MIAMI-DADE COUNTY

FY 2017-18 BUSINESS PLAN, ADOPTED BUDGET, AND FIVE-YEAR FINANCIAL OUTLOOK

MIAMI-DADE COUNTY, FLORIDA

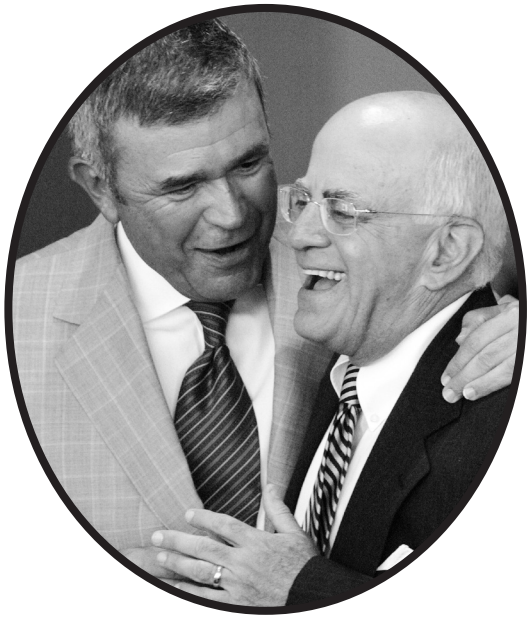
VOLUME 3

STRATEGIC AREAS:

- Neighborhood and Infrastructure
- Health and Human Services
- Economic Development
- General Government and Supplemental Information

Dedication

In the past year, the Miami-Dade County family has lost three of its greatest leaders. We, the staff of the Office of Management and Budget, had a special relationship with each of these men. They guided us, educated us, supported us, and were proud of us. We dedicate this book to Robert Ginsburg, Murray Greenberg and Sergio Pereira. We will miss them forever.



FY 2017-18
ADOPTED BUDGET AND MULTI-YEAR CAPITAL PLAN

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How to Read a Department's Budget Narrative

Continuous improvement plays a central role in Miami-Dade County's effort to deliver excellent government services in a fiscally responsible manner. The approach applies equally to the presentation of strategic, financial, and operational information in the Proposed Budget and Multi-Year Capital Plan. These two pages highlight significant changes to department narratives and detail their major sections.

Department narratives in the Proposed Budget include a **Capital Funded and Unfunded Project Schedules** immediately following the operating budget information (when applicable).

The **Resilience emoji** ( ) I is used to highlight County programs, projects, and functions which support the City Resilience Framework.

Major Sections of a Department Narrative

The numbered bullets below correspond to the circled numbers on the sample narrative page that follows.

1. **Introduction**
   A summary of the department's mission, functions, projects, partners, and stakeholders

2. **Proposed Budget Charts**
   Two pie charts showing the department's proposed expenditures by activity and its proposed revenues by source

3. **Table of Organization**
   A table that organizes the department by major functions

4. **Financial Summary**
   Tables detailing the department's proposed operating revenues and expenditures; non-operating expenditures, if applicable; and proposed expenditures by major programs

5. **Proposed Fee Adjustments**
   Any fee for service that the department proposes to create, increase, decrease, or eliminate; this section will only appear in departments with fee adjustments

6. **Unit Description**
   Department narratives include sections for major functional units; each section begins with a description of the unit's role in the department and a list of its functions

7. **Unit Measures**
   This section, when applicable, includes tables detailing the Strategic Plan Outcomes supported by the unit, the unit's objectives, and the measures necessary to achieve the objectives; each measure includes a target and the actual level attained. For some measures, 'target' represents forecasted demand, not performance level (e.g. "911 call volume")

8. **Division Highlights and Budget Enhancements or *Reductions* (not pictured)**
   Notable programs/initiatives that support the achievement of a Strategic Plan Outcome, along with relevant budget and performance impacts; reductions are in italics

9. **Department-wide Enhancements or *Reductions* and Additional Comments**
   Bullets detailing resource changes to existing programs and initiatives; detailing newly funded programs and initiatives; commenting on other relevant departmental matters; reductions are in italics

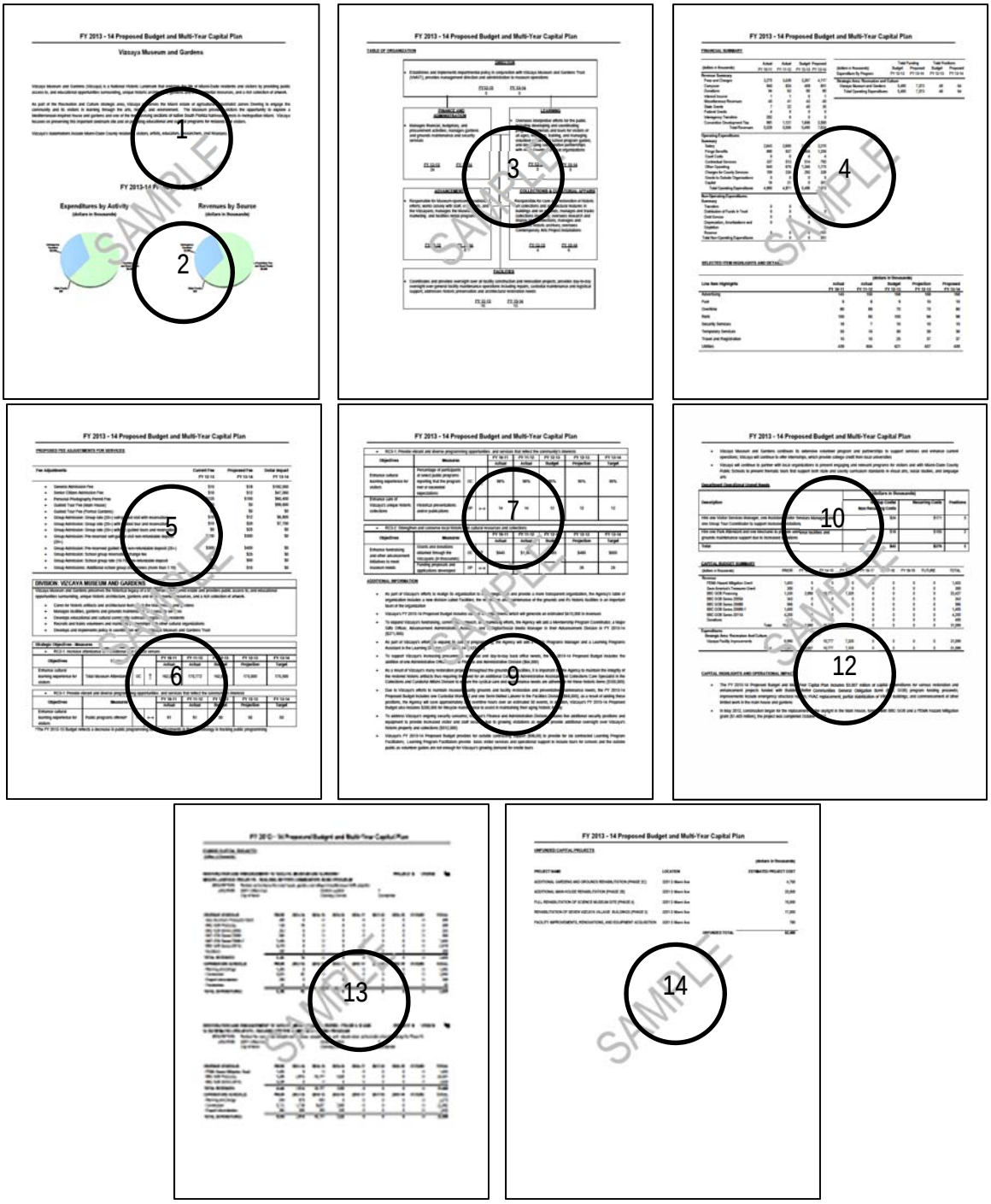
10. **Unmet Needs**
    A table detailing important department resources unfunded in the Adopted Budget

11. **Maps and Charts (not pictured)**
    Maps or charts relevant to department funding or service delivery, if applicable

12. **Capital Budget Summary and Highlights**
    A table detailing the department's proposed capital revenues and expenditures; and a description of notable capital projects and associated impacts on the operating budget

13. Funded Capital Project Schedules
    Tables detailing all funded project schedules

14. Unfunded Capital Project Schedules
    Tables detailing all unfunded project schedules; this section will only appear in departments with a capital budget



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DEPARTMENT DETAILS

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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

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Animal Services

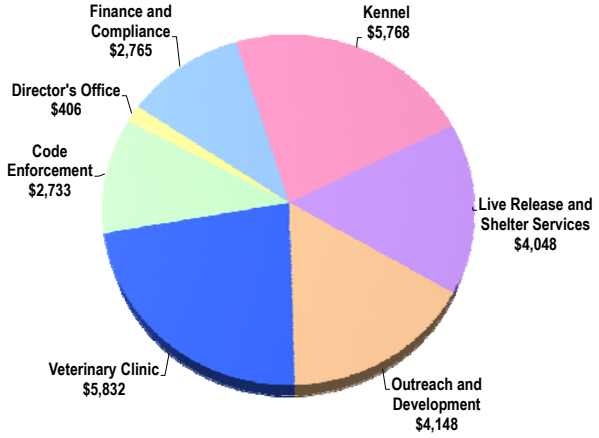
The Miami-Dade County Animal Services Department (ASD) upholds and enforces the provisions in Chapter 5 of the Code of Miami-Dade County and Chapter 828 of the Florida Statutes, and operates the only public shelter in Miami-Dade County.

As part of the Neighborhood and Infrastructure strategic area, Miami-Dade County Animal Services is charged with ensuring public safety and saving animal lives. Key responsibilities include promoting responsible pet ownership; providing animal adoption and pet reunification with their owners; providing pet retention services; conducting humane education services; protecting the public from dangerous dogs; investigating animal cruelty cases; picking up stray, deceased, and injured animals from the public right-of-way; and enforcing the provisions in Chapter 5 of the Code of Miami-Dade County and Chapter 828 of the Florida Statutes. The Pet Adoption and Protection Center opens to the public seven days a week for adoptions, rescue, lost and found, microchipping, licensing, low cost spay/neuter surgeries and pet vaccinations.

ASD partners with the Humane Society of Greater Miami to operate the Spay/Neuter Clinic located in South Miami-Dade, with the American Society for the Prevention of Cruelty to Animals (ASPCA) to further expand pet retention services, and with the South Florida Society for the Prevention of Cruelty to Animals (SFSPCA) to house and care for large animals/livestock. The Department's services are available to all Miami-Dade County.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

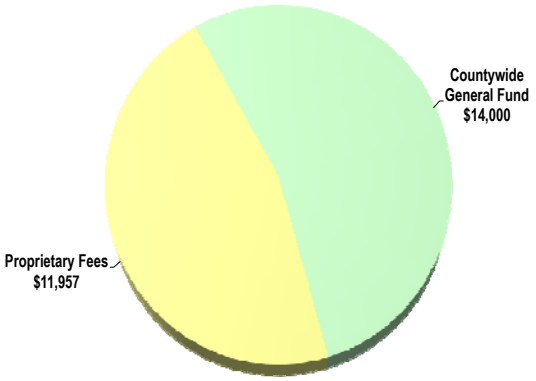


TABLE OF ORGANIZATION

DIRECTOR'S OFFICE

- 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 with the goal of continuing "No-Kill" accomplishments

FY 16-17	FY 17-18
2	2

LIVE RELEASE AND SHELTER SERVICES

- Oversees pet life saving programs, such as adoptions, working with rescue groups, lost and found, volunteers and foster program, and processing of all financial transactions for shelter services

FY 16-17	FY 17-18
48	55

KENNEL

- Cares for shelter animals, including cleaning and feeding; assists constituents with adoptions; assesses pet behavior; assists with managing population through Pet Retention services and assists constituents who have lost their pets

FY 16-17	FY 17-18
63	90

CODE ENFORCEMENT

- Ensures compliance with Chapter 5 of the County Code and Chapter 828 of the Florida Statutes; coordinates regulatory and enforcement activities; oversees field operations; and conducts field Pet Retention services, the issuance of uniform civil violations, and investigations

FY 16-17	FY 17-18
28	30

VETERINARY CLINIC

- Oversees all veterinary services, including shelter health, behavioral programs, spay/neuter surgeries, rabies vaccinations, medical treatments, and forensic necropsy and animal cruelty evaluations

FY 16-17	FY 17-18
32	39

FINANCE AND COMPLIANCE

- Oversees and manages department budget, financials, accounts payable/receivable, collections, human resources, labor relations, the issuance of rabies/license tags, code compliance, collections, records management and procurement

FY 16-17	FY 17-18
23	26

OUTREACH AND DEVELOPMENT

- Responsible for grants and development, building maintenance, janitorial services, security, technology infrastructure, warehouse and inventory management, related contract oversight and public and media relations

FY 16-17	FY 17-18
8	9

The FY 2017-18 total number of full-time equivalent positions is 251

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	3,757	8,499	10,413	14,000
Animal License Fees from Licensing Stations	5,298	5,536	5,310	6,080
Animal License Fees from Shelter	1,600	1,668	1,725	1,743
Animal Shelter Fees	1,204	1,238	1,239	1,367
Carryover	1,891	218	61	60
Code Violation Fines	2,158	2,369	2,136	2,270
Donations	19	58	38	47
Grants From Other Local Units	0	0	0	150
Miscellaneous Revenues	73	116	89	60
Surcharge Revenues	186	178	155	180
Transfer From Other Funds	8	0	0	0
Total Revenues	16,194	19,880	21,166	25,957
Operating Expenditures Summary				
Salary	7,889	9,351	9,853	11,327
Fringe Benefits	2,309	2,779	4,017	5,334
Court Costs	19	22	25	25
Contractual Services	1,187	1,415	1,504	2,088
Other Operating	3,077	4,257	3,506	4,566
Charges for County Services	1,047	1,209	1,205	1,289
Grants to Outside Organizations	411	533	600	600
Capital	22	38	357	621
Total Operating Expenditures	15,961	19,604	21,067	25,850
Non-Operating Expenditures Summary				
Transfers	61	138	39	77
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	60	30
Total Non-Operating Expenditures	61	138	99	107

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: Neighborhood and Infrastructure				
Director's Office	361	406	2	2
Live Release and Shelter Services	3,511	4,048	48	55
Kennel	4,217	5,768	63	90
Veterinary Clinic	4,845	5,832	32	39
Code Enforcement	2,466	2,733	28	30
Outreach and Development	3,359	4,148	8	9
Finance and Compliance	2,308	2,765	23	26
Total Operating Expenditures	21,067	25,700	204	251

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	415	704	370	429	590
Fuel	115	82	95	87	94
Overtime	209	416	234	700	300
Rent	50	85	36	27	15
Security Service	278	314	211	497	435
Temporary Services	1,211	1,596	337	1,302	0
Travel and Registrations	73	74	81	78	81
Utilities	177	315	295	338	310

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 16-17	Adopted Fee FY 17-18	Dollar Impact FY 17-18
• Annual License (Sterilized/Canine); also eligibility criteria has been revised to include intact dogs under 12 months of age in lieu of purchasing a Junior License	$27	$30	$334,883
• Annual License: Low Income (Intact/Canine)	$10	$15	$60,655
• Three Year License (Sterilized/Canine)	$81	$90	$83,484
• Public S/N Surgeries (Canine)	$30	$40	$29,230
• Spay/Neuter Surgeries (Feline)	$15	$20	$6,670
• Special Service Package (Canine)	$80	$90	$900
• Special Service Package (Feline)	$50	$55	$745
• Dog Adoption Fee (Veterans Fee Waiver)	$65	$0	$-8,000
• Puppy Adoption Fee (Veterans Fee Only)	$75	$0	$-3,500
• Cat/Kitten Adoption Fee (Veterans Fee Only)	$35	$0	$-500
• Spay/Neuter Canine Surgery (Veterans Fee Waiver)	$30	$0	$-2,500
• Spay/Neuter Feline Surgery Fee (Veterans Fee Waiver)	$15	$0	$-500
• Eliminates the Junior License category and transfers eligibility criteria to Annual License	$25	$30	$48,680

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 and maximizing the animal live release rate.

- Develops departmental strategy and policy
- Manages performance of divisions and develops annual business plan
- Oversees No-Kill initiatives
- Supports the Animal Services Foundation
- Seeks alternative funding sources and partnerships with other organizations to maximize resources

DIVISION COMMENTS

- The Department will continue its oversight and expansion of "No-Kill" initiatives to sustain a minimum 90 percent save rate
- In FY 2017-18, the Department will contribute $592,000 to the debt service payment for the new animal service facility, the Liberty City spay/neuter clinic project and its fleet replacement plan
- The Department is selling the Medley property for an adjacent Doral property; this real estate transaction is estimated to generate sufficient revenues to make renovations on the new Doral property; the facility will serve as a quarantine kennel for transport animals, hoarding cases and other emergencies, as well as provide storage space and much needed overflow parking for employees

DIVISION: LIVE RELEASE AND SHELTER SERVICES

The Live Release and Shelter Services Division oversees the live release program, provides counter and telephone services to customers, and coordinates community and special events with the goal of increasing the live release rates of shelter animals.

- Facilitates and processes pet adoptions
- Coordinates animal transfers to rescue groups
- Provides lost and found pet services
- Handles data entry and financial transactions for the rabies and microchip clinic
- Manages hundreds of community adoption events
- Oversees Petco and other off-site adoption venues
- Handles the Trap, Neuter and Release (TNR) Program
- Oversees the Transport Program by relocating homeless pets outside of the county and state
- Oversees the foster and volunteer program
- Oversees the continued expansion of adoption outlets via special events and partnerships
- Oversees the Pet Retention initiative in partnership with the ASPCA to reduce the number of pets abandoned at the shelter

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase number of saved animals	Save rate*	OC	↑	90%	89%	90%	89%	90%
	Adoptions	OC	↑	8,402	9,158	9,000	9,674	9,000
	Rescues**	OC	↑	4,218	3,662	4,200	3,333	4,000
	Returns to owner	OC	↑	1,934	1,663	1,550	2,247	1,660
	Transfers	OC	↑	307	268	400	287	300
	Transports	OC	↑	977	654	1,000	1,282	700
	Trap and Releases	OC	↑	9,786	9,442	10,500	9,278	10,000

*Represents calendar year as per ASPCA guidelines; in FY 2016-17, approximately 91 percent of dogs and 86 percent of cats were saved
**FY 2015-16 Actual declined as a result of cats (neonate) being diverted into the foster program and a decrease in puppy intake

DIVISION COMMENTS

- In FY 2017-18, the Department will continue its "No-Kill" initiatives, such as the foster, transport, adoption and rescue programs and will reduce the time needed to process adoptions at the shelter, with the goal of achieving a "No-Kill" shelter
- In FY 2017-18, the Department will continue to pursue growth of the Foster Program to find alternative positive outcomes for shelter pets without the need to have them housed and cared for at the shelter
- In FY 2017-18, the Department will continue its partnership with Felix Varela Senior High School whereby students select five to ten shelter dogs to be housed and cared for at the school; this partnership provides the students with experience in animal handling and behavioral assessment training
- The FY 2017-18 Adopted Budget includes the conversion of five part-time ASD Customer Clerks to full-time status to support administrative functions, as part of the support staff needed to meet operational demands related to the opening of the new facility, enhance customer service, and improve animal health and welfare
- The FY 2017-18 Adopted Budget also includes two overage positions (one Clerk 4 to assist with the Foster and Volunteer Program and one Administrative Officer 2 to support administrative functions), as part of the support staff needed to meet operational demands related to the opening of the new facility, enhance customer service and improve animal health and welfare

DIVISION: KENNEL

The Kennel Division is tasked with the care and well-being of all animals housed at the shelter, including adhering to proper cleaning protocols to prevent the spread of disease, feeding, monitoring, and identifying animals with potential health and behavioral issues, with the goal to provide all animals abandoned at the shelter with an opportunity for adoption or rescue.

- Provides food and water to shelter animals
- Cleans kennel area
- Oversees Pet Enrichment programs
- Moves animals between adoption, receiving, clinic, and holding areas of the kennel
- Assists constituents with adoptions and lost and found
- Supports Pet Retention initiatives
- Supports the Trap, Neuter and Release (TNR) program for cats

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase number of saved animals	Shelter intake	OP	↔	29,217	29,049	31,000	29,276	28,000

DIVISION COMMENTS

- In FY 2017-18, the Department will continue its partnership with the American Society for the Prevention of Cruelty to Animals (ASPCA) to expand existing pet retention services to families in crisis or at risk of surrendering their pets
- In FY 2017-18, the Department will continue its agreement with the South Florida Society for the Prevention of Cruelty to Animals (SFSPCA) to house and care for large animals/livestock at a cost of no more than $175,000 annually
- The FY 2017-18 Adopted Budget includes 25 approved overage positions from FY 2016-17 (22 Animal Care Specialists and 3 Shelter Intake Clerks), as well as the conversion of 4 part-time Shelter Intake Clerks to full-time status, as part of the support staff needed to meet operational demands related to the opening of the new facility, enhance customer service and improve animal health and welfare
- The FY 2017-18 Adopted Budget includes two positions transferred to various divisions for the ASD enrichment program (one ASD Shelter Program Manager to the Code Enforcement Division; and one Enrichment Specialist position to the Veterinary Clinic Division)
- In FY 2017-18, the Department was awarded a $150,000 ASPCA grant to fund and enhance the Pet Retention Program

DIVISION: VETERINARY CLINIC

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

- Prepares shelter animals for adoption, transport and rescue
- 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
- Humanely euthanizes shelter animals
- Performs low-cost spay/neuter services at the main shelter and community events; and partners with the Humane Society, South Florida Veterinary Foundation (SFVF), and other organizations to provide low-cost surgeries throughout the community
- Manages in-house pet population and monitors health and wellness
- Oversees the Homestead public spay/neuter services
- Oversees and expands spay/neuter services outreach through the mobile animal clinic and through community partners
- Prepares laboratory submittals of all suspected rabies cases
- Performs forensic necropsies for cruelty investigations
- Provides expert testimony in criminal animal cruelty cases
- Oversees partnership with the University of Florida Veterinary Shelter Medicine Program to provide expertise to shelter staff and internships to veterinary students

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure humane treatment of sheltered animals	Rabies vaccines delivered by clinic	OP	↔	25,378	28,779	25,500	30,810	27,000
	Spay/Neuter Surgeries	OC	↑	20,954	22,002	22,200	23,656	23,500

DIVISION COMMENTS

- In FY 2017-18, the Department will continue its partnership with the Humane Society of Greater Miami to provide free income qualified spay/neuter services to the community ($400,000); the Department will be reallocating funds within the Department's budget to create a Trap, Neuter and Release (TNR) surgical team, position adjustments to be made during FY 2017-18 ($200,000); the Department estimates an additional 5,000 TNR surgeries can be accomplished annually with the new TNR surgical team
- In FY 2017-18, the Department will continue its agreement with the South Florida Veterinary Foundation to provide low cost spay/neuter services via private veterinarians in the community at a value of $300,000 annually
- In FY 2017-18, the Department will continue its agreement with the City of Homestead to operate and maintain a low cost spay/neuter clinic in South Dade; the Clinic is open three days per week
- The FY 2017-18 Adopted Budget includes six Veterinary Technician overage positions from FY 2016-17 as part of the support staff needed to meet operational demands related to the opening of the new facility, enhance customer service and improve animal health and welfare
- The FY 2017-18 Adopted Budget includes an Enrichment Specialist position transferred from the Kennel Division for the ASD enrichment program

DIVISION: CODE ENFORCEMENT

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

- Investigates cases of animal abuse and neglect
- Conducts dangerous dog investigations and maintains associated registry
- Investigates animal bites to a person; ensures quarantine of potentially rabid animals through a Memorandum of Understanding (MOU) with the Florida Department of Health
- Protects the public from stray and dangerous dogs by removing them from public property
- Coordinates regulatory and enforcement activities
- Oversees field operations
- Issues manual civil citations; represents the Department at hearings and in animal cruelty criminal judicial proceedings
- Removes dead animals from public rights of way
- Conducts field return to owners by rescuing dogs at large and identifying the pet owner; provides field pet retention services
- Provides emergency support to police as needed in response to animal control requests
- Works with the ASPCA to provide training to local law enforcement

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Reduce stray animals	Stray animal pickup response time (in calendar days)	EF	↓	6.1	2.9	2.5	1.9	2.5
Improve the quality of service delivery	Dead animal pickup response time (in calendar days)	EF	↓	1.4	1.3	1.4	1.2	1.0

DIVISION COMMENTS

- In FY 2017-18, the Department of Solid Waste Management will continue to fund three Disposal Technician positions within the Animal Services Department to collect and dispose of dead animals countywide ($148,000)
- The FY 2017-18 Adopted Budget includes one Animal Control Officer overage position to respond timely to animal bites and other public health issues, as well as support field retention services
- The FY 2017-18 Adopted Budget includes an ASD Shelter Program Manager position transferred from the Kennel Division for the ASD enrichment program

DIVISION: OUTREACH AND DEVELOPMENT

The Division is responsible for all procurement activities, building maintenance, janitorial services, security, technology infrastructure and related contract management, media/public relations and grants management and Continuity of Operations Plan (COOP) preparation and implementation.

DIVISION COMMENTS

- In FY 2017-18, the Department will pursue a new shelter technology application that improves data management and reporting on all facets of the Department (clinical, compliance, adoptions)
- In FY 2017-18, the Department will continue to pursue grant opportunities to fund the expansion of spay/neuter services, veterinary care, and other services in support of pet retention and adoptions
- The FY 2017-18 Adopted Budget includes one Inventory Clerk overage position to support warehouse and inventory functions, as part of the support staff needed to meet operational demands related to the opening of the new facility, enhance customer service and improve animal health and welfare

DIVISION: FINANCE AND COMPLIANCE

The Finance and Compliance Division oversees administrative functions in the Department.

- Develops and monitors budget; tracks financial trends
- Oversees all department financial transactions including collections and accounts payable/receivable
- Manages all computer generated license/rabies renewals and citations, initiates collections, schedules hearings, and updates accounts
- Directs human resources activities, such as recruitment, labor relations, training, benefits and payroll
- Oversees and maintains all private veterinary issuance of licenses and rabies vaccination records
- Manages department procurement activities
- Oversees and supports Active Strategy, performance and productivity reporting, and business plan development

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Reduce flawed uniform civil citations	Civil citation error rate	EF	↓	1.2%	0.80%	0.65%	0.65%	0.65%
Increase number of saved animals	Dogs licensed in Miami-Dade County	OP	↔	201,888	207,648	202,000	211,829	210,000

DIVISION COMMENTS

- In FY 2017-18, the Department will continue its Memorandum of Understanding (MOU) with the Finance Department to pursue collection of unpaid civil citations (payments are based on a percentage of collected revenue)
- The FY 2017-18 Adopted Budget includes three overage positions (two Licensing Clerks and one Administrative Officer 2 to support administrative functions), as part of the support staff needed to meet operational demands related to the opening of the new facility, enhance customer service and improve animal health and welfare

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Fund one Personnel Technician due to increased staffing levels	$0	$51	1
Fund one ASD Collection Specialist 1 to respond to 311 Service requests	$0	$57	1
Fund one Maintenance Mechanic due to the expansion of the new facility	$0	$55	1
Fund one Veterinarian to reduce veterinary contracted services	$0	$124	1
Fund two Clerk 2's (Greeters) to ensure that all arriving customers are guided to the correct unit, as well as provide information on services and programs available	$0	$90	2
Fund one Investigator for the Humane Services Response Team to assist with timely responses for critically sensitive investigations	$0	$92	1
Fund two Clerk 3's to transcribe medical notes and update pet accounts	$0	$98	2
Fund one Administrative Officer 2 to be the Department's constituent liaison	$0	$67	1
Fund four ASD Public Service Aides to improve response times to animal bite service requests	$0	$289	4
Fund one Photographer to photograph all animals upon intake, as well as for promotional events and marketing materials	$0	$75	1
Fund one Clerk 4 for the Pet Retention Program	$0	$56	1
Fund one Clerk 3 to respond to pet account emails via 311	$0	$48	1
Fund one Animal Control Specialist to improve response times	$0	$82	1
Expand public relations and marketing effort	$0	$100	0
Increase funding for the SFVF Spay/Neuter Program to increase number of pets served in Miami-Dade County	$0	$100	0
Total	**$0**	**$1,384**	**18**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
ASPCA Contribution	0	1,000	1,000	0	0	0	0	0	2,000
BBC GOB Financing	337	0	0	0	0	0	0	0	337
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	2,276	0	0	0	0	0	0	0	2,276
BBC GOB Series 2011A	766	0	0	0	0	0	0	0	766
BBC GOB Series 2013A	862	0	0	0	0	0	0	0	862
BBC GOB Series 2014A	2,071	0	0	0	0	0	0	0	2,071
Capital Asset Series 2009B Bonds	4,000	0	0	0	0	0	0	0	4,000
Capital Asset Series 2016 Bonds	23,445	0	0	0	0	0	0	0	23,445
Total:	34,445	1,000	1,000	0	0	0	0	0	36,445
Expenditures									
Strategic Area: NI									
Animal Services Facilities	32,333	2,112	2,000	0	0	0	0	0	36,445
Total:	32,333	2,112	2,000	0	0	0	0	0	36,445

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan continues funding the punch list for the completion of the new Doral shelter, which opened in June 2016
- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes $304,000 for the purchase of five fleet vehicles to replace its aging fleet; over the next five years the Department budgeted $1.286 million to replace 15 vehicles as part of its fleet replacement plan
- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes the construction and development of a new Animal Services facility in the Liberty City area ($4.310 million); this facility is a unique partnership between the American Society for the Prevention of Cruelty to Animals (ASPCA) and the County to provide services to an underserved area of the County; the ASPCA will maintain and operate this facility as well as contribute $2 million toward its development

FUNDED CAPITAL PROJECTS
(dollars in thousands)

LIBERTY CITY SPAY/NEUTER CLINIC **PROJECT #: 2000000349**

DESCRIPTION: Build a new satellite facility for animal clinic services
LOCATION: 1312 NW 62 St — District Located: 3
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
ASPCA Contribution	0	1,000	1,000	0	0	0	0	0	2,000
Capital Asset Series 2016 Bonds	2,310	0	0	0	0	0	0	0	2,310
TOTAL REVENUES:	**2,310**	**1,000**	**1,000**	**0**	**0**	**0**	**0**	**0**	**4,310**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Building Acquisition/Improvements	140	0	0	0	0	0	0	0	140
Construction	0	2,000	2,000	0	0	0	0	0	4,000
Land Acquisition/Improvements	170	0	0	0	0	0	0	0	170
TOTAL EXPENDITURES:	**310**	**2,000**	**2,000**	**0**	**0**	**0**	**0**	**0**	**4,310**

NEW ANIMAL SHELTER **PROJECT #: 1998460**

DESCRIPTION: Purchase and retrofit facility to serve as the new Animal Shelter

LOCATION: 3599 NW 79 Ave — District Located: 12

Doral — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	337	0	0	0	0	0	0	0	337
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	2,276	0	0	0	0	0	0	0	2,276
BBC GOB Series 2011A	766	0	0	0	0	0	0	0	766
BBC GOB Series 2013A	862	0	0	0	0	0	0	0	862
BBC GOB Series 2014A	2,071	0	0	0	0	0	0	0	2,071
Capital Asset Series 2009B Bonds	4,000	0	0	0	0	0	0	0	4,000
Capital Asset Series 2016 Bonds	21,135	0	0	0	0	0	0	0	21,135
TOTAL REVENUES:	**32,135**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**32,135**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Art Allowance	1,000	0	0	0	0	0	0	0	1,000
Construction	17,441	0	0	0	0	0	0	0	17,441
Furniture Fixtures and Equipment	600	0	0	0	0	0	0	0	600
Land Acquisition/Improvements	6,704	0	0	0	0	0	0	0	6,704
Permitting	168	0	0	0	0	0	0	0	168
Planning and Design	1,995	0	0	0	0	0	0	0	1,995
Project Administration	2,067	112	0	0	0	0	0	0	2,179
Technology Hardware/Software	2,048	0	0	0	0	0	0	0	2,048
TOTAL EXPENDITURES:	**32,023**	**112**	**0**	**0**	**0**	**0**	**0**	**0**	**32,135**

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION		(dollars in thousands) ESTIMATED PROJECT COST
DORAL FACILITY - LOBBY WALL	3599 NW 79 Ave		7
DORAL FACILITY - PANEL WALLS	3599 NW 79 Ave		93
DORAL FACILITY - SAFETY/SECURITY SYSTEMS	3599 NW 79 Ave		75
DORAL FACILITY - SWALE PARKING	3599 NW 79 Ave		65
		UNFUNDED TOTAL	**240**

Solid Waste Management

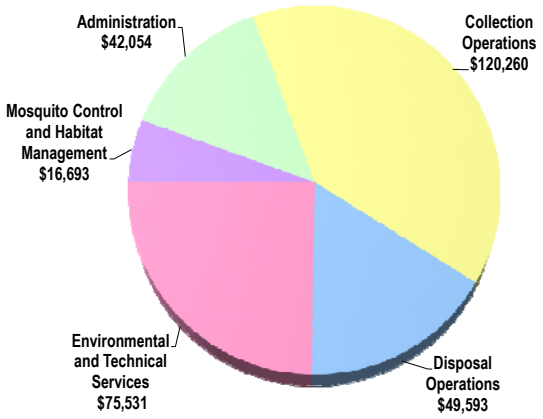
The Department of Solid Waste Management (DSWM) collects garbage and trash in the Waste Collection Service Area (WCSA), performs a series of waste disposal tasks countywide, and provides mosquito control services and enforces County ordinances as appropriate countywide.

As part of the Neighborhood and Infrastructure strategic area, DSWM provides a variety of services for residents, including garbage and trash collection and curbside collection of recyclable materials. In addition, DSWM operates 13 Trash and Recycling (T&R) Centers in the WCSA and provides waste transfer and disposal services countywide to municipalities and private haulers. DSWM 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, illegal dumping enforcement and removal, and storm debris removal. Additionally, DSWM has countywide responsibility for the regulation of private waste collection, transportation of waste and recycling activities. DSWM also provides a full range of mosquito control activities including education and outreach, abatement (larviciding and adulticiding programs), mosquito population surveillance, and enforcement of industry standard protocols throughout Miami-Dade County.

In fulfilling its purpose, DSWM provides disposal services to municipalities and private haulers and manages an agreement for the operation of the Resources Recovery facility. Landscape businesses also obtain permits from DSWM for use of the T&R Centers, landfills and the waste-to-energy facility. The Department coordinates with federal and state regulators, other County departments, and municipalities for the implementation of disposal site mitigation. DSWM also works with community stakeholders, such as homeowners' associations, to maximize customer satisfaction, as well as the Department of Health on mosquito control issues, which impact public health and welfare.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

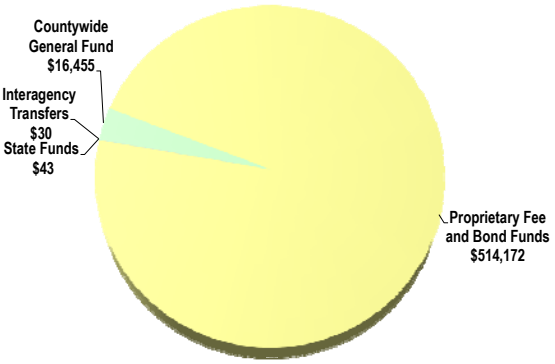


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Formulates departmental policy and provides overall direction and coordination of departmental operations and management

FY 16-17	FY 17-18
6	6

COLLECTION OPERATIONS

- Provides residential and commercial garbage and trash collection; operates the neighborhood Trash and Recycling centers; and provides bulky waste pick-ups and illegal dumping removal

FY 16-17	FY 17-18
616	575

DISPOSAL OPERATIONS

- Disposes of all waste that enters the system and maintains disposal capacity; manages three regional transfer stations, the North and South Dade Landfills, and the Resources Recovery ashfill; enforces solid waste regulations

FY 16-17	FY 17-18
231	298

ENVIRONMENTAL AND TECHNICAL SERVICES

- Maintains capital waste management infrastructure; oversees landfill environmental compliance; and administers fleet maintenance and resource recovery activities

FY 16-17	FY 17-18
50	50

ADMINISTRATION

- Implements departmental policy and provides overall direction on personnel, finance, budget, intergovernmental affairs, planning, procurement, information systems, media relations, outreach, and customer service department-wide; administers the curbside recycling program

FY 16-17	FY 17-18
97	99

MOSQUITO CONTROL AND HABITAT MANAGEMENT

- Provides the full range of Mosquito Control activities countywide, including public outreach activities, mosquito population surveillance, and inspection and institution of industry standard protocol abatement measures in response to referrals from the Department of Health of suspected cases of mosquito borne diseases within the County

FY 16-17	FY 17-18
17	59

The FY 2017-18 total number of full-time equivalent positions is 1,100.25

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	0	1,408	1,844	16,455
Carryover	0	179,479	190,500	210,405
Collection Fees and Charges	0	147,060	139,850	155,474
Disposal Fees and Charges	0	130,959	122,050	113,885
Fees and Charges	0	0	4,252	0
Interest Earnings	0	766	390	436
Interest/ Rate Stabilization Reserve	0	0	54	0
Intradepartmental Transfers	0	165	165	165
Recyclable Material Sales	0	1,611	1,763	1,466
Resource Recovery Energy Sales	0	7,311	6,498	9,014
Transfer Fees	0	7,650	7,869	7,895
Utility Service Fee	0	30,784	26,600	15,432
Carryover	0	51	0	0
Mosquito State Grant	0	0	43	43
State Grants	0	6,877	0	0
Interagency Transfers	0	57	30	30
Total Revenues	0	514,178	501,908	530,700
Operating Expenditures Summary				
Salary	0	57,981	57,927	59,970
Fringe Benefits	0	20,847	23,053	25,844
Court Costs	0	7	12	10
Contractual Services	0	144,407	148,633	149,208
Other Operating	0	12,692	14,393	19,208
Charges for County Services	0	44,557	47,816	49,579
Grants to Outside Organizations	0	25	21	121
Capital	0	6,582	5,989	3,651
Total Operating Expenditures	0	287,098	297,844	307,591
Non-Operating Expenditures Summary				
Transfers	0	1,710	13,516	32,492
Distribution of Funds In Trust	0	1,402	1,401	1,462
Debt Service	0	17,136	16,230	15,536
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	172,917	173,619
Total Non-Operating Expenditures	0	20,248	204,064	223,109

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: Neighborhood and Infrastructure				
Administration	46,836	44,955	103	105
Collection Operations	128,994	121,320	616	575
Disposal Operations	44,971	49,341	231	298
Environmental and Technical Services	74,961	75,282	50	50
Mosquito Control and Habitat Management	2,082	16,693	17	59
Total Operating Expenditures	297,844	307,591	1,017	1,087

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 14-15**	**Actual FY 15-16**	**Budget FY 16-17**	**Actual FY 16-17**	**Budget FY 17-18**
Advertising	435	1,120	725	1,305	1,625
Fuel	7,775	5,778	6,576	6,502	6,777
Overtime	6,080	6,906	3,039	7,723	3,046
Rent	1,068	1,338	1,943	1,564	1,932
Security Services	2,022	2,066	2,050	2,086	2,163
Temporary Services	1,640	1,693	737	1,390	457
Travel and Registration	36	65	106	54	118
Utilities	70,106	71,539	72,523	76,616	69,643

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 16-17	Adopted Fee FY 17-18	Dollar Impact FY 17-18
• Waste Collection Fees	$439	$464	$8,062,000
• Disposal Contract Tipping Fee Rate Fee per Ton	$66.79	$61.01	$-9,119,000
• Transfer Fee Rate Per Ton	$13.13	$13.33	$118,000
• Clean Yard Trash Disposal by Permitted Landscapers per cubic yard (at North Dade Landfill, South Dade Landfill and Resource Recovery)	$8.03	$8.15	$0
• Safety Vest Fee	0	$3.00	$39,900

DIVISION: ADMINISTRATION

Formulates departmental policy and provides overall direction and coordination of departmental operations and management; implements departmental policy and provides overall direction on personnel, finance, budget, intergovernmental affairs, planning, procurement, information systems, media relations, outreach, and customer service department-wide; administers the curbside recycling program.

