

# FY 2011-12 Adopted Budget and Multi-Year Capital Plan

## Library

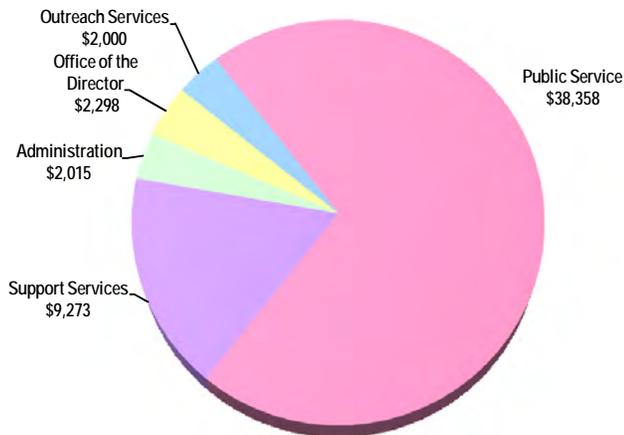
The Miami-Dade County Public Library System (Library or Library System) provides public library services reflecting the informational, educational, and recreational needs of our community.

As part of the Recreation and Culture strategic area, the Library System provides library services to one of the largest and most diverse populations in the United States. More than 2,000,000 residents of the Miami-Dade County Library District enjoy access to a collection of nearly 4,000,000 items in a wide variety of formats and languages and a state-of-the-art computer system and public computer workstations, including laptops, with full Internet access for public use. The Library System operates a Main Library, 49 neighborhood branches, and two bookmobiles.

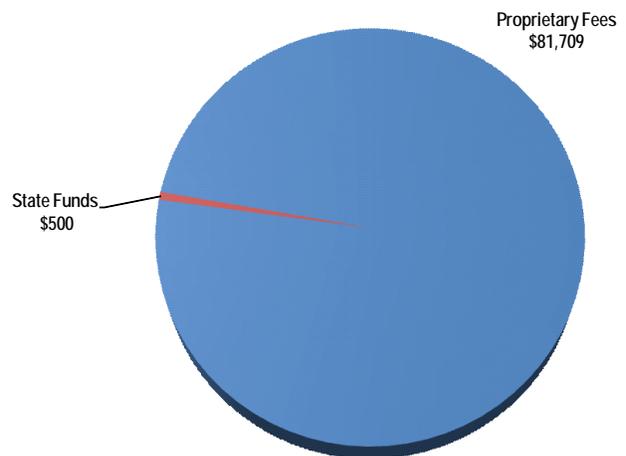
The Library System coordinates its many activities and functions with a variety of stakeholders, including schools, homeowners' associations, community councils, municipalities, various groups involved in fundraising and development activities for the benefit of the Library System, community-based organizations, and other local and neighborhood groups. In addition, the Department works in conjunction with other County departments such as Internal Services, Information Technology, and Parks, Recreation, and Open Spaces to continue programs and implement the Library System's capital plan.

