

**LITTLE ROCK WATER  
RECLAMATION AUTHORITY**  
2023 Annual Operating Budget  
and Capital Improvement Plan  
January 1, 2023 through December 31, 2023

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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, 2023, to December 31, 2023) 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 2023 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 2023 budget, major accomplishments from the previous fiscal year, FY 2023 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 on the World Wide Web at [www.lrwra.com](http://www.lrwra.com).



November 16, 2022

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

Submitted for your approval is the 2023 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) and sub-committee workshops held over the past several months.

During 2022, significant achievements occurred that laid the foundation for LRWRA to continue to fund needed capital improvement projects. The remaining proceeds from previous RLFs will allow LRWRA to meet its obligation to resolve SSOs while renewing aging infrastructure and will allow us to continue the steps to ensure LRWRA has sufficient time to plan, construct, and evaluate the success of the collection system upgrades and renewal program to meet the requirements of the Consent Administrative Order (CAO) and the Sierra Club Settlement Agreement by the deadline of December 31, 2023.

LRWRA also worked with the Arkansas Natural Resources Division (ANRD) to defer principal and to extend the maturities of each bond for three years. These principal deferments will save in total \$16.6 million from 2021 through 2023 without incurring any additional loan costs. In addition, LRWRA is currently reviewing all outstanding loans with ANRD to consolidate with change of terms that would allow positive cash flow changes in initial years.

LRWRA last implemented a rate adjustment on January 1, 2021, Rate Ordinance 21,080. There is no proposal for an adjustment in 2023 or currently in this budget model. LRWRA is continually reviewing its O&M and Capital needs on a year-by-year bases to determine if rates need to be adjusted.

In 2023, LRWRA will continue to address capital improvement projects designed to mitigate capacity related overflows, provide funding for service line replacements in project areas, and implement various process improvements.

In the following paragraphs and charts, the major impacts affecting revenue, capital expenditures, and operating expenses will be addressed.

Revenues:

LRWRA projected revenues to be \$67 million in 2023. Projected revenues in 2023 will increase compared to the 2022 Budget by \$3.9 million or 6.1%. While the projected 2022

revenues are expected to surpass the budget by \$3.3 million, a large portion of this increase is from the non-domestic usage (commercial accounts) which has increased steadily from the COVID years.

#### Operating Expenses:

The 2023 Budget in operating expenses compared to the 2022 Budget increased \$1,777,333 or 5.7%. Operating and Maintenance Expense highlights are as follows:

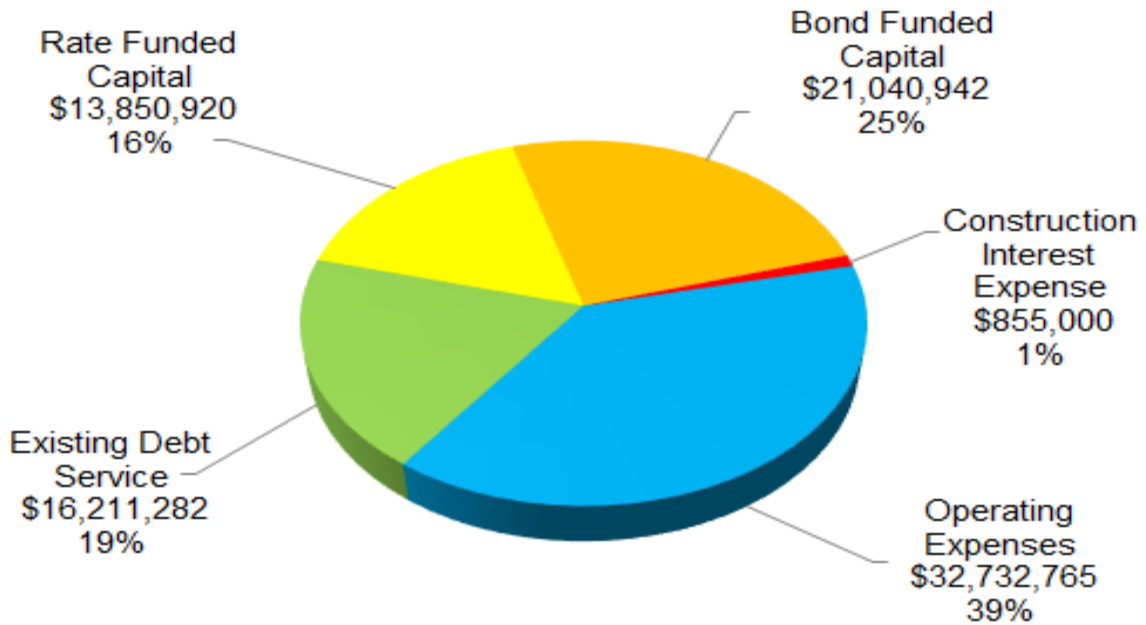
- Salaries increased by \$416,019. Organization wide compensation increase of 3.5% is effective January 1, 2023. Vacant positions are to be filled in Q4 2022.
- Health insurance increased in total by 2.37% for 2023. To mitigate rising healthcare costs, LRWRA has changed to a self-funded insurance plan where the utility will fund approximately \$3.5 million and employee/retiree contributions will fund approximately \$623 thousand. The Utility will continue to offer two plan options to employees, continue to develop wellness programs and offer incentives to employees who obtain a wellness exam in 2023.
- The increase in Contract Services of \$841 thousand includes increases to the Sludge Handling Disposal Contract Services (\$1.2 million increase) and Pavement Repair program (\$400 thousand increase).
- Vehicle Expense is expected to increase by \$131 thousand or 32.9% due to increase in fuel expense.

#### Capital Expenditures:

The capital budget for FY 2023 is \$34.9 million and includes expenditures associated with improvements to the wastewater collection, transmission, and water reclamation systems driven by the System Evaluation and Capacity Assurance Plan (SECAP), Fourche Creek Water Reclamation Facility Digester Upgrade, Solids Handling/Biosolids Master Plan, and AFWRF & FCWRF water reuse loop. The 2023 expenditures will be funded with the following:

- \$18.89 million from the 2020A State of Arkansas RLF
- \$1.89 million from the 2020C State of Arkansas RLF
- \$262 thousand from the FEMA grant
- \$13.85 million from expected 2023 revenues

The 2023 Annual Operating Budget and Capital Improvement Plan is summarized in the following chart. 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, 2022. 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 communication device. This is the thirteenth consecutive year that LRWRA has received the Distinguished Budget Presentation. LRWRA believes the 2023 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 FY 2023 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 2022 and the 2023 budget process.

Sincerely,  
  
 Greg Ramon  
 Chief Executive Officer





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

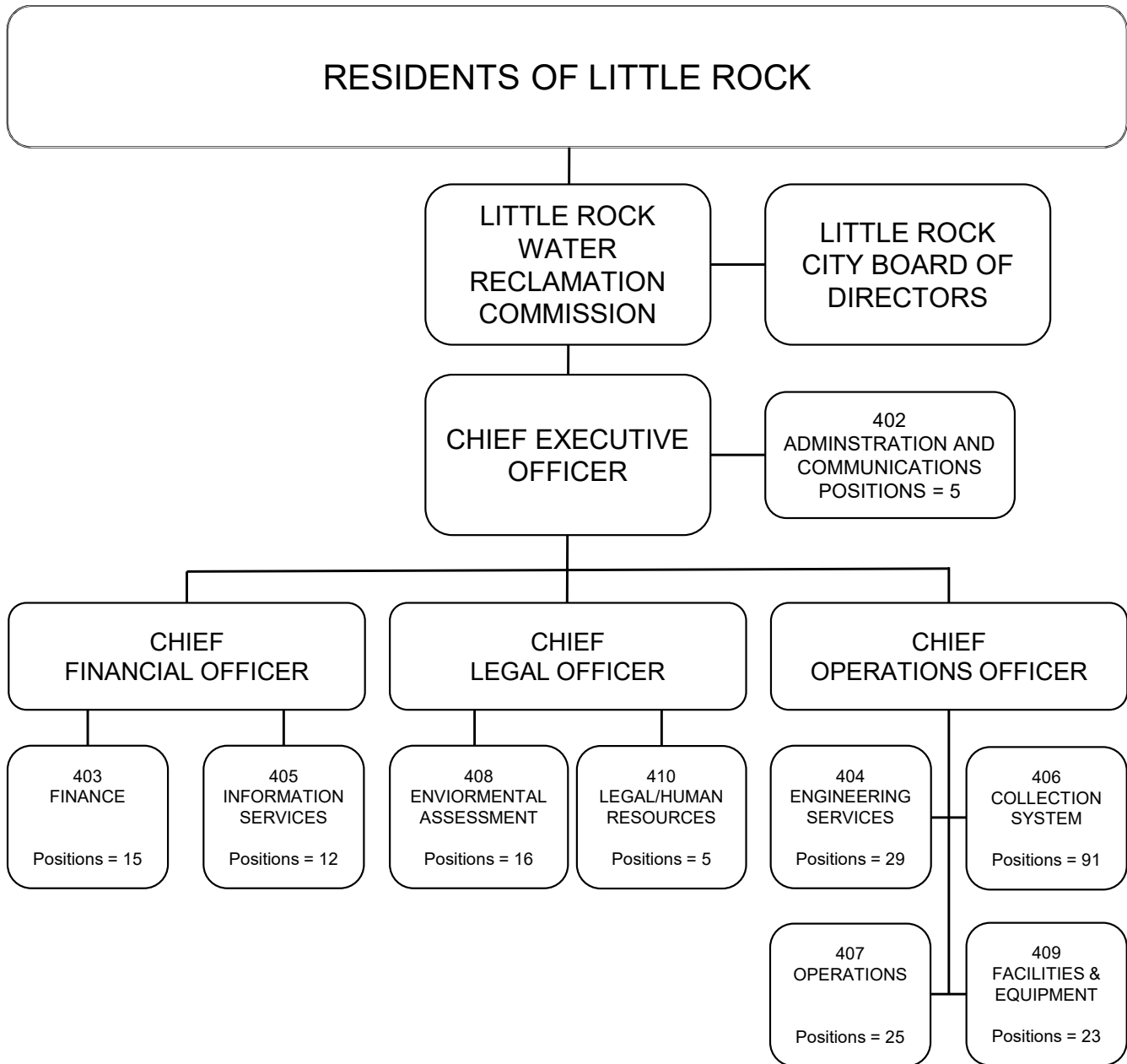
**Little Rock Water Reclamation Authority  
Arkansas**

For the Fiscal Year Beginning

**January 01, 2022**

*Christopher P. Morill*

Executive Director



*Note: Chief Executive Officer and Chief Operating Officer are counted in 402, and Chief Legal Officer in 410*

**Total for 2023 = 221**  
**Updated: 10/26/22**  
 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 34°C / 93°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 120.05 square miles, while North Little Rock is 52.34. Pulaski County covers 758.31 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 4.0%. The state of Arkansas has an unemployment rate of 3.3% and national unemployment rate is 3.7%. 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 2,890 students and 782 residents. The University of Arkansas at Little Rock (UALR) is a metropolitan university servicing 12,377 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 2021 Budget Compilation. This is the 13th 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 2021, LRWRA received the Excellence in Achievement AWARD from the Universal Public Procurement Certification Council for the 13th time 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.

## ***STRATEGIC PLAN***

### **Mission Statement**

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 2023**

Managers and directors play an active role in the strategic planning process by identifying problem areas, defining plans for addressing various issues within each department, and establishing priorities. Internal and external issues in administration, information services, finance, operations, maintenance, communications, legal, human resources, and environmental services are considered and addressed. The internal process includes the development of goals and objectives, performance measures, and accomplishments which are included in the department's operating budget detail. This process allows managers and directors an opportunity to provide policy and implement recommendations that are considered by the Little Rock Water Reclamation Commission (LRWRC). The Strategic Plan is monitored by staff on an ongoing basis to ensure compliance and implementation.

During the 2023 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) completing all requirements to satisfy the Consent Administrative Order (CAO) by December 31, 2023, which incorporate the System Evaluation and Capacity Assurance Plan (SECAP) and SECAP update. The updated 2023 Annual Operating Budget and Capital Improvement Plan financial includes initiatives and funding that allow LRWRA to achieve its goals including:

- Replacement of infrastructure required to eliminate sanitary sewer overflows.
- Construction of new facilities required to eliminate sanitary sewer overflows.
- Maintaining the condition of LRWRA infrastructure and facilities.
- Financial planning.
- Organizational needs.
- Community awareness.

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) 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 2023 achievements toward these goals are represented on pages 18 through 30.

**Quality**

Maintain high quality and reliable service.

<b>Initiative</b>	<b>2023 Goals</b>	<b>2022 Accomplishments</b>
<p>Use available technology to enhance Little Rock Water Reclamation Authority’s ability to provide superior service.</p>	<ul style="list-style-type: none"> <li>• Conduct Cyber Security &amp; IT best practices review.</li> <li>• Conduct “Tech for A Day” at all remote locations.</li> <li>• Complete implementation of the LIMS.</li> <li>• Increase laboratory testing capability to include previously outsourced Total Kjeldahl Nitrogen (TKN).</li> <li>• Utilize new CMMS software and mobile computing to streamline workflow processes.</li> <li>• Start to test and deploy Windows 11.</li> <li>• Refine and stabilize our latest ERP software, Finance Enterprise, and EAM.</li> <li>• Learn from and implement solutions proposed in our IT best practices and Cyber Security review documents.</li> <li>• Update Granite asset names to correspond with EAM asset names and configure automated process to import/update Granite assets from GIS.</li> <li>• Provide user-friendly documentation writing tools for administrative departments.</li> <li>• Consolidate and improve employee timesheet reports.</li> <li>• Implement comprehensive system logging for database events in Finance Enterprise.</li> <li>• Implement application to allow storerooms to manage orders and inventory with barcodes.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed implementation, delivery, and post Go-Live process of EAM/FE integrated software system in production.</li> <li>• Completed implementation, delivery, and post Go-Live process of mobile EAM applications in production.</li> <li>• Partially completed the rebuilding of essential rePortal reports using new EAM and FE databases.</li> <li>• Completed end user Time Off Request application that automatically updates EAM timesheet when requests are approved.</li> <li>• Completed GIS/EAM integration in production.</li> <li>• Migrated GIS data from Geometric Network data to Topology Network data model.</li> <li>• Implemented Esri’s built in data processing and QA/QC tools.</li> <li>• Migrated GIS editing processes from legacy ArcMap to ArcGIS Pro.</li> <li>• Hosted two (2) STRIVE program interns resulting in History of LRWRA story map.</li> <li>• Conducted an IT best practices review and Cyber Security review.</li> <li>• Conducted “Tech for A Day” at all remote locations.</li> <li>• Installed new Storage Area Network (SAN) hardware in the Productions and DR sites.</li> </ul>

Initiative	2023 Goals	2022 Accomplishments
	<ul style="list-style-type: none"> <li>• Migrate geodatabase editing from Legacy versioning to Branch versioning.</li> <li>• Configure automated process to import/update Granite assets from GIS.</li> <li>• Upgrade SDE Geodatabase to the most recent ESRI version.</li> <li>• Refine and improve automated GIS/EAM synchronization process.</li> </ul>	<ul style="list-style-type: none"> <li>• Migrated the virtual infrastructure and data to the new SAN platform.</li> <li>• Upgraded virtual infrastructure to latest version.</li> <li>• Completed roll out of 80 tablets for new EAM implementation.</li> <li>• Automate FCWRF aeration D pass gates and RAS lines.</li> <li>• Improved usage of LIMS system by expanding capacity to perform calculations and data storage.</li> <li>• Implemented Pretreatment Program changes, as approved by DEQ.</li> <li>• Assisted in the preparation and submittal of the renewal application for the National Pollution Discharge Elimination System (NPDES) permit for the Adams Field Water Reclamation Facility.</li> <li>• Prepared wastewater samples for 2 COVID-19 surveillance studies administered by National Center for Toxicology Research, the University of Arkansas Fayetteville, and Biobot Analytics.</li> <li>• Implemented Opportunity Zones program to support Mayor Scott's city redevelopment initiative. LRWRA waived fees on over 304 permits, representing approximately \$55,000 in Revenue.</li> </ul>

<b>Initiative</b>	<b>2023 Goals</b>	<b>2022 Accomplishments</b>
<p>Empower employees to achieve best practices through training and development.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Continue staff training to include GPS training, ESRI update training, Civil 3D update training, fleet maintenance continuing education, flow monitoring, and two 6-week ESRI courses.</li> <li>• Restructure Fleet personnel to create a new leadership position to maintain a safe and efficient work environment throughout the entire work schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded upon professional development Supervisor training program.</li> <li>• 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.</li> </ul>
<p>Maintain a safe work environment</p>	<ul style="list-style-type: none"> <li>• Increase the visibility and effectiveness of the Safety Department and the Safety Team through new training methodologies and approaches, increased communications, and more field presence.</li> <li>• Meet or exceed all regulatory requirements both safety and environmentally related through cost effective and program efficient planning and implementation.</li> <li>• Continue working to identify, track and eliminate deliberate safety infractions.</li> <li>• Restructure personnel to create a new leadership position to maintain a safe and efficient work environment throughout the entire work schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• LRWRA received the AWEA Safety Professional of the year for 2021 and 2022.</li> <li>• LRWRA received the Water Environment Federation George Burks Facility Safety Award for 2022.</li> <li>• Achieve a ratio of incomplete-to-initiated priority 4 and priority 5 work orders of less than 10% for O&amp;M construction and repairs.</li> <li>• Improved access to tight and remote areas of the city by procuring additional ultra-light shoring options for repairs and installation of new mains to ensure the safety of all CSM crews when working in those areas.</li> </ul>



Initiative	2023 Goals	2022 Accomplishments
	<ul style="list-style-type: none"> <li>• Provide additional options for shoring devices used for trenching that can be installed without the assistance of any equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Achieved over 600 days of no loss time accidents, injuries, or work-related illnesses.</li> <li>• Provided FOIA &amp; ethics training to employees (biennially).</li> <li>• Facilitated Women of Water initiatives throughout year.</li> <li>• Upgraded burglar alarm systems.</li> </ul>
<p>Continue participation in and strive for achievement of national awards programs</p>	<ul style="list-style-type: none"> <li>• Submit Finance programs for national recognition.</li> <li>• Submit application package for National Association of Clean Water Agencies' Peak Performance Awards.</li> </ul>	<ul style="list-style-type: none"> <li>• Accounting received the Certificate of Achievement for Excellence in Financial Reporting for the eighteenth year in a row from the Government Finance Officers Association based on the Comprehensive Annual Financial Report.</li> <li>• Accounting received the Distinguished Budget Presentation Award for the thirteenth 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.</li> </ul>

Initiative	2023 Goals	2022 Accomplishments
		<ul style="list-style-type: none"> <li>• Procurement Department was awarded the Excellence in Achievement Award for 2021 by the Universal Public Procurement Certification Council 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 (13th) time that we will be presented with this award.</li> <li>• Procurement Coordinator was awarded the Buyer of the Year Award at the 2022 Arkansas Chapter of the National Institute for Public Procurement conference. This prestigious award is only given once a year State-wide to a single procurement professional. The award is made to the candidate who has made significant contributions to the chapter, members, and the procurement profession. This is the third time in a row that a buyer from LRWRA has been presented with this award.</li> </ul>

**Communications**

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

<b>Initiative</b>	<b>2023 Goals</b>	<b>2022 Accomplishments</b>
<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"> <li>• Continue educating the public about LRWRA’s mission at community events.</li> <li>• Continue promoting the “Don’t Flush That” campaign educating the public on what is acceptable to be flushed.</li> <li>• Continue to educate rate payers through community meetings, mailing out informational post cards prior to work beginning in their neighborhood, going door-to-door, social media, and the website.</li> <li>• Continue to provide value to Little Rock rate payers with programs like “Can the Grease” and “Cap the Cleanout.”</li> <li>• Strengthen public outreach and education through partnership with local schools and participating in environmental events.</li> <li>• Use partnerships with schools for summer and afterschool programs to further outreach efforts to include classroom demonstrations and interactions with students highlighting various STEM opportunities within the utility.</li> <li>• Roll out the new Water Hero character for elementary students.</li> <li>• Develop an “about us” brochure for LRWRA for use at outreach events.</li> </ul>	<ul style="list-style-type: none"> <li>• Promoted the “Don’t Flush That” campaign educating the public on what is acceptable to be flushed down the toilet and what is not.</li> <li>• Continued to provide value to Little Rock ratepayers with programs like “Can the Grease” and “Cap the Cleanout.”</li> <li>• Educated rate payers through meetings, mailing out informational post cards prior to work beginning in a neighborhood, going door-to-door, social media, and the website.</li> <li>• Increased public outreach and education through participation in environmental and public events.</li> <li>• Increased public outreach and education through partnership with local schools to promote outreach efforts by including classroom demonstrations and interactions with students and highlighting various STEM careers within the utility.</li> </ul>

<b>Initiative</b>	<b>2023 Goals</b>	<b>2022 Accomplishments</b>
<p>Maintain and enhance employee awareness programs.</p>	<ul style="list-style-type: none"> <li>• Continue video welcome series highlighting new employees.</li> <li>• Work with all departments of the utility to provide a consistent message for customers and stakeholders.</li> <li>• Develop a monthly system to track and measure activities.</li> <li>• Revise employee recognition program and implement supervisor recognition initiative.</li> <li>• Form a team and develop strategies to improve in areas identified from the Employee Survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Developed an Emergency Communication Mobilization Plan and a Communications Response Guide.</li> <li>• Developed a video welcome series highlighting new employees that is distributed weekly.</li> <li>• Formed a team and developed strategies to improve in areas identified from the Employee Survey.</li> <li>• Participated in Community Champions Events; Trash Collection, Planting, and Reading Events.</li> <li>• Develop a robust Employee Wellness Program, implementing Well Vibe platform to administer.</li> <li>• Implement yearly review and audit of employee policies with C-Staff.</li> </ul>
<p>Maintain high level of customer service for internal and external customers.</p>	<ul style="list-style-type: none"> <li>• Create a Branding Guide for LRWRA, develop a Plan of Action and conduct an after-action review for all outreach events.</li> <li>• Develop performance metric used for determining appropriate staffing requirements.</li> <li>• Maintain emergency call response times of 1-hour avg.</li> <li>• Assist with any issues that arise with ratepayers, working to always make whole any person or assets that are disturbed.</li> <li>• Continue to look for ways to improve work efficiency.</li> <li>• Initiate and facilitate main extensions to eliminate Community Services.</li> </ul>	<ul style="list-style-type: none"> <li>• The Service Line Replacement Program has reimbursed homeowners over \$468,000.</li> <li>• Maintained after-hour emergency call response time of 1-hour average for customers.</li> <li>• Minimized violations of the current City Ordinance for time limits related to pavement restorations.</li> </ul>

**Asset Management**

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

Initiative	2023 Goals	2022 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"> <li>• Continue evaluation of assets to budget and maintain all LRWRA facilities, equipment, and work closely with the implementation of the new asset management software.</li> <li>• Begin inspections and 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.</li> <li>• Continue utility wide repair/replacement programs focusing on roofing, mechanical and electrical equipment.</li> <li>• Replace the HVAC Controls and Software System at the CAB.</li> <li>• Relocate the 1750-watt Backup Generator to FCWRF from AFWRF.</li> <li>• Start a bar screen rehabilitation program.</li> <li>• 1750 KW Generator relocation from Adams Field to Fourche Creek.</li> <li>• Continue progressive transition to new asset management software and mobile computing to streamline workflow processes.</li> <li>• Complete construction of the Jamison Pump Station Rehabilitation Project, Fourche Flare Project, and Airport East Pump Station Site Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued construction of three RLF projects.</li> <li>• Started Construction of two RLF Projects.</li> <li>• Reconsidered the construction market and bidding for FOG Receiving Station and changed project scope to focus on flares and gas line improvements.</li> <li>• Completed construction of the AFWRF Parallel Treatment project.</li> <li>• Completed construction of the FCWRF Industrial EQ Basin.</li> <li>• Initiated construction for the AFWRF Primary Clarifier Coatings project.</li> <li>• Initiated the solids handling masterplan study.</li> <li>• Initiated study and design of PFPS engine failures.</li> <li>• Developed and implemented a plan to integrate COF, LOF, Risk assessment for GLES prioritization as well as the Asset Management Program.</li> <li>• Commencement of a Solids Master Plan.</li> <li>• 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.</li> </ul>

Initiative	2023 Goals	2022 Accomplishments
	<ul style="list-style-type: none"> <li>• Begin design of Candlewood Pump Station Upgrades, Little Rock Port Pump Station Building &amp; Electrical Upgrades ,and Peak Flow Concrete Rehabilitation.</li> <li>• Complete Peak Glow Pump Station Engine Repairs and Solids Handling/ Biosolids Masterplan.</li> </ul>	<ul style="list-style-type: none"> <li>• Installed new automatic actuators for the Aeration D passes at the FCTP Aeration Basins.</li> <li>• Maintenance teams replaced the existing 100K.W. generator and automatic transfer switch with the 350 K.W. genset formerly at AFWRF.</li> <li>• Completed 12<sup>th</sup> consecutive year of extensive piston pump maintenance program which continually provides more efficient equipment with less down time by extending pump life and less pump failures.</li> <li>• Maintenance team completed repair/replacement of equipment at all facilities including HVAC, heaters/ blowers, LED lighting upgrades, irrigation systems and roofing.</li> </ul>
<p>Maintain adequate condition of all LRWRA infrastructures.</p>	<ul style="list-style-type: none"> <li>• Proactive/preventative maintenance at 97%; reactive maintenance at 3%.</li> <li>• Continue goal of “no pumps out of service” for 45 days unless proprietary parts must be ordered.</li> <li>• Hydro Clean 1,500,000 feet of line; Hand Clean 300,000 feet of line; Televis 600,000 feet of line; Acoustically Inspect 5,898,000 feet of main line; Clear 800,000 feet of right-of-way; Repair 300 broken sewer mains; Repair 168 service lines; Seal 192 old service lines; Repair 240 manholes; Relay 168 service lines; Adjust 192 manholes; Complete \$1,700,000 in capital improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Projected to reduce non-capacity overflows by 15% from 2021 through our Preventive Maintenance Program.</li> <li>• Projected to reduce stoppages by 36% from 2021 through our Preventive Maintenance Program.</li> <li>• As of 7/31/22: Hydro-Cleaned 561,588 feet of line; Hand-Cleaned 213,367 feet of line; Televised 270,401 feet of line; Cleared 300,476 feet of right-of-way; Acoustically inspected 3,881,880 feet of line; Repaired 151 main; Repaired 95 service lines; Relayed 85 service lines; Sealed 83 old service lines; Adjusted 86 manholes/ Repaired 133.</li> </ul>

Initiative	2023 Goals	2022 Accomplishments
	<ul style="list-style-type: none"> <li>• Continue to research, update, and develop Standard Operating Procedures for collection system maintenance, to include archival and reference library.</li> <li>• Continue maintaining the lowest man-hours as possible with a fast turnaround time on all HVAC, maintenance, mechanical, and repairs.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the percentage of collection system &lt;12” diameter on an annual preventive maintenance to 100% in 2022.</li> <li>• Completed 5<sup>th</sup> round of the Acoustic Inspection Program within our goal of 12 months.</li> <li>• Collaborated with ARDOT for Cantrell Road PS changes based on their upcoming construction.</li> <li>• Successful and continual line cleaning program implementation by utilizing “pigging” and “flushing” on the sludge transfer lines located between Adams Field and Fourche Creek treatment facilities.</li> <li>• Land application of approximately 5.5K dry tons of biosolid materials, under the 2022 Removal and Beneficial Reuse Contract.</li> <li>• Administered the Trenchless Sewer Line Renewal Contracts.</li> </ul>
<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"> <li>• Complete the loan process for RLF XVII (2023) through ANRD.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiated the loan process for RLF XVII (2023) through ANRD.</li> </ul>

**Organization Management**

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

Initiative	2023 Goals	2022 Accomplishments
Recognize and plan for future succession of key leadership positions across the organization.	<ul style="list-style-type: none"> <li>• Continue the leadership development program to sustain internal leadership and minimize the impact resulting from the departure of key leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued a professional development training program for non-exempt personnel and Supervisors.</li> <li>• Successfully completed six-week ESRI course in Location Advantage.</li> </ul>
Optimize the use of limited resources.	<ul style="list-style-type: none"> <li>• Utilize new CMMS software and mobile computing to streamline workflow processes.</li> <li>• Develop performance metrics used for determining appropriate staffing requirements and measuring fleet techs' performance.</li> <li>• Develop performance metric used for determining appropriate staffing requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Developed a plan to track utility wide property damage incidents, with the intent to reduce the number of occurrences and related cost.</li> <li>• Used knowledge gained from Fleet Managers Conferences to improvement LRWRA Fleet Maintenance Program.</li> <li>• Maximized returns on retired assets through the continued use of the internet auction site Gov-Deals.</li> <li>• LRWRA is in the 12th year of a contract with Entergy Arkansas to totally disconnect two of our largest pump stations from their electrical grid during peak demand times by using on-site generators. LRWRA receives a reduced rate schedule from Entergy which has substantial savings each year.</li> <li>• During periods of minimal facility demand (700 – 800 KW) at FCWRF, LRWRA sells the excess power to Entergy Arkansas (200 – 300 KW).</li> <li>• Maintained a 2% deficit in our CAW Maintenance Storeroom inventory.</li> </ul>



**Financial**

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

Initiative	2023 Goals	2022 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"> <li>• Update financial plan to ensure LRWRA continues to meet its fiduciary responsibility in providing wastewater service to its customers for the lowest rates possible.</li> <li>• Submit Finance and Procurement programs for national recognition.</li> <li>• Work with state and local agencies to refinance several outstanding Revolving Fund Loans and improve cash flow for future debt service and capital project expenditures.</li> <li>• Submit Finance and Procurement programs for national recognition.</li> <li>• Implement Real-time Financial Reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Procurement Agent earned her National Institute for Public Procurement’s Certified Procurement Professional (NIGP-CPP) designation. She is one of the first ten people in Arkansas to receive this certification.</li> <li>• 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.</li> <li>• 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.</li> <li>• Implemented an Enterprise Resource Planning software system for managing day-today operations at LRWRA.</li> <li>• Implement new HRIS portion of new payroll system.</li> </ul>

**Regulatory**

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

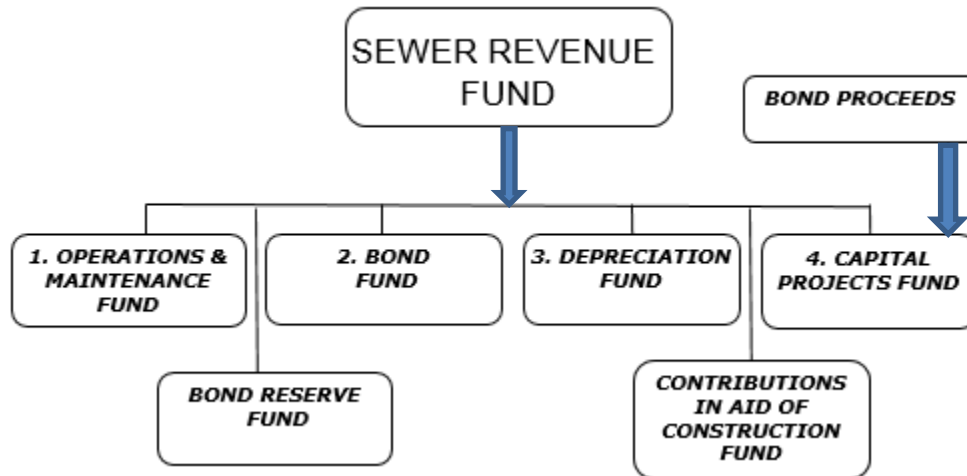
<b>Initiative</b>	<b>2023 Goals</b>	<b>2022 Accomplishments</b>
Maintain NPDES Permit Compliance	<ul style="list-style-type: none"> <li>Operate the three water reclamation facilities without permit violations.</li> </ul>	<ul style="list-style-type: none"> <li>NPDES permit compliance.</li> </ul>
Maintain OSHA regulation compliance	<ul style="list-style-type: none"> <li>No lost time accidents.</li> </ul>	<ul style="list-style-type: none"> <li>No lost time accidents.</li> </ul>
Reduce sewer overflows.	<ul style="list-style-type: none"> <li>Reduce stoppages and overflows through Preventative Maintenance Program by 5%.</li> <li>Limit dry weather overflows due to equipment malfunctions.</li> </ul>	<ul style="list-style-type: none"> <li>Increased the percentage of collection system &lt;12” diameter on annual preventative maintenance to 100% in 2022.</li> </ul>

## **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.

**Capital Improvements and Operations Budget Policy**

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

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

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

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

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

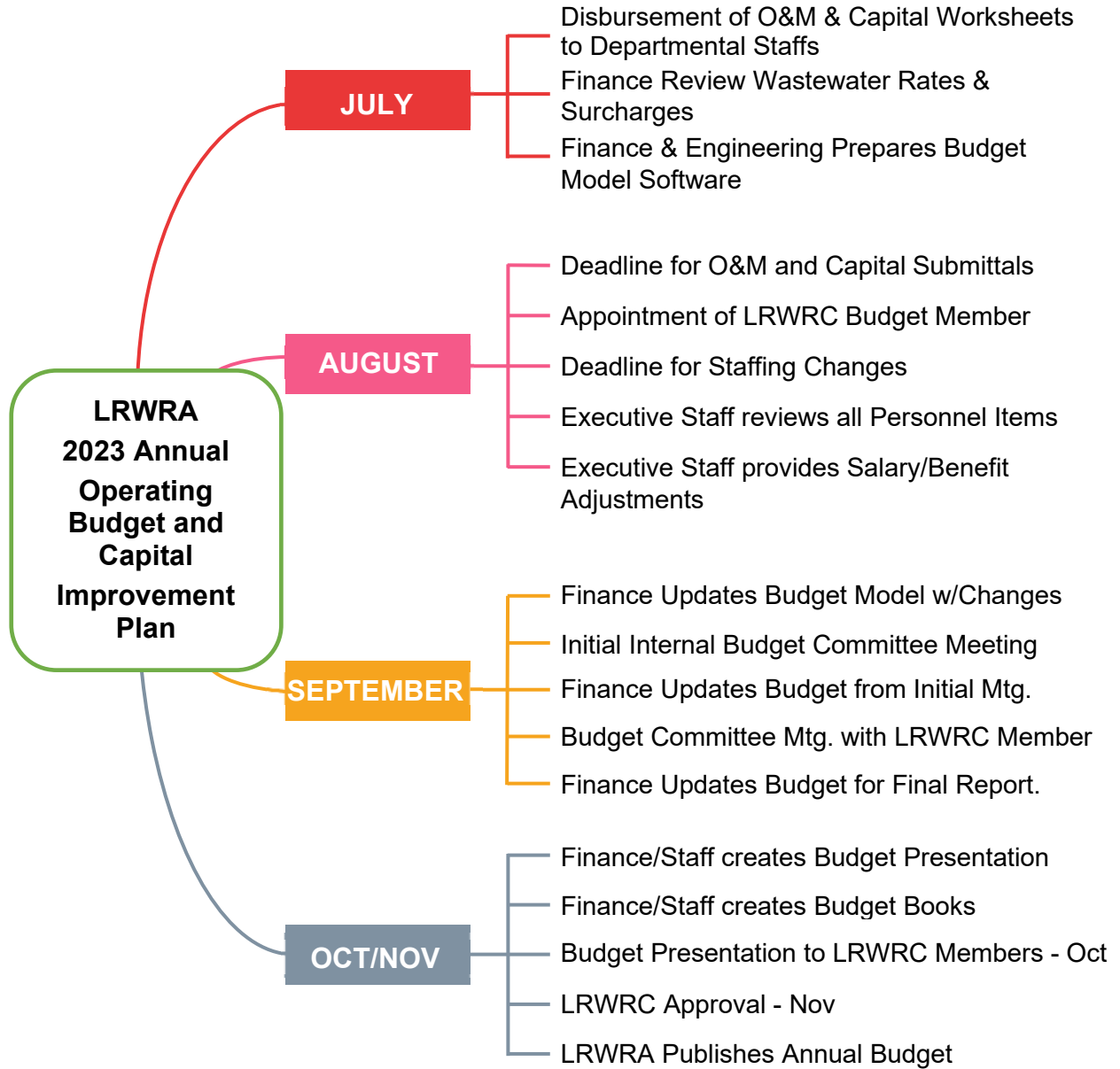
Expenditures equal to or greater than \$5,000 on construction projects or purchases of new equipment are defined as capital expenditures. Expenditures equal to or greater than \$5,000 on work, equipment parts, or a combination of the two, that add discernible life of greater than three years to an existing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

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

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

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 2022**

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 while working towards meeting the requirements of a Consent Administrative Order (CAO) to reduce the number of non-capacity and capacity related overflows.

Billed revenue for domestic accounts (residential) has been consistent with the Systems use of the Average Winter Consumption billing, which levels customer billing by using average water consumption during non-irrigation months. The 2022 revenue from domestic accounts has exceeded budget projections through September. The non-domestic usage (commercial accounts) has increased steadily. The projected non-domestic revenue through the end of 2022 exceeds the budgeted amount by \$3.5 million.

LRWRA has no plans to issue additional debt to satisfy the requirements of the CAO and Sierra Club Agreements by December 31, 2023.

The CEO and the Executive Staff discuss 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 2023**

The FY 2023 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 2022. The 2023 budget is consistent with the LRWRC's Strategic Plan.

The CAO and Sierra Club agreements are the guiding forces for capital expenditures in 2023. Operational expense has been adjusted to support meeting the National Pollutant Discharge Elimination System (NPDES) permit requirements set forth by the Environmental Protection Agency (EPA) and CAO/Sierra Club agreement requirements.

Little Rock Water Reclamation Authority has been authorized to administer a Sewer Service Line Replacement Program (SSLRP) by the City of Little Rock Board of Directors. A city ordinance (#20,590) was passed on June 7, 2012, authorizing LRWRA to collect \$1.00 per month from domestic customers for replacement of service lines with the overall goal of reducing sources of Infiltration/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 for a 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 2022 and budgeted \$325,000 in operating and maintenance expenses in 2023 for the SSLRP.

**Assumptions**

The FY 2023 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**

	2023	2024	2025	2026	2027	2028
<b>Domestic Customers</b>	0.4%	0.2%	0.3%	0.3%	0.3%	0.3%
<b>Non Domestic Custome</b>	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
<b>Operating Revenue</b>	0.1%	0.3%	0.3%	0.3%	0.3%	0.3%
<b>Operating Expenses</b>	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
<b>Interest Income Rate</b>	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>Interest Expense*</b>						
- Revenue Bonds	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
- RLF's	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>Inflation Rate</b>						
- Capital	2.00%	2.0%	2.5%	3.0%	3.0%	3.0%

The assumptions for customer and revenue growth are based on historic trends for LRWRA. The Operations and Maintenance expense growth is projected using data from federal government and other utility specific publications/organizations. Interest income is based on current Federal Funds Rate and projected cash balances in each year. 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 61 and by department on the Budget Comparison Overview on pages 62-84 and the Operating Budget Detail section pages 131-207.

LRWRA’s funds are not appropriated rather the budget is an approved plan that can facilitate 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 2023 Detail Budget**

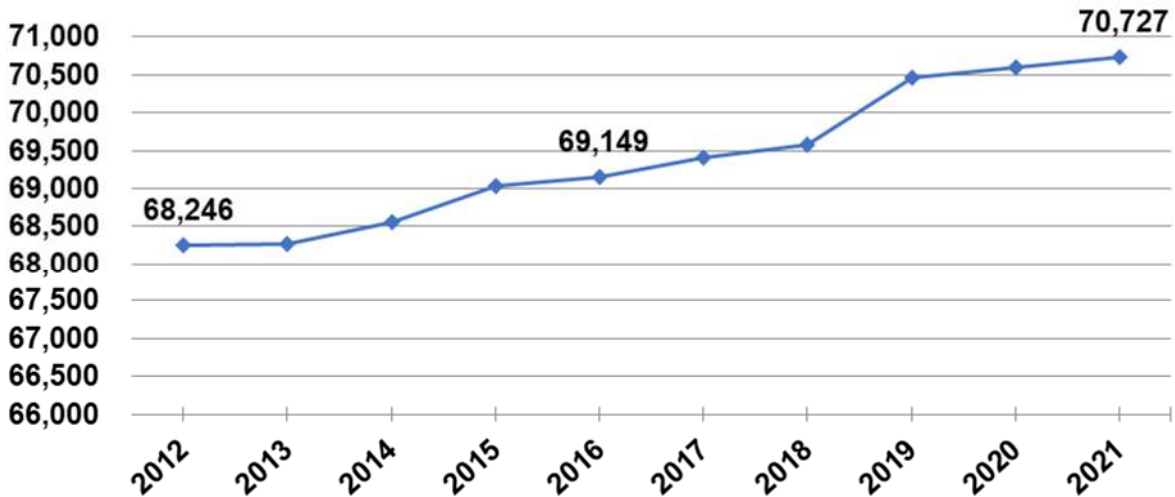
The Fiscal Year 2023 budget reflects the LRWRC’s updated Strategic Plan goals and objectives to properly maintain the sewer system, complete capital improvements, and satisfy cash requirements. The 2023 budget reflects an overall increase from 2022 projected User Charge/Industrial Surcharge/Miscellaneous Revenues of 0.84% or \$560 thousand and an increase of 6.11% or \$3.8 million from the 2022 budget. There are no customer sewer rate increases for FY 2023. FY 2023 budgeted O&M expenses are increased as compared to 2022 projected O&M expenses by 7.2% and the 2022 budget by 5.7%.

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

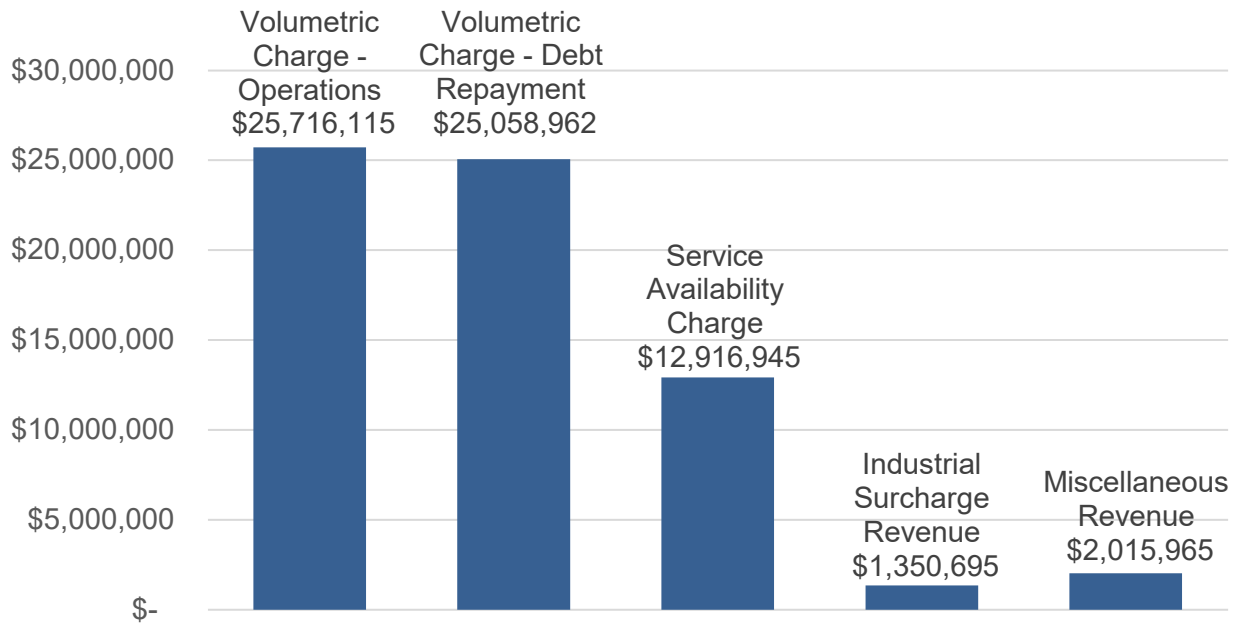
LRWRA is solely dependent on the rate payers of the City of Little Rock for most of its revenue sources. In the current sewer rate ordinance, the customer classifications are either Domestic (residential) or Non-Domestic (commercial and industrial). As of December 31, 2021, the total number of customers was 70,727 with 63,542 of them being Domestic customers.

Sewer revenues include proceeds for wastewater treatment services, industrial surcharges, and other miscellaneous fees charged to customers. LRWRA’s rate structure is comprised of both Inside and Outside City customers and then by 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**



**2023 Revenue by Category Type**



The revenue for 2023 is projected to be \$67,058,681. Sewer rates were not increased in the FY 2023 budget.

Based on the chart above, the revenue stream is derived primarily from the user charge revenues on volumetric and service availability. Between the two, they comprise almost 96% (\$63.7 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 \$1,350,695 in 2023. Miscellaneous revenue covers both operating and non-operating items and includes ancillary fees as reflected in the consolidated fee schedule (pages 54-59), interest income from investments, contributions of infrastructure from property developers and sale of retired property. Total miscellaneous revenue is projected to be \$2,015,965 in 2023.

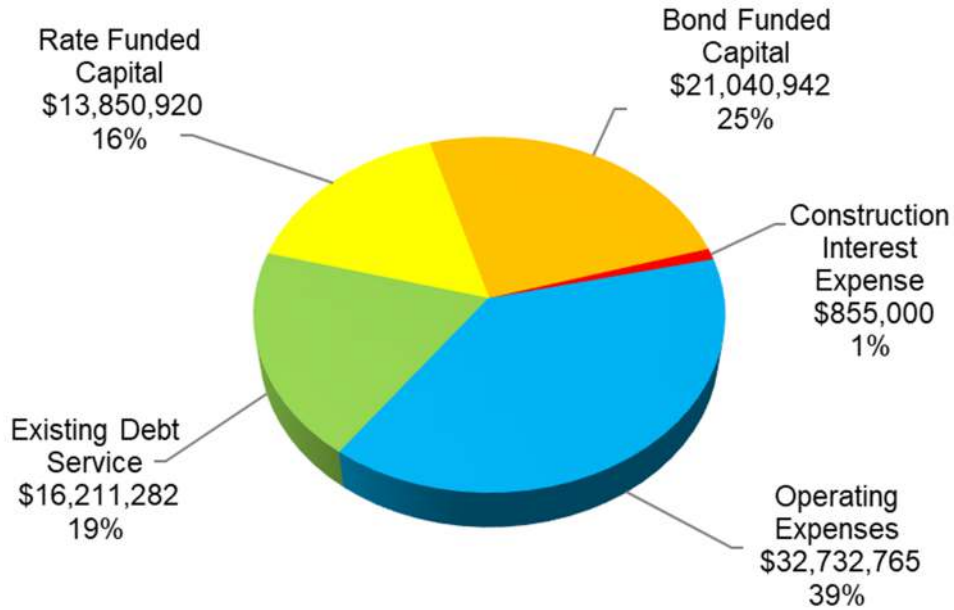
In addition, LRWRA expects to utilize the remaining proceeds from previously issued debt in the amounts of \$20.7 million from two 2020 RLF issues and \$263 thousand in FEMA grant money associated with the 2019 Arkansas River flood. Between the capacity remaining on previously issued debt instruments, the FEMA Grant and cash received from rates charged to end users, LRWRA intends to fund \$35.7 million toward capital expenditures and construction interest expense in 2023.

In conjunction with internal processes used to estimate revenue, LRWRA uses a comprehensive rate model designed in 2015 by Raftelis Financial Consultants, Inc. The rate model uses a five-year historical average to compute the required revenues for operation and maintenance expenses, debt service requirements, and capital expenditures for the next ten years. If additional

revenues are needed, the rate model allows for adjustments to the rate structures based on Cost-of-Service allocations.

