

# FLORIDA RURAL WATER ASSOCIATION

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Mayor Angie Gardner  
Town of Eatonville  
307 East Kennedy Street  
Eatonville, Florida 32751  
Date: 8/21/2024

Mayor Angie Gardner:

The Florida Rural Water Association (FRWA) is pleased to submit the Wastewater System Asset Management and Fiscal Sustainability (AMFS) plan to the Town of Eatonville. FRWA prepared this Plan for the Town in partnership with the FDEP Clean Water State Revolving Fund (CWSRF) Program to identify your wastewater system's most urgent and critical needs.

Water and wastewater systems represent critical infrastructure designed to protect public health and the environment. This report assesses the current conditions of your wastewater fixed capital assets (e.g. collection system, manholes), and more importantly provides recommendations, procedures and tools to assist with long range asset protection and wastewater utility reinvestment. FRWA will be available to support the Towns AMFS plan recommendations and implementation.

The following report is considered a living document with tools for your use which must be updated at least annually (quarterly updates are recommended) by the Towns utility management. FRWA will provide electronic copies for your use and future modification and will remain available to assist in updating and revising the AMFS plan.

As a valued FRWA member, it is our goal to help make the most effective and efficient use of your limited resources. This tool is an unbiased, impartial, independent review and is solely intended for achievement of wastewater system fiscal sustainability and maintaining your valuable utility assets. Florida Rural Water Association has enjoyed serving you and wishes your system the best in all its future endeavors.

Sincerely,  
Patrick Dangelo  
FRWA Utility Asset Management Team  
Copy: Mike Chase, FDEP, CW State Revolving Fund  
Gary Williams, Florida Rural Water Association, Executive Director

# Eatonville Wastewater System Asset Management and Fiscal Sustainability Plan



Prepared for:

**TOWN OF EATONVILLE WASTEWATER DEPARTMENT  
EATONVILLE , FLORIDA**

FL3480327

Prepared by:

**FLORIDA RURAL WATER ASSOCIATION**

Asset Management Program

In partnership with

**Florida Department of Environmental Protection**

&

**Clean Water State Revolving Fund Program**

Date:

**August 21, 2024**



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## Executive Summary

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### Asset Management Plan Defined

**Asset Management Plan (AMP)** - The International Infrastructure Management Manual defines an asset management plan as a “plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the life cycle of the asset in the most cost- effective manner to provide a specific level of service.”

Lowest life cycle cost refers to the best appropriate cost for rehabilitating, repairing, or replacing an asset. While the level of service is determined by the utility consisting of its staff, customers, board members and regulators. Asset management is implemented through an asset management program and includes a written asset management plan.

### Benefits of an AMP:

Implementing and maintaining an active Asset Management Plan will provide numerous benefits to the Utility and its Customers, such as:

- Prolonging asset life and aiding in rehabilitation/repair/replacement decisions through informed, efficient and focused operations and maintenance.
- Increased operational efficiencies.
- Informed operational and management decisions.
- Increased knowledge of asset criticality.
- Meeting consumer demands with a focus on system sustainability and improved communication.
- Setting rates based on sound operational and financial planning.
- Budgeting by focusing on activities critical to sustained performance.
- Meeting system service expectations and regulatory requirements.
- Improving responses to emergencies.
- Improving security and safety of assets.
- Capital improvement projects that meet the true needs of the system and community.
- Provides an impartial unbiased report to help explain rate sufficiency to the community.

### State Revolving Fund Requirement:

An active Asset Management Plan (AMP) is a requirement for participation in the State Revolving Fund Program (SRF). Asset Management and Fiscal Sustainability (AMFS) program details are identified in Rulemaking Authority FS. Law Implemented 403.8532 (FS. History–New 4-7-98, Amended 8-10-98, 7-17-17) and Florida Administrative Code (FAC) 62-503.700(7). To be accepted for the interest rate adjustment and to be eligible for reimbursement, an asset management plan must be adopted by ordinance or resolution and written procedures must be in place to not only implement the plan, but to do so in a timely manner.

The plan must include each of the following:

- (a) Identification of all assets within the project sponsor’s system;
- (b) An evaluation of the current age, condition, and anticipated useful life of each asset;
- (c) The current value of the assets;
- (d) The cost to operate and maintain all assets;
- (e) A capital improvement plan based on a survey of industry standards, life expectancy, life cycle analysis, and remaining useful life;
- (f) An analysis of funding needs;
- (g) An analysis of population growth and drinking water use projections, as applicable, for the sponsor’s planning area, and a model, if applicable, for impact fees; commercial, industrial and residential rate structures;
- (h) The establishment of an adequate funding rate structure;
- (i) A threshold rate set to ensure the proper operation of the utility; if the sponsor transfers any of the utility proceeds to other funds, the rates must be set higher than the threshold rate to facilitate the transfer and proper operation of the utility; and,
- (j) A plan to preserve the assets; renewal, replacement, and repair of the assets, as necessary; and a risk-benefit analysis to determine the optimum renewal or replacement time.

**AMP Development Stakeholders:**

The development of this AMFS plan involved the collective efforts of the Town Management and Staff, the Florida Department of Environmental Protection State Revolving Fund (FDEP-SRF), and the Florida Rural Water Association (FRWA). Resources included Engineers (technical and financial), Certified Operators (operation and maintenance), Rate Sufficiency Analysts and utility staff with first-hand experience with the system.

**Critical Assets and Priority Action List:**

The Table below contains a listing of the Town of Eatonville ’s Critical Assets and Processes and consequence of failure that were found to need Capital and/or Operational funding to operate as designed and within Regulatory Compliance. Please see Section 4 for a detailed description of the asset improvements listed below.

Town of Eatonville Critical Assets List				
Name	Installed	Design Life	Condition	COF
Manholes (4)	Varies	50	Very Poor	Moderate
Manholes (5)	Varies	50	Poor	Moderate
Manholes (5) unable to be assessed	Varies	50	Poor	Moderate
Wet wells (1)	Varies	50	Poor	Major

Based on the list of Critical Assets and Process that were found to need Capital and/or Operational funding and the State requirements for participation in the State Revolving Fund Program (SRF), a Priority Action Plan

## Asset Management and Fiscal Sustainability Plan

was developed to help the Town prioritize action items and establish target dates for timely completion. The Priority Action Plan is found on the following page.

<b>Town of Eatonville</b>				
<b>Priority Action List</b>				
Action Item	Target Date(s)	Cost Type	Cost	Responsible Party or Parties
<b>1. Pass Resolution Adopting AMFS Plan and Rate Schedule</b>	Within 60 Days from Receipt of Final Plan	Administrative	No Cost	Town Council
<b>2. Determine Level of Service (LOS) Attributes, Goals, Targets, and Metrics and Prepare LOS Agreement</b>	90 Days after Adoption	Planning	No Cost	Town Council, Chief Administrative Officer, Department Director, Staff and Public
<b>3. Train Staff and Begin / continue Using AMFS Tools (Diamond Maps or similar)</b>	90 Days After Adoption	Administrative	Annual Cost - \$450 + Local Service Provider Training - No Cost*	Chief Administrative Officer, Department Director, or Designee
<b>4. Train Staff and Begin Using RevPlan</b>	90 Days After Adoption	Administrative	No Cost*	Chief Administrative Officer, Department Director, or Designee
<b>5. Develop Operation and Maintenance Program and Procedures</b>	Within One(1) Year After Adoption	Planning	No Cost*	Chief Administrative Officer, Department Director, or Designee
<b>6. Assess 5 Manholes in poor Condition that were sealed shut or unable to be located</b>	90 Days After Adoption	Administrative	No Cost*	Department Director and Field Staff

<b>Town of Eatonville</b>				
<b>Priority Action List</b>				
<b>Action Item</b>	<b>Target Date(s)</b>	<b>Cost Type</b>	<b>Cost</b>	<b>Responsible Party or Parties</b>
<b>7. Install Inflow Shields in Collection System where needed.</b>	On-going beginning FY 2025	Capital	Starting at \$150/inflow shield. Total Estimated Cost \$22,350 for all 149 manholes.	Department Director and Field Staff
<b>8. Rehabilitate/Replace 28 Poor or Very Poor Condition Manholes.</b>	On-going Beginning FY 2025	Capital	Cost variable depending on Professional Services Scope of Work	Engineer, Chief Administrative Officer, and Department Director
<b>9. Continue with Scheduled Repairs to Lake Lovely and Eastern Service Area Gravity Mains.</b>	FY24- FY28	Grant / Loan	Lake Lovely - \$3,560,000 Eastern Service Area- \$13,658,000	Chief Administrative Officer, Department Director and Engineer
<b>10. Continue with grant project aimed at Rehabilitation of Vereen Lift Station.</b>	FY 2025-2026	Grant	Estimated \$760,000 Cost variable depending on Professional Services Scope of Work	Chief Administrative Officer, Department Director, and Engineer
<b>11. Follow recommendations from generator evaluations recently completed.</b>	FY25	Operational	\$12,000 annually per contract with Detroit Diesel	Department Director and Outside Contractor
<b>12. Conduct Smoke Test</b>	FY25	Planning	\$1,000*	Department Director and Staff



<b>Town of Eatonville</b>				
<b>Priority Action List</b>				
<b>Action Item</b>	<b>Target Date(s)</b>	<b>Cost Type</b>	<b>Cost</b>	<b>Responsible Party or Parties</b>
<b>13. Document Sewer Line Condition and Develop Replacement Strategy.</b>	On-going Beginning FY 2025	Planning	No Cost	Chief Administrative Officer, Department Director and Staff
<b>14. Have Collection System camera inspected and cleaned.</b>	Within One(1) Year After Adoption	Capital	Estimated \$15,000 Cost variable depending on Professional Services Scope of Work	Chief Administrative Officer, and Department Director
<b>15. Develop Change Out/Repair and Replacement Program for Critical Assets.</b>	Within One (1) Year After Adoption	Planning	No Cost*	Chief Administrative Officer, Department Director or Designee
<b>16. Conduct Rate Sufficiency Study and Adjust Rate Structure as Needed with RevPlan.</b>	Annually	Planning	No Cost	Chief Administrative Officer, Department Director and Finance Staff
<b>17. Revise AMFS Plan and RevPlan Model</b>	Annually	Administrative	No Cost	Town Council, Chief Administrative Officer, Department Director and Staff
<b>18. Implement suggestions from energy audit.</b>	FY 25-26	Capital	\$15,700	Chief Administrative Officer, Department Director or Designee

<b>Town of Eatonville</b>				
<b>Priority Action List</b>				
<b>Action Item</b>	<b>Target Date(s)</b>	<b>Cost Type</b>	<b>Cost</b>	<b>Responsible Party or Parties</b>
<b>19. Provide Additional Staff Training Opportunities.</b>	On-going	Administrative	Cost May Vary*	Chief Administrative Officer, Department Director and Staff
<b>20. Explore Financial Assistance Programs.</b>	On-going Beginning FY 2025	Administrative	No Cost*	Chief Administrative Officer, Department Director, Financial Staff and FRWA
<b>21. Implement Annual Asset Replacement Program.</b>	Annually	Operational	Cost will Vary Based on Asset Replacement Program and Strategy	Town Council, Chief Administrative Officer, Department Director and Staff

**\* As a member of the Florida Rural Water Association, FRWA is able to assist the Town of Eatonville with this Service.**

## Fiscal Strategy and AMP Process Recommendations:

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Based on this asset management and fiscal sustainability study, **specific recommendations** related to capital expenditures and operating expenditures over the next five years found in the Preliminary Action List are as follows:

1. Adopt this Asset Management and Fiscal Sustainability Plan (AMFS) study in the form of a Resolution. Appendix A contains a sample AMFS Resolution for the Town of Eatonville .
2. Engage a Florida Registered Engineer to support the Utility in review, funding, planning, design, permitting, and construction of critical capital and operational action items as recommended in this AMFS study.
3. Make funding applications to the following programs/agencies in support of Utility System Upgrades/Improvements as recommended by this AMFS study. A synopsis of utility funding programs can be found at <https://www.frwa.net/funding>
  - a. FDEP-State Revolving Fund (SRF)
  - b. Regional Water Management District
  - c. Florida Department of Economic Opportunity Community Development Block Grant (CDBG)
  - d. USDA Rural Development Direct Loan/Grant (USDA RD)
  - e. FDEO Rural Infrastructure Fund Grant (RIF)
  - f. Local Funding Initiative Requests
4. Evaluate and Adopt a Utility rate structure that will ensure rate sufficiency as necessary to implement capital improvements.
5. Begin using Diamond Maps for Asset Management Planning (AMP) and Computerized Maintenance Management System (or another CMMS of your choice).
6. Continue to build your asset management program by:
  - A. Collecting critical field data and attributes on any new or remaining assets;
  - B. Improving on processes which provide cost savings and improved service;
  - C. Implementing a checklist of routine maintenance measures;
  - D. Benchmarking critical processes annually;
  - E. Develop policies that will support funding improvements;
  - F. Develop manuals, standard operating procedures and guidelines for critical processes;
  - G. Identify responsible persons to implement processes to protect critical assets;
  - H. Attend asset management training annually.

## 1. Introduction

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In accordance with FDEP Rule 62-503.700(7), F.A.C., State Revolving Fund (SRF) recipients are encouraged to implement an asset management plan to promote utility system long-term sustainability. To be accepted for the **financing rate adjustment and to be eligible for principal forgiveness/reimbursement**, an asset management plan must:

1. Be adopted by Ordinance or Resolution.
2. Have written procedures in place to implement the plan.
3. Be implemented in a timely manner.

The plan must include each of the following:

- A. Identification of all assets within the project sponsor's (utility) system.
- B. An evaluation of utility system assets' current age, condition and anticipated useful life of each asset.
- C. Current value of utility system assets.
- D. Operation and maintenance cost of all utility system assets.
- E. A Capital Improvement Program Plan (CIPP) based on a survey of industry standards, life expectancy, life cycle analysis and remaining useful life.
- F. An analysis of funding needs.
- G. The establishment of an adequate funding rate structure.
- H. An asset preservation plan to include renewal, replacement, repair as necessary and a risk assessment to identify risks and consequences of failure as it pertains to replacement.
- I. An analysis of population growth and wastewater treatment demand projections for the utility's planning area and an impact fee model, if applicable, for commercial, industrial and residential rate structures.
- J. A threshold rate set to ensure proper wastewater system operation and maintenance. If the potential exists for the project sponsor to transfer any of the system proceeds to other funds, rates must be set higher than the threshold rate to facilitate the transfer and maintain proper operation of the system.

Fiscal Sustainability represents the accounting and financial planning process needed for proper management of system assets. It assists in determining such things as:

1. Asset maintenance, repair, or replacement cost;
2. Accurate and timely capital improvement project budgeting;
3. Forecasting near and long-term capital improvement needs;

4. Whether the system is equipped for projected growth; and
5. Adequate reserves exist to address emergency operations.

Fiscal sustainability analysis requires a thorough understanding of the system's assets' current condition and needs. Therefore, fiscal sustainability follows asset management and is improved by sound asset management. Conversely, asset management requires a healthy fiscal outlook, since servicing and care of current assets is not free. Timely expenditures for proper servicing and care of current assets are relatively small when compared to repair and replacement expenditures that inevitably occur with component failure due to neglect.

Having a solid AMFS plan in place will benefit the Town of Eatonville in determining which assets are to be insured and for what amount, and to more effectively and efficiently identify its capital improvement needs and solutions. Additionally, the State Revolving Fund (SRF) requires a system to adopt and implement an AMFS plan to qualify for loan interest rate reduction if funding is sought. An AMFS helps a system more effectively and efficiently identify its capital improvement needs and solutions.

This AMFSP's intended approach is to assist the Town of Eatonville with conducting a basic inventory and condition assessment of its current assets. It is expected that the Town will periodically re-evaluate the condition of its assets, at least annually, to determine asset remaining useful life. A reminder can be established for staff that a given component is nearing time for servicing, repair, or replacement. Furthermore, major capital improvement needs can be reassessed periodically as they are met or resolved.

In short, this plan is not designed to be set in stone, but is intended to be a living, dynamic, evolving document. It is recommended that the Town conduct at least an annual plan review and revise it as necessary throughout the year, resulting in a practical and useful tool for staff.