DIVISION COMMENTS

- In FY 2017-18, the Department will continue to receive payments from other County departments to include parking revenues from the Hickman Garage ($793,000), rent from Juvenile Services ($605,000) and Parks, Recreation and Open Spaces ($921,000) for use of the Hickman Building, coupled with the last annual payment for land acquisition of the West-Dade Soccer Park over the last ten years ($169,000); the FY 2017-18 Adopted Budget also includes payments to the Communications Department ($752,000) to provide website maintenance and updates, to the Office of the Inspector General ($50,000) for expenses associated with audits and reviews and to Audit and Management Services ($125,000) for audit services
- The FY 2017-18 Adopted Budget includes funding for residential curbside recycling ($9.043 million), providing more than 350,000 households with service every other week
- The FY 2017-18 Adopted Budget includes a reimbursement to the Human Resources Department for 50 percent of a Personnel Specialist 2 position ($39,000) to assist with expediting a high volume of compensation position reviews
- The FY 2017-18 Adopted Budget includes two approved DSWM Manager overage positions approved in FY 2016-17 in the Budget and Fiscal Management and Procurement and Contracts sections to provide critical back office support

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Improve programs that promote neighborhood and rights-of-way aesthetics	Average illegal dumping pick-up response time (in calendar days)	EF	↓	4	4	4	4	3
Improve collection of residential curbside garbage and trash	Trash and Recycling Center: tons collected (in thousands)	IN	↔	125	128	135	125	136
	Bulky waste complaints per 1,000 regular bulky waste orders created	OC	↓	7	7	6	8	8
	Average bulky waste response time (in calendar days)	EF	↑	7	7	8	8	7
	Bulky waste trash tons collected (in thousands)	IN	↔	111	120	114	131	128

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes a per household residential curbside collection fee increase of $25 from $439 to $464; this increase will allow the Department to maintain current service levels and provide additional resources to assist with illegal dumping through improved response time and frequency
- The FY 2017-18 Adopted Budget includes the addition of 13 positions (One Waste Supervisor 1, Four Trash Crane Operators, Four Trash Truck Driver 1s, and Four Waste Attendant 1s) to provide enhanced response time for illegally dumped trash collection and will alleviate the need to divert bulky waste crews to pick up illegal dumping ($1.5 million)
- In FY 2017-18, the Department will continue to provide trash collection services ($41.462 million), which includes the UMSA litter program along corridors and at hotspots ($1.241 million)
- In FY 2017-18, the Department will continue to provide curbside garbage collection services ($76.044 million) to include commercial garbage collection by contract ($2.611 million) and waste collection pick-ups at specific non-shelter bus stops ($627,000)
- In FY 2017-18, the Department will continue to pay the Greater Miami Service Corps ($202,000) for litter pickup, cart repairs, and other special projects; the FY 2017-18 Adopted Budget also includes a payment to the Corrections and Rehabilitation Department ($330,000) for supervision of litter pick-up crews
- The FY 2017-18 Adopted Budget continues to fund three Disposal Technicians within the Animal Services Department ($186,000)
- The FY 2017-18 Adopted Budget includes the transfer of the transportation and disposal Trash and Recycling Center (TRC) Roll Off operations to Disposal Operations ($6.344 million), including 49 Trash Truck Drivers 1s and six Trash Truck Driver 2s
- During FY 2016-17, an overage position (Waste Enforcement Officer 1) was approved to oversee the last remaining vacant enforcement zone
- In FY 2016-17, as a result of Hurricane Irma, the Department incurred pre-storm hurricane protective measures and shortly after the storm began its hurricane recovery efforts with debris removal throughout the Waste Collection Service Area (WCSA) and along County rights-of-way ($140,000,000); currently, the Department is pursuing FEMA reimbursements to offset the costs; it is estimated that the final reimbursement will be approximately 90 percent of the total costs

DIVISION: DISPOSAL OPERATIONS

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure ongoing availability and capacity that meets demand at transfer and disposal facilities	Disposal tons accepted at full fee (in thousands)*	IN	↔	1,680	1,659	1,610	1,686	1,810
	Years of remaining disposal capacity (Level of Service)	IN	↔	16	16	16	15	14
	Total (Revenue) Tons Transferred in (in thousands)*	IN	↔	612	587	612	618	663
	Enforcement related complaints responded to within two business days	EF	↑	94%	96%	95%	90%	95%
	Number of Residential Enforcement actions undertaken (in thousands)	OP	↔	52	53	55	51	57

*FY 2016-17 Actual and FY 2017-18 Target increase due to Hurricane Irma recovery efforts

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes a net reduction of approximately 8.654 percent (a 10 percent decrease partially offset by the Consumer Price Index (CPI) South All Urban Consumers increase of 1.5 percent) to the Disposal Contract Rate from $66.79 to $61.01 for all customers to encourage increased throughput at the Disposal facilities and to align long term Disposal revenues with Disposal expenses
- The FY 2017-18 Adopted Budget includes the addition of two positions (one Waste Operations Clerk position needed to perform administrative duties on the night shift of the Transfer Division and one Waste Service Clerk 1 position for the Permitting Section in the Enforcement Division replacing the use of temporary employees)
- The FY 2017-18 Adopted Budget includes the addition of 10 positions, including six Landscape Attendants to maintain the grounds at all active and closed landfills, and four Waste Attendant 1s to provide traffic control and 'spotting' for incoming traffic on the landfill; these positions will replace the use of temporary employees
- The FY 2017-18 Adopted Budget includes the transfer of the transportation and disposal Trash and Recycling Center (TRC) Roll Off operations from Collection Operations ($6.344 million), including 49 Trash Truck Drivers 1s and six Trash Truck Driver 2s
- In FY 2017-18, the Department will continue to fund the daily performance and management of the Community Service Program ($196,000), the use of local, state and federal corrections agencies to perform debris collection from the right-of-way, in the Department of Transportation and Public Works

DIVISION: ENVIRONMENTAL AND TECHNICAL SERVICES

The Environmental and Technical Services Division is responsible for maintaining capital waste management infrastructure and overseeing facilities maintenance, environmental compliance, fleet management and the Resources Recovery contract.

Strategic Objectives - Measures

- NI3-6: Preserve and enhance natural areas

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure compliance with Florida Department of Environmental Protection (FDEP)	Percentage of FDEP reporting deadlines met	EF	↑	100%	100%	100%	100%	100%
	Compliance inspections performed	OP	↔	541	490	504	508	505
	Patrons served by Home Chemical Collection program	OC	↑	5,097	5,429	5,600	6,223	5,970
Present at least 24 public household waste outreach events each year	Average quantity of household chemical waste collected per patron (in pounds)	OC	↑	99	110	95	133	110

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes a two percent reduction of the Utility Service Fee (USF) currently applied to all retail Water and Sewer customers' bills to fund landfill remediation and other USF eligible projects ($15.432 million), the total USF was previously eight percent, with four percent going to the Regulatory and Environmental Resources Department for ground water protection activities and four percent going to DSWM for landfill remediation; increased collections due to escalation of Water and Sewer rates has generated revenues in excess of that needed for debt service payments and other landfill remediation activities in DSWM
- In FY 2017-18, the Department will continue environmental and technical service operations that include facilities maintenance ($3.44 million), fleet management ($1.23 million), and environmental services ($3.745 million)
- In FY 2017-18, the Department will continue the operation of two Home Chemical Collection Centers ($800,000)
- The FY 2017-18 Adopted Budget includes the financing of 122 vehicles for Waste Collection Operations ($2.614 million annual debt service payment) and of 93 vehicles for Waste Disposal Operations ($1.127 million annual debt service payment)
- In FY 2017-18, DSWM will continue to pursue options to replace the expired power purchase agreement associated with the Waste-to-Energy Plant to obtain long-term energy rates; in June 2017, DSWM entered into an Electric Power Purchase Agreement with the City of Homestead through December 31, 2029 ($4.52 million); the FY 2017-18 Adopted Budget also includes the continuation of the contract with Covanta Dade Renewable Energy, Ltd. to operate and maintain the County's Resources Recovery facility ($65.376 million), including other supplemental contracts to support the Resources Recovery operation ($460,000)
- In FY 2017-18, the Department will provide funding for Environment Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division ($100,000)

DIVISION: MOSQUITO CONTROL AND HABITAT MANAGEMENT

The Mosquito Control and Habitat Management Division performs a full range of Mosquito Control activities Countywide including public outreach, mosquito population surveillance, and inspection and institution of industry standard protocol abatement measures in response to referrals from the Department of Health of suspected cases of mosquito borne diseases within the County.

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Maintain drain cleaning requirements	Percentage of service requests responded to within two business days	EF	↑	N/A	87%	95%	95%	95%

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes allocated resources for a large surveillance program to monitor the mosquito population through an array of traps located throughout Miami Dade County ($875,000)
- In FY 2017-18, DSWM will continue a proactive larviciding-based program in areas previously impacted by the Zika virus and other areas where residents and visitors are known to congregate ($11.971 million)
- The FY 2017-18 Adopted Budget includes 42 overage positions approved in FY 2016-17: one Division Director who will provide overall leadership and formulate and implement effective mosquito control policies; two Mosquito Control Supervisors, 14 Mosquito Control Inspectors, one Senior Inspector, one Scheduler/Router and two Inspection Clerks responsible for property inspection enforcement action, truck larviciding and the adulticide aspects of the program; one Mosquito Control Operations Manager, two Light Equipment Technicians, one Biologist 2, four Lab Technicians and six Environmental Technician 2s responsible for developing DSWM's response protocol for mosquito control, documentation and evaluation of trap data as well as deploying and servicing all traps; and one GIS Special Projects Administrator 1, one Accountant 3, one Administrative Secretary, two Education Outreach Information Officers and two Safety Officers responsible for the day-to-day administrative duties of the division
- The FY 2017-18 Adopted Budget includes a robust public information campaign to inform residents of Miami-Dade County on effective measures that prevent mosquito breeding on their properties and in their communities ($1.227 million)
- The FY 2017-18 Adopted Budget includes a reimbursement for mosquito spraying from the Seaport, Homestead Air Reserve Base, and the Water and Sewer Department ($30,000); as well as a reimbursement from the Department of Transportation and Public Works (DTPW) for treating drains in the Road and Bridge Division ($165,000)
- The FY2017-18 Adopted Budget funds 13 mosquito spraying crews, five days a week, from December through April and 20 mosquito spraying crews, seven days a week, from May through November

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
BBC GOB Financing	3,619	2,649	0	0	0	0	0	0	6,268
BBC GOB Series 2005A	47	0	0	0	0	0	0	0	47
BBC GOB Series 2008B	780	0	0	0	0	0	0	0	780
BBC GOB Series 2008B-1	127	0	0	0	0	0	0	0	127
BBC GOB Series 2011A	917	0	0	0	0	0	0	0	917
BBC GOB Series 2013A	1,791	0	0	0	0	0	0	0	1,791
BBC GOB Series 2014A	1,320	0	0	0	0	0	0	0	1,320
Donations	1,000	0	0	0	0	0	0	0	1,000
Future Solid Waste Disp. Notes/Bonds	0	0	8,075	12,080	9,870	5,550	0	46,000	81,575
Interest Earnings	4,673	0	0	0	0	0	0	0	4,673
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	21,431	0	0	0	0	0	0	0	21,431
Solid Waste System Rev. Bonds Series 2015	39,361	0	0	0	0	0	0	0	39,361
Utility Service Fee	350	5,680	401	0	0	0	0	0	6,431
Waste Collection Operating Fund	3,080	2,638	530	500	500	500	500	2,382	10,630
Waste Disposal Operating Fund	29,903	26,874	22,245	23,598	860	555	525	819	105,379
Total:	111,054	37,841	31,251	36,178	11,230	6,605	1,025	49,201	284,385
Expenditures									
Strategic Area: NI									
Waste Collection	1,610	2,038	500	500	500	500	500	2,382	8,530
Waste Collection and Disposal	2,450	1,000	50	0	0	0	0	0	3,500
Waste Disposal	21,019	23,113	21,180	22,553	200	100	90	90	88,345
Waste Disposal Environmental Projects	50,714	24,646	24,496	15,175	12,580	8,035	1,485	46,879	184,010
Total:	75,793	50,797	46,226	38,228	13,280	8,635	2,075	49,351	284,385

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- Included in the Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan is the continued construction of Cell 5 at the South Dade Landfill; this project will have a neutral operational impact to the Department because once Cell 4 has reached maximum capacity for disposal, the operations will shift to Cell 5 (total project cost $23 million; $12.973 million in FY 2017-18)
- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes $49.348 million for the replacement of its aging fleet funded with lease purchase financing ($48.540 million for heavy fleet and $808,000 for light fleet); the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption, and overtime which result from open routes caused by equipment failure
- The FY 2017-18 Adopted Multi-Year Capital Plan includes USF-supported bond proceeds for the Munisport Landfill Closure (total project cost $35.7 million; $2.028 million in FY 2017-18) and Virginia Key Closure (total project cost $46.360 million; $10.828 million in FY 2017-18); these projects have no fiscal impact to the Department as these capital costs are related to remediating the landfill sites

FUNDED CAPITAL PROJECTS
(dollars in thousands)

58 STREET HOME CHEMICAL COLLECTION CENTER — PROJECT #: 507960

DESCRIPTION: Renovate the 58 Street maintenance shop for use as the new Home Chemical Collection (HC2) Center; construct drainage improvements to address on-going flooding; improve vehicle flow to include resurfacing and striping

LOCATION: 8701 NW 58 St — District Located: 12
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	517	200	2,000	283	0	0	0	0	3,000
TOTAL REVENUES:	**517**	**200**	**2,000**	**283**	**0**	**0**	**0**	**0**	**3,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	165	0	1,787	273	0	0	0	0	2,225
Planning and Design	332	200	118	0	0	0	0	0	650
Project Contingency	20	0	95	10	0	0	0	0	125
TOTAL EXPENDITURES:	**517**	**200**	**2,000**	**283**	**0**	**0**	**0**	**0**	**3,000**

CENTRAL TRANSFER STATION - COMPACTOR REPLACEMENT — PROJECT #: 5058000

DESCRIPTION: Replace two compactors and push pits at the Central Transfer Station

LOCATION: 1150 NW 20 St — District Located: 3
City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2001	1,395	0	0	0	0	0	0	0	1,395
Waste Disposal Operating Fund	3,121	1,084	100	0	0	0	0	0	4,305
TOTAL REVENUES:	**4,516**	**1,084**	**100**	**0**	**0**	**0**	**0**	**0**	**5,700**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,323	228	85	0	0	0	0	0	1,636
Furniture Fixtures and Equipment	2,260	610	0	0	0	0	0	0	2,870
Planning and Design	723	226	10	0	0	0	0	0	959
Project Contingency	210	20	5	0	0	0	0	0	235
TOTAL EXPENDITURES:	**4,516**	**1,084**	**100**	**0**	**0**	**0**	**0**	**0**	**5,700**

COLLECTION FACILITY - IMPROVEMENTS — PROJECT #: 5056840

DESCRIPTION: Provide various improvements to collection facilities to include stormwater, water and sewer systems, and drainage to comply with state and federal Environmental Protection Agency codes and rules

LOCATION: Collection Facilities — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Collection Operating Fund	164	100	100	100	100	100	100	236	1,000
TOTAL REVENUES:	**164**	**100**	**100**	**100**	**100**	**100**	**100**	**236**	**1,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	117	87	84	86	86	86	86	208	840
Planning and Design	41	5	8	6	6	6	6	12	90
Project Contingency	6	8	8	8	8	8	8	16	70
TOTAL EXPENDITURES:	**164**	**100**	**100**	**100**	**100**	**100**	**100**	**236**	**1,000**

DISPOSAL FACILITIES - IMPROVEMENTS **PROJECT #: 5055760**

DESCRIPTION: Provide various improvements to disposal facilities to include connecting tipping floors and enhancing stormwater systems per Florida Department of Environmental Protection Agency regulations

LOCATION: Disposal Facilities — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	1,267	103	100	100	100	100	90	90	1,950
TOTAL REVENUES:	**1,267**	**103**	**100**	**100**	**100**	**100**	**90**	**90**	**1,950**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,037	54	49	49	49	49	49	49	1,385
Planning and Design	165	43	47	47	47	47	37	37	470
Project Contingency	65	6	4	4	4	4	4	4	95
TOTAL EXPENDITURES:	**1,267**	**103**	**100**	**100**	**100**	**100**	**90**	**90**	**1,950**

DISPOSAL FACILITIES - REPLACEMENT/ADDITION OF SCALES **PROJECT #: 5010750**

DESCRIPTION: Furnish and install four steel platform motor truck scales and associated electronic controls; remove existing scales at Northeast (2), Central (1), and West (2) transfer stations, which are used to weigh waste delivered for disposal; install a new exit scale for tare weight at the West Transfer Station

LOCATION: Disposal Facilities — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	225	50	100	0	0	0	0	0	375
TOTAL REVENUES:	**225**	**50**	**100**	**0**	**0**	**0**	**0**	**0**	**375**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	189	48	96	0	0	0	0	0	333
Planning and Design	24	2	4	0	0	0	0	0	30
Project Contingency	12	0	0	0	0	0	0	0	12
TOTAL EXPENDITURES:	**225**	**50**	**100**	**0**	**0**	**0**	**0**	**0**	**375**

DISPOSAL SYSTEM FACILITIES - BACKUP POWER GENERATORS **PROJECT #: 509270**

DESCRIPTION: Install three new emergency generators at the South Dade Landfill and NW 58 Street facilities

LOCATION: Various Sites — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	700	220	0	0	0	0	0	0	920
TOTAL REVENUES:	**700**	**220**	**0**	**0**	**0**	**0**	**0**	**0**	**920**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	316	14	0	0	0	0	0	0	330
Furniture Fixtures and Equipment	300	150	0	0	0	0	0	0	450
Planning and Design	60	50	0	0	0	0	0	0	110
Project Contingency	24	6	0	0	0	0	0	0	30
TOTAL EXPENDITURES:	**700**	**220**	**0**	**0**	**0**	**0**	**0**	**0**	**920**

ENVIRONMENTAL IMPROVEMENTS **PROJECT #: 5050251**

DESCRIPTION: Install groundwater monitoring wells and other equipment to perform FDEP/USEPA/RER required test studies

LOCATION: To Be Determined — District Located: Countywide

Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	530	80	80	80	80	75	75	0	1,000
TOTAL REVENUES:	**530**	**80**	**80**	**80**	**80**	**75**	**75**	**0**	**1,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	465	60	55	55	55	55	55	0	800
Permitting	0	5	5	5	5	5	5	0	30
Planning and Design	10	5	10	10	10	5	5	0	55
Project Contingency	55	10	10	10	10	10	10	0	115
TOTAL EXPENDITURES:	**530**	**80**	**80**	**80**	**80**	**75**	**75**	**0**	**1,000**

MIAMI GARDENS LANDFILL - CLOSURE **PROJECT #: 2000000352**

DESCRIPTION: Close five acre Miami Garden's landfill site

LOCATION: NW 37 Ave and NW 183 St — District Located: 1

Miami Gardens — District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Utility Service Fee	0	2,800	200	0	0	0	0	0	3,000
TOTAL REVENUES:	**0**	**2,800**	**200**	**0**	**0**	**0**	**0**	**0**	**3,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	1,650	100	0	0	0	0	0	1,750
Planning and Design	0	350	0	0	0	0	0	0	350
Project Administration	0	800	100	0	0	0	0	0	900
TOTAL EXPENDITURES:	**0**	**2,800**	**200**	**0**	**0**	**0**	**0**	**0**	**3,000**

MUNISPORT LANDFILL - CLOSURE GRANT **PROJECT #: 5010690**

DESCRIPTION: Close the Munisport Landfill through the Municipal Landfill Closure Grant

LOCATION: NE 145 St and Biscayne Blvd — District Located: 3

North Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Interest Earnings	4,673	0	0	0	0	0	0	0	4,673
Solid Waste System Rev. Bonds Series 2005	17,999	0	0	0	0	0	0	0	17,999
Solid Waste System Rev. Bonds Series 2015	13,028	0	0	0	0	0	0	0	13,028
TOTAL REVENUES:	**35,700**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**35,700**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	24,672	2,028	2,000	2,000	2,000	2,000	1,000	0	35,700
TOTAL EXPENDITURES:	**24,672**	**2,028**	**2,000**	**2,000**	**2,000**	**2,000**	**1,000**	**0**	**35,700**

NORTH DADE LANDFILL - EAST CELL CLOSURE **PROJECT #: 509110**

DESCRIPTION: Design and construct closure of the North Dade Landfill East Cell per Florida Department of Environmental Protection regulations

LOCATION: 21500 NW 47 Ave — District Located: 1
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	0	0	0	0	0	21,500	21,500
TOTAL REVENUES:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**21,500**	**21,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	0	0	0	0	0	17,350	17,350
Planning and Design	0	0	0	0	0	0	0	2,650	2,650
Project Contingency	0	0	0	0	0	0	0	1,500	1,500
TOTAL EXPENDITURES:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**21,500**	**21,500**

NORTH DADE LANDFILL - GAS EXTRACTION SYSTEM (PHASE II) **PROJECT #: 50510091**

DESCRIPTION: Design and construct an active gas extraction system to the East Cell of the North Dade Landfill including piping and flare retrofit per Florida Department of Environmental Protection regulations

LOCATION: 21500 NW 47 Ave — District Located: 1
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2001	783	0	0	0	0	0	0	0	783
Waste Disposal Operating Fund	193	100	100	100	100	100	100	224	1,017
TOTAL REVENUES:	**976**	**100**	**100**	**100**	**100**	**100**	**100**	**224**	**1,800**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	771	70	70	70	70	70	70	149	1,340
Planning and Design	74	5	5	5	5	5	5	21	125
Project Contingency	131	25	25	25	25	25	25	54	335
TOTAL EXPENDITURES:	**976**	**100**	**100**	**100**	**100**	**100**	**100**	**224**	**1,800**

NORTH DADE LANDFILL - GROUNDWATER REMEDIATION **PROJECT #: 5057380**

DESCRIPTION: Construct a ground water remediation system around North Dade Landfill

LOCATION: 21500 NW 47 Ave — District Located: 1
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2015	1,480	0	0	0	0	0	0	0	1,480
Waste Disposal Operating Fund	0	0	0	0	0	20	0	0	20
TOTAL REVENUES:	**1,480**	**0**	**0**	**0**	**0**	**20**	**0**	**0**	**1,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	943	42	42	42	42	142	1,253
Planning and Design	0	95	50	0	0	0	0	0	145
Project Contingency	0	5	57	8	8	8	8	8	102
TOTAL EXPENDITURES:	**0**	**100**	**1,050**	**50**	**50**	**50**	**50**	**150**	**1,500**

NORTH DADE LANDFILL - LAND PURCHASE **PROJECT #: 609860**

DESCRIPTION: Buy 215 acres of land west of NW 47 Ave for future expansion improvements or as a buffer to the landfill
LOCATION: 21500 NW 47 Ave — District Located: 1
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	6,800	0	0	0	0	6,800
TOTAL REVENUES:	**0**	**0**	**0**	**6,800**	**0**	**0**	**0**	**0**	**6,800**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Land Acquisition/Improvements	0	0	0	6,500	0	0	0	0	6,500
Planning and Design	0	0	0	300	0	0	0	0	300
TOTAL EXPENDITURES:	**0**	**0**	**0**	**6,800**	**0**	**0**	**0**	**0**	**6,800**

NORTHEAST TRANSFER STATION - IMPROVEMENTS **PROJECT #: 509100**

DESCRIPTION: Design tipping floor expansion by using a retaining wall and privacy screening for new development
LOCATION: 18701 NE 6 Ave — District Located: 1
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	1,113	3,487	1,000	0	0	0	0	0	5,600
TOTAL REVENUES:	**1,113**	**3,487**	**1,000**	**0**	**0**	**0**	**0**	**0**	**5,600**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	688	3,242	970	0	0	0	0	0	4,900
Planning and Design	358	142	0	0	0	0	0	0	500
Project Contingency	67	103	30	0	0	0	0	0	200
TOTAL EXPENDITURES:	**1,113**	**3,487**	**1,000**	**0**	**0**	**0**	**0**	**0**	**5,600**

OLD SOUTH DADE LANDFILL - NEW TRANSFER STATION **PROJECT #: 2000000353**

DESCRIPTION: Construct a new transfer station on the closed Old South Dade Landfill
LOCATION: 9350 SW 248 St — District Located: 8, 9
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	50	2,100	9,600	14,150	100	0	0	0	26,000
TOTAL REVENUES:	**50**	**2,100**	**9,600**	**14,150**	**100**	**0**	**0**	**0**	**26,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	200	8,800	13,700	0	0	0	0	22,700
Planning and Design	50	1,850	400	0	0	0	0	0	2,300
Project Contingency	0	50	400	450	100	0	0	0	1,000
TOTAL EXPENDITURES:	**50**	**2,100**	**9,600**	**14,150**	**100**	**0**	**0**	**0**	**26,000**

OLD SOUTH DADE LANDFILL - STORMWATER PUMP STATION MODIFICATIONS **PROJECT #: 601660**

DESCRIPTION: Modify the old South Dade Landfill stormwater pump station

LOCATION: 23707 SW 97 Ave — District Located: 8

Unincorporated Miami-Dade County — District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	135	415	0	0	0	0	0	0	550
TOTAL REVENUES:	**135**	**415**	**0**	**0**	**0**	**0**	**0**	**0**	**550**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	45	370	0	0	0	0	0	0	415
Planning and Design	84	1	0	0	0	0	0	0	85
Project Contingency	6	44	0	0	0	0	0	0	50
TOTAL EXPENDITURES:	**135**	**415**	**0**	**0**	**0**	**0**	**0**	**0**	**550**

REMEDIATION - TAYLOR PARK **PROJECT #: 606750**

DESCRIPTION: Remediate contaminated areas within Taylor Park

LOCATION: 15450 W Dixie Hwy — District Located: 2

North Miami Beach — District(s) Served: 2

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Utility Service Fee	350	2,880	201	0	0	0	0	0	3,431
Waste Disposal Operating Fund	69	0	0	0	0	0	0	0	69
TOTAL REVENUES:	**419**	**2,880**	**201**	**0**	**0**	**0**	**0**	**0**	**3,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	2,600	101	0	0	0	0	0	2,701
Planning and Design	409	90	0	0	0	0	0	0	499
Project Contingency	10	190	100	0	0	0	0	0	300
TOTAL EXPENDITURES:	**419**	**2,880**	**201**	**0**	**0**	**0**	**0**	**0**	**3,500**

RESOURCES RECOVERY - VARIOUS CAPITAL IMPROVEMENTS **PROJECT #: 508640**

DESCRIPTION: Continue on-going capital improvements to include but not limited to a new transformer, turbine control upgrades, enhanced boiler protection, parking lot lighting and storm drainage improvements, installation of fire hoses at the Bio Mass building, replacement of trailers with permanent structures, and purchase 10 acres of land south of Resources Recovery

LOCATION: 6990 NW 97 Ave — District Located: 12

Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Donations	1,000	0	0	0	0	0	0	0	1,000
Waste Disposal Operating Fund	12,708	3,872	600	600	220	0	0	0	18,000
TOTAL REVENUES:	**13,708**	**3,872**	**600**	**600**	**220**	**0**	**0**	**0**	**19,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	5,740	860	500	500	200	0	0	0	7,800
Land Acquisition/Improvements	7,100	2,900	0	0	0	0	0	0	10,000
Planning and Design	555	45	50	50	0	0	0	0	700
Project Contingency	313	67	50	50	20	0	0	0	500
TOTAL EXPENDITURES:	**13,708**	**3,872**	**600**	**600**	**220**	**0**	**0**	**0**	**19,000**

RESOURCES RECOVERY ASH LANDFILL - CELL 19 CLOSURE **PROJECT #: 507690**

DESCRIPTION: Design and construct closure of Resources Recovery Cell 19 per Florida Department of Environmental Protection regulations

LOCATION: 6990 NW 97 Ave — District Located: 12
Doral — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	2,931	1,269	0	0	0	0	0	0	4,200
TOTAL REVENUES:	**2,931**	**1,269**	**0**	**0**	**0**	**0**	**0**	**0**	**4,200**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	2,000	1,055	0	0	0	0	0	0	3,055
Planning and Design	581	114	0	0	0	0	0	0	695
Project Contingency	350	100	0	0	0	0	0	0	450
TOTAL EXPENDITURES:	**2,931**	**1,269**	**0**	**0**	**0**	**0**	**0**	**0**	**4,200**

RESOURCES RECOVERY ASH LANDFILL - CELL 20 CLOSURE **PROJECT #: 503220**

DESCRIPTION: Design and construct closure of Resources Recovery Cell 20 per Florida Department of Environmental Protection regulations

LOCATION: 6990 NW 97 Ave — District Located: 12
Doral — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	0	0	0	0	0	6,000	6,000
TOTAL REVENUES:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**6,000**	**6,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	0	0	0	0	0	4,650	4,650
Planning and Design	0	0	0	0	0	0	0	850	850
Project Contingency	0	0	0	0	0	0	0	500	500
TOTAL EXPENDITURES:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**6,000**	**6,000**

SCALE HOUSE - CANOPIES **PROJECT #: 2000000630**

DESCRIPTION: Install canopies over all scales

LOCATION: Disposal Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	0	450	1,230	1,120	0	0	0	0	2,800
TOTAL REVENUES:	**0**	**450**	**1,230**	**1,120**	**0**	**0**	**0**	**0**	**2,800**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	1,180	1,060	0	0	0	0	2,240
Planning and Design	0	440	0	0	0	0	0	0	440
Project Contingency	0	10	50	60	0	0	0	0	120
TOTAL EXPENDITURES:	**0**	**450**	**1,230**	**1,120**	**0**	**0**	**0**	**0**	**2,800**

SCALEHOUSE - EXPANSION PROJECT **PROJECT #: 505670**

DESCRIPTION: Expand and improve disposal system scalehouses at the North Dade and South Dade landfills and West and Central transfer stations

LOCATION: Various Sites — District Located: 1, 9, 10
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	1,186	1,314	500	0	0	0	0	0	3,000
TOTAL REVENUES:	**1,186**	**1,314**	**500**	**0**	**0**	**0**	**0**	**0**	**3,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	681	1,184	475	0	0	0	0	0	2,340
Planning and Design	453	107	0	0	0	0	0	0	560
Project Contingency	52	23	25	0	0	0	0	0	100
TOTAL EXPENDITURES:	**1,186**	**1,314**	**500**	**0**	**0**	**0**	**0**	**0**	**3,000**

SHOP 3A - NEW FACILITY BUILDING **PROJECT #: 505950**

DESCRIPTION: Construct a new 7,500 square foot building at shop 3A to replace an existing temporary trailer, which will house both Disposal and Collection employees and contain storage for equipment and archived departmental files

LOCATION: 18701 NE 6 Ave — District Located: 1
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Collection Operating Fund	1,470	600	30	0	0	0	0	0	2,100
Waste Disposal Operating Fund	980	400	20	0	0	0	0	0	1,400
TOTAL REVENUES:	**2,450**	**1,000**	**50**	**0**	**0**	**0**	**0**	**0**	**3,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,777	953	30	0	0	0	0	0	2,760
Planning and Design	500	0	0	0	0	0	0	0	500
Project Contingency	173	47	20	0	0	0	0	0	240
TOTAL EXPENDITURES:	**2,450**	**1,000**	**50**	**0**	**0**	**0**	**0**	**0**	**3,500**

SOUTH DADE LANDFILL - CELL 4 CLOSURE **PROJECT #: 504370**

DESCRIPTION: Design and construct the closure of South Dade Landfill Cell 4 per Florida Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave — District Located: 8
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	0	2,080	9,870	5,550	0	0	17,500
TOTAL REVENUES:	**0**	**0**	**0**	**2,080**	**9,870**	**5,550**	**0**	**0**	**17,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	0	700	7,800	5,100	0	0	13,600
Planning and Design	0	0	0	1,280	1,320	300	0	0	2,900
Project Contingency	0	0	0	100	750	150	0	0	1,000
TOTAL EXPENDITURES:	**0**	**0**	**0**	**2,080**	**9,870**	**5,550**	**0**	**0**	**17,500**

SOUTH DADE LANDFILL - CELL 4 GAS EXTRACTION AND ODOR CONTROL **PROJECT #: 509280**

DESCRIPTION: Design and construct a methane gas collection system from the South Dade Landfill cell, as well as an odor control system to address odor and air emissions issues per Florida Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave — District Located: 8
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	1,096	194	185	185	180	180	180	400	2,600
TOTAL REVENUES:	**1,096**	**194**	**185**	**185**	**180**	**180**	**180**	**400**	**2,600**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	855	155	155	155	155	155	155	315	2,100
Planning and Design	205	25	15	15	10	10	10	10	300
Project Contingency	36	14	15	15	15	15	15	75	200
TOTAL EXPENDITURES:	**1,096**	**194**	**185**	**185**	**180**	**180**	**180**	**400**	**2,600**

SOUTH DADE LANDFILL - CELL 5 CLOSURE **PROJECT #: 501350**

DESCRIPTION: Design and construct closure of South Dade Landfill Cell 5 per Florida Department of Environmental Protection regulations

LOCATION: 24000 NW 97 Ave — District Located: 8
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	0	0	0	0	0	18,500	18,500
TOTAL REVENUES:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**18,500**	**18,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	0	0	0	0	0	15,200	15,200
Planning and Design	0	0	0	0	0	0	0	2,300	2,300
Project Contingency	0	0	0	0	0	0	0	1,000	1,000
TOTAL EXPENDITURES:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**18,500**	**18,500**

SOUTH DADE LANDFILL - CELL 5 CONSTRUCTION **PROJECT #: 505480**

DESCRIPTION: Construct the last 50 acre cell at the South Dade Landfill per Florida Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave — District Located: 8
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	3,619	2,649	0	0	0	0	0	0	6,268
BBC GOB Series 2005A	47	0	0	0	0	0	0	0	47
BBC GOB Series 2008B	780	0	0	0	0	0	0	0	780
BBC GOB Series 2008B-1	127	0	0	0	0	0	0	0	127
BBC GOB Series 2011A	917	0	0	0	0	0	0	0	917
BBC GOB Series 2013A	1,791	0	0	0	0	0	0	0	1,791
BBC GOB Series 2014A	1,320	0	0	0	0	0	0	0	1,320
Waste Disposal Operating Fund	126	10,324	1,300	0	0	0	0	0	11,750
TOTAL REVENUES:	**8,727**	**12,973**	**1,300**	**0**	**0**	**0**	**0**	**0**	**23,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	6,363	11,911	1,300	0	0	0	0	0	19,574
Planning and Design	1,974	552	0	0	0	0	0	0	2,526
Project Contingency	390	510	0	0	0	0	0	0	900
TOTAL EXPENDITURES:	**8,727**	**12,973**	**1,300**	**0**	**0**	**0**	**0**	**0**	**23,000**

SOUTH DADE LANDFILL - GROUNDWATER REMEDIATION **PROJECT #: 5051580**

DESCRIPTION: Construct a trench along the east side of South Dade Landfill cells 1 and 2 to prevent clogging and to collect the required quantity of groundwater for treatment to include the installation of a series of wells along the east berm

LOCATION: 24000 SW 97 Ave — District Located: 8
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2001	477	0	0	0	0	0	0	0	477
Waste Disposal Operating Fund	238	80	80	80	80	80	80	105	823
TOTAL REVENUES:	**715**	**80**	**80**	**80**	**80**	**80**	**80**	**105**	**1,300**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	527	75	75	75	75	75	75	53	1,030
Planning and Design	160	0	0	0	0	0	0	40	200
Project Contingency	28	5	5	5	5	5	5	12	70
TOTAL EXPENDITURES:	**715**	**80**	**80**	**80**	**80**	**80**	**80**	**105**	**1,300**

SOUTH DADE LANDFILL - LAND PURCHASE **PROJECT #: 609120**

DESCRIPTION: Purchase 175 acres of land west of SW 97 Ave for future expansion, improvements and/or as a buffer to the landfill

LOCATION: 23707 SW 97 Ave — District Located: 8
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	5,200	100	0	0	0	0	5,300
TOTAL REVENUES:	**0**	**0**	**5,200**	**100**	**0**	**0**	**0**	**0**	**5,300**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Land Acquisition/Improvements	0	0	5,000	0	0	0	0	0	5,000
Planning and Design	0	0	200	100	0	0	0	0	300
TOTAL EXPENDITURES:	**0**	**0**	**5,200**	**100**	**0**	**0**	**0**	**0**	**5,300**

