



2024 Asset Management and Capital Improvement Plan

Liberty Utilities (Missouri Water) LLC
d/b/a Liberty

February 28, 2025



Introduction

This report was prepared in compliance with the commitment in Missouri Public Service Commission (“MPSC”) Docket Nos. WO-2022-0253 and SO-2022-0254 as it pertains to providing an Asset Management and Capital Improvement Plan for Liberty Utilities (Missouri Water) LLC d/b/a Liberty (“Company” or “Liberty Water”). This report is a snapshot in time and contains a recap of 2024 activities and current budget plans for the next five years. The report includes the following additional information:

- Discussion on physical inspections of the above ground assets for the purpose of asset management and infrastructure planning.
- Detailed descriptions of projects completed during the previous year with actual costs, planned projects for the next five years with budgeted costs, and the reasons the projects are necessary.
- For the reporting period capital expenditures, the difference between dollars budgeted and dollars spent, with a summary of the reason for any significant discrepancies.
- Date of the last physical inspection and cleaning of sewer collection systems.
- Inflow and Infiltration (“I&I”) reduction efforts.
- Planned security or employee safety improvements for treatment systems.
- Plans for upgrades required by the Missouri Department of Natural Resources (“DNR”).

Priorities, projects, and plans are prone to shift based on evolving needs, technology, supply chain issues, and the economic landscape that will result in adjustments to the reported budget and spending forecast.

- Liberty Water continuously evaluates and analyzes the needs of its customers and the water production and distribution systems, as well as the costs and accessibility of modern technologies.
- Liberty Water continuously strives to maximize the value of every dollar and every hour of labor spent to provide reliable and affordable water service to our customers.

Economic Landscape

Global supply chain constraints continue to impact our business. Supply chain disruptions and persistent but softening inflation and interest rates continue their upward pressure on costs.

Liberty Water is cognizant and sensitive to the impacts on our customers when the costs of the necessary investments that we make increase. Our obligations to manage our systems efficiently, and to spend prudently, are always important, including during an inflationary period. The plan described in this report takes these factors, among others, into careful consideration. Efforts were made to identify operating efficiencies and to reconsider the timing of spending that could be deferred without jeopardizing safety or reliability. We believe the result of these efforts strikes an effective balance between customer affordability and the need to deploy the capital required to reliably maintain and keep safe the systems that are essential to our customers.



Increasing Safety and Reliability

Customers consistently point to safe water and reliable service as their top priorities, and Liberty Water is committed to operating and maintaining our system in a safe and reliable manner. All capital projects are viewed through this lens and are prioritized to maximize increased quality, reliability, and efficiency. Liberty installed eight emergency generators throughout the Missouri system in 2024 to improve reliability.

Distribution System Improvements

Improvements to Liberty Water's distribution systems will occur through a recurring process of constructing new and replacing old pipelines and appurtenances to ensure a stronger and more resilient infrastructure. Liberty Water has evaluated and approved numerous projects to improve the resiliency of its distribution system. Notable projects include:

- Major main and service line replacements in:
 - Holiday Hills and Ozark Mountain (PSC No. 14 – Silverleaf Water)
 - Noel (PSC No. 14 – Noel Water)
 - Cedar Hill, Catawissa, Pacific, House Springs (PSC No. 14 - KMB Water)
 - Bilyeu Ridge (PSC No. 21 – Bilyeu Ridge Water)
 - Moore Bend (PSC No. 21 – Moore Bend Water)
 - Riverfork (PSC No. 21 – Riverfork Water)
 - Venice on the Lake/Taney County (PSC No. 21 – Taney County Water)
 - Valley Woods (PSC No. 21 – Valley Woods Water)
 - Franklin County (PSC No. 14 – Franklin County Water)
 - Saver's Farm (PSC No. 15 – Savers Sewer)
 - Aurora, Verona, Marionville (PSC No. 16 – Empire Water)
 - Bolivar (PSC No. 14 – Bolivar Water)
- Replacing legacy piping and fixtures throughout our Missouri Water service territory to improve reliability.
- Inspection of the interior and exterior of storage tanks every three years. Any unsatisfactory findings are to be addressed within 24 months.
- Improved storage facilities in:
 - Holiday Hills, Ozark Mountain (PSC No. 14 – Silverleaf Water)
- Replacing manual-read meters with AMR/AMI-capable meters in:
 - Holiday Hills, Timber Creek, Ozark Mountain (PSC No. 14 – Silverleaf Water)
 - Noel (PSC No. 14 – Noel Water)
 - Cedar Hill, Catawissa, Pacific, House Springs (PS No. 14 – KMB Water)
 - Midland (PSC No. 21 – Hidden Meadows Water)
 - Bilyeu Ridge (PSC No. 21 – Bilyeu Ridge Water)
 - Moore Bend (PSC No. 21 – Moore Bend Water)
 - Riverfork Ranch (PSC No. 21 – Riverfork Ranch Water)
 - Taney County (PSC No. 21 – Taney County Water)



