

Strategic Plan



Little Rock
Wastewater

This page intentionally left blank.

Strategic Plan

Mission Statement

The mission of Little Rock Wastewater is to provide low-cost, safe, high-quality sanitary sewer service to the citizens of Little Rock, Arkansas, and, through planning and support, the orderly growth of the city with the overall objective of preserving the health and well being of the citizens and the environment.

Strategic Plan FY 2011-2012

Managers and directors play an active role in the strategic planning process by identifying problem areas, defining plans for addressing various issues within each section, 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. This process allows managers an opportunity to provide policy recommendations that are considered by the Little Rock Sanitary Sewer Committee. The Strategic Plan is monitored by staff on an ongoing basis to ensure compliance and implementation.

During the planning process for 2012, LRW determined that the most significant issues centered on financial planning, the System Evaluation and Capacity Assurance Plan (SECAP) issues, sanitary sewer overflows, infrastructure, new facilities, community relations, asset management, and funding requirements. The updated plan identifies the driving forces that have an impact on LRW, and addresses how LRW should proactively deal with these driving forces on a prioritized basis:

- Replacement of infrastructure required to eliminate sanitary sewer overflows
- Needed rate adjustments for 2012
- Financial planning
- Organizational needs
- New facilities becoming operational
 - Little Maumelle Wastewater Treatment Facility
- Community relations

LRW also identified factors that contribute most critically to the future success of the organization and create an environment of understanding of what needs to be done. These critical success factors fall into six major categories: quality, communications, asset management, organization, financial, and regulatory. The goals and measures for each critical success factor are represented on pages 21 through 26.

Quality

▪ **Maintain high quality and reliable service.**

1. Empower employees to achieve best practices through training and development.
 - a. Continue training using online training through 360 Water, in-house services and certifications.
 - b. Implement an in-house professional development training program for supervisors with reference materials.
 - c. Encourage employees to earn a Class I Operator's License.
 - e. Cross train and enhance inspection skills for the Pretreatment & Customer Relations (PCR) personnel to provide compliance evaluation abilities for customer design, installation, connection, discharge, maintenance and upgrades in accordance with all Federal, State and local regulations and LRW specifications.

2. Maintain a safe work environment.
 - a. As part of our partnership with LRFD, schedule and conduct mock chemical release drills with LRFD and the LRW Disaster Planning Task Force at Fourche Creek WTF.
 - b. Reduce lost time accidents and vehicle accidents through training, one on one audits, consultation, and incentives.
 - c. Maintain moral, safety, and a "Team Max" working environment.
 - d. No lost time accidents.

3. Use available technology to enhance LRW's ability to provide superior service.
 - a. Complete implementation of Granicus and work with LRSSC to convert all documentation on-line and "green".
 - b. Continue IMSv8 work order management system integration and implementation projects.
 - i) Support and customize core IMSv8 applications.
 - ii) Deploy MapDrawer module.
 - iii) Deploy IMSv8 Enforcement module.
 - iv) Integrate SCADA and IMSv8 using the CBM software.
 - v) Deploy Service Line TV Inspection integration between IMSv8 and Granite.
 - vi) Develop additional functionality in IMSv8 to allow the service line inspectors to track all inspections.
 - c. Complete new LRW website using ArcGIS10, Visual Studio 10, and Silverlite.
 - d. Continue software upgrades as needed.

- i) LRW corporate firewall system.
 - ii) Oracle database 10g to version 11g.
 - iii) ArcSDE/ArcGis Server 9 to version 10.
 - iv) SCADA HMI from version 4.5 to 5.1.
 - e. Further enhance and update eWorkflow applications with suggestions and improvements.
 - f. Implement the new financial software MAS 500.
 - g. Provide a complete review and documentation of Network File Security.
1. Improve processes to enhance LRW's ability to provide superior service with the financial and staffing resources available.
 - a. Evaluate the sludge land application bid and application process.
 - b. Continuation and evaluation of the OIS energy savings project.
 - c. Evaluation and improvement of the co-mingling of Sage V bi-product with the internal treatment facility solids production into the solids digestion process.
 - d. Evaluate opportunities for biogas production and distribution.
 - e. Establish and implement a ranking system for GLES (Engineering Study) projects.

