process.
7. To leverage the advantages of collective purchasing and economies of scale the Procurement Department commenced a lead-agency partnership with a public purchasing cooperative (Core Trust) for the first time in the history of the LRWRA with an initial solicitation posting (Water Treatment Chemicals) scheduled for Q4 of 2025.

8. The LRWRA Procurement Coordinator currently holds both the UPPCC – CPPB certification and the NIGP – CPP certification – as they successfully recertified the latter certification over the past year. Additionally, they were elected as Secretary of the Arkansas Chapter of NIGP in addition to holding a role as a Scholarship Chair and being an active member of the chapter’s Conference Planning Committee.
9. LRWRA’s Senior Procurement Agent Achieved their NIGP – CPP certification in 2025.
10. LRWRA’s Finance Coordinator received the 2025 NIGP Volunteer Award. EHS conducted Second tabletop emergency response drill in conjunction with Little Rock National Airport covering action plan for a major trunk line break within the airport’s security zones.
11. 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.

FY 2026 – Objectives/Goals

1. Work with state and local agencies to issue new Revolving Fund Loans for capital project expenditures starting in 2026
2. Complete implementation of new 2026 wastewater rates.
3. Update financial plan to ensure LRWRA continues to meet its fiduciary responsibility in providing wastewater service to its customers for the lowest rates possible.
4. Submit Finance and Procurement programs for national recognition.
5. Continue training of personnel in all aspects within Finance and Procurement.
6. Conduct monthly, job-related in-person safety meeting training and certifications as well as hands-on training to accommodate the educational needs of LRWRA’s employee base.
7. Meet or exceed all regulatory requirements both safety and environmentally related through cost effective and program efficient planning and implementation.
8. Conduct multidepartment Tabletops to establish SOPs for incidents and emergencies.

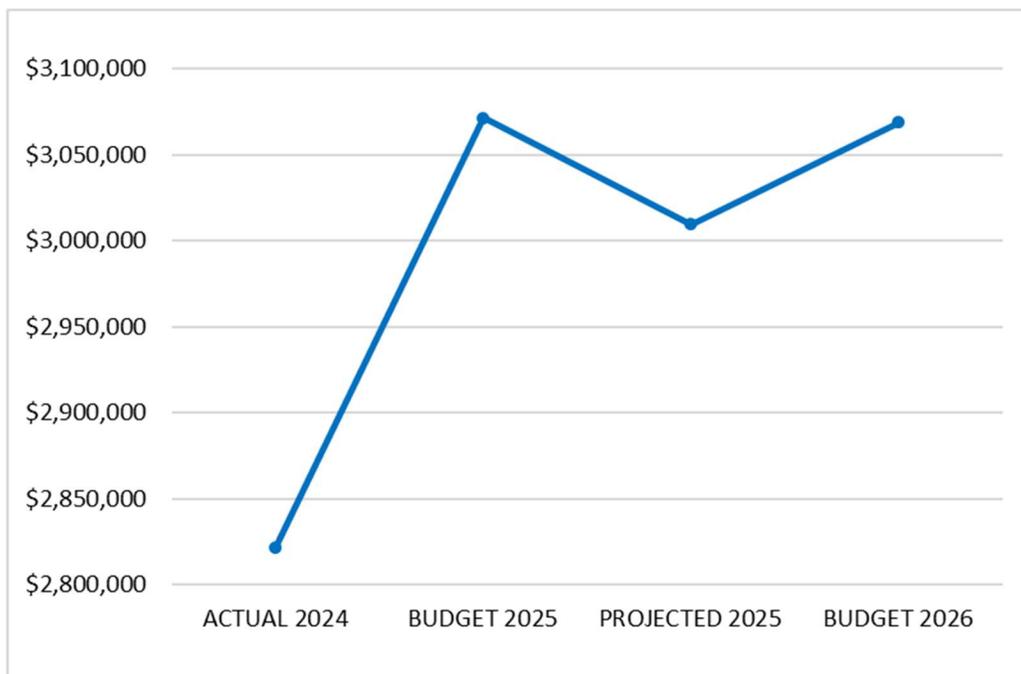
PERFORMANCE MEASURES EHS	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 PROJECTED	FY 2026 GOAL
*Accident Frequency Rate	4.2 per 100 EE	7.6 per 100 EE	5.4 per 100 EE	0
Number of Accidents	8	13	11	0
Costs Due to Accidents	\$145,789.23	\$83,599.89	\$30,093.48	0
Lost Time Injuries	1	1	0	0
Safety Training Education Hours	5272	6036	5957	5000
Safety Certification Hours	3719	2491	3000	2000

*National Average 5.4 for NAICS 2213

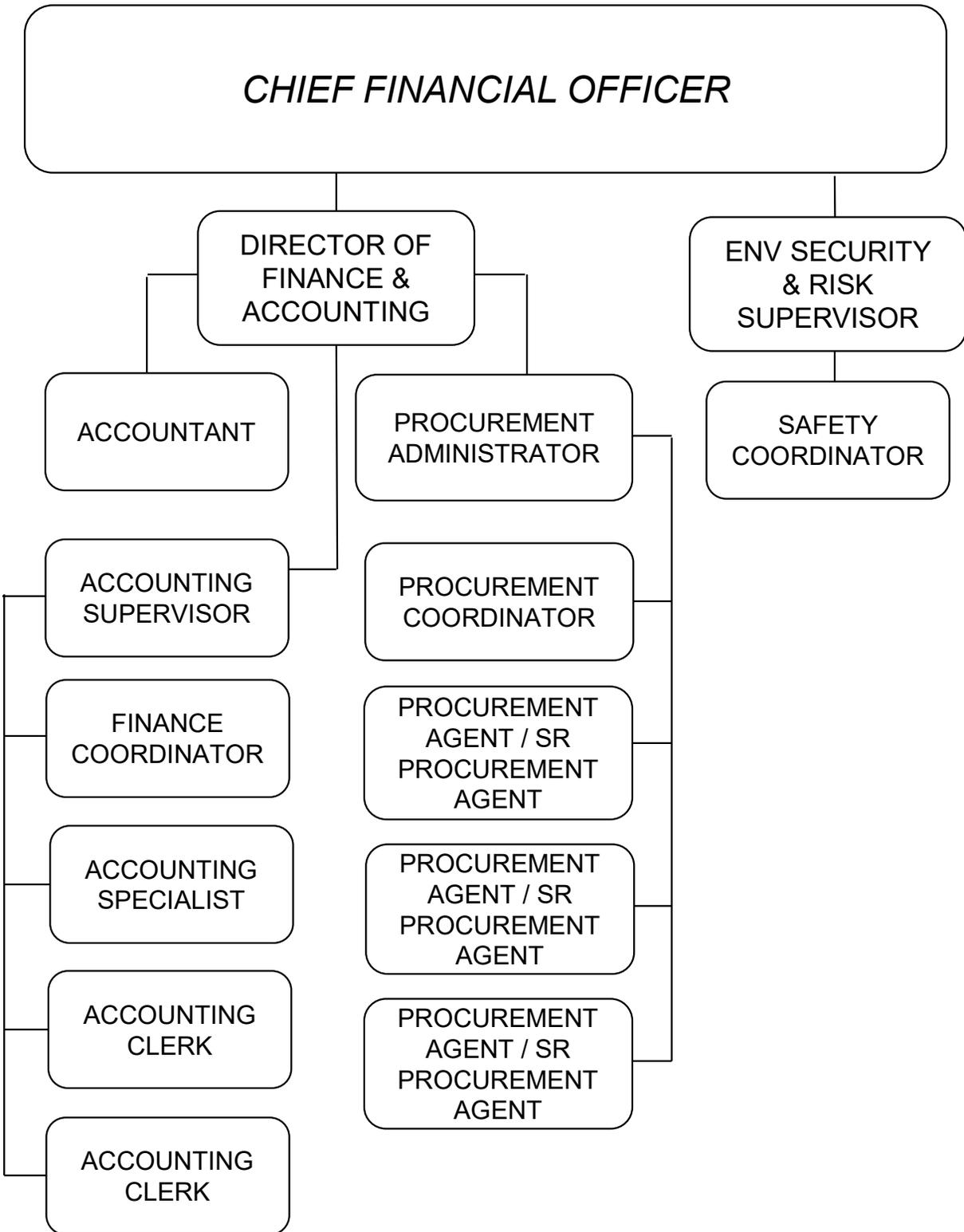
PERFORMANCE MEASURES FINANCE/PROCUREMENT	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 PROJECTED	FY 2026 GOAL
PAYDEX - (Financial Rating w/B&D)	67	67	60	65
A/P Vendor with ACH setup	408	1005	1175	1250
Receive GFOA's Certificate of Excellence in Financial Reporting for Comprehensive Annual Financial Report	YES	YES	YES	YES
Receive GFOA's Distinguished Budget Presentation Award for Annual Budget Book	YES	YES	YES	YES
Current Ratio (Current Assets/Current Liabilities)	3.57	3.36	3.25	3.30
Debt Ratio (%) (Outstanding Debt/Total Assets)	57.64	56.72	56.50	58.50
Debt Service Coverage (Net Operating Income/Total Debt Service)	2.16	2.28	2.20	2.20
Wastewater Rate Changes	0.0%	0.0%	0.0%	7.25%
Timeline for E-Requisitions	1 day	1 day	1 day	1 day
Average Monthly Purchases by P-Card	\$117,657	\$130,748	\$130,000	\$130,000
Sales Tax Exemption and Rebate Program	\$50,932	\$58,501	\$60,000	\$63,000
Receive the Universal Public Procurement Certification Council Agency Certification Award and/or The Sterling Agency Award	YES	YES	NO	YES

Total O&M Budget

FINANCE	ACTUAL 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ 1,068,866	\$ 1,122,480	\$ 1,108,350	\$ 1,188,690
EMPLOYEE BENEFITS	447,932	442,159	412,039	476,320
SUPPLIES	38,757	46,100	67,421	41,850
CONTRACT SERVICES	1,123,982	1,282,200	1,289,215	1,209,580
VEHICLE EXPENSE	7,199	7,500	6,235	6,800
UTILITIES	6,934	7,200	7,397	7,400
OUTREACH & ADMIN	121,023	157,500	115,539	133,200
INSURANCE	7,111	6,200	3,369	4,720
TOTAL O&M BUDGET	\$ 2,821,805	\$ 3,071,339	\$ 3,009,563	\$ 3,068,560



403 FINANCE



NOTE: The Chief Financial Officer is counted in 402.

14 positions
Updated: 08/18/2025
Refer to Staff Summary for specifics

Department 403

Finance

Position	2025		2026	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Finance & Accounting	Exec 2	1	Exec 2	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	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	3	NE - Grade 8, 10	3

Department Total

14

14

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 administers, directs, and manages 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 for 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 2025 – Major Accomplishments

1. Completed the design and construction of the FCWRF Storeroom Addition project
2. Completed the design and began the construction of the Candlewood PS Upgrades project.
3. Continued the construction of the AFWRF Influent PS & Process Rehabilitation project.
4. Continued land applying biosolids.
5. Continued the construction of the FCWRF Solids Processing Improvements project.
6. Completed the construction for the replacement of the AFWRF #4 Blower and Controls.
7. Started the design of the FCWRF Headworks Gate & Concrete and Final Clarifier Concrete Rehabilitation project.
8. Started the FCWRF Sidestream Treatment – Biosolids Optimization Study.
9. Started the 10-year Asset Renewal Comprehensive Plan.
10. Started and completed the Industrial Cooling Tower Study.
11. Started and completed the design of the FCWRF Primary Sludge Pump Station Hoist project.
12. Started the investigation for the AFWRF Junction Box 4 Upgrades.
13. Started the design of the FCWRF Hot Water Loop Line Rehabilitation project.
14. Started the design of the AFWRF Dump Pit project.
15. Started and completed the FCWRF Lab Corrosion Study, started design for lab upgrades associated with this project.
16. Completed the design of the FCWRF Primary Sludge Pump Station Hoist project.
17. Started and completed the design of the FCWRF Lagoon Decant Structure Repair.
18. Completed the Arkansas River Outfall Revetment Repair at FCWRF.
19. Started the study of the Little Maumelle River Basin for future flows to the LMWRF.
20. Used the 2024 Rapid Assessment to identify projects that required 404 involvement and started the design of at least seven (7) capital projects that came from the assessment.
21. Continued the work order to find locations for land applied biosolids permit and continued land applying.
22. Continued the process to procure our own land for future biosolids applications.
23. Initiated the ANRD paperwork including WWAC Applications and Water Plan Compliance Exemption Requests for potential RLF 19 (2026).

24. Continued Large Diameter Capital improvement program by completing two construction projects and prioritizing future projects.
25. Administered the Trenchless Sewer Line Renewal Contracts.
26. Administered the Root Control contract.
27. Renewed 16 on-call contracts.
28. Started the organization of all the As-built drawings within the utility.
29. Designed stormwater mitigation for AFWRF.
30. Updated the buried infrastructure at AFWRF to include all influent/effluent pipes, drainage pipes, and sludge lines in our GIS/EAM system.
31. An engineer was certified to teach Collection System Operator Classes.
32. An employee taught 2 Collection System Operator classes resulting in 18 people passing the exam.
33. 17 employees Obtained Class I Wastewater Collection System Operator License.
34. 1 employee Obtained Class II Wastewater Collection System Operator License.
35. Assisted Asset Management with methods to track assets coming onsite during construction.
36. Continued training for staff taking the FE Exam for EIT certification.
37. Continued training for staff to take the PE Exam for professional engineer licensure.
38. Collaborated with multiple departments to determine the correct amount of pump stations in our system, and to map them out for easier identification.
39. Developed a new system for sharing as-builts and organized the files for each treatment facility to have all relevant as-builts saved in one location.
40. Created facility maps for each plant to identify all areas of the process for easier identification.
41. Reconciled capital projects in a timely manner.
42. Kept the service status up to date in EAM on all New Mains and Replacement Mains
43. Assisted Collection System Maintenance in working ahead of City of Little Rock Street Overlay projects.
44. Continued to make field visits and update the GLES list.
45. Active participant in the LRWRA Dashboard Monitoring Team. (Ongoing)
46. Analyzed, investigated, and reported any data issues for the RJN Rainfall Dashboard.
47. Gathered, investigated, and analyzed capacity information used for reporting.
48. Administered professional services contract for Collection System Analysis and Capacity Assurance Services.
49. Provided engineering assistance and guidance for approximately 19 new Developer-Funded projects as well as approximately 9 private line projects.
50. Provided LRWRA review and comments for approximately 167 Site Plan/Subdivision/Zoning projects for Little Rock Department of Planning and Development.

51. Updated the LRWRA FOG Program specifications and standard details.
52. Assisted the Legal Department in reviewing contracts for professional engineering services.
53. Administered Professional Services Contract and obtained easements for Relocation of Gravity Sewer Mains along Highway 10 in conjunction with ARDOT.
54. 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 556 permits, representing approximately \$121,808 in Revenue.
55. Administered Cap the Cleanout program and processed all requests.
56. Participated in GIS training classes.
57. Participated in Community Champions Events.
58. The Permits Desk has issued 1,305 Permits.
59. Inspectors conducted 1,223 permitted inspections for services lines.
60. Service Line Replacement Program received 375 applications. 5,957 applications have been processed since the program's inception in January 2013.
61. Replaced 226 service lines for 2025.
62. The Service Line Replacement Program has reimbursed homeowners over \$9.8 Million since 2013.
63. Continued implementing FOG program and procedures.
64. 100% registration of haulers operating in Little Rock (9 haulers, 15 trucks).
65. 977 FSEs being tracked, 927 reporting regularly and 50 still pending engagement with haulers.
66. Estimate 1,616 manifests will be submitted, totaling over 2.1 million gallons of FOG pumped for 2025.
67. 1 grease interceptor replacement, 1 grease interceptor repair, and 1 Enforcements in the first 6 months of 2025.
68. The FOG Specialist has conducted 9 training classes primarily at Pulaski Technical Collage.
69. A representative for the FOG Program and the SSLRP has attended all the Mobile City Hall events promoted by the City of Little Rock.
70. Seven members of staff continued training and classes to maintain current plumbing licenses.
71. Developed layer in ArcGIS for existing easements (ongoing).
72. Continued importation of manhole data points into ArcGIS.
73. Completed in-house design and construction of FCWRF Task Building office remodel.
74. Installed flow meter upstream of Candlewood pump station to evaluate Infill & Infiltration removal from recent rehab projects.
75. Completed 720 manhole inspections in the Swaggerty Creek Basin.
76. Performed 9 dye test in the Swaggerty Creek Basin.

77. Completed the Swaggerty Creek SSES report.
78. Completed 330 manhole inspections in the Hall High Basin.
79. Installed and maintained 11 flow meters and 2 rain gauges for the spring metering season.
80. Staff performed technical presentations at multiple wastewater conferences.

