



Miami-Dade Water and Sewer Department Business Plan

Fiscal Years: 2014 and 2015
(10/1/2013 through 9/30/15)

Approved by:

A handwritten signature in cursive script, appearing to read "Bill Johnson".

Bill Johnson, Department Director

A handwritten signature in cursive script, appearing to read "Alina T. Hudak".

Alina T. Hudak, Deputy Mayor

9/29/14

Plan Date: May 1, 2014

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Departmental Business Plan and Outlook

**Department Name: Miami-Dade Water and Sewer Department
FY 2013-2014 & FY 2014-2015**

DEPARTMENT OVERVIEW

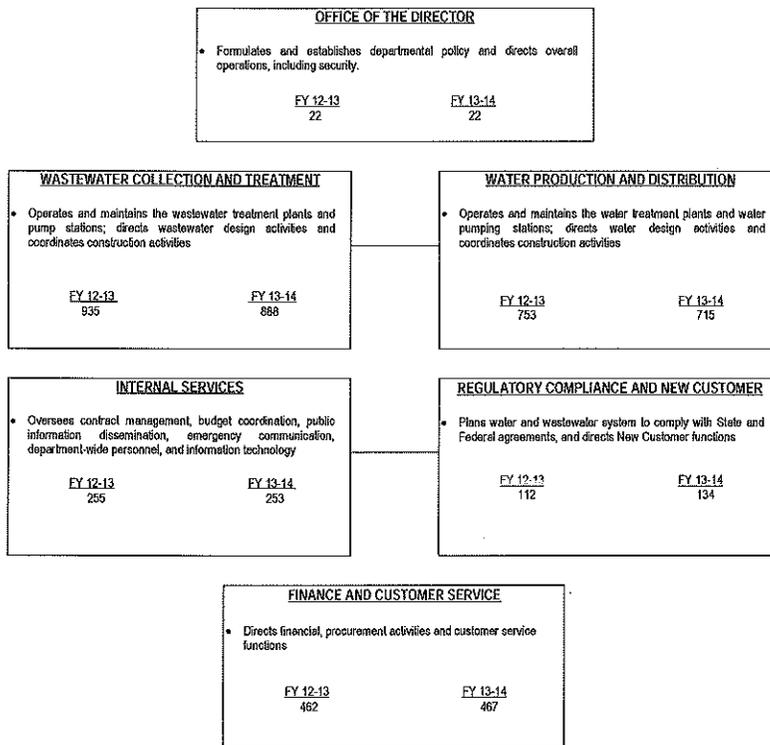
Department Mission

The Miami-Dade Water and Sewer Department is committed to serving the needs of Miami-Dade County residents, businesses, and visitors by providing high-quality drinking water and wastewater services while providing for future economic growth via progressive planning; implementing water conservation measures; safeguarding public health and the environment; and providing for continuous process improvements and cost efficiencies.

Department Description

Miami-Dade Water and Sewer Department's (MDWASD) principal responsibilities are to provide potable water and wastewater services. This includes water supply, transmission, treatment, distribution, conservation, and wastewater collection, treatment, disposal, and water reclamation. MDWASD is one of the largest public utilities in the United States, serving approximately 428,631 retail water customers and 346,285 retail sewer customers, and 15 wholesale (municipal) water customers and 13 wholesale (12 municipal and the Homestead Air Reserve Base) sewer customers on a daily basis. The total combined population served at the retail and wholesale level is about 2.34 million residents.

Table of Organization



Strategic Alignment Summary

The Department is aligned to the following Strategic Plan goals and objectives:

NI1: Responsible growth and a sustainable built environment

NI1-1 Promote mixed-use, multi-modal, well designed and sustainable communities

NI2: Effective Infrastructure Services

NI2-1 Provide adequate potable water supply and wastewater disposal

ED5: Revitalized communities

ED5-1 Provide adequate public infrastructure that is supportive of new and existing businesses

ED5-2 Develop urban corridors (TUAs, CRAs, Enterprise Zones, NRSAs) as destination centers

GG1: Friendly Government

GG1-1 Provide easy access to information and services

GG1-2 Develop a customer-oriented organization

GG3: Efficient and effective service delivery through technology

GG3-1 Ensure available and reliable systems

GG3-2 Effectively deploy technology solutions

GG4 Effective Management Practices

GG4-1 Provide sound financial and risk management

GG4-2 Effectively allocate and utilize resources to meet current and future operating and capital needs

Our Customer

MDWASD serves approximately 428,631 retail water customers and 346,285 retail sewer customers, and 15 wholesale (municipal) water customers and 13 wholesale (12 municipal and the Homestead Air Reserve Base) sewer customers on a daily basis. The total combined population served at the retail and wholesale level is about 2.34 million residents. Developers are also customers as they seek development permits that include water and sewer capacity and infrastructure. Customers internal to the County include all departments with facilities that are served by MDWASD.

The most important needs of our customers are to obtain potable water and dependable wastewater services at the lowest available cost. The Department has been improving customer service to all the customer groups, including retail and wholesale customers. The drive to better serve our customers is strongly visible in the various customer service initiatives implemented by the Retail Customer Division. To further enhance communication, the field notices (door hangers) will be re-designed to provide customers with clear, concise, and user-friendly information to assist them with the many processes within the Department.

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The Department investigates unusually high water consumption by performing an on-site investigation within two days of observation and prior to the applicable billing statement. At the time of inspection, if the customer is present, a comprehensive inspection is performed to examine possible causes. If a problem is found, it is documented by the field representative and the customer is provided with information as to what actions can be taken. If the customer is not present, efforts are made to schedule an appointment with the customer to perform a comprehensive inspection.

The customer service centers are open to handle walk-in customer transactions. In an effort to enhance the customer experience, an experienced Customer Service Coordinator is stationed at each of the office entrances to greet incoming customers and provide immediate assistance. Customers with minor transactions that can be processed via the Department's website or those wanting to make a payment are referred to the self-service kiosks located in the Customer Service Center, thereby eliminating the wait for a representative. When customers are addressed immediately, they appreciate the value the Department places on their time.

Another significant initiative that is under development is an electronic meter reading system that will interface with the Department's billing system. This new software will assist by facilitating the exchange of information, specifically the ability to capture and report field conditions that require immediate response from the field staff. Additionally, the software will enhance reports utilized by the Field Section, thereby providing the Department with the ability to improve upon current processes and procedures, and ultimately provide our customers with the best service available.

Improved customer signage and public notification; "I Love Tap Water" branding; and the creation of customer feedback forms have also enhanced the customer experience. Customer feedback cards are used to assess strengths and weaknesses, and then adjustments to the business process or training of staff are made as necessary, with the focus of improving the customer experience. Customer feedback cards will be redesigned to target walk-in customers to determine the reason for their visit. Many customers are able to resolve their issues online, over the telephone, or by fax without having to come into one of our Customer Service Centers. By knowing the specific reason for their visit, staff can craft specific outreach efforts to educate and inform our customers on the many different ways to conduct business with the Department, specifically through online services.

The website is a central point for customers to conduct business with the department. The website will be redesigned and aligned with the other channels of communication currently provided by the Department such as voice, Interactive Voice Response System (IVR), and email to improve the customer experience and facilitate service requests. The Department will re-align all its services and increase the ability to communicate with, and process customer service transactions, in the communication channel of our customer's preference. Furthermore, informational videos (currently posted on the Miami-Dade County portal and YouTube) to promote tap water, the proper disposal of grease, how to read your meter, and how to check for leaks will also be available.

The New Customer Division (NCD) is initiating a number of service improvements relating to providing service to the developers. With an improving local economy, the number of

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developer donation construction projects is increasing rapidly. MDWASD's water and sewer mains and pump stations system have increased in size and capacity due to developers designing, building, and donating this infrastructure to the Department. In order to accomplish this, the developers rely on the Department's review/approval of determination of system points of connection, water and sewer service agreements, plans approval, construction inspection, new mains conveyance, meter and new account establishment, and other approvals. The NCD is taking steps to improve customer service and timely delivery of services that the developers depend on, including:

Improving customer communication and rapport by:

- Nurturing a "customer friendly" versus "applicant" culture.
- Increasing communication with developers by making managers more accessible and providing their contact information (email address and phone number).
- Encouraging developers to request project "Pre-submittal" meetings to improve approval rate on applications and plans that lead to expedited approvals.
- Proactively interfacing with developers on their evolving project timelines, so that resources can be better aligned to meet the anticipated project completion dates.
- Increasing transparency on project approval status with the developer customers via the web page.
- Revamping the developer web pages to improve communication, add online functionality, and increase available online forms.
- Reducing the number of trips that developers make to the Department.
- Routinely holding workshops with developers.
- Revamping customer survey program to provide more meaningful results.

Speeding up developer project approvals by:

- Simplifying the approval processes, particularly on smaller projects.
- Increasing electronic versus paper reviews and approvals.
- Making developers aware of the submittal checklists to reduce disapprovals.
- Reviewing expansion as optional "for a fee" expedites program are offered to developers.
- Identifying ways to reduce the number of re-submittals of plans, applications for approval thereby, lowering the rejection rate.
- Increasing staff position counts back to 2007 (pre-recession) levels to handle the current workload demand.
- Reaching out to planned developments at initial stages to encourage developers to submit the projects in a timely manner to allow the underground infrastructure to be completed prior to the site building construction.
- Implementing a method to track assignment due dates so that management can timely address backlogs or bottlenecks.
- Tracking large development projects better assist with keeping projects on track.
- Identifying consultant engineers who routinely provide inadequate plans and work with them to improve the quality of plans submissions.

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Overhauling NCD processes and replacing old computer systems by:

- Analyzing and making each process more efficient and deliverable to the developers.
- Identifying ways to reduce process steps and redundant and time-consuming work.
- Asking developers and staff how the process can be streamlined and more efficient.
- Focusing on staff training and cross-training.
- Increasing credit card acceptance and dollar limits as a form of payment by developers.
- Replacing several older computer systems with a new computer system to holistically handle technology systems.
- Reviewing possible acquisition of a phone Interactive Voice Response "IVR" system to automate and expedite routine customer notifications.