### FY 2011-12 Adopted Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



# FY 2011-12 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<p><b><u>OFFICE OF THE DIRECTOR</u></b></p> <ul style="list-style-type: none"> <li>• Provides overall direction and coordination of departmental operations and management</li> </ul> <table style="margin-left: auto; margin-right: auto; border: none;"> <tr> <td style="text-align: center; padding: 0 10px;"><u>FY 10-11</u></td> <td style="text-align: center; padding: 0 10px;"><u>FY 11-12</u></td> </tr> <tr> <td style="text-align: center; padding: 0 10px;">3</td> <td style="text-align: center; padding: 0 10px;">3</td> </tr> </table>	<u>FY 10-11</u>	<u>FY 11-12</u>	3	3
<u>FY 10-11</u>	<u>FY 11-12</u>			
3	3			
<p><b><u>ADMINISTRATION</u></b></p> <ul style="list-style-type: none"> <li>• Oversees implementation of departmental policy and manages the departmental budget</li> </ul> <table style="margin-left: auto; margin-right: auto; border: none;"> <tr> <td style="text-align: center; padding: 0 10px;"><u>FY 10-11</u></td> <td style="text-align: center; padding: 0 10px;"><u>FY 11-12</u></td> </tr> <tr> <td style="text-align: center; padding: 0 10px;">14</td> <td style="text-align: center; padding: 0 10px;">15</td> </tr> </table>	<u>FY 10-11</u>	<u>FY 11-12</u>	14	15
<u>FY 10-11</u>	<u>FY 11-12</u>			
14	15			
<p><b><u>SUPPORT SERVICES</u></b></p> <ul style="list-style-type: none"> <li>• Processes financial transactions and personnel actions; oversees the Library's capital expansion plan; develops and prints educational and promotional materials for the Library System; manages maintenance, security, fleet services, and human resources throughout the system</li> </ul> <table style="margin-left: auto; margin-right: auto; border: none;"> <tr> <td style="text-align: center; padding: 0 10px;"><u>FY 10-11</u></td> <td style="text-align: center; padding: 0 10px;"><u>FY 11-12</u></td> </tr> <tr> <td style="text-align: center; padding: 0 10px;">68</td> <td style="text-align: center; padding: 0 10px;">49</td> </tr> </table>	<u>FY 10-11</u>	<u>FY 11-12</u>	68	49
<u>FY 10-11</u>	<u>FY 11-12</u>			
68	49			
<p><b><u>OUTREACH SERVICES</u></b></p> <ul style="list-style-type: none"> <li>• Develops and implements special events and programs for targeted populations, such as children or patrons with difficulty accessing services at branches</li> </ul> <table style="margin-left: auto; margin-right: auto; border: none;"> <tr> <td style="text-align: center; padding: 0 10px;"><u>FY 10-11</u></td> <td style="text-align: center; padding: 0 10px;"><u>FY 11-12</u></td> </tr> <tr> <td style="text-align: center; padding: 0 10px;">30</td> <td style="text-align: center; padding: 0 10px;">25</td> </tr> </table>	<u>FY 10-11</u>	<u>FY 11-12</u>	30	25
<u>FY 10-11</u>	<u>FY 11-12</u>			
30	25			
<p><b><u>PUBLIC SERVICE</u></b></p> <ul style="list-style-type: none"> <li>• Provides informational and lending services to users of branch and regional facilities, programs and events to encourage literacy, library usage, and life-long learning; formulates and administers the Collection Development Policy and Materials Budget Plan for the Library System; coordinates all library automation efforts and online services, including short- and long-term technical planning, e-government, web portal initiatives, network infrastructure, network security, and all central site and remote computer equipment and applications, for staff and the general public</li> </ul> <table style="margin-left: auto; margin-right: auto; border: none;"> <tr> <td style="text-align: center; padding: 0 10px;"><u>FY 10-11</u></td> <td style="text-align: center; padding: 0 10px;"><u>FY 11-12</u></td> </tr> <tr> <td style="text-align: center; padding: 0 10px;">506</td> <td style="text-align: center; padding: 0 10px;">374</td> </tr> </table>	<u>FY 10-11</u>	<u>FY 11-12</u>	506	374
<u>FY 10-11</u>	<u>FY 11-12</u>			
506	374			

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 08-09	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12
<b>Revenue Summary</b>				
Ad Valorem Fees	80,260	72,372	47,417	29,197
Carryover	70,028	76,040	70,709	51,109
Miscellaneous Revenues	2,477	2,103	1,338	1,403
State Grants	1,693	1,674	1,000	500
Total Revenues	154,458	152,189	120,464	82,209
<b>Operating Expenditures Summary</b>				
Salary	33,238	31,648	31,151	22,948
Fringe Benefits	10,879	9,748	10,271	6,741
Court Costs	0	0	0	1
Contractual Services	4,696	4,831	3,561	3,716
Other Operating	18,788	14,574	16,267	14,473
Charges for County Services	6,529	7,051	6,816	4,470
Grants to Outside Organizations	0	7,476	0	0
Capital	2,368	2,827	4,313	1,595
Total Operating Expenditures	76,498	78,155	72,379	53,944
<b>Non-Operating Expenditures Summary</b>				
Transfers	1,815	1,824	13,587	1,824
Distribution of Funds In Trust	0	0	0	0
Debt Service	105	110	135	135
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	34,363	26,306
Total Non-Operating Expenditures	1,920	1,934	48,085	28,265