## 2. Asset Management Plan

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### **Components of Asset Management:**

Asset Management can be described as 'a process for maintaining a desired level of customer service at the best appropriate cost'. Within that statement, 'a desired level of service' is simply what the utility wants their assets to provide. 'Best appropriate cost' is the lowest cost for an asset throughout its life. The goal is providing safe, reliable service while at the same time being conscious of the costs involved both short and long term.

Asset Management includes building an inventory of the utility's assets, developing and implementing a program that schedules and tracks all maintenance tasks, generally through work orders, and developing a set of financial controls that will help manage budgeted and actual annual expenses and revenue. By performing these tasks, targeting the system's future needs will be much easier.

Asset Management provides documentation that helps the utility understand the assets they have, how long these assets will last, and how much it will cost to maintain or replace these assets. The Plan also provides

financial projections which show the utility whether rates and other revenue mechanisms are sufficient to supply the utility's future needs, 5, 10, even 20 years ahead.

Asset Management is made up of five core questions:

1. What is the current status and condition of the utility's assets?
2. What is Level of Service (LOS) required?
3. What assets are considered critical to meeting the required LOS?
4. What are the utility's Capital Improvement Program Plan (CIPP), Operations and maintenance plan (O&M), and asset's Minimum Life Cycle Cost strategies?
5. What is the utility's long term financial strategy?

### Implementation:

Implementing and maintaining an active Asset Management Plan will provide numerous benefits to the Utility and its Customers, such as:

- Prolonging asset life and aiding in rehabilitation/repair/replacement decisions.
- Increased operational efficiencies.
- Informed operational and management decisions.
- Increased knowledge of asset criticality.
- Meeting consumer demands with a focus on system sustainability and improved communication.
- Setting rates based on sound operational and financial planning.
- Budgeting by focusing on activities critical to sustained performance.
- Meeting system service expectations and regulatory requirements.
- Improving responses to emergencies.
- Improving security and safety of assets.
- Capital improvement projects that meet the true needs of the system and community.
- Provides an impartial unbiased report to help explain rate sufficiency to the community.

In developing the update to this plan, FRWA personnel collected information on the vast majority of the Town's Wastewater system assets. The information has been entered into or updated in Diamond Maps, a cloud based geographical information system (GIS). FRWA, in partnership with FDEP has contracted with Diamond Maps to develop Asset Management software specifically for small systems at an affordable cost. The software is easy to use, as it is set up for small communities and for water/wastewater systems. The Town has already begun utilizing Diamond Maps and should continue updating assets as they are replaced or added.

Having an asset management tool to keep data current is essential for tracking the utility's assets into the future, to assist with planning and funding for asset rehabilitation or replacement, to schedule and track asset maintenance by issuing work orders, and assigning tasks to personnel who will perform the work and update in the system.

In order to determine Fiscal Sustainability, FRWA uses an online financial tracking and revenue sufficiency-modeling tool, RevPlan. RevPlan is designed to enhance asset and financial management for small/medium

Florida water and wastewater utilities. It provides a free-to-member online tool to achieve financial resiliency, and to maintain utility assets for long-term sustainability.

By inputting your accurate budgetary, O&M, CIP, existing asset and funding information, this tool assists the user in identifying any rate adjustments and/or external funding necessary to meet the utility finance requirements, and the impact rate increases/borrowing may have on customers.

Additionally, RevPlan is programmed to populate asset information directly from Diamond Maps.

FRWA personnel will train system staff in how to update Revplan going forward. As with Diamond Maps, annual updates to Revplan can serve as a part of implementation.

### **Level of Service (LOS):**

As a provider of wastewater services, a utility must decide what Level of Service (LOS) is required for its customers. When setting these goals, most importantly, the utility must decide the level of service it will provide. Ideally, these goals would be conveyed to the utility's customers via a 'Level of Service Agreement'. This document demonstrates the utility's accountability in meeting the customer's needs and its commitment to do so. Below are four key elements regarding LOS:

1. Provide safe and reliable service while meeting regulatory requirements;
2. Budget improvement projects focused on assets critical to sustained performance based on sound operational and financial planning;
3. Maintain realistic rates and adjust as necessary to ensure adequate revenue reserves for targeted asset improvement; and,
4. Ensure long-term system resilience and sustainability.

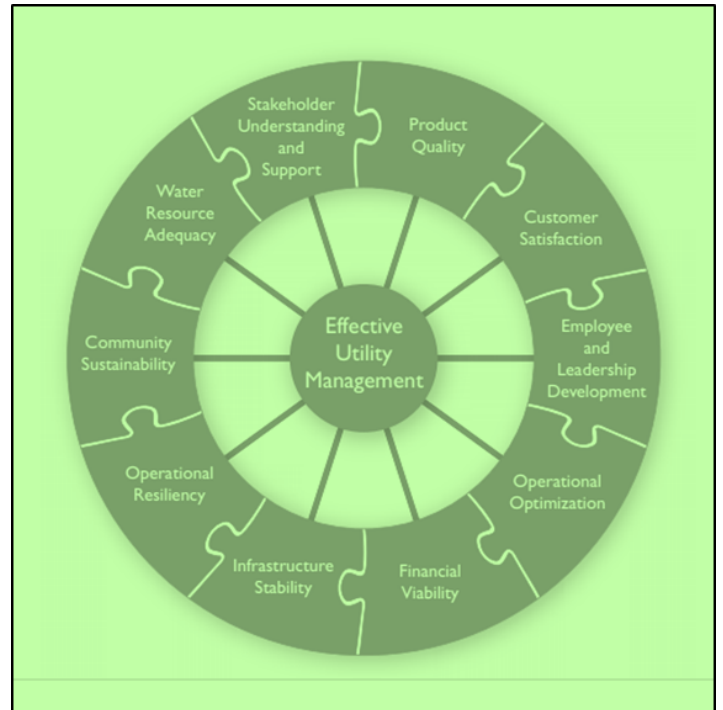
Targets must be set for individual parameters. Metrics should be created to help the utility direct efforts and resources toward predetermined goals. The established goals must include consideration of costs, budgets, rates, service levels, and level of risk. These goals are set in an agreement between the utility and its customers.

It is important to note that the Town has already begun this phase and has set goals and objectives for each of the departments. The goals should be refined over time as needs change and aspects of the goals are met. It is important to make sure that the goals set have measurable action items. Examples could be or include;

- Increase billing collection rate to 98%
- Reduce unaccounted for Water and Wastewater to 15%
- Annually evaluate 100% of the Collection System and Components

In 2008, a unique coalition representing the “Collaborating Organizations,” which include the U.S. Environmental Protection Agency and a growing number of major water sector associations, supported an approach developed by water sector leaders for water utility management. This approach can be used by the wastewater sector as well and is based around the Ten Attributes of an Effectively Managed Utility and Five Keys to Management Success—known as Effective Utility Management (EUM). These Attributes provide a clear set of reference points and are intended to help utilities maintain a balanced focus on all important operational areas rather than reactively moving from one problem to the next or focusing on the “problem of the day.”

The Ten Attributes of an Effectively Managed Utility provide useful and concise goals for utility managers seeking to improve organization-wide performance. The Attributes describe desired outcomes that are applicable to all water and wastewater utilities. They comprise a comprehensive framework related to operations, infrastructure, customer satisfaction, community sustainability, natural resource stewardship, and financial performance. Water and wastewater utilities can use the Attributes to select priorities for improvement, based on each organization’s strategic objectives and the needs of the community it serves. The Attributes are not presented in a particular order, but rather can be viewed as a set of opportunities for improving utility management and operations.



To begin, the utility will assess current conditions by ranking the importance of each Attribute to the utility, based on the utility’s vision, goals, and specific needs. The ranking should reflect the interests and considerations of all stakeholders (managers, staff, customers, regulators, elected officials, community interests, and others).

Once you have chosen to improve one or more Attributes, the next step is to develop and implement a plan for making the desired improvements. Improvement plans support the implementation of effective practices in your chosen attribute area(s). An effective improvement plan will:

1. Set Near- and Long-term Goals: Set goals as part of the improvement plan to help define what is being worked toward. Near- and long-term goals for the utility should be linked to the strategic business plan, asset management plan, and financial plan. Goals should also be “SMART.”
  - **S – Specific:** What exactly will be achieved? Make the goals specific and well defined. Each goal should be clear to anyone with even a basic knowledge of the utility.



- **M – Measurable:** Can you measure whether you are achieving the objective? You must be able to tell how close you are to achieving the goal. You must also be able to determine when success is achieved.
  - **A – Assignable and Attainable:** Can you specify who is responsible for each segment of the objective? Is the goal attainable? Setting a goal to have zero sewer overflows is great, but perhaps unrealistic, knowing operators do not have control over when and where overflows happen in systems. A better choice might be to set a goal that states the utility will undertake an extraneous flow reduction project to reduce the impact of illegal storm connections.
  - **R – Realistic:** Do you have the capacity, funding, and other resources available? The staff and resources of the utility must be considered when setting goals. Available personnel, equipment, materials, funds, and time play a role in setting realistic targets.
  - **T – Time-Based:** What is the timeframe for achieving the objective? There must be a deadline for reaching the goal. Adequate time must be included to meet the target. However, too much time can lead to apathy and negatively affect the utility's performance.
2. Identify Effective Practices: Each Attribute area for improvement will be supported by effective practices implemented by the utility. A substantial number of water sector resources exist that detail effective utility practices for each of the Attributes.
  3. Identify Resources Available and Resources Needed: For each practice/activity to be implemented as part of the improvement plan, identify resources (financial, informational, staff, or other) that exist on-hand, and those that are needed, to support implementation.
  4. Identify Challenges: For the overall improvement plan and for specific practices/activities to be implemented, identify key challenges that will need to be addressed.
  5. Assign Roles and Responsibilities: For each improvement action, identify roles and responsibilities for bringing the implementation to completion.
  6. Define a Timeline: Establish start date, milestones, and a completion target for each activity/improvement action.
  7. Establish Measures: Establish at least one (or more) measure of performance for items to be implemented under the improvement plan.

More information and resources on Effective Utility Management (EUM) can be found at [www.WaterEUM.org](http://www.WaterEUM.org).

The idea is to set goals and meet them. Reaching the goals should not be overly easy. Effort should be involved. The goals should target areas where a need exists. If the bar is set too low, the process is pointless. Most importantly, the utility must decide the level of service it will provide.

## Asset Management and Fiscal Sustainability Plan

The table on the following page shows examples of what might be included as Level of Service goals. The LOS items for the Town of Eatonville must be specific to the system and ideally, conveyed to the utility's customers via a 'Level of Service Agreement'. This document demonstrates the utility's accountability in meeting the customer's needs and its commitment to do so.

<b>Eatonville Wastewater (WW) Level of Service Goals Examples</b>			
<b>Attribute and Service Area</b>	<b>Goal</b>	<b>Performance Targets</b>	<b>Timeframe/ Reporting</b>
<b>Service Delivery - Health, Safety and Security</b>	Reduce the number and duration of sewer overflows	Provide employees with training necessary to be proactive in system maintenance and to rapidly and efficiently make emergency system repairs.	Annual report to Council
<b>Infrastructure Stability - Asset Preservation and Condition</b>	Improve system wide preventive maintenance (PM)	Develop a comprehensive Preventive Maintenance weekly schedule for equipment and system components and complete all preventative maintenance tasks as scheduled.	Weekly report to Department Director and Monthly report to Chief Administrative Officer
<b>Infrastructure Stability - Asset Preservation and Condition</b>	Establish a Predictive Maintenance Schedule (PdMS)	Develop a weekly PdMS to continuously monitor equipment for signs of unexpected problems. Adjust the PdMS as needed.	Weekly report to Department Director and Monthly report to Chief Administrative Officer
<b>Infrastructure Stability - Asset Preservation and Condition</b>	Develop an Asset Replacement Strategy	Develop an asset replacement strategy to be updated at least annually, including financing options.	Annual report to Chief Administrative Officer and Council
<b>Financial Viability - Service Quality and Cost</b>	Assure that the utility is financially self-sustaining.	Perform an annual utilities rate analysis and make any needed rate adjustments every three to five years.	Annual Report to Department Director, Chief Administrative Officer and Council
<b>Financial Viability - Service Quality and Cost</b>	Enact automatic inflationary rate adjustments	Annual evaluation of the adequacy of inflationary rate adjustments	Annual report to Department Director, Chief Administrative Officer and Council
<b>Financial Viability - Service Quality and Cost</b>	Minimize Life of Asset Ownership costs	Bi-annual evaluation of unexpected equipment repairs compared to the Preventive Maintenance Schedule (PMS). Adjust the PMS if warranted.	Bi Annual report to Department Director and Annual report to Chief Administrative Officer
<b>Infrastructure Stability - Conservation, Compliance, Enhancement</b>	Improve reliability of the collection system	Annual evaluation of the collection system, including piping, manholes, and lift stations. Develop a long-range plan for replacements and improvements with timelines and funding options.	Annual report to Department Director, Chief Administrative Officer and Council
<b>Infrastructure Stability - Asset Preservation and Condition</b>	Identify Inflow and Infiltration	Smoke test specific sections of the collection system	Annual report to Department Director, Chief Administrative Officer and Council

## Best Management Practices: (BMP):

Utility owners, managers, and operators are expected to be responsible stewards of the system. Every decision must be based on sound judgment. Using Best Management Practices (BMPs) is an excellent tool and philosophy to implement. BMPs can be described as utilizing methods or techniques found to be the most effective and practical means in achieving an objective while making optimum use of the utility's resources.

The purpose of an Asset Management and Fiscal Sustainability plan is to help the utility operate and maintain their system in the most effective and financially sound manner. An AMFS plan is a living document and is not intended to sit on a shelf. It must be maintained, updated, and modified as conditions and situations change. Experience will help the utility fine tune the plan through the years.

## 3. System Description

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### Town of Eatonville Overview:

Eatonville, Florida, holds the distinction of being one of the oldest incorporated African American towns in the United States. Its history is rich and deeply tied to the post-Reconstruction era, providing a unique and significant chapter in African American heritage.

#### Early Beginnings

- **Founding:** Eatonville was founded in 1887 by a group of formerly enslaved African Americans. It was named after Josiah Eaton, one of the landowners who sold his property to the founders.
- **Incorporation:** The town was officially incorporated on August 15, 1887, making it one of the first self-governing all-black municipalities in the United States.

#### Key Figures

- **Joe Clark:** Joe Clark, one of the town's founders, played a pivotal role in the establishment of Eatonville. He became its first mayor and was a prominent figure in the community.
- **Lewis Lawrence:** Another influential figure, Lawrence, was instrumental in acquiring the land and promoting the town's growth.

#### Development

- **Education and Religion:** The community placed a high value on education and religious life. The first school in Eatonville was established in 1889, and several churches were built, which served as important social and cultural centers.
- **Economy:** Early economic activities included agriculture, citrus farming, and various trades. Residents worked hard to build a self-sufficient and thriving community.

#### Zora Neale Hurston

- **Literary Significance:** Eatonville gained national attention through the works of Zora Neale Hurston, a celebrated African-American author and anthropologist. Hurston spent much of her childhood in Eatonville, which served as the setting for many of her stories and novels, including the acclaimed "Their Eyes Were Watching God."

### Modern Era

- **Cultural Preservation:** Eatonville has made efforts to preserve its rich cultural heritage. The Zora Neale Hurston Festival of the Arts and Humanities, held annually, celebrates the town's history and Hurston's legacy.
- **Historic Landmarks:** Several historic buildings and sites in Eatonville have been preserved, contributing to its status as a place of cultural and historical importance.

### Sources;

Hobbs, T. (2001). *Eatonville, Florida: A History*. University Press of Florida.

Boyd, V. (2020). "Eatonville, Florida: History and Heritage." *Florida Historical Society*.

Morris, A. (2017). "The Significance of Eatonville in Zora Neale Hurston's Life and Work." *The Southern Quarterly*, Vol. 55, No. 3.

Census Data from the Town on Eatonville is listed below

### Population:

- The population of Eatonville was approximately 2,265 in the 2024 census, showing steady growth since the most recent census.

### Median Household Income:

- The estimated median household income in Eatonville for 2022 was \$30,176. This figure provides insights into the economic standing of local residents and helps understand the community's overall prosperity ([Neilsberg](#)) ([World Population Review](#)).

### Per Capita Income:

- Eatonville reported a per capita income of \$18,550 in 2022. This metric indicates the average income per person in the town, offering a glimpse into individual earning levels ([Census Reporter](#)).