Communications

- **Establish and maintain a high level of community support and customer satisfaction for both internal and external customers.**
1. Maintain public education programs.
 - a. Publish the 2011 Little Rock Wastewater annual report.
 - b. Continue the publication of the quarterly Current Report capital projects update.
 - c. Enhance and broaden relationships with outside contractors and vendors.
 - d. Continue public outreach and education strategies for "Captain Sewer," "Can the Grease," and "Stay Connected" programs.
 2. Maintain public awareness of events and programs.
 - a. Create easy public access to the LRSSC through the use of Granicus and the LRW website.
 3. Maintain employee awareness programs.
 - a. Continue the publication of "*The Pipeline*" newsletter.
 - b. Create a "Tech for a Day" program.
 - c. Provide sampling and testing assistance to support the Operations special projects and new treatment process evaluations.

- d. Provide quality assured data to the Operations and Pretreatment Staff in a timely manner.
4. Empower employees through the Team Max effort.
 - a. Continue maintaining a positive teamwork approach through communication among all LRW departments regarding needs and procedures.
 - b. Review and update all reports to meet the needs of management, the public, and all users of the information.

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 LRW infrastructure.**
1. Construct facilities necessary to meet the demands of the City of Little Rock.
 - a. Oversee the design and construction for the improvements to primary digester number 3 at the Fourche Creek WTF.
 - b. Complete the construction remodel of the FCWTF laboratory.
 - c. Provide the construction management support required to complete the ongoing capital projects associated with the requirements of the Consent Administrative Order (CAO).
 - d. Provide accurate planning and forecasting of Capital Project expenditures required to meet the requirements of the CAO.
 - e. Complete the requirements of the warranty period for the Little Maumelle WTF.
 - f. Complete post project performance for the Allsopp and Barton OMP projects.
 - g. Complete the design of the Rock Creek Storage Facility.
 - h. Complete the In-house SSES work in the remaining Cantrell Road Pump Station basins.
 - i. Complete the Fourche Creek WTF digester temperature project.
 2. Maintain acceptable condition of all LRW infrastructure.
 - a. Update all SCADA drawings and schematics.
 - b. Clean 3,320,000 feet of line.
 - c. Televis 648,000 feet of line.
 - d. Walk 8,100,000 feet of main line.
 - e. Clear 600,000 feet of right-of-way.
 - f. Complete 192 sewer line locates.
 - g. Repair 192 broken sewer mains.
 - h. Repair/replace 228 service lines.
 - i. Seal 468 old service lines.
 - j. Repair 168 manholes.
 - k. Rehabilitate 216 vertical feet of manhole.

- l. Relay 36 service lines.
 - m. Complete 84 manhole adjustments.
 - n. Complete \$2,200,00 of IWO for Capital Projects (*this is an estimation; not final*).
 - o. Reduce downtime and fleet turnaround time for fleet work requisitions.
 - p. Proactive/preventive maintenance = 90%; reactive maintenance = 10%.
 - q. Continue a goal for “no pumps out of service” for 45 days when proprietary parts are ordered.
 - r. Continue maintaining low man-hours on all HVAC maintenance and repairs.
 - s. Continue evaluating all assets in order to update reports in the Facilities Upkeep Project.
 - t. Successfully continue an aggressive maintenance effort of ensuring that all sludge processing equipment is fully operational.
 - u. Continue maintaining a successful Industrial Coatings and Corrosion Control Maintenance Program.
 - v. Implement and manage a new preventive maintenance (PM) plan for facilities and equipment included within the new Little Maumelle WTF as it comes into service.
 - w. Streamline preventive maintenance schedules to improve overall shop performance and cost savings.
 - x. Analyze stocked inventories in all storerooms and ensure inventories provide optimal levels for achieving objectives.
 - y. Complete manhole rehabilitation inspections in the highest priority subbasins identified in the SECAP report.
 - z. Continue efforts to identify and eliminate community service lines.
 - aa. Continue with a proactive/preventive maintenance approach through streamlined planning and workflow scheduling.
3. Secure the financing to construct the necessary infrastructure to meet the requirements of the SECAP and continued rehabilitation of infrastructure.
 - a. Issue bonds planned and budgeted.
 - b. Continue to pursue any state and federal grants available for clean water infrastructure.