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 10-11	Adopted FY 11-12	Budget FY 10-11	Adopted FY 11-12
<b>Strategic Area: Recreation and Culture</b>				
Office of the Director	3,851	2,298	3	3
Administration	2,126	2,015	14	15
Outreach Services	2,829	2,000	30	25
Public Service	50,503	38,358	506	374
Support Services	13,070	9,273	68	49
Total Operating Expenditures	72,379	53,944	621	466

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 08-09	Actual FY 09-10	Budget FY 10-11	Actual FY 10-11	Budget FY 11-12
Advertising	73	3	19	12	14
Fuel	96	105	85	127	88
Overtime	242	149	252	181	252
Rent	5,540	5,619	6,868	6,863	6,893
Security Services	1,615	1,445	785	1,045	757
Temporary Services	111	0	1	0	0
Travel and Registration	38	8	5	7	10
Utilities	2,314	2,425	2,215	2,173	2,288

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Future Financing	0	2,471	0	0	0	0	18,460	18,000	38,931
BBC GOB Series 2005A	47	0	0	0	0	0	0	0	47
BBC GOB Series 2008B	240	0	0	0	0	0	0	0	240
BBC GOB Series 2008B-1	88	0	0	0	0	0	0	0	88
BBC GOB Series 2011A	34	0	0	0	0	0	0	0	34
Capital Asset Series 2007 Bond Proceeds	15,248	0	0	0	0	0	0	0	15,248
Miami-Dade Library Taxing District	13,517	0	0	0	0	0	4,445	0	17,962
Total:	29,174	2,471	0	0	0	0	22,905	18,000	72,550
<b>Expenditures</b>									
<b>Strategic Area: Recreation And Culture</b>									
Library Facilities - New	12,575	8,863	6,917	0	0	0	641	26,909	55,905
Library Facilities - Repairs and Renovations	2,852	403	20	0	0	0	13,370	0	16,645
Total:	15,427	9,266	6,937	0	0	0	14,011	26,909	72,550

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- ☛ In FY 2010-11, the Department completed construction of the Arcola Lakes Branch and opened its doors to the public on Sept 6, 2011
- ☛ The Department will commence construction of the Northeast Branch Library by the end of FY 2011-12; the branch is expected to open its doors to the public in the first quarter of FY 2013-14; the total project cost is \$18.019 million; it is funded through a combination of Library Taxing District funds, Capital Asset SOB 2007 bond proceeds, and Building Better Communities General Obligation Bond (BBC GOB) proceeds; the projected annual operating impact is \$2.081 million
- ☛ In order to free up Library Taxing District funds, which boosts reserves and helps avoid an increase in the Library Taxing District millage, the FY 2011-12 Adopted Capital Budget and Multi-Year Plan shifts \$5.003 million in Capital Asset SOB 2007 bond proceeds to the Northeast Branch project, allowing the elimination of a similar transfer of Library Taxing District funds to capital projects
- In FY 2011-12, the Department expects to complete the art in public places addition to the Arcola Lakes Branch (\$54,000); make significant progress on the garden at the Golden Glades Branch (\$380,000); and complete the sensory garden at the Shenandoah Branch (\$150,000)
- Due to budgetary constraints, the following construction and renovation projects were delayed in the FY 2011-12 Adopted Capital Budget and Multi-Year Plan, waiting for the availability of future BBC GOB funds in the amount of \$38.931 million: Allapattah Branch, Coconut Grove Branch, Coral Gables Branch, Coral Reef Branch, Doral Branch, Edison Branch, Grapeland Heights Branch, Hialeah Gardens Branch, Kendall Branch, Key Biscayne Branch, Killian Branch, Lemon City Branch, Little River Branch, Main Library, Miami Lakes Branch, North Central Branch, North Dade Regional, North Shore Branch, South Dade Branch, and West Dade Branch

### **DIVISION: OFFICE OF THE DIRECTOR**

The Office of the Director provides leadership, direction, administration, and coordination of operations.