SOUTH DADE TRANSFER STATION - IMPROVEMENTS **PROJECT #: 2000000629**

DESCRIPTION: Retrofit to Transfer Station at South Dade Landfill; provide improvements to the facility to include include tipping floor restoration and expansion, replacement of fire suppression system, repairs to roof structure, and electrical upgrades

LOCATION: 24000 SW 97 Ave — District Located: 8
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	2,300	650	50	0	0	0	0	0	3,000
TOTAL REVENUES:	**2,300**	**650**	**50**	**0**	**0**	**0**	**0**	**0**	**3,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	2,230	625	45	0	0	0	0	0	2,900
Project Contingency	70	25	5	0	0	0	0	0	100
TOTAL EXPENDITURES:	**2,300**	**650**	**50**	**0**	**0**	**0**	**0**	**0**	**3,000**

TRASH AND RECYCLING CENTER - VARIOUS IMPROVEMENTS **PROJECT #: 5054061**

DESCRIPTION: Construct improvements to the 13 trash and recycling centers to include new entrances, gates, stairs, fencing, storm water systems, and walls

LOCATION: Trash and Recycling Centers — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Collection Operating Fund	1,162	1,938	400	400	400	400	400	400	5,500
TOTAL REVENUES:	**1,162**	**1,938**	**400**	**400**	**400**	**400**	**400**	**400**	**5,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	944	1,571	360	360	360	360	360	360	4,675
Planning and Design	196	184	20	20	20	20	20	20	500
Project Contingency	22	183	20	20	20	20	20	20	325
TOTAL EXPENDITURES:	**1,162**	**1,938**	**400**	**400**	**400**	**400**	**400**	**400**	**5,500**

TRASH AND RECYCLING CENTER - WEST/SOUTHWEST **PROJECT #: 5054051**

DESCRIPTION: Construct a new Trash and Recycling Center in an underserved neighborhood of the waste collection service area

LOCATION: To Be Determined — District Located: 11
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Collection Operating Fund	284	0	0	0	0	0	0	1,746	2,030
TOTAL REVENUES:	**284**	**0**	**0**	**0**	**0**	**0**	**0**	**1,746**	**2,030**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	0	0	0	0	0	1,444	1,444
Planning and Design	269	0	0	0	0	0	0	175	444
Project Contingency	15	0	0	0	0	0	0	127	142
TOTAL EXPENDITURES:	**284**	**0**	**0**	**0**	**0**	**0**	**0**	**1,746**	**2,030**

VIRGINIA KEY - LANDFILL CLOSURE **PROJECT #: 606610**

DESCRIPTION: Close the Virginia Key Landfill

LOCATION: Virginia Key — District Located: 7
City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	8,075	10,000	0	0	0	0	18,075
Solid Waste System Rev. Bonds Series 2005	3,432	0	0	0	0	0	0	0	3,432
Solid Waste System Rev. Bonds Series 2015	24,853	0	0	0	0	0	0	0	24,853
TOTAL REVENUES:	**28,285**	**0**	**8,075**	**10,000**	**0**	**0**	**0**	**0**	**46,360**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	3,574	7,802	19,400	10,000	0	0	0	0	40,776
Planning and Design	1,794	1,490	0	0	0	0	0	0	3,284
Project Contingency	164	1,536	600	0	0	0	0	0	2,300
TOTAL EXPENDITURES:	**5,532**	**10,828**	**20,000**	**10,000**	**0**	**0**	**0**	**0**	**46,360**

WEST TRANSFER STATION - IMPROVEMENTS **PROJECT #: 501410**

DESCRIPTION: Renovate and replace tipping floor and entire drainage system at the West Transfer Station

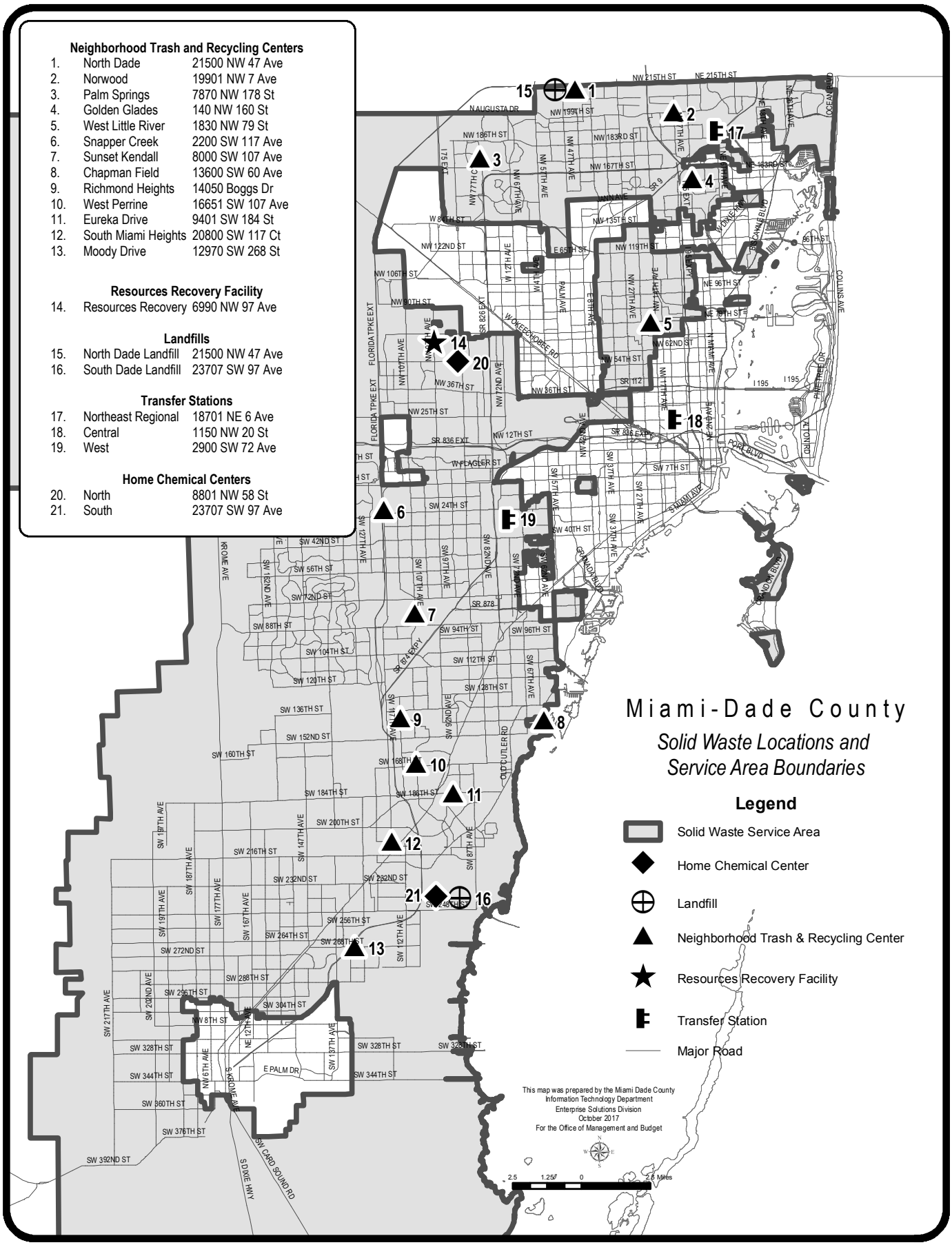
LOCATION: 2900 SW 72 Ave
Coral Gables

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Waste Disposal Operating Fund	418	482	0	0	0	0	0	0	900
TOTAL REVENUES:	**418**	**482**	**0**	**0**	**0**	**0**	**0**	**0**	**900**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	210	470	0	0	0	0	0	0	680
Planning and Design	178	2	0	0	0	0	0	0	180
Project Contingency	30	10	0	0	0	0	0	0	40
TOTAL EXPENDITURES:	**418**	**482**	**0**	**0**	**0**	**0**	**0**	**0**	**900**

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
HICKMAN GARAGE REMEDIATION	270 NW 2 St	2,600
HUMAN RESOURCES TRAINING AND EDUCATION BUILDING	To Be Determined	2,000
MOSQUITO CONTROL BUILDING	8901 NW 58 St	5,000
	UNFUNDED TOTAL	**9,600**


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 8801 NW 58 St
21. South 23707 SW 97 Ave
Miami-Dade County
Solid Waste Locations and Service Area Boundaries
Legend
Solid Waste Service Area
Home Chemical Center
Landfill
Neighborhood Trash & Recycling Center
Resources Recovery Facility
Transfer Station
Major Road
This map was prepared by the Miami Dade County Information Technology Department Enterprise Solutions Division October 2017 For the Office of Management and Budget

Water and Sewer

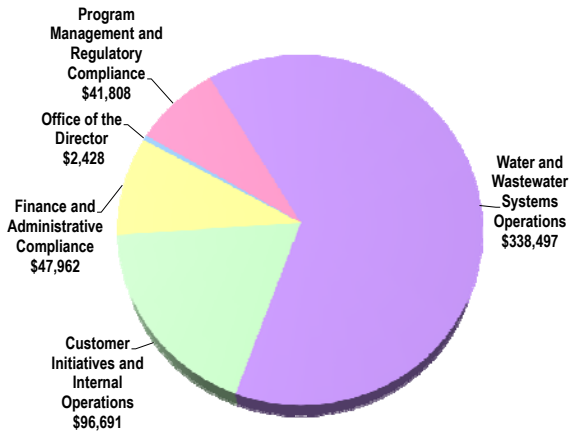
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater disposal services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures, and providing for process improvements and cost efficiencies.

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, one shared City of Hialeah reverse osmosis, and five local water treatment plants, with a total permitted capacity of 464 million gallons per day (MGD), and three regional wastewater treatment plants with a total permitted capacity of 376 MGD. Additionally, WASD operates and maintains 94 water supply wells (grouped into 14 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridian Aquifer; more than 1,000 sewer pump stations; more than 8,500 miles of water distribution mains; and 6,400 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 441,000 water and 357,000 wastewater retail customers as of September 30, 2016. Additionally, service is provided to 15 wholesale (municipal) water customers and to 13 wholesale (12 municipal and the Homestead Air Reserve Base) wastewater customers within Miami-Dade County on a daily basis. The total combined population served at the retail and wholesale level is approximately 2.3 million residents. 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 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

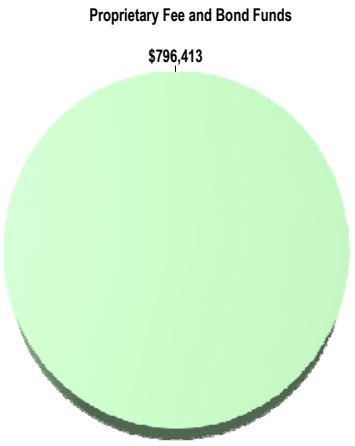


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Formulates and establishes departmental policy; directs overall operations.

FY 16-17	FY 17-18
26	9

WATER AND WASTEWATER SYSTEMS OPERATIONS

- Operates and maintains water and wastewater systems: treatment plants, transmission/ distribution systems and pump stations

FY 16-17	FY 17-18
1,648	1,501

FINANCE AND ADMINISTRATIVE COMPLIANCE

- Directs financial, budget, capital funding coordination, and information technology functions; directs contractual compliance and quality assurance of construction/ contractual work as well as compliance with the Small Business Enterprise Program

FY 16-17	FY 17-18
750	324

PROGRAM MANAGEMENT AND REGULATORY COMPLIANCE

- Manages capital improvement program and consent decree projects; directs compliance with state and federal agreements and utilities development

FY 16-17	FY 17-18
400	320

CUSTOMER INITIATIVES AND INTERNAL OPERATIONS

- Directs legislative activities, municipal policies, and public information dissemination; directs customer service, procurement, personnel, fleet and general activities

FY 16-17	FY 17-18
0	693

The FY 2017-18 total number of full-time equivalent positions is 2,847

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
Carryover	59,430	63,834	68,551	71,638
Miscellaneous Non-Operating	1,475	1,876	1,502	2,351
Other Revenues	28,305	28,685	27,980	30,253
Retail Wastewater	252,737	273,058	283,752	303,747
Retail Water	233,464	247,088	263,203	275,311
Transfer From Other Funds	5,000	5,000	0	4,084
Wholesale Wastewater	61,802	82,379	80,166	73,778
Wholesale Water	37,008	28,572	28,242	35,251
Loan Repayments	5,000	5,000	5,000	0
Total Revenues	684,221	735,492	758,396	796,413
Operating Expenditures Summary				
Salary	162,569	165,050	170,136	177,634
Fringe Benefits	51,008	56,857	61,882	66,895
Contractual Services	75,619	89,839	99,473	103,861
Other Operating	39,513	28,390	46,939	43,990
Charges for County Services	47,147	48,353	51,398	52,814
Capital	72,648	67,547	82,469	82,192
Total Operating Expenditures	448,504	456,036	512,297	527,386
Non-Operating Expenditures Summary				
Transfers	0	5,000	1,175	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	164,722	169,392	173,286	194,828
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	71,638	74,199
Total Non-Operating Expenditures	164,722	174,392	246,099	269,027

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: Neighborhood and Infrastructure				
Office of the Director	3,154	2,428	26	9
Water and Wastewater Systems Operations	356,945	338,497	1,648	1,501
Finance and Administrative Compliance	108,966	47,962	750	324
Program Management and Regulatory Compliance	43,232	41,808	400	320
Customer Initiatives and Internal Operations	0	96,691	0	693
Total Operating Expenditures	512,297	527,386	2,824	2,847

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	632	748	810	731	920
Fuel	3,084	2,247	3,609	2,584	2,981
Overtime	16,037	17,886	12,503	14,795	15,534
Rent	104	206	2,187	1,255	1,098
Security Services	12,952	12,061	14,800	13,581	16,260
Temporary Services	2,181	2,267	3,320	1,597	2,926
Travel and Registration	151	172	321	210	351

DIVISION: OFFICE OF THE DIRECTOR

Formulates and establishes departmental policy; directs overall operations and legal support.

- Defines department policies and strategic goals
- Provides legal support

DIVISION COMMENTS

- Over the last eight years, average water usage has decreased by 12 percent due to proactive conservation and low flow water fixtures; this has impacted the ability of the Department to generate enough revenue to support the fixed costs of operations; to fully cover the cost of production and to minimize the impact to the retail water and sewer user, the FY 2017-18 Adopted Budget includes a modification to the Department's current tier-based fee structure that will maximize revenues and eliminate some subsidization between tiers, while maintaining current rates; under the revised rate structure, the monthly bill for the median retail water and sewer residential customer which uses approximately 700 cubic feet (7ccf) per month (or 5,236 gallons) will be $42.53, or $7.44 higher from the current estimated bill of $35.10; the FY 2017-18 Adopted Budget includes a six percent increase in revenues generated by these adjustments to cover current and future operational and debt obligations
- The FY 2017-18 Adopted Budget includes a two percent reduction of the Utility Service Fee (USF) currently applied to all retail Water and Sewer customers' bills to fund landfill remediation and other USF eligible projects; the total USF is currently eight percent, with four percent going to the Department of Regulatory and Economic Resources for ground water protection activities and four percent going to the Department of Solid Waste Management (DSWM) for landfill remediation; increased collections due to escalation of Water and Sewer rates has generated revenues in excess of that needed for debt service payments and other landfill remediation activities in DSWM
- Effective October 1, 2017, the wholesale wastewater rate will increase to $3.0937 from $2.9477, or by $0.146 per thousand gallons; the water wholesale rate will increase to $1.8341 from $1.7341, or by $0.10 per thousand gallons; wholesale customers' bills include a true-up adjustment to recover actual cost for FY 2015-16
- The FY 2017-18 Adopted Budget includes the addition of a rate category for mixed-use buildings with one meter serving both residential and non-residential areas
- The FY 2017-18 Adopted Budget includes a Memorandum of Understanding with the Office of the Inspector General to perform specialized audits as required ($150,000)
- The FY 2017-18 Adopted Budget includes payments to the Audit and Management Services Department for expenses associated with audits and reviews ($500,000)
- The FY 2017-18 Adopted Budget includes funding to the Miami-Dade Fire Rescue Department (MDFR) for fire hydrant maintenance ($1 million)

DIVISION: WATER AND WASTEWATER SYSTEMS OPERATIONS

Operates and maintains the water and wastewater treatment plants, pump stations, and water distribution, wastewater collection and transmission lines.

- Directs water and wastewater systems operating goals and procedures
- Directs and oversees operation of water system including installations, repairs and maintenance of water infrastructure
- Directs and oversees operation of wastewater system including treatment and disposal as well as the maintenance of wastewater pumping and collection systems
- Installs, repairs, relocates, maintains and replaces water mains, valves, and fire lines countywide
- Installs, repairs, relocates, maintains and replaces wastewater gravity sewer lines, force mains, valves, sewer laterals, and manholes countywide
- Performs mechanical, electrical, and structural maintenance of water and wastewater plants and wastewater lift stations
- Administers the SCADA system, telemetry and radios
- Provides laboratory analysis to comply with regulatory agencies' requirements

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 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)*	OC	↑	1,782	908	1,124	271	200
Fully comply with drinking water standards	Percentage compliance with drinking water standards	OC	↑	100%	100%	100%	100%	100%
Ensure proper maintenance and operation of the sewage system	Percentage compliance with wastewater effluent limits	OC	↑	67%	93%	100%	100%	100%
	Percentage of pumps in service	EF	↑	97%	98%	99%	98%	99%
	Wastewater mainline valves exercised	OP	↔	6,167	6,241	6,000	6,346	6,000

*The FY 2016-17 actual and FY 2017-18 target for water savings reflects using a corrected calculation outlined in the mandated 20-year Water Use Permit issued by South Florida Water Management District for the Landscape Irrigation Evaluation measure, which accounts for the reduction in projected water savings compared to previous years

DIVISION: FINANCE AND ADMINISTRATIVE COMPLIANCE

Directs financial, budget and capital funding coordination, and information technology functions.

- Coordinates financial activities including debt administration, investments, grants and cash management
- Administers Controller's functions, general ledger, assets control and accounts payable; prepares retail, wholesale and special billings and collection
- Manages the Department's operating and capital budgets
- Manages business process support for customer care and billing, enterprise resource planning financial and enterprise asset management software systems
- Manages information technology divisions
- Oversees contract compliance, provides strategic planning, and directs performance improvement and efficiency savings programs

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure sound asset management and financial investment strategies	Bond rating evaluation by Fitch	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Standard and Poor's	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Moody's	OC	↑	Aa3	Aa3	Aa3	Aa3	Aa3

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes payments to the Finance Department for expenses associated with cash management services ($6,000) and for expenses associated with credit and collection services (payments are based on a percentage of collected revenue)
- The FY 2016-17 year-end combined fund balance is projected to be $101.9 million in rate stabilization and general reserve funds; in FY 2017-18, the Department will also be funding an additional reserve of $13.9 million in order to strengthen bonding capacity and meet additional bonds test necessary to issue debt to support the Department's $13 billion capital program; a combined balance of $115.7 million is projected between these reserves, and the Department will have a year-end fund balance of $74.2 million in the operating budget as required for bond ordinances
- The FY 2017-18 Adopted Budget includes an additional two Customer Service Representative positions to help improve retail revenue collections

DIVISION: PROGRAM MANAGEMENT AND REGULATORY COMPLIANCE

Manages Consent Decree projects; directs compliance with state and federal agreements and utilities development.

- Directs planning of water and wastewater facilities and infrastructure
- Directs design and construction activities for both the water and wastewater systems
- Oversees environmental regulations and compliance with federal and state agreements
- Directs Water Use Efficiency and Water Loss Reduction programs
- Processes applications for new water services, 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 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure compliance with Comprehensive Development of Master Plan	Percentage of Comprehensive Development Master Plan comments submitted timely	EF	↑	100%	100%	100%	100%	100%
	Percentage of Development Impact Committee comments provided timely	EF	↑	100%	100%	100%	100%	100%
Ensure proper maintenance and operation of the sewage system	Percentage of Consent Decree Wastewater Projects on Schedule	OC	↑	100%	99%	100%	95%	97%
	Percentage of Ocean Outfall Legislation projects on schedule	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- In FY 2017-18, 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 an employee awareness program, which includes an energy conservation website, newsletter, and workshops
- The FY 2017-18 Adopted Budget includes funding to the Parks, Recreation and Open Spaces (PROS) Department for Cooperative Extension's Florida Yards and Neighborhoods Program ($285,000)

DIVISION: CUSTOMER INITIATIVES AND INTERNAL OPERATIONS

Directs retail customer services, meter installations and maintenance, procurement, human resources, fleet, and other general maintenance services. Directs legislative and municipal policies, public information dissemination, and security services and emergency communication

- Manages human capital planning and procurement
- Coordinates communications with media and customers
- Coordinates state and federal legislative actions and liaises with municipalities
- Coordinates items submitted to the Board of County Commissioners
- Manages water cross connection control program
- Installs, repairs, relocates, maintains and replaces water meters

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide information to customers in a timely manner	Average call wait time (in minutes)*	EF	↓	8	3	5	2.3	2.5
	Percentage of calls answered within two minutes (monthly)*	OC	↑	41%	60%	50%	65%	70%
Maintain high level of responsiveness to customer service requests	Percentage of non-emergency requests dispatched in less than three business days	OC	↑	98%	88%	99%	94%	97%

*Enhancements to customer self-service tools are planned for FY 2017-18

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Training hours per employee	Training hours per employee	OP	↔	11	13	15	15	15

DIVISION COMMENTS

- The Department is currently working on an advertising campaign that includes the Department's branding for community recognition and will inform the citizens on water and wastewater services and the Multi-Year Capital Improvements Plan
- The FY 2017-18 Adopted Budget includes an additional 12 Customer Service Representative positions transferred from Communications due to elimination of the call center service level agreement and seven additional Customer Service Representatives and two meter reader positions to help meet the demands of customers and improve call wait time
- The FY 2017-18 Adopted Budget includes a payment to the Human Resources Department for testing and validation services ($40,000)
- The FY 2017-18 Adopted Budget includes a payment to the Community Action and Human Services Department for landscape maintenance by the Greater Miami Service Corp

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund nine positions in Water and Wastewater Systems Operations to accommodate the vast amount of additional work required for the Consent Decree	$0	$718	9
Fund nine positions in Water and Wastewater Systems Operations to support staffing needs identified in the Gravity Sewer System Operations and Maintenance Plan and the Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program	$0	$509	9
Fund 17 positions in Water and Wastewater Systems Operations to address current backlog of 1,092 leaks and the additional 1,200 leaks identified annually by the leak detection program; the expedient repairs allow the Department to realize savings by reduced non-revenue water loss throughout the system	$0	$173	17
Fund nine positions in the water treatment plants operated 24 hours per day, 365 days per year; Treatment Plant Operators work on a rotating shift schedule with rotating days off; the additional positions are needed to run the plans more effectively and reduce overtime	$0	$144	9
Fund nine positions in Water and Wastewater Systems Operations to support staff needs identified in the Pump Station Operations and Preventative Maintenance Program to address the needs under the Consent Decree, Section VI Compliance Monitoring, Chapter 19	$0	$656	9
Fund two positions in Customer Initiatives and Internal Operations to help formulate departmental policies and procedures, establish organizational goals, set performance measures, and manage real estate activities	$0	$179	2
Fund five positions in Customer Initiatives and Internal Operations to manage all issuance and receipts of stock and non-stock items, as well as purchasing related to the Consent Decree, CIP, PSIP programs; Procurement and Stores has experienced a twofold increase in purchasing volume to over $550 million this past year	$0	$363	5
Fund two positions to improve accuracy of new heavy equipment preparation, body shop repairs coordination and disposal of departmental mobile equipment, preparation for auction, and assisting subordinates with unusual or difficult problems	$0	$99	2
Fund three positions in Customer Initiatives and Internal Operations to improve the hiring process, address individual inquiries, process related paperwork, and assist with required reports	$0	$174	3
Fund four positions in the Water and Wastewater Systems Operations to increase capacity to cover the entire service area; this will allow for increased productivity and the ability to address a backlog of over 5,000 pending orders	$0	$248	4
Fund two positions to allow for additional sampling requirements for the southwestern end of Miami-Dade County; increased regulatory requirements, as well as a greater population and larger service area has created the need for an additional laboratory technician; lab technicians are responsible for sample collection and handling	$0	$140	2
Fund 13 positions to address an increase in the Capital Improvement Program project workload; the additional staff is required to effectively oversee and coordinate contracted construction and consultant work to ensure public safety and to protect the County's interests	$0	$1,113	13
Fund nine positions in Program Management and Regulatory Compliance to improve customer service related to plans review processing; as-builts are often submitted inaccurately, which requires multiple reviews and inspections	$0	$630	9
Fund six positions to manage and supervise staff functions related to cash collections (three for Opa-Locka operations), wholesale billing, lien processing, pre and post audit activities, final bill processing, and data control, and to assure compliance with various regulations and procedures when compiling financial and statistical information for reporting purposes	$0	$412	6
Total	**$0**	**$5,558**	**99**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
BBC GOB Financing	13,521	13,332	19,512	20,613	24,209	25,425	25,586	14,783	156,981
BBC GOB Series 2005A	2,399	0	0	0	0	0	0	0	2,399
BBC GOB Series 2008B	2,952	0	0	0	0	0	0	0	2,952
BBC GOB Series 2008B-1	5,259	0	0	0	0	0	0	0	5,259
BBC GOB Series 2011A	2,606	0	0	0	0	0	0	0	2,606
BBC GOB Series 2013A	246	0	0	0	0	0	0	0	246
BBC GOB Series 2014A	1,531	0	0	0	0	0	0	0	1,531
Fire Hydrant Fund	38,221	3,500	3,500	3,500	3,500	3,500	3,500	5,921	65,142
Future WASD Revenue Bonds	0	400,000	396,902	392,750	429,630	428,438	459,476	7,396,503	9,903,699
Miami Springs Wastewater Construction Fund	1,074	252	0	0	0	0	0	0	1,326
Miami Springs Water Construction Fund	1,753	1,003	2,310	2,008	1,000	0	0	0	8,074
Rock Mining Mitigation Fees	13,451	5,239	0	0	0	0	0	0	18,690
State Revolving Loan Wastewater Program	19,888	0	0	0	0	0	0	0	19,888
State Revolving Loan Water Program	18,778	3,019	1,048	0	0	0	0	0	22,845
WASD Future Funding	0	0	0	0	0	0	0	984,530	984,530
WASD Revenue Bonds Sold	728,921	0	0	0	0	0	0	0	728,921
Wastewater Connection Charges	144,336	7,045	7,161	0	0	0	0	0	158,542
Wastewater Renewal Fund	196,078	40,000	45,500	45,500	45,500	45,500	45,500	214,000	677,578
Wastewater Special Construction Fund	28,219	0	0	0	0	0	0	0	28,219
Water Connection Charges	16,417	34,570	8,197	0	0	0	0	0	59,184
Water Renewal and Replacement Fund	165,183	40,000	34,500	34,500	34,500	34,500	34,500	34,500	412,183
Water Special Construction Fund	31,682	0	1,000	1,000	1,000	2,000	2,000	0	38,682
Total:	1,432,515	547,960	519,630	499,871	539,339	539,363	570,562	8,650,237	13,299,477
Expenditures									
Strategic Area: NI									
GOB Water and Wastewater Projects	28,514	13,332	19,512	20,613	24,209	25,425	25,586	14,783	171,974
Wastewater Projects	928,832	361,423	329,448	342,670	387,012	412,123	448,850	7,236,809	10,447,167
Water Projects	413,335	217,447	173,170	139,088	130,618	104,315	103,718	1,398,645	2,680,336
Total:	1,370,681	592,202	522,130	502,371	541,839	541,863	578,154	8,650,237	13,299,477

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2012-13, the Department negotiated a consent agreement with the Federal Environmental Protection Agency (EPA) to address regulatory violations resulting from failing wastewater infrastructure for approximately $1.6 billion; the agreement was adopted by the Board of County Commissioners on May 21, 2013; on April 9, 2014, the U.S. District Court for the Southern District approved the Consent Decree, replacing and superseding the two existing Consent Decrees issued in the early-mid 1990's; all projects contained in the consent decree are currently included in the capital plan, but as projects advance, schedules for completion may need to be modified, with the approval of the EPA; increased debt requirements will lead to future rate adjustments
- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes the continued implementation of various wastewater system capital projects that include but are not limited to the North Miami-Dade - Wastewater Transmission Mains and Pump Stations Improvements ($474.962 million) and the Wastewater - Telemetering System ($7.421 million); these projects will allow the Department to increase the wastewater systems' flexibility, and improve their ability to monitor and control wastewater flows and pressures at various pump stations throughout the system; the estimated annual operating impact to the department will begin in FY 2017-18 in the amount of $2.34 million
- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan also includes the continued implementation of various water system capital projects that include but are not limited to the South Miami Heights-Water Treatment Plant and Wellfield ($302.177 million) and Safe Drinking Water Act Modifications ($513.649 million); these projects will construct a water treatment plant, wellfields and various water transmission mains in south Miami-Dade County and modify water treatment to comply with Surface Water Treatment and Disinfectant/Disinfection By Product Regulations; the estimated annual operating impact to the Department will begin in FY 2018-19 in the amount of $30 million
- The FY17-18 Adopted Budget and Multi-Year Capital Plan includes an $80 million transfer from operations into the Renewal and Replacement funds; these funds will be used for the Department's enhanced capital program to expedite the replacement and rehabilitation of the aging infrastructure to include pipes and plant facilities

- As a result of the Department's Consent Decree, which requires the rehabilitation of the County's wastewater system infrastructure, wastewater treatment plant projects were evaluated for improvements including opportunities for new technology and efficiencies; the Department will upgrade its digesters with new mixers resulting in a more efficient and improved performance providing additional methane gas production; the methane gas produced will be used to fuel cogeneration engines providing additional alternative energy for use within the plant; the quantified savings resulting is approximately $1 million in operating costs over the asset's 20-year life cycle

FUNDED CAPITAL PROJECTS
(dollars in thousands)

CENTRAL DISTRICT - WASTEWATER TREATMENT PLANT UPGRADES **PROJECT #: 9653421**

DESCRIPTION: Construct digester improvements, digested sludge holding tanks, miscellaneous electrical improvements, outfall rehabilitation, a new gas pipeline, a new flushing water line, and a sludge handling facility; various upgrades and rehabilitation of plant including pump stations 1 and 2

LOCATION: Virginia Key — District Located: 7
City of Miami — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,500	2,870	5,281	3,120	1,000	986	108,625	124,382
WASD Future Funding	0	0	0	0	0	0	0	7,514	7,514
WASD Revenue Bonds Sold	4,074	0	0	0	0	0	0	0	4,074
TOTAL REVENUES:	**4,074**	**2,500**	**2,870**	**5,281**	**3,120**	**1,000**	**986**	**116,139**	**135,970**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	3,952	2,425	2,784	5,123	3,026	970	956	112,655	131,891
Planning and Design	122	75	86	158	94	30	30	3,484	4,079
TOTAL EXPENDITURES:	**4,074**	**2,500**	**2,870**	**5,281**	**3,120**	**1,000**	**986**	**116,139**	**135,970**

CENTRAL MIAMI-DADE - WASTEWATER TRANSMISSION MAINS AND PUMP STATION IMPROVEMENTS **PROJECT #: 9650241**

DESCRIPTION: Construct a force main crossing Bear Cut, a force main in Flagler St from SW 37 Ave to SW 10 Ave, and a force main from Miami Beach to the Central District Wastewater Treatment Plant

LOCATION: Wastewater System - Central District Area — District Located: Systemwide
City of Miami — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,348	5,189	5,779	5,402	4,816	5,500	4,000	33,034
WASD Future Funding	0	0	0	0	0	0	0	828	828
WASD Revenue Bonds Sold	8,450	0	0	0	0	0	0	0	8,450
Wastewater Connection Charges	2,977	0	0	0	0	0	0	0	2,977
TOTAL REVENUES:	**11,427**	**2,348**	**5,189**	**5,779**	**5,402**	**4,816**	**5,500**	**4,828**	**45,289**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	10,856	2,231	4,929	5,490	5,132	4,575	5,225	4,587	43,025
Land Acquisition/Improvements	115	23	52	58	54	48	55	48	453
Planning and Design	456	94	208	231	216	193	220	193	1,811
TOTAL EXPENDITURES:	**11,427**	**2,348**	**5,189**	**5,779**	**5,402**	**4,816**	**5,500**	**4,828**	**45,289**

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of $2,253,000

CENTRAL MIAMI-DADE - WATER TRANSMISSION MAINS IMPROVEMENTS **PROJECT #: 9654041**

DESCRIPTION: Replace various low pressure water mains; install a 20-inch water main at railroad crossings via microtunneling method

LOCATION: Central Miami-Dade County Area — District Located: Systemwide
City of Miami — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	698	2,355	3,767	6,356	10,338	12,981	30,264	66,759
TOTAL REVENUES:	**0**	**698**	**2,355**	**3,767**	**6,356**	**10,338**	**12,981**	**30,264**	**66,759**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	698	2,355	3,767	6,356	10,338	12,981	30,264	66,759
TOTAL EXPENDITURES:	**0**	**698**	**2,355**	**3,767**	**6,356**	**10,338**	**12,981**	**30,264**	**66,759**

COMMERCIAL AND INDUSTRIAL CORRIDORS - EXTENSION OF SEWER SYSTEM (BUILDING BETTER COMMUNITIES BOND PROGRAM) **PROJECT #: 967090**

DESCRIPTION: Extend sewer service to developed commercial and industrial corridors in Miami-Dade County as per BCC Resolution R-537-14

LOCATION: Various Sites — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	2,287	6,471	13,926	16,886	20,636	25,425	25,586	14,783	126,000
TOTAL REVENUES:	**2,287**	**6,471**	**13,926**	**16,886**	**20,636**	**25,425**	**25,586**	**14,783**	**126,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,143	5,300	12,549	16,886	20,636	25,425	25,586	14,783	122,308
Planning and Design	1,144	1,171	1,377	0	0	0	0	0	3,692
TOTAL EXPENDITURES:	**2,287**	**6,471**	**13,926**	**16,886**	**20,636**	**25,425**	**25,586**	**14,783**	**126,000**

CORROSION CONTROL - FACILITIES IMPROVEMENTS **PROJECT #: 9653381**

DESCRIPTION: Construct corrosion control facilities and force mains; renovate structures at wastewater treatment plants and pump stations; and restore sewer mains

LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	100	300	400	400	500	0	0	1,700
WASD Revenue Bonds Sold	912	0	0	0	0	0	0	0	912
TOTAL REVENUES:	**912**	**100**	**300**	**400**	**400**	**500**	**0**	**0**	**2,612**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	912	100	300	400	400	500	0	0	2,612
TOTAL EXPENDITURES:	**912**	**100**	**300**	**400**	**400**	**500**	**0**	**0**	**2,612**

GRAVITY SEWER RENOVATIONS **PROJECT #: 9650201**

DESCRIPTION: Rehabilitate gravity sewers to reduce infiltration and inflow

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,258	4,550	3,650	3,350	1,224	1,000	500	16,532
WASD Revenue Bonds Sold	9,699	0	0	0	0	0	0	0	9,699
Wastewater Renewal Fund	9,349	0	0	0	0	0	0	0	9,349
TOTAL REVENUES:	**19,048**	**2,258**	**4,550**	**3,650**	**3,350**	**1,224**	**1,000**	**500**	**35,580**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	19,048	2,258	4,550	3,650	3,350	1,224	1,000	500	35,580
TOTAL EXPENDITURES:	**19,048**	**2,258**	**4,550**	**3,650**	**3,350**	**1,224**	**1,000**	**500**	**35,580**

LIFT STATIONS - UPGRADES AND STRUCTURAL IMPROVEMENTS **PROJECT #: 9650371**

DESCRIPTION: Repair, replace, and upgrade existing lift stations throughout the wastewater system

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,886	1,627	2,000	1,500	500	1,000	5,000	13,513
WASD Revenue Bonds Sold	2,187	0	0	0	0	0	0	0	2,187
Wastewater Renewal Fund	7,915	0	3,500	3,500	3,500	3,500	3,500	3,500	28,915
TOTAL REVENUES:	**10,102**	**1,886**	**5,127**	**5,500**	**5,000**	**4,000**	**4,500**	**8,500**	**44,615**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	5,262	4,329	4,101	4,400	4,000	3,200	3,600	6,800	35,692
Land Acquisition/Improvements	460	379	359	385	350	280	315	595	3,123
Major Machinery and Equipment	198	162	154	165	150	120	135	255	1,339
Planning and Design	657	541	513	550	500	400	450	850	4,461
TOTAL EXPENDITURES:	**6,577**	**5,411**	**5,127**	**5,500**	**5,000**	**4,000**	**4,500**	**8,500**	**44,615**

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $5,000,000

MIAMI SPRINGS - PUMP STATION UPGRADES (BUILDING BETTER COMMUNITIES BOND PROGRAM) **PROJECT #: 967730**

DESCRIPTION: Upgrade electrical control panels, pumps and proprietary SCADA system

LOCATION: Various Sites — District Located: 6

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	171	75	25	0	0	0	0	0	271
BBC GOB Series 2008B-1	559	0	0	0	0	0	0	0	559
BBC GOB Series 2011A	8	0	0	0	0	0	0	0	8
TOTAL REVENUES:	**738**	**75**	**25**	**0**	**0**	**0**	**0**	**0**	**838**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	738	75	25	0	0	0	0	0	838
TOTAL EXPENDITURES:	**738**	**75**	**25**	**0**	**0**	**0**	**0**	**0**	**838**

MIAMI SPRINGS CONSTRUCTION FUND - WASTEWATER **PROJECT #: 969110**

DESCRIPTION: Construct wastewater collection system improvements in Miami Springs
LOCATION: Miami Springs — District Located: 6
Miami Springs — District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Miami Springs Wastewater Construction Fund	1,074	252	0	0	0	0	0	0	1,326
TOTAL REVENUES:	**1,074**	**252**	**0**	**0**	**0**	**0**	**0**	**0**	**1,326**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,074	252	0	0	0	0	0	0	1,326
TOTAL EXPENDITURES:	**1,074**	**252**	**0**	**0**	**0**	**0**	**0**	**0**	**1,326**

