

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

Water and Sewer

The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater disposal services, while planning for future growth, implementing water conservation measures, safeguarding public health and the environment, and providing for process improvements and cost efficiencies.

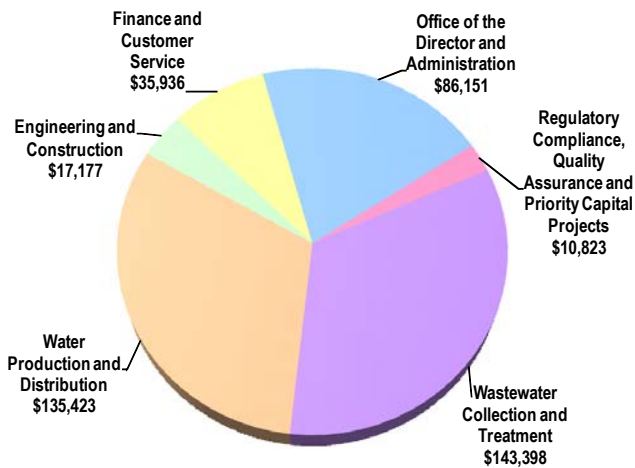
As part of the Neighborhood and Unincorporated Area Municipal Services strategic area, the Department's main functions are water production and distribution, as well as wastewater collection, treatment, and reuse or disposal. WASD operates three regional and five smaller water treatment plants, with a total rated capacity of 452 million gallons per day (MGD), and three regional wastewater treatment plants with a total treatment capacity of 368 MGD. Additionally, WASD operates and maintains 100 water supply wells (grouped into 14 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridian Aquifer; 1,035 sewer pump stations (1,016 County-owned and 19 maintained for other entities); 7,490 miles of water distribution mains; and 6,111 miles of wastewater mains and lateral collection pipes. The Department implements water conservation measures, provides high quality drinking water, and plans and improves infrastructure for future growth.

The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 418,258 water and 336,290 wastewater retail customers as of September 30, 2008. Additionally, wholesale water service is provided to 13 municipalities and wholesale sewer service is provided to 11 municipalities within Miami-Dade County. In providing these services, the Department interacts with and is regulated by the United States Environmental Protection Agency, the Florida Department of Environmental Protection, the Miami-Dade County Health Department, the South Florida Water Management District and the Department of Environmental Resources Management.

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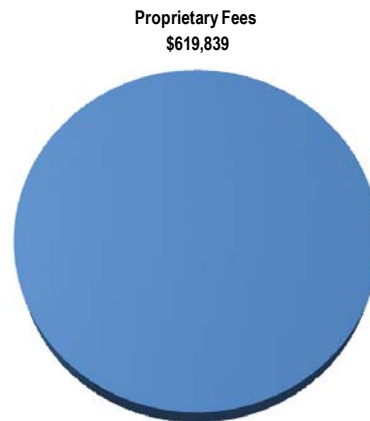
Expenditures by Activity

(dollars in thousands)



