

## FY 2014-15 Adopted Budget and Multi-Year Capital Plan

### THE FY 2014-15 ADOPTED BUDGET

Miami-Dade County's operating budget is a compilation of a number of budgets relating to distinct services, including regional area-wide services provided countywide, local services in the unincorporated area, referred to as the UMSA, library services provided by the Miami-Dade County Public Library System (Library System), and fire rescue services provided within the Miami-Dade Fire Rescue Service District, as well as numerous proprietary operations and special assessment district functions. Each is separated to ensure that public revenues are used only for their authorized purposes and that residents pay only for those services available to them. Various types of revenues support Miami-Dade County's operations: taxes on property, sales, motor fuel, and utility bills; fees and service charges; federal and state grants; and others. Many of these revenues are restricted in their use, which complicates the process of balancing the budget. Summary information describing major revenue sources and operating expenditure by strategic area as well as information for each department showing the activities by supporting revenue source and the categories of expenditures are included as Appendix B and C in this volume. Capital program revenue and expenditure summaries are included as Appendix D and E.

The Capital Budget and Multi-Year Plan (also known as the Capital Improvement Plan) is prepared pursuant to state growth management legislation and the Miami-Dade County Code and is prepared along with the operating budget. It is used as the basis for updating the Capital Improvement Element of the Comprehensive Development Master Plan, the Five-Year Transportation Improvement Plan, and the other major County capital planning documents. The operating budget and capital budget details are combined in each departmental narrative so that the entire story of each department is contained within a single section of the document. Emphasis has been placed on the operating impact of our capital improvement plans.

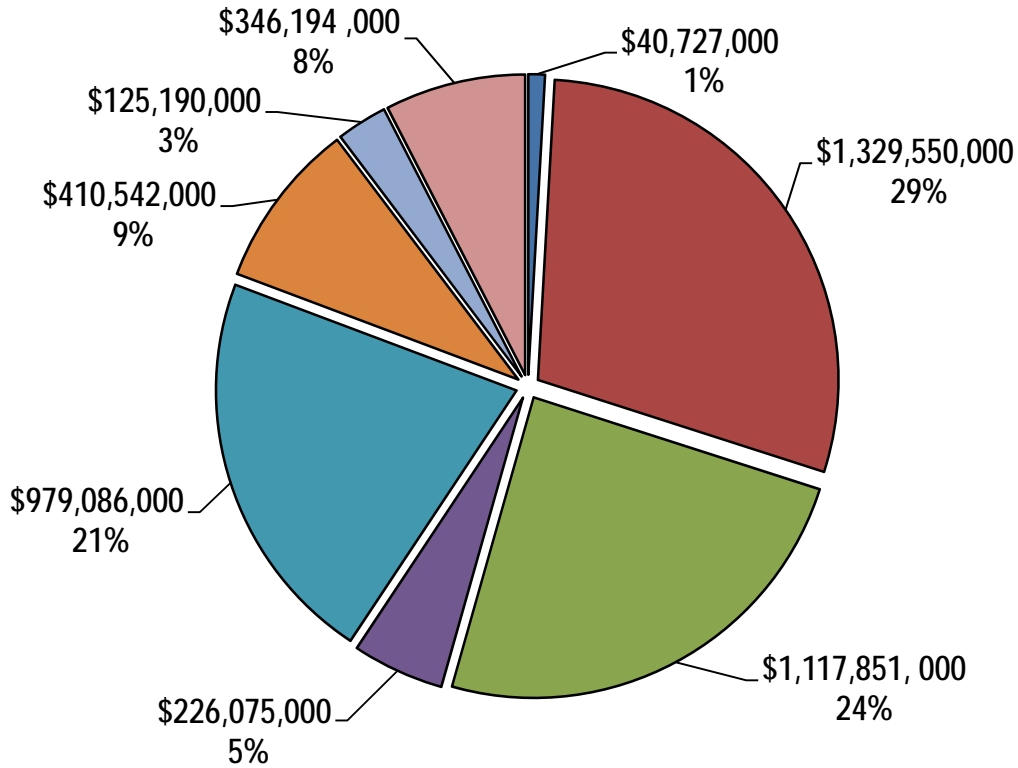
The FY 2014-15 Adopted Budget is balanced at \$6.251 billion, of which \$4.575 billion represents the direct operating budget and \$1.676 billion is funding for capital projects. The operating budget is four percent higher than the FY 2013-14 Adopted Budget of \$4.410 billion. The tax supported budgets, the Countywide General Fund, Unincorporated Municipal Services Area (UMSA) General Fund, Library System, and Fire Rescue Service District budgets, total \$1.919 billion, which is 2.3 percent higher than the FY 2013-14 Adopted Budget and represents 41.9 percent of the total operating budget. Unfunded needs in the operating budget total \$111 million.

