

Water and Sewer PO Box 330316 • 3071 SW 38 Avenue Miami, Florida 33233-0316 T 305-665-7471

VIA ELECTRONIC CORRESPONDENCE

March 31, 2016

CCN: 60167 File No: 8.DC.20.32

Chief, Environmental Enforcement Section Environment and Natural Resources Division U.S. Department of Justice P.O. Box 7611 Ben Franklin Station Washington, D.C. 20044-7611 RE: DOJ No. 90-5-1-1-4022/1 Walter.Benjamin.Fisherow@usdoj.gov

Rachael Amy Kamons Environmental Enforcement Section U.S. Department of Justice P.O. Box 7611 Ben Franklin Station Washington, D.C. 20044-7611 Rachael.Kamons@usdoj.gov Chief, Clean Water Enforcement Branch Water Protection Division Attn: Brad Ammons U.S. Environmental Protection Agency, Region 4 61 Forsyth Street, S.W. Atlanta, Georgia 30303 <u>Ammons.Brad@epa.gov</u>

Florida Department of Environmental Protection Southeast District – West Palm Beach 3301 Gun Club Road, MSC 7210-1 West Palm Beach, FL 33406 Attn: Compliance/Enforcement Section <u>Diane.Pupa@dep.state.fl.us</u>

RE: Consent Decree (Case: No. 1:12-cv-24400-FAM) Reference DOJ Case No. 90-5-1-1-4022/1 Section VI – Compliance Requirements, Paragraph 19 – Capacity, Management, Operations and Maintenance (CMOM) Programs Consolidated Schedule of Implementation Activities

Dear Sir/Madam:

On January 19, 2016, Miami-Dade County (County) sent the United States Environmental Protection Agency (EPA) and Florida Department of Environmental Protection (FDEP) a correspondence detailing an agreement between the parties that the County would submit a Capacity, Management, Operations and Maintenance (CMOM) Programs consolidated implementation schedule by March 2016. As per this agreement, attached for your review and approval is the County's CMOM Programs Consolidated Schedule of Implementation Activities.

Capacity, Management, Operations and Maintenance (CMOM) Programs Consolidated Schedule of Implementation Activities March 31, 2016 Page 2

I certify under penalty of law that this document and all attachments were prepared under my direction or supervision in accordance with a system designed to assure that qualified personnel properly gather and evaluate the information submitted. Based on my inquiry of the person or persons who manage the system, or those persons directly responsible for gathering such information, the information submitted is, to the best of my knowledge and belief, true, accurate and complete. I am aware that there are significant penalties for submitting false information, including the possibility of fine and imprisonment for knowing violations.

Should you have any questions regarding this matter, please call me at (786) 552-8120.

Sincerely,

Allers

Bertha Goldenberg, P.E., LEED[®] Green Associate Assistant Director, Regulatory Compliance and Planning

Attachments: CMOM Programs Consolidated Schedule of Implementation Activities

ec: Jonathan A. Glogau Special Counsel Chief, Complex Litigation Office of the Attorney General PL-01, The Capitol Tallahassee, FL 32399-1050 850-414-3817 Jon.Glogau@myfloridalegal.com

> Florida Department of Environmental Protection Southeast District – West Palm Beach 3301 Gun Club Road, MSC 7210-1 West Palm Beach, FL 33406 Attn: Compliance/Enforcement Section Jason.Andreotta@dep.state.fl.us Lisa.M.Self@dep.state.fl.us Sed.wastewater@dep.state.fl.us

Capacity, Management, Operations and Maintenance (CMOM) Programs Consolidated Schedule of Implementation Activities March 31, 2016 Page 3

Mayor Carlos A. Gimenez Miami-Dade County 111 NW First Street 29th Floor Miami, Florida 33128

Lester Sola, Director Miami-Dade Water and Sewer Department 3071 SW 38th Avenue Miami, Florida 33146

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William Bush Associate Regional Counsel U.S. EPA, Region 4 61 Forsyth Street, SW Atlanta, Georgia 30303 Bush.William@epa.gov

William A. Weinischke Senior Trial Attorney Environmental Enforcement Section Environment and Natural Resources Division U.S. Department of Justice P.O. Box 7611 Washington, D.C. 20044 <u>Bill.Weinischke@usdoj.gov</u>



Miami-Dade Water and Sewer Department (WASD) Capacity, Management, Operations and Maintenance (CMOM) Program Consolidated Implementation Schedule