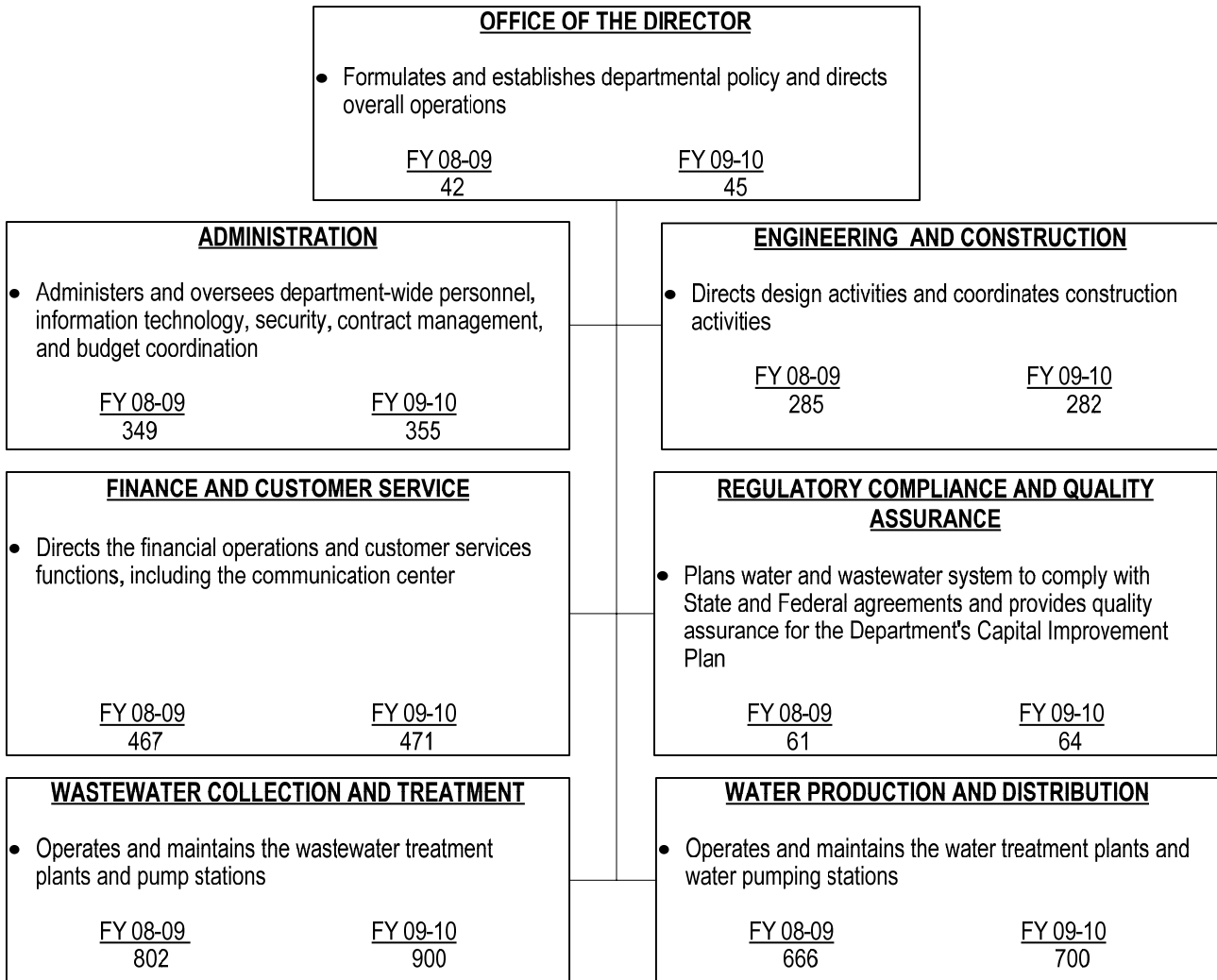
Revenues by Source

(dollars in thousands)



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TABLE OF ORGANIZATION



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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
Carryover	53,242	55,046	58,666
Delinquency, Billing, and Service Charges	10,594	9,980	11,481
Fire Protection and Fire Hydrant Fees	4,558	4,645	4,733
Maintenance Fees	245	242	249
Miscellaneous Non-Operating Revenue	39,037	17,557	11,340
Miscellaneous Revenues	5,118	3,984	5,881
Rock Mining Mitigation Fees	4,501	5,000	0
Septic Tanks and High Strength Sewage	2,412	2,710	2,609
Transfer From Other Funds	0	24,088	35,256
Wastewater Revenue	236,844	246,051	264,556
Water Revenue	177,705	211,708	225,068
Total Revenues	534,256	581,011	619,839
Operating Expenditures Summary			
Salary	137,152	136,333	149,756
Fringe Benefits	43,892	43,905	46,980
Other Operating	140,920	171,763	182,622
Capital	2,568	38,690	49,550
Total Operating Expenditures	324,532	390,691	428,908
Non-Operating Expenditures Summary			
Debt Service	124,404	126,154	127,705
Reserve	25,773	58,666	63,226
Transfers	4,501	5,500	0
Total Non-Operating Expenditures	154,678	190,320	190,931