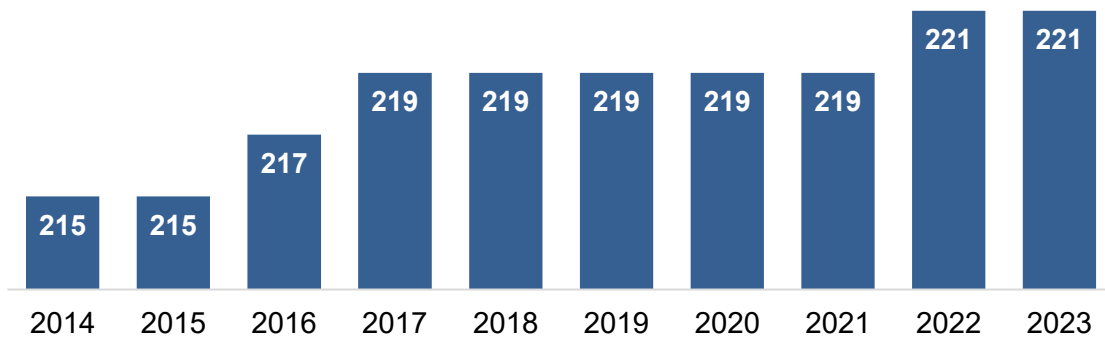
**Revenue Requirements and Other Financing Uses**

**2023 Projected Revenue / Financing Uses**



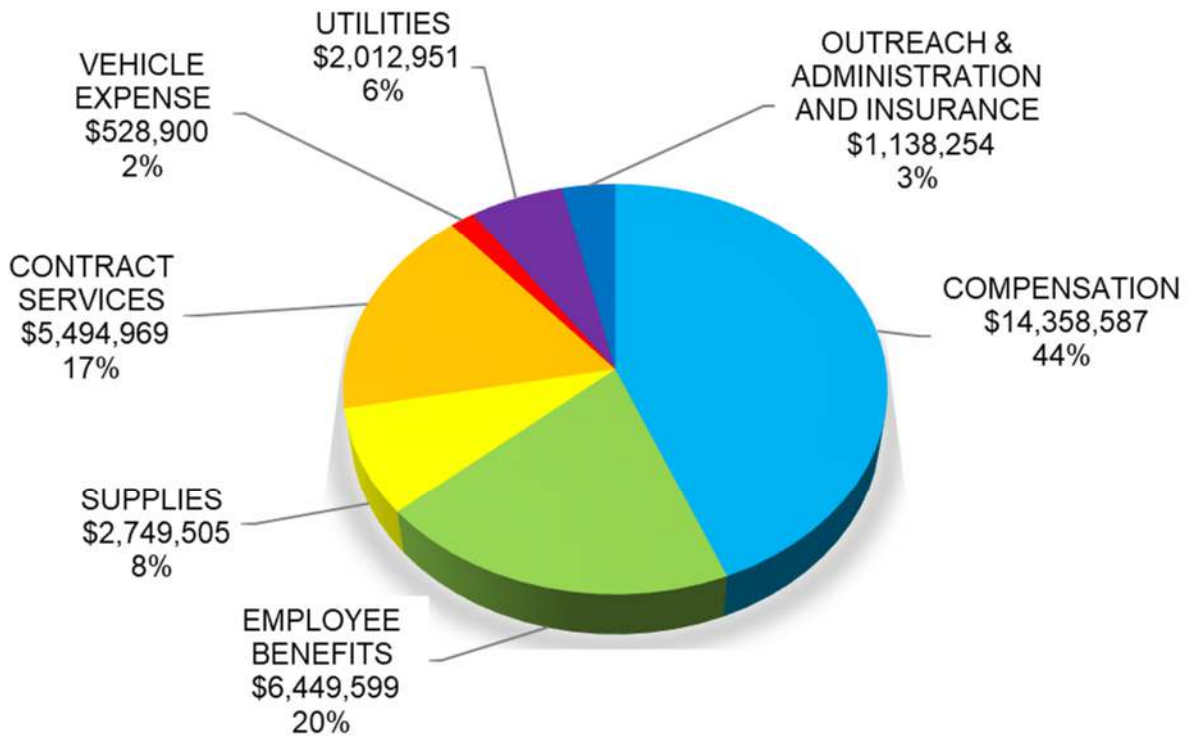
**Operations & Maintenance Expenses (O&M)** – O&M includes expenditures for operations and maintenance costs of LRWRA. It includes budgeted expenses from each department for compensation, employee benefits, materials and supplies, utilities, and all other operating expenses. Total operating and maintenance expenses for FY 2023 are estimated to be \$32.4 million or 5.7% greater than the 2022 budget. The O&M Expense Budget Comparative can be found beginning on page 62. The following chart shows the major budget amounts and percentages for the LRWRA 2023 O&M budget.

**Budgeted Positions from 2014 to Proposed 2023**



LRWRA Employee Count	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
402 Administration	8	9	10	7	5	5	5	5	5	5
403 Finance	12	12	13	13	15	15	15	15	15	15
404 Engineering Services	22	23	22	27	29	29	29	29	29	29
405 Information Services	12	11	11	11	11	11	11	11	12	12
406 Maintenance	90	90	90	91	90	90	90	90	91	91
407 Operations	25	25	25	25	25	25	25	25	25	25
408 Environmental Assessment	23	22	23	18	16	16	16	16	16	16
409 Facilities and Equipment	23	23	23	23	23	23	23	23	23	23
410 Legal	0	0	0	4	5	5	5	5	5	5
<b>Total Positions</b>	<b>215</b>	<b>215</b>	<b>217</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>221</b>	<b>221</b>

**2023 O&M Budget by Expense Type**



The 2023 operating budget compares to the 2022 budget as follows:

- Compensation increased by \$416 thousand or 3.0%

- Utility wide compensation increase effective January 1, 2023, of 3.5%
- Expected to fill some vacant positions Q4 2021

Capitalized labor and overhead consists of compensation for time worked, paid time off, and training & development associated with capital projects that become depreciable assets.

- Benefits increased by \$258 thousand or 4.2%
  - Health insurance increased by \$78 thousand or 2.37% for 2023
  - LRWRA will continue to self-fund its' insurance plan in 2023 with the goal of more effectively managing the cost of medical coverage.
  - The employer Health Savings Account (H.S.A.) annual contribution amounts will remain the same in 2023.
  - Capital labor, benefits and overhead consists of LRWRA's portion of healthcare expense, & retirement contributions associated with capital projects that become depreciable assets.
- Supplies increased by \$84 thousand or 3.2%.
  - Maintenance Department increased by \$14,000
  - Operations Department increased by \$163,415
  - Facilities and Equipment Department decreased by \$81,800
- Contract Services increased by \$841 thousand or 18.1%.
  - Finance Dept in total was increased by \$23,500
  - Maintenance was increased in total by \$85,255
  - Operations was increased by \$273,654
  - Legal Dept in total was increased by \$59,515 or 66.13%
- Vehicle Expense increased by \$131 thousand or 32.9% caused by increasing fuel costs.
- Utilities increased by \$3.7 thousand or 0.2%.
- Outreach and Administration increased by \$45.3 thousand or 5.48%.
- 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 2023 budgeted amount for capital labor and benefits related to CWIP reflects a decrease by \$287.8 thousand or 11.4% from 2022 budget.

### **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.

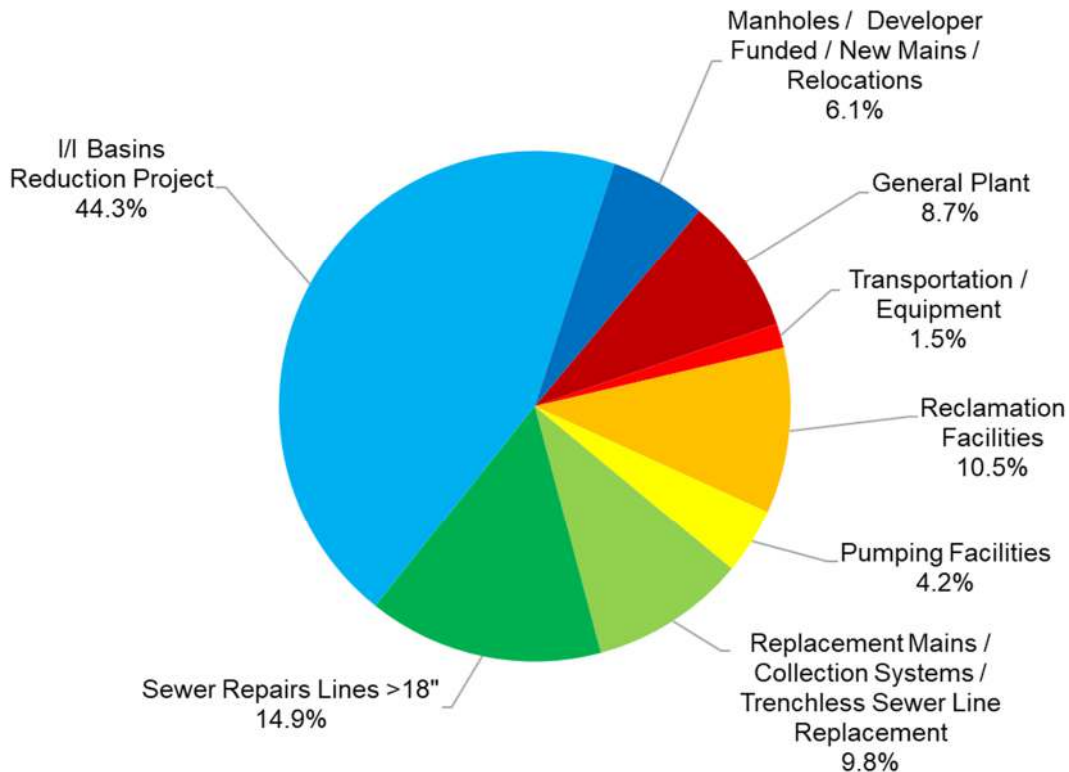
The Capital Improvement Plan (CIP) is a multi-year plan which forecasts the timing and scope of capital projects outlined in the System Evaluation and Capacity Assurance Plan (SECAP), the SECAP update, and routine expenditures to maintain infrastructure and replace aging fleet and equipment. The SECAP was completed in 2002 and adopted as part of the Sierra Club Settlement Agreement dated September 12, 2001. In 2006, ADEQ and LRWRA signed a Consent Administrative Order (CAO) to address sanitary sewer overflows. The deadline to complete all the requirements of the CAO was January 1, 2016. In 2010, the SECAP was updated. In 2011, the deadline to complete the requirements of the CAO was extended three years to December 31,

2018. During 2015 the direction of the capital improvements for capacity related overflows changed from wet weather storage facilities to collection system upgrades and renewal. The Rock Creek Storage Facility and the Cantrell Road Area In-Line Storage Facility projects were canceled and replaced by Sewer Basin I/I Reduction projects. As a result of these changes the deadline to complete all the requirements of the CAO and the Sierra Club agreements was extended to December 31, 2023. The ten-year plan contained in the 2023 budget represents the capital expenditures required to meet the goals of the SECAP from the study completed in 2002 and the updated 2010 study by December 31, 2023. The plan is updated annually to reflect the latest priorities, updated cost estimates, and available funding.

The CIP is prepared by department within LRWRA, 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 2023 Capital Improvement Plan is composed of projects to meet the requirements of the CAO, 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", and the capital forecast through 2032 for multi-year projects. Capital project expenditures for 2023 are estimated at \$34,891,862 and are dominated by wastewater collection, transmission, and treatment facility improvements driven by the SECAP and SECAP update. These projects along with the asset renewal and NPDES required projects represent 84.7% of the 2023 budgeted amount. Routine collection system upgrades, pumping, treatment, transportation, and general facility projects make up the remainder.

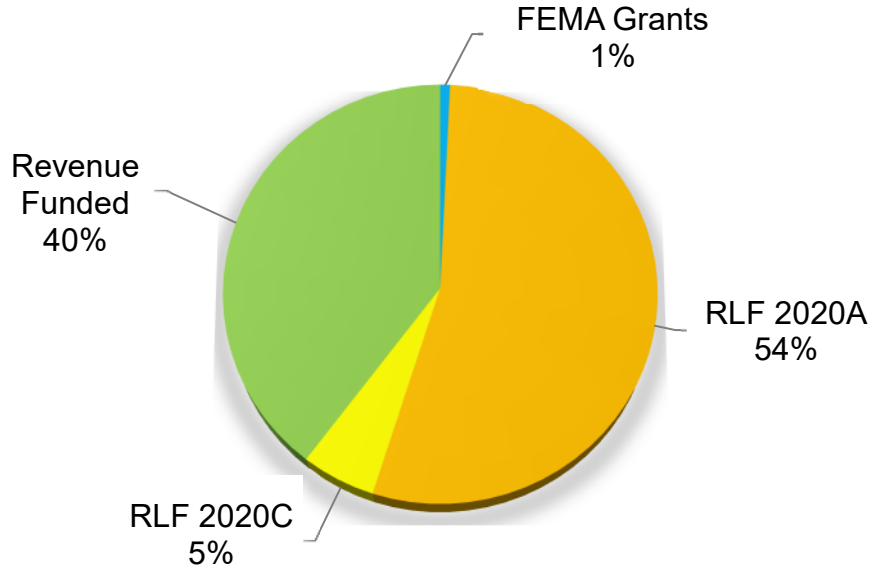
**2023 Capital Improvement Expenditures by Project Category**





Funding of \$34,891,862 for 2023 budgeted expenditures is composed of State Revolving Loan Funds (RLF 2020A & RLF 2020C), a FEMA Grant, and system revenues.

**2023 Funding Sources for Capital Projects**



The complete Capital Improvement Plan begins on page 85.

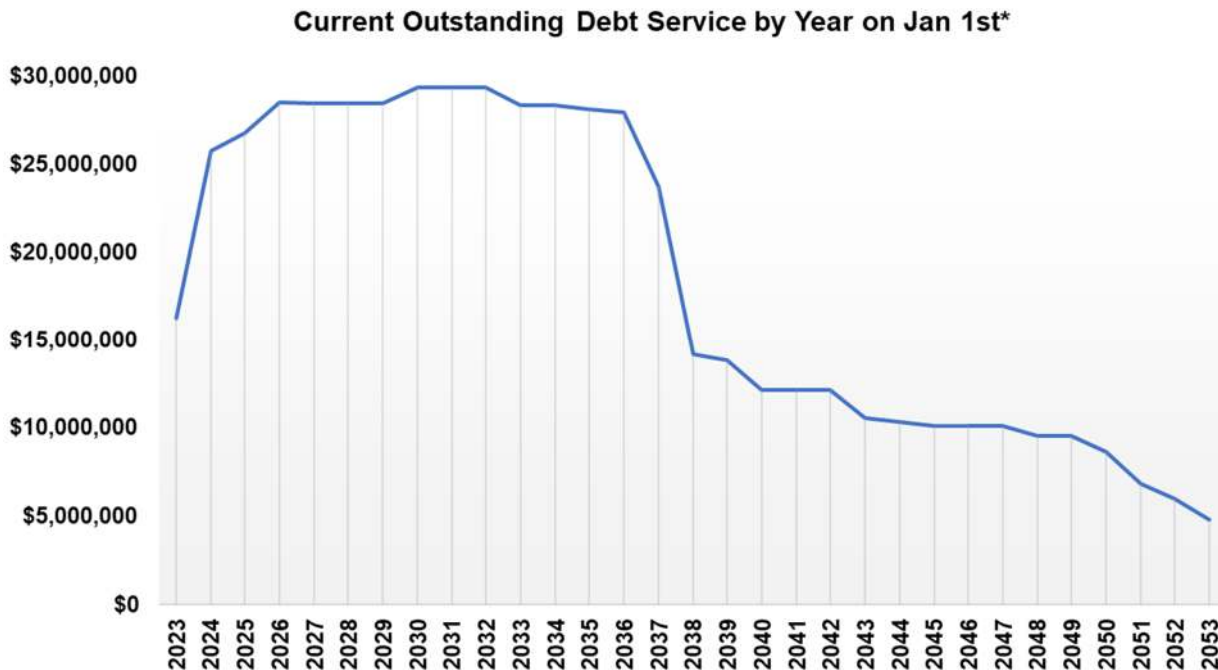
**Debt Service** – This category includes expenditures for the payment of principal and interest on bonds and other debt instruments along with any expense related to issuing that debt (i.e., bond underwriter, bond counsel). Of the six outstanding Sewer Revenue Bond issues and eight State Revolving Loan 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 2023 is estimated to be \$16.2 million.

**Debt Service**

The following chart shows, as of January 1, 2023, 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, 2021, was 254%, exceeding the 120% required by the Bond Covenant for issuing new debt. LRWRA has been rated an Aa3 with a stable outlook by Moody's on its most recent debt issues. The net result of low interest rates on debt financing results in lower overall rates to LRWRA customers. The following table represents current obligations on principal and interest listed by years for outstanding debt service for LRWRA.

Current Outstanding Debt Service by Year January 1*				
Calendar Year	Principal	Interest	Annual Total	Total for Years Indicated
2023	\$ 6,560,000	\$ 9,651,282	\$ 16,211,282	\$ 16,211,282
2024	\$ 15,300,799	\$ 10,434,165	\$ 25,734,964	\$ 25,734,964
2025	\$ 6,740,792	\$ 10,001,071	\$ 26,741,863	\$ 26,741,863
2026	\$ 18,980,185	\$ 9,465,221	\$ 28,445,406	\$ 28,445,406
2027-2030	\$ 1,705,693	\$ 32,877,179	\$ 28,645,718	\$ 114,582,872
2031-2035	\$ 13,038,458	\$ 30,241,401	\$ 28,655,972	\$ 143,279,859
2036-2040	\$ 3,682,156	\$ 17,900,514	\$ 18,316,534	\$ 91,582,670
2041-2045	\$ 4,493,683	\$ 10,695,058	\$ 11,037,748	\$ 55,188,741
2046-2050	\$ 3,297,670	\$ 4,498,770	\$ 9,559,288	\$ 47,796,440
2051-2053	\$ 7,168,779	\$ 360,913	\$ 5,843,231	\$ 17,529,692
<b>Total</b>	<b>\$ 430,968,215</b>	<b>\$ 136,125,572</b>	<b>\$ 199,192,005</b>	<b>\$ 567,093,787</b>

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



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

<b>Current Outstanding Debt Service by Issue on January 1</b>			
<b>Debt Issue</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2007B RLF	\$ 9,320,315	\$ 790,196	\$ 10,110,511
2009A RLF	4,983,951	432,220	5,416,171
2013 RLF 11	30,027,948	4,597,569	34,625,517
2014 Revenue Bond	1,635,000	97,824	1,732,824
2015 Refunding	30,880,000	3,968,416	34,848,416
2016A RLF 12	60,366,001	27,461,485	87,827,486
2016B Refunding	14,680,000	4,557,306	19,237,306
2017 Revenue Bond	9,755,000	4,891,195	14,646,195
2018 RLF 13	61,600,000	29,511,074	91,111,074
2019 RLF 14	18,000,000	9,424,896	27,424,896
2020A RLF 15	51,400,000	19,562,363	70,962,363
2020B Refunding Revenue Bond	22,850,000	7,051,812	29,901,812
2020C RLF 15	7,500,000	1,421,333	8,921,333
2021 Refunding Revenue Bond	107,970,000	22,357,883	130,327,883
<b>Total</b>	<b>\$ 430,968,215</b>	<b>\$ 136,125,572</b>	<b>\$ 567,093,787</b>

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

### **Consolidated Fee Schedule**

LRWRA maintains a Consolidated Fee schedule separate from the rate ordinance. The Consolidated Fee schedule is reviewed annually, and any 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. 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 54-59.

### **Six Year Financial Plan**

A six-year financial plan, 2023 Budget and 2024-2028 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.

LRWRA expects to reduce its annual capital improvement plan once the projects associated with CAO are completed at the end of 2023. The continuation of current and planned capital projects and related operating expenses will necessitate either future rate increases to support additional borrowings and/or increasing O&M costs and/or 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 60. This statement represents a projection of the forecasted available cash for LRWRA. There are no new rate increases planned or included in 2023 and beyond for this budget model year.

Revenue will increase annually through 2023, mainly by continued modest steady growth throughout Little Rock. LRWRA expects the number of customer accounts to increase slightly. Average winter consumption (“AWC”) is a calculation of monthly average of water consumption per domestic account during the months of October through March. 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.

Revenue requirements to fund Cash Outflow for operations and maintenance (O&M) costs (compensation, benefits, supplies, contract services, vehicle expense, utilities, training and administration, insurance, and commission expense) shows an annual increase over the next six years based on the underlying assumptions represented in the chart on page 38 and added expense as new facilities resulting from capital projects are placed in service.

The investment in capital assets to improve the system and satisfy the various settlement requirements will continue to be the largest cash requirement for the Utility through 2023. Several major projects are currently under construction and scheduled to be complete prior to the expiration of the CAO on December 31, 2023. This category includes certain Collection System Rehabilitation Capacity Assurance Projects and certain Trenchless Line Rehabilitation projects.

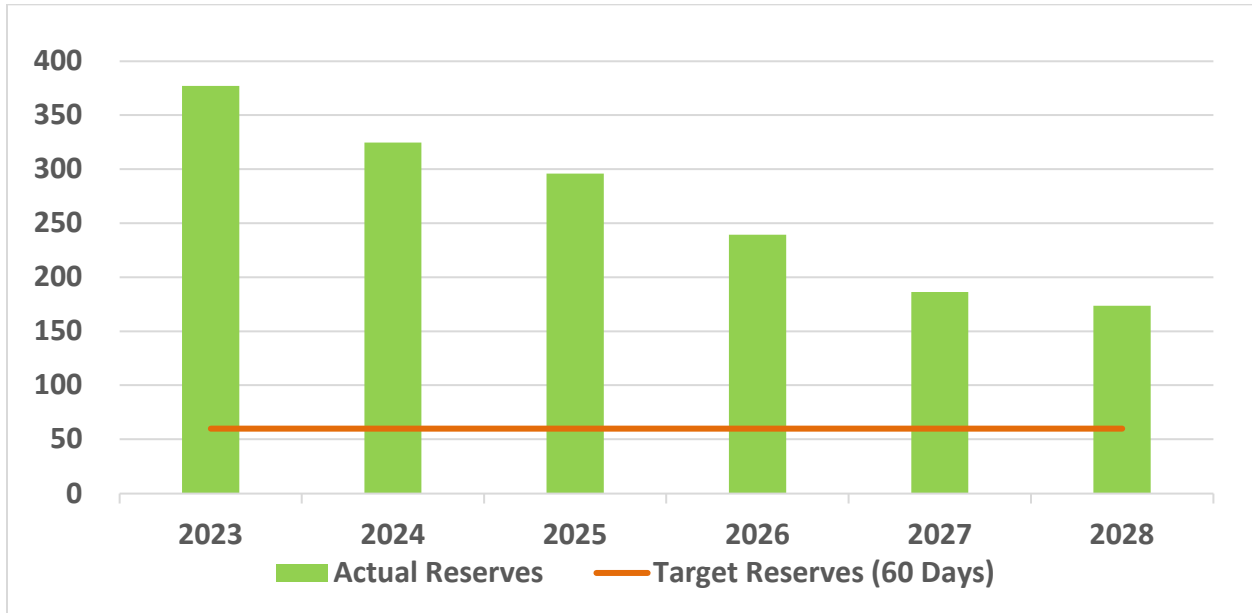
The total budget for the investment in capital assets from the 2023 projected through the 2028 projection is \$91.7 million. The funding sources for the capital projects will be proceeds from existing debt not yet fully utilized along with system revenues. The funding over this period is estimated to be 24.9% of existing debt with the remaining 75.1% through revenues and operating cash reserves.

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 FY2028.

**LRWRA’s Operating & Debt Service Reserve – FY2023 to FY2028**

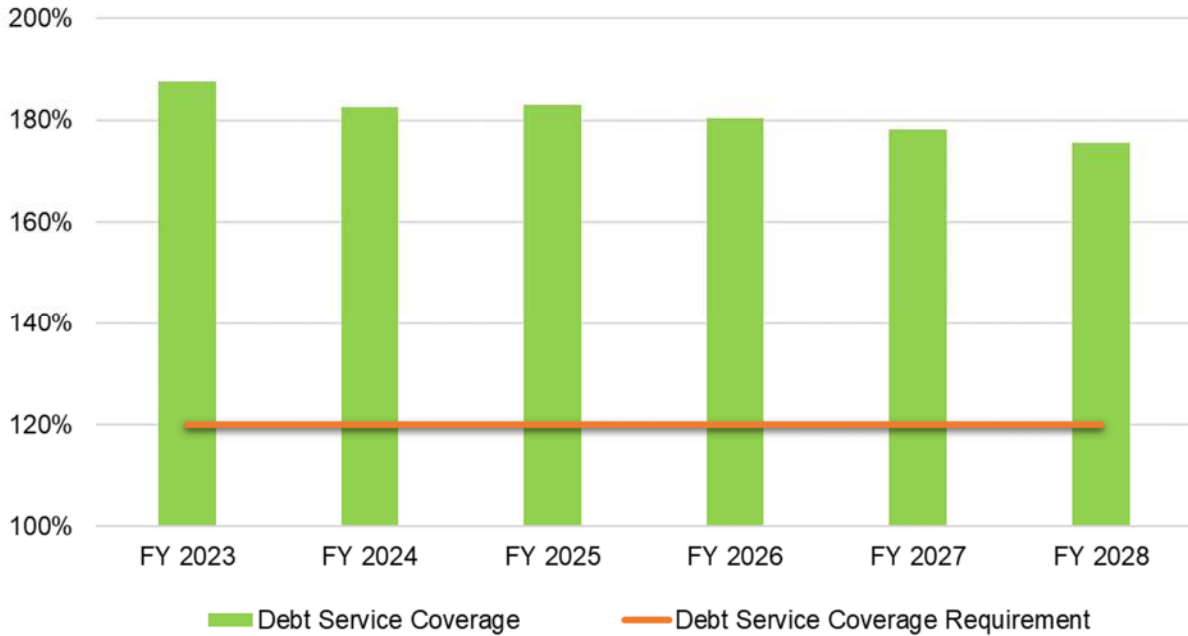


**Legal Debt Limit** – LRWRA does not have a legal debt limit requirement.

**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 2023 through 2028, 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 61. 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 2023 budgeted annual revenue is 6.11% greater than 2022 budgeted total revenue, and .84% more than the 2022 projected revenue. There was no annual rate increase for 2023, but growth coming from a slight increase in Domestic and Non-Domestic customers, an increased volumetric charge, and increased industrial surcharges. Annual depreciation expense is estimated to increase significantly from \$18.6 million in 2022, to \$22.9 million in 2028, 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 revenue based on the Federal Reserve increasing rates.

**Budget Comparative Overview**

The O&M Expense Budget Comparative can be found on pages 62 through 84.

This analysis reflects budgeted O&M expenses by department and type by year through 2028. It also compares the proposed budget to the current year budget and forecast. The 2023 O&M budget shows an increase of 5.7% or \$1.78 million from the 2022 budgeted expenses based on a return to normalcy from COVID-19. The effects of this reflect a decrease of 2.2% between the projected expenses in 2022, which are based on actual expenses through August 31, 2022, and forecasted expenses for September through December 2022, and the 2023 budget.

**Customer Rates**

The underlying 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 levelize 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 is continually reviewing its O&M and Capital needs on a year-by-year bases to determine if rates need to be adjusted. There are also two types of rate structures for LRWRA based on meter size: Inside-City and Outside-City. The current rate ordinance is located at Little Rock Water Reclamation Authority’s website.

**The inside-city structure for 2023 is:**

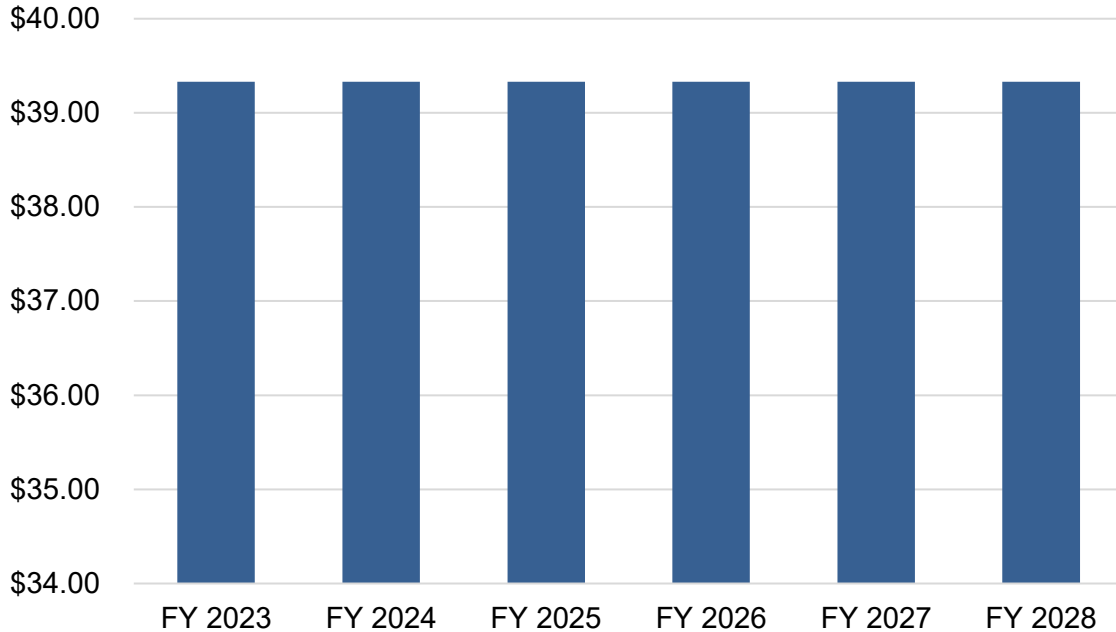
	Minimum Bill	Operations Volumetric Charge	Debt Repayment Volumetric Charge
<b>Domestic Rate</b>	\$ 12.93	\$ 2.22 per Ccf	\$ 2.58 per Ccf
<b>Non-Domestic Rate</b>	\$ 12.98	\$ 3.47 per Ccf	\$ 3.03 per Ccf

**The outside-city structure for 2023 is:**

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

**Current and Projected Monthly Residential Bill**

(Average 5.5 Ccf)



**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 2020 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 increase in sewer rates was based on LRWRA’s projected needs of operations & maintenance, cash-funded capital, and debt service. LRWRA has no rate increases in 2023 through the five-year outlook period. The following would show what the average monthly inside-city domestic bill would be at 5.5 Ccf along with the change to the percent of Median Household Income for the current budget plus the next five-year outlook.



	Domestic 5.5 Ccf	Domestic 5.5 Ccf % of Median Income
<b>2023</b>	\$ 39.33	0.91%
<b>2024</b>	\$ 39.33	0.91%
<b>2025</b>	\$ 39.33	0.91%
<b>2026</b>	\$ 39.33	0.91%
<b>2027</b>	\$ 39.33	0.91%
<b>2028</b>	\$ 39.33	0.91%

**Conclusion**

LRWRA has presented a fair and balanced budget for 2023 with what projects to be a relatively stable revenue stream and amount of expenditures. LRWRA expects to meet all required goals and deadlines set forth in the Settlement Agreement dated September 12, 2001, between the LRWRC and the Sierra Club. LRWRA reached an agreement with the Sierra Club attorneys to extend the deadline from Dec 2018 to Dec 2023 for meeting the CAO. The deadline extension enabled LRWRA to allocate the necessary capital expenditures over a longer period, thus spreading out the additional debt supporting the capital expenditures as well. LRWRA's 2023 budget continues an organizational focus on improved customer service and environmental responsibility, not only for the near term but into the future as well, while containing costs.

## 2023 Consolidated Fee Schedule

### 1. FINANCE DEPARTMENT

- 1.1 Billing Fee**.....\$9.00  
Bills sent to customers by LRWRA
- 1.2 Insufficient Check Return Fee** .....\$29.00  
Customer bad checks returned on LRWRA's bank accounts
- 1.3 Non-Permitted Sewer Connection Fee** .....\$170.00  
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..... \$90.00  
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) ..... \$145.00  
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) \$195.00**

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 ..... \$455.00  
(Includes owner occupied and rental dwellings)
- 2.6.2 Commercial Units ..... \$680.00  
(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..... \$345.00
- 2.8.2 Escalating Noncompliance Fee - Continual Failure after 2.8.1..... \$510.00
- 2.8.3 Active Interceptor Overflow Investigation (each occurrence) ..... \$510.00
- 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) .....\$360.00
- 2.9.2 Annual Inspection (each meter and meter type) .....\$145.00
- 2.9.3 Replacement Meter Installation Fee (Active Account Only) .....\$360.00
- 2.9.4 Meter Re-Activation Fee (Applies to Lapsed Accounts ≥90 days).....\$360.00

**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).....\$165.00
- 2.10.2 FSP Annual Registration Renewal Fee (each FSP company)...\$165.00
- 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).....\$140.00
- 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 remedying public nuisance.....\$Cost + 15%

**3. ENVIRONMENTAL ASSESSMENT DEPARTMENT**

**3.1 Permitted Industrial Wastewater Discharge Fees**

- 3.1.1 New Permit Application Fee .....\$1,105.00
- 3.1.2 Permit Modification or Permit Transfer Fee (each action)  
Name Change: .....\$170.00  
Modification: .....\$550.00
- 3.1.3 Categorical Discharger (CIU) - Annual Permit Fee (each outfall).....\$2,870.00
- 3.1.4 Non-Significant CIU (1-100 GPD) - Annual Permit Fee\* .....\$1,235.00
- 3.1.5 Significant "CIU Zero" Discharger - Annual Permit Fee\* .....\$1,830.00
- 3.1.6 Non-Significant "CIU Zero" Discharger - Annual Permit Fee\* .....\$735.00
- 3.1.7 Categorical "Zero" Discharger (Domestic Only) - Annual Permit Fee\* ..\$700.00

**3.1.8** Significant Industrial User - Annual Permit Fee\* .....\$1,830.00  
**3.1.9** Other Regulated Industrial Users - Annual Permit Fee\* .....\$845.00  
**3.1.10** Other Regulated Ind. Users "Zero" Discharge - Annual Permit Fee\*.....\$455.00  
**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).....\$58.00

\* each outfall

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

**3.2.1** Domestic Septage Waste Hauler Disposal Fee (each load) .....\$95.00  
**3.2.2** Mobile Food/RV Disposal Fee (≤ 100 gal. capacity & each load).....\$23.00

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

**3.3.1** New Permit Application Fee (each facility).....\$900.00  
**3.3.2** Permit Modification or Permit Transfer Fee (each action)  
Name Change: .....\$170.00  
Modification: .....\$555.00  
**3.3.3** Domestic Septage Waste Haulers - Annual Permit Fee.....\$900.00  
**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).....\$58.00

**3.4 Permitted Landfill Owner/Operator Fees**

3.4.1	New Permit Application Fee (each facility).....	\$965.00
3.4.2	Permit Modification or Permit Transfer Fee (each action)	
	Name Change: .....	\$170.00
	Modification: .....	\$555.00
3.4.3	Landfill Operator - Annual Permit Fee .....	\$965.00
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).....	\$58.00

**3.5 Permitted Landfill Leachate Hauler Fees**

3.5.1	New Permit Application Fee (each facility).....	\$1,325.00
3.5.2	Permit Modification or Permit Transfer Fee (each action)	
	Name Change: .....	\$170.00
	Modification: .....	\$555.00
3.5.3	Landfill Leachate Hauler - Annual Permit Fee.....	\$1,330.00
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).....	\$58.00

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

3.6.1	Mobile Pressure Wash Operator New Permit Application .....	\$360.00
3.6.2	Mobile Pressure Wash Operator - Annual Permit Fee .....	\$360.00
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).....	\$58.00

### **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 ..... \$480.00  
(Duration of the Short-Term Authorization must be less than one year.)
- 3.7.2** New Special Discharge Permit - Application Fee.....\$460.00
- 3.7.3** New Special Discharge Permit - Annual Permit Fee (each outfall) .....\$460.00
- 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)...\$58.00

**Modified Statement of Cash Receipts and Disbursements**

	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>
	<i>Projected</i>	<i>Budget</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>
<b>Cash Flow Sufficiency</b>							
<b><u>Cash Inflow</u></b>							
Service Availability Charge	12,865,544	12,916,945	12,938,961	12,966,526	12,999,124	13,031,813	13,064,596
Volumetric Charge (Operations)	25,716,115	25,716,115	25,789,689	25,863,478	25,937,480	26,011,698	26,086,131
Volumetric Charge (Debt Repayment)	25,058,962	25,058,962	25,131,467	25,204,183	25,277,111	25,350,252	25,423,606
User Charge Revenue	\$ 63,640,620	\$ 63,692,021	\$ 63,860,117	\$ 64,034,187	\$ 64,213,715	\$ 64,393,763	\$ 64,574,332
Industrial Surcharge Revenue	1,343,975	1,350,695	1,357,448	1,364,236	1,371,057	1,377,912	1,384,802
Miscellaneous Revenue	1,514,413	2,015,965	2,090,238	2,018,994	1,924,693	1,740,823	1,563,854
Bond/Grant Proceeds	37,636,839	22,220,942	2,155,000	-	-	-	-
<b>Total: Source of Funds</b>	<b>\$ 104,135,847</b>	<b>\$ 89,279,623</b>	<b>\$ 69,462,803</b>	<b>\$ 67,417,417</b>	<b>\$ 67,509,465</b>	<b>\$ 67,512,498</b>	<b>\$ 67,522,988</b>
<b><u>Cash Outflow</u></b>							
Operating Expenses	\$ 30,265,309	\$ 32,732,765	\$ 33,791,419	\$ 34,291,496	\$ 35,418,337	\$ 36,489,205	\$ 37,699,042
Existing Debt Service	19,116,360	16,211,282	25,734,964	26,741,863	28,445,406	28,438,101	28,435,811
Proposed Debt Service	-	-	-	-	-	-	-
Rate Funded Capital	5,085,598	13,850,920	8,378,890	6,321,761	4,029,708	3,166,897	2,007,056
Bond/Grant Funded Capital	36,818,999	21,040,942	1,830,000	-	-	-	-
Reserve Funded Capital	-	-	4,250,000	5,916,438	9,828,294	9,316,067	1,773,689
Construction Interest Expense	581,840	855,000	-	-	-	-	-
<b>Total: Allocation of Funds</b>	<b>\$ 91,868,105</b>	<b>\$ 84,690,908</b>	<b>\$ 73,985,273</b>	<b>\$ 73,271,557</b>	<b>\$ 77,721,745</b>	<b>\$ 77,410,270</b>	<b>\$ 69,915,598</b>
<b>Revenue Surplus/(Deficit)</b>	<b>\$ 12,267,742</b>	<b>\$4,588,715</b>	<b>\$ (4,522,470)</b>	<b>(\$5,854,140)</b>	<b>(\$10,212,280)</b>	<b>(\$9,897,771)</b>	<b>(\$2,392,610)</b>
<b>Operating &amp; Debt Service Reserve</b>	<b>\$ 61,163,741</b>	<b>\$ 65,752,456</b>	<b>\$ 61,229,986</b>	<b>\$ 55,375,846</b>	<b>\$ 45,163,567</b>	<b>\$ 35,265,795</b>	<b>\$ 32,873,185</b>
Target (60 days O&M + debt service + rate funded capital)	\$ 9,077,878	\$ 10,465,828	\$ 9,222,792	\$ 9,526,020	\$ 10,106,773	\$ 10,373,385	\$ 11,255,933
<b>Debt Service Coverage</b>							
Revenues	\$ 66,499,008	\$ 67,058,681	\$ 67,307,803	\$ 67,417,417	\$ 67,509,465	\$ 67,512,498	\$ 67,522,988
Less Operating Expenses	30,265,309	32,732,765	33,791,419	34,291,496	35,418,337	36,489,205	37,699,042
Net Revenues available for Debt Service	\$ 36,233,700	\$ 34,325,917	\$ 33,516,384	\$ 33,125,921	\$ 32,091,128	\$ 31,023,293	\$ 29,823,946
<b>Average Annual Debt Service</b>	<b>\$ 18,319,067</b>	<b>\$ 18,293,348</b>	<b>\$ 19,373,783</b>	<b>\$ 18,108,536</b>	<b>\$ 17,800,203</b>	<b>\$ 17,405,936</b>	<b>\$ 16,981,622</b>
Debt Service Coverage Ratio	198%	188%	173%	183%	180%	178%	176%
Debt Coverage Target	120%	120%	120%	120%	120%	120%	120%



	<b>2021 ACTUAL</b>	<b>2022 FORECAST</b>	<b>2023 BUDGET</b>	<b>2024 PROJECTED</b>	<b>2025 PROJECTED</b>	<b>2026 PROJECTED</b>	<b>2027 PROJECTED</b>	<b>2028 PROJECTED</b>
<b>OPERATING REVENUE:</b>								
ASSESSMENTS LEVIED	63,528,673	63,640,620	63,692,021	63,860,117	64,034,187	64,213,715	64,393,763	64,574,332
INDUSTRIAL SURCHARGE	1,451,120	1,343,975	1,350,695	1,357,448	1,364,236	1,371,057	1,377,912	1,384,802
OTHER FEES AND INCOME	647,241	603,439	621,543	640,189	659,394	679,176	699,552	720,538
<b>TOTAL OPERATING INCOME</b>	<b>65,627,034</b>	<b>65,588,035</b>	<b>65,664,259</b>	<b>65,857,754</b>	<b>66,057,817</b>	<b>66,263,948</b>	<b>66,471,227</b>	<b>66,679,672</b>
<b>OPERATING EXPENSE:</b>								
SALARIES AND BENEFITS	16,531,106	19,758,859	20,808,185	21,656,648	22,325,306	23,014,024	23,870,263	24,759,532
SUPPLIES	2,239,201	2,450,185	2,749,505	2,828,495	2,884,961	2,942,660	3,030,940	3,121,868
CONTRACT MAINTENANCE	4,151,075	4,612,831	5,494,969	5,571,368	5,272,372	5,566,619	5,576,118	5,685,401
VEHICLE EXPENSE	402,299	482,844	528,900	539,478	550,268	561,273	578,111	595,454
UTILITIES	1,718,658	1,889,398	2,012,951	2,045,110	2,085,263	2,126,969	2,190,778	2,256,501
ADMINISTRATION	765,392	1,071,192	1,138,254	1,150,319	1,173,325	1,206,792	1,242,996	1,280,286
<b>TOTAL OPERATING EXPENSE</b>	<b>25,807,731</b>	<b>30,265,309</b>	<b>32,732,765</b>	<b>33,791,419</b>	<b>34,291,496</b>	<b>35,418,337</b>	<b>36,489,205</b>	<b>37,699,042</b>
<b>NET INCOME BEFORE DEPRECIATION</b>	<b>39,819,303</b>	<b>35,322,726</b>	<b>32,931,494</b>	<b>32,066,335</b>	<b>31,766,321</b>	<b>30,845,611</b>	<b>29,982,022</b>	<b>28,980,630</b>
DEPRECIATION	18,277,820	18,563,092	19,628,285	19,490,161	20,524,106	21,624,132	22,169,998	22,895,279
<b>NET INCOME AFTER DEPRECIATION</b>	<b>21,541,483</b>	<b>16,759,634</b>	<b>13,303,209</b>	<b>12,576,174</b>	<b>11,242,215</b>	<b>9,221,479</b>	<b>7,812,024</b>	<b>6,085,351</b>
<b>NON-OPERATING REVENUE:</b>								
INTEREST INCOME	462,920	796,643	1,259,423	1,315,049	1,224,600	1,107,517	903,271	705,316
GAIN ON DISPOSAL OF PROPERTY	19,318	37,445	60,000	60,000	60,000	63,000	63,000	63,000
UNREALIZED GAIN ON INVESTMENT	0	-	-	-	-	-	-	-
REPURCHASE PROGRAM / MISC	0	76,885	75,000	75,000	75,000	75,000	75,000	75,000
	482,238	910,974	1,394,423	1,450,049	1,359,600	1,245,517	1,041,271	843,316
<b>INCOME BEFORE NON-OPERATING EXPENSES</b>	<b>22,023,721</b>	<b>17,670,608</b>	<b>14,697,632</b>	<b>14,026,223</b>	<b>12,601,815</b>	<b>10,466,996</b>	<b>8,853,295</b>	<b>6,928,666</b>
<b>NON-OPERATING EXPENSES:</b>								
INTEREST ON LONG-TERM DEBT	12,239,498	12,120,409	12,544,125	12,171,977	11,411,283	10,513,836	9,752,864	9,226,501
LOSS ON DISPOSAL OF PROPERTY	108,219	-	-	-	-	-	-	-
LOSS ON INVESTMENTS	51,703	-	-	-	-	-	-	-
BOND ISSUE EXPENSE	1,042,590	-	75,000	-	-	-	-	-
	13,442,010	12,120,409	12,619,125	12,171,977	11,411,283	10,513,836	9,752,864	9,226,501
<b>NET INCOME</b>	<b>8,581,711</b>	<b>5,550,199</b>	<b>2,078,507</b>	<b>1,854,247</b>	<b>1,190,532</b>	<b>(46,840)</b>	<b>(899,569)</b>	<b>(2,297,835)</b>

O&M Expense Budget Comparative

**TOTAL UTILITY**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	13,261,414	13,942,568	13,632,653	14,358,587	14,940,174	15,401,189	15,876,035	16,365,126
EMPLOYEE BENEFITS	3,216,841	6,190,885	6,126,206	6,449,599	6,716,474	6,924,117	7,137,989	7,505,137
SUPPLIES	2,239,201	2,665,390	2,450,185	2,749,505	2,828,495	2,884,961	2,942,660	3,030,940
CONTRACT SERVICES	4,187,256	4,653,898	4,612,831	5,494,969	5,571,368	5,272,372	5,566,619	5,576,118
VEHICLE EXPENSE	402,297	397,900	482,844	528,900	539,478	550,268	561,273	578,111
UTILITIES	1,718,661	2,009,295	1,889,398	2,012,951	2,045,110	2,085,263	2,126,969	2,190,778
OUTREACH & ADMIN	545,303	826,996	792,393	872,346	869,093	886,475	904,204	931,330
INSURANCE	227,688	268,500	278,799	265,908	281,226	286,851	302,588	311,665
	25,798,661	30,955,432	30,265,309	32,732,765	33,791,419	34,291,496	35,418,337	36,489,205
COMMISSION	38,920	70,533	70,533	71,296	72,722	74,176	75,660	77,930
ADMINISTRATION	1,142,146	1,546,410	1,432,240	1,619,804	1,627,177	1,670,717	1,715,458	1,774,288
FINANCE	2,601,946	3,112,261	2,867,091	3,105,144	3,200,406	3,283,118	3,368,046	3,481,464
ENGINEERING	1,785,161	2,403,940	2,604,180	2,734,208	2,804,001	2,550,838	2,624,780	2,716,518
INFORMATION SERVICES	2,147,420	2,533,638	2,517,858	2,544,742	2,610,120	2,677,240	2,746,150	2,837,697
MAINTENANCE	7,208,372	8,877,117	8,145,491	9,373,697	9,635,085	9,903,919	10,180,414	10,539,604
OPERATIONS	5,061,452	5,996,568	6,116,077	6,751,009	6,907,355	7,075,061	7,247,780	7,484,190
EA	1,429,296	1,739,865	1,456,541	1,953,949	1,905,065	1,959,726	2,015,977	2,087,224
FACILITIES & EQUIPMENT	3,659,399	4,375,756	4,141,741	4,396,967	4,618,553	4,657,283	4,975,376	4,984,038
LEGAL	724,548	906,344	913,555	1,015,190	1,042,895	1,071,377	1,100,656	1,138,211
PROJECTED VACANCY SAVINGS	-	(607,000)	-	(833,240)	(631,960)	(631,960)	(631,960)	(631,960)
	25,798,661	30,955,432	30,265,309	32,732,765	33,791,419	34,291,496	35,418,337	36,489,205
SUPPORT SERVICES	9,869,438	12,312,991	11,862,000	13,044,333	13,262,386	13,287,193	13,646,727	14,113,333
OPERATIONS	8,720,851	10,372,324	10,257,817	11,147,975	11,525,908	11,732,344	12,223,156	12,468,229
MAINTENANCE	7,208,372	8,877,117	8,145,491	9,373,697	9,635,085	9,903,919	10,180,414	10,539,604
PROJECTED VACANCY SAVINGS	-	(607,000)	-	(833,240)	(631,960)	(631,960)	(631,960)	(631,960)
	25,798,661	30,955,432	30,265,309	32,732,765	33,791,419	34,291,496	35,418,337	36,489,205

O&M Expense Budget Comparative

DESCRIPTION	'-----2022 PROJECTED TO 2022 BUDGET -----			-----2023 BUDGET TO 2022 BUDGET-----			2023 BUDGET
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2022 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	13,632,653	(309,915)	(2.22%)	13,942,568	416,019	2.98%	14,358,587
EMPLOYEE BENEFITS	6,126,206	(64,679)	(1.04%)	6,190,885	258,714	4.18%	6,449,599
SUPPLIES	2,450,185	(215,205)	(8.07%)	2,665,390	84,115	3.16%	2,749,505
CONTRACT SERVICES	4,612,831	(41,067)	(0.88%)	4,653,898	841,071	18.07%	5,494,969
VEHICLE EXPENSE	482,844	84,944	21.35%	397,900	131,000	32.92%	528,900
UTILITIES	1,889,398	(119,897)	(5.97%)	2,009,295	3,656	0.18%	2,012,951
OUTREACH & ADMIN	792,393	(34,603)	(4.18%)	826,996	45,350	5.48%	872,346
INSURANCE	278,799	10,299	3.84%	268,500	(2,592)	(0.97%)	265,908
COMMISSION EXPENSE	0	-	0.00%	-	-	0.00%	-
<b>Total</b>	<b>30,265,309</b>	<b>(690,123)</b>	<b>(2.23%)</b>	<b>30,955,432</b>	<b>1,777,333</b>	<b>5.74%</b>	<b>32,732,765</b>

DESCRIPTION	'-----2023 BUDGET TO 2022 PROJECTED -----			-----2015 RATE STUDY TO 2023 BUDGET-----			2015 RATE MODEL
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	13,632,653	725,934	5.32%	14,358,587	(206,379)	(1.44%)	14,152,208
EMPLOYEE BENEFITS	6,126,206	323,393	5.28%	6,449,599	870,987	13.50%	7,320,586
SUPPLIES	2,450,185	299,320	12.22%	2,749,505	548,814	19.96%	3,298,319
CONTRACT SERVICES	4,612,831	882,138	19.12%	5,494,969	(1,255,358)	(22.85%)	4,239,611
VEHICLE EXPENSE	482,844	46,056	9.54%	528,900	87,278	16.50%	616,178
UTILITIES	1,889,398	123,553	6.54%	2,012,951	626,602	31.13%	2,639,553
OUTREACH & ADMIN	792,393	79,953	10.09%	872,346	303,826	34.83%	1,176,172
INSURANCE	278,799	(12,891)	(4.62%)	265,908	61,577	23.16%	327,485
<b>Total</b>	<b>30,265,309</b>	<b>2,467,456</b>	<b>8.15%</b>	<b>32,732,765</b>	<b>1,037,347</b>	<b>3.17%</b>	<b>33,770,112</b>