FY 2026 – Objectives/Goals

1. Complete the construction of the AFWRF Influent PS & Process Rehabilitation project.
2. Continue the construction of the FCWRF Solids Processing Improvements project.
3. Continue the construction of the Candlewood PS Upgrades project.
4. Complete the construction of the FCWRF Storeroom Addition project.
5. Begin construction for the asset renewal of the Headworks Gate & Concrete and Final Clarifiers Concrete Rehabilitation.
6. Begin the design and construction of the Sidestream Treatment – Biosolids Optimization project.
7. Complete the design and construction for the AFWRF Junction Box 4 Upgrades.
8. Complete the 10-year Asset Renewal Comprehensive Plan.
9. Begin and complete construction of the FCWRF Hot Water Loop Line Rehabilitation.
10. Begin and complete construction of the I-440/Springer Diversion Structure.
11. Begin and complete construction of the Joe T. Robinson Force Main Rehabilitation.
12. Begin construction of the AFWRF Sludge Transfer Pump Station and Force Main project.
13. Begin construction of the LM Sludge Line Rehabilitation or LM Sludge Dewatering project.
14. Complete design of the AFWRF Dump Pit project.
15. Begin and complete construction of the FCWRF Lagoon Decant Structure Repair.
16. Begin and complete construction of the FCWRF Primary Sludge Pump Station Hoist project.
17. Begin and complete the design and construction of the CAB Generator project.
18. Begin and complete the construction of the FCWRF Primary Sludge Pump Station Hoist project.
19. Begin and complete the design of the Little Rock Port Pump Station and Electrical Upgrades project.
20. Begin the design and construction of the Little Maumelle Pump Station and Arch Street Pump Station Bar Screens project.
21. Complete the LMWRF Sludge Line Assessment study.
22. Complete the study of the Little Maumelle River Basin for future flows to the Little Maumelle Water Reclamation Facility

23. Continue land applying biosolids.
24. Continue the work order to find locations for land applied biosolids permit and continued land applying.
25. Continue the process to procure our own land for future biosolids applications.
26. Initiate design and construction of capital projects as needed.
27. Continue education opportunities for staff members to obtain their Class I Wastewater Operator's Licenses, Class I Wastewater Collection System Operator's License, Class II Wastewater Collection System Operator's License, EIT Certification, and PE licensure.
28. Continue teaching Collection System Operator Classes in the Central Arkansas.
29. Continue Service Line locates utilizing GPS and incorporate them into our GIS system.
30. Continue Grease Trap locates utilizing GPS and incorporate them into our GIS system.
31. Continue Large Diameter Capital improvement program and prioritize projects.
32. Continue to administer the Trenchless Sewer Line Renewal Contracts.
33. Continue to administer the Root Control contract.
34. Continue to make field visits and update the GLES list utilizing the GLES index ranking.
35. Provide Engineering assistance to LRWRA Collection System Maintenance, Facility Maintenance and Facility Operations Departments.
36. Complete the process of organizing all LRWRA's As-Built drawings.
37. Continue efforts to reduce overflows using in-house resources and trenchless rehab contracts.
38. Prioritize the workflow of GLES's to minimize the emergency repairs and disruption to the rate payers.
39. Continue monitoring Rainfall Dashboard operations.
40. Gather, investigate, and analyze capacity information used for reporting.
41. Initiate and facilitate main extensions to eliminate Community Services and address the Sewer Service Line Replacement Program (SSLRP).
42. Continue to administer the Cap the Cleanout program.
43. Administer professional services contract for Collection System Analysis and Capacity Assurance Services.
44. Continue training survey staff in ArcGIS and EAM work order management
45. Increase efficiency in the as-built process, ArcGIS management, and communications between Maintenance and Engineering.
46. Continue creating existing layers in ArcGIS for Survey Benchmarks.
47. Continue centralizing "ALL" AutoCAD files for all plants with only "one" working file
48. Continue GPS and GIS training for staff.

49. Continue to analyze, research, identify and input corrections for inconsistent data found in database and mapping software.
50. 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.
51. Continue to improve the quality of service provided to LRWRA customers through our SSLRP, FOG, and Permits Specialists.
52. Continue to provide LRWRA review and comments for Site Plan/Subdivision/Zoning projects for Little Rock Department of Planning and Development.
53. 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.
54. Continue to administer and monitor the Opportunity Zones program.
55. Continue to assist Asset Management with methods to track assets coming onsite during construction.
56. Continue updating the LRWRA Standard Specifications for Construction.
57. Complete an estimated 750 manhole inspections.
58. Smoke an estimated 262,500 linear feet of sanitary sewer mains.
59. Install and maintain 5-10 temporary sanitary sewer flow meters.
60. Evaluate and maintain 5-6 permanent flow meter locations.
61. Map all 967 grease interceptors.
62. Continue to get Emily cross trained in GIS tech processes.
63. Continue ArcMap pro training.
64. Attend Autodesk seminar.

PERFORMANCE MEASURES	CSF	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 PROJECTED	FY 2026 GOAL
Engineering Services Percent of In-house Construction Budget	AM	137%	159%	133%	100%
Engineering Services Percent of Annual Pipe Renewal Contract Budget	AM	2.20%	73.07%	140%	100%
General Administration Engineering Services Department O&M Budget versus Expenses Percent Variance from Budget	FN	-5.44%	-12.65%	-2.91%	+/-5%
Engineering Services Contract Construction Cost Variance %	AM	0.69%	5.28%	9.53%	+/-10%
Capital Improvement Plan Admin. Capital Budget Forecasting Budget versus Actual Percent variance from Budget	AM	2.09%	-4.70%	-0.04%	+/-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 value 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 LRW Rate Payers at the approved budget expense. The service level will be calculated by a comparison of the total department's 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

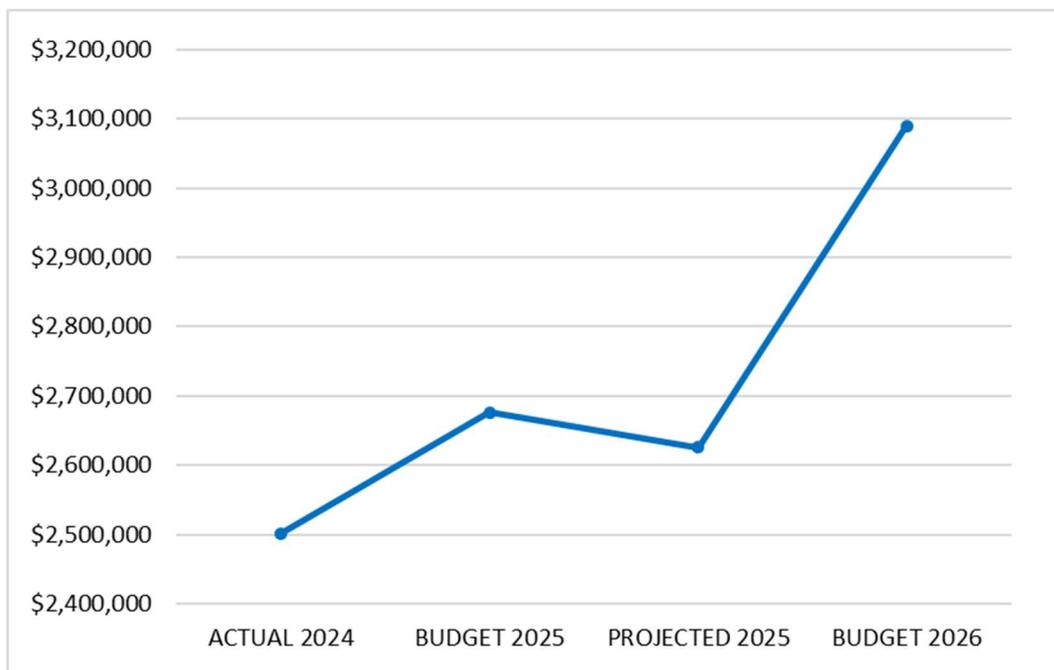
The intent of this service is to provide quality design, inspection, and project management for outside contracts for the collection system construction projects. The service level will be calculated by comparing the actual completed construction value of projects completed within a given year to the 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 completed within 10% of the original construction Contract amount.

Capital Improvement Plan Administration

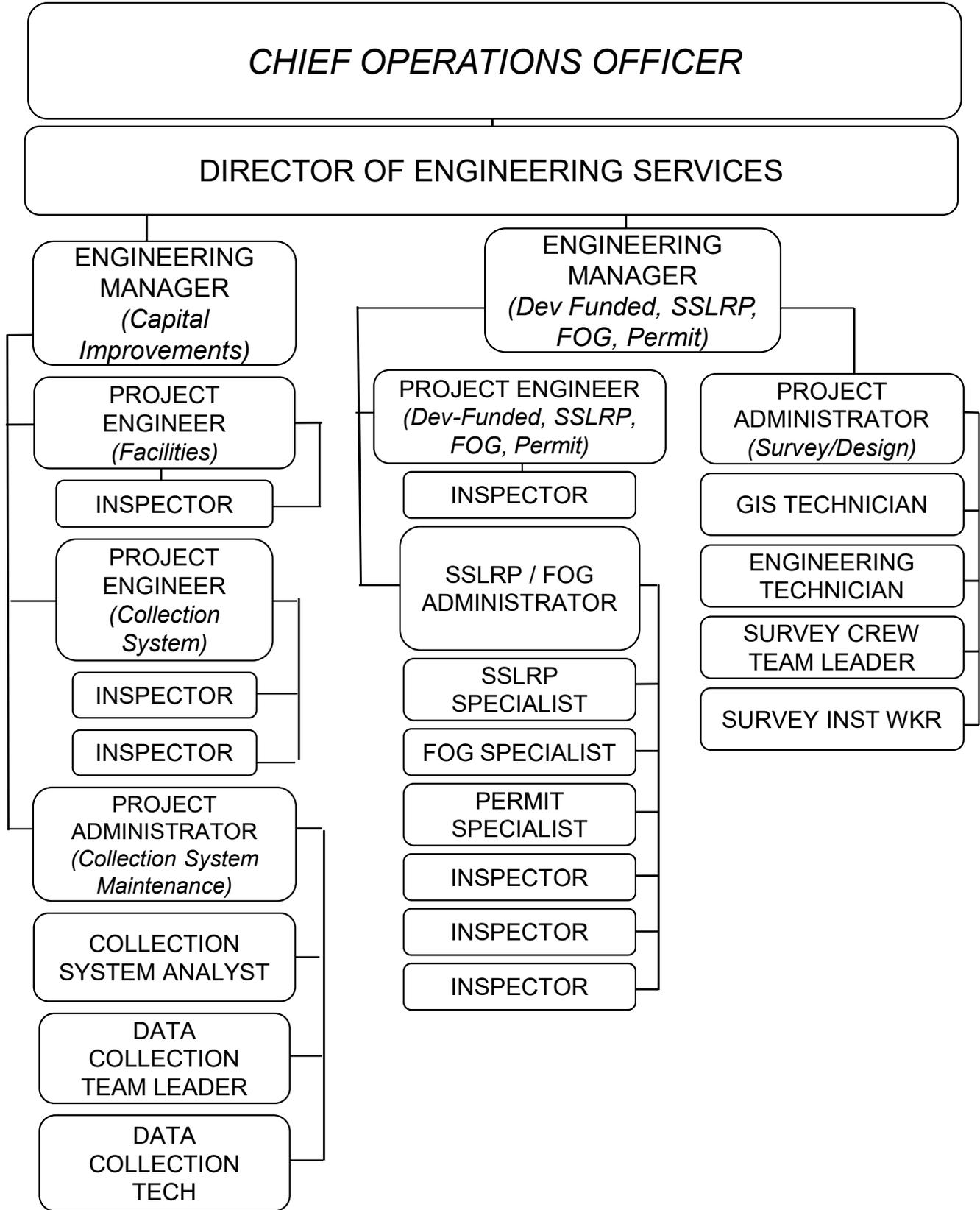
The intent of this service is to provide forecast projections and administration of the LRWRA capital improvement plan Categories 1 through 7. The service level will be calculated by a comparison of the budgeted versus actual capital improvement expenditures for a given calendar year. The goal is to 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 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ 1,522,577	\$ 1,740,580	\$ 1,769,413	\$ 1,815,220
EMPLOYEE BENEFITS	651,052	736,505	667,401	784,175
SUPPLIES	58,076	53,300	36,225	57,000
CONTRACT SERVICES	162,093	3,600	51,517	290,800
VEHICLE EXPENSE	42,305	60,000	37,349	60,000
UTILITIES	20,539	21,000	20,067	21,000
OUTREACH & ADMIN	28,592	44,200	34,676	51,900
INSURANCE	16,211	17,200	9,040	9,600
TOTAL O&M BUDGET	\$ 2,501,444	\$ 2,676,385	\$ 2,625,686	\$ 3,089,695



404 ENGINEERING SERVICES



NOTE: The Chief Operations Officer is counted in 402.

27 positions
Updated: 08/18/2025
Refer to Staff Summary for specifics

Department 404

Engineering Services

Position	2025		2026	
	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
Data Collection Technician (Part-Time)	NE - Grade 5	1		

Department Total

27

27

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 2025 – Accomplishments

Networking

1. Retired Windows 10 as our main client operating system.
2. Conducted a cyber security review.
3. Retired our ADFS authentication platform and implemented a more modern solution.
4. Introduced Microsoft Intune, a cloud-based device and application management solution.
5. Introduced Microsoft Copilot, an AI powered assistant.
6. Replaced all traditional POTS lines with a redundant VoIP solution.
7. Replaced our hardware-based VoIP telephone system with a software-based solution.

Systems

1. Upgraded EAM to most recent versions to take advantage of new reporting and notification engines.
2. Started to reconstruct existing Crystal Reports in EAM using new reporting engine.
3. Implemented notifications engine in EAM for existing workflows that used Problem codes and assigned supervisor to send notifications.
4. Upgraded ArcGIS Enterprise, and GIS Server to most recent version.
5. Provided data collection workflow for service lines using Field Maps and Trimble GPS.
6. Built collection system dashboard and AI dashboard.
7. Facilitated the addition of and attribution of pipes within Adams Field treatment plant.
8. Deployed self-hosted Git server for in-house version control of custom software, scripts and other business logic.
9. Expanded monitoring and error alerts for issues with synchronization and integration between EAM and FE.
10. Made improvements to inventory integration between FE and EAM, including views in both systems to detail error states.
11. Modified inventory interface to allow storeroom employees to manage EAM materials.
12. Created custom web application and database tables to automatically import and store billing data directly from CAW, and created multiple reports based on this data to analyze revenue and catch billing mistakes.
13. Worked with HR to implement previously unused subsystems in FE for I-9 information, grievances and discipline events.

FY 2026 – Goals

Networking

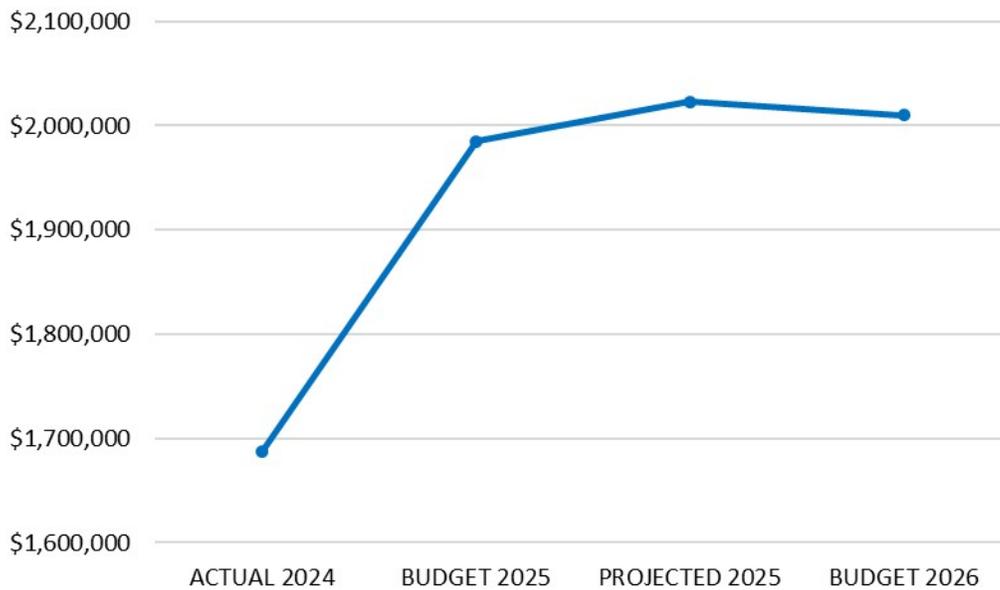
1. Retire all Microsoft Server 2016 servers due to end of life. This will also require a number of software upgrades and side-by-side migrations.
2. Build up a new SQL server platform.
3. Upgrade virtualization hypervisor hosts in the Production and DR data centers with new physical hosts and upgrade the associated software with a current version.
4. Implement cyber security policies, procedures, and products as outlined in our 2025 cyber assessment.