- Valley Woods (PSC No. 21 – Valley Woods Water, PSC No. 13 – Valley Woods Sewer)
- Franklin County (PSC No. 14 – Franklin County Water)
- Aurora, Verona, Marionville (PSC No. 16 – Empire Water)
- Oakbrier Estates (PSC No. 17 – Oakbrier Estates Water)
- Lakeland Heights (PSC No. 18 – Lakeland Heights Water)
- Whispering Hills (PSC No. 20 – Whispering Hills Water)
- Bolivar (PSC No. 14 – Bolivar Water, PSC No. 15 – Bolivar Sewer)
- Refurbishing wastewater Lift Stations in:
 - Timber Creek, Ozark Mountain (PSC No. 15 – Silverleaf Sewer)
 - Jackson (PSC No. 15 – Savers Sewer)
 - Dexter (PSC No. 19 – RD Sewer)
 - Bolivar (PSC No. 15 – Bolivar Sewer)

These capital investments in our distribution system increase the resiliency of our distribution infrastructure and reduce the average age of distribution assets, thereby reducing risk and frequency of failure.

Production System Improvements

Production facilities, pumping, and disinfection are essential to the reliable delivery of high-quality water to our customers.

Notable projects include:

- Upgrading existing wells in:
 - Holiday Hills, Timber Creek (PSC No. 14 – Silverleaf Water)
 - Noel (PSC No. 14 – Noel Water)
 - Taney County (PSC No. 21 – Taney County Water)
 - Valley Woods (PSC No. 21 – Valley Woods Water)
 - Franklin County (PSC No. 14 – Franklin County Water)
 - Aurora, Verona, Marionville (PSC No. 16 – Empire Water)
 - Oakbrier Estates (PSC No. 16 – Oakbrier Water)
 - Lakeland Heights (PSC No. 18 – Lakeland Heights Water)
 - Bolivar (PSC No. 14 – Bolivar Water)
 - KMB (PSC No. 14 – KMB Water)
- Upgrading water and wastewater plants in:
 - Noel (PSC No. 14 – Noel Water)
 - Dexter (PSC No. 19 – RD Sewer)
 - Bolivar (PSC No. 14 – Bolivar Water, PSC No. 15 – Bolivar Sewer)
- Deploying portable emergency generators to mitigate the effects of power outages in:
 - Franklin County (PSC No. 14 – Franklin County Water)
 - Moore Bend (PSC No. 21 – Moore Bend Water)
 - Taney County (PSC No. 21 – Taney County Water)



- KMB (PSC No. 14 – KMB Water)

Cyber & Technology

Liberty is upgrading parts of its digital infrastructure, cybersecurity, data governance, and analytics. This involves investments in computer, server, and network upgrades to support user access and bandwidth. It also includes investments in safe and secure cloud strategies that facilitate collaboration and increase data utilization without exposing sensitive information or critical systems. The Cybersecurity Program is a multi-year programmatic uplift of Liberty's cybersecurity readiness to adjust to the changes in the technology landscape and build internal capacity to respond to the growing threats targeting utility operations. The program's objectives and desired outcomes are mapped to the National Institute of Standards and Technology ("NIST") Cybersecurity Framework ("CSF"). This includes continuous, on-going assessments to improve the program's outcomes and value. New digital architectures have been established with accompanying governance strategies and procedural documentation. Liberty's customers will experience improved and secure utilization of operational and customer data, leading to enhanced operational efficiency for utility personnel. This includes the proactive identification and resolution of issues before they lead to service disruptions, as well as optimized utilization of utility infrastructure.

Customer First

Liberty launched its Customer First technology in 2024 for Missouri Water. The Customer First Program is a comprehensive digitalization initiative that provides employees with the tools to deliver the experience our customers deserve and demand.

Customer First consists of modern and connected platforms to meet customer, employee and other stakeholder needs.

The Customer First Foundations project impacts virtually every aspect of Liberty's operations. It implements modern Enterprise Resource Planning ("ERP") and associated tools.