Organization Management

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

- a. Update handbook and procedures, particularly FMLA and documentation.
 - b. Continue cross training to increase on-the-job knowledge, knowledge transfer, and production efficiency.
 - c. Continue the Workforce Development program for use as a planning tool for the next ten years.
2. Evaluate staffing needs for meeting growing demands for service, operation, and maintenance of new facilities.
 - a. Continue use of JESAP (electronic job descriptions) software.
 - b. Continue internal cross training of LRW staff.

Financial

- **Ensure LRW continues to meet its fiduciary responsibility in providing wastewater 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, LRSSC, LRW departments, and rate payers.
 - a. Continue to work with Little Rock Sanitary Sewer Committee and City of Little Rock Board of Directors on obtaining an approval of a wastewater rate increase.
 - b. Update financial plan to ensure LRW continues to meet its fiduciary responsibility in providing wastewater service to its customers for the lowest rates available.
 - c. Work with LRW divisions on improving cost saving programs.
 - d. Submit the comprehensive annual financial report and annual operating budget for national recognition.
 - e. Seek request for proposals in regard to fuel system and related services.
 - f. Continue to update and use the Utility's comprehensive wastewater rate model developed by Raftelis Financial Consultants, Inc.
 - g. Implement a rate structure for commercial and industrial user classifications.

Regulatory

- **Reduce sanitary sewer overflows.**
 - **Maintain NPDES permit requirements.**
 - **Comply with OSHA regulations.**
1. Meet all regulatory requirements of the CAO, NPDES permit requirements, and OSHA regulations.
 - a. Reduce Sanitary Sewer Overflows (SSO's) through preventive maintenance program and root treatment efforts.

- b. Operate all three wastewater treatment facilities with zero permit violations.
- c. Eliminate dry weather overflows due to equipment malfunctions.
- d. Enforce federally mandated discharge limits and local discharge limits to prevent the introduction of pollutants into the LRW collection system which can physically pass through or interfere with our treatment processes causing violations to the NPDES Discharge permits and to prevent contamination of the treated wastewater biosolids which would prohibit beneficial reuse.
- e. Work to decrease the time between sample collection and issuance of a final report for all monitoring required by the LRW Pretreatment Program.
- f. Continue streamlining the pretreatment reporting processes for sampling and laboratory forms to increase the efficiency of data management.
- g. Annual Pretreatment Program Report showing industrial inspection, compliance and enforcement activities under EPA 40CFR403 is provide to Arkansas Department of Environmental Quality as required by NPDES Permits.
- h. Update and distribute compliance trend charts at regular intervals to keep LRW staff informed of treatment plan trends.
- i. Review pollutant level trends across Facility processes to track industrial impacts.
- j. Perform a Comparison Test for the Adams Field final effluent test ammonia as nitrogen as soon as the next permit round is issued to determine if testing may be conducted without distillation until the next permit cycle.

Achievements FY 2011

The approved Strategic Plan is monitored on an ongoing basis to ensure compliance and implementation. The following are a few of the achievements resulting from the established goals and critical success factors FY 2010.

Quality

- Received RST Operator License Certification through ADEQ.
- Developed and implemented the written SWPPP plan for Construction Crews.
- Developed new *Emergency Action and Response Plan* manual for Sulfur Dioxide and Chlorine due to the FCTP Disinfection Building completion.
- Coordinated a National Traffic Control Technician/Supervisor certification class.
- Completed training and "go status" on Granicus application for recording public LRSSC meetings to provide more public transparency
- Completed Granicus instruction/use manual.
- Accounting received the Certificate of Achievement for Excellence in Financial Reporting for the seventh year in a row from the Government Finance Officers Association based on the Comprehensive Annual Financial Report.

