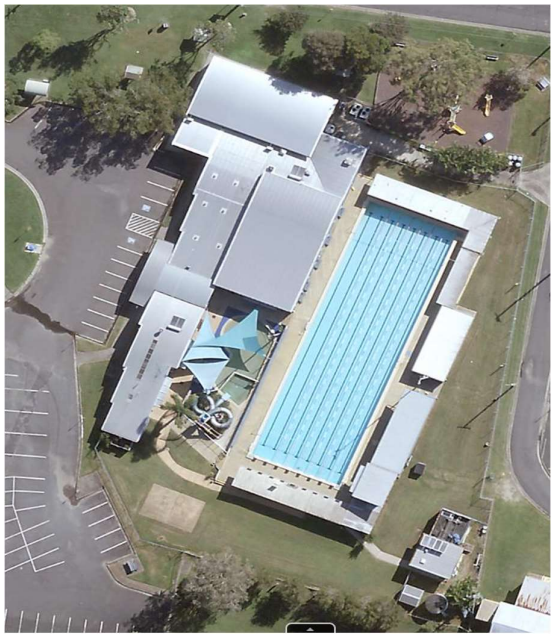
Nambucca Valley Council

Aquatic Centre

Asset Management Plan (Concise)



Version 3, Scenario 1

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1	Dec 2020	First Draft	Asset Engineer	Asset Manager	
2	Dec 2021	Revised @ 29 Nov 2021	Asset Engineer	Manager Assets	
3	Jan 2022	Revised with budget expenditure	Asset Engineer	Asset Manager	
4	April 2022	Revised 2023 - 2042	Asset Engineer	Manager Assets	

The entity can choose either template to write/update their plan regardless of their level of asset management maturity and in some cases may even choose to use only the Executive Summary.

The illustrated content is suggested only and users should feel free to omit content as preferred (e.g. where info not currently available).

This Asset Management Plan may be used as a supporting document to inform an overarching Strategic Asset Management Plan.

DISCLAIMER: This draft report has been prepared for educational purposes only as part of undertaking a Professional Certificate in Asset Management Planning. The data and conclusions have not been reviewed for accuracy nor endorsed or adopted by the organisation. DELETE if not Applicable

Contents

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services generally over a 20-year planning period.

This plan covers the infrastructure assets that provide Aquatic Centre recreational facilities. The Aquatic Centre buildings are included within the buildings asset management plan.

1.2 Asset Description

These assets include:

The Aquatic Centre network comprises:

- 50m Olympic swimming pool - external
- Toddlers pool – external
- Children's water slide - external
- 25m Hydrotherapy pool, heated - internal
- Pool support equipment e.g. pumps, chlorinators, cleaning

These infrastructure assets have significant value estimated at $2,540,347.

1.3 Levels of Service

Our present funding levels are sufficient to continue to provide existing services at current service levels in the medium term. The age of the main pool infrastructure would suggest imminent forecast renewal however it remains in good condition justifying an extension to useful life. The infrastructure condition will be regularly monitored to assess future valuation and renewal/replacement.

A heating system has been installed in the 50m outdoor pool to extend the swimming season by two months per year. It remains essential to close the pool for some period for annual service maintenance and repairs

1.4 Future Demand

The main demands for new services are created by:

- Population growth in existing and new development areas
- Aging population making use of the hydrotherapy pool
- Schools and swim clubs seeking a longer swim season in the 50m pool

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management.

Demand management practices include non-asset solutions, insuring against risks and managing failures.

- Monitor population growth through development applications
- Monitor demand trends/growth though analysis of pool attendance records
- Monitor demand and satisfaction with existing services through patron surveys

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operation, maintenance, renewal, acquisition, and disposal of assets over the 10-year planning period is $5,257,075 or $525,708 on average per year. Council's costs include the bulk of the operational costs, some are apportioned as the pool is sublet to a licensed operator who is responsible for the day to day staffing operation of the facility and it associated costs.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for this period is $4,813,247 or $481,325 on average per year as per the long term financial plan or budget forecast. This is 91.6% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long term financial plan can be provided. The emphasis of the Asset Management Plan is to communicate the consequences that this will have on the service provided and risks, so that decision making is informed.

The anticipated planned budget will result in a shortfall of $44,383 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with planned budget currently included in the Long Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budget

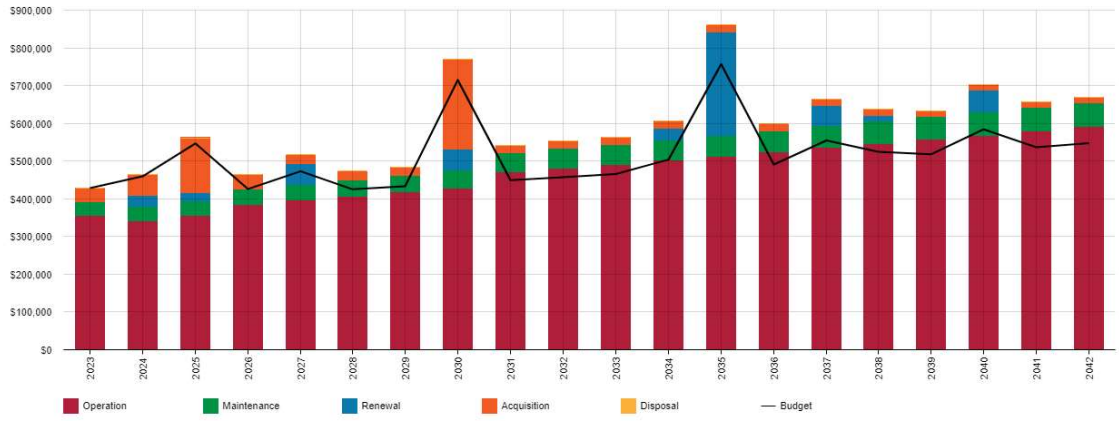


Figure Values are in current (real) dollars.