O&M Expense Budget Comparative

**COMMISSION**

Description	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	-	-	-	-	-	-	-	-
EMPLOYEE BENEFITS	-	-	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-	-	-
CONTRACT SERVICES	-	-	-	-	-	-	-	-
VEHICLE EXPENSE	-	-	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-	-	-
OUTREACH & ADMIN	38,073	69,046	69,046	69,796	71,192	72,616	74,068	76,290
INSURANCE	847	1,487	1,487	1,500	1,530	1,561	1,592	1,640
	<b>38,920</b>	<b>70,533</b>	<b>70,533</b>	<b>71,296</b>	<b>72,722</b>	<b>74,176</b>	<b>75,660</b>	<b>77,930</b>
COMMISSION	38,920	70,533	70,533	71,296	72,722	74,176	75,660	77,930
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
EA	-	-	-	-	-	-	-	-
FACILITIES & EQUIPMENT	-	-	-	-	-	-	-	-
	<b>38,920</b>	<b>70,533</b>	<b>70,533</b>	<b>71,296</b>	<b>72,722</b>	<b>74,176</b>	<b>75,660</b>	<b>77,930</b>
SUPPORT SERVICES	38,920	70,533	70,533	71,296	72,722	74,176	75,660	77,930
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>38,920</b>	<b>70,533</b>	<b>70,533</b>	<b>71,296</b>	<b>72,722</b>	<b>74,176</b>	<b>75,660</b>	<b>77,930</b>

O&M Expense Budget Comparative

**COMMISSION**

DESCRIPTION	'-----2022 PROJECTED TO 2022 BUDGET -----			-----2023 BUDGET TO 2022 BUDGET-----			2023 BUDGET
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2022 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	-	-	-	-	-	-	-
EMPLOYEE BENEFITS	-	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-	-
CONTRACT SERVICES	-	-	-	-	-	-	-
VEHICLE EXPENSE	-	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-	-
OUTREACH & ADMIN	69,046	-	0.00%	69,046	750	1.09%	69,796
INSURANCE	1,487	-	0.00%	1,487	13	0.87%	1,500
<b>Total</b>	<b>70,533</b>	<b>-</b>	<b>0.00%</b>	<b>70,533</b>	<b>763</b>	<b>1.08%</b>	<b>71,296</b>

**COMMISSION**

DESCRIPTION	'-----2023 BUDGET TO 2022 PROJECTED -----			-----2015 RATE STUDY TO 2023 BUDGET-----			2015 RATE MODEL
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	-	-	-	-	-	-	-
EMPLOYEE BENEFITS	-	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-	-
CONTRACT SERVICES	-	-	-	-	-	-	-
VEHICLE EXPENSE	-	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-	-
OUTREACH & ADMIN	69,046	750	1.09%	69,796	(23,677)	(33.92%)	46,119
INSURANCE	1,487	13	0.87%	1,500	985	65.67%	2,485
<b>Total</b>	<b>70,533</b>	<b>763</b>	<b>1.08%</b>	<b>71,296</b>	<b>(22,692)</b>	<b>(31.83%)</b>	<b>48,604</b>

O&M Expense Budget Comparative

**ADMINISTRATION**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	668,080	697,250	706,314	730,545	752,461	775,035	798,286	822,235
EMPLOYEE BENEFITS	178,616	321,982	312,336	337,082	347,194	357,610	368,338	386,755
SUPPLIES	7,042	12,400	9,571	12,900	13,158	13,421	13,690	14,100
CONTRACT SERVICES	114,485	225,500	141,902	225,500	230,010	234,610	239,302	246,481
VEHICLE EXPENSE	17,014	18,000	16,707	18,000	18,360	18,727	19,102	19,675
UTILITIES	10,602	14,500	4,874	10,000	10,200	10,404	10,612	10,930
OUTREACH & ADMIN	144,562	254,500	238,287	283,500	253,470	258,539	263,710	271,621
INSURANCE	1,745	2,278	2,249	2,278	2,324	2,370	2,417	2,490
	<u>1,142,146</u>	<u>1,546,410</u>	<u>1,432,240</u>	<u>1,619,804</u>	<u>1,627,177</u>	<u>1,670,717</u>	<u>1,715,458</u>	<u>1,774,288</u>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	1,142,146	1,546,410	1,432,240	1,619,804	1,627,177	1,670,717	1,715,458	1,774,288
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
EA	-	-	-	-	-	-	-	-
FACILITIES & EQUIPMENT	-	-	-	-	-	-	-	-
	<u>1,142,146</u>	<u>1,546,410</u>	<u>1,432,240</u>	<u>1,619,804</u>	<u>1,627,177</u>	<u>1,670,717</u>	<u>1,715,458</u>	<u>1,774,288</u>
SUPPORT SERVICES	1,142,146	1,546,410	1,432,240	1,619,804	1,627,177	1,670,717	1,715,458	1,774,288
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
C.W.I.P.	-	-	-	-	-	-	-	-
	<u>1,142,146</u>	<u>1,546,410</u>	<u>1,432,240</u>	<u>1,619,804</u>	<u>1,627,177</u>	<u>1,670,717</u>	<u>1,715,458</u>	<u>1,774,288</u>

O&M Expense Budget Comparative

DESCRIPTION	'-----2022 PROJECTED TO 2022 BUDGET -----			-----2023 BUDGET TO 2022 BUDGET-----			2023 BUDGET
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2022 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	706,314	9,064	1.30%	697,250	33,295	4.78%	730,545
EMPLOYEE BENEFITS	312,336	(9,646)	(3.00%)	321,982	15,099	4.69%	337,082
SUPPLIES	9,571	(2,829)	(22.81%)	12,400	500	4.03%	12,900
CONTRACT SERVICES	141,902	(83,598)	(37.07%)	225,500	-	0.00%	225,500
VEHICLE EXPENSE	16,707	(1,293)	(7.18%)	18,000	-	0.00%	18,000
UTILITIES	4,874	(9,626)	(66.38%)	14,500	(4,500)	(31.03%)	10,000
OUTREACH & ADMIN	238,287	(16,213)	(6.37%)	254,500	29,000	11.39%	283,500
INSURANCE	2,249	(29)	(1.27%)	2,278	-	0.00%	2,278
COMMISSION EXPENSE	-	-	-	-	-	-	-
<b>Total</b>	<b>1,432,240</b>	<b>(114,170)</b>	<b>(7.38%)</b>	<b>1,546,410</b>	<b>73,394</b>	<b>4.75%</b>	<b>1,619,804</b>

DESCRIPTION	'-----2023 BUDGET TO 2022 PROJECTED -----			-----2015 RATE STUDY TO 2023 BUDGET-----			2015 RATE MODEL
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	706,314	24,231	3.43%	730,545	412,855	56.51%	1,143,400
EMPLOYEE BENEFITS	312,336	24,745	7.92%	337,082	255,874	75.91%	592,956
SUPPLIES	9,571	3,329	34.78%	12,900	81,452	631.41%	94,352
CONTRACT SERVICES	141,902	83,598	58.91%	225,500	103,300	45.81%	328,800
VEHICLE EXPENSE	16,707	1,293	7.74%	18,000	6,846	38.03%	24,846
UTILITIES	4,874	5,126	105.16%	10,000	1,181	11.81%	11,181
OUTREACH & ADMIN	238,287	45,213	18.97%	283,500	(127,763)	(45.07%)	155,737
INSURANCE	2,249	29	1.28%	2,278	3,561	156.32%	5,839
<b>Total</b>	<b>1,432,240</b>	<b>187,564</b>	<b>13.10%</b>	<b>1,619,804</b>	<b>737,307</b>	<b>45.52%</b>	<b>2,357,111</b>

O&M Expense Budget Comparative

**FINANCE**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	1,090,582	1,246,017	1,135,869	1,249,639	1,287,128	1,325,742	1,365,514	1,406,480
EMPLOYEE BENEFITS	275,263	556,974	486,100	566,305	583,294	600,793	618,817	649,757
SUPPLIES	25,550	72,400	32,264	42,400	43,248	44,113	44,995	46,345
CONTRACT SERVICES	1,035,430	1,072,300	1,062,810	1,095,800	1,117,716	1,140,070	1,162,872	1,197,758
VEHICLE EXPENSE	8,002	8,700	8,281	8,700	8,874	9,051	9,233	9,509
UTILITIES	6,030	6,000	6,611	7,500	7,650	7,803	7,959	8,198
OUTREACH & ADMIN	157,616	144,900	129,987	129,900	147,498	150,448	153,457	158,061
INSURANCE	3,473	4,970	5,169	4,900	4,998	5,098	5,200	5,356
	<u>2,601,946</u>	<u>3,112,261</u>	<u>2,867,091</u>	<u>3,105,144</u>	<u>3,200,406</u>	<u>3,283,118</u>	<u>3,368,046</u>	<u>3,481,464</u>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	2,601,946	3,112,261	2,867,091	3,105,144	3,200,406	3,283,118	3,368,046	3,481,464
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
EA	-	-	-	-	-	-	-	-
FACILITIES & EQUIPMENT	-	-	-	-	-	-	-	-
	<u>2,601,946</u>	<u>3,112,261</u>	<u>2,867,091</u>	<u>3,105,144</u>	<u>3,200,406</u>	<u>3,283,118</u>	<u>3,368,046</u>	<u>3,481,464</u>
SUPPORT SERVICES	2,601,946	3,112,261	2,867,091	3,105,144	3,200,406	3,283,118	3,368,046	3,481,464
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<u>2,601,946</u>	<u>3,112,261</u>	<u>2,867,091</u>	<u>3,105,144</u>	<u>3,200,406</u>	<u>3,283,118</u>	<u>3,368,046</u>	<u>3,481,464</u>



O&M Expense Budget Comparative

FINANCE	'-----2022 PROJECTED TO 2022 BUDGET -----			-----2023 BUDGET TO 2022 BUDGET-----			
	2021 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2021 BUDGET	OVR/(UND)	\$ OVR/(UND)	2022 BUDGET
DESCRIPTION							
SALARY	1,135,869	(110,147)	(8.84%)	1,246,017	3,622	0.29%	1,249,639
EMPLOYEE BENEFITS	486,100	(70,875)	(12.72%)	556,974	9,331	1.68%	566,305
SUPPLIES	32,264	(40,136)	(55.44%)	72,400	(30,000)	(41.44%)	42,400
CONTRACT SERVICES	1,062,810	(9,490)	(0.89%)	1,072,300	23,500	2.19%	1,095,800
VEHICLE EXPENSE	8,281	(419)	(4.82%)	8,700	-	0.00%	8,700
UTILITIES	6,611	611	10.19%	6,000	1,500	25.00%	7,500
OUTREACH & ADMIN	129,987	(14,913)	(10.29%)	144,900	(15,000)	(10.35%)	129,900
INSURANCE	5,169	199	4.01%	4,970	(70)	(1.41%)	4,900
Total	2,867,091	(245,170)	(7.88%)	3,112,261	(7,117)	(0.23%)	3,105,144

FINANCE	'-----2023 BUDGET TO 2022 PROJECTED -----			-----2015 RATE STUDY TO 2023 BUDGET-----			
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
DESCRIPTION							
SALARY	1,135,869	113,769	9.10%	1,249,639	(333,015)	(26.65%)	916,624
EMPLOYEE BENEFITS	486,100	80,205	14.16%	566,305	(57,865)	(10.22%)	508,440
SUPPLIES	32,264	10,136	23.91%	42,400	(14,511)	(34.22%)	27,889
CONTRACT SERVICES	1,062,810	32,990	3.01%	1,095,800	42,885	3.91%	1,138,685
VEHICLE EXPENSE	8,281	419	4.82%	8,700	1,859	21.37%	10,559
UTILITIES	6,611	889	11.85%	7,500	1,507	20.09%	9,007
OUTREACH & ADMIN	129,987	(87)	(0.07%)	129,900	506,154	389.65%	636,054
INSURANCE	5,169	(269)	(5.49%)	4,900	4,666	95.22%	9,566
Total	2,867,091	238,052	7.67%	3,105,144	151,680	4.88%	3,256,824

O&M Expense Budget Comparative

**ENGINEERING**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	1,371,817	1,404,712	1,478,065	1,566,305	1,613,294	1,661,693	1,711,544	1,762,890
EMPLOYEE BENEFITS	(12,653)	480,769	690,990	594,603	612,441	630,814	649,739	682,226
SUPPLIES	35,266	52,000	54,326	74,500	75,990	77,510	79,060	81,432
CONTRACT SERVICES	261,194	373,100	207,966	373,100	374,062	50,043	51,044	52,575
VEHICLE EXPENSE	45,327	29,000	72,416	60,000	61,200	62,424	63,672	65,583
UTILITIES	17,970	19,500	21,779	21,000	21,420	21,848	22,285	22,954
OUTREACH & ADMIN	57,848	33,200	66,754	33,300	33,966	34,645	35,338	36,398
INSURANCE	8,392	11,659	11,884	11,400	11,628	11,861	12,098	12,461
	-	-	-	-	-	-	-	-
	1,785,161	2,403,940	2,604,180	2,734,208	2,804,001	2,550,838	2,624,780	2,716,518
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	1,785,161	2,403,940	2,604,180	2,734,208	2,804,001	2,550,838	2,624,780	2,716,518
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
EA	-	-	-	-	-	-	-	-
FACILITIES & EQUIPMENT	-	-	-	-	-	-	-	-
	1,785,161	2,403,940	2,604,180	2,734,208	2,804,001	2,550,838	2,624,780	2,716,518
SUPPORT SERVICES	1,785,161	2,403,940	2,604,180	2,734,208	2,804,001	2,550,838	2,624,780	2,716,518
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	1,785,161	2,403,940	2,604,180	2,734,208	2,804,001	2,550,838	2,624,780	2,716,518

O&M Expense Budget Comparative

**ENGINEERING**

DESCRIPTION	'-----2022 PROJECTED TO 2022 BUDGET -----			-----2023 BUDGET TO 2022 BUDGET-----			2023 BUDGET
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2022 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	1,478,065	73,353	5.22%	1,404,712	161,593	11.50%	1,566,305
EMPLOYEE BENEFITS	690,990	210,221	43.73%	480,769	113,834	23.68%	594,603
SUPPLIES	54,326	2,326	4.47%	52,000	22,500	43.27%	74,500
CONTRACT SERVICES	207,966	(165,134)	(44.26%)	373,100	-	0.00%	373,100
VEHICLE EXPENSE	72,416	43,416	149.71%	29,000	31,000	106.90%	60,000
UTILITIES	21,779	2,279	11.69%	19,500	1,500	7.69%	21,000
OUTREACH & ADMIN	66,754	33,554	101.07%	33,200	100	0.30%	33,300
INSURANCE	11,884	225	1.93%	11,659	(259)	(2.22%)	11,400
<b>Total</b>	<b>2,604,180</b>	<b>200,240</b>	<b>8.33%</b>	<b>2,403,940</b>	<b>330,268</b>	<b>13.74%</b>	<b>2,734,208</b>

**ENGINEERING**

DESCRIPTION	'-----2023 BUDGET TO 2022 PROJECTED -----			-----2015 RATE STUDY TO 2023 BUDGET-----			2015 RATE MODEL
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	1,478,065	88,240	5.97%	1,566,305	(246,911)	(15.76%)	1,319,394
EMPLOYEE BENEFITS	690,990	(96,388)	(13.95%)	594,603	(181,414)	(30.51%)	413,189
SUPPLIES	54,326	20,174	37.14%	74,500	(12,137)	(16.29%)	62,363
CONTRACT SERVICES	207,966	165,134	79.40%	373,100	(203,824)	(54.63%)	169,276
VEHICLE EXPENSE	72,416	(12,416)	(17.15%)	60,000	(22,731)	(37.89%)	37,269
UTILITIES	21,779	(779)	(3.58%)	21,000	(4,850)	(23.10%)	16,150
OUTREACH & ADMIN	66,754	(33,454)	(50.12%)	33,300	(2,802)	(8.41%)	30,498
INSURANCE	11,884	(484)	(4.08%)	11,400	3,508	30.77%	14,908
<b>Total</b>	<b>2,604,180</b>	<b>130,028</b>	<b>4.99%</b>	<b>2,734,208</b>	<b>(671,161)</b>	<b>(24.55%)</b>	<b>2,063,047</b>

O&M Expense Budget Comparative

**INFORMATION SERVICES**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	920,544	1,016,432	976,008	1,029,042	1,059,914	1,091,711	1,124,462	1,158,196
EMPLOYEE BENEFITS	243,014	411,167	396,639	419,275	431,854	444,809	458,154	481,061
SUPPLIES	221,621	226,850	210,300	211,850	216,087	220,409	224,817	231,561
CONTRACT SERVICES	550,346	634,853	719,617	625,774	638,289	651,055	664,076	683,999
VEHICLE EXPENSE	6,626	7,500	7,403	7,500	7,650	7,803	7,959	8,198
UTILITIES	194,279	190,500	177,953	203,500	207,570	211,721	215,956	222,435
OUTREACH & ADMIN	8,314	42,000	25,935	44,000	44,880	45,778	46,693	48,094
INSURANCE	2,676	4,336	4,003	3,800	3,876	3,954	4,033	4,154
	<u>2,147,420</u>	<u>2,533,638</u>	<u>2,517,858</u>	<u>2,544,742</u>	<u>2,610,120</u>	<u>2,677,240</u>	<u>2,746,150</u>	<u>2,837,697</u>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	2,147,420	2,533,638	2,517,858	2,544,742	2,610,120	2,677,240	2,746,150	2,837,697
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
EA	-	-	-	-	-	-	-	-
FACILITIES & EQUIPMENT	-	-	-	-	-	-	-	-
	<u>2,147,420</u>	<u>2,533,638</u>	<u>2,517,858</u>	<u>2,544,742</u>	<u>2,610,120</u>	<u>2,677,240</u>	<u>2,746,150</u>	<u>2,837,697</u>
SUPPORT SERVICES	2,147,420	2,533,638	2,517,858	2,544,742	2,610,120	2,677,240	2,746,150	2,837,697
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<u>2,147,420</u>	<u>2,533,638</u>	<u>2,517,858</u>	<u>2,544,742</u>	<u>2,610,120</u>	<u>2,677,240</u>	<u>2,746,150</u>	<u>2,837,697</u>

O&M Expense Budget Comparative

**INFORMATION SERVICES**

'-----2022 PROJECTED TO 2022 BUDGET -----      -----2023 BUDGET TO 2022 BUDGET-----

DESCRIPTION	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2022 BUDGET	OVR/(UND)	\$ OVR/(UND)	2023 BUDGET
SALARY	976,008	(40,423)	(3.98%)	1,016,432	12,611	1.24%	1,029,042
EMPLOYEE BENEFITS	396,639	(14,529)	(3.53%)	411,167	8,108	1.97%	419,275
SUPPLIES	210,300	(16,550)	(7.30%)	226,850	(15,000)	(6.61%)	211,850
CONTRACT SERVICES	719,617	84,764	13.35%	634,853	(9,079)	(1.43%)	625,774
VEHICLE EXPENSE	7,403	(97)	(1.29%)	7,500	-	0.00%	7,500
UTILITIES	177,953	(12,547)	(6.59%)	190,500	13,000	6.82%	203,500
OUTREACH & ADMIN	25,935	(16,065)	(38.25%)	42,000	2,000	4.76%	44,000
INSURANCE	4,003	(333)	(7.68%)	4,336	(536)	(12.36%)	3,800
<b>Total</b>	<b>2,517,858</b>	<b>(15,780)</b>	<b>(0.62%)</b>	<b>2,533,638</b>	<b>11,104</b>	<b>0.44%</b>	<b>2,544,742</b>

**INFORMATION SERVICES**

'-----2023 BUDGET TO 2022 PROJECTED -----      -----2015 RATE STUDY TO 2023 BUDGET-----

DESCRIPTION	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	976,008	53,034	5.43%	1,029,042	(116,316)	(11.30%)	912,726
EMPLOYEE BENEFITS	396,639	22,637	5.71%	419,275	12,717	3.03%	431,992
SUPPLIES	210,300	1,550	0.74%	211,850	54,622	25.78%	266,472
CONTRACT SERVICES	719,617	(93,843)	(13.04%)	625,774	(187,618)	(29.98%)	438,156
VEHICLE EXPENSE	7,403	97	1.31%	7,500	12,377	165.03%	19,877
UTILITIES	177,953	25,547	14.36%	203,500	1,180	0.58%	204,680
OUTREACH & ADMIN	25,935	18,065	69.65%	44,000	19,108	43.43%	63,108
INSURANCE	4,003	(203)	(5.07%)	3,800	(1,812)	(47.68%)	1,988
<b>Total</b>	<b>2,517,858</b>	<b>26,883</b>	<b>1.07%</b>	<b>2,544,742</b>	<b>(205,743)</b>	<b>(8.09%)</b>	<b>2,338,999</b>

O&M Expense Budget Comparative

**MAINTENANCE**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	4,327,472	4,735,525	4,345,792	4,930,771	5,078,694	5,231,055	5,387,986	5,549,626
EMPLOYEE BENEFITS	1,174,945	2,350,133	2,057,506	2,460,711	2,534,532	2,610,568	2,688,885	2,823,329
SUPPLIES	589,387	622,200	633,854	636,200	648,924	661,902	675,141	695,395
CONTRACT SERVICES	826,717	835,745	719,388	921,000	939,420	958,208	977,373	1,006,694
VEHICLE EXPENSE	196,069	207,500	241,779	296,000	301,920	307,958	314,118	323,541
UTILITIES	38,164	42,000	47,687	45,000	45,900	46,818	47,754	49,187
OUTREACH & ADMIN	16,076	34,000	48,768	34,000	34,680	35,374	36,081	37,164
INSURANCE	39,542	50,015	50,717	50,015	51,015	52,036	53,076	54,669
	<u>7,208,372</u>	<u>8,877,117</u>	<u>8,145,491</u>	<u>9,373,697</u>	<u>9,635,085</u>	<u>9,903,919</u>	<u>10,180,414</u>	<u>10,539,604</u>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	7,208,372	8,877,117	8,145,491	9,373,697	9,635,085	9,903,919	10,180,414	10,539,604
OPERATIONS	-	-	-	-	-	-	-	-
EA	-	-	-	-	-	-	-	-
FACILITIES & EQUIPMENT	-	-	-	-	-	-	-	-
	<u>7,208,372</u>	<u>8,877,117</u>	<u>8,145,491</u>	<u>9,373,697</u>	<u>9,635,085</u>	<u>9,903,919</u>	<u>10,180,414</u>	<u>10,539,604</u>
SUPPORT SERVICES	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	7,208,372	8,877,117	8,145,491	9,373,697	9,635,085	9,903,919	10,180,414	10,539,604
	<u>7,208,372</u>	<u>8,877,117</u>	<u>8,145,491</u>	<u>9,373,697</u>	<u>9,635,085</u>	<u>9,903,919</u>	<u>10,180,414</u>	<u>10,539,604</u>

O&M Expense Budget Comparative

**MAINTENANCE**

'-----2022 PROJECTED TO 2022 BUDGET -----      -----2023 BUDGET TO 2022 BUDGET-----

DESCRIPTION	2022	\$		2022		\$	2023
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	4,345,792	(389,732)	(8.23%)	4,735,525	195,246	4.12%	4,930,771
EMPLOYEE BENEFITS	2,057,506	(292,626)	(12.45%)	2,350,133	110,578	4.71%	2,460,711
SUPPLIES	633,854	11,654	1.87%	622,200	14,000	2.25%	636,200
CONTRACT SERVICES	719,388	(116,357)	(13.92%)	835,745	85,255	10.20%	921,000
VEHICLE EXPENSE	241,779	34,279	16.52%	207,500	88,500	42.65%	296,000
UTILITIES	47,687	5,687	13.54%	42,000	3,000	7.14%	45,000
OUTREACH & ADMIN	48,768	14,768	43.43%	34,000	-	0.00%	34,000
INSURANCE	50,717	702	1.40%	50,015	-	0.00%	50,015
<b>Total</b>	<b>8,145,491</b>	<b>(731,626)</b>	<b>(8.24%)</b>	<b>8,877,117</b>	<b>496,579</b>	<b>5.59%</b>	<b>9,373,697</b>

**MAINTENANCE**

'-----2023 BUDGET TO 2022 PROJECTED -----      -----2015 RATE STUDY TO 2023 BUDGET-----

DESCRIPTION	2022	\$		2023		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	4,345,792	584,978	13.46%	4,930,771	(94,210)	(1.91%)	4,836,561
EMPLOYEE BENEFITS	2,057,506	403,205	19.60%	2,460,711	233,681	9.50%	2,694,392
SUPPLIES	633,854	2,346	0.37%	636,200	117,995	18.55%	754,195
CONTRACT SERVICES	719,388	201,612	28.03%	921,000	(437,624)	(47.52%)	483,376
VEHICLE EXPENSE	241,779	54,221	22.43%	296,000	30,723	10.38%	326,723
UTILITIES	47,687	(2,687)	(5.64%)	45,000	344	0.76%	45,344
OUTREACH & ADMIN	48,768	(14,768)	(30.28%)	34,000	5,132	15.09%	39,132
INSURANCE	50,717	(702)	(1.38%)	50,015	21,044	42.08%	71,059
<b>Total</b>	<b>8,145,491</b>	<b>1,228,205</b>	<b>15.08%</b>	<b>9,373,697</b>	<b>(122,915)</b>	<b>(1.31%)</b>	<b>9,250,782</b>

O&M Expense Budget Comparative

**OPERATIONS**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	1,983,509	2,006,816	1,996,424	2,074,212	2,136,438	2,200,532	2,266,547	2,334,544
EMPLOYEE BENEFITS	532,560	869,171	801,225	868,346	894,396	921,228	948,865	996,308
SUPPLIES	432,191	582,100	595,062	745,515	760,425	775,634	791,146	814,881
CONTRACT SERVICES	605,060	730,200	1,006,546	1,280,200	1,305,804	1,331,920	1,358,558	1,399,315
VEHICLE EXPENSE	24,956	17,000	23,831	25,000	25,500	26,010	26,530	27,326
UTILITIES	1,305,987	1,569,195	1,467,833	1,535,651	1,558,264	1,588,680	1,620,454	1,669,068
OUTREACH & ADMIN	78,231	114,000	108,611	114,000	116,280	118,606	120,978	124,607
INSURANCE	98,959	108,085	116,544	108,085	110,247	112,452	114,701	118,142
	5,061,452	5,996,568	6,116,077	6,751,009	6,907,355	7,075,061	7,247,780	7,484,190
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	5,061,452	5,996,568	6,116,077	6,751,009	6,907,355	7,075,061	7,247,780	7,484,190
EA	-	-	-	-	-	-	-	-
FACILITIES & EQUIPMENT	-	-	-	-	-	-	-	-
	5,061,452	5,996,568	6,116,077	6,751,009	6,907,355	7,075,061	7,247,780	7,484,190
SUPPORT SERVICES	-	-	-	-	-	-	-	-
OPERATIONS	5,061,452	5,996,568	6,116,077	6,751,009	6,907,355	7,075,061	7,247,780	7,484,190
MAINTENANCE	-	-	-	-	-	-	-	-
	5,061,452	5,996,568	6,116,077	6,751,009	6,907,355	7,075,061	7,247,780	7,484,190



O&M Expense Budget Comparative

**OPERATIONS**

'-----2022 PROJECTED TO 2022 BUDGET -----      -----2023 BUDGET TO 2022 BUDGET-----

DESCRIPTION	2022	\$		2022		\$	2023
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	1,996,424	(10,393)	(0.52%)	2,006,816	67,396	3.36%	2,074,212
EMPLOYEE BENEFITS	801,225	(67,946)	(7.82%)	869,171	(826)	(0.10%)	868,346
SUPPLIES	595,062	12,962	2.23%	582,100	163,415	28.07%	745,515
CONTRACT SERVICES	1,006,546	276,346	37.85%	730,200	550,000	75.32%	1,280,200
VEHICLE EXPENSE	23,831	6,831	40.18%	17,000	8,000	47.06%	25,000
UTILITIES	1,467,833	(101,362)	(6.46%)	1,569,195	(33,544)	(2.14%)	1,535,651
OUTREACH & ADMIN	108,611	(5,389)	(4.73%)	114,000	-	0.00%	114,000
INSURANCE	116,544	8,459	7.83%	108,085	-	0.00%	108,085
<b>Total</b>	<b>6,116,077</b>	<b>119,509</b>	<b>1.99%</b>	<b>5,996,568</b>	<b>754,441</b>	<b>12.58%</b>	<b>6,751,009</b>

**OPERATIONS**

'-----2023 BUDGET TO 2022 PROJECTED -----      -----2015 RATE STUDY TO 2023 BUDGET-----

DESCRIPTION	2022	\$		2023		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	1,996,424	77,788	3.90%	2,074,212	(43,561)	(2.10%)	2,030,651
EMPLOYEE BENEFITS	801,225	67,120	8.38%	868,346	201,752	23.23%	1,070,098
SUPPLIES	595,062	150,453	25.28%	745,515	169,998	22.80%	915,513
CONTRACT SERVICES	1,006,546	273,654	27.19%	1,280,200	(574,392)	(44.87%)	705,808
VEHICLE EXPENSE	23,831	1,169	4.90%	25,000	(9,223)	(36.89%)	15,777
UTILITIES	1,467,833	67,818	4.62%	1,535,651	613,910	39.98%	2,149,561
OUTREACH & ADMIN	108,611	5,389	4.96%	114,000	12,341	10.83%	126,341
INSURANCE	116,544	(8,459)	(7.26%)	108,085	(13,205)	(12.22%)	94,880
<b>Total</b>	<b>6,116,077</b>	<b>634,932</b>	<b>10.38%</b>	<b>6,751,009</b>	<b>357,620</b>	<b>5.30%</b>	<b>7,108,629</b>

O&M Expense Budget Comparative

**ENVIRONMENTAL ASSESSMENT**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	977,947	1,037,485	834,461	1,117,031	1,148,482	1,182,936	1,218,424	1,254,977
EMPLOYEE BENEFITS	275,777	475,232	388,132	492,688	507,469	522,693	538,374	565,292
SUPPLIES	90,683	119,600	100,400	130,100	132,702	135,356	138,063	142,205
CONTRACT SERVICES	48,285	59,200	90,665	159,580	60,772	61,987	63,227	65,124
VEHICLE EXPENSE	17,531	17,000	15,022	17,500	17,850	18,207	18,571	19,128
UTILITIES	7,057	6,000	6,903	8,100	8,262	8,427	8,596	8,854
OUTREACH & ADMIN	7,161	18,850	14,316	22,650	23,103	23,565	24,036	24,757
INSURANCE	4,855	6,498	6,644	6,300	6,426	6,555	6,686	6,886
	<b>1,429,296</b>	<b>1,739,865</b>	<b>1,456,541</b>	<b>1,953,949</b>	<b>1,905,065</b>	<b>1,959,726</b>	<b>2,015,977</b>	<b>2,087,224</b>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
EA	1,429,296	1,739,865	1,456,541	1,953,949	1,905,065	1,959,726	2,015,977	2,087,224
FACILITIES & EQUIPMENT	-	-	-	-	-	-	-	-
	<b>1,429,296</b>	<b>1,739,865</b>	<b>1,456,541</b>	<b>1,953,949</b>	<b>1,905,065</b>	<b>1,959,726</b>	<b>2,015,977</b>	<b>2,087,224</b>
SUPPORT SERVICES	1,429,296	1,739,865	1,456,541	1,953,949	1,905,065	1,959,726	2,015,977	2,087,224
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>1,429,296</b>	<b>1,739,865</b>	<b>1,456,541</b>	<b>1,953,949</b>	<b>1,905,065</b>	<b>1,959,726</b>	<b>2,015,977</b>	<b>2,087,224</b>

O&M Expense Budget Comparative

**EA**

'-----2022 PROJECTED TO 2022 BUDGET -----      -----2023 BUDGET TO 2022 BUDGET-----

DESCRIPTION	2022	\$		2022		\$	2023
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	BUDGET
SALARY	834,461	(203,024)	(19.57%)	1,037,485	79,546	7.67%	1,117,031
EMPLOYEE BENEFITS	388,132	(87,100)	(18.33%)	475,232	17,456	3.67%	492,688
SUPPLIES	100,400	(19,200)	(16.05%)	119,600	10,500	8.78%	130,100
CONTRACT SERVICES	90,665	31,465	53.15%	59,200	100,380	169.56%	159,580
VEHICLE EXPENSE	15,022	(1,978)	(11.64%)	17,000	500	2.94%	17,500
UTILITIES	6,903	903	15.04%	6,000	2,100	35.00%	8,100
OUTREACH & ADMIN	14,316	(4,534)	(24.05%)	18,850	3,800	20.16%	22,650
INSURANCE	6,644	146	2.24%	6,498	(198)	(3.05%)	6,300
<b>Total</b>	<b>1,456,541</b>	<b>(283,323)</b>	<b>(16.28%)</b>	<b>1,739,865</b>	<b>214,084</b>	<b>12.30%</b>	<b>1,953,949</b>

**EA**

'-----2023 BUDGET TO 2022 PROJECTED -----      -----2015 RATE STUDY TO 2023 BUDGET-----

DESCRIPTION	2022	\$		2023		\$	2015
	PROJECTED	OVR/(UND)	OVR/(UND)	BUDGET	OVR/(UND)	OVR/(UND)	RATE MODEL
SALARY	834,461	282,570	33.86%	1,117,031	576,000	51.57%	1,693,031
EMPLOYEE BENEFITS	388,132	104,557	26.94%	492,688	413,688	83.97%	906,376
SUPPLIES	100,400	29,700	29.58%	130,100	2,543	1.95%	132,643
CONTRACT SERVICES	90,665	68,915	76.01%	159,580	(90,074)	(56.44%)	69,506
VEHICLE EXPENSE	15,022	2,478	16.50%	17,500	22,627	129.30%	40,127
UTILITIES	6,903	1,197	17.35%	8,100	8,068	99.60%	16,168
OUTREACH & ADMIN	14,316	8,334	58.21%	22,650	(3,812)	(16.83%)	18,838
INSURANCE	6,644	(344)	(5.17%)	6,300	579	9.19%	6,879
<b>Total</b>	<b>1,456,541</b>	<b>497,408</b>	<b>34.15%</b>	<b>1,953,949</b>	<b>929,619</b>	<b>47.58%</b>	<b>2,883,568</b>

O&M Expense Budget Comparative

**FACILITIES & EQUIPMENT**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	1,446,879	1,647,291	1,626,748	1,691,405	1,742,147	1,794,411	1,848,243	1,903,691
EMPLOYEE BENEFITS	445,443	769,515	769,273	773,312	796,511	820,407	845,019	887,270
SUPPLIES	833,822	973,340	805,084	891,540	933,371	951,934	970,973	1,000,102
CONTRACT SERVICES	645,049	633,000	603,411	664,500	752,790	688,922	891,500	760,745
VEHICLE EXPENSE	79,573	86,000	90,344	89,000	90,780	92,596	94,448	97,281
UTILITIES	136,342	159,600	152,215	180,200	183,804	187,480	191,230	196,967
OUTREACH & ADMIN	5,675	30,400	15,659	30,400	31,008	31,628	32,261	33,229
INSURANCE	66,615	76,610	79,008	76,610	88,142	89,905	101,703	104,754
	<b>3,659,399</b>	<b>4,375,756</b>	<b>4,141,741</b>	<b>4,396,967</b>	<b>4,618,553</b>	<b>4,657,283</b>	<b>4,975,376</b>	<b>4,984,038</b>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
EA	-	-	-	-	-	-	-	-
FACILITIES & EQUIPMENT	3,659,399	4,375,756	4,141,741	4,396,967	4,618,553	4,657,283	4,975,376	4,984,038
	<b>3,659,399</b>	<b>4,375,756</b>	<b>4,141,741</b>	<b>4,396,967</b>	<b>4,618,553</b>	<b>4,657,283</b>	<b>4,975,376</b>	<b>4,984,038</b>
SUPPORT SERVICES	-	-	-	-	-	-	-	-
OPERATIONS	3,659,399	4,375,756	4,141,741	4,396,967	4,618,553	4,657,283	4,975,376	4,984,038
MAINTENANCE	-	-	-	-	-	-	-	-
	<b>3,659,399</b>	<b>4,375,756</b>	<b>4,141,741</b>	<b>4,396,967</b>	<b>4,618,553</b>	<b>4,657,283</b>	<b>4,975,376</b>	<b>4,984,038</b>

O&M Expense Budget Comparative

**FACILITIES & EQUIPMENT**

'-----2022 PROJECTED TO 2022 BUDGET -----      -----2023 BUDGET TO 2022 BUDGET-----

DESCRIPTION	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2022 BUDGET	OVR/(UND)	\$ OVR/(UND)	2023 BUDGET
SALARY	1,626,748	(20,543)	(1.25%)	1,647,291	44,113	2.68%	1,691,405
EMPLOYEE BENEFITS	769,273	(241)	(0.03%)	769,515	3,797	0.49%	773,312
SUPPLIES	805,084	(168,256)	(17.29%)	973,340	(81,800)	(8.40%)	891,540
CONTRACT SERVICES	603,411	(29,589)	(4.67%)	633,000	31,500	4.98%	664,500
VEHICLE EXPENSE	90,344	4,344	5.05%	86,000	3,000	3.49%	89,000
UTILITIES	152,215	(7,385)	(4.63%)	159,600	20,600	12.91%	180,200
OUTREACH & ADMIN	15,659	(14,741)	(48.49%)	30,400	-	0.00%	30,400
INSURANCE	79,008	2,398	3.13%	76,610	-	0.00%	76,610
<b>Total</b>	<b>4,141,741</b>	<b>(234,015)</b>	<b>(5.35%)</b>	<b>4,375,756</b>	<b>21,211</b>	<b>0.48%</b>	<b>4,396,967</b>

**FACILITIES & EQUIPMENT**

'-----2023 BUDGET TO 2022 PROJECTED -----      -----2015 RATE STUDY TO 2023 BUDGET-----

DESCRIPTION	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	2015 RATE MODEL
SALARY	1,626,748	64,657	3.97%	1,691,405	(133,819)	(7.91%)	1,557,586
EMPLOYEE BENEFITS	769,273	4,039	0.53%	773,312	72,849	9.42%	846,161
SUPPLIES	805,084	86,456	10.74%	891,540	153,352	17.20%	1,044,892
CONTRACT SERVICES	603,411	61,089	10.12%	664,500	241,504	36.34%	906,004
VEHICLE EXPENSE	90,344	(1,344)	(1.49%)	89,000	52,000	58.43%	141,000
UTILITIES	152,215	27,985	18.39%	180,200	7,262	4.03%	187,462
OUTREACH & ADMIN	15,659	14,741	94.14%	30,400	(9,281)	(30.53%)	21,119
INSURANCE	79,008	(2,398)	(3.04%)	76,610	43,271	56.48%	119,881
<b>Total</b>	<b>4,141,741</b>	<b>255,226</b>	<b>6.16%</b>	<b>4,396,967</b>	<b>427,138</b>	<b>9.71%</b>	<b>4,824,105</b>

O&M Expense Budget Comparative

**LEGAL**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARY	474,583	513,041	532,972	532,637	548,616	565,075	582,027	599,488
EMPLOYEE BENEFITS	103,875	200,941	224,005	207,517	213,743	220,155	226,760	238,098
SUPPLIES	3,639	4,500	9,325	4,500	4,590	4,682	4,775	4,919
CONTRACT SERVICES	100,690	90,000	60,527	149,515	152,505	155,555	158,667	163,427
VEHICLE EXPENSE	7,200	7,200	7,062	7,200	7,344	7,491	7,641	7,870
UTILITIES	2,230	2,000	3,542	2,000	2,040	2,081	2,122	2,186
OUTREACH & ADMIN	31,747	86,100	75,030	110,800	113,016	115,276	117,582	121,109
INSURANCE	585	2,562	1,093	1,020	1,040	1,061	1,082	1,115
	<u>724,548</u>	<u>906,344</u>	<u>913,555</u>	<u>1,015,190</u>	<u>1,042,895</u>	<u>1,071,377</u>	<u>1,100,656</u>	<u>1,138,211</u>
COMMISSION	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
EA	-	-	-	-	-	-	-	-
FACILITIES & EQUIPMENT	-	-	-	-	-	-	-	-
LEGAL	<u>724,548</u>	<u>906,344</u>	<u>913,555</u>	<u>1,015,190</u>	<u>1,042,895</u>	<u>1,071,377</u>	<u>1,100,656</u>	<u>1,138,211</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
SUPPORT SERVICES	<u>724,548</u>	<u>906,344</u>	<u>913,555</u>	<u>1,015,190</u>	<u>1,042,895</u>	<u>1,071,377</u>	<u>1,100,656</u>	<u>1,138,211</u>
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
	<u>724,548</u>	<u>906,344</u>	<u>913,555</u>	<u>1,015,190</u>	<u>1,042,895</u>	<u>1,071,377</u>	<u>1,100,656</u>	<u>1,138,211</u>

O&M Expense Budget Comparative

**LEGAL**

DESCRIPTION	'-----2022 PROJECTED TO 2022 BUDGET -----			-----2023 BUDGET TO 2022 BUDGET-----			2023 BUDGET
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2022 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	532,972	(19,931)	(3.74%)	513,041	19,596	3.82%	532,637
EMPLOYEE BENEFITS	224,005	23,064	11.48%	200,941	6,577	3.27%	207,517
SUPPLIES	9,325	4,825	107.21%	4,500	-	0.00%	4,500
CONTRACT SERVICES	60,527	(29,473)	(32.75%)	90,000	59,515	66.13%	149,515
VEHICLE EXPENSE	7,062	(138)	(1.92%)	7,200	-	0.00%	7,200
UTILITIES	3,542	1,542	77.11%	2,000	-	0.00%	2,000
OUTREACH & ADMIN	75,030	(11,070)	(12.86%)	86,100	24,700	28.69%	110,800
INSURANCE	1,093	(1,469)	(57.33%)	2,562	(1,542)	(60.19%)	1,020
<b>Total</b>	<b>913,555</b>	<b>(32,649)</b>	<b>(3.60%)</b>	<b>906,344</b>	<b>108,846</b>	<b>12.01%</b>	<b>1,015,190</b>

**LEGAL**

DESCRIPTION	'-----2023 BUDGET TO 2022 PROJECTED -----			-----2015 RATE STUDY TO 2023 BUDGET-----			2015 RATE MODEL
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2023 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	532,972	(334)	(0.06%)	532,637	(532,637)	(100.00%)	-
EMPLOYEE BENEFITS	224,005	(16,487)	(7.36%)	207,517	(207,517)	(100.00%)	-
SUPPLIES	9,325	(4,825)	(51.74%)	4,500	(4,500)	(100.00%)	-
CONTRACT SERVICES	60,527	88,988	147.02%	149,515	(149,515)	(100.00%)	-
VEHICLE EXPENSE	7,062	138	1.96%	7,200	(7,200)	(100.00%)	-
UTILITIES	3,542	(1,542)	(43.54%)	2,000	(2,000)	(100.00%)	-
OUTREACH & ADMIN	75,030	35,770	47.67%	110,800	(110,800)	(100.00%)	-
INSURANCE	1,093	(73)	(6.70%)	1,020	(1,020)	(100.00%)	-
<b>Total</b>	<b>913,555</b>	<b>101,634</b>	<b>11.13%</b>	<b>1,015,190</b>	<b>(1,015,190)</b>	<b>(100.00%)</b>	<b>0</b>

**SALARY VACANCY SAVINGS**

DESCRIPTION	'-----2022 PROJECTED TO 2022 BUDGET -----			-----2023 BUDGET TO 2022 BUDGET-----			2023 BUDGET
	2022 PROJECTED	\$ OVR/(UND)	OVR/(UND)	2022 BUDGET	OVR/(UND)	\$ OVR/(UND)	
SALARY	-	362,000	(100.00%)	(362,000)	(201,000)	55.52%	(563,000)
EMPLOYEE BENEFITS	-	245,000	(100.00%)	(245,000)	(25,240)	10.30%	(270,240)

O&M Expense Budget Comparative

**PROJECTED VACANCY SAVINGS**

DESCRIPTION	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED
SALARIES	-	(362,000)	-	(563,000)	(427,000)	(427,000)	(427,000)	(427,000)
BENEFITS	-	(245,000)	-	(270,240)	(204,960)	(204,960)	(204,960)	(204,960)
	-	(607,000)	-	(833,240)	(631,960)	(631,960)	(631,960)	(631,960)
<b>COMMISSION</b>	-	-	-	-	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-
FINANCE	-	-	-	-	-	-	-	-
ENGINEERING	-	-	-	-	-	-	-	-
INFORMATION SERVICES	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
PROJECTED VACANCY SAVINGS	-	(607,000)	-	(833,240)	(631,960)	(631,960)	(631,960)	(631,960)
	-	(607,000)	-	(833,240)	(631,960)	(631,960)	(631,960)	(631,960)
<b>SUPPORT SERVICES</b>	-	-	-	-	-	-	-	-
OPERATIONS	-	-	-	-	-	-	-	-
MAINTENANCE	-	-	-	-	-	-	-	-
PROJECTED VACANCY SAVINGS	-	(607,000)	-	(833,240)	(631,960)	(631,960)	(631,960)	(631,960)
	-	(607,000)	-	(833,240)	(631,960)	(631,960)	(631,960)	(631,960)



## ***Capital Improvement Plan***

### **Capital Improvement Plan Overview**

The Capital Improvement Plan (CIP) is a multi-year plan that includes a description of the capital projects outlined in the System Evaluation and Capacity Assurance Plan (SECAP), the SECAP update, and routine expenditures to maintain infrastructure and replace aging fleet and equipment. The SECAP was completed in 2002 and adopted as part of the Sierra Club Settlement Agreement dated September 12, 2001. In 2006, ADEQ and LRW signed a Consent Administrative Order (CAO) to address sanitary sewer overflows. The deadline to complete all the requirements of the CAO was set at January 1, 2016. In 2011, the deadline to complete the requirements of the CAO was extended three years to December 31, 2018. During 2015 the direction of the capital improvements for capacity related overflows changed from wet weather storage facilities to collection system upgrades and renewal. The Rock Creek Storage Facility and the Cantrell Road Area In-Line Storage Facility projects were canceled and replaced by Sewer Basin I/I Reduction projects. As a result of these changes the deadline to complete all the requirements of the CAO and the Settlement Agreement was extended to December 31, 2023. The ten-year plan contained in the 2023 budget represents the capital expenditures required to meet the goals of the SECAP plan from the study completed in 2002 and an updated 2010 study by December 31, 2023. The plan is updated annually to reflect the latest priorities, updated cost estimates, and available funding.

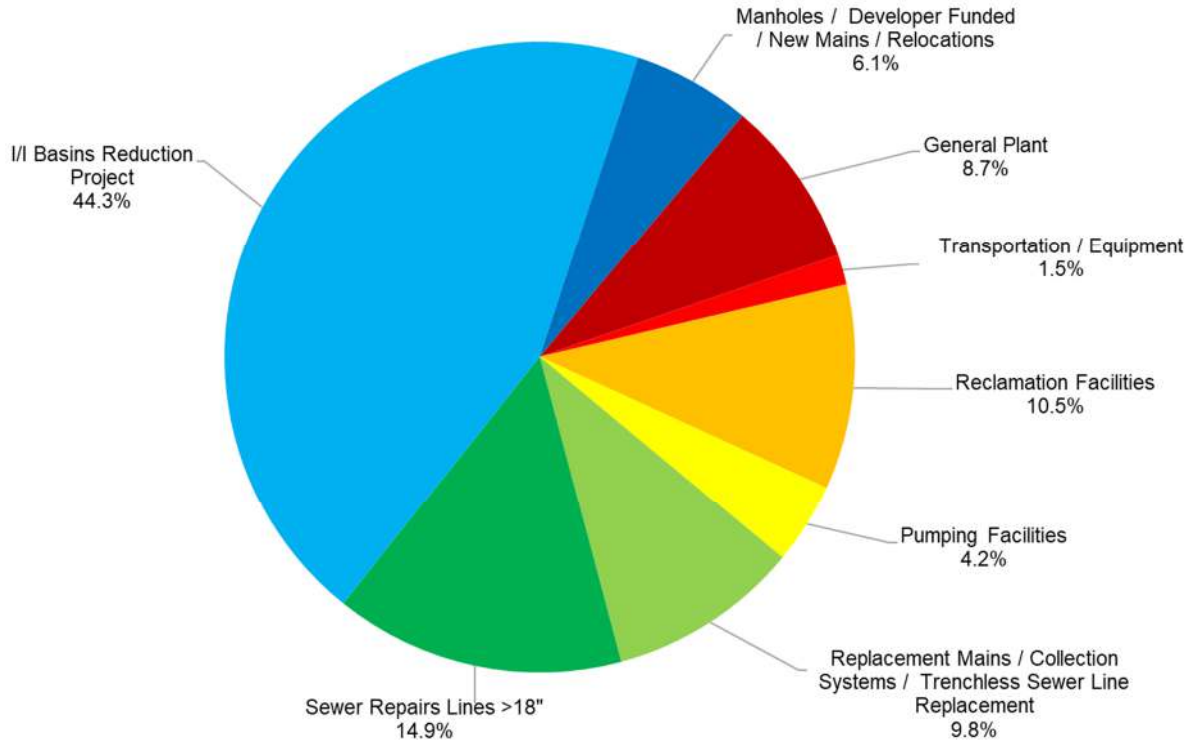
A capital expenditure for LRWRA is any expenditure equal to or greater than \$5,000 on construction projects or purchases of new equipment with an expected useful life of more than one year. Expenditures equal to or greater than \$5,000 on work, equipment parts, or a combination of the two, that add 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.