Employee Central modernized how Liberty manages employee data, recruiting, and onboarding to ensure the ability to build and maintain a strong team to support its operations and its customers.

Procure-to-Pay has upgraded the tools and processes used to procure services and facilities on behalf of Liberty's infrastructure and customers.

Network & Design Operations implements uniform Geospatial Information System ("GIS") technology across Liberty, for consistency of asset data management and analytics.

eCustomer upgraded the customer service and customer data systems to improve how Liberty manages, protects, and shares its customer data to provide better customer service, and offers more advanced information and choices to its customers.



The various Customer First systems utilized to run our business are in widespread use throughout utilities in North America. The Customer First platform is consistent with industry best practices.

Capital Investments

2024 Actual Capital Expenditures Summary Table

Liberty Water continuously evaluates and analyzes the needs of its customers and of the system infrastructure. In 2024, Liberty Water invested in a variety of projects throughout its service area to address reliability and efficiency. The variances between budgeted capital spend amounts and actual investment placed in-service are discussed below Table 1.

TABLE 1

Tariff Sheet #	Operating Area	Budgeted Capital Spend 2024	Actual Capital Spend 2024	Significant Investments Made during 2024
PSC No. 13	Valley Woods Subdivision: Sewer	\$5,000	\$0	Upon review, it was determined capital could be more effectively deployed across other systems.
PSC No. 14	Noel: Water	157,000	607,466	\$208,237 in distribution main upgrades; \$181,448 in well upgrades; \$116,066 in service line replacements; \$29,480 in water plant replacements; \$26,300 in replacement meters; \$22,838 in replacement high service pumps; \$19,983 in tank relines; and \$3,114 in vehicles.
PSC No. 14	KMB (Cedar Hills Estates, Crestview Acres, High Ridge Manor, Hillshine Community, Lakewood Hills, Scottsdale, and Warren Woods Subdivisions): Water	179,992	457,582	\$323,084 on new generators; \$68,829 in replacement meters; \$45,460 in service replacements; 19,141 in distribution main upgrades; and \$1,068 in well upgrades.
PSC No. 14	Holiday Hills: Water	585,996	528,577	\$180,408 in distribution mains; \$180,297 in ground storage updates; \$83,673 in well upgrades; \$55,825 in meter upgrades; \$28,375; and in service line replacements.
PSC No. 14	Timber Creek: Water	102,000	38,523	\$26,689 in well replacements; \$10,029 in replacement meters; \$1,806 in lab equipment.
PSC No. 14	Ozark Mountain: Water	49,000	436,312	\$200,044 in distribution mains upgrades; \$165,342 to install tank piping and liner; \$6,867 in replacement meters; \$41,852 in service line replacements; and \$22,207 in pump upgrades.



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PSC No. 14	Lake St. Clair/Franklin County: Water	100,000	12,264	\$7,465 in service line replacements; \$4,786 in AMR upgrades; and \$13 in well monitoring overhead.
PSC No. 14	City of Bolivar: Water	943,949	2,035,898	\$990,949 in meters; \$760,149 in vehicles; \$94,557 in well upgrades; \$88,663 in new mains; \$44,076 in new service and setters; \$28,976 in customer services; \$14,873 in AMI upgrades; \$10,788 in fire protection; and \$2,867 in labor.
PSC No. 15	Timber Creek: Sewer	195,500	55,346	\$55,346 in pumps.
PSC No. 15	Ozark Mountain: Sewer	70,000	46,492	\$46,492 in lift station upgrades.
PSC No. 15	KMB (Cape Rock Village): Sewer	40,000	2,957	\$2,137 on main replacements and \$820 on lift station monitoring installation.
PSC No. 15	Savers Farm (Jackson): Sewer	85,000	1,942	\$1,861 in lift station upgrades.
PSC No. 15	City of Bolivar: Sewer	2,075,000	903,346	\$248,051 in lift station upgrades; \$218,362 in I&I study and improvements; \$173,702 in wastewater treatment plant improvements; \$142,609 in wastewater pipe replacements; \$94,372 in main upgrades; \$26,934 in lining manholes; and \$142 in system automation and controls.
PSC No. 16	Legacy Empire Water (Aurora, Marionville, and Verona): Water	1,417,008	1,438,249	\$945,331 in customer services; \$276,351 in meters; \$120,281 in customer extensions and rebuilds; \$38,523 in system replacements and improvements; \$32,089 in fire protection; \$20,006 in well upgrades, and \$5,669 in vehicles.
PSC No. 17	Oakbrier Estates: Water	26,000	12,114	\$12,114 in well monitoring systems.
PSC No. 18	Lakeland Heights: Water	518,000	57,523	\$57,523 in well upgrades.
PSC No. 19	R.D. Properties (Western Heights Subdivision, Ecology Acres Subdivision, and Unincorporated Areas Stoddard County): Sewer	490,000	727,651	\$540,934 in lift station upgrades and \$186,716 in plant upgrades
PSC No. 20	Whispering Hills: Water	18,000	94,146	\$89,235 in trucks and \$4,912 in meter replacements.
PSC No. 21	Bilyeu Ridge Subdivision: Water	75,000	20,205	\$13,784 in emergency pump replacements and \$6,422 in service line replacements.
PSC No. 21	Moore Bend Subdivision: Water	75,000	193,166	\$121,985 in generators; \$38,561 in distribution main upgrades; and \$32,620 in service line replacements.