The Department provides direct customer outreach and advertising via radio, television, print, transit bus benches, movie theatres, publications, and the internet about water quality, conservation programs, customer service programs and services. A greater emphasis is placed on promoting the use of online services. Customers can pay their bill online, request paperless billing, check their usage, and request new service and disconnection, all with the click of a mouse. Advertising these services continues to be a top priority of the Department in an effort to facilitate the customer service experience. The Department participates in numerous outreach events such as workshops, showerhead exchanges, targeted group and school meetings, and various commissioner-sponsored events.

To promote its Multi-Year Capital Improvement Program and Consent Decree, an advertising campaign has been developed to educate the community of the need for upgrades throughout the system as well as the need for funding. A series of print and radio ads have been developed to promote the need for these very important improvement projects. The tag line, *It's time for an Upgrade, Our Water is Worth it*, is seen throughout various mediums which will include an outdoor advertising component in FY 2013-14.

Prior to developing the campaign materials, a pre-campaign public awareness survey was conducted to glean public attitudes toward the Department and the need for system upgrades. Survey results found that 71% of WAsD customers favor a total system upgrade and 65% recommended that the increase be based on use so that people who use more water would pay more toward replacing the system than people who use less water. The Department's existing rate structure is based on a tier system whereby the more you use, the more you pay.

Of the following utilities included in the survey: water/sewer, cable/satellite TV, electric, trash and solid waste; MDWAsD topped the list in terms of providing the most value. Thirty-eight percent believed that water/sewer gave them the most value for their money. Forty-eight percent of respondents believe that their water bill represents a very good or good value for the money and thirteen (13%) believe it represents a poor value. Fifty-six (56%) percent of respondents check their water usage every time or almost every time they get their bill.

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The survey results showed that the MDWASD customer base has already been impacted by publicity about the deterioration of the water/sewer infrastructure and the need for a system-wide upgrade. However, there is a lot of communication left to do, primarily in raising awareness about the need for the upgrades.

Complementing the outreach campaign, MDWASD builds positive relationships with municipalities and wholesale customers through industry meetings, face-to-face interaction, training sessions, and business process reviews. The outreach efforts regarding the Multi-Year Capital Plan and Consent Decree have also reached out to various civic and professional groups including the Beacon Council, Miami-Dade League of Cities, various Chambers of Commerce groups, rotary clubs, and homeowner association groups.

KEY ISSUES

- The age of more than half of the existing water and sewer infrastructure, including its six major treatment plants and more than 14,000 miles of pipelines, is nearing or exceeding fifty years. For many years, maintenance has been deferred to avoid short term cost impacts, resulting in expensive equipment failures such as water and sewer main breaks, plant failures, and decreased efficiency of operation. In some instances, fines and penalties have been imposed by regulatory agencies as a result of these failures. The dramatic failure of large diameter water and sewer mains during the past two years indicates that dedicated attention to the evaluation, repair, and replacement of this critical infrastructure is required. Fines and penalties are anticipated to rise as regulatory agencies are determining that the causes of recent failures are the result of inadequate maintenance. The Department has identified capital project needs of \$12.6 billion to be completed over the next fifteen years (15) for the water and sewer infrastructure, including repair or replacement of pumps, plants, and pipes throughout the system.
- A new Consent Decree was lodged on June 6, 2013, between Miami-Dade County, the United States of America, State of Florida and Florida Department of Environmental Protection for settlement of alleged violations of federal and state environmental laws related to the County's sewage system. This new Consent Decree addresses capacity, management, operations and maintenance (CMOM) issues and includes a list of specific capital projects to be completed within 15 years, at a cost of \$1.6 billion. These projects are included in the FY 2013-2014 Adopted Capital and Multi Year Plan.
- Regulatory requirements in the form of consent decrees, agreements, permit conditions, and statutory changes continue to create a series of unfunded mandates that can only be met through extensive capital investment. Chief among these are state laws restricting the routine use of two ocean outfalls for treated wastewater disposal and associated requirements for wastewater reclamation and reuse, a federal consent decree requirement for managing peak wastewater flows, numeric nutrient criteria, more stringent water quality standards, compliance with requirements of Operation and Maintenance of Public Water Systems, including the removal of lead components in water services, and limited use of the Biscayne Aquifer to meet future

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water supply needs. Although some requirements were recently reduced, the ocean outfall legislation has significant cost and rate implications. The 2013 legislation, which took three years to pass through diligent efforts, resulted in a \$1 billion cost avoidance to the County.

- The Department is required to be in compliance with new licensing requirements for operation and maintenance of the water distribution system. The Department must also be in compliance with additional asbestos training/certification requirements for water and sewer pipefitter field supervisors as well as be in compliance with additional asbestos rule requirements to protect the health and safety of its workforce and the public. The Department needs to eradicate or manage asbestos containing materials throughout the aging facilities and address related staffing needs.
- Addressing customer service is a priority for the Department. The Customer Service Unit handles over 653,084 calls annually and there is a customer wait-time which exceeds four (4) minutes. The Department hired twelve (12) full-time positions to improve the response time and will review its call handling procedures to determine any other improvements that can be implemented.
- Providing adequate staffing to meet all the regulatory requirements is of grave concern. Additional positions will be needed to support the anticipated workload increase and to meet regulatory requirements. Also, the alarming number of vital staff, executives, and management preparing for retirement needs to be addressed to ensure appropriate transfer of knowledge. Overages will be required to support vital positions in the Department. In addition, timely approval of positions will be required to hire needed personnel.
- Increasing the efficiency of all functions that depend on the efficiency of other departments can save substantial time and resources. This is particularly the case with procuring equipment and services unique to operations. Replacement of aging and worn out equipment and vehicles is necessary to provide the resources needed to address the future demands of repairs to aging infrastructure, as well as reduce the downtime and costly recurring repairs. Two successful approaches that have demonstrated improved efficiencies are capital projects managed under the expedited process and the use of pre-qualified consultant and contractor pools to limit the time required to address emergency situations and for smaller construction projects. Meeting MDWASD's infrastructure needs and regulatory requirements implies the need for greater efficiencies in project implementation and more intensive project management to maintain schedules and quality control as the number of projects increases to meet regulatory schedules.

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- Adequate funding and appropriate rates are required in order to implement the Business Plan. The regulatory requirements, including the 20-Year Water Use Permit conditions, state mandated ocean outfall requirements, consent decrees, other regulatory requirements, and the need to replace the aging infrastructure, require significant increases in funding. The new Consent Decree consists of sewer system rehabilitation and improvement projects that have been identified and estimated at \$1.6 billion. The Department has identified more than \$12.6 billion of water and sewer main replacement work that is needed to address deteriorated and inadequate piping throughout the system. These projects will require adjustments to the projected rates. This funding is dependent on the water and sewer rates, which rely solely on the customers who have benefited from low rates for many years.
- Additionally, the Department needs to maintain and moderately replenish non-required reserve levels in order to reduce the cost of issuing debt for all capital needs. Rating agencies have expressed concerns that the Department will not be able to increase rates to meet future demands. Also, the rating agencies could see a decline in fund balance (reserves) as a negative indicator and may revise the Department's debt outlook or bond ratings. Rating agencies already noted that the lower the level of reserves, the greater the risk that the Department will be unable to respond to unexpected events.
- Systems automation for most aspects of operations, including budget and accounting, customer information, geographic information systems, enterprise asset management, system control data, project tracking, security, and metering requires constant attention, training, and funding. This is particularly critical as many long-term Department employees retire and take with them their extensive system knowledge that needs to be captured and made accessible throughout the organization. Technology changes are introduced by hardware and software suppliers, as well as internal business improvements, regulations, and expanded customer expectations. Although newer technology is often better than current tools, it places a burden on both the workforce adapting to the change and the Information Technology team delivering the support that must be managed. Orchestrating these changes require significant planning to ensure a smooth transition. These systems require continuous maintenance and employee training to be effective.
- Developer donations of water and sewer infrastructure and timely processing are of key importance to the Department. The New Customer Division is assertively working on customer service improvements as noted in the Customer section above. The Department needs to keep pace with the development in the community and the water and sewer infrastructure projects that become a part of the Department's water and sewer systems.

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PRIORITY INITIATIVES

- Ensure compliance with the Consent Decree capital projects at the North, Central, and South District Wastewater Treatment Plants; the Wastewater Collection System, including Norris Cut Force Main Replacement; and the Pump Station System. In addition, ensure compliance with the Capacity Management Operation and Maintenance (CMOM) requirements, including Sewer Overflow Response Plan, Information Management System Program, Sewer System Asset Management Program, a Gravity Sewer System Operation and Maintenance Program, Pump Station Operations and Preventive Maintenance Program, Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program, Force Main Rehabilitation/Replacement Program, Wastewater Operations and Maintenance Program, and the Financial Analysis Program.
- Ensure compliance with the 20-year Water Use Permit (WUP); including alternative water supplies (AWS), water conservation, and water loss reduction projects; the Northwest Wellfield Surface Water Treatment Plant (WTP) for the Hialeah/Preston service area; adequate wastewater transmission capacity; groundwater studies for the North and South District Wastewater Treatment Plants; Infiltration and Inflow Program; Brickell, Doral, and North Biscayne Boulevard basin sewer improvements; and the Integrated Water and Wastewater Master Plan to address the State Outfall Legislation, climate change, and sea level rise.
- Provide adequate water and wastewater capacity to support development, by continuing with the implementation of the water supply certification program, water and wastewater capacity analysis, and expedite the implementation of remedial plans for sewer pump stations under moratorium, which are located in areas with higher potential for development. Due to the excessive amount of rainfall experienced during 2012, an unusual number of pump stations are out of compliance leaving large areas of the County under a development moratorium. Moratoria impede the economic development in the service areas of these pump stations. A Pump Station Improvement Program is being implemented to quickly and effectively reduce the number of out-of-compliance pump stations in order to provide better service to the public. The Department is currently in the process of selecting a consultant to provide program and construction management services in the implementation of this initiative.
- Establish a bond-funded program specifically targeting critical infrastructure replacement to reduce the instances of pipeline and plant component failures that can endanger public health, create economic disruption, and substantially increase the cost of facility management.