We plan to provide Aquatic Centre services for the following:

- Operation, maintenance, renewal and upgrade of aquatic centre facilities to meet service levels set by in annual budgets.
- Council intends to service and maintain the aquatic centre whilst reviewing its performance and useful life against its age within the 10-year planning period.

1.6.2 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- System failure leading to pool closure e.g. pumps etc
- System failure leading to water contamination e.g. disinfection
- Facilities failure e.g. pool coating deterioration, major leaks in pools

We will endeavour to manage these risks within available funding by:

- Regular inspections and maintenance of plant
- Regular inspections, maintenance and calibration of disinfections and filtering systems
- Regular inspections and maintenance on pool membranes

1.7 Asset Management Practices

Our systems to manage assets include:

- Council uses Civica's Authority Enterprise Software Suite as the financial system
- Council utilises a combination of Excel spread sheets, the Capital Value Record Management component in the Authority corporate software package and the Reflect program
- Current revaluation is utilising "Asset Manager Pro" software, which may eventually replace the Excel spreadsheets

Assets requiring renewal/replacement are identified from either the asset register or an alternative method. These methods are part of the Lifecycle Model.

- Asset Register data is used to forecast the renewal costs this is done using the acquisition year and the useful life, this information is modified using asset condition information with particular reference to remaining useful life.

The Asset Register was used to forecast the renewal life cycle costs for this asset management plan.

1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Reassess asset condition and review useful life
- Establish levels of Service through community consultation
- Further analysis of demand growth factors

- Establish renewal priority ranking criteria
- Further develop asset registers utilising asset management plans
- Develop maintenance response levels of service

2.0 Introduction

2.1 Background

This asset management plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the long term planning period.

The asset management plan is to be read with the Council's planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans Summary

Comment on the current status of Asset Management in the Organisation.

The infrastructure assets covered by this asset management plan include Aquatic Centre facilities. For a detailed summary of the assets covered in this asset management plan refer to Table in Section 5.

These assets are used to provide swimming recreational services.

The infrastructure assets included in this plan have a total replacement value of insert $2,540,347.

2.2 Goals and Objectives of Asset Ownership

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

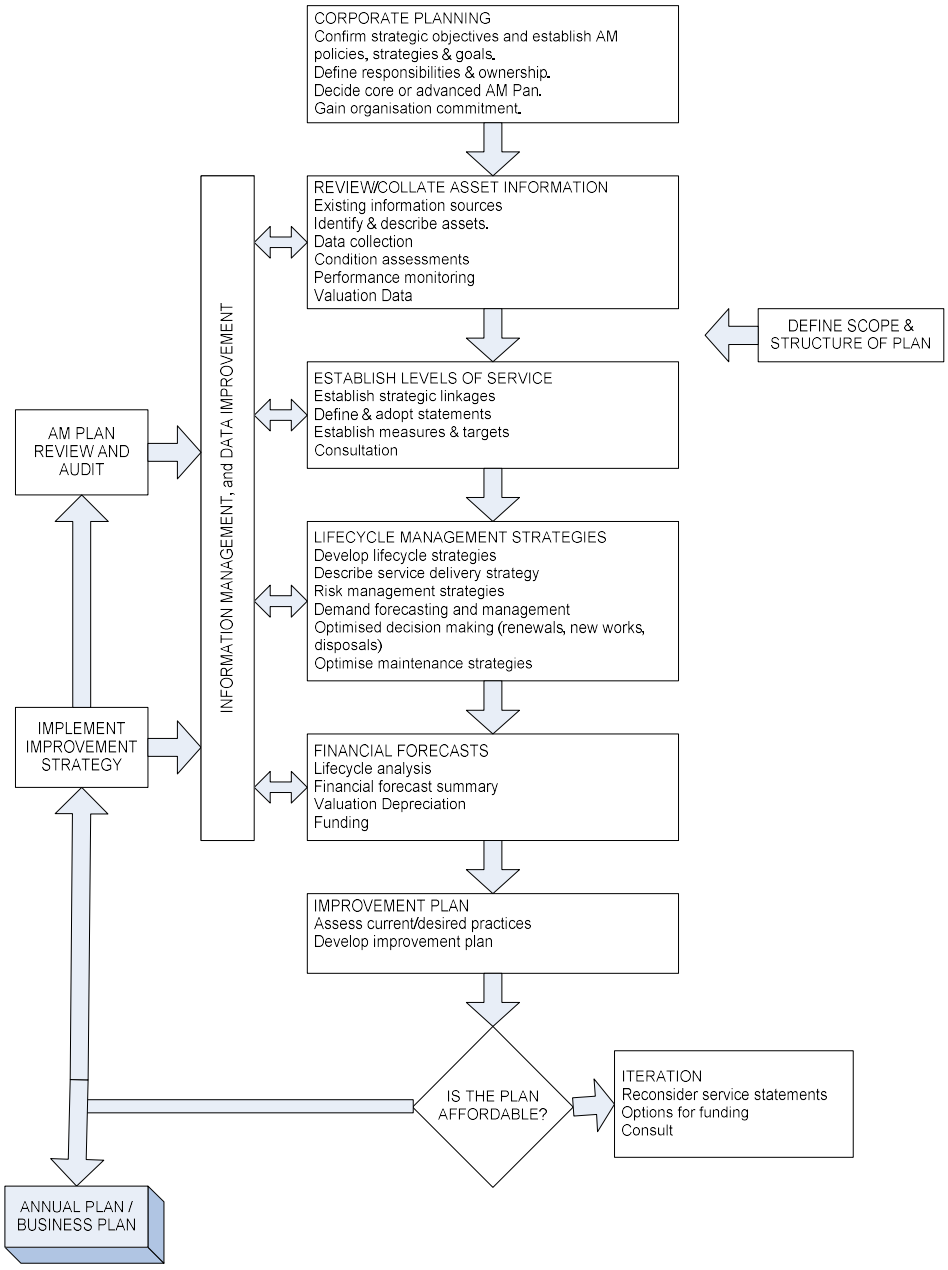
Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000[2]