Delivering Excellence Every Day

0						Qtr 4 Qtr 1 Qtr 2 Qtr 3 Qtr 4 Qtr 4 Qtr 1 Qtr 2 Qtr 3 Qtr 4 Qtr 4 Qtr 1 Qtr 2 Qtr 3 Qtr 4 Qtr 4 Qtr 1 Qtr 2 Qtr 3 Qtr 4 Qtr 4 Qtr 4 Qtr 4 Qtr 1 Qtr 2 Qtr 3 Qtr 4
		1881 days	Fri 4/1/16	Fri 6/16/23		1881 days 💭
	Information Technology (IT) Division	586 days	Fri 4/1/16	Fri 6/29/1		586 (days
	Management IMS	586 days	Fri 4/1/16	Fri 6/29/1		586 days the second sec
	Develop Management IMS Dashboards GIS Program (CD Milestone)	260 days 330 days	Mon 4/3/17 Fri 4/1/16	Fri 3/30/1 Thu 7/6/1		330 days 🖤
	An updated GIS database to include all as-builts and Active As-built Supplemental Information System ("AASIS") forms, including new and	330 days	Fri 4/1/16	Thu 7/6/1		
	corrected asset attribute data (CD Milestone)					
	Streamlining of the GIS data entry process. Included shall be development of a system to interface with the WCTS hydraulic computer model (CD Milestone)	221 days	Fri 7/1/16	Fri 5/5/1	7	
	Simplification of the AASIS process to facilitate wider usage (CD Milestone)	81 days	Fri 4/1/16	Fri 7/22/1	6	
	Development of a "flagging process" for damage investigators to note GIS inaccuracies (CD Milestone)	100 days	Mon 6/13/16		6 7FS-30 days	
	Provision for additional GIS training and refresher training (CD Milestone)	165 days	Mon 4/25/16	Fri 12/9/1		
	Use of Dade On-Line Facilities Information Network version II ("DOLFIN II") to facilitate more widespread access to GIS resources to	100 days	Wed 6/1/16	Tue 10/18/1		
	remote staff	000 4	E-1 4/4/40	T 0/0/4	_	
	Determination elevations of all manhole rim elevations and sewer inverts at connections to manholes and Pump Stations and their inclusion into GIS (CD Milestone)	308 days	Fri 4/1/16	Tue 6/6/1	1	308 days 🗰 🔤
	Collect data and provide to WASD	239 days	Fri 4/1/16	Wed 3/1/1	7	
	Receive data and input into GIS	308 days	Fri 4/1/16	Tue 6/6/1	7	
	Sewer Overflow Response Plan	322 days	Fri 4/1/16	Mon 6/26/1	7	322 days 🖤
	Include additional fields in the notification form to incorporate repeat SSO identification for each SSO incident.	47 days	Thu 10/13/16	Fri 12/16/1		
	Develop a Building Backup notification form	56 days	Mon 1/16/17	Mon 4/3/1		
	Incorporate additional tracking capabilities to ensure the elements of the separate tracking systems are incorporated into an Enterprise system application accessible to RER-DERM	47 days	Thu 10/13/16	Fri 12/16/1	6	
	system application accessible to RCPUERM Incorporate the Building Backup tracking capabilities into the SSO Consolidated Database activity to ensure compatibility and ease of	56 days	Mon 1/16/17	Mon 4/3/1	7	
	access					
	Implement measures to record, track, and report on SORP performance measures	56 days	Mon 1/16/17	Mon 4/3/1		
	Develop material for training activities, including workshops, field training, and/or coordination/training meetings to ensure staff are fully informed of the SORP-provisions	30 days	Tue 4/4/17	Mon 5/15/1	/ 19	
	Develop material for refresher training on the Active As-built Supplemental Information System (AASIS) process (CD Milestone)	30 days	Tue 5/16/17	Mon 6/26/1	7 20	
	Enhanced Spill Application Module	156 days	Fri 4/1/16	Fri 11/4/1		
	Construction Contracts Management project closeout business practices	60 days	Fri 4/1/16	Thu 6/23/1		
	SCADA Archives Team	390 days	Mon 1/2/17	Fri 6/29/1		
	Records Retention and Disposal Policy	85 days	Mon 2/26/18	Fri 6/22/1		
	Additional IT User Training Operations IMS	140 days	Fri 5/5/17	Thu 11/16/1 Fri 3/24/1		
	Operations IMS WWTMD Enhance MORS Functionality (Operations IMS)	235 days 235 days	Mon 5/2/16 Mon 5/2/16	Fri 3/24/1 Fri 3/24/1		
	Maintenance IMS	581 days	Fri 4/1/16	Fri 6/22/1		
	Purchase maintenance IMS software and hardware	0 days	Fri 4/1/16	Fri 4/1/1		
	PSD EAMS Configuration	250 days	Mon 5/2/16	Fri 4/14/1		
	WWCTLD EAMS Functionality Enhancement	100 days	Mon 2/5/18	Fri 6/22/1	8 30	