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- Ensure implementation of the projects in the Multi-Year Capital Plan to provide adequate facilities to meet capacity requirements and infrastructure renewal and replacement as well as the support systems associated with implementation, including climate change mitigation and adaptation strategies.
- Implement a comprehensive Lead Service Replacement Program to systematically eliminate lead from water service piping and fittings in compliance with state and federal regulations.
- Implement a Small Diameter Water Main Replacement Program to systematically replace undersized water mains that are not providing adequate water pressure, fire flows, and to eliminate leaks. Eliminating these leaks will assist in achieving compliance with the water use permit.
- Continue to operate and use the methane gas generated at the landfill for conversion into electricity at the South Dade Wastewater Treatment Plant.
- Continue implementation of the "Water and Sewer Infrastructure Service Improvement Plan" to encourage and support applicable homeowners notified of required connection by County Code. This is in support of Regulatory and Economic Resources (RER) efforts to reduce permitting time, while providing well intrusions to property owners required to connect to the water and/or sewer system, improving water and sewer infrastructure's operation, and avoiding future pavement cuts and traffic disruptions at the time the customer requests connections. Developers installing services and laterals will be compensated by a set fee. Continue and expand the integration between New Customer Division (private development work) and Engineering Division Utility Coordination (public right of way agencies' work) by use of the Geographic Information System (GIS) system and coordination with roadway agencies to minimize pavement cuts and traffic disruption within our service area.
- Ensure implementation of key automated support systems to meet consent decree requirements, including continuation of CMOM Programs, the Pump Stations Monitoring Program and Wastewater Collection System Model by provisioning the infrastructure required and supporting enterprise systems that produce operating data. Continue to upgrade the cycle of enterprise systems and expansion of the Advanced Meter Infrastructure (AMI) project, which is under pilot test in Miami Springs. Evaluate New Business processes to select a new information system that will meet customer needs and will be integrated with the County-wide construction and permitting functions as a comprehensive and integrated solution is planned. Ensure implementation and expansion of the Supervisory Control and Data Acquisition System (SCADA) as recommended by the recent assessment study completed.
- Implement a comprehensive staffing and succession plan to mentor, train, and transfer historical knowledge to new employees before retirement of existing staff.

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- Continue to implement efficiency initiatives, sustainability measures, process improvements, and other performance excellence initiatives through direct engagement with frontline staff to facilitate implementation of the business plan, building on the successful experience of the POWER (Partnership Optimizing WASD's Efficiency and Re-Engineering) program. This program has documented more than \$37.5 million in savings resulting from employee-driven process improvements since 1998.

FUTURE OUTLOOK

3 to 5 Year Financial Outlook

In order to implement the Business Plan, it is evident that the Department will need to obtain adequate funding to meet all the regulatory requirements, including the 20-Year WUP and conditions, state mandated ocean outfall legislation, consent decrees, other regulatory requirements, and the need to rehabilitate and replace aging infrastructure. The impact of the regulatory requirements and aging infrastructure will significantly increase the cost of water and sewer services for both retail and wholesale customers. Although retail rates were held flat for both FY 2011-12 and FY 2012-13, the Board of County Commissioner passed Resolution 444-13 authorizing a water and wastewater retail rate increase of eight percent effective October 1, 2013, to support the increased cost of operations and maintenance, and to fund debt issuances necessary to complete capital projects for regulatory compliance, aging infrastructure, and plant rehabilitation.

A consent agreement was negotiated with the Federal Environmental Protection Agency (EPA) that addresses regulatory violations resulting from failing infrastructure at an estimated cost of \$1.6 billion dollars; the agreement was presented and adopted by the Board of County Commissioners on May 21, 2013; all projects are currently included in the multi-year capital plan; increased debt requirements will require future rate adjustments.

The Department is in the process of procuring consulting services to assist in the implementation of the new Consent Decree and the Pump Station Improvement Program. In addition, the Department will be issuing a Request for Expression of Interest (EOI) seeking information from the private sector regarding the feasibility of using Public-Private Partnerships that could assist in the implementation of the Multi-Year Capital Plan.

In FY 2012-13, Senate Bill 444 modifying the State of Florida Ocean Outfall Statute was signed into law by the Governor, providing additional flexibility for the affected utilities to manage peak flows and to fulfill the wastewater reuse requirements provided by the statute. The changes enable the Department to avoid about \$1 billion in capital project costs, which is now budgeted at \$2.9 billion through 2025, the year the upgrade must be operational.

The Department's Multi-Year Capital Plan includes the testing and replacement as needed of all large diameter concrete water and sewer pipes; substantial overhauls of all the water and wastewater plants; reconstruction of nine seriously deteriorated sewage pump stations and capacity expansion of more than 100 pump stations to accommodate additional flows; installation of redundant water supply mains and storage tanks to ensure continuous delivery of water even when pipe failures occur; planning and design of extensive changes to the

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wastewater system required to satisfy the State mandate to eliminate use of the ocean outfalls for disposal of treated wastewater and the reuse of 60% of that water; and completion of water supply projects required in the State Water Use Permit to meet service demands in the future. Customers may see a significant increase in water and sewer rates; current estimates project the increases will range between 100% to over 250% of the current rates within the next 10 years.

Nation-wide water and sewer utilities of comparable size experienced a Maintenance Index of 6.4 percent during FY 2012; based on the United States Department of Labor, Bureau of Labor Statistics, 2012 Consumer Price Index (CPI), All Urban Consumers, Water and Sewerage Maintenance U.S. City average. FY 2013 Water and Sewerage index is currently estimated at 5.1 percent. Future rate increases to retail and wholesale customers are critical to fund the Capital Improvement Plan and additional operating expenses that relate to improvements. The water system infrastructure averages 45 years with the oldest pipes in the system dating back to the mid 1920's. Similarly, the wastewater infrastructure averages 55 years with the oldest pipes in the system dating back to 1930's.

MDWASD has identified the need to replace or rehabilitate 2,594 miles of the total 6,277 miles of wastewater pipes. This is 41% of the infrastructure, at an estimated cost of \$4.9 billion. Similarly, the Department has identified 160 miles of sewage pipes that needs to be rehabilitated along with the Consent Decree estimated at \$1.6 billion. The Central District Wastewater Treatment Plant, built in the 1950's, processes the largest volume of sewer flows for the Department on a daily basis; the plant's age and proximity to the Atlantic Ocean continues to require extensive equipment and structural repairs to meet operational demands and regulatory requirements.

On June 4, 2013, the Board of County Commissioners adopted Ordinance 13-47 authorizing the issuance of Miami Dade County Water and Sewer systems bonds (not to exceed \$4.245 billion in multiple bonds). These multiple bond issues will fund the cost of the capital improvement plan including aging infrastructure that is more than 50 years old and upgrades to comply with a portion of the Consent Decree between the EPA, Florida Department of Environmental Protection (FDEP) and the County. In addition, proceeds will fund capital interest, reserve funds and cost of issuances.

Series 2013A for \$345,181,464.35 Bonds issued on August 2, 2013, is the first of the multiple bonds issues authorized through Ordinance 13-47; this issuance provided \$300 million for capital project funding.

Ordinance 13-47 also strengthens the Department's rate covenant whereby the County promised to maintain net operating revenues in each fiscal year at least equal to 125 percent of the debt service requirement; previously the rate covenant was 110 percent. Rating agencies view higher rate covenants to be more robust when compared to other highly rated water and sewer authorities. In addition, this higher rate covenant is also a way to improve the Department's legal credit structure.

The Department's Multi-Year Capital Plan is proposing to issue \$248 million of new bonds in FY 2014-15, and \$471 million in FY 2015-16 and \$756 million in FY2016-17. In coordination with the Office of Management and Budget and the Finance Department, the Department will

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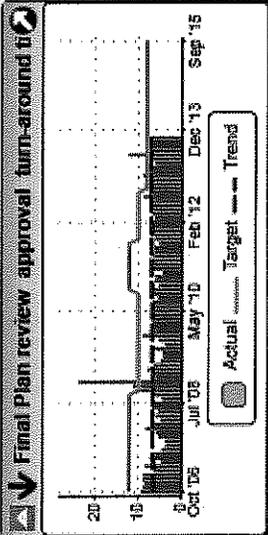
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develop a payment schedule that will smooth out the effect of this financing through the life of the bonds.

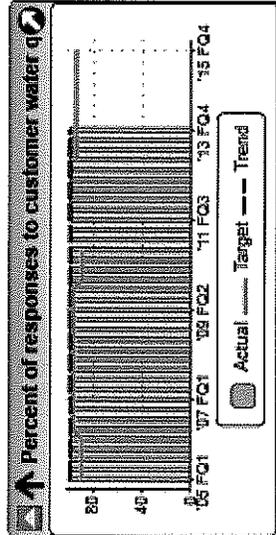
As is customary during the annual budget process, the Department will be looking for innovative ways to reduce the fiscal impact to the customers. The Department has started a significant effort at looking for competitive approaches to addressing these needs in the most cost effective manner while maintaining regulatory compliance. The Department continually reviews both its organizational structure and related business process in order to review costs and/or increase revenue collection. As these approaches are identified, the Department, along with the Office of Management and Budget and the Mayor's Office, will present the proposals to the BCC for final determination.