Systems

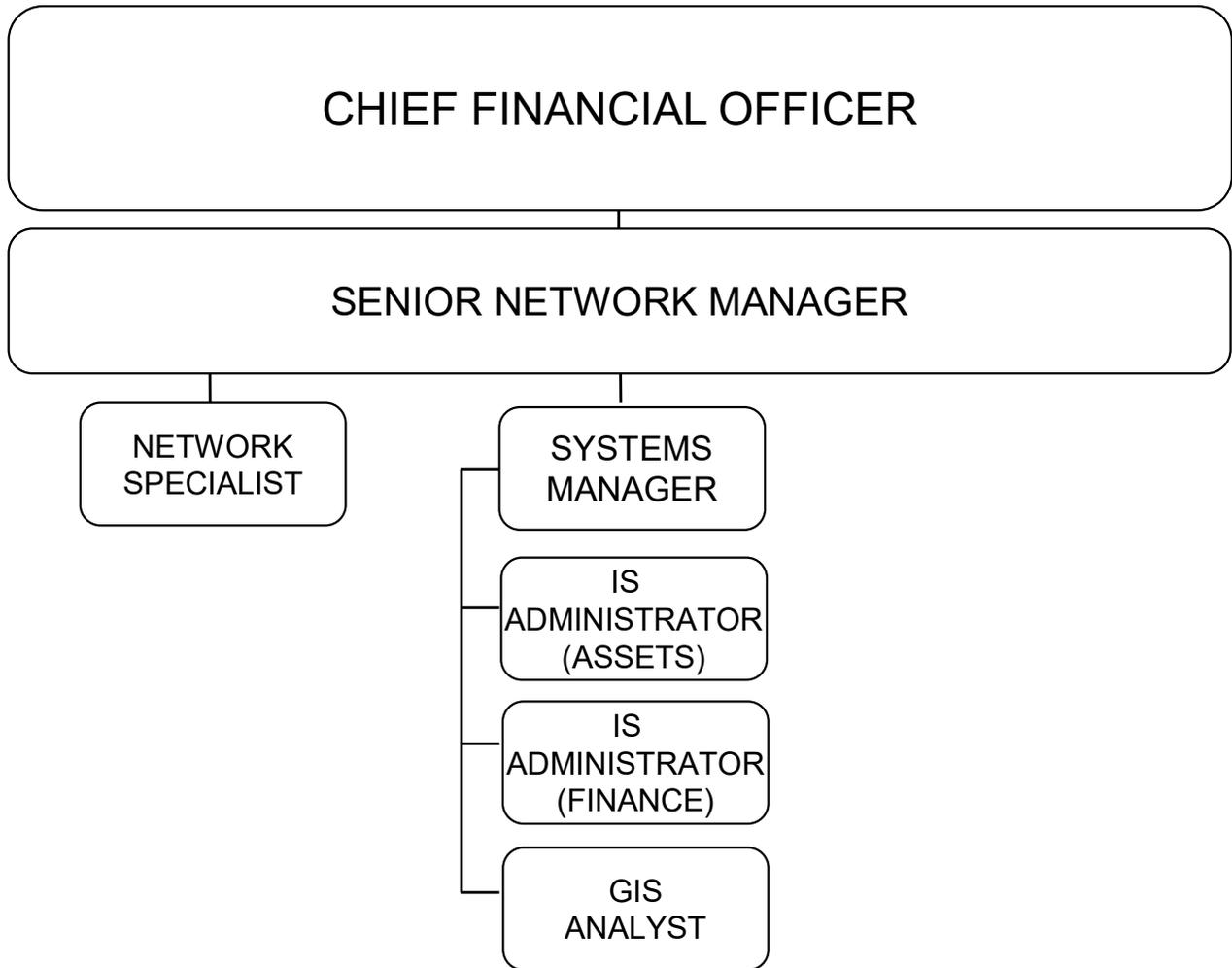
1. Complete assessment of new reports engine in EAM and convert the most critical Crystal Reports to new EAM reports, SSRS, or a suitable alternative.
2. Reorganize and reconstruct EAM dashboards for specific user groups such as Developer Funded projects in and Facilities Maintenance.
3. Replace functionality of Sockeye scheduling software using EAM or alternative solutions.
4. Complete a major update for Finance Enterprise to maintain system security and apply necessary bugfixes.
5. Conduct software upgrades and side-by-side migrations associated with retirement of 2016 Windows Servers (see Networking above).
6. Migrate GIS database to new SQL Server platform.
7. Rewrite custom code for ArcGIS Pro Add-in to work with version 3.0.
8. Develop preliminary executive dashboards.
9. Evaluate Esri needs regarding licenses and make necessary changes for 2026 renewals
10. Reconfigure Service Line data collection workflow to use new GIS server rather than ArcGIS Online.

Total O & M Budget

INFORMATION SERVICES	ACTUAL 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ 571,701	\$ 663,040	\$ 637,043	\$ 634,250
EMPLOYEE BENEFITS	215,879	269,495	229,130	287,390
SUPPLIES	112,491	126,500	128,000	153,500
CONTRACT SERVICES	620,906	687,150	849,040	763,115
VEHICLE EXPENSE	-	-	-	-
UTILITIES	149,718	198,500	146,396	134,500
OUTREACH & ADMIN	13,015	35,600	31,986	35,600
INSURANCE	4,000	4,600	1,261	1,500
TOTAL O&M BUDGET	\$ 1,687,708	\$ 1,984,885	\$ 2,022,856	\$ 2,009,855



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

Position	2025		2026	
	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	E 5	1

Department Total

6

6

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





FLEET MAINTENANCE PERFORMANCE MEASURES	CSF	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 PROJECTED	FY 2026 GOAL
Preventive Maintenance (% of Process)	AM2	19%	21%	22%	22%
Reactive Maintenance (% of Process)	AM2	4%	6%	4%	3%
Proactive Maintenance (% of Process)	AM2	77%	73%	74%	75%

FY 2025 – 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 2025, LRWRA is projected to record 64 non-capacity overflows.
2. Completed the 8th 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. 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.
4. Maintained emergency call response time to 1 hour on average for customers.
5. Achieved less than 1% deficit in both our Clearwater Maintenance Storeroom and Fleet Maintenance Storeroom inventories through continued evaluation, adjustments, and regularly scheduled audits to minimize discrepancies.
6. Improved safety in the fleet shop with the procurement of a tire changer machine that minimizes risks and reduces the physical strain for the fleet technicians.

7. Continued to provide 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.
8. Continued decluttering effort throughout various areas of the fleet shop and clearwater facility to identify obsolete items and tools in need of scrapping/disposal.
9. Vehicle Replacement Program continues to be used with a life cycle analysis factor to maximize the life cycle of our mobile assets. 10 units have been replaced in 2025 with the average age of LRWRA fleet at 6.8 years.
10. Maintained less than 1% technician comebacks throughout the year.
11. Gov-Deals auction site continues to be utilized for the sale of retired units to maximize returns, which are projected at \$175,000 for 2025.

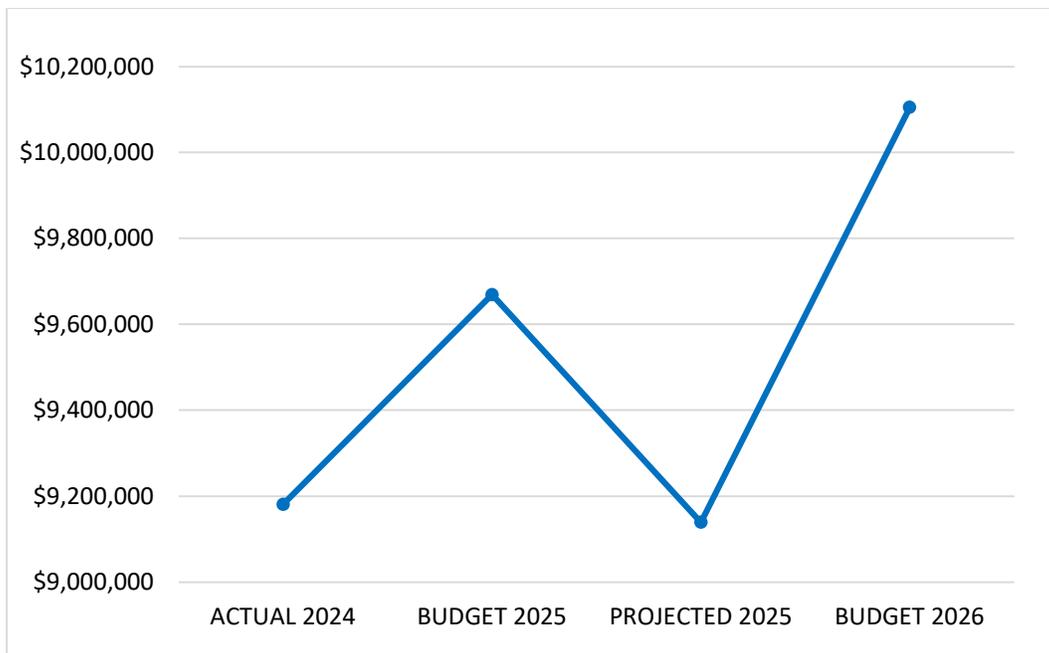
FY 2026 – Objectives/Goals

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 through training and communication of best practices.
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 25% of the projected hand cleaning goal of 250,000 LF.
6. Leverage the proposed CIPP Blue Light equipment to improve service line rehabilitation efficiency and costs.
7. Expand the coverage of the sewer collection system with additional Smartcover units to improve the understanding of flow schemes and guide rehabilitation decisions related to infiltration & inflow.
8. Explore and procure safer and efficient cleaning tools for the hand cleaning crews.
9. Complete the eighth-round Acoustic inspection on 100% of the collection system, up to 12" in diameter in 12 months.
10. Maintain emergency call response times of 1-hour average.
11. Maintain less than 1% deficit in both the annual Clearwater Maintenance Storeroom and Fleet Maintenance Storeroom inventories, respectively.
12. Continue to evaluate any new innovative technology or equipment that will help us reduce costs and improve safety and productivity in maintaining LRWRA assets.
13. Continue streamlining CMMS software and mobile computing workflow processes.
14. Strive to meet the requirements of the current City Ordinance for time limits related to pavement restorations and variance requests, as needed.
15. Complete any necessary inspection and repairs to accommodate future City of Little Rock Overlay Projects.
16. Maintain less than 1% Fleet Technician comebacks throughout the year.

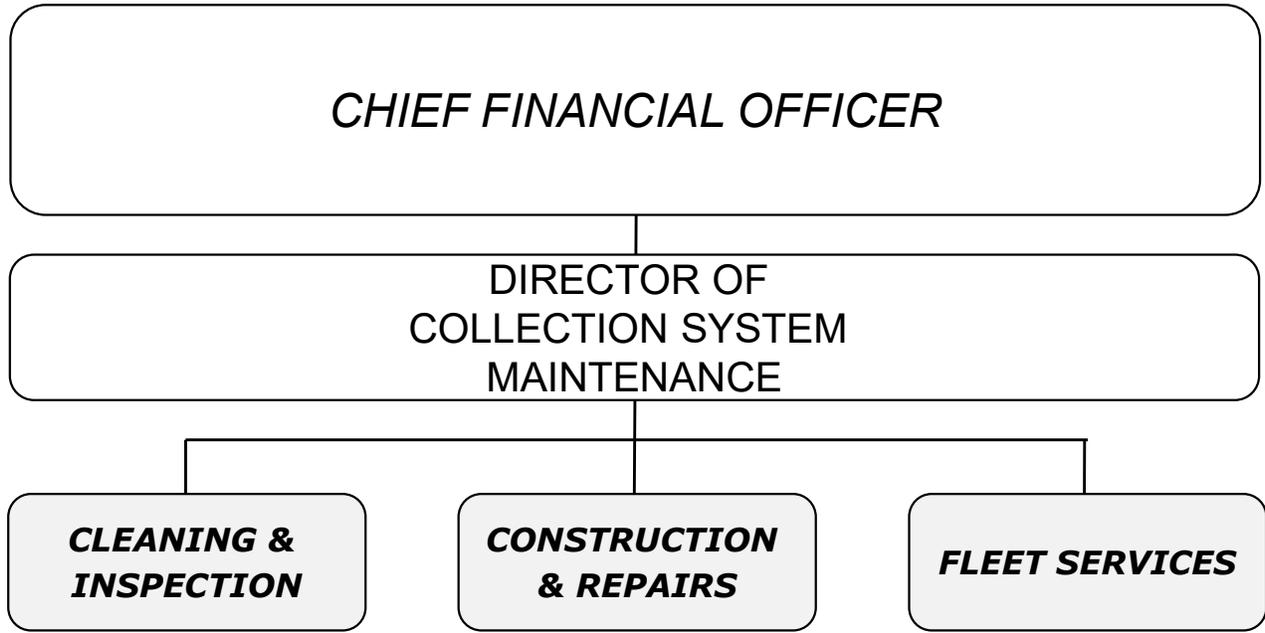
- 17. Continue to look for opportunities to train fleet techs on new and innovative diagnostics and repair technologies, particularly as it relates to fuel efficient vehicles such as hybrid and electric.
- 18. Continue updating performance metrics used for determining appropriate staffing requirements and measuring fleet techs' performance.

Total O&M Budget

MAINTENANCE	ACTUAL 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ 4,702,962	\$ 5,102,830	\$ 5,031,592	\$ 5,133,450
EMPLOYEE BENEFITS	2,047,327	2,297,629	1,911,283	2,365,375
SUPPLIES	904,674	872,000	956,859	959,000
CONTRACT SERVICES	1,023,762	882,000	973,809	1,297,000
VEHICLE EXPENSE	358,476	370,000	151,015	221,400
UTILITIES	49,328	55,000	43,641	55,000
OUTREACH & ADMIN	40,952	40,500	38,791	38,500
INSURANCE	54,008	49,576	32,519	35,350
TOTAL O&M BUDGET	\$ 9,181,489	\$ 9,669,535	\$ 9,139,508	\$ 10,105,075



406 COLLECTION SYSTEM MAINTENANCE
(Department Overview)
(page 1 of 6)

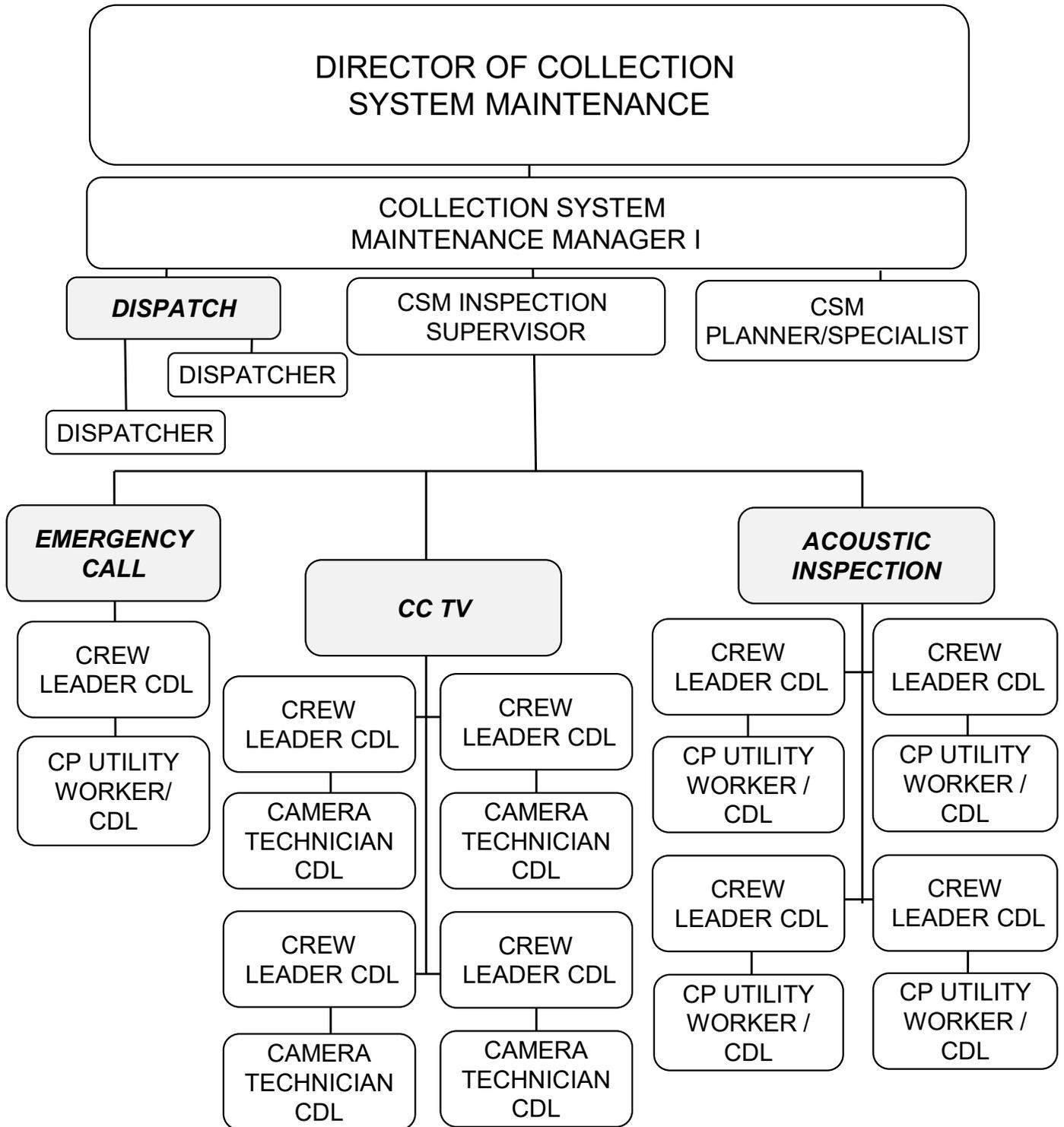


NOTE: The Chief Operations Officer is counted in 402.