### Cost of Living Index:

- Eatonville's cost of living index was 88.7 as of March 2022. This value, below the national average of 100, suggests that living in Eatonville is relatively more affordable than the U.S. average, contributing to its appeal as a residential area ([Neilsberg](#)) ([World Population Review](#)).

### Poverty Rate:

- In 2022, Eatonville's poverty rate stood at 32.1%. While this figure is higher than the state average, it also highlights opportunities for community growth and economic development to enhance the quality of life for all residents ([Census Reporter](#)) ([Neilsberg](#))

### Mission Statement

The mission of the Town of Eatonville, Florida is to deliver municipal services which meet the vital health, safety and general welfare needs of the residents and which sustain and improve their quality of life. As we work to achieve this mission, we will employ fiscal discipline, continuous improvement, first-rate customer service, and straight forward communications. In this work we will tolerate no mediocrity.

### Goals

- Reaffirm the ethical foundation of our government.
- Maintain a sound and effective management process.

## Asset Management and Fiscal Sustainability Plan

- Set realistic expectations regarding services, and continuously improve organizational performance until Eatonville becomes the flagship among Florida’s cities.
- Make the financial capacity of the Town sustainable.
- Assure that appointed Town leadership is capable and strong.

### Vision & Values

#### Vision:

The Town of Eatonville will set the standard of excellent for a small-sized American town; recognized nationally as the “Oldest Black Incorporated Municipality in America” and that is striving to provide high quality, cost-effective services.

#### Values:

- Financial Accountability: We will provide responsible
- Communication: We will communicate effectively with our citizens, our customers and the community at large.
- Integrity: We will be transparent, truthful and honor our commitments
- Quality: we will aspire to the highest level of excellence in our product and services.
- Quality: we will aspire to the highest level of excellence in our product and services.
- Diversity: We will maintain a sustainable workforce that reflects our community.
- Teamwork: We will work cooperatively to build and maintain productively working relationships.

### Form of Government:

Eatonville, Florida, operates under a Council-Manager form of government. This type of government combines the strong political leadership of elected officials in the form of a council or other governing body, with the strong managerial experience of an appointed local government manager.

### Elected Officials

Town of Eatonville	
Angie Gardner	Mayor
Theodore Washington	Vice Mayor
Wanda Randolph	Council Member
Rodney Daniels	Council Member
Tarus Mack	Council Member

### Town Staff:

FRWA appreciates the assistance of those employees that helped in the preparation of this Plan.

Name	Department
Demetris Pressley	Chief Administrative Officer
Valerie W. Mundy P.E.	Department Director
Sidney Silas	Public Works Field Supervisor
Tynisha Dunnell	Public Works Admin Assistant
Mark Haynes	Public Works Service Worker II
Timothy Pitts	Public Works Service Worker II
Jimmy Johnson	Public Works Service Worker I
Robert Bush	Public Works Service Worker I
Youth Thompson	Public Works Service Worker I

### System Overview:

The Town of Eatonville wastewater treatment system consists of 4 Lift Stations, 149 manholes, 6.8 miles of gravity sewer mains, and undetermined amount of force-main piping to serve its Wastewater collection system

## 4. Current Asset Conditions

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### Lift Stations:

FRWA team members evaluated all 4 of the lift stations that are used to transfer wastewater to the Master Lift Station that ultimately sends the Town's Wastewater to the City of Maitland's Wastewater Treatment Plant. The lift stations were in average condition with no major deficiencies noted during the assessment. The following recommendations can help insure the longevity and efficiency of the lift stations to better serve the Town's wastewater transmission and handling.

**Vereen St. Lift Station**

- Follow recommendations from Generator evaluations done by Detroit Diesel.
- Coat interior of Wet well and Replace Standpipes.
- Tool Clean and Paint Piping associated with Drywell
- Update Control Panel

**Campus View Lift Station**

- Follow recommendations from Detroit Diesel generator evaluations.

**Estimated Cost for repairs to lift stations - \$770,000\***

\*Estimated Costs will vary depending on actual work performed. This could be offset with the execution of the Stag Grant mentioned below.

The Town is currently working on a project through a Stag grant that will refurbish the Vereen Lift Station. The recommendations above should be included in that project at a minimum as well as the findings listed in the energy assessment.

Lift Station checks should be done daily due to the small number and close proximity of their locations. Checking lift station run times, doing amp draws, cleaning floats, and visually inspecting the lift stations daily can greatly reduce the number of emergency call outs and unexpected failures. Daily information should be kept in a log on site and entered into diamond maps for historical figures and maintenance tracking.

**Manholes:**

During the data collection phase FRWA assessed 149 manholes in the collection system. Of these 149 manholes, 14 were found to be in poor or very poor condition. A poor or very poor condition indicates some of the following deficiencies were found during assessment or the manhole was unable to be assessed due to being sealed shut or buried. Deficiency Noted

- Moderate to heavy corrosion.
- Being sealed or buried .
- Blockages.
- Moderate cracks in the wall or chimney.
- Infiltration of any amount.
- Ring or lid deficiencies or mortar failure.
- Other deficiencies notated.

Name	Condition	Deficiency Noted	Map Latitude	Map Longitude
wwManH-8	Poor	Heavy build up	28.6149312	-81.3788193
wwManH-43	Poor	Did not open due to note	28.6184579	-81.3756619
wwManH-63	Poor	Build up inside of bench	28.615222	-81.3776987



Name	Condition	Deficiency Noted	Map Latitude	Map Longitude
wwManH-78	Poor	Heavy buildup inside manhole, needs cleaning	28.619442	-81.3777397
wwManH-110	Poor	Sealed shut	28.6155839	-81.3941662
wwManH-117	Poor	Sealed shut	28.6194969	-81.3871883
wwManH-118	Poor	Needs liner on walls	28.6185743	-81.3914438
wwManH-161	Poor	Sealed shut	28.6203939	-81.3930559
wwManH-215	Poor	Appears Abandoned	28.617639	-81.3770245
wwManH-207	Unknown	Could not assess due to traffic	28.6184236	-81.3872372
wwManH-4	Very Poor	Bricks and mortar corrosion, no flow, off set	28.6129836	-81.3773182
wwManH-40	Very Poor	Heavy root intrusion	28.6162841	-81.3756283
wwManH-204	Very Poor	Massive I/I	28.6184761	-81.3890477
wwManH-205	Very Poor	Needs liner and inlets sealed	28.6185305	-81.3914459

\* Out of the 14 manholes listed in poor condition 5 were rated as poor due to being sealed shut, unable to be located, or were paved (or partially) over. These conditions may change once the manholes are properly assessed. FRWA rates manholes as poor in these instances until a full assessment may be completed.

**Estimated Cost to repair or replace 9 poor / very poor manholes with noted deficiencies - will vary on scope of work needed**

**Estimated Cost to evaluate 5 manholes that were unable to be assessed – Free if done by system staff**

### Gravity and Force Mains:

During data collection, FRWA staff did not evaluate the condition of the gravity sewer and force mains. System Maps indicate there are approximately 6.8 miles of gravity sewer mains and an undetermined amount of sewer force mains. The system consists of a mix of PVC, ductile iron and vitrified clay piping.

As with the manholes, many of the gravity and force mains in the system will be nearing the end of their useful life around the same time period. Due to concerns with inflow/infiltration, the Town has begun the process of applying for funding through the CWSRF and aims to make repairs and improvements to the following areas:

- **Lake Lovely Service Area** - Survey/Design/Construct, Lining/Point, Repair/Partial Replacement - \$3,560,000
- **Eastern Service Area** - Survey/Design/Construct, Lining/Point, Repair/Partial Replacement - \$13,658,000

**Collection System Repairs / Replacements- \$17,218,000 (90% Principal Forgiveness through CWSRF) FY24-28**

### **Inflow and Infiltration:**

As systems age, inflow and infiltration become increasingly problematic within the collection system. Often, these issues go unaddressed because they occur underground and are not visible. If left unattended, inflow and infiltration can result in higher wastewater flows through the master lift station, leading to increased costs for the town. This also causes greater wear and maintenance of equipment and ultimately reduces the system's lifespan. Additionally, the wastewater system is not designed to handle ground or surface water, and an excess of fresh water can negatively impact the pumping process. By minimizing inflow and infiltration to the lift stations, the town can lower costs and reduce wear on critical assets.

Often, where there is infiltration, there is also exfiltration. This means that untreated wastewater can “leak” out of the collection system and into the surrounding ground. This may lead to collapsed sewer mains or blockages due to the buildup of dirt/mud or sand producing backups and sanitary sewer overflows (SSOs).

It is recommended that the Town periodically conduct smoke testing throughout the system or at a minimum in critical or problematic areas to determine the need for improvements. While the Town would need to purchase the liquid smoke, the smoke testing equipment can be borrowed from FRWA to help ease some of this cost. In addition to smoke testing, FRWA also recommends inspection and cleaning of the collection system. With the help of an engineering firm, the Town can begin to develop additional future capital repair projects that identify and record the location and severity of any defects. This is a results-driven approach which seeks to maximize the effectiveness of the investigation through total system maintenance along with inflow and infiltration removal. FRWA also recommends considering the purchase of Inflow shields to assist in low lying or flood prone areas of the system. Listed below is an example cost of purchasing inflow shields for all 178 manholes in the system. The actual cost will depend on the systems actual need and locations that require one.

**Estimated total cost to acquire and install approximately 149 inflow shields: \$22,500.**

## 5. Operations and Maintenance Strategies: (O&M)

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O&M consists of preventive and emergency/reactive maintenance. The strategy for O&M varies by the asset, criticality, condition, and operating history. All assets have a certain risk associated with their failure. This risk must be used as the basis for establishing a maintenance program to make sure that the utility addresses the highest risk assets. In addition, the maintenance program should address the level of service performance objectives to ensure that the utility is running at a level acceptable to the customer. Unexpected incidents could require changing the maintenance schedule for some assets, including those found during routine inspections and O&M activities. Utility staff will record condition assessments when maintenance is performed, at established intervals, or during scheduled inspections. As an asset is repaired or replaced, its condition will improve and therefore it can reduce the overall risk of the asset failing. The maintenance strategy will be revisited annually.

Two important considerations in planning O&M strategies are:

- Unplanned repairs should be held at 30% or less of annual maintenance activities.
- Unplanned maintenance in excess of 30% indicates a need to evaluate causes and adjust strategies.

### Staff Training:

Utility maintenance is quite unique. It can involve one or a combination of water system repairs, customer service issues, troubleshooting and repair, pump and motor repairs and other technical work. This skill set is not common. Training staff, whether they are new or long-term employees, is very important. It is recommended that the Town initiate or enhance their training program for its employees. In addition to technical training, safety training is also necessary. Treatment Plants and distribution/collection systems can be dangerous places to work. Electrical safety, troubleshooting panel boxes, trenching and shoring, and confined space entry are just a few of the topics that could benefit the Town and its staff.

FRWA personnel can provide some of the training needed by the Town of Eatonville staff members. Training services that we offer to members are listed on our website <http://www.frwa.net/> under the Training Tab.

There is no such thing as too much training. The more your staff knows, the more capable, safe, and professional they become. This enhanced sense of professionalism will improve the quality of overall service and accountability to the community.

## Preventive Maintenance:

Preventive maintenance is performing the day-to-day work necessary to keep assets operating properly, which includes the following:

- Regular and ongoing annual tasks necessary to keep the assets at their required service level.
- Day-to-day and general upkeep designed to keep the assets operating at the required levels of service.
- Tasks that provide for the normal care and attention of the asset including repairs and minor replacements.
- The base level of preventative maintenance as defined in equipment owner's manuals.

These preventative maintenance guidelines are supplemented by industry accepted best management practices (BMPs).

Equipment must be maintained according to the manufacturer's recommendations to achieve maximum return on investment. By simply following the manufacturer's suggested preventive maintenance the useful life of equipment can be increased two to three times when compared to "run till failure" mode of operation. Communities that have disregarded preventive maintenance practices can achieve positive returns from a relatively small additional investment. Deferred maintenance tasks that have not historically been performed due to inadequate funding or staffing must be programmed into future operating budgets. Proper funding provides staffing and supplies to achieve life expectancy projected by the manufacturer and engineer.

Table 5.A on the following page is a sample O&M Program for this system and is based on best management practices, manufacturers' recommended service intervals, staff experience, and other sources. This schedule is only an example. The true schedule must be created by Town of Eatonville staff, based on their historical knowledge and information gleaned from the O&M Manuals and other sources.

**Table 5.A: Sample O&M Program. This schedule is only an example.**

<b>Task Name</b>	<b>Frequency</b>	<b>Task Name</b>	<b>Frequency</b>
Visually Inspect Plant and Lift Stations for Damage or Tampering	Per Visit	Respond to any complaints	As they Occur
Ensure proper operation of equipment (note any issues)	Per Visit	Decommission unnecessary equipment	As they Occur
Calibrate all meters and necessary equipment	Per Visit	Perform P/M on pumps and motors	Manufacturer Recommendation
Check plant per DEP requirements	Per Visit	Perform P/M at plant and lift stations and on safety equipment	Manufacturer Recommendation
Complete all log work	Per Visit	Exercise vales in system and at lift stations	Annually
Collect all samples	As Required by Permit	Inspect storage tanks	Annually
Perform general housekeeping	Weekly	Calibrate meter and backflows	Annually
Exercise Generator	Monthly	Inspect manholes	Annually
Confirm submittal of monthly reports	Monthly	Update AMFSP	Annually

Diamond Maps can be used to schedule maintenance tasks. Recurring items can be set up in advance. In fact, all maintenance activities can be coordinated in Diamond Maps using its work order feature. Table 5.B, found on the following page, is a sample of work orders that are specific to the Town of Eatonville.

**Table 5.B: Sample Work Orders – Diamond Maps.**

WO#	Status	Title	Description	Date Started	Date Completed	Date Planned	Recurring	Priority
W1008	Planned	Basic Work Order	Take abandoned pump out of service			3/24/2022	No	Low
RECUR1009	Planned	Basic Work Order	Update Diamond maps regularly.				Monthly	High
W1010	Planned	Basic Work Order	Bring LS14 up to operational status			3/21/2024	No	High
W1011	Planned	Basic Work Order	Rehab Air Base LS			3/21/2024	No	High
W1012	Planned	Basic Work Order	Locate, Map and assess manholes.			3/21/2024	No	Moderate
W1013	Planned	Basic Work Order	Jet manhole and assess.			3/21/2024	No	High
W1014	Planned	Basic Work Order	Locate, map and assess manholes.			3/21/2024	No	Moderate
W1015	Planned	Basic Work Order	Locate, map and assess manholes.			3/21/2024	No	Moderate

Performing the work is important. Tracking the work is also important. Being able to easily check on when specific maintenance tasks were performed or are scheduled will make a utility run more efficiently and prolong the life of critical equipment.

**Proactive vs Reactive Maintenance:**

Reactive maintenance is often carried out by customer requests or sudden asset failures. Required service and maintenance to fix the customer’s issue(s) or asset failure is identified by staff inspection and corrective action is then taken. Reactive maintenance is sometimes performed under emergency conditions, such as a lift station failing causing a sewer backup. As mentioned above, if your system is responding to and performing reactive/emergency maintenance more than 30% of the time, you will need to adjust your maintenance schedules and increase proactive maintenance schedules.

Proactive maintenance consists of preventive and predictive maintenance. Preventive maintenance includes scheduled tasks to keep equipment operable. Predictive maintenance tasks try to determine potential failure points. An example of predictive maintenance is infrared analysis of electrical connections. Using special equipment, a technician can “see” loose or corroded connections that would be invisible to the naked eye. This allows the utility to “predict” and correct a potential problem early. Assets are monitored frequently, and routine maintenance is performed to increase asset longevity and prevent failure. Upon adoption of this AMPFS plan, the FRWA Utility Asset Management (UAM) team will upload the Town of Eatonville asset data definition file into “Diamond Maps” and will populate the field data. The appropriate Town personnel will be trained in Diamond Maps functionality and can immediately begin using it for scheduling and tracking system asset routine and preventive maintenance.

## 6. Capital Improvement Plan

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A Capital Improvement Plan is a multi-year financial planning tool that looks into the future to forecast the Town's asset needs. It encourages the system and the community to forecast not only what expenditures they intend and expect to make, but also to identify potential funding sources to more properly plan for the acquisition of the asset. The CIP is designed to be a flexible planning tool and is updated and revised on an annual basis.