#### OPERATING EXPENDITURES (EXCLUDING INTERAGENCY TRANSFER)

Funding Use	Actuals		Actuals		Actuals		Budget			
	FY 2010-11	%	FY 2011-12	%	FY 2012-13	%	FY 2013-14	%	FY 2014-15	%
Policy Formulation	\$ 44,023,000	1	\$ 37,335,000	1	\$ 37,225,000	1	\$ 40,871,000	1	\$ 40,727,000	1
Public Safety	\$1,316,178,000	30	\$1,250,690,000	31	\$1,242,352,000	30	\$1,300,553,000	29	\$1,329,550,000	29
Transportation	\$ 879,215,000	20	\$ 880,004,000	20	\$ 903,307,000	22	\$1,046,707,000	24	\$1,117,851,000	24
Recreation/Culture	\$ 222,502,000	5	\$ 208,200,000	6	\$ 182,796,000	4	\$ 185,703,000	4	\$ 226,075,000	5
Neighborhood/Infrastructure	\$ 828,480,000	19	\$ 806,801,000	19	\$ 851,803,000	21	\$ 936,427,000	21	\$ 979,086,000	21
Health and Human Services	\$ 573,548,000	14	\$ 519,526,000	13	\$ 520,338,000	13	\$ 409,286,000	9	\$ 410,542,000	9
Economic Development	\$ 138,109,000	4	\$ 116,847,000	3	\$ 123,958,000	3	\$ 127,143,000	3	\$ 125,190,000	3
General Government	\$ 291,467,000	7	\$ 248,506,000	7	\$ 238,576,000	6	\$ 363,755,000	8	\$ 346,194,000	8
<b>Total</b>	<b>\$4,293,522,000</b>		<b>\$4,067,909,000</b>		<b>\$4,100,355,000</b>		<b>\$4,410,445,000</b>		<b>\$4,575,215,000</b>	

## FY 2014-15 Adopted Budget and Multi-Year Capital Plan

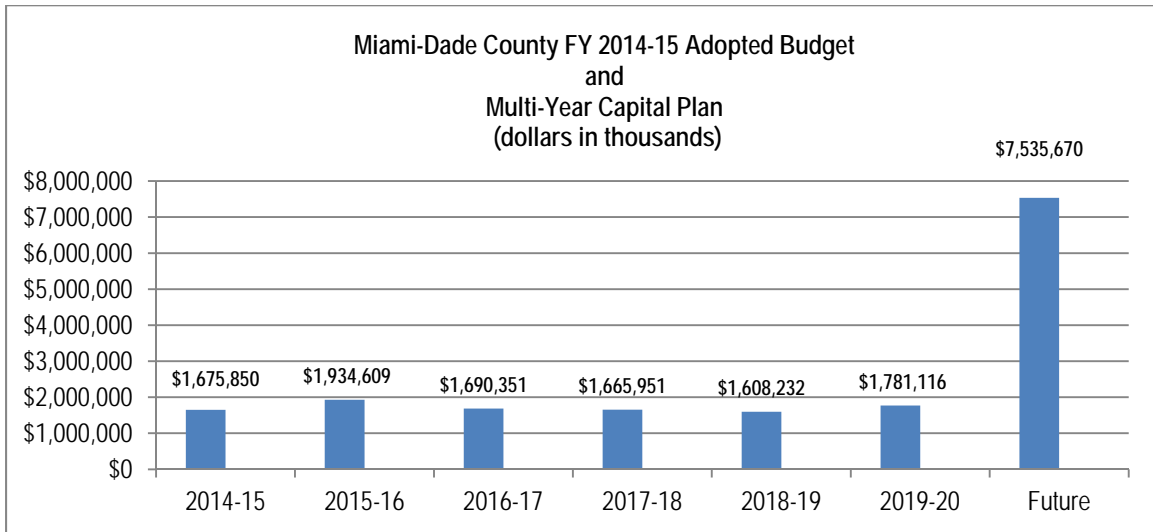
### OPERATING EXPENDITURES (cont'd) (EXCLUDING INTERAGENCY TRANSFER)



