



# Strategic Area NEIGHBORHOOD AND INFRASTRUCTURE

## Mission:

To provide efficient, accountable, accessible, and courteous neighborhood services that enhance quality of life and involve the community

GOALS	OBJECTIVES
RESPONSIBLE GROWTH AND A SUSTAINABLE BUILT ENVIRONMENT	Promote Mixed-Use, Multi-Modal, Well Designed, and Sustainable Communities
	Promote Sustainable Green Buildings
	Enhance the Viability of Agriculture
EFFECTIVE INFRASTRUCTURE SERVICES	Provide Adequate Potable Water Supply and Wastewater Disposal
	Provide Functional and Well Maintained Drainage to Minimize Flooding
	Provide Adequate Solid Waste Disposal Capacity that Meets Adopted Level-of-Service Standard
	Provide Adequate Local Roadway Capacity
PROTECTED AND RESTORED ENVIRONMENTAL RESOURCES	Maintain Air Quality
	Maintain Surface Water Quality
	Protect Groundwater and Drinking Water Wellfield Areas
	Achieve Healthy Tree Canopy
	Maintain and Restore Waterways and Beaches
	Preserve and Enhance Natural Areas
SAFE, HEALTHY AND ATTRACTIVE NEIGHBORHOODS AND COMMUNITIES	Ensure Buildings are Safer
	Promote Livable and Beautiful Neighborhoods
	Preserve and Enhance Well Maintained Public Streets and Rights of Way



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

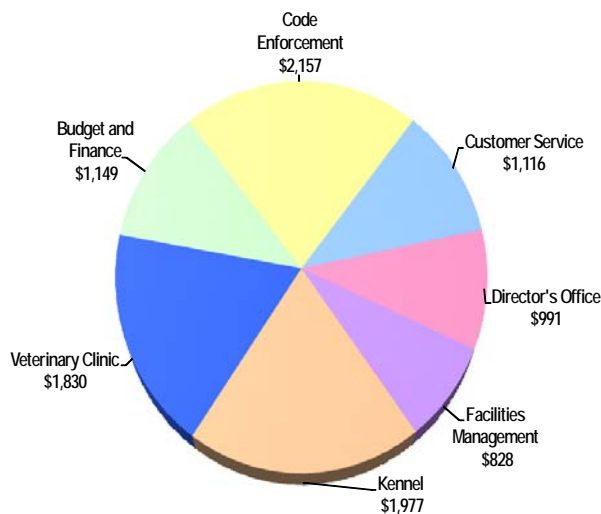
### Animal Services

As part of the Neighborhood and Infrastructure strategic area, Miami-Dade County Animal Services is charged with ensuring public safety and operating the only public shelter in Miami-Dade County. Key responsibilities include promoting animal adoption and pet reunification with their owners, licensing, rabies vaccination requirements for both dogs and cats, protecting the public from dangerous dogs, investigating animal cruelty cases, picking up strays, deceased, and injured animals from the public right of way, as well as conducting humane education services. The Animal Services shelter opens to the public seven days a week for adoptions, rescue, lost and found, microchipping, licensing, and vaccinations. Additionally, the Department offers low-cost spay/neuter services to Miami-Dade County residents.

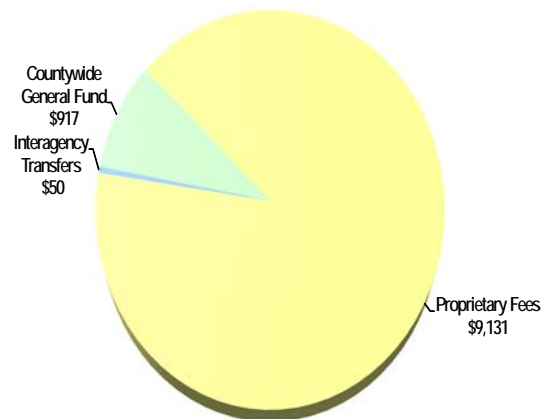
The Department upholds and enforces the provisions in Chapter 5 of the Code of Miami-Dade County and Chapter 828 of the Florida Statutes.

### FY 2012-13 Adopted Budget

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



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



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<p style="text-align: center;"><b><u>DIRECTOR'S OFFICE</u></b></p> <ul style="list-style-type: none"> <li>Oversees all departmental activities, including veterinary services, code enforcement, marketing, outreach, and personnel; develops and implements programs and services relating to animal services throughout Miami-Dade County</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>      <u>FY 12-13</u>  2                      2 </p>			
<p style="text-align: center;"><b><u>CUSTOMER SERVICE</u></b></p> <ul style="list-style-type: none"> <li>Coordinates customer service functions, such as adoptions, working with rescue groups, lost and found, and processing financial transactions at the service counter; oversees outreach, the volunteer program, and public and media relations</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>      <u>FY 12-13</u>  14                      14 </p>		<p style="text-align: center;"><b><u>BUDGET AND FINANCE</u></b></p> <ul style="list-style-type: none"> <li>Oversees budget and finance, accounts payable/receivable, collections, human resources, and the issuance of rabies/ licensing notices and violations</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>      <u>FY 12-13</u>  16                      14 </p>	
<p style="text-align: center;"><b><u>CODE ENFORCEMENT</u></b></p> <ul style="list-style-type: none"> <li>Ensures compliance with Chapter 5 of the County Code and Chapter 828 of the Florida Statutes; coordinates regulatory and enforcement activities; and oversees field operations and dispatching, the issuance of uniform civil citations, and investigations</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>      <u>FY 12-13</u>  28                      27 </p>		<p style="text-align: center;"><b><u>VETERINARY CLINIC</u></b></p> <ul style="list-style-type: none"> <li>Oversees all veterinary services, including surgeries, rabies vaccinations, medical treatments, and euthanasia of shelter animals</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>      <u>FY 12-13</u>  18                      19 </p>	
<p style="text-align: center;"><b><u>KENNEL</u></b></p> <ul style="list-style-type: none"> <li>Cares for shelter animals, including cleaning and feeding; assists constituents interested in adoption; and assists constituents who have lost their pets</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>      <u>FY 12-13</u>  33                      34 </p>		<p style="text-align: center;"><b><u>FACILITIES MANAGEMENT</u></b></p> <ul style="list-style-type: none"> <li>Responsible for all procurement activities, building maintenance, janitorial services, security, technology infrastructure and related contract management</li> </ul> <p style="text-align: center;"> <u>FY 11-12</u>      <u>FY 12-13</u>  0                      3 </p>	

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Adopted FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	1,321	1,287	1,339	917
Miscellaneous	25	0	0	0
Animal License Fees from Licensing Stations	4,547	4,428	4,299	4,550
Animal License Fees from Shelter	1,453	1,587	1,396	1,398
Animal Shelter Fees	841	849	750	833
Carryover	38	180	0	510
Code Violation Fines	1,529	1,609	1,378	1,615
Miscellaneous Revenues	89	144	123	115
Surcharge Revenues	79	104	76	110
Transfer From Other Funds	81	111	54	50
<b>Total Revenues</b>	<b>10,003</b>	<b>10,299</b>	<b>9,415</b>	<b>10,098</b>

### Operating Expenditures

<b>Summary</b>				
Salary	5,080	5,237	5,134	5,488
Fringe Benefits	1,761	1,845	1,633	1,451
Court Costs	25	33	33	26
Contractual Services	517	607	366	453
Other Operating	1,667	1,711	1,490	1,942
Charges for County Services	657	630	565	580
Grants to Outside Organizations	0	0	100	100
Capital	24	0	40	8
<b>Total Operating Expenditures</b>	<b>9,731</b>	<b>10,063</b>	<b>9,361</b>	<b>10,048</b>

### Non-Operating Expenditures

<b>Summary</b>				
Transfers	92	0	54	50
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
<b>Total Non-Operating Expenditures</b>	<b>92</b>	<b>0</b>	<b>54</b>	<b>50</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Adopted FY 12-13	Budget FY 11-12	Adopted FY 12-13
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Budget and Finance	1,270	1,149	16	14
Code Enforcement	2,307	2,157	28	27
Customer Service	919	1,116	14	14
Director's Office	1,359	991	2	2
Facilities Management	0	828	0	3
Kennel	1,764	1,977	33	34
Veterinary Clinic	1,742	1,830	18	19
<b>Total Operating Expenditures</b>	<b>9,361</b>	<b>10,048</b>	<b>111</b>	<b>113</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Actual FY 11-12	Budget FY 12-13
Fuel	134	159	147	139	140
Overtime	129	127	100	131	100
Rent	0	0	0	0	0
Security Service	103	96	91	111	91
Temporary Services	127	275	129	406	293
Travel and Registrations	5	13	30	22	20
Utilities	164	149	148	115	167

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Future Financing	0	1,000	2,160	0	0	0	0	0	3,160
BBC GOB Series 2005A	342	0	0	0	0	0	0	0	342
BBC GOB Series 2008B	346	0	0	0	0	0	0	0	346
BBC GOB Series 2008B-1	2,277	0	0	0	0	0	0	0	2,277
BBC GOB Series 2011A	875	0	0	0	0	0	0	0	875
Capital Asset Series 2009B Bonds	4,000	0	0	0	0	0	0	0	4,000
Future Financing	0	0	0	6,609	0	0	0	0	6,609
Sale of Surplus Property	0	0	3,000	0	0	0	0	0	3,000
Total:	7,840	1,000	5,160	6,609	0	0	0	0	20,609
<b>Expenditures</b>									
<b>Strategic Area: Neighborhood and Infrastructure</b>									
Animal Services Facilities	7,759	1,011	4,911	6,928	0	0	0	0	20,609
Total:	7,759	1,011	4,911	6,928	0	0	0	0	20,609

### **CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The FY 2012-13 Adopted Budget and Multi-Year Capital Plan includes \$20.6 million for the purchase and development of a new animal service facility (\$7 million Building Better Communities General Obligation Bond (BBC GOB), \$3 million from the sale of surplus property, \$4 million of previously issued Capital Asset Bond proceeds, and \$6.609 million from future financing); the Department, with Internal Services, has acquired a facility and is finalizing the design of a Leadership in Energy and Environmental Design (LEED) certified retrofit for the new shelter; the new shelter is anticipated to open in FY 2014-15

### **DIVISION: DIRECTOR'S OFFICE**

The Director's Office oversees all operational, administrative, and policy functions of the Department in order to ensure the health and welfare of cats and dogs, by enforcing the sections of the Miami-Dade County Code and Florida Statutes that address animal care.