A road map for preparing an asset management plan is shown below.

Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology


CORPORATE PLANNING
Confirm strategic objectives and establish AM policies, strategies & goals.
Define responsibilities & ownership.
Decide core or advanced AM Pan.
Gain organisation commitment.
REVIEW/COLLATE ASSET INFORMATION
Existing information sources
Identify & describe assets.
Data collection
Condition assessments
Performance monitoring
Valuation Data
DEFINE SCOPE & STRUCTURE OF PLAN
ESTABLISH LEVELS OF SERVICE
Establish strategic linkages
Define & adopt statements
Establish measures & targets
Consultation
AM PLAN REVIEW AND AUDIT
INFORMATION MANAGEMENT, and DATA IMPROVEMENT
LIFECYCLE MANAGEMENT STRATEGIES
Develop lifecycle strategies
Describe service delivery strategy
Risk management strategies
Demand forecasting and management
Optimised decision making (renewals, new works, disposals)
Optimise maintenance strategies
IMPLEMENT IMPROVEMENT STRATEGY
FINANCIAL FORECASTS
Lifecycle analysis
Financial forecast summary
Valuation Depreciation
Funding
IMPROVEMENT PLAN
Assess current/desired practices
Develop improvement plan
IS THE PLAN AFFORDABLE?
ITERATION
Reconsider service statements
Options for funding
Consult
ANNUAL PLAN / BUSINESS PLAN

3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

Nambucca Shire Council Community Survey was undertaken in 2021. Table 3.1 summarises the results from our Customer Satisfaction Survey.

Table 3.1: Customer Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
Council services and facilities		✓			

3.2 Strategic and Corporate Goals

This asset management plan is prepared under the direction of the Council vision, mission, goals and objectives.

Our vision is:

Nambucca Valley – Living at its best

Our mission is:

The Nambucca Valley will value and protect its natural environment, maintain its assets and infrastructure and develop opportunities for its people

Strategic goals have been set by the Council. The relevant goals and objectives and how these are addressed in this asset management plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
Documented Levels of Service	Service levels to be provided and the costs of providing the service	Community consultation
Maintain assets	Provide and maintain assets which meet the needs of the Shire.	Establishing a maintenance and renewal program that ensures provision of adequate levels of service from Aquatic Centre assets.
Appropriate services	To have a community where services reflect the needs of the population.	Taking into account community expectations when setting levels of service for Aquatic Centre assets.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the Aquatic Centre service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery
Work Health and Safety Act	Secures and promotes health, safety and welfare of people at work
Water Management Act 2000	The objects of this Act are to provide for the sustainable and integrated management of the water sources of the State for the benefit of both present and future generations and, in particular: (a) To apply the principles of ecologically sustainable development, and (b) To protect, enhance and restore water sources, their associated ecosystems, ecological processes and biological diversity and their water quality, and (c) To recognise and foster the significant social and economic benefits to the State that result from the sustainable and efficient use of water, including: (i) benefits to the environment, and (ii) benefits to urban communities, agriculture, fisheries, industry and recreation, and (iii) benefits to culture and heritage, and (iv) benefits to the Aboriginal people in relation to their spiritual, social, customary and economic use of land and water, (d) To recognise the role of the community, as a partner with government, in resolving issues relating to the management of water sources, (e) To provide for the orderly, efficient and equitable sharing of water from water sources, (f) To integrate the management of water sources with the management of other aspects of the environment, including the land, its soil, its native vegetation and its native fauna,

	(g) To encourage the sharing of responsibility for the sustainable and efficient use of water between the Government and water users, (h) To encourage best practice in the management and use of water.
Public Health Act 2010 & Public Health Regulation 2012	Controls the public health risk associated with public swimming pools and spa pools
Australian Accounting Standards	Set out the financial reporting standards relating to, inter alia the (re)valuation and depreciation of infrastructure assets
Protection of the Environment Operations Act 1997	Protect, restore and enhance the quality of the environment, having regard to the need to maintain ecologically sustainable development. Rationalise, simplify and strengthen the regulatory framework for environment protection

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service … what is the condition or quality of the service?

Function Is it suitable for its intended purpose …. Is it the right service?