Capital improvement projects generally create a new asset that previously did not exist or upgrades or improves an existing component's capacity. These projects are the consequence of growth, environmental needs, or regulatory requirements. Included in a CIP are typically:

1. Any expenditure that purchases or creates a new asset or in any way improves an asset beyond its original design capacity.
2. Any upgrades that increase asset capacity.
3. Any construction designed to produce an improvement in an asset's standard operation beyond its present ability.

Capital improvement projects will populate this list. Renewal expenditures do not increase the asset's design capacity, but restores an existing asset to its original capacity, such as:

1. Any activities that do not increase the capacity of the asset. (i.e., activities that do not upgrade and enhance the asset but merely restore them to their original size, condition and capacity, for example, rebuilding an existing pump).
2. Any rehabilitation involving improvements and realignment or anything that restores the assets to a new or fresh condition (e.g. distribution main repair or hydrant replacement).

In making renewal decisions, the utility considers several categories other than the normally recognized physical failure or breakage. Such renewal decisions include the following:

1. Structural
2. Capacity
3. Level of service failures
4. Outdated functionality
5. Cost or economic impact

The utility staff and management typically know of potential assets that need to be repaired or rehabilitated. Reminders in the Diamond Maps task calendar let the staff members know when the condition of an asset begins to decline according to the manufacturer's life cycle recommendations. The utility staff members can take these reminders and recommendations into account. Because the anticipated needs of the utility will change each year, the CIP is updated annually to reflect those changes.

## Asset Management and Fiscal Sustainability Plan

Listed below is a CIP taken out of RevPlan, which can serve as a foundation for creating a comprehensive Capital Improvement Plan (CIP). This plan is instrumental in systematically scheduling the replacement of assets as they approach the end of their useful life. By utilizing RevPlan, you can efficiently prioritize and add projects to the CIP, ensuring that once current projects are completed or new issues arise, they are seamlessly integrated into the overall plan. This proactive approach helps in maintaining the integrity and functionality of the infrastructure, ensuring long-term sustainability and optimal performance of assets.

Eatonville												
Eatonville 24												
Fiscal Year: 2024												
CIP Schedule												
Description	Funding Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Water Asset Management Reserve	Water Revenues	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Wastewater Collection	Wastewater Revenues	\$0	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800
Water Tower	Water Revenues	\$76,700	\$83,600	\$83,600	\$83,600	\$83,600	\$18,500	\$11,600	\$11,600	\$11,600	\$11,600	\$11,600
Piping from Lake Weston to S. Keller	Grant	\$122,000	\$810,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Abandon AC pipe to WTP	Grant	\$264,000	\$1,755,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upsize WTP to 16"	Grant	\$0	\$0	\$213,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Modify CUP	Grant	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Well Drowdown	Grant	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upsize Well Pumps and Motors	Grant	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construct 0.5MG GST	Grant	\$0	\$0	\$150,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WTP Ops BLDG	Grant	\$25,000	\$25,000	\$0	\$600,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0
Increase Main line Dimensions	Grant	\$0	\$0	\$198,000	\$1,320,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LFA Well to AWS	Grant	\$0	\$0	\$0	\$0	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Maitland Interconnect	Grant	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0
Replace non-pvc 6" mains	Grant	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Vereen LS	Grant	\$94,000	\$332,500	\$332,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lake Lovely Rehab	Grant	\$222,000	\$1,669,000	\$1,669,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Eastern Service Area Rehab	Grant	\$0	\$854,000	\$4,268,000	\$4,268,000	\$4,268,000	\$0	\$0	\$0	\$0	\$0	\$0
Pre-Eval New WTP	Grant	\$0	\$0	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$0
	Funding Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
	Water Revenues	\$76,700	\$93,600	\$93,600	\$93,600	\$93,600	\$28,500	\$21,600	\$21,600	\$21,600	\$21,600	\$21,600
	Wastewater Revenues	\$0	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800
	Grant	\$827,000	\$5,545,500	\$7,205,500	\$7,288,000	\$8,498,000	\$525,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
	<b>Total</b>	<b>\$903,700</b>	<b>\$5,692,900</b>	<b>\$7,352,900</b>	<b>\$7,435,400</b>	<b>\$8,645,400</b>	<b>\$607,300</b>	<b>\$575,400</b>	<b>\$575,400</b>	<b>\$575,400</b>	<b>\$575,400</b>	<b>\$575,400</b>

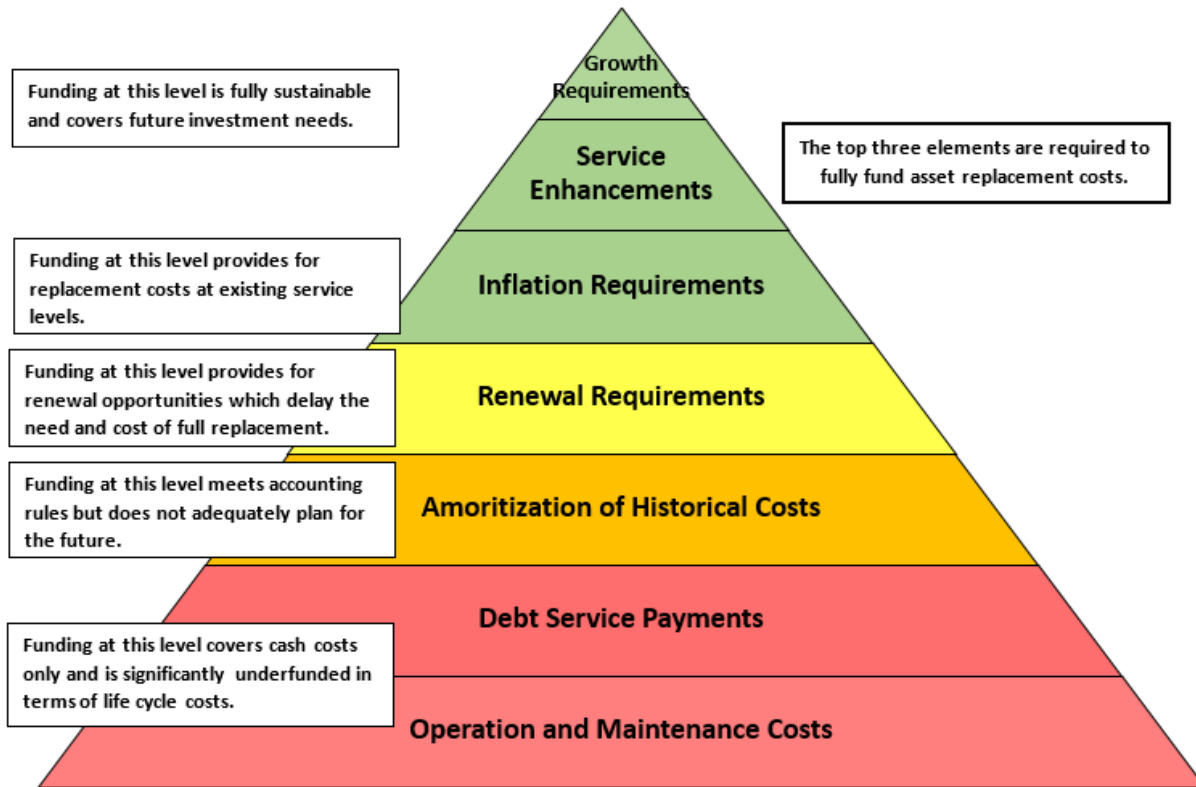
## 7. Financial

### Budget/Financial Sufficiency:

For an Asset Management Plan to be effectively put into action, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow Eatonville to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.



The pyramid below depicts the various cost elements and resulting funding levels that should be incorporated into Asset Plans that are based on best practices.



The assets collected, along with financial information provided by the system, were entered into RevPlan to create a preliminary financial sufficiency model for the System. Each year the system is encouraged to update RevPlan and use it to help understand the impacts of future projects and rate increases. Details from the model are in Appendix C.

The use of RevPlan allows the system to input current financial data and develop their own financial planning projections based on various time frames. The System will have the ability to modify the rate structure to determine which proposed rate scenarios may support current and upcoming debt and expenses. Members of FRWA staff are available to assist the System with RevPlan and updating financial models.

### Asset Statistics:

The table below summarizes the asset information collected for the Town of Eatonville.

<b>Town of Eatonville Wasterwater System</b>	
Total Replacement Cost of Wastewater System	\$6,043,352.21
Percent of Wastewater Assets Needing Replacement	3.57%
Cost of Replacing All Wastewater Assets Needing Replacement	\$215,890
Annual Replacement Cost of Wastewater System	\$110,000

Please note that the \$6.1 million dollar replacement cost of the wastewater system documented above, along with the annual replacement cost of \$110,000 for the system is low. These figures do not include certain assets such as large equipment, and certain property improvements along with other operational items normally associated with maintaining a utility system. As a result, any proposed rate adjustments suggested by FRWA should be considered a minimum or a starting point for review and consideration by the Town.

Based on the findings of the Asset Management Plan, it is important for the Town of Eatonville to start setting aside reserves for the replacement of its assets, to make sure that the base charge is adequately covering operational expenditures and that its usage charges are sufficient to fund a capital improvement program. To get started the annual replacement cost has been inserted into the CIP portion of RevPlan and the \$110,000 was divided into 9 years to build up slowly. This method helps the system build up needed revenue and reserves without requiring large increases all at once.

### Reserves:

Reserve balances for utility systems are essential funds allocated for specific financial needs, projects, tasks, or legal obligations. These reserves play a critical role in managing current and future challenges, such as demand fluctuations, water supply costs, significant capital needs, asset replacements, natural disasters, and potential liabilities from infrastructure failures due to aging. Utilities must establish formal financial policies for reserves, defining how balances are set, their purposes, and how to determine their adequacy. Once established, these reserve targets should be reviewed annually during the budgeting process.

In the absence of a stated reserve policy from the system, FRWA's financial model increases the annual unrestricted reserve funding to cover 270 days of the current year's operation and maintenance budget. While there is no universal approach to building reserves, FRWA advises utilities not to fall below 90 days and encourages them to aim for reserves equivalent to or exceeding 270 days. Maintaining sufficient cash reserves is crucial for a utility's long-term financial health and resilience. Each utility has unique circumstances that should inform the selection of reserve types and policies that best meet its needs and goals.

FRWA recommends maintaining a reserve amount equivalent to 270 days of operational expenses. The town should target \$787,009 in unrestricted funds to address the challenges mentioned above. According to the Revplan Model completed the unrestricted reserve amount was \$504,747. This amount gives the Town approximately 173 days cash on hand.

### Rates:

A 'rule of thumb' FRWA subscribes to regarding rates is that base charges pay for fixed expenses (Operations) and usage charges fund the variable expenses (Capital Projects). Rates should generate sufficient revenue to

cover the full cost of operating a water system. By charging customers the full cost of water, small water systems send a message that water is a valued commodity that must be used wisely and not wasted. When rates are set to cover the full cost of production, water systems are more likely to have financial stability and security.

The current residential and commercial rate structure is as follows:

Base Charge Revenues	Meter Sizes	Base Charge	Number of Connections	Annual Revenue
Wastewater				
Residential				
Base Charges Inside City				
	5/8-inch	\$17.61	636.00	\$134,399.52
Commercial				
Base Charges Inside City				
	5/8-inch	\$33.16	79.00	\$31,435.68
Water 08				
Base Charges Inside City				
	5/8-inch	\$188.75	1.00	\$2,265.00
Water 64				
Base Charges Inside City				
	5/8-inch	\$1,502.53	2.00	\$36,060.72
Water 80				
Base Charges Inside City				
	5/8-inch	\$1,877.05	1.00	\$22,524.60
<b>Subtotal</b>				<b>\$226,685.52</b>

Usage Charge Revenues	Gallon Range	Rate per Thousand Gallons	Monthly Water Sold (kgal)	Annual Revenue
Wastewater				
Residential				
Usage Charges Inside City				
Block 1	0 to 1,000 gallons	\$0.00	636.00	\$0.00
Block 2	1,001 to 15,000 gallons	\$2.19	2,481.25	\$65,207.25
Block 3	15,001 gallons or more	\$2.19	0.00	\$0.00
Commercial				
Usage Charges Inside City				
Block 1	0 to 3,000 gallons	\$0.00	237.00	\$0.00
Block 2	3,001 gallons or more	\$3.29	1,481.00	\$58,469.88

Asset Management and Fiscal Sustainability Plan

Water 08				
Usage Charges Inside City				
Block 1	0 to 10,000 gallons	\$0.00	10.00	\$0.00
Block 2	10,001 gallons or more	\$3.29	18.00	\$710.64
Water 64				
Usage Charges Inside City				
Block 1	0 to 10,000 gallons	\$0.00	20.00	\$0.00
Block 2	10,001 gallons or more	\$3.29	146.58	\$5,787.11
Water 80				
Usage Charges Inside City				
Block 1	0 to 10,000 gallons	\$0.00	10.00	\$0.00
Block 2	10,001 gallons or more	\$3.29	212.08	\$8,373.05
<b>Subtotal</b>				<b>\$138,547.93</b>
<b>Total</b>				<b>365,233.45\$</b>

**Rate Recommendation:**

Based on the preliminary financial sufficiency model developed by RevPlan, the annual asset investment requirement, the need to build cash reserves, and the water production reports and billing information, FRWA recommends that the System pursue the proposed rate increases presented below. A workshop is scheduled with the Finance Team with FRWA to discuss further details of these suggestions. In addition, FRWA encourages the System to review RevPlan, growth projections and Consumer Price Index (CPI) changes at least annually to determine if additional rate increases are needed as well as to pursue aggressively alternative revenue funding sources for the future capital projects identified in the Capital Improvements Plan.

Proposed Rate Adjustments										
	Fiscal Year									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2032
<b>Base Charge Adjustments</b>										
Wastewater	0%	150%	1%	1%	1%	1%	1%	1%	1%	1%
<b>Usage Charge Adjustments</b>										
Wastewater	0%	150%	1%	1%	1%	1%	1%	1%	1%	1%

## Asset Management and Fiscal Sustainability Plan

Raising wastewater rates has become a necessary measure for the town considering the substantial financial loss of \$270,100 incurred last year. This deficit highlights the growing gap between the current rates and the actual costs of maintaining and operating the wastewater system. Without an adjustment in rates, the town risks further financial instability, which could compromise essential services, delay critical infrastructure upgrades, and lead to increased future costs. By adjusting the rates now, the town can ensure the long-term sustainability of its wastewater services, safeguard public health, and maintain compliance with environmental regulations.

Listed Below is the Wastewater Revenue Requirements that highlights the need to strengthen the Utility fund.