Total **91 Positions**
Updated **08/18/2025**
Refer to Staff Summary for specifics

406 COLLECTION SYSTEM MAINTENANCE (CSM)

Cleaning & Inspection (page 2 of 6)



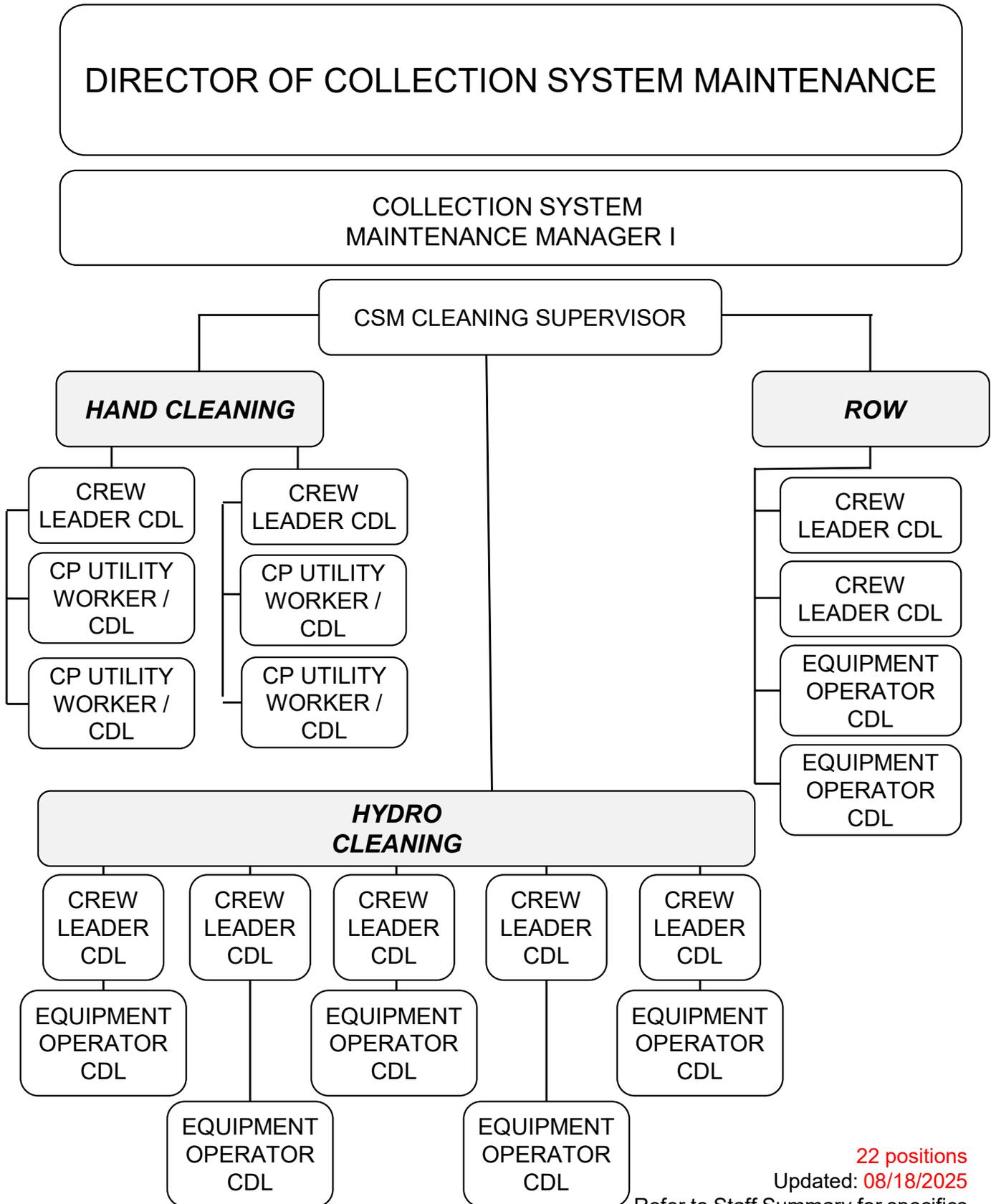
24 positions

Updated: 08/18/2025

Refer to Staff Summary for specifics

406 COLLECTION SYSTEM MAINTENANCE (CSM)

Cleaning & Inspection (page 3 of 6)



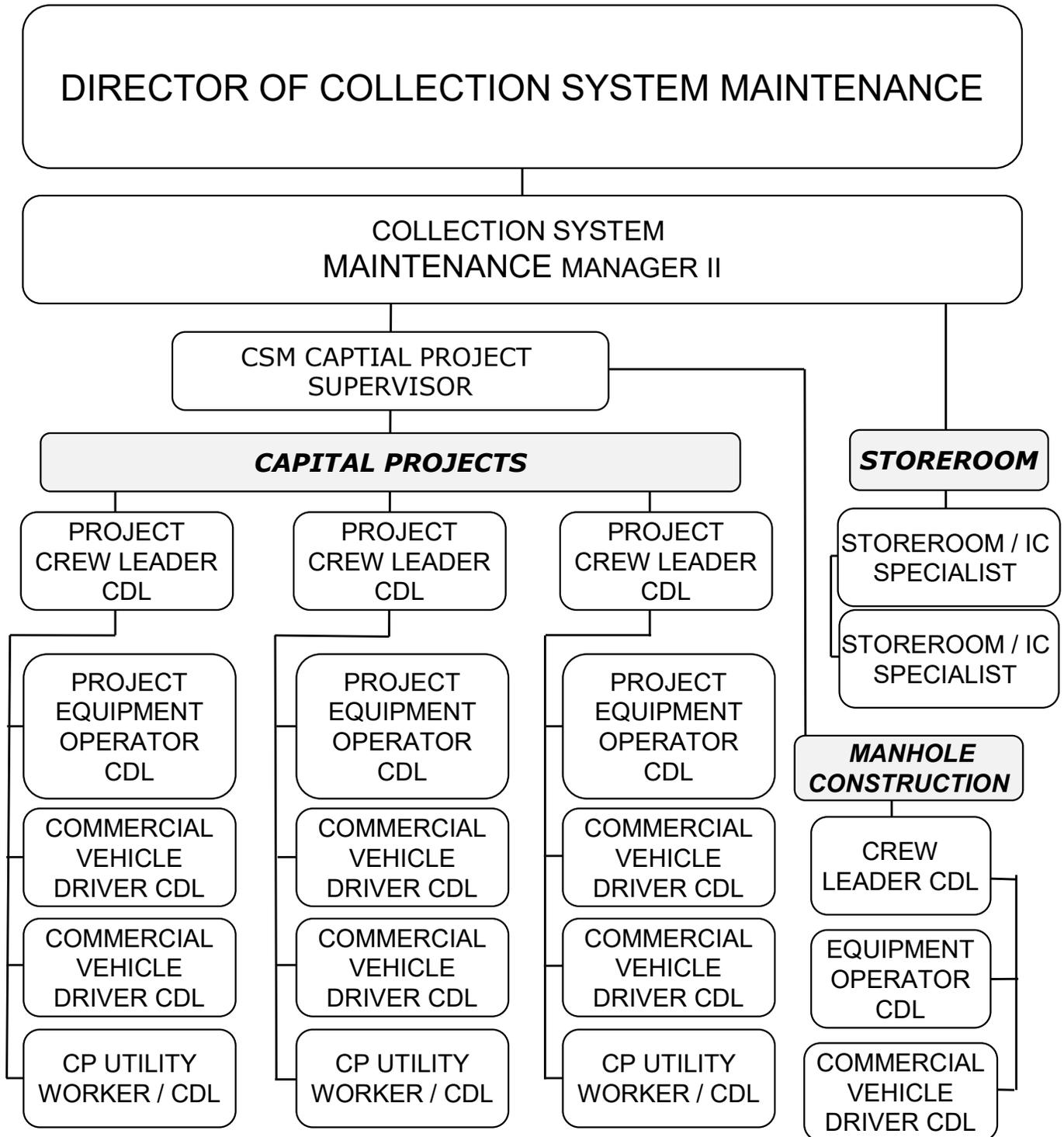
22 positions

Updated: 08/18/2025

Refer to Staff Summary for specifics

406 COLLECTION SYSTEM MAINTENANCE (CSM)

Construction & Repairs (page 4 of 6)



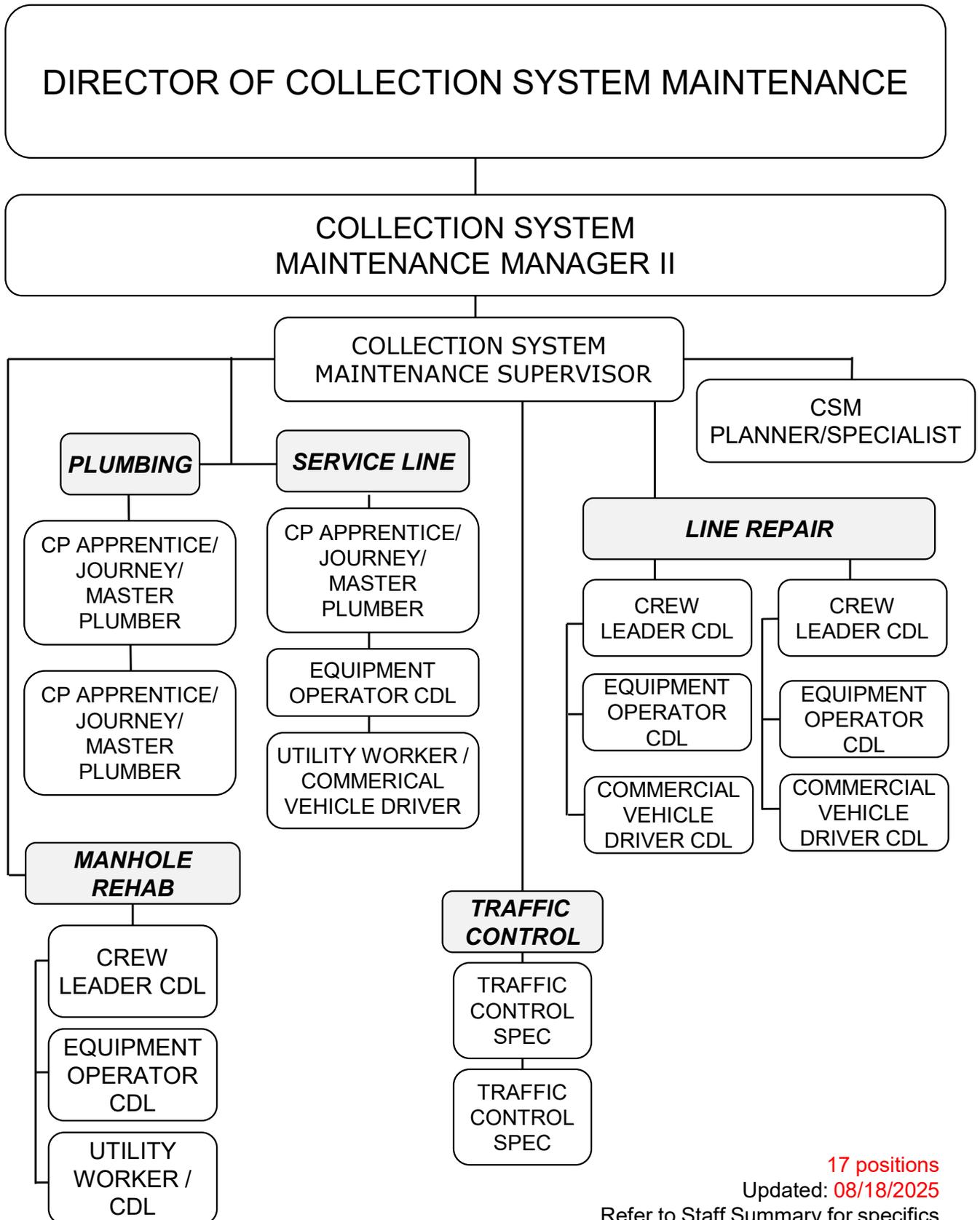
22 positions

Updated: 08/18/2025

Refer to Staff Summary for specifics

406 COLLECTION SYSTEM MAINTENANCE (CSM)

Construction & Repairs (page 5 of 6)

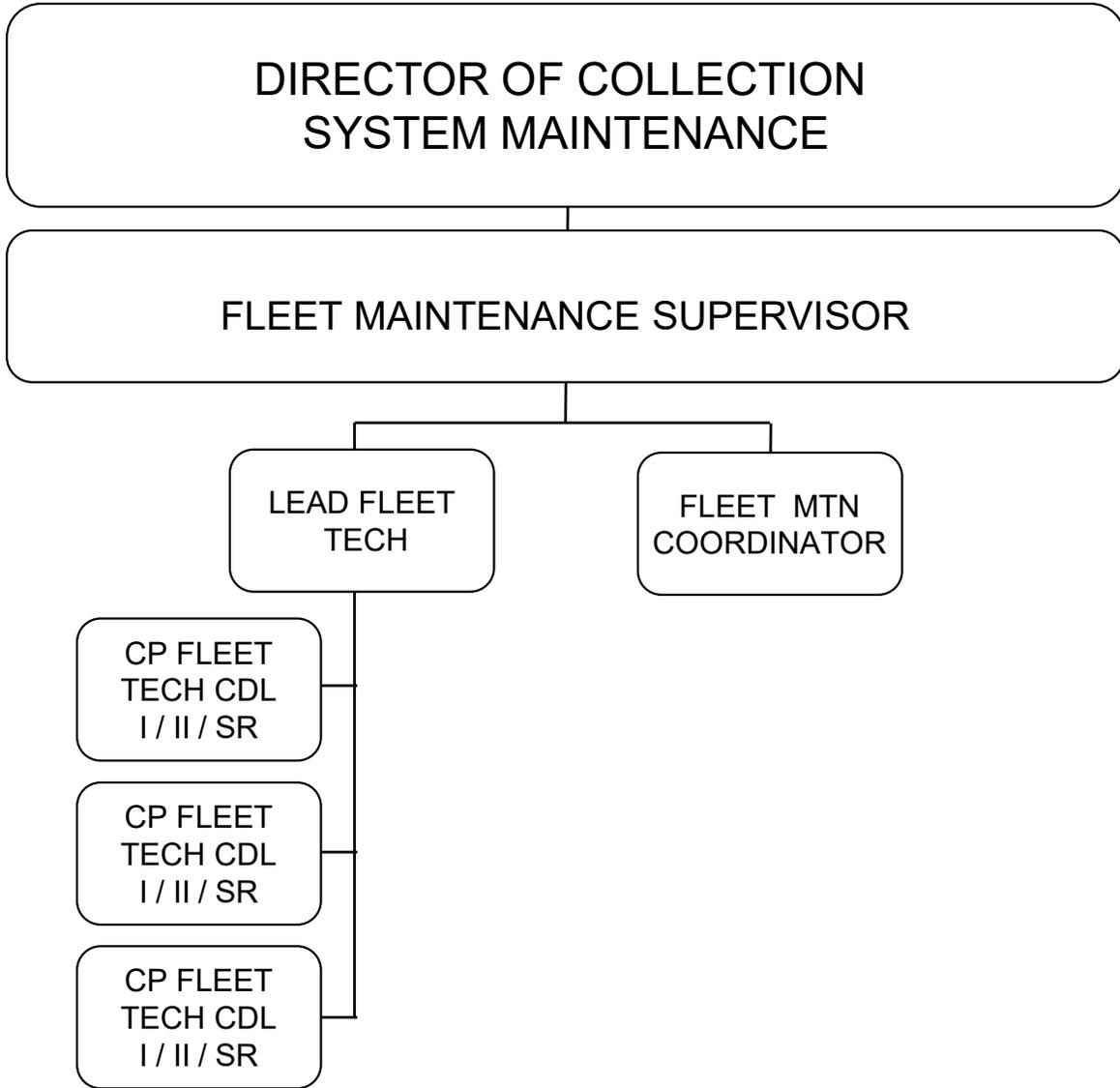


17 positions

Updated: 08/18/2025

Refer to Staff Summary for specifics

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



6 positions
Updated: 08/18/2025
Refer to Staff Summary for specifics

Department 406
Collection System Maintenance

Position	2025		2026	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Collection System Maintenance	Exec 2	1	Exec 2	1
Collection System Maintenance Manager	E 2	2	E 2	2
Fleet Maintenance Supervisor	E 3	1	E 3	1
CSM Planner/Specialist	E 6	2	E 6	2
CSM Supervisor	E 3	4	E 3	4
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

407 Operations

Operations Function

Operations at the Little Rock Water Reclamation Authority (LRWRA) are responsible for receiving and treating residential, commercial, and industrial wastewater from customers across the City of Little Rock. Utilizing a combination of physical and biological treatment processes, LRWRA removes contaminants from the wastewater stream. The resulting treated, clarified, and disinfected effluent from all three facilities—Adams Field Water Reclamation Facility (AFWRF), Fourche Creek Water Reclamation Facility (FCWRF), and Little Maumelle Water Reclamation Facility (LMWRF)—is safely reintroduced into the environment via the Arkansas River.

All facilities operate under the regulatory framework of the National Pollutant Discharge Elimination System (NPDES) as issued by the State of Arkansas. LRWRA consistently exceeds these water quality standards..

FY 2025 Departmental Accomplishments

- Achieved 100% compliance with NPDES effluent water quality standards for 2024, with continued success into 2025.
- Completed implementation of alternative wet weather flow strategies, optimizing system storage and parallel treatment assets to mitigate sanitary sewer overflows.
- Applied over 7,600 dry tons of Class A, Exceptional Quality Biosolids to permitted agricultural fields under the 2025 Removal and Beneficial Reuse Contract.
- Successfully removed and land-applied GeoFabric Dewatered materials to Class B sites in Central Arkansas.
- Initiated major vertical asset renewal projects at AFWRF and FCWRF, including the Influent Pump Station and Process Rehabilitation at AFWRF and Solids Processing Improvements at FCWRF.
- Provided technical input during preliminary design phases of multiple projects: FCWRF Headworks Gate and Concrete Rehabilitation, Final Clarifier Rehabilitation, Sidestream Treatment, Storeroom upgrades, Adams Field Sludge Transfer Pump Station and Force Main Alternatives, and the Asset Renewal Comprehensive Plan.
- Installed a COD/BOD meter at the FCWRF Headworks to enhance detection and remediation of industrial slug loads.