Capacity/Use Is the service over or under used … do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Suitable facility for purpose and aesthetically satisfactory	Free of defects, maintains water quantity and quality integrity. Meets public health requirements	Facility is in excellent condition, defects noted and referred for repair	Defects will be repaired with scheduled maintenance or immediately if urgent.
	Confidence levels		High	High
Function	Fit for purpose as a regional aquatic center	Provides the essential facility components to satisfy regional demand from the public and education	Facility contains a variety of swimming pool infrastructure to support the broad cross section of the community	Further expansion will track the growth in the community e.g. heating the Olympic pool to extend the swimming season
	Confidence levels		High	High
Capacity	Fit for purpose to match the regional population	Attendance records considered against practical capacity levels.	Current attendance is within the operating capacity of the aquatic centre facilities	Further expansion will track the growth in the community e.g. heating the Olympic pool to extend the swimming season
	Confidence levels		High	High

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[3]

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Addition of new facilities within the aquatic Centre to support community demands	Meet community expectations and demands for facilities	New heating of the 50m pool was installed last year to extend the swimming season	Monitor population growth and community demand against available budget
		Budget	$37,200	Subject to review
Operation	Provide for the day to day functional operation of the Aquatic Centre	Facility is available for use for the prescribed period and in compliance	The Aquatic Centre is sub-let to facility managers for day to day staffing operations. Council meets a	Remain sub-let

[3] IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
		with legislation	significant portion of the operational costs.	
		Budget	$330,800	Subject to growth with CPI
Maintenance	Regular maintenance preserves the facility and keeps it in operation.	Regular and reactive inspections	Inspections and maintenance to suit aquatic centre opening hours and season	Inspections and maintenance to suit aquatic centre opening hours and season
		Budget	$35,700	Growth with CPI
Renewal	Replacement of component parts to keep the Aquatic Centre in operation	Replacement of pumps, filter equipment, pool lining etc, on a regular or needs basis	Pool lining in the Olympic and indoor pool is replaced on a regular cycle. Pumps replaced within their useful lives. Work scheduled outside of the swimming season	Monitor and adjust renewal frequency based upon physical condition.
		Budget	$25,000	*To suit renewal derived from condition.*
Disposal	The is no disposal plan for the Aquatic Centre			
		Budget	NA	

Note: * Current activities related to planned budget.

** Forecast required performance related to forecast lifecycle costs.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this asset management plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	Present population of just over 20,000	Forecast population by 2025 is in the order of 22,000	Increase in population will generate new assets and pressure to redevelop older urban areas	Monitoring development applications for changing trends in population growth.
Lifestyle/demographic demands	The facility provides for current demand from schools, casual users and retirees	Population demographic may push for changes to facilities	Pressure of demand may drive planning for renewal and/or expansion	Monitor demand and evaluate facility development options.

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long term financial plan (Refer to Section 5).

4.5 Climate Change and Adaption

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and then also how to create resilience to climate change in any new works or acquisitions.

Opportunities identified to date for management of climate change impacts on existing assets are shown in Table 4.4.

Table 4.4 Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
More frequent, longer, dry periods.	High evaporation, higher demand for use, restrictions on water	Water restrictions brought on by drought my result on pool closure	Council has off-stream storage with sufficient capacity to maintain pool operation.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Buildings resilience will have benefits:

- Assets will withstand the impacts of climate change
- Services can be sustained
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this asset management plan.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this asset management plan are:

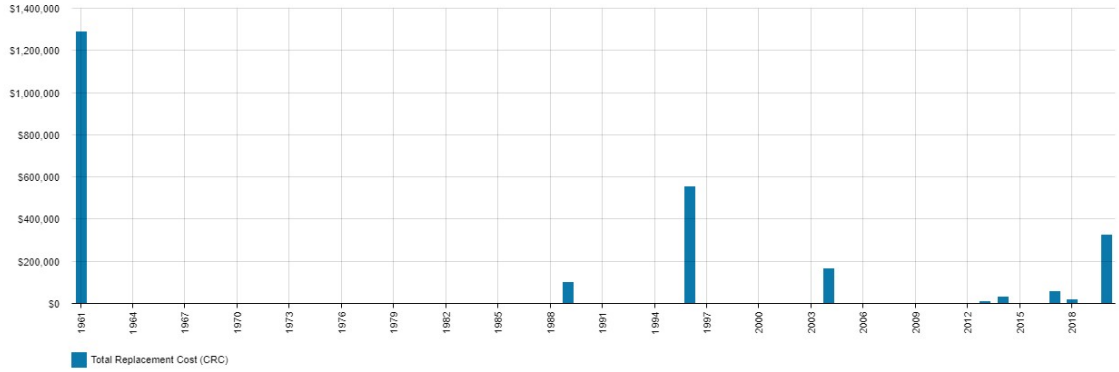
The Aquatic Centre network comprises:

- 50m Olympic swimming pool - external
- Toddlers pool – external
- Children's water slide - external
- 25m Hydrotherapy pool, heated - internal
- Pool support equipment e.g. pumps, chlorinators, cleaning

These infrastructure assets have significant value estimated at $2,540,347.

The age profile of the assets

Figure 5.1.1: Asset Age Profile



All figure values are shown in current (real) dollars.

5.1.2 Asset condition

Condition is currently monitored in a regular asset revaluation process.

Condition is measured using a 1 – 5 grading system[4] as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AM plan they are all translated to the 1 – 5 grading scale.