Eatonville										
Eatonville 24										
Fiscal Year: 2024										
Wastewater Revenue Requirements										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Revenue Requirements:										
Operating Expenses	\$634,900	\$653,900	\$673,600	\$693,800	\$714,600	\$736,000	\$758,100	\$780,800	\$804,300	\$828,400
Debt Service	\$87,900	\$165,800	\$165,900	\$166,000	\$166,100	\$166,200	\$166,300	\$166,400	\$166,500	\$166,600
Other Expenses/Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$0	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800
Gross Revenue Requirements	\$722,800	\$873,500	\$893,200	\$913,500	\$934,400	\$956,000	\$978,200	\$1,001,000	\$1,024,500	\$1,048,800
Less: Other Revenue	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500
Net Revenue Requirements	\$635,400	\$786,000	\$805,800	\$826,100	\$847,000	\$868,500	\$890,700	\$913,500	\$937,100	\$961,300
Existing Rate Sufficiency:										
Revenue from Existing Rates	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200
Revenue Surplus/(Deficiency)	-\$270,100	-\$420,800	-\$440,500	-\$460,800	-\$481,700	-\$503,300	-\$525,500	-\$548,300	-\$571,800	-\$596,100

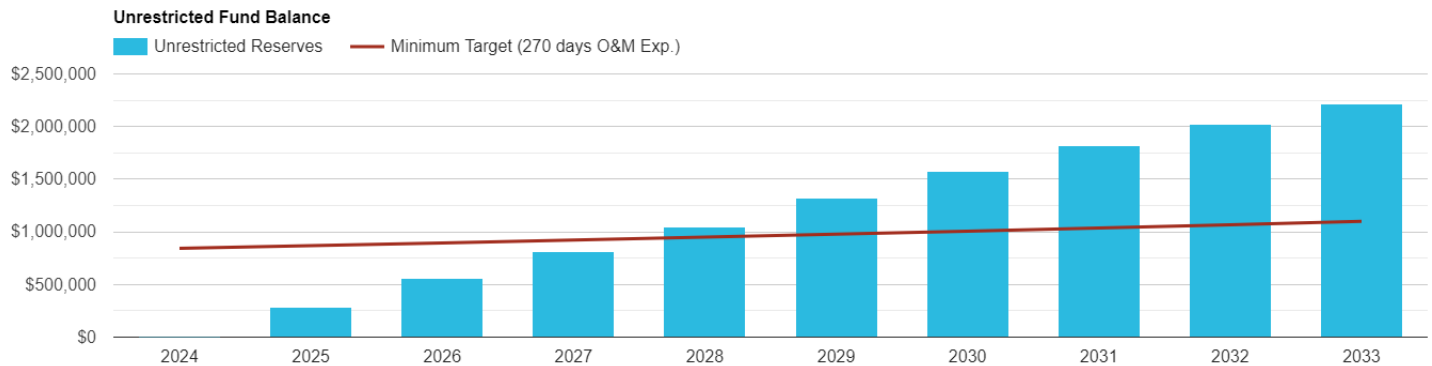
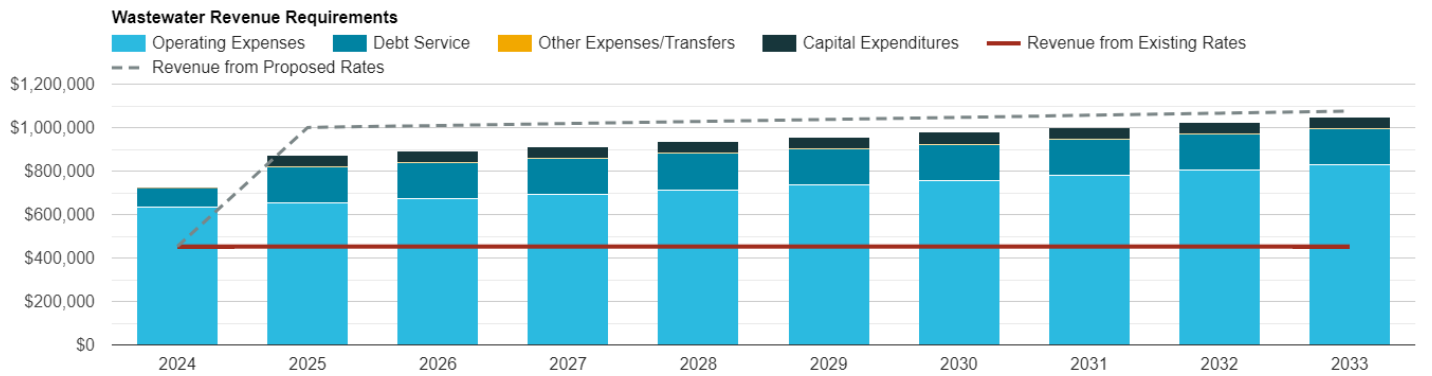
When considering rate increases, they must be established to satisfy the following:

- The existing operational expenses;
- The existing debt service requirements;
- The annual replacement costs for the system and future capital improvement costs;
- The future debt needed to adequately replace and sustain the assets of the system;
- The annual reserve requirements; and,
- The need to preserve the existing amount of funds in retained earnings.

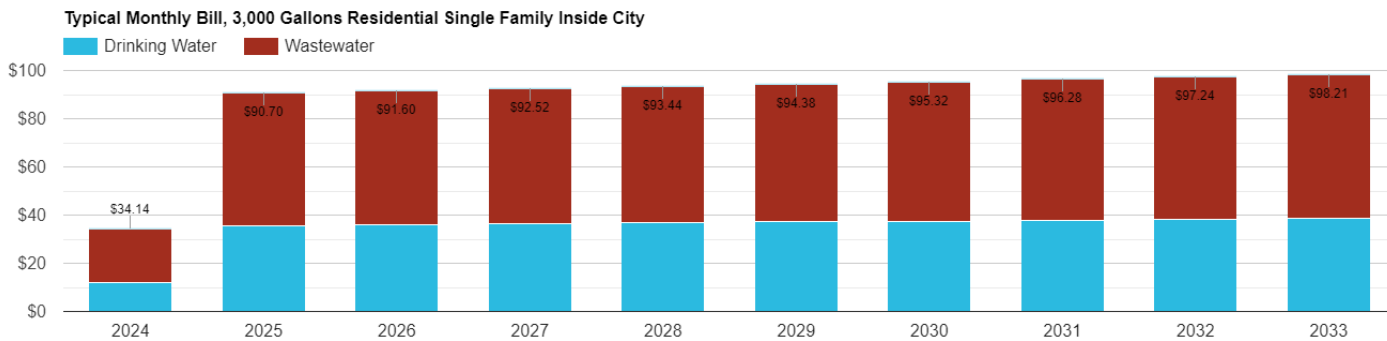
The proposed rate sufficiency from increases listed above will ensure the Town meets all the criteria necessary to satisfy the system needs and ensure future obligations can be fulfilled.

# Asset Management and Fiscal Sustainability Plan

Eatonville										
Eatonville 24										
Fiscal Year: 2024										
Wastewater Revenue Requirements										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Proposed Rate Sufficiency:</b>										
Revenue from Proposed Rates	\$365,200	\$913,100	\$922,200	\$931,400	\$940,800	\$950,200	\$959,700	\$969,300	\$978,900	\$988,700
Increase in Revenue	\$0	\$547,900	\$557,000	\$566,200	\$575,500	\$584,900	\$594,400	\$604,000	\$613,700	\$623,500
<b>Cumulative %</b>										
<b>All Customer Classes</b>										
Base Charges	0.00%	150.00%	152.50%	155.03%	157.58%	160.15%	162.75%	165.38%	168.03%	170.71%
Usage Charges	0.00%	150.00%	152.50%	155.03%	157.58%	160.15%	162.75%	165.38%	168.03%	170.71%
<b>Current Year %</b>										
<b>All Customer Classes</b>										
Base Charges	0.00%	150.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Usage Charges	0.00%	150.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Revenue Surplus/(Deficiency)	-\$270,100	\$127,000	\$116,500	\$105,400	\$93,800	\$81,700	\$69,000	\$55,700	\$41,900	\$27,400



## Asset Management and Fiscal Sustainability Plan



The RevPlan model information is located in appendix c and a new model should be created every year to make sure that the system's needs are being met. A workshop is setup to discuss findings with the council later this month.

## 8. Energy Conservation

### Energy Conservation and Cost Savings

Energy costs often make up twenty-five to thirty percent of a utility's total operation and maintenance costs. They also represent the largest controllable cost of providing water and wastewater services. EPA's "Ensuring a Sustainable Future: An Energy Management Guidebook for Wastewater and Water Utilities" provides details to support utilities in energy management and cost reduction by using the steps described in this guidebook. The Guidebook takes utilities through a series of steps to analyze their current energy usage, use energy audits to identify ways to improve efficiency and measure the effectiveness of energy projects.

### Energy Conservation Measures

The Town should ensure all assets, not just those connected to a power source, are evaluated for energy efficiency. It is highly recommended that staff conduct an energy assessment or audit. The following are common energy management initiatives the Town should implement going forward:

1. Load management
2. Replace weather-stripping and insulation on buildings.
3. Installation of insulated metal roofing over energy inefficient shingle roofing
4. On-demand water heaters
5. Variable frequency driven pumps and electrical equipment
6. Energy efficient infrastructure
7. LED lighting
8. Meg electric motors
9. MCC electrical lug thermal investigation
10. Flag underperforming assets for rehabilitation or replacement

The above 10 energy saving initiatives are just a start and most can be accomplished in-house. A more comprehensive energy audit, conducted by an energy consultant/professional, is recommended to evaluate how much energy is consumed system-wide and identify measures that can be taken to utilize energy more efficiently.

With the cost of electricity rising, the reduction of energy use should be a priority for municipalities. A key deliverable of an energy audit is a thorough analysis of the effect of overdesign on energy efficiency. Plants are designed to perform at maximum flow and loading conditions. Unfortunately, most plants are not efficient at average conditions. Aging infrastructure is another source of inefficient usage of energy in WWTPs across the country. The justification for addressing aging infrastructure related energy waste is also included in the energy audit process.

The table below provides typical water and wastewater high-use energy operations and associated potential energy saving measures.

High Energy Using Operations	Energy Saving Measures
Lighting	<ul style="list-style-type: none"> <li>• Motion sensors</li> <li>• T5 low and high bay fixtures</li> <li>• Pulse start metal halide</li> <li>• Indirect fluorescent</li> <li>• Super-efficient T8s</li> <li>• Comprehensive control for large buildings</li> </ul>
Heating, Ventilation, Air Conditioning (HVAC)	<ul style="list-style-type: none"> <li>• Water source heat pumps</li> <li>• Prescriptive incentives for remote telemetry units</li> <li>• Custom incentives for larger units</li> <li>• Low volume fume hood</li> <li>• Occupancy controls</li> <li>• Heat pump for generator oil sump</li> </ul>



Minimum Equipment Information to Gather	Additional Equipment Information to Gather	Conditions to Consider
<ul style="list-style-type: none"> <li>• Pump style</li> <li>• Number of pump stages</li> <li>• Pump and motor speed(s)</li> <li>• Pump rated head (name plate)</li> <li>• Motor rated power and voltage (name plate)</li> <li>• Full load amps</li> <li>• Rated and actual pump discharge</li> <li>• Operation schedules</li> </ul>	<ul style="list-style-type: none"> <li>• Pump manufacturer’s pump curves</li> <li>• Actual pump curve</li> <li>• Power factor</li> <li>• Load profile</li> <li>• Analysis of variable frequency drives (vfd’s) if present</li> <li>• Pipe sizes</li> <li>• Water level (source)</li> <li>• Motor current</li> <li>• Pump suction pressure</li> <li>• Discharge pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance records</li> <li>• Consistently throttled values</li> <li>• Excessive noise or vibrations</li> <li>• Buildup of sand and/or grit</li> <li>• Evidence of wear or cavitation on pump, impellers, or pump bearings.</li> <li>• Out-of-alignment conditions</li> <li>• Significant flow rate/ pressure variations</li> <li>• Active by-pass piping</li> <li>• Restrictions in pipes or pumps</li> <li>• Restrictive/leaking pump shaft packing</li> </ul>

### Energy Audit Approach

An energy audit is intended to evaluate how much energy is consumed and identify measures that can be taken to utilize energy more efficiently. The primary goal is reducing power consumption and cost through physical and operational changes. Each system will have unique opportunities to reduce energy use or cost depending on system specific changes and opportunities within the power provider’s rate schedules. An audit of an individual treatment plant is an attempt to pinpoint wasted or unneeded facility energy consumption. It is recommended to perform an energy audit every two to three years to analyze a return on investment.

A wastewater system energy audit approach checklist, similar to the one on the following page for pumps and motors, can be a useful tool to identify areas of potential concern and to develop a plan of action to resolve them.

As part of the Asset Management Plan an Energy Audit was completed. Like the details listed in the Water Asset Management Plan Update some of the figures are not 100% accurate as to the date of this report some of the required billing information and usage times were not supplied as requested. Below is a summary of the findings from the Energy Assessment:

An investment of \$15,700 in variable frequency drives (VFDs), depending upon the highly variable cost of procuring the needed equipment, could potentially save the Town of Eatonville \$4,435 annually against its wastewater collection system total expenditures as detailed in the table below: **Cost Summary**

Purchase Item	Estimated Cost	Estimated Annual Savings	Estimated Payback Period (years)	Estimated VFD HP	Service Life (years)
VFD for Eaton Lift Station	\$7,200	\$2,587	2.8	60	20
VFD for Vareen Lift Station	\$1,000	\$210	4.8	6	10
VFD for Campus View Lift Station	\$1,500	\$350	4.3	10	12
VFD for Park Place Lift Station	\$6,000	\$1,288	4.7	50	20
<b>Total</b>		<b>\$15,700</b>		<b>\$4,435</b>	

## 9. Conclusions

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### General:

Our conclusions are based on our observations during the data collection procedure, discussions with Town of Eatonville staff, regulatory inspection data, and our experience related to similar assets.

Areas needing attention are detailed in [Section 4](#) and include:

### Sewer Mains:

- Start budgeting for the renewal and replacement of the collection system.
- Clean and Camera inspect gravity mains for areas that require rehabilitation, relining or replacement of older lines.
- Conduct smoke testing of the system to identify critical or problematic areas of the collection system that causes I&I. Develop additional future capital repair projects that identify and record the location and severity of any defects.
- Continue with scheduled upgrades with Grants and Loans in accordance to master plan (if applicable).

### Manholes:

- Any Manholes in “poor” “very poor” or “unknown” condition should be located, opened, and inspected by staff to determine what rehabilitation measures are necessary.
- Work with an engineering firm to finalize a cost effectiveness analysis and recommendation for sewer system manhole improvements.
- Consider the purchase of inflow shields.

### Lift Stations:

- Continue with scheduled work with NEPA grant to Upgrade Vereen Lift Station.
- Have Generators evaluated and connected to Vereen Lift Station and Campus View Lift Station.
- Lift Station checks should be done daily

### Other Areas:

- An Asset Management Planning (AMP) and Computerized Maintenance Management System (CMMS) program must be implemented to maintain assets efficiently and effectively.
- Staff training on maintenance, safety, and use of the AMP/CMMS tool must be completed.
- Rates must be modified and monitored to ensure adequate funding for operations and system improvements.
- An audit of Energy Saving initiatives is recommended. Even small changes in energy use can result in large savings.
- The Asset Management Plan must be adopted by Resolution or Ordinance. This demonstrates the utility's commitment to the plan. After adoption, implementation of the AMP must occur.

## Implementing this Asset Management and Fiscal Sustainability Plan:

Implementing an Asset Management and Fiscal Sustainability Plan requires several items:

1. **Assign specific personnel** to oversee and perform the tasks of Asset Management.
2. **Develop and use a Computerized Maintenance Management System (CMMS) program.** The information provided in this AMPFS plan will give the utility a good starting point to begin. Properly maintaining assets will ensure their useful life is extended and will ultimately save money. Asset maintenance tasks are scheduled and tracked, new assets are captured, and assets removed from service are retired properly using CMMS. Transitioning from reactive to preventive and predictive maintenance philosophies will net potentially large savings for the utility. Diamond Maps is one example among many options that are available. FRWA can help with set up and implementation.
3. **Develop specific Level of Service items.** Create a Level of Service (LOS) Agreement and inform customers of the Utility's commitment to providing the stated LOS. Successes can be shared with customers. This can dramatically improve customer relations. This also gives utility employees goals to strive for and can positively impact morale. We have included a draft LOS list in [Section 2 – Level of Service](#).
4. **Develop specific Change Out/Repair/Replacement Programs.** The Town budgets for Repair and Replacement should continue to evaluate the system to adjust the annual budgeted amounts accordingly. An example includes budgeting for a certain number of stepped system refurbishments each year.

5. **Modify the existing rate structure.** Continue to make sure adequate funds are available to properly operate and maintain the facilities. Rate increases, when required, can be accomplished in a stepped fashion rather than an ‘all now’ approach to lessen the resulting customer impact.
6. **Explore financial assistance options.** Financial assistance is especially useful in the beginning stages of Asset Management since budget shortfalls likely to exist and high-cost items may be needed quickly. For a table of common funding sources, see [Funding Sources for Water and Wastewater Systems](#).
7. **Revisit the AMFS plan annually.** An Asset Management Plan is a living document. It can be revised at any time but must be revisited and evaluated at least once each year. Common updates or revisions include:
  - Changes to your asset management team;
  - Updates to the asset inventory;
  - Updates to asset condition and criticality ranking charts;
  - Updates to asset condition and criticality assessment procedures;
  - Updates to operation and maintenance activities;
  - Changes to financial strategies and long-term funding plans.

The annual review should begin by asking yourself:

***“What changes have occurred since our last AMFS plan update?”***

### **Funding Sources for Water and Wastewater Systems**

On the following page is a table of common funding sources, including web links and contact information. All municipal systems should be making the effort to secure funding, which can be in the form of low or no interest loans, grants or a combination of both.