- Directs and coordinates all departmental operations
- Provides strategic direction through policy development and planning
- Guides organizational development and performance excellence initiatives
- Formulates policy with input from the Library Advisory Board
- Solicits private sector sponsorship for Library events through comprehensive short- and long-term fundraising efforts

### DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The Department completed its Strategic Plan update, covering FY 2011-12 through FY 2015-16, and submitted it for Board approval in June 2011, a requirement necessary to receive annual state aid; in FY 2010-11 the Department received \$1.655 million of State funds
- *The Miami-Dade County Library System uses a five-year financial window to plan its annual budget; once again, the Department's analysis shows that in FY 2013-14 without a significant increase to the Library Taxing District millage, the Department's operating revenues will no longer cover its operating expenses; this analysis includes all ad valorem receipts, reserves, state aid, and miscellaneous sources; adjustments implemented in the FY 2011-12 Adopted Budget are designed to avoid the need for a millage increase in FY 2012-13; these reductions include cuts to operating hours, Library services, delays in capital projects, and reallocation of Library Taxing District funds from the capital budget to the operating budget; each reduction is detailed under the appropriate section of the narrative*

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ADMINISTRATION**

The Administration Division leads all the day-to-day activities of the Library System.

- Provides management oversight of all branches, including Main, Regional, and Branch libraries
- Provides management oversight of technology services
- Provides management oversight of outreach and programmatic services
- Provides management oversight of fiscal activity and budgeting

### **Strategic Objectives - Measures**

- RC3-1: Provide vibrant and diverse programming opportunities and services that reflect the community's interests

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Increase awareness of Library services and events and work collaboratively with other County departments	Library Five-Star Resources Rating*	OC	↑	71%	71%	100%	68%	100%
	Library Five-Star Expertise Rating*	OC	↑	90%	92%	100%	90%	100%
	Library Five-Star Empowerment Rating*	OC	↑	88%	88%	100%	85%	100%

\* Measures track patron satisfaction with staff attitude, available resources and materials, staff expertise, and the overall environment/ambiance of library branches, as well as patrons' sense of empowerment

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- The FY 2011-12 Adopted Budget includes an operating contingency reserve of \$2.529 million and a projected end-of-year operating reserve of \$26.306 million
- The FY 2011-12 Adopted Budget assumes a Library Taxing District millage rate of 0.1795 mills and a tax roll of \$1.712 billion, which generates \$29.197 million in ad valorem revenue, a reduction of \$18.220 million from the \$47.417 million in ad valorem revenue budgeted in FY 2010-11; the Library also expects to receive \$500,000 in state grants and \$1.403 million in miscellaneous revenues to include Library fines and fees, interest earnings, and other miscellaneous revenues
- The FY 2011-12 position count for the Administration Division shows an increase of one position due to a transfer of one position from the Support Services Division to provide additional outreach support

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OUTREACH SERVICES

The Outreach Services Division oversees the development and implementation of special events and programs for targeted populations, such as children or patrons with difficulty accessing services at branches.

- Stages educational programs and exhibitions on a system-wide basis
- Provides informational and lending services to users with special needs
- Provides bookmobile services to the residents of Miami-Dade County who are underserved by the Library District

#### Strategic Objectives - Measures

- RC3-1: Provide vibrant and diverse programming opportunities and services that reflect the community's interests

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Maintain and improve services reflecting the educational, informational, and recreational needs of the community	Childcare facilities served by Jump Start Program	OP	↔	758	700	650	587	600
	Adult learners served by Project L.E.A.D. (Literacy for Every Adult in Dade)*	OP	↔	433	200	175	344	175
	Registered users served by Talking Books**	OP	↔	9,114	9,000	8,500	14,197	10,000
	Annual attendance at library programs	OP	↔	556,380	621,737	556,380	437,209	400,000
	Users served by Connections-Homebound Program***	OP	↔	850	6,146	6,000	5,808	6,000
	Bookmobile stops per week****	OP	↔	48	48	48	48	28
	Students served by S.M.A.R.T. (Science, Math, and Reading Tutoring) Program***	OP	↔	32,944	31,500	30,500	28,274	0

\* Increase from FY 2010-11 budget to actuals, was due to an increase in volunteers which enabled the department to serve more adults

\*\* Increase from FY 2010-11 budget to actuals is the result of introducing a new digital player which increased user interest