Business Plan Report - Water and Sewer Department (FY 2013-2014)

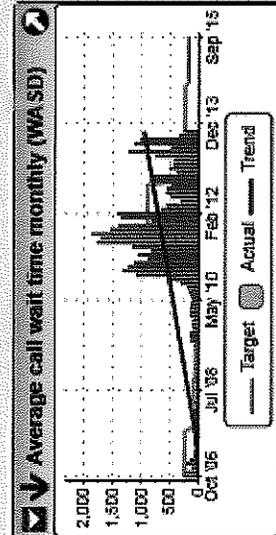
Scorecard	Description	Owners
Water and Sewer Department (FY 2013-2014)	The Miami-Dade Water and Sewer Department (MDWASD) is a proprietary fund county department, established to provide water and wastewater services throughout Miami-Dade County. The services consist of water treatment, transmission, and distribution, and wastewater collection, treatment, and disposal.	Renfrow, John; Haney, Rosemary (WASD)
1.0 Customer		
Objective	Description	Owners
1.1 Maintain high level of responsiveness to customer service requests (GG1-2) (WASD)		Lamar, Adriana F. (WASD); Garcia, Marcelo M. (WASD); Concepcion, Harold (WASD); Water and Sewer
Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County
Parent Objectives	Description	Owners
GG1-2 Develop a customer-oriented organization		Miami-Dade County
Measures Linked to Objective	Period	Actual
Percent of all non-emergency requests/calls dispatched in less than 3 business days	'13 FQ4	98.11% (\$59,007,564.00)
		Target
		95.00%
		Variance
		4.11%
Response time to sewage overflows	'13 FQ4	59 min
		55 min
		-4 min
		Arrebola, Vicente (WASD); Tennero, Ralph (WASD); Lovett, Rodney J. (WASD)
Final Plan review approval turn-around time	Oct '13	8days
		8days
		8days
		Soto, Jose; Garcia, Sergio (WASD)



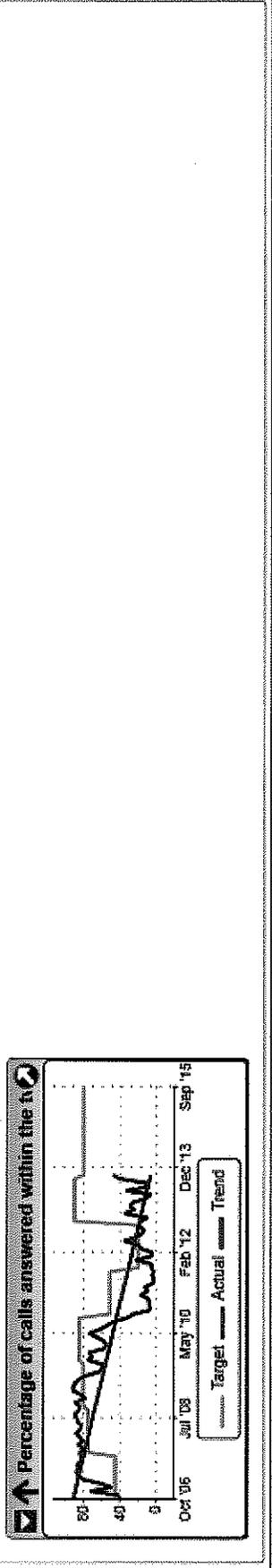
Percent of responses to customer water quality complaints per Lab Section in 10^{-2} '13 FQ4 100.00% (279.06 / 279.06) 85.00% 5.00% Temero, Ralph; Diaz, Raymond D. (WASD)



Objective	Description	Owners
1.2 Continue to make information available to customers in a timely manner (GG1-1) (WASD)		Concepcion, Harold (WASD); Water and Sewer
Grandparent Objectives		Owners
GG1 Friendly government		Miami-Dade County
Parent Objectives		Owners
GG1-1 Provide easy access to information and services		Miami-Dade County
Measures Linked to Objective		Owners
Average call wait time monthly (WASD-Retail Customer Service)		Owners
	Actual	258.00sec
	Target	240.00sec
	Variance	-18.00sec
	Period	Oct '13



Child Measures	Period	Actual	Target	Variance	Owners
Abandoned calls as a percentage of the total calls received (monthly)	Oct '13	14.11%	5.00%	-9.11%	Concepcion, Harold (WASD); Isler, Damaris (WASD)
Number of calls received (monthly)	Oct '13	52,295	n/a	n/a	Concepcion, Harold (WASD); Isler, Damaris (WASD)
Number of walk-in customers	Oct '13	5,434	n/a	n/a	Concepcion, Harold (WASD); Isler, Damaris (WASD)
Number of web mail requests	Oct '13	3,607	n/a	n/a	Concepcion, Harold (WASD); Isler, Damaris (WASD)
Percentage of calls answered within the two-minute threshold (monthly)	Oct '13	48.15%	80.00%	-31.85%	Concepcion, Harold (WASD); Isler, Damaris (WASD)



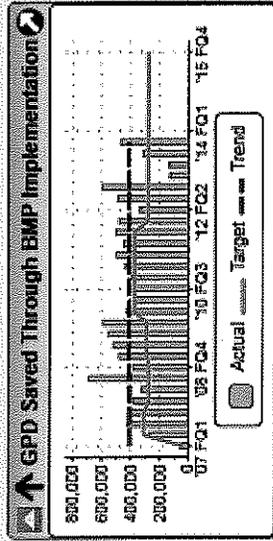
Objective
 1.3. Ensure compliance with 20-Year Water Use Permit (N12-1)
 Description: On November 15, 2007, the South Florida Water Management District issued a 20-year Water Use Permit to the County including, but not limited to, the implementation of the Alternative Water Supply Plan (AWS). The permit provides the water allocation needed for the County to have adequate water supply.

Grandparent Objectives
 N12 Effective infrastructure services
 Description: Miami-Dade County

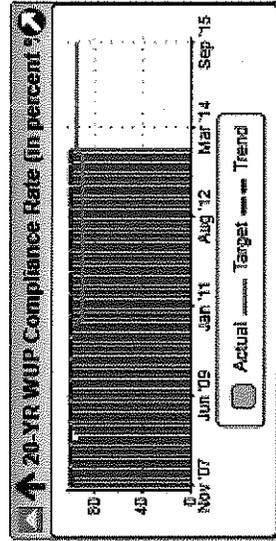
Parent Objectives
 N12-1 Provide adequate potable water supply and waste water disposal
 Description: Miami-Dade County

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
WUP Accelerated Projects	11/15/2007	12/30/2027		11/21/2013	100%	In Progress	Hernandez, Patricia M. (WASD)
Monitor Phase 1 - (AWS) Alternative Water Supply Project Development Program	11/15/2007	12/30/2014		11/17/2013	100%	In Progress	Goldenberg, Bertha M. (WASD)

Measures Linked to Objective
 Gallons of water saved per day (GPD) through implementation of the Water Use Efficiency Plan
 Description: Fries, Donna (WASD); Goldenberg, Bertha M. (WASD)



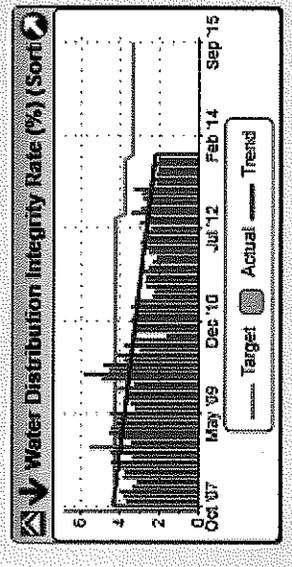
Child Measures	Period	Actual	Target	Variance	Owners		
TOTAL Gallons of Water Saved (projected minus actual)(MGD)	'11 FH2	44MGD	n/a	n/a	Terrero, Ralph; Goldenberg, Bertha M. (WASD); Fries, Donna (WASD)		
(WASD) CAHSD Senior and Low Income Retrofit Project) Number of High Efficiency Toilets Installed by CAHSD	'12 FQ4	280	250	30	Fries, Donna (WASD); Goldenberg, Bertha M. (WASD)		
Number of High Efficiency Showerheads Issued	Oct '13	195	300	-105	Fries, Donna (WASD); Goldenberg, Bertha M. (WASD)		
Number of Rebates for HETs	Oct '13	144	n/a	n/a	Fries, Donna (WASD); Goldenberg, Bertha M. (WASD)		
Number of Large Property (HOA/Governmental/Commercial) Landscape Irrigation Evaluations	'13 FQ4	14	0	6	Fries, Donna (WASD); Goldenberg, Bertha M. (WASD)		
Number of Restaurant signed to participate in Green Restaurant Project	'13 FQ4	0	n/a	n/a	Fries, Donna (WASD); Goldenberg, Bertha M. (WASD)		
Number of Single Family Landscape Evaluations	'13 FQ4	54	25	29	Fries, Donna (WASD); Goldenberg, Bertha M. (WASD)		
Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	Status	%	Owners
Water Use Efficiency 20-Year Plan	10/2/2006	9/28/2027		10/15/2013	In Progress	21%	Goldenberg, Bertha M. (WASD); Fries, Donna (WASD)
20-YR WUP Compliance Rate (in percent %)					100%	95%	5% Goldenberg, Bertha M. (WASD)



Child Measures	Period	Actual	Target	Variance	Owners
Master Planning Section Compliance Rate (%)	Nov '13	100.0% (30.0/30.0)	100.0%	0.0%	Fallon Jr, Howard J. (WASD); Goldenberg, Bertha M. (WASD); Edwards, Daniel J. (WASD)
Water Production and Maintenance Division WUP Compliance Rate (%)	Nov '13	100.0%	100.0%	0.0%	Baldwin, Arthur L. (WASD)

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WUP-Water-Use Efficiency Section Compliance Rate (%)	100.0%	100.0%	100.0%	0.0%	Goldenberg, Bertha M. (WASD); Fries, Donna (WASD)
Regulatory Compliance and Monitoring Division Compliance Rate (%)	100.0%	100.0%	100.0%	0.0%	O'Rourke, Richard M. (WASD); Negahban, Sherry (WASD)
Water Resources Section Compliance Rate (%)	100.0%	100.0%	100.0%	0.0%	Walsh, Virginia (WASD); Fallon Jr, Howard J. (WASD)
Water Distribution Integrity Rate (%) (Monthly)	2.23	3.37	-1.14		Aguilar, Luis (WASD); Mathews, Daniel T. (WASD)



