

**LITTLE ROCK WATER
RECLAMATION AUTHORITY**
2024 Annual Operating Budget
and Capital Improvement Plan
January 1, 2024 through December 31, 2024

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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) 2023 (January 1, 2024, to December 31, 2024) 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 2024 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 2024 budget, major accomplishments from the previous fiscal year, FY 2024 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.



November 15, 2023

Little Rock Water Reclamation Commission,
Little Rock City Board of Directors, and
Little Rock Water Reclamation Authority Customers,

Submitted for your approval is the 2024 Annual Operating Budget and Capital Improvement Plan. The details of this budget are presented to you based on input, review, and guidance through a series of Little Rock Water Reclamation Authority (LRWRA) leadership meetings and sub-committee workshops held over the past several months.

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

LRWRA consolidated and refinanced four of its outstanding revolving loan funds bonds (totaling \$170.0 million) held by the Arkansas Natural Resources Division (ANRD) which reduced its debt service obligations by \$1.6 million annually through 2036 and reduced overall debt service expenditures through the maturity date by \$1.7M in total.

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

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

Revenues:

LRWRA projects revenues to be \$67.8 million in 2024, which represents an increase of \$768,000 (1.1%) when compared to 2023 budgeted revenues. Projected 2023 revenues are expected to surpass the 2023 budget slightly due to higher than expected amounts of interest income driven by higher interest rates.

Operating Expenses:

The 2024 budget for operating expenses is \$34.0 million, which represents a \$1.3 million (4.0%) increase when compared to the 2023 budget.

Operating and Maintenance Expense highlights are as follows:

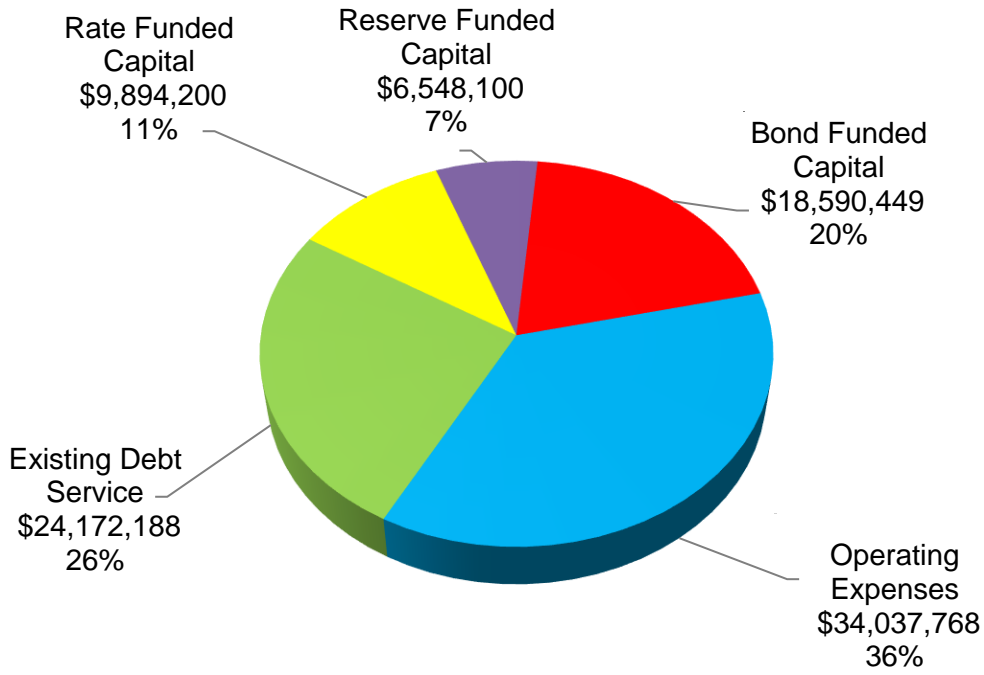
- Salaries are expected to increase by \$676,000 (4.7%) which is largely driven by an organization wide wage increase of 3.5% effective January 1, 2024.
- Employee benefits are expected to decrease by \$338,000 (-5.2%) which is largely driven by reduced health care costs resulting from LRWRA's self-funded plans. 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 2024.
- Contract Services are expected to increase by \$406,000 (7.4%) which is largely driven by increases to on-call contract services for electricians, plumbers, mechanical services and other related items associated with an increased focus on preventative maintenance of its critical assets and the engagement of a wastewater rate study consultant.
- Public outreach, employee education and insurance are expected to increase by \$318,000 (28.0%) largely driven by increases in property insurance premiums, employee professional development programs, costs associated with pursuing Federal grants, and the completion of an economic impact study.
- Vehicle Expense is expected to increase by \$67,000 (12.7%) due to increasing lease costs for certain heavy machinery.

Capital Expenditures:

The capital improvement project budget for 2024 is \$35.0 million and includes expenditures largely associated with improvements to the wastewater collection system and the water reclamation facilities. Specifically, a significant multi-year project to enhance the processing of solids will commence in 2024 and the budget includes the purchase of land for the disposal of biosolids which is anticipated to decrease future operating expenses related to their hauling and disposal. The 2024 expenditures will be funded with the following:

- \$4.5 million from the 2020A State of Arkansas RLF
- \$2.5 million from the 2020C State of Arkansas RLF
- \$11.5 million from the 2024A State of Arkansas RLF
- \$16.5 million from expected 2024 revenues

The 2024 Annual Operating Budget and Capital Improvement Plan is summarized in the following chart. In total, the budget calls for \$93,242,705 in expenditures which will be funded by revenues, cash reserves and bond proceeds. The details can be found in the Financial Plan section of this document.



The 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, 2023. 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 fourteenth consecutive year that LRWRA has received the Distinguished Budget Presentation. LRWRA believes the 2024 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 2024 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 thanks and appreciation to the members of the LRWRC for their unfailing dedication to the residents of Little Rock and their support and professionalism throughout 2023 and the 2024 budget process.

Sincerely,

Jean Block
Chief Executive Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

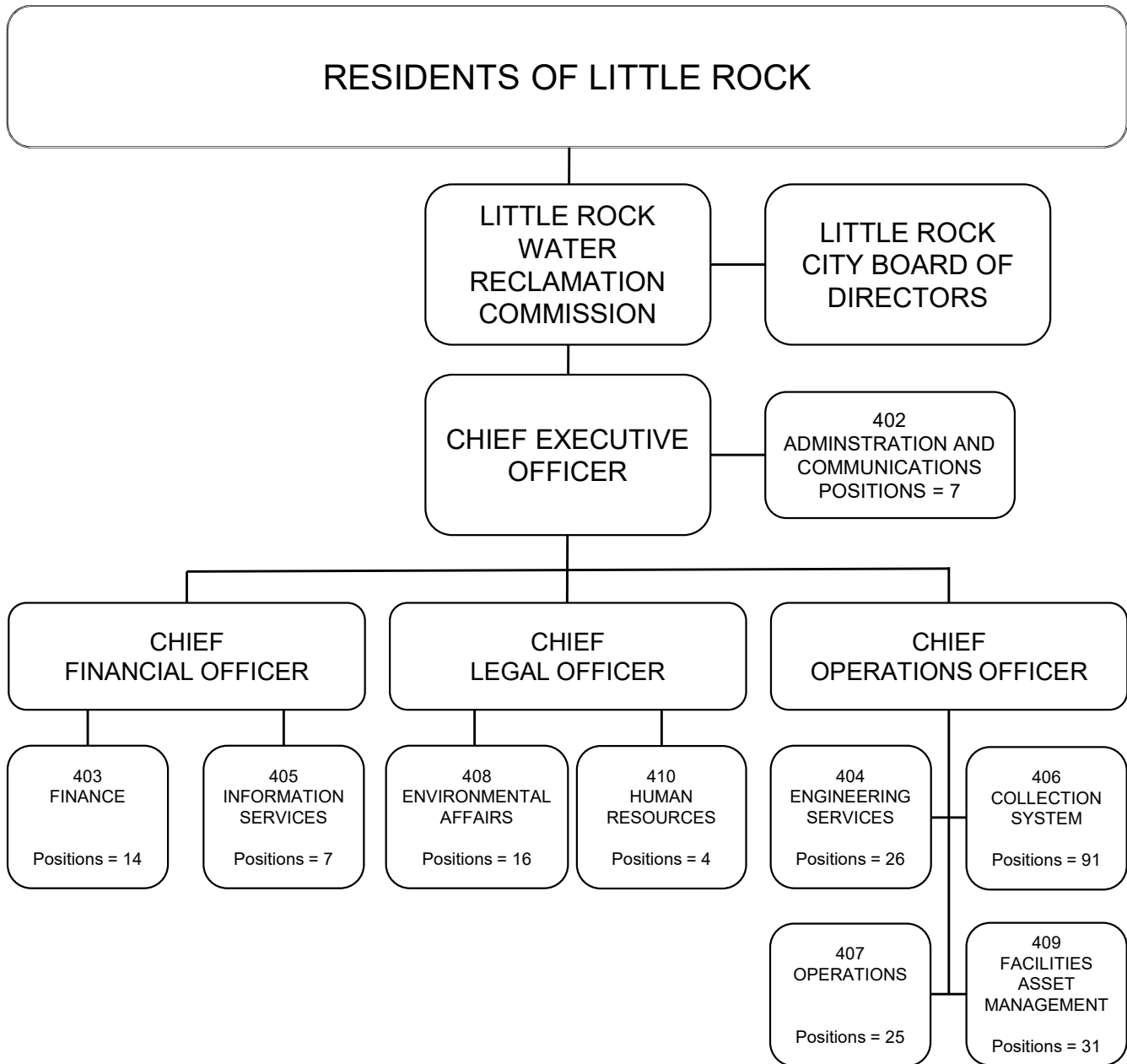
**Little Rock Water Reclamation Authority
Arkansas**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director



Note: Chief Executive Officer, Chief Operating Officer, Chief Financial Officer and Chief Legal Officer are counted in 402.

Total for 2024 = 221
Updated: 6/22/23
 Refer to Staff Summary for specifics

Service Area Profile



Geography, History & Climate

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

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



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

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



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

Demographics and Socioeconomic

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

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

As one of the largest cities in a primarily rural and agricultural state, Little Rock is the center of economic activity in Arkansas. The city has benefitted from the economic stability provided by its higher-than-average employment share in three comparatively stable economic sectors: government, health care, and utilities. The presence of these industries helps to maintain the region's low unemployment of approximately 2.5%. The state of Arkansas has an unemployment rate of 2.6% and national unemployment rate is 3.5%. Local, state, and federal government have been Little Rock's major employers for many years. Medical facilities, banks, retail, technology, manufacturing, and other service industries are among the major industries in Little Rock.

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



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

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



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

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

National Recognition

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

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

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>).

In 2016, Little Rock was listed as No.3 Best State Capital by *USA Today Readers' Choice: 10 Best*. The article had this to say about Little Rock, "A downtown renaissance has transformed Little Rock into a city with culture, cuisine and abundant outdoor activities. Visitors can rent a bike and pedal the sixteen (16)-mile loop along the Arkansas River Trail, visit the Clinton Presidential Center and the Little Rock Central National Historic Site, a National Park Service unit that interprets the crucial role played by the school in the civil rights struggle." The article may be found at (<http://www.10best.com/awards/travel/best-travel-worthy-state-capital/>).

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

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

Reclamation System Facilities

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

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

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

Adams Field Water Reclamation Facility

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

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

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

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

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



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

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

Treated wastewater, which meets or exceeds all State and Federal requirements, is transported to the Arkansas River through a six-foot diameter pipeline and discharged, causing no adverse

effect on the river or public health. Solids captured during the treatment process are re-circulated in the aeration tanks to maintain a viable microorganism population, while some solids are wasted



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

Fourche Creek Water Reclamation Facility

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



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

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

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

farmlands for soil conditioning. Approximately 6,000 tons by dry weight of the soil sediment material, or biosolids, is hauled and land applied each year.



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

Little Maumelle Water Reclamation Facility



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

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

The Little Maumelle Water Reclamation Facility became operational in September 2011. The ribbon cutting and dedication ceremony was held November 10, 2011.

Peak Flow Attenuation Facility

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

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

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

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



Community Service Programs

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



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



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



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

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

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

Awards and Recognitions

Peak Performance Award: In 2021, LRWRA received the National Association for Clean Water Agencies (NACWA) Platinum Peak Performance award for its Fourche Creek Water Reclamation Facility (FCWRF) and its Adams Field Water Reclamation Facility (AFWRF). This award is earned when a facility achieves more than five years of 100% compliance. FCWRF received the Platinum status for seven years of 100% compliance and AFWRF received Platinum status for ten years of 100% compliance. The Little Maumelle Water Reclamation Facility (LMWRF) received the NACWA Gold Peak Performance award. 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 2023 Budget Compilation. This is the 14th 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 eighteenth consecutive year to accomplish this feat.

Excellence in Achievement Award: In 2022, LRWRA received the Excellence in Achievement AWARD from the Universal Public Procurement Certification Council for having a fully certified procurement staff. 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: In 2017, 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.

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

Water Environment Federation George Burks Facility Safety Award: LRWRA received the WEFGBF Safety Award for 2023 for the second consecutive year.

AWEA Safety Award for Populations over 20,000: LRWRA received the AWEA Safety Award for 2023.

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 2024

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 2024 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) transitioning from a successfully completed Consent Administrative Order (CAO) to a fully integrated Asset Management/ Preventive Maintenance System, which will drive the capital improvement plans going forward. The 2024 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's change to a fully integrated Asset Management/ Preventive Maintenance System will result in a proactive approach to maintaining the sanitary sewer system, which will help in financial planning and fulfilling organizational needs.

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 2024 achievements toward these goals are represented on pages 18 through 23.

Quality

Maintain high quality and reliable service.

Initiative	2024 Goals	2023 Accomplishments
<p>Use available technology to enhance LRWRA’s ability to provide superior service.</p>	<ul style="list-style-type: none"> • Finish rollout of Windows 11 as primary client operating system. • Replace current on-premises based backup solution with a cloud-based system. • Upgrade virtualization hosts in the Production and DR data centers with new physical hosts running the latest version of software. • Refine and stabilize the latest ERP software, Finance Enterprise, and EAM. • Implement new GraniteNet modules (H.264, WebSync, WebOffice Viewer) to support automatic defect scoring. • Assess and remedy EAM Import/Update routines that occasionally experience time-out errors. • Rewrite custom code for ArcGIS Pro Add-in to work with version 3.0. • Upgrade EAM, ArcGIS Enterprise, and GIS Server to most recent version. • Implement Stores Inventory product minimum/maximum quantities with weekly notification/report. • Consolidate time-off request system into one web server for simplicity/maintainability. • Coordinate with Finance and other departments to re-organize FE workspaces and dashboards to better meet users' post-implementation needs. • Continue to improve auditing capabilities of FE Database. 	<ul style="list-style-type: none"> • Implemented the Barracuda Email Secure Gateway. • Upgraded the SCADA system software and computing hardware. • Completed the rebuilding of essential reports using new EAM and FE databases, and developed new reports as requested. • Refined import/update routines in EAM to improve efficiency of automated workflows, processes, and integrations with FE. • Provided user-friendly documentation writing tools for administrative departments. • Consolidated and improved employee timesheet reports. • Implemented comprehensive system logging for database events in Finance Enterprise. • Implemented application to allow storerooms to manage orders and inventory with barcodes. • Migrated geodatabase editing from Legacy versioning to Branch versioning. • Upgraded SDE Geodatabase to the most recent ESRI version. • Refined and improved automated GIS/EAM synchronization process. • Completed all multi-year GIS/Web Map upgrades and updates resulting in 100% ArcGIS Pro/Web GIS usage. • Created an updated Rain Data website.

Initiative	2024 Goals	2023 Accomplishments
<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 Systems Operator Certification, Wastewater Treatment Plan Operator, Class II Wastewater License, Class III Wastewater License, Class 4 Collection System Operator Certification and Pipeline Assessment Certification. 	<ul style="list-style-type: none"> Expanded upon professional development Supervisor training program. Continue staff education to obtain certification and licensure to include Collection Systems Operator Certification, Wastewater Treatment Plan Operator, Class II Wastewater License, Class III Wastewater License, Class 4 Collection System Operator Certification and Pipeline Assessment Certification.
<p>Maintain a safe work environment.</p>	<ul style="list-style-type: none"> Reinstitute in-person safety meeting training, and schedule more hands-on training to accommodate the influx of new employees. Meet or exceed all regulatory requirements both safety and environmentally related through cost effective and program efficient planning and implementation. Continue working to identify, track and eliminate deliberate safety infractions. No lost time accidents 	<ul style="list-style-type: none"> LRWRA received the Water Environment Federation George Burks Facility Safety Award for 2023 for the second consecutive year, as well as the AWEA Safety Award for Population Over 20,000. 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. Provided FOIA & ethics training to employees (biennially)
<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. Meet or exceed all regulatory requirements both safety and environmentally related through cost effective and program efficient planning and implementation. 	<ul style="list-style-type: none"> Procurement was awarded the Excellence in Achievement Award for 2022 by the Universal Public Procurement Certification Council (UPPCC) for having a fully certified staff. Accounting received the Certificate of Achievement for Excellence in Financial Reporting for the nineteenth year in a row from the Government Finance Officers Association based on the Comprehensive Annual Financial Report.

Public Outreach and Employee Communications

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

Initiative	2024 Goals	2023 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"> • Strengthen public outreach and education through increased partnerships with local schools. • Implement a strategy to communicate the achievements and accomplishments that have occurred resulting in satisfaction of all requirements contained in the Consent Administrative Order with the public. 	<ul style="list-style-type: none"> • Increased outreach around STEM and provided hands on activities for the participants in the classroom, during tours and summer programs. • Increased community partners and outreach participation • Created and maintained content on all social media platforms and the website. • Participated in multiple community volunteer events
<p>Maintain and enhance employee awareness programs.</p>	<ul style="list-style-type: none"> • Work with all departments of the Utility to provide a consistent message for customers and all stakeholders. • Provide FOIA & ethics training to LRWRC (biennially) 	<ul style="list-style-type: none"> • Worked with all departments of the utility to provide a consistent message for customers and all stakeholders. • Facilitated Women of Water initiatives throughout year
<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 promoting the “Don’t Flush that” campaign educating the public on what is and is not acceptable to be flushed down the toilet. 	<ul style="list-style-type: none"> • Continued educating rate payers through community meetings, mailing out informational post cards prior to work beginning in a neighborhood, going door-to-door, social media, and the website. • Continued to provide value to Little Rock ratepayers with programs like “Can the Grease” and “Cap the Cleanout.” • Planned and executed community outreach strategies.

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	2024 Goals	2023 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"> • Complete design and begin construction for multiple pump stations. • Complete design and begin construction Solids Handling Master Plan • Continue with equipment upgrades to Water Treatment Facilities 	<ul style="list-style-type: none"> • Initiated and completed construction for multiple capital projects assisting the maintenance and upgrade of Water Treatment Facilities and pump stations.
<p>Maintain adequate condition of all LRWRA infrastructures</p>	<ul style="list-style-type: none"> • Continue the Large Diameter Capital Improvement Program and prioritize projects. • Continue efforts to reduce overflows through use of in-house resources and trenchless rehab contracts. • Continue collection system maintenance. 	<ul style="list-style-type: none"> • Continued collection system maintenance • Administered professional services contract for Collection System Analysis and Capacity Assurance Services. • Continued FOG outreach 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 Fund Loans for capital project expenditures. • Continue evaluation of assets to budget and maintain all LRWRA facilities, equipment, and work closely with the implementation of the new asset management software. • 	<ul style="list-style-type: none"> • Completed construction on multiple RLF projects. • Initiated the loan process for RLF XVII through ANRC

Organization Management

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

Initiative	2024 Goals	2023 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 the staff. • Continue maintaining a positive teamwork approach and communication among all LRWRA department(s) regarding maintenance needs and procedures. • Establish a culture of continuous improvement, regularly reviewing asset management practices and seeking innovative solutions to enhance facility operations and performance. 	<ul style="list-style-type: none"> • Continue staff education to obtain certification and licensure. • Provided internal training and promotion opportunities
<p>Optimize the use of limited resources.</p>	<ul style="list-style-type: none"> • Continue using performance metrics to determine appropriate staffing requirements. • Strategically plan the replacement of critical equipment assets before the end of useful life. • Develop a comprehensive maintenance plan in our EAM system that combines preventive, predictive, and corrective maintenance approaches to ensure uninterrupted operation of critical equipment and infrastructure. 	<ul style="list-style-type: none"> • Developed performance metric used for determining appropriate staffing requirements. • Implemented Facilities Asset Management allowing all treatment plants to track asset status and expectant life which is critical in the budget process.

Financial

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

Initiative	2024 Goals	2023 Accomplishments
<p>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, Little Rock Water Reclamation Commission, LRWRA departments and ratepayers.</p>	<ul style="list-style-type: none"> • Work with state and local agencies to issue Revolving Fund Loans for capital project expenditures. • Update financial plan to ensure LRWRA continues to meet its fiduciary responsibility in providing wastewater service to its 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"> • Accounting received the Distinguished Budget Presentation Award for the fourteenth 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. • 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.

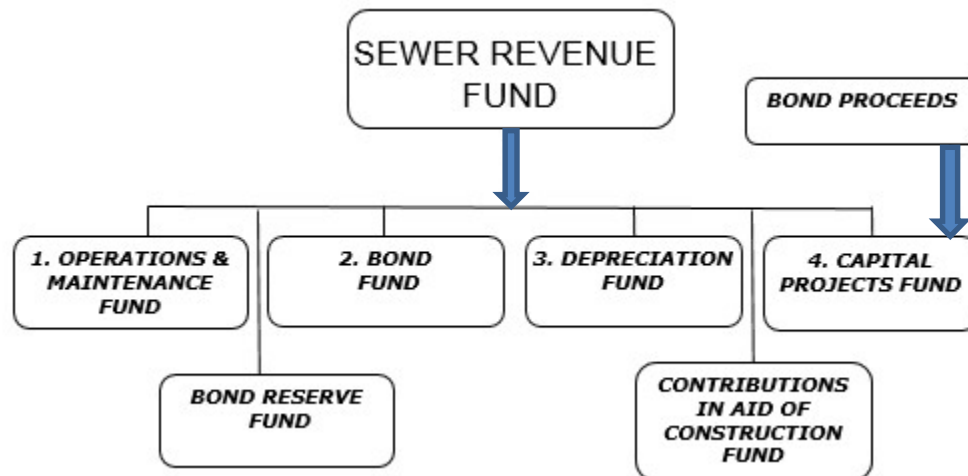
Initiative	2024 Goals	2023 Accomplishments
<p>Maintain NPDES Permit Compliance</p>	<ul style="list-style-type: none"> • Operate all water reclamation facilities by meeting or exceeding all permit requirements. 	<ul style="list-style-type: none"> • NPDES permit compliance
<p>Maintain OSHA regulation compliance</p>	<ul style="list-style-type: none"> • No lost time accidents. 	<ul style="list-style-type: none"> • Continue working to identify, track, and minimize safety incidents.
<p>Reduce sewer overflows.</p>	<ul style="list-style-type: none"> • Remain in compliance with non-capacity overflows requirements with the Preventive Maintenance Program. 	<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, which is a proprietary 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 primarily 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 #22,021. The ordinance states that rates charged for services of the system are fixed by ordinances of the City, and all system revenues shall be paid into a special fund designated “Sewer Fund” (or revenue fund). The system revenues so deposited in the revenue fund are pledged and applied in sequence to: (a) current expenses of maintenance and operations; (b) payment, pro rata, into the bond fund being maintained in connection with the parity bonds and any additional bonds that require monthly deposits; (c) payment, pro rata, into the bond fund being maintained in connection with the subordinate bonds; (d) payment into the depreciation fund (3% of system revenues remaining after disbursement into a, b, and c from above; (e) any surplus in the revenue fund after making all disbursements and providing for all funds described above may be used for any lawful purpose related to the system authorized by the LRWRC.



Fund Descriptions

Sewer Revenue Fund

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

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

Bond Fund

The following shall be deposited in the Bond Fund:

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

Depreciation Fund

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

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

Contributions in Aid of Construction Fund

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

Capital Projects Fund

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

Balanced Budget Policy

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

Budget Amendment Policy

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

Capital Improvements and Operations Budget Policy

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

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

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

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

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

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

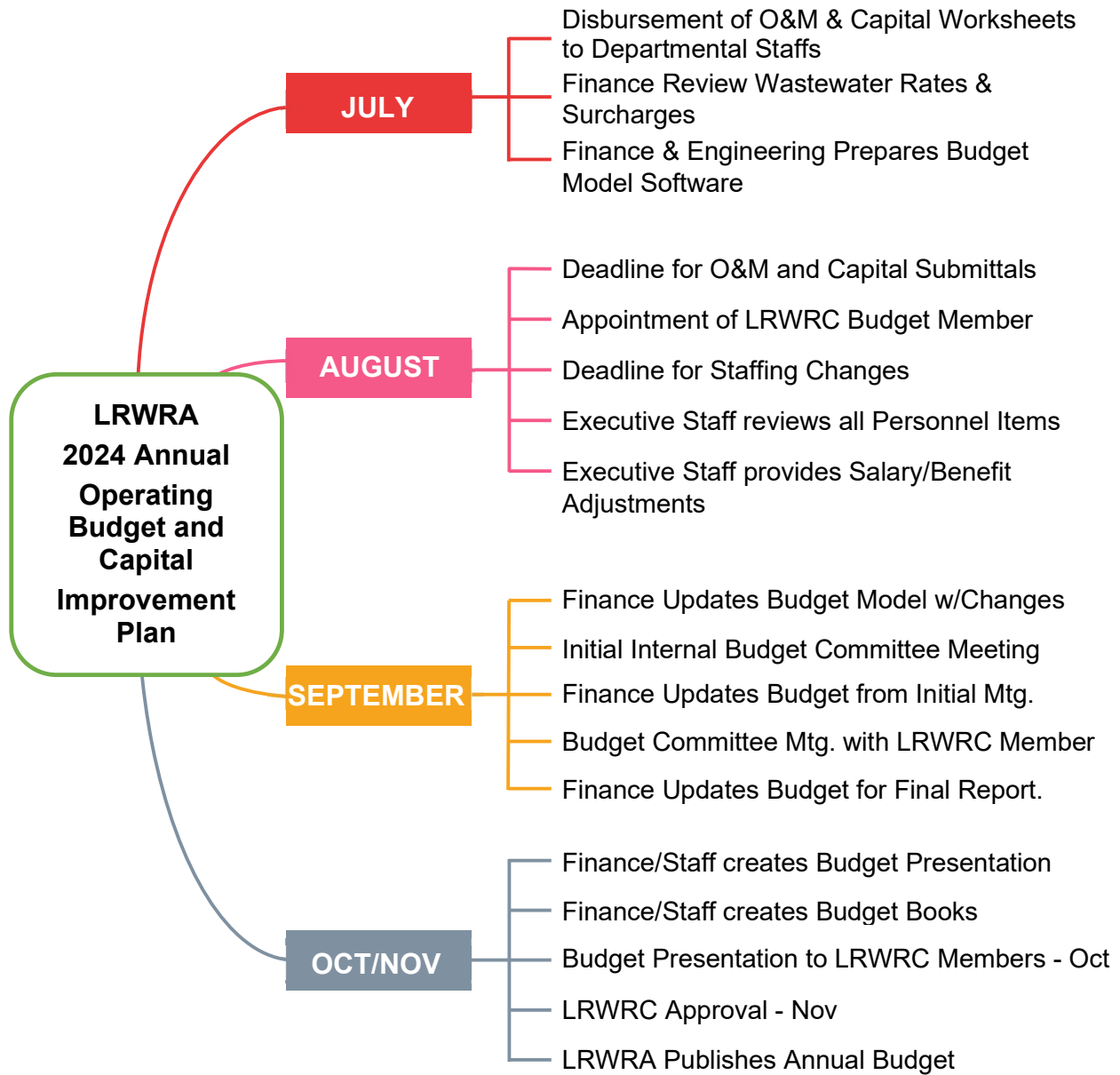
All capital projects and expenditures will be available in the financial system on January 1st. Any procurement items for those projects must follow the state and city laws along with utility guidelines. Once projects are completed, the employee over the project must submit a project reconciliation to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

Budget Timeline



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

Revenue Policy

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

Operating & Debt Service Reserve Policy

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

Investment Policy

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

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

“Eligible Investments” include:

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

Debt Service Policy

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

Tax Exempt Revenue Bond Post-Issuance Compliance Policy

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

Financial Plan

Budget Trends in FY 2023

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

Billed revenue for domestic accounts (residential) is determined using the Average Water Consumption, which levels customer billing by using an average of water consumption during non-irrigation months. The total 2023 revenue for domestic and non-domestic (commercial) accounts is projected to be below budget by \$600,000 (-0.5%) based on results through September. 2023 revenues are projected to be slightly less than budget due to a slight reduction in the composite calculation of average winter consumption for domestic customers.

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

Meeting Future Demands FY 2024

The FY 2024 operations and capital budget was presented to the Little Rock Water Reclamation Commission (LRWRC) for review, input, and guidance through a series of budget workshops held in September and October of 2023. The 2024 operational and capital budget supports the LRWRC's Strategic Plan.

During the 2024 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) transitioning from a successfully completed Consent Administrative Order (CAO) to a fully integrated Asset Management/ Preventive Maintenance System, which will drive the capital improvement plans going forward. The 2024 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.

Little Rock Water Reclamation Authority administers a Sewer Service Line Replacement Program (SSLRP) authorized by the City of Little Rock Board of Directors. A city ordinance (#20,590) was adopted on June 7, 2012, authorizing LRWRA to collect \$1.00 per month from domestic customers for replacement of defective service lines with the overall goal of reducing sources of Infiltration and Inflow (I/I) into the sewer collection system. This program requires the domestic customer to contract with a licensed plumber to replace their defective private sewer service line from the residence to the connection point on the public sewer main to receive reimbursement up to a maximum of \$2,500.00. While LRWRA has experienced additional costs to administer this program, they have been absorbed within the operating budget. Starting in 2016, LRWRA enhanced the SLRRP by allocating Revolving Loan Funds for service line replacements to further reduce I/I into the sewer system. LRWRA allocated \$325,000 in operating and maintenance

expenses for 2023 and budgeted \$325,000 in operating and maintenance expenses in 2024 for the SSLRP.

Assumptions

The FY 2024 budget contains certain assumptions underlying specific operating and capital budgeting costs. Financial projections for future years require additional assumptions related to revenue growth, expenditures, and miscellaneous rate adjustments. Basic assumptions to the six-year financial plan include the following:

Basic Assumptions

	2024	2025	2026	2027	2028	2029
Domestic Customers	0.40%	0.20%	0.25%	0.30%	0.30%	0.30%
Non Domestic Customers	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
Operating Revenue	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%
Operating Expenses	2.00%	2.00%	2.00%	2.00%	2.00%	2.90%
Interest Income Rate	4.00%	3.00%	2.00%	2.00%	2.00%	2.00%
Interest Expense*						
- Revenue Bonds	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
- Revolving Loan Funds	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Inflation Rate						
- Capital	2.00%	2.50%	3.00%	3.00%	3.00%	3.00%

The assumptions for customer and revenue growth are based on historic trends for LRWRA. The Operations and Maintenance expense growth is projected using long-term historical trends data from federal government and other utility specific publications/organizations. Interest income is based on the current Federal Funds Rate and future projected cash balances. Future interest expense rates are based on recommendations from LRWRA's financial consultants. The inflation rate for capital projects is based on national publications/indicators.

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. A summary of this support can be viewed on the

Income Statement on page 43 and by department on the Budget Comparison Overview on pages 54-76 and the Operating Budget Detail section pages 119-200.

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 2024 Detail Budget

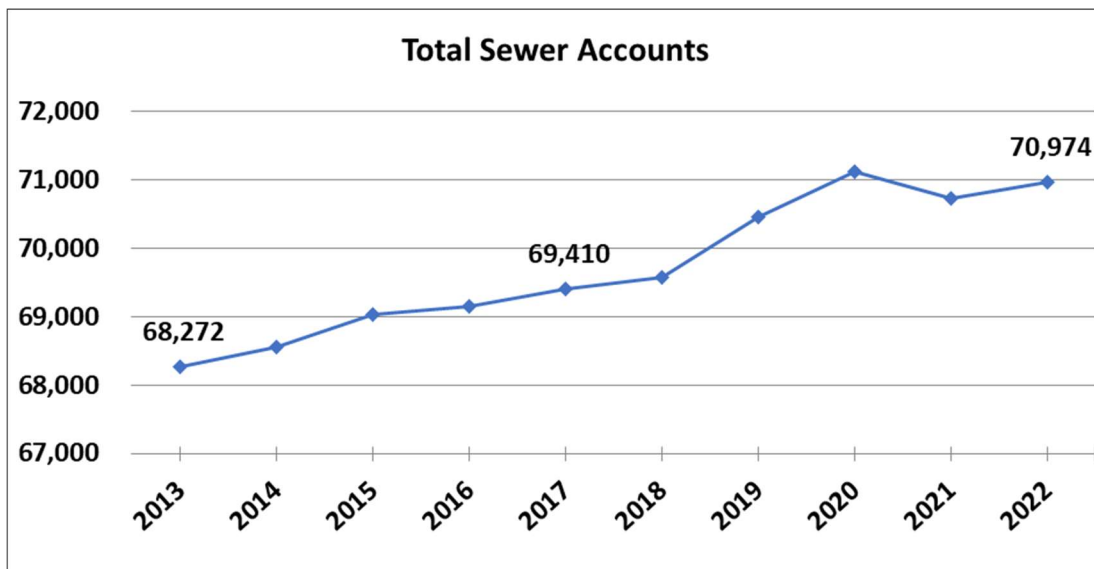
The Fiscal Year 2024 budget reflects the LRWRC’s updated Strategic Plan goals and objectives to properly maintain the sewer system, complete capital improvements, and satisfy cash requirements. The 2024 revenue budget (includes User Charge, Industrial Surcharge and Miscellaneous Revenue) reflects an overall increase from 2023 projected of 0.1% (\$68,000) and an increase of 1.1% (\$768,000) from the 2023 budget largely driven by an increase in interest income. There are no customer rate increases for FY 2024. FY 2024 budgeted O&M expenses increase by 4.0% compared to 2023 budget and increased 6.0% compared to 2023 projected expenses.

Sources of Revenue for Little Rock Water Reclamation Authority

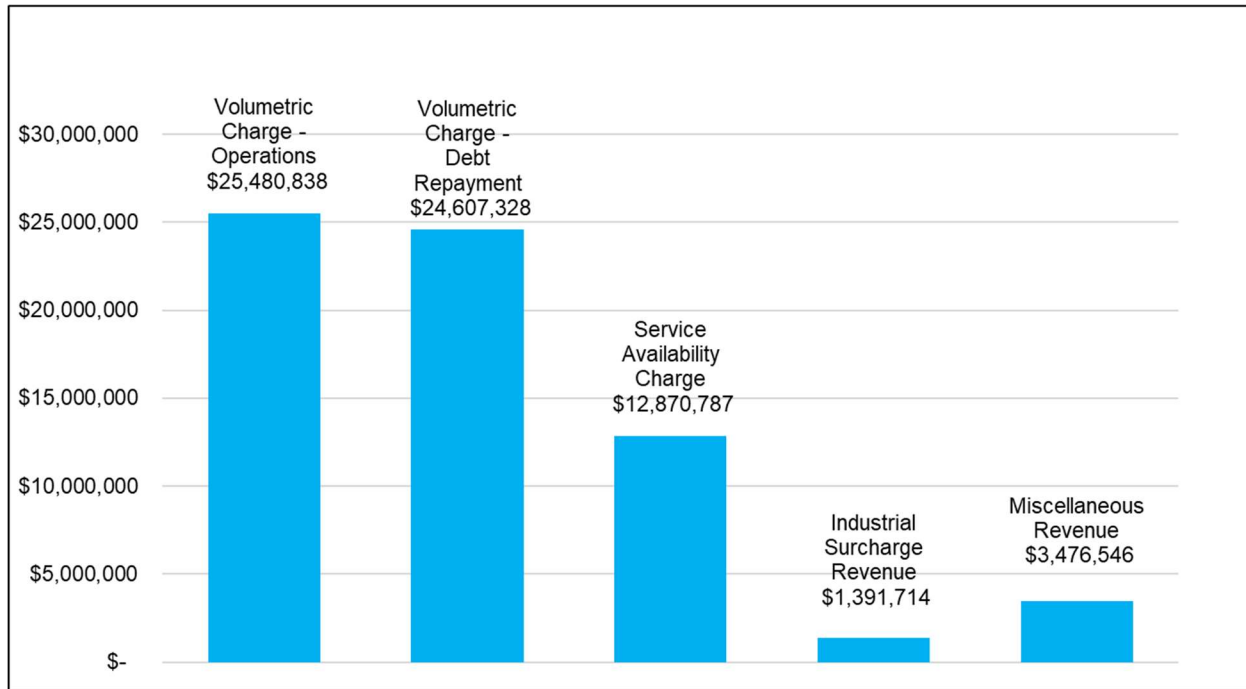
LRWRA is dependent on the rate payers of the City of Little Rock for most of its revenue sources. In the current sewer rate ordinance, the customer classifications are Domestic (residential) and non-Domestic (commercial and industrial). As of December 31, 2022, the total number of customers is 70,974, with 63,775 of them being Domestic customers.

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

Total Sewer Customers



2024 Revenue by Category Type



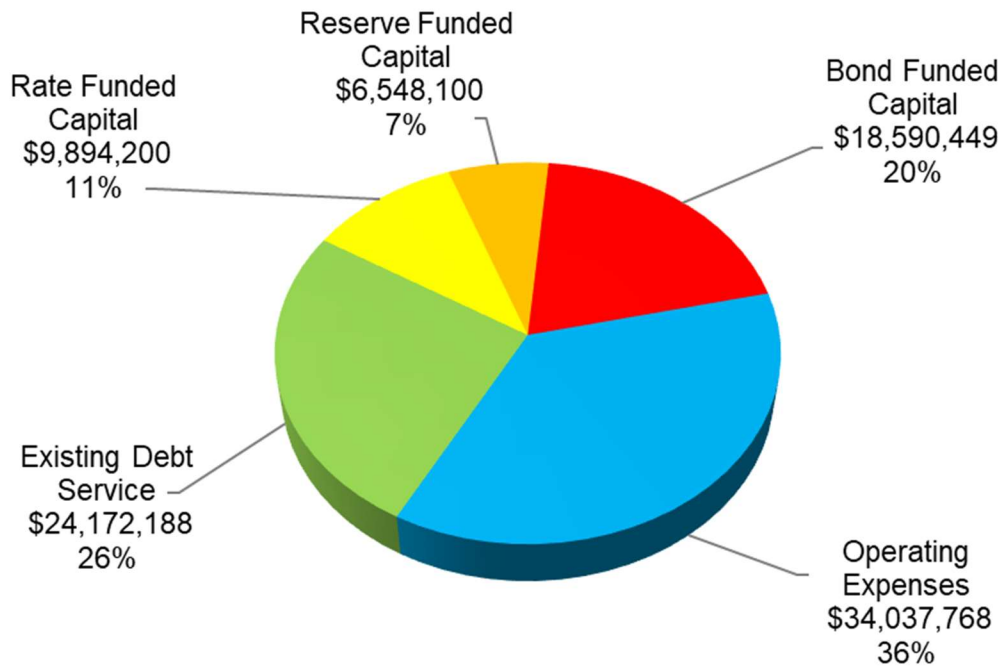
Budgeted revenue for 2024 is projected to be \$67,872,212. Customer rates were not increased in the FY 2024 budget.

Based on the chart above, the revenue stream is derived primarily from the user charge revenues on volumetric and service availability. They comprise almost 93% (\$62.9 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 \$1.39 million in 2024. 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 \$3.48 million in 2024.

In addition, LRWRA expects to utilize the remaining proceeds from previously issued debt in the amounts of \$18.6 million from two 2020 RLF issues and a newly issued 2024 RLF to partially fund the 2024 Capital Improvement Project Program. Between the capacity remaining on previously issued debt instruments and cash received from rates charged to end users, LRWRA intends to fund \$35 million toward capital expenditures and construction interest expense in 2024.

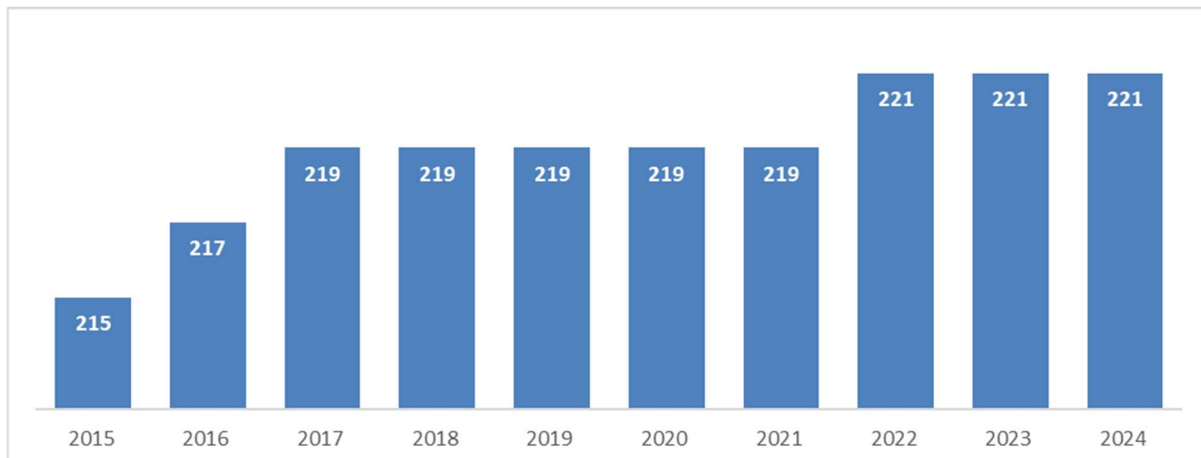
Revenue Requirements and Other Financing Uses

2024 Projected Revenue / Financing Uses



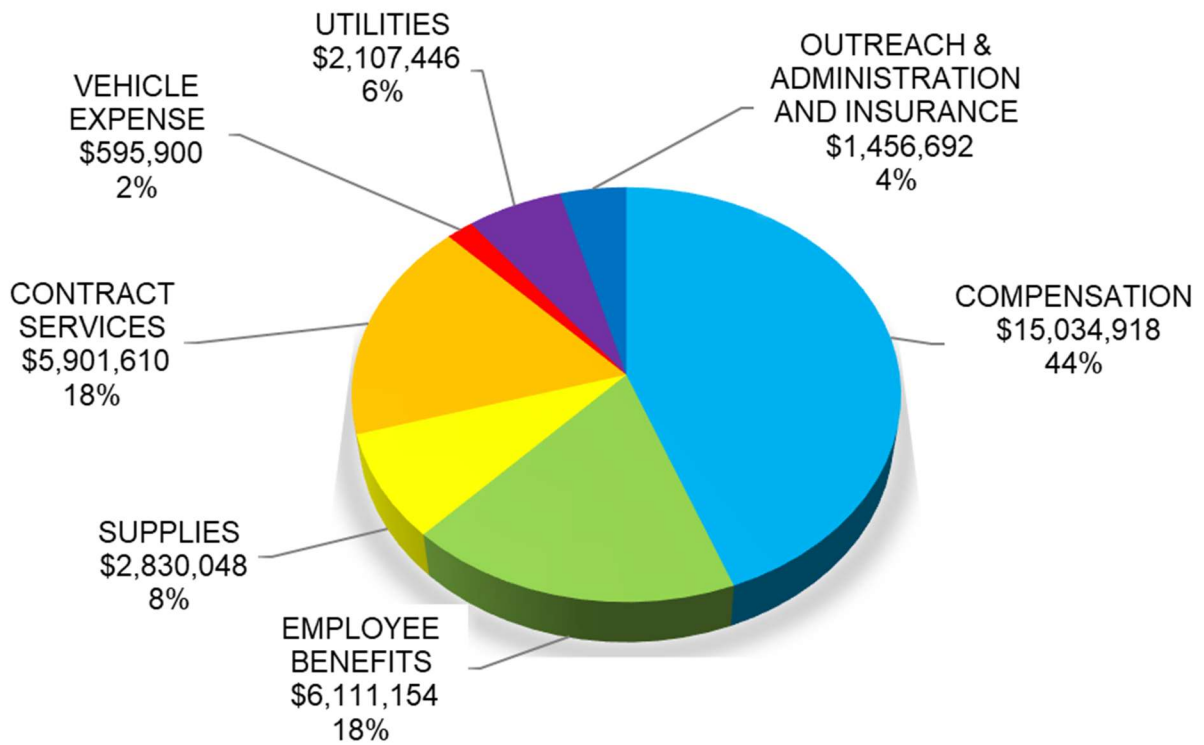
Operations & Maintenance Expenses (O&M) – O&M includes expenditures for operations and maintenance costs of LRWRA. It includes budgeted expenses from each department for compensation, employee benefits, materials and supplies, utilities, and all other operating expenses. Total operating and maintenance expenses for FY 2024 are estimated to be \$34 million or 4.0% greater than the 2023 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 54. The following chart shows the major budget amounts and percentages for the LRWRA 2024 O&M budget.

Budgeted Positions from 2015 to Proposed 2024



LRWRA Employee Count	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
402 Administration	9	10	7	5	5	5	5	5	5	7
403 Finance	12	13	13	15	15	15	15	15	15	14
404 Engineering Services	23	22	27	29	29	29	29	29	29	26
405 Information Services	11	11	11	11	11	11	11	12	12	7
406 Maintenance	90	90	91	90	90	90	90	91	91	91
407 Operations	25	25	25	25	25	25	25	25	25	25
408 Environmental Assessment	22	23	18	16	16	16	16	16	16	16
409 Facilities and Equipment	23	23	23	23	23	23	23	23	23	31
410 Legal	0	0	4	5	5	5	5	5	5	4
Total Positions	215	217	219	219	219	219	219	221	221	221

2024 O&M Budget by Expense Type



The 2024 operating budget compares to the 2023 budget as follows:

- Compensation increased by \$676,000 or 4.7%
 - Utility wide compensation increase effective January 1, 2024, of 3.5%
 - Expected to fill some vacant positions in 2024.
- Benefits decreased by \$338,000 or -5.2%
 - Health insurance decreased by for 2024.
 - LRWRA will continue to self-fund its' insurance plan in 2024 with the goal of more effectively managing the cost of medical coverage.
- Capital labor, benefits and overhead consists of LRWRA's portion of healthcare expense, & retirement contributions associated with capital projects that become depreciable assets.
 - 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 standard accounting practices. The 2024 budgeted amount for capital labor and benefits related to CWIP reflects a decrease by \$403,000 or 17.0% from 2023 budget.
- Supplies increased by \$80,000 or 2.9%.
 - Maintenance increased by \$76,800.
 - Operations decreased by \$12,900.
 - Facilities Asset Management increased by \$22,800.
- Contract Services increased by \$407,00 or 7.4%.
 - Finance in total was increased by \$154,000.
 - Maintenance was increased in total by \$70,000.
 - Operations was increased by \$64,000.
- Vehicle Expense increased by \$55,000 or 10.2% caused by equipment leasing costs.
- Utilities increased by \$94,500 or 4.7%.
- Outreach and Administration increased by \$241,000 or 27.6%.

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.

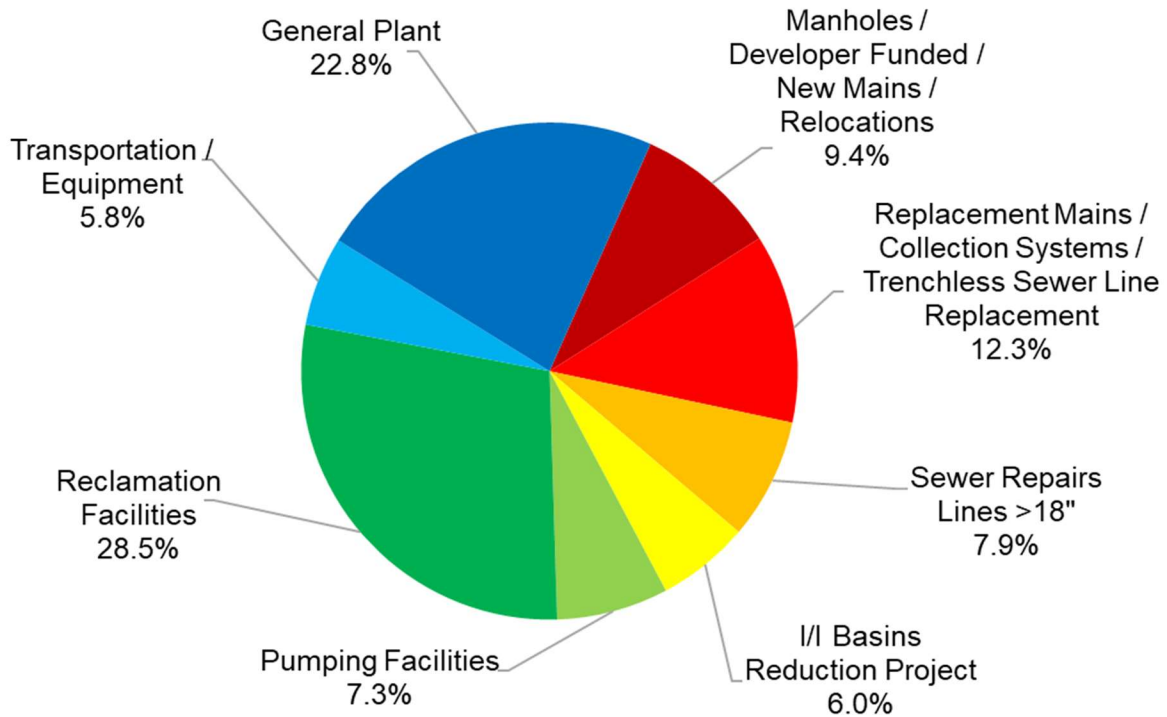
The Capital Improvement Plan (CIP) is a multi-year plan which forecasts the timing and scope of capital projects identified within LRWRA's fully integrated Asset Management / Preventive Maintenance System, along with any major NPDES permit compliance projects. The CIP is reviewed annually to reflect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

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

The 2024 and the next ten-year Capital Improvement Plan are composed of projects that address expected NPDES permit modifications, collection system improvements to maintain the system,

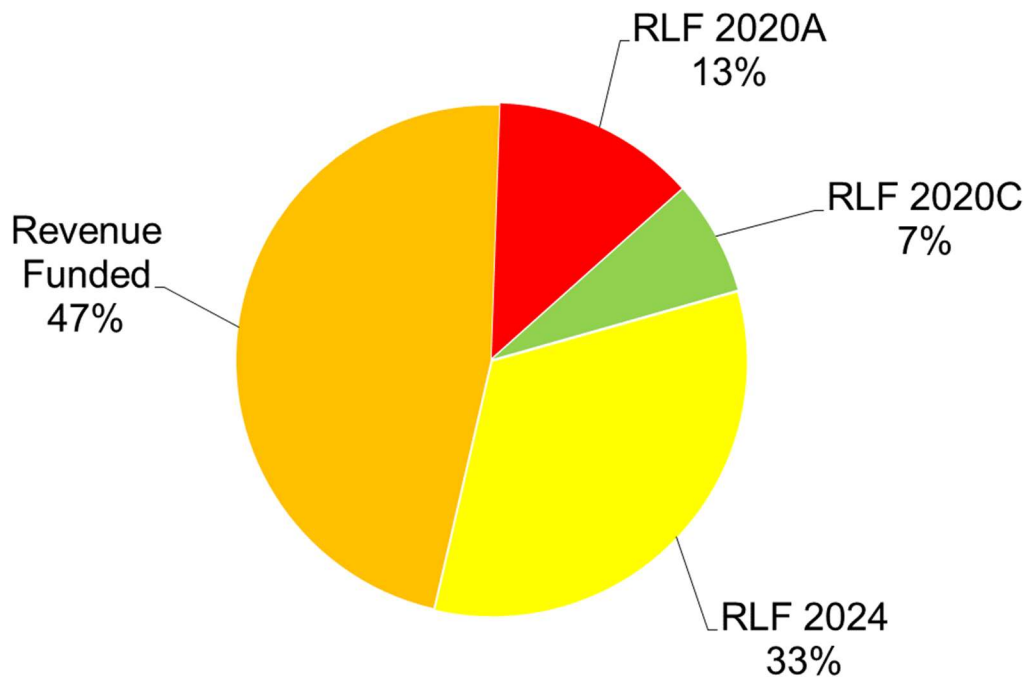
new mains and extensions, facility projects to upgrade existing facilities and replace aging equipment, inspection, and improvement of large diameter lines >18". Capital project expenditures for 2024 are estimated at \$35 million and are dominated by wastewater collection, transmission, and treatment facility improvements. Asset renewal and regulatory compliance projects represent 70% of the 2024 budgeted amount. Routine collection system upgrades, pumping, treatment, transportation, and general facility projects make up the remainder.