- Accounting received the Distinguished Budget Presentation Award for the second 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.
- Purchasing celebrated its 34rd year as a member with the National Institute of Governmental Purchasing.
- Through the Universal Public Purchasing Certification Program LRW has three (3) CPPB's (Certified Professional Public Buyers).
- Two members of Accounting earned their certification as Accredited Payable Specialist through required classes and testing by the Institute of Management & Administration, who partners with The Accounts Payable Network (TAPN) to certify AP Professionals.

- Implemented the use of the Hansen 8 Permits Module into the permits desk procedures (New, Replacement, Sewer Seals, Street Cuts, etc.).
- Upgraded majority of the LRW Client PC's to the Windows 7 operating system, to enhance usability and network consistency.
- Implemented MS System Center Configuration Manager to enhance client monitoring, updating, security, and to aid with the Windows 7 upgrade.
- Implemented the Government Transparency application *Granicus* which enables the public to view SSC meetings over the internet.
- Added eWorkflow enhancement to lesson data duplication, reentry of data, lesson human error, and reduce costs. This enhancement integrated the existing requisition system with Hansen IMS v8.
- Completed major enhancements to IMS v8 core modules.
- Completed rewriting all custom in-house integration programs (IMS to ABRA and Platinum).
- Completed new Fuel Man data interface to IMsv8.
- Completed deployment of Service Line Permits module with related Inspections.
- Completed Sewer Main TV Inspection integration between IMsv8 and Granite using NezteK.
- Completed programming and deployment of new .NET tools for ArcView, replacing all old tools.
- Completed upgrading all client PC's and VM's to ArcGIS 10.
- Completed SCADA HMI and PLC Training for all Instrumentation personnel.
- Clearwater Maintenance Facility Storeroom inventory adjustments reached an all-time low.
- Revised the Collection System Maintenance Monthly Report format.
- Won and placed in the 2011 Annual AWW & WEA ROADeO competition.
- Now have a total of 12 field PCs on the VM network so that crew personnel can easily access asset history and management.
- Implemented a training and development program for the Storm Water Pollution Prevention Program (SWPPP).
- Trained personnel to conduct internal pipe repairs.

- Performed cross training for all field personnel to the extent that each employee is signed off to operate equipment to recommended LRW safety standards with appropriate documentation on file.
- Implemented Arc Map layers related to Collection System activities that will allow for efficient streamlining of preventive maintenance program.
- Reduced obsolete parts inventory in the Fleet Shop Storeroom through supplier credits.
- Created Ad Hoc reports.
- Automated the fuel reporting process for both CAW and LRW.
- Created shared asset IDs in Hansen to better ensure split billing with CAW on Clearwater Maintenance assets that are shared between both utilities.
- Land application of over 4250 dry tons of Class A – Biosolids was applied to area grass and farmlands during the latter part of summer.
- Successfully operated the biological activated sludge system at levels reaching 150 to 200% design capacity during the both phases of Facility upgrade and under temporary conditions as the new industrial force main, equalization basin, and direct anaerobic digestion feed system were being completed.
- Implementation of operational control and strategies for the Peak Flow Attenuation Basin.
- Completion of energy study and implementation of OIS that will allow Entergy on-call operation of Utility back-up electrical generation in order to receive rate reductions in electrical service.
- Operational training and dataform transition to the IMS V8 program upgrade.
- Development and integration of a 360 Water Training Program.
- Completion of Standard Operating Procedures and Facility Design Manual.
- After many months of a steep learning curve, the new engine/generator has proven to be a very productive component in our cogeneration efforts. Since the first of 2010, this engine has produced \$951,000 worth of power (based on our purchase price @ 8¢/KWH). From January through September 31, 2011, the power production worth has been \$385,000.
- Two maintenance personnel achieved their Operators Class II license and Two others achieved their Class III license.
- Completed a pilot study on the use of synthetic motor oil for potential cost savings.