### **2023 Capital Improvement Plan Summary**

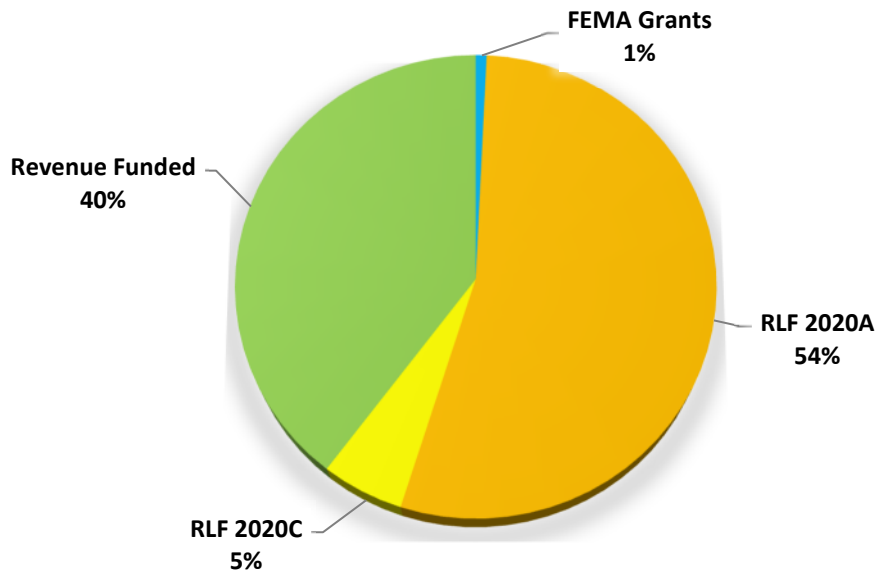
The 2023 Capital Improvement Plan is a ten-year projection composed of projects to meet the requirements of the CAO, NPDES permit modifications, collection system improvements to maintain the system, new mains and extensions, facility projects to upgrade existing facilities and replace aging equipment, including the inspection and improvement of large diameter lines >18". Capital project expenditures for 2023 are estimated at \$34,891,862 and are dominated by wastewater collection, transmission, and treatment facility improvements driven by the SECAP and SECAP update. These projects, along with the asset renewal and NPDES required projects represent 85.8% of the 2023 budgeted amount. Routine collection system upgrades, pumping, treatment, transportation, and general facility projects make up the remainder.

**2023 Capital Improvement Expenditures by Project Category**



Funding of \$34,891,862 for 2023 budgeted expenditures is composed of State Revolving Loan Funds (RLF 2020A & RLF 2020C), 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.

**2023 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 2023 are listed on pages 96 through 106.

**Consent Administrative Order & Sierra Club Settlement Projects**

 Fiscal Year 2023

**Collection System Rehabilitation Capacity Assurance Projects**

Collection system rehabilitation and capacity assurance projects scheduled for 2023 are shown in the table on page 99. These projects have been extracted from the 15-year capital improvement plan outlined in the SECAP report and the SECAP update. The total cost of work scheduled is \$15,787,210 in 2023. These projects will be funded through system revenue and two RLF's 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, and January 1, 2021.

- 2023 Expenditures: \$15,471,293
- Funding Sources: RLF 2020A / Revenue
- Completion Date: December 2023
- Estimated Impact on Operating Costs: N/A

**6130500 - Jamison Pump Station Upgrade**

The Jamison Road Pump Station was constructed in 1993. The station consists of five submersible pumps which include two 25 hp and three 150 hp pumps. There are two grinders and screens - one on each of the inlet channels. Dry weather flow at the station is approximately 2 MGD. Peak pumping capacity is approximately 16 MGD. Overall, the wet well, valve vault, and building structure are in good condition and the station is functioning as designed. No changes are immediately required but the SECAP recommended installing back-up power, painting the ferrous surfaces at the station, and replacing the grinders with a mechanical bar screen when maintenance of the grinders becomes an issue. The project started in 2020 and should be completed in 2023.

- Total Project Cost: \$3,325,175
- 2023 Expenditures: \$315,917
- Funding Sources: RLF 2020
- Completion Date: December 2023
- Annual Increase in Operational Costs: \$52,350

Jamison Road Pump Station Upgrade							
Annual Operating Costs							
Energy/ Utilities	Fuel/ Chemical	Repair/ Replacement	NPDES/ Analytical	Grit Disposal/ Contracts	Supplies/ Materials	Insurance	Total
\$0	\$46,550	\$5,800	\$0	\$0	\$0	\$0	\$52,350

## **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:

- 2023 Construction Interest Expense: \$855,000
- Future Construction Interest Expense: \$0
- Funding Sources: RLF 2020A, RLF 2020C

## **10-Year Capital Improvement Plan**

The deadline to complete the requirements of the CAO and the Sierra Club Settlement Agreement was extended in 2015 to December 31, 2023. The extension allowed LRWRA staff to review the required projects and update the schedule according to priority, availability of funds, and feasibility of construction. The complete project, schedule, and funding plan is located on page 128.

### **NPDES Permit Modification Projects**

 Fiscal Year 2024 through 2032

None for 2023 budgeted year.

### **Routine Capital Projects**

 Fiscal Year 2023

## **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.

- 2023 Expenditures: \$185,000
- Future Project Cost: \$2,088,721
- Funding Sources: System Revenues
- 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.

- 2023 Expenditures: \$180,000
- Future Project Cost: \$1,879,849
- Funding Sources: System Revenue
- 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.

For 2023, the budget for sewer line rehabilitation and construction completed by LRWRA's capital crews totals \$1,850,000. A summary of this work is listed below.

New Mains @ Utility Cost	\$ 850,000
Replacement Mains @ Utility Cost	<u>\$ 1,000,000</u>
Total	\$ 1,850,000

- 2023 Expenditures: \$1,850,000
- Future Project Cost: \$19,320,668
- Funding Sources: System Revenues
- 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.

- 2023 Expenditures: \$760,000
- Future Project Cost: \$11,650,000

- Funding Sources: 2020A RLF; System Revenue; Reserve Funded Capital
- 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.

- 2023 Expenditures: \$900,000
- Future Project Cost: \$8,500,000
- Funding Sources: System Revenues
- Completion Date: Annually
- Annual Impact on Operating Costs: \$0
- Estimated Annual Principal and Interest: \$0

### **Reclamation Pumping Facilities**

The total amount budgeted for routine reclamation pumping facility projects is \$1,151,288 for 2023. A complete list can be found on page 101 and the project narratives on pages 111-112.

- 2023 Expenditures: \$1,151,288
- Future Project Cost: \$0
- Funding Sources: System Revenues
- Completion Date: Annually
- Annual Impact on Operating Costs: \$20,000

### **Reclamation Treatment Facilities**

The amount budgeted for routine reclamation treatment facility projects includes the FCWTF Digester Upgrades (Project 719100) at \$1,465,000 for 2023. A complete list can be found on page 102 and the project narratives on pages 113-115.

- 2023 Expenditures: \$3,651,940
- Future Project Cost: \$0
- Funding Sources: System Revenues; 2020A RLF
- Completion Date: Annually
- Annual Impact on Operating Costs: \$40,000

### **Transportation Equipment**

The total amount budgeted for transportation equipment in 2023 is \$537,500. A complete list can be found on page 103 and the project narratives on pages 116-117.

- 2023 Expenditures: \$537,500

- Future Project Cost: \$5,849,133
- Funding Sources: System Revenues; Reserve Funded Capital
- Completion Date: Annually
- Annual Impact on Operating Costs: \$10,000

### **General Plant**

The total amount budgeted for routine general plant facilities and equipment in 2023 is \$3,028,746. A complete list can be found on pages 104-105 and the project narratives on pages 118-127.

- 2023 Expenditures: \$3,028,746
- Future Project Cost: \$6,204,848
- Funding Sources: System Revenues; Reserve Funded Capital
- Completion Date: Annually
- Annual Impact on Operating Costs: \$60,000

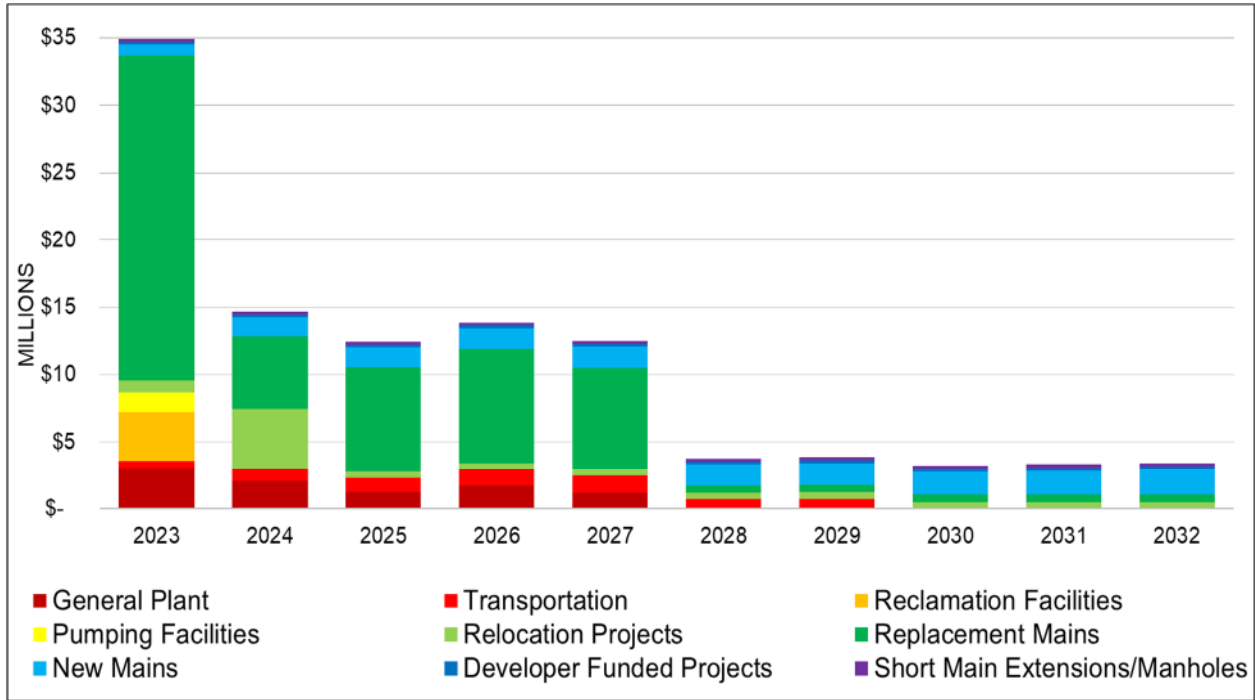
 Fiscal Year 2022 through 2032

<b>Routine Capital Description</b>	<b>Forecast 2022</b>	<b>Budget 2023</b>	<b>Projected 2024 - 2028</b>	<b>Projected 2029 to 2032</b>	<b>Projected Total</b>
<b>Short Main Extensions/Manholes</b>	\$ 304,128	\$ 185,000	\$ 1,089,627	\$ 999,094	\$ 2,577,849
<b>Developer Funded Projects</b>	180,000	180,000	980,664	899,184	2,239,849
<b>New Mains</b>	1,400,000	850,000	7,627,389	6,993,657	16,871,046
<b>Replacement Mains</b>	33,155,846	24,091,471	29,656,283	2,247,961	89,151,560
<b>Relocation Projects</b>	(223,138)	900,000	6,500,000	2,000,000	9,176,862
<b>Pumping Facilities</b>	3,443,774	1,467,205	-	-	4,910,979
<b>Reclamation Facilities</b>	805,509	3,651,940	(372,713)	-	4,084,737
<b>Transportation</b>	580,500	537,500	5,132,702	716,431	6,967,133
<b>General Plant</b>	2,257,977	3,028,746	6,204,848	-	11,491,570
<b>Total Routine Capital</b>	<b>\$41,904,596</b>	<b>\$34,891,862</b>	<b>\$56,818,800</b>	<b>\$13,856,328</b>	<b>\$147,471,586</b>

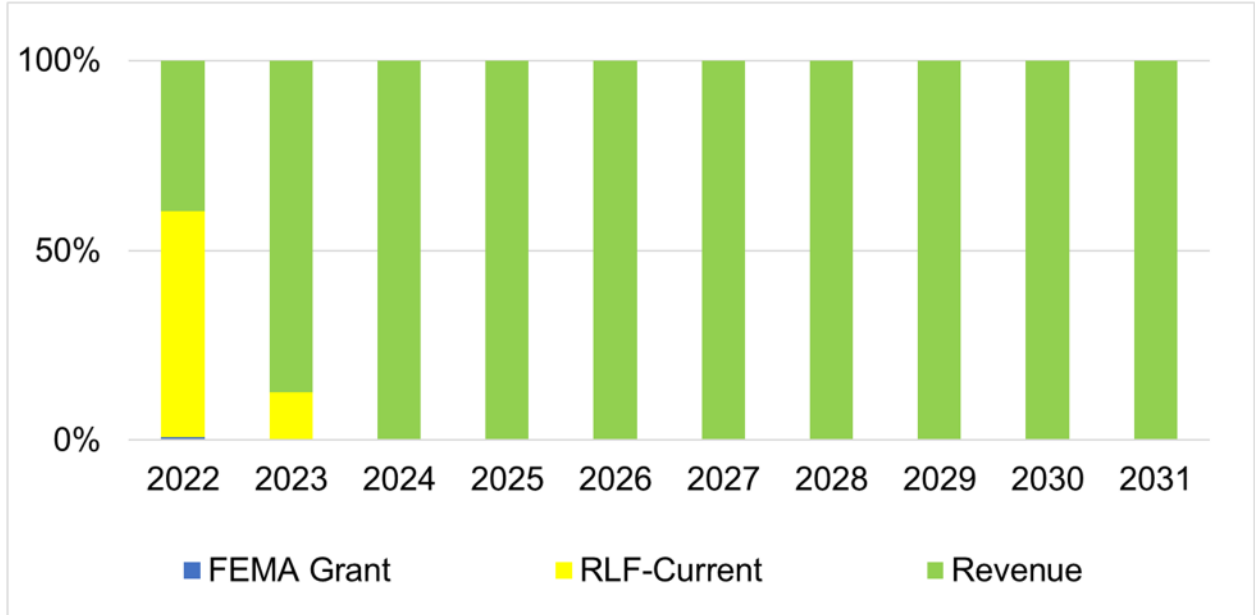
### **Strategic Capital Operating Plan**

The Little Rock Water Reclamation Authority's capital strategic plan (shown on page 106) includes project forecasts from 2022 through 2032 adjusted by an annual inflation allowance of 2.5%-3.0%. Gross expenditures of approximately \$147,471,586 are forecasted to be complete through 2032.

**Yearly Project Expenses by Major Category**



**Project Funding by Major Category**



Of the \$105,556,990 forecasted for 2023 through 2032, approximately \$82,696,048 will be from system revenues, \$22,608,187 from current State Revolving Loan Funds, and \$262,754 from a FEMA grant.



**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 \$855,000 and service line replacement program expense of \$650,000 is also included in RLF bond proceeds for 2023 through 2032.

**State Revolving Loan Funded Projects**

**Existing State Revolving Loan Funds**

A State Revolving Loan Fund was issued in 2020 and provided \$51,400,000 in funds available for construction to complete Overflow Mitigation, CAO, NPDES, and routine projects. At 12/31/2022 it is estimated there will be \$20,425,425 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
ERP Project Financial System	\$18,399	2020	2023	RLF 2020A
FCWRF FOG Receiving Station / Digesters Upgrade	\$1,465,000	2020	2023	RLF 2020A
I/I Basin Reduction Project	\$11,271,109	2020	2023	RLF 2020A
Jamison Pump Station	\$315,917	2020	2023	RLF 2020A
Sewer Repairs Lines > 18" (368,000 old) 25% = 92,125 LF	\$5,060,000	2020	2023	RLF 2020A
Trenchless Sewer Line Renewal	\$1,520,000	2020	2024	RLF 2020A
Construction Interest Expense	\$775,000	2020	2023	RLF 2020A
<b>Total</b>	<b>\$20,425,425</b>			

**Existing State Revolving Loan Funds**

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 12/31/2022 it is estimated there will be \$3,037,763 remaining in loan funds. These funds are to complete the projects or fund a program listed in the table below.

RLF 2020C Projects	Project Forecast	Construction Date	Completion Date	Funding
Collection System - FEMA	\$1,757,763	2020	2023	RLF 2020C
Sewer Repairs Lines >18" (FCWRF Outfall/Jetty)	\$1,200,000	2020	2023	RLF 2020C
Construction Interest Expense	\$80,000	2020	2023	RLF 2020C
<b>Total</b>	<b>\$3,037,763</b>			

**System Revenue 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. LRWRA is still in the evaluating process on funding future capital projects once the CAO has been completed. The budget model shows revenue funded projects of \$82.7 million being forecasted through 2032 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 - 2028	Projected 2029 to 2032	Projected Total
Short Main Extensions/Manholes	\$ 185,000	\$ 1,089,627	\$ 999,094	\$ 2,273,721
Developer Funded Projects	\$ 180,000	\$ 980,664	\$ 899,184	\$ 2,059,849
New Mains	\$ 850,000	\$ 7,627,389	\$ 6,993,657	\$ 15,471,046
Replacement Mains	\$ 4,849,845	\$ 27,826,283	\$ 2,247,961	\$ 34,924,089
Relocation Projects	\$ 900,000	\$ 6,500,000	\$ 2,000,000	\$ 9,400,000
Pumping Facilities	\$ 1,151,288	\$ -	\$ -	\$ 1,151,288
Reclamation Facilities	\$ 2,186,940	\$ (372,713)	\$ -	\$ 1,814,228
Transportation	\$ 537,500	\$ 5,132,702	\$ 716,431	\$ 6,386,633
General Plant	\$ 3,010,347	\$ 6,204,848	\$ -	\$ 9,215,195
<b>Total Routine Capital</b>	<b>\$ 13,850,920</b>	<b>\$ 54,988,800</b>	<b>\$ 13,856,328</b>	<b>\$ 82,696,048</b>

### **System Unfunded Revenue Projects**

In our long-term capital improvement plan (2024-2032) there are several projects 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 130.

**2023 Capital Operating Plan**

(\$1,000)

PROJECT NUMBER	PROJECT DESCRIPTION		FORECAST		CARRY-OVER	NEW	TOTAL
			2022	2023	2023	2023	
1230000	Short Main Extensions / New Mainholes	GROSS	\$ 304.1	\$ -	\$ 185.0	\$ 185.0	
		A&C	-	-	-	-	
		NET	304.1	-	185.0	185.0	
2230000	Construction Deposit Projects	GROSS	180.0	-	180.0	180.0	
		A&C	-	-	-	-	
		NET	180.0	-	180.0	180.0	
3230000	New Mains at Utility Cost	GROSS	1,400.0	-	850.0	850.0	
		A&C	-	-	-	-	
		NET	1,400.0	-	850.0	850.0	
4230000	Replacement Mains at Utility Cost	GROSS	33,155.8	23,091.5	1,000.0	24,091.5	
		A&C	-	-	-	-	
		NET	33,155.8	23,091.5	1,000.0	24,091.5	
5230000	Relocation Projects	GROSS	490.3	650.0	250.0	900.0	
		A&C	(713.4)	-	-	-	
		NET	(223.1)	650.0	250.0	900.0	
6230000	Pumping Facilities	GROSS	3,443.8	341.2	1,126.0	1,467.2	
		A&C	-	-	-	-	
		NET	3,443.8	341.2	1,126.0	1,467.2	
7230000	Water Reclamation Facilities	GROSS	805.5	3,711.9	120.0	3,831.9	
		A&C	-	(180.0)	-	(180.0)	
		NET	805.5	3,531.9	120.0	3,651.9	
8230000	Transportation Equipment	GROSS	580.5	240.0	297.5	537.5	
		A&C	-	-	-	-	
		NET	580.5	240.0	297.5	537.5	
9230000	General Plant	GROSS	2,258.0	1,325.1	1,703.6	3,028.7	
		A&C	-	-	-	-	
		NET	2,258.0	1,325.1	1,703.6	3,028.7	
TOTALS	Gross Expenditures		42,618.0	29,359.7	5,712.1	35,071.8	
		Advances & Contributions	(713.4)	(180.0)	-	(180.0)	
		Net Expenditures	\$ 41,904.6	\$ 29,179.7	\$ 5,712.1	\$ 34,891.8	

**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	2023	Beyond	Total	Prior	2023	Beyond	Total
1230000	Short Main Extensions / New Mainholes	GROSS A&C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 185.0	\$ -	\$ 185.0
			-	-	-	-	-	-	-	-
2230000	Construction Deposit Projects	GROSS A&C	-	-	-	-	-	180.0	-	180.0
			-	-	-	-	-	-	-	-
Total	Gross Expenditures		-	-	-	-	-	365.0	-	365.0
	Advances & Contributions		-	-	-	-	-	-	-	-
	Net Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 365.0	\$ -	\$ 365.0

**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	2023	Beyond	Total	Prior	2023	Beyond	Total
3230000	New Mains at Utility Cost In House Construction	GROSS A&C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850.0	\$ -	\$ 850.0
			-	-	-	-	-	-	-	-
<b>Total</b>										
	Gross Expenditures		-	-	-	-	-	850.0	-	850.0
	Advances & Contributions		-	-	-	-	-	-	-	-
	Net Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850.0	\$ -	\$ 850.0

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

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2023	Beyond	Total	Prior	2023	Beyond	Total
4110400	I/I Reduction Project-Subbasin	GROSS A&C	\$ 5,146.7	\$ 1,711.3	\$ -	\$ 6,858.0	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-	-	-
4170300	Sewer Assessment Lines > 18"	GROSS A&C	15,246.0	5,190.0	1,070.0	21,506.0	-	-	-	-
			-	-	-	-	-	-	-	-
4170301	Collection System – FEMA	GROSS A&C	8,841.3	1,670.2	-	10,511.5	-	-	-	-
			-	-	-	-	-	-	-	-
4190400	I/I Basin Reduction Project-Phase I & R13 Rose Creek	GROSS A&C	26,545.2	13,760.0	-	40,305.2	-	-	-	-
			-	-	-	-	-	-	-	-
4230100	Trenchless Sewer Line Renewal	GROSS A&C	-	760.0	760.0	1,520.0	-	-	-	-
			-	-	-	-	-	-	-	-
4230000	Replacement Mains @ Utility Cost - Inhouse	GROSS A&C	-	-	-	-	-	1,000.0	-	1,000.0
			-	-	-	-	-	-	-	-
<b>Total</b>	<b>Gross Expenditures</b>		<b>55,779.2</b>	<b>23,091.5</b>	<b>1,830.0</b>	<b>80,700.7</b>	<b>-</b>	<b>1,000.0</b>	<b>-</b>	<b>1,000.0</b>
	<b>Advances &amp; Contributions</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Net Expenditures</b>		<b>\$ 55,779.2</b>	<b>\$ 23,091.5</b>	<b>\$ 1,830.0</b>	<b>\$ 80,700.7</b>	<b>\$ -</b>	<b>\$ 1,000.0</b>	<b>\$ -</b>	<b>\$ 1,000.0</b>

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

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2023	Beyond	Total	Prior	2023	Beyond	Total
5220600	ARDOT Pleasant Ridge to Taylor Loop	GROSS A&C	\$ 100.0	\$ 650.0	\$ 4,250.0	\$ 5,000.0	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-	-	-
5230200	City of Little Rock Relocations	GROSS A&C	-	-	-	-	-	250.0	-	250.0
			-	-	-	-	-	-	-	-
Total	Gross Expenditures		100.0	650.0	4,250.0	5,000.0	-	250.0	-	250.0
	Advances & Contributions		-	-	-	-	-	-	-	-
	Net Expenditures		\$ 100.0	\$ 650.0	\$ 4,250.0	\$ 5,000.0	\$ -	\$ 250.0	\$ -	\$ 250.0



**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	2023	Beyond	Total	Prior	2023	Beyond	Total
6130500	Jamison Pump Station Upgrade	GROSS A&C	\$ 3,009.3	\$ 315.9	\$ -	\$ 3,325.2	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-	-	-
6160400	Airport East Pump Station Site Plan	GROSS A&C	5.9	24.3	-	30.2	-	-	-	-
			-	-	-	-	-	-	-	-
6220100	Arch Street PS – New Pump	GROSS A&C	300.0	1.0	-	301.0	-	-	-	-
			-	-	-	-	-	-	-	-
6230100	Candlewood Pump Station Upgrades	GROSS A&C	-	-	-	-	-	200.0	-	200.0
			-	-	-	-	-	-	-	-
6230200	Little Rock Port Pump Station Building & Electrical Rehab	GROSS A&C	-	-	-	-	-	350.0	-	350.0
			-	-	-	-	-	-	-	-
6230300	Peak Flow Pump Station Engine Repairs	GROSS A&C	-	-	-	-	-	200.0	-	200.0
			-	-	-	-	-	-	-	-
6230400	LM Pump Station – Bar Screen Rehabilitation	GROSS A&C	-	-	-	-	-	75.0	-	75.0
			-	-	-	-	-	-	-	-
6230500	Replace Arch Street PS Pump	GROSS A&C	-	-	-	-	-	301.0	-	301.0
			-	-	-	-	-	-	-	-
Total	Gross Expenditures		3,315.2	341.2	-	3,656.4	-	1,126.0	-	1,126.0
	Advances & Contributions		-	-	-	-	-	-	-	-
	Net Expenditures		\$ 3,315.2	\$ 341.2	\$ -	\$ 3,656.4	\$ -	\$ 1,126.0	\$ -	\$ 1,126.0

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

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2023	Beyond	Total	Prior	2023	Beyond	Total
7161200	Water Reuse Loop	GROSS A&C	\$ 114.8	\$ 250.0	\$ -	\$ 364.8	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-	-	-
7190300	FCWRF Equipment Storage Building	GROSS A&C	2.2	313.0	-	315.2	-	-	-	-
			-	-	-	-	-	-	-	-
7190700	FC Industrial Equalization Storage Tank- Reimbursement	GROSS A&C	5.3	-	-	5.3	-	-	-	-
			-	(180.0)	(372.7)	(552.7)	-	-	-	-
7191000	FC Fog Receiving Station Digester Upgrades	GROSS A&C	1,203.7	1,465.0	-	2,668.7	-	-	-	-
			-	-	-	-	-	-	-	-
7200100	Peak Flow Concrete Rehabilitation	GROSS A&C	-	46.5	23.0	69.5	-	-	-	-
			-	-	-	-	-	-	-	-
7210200	Solids Handling Biosolids Masterplan	GROSS A&C	111.7	460.0	-	571.7	-	-	-	-
			-	-	-	-	-	-	-	-
7210300	Adams Headworks Gate Actuators	GROSS A&C	5.1	142.4	-	147.5	-	-	-	-
			-	-	-	-	-	-	-	-
7220200	FCWRF 2 Bar Screen Rehabilitation	GROSS A&C	-	250.0	-	250.0	-	-	-	-
			-	-	-	-	-	-	-	-
7220500	AFWRF 2 Bar Screen Rehabilitation	GROSS A&C	-	350.0	-	350.0	-	-	-	-
			-	-	-	-	-	-	-	-
7220600	AFWRF 2 Primary Sludge PS	GROSS A&C	-	75.0	-	75.0	-	-	-	-
			-	-	-	-	-	-	-	-
7220800	AFWRF Rebuild 1 Preliminary Building Auger	GROSS A&C	-	25.0	-	25.0	-	-	-	-
			-	-	-	-	-	-	-	-
7220900	FCWRF Disinfection Halogen System Controls Upgrade	GROSS A&C	-	35.0	-	35.0	-	-	-	-
			-	-	-	-	-	-	-	-
7221000	LMWRF Sludge Dewatering	GROSS A&C	-	300.0	-	300.0	-	-	-	-
			-	-	-	-	-	-	-	-
7230100	Replace AFWRF Headwork Influent Sluice Gate	GROSS A&C	-	-	-	-	-	120.0	-	120.0
			-	-	-	-	-	-	-	-
<b>Total</b>	<b>Gross Expenditures</b>		<b>1,442.8</b>	<b>3,711.9</b>	<b>23.0</b>	<b>5,177.7</b>	<b>-</b>	<b>120.0</b>	<b>-</b>	<b>120.0</b>
	<b>Advances &amp; Contributions</b>		<b>-</b>	<b>(180.0)</b>	<b>(372.7)</b>	<b>(552.7)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Net Expenditures</b>		<b>\$ 1,442.8</b>	<b>\$ 3,531.9</b>	<b>\$ (349.7)</b>	<b>\$ 4,625.0</b>	<b>\$ -</b>	<b>\$ 120.0</b>	<b>\$ -</b>	<b>\$ 120.0</b>

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

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2023	Beyond	Total	Prior	2023	Beyond	Total
8220100	2022 Vehicle Replacement Program	GROSS A&C	\$ 60.0	\$ 240.0	\$ -	\$ 300.0	\$ -	\$ -	\$ -	\$ -
			-	-	-	-	-	-	-	-
8230100	2023 Vehicle Replacement Program	GROSS A&C	-	-	-	-	-	50.0	-	50.0
			-	-	-	-	-	-	-	-
8230101	Replace V1220	GROSS A&C	-	-	-	-	-	125.0	-	125.0
			-	-	-	-	-	-	-	-
8230200	Replace 16-ton Equipment Trailer	GROSS A&C	-	-	-	-	-	35.0	-	35.0
			-	-	-	-	-	-	-	-
8230300	Dump Truck Scales	GROSS A&C	-	-	-	-	-	50.0	-	50.0
			-	-	-	-	-	-	-	-
8230700	Replace Utility Terrain Vehicle	GROSS A&C	-	-	-	-	-	20.0	-	20.0
			-	-	-	-	-	-	-	-
8231000	Replace AFWRF Utility Terrain Vehicle	GROSS A&C	-	-	-	-	-	12.5	-	12.5
			-	-	-	-	-	-	-	-
8231200	Trailer Equipment	GROSS A&C	-	-	-	-	-	5.0	-	5.0
			-	-	-	-	-	-	-	-
<b>Total</b>			<b>60.0</b>	<b>240.0</b>	<b>-</b>	<b>300.0</b>	<b>-</b>	<b>297.5</b>	<b>-</b>	<b>297.5</b>
	Gross Expenditures									
	Advances & Contributions		-	-	-	-	-	-	-	-
	Net Expenditures		\$ 60.0	\$ 240.0	\$ -	\$ 300.0	\$ -	\$ 297.5	\$ -	\$ 297.5

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

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2023	Beyond	Total	Prior	2023	Beyond	Total
9191800	Laboratory Info Management System	GROSS	\$ 153.4	\$ 63.3	\$ -	\$ 216.7	\$ -	\$ -	\$ -	\$ -
		A&C	-	-	-	-	-	-	-	-
9192400	ERP Financial Software System	GROSS	781.6	18.4	-	800.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9200100	FCWRF Access Control Phase 2	GROSS	-	30.0	-	30.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9201200	Automate FCWRF RAS Lines	GROSS	23.6	7.0	-	30.6	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9201300	IT Best Practices Analysis	GROSS	-	20.0	-	20.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9202200	CAB New HVAC Controls & Software	GROSS	20.0	50.0	-	70.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9210300	Replace SANS at CAB & DR site	GROSS	190.1	165.0	-	355.1	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9220100	CAB Interior Remodel	GROSS	-	300.0	-	300.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9220200	LRWRA Signage All Treatment Facilities	GROSS	-	150.0	-	150.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9220300	Generator Relocation from Adams to Fourche	GROSS	3.8	339.4	-	343.2	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9220400	New Six Foot Lathe Machine	GROSS	-	60.0	-	60.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9220500	AFWRF Access Control Phase 1	GROSS	-	30.0	-	30.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9220600	Water Purification System	GROSS	-	35.0	-	35.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9220700	Replace Autoclave	GROSS	-	12.0	-	12.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9221400	New Hydraulic Metal Shear	GROSS	-	25.0	-	25.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9221500	New Bearing Induction Heater	GROSS	-	20.0	-	20.0	-	-	-	-
		A&C	-	-	-	-	-	-	-	-
9230100	AFWRF Access Control Phase 2	GROSS	-	-	-	-	-	30.0	-	30.0
		A&C	-	-	-	-	-	-	-	-
9230200	Charging Stations for EV	GROSS	-	-	-	-	-	65.0	-	65.0
		A&C	-	-	-	-	-	-	-	-
9230300	Directional Cooling Fans for CWM Storeroom	GROSS	-	-	-	-	-	20.0	-	20.0
		A&C	-	-	-	-	-	-	-	-
9230400	New AC Machine for New Freon	GROSS	-	-	-	-	-	10.0	-	10.0
		A&C	-	-	-	-	-	-	-	-
9230500	New Diagnostic Tools	GROSS	-	-	-	-	-	15.0	-	15.0
		A&C	-	-	-	-	-	-	-	-
9230600	Replace CCTV Push Camera on V1364	GROSS	-	-	-	-	-	18.0	-	18.0
		A&C	-	-	-	-	-	-	-	-
9230700	Replace Large 2 Post Lift in Fleet	GROSS	-	-	-	-	-	20.0	-	20.0
		A&C	-	-	-	-	-	-	-	-
9230800	Replace Large 4 Post Lift in Fleet	GROSS	-	-	-	-	-	120.0	-	120.0
		A&C	-	-	-	-	-	-	-	-
9230900	Trenching & Shoring Equipment TBD	GROSS	-	-	-	-	-	25.0	-	25.0
		A&C	-	-	-	-	-	-	-	-

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

Project Number	Project Description		Carryovers Gross Expenditures (Advances & Contributions)				New Gross Expenditures (Advances & Contributions)			
			Prior	2023	Beyond	Total	Prior	2023	Beyond	Total
9231000	Replace Sewer Line Rapid Assessment Tool - E1586	GROSS A&C	\$ -	\$ -	\$ -	\$ -	\$ 30.0	\$ -	\$ 30.0	
9231100	Replace Sewer Line Rapid Assessment Tool - E1549	GROSS A&C	-	-	-	-	30.0	-	30.0	
9231200	Replace E1610 Generator for CCTV Unit	GROSS A&C	-	-	-	-	7.5	-	7.5	
9231300	Replace (1) Grade Light Laser - E0921	GROSS A&C	-	-	-	-	8.0	-	8.0	
9231400	Replace (1) Grade Light Laser - E0922	GROSS A&C	-	-	-	-	8.0	-	8.0	
9231500	Replace Sample Refrigerator	GROSS A&C	-	-	-	-	10.4	-	10.4	
9231600	Replace Metals Digestion System	GROSS A&C	-	-	-	-	6.7	-	6.7	
9231700	Copier - LMWTF Admin Bldg	GROSS A&C	-	-	-	-	8.0	-	8.0	
9231800	Copier- CAB Communications	GROSS A&C	-	-	-	-	12.0	-	12.0	
9231900	New Plate Metal Roller	GROSS A&C	-	-	-	-	25.0	-	25.0	
9232000	AFWTF Road Repairs Asphalt Overlay	GROSS A&C	-	-	-	-	175.0	-	175.0	
9232100	AFWRF Perimeter Fence Replacement	GROSS A&C	-	-	-	-	175.0	-	175.0	
9232200	Instrumentation Repairs > \$5,000	GROSS A&C	-	-	-	-	100.0	-	100.0	
9232300	HVAC Replacement Program All Facilities	GROSS A&C	-	-	-	-	70.0	-	70.0	
9232400	All Facilities Electrical Repair/ Replacement > \$5,000	GROSS A&C	-	-	-	-	120.0	-	120.0	
9232500	All Facilities Mechanical Repair/ Replacement > \$5,000	GROSS A&C	-	-	-	-	250.0	-	250.0	
9232600	All Facilities Roof Asset Management	GROSS A&C	-	-	-	-	275.0	-	275.0	
9232700	All Facilities Update Projects > \$5,000	GROSS A&C	-	-	-	-	40.0	-	40.0	
9232800	All Facilities Laboratory Equipment Replacement > \$5,000	GROSS A&C	-	-	-	-	30.0	-	30.0	
<b>Total</b>	<b>Gross Expenditures</b>		<b>1,172.5</b>	<b>1,325.1</b>	<b>-</b>	<b>2,497.6</b>	<b>-</b>	<b>1,703.6</b>	<b>-</b>	<b>1,703.6</b>
	<b>Advances &amp; Contributions</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Net Expenditures</b>		<b>\$ 1,172.5</b>	<b>\$ 1,325.1</b>	<b>\$ -</b>	<b>\$ 2,497.6</b>	<b>\$ -</b>	<b>\$ 1,703.6</b>	<b>\$ -</b>	<b>\$ 1,703.6</b>

Little Rock Water Reclamation  
 Authority Capital Improvement Plan

2023 Budget

**Strategic Capital Operating Plan**

(\$1,000)

Project Number	Project Description		Actual	Projected	Proposed	Forecast					
			2021	2022	2023	2024	2025	2026	2027	2028	2029-2032
1230000	Manhole Port Installs	Gross	\$ 168.1	\$ 304.1	\$ 185.0	\$ 204.0	\$ 210.1	\$ 218.5	\$ 225.1	\$ 231.9	\$ 999.1
		A&C	-	-	-	-	-	-	-	-	-
		Net	168.1	304.1	185.0	204.0	210.1	218.5	225.1	231.9	999.1
2230000	Construction Deposit Projects	Gross	185.9	180.0	180.0	183.6	189.1	196.7	202.6	208.7	899.2
		A&C	-	-	-	-	-	-	-	-	-
		Net	185.9	180.0	180.0	183.6	189.1	196.7	202.6	208.7	899.2
3230000	New Mains at Utility Cost	Gross	1,596.5	1,400.0	850.0	1,428.0	1,470.9	1,529.8	1,575.7	1,623.0	6,993.7
		A&C	-	-	-	-	-	-	-	-	-
		Net	1,596.5	1,400.0	850.0	1,428.0	1,470.9	1,529.8	1,575.7	1,623.0	6,993.7
4230000	Replacement Mains at Utility Cost	Gross	22,049.4	33,155.8	24,091.5	5,349.0	7,780.0	8,492.6	7,513.0	521.7	2,248.0
		A&C	-	-	-	-	-	-	-	-	-
		Net	22,049.4	33,155.8	24,091.5	5,349.0	7,780.0	8,492.6	7,513.0	521.7	2,248.0
5230000	Relocation Projects	Gross	1,997.7	490.3	900.0	4,500.0	500.0	500.0	500.0	500.0	2,000.0
		A&C	-	(713.4)	-	-	-	-	-	-	-
		Net	1,997.7	(223.1)	900.0	4,500.0	500.0	500.0	500.0	500.0	2,000.0
6230000	Pumping Facilities	Gross	797.3	3,443.8	1,467.2	0.0	0.0	0.0	0.0	0.0	0.0
		A&C	-	-	-	-	-	-	-	-	-
		Net	797.3	3,443.8	1,467.2	0.0	0.0	0.0	0.0	0.0	0.0
7230000	Water Reclamation Facilities	Gross	5,839.0	985.5	3,831.9	-	-	0.0	0.0	0.0	0.0
		A&C	-	(180.0)	(180.0)	(183.6)	(189.1)	-	-	-	-
		Net	5,839.0	805.5	3,651.9	(183.6)	(189.1)	0.0	0.0	0.0	0.0
8230000	Transportation Equipment	Gross	558.6	580.5	537.5	919.0	1,040.1	1,213.0	1,265.1	695.6	716.4
		A&C	-	-	-	-	-	-	-	-	-
		Net	558.6	580.5	537.5	919.0	1,040.1	1,213.0	1,265.1	695.6	716.4
9230000	General Plant	Gross	957.1	2,258.0	3,028.7	2,058.9	1,237.1	1,707.4	1,201.5	0.0	0.0
		A&C	-	-	-	-	-	-	-	-	-
		Net	957.1	2,258.0	3,028.7	2,058.9	1,237.1	1,707.4	1,201.5	0.0	0.0
TOTALS	Gross Expenditures Advances & Contributions Net Expenditures		34,149.6	42,798.0	35,071.8	14,642.5	12,427.3	13,858.0	12,483.0	3,780.9	13,856.4
			-	(893.4)	(180.0)	(183.6)	(189.1)	-	-	-	-
		\$	\$ 34,149.6	\$ 41,904.6	\$ 34,891.8	\$ 14,458.9	\$ 12,238.2	\$ 13,858.0	\$ 12,483.0	\$ 3,780.9	\$ 13,856.4

## Manhole / New Mains Project Narratives

*Thousands of Dollars to One Decimal Place*

**1230000      Manhole/Port Installed      \$185.0**

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	2023	Beyond	Total
1230000	Manhole/Port Installed	\$0.0	\$185.0	\$0.0	\$185.0

**2230000      Construction Deposit Project      \$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	2023	Beyond	Total
2220000	Construction Deposit Project	\$0.0	\$180.0	\$0.0	\$180.0

**3230000      New Mains @ Utility Cost – Inhouse      \$850.0**

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	2023	Beyond	Total
3230000	New Mains @ Utility Cost - Inhouse	\$0.0	\$850.0	\$0.0	\$850.0

## Replacement Mains Project Narratives

*Thousands of Dollars to One Decimal Place*

**4110400 I/I Reduction Program-Subbasin \$6,858.0**

This project will reduce Inflow/Infiltration (I/I) to mitigate SSO's in the selected basins and to eliminate the need to upsize sewer main through Roselawn Cemetery.

Project

Number	Description	Prior	2023	Beyond	Total
4110400	Barrow OMP SB 30700-Roselawn	\$5,146.7	\$1,711.3	\$0.0	\$6,858.0

**4170300 Sewer Assessment Lines > 18" \$21,506.0**

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	2023	Beyond	Total
4170300	Sewer Assessment Lines > 18"	\$15,246.0	\$5,190.0	\$1,070.0	\$21,506.0

**4170301 Collection System – FEMA \$10,511.5**

This project aims to address the damages caused to the collection system by the significant flooding experienced by the City of Little Rock between May 21 and June 14, 2019. Multiple inspections were performed on the sanitary sewer interceptors affected by the flooding event and located near the Fourche Creek/Fourche Bottoms area. Closed-circuit televising (CCTV), 2-D laser, and Sonar technologies were used to assess the conditions of the flooded pipes. The data collected revealed both structural and operational impacts. Pipe damages, including holes, missing pipe walls, and pipe deformations need urgent rehabilitation. Operationally, the excessive amounts of debris settled in the lines need to be cleaned and removed to restore the working capacity of these interceptors.

Project

Number	Description	Prior	2023	Beyond	Total
4170301	Collection System – FEMA	\$8,841.3	\$1,670.2	\$0.0	\$10,511.5

**4190400 I/I Basin Reduction Project-Phase I & R13 Rose Creek \$40,305.2**

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	2023	Beyond	Total
4190400	I/I Basin Reduction Project-Phase	\$26,545.2	\$13,760.0	\$0.0	\$40,305.2



**4230100 Trenchless Sewer Line Renewal \$1,520.0**

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		Prior	2023	Beyond	Total
Number	Description				
4230100	Trenchless Sewer Line Renewal	\$0.00	\$760.0	\$760.0	\$1,520.0

**4230000 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		Prior	2023	Beyond	Total
Number	Description				
4230000	Replacement Mains @ Utility Cost	\$0.0	\$1,000.0	\$0.0	\$1,000.0

**Relocation  
 Project Narratives**

*Thousands of Dollars to One Decimal Place*

**5220600 ARDOT Pleasant Ridge to Taylor Loop \$5,000.0**

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	2023	Beyond	Total
5220600	AR Dept of Trans Relocations	\$100.0	\$650.0	\$4,250.	\$5,000.0

**5230200 City of Little Rock Relocations \$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	2023	Beyond	Total
5230200	City of Little Rock Relocations	\$0.0	\$250.0	\$0.0	\$250.0

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

**6130500 Jamison Pump Station Upgrade \$3,325.2**

This project is a SECAP recommended upgrade which includes installing back-up power, painting the ferrous surfaces at the station, and replacing the grinders with a mechanical bar screen when maintenance of the grinders becomes an issue.

Project

Number	Description	Prior	2023	Beyond	Total
6130500	Jamison Pump Station Upgrade	\$3,009.3	\$315.9	\$0.0	\$3,325.2

**6160400 Airport East Pump Station Site Plan \$30.2**

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	2023	Beyond	Total
6160400	Airport East Pump Station Site Plan	\$5.9	\$24.3	\$0.0	\$30.2

**6220100 Arch Street PS – New Pump \$301.0**

This project is for the purchase and installation of a new replacement pump by the LRWRA Maintenance team. Arch Street pump station is a vital part of the collection system and is the primary source of flow to Fourche Creek Reclamation Facility. The existing pumps have been in service for more than a decade and each of them have had to be taken out of service for repair multiple times in the last few years. All five pumps are needed during the wet season to be able to handle heavy incoming flows and in turn prevent overflows in the collection system.

Project

Number	Description	Prior	2023	Beyond	Total
6220100	Arch Street PS – New Pump	\$300.0	\$1.0	\$0.0	\$301.0

**6230100 Candlewood Pump Station Upgrades \$200.0**

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	2023	Beyond	Total
6230100	Candlewood Pump Station Upgrades	\$0.0	\$200.0	\$0.0	\$200.0

**6230200 Little Rock Port Pump Station Building & Electrical Rehab \$350.0**

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	2023	Beyond	Total
6230200	Little Rock Port Pump Station Building & Electrical Rehab	\$0.0	\$350.0	\$0.0	\$350.0

**6230300 Peak Flow Pump Station Engine Repairs \$200.0**

This project is for the repair of the Peak Flow Pump station’s pump. The Peak Flow Pump Station is a wet-weather pump station that provides relief to the system and treatment plants during heavy rainfall events. This pump station has been in operation since 2009, with the addition of the fourth pump and diesel engine in 2019. Following the failure of Pump No. 1, it was recommended to have the clutches, drive shafts, and fly wheels removed from all four (4) units. After the completed removal of these components, the units will receive new torsion plates and corrected length drive shafts. This will increase the reliability of the system to handle peak flow events.

Project					
Number	Description	Prior	2023	Beyond	Total
6230300	PFPS Engine Repairs	\$0.0	\$200.0	\$0.0	\$200.0

**6230400 LM Pump Station – Bar Screen Rehabilitation \$75.0**

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	2023	Beyond	Total
6230400	LM Pump Station – Bar Screen Rehabilitation	\$0.0	\$75.0	\$0.0	\$75.0

**6230500 Replace Arch Street PS Pump \$301.0**

This project is for the purchase and installation of a new replacement pump by the LRWRA Maintenance team for the Arch Street pump station. It is a vital part of the collection system and is the primary source of flow to Fourche Creek Reclamation Facility. The existing pumps have been in service for more than a decade and each of them have had to be taken out of service for repair multiple times in the last few years. All five pumps are needed during the wet season to be able to handle heavy incoming flows and in turn prevent overflows in the collection system.

Project					
Number	Description	Prior	2023	Beyond	Total
6230500	Replace Arch Street PS Pump	\$0.0	\$301.0	\$0.0	\$301.0

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

**7161200 Water Reuse Loop \$364.8**

This project allows for the generation and distribution of reclaimed water for irrigation purposes. The project is based on a preliminary engineering report prepared by Garver dated June 27, 2019, which focuses on the Adams Field Water Reclamation Facility providing an irrigation supply to the Bill and Hillary Clinton National Airport. The total project cost (\$1,500.0) is based on a connection to the airport's irrigation system at the south end of the property (alternative B within the report). This project also allows for the development of reclaimed water generation at the Little Maumelle Water Reclamation Facility (\$500.0)

Project

Number	Description	Prior	2023	Beyond	Total
7161200	AFWRF & FCWRF Water Reuse Loop	\$114.8	\$250.0	\$0.0	\$364.8

**7190300 FCWRF Equipment Storage Building \$315.2**

This project is for the purchase of an equipment storage building that will house and protect the Boom Truck that cost \$225,000. Genie Manlift \$40,000, Six Inch Portable Pumps of \$30,000, Portable Generators \$85,000 each, many pumps, and mechanical parts that are too large to keep in the FCWRF's Storeroom.

Project

Number	Description	Prior	2023	Beyond	Total
7190300	FCWRF Equipment Storage Building	\$2.2	\$313.0	\$0.0	\$315.2

**7191000 FCWRF Fog Receiving Station Digester Upgrades \$2,668.7**

This project is to improve our digestibility and gas production in the FCWRD Digester Complex. LRWRA hired a consultant for the preliminary study, design and construction of a FATS, Oils, and Grease (FOG) Receiving Station. This receiving station will allow businesses in the LRWRA service area to dispose of their oil and grease which will be turned into energy. This receiving station will also reduce the amount of grease that clogs pump stations in the system, further reducing overflows.