MIAMI SPRINGS CONSTRUCTION FUND - WATER **PROJECT #: 965450**

DESCRIPTION: Repair and or replacement water transmission pipes in Miami Springs
LOCATION: Miami Springs — District Located: 6
Miami Springs — District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Miami Springs Water Construction Fund	1,753	1,003	2,310	2,008	1,000	0	0	0	8,074
TOTAL REVENUES:	**1,753**	**1,003**	**2,310**	**2,008**	**1,000**	**0**	**0**	**0**	**8,074**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,631	933	2,148	1,867	930	0	0	0	7,509
Planning and Design	122	70	162	141	70	0	0	0	565
TOTAL EXPENDITURES:	**1,753**	**1,003**	**2,310**	**2,008**	**1,000**	**0**	**0**	**0**	**8,074**

NEEDS ASSESSMENT PROJECTS (BUILDING BETTER COMMUNITIES BOND PROGRAM) **PROJECT #: 964350**

DESCRIPTION: Construction of water and sewer enhancements including water mains, pipelines and sewer collection systems
LOCATION: Various Sites — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	4,532	4,053	2,395	624	279	0	0	0	11,883
BBC GOB Series 2005A	1,686	0	0	0	0	0	0	0	1,686
BBC GOB Series 2008B	1,504	0	0	0	0	0	0	0	1,504
BBC GOB Series 2008B-1	2,288	0	0	0	0	0	0	0	2,288
BBC GOB Series 2013A	25	0	0	0	0	0	0	0	25
BBC GOB Series 2014A	259	0	0	0	0	0	0	0	259
TOTAL REVENUES:	**10,294**	**4,053**	**2,395**	**624**	**279**	**0**	**0**	**0**	**17,645**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	8,867	4,053	2,395	624	279	0	0	0	16,218
Permitting	179	0	0	0	0	0	0	0	179
Planning and Design	1,248	0	0	0	0	0	0	0	1,248
TOTAL EXPENDITURES:	**10,294**	**4,053**	**2,395**	**624**	**279**	**0**	**0**	**0**	**17,645**

NORTH DISTRICT - WASTEWATER TREATMENT PLANT UPGRADES **PROJECT #: 9653411**

DESCRIPTION: Construct a chlorine improvement process, replace sluice gates in the pre-treatment bar screen room, and provide for various upgrades and rehabilitation of the plant

LOCATION: 2575 NE 151 St — District Located: 4
North Miami — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	3,946	1,758	3,754	5,463	4,600	3,490	149,431	172,442
WASD Revenue Bonds Sold	1,861	0	0	0	0	0	0	0	1,861
TOTAL REVENUES:	**1,861**	**3,946**	**1,758**	**3,754**	**5,463**	**4,600**	**3,490**	**149,431**	**174,303**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,750	3,709	1,653	3,529	5,135	4,324	3,280	140,465	163,845
Planning and Design	111	237	105	225	328	276	210	8,966	10,458
TOTAL EXPENDITURES:	**1,861**	**3,946**	**1,758**	**3,754**	**5,463**	**4,600**	**3,490**	**149,431**	**174,303**

NORTH MIAMI-DADE - WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS **PROJECT #: 9652101**

DESCRIPTION: Improve pump stations to increase system flexibility

LOCATION: Wastewater System - North District Area — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,696	3,480	7,065	12,547	13,616	12,751	58,952	110,107
WASD Future Funding	0	0	0	0	0	0	0	364,515	364,515
WASD Revenue Bonds Sold	340	0	0	0	0	0	0	0	340
TOTAL REVENUES:	**340**	**1,696**	**3,480**	**7,065**	**12,547**	**13,616**	**12,751**	**423,467**	**474,962**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	330	1,645	3,376	6,853	12,171	13,207	12,368	410,763	460,713
Land Acquisition/Improvements	10	51	104	212	376	409	383	12,704	14,249
TOTAL EXPENDITURES:	**340**	**1,696**	**3,480**	**7,065**	**12,547**	**13,616**	**12,751**	**423,467**	**474,962**

Estimated Annual Operating Impact will begin in FY 2017-18 in the amount of $2,330,000

NORTH MIAMI-DADE - WATER TRANSMISSION MAIN IMPROVEMENTS **PROJECT #: 9654031**

DESCRIPTION: Install 36-inch water main along NW 87 Ave to improve transmission capabilities in the north - central area of the county and a 48-inch water main connection to the Carol City tank

LOCATION: North Miami-Dade County Area — District Located: Systemwide
Miami Gardens — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	11,168	16,254	4,431	1,920	1,008	0	0	34,781
WASD Revenue Bonds Sold	3,239	0	0	0	0	0	0	0	3,239
Water Connection Charges	7,000	25,240	0	0	0	0	0	0	32,240
TOTAL REVENUES:	**10,239**	**36,408**	**16,254**	**4,431**	**1,920**	**1,008**	**0**	**0**	**70,260**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	9,523	33,859	15,116	4,121	1,785	938	0	0	65,342
Planning and Design	716	2,549	1,138	310	135	70	0	0	4,918
TOTAL EXPENDITURES:	**10,239**	**36,408**	**16,254**	**4,431**	**1,920**	**1,008**	**0**	**0**	**70,260**

NW 37 AVE INDUSTRIAL DEVELOPMENT AREA (BUILDING BETTER COMMUNITIES BOND PROGRAM) **PROJECT #: 965520**

DESCRIPTION: Replace water and sewer mains in the NW 37 Ave Industrial Development Area
LOCATION: NW 37 Ave and NW 36 St — District Located: 2
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	3,267	982	1,227	1,718	2,394	0	0	0	9,588
BBC GOB Series 2005A	4	0	0	0	0	0	0	0	4
BBC GOB Series 2008B	430	0	0	0	0	0	0	0	430
BBC GOB Series 2008B-1	190	0	0	0	0	0	0	0	190
BBC GOB Series 2014A	9	0	0	0	0	0	0	0	9
TOTAL REVENUES:	**3,900**	**982**	**1,227**	**1,718**	**2,394**	**0**	**0**	**0**	**10,221**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	3,710	982	1,227	1,718	2,394	0	0	0	10,031
Planning and Design	190	0	0	0	0	0	0	0	190
TOTAL EXPENDITURES:	**3,900**	**982**	**1,227**	**1,718**	**2,394**	**0**	**0**	**0**	**10,221**

OUTFALL LEGISLATION **PROJECT #: 962670**

DESCRIPTION: Eliminate outfall flows to the ocean
LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	24,147	20,250	45,222	54,288	65,814	98,582	3,842,589	4,150,892
State Revolving Loan Wastewater Program	19,888	0	0	0	0	0	0	0	19,888
WASD Revenue Bonds Sold	49,111	0	0	0	0	0	0	0	49,111
Wastewater Connection Charges	11,875	0	0	0	0	0	0	0	11,875
TOTAL REVENUES:	**80,874**	**24,147**	**20,250**	**45,222**	**54,288**	**65,814**	**98,582**	**3,842,589**	**4,231,766**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	73,596	21,973	18,428	41,152	49,402	59,891	89,709	3,496,756	3,850,907
Land Acquisition/Improvements	808	242	202	452	543	658	986	38,426	42,317
Planning and Design	6,470	1,932	1,620	3,618	4,343	5,265	7,887	307,407	338,542
TOTAL EXPENDITURES:	**80,874**	**24,147**	**20,250**	**45,222**	**54,288**	**65,814**	**98,582**	**3,842,589**	**4,231,766**

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $270,000

OUTFALL LEGISLATION - CAPACITY **PROJECT #: 2000000580**

DESCRIPTION: Redirect flows to regional plants and account for peak flows through 2035
LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	22,372	29,836	44,999	57,385	69,201	92,597	1,179,247	1,495,637
WASD Revenue Bonds Sold	7,995	0	0	0	0	0	0	0	7,995
Wastewater Connection Charges	5,477	0	0	0	0	0	0	0	5,477
TOTAL REVENUES:	**13,472**	**22,372**	**29,836**	**44,999**	**57,385**	**69,201**	**92,597**	**1,179,247**	**1,509,109**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	12,395	20,582	27,449	41,399	52,794	63,665	85,189	1,084,908	1,388,381
Land Acquisition/Improvements	134	224	299	450	574	692	926	11,792	15,091
Planning and Design	943	1,566	2,088	3,150	4,017	4,844	6,482	82,547	105,637
TOTAL EXPENDITURES:	**13,472**	**22,372**	**29,836**	**44,999**	**57,385**	**69,201**	**92,597**	**1,179,247**	**1,509,109**

PEAK FLOW MANAGEMENT FACILITIES **PROJECT #: 9653371**

DESCRIPTION: Evaluate and construct alternatives for peak flow management facilities and associated infrastructure
LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	9,243	8,195	5,000	2,000	1,000	1,000	0	26,438
WASD Revenue Bonds Sold	1,675	0	0	0	0	0	0	0	1,675
Wastewater Connection Charges	50,932	0	0	0	0	0	0	0	50,932
TOTAL REVENUES:	**52,607**	**9,243**	**8,195**	**5,000**	**2,000**	**1,000**	**1,000**	**0**	**79,045**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	51,554	9,058	8,031	4,900	1,960	980	980	0	77,463
Planning and Design	1,053	185	164	100	40	20	20	0	1,582
TOTAL EXPENDITURES:	**52,607**	**9,243**	**8,195**	**5,000**	**2,000**	**1,000**	**1,000**	**0**	**79,045**

PUMP STATIONS - GENERATORS AND MISCELLANEOUS UPGRADES **PROJECT #: 9652002**

DESCRIPTION: Install emergency generators and construct miscellaneous upgrades at wastewater pump stations
LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,600	8,121	11,696	12,298	17,953	9,740	37,715	99,123
WASD Revenue Bonds Sold	1,453	0	0	0	0	0	0	0	1,453
TOTAL REVENUES:	**1,453**	**1,600**	**8,121**	**11,696**	**12,298**	**17,953**	**9,740**	**37,715**	**100,576**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,394	1,536	7,796	11,228	11,807	17,235	9,350	36,206	96,552
Major Machinery and Equipment	59	64	325	468	491	718	390	1,509	4,024
TOTAL EXPENDITURES:	**1,453**	**1,600**	**8,121**	**11,696**	**12,298**	**17,953**	**9,740**	**37,715**	**100,576**

PUMP STATIONS - IMPROVEMENT PROGRAM **PROJECT #: 9651071**

DESCRIPTION: Upgrade pump stations systemwide to meet departmental forecasted demands

LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	32,138	34,862	3,000	4,000	5,000	6,000	94,467	179,467
WASD Revenue Bonds Sold	35,425	0	0	0	0	0	0	0	35,425
Wastewater Connection Charges	35,660	7,045	7,161	0	0	0	0	0	49,866
TOTAL REVENUES:	**71,085**	**39,183**	**42,023**	**3,000**	**4,000**	**5,000**	**6,000**	**94,467**	**264,758**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	66,820	36,832	39,501	2,820	3,760	4,700	5,640	88,799	248,872
Planning and Design	4,265	2,351	2,522	180	240	300	360	5,668	15,886
TOTAL EXPENDITURES:	**71,085**	**39,183**	**42,023**	**3,000**	**4,000**	**5,000**	**6,000**	**94,467**	**264,758**

SAFE DRINKING WATER ACT MODIFICATIONS **PROJECT #: 9654061**

DESCRIPTION: Modify water treatment to comply with Surface Water Treatment (SWT) and Disinfectant/Disinfection By Product (D-DBP) Regulations

LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,600	1,923	5,178	8,356	9,239	11,656	454,887	492,839
Rock Mining Mitigation Fees	13,451	5,239	0	0	0	0	0	0	18,690
Water Renewal and Replacement Fund	2,120	0	0	0	0	0	0	0	2,120
TOTAL REVENUES:	**15,571**	**6,839**	**1,923**	**5,178**	**8,356**	**9,239**	**11,656**	**454,887**	**513,649**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	15,416	6,770	1,904	5,126	8,272	9,147	11,539	450,338	508,512
Planning and Design	155	69	19	52	84	92	117	4,549	5,137
TOTAL EXPENDITURES:	**15,571**	**6,839**	**1,923**	**5,178**	**8,356**	**9,239**	**11,656**	**454,887**	**513,649**

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $10,000,000

SANITARY SEWER SYSTEM - EXTENSION **PROJECT #: 9653281**

DESCRIPTION: Extend sewer system lines to include the existing sanitary sewer needs assessment

LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,613	2,613	3,039	1,000	500	500	722	10,987
WASD Future Funding	0	0	0	0	0	0	0	190,133	190,133
WASD Revenue Bonds Sold	16,395	0	0	0	0	0	0	0	16,395
Wastewater Renewal Fund	12,196	0	0	0	0	0	0	0	12,196
TOTAL REVENUES:	**28,591**	**2,613**	**2,613**	**3,039**	**1,000**	**500**	**500**	**190,855**	**229,711**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	28,591	2,613	2,613	3,039	1,000	500	500	190,855	229,711
TOTAL EXPENDITURES:	**28,591**	**2,613**	**2,613**	**3,039**	**1,000**	**500**	**500**	**190,855**	**229,711**

SANITARY SEWER SYSTEM - IMPROVEMENTS **PROJECT #: 9650221**

DESCRIPTION: Construct sanitary sewer system improvements using funds from the special construction fund including special taxing districts

LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Wastewater Special Construction Fund	28,219	0	0	0	0	0	0	0	28,219
TOTAL REVENUES:	**28,219**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**28,219**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	8,804	1,717	2,475	2,475	2,475	2,475	7,516	0	27,937
Planning and Design	89	17	25	25	25	25	76	0	282
TOTAL EXPENDITURES:	**8,893**	**1,734**	**2,500**	**2,500**	**2,500**	**2,500**	**7,592**	**0**	**28,219**

SEWER PUMP STATION SYSTEMS - CONSENT DECREE PROJECTS **PROJECT #: 964440**

DESCRIPTION: Design, construct, and rehabilitate pump stations infrastructure systems to comply with EPA Consent Decree

LOCATION: Various Sites — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	36,472	10,795	6,541	2,500	1,500	0	0	57,808
WASD Revenue Bonds Sold	38,241	0	0	0	0	0	0	0	38,241
Wastewater Connection Charges	6,258	0	0	0	0	0	0	0	6,258
TOTAL REVENUES:	**44,499**	**36,472**	**10,795**	**6,541**	**2,500**	**1,500**	**0**	**0**	**102,307**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	37,380	30,636	9,067	5,495	2,100	1,260	0	0	85,938
Land Acquisition/Improvements	444	365	108	65	25	15	0	0	1,022
Major Machinery and Equipment	4,450	3,647	1,080	654	250	150	0	0	10,231
Planning and Design	2,225	1,824	540	327	125	75	0	0	5,116
TOTAL EXPENDITURES:	**44,499**	**36,472**	**10,795**	**6,541**	**2,500**	**1,500**	**0**	**0**	**102,307**

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of $1,200,000

SMALL DIAMETER WATER MAINS - REPLACEMENT PROGRAM **PROJECT #: 2000000072**

DESCRIPTION: Design, construct, and replace undersized water mains to improve fire flows, pressure to homes and quality of water

LOCATION: Systemwide — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	14,275	10,612	11,704	14,070	11,203	8,000	43,600	113,464
State Revolving Loan Water Program	18,778	3,019	1,048	0	0	0	0	0	22,845
WASD Future Funding	0	0	0	0	0	0	0	292,428	292,428
WASD Revenue Bonds Sold	24,047	0	0	0	0	0	0	0	24,047
Water Renewal and Replacement Fund	345	0	0	0	0	0	0	0	345
TOTAL REVENUES:	**43,170**	**17,294**	**11,660**	**11,704**	**14,070**	**11,203**	**8,000**	**336,028**	**453,129**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	42,307	16,948	11,427	11,470	13,789	10,979	7,840	329,307	444,067
Planning and Design	863	346	233	234	281	224	160	6,721	9,062
TOTAL EXPENDITURES:	**43,170**	**17,294**	**11,660**	**11,704**	**14,070**	**11,203**	**8,000**	**336,028**	**453,129**

SOUTH DISTRICT - WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS **PROJECT #: 9651061**

DESCRIPTION: Construct piping improvements to pump station number 536 and force main upgrade in SW 117 Ave

LOCATION: Wastewater System - South District Area
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,448	3,000	3,688	4,500	6,000	5,120	6,276	31,032
WASD Revenue Bonds Sold	2,934	0	0	0	0	0	0	0	2,934
TOTAL REVENUES:	**2,934**	**2,448**	**3,000**	**3,688**	**4,500**	**6,000**	**5,120**	**6,276**	**33,966**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,409	1,175	1,440	1,770	2,160	2,880	2,458	3,012	16,304
Land Acquisition/Improvements	1,466	1,224	1,500	1,844	2,250	3,000	2,560	3,138	16,982
Planning and Design	59	49	60	74	90	120	102	126	680
TOTAL EXPENDITURES:	**2,934**	**2,448**	**3,000**	**3,688**	**4,500**	**6,000**	**5,120**	**6,276**	**33,966**

SOUTH DISTRICT - WASTEWATER TREATMENT PLANT UPGRADES **PROJECT #: 9653401**

DESCRIPTION: Construct plant process improvements including injection and monitoring wells, installation of emergency generators, acquiring a land buffer, construction of a landfill gas pipeline, installation of co-gen units, and construction of sludge handling facilities

LOCATION: 8950 SW 232 St
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,000	1,500	2,000	2,500	1,000	1,000	127,200	136,200
WASD Future Funding	0	0	0	0	0	0	0	52,462	52,462
WASD Revenue Bonds Sold	34,749	0	0	0	0	0	0	0	34,749
TOTAL REVENUES:	**34,749**	**1,000**	**1,500**	**2,000**	**2,500**	**1,000**	**1,000**	**179,662**	**223,411**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	34,749	1,000	1,500	2,000	2,500	1,000	1,000	179,662	223,411
TOTAL EXPENDITURES:	**34,749**	**1,000**	**1,500**	**2,000**	**2,500**	**1,000**	**1,000**	**179,662**	**223,411**

SOUTH DISTRICT WASTEWATER TREATMENT PLANT EXPANSION - PHASE III **PROJECT #: 9655481**

DESCRIPTION: Expand the South District Wastewater Plant and injection wells and install emergency generators

LOCATION: 8950 SW 232 St
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,353	1,545	3,679	2,018	3,001	4,500	26,456	42,552
TOTAL REVENUES:	**0**	**1,353**	**1,545**	**3,679**	**2,018**	**3,001**	**4,500**	**26,456**	**42,552**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	1,218	1,391	3,311	1,816	2,701	4,050	23,810	38,297
Planning and Design	0	135	154	368	202	300	450	2,646	4,255
TOTAL EXPENDITURES:	**0**	**1,353**	**1,545**	**3,679**	**2,018**	**3,001**	**4,500**	**26,456**	**42,552**

SOUTH MIAMI HEIGHTS - WATER TREATMENT PLANT AND WELLFIELD **PROJECT #: 9652821**

DESCRIPTION: Construct water treatment plant, wellfields, and various water transmission mains in south Miami-Dade County

LOCATION: 11800 SW 208 St — District Located: 9
Unincorporated Miami-Dade County — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	10,752	8,951	6,000	4,000	5,000	6,500	235,730	276,933
WASD Revenue Bonds Sold	25,244	0	0	0	0	0	0	0	25,244
TOTAL REVENUES:	**25,244**	**10,752**	**8,951**	**6,000**	**4,000**	**5,000**	**6,500**	**235,730**	**302,177**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	23,224	9,892	8,235	5,520	3,680	4,600	5,980	216,872	278,003
Planning and Design	2,020	860	716	480	320	400	520	18,858	24,174
TOTAL EXPENDITURES:	**25,244**	**10,752**	**8,951**	**6,000**	**4,000**	**5,000**	**6,500**	**235,730**	**302,177**

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $20,000,000

SOUTH MIAMI-DADE - WATER TRANSMISSION MAINS IMPROVEMENTS **PROJECT #: 9650021**

DESCRIPTION: Construct various water transmission mains to serve south Miami-Dade County after the new South Miami Heights water treatment plant is in service

LOCATION: South Miami-Dade County — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,022	1,551	4,585	2,641	3,738	977	5,000	19,514
TOTAL REVENUES:	**0**	**1,022**	**1,551**	**4,585**	**2,641**	**3,738**	**977**	**5,000**	**19,514**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	991	1,504	4,448	2,561	3,626	948	4,850	18,928
Planning and Design	0	31	47	137	80	112	29	150	586
TOTAL EXPENDITURES:	**0**	**1,022**	**1,551**	**4,585**	**2,641**	**3,738**	**977**	**5,000**	**19,514**

SYSTEM IMPROVEMENTS PROJECT (BUILDING BETTER COMMUNITIES BOND PROGRAM) **PROJECT #: 962830**

DESCRIPTION: Replace undersized water mains and install new fire hydrants

LOCATION: Various Sites — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	3,264	1,751	1,939	1,385	900	0	0	0	9,239
BBC GOB Series 2005A	709	0	0	0	0	0	0	0	709
BBC GOB Series 2008B	1,018	0	0	0	0	0	0	0	1,018
BBC GOB Series 2008B-1	2,222	0	0	0	0	0	0	0	2,222
BBC GOB Series 2011A	2,598	0	0	0	0	0	0	0	2,598
BBC GOB Series 2013A	221	0	0	0	0	0	0	0	221
BBC GOB Series 2014A	1,263	0	0	0	0	0	0	0	1,263
TOTAL REVENUES:	**11,295**	**1,751**	**1,939**	**1,385**	**900**	**0**	**0**	**0**	**17,270**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	9,905	1,751	1,939	1,385	900	0	0	0	15,880
Permitting	101	0	0	0	0	0	0	0	101
Planning and Design	1,139	0	0	0	0	0	0	0	1,139
Project Administration	150	0	0	0	0	0	0	0	150
TOTAL EXPENDITURES:	**11,295**	**1,751**	**1,939**	**1,385**	**900**	**0**	**0**	**0**	**17,270**

WASTEWATER - COLLECTION AND TRANSMISSION LINES CONSENT **PROJECT #: 968150**

DESCRIPTION: Design, construct, and rehabilitate collection and transmission infrastructure lines to comply with EPA Consent Decree

LOCATION: Various Sites — District Located: Countywide

Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	21,299	13,135	12,792	13,605	15,101	14,600	76,288	166,820
WASD Revenue Bonds Sold	159,765	0	0	0	0	0	0	0	159,765
Wastewater Connection Charges	31,157	0	0	0	0	0	0	0	31,157
Wastewater Renewal Fund	5,348	0	0	0	0	0	0	0	5,348
TOTAL REVENUES:	**196,270**	**21,299**	**13,135**	**12,792**	**13,605**	**15,101**	**14,600**	**76,288**	**363,090**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	180,568	19,595	12,084	11,768	12,517	13,893	13,432	70,185	334,042
Major Machinery and Equipment	11,775	1,278	788	768	816	906	876	4,577	21,784
Planning and Design	3,927	426	263	256	272	302	292	1,526	7,264
TOTAL EXPENDITURES:	**196,270**	**21,299**	**13,135**	**12,792**	**13,605**	**15,101**	**14,600**	**76,288**	**363,090**

WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT **PROJECT #: 968090**

DESCRIPTION: Install new sewer service to commercial properties utilizing septic tanks

LOCATION: Various Sites — District Located: TBD

Throughout Miami-Dade County — District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,494	361	0	0	0	0	148,712	151,567
WASD Revenue Bonds Sold	1,103	0	0	0	0	0	0	0	1,103
TOTAL REVENUES:	**1,103**	**2,494**	**361**	**0**	**0**	**0**	**0**	**148,712**	**152,670**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	949	2,145	311	0	0	0	0	127,893	131,298
Land Acquisition/Improvements	11	25	4	0	0	0	0	1,487	1,527
Major Machinery and Equipment	11	25	3	0	0	0	0	1,487	1,526
Planning and Design	132	299	43	0	0	0	0	17,845	18,319
TOTAL EXPENDITURES:	**1,103**	**2,494**	**361**	**0**	**0**	**0**	**0**	**148,712**	**152,670**

WASTEWATER - EQUIPMENT AND VEHICLES **PROJECT #: 9650301**

DESCRIPTION: Acquire vehicles, equipment, and associated wastewater system capital support materials

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
WASD Revenue Bonds Sold	552	0	0	0	0	0	0	0	552
Wastewater Renewal Fund	48,180	6,222	13,500	13,500	13,500	13,500	13,500	13,500	135,402
TOTAL REVENUES:	**48,732**	**6,222**	**13,500**	**13,500**	**13,500**	**13,500**	**13,500**	**13,500**	**135,954**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Major Machinery and Equipment	37,277	17,677	13,500	13,500	13,500	13,500	13,500	13,500	135,954
TOTAL EXPENDITURES:	**37,277**	**17,677**	**13,500**	**13,500**	**13,500**	**13,500**	**13,500**	**13,500**	**135,954**

WASTEWATER - PIPES AND INFRASTRUCTURE PROJECTS **PROJECT #: 968750**

DESCRIPTION: Replace and install new pipelines in areas requiring service improvements
LOCATION: Various Sites — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
WASD Revenue Bonds Sold	1,426	0	0	0	0	0	0	0	1,426
Wastewater Renewal Fund	11,788	3,000	3,000	3,000	3,000	3,000	3,000	3,000	32,788
TOTAL REVENUES:	**13,214**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**34,214**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	12,817	2,910	2,910	2,910	2,910	2,910	2,910	2,910	33,187
Planning and Design	397	90	90	90	90	90	90	90	1,027
TOTAL EXPENDITURES:	**13,214**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**34,214**

WASTEWATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES **PROJECT #: 9653201**

DESCRIPTION: Construct and/or renovate regional general maintenance centers, office facilities, and storage warehouses
LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	5,230	3,876	6,318	7,361	12,193	14,809	64,698	114,485
WASD Future Funding	0	0	0	0	0	0	0	25,000	25,000
WASD Revenue Bonds Sold	2,765	0	0	0	0	0	0	0	2,765
TOTAL REVENUES:	**2,765**	**5,230**	**3,876**	**6,318**	**7,361**	**12,193**	**14,809**	**89,698**	**142,250**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	2,627	4,969	3,682	6,002	6,993	11,583	14,069	85,213	135,138
Land Acquisition/Improvements	10	0	0	0	0	0	0	0	10
Major Machinery and Equipment	100	209	155	253	294	488	592	3,588	5,679
Planning and Design	28	52	39	63	74	122	148	897	1,423
TOTAL EXPENDITURES:	**2,765**	**5,230**	**3,876**	**6,318**	**7,361**	**12,193**	**14,809**	**89,698**	**142,250**

WASTEWATER - SYSTEM MAINTENANCE AND UPGRADES **PROJECT #: 9650361**

DESCRIPTION: Maintain and develop existing wastewater system facilities, structures, and equipment
LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
WASD Revenue Bonds Sold	3,188	0	0	0	0	0	0	0	3,188
Wastewater Renewal Fund	39,689	14,404	15,000	15,000	15,000	15,000	15,000	183,500	312,593
TOTAL REVENUES:	**42,877**	**14,404**	**15,000**	**15,000**	**15,000**	**15,000**	**15,000**	**183,500**	**315,781**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	39,877	17,404	15,000	15,000	15,000	15,000	15,000	183,500	315,781
TOTAL EXPENDITURES:	**39,877**	**17,404**	**15,000**	**15,000**	**15,000**	**15,000**	**15,000**	**183,500**	**315,781**

WASTEWATER - TELEMETERING SYSTEM **PROJECT #: 9652481**

DESCRIPTION: Install a computer system to monitor and control wastewater flows and pressures at various pump stations

LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
WASD Revenue Bonds Sold	2,654	0	0	0	0	0	0	0	2,654
Wastewater Renewal Fund	1,767	0	500	500	500	500	500	500	4,767
TOTAL REVENUES:	**4,421**	**0**	**500**	**500**	**500**	**500**	**500**	**500**	**7,421**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	3,935	486	500	500	500	500	500	500	7,421
TOTAL EXPENDITURES:	**3,935**	**486**	**500**	**500**	**500**	**500**	**500**	**500**	**7,421**

Estimated Annual Operating Impact will begin in FY 2017-18 in the amount of $10,000

WASTEWATER TREATMENT PLANTS - CONSENT DECREE PROJECTS **PROJECT #: 964120**

DESCRIPTION: Design, construct, and rehabilitate infrastructure at wastewater treatment plants to comply with EPA Consent Decree

LOCATION: Various Sites — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	112,018	112,610	114,974	143,615	139,104	122,083	393,329	1,137,733
WASD Revenue Bonds Sold	189,669	0	0	0	0	0	0	0	189,669
Wastewater Renewal Fund	25,672	0	0	0	0	0	0	0	25,672
TOTAL REVENUES:	**215,341**	**112,018**	**112,610**	**114,974**	**143,615**	**139,104**	**122,083**	**393,329**	**1,353,074**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	200,267	104,177	104,727	106,926	133,562	129,367	113,537	365,796	1,258,359
Major Machinery and Equipment	2,154	1,120	1,126	1,150	1,436	1,391	1,221	3,933	13,531
Planning and Design	12,920	6,721	6,757	6,898	8,617	8,346	7,325	23,600	81,184
TOTAL EXPENDITURES:	**215,341**	**112,018**	**112,610**	**114,974**	**143,615**	**139,104**	**122,083**	**393,329**	**1,353,074**

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $50,000,000

WASTEWATER TREATMENT PLANTS - MISCELLANEOUS UPGRADES **PROJECT #: 9652061**

DESCRIPTION: Upgrade wastewater treatment plants to meet regulatory requirements

LOCATION: Wastewater Treatment Plants — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,489	288	3,793	160	500	500	6,500	14,230
WASD Revenue Bonds Sold	69	0	0	0	0	0	0	0	69
TOTAL REVENUES:	**69**	**2,489**	**288**	**3,793**	**160**	**500**	**500**	**6,500**	**14,299**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	69	2,489	288	3,793	160	500	500	6,500	14,299
TOTAL EXPENDITURES:	**69**	**2,489**	**288**	**3,793**	**160**	**500**	**500**	**6,500**	**14,299**

WASTEWATER TREATMENT PLANTS - REPLACEMENT AND RENOVATION **PROJECT #: 9653261**

DESCRIPTION: Renovate and replace wastewater treatment plant facilities and structures within plant sites

LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	609	3,526	0	0	0	0	0	4,135
WASD Future Funding	0	0	0	0	0	0	0	51,650	51,650
WASD Revenue Bonds Sold	2,004	0	0	0	0	0	0	0	2,004
Wastewater Renewal Fund	34,174	16,374	10,000	10,000	10,000	10,000	10,000	10,000	110,548
TOTAL REVENUES:	**36,178**	**16,983**	**13,526**	**10,000**	**10,000**	**10,000**	**10,000**	**61,650**	**168,337**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	33,820	18,277	13,256	9,800	9,800	9,800	9,800	60,417	164,970
Land Acquisition/Improvements	0	0	0	0	0	0	0	516	516
Major Machinery and Equipment	347	187	135	100	100	100	100	100	1,169
Planning and Design	344	186	135	100	100	100	100	617	1,682
TOTAL EXPENDITURES:	**34,511**	**18,650**	**13,526**	**10,000**	**10,000**	**10,000**	**10,000**	**61,650**	**168,337**

WATER - DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS **PROJECT #: 9653311**

DESCRIPTION: Install various water mains throughout the distribution system

LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	24,277	17,794	22,636	12,200	6,925	4,000	81,500	169,332
WASD Revenue Bonds Sold	48,779	0	0	0	0	0	0	0	48,779
Water Connection Charges	7,862	5,330	8,197	0	0	0	0	0	21,389
Water Renewal and Replacement Fund	30,256	0	0	0	0	0	0	0	30,256
Water Special Construction Fund	17,000	0	0	0	0	0	0	0	17,000
TOTAL REVENUES:	**103,897**	**29,607**	**25,991**	**22,636**	**12,200**	**6,925**	**4,000**	**81,500**	**286,756**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	91,100	37,063	24,951	21,731	11,712	6,648	3,840	78,240	275,285
Planning and Design	3,797	1,544	1,040	905	488	277	160	3,260	11,471
TOTAL EXPENDITURES:	**94,897**	**38,607**	**25,991**	**22,636**	**12,200**	**6,925**	**4,000**	**81,500**	**286,756**

WATER - EQUIPMENT AND VEHICLES **PROJECT #: 9650141**

DESCRIPTION: Acquire vehicles, equipment, and associated water system capital support materials

LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,500	1,500	1,500	1,500	1,500	1,500	151,000	160,000
WASD Revenue Bonds Sold	52	0	0	0	0	0	0	0	52
Water Renewal and Replacement Fund	32,880	5,013	5,700	5,700	5,700	5,700	5,700	5,700	72,093
TOTAL REVENUES:	**32,932**	**6,513**	**7,200**	**7,200**	**7,200**	**7,200**	**7,200**	**156,700**	**232,145**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Major Machinery and Equipment	24,999	14,446	7,200	7,200	7,200	7,200	7,200	156,700	232,145
TOTAL EXPENDITURES:	**24,999**	**14,446**	**7,200**	**7,200**	**7,200**	**7,200**	**7,200**	**156,700**	**232,145**

WATER - MAIN EXTENSIONS **PROJECT #: 9651051**

DESCRIPTION: Construct water main extensions funded from the special construction fund, including special taxing districts

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Water Special Construction Fund	6,682	0	1,000	1,000	1,000	2,000	2,000	0	13,682
TOTAL REVENUES:	**6,682**	**0**	**1,000**	**1,000**	**1,000**	**2,000**	**2,000**	**0**	**13,682**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	6,400	282	1,000	1,000	1,000	2,000	2,000	0	13,682
TOTAL EXPENDITURES:	**6,400**	**282**	**1,000**	**1,000**	**1,000**	**2,000**	**2,000**	**0**	**13,682**

WATER - PIPES AND INFRASTRUCTURE PROJECTS **PROJECT #: 967190**

DESCRIPTION: Replace pipe and construct infrastructure repairs

LOCATION: Countywide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,975	14,272	861	0	0	0	0	18,108
WASD Revenue Bonds Sold	16,287	0	0	0	0	0	0	0	16,287
Water Renewal and Replacement Fund	54,379	7,999	8,000	8,000	8,000	8,000	8,000	8,000	110,378
Water Special Construction Fund	8,000	0	0	0	0	0	0	0	8,000
TOTAL REVENUES:	**78,666**	**10,974**	**22,272**	**8,861**	**8,000**	**8,000**	**8,000**	**8,000**	**152,773**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	66,897	12,882	19,822	7,886	7,120	7,120	7,120	7,120	135,967
Planning and Design	8,269	1,592	2,450	975	880	880	880	880	16,806
TOTAL EXPENDITURES:	**75,166**	**14,474**	**22,272**	**8,861**	**8,000**	**8,000**	**8,000**	**8,000**	**152,773**

WATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES **PROJECT #: 9650271**

DESCRIPTION: Construct regional general maintenance centers, office facilities, and storage warehouses

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	10,992	11,452	7,639	17,040	350	0	0	47,473
WASD Revenue Bonds Sold	1,006	0	0	0	0	0	0	0	1,006
TOTAL REVENUES:	**1,006**	**10,992**	**11,452**	**7,639**	**17,040**	**350**	**0**	**0**	**48,479**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	976	10,662	11,108	7,410	16,529	340	0	0	47,025
Planning and Design	30	330	344	229	511	10	0	0	1,454
TOTAL EXPENDITURES:	**1,006**	**10,992**	**11,452**	**7,639**	**17,040**	**350**	**0**	**0**	**48,479**

WATER - SYSTEM MAINTENANCE AND UPGRADES **PROJECT #: 9650181**

DESCRIPTION: Maintain and develop existing water system facilities, structures, and equipment

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
WASD Revenue Bonds Sold	5,900	0	0	0	0	0	0	0	5,900
Water Renewal and Replacement Fund	32,832	19,556	18,000	18,000	18,000	18,000	18,000	18,000	160,388
TOTAL REVENUES:	**38,732**	**19,556**	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**	**166,288**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	38,732	19,556	18,000	18,000	18,000	18,000	18,000	18,000	166,288
TOTAL EXPENDITURES:	**38,732**	**19,556**	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**	**166,288**

WATER - TELEMETERING SYSTEM ENHANCEMENTS **PROJECT #: 9656780**

DESCRIPTION: Acquire and install a centralized computer system at water treatment plants and wellfields

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Water Renewal and Replacement Fund	1,254	292	300	300	300	300	300	300	3,346
TOTAL REVENUES:	**1,254**	**292**	**300**	**300**	**300**	**300**	**300**	**300**	**3,346**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,254	292	300	300	300	300	300	300	3,346
TOTAL EXPENDITURES:	**1,254**	**292**	**300**	**300**	**300**	**300**	**300**	**300**	**3,346**

WATER SYSTEM - FIRE HYDRANT INSTALLATION **PROJECT #: 9653461**

DESCRIPTION: Install fire hydrants and construct related system improvements

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Fire Hydrant Fund	38,221	3,500	3,500	3,500	3,500	3,500	3,500	5,921	65,142
TOTAL REVENUES:	**38,221**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**5,921**	**65,142**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	37,074	3,395	3,395	3,395	3,395	3,395	3,395	5,743	63,187
Planning and Design	1,147	105	105	105	105	105	105	178	1,955
TOTAL EXPENDITURES:	**38,221**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**5,921**	**65,142**

WATER TREATMENT PLANT - ALEXANDER ORR, JR. EXPANSION **PROJECT #: 9650031**

DESCRIPTION: Construct high service pumps, a 48-inch finished water line, install a new generator, and construct chlorine facilities

LOCATION: 6800 SW 87 Ave — District Located: 7
Unincorporated Miami-Dade County — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	9,449	16,541	22,549	21,791	10,613	8,637	35,000	124,580
WASD Revenue Bonds Sold	11,545	0	0	0	0	0	0	0	11,545
TOTAL REVENUES:	**11,545**	**9,449**	**16,541**	**22,549**	**21,791**	**10,613**	**8,637**	**35,000**	**136,125**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	10,160	8,315	14,556	19,843	19,176	9,339	7,601	30,800	119,790
Major Machinery and Equipment	115	95	165	226	218	107	86	350	1,362
Planning and Design	1,270	1,039	1,820	2,480	2,397	1,167	950	3,850	14,973
TOTAL EXPENDITURES:	**11,545**	**9,449**	**16,541**	**22,549**	**21,791**	**10,613**	**8,637**	**35,000**	**136,125**