Communications

- Completed 2010 Little Rock Wastewater annual report.
- Completed quarterly employee newsletters (*The Pipeline*).
- Completed quarterly capital projects publications (The Current Report).
- Coordinated a partnership training program with the Little Rock Fire Department.
- Coordinated Little Rock Wastewater's 2011 Employee Appreciation Day Event for all locations.
- Coordinated LRW Community Service programs for 2011 THV Summer Cereal Drive, 2011 United Way campaign, Muscular Dystrophy Association "Lock Up" fundraiser and the Lung Association's stair climb.

- Coordinated and participated in "Career Day" at Booker Arts Magnet and Otter Creek Elementary schools.
- Created "smoke testing" awareness campaign as part of our Stay Connected Program through social media, web tools and advertising to help eliminate emergency calls.
- Coordinated the production of the 2010 Sierra Club Annual Report in electronic form.
- Assisted with rate adjustment education efforts with SSC, Staff, LRBOD and Public
- Coordinated the production of a Can the Grease segment on KARK Channel 4 (2-10-11), Mr. Corbitt on "Talk Business" show (2-27-11) and "smoke testing" on KTHV Channel 11 (7-6-11).

- Coordinated the volunteer program for Central High School Science Fair.
- Completed implementation of HR-related documents availability on-line to employees and supervisors on RePortal (handbook, forms, job descriptions, etc.)
- Presented LRW's Sanitary Sewer Overflow Response Plan at the annual AWW & WEA Conference in Hot Springs.

Asset Management

- Supervised the planning and mobilization of the AR Dept. of Parks and Tourism's easement reforestation as part of the completion of Contract IV of the Little Maumelle Treatment Facility.
- Provided construction management support through the completion of the Little Maumelle Wastewater Treatment Facility, the Little Maumelle Conveyance Contract, the Arch Street Pump Station, the Fourche Creek Wastewater Treatment Facility Disinfection, and the Fourche Creek Wastewater Treatment Facility Secondary Clarification.
- Completed the improvements of FCWTP to accept SAGE V flow.
- Completed the design for the improvements to the FCWTP Laboratory.
- Completed the design of 16 collection system projects listed in the SECAP update.
- Initiated the manhole rehabilitation by in-house construction. Utilized engineering personnel to analyze the data and develop specifications used by in-house crews for manhole rehab.
- Completed the in-house design of multiple collection system Overflow Mitigation Projects.
- Completion of SSES work in the three Rose Creek Basins.
- Completion of smoke testing in the Chicot, Cloverdale, Mabelvale Pike and Walton Heights basins.
- Completion of design surveys for defined SECAP relay projects along with survey support for the preliminary design of Rock Creek Underground Storage.
- Received bids and awarded the 2011 Annual Root Control Maintenance Contract.

- Evaluated identified projects for determination of the best method to repair and/or rehabilitate sewer line segments based on need, budget, and resources available.
- Project estimates were consistently below acceptable forecast ranges.
- Renewed the annual Chemical Root Treatment Contract.
- Cleaned over 3,354,700 feet of line.
- Televised 524,100 feet of main line.
- Walked over 7,152,900 feet of main line.
- Cleared 407,300 feet of right-of-way.
- Completed 400 locates.
- Repaired 131 main lines (as of 08/31/11); annual projection is 197.
- Repaired/replaced 152 service lines (as of 08/31/11); annual projection is 228.
- Sealed 271 old service lines (as of 08/31/11); annual projection is 407.
- Adjusted 69 manholes (as of 08/31/11); annual projection is 104.
- Repaired/constructed 415 manholes (as of 08/31/11); annual projection is 622.
- Rehabilitated 146 vertical feet of manholes (as of 08/31/11); annual projection is 219 vertical feet.
- Completed 28 Capital Projects, with \$1,436,375 spent in IWO (as of 08/31/11); annual projection is \$2,400,000.
- Renewed a 3-year contract between Central Arkansas Water (CAW) and Little Rock Wastewater (LRW).
- Transitioned fleet asset management to Fleet Maintenance personnel.
- Completion and startup of the new 170 ft diameter secondary clarifier unit, which will serve to increase hydraulic throughput of the Fourche Creek Facility as the industrial loading is shifted over to the anaerobic process stream.
- Completion of the Arch Pump Station retrofit, which included paralleling force mains, and the direct transportation of wastewaters to the Fourche Creek Facility thus eliminating the intermediate College Station pumping station. The project included the ability to control each pump with a VFD unit of more precise flow control to and through the wastewater treatment process.
- Completion of the annual inspection and cleaning of all clarifier basins. This includes the issuance of necessary work order in order to maintain a proactive maintenance approach.
- The Cantrell Road Pump Station Pump #4 was very degraded in the volute and suction head. It required massive amounts of welding and final coatings of ceramic epoxy. Due to the extent of wear, a pump in this condition would normally have been replaced at a cost of approximately \$180,000. This repair was accomplished for approximately \$3,000 in material and less than 100 man hours.
- Little Rock Port Pump Station pump #1 had a major shaft and impeller failure. Maintenance built a shaft in-house rebuilt the pump completely, and installed a new impeller.
- The Fourche Engine Generator Building 2011 capital project for improving air flow and controlling temperature was accomplished. The initial cost was