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
Strategic Area: Neighborhood and Unincorporated Area Municipal Services				
Engineering and Construction	16,201	17,177	285	282
Finance and Customer Service	36,402	35,936	467	471
Office of the Director and Administration	71,881	86,151	391	400
Regulatory Compliance, Quality Assurance and Priority Capital Projects	11,275	10,823	61	64
Wastewater Collection and Treatment	132,392	143,398	802	900
Water Production and Distribution	122,540	135,423	666	700
Total Operating Expenditures	390,691	428,908	2,672	2,817

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
Revenue									
Building Better Communities GOB Program	31,207	15,805	20,511	13,827	7,064	7,116	14,588	96,652	206,770
EPA Grant	3,880	0	0	2,125	0	0	0	0	6,005
Fire Hydrant Fund	14,368	1,467	1,458	1,448	1,436	1,424	1,411	1,430	24,442
Future WASD Revenue Bonds	0	0	784,665	772,147	646,280	588,551	446,916	1,483,227	4,721,786
HLD Special Construction Fund	57,696	0	0	0	0	0	0	0	57,696
Rock Mining Mitigation Fees	13,966	5,000	5,000	4,034	0	0	0	0	28,000
State Revolving Loan Wastewater Program	10,000	10,000	10,000	10,000	10,000	10,000	0	0	60,000
State Revolving Loan Water Program	0	0	0	375	0	0	0	0	375
WASD Revenue Bonds Sold	173,759	0	0	0	0	0	0	0	173,759
WASD Wastewater Commercial Paper	0	192,704	0	0	0	0	0	0	192,704
WASD Water Commercial Paper	0	60,138	0	0	0	0	0	0	60,138
Wastewater Connection Charges	118,519	8,478	8,492	3,273	355	33	0	0	139,150
Wastewater Construction Fund	906	0	0	0	0	0	0	0	906
Wastewater Renewal Fund	74,812	48,028	25,000	25,000	25,000	24,999	25,000	25,000	272,839
Wastewater Special Construction Fund	5,691	0	0	0	0	0	0	0	5,691
Water Connection Charges	52,214	9,540	11,136	10,824	1,121	0	0	0	84,835
Water Construction Fund	31,297	0	0	0	0	0	0	0	31,297
Water Renewal and Replacement Fund	113,960	38,237	25,433	25,433	25,433	25,433	25,433	25,433	304,795
Water Special Construction Fund	3,468	0	0	0	0	0	0	0	3,468
Total:	705,743	389,397	891,695	868,486	716,689	657,556	513,348	1,631,742	6,374,656
Expenditures									
Strategic Area: Neighborhood And Unincorporated Area Municipal Services									
Wastewater Projects	300,051	337,488	645,045	584,409	495,184	453,296	382,290	1,502,083	4,699,846
Water Projects	214,477	151,933	316,621	295,008	228,256	205,651	132,281	130,583	1,674,810
Total:	514,528	489,421	961,666	879,417	723,440	658,947	514,571	1,632,666	6,374,656

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SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 06-07	Actual FY 07-08	Budget FY 08-09	Actual FY 08-09	Budget FY 09-10
Chemicals and Lime	13,695	16,450	17,052	19,971	21,222
Electricity	29,262	26,502	33,551	29,788	29,219
Insurance	6,393	3,446	5,442	3,943	4,254
Natural Gas	6,126	6,722	7,557	2,637	6,996
Security Services	9,066	7,870	11,994	12,399	13,142
Travel	101	115	239	60	100
Contract Temporary Employees	1,001	833	1,238	1,163	1,025
Administrative Reimbursement	13,790	14,984	14,380	14,380	17,620
Contribution to Emergency Contingency Reserve	0	0	0	0	6,965
Transfers and Reimbursements					
• Consumer Services - Florida Yards and Neighborhoods Program	27	50	67	67	60
• Community Action Agency - Plumbing Fixture Retrofit Seniors and Low-Income Customers Project	0	330	288	288	288
• Consumer Services - Landscape Irrigation Water Conservation Program	0	0	160	160	180
• Audit and Management Services Department - Auditing Services	440	440	440	440	440
• Consumer Services - Rain-Barrel Educational Training Program	0	0	14	14	14
• Community Action Agency - Life Support Initiative Program	0	0	500	500	0
• Community-based Organizations - Environmental Education	250	250	250	250	187
• Government Information Center- Community Periodical Program	0	0	0	0	50