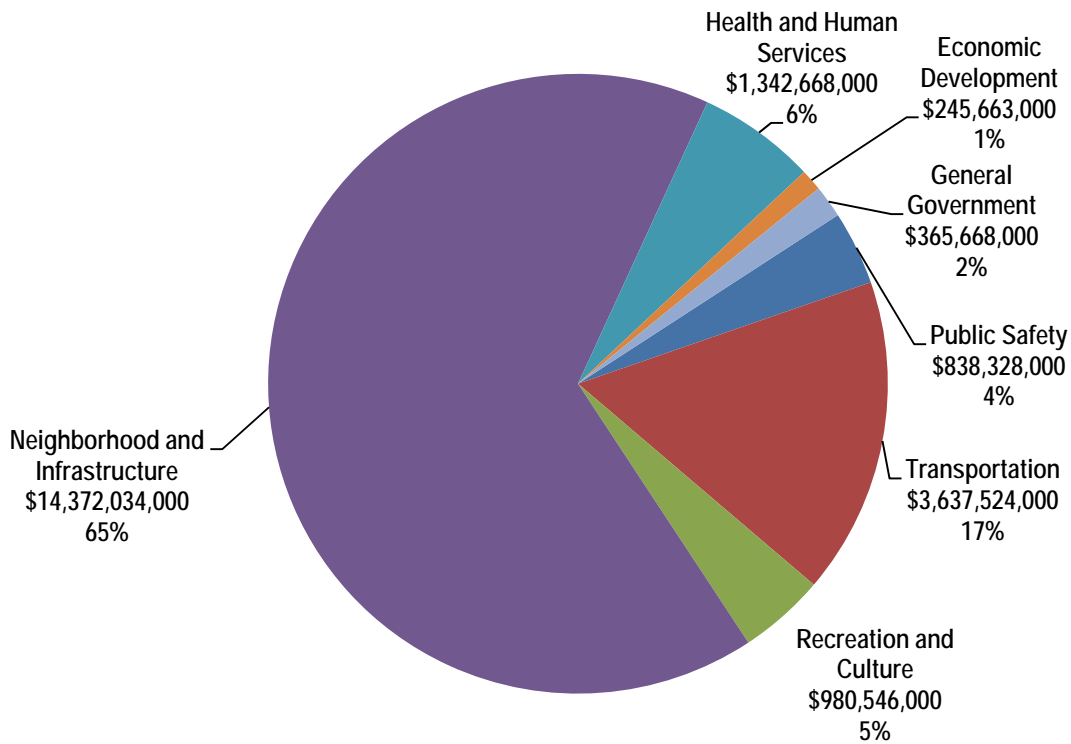
The Capital Budget and Multi-Year Plan outlines revenues and expenditures for current and new capital projects necessary to maintain, improve, and expand public facilities and infrastructure to support County operations and meet the service demands of residents and visitors to Miami-Dade County. The Capital Budget has projects in each of the County's Strategic Areas: Public Safety, Transportation, Recreation and Culture, Neighborhood and Infrastructure, Health and Human Services, Economic Development, and General Government.

The County's Adopted Multi-Year Capital Improvement Plan totals \$ 21.782 billion and includes 612 active capital projects across all strategic areas. The graph on the next page details the annual programmed expenditures. The funding sources for the Adopted Capital Improvement Plan include 61 percent from revenue bonds or special obligation bonds, 16 percent from County proprietary operations, 5 percent from other County sources and other non-County sources, 10 percent from general obligation bonds, 2 percent from the state grants, 3 percent from impact fees, and 3 percent from federal grants.

## FY 2014-15 Adopted Budget and Multi-Year Capital Plan



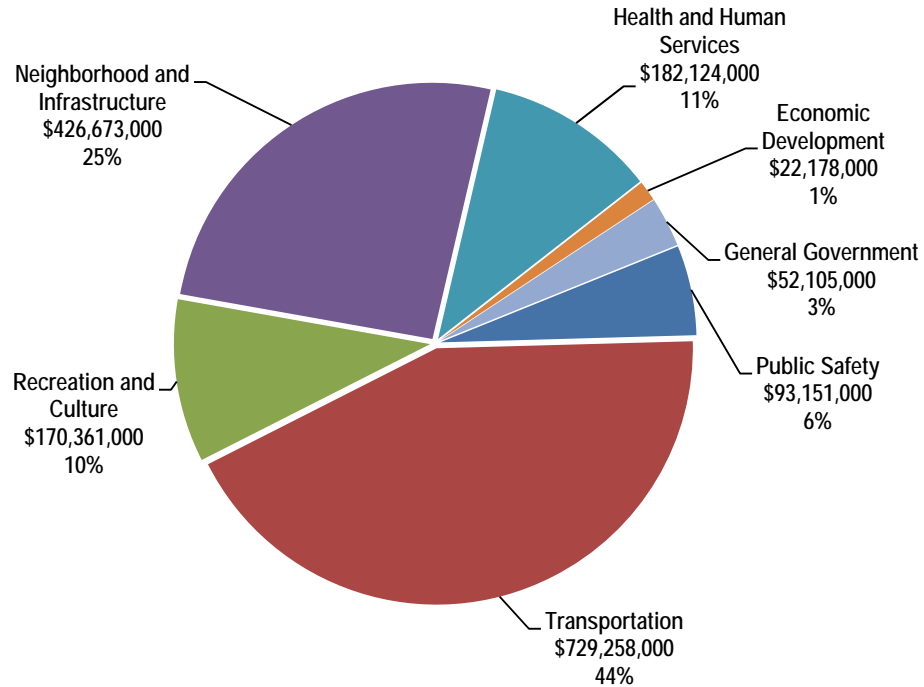
**Miami-Dade County FY 2014-15 Adopted Budget and Multi-Year Capital Plan  
All Years Expenditure by Strategic Area  
\$21,782,431,000**