projected to be \$25,000. Maintenance purchased and installed a 32,000 CFM Down Blast, Roof Mounted Fan for less than \$10,000.

- Upon field sand blasting and investigation of the center stand pipe at the Adams Field Thickener it was discovered that there was severe failing of the 42" pipe at the water line below the drive unit. This repair was accomplished with the welding of external metal wrap and gusset plates which saved approximately \$40,000 and many weeks of down time.
- The submerged structure of the Adams Field Final Clarifier #3 and the Adams Field Sludge Thickener #2 was abrasive blasted and an industrial epoxy coating system was applied.
- The building structure for the Fourche GBT was taken down due to extreme corrosion and safety issues. A new corrosion resistant building structure was purchased and erected.
- A 3 section metal covering for the new RAS/WAS pump station was fabricated and installed.

- Successful installation and operation of a aeration HIS Blower. This equipment is utilized to supply variable frequency control of oxygenation rates to the activated systems while reducing associated operational electrical costs.
- Complete retrofit of the Ultra Violet Disinfection System with the replacement of 448 UV lamps and associated seal kits.
- Proactive pigging of the twelve (12) inch transfer line through a series of hard nose pigs and swabs thus restoring full conduit volume capacity.
- Completion of the facility construction phase and successful performance testing of all facility equipment.
- Completion of the Little Maumelle Pump Station flow automation control.
- Completion of the rebuilding of the Fourche Creek Digester No.3.
- Completed SCADA implementation for the Fourche Creek STP Disinfection Building Project. Coordinated with many contractors to assure a successful startup pertaining to our ADEQ Permit Requirements, and safety issues that are associated with the use of Chlorine and Sulfur Dioxide. The Instrumentation Department supplied all SCADA screen production and the associated PLC programming that was necessary for Facility Operators to control and monitor all new equipment.
- Completed SCADA implementation for the Fourche Creek STP Final Clarification and EQ Basin Project. Coordinated with many contractors to assure a successful startup. The Instrumentation Department supplied all SCADA screen production and the associated PLC programming that was necessary for Facility Operators to control and monitor all new equipment.
- Completed SCADA implementation for the Arch and College Pump Station Renovation Projects. The Instrumentation Department supplied all SCADA screen production and the associated PLC programming that was necessary for Facility Operators to control and monitor all new equipment. Also, created Flow

Mode programming so the new VFD Pumps will automatically flow pace based upon an Operator flow value inputted to SCADA.

- Completed SCADA implementation for the Entergy OIS Project. Instrumentation supplied all SCADA screen production, PLC programming and hardware changes to multiple Automatic Transfer Switches in order to automatically transfer energy loads to facility generators when notified by Entergy.
- Completed SCADA implementation for the entire Little Maumelle STF Construction Project. Coordinated with many contractors to assure a successful startup. The Instrumentation Department supplied all SCADA screen production and the associated PLC programming that was necessary for Facility Operators to control and monitor all new equipment.
- Provided SCADA Historical Collection for all of the above projects.