WATER TREATMENT PLANT - FLORIDIAN REVERSE OSMOSIS **PROJECT #: 966620**

DESCRIPTION: Construct a 10-million gallons per day (MGD) Reverse Osmosis Treatment Plant using Upper Floridian Aquifer; the jointly-owned plant will equally serve the City of Hialeah and WASD service areas; total cost of $160 million, includes contribution and expenditures of $80 million from City of Hialeah

LOCATION: 700 W 2 Ave — District Located: 6
Hialeah — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Water Connection Charges	1,555	4,000	0	0	0	0	0	0	5,555
TOTAL REVENUES:	**1,555**	**4,000**	**0**	**0**	**0**	**0**	**0**	**0**	**5,555**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,447	3,720	0	0	0	0	0	0	5,167
Planning and Design	108	280	0	0	0	0	0	0	388
TOTAL EXPENDITURES:	**1,555**	**4,000**	**0**	**0**	**0**	**0**	**0**	**0**	**5,555**

WATER TREATMENT PLANT - HIALEAH/PRESTON IMPROVEMENTS **PROJECT #: 9650041**

DESCRIPTION: Construct pump station east of the reservoir outside the transmission loop; construct five-mega-gal elevated remote storage, new laboratory, filter backwash water tank; install two emergency generators; construct chlorine facilities; and various upgrades to plant and remote storage

LOCATION: 700 W 2 Ave and 1100 W 2 Ave — District Located: 6
Hialeah — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	16,097	17,894	7,230	744	4,401	9,467	28,815	84,648
WASD Revenue Bonds Sold	3,607	0	0	0	0	0	0	0	3,607
TOTAL REVENUES:	**3,607**	**16,097**	**17,894**	**7,230**	**744**	**4,401**	**9,467**	**28,815**	**88,255**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	2,922	13,039	14,494	5,856	603	3,565	7,668	23,341	71,488
Land Acquisition/Improvements	541	2,415	2,684	1,084	112	660	1,420	4,322	13,238
Major Machinery and Equipment	108	483	537	217	22	132	284	864	2,647
Planning and Design	36	160	179	73	7	44	95	288	882
TOTAL EXPENDITURES:	**3,607**	**16,097**	**17,894**	**7,230**	**744**	**4,401**	**9,467**	**28,815**	**88,255**

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of $15,000,000

WATER TREATMENT PLANTS - AUTOMATION

PROJECT #: 963110

DESCRIPTION: Construct facilities and install equipment to automate functions at water treatment plants

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,247	0	0	0	0	0	0	2,247
TOTAL REVENUES:	**0**	**2,247**	**0**	**0**	**0**	**0**	**0**	**0**	**2,247**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	2,247	0	0	0	0	0	0	2,247
TOTAL EXPENDITURES:	**0**	**2,247**	**0**	**0**	**0**	**0**	**0**	**0**	**2,247**

WATER TREATMENT PLANTS - MISCELLANEOUS UPGRADES

PROJECT #: 9610960

DESCRIPTION: Upgrade water treatment plants to meet regulatory requirements

LOCATION: Water Treatment Plants — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	144	971	0	0	0	0	0	1,115
WASD Revenue Bonds Sold	6,980	0	0	0	0	0	0	0	6,980
Water Renewal and Replacement Fund	380	0	0	0	0	0	0	0	380
TOTAL REVENUES:	**7,360**	**144**	**971**	**0**	**0**	**0**	**0**	**0**	**8,475**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	6,886	138	932	0	0	0	0	0	7,956
Planning and Design	474	6	39	0	0	0	0	0	519
TOTAL EXPENDITURES:	**7,360**	**144**	**971**	**0**	**0**	**0**	**0**	**0**	**8,475**

WATER TREATMENT PLANTS - REPLACEMENT AND RENOVATIONS

PROJECT #: 9650161

DESCRIPTION: Renovate and replace water treatment plant facilities and structures within plant sites

LOCATION: Water Treatment Plants — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future WASD Revenue Bonds	0	545	545	0	0	0	0	0	1,090
WASD Revenue Bonds Sold	3,539	0	0	0	0	0	0	0	3,539
Water Renewal and Replacement Fund	10,737	7,140	2,500	2,500	2,500	2,500	2,500	2,500	32,877
TOTAL REVENUES:	**14,276**	**7,685**	**3,045**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**37,506**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	11,355	8,411	2,740	2,250	2,250	2,250	2,250	2,250	33,756
Land Acquisition/Improvements	320	0	0	0	0	0	0	0	320
Planning and Design	941	934	305	250	250	250	250	250	3,430
TOTAL EXPENDITURES:	**12,616**	**9,345**	**3,045**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**37,506**

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
WASTEWATER NEEDS ASSESSMENT FOR NEW GRAVITY SEWER PHASE 2	To Be Determined	199,867
WATER COMMERCIAL CORRIDOR ECONOMIC DEVELOPMENT- PHASE 2	To Be Determined	279,204
	UNFUNDED TOTAL	**479,071**

STRATEGIC AREA
Health And Human Services

Mission:
To improve the quality of life and promote independence by providing health care, housing, and social and human services to those in need

GOALS	OBJECTIVES
HEALTHY COMMUNITIES	Improve Individuals' Health Status
	Increase Access to Health Services and Ensure that MDC Residents Have a Primary Care Medical Home
BASIC NEEDS OF VULNERABLE MIAMI-DADE COUNTY RESIDENTS ARE MET	End Homelessness
	Stabilize Home Occupancy
	Minimize Hunger for Miami-Dade County Residents
	Reduce the Need for Institutionalization for the Elderly
	Improve Access to Abuse Prevention, Intervention, and Support Services
SELF-SUFFICIENT POPULATION	Ensure that all Individuals 18 Years and Older (Including Foster Care and Juvenile Justice Youths) Are Work Ready
	Ensure that All Children Are School Ready
	Create, Maintain and Preserve Affordable Housing
	Increase the Self Sufficiency of Vulnerable Residents/Special Populations

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Community Action and Human Services

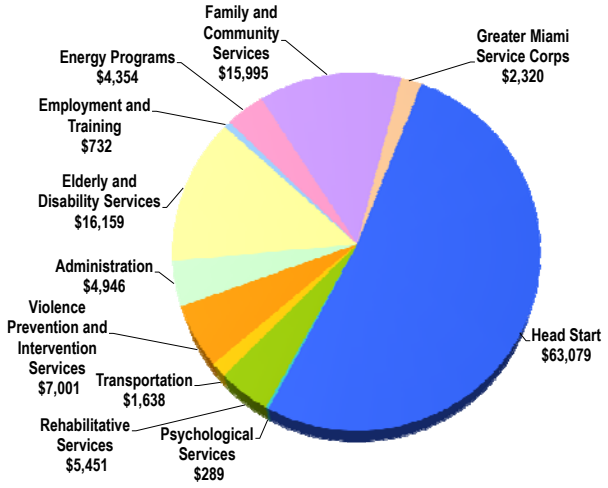
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Human Services strategic area, CAHSD provides a unique blend of programs and services to residents of all ages, from children to the elderly.

The service delivery model for the Department places emphasis on a coordinated community response approach involving the active engagement of public and private providers to ensure quality and accessibility of well integrated services. As the coordinator of social services for Miami-Dade County, CAHSD's central intake approach allows for an assessment of residents' eligibility for a wide variety of services at a single point of entry. The Department has thirteen family and community service centers, and outreach programs to reach underserved areas in Miami-Dade County. The comprehensive services include, but are not limited to, Head Start and school readiness, elderly services, veterans' services, family and child empowerment programs, migrant farmworker programs, domestic violence and violence prevention, emergency food, shelter, and utility assistance, home repair and weatherizing, and substance abuse rehabilitative services. These family focused services are complemented by broad opportunities for residents to actively engage in community advisory committees, community boards, foundations and volunteer programs.

CAHSD stakeholders include the United States Department of Health and Human Services, Department of Veteran's Affairs, and Department of Justice. Also included are the State of Florida Department of Economic Opportunity and Department of Children and Families, the Alliance for Aging, Miami-Dade County Public Schools, the Eleventh Judicial Circuit, and various community-based organizations and County departments.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

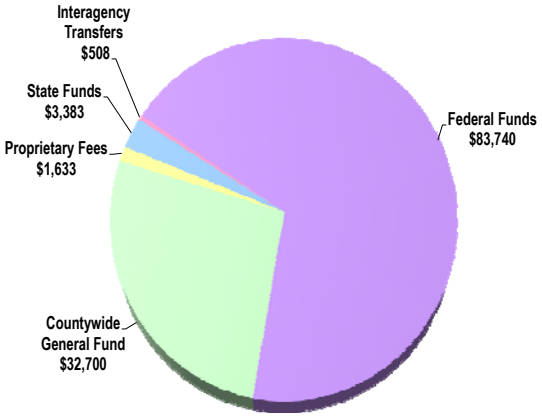


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Provides overall direction and coordination of departmental functions

FY 16-17	FY 17-18
7	7

ADMINISTRATION

- Administers fiscal and budgetary operations, including purchasing, reporting, accounts payable/receivable, and grant monitoring; provides technical assistance in preparation of grants

FY 16-17	FY 17-18
27	25

HEAD START/EARLY HEAD START

- Provides a comprehensive child development program for children (newborn to five years of age) from low-income families

FY 16-17	FY 17-18
96	89

FAMILY AND COMMUNITY SERVICES

- Assists low-income families and communities toward self-sufficiency through programs, including Low-Income Home Energy Assistance Program (LIHEAP), information referral, and support of 16 Community Advisory Communities (CAC); and assists veterans with benefit claims

FY 16-17	FY 17-18
73	72

TRANSPORTATION

- Transports children and elders to Head Start and elderly programs respectively

FY 16-17	FY 17-18
18	18

ENERGY PROGRAMS

- Administers the Residential Construction Mitigation Program (RCMP), the Weatherization Program of the Low-Income Home Energy Assistance Program (LIHEAP), and Public Housing and Community Development (PHCD) funded Home Repair Programs

FY 16-17	FY 17-18
25	24

ELDERLY AND DISABILITY SERVICES

- Provides a continuum of services for the elderly and individuals with disabilities

FY 16-17	FY 17-18
158	158

EMPLOYMENT AND TRAINING

- Provides employment programs for disadvantaged populations such as at-risk youth and farm workers

FY 16-17	FY 17-18
5	5

REHABILITATIVE SERVICES

- Provides comprehensive treatment for adult substance abusers in Miami-Dade County, including assessment, evaluation, referral, and diversion

FY 16-17	FY 17-18
42	44

VIOLENCE PREVENTION AND INTERVENTION SERVICES

- Provides crisis counseling, safe shelter, transportation, and other services to victims of domestic violence and their immediate family members

FY 16-17	FY 17-18
58	64

PSYCHOLOGICAL SERVICES

- Provides professional psychological services to disadvantaged populations, such as low-income children in Head Start

FY 16-17	FY 17-18
1	1

GREATER MIAMI SERVICE CORPS

- Administers and operates the National Urban Corps for Greater Miami, which involves young adults (ages 18-24) in the physical and social needs of their community through volunteerism and community service, providing them with structured, meaningful work experience and comprehensive educational opportunities

FY 16-17	FY 17-18
11	11

The FY 2017-18 total number of full-time equivalent positions is 565

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	26,616	27,135	31,952	32,700
Fees for Services	46	43	75	75
Miscellaneous Revenues	368	72	123	289
Other Revenues	370	441	113	988
Rental Income	640	409	255	281
State Grants	5,916	3,461	3,602	3,383
Federal Grants	76,805	83,287	82,981	83,740
Interagency Transfers	1,603	1,647	1,236	508
Total Revenues	112,364	116,495	120,337	121,964
Operating Expenditures Summary				
Salary	29,992	30,656	34,390	32,939
Fringe Benefits	9,165	9,201	12,094	12,399
Court Costs	0	0	0	0
Contractual Services	7,178	6,061	6,443	5,444
Other Operating	5,988	6,018	6,303	6,094
Charges for County Services	2,503	2,536	2,107	3,653
Grants to Outside Organizations	56,600	61,504	58,817	61,416
Capital	1,063	111	183	19
Total Operating Expenditures	112,489	116,087	120,337	121,964
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: Health and Human Services				
Administration	5,017	4,946	34	32
Elderly and Disability Services	17,101	16,159	158	158
Employment and Training	749	732	5	5
Energy Programs	3,484	4,354	25	24
Family and Community Services	15,696	15,995	73	72
Greater Miami Service Corps	2,358	2,320	11	11
Head Start	62,597	63,079	96	89
Psychological Services	293	289	1	1
Rehabilitative Services	5,226	5,451	42	44
Transportation	1,870	1,638	18	18
Violence Prevention and Intervention Services	5,946	7,001	58	64
Total Operating Expenditures	120,337	121,964	521	518

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	0	1	0	20	4
Fuel	194	139	159	136	186
Overtime	253	252	8	262	8
Rent	749	1,020	848	1,002	812
Security Services	2,125	1,773	1,655	1,939	1,816
Temporary Services	3,051	2,894	2,917	3,090	2,919
Travel and Registration	318	239	275	154	281
Utilities	1,812	1,576	1,637	1,421	1,639

DIVISION: ADMINISTRATION

The Administration Division includes the Office of the Director and provides overall direction and coordination of departmental functions.

- Provides overall coordination of all Department functions
- Staffs the Community Action Agency Board
- Performs all personnel functions
- Administers and provides fiscal and budgetary support to departmental operations, including purchasing, reporting, accounts payable/receivable, and grant monitoring
- Develops and maintains information systems
- Coordinates BCC agenda items
- Manages leases for Department facilities

DIVISION COMMENTS

- *The FY 2017-18 Adopted Budget includes the transfer of one Computer Technician 1 position, one Network Manager position, and one Information Technician Specialist position to the Information Technology Department as part of the continued effort to consolidate IT functions and services under a centralized model*
- The FY 2017-18 Adopted Budget includes the transfer of one Account Clerk position from the Energy Programs Division as part of the continued effort to consolidate functions

DIVISION: HEAD START

The Head Start Division provides a comprehensive child development program for children (newborn to five years of age) of low-income families.

Strategic Objectives - Measures

- HH3-2: Ensure that all children are school ready

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Enhance the quality of life of low-income children and families through the provision of comprehensive child development services	Head Start slots*	OP	↔	6,818	6,818	6,818	6,818	6,818
	Early Head Start slots*	OP	↔	752	752	752	752	752

*One slot may benefit more than one child in a school year

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes $58.724 million from the United States Department of Health and Human Services for Head Start and Early Head Start; other revenues include $1.2 million from the United States Department of Agriculture for the Summer Meals Program
- The Head Start contract with delegates for FY 2017-18 includes 6,818 Head Start slots and 752 Early Head Start slots; per slot payment ranges from $6,076 to $6,492 for Head Start slots and from $11,881 to $12,464 for Early Head Start slots
- The FY 2017-18 Adopted Budget includes $3.155 million for the Early Head Start Child Care Partnership, specific to the Partners for a Better Outcome Program, to fund wrap-around services for 240 children ages birth to three years old
- In FY 2016-17, the Department added two overage Section Manager positions responsible for directing, planning, and coordinating various aspects of programmatic and administrative activities for the Head Start/Early Head Start Program along with the Early Head Start Expansion and Child Care Partnership Programs ($201,000)
- *The FY 2017-18 Adopted Budget includes the elimination of seven vacant positions, two Accountant 2s and five Administrative Officers, as part of the Department's ongoing reorganization efforts ($528,000)*
- *The FY 2017-18 Adopted Budget includes the transfer of two Computer Technician positions to ITD as part of the continued effort to consolidate IT functions and services under a centralized model*

DIVISION: REHABILITATIVE SERVICES

The Rehabilitative Services Division administers comprehensive treatment services for adult substance abusers in Miami-Dade County.

- Provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion, and in-jail treatment services
- Provides Intake Assessment, residential and outpatient services to adult substance abusers
- Provides counseling services to individuals charged with D.U.I. in the Corrections Training and Treatment Center

Strategic Objectives - Measures

- HH2-5: Improve access to abuse prevention, intervention and support services

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Decrease substance abuse	Individuals admitted to community-based residential substance abuse treatment services	OP	↔	487	535	560	483	560
	Substance Abuse assessments completed by Community Services (Central Intake)	OP	↔	2,651	2,164	3,000	1,856	2,200
	Individuals diverted to outpatient substance abuse treatment by Drug Court	OP	↔	127	344	320	465	310
	Percentage of users satisfied with accessibility to substance abuse related intervention and prevention services	OC	↑	99%	97%	97%	97%	97%
	Individuals provided with correctional-based substance abuse treatment (DUI)	OP	↔	18	35	40	40	40

DIVISION COMMENTS

- In FY 2016-17, the Rehabilitative Services Division received an additional $176,000 from the South Florida Behavioral Health Network for the provision of Residential Level II Services
- The FY 2017-18 Adopted Budget includes $223,000 from the Jail Based Substance Abuse Trust Fund for support of the DUI Program, which provides Corrections-based substance abuse services to DUI offenders
- The FY 2017-18 Adopted Budget includes the addition of one Marchman Act Coordinator position and one Marchman Act Court Navigator position to coordinate involuntary admissions, assessment and treatment related to substance abuse for approximately 2,300 clients annually ($156,000)

DIVISION: ELDERLY & DISABILITY SERVICES

The Elderly and Disability Services Division provides services to elders and young adults with disabilities, to help maintain them in their own homes.

- Provides a continuum of services for the elderly, including specialized senior centers, meals for the elderly, recreation, health support, transportation, home care, and care planning (e.g. Meals for the Elderly, Meals on Wheels, Foster Grandparents, and Senior Companions programs)
- Provides a continuum of services and programs including Disability Services and Independent Living (D/SAIL) for individuals with disabilities, including independent living skills and employment placement assistance

Strategic Objectives - Measures

- HH2-4: Reduce the need for institutionalization for the elderly

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase the opportunity for the elderly and disabled to live independently	Elders remaining in their own homes through In-Home Support Services*	OP	↔	449	454	420	575	500
	Persons with disabilities assisted in gaining independence, autonomy and control over their lives	OP	↔	300	602	500	607	600
	Elders participating as Senior Companions	OP	↔	107	138	130	219	140
	Elders participating as Foster Grandparents	OP	↔	80	97	87	111	100
	At-risk children served by Foster Grandparents	OP	↔	168	168	168	198	168
	Meals served through congregate meals	OP	↔	266,319	268,401	260,000	284,949	270,000
	Meals served through Meals on Wheels	OP	↔	131,698	173,978	160,000	179,016	175,000
	Coordinated volunteer opportunities	OC	↑	375	375	500	565	500

* The increase in FY 2016-17 Actual reflects additional funding received during the fiscal year

DIVISION COMMENTS

- In FY 2016-17, the Elderly and Disability Services Division with funding from the Department of Elder Affairs through the Alliance for Aging continued to provide community based services to 15,919 elderly clients
- In FY 2016-17, the Elderly and Disability Services Division through funding from the Corporation for National and Community Services (CNCS) continued to provide volunteer opportunities for seniors to assist at risk youth and isolated seniors; $838,588 was awarded, 643 volunteers rendered 238,863 hours of supportive services
- In FY 2016-17, the Elderly and Disability Services Division was awarded additional funding of $175,160 to provide meals to 233 additional clients; therefore, home delivered meals service was increased by nine percent
- In FY 2016-17, the Home Care programs received additional funding of $47,900 to assist clients with personal care and homemaker services
- In FY 2016-17, the Meals for the Elderly Program received additional funding of $54,370, increasing the number of meals served by 10,000
- The FY 2017-18 Adopted Budget includes an additional $47,000 for the Respite for Elders Living in Everyday Families (RELIEF) program to fund caregivers providing constant care
- The Department continues to analyze the projected staffing and operational impacts of the FY 2017-18 proposed federal budget reductions on several senior programs

DIVISION: ENERGY PROGRAMS

The Energy Programs Division provides a range of services to low- to moderate-income homeowners in Miami-Dade County through the Weatherization Assistance Program/Low Income Home Energy Assistance Program (WAP/LIHEAP), the Residential Construction Mitigation Program (RCMP), Water Conservation Initiatives, Residential Shuttering, Single Family Rehab, and other community development programs; these services increase energy and water efficiency and conservation, reduce energy costs, increase the value of homes and communities, reduce greenhouse gas emissions, increase community awareness of the importance of energy and water conservation, and improve the quality of life of homeowners by addressing health and safety issues, while enhancing an individual or a family's ability to become self-sufficient.

Strategic Objectives - Measures

- HH3-4: Increase the self sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Assist low-income families and elders by reducing energy consumption and high expenses through weatherization assistance and energy conservation programs	Homes receiving Weatherization Services	OP	↔	35	54	61	54	54
	Low- to moderate-income households, including elderly and disabled homeowners, receiving house painting services	OP	↔	33	37	57	57	57

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of one Account Clerk position to the Administration Division as part of the continued effort to consolidate functions and services under a centralized model
- The FY 2017-18 Adopted Budget includes a total of $496,000 for the Weatherization Assistance Program, which enables low-income families to permanently reduce their energy bills by making their homes more energy efficient
- The FY 2017-18 Adopted Budget includes reimbursement of expenses of $118,000 in General Fund to support the Department's Hurricane Shutter Installation Program
- The FY 2017-18 Adopted Budget includes $350,000 in Documentary Surtax program funding for Single Family Home Rehabilitation ($220,000) and the Paint and Shutter Program ($130,000), and $152,000 for the Home Repair and Rehabilitation Program; all three programs include loans assumed by participating homeowners and are administered by the Department of Public Housing and Community Development ($1.910 million)
- The Department continues to analyze the projected staffing and operational impacts of the FY 2017-18 proposed federal budget reductions on the Weatherization Assistance Program (WAP)

DIVISION: GREATER MIAMI SERVICE CORPS

The Greater Miami Service Corps (GMSC) Division administers and operates the National Urban Corps for Greater Miami, which involves young adults (ages 18-24) in the physical and social needs of their community through volunteerism and community service, while providing a structured and meaningful work experience and comprehensive educational opportunities.

- Reengages young adults in educational pathways leading to a high school or general education diploma
- Provides skills based training in construction, hospitality and environmental stewardship
- Provides opportunities for young adults to engage in community work experience
- Connects young adults to placement in unsubsidized employment and/or education

Strategic Objectives - Measures

- HH3-1: Ensure that all individuals18 years & older (including foster care and juvenile justice youths) are work ready

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase the employment skills of targeted youth	Young adults placed in unsubsidized employment and/or education*	OC	↑	43	36	40	77	40
	Unemployed young adults provided work experience and employability skills training	OP	↔	480	432	400	486	400
	Cost per youth provided training and career services	EF	↓	$5,927	$5,869	$5,895	$6,126	$5,895

* FY 2016-17 Actual reflects an increase in the number of young adults served due to additional funding received during the fiscal year

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes $134,000 from the Florida Department of Transportation for community revitalization projects
- The FY 2017-18 Adopted Budget includes the following contracts and interdepartmental transfers: $202,000 from Solid Waste Management for beautification projects, $20,000 from the Department of Transportation and Public Works for infrastructure improvements, $100,000 from Miami-Dade Water and Sewer Department for landscape maintenance, $10,000 from the Regulatory and Economic Resources Department for crime mitigation and public safety projects, $65,000 from the Internal Services department for lawn maintenance and other facilities upkeep projects, $60,000 from Miami-Dade Fire Rescue for custodial services, and $148,000 from Public Housing and Community Development for ground maintenance
- The FY 2017-18 Adopted Budget includes funding of $400,000 from YouthBuild, $250,000 from AmeriCorps, $39,000 from the National Park Service, $485,000 from CareerSource South Florida, and $35,000 from the City of Miami to support the employment and training initiative and landscape maintenance and $74,000 from Youth Build USA for scholarship awards for youths enrolled in YouthBuild
- The FY 2017-18 Adopted Budget includes funding of $150,000 from the City of Miami Martin Luther King Beautification program for debris removal and landscape maintenance

DIVISION: FAMILY AND COMMUNITY SERVICES

The Family and Community Services Division provides services including family and community development, the Low-income Home Energy Assistance Program (LIHEAP), information referral, computer training, emergency food and shelter assistance, relocation assistance, youth intervention, and employment readiness and placement through the Community Services Block Grant (CSBG).

- Assists low-income families and communities toward self-sufficiency
- Provides staff support to 16 Community Advisory Committees (CAC)
- Administers programs focusing on the development and care of veterans
- Provides employment programs for disadvantaged populations such as at-risk youth and farmworkers
- Provides psychological assessments, case management, staff/parent training, and individual, group, and family counseling

Strategic Objectives - Measures

- HH3-1: Ensure that all individuals18 years & older (including foster care and juvenile justice youths) are work ready

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Assist low-income families and communities in moving towards self-sufficiency	Residents accessing services at neighborhood based Community Enrichment Centers*	OP	↔	58,720	60,687	58,800	71,651	60,700
	Residents participating in comprehensive self-sufficiency services	OP	↔	406	405	405	444	405

* FY 2016-17 actual reflects an increase in the number of clients served due to additional one-time LIHEAP funding received during the fiscal year

- HH3-4: Increase the self sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase the self-sufficiency of vulnerable residents/special populations	Veterans assisted with benefit claims	OP	↔	967	970	950	956	970

DIVISION COMMENTS

- *The FY 2017-18 Adopted Budget includes the transfer of one Information Technician Specialist position to ITD as part of the continued effort to consolidate IT functions and services under a centralized model*
- In FY 2017-18, the Department will continue to provide self-sufficiency services to Community Services Block Grant (CSBG) eligible residents through the Family and Community Services Division, by using its network of 13 Community Resource Centers to improve access for low-income residents ($3.385 million in CSBG and $3.514 million in Countywide General Fund)
- In FY 2017-18, the Low Income Home Energy Assistance Program (LIHEAP) funding remains constant and is expected to continue to serve approximately 22,152 residents with financial assistance in paying their electricity bills
- The Department continues to analyze the projected staffing and operational impacts of the FY 2017-18 proposed federal budget reductions on the Low Income Home Energy Assistance Program (LIHEAP) and the Community Services Block Grant (CSBG)

DIVISION: VIOLENCE PREVENTION AND INTERVENTION SERVICES

The Violence Prevention and Intervention Services Division coordinates clinical intervention services to families in distress, including shelter services for victims of domestic violence.

- Provides crisis counseling, information and referral, safe shelter, transportation, emergency financial assistance, emergency food and clothing, and advocacy and support services to victims of violent and domestic crimes and their immediate family members through the Coordinated Victims Assistance Center (CVAC)
- Provides early intervention services to high-risk children to prevent the development of problematic behaviors; individual treatment and family group counseling services are offered for family violence victims
- Provides crisis intervention services to victims of domestic violence, including the filing of injunctions with the courts, through the Domestic Violence Intake Unit
- Implements and monitors the Internship Program through the American Psychological Association, providing accredited services to Head Start and Early Head Start children and other program clients within CAHSD

Strategic Objectives - Measures

- HH2-5: Improve access to abuse prevention, intervention and support services

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Reduce the incidence and impact of domestic violence	Domestic violence victims provided shelter and advocacy	OP	↔	1,950	1,968	1,700	1,972	2,000
	Percentage of children of domestic violence victims successfully completing educational program*	OC	↑	50%	45%	50%	50%	50%

*Participation is voluntary and dependent upon the children remaining at the facility

- HH3-4: Increase the self-sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase the employment of refugees and farmworkers	Number of farmworkers/migrants employed	OC	↑	77	79	86	88	80
	Farmworkers and migrants retained in employment for ninety days	OC	↑	70	68	77	79	70

DIVISION COMMENTS

- In FY 2016-17, the Coordinated Victims Assistance Center (CVAC) was selected as the recipient of the 2016 National Association of County (NACo) Innovative Practices Award; in addition, CVAC became an HIV Certified Center, and two CVAC advocates were certified as HIV Counselors by the Florida Department of Health; CVAC also created and implemented the Transforming Our Youth (TOY) curriculum to assist the Juvenile Services Department
- In FY 2016-17, the Second Annual Human Trafficking Conference: Survivors' Voices was hosted and well attended with the participation of approximately 150 attendees
- In FY 2016-17, the Violence Prevention and Intervention Services Division - Educational and Training Committee conducted 105 presentations on a variety of topics dealing with domestic violence, dating violence, sexual violence, and human trafficking at varying locations throughout Miami-Dade County
- During FY 2016-17, the Coordinated Victims Assistance Center (CVAC) was the recipient of the Services for Victims of Human Trafficking Grant ($600,000) by the U.S. Department of Justice (DOJ) Office for Victims of Crime (OVC)
- The FY 2017-18 Adopted Budget includes reimbursement of expenses of $118,000 in General Fund to support the Redlands Christian Migrant Association, which is the six percent local match required by the school readiness program to provide school readiness services to 625 farmworker children
- As required by state statute the FY 2017-18 Adopted Budget ($4.541 million) includes the required General Fund contribution for Homeless Shelter Services Maintenance of Efforts in excess of $1.921 million

- The FY 2017-18 Adopted Budget includes the addition of six positions responsible for directing, planning, and coordinating various aspects of programmatic and administrative activities for the Head Start/Early Head Start Program along with the Early Head Start Expansion and Child Care Partnership Programs ($201,000)

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Add two Home Care Aide positions and one Home Care Aide Supervisor to assist in the provision of medical services and the coordination of admissions to the 24 hour residential treatment program	$0	$168	3
Add one Social Services Administrator position to provide for the proper execution of administrative service support to include assisting with contract monitoring and compliance, and community collaboration for the residential and three outpatient locations	$0	$107	1
Add two Social Worker 1 positions to perform comprehensive assessments in the homes of clients, referrals, management and development of care plans for Miami-Dade County's at-risk elderly population and provide quality assurance and data management as required by funders, i.e. Department of Elder Affairs Client Information and Referral Tracking System	$0	$138	2
Add five Home Care Aide Supervisor positions to oversee additional Home Care Aides required to serve 120 additional clients in the Elderly and Disability Services Division	$0	$346	5
Add one Social Worker 2 position to provide supervision of the Care Planning staff of eight and review case files in accordance with funding stipulations	$0	$80	1
Add 20 Home Care Aide positions to provide service to 120 additional clients and reduce waitlist of 5,733 elderly residents requiring in-home support services	$0	$909	20
Add two Victim of Crime Act Specialist 2 positions to meet the demand for advocacy services for victims of domestic violence, sexual violence, dating violence, and/or stalking at the Domestic Violence Intake Units (DVIU) located at the North Dade Justice Center, Hialeah District Court and the South Dade Government Center	$0	$160	2
Add one Victim of Crime Act Supervisor 1 position to provide supervision of the daily operations of the court based program	$0	$86	1
Add one Rehabilitative Services Supervisor position to coordinate the treatment provided to an average 90 drug court clients at Diversion Treatment - MDC; as a consequence of not having this position, group therapy sessions are not facilitated as scheduled and documentation of treatment is deficient, all potentially negatively impacting the Department's accreditation	$0	$89	1
Add one Rehabilitative Services Counselor 2 position to help to address the waitlist created due to a 40 percent increase in the number of referrals from Miami-Dade County Drug Court and the increase in requests for services from the community due to the opioid epidemic	$0	$83	1
Add one Adult Center Manager position to provide supervision of all Rehabilitative Services Counselors, temps and support personnel, and to oversee facility safety and cleanliness	$0	$83	1
Add two Social Worker 1 positions to address the extensive case management needs of the population served who are mostly homeless, unemployed, and indigent	$0	$144	2
Add two Rehabilitative Services Counselor 1 positions to provide night coverage at the residential treatment program; one employee on duty during midnight and weekend shifts is a safety hazard	$0	$144	2
Add one part-time Victims of Crime Act Specialist 1 position and one part-time Victims of Crime Act Aide position to extend the operating hours of the Coordinated Victims Assistance Center (CVAC) by three hours per weekday in order to serve more domestic violence clients	$0	$70	0
Provide funding for home rehabilitation for homeowners from a waitlist of 145 currently unserved by federal/state/local grants	$0	$1,800	0
Fund one Outreach Counselor position to work with community based organizations, Miami-Dade County Public Schools, foster care, and state and county justice providers to connect young people ages 18-24 to positive services that provide education and training leading to employment and/or post-secondary placement	$50	$50	1
Total	**$50**	**$4,457**	**43**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
BBC GOB Financing	4,358	3,083	2,558	0	0	0	0	18,251	28,250
BBC GOB Series 2005A	157	0	0	0	0	0	0	0	157
BBC GOB Series 2008B	96	0	0	0	0	0	0	0	96
BBC GOB Series 2008B-1	822	0	0	0	0	0	0	0	822
BBC GOB Series 2013A	73	0	0	0	0	0	0	0	73
BBC GOB Series 2014A	364	0	0	0	0	0	0	0	364
BBC GOB Series 2015D	238	0	0	0	0	0	0	0	238
Capital Asset Series 2013A Bonds	1,231	0	0	0	0	0	0	0	1,231
Capital Outlay Reserve	0	2,000	0	0	0	0	0	0	2,000
Comm. Dev. Block Grant	990	0	0	0	0	0	0	0	990
Total:	8,329	5,083	2,558	0	0	0	0	18,251	34,221
Expenditures									
Strategic Area: HH									
Facility Improvements	990	2,000	0	0	0	0	0	0	2,990
Neighborhood Service Centers	4,415	3,083	2,558	0	0	0	0	12,444	22,500
Rehabilitative Services Facilities	1,840	1,084	0	0	0	0	0	5,807	8,731
Total:	7,245	6,167	2,558	0	0	0	0	18,251	34,221

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes $2 million in Capital Outlay Reserve funding to provide repairs and renovations ($500,000) and facility infrastructure improvements ($1.5 million) at various facilities; facility infrastructure improvements include but are not limited to the installation of LED lighting which can be more efficient, durable, and longer lasting than incandescent bulbs, providing the Department with operational savings in the long-term in utility costs and light fixture supplies
- In FY 2017-18, the Internal Services Department (ISD) will continue the Culmer/Overtown Neighborhood Service Center renovations (total project cost $7.5 million, $1 million in FY 2017-18)
- The Department continues to review the most cost-effective way to redevelop the Wynwood/Allapattah Regional Neighborhood Service Center sites (total project cost $15 million)

FUNDED CAPITAL PROJECTS
(dollars in thousands)

CULMER/OVERTOWN NEIGHBORHOOD SERVICE CENTER RENOVATIONS (BUILDING BETTER COMMUNITIES BOND PROGRAM) **PROJECT #: 844020**

DESCRIPTION: Renovate the existing Culmer/Overtown Neighborhood Service Center facility
LOCATION: 1600 NW 3 Ave — District Located: 3
City of Miami — District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	2,284	3,083	1,558	0	0	0	0	0	6,925
BBC GOB Series 2005A	39	0	0	0	0	0	0	0	39
BBC GOB Series 2008B	2	0	0	0	0	0	0	0	2
BBC GOB Series 2008B-1	5	0	0	0	0	0	0	0	5
BBC GOB Series 2013A	30	0	0	0	0	0	0	0	30
BBC GOB Series 2014A	261	0	0	0	0	0	0	0	261
BBC GOB Series 2015D	238	0	0	0	0	0	0	0	238
TOTAL REVENUES:	**2,859**	**3,083**	**1,558**	**0**	**0**	**0**	**0**	**0**	**7,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,883	2,737	1,066	0	0	0	0	0	5,686
Furniture Fixtures and Equipment	0	0	120	0	0	0	0	0	120
Planning and Design	502	0	0	0	0	0	0	0	502
Project Administration	300	90	13	0	0	0	0	0	403
Project Contingency	174	256	192	0	0	0	0	0	622
Technology Hardware/Software	0	0	167	0	0	0	0	0	167
TOTAL EXPENDITURES:	**2,859**	**3,083**	**1,558**	**0**	**0**	**0**	**0**	**0**	**7,500**

FACILITIES - INFRASTRUCTURE IMPROVEMENTS **PROJECT #: 2000000734**

DESCRIPTION: Provide infrastructure improvements to include but not limited to roof repairs, flooring replacement, bathroom and kitchen upgrades, and installation of LED lighting
LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	1,500	0	0	0	0	0	0	1,500
TOTAL REVENUES:	**0**	**1,500**	**0**	**0**	**0**	**0**	**0**	**0**	**1,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Building Acquisition/Improvements	0	1,500	0	0	0	0	0	0	1,500
TOTAL EXPENDITURES:	**0**	**1,500**	**0**	**0**	**0**	**0**	**0**	**0**	**1,500**

FACILITIES - REPAIRS AND RENOVATIONS **PROJECT #: 844080**

DESCRIPTION: Provide various repairs and renovations at various facilities as required

LOCATION: Various Sites — District Located: Countywide

Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	500	0	0	0	0	0	0	500
Comm. Dev. Block Grant	990	0	0	0	0	0	0	0	990
TOTAL REVENUES:	**990**	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**1,490**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	990	500	0	0	0	0	0	0	1,490
TOTAL EXPENDITURES:	**990**	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**1,490**

KENDALL COMPLEX COTTAGES REFURBISHMENT (BUILDING BETTER COMMUNITIES BOND PROGRAM) **PROJECT #: 844680**

DESCRIPTION: Refurbish the 11 Kendall Cottages (approximately 4,600 square foot per cottage) for County operated day treatment services for children with special needs

LOCATION: 11024 SW 84 St — District Located: 10

Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	1,590	0	0	0	0	0	0	5,807	7,397
BBC GOB Series 2014A	103	0	0	0	0	0	0	0	103
TOTAL REVENUES:	**1,693**	**0**	**0**	**0**	**0**	**0**	**0**	**5,807**	**7,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Building Acquisition/Improvements	892	0	0	0	0	0	0	5,466	6,358
Construction	453	0	0	0	0	0	0	341	794
Permitting	20	0	0	0	0	0	0	0	20
Planning and Design	165	0	0	0	0	0	0	0	165
Project Administration	163	0	0	0	0	0	0	0	163
TOTAL EXPENDITURES:	**1,693**	**0**	**0**	**0**	**0**	**0**	**0**	**5,807**	**7,500**

Estimated Annual Operating Impact will begin in FY 2017-18 in the amount of $333,000

NEW DIRECTIONS - RESIDENTIAL REHABILITATIVE SERVICES **PROJECT #: 6009530**

DESCRIPTION: Purchase portables to replace existing living quarters

LOCATION: 3140 NW 76 St — District Located: 2

Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Asset Series 2013A Bonds	1,231	0	0	0	0	0	0	0	1,231
TOTAL REVENUES:	**1,231**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,231**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	50	803	0	0	0	0	0	0	853
Planning and Design	31	119	0	0	0	0	0	0	150
Project Administration	66	162	0	0	0	0	0	0	228
TOTAL EXPENDITURES:	**147**	**1,084**	**0**	**0**	**0**	**0**	**0**	**0**	**1,231**