## FY 2014-15 Adopted Budget and Multi-Year Capital Plan

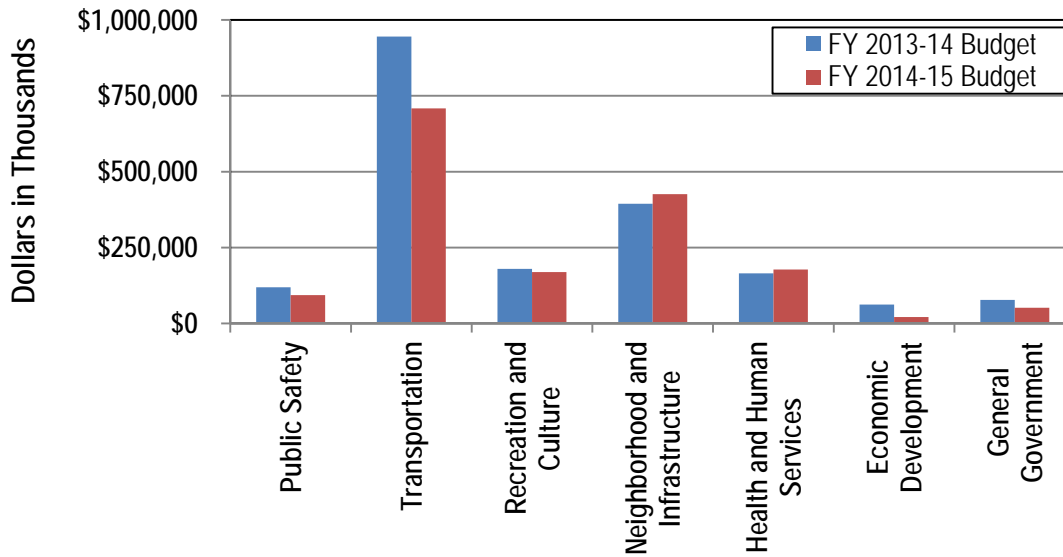
The FY 2014-15 Adopted Capital Budget, the first programmed year of the Adopted Multi-Year Plan, totals \$1.676 billion, which is approximately 14 percent lower than the FY 2013-14 Adopted Budget of \$1.944 billion, due to various major capital projects either completed or projected to be completed in the upcoming fiscal year to include the Children’s Courthouse, Perez Art Museum Miami (PAMM), Patricia and Phillip Frost Museum of Science, Arcola Police District Station, Gran Via Affordable Housing Complex, the Port Tunnel, the Port’s bulkhead dredging, and the Lillie M. Williams Center (formerly known as the Arcola Lakes Head Start Center). The Adopted Capital Budget was developed with the intent to fund projects that support economic development, livability and sustainability of our community. For presentation purposes in the FY 2014-15 Adopted Budget and Multi-Year Capital Plan, for ongoing or recurring yearly projects, prior year revenues that were expended are not shown in most cases to avoid artificially inflating the overall capital plan by showing cumulative expenditures that have already occurred.

**Miami-Dade County FY 2014-15 Adopted Budget and Multi-Year Capital Plan Expenditures  
by Strategic Area  
\$1,675,850**



## FY 2014-15 Adopted Budget and Multi-Year Capital Plan

Miami-Dade County FY 2014-15 Adopted Budget and Multi-Year Capital Plan  
Year-to-Year Comparison



### Revenues

Although not the largest source of revenue in the operating budget, the most significant source of *discretionary* operating revenue to local governments in Florida is property tax revenue. The estimated countywide tax roll change (from the 2013 preliminary roll) for FY 2014-15 is an increase of 6.79 percent. In accordance with Amendment 10 to the State Constitution, the increase in property assessments for 2014 homestead residential properties was set at 1.5 percent. Due to the increases in property values, ad valorem revenue is budgeted at \$43.841 million more than the FY 2013-14 Adopted Budget. Non-ad valorem revenues are projected to increase for FY 2013-14 as the economy rebounds. The use of one-time revenues to support on-going operations is eliminated for FY 2014-15, although revenue from the sale of the Air Rescue helicopters will be utilized to continue certain public safety and maintenance services for one year.

Proprietary agencies are supported entirely from fees and charges generated by their operations (as in the case of Aviation); by a special property tax (i.e. Miami-Dade Fire Rescue Service District and Library System); a special assessment (e.g. solid waste collection services in Public Works and Waste Management); or by proprietary revenue, including grants, which augment a General Fund subsidy (e.g. Parks, Recreation and Open Spaces). Certain proprietary revenues also support functions in multiple departments, such as stormwater utility revenues, tourist tax revenues, and local option gas taxes (as described in Appendix M and N). Proprietary operations, such as the Port of Miami and the Water and Sewer Department, will grow to the extent that their activity and operating revenues permit. The residential solid waste collection fee is held flat at \$439 per year and solid waste disposal fees are adjusted by the consumer price index which is 1.5 percent for FY 2014-15. Water and wastewater retail fees for operations and debt service requirements increase by six percent. The bill of the average retail water and sewer customer (6,750 gallons per month) increased to approximately \$48.11, or by \$2.72 per month. The landing