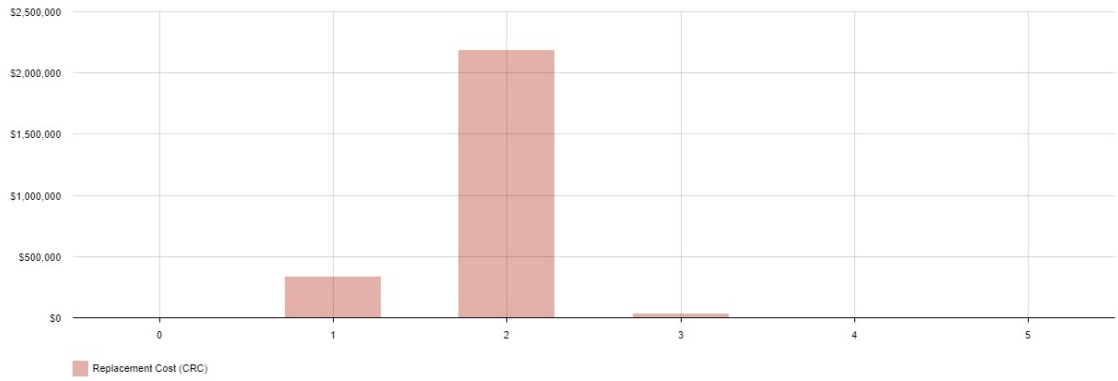
[4] IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Table 5.1.3: Simple Condition Grading Model

Condition Grading	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile



Regular condition inspections by the facility operators and Council, together with the schedule component renewals ensures that the Aquatic Centre maintains its good condition.

All figure values are shown in current (real) dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget $
2020/21	$36,500
2021/22	$35,000
2022/23	$35,700

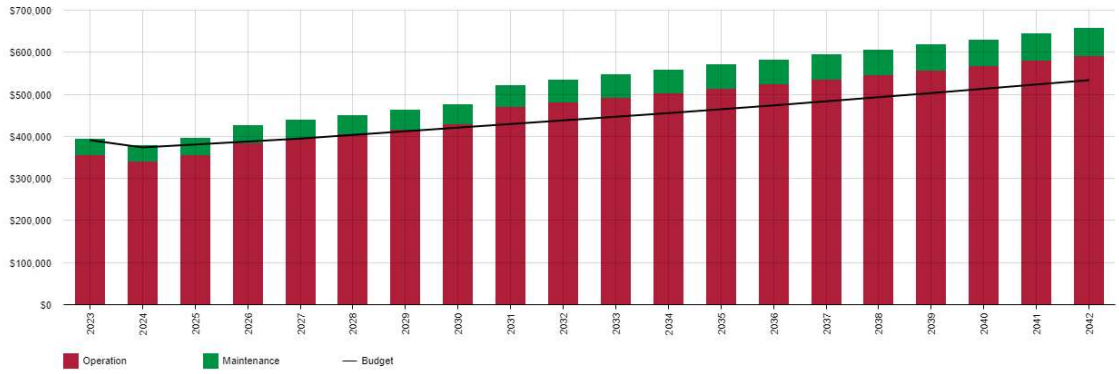
Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance planned budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current (real) dollars.

The operational costs relate to professional services, insurance, loans repayments overheads etc. The trend line of growing cost of maintenance and operation appears to exceed the forecast budget. The reality is that the work will match the budget without impacting on the level of service.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from the following approach in the Lifecycle Model.

The method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), modified to estimate the timing renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The estimates for renewals in this asset management plan were based on the asset register.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).[5]

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.[6]

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Physical Conditions (eg type of material, structure, defects)	50%
Risk and Safety Impact	25%
Environmental Condition including aesthetic	10%

[5] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

[6] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Criteria	Weighting
Social conditions (eg. Location – shopping centre etc)	15%
Total	**100%**

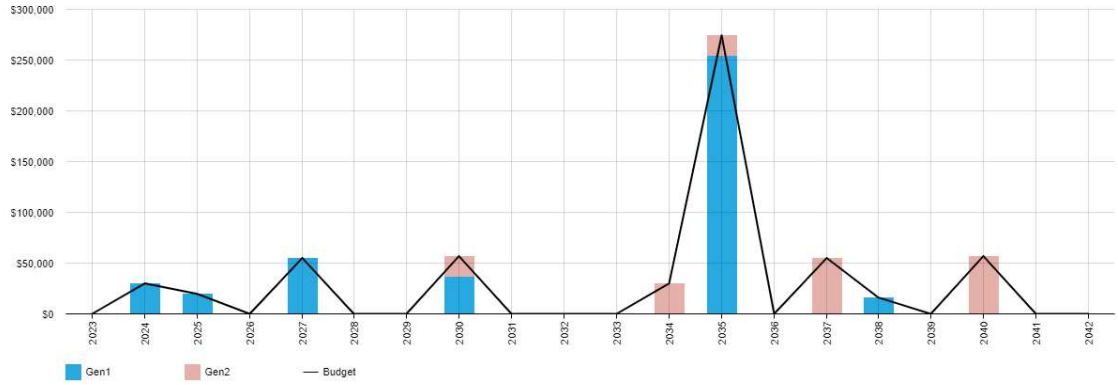
5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.3.2. A detailed summary of the forecast renewal costs is shown in Appendix D.