2024 Capital Improvement Expenditures by Project Category



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

2024 Funding Sources for Capital Projects



The complete Capital Improvement Plan begins on page 77.

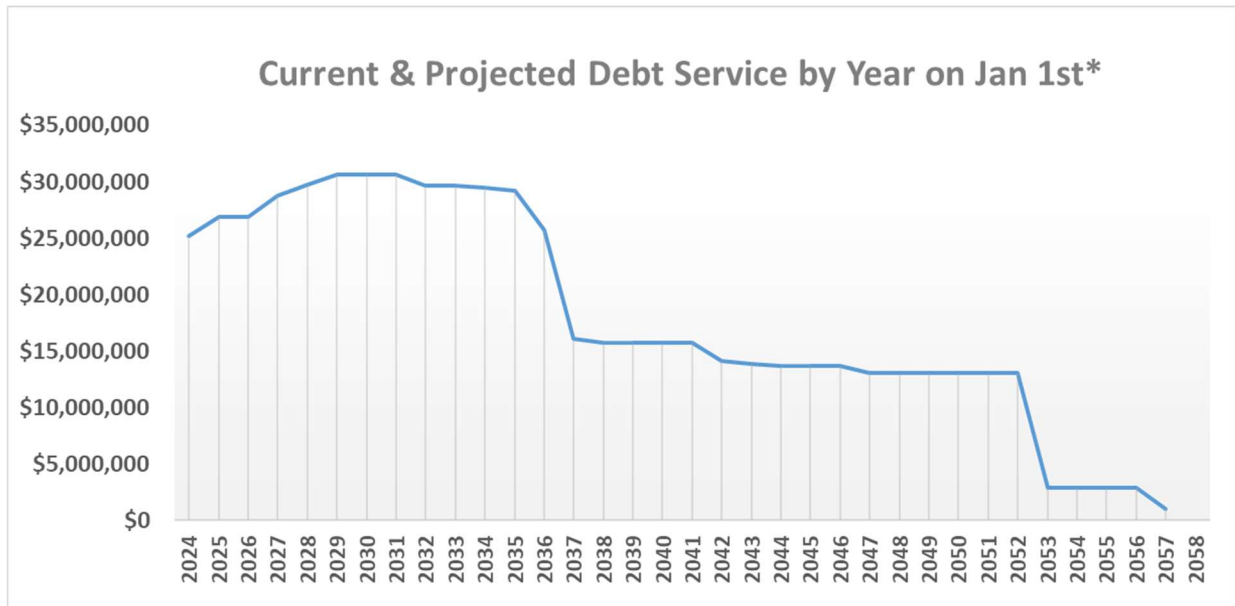
Debt Service – This category includes expenditures for the payment of principal and interest on bonds and other debt instruments along with all expenses related to issuing that debt (i.e., bond underwriter, bond counsel). Of the six outstanding Sewer Revenue Bond issues and six State Revolving Loan Fund (RLF) issuances, the majority of funds have been used for upgrades to the Collection System, upgrades to Adams Field and Fourche Creek Water Reclamation Facilities, installation of Sewer Mains for Unsewered Areas, construction of the Little Maumelle Water Reclamation Facility, and the Peak Flow Retention Basins. Debt service for FY 2024 is estimated to be \$24.1 million.

Debt Service

The following chart shows, as of January 1, 2024, a projection of all outstanding principal and interest owed by LRWRA. The debt has been issued through either Sewer Construction Revenue Bonds or RLFs by the 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, 2023, is estimated to be 214%, 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 & Projected Debt Service by Year on January 1*				
Calendar Year	Principal	Interest	Annual Total	Total for Years Indicated
2024	\$ 14,437,520	\$ 9,734,668	\$ 24,172,188	\$ 24,172,188
2025	15,833,700	9,345,389	25,179,089	25,179,089
2026	18,027,549	8,855,082	26,882,631	26,882,631
2027	18,485,205	8,390,122	26,875,327	26,875,327
2028-2030	21,188,554	8,539,312	29,727,866	89,183,598
2031-2035	23,046,946	6,948,001	29,994,948	149,974,739
2036-2040	15,910,310	4,572,738	20,483,048	102,415,241
2041-2045	11,546,023	3,075,920	14,621,943	73,109,713
2046-2050	11,529,997	1,794,579	13,324,575	66,622,876
2051-2055	8,472,973	541,870	9,014,843	45,074,217
2056-2058	2,175,782	84,766	2,260,548	6,781,644
TOTALS	\$ 160,654,557	\$ 61,882,448	\$ 222,537,006	\$ 636,271,262

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



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

Current & Projected Debt Service by Year on January 1*			
Debt Issue	Principal	Interest	Annual Total
2007B RLF	\$ 9,320,323	\$ 592,208	\$ 9,912,531
2009A RLF	4,983,951	350,296	5,334,247
2014 Rev Bond	1,000,000	40,300	1,040,300
2015 Refunding Bond	25,925,000	2,810,972	28,735,972
2016B Refunding Bond	13,955,000	4,022,113	17,977,113
2017 Rev Bond	9,510,000	4,548,234	14,058,234
2020A RLF *	51,400,000	19,562,363	70,962,363
2020B Refunding Bond	22,850,000	6,523,710	29,373,710
2020C RLF *	7,500,000	1,421,333	8,921,333
2021 Refunding Bond	107,970,000	20,240,737	128,210,737
2023 Refunding RLF	169,993,949	64,698,126	234,692,075
2024 RLF *	65,000,000	22,052,646	87,052,646
TOTAL	\$ 489,408,223	\$ 146,863,039	\$ 636,271,262

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

Consolidated Fee Schedule

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

Six Year Financial Plan

A six-year financial plan, 2024 Budget and 2025-2029 Projected Years, is prepared incorporating estimates of operating and capital expenditures, projected revenue sources and future revenue requirements. This plan serves as a guide for management and the LRWRC to reference as it considers future proposals and/or initiatives to ensure the overall financial condition of LRWRA remains strong.

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

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

Modified Statement of Cash Receipts and Disbursements

The Cash Flow Statement can be found on page 52. This statement represents a projection of the forecasted available cash for LRWRA. There are no new rate increases planned or included in 2024 and beyond for this budget model year.

Revenue is expected to remain relatively flat annually through 2029, due to modest customer growth throughout Little Rock and continued decrease in water consumption by residential customers. LRWRA expects the number of customer accounts to increase slightly each year. Average water consumption (AWC) is a calculation of monthly average of water consumption per domestic account during the months of October through March. With the exception of the COVID impacted years of 2020 and 2021, there has been a gradual decline in the annual AWC calculation. As a result, domestic revenue projections for the next few years have been slightly reduced. The last approved rate increase of 4.75% was implemented on January 1, 2021, on the user charge (volumetric & service availability) and the industrial surcharge.

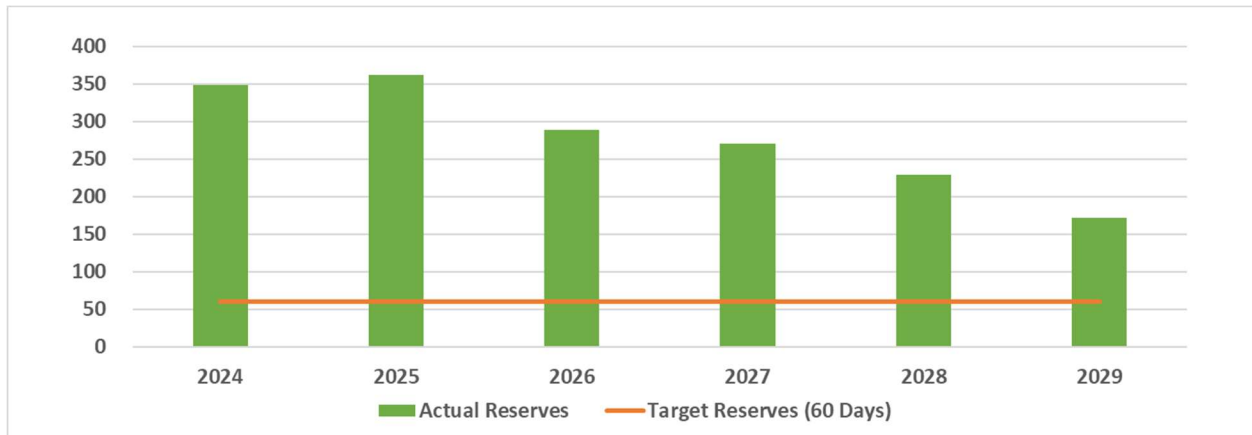
Total expenditures for operations and maintenance (O&M) costs (compensation, benefits, supplies, contract services, vehicle expense, utilities, training and administration, insurance, and commission expense) are expected to increase annually over the next six years based on the underlying assumptions 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 the investment in capital assets from the 2024 through the 2029 is \$128.9 million. The funding sources for the capital projects will be proceeds from existing debt not yet fully utilized along with system revenues and the likely issuance of additional debt toward the end of the timeframe. The funding over this period is estimated to be 53% of existing debt with the remaining 47% through revenues and operating cash reserves. LRWRA has identified another \$57.2 million in unfunded projects within the same time period.

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

Operating & Debt Service Reserve, as set forth by LRWRC Resolution No. 2014-12, is a requirement for the Utility to establish a reserve equal to 60 days of operations & maintenance expenditures, revenue funded capital expenditures, and debt principal & interest payments by December 31, 2020. The resolution states that if the reserves fall below the required level, then the LRWRA CEO and staff will bring forward a plan in the subsequent fiscal years' budget for replenishing the reserve. The chart below reflects a projected reserve balance well above the 60-day requirement through FY2029.

LRWRA’s Operating & Debt Service Reserve – FY2024 to FY2029

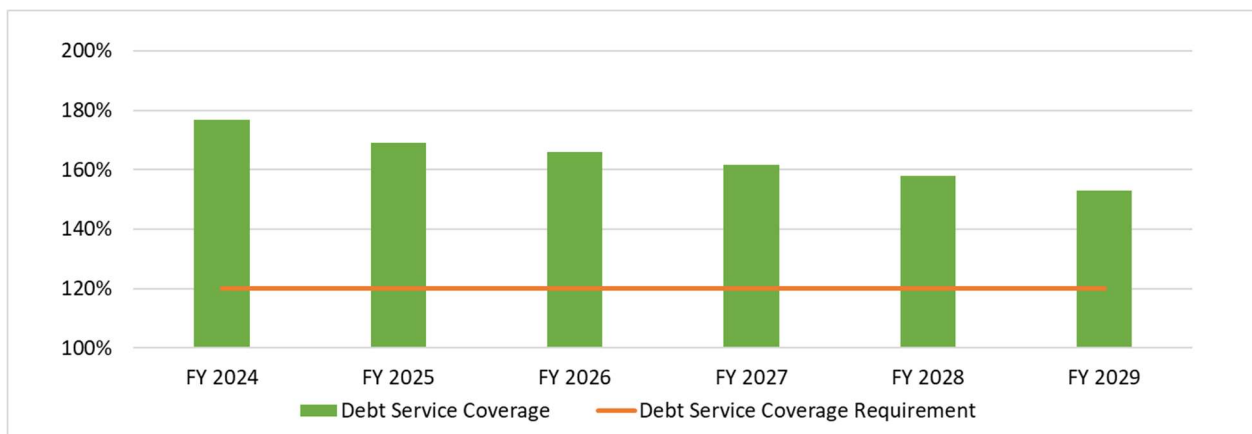


Legal Debt Limit – LRWRA does not have a legal debt limit requirement.

The Debt Service Coverage Ratio

The bond ordinance requires LRWRA to maintain a coverage ratio of at least 120%. The bond ordinance stipulates the components that are included when calculating “Net Revenues/Funds Available for Debt.” LRWRA’s bond ordinance states that “Net Revenues” means gross System revenues less operating and maintenance expenses other than depreciation, interest, and amortization of deferred bond discount expenses, determined in accordance with generally accepted accounting principles. LRWRA may also treat any increase in rates for the System enacted as having been in effect (look-forward) at the time rates are approved.

The minimum coverage for parity bonds (Sewer Construction Revenue Bonds) is 120% and for subordinate bonds (RLF Loans) is a 100%. Arkansas Natural Resource Commission 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 2024 through 2029, 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 43. 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 2024 budgeted operating revenue is 0.45% less than 2023 budgeted total revenue, and 0.47% less than the 2023 projected revenue. The 2024 budget projects a slight decrease in Domestic and Non-Domestic customers, a decrease volumetric charge, but increased industrial surcharges compared to the 2023 budget. Annual depreciation expense is estimated to increase significantly from \$18.5 million on in 2023 to \$24.3 million in 2029, as numerous large construction projects will be placed in service during the next six years. Non-operating revenues are expected to remain relatively stable other than a large increase to the interest income based on the Federal Reserve increasing rates.

Budget Comparative Overview

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

This analysis reflects budgeted O&M expenses by department and type by year through 2029. It compares the proposed 2024 budget to the 2023 budget and forecast. The 2024 O&M budget shows an increase of 4% or \$1.29 million from the 2023 budgeted expenses. There is an overall decrease of 1.97% between the 2024 budget and projected expenses for 2023, which are based on actual expenses through August 31, 2023, and forecasted expenses for September through December 2023.

Customer Rates

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

The rate structure for each domestic customer is determined by calculating their monthly average winter consumption (AWC) of water. AWC is a calculation that determines the average monthly water consumption for each residential customer between the months of October and March. The average monthly consumption is used to bill the volume rate components each month to level billing and exclude water used for irrigation and other purposes that is not discharged into the sewer system. The minimum monthly sewer charge starting on January 1, 2021, for a 5/8" inside-city meter is \$12.93 and total volumetric charge of \$4.80 per CCF. Rates remain unchanged in 2023 with no rate increases projected through FY2028. LRWRA reviews its O&M and Capital needs annually to determine if rates need to be adjusted. There are two different rate structures based on meter size, and whether the property is inside-City or Outside-City. The current rate ordinance is located at Little Rock Water Reclamation Authority's website.

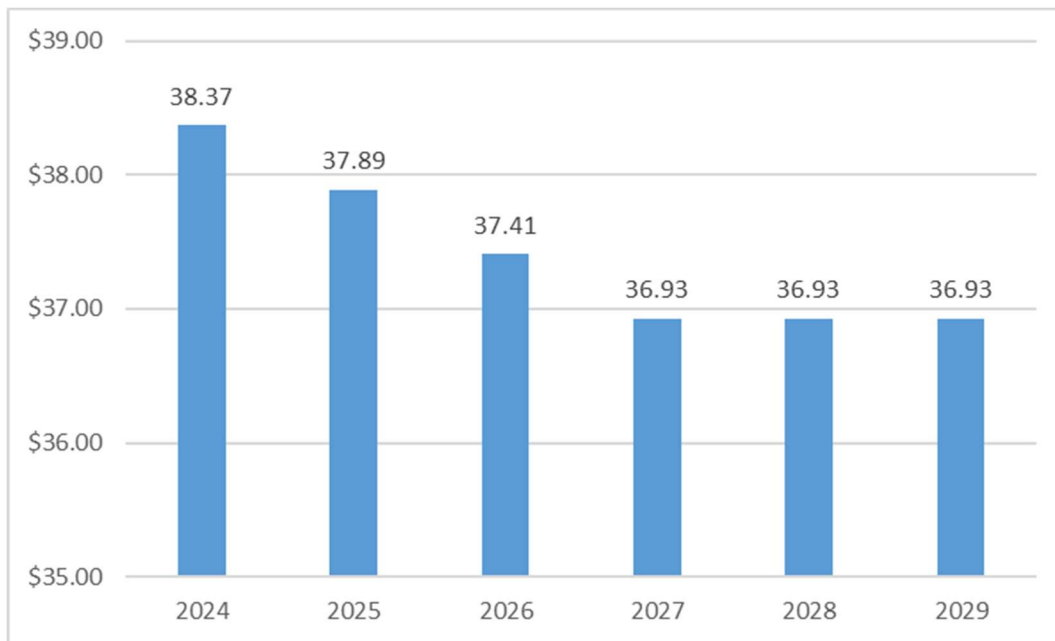
The inside-city structure for 2024 is:

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

The outside-city structure for 2024 is:

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

Current and Projected Monthly Residential Bill



* Monthly residential bills reflect a decrease in the residential Average Water Consumption 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 2023 for a domestic account inside the city limits of Little Rock is 550 Ccf (or 4,114 gallons). The LRWRA domestic average bill in 2023 will be \$39.33. This equates to an annual amount of \$471.96 or 0.9% based on a 5/8-inch sewer meter, well below the 2% measurement.

The sewer rates are based on LRWRA's projected needs of operations & maintenance, cash-funded capital, and debt service. LRWRA has no future approved rate increases included in 2024-2029 outlook period. The following graph shows what the average monthly inside-city domestic bill would be along with the change to the percent of Median Household Income for the current budget plus the next five-year outlook.

Year	CCF	Estimated Domestic	Domestic of Median Income
2024	5.3	\$ 38.37	0.89%
2025	5.2	\$ 37.89	0.88%
2026	5.1	\$ 37.41	0.87%
2027	5.0	\$ 36.93	0.86%
2028	5.0	\$ 36.93	0.86%
2029	5.0	\$ 36.93	0.86%

Conclusion

LRWRA has presented a fair and balanced budget for 2024 with what projects to be a relatively stable annual revenue stream and expenditures. LRWRA's 2024 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.

2024 Consolidated Fee Schedule

1. FINANCE DEPARTMENT

- 1.1 **Billing Fee**.....\$10.00
Bills sent to customers by LRWRA.
- 1.2 **Insufficient Check Return Fee**\$30.00
Customer bad checks returned on LRWRA’s bank accounts.
- 1.3 **Non-Permitted Sewer Connection Fee**\$175.00
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..... \$95.00
- 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) \$150.00
- 2.2.2 Additional Field Inspections as required (each) \$65.00
- 2.2.3 Opportunity Zone (Contact Permits Desk for pricing) \$

2.3 Building Sewer Seal Fee (each) \$200.00
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 \$795.00 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 \$795.00 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\$470.00
(Includes owner occupied and rental dwellings)
- 2.6.2 Commercial Units\$700.00
(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.....\$355.00
- 2.8.2 Escalating Noncompliance Fee - Continual Failure after 2.8.1.....\$525.00
- 2.8.3 Active Interceptor Overflow Investigation (each occurrence)\$525.00
- 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)	\$370.00
2.9.2	Annual Inspection (each meter and meter type)	\$150.00
2.9.3	Replacement Meter Installation Fee (Active Account Only)	\$370.00
2.9.4	Meter Re-Activation Fee (Applies to Lapsed Accounts ≥90 days).....	\$370.00

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)	\$170.00
2.10.2	FSP Annual Registration Renewal Fee (each FSP company)...	\$170.00
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).....	\$145.00
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	\$1,140.00
3.1.2	Permit Modification or Permit Transfer Fee (each action) Name Change:	\$175.00
	Modification:	\$565.00
3.1.3	Categorical Discharger (CIU) - Annual Permit Fee (each outfall).....	\$2,955.00
3.1.4	Non-Significant CIU (1-100 GPD) - Annual Permit Fee*	\$1,270.00
3.1.5	Significant "CIU Zero" Discharger - Annual Permit Fee*	\$1,885.00
3.1.6	Non-Significant "CIU Zero" Discharger - Annual Permit Fee*	\$755.00
3.1.7	Categorical "Zero" Discharger (Domestic Only) - Annual Permit Fee* ..	\$720.00

- 3.1.8 Significant Industrial User - Annual Permit Fee*\$1,885.00
- 3.1.9 Other Regulated Industrial Users - Annual Permit Fee*\$870.00
- 3.1.10 Other Regulated Ind. Users "Zero" Discharge - Annual Permit Fee*\$470.00
- 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)\$60.00

* Each outfall

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

- 3.2.1 Domestic Septage Waste Hauler Disposal Fee (each load)\$98.00
- 3.2.2 Mobile Food/RV Disposal Fee (≤ 100 gal. capacity & each load).....\$24.00

3.3 Permitted Domestic Septage Waste Hauler/Owner/Operator Fees

- 3.3.1 New Permit Application Fee (each facility).....\$925.00
- 3.3.2 Permit Modification or Permit Transfer Fee (each action)
 - Name Change:\$175.00
 - Modification:\$570.00
- 3.3.3 Domestic Septage Waste Haulers - Annual Permit Fee.....\$925.00
- 3.3.4 Domestic Septage Waste Hauler Tanker Fee - (each truck or tanker)....\$45.00
- 3.3.5 Noncompliance Inspection and Monitoring (each occurrence)..... \$Cost
- 3.3.6 Late Reporting Fee (each occurrence over 5 days)\$60.00

3.4 Permitted Landfill Owner/Operator Fees

3.4.1	New Permit Application Fee (each facility).....	\$995.00
3.4.2	Permit Modification or Permit Transfer Fee (each action)	
	Name Change:	\$175.00
	Modification:	\$570.00
3.4.3	Landfill Operator - Annual Permit Fee	\$995.00
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)	\$60.00

3.5 Permitted Landfill Leachate Hauler Fees

3.5.1	New Permit Application Fee (each facility).....	\$1,365.00
3.5.2	Permit Modification or Permit Transfer Fee (each action)	
	Name Change:	\$175.00
	Modification:	\$570.00
3.5.3	Landfill Leachate Hauler - Annual Permit Fee.....	\$1,370.00
3.5.4	Landfill Leachate Tanker Fee - (each truck or tanker)	\$45.00
3.5.5	Noncompliance Inspection and Monitoring (each occurrence).....	\$Cost
3.5.6	Late Reporting Fee (each occurrence over 5 days)	\$60.00

3.6 Permitted Mobile Pressure Wash Owner/Operator Fees

3.6.1	Mobile Pressure Wash Operator New Permit Application	\$370.00
3.6.2	Mobile Pressure Wash Operator - Annual Permit Fee	\$370.00
3.6.3	Mobile Pressure Wash Operator Tanker Fee - (each truck or tanker).....	\$45.00
3.6.4	Disposal Fee (each truck or tanker, not to exceed 1000 gallons).....	\$25.00
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)	\$60.00

3.7 Fees for Other Approved Wastewater Sources

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

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

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

- 3.7.1** New Restricted Short-Term Authorization - Application Fee\$495.00
(Duration of the Short-Term Authorization must be less than one year.)
- 3.7.2** New Special Discharge Permit - Application Fee.....\$475.00
- 3.7.3** New Special Discharge Permit - Annual Permit Fee (each outfall)\$475.00
- 3.7.4** Special Discharge Wastewater Disposal Fee per Gallon\$0.05 - \$0.20
- 3.7.5** Compliance Inspection and Monitoring (each)..... \$Cost
- 3.7.6** Noncompliance Inspection and Monitoring (each occurrence)..... \$Cost
- 3.7.7** Special Discharge Late Reporting Fee (each occurrence over 5 days)...\$60.00

Modified Statement of Cash Receipts and Disbursements

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
	<i>Projected</i>	<i>Budget</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>
Cash Flow Sufficiency							
<u>Cash Inflow</u>							
Service Availability Charge	\$ 12,828,951	\$ 12,870,787	\$ 12,893,173	\$ 12,920,514	\$ 12,952,842	\$ 12,985,263	\$ 13,017,774
Volumetric Charge (Operations)	25,657,256	25,480,838	25,263,029	25,295,504	25,255,481	25,215,585	25,175,815
Volumetric Charge (Debt Repayment)	24,810,974	24,607,328	24,586,423	24,565,765	24,506,440	24,447,226	24,388,122
User Charge Revenue	\$ 63,297,181	\$ 62,958,953	\$ 62,742,626	\$ 62,781,783	\$ 62,714,764	\$ 62,648,073	\$ 62,581,711
Industrial Surcharge Revenue	1,384,790	1,391,714	1,398,673	1,405,666	1,412,694	1,419,758	1,426,856
Miscellaneous Revenue	3,076,310	3,476,546	2,914,308	2,775,394	2,615,718	2,519,007	2,323,648
Bond/Grant Proceeds	26,010,972	18,915,449	28,364,977	22,526,615	2,047,192	-	-
Total: Source of Funds	\$ 93,769,253	\$ 86,742,661	\$ 95,420,583	\$ 89,489,458	\$ 68,790,368	\$ 66,586,837	\$ 66,332,216
<u>Cash Outflow</u>							
Operating Expenses	\$ 32,098,293	\$ 34,037,768	\$ 35,044,763	\$ 35,977,173	\$ 37,000,178	\$ 38,147,947	\$ 39,461,814
Existing Debt Service	16,211,282	24,172,188	25,179,089	26,882,631	26,875,327	26,873,035	26,853,020
Proposed Debt Service	-	-	-	\$ -	-	1,923,644	2,901,754
Rate Funded Capital	7,616,866	9,894,200	-	\$ 4,988,500	2,985,000	280,000	-
Bond/Grant Funded Capital	25,338,118	18,590,449	27,875,000	\$ 20,714,340	1,000,000	-	-
Reserve Funded Capital	608,133	6,548,100	12,586,175	\$ 5,685,000	4,004,000	6,747,215	6,970,215
Construction Interest Expense	523,030	-	164,977	\$ 1,487,275	997,192	-	-
Total: Allocation of Funds	\$ 82,395,722	\$ 93,242,705	\$ 100,850,004	\$ 95,734,919	\$ 72,861,697	\$ 73,971,841	\$ 76,186,803
Revenue Surplus/(Deficit)	\$ 11,373,532	\$ (6,500,044)	\$ (5,429,421)	\$ (6,245,461)	\$ (4,071,329)	\$ (7,385,003)	\$ (9,854,587)
Operating & Debt Service Reserve	\$ 72,511,652	\$ 66,011,609	\$ 60,582,187	\$ 54,336,726	\$ 50,265,397	\$ 42,880,394	\$ 33,025,807
Target (60 days O&M + debt service + rate funded capital)	\$ 9,321,074	\$ 11,350,693	\$ 9,222,792	\$ 9,526,020	\$ 10,106,773	\$ 10,373,385	\$ 11,255,933
Debt Service Coverage							
Revenues	\$ 67,758,281	\$ 67,827,212	\$ 67,055,606	\$ 66,962,843	\$ 66,743,176	\$ 66,586,837	\$ 66,332,216
Less Operating Expenses	32,098,293	34,037,768	35,044,763	35,977,173	37,000,178	38,147,947	39,461,814
Net Revenues available for Debt Service	\$ 35,659,988	\$ 33,789,444	\$ 32,010,842	\$ 30,985,670	\$ 29,742,998	\$ 28,438,891	\$ 26,870,402
Average Annual Debt Service	\$ 16,642,988	\$ 19,128,096	\$ 19,373,783	\$ 18,667,912	\$ 18,384,897	\$ 18,013,048	\$ 17,578,169
Debt Service Coverage Ratio	214%	177%	165%	166%	162%	158%	153%
Debt Coverage Target	120%	120%	120%	120%	120%	120%	120%

Income Statement

	2022 ACTUAL	2023 FORECAST	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED	2029 PROJECTED
OPERATING REVENUE:								
ASSESSMENTS LEVIED	63,810,572	63,297,181	62,958,953	62,742,626	62,781,783	62,714,764	62,648,073	62,581,711
INDUSTRIAL SURCHARGE	1,383,477	1,384,790	1,391,714	1,398,673	1,405,666	1,412,694	1,419,758	1,426,856
OTHER FEES AND INCOME	647,651	753,096	775,689	798,960	822,928	847,616	873,045	899,236
TOTAL OPERATING INCOME	65,841,700	65,435,067	65,126,356	64,940,258	65,010,377	64,975,074	64,940,875	64,907,804
OPERATING EXPENSE:								
SALARIES AND BENEFITS	19,055,368	20,002,155	21,146,072	22,128,174	22,808,856	23,648,561	24,520,281	25,425,318
SUPPLIES	2,440,350	2,590,806	2,830,048	2,843,809	2,900,581	3,060,598	3,079,416	3,171,799
CONTRACT MAINTENANCE	4,691,461	5,779,586	5,901,610	5,829,542	5,939,633	5,833,072	5,956,564	6,135,261
VEHICLE EXPENSE	551,715	439,002	595,900	607,818	619,974	638,574	657,731	677,463
UTILITIES	1,847,901	2,239,935	2,107,446	2,149,595	2,192,587	2,258,364	2,326,115	2,395,899
ADMINISTRATION	916,190	1,046,809	1,456,692	1,485,826	1,515,542	1,561,009	1,607,839	1,656,074
TOTAL OPERATING EXPENSE	29,502,985	32,098,293	34,037,768	35,044,763	35,977,173	37,000,178	38,147,947	39,461,814
NET INCOME BEFORE DEPRECIATION	36,338,715	33,336,774	31,088,588	29,895,495	29,033,204	27,974,896	26,792,928	25,445,990
DEPRECIATION	18,478,815	18,563,092	19,628,285	20,093,462	21,776,277	23,294,331	23,798,853	24,372,490
NET INCOME AFTER DEPRECIATION	17,859,900	14,773,682	11,460,303	9,802,033	7,256,927	4,680,565	2,994,075	1,073,500
NON-OPERATING REVENUE:								
INTEREST INCOME	944,116	2,138,214	2,565,857	1,980,348	1,817,466	1,630,102	1,507,962	1,286,412
GAIN ON DISPOSAL OF PROPERTY	52,011	110,000	60,000	60,000	60,000	63,000	63,000	63,000
UNREALIZED GAIN ON INVESTMENT REPURCHASE PROGRAM / MISC	(416,560)	-	-	-	-	-	-	-
	61,860	75,000	75,000	75,000	75,000	75,000	75,000	75,000
	641,427	2,323,214	2,700,857	2,115,348	1,952,466	1,768,102	1,645,962	1,424,412
INCOME BEFORE NON-OPERATING EXPENSES	18,501,327	17,096,896	14,161,160	11,917,382	9,209,393	6,448,667	4,640,037	2,497,912
NON-OPERATING EXPENSES:								
INTEREST ON LONG-TERM DEBT	12,496,967	12,160,246	11,430,681	10,889,445	11,368,518	10,210,156	9,368,436	9,311,014
LOSS ON DISPOSAL OF PROPERTY	14,917	-	-	-	-	-	-	-
LOSS ON INVESTMENTS	-	-	-	-	-	-	-	-
BOND ISSUE EXPENSE	-	-	75,000	-	-	-	-	-
	12,511,884	12,160,246	11,505,681	10,889,445	11,368,518	10,210,156	9,368,436	9,311,014
NET INCOME	5,989,443	4,936,650	2,655,479	1,027,936	(2,159,125)	(3,761,489)	(4,728,399)	(6,813,102)

O&M Expense Budget Comparative

TOTAL UTILITY

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	13,076,285	14,358,582	14,197,597	15,034,918	15,707,865	16,189,790	16,688,293	17,201,752
EMPLOYEE BENEFITS	5,982,999	6,449,600	5,804,558	6,111,154	6,420,308	6,619,066	6,960,268	7,318,529
SUPPLIES	2,449,581	2,749,505	2,590,806	2,830,048	2,843,809	2,900,581	3,060,598	3,079,416
CONTRACT SERVICES	4,667,694	5,494,969	5,779,586	5,901,610	5,829,542	5,939,633	5,833,072	5,956,564
VEHICLE EXPENSE	553,168	540,718	439,002	595,900	607,818	619,974	638,574	657,731
UTILITIES	1,844,874	2,012,956	2,239,935	2,107,446	2,149,595	2,192,587	2,258,364	2,326,115
OUTREACH & ADMIN	633,764	872,346	742,428	1,113,306	1,135,572	1,158,284	1,193,032	1,228,823
INSURANCE	276,614	265,908	304,382	343,386	350,254	357,259	367,977	379,016
	29,484,978	32,744,584	32,098,293	34,037,768	35,044,763	35,977,173	37,000,178	38,147,947
COMMISSION	75,122	71,296	79,295	79,546	81,137	82,760	85,242	87,800
ADMINISTRATION	1,341,676	1,619,804	1,423,134	2,371,346	2,443,656	2,508,533	2,593,571	2,681,649
FINANCE	2,833,154	3,105,143	2,958,111	3,050,767	3,006,601	3,083,174	3,185,475	3,291,335
ENGINEERING	2,525,414	2,617,358	2,701,367	2,817,876	2,897,549	2,972,017	2,789,598	2,835,614
INFORMATION SERVICES	2,334,686	2,023,336	1,926,779	1,926,459	1,975,686	2,024,236	2,090,413	2,158,848
MAINTENANCE	7,903,412	9,373,696	9,028,029	9,491,839	9,785,344	10,056,338	10,404,788	10,766,029
OPERATIONS	6,129,292	6,751,012	6,945,073	7,032,471	7,209,277	7,384,986	7,697,674	7,874,649
ENVIRONMENTAL AFFAIRS	1,465,973	1,953,950	1,719,795	1,858,616	1,904,979	1,957,085	2,025,455	2,096,359
FACILITIES ASSET MANAGEMENT	4,012,246	5,047,039	4,389,318	5,694,408	5,760,295	5,910,620	6,108,766	6,313,897
LEGAL	864,002	1,015,190	927,393	596,441	612,200	629,385	651,157	673,727
PROJECTED VACANCY SAVINGS	-	(833,240)	-	(882,000)	(631,960)	(631,960)	(631,960)	(631,960)
	29,484,978	32,744,584	32,098,293	34,037,768	35,044,763	35,977,173	37,000,178	38,147,947
SUPPORT SERVICES	11,440,027	12,406,077	11,735,874	12,701,050	12,921,808	13,257,190	13,420,911	13,825,330
OPERATIONS	10,141,539	11,798,051	11,334,391	12,726,879	12,969,572	13,295,606	13,806,440	14,188,547
MAINTENANCE	7,903,412	9,373,696	9,028,029	9,491,839	9,785,344	10,056,338	10,404,788	10,766,029
PROJECTED VACANCY SAVINGS	-	(833,240)	-	(882,000)	(631,960)	(631,960)	(631,960)	(631,960)
	29,484,978	32,744,584	32,098,293	34,037,768	35,044,763	35,977,173	37,000,178	38,147,947

O&M Expense Budget Comparative

TOTAL UTILITY

'-----2023 PROJECTED TO 2023 BUDGET ----- -----2024 BUDGET TO 2023 BUDGET-----'

DESCRIPTION	2023 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	2024 BUDGET
SALARY	14,197,597	(160,985)	(1.12%)	14,358,582	676,336	4.71%	15,034,918
EMPLOYEE BENEFITS	5,804,558	(645,042)	(10.00%)	6,449,600	(338,446)	(5.25%)	6,111,154
SUPPLIES	2,590,806	(158,699)	(5.77%)	2,749,505	80,543	2.93%	2,830,048
CONTRACT SERVICES	5,779,586	284,617	5.18%	5,494,969	406,641	7.40%	5,901,610
VEHICLE EXPENSE	439,002	(101,716)	(18.81%)	540,718	55,182	10.21%	595,900
UTILITIES	2,239,935	226,979	11.28%	2,012,956	94,490	4.69%	2,107,446
OUTREACH & ADMIN	742,428	(129,919)	(14.89%)	872,346	240,960	27.62%	1,113,306
INSURANCE	304,382	38,474	14.47%	265,908	77,478	29.14%	343,386
Total	32,098,293	(646,290)	(1.97%)	32,744,584	1,293,184	3.95%	34,037,768

TOTAL UTILITY

'-----2024 BUDGET TO 2023 PROJECTED ----- -----2015 RATE STUDY TO 2024 BUDGET-----'

DESCRIPTION	2023 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	14,197,597	837,321	5.90%	15,034,918	(882,710)	(5.87%)	14,152,208
EMPLOYEE BENEFITS	5,804,558	306,596	5.28%	6,111,154	1,209,432	19.79%	7,320,586
SUPPLIES	2,590,806	239,242	9.23%	2,830,048	468,271	16.55%	3,298,319
CONTRACT SERVICES	5,779,586	122,024	2.11%	5,901,610	(1,661,999)	(28.16%)	4,239,611
VEHICLE EXPENSE	439,002	156,898	35.74%	595,900	20,278	3.40%	616,178
UTILITIES	2,239,935	(132,489)	(5.91%)	2,107,446	532,107	25.25%	2,639,553
OUTREACH & ADMIN	742,428	370,879	49.95%	1,113,306	62,866	5.65%	1,176,172
INSURANCE	304,382	39,005	12.81%	343,386	(15,901)	(4.63%)	327,485
Total	32,098,293	1,939,475	6.04%	34,037,768	(267,656)	(0.79%)	33,770,112

O&M Expense Budget Comparative

COMMISSION

Description	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	-	-	-	-	-	-	-	-
EMPLOYEE BENEFITS	-	-	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-	-	-
CONTRACT SERVICES	-	-	-	-	-	-	-	-
VEHICLE EXPENSE	-	-	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-	-	-
OUTREACH & ADMIN	73,579	69,796	78,071	78,046	79,607	81,199	83,635	86,144
INSURANCE	1,543	1,500	1,224	1,500	1,530	1,561	1,607	1,656
	<u>75,122</u>	<u>71,296</u>	<u>79,295</u>	<u>79,546</u>	<u>81,137</u>	<u>82,760</u>	<u>85,242</u>	<u>87,800</u>
COMMISSION	75,122	71,296	79,295	79,546	81,137	82,760	85,242	87,800
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-
	<u>75,122</u>	<u>71,296</u>	<u>79,295</u>	<u>79,546</u>	<u>81,137</u>	<u>82,760</u>	<u>85,242</u>	<u>87,800</u>
SUPPORT SERVICES	75,122	71,296	79,295	79,546	81,137	82,760	85,242	87,800
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<u>75,122</u>	<u>71,296</u>	<u>79,295</u>	<u>79,546</u>	<u>81,137</u>	<u>82,760</u>	<u>85,242</u>	<u>87,800</u>

O&M Expense Budget Comparative

COMMISSION

DESCRIPTION	-----2023 PROJECTED TO 2023 BUDGET-----			-----2024 BUDGET TO 2023 BUDGET-----			
	2023 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	2024 BUDGET
SALARY	-	-	-	-	-	-	-
EMPLOYEE BENEFITS	-	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-	-
CONTRACT SERVICES	-	-	-	-	-	-	-
VEHICLE EXPENSE	-	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-	-
OUTREACH & ADMIN	78,071	8,275	11.86%	69,796	8,250	11.82%	78,046
INSURANCE	1,224	(276)	(18.40%)	1,500	-	0.00%	1,500
Total	79,295	7,999	11.22%	71,296	8,250	11.57%	79,546

COMMISSION

DESCRIPTION	-----2024 BUDGET TO 2023 PROJECTED-----			-----2015 RATE STUDY TO 2024 BUDGET-----			
	2023 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	-	-	-	-	-	-	-
EMPLOYEE BENEFITS	-	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-	-
CONTRACT SERVICES	-	-	-	-	-	-	-
VEHICLE EXPENSE	-	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-	-
OUTREACH & ADMIN	78,071	(25)	(0.03%)	78,046	(31,927)	(40.91%)	46,119
INSURANCE	1,224	276	22.55%	1,500	985	65.67%	2,485
Total	79,295	251	0.32%	79,546	(30,942)	(38.90%)	48,604

O&M Expense Budget Comparative

ADMINISTRATION

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	672,029	730,545	738,391	1,092,784	1,125,568	1,159,335	1,194,115	1,229,938
EMPLOYEE BENEFITS	309,472	337,082	301,612	451,847	474,839	489,084	513,538	539,215
SUPPLIES	8,570	12,900	16,839	20,250	20,655	21,068	21,700	22,351
CONTRACT SERVICES	132,778	225,500	117,926	297,005	302,945	309,004	318,274	327,822
VEHICLE EXPENSE	17,028	18,000	17,075	32,400	33,048	33,709	34,720	35,762
UTILITIES	4,951	10,000	4,940	8,200	8,364	8,531	8,787	9,051
OUTREACH & ADMIN	194,593	283,500	223,887	465,100	474,402	483,890	498,407	513,359
INSURANCE	2,255	2,278	2,466	3,760	3,835	3,912	4,029	4,150
	1,341,676	1,619,804	1,423,134	2,371,346	2,443,656	2,508,533	2,593,571	2,681,649
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	1,341,676	1,619,804	1,423,134	2,371,346	2,443,656	2,508,533	2,593,571	2,681,649
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIORMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-
	1,341,676	1,619,804	1,423,134	2,371,346	2,443,656	2,508,533	2,593,571	2,681,649
SUPPORT SERVICES	1,341,676	1,619,804	1,423,134	2,371,346	2,443,656	2,508,533	2,593,571	2,681,649
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
C.W.I.P.	-	-	-	-	-	-	-	-
	1,341,676	1,619,804	1,423,134	2,371,346	2,443,656	2,508,533	2,593,571	2,681,649

O&M Expense Budget Comparative

ADMINISTRATION

'-----2023 PROJECTED TO 2023 BUDGET----- -----2024 BUDGET TO 2023 BUDGET-----'

DESCRIPTION	2023 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	2024 BUDGET
SALARY	738,391	7,846	1.07%	730,545	362,240	49.58%	1,092,784
EMPLOYEE BENEFITS	301,612	(35,470)	(10.52%)	337,082	114,765	34.05%	451,847
SUPPLIES	16,839	3,939	30.53%	12,900	7,350	56.98%	20,250
CONTRACT SERVICES	117,926	(107,575)	(47.70%)	225,500	71,505	31.71%	297,005
VEHICLE EXPENSE	17,075	(926)	(5.14%)	18,000	14,400	80.00%	32,400
UTILITIES	4,940	(5,061)	(50.61%)	10,000	(1,800)	(18.00%)	8,200
OUTREACH & ADMIN	223,887	(59,613)	(21.03%)	283,500	181,600	64.06%	465,100
INSURANCE	2,466	188	8.25%	2,278	1,482	65.06%	3,760
COMMISSION EXPENSE	-	-	-	-	-	-	-
Total	1,423,134	(196,670)	(12.14%)	1,619,804	751,542	46.40%	2,371,346

ADMINISTRATION

'-----2024 BUDGET TO 2023 PROJECTED----- -----2015 RATE STUDY TO 2024 BUDGET-----'

DESCRIPTION	2023 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	738,391	354,393	48.00%	1,092,784	50,616	4.63%	1,143,400
EMPLOYEE BENEFITS	301,612	150,235	49.81%	451,847	141,109	31.23%	592,956
SUPPLIES	16,839	3,411	20.26%	20,250	74,102	365.94%	94,352
CONTRACT SERVICES	117,926	179,080	151.86%	297,005	31,795	10.71%	328,800
VEHICLE EXPENSE	17,075	15,326	89.76%	32,400	(7,554)	(23.31%)	24,846
UTILITIES	4,940	3,261	66.01%	8,200	2,981	36.35%	11,181
OUTREACH & ADMIN	223,887	241,213	107.74%	465,100	(309,363)	(66.52%)	155,737
INSURANCE	2,466	1,294	52.47%	3,760	2,079	55.29%	5,839
Total	1,423,134	948,212	66.63%	2,371,346	(14,235)	(0.60%)	2,357,111

O&M Expense Budget Comparative

FINANCE

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	1,133,744	1,249,638	1,216,728	1,134,022	1,168,043	1,203,084	1,239,177	1,276,352
EMPLOYEE BENEFITS	476,923	566,305	500,380	455,912	476,010	490,290	514,804	540,545
SUPPLIES	31,688	42,400	31,022	38,300	39,066	39,847	41,043	42,274
CONTRACT SERVICES	1,062,080	1,095,800	1,086,152	1,249,925	1,147,424	1,170,372	1,205,483	1,241,648
VEHICLE EXPENSE	8,313	8,700	12,369	6,000	6,120	6,242	6,430	6,623
UTILITIES	6,981	7,500	7,311	6,780	6,916	7,054	7,266	7,483
OUTREACH & ADMIN	108,208	129,900	98,255	154,200	157,284	160,430	165,243	170,200
INSURANCE	5,217	4,900	5,895	5,627	5,740	5,854	6,030	6,211
	2,833,154	3,105,143	2,958,111	3,050,767	3,006,601	3,083,174	3,185,475	3,291,335
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	2,833,154	3,105,143	2,958,111	3,050,767	3,006,601	3,083,174	3,185,475	3,291,335
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-
	2,833,154	3,105,143	2,958,111	3,050,767	3,006,601	3,083,174	3,185,475	3,291,335
SUPPORT SERVICES	2,833,154	3,105,143	2,958,111	3,050,767	3,006,601	3,083,174	3,185,475	3,291,335
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	2,833,154	3,105,143	2,958,111	3,050,767	3,006,601	3,083,174	3,185,475	3,291,335

O&M Expense Budget Comparative

FINANCE

'-----2023 PROJECTED TO 2023 BUDGET ----- -----2024 BUDGET TO 2023 BUDGET-----

DESCRIPTION	2023	\$		2023		\$	2024
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	1,216,728	(32,910)	(2.63%)	1,249,638	(115,616)	(9.25%)	1,134,022
EMPLOYEE BENEFITS	500,380	(65,925)	(11.64%)	566,305	(110,393)	(19.49%)	455,912
SUPPLIES	31,022	(11,379)	(26.84%)	42,400	(4,100)	(9.67%)	38,300
CONTRACT SERVICES	1,086,152	(9,649)	(0.88%)	1,095,800	154,125	14.07%	1,249,925
VEHICLE EXPENSE	12,369	3,669	42.17%	8,700	(2,700)	(31.03%)	6,000
UTILITIES	7,311	(189)	(2.52%)	7,500	(720)	(9.60%)	6,780
OUTREACH & ADMIN	98,255	(31,645)	(24.36%)	129,900	24,300	18.71%	154,200
INSURANCE	5,895	995	20.31%	4,900	727	14.84%	5,627
Total	2,958,111	(147,032)	(4.74%)	3,105,143	(54,376)	(1.75%)	3,050,767

FINANCE

'-----2024 BUDGET TO 2023 PROJECTED ----- -----2015 RATE STUDY TO 2024 BUDGET-----

DESCRIPTION	2023	\$		2024		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	1,216,728	(82,706)	(7.29%)	1,134,022	(217,398)	(19.17%)	916,624
EMPLOYEE BENEFITS	500,380	(44,468)	(9.75%)	455,912	52,528	11.52%	508,440
SUPPLIES	31,022	7,279	19.00%	38,300	(10,411)	(27.18%)	27,889
CONTRACT SERVICES	1,086,152	163,774	13.10%	1,249,925	(111,240)	(8.90%)	1,138,685
VEHICLE EXPENSE	12,369	(6,369)	(106.15%)	6,000	4,559	75.98%	10,559
UTILITIES	7,311	(531)	(7.83%)	6,780	2,227	32.85%	9,007
OUTREACH & ADMIN	98,255	55,945	36.28%	154,200	481,854	312.49%	636,054
INSURANCE	5,895	(268)	(4.76%)	5,627	3,939	70.00%	9,566
Total	2,958,111	92,656	3.04%	3,050,767	206,057	6.75%	3,256,824

O&M Expense Budget Comparative

ENGINEERING

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	1,509,271	1,482,024	1,541,549	1,613,971	1,662,390	1,712,262	1,763,630	1,816,539
EMPLOYEE BENEFITS	678,834	562,034	793,810	613,377	639,320	658,500	691,425	725,996
SUPPLIES	48,172	74,500	75,380	75,000	76,500	78,030	80,371	82,782
CONTRACT SERVICES	168,723	373,100	160,501	385,600	386,812	388,048	114,940	66,888
VEHICLE EXPENSE	66,174	60,000	72,479	60,000	61,200	62,424	64,297	66,226
UTILITIES	22,276	21,000	20,943	21,000	21,420	21,848	22,504	23,179
OUTREACH & ADMIN	20,022	33,300	23,370	35,400	36,108	36,830	37,935	39,073
INSURANCE	11,943	11,400	13,337	13,528	13,799	14,075	14,497	14,932
	<u>2,525,414</u>	<u>2,617,358</u>	<u>2,701,367</u>	<u>2,817,876</u>	<u>2,897,549</u>	<u>2,972,017</u>	<u>2,789,598</u>	<u>2,835,614</u>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	2,525,414	2,617,358	2,701,367	2,817,876	2,897,549	2,972,017	2,789,598	2,835,614
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-
	<u>2,525,414</u>	<u>2,617,358</u>	<u>2,701,367</u>	<u>2,817,876</u>	<u>2,897,549</u>	<u>2,972,017</u>	<u>2,789,598</u>	<u>2,835,614</u>
SUPPORT SERVICES	2,525,414	2,617,358	2,701,367	2,817,876	2,897,549	2,972,017	2,789,598	2,835,614
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<u>2,525,414</u>	<u>2,617,358</u>	<u>2,701,367</u>	<u>2,817,876</u>	<u>2,897,549</u>	<u>2,972,017</u>	<u>2,789,598</u>	<u>2,835,614</u>

O&M Expense Budget Comparative

ENGINEERING

'-----2023 PROJECTED TO 2023 BUDGET ----- -----2024 BUDGET TO 2023 BUDGET-----'

DESCRIPTION	2023	\$		2023		\$	2024
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	1,541,549	59,525	4.02%	1,482,024	131,947	8.90%	1,613,971
EMPLOYEE BENEFITS	793,810	231,776	41.24%	562,034	51,343	9.14%	613,377
SUPPLIES	75,380	880	1.18%	74,500	500	0.67%	75,000
CONTRACT SERVICES	160,501	(212,600)	(56.98%)	373,100	12,500	3.35%	385,600
VEHICLE EXPENSE	72,479	12,479	20.80%	60,000	-	0.00%	60,000
UTILITIES	20,943	(57)	(0.27%)	21,000	-	0.00%	21,000
OUTREACH & ADMIN	23,370	(9,930)	(29.82%)	33,300	2,100	6.31%	35,400
INSURANCE	13,337	1,937	16.99%	11,400	2,128	18.67%	13,528
Total	2,701,367	84,009	3.21%	2,617,358	200,518	7.66%	2,817,876

ENGINEERING

'-----2024 BUDGET TO 2023 PROJECTED ----- -----2015 RATE STUDY TO 2024 BUDGET-----'

DESCRIPTION	2023	\$		2024		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	1,541,549	72,422	4.70%	1,613,971	(294,577)	(18.25%)	1,319,394
EMPLOYEE BENEFITS	793,810	(180,434)	(22.73%)	613,377	(200,188)	(32.64%)	413,189
SUPPLIES	75,380	(380)	(0.50%)	75,000	(12,637)	(16.85%)	62,363
CONTRACT SERVICES	160,501	225,100	140.25%	385,600	(216,324)	(56.10%)	169,276
VEHICLE EXPENSE	72,479	(12,479)	(17.22%)	60,000	(22,731)	(37.89%)	37,269
UTILITIES	20,943	57	0.27%	21,000	(4,850)	(23.10%)	16,150
OUTREACH & ADMIN	23,370	12,030	51.48%	35,400	(4,902)	(13.85%)	30,498
INSURANCE	13,337	192	1.44%	13,528	1,380	10.20%	14,908
Total	2,701,367	116,509	4.31%	2,817,876	(754,829)	(26.79%)	2,063,047