NEW WYNWOOD/ALLAPATTAH REGIONAL NEIGHBORHOOD SERVICE CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM **PROJECT #: 8463701**

DESCRIPTION: Construct and/or renovate the existing Wynwood and Allapattah neighborhood service centers

LOCATION: 2902 NW 2 Ave — District Located: 3

City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	484	0	1,000	0	0	0	0	12,444	13,928
BBC GOB Series 2005A	118	0	0	0	0	0	0	0	118
BBC GOB Series 2008B	94	0	0	0	0	0	0	0	94
BBC GOB Series 2008B-1	817	0	0	0	0	0	0	0	817
BBC GOB Series 2013A	43	0	0	0	0	0	0	0	43
TOTAL REVENUES:	**1,556**	**0**	**1,000**	**0**	**0**	**0**	**0**	**12,444**	**15,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	1,000	0	0	0	0	12,444	13,444
Planning and Design	1,155	0	0	0	0	0	0	0	1,155
Project Administration	401	0	0	0	0	0	0	0	401
TOTAL EXPENDITURES:	**1,556**	**0**	**1,000**	**0**	**0**	**0**	**0**	**12,444**	**15,000**

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
40/50 YEAR BUILDING RECERTIFICATIONS	Various Sites	1,200
DSAIL - FACILITY RENOVATIONS	1335 NW 14 St	300
EDISON COMMUNITY RESOURCE CENTER - FACILITY RENOVATIONS	150 NW 79 St	500
FACILITY IMPROVEMENTS - SECURITY CAMERAS	Various Sites	500
FLORIDA CITY COMMUNITY RESOURCE CENTER - ELDERLY MEAL SITE RENOVATIONS	1600 NW 6 Ct	300
FLORIDA CITY COMMUNITY RESOURCE CENTER - RESURFACE PARKING LOT/FACILITY IMPROVEMENT	1600 NW 6 Ct	430
MIAMI GARDENS - FACILITY RENOVATIONS	16405 NW 25 Ave	300
NEW DIRECTION - DEMOLISH COTTAGES	3140 NW 76 St	12,000
PERRINE COMMUNITY RESOURCE CENTER - FACILITY RENOVATIONS	17801 Homestead Ave	300
REPLACE FURNISHINGS - SOUTH DADE TRANSITIONAL HOUSING COMPLEX	Undisclosed	400
SOCIAL SERVICES CASE MANAGEMENT SYSTEM	Various Sites	3,500
	UNFUNDED TOTAL	**19,730**

COMMUNITY ACTION AND HUMAN SERVICES (CAHS) BUDGET BY MAJOR PROGRAM
(dollars in thousands)

PROGRAM BY DIVISION	Current FY / Next FY	GENERAL FUNDS Budget	GENERAL FUNDS FT	FEDERAL / STATE Budget	FEDERAL / STATE FT	OTHER FUNDS Budget	OTHER FUNDS FT	TOTAL Budget	TOTAL FT	SERVICE LEVEL #	SERVICE LEVEL Note
ADMINISTRATION											
Administration	FY 2016-17	$ 5,017	34					$ 5,017	34		N/A
	FY 2017-18	$ 4,946	32					$ 4,946	32		
EMPLOYMENT AND TRAINING											
At-Risk Youth	FY 2016-17	$ 118	1					$ 118	1	600	At-risk clients served
	FY 2017-18	$ 99	1					$ 99	1	500	
South Dade Skills Center	FY 2016-17	$ 219	2	$ 412	2			$ 631	4	86	Farmworkers and migrants employed
	FY 2017-18	$ 226	2	$ 407	2			$ 633	4	80	
Subtotal (Employment)	FY 2016-17	$ 337	3	$ 412	2			$ 749	5		
	FY 2017-18	$ 325	3	$ 407	2			$ 732	5		
PSYCHOLOGICAL SERVICES											
Psychological Services	FY 2016-17	$ 293	1					$ 293	1	2,400	Adults and Children served
	FY 2017-18	$ 289	1					$ 289	1	2,000	
REHABILITATIVE SERVICES											
Division Administration	FY 2016-17	$ 283	1					$ 283	1		N/A
	FY 2017-18	$ 281	1					$ 281	1		
Community Services (Intake and Treatment)	FY 2016-17	$ 1,479	8	$ 2,213	21	$ 10	1	$ 3,702	30	3,000	Assessments completed
	FY 2017-18	$ 1,774	8	$ 2,213	21	$ 10	3	$ 3,997	32	2,200	
Treatment Alternatives to Street Crimes (TASC)	FY 2016-17	$ 1,176	9			$ 65	2	$ 1,241	11	320	Drug Court referred individuals served
	FY 2017-18	$ 1,108	9			$ 65	2	$ 1,173	11	310	
Subtotal (Rehabilitative)	FY 2016-17	$ 2,938	18	$ 2,213	21	$ 75	3	$ 5,226	42		
	FY 2017-18	$ 3,163	18	$ 2,213	21	$ 75	5	$ 5,451	44		
VIOLENCE PREVENTION AND INTERVENTION											
Advocates for Victims	FY 2016-17	$ 2,911	14	$ 1,998	29	$ 167	10	$ 5,076	53	1,700	Domestic violence victims provided shelter and advocacy
	FY 2017-18	$ 3,541	14	$ 2,020	35	$ 167	10	$ 5,728	59	2,000	
Domestic Violence Intake	FY 2016-17	$ 570	5	$ 300				$ 870	5	4,000	Domestic violence victims received and referred by intake unit
	FY 2017-18	$ 500	5	$ 773				$ 1,273	5	4,000	
Subtotal (VPI)	FY 2016-17	$ 3,481	19	$ 2,298	29	$ 167	10	$ 5,946	58		
	FY 2017-18	$ 4,041	19	$ 2,793	35	$ 167	10	$ 7,001	64		
ELDERLY AND DISABILITY SERVICES											
Division Administration	FY 2016-17	$ 764	7					$ 764	7		N/A
	FY 2017-18	$ 1,231	6					$ 1,231	6		
Adult Day Care	FY 2016-17	$ 2,452	18	$ 503	3	$ 101	3	$ 3,056	24	300	Elders provided support services
	FY 2017-18	$ 1,747	18	$ 469	3	$ 81	3	$ 2,297	24	300	
High Risk Elderly Meals	FY 2016-17	$ 1,000		$ 757				$ 1,757	0	400,000	High risk meals served at senior centers
	FY 2017-18	$ 1,000		$ 711				$ 1,711	0	498,035	
Meals for the Elderly	FY 2016-17	$ 630	1	$ 1,309	12	$ 4		$ 1,943	13	260,000	Congregate meals served
	FY 2017-18	$ 706	1	$ 1,124	12	$ 194		$ 2,024	13	270,000	
Meals on Wheels	FY 2016-17	$ 425	1	$ 581				$ 1,006	1	160,000	Meals delivered to isolated seniors
	FY 2017-18	$ 515	1	$ 596				$ 1,111	1	175,000	
Senior Centers	FY 2016-17	$ 789	9					$ 789	9	300	Elders receiving social services at senior centers
	FY 2017-18	$ 608	9					$ 608	9	330	
Care Planning	FY 2016-17	$ 1,071	7	$ 36	1			$ 1,107	8	500	Elders provided case management and in-home services
	FY 2017-18	$ 686	8	$ 37	1			$ 723	9	1,575	
Foster Grandparents	FY 2016-17	$ 188	1	$ 269	2			$ 457	3	87	Elders participating as foster grandparents
	FY 2017-18	$ 202	1	$ 269	2			$ 471	3	100	
Home Care Program	FY 2016-17	$ 4,307	78	$ 132				$ 4,439	78	420	Elders remaining in their own homes through in-home services
	FY 2017-18	$ 4,138	78	$ 154				$ 4,292	78	500	
Retired Seniors Volunteer Program (RSVP)	FY 2016-17	$ 87	1	$ 105	1			$ 192	2	500	Elders participating as volunteers
	FY 2017-18	$ 97	1	$ 105	1			$ 202	2	500	
Senior Companions	FY 2016-17	$ 134	1	$ 589	3	$ 16		$ 739	4	130	Elders participating as senior companions to other seniors
	FY 2017-18	$ 188	1	$ 600	3	$ 12		$ 800	4	140	
Disability Services and Independent Living (D/SAIL)	FY 2016-17	$ 666	8	$ 186	1			$ 852	9	500	Individuals with disabilities served
	FY 2017-18	$ 482	8	$ 207	1			$ 689	9	500	
Subtotal (Elderly and Disability)	FY 2016-17	$ 12,513	132	$ 4,467	23	$ 121	3	$ 17,101	158		
	FY 2017-18	$ 11,600	132	$ 4,272	23	$ 287	3	$ 16,159	158		
ENERGY											
Home Repair and Rehabilitation	FY 2016-17			$ -		$ 160	3	$ 160	3	20	Homes Improved
	FY 2017-18			$ -		$ 158	3	$ 158	3	20	
Home Weatherization / Energy Conservation Program	FY 2016-17	$ 378	2	$ 842	4	$ -	0	$ 1,220	6	87	Homes Improved
	FY 2017-18	$ 473	2	$ 496	4			$ 969	6	54	
Painting and/or Shuttering Program	FY 2016-17	$ -		$ -		$ 350	3	$ 350	3	57	Homes Improved
	FY 2017-18	$ -		$ -		$ 350	3	$ 350	3	57	
Facility Maintenance	FY 2016-17	$ 1,664	13			$ 90		$ 1,754	13	13	Community Resource Centers maintained
	FY 2017-18	$ 2,761	12			$ 116		$ 2,877	12	13	
Subtotal (Energy)	FY 2016-17	$ 2,042	15	$ 842	4	$ 600	6	$ 3,484	25		
	FY 2017-18	$ 3,234	14	$ 496	4	$ 624	6	$ 4,354	24		

COMMUNITY ACTION AND HUMAN SERVICES (CAHS) BUDGET BY MAJOR PROGRAM
(dollars in thousands)

PROGRAM BY DIVISION	Current FY	GENERAL FUNDS		FEDERAL / STATE		OTHER FUNDS		TOTAL		SERVICE LEVEL	
	Next FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note
GREATER MIAMI SERVICE CORPS											
Greater Miami Service Corps	FY 2016-17			$ 1,627	5	$ 731	6	$ 2,358	11	440	Youth served
	FY 2017-18			$ 1,382	5	$ 938	6	$ 2,320	11	440	
Subtotal (GMSC)	FY 2016-17			$ 1,627	5	$ 731	6	$ 2,358	11		
	FY 2017-18			$ 1,382	5	$ 938	6	$ 2,320	11		
HEAD START											
Head Start and Early Head Start	FY 2016-17			$ 60,797	96			$ 60,797	96	7,570	Funded slots
	FY 2017-18			$ 61,879	89			$ 61,879	89	7,570	
Summer Meals	FY 2016-17			$ 1,800				$ 1,800	0	468,309	Meals served
	FY 2017-18			$ 1,200				$ 1,200	0	468,309	
Subtotal (Head Start)	FY 2016-17	$ -	0	$ 62,597	96		0	$ 62,597	96		
	FY 2017-18	$ -	0	$ 63,079	89		0	$ 63,079	89		
TRANSPORTATION											
Transportation	FY 2016-17	$ 1,825	18			$ 45		$ 1,870	18	27,600	One way trips
	FY 2017-18	$ 1,588	18			$ 50		$ 1,638	18	29,000	
Subtotal (Transportation)	FY 2016-17	$ 1,825	18	$ -	0	$ 45		$ 1,870	18		
	FY 2017-18	$ 1,588	18	$ -	0	$ 50		$ 1,638	18		
FAMILY AND COMMUNITY SERVICES											
Neighborhood Centers	FY 2016-17	$ 3,169	31	$ 3,294	34	$ 63		$ 6,526	65	40,400	Clients served
	FY 2017-18	$ 3,211	31	$ 3,389	33			$ 6,600	64	38,550	
Emergency Food & Shelter Program	FY 2016-17			$ 171				$ 171		400	Clients served
	FY 2017-18			$ 185				$ 185		428	
Low-Income Home Energy Assistance Program (LIHEAP)	FY 2016-17			$ 8,632	4			$ 8,632	4	18,312	Clients served
	FY 2017-18			$ 8,877	4			$ 8,877	4	22,152	
Veterans Services	FY 2016-17	$ 337	4	$ 30				$ 367	4	950	Veterans and dependents assisted with filing veterans claims
	FY 2017-18	$ 303	4	$ 30				$ 333	4	970	
Subtotal (Family and Community Services)	FY 2016-17	$ 3,506	35	$ 12,127	38	$ 63		$ 15,696	73		
	FY 2017-18	$ 3,514	35	$ 12,481	37	$ -		$ 15,995	72		
TOTAL	FY 2016-17	$ 31,952	275	$ 86,583	218	$ 1,802	28	$ 120,337	521		
	FY 2017-18	$ 32,700	272	$ 87,123	216	$ 2,141	30	$ 121,964	518		

Homeless Trust

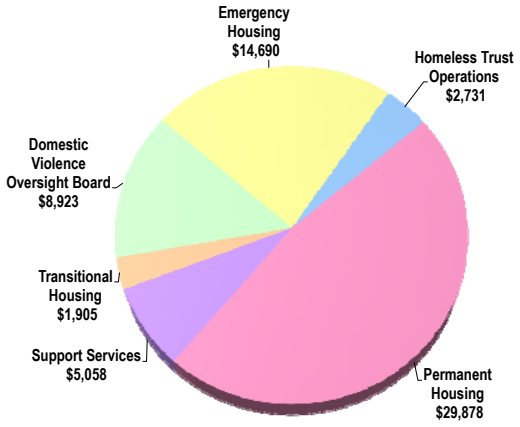
The Miami-Dade County Homeless Trust (Homeless Trust) serves as the coordinating entity for services to homeless individuals and families throughout Miami-Dade County. The Homeless Trust advises the Board of County Commissioners on issues related to homelessness; serves as the identified "Collaborative Applicant" for the United States Department of Housing and Urban Development (USHUD) Continuum of Care funds for our community, and the State's Homeless Coalition for Miami-Dade County; and implements the Miami-Dade County Community Homeless Plan. The Office of Homeless Trust administers the one percent Food and Beverage Tax proceeds, as well as federal, state, local and other resources dedicated to providing housing and services for the homeless and domestic violence survivors and provides administrative, contractual, and policy formulation assistance related to homeless and domestic violence services. The Office of Homeless Trust also supports the Domestic Violence Oversight Board (DVOB) and coordinates and monitors the construction and operations of domestic violence centers in Miami-Dade County.

As part of the Health and Human Services strategic area, the Homeless Trust funds and monitors prevention services and emergency, transitional, and permanent housing, as well as supportive services for the homeless. Each area is specifically designed to meet the unique needs of homeless individuals and families when they first enter the system and as their needs develop and evolve over time. This blend of housing and services comprises what is known as the homeless continuum of care. Over 8,000 emergency, transitional, and permanent housing beds have been developed by or through the Homeless Trust since its inception in 1993. A Board of Trustees, comprised of 27 members, governs the Homeless Trust. Membership consists of appointed leadership, including County and City Commissioners, representatives from the Judiciary, the Superintendent of Schools, the Florida Department of Children and Families Regional Administrator and the City of Miami Manager. The Board also includes representation from Miami Homes for All; business, civic, and faith-based community groups; homeless service providers; homeless individuals; and formerly homeless individuals. To fulfill its mission of assisting homeless individuals and families, the Homeless Trust relies on the services offered by provider agencies within the community, including its private sector partners, allocating the 85 percent of the one percent Food and Beverage Tax proceeds dedicated to homeless housing and services.

The Office of the Homeless Trust also supports the Miami-Dade County Domestic Violence Oversight Board (DVOB). The DVOB was created to serve in an advisory and oversight capacity to the Miami-Dade Board of County Commissioners with respect to issues affecting or relating to domestic violence. Specifically, the Miami-Dade County Domestic Violence Oversight Board was created to serve in accordance with State law, to develop and submit to the Board of County Commissioners a comprehensive plan for use of the portion of the food and beverage sales tax proceeds dedicated to the provision of domestic violence centers as prescribed in Chapter 2, Article LXVI of the Code of Miami-Dade County (the "Plan"). As part of this Plan, the Miami Dade County Domestic Violence Oversight Board is further charged with making recommendations to the Miami Dade Board of County Commissioners on the 15 percent of the one percent Food and Beverage Tax proceeds. The DVOB is also responsible for pursuing maximization of available federal and state matching funds and monitoring and evaluating the provision of services to domestic violence victims. The Domestic Violence Oversight Board coordinates and monitors the construction and operations of domestic violence centers in Miami-Dade County supported by the Food and Beverage Tax proceeds.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

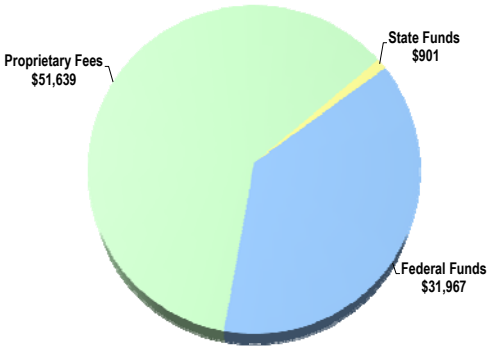


TABLE OF ORGANIZATION

BOARD OF COUNTY COMMISSIONERS

HOMELESS TRUST

- Oversees all departmental activities including personnel and budget development; coordinates services for homeless individuals and families throughout Miami-Dade County

FY 16-17	FY 17-18
17	19

DOMESTIC VIOLENCE OVERSIGHT BOARD (DVOB)

- Coordinates and monitors the construction process and programmatic operations of domestic violence centers in Miami-Dade County; provides administrative support to the DVOB

FY 16-17	FY 17-18
1	1

The FY 2017-18 total number of full-time equivalent positions is 20

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
Carryover	26,832	28,846	27,962	26,079
Food and Beverage Tax	23,105	24,200	24,528	25,293
Interest Earnings	40	52	32	57
Miscellaneous Revenues	13	9	10	10
Other Revenues	200	200	200	200
State Grants	808	615	857	901
Federal Grants	20,889	26,188	28,648	31,967
Total Revenues	71,887	80,110	82,237	84,507
Operating Expenditures Summary				
Salary	1,421	1,405	1,487	1,582
Fringe Benefits	397	441	518	599
Court Costs	0	0	0	0
Contractual Services	79	113	105	90
Other Operating	727	488	600	492
Charges for County Services	278	624	279	403
Grants to Outside Organizations	40,132	47,521	50,998	53,224
Capital	8	8	7,313	6,795
Total Operating Expenditures	43,042	50,600	61,300	63,185
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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	20,937	21,322
Total Non-Operating Expenditures	0	0	20,937	21,322

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: Health and Human Services				
Homeless Trust Operations	2,513	2,731	17	19
Domestic Violence Oversight Board	9,483	8,923	1	1
Emergency Housing	14,944	14,690	0	0
Permanent Housing	27,089	29,878	0	0
Support Services	4,664	5,058	0	0
Transitional Housing	2,607	1,905	0	0
Total Operating Expenditures	61,300	63,185	18	20

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	29	10	20	10	20
Fuel	0	2	0	0	0
Overtime	0	0	0	0	0
Rent	89	94	94	99	94
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	4	3	6	3	6
Utilities	1	1	1	1	1

DIVISION: HOMELESS TRUST OPERATIONS

The Homeless Trust Division oversees all departmental activities, including personnel and budget development, and coordinates services for homeless individuals and families throughout Miami-Dade County.

- Utilizes local, state and federal funds to assist the homeless
- Implements policies developed by the Homeless Trust Board and Committees
- Serves as staff to the Board of the Homeless Trust and liaison to the Office of the Mayor and the Board of County Commissioners
- Coordinates Homeless Trust activities and recommends, defines, and monitors operating goals, objectives, and procedures for the Homeless Trust
- Administers 85 percent of the one percent Food and Beverage Tax proceeds
- Provides a continuum of support services for targeted special populations, including services related to sexual assault and domestic violence, mental health, and substance abuse
- Provides culturally sensitive prevention, outreach and intervention services for homeless individuals and families, including veterans, chronically homeless, youth and families
- Administers 140 individual grant-funded programs with 29 organizations to provide essential homeless services in Miami-Dade County
- Conducts two countywide homeless census counts each year to assess the type and number of homeless individuals in Miami-Dade County, and surveys and analyzes system data to improve utilization and performance
- Manages the local Homeless Management Information System to track system utilization, needs, gaps, and trends
- Coordinates referrals of homeless individuals and families to permanent supportive housing

Strategic Objectives - Measures

- HH2-1: End homelessness

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide effective services to homeless individuals and families in Miami-Dade County	Unsheltered chronically homeless people in Miami-Dade County	OC	↓	352	337	300	309	300
	Beds in homeless continuum of care	OP	↔	8,434	7,853	8,600	8,754	8,600
	Permanent housing units completed	OC	↑	184	94	120	154	120
	Homeless outreach team contacts with clients	OP	↔	64,417	66,317	65,000	68,751	65,000
	Placements into housing units	OP	↔	14,665	14,693	15,000	16,693	15,000

DIVISION COMMENTS

- During FY 2016-17, the Homeless Trust successfully secured $29.890 million in funding from the United States Department of Housing and Urban Development (USHUD) for homeless housing and services and through reallocation created three new projects which will offer Permanent Supportive Housing to 111 chronically homeless individuals and/or families
- In FY 2017-18, nearly $24.290 million in Food and Beverage taxes will be allocated for services for the homeless and for victims of domestic violence
- The Homeless Trust budgeted $281,000 in the FY 2017-18 Adopted Budget to provide two employment specialists, two housing specialists and two after-care case managers to its two Homeless Assistance Centers which serve homeless individuals and families
- The FY 2017-18 Adopted Budget includes the addition of two Contracts Officer positions; one will be handling reimbursements and agreements and the other will serve a quality control/compliance role across the department
- The FY 2017-18 Adopted Budget includes $160,000 for the creation of a Landlord Risk Mitigation Fund, as well as the creation of a Navigation Network/Landlord Liaison position within one of the Department's partner agencies to recruit landlords and standardize the training of housing navigators across the Continuum of Care
- The FY 2017-18 Adopted Budget includes $700,000 in continued support for 83 emergency shelter beds dedicated to downtown Miami's urban core
- The FY 2017-18 Adopted Budget includes $250,000 to repair Miami-Dade Public Housing units and provide referral opportunities for homeless individuals and families
- The FY 2017-18 Adopted Budget includes Food and Beverage Tax funding for 28 Transitional Housing beds targeted to individuals with substance abuse disorders, while USHUD Technical Assistance, provided by Corporation for Supportive Housing, undertakes a housing stock analysis in partnership with the Homeless Trust to further analyze and prioritize homeless system gaps and needs
- The Federal Administration's proposed elimination of HOME and CDBG programming, funded through USHUD, would have an adverse impact on homeless services, as more than $1.4 million in HOME is providing Tenant Based Rental Assistance to homeless households and another $350,000 in CDBG funds is providing direct infrastructure and services support to non-profits serving homeless households; additionally, even if federal funding levels for subsidized housing programs are maintained, local housing authorities might be forced to scale back the number of housing vouchers due to inflation and rising housing costs; the Homeless Trust has partnered with four local housing agencies to establish additional housing options for homeless households
- In FY 2017-18, the Homeless Trust Capital Reserves are funded at $3.3 million for future infrastructure repairs; Tax Equalization Reserves are funded at $4.1 million for any emergencies or significant reductions to the Food and Beverage Tax collection

DIVISION: DOMESTIC VIOLENCE OVERSIGHT BOARD

The Domestic Violence Oversight Board (DVOB) advises the Board of County Commissioners (the Board) with respect to all issues affecting or relating to domestic violence.

- Submits to the Board a comprehensive plan with a budget and specific recommendations for the use of the 15 percent of the Food and Beverage Tax proceeds for domestic violence centers; helps maximize funds by seeking matching federal and state funds; fosters positive relationships between domestic violence centers, the courts, police, other criminal justice and social services agencies; and pursues other issues the Board finds relevant
- Coordinates and monitors the construction process and programmatic operations of domestic violence centers in Miami-Dade County and effectively and continually addresses the continuum of domestic violence services, issues and policy in the community
- Provides administrative support to the DVOB, monitors service provider contracts, evaluates the provision of services to domestic violence victims, and coordinates services between shelters

Strategic Objectives - Measures

- HH2-5: Improve access to abuse prevention, intervention and support services

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide advocacy, outreach, safe shelter, transportation, emergency financial assistance, emergency food and clothing to victims of domestic crimes and their families	Clients provided emergency shelter and/ or services at The Lodge	OP	↔	1,183	1,083	1,200	1,209	1,200

DIVISION COMMENTS

- In FY 2017-18 Domestic Violence Oversight Board (DVOB) capital reserve funds are budgeted at $13.648 million for the construction of the second DVOB shelter
- DVOB board members and staff are among a core group of stakeholders guiding technical assistance provided through USHUD and facilitated by the Domestic Violence Housing and Technical Assistance Consortium (DVHATC); this technical assistance focuses on the critical intersection of domestic violence, homelessness, and housing; through training and resource development, it aims to improve policies, identify promising practices, and strengthen collaborations needed to improve housing options for survivors of domestic violence and their children in order to enhance safety, stability, and well-being
- In FY 2017-18, the Office of Management and Budget will continue a comprehensive review of County services provided to survivors of domestic violence

CAPITAL BUDGET SUMMARY

(dollars in thousands)		PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue										
Food and Beverage Tax		13,648	0	1,270	1,320	0	0	0	0	16,238
	Total:	13,648	0	1,270	1,320	0	0	0	0	16,238
Expenditures										
Strategic Area: HH										
Domestic Violence Facilities		1,329	6,786	6,801	1,322	0	0	0	0	16,238
	Total:	1,329	6,786	6,801	1,322	0	0	0	0	16,238

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes $6.786 million in expenditures for the planning, design, and construction of the Second Domestic Violence Shelter; the shelter will provide a minimum of 60 emergency shelter beds for domestic violence survivors and their dependents; construction is expected to start in FY 2017-18 and is scheduled to be completed in FY 2019-20; the project is estimated to have an operational impact to the Department of $2.385 million (total project cost $16.238 million; $6.786 million in FY 2017-18)

FUNDED CAPITAL PROJECTS

(dollars in thousands)

SECOND DOMESTIC VIOLENCE SHELTER

PROJECT #: 207931

DESCRIPTION: Construct a new domestic violence shelter

LOCATION: Undisclosed — District Located: Countywide

Not Applicable — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Food and Beverage Tax	13,648	0	1,270	1,320	0	0	0	0	16,238
TOTAL REVENUES:	**13,648**	**0**	**1,270**	**1,320**	**0**	**0**	**0**	**0**	**16,238**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Art Allowance	28	83	115	14	0	0	0	0	240
Construction	0	5,965	5,965	504	0	0	0	0	12,434
Furniture Fixtures and Equipment	0	0	0	721	0	0	0	0	721
Permitting	213	205	0	0	0	0	0	0	418
Planning and Design	805	373	0	0	0	0	0	0	1,178
Project Administration	283	160	160	83	0	0	0	0	686
Technology Hardware/Software	0	0	561	0	0	0	0	0	561
TOTAL EXPENDITURES:	**1,329**	**6,786**	**6,801**	**1,322**	**0**	**0**	**0**	**0**	**16,238**

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of $2,385,000

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
PROVIDE ADVANCED CARE HOUSING	Various Sites	175,000
	UNFUNDED TOTAL	**175,000**

Public Housing and Community Development

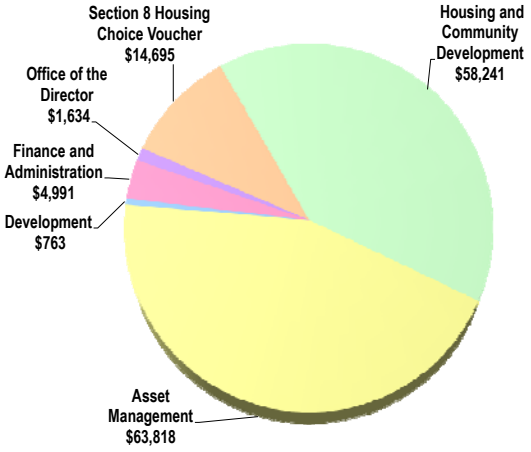
The Department of Public Housing and Community Development (PHCD) administers federal funding for all of the County's housing and community development programs including public housing, rental housing, affordable housing, rehabilitation and revitalization. These programs have been developed to provide decent, safe, sanitary, and affordable housing and to promote viable urban communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals.

As part of the Health and Human Services and the Economic Development strategic areas, PHCD oversees over 8,400 units of public housing and provides Section 8 subsidized rental payments for up to 15,000 households. The Department provides supportive services to improve the quality of life and general environment of public housing residents, including assisted living facility (ALF) services for elderly residents and the Family Self-Sufficiency Program for tenants in both the Private Rental (Section 8) and Public Housing programs. PHCD monitors and oversees performance through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP). By administering federal and state funded programs, PHCD promotes economic opportunities and community development with the goal of creating and retaining jobs for low- to moderate-income persons as well providing oversight on the construction of new housing development projects while managing mixed-use development acquisition projects. Additionally, PHCD is the County department primarily responsible for developing and financing affordable housing, to include the oversight of the Documentary Stamp Surtax (Surtax) and State Housing Initiatives Partnership (SHIP) funds for affordable housing development.

PHCD's stakeholders are the residents of Miami-Dade County, primarily extremely low-income to moderate-income individuals, families, and elderly residents. PHCD works closely with its Resident Boards, private landlords, affordable housing developers, for-profit and non-profit organizations and County departments. A primary partner of PHCD is the United States Department of Housing and Urban Development (HUD), which provides funding for programs including Public Housing, Capital Grants, Section 8, HOPE VI, Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG), and Neighborhood Stabilization Program (NSP).

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

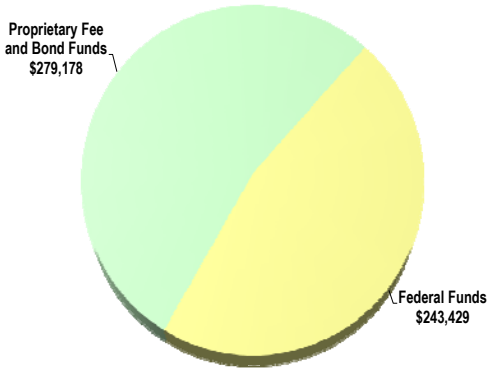


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Provides direction, communication, and coordination of federal and local housing and community development programs to assist extremely low- to moderate-income families and the elderly and disabled; provides management supervision for agency divisions and offices; provides direction for fraud and criminal investigations, compliance, reasonable accommodations according to the American with Disabilities Act, and HUD Voluntary Compliance Agreement for residents with disabilities; monitors HUD's PHAS; interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives

FY 16-17	FY 17-18
14	13

ASSET MANAGEMENT

- Provides on-going rehabilitation of public housing vacant units for prospective residents, and rehabilitation of vacant units for residents with Reasonable Accommodations needs; provides maintenance support services to all public housing units as needed; provides property management and maintenance services for over 8,400 units encompassed in 105 Public Housing Developments; manages the capital asset inventory; provides relocation leasing, rent collection, evictions, policy reviews, and future developments; manages applications for Public Housing; interviews prospective residents, determines eligibility, assigns units and maintains a waiting list of current applicants; plans and manages the design and construction of all capital improvement projects for existing public housing developments; provides direct oversight of the Applicant Leasing Center

FY 16-17	FY 17-18
279	275

HOUSING AND COMMUNITY DEVELOPMENT

- Administers federal and state funded programs including CDBG, HOME, ESG, NSP, Surtax, and SHIP; promotes economic development with the goal of creating and retaining jobs for low to moderate-income persons; identifies and constructs new housing development projects; manages mixed-use development acquisition; provides architectural/engineering and construction contract administration; oversees construction and rehabilitation field work; ensures compliance with all program requirements; prepares the Five-Year Consolidated Plan, Annual Action Plan, and Consolidated Annual Performance Evaluation Report (CAPER); administers community planning functions, including citizen participation through Community Advisory Committees

FY 16-17	FY 17-18
29	29

FINANCE AND ADMINISTRATION

- Provides support services including budgeting, accounting, financial reporting, accounts payable, and revenue management; implements various enhancements and process improvement initiatives to provide accurate and timely financial data; administers electronic payment system for tenants and direct debit program; provides underwriting, closing services and loan servicing to a loan portfolio of over 7,000 loans for affordable housing development, rehabilitation, construction, and homebuyer mortgage assistance loans; provides administrative support including human resources, safety operations, emergency management operations, procurement, employee training and development, contract and subcontract activity, and Davis Bacon Act requirements; provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF)

FY 16-17	FY 17-18
68	68

DEVELOPMENT

- Plans and implements redevelopment program on public housing sites, including major rehabilitation and new construction to include a mixed-income, mixed-finance and mixed-use approach; manages acquisitions, demolition and dispositions, and obtains HUD approvals; manages various federal grants; reviews project financing, redevelopment plans and architectural/engineering contract documents and administers construction; negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements; administers the County's Infill Housing Program

FY 16-17	FY 17-18
10	11

SECTION 8 HOUSING CHOICE VOUCHER

- Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe, and sanitary housing; administers special programs, including Moderate Rehabilitation, Single Room Occupancy, HUD Veterans Affairs Supportive Housing vouchers and project-based vouchers; conducts housing quality standards (HQS) inspections for all special programs; determines eligibility and selection for Section 8 rental assistance programs

FY 16-17	FY 17-18
24	24

- **The FY 2017-18 total number of full-time equivalent positions is 428**

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
Carryover - CD	9,653	1,906	2,256	2,230
Carryover - DRI/EZ/EH	7,670	5,012	7,205	7,450
Carryover - EDI/BEDI	1,156	4,545	848	2,453
Carryover CDBG	16,404	2,251	21,055	6,423
Carryover HOME	22,893	4,269	25,904	19,931
Carryover NSP	0	0	209	1,117
Carryover SHIP	6,580	8,551	15,079	14,132
Carryover Surtax	91,139	116,992	130,169	148,002
Documentary Stamp Surtax	40,465	40,635	40,000	37,000
Interest Income	171	589	183	190
Loan Repayments	13,600	13,978	10,141	10,141
Loans Servicing Fees	2,598	1,388	1,143	1,305
Miscellaneous Revenues	2,466	5,292	3,262	5,075
Program Income	1,191	734	19	19
Rental Income	16,700	17,778	18,100	18,570
SHIP	4,508	5,225	5,140	5,140
CDBG	8,669	3,778	8,669	8,669
CDBG Program Income	4,583	1,367	1,000	500
Emergency Shelter Grant	961	815	985	986
Federal Funds	8,890	8,713	8,187	4,537
HOME	1,599	7,323	1,813	3,383
HOME Program Income	5,087	5,540	4,000	1,200
Housing Assistance Payments	159,406	164,412	159,955	157,335
NSP Program Income	107	0	100	100
Public Housing Subsidy	40,692	40,188	36,369	46,856
Section 8 Admin Fee	17,810	16,976	23,659	19,863
Total Revenues	484,998	478,257	525,450	522,607
Operating Expenditures Summary				
Salary	23,414	23,940	28,888	31,489
Fringe Benefits	9,299	8,751	10,373	10,912
Court Costs	45	44	30	49
Contractual Services	29,000	29,208	29,332	30,367
Other Operating	52,012	67,845	60,925	63,999
Charges for County Services	6,383	8,163	5,685	7,326
Grants to Outside Organizations	0	0	0	0
Capital	0	0	0	0
Total Operating Expenditures	120,153	137,951	135,233	144,142
Non-Operating Expenditures Summary				
Transfers	156,518	160,639	158,308	155,735
Distribution of Funds In Trust	0	0	0	0
Debt Service	4,762	3,319	3,272	3,272
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	-198	228,637	219,458
Total Non-Operating Expenditures	161,280	163,760	390,217	378,465

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: Health and Human Services				
Office of the Director	1,424	1,634	14	13
Asset Management	57,455	63,818	279	275
Section 8 Housing Choice Voucher	13,537	14,695	24	24
Development	759	763	10	11
Finance and Administration	5,342	4,991	68	68
Strategic Area: Economic Development				
Housing and Community Development	56,716	58,241	29	29
Total Operating Expenditures	135,233	144,142	424	420

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
	(dollars in thousands)				
Advertising	35	38	46	68	43
Fuel	247	121	247	191	121
Overtime	851	263	844	731	250
Rent	1,205	1,359	1,630	1,359	1,369
Security Services	797	1,589	942	2,105	1,615
Temporary Services	1,360	2,105	1,565	3,507	3,590
Travel and Registration	70	34	77	95	86
Utilities	9,930	10,378	9,914	11,057	10,872

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director administers housing programs; provides direction and coordination of federal housing programs to assist extremely low- to moderate-income families; audits operations for compliance with U.S. HUD and departmental regulations; and interacts with the Mayor, Board of County Commissioners (BCC), residents, community groups, and other public and private entities to ensure attainment of the PHCD's goals and objectives.

- Monitors U.S. HUD regulations and measures
- Conducts fraud and criminal investigations and responds to appeals to the Director
- Coordinates yearly submission of required Public Housing Agency (PHA) Plan, Public Housing Admissions and Continued Occupancy Plan, and Section 8 Administrative Plan through Residential Advisory Boards (RAB) and BCC resolution
- Monitors private developers under the Public Housing program for compliance with special needs provisions and Reasonable Accommodation Requests
- Provides departmental internal and external program audits, quality assurance reviews, and reasonable accommodations according to the Americans with Disabilities Act and HUD Voluntary Compliance Agreement for residents with disabilities

DIVISION COMMENTS

- *In FY 2016-17, as part of the on-going departmental reorganization, a vacant Deputy Director position was eliminated*

DIVISION: ASSET MANAGEMENT

The Asset Management Division oversees and manages the public housing units in the County. The Division is responsible for property management services, and assisting public housing residents with attaining self-sufficiency through strategic partnerships with public and private service providers. The Division also plans and manages the design and construction of all capital improvement projects for existing public housing developments.