- Develops departmental strategy and policy
- Manages performance of divisions and develops annual business plan
- Supports the Animal Services Foundation
- Oversees the creation of a new animal shelter
- Seeks alternative funding sources and fosters partnerships with other organizations to maximize resources

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION: BUDGET AND FINANCE

The Budget and Finance Division oversees administrative functions in the department.

- Develops and monitors budget; tracks financial trends
- Oversees all department financial transactions including collections and accounts payable/receivables
- Manages all computer generated license/rabies renewals and citations; initiates collections, scheduling of hearings and account updates
- Directs human resources activities, such as recruitment, labor relations, training, benefits and payroll

### Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Reduce flawed uniform civil citations	Civil citation error rate	EF	↓	2%	1.8%	2%	2%	1%

### DIVISION COMMENTS

- In FY 2012-13, the Department will continue its Memorandum of Understanding with the Finance Department to pursue collection of unpaid civil citations

### DIVISION: CODE ENFORCEMENT

The Code Enforcement Division enforces all law enforcement aspects of Chapter 5 of the County Code and Florida Statutes Chapter 828.

- Protects the public from stray and dangerous dogs by removing them from public property
- Investigates cases of animal abuse and neglect
- Coordinates regulatory and enforcement activities
- Oversees field operations and dispatching
- Issues manual civil citations
- Removes dead animals from public rights of way

### Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Reduce stray animals	Stray animal pickup response time (in calendar days)	EF	↓	1.3	1.0	1.0	3.0	1.0
Improve the quality of service delivery	Dead animal pickup response time (in calendar days)	EF	↓	1.7	2.5	1.5	2.4	2.0

### DIVISION COMMENTS

- The FY 2012-13 Adopted Budget includes the addition of one Animal Control Specialist position to handle abandoned stray calls (\$48,000)
- In FY 2012-13, the Department of Public Works and Waste Management will continue to fund three Disposal Technician positions within the Animal Services Department (\$124,000) to collect and dispose of dead animals countywide

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION: VETERINARY CLINIC

The Veterinary Clinic Division provides all veterinary services to shelter animals.

- Operates rabies/microchip clinic for the public
- Provides all medical treatments and preventive care to shelter animals
- Provides all necessary surgeries to shelter animals, including spay and neuter procedures
- Euthanizes shelter animals
- Offers low-cost spay/neuter services at the main shelter and community events; and partners with the Humane Society, Cat Network, and other organizations to provide low/cost surgeries throughout the community

#### Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Ensure humane treatment of sheltered animals	Rabies vaccines delivered by clinic	OP	↔	26,758	23,576	26,000	24,206	25,000
	Euthanasia rate	EF	↓	58%	46%	50%	40%	40%

### DIVISION: CUSTOMER SERVICE

The Customer Service Division provides counter and telephone services to customers and coordinates volunteers, outreach, public relations, and media relations.

- Facilitates and processes pet adoptions
- Coordinates animal transfers to rescue groups
- Provides lost and found pet services
- Handles data entry and financial transactions for rabies and microchip clinic

#### Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Increase number of saved animals	Adoptions	OC	↑	8,334	8,093	9,310	7,253	8,200
	Rescues	OC	↑	4,074	5,009	4,125	7,805	6,000
	Returns to owner	OC	↑	1,534	1,688	1,500	1,820	1,700
	Dogs licensed in Miami-Dade County (licenses sold)	OP	↔	194,490	195,000	184,000	196,378	187,000

#### DIVISION COMMENTS

- The FY 2012-13 Adopted Budget includes funding for two part-time Customer Clerk positions to assist the Department during peak hours and reduce wait time (\$42,000)
- The Department will continue to seek public relations support from television, radio, and newspaper media to educate the community about adoptions, spay/neuter programs, and appropriate animal care



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: KENNEL**

The Kennel Division cares for all shelter animals and maintains the kennel area.

- Provides food and water to shelter animals
- Cleans kennel area
- Moves animals between adoption, receiving, clinic, and holding areas of the kennel
- Assists constituents with adoptions and lost and found

### **Strategic Objectives - Measures**

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Increase number of saved animals	Shelter intake	OP	↔	35,905	31,662	36,000	31,226	32,000

### **DIVISION COMMENTS**

- As part of the County's reorganization plan, one Animal Care Specialist position was eliminated (\$54,000)
- The FY 2012-13 Adopted Budget adds two positions that will assist staff to disinfect the dog park, hallways, receiving, and disposal areas (\$66,000)

### **DIVISION: KENNEL**

The Trust fund is utilized to fund low-cost spay/neuter programs along with other animal care needs - under the purview of the kennel and clinic area. Revenue source is donations from the public and county employees, as well as revenues generated from constituents who forfeit their spay/neuter deposit for failing to spay/neuter their adopted pet.

- Fund spay/neuter program, as well as other expenses associated with the care and housing of shelter pets.

### **DIVISION: FACILITIES MANAGEMENT**

This division is responsible for all procurement activities, building maintenance, janitorial services, security, technology infrastructure and related contract management.

### **ADDITIONAL INFORMATION**

- The FY 2012-13 Adopted Budget includes the transfer of one position to the Veterinary Clinic Division and three positions to the Facilities Management Division from the Budget and Finance Division, and two positions to the Budget and Finance Division from the Code Enforcement Division

### **Department Operational Unmet Needs**

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire one Clerk 4 to provide clerical support for administrative staff	\$0	\$47	1
Hire three Licensing Clerks to process certificates and information updates	\$3	\$180	3
Hire one Citation Specialist to respond to time sensitive cases such as animal cruelty, breeder pet store inspections, and dangerous dog investigations	\$0	\$75	1
<b>Total</b>	<b>\$3</b>	<b>\$302</b>	<b>5</b>

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### Public Works and Waste Management

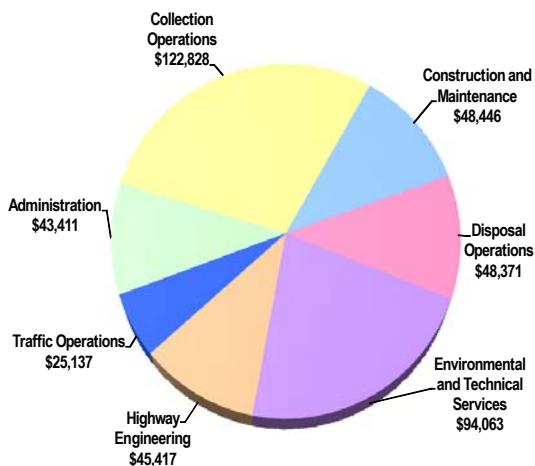
The Public Works and Waste Management Department (PWWM) supports the infrastructure demands of Miami-Dade County and enhances the quality of life for residents, businesses, and visitors through the construction, operation, and maintenance of a safe, effective, and aesthetically pleasing physical environment. This includes managing traffic infrastructure, canal maintenance, rights of way, roads and bridges and providing solid waste management services such as the collection of garbage and trash in the Waste Collection Service Area (WCSA), waste disposal countywide, and related code enforcement.

As part of the Transportation and Neighborhood and Infrastructure strategic areas, PWWM administers the planning, construction, and maintenance of a safe and efficient system of roads, bridges, drainage improvements, pathways, traffic signals, signs, and street lights; administers infrastructure maintenance, inspection, compliance, and improvement programs; implements all highway and neighborhood improvement projects included in the Capital Improvement Plan and Transportation Improvement Program; implements various public works projects in the Building Better Communities General Obligation Bond (BBC GOB) Program; administers toll collection on the Rickenbacker and Venetian Causeways; administers the Storm Water Utility and ensures the maximum possible amount of flood protection in the secondary drainage canal system by providing adequate chemical and mechanical maintenance of these and other drainage facilities; and provides environmentally sensitive mosquito control services. In addition, the Department provides a variety of waste management services for residents, including garbage and trash collection and curbside collection of recyclable materials; operates 13 Trash and Recycling (T&R) Centers in the WCSA; and provides waste transfer and disposal services countywide to municipalities and private haulers. PWWM is also responsible for the operation and management of three regional transfer stations and associated fleet, two operating landfills, and the Resources Recovery facility (one of the largest waste-to-energy facilities in the world) and a co-located ashfill. Other services provided include residential and commercial code enforcement, litter clean-up, transit bus stop litter collection, maintenance of two County-owned closed landfills and three closed cells, illegal dumping enforcement and removal, and storm debris removal. Additionally, PWWM has countywide responsibility for the regulation of waste collection, transportation of waste, and recycling activities.

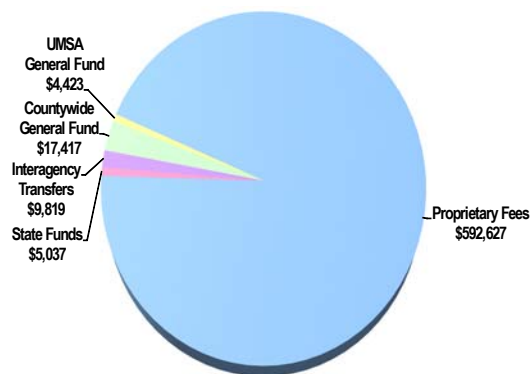
PWWM coordinates its activities with a variety of stakeholders throughout the community, including municipalities, community councils, homeowners' associations, other local neighborhood groups, private haulers, and landscape businesses. In addition, PWWM also partners with state and federal agencies to ensure regulatory compliance, and cooperation on large scale infrastructure initiatives, as well as the implementation of disposal site mitigation.