	WWTMD Update EAMS Configuration	195 days	Mon 6/5/17	Fri 3/2/1	8 30	
	WWCTLD Implement GraniteNet & Integrate with EAMS	290 days	Wed 6/1/16	Tue 7/11/1		
	WWCTLD WCTS Basin Prioritization Tool	75 days	Mon 10/3/16	Fri 1/13/1		
	WWCLTD Night Flow Identification Tool	75 days	Mon 1/16/17	Fri 4/28/1		
	Pump Station Division (PSD)	1305 days	Fri 4/1/16	Thu 4/1/2		
	Condition Assessment	1305 days 20 days	Fri 4/1/16 Mon 6/27/16	Thu 4/1/2	1 6 31SS+40 days	1305 days 🜵
	Develop protocol to update and maintain PS asset database Complete PS asset inventory	20 days 280 days	Mon 7/25/16	Fri 7/22/1		
	Develop a Pump Station Technical Specifications Data Attribution	280 days	Mon 8/1/16		7 40SS+5 days	
	Update and refine critical spare parts	90 days	Mon 8/28/17	Fri 12/29/1		
	Inspection	1305 days	Fri 4/1/16	Thu 4/1/2	1	
	Begin 24/7 SCADA alarm monitoring function by PSD	0 days	Mon 4/3/17	Mon 4/3/1		♦ 4/3
	Begin conducting routine inspections of wet well conditions	0 days	Mon 4/3/17	Mon 4/3/1		◆ 4 ^{/3}
	Predictive	654 days	Mon 10/1/18	Thu 4/1/2		
	Begin predictive maintenance activities	0 days	Mon 4/1/19 Fri 4/1/16	Mon 4/1/1 Thu 4/1/2		<u></u> ♦4/1
	Maintenance Training	1305 days 60 days	Fri 4/1/16	Thu 4/1/2 Thu 6/23/1		60 days 🖤
	Develop training program to promote a higher training level, including certifications for selected job positions	60 days	Fri 4/1/16	Thu 6/23/1		
	Maintenance Scheduling	1120 days	Mon 12/19/16	Sun 4/4/2		
	Oversight and development of maintenance scheduling for routine, preventative, and predictive maintenance in EAMS	1059 days	Mon 3/13/17	Thu 4/1/2		
	Analyze communications options, such as radio, cellular, beeper, etc., to determine best means of communications between field personnel	45 days	Mon 12/19/16	Fri 2/17/1	7 50SS	
	and supervisors Routine/Preventative	1305 days	Fri 4/1/16	Thu 4/1/2	1	
	Begin performing mechanical preventative maintenance at regional pump stations	0 days	Mon 4/3/17	Mon 4/3/1		
	Begin providing support to Q& staff and manage capital improvements to mechanical equipment.	0 days	Mon 4/3/17	Mon 4/3/1		◆ 4/3
	Begin maintenance cycles for instrumentation located in the pump stations.	0 days	Mon 4/3/17	Mon 4/3/1		♦ 4/3
	Progressively ramp up staffing to return PS maintenance crew to optimal levels (including 2nd and 3rd shifts)	780 days	Mon 10/3/16	Fri 9/27/1		
	Begin performing routine wet well cleaning.	0 days	Mon 4/3/17	Mon 4/3/1	7	♦ 4/3
	Corrective	914 days	Mon 10/2/17	Thu 4/1/2		
	Begin pump station emergency generator and portable pump diesel equipment maintenance cycles	0 days	Mon 4/2/18	Mon 4/2/1		◆ 4/2
	Establish submersible pump repair shops and begin in-house repairs of submersible pumps	0 days	Mon 4/2/18	Mon 4/2/1		◆ 4/2 ↓ 1/2
	Begin structural maintenance cycles Wastewater Collection and Transmission Line Division (WWCTLD)	0 days	Mon 4/2/18 Fri 4/1/16	Mon 4/2/1 Tue 5/24/2		1603 days u
	Condition Assessment	1603 days 1603 days	Fri 4/1/16	Tue 5/24/2 Tue 5/24/2		
	Implement a pilot program to monitor the pH of sewage flow from select WASD industrial customers	90 days	Fri 4/1/16	Thu 8/4/1		
	Develop the Force Main Criticality Assessment and Prioritization Report (CD Milestone)	239 days	Fri 4/1/16	Wed 3/1/1		
	Force Main Assessment (CD Milestone)	1304 days	Thu 5/25/17		267FS+60 days	
	GSS cleaning/inspection	1099 days	Mon 1/16/17	Thu 4/1/2		
	Conduct GSS inspections as determined by prioritization strategy	1099 days	Mon 1/16/17	Thu 4/1/2		
	WWCTLD maintenance GSS repairs	1084 days	Mon 2/6/17		1 69SS+15 days	
	Inspection and Maintenance	1385 days	Mon 10/3/16	Fri 1/21/2		
	Training	45 days	Mon 10/3/16	Fri 12/2/1	Ø	45 days 🐺 🐺
ę	solidated Implementation Task BERERERE Milestone Project Summary Summary Fytemal Tasks		External Milestor	ne 🔶		nactive Milestone 🔷 Manual Task 🚺 Manual Summary Rollup Start-only 🕻 Progress
	30/16 Split Summary External Tasks		Inactive Task			Inactive Summary 🗸 Duration-only 🛛 Deadline 🕀