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ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 08-09	Adopted Fee FY 09-10	Dollar Impact FY 09-10
• Pipe Tapping Charge: Tap Size (4 inch, 6 inch, 8 inch, 12 inch, 16 inch, 20 inch: fees vary from \$340 to \$1,500)	various	various	\$62,260
• Tailpiece Charge: Tailpiece Size (1 inch, fee \$ 57; 2 inch, fee \$131)	various	various	\$76,000
• Water Meter Installation Fees: (Service Size 5/8 inch, 1 inch, 2 inch, 4 inch, 4 inch turbo, 6 inch turbo, 6 inch by 4 inch turbo, 8 inch turbo, 8 inch by 4 inch turbo, 10 inch turbo, 10 inch by 4 inch turbo: fees vary from \$62 to \$10,995)	various	various	\$58,748
• Pipe Tapping Charge for Taps that are rejected due to contractor non-performance	170	180	\$250
• Floating Meters Damaged/Cleaning Fees: (Meter Size 1 inch, fee \$72; Meter Size 3 inch, fee \$140)	various	various	\$7,500
• Pipe Tapping Overtime Charge	85	95	\$500
• Surcharge for After-Hours Initial Meter Installation: (3/4 inch - 1 inch service, 2 inch - 4 inch service, 6 inch - 10 inch service; fees vary from \$295 to \$875)	various	various	\$830
• Curb Stop Replacement for Initial Meter Installation	110	120	\$500
• Sewer Force Main Pipe Tapping Charge: (Tap Sizes- 4 inch, 6 inch, 8 inch, 12 inch, 16 inch, 20 inch; fees vary from \$470 to \$1,695)	various	various	\$6,805
• Sewer Force Main Pipe Tapping Overtime Charge	85	92	\$70
• Sewer Force Main Pipe Tapping Charge for Taps that are rejected due to contractor non-performance	170	180	\$100
• Westwood Lake Weed Control Fee	80	24	\$-9,576
• Water Retail Rates	various	various	\$11,282
• Wastewater Retail Rates	various	various	\$19,809
• Water Wholesale Rates	various	various	\$5,600
• Wastewater Wholesale Rates	various	various	\$5,681

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DIVISION: OFFICE OF THE DIRECTOR AND ADMINISTRATION

Office of the Director and Administration formulates and establishes departmental policy and directs overall operations, including the management of the Department's personnel, operation, information technology, security, contract management, and budget.

- Coordinates state and federal legislative actions and liaises with municipalities
- Coordinates items submitted to the Board of County Commissioners
- Defines and monitors operating goals and procedures for operations
- Defines and monitors engineering, construction, quality assurance goals, and direct planning and regulatory functions
- Develops, plans, and coordinates the Department's operating and capital budget, and provides strategic planning
- Directs administrative, general maintenance, human resources, and procurement activities
- Coordinates communications with media and customer relations
- Provides legal support

Strategic Plan Outcome - Measures

- ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)

Objectives	Measures		FY 07-08		FY 08-09		FY 09-10
			Target	Actual	Target	Actual	Target
Workforce skills to support County priorities	Training hours per employee*	OP ↔	18	18	20	17	16

*Cumulative number of training hours per employee within the fiscal year; in FY 2008-09, training hours show a decrease due to one vacancy and temporary assignment of two staff to a special task force

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2009-10 Adopted Budget provides funding for five new positions to enhance security supervision and identification and maintain and support water and wastewater system software applications (\$305,000)



In FY 2009-10, the Department will continue implementation of water system capital projects (\$151.933 million in FY 2009-10, \$1.675 billion all years), including but not limited to Building Better Communities (BBC) Bond Program projects (\$7.42 million in FY 2009-10, \$112.2 million all years); major water system projects include South Miami Heights Water Treatment Plant and Wellfield (\$16.6 million in FY 2009-10, \$95.5 million all years); Water Distribution System Extension Enhancements (\$22.8 million in FY 2009-10, \$280.2 million all years), Water Treatment Plant - Floridian Reverse Osmosis (\$10.8 million in FY 2009-10, \$83.1 million all years), Wellfield Improvements (\$8.9 million in FY 2009-10, \$131.5 million all years), and Safe Drinking Water Act Modifications (\$15.5 million in FY 2009-10, \$454.9 million all years)