Fourche Creek Water Reclamation Facility (FCWRF)

FCWRF is a secondary treatment facility utilizing a step-feed activated sludge process, with a biological treatment capacity of 16 MGD and a hydraulic capacity of 48 MGD. While the state mandates an 85% reduction in pollutant loads, FCWRF consistently achieves 90–95% removal before discharging effluent into the Arkansas River.

Sludge from all three LRWRA facilities is thickened at FCWRF and processed in six 1.2-million-gallon anaerobic digesters. These tanks operate at 100°F for approximately 27.5 days in an oxygen-free environment, allowing bacteria to consume 57% of organic material and produce methane-rich biogas. This biogas is used to power the facility and heat the digestion process. Remaining solids are stored in lagoons and later applied to farmland as Biosolids.

FY 2025 FCWRF Accomplishments

- Applied 7,600 dry tons of Biosolids to permitted fields in Central Arkansas.
- Removed and land-applied GeoFabric Dewatered materials to Class B sites.
- Achieved EQ Class A biosolid classification in two sludge lagoons.
- Participated in design phases for Headworks Gate and Concrete Rehabilitation, Final Clarifier upgrades, Sidestream Treatment, and Storeroom improvements.
- Implemented major process modifications for Solids Processing Improvements.
- Maintained full NPDES compliance.

Adams Field Water Reclamation Facility (AFWRF)

Serving approximately 70% of Little Rock since 1961, AFWRF has evolved from primary treatment to a robust secondary and wet weather treatment facility. Upgrades in 2006 expanded capacity to 94 MGD and introduced UV disinfection. In 2022, the facility adopted a step-feed activated sludge process with ammonia removal and added a dual-use filtration train capable of sustaining 94 MGD during wet weather.

AFWRF consistently exceeds its 85% pollutant reduction requirement, achieving up to 95% removal. In tertiary mode, the filtration system reduces TSS to below 2.5 mg/L—well under the 30 mg/L limit—positioning the facility for future water reuse applications.

FY 2025 AFWRF Accomplishments

- Renovated Operator Control Room, Breakroom, and Bathrooms in the Main Pump Station.
- Replaced all facility signage.
- Installed a fourth aeration blower and updated control programming.
- Overhauled Primary Clarifier No.1 rake mechanism.
- Added a new Conference Room in the Administration Building.
- Implemented a staged approach for the Influent Pump Station Project to maintain hydraulic flow.
- Maintained full NPDES compliance.

Little Maumelle Water Reclamation Facility (LMWRF)

LMWRF serves the Little Maumelle Watershed in western Little Rock. Operational since August 2011, the facility treats predominantly residential wastewater with a biological capacity of 4 MGD and a peak hydraulic capacity of 14 MGD. Future expansion plans target 12 MGD biological and 28 MGD hydraulic capacity.

The facility uses a two-stage extended aeration process, allowing microorganisms ample time to oxidize organic materials. This process minimizes solids production, which is essential for transfer to FCWRF for further treatment. LMWRF incorporates odor, noise, and light mitigation technologies and blends aesthetically with its natural surroundings near Pinnacle State Park. Remote monitoring is enabled via LRWRA's SCADA system.

FY 2025 LMWRF Accomplishments

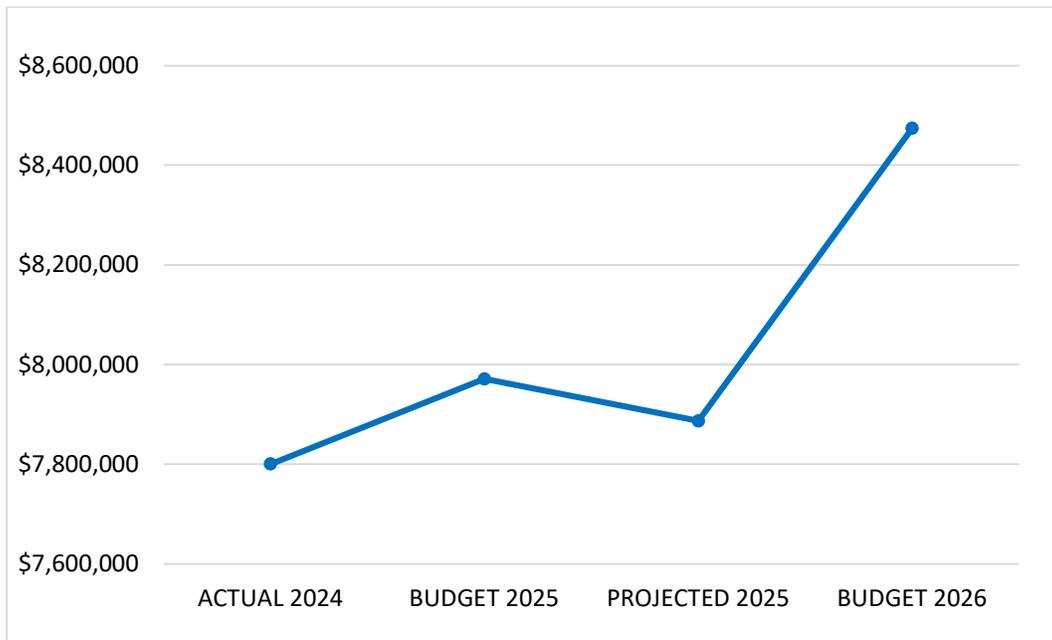
- Reopened meeting and training rooms for community and professional use.
- Refurbished two Final Clarifier Flight and Chain systems.
- Upgraded the Fire Alarm Network and System.
- Celebrated employee graduation from Arkansas Governmental Manager & Certified Public Manager programs.
- Completed Final Clarifier system upgrades.
- Maintained full NPDES compliance.

FY 2026 Departmental Goals

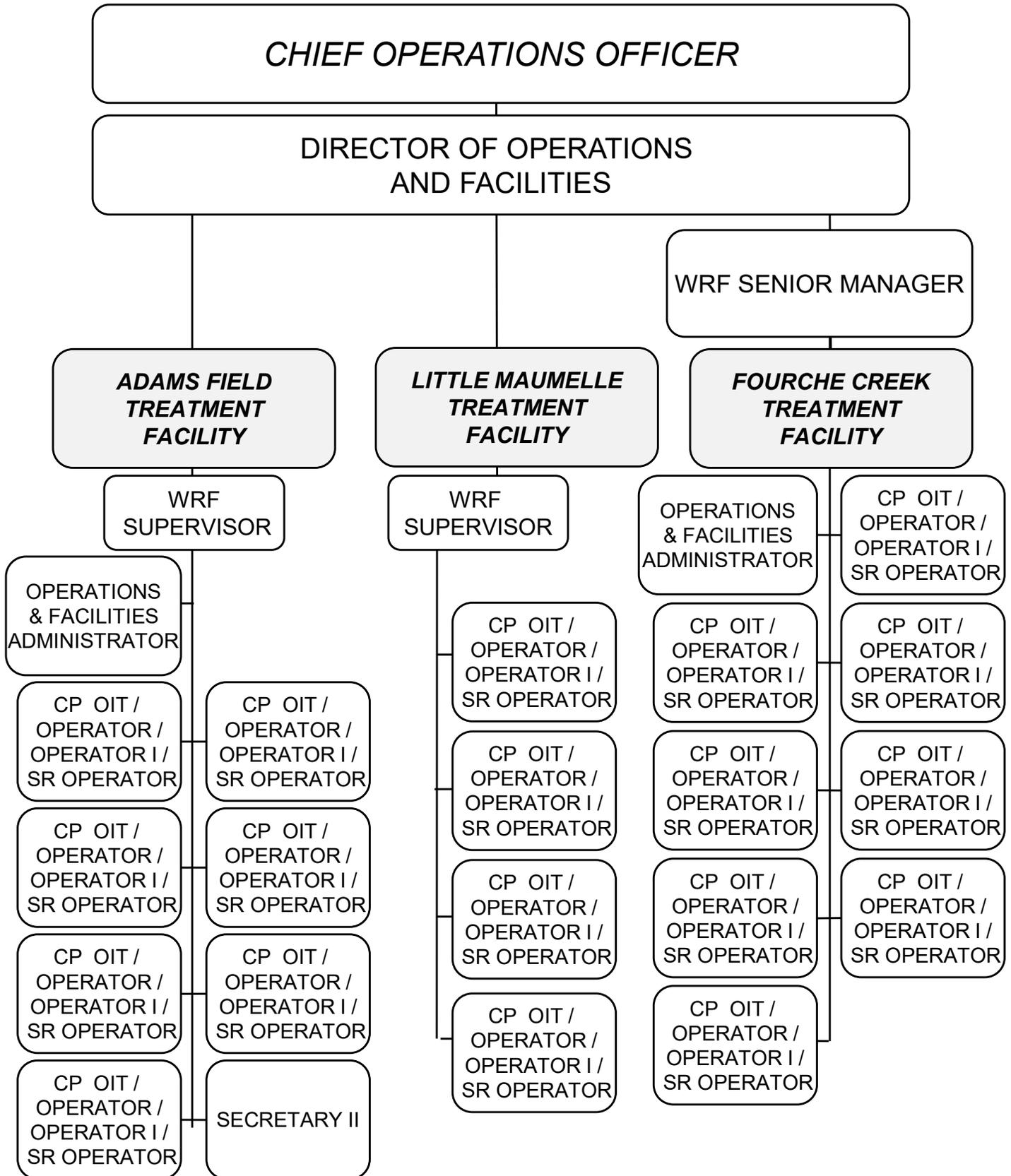
- Sustain 100% NPDES Permit Compliance across all facilities.
- Implement the Solids Handling Master Plan.
- Continue to retrofit of AFWRF Main Pump Station and FCWRF Solids Handling Improvement projects.
- Standardize SOP forms across all reclamation facilities.
- Launch a semi-annual valve exercising program with phased replacement and repair prioritization.
- Install COD/BOD meters at Arch Street Pump Station to identify industrial slug origins through a collaborative effort between Engineering and Operations.
- Restructuring of the Operator Exempt Salary Grade Levels.

Total O&M Budget

OPERATIONS	ACTUAL 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ 2,158,495	\$ 2,283,180	\$ 2,366,945	\$ 2,504,782
EMPLOYEE BENEFITS	863,820	942,798	824,898	1,019,240
SUPPLIES	1,001,462	805,600	635,886	797,100
CONTRACT SERVICES	1,587,279	1,558,200	1,519,150	1,646,700
VEHICLE EXPENSE	32,598	35,000	21,869	30,000
UTILITIES	1,924,684	2,085,755	2,300,262	2,196,980
OUTREACH & ADMIN	83,357	113,000	87,769	98,000
INSURANCE	149,020	147,500	130,482	181,500
TOTAL O&M BUDGET	\$ 7,800,714	\$ 7,971,033	\$ 7,887,260	\$ 8,474,302



407 OPERATIONS



NOTE: The Chief Operations Officer is counted in 402.

26 positions
Updated: 08/18/2025

Refer to Staff Summary for specifics

Department 407

Operations

Position	2025		2026	
	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 9,10,12	19	NE - Grade 9,10,12	19
Secretary II (Ops)	NE - Grade 5	1	NE - Grade 5	1

Department Total

26

26

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, 2025, LRWRA has 34 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 2025 – Major Accomplishments

1. Oversaw the site preparation and purchase of a new ICP-MS instrument which allows for metals testing to be brought in-house instead of being outsourced to a private lab, and enables LRWRA to hold the reins on our test results and quality control in regard to specific metals of interest.
2. 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.
3. Through the RFQ process an external lab, Eurofins, was kept 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.
 4. Completed a side-steam treatment study to demonstrate viability of nutrient removal from recycled lagoon decant water.
 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 2025 FCWRF audit from DEQ. Numerous amounts of lab records were sent to DEQ. The report came back with zero violations.
 7. Submitted Fourche Creek 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 20, 2025, LRWRA has a 98% compliance rate on all returned One Time Dental Amalgam Compliance forms.
 9. Prepared wastewater samples for the COVID-19 surveillance studies administered by researchers from Biobot Analytics.
 10. Brown and Caldwell completed LRWRA's Technically Based Local Limits Document which was approved and became effective August 22, 2025.
 11. Pretreatment concluded its investigation to find the cause of the increased arsenic levels seen at the WRF headworks since 2019 which was determined to be laboratory equipment interference.
 12. Purchased and began the onboarding process of Pretreatment Information Management System software.

FY 2026 – 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. Review, Revise, and Restructure SOPs for the Pretreatment/Sampling, Compliance Laboratory, and QA sections.
7. Finalize Fourche Creek and Little Maumelle permit renewal review.
8. Streamline QA process for Upcoming Laboratory Audits. Incorporate DEQ Inspector recommendations in laboratory operations.

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

SAMPLING COLLECTION PERFORMANCE MEASURES:	CSF	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 PROJECTED	FY 2026 GOAL
Scheduled WRF No. of Samples	RG1	1473	1443	1380	1400
Unscheduled WRF No. of Samples	RG1	55	44	40	40
Scheduled Industrial No. of Samples	RG1	392	394	395	400
Unscheduled Industrial No. of Samples	RG1	46	48	45	As needed
Scheduled Collection System No. of Samples	RG1	0	0	0	As needed
Unscheduled Collection System No. of Samples	RG1	3	2	24	As needed
Scheduled Special Projects No. of Samples	RG1	312	190	185	185
Unscheduled Special Projects No. of Samples	RG1	16	7	7	As needed

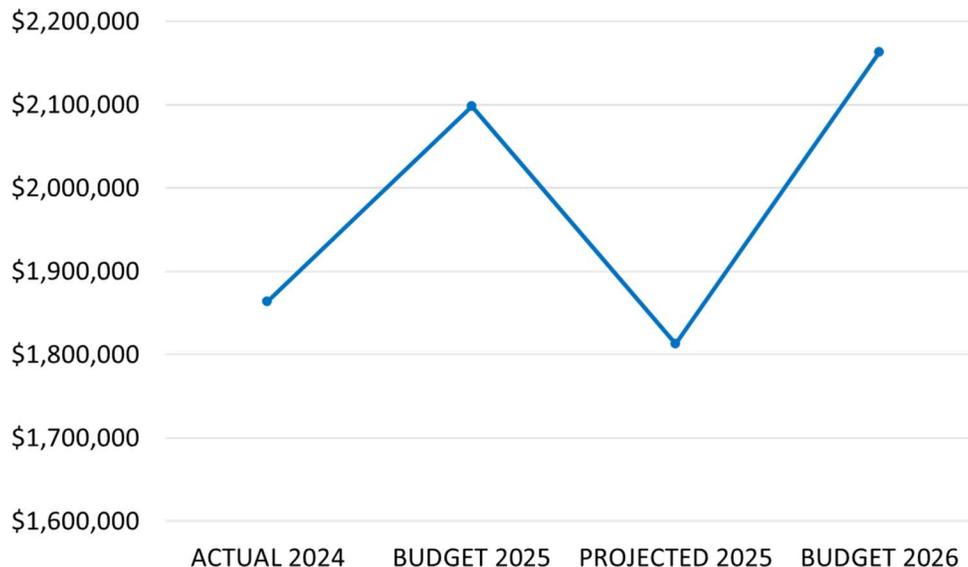
PRETREATMENT PERFORMANCE MEASURES:	CSF	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 PROJECTED	FY 2026 GOAL
Permitted Industrial User Inspections	RG1	31	33	37	37
Unscheduled Industrial User Inspections	RG1	20	15	14	15
Industrial User Surveys	RG1	4	7	4	5
Total Number Permitted Industrial User Violations	RG1	20	37	41	0
% Compliance Rate for the Permitted Industrial Users	RG1	100	100	100	100
Hauled Liquid Waste/Hauled Leachate Activities	RG1	4	7	5	5

LABORATORY TESTING PERFORMANCE MEASURES:	CSF	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 PROJECTED	FY 2026 GOAL
Total Accomplished No. of Tests	RG1	16,206	18,860	15,665	16,000
Industrial No. of Tests	RG1	5,131	5,971	5,946	6,000