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PSC No. 21	Riverfork Ranch Subdivision: Water	16,000	8,262	\$4,999 in replacement meters; \$2,250 in unbudgeted materials and outside services; and \$1,013 in service line replacements.
PSC No. 21	Taney Water/Venice on the Lake/Lakeway Village: Water	2,260,000	1,163,373	\$605,187 on a new well; \$235,417 in generators; \$154,176 in distribution main upgrades; \$71,589 in service line replacements; \$66,969 in replacement meters; \$27,782 in pipe replacements; and \$2,253 in well house upgrades.
PSC No. 21	Valley Woods Subdivision: Water	93,000	597	\$597 in service line replacements.
PSC No. 21	Midland/Hidden Meadows: Water	45,000	5,525	\$5,525 in replacement meters.
	Total:	<u>\$9,621,445</u>	<u>\$8,847,517</u>	

System Details

Holiday Hills: Water

Liberty Water provides water service to approximately 440 customers in southwest Missouri. Service is provided using two groundwater wells, six pumps, and approximately 38,000 feet of distribution main.

Project Investments in 2024

Liberty Water's actual capital spend was \$528,577 in 2024. Liberty focused its investments on distribution mains, well upgrades, meter upgrades, service line replacements, and ground storage upgrades.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$585,996 compared to actual capital spend of \$528,577. The difference primarily relates to spending more on distribution mains, service line replacements, and meter upgrades than planned while spending less on replacement meters, well upgrades, and ground storage updates.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.



Timber Creek: Water and Sewer

Through this system, Liberty Water provides water and sewer service to approximately 20 customers in east central Missouri. Water service is provided by two groundwater wells, three pumps, and approximately 23,200 feet of distribution main. Sewer service is provided by an activated sludge treatment plant, a series of eight pumps, and approximately 15,000 feet of collection sewer.

Project Investments in 2024

Liberty Water's actual capital spend was \$38,523 for Timber Creek Water in 2024, which focused on well replacements, meter replacements, and lab equipment. Liberty Water's actual capital spend was \$55,346 for Timber Creek Sewer in 2024, which focused on pumps.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$102,000 for Timber Creek Water and \$195,500 for Timber Creek Sewer. This compares to actual capital spend of \$38,523 and \$55,346, respectively. The difference primarily relates to the deferral of spending on emergency generators for both utilities and lift station upgrades for the sewer. These projects were deferred based upon a management review and a determination that the capital spend was not warranted in 2024.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Sewer Cleaning Plans

The wastewater system is cleaned on an as needed basis.

Inflow and Infiltration ("I&I") Study

Inflow and infiltration are minimal; thus, the system currently has no plans to conduct an I&I Study.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Ozark Mountain: Water and Sewer

Liberty Water provides water and sewer service to approximately 160 customers in southwest Missouri. Water service is provided by one groundwater well, a series of two pumps and approximately 8,200 feet of distribution main. Sewer service is provided by a treatment plant, a series of 12 pumps, and approximately 8,500 feet of collection sewer.



Project Investments in 2024

Liberty Water's actual capital spend was \$436,312 for Ozark Mountain Water and \$46,492 for Ozark Mountain Sewer in 2024, which primarily went into mains, tank piping and liner, meters, service lines, and pumping equipment on the water side and lift station improvements on the sewer side.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend for Ozark Mountain Water was \$49,000 while Ozark Mountain Sewer's was \$70,000, compared to an actual capital spend of \$436,312 for Ozark Mountain Water and \$46,492 for Ozark Mountain Sewer. The difference on the water side primarily focuses on the starting of a required tank replacement project, upgrading more distribution mains and replacing more service lines than expected, and unplanned pump upgrades. The difference in sewer is mainly from an increased focus on lift station upgrades at the expense of plant upgrades.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Sewer Cleaning Plans

The sewer system is cleaned on an as needed basis.