WOOLPERT CMOM PROGRAM TEAM										



Miami-Dade Water and Sewer Department (WASD) Capacity, Management, Operations and Maintenance (CMOM) Program Consolidated Implementation Schedule

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ID 👩	Task Name	Duration	Start	Finish	Predecessors	Otr 4 Otr 1	2016			2017		2018	2019 Qtr 1 Qtr 2 Qtr 3	2 Otr 4 0
74	Develop training plan for the new and existing construction management staff with regards to proper pipe handling, bedding, coating and field repair.	45 days	Mon 10/3/16	Fri 12/2/16								2 Q113 Q114		
75 🏢	Develop material for Utility Locations and Special Billings staff to offer a Contractor Outreach Workshop, or other educational activity as might be identified.	45 days	Mon 10/3/16	Fri 12/2/16										
76	Inspection	1385 days	Mon 10/3/16	Fri 1/21/22			1385 days				<u> </u>	++		
77 📖	Add resources for GSS inspection and repair to address the existing backlog of regulatory compliance	520 days	Mon 10/3/16	Fri 9/28/18		1			3000000				1	1
78 🏢	Add resources for FMO inspection and repair to address the existing backlog of regulatory compliance	785 days	Mon 10/3/16	Fri 10/4/19										<u>an</u>
79	Provide a comprehensive inspection of WCTS easements utilizing vendor services and identify current encroachments	600 days	Mon 10/7/19	Fri 1/21/22	78			i i			i i		i i	100000000000000000000000000000000000000
80 🏢	Develop integrated electronic manhole inspection data collection form	60 days	Mon 10/3/16	Fri 12/23/16		1		800000			1		1	L
81	Routine/Preventative	1174 days	Mon 10/3/16	Thu 4/1/21							<u> </u>		<u> </u>	
82 🛄	Add resources to continue and expand the execution of the existing preventative maintenance program for GSS Section	1174 days	Mon 10/3/16	Thu 4/1/21		i i			4000000		<u></u>	400000000000000000000000000000000000000		
83 🔢	Add resources to continue and expand the execution of the existing preventative maintenance program for FMO Section	1175 days	Mon 10/3/16	Fri 4/2/21				888888 888	<u> 2000000000000000000000000000000000000</u>		<u></u>			400000000000000000000000000000000000000
84	Predictive	120 days	Mon 10/3/16	Fri 3/17/17			120 days							
85 🛄	Deploy Smart Covers to all "hot spots" to closely monitor and provide data to better assess these areas	120 days	Mon 10/3/16	Fri 3/17/17									i.	i i
86	Wastewater Treatment and Maintenance Division (WWTMD)	1300 days	Fri 4/8/16	Thu 4/1/21		1300 days						+		
87	Condition Assessment	210 days	Mon 2/5/18	Fri 11/23/18						210 da	ays 🛡	▼		
88 🔢	Develop the Maintenance Work Management Guideline	90 days	Mon 2/5/18		33SS+160 days	5		i i					i	i i
89	Condition assessments will be performed on highly critical (#5 – Hazard) equipment and systems	120 days	Mon 6/11/18	Fri 11/23/18	88	1		1			1	10 00000000000000000000000000000000000	+	
90	Inspection and Maintenance	1300 days	Fri 4/8/16	Thu 4/1/21		1300 days								
91	Training	45 days	Mon 10/3/16	Fri 12/2/16			45 days				i.		i	i i
92 🛄	Develop training plan for new staff to capture knowledge of unique operating and maintenance characteristics	45 days	Mon 10/3/16	Fri 12/2/16		1					1		1	1
93	Inspection	1174 days	Mon 10/3/16	Thu 4/1/21			1174 days					++		
94	Add staff to create a new Maintenance Management Support Group for the support of maintenance activities and develop a long-term strategic program	250 days	Mon 10/2/17	Fri 9/14/18										i I
95	Update and maintain WWTMD website for access on general information such as; septic waste disposal and public tours	1120 days	Mon 10/3/16	Fri 1/15/21					4000000				<u></u>	