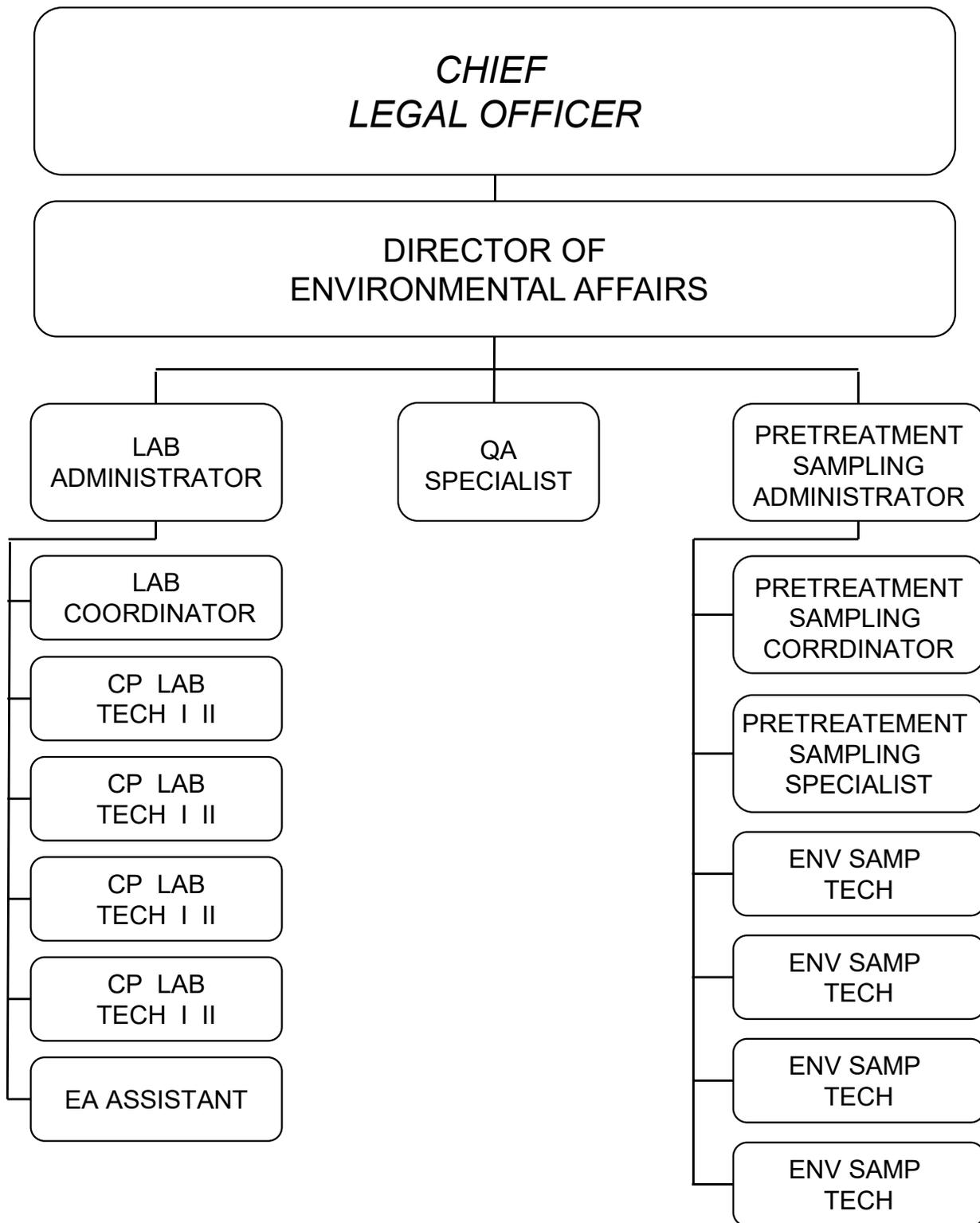
QUALITY ASSURANCE PERFORMANCE MEASURES:	CSF	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 PROJECTED	FY 2026 GOAL
In-house Laboratory Test Quality Control	RG1	6,753	6100	6613	7000
Errors resulting in DMR QC Invalidations	RG1	10	24	15	0

Total O & M Budget

ENVIRONMENTAL AFFAIRS	ACTUAL 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ 1,070,286	\$ 1,165,000	\$ 1,092,646	\$ 1,204,560
EMPLOYEE BENEFITS	477,276	496,856	432,392	523,060
SUPPLIES	122,986	162,500	135,043	163,200
CONTRACT SERVICES	134,314	202,100	97,449	194,300
VEHICLE EXPENSE	16,893	18,000	17,695	18,000
UTILITIES	7,470	8,100	6,723	7,000
OUTREACH & ADMIN	25,348	36,350	25,755	47,000
INSURANCE	9,049	9,600	5,231	5,600
TOTAL O&M BUDGET	\$ 1,863,621	\$ 2,098,506	\$ 1,812,933	\$ 2,162,720



408 ENVIRONMENTAL AFFAIRS



NOTE: The Chief Legal Officer is counted in 402.

16 positions

Updated: 08/18/2025

Refer to Staff Summary for specifics

Department 408

Environmental Affairs

Position	2025		2026	
	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

409 Facilities Asset Management

Function

Facilities Asset Management (FAM) is responsible for the maintenance, repair, and general upkeep of all LRWRA properties and their associated components. This includes the Clearwater Administration Building, Clearwater Maintenance Facility, 33 lift stations, 8 gate valve structures, peak flow equalization systems, and three water reclamation facilities encompassing an additional 44 buildings and structures.

The department's scope includes mechanical, electrical, automation/instrumentation, HVAC, boiler systems, and fiber and CAT6 communications that support network connectivity and SCADA reliability across all sites. FAM also performs limited in-house fabrication and machining, allowing the team to modify or rebuild equipment components, create custom parts, and complete minor structural or process-related improvements that enhance asset performance and system reliability.

Additional responsibilities include grounds maintenance, landscaping, and irrigation operations; a regulation-compliant pesticide application program; and oversight of the licensed backflow prevention program encompassing 77 devices.

The Automation (Instrumentation) group ensures the integrity and reliability of all process control systems, communication networks, sensors, and programmable logic controllers (PLCs) that enable LRWRA's treatment and pumping operations.

FAM also maintains 12 permanently stationed generators and a fleet of portable pumps and auxiliary equipment that can be deployed in response to electrical or mechanical failures.

Through these combined efforts, Facilities Asset Management provides comprehensive, multi-disciplinary support to all LRWRA departments—ensuring facilities, assets, and control systems operate safely, efficiently, and reliably while maximizing the effectiveness and resilience of the utility's overall operations.

FY 2025 – Major Accomplishments

1. Operational Interruptible Service (OIS):

LRWRA has worked with Entergy for 15 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 has continued repairing and replacing HVAC systems throughout LRWRA facilities. At the FCWRF Admin Building, two new Trane 2-ton units were installed—one serving the offices and the other for the Operators' Control Room. Critical cooling upgrades at the FCWRF Switchgear Building included the installation of two Bard 5-ton units to prevent the pump variable frequency drives from overheating. At the AFWRF Main Pump Station, two 5-ton units were replaced to support the operator control room, kitchen, and restrooms, along with a 1-ton mini-split added for the server room. A Trane 5-ton unit at the Aeration Lab is scheduled for replacement in late 2025. In 2026 there are about 25 HVAC units that are scheduled to be replaced at Adams Field Water Reclamation Facility, Fourche Creek Water Reclamation Facility, Clearwater Maintenance, Little Maumelle Water Reclamation Facility, and Little Maumelle Pump Station. These efforts are part of a broader Preventive Maintenance program aimed at minimizing system failures and reducing the frequency of replacements. Additionally, we are continuing to purchase HVAC units that come factory-coated with chemicals to protect against hydrogen sulfide and other corrosive gases, ensuring long-term reliability and system resilience.

3. Little Maumelle Pump Station Pumps #3 and #4 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 #3 and #4 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.

4. Fourche Creek Reclamation Facility Sludge Recirculation Pumps Replacements

The Facilities Asset Management team has been working to replace all Digester Sludge Recirculation Pumps which have reached the end of their useful lives and add critical spares to the Fourche Creek Storeroom. The Sludge Recirculation Pumps have been rebuilt many times in the past and have become a liability where reliability is concerned. Due to the process requirements, these pumps cannot be inoperable for more than 24 hours.

5. 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.

6. Replace 20 Actuators at LMWRF

FAM has enlisted and on-call contractor to replace 20 process critical actuators and 13 process critical gates at LMWRF. This will improve reliability and automation capabilities at the LMWRF.

7. Heater Replacement:

The Maintenance team has started a program that assesses all heating sources utility wide, much like the air conditioner replacement program, identify weaknesses and address them accordingly for colder weather.

8. 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.

9. 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.

10. 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.

11. 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.

12. Replace entrance gate operators at LMWRF

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.

13. Attended access control training.

Two instrumentation technicians attended a 3-day online training course provided by Software House, the current manufacturer of our current access control system.

14. LMWRF Fire Alarm Phase 2

The fire alarm system at the LMWRF was upgraded to current technology improving reliability and accuracy.

15. Design and install a system that will monitor piston pump temperatures and vibration in the Primary Sludge PS.

Due to frequent failures at the piston pumps instrumentation has developed a system to monitor temperatures and vibration in the Primary Sludge PS.

16. Replaced AF RAS #3 Actuator

The original actuator had failed and became inoperable. Instrumentation facilitated in the turn-key replacement.

17. All Facility Cellular Booster

Cellular boosters were installed to improve the cellular signal across each facility.

18. Arch Street Level Sensor Upgrade

Replaced the existing level sensors with new radar level sensors to eliminate contact with the process and make it more reliable.

19. Little Maumelle Level Sensor Upgrade

Replaced the existing level sensors with new radar level sensors to eliminate contact with the process and make it more reliable.

20. Fourche Creek Temperature Monitoring

Installed new temperature sensors that are less susceptible to lightning and electrical surges.

21. Fourche Blower Building Filter Rooms

At the FCWRF Blower Building, a new Air Handler Unit was installed by Trane to provide fresh air throughout the facility and circulate air during colder temperatures. To support this upgrade, Trane contracted Arkansas Filter to replace the existing filter racks with new aluminum ones in both filter rooms, improving air quality for the four blowers. Additionally, LRWRA's Building & Grounds staff repainted the interior of each filter room to help prevent corrosion and preserve structural integrity.

22. 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.

23. 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. Arch Street Pump Station and Little Maumelle Pump Station are scheduled to replace VFD's in 2026. In 2026, LRWRA will start incorporating VFD technology in duplex pump station applications. The VFD's will provide energy efficiency, reliable, monitoring, and provide more remote capabilities.

24. 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 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 having one close by when seconds count.

25. Continued Education

Multiple staff are participating in certification and licensing programs. FAM staff are attending Electrical classes to obtain electrical licenses; the course is a 4-year course at Arkansas Construction Education Foundation. FAM continues to attend classes pertaining to mechanical, electrical, reliability, instrumentation, HVAC enhance technical proficiency and support operational excellence.

26. Pump Station Control Panel Upgrade

Upgrades to the control panels at Sanford East, Pleasant Valley, and Rose Meadows Pump Stations are scheduled for late 2025 through early 2026. In 2026, LRWRA will prioritize replacing outdated control panels with advanced, modern technology to enhance system reliability and improve monitoring capabilities. These new panels will feature

entirely modern components, significantly enhancing the reliability and performance of each station.

27. 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. Added "Asset Status" and "Asset Type" to all assets across all plants and pump stations. (ongoing process)
- E. Assisted in Asset Audit for all plants to obtain; percent life used, critically rating for budget.
- F. Maintained a numbering system to establish systematic connections being consistent across all Treatment Plants
- G. Continuing adding assets as discovered missed during original audit.
- H. New equipment information is added to the work order management system for the ease of referring to documents such as manuals, data plates and cost.

28. Arch Street Wet Well Cleaning & Arch Street Coating

This work was contracted to W&T Contractors, based in Memphis, TN. Contracted crews performed a thorough cleaning of the wet well, successfully removing 180 cubic yards of debris. This effort significantly increases available storage capacity and helps protect critical assets by preventing debris from being drawn into equipment. As a result, this will help extend the life expectancy of those assets and reduce the risk of operational disruptions. Industrial Solutions Group (ISG) was contracted to perform recoating at the pump station. This project focuses on evaluating the condition of the wet well coating on the walls and piping, making repairs as needed. It also involves surface preparation for all designated coated areas and applying coatings to check valves, plug valves, gate valves, knife gates, and related piping. The recoating work will be completed in the later part of 2025.

29. AFWRF Conference Remodel

The Administrative conference room at the AFWRF was repurposed from a previously vacant office cubicle area. Through the efforts of in-house staff, the space was transformed into a functional area designed to support training sessions and meetings. This remodel provides a convenient and beneficial location for Adams Field personnel to conduct essential activities, enhancing operational efficiency and staff development.

30. FCWRF Maintenance Building Water Proofing

This project was completed in the summer of 2025. The building had been experiencing water intrusion due to exposure to outside elements. Addressing this issue has significantly extended the building's life expectancy and ensures that staff and equipment remain dry and protected. This improvement supports continued work on critical utility infrastructure without disruption from environmental conditions.

31. Roofing Repair and Replacement Program

In 2025, LRWRA initiated a targeted roof repair and replacement program to address aging infrastructure and prevent water intrusion across key operational sites. Staff contracted five major roof replacements at critical facilities, including the Peak Flow Pump Station, Adams Makeup Water, Little Maumelle Pump Station, Activated Sludge Building, and the Operations Storage Pump Station. These upgrades are essential to protecting both personnel and equipment, ensuring safe and dry working conditions while supporting the continued reliability of utility operations.

32. Air Relief Valve Program (ARV's)

The Air Release Valve (ARV) Program at Little Rock Water Reclamation Authority (LRWRA) plays a vital role in maintaining the efficiency and reliability of the wastewater collection system. Staff inspected 112 ARVs currently documented in the system, successfully repairing or replacing 22 units. During these inspections, staff also identified 4 additional ARVs that were not previously recorded in the GIS database, improving system mapping and asset tracking.

33. LRWRA Facility electrical upgrades:

Arkansas Electric completed the replacement of key electrical components at the FCWRF Non-Potable Building, including the 480-volt panel, 120-volt panel, and transformer. Additionally, a new circuit was installed and routed to panel DCL-PPI. These upgrades enhance safety for personnel working in and around the panels and significantly improve overcurrent protection for connected equipment.

FY 2026 – Objectives/Goals

1. System Reliability and Overflow Prevention

- Mitigate dry-weather overflows caused by equipment malfunctions.
- Install emergency standby generators and automatic transfer switches at high-flow pump stations to prevent overflows during rain events.
- Maintain the goal of no pumps out of service for more than 45 days, except when awaiting proprietary parts.
- Strategically replace pumps and discharge piping at smaller pump stations based on wet-weather flow and criticality.
- Maintain a stock of critical spare pumps and components to reduce downtime and avoid capacity issues related to equipment failure.
- Continue an aggressive preventive-maintenance program targeting 80 % proactive / 20 % reactive maintenance.

2. Mechanical, HVAC, and Electrical Systems

- Maintain quick turnaround times on HVAC, mechanical, and repair work while minimizing labor hours.
- Continue replacing outdated HVAC units with heresite-coated systems to extend service life in corrosive environments.
- Replace the final remaining R-22 HVAC unit at LRWRA.
- Continue with the maintenance program for HSI Blowers at LMTP.
- Replace pole lights at the Fourche Creek WRF and continue converting outdated lighting to energy-efficient LED fixtures.
- Purchase and deploy two new utility vehicles — one for Air Release Valve maintenance and another for Buildings & Grounds operations.

3. Asset Management, Planning, and EAM Integration

- Continue evaluating and budgeting for asset needs across all LRWRA facilities in coordination with the new EAM system.
- Develop and maintain a critical spares inventory to minimize downtime and improve response to equipment failures.
- Apply lean manufacturing principles — including symmetry, standardization, and simplification — to streamline workflows and eliminate inefficiencies.
- Simplify work-order platforms and enhance dashboard communication between Maintenance and Operations to improve coordination and visibility of ongoing work.
- Increase scheduling effectiveness by achieving 85 % planned work and reducing break-in work to 10 % or less.
- Strategically plan equipment replacements so that new assets are procured prior to end-of-life failures.

- Continue developing a comprehensive preventive-maintenance program combining preventive, predictive, and corrective strategies.
- Utilize EAM for full asset tracking — including condition, location, usage history, and maintenance-cost analysis.
- Ensure 100 % of registered assets have proper hierarchy relationships to support accurate roll-up of operational and maintenance costs.
- Continue developing an Asset Audit across all facilities to evaluate asset life, criticality, and failure probability for integration into the RIME (Ranking Index Maintenance Expenditures) model.
- Implement Crystal Reports or EAM dashboards to support RIME classification, performance reporting, and data visualization.
- Support continued implementation of FAM scheduling software (Sockeye) for enhanced workload management and KPI tracking.

4. Interactive, Preventive & Predictive Maintenance Programs

- Automate system-wide operations to improve efficiency, process reliability, and responsiveness across all facilities.
- Initiate an Interactive Maintenance Program requiring periodic, in-person inspections of every asset to verify condition, performance, and safety compliance.
- Use inspection feedback and performance data to reduce reactive maintenance and strengthen the transition toward a fully preventive and predictive maintenance culture.
- Continue implementing lubrication, vibration, and thermal-imaging programs to identify early signs of wear and prevent unexpected equipment failures.
- Maintain aggressive maintenance efforts on all critical systems to ensure uninterrupted operations and optimal asset performance.

5. Automation / Instrumentation Upgrades

- Automate all equipment and systems to achieve full remote connectivity and centralized operational visibility across all facilities.
- Continue integrating field equipment, process instrumentation, and control panels into the LRWRA network to enhance data collection, reliability, and system control.
- Transition from legacy SCADA platforms to Ignition, ensuring a secure, unified interface for monitoring, analytics, and remote operations.
- Integrate SmartCover and other intelligent field-sensing data into Ignition for improved situational awareness, overflow prevention, and maintenance decision-making.
- Standardize communication protocols and PLC programming to ensure consistency, interoperability, and long-term supportability.
- Expand cybersecurity safeguards and network segmentation to protect automation infrastructure as connectivity increases.