O&M Expense Budget Comparative

INFORMATION SERVICES

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	917,029	716,748	751,682	620,494	639,109	658,283	678,031	698,372
EMPLOYEE BENEFITS	381,341	294,744	242,276	254,969	264,561	272,498	286,123	300,429
SUPPLIES	204,304	169,792	147,591	141,500	144,330	147,217	151,633	156,182
CONTRACT SERVICES	639,166	588,374	585,532	673,180	686,644	700,376	721,388	743,029
VEHICLE EXPENSE	7,498	15,568	10,379	0	0	0	0	0
UTILITIES	166,711	200,500	165,332	199,500	203,490	207,560	213,787	220,200
OUTREACH & ADMIN	14,608	33,810	19,410	35,175	35,879	36,596	37,694	38,825
INSURANCE	4,028	3,800	4,580	1,640	1,673	1,706	1,757	1,810
	<u>2,334,686</u>	<u>2,023,336</u>	<u>1,926,779</u>	<u>1,926,459</u>	<u>1,975,686</u>	<u>2,024,236</u>	<u>2,090,413</u>	<u>2,158,848</u>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	2,334,686	2,023,336	1,926,779	1,926,459	1,975,686	2,024,236	2,090,413	2,158,848
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIORMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-
	<u>2,334,686</u>	<u>2,023,336</u>	<u>1,926,779</u>	<u>1,926,459</u>	<u>1,975,686</u>	<u>2,024,236</u>	<u>2,090,413</u>	<u>2,158,848</u>
SUPPORT SERVICES	2,334,686	2,023,336	1,926,779	1,926,459	1,975,686	2,024,236	2,090,413	2,158,848
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<u>2,334,686</u>	<u>2,023,336</u>	<u>1,926,779</u>	<u>1,926,459</u>	<u>1,975,686</u>	<u>2,024,236</u>	<u>2,090,413</u>	<u>2,158,848</u>

O&M Expense Budget Comparative

INFORMATION SERVICES

'-----2023 PROJECTED TO 2023 BUDGET ----- -----2024 BUDGET TO 2023 BUDGET-----

DESCRIPTION	2023	\$		2023		\$	2024
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	751,682	34,934	4.87%	716,748	(96,254)	(13.43%)	620,494
EMPLOYEE BENEFITS	242,276	(52,468)	(17.80%)	294,744	(39,775)	(13.49%)	254,969
SUPPLIES	147,591	(22,202)	(13.08%)	169,792	(28,292)	(16.66%)	141,500
CONTRACT SERVICES	585,532	(2,843)	(0.48%)	588,374	84,806	14.41%	673,180
VEHICLE EXPENSE	10,379	(5,189)	(33.33%)	15,568	(15,568)	(100.00%)	-
UTILITIES	165,332	(35,169)	(17.54%)	200,500	(1,000)	(0.50%)	199,500
OUTREACH & ADMIN	19,410	(14,400)	(42.59%)	33,810	1,365	4.04%	35,175
INSURANCE	4,580	780	20.51%	3,800	(2,160)	(56.84%)	1,640
Total	1,926,779	(96,556)	(4.77%)	2,023,336	(96,877)	(4.79%)	1,926,459

INFORMATION SERVICES

'-----2024 BUDGET TO 2023 PROJECTED ----- -----2015 RATE STUDY TO 2024 BUDGET-----

DESCRIPTION	2023	\$		2024		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	751,682	(131,188)	(17.45%)	620,494	292,232	47.10%	912,726
EMPLOYEE BENEFITS	242,276	12,693	5.24%	254,969	177,023	69.43%	431,992
SUPPLIES	147,591	(6,091)	(4.13%)	141,500	124,972	88.32%	266,472
CONTRACT SERVICES	585,532	87,649	14.97%	673,180	(235,024)	(34.91%)	438,156
VEHICLE EXPENSE	10,379	(10,379)	(100.00%)	-	19,877	0.00%	19,877
UTILITIES	165,332	34,169	20.67%	199,500	5,180	2.60%	204,680
OUTREACH & ADMIN	19,410	15,765	81.22%	35,175	27,933	79.41%	63,108
INSURANCE	4,580	(2,940)	(64.19%)	1,640	348	21.22%	1,988
Total	1,926,779	(321)	(0.02%)	1,926,459	412,540	21.41%	2,338,999

O&M Expense Budget Comparative

MAINTENANCE

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	4,035,891	4,930,771	4,522,067	5,105,651	5,258,820	5,416,585	5,579,082	5,746,455
EMPLOYEE BENEFITS	1,975,143	2,460,710	1,830,588	2,173,813	2,269,900	2,337,997	2,454,897	2,577,642
SUPPLIES	647,476	636,200	690,961	713,000	727,260	741,805	764,059	786,981
CONTRACT SERVICES	783,874	921,000	1,675,693	991,000	1,010,820	1,031,036	1,061,967	1,093,827
VEHICLE EXPENSE	319,427	296,000	167,235	344,400	351,288	358,314	369,063	380,135
UTILITIES	47,915	45,000	50,547	50,000	51,000	52,020	53,581	55,188
OUTREACH & ADMIN	49,028	34,000	44,324	50,000	51,000	52,020	53,581	55,188
INSURANCE	44,658	50,015	46,616	63,976	65,256	66,561	68,557	70,614
	7,903,412	9,373,696	9,028,029	9,491,839	9,785,344	10,056,338	10,404,788	10,766,029
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	7,903,412	9,373,696	9,028,029	9,491,839	9,785,344	10,056,338	10,404,788	10,766,029
OPERATIONS	-	-	-	-	-	-	-	-
ENVIRONMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-
	7,903,412	9,373,696	9,028,029	9,491,839	9,785,344	10,056,338	10,404,788	10,766,029
SUPPORT SERVICES	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	7,903,412	9,373,696	9,028,029	9,491,839	9,785,344	10,056,338	10,404,788	10,766,029
	7,903,412	9,373,696	9,028,029	9,491,839	9,785,344	10,056,338	10,404,788	10,766,029

O&M Expense Budget Comparative

MAINTENANCE

'-----2023 PROJECTED TO 2023 BUDGET ----- -----2024 BUDGET TO 2023 BUDGET-----

DESCRIPTION	2023	\$		2023		\$	2024
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	4,522,067	(408,704)	(8.29%)	4,930,771	174,880	3.55%	5,105,651
EMPLOYEE BENEFITS	1,830,588	(630,122)	(25.61%)	2,460,710	(286,897)	(11.66%)	2,173,813
SUPPLIES	690,961	54,761	8.61%	636,200	76,800	12.07%	713,000
CONTRACT SERVICES	1,675,693	754,693	81.94%	921,000	70,000	7.60%	991,000
VEHICLE EXPENSE	167,235	(128,765)	(43.50%)	296,000	48,400	16.35%	344,400
UTILITIES	50,547	5,547	12.33%	45,000	5,000	11.11%	50,000
OUTREACH & ADMIN	44,324	10,324	30.36%	34,000	16,000	47.06%	50,000
INSURANCE	46,616	(3,400)	(6.80%)	50,015	13,961	27.91%	63,976
Total	9,028,029	(345,667)	(3.69%)	9,373,696	118,143	1.26%	9,491,839

MAINTENANCE

'-----2024 BUDGET TO 2023 PROJECTED ----- -----2015 RATE STUDY TO 2024 BUDGET-----

DESCRIPTION	2023	\$		2024		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	4,522,067	583,584	12.91%	5,105,651	(269,090)	(5.27%)	4,836,561
EMPLOYEE BENEFITS	1,830,588	343,225	18.75%	2,173,813	520,579	23.95%	2,694,392
SUPPLIES	690,961	22,039	3.19%	713,000	41,195	5.78%	754,195
CONTRACT SERVICES	1,675,693	(684,693)	(40.86%)	991,000	(507,624)	(51.22%)	483,376
VEHICLE EXPENSE	167,235	177,165	105.94%	344,400	(17,677)	(5.13%)	326,723
UTILITIES	50,547	(547)	(1.08%)	50,000	(4,656)	(9.31%)	45,344
OUTREACH & ADMIN	44,324	5,677	12.81%	50,000	(10,868)	(21.74%)	39,132
INSURANCE	46,616	17,361	37.24%	63,976	7,083	11.07%	71,059
Total	9,028,029	463,810	5.14%	9,491,839	(241,057)	(2.54%)	9,250,782

O&M Expense Budget Comparative

OPERATIONS

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	1,914,715	2,074,210	2,105,540	2,205,671	2,271,841	2,339,996	2,410,196	2,482,502
EMPLOYEE BENEFITS	788,603	868,346	783,221	849,420	880,509	906,924	952,270	999,883
SUPPLIES	602,834	745,515	769,223	732,600	747,252	762,197	858,063	810,805
CONTRACT SERVICES	1,159,607	1,280,200	1,208,888	1,344,200	1,371,084	1,398,506	1,440,461	1,483,675
VEHICLE EXPENSE	24,286	25,000	29,142	26,000	26,520	27,050	27,862	28,698
UTILITIES	1,436,575	1,535,656	1,807,262	1,618,746	1,651,121	1,684,143	1,734,668	1,786,708
OUTREACH & ADMIN	83,595	114,000	109,127	113,000	115,260	117,565	121,092	124,725
INSURANCE	119,078	108,085	132,672	142,834	145,691	148,604	153,063	157,655
	6,129,292	6,751,012	6,945,073	7,032,471	7,209,277	7,384,986	7,697,674	7,874,649
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	6,129,292	6,751,012	6,945,073	7,032,471	7,209,277	7,384,986	7,697,674	7,874,649
ENVIORNMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-
	6,129,292	6,751,012	6,945,073	7,032,471	7,209,277	7,384,986	7,697,674	7,874,649
SUPPORT SERVICES	-	-	-	-	-	-	-	-
OPERATIONS	6,129,292	6,751,012	6,945,073	7,032,471	7,209,277	7,384,986	7,697,674	7,874,649
MAINTENANCE	-	-	-	-	-	-	-	-
	6,129,292	6,751,012	6,945,073	7,032,471	7,209,277	7,384,986	7,697,674	7,874,649

O&M Expense Budget Comparative

OPERATIONS

'-----2023 PROJECTED TO 2023 BUDGET ----- -----2024 BUDGET TO 2023 BUDGET-----'

DESCRIPTION	2023	\$		2023		\$	2024
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	2,105,540	31,330	1.51%	2,074,210	131,461	6.34%	2,205,671
EMPLOYEE BENEFITS	783,221	(85,125)	(9.80%)	868,346	(18,926)	(2.18%)	849,420
SUPPLIES	769,223	23,708	3.18%	745,515	(12,915)	(1.73%)	732,600
CONTRACT SERVICES	1,208,888	(71,312)	(5.57%)	1,280,200	64,000	5.00%	1,344,200
VEHICLE EXPENSE	29,142	4,142	16.57%	25,000	1,000	4.00%	26,000
UTILITIES	1,807,262	271,606	17.69%	1,535,656	83,090	5.41%	1,618,746
OUTREACH & ADMIN	109,127	(4,874)	(4.28%)	114,000	(1,000)	(0.88%)	113,000
INSURANCE	132,672	24,587	22.75%	108,085	34,749	32.15%	142,834
Total	6,945,073	194,061	2.87%	6,751,012	281,459	4.17%	7,032,471

OPERATIONS

'-----2024 BUDGET TO 2023 PROJECTED ----- -----2015 RATE STUDY TO 2024 BUDGET-----'

DESCRIPTION	2023	\$		2024		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	2,105,540	100,131	4.76%	2,205,671	(175,020)	(7.93%)	2,030,651
EMPLOYEE BENEFITS	783,221	66,199	8.45%	849,420	220,678	25.98%	1,070,098
SUPPLIES	769,223	(36,623)	(4.76%)	732,600	182,913	24.97%	915,513
CONTRACT SERVICES	1,208,888	135,312	11.19%	1,344,200	(638,392)	(47.49%)	705,808
VEHICLE EXPENSE	29,142	(3,142)	(10.78%)	26,000	(10,223)	(39.32%)	15,777
UTILITIES	1,807,262	(188,516)	(10.43%)	1,618,746	530,815	32.79%	2,149,561
OUTREACH & ADMIN	109,127	3,874	3.55%	113,000	13,341	11.81%	126,341
INSURANCE	132,672	10,162	7.66%	142,834	(47,954)	(33.57%)	94,880
Total	6,945,073	87,397	1.26%	7,032,471	76,158	1.08%	7,108,629

O&M Expense Budget Comparative

ENVIORMENTAL AFFAIRS

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	818,624	1,117,031	982,528	1,110,715	1,144,036	1,176,236	1,211,523	1,247,869
EMPLOYEE BENEFITS	409,974	492,689	409,683	451,477	468,790	482,854	506,997	532,347
SUPPLIES	106,929	130,100	108,678	149,500	152,490	155,540	160,206	165,012
CONTRACT SERVICES	88,899	159,580	161,715	78,700	70,074	71,475	73,620	75,828
VEHICLE EXPENSE	15,252	17,500	16,580	17,500	17,850	18,207	18,753	19,316
UTILITIES	7,432	8,100	8,000	8,100	8,262	8,427	8,680	8,940
OUTREACH & ADMIN	12,184	22,650	25,155	34,850	35,547	36,258	37,346	38,466
INSURANCE	6,679	6,300	7,458	7,774	7,929	8,088	8,331	8,581
	<u>1,465,973</u>	<u>1,953,950</u>	<u>1,719,795</u>	<u>1,858,616</u>	<u>1,904,979</u>	<u>1,957,085</u>	<u>2,025,455</u>	<u>2,096,359</u>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIORMENTAL AFFAIRS	1,465,973	1,953,950	1,719,795	1,858,616	1,904,979	1,957,085	2,025,455	2,096,359
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
LEGAL	-	-	-	-	-	-	-	-
	<u>1,465,973</u>	<u>1,953,950</u>	<u>1,719,795</u>	<u>1,858,616</u>	<u>1,904,979</u>	<u>1,957,085</u>	<u>2,025,455</u>	<u>2,096,359</u>
SUPPORT SERVICES	1,465,973	1,953,950	1,719,795	1,858,616	1,904,979	1,957,085	2,025,455	2,096,359
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<u>1,465,973</u>	<u>1,953,950</u>	<u>1,719,795</u>	<u>1,858,616</u>	<u>1,904,979</u>	<u>1,957,085</u>	<u>2,025,455</u>	<u>2,096,359</u>

O&M Expense Budget Comparative

ENVIORMENTAL AFFAIRS

'-----2023 PROJECTED TO 2023 BUDGET ----- -----2024 BUDGET TO 2023 BUDGET-----'

DESCRIPTION	2023	\$		2023		\$	2024
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	982,528	(134,503)	(12.04%)	1,117,031	(6,316)	(0.57%)	1,110,715
EMPLOYEE BENEFITS	409,683	(83,006)	(16.85%)	492,689	(41,212)	(8.36%)	451,477
SUPPLIES	108,678	(21,422)	(16.47%)	130,100	19,400	14.91%	149,500
CONTRACT SERVICES	161,715	2,135	1.34%	159,580	(80,880)	(50.68%)	78,700
VEHICLE EXPENSE	16,580	(921)	(5.26%)	17,500	-	0.00%	17,500
UTILITIES	8,000	(101)	(1.24%)	8,100	-	0.00%	8,100
OUTREACH & ADMIN	25,155	2,505	11.06%	22,650	12,200	53.86%	34,850
INSURANCE	7,458	1,158	18.38%	6,300	1,474	23.40%	7,774
Total	1,719,795	(234,155)	(11.98%)	1,953,950	(95,334)	(4.88%)	1,858,616

ENVIORMENTAL AFFAIRS

'-----2024 BUDGET TO 2023 PROJECTED ----- -----2015 RATE STUDY TO 2024 BUDGET-----'

DESCRIPTION	2023	\$		2024		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	982,528	128,187	13.05%	1,110,715	582,316	52.43%	1,693,031
EMPLOYEE BENEFITS	409,683	41,795	10.20%	451,477	454,899	100.76%	906,376
SUPPLIES	108,678	40,822	37.56%	149,500	(16,857)	(11.28%)	132,643
CONTRACT SERVICES	161,715	(83,015)	(51.33%)	78,700	(9,194)	(11.68%)	69,506
VEHICLE EXPENSE	16,580	921	5.55%	17,500	22,627	129.30%	40,127
UTILITIES	8,000	101	1.26%	8,100	8,068	99.60%	16,168
OUTREACH & ADMIN	25,155	9,695	38.54%	34,850	(16,012)	(45.95%)	18,838
INSURANCE	7,458	316	4.24%	7,774	(895)	(11.51%)	6,879
Total	1,719,795	138,822	8.07%	1,858,616	1,024,952	55.15%	2,883,568

O&M Expense Budget Comparative

FACILITIES ASSET MANAGEMENT

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	1,577,124	2,087,978	1,843,573	2,438,113	2,511,256	2,586,594	2,664,192	2,744,118
EMPLOYEE BENEFITS	751,339	930,413	733,644	975,169	1,011,030	1,041,361	1,093,429	1,148,101
SUPPLIES	791,913	933,598	743,992	956,398	932,686	951,236	979,773	1,009,166
CONTRACT SERVICES	563,215	701,900	682,626	882,000	853,740	870,815	896,939	923,847
VEHICLE EXPENSE	87,990	92,750	103,562	106,000	108,120	110,282	113,591	116,999
UTILITIES	148,587	183,200	172,685	194,400	198,288	202,254	208,321	214,571
OUTREACH & ADMIN	11,968	40,590	20,412	40,674	41,487	42,317	43,587	44,894
INSURANCE	80,111	76,610	88,824	101,654	103,687	105,761	108,934	112,202
	4,012,246	5,047,039	4,389,318	5,694,408	5,760,295	5,910,620	6,108,766	6,313,897
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIORNMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	4,012,246	5,047,039	4,389,318	5,694,408	5,760,295	5,910,620	6,108,766	6,313,897
LEGAL	-	-	-	-	-	-	-	-
	4,012,246	5,047,039	4,389,318	5,694,408	5,760,295	5,910,620	6,108,766	6,313,897
SUPPORT SERVICES	-	-	-	-	-	-	-	-
OPERATIONS	4,012,246	5,047,039	4,389,318	5,694,408	5,760,295	5,910,620	6,108,766	6,313,897
MAINTENANCE	-	-	-	-	-	-	-	-
	4,012,246	5,047,039	4,389,318	5,694,408	5,760,295	5,910,620	6,108,766	6,313,897

O&M Expense Budget Comparative

FACILITIES ASSET MANAGEMENT

'-----2023 PROJECTED TO 2023 BUDGET ----- -----2024 BUDGET TO 2023 BUDGET-----'

DESCRIPTION	2023	\$		2023		\$	2024
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	1,843,573	(244,405)	(11.71%)	2,087,978	350,135	16.77%	2,438,113
EMPLOYEE BENEFITS	733,644	(196,769)	(21.15%)	930,413	44,756	4.81%	975,169
SUPPLIES	743,992	(189,606)	(20.31%)	933,598	22,800	2.44%	956,398
CONTRACT SERVICES	682,626	(19,274)	(2.75%)	701,900	180,100	25.66%	882,000
VEHICLE EXPENSE	103,562	10,812	11.66%	92,750	13,250	14.29%	106,000
UTILITIES	172,685	(10,515)	(5.74%)	183,200	11,200	6.11%	194,400
OUTREACH & ADMIN	20,412	(20,178)	(49.71%)	40,590	84	0.21%	40,674
INSURANCE	88,824	12,214	15.94%	76,610	25,044	32.69%	101,654
Total	4,389,318	(657,721)	(13.03%)	5,047,039	647,369	12.83%	5,694,408

FACILITIES ASSET MANAGEMENT

'-----2024 BUDGET TO 2023 PROJECTED ----- -----2015 RATE STUDY TO 2024 BUDGET-----'

DESCRIPTION	2023	\$		2024		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	1,843,573	594,540	32.25%	2,438,113	(880,527)	(36.12%)	1,557,586
EMPLOYEE BENEFITS	733,644	241,526	32.92%	975,169	(129,008)	(13.23%)	846,161
SUPPLIES	743,992	212,406	28.55%	956,398	88,494	9.25%	1,044,892
CONTRACT SERVICES	682,626	199,374	29.21%	882,000	24,004	2.72%	906,004
VEHICLE EXPENSE	103,562	2,439	2.35%	106,000	35,000	33.02%	141,000
UTILITIES	172,685	21,715	12.58%	194,400	(6,938)	(3.57%)	187,462
OUTREACH & ADMIN	20,412	20,262	99.27%	40,674	(19,555)	(48.08%)	21,119
INSURANCE	88,824	12,830	14.44%	101,654	18,227	17.93%	119,881
Total	4,389,318	1,305,090	29.73%	5,694,408	(870,303)	(15.28%)	4,824,105

O&M Expense Budget Comparative

LEGAL

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARY	497,858	532,637	495,540	343,497	353,802	364,416	375,348	386,608
EMPLOYEE BENEFITS	211,371	207,517	209,346	137,170	140,309	144,518	151,744	159,331
SUPPLIES	7,695	4,500	7,122	3,500	3,570	3,641	3,751	3,863
CONTRACT SERVICES	69,351	149,515	100,556	0	0	0	0	0
VEHICLE EXPENSE	7,200	7,200	10,184	3,600	3,672	3,745	3,858	3,974
UTILITIES	3,447	2,000	2,918	720	734	749	772	795
OUTREACH & ADMIN	65,979	110,800	100,418	106,861	108,998	111,178	114,514	117,949
INSURANCE	1,102	1,020	1,311	1,093	1,115	1,137	1,171	1,206
	864,002	1,015,190	927,393	596,441	612,200	629,385	651,157	673,727
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
ENVIORMENTAL AFFAIRS	-	-	-	-	-	-	-	-
FACILITIES ASSET MANAGEMENT	-	-	-	-	-	-	-	-
LEGAL	864,002	1,015,190	927,393	596,441	612,200	629,385	651,157	673,727
	864,002	1,015,190	927,393	596,441	612,200	629,385	651,157	673,727
SUPPORT SERVICES	864,002	1,015,190	927,393	596,441	612,200	629,385	651,157	673,727
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	864,002	1,015,190	927,393	596,441	612,200	629,385	651,157	673,727

O&M Expense Budget Comparative

LEGAL

'-----2023 PROJECTED TO 2023 BUDGET ----- -----2024 BUDGET TO 2023 BUDGET-----

DESCRIPTION	'-----2023 PROJECTED TO 2023 BUDGET -----			-----2024 BUDGET TO 2023 BUDGET-----			2024 BUDGET
	2023 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	495,540	37,097	7.49%	532,637	(189,141)	(35.51%)	343,497
EMPLOYEE BENEFITS	209,346	1,829	0.88%	207,517	(70,347)	(33.90%)	137,170
SUPPLIES	7,122	2,622	58.27%	4,500	(1,000)	(22.22%)	3,500
CONTRACT SERVICES	100,556	(48,960)	(32.75%)	149,515	(149,515)	(100.00%)	-
VEHICLE EXPENSE	10,184	2,984	41.44%	7,200	(3,600)	(50.00%)	3,600
UTILITIES	2,918	918	45.88%	2,000	(1,280)	(64.00%)	720
OUTREACH & ADMIN	100,418	(10,383)	(9.37%)	110,800	(3,939)	(3.56%)	106,861
INSURANCE	1,311	291	28.53%	1,020	73	7.16%	1,093
Total	927,393	(13,602)	(1.34%)	1,015,190	(418,749)	(41.25%)	596,441

LEGAL

'-----2024 BUDGET TO 2023 PROJECTED ----- -----2015 RATE STUDY TO 2024 BUDGET-----

DESCRIPTION	'-----2024 BUDGET TO 2023 PROJECTED -----			-----2015 RATE STUDY TO 2024 BUDGET-----			2015 RATE MODEL
	2023 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2024 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	495,540	(152,043)	(30.68%)	343,497	(343,497)	(100.00%)	-
EMPLOYEE BENEFITS	209,346	(72,176)	(34.48%)	137,170	(137,170)	(100.00%)	-
SUPPLIES	7,122	(3,622)	(50.86%)	3,500	(3,500)	(100.00%)	-
CONTRACT SERVICES	100,556	(100,556)	(100.00%)	-	-	0.00%	-
VEHICLE EXPENSE	10,184	(6,584)	(64.65%)	3,600	(3,600)	(100.00%)	-
UTILITIES	2,918	(2,198)	(75.32%)	720	(720)	(100.00%)	-
OUTREACH & ADMIN	100,418	6,444	6.42%	106,861	(106,861)	(100.00%)	-
INSURANCE	1,311	(218)	(16.63%)	1,093	(1,093)	(100.00%)	-
Total	927,393	(330,952)	(35.69%)	596,441	(596,441)	(100.00%)	0

O&M Expense Budget Comparative

PROJECTED VACANCY SAVINGS

DESCRIPTION	2022 ACTUAL	2023 BUDGET	2023 PROJECTED	2024 BUDGET	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
SALARIES	-	(563,000)	-	(630,000)	(427,000)	(427,000)	(427,000)	(427,000)
BENEFITS	-	(270,240)	-	(252,000)	(204,960)	(204,960)	(204,960)	(204,960)
	-	(833,240)	-	(882,000)	(631,960)	(631,960)	(631,960)	(631,960)
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
PROJECTED VACANCY SAVINGS	-	(833,240)	-	(882,000)	(631,960)	(631,960)	(631,960)	(631,960)
	-	(833,240)	-	(882,000)	(631,960)	(631,960)	(631,960)	(631,960)
SUPPORT SERVICES	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
PROJECTED VACANCY SAVINGS	-	(833,240)	-	(882,000)	(631,960)	(631,960)	(631,960)	(631,960)
	-	(833,240)	-	(882,000)	(631,960)	(631,960)	(631,960)	(631,960)

SALARY VACANCY SAVINGS

DESCRIPTION	-----2023 PROJECTED TO 2023 BUDGET -----			-----2024 BUDGET TO 2023 BUDGET-----			
	2023 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	2024 BUDGET
SALARY	-	563,000	(100.00%)	(563,000)	(67,000)	11.90%	(630,000)
EMPLOYEE BENEFITS	-	270,240	(100.00%)	(270,240)	18,240	(6.75%)	(252,000)
Total	0	833,240	(100.00%)	(833,240)	(48,760)	5.85%	(882,000)

Capital Improvement Plan

Capital Improvement Plan Overview

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

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.

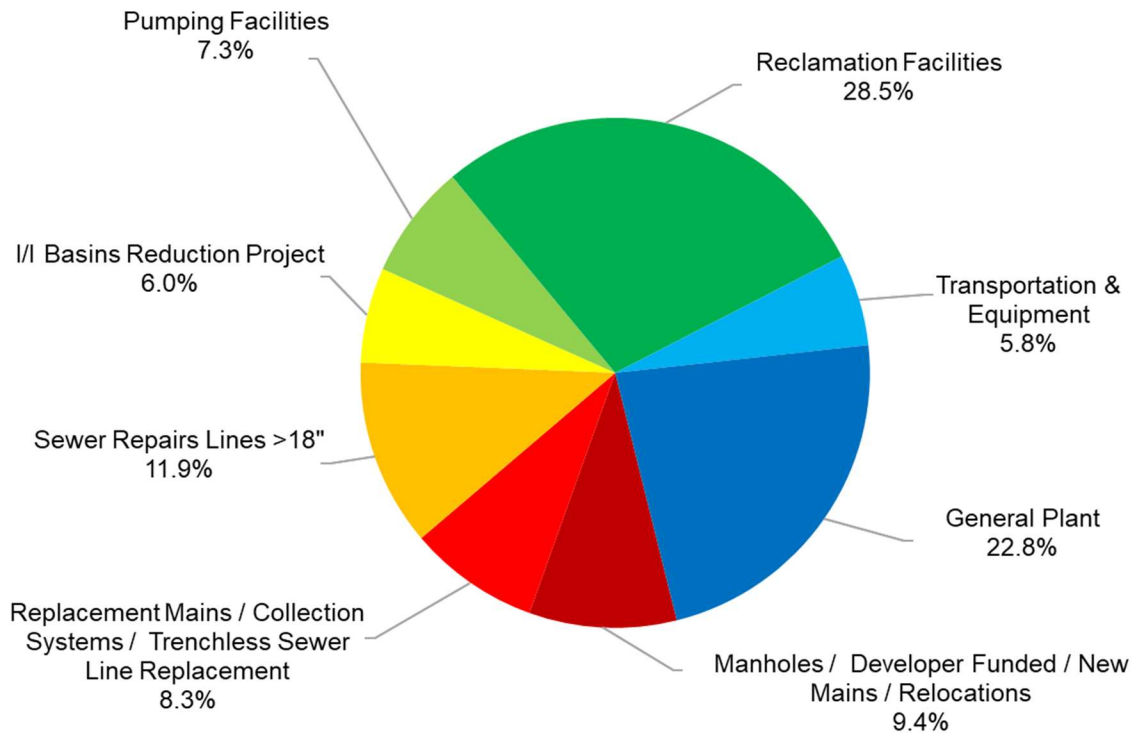
The CIP is prepared within each department of LRWRA, assimilated and reviewed by the Executive Staff, and submitted for the CEO's approval. After the CEO's approval, the CIP is incorporated into the Annual Operating Budget and submitted to the LRWRC for approval in November of each year.

2024 Capital Improvement Plan Summary

During the 2024 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) transitioning from a successfully completed Consent Administrative Order (CAO) to a fully integrated Asset Management / Preventive Maintenance System, which will drive the capital improvement plans going forward. The 2024 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.

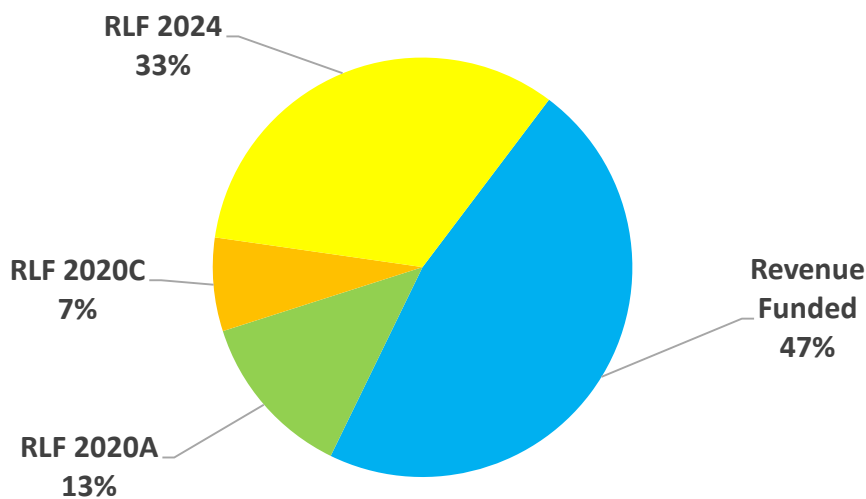
CIP projects such as routine wastewater collection system upgrades, pumping and treatment facility improvements and general plant renewals are identified within the Asset Management/ Preventive Maintenance System. These items along with NPDES permit requirements make up the estimated \$35,032,749 for 2024 CIP expenditures. The 2024 Capital Improvement Expenditures by Project Category chart on page 78 provides a breakout by percentage related to each grouping of CIP project types.

2024 Capital Improvement Expenditures by Project Category



Funding of \$35,032,794 for 2024 budgeted expenditures is composed of State Revolving Loan Funds (RLF 2020A, RLF 2020C, RLF 2024), a FEMA Grant, system revenues and reserves. Many of the significant non-routine capital projects for the CAO and NPDES Permit requirements are funded with debt/loans while the routine capital projects are revenue funded.

2024 Funding Sources for Capital Projects



Normally 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 2024 are listed on pages 88 through 115.

Consent Administrative Order & Sierra Club Settlement Projects



Fiscal Year 2024

Collection System Rehabilitation Capacity Assurance Projects

Collection system rehabilitation and capacity assurance projects scheduled for 2024 are shown in the table on page 89. The total cost of work scheduled is \$2,112,240 in 2024. These projects will be funded through system revenue and one RLF issued in 2020. There will be no change to the cleaning and inspection maintenance schedule and no increase in operations costs because of these improvements. The end user rates that provide repayment of the RLF's issued in 2020 went into effect on January 1, 2020.

- 2024 Expenditures: \$2,112,240
- Funding Sources: RLF 2020A
- Completion Date: December 2024
- Estimated Impact on Operating Costs: N/A

Construction Interest Expense

It has been Little Rock Water Reclamation Authority's practice to fund interest payments during the construction period from the revolving loan fund proceeds. With the implementation of Government Accounting Standards Board Statement #89, the once capitalized interest will now be expensed in the period it is incurred but will still be funded from the loan proceeds. The estimated amount and timing of withdrawals for the projects above are as follows:

- 2024 Construction Interest Expense: \$0
- Future Construction Interest Expense: \$2.65 Million
- Funding Sources: RLF 2024

6-Year Capital Improvement Plan

Since the CAO and the Sierra Club Settlement Agreement requirements will be completed by December 31, 2023, LRWRA will shift their focus to asset management, preventive maintenance, growth, and regulatory requirements. Critical assets throughout the utility will be identified and preventative maintenance measures established.

NPDES Permit Modification Projects

 Fiscal Year 2024 through 2033

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 options of 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.


- 2024 Expenditures: \$3,210,000
- Future Project Costs: \$0
- Funding Sources: Revenue
- Completion Date: 2024

Collection System COD Meter

Two In-line COD meters will be purchased and installed at the Arch St. Pump Station and the Fourche Creek Water Reclamation Facility (WRF) Headworks in order to detect Industrial User slug loads prior to them reaching the WRFs. This early detection will afford the Operations staff the opportunity to adjust their processes, which will minimize any negative impacts on the WRFs.

- 2024 Expenditures: \$84,000
- Future Project Costs: \$0
- Funding Sources: Revenue
- Completion Date: 2024

Routine Capital Projects

 Fiscal Year 2024

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.

- 2024 Expenditures: \$205,000
- Future Project Cost: \$1,025,000
- Funding Sources: System Revenues; Reserves
- Completion Date: Annual
- Annual Impact on Operating Costs: \$0

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.

- 2024 Expenditures: \$180,000
- Future Project Cost: \$900,00
- Funding Sources: System Revenue; Reserves
- Completion Date: Annually
- Annual Impact on Operating Costs: \$10,000

In-House Sewer Line, Rehabilitation and Construction

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

A complete list can be found on page 91 and the project narratives on pages 97.

- 2024 Expenditures: \$8,670,449
- Future Project Cost: \$15,900,000
- Funding Sources: System Revenues; Reserves; RLF 2020A; RLF 2020C; RLF 2024
- Completion Date: Annually
- Annual Impact on Operating Costs: \$0

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.

- 2024 Expenditures: \$1,510,000
- Future Project Cost: \$6,000,000
- Funding Sources: 2020A RLF; System Revenue; Reserves
- Completion Date: Annually
- Annual Impact on Operating Costs: \$0
- Estimated Annual Principal and Interest: \$0

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.

- 2024 Expenditures: \$1,895,000
- Future Project Cost: \$4,288,000
- Funding Sources: System Revenues; Reserves, RLF 2024
- Completion Date: Annually
- Annual Impact on Operating Costs: \$0
- Estimated Annual Principal and Interest: \$0

Reclamation Pumping Facilities

A complete list can be found on page 91 and the project narratives on pages 100-101.

- 2024 Expenditures: \$2,550,000
- Future Project Cost: \$4,614,340
- Funding Sources: RLF 2024; System Revenues; Reserves
- Completion Date: Annually
- Annual Impact on Operating Costs: \$20,000

Reclamation Treatment Facilities

A complete list can be found on page 92 and the project narratives on pages 102-104.

- 2023 Expenditures: \$9,980,000
- Future Project Cost: \$47,321,000
- Funding Sources: 2024 RLF; System Revenues; Reserves
- Completion Date: Annually
- Annual Impact on Operating Costs: \$40,000

Transportation Equipment

A complete list can be found on page 93 and the project narratives on pages 105-107.

- 2024 Expenditures: \$2,037,500
- Future Project Cost: \$5,745,500
- Funding Sources: System Revenues; Reserves
- Completion Date: Annually
- Annual Impact on Operating Costs: \$10,000

General Plant

A complete list can be found on pages 94-95 and the project narratives on pages 108-115.

- 2023 Expenditures: \$4,710,800
- Future Project Cost: \$8,041,605
- Funding Sources: System Revenues; Reserves
- Completion Date: Annually
- Annual Impact on Operating Costs: \$60,000

 Fiscal Year 2023 through 2029

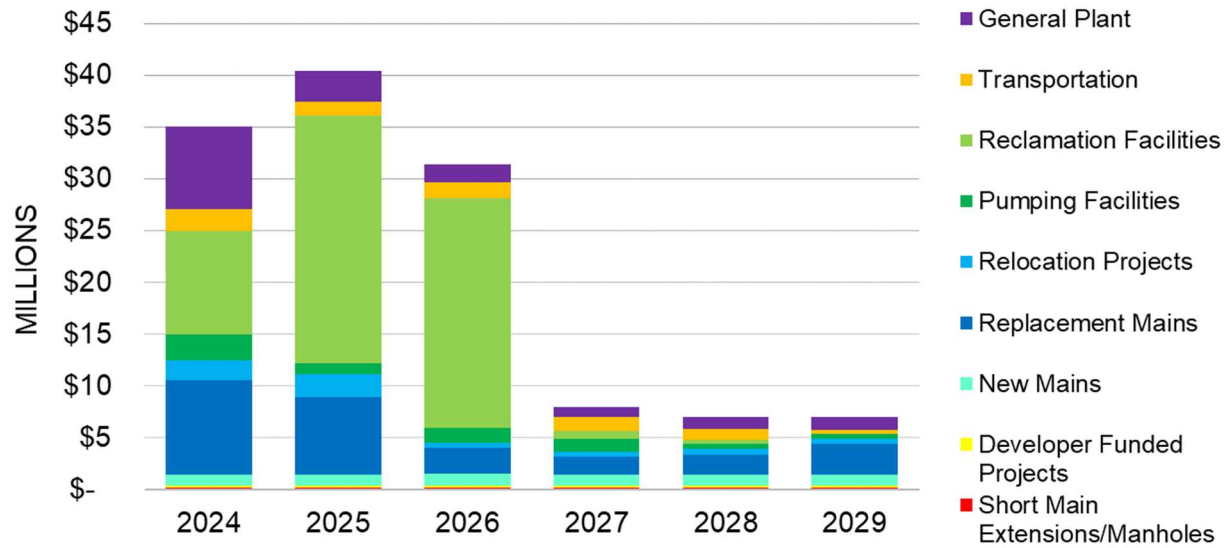
Routine Capital Description	Budget 2023	Projected 2024	Projected 2025 to 2029	Projected Total
Short Main Extensions/Manholes	\$ 159,830	\$ 205,000	\$ 1,025,000	\$ 1,389,830
Developer Funded Projects	180,000	180,000	900,000	1,260,000
New Mains	850,515	1,000,000	5,150,000	7,000,515
Replacement Mains	22,343,476	9,180,449	16,750,000	48,273,925
Relocation Projects	851,806	1,895,000	4,288,000	7,034,806
Pumping Facilities	2,648,484	2,550,000	4,614,340	9,812,824
Reclamation Facilities	3,079,545	9,980,000	47,321,000	60,380,545
Transportation	284,969	2,037,500	5,745,500	8,067,969
General Plant	3,164,491	8,004,800	8,041,605	19,210,896
Total Routine Capital	\$ 33,563,116	\$ 35,032,749	\$ 93,835,445	\$ 162,431,310

Strategic Capital Operating Plan

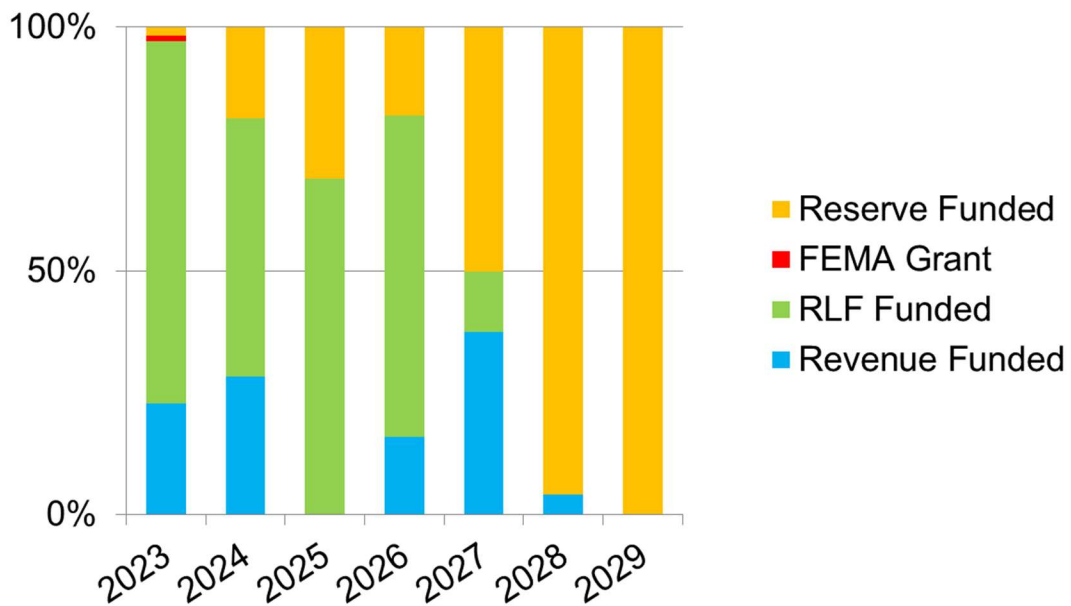
The Little Rock Water Reclamation Authority's capital strategic plan (shown on page 96) includes project forecasts from 2023 through 2029. Gross expenditures of approximately \$162,431,310 are forecasted to be complete through 2029 funded by system revenues, reserves and multiple RLFs. LRWRA does anticipate an annual spend of \$30 million to maintain and update the sewer system moving forward. While LRWRA does a 10-year CIP breakout for budgeting, there are several capital projects in the unfunded status from 2027 to 2033. The sources of funds to support those capital expenditures have yet to be determined with either revenue, grants or bond/RLF proceeds.

Of the \$162,431,310 forecasted for 2024 through 2029, approximately \$25,764,566 will be from system revenues, \$43,148,838 from reserve funds, \$93,159,401 from State Revolving Loan Funds, and \$358,506 are from a FEMA Grant

Yearly Project Expenses by Major Category



Project Funding by Major Category



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 \$2,649,444 and service line replacement program expense of \$1,025,000 is also included in RLF bond proceeds for 2024 through 2029.

State Revolving Loan Funded Projects

Existing State Revolving Loan Funds (RLF 2020A)

A State Revolving Loan Fund was issued in 2020 and provided \$51,400,000 in funds available for construction to complete Overflow Mitigation, NPDES, and routine projects. At 12/31/2023 it is estimated there will be \$4,506,949 remaining in loan funds. These funds are to complete the projects or fund a program listed in the table below.

RLF 2020A Projects	Project Forecast	Construction Date	Completion Date	Funding
I/I Basin Reduction Project	\$ 2,112,240	2020	2024	RLF 2020A
Sewer Repairs Lines > 18"	\$ 1,634,709	2020	2024	RLF 2020A
Trenchless Sewer Line Renewal	\$ 760,000	2020	2024	RLF 2020A
Total	\$ 4,506,949			

Existing State Revolving Loan Funds (RLF 2020C)

A State Revolving Loan Fund was issued in 2020 and provides up to \$7,500,000 in funds available for construction on damage assets during the 2019 Arkansas River Flood. LRWRA estimated it will use \$3,037,763 of loan funds as a 25% ratio in conjunction with the 75% FEMA grant. At 12/31/2023 it is estimated there will be \$2,923,500 remaining in loan funds. These funds are to complete the project for Sewer Repairs Lines >18".

RLF 2020A Projects	Project Forecast	Construction Date	Completion Date	Funding
Sewer Repairs Lines >18" (FCWRF Outfall/Jetty)	\$ 2,923,500	2020	2024	RLF 2020C
Total	\$ 2,923,500			

Proposed State Revolving Loan Funds (RLF 2024)

A State Revolving Loan Fund is projected to be issued in June 2024 that provides \$65,000,000. These estimated funds are to be used on the projects or fund a program listed in the table below.

RLF 2024 Projects	Project Forecast	Construction Date	Completion Date	Funding
Trenchless Sewer Line Renewal	\$3,750,000	2024	2025	RLF 2024
AFWRF Sludge Transfer Line Rehab	\$ 5,000,000	2024	2025	RLF 2024
ARDOT Pleasant Ridge to Taylor Loop	\$500,000	2024	2024	RLF 2024
Candlewood PS	\$1,000,000	2023	2025	RLF 2024
LR Port PS Upgrades	\$1,000,000	2023	2025	RLF 2024
Longfellow PS Rehab	\$260,000	2024	2024	RLF 2024
AFWRF Influent Pump Station & Process Rehabilitation	\$11,500,000	2024	2026	RLF 2024
AFWRF #4 Blower and Controls	\$750,000	2024	2024	RLF 2024
AFWRF Sludge Transfer Pump Station	\$2,160,000	2024	2026	RLF 2024
FCWRF Solids Processing	\$27,000,000	2024	2026	RLF 2024
Two Rivers Park Pump Station	\$1,500,000	2026	2027	RLF 2024
FCWRF Headworks Gate & Concrete	\$1,900,000	2024	2025	RLF 2024
LMWRF Basin Gate Replacement	\$1,150,000	2024	2025	RLF 2024
FCWRF - Replace Existing Fine Diffusers	\$600,000	2025	2026	RLF 2024
FCWRF - Replace Two Remaining Roots Blowers	\$600,000	2026	2026	RLF 2024
LMWRF Blowers Replacement (3)	\$2,400,000	2026	2026	RLF 2024
Non-Capital Service Line Replacement Program and Construction Interest	\$3,930,000	2024	2027	RLF 2024
Total	\$65,000,000			

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 model shows revenue funded projects of \$68.9 million being forecasted through 2029 as shown on the chart below but in future budget models the revenue funded amounts will most likely be reduced by future debt issues.

Routine Capital Description	Budget 2023	Projected 2024	Projected 2025 to 2029	Projected Total
Short Main Extensions/Manholes	\$ 159,830	\$ 205,000	\$ 1,025,000	\$ 1,389,830
Developer Funded Projects	180,000	180,000	900,000	1,260,000
New Mains	850,515	1,000,000	5,150,000	7,000,515
Replacement Mains	470,737	1,000,000	8,750,000	10,220,737
Relocation Projects	385,184	1,395,000	4,288,000	6,068,184
Pumping Facilities	1,465,484	1,325,000	2,400,000	5,190,484
Reclamation Facilities	1,709,709	1,295,000	7,946,000	10,950,709
Transportation	284,969	2,037,500	5,745,500	8,067,969
General Plant	2,718,571	8,004,800	8,041,605	18,764,976
Total Routine Capital	\$ 8,224,999	\$ 16,442,300	\$ 44,246,105	\$ 68,913,404

System Unfunded Revenue Projects

In our long-term capital improvement plan (2024-2033) there are several projects starting in 2027 and going through 2033 for which the funding source has not yet been specifically identified. Most likely the funding of these projects will require combination of future rate increases and LRWRA securing funding from additional long-term debt. The list of unfunded capital projects can be found on page 118.