Child Measures	Actual	Target	Variance	Owners
Leaks Ratio (%)	2.01 (187.00/18,283.00)	n/a	n/a	Myles, John E. (WASD); Mathews, Daniel T. (WASD)
Number of Leaks	187	n/a	n/a	Myles, John E. (WASD); Mathews, Daniel T. (WASD)
Breaks Ratio (%)	0.063 (28,000/15,283,000)	n/a	n/a	Myles, John E. (WASD); Mathews, Daniel T. (WASD)
Number of Pipeline Breaks	28	n/a	n/a	Myles, John E. (WASD); Mathews, Daniel T. (WASD)
WASD Water Pipe Surveyed	2,135ml	2,125ml	10ml	Mathews, Daniel T. (WASD); Garcia, Antonio (WASD)
% of emergency requests to repair water leaks responded to within one hour	57% (55,787)	75%	-18%	Myles, John E. (WASD); Mathews, Daniel T. (WASD)
Average response time to emergency requests to repair water leaks	5min	60min	55min	Myles, John E. (WASD); Mathews, Daniel T. (WASD)
Average response time to non-emergency requests to repair water leaks	1days	5days	4days	Myles, John E. (WASD); Mathews, Daniel T. (WASD)
Average response time to Leak Detection Unit requests to repair water leaks	33days	15days	-18days	Myles, John E. (WASD); Mathews, Daniel T. (WASD)

Objective	Description	As Of	%	Status	Owners
1.4 Ensure Adequate Water and Wastewater Capacity (N12-1)					Goldenberg, Bertha M. (WASD)
Initiatives Linked to Objective					
Expedite the Implementation of Remedial Plans for Sewer Pump Stations under a Development Moratorium		10/1/2012	15%	In Progress	Roque, Rolando M. (WASD)

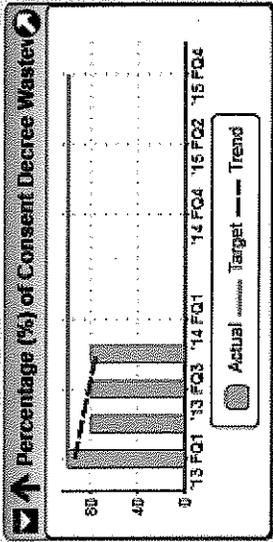
Measures Linked to Objective	Actual	Target	Variance	Owners
System-wide Available Water Supply Capacity From the Biscayne Aquifer	55.36MGD	n/a	n/a	n/a Valdes, Maria A. (WASD)

Child Measures	Actual	Target	Variance	Owners
Number of projects reviewed for Water Supply Certification	380	n/a	n/a	n/a Valdes, Maria A. (WASD)
Average number of days to complete capacity evaluations per month.	5.0days	10.0days	5.0days	Fallon Jr., Howard J. (WASD); Edwards, Daniel J. (WASD)

Child Measures	Actual	Target	Variance	Owners
Number of capacity evaluations completed per month	9	n/a	n/a	Fallon Jr., Howard J. (WASD); Edwards, Daniel J. (WASD)

Objective	Description	Actual	Target	Variance	Owners
1.5 Ensure timely completion of Consent Decree Wastewater Capital Improvement projects (NIZ-1)		80.0% (4 of 5)	100.0%	-20.0%	Arteaga, Juan Carlos (WASD)

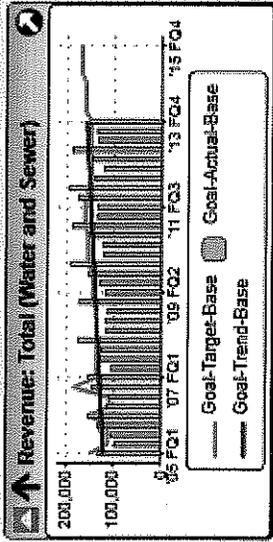
Measures Linked to Objective	Actual	Target	Variance	Owners
Percentage (%) of Consent Decree Wastewater Projects on Schedule (ortia)	80.0% (4 of 5)	100.0%	-20.0%	Arteaga, Juan Carlos (WASD)



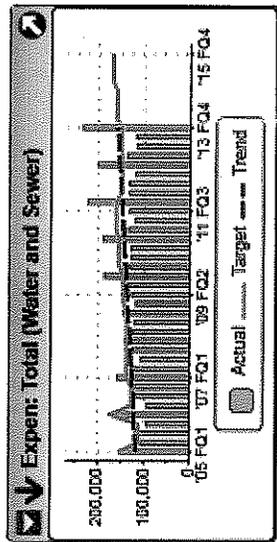
Child Measures	Period	Actual	Target	Variance	Owners
Percentage (%) of SDWWTP Consent Decree Projects on Schedule	n/a	n/a	n/a	n/a	n/a Arteaga, Juan Carlos (WASD)
Percentage (%) of CDWWTP Consent Decree Capital Wastewater Projects on Schedule	'13 FQ4	100.0% (1.0/1.0)	100.0%	0.0%	Arteaga, Juan Carlos (WASD)
Percentage (%) of NDWWTP Consent Decree Capital Improvement Projects on Schedule	'13 FQ4	0.00% (0.00/1.00)	100.00%	-100.00%	Arteaga, Juan Carlos (WASD)
Percentage (%) of Wastewater Collection & Transmission Line Consent Decree Projects on Schedule	'13 FQ4	100.0% (2.0/2.0)	100.0%	0.0%	Arteaga, Juan Carlos (WASD)
Percentage (%) of Sewer Pump Station System Consent Decree Projects on Schedule	'13 FQ4	100.0% (1.0/1.0)	100.0%	0.0%	Arteaga, Juan Carlos (WASD)

2.0 Financial

Objective	Description	Owners			
2.2 Meet Budget Targets (Water and Sewer) (GG4-2)		Suarez, Maria C. (WASD)			
Grandparent Objectives	Description	Owners			
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County			
zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome)	Planned necessary resources to meet current and future operating and capital needs	Admin, Admin			
Parent Objectives	Description	Owners			
Meet Budget Targets - Archived		Office of Management and Budget			
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective. "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Revenue: Total (Water and Sewer)	'13 FQ4	\$163,323K	\$148,938K	\$3,385K	Suarez, Maria C. (WASD); Rainfrow, John; Morris, Frances G. (WASD)



Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (WASD)	'13 FQ4	\$0K	\$13,916K	\$-13,916K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Revenue: Proprietary (WASD)	'13 FQ4	\$153,323K	\$133,508K	\$19,815K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Revenue: Interagency/Intradepartmental (WASD)	'13 FQ4	\$0K	\$2,514K	\$-2,514K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Expen: Total (Water and Sewer)	'13 FQ4	\$234,559K	\$149,838K	\$-84,921K	Suarez, Maria C. (WASD); Rentfrow, John; Morris, Frances G. (WASD)



Child Measures	Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (WASD)	'13 FQ4	\$42,961K	\$41,620K	\$-1,341K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Expenditure: Court Costs (WASD)	'13 FQ4	\$0K	\$0K	\$0K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Expenditure: Contractual Services (WASD)	'13 FQ4	\$20,004K	\$18,627K	\$-1,377K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Expenditure: Other Operating (WASD)	'13 FQ4	\$19,931K	\$15,514K	\$-4,417K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Expenditure: Charges for County Services (WASD)	'13 FQ4	\$9,669K	\$10,314K	\$-645K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Expenditure: Capital (WASD)	'13 FQ4	\$55,163K	\$11,931K	\$-43,232K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Expenditure: Transfers Out (WASD)	'13 FQ4	\$0K	\$0K	\$0K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Expenditure: Debt Service (WASD)	'13 FQ4	\$43,474K	\$37,587K	\$-5,887K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)
Expenditure: Reserves (WASD)	'13 FQ4	\$43,037K	\$14,945K	\$-28,092K	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)

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Expenditure: Intradepartmental Transfers '13 FQ4

\$0K Suarez, Maria C. (WASD);
Morris, Frances G. (WASD)

\$0K

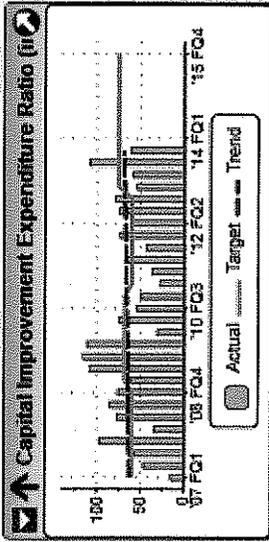
\$0K

Capital Improvement Expenditure Ratio (in Percent) '13 FQ4

-14% Charan, David (WASD);
Morris, Frances G. (WASD)

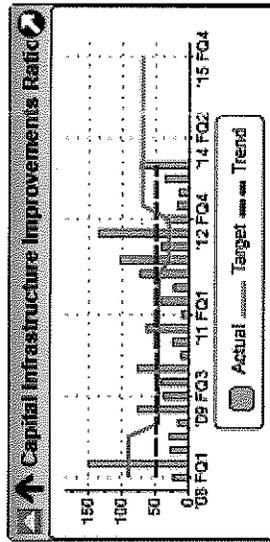
75%

91%
(165,893 / 181,954,935)



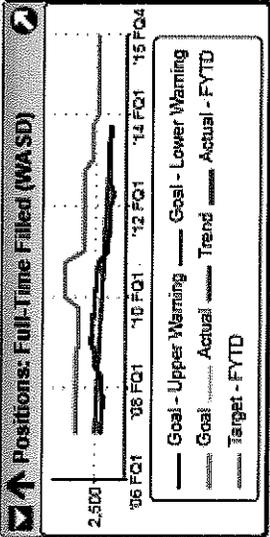
Child Measures

Child Measures	Period	Actual	Target	Variance	Owners
Capital Infrastructure Improvements Ratio (in Percent)	'13 FQ4	71% (175,631 / 248,240,035)	70%	1%	Charan, David (WASD); Rao, Kishore K. (WASD)
Capital Purchases Expenditure Ratio in Percent	'13 FQ4	19% (990,182 / 5,214,900)	80%	-61%	Charan, David (WASD); Rao, Kishore K. (WASD)
Capital Improvement Expenditures Ratio (Historical Data in Percent)	2011 FY	44% (275,452 / 626,985)	60%	-16%	Charan, David (WASD)
Capital Infrastructure Improvements Ratio (in percent) General Obligation Bonds (GOB) Funds	'13 FQ4	74% (1,252,367 / 1,688,251)	70%	4%	Charan, David (WASD); Morris, Frances G. (WASD)