Organization Management

- Completed current JESAP (Job Evaluation & Salary Administration Program) analyses on all positions.
- Maintained effective service levels through crew restructuring as hiring freeze continues.
- Enhanced performance review process for Senior Fleet Technician positions.
- Enhanced the job description and title of the Data Entry Clerk to Fleet Maintenance Clerk and upgraded the position to better align with roles and responsibilities.
- Twenty employees participated and/or graduated from the LRW Leadership Solutions Program.

Financial

- Completed smooth migration for changes to health insurances and related (self-funded to fully-insured, new vendors, etc.) as well as combining biweekly and semimonthly payroll systems.
- Accounting implemented procedures to pursue federal and state grants and low-interest loans for capital projects, public awareness, and “green” infrastructure and as a result received Go Red! Grant funds totaling \$91,835.40.
- One of the most significant cost-saving programs that has been very successful over the past 14 years for LRW has been our 100% Buy-Back Program for Rubber Tired Wheel Loader Backhoes. LRW purchased a total of 13 units at a cost of \$378,735; with selling these units back one (1) year later to the vendor at a total cost of \$378,735. This is not only a good morale booster for the operator of the machine but it allows LRW the option to utilize the latest technology upgrades with minimal capital investment and operating costs.
- Accounting prepared the 2011 Sewer Refunding Revenue Bond that saved over \$2 million in interest on the remaining 10 years of the loan period.
- Accounting continued to work with a Rate Advisory Committee and Raftelis Financial Consultants, Inc. of Kansas City, Missouri, who reviewed and updated LRW’s ancillary charges, on recommending wastewater rate structure adjustments to both the Little Rock Sanitary Sewer Committee and the Little Rock Board of Directors.

- Consolidated Fee Schedule invoices, administered by EAD, has provided over \$91,996 this year to date for EAD permit, inspection, and discharge fees. EAD oversees an industrial extra strength surcharge program to recoup treatment costs. Total year projected surcharge revenue is \$1,108,690 for 2011.

Regulatory

- In August 2011 LRW began operating the new Little Maumelle WWTP which is a part of LRW's Consent Order obligations. In order to reduce costs to keep customer sewer rates as low as possible the implementation of reductions in NPDES and pretreatment monitoring requirements at the Adams Field and Fourche Creek Treatment Facilities has allowed EAD to perform the additional sampling and testing at Little Maumelle without an increase in personnel.
- The new micro distillation method for total phenolics was placed into service in the 2nd quarter of 2011. All Laboratory Staff have been trained to perform this test and have completed all quality control functions required by the test method prior to testing environmental samples.
- All Laboratory staff have been trained to perform the cyanide and ammonia as nitrogen tests and have completed all quality control functions required by each test method prior to testing environmental samples.
- The Laboratory Staff completed the comparison study between distilled and non-distilled ammonia as nitrogen tests as allowed by EPA for the method that is used by the Compliance Laboratory. The tests compared well in accordance with the EPA Guidance Memo which was issued specifically to address the comparison test acceptability. QC functions were performed at higher than the minimum comparison study requirements. The data has been reviewed by the Laboratory Supervisor and provided to the QA Coordinator for final approval on not performing the distillation step on the Little Maumelle final effluent until the next permit round.
- The EAD Pretreatment Program conducts inspections at industrial and commercial facilities to assure adherence to the LRW ordinances, and to provide protection of LRW's collection systems and treatment facilities. User compliance is documented in databases and when necessary, enforcement actions have been administered to assist and oversee corrective actions implemented by such users.
- EAD provides guidance, on LRW ordinances, to industries that are significant contributors to the Publicly Owned Treatment Works (POTW). EAD data allows LRW to assess loading rates and treatability of process wastewater.
- Limited dry weather overflows due to equipment malfunctions.
- Successful start-up of the treatment facility without permit violation.