Inflow and Infiltration ("I&I") Study

Inflow and infiltration are minimal; thus, the system currently has no plans to conduct an I&I Study.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources. Liberty will also replace the Ozark Mountain storage tank by the end of 2025, including a rebuild of the supporting foundation.

DNR Required Upgrades

None.

Noel: Water

With this system, Liberty Water provides water service to approximately 640 customers in southwest Missouri. Service is provided by five groundwater wells, a series of seven pumps and approximately 98,500 feet of distribution main.

Project Investments in 2024

Liberty Water's actual capital spend was \$607,466 for Noel Water in 2024. Liberty Water focused its investment on main upgrades, transportation equipment, wells and springs, meters, plant replacements, pumping equipment, tank relines, and service lines.



Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$157,000 compared to an actual capital spend of \$607,466. The difference was primarily driven by the need to replace more service lines and upgrade more distribution mains than expected, in addition to unplanned well upgrades, tank relines, and replacement pumps.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

KMB Properties: Water and Sewer

Liberty Water provides water and sewer service to approximately 500 water customers and 200 sewer customers in east-central Missouri. The water properties include Hillshine, Warren Woods, Scottsdale, High Ridge, Cedar Hills, Crestview Acres and Lakewood Hills. These properties are located in Catawissa, Pacific, Cedar Hill, and House Springs, Missouri. Water service is provided by eight total groundwater wells, a series of two pumps, and approximately 79,500 feet of main. Sewer service is provided by Cape Rock treatment plant in Cape Girardeau MO, via a series of two pumps, and approximately 17,400 feet of sewer main.

Project Investments in 2024

Liberty Water's actual capital spend was \$457,582 for KMB Water and \$2,957 in KMB Sewer in 2024. Liberty Water focused its investment on meters, mains, service lines, wells, and backup generators on the water side and mains and lift station monitoring on the sewer side.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$179,992 for KMB Water and \$40,000 for KMB Sewer, compared to actual capital spend of \$457,582 for KMB Water and \$2,957 for KMB Sewer. The differences were primarily driven by the purchase of emergency generators at well sites combined with the replacement of more meters, distribution main, and service lines than expected on the water side and fewer security upgrades and main replacements being installed on the sewer side. The Cape Rock Hills wastewater lagoon improvements projects were deferred based upon management review and a determination that the capital spend was not warranted in 2024.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.



Sewer Cleaning Plans

The sewer system is cleaned on an as needed basis.

Inflow and Infiltration (“I&I”) Study

Inflow and infiltration are minimal; thus, the system currently has no plans to conduct an I&I Study.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Midland/Hidden Meadows: Water

Liberty Water provides water service to approximately 90 customers in southwest Missouri. Service for this system is provided by one groundwater well, a series of two pumps, and approximately 12,800 feet of main.

Project Investments in 2024

Liberty Water’s actual capital spend was \$5,525 in 2024 and was focused on replacement meters.

Budgeted Capital Spend vs. Actual Capital Spend

The 2023 budgeted capital spend was \$45,000 compared to actual capital spend of \$5,525. The difference was due to not spending money on well replacements or main upgrades in 2024.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Bilyeu Ridge Subdivision: Water



With this system, Liberty Water provides water service to approximately 60 customers in southwest Missouri. Service is provided by one groundwater well, two pumps, and approximately 16,600 feet of main.

Project Investments in 2024

Liberty Water's actual capital spend was \$20,205 in 2024, which includes emergency pump replacements and service lines.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$75,000 compared to actual capital spend of \$20,205. The budget to actual difference was driven by the deferral of a planned tank upgrade that did not take place during the year. This project was deferred based upon a management review and a determination that the capital spend was not warranted in 2024. The tank upgrade capital project is under review for future investment. Additionally, planned well upgrades, meter replacements, and main upgrades were put off in favor of unplanned emergency well pump replacements.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Moore Bend Subdivision: Water

Liberty Water provides water service to approximately 75 customers in southwest Missouri. Service is provided by two groundwater wells and approximately 15,300 feet of main.