The renewal forecast is derived from the Technical Asset Register for swimming pools. The replacement year determined from the individual asset age and condition and valuation from generic unit rates. The Manager Business Development oversees the day to day management of the pool facilities and provides the following advice in regard to some elements of the renewal strategy:

- The Kids Water slide and the Toddlers Pool may be removed and replaced with a "Splash Pad" estimated to cost $350,000
- The indoor heated pool pumps have been replaced under the recent insurance claim. Heat pump and gas heater will be monitored but may be nearing end of life. Estimated cost $ 11,000 for pump and heater.
- The Olympic Pool protective coating will be monitored. It is typically replaced every 3 years at an estimated cost of $33,000 (includes draining and re-filling the pool)
- Hydrotherapy Pool protective coating will be monitored with possible repairs required within 18 months. Estimated cost $5,000
- The Olympic Pool eco chlorinator is serviced each year (Est cost $2,000), will be monitored and may require replacement in 3 years.
- The current register does not included the main pool sand filter (estimated age 65 years) the filter is regularly maintained and operates efficiently. The estimated cost to replace the sand filter $250,000. The associated pumps have similar age and have been maintained to provide effective service

Figure 5.3.2: Forecast Renewal Costs



All figure values are shown in current (real) dollars.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs.

5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.4.1.

Table 5.4.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Schools, swimming and sports clubs	50%
Tourists	10%
Special needs user groups	20%
General population age demographic	20%
Total	**100%**

Summary of future asset acquisition costs

No further acquisitions are forecast within the planning period.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity.

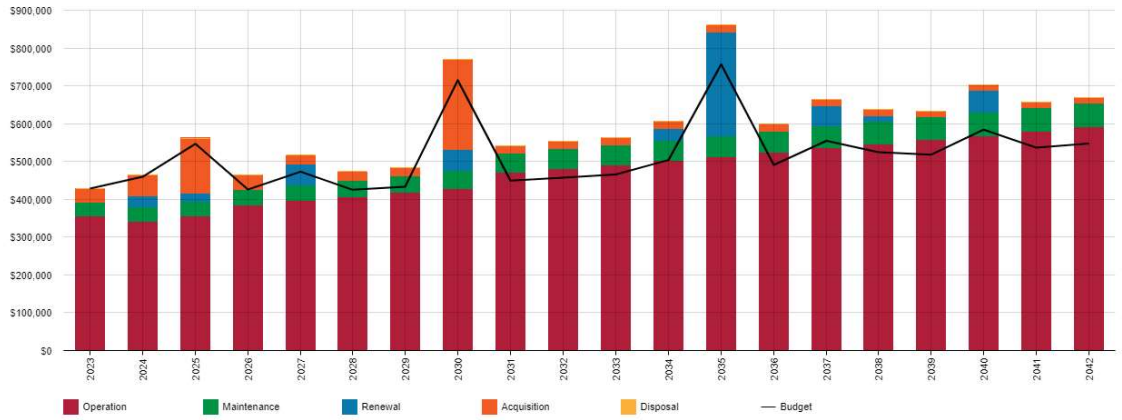
Expenditure on new assets and services in the capital works program will be accommodated in the long term financial plan, but only to the extent that there is available funding.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.4.3: Lifecycle Summary



All figure values are shown in current (real) dollars.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

At the time of writing this asset management plan, Council has not identified any assets for disposal.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[7].

An assessment of risks[8] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Swimming Pools	Fracture or major leak	Extended pool closure
Pumps and filtration	Mechanical/electricat failure	Closure of pool for replacement/repair
Chlorination/sterilisation	Mechanical/electrical failure	Public health risk/pool closure

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

[7] ISO 31000:2009, p 2

[8] REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

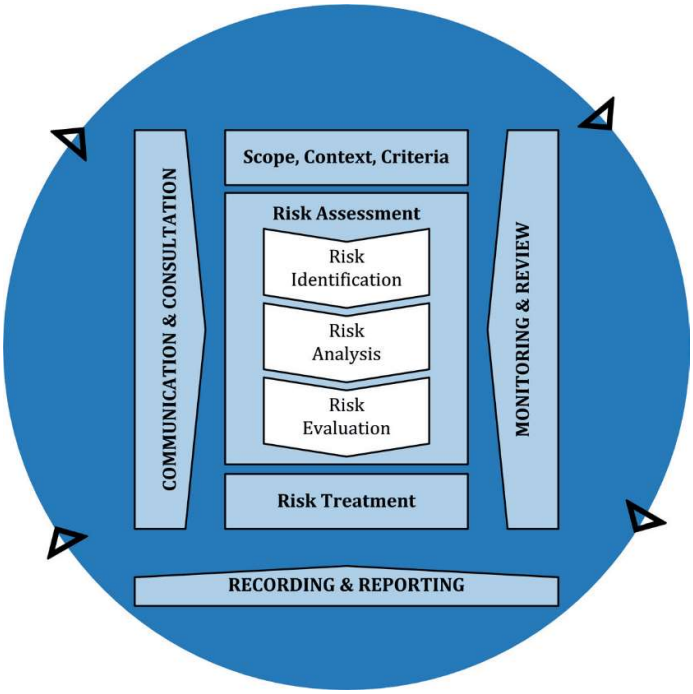


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks[9] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

Table 6.2: Risks and Treatment Plans

[9] REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Swimming Pools	Major water leaks	VH	Regular inspections and schedules replacement of surface coatings	Low	$15,000
Circulation pumps and filters	Pumps and filters fail	High	Regular inspections and scheduled replacement of components	Low	$100,000
Chlorination/disinfection system	Systems fails and water contaminated	VH	Regular inspections and daily water testing. Scheduled replacement of components	Low	$60,000

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', 1 and to respond to possible disruptions to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Table 6.3: Resilience

Threat / Hazard	Current Resilience Approach
Drought conditions impact on water supply	Sufficient storage water reservoir to allow aquatic centre to operate

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Nil

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Nil

6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Nil

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7.0 FINANCIAL SUMMARY

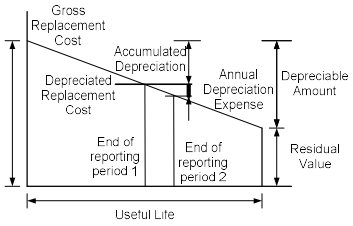
This section contains the financial requirements resulting from the information presented in the previous sections of this asset management plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets are valued at fair market value replacement costs at present day.