6. Safety, Training, and Workforce Development

- Continue advancing a strong cross-training program across all trades — including mechanical, electrical, HVAC, boilers, machining, and welding — to ensure team versatility and operational coverage.
- Enroll staff in apprenticeship and licensing programs such as Electrical, HVAC, and Boiler certifications to strengthen technical competency and compliance.
- Provide ongoing hands-on and classroom training emphasizing adherence to OEM specifications, proper repair techniques, and precision workmanship.
- Reinforce field practices to ensure all maintenance and fabrication work follows OEM standards for safety, quality, and equipment longevity.
- Collaborate with Operations to establish and maintain Standard Operating Procedures (SOPs) that promote efficiency, reliability, and extended equipment life cycles.
- Continue fostering a culture focused on safety, professional development, and technical excellence that maximizes asset performance and operational reliability.

7. Inventory, Storeroom, and Standardization

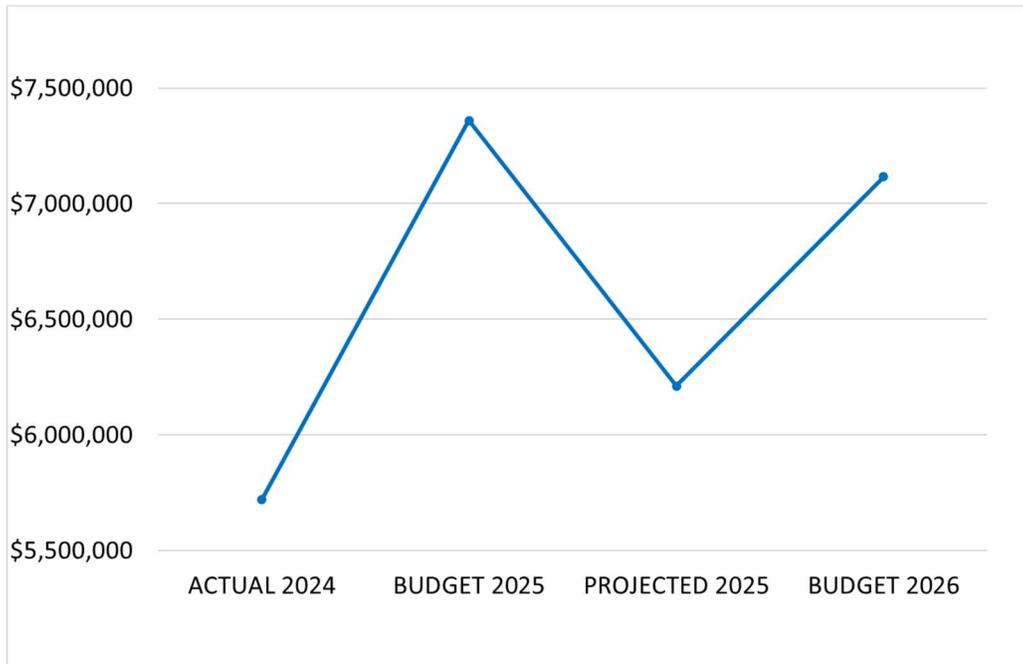
- Continue implementing the Storeroom Inventory Control System with barcode integration.
- Add critical parts to the Fourche Creek storeroom for faster work-order completion.
- Continue asset tagging and numbering across all facilities to support preventive-maintenance planning.
- Publish Asset ID nomenclature to EAM and maintain a living SharePoint document for IT integration.
- Audit asset records, engrave asset tags, and update policies regularly.
- Audit all motors and gearboxes with vendors to standardize specifications and support Vendor-Managed Inventory (VMI) for critical spares.

8. Continuous Improvement and Optimization

- Develop a strategic lifecycle-management approach for all facility assets.
- Optimize resource allocation by analyzing asset-performance data to determine cost-effective maintenance and replacement strategies.
- Explore integration of smart sensors and real-time monitoring to detect anomalies and minimize downtime.
- Establish a culture of continuous improvement by reviewing practices and implementing innovative solutions.
- Continue strong communication and teamwork across all LRWRA departments to ensure maintenance efficiency and shared accountability.

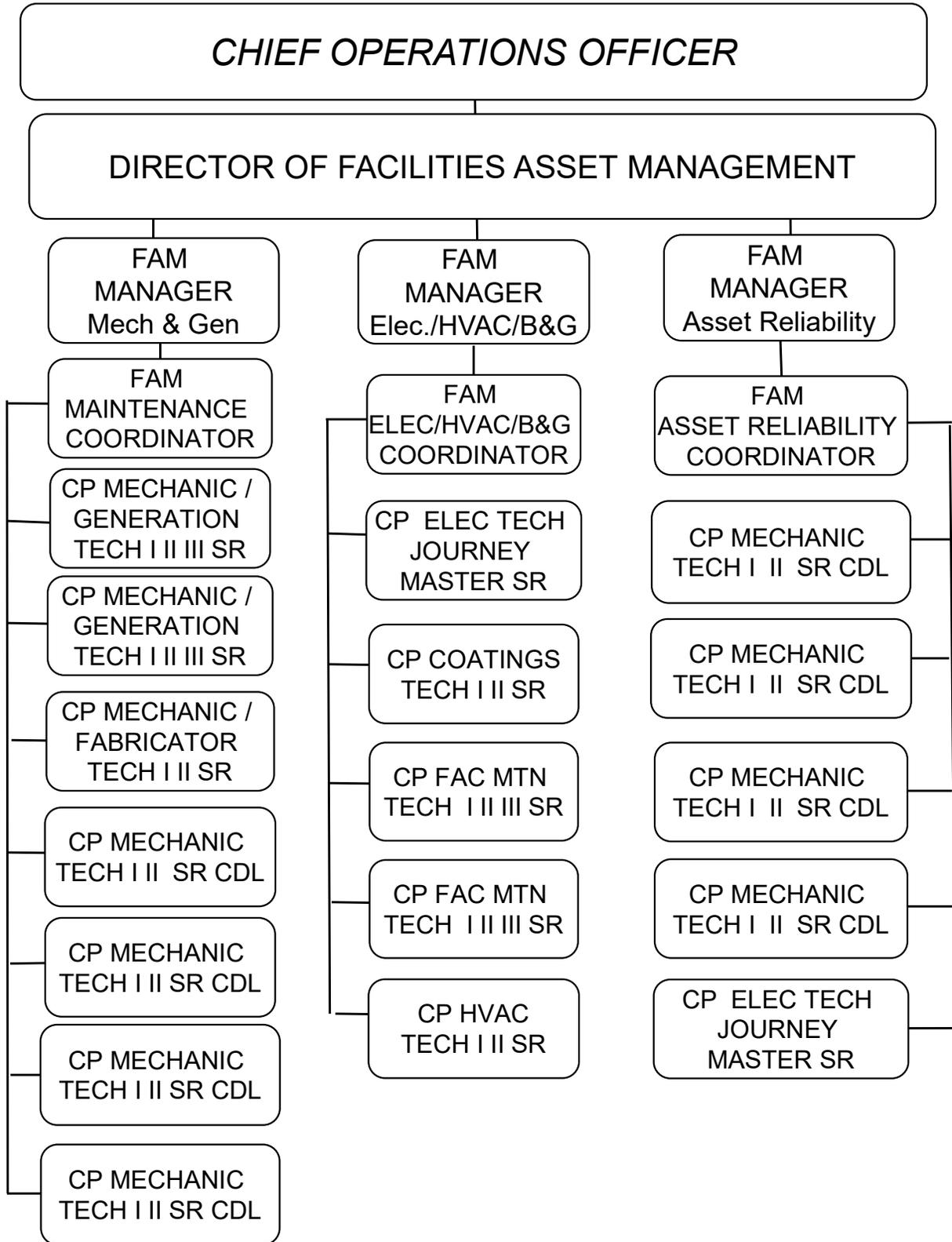
Total O & M Budget

FACILITIES ASSET MANAGEMENT	ACTUAL 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ 2,391,881	\$ 2,546,500	\$ 2,565,545	\$ 2,484,750
EMPLOYEE BENEFITS	976,892	1,091,632	903,258	1,074,500
SUPPLIES	1,020,356	1,114,665	1,014,674	1,395,805
CONTRACT SERVICES	958,972	2,125,200	1,300,000	1,596,753
VEHICLE EXPENSE	95,537	110,000	94,693	110,000
UTILITIES	142,360	204,800	213,002	255,800
OUTREACH & ADMIN	31,924	64,600	40,011	95,600
INSURANCE	102,893	102,000	80,473	103,500
TOTAL O&M BUDGET	\$ 5,720,814	\$ 7,359,397	\$ 6,211,657	\$ 7,116,708



409 FACILITIES ASSET MANAGEMENT

(Part 1 of 2)

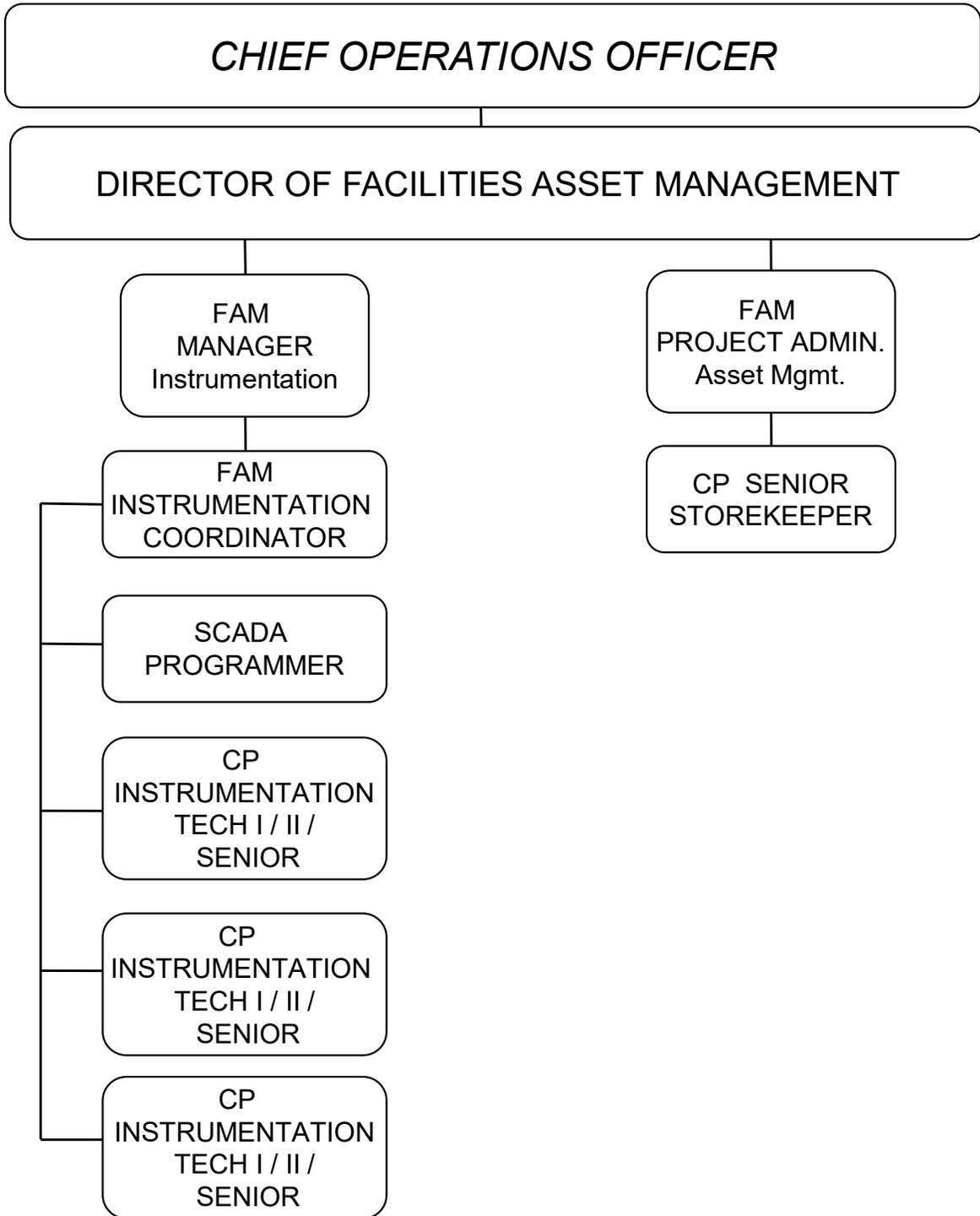


NOTE: The Chief Operations Officer is counted in 402.

24 positions
Updated: 08/18/2025
Refer to Staff Summary for specifics

409 FACILITIES ASSET MANAGEMENT

(Part 2 of 2)



NOTE: The Chief Operations Officer is counted in 402.

8 positions
Updated: 08/18/2025
Refer to Staff Summary for specifics

**Department 409
Facilities Asset Maintenance (FAM)**

Position	2025		2026	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Facilities Asset Management	Exec 2	1	Exec 2	1
FAM Manager (<i>Mech & Gen</i>)	E 2	1	E 2	1
FAM Manager (<i>Elec/HVAC/B&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 Asset Administrator (<i>Asset Management</i>)	E 4	1	E 4	1
FAM Mechanical / Generation Coordinator	E 5	1	E 5	1
FAM Coordinator (<i>Elect/HVAC/Plumb/B&G</i>)	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	E 4	1	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 Coatings Tech I / II / Senior	NE - Grade 7,9,11	1	NE - Grade 7,9,11	1
CP Mechanic Tech I, II, III, Senior	NE - Grade 6, 9, 10, 11	9	NE - Grade 6, 9, 10, 11	9
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 5, 7, 10	3	NE - Grade 5, 7, 10	3

Department Total

32

32

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 2025 – Major Accomplishments

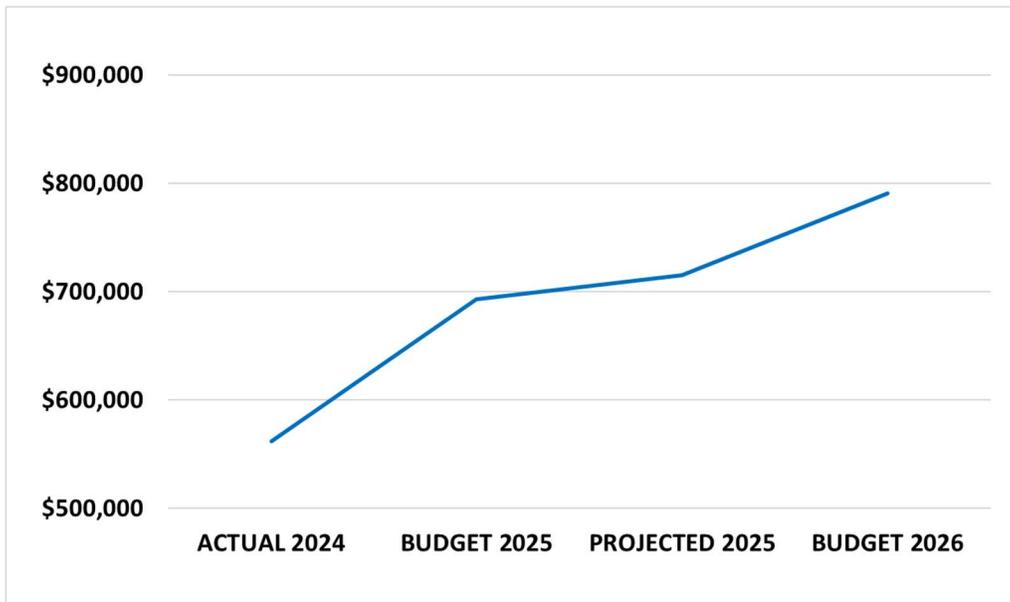
- Implemented key enhancements across HR operations, including a wellness dashboard to boost employee engagement, a structured exit interview reporting system for leadership insights, and a comprehensive classification and compensation study.
- Streamlined performance evaluations with supervisor training, hosted a summer intern through the City of Little Rock's youth program, and conducted a regulatory review of safety-sensitive positions.