Asset Management and Fiscal Sustainability Plan

Agency/Program	Website	Contact
<p><b>FDEP Drinking Water State Revolving Fund Program (DWSRF)</b></p>	<p><a href="https://floridadep.gov/wra/srf/content/dwsrf-program">https://floridadep.gov/wra/srf/content/dwsrf-program</a></p>	<p>Eric Meyers  <a href="mailto:eric.v.meyers@FloridaDEP.gov">eric.v.meyers@FloridaDEP.gov</a>                      850-245-2991</p>
<p><b>FDEP Clean Water State Revolving Fund Loan Program (CWSRF)</b></p>	<p><a href="https://floridadep.gov/wra/srf/content/cwsrf-program">https://floridadep.gov/wra/srf/content/cwsrf-program</a></p>	<p>Mike Chase  <a href="mailto:Michael.Chase@FloridaDEP.gov">Michael.Chase@FloridaDEP.gov</a>                      850-245-2969</p>
<p><b>USDA Rural Development- Water and Wastewater Direct Loans and Grants</b></p>	<p><a href="https://www.rd.usda.gov/programs-services/rural-economic-development-loan-grant-program">https://www.rd.usda.gov/programs-services/rural-economic-development-loan-grant-program</a>  <a href="https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program">https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program</a></p>	<p>Jeanie Isler  <a href="mailto:jeanie.isler@fl.usda.gov">jeanie.isler@fl.usda.gov</a>                      352-338-3440</p>
<p><b>Economic Development Administration- Public Works and Economic Adjustment Assistance Programs</b></p>	<p><a href="https://www.eda.gov/resources/economic-development-directory/states/fl.htm">https://www.eda.gov/resources/economic-development-directory/states/fl.htm</a>  <a href="https://www.grants.gov/web/grants/view-opportunity.html?oppld=294771">https://www.grants.gov/web/grants/view-opportunity.html?oppld=294771</a></p>	<p>Greg Vaday  <a href="mailto:gvaday@eda.gov">gvaday@eda.gov</a>                      404-730-3009</p>
<p><b>National Rural Water Association- Revolving Loan Fund</b></p>	<p><a href="https://nrwa.org/initiatives/revolving-loan-fund/">https://nrwa.org/initiatives/revolving-loan-fund/</a></p>	<p>Gary Williams  <a href="mailto:Gary.Williams@frwa.net">Gary.Williams@frwa.net</a>                      850-668-2746</p>
<p><b>Florida Department of Economic Opportunity- Florida Small Cities Community Development Block Grant Program</b></p>	<p><a href="http://www.floridajobs.org/community-planning-and-development/assistance-for-governments-and-organizations/florida-small-cities-community-development-block-grant-program">http://www.floridajobs.org/community-planning-and-development/assistance-for-governments-and-organizations/florida-small-cities-community-development-block-grant-program</a></p>	<p>Roger Doherty  <a href="mailto:roger.doherty@deo.myflorida.com">roger.doherty@deo.myflorida.com</a>                      850-717-8417</p>
<p><b>Northwest Florida Water Management System - Cooperative Funding Initiative (CFI)</b></p>	<p><a href="https://www.nfwwater.com/Water-Resources/Funding-Programs">https://www.nfwwater.com/Water-Resources/Funding-Programs</a></p>	<p>Christina Coger  <a href="mailto:Christina.Coger@nfwwater.com">Christina.Coger@nfwwater.com</a>                      850-539-5999</p>

**Closing:**

This Asset Management and Fiscal Sustainability plan is presented to the Town of Eatonville for consideration and final adoption. Its creation would not be possible without the cooperation of the Town staff and the Florida Department of Environmental Protection State Revolving Fund (FDEP-SRF).

As a valued FRWA member, it is our goal to help make the most effective and efficient use of your limited resources. The Asset Management and Fiscal Sustainability Plan is an unbiased, impartial, independent review and is solely intended for achievement of drinking water and wastewater system fiscal sustainability and maintaining your valuable utility assets. The Florida Rural Water Association has enjoyed serving you and will happily assist the Town of Eatonville with any future projects to ensure your Asset Management Plan is a success.

## APPENDIX A: Sample Resolution

### RESOLUTION NO. 2024-\_\_\_\_\_

**A RESOLUTION OF THE TOWN OF EATONVILLE FLORIDA, APPROVING THE TOWN OF EATONVILLE WASTEWATER UTILITY ASSET MANAGEMENT AND FISCAL SUSTAINABILITY PLAN; AUTHORIZING THE CHIEF ADMINISTRATIVE OFFICER AND DEPARTMENT DIRECTOR TO TAKE ALL ACTIONS NECESSARY TO EFFECTUATE THE INTENT OF THIS RESOLUTION; PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, Florida Statutes provide for financial assistance to local government agencies to finance construction of the municipal utility system improvements; and

**WHEREAS**, the Florida Department of Environmental Protection State Revolving Fund (SRF) has designated the Town of Eatonville Wastewater Utility System Improvements identified in the Asset Management and Fiscal Sustainability Plan, as potentially eligible for available funding; and

**WHEREAS**, as a condition of obtaining funding from the SRF, the Town is required to implement an Asset Management and Fiscal Sustainability Plan for the Town’s Wastewater Utility System Improvements; and

**WHEREAS**, the Town Council of the Town of Eatonville has determined that approval of the attached Asset Management and Fiscal Sustainability Plan for the proposed improvements, in order to obtain necessary funding in accordance with SRF guidelines, is in the best interest of the City.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN OF EATONVILLE TOWN COUNCIL** the following:

**Section 1.** That the Town Council hereby approves the Town of Eatonville Wastewater Utility Asset Management and Fiscal Sustainability Plan, attached hereto and incorporated by reference as a part of this Resolution.

**Section 2.** That the Town Chief Administrative Officer and Department Director are authorized to take all actions necessary to effectuate the intent of this Resolution and to implement the Asset Management and Fiscal Sustainability Plan in accordance with applicable Florida law and Council direction in order to obtain funding from the SRF.

**Section 3.** That the Town will annually evaluate existing rates to determine the need for any increase and will increase rates in accordance with the financial recommendation found in the Asset Management and Fiscal Sustainability Plan or in proportion to the Town’s needs as determined by the Council in its discretion.

**Section 4.** That this Resolution shall become effective immediately upon its adoption.

**PASSED AND ADOPTED** on this \_\_\_\_\_ day of \_\_\_\_\_, 2024.

**Town of Eatonville, FLORIDA**

\_\_\_\_\_  
Mayor

**ATTEST:**

\_\_\_\_\_  
Town Clerk

**REVIEWED AND APPROVED:**

\_\_\_\_\_  
Town Attorney

## Appendix B: Master Asset List

Manhole									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wwManH-1	D1	1980	50	Average	2049	Medium Priority	28.61244	-81.3756166	7728
wwManH-2	D-6	1980	50	Average	2049	Medium Priority	28.61242	-81.3762302	10424
wwManH-3	D-6-2	1980	50	Average	2049	Medium Priority	28.61301	-81.3762584	9166
wwManH-4	D-5	1980	50	Very Poor	2029	Medium/High Priority	28.61298	-81.3773182	5392
wwManH-5	D-20	1980	50	Average	2049	Medium Priority	28.61386	-81.375646	15097
wwManH-7	D-16	1980	50	Average	2049	Medium Priority	28.61494	-81.3776909	18332
wwManH-8	D-13	1980	50	Poor	2039	Medium/High Priority	28.61493	-81.3788193	12581
wwManH-10	D-13-4	1980	50	Average	2049	Medium Priority	28.61493	-81.3795392	13479
wwManH-14	D-2-2	1980	50	Average	2049	Medium Priority	28.61754	-81.3795717	18152
wwManH-15	D-7-5	1980	50	Average	2049	Medium Priority	28.61753	-81.3786963	20129
wwManH-24	D-17-4	1980	50	Average	2049	Medium Priority	28.61628	-81.3763003	12000
wwManH-25	D-13-12	1980	50	Average	2049	Medium Priority	28.61528	-81.3757908	8627
wwManH-26	D-13-13	1980	50	Average	2049	Medium Priority	28.61525	-81.3763029	11682
wwManH-27	D-13-14	1980	50	Average	2049	Medium Priority	28.61523	-81.3769574	16355
wwManH-29	D-2-4	1980	50	Average	2049	Medium Priority	28.61943	-81.3792748	18332
wwManH-30	D-2-5	1980	50	Average	2049	Medium Priority	28.61686	-81.3795616	13479
wwManH-32	D-2-7	1980	50	Average	2049	Medium Priority	28.61626	-81.3795551	7728
wwManH-33	D-2-8	1980	50	Average	2049	Medium Priority	28.61592	-81.3795653	9705
wwManH-34	D-8-3	1980	50	Average	2049	Medium Priority	28.616	-81.379925	6829
wwManH-35	D-8-4	1980	50	Average	2049	Medium Priority	28.61631	-81.3791046	13120
wwManH-37	D-8-6	1980	50	Average	2049	Medium Priority	28.6163	-81.3788027	16714
wwManH-38	D-8-7	1980	50	Average	2049	Medium Priority	28.61631	-81.3769673	9705



Asset Management and Fiscal Sustainability Plan

Manhole									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wwManH-40	D-15-1	1980	50	Very Poor	2029	Medium/High Priority	28.61628	-81.3756283	8087
wwManH-41	D-15-2	1980	50	Average	2049	Medium Priority	28.61699	-81.3756397	7548
wwManH-42	D-15-3	1980	50	Average	2049	Medium Priority	28.61804	-81.3756437	6829
wwManH-43	D-15-4	1980	50	Poor	2039	Medium/High Priority	28.61846	-81.3756619	12000
wwManH-44	D-17-1	1980	50	Average	2049	Medium Priority	28.61827	-81.3763204	6290
wwManH-47	D-17-4	1980	50	Average	2049	Medium Priority	28.61747	-81.376304	12000
wwManH-53	D-12-5	1980	50	Average	2049	Medium Priority	28.61743	-81.3770336	9166
wwManH-56	D-12-8	1980	50	Average	2049	Medium Priority	28.61845	-81.3770331	9705
wwManH-57	D-16-1	1980	50	Average	2049	Medium Priority	28.61843	-81.3777408	15816
wwManH-58	D-16-2	1980	50	Average	2049	Medium Priority	28.61751	-81.3777276	20309
wwManH-60	D-16-4	1980	50	Average	2049	Medium Priority	28.61627	-81.3777017	17253
wwManH-63	D-16-7	1980	50	Poor	2039	Medium/High Priority	28.61522	-81.3776987	18871
wwManH-65	D-4-1	1980	50	Average	2049	Medium Priority	28.61669	-81.3786822	7548
wwManH-67	D-4-3	1980	50	Average	2049	Medium Priority	28.6157	-81.3788094	8806
wwManH-70	C-3-1	1980	50	Average	2049	Medium Priority	28.61944	-81.3760632	9346
wwManH-72	C-3-3	1980	50	Average	2049	Medium Priority	28.61943	-81.3768126	8806
wwManH-73	C-3-4	1980	50	Average	2049	Medium Priority	28.61944	-81.3784054	19590
wwManH-74	C-3-5	1980	50	Average	2049	Medium Priority	28.61943	-81.3799179	19590
wwManH-75	C-4-1	1980	50	Average	2049	Medium Priority	28.61956	-81.3756841	15636
wwManH-76	C-4-2	1980	50	Average	2049	Medium Priority	28.61902	-81.3756774	8806
wwManH-78	C-12-3	1980	50	Poor	2039	Medium/High Priority	28.61944	-81.3777397	19050
wwManH-79	D-13-7	1980	50	Average	2049	Medium Priority	28.61494	-81.3803954	8986
wwManH-84	D-14-1	1980	50	Average	2049	Medium Priority	28.61525	-81.3813623	3055
wwManH-85	D-13-2	1980	50	Average	2049	Medium Priority	28.61605	-81.3814118	9705
wwManH-86	D-14-3	1980	50	Average	2049	Medium Priority	28.61692	-81.3814546	13659

Asset Management and Fiscal Sustainability Plan

Manhole									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wwManH-87	D-14-4	1980	50	Average	2049	Medium Priority	28.61762	-81.3814798	14018
wwManH-88	D-7-1	1980	50	Average	2049	Medium Priority	28.61759	-81.3805205	14737
wwManH-92	B-1-1	1980	50	Average	2049	Medium Priority	28.61454	-81.3935417	8267
wwManH-93	B-1-2	1980	50	Average	2049	Medium Priority	28.61456	-81.3926769	14378
wwManH-94	B-1-3	1980	50	Average	2049	Medium Priority	28.61451	-81.3925765	13479
wwManH-95	B-1-4	1980	50	Average	2049	Medium Priority	28.6139	-81.3926009	13479
wwManH-96	B-1-5	1980	50	Average	2049	Medium Priority	28.61388	-81.3927631	14378
wwManH-97	B-9-1	1980	50	Average	2049	Medium Priority	28.61312	-81.3927398	10783
wwManH-98	B-9-1	1980	50	Average	2049	Medium Priority	28.61309	-81.3925791	8087
wwManH-99	B-9-3	1980	50	Average	2049	Medium Priority	28.61204	-81.3925583	7189
wwManH-100	B-9-4	1980	50	Average	2049	Medium Priority	28.61185	-81.3935976	8267
wwManH-101	B-4-1	1980	50	Average	2049	Medium Priority	28.61186	-81.3925183	5931
wwManH-102	B-4-2	1980	50	Average	2049	Medium Priority	28.61186	-81.3914699	7189
wwManH-103	B-4-3	1980	50	Average	2049	Medium Priority	28.61187	-81.3905064	6829
wwManH-104	B-2-1	1980	50	Average	2049	Medium Priority	28.61197	-81.3936834	8986
wwManH-105	B-2-2	1980	50	Average	2049	Medium Priority	28.61311	-81.3936935	12000
wwManH-106	B-2-3	1980	50	Average	2049	Medium Priority	28.61387	-81.3937077	17972
wwManH-107	B-2-4	1980	50	Average	2049	Medium Priority	28.61449	-81.3937251	25161
wwManH-108	B-2-5	1980	50	Average	2049	Medium Priority	28.6146	-81.3940722	26958
wwManH-109	B-2-6	1980	50	Average	2049	Medium Priority	28.6151	-81.3941361	32350
wwManH-110	B-2-7	1989	50	Poor	2039	Medium/High Priority	28.61558	-81.3941662	12000
wwManH-113	B-6-1	1989	50	Average	2049	Medium Priority	28.61558	-81.3946874	21567
wwManH-114	B-6-2	1989	50	Average	2049	Medium Priority	28.61557	-81.3956484	13479
wwManH-115	B-6-3	1990	50	Average	2049	Medium Priority	28.61555	-81.3969736	10783
wwManH-116	B-6-4	1985	50	Average	2049	Medium Priority	28.61554	-81.397439	10424

Asset Management and Fiscal Sustainability Plan

Manhole									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wwManH-117	B-7-3	1989	50	Poor	2039	Medium/High Priority	28.6195	-81.3871883	12000
wwManH-118	A-1-1	1989	50	Poor	2039	Medium/High Priority	28.61857	-81.3914438	28755
wwManH-119	A-6-1	1989	50	Average	2049	Medium Priority	28.6192	-81.3902859	8267
wwManH-120	A-1-2	1985	50	Average	2049	Medium Priority	28.61924	-81.3914371	30553
wwManH-123	A-1-5	2000	50	Good	2059	Medium Priority	28.61998	-81.3914227	32350
wwManH-124	A-8-3	1985	50	Average	2049	Medium Priority	28.61964	-81.3922143	21207
wwManH-125	A-3-1	1985	50	Average	2049	Medium Priority	28.6186	-81.3922601	21567
wwManH-128	A-8-2	1985	50	Average	2049	Medium Priority	28.61861	-81.3930458	12000
wwManH-129	A-8-3	1985	50	Average	2049	Medium Priority	28.61966	-81.393055	11862
wwManH-131	A-2-1	1985	50	Average	2049	Medium Priority	28.61969	-81.3938344	10783
wwManH-132	D-10-1	1980	50	Average	2049	Medium Priority	28.61654	-81.3803536	6650
wwManH-133	D-8-1	1980	50	Average	2049	Medium Priority	28.61603	-81.3810709	8986
wwManH-134	D-8-2	1980	50	Average	2049	Medium Priority	28.61602	-81.3803583	10244
wwManH-135	D-11-1	1980	50	Average	2049	Medium Priority	28.61689	-81.3803164	8627
wwManH-136	D-11-2	1980	50	Average	2049	Medium Priority	28.6169	-81.3811349	8447
wwManH-141	C-11-1	1980	50	Average	2049	Medium Priority	28.61842	-81.3818262	11143
wwManH-144	C-11-4	1980	50	Average	2049	Medium Priority	28.61951	-81.3818757	10783
wwManH-145	C-11-5	1960	50	Average	2049	Medium Priority	28.62	-81.3819216	8627
wwManH-148	C-3-6	1980	50	Average	2049	Medium Priority	28.61944	-81.3810032	14917
wwManH-149	C-3-7	1960	50	Average	2049	Medium Priority	28.61962	-81.3852307	6650
wwManH-150	C-3-8	1960	50	Average	2049	Medium Priority	28.61962	-81.3858508	8986
wwManH-151	C-9-1	1980	50	Average	2049	Medium Priority	28.61951	-81.3829028	11502
wwManH-152	C-8-1	1980	50	Average	2049	Medium Priority	28.6195	-81.3839435	9885
wwManH-156	B-7-1	1980	50	Average	2049	Medium Priority	28.62083	-81.3871978	15276
wwManH-157	B-7-2	1980	50	Average	2049	Medium Priority	28.62018	-81.387191	21567