\*\*\* FY 2009-10 Actual increase is attributed to a change in the measure; the Department is now reporting the number of services provided to registered users, which includes multiple services provided to the same registered user

\*\*\*\* The FY 2011-12 Targets are reduced, to 28 and zero respectively, due to the elimination of two bookmobiles and the S.M.A.R.T. program

#### DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- Through its outreach efforts, the Library Department provides multilingual and multicultural programs and art exhibitions to meet the needs of our diverse community, including learning and literacy opportunities for all ages, such as Reading Ready, an early literacy program for children 0-5 years of age
- In April 2011, the Department held its 11th Annual Art of Storytelling International Festival with its international partner, the City of Copenhagen Libraries, Denmark; the event highlights the important role that storytelling plays in education, culture and recreation; throughout the year, the Library System offers a series of storytelling events for children, teens, adults, and families
- *The FY 2011-12 Adopted Budget eliminates two Bookmobile Operator positions, two Library Assistant 1 positions, one Library Assistant 3 position, and one Library Tutoring Coordinator position (\$289,000); reduces bookmobile stops from 48 to 28; eliminates the S.M.A.R.T. program at all branches (\$446,000); and reduces miscellaneous expenses (18,000); the Division's FY 2011-12 Adopted Budget also includes the transferring in of one position from the Support Services Division*

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### DIVISION: PUBLIC SERVICE

The Public Service Division provides informational and lending services to users of branch and regional facilities, as well as related programs and events to encourage literacy, library usage, and life-long learning.

- Provides informational and lending services to users of all library branches and the Main Library, which serves as a regional resource center and U.S. Federal and State government documents and patents depository
- Formulates and administers the Collection Development Policy and Materials Budget Plan for the Library System
- Provides technical support to Library operations in the areas of acquisition, material processing, bibliographic management, and cataloging
- Coordinates the Library's automation efforts and online services, including short- and long-term technical planning, e-government and web portal initiatives, network infrastructure and security, and all central site and remote computer equipment and applications for staff and public access

### Strategic Objectives - Measures

- RC2-2: Ensure facilities are safe, clean and well-run

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Maintain and enhance the collection	Library Five-Star Attitude Rating*	OC	↑	93%	95%	100%	94%	100%
	Library Five-Star Environment Rating*	OC	↑	88%	94%	100%	86%	100%

- RC3-2: Strengthen and conserve local historic and cultural resources and collections

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Maintain and enhance the collection	Percentage of outdated library materials purged from the collection	EF	↑	N/A	5.0%	5.0%	4.0%	4.0%
	Percentage of library materials acquired within the last five years	EF	↑	39%	33%	45%	24%	28%

\*Measures track patron satisfaction with staff attitude and the overall environment/ambiance of library branches

### DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2011-12, the Department continues implementation of the second phase of Polaris (\$1.4 million), its new Integrated Library System (ILS); new customer-friendly features include e-mail notification on saved searches, formatted booklists, improved request procedures, an option for patrons to keep a reading history, and easier searching; over the next two years, the Department will complete all remaining phases of the ILS implementation (\$5 million total project cost); project is being funded with Library Taxing District dollars
- *The FY 2011-12 Adopted Budget eliminates 132 full-time positions and 148 part-time positions (\$8.061 million); reduces the budget for books, databases, movies, and other materials (\$600,000); delays repair and replacement of both public and staff computers (\$210,000); and reduces other miscellaneous operating costs (\$73,300), for a total reduction of \$8.134 million; along with other departmental reductions, this impacts all regional libraries as well as Coral Gables and Sunny Isles, by eliminating all Sunday hours, eliminating Thursday night hours and Sunday hours at Main Library, and reducing staffing at these branches to only one shift, approximately eight hours of operation per day*

## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: SUPPORT SERVICES**

The Support Services Division provides a range of administrative services to support Department operations.