Current (Gross) Replacement Cost	$2,540,347
Depreciable Amount	$2,540,347
Depreciated Replacement Cost[10]	$1,429,130
Depreciation	$64,508



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the asset management plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[11] 100%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 100% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

This asset management plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the 10 year period to identify any funding shortfall.

[10] Also reported as Written Down Value, Carrying or Net Book Value.

[11] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

The forecast operations, maintenance and renewal costs over the 10 year planning period is $525,708 on average per year.

The proposed (budget) operations, maintenance and renewal funding is $481,325 on average per year giving a 10 year funding shortfall of $44,373 per year. This indicates that 91.6% of the forecast costs needed to provide the services documented in this asset management plan are accommodated in the proposed budget. This excludes acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast costs and financing to achieve a financial indicator of approximately 1.0 for the first years of the asset management plan and ideally over the 10-year life of the Long Term Financial Plan.

7.1.3 Forecast costs for long term financial plan

Table 7.1.3 shows the forecast costs for the 10 year long term financial plan.

Expenditure projections are in current dollar real values.

Table 7.1.3: Forecast Costs for Long Term Financial Plan

Year	Forecast Acquisition	Forecast Operation	Forecast Maintenance	Forecast Renewal	Forecast Disposal
2023	$37,200	$355,500	$35,700	$0	$0
2024	$55,990	$342,431	$36,987	$30,000	$0
2025	$146,270	$356,854	$38,577	$19,702	$0
2026	$38,339	$384,115	$41,573	$0	$0
2027	$22,846	$396,109	$42,921	$55,000	$0
2028	$21,846	$406,982	$44,046	$0	$0
2029	$21,283	$417,913	$45,170	$0	$0
2030	$237,209	$429,063	$46,302	$56,869	$0
2031	$20,123	$470,651	$50,775	$0	$0
2032	$19,525	$481,283	$51,922	$0	$0

7.2 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and long term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

Asset values are forecast to decrease as additional assets are added to the service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this asset management plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

- Unit rates have been derived from construction costs
- Condition assessment was made from visual survey of the assets

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[12] in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%

[12] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Confidence Grade	Description
E. Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 6.5.1.

Table 7.5.1: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B	Based on population growth and demographics
Growth projections	B	Based on development trends
Acquisition forecast	B	Based on population growth and demographics
Operation forecast	B	Based on lease arrangements
Maintenance forecast	B	Based on 10 year budget
Renewal forecast - Asset values	B	Based on actual construction costs
- Asset useful lives	B	Based on suppliers information adjusted to reflect asset condition
- Condition modelling	N	Based on asset inspections
Disposal forecast		Not applicable

The estimated confidence level for and reliability of data used in this AM Plan is considered to be B.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices[13]

8.1.1 Accounting and financial data sources

This asset management plan utilises accounting and financial data. The source of the data is Council's forward planning financial budget for the next 10 years.

8.1.2 Asset management data sources

This asset management plan also utilises asset management data. The source of the data is Council's asset register for swimming pool infrastructure and on site asset inspections.

8.2 Improvement Plan

It is important that an entity recognise areas of their asset management plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this asset management plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Regular and frequent (yearly) condition assessment and data review of assets to inform maintenance and renewal programs	Asset Engineer	Internal	2023
2	Establish levels of Service through community consultation	Manager Assets	Staff time	Before next AM plan review
3				
4				
5				
6				
7				
8				
9				
10				

[13] ISO 55000 Refers to this the Asset Management System

8.3 Monitoring and Review Procedures

This asset management plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, upgrade/new and asset disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the long-term financial plan or will be incorporated into the long-term financial plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating before 2025. This cycle matches the Council election cycle and IP & R periods.

8.4 Performance Measures

The effectiveness of this asset management plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 1.0).

9.0 REFERENCES

- IPWEA, 6th Edition, 2020, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
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- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Nambucca Valley Council Community Strategic Plan 2017 – 2027
- Nambucca Valley Council Annual Financial Plan and Budget.
- Nambucca Valley Council 2023 community Strategic plan

10.0 APPENDICES

Appendix A Acquisition Forecast

Acquisition forecasts are based on current trends in development growth and urban redevelopment and expansion. Growth trends will be monitored and forecasts adjusted accordingly.

Table A1 - Acquisition Forecast Summary

Year	Constructed	Contributed	Growth
2023	$37,200	$0	$0
2024	$55,990	$0	$0
2025	$146,270	$0	$0
2026	$38,339	$0	$0
2027	$22,846	$0	$0
2028	$21,846	$0	$0
2029	$21,283	$0	$0
2030	$237,209	$0	$0
2031	$20,123	$0	$0
2032	$19,525	$0	$0
2033	$18,916	$0	$0
2034	$18,294	$0	$0
2035	$17,660	$0	$0
2036	$17,013	$0	$0
2037	$16,353	$0	$0
2038	$15,680	$0	$0
2039	$14,994	$0	$0
2040	$14,294	$0	$0
2041	$13,580	$0	$0
2042	$13,852	$0	$0

Appendix B Operation Forecast

Operational costs are addressed within the sub leasing arrangements.