Project Investments in 2024

Liberty Water's actual capital spend was \$193,166 in 2024 and includes mains, service lines, and backup generators.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$75,000 compared to actual capital spend of \$193,166. The difference was due to spending more than planned on line replacements, main upgrades, and generators.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.



Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Riverfork Ranch Subdivision: Water

With this system, Liberty Water provides water service to approximately 170 customers in southwest Missouri. Service is provided by one groundwater well, two pumps, and approximately 26,700 feet of main.

Project Investments in 2024

Liberty Water's actual capital spend was \$8,262 in 2024, primarily related to meters and service lines.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$16,000 compared to actual capital spend of \$8,262. The difference was primarily driven by less spending than expected on line replacements and main upgrades.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Taney County/Venice on the Lake/Lakeway Village: Water

Liberty Water provides water service to approximately 460 customers in southwest Missouri. Service is provided by four groundwater wells, two pumps, and approximately 117,000 feet of main. Another well has been drilled for this system but has not been put into service yet.

Project Investments in 2024

Liberty Water's actual capital spend was \$1,163,373 in 2024, which focused on a new well, generators, generators, mains, meters, service lines, pipe replacements, and well house upgrades.



Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$2,260,000 compared to an actual capital spend of \$1,163,373. The difference is primarily driven by less capital than expected being required to complete replacement meters, main upgrades, well house upgrades, and a new well. More capital was spent on a well house upgrade than expected, and unbudgeted pipe replacements and generators were also installed. The new well #2 at Red Rock was drilled and tested, however, delays in starting the project due to Fish & Wildlife restrictions on clearing the land did not allow adequate time to break ground on the well house & storage tank in 2024. Liberty expects to move forward on the well house in 2025 and the tank in 2026. The Company is executing an Owner Supervised Program ("OSP") with DNR to develop a project implementation strategy. Liberty was able to install 600 feet of new backbone main as a first phase of the OSP.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

The system is currently operating in compliance. However, it should be noted the Company engaged Olsson Engineering to develop a master plan showing proposed waterlines to be installed over at least the next five years, along with hydraulic analyses for sizing and locating new lines to increase reliability and water pressure in the system (see Exhibit A). This plan has been approved by DNR as an Owner Supervised Program that will allow Liberty to streamline the construction process (see Exhibit B).

Valley Woods Subdivision: Water and Sewer

Liberty Water provides water and sewer service to approximately 40 customers in southwest Missouri. Water service is provided by one groundwater well, two pumps, and approximately 4,100 feet of main. Sewer service is provided by four pumps and approximately 6,200 feet of collection sewer. The sewer plant uses septic tank, recirculating sand filter, chlorinated disinfection, de-chlorination, and sludge disposal by contract hauler.

Project Investments in 2024

Liberty Water's actual capital spend was \$597 in Valley Woods Water and \$0 in Valley Woods Sewer in 2024. The capital spend for Valley Woods Water was primarily related to service line replacements.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$93,000 for Valley Woods Water and \$5,000 for Valley Woods Sewer compared to actual investment placed in service of \$597 for water and \$0 for



sewer. The difference is primarily driven by the decision that capital could be better deployed in other areas.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Sewer Cleaning Plans

The sewer collection system is cleaned on an as needed basis. Company owned septic tanks at customer homes are cleaned approximately every three years with the last cleaning taking place in 2022.

Inflow and Infiltration (“I&I”) Study

Inflow and infiltration are minimal; thus, the system currently has no plans to conduct an I&I Study.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Lake St. Clair/Franklin County: Water

Liberty Water provides water service to approximately 200 customers in east-central Missouri. Service is provided by one groundwater well, one standpipe, zero pumps, and approximately 77,200 feet of main.

Project Investments in 2024

Liberty Water’s actual capital spend was \$12,264 in 2024. Liberty Water focused its investment on meter replacements, service line replacements, and well monitoring.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$100,000 compared to actual capital spend of \$12,264. The difference is primarily due to not replacing as many meters or service lines as anticipated during the year.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.



DNR Required Upgrades

None.

Savers Farms: Sewer

Liberty Water provides sewer service to approximately 165 customers in southeast Missouri by a series of eight pumps and approximately 18,600 feet collection sewer along with a treatment plant using a recirculating tank, recirculating sand filter, UV disinfection, and sludge disposal by contract hauler.

Project Investments in 2024

Liberty Water's actual capital spend was \$1,942 in 2024 and was focused on lift station upgrades.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$85,000 compared to actual capital spend of \$1,942. The difference is primarily driven by less spending than planned on lift station upgrades combined with the deferral of an emergency generator that upon management review and determination was not warranted in 2024.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Sewer Cleaning Plans

The sewer system is cleaned on an as needed basis.

