



Memorandum

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To: Florida Association of Special Districts

From: CHA Consulting, Inc.

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RE: Special District Goals & Objectives

INTRODUCTION

Per Florida Statute 189.0694: *By October 1, 2024, or at the end of the first full fiscal year, every special district is required to establish clear goals and objectives for the programs and services they provide. This foundational step is essential for guiding their operations and ensuring accountability to the communities they serve. In conjunction with setting these goals, districts must develop performance measures to effectively track their progress and determine whether these objectives are being met. To promote transparency and keep stakeholders informed, each special district is obligated to publish an annual report on their website by December 1. The first annual report will be due December 1, 2025. This report should detail the goals achieved and the corresponding success metrics, as well as openly address any objectives that were not met, fostering an environment of continuous improvement and accountability.*

The South Seminole & North Orange County Wastewater Transmission Authority (Authority) operates, maintains, and funds a wastewater transmission system serving four governmental entities that include Seminole County and the incorporated Cities of Winter Park, Casselberry, and Maitland. The Authority is overseen by an Executive Board that is composed of one member from each of the four governmental entities. Day-to-day activities of the Authority are managed by an Executive Director. The Authority's wastewater transmission system currently consists of 33 pump (lift) stations, 123 air release valves (ARVs), and approximately 39 miles of force mains (which include numerous valves), all of which are needed to transmit the collected wastewater to the City of Orlando's Iron Bridge Regional Water Reclamation Facility. Currently (c. 2025), an average of approximately 11 million gallons per day (MGD) of wastewater are transmitted through the system.

The following are goals and objectives established by the Authority.

GOALS AND OBJECTIVES

1) Air Release Valve (ARV) Management Program

- ARV Cleanings – The ARV Management program focuses on cleaning and maintaining ARVs throughout the Authority System, which typically become dirty because of contact with wastewater which can lead to operational inefficiencies. The system comprises 123 active ARVs. All the ARVs within the system are cleaned either quarterly, semi-annually, or annually. The frequency of their cleaning is based on how quickly each ARV becomes impacted by wastewater and other debris entering the system based on the results of the inspections.
- Odor Checks – ARVs release trapped gas (hydrogen sulfide) from wastewater force mains. The gas is characterized by a rotten egg smell. The Authority has identified specific ARVs that have high hydrogen sulfide release and have installed odor control systems at these ARVs to abate the odors.
- Performance Measures
 - i. ARV Cleanings - complete ARV Cleanings
 - ii. Odor Checks - complete odor checks at specified ARVs
- Objective Goal
 - i. ARV Cleanings – complete a minimum four (4) cleaning cycles annually
 - ii. Odor Checks – complete minimum ten (10) checks annually on those ARVs that exhibit odor issues.

2) Pump Station Drawdowns

- Each of the 33 pump stations is equipped with a flow meter that measures its wastewater discharge. The measured flow is used by the Authority and City of Orlando to assess fees to each Authority Member. Drawdowns are used to verify the accuracy of the flow meters.
- Performance Measure
 - i. Drawdowns – complete a drawdown project at each of the 33 pump stations once per year
- Objective Goal
 - i. Drawdowns – complete one (1) drawdown project annually

3) Pump Station Inspections

- Each of the pump stations is typically checked by the Authority's engineering consulting, CHA Consulting, Inc. (CHA), and each pump station is subject to an inspection approximately once per month.
- Performance Measure
 - i. Inspections – complete station inspections monthly.
- Objective Goal
 - i. Inspections – complete at least nine (9) pump station inspections annually at each station

4) Force Main Evaluations

- The Authority wastewater system pipelines are composed of various pipeline materials, including Ductile Iron Pipe. Ductile Iron Pipe is susceptible to corrosion from hydrogen sulfide. If corrosion becomes excessive, it reduces the pipe wall thickness and could lead to a pipe failure. The force main evaluations include using technology that measures the thickness of the pipe at specific locations. Results are used as an indicator to provide the condition of the pipe.
- Performance Measure
 - i. Inspections – complete force main evaluations at up to 30 preselected locations on ductile iron pipe annually
- Objective Goal
 - i. Inspections – complete one (1) force main evaluation project annually

5) Capital Improvement Plan (CIP) Program

- The Authority Master Plan is updated on 5-year cycle. The Master Plan includes a Capital Improvement Plan (CIP) program that identifies projects to be completed each year over the subsequent 5-years. Each year, as the Authority plans for the subsequent year budget and in conjunction with each Authority Member, the CIP Program is reviewed and proposed projects are identified.
- Performance Measure
 - i. CIP Program – review CIP Program to identify subsequent year projects
- Objective Goal
 - i. CIP Program – complete one (1) CIP Program meeting annually

6) Member Coordination Meetings

- The Authority and the Authority Member Field Supervisory Staff meet to discuss topics including, but not limited to:
 - i. current on-going CIP projects throughout the Authority System
 - ii. future projects within the Authority System
 - iii. updates on the on-going yearly programs
 - iv. any specific issues that need attention
- Performance Measure
 - i. Coordination Meetings – meet with Authority Member Field Supervisory Staff to discuss various topics
- Objective Goal
 - i. Coordination Meetings – complete two (2) coordination meetings annually