2024 Capital Operating Plan

(\$1,000)

PROJECT NUMBER	PROJECT DESCRIPTION		PRIOR EXPENSES	CARRY-OVER 2024	NEW 2024	TOTAL 2024
1240000	Short Main Extensions / New Mainholes	GROSS	\$ -	\$ -	\$ 205.0	\$ 205.0
		A&C	-	-	-	-
		NET	-	-	205.0	205.0
2240000	Construction Deposit Projects	GROSS	-	-	180.0	180.0
		A&C	-	-	-	-
		NET	-	-	180.0	180.0
3240000	New Mains at Utility Cost	GROSS	-	-	1,000.0	1,000.0
		A&C	-	-	-	-
		NET	-	-	1,000.0	1,000.0
4240000	Replacement Mains at Utility Cost	GROSS	55,148.5	4,870.4	4,310.0	9,180.4
		A&C	-	-	-	-
		NET	55,148.5	4,870.4	4,310.0	9,180.4
5240000	Relocation Projects	GROSS	560.5	2,095.0	500.0	2,595.0
		A&C	-	(700.0)	-	(700.0)
		NET	560.5	1,395.0	500.0	1,895.0
6240000	Pumping Facilities	GROSS	675.4	4,040.0	1,010.0	5,050.0
		A&C	-	(2,500.0)	-	(2,500.0)
		NET	675.4	1,540.0	1,010.0	2,550.0
7240000	Water Reclamation Facilities	GROSS	-	1,035.0	8,945.0	9,980.0
		A&C	-	-	-	-
		NET	-	1,035.0	8,945.0	9,980.0
8240000	Transportation Equipment	GROSS	-	399.0	1,638.5	2,037.5
		A&C	-	-	-	-
		NET	-	399.0	1,638.5	2,037.5
9240000	General Plant	GROSS	572.5	694.2	7,396.6	8,090.8
		A&C	-	-	(86.0)	(86.0)
		NET	572.5	694.2	7,310.6	8,004.8
TOTALS	Gross Expenditures		\$ 56,956.9	\$ 13,133.6	\$ 25,185.1	\$ 38,318.7
	Advances & Contributions		-	(3,200.0)	(86.0)	(3,286.0)
	Net Expenditures		\$ 56,956.9	\$ 9,933.6	\$ 25,099.1	\$ 35,032.7

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

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2024	Beyond	Total	Prior	2024	Beyond	Total
1230000	Short Main Extensions / New Mainholes	GROSS A&C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 205.0	\$ -	\$ 205.0
			-	-	-	-	-	-	-	-
2230000	Construction Deposit Projects	GROSS A&C	-	-	-	-	-	180.0	-	180.0
			-	-	-	-	-	-	-	-
Total	Gross Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 385.0	\$ -	\$ 385.0
	Advances & Contributions		-	-	-	-	-	-	-	-
	Net Expenditures		\$ -	\$ -	\$ -	\$ -	\$ 385.0	\$ -	\$ -	\$ 385.0

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

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2024	Beyond	Total	Prior	2024	Beyond	Total
3240000	New Mains at Utility Cost In House Construction	GROSS A&C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.0	\$ -	\$ 1,000.0
			-	-	-	-	-	-	-	-
3240100	Wastewater System Capacity Improvements for Growth	GROSS A&C	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-
Total	Gross Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.0	\$ -	\$ 1,000.0
	Advances & Contributions		-	-	-	-	-	-	-	-
	Net Expenditures		\$ -	\$ -	\$ -	\$ -	\$ 1,000.0	\$ -	\$ -	\$ 1,000.0

REPLACEMENT MAINS
Thousands of Dollars to One Decimal Place

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2024	Beyond	Total	Prior	2024	Beyond	Total
4170300	Sewer Assessment Lines > 18"	GROSS A&C	\$ 16,801.9	\$ 2,758.2	\$ -	\$ 19,560.1	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-	-	-
4190400	I/I Basin Reduction Project-Phase I & R13 Rose Creek	GROSS A&C	38,346.6	2,112.2	-	40,458.8	-	-	-	-
			-	-	-	-	-	-	-	-
4240100	Trenchless Sewer Line Renewal	GROSS A&C	-	-	-	-	-	1,510.0	-	1,510.0
			-	-	-	-	-	-	-	-
4240200	Replacement Mains @ Utility Cost - Inhouse	GROSS A&C	-	-	-	-	-	1,000.0	-	1,000.0
			-	-	-	-	-	-	-	-
4240300	Sewer Repair Lines > 18"	GROSS A&C	-	-	-	-	-	1,400.0	-	1,400.0
			-	-	-	-	-	-	-	-
4240400	AFWRF Sludge Transfer Line Rehab	GROSS A&C	-	-	-	-	-	400.0	4,600.0	5,000.0
			-	-	-	-	-	-	-	-
Total	Gross Expenditures		55,148.5	4,870.4	-	60,018.9	-	4,310.0	4,600.0	8,910.0
	Advances & Contributions		-	-	-	-	-	-	-	-
	Net Expenditures		\$ 55,148.5	\$ 4,870.4	\$ -	\$ 60,018.9	\$ -	\$ 4,310.0	\$ 4,600.0	\$ 8,910.0

RELOCATION PROJECTS
Thousands of Dollars to One Decimal Place

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2024	Beyond	Total	Prior	2024	Beyond	Total
5220400	CLR Briarwood Ditch Phase 2	GROSS A&C	\$ 10.0	\$ 40.0	\$ -	\$ 50.0	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-	-	-
5220500	CLR Valentine St Drainage Phase 2	GROSS A&C	15.00	45.00	-	60.00	-	-	-	-
			-	-	-	-	-	-	-	-
5220600	ARDOT Pleasant Ridge to Taylor Loop	GROSS A&C	470.5	2,000.0	1,788.0	4,258.5	-	-	-	-
			-	(700.0)	(962.0)	(1,662.0)	-	-	-	-
5230201	Heinke Road Force Main Relocation	GROSS A&C	65.0	10.0	-	75.0	-	-	-	-
			-	-	-	-	-	-	-	-
5240200	City of Little Rock Relocations	GROSS A&C	-	-	-	-	-	250.0	-	250.0
			-	-	-	-	-	-	-	-
5240300	ARDOT Relocation	GROSS A&C	-	-	-	-	-	250.0	-	250.0
			-	-	-	-	-	-	-	-
Total	Gross Expenditures		560.5	2,095.0	1,788.0	4,443.5	-	500.0	-	500.0
	Advances & Contributions		-	(700.0)	(962.0)	(1,662.0)	-	-	-	-
	Net Expenditures		\$ 560.5	\$ 1,395.0	\$ 826.0	\$ 2,781.5	\$ -	\$ 500.0	\$ -	\$ 500.0

WATER RECLAMATION PUMPING FACILITIES
Thousands of Dollars to One Decimal Place

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2024	Beyond	Total	Prior	2024	Beyond	Total
6160400	Airport East Pump Station Site Plan	GROSS A&C	\$ 5.8	\$ 60.0	\$ -	\$ 65.8	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-	-	-
6220300	Thibault Road Pump Station	GROSS A&C	519.6	2,925.0	2,500.0	5,944.6	-	-	-	-
			-	(2,500.0)	(2,500.0)	(5,000.0)	-	-	-	-
6230100	Candlewood Pump Station Upgrades	GROSS A&C	30.0	482.5	400.0	912.5	-	-	-	-
			-	-	-	-	-	-	-	-
6230200	Little Rock Port Pump Station Building & Electrical Rehab	GROSS A&C	30.0	482.5	400.0	912.5	-	-	-	-
			-	-	-	-	-	-	-	-
6230400	LM Pump Station – Bar Screen Rehabilitation	GROSS A&C	90.0	90.0	-	180.0	-	-	-	-
			-	-	-	-	-	-	-	-
6240100	On Call Contractor Pump Station Driveway Repairs	GROSS A&C	-	-	-	-	-	50.0	-	50.0
			-	-	-	-	-	-	-	-
6240200	On Call Contractor Pump Station Fencing	GROSS A&C	-	-	-	-	-	100.0	-	100.0
			-	-	-	-	-	-	-	-
6240300	Longfellow Pump Station Rehab	GROSS A&C	-	-	-	-	-	260.0	-	260.0
			-	-	-	-	-	-	-	-
6240400	Sewer Pumping Plant	GROSS A&C	-	-	-	-	-	50.0	-	50.0
			-	-	-	-	-	-	-	-
6240500	Springer Diversion Structures	GROSS A&C	-	-	-	-	-	550.0	-	550.0
			-	-	-	-	-	-	-	-
Total	Gross Expenditures Advances & Contributions		\$ 675.4	\$ 4,040.0	\$ 3,300.0	\$ 8,015.4	\$ -	\$ 1,010.0	\$ -	\$ 1,010.0
	Net Expenditures		-	(2,500.0)	(2,500.0)	(5,000.0)	-	-	-	-
			\$ 675.4	\$ 1,540.0	\$ 800.0	\$ 3,015.4	\$ -	\$ 1,010.0	\$ -	\$ 1,010.0

WATER RECLAMATION TREATMENT FACILITIES
Thousands of Dollars to One Decimal Place

Project Number	Project Description	GROSS A&C	Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2024	Beyond	Total	Prior	2024	Beyond	Total
7220900	FCWRF Disinfection Halogen System Controls Upgrade	GROSS A&C	\$ -	\$ 35.0	\$ -	\$ 35.0	\$ -	\$ -	\$ -	\$ -
7230100	AFWRF Influent Pump Station & Process Rehab	GROSS A&C	-	1,000.0	10,500.0	11,500.0	-	-	-	-
7240100	AF Asset Renewal - On Call Contractor	GROSS A&C	-	-	-	-	-	250.0	-	250.0
7240200	FC Asset Renewal - On Call Contractor	GROSS A&C	-	-	-	-	-	100.0	-	100.0
7240300	LM Asset Renewal - On Call Contractor	GROSS A&C	-	-	-	-	-	200.0	-	200.0
7240400	AFWRF Blower & Controls	GROSS A&C	-	-	-	-	-	750.0	-	750.0
7240500	AFWRF ATS Surge Arresters	GROSS A&C	-	-	-	-	-	50.0	-	50.0
7240600	AFWRF -Primary Sludge PS	GROSS A&C	-	-	-	-	-	75.0	-	75.0
7240700	AFWRF Sludge Transfer PS	GROSS A&C	-	-	-	-	-	160.0	-	160.0
7240800	FCWRF Headworks Gate & Concrete	GROSS A&C	-	-	-	-	-	200.0	1,700.0	1,900.0
7240900	FCWRF Biosolid Optimization	GROSS A&C	-	-	-	-	-	200.0	1,800.0	2,000.0
7241000	FCWRF Blower Building Filter System Rebuild	GROSS A&C	-	-	-	-	-	200.0	-	200.0
7241100	LMWRF Basin Gate Replacement	GROSS A&C	-	-	-	-	-	575.0	575.0	1,150.0
7241200	LMWRF Gate Actuators & Gear Replacement	GROSS A&C	-	-	-	-	-	160.0	-	160.0
7241300	Peak Flow Concrete Rehab	GROSS A&C	-	-	-	-	-	25.0	475.0	500.0
7241400	FCWRF Solids Processing	GROSS A&C	-	-	-	-	-	6,000.0	21,000.0	27,000.0
Total	Gross Expenditures Advances & Contributions		\$ -	\$ 1,035.0	\$ 10,500.0	\$ 11,535.0	\$ -	\$ 8,945.0	\$ 25,550.0	\$ 34,495.0
	Net Expenditures		\$ -	\$ 1,035.0	\$ 10,500.0	\$ 11,535.0	\$ -	\$ 8,945.0	\$ 25,550.0	\$ 34,495.0

TRANSPORTATION EQUIPMENT
Thousands of Dollars to One Decimal Place

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2024	Beyond	Total	Prior	2024	Beyond	Total
8230101	Replace V1220	GROSS A&C	\$ -	\$ 125.0	\$ -	\$ 125.0	\$ -	\$ -	\$ -	\$ -
8230300	Dump Truck Scales (7)	GROSS A&C	-	50.0	-	50.0	-	-	-	-
8231400	Replace V0995	GROSS A&C	-	32.0	-	32.0	-	-	-	-
8231500	Replace V1221	GROSS A&C	-	32.0	-	32.0	-	-	-	-
8231600	Replace V1222	GROSS A&C	-	32.0	-	32.0	-	-	-	-
8231700	Replace V1317	GROSS A&C	-	32.0	-	32.0	-	-	-	-
8231800	Replace V1049	GROSS A&C	-	32.0	-	32.0	-	-	-	-
8231900	Replace V0992	GROSS A&C	-	32.0	-	32.0	-	-	-	-
8232000	Replace V1180	GROSS A&C	-	32.0	-	32.0	-	-	-	-
8240100	2024 Vehicle Replacement Program	GROSS A&C	-	-	-	-	-	400.0	-	400.0
8240200	New 1-Ton Pump Truck	GROSS A&C	-	-	-	-	-	125.0	-	125.0
8240300	New 3/4 Ton Electrican / Instrumentation Truck	GROSS A&C	-	-	-	-	-	75.0	-	75.0
8240400	New 3/4 Ton Instrucmentation Van	GROSS A&C	-	-	-	-	-	75.0	-	75.0
8240500	New Equipment Trailer	GROSS A&C	-	-	-	-	-	8.0	-	8.0
8240600	Replace '97 Utility Trailer w Enclosed Trailer	GROSS A&C	-	-	-	-	-	5.5	-	5.5
8240700	Replace 2014 Combination Cleaning Truck V1305	GROSS A&C	-	-	-	-	-	650.0	-	650.0
8240800	Replace Service Truck 1303	GROSS A&C	-	-	-	-	-	80.0	-	80.0
8240900	Replace Service Truck 1306	GROSS A&C	-	-	-	-	-	125.0	-	125.0
8241000	Replace Service Truck 1310	GROSS A&C	-	-	-	-	-	95.0	-	95.0
Total	Gross Expenditures Advances & Contributions		\$ -	\$ 399.0	\$ -	\$ 399.0	\$ -	\$ 1,638.5	\$ -	\$ 1,638.5
	Net Expenditures		\$ -	\$ 399.0	\$ -	\$ 399.0	\$ -	\$ 1,638.5	\$ -	\$ 1,638.5

GENERAL PLANT
Thousands of Dollars to One Decimal Place

Project Number	Project Description	GROSS A&C	Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2024	Beyond	Total	Prior	2024	Beyond	Total
			\$	\$	\$	\$	\$	\$	\$	\$
9191800	Laboratory Info Management System		158.6	45.0	-	203.6	-	-	-	-
9201300	IT Best Practices Analysis		-	20.0	-	20.0	-	-	-	-
9220200	LRWRA Signage All Treatment Facilities		-	150.0	-	150.0	-	-	-	-
9220300	Generator Relocation from Adams to Fourche		413.9	176.2	-	590.1	-	-	-	-
9220400	New Six Foot Lathe Machine		-	60.0	-	60.0	-	-	-	-
9220500	AFWRF Access Control Phase 1		-	30.0	-	30.0	-	-	-	-
9231700	Copier - LMWTF Admin Bldg		-	8.0	-	8.0	-	-	-	-
9231800	Copier- CAB Communications		-	12.0	-	12.0	-	-	-	-
9232100	AFWRF Perimeter Fence Replacement		-	175.0	-	175.0	-	-	-	-
9232507	New Roots Blower		-	18.0	-	18.0	-	-	-	-
9240100	All Facilities Elec Replacement (>\$5K)		-	-	-	-	130.0	-	130.0	-
9240200	All Facilities Plant Mech Replacement (>\$5K)		-	-	-	-	250.0	-	250.0	-
9240300	All Facilities Pump Station Mech Replacement (>\$5K)		-	-	-	-	150.0	-	150.0	-
9240400	All Facilities Roof Asset Management		-	-	-	-	680.0	-	680.0	-
9240500	All Facilities Update Projects (>\$5K)		-	-	-	-	40.0	-	40.0	-
9240600	HVAC Replacement Program - All Facilities		-	-	-	-	80.0	-	80.0	-
9240700	Instrumentation Repairs (>\$5K)		-	-	-	-	100.0	-	100.0	-
9240800	AFWRF Administration Office HVAC		-	-	-	-	20.0	-	20.0	-
9240900	AFWRF Main PS Electrical Room (2) 5 Ton HVAC Units		-	-	-	-	20.0	-	20.0	-
9241000	ASPS 7.5 Ton HVAC		-	-	-	-	10.0	-	10.0	-
9241100	Biosolids Land Puchase		-	-	-	-	3,210.0	-	3,210.0	-
9241200	CAB HVAC Full Replacement		-	-	-	-	500.0	-	500.0	-
9241300	Chemical Refrigerator		-	-	-	-	8.6	-	8.6	-
9241400	Collection System COD Meter		-	-	-	-	84.0	-	84.0	-
9241500	CradlePoint Radio Upgrade		-	-	-	-	30.0	-	30.0	-
9241600	CUES Additional Software Licensing		-	-	-	-	50.0	-	50.0	-
9241700	CWM Buildings & Grounds Improvement (Task Building)		-	-	-	-	30.0	-	30.0	-

GENERAL PLANT
Thousands of Dollars to One Decimal Place

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2024	Beyond	Total	Prior	2024	Beyond	Total
9241800	CWM South Gate/ 2 Actuators/ Pedestal/ Enclosures	GROSS A&C	-	-	-	-	-	40.0	-	40.0
9241900	FCWRF Main Gate Electric Acuator	GROSS A&C	-	-	-	-	-	25.0	-	25.0
9242000	FCWRF Maintenance Building Expansion	GROSS A&C	-	-	-	-	-	350.0	-	350.0
9242100	FCWRF Polymer Storage Building	GROSS A&C	-	-	-	-	-	15.0	-	15.0
9242200	FCWRF Storeroom Addition	GROSS A&C	-	-	-	-	-	825.0	825.0	1,650.0
9242300	FCWRF Perimeter Fence Replacement	GROSS A&C	-	-	-	-	-	250.0	-	250.0
9242400	Fleet Car Wash Upgrade	GROSS A&C	-	-	-	-	-	75.0	-	75.0
9242500	Fleet Directional Cooling Fan	GROSS A&C	-	-	-	-	-	(10.0)	-	(10.0)
9242600	Fleet Fall Protection Safety System	GROSS A&C	-	-	-	-	-	33.0	-	33.0
9242700	Fleet Replace Bay Doors and Motors	GROSS A&C	-	-	-	-	-	(16.5)	-	(16.5)
9242800	Fleet Replace Large Welder	GROSS A&C	-	-	-	-	-	36.0	-	36.0
9242900	Fleet Replace Large Welder	GROSS A&C	-	-	-	-	-	(18.0)	-	(18.0)
9242800	Fleet Replace Large Welder	GROSS A&C	-	-	-	-	-	8.0	-	8.0
9242900	Fume Hoods	GROSS A&C	-	-	-	-	-	(4.0)	-	(4.0)
9242900	Fume Hoods	GROSS A&C	-	-	-	-	-	25.0	-	25.0
9243000	Lab Info Management System Improvements	GROSS A&C	-	-	-	-	-	-	-	-
9243000	Lab Info Management System Improvements	GROSS A&C	-	-	-	-	-	20.0	-	20.0
9243100	Letter Folding & Stuffing Machine	GROSS A&C	-	-	-	-	-	-	-	-
9243100	Letter Folding & Stuffing Machine	GROSS A&C	-	-	-	-	-	10.0	-	10.0
9243200	LMWRF New Fire Alarms	GROSS A&C	-	-	-	-	-	-	-	-
9243200	LMWRF New Fire Alarms	GROSS A&C	-	-	-	-	-	100.0	-	100.0
9243300	New Portable Building	GROSS A&C	-	-	-	-	-	-	-	-
9243300	New Portable Building	GROSS A&C	-	-	-	-	-	10.0	-	10.0
9243400	Replace 2 Dessicators	GROSS A&C	-	-	-	-	-	-	-	-
9243400	Replace 2 Dessicators	GROSS A&C	-	-	-	-	-	10.0	-	10.0
9243500	Replace 4 ISCO Autosamplers	GROSS A&C	-	-	-	-	-	-	-	-
9243500	Replace 4 ISCO Autosamplers	GROSS A&C	-	-	-	-	-	30.0	-	30.0
9243600	Replace CCTV Cabel for E1525	GROSS A&C	-	-	-	-	-	-	-	-
9243600	Replace CCTV Cabel for E1525	GROSS A&C	-	-	-	-	-	12.0	-	12.0
9243700	Replace CCTV Cabel for E1687	GROSS A&C	-	-	-	-	-	-	-	-
9243700	Replace CCTV Cabel for E1687	GROSS A&C	-	-	-	-	-	10.0	-	10.0
9243800	Trenching & Shoring Equipment	GROSS A&C	-	-	-	-	-	-	-	-
9243800	Trenching & Shoring Equipment	GROSS A&C	-	-	-	-	-	30.0	-	30.0
9243900	Upgrade & Replace VMWare Host Servers	GROSS A&C	-	-	-	-	-	-	-	-
9243900	Upgrade & Replace VMWare Host Servers	GROSS A&C	-	-	-	-	-	70.0	-	70.0
Total	Gross Expenditures		\$ 572.5	\$ 694.2	\$ -	\$ 1,266.7	\$ -	\$ 7,396.6	\$ 825.0	\$ 8,221.6
	Advances & Contributions		-	-	-	-	-	(86.0)	-	(86.0)
	Net Expenditures		\$ 572.5	\$ 694.2	\$ -	\$ 1,266.7	\$ -	\$ 7,310.6	\$ 825.0	\$ 8,135.6

Strategic Capital Operating Plan

(\$1,000)

Project Number	Project Description		Actual	Budget	Forecast								
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
1240000	Manhole Port Installs	Gross A&C	\$ 159.8	\$ 205.0	\$ 205.0	\$ 205.0	\$ 205.0	\$ 205.0	\$ 205.0	\$ 205.0	\$ 205.0	\$ 205.0	\$ 205.0
		Net	-	-	-	-	-	-	-	-	-	-	-
			159.8	205.0	205.0	205.0	205.0	205.0	205.0	205.0	205.0	205.0	205.0
2240000	Construction Deposit Projects	Gross A&C	180.0	180.0	180.0	180.0	180.0	180.0	180.0	180.0	180.0	180.0	180.0
		Net	-	-	-	-	-	-	-	-	-	-	-
			180.0	180.0	180.0	180.0	180.0	180.0	180.0	180.0	180.0	180.0	180.0
3240000	New Mains at Utility Cost	Gross A&C	850.5	1,000.0	1,000.0	1,150.0	2,000.0	2,500.0	3,500.0	1,000.0	2,000.0	3,000.0	3,000.0
		Net	-	-	-	-	-	-	-	-	-	-	-
			850.5	1,000.0	1,000.0	1,150.0	2,000.0	2,500.0	3,500.0	1,000.0	2,000.0	3,000.0	3,000.0
4240000	Replacement Mains at Utility Cost	Gross A&C	22,343.5	9,180.4	7,500.0	2,500.0	3,750.0	6,000.0	7,127.9	9,127.9	9,127.9	9,127.9	9,127.9
		Net	-	-	-	-	-	-	-	-	-	-	-
			22,343.5	9,180.4	7,500.0	2,500.0	3,750.0	6,000.0	7,127.9	9,127.9	9,127.9	9,127.9	9,127.9
5240000	Relocation Projects	Gross A&C	851.8	2,595.0	3,250.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0
		Net	-	(700.0)	(962.0)	-	-	-	-	-	-	-	-
			851.8	1,895.0	2,288.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0
6240000	Pumping Facilities	Gross A&C	2,648.5	5,050.0	3,500.0	1,414.3	4,023.5	3,510.0	3,000.0	200.0	200.0	200.0	150.0
		Net	-	(2,500.0)	(2,500.0)	-	-	(1,000.0)	-	-	-	-	-
			2,648.5	2,550.0	1,000.0	1,414.3	4,023.5	2,510.0	3,000.0	200.0	200.0	200.0	150.0
7240000	Water Reclamation Facilities	Gross A&C	3,079.5	9,980.0	23,950.0	22,171.0	6,519.5	12,850.0	16,570.0	33,690.0	31,490.0	14,250.0	15,350.0
		Net	-	-	-	-	-	-	-	-	-	-	-
			3,079.5	9,980.0	23,950.0	22,171.0	6,519.5	12,850.0	16,570.0	33,690.0	31,490.0	14,250.0	15,350.0
8240000	Transportation Equipment	Gross A&C	285.0	2,037.5	1,346.5	1,540.0	1,374.0	1,085.0	400.0	400.0	400.0	400.0	400.0
		Net	-	-	-	-	-	-	-	-	-	-	-
			285.0	2,037.5	1,346.5	1,540.0	1,374.0	1,085.0	400.0	400.0	400.0	400.0	400.0
9240000	General Plant	Gross A&C	3,164.5	8,004.8	3,850.9	1,727.5	980.0	1,157.2	1,185.2	962.2	992.2	1,197.2	962.2
		Net	-	-	(859.2)	-	-	-	-	-	-	-	-
			3,164.5	8,004.8	2,991.7	1,727.5	980.0	1,157.2	1,185.2	962.2	992.2	1,197.2	962.2
TOTALS	Gross Expenditures Advances & Contributions		\$ 33,563.1	\$ 38,232.7	\$ 44,782.4	\$ 31,387.8	\$ 19,532.0	\$ 27,987.2	\$ 32,668.1	\$ 46,265.1	\$ 45,095.1	\$ 29,060.1	\$ 29,875.1
			-	(3,200.0)	(4,321.2)	-	-	(1,000.0)	-	-	-	-	-
	Net Expenditures		\$ 33,563.1	\$ 35,032.7	\$ 40,461.2	\$ 31,387.8	\$ 19,532.0	\$ 26,987.2	\$ 32,668.1	\$ 46,265.1	\$ 45,095.1	\$ 29,060.1	\$ 29,875.1

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

1240000 Manhole/Port Installed \$205.0
LRWRA installs manholes and ports throughout the collection system using inhouse crews, equipment, and materials. This project will renew every year and projected cost estimates adjust accordingly.

Project Number	Description	Prior	2024	Beyond	Total
1240000	Manhole/Port Installed	\$0.0	\$205.0	\$510.0	\$715.0

2240000 Construction Deposit Projects \$180.0
LRWRA provides inspection oversight for developer funded collection system expansions by way of obtaining and reviewing all records of easements, plats, and as-built information for all extensions to the collection system. Annually, LRWRA accepts \$1.5M in sewer collection system assets from private, developer funded infrastructure projects.

Project Number	Description	Prior	2024	Beyond	Total
2240000	Construction Deposit Projects	\$0.0	\$180.0	\$540.0	\$720.0

3240000 New Mains @ Utility Cost - Inhouse \$1,000.0
LRWRA installs new mains throughout the City of Little Rock using inhouse crews, equipment, and materials. This project will renew every year and projected cost estimates adjust accordingly.

Project Number	Description	Prior	2024	Beyond	Total
3240000	New Mains @ Utility Cost - Inhouse	\$0.0	\$1,000.0	\$2,000.0	\$3,000.0

Replacement Mains Project Narratives

Thousands of Dollars to One Decimal Place

4170300 Sewer Assessments Lines >18" \$2,758.2

This project inspects all gravity sewer mains 18" and larger throughout the collection system to assess the integrity of each main, identify any potential issues, and make repairs to needed issues. A capital improvement plan has been developed from the assessment along with a dashboard to lay out future years of rehabilitation on our Large Diameter Collection System.

Project Number	Description	Prior	2024	Beyond	Total
4170300	Sewer Repairs Lines >18"	\$4,184.3	\$2,758.2	\$0.0	\$6,942.5

4190400 I/I Basins Reduction Project - Phase I & Rose Creek \$2,112.2

This project is for the evaluation and rehabilitation of various sanitary sewer mains to reduce the amount of infiltration and inflow in the selected collection system basins. The selected basins include Rose Creek, Rebsamen, Rock Creek and Grassy Flat basins which encompass approximately 26% of LRWRA's small diameter collection system infrastructure. Meeting the infiltration and inflow goals of this project will aide in mitigating the SSO's.

Project Number	Description	Prior	2024	Beyond	Total
4190400	I/I Basins Reduction Project - Phase I & Rose Creek	\$9,009.9	\$2,112.2	\$0.0	\$11,122.1

4240100 Trenchless Sewer Line Renewal \$1,510.0

This project is the annual pipe renewal contract for the rehabilitation of various sanitary sewer lines ranging in size from 6" to 24" diameter utilizing the Relay in Place, Pipeburst and CIPP method. It will also include 4" to 6" CIPP of lower service lateral. Sewer lines will be selected for rehabilitation through the ongoing prioritized list of capital projects identified by LRWRA Collection System Maintenance. The amount budgeted for this project can be divided between the three methods of rehab. Historically, LRWRA Staff identifies more line segments that need the Relay in Place and Pipeburst method than CIPP due to the condition of pipe. This project will help to reduce the amount of Infiltration/Inflow (I/I) and improve the structural integrity of the sewer mains thereby improving the LRWRA collection system. The trenchless pipe renewal contract has been and will continue to be utilized as another crew that is available if our in-house crews are unable to assist with an issue due to workload. LRWRA has also used two of these methods to rehabilitate lines segments in advance of the City of Little Rock overlaying various streets throughout the city. This reduces costs for LRWRA by saving street cut fees and fines.

Project Number	Description	Prior	2024	Beyond	Total
4240100	Trenchless Sewer Line Renewal	\$0.0	\$1,510.0	\$3,000.0	\$4,510.0

4240200 Replacement Mains @ Utility Cost- Inhouse \$1,000.0

This projects intent is to eliminate sanitary sewer overflows. In-house crews are utilized on rehabilitation of the sanitary sewers "Open cut" throughout the City of Little Rock. It also helps reduce the amount of Infiltration/Inflow (I/I) and improve the structural integrity of the sewer mains thereby improving the LRWRA collection system. The rehabilitation of these line can range from 4" to 18" in diameter.

Project Number	Description	Prior	2024	Beyond	Total
4240200	Replacement Mains @ Utility Cost- Inhouse	\$0.0	\$1,000.0	\$0.0	\$1,000.0

4240300 Sewer Repair Lines > 18" (2024-2025) \$1,400.0

This project will inspect all gravity sewer mains 18" and larger throughout the collection system to assess the integrity of each main, identify any potential issues, and make repairs to the issues that fall under emergency or expedited. A capital improvement plan is being developed from the assessment to lay out future years of rehabilitation on our Large Diameter Collection System.

Project Number	Description	Prior	2024	Beyond	Total
4240300	Sewer Repair Lines > 18" (2024-2025)	\$0.0	\$1,400.0	\$400.0	\$1,800.0

4240400 AFWRF Sludge Transfer Line Rehab \$400.0

Installed in 1972, the original 12-inch force main has reached the end of its expected and useful life. The sludge transfer line conveys all waste sludges, approximately 1MGD, from the City of Little Rock's oldest water reclamation facility (and the State of Arkansas's Largest WRF), Adams Field WRF, approximately 5 miles to the centralized solids handling process at the Fourche Creek WRF. Since the installation of this single conveyance line, several service critical structures, i.e.: airport runway, elevated Interstate system, re-channelized drainage system, Port Authority railway system, all have been constructed over this vital interconnect. This project includes the evaluation and installation/rehabilitation of a new sludge transfer line between the two water reclamation facilities. Reliability and uninterrupted service of this asset is critical to the treatment process.

Project Number	Description	Prior	2024	Beyond	Total
4240400	AFWRF Sludge Transfer Line Rehab	\$0.0	\$400.0	\$0.0	\$400.0

Relocation
Project Narratives
Thousands of Dollars to One Decimal Place

5220400 CLR Briarwood Ditch Phase 2 \$40.0

This project is located inside the fenced property containing the Blue Cross/Blue Shield facility. Due to the limited hours of access through main gate, LRWRA is building a second access point so LRWRA maintenance crews can access this pump station for emergency situations on a 24-hour basis.

Project Number	Description	Prior	2024	Beyond	Total
5220400	CLR Briarwood Ditch Phase 2	\$10.0	\$40.0	\$0.0	\$50.0

5220500 CLR Valentine Street Drainage Phase 2 \$45.0

This project involves sewer relocations associated with the City of Little Rock Project.

Project Number	Description	Prior	2024	Beyond	Total
5220500	CLR Valentine Street Drainage Phase 2	\$15.0	\$45.0	\$0.0	\$60.0

5220600 ARDOT Pleasant Ridge to Taylor Loop \$1,300.0

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

Project Number	Description	Prior	2024	Beyond	Total
5220600	ARDOT Pleasant Ridge to Taylor Loop	\$470.5	\$1,300.0	\$1,788.0	\$3,558.5

5230201 Heinke Road Force Main Relocation \$10.0

This project includes the relocation of a force main along Heinke Road that is associated with a Pulaski County project called the Southwest Trail.

Project Number	Description	Prior	2024	Beyond	Total
5230201	Heinke Road Force Main Relocation	\$65.0	\$10.0	\$0.0	\$75.0

5240200 City of LR Relocation \$250.0

This cost is associated with LRWRA supporting the City of Little Rock in relocating sewer mains / lines for transportation improvement projects by working with city officials in contracting services to relocate sewer lines. This project renews annually, and projected cost estimates adjust accordingly.

Project Number	Description	Prior	2024	Beyond	Total
5240200	City of LR Relocation	\$0.0	\$250.0	\$0.0	\$250.0

5240300 ARDOT Relocation \$250.0

This is just a place holder for potential sewer relocations associated with ARDOT projects.

Project Number	Description	Prior	2024	Beyond	Total
5240300	ARDOT Relocation	\$0.0	\$250.0	\$0.0	\$250.0

Pumping Facilities Project Narratives

Thousands of Dollars to One Decimal Place

6160400 **Airport East PS Site Plan** **\$60.0**

This project is located inside the fenced property containing the Blue Cross/Blue Shield facility. Due to the limited hours of access through main gate, LRWRA is building a second access point so LRWRA maintenance crews can access this pump station for emergency situations on a 24-hour basis.

Project Number	Description	Prior	2024	Beyond	Total
6160400	Airport East PS Site Plan	\$5.9	\$60.0	\$0.0	\$65.9

6220300 **Thibault Road Pump Station** **\$425.0**

In anticipation of growth in the Port of Little Rock, the Thibault Pump Station and Force Main project supports the development of a sewer extension to a proposed new pump station site for the Thibault Pump Station. The proposed new pump station is anticipated to have a sewer flow of approximately 2 million gallons per day (MGD) and a service area of approximately 936 acres. This project will also include a new 10—inch force main. The proposed pump station would include a three (3) position pump station with the readiness to be expanded to a five (5) position pump station when needed to accommodate future growth in the Port of Little Rock. This project is intended to be funded through both the design phase and the construction phase.

Project Number	Description	Prior	2024	Beyond	Total
6220300	Thibault Road Pump Station	\$21.3	\$425.0	\$0.0	\$446.3

6230100 **Candlewood PS Upgrades** **\$482.5**

This project is for the purchase of new pumps, new controls, and a higher capacity wet well. The Candlewood Pump Station houses four (4) pumps and their controls. These pumps have been in operation for twenty-two years and have reached the end of their useful life. In addition to new pumps and the controls upgrade, the wet well capacity of the Candlewood Pump Station needs upsizing to handle the variable flows that this pump station experiences. The pumps at Candlewood Pump Station are currently cycling more than is common, further exhausting the pumps during wet weather conditions.

Project Number	Description	Prior	2024	Beyond	Total
6230100	Candlewood PS Upgrades	\$30.0	\$482.5	\$400.0	\$912.5

6230200 **LR Port PS Building & Electrical Upgrades** **\$482.5**

This project is for the upgrades to the Little Rock Port Pump Station's building, pumps, and electrical controls built that were built in 1970. They require upgrades due to the aging infrastructure and the equipment reaching the end of its useful life. The Little Rock Port Pump Station has an average flow of 1.5 million gallons per day (MGD). The pump station and components upgrade will return reliability to this area of Little Rock.

Project Number	Description	Prior	2024	Beyond	Total
6230200	LR Port PS Building & Electrical Upgrades	\$30.0	\$482.5	\$400.0	\$912.5

6230400 **LM Pump Station - Bar Screen Rehabilitation** **\$90.0**

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

Project Number	Description	Prior	2024	Beyond	Total
6230400	LM Pump Station - Bar Screen Rehabilitation	\$90.0	\$90.0	\$0.0	\$180.0

6240100 **On Call Contractor Pump Station Driveway Repairs** **\$50.0**

This capital project was established to help facilitate accounting management of planned pavement repair/replacement costs exceeding the \$5,000 threshold at LRWRA Pump Stations. This is part of the One Water One Little Rock initiative and Asset Management. This project will be renewed every year and projected cost estimates adjusted accordingly.

Project Number	Description	Prior	2024	Beyond	Total
6240100	On Call Contractor Pump Station Driveway Repairs	\$0.0	\$50.0	\$0.0	\$50.0

6240200 On Call Contractor Pump Station Fencing \$100.0

This capital project was established to help facilitate accounting management of planned fencing repair/replacement costs exceeding the \$5,000 threshold at LRWRA Pump Stations. This is part of the One Water One Little Rock initiative and Asset Management. This project will be renewed every year and projected cost estimates adjusted accordingly.

Project Number	Description	Prior	2024	Beyond	Total
6240200	On Call Contractor Pump Station Fencing	\$0.0	\$100.0	\$0.0	\$100.0

6240300 Longfellow PS Rehab \$260.0

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

Project Number	Description	Prior	2024	Beyond	Total
6240300	Longfellow PS Rehab	\$0.0	\$260.0	\$0.0	\$260.0

6240400 Sewer Pumping Plant (2024-2032) \$50.0

This is the reserve for any necessary sewer pumping plant projects not currently budgeted.

Project Number	Description	Prior	2024	Beyond	Total
6240400	Sewer Pumping Plant (2024-2032)	\$0.0	\$50.0	\$50.0	\$100.0

6240500 Springer Diversion Structures \$550.0

This project involves resurrecting the connect from the South 60 inch line in the AFWRF system to the Springer 30 inch line in order to buy capacity at FCWRF.

Project Number	Description	Prior	2024	Beyond	Total
6240500	Springer Diversion Structures	\$0.0	\$550.0	\$0.0	\$550.0

Treatment Facilities Project Narratives

Thousands of Dollars to One Decimal Place

7220900 FCWRF - Disinfection Halogen Sytem Controls Upgrade \$35.0

This project is for the upgrade to the Fourche Creek Halogen Controls which were installed in 2009 under Project No. 7070100. This control system provides automatic closure of the One Ton Chlorine and Sulfur Dioxide Disinfection Systems when the gas leak detection devices indicate a leak. The control panels have become outdated and need to be replaced to maintain Risk Management requirements at this facility.

Project Number	Description	Prior	2024	Beyond	Total
7220900	FCWRF - Disinfection Halogen Sytem Controls Upgrade	\$0.0	\$35.0	\$0.0	\$35.0

7230100 AFWRF Influent Pump Station & Process Rehabilitation \$1,000.0

This project includes numerous asset renewals throughout the Influent Pump Station and influent process at Adams Field Water Reclamation Facility. Assets to be renewed include drive shaft structures, pumps, valves, and the influent cast iron sluice gate and its rails. The Preliminary Building Auger has been in service for more than 10 years and has significant wear which will require rebuilding as this is essential for removing grit from incoming water. Also included in this project is the recoating of piping and metal structures in the Influent Pump Station, as well as the recoating of the bar screen wet well. The grit piping inside the Preliminary Building and inside the North Primary Pump Station through the slab to outside will need to be replaced with glass lined piping. The wide scope of this project and the numerous asset renewals will increase the reliability and efficiency of the Influent Pump Station and thus the further process of treatment at AFWRF. This project is intended to be funded through the study phase, design phase, and the construction phase.

Project Number	Description	Prior	2024	Beyond	Total
7230100	AFWRF Influent Pump Station & Process Rehabilitation	\$0.0	\$1,000.0	\$0.0	\$1,000.0

7240100 AF Asset Renewal - On Call Contractor \$250.0

This capital project was established to help facilitate accounting management of planned Asset Renewal repair/replacement costs exceeding the \$5,000 threshold at Adams Field Water Reclamation Facility. These funds are to cover repair/replacement costs of assets that are beyond their useful life and may not last until we have completed the design phase of the Adams Influent Structure/Main Pump Station Project. This project will be renewed every year and projected cost estimates adjusted accordingly.

Project Number	Description	Prior	2024	Beyond	Total
7240100	AF Asset Renewal - On Call Contractor	\$0.0	\$250.0	\$0.0	\$250.0

7240200 FC Asset Renewal - On Call Contractor \$100.0

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

Project Number	Description	Prior	2024	Beyond	Total
7240200	FC Asset Renewal - On Call Contractor	\$0.0	\$100.0	\$0.0	\$100.0

7240300 LM Asset Renewal - On Call Contractor \$200.0

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

Project Number	Description	Prior	2024	Beyond	Total
7240300	LM Asset Renewal - On Call Contractor	\$0.0	\$200.0	\$0.0	\$200.0

7240400 AFWRF #4 Blower and Controls \$750.0

This project is for the replacement of the #4 blower and its associated controls at the Adam's Field Water Reclamation Facility. By replacing this blower, it will increase the redundancy of a critical part of the biological reclamation process.

Project Number	Description	Prior	2024	Beyond	Total
7240400	AFWRF #4 Blower and Controls	\$0.0	\$750.0	\$0.0	\$750.0

7240500 AFWRF ATS Surge Arresters \$50.0

This project is for replacing the surge arrestors of the high-voltage automatic transfer switch (ATS) at the Adam's Field Water Reclamation Facility. These surge arresters help protect the sensitive electronics of the ATS from transient voltages and voltage spikes that are common in electrical systems.

Project Number	Description	Prior	2024	Beyond	Total
7240500	AFWRF ATS Surge Arresters	\$0.0	\$50.0	\$0.0	\$50.0

7240600 AFWRF -Primary Sludge PS \$75.0

This project is to replace three of the four Primary Pump Station pumps to ensure there are no interruptions in the treatment process due to pump failure. The Adam's Field Reclamation Facility currently has four pumps in its Primary Pump Station which have been in service for many years. Due to wear of major parts of the pumps and a damage incurred during the abnormally low temperatures last February, two of these pumps must be replaced. These pumps are critical to the treatment process and must be always capable of reliable operation.

Project Number	Description	Prior	2024	Beyond	Total
7240600	AFWRF -Primary Sludge PS	\$0.0	\$75.0	\$0.0	\$75.0

7240700 AFWRF Sludge Transfer PS \$160.0

The AFWRF Sludge Transfer Pump Station pumps sludge from the AFWRF thickeners to FCWRF. This pump station houses three (3) pumps and their controls and requires upgrades due to the equipment reaching the end of its useful life.

Project Number	Description	Prior	2024	Beyond	Total
7240700	AFWRF Sludge Transfer PS	\$0.0	\$160.0	\$0.0	\$160.0

7240800 FCWRF Headworks gate & concrete \$200.0

The Fourche Headworks structure is vital to the process at the Fourche Water Reclamation Facility, being that all water must pass through this structure upon entering the facility. Due to severe concrete degradation, we are unable to isolate the grit removal portion of the structure for repair and maintenance. This project will replace the existing isolation gates in the bar screen and grit removal areas. It will also rehabilitate or replace the existing concrete in these areas due to severe wear.

Project Number	Description	Prior	2024	Beyond	Total
7240800	FCWRF Headworks gate & concrete	\$0.0	\$200.0	\$0.0	\$200.0

7240900 FCWRF- Biosolids Optimization \$200.0

Waste sludges anaerobically treated at the Fourche Creek WRF are annually certified as Biosolids and can be beneficially reused through the state-controlled land application program. As fuel, labor, and other contract related costs continue to escalate, the continued separation of solids from the water stream would yield a higher efficiency land application product. This project includes the evaluation, selection, and installation of Biosolids Lagoon Storage mixers, recuperative thickening, and Biosolids Loading equipment. The higher solids concentration material results in annual transportation cost reductions, or savings, while the removed moisture is processed through the WRF. This project is intended to be funded through both the design phase and the construction phase.

Project Number	Description	Prior	2024	Beyond	Total
7240900	FCWRF- Biosolids Optimization	\$0.0	\$200.0	\$0.0	\$200.0

7241000 FCWRF Blower Building Filter System Rebuild \$200.0

Due to recent blower upgrades in the Fourche Creek Water Reclamation Facility Blower Building, the current filtration system is no longer adequate to meet our filtration needs. This project is to install a new filtration system that will meet the air purity requirement for our new blowers without sacrificing airflow. This will help to prevent premature failure of the new blowers in accordance with the Facility Asset Management proactive maintenance plan.

Project Number	Description	Prior	2024	Beyond	Total
7241000	FCWRF Blower Building Filter System Rebuild	\$0.0	\$200.0	\$0.0	\$200.0

7241100 LMWRF Basin Gate Replacement. \$575.0

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

Project Number	Description	Prior	2024	Beyond	Total
7241100	LMWRF Basin Gate Replacement.	\$0.0	\$575.0	\$575.0	\$1,150.0

7241200 LMWRF Gate Actuators & Gear Boxes \$160.0

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

Project Number	Description	Prior	2024	Beyond	Total
7241200	LMWRF Gate Actuators & Gear Boxes	\$0.0	\$160.0	\$0.0	\$160.0

7241300 Peak Flow Concrete Rehabilitation- RENUMBER \$25.0

This project will be to repair the expansion joints in the existing 10- and 20-million-gallon wet weather equalization basins at the Scott Hamilton Peak Flow site. This project is intended to be funded through both the design phase and the construction phase.

Project Number	Description	Prior	2024	Beyond	Total
7241300	Peak Flow Concrete Rehabilitation- RENUMBER	\$0.0	\$25.0	\$0.0	\$25.0

7241400 FCWRF Solids Processing \$6,000.0

This project will include FCWRF electrical improvements, sludge thickening improvements, and anaerobic digester improvements. This will include replacing aging equipment, refurbishing 2 gravity thickeners, a new sludge thickening building, new mixing systems, and repairs to the domes and concrete covers. These improvements will improve the FCWRF solids processing performance and reliability, as well as lower operation and maintenance costs throughout the facility. This project is intended to be funded through both the design phase and the construction phase.

Project Number	Description	Prior	2024	Beyond	Total
7241400	FCWRF Solids Processing	\$0.0	\$6,000.0	\$21,000.0	\$27,000.0

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

8230101 Replace V1220 \$125.0

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

Project Number	Description	Prior	2024	Beyond	Total
8230101	Replace V1220	\$0.0	\$125.0	\$0.0	\$125.0

8230300 Dump Truck Scales (7) \$50.0

This project is to retrofit our current fleet of dump trucks with on-board weight scales. The goal is to take the guesswork out of the equation for our construction crews when hauling materials and minimize the risk of overloaded trucks incidents. Installing these on-board scales will also help us increase the life of the vehicles by hauling loads that are within the limits of what they were designed to carry and remain compliant with State Laws and Safety Guidelines. Three trucks were retrofitted in 2022, and this capital expenditure is to retrofit the remaining seven.

Project Number	Description	Prior	2024	Beyond	Total
8230300	Dump Truck Scales (7)	\$0.0	\$50.0	\$0.0	\$50.0

Vehicle Replacement Program

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

8231400 VRP- Replace V0995 \$32.0

V0995 is a 2003 GMC 1500, which was evaluated through our annual VRP and assigned a score of 65. This vehicle will be replaced with a 2024 Maverick small, crew cab pickup truck.

Project Number	Description	Prior	2024	Beyond	Total
8231400	VRP- Replace V0995	\$0.0	\$32.0	\$0.0	\$32.0

8231500 VRP- Replace V1221 \$32.0

V1221 is a 2007 Dodge 1500, which was evaluated through our annual VRP and assigned a score of 65. This vehicle will be replaced with a 2024 Maverick small, crew cab pickup truck.

Project Number	Description	Prior	2024	Beyond	Total
8231500	VRP- Replace V1221	\$0.0	\$32.0	\$0.0	\$32.0

8231600 VRP- Replace V1222 \$32.0

V1222 is a 2007 Dodge 1500, which was evaluated through our annual VRP and assigned a score of 65. This vehicle will be replaced with a 2024 Maverick small, crew cab pickup truck.

Project Number	Description	Prior	2024	Beyond	Total
8231600	VRP- Replace V1222	\$0.0	\$32.0	\$0.0	\$32.0

8231700 VRP- Replace V1317 \$32.0

V1317 is a 2014 Dodge RAM 2500, which scored 65 upon evaluation through our VRP. This vehicle will be replaced with a 2024 Ford Maverick crew cab small pick-up truck.

Project Number	Description	Prior	2024	Beyond	Total
8231700	VRP- Replace V1317	\$0.0	\$32.0	\$0.0	\$32.0

8231800 VRP- Replace V1049 \$32.0

V1049 is a 2004 Dodge Durango which scored 71 upon evaluation through our VRP. This vehicle will be replaced with a like unit.

Project Number	Description	Prior	2024	Beyond	Total
8231800	VRP- Replace V1049	\$0.0	\$32.0	\$0.0	\$32.0

8231900 VRP- Replace V0992 \$32.0

V0992 is a 2003 GMC 1500, which scored 70 upon evaluation through our VRP. This vehicle will be replaced with a like unit.

Project Number	Description	Prior	2024	Beyond	Total
8231900	VRP- Replace V0992	\$0.0	\$32.0	\$0.0	\$32.0

8232000 VRP- Replace V1180 \$32.0

V1180 is a 2007 Chevrolet 1500 1/2-ton 4WD truck, which was evaluated through our annual VRP. The unit was rated at 71 and will be replaced with a like unit.

Project Number	Description	Prior	2024	Beyond	Total
8232000	VRP- Replace V1180	\$0.0	\$32.0	\$0.0	\$32.0

8240100 2024 Vehicle Replacement Program \$400.0

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

Project Number	Description	Prior	2024	Beyond	Total
8240100	2024 Vehicle Replacement Program	\$0.0	\$400.0	\$0.0	\$400.0

8240200 New 1-Ton Pump Truck \$125.0

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

Project Number	Description	Prior	2024	Beyond	Total
8240200	New 1-Ton Pump Truck	\$0.0	\$125.0	\$0.0	\$125.0

8240300 New 3/4 Ton Electrician/Instrumentation Truck \$75.0

This vehicle will be assigned to 409 Facilities Asset Management Department. The addition will be a 3/4-ton vehicle. This will provide the reliability crews with much-needed benefits over the standard half-ton truck. Benefits include the ability to heavier suspension to allow more tool storage capacity, testing equipment, and materials. The truck will also include inside cab space for additional personnel when needed. This addition will better serve the actual needs of the preventive maintenance program.

Project Number	Description	Prior	2024	Beyond	Total
8240300	New 3/4 Ton Electrician/Instrumentation Truck	\$0.0	\$75.0	\$0.0	\$75.0

8240400 New 3/4 Ton Instrumentation Van \$75.0

This vehicle will be assigned to 409 Facilities Asset Management Department. The addition will be a 3/4-ton vehicle. This will provide the instrumentation crews with much-needed benefits over the standard half-ton van. Benefits include the ability to heavier suspension to allow more tool storage capacity, testing equipment, and materials.

Project Number	Description	Prior	2024	Beyond	Total
8240400	New 3/4 Ton Instrumentation Van	\$0.0	\$75.0	\$0.0	\$75.0

8240500 New Equipment Trailer \$8.0

New Equipment Trailer needed to transport 2-ton class mini excavator and shoring devices used by the plumbing crew. We are needing a trailer that has enough capacity to handle the equipment this crew uses day to day but with less length to help navigate the tight roads and cul-de-sacs they encounter on a regular basis working to perform service seals and other service line tasks.

Project Number	Description	Prior	2024	Beyond	Total
8240500	New Equipment Trailer	\$0.0	\$8.0	\$0.0	\$8.0

8240600 Replace 1997 Utility Trailer w/ 6*12 Enclosed Trailer \$5.5

This project is designed to replace the 26-year-old 1997 Utility Trailer E0589 with a 6x12 Enclosed Trailer. The new trailer will serve as the emergency response trailer and provide a secure location to store rod machines, jetters, push cameras, etc. necessary to completing daily tasks associated with SSLRP and NON-SSLRP tasks.

Project Number	Description	Prior	2024	Beyond	Total
8240600	Replace 1997 Utility Trailer w/ 6*12 Enclosed Trailer	\$0.0	\$5.5	\$0.0	\$5.5

8240700 Replace 2014 Combination Cleaning Truck V1305 \$650.0

The Combination Cleaning Truck to be replaced, (V1305), is a 2014 model. V1305 is 10 years old. The requested replacement truck will be assigned to the Hydro-clean South Crew and will be in service cleaning sewer lines on a daily basis. The new truck will also have hydro-excavation capabilities to assist, as needed, to safely dig and/or verify utilities. This helps reduce utility damages and increase efficiency. V1326, currently used by the Hydro-Clean South Crew, will be turned into the backup truck when others are in for repairs.

Project Number	Description	Prior	2024	Beyond	Total
8240700	Replace 2014 Combination Cleaning Truck V1305	\$0.0	\$650.0	\$0.0	\$650.0

8240800 Replace Service Truck 1303 \$80.0

V1303 is a 2013 Ford F350, which was evaluated through our annual VRP. This vehicle is a four-door single wheel 1-ton truck with a service bed, was rated at 70, and will be replaced with a like unit.

Project Number	Description	Prior	2024	Beyond	Total
8240800	Replace Service Truck 1303	\$0.0	\$80.0	\$0.0	\$80.0

8240900 Replace Service Truck 1306 \$125.0

V1306 is a 2012 Nissan NV2500, which was evaluated through our annual VRP. This unit was scored at 65 upon evaluation and was consequently deemed in need of replacement.

Project Number	Description	Prior	2024	Beyond	Total
8240900	Replace Service Truck 1306	\$0.0	\$125.0	\$0.0	\$125.0

8241000 Replace Service Truck V1310 \$95.0

V1310 is a 2014 Ford F350, which was evaluated through our annual VRP and assigned a score of 70. The F350 platform has proven to be undersized for the type of work performed with these task assignments. This truck will be replaced with an F550 like many of our crew trucks in previous years.

Project Number	Description	Prior	2024	Beyond	Total
8241000	Replace Service Truck V1310	\$0.0	\$95.0	\$0.0	\$95.0

**General Plant
Project Narratives**
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9191800 Laboratory Information Management System \$45.0

The LIMS implementation encompasses programming all testing documentation, performed both in the Laboratory and by Sampling, into a digital information management system. Outstanding testing additions include Biochemical Oxygen Demand (BOD), Oil & Grease, Solids, and Fecal Coliform. This entails collaboration between EA staff and StarLIMS staff to format the Electronic Lab Notebooks (ELNs) to fit the needs of LRWRA.

Project Number	Description	Prior	2024	Beyond	Total
9191800	Laboratory Information Management System	\$158.6	\$45.0	\$0.0	\$203.6

9201300 IT Best Practices Analysis \$20.0

This project is for a study to be conducted by a 3rd party on the LRWRA IT department. Items will include an audit of the LRWRA IT department and how it aligns with standard IT best practices, a review of the Authority's cyber security protocol, and will include suggestions on recommended changes and required remediation.

Project Number	Description	Prior	2024	Beyond	Total
9201300	IT Best Practices Analysis	\$0.0	\$20.0	\$0.0	\$20.0

9220200 LRWRA Signage for all Treatment Facilities \$150.0

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

Project Number	Description	Prior	2024	Beyond	Total
9220200	LRWRA Signage for all Treatment Facilities	\$0.0	\$150.0	\$0.0	\$150.0

9220300 Generator Relocation 1750 kW from Adams to Fourche \$176.2

This project is for the relocation of the Adam's Field Main Pump Station generator to the Fourche Creek Reclamation Facility. This project will also include the installation of the generator and the addition of interlocking switchgear to provide for the safety of LRWRA personnel and the protection of connected equipment. During a recent project at AFWRF a redundant power feed to the facility was added. Therefore, an emergency stand-by generator is no longer needed at the facility. Currently, FCWRF relies on the Jenbacher generator for emergency stand-by power. The Jenbacher generator can power the entire facility if the entire facility is put into island mode before an event such as a storm occurs. However, in a black plant situation, where all power is lost, the Jenbacher can only power part of the plant. The inrush current of the blowers is too high to start a blower during a black plant situation with the Jenbacher thus leaving the facility without aeration throughout the duration of the outage. The absence of aeration for an extended period can be detrimental to the treatment process. However, the 1750kW generator from Adam's Field can start the entire facility including the blowers. It would be beneficial to relocate the Adam's Field generator to the Fourche Creek Reclamation Facility to prevent this from occurring.

Project Number	Description	Prior	2024	Beyond	Total
9220300	Generator Relocation 1750 kW from Adams to Fourche	\$176.2	\$176.2	\$0.0	\$352.4

9220400 New Six foot Lathe Machine \$60.0

This project is for the replacement of the 40-year-old lathe and purchase of a new lathe that will take care of the precision cuts that are necessary. The 409 Maintenance Team has been able to save great amounts of O&M expenses and provide short process down times of equipment with the ability of fabricating new parts. These parts have all been cut by utilizing the Model SM 20/120 Standard Modern 20-inch Lathe. The LRWRA pumps, gearboxes, and all rotating equipment have grown based on the Utilities needs and the new lathes needs the ability to turn larger than 20-inch diameter material. This Lathe is a 1980's Lathe that LRWRA purchased in March of 2009. Many parts have been fabricated from this existing Lathe, but it has slowly become worn enough that it has become an issue with precision tolerances that is critical to the LRWRA's many pieces of equipment.

Project Number	Description	Prior	2024	Beyond	Total
9220400	New Six foot Lathe Machine	\$0.0	\$60.0	\$0.0	\$60.0

9230100 AFWRF Access Control - Phase I \$30.0

This project is to continue the Access Control project at AFWRF. Currently only a portion of the AFWRF is covered by the automated access control system. The access control system provides card access, locking schedules, and entrance monitoring for the safety of AFWRF personnel. Instrumentation will install the access control system to extend coverage to all occupied areas of the facility.