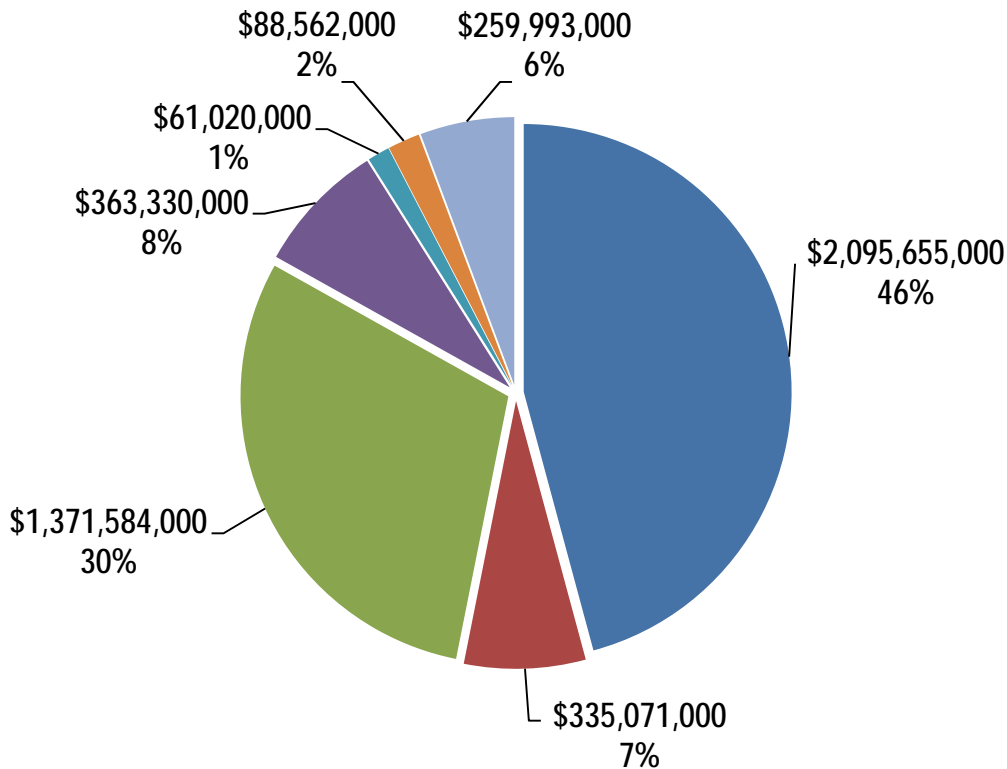
## FY 2014-15 Adopted Budget and Multi-Year Capital Plan

fee for Miami International Airport has been lowered to \$1.58 in FY 2014-15. A small number of rate and miscellaneous adjustments are included in the budget, such as terminal, concourse and rental, parking, wet slips at marinas, Vizcaya Museum and Gardens, Zoo Miami, and various animal services fees.

The proprietary departments pay an administrative reimbursement payment to the general fund. The administrative reimbursement payment is calculated by determining the percentage of the entire general fund represented by the internal support functions that serve the whole County and all departments. This percentage is then applied to the budget of the proprietary functions. This rate has been adjusted to 3.45 percent from 3.3 percent last year. The payment from the Aviation Department is calculated utilizing a unique basis determined in concert with the Federal Aviation Administration. Consistent with past practices, administrative reimbursement revenue has been allocated between the countywide and unincorporated area budgets in the same proportion as the administrative expenses they support: 74 percent Countywide and 26 percent UMSA.

### OPERATING REVENUES (EXCLUDING INTERAGENCY TRANSFER)

Funding Source	Actuals		Actuals		Actuals		Budget			
	FY 2010-11	%	FY 2011-12	%	FY 2012-13	%	FY 2013-14	%	FY 2014-15	%
Proprietary	\$ 2,786,154,000	49	\$ 2,924,070,000	51	\$ 2,926,746,000	45	\$ 1,988,820,000	45	\$ 2,095,655,000	46
Federal and State Grants	\$ 472,202,000	9	\$ 428,192,000	9	\$ 379,796,000	10	\$ 331,526,000	8	\$ 335,071,000	7
Property Tax	\$ 1,423,698,000	28	\$ 1,242,485,000	26	\$ 1,214,951,000	28	\$ 1,278,034,000	29	\$ 1,371,584,000	30
Sales Tax	\$ 249,882,000	5	\$ 294,219,000	5	\$ 345,997,000	6	\$ 352,236,000	8	\$ 363,330,000	8
Gas Taxes	\$ 66,485,000	1	\$ 64,378,000	1	\$ 65,775,000	1	\$ 61,114,000	1	\$ 61,020,000	1
Misc. State Revenues	\$ 82,974,000	2	\$ 85,908,000	2	\$ 89,266,000	2	\$ 85,587,000	2	\$ 88,562,000	2
Miscellaneous	\$ 332,707,000	6	\$ 359,474,000	6	\$ 338,831,000	8	\$ 313,128,000	7	\$ 259,993,000	6
<b>Total</b>	<b>\$5,414,102,000</b>		<b>\$5,398,726,000</b>		<b>\$5,361,362,000</b>		<b>\$4,410,445,000</b>		<b>\$4,575,215,000</b>	