Asset Management and Fiscal Sustainability Plan

Manhole									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wwManH-158	A-1-6	1985	50	Average	2049	Medium Priority	28.62109	-81.3914618	4493
wwManH-161	A-8-4	1985	50	Poor	2039	Medium/High Priority	28.62039	-81.3930559	12000
wwManH-162	A-8-5	1985	50	Average	2049	Medium Priority	28.62111	-81.393057	7189
wwManH-163	A-3-3	1985	50	Average	2049	Medium Priority	28.62113	-81.3922581	9885
wwManH-164	A-3-4	1985	50	Average	2049	Medium Priority	28.62023	-81.3922315	15276
wwManH-165	A-2-2	1985	50	Average	2049	Medium Priority	28.6204	-81.3938613	10783
wwManH-166	A-2-3	1985	50	Average	2049	Medium Priority	28.62116	-81.3938737	8447
wwManH-168	D-2-2	1980	50	Average	2049	Medium Priority	28.62075	-81.3792333	7189
wwManH-169	D-2-3	1960	50	Average	2049	Medium Priority	28.62031	-81.3792502	10424
wwManH-170	C-11-7	1960	50	Average	2049	Medium Priority	28.62041	-81.3817991	10244
wwManH-173	C-2-1	1960	50	Average	2049	Medium Priority	28.6203	-81.3847562	9166
wwManH-174	C-2-2	1960	50	Average	2049	Medium Priority	28.62028	-81.3858569	10604
wwManH-175	C-5-1	1960	50	Average	2049	Medium Priority	28.62096	-81.3858653	9525
wwManH-176	C-5-2	1960	50	Average	2049	Medium Priority	28.62097	-81.3853248	8986
wwManH-179	C-5-5	1960	50	Average	2049	Medium Priority	28.62056	-81.3826686	10963
wwManH-180	C-5-6	1960	50	Average	2049	Medium Priority	28.62055	-81.3819381	10064
wwManH-181	C-5-7	1980	50	Average	2049	Medium Priority	28.62036	-81.3814221	12000
wwManH-182	C-5-7	1980	50	Average	2049	Medium Priority	28.62032	-81.3801973	11143
wwManH-187	C-5-12	1980	50	Average	2049	Medium Priority	28.62032	-81.3781525	8627
wwManH-188	C-7-1	1960	50	Average	2049	Medium Priority	28.62106	-81.3814894	6111
wwManH-189	C-7-2	1960	50	Average	2049	Medium Priority	28.62103	-81.3802782	8087
wwManH-190	C-10-1	1960	50	Average	2049	Medium Priority	28.62099	-81.3801938	8627
wwManH-191	C-8-3	1960	50	Average	2049	Medium Priority	28.62098	-81.383936	11682
wwManH-193	C-5-13	1980	50	Average	2049	Medium Priority	28.62031	-81.3778369	6829
wwManH-194	C-5-14	1980	50	Average	2049	Medium Priority	28.62028	-81.3777355	14737

Asset Management and Fiscal Sustainability Plan

Manhole									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wwManH-195	C-5-15	1980	50	Average	2049	Medium Priority	28.6203	-81.3777344	4313
wwManH-198	C-5-18	1980	50	Average	2049	Medium Priority	28.62031	-81.3770823	8267
wwManH-200	C-5-20	1980	50	Average	2049	Medium Priority	28.62038	-81.3757051	20488
wwManH-203	C-12-1	1980	50	Average	2049	Medium Priority	28.62024	-81.3777422	16534
wwManH-204		1980	50	Very Poor	2027	Medium/High Priority	28.61848	-81.3890477	16534
wwManH-205		1985	50	Very Poor	2027	Medium/High Priority	28.61853	-81.3914459	16175
wwManH-206		1985	50	Average	2047	Medium/High Priority	28.61861	-81.3938414	20668
wwManH-207		1980	50	Unknown	2030	Medium/High Priority	28.61842	-81.3872372	12000
wwManH-209		2020	50	Good	2057	Medium Priority	28.62001	-81.39089	26599
wwManH-210		1960	50	Average	2047	Medium/High Priority	28.62057	-81.3839359	10963
wwManH-211		1980	50	Average	2049	Medium/High Priority	28.61543	-81.3813746	6650
wwManH-212		1980	50	Average	2049	Medium/High Priority	28.61742	-81.3777403	18511
wwManH-213		1980	50	Average	2049	Medium/High Priority	28.61768	-81.376314	8267
wwManH-214		1980	50	Average	2049	Medium/High Priority	28.618	-81.3763071	10424
wwManH-215		1980	50	Poor	2039	Medium/High Priority	28.61764	-81.3770245	12000
wwManH-216		2000	50	Average	2049	Medium/High Priority	28.61781	-81.3885887	12581
wwManH-217		2000	50	Average	2049	Medium/High Priority	28.61711	-81.3885888	17433
wwManH-218		2000	50	Average	2049	Medium/High Priority	28.61592	-81.3885629	12940
wwManH-219		2000	50	Average	2049	Medium/High Priority	28.61482	-81.3885631	17074
wwManH-220		2000	50	Average	2049	Medium/High Priority	28.61402	-81.3885665	20668
wwManH-221		2000	50	Average	2049	Medium/High Priority	28.61365	-81.3884091	14378
wwManH-222		2000	50	Average	2049	Medium/High Priority	28.61312	-81.3879599	10783
wwManH-223		2000	50	Average	2049	Medium/High Priority	28.61175	-81.3879188	8986
wwManH-224		2000	50	Average	2049	Medium/High Priority	28.61244	-81.3879185	10783
wwManH-225		2000	50	Good	2059	Medium Priority	28.62001	-81.3908979	32350

Asset Management and Fiscal Sustainability Plan

Manhole									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wwManH-226	Manhole	2000	50	Average	2049	Medium/High Priority	28.62002	-81.3913355	32350

Control Valve									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wControlValve-1		1990	25	Average	2035	Medium Priority	28.61383	-81.3756329	800
wControlValve-2	Check Valve	1990	25	Average	2035	Medium Priority	28.61382	-81.3756142	800
wControlValve-3		2008	25	Average	2035	Medium Priority	28.62026	-81.3776804	1200
wControlValve-4		2008	25	Average	2035	Medium Priority	28.62025	-81.3776764	1200
wControlValve-5	Check valve	2020	25	Excellent	2045	Low Priority	28.62006	-81.3908804	2500
wControlValve-6		2020	25	Excellent	2045	Low Priority	28.62006	-81.390839	800
wControlValve-7		2020	25	Excellent	2045	Low Priority	28.62007	-81.3908783	2500
Vereen LS Valve Box		1990	25	Average	2035	Medium Priority	28.61383	-81.3756223	5000
ELS Valve Box		2008	30	Average	2037	Medium/High Priority	28.62026	-81.3776804	5000
PLS Flow Meter Box		2020	25	Good	2040	Medium Priority	28.62006	-81.3908032	5000
Campus View Dr Dry Well		2020	50	Average	2049	Medium/High Priority	28.61509	-81.3939567	5000

Electrical Equipment									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wElec-1	Verren ls controls	1990	20	Average	2032	Medium/High Priority	28.61379	-81.3755933	5000
wElec-2	Eaton LS Control Panel	2008	20	Good	2036	Medium Priority	28.62024	-81.3777021	5000
wElec-3	ELS Generator	2017	20	Good	2036	Medium Priority	28.62021	-81.3776802	52000
wElec-4	Eaton LS Transfer Switch	2017	20	Good	2036	Medium Priority	28.62023	-81.377691	5000
wElec-5	Park LS Generator	2020	20	Good	2036	Medium Priority	28.62012	-81.390843	65000
wElec-6	Park ATS	2020	20	Excellent	2040	Low Priority	28.62011	-81.3909127	10000
wElec-7	Park LS Control Pannel	2020	20	Excellent	2040	Low Priority	28.62011	-81.3908631	10000
wElec-8	Surge Protector	2020	20	Good	2036	Medium Priority	28.62011	-81.3908912	5000

Asset Management and Fiscal Sustainability Plan

Electrical Equipment									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wElec-9	Park LS disconnect switch	2020	20	Good	2036	Medium Priority	28.62012	-81.3909207	1500
wElec-10	Campus View Generator	2000	20	Poor	2028	Medium/High Priority	28.61508	-81.3938519	50000
wElec-11	Campus View Control Panel	2020	20	Excellent	2040	Low Priority	28.61506	-81.3939806	5000
wElec-12	Vereen St generator	1990	25	Poor	2032	Medium/High Priority	28.61384	-81.3756091	50000
wEquip-13	Effluent Flow Meter	2020	15	Good	2033	Medium Priority	28.62006	-81.3908032	5500
wEquip-14	PLS Gen Fuel Tank	2020	20	Excellent	2040	Low Priority	28.62012	-81.3908825	5550

Pumps									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wPump-1	VLS Pump 1	1990	20	Average	2032	Medium/High Priority	28.6138	-81.3756167	3000
wPump-2	VLS Pump1	1990	20	Average	2032	Medium Priority	28.6138	-81.3756368	3000
wPump-3	Eaton LS Pump 1	2008	20	Average	2032	Medium/High Priority	28.62026	-81.3777059	10000
wPump-4	ELS Pump 2	2017	20	Average	2032	Medium/High Priority	28.62025	-81.3776977	10000
wPump-5	PLS Pump 1	2020	20	Good	2036	Medium Priority	28.62007	-81.3909115	25000
wPump-6	Park LS Pump 2	2020	20	Excellent	2040	Low Priority	28.62005	-81.390918	25000
wPump-7	CVLS Pump 1	2020	20	Good	2036	Medium Priority	28.61509	-81.3939846	15000
wPump-8	CVLS Pump 2	2020	20	Average	2032	Medium/High Priority	28.61508	-81.3939893	15000

Valves									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wwValvInFac-1		1990	25	Average	2035	Medium Priority	28.61384	-81.3756356	800
wwValvInFac-2		1990	25	Average	2035	Medium Priority	28.61384	-81.3756128	800
wwValvInFac-3		1990	25	Average	2035	Medium Priority	28.61385	-81.3756101	800
wwValvInFac-4	Valve	2020	25	Excellent	2045	Low Priority	28.62006	-81.3908617	2500
wwValvInFac-5		2020	25	Excellent	2045	Low Priority	28.62007	-81.3908602	2500
wwValvInFac-6		2020	25	Good	2040	Medium Priority	28.62004	-81.3908513	1200

Asset Management and Fiscal Sustainability Plan

Valves									
ID	Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost
wwValvInFac-7		2020	25	Good	2040	Medium Priority	28.62003	-81.3908067	1200

Wet wells									
Name	Installed	Design Life	Condition	EOL	Risk Description	Latitude	Longitude	Replacement Cost	
Vereen LS	2000	50	Average	2050	Medium/High Priority	28.61379	-81.3756297	120000	
CVLS Wet Well	2020	50	Good	2057	Medium Priority	28.61509	-81.3939808	150000	
Eaton LS Wet Well	2008	50	Good	2058	Medium Priority	28.62025	-81.3777149	150000	
Park LS Wet Well	2000	50	Good	2050	Medium Priority	28.62006	-81.3909015	180000	

Gravity Main									
Name	Installed	Design life	Condition	EOL	Risk Description	Latitude	Longitude	Length	Replacement Cost
GravityMain	1980	100	Average	2046	Medium/High Priority	28.61555	-81.3972	167.8	14263
GravityMain	1980	100	Average	2046	Medium/High Priority	28.61556	-81.3963	406	34510
GravityMain	1980	100	Average	2046	Medium/High Priority	28.61557	-81.3952	307.9	26172
GravityMain	1980	100	Average	2046	Medium/High Priority	28.61534	-81.3942	345.4	29359
GravityMain	1980	100	Average	2046	Medium/High Priority	28.61349	-81.3937	278.4	23664
GravityMain	1980	100	Average	2046	Medium/High Priority	28.61312	-81.3932	305.6	25976
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61523	-81.3773	237.5	16150
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61527	-81.376	164.4	11179
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61524	-81.3766	209.9	14273
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61418	-81.3937	226.8	19278
GravityMain	1980	100	Average	2047	Low Priority	28.61187	-81.391	308.7	26240
GravityMain	1980	100	Average	2047	Low Priority	28.61187	-81.392	349.7	29725
GravityMain	1980	100	Average	2047	Low Priority	28.61187	-81.3931	332.4	28254
GravityMain	1980	100	Average	2047	Low Priority	28.61255	-81.3937	480.8	40868
GravityMain	1980	100	Average	2047	Low Priority	28.61311	-81.3927	437.7	37205
GravityMain	1980	100	Average	2047	Low Priority	28.61485	-81.3941	360.9	30677
GravityMain	1980	100	Average	2047	Low Priority	28.61388	-81.3932	354.9	30167
GravityMain	1980	100	Average	2047	Low Priority	28.61455	-81.3931	314	26690
GravityMain	1980	100	Average	2047	Low Priority	28.62054	-81.3914	403.9	34332
GravityMain	1980	100	Average	2047	Low Priority	28.61858	-81.3926	256.8	17462
GravityMain	1980	100	Average	2047	Low Priority	28.61855	-81.3918	238.6	16225



Asset Management and Fiscal Sustainability Plan

Gravity Main									
Name	Installed	Design life	Condition	EOL	Risk Description	Latitude	Longitude	Length	Replacement Cost
GravityMain	1980	100	Average	2047	Low Priority	28.61851	-81.3908	406.9	48421
GravityMain	1980	100	Average	2047	Low Priority	28.61848	-81.3896	361.7	43042
GravityMain	1980	100	Average	2047	Low Priority	28.61846	-81.3884	442	52598
GravityMain	1980	100	Average	2047	Low Priority	28.61855	-81.3914	16	1360
GravityMain	1980	100	Average	2047	Low Priority	28.62078	-81.3939	278.6	23681
GravityMain	1980	100	Average	2047	Low Priority	28.62004	-81.3938	260	22100
GravityMain	1980	100	Average	2047	Low Priority	28.61915	-81.3938	389.4	33099
GravityMain	1980	100	Average	2047	Low Priority	28.61861	-81.3934	254.9	21667
GravityMain	1980	100	Average	2047	Medium/High Priority	28.6186	-81.3926	254.7	30309
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61858	-81.3918	258.7	30785
GravityMain	1980	100	Average	2047	Low Priority	28.62075	-81.3931	261.5	22228
GravityMain	1980	100	Average	2047	Low Priority	28.62003	-81.3931	266.3	22636
GravityMain	1980	100	Average	2047	Low Priority	28.61914	-81.3931	384.6	32691
GravityMain	1980	100	Average	2047	Low Priority	28.62068	-81.3922	327.1	27804
GravityMain	1980	100	Average	2047	Low Priority	28.61996	-81.3922	196.6	16711
GravityMain	1980	100	Average	2047	Low Priority	28.61915	-81.3922	395.4	33609
GravityMain	1980	100	Average	2047	Low Priority	28.61922	-81.3909	369.2	31382
GravityMain	1980	100	Average	2047	Low Priority	28.61892	-81.3914	248.9	21157
GravityMain	1980	100	Average	2047	Low Priority	28.61961	-81.3914	271.3	23061
GravityMain	1980	100	Average	2047	Medium/High Priority	28.62	-81.3912	170.9	14527
GravityMain	1980	100	Average	2057	Medium Priority	28.62003	-81.3909	15.3	1301
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61896	-81.3872	1027.3	122249
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61962	-81.3855	198.6	13505
GravityMain	1980	100	Average	2047	Medium/High Priority	28.62036	-81.3815	2183.7	185615
GravityMain	1980	100	Average	2047	Medium/High Priority	28.62097	-81.3844	618.3	52556
GravityMain	1980	100	Average	2047	Medium/High Priority	28.62062	-81.3859	600.6	51051
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61995	-81.3859	239.5	20358
GravityMain	1980	100	Average	2047	Medium/High Priority	28.62011	-81.3819	979	83215
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61897	-81.3819	401.3	34111
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61944	-81.3781	1342	114070
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61944	-81.3773	537.1	45654
GravityMain	1980	100	Average	2047	Medium/High Priority	28.62031	-81.3773	1146	97410