Table B1 - Operation Forecast Summary

Year	Operational Forecast	Additional Costs	Total Forecast
2023	$355,500	$5,331	$355,500
2024	$337,100	$8,023	$342,431
2025	$343,500	$20,960	$356,854
2026	$349,800	$5,494	$384,115
2027	$356,300	$3,274	$396,109
2028	$363,900	$3,131	$406,982
2029	$371,700	$3,050	$417,913
2030	$379,800	$33,992	$429,063
2031	$387,396	$2,884	$470,651
2032	$395,144	$2,798	$481,283
2033	$403,047	$2,711	$491,983
2034	$411,108	$2,622	$502,755
2035	$419,330	$2,531	$513,599
2036	$427,716	$2,438	$524,515
2037	$436,271	$2,343	$535,508
2038	$444,996	$2,247	$546,577
2039	$453,896	$2,149	$557,724
2040	$462,974	$2,048	$568,950
2041	$472,234	$1,946	$580,259
2042	$481,679	$1,946	$591,649

Appendix C Maintenance Forecast

The maintenance forecast includes provision for growth in acquisition, this factor will be monitored and maintenance expenditure adjusted accordingly.

Table C1 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2023	$35,700	$573	$35,700
2024	$36,414	$862	$36,987
2025	$37,142	$2,253	$38,577
2026	$37,885	$590	$41,573
2027	$38,643	$352	$42,921
2028	$39,416	$336	$44,046
2029	$40,204	$328	$45,170
2030	$41,008	$3,653	$46,302
2031	$41,828	$310	$50,775
2032	$42,665	$301	$51,922
2033	$43,518	$291	$53,076
2034	$44,388	$282	$54,237
2035	$45,276	$272	$55,407
2036	$46,182	$262	$56,585
2037	$47,105	$252	$57,770
2038	$48,047	$241	$58,964
2039	$49,008	$231	$60,166
2040	$49,989	$220	$61,378
2041	$50,988	$209	$62,597
2042	$52,008	$209	$63,826

Appendix D Renewal Forecast Summary

Renewal timing (acquisition year plus updated useful life to determine the renewal year), modified to estimate the timing renewal work (i.e. condition modelling system, staff judgement, average network renewals).

Table D1 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2023	$0	$0
2024	$30,000	$30,000
2025	$19,702	$19,702
2026	$0	$0
2027	$55,000	$55,000
2028	$0	$0
2029	$0	$0
2030	$56,869	$56,869
2031	$0	$0
2032	$0	$0
2033	$0	$0
2034	$30,000	$30,000
2035	$274,359	$274,359
2036	$0	$0
2037	$55,000	$55,000
2038	$16,100	$16,100
2039	$0	$0
2040	$56,869	$56,869
2041	$0	$0
2042	$0	$0
2023	$0	$0

CVR ID	GIS ID	Asset Name	Location	Area	Remain-ing Life	Forecast Renewal Year	Renewal Cost	Useful Life
355084	19030	Kids Water Slide - Macksville Memorial Aquatic Centre - Patridge Stree	Patridge Street	Macksville	1	2024	$30,000	10
10080	19013	Macksville Aquatic Centre - Water Pumps (indoor mechanical)	Patridge Street	Macksville	2	2025	$102	5
350014	19045	Olympic Swimming Pool - Macksville Memorial Aquatic Centre	Patridge Street	Macksville	2	2025	$13,000	5
350142	19014	Hydrotherapy Pool - Macksville Memorial Aquatic Centre	Patridge Street	Macksville	2	2025	$5,600	5
350255	19029	Toddlers Pool - Macksville Memorial Aquatic Centre	Patridge Street	Macksville	2	2025	$1,000	5
10070	22000	Macksville Aquatic Centre - 50m Pool Chlorinator	Patridge Street	Macksville	4	2027	$55,000	10

Appendix E Disposal Summary

At the time of writing this asset management plan, Council has not identified any assets for disposal.

Appendix F Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2023	$37,200	$355,500	$35,700	$0	$0
2024	$55,990	$342,431	$36,987	$30,000	$0
2025	$146,270	$356,854	$38,577	$19,702	$0
2026	$38,339	$384,115	$41,573	$0	$0
2027	$22,846	$396,109	$42,921	$55,000	$0
2028	$21,846	$406,982	$44,046	$0	$0
2029	$21,283	$417,913	$45,170	$0	$0
2030	$237,209	$429,063	$46,302	$56,869	$0
2031	$20,123	$470,651	$50,775	$0	$0
2032	$19,525	$481,283	$51,922	$0	$0
2033	$18,916	$491,983	$53,076	$0	$0
2034	$18,294	$502,755	$54,237	$30,000	$0
2035	$17,660	$513,599	$55,407	$274,359	$0
2036	$17,013	$524,515	$56,585	$0	$0
2037	$16,353	$535,508	$57,770	$55,000	$0
2038	$15,680	$546,577	$58,964	$16,100	$0
2039	$14,994	$557,724	$60,166	$0	$0
2040	$14,294	$568,950	$61,378	$56,869	$0
2041	$13,580	$580,259	$62,597	$0	$0
2042	$13,852	$591,649	$63,826	$0	$0