- Provides property management and maintenance services for public housing developments, including occupancy, relocation, leasing, rent collection, eviction, vacancy reduction, and policy review and development
- Provides rehabilitation of public housing units in preparation for occupancy
- Provides maintenance support services to all public housing units
- Oversees the Applicant Leasing Center which manages applications, maintains waiting lists, and manages the transfer waiting list for Project Based programs
- Provides oversight of resident council Memoranda of Understanding for resident participation
- Advocates and assists residents with attaining self-sufficiency
- Manages service providers' Community Space Lease Agreements for quality of life services at public housing developments
- Manages public housing capital improvements and the corresponding funding grants
- Manages project conversions to meet Uniform Federal Accessibility Standards (UFAS)

Strategic Objectives - Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Compliance with Housing and Urban Development (HUD) Regulations	Standard performer or higher designation on PHAS point score*	OC	↑	83	77	90	N/A	80
Maintain an acceptable level of vacant Public Housing units	Average occupancy rate	OC	↑	94%	95%	96%	94%	94%
	Average monthly number of families renting**	OP	↔	7,701	7,777	8,090	7,329	8,090

*The PHAS point score represents a computation based on U.S. HUD criteria that measures the efficiency of a public housing agency's management; FY 2015-16 Actual has been updated, FY 2016-17 Actual is pending U.S. HUD scoring; FY 2017-18 Target reflects the anticipated impacts of the proposed federal budget cuts and the resulting impact on the Department's physical plant needs

** The FY 2014-15 Actual inadvertently failed to exclude the Low-Income Tax Credit properties under management by the Department's development partners and was revised to show the correct number

DIVISION COMMENTS

- In FY 2016-17, as part of the on-going departmental reorganization, one vacant Administrative Secretary position was transferred to the Development Division and reclassified to a Construction Manager 2 position to assist with the administration of several redevelopment projects on public housing sites
- The Department continues to analyze the projected staffing and operational impacts of the FY 2017-18 proposed federal budget reductions on the public housing program; proposed reductions to the Capital Fund program could significantly impact the Department's ability to address physical plant needs for an aging public housing site portfolio
- *During FY 2016-17, one Executive Secretary position, a PHCD Applicant Leasing Center Manager position and one Maintenance Repairer position were transferred to the Information Technology Department (ITD)*

DIVISION: SECTION 8 HOUSING CHOICE VOUCHER

The Section 8 Choice Voucher Division administers the following special programs: Moderate Rehabilitation, Housing Choice Voucher (HCV), Project Based Voucher (PBV), HUD-Veterans Affairs Supportive Housing (HUD-VASH) vouchers, and Moderate Rehabilitation Single Room Occupancy.

- Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe, and sanitary housing
- Oversees Housing Choice Voucher contract activities
- Conducts housing quality standards (HQS) inspections at least annually for all administered programs
- Determines eligibility and selection for all Section 8 rental assistance programs

Strategic Objectives - Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Maximize the effective use of Housing Choice Vouchers	Percentage of available units leased in the Section 8 HCV program*	OC	↑	88%	93%	90%	93%	90%
Improve compliance with Housing and Urban Development (HUD) regulations	Section Eight Management Assessment Program (SEMAP) score**	OC	↑	135	135	140	135	140

* Maximum utilization of vouchers is driven by funding made available to PHCD by U.S. HUD on an annual basis; projected impacts of the proposed federal budget reductions has been factored into the FY 2017-18 Target

** SEMAP measures the performance of the public housing agencies that administer the Housing Choice Voucher Program in 14 key areas; the Actual points shown translate into a percentage of the total points that may be obtained; FY 2015-16 Actual has been updated

DIVISION COMMENTS

- For the fiscal year ending September 30, 2017, Section 8 met the requirements for SEMAP High Performer by scoring 135, which translates to 93 percent of the total obtainable points
- The Department continues to analyze the projected staffing and operational impacts of the FY 2017-18 proposed federal budget reductions on the Section 8 programs

DIVISION: DEVELOPMENT

The Development Division manages the capital improvements, development and infill programs for PHCD, which include mixed-finance development projects, rehabilitation of public housing facilities projects, Building Better Communities General Obligation Bond projects and the Infill Housing Program.

- Identifies new housing development projects and initiatives, including mixed use developments
- Solicits development services for mixed-finance projects
- Manages acquisition and disposition activities for PHCD owned properties
- Prepares highest and best use analyses of real estate properties
- Manages development programs, including mixed-finance public-private partnerships with developers
- Manages the County's Infill Housing program
- Applies for federal development grants and assists developers in obtaining funding

Strategic Objectives - Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Maximize the effective use of existing public housing units	Percentage of completion of Liberty Square Rising redevelopment*	OP	↔	5%	10%	25%	8%	16%

* The reduction in FY 2016-17 Actual and FY 2017-18 Target from FY 2016-17 Budget is due to the delays in receiving the necessary approvals from U.S. HUD to proceed with the initial phases of the project

DIVISION COMMENTS

- In FY 2016-17, as part of the on-going departmental reorganization, one vacant Administrative Secretary position was transferred from the Asset Management Division and reclassified to a Construction Manager 2 position; the Construction Manager 2 position will administer the redevelopment of the Liberty Square and Lincoln Gardens project
- In FY 2017-18, one Construction Manager 1 position and one Chief Real Estate Officer position will continue to administer the Infill Housing program ($237,000 total); the expenses related to these positions will be reimbursed from the General Fund
- In FY 2017-18, the Division will continue with the planning and administration of the Liberty Square, Lincoln Gardens, Senior Campus, Senator Villas, Three Round Towers, Elizabeth Virrick I, Elizabeth Virrick II, Smathers Phase I, and Modello development projects on public housing and other County sites

DIVISION: FINANCE AND ADMINISTRATION

The Finance and Administration Division provides financial and administrative support services to the Department and ensures that federal and County requirements are met.

- Provides support services including budgeting, accounting, financial reporting, accounts payable, revenue management, human resources, safety operations, emergency management operations, procurement, fair housing, affirmative action, fleet operations and employee development
- Oversees financial internal control systems to ensure sustainability of program compliance, and that financial statements are presented in accordance with Generally Accepted Accounting Principles (GAAP) and all other federal requirements
- Implements various enhancement and process improvement initiatives to provide accurate and timely financial data
- Administers electronic payment system for tenants and direct debit program
- Provides loan servicing to the portfolio of over 7,000 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides affordable housing and community development underwriting
- Provides direct oversight to the Helen M. Sawyer Plaza Assisted Living Facility (ALF)
- Monitors contract and subcontract activity; provides a summary of PHA contracts, and monitors federal Section 3 and Davis Bacon Act requirements
- Monitors and provides public records and records retention for the Department
- Provides employee training and development

Strategic Objectives - Measures

- ED1-1: Reduce income disparity by increasing per capita income

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 30 days *	OC	↑	N/A	N/A	10%	N/A	5%

* Measure was newly created during FY 2015-16; the Department is reviewing this measure for possible revision as current metric standard may not be realistic given the current level of resources

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Improve compliance with Housing and Urban Development (HUD) regulations	Tenant Accounts Receivable PHAS score*	OC	↑	2.59	3.33	4	N/A	4
Improve compliance and quality assurance procedures	Percentage of invoices paid on time	OC	↑	52%	83%	65%	85%	90%
Maximize the effectiveness of the Surtax program	Percent of Surtax loans in repayment	OP	↔	51%	55%	55%	55%	50%
Monitor contract activity	Percentage of vendor contracts reviewed for compliance	OC	↑	0%	20%	20%	20%	20%

* FY 2015-16 Actual has been updated, FY 2016-17 Actual has not been received

DIVISION COMMENTS

- In FY 2016-17, the Department implemented a new financial and procurement management system using the Elite software application; implementation includes a first time roll-out of an inventory management system which will allow for improved monitoring and tracking of warehouse items and will provide purchasing controls and efficiencies

DIVISION: HOUSING AND COMMUNITY DEVELOPMENT

The Housing and Community Development Division administers and monitors federal and state funded programs to promote affordable housing development, economic development, historical preservation, housing rehabilitation, capital improvements to public facilities, and public services.

- Promotes economic development with the goal of creating and retaining jobs for low- to moderate-income persons
- Identifies and constructs new housing development projects, manages mixed use development acquisition, and manages disposition activities for County owned properties
- Administers CDBG, Surtax, SHIP, and HOME affordable housing programs
- Provides architectural/engineering and construction contract administration, and oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local requirements to include CDBG, HOME, Surtax, NSP, and SHIP
- Prepares the CDBG Five-Year Consolidated Plan, Consolidated Annual Performance and Evaluation Report, Analysis of Impediments to Fair Housing and Annual Action Plan
- Issues and facilitates the County's competitive process for award of CDBG, HOME, ESG, SHIP and Documentary Stamp Surtax funds
- Provides oversight of planning analysis for determinations of Neighborhood Revitalization Strategy Areas, slum and blight findings and other federally mandated assessments for community redevelopment and substantial amendments to the Consolidated Plan
- Conducts environmental reviews and issues clearances for all federally funded projects
- Provides neighborhood planning support for all programs
- Oversees the management of seven affordable and market rate properties (829 units) and nine Section 8 New Construction properties (536 units) owned by Miami-Dade County

Strategic Objectives - Measures

- ED1-1: Reduce income disparity by increasing per capita income

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Improve access to economic opportunities for low-to moderate income individuals	Number of jobs created or retained*	OC	↑	51	65	104	76	70
Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated**	OP	↔	968	1,272	1,327	929	1,500

* The FY 2016-17 Actual and FY 2017-18 Target contemplate a reduction in the amount of CDBG funding allocated from U.S. HUD

** Figures reflect only those affordable housing units where PHCD funding was provided or those units resulting from a County public housing redevelopment project; FY 2016-17 Actual reflects delays in construction and approvals for credit underwriting

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Improve compliance with Housing and Urban Development (HUD) regulations	Percentage of CDBG projects completed on time	EF	↑	75%	60%	60%	60%	65%
Improve compliance and quality assurance procedures	Number of Open HOME projects monitored twice a year *	OP	↔	N/A	45	60	22	45

* Measure was newly created during FY 2015-16

DIVISION COMMENTS

- During FY 2016-17, the Department added one Administrative Officer 2 position to provide board support activities to the Affordable Housing Trust Fund Board
- In FY 2017-18, the General Fund will continue reimbursing PHCD for administrative support provided to General Fund-related activities in prior years ($1.425 million)
- The FY 2017-18 Documentary Stamp Surtax revenue is budgeted at $37 million; the FY 2017-18 carryover of $148 million is primarily allocated to on-going projects
- The Calendar Year (CY) 2018 CDBG Entitlement is budgeted at $8.669 million; the CY 2018 HOME entitlement is budgeted at $3.383 million; and the CY 2018 Emergency Solutions Grant (ESG) entitlement is budgeted at $985,426; federal funding for these programs could be significantly impacted by future reductions in the federal budget and may result in the elimination of certain programs
- The CY 2018 Community Development Block Grant includes economic development, housing, public service, and capital improvement activities, and includes an allocation for Administration of $1.734 million; however, the United States Department of Housing and Urban Development (U.S. HUD) has determined that the County must pay back CDBG funds due to activities found in non-compliance with program requirements; therefore, PHCD advised all County departments to exclude any CDBG funds from its revenue sources in the FY 2017-18 Adopted Budget
- During CY 2018, PHCD will continue to pursue an electronic submission process for the annual Request for Applications; administering the competitive process online will result in better quality submissions from community-based organizations and housing development entities applying for County funds, achievement of paper reduction goals, and processing efficiencies
- *In FY 2016-17, as part of the on-going departmental reorganization, one vacant Resident Services Director position was eliminated*

ADDITIONAL INFORMATION

- In FY 2017-18, PHCD will continue the implementation of an Energy Performance Contract (EPC) that will include design, installation, modification, monitoring and operations training for new and sustainable equipment and systems to reduce energy and water consumption for public housing units countywide

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
2008 Sunshine State Financing	2,347	0	0	0	0	0	0	0	2,347
BBC GOB Financing	6,004	8,000	8,000	7,000	6,296	0	0	0	35,300
Capital Funds Financing Program	1,600	1,600	1,600	1,600	1,600	0	0	0	8,000
Capital Funds Program (CFP) - 714	1,130	200	0	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 715	5,278	1,334	200	0	0	0	0	0	6,812
Capital Funds Program (CFP) - 716	1,088	2,002	2,487	1,313	0	0	0	0	6,890
Capital Funds Program (CFP) - 717	8	1,346	2,003	2,521	1,012	0	0	0	6,890
Comm. Dev. Block Grant	100	132	100	0	0	0	0	0	332
Documentary Stamp Surtax	2,000	2,000	2,000	0	0	0	0	0	6,000
Federal Health & Human Services	200	320	112	0	0	0	0	0	632
Hope VI Grant	0	1,710	100	0	0	0	0	0	1,810
Replacement Housing Factor (RHF)	0	0	1,289	830	0	0	0	0	2,119
Total:	19,755	18,644	17,891	13,264	8,908	0	0	0	78,462
Expenditures									
Strategic Area: HH									
Housing for Elderly and Families	1,300	1,452	2,501	830	0	0	0	0	6,083
New Affordable Housing Units	8,604	10,600	10,600	8,600	7,896	0	0	0	46,300
Procurement Improvements	4,834	3,186	3,849	2,849	1,000	0	0	0	15,718
Public Housing Improvements	4,796	3,627	941	985	12	0	0	0	10,361
Total:	19,534	18,865	17,891	13,264	8,908	0	0	0	78,462

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes $970,000 to pay the debt service costs related to the refinanced Scott Carver Development Phase 3 from Documentary Surtax funds to be transferred to the Capital Outlay Reserve Fund
- In FY 2017-18, the Department will continue the redevelopment of Liberty Square, a public/private redevelopment initiative that is anticipated to take five years to complete; the project includes the demolition of all existing public housing units in Liberty Square, development of the vacant Lincoln Garden site, and the construction of new infrastructure and dwelling units; this project is focused on transforming neighborhoods into viable, energy efficient, mixed-income, and sustainable neighborhoods with access to well-functioning services, high quality public schools and education programs, early learning programs and services, public transportation, and jobs; the development contract amount is $307.216 million of which $32.3 million is funded from the Building Better Communities General Obligation Bond Program proceeds, $8 million from the Capital Funds Financing Program, $6 million from Documentary Stamp Surtax funds, and $260.916 million from other miscellaneous sources; the estimated annual operating impact to the Department will begin in FY 2020-21 in the amount of $100,000
- In FY 2017-18, PHCD is projected to expend $4.882 million in federal Capital Fund Program (CFP) dollars to address long-term infrastructure needs in various public housing developments to include elevators, roofs, windows, fire alarm systems, and Uniform Federal Accessibility Standards (UFAS) compliance; it is important to note that the FY 2017-18 proposed federal budget may include reductions that could significantly impact the Department's ability to address infrastructure needs at various public housing sites; as a result of the infrastructure improvements, there is no fiscal impact to the Department's operating budget at this time; however, when applicable, the Department will install energy efficient equipment that in the long-term will provide some operational savings
- In FY 2017-18, the Department will continue working on an application to U.S. HUD under the Capital Fund Financing Program (CFFP), whereby a public housing authority may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of its future year annual Capital Funds to make debt service payments for either a bond or conventional bank loan transaction; if approved, it is estimated that the Department will generate approximately $45 million to rehabilitate/upgrade existing public housing units, remove and replace obsolete public housing units, increase the number of units on its underutilized sites and permit commercial and other special purpose uses where appropriate

FUNDED CAPITAL PROJECTS
(dollars in thousands)

ARCHITECTURAL AND INSPECTION SERVICES (CAPITAL FUND PROGRAMS (CFP)) **PROJECT #: 807910**

DESCRIPTION: Reimburse planning, architectural design, and inspections costs for public housing developments
LOCATION: Countywide — District Located: Countywide
Various Public Housing Regions — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Funds Program (CFP) - 714	1,130	200	0	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 715	806	324	0	0	0	0	0	0	1,130
Capital Funds Program (CFP) - 716	681	490	326	300	0	0	0	0	1,797
Capital Funds Program (CFP) - 717	0	647	490	660	0	0	0	0	1,797
TOTAL REVENUES:	**2,617**	**1,661**	**816**	**960**	**0**	**0**	**0**	**0**	**6,054**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Planning and Design	2,617	1,661	816	960	0	0	0	0	6,054
TOTAL EXPENDITURES:	**2,617**	**1,661**	**816**	**960**	**0**	**0**	**0**	**0**	**6,054**

HOPE VI - SCOTT HOMES HISTORICAL BUILDING **PROJECT #: 2000000243**

DESCRIPTION: Modernize the one remaining historical designated building in the Scott Homes development

LOCATION: 7163 NW 22 Ave — District Located: 3

Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Hope VI Grant	0	1,710	100	0	0	0	0	0	1,810
TOTAL REVENUES:	**0**	**1,710**	**100**	**0**	**0**	**0**	**0**	**0**	**1,810**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	1,661	100	0	0	0	0	0	1,761
Planning and Design	0	49	0	0	0	0	0	0	49
TOTAL EXPENDITURES:	**0**	**1,710**	**100**	**0**	**0**	**0**	**0**	**0**	**1,810**

LIBERTY SQUARE AND LINCOLN GARDENS **PROJECT #: 2000000108**

DESCRIPTION: Re-development of Liberty Square and Lincoln Gardens

LOCATION: Various Sites — District Located: 3

City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	5,004	7,000	7,000	7,000	6,296	0	0	0	32,300
Capital Funds Financing Program	1,600	1,600	1,600	1,600	1,600	0	0	0	8,000
Documentary Stamp Surtax	2,000	2,000	2,000	0	0	0	0	0	6,000
TOTAL REVENUES:	**8,604**	**10,600**	**10,600**	**8,600**	**7,896**	**0**	**0**	**0**	**46,300**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	8,054	10,110	10,600	8,600	7,896	0	0	0	45,260
Planning and Design	550	490	0	0	0	0	0	0	1,040
TOTAL EXPENDITURES:	**8,604**	**10,600**	**10,600**	**8,600**	**7,896**	**0**	**0**	**0**	**46,300**

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of $100,000

NON-DWELLING STRUCTURAL IMPROVEMENTS (CAPITAL FUND PROGRAM (CFP)) **PROJECT #: 803240**

DESCRIPTION: Repair and maintain non-dwelling structures to include community building spaces and administration buildings in various public housing developments

LOCATION: Countywide — District Located: Countywide

Various Public Housing Regions — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Funds Program (CFP) - 715	40	10	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 716	13	12	12	13	0	0	0	0	50
Capital Funds Program (CFP) - 717	0	13	13	12	12	0	0	0	50
TOTAL REVENUES:	**53**	**35**	**25**	**25**	**12**	**0**	**0**	**0**	**150**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	53	35	25	25	12	0	0	0	150
TOTAL EXPENDITURES:	**53**	**35**	**25**	**25**	**12**	**0**	**0**	**0**	**150**

PUBLIC HOUSING - SAFETY AND SECURITY IMPROVEMENTS **PROJECT #: 801950**

DESCRIPTION: Install lighting, fencing, security gates, intercom systems, and video camera system at various public housing developments

LOCATION: Countywide — District Located: Countywide
Various Public Housing Regions — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
2008 Sunshine State Financing	2,347	0	0	0	0	0	0	0	2,347
TOTAL REVENUES:	**2,347**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,347**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,495	221	0	0	0	0	0	0	1,716
Furniture Fixtures and Equipment	579	0	0	0	0	0	0	0	579
Project Administration	52	0	0	0	0	0	0	0	52
TOTAL EXPENDITURES:	**2,126**	**221**	**0**	**0**	**0**	**0**	**0**	**0**	**2,347**

REPLACEMENT HOUSING FACTORS (RHF) **PROJECT #: 2000000412**

DESCRIPTION: Provide funding for future new public housing developments

LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Replacement Housing Factor (RHF)	0	0	1,289	830	0	0	0	0	2,119
TOTAL REVENUES:	**0**	**0**	**1,289**	**830**	**0**	**0**	**0**	**0**	**2,119**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	1,160	747	0	0	0	0	1,907
Planning and Design	0	0	129	83	0	0	0	0	212
TOTAL EXPENDITURES:	**0**	**0**	**1,289**	**830**	**0**	**0**	**0**	**0**	**2,119**

SENATOR VILLAS - DISTRICT 10 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 2000000582**

DESCRIPTION: Design and construct a 23-unit elderly housing building and associated parking

LOCATION: SW 40 St between SW 89 Ave and SW 89 Ct — District Located: 10
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	1,000	1,000	1,000	0	0	0	0	0	3,000
Comm. Dev. Block Grant	100	132	100	0	0	0	0	0	332
Federal Health & Human Services	200	320	112	0	0	0	0	0	632
TOTAL REVENUES:	**1,300**	**1,452**	**1,212**	**0**	**0**	**0**	**0**	**0**	**3,964**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	946	1,319	1,147	0	0	0	0	0	3,412
Planning and Design	150	40	6	0	0	0	0	0	196
Project Administration	204	93	59	0	0	0	0	0	356
TOTAL EXPENDITURES:	**1,300**	**1,452**	**1,212**	**0**	**0**	**0**	**0**	**0**	**3,964**

SITE IMPROVEMENTS AND DWELLING STRUCTURES (CAPITAL FUND PROGRAMS (CFP)) **PROJECT #: 803250**

DESCRIPTION: Perform comprehensive modernization and repairs to existing county owned public housing units

LOCATION: Countywide — District Located: 13

Various Public Housing Regions — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Funds Program (CFP) - 715	4,432	1,000	200	0	0	0	0	0	5,632
Capital Funds Program (CFP) - 716	394	1,500	2,149	1,000	0	0	0	0	5,043
Capital Funds Program (CFP) - 717	8	686	1,500	1,849	1,000	0	0	0	5,043
TOTAL REVENUES:	**4,834**	**3,186**	**3,849**	**2,849**	**1,000**	**0**	**0**	**0**	**15,718**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	4,834	3,186	3,849	2,849	1,000	0	0	0	15,718
TOTAL EXPENDITURES:	**4,834**	**3,186**	**3,849**	**2,849**	**1,000**	**0**	**0**	**0**	**15,718**

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION		(dollars in thousands) ESTIMATED PROJECT COST
PUBLIC HOUSING - REPAIRS, MODERNIZATION, AND EQUIPMENT	Various Sites		327,056
		UNFUNDED TOTAL	**327,056**

STRATEGIC AREA
Economic Development

Mission:
To expand and further diversify Miami-Dade County's economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents

GOALS	OBJECTIVES
A STABLE AND DIVERSIFIED ECONOMIC BASE THAT MAXIMIZES INCLUSION OF HIGHER PAYING JOBS IN SUSTAINABLE GROWTH INDUSTRIES	Reduce Income Disparity by Increasing per Capita Income
	Attract Industries that have High Wage Jobs and High Growth Potential
	Enhance and Expand Job Training Opportunities and Education Programs to Ensure they are Aligned with the Needs of Emerging and Growth Industries
EXPANDED DOMESTIC AND INTERNATIONAL TRAVEL AND TOURISM	Attract More Visitors, Meetings, and Conventions
	Improve Customer Service at Airports, Hotels, and Other Service Providers that Support Travel and Tourism
EXPANDED INTERNATIONAL TRADE AND COMMERCE	Attract and Increase Foreign Direct Investments and International Trade from Targeted Countries
	Support International Banking and Other Financial Services
ENTREPRENEURIAL DEVELOPMENT OPPORTUNITIES WITHIN MIAMI-DADE COUNTY	Encourage Creation of New Small Businesses
	Create a Business Friendly Environment
	Expand Opportunities for Small Businesses to Compete for County Contracts
REVITALIZED COMMUNITIES	Provide Adequate Public Infrastructure that is Supportive of New and Existing Businesses
	Develop Urban Corridors (TUAs, CRAs and Enterprise Zones, NRSAs) as Destination Centers

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Miami-Dade Economic Advocacy Trust

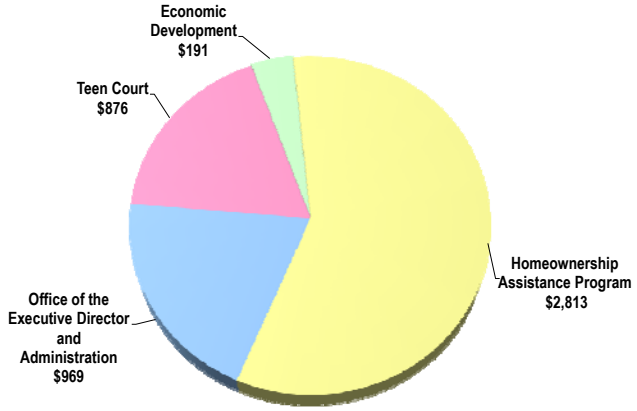
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black community within Targeted Urban Areas (TUA's) as identified by Miami-Dade County.

As part of the Economic Development and Public Safety strategic areas, MDEAT encourages and facilitates the coordination of programs providing assistance to the Black community, and strives for the elimination of disparities within the community at large. These programs include affordable housing opportunities for low-to-moderate income families, a teen court diversion program for youths, and various economic development initiatives to better the Black community of Miami-Dade County.

MDEAT is governed by a 15 member Board of Trustees selected by the Miami-Dade Economic Advocacy Trust Nominating Council and appointed by the Board of County Commissioners. The Executive Director nomination is submitted by the Board of Trustees to the County Mayor, who recommends the nominee to the Board of County Commissioners for approval.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

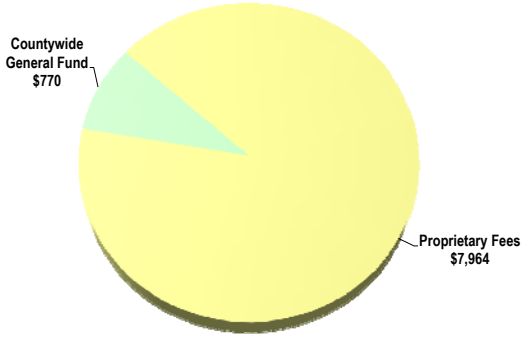


TABLE OF ORGANIZATION

OFFICE OF THE EXECUTIVE DIRECTOR

- Oversees programs, special initiatives, and advocacy activities that address disparities that exist for the Black community within Targeted Urban Areas as identified by Miami-Dade County in the areas of housing, economic development, and criminal justice

FY 16-17	FY 17-18
2	2

ADMINISTRATION

- Develops the Department's operating and capital budgets; administers grant funds; performs procurement, personnel, and accounts receivable and payable functions

FY 16-17	FY 17-18
4	4

ECONOMIC DEVELOPMENT

- Promotes business expansion, retention, and job creation in the Black community within Targeted Urban Areas through capacity-building workshops, trainings, and special initiatives based on emerging economic trends

FY 16-17	FY 17-18
1	1

TEEN COURT

- Provides an alternative sanctioning program for first-time misdemeanor juvenile offenders, as well as training for youths interested in the field of law

FY 16-17	FY 17-18
8	8

HOMEOWNERSHIP ASSISTANCE PROGRAM

- Provides homeownership opportunities to low-to-moderate income families through technical and financial assistance

FY 16-17	FY 17-18
5	5

The FY 2017-18 total number of full-time equivalent positions is 20

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	495	495	492	770
Carryover	3,342	4,145	4,992	4,059
Documentary Stamp Surtax	3,520	3,534	3,586	3,200
Interest Earnings	6	9	6	7
Surtax Loan Payback	0	2	2	2
Teen Court Fees	871	819	818	696
Total Revenues	8,234	9,004	9,896	8,734
Operating Expenditures Summary				
Salary	1,302	1,170	1,361	1,479
Fringe Benefits	403	395	519	555
Contractual Services	74	124	140	136
Other Operating	76	82	123	125
Charges for County Services	75	56	82	75
Grants to Outside Organizations	2,158	2,866	2,276	2,477
Capital	1	1	1	2
Total Operating Expenditures	4,089	4,694	4,502	4,849
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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	5,394	3,885
Total Non-Operating Expenditures	0	0	5,394	3,885

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: Public Safety				
Teen Court	851	876	8	8
Strategic Area: Economic Development				
Office of the Executive Director and Administration	940	969	6	6
Economic Development	180	191	1	1
Homeownership Assistance Program	2,531	2,813	5	5
Total Operating Expenditures	4,502	4,849	20	20

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 14-15**	**Actual FY 15-16**	**Budget FY 16-17**	**Actual FY 16-17**	**Budget FY 17-18**
Advertising	26	0	49	37	55
Fuel	0	0	0	0	0
Overtime	9	0	0	0	0
Rent	1	0	13	0	13
Security Services	21	0	15	19	20
Temporary Services	0	0	0	15	0
Travel and Registration	1	0	2	2	2
Utilities	12	0	10	12	12

DIVISION: OFFICE OF THE EXECUTIVE DIRECTOR AND ADMINISTRATION

The Office of the Executive Director and the Administration division provide overall leadership and coordination of departmental operations and ensure financial, fiscal, and accounting controls.

- Oversees programs, special initiatives, and advocacy activities that address disparities of Black residents in comparison to the community-at-large in the areas of homeownership, economic development, and criminal justice
- Develops the operating and capital budgets
- Administers grant funds
- Performs procurement, personnel, and accounting functions

DIVISION: HOMEOWNERSHIP ASSISTANCE PROGRAM

The Homeownership Assistance Program Division provides homeownership opportunities to low-to-moderate income families through technical and financial assistance.

- Provides down payment and closing cost assistance to qualified first-time low-to-moderate income homebuyers
- Processes mortgage applications for affordable homeownership
- Establishes partnerships with public, private sector, and financial institutions to provide housing opportunities for low-to-moderate income homebuyers

Strategic Objectives - Measures

- HH2-2: Stabilize home occupancy

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase the number of new homeowners	New homeowners provided closing costs and down payment assistance*	OP	↔	411	410	418	294	350
	Affordable housing community forums and special housing events held	OP	↔	29	36	28	31	36

*FY 2016-17 Actuals reflect a decrease in the availability of housing units for qualified first-time homeowners. The FY 2017-18 target has been adjusted to reflect this trend

DIVISION: ECONOMIC DEVELOPMENT

The Economic Development Division helps to address the socio-economic disparity of the Black community within Targeted Urban Areas by advocating and coordinating initiatives and programs for the benefit of the community-at-large.

- Promotes business expansion, retention, and job creation in the Black community
- Promotes expansion of the small business community through capacity-building workshops, trainings, and special initiatives based on emerging economic trends

Strategic Objectives - Measures

- ED4-1: Encourage creation of new small businesses

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase the number of successful small businesses in targeted areas	Community Economic Development Forums sponsored	OP	↔	6	2	6	3	6

DIVISION: TEEN COURT

The Teen Court Division provides an alternative sanctioning program for first-time misdemeanor juvenile offenders, as well as training for youths interested in law.

Strategic Objectives - Measures

- PS1-1: Reduce crimes of public concern

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Decrease juvenile arrests	Juveniles referred to Teen Court*	OP	↔	457	404	500	298	400
	Workshops held for Teen Court participants	OP	↔	159	198	200	194	200
	Courtroom sessions held by participating juveniles	OP	↔	235	249	250	225	216

* The 2016-17 Actuals reflect an increase in services provided which has impacted the length of time juveniles participate in the Teen Court program

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes funding for a summer youth employment program that connects high school students with employment opportunities throughout the business, government, and legal communities within the Targeted Urban Areas

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Establish a Small Business Accelerator Program	$0	$60	0
Expand the Teen Court Program to the south end of Miami-Dade County	$62	$138	2
Establish a Girls Represent: Program designed to increase awareness and provide training to minority girls (age 7-17) underrepresented in science, technology, engineering, and math fields	$0	$10	0
Establish a technology training program to build and utilize a network of African-American tech companies to train and coach residents in the TUAs	$0	$40	0
Establish a community garden program in one of more TUAs	$0	$100	0
Total	**$62**	**$348**	**2**

Regulatory and Economic Resources

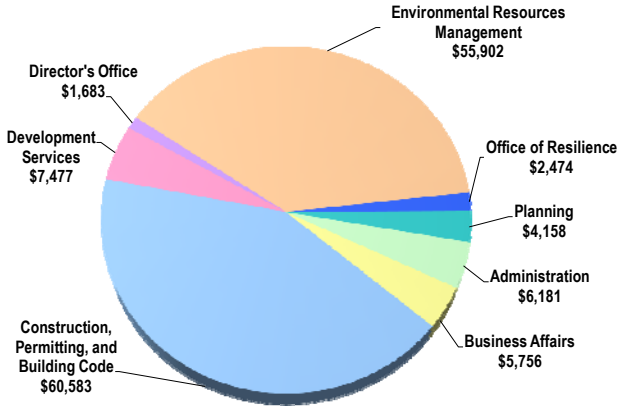
The Regulatory and Economic Resources (RER) Department's mission is to enable sustainable economic development through smart regulatory, planning, and resiliency strategies, and business expansion initiatives. In fulfilling this mission, the Department strives to provide efficient regulatory, planning and economic development services, and pursue resilience, to ensure overall health of the community now and in the future. RER provides a broad portfolio of services in order to support its mission, including: permitting, licensing, and code enforcement activities related to compliance with applicable building, zoning, planning, environmental, platting, traffic, and industry-specific codes and regulations; resilience planning and countywide initiative coordination and implementation; land use and community planning and policy; environmental, historic resource, and consumer protection and education; economic research; and the development and implementation of countywide and industry/neighborhood-specific economic development strategies.

RER performs activities that are related to both the Neighborhood and Infrastructure and the Economic Development strategic areas. As part of the Neighborhood and Infrastructure strategic area, RER provides services, such as contractor licensing enforcement, construction products evaluation, training, education, and certification of building code enforcement personnel countywide; reviews zoning and land platting applications, issues building permits, and performs inspections to verify compliance with the applicable construction codes and regulations; and investigates complaints, enforces the correction of building code violations related to new and existing buildings, enforces local regulations related to unsafe buildings and structures, and provides neighborhood code compliance services. The Department oversees protection of our air, water, and soil resources, including protection of the Biscayne Aquifer, our sole source of drinking water; responds to complaints regarding pollution; oversees clean-up of contaminated soil; protects, restores, and enhances natural areas and monitors environmental resources; manages beach renourishment; and acquires and protects environmentally endangered lands. RER prepares zoning recommendations, coordinates all concurrency management activities, reviews development plans for compliance with zoning regulations, issues certificates of use, administers impact fee collections, and provides technical support at zoning meetings of the Board of County Commissioners (BCC) and Community Zoning Appeals Boards. RER administers and enforces growth management through the Comprehensive Development Master Plan (CDMP) and the Historic Preservation ordinance. Finally, the Department is responsible for proactively engaging all County departments, as well as other jurisdictions and stakeholders, to plan and execute strategies to address the most pressing threats to the resiliency of Miami-Dade County.

As part of the Economic Development strategic area, RER promotes film and television related industries; promotes economic growth through administration of local economic development programs including the Qualified Target Industry (QTI) and the Targeted Jobs Incentive Fund (TJIF) programs; and enforces consumer laws and licensing requirements that protect purchasers of goods and services. Other functions include international trade coordination, and coordination with the County's agricultural industry.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

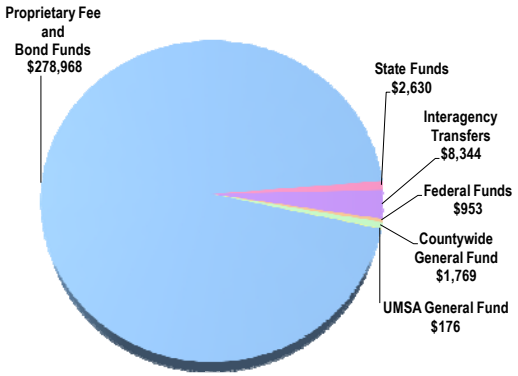


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Provides overall direction for departmental operations; oversees all departmental communication and intergovernmental activity

FY 16-17	FY 17-18
11	11

ADMINISTRATION

- Provides finance, budgeting, billing and collection, human resources, procurement, and asset management services; provides information technology shared services, business plan development, performance management reporting and departmental safety coordination

FY 16-17	FY 17-18
61	66

BUSINESS AFFAIRS

- Regulates various industries; coordinates activities to increase international trade and promotes the County as a global gateway; coordinates film activities and permitting; and coordinates agricultural industry

FY 16-17	FY 17-18
44	44

CONSTRUCTION, PERMITTING AND BUILDING CODE

- Serves as the Building Official for the unincorporated area of Miami-Dade County; processes Florida Building Code and unsafe structures violations; manages and enforces local contractor licensing as part of Chapter 10 of the County Code; ensures compliance with the Florida Building Code and other applicable regulations through review of plans, inspection of construction, and enforcement activities; reviews and recommends construction products and components; processes Certificates of Occupancy; provides residential and commercial zoning code enforcement; and assesses impact fees

FY 16-17	FY 17-18
390	395

ENVIRONMENTAL RESOURCES MANAGEMENT

- Conducts environmental resources permitting, monitoring, and restoration; facilitates contaminated site remediation to ensure that environmental laws are followed; regulates sources of pollution and monitors air quality; regulates water supply protection; administers the Stormwater Utility and flood control programs

FY 16-17	FY 17-18
364	373

DEVELOPMENT SERVICES

- Reviews and processes all zoning applications seeking re-zoning or other relief from zoning code regulations; reviews application requests to subdivide land in preparation for development including traffic concurrency reservations; and maintains zoning data for properties in unincorporated Miami-Dade County

FY 16-17	FY 17-18
48	48

PLANNING

- Manages and administers the CDMP; prepares population projections and economic, demographic, and growth analyses; administers business incentive programs

FY 16-17	FY 17-18
30	30

OFFICE OF RESILIENCE

- Assesses and prioritizes the greatest threats to Miami-Dade County's resilience and long-term sustainability; develops a comprehensive and cohesive resilience plan

FY 16-17	FY 17-18
9	11

The FY 2017-18 total number of full-time equivalent positions is 981

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	1,383	1,533	1,761	1,769
General Fund UMSA	486	537	537	176
Auto Tag Fees	1,889	1,891	1,800	1,750
Building Administrative Fees	626	1,224	779	828
Carryover	79,814	117,184	111,388	128,297
Code Compliance Fees	3,735	4,682	3,556	3,630
Code Fines / Lien Collections	9,848	7,804	7,369	7,560
Construction / Plat Fees	2,751	3,178	2,286	2,893
Contractor's Licensing and Enforcement Fees	1,459	1,817	1,269	1,551
Environmentally Endangered Land Fees	601	603	650	675
Fees and Charges	7,701	2,958	2,571	2,520
Foreclosure Registry	1,580	1,120	1,126	852
Impact Fee Administration	3,573	2,971	2,175	2,175
Local Business Tax Receipt	471	471	471	471
Miscellaneous Revenues	231	259	213	221
Operating Permit Fee	8,085	8,273	7,522	7,627
Other Revenues	2,033	1,700	2,089	5,051
Permitting Trades Fees	31,489	31,266	27,898	30,586
Plan Review Fee	9,654	9,983	8,817	8,820
Planning Revenue	1,924	1,580	749	252
Product Control Certification Fees	2,889	2,451	2,279	2,327
Stormwater Utility Fees (County)	0	35,061	31,900	33,358
Utility Service Fee	28,249	30,506	28,500	29,964
Zoning Revenue	8,310	8,485	7,179	7,560
State Grants	2,108	4,164	2,280	2,630
Federal Grants	780	1,245	886	953
Airport Project Fees	386	370	500	500
Interagency Transfers	675	2,810	1,607	7,844
Transfer From Other Funds	1,294	0	0	0
Total Revenues	214,024	286,126	260,157	292,840
Operating Expenditures Summary				
Salary	63,099	66,146	70,287	71,545
Fringe Benefits	18,229	19,928	23,455	25,611
Court Costs	3	3	53	13
Contractual Services	3,537	4,131	10,671	5,623
Other Operating	10,514	10,392	12,265	12,387
Charges for County Services	19,577	20,640	24,609	24,538
Grants to Outside Organizations	414	357	430	430
Capital	412	2,107	4,126	4,067
Total Operating Expenditures	115,785	123,704	145,896	144,214
Non-Operating Expenditures Summary				
Transfers	0	21,501	26,853	30,541
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	7,252	7,252	7,252
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	80,156	110,833
Total Non-Operating Expenditures	0	28,753	114,261	148,626

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: Neighborhood and Infrastructure				
Administration	6,367	6,181	61	66
Construction, Permitting, and Building Code	62,844	60,583	390	395
Development Services	7,734	7,477	48	48
Director's Office	1,691	1,683	11	11
Environmental Resources Management	55,779	55,902	364	373
Office of Resilience	1,732	2,474	9	11
Planning	3,893	4,158	30	30
Strategic Area: Economic Development				
Business Affairs	5,856	5,756	44	44
Total Operating Expenditures	145,896	144,214	957	978

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 14-15**	**Actual FY 15-16**	**Budget FY 16-17**	**Actual FY 16-17**	**Budget FY 17-18**
Advertising	308	274	332	311	334
Fuel	291	256	286	270	248
Overtime	804	1,036	975	901	1,106
Rent	8,000	7,687	8,489	8,452	8,587
Security Services	21	25	36	20	33
Temporary Services	500	188	421	385	397
Travel and Registration	145	150	182	193	183
Utilities	914	834	1,125	874	1,082

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 16-17	Adopted Fee FY 17-18	Dollar Impact FY 17-18
• Up-Front Fee for Permit Support Functions (This fee was previously charged only to a subset of applications by Construction, Permitting, and Building Code; this now applies to all applications)	$25	$25	$1,700,000
• RER Permit and Licensing Surcharge	Several	7.5% of Permits	$2,889,000
• Concierge Permitting Process Review Fee	0	Several	$500,000

DIVISION: DIRECTOR'S OFFICE

The Office of the Director is responsible for overseeing policies and procedures; coordinating intergovernmental and communications activities; providing long-term vision and overall direction and coordination for all divisions; and representing the interests of the Department at the local, national and international levels.