Project

Number	Description	Prior	2023	Beyond	Total
7191000	FCWRF Fog Rec Station Digester	\$1,203.7	\$1,465.0	\$0.0	\$2,668.7

**7200100 Peak Flow Concrete Rehabilitation \$69.5**

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.

Project

Number	Description	Prior	2023	Beyond	Total
7200100	Peak Flow Concrete Rehabilitation	\$0.0	\$46.5	\$23.0	\$69.5

**7210200 Solids Handling Biosolids Masterplan \$571.7**

This project is for the Solids Master Plan. It will provide a review of current and anticipated State and Federal regulations relevant to biosolids treatment and review of the existing Fourche Creek Water Reclamation Facility (FCWRF) solids processing post digestion. The master plan shall also include a review of re-use options including off-site and on-site composting, contracted biosolids management and energy recovery options. It will provide concise recommendations for treatment alternatives including further processing of current Class B Biosolids to a higher quality resulting in more beneficial reuse options.

Project

Number	Description	Prior	2023	Beyond	Total
7210200	Solids Handling Biosolids Masterplan	\$111.7	\$460.0	\$0.0	\$571.7

**7210300 Adams Headworks Gate Actuators \$147.5**

This project is for the replacement of the three (3) Headwork Actuators that provide motorized lifting capabilities to the three influent channel 60"x60" isolation sluice gates. These Litorque Actuator units were originally installed in the early 1980's as modulating lifts to control upstream water surface elevations for the mechanical bar screens. Their internal mechanisms are comprised of series of gears and springs which are now considered antiquated. Renewal of these assets to full functionality is critical in maintaining isolation capabilities within the treatment process.

Project

Number	Description	Prior	2023	Beyond	Total
7210300	Adams Headworks Gate Actuators	\$5.1	\$142.4	\$0.0	\$147.5

**7220200 FCWRF 2 Bar Screen Rehabilitations \$250.0**

This project is for the rehabilitation of the two older bar screens by the LRWRA Maintenance Team, to ensure the continued reliability of this vital process equipment. The Fourche Creek Reclamation Facility currently has three bar screens, one of which was installed in 2020. However, the other two bar screens have been in service for many years. After years of service, components naturally wear and need to be replaced. These bar screens help to protect the pumps and equipment throughout the treatment process by removing debris from the influent water. It is crucial to the treatment process that all three bar screens remain functional especially during peak flow.

Project

Number	Description	Prior	2023	Beyond	Total
7220200	FCWRF 2 Bar Screen Rehabilitations	\$0.0	\$250.0	\$0.0	\$250.0

**7220500 AFWRF 2 Bar Screen Rehabilitations \$350.0**

This project will be for the parts and labor of the LRWRA Maintenance Team to rehabilitate both bar screens at the Adam's Field Reclamation Facility. The Adam's Field Reclamation Facility currently has two bar screens that have been in service for more than a decade. These bar screens protect the pumps and equipment throughout the treatment process by removing debris from the influent water. It is imperative that both bar screens remain operational and dependable. To ensure continued reliability, worn parts must be replaced.

Project

Number	Description	Prior	2023	Beyond	Total
7220500	AFWRF 2 Bar Screen Rehabilitations	\$0.0	\$350.0	\$0.0	\$350.0

**7220600 AFWRF 2 Primary Sludge PS \$75.0**

This project is to replace two of the four Primary Pump Station Pumps to ensure there are no interruption 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	2023	Beyond	Total
7220600	AFWRF Primary Sludge PS	\$0.0	\$75.0	\$0.0	\$75.0

**7220800 AFWRF Rebuild 1 Preliminary Building Auger \$25.0**

This project is to rebuild one Preliminary Building Auger at AFWRF. The auger has been in service for more than 10 years and needs to be rebuilt due to wear since it removes grit from the incoming water which is an important step in the treatment process.

Project					
Number	Description	Prior	2023	Beyond	Total
7220800	AFWRF Rebuild 1 Preliminary Bldg Auger	\$0.0	\$25.0	\$0.0	\$25.0

**7220900 FCWRF Disinfection Halogen System 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	2023	Beyond	Total
7220900	FCWRF Disinfection Halogen System Controls Upgrade	\$0.0	\$35.0	\$0.0	\$35.0

**7221000 LMWRF Sludge Dewatering \$300.0**

This project is to provide reliability in solids handling through dewatering and solids transportation at the Little Maumelle Reclamation Facility. This project will include modifications to the existing solids handling processes as well as odor control.

Project					
Number	Description	Prior	2023	Beyond	Total
7221000	LMWRF Sludge Dewatering	\$0.0	\$300.0	\$0.0	\$300.0

**7230100 Replace AFWRF Headwork Influent Sluice Gate \$120.0**

This project is for the purchase and third-party installation of the Adams Field Water Reclamation South Headworks Influent cast iron sluice gate. This sluice gate, installed in 1958, as part of the construction of the original Adams Field Wastewater Treatment Plant Primary Treatment system. LRWRA discovered that the cast iron gate is cracked, and associated stem and guides are non-functional during the recent attempted replacement of the drive actuator. This gate is critical in isolating flow upstream of the south channel mechanical bar screen. This installation is a precursor to the 2023 scheduled bar screen refurbishment project.

Project					
Number	Description	Prior	2023	Beyond	Total
7230100	Replace AFWRF Headwork Influent Sluice Gate	\$0.0	\$120.0	\$0.0	\$120.0

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

**8220100      2022 Vehicle Replacement Program      \$300.0**

The Vehicle Replacement Program evaluates fleet that has reached the 100,000 mile and/or 10 years of age benchmark. The evaluation factors include a 24-point inspection, test drive, mileage, age, and utilization criticality. For the 2021 budget, there were a total of twenty-five (25) vehicles evaluated for replacement. Twelve (12) vehicles received good scores between 74-100. Three vehicles (3) received marginal scores between 70-73 and four (4) vehicles received failing scores at or below 69. The weighted values are calculated, and the overall index rating is provided. Vehicles that rate above a score of 74 or more are not eligible to be replaced, vehicles that range in score of 70-73 are eligible to be replaced at the supervisor’s discretion, and vehicles that score below 70 must be replaced to avoid continual maintenance costs. Upon replacement, all vehicles will be retired and auctioned at GovDeals.com.

Project		Prior	2023	Beyond	Total
Number	Description				
8220100	2022 Vehicle Replacement Program	\$60.0	\$240.0	\$0.0	\$300.0

**8230100      2023 Vehicle Replacement Program - V1185      \$50.0**

The Vehicle Replacement Program evaluates our vehicles which have reached the 100,000 mile and/or 10 years of age benchmark. The evaluation factors include a 24-point inspection, test drive, mileage, age, and utilization criteria. An overall rating index is calculated for each vehicle. Vehicles rated 74 or above are not eligible for replacement, whereas vehicles rated 70-73 are eligible to be replaced at the supervisor’s discretion. Finally, all vehicles with a rating index lower than 70 must be replaced to avoid continual maintenance costs. Upon replacement, all vehicles will be retired and auctioned at GovDeals.com. For the 2023 budget, a total of eight (08) vehicles were evaluated. Four vehicles (4) received marginal scores between 70-73 and four (4) vehicles received failing scores at or below 69. Two were previously evaluated for the 2021 Vehicle Replacement Program and are being replaced by the end of 2022. The PO for these vehicles had been cancelled by the vendor due to vehicle shortage. Consequently, after feedback from the respective supervisors, the only vehicle to be replaced as part of the 2023 replacement program is V1185. V1220 will be replaced separately due to its value being over \$50,000.

Project		Prior	2023	Beyond	Total
Number	Description				
8230100	2023 Vehicle Replacement Program -V1185	\$0.0	\$50.0	\$0.0	\$50.0

**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 2023 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		Prior	2023	Beyond	Total
Number	Description				
8230101	Replace V1220	\$0.0	\$125.0	\$0.0	\$125.0



**8230200      Replace 16-ton Equipment Trailer E1401      \$35.0**

This project is to replace equipment trailer E1401 which was placed into service in 2013. This type of equipment trailer has been used to haul right-of-way equipment ranging from tractors to tracked skid-loaders. Cleaning & Inspection and Right-of-Way crews will use the new unit. E1401 will be retired and sold through the auction program.

Project					
Number	Description	Prior	2023	Beyond	Total
8230200	Replace 16-ton Equipment Trailer	\$0.0	\$35.0	\$0.0	\$35.0

**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	2023	Beyond	Total
8230300	Dump Truck Scales (7)	\$0.0	\$50.0	\$0.0	\$50.0

**8230700      Replace Utility Terrain Vehicle E1173      \$20.0**

This project is for the replacement of utility terrain vehicle E1173 which was placed into service in 2006. Our fleet team has recently had to work repeatedly on the unit to keep it operational. This unit is used by Collection System maintenance along with other Departments to access remote locations not accessible by vehicle. These Units will be larger than the previous units because they need to be able to transport three and four personnel along with equipment. E1173 will be retired and placed into the auction program.

Project					
Number	Description	Prior	2023	Beyond	Total
8230700	Replace Utility Terrain Vehicle	\$0.0	\$20.0	\$0.0	\$20.0

**8231000      Replace AFWRF Utility Terrain Vehicle      \$12.5**

This project is for the replacement of E1591, a Honda Pioneer side-by-side, utilized by Operation staff for off road use on the facility site and off-site access to the facility outfall point of discharge. LRWRA Fleet Maintenance has determined that the current unit has cam and valve train failures which would require a complete engine replacement at an estimated cost of \$8,8000. Replacement cost for a compatible unit is less than \$12,500.

Project					
Number	Description	Prior	2023	Beyond	Total
8231000	Replace AFWRF Utility Terrain Vehicle	\$0.0	\$12.5	\$0.0	\$12.5

**8231200      Trailer Equipment      \$5.0**

This project is for the purchase of a new, heavy duty equipment trailer. This trailer is needed to transport the new mini track hoe that department 409 will receive next year.

Project					
Number	Description	Prior	2023	Beyond	Total
8231200	Trailer Equipment	\$0.0	\$5.0	\$0.0	\$5.0

**General Plant  
 Project Narratives**

*Thousands of Dollars to One Decimal Place*

**9191800 Laboratory Info Management System \$216.7**

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		Prior	2023	Beyond	Total
Number	Description				
9191800	Laboratory Info Management System	\$153.4	\$63.3	\$0.0	\$216.7

**9192400 ERP Financial Software System \$800.0**

This project is for the replacement of Sage 500, the current financial software system. It is approaching the final stages of its useful life and no future improvements will be made to the program. Also, Finance will be trying to incorporate both the HR-Payroll and financial software systems into a single Enterprise Resource Planning (ERP) software system to enhance future processes.

Project		Prior	2023	Beyond	Total
Number	Description				
9192400	ERP Financial Software System	\$781.6	\$18.4	\$0.0	\$800.0

**9200100 FCWRF Access Control -Phase 2 \$30.0**

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

Project		Prior	2023	Beyond	Total
Number	Description				
9200100	FCWRF Access Control Phase 2	\$0.0	\$30.0	\$0.0	\$30.0

**9201200 Automate FCWRF RAS Lines \$30.6**

This project is to replace the current RAS line actuators which are over 20 years old and are not suited to be used for automation. Operations has asked that they be set up to be controlled by SCADA.

Project		Prior	2023	Beyond	Total
Number	Description				
9201200	Automate FCWRF RAS Lines	\$23.6	\$7.0	\$0.0	\$30.6

**9201300 IT Best Practices Analysis \$20.0**

This project is for a study to be conducted by a 3<sup>rd</sup> 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	2023	Beyond	Total
9201300	IT Best Practices Analysis	\$0.0	\$20.0	\$0.0	\$20.0

**9202200 CAB New HVAC Controls & Software \$70.0**

This project is for the replacement of the current HVAC Controls and software. The CAB was constructed and has been in service since 2005. Since that time, the control system for the HVAC system has become dated and is becoming undependable. The aging system is a proprietary system, which limits LRWRA’s options for troubleshooting and repair needs from outside sources when required. This includes repair parts and part availability. The new control system will be non-proprietary allowing LRWRA a larger network of available sources in parts availability and repair support. Included in this project will be the necessary technical training for LRWRA’s HVAC technicians in the operation, maintenance, and repair of the new system.

Project					
Number	Description	Prior	2023	Beyond	Total
9202200	CAB-New HVAC Controls & Software Sys	\$20.0	\$50.0	\$0.0	\$70.0

**9210300 Replace SANs at CAB & DR Site \$355.1**

This project is to replace the Storage Area Networks (SANS) in our production data center located at the CAB, and the datacenter located at AF which is primarily used for Disaster Recovery (DR) along with some production services. The current SANs are 7 years old and running low on usable disk space.

Project					
Number	Description	Prior	2023	Beyond	Total
9210300	Replace SANs at CAB & DR	\$190.1	\$165.0	\$0.0	\$355.1

**9220100 CAB Interior Remodel \$300.0**

This project is to reconfigure interior space of the CAB for meeting purposes which will allow meetings to accommodate all personnel.

Project					
Number	Description	Prior	2023	Beyond	Total
9220100	CAB Interior Remodel	\$0.0	\$300.0	\$0.0	\$300.0

**9220200 LRWRA Signage 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	2023	Beyond	Total
9220200	LRWRA Signage All Treatment Facilities	\$0.0	\$150.0	\$0.0	\$150.0

**9220300 Generator Relocation from AFWRF to FCWRF \$343.2**

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	2023	Beyond	Total	
9220300	Generator Relocation from Adams to Fourche	\$3.8	\$339.4	\$0.0	\$343.2	

**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	2023	Beyond	Total	
9220400	New Six-Foot Lathe Machine	\$0.0	\$60.0	\$0.0	\$60.0	

**9220500 AFWRF Access Control – Phase 1 \$30.0**

This project is for the installation of the Access Control System which provides card access, locking schedules, and entrance monitoring for the safety of AFWRF personnel. Currently, not all the AFWRF is covered by the automated access control system. This project will allow instrumentation to install the access control system to extend coverage to all occupied areas of AFWRF.

Project						
Number	Description	Prior	2023	Beyond	Total	
9220500	AFWRF Access Control – Phase 1	\$0.0	\$30.0	\$0.0	\$30.0	

**9220600 Water Purification System \$35.0**

This project is for the replacement of the water purification system. This system was purchased in 2011 and has reached the end of its useful life and is recommended for replacement due to reliability and cost to repair. The water purification system is used to generate laboratory grade Type I water, which is a method requirement for all laboratory tests and is critical to the operation of the lab.

Project						
Number	Description	Prior	2023	Beyond	Total	
9220600	Water Purification System	\$0.0	\$35.0	\$0.0	\$35.0	

**9220700      Replace Autoclave      \$12.0**

This project is for the replacement of the autoclave that is currently in use which purchased in 1984. It is outdated and is lacking modern safety features. The purchase of a new autoclave will reduce sterilization time and improve productivity. The autoclave is used to sterilize equipment for fecal coliform bacteria testing and to sterilize biowaste for safe disposal.

Project					
Number	Description	Prior	2023	Beyond	Total
9220700	Replace Autoclave	\$0.0	\$12.0	\$0.0	\$12.0

**9221400      New Hydraulic Metal Shear      \$25.0**

This project is for the purchase of a new hydraulic metal shear. This shear will aid the LRWRA maintenance team in the metal fabrication process. This LRWRA maintenance team regularly must fabricate our own metal parts to repair equipment and for construction. This metal shear will make in-house fabrication work more efficient.

Project					
Number	Description	Prior	2023	Beyond	Total
9221400	New Hydraulic Metal Shear	\$0.0	\$25.0	\$0.0	\$25.0

**9221500      New Bearing Induction Heater      \$20.0**

This project is for a new induction bearing heater which will allow the LRWRA maintenance team to install larger bearings in a safe and efficient manner. During the process of rebuilding our larger pumps, we must heat the bearings to expand the inner race to install them on the pump shaft. To do this without potentially damaging expensive bearings, we need an induction bearing heater. An induction bearing heater heats up the bearing evenly without the use of flame which can damage the bearing.

Project					
Number	Description	Prior	2023	Beyond	Total
9221500	New Bearing Induction Heater	\$0.0	\$20.0	\$0.0	\$20.0

**9230100      AFWRF Access Control - Phase 2      \$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	2023	Beyond	Total
9230100	AFWRF Access Control - Phase 2	\$0.0	\$30.0	\$0.0	\$30.0

**9230200      Charging Stations for EV      \$65.0**

This project is step one in electrifying our fleet with the installation of the electric charging stations necessary to keep these electric vehicles running. With electric vehicles expected to reach 32% of the market share by 2030, it is more feasible and meaningful at this time to install the charging station. After evaluation of our fleet and the work performed by our crews, it was determined certain crews would be good fits for electrification. In addition, they carry a minimal load of equipment and material, which can affect the driving range of the electric trucks currently available on the market.

Project					
Number	Description	Prior	2023	Beyond	Total
9230200	Charging Stations for EV	\$0.0	\$65.0	\$0.0	\$65.0

**9230300 Directional Cooling Fans for CWM Storeroom \$20.0**

This project is for the installing of directional cooling fans to help minimize the risk of any heat related illness and help increase heater efficiency in the wintertime throughout the storeroom. These fans will be used to provide some relief to our CWM storekeepers during their daily activities such filling materials and equipment orders from crews and restocking all supplies. These tasks have proven to be challenging in the heat of the summer with no air circulating in the storeroom.

Project

Number	Description	Prior	2023	Beyond	Total
9230300	Directional Cooling Fans for CWM Storeroom	\$0.0	\$20.0	\$0.0	\$20.0

**9230400 New AC Machine \$10.0**

This project is for the purchase of a new AC Machine for New Freon. In 2013, a new type of refrigerant R1234 was introduced in some vehicles and has slowly been incorporated into the vehicle market. In 2021, all vehicles produced had the new refrigerant because of the drastically lower Global Warming Potential. Our current A/C machine will remain in use for the older refrigerant. However, as we continue replacing our vehicles with newer models, this AC machine compatible with the new refrigerant is much needed.

Project

Number	Description	Prior	2023	Beyond	Total
9230400	New AC Machine	\$0.0	\$10.0	\$0.0	\$10.0

**9230500 New Diagnostic Tools \$15.0**

This project is for the purchase of several new diagnostic and repair tool. Current tools such as the scan tools for large trucks (Snap-on ProLink module) and small vehicles (Snap-On Triton module) have been in use since 2014. These are either outdated or have been phased out by the manufacturers. These purchases will enable our techs to remain up to date with the newer technology that is being introduced in new vehicles and equipment at a rapid pace.

Project

Number	Description	Prior	2023	Beyond	Total
9230500	New Diagnostic Tools	\$0.0	\$15.0	\$0.0	\$15.0

**9230600 Replace CCTV Push Camera on V1364 \$18.0**

This project is for the replacement of the existing push camera on V1364 which does not integrate with the current CCTV software and must be used as a standalone unit. The existing unit will be placed into the auction program to be sold.

Project

Number	Description	Prior	2023	Beyond	Total
9230600	Replace CCTV Push Camera on V1364	\$0.0	\$18.0	\$0.0	\$18.0

**9230700      Replace Large 2 Post Lift in Fleet      \$20.0**

This project is for the replacement of a large 2 post lift due to safety reasons. The Mohawk model has a capacity of 26,000 lbs. and was purchased in 2016 from the Federal Surplus as a used unit and its age is unknown. Following a recent service call, the lift company that performed the repair suggested replacing the unit as it appeared to be near the end of its useful life.

Project		Prior	2023	Beyond	Total
Number	Description				
9230700	Replace Large 2 Post Lift in Fleet	\$0.0	\$20.0	\$0.0	\$20.0

**9230800      Replace Large 4 Post Lift in Fleet      \$120.0**

This project is for the replacement of a large 4 post lift. The Ben Pearson model has a capacity of 33,000 lbs. and was installed around 2003 and is at the end of its useful life. The unit has become unreliable due to reoccurring instances of damage and quick fixes to the pully and cable system. Continued use of the unit could lead to its failure, with grave consequences to human life and utility property.

Project		Prior	2023	Beyond	Total
Number	Description				
9230800	Replace Large 4 Post Lift in Fleet	\$0.0	\$120.0	\$0.0	\$120.0

**9230900      Trenching & Shoring Equipment      \$25.0**

This project is for the upgrade to current trenching and shoring equipment to keep LRWRA employees safe. The ones to be procured are used by our construction crews to shore excavations in tight spaces where lighter equipment is needed to access these areas. These devices are significantly lighter than the ones the crews have typically been accustomed to, can be moved, and placed by hand, and are consequently safer to use.

Project		Prior	2023	Beyond	Total
Number	Description				
9230900	Trenching & Shoring Equipment	\$0.0	\$25.0	\$0.0	\$25.0

**9231000      Replace Sewer Line Rapid Assessment Tool E1586      \$30.0**

This project is for the replacement of unit E1586 that has been in service since 2/14/2017. The sewer line rapid assessment tool detects the amount of air space or capacity available in a sewer main. The device sends sounds wave through the sewer main from one manhole to the next and provides a score of 1-10. The score represents how much air space or capacity is available within the pipe. Conducting inspections with this tool aids in the efforts of mitigating stoppages and overflows and directs cleaning crews to line segments in need of cleaning.

Project		Prior	2023	Beyond	Total
Number	Description				
9231000	Replace Sewer Line Rapid Assessment Tool E1586	\$0.0	\$30.0	\$0.0	\$30.0

**9231100      Replace Sewer Line Rapid Assessment Tool E1549      \$30.0**

This project is for the replacement of unit E1549 that has been in service since 3/1/2016. The sewer line rapid assessment tool detects the amount of air space or capacity available in a sewer main. The device sends sound waves through the sewer main from one manhole to the next and provides a score of 1-10. The score represents how much air space or capacity is available within the pipe. Conducting inspections with this tool aids in the efforts of mitigating stoppages and overflows and directs cleaning crews to line segments in need of cleaning.

Project					
Number	Description	Prior	2023	Beyond	Total
9231100	Replace Sewer Line Rapid Assessment Tool E1549	\$0.0	\$30.0	\$0.0	\$30.0

**9231200      Replace E1610 Generator for CCTV Unit      \$7.5**

This project is for the replacement of E1610 generator installed in CCTV Unit V1364 in 2017. Due to availability, this generator will be utilized as a spare unit in the event of catastrophic failure to any of the other four CCTV generators.

Project					
Number	Description	Prior	2023	Beyond	Total
9231200	Replace E1610 Generator for CCTV Unit	\$0.0	\$7.5	\$0.0	\$7.5

**9231300      Replace (1) Grade Light Laser E0921      \$8.0**

This project is to replace Unit E0921, a GradeLight 2000, manufactured in 1999, with a newer model. This equipment is used by our capital projects crews for the installation of sewer pipes at the proper, required slope and has had many repairs over the years. With the technological advances seen in this type of equipment, repair parts have become increasingly hard to find for these older models, hence making these units unreliable. This replacement will allow our capital crews to remain effective and accurate during pipe installations.

Project					
Number	Description	Prior	2023	Beyond	Total
9231300	Replace (1) Grade Light Laser E0921	\$0.0	\$8.0	\$0.0	\$8.0

**9231400      Replace (1) Grade Light Laser E0922      \$8.0**

This project is to replace Unit E0922, a GradeLight 2000, manufactured in 1999, with a newer model. This equipment is used by our capital projects crews for the installation of sewer pipes at the proper, required slope and has had many repairs over the years. With the technological advances seen in this type of equipment, repair parts have become increasingly hard to find for these older models, hence making these units unreliable. This replacement will allow our capital crews to remain effective and accurate during pipe installations.

Project					
Number	Description	Prior	2023	Beyond	Total
9231400	Replace (1) Grade Light Laser E0922	\$0.0	\$8.0	\$0.0	\$8.0



**9231500 Replace Sample Refrigerator \$10.4**

This project is to replace one of its sample 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		Prior	2023	Beyond	Total
Number	Description				
9231500	Replace Sample Refrigerator	\$0.0	\$10.4	\$0.0	\$10.4

**9231600 Replace Digestion System \$6.7**

This project is to update the digestion system currently used for COD in the laboratory. The current system was purchased in 2013 but lacks some functionality that can improve process times. Additionally, the new digestion system has the flexibility to allow the lab to incorporate more test methods, expanding the overall capabilities of the lab.

Project		Prior	2023	Beyond	Total
Number	Description				
9231600	Replace Digestion System	\$0.0	\$6.7	\$0.0	\$6.7

**9231700 Copier – LMWTF \$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		Prior	2023	Beyond	Total
Number	Description				
9231700	Copier – LMWTF	\$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		Prior	2023	Beyond	Total
Number	Description				
9231800	Copier – CAB Communications	\$0.0	\$12.0	\$0.0	\$12.0

**9231900 New Plate Metal Roller \$25.0**

This will be an additional piece of equipment to be another contributor to the money savings that is already in place with the in-house fabrication and repairs of metal structural equipment. This plate metal roller will enable the maintenance team to roll metal into the formation that is needed for fabrication of or repair to equipment that would normally be given to an outside source to produce for LRWRA.

Project		Prior	2023	Beyond	Total
Number	Description				
9231900	New Plate Metal Roller	\$0.0	\$25.0	\$0.0	\$25.0

**9232000 AFWTF - Road Repairs - Asphalt Overlay \$175.0**

This project is for a new overlay at AFWTF. The Adams Field internal roadways are in a very rough condition. In some areas, the asphalt has broken up and now are down to gravel base. Over the years the facility has experienced many upgrades, repairs, and street cuts.

Project Number	Description	Prior	2023	Beyond	Total
9232000	AFWTF - Road Repairs - Asphalt Overlay	\$0.0	\$175.0	\$0.0	\$175.0

**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 be provide much more durability than standard galvanized fencing.

Project Number	Description	Prior	2023	Beyond	Total
9232100	AFWRF Perimeter Fence Replacement	\$0.0	\$175.0	\$0.0	\$175.0

**9232200 Instrumentation Repairs > \$5,000 \$100.0**

This work will include replacement of faulty equipment for items that are greater than \$5,000 for a single item or repair. Typical replacements are for faulty flow meters or valve actuators. This is for existing equipment that has faulted.

Project Number	Description	Prior	2023	Beyond	Total
9232200	Instrumentation Repairs > \$5,000	\$0.0	\$100.0	\$0.0	\$100.0

**9232300 HVAC Replacement Program All Facilities \$70.0**

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	2023	Beyond	Total
9232300	HVAC Replacement Program All Facilities	\$0.0	\$70.0	\$0.0	\$70.0

**9232400 All Facilities Electrical Repair/Replacement >\$5000 \$120.0**

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	2023	Beyond	Total
9232400	All Facilities Electrical Repair/ Replacement >\$5000	\$0.0	\$120.0	\$0.0	\$120.0

**9232500 All Facilities Mechanical Repair/Replacement >\$5000 \$250.0**

Many mechanical 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		Prior	2023	Beyond	Total
Number	Description				
9232500	All Facilities Mechanical Repair/Replacement >\$5000	\$0.0	\$250.0	\$0.0	\$250.0

**9232600 All Facilities Roof Asset Management >\$5000 \$275.0**

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		Prior	2023	Beyond	Total
Number	Description				
9232600	All Facilities Roof Asset Management >\$5000	\$0.0	\$275.0	\$0.0	\$275.0

**9232700 All Facilities Update Projects >\$5000 \$40.0**

This project 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		Prior	2023	Beyond	Total
Number	Description				
9232700	All Facilities Upgrade Projects >\$5000	\$0.0	\$40.0	\$0.0	\$40.0

**9232800 All Facilities Laboratory Equipment Replacement >\$5000 \$30.0**

This program is for the purchase and installation of replacement process equipment necessary to maintain process control at the three Water Reclamation Facilities. The last major upgrade of this equipment occurred in 2011 when Little Maumelle Water Reclamation Facility began discharging treated effluent. Current equipment has become obsolete and is quickly approaching the end of their useful life.

Project		Prior	2023	Beyond	Total
Number	Description				
9232800	All Facilities Laboratory Equipment Replacement >\$5000	\$0.0	\$30.0	\$0.0	\$30.0

Funding Source for Major CAO/Sierra Club Capital Improvement Project Listing

Project Number	Description	Funding	FY 2022 Projected	FY 2023 Budget	FY 2024 Projected	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast	FY 2031 Forecast	FY 2032 Forecast	Total Projected
<b>Collection System</b>														
4200300	Granite Mountain OMP - M20	RLF 2018/Revenue	\$ 612	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 612
4121900	Mainline Improvements for Modeled Overflows/Growth	RLF 2018/Revenue	4,581	-	-	-	-	-	-	-	-	-	-	4,581
4160600	Middle Hinson OMP	RLF 2018/Revenue	255,562	-	-	-	-	-	-	-	-	-	-	255,562
4190400	I/I Basin Reduction Project -Phase 1	RLF 2018/RLF 2019/RLF 2020A/Revenue	11,337,852	13,759,964	-	-	-	-	-	-	-	-	-	25,097,816
4210100	Trenchless Sewer Line Renewal	RLF 2018/RLF 2019/RLF 2020A/Revenue/Reserve	1,374,099	760,000	760,000	3,630,000	3,630,000	3,630,000	-	-	-	-	-	13,784,099
4170300	Sewer Assessment Lines >18" (550,000 LF Total) SSES	RLF 2017/RLF 2018/RLF 2019/RLF 2020A/RLF 2020C/Revenue	3,609,742	-	-	-	-	-	-	-	-	-	-	3,609,742
4110400	I&I Reduction Program Subb	RLF 2019/RLF 2020A	4,337,477	1,711,329	-	-	-	-	-	-	-	-	-	6,048,806
4220200	Sewer Repairs Lines >18" (368,000 old) 25% = 92,125 LF	RLF 2020A/RLF 2020C/Revenue/Reserve	1,378,028	5,190,000	4,130,000	3,677,188	4,370,908	3,376,526	-	-	-	-	-	22,122,650
4170301	Collection System FEMA	RLF 2020C/Revenue/FEMA	8,424,561	1,670,178	-	-	-	-	-	-	-	-	-	10,094,739
4170302	Access Road FEMA	RLF 2020C/Revenue/FEMA	63,514	-	-	-	-	-	-	-	-	-	-	63,514
4170303	Manholes Vaults FEMA	RLF 2020C/Revenue/FEMA	700,936	-	-	-	-	-	-	-	-	-	-	700,936
4170304	Embankment-Sampling Port - FEMA	RLF 2020C/Revenue/FEMA	210,978	-	-	-	-	-	-	-	-	-	-	210,978
4170305	FC Outfall Embankment FEMA	RLF 2020C/Revenue/FEMA	748,688	-	-	-	-	-	-	-	-	-	-	748,688
<b>Total Collection System</b>			<b>\$ 32,446,629</b>	<b>\$ 23,091,471</b>	<b>\$ 4,890,000</b>	<b>\$ 7,307,188</b>	<b>\$ 8,000,908</b>	<b>\$ 7,006,526</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 82,742,722</b>
<b>Facilities</b>														
Water Reclamation Facilities														
7130300	AFWRF Parallel Treatment & Disinfection Upgrade	RLF 2020A/Revenue	\$ 307,967	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 307,967
Pump Station Facilities														
6130500	Jamison Pump Station Upgrade	RLF 2020A/Revenue	2,773,130	315,917	-	-	-	-	-	-	-	-	-	3,089,047
<b>Total Facilities</b>			<b>\$ 3,081,097</b>	<b>\$ 315,917</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,397,014</b>
<b>Other</b>														
1230000	Manhole Port Installed	In House/Reserve	\$ 304,128	\$ 185,000	\$ 204,000	\$ 210,125	\$ 218,545	\$ 225,102	\$ 231,855	\$ 238,810	\$ 245,975	\$ 253,354	\$ 260,955	\$ 2,577,849
2230000	Developer Funded Projects	In House/Reserve	180,000	180,000	183,600	189,113	196,691	202,592	208,669	214,929	221,377	228,019	234,859	2,239,849
3230000	New Mains @ Utility Costs	In House/Reserve	1,400,000	850,000	1,428,000	1,470,875	1,529,818	1,575,712	1,622,984	1,671,673	1,721,823	1,773,478	1,826,682	16,871,046
4230000	Replacement Mains @ Utility Costs	In House/Revenue/Reserve	709,217	1,000,000	459,000	472,781	491,727	506,479	521,673	537,324	553,443	570,047	587,148	6,408,839
5230000	Sewer Line Relocation Projects	Revenue/Reserve	(223,138)	900,000	4,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	9,176,862
6230000	Pumping Facility Projects	RLF 2020C/Revenue	670,645	1,151,288	-	-	-	-	-	-	-	-	-	1,821,933
7230000	Reclamation Facility Projects	RLF 2020C/Revenue	313,787	1,636,940	(183,600)	(189,113)	-	-	-	-	-	-	-	1,578,015
7161200	AFWRF & FCWRF Water Reuse Loop	Revenue	17,695	250,000	-	-	-	-	-	-	-	-	-	267,695
7191000	FC Fog Receiving Station	RLF 2020A/Revenue	166,060	1,465,000	-	-	-	-	-	-	-	-	-	1,631,060
7221000	LMWRF Sludge Dewatering	Revenue	-	300,000	-	-	-	-	-	-	-	-	-	300,000
8230000	Transportation Equipment	Revenue/Reserve	580,500	537,500	919,020	1,040,119	1,212,927	1,265,072	695,564	716,431	-	-	-	6,967,133
9192400	ERP Project Financial System	RLF 2020A	389,640	18,399	-	-	-	-	-	-	-	-	-	408,039
9230000	General Plant	Revenue/Reserve	1,868,337	3,010,347	2,058,870	1,237,111	1,707,386	1,201,481	-	-	-	-	-	11,083,531
<b>Total Other</b>			<b>\$ 6,376,871</b>	<b>\$ 11,484,474</b>	<b>\$ 9,568,890</b>	<b>\$ 4,931,011</b>	<b>\$ 5,857,094</b>	<b>\$ 5,476,437</b>	<b>\$ 3,780,746</b>	<b>\$ 3,879,168</b>	<b>\$ 3,242,619</b>	<b>\$ 3,324,897</b>	<b>\$ 3,409,644</b>	<b>\$ 61,331,851</b>
	Capitalized Interest	RLF	\$ 581,840	\$ 855,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,436,840
<b>Total Capital Improvement Plan</b>			<b>\$ 42,486,436</b>	<b>\$ 35,746,862</b>	<b>\$ 14,458,890</b>	<b>\$ 12,238,198</b>	<b>\$ 13,858,002</b>	<b>\$ 12,482,964</b>	<b>\$ 3,780,746</b>	<b>\$ 3,879,168</b>	<b>\$ 3,242,619</b>	<b>\$ 3,324,897</b>	<b>\$ 3,409,644</b>	<b>\$ 148,908,426</b>

# Little Rock Water Reclamation Authority 10-yr Capital Strategic Plan Projects 2023-2032

\*\*\* Denotes System Wide Project



LITTLE MAUMELLE WATER RECLAMATION FACILITY 1	
Year	Description
2023	LMWRF - Sludge Dewatering

Project Start Year  
or  
Budget Year

ADAMS FIELD WATER RECLAMATION FACILITY 2	
Year	Description
2023	AFWRF - 2 Bar Screen Rehabilitations
2023	AFWRF - Rebuild 1 Preliminary Bldg. Auger
2023	AFWRF Headworks Gate Actuators
2023	AFWRF Replace Junction Box Sluice Gate Actuators
2023	AFWRF Perimeter Fence Replacement
2023	AFWTF & FCWTF Water Reuse Loop

COLLECTION SYSTEM 4-14		
Proj #	Year	Description
4	2023	I & I Reduction Program Subb
5	2023	Collection System - FEMA
6	2023	I/I Basins Reduction Project - Phase I
7	2023	Jamison Pump Station Upgrade
8	2023	Airport East PS Site Plan
9	2023	PFPS Engine Repairs
10	2023	LR Port PS Building & Electrical Upgrades
11	2023	Arch Street PS - New Pump
12	2023	LM Pump Station - Bar Screen Rehabilitation
13	2023	Candlewood PS Upgrades
14	2024	Sewer Repairs Lines >18" (368,000 old) 25% = 92,125 LF

***SYSTEM WIDE PROJECTS	
Year	Description
2023-2026	***Replacement Mains @ Utility Cost- Inhouse
2023-2024	***Trenchless Sewer Line Renewal

FOURCHE CREEK WATER RECLAMATION FACILITY 3	
Year	Description
2023	FCWRF - 2 Bar Screen Rehabilitations
2023	FCWRF - 85' X 40' Equipment Storage Task
2023	FCWRF - Disinfection Halogen Sytem Controls
2023	FCWTF FOG Receiving Station / Digester
2023	Solids Handling/Biosolids Masterplan
2024	FCWRF Perimeter Fence Replacement
2025	FCWRF - Road Repairs - Asphaly Overlay

<u>Project Number</u>	<u>Description</u>	<u>FY 2024 Projected</u>	<u>FY 2025 Forecast</u>	<u>FY 2026 Forecast</u>	<u>FY 2027 Forecast</u>	<u>FY 2028 Forecast</u>	<u>FY 2029 Forecast</u>	<u>FY 2030 Forecast</u>	<u>FY 2031 Forecast</u>	<u>FY 2032 Forecast</u>
<b>Active Projects with Unfunded portions</b>										
6210100	Two Rivers Park Pump Station	\$ 414,340	\$ 3,423,462	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7161200	AFWTF & FCWTF Water Reuse Loop	2,295,000	-	-	-	-	-	-	-	-
7200100	Peak Flow Concrete Rehabilitation	472,770	-	-	-	-	-	-	-	-
7210100	Digester Dome repair-Primary Digesters (6)	312,120	-	-	-	-	-	-	-	-
7221000	LMWRF - Sludge Dewatering	2,244,000	-	-	-	-	-	-	-	-
<b>Unfunded Future Projects</b>										
4240000	Needed Collection System Projects	\$ 765,000	\$ 3,151,875	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4250000	Extraterritorial Jurisdiction Upsizing	-	1,184,958	1,232,443	1,269,416	1,307,499	1,346,724	1,387,126	-	-
4280100	Trenchless Sewer Line Renewal	-	-	-	-	3,630,000	3,630,000	3,630,000	3,630,000	3,630,000
4280200	Sewer Repairs Lines >18" (368,000 old) 25% = 92,125 LF	-	-	-	-	3,477,822	4,776,209	4,919,495	5,067,080	5,219,093
4280300	Wastewater System Capacity Improvements for Growth (LM Collection)	-	-	-	-	782,510	7,656,860	7,886,566	-	-
6240100	Candlewood PS Upgrades	765,000	-	-	-	-	-	-	-	-
6240200	Sewer Pumping Plant (2024-2032)	51,000	52,531	54,636	56,275	57,964	59,703	61,494	63,339	65,239
6240300	Longfellow PS Rehab	229,500	-	-	-	-	-	-	-	-
6260100	Wastewater System Capacity Improvements for Growth (LMPS)	-	-	-	-	463,710	5,791,154	-	-	-
6240400	LM Pump Station - Bar Screen Rehabilitation	76,500	-	-	-	-	-	-	-	-
6270100	Arch Street PS (3) 350HP Pump Replacement	-	-	-	1,069,233	-	-	-	-	-
7240100	AFWRF -Primary Sludge PS	76,300	-	-	-	-	-	-	-	-
7240300	FCWRF Biogas Power Study	331,500	-	-	-	-	-	-	-	-
7240400	FCWRF Sludge Transfer Line Replacement	515,100	1,313,281	1,365,909	-	-	-	-	-	-
7240500	FCWRF Thickener Tower Upgrades	1,122,000	-	-	-	-	-	-	-	-
7240600	FCWRF Thickening/Dewatering Equipment	255,000	525,313	-	-	-	-	-	-	-
7240700	FCWRF - Biosolids Optimization	510,000	1,050,625	-	-	-	-	-	-	-
7250100	FCWRF - Replace Two Remaining Roots Blowers	-	630,375	655,636	-	-	-	-	-	-
7250200	LMWRF - Final Weir Repacements	-	36,772	-	-	-	-	-	-	-
7250300	LMWRF - Odor Control Replacement at Y-Gate	-	10,506	-	-	-	-	-	-	-
7250400	AFWRF #1 Blower and Controls	-	787,969	-	-	-	-	-	-	-
7250500	FCWRF - Blower Bldg. Hoist Installation	-	1,260,750	-	-	-	-	-	-	-
7250600	FCWRF Finals Concrete & Chain/Flight Replacement	-	1,050,625	1,092,727	-	-	-	-	-	-
7250700	FCWRF Recycle Station Rehab	-	472,781	-	-	-	-	-	-	-
7250800	LMWRF Basin Gate Replacement.	-	604,109	628,318	-	-	-	-	-	-
7260100	AFWRF - Outfall Rehabilitation	-	-	-	-	-	-	-	3,800,310	-
7260200	AFWRF & FCWRF - Biosolids Processing & Disposal	-	-	-	-	-	-	3,099,282	21,205,731	21,841,903
7260300	FCWRF - Expansion for Port/Nutrient Removal	-	-	1,988,763	17,265,305	17,783,264	-	-	-	-
7260400	LMWRF - Wastewater System Capacity Improvements for Growth	-	-	-	450,204	1,159,274	11,104,686	11,437,827	-	-
7260500	AFWRF - Bio Tower Media Replacement	-	-	273,182	281,377	-	-	-	-	-
7260700	FCWRF - Replace Existing Fine Diffusers	-	-	327,818	337,653	-	-	-	-	-
7260800	LMWRF Blowers Replacement (3)	-	-	2,622,545	-	-	-	-	-	1,565,728
7270100	AFWRF MPS Pump-level Hoist Replacement	-	-	-	1,688,263	-	-	-	-	-
7270200	AFWRF Main PS pumps 1 -3, VFD, Gate Valve, Check valve, & Pump Replacement	-	-	-	1,238,060	1,275,201	1,313,458	-	-	-
7280100	AFWRF - Nutrient Removal	-	-	-	-	-	3,074,685	12,667,701	-	13,047,732
7280200	AFWRF Replace/Redirect Transpactors	-	-	-	-	1,333,165	-	-	-	-
7280300	FCWRF - (6) Digester Mixing Systems	-	-	-	-	3,477,822	3,582,157	3,689,622	-	-
7280400	FCWRF Gas Compression Skid Replacement	-	-	-	-	1,391,129	-	-	-	-
7280500	AFWRF - UV 3000 Plus System Upgrade	-	-	-	-	2,028,730	2,089,592	-	-	-
7280600	LMWRF - Odor Control Media Replacement - Biotower	-	-	-	-	173,891	-	-	-	-
7280700	LMWRF - Odor Control Media Replacement - Carbon Absorption	-	-	-	-	289,819	-	-	-	-
7290000	Sewer Treatment Plant (2029-2032)	-	-	-	-	-	716,431	491,950	1,266,770	1,304,773
7290100	LMWRF - Tertiary Filter Replacement	-	-	-	-	-	358,216	-	-	-
7300000	FCWRF Boiler Replacement	-	-	-	-	-	-	1,844,811	-	-
7300100	LMWRF - UV 3000 Plus System Upgrade	-	-	-	-	-	-	614,937	633,385	-
7310000	FCWRF RAS/WAS Replacement	-	-	-	-	-	-	-	2,216,848	-
7320000	LMWRF RAS/WAS Replacement	-	-	-	-	-	-	-	-	978,580
8320100	Transportation Equipment (2030-2032)	-	-	-	-	-	-	737,924	760,062	782,864
9241300	General Plant (2024-2032)	173,400	220,631	-	382,673	1,718,624	1,757,645	1,871,868	1,978,695	2,051,103
<b>Grand Total</b>		<b>\$ 10,608,530</b>	<b>\$ 15,776,563</b>	<b>\$ 10,241,977</b>	<b>\$ 24,038,460</b>	<b>\$ 40,350,424</b>	<b>\$ 44,182,834</b>	<b>\$ 44,747,586</b>	<b>\$ 53,289,921</b>	<b>\$ 50,487,015</b>

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

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

### **AM = Asset Management**

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

### **CM = Communications**

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

### **FN = Financial**

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

### **OM = Organization Management**

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

### **QA = Quality**

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

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

**RG = Regulatory**

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



# 401

## Little Rock Water Reclamation Commission

**Function**

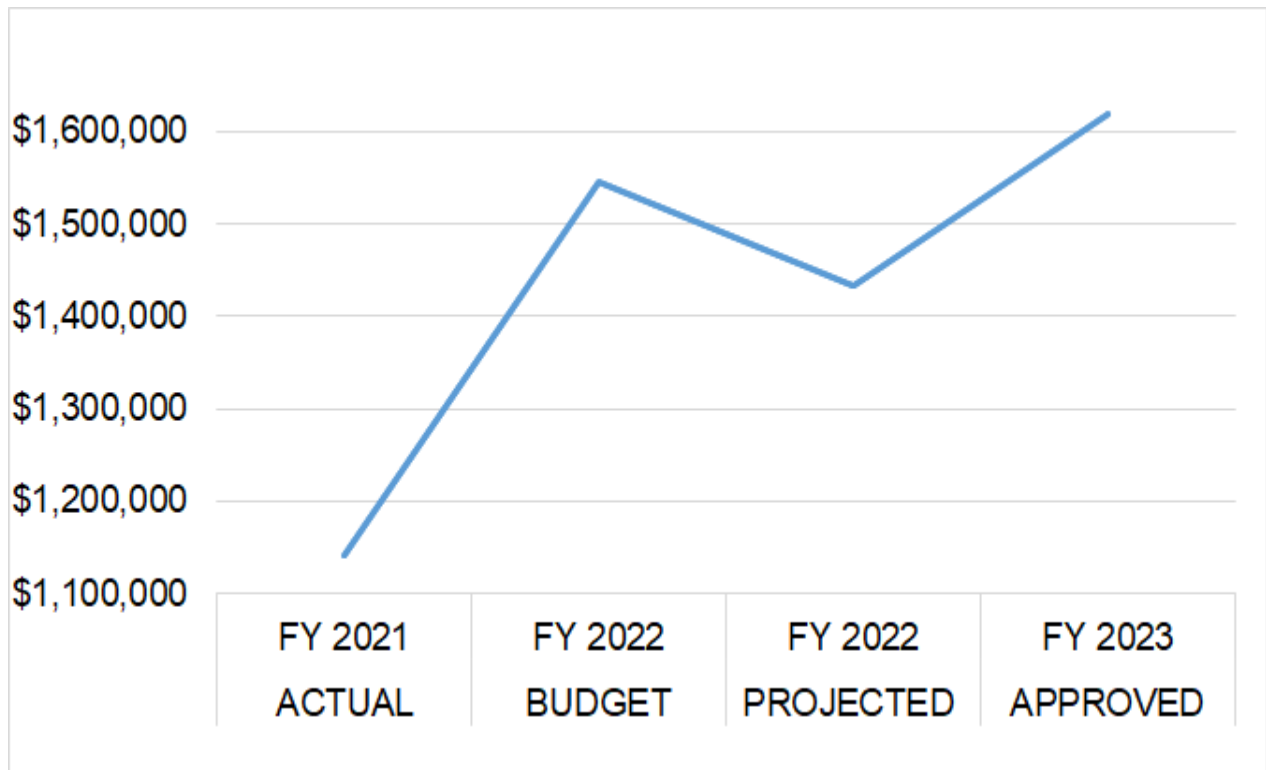
The Little Rock Water Reclamation Commission (“LRWRC”) manages and controls the city’s sewer system. The LRWRC and LRWRA must seek approval of all sewer rate increases and long-term financing through the City of Little Rock Board of Directors. The City of Little Rock Board of Directors appoints LRWRC 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
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 38,920</b>	<b>\$ 70,533</b>	<b>\$ 70,533</b>	<b>\$ 71,296</b>



# 402 Administration

**FY 2022 – Major Accomplishments****Communications**

1. Developed an Emergency Communication Mobilization Plan and a Communications Response Guide.
2. Developed a video welcome series highlighting new employees that is distributed weekly.
3. Formed a team and developed strategies to improve in areas identified from the Employee Survey.
4. Continued education for the public about LRWRA's mission at community events.
5. Continued promoting the "Don't Flush that" campaign by educating the public on what is acceptable to be flushed down the toilet and what is not.
6. Continued to provide value to Little Rock ratepayers with programs like "Can the Grease" and "Cap the Cleanout."
7. Continued education for rate payers through meetings, mailing out informational post cards prior to work beginning in a neighborhood, going door-to-door, social media, and the website.
8. Increased public outreach and education through participation in environmental and public events.
9. Increased public outreach and education through partnership with local schools to promote outreach efforts by including classroom demonstrations and interactions with students and highlighting various STEM careers within the utility.
10. Worked with all departments of the Utility to provide a consistent message for customers and all stakeholders

**FY 2023 – Objectives/Goals****Communications**

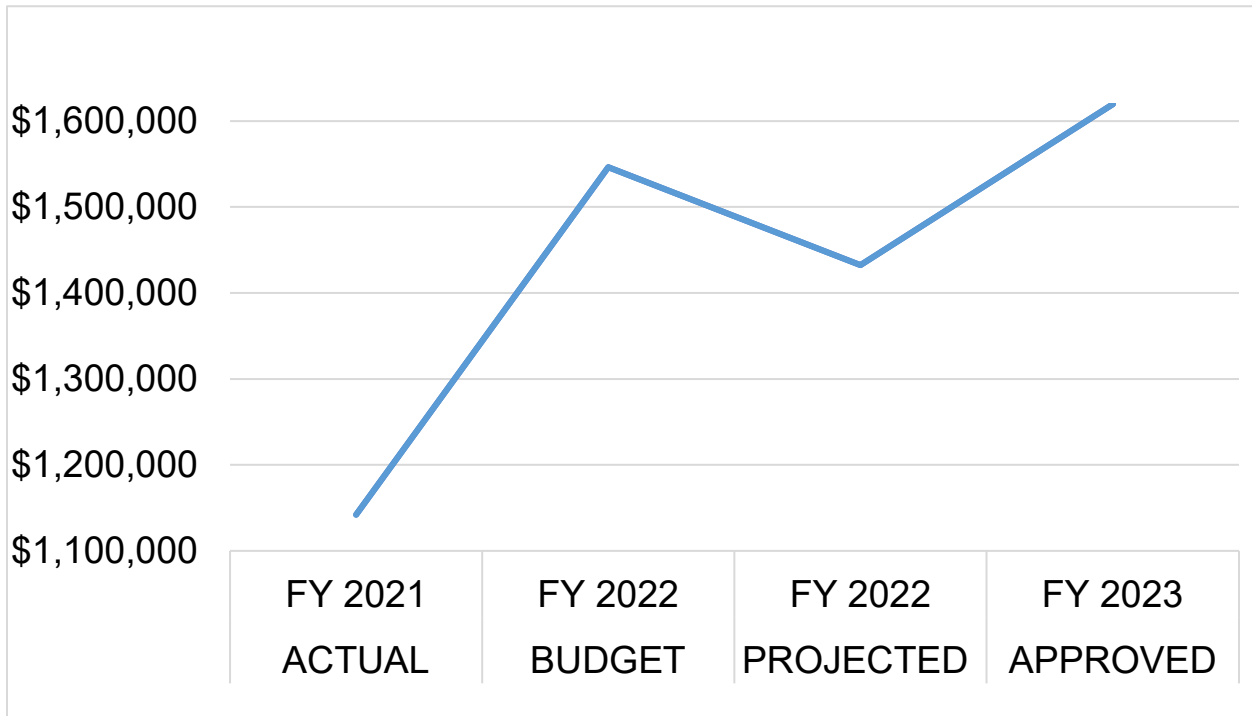
1. Increase outreach around STEM and provide hands on activities for the participants in summer and afterschool programs.
2. Develop a monthly system to track and measure activities.
3. Create a Branding Guide for LRWRA.
4. Develop a Plan of Action and conduct an after-action review for all outreach events.
5. Develop an "about us" brochure for LRWRA for use at outreach events.
6. Increase Community Partners and outreach participation.
7. Develop a 30-to-45-minute interactive session tailored to grade levels, Kindergarten to 12th.
8. Roll out the new Water Hero character for elementary students.
9. Revise employee recognition program and implement supervisor recognition initiative.
10. Continue educating the public about LRWRA's mission at community events.
11. Continue promoting the "Don't Flush that" campaign educating the public on what is acceptable to be flushed down the toilet and what is not.
12. Continue to provide value to Little Rock ratepayers with programs like "Can the Grease" and "Cap the Cleanout."