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In FY 2009-10, the Department will continue implementation of wastewater system capital projects (\$337.5 million in FY 2009-10, \$4.7 billion all years), including but not limited to BBC Bond Program projects (\$6.35 million in FY 2009-10, \$94.6 million all years); major wastewater system projects include Wastewater Treatment Plants-Effluent Reuse (\$33.9 million in FY 2009-10, \$1.3 billion all years); South District Wastewater Treatment Plant-High Level Disinfection (\$147.6 million in FY 2009-10, \$591.1 million all years); Peak Flow Management Facilities (\$16 million in FY 2009-10, \$1.1 billion all years); Sanitary Sewer Systems Extension (\$21.3 million in FY 2009-10, \$140.6 million all years); Outfall Legislation (\$1 million in FY 2009-2010, \$475 million in all years); North District Wastewater Treatment Plant (\$3.3 million in FY 2009-2010; \$118 million in all years); and Central District Wastewater Treatment Plant (\$12.3 million in FY 2009-10, \$101 million in all years)

DIVISION: ENGINEERING AND CONSTRUCTION

Engineering and Construction directs design activities and coordinates construction activities.

- Establishes and enforces design standards
- Provides survey services and engineering support
- Processes applications for new water services, mains, pump stations, and fire hydrant installations by private contractors

Strategic Plan Outcome - Measures

- NU6-3: Improved public infrastructure level-of-service standards and policies

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Advance completion of EPA projects	Percentage of Consent Decree/Settlement Agreement (CD/SA) (2009) and County Economic Stimulus Ordinance (ESO) Projects on schedule*	EF	↑	100%	100%	100%	90%	90%
Improve level of service to meet development industry demand	Average number of business days for final plan review approval	EF	↓	12	6	10	8	10

*As a result of changes to the Consent Decree from the United States Environmental Protection Agency (USEPA), the Department anticipates that an uncertain number of project schedules will be impacted; additionally, in FY 2008-09, one project was delayed due to project re-designs, procurement of special equipment, and implementation of security verification for contractors' employees.

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DIVISION: FINANCE AND CUSTOMER SERVICE

Finance and Customer Service directs the financial operations and customer services functions, including the communication center.

- Coordinates financial activities including debt administration, investments, cash and grant management
- Maintains the general ledger and asset control functions
- Prepares accounts payable, retail and wholesale bills, and special billings and collection
- Manages business process support for Customer Information System, Enterprise Resource Planning, and Enterprise Asset Management software systems
- Oversees contract administration
- Manages retail customer account services
- Operates an emergency center 24-hours per day

Strategic Plan Outcome - Measures

- ES8-2: Planned necessary resources to meet current and future operating and capital needs

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Ensure sound asset management and financial investment strategies	Bond rating evaluation by Fitch	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Standard and Poor's	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Moody's	OC	↑	A1	A1	A1	A1	A1

- NU2-2: Improved community access to information and services (priority outcome)

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Provide information to customers in a timely manner	Average call wait time (in minutes)*	EF	↓	3.0	0.8	1.0	1.16	0.8
	Percentage of calls answered within two-minute threshold (monthly)	EF	↑	75%	84%	80%	79%	85%
Effectively resolve customer complaints	Percentage of non-emergency requests dispatched within three business days	EF	↑	89%	88%	95%	93%	95%

* In FY 2008-09, connectivity issues and slow response time of the Customer Information System were experienced commencing in June 2009; ETSD and WASD staff are working together to provide a solution

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DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2009-10 Adopted Budget includes funding for five new positions to assist with the implementation of the Enterprise Assets Management System (EAMS), decrease response time to infrastructure emergencies, and improve construction contract monitoring (\$207,000)

DIVISION: REGULATORY COMPLIANCE, QUALITY ASSURANCE AND PRIORITY CAPITAL PROJECTS

Regulatory Compliance, Quality Assurance, and Priority Capital Projects plans the water and wastewater system to ensure compliance with state and federal agreements and provides quality assurance for the Department's Capital Improvement Plan.