FY 2026 – Objectives/Goals

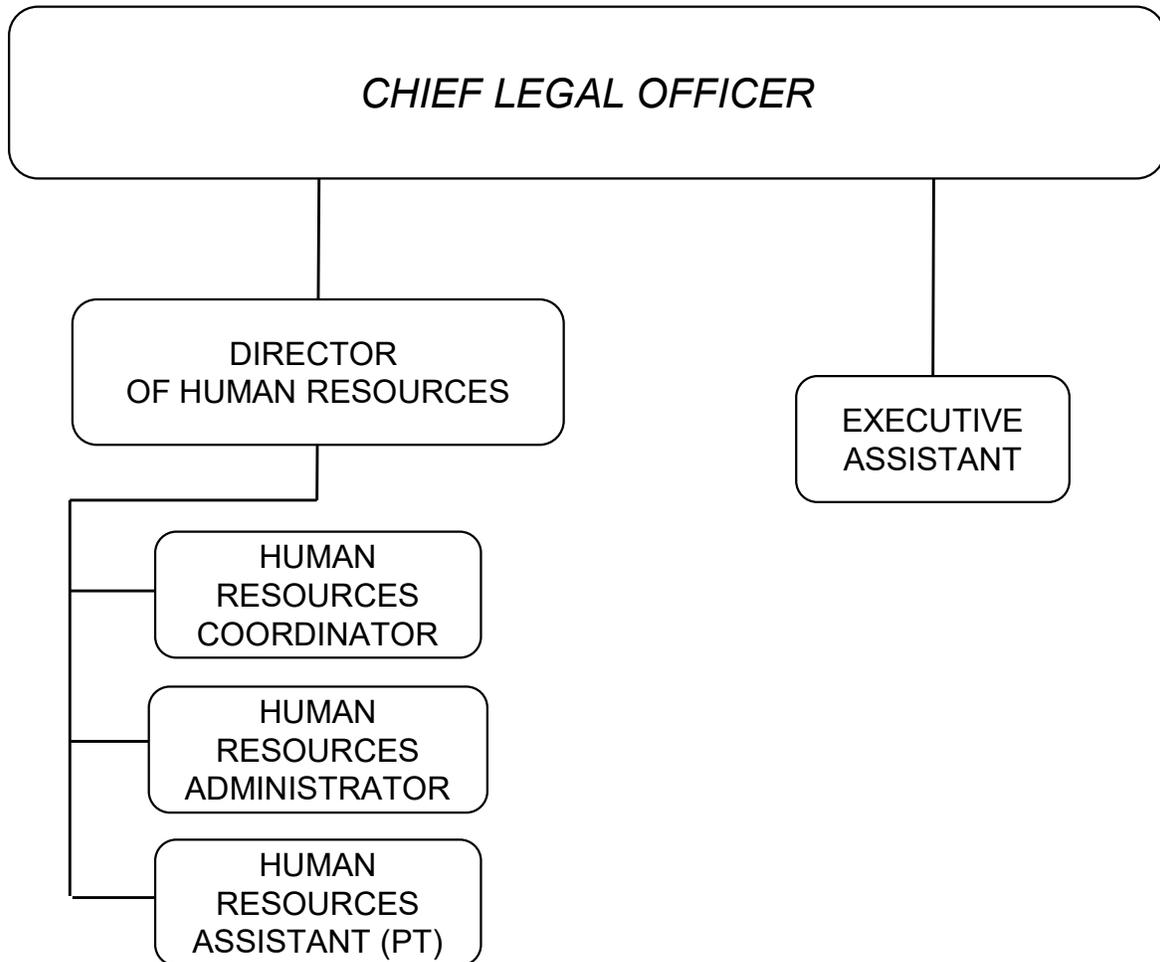
- Invest in Learning and Development by helping employees gain new skills or strengthen existing ones to meet evolving job demands, while prioritizing well-being and psychological safety.

Total O & M Budget

LEGAL	ACTUAL 2024	BUDGET 2025	PROJECTED 2025	BUDGET 2026
SALARY	\$ 319,032	\$ 376,970	\$ 366,045	\$ 394,950
EMPLOYEE BENEFITS	138,811	147,698	139,303	164,255
SUPPLIES	2,463	4,500	5,695	4,500
CONTRACT SERVICES	33,787	32,000	119,241	49,200
VEHICLE EXPENSE	6,000	6,000	6,000	6,000
UTILITIES	2,933	2,700	3,120	3,200
OUTREACH & ADMIN	57,064	121,350	75,429	167,800
INSURANCE	1,673	2,000	531	600
TOTAL O&M BUDGET	\$ 561,763	\$ 693,218	\$ 715,365	\$ 790,505



410 LEGAL SERVICES



NOTE: The Chief Legal Officer is counted in 402.

5 positions
Updated: 08/18/2025
Refer to Staff Summary for specifics

Department 410

Legal

Position	2025		2026	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions

Director of Human Resources	E2	1	E2	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	NE - Grade 5	1

Department Total

5

5

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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

	<u>2015 (A)</u>	<u>2016</u>	<u>2017</u>	<u>2018 (B)</u>
Primary Government				
Net invested in capital assets	\$ 166,962,094	\$ 174,925,069	\$ 175,449,301	\$ 178,984,742
Restricted				
Debt service	12,534,544	6,310,592	6,868,935	7,147,197
Postemployment benefits	-	1,571,149	1,640,581	-
Total restricted	<u>12,534,544</u>	<u>7,881,741</u>	<u>8,509,516</u>	<u>7,147,197</u>
Unrestricted	<u>8,232,798</u>	<u>11,394,435</u>	<u>14,968,883</u>	<u>17,557,370</u>
Total primary government net position	<u>\$ 187,729,436</u>	<u>\$ 194,201,245</u>	<u>\$ 198,927,700</u>	<u>\$ 203,689,309</u>

(A) Includes the effect of the adoption of GASB 68.

(B) Includes the effect of the adoption of GASB 75.

<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
\$ 181,817,487	\$ 188,499,492	\$ 190,697,908	\$ 189,958,671	\$ 182,427,260	\$ 187,834,140
8,002,459	5,688,547	4,972,898	3,347,661	5,112,988	6,707,612
-	-	-	-	-	-
<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>6,707,612</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>66,101,096</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>	<u>\$ 260,642,848</u>

Fiscal Year	Operating Revenue	Operating Expense	Depreciation Expense	Total Nonoperating Revenues (Expenses)	Income Before Capital Contributions	Capital Contributions and Grants	Change in Net Position
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
2024	66,681,877	(34,239,518)	(21,373,795)	(7,978,195)	3,090,369	3,020,876	6,111,245

Fiscal Year	Customer Assessments	Industrial Surcharges (A)	Connection Fees	Other Income (B)	Total
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
2024	64,645,871	1,429,719	31,230	575,057	66,681,877

(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.

Fiscal Year	Employment Costs	Supplies	Contract Services	Vehicle Maintenance	Utilities
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
2024	20,969,840	4,166,686	5,074,661	229,485	1,801,100

(A) Includes committee and insurance, and other (training and development, travel, and bank service charges) expenses.

Fiscal Year	Administrative Costs (A)	Subtotal Expense Before Depreciation	Depreciation	Total Operating Expense
2015	\$ 1,064,629	\$ 23,956,665	\$ 13,722,622	\$ 37,679,287
2016	1,027,379	25,879,136	14,033,870	39,913,006
2017	814,667	27,196,677	15,190,118	42,386,795
2018	1,160,890	28,332,522	16,099,423	44,431,945
2019	980,115	30,184,369	17,032,333	47,216,702
2020	706,859	29,065,004	17,858,636	46,923,640
2021	765,392	25,807,731	18,277,820	44,085,551
2022	1,735,513	29,502,882	18,478,815	47,981,697
2023	1,897,172	32,922,953	20,645,777	53,568,730
2024	1,997,746	34,239,518	21,373,795	55,613,313

Fiscal Year	Interest Expense	Interest Income	Bond Issuance Costs	Gain (Loss) on Disposal Capital Assets	Gain (Loss) on Investments	Other	Total Nonoperating Revenue (Expense)
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)
2024	(11,046,297)	3,895,850	-	(955,258)	127,510	-	(7,978,195)

(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.

Fiscal Year	Residential	Commercial	Total New Construction Permits/ Inspections Completed
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
2024	484	45	529

Fiscal Year (A)	Domestic	Non-Domestic			Total
		Commercial	Industrial	Other (B)	
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
2024	64,886	7,161	54	-	72,101

(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

Base Rate (A) (Meter Size)	2024	2023	2022	2021(D)	2020(D)	2019(D)
5/8"	\$ 12.93	\$ 12.93	\$ 12.93	\$ 12.93	\$ 12.36	\$ 11.81
3/4"	16.71	16.71	16.71	16.71	15.95	15.23
1"	25.07	25.07	25.07	25.07	24.13	23.03
Volumetric rate(B)						
Operations volumetric rate(B)	2.22	2.22	2.22	2.22	2.12	2.02
Debt repayment rate(B)	2.58	2.58	2.58	2.58	2.46	1.35

(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: Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

Base Rate (A) (Meter Size)	2018(D)	2017(D)	2016	2015
5/8"	\$ 11.29	\$ 10.78	\$ 10.29	\$ 10.29
3/4"	14.54	13.88	13.25	13.25
1"	21.99	20.99	20.04	20.04
Volumetric rate(B)				
Operations volumetric rate(B)	1.93	1.84	1.76	1.76
Debt repayment rate(B)	2.24	2.14	2.04	1.81

Base Rate(A) (Meter Size)	2024	2023	2022	2021(D)	2020(D)	2019(D)
5/8"	\$ 19.47	\$ 19.47	\$ 19.47	\$ 19.47	\$ 18.59	\$ 17.75
3/4"	25.07	25.07	25.07	25.07	23.93	22.85
1"	37.91	37.91	37.91	37.91	36.19	34.55
Volumetric Rate (B)						
Operations Volumetric Rate(B)	3.33	3.33	3.33	3.33	3.18	3.03
Debt Repayment Rate(B)	3.87	3.87	3.87	3.87	3.70	3.53

(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: Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

Base Rate(A) (Meter Size)	2018(D)	2017(D)	2016	2015
5/8"	\$ 16.94	\$ 16.17	\$ 15.44	\$ 15.44
3/4"	21.81	20.82	19.88	19.88
1"	32.98	31.49	30.06	30.06
Volumetric Rate (B)	58.23	55.59	53.07	53.07
Operations Volumetric Rate(B)	90.36	86.26	82.35	82.35
Debt Repayment Rate(B)	165.15	157.66	150.51	150.51
	272.30	259.95	248.16	248.16
	540.05	515.56	492.18	492.18
	4.53	4.33	4.13	4.13
	3.96	3.78	3.61	3.19

Base Rate(A) (Meter Size)	2024	2023	2022	2021(D)	2020(D)	2019(D)
5/8"	\$ 12.98	\$ 12.98	\$ 12.98	\$ 12.98	\$ 12.39	\$ 11.83
3/4"	16.71	16.71	16.71	16.71	15.95	15.23
1"	25.27	25.27	25.27	25.27	24.13	23.03
1.5"	44.62	44.62	44.62	44.62	42.60	40.66
2"	69.24	69.24	69.24	69.24	66.10	63.10
3"	126.54	126.54	126.54	126.54	120.81	115.33
4"	208.65	208.65	208.65	208.65	199.19	190.15
6" or larger	413.81	413.81	413.81	413.81	395.05	377.13
Operations volumetric rate(B)	3.47	3.47	3.47	3.47	3.31	3.16
Debt repayment rate(B)	3.03	3.03	3.03	3.03	2.89	2.76

(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: Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

Base Rate(A) (Meter Size)	2018(D)	2017(D)	2016	2015
5/8"	\$ 11.29	\$ 10.79	\$ 10.29	\$ 10.29
3/4"	14.54	13.88	13.25	13.25
1"	21.99	20.99	20.04	20.04
1.5"	38.82	37.06	35.38	35.38
2"	60.24	57.51	54.90	54.90
3"	110.10	105.11	100.34	100.34
4"	181.53	173.30	165.44	165.44
6" or larger	360.03	343.71	328.12	328.12
Operations volumetric rate(B)	3.02	2.88	2.75	
Debt repayment rate(B)	2.63	2.51	2.40	2.75

Base Rate(A) (Meter Size)	2024	2023	2022	2021	2020(D)	2019(D)
5/8"	\$ 19.47	\$ 19.47	\$ 19.47	\$ 19.47	\$ 18.59	\$ 17.75
3/4"	25.07	25.07	25.07	25.07	23.93	22.85
1"	37.91	37.91	37.91	37.91	36.19	34.55
1.5"	66.93	66.93	66.93	66.93	63.89	61.00
2"	103.86	103.86	103.86	103.86	99.15	94.65
3"	189.82	189.82	189.82	189.82	181.21	172.99
4"	312.97	312.97	312.97	312.97	298.78	285.23
6" or larger	620.72	620.72	620.72	620.72	592.57	565.70
Volumetric rate(B)						
Operations volumetric rate(B)	5.21	5.21	5.21	5.21	4.97	4.75
Debt repayment rate(B)	4.55	4.55	4.55	4.55	4.35	4.15

(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: Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

Base Rate(A) (Meter Size)	2018(D)	2017(D)	2016	2015
5/8"	\$ 16.94	\$ 16.17	\$ 15.44	\$ 15.44
3/4"	21.81	20.82	19.88	19.88
1"	32.98	31.49	30.06	30.06
1.5"	58.23	55.59	53.07	53.07
2"	90.36	86.26	82.35	82.35
3"	165.15	157.66	150.51	150.51
4"	272.30	259.95	248.16	248.16
6" or larger	540.05	515.56	492.18	492.18
Volumetric rate(B)				
Operations volumetric rate(B)	4.53	4.33	4.13	4.13
Debt repayment rate(B)	3.96	3.78	3.61	3.19

Fiscal Year	Principal Only			Total		
	Revenue Bonds	Revenue Bonds (A) Direct Placement	Unamortized Bond Premium	Amount	Per Capita	As a Share Of Personal Income
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	413,701,659	2,042	4.79%
2024	173,585,000	238,093,018	1,530,146	413,208,164	2,040	3.43%

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.

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	
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
2024	70,577,727	(34,239,518)	36,338,209	525,158,578	33	15,913,896	2.28

As part of each bond ordinance, LRWRA may treat any increase in rates for the System 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 System 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 2024A and 2024B Revolving Loan Funds (RLF) at December 31. Amount also includes future interest payments on outstanding debt.

Calendar Year	Population(A)	Personal Income(B)	Per Capita Personal Income	Unemployment Percentage Rate
2015	193,524	\$ 8,182,775,292	\$ 42,283	4.4%
2016	193,524	8,351,721,744	43,156	3.5%
2017	193,524	8,489,897,880	43,870	3.4%
2018	193,524	8,215,480,848	42,452	3.3%
2019	193,524	9,042,602,424	46,726	3.2%
2020	193,524	8,781,345,024	45,376	6.6%
2021	202,591	11,220,705,126	55,386	4.2%
2022	202,591	11,425,929,809	56,399	3.1%
2023	202,591	12,046,668,633	59,463	3.0%
2024	202,591	12,046,668,633	59,463	3.2%

(A) Population of Little Rock, Arkansas, using 2010 Census for 2012–2020 and 2020 Census for 2021–2024.

(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.

Customer	Fiscal Year 2024	
	Amount	Percent
UAMS	\$ 709,728	1.08%
Veterans Hospital	470,444	0.72%
Jack Wilson WTP	419,718	0.64%
Baptist Medical Center	414,158	0.63%
Hiland Dairy, West	375,467	0.57%
Little Rock Quick Rice HSW	333,294	0.51%
AluChem of Little Rock, LLC	331,174	0.50%
Pulaski County Sheriff Detention	272,652	0.42%
St. Vincent	248,273	0.38%
Custom Craft Poultry	227,327	0.35%
Subtotal	3,802,235	5.79%
Balance from other customers	61,846,910	94.21%
Grand total(A)	\$ 65,649,145	100.00%

Customer	Fiscal Year 2015	
	Amount	Percent
Baptist Medical Ct.	\$ 504,279	1.02%
University of Arkansas Medical Science	482,956	0.97%
Little Rock Quick Rice	414,140	0.83%
Central Arkansas Water	394,657	0.80%
Veterans Administration Hospitals	360,368	0.73%
St. Vincint's Hospitals	254,326	0.51%
Welspun Tubular	249,419	0.50%
Hiland Dairy	208,759	0.42%
Arkansas Children's Hospital	178,160	0.36%
Statehouse Convention Center	138,605	0.28%
Subtotal	3,185,669	6.42%
Balance from other customers	46,431,178	93.58%
Grand total(A)	\$ 49,616,847	100.00%

(A) Grand totals are based on sewer charges from Schedule 3.

Full-Time Equivalent Employees as of December 31						
	2015	2016	2017	2018	2019	2020
Administration						
Executive Administrator	1	1	1	1	1	1
Safety and Communications	4	5	4	5	5	5
Human Resources	2	2	3	3	3	3
Finance/Accounting	12	12	11	12	12	12
Information Services	11	12	13	11	11	11
Legal	-	1	1	1	1	1
Clerical	7	5	4	5	5	2
Engineering	20	23	22	23	25	26
Sewer Plant Maintenance	24	25	19	24	24	23
Sewer Systems Maintenance	82	81	88	88	87	86
Sewer Plant Operations	22	22	22	24	24	25
Environmental Assessment	24	23	22	17	16	16
Total Employees	209	212	210	214	214	211

Full-Time Equivalent Employees as of December 31				
	2021	2022	2023	2024
Administration				
Executive Administrator	1	1	1	1
Safety and Communications	5	4	5	5
Human Resources	3	3	3	3
Finance/Accounting	11	15	12	12
Information Services	11	11	5	6
Legal	1	1	1	-
Clerical	2	2	2	2
Engineering	29	28	24	27
Sewer Plant Maintenance	22	20	27	31
Sewer Systems Maintenance	85	87	88	90
Sewer Plant Operations	24	25	22	25
Environmental Assessment	15	15	15	15
Total Employees	209	212	205	217

	2015	2016	2017	2018	2019
Wastewater treatment					
Miles of sewer	1,375	1,384	1,386	1,393	1,400
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)	37.04	32.40	29.34	35.83	38.18
Unused capacity (MGD)	18.96	23.60	26.66	20.17	17.82
Percent of capacity utilized	66%	58%	52%	64%	68%

Note: MGD = millions of gallons per day.

	2020	2021	2022	2023	2024
Wastewater treatment					
Miles of sewer	1,404	1,412	1,416	1,419	1,424
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	156.0	156.0	156.0	156.0	156.0
Daily engineering maximum plant capacity (MGD)	33.76	32.06	33.57	37.50	36.69
Unused capacity (MGD)	22.24	23.94	22.43	18.48	19.31
Percent of capacity utilized	60%	57%	60%	67%	66%

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