Project Number	Description	Prior	2024	Beyond	Total
9230100	AFWRF Access Control - Phase I	\$0.0	\$30.0	\$0.0	\$30.0

9231700 Copier - LMWTF Admin Bldg \$8.0

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

Project Number	Description	Prior	2024	Beyond	Total
9231700	Copier - LMWTF Admin Bldg	\$0.0	\$8.0	\$0.0	\$8.0

9231800 Copier - CAB Communications \$12.0

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

Project Number	Description	Prior	2024	Beyond	Total
9231800	Copier - CAB Communications	\$0.0	\$12.0	\$0.0	\$12.0

9232100 AFWRF Perimeter Fence Replacement \$175.0

This project will be the full replacement of all perimeter fence around Adam's Field Water Reclamation Facility. The existing fence has been in place for roughly 60 years and has extreme rust in most areas. The new fencing will be a black vinyl coated fence. This will not only be aesthetically pleasing but will provide much more durability than standard galvanized fencing.

Project Number	Description	Prior	2024	Beyond	Total
9232100	AFWRF Perimeter Fence Replacement	\$0.0	\$175.0	\$0.0	\$175.0

9232507 New Roots Blower - Ordered \$18.0

This project is for a new Roots Digester Blower to replace an existing roots digester blower that is beyond its useful life. The Roots blower is an integral part of the digester mixing system which is vital to the biological process.

Project Number	Description	Prior	2024	Beyond	Total
9232507	New Roots Blower - Ordered	\$0.0	\$18.0	\$0.0	\$18.0

9240100 All Facilities Elec Replacement (> \$5000) \$130.0

Many electrical repair components can be costly O&M items and are now labeled as capitalized assets. This capital project was established to help facilitate accounting management for general repair/replacement costs exceeding the \$5,000 threshold. This project will renew each year and projected cost estimates adjust accordingly.

Project Number	Description	Prior	2024	Beyond	Total
9240100	All Facilities Elec Replacement (> \$5000)	\$0.0	\$130.0	\$0.0	\$130.0

9240200 All Facilities Plant Mech Replacement (> \$5000) \$250.0

Many mechanical repair components can be costly O&M items that are now labeled as capitalized assets. This capital project was established to help facilitate accounting management of planned repair/replacement costs exceeding the \$5,000 threshold. This project will be renewed every year and projected cost estimates adjusted accordingly.

Project Number	Description	Prior	2024	Beyond	Total
9240200	All Facilities Plant Mech Replacement (> \$5000)	\$0.0	\$250.0	\$0.0	\$250.0

9240300 All Facilities Pump Station Mech Replacement (> \$5000) \$150.0

The purpose of this capital project is to replace pumps, pump hardware, piping, and valves at multiple pump stations that have reached the end of their useful life. It will also be used to repair pump station equipment that has not reached the end of its useful life. These needed replacements and repairs will improve the reliability, efficiency, and performance of our pump stations significantly and help us to better serve the communities in which they operate.

Project Number	Description	Prior	2024	Beyond	Total
9240300	All Facilities Pump Station Mech Replacement (> \$5000)	\$0.0	\$150.0	\$0.0	\$150.0

9240400 All Facilities Roof Asset Management (> \$5000) \$680.0

This project includes asset management of all building roofs within Little Rock Water Reclamation Authority. It incorporates a professional roof investigation conducted by a state licensed and government contract approved, asset management provider. The investigation reports provided to LRWRA include a roof integrity rating, cost analysis of necessary work, replacement options, engineered specifications and a timeline of required work. This project includes annual reports of needed repairs and/or replacements as are identified and are structured accordingly. This project will renew every year and projected cost estimates adjust accordingly.

Project Number	Description	Prior	2024	Beyond	Total
9240400	All Facilities Roof Asset Management (> \$5000)	\$0.0	\$680.0	\$0.0	\$680.0

9240500 All Facilities Update Projects (> \$5000) \$40.0

This program addresses needed repairs and upgrades for all LRWRA facilities as they become necessary. LRWRA facilities have been constructed and placed into service throughout a long history of dates. Our oldest facility structure is the original Bond Street Pump Station constructed in the 1920's and is still maintained. These facilities show a wide range of wear and tear and require repairs and updates accordingly. This program allows LRWRA to make these repairs and updates based on condition and priority. This project will renew every year and projected cost estimates adjust accordingly.

Project Number	Description	Prior	2024	Beyond	Total
9240500	All Facilities Update Projects (> \$5000)	\$0.0	\$40.0	\$0.0	\$40.0

9240600 HVAC Replacement Program - All Facilities \$80.0

This program is for the purchase and installation of replacement HVAC equipment as it becomes necessary throughout LRWRA facilities. HVAC equipment in service throughout our facilities are of differing ages, sizes, and designs. Replacements are made with new higher efficient equipment providing energy savings and compliance with current regulations.

Project Number	Description	Prior	2024	Beyond	Total
9240600	HVAC Replacement Program - All Facilities	\$0.0	\$80.0	\$0.0	\$80.0

9240700 Instrumentation Repairs > \$5000 \$100.0

This capital project was established to help facilitate accounting management of unplanned repair/replacement costs exceeding the \$5,000 threshold. This project will be renewed every year and projected cost estimates adjusted accordingly.

Project Number	Description	Prior	2024	Beyond	Total
9240700	Instrumentation Repairs > \$5000	\$0.0	\$100.0	\$0.0	\$100.0

9240800 AFWRF Administration Office HVAC \$20.0

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

Project Number	Description	Prior	2024	Beyond	Total
9240800	AFWRF Administration Office HVAC	\$0.0	\$20.0	\$0.0	\$20.0

9240900 AFWRF Main PS Electrical Room (2) 5 Ton HVAC Units \$20.0

This project is to replace the Adam's Main Pump Station Electrical Room HVAC Units which have reached the end of their useful life. These units are required keep the variable frequency drive that serve Adam's Field Main Pump Station Pump's #2 and #3 within a safe temperature range. These variable frequency drives produce considerable heat when in operation that can build up in the room and cause damage to the variable frequency drives and other electrical equipment within the space.

Project Number	Description	Prior	2024	Beyond	Total
9240900	AFWRF Main PS Electrical Room (2) 5 Ton HVAC Units	\$0.0	\$20.0	\$0.0	\$20.0

9241000 ASPS 7.5 Ton HVAC \$10.0

This Capital project is to replace the existing Roof-Top AC unit (RTU) which has reached the end of its useful life at Arch Street Pump Station. This RTU is responsible for maintaining a reasonable temperature in the Electrical room which houses the variable frequency drives (VFDs) that control the pumps. The RTU prevents the VFDs from overheating and shutting down, which would in turn shut the pumps down.

Project Number	Description	Prior	2024	Beyond	Total
9241000	ASPS 7.5 Ton HVAC	\$0.0	\$10.0	\$0.0	\$10.0

9241100 Biosolids Land Purchase \$3,210.0

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

Project Number	Description	Prior	2024	Beyond	Total
9241100	Biosolids Land Purchase	\$0.0	\$3,210.0	\$0.0	\$3,210.0

9241200 CAB - HVAC Full Replacement \$500.0

The roof-top HVAC unit at the Clearwater Administration Building (CAB) has been in service since 2006 and has reached the end of its useful life. It has been repaired multiple times and is much less energy-efficient than current comparable units. Therefore, this project is for the complete replacement of the CAB HVAC unit with a new energy-efficient unit.

Project Number	Description	Prior	2024	Beyond	Total
9241200	CAB - HVAC Full Replacement	\$0.0	\$500.0	\$0.0	\$500.0

9241300 Chemical Refrigerator \$8.6

This project is to replace one of the refrigerators in the laboratory. This system was purchased in 2018 and has needed to be serviced several times due to refrigeration failure. The sample refrigerator is a critical piece of laboratory equipment used to preserve samples for testing. It is vital samples are maintained at appropriate temperatures to adhere to wastewater testing requirements.

Project Number	Description	Prior	2024	Beyond	Total
9241300	Chemical Refrigerator	\$0.0	\$8.6	\$0.0	\$8.6

9241400 Collection System COD Meter \$84.0

Two In-line COD meters will be purchased and installed at the Arch St. Pump Station and the Fourche Creek Water Reclamation Facility (WRF) Headworks in order to detect Industrial User slug loads prior to them reaching the WRFs. This early detection will afford the Operations staff the opportunity to adjust their processes, which will minimize any negative impacts on the WRFs.

Project Number	Description	Prior	2024	Beyond	Total
9241400	Collection System COD Meter	\$0.0	\$84.0	\$0.0	\$84.0

9241500 CradlePoint Radio Upgrade \$30.0

This capital project replaces the existing Cradlepoint radios at the remote lift stations. These radios allow the pump stations to send data back to our central SCADA (Supervisory Control and Data Acquisition) system. The older radios are showing signs of wear and the data they collect is critical. Installation of the new radios will ensure the reliability of data collection.

Project Number	Description	Prior	2024	Beyond	Total
9241500	CradlePoint Radio Upgrade	\$0.0	\$30.0	\$0.0	\$30.0

9241600 CUES Additional Software Licensing \$50.0

Additional CUES licensing and implementation to support automated defect scoring of TV Truck video.

Project Number	Description	Prior	2024	Beyond	Total
9241600	CUES Additional Software Licensing	\$0.0	\$50.0	\$0.0	\$50.0

9241700 CWM Buildings & Grounds Improvement (Task Building) \$30.0

CWM Buildings & Grounds Improvement (Task Building) is needing repairs and updates. Many years of damage from incidents have resulted in needs for repairs to improve aesthetics of the task building. There are several overhead doors that need repairs and replacement as well. All heated bays need to be upgraded to insulated doors. Currently the doors are uninsulated and causes the heaters not to be able to efficiently and effectively heat those areas.

Project Number	Description	Prior	2024	Beyond	Total
9241700	CWM Buildings & Grounds Improvement (Task Building)	\$0.0	\$30.0	\$0.0	\$30.0

9241800 CWM South Gate/2 Actuators/Pedestal/Enclosures \$40.0

This capital project replaces the entrance gate actuators, gate, enclosures, and pedestals that have reached the end of their useful life. The existing gate is bent, and the rollers are failing. The actuators are beyond their useful life, and it is hard to find parts to for repairs. This gate is in a high-traffic area and will be replaced with all-new easy-to-service equipment.

Project Number	Description	Prior	2024	Beyond	Total
9241800	CWM South Gate/2 Actuators/Pedestal/Enclosures	\$0.0	\$40.0	\$0.0	\$40.0

9241900 FCWRF Main Gate Electric Actuator \$25.0

This capital project replaces the entrance gate actuators that have reached the end of their useful life. New actuators will be installed to increase security and reliability.

Project Number	Description	Prior	2024	Beyond	Total
9241900	FCWRF Main Gate Electric Actuator	\$0.0	\$25.0	\$0.0	\$25.0

9242000 FCWRF Maintenance Building Expansion \$350.0

This capital project is to make practical improvements to the Maintenance Building at the Fourche Creek Water Reclamation Facility so that it will be adequate for the pumps and equipment mechanical team repairs within it. This will include installing a new bridge crane to facilitate repairing the larger pumps while enhancing safety for LRWRA employees.

Project Number	Description	Prior	2024	Beyond	Total
9242000	FCWRF Maintenance Building Expansion	\$0.0	\$350.0	\$0.0	\$350.0

9242100 FCWRF Polymer Storage Building \$15.0

This project is to erect a metal building that will be used to temporarily store polymer as it arrives on site. It is not good practice to allow polymer to sit in the sun for extended periods of time, so it is currently being stored in the Blower Building. This presents multiple safety issues including spills that may result in slips and falls.

Project Number	Description	Prior	2024	Beyond	Total
9242100	FCWRF Polymer Storage Building	\$0.0	\$15.0	\$0.0	\$15.0

9242200 FCWRF Storeroom Addition \$825.0

As the CAO ends, the LRWRA Facilities Asset Management Team is working to bring a more proactive and efficient approach to maintaining wet-weather critical LRWRA equipment and preventing SSOs due to equipment failures. Due to extremely long lead times, this will require the FAM team to maintain an adequate and necessary stock of critical repair parts, pumps, and other critical equipment in a central location.

Project Number	Description	Prior	2024	Beyond	Total
9242200	FCWRF Storeroom Addition	\$0.0	\$825.0	\$825.0	\$1,650.0

9242300 FCWRF Perimeter Fence Replacement \$250.0

This project will replace the existing perimeter fence at the Fourche Water Reclamation Facility. The existing fence has been in place for roughly forty years and has extreme rust in most areas. The new fencing will be a black vinyl coated fence. This will not only be aesthetically pleasing but will provide much more durability than standard galvanized fencing.

Project Number	Description	Prior	2024	Beyond	Total
9242300	FCWRF Perimeter Fence Replacement	\$0.0	\$250.0	\$0.0	\$250.0

9242400 Fleet- Car Wash Upgrade \$37.5

The existing carwash at the clearwater facility was originally installed in 1989 and has gone beyond its useful life. The system has sustained several repairs over the years and is in need of an upgrade to better accommodate the needs of our fleet. We are proposing to expand the existing double-wand system to a four-wand system by converting the existing drive-through unit to a wand system, increase the number of vacuum machines from the current inoperable one (01) to two (02) operational units. This project will also help with centralizing the pumping system with one pump, as opposed to the existing setup with each wand operated by a separate pump. This upgrade will help protect mobile assets, inside and out, through periodic cleaning. All budgeted fleet items are borne by both Central Arkansas Water and LRWRA at a rate of 50% each.

Project Number	Description	Prior	2024	Beyond	Total
9242400	Fleet- Car Wash Upgrade	\$0.0	\$37.5	\$0.0	\$37.5

9242500 Fleet- Directional Cooling Fan for Fleet Shop \$10.0

These fans will be used to create air flow in the areas of the fleet shop with limited air movement. These directional fans will be mounted to the building beam to direct airflow as needed, and evaporative cooling fans will be mobile in the shop to provide heat relief to technicians working on hot engines. Both types of fans will aid in reducing the opportunity for heat related illnesses while working in high temperature conditions. 50% of these costs will be shared with CAW.

Project Number	Description	Prior	2024	Beyond	Total
9242500	Fleet- Directional Cooling Fan for Fleet Shop	\$0.0	\$10.0	\$0.0	\$10.0

9242600 Fleet- Fall Protection Safety System \$16.5

This fall protection system is for technicians working on top of vehicles and equipment. This system is a mobile counterweight with a mast for the worker to be tied to when working at heights up to fifteen feet above ground. This system provides safety when repairs on combination cleaning trucks and backhoes are warranted. This purchase would be split with CAW at a 50% rate.

Project Number	Description	Prior	2024	Beyond	Total
9242600	Fleet- Fall Protection Safety System	\$0.0	\$16.5	\$0.0	\$16.5

9242700 Fleet- Replace Bay Doors and Motors \$18.0

The Clearwater Fleet Maintenance Shop was built in 1989 and the doors and operators, or motors, for the doors are original. In the last two years, two operators have failed, and it is costly for a service call to replace the operators individually. The downtime of the door reduces production as well. We propose replacing the remaining door operators and the middle section of each door with a see-through panel. The see-through panel will provide light when the doors are closed and safety for the ability to see out or in throughout each day. These replacements pertain to 8 of the existing 10 bay doors. All budgeted fleet items are borne by both Central Arkansas Water and LRWRA at a rate of 50% each.

Project Number	Description	Prior	2024	Beyond	Total
9242700	Fleet- Replace Bay Doors and Motors	\$0.0	\$18.0	\$0.0	\$18.0

9242800 Fleet- Replace Large Welder \$4.0

The current welder used in the fleet shop is an Esab MIG 250 and is over 25 years old. The welder is used daily in the shop to perform repairs and outfit new vehicles and equipment. Quality welding is needed to ensure the safety of equipment used for personnel. Repairs have been made to extend its life, but parts are becoming unavailable due to age. Therefore, we are proposing to replace this welder with a newer model to continue meeting the needs of our fleet. Note, this cost will be a shared with CAW at a 50% rate.

Project Number	Description	Prior	2024	Beyond	Total
9242800	Fleet- Replace Large Welder	\$0.0	\$4.0	\$0.0	\$4.0

9242900 Fume Hoods \$25.0

This project is to replace one fume hood and add another. The additional hood is to cover our muffle furnace. Smoke from this furnace has resulted in the fire department being called out to Fourche Creek multiple times. The hood replacement is to change out a metal hood over the acid washing station. The acid fumes are causing the corrosion of both sensitive instruments and the existing hood itself.

Project Number	Description	Prior	2024	Beyond	Total
9242900	Fume Hoods	\$0.0	\$25.0	\$0.0	\$25.0

9243000 Lab Info Mngmt System Improvements \$20.0

The LIMS Improvements project is in place to address expansion, enhancement, and upgrading our current system. Using our current technology platform, we are not able to function in any browser other than Internet Explorer, which is no longer supported by Microsoft.

Project Number	Description	Prior	2024	Beyond	Total
9243000	Lab Info Mngmt System Improvements	\$0.0	\$20.0	\$0.0	\$20.0

9243100 Letter Folding & Stuffing Machine \$10.0

This project is for the replacement of the current folding/stuffing machine as it has reached its maximum useful life. The machine is used for mass mailouts performed by various departments

Project Number	Description	Prior	2024	Beyond	Total
9243100	Letter Folding & Stuffing Machine	\$0.0	\$10.0	\$0.0	\$10.0

9243200 LMWRF New Fire Alarms \$100.0

This capital project is to protect personnel and property in a fire. The current fire detection is no longer supported and is exhibiting issues. An improved addressable system will be installed to replace the failing system.

Project Number	Description	Prior	2024	Beyond	Total
9243200	LMWRF New Fire Alarms	\$0.0	\$100.0	\$0.0	\$100.0

9243300 New Portable Building to replace Small Equipment Shed \$10.0

The existing Small Equipment Shed is original to the clearwater complex (1989) and is in need of replacement. The current building has leaks that have resulted in structural lumber rot. It also has damage from years of wear and tear. It will be replaced with another more durable, portable building with a roll up door installed to improve access.

Project Number	Description	Prior	2024	Beyond	Total
9243300	New Portable Building to replace Small Equipment Shed	\$0.0	\$10.0	\$0.0	\$10.0

9243400 Replace 2 Dessicators \$10.0

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

Project Number	Description	Prior	2024	Beyond	Total
9243400	Replace 2 Dessicators	\$0.0	\$10.0	\$0.0	\$10.0

9243500 Replace 4 ISCO Autosamplers \$30.0

The FC-WRF refrigerated final effluent sampler has been in service for ten (10) years and has been experiencing more frequent electrical and refrigeration problems and needs to be replaced. Three (3) additional ISCO 6712 portable automated samplers need to be purchased for sample collection at the water reclamation facilities and industrial user monitoring points.

Project Number	Description	Prior	2024	Beyond	Total
9243500	Replace 4 ISCO Autosamplers	\$0.0	\$30.0	\$0.0	\$30.0

9243600 Replace CCTV Cabel for E1525 \$12.0

This replacement CCTV cable is for E1525 which has been in service since 2015 and has been reduced to approximately 580' due to normal wear and tear. The replacement cable will provide 1,500' of CCTV capability.

Project Number	Description	Prior	2024	Beyond	Total
9243600	Replace CCTV Cabel for E1525	\$0.0	\$12.0	\$0.0	\$12.0

9243700 Replace CCTV Cabel for E1687 \$10.0

This replacement CCTV cable is for E1687 which has been in service since 2018. The replacement cable will provide 820' of CCTV capability and will also be an upgraded cable to ensure durability and longevity.

Project Number	Description	Prior	2024	Beyond	Total
9243700	Replace CCTV Cabel for E1687	\$0.0	\$10.0	\$0.0	\$10.0

9243800 Trenching & Shoring Equipment TBD \$30.0

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

Project Number	Description	Prior	2024	Beyond	Total
9243800	Trenching & Shoring Equipment TBD	\$0.0	\$30.0	\$0.0	\$30.0

9243900 Upgrade & Replace VMWare Host Servers \$70.0

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

Project Number	Description	Prior	2024	Beyond	Total
9243900	Upgrade & Replace VMWare Host Servers	\$0.0	\$70.0	\$0.0	\$70.0

6 Year Capital Improvement Plan

Project Number	Description	Funding	FY 2023 Projected	FY 2024 Budget	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	Total
Collection System										
4110400	I & I Reduction Program Subb	RLF/ Revenue	\$ 1,866,244	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,866,244
4170300	Sewer Assessment Lines	RLF	1,610,578	2,758,209	-	-	-	-	-	4,368,787
4170301-5	FEMA Flood Projects	RLF/ FEMA/ Revenue	478,008	-	-	-	-	-	-	478,008
4190400	I/I Basins Reduction Project	RLF	17,169,511	2,112,240	-	-	-	-	-	19,281,751
4230000	Replacement Mains @ Utility Costs	Revenue/ Reserve	459,135	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,459,135
4230100	Trenchless Sewer Line Renewal	RLF /Revenue/ Reserve	760,000	1,510,000	1,500,000	1,500,000	-	1,000,000	2,000,000	8,270,000
4240300	Sewer Repair Lines > 18"	RLF/ Reserve	-	1,400,000	400,000	-	750,000	-	-	2,550,000
4240400	AFWRF Sludge Transfer Line Rehab	RLF	-	400,000	4,600,000	-	-	-	-	5,000,000
Total Collection System			\$ 22,343,476	\$ 9,180,449	\$ 7,500,000	\$ 2,500,000	\$ 1,750,000	\$ 2,000,000	\$ 3,000,000	\$ 48,273,925
Facilities										
7230100	AFWRF Influent Pump Station & Process Rehabilitation	RLF	\$ -	\$ 1,000,000	\$ 6,000,000	\$ 4,500,000	\$ -	\$ -	\$ -	\$ 11,500,000
7240100-300	All On Call Contractors	Revenue/ Reserve	-	550,000	450,000	550,000	500,000	-	-	2,050,000
7241400	FCWRF Solids Processing	RLF	-	6,000,000	11,000,000	10,000,000	-	-	-	27,000,000
7191000	FCWTF Digester Flare Upgrades	RLF/ Revenue	1,524,554	-	-	-	-	-	-	1,524,554
9241100	Biosolids Land Purchase	Revenue	-	3,210,000	-	-	-	-	-	3,210,000
Total Facilities			\$ 1,524,554	\$ 10,760,000	\$ 17,450,000	\$ 15,050,000	\$ 500,000	\$ -	\$ -	\$ 45,284,554
Other										
1230000	Manhole Port Installed	In House/Reserve	\$ 159,830	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 1,389,830
2230000	Developer Funded Projects	In House/Reserve	180,000	180,000	180,000	180,000	180,000	180,000	180,000	1,260,000
3230000	New Mains @ Utility Costs	In House/Reserve	850,515	1,000,000	1,000,000	1,150,000	1,000,000	1,000,000	1,000,000	7,000,515
5230000	Sewer Line Relocation Projects	RLF/ Revenue/ Reserve	851,806	1,895,000	2,288,000	500,000	500,000	500,000	500,000	7,034,806
6230000	Pumping Facility Projects	RLF/ Revenue/ Reserve	2,648,484	2,550,000	1,000,000	1,414,340	1,200,000	500,000	500,000	9,812,824
7230000	Reclamation Facility Projects	RLF/ Revenue/ Reserve	1,554,991	2,430,000	6,500,000	7,121,000	300,000	400,000	-	18,305,991
8230000	Transportation Equipment	Revenue/Reserve	284,969	2,037,500	1,346,500	1,540,000	1,374,000	1,085,000	400,000	8,067,969
9230000	General Plant	Revenue/Reserve	3,164,491	4,794,800	2,991,675	1,727,500	980,000	1,157,215	1,185,215	16,000,896
Total Other			\$ 9,695,086	\$ 15,092,300	\$ 15,511,175	\$ 13,837,840	\$ 5,739,000	\$ 5,027,215	\$ 3,970,215	\$ 68,872,831
	Capitalized Interest	RLF	\$ 581,840	\$ 855,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,436,840
Total Capital Improvement Plan			\$ 34,144,956	\$ 35,887,749	\$ 40,461,175	\$ 31,387,840	\$ 7,989,000	\$ 7,027,215	\$ 6,970,215	\$ 163,868,150

Little Rock Water Reclamation Authority 10-yr Capital Strategic Plan Projects 2024-2033



*** Denotes System Wide Project

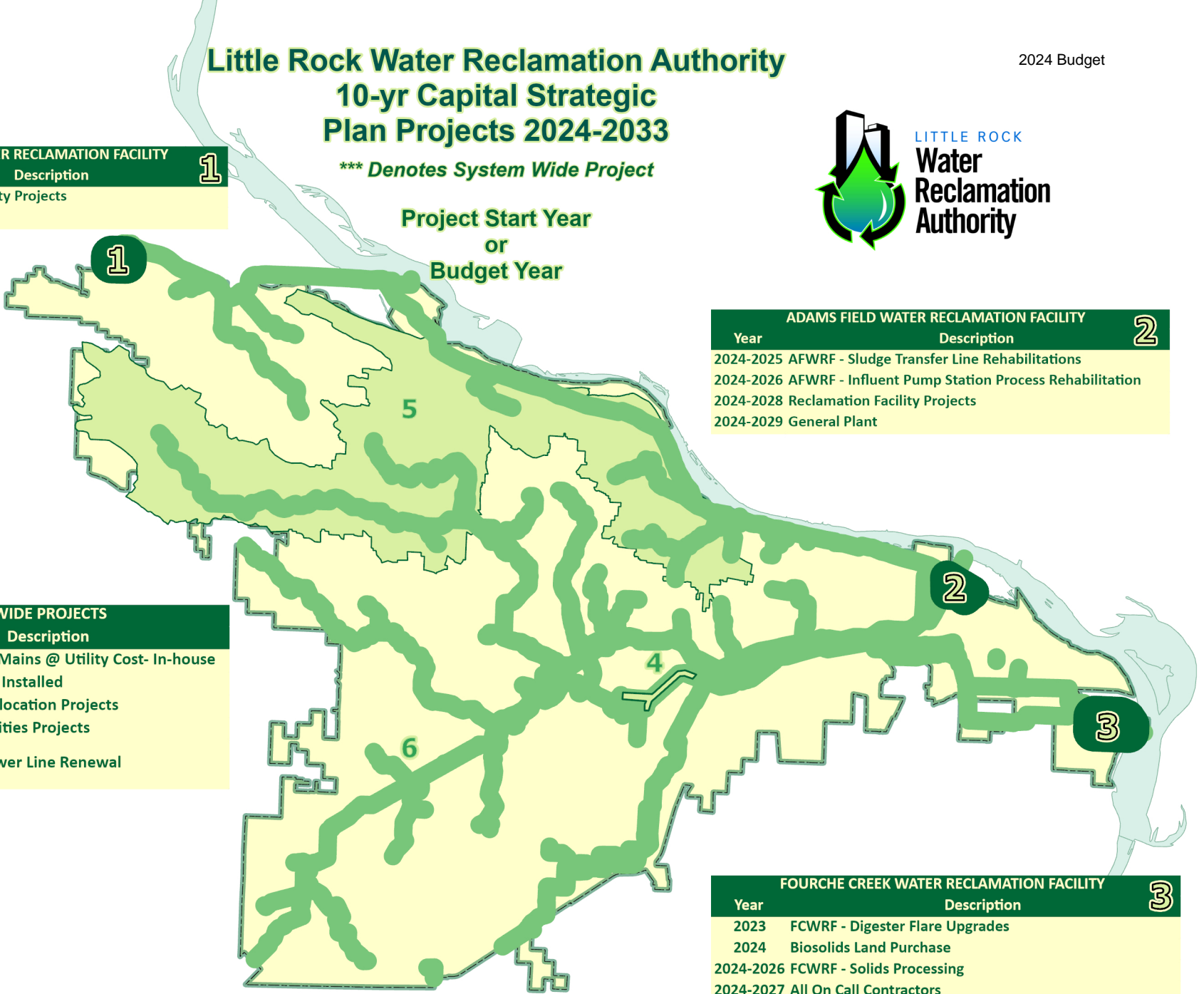
LITTLE MAUMELLE WATER RECLAMATION FACILITY		1
Year	Description	
2024-2028	Reclamation Facility Projects	
2024-2029	General Plant	

ADAMS FIELD WATER RECLAMATION FACILITY		2
Year	Description	
2024-2025	AFWRF - Sludge Transfer Line Rehabilitations	
2024-2026	AFWRF - Influent Pump Station Process Rehabilitation	
2024-2028	Reclamation Facility Projects	
2024-2029	General Plant	

***SYSTEM WIDE PROJECTS	
Year	Description
2024-2029	***Replacement Mains @ Utility Cost- In-house
2024-2029	***Manhole Port Installed
2024-2029	***Sewer Line Relocation Projects
2024-2029	***Pumping Facilities Projects
2024-2026	***Trenchless Sewer Line Renewal
2028-2029	

FOURCHE CREEK WATER RECLAMATION FACILITY		3
Year	Description	
2023	FCWRF - Digester Flare Upgrades	
2024	Biosolids Land Purchase	
2024-2026	FCWRF - Solids Processing	
2024-2027	All On Call Contractors	
2024-2028	Reclamation Facility Projects	
2024-2029	General Plant	

COLLECTION SYSTEM			4-6
Proj #	Year	Description	
4	2023	FEMA Flood Projects	
5	2024	I/I Basins Reduction Project - Phase I	
6	2024-2025 2027	Sewer Repairs Lines >18"	



Project Start Year
or
Budget Year

Unfunded Future Projects

Project Number	Description	FY 2024- 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total
		Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
1300000	Manhole Port Installed	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 820,000
2300000	Developer Funded Projects	-	-	-	-	180,000	180,000	180,000	180,000	720,000
3270000	New Mains @ Utility Costs	-	1,000,000	1,500,000	2,500,000	1,000,000	2,000,000	3,000,000	3,000,000	14,000,000
4270100	Trenchless Sewer Line Renewal	-	2,000,000	1,000,000	-	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
4280300	Sewer Repair Lines > 18"	-	-	3,000,000	3,000,000	4,000,000	4,000,000	4,000,000	4,000,000	22,000,000
4290000	Extraterritorial Jurisdiction Upsizing	-	-	-	1,127,860	1,127,860	1,127,860	1,127,860	1,127,860	5,639,300
4300200	Replacement Mains @ Utility Cost- Inhouse	-	-	-	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
5300000	Sewer Line Relocation Projects	-	-	-	-	500,000	500,000	500,000	500,000	2,000,000
6270000	Wastewater System Capacity Improvements for Growth	-	1,000,000	1,500,000	2,500,000	-	-	-	-	5,000,000
6270000	Two Rivers Park Pump Station	-	1,823,500	510,000	-	-	-	-	-	2,333,500
6300100	On Call Contractor Pump Station Driveway Repairs	-	-	-	-	50,000	50,000	50,000	50,000	200,000
6300200	On Call Contractor Pump Station Fencing	-	-	-	-	100,000	100,000	100,000	100,000	400,000
6300400	Sewer Pumping Plant	-	-	-	-	50,000	50,000	50,000	-	150,000
7270000	LMWRF - Sludge Dewatering- RENUMBER	-	3,359,484	2,000,000	-	-	-	-	-	5,359,484
7270000	FCWRF - Blower Bldg. Hoist Installation Replacement	-	1,200,000	-	-	-	-	-	-	1,200,000
7270000	LMWRF Gate Actuators & Gear Boxes	-	160,000	-	-	-	-	-	-	160,000
7270200	FC Asset Renewal - On Call Contractor	-	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000
7270300	LM Asset Renewal - On Call Contractor	-	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000
7280000	AF Ammonia Reduction	-	-	1,000,000	3,000,000	3,000,000	-	-	-	7,000,000
7280000	AFWRF - UV 3000 Plus System Updgrade	-	-	1,750,000	1,750,000	-	-	-	-	3,500,000
7280000	AFWRF MPS Pump-level Hoist Replacement	-	-	1,500,000	-	-	-	-	-	1,500,000
7280000	FC Biological Expansion Project	-	-	2,000,000	6,000,000	12,000,000	12,000,000	-	-	32,000,000
7280000	FCWRF Gas Compression Skid Replacement	-	-	1,200,000	-	-	-	-	-	1,200,000
7280100	AF Asset Renewal - On Call Contractor	-	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
7290000	Biosolids Disposal Compliance (PFAs)	-	-	-	2,520,000	13,240,000	13,240,000	-	-	29,000,000
7290000	LMWRF - Tertiary Filter Replacement	-	-	-	300,000	-	-	-	-	300,000
7300000	LMWRF - Wastewater System Capacity Improvements for Growth	-	-	-	-	400,000	1,000,000	9,300,000	9,300,000	20,000,000
7300000	AFWRF ATS Surge Arresters	-	-	-	-	50,000	-	-	50,000	100,000
7300000	FCWRF Boiler Replacement	-	-	-	-	1,500,000	-	-	-	1,500,000
7300000	LMWRF - UV 3000 Plus System Updgrade	-	-	-	-	500,000	500,000	-	-	1,000,000
7310000	FCWRF RAS/WAS Replacement	-	-	-	-	-	1,750,000	-	-	1,750,000
7320000	LMWRF Blowers Replacement (3)	-	-	-	-	-	-	1,200,000	-	1,200,000
7320000	LMWRF RAS/WAS Replacement	-	-	-	-	-	-	750,000	-	750,000
7330000	AFWRF - Nutrient Removal (\$25M)	-	-	-	-	-	-	-	3,000,000	3,000,000
8300000	Transportation and Equipment	-	-	-	-	400,000	400,000	400,000	400,000	1,600,000
9300000	General Plant	-	-	-	-	962,215	992,215	1,197,215	962,215	4,113,860
Total		\$ -	\$ 11,542,984	\$ 19,960,000	\$ 25,697,860	\$ 46,265,075	\$ 45,095,075	\$ 29,060,075	\$ 29,875,075	\$ 207,496,144

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

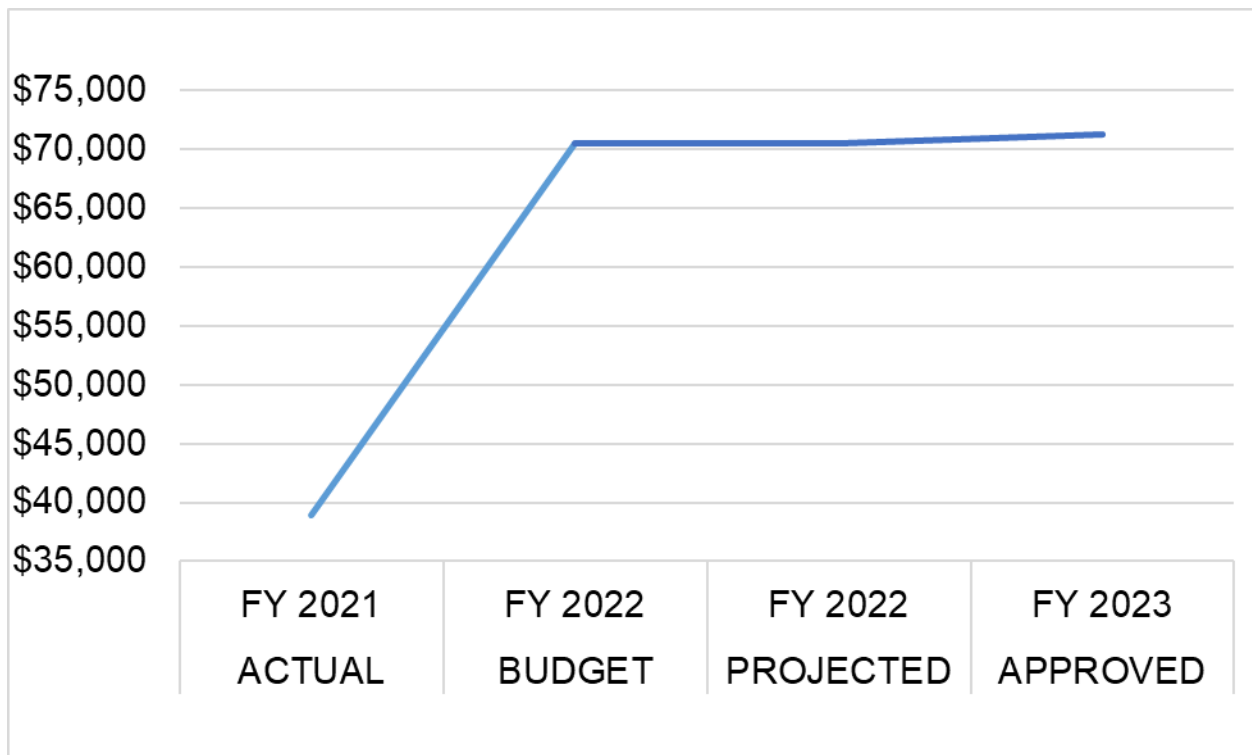
The Little Rock Water Reclamation Commission (“LRWRC”) manages and controls the city’s sewer system. The LRWRC and LRWRA must seek approval of all sewer rate increases and long-term financing through the City of Little Rock Board of Directors. The City of Little Rock Board of Directors appoints LRWRC 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 serve as the foundation for LRWRA’s financial planning and control. The budget is submitted by each department, consolidated, and prepared by the Finance department, and reviewed by the budget sub-committee before final approval from the LRWRC. Each month, financials are presented to the LRWRC to show that operations are being conducted in accordance with management’s intentions.

Total O&M Budget

COMMISSION	ACTUAL FY 2021	BUDGET FY 2022	PROJECTED FY 2022	APPROVED FY 2023
SALARIES	\$ -	\$ -	\$ -	\$ -
EMPLOYEE BENEFITS	-	-	-	-
SUPPLIES	-	-	-	-
CONTRACT SERVICES	-	-	-	-
VEHICLE EXPENSE	-	-	-	-
UTILITIES	-	-	-	-
OUTREACH & ADMINISTRATION	38,073	69,046	69,046	69,796
INSURANCE	847	1,487	1,487	1,500
TOTAL O&M BUDGET	\$ 38,920	\$ 70,533	\$ 70,533	\$ 71,296



402

Administration and Communications

Function

The mission of Legal Services is to support the LRWRA CEO, Executive 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.

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.

FY 2023 – Major Accomplishments

Communications

1. Increased outreach around STEM and provided hands on activities for the participants in the classroom, during tours and summer programs.
2. Developed a monthly system to track and measure activities.
3. Created a branding guide for LRWRA.
4. Developed a plan of action and conducted after-action reviews for all outreach events.
5. Increased community partners and outreach participation.
6. Rolled out the new Water Hero character for elementary students.
7. Continued educating the public about LRWRA's mission at community events.
8. Continued promoting the "Don't Flush that" campaign, educating the public on what is and is not acceptable to be flushed down the toilet.
9. Continued educating rate payers through community meetings, mailing out informational post cards prior to work beginning in a neighborhood, going door-to-door, social media, and the website.
10. Continued to provide value to Little Rock ratepayers with programs like "Can the Grease" and "Cap the Cleanout."
11. Strengthened public outreach and education through partnership with local schools and participating in environmental and public events.
12. Worked with all departments of the utility to provide a consistent message for customers and all stakeholders.
13. Provided educational outreach to schools.
14. Plan and execute community outreach strategies.
15. Develop and maintain internal communications.
16. Create and maintain content on all social media platforms and the website.

Legal

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

FY 2024 – Objectives/Goals

Communications

1. Hold community outreach meetings in neighborhoods prior to beginning projects.
2. Develop a strategy to share the end of the Consent Administrative Order with the public.
3. Establish relationships with all Neighborhood Resource Centers.
4. Develop an “about us” brochure for LRWRA for use at outreach events.
5. Increase Community Partners and outreach participation.
6. Continue educating the public about LRWRA’s mission.
7. Continue promoting the “Don’t Flush that” campaign educating the public on what is and is not acceptable to be flushed down the toilet.
8. Continue to provide value to Little Rock ratepayers with programs like “Can the Grease” and “Cap the Cleanout.”
9. Strengthen public outreach and education through increased partnerships with local schools.
10. Work with all departments of the Utility to provide a consistent message for customers and all stakeholders.

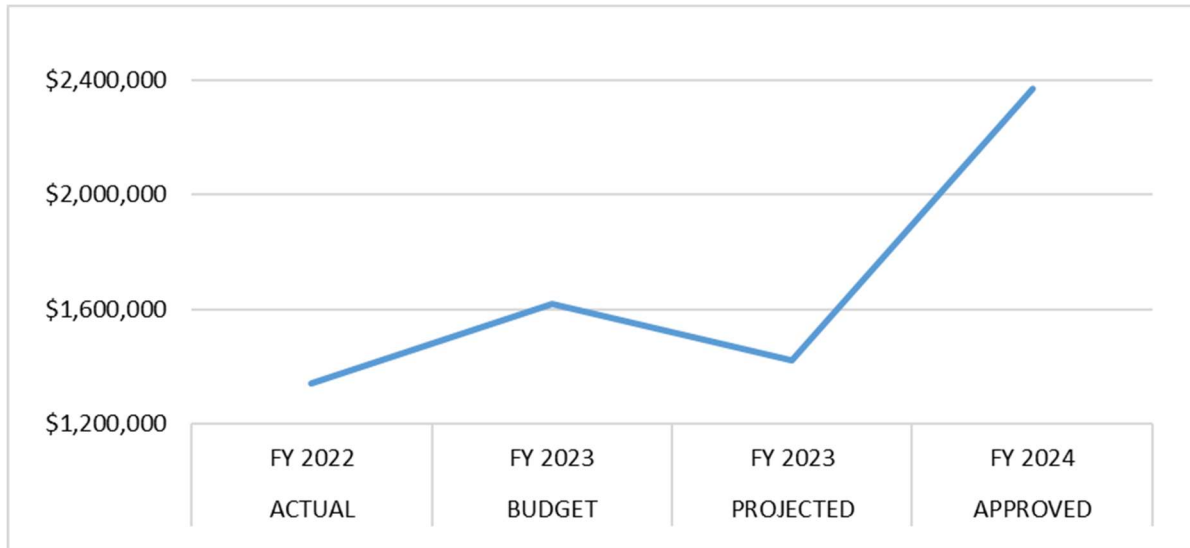
Legal

1. Provide FOIA & ethics training to LRWRC (biennially)
2. Review and purge, as necessary, Legal Department’s historical physical and virtual files.
3. Facilitate updating of employee policies.

Performance Measures CFS	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Goal
Public Education CM1				
Facility Tours	5	7	5	5
Community Events	5	5	5	5
Can the Grease	3,700	3,500	5000	5000
Community Relations CM1				
THV Cereal Drive	1,063	1,009	1000	1000
Notice To Residents CM4	60,000	60,000	60,000	60,000
Media CM4				
Commercials/Media	5	6	5	5
Press Releases Circulated	5	3	3	3

Total O&M Budget

ADMINISTRATION	ACTUAL FY 2022	BUDGET FY 2023	PROJECTED FY 2023	APPROVED FY 2024
SALARIES	\$ 672,029	\$ 730,545	\$ 738,391	\$ 1,092,784
EMPLOYEE BENEFITS	309,472	337,082	301,612	451,847
SUPPLIES	8,570	12,900	16,839	20,250
CONTRACT SERVICES	132,778	225,500	117,926	297,005
VEHICLE EXPENSE	17,028	18,000	17,075	32,400
UTILITIES	4,951	10,000	4,940	8,200
OUTREACH & ADMINISTRATION	194,593	283,500	223,887	465,100
INSURANCE	2,255	2,278	2,466	3,760
TOTAL O&M BUDGET	\$ 1,341,676	\$ 1,619,804	\$ 1,423,134	\$ 2,371,346



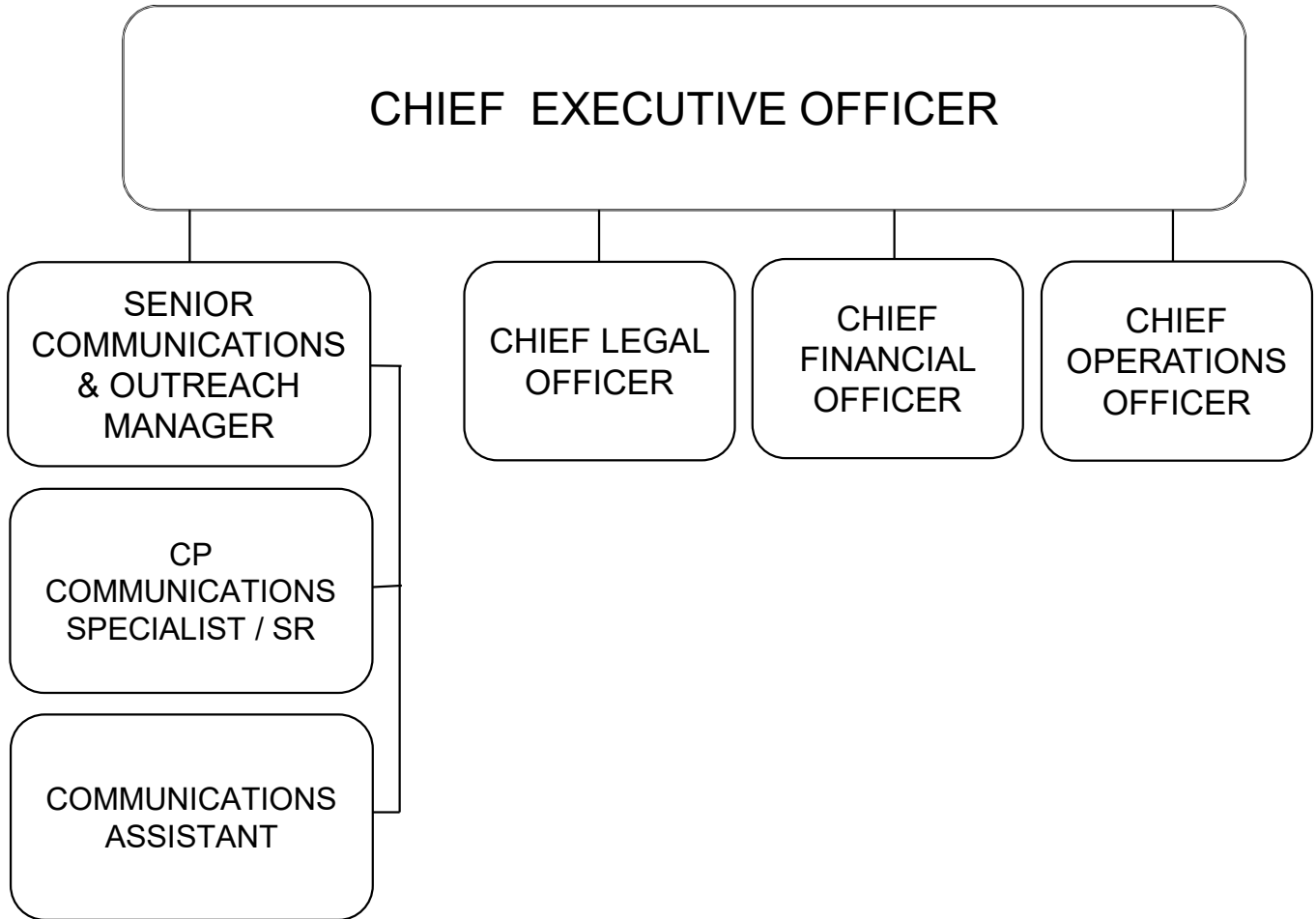
**Department 402
Administration**

07/01/23

Position	2023		2024	
	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
Chief Financial Officer			Exec 1	1
Senior Communications & Outreach Manager	E 3	1	E-1	1
Chief Administration Officer	Exec 1	1		
CP Communications Specialist / Sr	NE-Grade 9,11	1	NE-Grade 9,11	1
Communications Assistant			NE-Grade 4,5	1

Department Total **5** **7**

402 ADMINISTRATION



7 positions

Updated: 06/22/2023

Refer to Staff Summary for specifics

403 Finance

Function

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

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

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

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

FY 2023 – Major Accomplishments

1. Accounting received the Certificate of Achievement for Excellence in Financial Reporting for the nineteenth year in a row from the Government Finance Officers Association based on the Comprehensive Annual Financial Report.
2. Accounting received the Distinguished Budget Presentation Award for the fourteenth consecutive year from the Government Finance Officers Association based on a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.
3. The LRWRA Procurement Department was notified in February 2023 that it was awarded the Excellence in Achievement Award for 2022 by the Universal Public Procurement Certification Council (UPPCC) for having a fully certified staff. LRWRA is the only governmental entity in the State of Arkansas to receive this honor, and this will be the thirteenth time that we will be presented with this award.
4. LRWRA's Senior Procurement Agent earned a National Institute for Public Procurement's Certified Procurement Professional (NIGP-CPP) designation and a Certified Public Professional Buyer (CPPB) certification.
5. LRWRA's Procurement Administrator organized a national procurement utilities group that is comprised of procurement professionals from all over the United States and Canada in water, wastewater, and power utilities. The group has its own discussion board where questions can be posted and answered and virtual monthly networking meetings to discuss issues specific to utilities.

6. EHS monitored and maintained compliance with State and Federal regulations in the areas of Waste Handling, SWPPP, Risk Management Plan, Public Right to Know, and the Clean Air Act.
7. 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.
8. LRWRA received the Water Environment Federation George Burks Facility Safety Award for 2023 for the second consecutive year, as well at the AWEA Safety Award for Population Over 20,000.