- Directs planning of water and wastewater facilities and infrastructure
- Oversees environmental regulations and compliance with federal and state agreements
- Provides quality assurance for the Department's Capital Improvement plan
- Audits selected programs and projects, including projects conducted by outside consultants, and works with other County agencies on performance auditing assignments
- Interprets and monitors Department's Rules and Regulations
- Coordinates High Level Disinfection (HLD) and wastewater reuse projects

Strategic Plan Outcome - Measures

- ES9-5: Continuously improving government (priority outcome)

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Reduce energy consumption	Electrical Usage, excluding power generated at sites (in Megawatts per Hour)*	EF	↓	312,604	308,032	303,410	320,862	294,216

*During FY 2009-10, the Department will achieve its energy consumption reduction goals by developing an energy management program that determines the appropriateness of facilities lighting and controls, studies operational equipment energy consumption, implements an Energy Star Power Plan, and utilizes an employee awareness program, which includes an energy conservation website, newsletter, and workshops; FY 2008-09 actual kilowatts increased as a result of reliance on deep wells as the method of effluent disposals for the North District in compliance with new legislation from the state.

- NU3-1: Continuing supplies of quality drinking water to meet demand

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Percentage of compliance with 20-Year Water Use Permit (WUP) as scheduled	EF	↑	100%	100%	100%	100%	100%

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DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2009-10 Adopted Budget provides funding for three new positions to prepare the Department's master plans and to update the Department's GIS water and wastewater transmission systems models (\$176,000)
- ✿ In FY 2009-10, the Department will achieve its energy consumption reduction goals by developing an energy management program that determines the appropriateness of facilities lighting and controls, studies operational equipment energy consumption, implements an Energy Star Power Plan, and utilizes an employee awareness program, which includes an energy conservation website, newsletter, and workshops

DIVISION: WASTEWATER COLLECTION AND TREATMENT

Wastewater Collection and Treatment operates and maintains the wastewater treatment plants and pump stations.

- Directs wastewater operations including treatment, disposal, and maintenance of pumping and collection systems
- Directs installation, repairs, and maintenance of the sewer pipeline system
- Performs mechanical, electrical, and structural maintenance of treatment plants and lift stations
- Installs, repairs, relocates, maintains, and replaces all gravity sewer lines, force mains, valves, sewer laterals, and manholes countywide
- Administers and supervises the Supervisory Control and Data Acquisition System (SCADA)/Telemetry and Radios

Strategic Plan Outcome - Measures

- NU6-2: Reduction in sewage overflows and provision of sewage systems to unconnected commercial corridors. Protection of water quality and improved water pressure

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Ensure proper maintenance and operation of the sewage system	Percentage of compliance with wastewater effluent limits	EF	↑	100%	100%	100%	100%	100%
	Sewer Overflow Rate per 100 miles of pipe*	EF	↓	7.0	3.6	3.0	2.3	6.0
	Percentage of pumps in service	EF	↑	99%	99%	99%	99%	99%
	Wastewater mainline valves exercised	OP	↔	5,604	7,653	6,000	6,747	6,000

*In establishing the FY 2008-09 target, the Department set the target based on historical information; the sewer overflow rate for FY 2008-09 was lower than anticipated due to a lack of tropical storms or major rain events; the FY 2009-10 target was adjusted to a performance level that meets the median of industry standards as a result of resources normally allocated to preventative maintenance re-allocated to higher priority needs

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- NU2-2: Improved community access to information and services (priority outcome)

Objectives	Measures		FY 07-08		FY 08-09		FY 09-10	
			Target	Actual	Target	Actual	Target	
Reduce response time to sanitary sewer overflows	Average response time to sewage overflows (in minutes)	EF	↓	60	50	55	36	55

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2009-10 Adopted Budget includes funding for 97 new positions to implement the Pump Station Optimization Program (PSOP), maintain and repair pump stations and emergency generators, operate the High Level Disinfection (HLD) expansion at the South District Wastewater Treatment Plant, handle peak flows at new facilities and transmission system, and additional funding for the transfer of funds to the Renewal and Replacement fund for delayed and postponed capital projects (\$9.49 million)

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DIVISION: WATER PRODUCTION AND DISTRIBUTION

Water Production and Distribution operates and maintains the water treatment plants and water pumping stations.