Child Measures

Child Measures	Period	Actual	Target	Variance	Owners
Water Capital Infrastructure Improvements Ratio (in Percent) Using GOB Funds	'13 FQ4	55% (436,968 / 793,478)	70%	-15%	Charan, David (WASD); Rao, Kishore K. (WASD)
Wastewater Capital Infrastructure Improvements Ratio (in percent) Using GOB Funds	'13 FQ4	91% (815,399 / 894,773)	70%	21%	Charan, David (WASD); Rao, Kishore K. (WASD)
Positions: Full-Time Filled (WASD)	'13 FQ4	2,351	2,539	-188	Suarez, Maria C. (WASD); Morris, Frances G. (WASD)

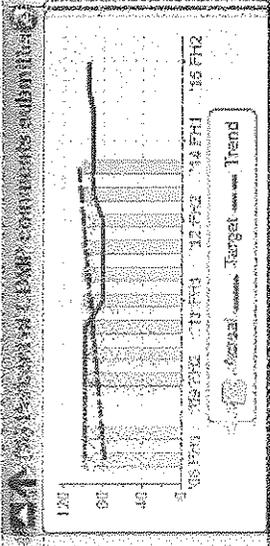


Objective	Description	Owners
Methane Sequstration from Landfill and Digesters - WASD (NI2-1)	The project includes two parts, the Landfill Gas Pipeline (LGP) and the Upgrade of the Cogeneration Facility. Because WASD will only receive \$1,666,000 in ARRA funds for contractual services, all of the ARRA grant funds will be spent on the LPG project. The LPG Pipeline was completed in FY 2011-12.	Rentfroy, John
Initiatives Linked to Objective		Owners
Construction of New Electrical Building	As Of: 10/7/2013 Status: In Progress %: 93%	Hendriks, Vilma F. (WASD)
Mechanical Work for New Generators	As Of: 10/7/2013 Status: In Progress %: 70%	Hendriks, Vilma F. (WASD)

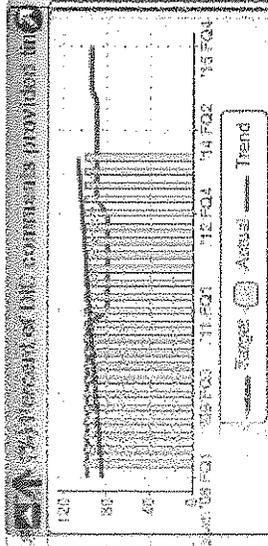
3.0 Internal

Objective	Description	Owners
3.1 Continue implementation of water and wastewater system capital projects - (NI2)	Proceed with planning and construction of water and wastewater capital projects which will modify or enhance existing water distribution system, improve and protect wetland, and upgrade water and wastewater treatment. These are non-Consent Decree capital projects.	Yoder, Doug; Water and Sewer
Parent Objectives	Description	Owners
NI2 Effective infrastructure services	Miami-Dade County	
Initiatives Linked to Objective		Owners
Integrated Master Plan	As Of: 10/22/2013 Status: In Progress %: 68%	Fallon Jr., Howard J. (WASD)
PCTS 10760 - DESIGN BUILD GRAVITY SEWER INTERCEPTORS FOR PUMP STATION NO. 3	As Of: 12/12/2013 Status: In Progress %: 35%	Luis, Eduardo M. (WASD); Abreu, Reynaldo J.
PCTS 10600 MASTER PUMP STATION 3	As Of: 12/12/2013 Status: In Progress %: 50%	Luis, Eduardo M. (WASD); Abreu, Reynaldo J.

Objective	Description	Owners
3.2 Provide Stewardship to the CDMF and Zoning Application Process. (WASD)(NI1-1)	Provide assessment of water and sewer services as required by the Comprehensive Development Master Plan (CDMP) bi-annual process for Land Use change, and by the monthly zoning application review process conducted by the County's Development of Impact Committee (DIC).	Vaides, Maria A. (WASD)
Grandparent Objectives	Description	Owners
NI1 Responsible growth and a sustainable built environment	Miami-Dade County	
Parent Objectives	Description	Owners
NI1-1 Promote mixed-use, multi-modal, well designed, and sustainable communities	Miami-Dade County	
Measures Linked to Objective	Actual	Variance
(%) Percent of CDMP comments submitted timely	100 (7/7)	10 Vaides, Maria A. (WASD); Fallon Jr., Howard J. (WASD)



Measure	Target	Actual	Variance	Owners
# of CDMF applications per cycle	7	7	0	Valdes, Maria A. (WASD); Fallon Jr., Howard J. (WASD)
(%) Percent of CDMF comments provided timely	100	100	0	Fallon Jr., Howard J. (WASD); Valdes, Maria A. (WASD)



Measure	Target	Actual	Variance	Owners
# of applications evaluated for DIC	0	0	0	Valdes, Maria A. (WASD); Fallon Jr., Howard J. (WASD)

Objective	Description	Target	Actual	Variance	Owners
M1: Compliance to regulatory water quality standards to fully comply with existing water quality standards through water treatment and distribution					Ferrero, Ralph (WASD)
M2: Effective infrastructure activities					Dade County
M3: Provide adequate potable water supply and wastewater disposal					Dade County

Measure	Target	Actual	Variance	Owners
Percent distribution system performance	100%	99.00%	-0.99%	Ferrero, Ralph (WASD); Kwin, Arthur L. (WASD)

1884

1885

1886

1887

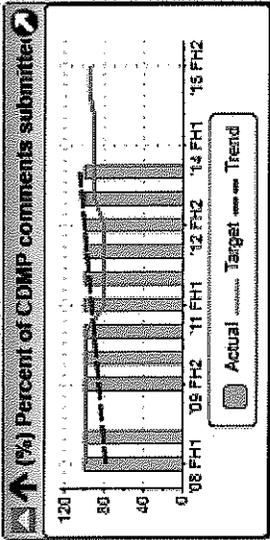
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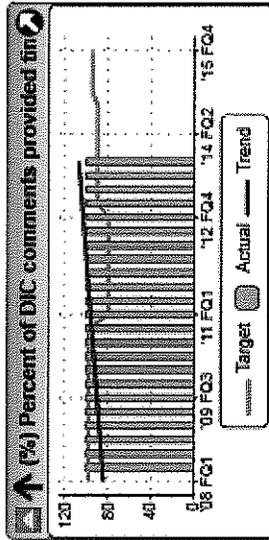
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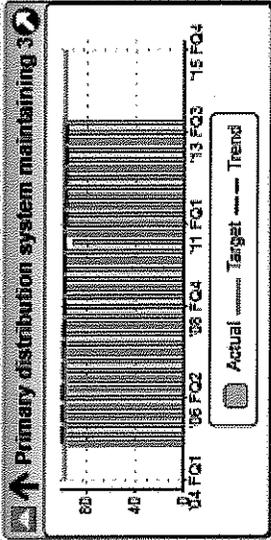


Child Measures	Period	Actual	Target	Variance	Owners
# of CDMP applications per cycle	'13 FH2	7	n/a	n/a	Valdes, Maria A. (WASD); Fallon Jr., Howard J. (WASD)
(%) Percent of DIC comments provided timely	'13 FO4	100 (9/9)	90	10	Fallon Jr., Howard J. (WASD); Valdes, Maria A. (WASD)

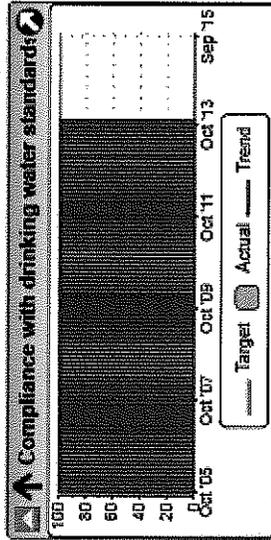


Child Measures	Period	Actual	Target	Variance	Owners
# of applications evaluated for DIC	'13 FO4	9	n/a	n/a	Valdes, Maria A. (WASD); Fallon Jr., Howard J. (WASD)

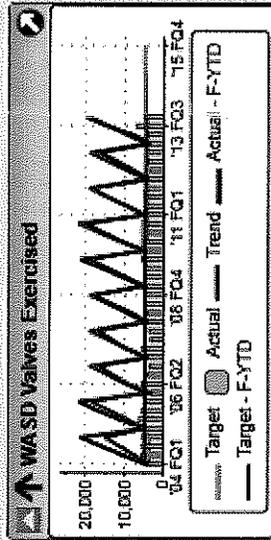
Objective	Description	Owners		
3.3 Continue to fully comply with drinking water standards (NI2-1)	Continue to fully comply with drinking water standards through water treatment and distribution processes	Terrero, Ralph (WASD)		
Grandparent Objectives	Description	Owners		
NI2 Effective infrastructure services		Miami-Dade County		
Parent Objectives	Description	Owners		
NI2-1 Provide adequate potable water supply and waste water disposal		Miami-Dade County		
Measures Linked to Objective	Actual	Target	Variance <td>Owners</td>	Owners
Primary distribution system maintaining 35 lbs.psi -WASD	99.00%	99.00%	0.00%	Terrero, Ralph (WASD); Baldwin, Arthur L. (WASD)



Compliance with drinking water standards (Days) 100.00% 0.00% **Owners: Terrero, Ralph; Renfrow, John; Diaz, Raymond D. (WASD)**

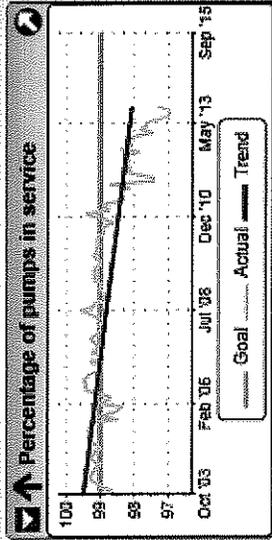


Child Measures	Period	Actual	Target	Variance	Owners
Collect a minimum of 420 samples per month for total coliform analysis	Nov '13	436	n/a	n/a	Diaz, Raymond D. (WASD)
Maintain THM (trihalomethane) levels < 80 ppb	'13 FQ4	41.00ppb	80.00ppb	39.00ppb	Terrero, Ralph; Diaz, Raymond D. (WASD)
Water Distribution Valves Exercised	'13 FQ4	5,075	4,750	325	Mathews, Daniel T. (WASD); Airado, Luis M. (WASD)