Inflow and Infiltration ("I&I") Study

Inflow and infiltration are minimal; thus, the system currently has no plans to conduct an I&I Study.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Legacy Empire (Aurora, Marionville, and Verona): Water

Liberty Water provides water and sewer service to approximately 4,600 customers in southwest Missouri. Water service is provided by seven groundwater wells, two pumps, and approximately 500,000 feet of main. These assets were previously owned by The Empire



District Electric Company and were transferred to Liberty Water in 2020 (MPSC Case No. WM-2020-0156).

Project Investments in 2024

Liberty Water's actual capital spend was \$1,438,249 in 2024. The majority of this investment went into service lines, mains, meters, fire protection, well upgrades, and vehicles.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$1,417,008 compared to an actual capital spend of \$1,438,249. A significant amount of capital investment was made in service lines in leak troubled areas to reduce lost and unaccounted for water. The difference between budget and actual for the year is primarily driven by well upgrades.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Lakeland Heights: Water

With this system, Liberty Water provides water service to approximately 100 customers in southeast Missouri. Service is provided by one groundwater well and approximately 22,100 feet of main.

Project Investments in 2024

Liberty Water's actual capital spend was \$57,523 in 2024, focusing on well upgrades.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$518,000 compared to actual capital spend of \$57,522. The difference was primarily driven by the deferral of most well upgrades. The Company completed installation of a pit-less adapter, reconstruction of a new well house, and an injection site for chlorine. However, management is anticipating the additional capital spend will occur in 2025.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements



The Company is further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

R.D. Properties: Sewer

Liberty Water provides sewer service to approximately 115 customers in southeast Missouri by RD Sewer treatment plant, an activated sludge plant, using six pumps and approximately 17,400 feet of sewer.

Project Investments in 2024

Liberty Water's actual capital spend was \$727,651 in 2024, focusing on lift station upgrades and plant upgrades.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$490,000 compared to actual capital spend of \$727,651. The difference is primarily driven by unplanned spending on plant upgrades.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Sewer Cleaning Plans

The sewer system is cleaned on an as needed basis.

Inflow and Infiltration ("I&I") Study

An I&I Study was completed shortly after acquiring the system in 2021. Recent weather events have confirmed that significant I&I still exists in the collection system. Conversations have begun to determine the most cost-effective way to address these issues.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Oakbrier Estates: Water

Liberty Water provides water service to approximately 50 customers in southeast Missouri. Service is provided by one groundwater well and approximately 18,500 feet of main.

Project Investments in 2024



Liberty Water's actual capital spend was \$12,114 in 2024, which went towards well monitoring systems.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$26,000 compared to an actual spending of \$12,114. The difference is primarily driven by prioritization of a well-monitoring system over replacement mains, meters, and service lines.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

Whispering Hills: Water

With this system, Liberty Water provides water service to approximately 60 customers in southeast Missouri. Service is provided by one groundwater well and approximately 7,200 feet of main.

Project Investments in 2024

Liberty Water's actual capital spend was \$94,146 in 2024, which focused on transportation equipment and meter replacements.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend was \$18,000 compared to actual capital spend of \$94,146. The difference is primarily driven by the purchase of two new trucks for the eastern state operators.

Physical Inspections

The plant is operationally inspected weekly, and operations are monitored remotely.

Planned Security or Employee Safety Improvements

The Company will be further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades

None.

City of Bolivar: Water and Sewer



Liberty Water provides water and sewer service to approximately 4,600 customers in southwest Missouri. Water service is provided by seven total groundwater wells over two systems, a series of six pumps, and approximately 500,000 feet of main. Sewer service is provided through a series of 24 pumps and approximately 400,000 feet of collection sewer.

Project Investments in 2024

Liberty Water's actual capital spend was \$2,035,898 for Bolivar Water and \$903,346 for Bolivar Sewer in 2024. Liberty Water invested this money into meters, vehicles, well upgrades, mains, service lines, fire protection, lift station upgrades, wastewater treatment plant improvements, pipe replacements, manhole lining, and system automation and controls. In addition, three of the seven collection zones of the sewer system were smoke tested to identify intrusion points and an RFP was issued to solicit bids for cost effective alternatives to rehabilitate and expand the Wastewater Treatment Plant.