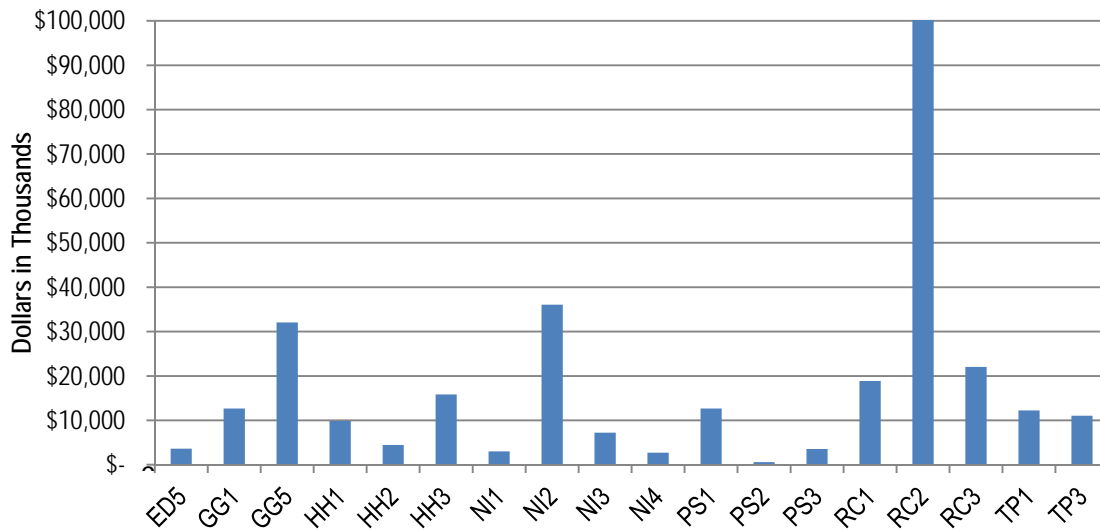
# FY 2014-15 Adopted Budget and Multi-Year Capital Plan

## General Obligation Bond (GOB) Programs

General obligation bonds are general obligations of the County and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the County (excluding exempt property as required by Florida law). The full faith, credit, and taxing power of the County is irrevocably pledged to the prompt payment of both principal and interest on the bonds as they become due and payable. Pursuant to the Florida Constitution, there is no limit on the amount of ad valorem taxes a county may levy for the payment of general obligation bonds. Although titled as a Special Obligation Bond Program, this same rule of law applies to the voted debt for the Fire Rescue District Bonds, but only for taxable real and tangible personal property within the Fire Rescue District.

The FY 2014-15 Adopted Countywide Voted Debt millage for general obligation bonds is 0.4500 mills. This rate includes the recent voter-approved General Obligation Bond Program to improve the Jackson Health System infrastructure (0.0280 mills). The millage rate for the County's general obligation bond programs remains at 0.4220 mills. The FY 2014-15 Adopted Fire Rescue District voted debt service millage, which funds principal and interest payments for the 2002 Fire District Special Obligation Bond Program is 0.0114 mills. The chart below shows expenditures in the BBC-GOB program for FY 2014-15 by strategic goal.

**FY 2014-15 GOB Adopted Expenditures By Strategic Goal**



**Strategic Goals**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>ED5: Revitalized communities</li> <li>GG1: Friendly government</li> <li>GG5: Goods, services and assets that support County operations</li> <li>HH1: Healthy Communities</li> <li>HH2: Basic needs of vulnerable Miami-Dade County residents are met</li> <li>HH3: Self-sufficient population</li> <li>NI1: Responsible growth and a sustainable built environment</li> <li>NI2: Effective infrastructure services</li> <li>NI3: Protected and restored environmental resources</li> <li>NI4: Safe, healthy and attractive neighborhoods and communities</li> <li>PS1: Reduced crime</li> </ul> | <ul style="list-style-type: none"> <li>PS2: Reductions in preventable death, injury and property loss</li> <li>PS3: Effective emergency and disaster management</li> <li>RC1: Recreation and cultural locations and facilities that are sufficiently distributed throughout Miami-Dade County</li> <li>RC2: Attractive and inviting venues that provide world-class recreational and cultural enrichment opportunities</li> <li>RC3: Wide array of outstanding programs and services for residents and visitors</li> <li>TP1: Efficient transportation network</li> <li>TP3: Well-maintained transportation system and infrastructure</li> </ul> |
|--|--|

## FY 2014-15 Adopted Budget and Multi-Year Capital Plan

---

### *Planned Financings*

The Adopted Capital Budget includes projected capital financings that are planned for FY 2014-15. The financial markets are very unpredictable so final amounts for these proposed transactions will be determined when the authorizing legislation is presented to the Board of County Commissioners for approval and at the time the transactions are priced in the market:

- Aviation Revenue Refunding Bonds (Winter 2014 and Spring/Summer 2015)
- Capital Asset Bonds (Summer 2015)
- General Obligation Bonds Public Health Trust (Winter 2015)
- Conversion of the Building Better Communities Flexible Drawdown Bonds from Variable to Fixed – (Spring 2015)
- General Obligation Bonds Building Better Communities Program Flexible Drawdown Variable Bond – (Spring 2015)
- General Obligation Refunding Bonds – (Winter 2015)
- Seaport Revenue Bonds (Summer 2015)
- Transit System Surtax Revenue Bonds (Winter 2015)

### *Expenditures*

The FY 2014-15 Adopted Budget was developed to create a sustainable spending plan, without increasing the total tax rate. In order to accomplish this, assuming that all concessions negotiated in previous bargaining agreements are returned to unionized employees, service reductions are necessary. Our goal in identifying these reductions was to preserve the service on the street to the greatest extent possible. Back office and support functions have been significantly reduced which will impact our ability to procure, execute contracts, submit payments to vendors and other entities, monitor compliance, and provide reports. Services that are outside of the core responsibilities of local government are also reduced. Details of all reductions are included as an attachment to the Executive Summary, as well as in each departmental narrative in Volumes 2 and 3.