### FY 2012-13 Adopted Budget

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

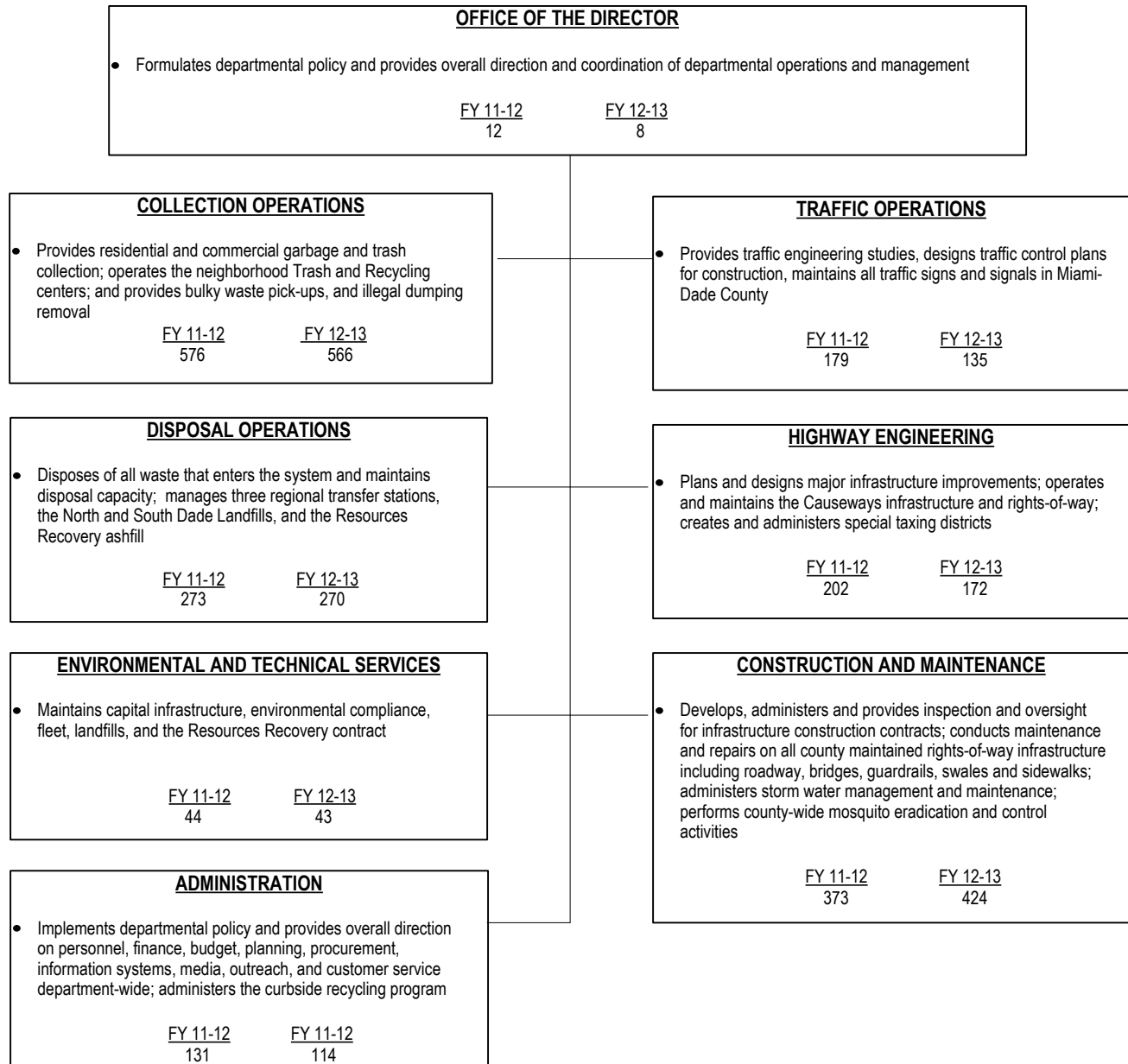


**Revenues by Source**  
(dollars in thousands)



# FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Adopted FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	19,311	18,392	18,126	17,417
General Fund UMSA	7,044	5,110	5,199	4,423
Carryover	122,413	143,263	131,245	188,918
PTP Sales Tax Revenue	2,126	2,397	2,971	2,844
Recyclable Material Sales	1,681	1,898	1,893	1,859
Resource Recovery Energy Sales	26,442	31,512	28,000	31,600
Causeway Toll Revenues	9,248	9,294	8,579	9,010
Collection Fees and Charges	149,089	141,118	144,019	139,882
Construction / Plat Fees	2,234	2,674	2,261	0
Disposal Fees and Charges	109,378	99,549	101,387	111,143
Interest/ Rate Stabilization Reserve	1,176	887	779	918
Intrdepartmental Transfers	26,379	27,710	21,723	18,163
Special Taxing Administration Charges	3,384	2,379	2,527	2,811
Special Taxing District Revenue	20,055	19,426	24,374	24,374
Storm Water Utility Fees	15,440	15,690	18,434	33,929
Telecommunications License Fee	1,000	1,000	1,000	0
Transfer Fees	6,512	6,288	6,028	6,153
Utility Service Fee	20,650	22,500	20,456	21,023
State Grants	0	0	0	783
Mosquito State Grant	15	23	18	18
FDOT Payment	500	0	4,050	4,200
Carryover	0	0	80	36
Federal Funds	53	1,443	0	0
Interagency Transfers	2,319	2,628	3,439	3,828
Secondary Gas Tax	5,991	5,991	5,991	5,991
Total Revenues	552,440	561,172	552,579	629,323

### Operating Expenditures

#### Summary

Salary	98,002	98,451	93,236	92,418
Fringe Benefits	33,511	32,278	26,753	21,092
Court Costs	17	33	17	16
Contractual Services	135,930	146,907	163,663	163,030
Other Operating	52,883	40,848	56,786	58,368
Charges for County Services	53,314	53,481	58,448	64,166
Grants to Outside Organizations	177	-6	21	21
Capital	4,186	5,022	26,943	28,562
Total Operating Expenditures	378,020	377,014	425,867	427,673

### Non-Operating Expenditures

#### Summary

Transfers	6,283	2,200	13,171	25,530
Distribution of Funds In Trust	392	0	0	0
Debt Service	24,479	25,296	24,424	32,097
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	89,117	144,023
Total Non-Operating Expenditures	31,154	27,496	126,712	201,650

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Adopted FY 12-13	Budget FY 11-12	Adopted FY 12-13
<b>Strategic Area: Transportation</b>				
Construction and Maintenance	17,657	16,320	164	143
Highway Engineering	13,778	12,770	154	146
Traffic Operations	25,040	25,137	145	135
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Administration	43,035	43,411	145	122
Collection Operations	120,194	122,828	577	566
Construction and Maintenance	28,342	32,126	258	281
Disposal Operations	44,720	48,371	272	270
Environmental and Technical Services	99,243	94,063	44	43
Highway Engineering	33,858	32,647	31	26
Total Operating Expenditures	425,867	427,673	1,790	1,732

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Actual FY 11-12	Budget FY 12-13
Advertising	135	105	244	194	332
Fuel	8,784	10,213	9,942	11,887	13,179
Overtime	2,814	3,412	2,944	3,398	3,264
Rent	2,692	2,861	2,638	2,554	2,591
Security Services	12,051	13,637	13,674	11,927	13,989
Temporary Services	1,897	1,645	1,362	1,076	1,228
Travel and Registration	49	235	241	32	186
Utilities	9,728	10,841	11,083	9,774	10,261

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Comm. Dev. Block Grant	799	492	0	0	0	0	0	0	1,291
Municipal Contribution	2,495	513	193	0	0	0	0	0	3,201
FDOT Funds	26,729	8,476	23,421	2,604	2,315	2,315	2,315	0	68,175
FDOT-County Incentive Grant Program	3,775	3,500	4,099	188	750	562	0	0	12,874
Florida Department of Community Affairs	1,588	0	0	0	0	0	0	0	1,588
Road Impact Fees	16,241	17,233	6,641	6,641	6,511	8,230	1,890	0	63,387
Causeway Toll Revenue	2,279	2,631	1,002	1,110	1,984	3,571	1,138	0	13,715
Waste Collection Operating Fund	2,411	615	1,319	2,056	222	200	200	200	7,223
Waste Disposal Operating Fund	13,453	9,438	8,525	2,769	470	550	428	350	35,983
2008 Sunshine State Financing	119	0	0	0	0	0	0	0	119
BBC GOB Future Financing	0	3,661	23,420	2,773	0	54,056	30,986	12,266	127,162
BBC GOB Series 2005A	18,067	0	0	0	0	0	0	0	18,067
BBC GOB Series 2008B	10,204	0	0	0	0	0	0	0	10,204
BBC GOB Series 2008B-1	15,105	0	0	0	0	0	0	0	15,105
BBC GOB Series 2011A	14,643	0	0	0	0	0	0	0	14,643
Capital Asset Series 2010 Bonds	2,433	1,991	0	293	436	0	0	0	5,153
Future Solid Waste Disp. Notes/Bonds	0	0	435	19,680	3,000	5,000	22,000	24,950	75,065
People's Transportation Plan Bond Program	124,586	74,014	63,713	21,105	6,044	505	0	0	289,967
QNIP II UMSA Bond Proceeds	804	0	0	0	0	0	0	0	804
QNIP Interest	1,201	0	0	0	0	0	0	0	1,201
QNIP IV UMSA Bond Proceeds	334	0	0	0	0	0	0	0	334
QNIP V UMSA Bond Proceeds	1,170	0	0	0	0	0	0	0	1,170
Solid Waste System Rev. Bonds Series 2001	2,655	0	0	0	0	0	0	0	2,655
Solid Waste System Rev. Bonds Series 2005	60,694	0	0	0	0	0	0	0	60,694
Charter County Transit System Surtax	3,192	500	0	0	0	0	0	0	3,692
QNIP III Pay As You Go	2	0	0	0	0	0	0	0	2
Secondary Gas Tax	6,108	14,537	15,474	18,537	15,298	13,148	14,448	0	97,550
Stormwater Utility	3,997	7,265	3,700	3,700	3,700	3,700	3,700	0	29,762
Utility Service Fee	1,490	10	0	0	0	0	0	0	1,500
<b>Total:</b>	<b>336,574</b>	<b>144,876</b>	<b>151,942</b>	<b>81,456</b>	<b>40,730</b>	<b>91,837</b>	<b>77,105</b>	<b>37,766</b>	<b>962,286</b>