13. Continue 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.
14. Strengthen public outreach and education through partnership with local schools and participating in environmental and public events.
15. Use partnership with schools to increase outreach efforts to include classroom demonstrations and interactions with students highlighting various STEM careers within the utility.
16. Work with all departments of the Utility to provide a consistent message for customers and all stakeholders

<b>Performance Measures CFS</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Projected</b>	<b>FY 2023 Goal</b>
<b>Public Education</b> CM1				
<b>Facility Tours</b>	8	5	10	10
<b>Community Events</b>	12	5	10	10
<b>Can the Grease</b>	3,500	3,700	4,500	3,500
<b>Community Relations</b> CM1				
<b>THV Cereal Drive</b>	690	1,063	1,010	1,000
<b>School Supply Drive</b>		\$595	\$600	\$600
<b>Notice To Residents</b> CM4	60,000	60,000	60,000	60,000
<b>Bill Inserts</b> CM4	273,000 (3 mailings)	364,000 (4 mailings)	(1 mailing)	(1 mailing)
<b>Media</b> CM4				
<b>Commercials/Media</b>	8	5	8	5
<b>Press Releases Circulated</b>	5	5	5	5

**Total O&M Budget**

ADMINISTRATION	ACTUAL FY 2021	BUDGET FY 2022	PROJECTED FY 2022	APPROVED FY 2023
<b>SALARIES</b>	\$ 668,080	\$ 697,250	\$ 706,314	\$ 730,545
<b>EMPLOYEE BENEFITS</b>	178,616	321,982	312,336	337,082
<b>SUPPLIES</b>	7,042	12,400	9,571	12,900
<b>CONTRACT SERVICES</b>	114,485	225,500	141,902	225,500
<b>VEHICLE EXPENSE</b>	17,014	18,000	16,707	18,000
<b>UTILITIES</b>	10,602	14,500	4,874	10,000
<b>OUTREACH &amp; ADMINISTRATION</b>	144,562	254,500	238,287	283,500
<b>INSURANCE</b>	1,745	2,278	2,249	2,278
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 1,142,146</b>	<b>\$ 1,546,410</b>	<b>\$ 1,432,240</b>	<b>\$ 1,619,804</b>



**Department 402**

**Administration**

10/22/21

Position	2021		2022		2023	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Chief Executive Officer		1		1		1
Chief Operations Officer	Exec 1	1	Exec 1	1	Exec 1	1
Chief Administration Officer	Exec 1	1	Exec 1	1	Exec 1	1
Communications & Outreach Supervisor	E 3	1	E 3	1	E 3	1
CP Communications Specialist / Sr	NE-Grade 9,11	1	NE-Grade 9,11	1	NE-Grade 9,11	1

**Department Total**

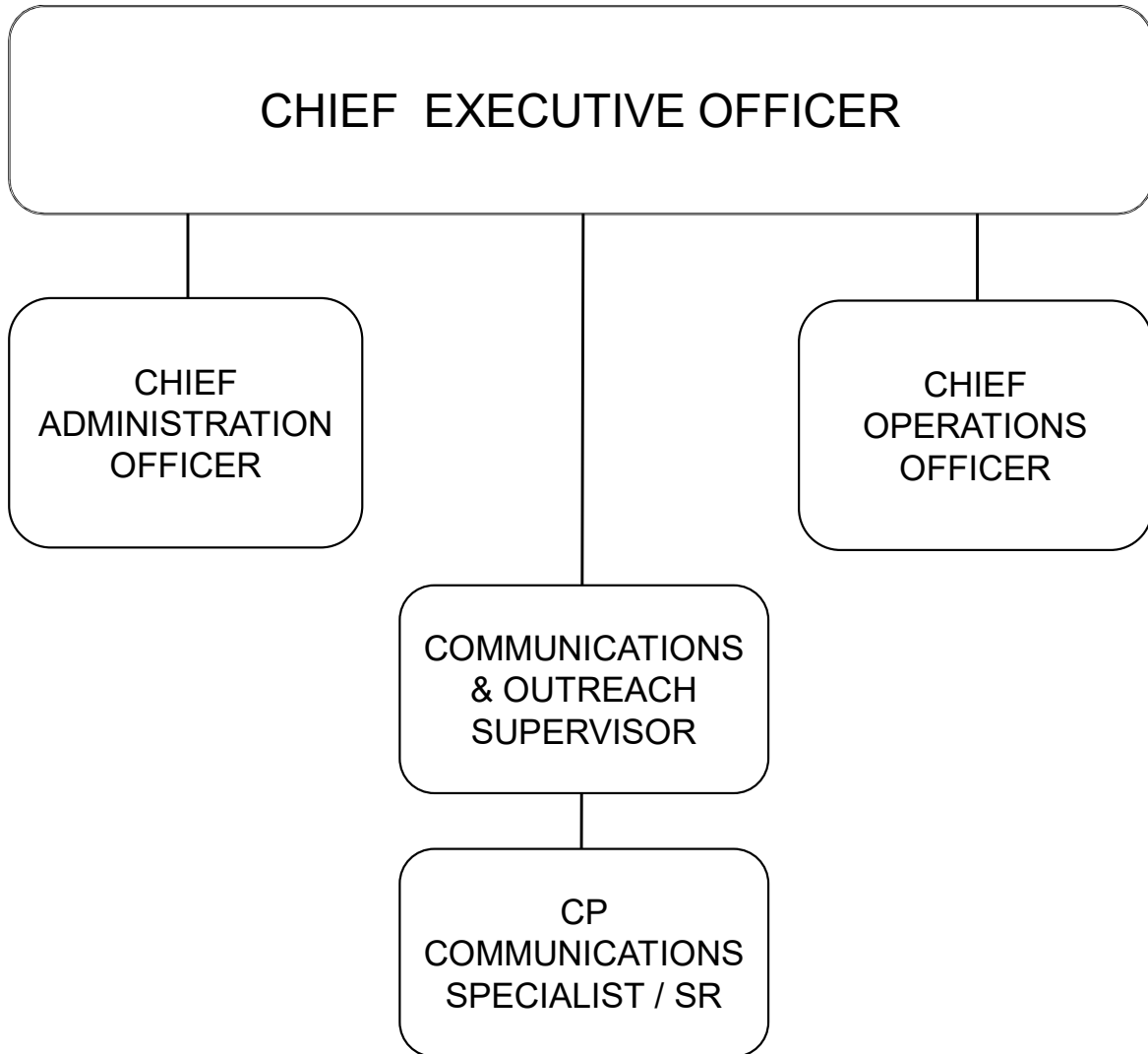
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**5**

**5**



# 402 ADMINISTRATION



5 positions

Updated: 09/16/2022

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 the 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 2022 – Major Accomplishments**

1. Accounting received the Certificate of Achievement for Excellence in Financial Reporting for the eighteenth 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 thirteenth 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 2022 that it was awarded the Excellence in Achievement Award for 2021 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 Procurement Coordinator was awarded the Buyer of the Year Award at the 2022 Arkansas Chapter of the National Institute for Public Procurement conference. This prestigious award is only given once a year State-wide to a single procurement professional. The award is made to the candidate who has made significant contributions to the chapter, members, and the procurement profession. This is the third time in a row that a buyer from LRWRA has been presented with this award.
5. LRWRA's Senior Procurement Agent earned her National Institute for Public Procurement's Certified Procurement Professional (NIGP-CPP) designation. She is one of the first ten people in Arkansas to receive this certification.

6. 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.
7. 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.
8. 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.
9. LRWRA employees received the AWEA Safety Professional of the year for 2021 and 2022.
10. LRWRA received the Water Environment Federation George Burks Facility Safety Award for 2022.
11. Achieved over 600 days of no loss time caused by accidents, injuries, or work-related illnesses.
12. Implemented an Enterprise Resource Planning software system for managing day-today operations at LRWRA.

### **FY 2023 – Objectives/Goals**

1. Work with state and local agencies to refinance several outstanding Revolving Fund Loans and improve cash flow for future debt service and 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. Implement Real-time Financial Reporting.
6. Increase the visibility and effectiveness of the Safety Department and the Safety Team through new training methodologies and approaches, increased communications, and more field presence.
7. Meet or exceed all regulatory requirements both safety and environmentally related through cost effective and program efficient planning and implementation.

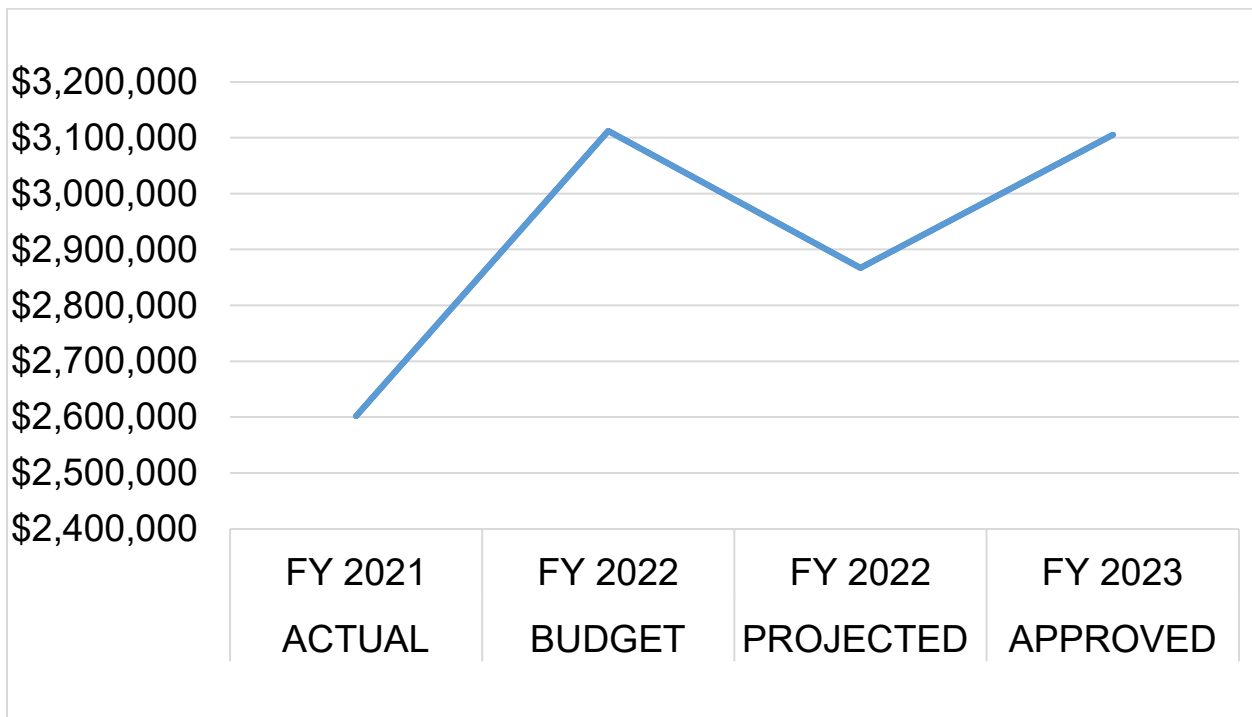
<b>PERFORMANCE MEASURES FINANCE/PROCUREMENT</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 PROJECTED</b>	<b>FY 2023 GOAL</b>
<b>PAYDEX - (Financial Rating w/B&amp;D)</b>	75	71	70	75
<b>A/P Vendor with ACH setup</b>	350	250	300	320
<b>Grant monies received</b>	\$127,520	\$1,999,445	\$5,000,000	\$250,000
<b>Receive GFOA's Certificate of Excellence in Financial Reporting for Comprehensive Annual Financial Report</b>	YES	YES	YES	YES
<b>Receive GFOA's Distinguished Budget Presentation Award for Annual Budget Book</b>	YES	YES	YES	YES
<b>Current Ratio (Current Assets/Current Liabilities)</b>	1.93	3.71	4.60	4.50
<b>Debt Ratio (%) (Outstanding Debt/Total Assets)</b>	59.65%	59.22%	58.39%	58.00%
<b>Debt Service Coverage (Net Operating Income/Total Debt Service)</b>	1.99	2.54	1.91	1.95
<b>Wastewater Rate Changes</b>	4.75%	4.75%	0.0%	0.00%
<b>Timeline for E-Requisitions</b>	1 day	1 day	1 day	1 day
<b>Average Monthly Purchases by P-Card</b>	\$78,600	\$90,800	\$100,000	\$110,000
<b>Sales Tax Exemption and Rebate Program</b>	\$30,400	\$32,400	\$30,000	\$33,000
<b>Receive the Universal Public Procurement Certification Council Agency Certification Award and/or The Sterling Agency Award</b>	YES	YES	YES	YES

<b>PERFORMANCE MEASURES EHS</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2022 PROJECTED</b>	<b>FY 2023 GOAL</b>
<b>*Accident Frequency Rate</b>	4.24 per 100 EEs	2.20 per 100 EE	2.20 per 100 EE	0 per 100 EE
<b>Number of Accidents</b>	13	2	2	0
<b>Costs Due to Accidents</b>	\$112,428.38	\$109,162.91	\$120,000.00	< \$20K
<b>Lost Time Injuries</b>	2	0	0	0
<b>Safety Training Education Hours</b>	1570	1862	4030	3500
<b>Safety Certification Hours</b>	556	1199	2499	2000

\*National Average 5.4 for NAICS 2213  
High cost is due to 2021 carry over claims

**Total O&M Budget**

FINANCE	ACTUAL FY 2021	BUDGET FY 2022	PROJECTED FY 2022	APPROVED FY 2023
<b>SALARIES</b>	\$ 1,090,582	\$ 1,246,017	\$ 1,135,869	\$ 1,249,639
<b>EMPLOYEE BENEFITS</b>	275,263	556,974	486,100	566,305
<b>SUPPLIES</b>	25,550	72,400	32,264	42,400
<b>CONTRACT SERVICES</b>	1,035,430	1,072,300	1,062,810	1,095,800
<b>VEHICLE EXPENSE</b>	8,002	8,700	8,281	8,700
<b>UTILITIES</b>	6,030	6,000	6,611	7,500
<b>OUTREACH &amp; ADMINISTRATION</b>	157,616	144,900	129,987	129,900
<b>INSURANCE</b>	3,473	4,970	5,169	4,900
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 2,601,946</b>	<b>\$ 3,112,261</b>	<b>\$ 2,867,091</b>	<b>\$ 3,105,144</b>



**Department 403**

**Finance**

11/05/22

Position	2021		2022		2023	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Chief Financial Officer	Exec 1	1	Exec 1	1	Exec 1	1
Controller	E 1	1	E 1	1	E 1	1
Env. Security & Risk Supervisor	E 3	1	E 3	1	E 3	1
Accounting Supervisor	E 3	0	E 3	0	E 3	1
Accountant	E 4	1	E 4	2	E 4	1
Procurement Administrator	E 4	1	E 4	1	E 4	1
Safety Coordinator	E 5	1	E 5	1	E 5	1
Procurement Coordinator	E 5	1	E 5	1	E 5	1
Asset Management Coordinator	E 5	1	E 5	1	E 5	1
Finance Coordinator	E 5	1	E 5	1	E 5	0
Accounting Specialist	E 6	0	E 6	0	E 6	1
Accounting Clerk	NE - Grade 3, 5, 7	3	NE - Grade 3, 5, 7	2	NE - Grade 3, 5, 7	2
Procurement Agent / Sr Procurement Agent	NE - Grade 7, 8	2	NE - Grade 8, 10	2	NE - Grade 8, 10	2
Finance Assistant	NE - Grade 4	1	NE - Grade 5	1	NE - Grade 5	1

**Department Total**

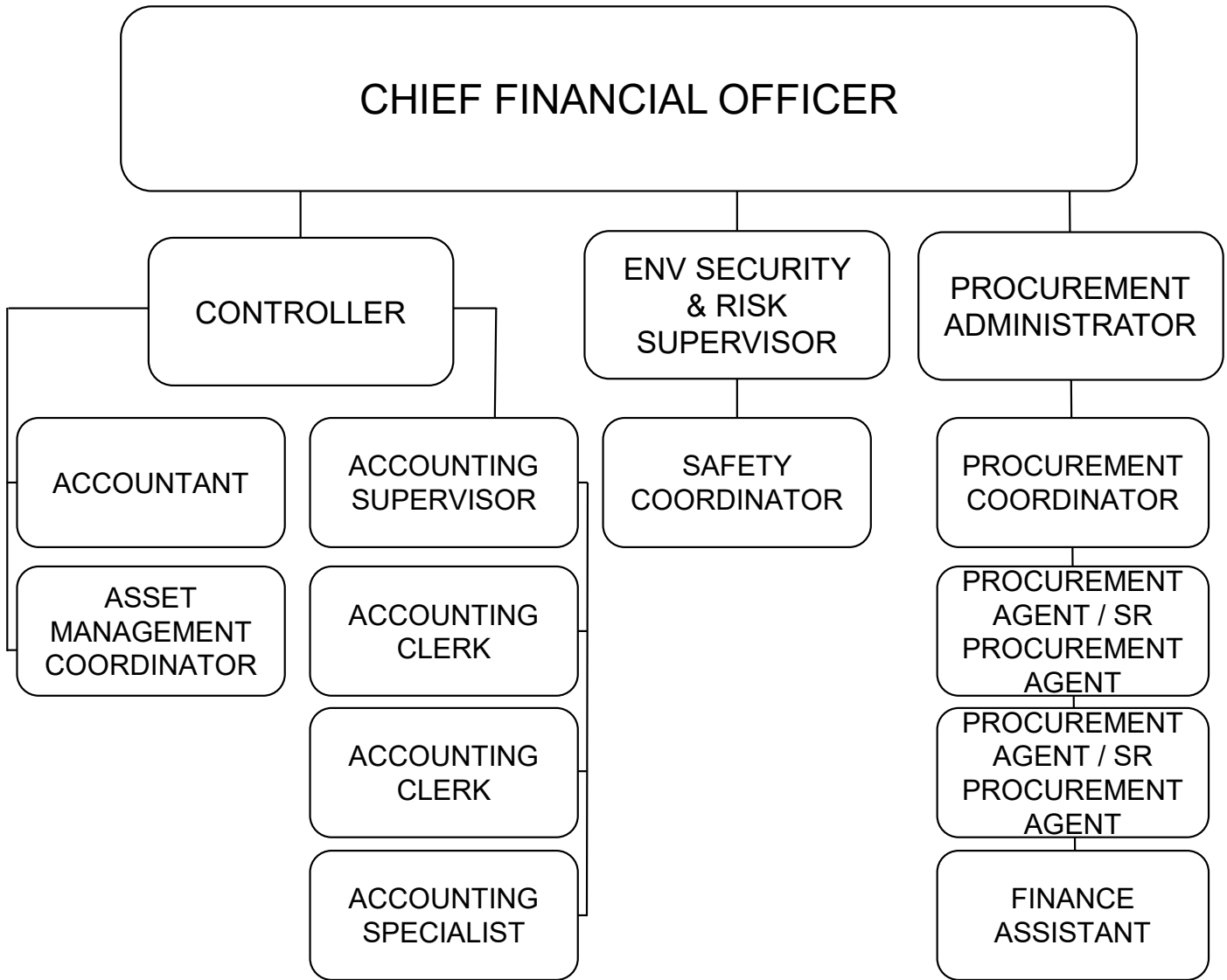
**15**

**15**

**15**



# 403 FINANCE



15 positions

Updated: 09/16/2022

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 contact

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

### **FY 2022 – Major Accomplishments**

1. Completed construction of one RLF collection system project.
2. Continued construction of two RLF projects.
3. Continued investigation phase of two RLF projects.
4. Initiated construction of two RLF projects.
5. Initiated the loan process for RLF XVII (2023) through ANRD.
6. Reconsidered the construction market and bidding for FOG Receiving Station and changed project scope to focus on flares and gas line improvements.
7. Completed construction of the AFWRF Parallel Treatment project.
8. Completed construction of the FCWRF Industrial EQ Basin.
9. Initiated construction for the AFWRF Primary Clarifier Coatings project.
10. Continued the work order to find locations for land applied biosolids permit and began land applying.
11. Obtained Conditional Use Permit for LMWRF to allow other methods for sludge hauling aside from piping.
12. Initiated design of the Generator Relocation from AFWRF to FCWRF project.
13. Assisted Asset Management with methods to track assets coming onsite during construction.
14. Continued training for staff to take FE Exam for EIT certification.
15. Continuation of water reuse to obtain updated PER for AFWRF.
16. Initiated the solids handling masterplan study.
17. Initiated study and design of Peak Flow PS engine failures.
18. Collaborated with ARDOT for Cantrell Road PS changes based on their upcoming construction.
19. Administered the Trenchless Sewer Line Renewal Contracts.
20. Help assist 406 Maintenance on procuring pipe burst equipment and supply them with the necessary data.
21. Help establish the GLES/ Root control dashboards in EAM.
22. Reconcile in-house capital projects in a timely manner.
23. Keeping 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. Created multi outflow and inflow data layer for ArcMap for LRWRA.
26. Created asset work registry for current I/I reduction projects which provided benefit to various LRWRA departments as well as being aligned with Asset Management Goals.
27. Participated in the Team evaluations and testing of EAM Software and reported and documented information.

28. Gathered, summarized, and submitted procedural items which will be utilized by the CMMS Implementation Team.
29. Analyzed, researched, identified inconsistent data found on imported data and made corrections in the new CMMS system. (Ongoing)
30. Analyzed, identified, and created ArcMap Layer for all Contract Flow Monitoring locations.
31. Developed and implemented a plan to integrate COF, LOF, Risk assessment for GLES prioritization as well as the Asset Management Program.
32. Utilized the 2019 developed (COF) asset rating (critical rating), updated and implemented the asset registry for all active Collection System Assets.
33. Created asset groups which will be utilized by Maintenance. Assisted Maintenance in the usage of the groups.
34. Active participant in the LRWRA Dashboard Monitoring Team. (Ongoing)
35. Analyzed, investigated, and reported any data issues for the RJN Rainfall Dashboard.
36. Gathered, investigated, analyzed capacity information used for reporting. (Ongoing)
37. Collaborating with GIS Department, we researched and tested data layers.
38. Administered professional services contract for Collection System Analysis and Capacity Assurance Services.
39. Continued FOG outreach program.
40. Provided engineering assistance and guidance for approximately 28 new Developer-Funded projects and 23 existing Developer-Funded projects as well as approximately 12 private line projects.
41. Provided LRWRA review and comments for approximately 140 Site Plan/Subdivision/Zoning projects for Little Rock Department of Planning and Development.
42. Two Project Engineers successfully obtained Class I Wastewater Operator License
43. Two Engineering Managers successfully obtained Class II Wastewater Operator License
44. Assisted Legal Dept. In reviewing contracts for Extraterritorial Service Areas.
45. Administered and completed Professional Services and construction Contracts for Relocation of Gravity Sewer Mains along Highway 10 in conjunction with ARDOT Project # 061331.
46. Determined operating procedures and documented them through the WIN Team process for the FOG Receiving Station.
47. Implemented Opportunity Zones program to support City of Little Rock's Mayor, Frank Scott, in city's redevelopment initiative. LRWRA waived fees on over 304 permits, representing approximately \$55,000 in Revenue.
48. Administered Cap the Cleanout program and processed all requests.
49. Participated 12-week GIS program study group.

50. Participated in Community Champions Events; Trash Collection, Planting, and Reading Events.
51. Participated in WOW (Women of Water) program.
52. The Permits Desk has issued 807 permits.
53. Inspectors Conducted 772 permitted inspections for services lines.
54. Service Line Replacement Program has received 281 applications. 4,510 applications have been processed Since the program's inception in January 2013.
55. Replaced 188 service lines in 2022.
56. The Service Line Replacement Program has reimbursed homeowners over \$468,000.
57. Continued implementing FOG program and procedures.
58. 100% registration of haulers operating in Little Rock (10 haulers, 15 trucks)
59. 924 FSEs being tracked, 752 reporting regularly and 172 still pending engagement with haulers
60. 1,292 manifests submitted, totaling over 1.9 million gallons of FOG pumped from January 1 to August 10, 2022
61. 3 interceptor repairs, 2 Enforcements
62. Developed layer in ArcMap for existing easements (ongoing).
63. Began importation of manhole data points into ArcMap automatically taking potentially weeks off manual data entry for each one.
64. Participate in ongoing EAM software implementation and provide feedback.
65. Successfully performed the duties for the Developer Funded processes in the absence of the DF Engineer and Project Engineer.
66. All employees in the Survey & Design group successfully obtained their Class I WW license.
67. Created RIME index in crystal report and in excel to classify priority work.
68. Created Asset Audit workbook for site audit of assets (living document)
69. Created Asset ID to classify asset across all Treatment plants (living document)
70. Created Asset numbering system to establish systematic connection being consistent across all Treatment Plants.
71. Initiated creating a utility SOP for EAM work orders to ensure all departments utilize the system in the same manner.
72. 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.
73. 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.
74. Created a crystal report that tracks material and labor per work order with user selected dates and departments
75. Established an Asset entry procedures and process with approval routing for all new asset entry (in process).

**FY 2023 – Objectives/Goals**

1. Continue investigation phase of two RLF projects.
2. Initiate or continue construction of two RLF projects.
3. Complete the loan process for RLF XVII (2023) through ANRD.
4. Obtain Class I Wastewater Operator License.
5. Obtain Class II Wastewater Operator License
6. Obtain Class III Wastewater Operator License
7. Obtain Class I Wastewater Collection System Operator License
8. Obtain EIT Certification
9. Pass PE Exam for future licensure
10. Continue Large Diameter Capital improvement program and prioritize projects.
11. Continue to make field visits and update the GLES Visit Book. Utilizing the GLES index ranking.
12. Provide Engineering assistance to LRWRA Collection System Maintenance, Facility Maintenance and Facility Operations Departments.
13. Continue efforts to reduce overflows through use of in-house resources and trenchless rehab contracts.
14. Prioritize the workflow of the GLES's to minimize the emergency repairs and disruption to the rate payers.
15. Continue monitoring Rainfall Dashboard operations.
16. Gather, investigate, analyze capacity information used for reporting.
17. Initiate and facilitate main extensions to eliminate Community Services and to address the Sewer Service Line Replacement Program (SSLRP).
18. Continue to administer the Cap the Cleanout program.
19. Administer professional services contract for Collection System Analysis and Capacity Assurance Services.
20. Train all survey staff in ArcView and EAM work order management (Survey Project Administrator).
21. Increase efficiency in the as-built process, ArcView management, and communications between Maintenance and Engineering.
22. Create existing layer in ArcMap for Survey Benchmarks.
23. Centralize "ALL" AutoCAD files for all plants with only "one" working file
24. GPS training classes for staff
25. Flow Monitoring classes for staff.
26. ESRI update training for staff.
27. Continue to analyze, research, identify and input corrections for inconsistent data found in database and mapping software.
28. 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.

29. Work to continually improve the quality of service provided to LRWRA customers through our SSLRP, FOG, and Permits Specialists.
30. Continue to provide LRWRA review and comments for Site Plan/Subdivision/Zoning projects for Little Rock Department of Planning and Development.
31. 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.
32. Continue to administer and monitor Opportunity Zones program.
33. Complete construction of two (2) RLF projects.
34. Complete construction of the AFWRF Primary Clarifier Coatings project.
35. Continue land applying biosolids.
36. Complete construction of the Generator Relocation from AFWRF to FCWRF project.
37. Continue to assist Asset Management with methods to track assets coming onsite during construction.
38. Complete construction of the Jamison Pump Station Rehabilitation Project.
39. Complete construction of Fourche Flare Project
40. Complete Airport East Pump Station Site Plan
41. Begin design of Candlewood Pump Station Upgrades
42. Begin design of Little Rock Port Pump Station Building & Electrical Upgrades
43. Begin design of Peak Flow Concrete Rehabilitation
44. Complete Peak Flow Pump Station Engine Repairs
45. Complete the Solids Handling/Biosolids Masterplan
46. Begin design of water reuse project.
47. Complete the solids handling masterplan study.
48. Complete construction of the Peak Flow PS engine failures project.
49. Implement usage-based preventive maintenance program with Plant Maintenance department.
50. Develop training opportunities for asset registry based upon Standard Operating Procedures (SOPs).
51. Ensure 100% of assets registered have proper hierarchy relationships necessary to roll up operation and maintenance costs to the highest level.
52. Implement a Storeroom Inventory Control system utilizing a bar code system.
53. Participate in ongoing EAM software implementation and provide feedback on best practices related to past EAM experience
54. 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."
55. Assist Maintenance in the identification and development of a preventive maintenance plan through the EAM software.



56. Investigate the implementation of a preventive maintenance lubrication plan for facilities.
57. Investigate the implementation of a Vibration analysis plan on motors, Gearboxes and, agitators to reduce unplanned maintenance due to vibration damage.
58. Apply standards for critical ratings of collection system assets per stated in the work plan for all new assets.
59. Maintain Asset ID to classify asset across all Treatment plants (living document) work with I.T. to publish to SharePoint website
60. Maintain a numbering system to establish systematic connections being consistent across all Treatment Plants
61. Establish Asset entry procedures and process with approval routing for all new asset entry.
62. Establish Asset entry procedures and process with approval routing for all new asset entry for use by contractors (on going).
63. Investigate the option with purchasing of using Grainger and vending machines to issue safety inventory and free issue consumable inventory.
64. Publish Asset ID nomenclature to EAM to help end user identify assets.
65. Initiated creating a utility wide SOP for EAM work orders to ensure all departments utilize the system in the same manner
66. Add "Asset Status" and "Asset Type" to all assets across all plants and pump stations

<b>PERFORMANCE MEASURES</b>	<b>CSF</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 PROJECTED</b>	<b>FY 2023 GOAL</b>
Engineering Services Percent of In-house Construction Budget	AM	78.18%	137%	97%	100%
Engineering Services Percent of Annual Pipe Renewal Contract Budget	AM	100%	83%	26%	100%
General Administration Engineering Services Department O&M Budget versus Expenses Percent Variance from Budget	FN	-37.73%	-11.64%	0%	+/-5%
Engineering Services Contract Construction Cost Variance %	AM	-0.68%	-0.06%	2.19%	+/- 10%
Capital Improvement Plan Admin. Capital Budget Forecasting Budget versus Actual Percent variance from Budget	AM	-19.17%	-5.98%	1.09%	+/- 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**

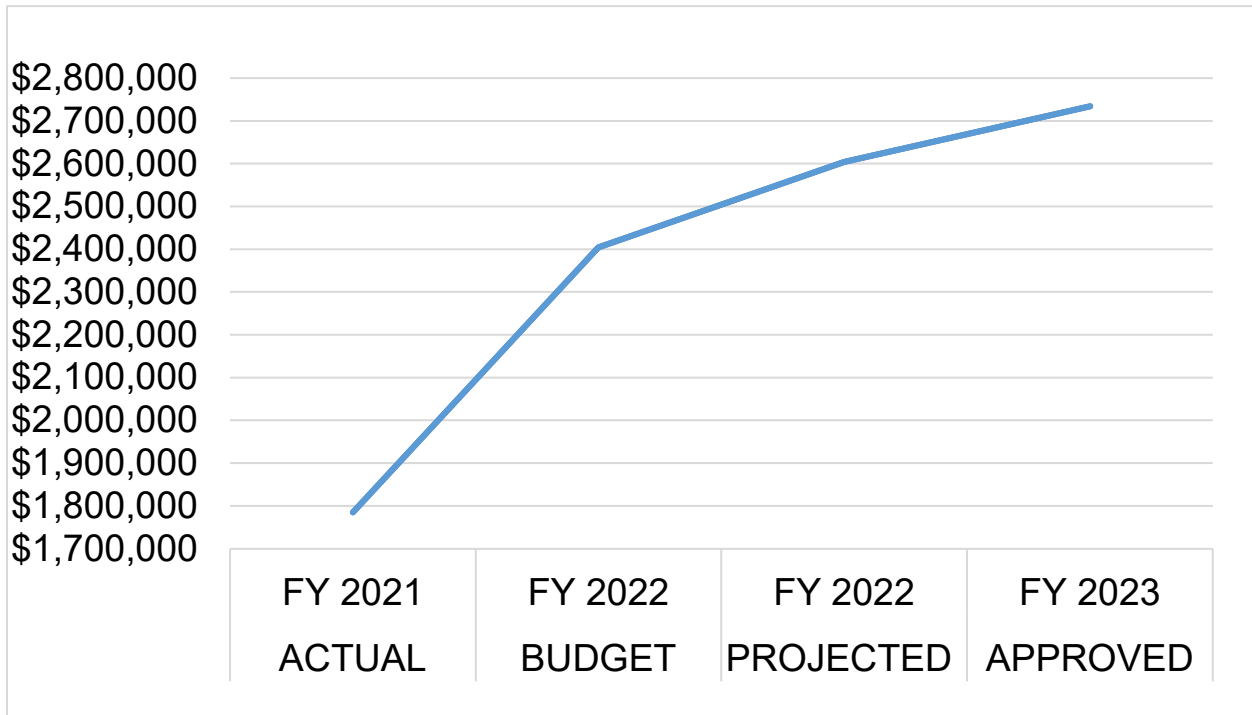
The intent of this service is to provide quality design, inspection, and project management for outside contracts for the collection system construction projects. The service level will be calculated by comparing the actual completed construction value of projects completed within a given year to the 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 thru 7.

**Total O&M Budget**

ENGINEERING	ACTUAL FY 2021	BUDGET FY 2022	PROJECTED FY 2022	APPROVED FY 2023
<b>SALARIES</b>	\$ 1,371,817	\$ 1,404,712	\$ 1,478,065	\$ 1,566,305
<b>EMPLOYEE BENEFITS</b>	(12,653)	480,769	690,990	594,603
<b>SUPPLIES</b>	35,266	52,000	54,326	74,500
<b>CONTRACT SERVICES</b>	261,194	373,100	207,966	373,100
<b>VEHICLE EXPENSE</b>	45,327	29,000	72,416	60,000
<b>UTILITIES</b>	17,970	19,500	21,779	21,000
<b>OUTREACH &amp; ADMINISTRATION</b>	57,848	33,200	66,754	33,300
<b>INSURANCE</b>	8,392	11,659	11,884	11,400
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 1,785,161</b>	<b>\$ 2,403,940</b>	<b>\$ 2,604,180</b>	<b>\$ 2,734,208</b>



**Department 404**

**Engineering Services**

**11/05/22**

Position	2021		2022		2023	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions

Director of Engineering Services	Exec 2	1	Exec 2	1	Exec 2	1
Program Manager (Engineering)	E 2	1	E 2	1	E 2	1
Engineering Manager	E 2	2	E 2	2	E 2	2
Project Engineer	E3	3	E 3	3	E 3	3
Project Administrator (Engineering)	E 4	3	E 4	3	E 4	3
Service Line /FOG Administrator	E 4	1	E 4	1	E 4	1
Service Line Specialist	E 6	1	E 6	1	E 6	1
FOG Specialist	E 6	1	E 6	1	E 6	1
Permit Specialist	E 6	1	E 6	1	E 6	1

Engineering Tech	NE - Grade 12	1	NE - Grade 12	1	NE - Grade 12	1
Collection System Analyst	NE - Grade 12	1	NE - Grade 12	1	NE - Grade 12	1
Inspector	NE - Grade 11	7	NE - Grade 11	7	NE - Grade 11	7
GIS Tech	NE - Grade 9	1	NE - Grade 9	1	NE - Grade 9	1
Survey Crew Team Leader	NE - Grade 8	1	NE - Grade 8	1	NE - Grade 8	1
Data Collection Team Leader	NE - Grade 7	1	NE - Grade 7	1	NE - Grade 7	1
Survey Instrument Worker	NE - Grade 6	2	NE - Grade 6	2	NE - Grade 6	2
Data Collection Technician	NE - Grade 5	1	NE - Grade 5	1	NE - Grade 5	1

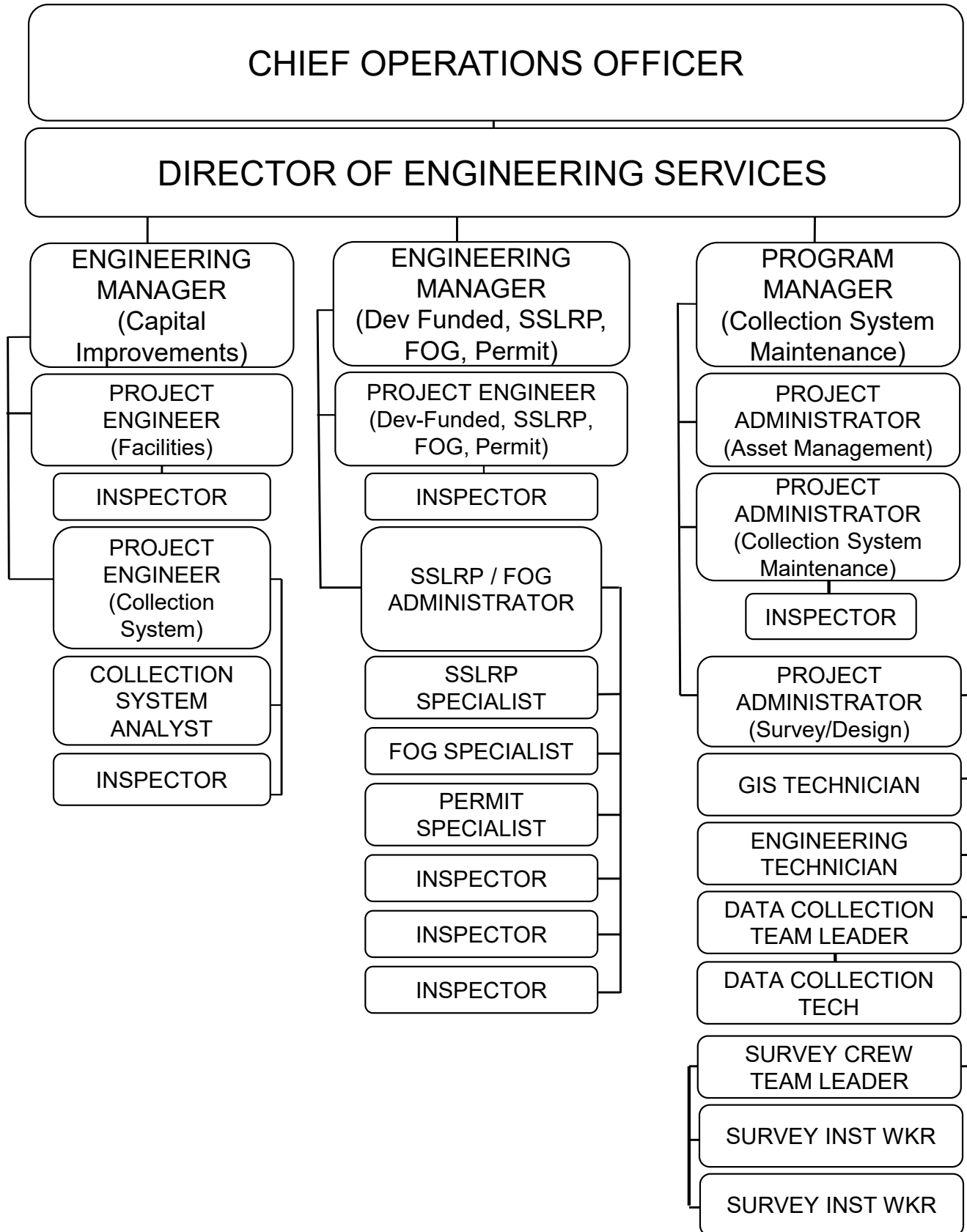
**Department Total**

**29**

**29**

**29**

# 404 ENGINEERING SERVICES



NOTE: The Chief Operations Officer is counted in 402.

29 positions

Updated: 09/13/2022

Refer to Staff Summary for specifics

# 405 Information Services

## Functions

The Information Services Department (*IS*) supports the information technology needs and communications infrastructure of LRWRA and its associates. This eleven-person team is comprised of seven areas: Application Administration, Network Administration, Database Administration, Application Development, Geographic Information Systems (*GIS*), Instrumentation and Help Desk. These groups implement and maintain all database-driven applications such as work order management, financial management, and Supervisory Control and Data Acquisition which automates various operational processes (*SCADA*), as well as a host of other software and necessary databases. *IS* is also responsible for a multitude of disciplines including phone systems, fire and burglar alarm systems, and internal user support via the Help Desk.

## FY 2022 – Accomplishments

### Networking

1. Conducted Tech for a day at all remote locations
2. Installed new Storage Area Network (*SAN*) hardware in the Productions and DR sites.
3. Migrated the virtual infrastructure and data to the new *SAN* platform.
4. Upgraded virtual infrastructure to latest version.
5. Completed roll out of 80 tablets for new *EAM* implementation

### Systems & GIS

1. Completed implementation, delivery, and post Go-Live process of *EAM/FE* integrated software system in production.
2. Completed implementation, delivery, and post Go-Live process of mobile *EAM* applications in production.
3. Partially completed the rebuilding of essential rePortal reports using new *EAM* and *FE* databases.
4. Completed end user Time Off Request application that automatically updates *EAM* timesheet when requests are approved.
5. Completed *GIS/EAM* integration in production.
6. Migrated *GIS* data from Geometric Network data to Topology Network data model.
7. Implemented Esri's built in data processing and QA/QC tools.
8. Migrated *GIS* editing processes from legacy ArcMap to ArcGIS Pro.
9. Hosted two (2) STRIVE program interns resulting in History of LRWRA story map.

### Instrumentation

1. Upgrade the CAB and CWM fire alarm systems
2. Automate FCWRF Aeration D Pass gates
3. Replace CAB gate actuators and replaced safety loops
4. Completed Bosche camera system
5. Installed new Arch flow meter
6. Reprogrammed and rewiring to Brodie Creek to eliminate loss of control issue
7. Upgraded burglar alarm systems



**FY 2023 – Goals****Networking**

1. Discontinue use of all Server 2012 Operating Systems, making Server 2016 our lowest level server OS.
2. Start to test and deploy Windows 11.
3. Refine and stabilize our latest ERP software, Finance Enterprise, and EAM.
4. Learn from and implement solutions proposed in our IT best practices and Cyber Security review documents.

**Systems & GIS**

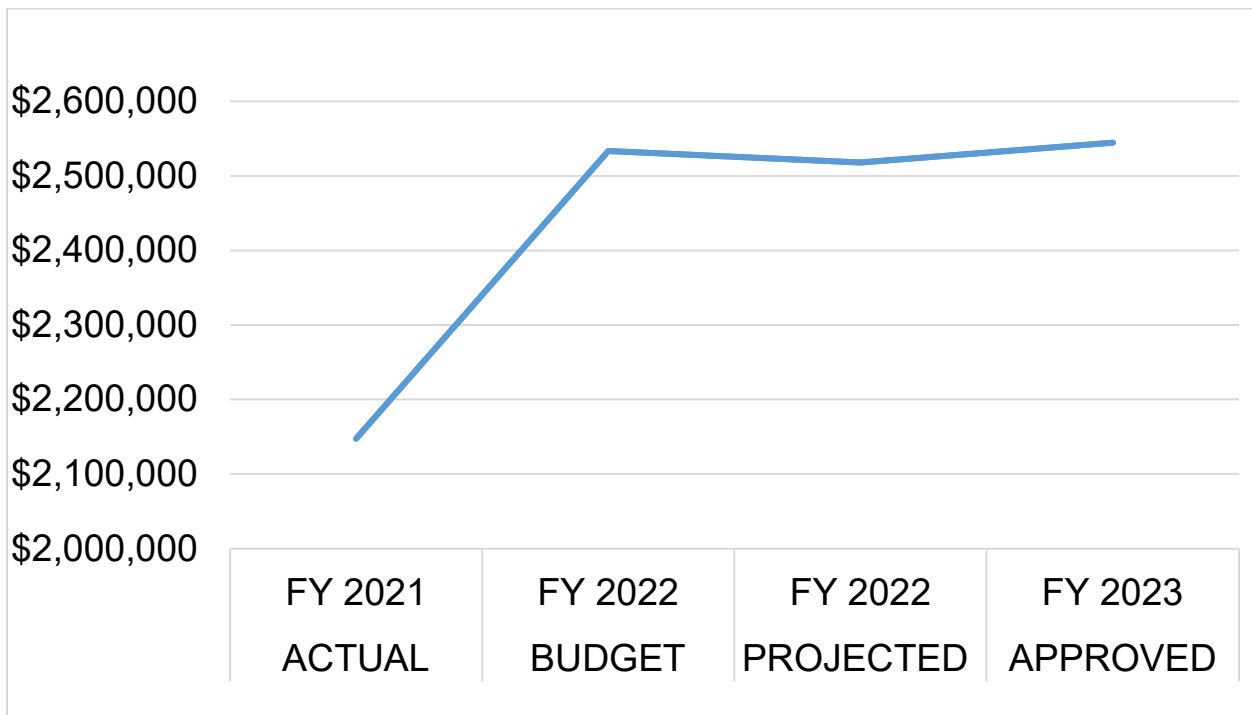
1. Complete the rebuilding of essential reports using new EAM and FE databases, and build new reports as requested.
2. Refine import/update routines in EAM to improve efficiency of automated workflows, processes, and integrations with FE.
3. Update Granite asset names to correspond with EAM asset names and configure automated process to import/update Granite assets from GIS.
4. Provide user-friendly documentation writing tools for administrative departments.
5. Consolidate and improve employee timesheet reports.
6. Implement comprehensive system logging for database events in Finance Enterprise.
7. Implement application to allow storerooms to manage orders and inventory with barcodes.
8. Migrate geodatabase editing from Legacy versioning to Branch versioning.
9. Configure automated process to import/update Granite assets from GIS.
10. Upgrade SDE Geodatabase to the most recent ESRI version.
11. Refine and improve automated GIS/EAM synchronization process.