### *Public Safety*

Public safety functions are the core service for every local government. The FY 2014-15 Adopted Budget preserves the positions that provide direct service on the street. Reductions are made to administrative functions in both the Police Department and in the Corrections and Rehabilitation Department, and all available revenue from the inmate welfare fund is utilized in order to maintain a minimal level of rehabilitative programming and staff the correctional facilities in accordance with the federal standards imposed through recent agreements with the Department of Justice. Several projects called for by the Federal Settlement Agreement were initiated in FY 2013-14. The millage rate for the Fire Rescue District is reduced, but projections allow for a continuation of the same level of service, as well as hiring 55 new fire fighters. At this millage rate, service will be sustainable even as the SAFER grant sunsets in FY 2015-16. The general fund subsidy to the Juvenile Services Department is reduced, but offsetting revenue has kept services whole. The Medical Examiner will fill all positions needed to address issues that would impact accreditation. We will continue to work through the fiscal year with the State Attorney, Public Defender, Clerk of Courts, and Chief Judge to make sure that our court system's responsibilities are addressed within the limited revenues we have available.



## FY 2014-15 Adopted Budget and Multi-Year Capital Plan

---

Capital projects in the Public Safety strategic area accounts for six percent of the County's overall FY 2014-15 Adopted Capital Budget (\$93.151 million). Major projects include the completion of the Children's Courthouse, continued renovations of the Miami-Dade Courthouse Façade, improvements to the Miami-Dade Public Safety Training Institute, the purchase of Smart Trailers for Police District stations, renovations of the Pre-Trial Detention Center, construction and renovations of various Fire Rescue stations, construction of the Joseph Caleb parking garage and courtrooms and various tower improvements.

### *Economic Development*

The structure of the Department of Regulatory and Economic Resources continues to be tweaked to ensure the combination of the key functions involved with economic development and business and environmental regulation develop seamlessly. The department is focused on making Miami-Dade County a place where people want to do business and can be successful, from the small Mom and Pop business to the international conglomerate. Allocations from the Building Better Communities Economic Development Fund have been adopted by the Board for projects that have already begun. In FY 2014-15, the Internal Services Department will continue to manage the various affordable housing projects throughout the county. The Economic Development strategic area represents one percent of the County's overall FY 2014-15 Adopted Capital Budget (\$22.178 million).

### *Neighborhoods and Infrastructure*

The additional funding allocated in FY 2013-14 to support a No-Kill shelter in the Animal Services Department is continued. The Water and Sewer Department continues to address the issues raised in the Federal Consent Decree and other projects needed to stabilize and expand our water and sewer infrastructure. Efforts to reduce overhead cost will be explored in upcoming months and savings identified will be used to expedite these projects. Residential fees for garbage and trash collection are not increased, but fees for water and sewer services are increased by six percent for residential customers and four percent for wholesale customers to support the additional cost of debt service. The Neighborhood and Infrastructure strategic area represents 25 percent of the County's overall FY 2014-15 Adopted Capital Budget (\$426.673 million).

### *Recreation and Culture*

The adopted budget for Library services represents a compromise offsetting the loss of carryover revenue which supported the department through FY 2013-14 with savings accomplished through service delivery changes and a millage rate increase to generate additional ad valorem revenue. No libraries will be closed however, it is important to note that the California Club Branch will be relocated due to lease expiration at the current location.

The Northeast Library will open and total operating hours will remain the same system wide. Daily hours will be adjusted in order to open Regional libraries (West Dade, West Kendall, South Dade, North Dade, and Miami Beach), Coral Gables, Northeast, and Homestead Branch libraries on Sundays. Funding for County majors grants and cultural grants has been reduced by ten percent. The operating subsidies for the Patricia and Phillip Frost Museum of Science, the Perez Art Museum Miami, and Vizcaya Museum and Gardens remain the same; the subsidy for HistoryMiami is increased to support the cost of the expanded facilities. Parks, Recreation and Open Spaces Department will convert full-time positions to part-time hours, benefiting from the work hour flexibility. Other service adjustments will be made and it is expected that the security and aesthetics at all parks will be negatively impacted by staffing changes. Zoo Miami hours will be reduced to 10:00 am to 5:00 pm on weekdays. Capital projects for the Recreation and Culture strategic

## FY 2014-15 Adopted Budget and Multi-Year Capital Plan

---

area accounts for ten percent of the County's overall FY 2014-15 Adopted Capital Budget (\$170.361 million) - major projects include the completion of the new Patricia and Phillip Frost Museum of Science, the Northeast Library, and the Zoo Miami Florida Exhibit.

### *Health and Human Services*

The FY 2014-15 Adopted Budget includes a reduction to non-residential services provided as part of the Treatment Alternatives to Street Crimes (TASC) program. Referrals to this program will be redirected to private providers of counseling services. Residential treatment will continue as currently provided. Overhead will be reduced and service delivery will be adjusted to be as efficient as possible. The FY 2014-15 Adopted Capital Budget in the Health and Human Services strategic area includes projects such as the design and construction a second Domestic Violence Shelter, and general obligation bond-funded projects at Jackson Health System. The Health and Human Services strategic area represents 11 percent of the County's over FY 2014-15 Adopted Capital Budget for a total of \$182.124 million.