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### Expenditures

#### Strategic Area: Transportation

ADA Accessibility Improvements	9,924	576	500	500	500	500	500	0	13,000
Causeway Improvements	5,956	4,822	1,002	1,591	3,170	4,133	1,138	0	21,812
Infrastructure Improvements	28,464	30,131	57,014	11,278	12,936	20,004	5,780	1,287	166,894
Other	0	1,433	0	0	0	0	0	0	1,433
Road Improvements - Local Roads	0	1,291	0	0	2,200	0	0	0	3,491
Road Improvements - Major Roads	89,128	65,467	52,797	21,894	12,244	1,005	1,890	0	244,425
Traffic Control Systems	60,350	28,198	20,965	15,071	11,881	12,995	10,483	0	159,943

#### Strategic Area: Neighborhood and

#### Infrastructure

Drainage Improvements	9,269	10,168	6,662	3,700	3,700	38,065	25,906	3,533	101,003
Facility Improvements	1,884	52	1,590	594	0	0	0	0	4,120
Infrastructure Improvements	19,796	234	0	0	0	8,969	8,780	7,446	45,225
Pedestrian Paths and Bikeways	3,094	2,607	1,800	2,773	0	416	0	0	10,690
Waste Collection	263	280	365	1,700	222	200	200	200	3,430
Waste Collection and Disposal	749	598	0	0	0	0	0	0	1,347
Waste Disposal	19,060	4,696	4,597	217	150	150	150	150	29,170
Waste Disposal Environmental Projects	27,495	27,410	22,305	22,099	3,530	5,505	22,795	25,164	156,303
<b>Total:</b>	<b>275,432</b>	<b>177,963</b>	<b>169,597</b>	<b>81,417</b>	<b>50,533</b>	<b>91,942</b>	<b>77,622</b>	<b>37,780</b>	<b>962,286</b>

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2012-13 Adopted Budget and Multi-Year Capital Plan includes grant funding for the Munisport Landfill Closure (\$8.5 million, total cost \$34.818 million) and Virginia Key Closure (\$14.363 million, total cost \$45.650 million)
- In FY 2012-13, the Department will continue implementation of the Advanced Traffic Management System (ATMS) (\$8 million of PTP-backed bond funding and \$3.5 million of State funding in FY 2012-13) with improvements to the communication subsystem, and the integration of all signals projected to be completed in FY 2012-13; total programmed funding for ATMS includes \$44.291 million of PTP funding, \$933,000 of Road Impact Fees, and \$13.499 million of state funding (total project cost \$58.748 million)
- In FY 2012-13, the installation of school speed zone flashing signals at all elementary, K-8, and middle schools will be completed for a total of 238; PWWM will continue the design and installation of 38 "Your Speed Is" signs out of the originally identified 100 high school sites using \$2.591 million of PTP funding in FY 2012-13 and \$14.8 million all years; the Department expects minimal impact to its operating budget with the completion of this project
- In FY 2012-13, the Department continues the replacement of span-wire-mounted and older sub-standard traffic signal supports with mast arms support systems at 20 intersections using \$1.426 million in Secondary Gas Tax funding and continues to pursue federal funds to perform additional replacements
- In FY 2012-13, causeway improvements that are related to maintenance and the conversion of the toll system for the Rickenbacker and Venetian Causeways from the existing electronic toll collection system to SunPass are included (\$3.7 million all years); the Department anticipates an operating savings of \$63,000 annually associated with a gradual decrease in staffing levels within the Causeway Division
- The FY 2012-13 Adopted Budget and Multi-Year Capital Plan continues bicycle safety improvements on the Rickenbacker Causeway (\$1 million in FY 2012-13, \$6.86 million all years); the Department expects minimal impact to its operating budget
- In FY 2012-13, the Department will continue construction of a new bridge over the Miami River Canal at NW 138 Street (\$500,000 in PTP funding, \$4.64 million all years); continue widening NW 74 Street from the Homestead extension of the Florida Turnpike to State Road 826 (\$5.6 million in FDOT funding, \$440,000 in PTP funding in FY 2012-13, \$45.205 million all years); and begin the design/build project along SW 137 Avenue from US1 to SW 184 Street (\$6.565 million in FY 2012-13, \$16.942 million all years)
- The FY 2012-13 Adopted Budget and Multi-Year Capital Plan continues the implementation of transportation and neighborhood projects funded by the Building Better Communities General Obligation Bond (BBC GOB) program (\$5.465 million in FY 2012-13, \$185.181 million all years); projects include replacements and upgrades for the renovation of the Miami Avenue Bridge over the Miami River (\$2.052 in FY 2012-13, \$3.2 million all years), design for the Miami River Greenway (\$1.8 million in FY 2012-13, \$7.5 million all years), Americans with Disabilities Act (ADA) compliance projects (\$76,000 in FY 2012-13, \$10 million all years) and the construction of Cell 5 at the South Dade Landfill

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION: CONSTRUCTION AND MAINTENANCE

The Construction and Maintenance Division is responsible for developing , administering, and providing inspection and oversight of infrastructure construction contracts; conducting maintenance and repairs on all County maintained rights-of-way infrastructure including roadway, bridges, guardrails, swales, and sidewalks; administering storm water management and maintenance; and performing county-wide mosquito eradication and control activities.

#### Strategic Objectives - Measures

- NI2-2: Provide functional and well maintained drainage to minimize flooding

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Maintain drain cleaning requirements	Percentage of paving and drainage plans for residential subdivisions completed within two business days of receipt	EF	↑	95%	96%	100%	100%	100%

- TP3-1: Maintain roadway infrastructure

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Perform timely road maintenance	Percentage of mosquito complaints responded to within two business days of receipt during the rainy season*	EF	↑	98%	80%	100%	77%	100%
	Storm drains chemically treated	EF	↑	121,108	133,954	125,000	131,045	100,000
	Percentage of pothole patching requests responded to within three business days	EF	↑	100%	100%	100%	100%	100%

\*FY 2011-12 Actual is higher due to high number of mosquito complaints during the season

#### DIVISION COMMENTS

- As part of the Department's reorganization efforts, the FY 2012-13 Adopted Budget includes a realignment of 11 positions that were transferred to the Construction and Maintenance Division
- As part of the Department's reorganization efforts, the FY 2012-13 Adopted Budget includes the transfer of 40 positions from the Regulatory and Economic Resources Department as a result of merging the Storm Water Utility section and all storm water management functions (\$1.6 million)

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ADMINISTRATION

The Administration Division is responsible for formulating departmental policy and providing overall direction, and coordination of departmental operations and management; implementing departmental policy and providing overall direction on personnel, finance, budget, planning, procurement, information systems, media, outreach, and customer service department-wide; and administering the curbside recycling program.

### DIVISION COMMENTS

- ☛ In FY 2012-13, the Department will continue Phase 2 of the development of a long-term Solid Waste Master Plan (\$1.5 million total cost)
- In FY 2012-13, the Department will continue to receive payments from other County departments to include parking revenues from the Internal Services Department (\$740,000), rent from Juvenile Services (\$605,100), and from Parks, Recreation and Open Spaces (\$921,100) along with an annual payment for land acquisition of the West-Dade Soccer Park over ten years (\$169,000)
- In FY 2012-13, the Adopted Budget includes a payment to the Department of Community Information and Outreach to continue replacement of the current Waste Collection System database to enable countywide integration, and provide website maintenance and updates (\$102,000)
- The FY 2012-13 Adopted Budget includes payments to the Department of Audit and Management Services (\$82,000) and the Office of the Inspector General (\$25,000) for expenses associated with audits and reviews
- The Department will engage consultant services to evaluate, analyze, and advise the Department in the development of an appropriate cost allocation plan and consolidated policies and procedures manuals (\$120,000)
- As a result of the Department's reorganization efforts, the FY 2012-13 Adopted Budget includes the elimination of 46 positions in various administrative divisions to include the Office of the Director (\$3.9 million)

### DIVISION: COLLECTION OPERATIONS

The Collection Operations Division provides residential and commercial garbage and trash collection; operates neighborhood Trash and Recycling centers; and provides bulky waste pick-ups and illegal dumping removal.

### Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Improve collection of residential curbside garbage and trash	Bulky waste trash tons collected (in thousands)	IN	↔	72	74	74	71	74
	Trash and Recycling Center tons collected (in thousands)	IN	↔	139	128	128	115	128
	Bulky waste complaints per 1,000 regular bulky waste orders created	OC	↓	4	6	6	4	6
	Average bulky waste response time (in calendar days)	EF	↓	6	7	8	6	8
	Scheduled illegal dumping piles picked-up within eight calendar days	EF	↑	95%	95%	95%	99%	95%
Improve programs that promote neighborhood and rights-of-way aesthetics	Average illegal dumping pick-up response time (in calendar days)*	EF	↓	4	7	7	2	7

FY 2011-12 actual lower than budgeted due to collaboration with Miami-Dade Police Department



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2012-13 Adopted Budget maintains the annual residential waste collection fee at \$439, which allows the Department to maintain the current level of service to include two weekly residential curbside garbage pickups, residential curbside recycling pickup, two 25 cubic yard annual bulky waste pickups per household, and unlimited use of the 13 Trash and Recycling centers
- In FY 2012-13, the Department will continue to provide trash collection services (\$39.667 million), which includes the UMSA litter program along corridors and at hotspots (\$1.153 million)
- In FY 2012-13, the Department will continue to provide curbside garbage collection services (\$83.159 million) to include commercial garbage collection by contract (\$1.791 million), and litter collection pick-ups at specific bus stops (\$523,000)
- ☛ The FY 2012-13 Adopted Budget includes the purchase of 29 additional hybrid garbage trucks (\$14.851 million) to generate fuel use savings and emission reduction
- The FY 2012-13 Adopted Budget includes payments to the Greater Miami Service Corp (\$144,000) and the Corrections and Rehabilitation Department (\$330,000) for litter pickup
- The FY 2012-13 Adopted Budget includes funding for three Disposal Technicians within the Animal Services Department (\$150,000)
- As part of the Department's reorganization efforts, the FY 2012-13 Adopted Budget includes the elimination of seven positions in trash collection and three positions in garbage collection (\$619,000)

### **DIVISION: DISPOSAL OPERATIONS**

The Disposal Operations Division is responsible for disposing of all waste that enters the system and maintaining disposal capacity; and managing three regional transfer stations, the North and South Dade Landfills, and the Resources Recovery ashfill.