FY 2024 – Objectives/Goals

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

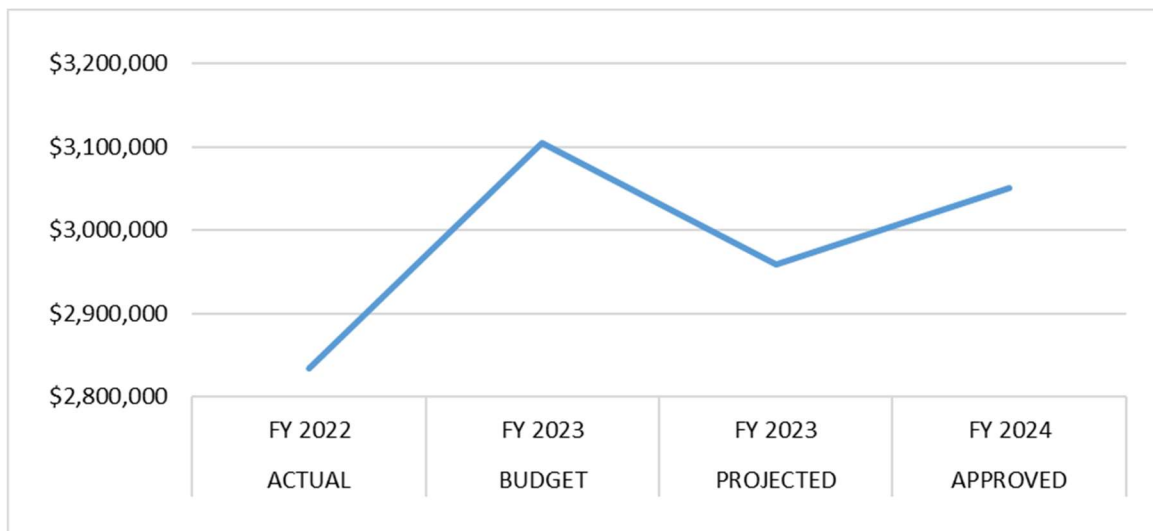
PERFORMANCE MEASURES FINANCE/PROCUREMENT	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 PROJECTED	FY 2024 GOAL
PAYDEX - (Financial Rating w/B&D)	71	69	70	80
A/P Vendor with ACH setup	300	360	380	400
Receive GFOA's Certificate of Excellence in Financial Reporting for Comprehensive Annual Financial Report	YES	YES	YES	YES
Receive GFOA's Distinguished Budget Presentation Award for Annual Budget Book	YES	YES	YES	YES
Current Ratio (Current Assets/Current Liabilities)	3.71	3.70	3.72	3.70
Debt Ratio (%) (Outstanding Debt/Total Assets)	59.22%	61.04%	60.00%	60.00%
Debt Service Coverage (Net Operating Income/Total Debt Service)	2.54	2.23	2.10	2.00
Wastewater Rate Changes	4.75%	0.0%	0.0%	0.0%
Timeline for E-Requisitions	1 day	1 day	1 day	1 day
Average Monthly Purchases by P-Card	\$90,800	\$110,647	\$138,000	\$138k
Sales Tax Exemption and Rebate Program	\$32,400	\$35,400	\$37,000	\$37k
Receive the Universal Public Procurement Certification Council Agency Certification Award and/or The Sterling Agency Award	YES	YES	YES	YES

PERFORMANCE MEASURES EHS	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2023 PROJECTE D	FY 2024 GOAL
*Accident Frequency Rate	2.20 per 100 EE	4.18 per 100 EE	3.18 per 100 EE	0
Number of Accidents	2	5	5	0
Costs Due to Accidents	\$109,162.91	\$115,498.29	\$150,000.00	<\$5000
Lost Time Injuries	0	2	2	0
Safety Training Education Hours	5017	3784	5000	5000
Safety Certification Hours	1639	530	1500	1500

*National Average 5.4 for NAICS 2213

Total O&M Budget

FINANCE	ACTUAL FY 2022	BUDGET FY 2023	PROJECTED FY 2023	APPROVED FY 2024
SALARIES	\$ 1,133,744	\$ 1,249,638	\$ 1,216,728	\$ 1,134,022
EMPLOYEE BENEFITS	476,923	566,305	500,380	455,912
SUPPLIES	31,688	42,400	31,022	38,300
CONTRACT SERVICES	1,062,080	1,095,800	1,086,152	1,249,925
VEHICLE EXPENSE	8,313	8,700	12,369	6,000
UTILITIES	6,981	7,500	7,311	6,780
OUTREACH & ADMINISTRATION	108,208	129,900	98,255	154,200
INSURANCE	5,217	4,900	5,895	5,627
TOTAL O&M BUDGET	\$ 2,833,154	\$ 3,105,143	\$ 2,958,111	\$ 3,050,767



**Department 403
Finance**

07/01/23

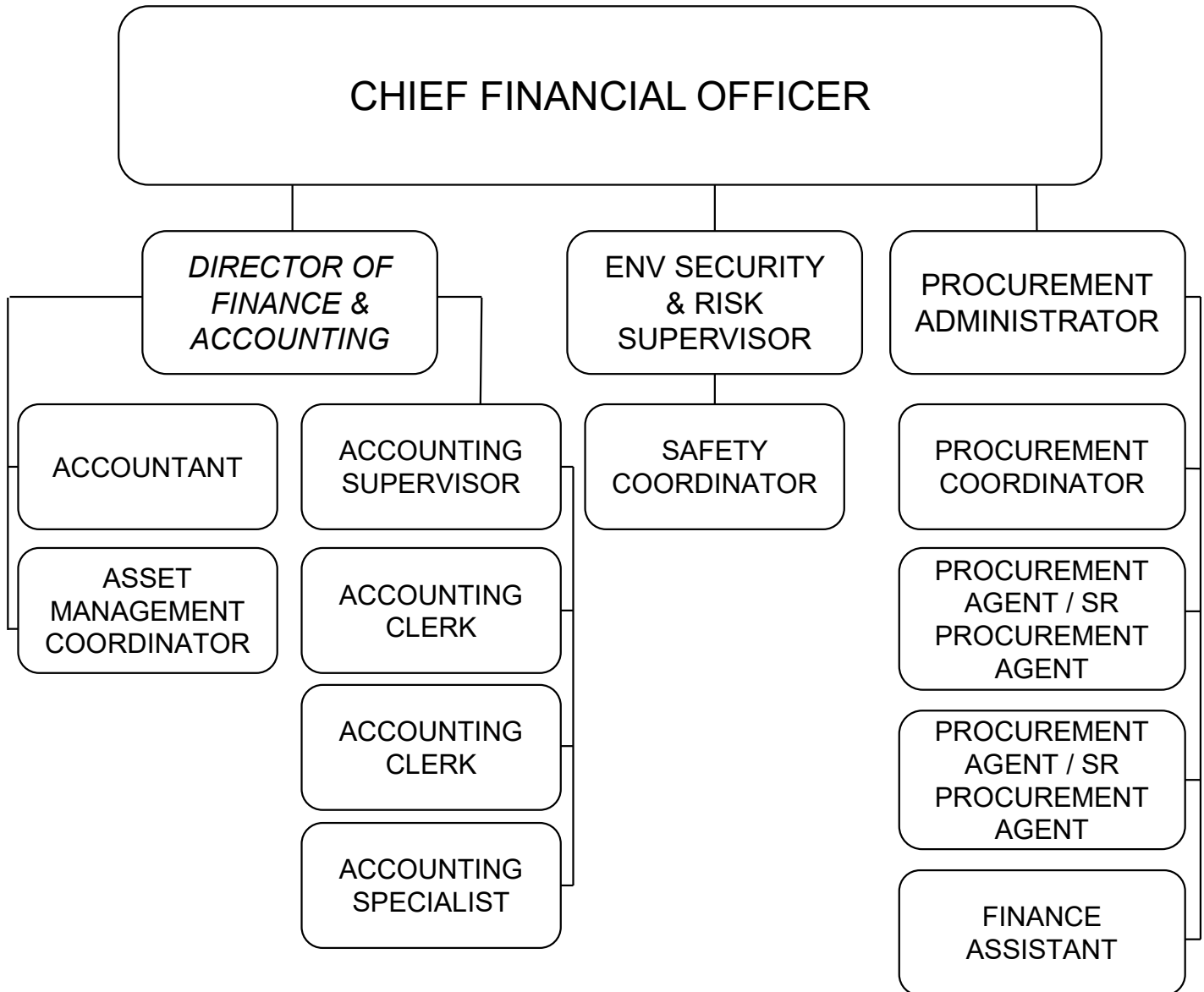
Position	2023		2024	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Chief Financial Officer	Exec 1	1		
Director of Finance & Accounting	E 1	1	Exec 3	1
Env. Security & Risk Supervisor	E 3	1	E 3	1
Procurement Administrator	E 4	1	E 4	1
Accountant	E 4	1	E 4	1
Asset Management Coordinator	E 5	1	E 5	1
Accounting Supervisor	E 3	1	E 3	1
Accounting Clerk	NE - Grade 3, 5, 7	2	NE-Grade 7	2
Accounting Specialist	E 6	1	E 6	1
Safety Coordinator	E 5	1	E 5	1
Procurement Coordinator	E 5	1	E 5	1
Procurement Agent / Sr Procurement Agent	NE - Grade 8, 10	2	NE-Grade 8, 10	2
Finance Assistant	NE - Grade 5	1	NE-Grade 5	1

Department Total

15

14

403 FINANCE



NOTE: The Chief Financial Officer is counted in 402.

14 positions
 Updated: 06/22/2023
 Refer to Staff Summary for specifics

404 Engineering Services

Function

The Engineering department administers functions including wastewater engineering, capital improvement plan administration, collection system administration, developer funded review, and sewer service line replacement program. The Engineering department ensures that LRWRA's short and long-term goals are implemented as effectively as possible while ensuring accountability, accuracy and customer and ratepayer satisfaction.

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

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

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

documents and regulatory agency requirements, and review plans and specifications for constructability and risk mitigation.

FY 2023 – Major Accomplishments

1. Completed construction of two RLF projects.
2. Continued construction of four RLF projects.
3. Completed investigation phase of two RLF projects.
4. Initiated the loan process for RLF XVII (2024) through ANRC.
5. Completed construction of the Digester Flare Improvements at FCWRF.
6. Completed construction for the AFWRF Primary Clarifier Coatings project.
7. Continued the work order to find locations for land applied biosolids permit and continued land applying.
8. Began the process to procure our own land for future biosolids applications.
9. Continued construction for the Generator Relocation from AFWRF to FCWRF project.
10. Assisted Asset Management with methods to track assets coming onsite during construction.
11. Continued training for staff to take FE Exam for EIT certification.
12. Completed the solids handling masterplan study and used its findings to create solids handling plans for each reclamation facility.
13. Collaborated with ARDOT for Cantrell Road PS changes based on their upcoming construction.
14. Completed the Jamison PS & Arch St PS Upgrades project.
15. Began the design for the new construction of the Thibault Pump Station in the Port.
16. Began the design of the Candlewood PS & Little Rock Port PS Upgrades project.
17. Began the design of the AFWRF Influent PS & Process Rehabilitation project.
18. Renewed 13 on-call contracts to keep most disciplines on the same track for future renewals.
19. Aided in the renaming of pump stations and the correcting of their physical addresses for future work and GIS.
20. Administered the Trenchless Sewer Line Renewal Contracts.
21. Administered the Root Control contract.
22. Reconciled in-house capital projects in a timely manner.
23. Kept the service status up to date in EAM on all Category 3's and 4' projects.
24. Assisted Collection System Maintenance in working ahead of City of Little Rock Street Overlay projects.
25. Active participant in the LRWRA Dashboard Monitoring Team. (Ongoing).
26. Analyzed, investigated, and reported any data issues for the RJN Rainfall Dashboard.
27. Gathered, investigated, analyzed capacity information used for reporting. (Ongoing).
28. Collaborated with GIS Department to research and test data layers.

29. Administered professional services contract for Collection System Analysis and Capacity Assurance Services.
30. Continued FOG outreach program.
31. Provided engineering assistance and guidance for approximately 29 new Developer-Funded projects as well as approximately 9 private line projects.
32. Provided LRWRA review and comments for approximately 160 Site Plan/Subdivision/Zoning projects for Little Rock Department of Planning and Development.
33. Updated two of the LRWRA standard specification sections.
34. One Project Administrator successfully obtained Class III Collection System Operator License.
35. One Project Administrator successfully obtained Class III Wastewater Collection System Operator License.
36. Assisted Legal Dept. in reviewing contracts for professional engineering services.
37. Administered Professional Services Contract for Relocation of Gravity Sewer Mains along Highway 10 in conjunction with ARDOT Project # 061382.
38. 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 346 permits, representing approximately \$48,000 in Revenue.
39. Administered Cap the Cleanout program and processed all requests.
40. Participated in GIS training classes.
41. Participated in Community Champions Events.
42. Participated in WOW (Women of Water) program.
43. The Permits Desk has issued 941 permits.
44. Inspectors conducted 570 permitted inspections for services lines.
45. Service Line Replacement Program received 202 applications. 4,915 applications have been processed since the program's inception in January 2013.
46. Replaced 127 service lines in 2023.
47. The Service Line Replacement Program has reimbursed homeowners over \$317,500.
48. Created the Service Line Replacement Program Re-imagine team and developed recommendations to be considered.
49. Continued implementing FOG program and procedures.
50. 100% registration of haulers operating in Little Rock (9 haulers, 15 trucks).
51. 898 FSEs being tracked, 826 reporting regularly and 72 still pending engagement with haulers.
52. 1,196 manifests submitted, totaling over 1.6 million gallons of FOG pumped from January 1 to July 1, 2023.
53. 1 grease interceptor replacement, 1 grease interceptor repair, and 2 Enforcements.
54. Six members of staff continued training and classes to maintain current plumbing licenses.

55. Developed layer in ArcGIS for existing easements (ongoing).
56. Continued importation of manhole data points into ArcGIS.
57. Participate in ongoing EAM software implementation and provide feedback.
58. One employee in the Survey & Design group obtained their Class I WW license.
59. Completed in-house design and construction of CAB Meeting Room/Board Room remodel.
60. Completed in-house design and construction of FCWRF Task Building office remodel.
61. Created a team to re-imagine the SSLRP program and develop recommendations to executive staff to consider.

FY 2024 – Objectives/Goals

1. Continue construction of four RLF projects.
2. Initiate design and construction of RLF 2024 projects as needed.
3. Obtain Class II Wastewater Operator License.
4. Obtain Class III Wastewater Operator License.
5. Obtain Class I Wastewater Collection System Operator License.
6. Obtain EIT Certification.
7. Pass PE Exam for future licensure.
8. Continue Large Diameter Capital improvement program and prioritize projects.
9. Continue to make field visits and update the GLES Visit Book. Utilizing the GLES index ranking.
10. Provide Engineering assistance to LRWRA Collection System Maintenance, Facility Maintenance and Facility Operations Departments.
11. Continue efforts to reduce overflows through use of in-house resources and trenchless rehab contracts.
12. Prioritize the workflow of the GLES's to minimize the emergency repairs and disruption to the rate payers.
13. Continue monitoring Rainfall Dashboard operations.
14. Gather, investigate, analyze capacity information used for reporting.
15. Initiate and facilitate main extensions to eliminate Community Services and to address the Sewer Service Line Replacement Program (SSLRP).
16. Implement the SSLRP re-imagine team recommendations if executive staff approves.
17. Continue to administer the Cap the Cleanout program.
18. Administer professional services contract for Collection System Analysis and Capacity Assurance Services.
19. Continue training survey staff in ArcGIS and EAM work order management (Survey Project Administrator).
20. Increase efficiency in the as-built process, ArcGIS management, and communications between Maintenance and Engineering.
21. Continue creating existing layer in ArcGIS for Survey Benchmarks.

22. Continue centralizing "ALL" AutoCAD files for all plants with only "one" working file
23. Continue GPS and GIS training for staff.
24. Flow Monitoring classes for staff.
25. Continue to analyze, research, identify and input corrections for inconsistent data found in database and mapping software.
26. 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.
27. Work to continually improve the quality of service provided to LRWRA customers through our SSLRP, FOG, and Permits Specialists.
28. Continue to provide LRWRA review and comments for Site Plan/Subdivision/Zoning projects for Little Rock Department of Planning and Development.
29. 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.
30. Continue to administer and monitor Opportunity Zones program.
31. Complete construction of four (4) RLF projects.
32. Continue land applying biosolids.
33. Complete construction of the Generator Relocation from AFWRF to FCWRF project.
34. Continue to assist Asset Management with methods to track assets coming onsite during construction.
35. Complete the design and begin the construction for the Thibault Pump Station in the Port.
36. Complete the design and begin the construction of the Candlewood PS & Little Rock Port PS Upgrades project.
37. Complete the design and begin the construction of the AFWRF Influent PS & Process Rehabilitation project.
38. Begin design of the Peak Flow Concrete Rehabilitation project.
39. Complete the Airport East Pump Station Site Plan.
40. Design and begin construction for the Longfellow PS Rehab project.
41. Begin the Biogas Power Study.
42. Begin the design of the FCWRF Solids Processing Improvements project using the Solids Handling Masterplan TM.
43. Design and begin construction for the replacement of the AFWRF #4 Blower and Controls.
44. Design and begin construction for the asset renewal of the Headworks gate and concrete.
45. Design and begin construction for the replacement of the LMWRF Basin Gate.
46. Teaching Collection System Operator Classes in Central Arkansas area.
47. Continue updating the LRWRA Standard Specifications for Construction.

PERFORMANCE MEASURES	CSF	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 PROJECTED	FY 2024 GOAL
Engineering Services Percent of In-house Construction Budget	AM	137%	112%	127%	100%
Engineering Services Percent of Annual Pipe Renewal Contract Budget	AM	83%	0.39%	100%	100%
General Administration Engineering Services Department O&M Budget versus Expenses Percent Variance from Budget	FN	-11.64%	5.25%	-2.06%	+/-5%
Engineering Services Contract Construction Cost Variance %	AM	-0.06%	2.70%	5.87%	+/-10%
Capital Improvement Plan Admin. Capital Budget Forecasting Budget versus Actual Percent variance from Budget	AM	-5.98%	-19.91%	-3.80%	+/-20%

Engineering Services for In-House Construction

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

Engineering Services for Annual Pipe Renewal

The intent of this service is to provide engineering evaluations, design, and construction inspection to support the Annual Maintenance Contracts. The service level will be

calculated by dividing the actual expensed value by the given year budget value. The goal is to provide support to expense 100% of the approved budget amount.

General Administration

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

Engineering Services for Contract Construction

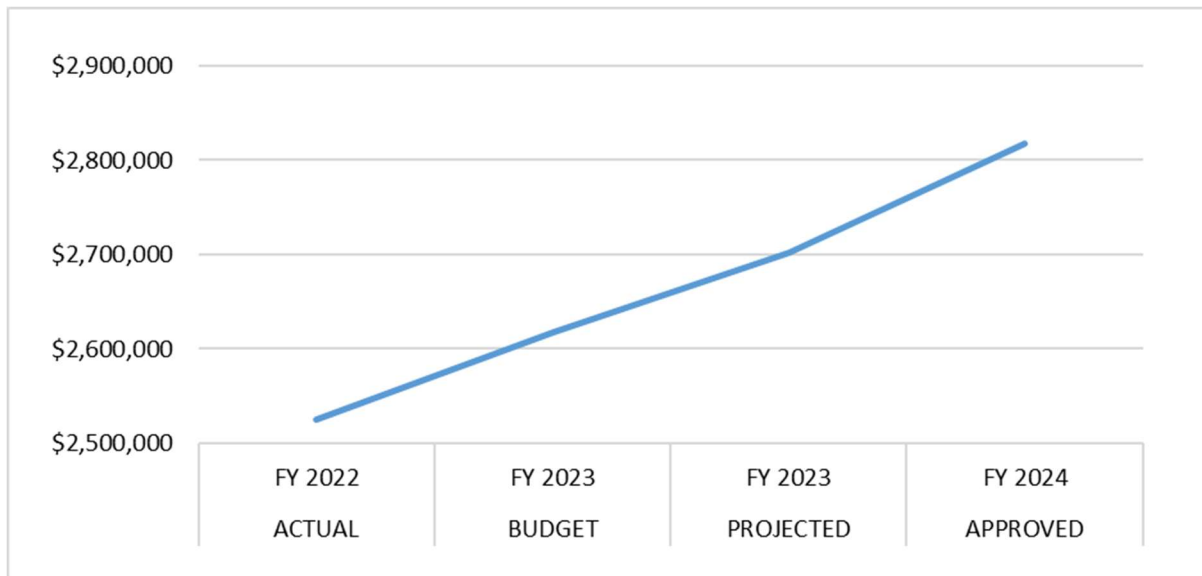
The intent of this service is to provide quality design, inspection, and project management for outside contracts for the collection system construction projects. The service level will be calculated by comparing the actual completed construction value of projects completed within a given year to the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

Capital Improvement Plan Administration

The intent of this service is to provide forecast projections and administration of the LRWRA capital improvement plan Categories 1 thru 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 the Categories 1 to 7.

Total O&M Budget

ENGINEERING	ACTUAL FY 2022	BUDGET FY 2023	PROJECTED FY 2023	APPROVED FY 2024
SALARIES	\$ 1,509,271	\$ 1,482,024	\$ 1,541,549	\$ 1,613,971
EMPLOYEE BENEFITS	678,834	562,034	793,810	613,377
SUPPLIES	48,172	74,500	75,380	75,000
CONTRACT SERVICES	168,723	373,100	160,501	385,600
VEHICLE EXPENSE	66,174	60,000	72,479	60,000
UTILITIES	22,276	21,000	20,943	21,000
OUTREACH & ADMINISTRATION	20,022	33,300	23,370	35,400
INSURANCE	11,943	11,400	13,337	13,528
TOTAL O&M BUDGET	\$ 2,525,414	\$ 2,617,358	\$ 2,701,367	\$ 2,817,876



**Department 404
Engineering Services**

07/01/23

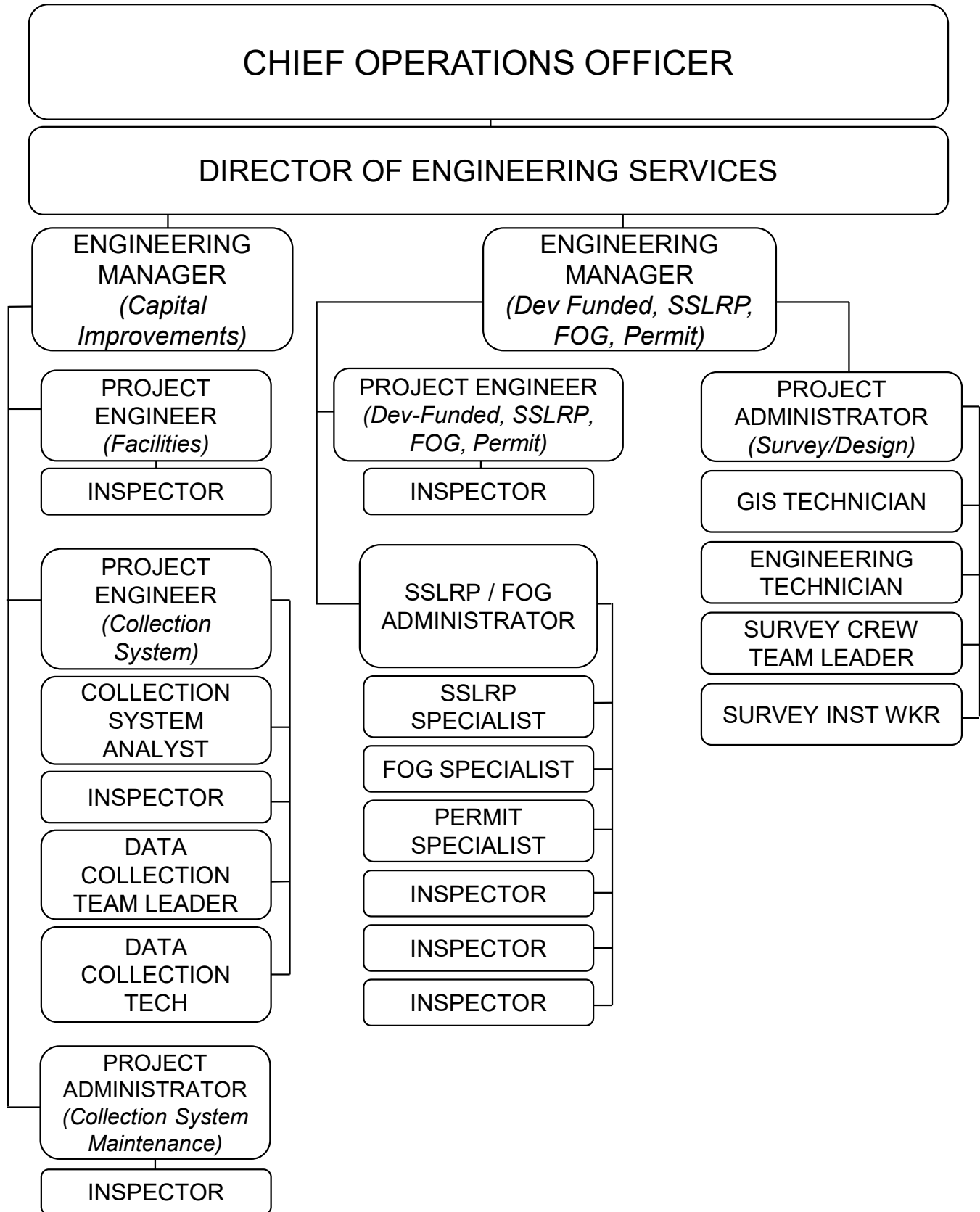
Position	2023		2024	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Engineering Services	Exec 2	1	Exec 2	1
Engineering Manager (<i>Capital Improvements</i>)	E 2	1	E 2	1
Engineering Manager (<i>Dev Funded, SSLRP, FOG, Permit</i>)	E 2	1	E 2	1
Program Manager (<i>Engineering</i>)	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
Collection System Analyst	NE - Grade 12	1	NE-Grade 12	1
Data Collection Crew Leader	NE - Grade 7	1	NE-Grade 7	1
Data Collection Technician	NE - Grade 5	1	NE-Grade 5	1
FOG Specialist	E 6	1	E 6	1
Permit Specialist	E 6	1	E 6	1
GIS Technician	NE - Grade 9	1	NE-Grade 9	1
Engineering Technician	NE - Grade 12	1	NE-Grade 12	1
Survey Crew Crew Leader	NE - Grade 8	1	NE-Grade 8	1
Survey Instrument Worker	NE - Grade 6	2	NE-Grade 6	1
Service Line Specialist	E 6	1	E 6	1
Inspector	NE - Grade 11	7	NE-Grade 11	7

Department Total

28

26

404 ENGINEERING SERVICES



NOTE: The Chief Operations Officer is counted in 402.

26 positions

Updated: 06/22/2023

Refer to Staff Summary for specifics

405 Information Services

Functions

The Information Services Department (*IS*) supports the information technology needs of LRWRA and its associates. 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 2023 – Accomplishments

Networking

1. Conducted “Tech for a Day” at all remote locations.
2. Implemented the Barracuda Email Secure Gateway.
3. Upgraded the SCADA system software and computing hardware.
4. Retired as many Windows Server 2012 servers as possible. The remaining 2012 servers will be sandboxed to reduce the vulnerability of deprecated software.
5. Started to deploy Windows 11.

Systems & GIS

1. Completed the rebuilding of essential reports using new EAM and FE databases, and developed new reports as requested.
2. Refined import/update routines in EAM to improve efficiency of automated workflows, processes, and integrations with FE.
3. Provided user-friendly documentation writing tools for administrative departments.
4. Consolidated and improved employee timesheet reports.
5. Implemented comprehensive system logging for database events in Finance Enterprise.
6. Implemented application to allow storerooms to manage orders and inventory with barcodes.
7. Migrated geodatabase editing from Legacy versioning to Branch versioning.
8. Upgraded SDE Geodatabase to the most recent ESRI version.
9. Refined and improved automated GIS/EAM synchronization process.
10. Completed all multi-year GIS/Web Map upgrades and updates resulting in 100% ArcGIS Pro/Web GIS usage.
11. Created an updated Rain Data website.

FY 2024 – Goals

Networking

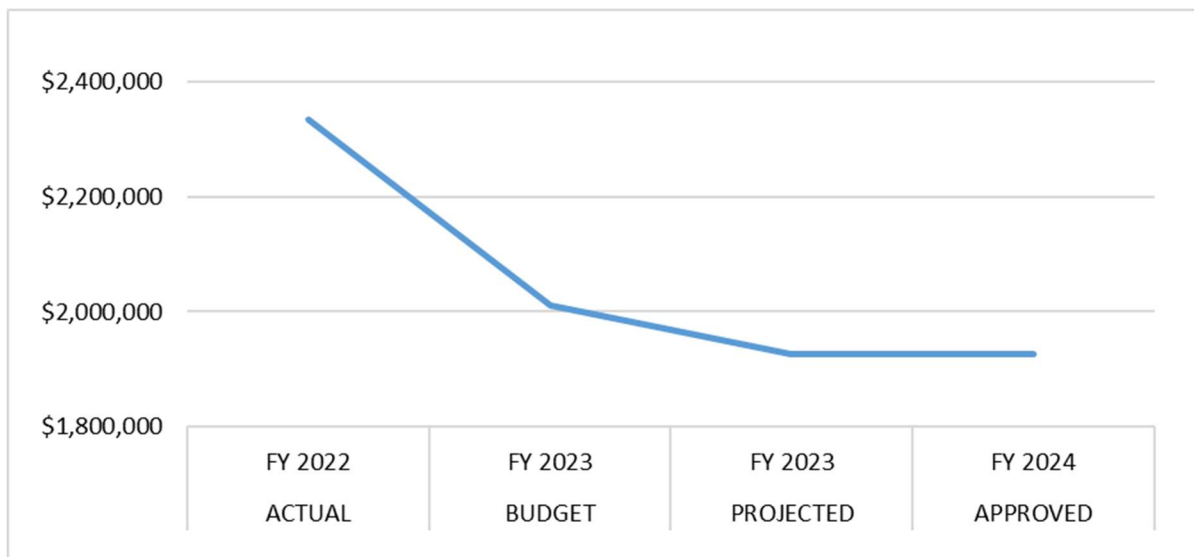
1. Finish rollout of Windows 11 as primary client operating system.
2. Replace current on-premises based backup solution with a cloud-based system.
3. Upgrade virtualization hosts in the Production and DR data centers with new physical hosts running the latest version of software.
4. Refine and stabilize the latest ERP software, Finance Enterprise, and EAM.
5. Conduct a cyber security review and implement solutions proposed in the report.
6. Conduct an IT best practices review and implement solutions proposed in the report.

Systems & GIS

1. Implement new GraniteNet modules (H.264, WebSync, WebOffice Viewer) to support automatic defect scoring.
2. Rename assets in GraniteNet to agree with asset names in EAM.
3. Reconfigure GraniteNet Scheduler to import assets from GIS and sync with EAM.
4. Assess and remedy EAM Import/Update routines that occasionally experience time-out errors.
5. Re-evaluate EAM configuration and processes for 409 and provide improvements through dashboard setups and automated processes.
6. Hire and train new GIS Specialist position.
7. Rewrite custom code for ArcGIS Pro Add-in to work with version 3.0.
8. Upgrade EAM, ArcGIS Enterprise, and GIS Server to most recent version.
9. Implement Stores Inventory product minimum/maximum quantities with weekly notification/report.
10. Consolidate time-off request system into one web server for simplicity/maintainability.
11. Coordinate with Finance and other departments to re-organize FE workspaces and dashboards to better meet users' post-implementation needs.
12. Continue to improve auditing capabilities of FE Database.
13. Document current procedures, configurations, and automated processes for all major software systems.

Total O & M Budget

INFORMATION SERVICES	ACTUAL FY 2022	BUDGET FY 2023	PROJECTED FY 2023	APPROVED FY 2024
SALARIES	\$ 917,029	\$ 716,748	\$ 751,682	\$ 620,494
EMPLOYEE BENEFITS	381,341	294,744	242,276	254,969
SUPPLIES	204,304	169,792	147,591	141,500
CONTRACT SERVICES	639,166	588,374	585,532	673,180
VEHICLE EXPENSE	7,498	3,750	10,379	-
UTILITIES	166,711	200,500	165,332	199,500
OUTREACH & ADMINISTRATION	14,608	33,810	19,410	35,175
INSURANCE	4,028	3,800	4,580	1,640
TOTAL O&M BUDGET	\$ 2,334,686	\$ 2,011,518	\$ 1,926,779	\$ 1,926,459



**Department 405
Information Services**

07/01/23

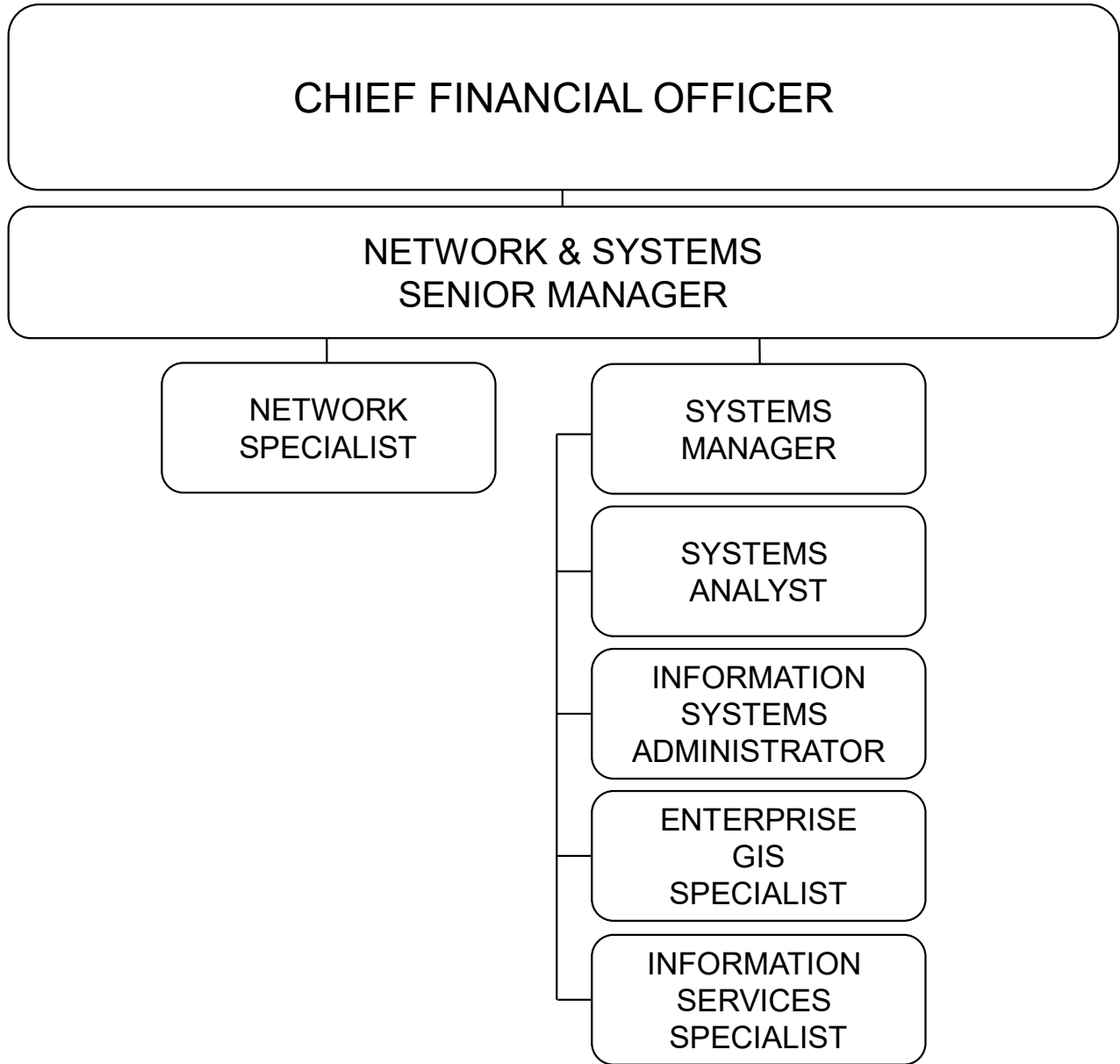
Position	2023		2024	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Network & Systems Senior Manager	E 1	1	E 1	1
System Manager	E 2	1	E 2	1
Information Systems Administrator	E 4	1	E 4	1
Systems Analyst	E 5	1	E 4	1
Network Specialist	E 6	1	E 6	1
Enterprise GIS Specialist	E 6	1	E 6	1
Information Services Specialist	E 6	1	E 6	1
Instrumentation Supervisor	E 3	1		
Instrumentation Coordinator	E 5	1		
CP Instrumentation Tech I / II / Senior	NE - Grade 5,7,10	3		

Department Total

12

7

405 INFORMATION SERVICES



NOTE: The Chief Financial Officer is counted in 402.

7 positions
Updated: 06/22/2023
Refer to Staff Summary for specifics

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. Routinely conducting these activities through our preventive maintenance program allows us to take a proactive approach in strategically limiting the occurrence of overflows and ensuring that the needs of our customers are properly handled and met. This section also offers support services internally to the Construction & Repair section and externally 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 Plants/Facilities Department, and the Engineering Department to identify all assets within the collection system which should be targeted for maintenance and improvement under our capital investment projects and O&M maintenance. This collaboration is aimed at:

- Eliminating severely damaged main lines.
- Eliminating inflow from defective private service lines in the street right-of-way
- Eliminating old community services
- Addressing areas within the collection system that are prone to overflow occurrences.

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. These are tracked monthly and evaluated on an annual basis for potential re-evaluation and adjustments.

Fleet Maintenance

This section provides all fleet support services for Little Rock Water Reclamation Authority and Central Arkansas Water (CAW). These include, but are not limited to, the diagnosis and repair needs of all vehicles and small to large equipment and conducting all scheduled preventive maintenance. 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. In the most cost-effective way and timely manner, the fleet maintenance 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.

FY 2023 – Major Accomplishments

Collection System Maintenance

1. Remained in compliance with the required allowance for non-capacity overflows. LRWRA is required to 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 2023, LRWRA is projected to record 35 non-capacity overflows. 60% below the allowance.
2. Completed the 6th round of the Acoustic Inspection Program within 12.5 months, slightly shy of our goal of 12 months. Starting out with the first round which took 18 months, we have progressively increased our efficiency, productivity, and overall coordination and are now able to inspect all roughly 1,100 miles of small diameter sewer lines within 12 months.
3. Projected to maintain the percentage of collection system <12" diameter on an annual preventive maintenance to 100% in 2023.
4. Projected to achieve a ratio of incomplete-to-initiated priority 4 and priority 5 work orders of less than 10% for O&M Construction & Repairs.
5. Maintained emergency call response time to 1 hour on average for customers.
6. Maintained a 2% deficit in our Clearwater Maintenance Storeroom inventory.
7. Achieved a 1% deficit in our Fleet Maintenance Storeroom Inventory.
8. Established a paperless process by transitioning our field crews' workorder management system and storeroom materials requests from paper to digital via the use of tablets.
9. Continued the evaluation and deployment of trenching and shoring devices to ensure the safety of all CSM crews during the installation and repairs of sewer assets.
10. Continued use of Acoustic Inspection equipment on combination cleaning trucks to increase the cleaning efficiency and reduce CCTV workflow has contributed greatly to our ability to effectively maintain our small diameter system.
11. Continued the CCTV program to inspect 13"-17" sewer pipes throughout the collection system to remain pro-active and adequately respond to any potential emergency repairs. Several main line repairs have resulted from this inspection program.

Production

1. Hydro-Cleaned 755,178 feet of line (as of 7/31/23); annual projection 1,294,591 LF.
2. Hand-Cleaned 178,734 LF of line (as of 7/31/23); annual projection 306,401 LF.
3. Televised 302,305 LF of line (as of 7/31/23); annual projection 518,237 LF.
4. Cleared 365,662 LF of right-of-way (as of 7/31/23) annual projection 626,850 LF.
5. Acoustically inspected 2,926,588 LF of line (as of 7/31/23) annual projection is 5,017,008 LF.
6. Repaired 138 main lines (as of 7/31/23); annual projection is 237.
7. Repaired 117 service lines (as of 7/31/23); annual projection is 201.
8. Relayed 72 service lines (as of 7/31/23); annual projection is 123.
9. Sealed 59 old service lines (as of 7/31/23); annual projection is 101.
10. Adjusted 97 manholes (as of 7/31/23); annual projection is 166.
11. Repaired 110 manholes (as of 7/31/23); annual projection is 189.
12. 28 Capital Projects equal to \$1,573,663 in capital improvements (as of 7/31/23); annual projection is 42 projects equal to \$2,426,644 Assets impacted include: 9,725 LF of sewer line replaced (4303 LF Pipe Burst Expected), 931 LF service line installed, and 32 manholes/ports replaced as of 12/31/23.

Fleet Maintenance

1. Evaluated all shop equipment & tools and established a replacement schedule to improve efficiency. One of the results of that evaluation is the replacement of two of our large vehicle/equipment lifts, which were at the end of their useful life. This helps with keeping our techs safe during the accomplishment of their duties.
2. Improved our processes by procuring new diagnostics and scan tools such as R-1234 refrigerant machine and Snap-On ProLink Edge to increase repair efficiency and reduce costs.
3. Continued evaluating and adjusting fleet storeroom inventory based on current and upcoming needs. Also established a monthly audit schedule to minimize discrepancies in quantities.
4. Restructured fleet shop personnel and added a leadership position to maintain safety and quality of service rendered to all units.
5. Provided off-site training to all fleet technicians to maintain knowledge of the fast-paced automotive industry and expose them to new technologies.
6. Created a digital information display system to keep customers abreast of repair status and streamline techs' workflows.
7. Continued decluttering effort throughout various areas of the fleet shop and identified obsolete items and tools in need of scrapping/disposal.
8. Vehicle Replacement Program continues to be utilized with the addition of a life cycle analysis factor to maximize our assets.
9. Gov-Deals auction site continues to be utilized for the sale of retired units to maximize return.
10. Maintained a positive relationship with CAW with contracted fleet services for all their fleet.

FY 2024 – Objectives/Goals

Collection System Maintenance

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 the assistance of any equipment.
3. Continue working to identify, track, and minimize safety incidents.
4. Achieve and maintain a ratio of incomplete-to-initiated priority 4 and priority 5 work orders of less than 10% 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 10% of the projected hand cleaning goal of 300,000 LF.
6. Complete the seventh-round Acoustic inspection on 100% of the collection system, up to 12" in diameter in 12 months.
7. Establish a baseline condition assessment of our 13–17-inch diameter system utilizing our CCTV inspection program to help identify capital improvement needs and remain proactive in our emergency responses.
8. Maintain emergency call response times of 1-hour average.
9. Strive to meet the requirements of the current City Ordinance for time limits related to pavement restorations and request variances as needed.
10. Maintain less than 1% deficit in both the annual Clearwater Maintenance Storeroom and Fleet Maintenance Storeroom inventories, respectively.
11. Continue to evaluate any new innovative technology or equipment that will help us reduce costs and improve productivity in maintaining LRWRA assets.
12. Continue to research, update, and develop Standard Operating Procedures for collection system maintenance, to include archival and reference library.
13. Continue streamlining CMMS software and mobile computing workflow processes.
14. Following inspections of affected sewer lines, complete all construction work related to the 2023 – 2025 City of Little Rock Overlay and Street Widening projects without having to cut any new overlaid streets due to LRWRA-owned assets.

Production

1. Hydro Clean 1,500,000 feet of line; Hand Clean 300,000 feet of line
2. Televis 600,000 feet of line.
3. Acoustically Inspect 5,898,000 feet of main line
4. Clear 800,000 feet of right-of-way
5. Repair 300 broken sewer mains; Repair 192 service lines; Seal 180 old service lines
6. Repair 180 manholes; Adjust 192 manholes.
7. Relay 180 service lines
8. Complete \$2,205,000 in capital improvements.

Fleet Maintenance

1. Maintain less than 1% technician comebacks throughout the year.

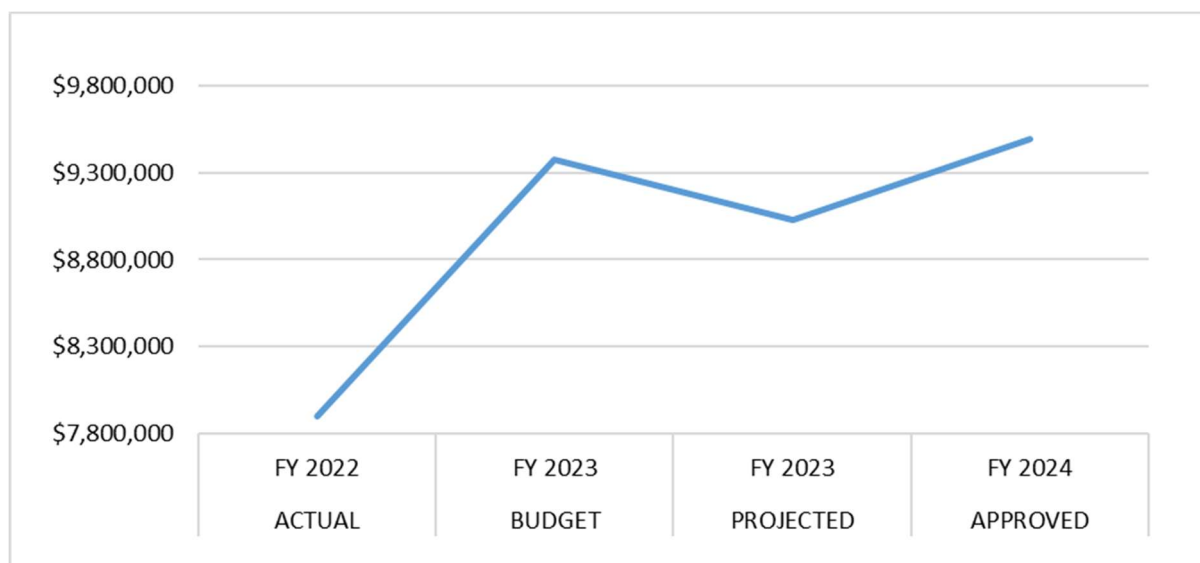
2. Continue to look for opportunities to train fleet techs on new and innovative diagnostics and repair technologies, particularly as it relates to fuel efficient vehicles such as hybrid and electric.
3. Through our vehicle replacement program, transition to fuel efficient vehicles by replacing some identified units in our fleet with their hybrid counterparts.
4. Develop performance metrics used for determining appropriate staffing requirements and measuring fleet techs' performance.
5. Continue progressive transition to new asset management software and mobile computing to streamline workflow processes.

COLLECTION SYSTEM MAINTENANCE PERFORMANCE MEASURES	CSF	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 PROJECTED	FY 2024 GOAL
Televising (% of Process)	AM2	65%	65%	86%	100%
Hydro Cleaning (% of Process)	AM2	77%	75%	86%	100%
Hand Rod Cleaning (% of Process)	AM2	96%	116%	102%	100%
Acoustic Inspection (% of Process)	AM2	98%	102%	85%	100%
ROW (% of Process)	AM2	123%	93%	78%	100%
SONC Overflows (% of Process)	AM2	80%	100%	109%	100%
Capital Projects (% of Process)	AM2	100%	100%	119%	100%
Line Repairs (% of Process)	AM2	60%	71%	79%	100%
Service Line Repairs (% of Process)	AM2	85%	65%	119%	100%
Service Line Replacements (% of Process)	AM2	138%	62%	73%	100%
Service Seals (% of Process)	AM2	39%	102%	53%	100%
Manhole Rehabilitation (% of Process)	AM2	N/A	N/A	N/A	100%
Manhole Repair (% of Process)	AM2	80%	90%	79%	100%
Manhole Adjustment (% of Process)	AM2	70%	65%	87%	100%

FLEET MAINTENANCE PERFORMANCE MEASURES	CSF	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 PROJECTED	FY 2024 GOAL
Preventive Maintenance (% of Process)	AM2	19%	17%	19%	22%
Reactive Maintenance (% of Process)	AM2	3%	7%	4%	30%
Proactive Maintenance (% of Process)	AM2	78%	76%	77%	48%

Total O&M Budget

MAINTENANCE	ACTUAL FY 2022	BUDGET FY 2023	PROJECTED FY 2023	APPROVED FY 2024
SALARIES	\$ 4,035,891	\$ 4,930,771	\$ 4,522,067	\$ 5,105,651
EMPLOYEE BENEFITS	1,975,143	2,460,710	1,830,588	2,173,813
SUPPLIES	647,476	636,200	690,961	713,000
CONTRACT SERVICES	783,874	921,000	1,675,693	991,000
VEHICLE EXPENSE	319,427	296,000	167,235	344,400
UTILITIES	47,915	45,000	50,547	50,000
OUTREACH & ADMINISTRATION	49,028	34,000	44,324	50,000
INSURANCE	44,658	50,015	46,616	63,976
TOTAL O&M BUDGET	\$ 7,903,412	\$ 9,373,696	\$ 9,028,029	\$ 9,491,839



Department 406
Collection System Maintenance

07/01/23

Position	2023		2024	
	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	1	E 2	1
Collection System Maintenance Manager	E 2	1	E 2	1
Fleet Maintenance Supervisor	E 3	1	E 3	1
CSM Inspection Supervisor	E 5	1	E 3	1
CSM Planner/Specialist	E 6	4	E 6	2
CSM Capital Project Supervisor	E 5	1	E 3	1
CSM Supervisor			E 3	1
CSM Cleaning Supervisor			E 3	1
Dispatcher	NE - Grade 10	2	NE-Grade 10	2
Crew Leader CDL	NE - Grade 10	23	NE-Grade 10	22
Project Crew Leader CDL	NE - Grade 12	3	NE-Grade 12	3
Project Equipment Operator CDL	NE - Grade 9	3	NE-Grade 9	3
CSM Storekeeper	NE - Grade 8	2	NE-Grade 9	2
Camera Technician CDL	NE - Grade 6	4	NE-Grade 6	4
CP Utility Worker CDL	NE - Grade 3, 5	13	NE-Grade 3	13
Commercial Vehicle Driver CDL	NE - Grade 6	10	NE-Grade 6	10
Equipment Operator CDL	NE - Grade 7	12	NE-Grade 7	12
Lead Master Plumber	NE - Grade 12	0	NE - Grade 12	2
CP Apprentice / Journeyman / Master Plumber	NE - Grade 6,8,10	2	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
Fleet Maintenance Coordinator	E5	1	E 5	1
CP Fleet Tech I II Sr	NE - Grade 6,8,10	3	NE-Grade 5,7,9,11	3

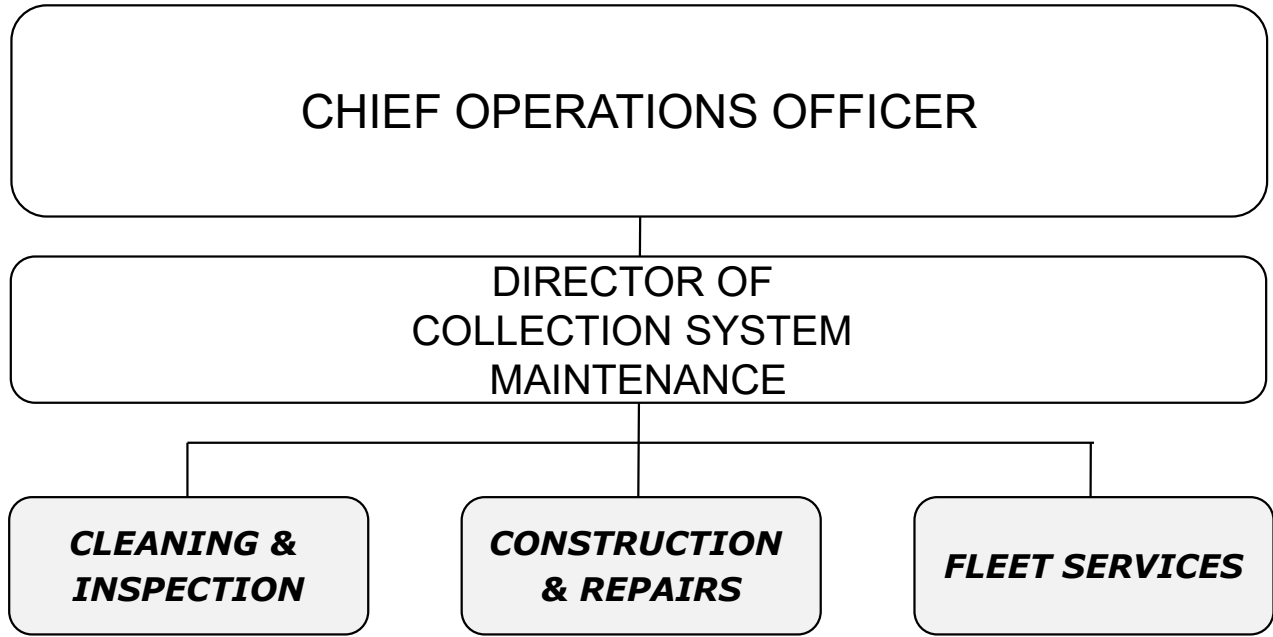
Department Total

91

91

406 COLLECTION SYSTEM MAINTENANCE

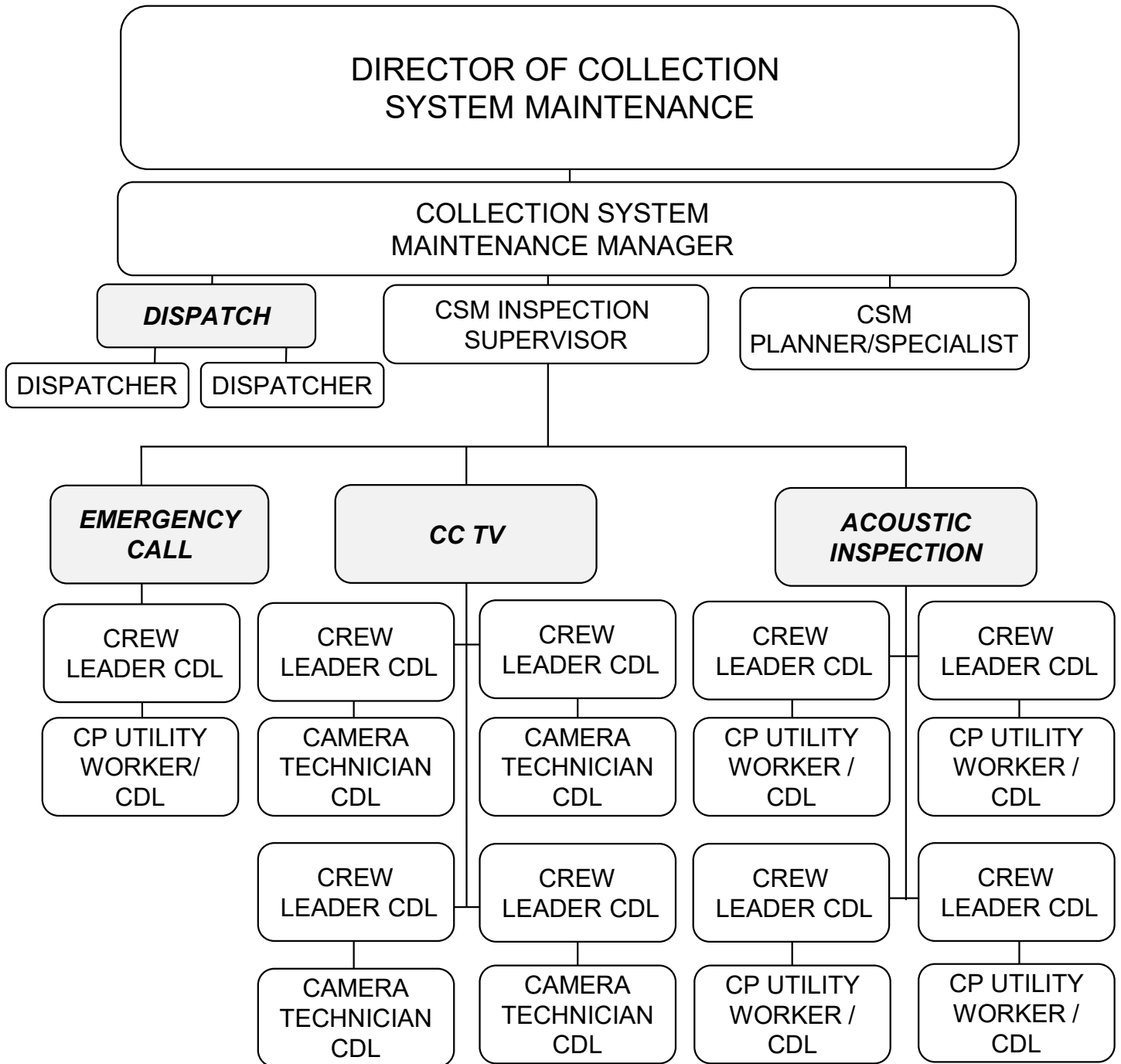
(Department Overview)
(page 1 of 6)



NOTE: The Chief Operations Officer is counted in 402.