Asset Management and Fiscal Sustainability Plan

Gravity Main									
Name	Installed	Design life	Condition	EOL	Risk Description	Latitude	Longitude	Length	Replacement Cost
GravityMain	1980	100	Average	2047	Medium/High Priority	28.62066	-81.3802	661.3	56211
GravityMain	1980	100	Average	2047	Medium/High Priority	28.62053	-81.3792	155.8	13243
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61547	-81.3803	2160.5	183643
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61609	-81.3796	1218.2	103547
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61627	-81.3804	185.9	15802
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61601	-81.3801	138.3	11756
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61596	-81.3777	1056.6	89811
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61722	-81.3796	557.1	47354
GravityMain	1980	100	Average	2047	Medium/High Priority	28.6168	-81.3777	786.7	66870
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61755	-81.377	293.4	24939
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61787	-81.3763	293.8	24973
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61631	-81.379	219.6	18666
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61753	-81.3782	625.9	53202
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61565	-81.3814	292.6	24871
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61664	-81.3756	793.4	67439
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61575	-81.3763	808.1	68689
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61577	-81.377	810.1	68859
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61628	-81.376	215.3	18301
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61448	-81.3757	1026.7	87270
GravityMain	1980	100	Average	2047	Medium/High Priority	28.61375	-81.3768	1823	154955
GravityMain	1980	50	Average	2049	Medium/High Priority	28.61946	-81.3815	276.5	15000

## Appendix C: RevPlan

Eatonville										
Eatonville 24										
Fiscal Year: 2024										
Wastewater Revenue Requirements										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Revenue Requirements:										
Operating Expenses	\$634,900	\$653,900	\$673,600	\$693,800	\$714,600	\$736,000	\$758,100	\$780,800	\$804,300	\$828,400
Debt Service	\$87,900	\$165,800	\$165,900	\$166,000	\$166,100	\$166,200	\$166,300	\$166,400	\$166,500	\$166,600
Other Expenses/Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$0	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800
Gross Revenue Requirements	\$722,800	\$873,500	\$893,200	\$913,500	\$934,400	\$956,000	\$978,200	\$1,001,000	\$1,024,500	\$1,048,800
Less: Other Revenue	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500
Net Revenue Requirements	\$635,400	\$786,000	\$805,800	\$826,100	\$847,000	\$868,500	\$890,700	\$913,500	\$937,100	\$961,300
Existing Rate Sufficiency:										
Revenue from Existing Rates	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200	\$365,200
Revenue Surplus/(Deficiency)	-\$270,100	-\$420,800	-\$440,500	-\$460,800	-\$481,700	-\$503,300	-\$525,500	-\$548,300	-\$571,800	-\$596,100
Proposed Rate Sufficiency:										
Revenue from Proposed Rates	\$365,200	\$913,100	\$922,200	\$931,400	\$940,800	\$950,200	\$959,700	\$969,300	\$978,900	\$988,700
Increase in Revenue	\$0	\$547,900	\$557,000	\$566,200	\$575,500	\$584,900	\$594,400	\$604,000	\$613,700	\$623,500
Cumulative %										
All Customer Classes										
Base Charges	0.00%	150.00%	152.50%	155.03%	157.58%	160.15%	162.75%	165.38%	168.03%	170.71%
Usage Charges	0.00%	150.00%	152.50%	155.03%	157.58%	160.15%	162.75%	165.38%	168.03%	170.71%
Current Year %										
All Customer Classes										
Base Charges	0.00%	150.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Usage Charges	0.00%	150.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Revenue Surplus/(Deficiency)	-\$270,100	\$127,000	\$116,500	\$105,400	\$93,800	\$81,700	\$69,000	\$55,700	\$41,900	\$27,400

## Asset Management and Fiscal Sustainability Plan

Eatonville										
Eatonville 24										
Fiscal Year: 2024										
Debt Service Coverage										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Revenue:										
Revenue from Proposed Drinking Water Rates	\$260,800	\$766,700	\$774,400	\$782,100	\$790,000	\$797,900	\$805,800	\$813,900	\$822,000	\$830,300
Revenue from Proposed Wastewater Rates	\$365,200	\$913,100	\$922,200	\$931,400	\$940,800	\$950,200	\$959,700	\$969,300	\$978,900	\$988,700
Subtotal - Rate Revenue	\$626,000	\$1,679,800	\$1,696,600	\$1,713,600	\$1,730,700	\$1,748,000	\$1,765,500	\$1,783,200	\$1,801,000	\$1,819,000
Miscellaneous Revenue - Drinking Water	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500
Miscellaneous Revenue - Wastewater	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500
Total Revenue	\$801,000	\$1,854,800	\$1,871,600	\$1,888,500	\$1,905,700	\$1,923,000	\$1,940,400	\$1,958,100	\$1,975,900	\$1,993,900
Operating Expenses:										
Drinking Water	\$505,100	\$520,300	\$535,900	\$552,000	\$568,500	\$585,600	\$603,200	\$621,300	\$639,900	\$659,100
Wastewater	\$634,900	\$653,900	\$673,600	\$693,800	\$714,600	\$736,000	\$758,100	\$780,800	\$804,300	\$828,400
Total Operating Expenses	\$1,140,000	\$1,174,200	\$1,209,500	\$1,245,800	\$1,283,100	\$1,321,600	\$1,361,300	\$1,402,100	\$1,444,200	\$1,487,500
Net Revenue	-\$339,100	\$680,500	\$662,100	\$642,800	\$622,500	\$601,300	\$579,200	\$556,000	\$531,800	\$506,400
Debt Service:										
Drinking Water	\$0	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800
Wastewater	\$87,900	\$165,800	\$165,900	\$166,000	\$166,100	\$166,200	\$166,300	\$166,400	\$166,500	\$166,600
Total Debt Service	\$87,900	\$243,500	\$243,600	\$243,700	\$243,800	\$243,900	\$244,000	\$244,100	\$244,200	\$244,300
Debt Service Coverage	-3.86	2.79	2.72	2.64	2.55	2.47	2.37	2.28	2.18	2.07
Net Revenue Less Debt Service	-\$427,000	\$437,000	\$418,500	\$399,000	\$378,700	\$357,400	\$335,200	\$311,900	\$287,500	\$262,100
Capital Expenditures:										
Drinking Water	\$76,700	\$93,600	\$93,600	\$93,600	\$93,600	\$28,500	\$21,600	\$21,600	\$21,600	\$21,600
Wastewater	\$0	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800
Total Capital Expenditures	\$76,700	\$147,400	\$147,400	\$147,400	\$147,400	\$82,300	\$75,400	\$75,400	\$75,400	\$75,400
Other Expenses/Transfers:										
Drinking Water	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wastewater	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Other Expenses/Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue Surplus/(Deficiency)	-\$503,700	\$289,600	\$271,100	\$251,600	\$231,300	\$275,100	\$259,700	\$236,400	\$212,100	\$186,700

Eatonville										
Eatonville 24										
Fiscal Year: 2024										
Unrestricted Fund Balance										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Utility Reserve Funds:										
Beginning of Year Balance	\$503,700	\$0	\$289,600	\$560,600	\$812,300	\$1,043,600	\$1,318,700	\$1,578,400	\$1,814,900	\$2,027,000
Addition to Current Year	-\$503,700	\$289,600	\$271,100	\$251,600	\$231,300	\$275,100	\$259,700	\$236,400	\$212,100	\$186,700
End of Year Balance	\$0	\$289,600	\$560,600	\$812,300	\$1,043,600	\$1,318,700	\$1,578,400	\$1,814,900	\$2,027,000	\$2,213,700

## Asset Management and Fiscal Sustainability Plan

Eatonville											
Eatonville 24											
Fiscal Year: 2024											
CIP Schedule											
Description	Funding Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Water Asset Management Reserve	Water Revenues	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Wastewater Collection	Wastewater Revenues	\$0	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800
Water Tower	Water Revenues	\$76,700	\$83,600	\$83,600	\$83,600	\$83,600	\$18,500	\$11,600	\$11,600	\$11,600	\$11,600
Piping from Lake Weston to S. Keller	Grant	\$122,000	\$810,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Abandon AC pipe to WTP	Grant	\$264,000	\$1,755,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upsize WTP to 16"	Grant	\$0	\$0	\$213,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Modify CUP	Grant	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Well Drowdown	Grant	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upsize Well Pumps and Motors	Grant	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construct 0.5MG GST	Grant	\$0	\$0	\$150,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0
WTP Ops BLDG	Grant	\$25,000	\$25,000	\$0	\$600,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0
Increase Main line Dimensions	Grant	\$0	\$0	\$198,000	\$1,320,000	\$0	\$0	\$0	\$0	\$0	\$0
LFA Well to AWS	Grant	\$0	\$0	\$0	\$0	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Maitland Interconnect	Grant	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0
Replace non-pvc 6" mains	Grant	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Vereen LS	Grant	\$94,000	\$332,500	\$332,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lake Lovely Rehab	Grant	\$222,000	\$1,669,000	\$1,669,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Eastern Service Area Rehab	Grant	\$0	\$854,000	\$4,268,000	\$4,268,000	\$4,268,000	\$0	\$0	\$0	\$0	\$0
Pre-Eval New WTP	Grant	\$0	\$0	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0
Funding Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Water Revenues	\$76,700	\$93,600	\$93,600	\$93,600	\$93,600	\$93,600	\$28,500	\$21,600	\$21,600	\$21,600	
Wastewater Revenues	\$0	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	\$53,800	
Grant	\$827,000	\$5,545,500	\$7,205,500	\$7,288,000	\$8,498,000	\$525,000	\$500,000	\$500,000	\$500,000	\$500,000	
<b>Total</b>	<b>\$903,700</b>	<b>\$5,692,900</b>	<b>\$7,352,900</b>	<b>\$7,435,400</b>	<b>\$8,645,400</b>	<b>\$607,300</b>	<b>\$575,400</b>	<b>\$575,400</b>	<b>\$575,400</b>	<b>\$575,400</b>	

Eatonville													
Eatonville 24													
Fiscal Year: 2024													
Debt Service Schedule													
Debt	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Existing Debts:													
CW 480200	\$13,400	\$13,400	\$13,400	\$13,400	\$13,400	\$13,400	\$13,400	\$13,400	\$13,400	\$13,400	\$13,400	\$13,400	\$13,400
CW 480202	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800
CW 480240	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
USDA 2019A	\$3,800	\$3,900	\$3,900	\$4,000	\$4,100	\$4,100	\$4,200	\$4,300	\$4,400	\$4,400	\$4,500	\$4,600	\$4,700
USDA 2019B	\$1,500	\$1,500	\$1,500	\$1,600	\$1,600	\$1,600	\$1,600	\$1,700	\$1,700	\$1,700	\$1,800	\$1,800	\$1,800
Anticipated Debts:													
General Fund Reimbursement	\$0	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500
<b>Total</b>	<b>\$87,900</b>	<b>\$243,500</b>	<b>\$243,600</b>	<b>\$243,700</b>	<b>\$243,800</b>	<b>\$243,900</b>	<b>\$244,000</b>	<b>\$244,100</b>	<b>\$244,200</b>	<b>\$244,300</b>	<b>\$244,400</b>	<b>\$244,500</b>	<b>\$244,700</b>
Drinking Water	\$0	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800	\$77,800
Wastewater	\$87,900	\$165,800	\$165,900	\$166,000	\$166,100	\$166,200	\$166,300	\$166,400	\$166,500	\$166,600	\$166,700	\$166,800	\$166,900

## Asset Management and Fiscal Sustainability Plan

Eatonville										
Eatonville 24										
Fiscal Year: 2024										
Rate Schedule										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Wastewater										
Residential										
Base Charges Inside City										
5/8-inch	\$17.61	\$44.03	\$44.47	\$44.91	\$45.36	\$45.81	\$46.27	\$46.73	\$47.20	\$47.67
Usage Charges Inside City										
0 to 1,000 gallons	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1,001 gallons or more	\$2.19	\$5.48	\$5.53	\$5.59	\$5.64	\$5.70	\$5.75	\$5.81	\$5.87	\$5.93
Commercial										
Base Charges Inside City										
5/8-inch	\$33.16	\$82.90	\$83.73	\$84.57	\$85.41	\$86.27	\$87.13	\$88.00	\$88.88	\$89.77
Usage Charges Inside City										
0 to 3,000 gallons	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3,001 gallons or more	\$3.29	\$8.23	\$8.31	\$8.39	\$8.47	\$8.56	\$8.64	\$8.73	\$8.82	\$8.91
Water 08										
Base Charges Inside City										
5/8-inch	\$188.75	\$471.88	\$476.59	\$481.36	\$486.17	\$491.04	\$495.95	\$500.90	\$505.91	\$510.97
Usage Charges Inside City										
0 to 10,000 gallons	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10,001 gallons or more	\$3.29	\$8.23	\$8.31	\$8.39	\$8.47	\$8.56	\$8.64	\$8.73	\$8.82	\$8.91
Water 64										
Base Charges Inside City										
5/8-inch	\$1,502.53	\$3,756.33	\$3,793.89	\$3,831.83	\$3,870.15	\$3,908.85	\$3,947.94	\$3,987.41	\$4,027.29	\$4,067.56
Usage Charges Inside City										
0 to 10,000 gallons	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10,001 gallons or more	\$3.29	\$8.23	\$8.31	\$8.39	\$8.47	\$8.56	\$8.64	\$8.73	\$8.82	\$8.91
Water 80										
Base Charges Inside City										
5/8-inch	\$1,877.05	\$4,692.63	\$4,739.55	\$4,786.95	\$4,834.82	\$4,883.16	\$4,932.00	\$4,981.32	\$5,031.13	\$5,081.44
Usage Charges Inside City										
0 to 10,000 gallons	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10,001 gallons or more	\$3.29	\$8.23	\$8.31	\$8.39	\$8.47	\$8.56	\$8.64	\$8.73	\$8.82	\$8.91

## Asset Management and Fiscal Sustainability Plan

<b>Eatonville</b>										
<b>Eatonville 24</b>										
<b>Fiscal Year: 2024</b>										
<b>Typical Monthly Bill, Residential Inside City, 5,000 Gallons</b>										
	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
<b>Drinking Water</b>										
Base Charge	\$8.75	\$25.73	\$25.98	\$26.24	\$26.50	\$26.77	\$27.04	\$27.31	\$27.58	\$27.86
Usage Charge, 5,000 Gallons	\$6.80	\$19.99	\$20.19	\$20.39	\$20.60	\$20.80	\$21.01	\$21.22	\$21.43	\$21.65
Subtotal	\$15.55	\$45.72	\$46.17	\$46.64	\$47.10	\$47.57	\$48.05	\$48.53	\$49.01	\$49.50
<b>Wastewater</b>										
Base Charge	\$17.61	\$44.03	\$44.47	\$44.91	\$45.36	\$45.81	\$46.27	\$46.73	\$47.20	\$47.67
Usage Charge, 5,000 Gallons	\$8.76	\$21.90	\$22.12	\$22.34	\$22.56	\$22.79	\$23.02	\$23.25	\$23.48	\$23.71
Subtotal	\$26.37	\$65.93	\$66.58	\$67.25	\$67.92	\$68.60	\$69.29	\$69.98	\$70.68	\$71.39
<b>Combined Bill</b>	<b>\$41.92</b>	<b>\$111.64</b>	<b>\$112.76</b>	<b>\$113.89</b>	<b>\$115.02</b>	<b>\$116.18</b>	<b>\$117.34</b>	<b>\$118.51</b>	<b>\$119.70</b>	<b>\$120.89</b>