#### **Strategic Objectives - Measures**

- NI2-3: Provide adequate solid waste disposal capacity that meets adopted level-of-service standard

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Ensure ongoing availability and capacity that meets demand at transfer and disposal facilities	Disposal tons accepted at full fee (in thousands)	IN	↔	1,558	1,449	1,449	1,512	1,542
	Years of remaining disposal capacity (Level of Service)*	IN	↔	6	6	5	12	12
	Total (Revenue) Tons Transferred in (in thousands)	IN	↔	553	521	515	545	510
	Number of Residential Enforcement actions undertaken (in thousands)	OP	↔	58	53	59	61	54
	Enforcement related complaints responded to within two business days	EF	↓	79%	88%	85%	95%	90%

\*In FY 2011-12, the award for the construction of Cell 5 increases the years of remaining disposal capacity by seven

### DIVISION COMMENTS

- The FY 2012-13 Adopted Budget assumes a three percent change in the Consumer Price Index (CPI) applied to disposal fees consistent with contracts and interlocal agreements, based on the July 2012 CPI South, All Urban Consumers issued by the United States Bureau of Labor Statistics
- ☛ The FY 2012-13 Adopted Budget includes the continuation of the contract with Covanta Power Corporation to operate and maintain the County's Resources Recovery facility (\$85.217 million) including other supplemental contracts and staffing to support the Resources Recovery operation (\$923,087)
- In FY 2012-13, the Department will provide funding to Parks, Recreation and Open Spaces for mowing of the 58th Street Landfill (\$41,000)
- The FY 2012-13 Adopted Budget includes the elimination of three positions in Disposal Operations due to reorganizational adjustments (\$176,000)

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ENVIRONMENTAL AND TECHNICAL SERVICES

The Environmental and Technical Services Division is responsible for maintaining capital infrastructure, environmental compliance, fleet, landfills, and the Resources Recovery contract.

#### Strategic Objectives - Measures

- NI3-6: Preserve and enhance natural areas

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Ensure compliance with Florida Department of Environmental Protection (FDEP)	Percentage of FDEP reporting deadlines met	EF	↑	99.8%	100%	100%	100%	100%
	Compliance inspections performed	OP	↔	354	310	330	469	450
	Patrons served by program	OC	↑	4,175	3,548	3,800	3,809	3,800
Present at least 24 public household waste outreach events each year	Average quantity of household chemical waste collected per patron (in pounds)	OC	↑	122	110	115	118	110

#### DIVISION COMMENTS

- ☛ In FY 2012-13, the Department will continue environmental and technical service operations that include facilities maintenance (\$2.812 million), fleet management (\$1.036 million), environmental services (\$5.310 million) and engineering and technical services (\$85.99 million), including Resources Recovery Operations
- ☛ The Department will continue operation of two Home Chemical Collection Centers open to all residents countywide (\$945,000)
- The FY 2012-13 Adopted Budget includes the elimination of one position in Environmental and Technical Services Division due to reorganizational adjustments (\$67,000)

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: HIGHWAY ENGINEERING**

The Highway Engineering Division is responsible for planning and designing major infrastructure improvements; operating and maintaining the Causeways infrastructure and rights-of-way; and creating and administering special taxing districts.

#### **Strategic Objectives - Measures**

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Provide administrative support for Special Taxing District functions	Percentage of Department related complaints from special taxing districts resolved within two business days	EF	↑	100%	100%	100%	100%	100%

- NI4-3: Preserve and enhance well maintained public streets and rights of way

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Maintain Venetian and Rickenbacker Causeway system	Street sweepings completed on the Rickenbacker Causeway system	OP	↔	156	365	365	364	365

- TP3-1: Maintain roadway infrastructure

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Maintain integrity of County infrastructure	Bridges inspected for structural integrity*	OC	↑	127	172	170	104	115
Maintain service standard for Right-of-Way acquisitions	Percentage of parcels processed for acquisition within specified time frame	EF	↑	N/A	95%	95%	75%	80%

\*All 204 bridges are inspected annually in conjunction with the State of Florida, 115 is the target for PWWM in FY 2012-13

#### **DIVISION COMMENTS**

- As part of the Department's reorganization efforts, the FY 2012-13 Adopted Budget eliminates two positions from the Highway Engineering Division (\$376,916) and transfers 28 positions to the Regulatory and Economic Resources Department as a result of transferring the land development and permitting functions

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION: TRAFFIC OPERATIONS

The Traffic Operations Division provides traffic engineering studies, designs traffic control plans for construction and maintains all traffic signs and signals in Miami-Dade County.

#### Strategic Objectives - Measures

- TP1-1: Minimize traffic congestion

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Provide timely response to citizen requests	Percentage of follow-up responses to citizens complaints within five days	OP	↔	100%	100%	100%	100%	100%

- TP3-1: Maintain roadway infrastructure

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Maintain traffic and pedestrian signs and signals	Percentage of downed traffic control signals responded to within three hours of notification	EF	↑	100%	100%	100%	100%	100%
	Percentage of high priority traffic control signs repaired or replaced within 24 hours of notification	EF	↑	100%	100%	100%	100%	96%
	Percentage of downed streetlights responded to within two hours of notification	EF	↑	100%	100%	100%	90%	95%
	Traffic control and street name signs repaired or replaced	OP	↔	41,047	29,850	35,000	28,405	33,000

#### DIVISION COMMENTS

- In FY 2012-13, the Department will continue to provide traffic signs and signal maintenance and installation Countywide (\$22.113 million)
- In FY 2012-13, the Department will continue to provide traffic studies and engineering services Countywide (\$3.024 million)
- The FY 2012-13 Adopted Budget includes \$5.130 million in transfers from the Regulatory and Economic Resources Department, Water and Sewer Department (WASD), and the Port of Miami (POM) for rights-of-way survey crews (\$1.226 million); Miami-Dade Transit for landscape maintenance services (\$1.2 million); Waste Management Operations for litter pick-up (\$65,000); POM for tree trimming services (\$57,000); Community Action and Human Services for graffiti abatement (\$233,000); POM and WASD for mosquito spraying (\$16,000); fees charged to other County agencies for services provided (\$1.352 million); and Internal Services Department for risk management support (\$421,000) and reimbursement for liability claims (\$560,000)
- The FY 2012-13 Adopted Budget includes FDOT reimbursements totaling \$4.05 million, comprised of County performed traffic signal maintenance on state roads (\$2.2 million) and funding for Safe Routes to School Program (\$1.85 million)
- As part of the Department's reorganization efforts, the FY 2012-13 Adopted Budget eliminates eight positions (\$535,100) and realigns 36 positions

# FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

## Neighborhood Trash and Recycling Centers

1. North Dade 21500 NW 47 Ave
2. Norwood 19901 NW 7 Ave
3. Palm Springs 7870 NW 178 St
4. Golden Glades 140 NW 160 St
5. West Little River 1830 NW 79 St
6. Snapper Creek 2200 SW 117 Ave
7. Sunset Kendall 8000 SW 107 Ave
8. Chapman Field 13600 SW 60 Ave
9. Richmond Heights 14050 Boggs Dr
10. West Perrine 16651 SW 107 Ave
11. Eureka Drive 9401 SW 184 St
12. South Miami Heights 20800 SW 117 Ct
13. Moody Drive 12970 SW 268 St