Total **91 Positions**
Updated **06/05/2023**
Refer to Staff Summary for specifics

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

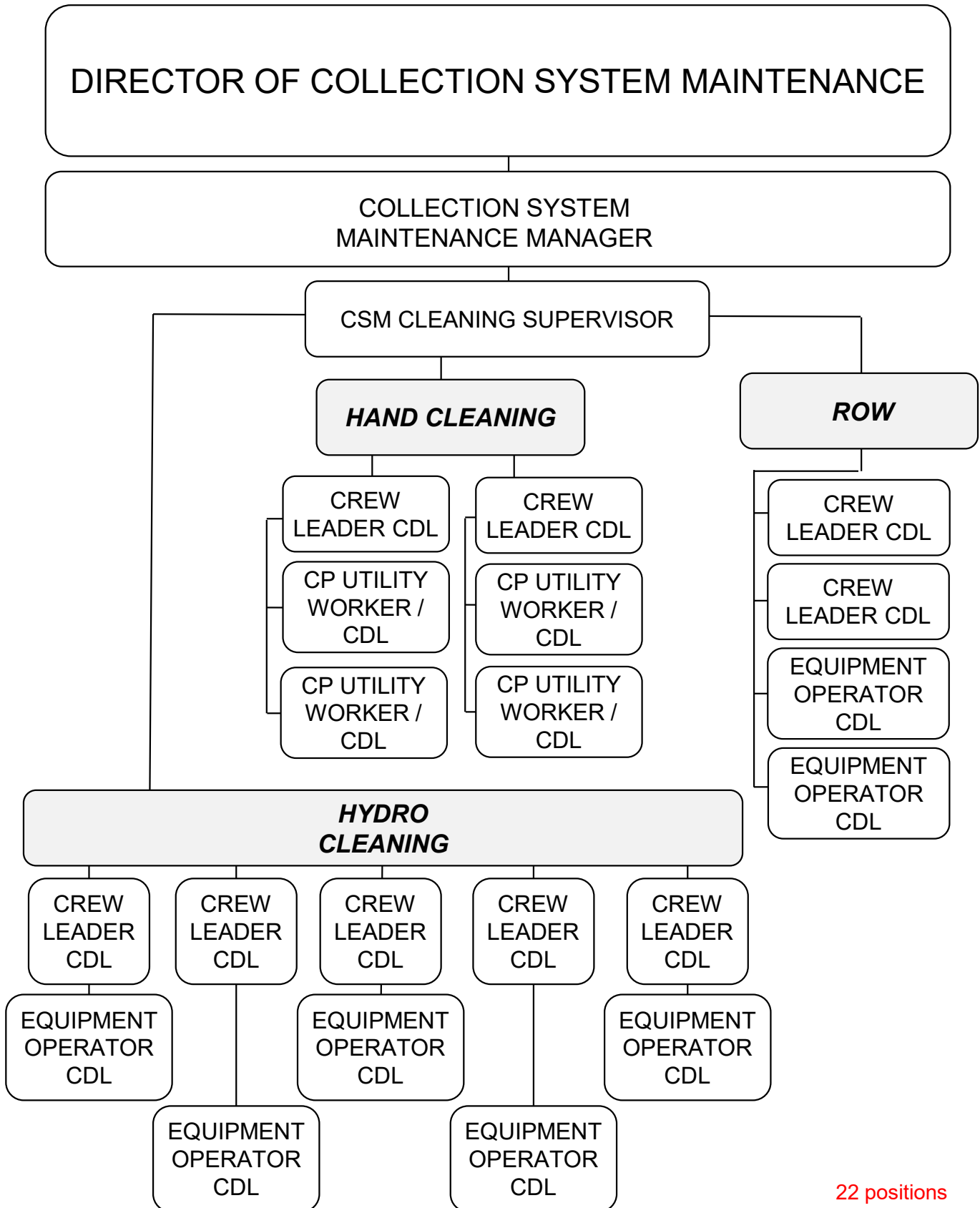


24 positions

Updated: 06/05/2023

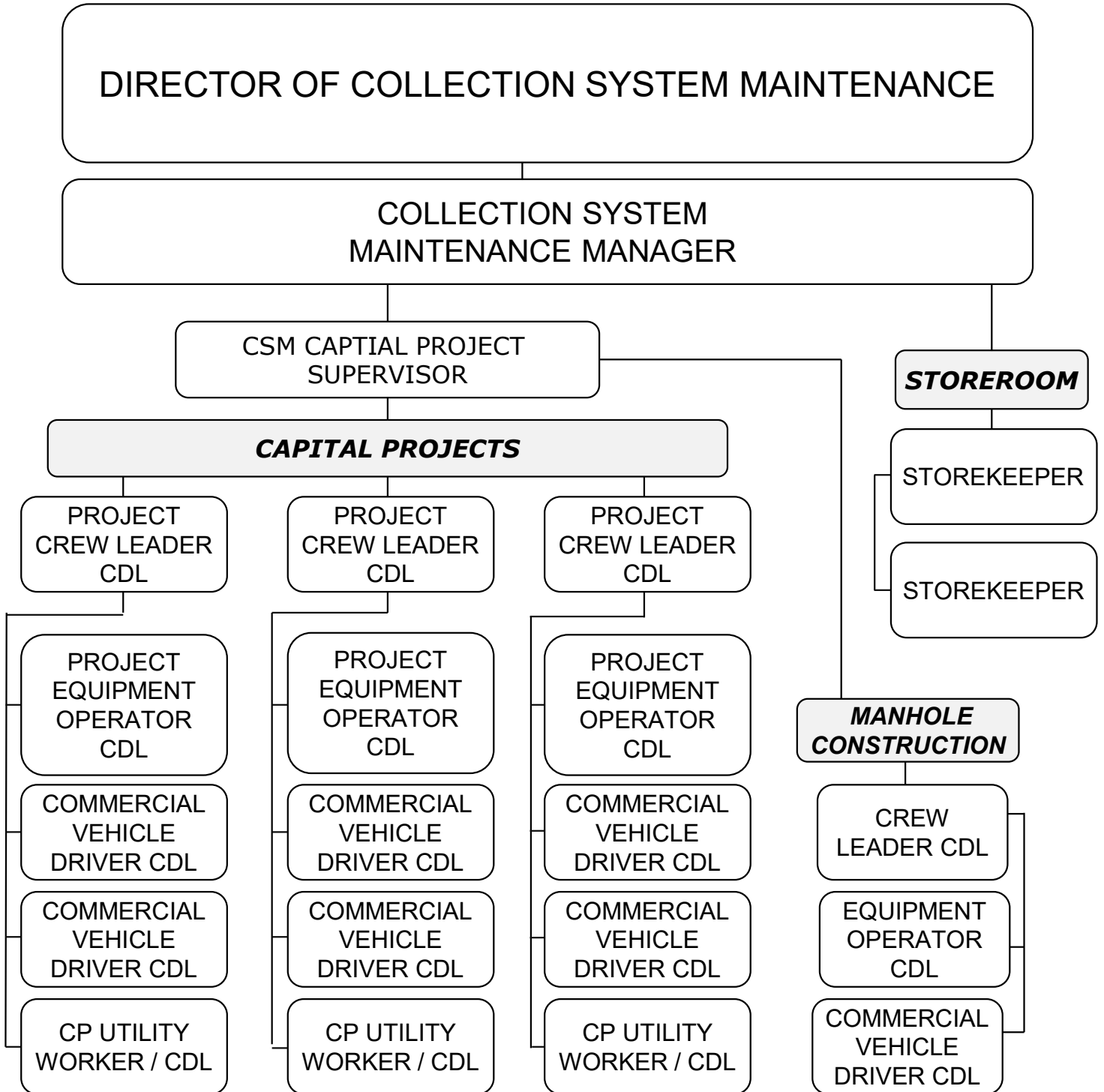
Refer to Staff Summary for specifics

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



22 positions
Updated 06/05/2023

406 COLLECTION SYSTEM MAINTENANCE (CSM) Construction & Repairs (page 4 of 6)



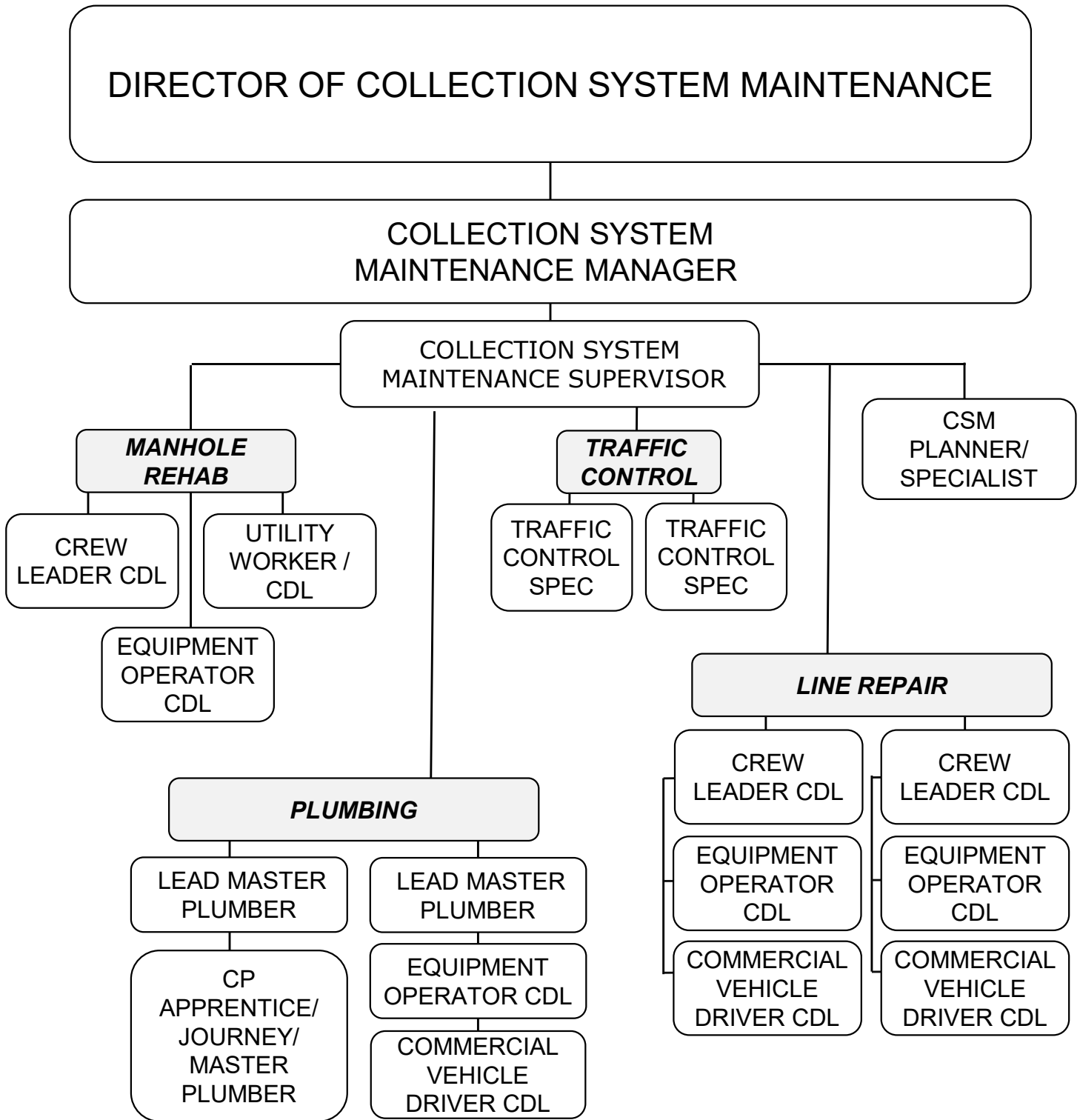
22 positions

Updated: 06/05/2023

Refer to Staff Summary for specifics

406 COLLECTION SYSTEM MAINTENANCE (CSM)

Construction & Repairs (page 5 of 6)



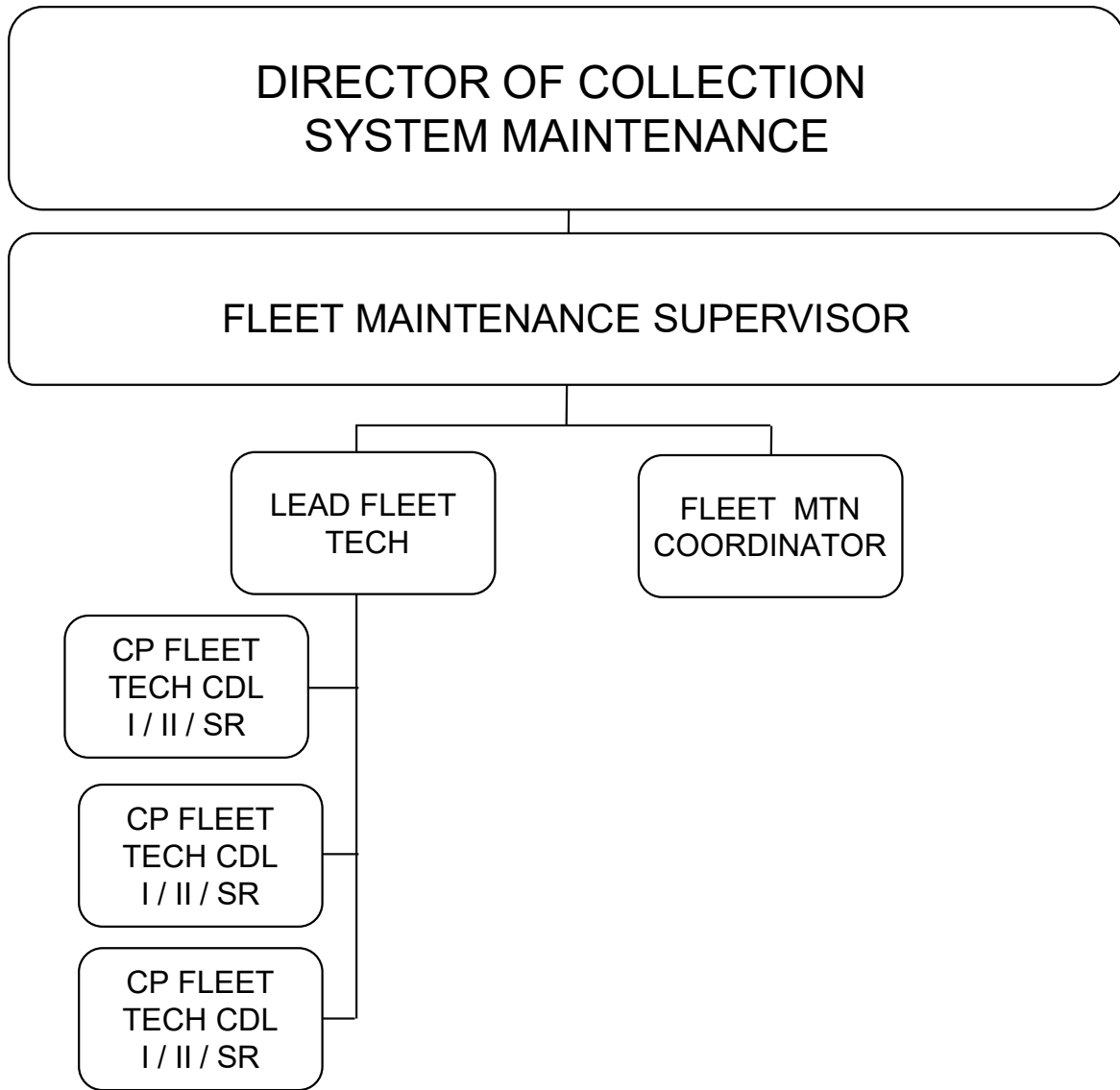
17 positions

Updated: 06/05/2023

Refer to Staff Summary for specifics

406 COLLECTION SYSTEM MAINTENANCE (CSM)

Fleet Services (page 6 of 6)



6 positions

Updated 06/23/2023

Refer to Staff Summary for specifics

407 Operations

Function

Operations is responsible for receiving and treating residential, commercial, and industrial, wastewater from customers in the City of Little Rock. Using a combination of physical and biological treatment processes to remove the waste components from the wastewater stream, the final product of treated, clarified, and disinfected effluent from all three water reclamation treatment facilities, Adams Field Water Reclamation Facility (AFWRF), Fourche Creek Water Reclamation Facility (FCWRF), and Little Maumelle Water Reclamation Facility (LMWRF), is reintroduced into the environment via the Arkansas River. While regulated by the National Pollutant Discharge Elimination System (NPDES) standards issued through the State of Arkansas, LRWRA facilities consistently surpass these water quality standards. currently on a 100% basis for the 2023 calendar year.

Departmental FY2023 – Major Accomplishments

1. Met 100% of NPDES effluent water quality limits for 2022 and continuing that performance through 2023.
2. Development and implementation of alternative wet weather flow strategies to effectively utilize in-system storage and parallel treatment assets for sanitary sewer overflow mitigation.
3. Land application of over 5,600 dry tons of Class A, Exceptional Quality Biosolids material, under the 2023 Removal and Beneficial Reuse Contract.
4. Completion of the LRWRA Solids Handling Master Plan.
5. Successful pilot project implementation of GeoFabric Dewatering to significantly reduce solids handling recycle impacts on the Fourche Creek's WRF.
6. One Water, One Little Rock project to support community gardens.
7. Adams Field WRF NPDES Permit Renewal.

Fourche Creek Water Reclamation Facility

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

FCWRF FY2023 – Major Accomplishments

1. Land application of over 5,600 dry tons of Biosolid materials, under the beneficial reuse contract, to locally permitted fields located in the Central Arkansas area.
2. Installation and operation of a GeoFabric Dewatering system to aid in Sludge Storage capacity and reduction in recycle TSS concentrations.
3. Support in the installation of the new Anaerobic Digester Flare system.
4. Identification of blockage and return of Grit Vortex system to service.
5. Completion of Facility Cross Training for new Senior Level Operators.
6. Participation in the Solids Mastering Plan for the Fourche Creek facility.
7. NPDES Compliance.

Adams Field Water Reclamation Facility

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

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

AFWRF FY2023 – Major Accomplishments

1. Development and implementation of Adams Field WRF wet weather control scheme for C.A.O. compliance.
2. Successful operational conversion to NPDES ammonia reduction limits.
3. Repair of the Headworks Barscreens.
4. Completion of the Primary Clarifier Coating Rehabilitation.
5. Completion of Facility Cross Training for new Senior Level Operators.

Little Maumelle Water Reclamation Facility

The Little Maumelle Water Reclamation Facility services a 51,465-acre area known as the Little Maumelle Watershed basin which is located within the western extents of the City of Little Rock. Little Maumelle WRF began effluent discharge to the Arkansas River on August 8, 2011. This facility is rated to treat 4 MGD, which for this watershed is predominately residential wastewater, and has a peak hydraulic capacity of 14 MGD. Future expansion within this watershed has been planned for an ultimate build-out capacity of 12 MGD biological and 28 MGD hydrological. This facility is also required by it's NPDES permit to reduce Total Suspended Solids (TSS) and

Biological Oxygen Demand (BOD) by 85%, yet consistently achieves 90 to 95% removal before discharging the treated and UV disinfected effluent to the Arkansas River.

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

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

LMWRF FY2023 – Major Accomplishments

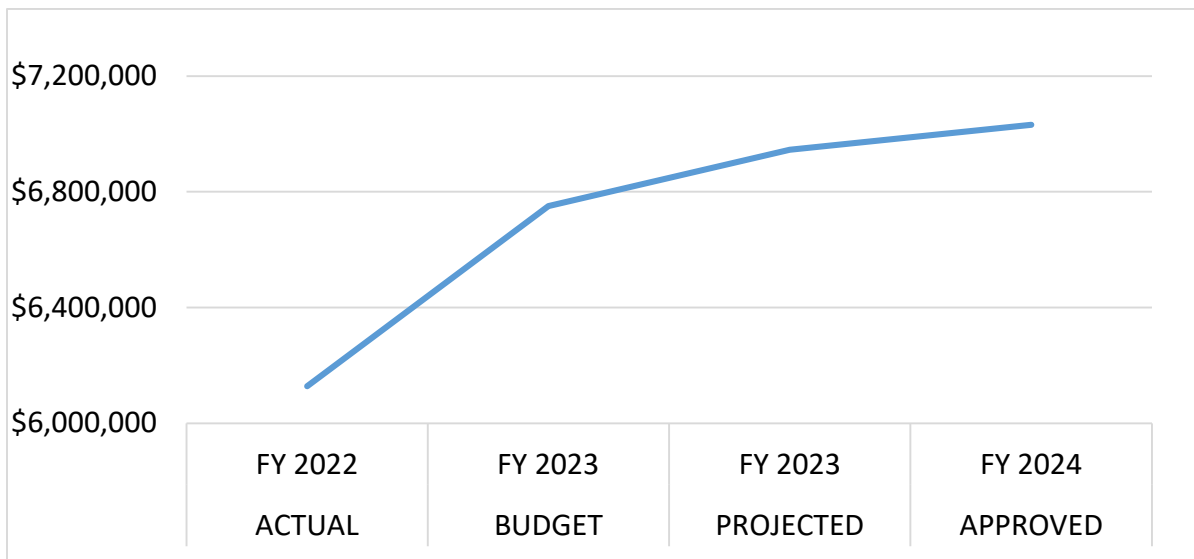
1. Successful re-opening of LMWRF's meeting room and training area to Local Neighborhood Associations, Education Institutions, and Professional Organization.
2. City of Little Rock Planning Commission approval to haul solid waste from facility.
3. Relocation of LR Fire Department Knock Box.
4. Employee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

Departmental FY 2024 – Objectives/Goals

1. Replacement of AFWRF Bio tower Media.
2. Upgrade to AFWRF and FCWRF Facility Security Systems.
3. 1750 KW Generator relocation from Adams Field to Fourche Creek.
4. Implementation of Solids Handling Master Plan.
5. Continue SOP Form Standardization between the Reclamation Facilities
6. 100% NPDES Permit Compliance.

Total O & M Budget

OPERATIONS	ACTUAL	BUDGET	PROJECTED	APPROVED
	FY 2022	FY 2023	FY 2023	FY 2024
SALARIES	\$ 1,914,715	\$ 2,074,210	\$ 2,105,540	\$ 2,205,671
EMPLOYEE BENEFITS	788,603	868,346	783,221	849,420
SUPPLIES	602,834	745,515	769,223	732,600
CONTRACT SERVICES	1,159,607	1,280,200	1,208,888	1,344,200
VEHICLE EXPENSE	24,286	25,000	29,142	26,000
UTILITIES	1,436,575	1,535,656	1,807,262	1,618,746
OUTREACH & ADMINISTRATION	83,595	114,000	109,127	113,000
INSURANCE	119,078	108,085	132,672	142,834
TOTAL O&M BUDGET	\$ 6,129,292	\$ 6,751,012	\$ 6,945,073	\$ 7,032,471

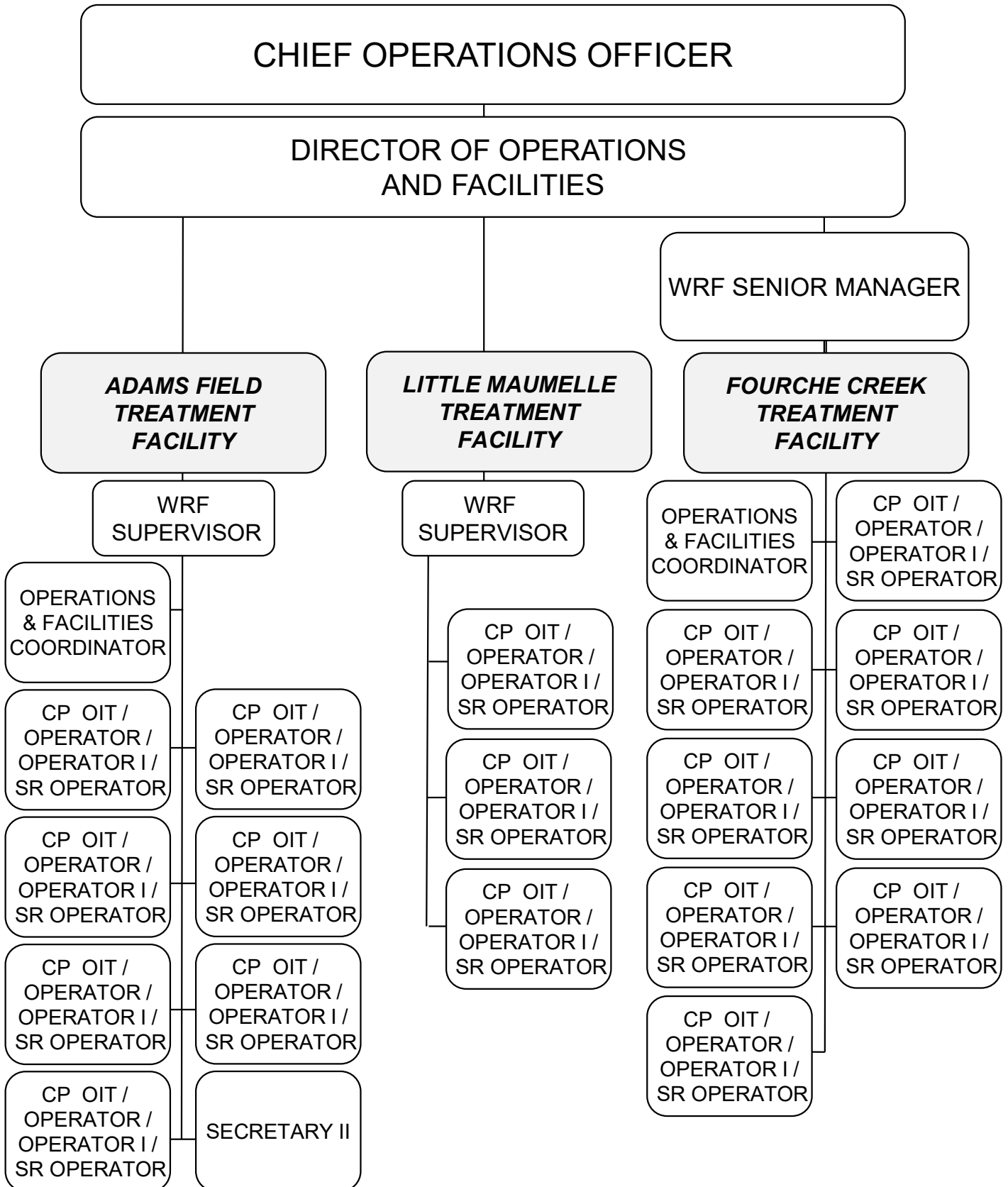


**Department 407
Operations**

07/01/23

Position	2023		2024	
	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
Operations & Facilities Coordinator	E 5	2	E 5	2
CP Operator-in-Training / Operator / Operator I / Senior Operator	NE - Grade 8,9,10,11	18	NE - Grade 8,9,10,11	18
Secretary II (Ops)	NE - Grade 5	1	NE - Grade 5	1
Department Total		25		25

407 OPERATIONS



NOTE: The Chief Operations Officer is counted in 402.

25 positions

Updated: 06/23/2023

Refer to Staff Summary for specifics

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, 2023, LRWRA has 33 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 treatment 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 2023 – Major Accomplishments

1. Continued to improve usage of Laboratory Information Management System (LIMS) software. Expanded capacity to perform calculations in the LIMS, in addition to data storage. Programmed LIMS to perform and manage Total Dissolved Solids testing using an Electronic Laboratory Notebook (ELN). Use the LIMS to manage ancillary data, such as inventory supply and expiration, equipment calibration records, and temperature logbooks. Configured autogenerated crystal reports to streamline communication of lab results between departments and external users.
2. Total Phosphorus testing was previously contracted to a 3rd party lab. Using the Lab's new spectrophotometer and Hach TNT kits, this test is now performed in-house. DEQ requires

that Total Phosphorus be tested at each of our three water reclamation facilities per NPDES permit.

3. The EPA published a Clean Water Act (CWA) Method Update Rule (MUR) for the Analysis of Effluent, 40 CFR Part 136, in the Federal Register on May 19, 2021. By the end of February 2023, the Lab, QA, and Pretreatment/Sampling were brought into compliance with the MUR by updating all Standard Operating Procedures (SOPs).
4. 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 the Adams Field and Fourche Creek Water Reclamation Facilities and a Gold award for the Little Maumelle Water Reclamation Facility.
5. Established a new Peracetic Acid (PAA) Method Detection Limit (MDL) as required by EPA MUR and Clean Water Act Analytical Methods.
6. 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 15, 2023, LRWRA has a 90% compliance rate on all returned One Time Dental Amalgam Compliance forms.
7. Prepared wastewater samples for two COVID-19 surveillance studies administered by researchers from the National Center for Toxicological Research and Biobot Analytics.

FY 2024 – Objectives/Goals

1. Complete implementation of the LIMS. All lab testing to be completed in the LIMS. Remaining implementation tasks include programming ELN for Biochemical Oxygen Demand (BOD), Total Suspended/Volatile Suspended Solids (TSS/VSS), Total/Volatile Solids (TS/VS), and Oil and Grease (O&G).
2. Increase laboratory testing capability to include previously outsourced Total Kjeldahl Nitrogen (TKN), Total Nitrogen, and Nitrates/Nitrites.
3. Assist Operations in compliance with new permits issued by DEQ for land application of organic residuals (biosolids).
4. Review and revise SOPs for the Pretreatment/Sampling, Compliance Laboratory, and QA sections.
5. Establish a QA manual for EA personnel. This manual will act as a guideline for the lab processes and procedures to ensure the lab maintains compliance with EPA and DEQ regulations.
6. Develop a QA Professional Development Meet-Up annual meeting for water and wastewater QA professionals of Arkansas.
7. Establish a protocol for cross-training EA personnel, both within the Department and with other Departments.

LABORATORY TESTING PERFORMANCE MEASURES:	CSF	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST
Total Accomplished No. of Tests	RG1	15,741	15,093	16,206
Industrial No. of Tests	RG1	4,750	4,716	5,131

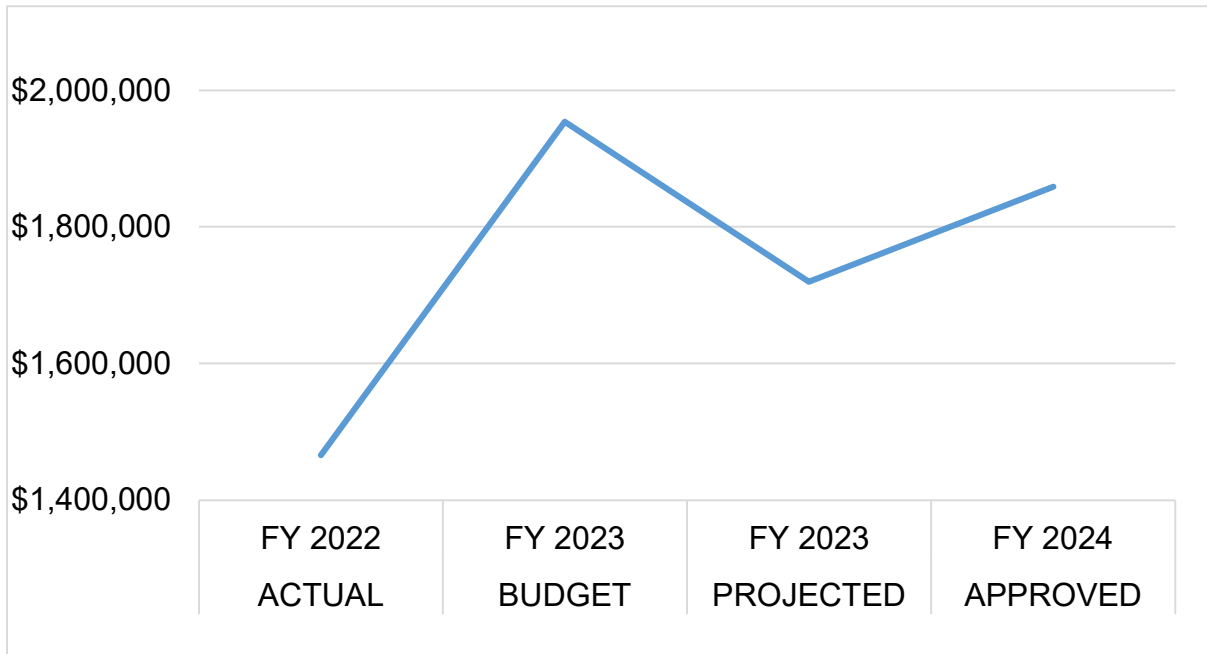
QUALITY ASSURANCE PERFORMANCE MEASURES:	CSF	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST
In-house Laboratory Test Quality Control	RG1	6,559	6,289	6,753
Errors resulting in DMR QC Invalidations	RG1	7	15	10

SAMPLING COLLECTION PERFORMANCE MEASURES:	CSF	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST
Scheduled WRF No. of Samples	RG1	1,503	1,466	1438
Unscheduled WRF No. of Samples	RG1	36	25	69
Scheduled Industrial No. of Samples	RG1	376	398	409
Unscheduled Industrial No. of Samples	RG1	43	78	67
Scheduled Collection System No. of Samples	RG1	0	0	0
Unscheduled Collection System No. of Samples	RG1	1	2	1
Scheduled Special Projects No. of Samples	RG1	46	253	327
Unscheduled Special Projects No. of Samples	RG1	204	25	15

PRETREATMENT PERFORMANCE MEASURES:	CSF	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 FORECAST
Permitted Industrial User Inspections	RG1	41	33	33
Unscheduled Industrial User Inspections	RG1	13	11	12
Industrial User Surveys	RG1	2	11	12
Total Number Permitted Industrial User Violations	RG1	14	14	15
% Compliance Rate for the Permitted Industrial Users	RG1	100	97	100
Hauled Liquid Waste/Hauled Leachate Activities	RG1	5	3	3

Total O & M Budget

ENVIORMENTAL AFFAIRS	ACTUAL FY 2022	BUDGET FY 2023	PROJECTED FY 2023	APPROVED FY 2024
SALARIES	\$ 818,624	\$ 1,117,031	\$ 982,528	\$ 1,110,715
EMPLOYEE BENEFITS	409,974	492,689	409,683	451,477
SUPPLIES	106,929	130,100	108,678	149,500
CONTRACT SERVICES	88,899	159,580	161,715	78,700
VEHICLE EXPENSE	15,252	17,500	16,580	17,500
UTILITIES	7,432	8,100	8,000	8,100
OUTREACH & ADMINISTRATION	12,184	22,650	25,155	34,850
INSURANCE	6,679	6,300	7,458	7,774
TOTAL O&M BUDGET	\$ 1,465,973	\$ 1,953,950	\$ 1,719,795	\$ 1,858,616



**Department 408
Environmental Affairs**

07/01/23

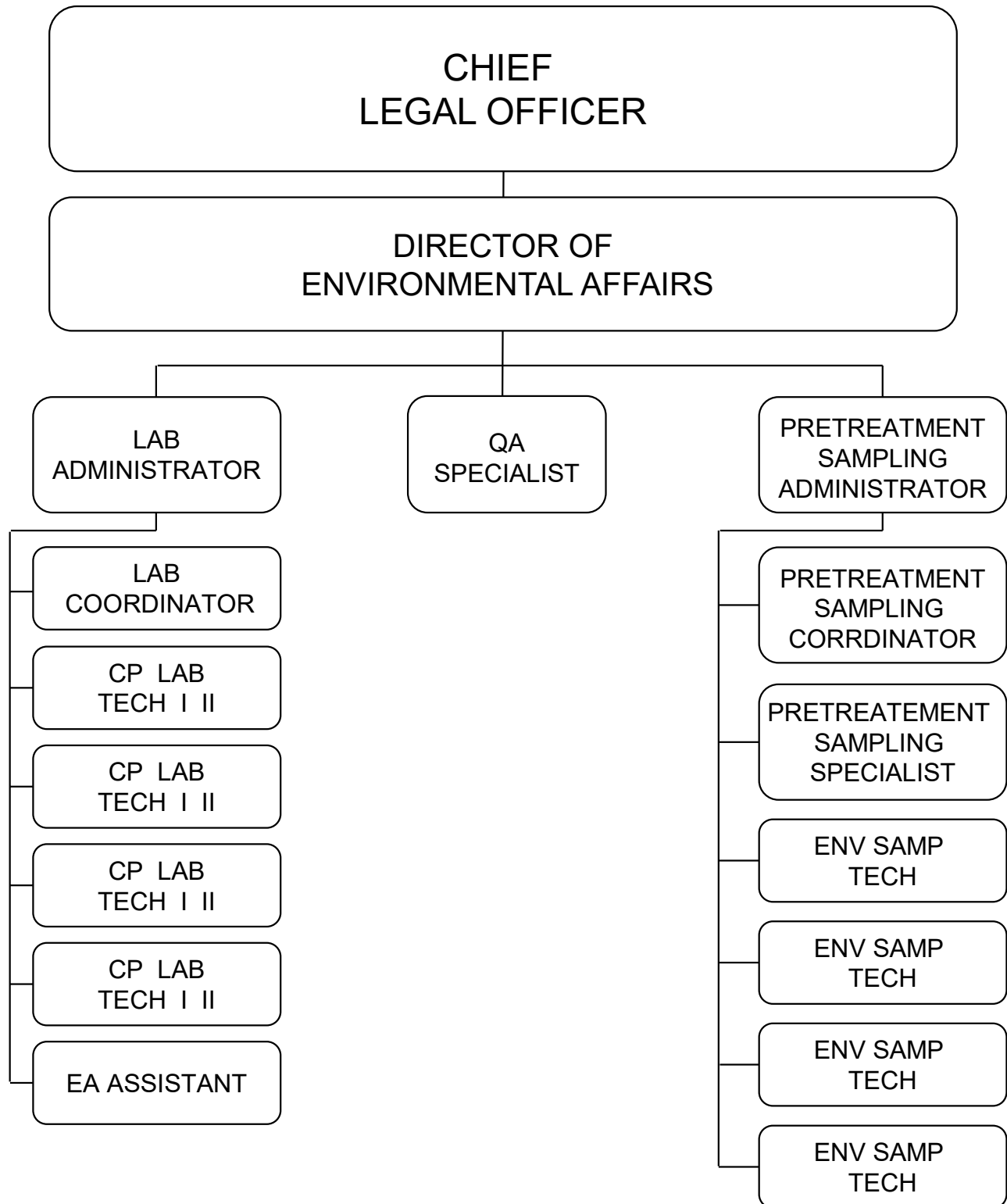
Position	2023		2024	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Environmental Affairs	Exec 2	1	Exec 2	1
Quality Assurance Specialist	E 6	1	E 6	1
Laboratory Administrator	E 4	1	E 4	1
Pretreatment/Sampling Administrator	E 4	1	E 4	1
Pretreatment Sampling Coordinator	E 5	1	E 5	1
Pretreatment Sampling Specialist	E 6	1	E 6	1
Lab Coordinator	E 6	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

408 ENVIRONMENTAL AFFAIRS



NOTE: The Chief Legal Officer is counted in 402.

16 positions
Updated: 06/21/2023
Refer to Staff Summary for specifics

409

Facilities Asset Management

Function

Little Rock Water Reclamation Authority Facilities Asset Management (FAM) provides the maintenance, repair, and general upkeep for all LRWRA properties and the components thereof. Incorporating the Central Administration Offices, a collections, construction, and vehicle maintenance center, 36 lift stations, 8 gate valve structures, a peak flow equalization complex, and three water reclamation facilities containing an additional 44 buildings/structures. This maintenance includes all building components, electrical, mechanical, HVAC (Heating, Ventilation, and Air Conditioning), project fabrication, machining of parts, rebuilding existing equipment, installation of new equipment, grounds/landscaping requirements, irrigation systems/operations, a regulation-compliant pesticide application program, and licensed backflow prevention program of 65 devices. It is this department's responsibility to ensure all facilities and equipment are functioning properly to maintain and maximize the effectiveness of all Little Rock Water Reclamation Authority departments. Additionally, this department is responsible for maintaining permanently stationed, or on-site, generators (18), as well as portable pumps and other equipment that can be deployed or utilized upon any electrical or mechanical failure at any of the facilities.

FY 2023 – Major Accomplishments

1. Operational Interruptible Service (OIS):

LRWRA has worked with Entergy for 13 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. FCWRF (Fourche Creek Water Reclamation Facility) Engine Generator Building:

The Jenbacher biogas/natural gas-fired generator at the Fourche Creek Facility provided substantial savings for LRWRA through on-site electrical energy production. This generation system provides enough power to fully operate the facility. During periods of minimal facility demand (700 - 800 KW), LRWRA sold the excess power to Entergy Arkansas (200 - 300 KW).

3. HVAC Program for All Locations:

The Facilities Maintenance team continued to repair/replace HVAC systems throughout LRWRA. Replacements include units being added to the Old Disinfection Building, the Bio tower building. Condensers have been replaced at the Operators Control room, and the Server room. We have installed a new 5 ton at the FCTP Administration Building and have reworked and replaced the unit and system at the FCTP Maintenance Building. We have installed a new 2-ton coated Bard unit at the Blower Building at FCTP. Units have been replaced at the Jenbacher gas skid, the GBT Control room, the Digester Control room, and the Old Disinfection Building. We have replaced a 7.5-ton R-22 unit with plans to replace the

other at the LMPS. We are completing the new Control system and have added VAV boxes to adjust for the new Board room addition. We are scheduled to conduct a Load and Balance test which will allow us to make the final adjustments to the new system.

4. Adam's Field Bar Screen #2 Rehabilitation

The FAM Mechanical team successfully rehabilitated the Adam's Field #2 Bar Screen. This included the replacement of all rakes, chains, bars, and stub shafts. We also replaced the motor, gearbox, and head shaft. This project has brought the #2 bar screen back to the original specifications and has extended its useful life for an estimated seven to ten years.

5. Adam's Field Main Pump Station Pumps #5 & #6 Rebuild

After suffering impeller failures on pumps #5 and #6 at the Adam's field Main Pump Station at the end of 2022, we successfully rebuilt both pumps and put both pumps back into service. This included the replacement of the impellers of both pumps. The mechanical seals and bearings were replaced as well. Without these pumps the Adam's Field Reclamation Facility flow is limited during a rain event.

6. Fourche Gravity Belt Thickener (GBT) #2 Rebuild

The FAM Mechanical team successfully rehabilitated the # 2 gravity belt thickener. Included in the rehabilitation was a new progressive cavity pump which replaced the previous rotary lobe pump. We also replaced the belt with a more efficient belt that will not blind off as quickly as the previous belt.

7. Adams Field Main Pump Station Pump #2 Rebuild

The #2 pump at Adams Field Pump Station is one of two pumps (#2 & #3) with variable frequency drives in the Main Pump Station. These two pumps allow the operations staff to properly control the flow out of the Main Pump Station and into the Primary Clarifiers, which is vital to the reclamation process. The FAM Mechanical Team successfully rebuilt the #2 pump and put it back in service.

8. Piston Pump Maintenance Program:

This is the thirteenth (13th) successful year of an extensive piston pump maintenance program. This program continually provides more efficient equipment with less down time throughout the useful life of the pumps. This is achieved through specialized lubricants and aggressive preventive maintenance techniques. This effort has proven beneficial to Operations Staff in providing a more reliable method of sludge handling in the facility's process.

9. Heater Replacement:

The Maintenance team has started a program that assesses all our heating sources utility wide, much like our air conditioner replacement program, which will identify weaknesses and address them accordingly as wintry weather approaches.

10. 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, 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.

11. FCWRF Loop Water System:

Installed four new pumps at the Generator Building to improve our current loop water system that runs from the Digester complex to the Generator Building. Maintenance Electricians have fabricated four control panels, which contain variable frequency drives (VFDs). This allows for precise control of water flow, which provides greater control of the digester heating process.

12. 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.

13. 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.

14. Fourche Creek Water Reclamation Facility Asset Management:

LRWRA's FAM teams all consist of multiple skilled trades. Teams utilize the equipment and the facilities in cutting, milling, welding, fabricating, and repairing parts necessary for maintaining equipment, facilities, and other apparatuses for all facilities. By utilizing existing Maintenance and Buildings & Grounds Facilities, LRWRA's highly skilled Maintenance Teams will continue, now and in the future, to save LRWRA in repair, fabrication, and maintenance costs.

15. Equipment Longevity 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 life and dependability of the equipment, it was critical that this was corrected. In 2022 a 409 mechanic was 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 Roots 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.

16. Install COD meter to at Port Pump Station:

A specialized COD/BOD meter was installed at the Little Rock Port Pump Station. Instrumentation along with operations and maintenance were tasked with installing a meter that would help identify slug loads in route to the FCWRF. The goal was to not only give FCWRF advanced notice of a slug load but also help determine the source of the load.

17. Replace FCWRF TSS and DO meters:

The existing DO and TSS meters have been in service for over 10 years and are showing signs of wear. Research was done to see if there were better solutions on the market. After choosing a solution, we performed a pilot study to verify the effectiveness of the equipment. The final solution is a set of DO and TSS meters that have a higher range of accuracy and are easier to maintain.

18. Design and Install Audio/Visual System for CAB Board Room.

The equipment in the CAB Board Room was outdated and failed frequently. A new system was designed using current nonpreparatory standards and equipment. The new system uses open TCP/IP for both audio and visual signals and can be easily controlled from multiple locations.

19. Installed New Electric Actuator at AFWRF Junction Box 5

The JB5 weir gate is an important part of the AFWRF process. The equipment in place was not reliable and prone to failure. A new actuator was installed bringing this crucial part of the process back to working order.

20. Installed New Rain Gauges

Engineering requested more data points for rainfall collection within the City of Little Rock. This number is highly important for engineering due to the CAO. Rain gauges were installed at Walton Heights, 36 Street, Springer Diversion, Slackwater Harbor, and 3 locations on CAW property.

21. Installed Secondary Industrial Waste Flowmeter

Due to the importance of the data from the main industrial waste flowmeter at FCWRF, a backup flowmeter was installed. This new flowmeter protects us from data loss and provides a secondary data point for calibration.

22. Fourche Creek Task Building

The Utility redesigned the floor plan of the Task Building adding 7 offices and 4 cubicles. A new office for the storeroom keeper was also added. This required a substantial amount of conduit and wire to be installed. New LED lights were also installed. New switches and receptacles were put in and the existing ones were replaced.

23. CAB Upgrade

Electricians are in the final phases of the new meeting room upgrade. The upgrade involved a significant amount of conduit and wire relocation. Circuitry had to be added, thus a lot of conduit and wire were also installed. New LED lights were also added.

24. Adams Field Transfer Switch

Electricians assisted Eaton Electric personnel in troubleshooting and repair of the Automatic Transfer Switch where the dual feeders enter the Plant. This involved a plant shutdown, monitoring, and restoring the power once repairs were made.

25. Rebuild of Lonestar Blower #1

Unit 1 was removed and sent back to Houston for a total rebuild. Once the unit was returned to FCTP the Electricians set the unit and assisted Lonestar with start-up. The unit has been running now for 4 months without failure.

26. Rebuild of Lonestar Blower #4

Unit 4 was removed and sent back to Houston for a total rebuild. Once the unit was returned to FCTP the Electricians set the unit and assisted Lonestar with start-up.

27. Continental Blower AFTP

Removed Unit and sent to shop to be repaired. When the unit was returned to AFTP Electricians mounted it back on skid and wired it for realignment and start up. Unit is now back online.

28. Continued Education

Multiple staff are participating in certification and licensing programs.

29. Asset Management

- A. Created Asset ID to classify asset across all Treatment plants (living document)
- B. Created Asset numbering system to establish systematic connection being consistent across all Treatment Plants.
- C. Classified assets in EAM with a parent child relationship locking parent to ensure work orders are written to only the child for better tracking of asset cost in the future.

- D. Created a crystal report to place in EAM that allows users to pull data by Plant and process area to see which assets allow work orders. (* Chargeable Assets by Process).
- E. Created a crystal report that tracks material and labor per work order with user selected dates and departments.
- F. Established an Asset entry procedures and process with approval routing for all new asset entry.
- G. Created Asset Audit workbook for all sites and pump stations for audit of assets (living document)
- H. Add "Asset Status" and "Asset Type" to all assets across all plants and pump stations.
- I. Assist in Asset Audit for all plants to obtain; percent life used, critically rating for budget.
- J. Maintain a numbering system to establish systematic connections being consistent across all Treatment Plants
- K. Add assets as discovered missed during original audit.
- L. Add documents to Assets / Manuals, data plates.
- M. Created report "Optional Interrupted Service" for tracking of cost.

FY 2024 – Objectives/Goals

1. Limit dry weather overflows due to equipment malfunctions.
2. Proactive /Preventive Maintenance = 80%; reactive maintenance = 20%.
3. Continue a goal of "no pumps out of service" for 45 days unless proprietary parts must be ordered.
4. Continue maintaining the lowest labor-hours as possible with a fast turnaround time on all HVAC, maintenance, mechanical, and repairs.
5. Continue evaluation of assets to budget and maintain all LRWRA facilities, equipment, and work closely with the implementation of the new asset management software.
6. Continue a Utility wide roofing repair/replacement program based on the determined criticality through professional estimating and evaluations.
7. No lost time accidents.
8. Provide meaningful training and development opportunities to increase the knowledge, efficiency, and job satisfaction of the FAM staff.
9. Increase the efficiency of work through enhanced planning and coordination of work using the EAM system to the fullest of its capabilities.
10. Strategically plan the replacement of critical equipment assets so that the new equipment is in stock before the end of the useful life of the existing equipment.
11. Continue an aggressive maintenance effort to ensure that all sludge processing equipment is fully operational.
12. Continue maintaining a positive teamwork approach and communication among all LRWRA department(s) regarding maintenance needs and procedures.
13. Continue to implement, manage, and improve a preventive maintenance (PM) plan for facilities and equipment throughout the Utility.