**Instrumentation**

1. Install COD meters to help detect and prevent industrial slug loading on FCWRF.
2. Replace FCWRF TSS and DO meters
3. Replace LMWRF Fire Alarm system.
4. Automate FCWRF RAS lines

**Total O & M Budget**

<b>INFORMATION SERVICES</b>	<b>ACTUAL FY 2021</b>	<b>BUDGET FY 2022</b>	<b>PROJECTED FY 2022</b>	<b>APPROVED FY 2023</b>
<b>SALARIES</b>	\$ 920,544	\$ 1,016,432	\$ 976,008	\$ 1,029,042
<b>EMPLOYEE BENEFITS</b>	243,014	411,167	396,639	419,275
<b>SUPPLIES</b>	221,621	226,850	210,300	211,850
<b>CONTRACT SERVICES</b>	550,346	634,853	719,617	625,774
<b>VEHICLE EXPENSE</b>	6,626	7,500	7,403	7,500
<b>UTILITIES</b>	194,279	190,500	177,953	203,500
<b>OUTREACH &amp; ADMINISTRATION</b>	8,314	42,000	25,935	44,000
<b>INSURANCE</b>	2,676	4,336	4,003	3,800
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 2,147,420</b>	<b>\$ 2,533,638</b>	<b>\$ 2,517,858</b>	<b>\$ 2,544,742</b>



**Department 405**

**Information Services**

11/05/22

Position	2021		2022		2023	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions

Network & Systems Senior Manager	E 1	1	E 1	1	E 1	1
Lead System Manager	E 2	1	E 2	1	E 2	1
Instrumentation Supervisor	E 3	1	E 3	1	E 3	1
Information Systems Administrator	E 4	1	E 4	1	E 4	1
Network Specialist	E 6	1	E 6	1	E 6	1
Information Services Specialist	E 6	1	E 6	1	E 6	1
Enterprise GIS Specialist	E 6	1	E 6	1	E 6	1
Systems Analyst	E5	1	E5	1	E5	1
Instrumentation Coordinator	E5	1	E5	1	E5	1

CP Instrumentation Tech I / II / Senior	NE - Grade 5,7,10	3	NE - Grade 5,7,10	3	NE - Grade 5,7,10	3
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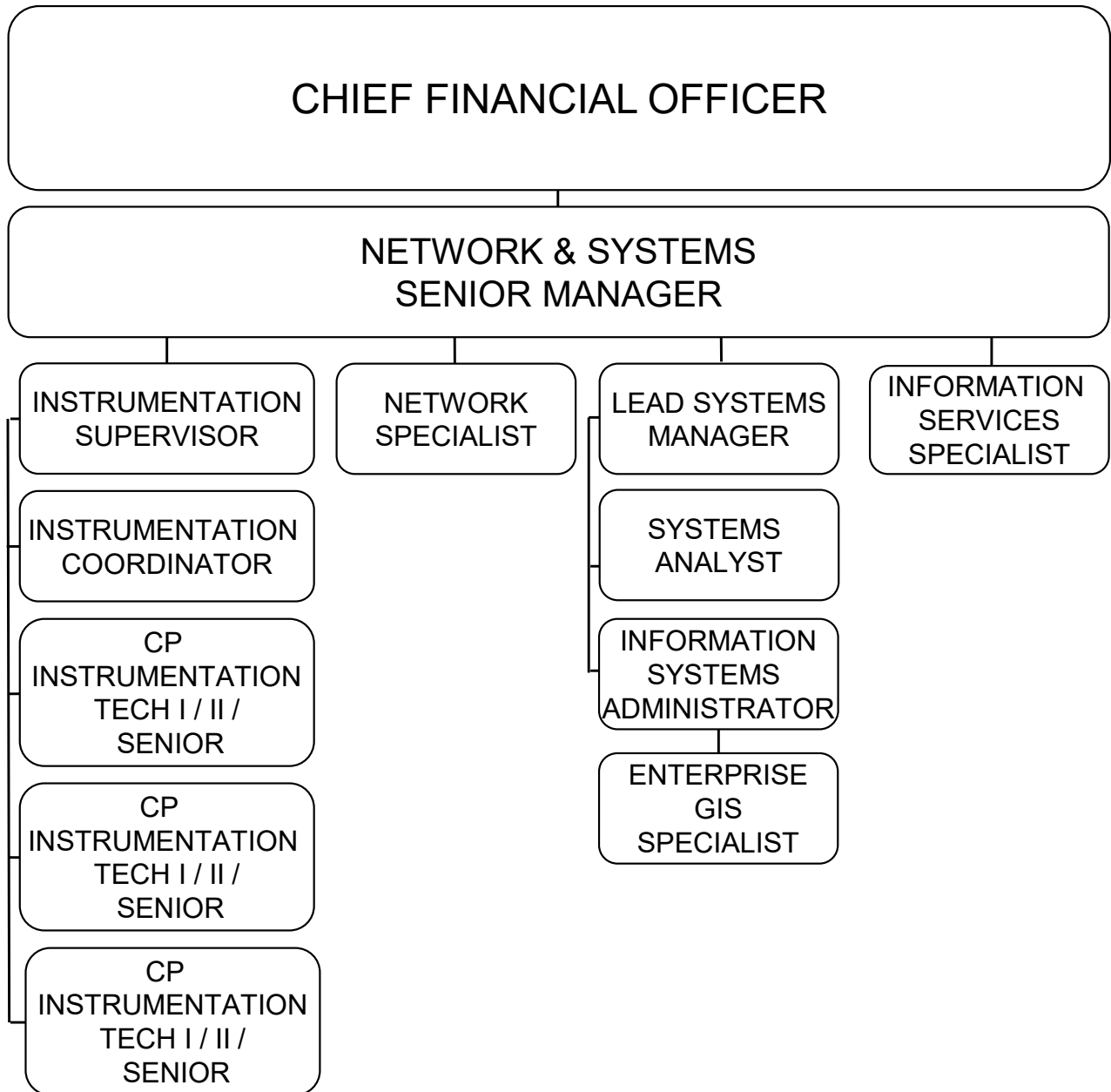
**Department Total**

**12**

**12**

**12**

# 405 INFORMATION SERVICES



NOTE: The Chief Financial Officer is counted in 403.

12 positions  
Updated: 10-05-2022  
Refer to Staff Summary for specifics

# 406 Maintenance

## **Collection System Maintenance Department 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 for the Overflow Mitigation Project (OMP) areas
- Smoke testing
- 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. 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 conducts 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 the sanitary sewer services provided to the City of Little Rock.

## **FY 2022 – Major Accomplishments**

### **Collection System Maintenance**

1. Projected to reduce non-capacity overflows by 15% from 2021 through our Preventive Maintenance Program
2. Projected to reduce stoppages by 36% from 2021 through our Preventive Maintenance Program.
3. Completed the fifth round of the Acoustic Inspection Program within 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.
4. Projected to maintain the percentage of collection system <12" diameter on an annual preventive maintenance to 100% in 2022.
5. 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.
6. Maintained emergency call response time to 1 hour on average for customers.
7. Maintained a 2% deficit in our Clearwater Maintenance Storeroom inventory.
8. Effectively and successfully managed the transition to the new computerized maintenance management system and shifted the majority of our crews' workorder management system from paper to digital via the use of tablets.
9. Improved access to tight and remote areas of the city by procuring additional ultra-light shoring options for repairs and installation of new mains to ensure the safety of all CSM crews when working in those areas. These devices can be deployed with very lightweight equipment or even by hand if needed.
10. Our continued use of Acoustic Inspection equipment on combination cleaning trucks to increase the cleaning efficiency and reduce CCTV workflow have contributed greatly to achieving our inspection within 12 months.
11. Initiated a CCTV program to inspect 13"-17" sewer pipes throughout the collection system to remain pro-active and adequately respond to any potential emergency repairs.

### **Production**

1. Hydro-Cleaned 561,588 feet of line (as of 7/31/22); annual projection 962,722.
2. Hand-Cleaned 213,367 feet of line (as of 7/31/22); annual projection 365,772.
3. Televised 270,401 feet of line (as of 7/31/22); annual projection 463,545.

4. Cleared 300,476 feet of right-of-way (as of 7/31/22) annual projection 515,101.
5. Acoustically inspected 3,881,880 feet of line (as of 7/31/22) annual projection 6,654,651.
6. Repaired 151 main lines (as of 7/31/22); annual projection is 259.
7. Repaired 95 service lines (as of 7/31/22); annual projection is 163.
8. Relayed 85 service lines (as of 7/31/22); annual projection is 146.
9. Sealed 83 old service lines (as of 7/31/22); annual projection is 142.
10. Adjusted 86 manholes (as of 7/31/22); annual projection is 147.
11. Repaired 133 manholes (as of 7/31/22); annual projection is 228.
12. 10 Capital Projects equal to \$1,099,489 in capital improvements (as of 7/31/22); annual projection is 18 projects equal to \$1,817,313. Assets impacted include: 2,734 LF of sewer line replaced, 1,438 LF service line installed, and 34 manholes/ports replaced as of 07/31/22.

### **Fleet Maintenance**

1. Continued using knowledge gained from local and national Fleet Managers Conference to identify opportunities for improvement within LRWRA Fleet Maintenance Program.
2. Continued our successful cooperation with CAW through the fleet contract services.
3. Performed additional inventory audit, identified, and removed a significant number of out-of-date inventory items.
4. Started extensive de-cluttering effort and removed many unneeded items from shop office and storeroom areas.
5. Through the continued implementation of the vehicle replacement program, we reduced the average fleet vehicle age from 11.8 in 2012 to 7.53 years in 2022.
6. Improved work environment conditions and air flow for fleet techs by installing large volume industrial fans.
7. Through the continued use of the auction site Gov-Deals, we have maximized returns on retired assets.

### **FY 2023 – Objectives/Goals**

#### **Collection System Maintenance**

1. Provide additional options for shoring devices used for trenching that can be installed without the assistance of any equipment.
2. Continue working to identify, track, and eliminate deliberate safety infractions.
3. 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.
4. Reduce stoppages and overflows through the Preventive Maintenance Program by at least 5%.
5. Complete the sixth-round Acoustic inspection on 100% of the collection system, up to 12" in diameter in 12 months.
6. Maintain emergency call response times of 1-hour average.
7. Strive to meet the requirements of the current City Ordinance for time limits related to pavement restorations and request variances as needed.
8. Maintain a less than 2% deficit in the annual Clearwater Maintenance Storeroom inventory.



9. Continue to evaluate any new innovative technology or equipment that will help us reduce costs and improve productivity in maintaining LRWRA assets.
10. Continue to research, update, and develop Standard Operating Procedures for collection system maintenance, to include archival and reference library.
11. Continue aiding with the ongoing large diameter line assessment program.
12. Obtain Pipeline Assessment Certification Program (PACP) certification for all new CCTV personnel.
13. Utilize new CMMS software and mobile computing to streamline workflow processes.
14. Begin inspections and 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.
15. Continue utilizing the CCTV program to inspect 13"-17" sewer pipes throughout the collection system to remain pro-active in our emergency responses.

### **Production**

1. Hydro Clean 1,500,000 feet of line
2. Hand Clean 300,000 feet of line
3. Televis 600,000 feet of line
4. Acoustically Inspect 5,898,000 feet of main line
5. Clear 800,000 feet of right-of-way
6. Repair 300 broken sewer mains
7. Repair 168 service lines
8. Seal 192 old service lines
9. Repair 240 manholes
10. Relay 168 service lines
11. Adjust 192 manholes
12. Complete \$1,700,000 in capital improvements

### **Fleet Maintenance**

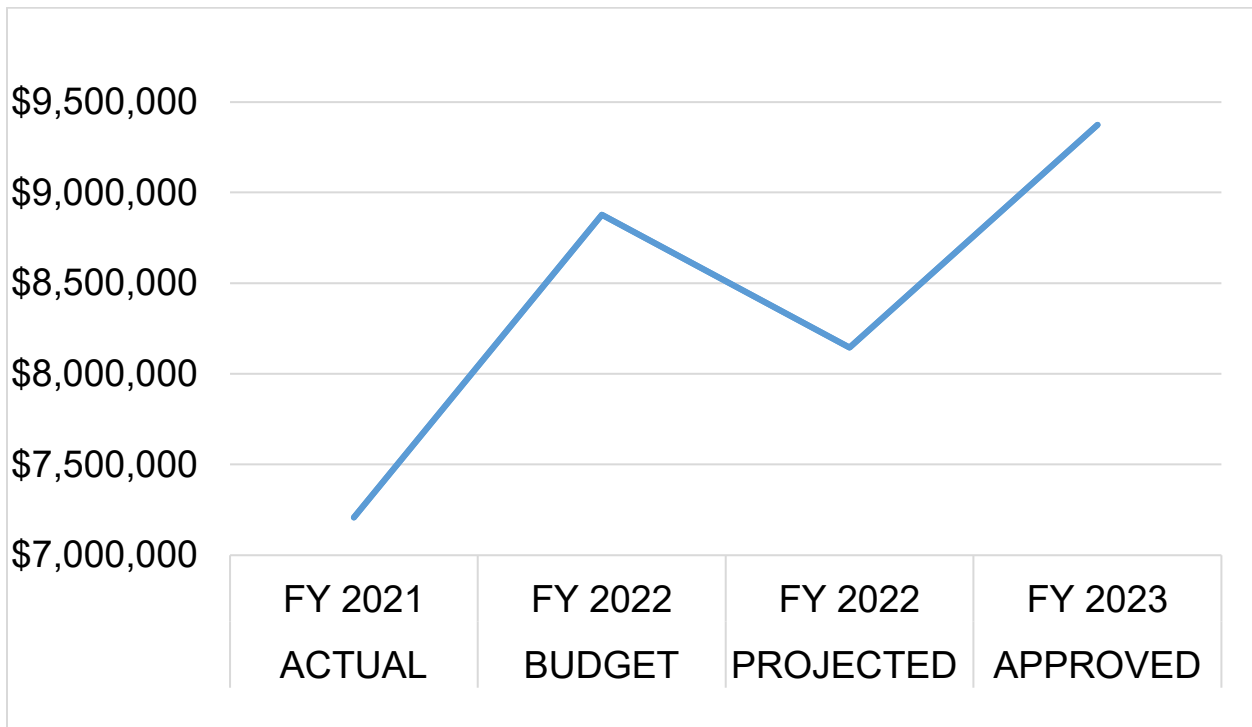
1. Restructure personnel to create a new leadership position to maintain a safe and efficient work environment throughout the entire work schedule.
2. Continue to look for opportunities to train fleet techs on new and innovative diagnostics and repair technologies, particularly as it relates to fuel efficient vehicles.
3. Develop performance metrics used for determining appropriate staffing requirements and measuring fleet techs' performance.
4. Evaluate all shop equipment & tools to establish a replacement schedule and improve efficiency.
5. Continue progressive transition to new asset management software and mobile computing to streamline workflow processes.

<b>COLLECTION SYSTEM MAINTENANCE PERFORMANCE MEASURES</b>	<b>CSF</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 PROJECTED</b>	<b>FY 2023 GOAL</b>
Televising	AM2	71%	65%	77%	100%
Hydro Cleaning	AM2	92%	77%	64%	100%
Hand Rod Cleaning	AM2	84%	96%	121%	100%
Acoustic Inspection	AM2	89%	98%	113%	100%
ROW	AM2	121%	123%	64%	100%
SONC Overflows	AM2	110%	80%	90%	100%
Locates	AM2	N/A	N/A	N/A	N/A
Capital Projects	AM2	100%	100%	100%	100%
Line Repairs	AM2	66%	60%	72%	100%
Service Line Repairs	AM2	92%	85%	68%	100%
Service Line Replacements	AM2	92%	138%	61%	100%
Service Seals	AM2	71%	39%	91%	100%
Manhole Rehabilitation	AM2	N/A	N/A	N/A	N/A
Manhole Repair	AM2	95%	80%	90%	100%
Manhole Adjustment	AM2	70%	70%	58%	100%

<b>FLEET MAINTENANCE PERFORMANCE MEASURES</b>	<b>CSF</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 PROJECTED</b>	<b>FY 2023 GOAL</b>
Preventive Maintenance (% of Process)	AM2	19%	19%	20%	19%
Reactive Maintenance (% of Process)	AM2	3%	3%	3%	3%
Proactive Maintenance (% of Process)	AM2	78%	78%	77%	78%

**Total O&M Budget**

MAINTENANCE	ACTUAL FY 2021	BUDGET FY 2022	PROJECTED FY 2022	APPROVED FY 2023
<b>SALARIES</b>	\$ 4,327,472	\$ 4,735,525	\$ 4,345,792	\$ 4,930,771
<b>EMPLOYEE BENEFITS</b>	1,174,945	2,350,133	2,057,506	2,460,711
<b>SUPPLIES</b>	589,387	622,200	633,854	636,200
<b>CONTRACT SERVICES</b>	826,717	835,745	719,388	921,000
<b>VEHICLE EXPENSE</b>	196,069	207,500	241,779	296,000
<b>UTILITIES</b>	38,164	42,000	47,687	45,000
<b>OUTREACH &amp; ADMINISTRATION</b>	16,076	34,000	48,768	34,000
<b>INSURANCE</b>	39,542	50,015	50,717	50,015
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 7,208,372</b>	<b>\$ 8,877,117</b>	<b>\$ 8,145,491</b>	<b>\$ 9,373,697</b>



**Department 406**

**Collection System Maintenance**

07/30/21

Position	2021		2022		2023	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Collection System Maintenance	Exec 2	1	Exec 2	1	Exec 2	1
Collection System Maintenance Manager	E 2	0	E 2	2	E 2	2
Collection System Maintenance Supervisor	E3	4	E3	0	E3	0
Fleet Maintenance Supervisor	E 3	1	E 3	1	E 3	1
Collection System Maintenance Coordinator	E5	0	E5	2	E5	2
CSM Planner	E 6	4	E 6	4	E 6	4
Fleet Maintenance Coordinator	E5	0	E5	1	E5	1
Fleet Maintenance Clerk	NE - Grade 8	1	NE - Grade 8	0	NE - Grade 8	0

Project Crew Leader CDL	NE - Grade 12	3	NE - Grade 12	3	NE - Grade 12	3
Lead Master Plumber CDL	NE - Grade 11	1	NE - Grade 11	0	NE - Grade 11	0
CP Fleet Tech I II Sr	NE - Grade 5,9,11	4	NE - Grade 6,8,10	3	NE - Grade 6,8,10	3
Dispatcher	NE - Grades 5,8,10	2	NE - Grade 10	2	NE - Grade 10	2
Crew Leader CDL	NE - Grade 10	23	NE - Grade 10	23	NE - Grade 10	23
CP Apprentice / Journeyman / Master Plumber	NE - Grade 5,7,10	1	NE - Grade 6,8,10	2	NE - Grade 6,8,10	2
Traffic Control Specialist	NE - Grade 7,10	2	NE - Grade 10	2	NE - Grade 10	2
Lead Fleet Tech	NE - Grade 12	0	NE - Grade 12	1	NE - Grade 12	1
Project Equipment Operator	NE - Grade 9	3	NE - Grade 9	3	NE - Grade 9	3
Collection System Maintenance Storekeeper	NE - Grade 6,8	2	NE - Grade 8	2	NE - Grade 8	2
Equipment Operator CDL	NE - Grade 7	12	NE - Grade 7	12	NE - Grade 7	12
CP Utility Worker / Ut Wkr CDL	NE - Grade 3, 5	26	NE - Grade 3, 5	12	NE - Grade 3, 5	13
Commercial Vehicle Driver CDL	NE - Grade 6	0	NE - Grade 6	10	NE - Grade 6	10
Camera Technician CDL	NE - Grade 6	0	NE - Grade 6	4	NE - Grade 6	4

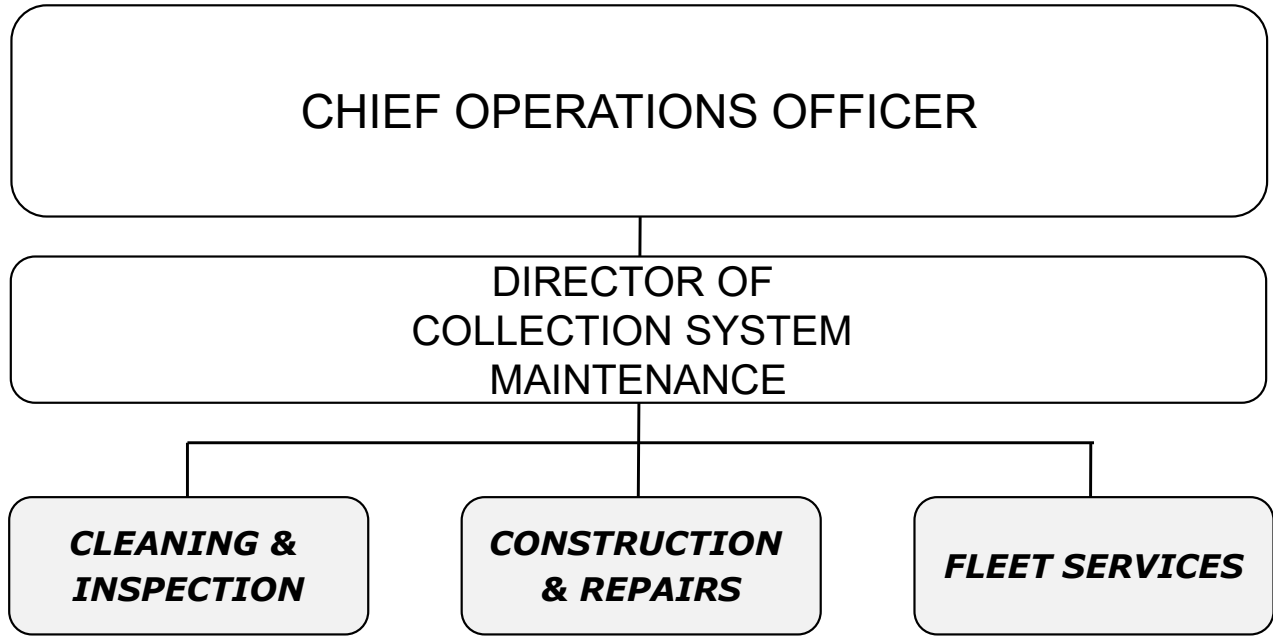
**Department Total**

**90**

**90**

**91**

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

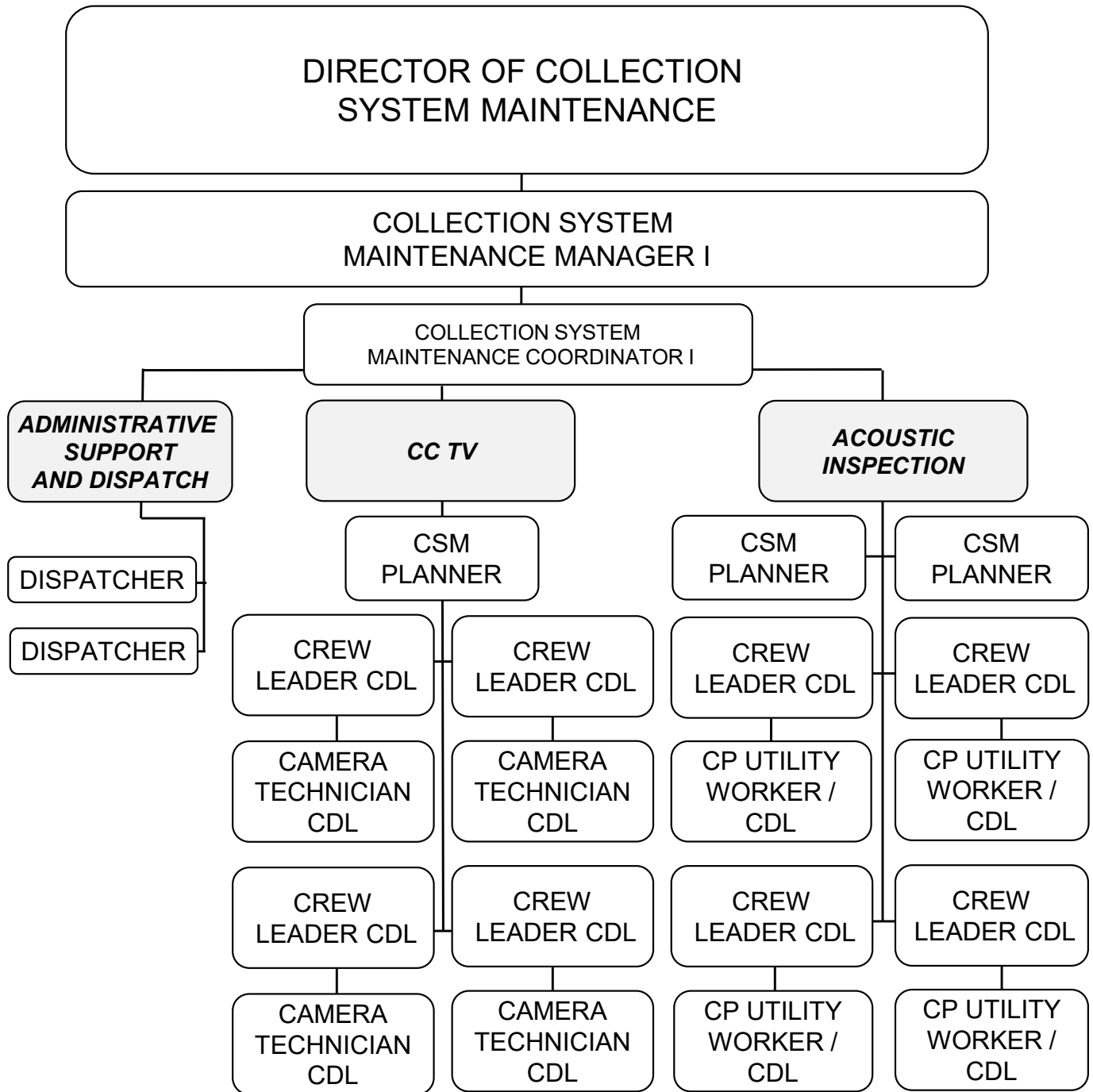


NOTE: The Chief Operations Officer is counted in 402.

Total **91 Positions**  
Updated **10/05/2022**  
Refer to Staff Summary for specifics

# 406 COLLECTION SYSTEM MAINTENANCE (CSM)

## Cleaning & Inspection (page 2 of 6)



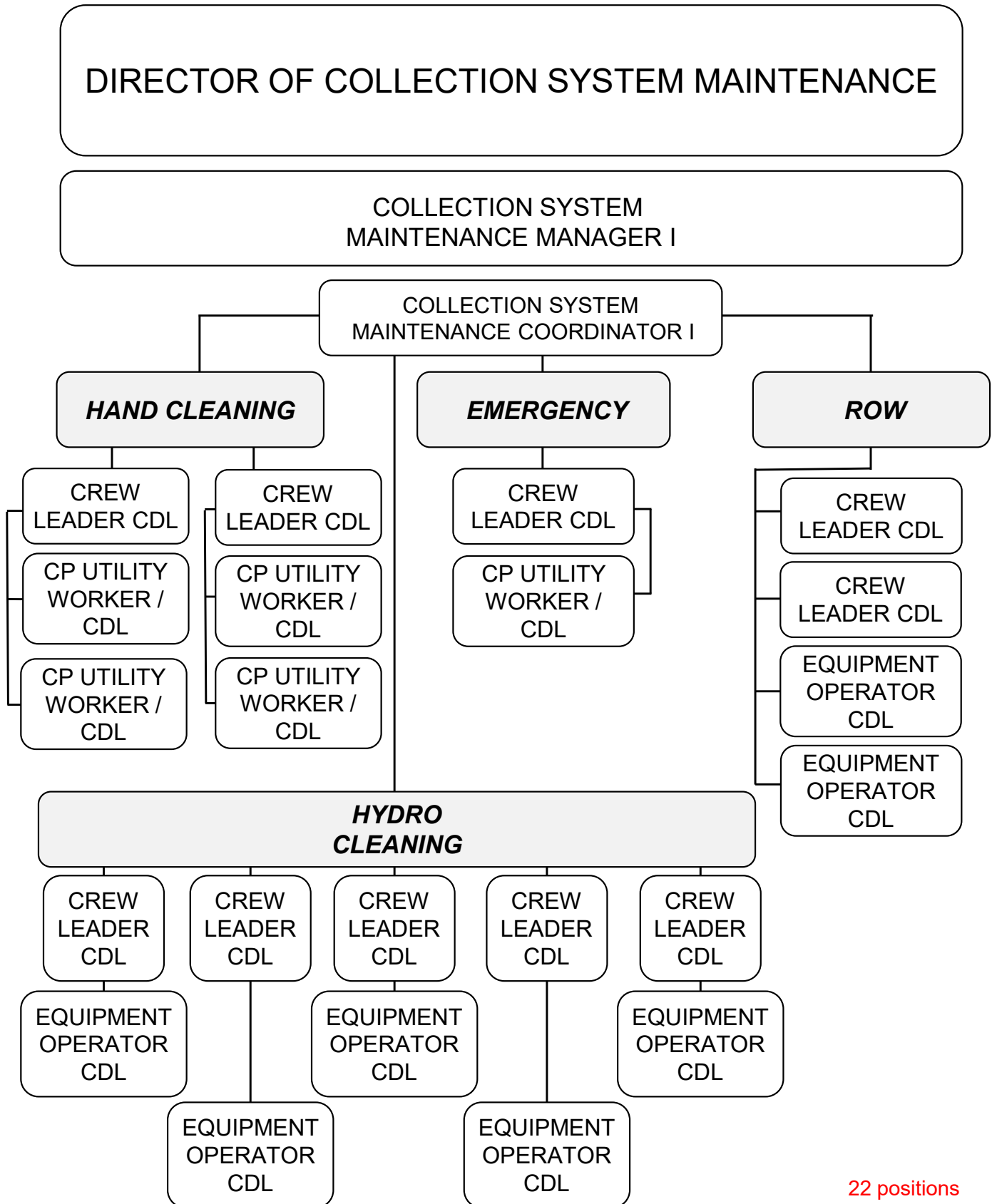
24 positions

Updated: 10/05/2022

Refer to Staff Summary for specifics

# 406 COLLECTION SYSTEM MAINTENANCE (CSM)

## Cleaning & Inspection (page 3 of 6)



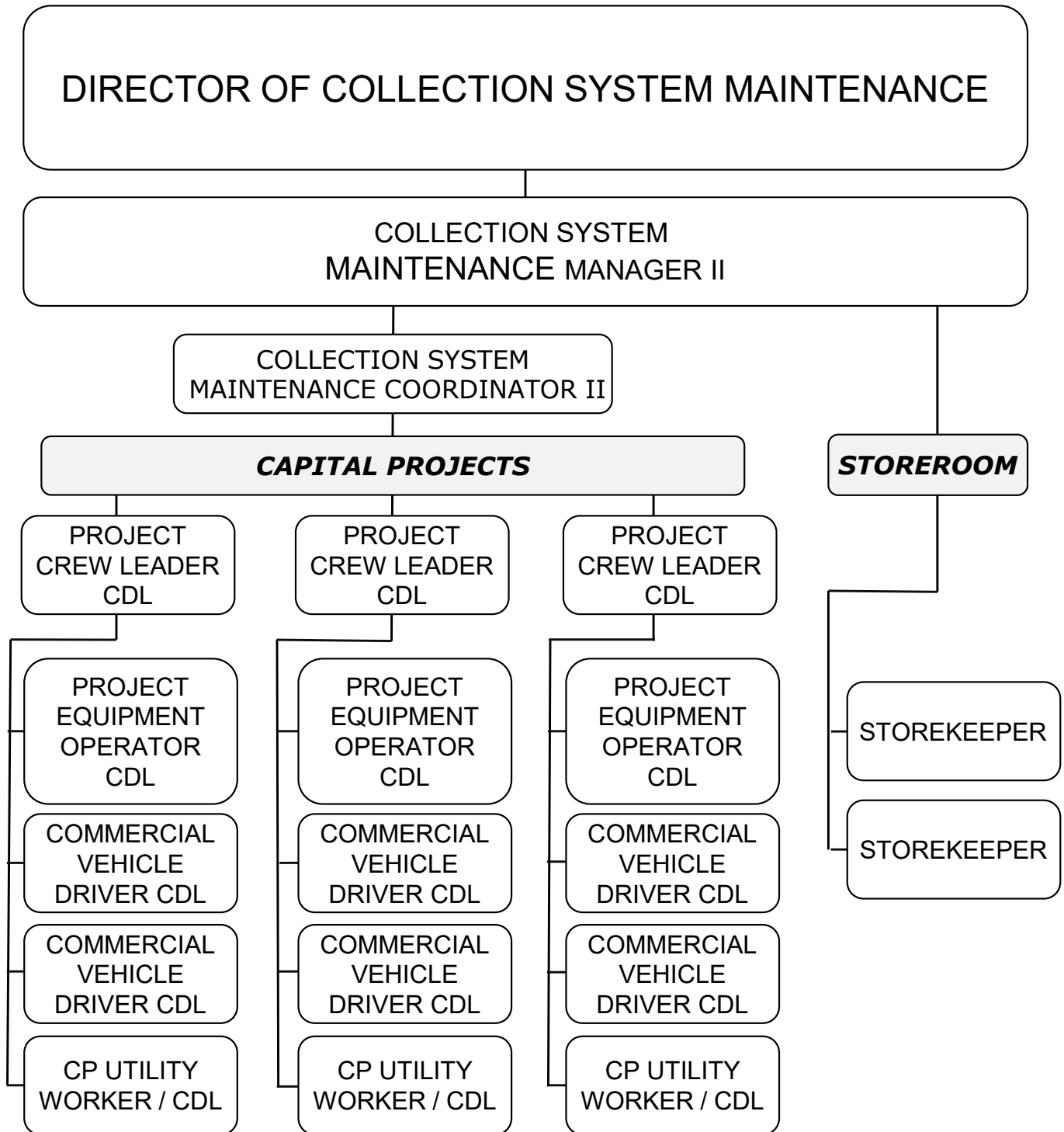
22 positions

Updated 10/05/2022

Refer to Staff Summary for specifics

# 406 COLLECTION SYSTEM MAINTENANCE (CSM)

## Construction & Repairs (page 4 of 6)



19 positions

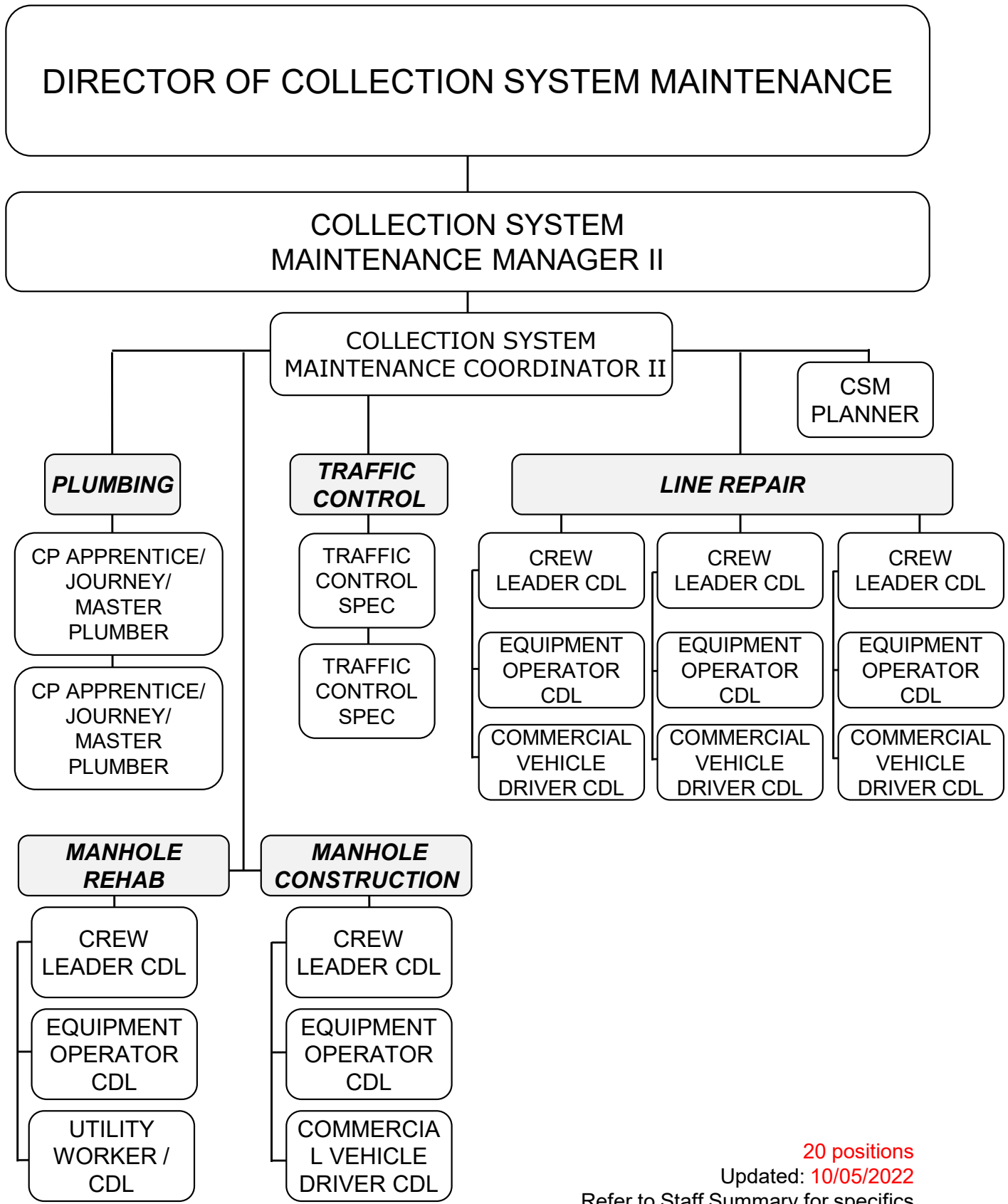
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Refer to Staff Summary for specifics



# 406 COLLECTION SYSTEM MAINTENANCE (CSM)

Construction & Repairs (page 5 of 6)

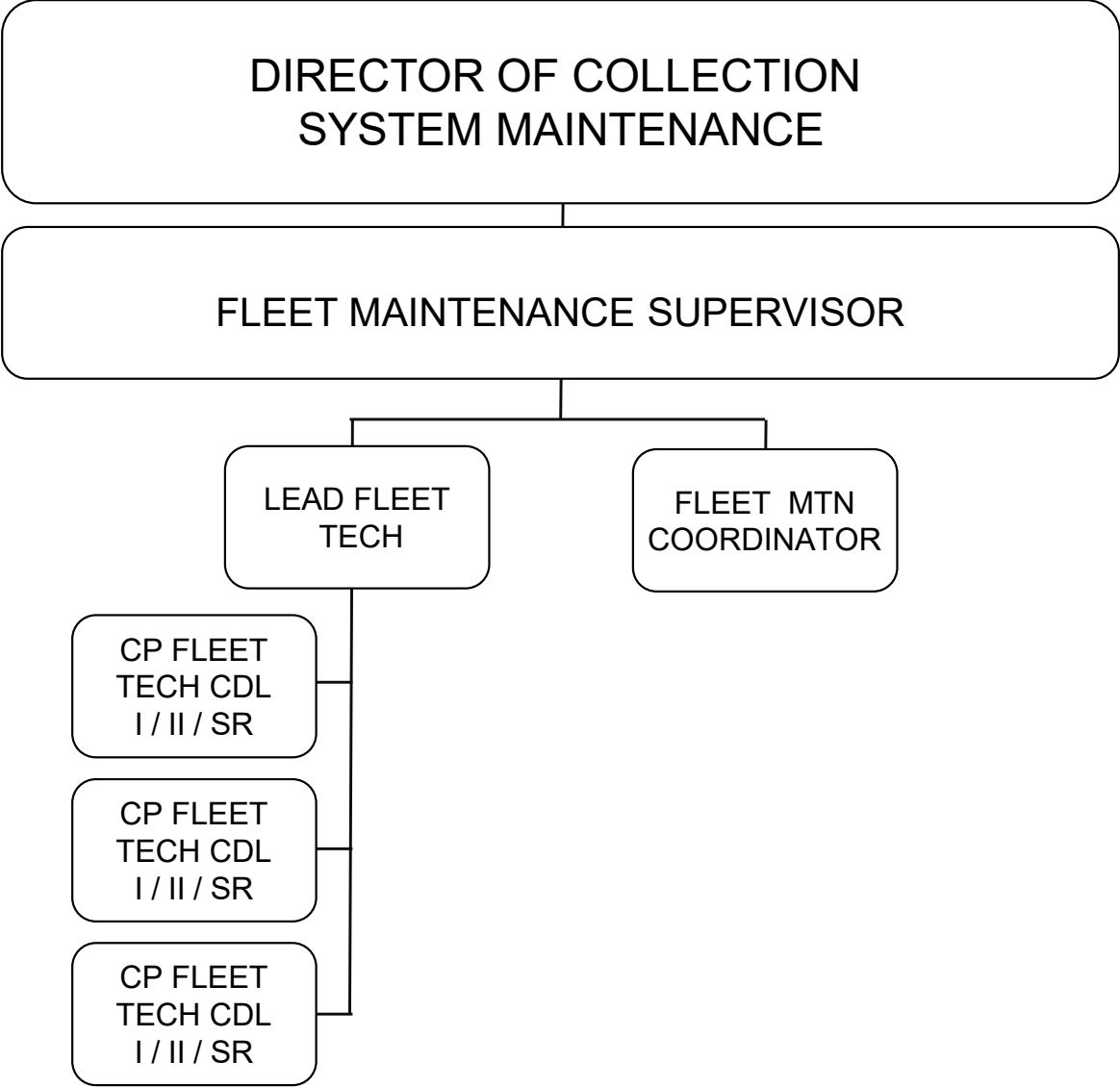


20 positions

Updated: 10/05/2022

Refer to Staff Summary for specifics

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



6 positions  
Updated 10/05/2022  
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 the various combinations 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, the Adams Field Water Reclamation Facility (AFWRF), the Fourche Creek Water Reclamation Facility (FCWRF), and the Little Maumelle Water Reclamation Facility (LMWRF), is reintroduced into the environment via the Arkansas River. While governed by the National Pollutant Discharge Elimination System (NPDES) standards issued through the State of Arkansas, these facilities consistently excel in water quality meeting these standards currently on a 100% basis for the 2022 calendar year.

### Departmental FY2022 – Major Accomplishments

1. Continued operational services during the COVID-19 Pandemic and global supply chain challenges.
2. Successful and continual line cleaning program implementation by utilizing “Pigging” and “Flushing” on the sludge transfer lines located between the treatment facilities.
3. Development and implementation of alternative treatment strategies to offset equipment failures due to delays in replacement part acquisitions.
4. Land application of approximately 5,500 dry tons of Biosolid materials, under the 2022 Removal and Beneficial Reuse Contract.
5. Completion of the Adams Field Water Reclamation Facility Hydraulic Upgrade Project and resolution of operational and control strategies.
6. Successful submittal of the Adams Field NPDES Permit Renewal Application.
7. Development of the automatic logic control of the Peak Flow – 36<sup>th</sup> Street Wet Weather Diversion.
8. Facility Asset validation and migration to the new EAM Production Management System.
9. Cooperated in the STEM and STRIVE Programs.
10. Commencement of a Solids Master Plan.
11. NPDES Permit Compliance.

### **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 recently upgraded to 45 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 days, at a constant 101°F, and completely devoid of any free oxygen, these tanks use naturally occurring bacteria to consume 43% 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 is used as an alternative fuel source to provide from 75% to 100% of the facility's power. 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 FY2022 – Major Accomplishments**

1. Land application of approximately 5,500 dry tons of Biosolid materials, under the beneficial reuse contract, to locally permitted fields located in the Central Arkansas area.
2. Replacement of RAS Meters and Actuated Control Valves
3. Automation of the FCWRF Aeration RAS Return Valves and “D” Pass Feed Gates.
4. Rehabilitation of the Lagoon Levee damage during the 2019 Flood
5. Rehabilitation of the 54” Fourche Creek Interceptor

### **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, secondary (biological) treatment was added in 1972. Additional improvements completed in 2006, increased treatment capabilities with additional influent pumping capacity, increased primary treatment capacity, a wet weather storage basin, and new bar screens, sludge pumps, de-gritting equipment, and switched to UV disinfection.

Recently modified to a step feed activated sludge treatment process with Ammonia removal, Adams is required to reduce TSS & BOD pollutant loads by 85%. The physical and biological processes consistently achieve mid-ninety percentile removal rates. Influent flows are screened and de-gritted, removing trash, sand and gravel. Primary and Secondary clarifiers are used to allow for the removal of floating and heavier settled solids from the process. Six large aeration basins contain the biological microorganisms (bugs) which utilize the incoming dissolved organic material as food, consuming the dissolved solids and settle out in the secondary clarifiers. Some are returned to the aeration basins while some are wasted and transferred to the FCWRF for further processing.

Treated flow from the secondary clarifiers then pass through the Ultra-Violet (UV) disinfection building where the bacteria are exposed to a pre-determined dosage and are sterilized. Peracetic Acid (PAA) disinfection dosing to supplement UV at high flows or during upset process. Treated wastewater meets or exceeds all State and Federal requirements, causing no adverse effects on the river environment or public health.

### **AFWRF 2022 – Major Accomplishments**

1. Completion of the Adams Field Water Reclamation Facility Hydraulic Upgrade Project and resolution of operational and control strategies. (Marriage of UV systems and filter operation)
2. Meeting Ammonia NPDES limits under DEQ Variance prior to construction completion.
3. Successful testing of hydraulic throughput (94 MGD).
4. Replacement of Headwork Gate actuators.
5. Primary Clarifier Coating Rehabilitation

### **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 rapidly expanding 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 Million Gallons per Day (MGD) of predominately residential generated wastewater with a peak hydraulic capacity of 14 MGD. Sufficient land is available for future expansion with an ultimate build-out capacity of 12 MGD biologically and 28 MGD hydrological. This facility is required by the State of Arkansas to reduce Total Suspended Solids (TSS) and Biological Oxygen Demand (BOD) by 85%, consistently achieving a 90 to 95% removal before discharging the treated 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. Extended aeration treatment is very thorough with nearly complete oxidation of the organic material taking place. This is critical at the Little Maumelle facility to reduce the amount of solid production given the limitations and requirements of the solid transfer ultimately to the FCWRF for further processing and pathogen reduction.

The LMWRF incorporates cutting edge treatment processes and state of the art technologies to minimize odor, noise, artificial light, and vehicle traffic impacts to the surrounding community. Aesthetic design factors were utilized to blend in with natural scenic beauty of the surrounding property and nearby Pinnacle State Park. The plant is tied and controlled by the Supervisory Control and Data Acquisition (SCADA) system that allows monitoring of the facility from remote locations and other Little Rock Water Reclamation Treatment Facilities. The level of automatic control built into the plant and the availability of the SCADA connectivity currently allows for reduced staffing requirements during late night and early morning hours of operation.

### **LMWRF 2022 – Major Accomplishments**

1. Continued utilization of the LMWRF meeting room in a cooperative effort between Little Rock Water Reclamation and Local Neighborhood Associations, Education Institutions, and Professional Organization to develop beneficial partnerships.
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.

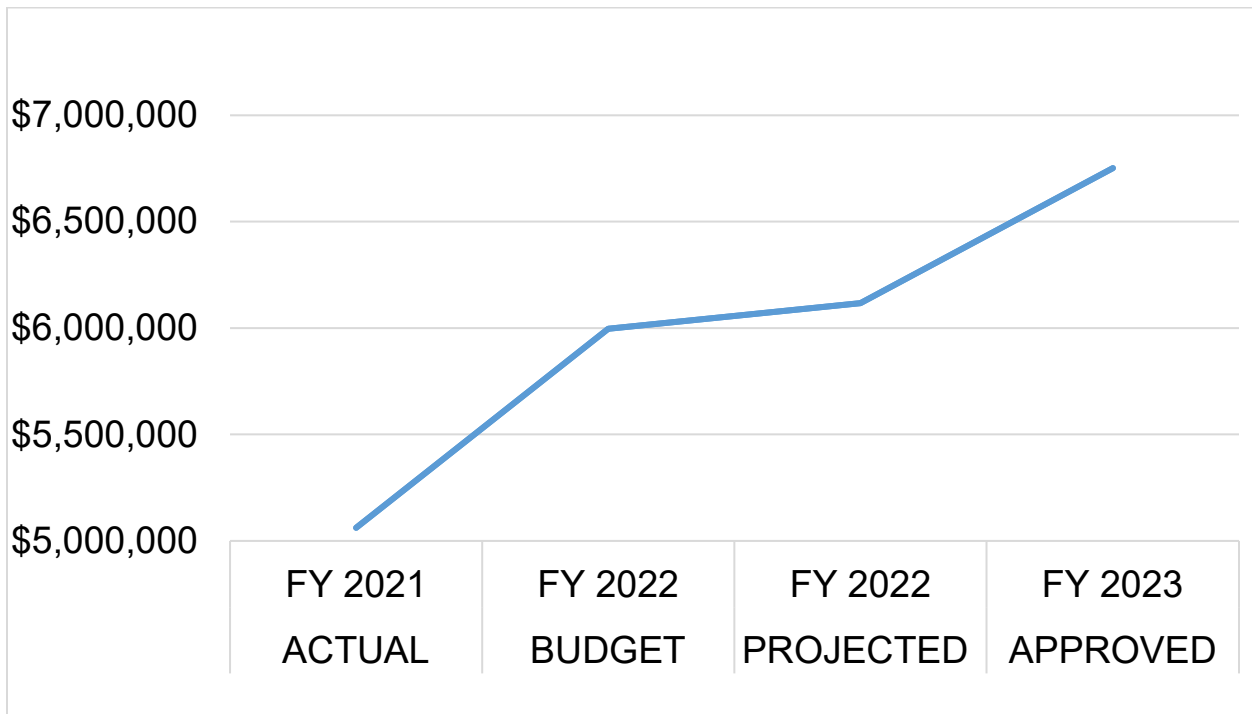
### **Departmental FY 2023 – Objectives/Goals**

1. Procurement of AFWRF Bio tower Media.
2. Continuation of the upgrade of AFWRF and FCWRF Plant Security Systems using a phased approach.
3. Little Maumelle UV system upgrade.
4. 1750 KW Generator relocation from Adams Field to Fourche Creek.
5. Rebuild of One Tertiary Drum Filter Train at LMWRF.