## Resources Recovery Facility

14. Resources Recovery 6990 NW 97 Ave

## Landfills

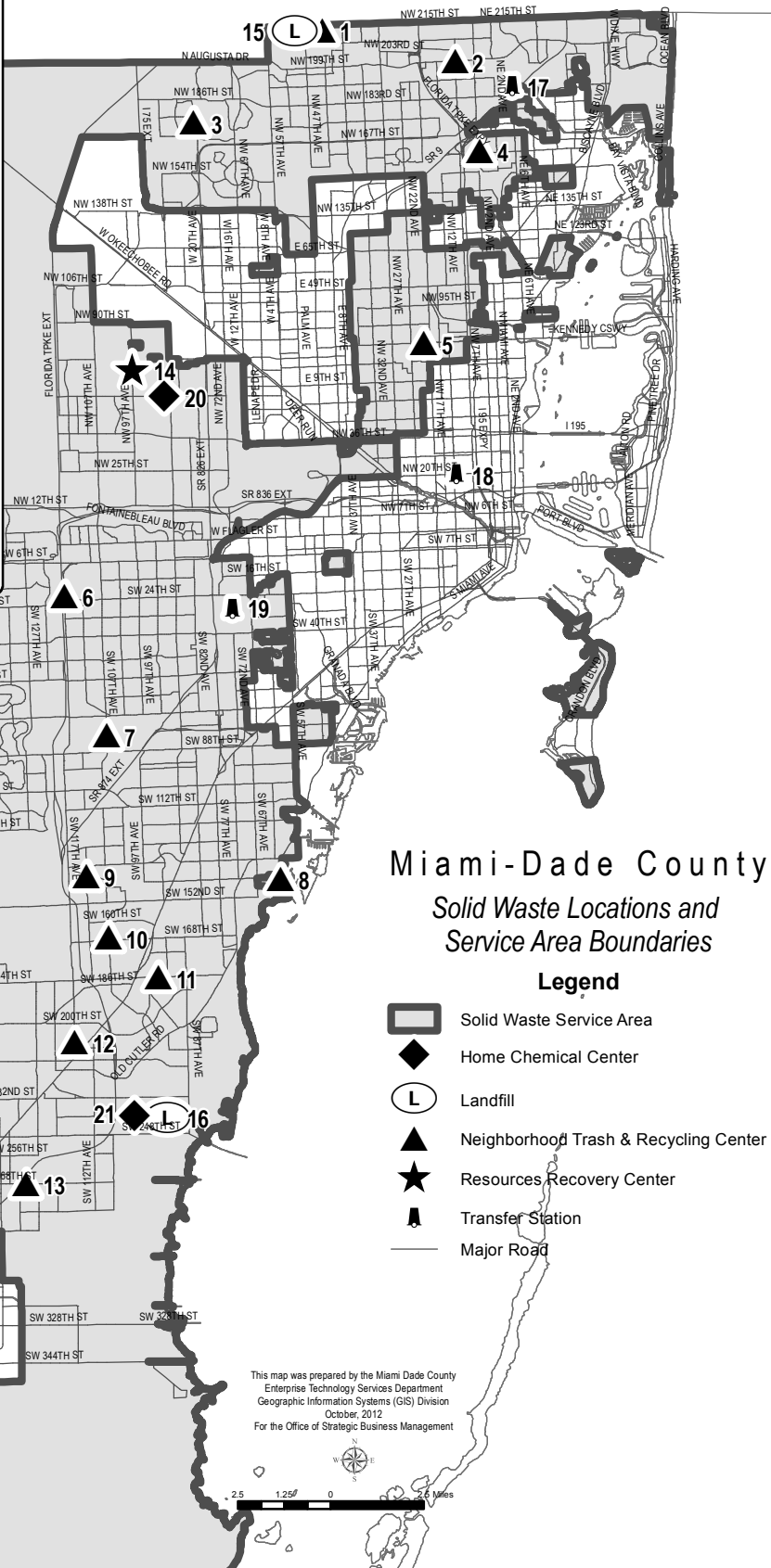
15. North Dade Landfill 21500 NW 47 Ave
16. South Dade Landfill 23707 SW 97 Ave

## Transfer Stations

17. Northeast Regional 18701 NE 6 Ave
18. Central 1150 NW 20 St
19. West 2900 SW 72 Ave

## Home Chemical Centers

20. North 8831 NW 58 St
21. South 23707 SW 97 Ave



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### Water and Sewer

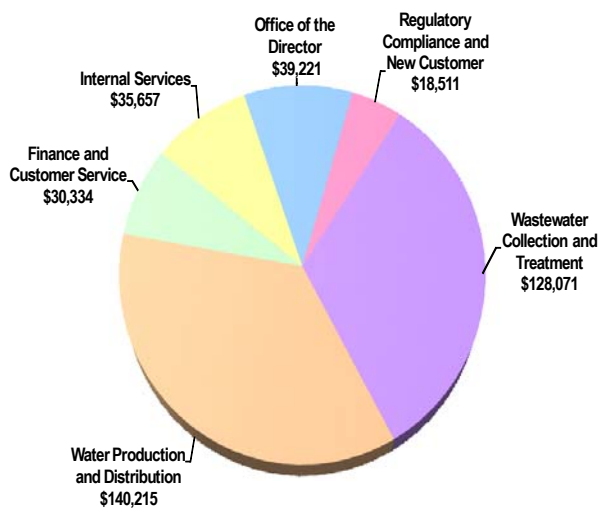
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater disposal services, and safeguarding public health and the environment, while planning for future growth, implementing water conservation measures, and providing for process improvements and cost efficiencies.

As part of the Neighborhood and Infrastructure strategic area, the Department's main functions are water production and distribution, as well as wastewater collection, treatment, reuse, and disposal. WASD operates three regional and five smaller water treatment plants, with a total rated capacity of 454 million gallons per day (MGD), and three regional wastewater treatment plants with a total treatment capacity of 375 MGD. Additionally, WASD operates and maintains 95 water supply wells (grouped into 15 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridan Aquifer; 1,039 sewer pump stations (1,020 County-owned and 19 maintained for other entities); 7,892 miles of water distribution mains; and 6,271 miles of wastewater mains and lateral collection pipes. The Department implements water conservation measures, provides high quality drinking water, and plans and improves infrastructure for future growth.

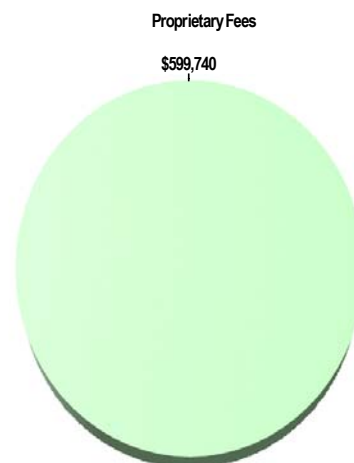
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 422,000 water and 340,000 wastewater retail customers as of September 30, 2011. Additionally, wholesale water service is provided to 15 municipalities and wholesale sewer service is provided to 13 municipalities within Miami-Dade County. In providing these services, the Department interacts with and is regulated by the United States Environmental Protection Agency, the Florida Department of Environmental Protection, the Miami-Dade County Health Department, the South Florida Water Management District, and the Regulatory and Economic Resources Department (RER).

### FY 2012-13 Adopted Budget

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



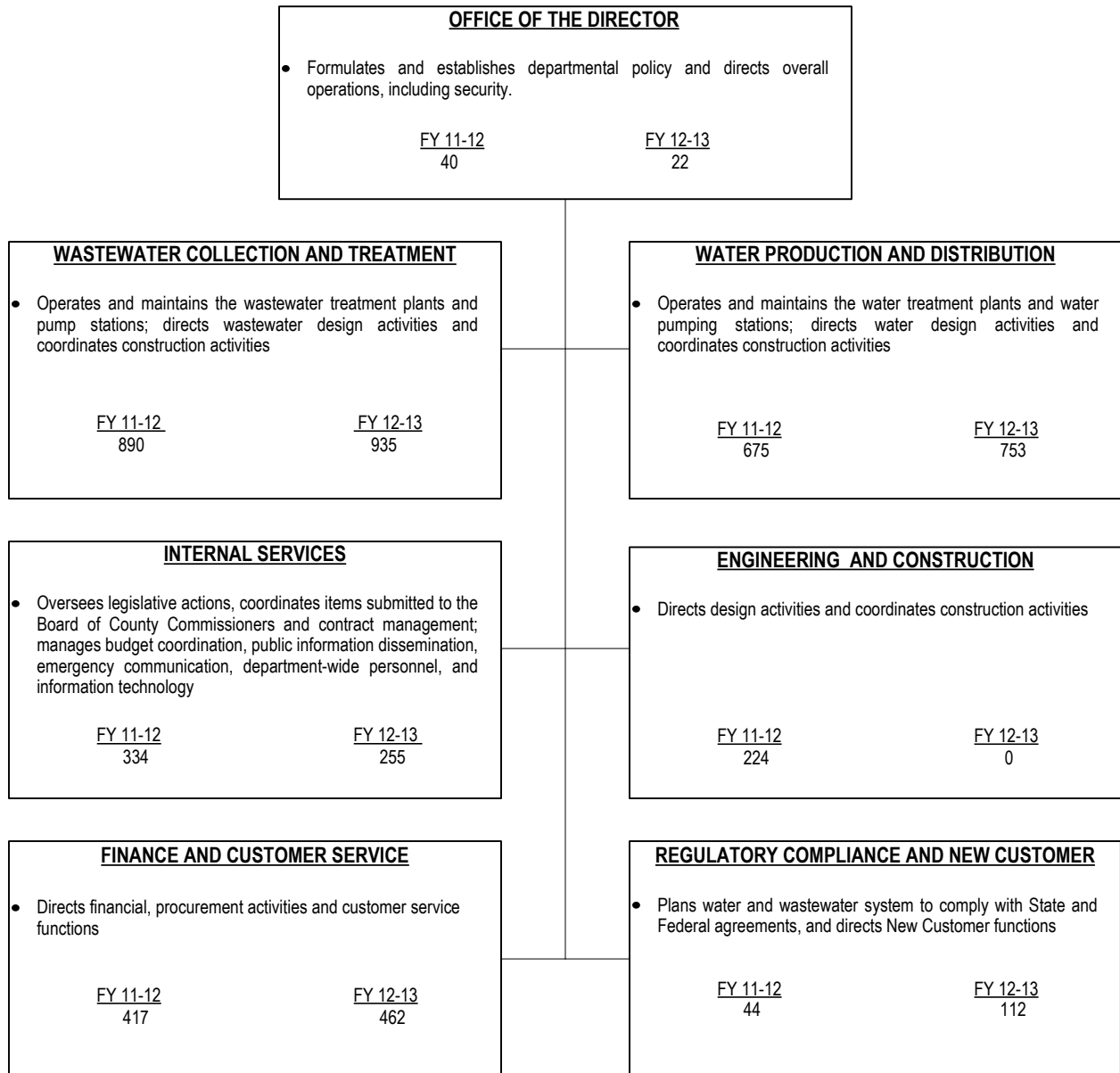
**Revenues by Source**  
(dollars in thousands)



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Adopted FY 12-13
<b>Revenue Summary</b>				
Carryover	58,666	63,226	60,652	55,664
Delinquency, Billing, and Service Charges	11,082	11,362	11,808	11,782
Fire Protection and Fire Hydrant Fees	4,697	4,668	4,842	4,846
Maintenance Fees	246	251	253	255
Miscellaneous Non-Operating	0	4,390	4,889	2,260
Miscellaneous Revenues	5,868	7,308	5,185	6,353
Septic Tanks and High Strength Sewage	2,435	2,568	2,570	2,365
Transfer From Other Funds	0	5,500	16,214	10,038
Wastewater Revenue	261,881	279,323	259,785	271,335
Water Revenue	232,186	240,180	229,674	234,842
<b>Total Revenues</b>	<b>577,061</b>	<b>618,776</b>	<b>595,872</b>	<b>599,740</b>