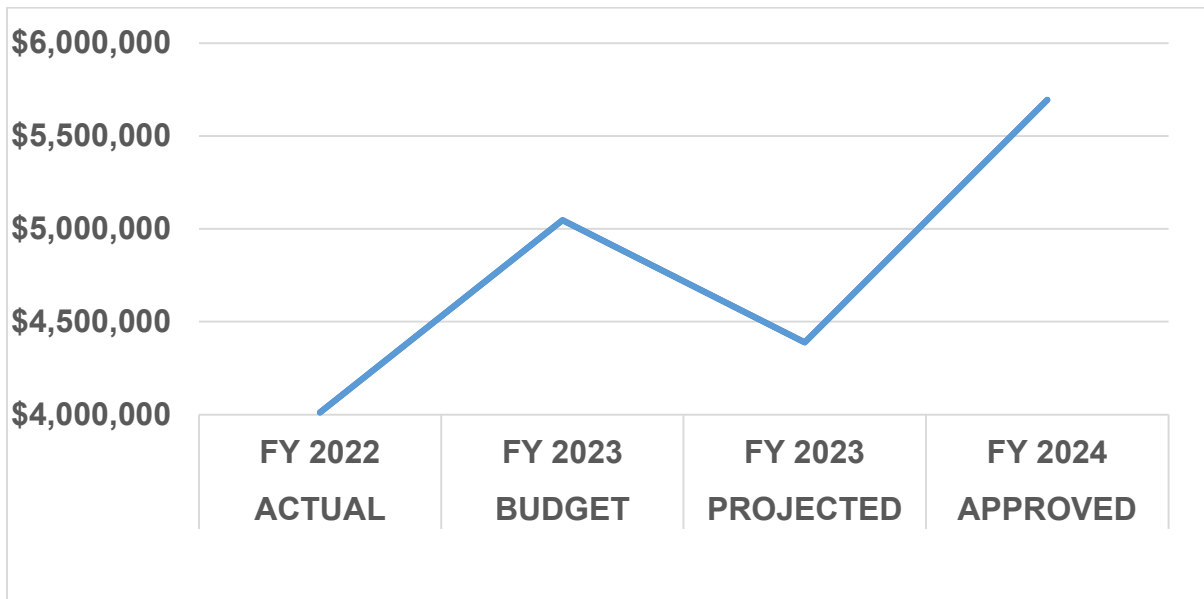
14. Continue the professionalism, teamwork, and quality of work throughout the Facilities Asset Management Team.
15. Continue changing outdated lighting to more economical LED Lighting as the old units fail.
16. To continue the bar screen rehabilitation program. We will inspect each bar screen and prioritize repairs based on need. This will increase the efficiency of the bar screens and reduce time for major repairs or rebuilds.
17. Develop a comprehensive maintenance in our EAM system that combines preventive, predictive, and corrective maintenance approaches to ensure uninterrupted operation of critical equipment and infrastructure.
18. Utilize EAM asset tracking system to monitor the condition, location, and usage history of key equipment and facilities within the sewer treatment plant.
19. Identify and prioritize upgrades or replacements for aging infrastructure components, ensuring that the facility remains efficient, compliant, and capable of meeting future demands.
20. Develop and enforce safety protocols and equipment inspections to ensure the well-being of personnel working with facility assets.
21. Explore the integration of smart sensors and real-time monitoring systems to gather data on facility asset performance, enabling quick response to anomalies and minimizing downtime.
22. Ensure that all facility assets adhere to relevant regulatory standards and environmental guidelines, avoiding penalties and maintaining public trust.
23. Develop a strategic lifecycle management approach for facility assets, considering maintenance, repairs, upgrades, and eventual replacements over the long term.
24. Provide ongoing training and professional development opportunities for facility staff to enhance their technical skills and knowledge, contributing to effective asset management.
25. Optimize resource allocation by analyzing asset performance data to determine the most cost-effective strategies for maintenance, repairs, and replacements.
26. Establish a culture of continuous improvement, regularly reviewing asset management practices and seeking innovative solutions to enhance facility operations and performance.
27. Created RIME index in crystal report to match excel spreadsheet to classify priority work.
28. Ensure 100% of assets registered have proper hierarchy relationships necessary to roll up operation and maintenance costs to the highest level. (in process)
29. Assist Implement a Storeroom Inventory Control system utilizing a bar code system.
30. Assist in Asset Audit for all plants to obtain; percent life used, critically, likelihood of failure and probability of failure to implement a RIME "Ranking Index Maintenance Expenditures.
31. Assist Maintenance in the identification and asset tagging to aid in development of a preventive maintenance plan through the EAM software.
32. Investigate the implementation of a preventive maintenance lubrication plan for facilities.
33. Investigate the implementation of a vibration analysis plan on motors, gearboxes, and agitators to reduce unplanned maintenance due to vibration damage.
34. Assist Implementation of scheduling software for F&E including the setup of crews based on skillset.

35. Maintain Asset ID to classify asset across all Treatment plants (living document) work with I.T. to publish to SharePoint website.
36. Maintain a numbering system to establish systematic connections being consistent across all Treatment Plants
37. Establish Asset entry procedures and process with routing for all new asset entry for use by contractors and ongoing projects (on going).
38. Implement vending machines to issue safety inventory and free issue consumable inventory.
39. Publish Asset ID nomenclature to EAM to help end user identify assets.
40. Audit Asset management system for updates and changing policies.
41. Replace LMWRF fire alarm system.
42. Automated RAS Actuators.
43. Automate FC Aeration D-Pass Actuators.
44. Install New Gates and Actuators at CWM south gate.
45. Replace FCWRF main gate actuator.
46. Upgrade Cradlepoint radios at the lift stations.
47. Start a new Maintenance program for the HSI Blowers at LMTP
48. Replace the VFD's at AFTP for Main pumps 2 and 3.
49. Purchase a new roof top unit for the CAB.
50. Replace the few remaining R-22 units left in the system.
51. Purchase a new vehicle for the HVAC technician.
52. Purchase a new vertical band saw.
53. Install a new perimeter fence at Adams Field Treatment Plant
54. Install a new perimeter fence at Fourche Creek Treatment Plant
55. Rebuild the filter rooms in the blower building.
56. Purchase a new gator for the Mechanics.
57. Install card readers at the Maintenance shop.
58. Install new Surge arrestors for the ATS at AFTP
59. Increase our stock of VFD's that we keep on the shelf.
60. Enroll our HVAC tech in some formal training sessions.
61. Enroll our Electricians in some VFD training sessions.

PLANTS/FACILITIES: PUMPS/CONTROLS, ELECTRICAL, AND HVAC PERFORMANCE MEASURES	CSF	2021 ACTUAL	2022 ACTUAL	2023 FORECAST	2024 GOAL
Preventive Maintenance Work Orders	AM2	3,268	2,185	2,000	2,500
Proactive Work Orders	AM2	1,752	1437	2,000	2,300
Reactive Work Orders	AM2	36	29	45	30

Total O & M Budget

FACILITIES & EQUIPMENT	ACTUAL	BUDGET	PROJECTED	APPROVED
	FY 2022	FY 2023	FY 2023	FY 2024
SALARIES	\$ 1,577,124	\$ 2,087,978	\$ 1,843,573	\$ 2,438,113
EMPLOYEE BENEFITS	751,339	930,413	733,644	975,169
SUPPLIES	791,913	933,598	743,992	956,398
CONTRACT SERVICES	563,215	701,900	682,626	882,000
VEHICLE EXPENSE	87,990	92,750	103,562	106,000
UTILITIES	148,587	183,200	172,685	194,400
OUTREACH & ADMINISTRATION	11,968	40,590	20,412	40,674
INSURANCE	80,111	76,610	88,824	101,654
TOTAL O&M BUDGET	\$ 4,012,246	\$ 5,047,039	\$ 4,389,318	\$ 5,694,408



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

07/01/23

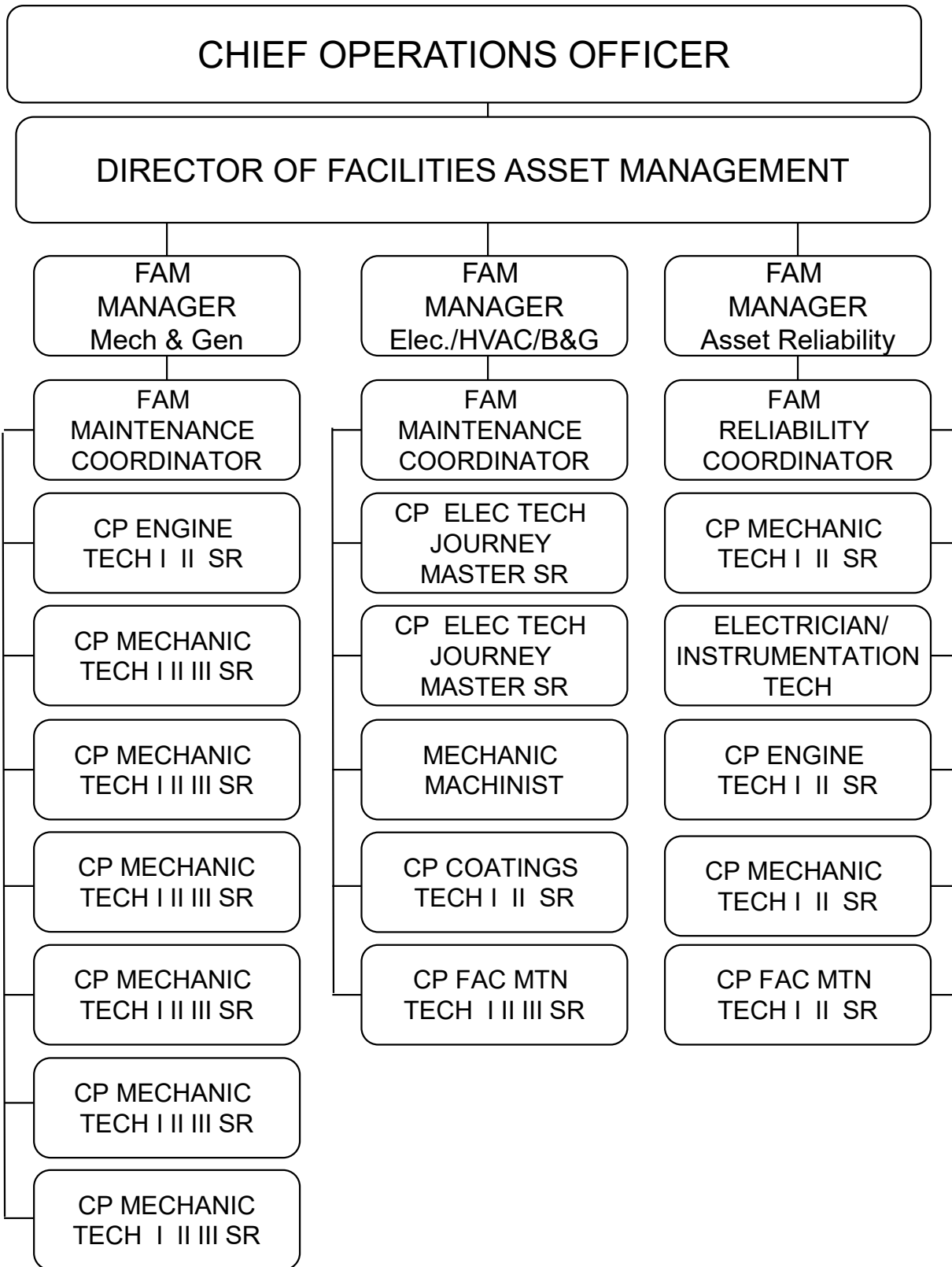
Position	2023		2024	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Facilities Asset Management			Exec 2	1
FAM Manager (<i>Mech & Gen</i>)	E 3	1	E 2	1
FAM Manager (<i>Elec/HVAC/B&G</i>)	E 3	1	E 2	1
FAM Manager (<i>Asset Reliability</i>)	E 3	1	E 2	1
FAM Manager (<i>Instrumentation</i>)	E 3	1	E 2	1
FAM Project Admin (<i>Asset Management</i>)	E 3		E 3	1
FAM Maintance Coordinator	E 3		E 3	2
FAM Instrumentation Coordinator	E 3		E 3	1
FAM Reliability Coordinator	E 3		E 3	1
CP Engine Tech I / II / Senior	NE - Grade 9,11,12	2	NE - Grade 9,11,12	2
CP Electrical Technician/ Journeyman/ Master/ SR	NE - Grade 6,9,11,12	2	NE - Grade 6,9,11,12	2
CP Mechanic / Machinist	NE - Grade 10	1	NE - Grade 10	1
CP Coatings Tech I / II / Senior	NE - Grade 7,9,11	1	NE - Grade 7,9,11	1
Electrician/ Instrumentation Tech	NE - Grade 7,9,11	1	NE - Grade 7,9,11	1
CP Mechanic Tech I / II / Senior	NE - Grades 6,10,11	6	NE - Grades 6,10,11	8
CP Fac Maint Tech I / II / Senior (B&G)	NE - Grade 3,6,8,10	3	NE - Grade 3,6,8,10	2
CP Storekeeper / Senior Storekeeper	NE - Grade 6,8	1	NE - Grade 6,8	1
CP Instrumentation Tech I/II/Senior			NE - Grade 3,6,8,10	3
F&E Maintenance Senior Manager	E 1	1		
F&E Maintenance Specialist	E 6	1		
CP Lead Master Plumber	NE - Grade12	1		

Department Total

24

31

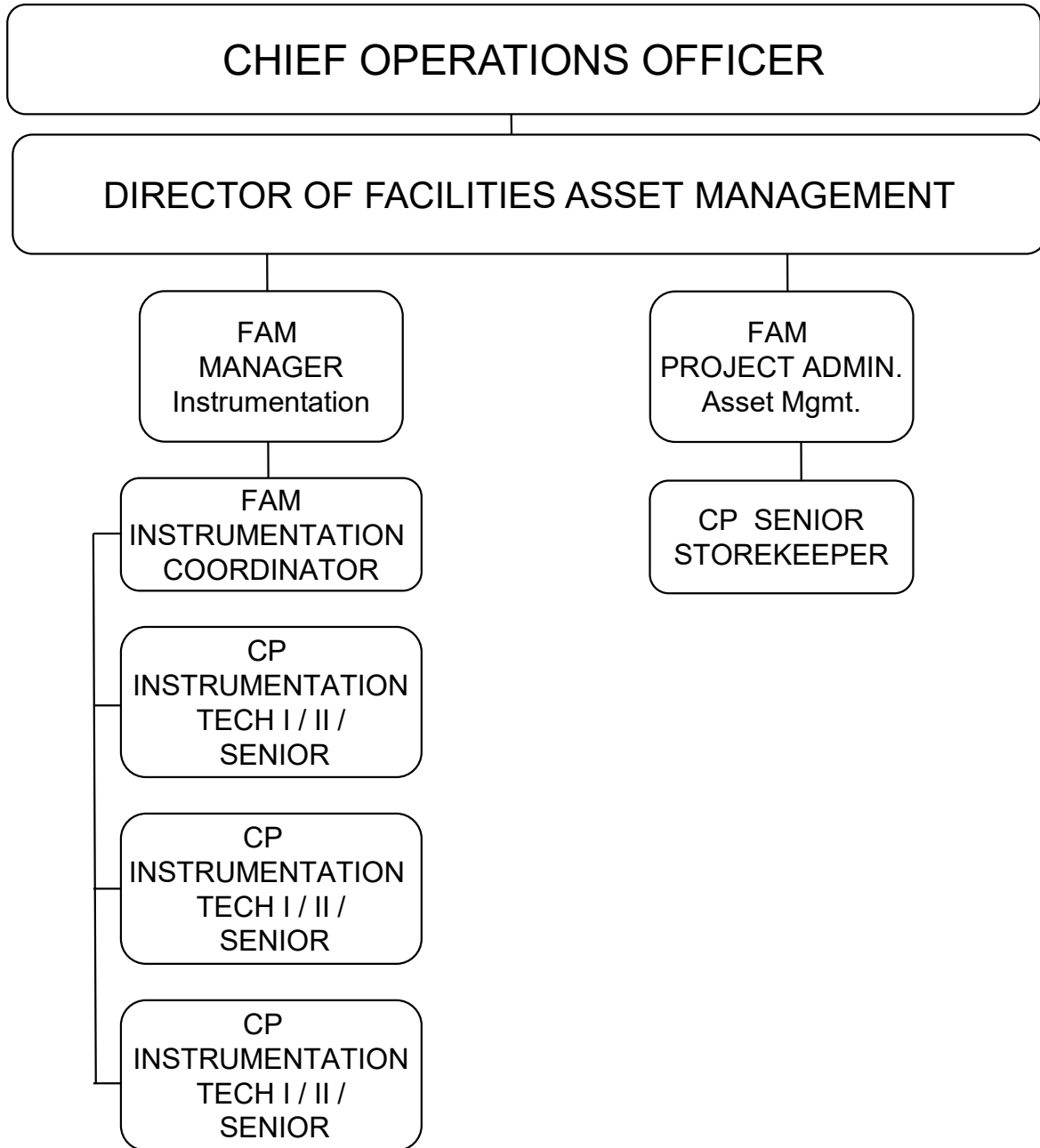
409 FACILITIES ASSET MANAGEMENT



NOTE: The Chief Operations Officer is counted in 402.

24 positions
Updated: 06/21/2023
Refer to Staff Summary for specifics

409 FACILITIES ASSET MANAGEMENT



NOTE: The Chief Operations Officer is counted in 402.

7 positions
Updated: 06/21/2023
Refer to Staff Summary for specifics

410

Legal Services

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 2023 – Major Accomplishments

1. Reviewed and updated employee benefit plans in conjunction with CFO strategic plan.
2. Developed a robust Employee Wellness Program, implementing Active Care platform to administer.
3. Expanded upon the LEAD@LRWRA professional development program.
4. Expand upon the employee/supervisor professional development program.
5. Develop new leader development professional development program.
6. Implemented LRWRA Internship Program.

FY 2024 – Objectives/Goals

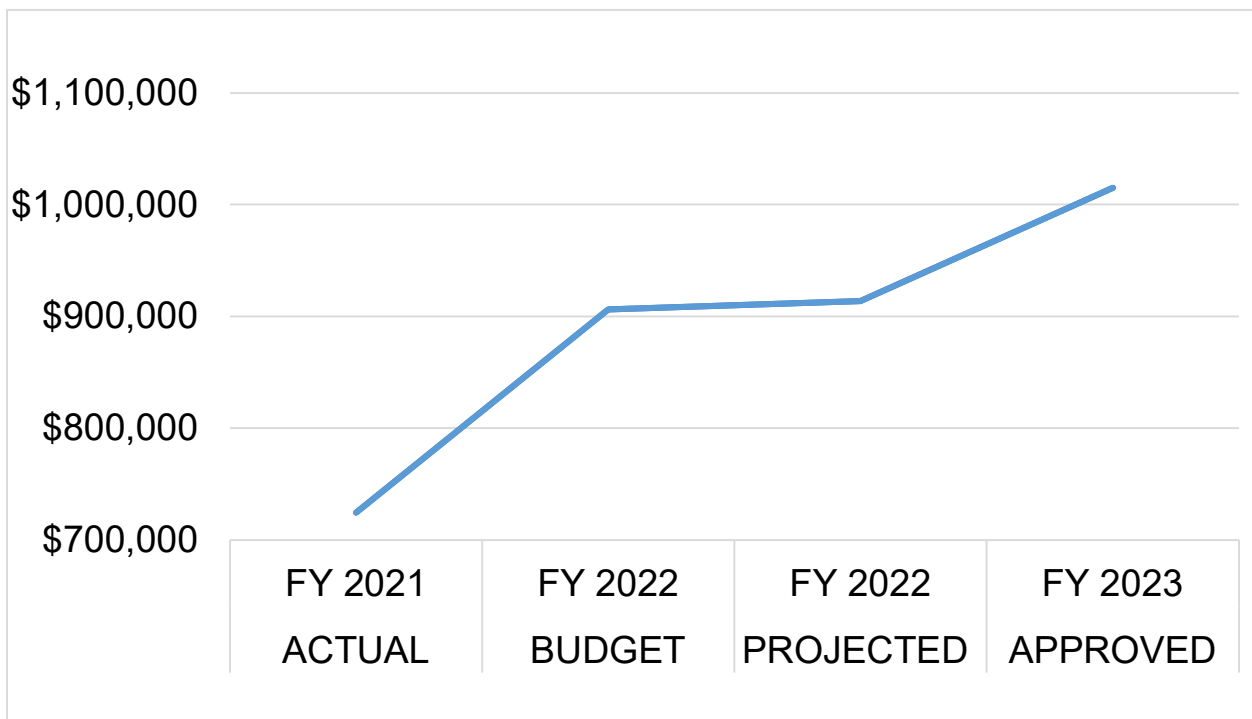
1. Review all utility job descriptions and have employees sign updated copies.
2. Review internal HR procedures/practices for effectiveness, efficiency, and best practice.
3. Implement yearly review and audit of employee policies with C-Staff.
4. Expand community outreach as an employer partner, focusing on talent acquisition, workforce development, and wellness.

HUMAN RESOURCES PERFORMANCE MEASURES	CSF	FY 2021 ACUTAL	FY 2022 ACUTAL	FY 2023 FORECAST	FY 2024 GOAL
Total Employees	OM	218	221	221	221
New Hires	OM	16	35	18	23
Promotions/Career Path	OM	25	25	30	26
Retirements	OM	9	3	7	5
Other Terminations	OM	8	27	22	19
Turnover Rate*	OM	8%	14%	13%	11%

*Turnover Rate = [Retirement + Other Terminations]/Total Employees

Total O & M Budget

LEGAL	ACTUAL FY 2021	BUDGET FY 2022	PROJECTED FY 2022	APPROVED FY 2023
SALARIES	\$ 474,583	\$ 513,041	\$ 532,972	\$ 532,637
EMPLOYEE BENEFITS	103,875	200,941	224,005	207,517
SUPPLIES	3,639	4,500	9,325	4,500
CONTRACT SERVICES	100,690	90,000	60,527	149,515
VEHICLE EXPENSE	7,200	7,200	7,062	7,200
UTILITIES	2,230	2,000	3,542	2,000
OUTREACH & ADMINISTRATION	31,747	86,100	75,030	110,800
INSURANCE	585	2,562	1,093	1,020
TOTAL O&M BUDGET	\$ 724,548	\$ 906,344	\$ 913,555	\$ 1,015,190



Department 410
Legal

07/01/23

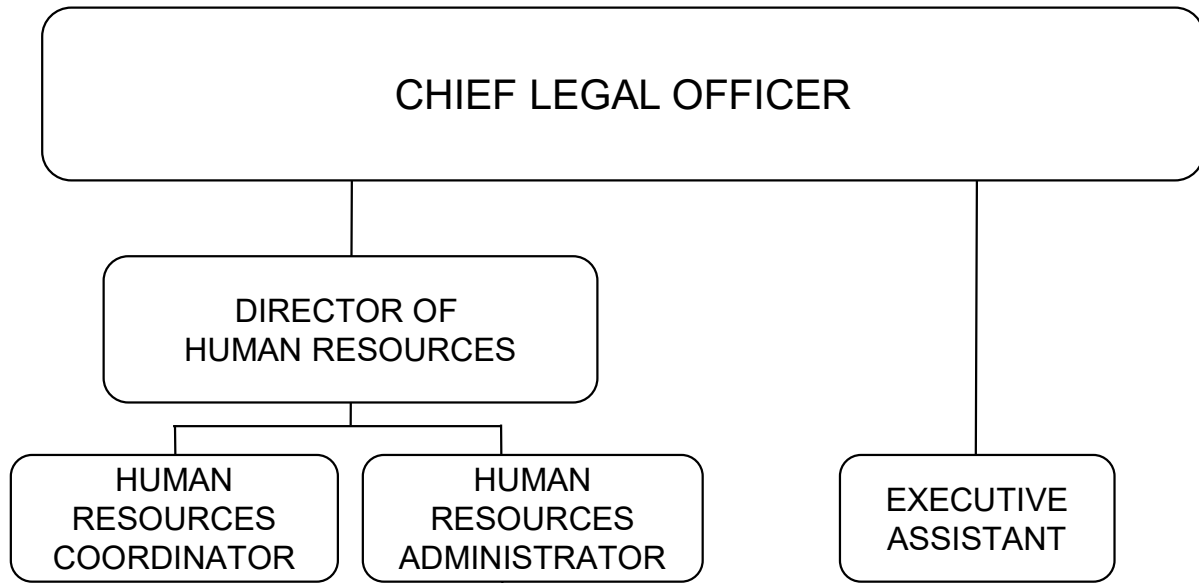
Position	2023		2024	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Chief Legal Officer	Exec 1	1		
Director of Human Resources	E 2	1	Exec 3	1
Human Resources Administrator	E 4	1	E 4	1
Human Resources Coordinator	E 5	1	E 5	1
Executive Assistant	NE-Grade 10	1	NE-Grade 10	1

Department Total

5

4

410 LEGAL SERVICES



NOTE: The Chief Legal Officer is counted in 402.

4 positions
Updated: 06/16/2023
Refer to Staff Summary for specifics

SELECTED FINANCIAL AND SYSTEM DATA, LAST 10 YEARS



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	203
Changes in Net Position	204
Operating Revenues by Source	205
Operating Expenses	206
Nonoperating Revenues and Expenses	207

B – REVENUE CAPACITY INFORMATION

These schedules contain information to help the reader assess LRWRA’s primary revenue sources.

New Construction/Inspections Completed	208
Number of Sewer Customers by Type	209
Domestic Sewer Rates (Inside City)	210
Domestic Sewer Rates (Outside City)	211
Non-Domestic Sewer Rates (Inside City)	212
Non-Domestic Sewer Rates (Outside City)	213

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	214
Pledged-Revenue Coverage	215

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	216
Ten Largest Sewer Customers	217
Principal Employers	218

E – OPERATING INFORMATION

These schedules contain information about LRWRA’s operational activities.

Number of Employees by Identifiable Activity	219
Operating and Capital Indicators	220

Little Rock Water Reclamation Authority
Net Position by Component
Schedule 1
Last Ten Fiscal Years

	Fiscal Year				
	2017	2018 ^b	2019	2020	2021
Primary Government					
Net investment in capital assets	\$ 175,449,301	\$ 178,984,742	\$ 181,817,487	\$ 188,499,492	\$ 190,697,908
Restricted					
Debt service	6,868,935	7,147,197	8,002,459	5,688,547	4,972,898
Postemployment benefits	1,640,581	-	-	-	-
Total restricted	<u>8,509,516</u>	<u>7,147,197</u>	<u>8,002,459</u>	<u>5,688,547</u>	<u>4,972,898</u>
Unrestricted	<u>14,968,883</u>	<u>17,557,370</u>	<u>22,708,190</u>	<u>25,764,938</u>	<u>39,106,051</u>
Total primary governmental net position	<u>\$ 198,927,700</u>	<u>\$ 203,689,309</u>	<u>\$ 212,528,136</u>	<u>\$ 219,952,977</u>	<u>\$ 234,776,857</u>
	Fiscal Year				
	2012	2013	2014	2015 ^a	2016
Primary Government					
Net investment in capital assets	\$ 153,882,712	\$ 160,379,889	\$ 163,269,445	\$ 166,962,094	\$ 174,925,069
Restricted					
Debt service	9,941,067	11,937,387	11,841,110	12,534,544	6,310,592
Postemployment benefits	-	-	-	-	1,571,149
Total restricted	<u>9,941,067</u>	<u>11,937,387</u>	<u>11,841,110</u>	<u>12,534,544</u>	<u>7,881,741</u>
Unrestricted	<u>15,273,085</u>	<u>13,122,816</u>	<u>20,338,501</u>	<u>8,232,798</u>	<u>11,394,435</u>
Total primary governmental net position	<u>\$ 179,096,864</u>	<u>\$ 185,440,092</u>	<u>\$ 195,449,056</u>	<u>\$ 187,729,436</u>	<u>\$ 194,201,245</u>

^a Includes the effect of the adoption of GASB 68.

^b Includes the effect of the adoption of GASB 75.

Little Rock Water Reclamation Authority
Changes in Net Position
Schedule 2
Last Ten Fiscal Years

Fiscal Year	Operating Revenue	Operating Expense	Depreciation Expense	Total Nonoperating Revenues (Expenses)	Income Before Capital Contributions	Capital Contributions and Grants	Change in Net Position
2012	\$ 43,547,696	\$ (20,845,059)	\$ (7,805,859)	\$ (10,985,650)	\$ 3,911,128	\$ 1,906,970	\$ 5,818,098
2013	48,141,512	(22,102,353)	(10,141,151)	(13,273,368)	2,624,640	1,053,061	3,677,701
2014	51,214,190	(23,313,891)	(10,280,104)	(9,502,882)	8,117,313	1,891,741	10,009,054
2015	51,175,869	(23,956,665)	(13,722,622)	(12,066,359)	1,430,223	1,819,214	3,249,437
2016	53,470,585	(25,879,136)	(14,033,870)	(8,945,535)	4,612,044	1,679,766	6,291,810
2017	55,286,393	(27,196,677)	(15,190,118)	(9,035,248)	3,864,350	1,042,104	4,906,454
2018	60,887,364	(28,332,522)	(16,099,423)	(8,933,312)	7,522,107	2,786,302	10,308,409
2019	60,751,848	(30,184,369)	(17,032,333)	(7,607,154)	5,927,992	2,910,835	8,838,827
2020	59,123,018	(29,065,004)	(17,858,636)	(9,718,244)	2,481,134	4,943,707	7,424,841
2021	65,627,034	(25,807,731)	(18,277,820)	(12,959,772)	8,581,711	6,242,169	14,823,880

Little Rock Water Reclamation Authority
Operating Revenues by Source
Schedule 3
Last Ten Fiscal Years

Fiscal Year	Customer Assessments	Industrial Surcharges ^a	Connection Fees	Other Income ^b	Total
2012	\$ 42,049,133	\$ 1,080,731	\$ 36,385	\$ 381,447	\$ 43,547,696
2013	46,515,532	1,072,928	24,986	528,066	48,141,512
2014	49,699,493	886,815	28,280	599,602	51,214,190
2015	49,616,847	953,219	31,421	574,382	51,175,869
2016	51,733,703	1,002,058	27,130	707,694	53,470,585
2017	53,324,852	1,162,912	39,483	759,146	55,286,393
2018	58,836,838	1,337,871	31,993	680,662	60,887,364
2019	58,492,305	1,581,640	34,388	643,515	60,751,848
2020	57,044,610	1,350,050	35,530	692,828	59,123,018
2021	63,528,673	1,451,120	33,020	614,221	65,627,034

^a Fees based on wastewaters having excessive Biochemical Oxygen Demand (BOD) or Total Suspended Solids (TSS), or Oil & Grease (O&G), or Chemical Oxygen Demand (COD) or PH discharge.

^b Includes permit fees, sewer dump permits and co-generation revenue.

Little Rock Water Reclamation Authority
Operating Expenses
Schedule 4
Last Ten Fiscal Years

Fiscal Year	Employment Costs	Supplies	Contract Services	Vehicle Maintenance	Utilities	Administrative Costs^a	Subtotal Expense Before Depreciation	Depreciation	Total Operating Expense
2012	\$ 13,436,496	\$ 2,029,640	\$ 2,736,347	\$ 474,662	\$ 1,363,224	\$ 804,690	\$ 20,845,059	\$ 7,805,859	\$ 28,650,918
2013	14,315,370	2,193,620	2,622,055	573,276	1,456,322	941,710	22,102,353	10,141,151	32,243,504
2014	15,097,683	2,218,406	2,725,022	495,932	1,623,697	1,153,151	23,313,891	10,280,104	33,593,995
2015	15,654,261	2,207,314	2,870,359	341,969	1,818,133	1,064,629	23,956,665	13,722,622	37,679,287
2016	17,357,749	2,309,329	3,171,189	310,460	1,703,030	1,027,379	25,879,136	14,033,870	39,913,006
2017	18,374,739	2,536,833	3,579,063	322,542	1,568,833	814,667	27,196,677	15,190,118	42,386,795
2018	18,569,410	2,655,047	3,975,373	342,651	1,629,151	1,160,890	28,332,522	16,099,423	44,431,945
2019	20,457,142	2,419,263	4,047,693	295,468	1,984,688	980,115	30,184,369	17,032,333	47,216,702
2020	20,118,950	2,355,208	3,925,123	234,418	1,724,446	706,859	29,065,004	17,858,636	46,923,640
2021	16,531,106	2,239,201	4,151,075	402,299	1,718,658	765,392	25,807,731	18,277,820	44,085,551

^a Includes committee and insurance, and other (training and development, travel, and bank service charges) expenses

Little Rock Water Reclamation Authority
Nonoperating Revenues and Expenses
Schedule 5
Last Ten Fiscal Years

Fiscal Year	Interest Expense	Interest Income	Bond Issuance Costs	Gain (Loss) on Disposal Capital Assets	Gain (Loss) on Investments	Other	Total Nonoperating Revenue (Expense)
2012	\$ (11,035,424)	\$ 338,699	\$ -	\$ (885,759)	\$ (102,535)	\$ 699,369	\$ (10,985,650)
2013 ^a	(13,337,916)	52,567	-	111,517	(131,603)	32,067	(13,273,368)
2014	(9,691,040)	172,864	(179,941)	(18,413)	148,019	65,629	(9,502,882)
2015	(8,363,483)	154,003	(1,528,933)	(2,331,935)	(20,707)	24,696	(12,066,359)
2016	(8,945,303)	149,846	(250,674)	62,262	(47,473)	85,807	(8,945,535)
2017	(9,197,384)	295,084	(297,558)	96,011	(4,942)	73,541	(9,035,248)
2018	(9,087,059)	739,314	-	(803,812)	40,402	177,843	(8,933,312)
2019	(8,756,844)	1,027,034	(24,398)	(108,485)	58,579	196,960	(7,607,154)
2020	(9,461,928)	519,039	(388,325)	(464,663)	5,850	71,783	(9,718,244)
2021	(12,239,498)	462,920	(1,042,590)	19,318	(51,703)	(108,219)	(12,959,772)

^a With the adoption of GASB Statement No. 65, LRWRA recognized outstanding amortization expense at year-end.

Little Rock Water Reclamation Authority
New Construction/Inspections Completed
Schedule 6
Last Ten Fiscal Years

Fiscal Year	Residential	Commercial	Total New Construction Permits/ Inspections Completed
2012	529	128	657
2013	335	109	444
2014	362	81	443
2015	357	100	457
2016	341	63	404
2017	509	85	594
2018	398	96	494
2019	427	135	562
2020	443	58	501
2021	534	130	664

Little Rock Water Reclamation Authority
Number of Sewer Customers by Type
Schedule 7
Last Ten Fiscal Years

Fiscal Year ^a	Non-Domestic				Total
	Domestic	Commercial	Industrial	Other ^b	
2012	61,394	6,381	72	399	68,246
2013	61,505	6,284	72	411	68,272
2014	61,748	6,342	73	395	68,558
2015	62,239	6,335	73	392	69,039
2016	62,303	6,381	72	393	69,149
2017	62,537	6,407	70	396	69,410
2018	62,565	6,546	69	400	69,580
2019	63,367	6,644	29	413	70,453
2020	63,968	6,728	28	388	71,112
2021 ^c	63,542	7,127	58	0	70,727

^a Billed account totals from December

^b Includes public utilities, governmental (U.S., state, county, city) and public schools

^c Billing system software conversion eliminated Other category

Little Rock Water Reclamation Authority

Domestic Sewer Rates (Inside City)

Schedule 8A

Last Ten Fiscal Years

Base Rate ^a (Meter Size)	Fiscal Year Ended				
	2017 ^d	2018 ^d	2019 ^d	2020 ^d	2021 ^d
5/8"	\$ 10.78	\$ 11.29	\$ 11.81	\$ 12.36	\$ 12.93
3/4"	13.88	14.54	15.23	15.95	16.71
1"	20.99	21.99	23.03	24.13	25.07
Volumetric rate ^b					
Operations volumetric rate ^b	1.84	1.93	2.02	2.12	2.22
Debt repayment rate ^b	2.14	2.24	1.35	2.46	2.58

Base Rate ^a (Meter Size)	Fiscal Year Ended				
	2012 ^c	2013 ^c	2014 ^c	2015	2016
5/8"	\$ 9.24	\$ 9.89	\$ 10.29	\$ 10.29	\$ 10.29
3/4"	11.91	12.74	13.25	13.25	13.25
1"	18.01	19.27	20.04	20.04	20.04
Volumetric rate ^b					
Operations volumetric rate ^b	1.58	1.69	1.76	1.76	1.76
Debt repayment rate ^b	1.81	1.81	1.81	1.81	2.04

^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 effected rates from 2012 to 2016. The rate ordinance split the Volumetric Rate into Operations and Debt Repayment Rates. Step one occurred in 2012 for 12.75% on June 12. Step two occurred in 2013 for 8.0% on January 1. Step three occurred in 2014 for 7.0% on January 1. The final step occurred in 2016 for 4.75% on January 1 for Debt Repayment only.

^d In August 2015, City of Little Rock Board of Directors approved a five step rate increase that will effect rates from 2017 to 2021. Step one occurred in 2017 for 4.75% on January 1.

Note: No rate increase in 2015 or 2016. Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

Little Rock Water Reclamation Authority
Domestic Sewer Rates (Outside City)
Schedule 8B
Last Ten Fiscal Years

Base Rate ^a (Meter Size)	Fiscal Year Ended				
	2017 ^d	2018 ^d	2019 ^d	2020 ^d	2021 ^d
5/8"	\$ 16.17	\$ 16.94	\$ 17.75	\$ 18.59	\$ 18.59
3/4"	20.82	21.81	22.85	23.93	23.93
1"	31.49	32.98	34.55	36.19	36.19
Volumetric Rate ^b					
Operations Volumetric Rate ^b	2.77	2.90	3.03	3.18	3.18
Debt Repayment Rate ^b	3.22	3.37	3.53	3.70	3.70

Base Rate ^a (Meter Size)	Fiscal Year Ended				
	2012 ^c	2013 ^c	2014 ^c	2015	2016
5/8"	\$ 13.86	\$ 14.84	\$ 15.44	\$ 15.44	\$ 15.44
3/4"	17.87	19.11	19.88	19.88	19.88
1"	27.02	28.91	30.03	30.03	30.03
Volumetric rate ^b					
Operations volumetric rate ^b	2.37	2.54	2.64	2.64	2.64
Debt repayment rate ^b	2.72	2.72	2.72	2.72	3.07

^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 effected rates from 2012 to 2016. The rate ordinance split the Volumetric Rate into Operations and Debt Repayment Rates. Step one occurred in 2012 for 12.75% on June 12. Step two occurred in 2013 for 8.0% on January 1. Step three occurred in 2014 for 7.0% on January 1. The final step occurred in 2016 for 4.75% on January 1 for Debt Repayment only.

^d In August 2015, City of Little Rock Board of Directors approved a five-step rate increase that will effect rates from 2017 to 2021. Step one occurred in 2017 for 4.75% on January 1.

Note: No rate increase in 2015 or 2016. Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

Little Rock Water Reclamation Authority

Non-Domestic Sewer Rates (Inside City)

Schedule 9A

Last Ten Fiscal Years

Base Rate ^a (Meter Size)	Fiscal Year Ended				
	2017 ^d	2018 ^d	2019 ^d	2020 ^d	2021 ^d
5/8"	\$ 10.78	\$ 11.29	\$ 11.83	\$ 12.39	\$ 12.98
3/4"	13.88	14.54	15.23	15.95	16.71
1"	20.99	21.99	23.03	24.13	25.27
1.5"	37.06	38.82	40.66	42.60	44.62
2"	57.51	60.24	63.10	66.10	69.24
3"	105.11	110.10	115.33	120.81	126.54
4"	173.30	181.53	190.15	199.19	208.65
6" or larger	343.71	360.03	377.13	395.05	413.81
Operations volumetric rate ^b	2.88	3.02	3.16	3.31	3.47
Debt repayment rate ^b	2.51	2.63	2.76	2.89	3.03

Base Rate ^a (Meter Size)	Fiscal Year Ended				
	2012 ^c	2013 ^c	2014 ^c	2015	2016
5/8"	\$ 9.24	\$ 9.89	\$ 10.29	\$ 10.29	\$ 10.29
3/4"	11.91	12.74	13.25	13.25	13.25
1"	18.01	19.27	20.04	20.04	20.04
1.5"	31.79	34.02	35.38	35.38	35.38
2"	49.34	52.79	54.90	54.90	54.90
3"	90.17	96.48	100.34	100.34	100.34
4"	148.67	159.08	165.44	165.44	165.44
6" or larger	294.86	315.50	328.12	328.12	328.12
Volumetric rate ^b					
Operations volumetric rate ^b	1.85	2.59	2.75	2.75	2.75
Debt repayment rate ^b	2.12	2.12	2.12	2.12	2.40

^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 effected rates from 2012 to 2016. The rate ordinance split the Volumetric Rate into Operations and Debt Repayment Rates. Step one occurred in 2012 for 12.75% on June 12. Step two occurred in 2013 for 8.0% on January 1. Step three occurred in 2014 for 7.0% on January 1. The final step occurred in 2016 for 4.75% on January 1 for Debt Repayment only.

^d In August 2015, City of Little Rock Board of Directors approved a five-step rate increase that will effect rates from 2017 to 2021. Step one occurred in 2017 for 4.75% on January 1.

Note: No rate increase in 2015 or 2016. Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

Little Rock Water Reclamation Authority

Non-Domestic Sewer Rates (Outside City)

Schedule 9B

Last Ten Fiscal Years

Base Rate ^a (Meter Size)	Fiscal Year Ended				
	2017 ^d	2018 ^d	2019 ^d	2020 ^d	2021
5/8"	\$ 16.17	\$ 16.94	\$ 17.75	\$ 18.59	\$ 19.47
3/4"	20.82	21.81	22.85	23.93	25.07
1"	31.49	32.98	34.55	36.19	37.91
1.5"	55.59	58.23	61.00	63.89	66.93
2"	86.26	90.36	94.65	99.15	103.86
3"	157.66	165.15	172.99	181.21	189.82
4"	259.95	272.30	285.23	298.78	312.97
6" or larger	515.56	540.05	565.70	592.57	620.72
Volumetric rate ^b					
Operations volumetric rate ^b	4.33	4.53	4.75	4.97	5.21
Debt repayment rate ^b	3.78	3.96	4.15	4.35	4.55

Base Rate ^a (Meter Size)	Fiscal Year Ended				
	2012 ^c	2013 ^c	2014 ^c	2015	2016
5/8"	\$ 13.86	\$ 14.84	\$ 15.44	\$ 15.44	\$ 15.44
3/4"	17.87	19.11	19.88	19.88	19.88
1"	27.02	28.91	30.06	30.06	30.06
1.5"	47.69	51.03	53.07	53.07	53.07
2"	74.01	79.19	82.35	82.35	82.35
3"	135.26	144.72	150.51	150.51	150.51
4"	223.01	238.62	248.16	248.16	248.16
6" or larger	442.29	473.25	492.18	492.18	492.18
Volumetric rate ^b					
Operations volumetric rate ^b	2.78	3.44	4.13	4.13	4.13
Debt repayment rate ^b	3.19	3.19	3.19	3.19	3.61

^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 effected rates from 2012 to 2016. The rate ordinance split the Volumetric Rate into Operations and Debt Repayment Rates. Step one occurred in 2012 for 12.75% on June 12. Step two occurred in 2013 for 8.0% on January 1. Step three occurred in 2014 for 7.0% on January 1. The final step occurred in 2016 for 4.75% on January 1 for Debt Repayment only.

^d In August 2015, City of Little Rock Board of Directors approved a five-step rate increase that will effect rates from 2017 to 2021. Step one occurred in 2017 for 4.75% on January 1.

Note: No rate increase in 2011, 2015 or 2016. Increases in sewer rates must be approved by the City of Little Rock Board of Directors.

Little Rock Water Reclamation Authority
Ratios of Outstanding Debt by Type
Schedule 10
Last Ten Fiscal Years

Fiscal Year	Principal Only			Total		As a Share of Personal Income
	Revenue Bonds	Revenue Bonds ^a Direct Placement	Unamortized Bond Premium	Amount	Per Capita	
2012	\$ 202,543,537	\$ 75,086,015	\$ 688,405	\$ 278,317,957	\$ 1,438	3.54%
2013	199,230,470	70,204,709	2,737,344	272,172,523	1,406	3.53%
2014	200,860,080	69,081,782	2,963,187	272,905,049	1,410	3.45%
2015	229,050,000	40,792,901	10,770,336	280,613,237	1,450	3.53%
2016	213,148,761	58,665,577	10,958,956	282,773,294	1,461	3.54%
2017	221,100,000	72,139,648	10,170,284	303,409,932	1,568	3.68%
2018	213,035,000	90,366,311	9,254,983	312,656,294	1,616	3.81%
2019	203,710,000	128,092,269	8,385,090	340,187,359	1,758	3.81%
2020	193,740,000	160,523,405	7,462,696	361,726,101	1,869	4.12%
2021	197,310,000	186,026,486	3,379,177	386,715,663	1,909	3.83%

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 for which the loan is associated with.

Little Rock Water Reclamation Authority

Pledged-Revenue Coverage

Schedule 11

Last Ten Fiscal Years

Fiscal Year	Gross Revenue ^a	Direct Operating Expense ^b	Net Revenue Available for Debt Service	At December 31, Fiscal Year			Coverage
				Total Outstanding Debt ^c	# of Years of Outstanding Debt	Avg. Yearly Outstanding Debt	
2012	\$ 43,886,395	\$ (20,845,059)	\$ 23,041,336	\$ 438,506,442	30	\$ 14,616,881	1.58
2013	48,194,079	(22,102,353)	26,091,726	477,572,007	29	16,468,000	1.58
2014	51,387,054	(23,313,891)	28,073,163	456,384,959	28	16,299,463	1.72
2015	51,329,872	(23,956,665)	27,373,207	397,723,835	27	14,730,512	1.86
2016	53,620,431	(25,879,136)	27,741,295	387,240,934	26	14,893,882	1.86
2017	55,581,477	(27,196,677)	28,384,800	415,807,342	33	12,600,222	2.25
2018	61,626,678	(28,332,522)	33,294,156	423,394,639	33	12,830,141	2.59
2019	61,778,882	(30,184,369)	31,594,513	461,463,819	33	13,983,752	2.26
2020	59,642,057	(29,065,004)	30,577,053	505,876,059	33	15,329,578	1.99
2021	66,089,954	(25,807,731)	40,282,223	508,253,839	32	15,882,932	2.54

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 2018, 2019, 2020A, and 2020C Revolving Loan Funds (RLF) at December 31.

Little Rock Water Reclamation Authority
Demographic and Economic Statistics
Schedule 12
Last Ten Calendar Years

Calendar Year	Population ^a	Personal Income ^b	Per Capita Personal Income	Unemployment Percentage Rate
2012	193,524	\$ 7,860,751,356	\$ 40,619	6.7%
2013	193,524	7,717,737,120	39,880	6.0%
2014	193,524	7,919,969,700	40,925	4.9%
2015	193,524	7,946,482,488	41,062	4.0%
2016	193,524	7,982,865,000	41,250	3.3%
2017	193,524	8,240,638,968	42,582	3.4%
2018	193,524	8,215,480,848	42,452	3.4%
2019	193,524	8,781,345,024	45,376	3.3%
2020	193,524	8,985,319,320	46,430	4.5%
2021	202,591	10,096,527,667	49,837	3.1%

^a Population of Little Rock, AR using 2010 Census for 2012–2020 and 2020 Census for 2021

^b Personal Income is a calculation of per capita income multiplied by the population.

Source: Federal Reserve St. Louis, Metroplan - Council of Local Governments, DiscoverArkansas.net, and Greater Little Rock Chamber of Commerce

Little Rock Water Reclamation Authority
Ten Largest Sewer Customers
Schedule 13
Current Year and Nine Years Ago

Fiscal Year 2021		
Customer	Amount	Percent
1. University of Arkansas Medical Sciences	\$ 731,040	1.15%
2. Baptist Medical Center	556,398	0.88
3. Central Arkansas Water	511,421	0.81
4. Little Rock Quick Rice Foods	459,337	0.72
5. Veterans Administration Hospital	425,063	0.67
6. Hiland Dairy	358,086	0.56
7. St. Vincent's Hospital	341,612	0.54
8. Arkansas Children's Hospital	272,217	0.43
9. Summit House LLC	210,526	0.33
10. Little Rock Housing	181,234	0.29
Subtotal	4,046,934	6.38
Balance from other customers	59,481,739	93.62%
Grand totals ^a	<u>\$ 63,528,673</u>	<u>100.00%</u>

Fiscal Year 2012		
Customer	Amount	Percent
1. University of Arkansas Medical Science	\$ 561,439	1.34%
2. Baptist Medical Center	447,490	1.06
3. Odom Sausage	441,495	1.05
4. Sage V Foods	337,273	0.80
5. Central Arkansas Water	316,953	0.75
6. V.A. Hospital	190,165	0.45
7. St. Vincents Infirmary	187,473	0.45
8. Statehouse Convention Center	177,049	0.42
9. Arkansas Children's Hospital	167,592	0.40
10. Coleman/Turner Dairy	123,013	0.29
Subtotal	2,949,942	7.02
Balance from other customers	39,099,191	92.98%
Grand total ^a	<u>\$ 42,049,133</u>	<u>100.00%</u>

^a Grand totals are based on sewer charges from Schedule 3.

Little Rock Water Reclamation Authority
Principal Employers
Schedule 14
Current Year and Nine Years Ago

Employer	2021			2012		
	Employees	Percentage of Total	Rank	Employees	Percentage of Total	Rank
State of Arkansas (within the MSA)	35,200	10.08%	1	32,200	9.46%	1
Local Government (within the MSA)	26,500	7.59%	2	28,800	8.46%	2
Federal Government (within the MSA)	10,200	2.92%	3	9,200	2.70%	3
University of Arkansas Medical Sciences	9,700	2.78%	4	8,500	2.50%	4
Baptist Health	7,340	2.10%	5	7,000	2.06%	5
Little Rock Air Force Base	4,500	1.29%	6	4,500	1.32%	6
Arkansas Children's Hospital	4,370	1.25%	7			
Central Arkansas Veterans Health Care	4,000	1.15%	8	3,500	1.03%	9
Little Rock School District	3,970	1.14%	9	3,511	1.03%	8
CHI St. Vincent	3,000	0.86%	10			
Entergy				2,738	0.80%	10
Acxiom				4,388	1.29%	7
Total	108,780	31%		104,337	31%	

Sources: Greater Little Rock Chamber of Commerce and State of Arkansas (www.arkansaseconomicregions.org)

Little Rock/North Little Rock MSA 349,105 340,380

Little Rock Water Reclamation Authority
Number of Employees by Identifiable Activity
Schedule 15
Last Ten Fiscal Years

	Full-Time-Equivalent Employees as of December 31									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Administration										
Executive Administrator	1	1	1	1	1	1	1	1	1	1
Safety & Communications	3	3	4	4	5	4	5	5	5	5
Human Resources	2	2	2	2	2	3	3	3	3	3
Finance/Accounting	8	9	12	12	12	11	12	12	12	11
Information Services	9	10	11	11	12	13	11	11	11	11
Legal	-	-	-	-	1	1	1	1	1	1
Clerical	7	7	7	7	5	4	5	5	2	2
Engineering	20	23	20	20	23	22	23	25	26	29
Sewer Plant Maintenance	22	23	24	24	25	19	24	24	23	22
Sewer Systems Maintenance	81	87	82	82	81	88	88	87	86	85
Sewer Plant Operations	21	18	22	22	22	22	24	24	25	24
Environmental Assessment	17	23	24	24	23	22	17	16	16	15
	<u>191</u>	<u>206</u>	<u>209</u>	<u>209</u>	<u>212</u>	<u>210</u>	<u>214</u>	<u>214</u>	<u>211</u>	<u>209</u>
Total Employees										

Little Rock Water Reclamation Authority
Operating and Capital Indicators
Schedule 16
Last Ten Fiscal Years

	Fiscal Year									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Wastewater treatment										
Miles of sewer	1,353	1,359	1,368	1,375	1,384	1,386	1,393	1,400	1,404	1,412
Number of treatment plants	3	3	3	3	3	3	3	3	3	3
Treatment capacity (MGD)										
Biological treatment	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0
Hydraulic peak capacity	144.0	144.0	144.0	144.0	144.0	144.0	144.0	144.0	156.0	156.0
Daily engineering maximum plant capacity (MGD)	31.04	33.91	34.17	37.04	32.40	29.34	35.83	38.18	33.76	32.06
Unused capacity (MGD)	24.96	22.09	21.83	18.96	23.60	26.66	20.17	17.82	22.24	23.94
Percent of capacity utilized	55%	61%	61%	66%	58%	52%	64%	68%	60%	57%

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

WOW – Women of Water

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