- Directs operation of the water system, including the installation, repairs, and maintenance of the water infrastructure
- Installs, repairs, relocates, maintains, and replaces all water mains and valves, fire lines, and water meters countywide
- Directs Water Use Efficiency and Water Loss Reduction Plans
- Performs mechanical, electrical, and structural maintenance of treatment plants
- Implements Cross Connection Control Program
- Provides laboratory tests

Strategic Plan Outcome - Measures

- NU6-2: Reduction in sewage overflows and provision of sewage systems to unconnected commercial corridors. Protection of water quality and improved water pressure

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Fully comply with drinking water standards	Percentage of compliance with drinking water standards	OC	↑	100%	100%	100%	100%	100%

- NU3-1: Continuing supplies of quality drinking water to meet demand

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Estimated millions of gallons of water saved per day (MGD) through the Water Use Efficiency Program (in thousands)*	EF	↑	1,086	1,776	1,158	2,140	1,500

*For FY 2008-09, the goal was exceeded by 640,793 MGD due to a very positive response to the water conservation initiatives from residents

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DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2009-10 Adopted Budget provides funding for 36 new positions to conduct analytical work at the department's laboratories, improve dispatching and monitoring of meter box replacement and sidewalk restoration, maintain equipment at water plants and pump stations, perform additional repairs at water transmission infrastructure, increase the number of valve exercises annually, perform maintenance for the Fire Hydrant Annual Maintenance Program, and additional funding for the transfer of funds to the Renewal and Replacement fund for delayed and postponed capital projects (\$6.267 million)
- ✿ The FY 2009-10 Adopted Budget transfers the Water and Sewer Conservation Program (one position, \$121,000) to the Office of Sustainability

BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS

- As part of the FY 2009-10 Adopted Budget, a retail water and wastewater rate adjustment was approved utilizing a Maintenance Index of six percent based on the United States Department of Labor, Bureau of Labor Statistics, 2008 Consumer Price Index (CPI), All Urban Consumers, Water and Sewerage Maintenance U.S. City Average; an additional six percent increase was adopted effective, April 1, 2010 above the Maintenance Index to provide funding for increased debt service payments, funding of 146 additional positions required to meet current and future regulatory demands as well as to improve WASD overall operation and maintenance processes, and fund the Renewal and Replacement capital fund; these increases, combined with transfers from other Department funds, are required to cover the current operating and maintenance costs and the current level of capital expenditures; the proposed rate increase will not be applied to the retail lifeline rate; effective October 1, 2009 the bill of the average retail water and sewer customer (6,750 gallons per month) will increase by \$2.14 per month to approximately \$37.88 per month in FY 2009-10 from \$35.74 per month in FY 2008-09; effective April 1, 2010 the bill of the average retail water and sewer customer will increase by \$2.15 per month to approximately \$40.03 per month
- In FY 2009-10, the wholesale water rate was increased by \$0.2493 per thousand gallons to \$1.7142 in FY 2009-10 from \$1.4649 in FY 2008-09, and \$0.1994 per thousand gallons to the City of Hialeah to \$1.563 in FY 2009-10 from \$1.3636 in FY 2008-09 including the continuation of phasing out of the transmission credit over a five year period; in addition, the wholesale wastewater rate increased by \$0.3567 per thousand gallons to \$2.0436 in FY 2009-10 from \$1.6869 in FY 2008-09; the Department used an annual true-up methodology to determine the FY 2007-08 cost recovery allocation for wholesale customers
- In FY 2009-10, the Department will continue assessing water and wastewater rate levels annually to accommodate increasing operating and maintenance costs, to fund a portion of the Department's delayed capital renewal and replacement costs; addressing major capital expenditures in the future for projected new demands on the system and additional regulatory requirements such as High Level Disinfection and Alternative Water Supply initiatives, including reuse