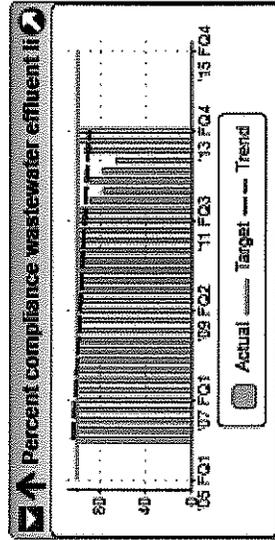


Objective	Description	Actual	Target	Variance	Owners
3.5 Continue to ensure the proper maintenance and operation of sewage system -Wastewater (N12-1)	Reduce sewage overflows by maintaining 99 percent of pumps in service at pump stations on a daily basis and continue to dispatch emergency calls for sewage overflow, and upgrade wastewater treatment.	97.33%	99.00%	-1.67%	Arreola, Vicente (WASD); Water and Sewer
Measures Linked to Objective	Percentage of pumps in service	97.33%	99.00%	-1.67%	Galambos, Albert D. (WASD); Arreola, Vicente (WASD)

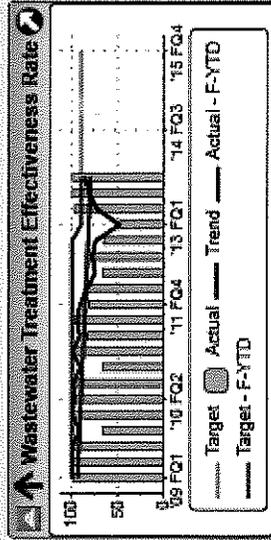
Terrero, Ralph (WASD)



Percent compliance wastewater effluent limits **99.64%** **100.00%** **-0.36%** **Arrebola, Vicenia (WASD); Fergen, Robert (WASD); Terrero, Ralph (WASD)**



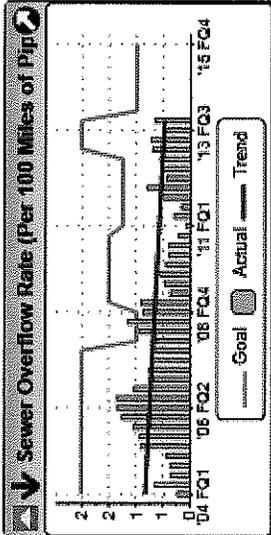
Child Measures	Period	Actual	Target	Variance	Owners
Percent South District Compliance wastewater effluent limits	'13 FQ4	100.00% (92.00 / 92.00)	100.00%	0.00%	Kronheim, Steve R. (WASD); Fergen, Robert (WASD)
Percent North District Compliance wastewater effluents limits	'13 FQ4	100.00% (92.00 / 92.00)	100.00%	0.00%	Caracappa, Gerald A. (WASD); Fergen, Robert (WASD)
Percent Central District compliance wastewater effluent limits	'13 FQ4	98.91% (91.00 / 92.00)	100.00%	-1.09%	Fergen, Robert (WASD); Saint-Phard, Francois (WASD)
Wastewater Treatment Effectiveness Rate (Permitted) (Quarterly)	'13 FQ4	99.5% (91.5 / 92.0)	90.0%	9.5%	Fergen, Robert (WASD); Arrebola, Vicenia (WASD)



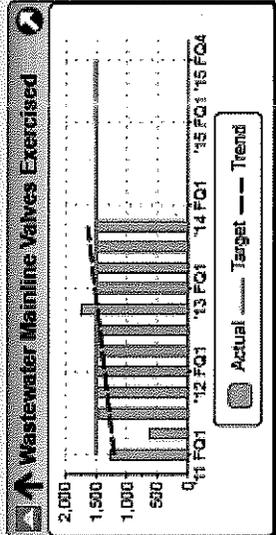
Child Measures	Period	Actual	Target	Variance	Owners
Percent North District compliance wastewater effluent limits (Permitted)	'13 FQ4	100% (92 / 92)	90%	10%	Caracappa, Gerald A. (WASD); Fergen, Robert

Business Plan Report - Water and Sewer Department (FY 2013-2014)

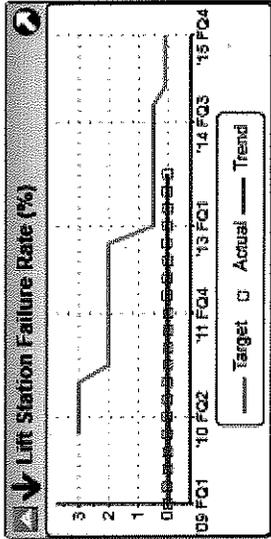
Wastewater Treatment Effectiveness Rate)	99% (01/92)	90%	0%	Fergin, Robert (WASD); Saint-Phard, Francois (WASD)
Sewer Overflow Rate (Per 100 Miles of Pipe)	0.65 (41,001/6,277,500)	2.00	1.35	Arrebola, Vicente (WASD); Lovett, Rodney J. (WASD)



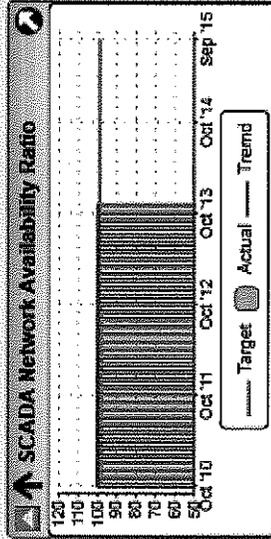
Child Measures	Period	Actual	Target	Variance	Owners
Feet of sewer line cleaned	'13 FQ4	630,209	600,000	30,209	Arrebola, Vicente (WASD); Lovett, Rodney J. (WASD)
Feet of Sanitary Sewer Evaluation Completed (SSES)	Oct '13	90,246	125,000	-34,754	Arrebola, Vicente (WASD); Lovett, Rodney J. (WASD)
Wastewater Mainline Valves Exercised	'13 FQ4	1,513	1,500	13	Lovett, Rodney J. (WASD)



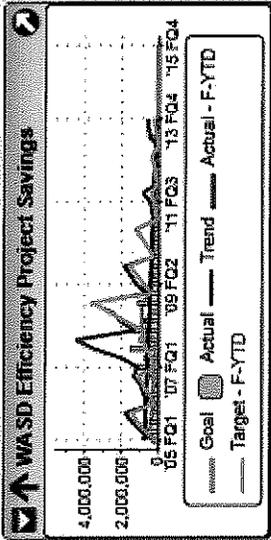
Child Measures	Period	Actual	Target	Variance	Owners
Wastewater Mainline Valves Exercised (historical)	Mar '12	501	500	1	Arrebola, Vicente (WASD); Lovett, Rodney J. (WASD)
Lift Station Failure Rate	'13 FQ4	0.03 (2,001/6,277,500)	0.50	0.47	Galambos, Albert D. (WASD); Arrebola, Vicente (WASD)



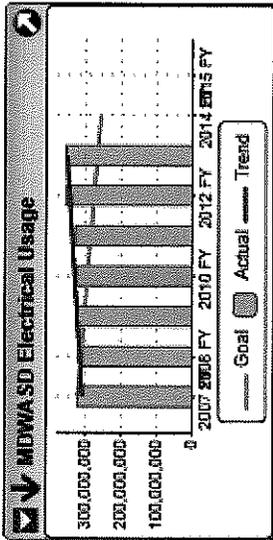
SCADA Network Availability Ratio Nov '13
 100.00% 98.00%
 (720.00 / 720.00)



Objective	Description	Owners
3.0 Continuously Improve Government (WASD) (GG4/GG6-1)		n/a
Grandparent Objectives		
GG6 Green government		Miami-Dade County
zz_2003_Deliver on promises and be accountable for performance	(ES9)Deliver on promises and be accountable for performance	Admin, Admin
Parent Objectives		
Cool Counties Climate Stabilization Fuel Usage	Description Fuel consumption from WASD bulk fuel purchases. Includes Stationary-fuel consumption (generators, pumps and pump stations) and Mobile-fuel consumption (vehicle-trucks, heavy equipment, light equipment). Mobile fuel consumption (vehicle-trucks, heavy equipment, light equipment) fueled from GSA managed facilities is reported directly by GSA. The GSA fuel usage is included for monitoring. Under Resolution R-1431-08, approved on December 16, 2008 by the Board of Miami-Dade County Commissioners endorsed Miami-Dade County's Participation in the United States Cool Counties Program and its goals and objectives including the Climate Stabilization Declaration in 2008. The program calls for 80 percent reduction of 2008 greenhouse gas emissions by 2050 including a reduction in fossil fuels.	Goldenberg, Bertha M. (WASD)
GG4 Effective management practices		Miami-Dade County
GG6-1 Reduce County government's greenhouse gas emissions and resource consumption		Miami-Dade County
zz_2003_Continuously improving Government (priority outcome)	Continuously improving government (priority outcome)	Moon, Jennifer (OMB)
Measures Linked to Objective		
WASD Efficiency Project Savings	<input checked="" type="checkbox"/>	
	Actual	Variance
	\$20,644	\$-89,356
	Target	
	\$90,000	
	Period	Owners
	'13 FQ4	Haney, Rosmary (WASD); Linares, Deborah Saez (WASD)

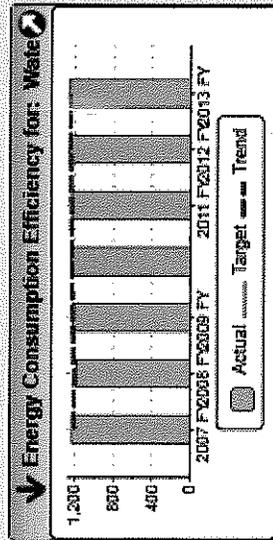


TOTAL MDWASD Electrical Usage (from FPL only) Fiscal Year (KWH) (GG6-1) 2013 FY 354,217,028kwh -87,583,808kwh 268,833,222kwh Goldenberg, Bertha M. (WASD); Tennero, Ralph; Arrebois, Vicente (WASD); Ruiz, Joseph