- 6. Development of a long-term Solid Treatment Master Plan.
- 7. SOP Form Standardization between the Reclamation Facilities
- 8. Operate the three Water Reclamation facilities without permit violation.

**Total O & M Budget**

OPERATIONS	ACTUAL FY 2021	BUDGET FY 2022	PROJECTED FY 2022	APPROVED FY 2023
<b>SALARIES</b>	\$ 1,983,509	\$ 2,006,816	\$ 1,996,424	\$ 2,074,212
<b>EMPLOYEE BENEFITS</b>	532,560	869,171	801,225	868,346
<b>SUPPLIES</b>	432,191	582,100	595,062	745,515
<b>CONTRACT SERVICES</b>	605,060	730,200	1,006,546	1,280,200
<b>VEHICLE EXPENSE</b>	24,956	17,000	23,831	25,000
<b>UTILITIES</b>	1,305,987	1,569,195	1,467,833	1,535,651
<b>OUTREACH &amp; ADMINISTRATION</b>	78,231	114,000	108,611	114,000
<b>INSURANCE</b>	98,959	108,085	116,544	108,085
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 5,061,452</b>	<b>\$ 5,996,568</b>	<b>\$ 6,116,077</b>	<b>\$ 6,751,009</b>



Department 407

Operations

10/22/21

Position	2021		2022		2023	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions
Director of Operations & Facilities	Exec 2	1	Exec 2	1	Exec 2	1
Water Reclamation Facility Senior Manager	E 1	1	E 1	1	E 1	1
Water Reclamation Facility Supervisor	E 3	2	E 3	2	E 3	2
Operations & Facilities Coordinator	E 5	2	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	NE - Grade 8,9,10,11	18
Secretary II (Ops)	NE - Grade 5	1	NE - Grade 5	1	NE - Grade 5	1
<b>Department Total</b>		<b>25</b>		<b>25</b>		<b>25</b>





# 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 Industrial Pretreatment/Sample Collection, Compliance Laboratory, and Quality Assurance Sections.

### **Industrial Pretreatment/Sample Collection**

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 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, 2022, LRWRA permits 33 industrial users for discharging industrial wastewater into 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 the DEQ. The lab also provides quality-assured testing of LRWRA facility treatment processes and by-products to support utility operations. Additionally, laboratory staff provide compliance testing of industrial wastewater sources that are permitted through LRWRA's Industrial Pretreatment Program.

### **Quality Assurance**

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

## **FY 2022 – Major Accomplishments**

1. The Environmental Affairs Department underwent a name change in early 2022 to become Environmental Affairs. The name change was made to more accurately reflect the role the department performs for LRWRA.
2. Continued to improve usage of Laboratory Information Management System (LIMS) software. Expanded capacity to perform calculations in the LIMS system, in addition to data storage. Programmed LIMS to perform and manage Total Dissolved Solids testing using an Electronic Laboratory Notebook. Use the LIMS system for 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.

3. 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.
4. Implemented Pretreatment Program changes, as approved by DEQ. Changes included streamlining the permitting and monitoring system for industrial users.
5. Environmental Affairs underwent a departmental reorganization which resulted in the merger of the Pretreatment and Sampling sections to be led by Pretreatment/Sampling Administrator and the creation of the Pretreatment/Sampling Coordinator position. Pretreatment staff were relocated to the AFWRF to streamline Industrial User inspections and to increase communication between the pretreatment and sampling staff.
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 22, 2022, LRWRA has a 90% compliance rate on all returned One Time Dental Amalgam Compliance forms.
7. Prepared wastewater samples for 2 COVID-19 surveillance studies administered by researchers from the National Center for Toxicological Research and Biobot Analytics.
8. As of August 2022, Consolidated Fee Schedule invoices administered by EA, have provided over \$83,119.02 for EA permit, inspection, and discharge fees. EA also oversees an industrial extra strength surcharge program to recoup treatment costs. Total year projected surcharge revenue is \$1,290,000.00 for 2022.
9. Assisted in the preparation and submittal of the renewal application for the National Pollution Discharge Elimination System (NPDES) permit for the Adams Field Water Reclamation Facility.

### **FY 2023 – Objectives/Goals**

1. Complete implementation of the LIMS. 100% of lab testing to be completed in the LIMS. Remaining implementation tasks include programming electronic laboratory notebook 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).
3. Assist Operations in compliance with new permits issued by DEQ for land application of organic residuals (biosolids).
4. Review and revise Standard Operating Procedures for the Pretreatment/Sampling section.
5. Review and revise Standard Operating Procedures for the laboratory and quality assurance sections.
6. Establish a protocol for cross-training EA personnel, both within the Department and with other Departments.

<b>LABORATORY TESTING PERFORMANCE MEASURES:</b>	<b>CSF</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 FORECAST</b>
Total Accomplished No. of Tests	RG1	16,039	15,741	15,093
Scheduled Industrial No. of Tests	RG1	5,233	4,750	4,716

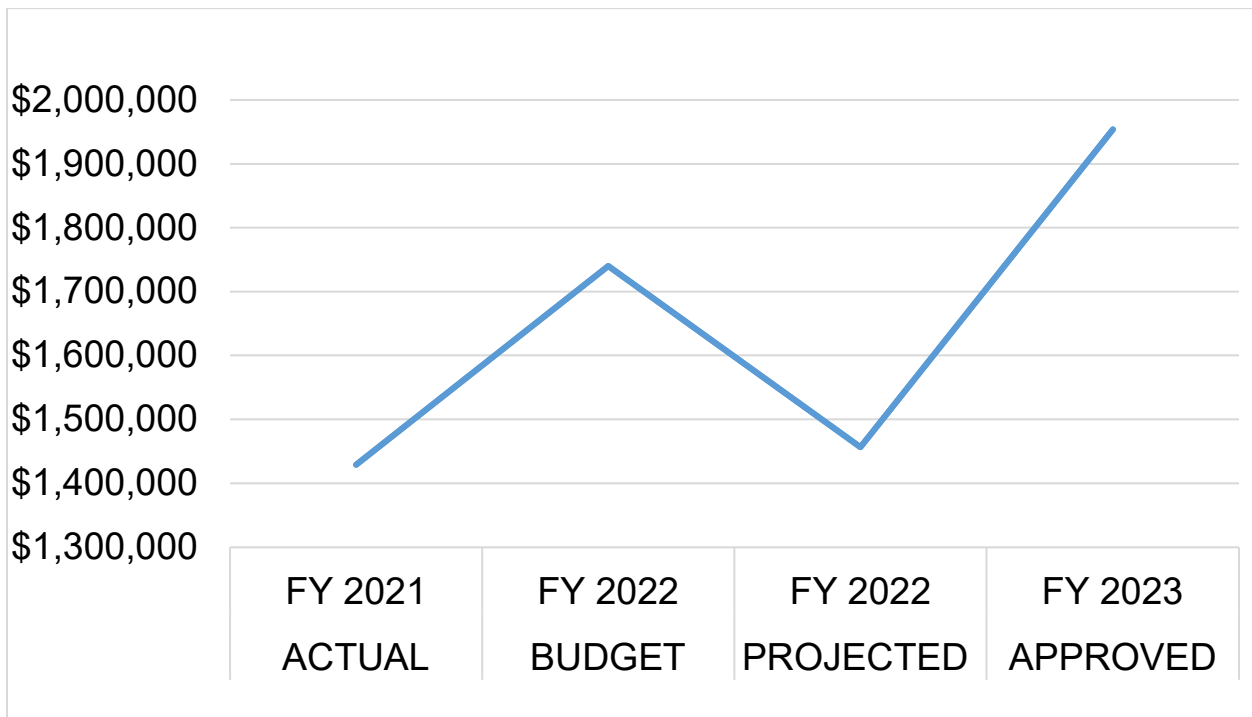
<b>QUALITY ASSURANCE PERFORMANCE MEASURES:</b>	<b>CSF</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 FORECAST</b>
In-house Laboratory Test Quality Control	RG1	6102	6559	4,934
WRF Rescheduled Sampling Events	RG1	11	9	9
Errors resulting in DMR QC Invalidations	RG1	21	7	12

<b>SAMPLING COLLECTION PERFORMANCE MEASURES:</b>	<b>CSF</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 FORECAST</b>
Scheduled WRF No. of Samples	RG1	1,289	1,503	1,436
Unscheduled WRF No. of Samples	RG1	12	36	50
Scheduled Industrial No. of Samples	RG1	346	376	376
Unscheduled Industrial No. of Samples	RG1	46	43	102
Scheduled Collection System No. of Samples	RG1	0	0	0
Unscheduled Collection System No. of Samples	RG1	2	1	2
Scheduled Special Projects No. of Samples	RG1	40	46	248
Unscheduled Special Projects No. of Samples	RG1	79	204	38

<b>PRETREATMENT PERFORMANCE MEASURES:</b>	<b>CSF</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 FORECAST</b>
Permitted Industrial User Inspections	RG1	41	41	33
Unscheduled Industrial User Inspections	RG1	30	13	18
Industrial User Surveys	RG1	4	2	22
Total Number Permitted Industrial User Violations	RG1	12	14	24
% Compliance Rate for the Permitted Industrial Users	RG1	100	100	100
Hauled Liquid Waste/Hauled Leachate Activities	RG1	5	5	3

**Total O & M Budget**

ENVIRONMENTAL ASSESSMENT	ACTUAL FY 2021	BUDGET FY 2022	PROJECTED FY 2022	APPROVED FY 2023
<b>SALARIES</b>	\$ 977,947	\$ 1,037,485	\$ 834,461	\$ 1,117,031
<b>EMPLOYEE BENEFITS</b>	275,777	475,232	388,132	492,688
<b>SUPPLIES</b>	90,683	119,600	100,400	130,100
<b>CONTRACT SERVICES</b>	48,285	59,200	90,665	159,580
<b>VEHICLE EXPENSE</b>	17,531	17,000	15,022	17,500
<b>UTILITIES</b>	7,057	6,000	6,903	8,100
<b>OUTREACH &amp; ADMINISTRATION</b>	7,161	18,850	14,316	22,650
<b>INSURANCE</b>	4,855	6,498	6,644	6,300
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 1,429,296</b>	<b>\$ 1,739,865</b>	<b>\$ 1,456,541</b>	<b>\$ 1,953,949</b>



Department 408

Environmental Affairs

07/20/21

Position	2021		2022		2023	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions

Director of Environmental Affairs	Exec 2	1	Exec 2	1	Exec 2	1
Environmental Sampling Administrator	E 4	1	E 4	1	E 4	0
Pretreatment Program Administrator	E 4	1	E 4	1	E 4	0
Pretreatment/Sampling Administrator	E 4	0	E 4	0	E 4	1
Laboratory Administrator	E 4	1	E 4	1	E 4	1
Pretreatment/Sampling Coordinator	E 5	0	E 5	0	E 5	1
Pretreatment Compliance Specialist	E 6	1	E 6	1	E 6	1
Lab Coordinator	E 6	1	E 6	1	E 6	1
Quality Assurance Specialist	E 6	1	E 6	1	E 6	1

CP Lab Tech I / II	NE - Grade 6,9	4	NE - Grade 6,9	4	NE - Grade 6,9	4
Environmental Sampling Technician	NE - Grade 6	4	NE - Grade 6	4	NE - Grade 6	4
EAD Assistant (Part-time)	NE - Grade 5	1	NE - Grade 5	1	NE - Grade 5	1

Department Total

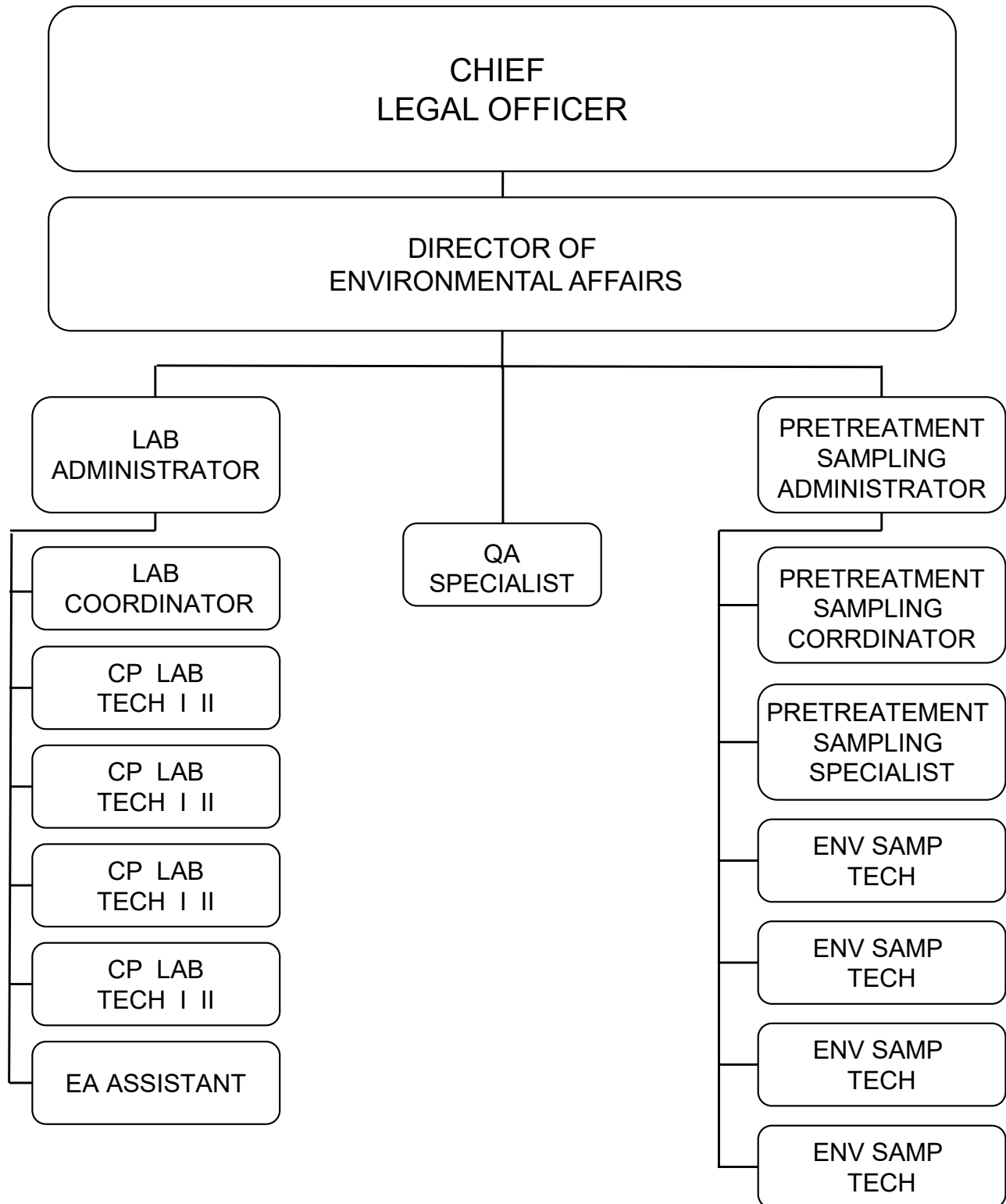
16

16

16



# 408 ENVIRONMENTAL AFFAIRS



NOTE: The Chief Legal Officer is counted in 410.

16 positions

Updated: 10/02/2022

Refer to Staff Summary for specifics

# 409

## Facilities and Equipment Maintenance

## Function

Little Rock Water Reclamation Authority Facilities and Equipment Maintenance 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, 31 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, 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 which can be deployed or utilized upon any electrical or mechanical failure at any of the facilities.

### FY 2022 – Major Accomplishments

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

LRWRA has worked with Entergy for 12 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. The Utility realized substantial savings each year by participating in this event. The LRWRA Maintenance team have ensured that all generator assets are prepared to go online at short notice.

#### 2. **FCWRF Engine Generator Building:**

The Jenbacher biogas/natural gas fired engine/generator at the Fourche Creek Facility provided substantial savings for LRWRA by the production of on-site electrical energy. 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: a Mini-Split system at AFTP Administration Building, a new condenser for the AFTP Primary Electrical room, and a new coated Bard unit for AFTP Electrical Room #2. 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 are installed a new 2-ton coated Bard unit at the Blower Building at FCTP. We have replaced a 7.5-ton R-22 unit with plans to replace the other at the LMPS. We are working on the final details to replace the control system that runs the HVAC system for the complete building at CAB. Maintenance contracts for the CAB and Clearwater Maintenance Building have started.

**4. Initiation of HVAC Maintenance Program at CAB and Clearwater Facilities:**

We have contracted Trane Technologies to start a preventive maintenance program at the CAB and Clearwater facilities. They have the service personnel and experience to maintain a top-notch preventive maintenance program. Utilizing the contractor will allow our HVAC Maintenance personnel to continue to repair and maintain equipment that is more vital.

**5. Fourche Creek Administration and Lab Building Generator:**

Maintenance teams replaced the existing 100K.W. generator and automatic transfer switch with the 350 K.W. genset formerly at AFWRF. The generator was set on the slab that the Munters unit previously set on. Maintenance Electricians ran conduit from the generator to the Automatic Transfer Switch and then to the Building Service. The installation of this generator ensures the seamless transfer of power to the Administration building in the event of a power loss.

**6. Installation of actuators at FCTP:**

Little Rock Water Reclamation Maintenance Electricians installed new automatic actuators for the Aeration D passes at the FCTP Aeration Basins. The Electricians installed several hundred feet of conduit and wire. The actuators were energized and tested for proper rotation and functionality.

**7. Piston Pump Maintenance Program:**

This is the twelfth (12<sup>th</sup>) successful year of an extensive piston pump maintenance program. This program continually provides more efficient equipment with less down time by extending pump life and through less pump failures. 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.

**8. Heater Replacement:**

The LRWRA Maintenance Team has replaced and/or repaired numerous heaters in the system. The stairwell heaters in the Blower Building have all been replaced. Heaters in all our Generators, at the plants or in the field, have been replaced or repaired. 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 cold weather approaches.

**9. LED Lighting Program:**

We continue to install new LED lights when existing lights fail. Replaced lights in is the Task Building Storeroom since the old lights became an issue when a light ballast failed and set off a smoke detector which the Little Rock Fire Department responded to.

**10. Installation of Electrical Conduits and Power Circuits:**

Installed conduits and power circuits for a new fence at Clearwater Maintenance Facility. Due to the high number of thefts at the Clearwater facility, a new fence and gates were installed. The Maintenance electricians worked with Instrumentation to accomplish this.

**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, one per pump.

**12. Administration Building Offices Updating:**

Several office areas throughout the Clearwater Administration building required wall repairs, painting, and updates to accommodate new office assignments for LRWRA personnel.

**13. 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.

**14. Arkansas State Regulated Pesticide Control Program:**

LRWRA facility maintenance provided an effective pesticide control program again this year. This program maintains compliance with all current Federal and State regulations. All authorized employee applicators are required to have and 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.

**15. Fourche Creek Water Reclamation Facility Maintenance:**

LRWRA's Facilities Maintenance 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.

**16. Cantrell Road Pump Station Pump Project:**

This was a joint effort project with Fairbanks & Morse (Pentair) to change out the four (4) original Dry Pit Submersibles with four (4) New Dry Pit Immersible. These units were swapped out due to the resonance issues that LRWRA was experiencing from the older pumps that caused damage to some of the components of the units. This has been corrected after 5.5 years of diligent work between Fairbanks & Morse (Pentair) and the teamwork of the 409 Maintenance Team/Teams.

**17. 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. This year a 409 mechanic was tasked with collecting all information and manufacturer specifications on each piece of equipment before the scheduled lubrication PM 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 progressive cavity pump gear box, and the Roots gas mixers. Our goal is to eventually add this information to the individual assets in the EAM system so that it can be retrieved easily in the future.

**FY 2023 – Objectives/Goals**

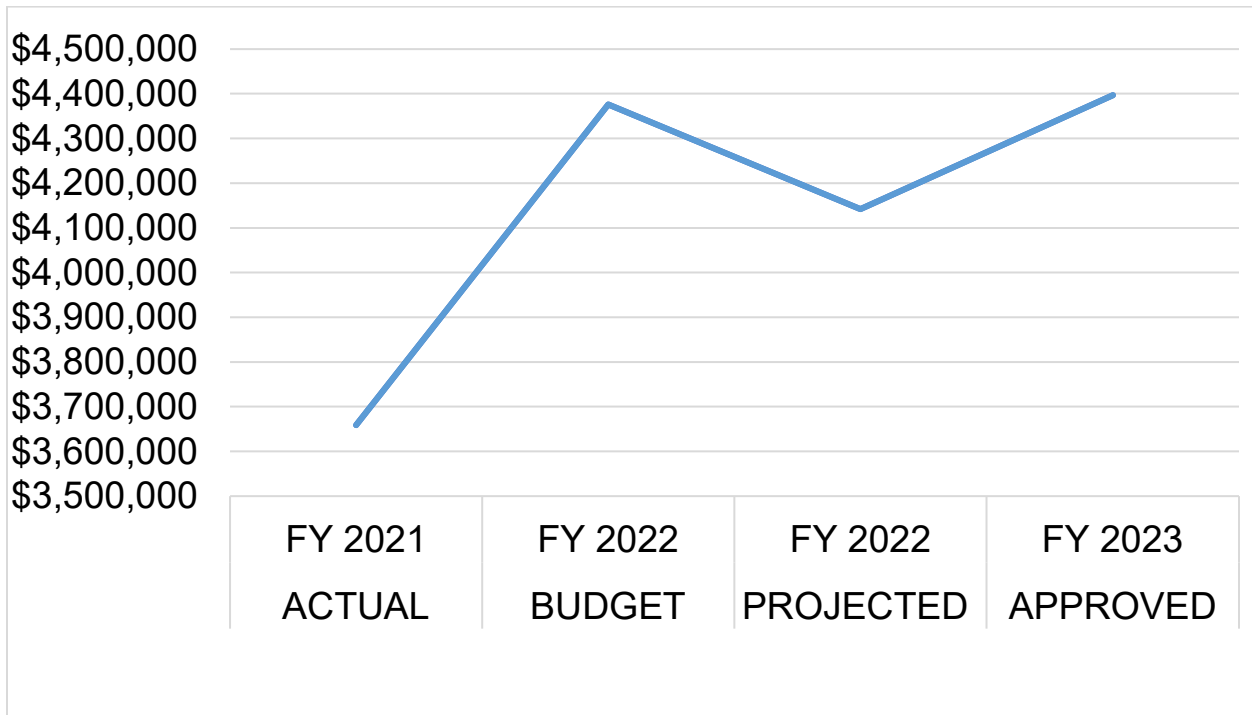
1. Limit dry weather overflows due to equipment malfunctions.
2. Proactive /Preventive Maintenance = 97%; reactive maintenance = 3%.
3. Continue a goal of "no pumps out of service" for 45 days unless proprietary parts must be ordered.
4. Continue maintaining the lowest man-hours as possible with a fast 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. Continue an aggressive maintenance effort to ensure that all sludge processing equipment is fully operational.
9. Continue maintaining a positive teamwork approach and communication among all LRWRA department(s) regarding maintenance needs and procedures.
10. Continue to implement, manage, and improve a preventive maintenance (PM) plan for facilities and equipment throughout the Utility.
11. Continue the professionalism, teamwork, and quality of work throughout the Maintenance Team Group.
12. Replace the HVAC Controls and Software System at the CAB.
13. Relocate the 1750-watt Backup Generator to FCTP from AFWRF
14. Purchase and install two dependable, high volume Blower Units in the FCWRF Blower building
15. Continue changing outdated lighting to more economical LED Lighting as the old units fail.
16. To repair or make parts in-house to reduce the cost of repair and down time. This will be done with the use of existing machining equipment and the expertise of LRWRA staff.
17. To start a 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.

- 18. To install a new progressive cavity pump on the # 2 GBT and get the GBT fully functional. This will be done in preparation for the new FOG system which will require the simultaneous use of both Gravity Belt Thickeners.
- 19. To work closely with all LRWRA facilities to maintain all the new mechanical/electrical equipment at the Adams Field Water Reclamation Facility upgrade along with all the upgraded mechanical/electrical equipment at the Fourche Creek Water Reclamation Authorities Facility as well.

<b>PLANTS/FACILITIES: PUMPS/CONTROLS, ELECTRICAL, AND HVAC PERFORMANCE MEASURES</b>	<b>CSF</b>	<b>2020 ACTUAL</b>	<b>2021 ACTUAL</b>	<b>2022 FORECAST</b>	<b>2023 GOAL</b>
Preventive Maintenance Work Orders	AM2	3,428	3,268	3,469	3,590
Proactive Work Orders	AM2	1,754	1,752	2,288	2,150
Reactive Work Orders	AM2	44	36	30	40

**Total O & M Budget**

<b>FACILITIES &amp; EQUIPMENT</b>	<b>ACTUAL FY 2021</b>	<b>BUDGET FY 2022</b>	<b>PROJECTED FY 2022</b>	<b>APPROVED FY 2023</b>
<b>SALARIES</b>	\$ 1,446,879	\$ 1,647,291	\$ 1,626,748	\$ 1,691,405
<b>EMPLOYEE BENEFITS</b>	445,443	769,515	769,273	773,312
<b>SUPPLIES</b>	833,822	973,340	805,084	891,540
<b>CONTRACT SERVICES</b>	645,049	633,000	603,411	664,500
<b>VEHICLE EXPENSE</b>	79,573	86,000	90,344	89,000
<b>UTILITIES</b>	136,342	159,600	152,215	180,200
<b>OUTREACH &amp; ADMINISTRATION</b>	5,675	30,400	15,659	30,400
<b>INSURANCE</b>	66,615	76,610	79,008	76,610
<b>TOTAL O&amp;M BUDGET</b>	<b>\$ 3,659,399</b>	<b>\$ 4,375,756</b>	<b>\$ 4,141,741</b>	<b>\$ 4,396,967</b>





**Department 409**

**Facilities & Equipment (F&E)  
Maintenance**

11/15/21

Position	2021		2022		2023	
	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions	Salary Grade	# Proposed Positions

F&E Maintenance Senior Manager	E 1	1	E 1	1	E 1	1
F&E Maintenance Supervisor	E 3	3	E 3	3	E 3	3
F&E Maintenance Specialist	E 6	1	E 6	1	E 6	1

CP Engine Tech I / II / Senior	NE - Grade 9,11,12	2	NE - Grade 9,11,12	2	NE - Grade 9,11,12	2
CP Electrician Tech I / II / Senior	NE - Grade 9,11,12	3	NE - Grade 6,9,11,12	2	NE - Grade 6,9,11,12	2
CP Mechanic / Machinist	NE - Grades 9,11,12	1	NE - Grade 10	1	NE - Grade 10	1
CP Mechanic Tech I / II / Senior	NE - Grades 6,9,10,11	6	NE - Grades 6,10,11	6	NE - Grades 6,10,11	6
CP HVAC Tech I / II / Senior	0	0	NE - Grade 7,9,11	1	NE - Grade 7,9,11	1
CP Storekeeper / Senior Storekeeper	NE - Grade 6,8	1	NE - Grade 6,8	1	NE - Grade 6,8	1
CP Coatings Tech I / II / Senior	NE - Grade 7,9,11	1	NE - Grade 7,9,11	1	NE - Grade 7,9,11	1
CP Lead Master Plumber	NE - Grade12	0	NE - Grade12	1	NE - Grade12	1
CP Fac Maint Tech I / II / Senior (B&G)	NE - Grade 3,6,8,10	4	NE - Grade 3,6,8,10	3	NE - Grade 3,6,8,10	3

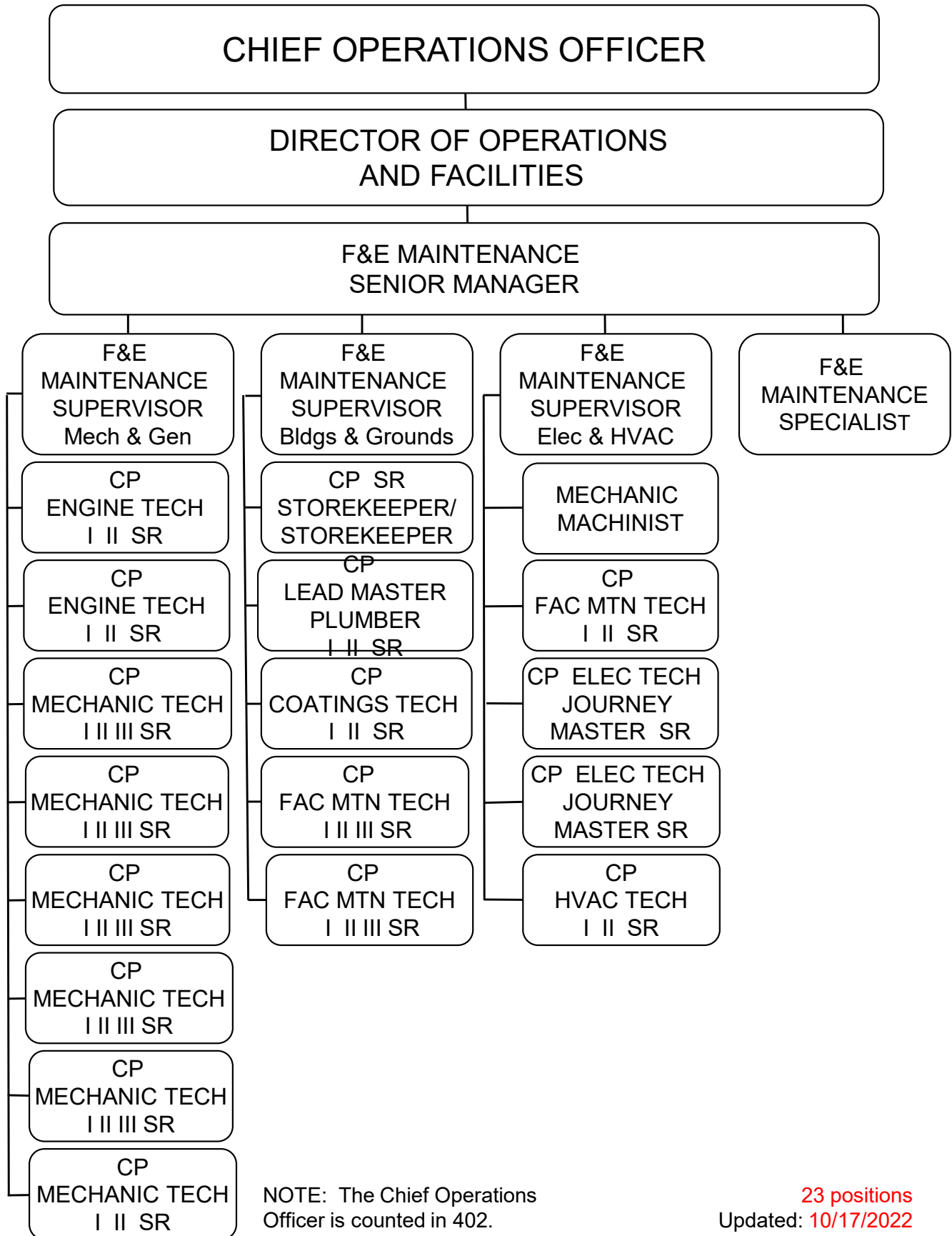
**Department Total**

**23**

**23**

**23**

# 409 FACILITIES & EQUIPMENT MAINTENANCE



NOTE: The Chief Operations Officer is counted in 402.

23 positions

Updated: 10/17/2022

Refer to Staff Summary for specifics

# 410 Legal

## 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 Human Resources is to provide exemplary service to all employees in the areas of compensation, benefits, employment, and policy administration. Guidance and assistance are provided regularly in these areas as well as in training, workforce development, and recruitment

## FY 2022 – Major Accomplishments

### Legal Department

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

### Human Resources Department

1. Continued digital update of Employee Handbook.
2. Reviewed and updated employee benefit plans in conjunction with CFO strategic plan.
3. Expanded upon professional development Supervisor training program.
4. Implement new HRIS portion of new payroll system.
5. Implement new employee benefit administration platform.

## FY 2023 – Objectives/Goals

### Legal Department

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.

### Human Resources Department

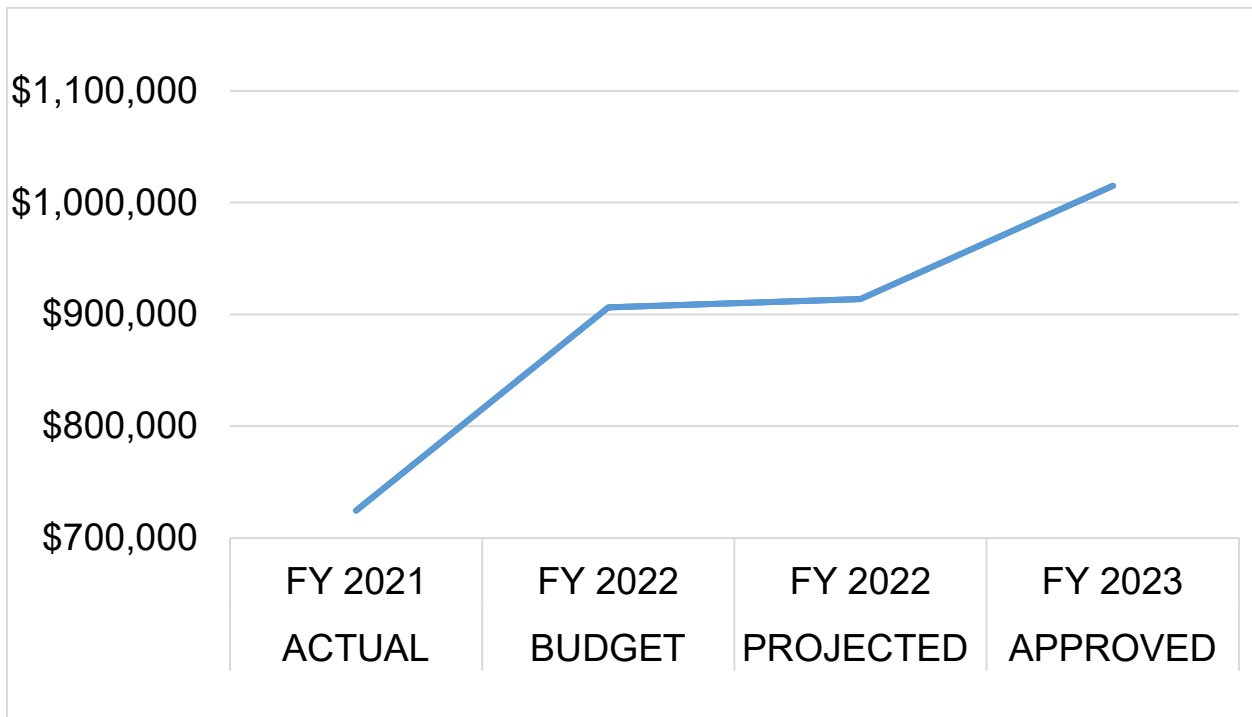
1. Review all utility job descriptions and have employees sign updated copies.
2. Implement yearly review and audit of employee policies with C-Staff.
3. Develop a robust Employee Wellness Program, implementing Well Vibe platform to administer.
4. Implement LRWRA Internship Program.

<b>HUMAN RESOURCES PERFORMANCE MEASURES</b>	<b>CSF</b>	<b>FY 2020 ACUTAL</b>	<b>FY 2021 ACUTAL</b>	<b>FY 2022 FORECAST</b>	<b>FY 2023 GOAL</b>
Total Employees	OM	214	218	221	221
New Hires	OM	11	16	21	26
Promotions/Career Path	OM	15	25	13	20
Retirements	OM	6	9	3	10
Other Terminations	OM	10	8	15	12
Turnover Rate*	OM	7%	8%	8.1%	10%

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

**Total O & M Budget**

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



**Department 410**

**Legal**

11/05/21

Position	2021		2022		2023	
	Salary Grade	# Positions	Salary Grade	# Positions	Salary Grade	# Proposed Positions
Chief Legal Officer	Exec 1	1	Exec 1	1	Exec 1	1
Senior Human Resources Manager	E 2	1	E 2	1	E 2	1
Human Resources Administrator	E 4	1	E 4	1	E 4	1
Human Resources Coordinator	E 6	1	E 6	1	E 5	1
Executive Assistant	NE-Grade 10	1	NE-Grade 10	1	NE-Grade 10	1

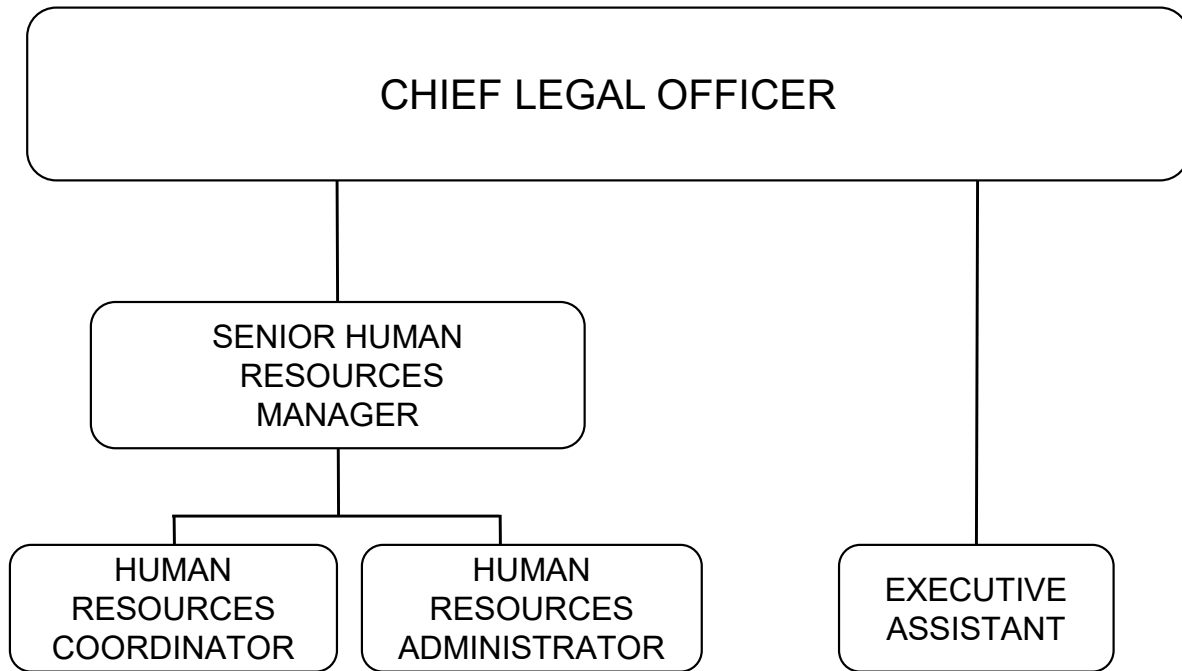
**Department Total**

**5**

**5**

**5**

# 410 LEGAL SERVICES



5 positions

Updated: 10/17/2022

Refer to Staff Summary for specifics



# SELECTED FINANCIAL AND SYSTEM DATA, LAST 10 YEARS



LITTLE ROCK

**Water Reclamation  
Authority** ONE WATER.  
ONE FUTURE.

**STATISTICAL SECTION – CONTENTS AND EXPLANATIONS (Unaudited)**

This part of Little Rock Water Reclamation Authority’s annual comprehensive financial report presents summary information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about Little Rock Water Reclamation Authority’s overall financial health.

**A – FINANCIAL TRENDS INFORMATION**

These schedules contain trend information to help the reader understand how LRWRA’s financial performance and well-being have changed over time.

---

Net Position by Component, Last 10 Years	.....	215
Changes in Net Position	.....	216
Operating Revenues by Source	.....	217
Operating Expenses	.....	218
Nonoperating Revenues and Expenses	.....	219

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**B – REVENUE CAPACITY INFORMATION**

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

---

New Construction/Inspections Completed	.....	220
Number of Sewer Customers by Type	.....	221
Domestic Sewer Rates (Inside City)	.....	222
Domestic Sewer Rates (Outside City)	.....	223
Non-Domestic Sewer Rates (Inside City)	.....	224
Non-Domestic Sewer Rates (Outside City)	.....	225

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**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	.....	226
Pledged-Revenue Coverage	.....	227

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**D – DEMOGRAPHIC AND ECONOMIC INFORMATION**

These schedules offer demographic and economic indicators to help the reader understand the environment within with LRWRA’s financial activities take place.

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Demographic and Economic Statistics	.....	228
Ten Largest Sewer Customers	.....	229
Principal Employers	.....	230

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**E – OPERATING INFORMATION**

These schedules contain information about LRWRA’s operational activities.

---

Number of Employees by Identifiable Activity	.....	231
Operating and Capital Indicators	.....	232

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

	Fiscal Year				
	2017	2018 <sup>b</sup>	2019	2020	2021
<b>Primary Government</b>					
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>
<b>Unrestricted</b>	<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 <sup>a</sup>	2016
<b>Primary Government</b>					
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>
<b>Unrestricted</b>	<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>

<sup>a</sup> Includes the effect of the adoption of GASB 68.

<sup>b</sup> Includes the effect of the adoption of GASB 75.

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

<b>Fiscal Year</b>	<b>Operating Revenue</b>	<b>Operating Expense</b>	<b>Depreciation Expense</b>	<b>Total Nonoperating Revenues (Expenses)</b>	<b>Income Before Capital Contributions</b>	<b>Capital Contributions and Grants</b>	<b>Change in Net Position</b>
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**

<b>Fiscal Year</b>	<b>Customer Assessments</b>	<b>Industrial Surcharges<sup>a</sup></b>	<b>Connection Fees</b>	<b>Other Income<sup>b</sup></b>	<b>Total</b>
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

<sup>a</sup> 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.

<sup>b</sup> Includes permit fees, sewer dump permits and co-generation revenue.

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

<b>Fiscal Year</b>	<b>Employment Costs</b>	<b>Supplies</b>	<b>Contract Services</b>	<b>Vehicle Maintenance</b>	<b>Utilities</b>	<b>Administrative Costs<sup>a</sup></b>	<b>Subtotal Expense Before Depreciation</b>	<b>Depreciation</b>	<b>Total Operating Expense</b>
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

<sup>a</sup> 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**

<b>Fiscal Year</b>	<b>Interest Expense</b>	<b>Interest Income</b>	<b>Bond Issuance Costs</b>	<b>Gain (Loss) on Disposal Capital Assets</b>	<b>Gain (Loss) on Investments</b>	<b>Other</b>	<b>Total Nonoperating Revenue (Expense)</b>
2012	\$ (11,035,424)	\$ 338,699	\$ -	\$ (885,759)	\$ (102,535)	\$ 699,369	\$ (10,985,650)
2013 <sup>a</sup>	(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)

<sup>a</sup> 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**

<b>Fiscal Year</b>	<b>Residential</b>	<b>Commercial</b>	<b>Total New Construction Permits/ Inspections Completed</b>
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 <sup>a</sup>	Non-Domestic				Total
	Domestic	Commercial	Industrial	Other <sup>b</sup>	
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 <sup>c</sup>	63,542	7,127	58	0	70,727

<sup>a</sup> Billed account totals from December

<sup>b</sup> Includes public utilities, governmental (U.S., state, county, city) and public schools

<sup>c</sup> 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 <sup>a</sup> (Meter Size)	Fiscal Year Ended				
	2017 <sup>d</sup>	2018 <sup>d</sup>	2019 <sup>d</sup>	2020 <sup>d</sup>	2021 <sup>d</sup>
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 <sup>b</sup>					
Operations volumetric rate <sup>b</sup>	1.84	1.93	2.02	2.12	2.22
Debt repayment rate <sup>b</sup>	2.14	2.24	1.35	2.46	2.58

Base Rate <sup>a</sup> (Meter Size)	Fiscal Year Ended				
	2012 <sup>c</sup>	2013 <sup>c</sup>	2014 <sup>c</sup>	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 <sup>b</sup>					
Operations volumetric rate <sup>b</sup>	1.58	1.69	1.76	1.76	1.76
Debt repayment rate <sup>b</sup>	1.81	1.81	1.81	1.81	2.04

<sup>a</sup> Rate charge from 2008 to June 2012 included 200 cubic feet; Changed in July 2012 with zero water consumed.

<sup>b</sup> Per 100 cubic feet

<sup>c</sup> 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.

<sup>d</sup> 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**

<b>Base Rate<sup>a</sup></b> <b>(Meter Size)</b>	<b>Fiscal Year Ended</b>				
	<b>2017<sup>d</sup></b>	<b>2018<sup>d</sup></b>	<b>2019<sup>d</sup></b>	<b>2020<sup>d</sup></b>	<b>2021<sup>d</sup></b>
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 <sup>b</sup>					
Operations Volumetric Rate <sup>b</sup>	2.77	2.90	3.03	3.18	3.18
Debt Repayment Rate <sup>b</sup>	3.22	3.37	3.53	3.70	3.70

<b>Base Rate<sup>a</sup></b> <b>(Meter Size)</b>	<b>Fiscal Year Ended</b>				
	<b>2012<sup>c</sup></b>	<b>2013<sup>c</sup></b>	<b>2014<sup>c</sup></b>	<b>2015</b>	<b>2016</b>
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 <sup>b</sup>					
Operations volumetric rate <sup>b</sup>	2.37	2.54	2.64	2.64	2.64
Debt repayment rate <sup>b</sup>	2.72	2.72	2.72	2.72	3.07

<sup>a</sup> Rate charge from 2008 to June 2012 included 200 cubic feet; Changed in July 2012 with zero water consumed.

<sup>b</sup> Per 100 cubic feet

<sup>c</sup> 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.

<sup>d</sup> 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 <sup>a</sup> (Meter Size)	Fiscal Year Ended				
	2017 <sup>d</sup>	2018 <sup>d</sup>	2019 <sup>d</sup>	2020 <sup>d</sup>	2021 <sup>d</sup>
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 <sup>b</sup>	2.88	3.02	3.16	3.31	3.47
Debt repayment rate <sup>b</sup>	2.51	2.63	2.76	2.89	3.03

Base Rate <sup>a</sup> (Meter Size)	Fiscal Year Ended				
	2012 <sup>c</sup>	2013 <sup>c</sup>	2014 <sup>c</sup>	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 <sup>b</sup>					
Operations volumetric rate <sup>b</sup>	1.85	2.59	2.75	2.75	2.75
Debt repayment rate <sup>b</sup>	2.12	2.12	2.12	2.12	2.40

<sup>a</sup> Rate charge from 2008 to June 2012 included 200 cubic feet; Changed in July 2012 with zero water consumed.

<sup>b</sup> Per 100 cubic feet

<sup>c</sup> 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.

<sup>d</sup> 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 <sup>a</sup> (Meter Size)	Fiscal Year Ended				
	2017 <sup>d</sup>	2018 <sup>d</sup>	2019 <sup>d</sup>	2020 <sup>d</sup>	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 <sup>b</sup>					
Operations volumetric rate <sup>b</sup>	4.33	4.53	4.75	4.97	5.21
Debt repayment rate <sup>b</sup>	3.78	3.96	4.15	4.35	4.55

Base Rate <sup>a</sup> (Meter Size)	Fiscal Year Ended				
	2012 <sup>c</sup>	2013 <sup>c</sup>	2014 <sup>c</sup>	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 <sup>b</sup>					
Operations volumetric rate <sup>b</sup>	2.78	3.44	4.13	4.13	4.13
Debt repayment rate <sup>b</sup>	3.19	3.19	3.19	3.19	3.61

<sup>a</sup> Rate charge from 2008 to June 2012 included 200 cubic feet; Changed in July 2012 with zero water consumed.

<sup>b</sup> Per 100 cubic feet

<sup>c</sup> 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.

<sup>d</sup> 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 <sup>a</sup> 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.

<sup>a</sup> 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 <sup>a</sup>	Direct Operating Expense <sup>b</sup>	Net Revenue Available for Debt Service	At December 31, Fiscal Year			Coverage
				Total Outstanding Debt <sup>c</sup>	# 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.

<sup>a</sup> Includes interest on investment income.

<sup>b</sup> See Schedule 4.

<sup>c</sup> 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 <sup>a</sup>	Personal Income <sup>b</sup>	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%

<sup>a</sup> Population of Little Rock, AR using 2010 Census for 2012–2020 and 2020 Census for 2021

<sup>b</sup> 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

Customer	Fiscal Year 2021	
	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 <sup>a</sup>	\$ 63,528,673	100.00%

Customer	Fiscal Year 2012	
	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 <sup>a</sup>	\$ 42,049,133	100.00%

<sup>a</sup> 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**

<b>Employer</b>	<b>2021</b>			<b>2012</b>		
	<b>Employees</b>	<b>Percentage of Total</b>	<b>Rank</b>	<b>Employees</b>	<b>Percentage of Total</b>	<b>Rank</b>
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
Axciom				4,388	1.29%	7
<b>Total</b>	<b>108,780</b>	<b>31%</b>		<b>104,337</b>	<b>31%</b>	

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

Little Rock/North Little Rock MSA	349,105	340,380
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**Little Rock Water Reclamation Authority**  
**Number of Employees by Identifiable Activity**  
**Schedule 15**  
**Last Ten Fiscal Years**

	<b>Full-Time-Equivalent Employees as of December 31</b>									
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
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

**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