- Publishes informational materials promoting library services and programs
- Manages maintenance and repair projects, security, fleet, and other support services for all branches
- Manages the Library's capital expansion plan
- Manages procurement of commodities and services for the Department
- Manages all Library Building Better Communities General Obligation Bond projects

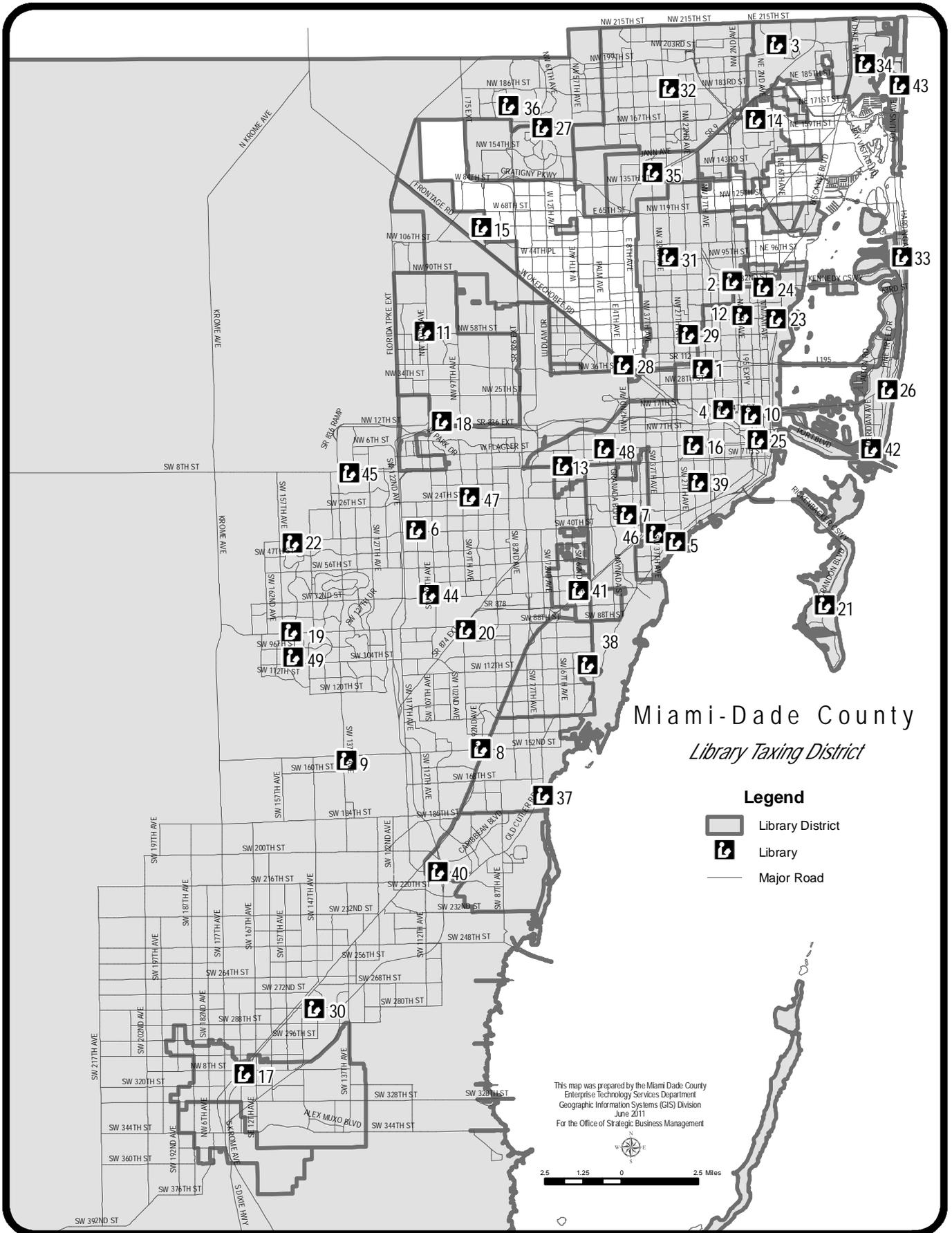
### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- The FY 2011-12 Adopted Budget eliminates a transfer of Library Taxing District funds to its capital budget, for maintenance, repair, and renovation of branches (\$2 million)
- *The FY 2011-12 Adopted Budget delays maintenance repairs; reduces contracted guard hours, police, and landscape services (\$350,800); eliminates 17 full-time positions, requiring remaining staff to absorb the additional workload (\$924,000); and includes the transferring of one position to the Administration Division and one position to the Outreach Services Division*