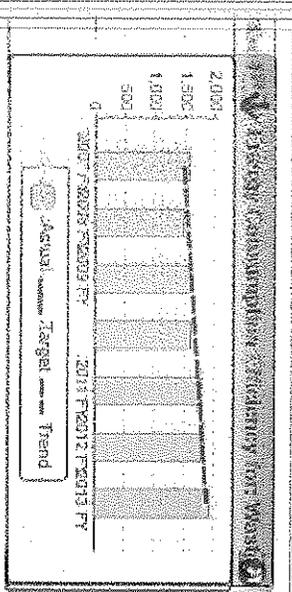


Child Measures	Period	Actual	Target	Variance	Owners
Wastewater System Major Accts Energy Consumption (kwh) (Fiscal Year Total)	2013 FY	120,517,164kwh	101,834,866kwh	-18,682,198kwh	Fegen, Robert (WASD); Galimbo, Albert D. (WASD); Tennero, Ralph (WASD); Ruiz, Joseph A. (WASD)
Water System Major Accts (kwh) (Fiscal Year Total)	2013 FY	132,572,246kwh	111,758,833kwh	-20,813,413kwh	Tennero, Ralph (WASD); Gonzalez, Angel O. (WASD)
Office Buildings Major Accts (kwh) (Fiscal Year Total)	2013 FY	7,546,060kwh	5,850,360kwh	-1,695,720kwh	Jarman, Franklyn E. (WASD)

Energy Consumption Efficiency for: Water Supply, Treatment and Distribution (KWH/MG) (GG6-1) 2013 FY 1,253KWH/MG n/a n/a Goldenberg, Bertha M. (WASD); Renfrow, John; Coro, Ernesto (WASD)



Energy Consumption Efficiency for: Wastewater Collection, Treatment, and Disposal (KWH/MG) (GG6-1) 2013 FY 1,840KWH/MG n/a n/a Renfrow, John; Coro, Ernesto (WASD)

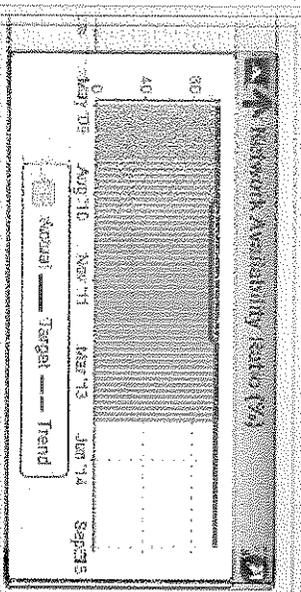


Objective: 3.2 Equip, maintain and replace systems (WWSA) (933.1)

Description: Equip, maintain and replace systems through technology

Performance Objectives:
 EG3.1 Equip, maintain and replace systems through technology

Measure: Metered to Objective Network Availability Ratio (%)



Measure	Period	Actual	Target	Variance	Owners
Network Availability Ratio (%)	Jan 13	99.84%	99.00%	0.84%	Bartel, Mario R., Vera, Deborah
Network Availability Ratio (%)	Jan 13	99.98%	99.00%	0.98%	Vera, Deborah, Bartel, Mario R.

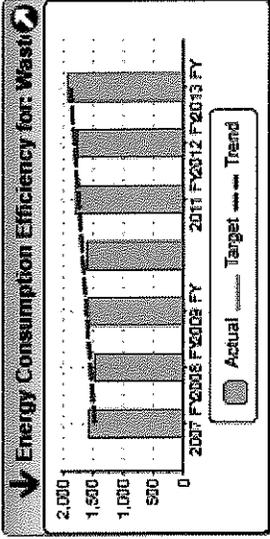
4.0 Learning and Growth

Objective: 4.1 Develop and retain excellent employees and leaders (933.2)

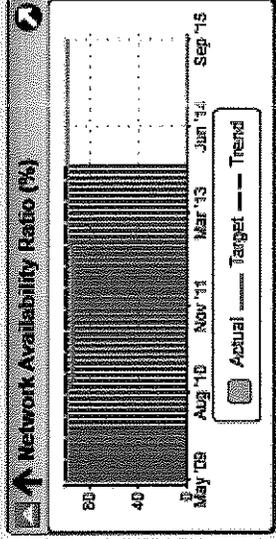
Performance Objectives:
 EG4.1 Equip, maintain and replace systems through technology

Measure	Period	Actual	Target	Variance	Owners
Network Availability Ratio (%)	Jan 13	99.84%	99.00%	0.84%	Bartel, Mario R., Vera, Deborah
Network Availability Ratio (%)	Jan 13	99.98%	99.00%	0.98%	Vera, Deborah, Bartel, Mario R.





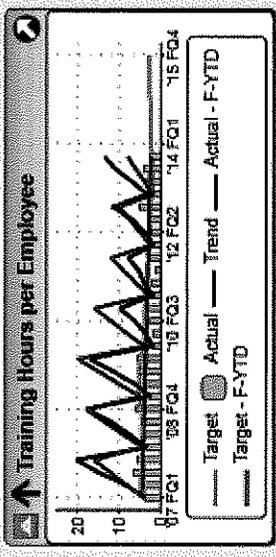
Objective	Description	Owners
3.8 Ensure available and reliable systems (WASD) (GG3-1)		Viera, Deborah R. (WASD)
Grandparent Objectives	Description	Owners
GG3 Efficient and effective service delivery through technology		Miami-Dade County
Parent Objectives	Description	Owners
GG3-1 Ensure available and reliable systems		Miami-Dade County
Measures Linked to Objective	Period	Variance
Network Availability Ratio (%)	Nov '13	0.84%
		99.00%
		99.84%
		27,326.60 / 27,371.37
Child Measures	Period	Variance
Percentage network up-time (historical)	Jun '09	0.98%
		99.00%
		99.98%
		0.98%
		Viera, Deborah; Barral, Mano R.



Objective	Description	Owners
4.0 Learning and Growth		
4.1 Develop and retain excellent employees and leaders (GG2-2)		Water and Sewer
Grandparent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County
GG3 Efficient and effective service delivery through technology		Miami-Dade County

Parent Objectives	Description	Owners
GG2-2 Develop and retain excellent employees and leaders		Miami-Dade County
GG3-1 Ensure available and reliable systems		Miami-Dade County

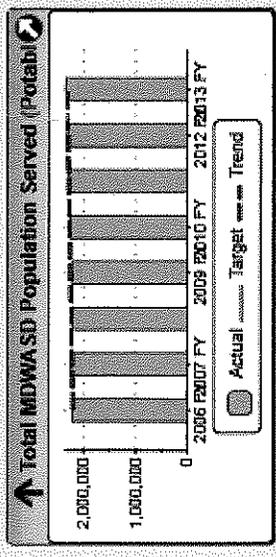
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Training Hours per Employee (Quarterly)	'13 FQ4	2.71 (8,438.00/2,378.00)	2.00	0.71	Brewer-McDuffie, Cecilia; Carcache, Alvaro A. (WASD)



Child Measures	Period	Actual	Target	Variance	Owners
Number of Employees Trained	'13 FQ4	1,316	1,250	66	Brewer-McDuffie, Cecilia; Carcache, Alvaro A. (WASD)
Training Hours Per Employee (Fiscal Year)	2013 FY	13.7 (32,752.0/2,388.0)	10.0	3.7	Brewer-McDuffie, Cecilia (WASD); Carcache, Alvaro A. (WASD)
Total hours worked by all employees	'13 FQ3	1,188,127	1,312,220	-124,093	Robles, Sainio; Carcache, Alvaro A. (WASD); Brewer-McDuffie, Cecilia

Objective	Description	Owners
4.2 WASD Operations Facts and Figures		Anebolis Vesante (WASD); Tenero, Ralph (WASD); Goldenberg, Bertha M. (WASD); Water and Sewer

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Total MDWASD Population Served (Potable Water Service)	2013 FY	2,340,861	n/a	n/a	Goldenberg, Bertha M. (WASD); Edwards, Daniel J. (WASD); Fallon Jr., Howard J. (WASD)



Child Measures	Period	Actual	Target	Variance	Owners
Retail Population Served (Potable Water Service)	2013 FY	1,851,583	n/a	n/a	Goldenberg, Bertha M. (WASD); Edwards, Daniel J. (WASD); Valdes, Maria A. (WASD); Fallon Jr., Howard J. (WASD)
Wholesale Population Served (Potable Water Service)	2013 FY	478,078	n/a	n/a	Goldenberg, Bertha M. (WASD); Edwards, Daniel J. (WASD); Fallon Jr., Howard J. (WASD); Valdes, Maria A. (WASD)
Total MDWASD Population Served (Wastewater Collection/Treatment)	2013 FY	2,272,378	n/a	n/a	Goldenberg, Bertha M. (WASD); Edwards, Daniel J. (WASD); Fallon Jr., Howard J. (WASD)

Total MDWASD Population Served (Master)

Year	Actual	Target
2006	~1,000,000	~1,000,000
2007	~1,000,000	~1,000,000
2009	~1,000,000	~1,000,000
2010	~1,000,000	~1,000,000
2012	~1,000,000	~1,000,000
2013	2,272,378	n/a

Child Measures	Period	Actual	Target	Variance	Owners
Retail Population Served (Wastewater Collection/Treatment)	2013 FY	1,567,941	n/a	n/a	Goldenberg, Bertha M. (WASD); Edwards, Daniel J. (WASD); Fallon Jr., Howard J. (WASD)
Wholesale Population Served (Wastewater Collection/Treatment)	2013 FY	704,437	n/a	n/a	Goldenberg, Bertha M. (WASD); Edwards, Daniel J. (WASD); Fallon Jr., Howard J. (WASD)