### Operating Expenditures

<b>Summary</b>				
Salary	148,060	136,427	133,153	134,386
Fringe Benefits	45,829	41,250	32,092	32,100
Court Costs	0	0	0	0
Contractual Services	64,924	69,149	78,289	74,494
Other Operating	51,921	52,764	59,022	61,888
Charges for County Services	38,898	33,221	31,426	41,429
Grants to Outside Organizations	0	0	0	0
Capital	41,833	66,685	54,602	47,712
<b>Total Operating Expenditures</b>	<b>391,465</b>	<b>399,496</b>	<b>388,584</b>	<b>392,009</b>

### Non-Operating Expenditures

<b>Summary</b>				
Transfers	4,927	32,220	250	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	117,443	126,408	151,374	150,348
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	55,664	57,383
<b>Total Non-Operating Expenditures</b>	<b>122,370</b>	<b>158,628</b>	<b>207,288</b>	<b>207,731</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Adopted FY 12-13	Budget FY 11-12	Adopted FY 12-13
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Office of the Director	21,401	39,221	40	22
Wastewater Collection and Treatment	138,110	128,071	890	935
Water Production and Distribution	123,103	140,215	675	753
Internal Services	51,091	35,657	334	255
Finance and Customer Service	32,218	30,334	417	462
Regulatory Compliance and New Customer	9,553	18,511	44	112
Engineering and Construction	13,108	0	224	0
<b>Total Operating Expenditures</b>	<b>388,584</b>	<b>392,009</b>	<b>2,624</b>	<b>2,539</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Actual FY 11-12	Budget FY 12-13
Advertising	733	715	796	721	770
Fuel	2,997	3,598	3,099	3,547	3,634
Overtime	13,298	9,146	7,642	9,273	8,403
Rent	745	538	682	351	709
Security Services	13,936	13,889	14,245	11,383	13,729
Temporary Services	1,005	961	895	451	895
Travel and Registration	78	63	236	113	217
Utilities	1,516	1,287	1,688	1,394	1,314



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
EPA Grant	4,962	0	0	0	0	0	0	0	4,962
Rock Mining Mitigation Fees	20,384	0	0	0	0	0	0	0	20,384
Wastewater Connection Charges	72,770	0	0	0	0	0	0	0	72,770
Water Connection Charges	46,861	3,000	4,775	0	0	0	0	0	54,636
Fire Hydrant Fund	12,896	4,800	5,000	5,000	5,000	5,000	5,000	0	42,696
HLD Special Construction Fund	143,485	0	0	0	0	0	0	0	143,485
Miami Springs Wastewater Construction Fund	1,200	0	0	0	0	0	0	0	1,200
Miami Springs Water Construction Fund	687	0	0	0	0	0	0	0	687
Wastewater Renewal Fund	133,185	34,703	27,500	30,000	30,000	30,000	30,000	0	315,388
Wastewater Special Construction Fund	1,984	300	300	300	300	300	300	0	3,784
Water Construction Fund	3,544	0	0	0	0	0	0	0	3,544
Water Renewal and Replacement Fund	114,588	10,297	27,500	30,000	30,000	30,000	30,000	0	272,385
Water Special Construction Fund	3,845	1,000	1,000	1,000	1,000	1,000	1,000	0	9,845
BBC GOB Future Financing	0	6,579	7,636	7,453	6,029	78,327	44,750	14,885	165,659
BBC GOB Series 2005A	16,275	0	0	0	0	0	0	0	16,275
BBC GOB Series 2008B	3,379	0	0	0	0	0	0	0	3,379
BBC GOB Series 2008B-1	9,122	0	0	0	0	0	0	0	9,122
BBC GOB Series 2011A	10,362	0	0	0	0	0	0	0	10,362
Future WASD Revenue Bonds	0	0	171,605	398,942	348,061	422,657	805,291	2,381,644	4,528,200
Hialeah Reverse Osmosis Plant Construction Fund	9,500	0	0	0	0	0	0	0	9,500
State Revolving Loan Wastewater Program	52,965	2,277	0	0	0	0	0	0	55,242
State Revolving Loan Water Program	77	0	0	0	0	0	0	0	77
WASD Revenue Bonds Sold	268,019	0	0	0	0	0	0	0	268,019
WASD Future Funding	0	0	0	0	0	0	0	4,899,844	4,899,844
<b>Total:</b>	<b>930,090</b>	<b>62,956</b>	<b>245,316</b>	<b>472,695</b>	<b>420,390</b>	<b>567,284</b>	<b>916,341</b>	<b>7,296,373</b>	<b>10,911,445</b>
<b>Expenditures</b>									
<b>Strategic Area: Neighborhood and Infrastructure</b>									
GOB Water and Wastewater Projects	42,845	6,753	7,636	7,453	6,029	78,328	44,750	14,885	208,679
Wastewater Projects	470,253	130,597	125,663	197,237	193,902	339,628	586,570	4,777,826	6,821,676
Water Projects	213,732	98,535	128,522	274,558	225,047	150,917	286,117	2,503,662	3,881,090
<b>Total:</b>	<b>726,830</b>	<b>235,885</b>	<b>261,821</b>	<b>479,248</b>	<b>424,978</b>	<b>568,873</b>	<b>917,437</b>	<b>7,296,373</b>	<b>10,911,445</b>

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department is currently negotiating a consent agreement with the Federal Environmental Protection Agency to address possible regulatory violations resulting from failing infrastructure; the agreement will ultimately be considered by the Board of County Commissioners; all projects are currently included in the capital plan, but schedules for completion may need to be modified; increased debt requirements will lead to future rate adjustments
- In FY 2012-13, the Department will continue implementation of water system capital projects (\$98.5 million in FY 2012-13, \$4.0 billion all years); major water system projects include but not limited to Central Miami-Dade Water Transmission Mains Improvements (Government Cut) (\$2.9 million in FY 2012-13, \$33.3 million all years); Water Distribution System Extension Enhancements (\$3.9 million in FY 2012-13, \$1.7 billion all years); Water Treatment Plant - Floridian Reverse Osmosis (\$23.8 million in FY 2012-13, \$72.9 million all years); Water System Maintenance and Upgrades (\$18.5 million in FY 2012-13, \$316 million all years), and Safe Drinking Water Act Modifications (\$5 million in FY 2012-13, \$672 million all years)
- In FY 2012-13, the Department will continue implementation of wastewater system capital projects (\$130.6 million in FY 2012-13, \$6.8 billion all years), major wastewater system projects include but not limited to Pump Station Generators and Miscellaneous Upgrades (\$664,000 in FY 2012-13, \$67.8 million all years); South District Wastewater Treatment Plant-High Level Disinfection (\$18.5 million in FY 2012-13, \$268 million all years); Peak Flow Management Facilities (\$15.3 million in FY 2012-13, \$945.1 million all years); Wastewater System Maintenance and Upgrades (\$12 million in FY 2012-13, \$266 million all years); North District Wastewater Treatment Plant (\$3.6 million in FY 2012-13, \$127.3

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

million all years); Central Miami-Dade Wastewater Transmission Mains and Pump Stations Improvements (Government Cut) (\$36.7 million in FY 2012-13, \$379 million all years) and Central District Wastewater Treatment Plant (\$1.5 million in FY 2012-13, \$1.2 billion all years)

- The Department will continue implementing Building Better Communities General Obligation Bond (BBC GOB) program projects for water and wastewater (\$6.8 million in FY 2012-13, \$208.6 million all years; total includes \$204.8 BBC GOB and \$3.9 EPA grant)
- The FY 2012-13 Adopted Budget and Multi-Year Capital Plan includes funding for a \$45 million transfer of funds to the Renewal and Replacement fund for an enhanced program to expedite repairs, replacements, and rehabilitation of pipe infrastructure and plant facilities

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

The Office of the Director formulates and establishes departmental policy and directs overall operations, including security and legal issues.

- Defines and monitors Department-wide operating goals and procedures
- Defines and monitors engineering, construction, and quality assurance goals, and directs planning and regulatory functions
- Provides legal support
- Directs department-wide security services

### **DIVISION COMMENTS**

- In FY 2012-13, the Adopted Budget includes funding (\$261,000) for the Regulatory and Economic Resources Department (RER) to fund the Florida Yards and Neighborhoods Program, and a Sustainable Manager (\$119,000); this funding will be phased out during this fiscal year
- The FY 2012-13 Adopted Budget includes payments to the Audit and Management Services Department (\$440,000) for expenses associated with audits and reviews
- In the FY 2012-13 Adopted Budget, retail water and wastewater rates will remain flat; the bill of the average retail water and sewer customer (6,750 gallons per month) will remain at approximately \$42.03 per month; future adjustments will depend upon debt issuance requirements
- In FY 2012-13, the wholesale water rate per thousand gallons will remain at \$1.7142, including the City of Hialeah as a result of the 5-year phase out of the transmission credit; the wholesale wastewater average rate per thousand gallons will remain at \$2.1528; wholesale customers' bills will also include an adjustment to recover actual cost for FY 2010-11
- The FY 2012-13 Adopted Budget includes a Memorandum Of Understanding agreement with the Office of The Inspector General (\$100,000)

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION: WASTEWATER COLLECTION AND TREATMENT

The Wastewater Collection and Treatment Division operates and maintains the Wastewater System, including wastewater treatment plants, sewer pipes (laterals/force mains), Supervisory Control and Data Acquisition (SCADA) system and pump stations. Additionally, the Division directs Wastewater Priority Projects, including construction management and engineering.