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- The FY 2009-10 Adopted Budget has identified \$6.7 billion of unfunded planned capital projects, including \$325 million in Renewal and Replacement (R&R) needs over ten years; the Department will continue to evaluate all of the funding requirements and allocations in the capital plan; as a result of the State Legislature approving the elimination of ocean outfalls by 2025, the Department will need to develop an alternative method to dispose of all discharges through outfalls and reclaim 60 percent of this flow for irrigation, groundwater recharges, reuse, and other uses (\$3.1 billion); additionally, the Department has identified water projects resulting from the dredging of the Port of Miami at an unfunded projected cost of \$4.5 million dollars in the Multi-Year Capital Plan; the continuing review and assessment by the Department will provide the framework for developing and evaluating changes to the Capital Improvement Plan
- In FY 2008-09, the Department is projecting a year-end fund balance of \$30.7 million in the Rate Stabilization fund; a transfer of \$18 million to the operating budget is planned from the Rate Stabilization fund in FY 2009-10 resulting in a year-end balance of \$12.8 million; in FY 2008-09, the Department is projecting a year-end fund balance of \$17.3 million in the General Reserve Fund and is projecting to utilize all \$17.3 million in FY 2009-10, depleting the fund to pay for non-operating expenditures including debt service payments and a transfer to R&R; in FY 2008-09, the Department will have a year-end fund balance of \$58.7 million in the operating budget as Reserve Required by Bond Ordinance and a \$63.2 million in year-end for FY 2009-10
- In FY 2009-10, WASD will continue the implementation of efficiency initiatives; since the establishment of the POWER Efficiency Program in March 1998, WASD has realized approximately \$34.4 million in efficiency savings; in FY 2008-09, efficiency savings of \$1.8 million is projected; the projects include updating the water and wastewater Emergency Action Plan, Process Safety and Risk Management plans with in-house personnel (\$400,000) and the WASD Voice Over Internet Protocol System upgrade for telecommunications (\$503,000) and other efficiency initiatives
- The Office of Strategic Business Management completed the Land Use and Permitting in Miami-Dade County Study with recommended process improvements; WASD, as a member of the County's Building and Permitting Consortium, will continue to implement the recommendations of this study; the cost of the permit improvement initiatives, including the Concurrent Plan Review system, will be shared among the six departments at a rate commensurate with the number of plans processed by each department
- The FY 2009-10 Adopted Budget is based on an attrition rate of 5.5 percent

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Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two WASD Security Supervisors to protect existing public water supply wells and well fields	\$0	\$160	2
Hire one Technical Support Analyst to implement and maintain WASD software applications	\$0	\$116	1
Hire one W&S Systems Analyst/Programmer for technical support of Supervisory Control And Data Acquisition (SCADA) and the Monthly Operating Reporting System	\$0	\$104	1
Hire one W&S Systems Analyst/Programmer and one W&S Business Process Senior Specialist to ensure timely completion of the Enterprise Assets Management System	\$0	\$172	2
Hire one Contract Officer to address internal controls including the maintenance, review and oversight of the Department's contracts and agreements	\$0	\$67	1
Hire one Engineer and one Senior Professional Engineer to oversee the implementation of Basis of Design Report Project	\$0	\$215	2
Hire one Data Entry Specialist to input information into existing database to accurately track ongoing maintenance program and ensure equipment operation	\$0	\$44	1
Hire five W&S Instrument Technicians to install, maintain, and repair sewage overflow recording instruments	\$0	\$365	5
Hire one Administrative Officer to create and maintain pump stations hierarchy in Enterprise Assets Management System	\$0	\$62	1
Hire nineteen positions to implement the Pump Station Optimization Program to improve response time to sewer overflows	\$0	\$1,232	19
Hire eleven positions to improve compliance with Peak Flow Facility Improvements and System Growth, Volume Sewer Customer Ordinance, Pump Station Improvement Program/Consent Decree, and Wellfield Protection Program	\$0	\$540	11
Hire twenty positions to operate the new South District Wastewater Treatment Plant High Level Disinfection facility	\$0	\$509	20
Total	\$0	\$3,586	66