96 📖	Track established performance measures to objectively plan, and adjust resource funding levels	1174 days	Mon 10/3/16	Thu 4/1/21				999999 HO	<u></u>		<u></u>	<u>,0000 00000000000000000000000000000000</u>		
97	Routine/Preventative	1300 days	Fri 4/8/16	Thu 4/1/21		1300 days	-							
98 📖	Peform routine/preventative O&M activities within WWTPs	1300 days	Fri 4/8/16	Thu 4/1/21		1			40000000					<u>/////////////////////////////////////</u>
99 🔢	Develop Standard Operating Procedures for emergency and/or critical operational events	90 days	Mon 10/3/16	Fri 2/3/17				88008 808	1					
100	Implement PM Program as part of the Maintenance Work Management Guideline	120 days	Mon 8/14/17		33SS+50 days			i i			<u>///////</u>		i	i i
101	Corrective	120 days	Mon 8/14/17	Fri 1/26/18				1	120 0	days 🛡			1	1
102	Implement Corrective Maintenance Program as part of the Maintenance Work Management Guideline.	120 days	Mon 8/14/17		33SS+50 days		400 1	_	Ľ		<u>A000</u>			
103	Predictive	160 days	Mon 10/3/16	Fri 5/12/17		i i	160 days	•		,	i		i	i i
104 🔢	Add condition-based monitoring of vibration and other indicators to the current PdM activities	30 days	Mon 10/3/16	Fri 11/11/16							1		1	1
105	Monitor the Hauled Waste Program and adjust procedures to ensure effective management of the program.	160 days	Mon 10/3/16	Fri 5/12/17					<u>ann 111111</u>		1300 davs			I
106	Asset Management	1300 days	Mon 6/25/18	Fri 6/16/23		i i		ľ			1300 days	•	1	1
107	Hire or Appoint an Asset Management Program Manager and its needed resources	125 days	Mon 6/25/18 Mon 12/17/18	Fri 12/14/18 Fri 2/15/19				1						1
108	Develop / Assemble Program foundational elements such as Policies, Strategies, Objectives and Plans Define the organizational recourse panets (skill sets and number of recourses) to sustain the SSAMP and OSM Plane beyond their initial execution	45 days	Mon 12/17/18 Mon 12/17/18	Fri 2/15/19								!	(11111) (11111)	L L
109	Define the organizational resource needs (skill sets and number of resources) to sustain the SSAMP and O&M Plans beyond their initial execution	45 days	WUT 12/17/18	FII 2/15/19	107			l.			(L. L.	(11111)	i i
110 🔢	Hire or assign resources to the Asset Management program team	125 days	Mon 2/18/19	Fri 8/9/19							1			
111 🔢	Perform market research to identify the potential software/tools/products that support asset-based life cycle costing	190 days	Mon 2/18/19	Fri 11/8/19		1		1			1			2000 i i
112 🔢	Develop and issue an RFQ, select a new product or new functionality and implement the solution on WASD systems	190 days	Mon 11/11/19	Fri 7/31/20				1						
113 🏢	Implement the life cycle costing product, one Division at a time. Replicate the effort across the entire WASD WCTS dataset. (Note that asset inventories, identification of critical assets, and condition assessments must be available for these analyses)	380 days	Mon 8/3/20	Fri 1/14/22										
114	Incorporate climate resiliency feature in life cycle costing product	30 days	Mon 8/3/20	Fri 9/11/20				ľ			i.		i	l l
115 🔢	Use the software to perform multiple life cycle costing what-if scenarios	250 days	Mon 1/17/22		113,45,47,68SS			4					+	
	Select one proposed life cycle costing scenario for future cost projections	60 davs	Mon 1/2/23	Fri 3/24/23	115		1				1		1	
116	Develop long term life cycle cost projections for 5 to 50 year planning period	60 days	Mon 3/27/23	Fri 6/16/23		- I								

Project: Consolidated Implementation Date: Wed 3/30/16	Task Split	Milestone Summary	♦	Project Summary External Tasks	External Milestone	♦	Inactive Milestone Inactive Summary	♦ Manual Tas♥ Duration-or	k 🕻	Manual Su Manual Su	nmary Rollup	Start-only Finish-only	C]	Progress Deadline	Ĥ
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