- Directs wastewater operations including treatment and disposal, as well as maintenance of pumping and collection systems
- Directs installation, repairs, and maintenance of the sewer pipeline system
- Performs mechanical, electrical, and structural maintenance of treatment plants and lift stations
- Installs, repairs, relocates, maintains, and replaces all gravity sewer lines, force mains, valves, sewer laterals, and manholes countywide
- Administers the SCADA system, telemetry and radios
- Coordinates High Level Disinfection (HLD) and wastewater reuse projects
- Oversees wastewater system design standards and engineering support, including survey work.
- Oversees design and construction activities for Wastewater Collection and Treatment related projects

### Strategic Objectives - Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Reduce response time to sanitary sewer overflows	Average response time to sewage overflows (in minutes)	EF	↓	45	55	55	52	55

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Ensure proper maintenance and operation of the sewage system	Percentage compliance with wastewater effluent limits	OC	↑	100%	100%	100%	83%	100%
	Percentage of pumps in service	EF	↑	99%	99%	99%	98%	99%
	Wastewater mainline valves exercised	OP	↔	5,925	6,018	6,018	6,229	6,000
	Percent completion of wastewater pipeline relocation projects required for Miami Harbor Deepening Project	EF	↑	20%	50%	95%	83%	100%

### DIVISION COMMENTS

- The FY 2012-13 Adopted Budget includes the elimination of 24 vacant positions in Pump Stations Maintenance Division (\$1.482 million), 17 vacant positions in Wastewater Collection and Transmission Division (\$648,667), and nine vacant positions in Wastewater Treatment Division (\$441,268), as a result of reorganizational adjustments

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION: WATER PRODUCTION AND DISTRIBUTION

The Water Production and Distribution Division operates and maintains water treatment plants, water transmission and distribution pipes, water pumping stations and metering. Additionally the Division directs Water Priority Projects, including construction management and engineering.

- Directs operation of the water system, including installation, repairs, and maintenance of the water infrastructure
- Installs, repairs, relocates, maintains, and replaces all water mains and valves, fire lines, and water meters countywide
- Performs mechanical, electrical, and structural maintenance of treatment plants
- Implements Cross Connection Control Program
- Provides laboratory analysis to comply with regulatory agencies requirements
- Coordinates Water Priority Projects
- Oversees water system design standards and engineering support, including survey work

### Strategic Objectives - Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Estimated gallons of water saved per day (GPD) through the Water Use Efficiency Program (in thousands)*	EF	↑	1,608	1,589	1,500	1,900	1,124

\*FY 2012-13 Target revised based on revised Water Use Permit requirements

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Fully comply with drinking water standards	Percentage compliance with drinking water standards	OC	↑	100%	100%	100%	100%	100%
	Percent completion of water pipeline relocation projects required for Miami Harbor Deepening Project	EF	↑	20%	50%	95%	99%	100%

### DIVISION COMMENTS

- The FY 2012-13 Adopted Budget includes the elimination of nine vacant positions in Water Production Division (\$555,658), six vacant positions in Water Transmission and Distribution Division (\$286,566), and two vacant positions in Meter Installation and Maintenance Division (\$206,533), as a result of reorganizational adjustments

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: INTERNAL SERVICES**

The Internal Services Division oversees legislative coordination; oversees contract management; manages budget coordination, public information dissemination, the emergency communications center, human resources; and oversees support services and Information Technology.

- Coordinates state and federal legislative actions and liaisons with municipalities
- Coordinates items submitted to the Board of County Commissioners (BCC)
- Interprets and maintains the Department's Rules and Regulations
- Manages the Department's operating and capital budgets and provides strategic planning
- Coordinates communications with media and customers
- Operates the 24-Hour Emergency Communication Center to resolve urgent infrastructure issues
- Directs human resources and general maintenance services
- Directs department-wide IT resources and support

### **Strategic Objectives - Measures**

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Workforce skills to support County priorities	Training hours per employee	OP	↔	10	10	10	10	8
	Percentage non-emergency requests dispatched in less than three business days	OP	↔	95%	97%	95%	98%	95%

### **DIVISION COMMENTS**

- The FY 2012-13 Adopted Budget includes the elimination of six vacant positions in General Maintenance Division (\$404,257) and four vacant positions in Information Technology Division (\$334,830), as a result of reorganizational adjustments

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### DIVISION: FINANCE AND CUSTOMER SERVICE

The Finance and Customer Service Division directs financial operations, procurement and stores, and customer service functions

- Coordinates financial activities including debt administration, investments, grants and cash management
- Administers the general ledger and asset control functions
- Prepares accounts payable, retail and wholesale bills, and special billings and collection
- Manages business process support for the Customer Information System, Enterprise Resource Planning, and Enterprise Asset Management software systems
- Oversees contract administration
- Manages retail customer account services
- Oversees procurement and stores activities

### Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Provide information to customers in a timely manner	Average call wait time (in minutes)*	EF	↓	2.3	17	15	14	2
	Percentage calls answered within two minutes (monthly)*	EF	↑	61%	12%	20%	16%	90%

\*Due to administrative reductions in FY 2010-11, an increase in call wait times was experienced; in FY 2011-12, additional part-time positions were added to decrease call wait time and increase the percentage of calls answered within two minutes

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Ensure sound asset management and financial investment strategies	Bond rating evaluation by Fitch	OC	↑	AA-	AA-	AA-	AA-	AA-
	Bond rating evaluation by Standard and Poor's	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Moody's	OC	↑	A1	A1	A1	A1	A1

### DIVISION COMMENTS

- The FY 2012-13 Adopted Budget includes payments to the Finance Department (\$50,000) for expenses associated with cash management services
- The Departments year-end combined fund balance was \$55.6 million in the rate stabilization and general reserve funds for FY 2011-12, and is projecting a combined balance of \$45.6 million for FY 2012-13; this reserve is available should an additional debt issuance be required in FY 2012-13; the Department will have a year-end fund balance of \$57.4 million in the operating budget as reserve required for bond ordinance
- The FY 2012-13 Adopted Budget includes the elimination of four vacant positions in Finance and Customer Service Divisions (\$408,892), and two vacant positions in Stores and Procurement Division (\$149,831), as a result of reorganizational adjustments

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: REGULATORY COMPLIANCE AND NEW CUSTOMER**

The Regulatory Compliance and New Customer Division plans the water and wastewater system to ensure compliance with state and federal agreements. The New Customer Section processes applications for new water services.

- Directs planning of water and wastewater facilities and infrastructure
- Oversees environmental regulations and compliance with federal and state agreements
- Directs Water Use Efficiency and Water Loss Reduction Plans
- Processes applications for new water service, mains, pump stations, and fire hydrant installations by private contractors

### **Strategic Objectives - Measures**

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Actual	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Percent compliance with 20-Year Water Use Permit (WUP) as scheduled	EF	↑	100%	90%	90%	100%	90%
Comprehensive Development of Master Plan	Percentage of Comprehensive Development Master Plan comments submitted timely	EF	↑	100%	90%	80%	100%	90%
	Percentage of Development Impact Committee comments provided timely	EF	↑	100%	90%	80%	100%	90%

### **DIVISION COMMENTS**

- ☛ In FY 2012-13, the Department will continue a program to reduce energy consumption encompassing facilities lighting and controls, operational equipment energy consumption, the implementation of the Energy Star Power Plan and of an employee awareness program, which includes an energy conservation website, newsletter, and workshops
- In FY 2012-13, the Department will enter into a Memorandum of Understanding (MOU) with the Regulatory and Economic Resources (RER) Department to coordinate the work functions for eleven positions at the Permitting and Inspection Center (PIC)
- The FY 2012-13 Adopted Budget includes the elimination of two vacant positions in New Customer Division (\$158,785), as a result of reorganizational adjustments

## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund four positions in the Information Technology Division to support operation of data processing peripheral equipment	\$0	\$335	4
Fund two positions in the New Customer Division to support initiations of new water service for business through public contact	\$0	\$159	2
Fund one position in the System Implementation Section to support a complex portfolio of software products & services is required	\$0	\$102	1
Fund three positions in the Finance and Customer Service Division to identify and correct billing errors	\$0	\$250	3
Fund eight positions to provide housekeeping of plant equipment	\$0	\$399	8
Fund 17 positions in the Wastewater Collection and Treatment Division to assist in the inspection, installation maintenance & repair of cast iron pipes, clay, PVC, and galvanized above and below ground	\$0	\$649	17
Fund 24 positions in the Wastewater Collection and Treatment Division for repair and maintenance of pump stations throughout Miami Dade County	\$0	\$1,482	24
Fund four positions in the Water Production and Distribution Division to install, maintain, repair and troubleshoot recording instrumentation used in the water plants	\$0	\$218	4
Fund six positions in the Water Production and Distribution Division to install and repair pipes	\$0	\$303	6
Fund two positions in the Meter Installation and Maintenance Division to inspect, clean, repair and reassemble water meters	\$0	\$107	2
Fund seven positions in the Internal Services Division to service and provide maintenance of construction equipment	\$0	\$408	7
Fund four positions in the System Implementation Section to support the billing and financial systems	\$0	\$262	4
Fund one Contracts Officer and one W&S Secretary in the Contract Processing Section to maintain internal controls related to professional service task agreements, purchase orders, and payments	\$0	\$113	2
Fund 16 positions in the Controller Division to maintain internal controls and improve customer service by reopening pay stations downtown	\$0	\$713	16
Fund 38 positions in the Retail Customer Service Section to restore two additional hours (5 p.m. to 7 p.m.) of telephone support	\$0	\$1,763	38
Fund one W&S Communication Support Specialist in the Emergency Communications Section to maintain customer service and reporting levels	\$0	\$65	1
Fund five positions in the Wastewater Collection and Treatment Division to maintain wastewater collections regulatory reporting	\$0	\$159	5
Fund nine positions in the Meter Section to maintain reporting level notifications to field operators as well as field investigations of billing issues without increased overtime expenditures	\$0	\$412	9
Fund 11 positions in Water Collection and Treatment Division to maintain service and reporting levels for water transmission and distribution systems	\$0	\$380	11



## FY 2012 - 13 Adopted Budget and Multi-Year Capital Plan

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Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Fund 13 positions in the Internal Services Division to maintain the network uptime, the departmental billing system and SCADA	\$0	\$936	13
Fund four positions in the Human Resources Section for employee recruitment and ADA compliance to reduce workloads	\$0	\$279	4
<b>Total</b>	<b>\$0</b>	<b>\$9,494</b>	<b>181</b>