Budgeted Capital Spend vs. Actual Capital Spend

The 2024 budgeted capital spend for water was \$943,949 and \$2,075,000 for sewer, compared to actual capital spend of \$2,035,898 for water and \$903,346 for sewer. The variance on the water side is primarily due to an aggressive effort to replace customer meters and the purchase of needed vehicles. The variance on the sewer side is largely due to the complex process of determining the most cost-effective plan to upgrade the WWTP to meet DNR requirements.

Physical Inspections

The Bolivar Wastewater Treatment Plant is inspected daily Monday through Friday.

Sewer Cleaning Plans

The sewer system is cleaned on an as needed basis.

Inflow and Infiltration ("I&I") and Hydraulic Study

The Bolivar system is new to the Liberty Water family and underwent a flow study in 2023 as well as a comprehensive hydraulic study. As noted above, Liberty has begun smoke testing the system and has already identified numerous intrusion points. As a result, Liberty was able to replace a large section of collection main and two damaged manholes near the Tracker Boat plant that were responsible for an undetermined but material amount of I&I in the system. Per Rate Case WR-2024-0104, Liberty has agreed to file an annual report on I&I improvements and meet with Staff every six months or more frequently as requested.

Planned Security or Employee Safety Improvements

The Company is further investing in cyber security and other upgrades to continue its goal of securing and improving the safety of its resources.

DNR Required Upgrades



The treatment plant is currently not meeting its permit conditions and is operating under an AOC by the DNR. We're working closely with the DNR to keep them apprised of our efforts, plans, and schedule to bring the plant into compliance.

Looking Forward:

As depicted in Table 2 below, Liberty Water's budgeted capital spend includes ****[REDACTED]**** to be invested in 2025. Projects for the years 2026 through 2029 have been identified, and the preliminary cost estimates are ****[REDACTED]**** in 2026, ****[REDACTED]**** in 2027, ****[REDACTED]**** in 2028, and ****[REDACTED]**** in 2029. Liberty Water will continue to look for areas to upgrade parts of its digital infrastructure, cyber security, data governance, and analytics. New digital architectures will be established with accompanying governance strategies and procedural documentation.

****TABLE 2 – Five-Year Budgeted Capital Spend****

Tariff Sheet #	Operating Area	2025	2026	2027	2028	2029	TOTALS
PSC No. 13	Valley Woods Subdivision: Sewer	**[REDACTED]**					
PSC No. 14	Noel: Water						
PSC No. 14	KMB (Cedar Hills Estates, Catawissa, Crestwood Acres, High Ridge Manor, Hillshire Community, Lakewood Hills, Pacific, House Springs, Town of Scottsdale, and Warren Woods Subdivision): Water						
PSC No. 14	Holiday Hills: Water						
PSC No. 14	Timber Creek: Water						
PSC No. 14	Ozark Mountain: Water						
PSC No. 14	Lake St. Clair/Franklin County: Water						
PSC No. 14	City of Bolivar: Water						
PSC No. 15	Timber Creek: Sewer						



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PSC No. 15	Ozark Mountain: Sewer
PSC No. 15	KMB (Cape Rock Village): Sewer
PSC No. 15	Savers Farm (Jackson): Sewer
PSC No. 15	City of Bolivar: Sewer
PSC No. 16	Legacy Empire Water (Aurora, Marionville, and Verona): Water
PSC No. 17	Oakbrier Estates: Water
PSC No. 18	Lakeland Heights: Water
PSC No. 19	R.D. Properties (Western Heights Subdivision, Ecology Acres Subdivision, and Unincorporated Areas Stoddard County): Sewer
PSC No. 20	Whispering Hills: Water
PSC No. 21	Bilyeu Ridge Subdivision: Water
PSC No. 21	Moore Bend Subdivision: Water
PSC No. 21	Riverfork Ranch Subdivision: Water
PSC No. 21	Taney Water/Venice on the Lake/Lakeway Village: Water
PSC No. 21	Valley Woods Subdivision: Water
PSC No. 21	Midland/Hidden Meadows: Water
	Totals:

Investment Summary and Conclusion

As detailed above, Liberty Water's 2024 investment plan consists of approximately ** ** million over the next five years to address system reliability, compliance, and efficiency.



Bringing about improved customer solutions through hardened systems and cost management will enable the Company to better meet customer needs.

This report addresses Liberty Water's current plan and estimates for investment in the identified projects, not including any additional miscellaneous tools and equipment. Each year, Liberty Water will continue to evaluate, adjust, and report on this five-year investment plan.