Funding for community-based organizations (CBOs) and the Mom and Pop program has been reduced by ten percent for FY 2014-15 – except for CBOs providing services for senior citizens – with continuation funding provided to currently contracted CBOs. In order to maintain this level of funding, allocations to 24 organizations which declined funding, were unable to execute contracts, or were rescinded for performance or financial oversight issues were recaptured. An additional five organizations are still pending contract execution and 14 organizations are currently suspended for performance or financial oversight issues. To the extent additional allocations are recaptured, funding may be allocated to additional organizations in good standing. Policy direction concerning the allocation of funding to community-based organizations in the future is still under consideration by the Board.

The maintenance of effort payment to the Public Health Trust is \$147.220 million for FY 2014-15, \$133.352 million from the millage equivalent calculation and \$13.868 million as a percentage of the non-ad valorem revenue in the general fund. This amount exceeds the minimum guaranteed to the Public Health Trust for FY 2014-15 in order to provide funding for the expanded Mental Health services to be provided at the Turner Guilford Knight Correctional Facility.

### *Transportation*

In FY 2014-15, the Port of Miami will continue to complete the Deep-Dredge projects to be ready for the Post Panamax market. Miami International Airport will focus on joint development occurring on Airport property throughout the system. The Transit Department will continue with its track and guideway rehabilitation and its bus enhancement and replacement program. Transit services are funded by federal grants, passenger revenues, the People's Transportation Plan surtax and the general fund Maintenance of Effort (MOE) of \$167.869 million. The annual 3.5 percent increase to the MOE is recommended to be deferred for one fiscal year. Legislation necessary to accomplish this one-year deferral has been approved by the Citizens' Independent Transportation Trust and the Transportation and Aviation Committee and is pending approval by the Board of County Commissioners. Approval is being made contingent upon the County making up the increase over the next five year; the current five-year outlook shows the MOE increase for FY 2015-16 to be more than 12 percent. Capital projects in the Transportation strategic area account for \$729.258 million and represent 44 percent of the County's overall FY 2014-15 Adopted Capital Budget.

## FY 2014-15 Adopted Budget and Multi-Year Capital Plan

---

### *General Government and Policy Formulation*

General Government and Policy Formulation funding is reduced in the Adopted Budget. The funding for the Board of County Commissioners and the County Attorney's Office has been adjusted for personnel costs, but does not support the current level of service. The general fund support in the Adopted Budget for the Office of the Mayor is 13 percent lower than FY 2013-14 and includes a reduction of two positions. The Office of the Inspector General will continue to hold two positions vacant. The Commission on Ethics and Public Trust will utilize carryover to partially support increased personnel costs.

The Elections Department budget is funded to address issues identified and recommendations made by the Mayor's Elections Task Force in FY 2013-14 which include re-precincting, the use of electronic voter check-in technology at all polling places, and the addition of five early voting sites to effectively administer scheduled general elections. To the extent increased resources are necessary to ensure successful elections, a mid-year budget amendment may be proffered. Funding is allocated to support facility and asset needs in Internal Services and information technology resources in the Information Technology Department, although required maintenance and renovation projects have been deferred. Efforts to improve efficiency through centralization of functions – including human resources, procurement, information technology, and financial activities will continue. The 311 Answer Center hours will remain the same and initial calls to the Water and Sewer Help Desk will be answered by 311. Reductions in the general government areas, both those that were implemented in FY 2013-14 in response to our current year savings plans, as well as those adopted for FY 2014-15 will likely result in extended response times for requests, delays in procurement, reductions in our ability to execute, audit and monitor processes and contracts, delays in payments to vendors and other entities receiving funds, such as municipalities and other jurisdictions which receive distributions of ad valorem revenue. Capital projects in the General Government strategic area represent three percent of the County's overall FY 2014-15 Adopted Capital Budget for a total of \$52.105 million and include information technology implementations designed to improve efficiency and reduce future costs, as well as building projects necessary for life safety.

As part of this year's budget development process, amendments to existing agreements related to the City Center Redevelopment Area and Convention Development Tax support to the Miami Beach Convention Center were negotiated. By reducing annual payments in FY 2014-15 and FY 2015-16 by extending the payment, we will be able to establish a sustainable cash flow and maximize the use of resources available for core County functions. In exchange for this amendment, the allowable use of this particular stream of revenue to the City was expanded, as well as terms for an extension of the City Center Community Redevelopment Area to support the renovation and expansion of the Miami Beach Convention Center and increased support for convention center operations and maintenance. These amendments were approved by the Board of County Commissioners on December 16. Over the coming months, other issues including the provision of beach maintenance and transit services will be discussed with the City of Miami Beach.

The Budget maintains our reserves, particularly the Countywide Emergency Contingency Reserves as noted before. Operating reserves as a portion of the General Fund are budgeted at 4.12 percent. The second payment of \$5 million for the FY 2011-12 loan from the Water and Sewer Department is included in the FY 2014-15 Adopted Budget.