### **Department Operational Unmet Needs**

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire 191 full-time positions and 162 part-time pages in order to restore service at 13 branch libraries, Sunday hours at regional branches, one day of service at most branches, the SMART program, and other operating expenses	\$1,000	\$14,857	191
<b>Total</b>	<b>\$1,000</b>	<b>\$14,857</b>	<b>191</b>

# FY 2011 - 12 Adopted Budget and Multi-Year Capital Plan



## FY 2011-12 Adopted Budget and Multi-Year Capital Plan

### Miami-Dade Library

1	Allapattah 1799 NW 35 St, Miami 33142	29	North Shore 7501 Collins Ave, Miami Beach 33141
2	California Club 850 Ives Dairy Rd, Miami 33179	30	Northeast 19200 W Country Club Dr, Aventura 33180
3	Civic Center Lib Kiosk 1501 NW 12 Ave, Miami 33136	31	Palm Springs North 17601 NW 78 Ave, Miami 33015
4	Coconut Grove 2875 Mcfarland Rd, Miami 33133	32	Shenandoah 2111 SW 19 St, Miami 33145
5	Concord 3882 SW 112 Ave, Miami 33165	33	South Dade Regional 10750 SW 211 St, Miami 33189
6	Coral Gables 3443 Segovia St, Coral Gables 33134	34	South Miami 6000 Sunset Dr, South Miami 33143
7	Coral Reef 9211 Coral Reef Dr, Miami 33157	35	South Shore 131 Alton Rd, Miami Beach 33139
8	Country Walk 15433 SW 137 Ave, Miami 33177	36	Sunny Isles 18070 Collins Ave, Sunny Isles Beach 33160
9	Culmer/Overtown 350 NW 13 St, Miami 33136	37	Tamiami 13250 SW 8 St, Miami 33184
10	Doral 10785 NW 58 St, Doral 33178	38	West Dade Regional 9445 Coral Way, Miami 33165
11	Edison Center 531 NW 62 St, Miami 33150	39	West Flagler 5050 W Flagler St, Miami 33134
12	Fairlawn 6376 SW 8 St, West Miami 33144	40	West Kendall Regional 10201 Hammocks Blvd, Miami 33196
13	Hialeah Gardens 11300 NW 87 Ct, Hialeah Gardens	41	<b>FY 2006 - 07</b> Golden Glades
15	Homestead 700 N Homestead Blvd, Homestead 33135	42	100 NE 166 St, Miami 33162 Opa-Locka
16	Kendall 9101 SW 97 Ave, Miami 33030	43	780 Fisherman St, Opa-Locka 33054 <b>FY 2007 - 08</b>
17	Key Biscayne 299 Crandon Blvd, Key Biscayne 33149	44	International Mall 10315 NW 12 St, Miami 33172
18	Lakes of The Meadow 4284 SW 152 Ave, Miami 33185	45	Virrick Park 3255 Plaza St, Miami 33133
19	Lemon City 430 NE 61 St, Miami 33137	46	Sunset 10855 SW 72 St, Miami 33173
20	Little River 160 NE 79 St, Miami 33138	47	Pinecrest 5835 SW 111th St, Pinecrest 33156
21	Main Library 101 W Flagler St, Miami 33130	48	Kendale Lakes 15205 SW 88 St, Miami 33196
22	Miami Beach 227 22 St, Miami Beach 33139	49	<b>FY 2008 - 09</b> Palmetto Bay
23	Miami Lakes 6699 Windmill Gate Rd, Miami Lakes 33014	14	17641 Old Cutler Rd, Miami 33157 <b>FY 2009-10</b>
24	Miami Springs 700 S Royal Poinciana Blvd, Miami Springs 33166	26	Hispanic 1398 SW 1 St, Miami 33018 Naranja
25	Model City 2211 NW 54 St, Miami 33142	49	14850 SW 280 St, Miami 33032 <b>FY 2010-11</b>
27	North Central 9590 NW 27 Ave, Miami 33147		Arcola Lakes 8240 NW 7 Ave Miami 33138
28	North Dade Regional 2455 NW 183 St, Miami 33056		