DIVISION: CONSTRUCTION, PERMITTING, AND BUILDING CODE

The Construction, Permitting, and Building Code Division serves as the Building Official for unincorporated Miami-Dade County and enforces the Florida Building Code (FBC) and other applicable construction regulations through the review of plans, inspection of construction, and other enforcement activities.

- Processes construction permit applications
- Inspects structures to ensure compliance with the Florida Building Code (FBC) and issues permits
- Processes violations of the FBC, Chapters 8 and 10 of the County Code, and unsafe structures regulations; directs all enforcement activities
- Provides residential and commercial code enforcement to enhance the safety and aesthetics of the community through residential education and promotion of voluntary compliance
- Oversees nuisance abatement, zoning violations, and other maintenance regulations
- Provides administrative and clerical support for the Board of Rules and Appeals, the Construction Trades Qualifying Board, and the Unsafe Structures Board
- Provides technical information and assistance to unincorporated and municipal building departments to ensure uniformity in the enforcement and interpretation of the FBC
- Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County
- Issues contractor licenses

Strategic Objectives - Measures

- NI4-1: Ensure buildings are safer

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Receive and process construction permit applications and provide support to inspections and plans processing	Permits issued	OP	↔	49,466	48,961	48,000	50,988	48,000
Ensure building compliance with the FBC and other codes through inspections, plans processing, enforcement, and educational outreach	Percentage of field inspections rejected	EF	↓	18%	14%	25%	15%	25%
	Average business days to process residential permit applications*	EF	↓	12	12	15	11	15
	Average business days to process commercial permit applications*	EF	↓	23	23	25	22	25
	Percentage of Voluntary Compliance with Warning Letters Issued	EF	↑	57%	63%	60%	65%	55%
Improve response time for reviewing property maintenance and zoning complaints	Average calendar days from zoning complaint to first inspection**	EF	↓	47	5	5	3	5
	Average calendar days from receipt of exterior property maintenance (Chapter 19) complaint to first inspection**	EF	↓	43	5	5	4	5
	Average Days from Junk/Trash/Overgrowth Complaint to First Inspection	EF	↓	N/A	6	5	3	5

* These measures capture timeframes for plans reviewed concurrently by all disciplines.
** The methodology used to collect data for these measures has changed from how it was previously collected

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the addition of seven positions ($427,000) due to the increased demand of permitting activities, and to implement permit customer improvement efforts, as well as the transfer of two positions to the Administration Division

DIVISION: ENVIRONMENTAL RESOURCES MANAGEMENT

The Environmental Resources Management Division protects air, water, soils, and natural systems that are vital to human health and safety and provide habitat for unique plant and animal communities that occur nowhere else in the world.

- Oversees countywide environmental regulatory functions including air and water quality monitoring, endangered lands acquisition, restoration and remediation of contaminated sites
- Manages, coordinates, and administers environmental education programs
- Enforces federal, state, and local laws to prevent water and air pollution; protects vulnerable drinking water supply and water infrastructure; and minimizes flooding
- Investigates complaints received from the public
- Administers the Stormwater Utility and flood control programs
- Supports the Environmental Quality Control Board in review and action upon appeals or requests for variances

Strategic Objectives - Measures

- NI3-1: Maintain air quality

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure timely processing of air quality inspections and permits	Percentage of state air quality permits issued on time	EF	↑	100%	91%	100%	98%	100%
	Percentage of County air quality permits issued on time	EF	↑	99%	99%	100%	91%	100%

- NI3-3: Protect groundwater and drinking water wellfield areas

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure, through efficient review of plans, that land use and development within Miami-Dade County is in accordance with the Miami-Dade County Environmental Protection Code (EPC)	Percentage of building permit plans reviewed within four to eight business days*	EF	↑	78%	93%	95%	93%	95%
Facilitate prompt resolution of citizen environmental complaints	Percentage of sanitary nuisance complaints responded to within 24 hours	EF	↑	92%	91%	90%	96%	95%
Minimize the impact of development on environmental resources	Percentage of Resource Protection Permit applications reviewed on time (Class I - VI Permits)	EF	↑	99%	100%	95%	99%	95%
	Percentage of wetland acres reviewed for unauthorized impacts	EF	↑	46%	52%	50%	83%	50%
Conduct long-term groundwater sampling to document the environmental health and status of the Biscayne Aquifer	Percentage of samples from Biscayne Bay surface water in compliance with County bacterial standard	OC	↑	97%	98%	95%	99%	95%
	Percentage of surface water monitoring samples collected on schedule	EF	↑	100%	100%	97%	99%	97%

*FY 2014-15 Actual is below current figures due to increased volume of permit applications received overall and a large influx of applications received prior to the change to the Florida Building Code effective July 1, 2015.

• NI3-3: Protect groundwater and drinking water wellfield areas								
Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Conduct long-term surface and groundwater sampling to document the environmental health and status of Biscayne Bay, its tributaries, and the Biscayne Aquifer	Percentage of contaminated site rehabilitation documents reviewed on time	EF	↑	96%	91%	90%	93%	90%
	Percentage of wellfield monitoring samples collected on schedule	EF	↑	99%	99%	95%	99%	95%

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes budgeted reimbursements of $500,000 from the Miami-Dade Aviation Department for personnel and operating expenses; activities include the oversight of environmental aspects of construction activities, assessment and oversight of the cleanup of contaminated sites, and inspections of permitted facilities
- In FY 2017-18, the Parks, Recreation and Open Spaces Department will continue managing land in the Environmentally Endangered Lands (EEL) Program, with funding support from the EEL Program ($3 million)
- In FY 2017-18, the Environmental Resources Management Division will continue to support a sustainable environment by offering free trees to plant in the community through the Adopt-a-Tree Program funded by donations and operating funds ($208,000)
- In FY 2017-18, the Environmental Resources Management Division will provide funding for Environment Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division ($430,000)
- The FY 2017-18 Adopted Budget includes the addition of four positions ($354,000) to meet increased demand for environmental activities, and the converting of five part-time to full-time positions for environmental monitoring and natural resources sections
- The FY 2017-18 Adopted Budget includes a two percent reduction of the Utility Service Fee (USF) currently applied to all retail Water and Sewer customers' bills to fund landfill remediation and other USF eligible projects; the total USF is currently eight percent, with four percent coming to the Department for ground water protection activities and four percent going to the Department of Solid Waste Management (DSWM) for landfill remediation; increased collections due to escalation of Water and Sewer rates has generated revenues in excess of that needed for debt service payments and other landfill remediation activities in DSWM

DIVISION: PLANNING

The Planning Division provides policies for sound growth management, historic preservation, urban planning, and transportation development through the CDMP and related activities.

- Conducts long and short range planning activities relating to the social, economic and physical development, and growth management of the County
- Administers and implements the County's CDMP and its policies
- Conducts studies promoting smart growth
- Conducts demographic, economic, and geographic research
- Provides support to County departments, the Board of County Commissioners, and advisory committees and boards, and outside local agencies and governments
- Administers the Concurrency Management Program, Agricultural Practices Board and Historic Preservation Board
- Coordinates countywide historic preservation activities and implements the requirements of Miami-Dade County's Historic Preservation ordinance
- Conducts economic analysis to assist the administration and the BCC in evaluating policy options, and administers state and local economic incentives, including the QTI and County TJIF

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes budget reimbursements of $70,000 from the Transportation Planning Organization to coordinate long and short-range land use and demographic activities while reviewing transportation-related projects and activities with the metropolitan transportation planning process

DIVISION: DEVELOPMENT SERVICES

The Development Services Division maintains zoning data and implements the zoning code, including the permitted uses, for properties in unincorporated Miami-Dade County.

- Reviews and evaluates zoning public hearing applications and land platting
- Prepares community-based development plans and implementing ordinances
- Provides technical assistance to developers and the public
- Provides support to various boards and committees including the Development Impact Committee (DIC) Executive Council, Community Zoning Appeals Board, and the Board of County Commissioners

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the addition of one Principal Planner ($109,000) to improve application review timeframes and the transfer of one position to the Communications Department

DIVISION: ADMINISTRATION

The Administration Division provides coordination of departmental personnel, finance, budget, planning, procurement, information systems, and customer service functions.

- Prepares and monitors the Department's operating and capital budgets
- Coordinates the departmental business plan and performance management reports
- Oversees revenue collection, billing, grant management, accounts payable, financial reporting, procurement, capital and material inventory control, and fleet management
- Coordinates information technology shared services for the Department
- Manages personnel functions including payroll, labor management, recruitment, compensation, personnel reporting, employee safety, emergency management, and performance evaluation
- Pursues opportunities for technology improvements to improve customer service, increase efficiency, and provide greater information access and exchange department-wide

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of two positions from the Construction, Permitting, and Building Code Division for IT oversight and coordination of major projects and rollouts, as well as performance management and process improvements, and the conversion of three part-time positions to full-time for personnel activities
- The FY 2017-18 Adopted Budget includes payments in the amount of $125,000 for services provided to: Audit and Management Services ($75,000); Human Resources ($39,000) and Finance ($12,000) for Purchase Card Industry (PCI) compliance

DIVISION: BUSINESS AFFAIRS

The Business Affairs Division incorporates functions related to regulation, agriculture, consumer protection, economic development, international trade and film and entertainment activities.

- Licenses and regulates the locksmith, towing, motor vehicle, moving, vehicle immobilization, motor vehicle title loan and water re-metering industries; registers telecommunication companies; and issues domestic partnership certificates
- Promotes international trade through various initiatives, including trade missions, local workshops, protocol support, and administration of the Sister City program
- Promotes the film and entertainment industry through various initiatives, including business attraction and industry development, policy formation efforts at the state and local levels, the issuing of film permits, and coordination of support between production companies and County departments
- Administers Wage Theft Program to promote economic security to Miami-Dade County residents

Strategic Objectives - Measures

- ED1-1: Reduce income disparity by increasing per capita income

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Identify opportunities for film industry growth	Film industry jobs created	OC	↑	16,816	11,803	12,500	11,035	12,500

- ED3-1: Attract and increase foreign direct investments and international trade from targeted countries

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase opportunities for international trade	Business matchmaking meetings arranged	OP	↔	165	200	165	165	180
	Inbound missions supported	OP	↔	14	58	10	50	10

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes support from the Greater Miami Convention and Visitors Bureau ($175,000) towards economic development, job creation, and film and entertainment activities
- The Department is formalizing grant agreements based on the $90 million in Economic Development Fund (EDF) allocations approved by the Board of County Commission (BCC); to date, grant agreements valued at $26.6 million have been approved and subsequent agreements valued at $2.8 million are currently under consideration by the BCC for approval
- In FY 2016-17, the Board of County Commissioners created the Miami-Dade County Television, Film and Entertainment Production Incentive Program designed to attract production companies through rebates up to $100,000 on expenditures within the County

DIVISION: OFFICE OF RESILIENCE

The Office of Resilience is responsible for assessing and prioritizing the greatest threats to Miami-Dade County's resilience and long-term sustainability and developing a comprehensive and cohesive Resilience Plan.

- Engages and works with diverse leaders and stakeholders from within County government and throughout the community to insure inclusive input in determining and addressing the most pressing threats to Miami-Dade County
- Works closely with Rockefeller 100 Resilient Cities and other partners to develop a Resilience Plan that ensures resilience strategies are integrated within all of the County's planning and operations
- Develops, coordinates, and facilitates an enhanced capital plan to begin preparing existing and future infrastructure for current and future impacts of flooding, sea level rise, storm surge and other climate change related threats and impacts
- Implements the Sustainable Buildings Program, and facilitates other efforts to decrease greenhouse gas emissions by increasing the use of renewable energy and improving fuel and energy efficiency, both County and community-wide
- Facilitates education and outreach on climate change, sea level rise, energy and water efficiency and other resilience issues, and efforts being undertaken by the County and its local and regional partners, to internal and external entities
- Works with strategic partners to utilize innovative research and solutions to create jobs and economic opportunities in the community while building resilience

Strategic Objectives - Measures

- GG6-2: Lead community sustainability efforts

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Coordinate internal County sustainability initiatives	Number of activities implemented to decrease Countywide energy consumption	OP	↑	30	33	31	35	36
	Number of GreenPrint initiatives in progress or completed	OP	↑	110	110	50	50	113
	Number of adaptation/resiliency activities in progress or completed	OP	↑	N/A	14	2	14	20

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget continues the Internal Revolving Energy and Water Investment Fund, which funds energy and efficiency projects in several Miami-Dade County Departments and reinvests those savings for similar projects in future years; the program will be revamped in the fall with the next cycle of applications to apply a broader scope under the dimensions of resilience
- The FY 2017-18 Adopted Budget includes the addition of one position ($119,000) and the conversion of one part-time position to full-time to enhance resiliency planning, policy development, coordination, measurement, and implementation

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
Army Corps of Engineers	7,953	7,524	3,962	0	0	0	0	0	19,439
BBC GOB Financing	18,523	35,543	24,719	27,900	13,400	1,000	1,000	0	122,085
BBC GOB Series 2005A	18,721	0	0	0	0	0	0	0	18,721
BBC GOB Series 2008B	7,729	0	0	0	0	0	0	0	7,729
BBC GOB Series 2008B-1	2,082	0	0	0	0	0	0	0	2,082
BBC GOB Series 2013A	70	0	0	0	0	0	0	0	70
BBC GOB Series 2014A	5,060	0	0	0	0	0	0	0	5,060
Biscayne Bay Envir. Trust Fund	1,000	1,000	0	0	0	0	0	0	2,000
Capital Outlay Reserve	0	710	0	0	0	0	0	0	710
Endangered Lands Voted Millage	4,000	0	0	0	0	0	0	0	4,000
Florida Department of Environmental Protection	3,026	2,653	1,508	1,000	0	0	0	0	8,187
Florida Inland Navigational District	100	100	0	0	0	0	0	0	200
Future Financing	0	0	0	0	0	0	10,000	0	10,000
US Department of Agriculture	2,190	0	0	0	0	0	0	0	2,190
Total:	70,454	47,530	30,189	28,900	13,400	1,000	11,000	0	202,473
Expenditures									
Strategic Area: NI									
Beach Projects	14,326	13,300	7,300	2,400	300	0	0	0	37,626
Environmental Projects	13,148	4,100	2,889	0	0	0	10,000	0	30,137
Environmentally Endangered Lands Projects	34,080	6,920	500	500	500	500	500	500	44,000
Nuisance Control	0	710	0	0	0	0	0	0	710
Strategic Area: ED									
Community Development Projects	5,400	23,000	20,000	26,500	13,100	1,000	1,000	0	90,000
Total:	66,954	48,030	30,689	29,400	13,900	1,500	11,500	500	202,473

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes the continuation of unsafe structures inspections and demolitions funded from the Capital Outlay Reserve (COR) ($500,000)
- In FY 2017-18, activities will continue to be funded by COR to board-up abandoned buildings that facilitate potential criminal activity ($200,000); the Department will continue to contract board-up services with the Greater Miami Service Corps
- In FY 2017-18, the Department will continue to maintain and improve beaches, which will enhance quality of life and increase tourism through the Miami-Dade County Beach Erosion and Renourishment Program ($8.18 million), funded from the Army Corps of Engineers ($4.63 million), Florida Department of Environmental Protection ($1.762 million), and Building Better Communities General Obligation Bond proceeds ($1.788 million)
- In FY 2017-18, the Department will continue restoring and stabilizing the wetlands, shoreline, and islands in and adjacent to Biscayne Bay and its tributaries ($1.1 million), funded from the Biscayne Bay Environmental Trust Fund ($1 million) and Florida Inland Navigational District grant proceeds ($100,000)
- In FY 2017-18, the Department will continue to ensure that environmentally endangered lands are protected and thrive as native habitats through the Environmentally Endangered Lands (EEL) purchasing land program ($6.92 million); funding will be provided from Building Better Communities General Obligation Bond proceeds ($6.42 million) and EEL voted millage ($500,000)

FUNDED CAPITAL PROJECTS
(dollars in thousands)

ABANDONED VEHICLE REMOVAL (UNINCORPORATED MUNICIPAL SERVICE AREA) PROJECT #: 1003970

DESCRIPTION: Remove abandoned vehicles from private and public properties
LOCATION: Unincorporated Miami-Dade County — District Located: Unincorporated Municipal Service Area
Unincorporated Miami-Dade County — District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	**0**	**10**	**0**	**0**	**0**	**0**	**0**	**0**	**10**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Project Administration	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	**0**	**10**	**0**	**0**	**0**	**0**	**0**	**0**	**10**

BEACH - EROSION MITIGATION AND RENOURISHMENT PROJECT #: 2000000344

DESCRIPTION: Provide beach renourishment for eroded portions of Miami-Dade County beaches in cooperation with the U.S. Army Corps of Engineers
LOCATION: Miami-Dade County Beaches — District Located: 4, 5
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Army Corps of Engineers	7,953	7,524	3,962	0	0	0	0	0	19,439
BBC GOB Financing	3,347	3,123	1,830	1,400	300	0	0	0	10,000
Florida Department of Environmental Protection	3,026	2,653	1,508	1,000	0	0	0	0	8,187
TOTAL REVENUES:	**14,326**	**13,300**	**7,300**	**2,400**	**300**	**0**	**0**	**0**	**37,626**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	14,326	13,300	7,300	2,400	300	0	0	0	37,626
TOTAL EXPENDITURES:	**14,326**	**13,300**	**7,300**	**2,400**	**300**	**0**	**0**	**0**	**37,626**

BISCAYNE BAY - RESTORATION AND SHORELINE STABILIZATION PROJECT #: 5555691

DESCRIPTION: Restore, enhance, and stabilize wetlands, shoreline, and islands in and adjacent to Biscayne Bay and its tributaries
LOCATION: Biscayne Bay and Tributaries — District Located: 4, 5, 7, 8
Various Sites — District(s) Served: 5, 7, 8

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Biscayne Bay Envir. Trust Fund	1,000	1,000	0	0	0	0	0	0	2,000
Florida Inland Navigational District	100	100	0	0	0	0	0	0	200
TOTAL REVENUES:	**1,100**	**1,100**	**0**	**0**	**0**	**0**	**0**	**0**	**2,200**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,100	1,100	0	0	0	0	0	0	2,200
TOTAL EXPENDITURES:	**1,100**	**1,100**	**0**	**0**	**0**	**0**	**0**	**0**	**2,200**

ECONOMIC DEVELOPMENT FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROJECT #: 988925

DESCRIPTION: Provide funding for a Countywide economic development fund from Building Better Communities General Obligation Bond Program Project Number 124
LOCATION: Countywide — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	5,000	20,000	15,000	21,500	11,500	1,000	1,000	0	75,000
TOTAL REVENUES:	**5,000**	**20,000**	**15,000**	**21,500**	**11,500**	**1,000**	**1,000**	**0**	**75,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	5,000	20,000	15,000	21,500	11,500	1,000	1,000	0	75,000
TOTAL EXPENDITURES:	**5,000**	**20,000**	**15,000**	**21,500**	**11,500**	**1,000**	**1,000**	**0**	**75,000**

ECONOMIC DEVELOPMENT IN TARGETED URBAN AREAS (TUA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) **PROJECT #: 981999**

DESCRIPTION: Provide funding for economic development in TUAs from Building Better Communities General Obligation Bond Program project number 320

LOCATION: Countywide — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	400	3,000	5,000	5,000	1,600	0	0	0	15,000
TOTAL REVENUES:	**400**	**3,000**	**5,000**	**5,000**	**1,600**	**0**	**0**	**0**	**15,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	400	3,000	5,000	5,000	1,600	0	0	0	15,000
TOTAL EXPENDITURES:	**400**	**3,000**	**5,000**	**5,000**	**1,600**	**0**	**0**	**0**	**15,000**

ENVIRONMENTALLY ENDANGERED LANDS PROGRAM **PROJECT #: 5555621**

DESCRIPTION: Acquire and manage environmentally sensitive and endangered lands

LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	6,776	6,420	0	0	0	0	0	0	13,196
BBC GOB Series 2005A	18,712	0	0	0	0	0	0	0	18,712
BBC GOB Series 2008B	7,709	0	0	0	0	0	0	0	7,709
BBC GOB Series 2008B-1	39	0	0	0	0	0	0	0	39
BBC GOB Series 2014A	344	0	0	0	0	0	0	0	344
Endangered Lands Voted Millage	4,000	0	0	0	0	0	0	0	4,000
TOTAL REVENUES:	**37,580**	**6,420**	**0**	**0**	**0**	**0**	**0**	**0**	**44,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Land Acquisition/Improvements	34,080	6,920	500	500	500	500	500	500	44,000
TOTAL EXPENDITURES:	**34,080**	**6,920**	**500**	**500**	**500**	**500**	**500**	**500**	**44,000**

PURCHASE DEVELOPMENT RIGHTS FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM) **PROJECT #: 986940**

DESCRIPTION: Provide funding for a program to purchase development rights of appropriate properties

LOCATION: Countywide — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	3,000	3,000	2,889	0	0	0	0	0	8,889
BBC GOB Series 2005A	9	0	0	0	0	0	0	0	9
BBC GOB Series 2008B	20	0	0	0	0	0	0	0	20
BBC GOB Series 2008B-1	2,043	0	0	0	0	0	0	0	2,043
BBC GOB Series 2013A	70	0	0	0	0	0	0	0	70
BBC GOB Series 2014A	4,716	0	0	0	0	0	0	0	4,716
Future Financing	0	0	0	0	0	0	10,000	0	10,000
US Department of Agriculture	2,190	0	0	0	0	0	0	0	2,190
TOTAL REVENUES:	**12,048**	**3,000**	**2,889**	**0**	**0**	**0**	**10,000**	**0**	**27,937**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Land Acquisition/Improvements	12,048	3,000	2,889	0	0	0	10,000	0	27,937
TOTAL EXPENDITURES:	**12,048**	**3,000**	**2,889**	**0**	**0**	**0**	**10,000**	**0**	**27,937**

UNSAFE STRUCTURES - BOARD-UP **PROJECT #: 1008920**

DESCRIPTION: Secure abandoned buildings that facilitate unsafe environments

LOCATION: Unincorporated Miami-Dade County District Located: Unincorporated Municipal Service Area
Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	200	0	0	0	0	0	0	200
TOTAL REVENUES:	**0**	**200**	**0**	**0**	**0**	**0**	**0**	**0**	**200**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	200	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	**0**	**200**	**0**	**0**	**0**	**0**	**0**	**0**	**200**

UNSAFE STRUCTURES - DEMOLITION **PROJECT #: 10022210**

DESCRIPTION: Demolish abandoned buildings that create safety, physical, and potential health threats to the community

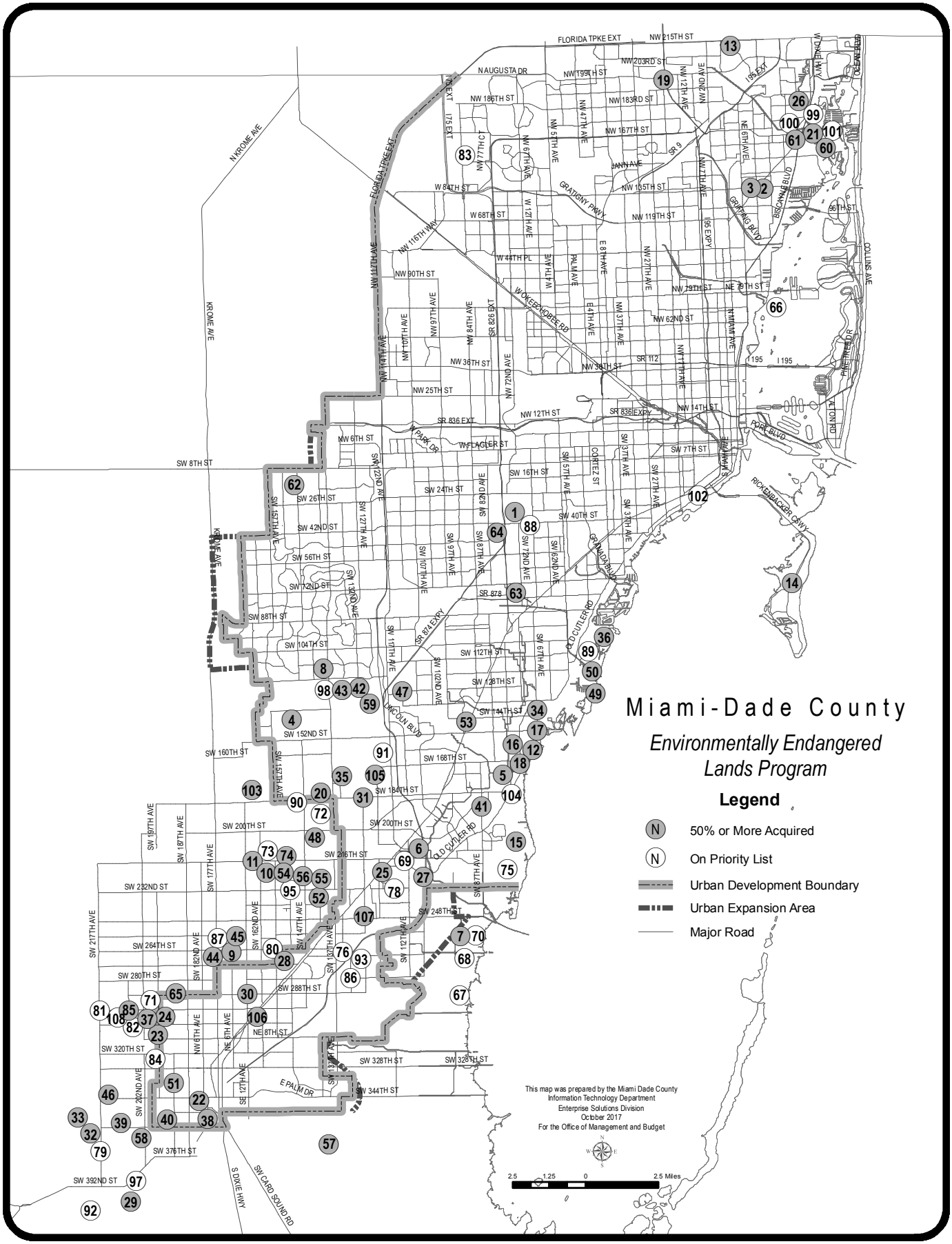
LOCATION: Unincorporated Miami-Dade County District Located: Unincorporated Municipal Service Area
Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	**0**	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	**0**	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**500**

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
BEACH EROSION AND RENOURISHMENT	Miami-Dade County Beaches	20,800
	UNFUNDED TOTAL	**20,800**


Miami-Dade County
Environmentally Endangered Lands Program
Legend
50% or More Acquired
On Priority List
Urban Development Boundary
Urban Expansion Area
Major Road
This map was prepared by the Miami Dade County Information Technology Department Enterprise Solutions Division October 2017 For the Office of Management and Budget
2.5 1.25 0 2.5 Miles

Acquisition Projects: Environmentally Endangered Lands Program

Acquired Projects

No	Site Name	Location	Type	Acres	Priority
1	A. D. Barnes Park	3775 SW 74 Ave	Natural Areas	24	♦
2	Arch Creek Addition	NE 135 St & US 1	Buffer	1.2	♦
3	Arch Creek Park	NE 135 St & US-1	Natural Areas	8.5	♦
4	Big George & Little George	SW 150 St & SW 152 Ave	Tropical Hammocks	20.1	♦
5	Bill Sadowski Park	17555 SW 79 Ave	Natural Areas	23	♦
6	Black Creek Forest	SW 214 St & SW 112 Ave	Pineland	7	♦
7	Black Point Wetlands	SW 248 St & SW 112 Ave	Coastal Wetlands	78.9	♦
8	(Boystown) Camp Matecumbe	SW 112 St & SW 137 Ave	Rockridge Pinelands	76.7	♦
9	Camp Owaissa Bauer	SW 264 St & SW 170 Ave	Natural Areas	80	♦
10	Castellow Additions	SW 226 St & SW 157 Ave	Tropical Hammocks	34.9	♦
11	Castellow Hammock Park	22301 SW 162 Ave	Natural Areas	55	♦
12	Charles Deering Estate	16701 SW 72 Ave	Natural Areas	332	♦
13	County Line Scrub	NE 215 St & NE 4 Ave	Xeric Coastal Scrub	15	♦
14	Crandon Park	7200 Crandon Blvd	Natural Areas	444	♦
15	Cutler Wetlands & Addition	SW 210 St & SW 85 Ave	Coastal Wetlands	454.1	♦
16	Deering Glade Parcel	SW 158 St & Old Cutler Rd	Buffer	9.7	♦
17	Deering North Addition	SW 152 St & SW 67 Ave	Coastal Wetlands	40.7	♦
18	Deering South Addition	SW 168 St & SW 72 Ave	Pineland	32	♦
19	Dolphin Center Addition	NW 196 St & NW 17 Ave	Xeric Coastal Scrub	3.9	♦
20	Eachus Pineland	SW 184 St & SW 142 Ave	Rockridge Pinelands	17.2	♦
21	East & East East Greynolds Park	17530 W Dixie Hwy	Natural Areas	33	♦
22	Florida City	SW 344 St & SW 185 Ave	Rockridge Pinelands	23.5	♦
23	Fuchs Hammock	SW 304 St & SW 198 Ave	Natural Areas	24	♦
24	Fuchs Hammock Addition	SW 304 St & SW 198 Ave	Rockridge Pinelands	14.8	♦
25	Goulds	SW 224 St & SW 120 Ave	Rockridge Pinelands	40.5	♦
26	Greynolds Park	17530 W Dixie Hwy	Natural Areas	53	♦
27	Harden Hammock	SW 226 St & SW 107 Ave	Tropical Hammocks	12.4	♦
28	Hattie Bauer Hammock	SW 267 St & SW 157 Ave	Tropical Hammocks	14	♦
29	Holiday Hammock	SW 400 St & SW 207 Ave	Tropical Hammocks	29.8	♦
30	Ingram	SW 288 St & SW 167 Ave	Rockridge Pinelands	9.9	♦
31	Larry & Penny Thompson Park	SW 184 St & SW 127 Ave	Natural Areas	193	♦
32	Loveland Hammock	SW 360 St & SW 222 Ave	Tropical Hammocks	15.1	♦
33	Lucille Hammock	SW 352 St & SW 222 Ave	Tropical Hammocks	20.8	♦
34	Ludlam	SW 143 St & SW 67 Ave	Rockridge Pinelands	10.2	♦
35	Martinez (Richmond Complex)	SW 152 St & SW 130 Ave	Rockridge Pinelands	142	♦
36	Matheson Hammock Park	SW 96 St & Old Cutler Rd	Natural Areas	381	♦
37	Meissner Hammock	SW 302 St & SW 212 Ave	Tropical Hammocks	10.3	♦
38	Navy Wells #23	SW 352 St & SW 182 Ave	Rockridge Pinelands	19.9	♦
39	Navy Wells #39	SW 360 St & SW 210 Ave	Rockridge Pinelands	13.1	♦
40	Navy Wells Preserve	SW 356 St & SW 192 Ave	Natural Areas	239	♦
41	Ned Glenn Preserve (Whispering Pines)	SW 188 St & SW 87 Ave	Rockridge Pinelands	20	♦
42	Nixon Smiley Addition (Tamiami #8)	SW 128 St & SW 127 Ave	Rockridge Pinelands	63	♦
43	Nixon Smiley Pineland	SW 128 St & SW 133 Ave	Natural Areas	59	♦
44	Owaissa Bauer Addition #1	SW 264 St & SW 177 Ave	Rockridge Pinelands	9.4	♦
45	Owaissa Bauer Addition #3	SW 262 St & SW 170 Ave	Tropical Hammocks	1.2	♦
46	Palm Drive	SW 344 St & SW 212 Ave	Rockridge Pinelands	20	♦
47	Pineshore Park	SW 128 St & SW 112 Ave	Natural Areas	7.8	♦
48	Quail Roost	SW 200 St & SW 144 Ave	Rockridge Pinelands	48.5	♦
49	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Coastal Wetlands	19.9	♦
50	R. Hardy Matheson Preserve	SW 112 St & Old Cutler Rd	Natural Areas	692	♦
51	Rock Pit #39	SW 336 St & SW 192 Ave	Rockridge Pinelands	8.7	♦
52	Rock Pit #46	SW 232 St & SW 142 Ave	Rockridge Pinelands	5	♦
53	Rockdale & Addition	SW 144 St & US-1	Rockridge Pinelands	37.1	♦
54	Ross Hammock	SW 223 St & SW 157 Ave	Tropical Hammocks	19.2	♦
55	Silver Palm Groves	SW 232 St & SW 142 Ave	Rockridge Pinelands	20.4	♦
56	Silver Palm Hammock	SW 228 St & SW 149 Ave	Tropical Hammocks	10	♦
57	South Dade Wetlands	South Dade County	Wetlands	20,368	♦
58	Sunny Palms (Navy Wells #42)	SW 368 St & SW 202 Ave	Rockridge Pinelands	40.8	♦
59	Tamiami Complex Addition	SW 134 St & SW 122 Ave	Rockridge Pinelands	25.6	♦
60	Terama Tract in Oleta Preserve	Oleta Preserve	Coastal Wetlands	29.7	♦
61	OletaTract C	NE 163 St & US-1	Coastal Wetlands	2.5	♦
62	Tree Island Park	SW 10 St & SW 147 Ave	Wetlands	120	♦
63	Trinity	SW 76 St & SW 74 Ave	Rockridge Pinelands	10	♦
64	Tropical Park	7900 Bird Rd	Natural Areas	5	♦
65	West Biscayne	SW 288 St & SW 190 Ave	Rockridge Pinelands	15.1	♦
74	Chernoff Hammock	SW 218 St & SW 154 Ave	Tropical Hammocks	4.5	♦
85	Northrop Pineland	SW 296 St & SW 207th Ave	Rockridge Pinelands	12.8	♦
103	Wilkins Pierson	SW 184 St & SW 164 Ave	Rockridge Pinelands	10	♦
105	Metrozoo Pinelands	12400 SW 152 St	Rockridge Pinelands	142.4	♦
106	Seminole Wayside Park Addition	SW 300 St & US-1	Rockridge Pinelands	4.3	♦
107	Andrew Dodge New Pines Preserve	SW 248 St & SW 127 Ave	Rockridge Pinelands	3.5	♦

Unacquired Projects

No	Site Name	Location	Type	Acres	Priority
57	South Dade Wetlands	South Dade County	Wetlands	14,630	A
66	Bird Key	NW 79 St & Biscayne Bay	Mangrove	37.5	A
67	Biscayne Wetlands	SW 280 St & SW 107 Ave	Coastal Wetlands	864.1	A
68	Biscayne Wetlands North Addition	SW 270 St & SW 107 Ave	Coastal Wetlands	300	B
69	Black Creek Forest	SW 216 St & SW 112 Ave	Pineland	45.5	A
70	Black Point Wetlands	SW 248 St & SW 97 Ave	Coastal Wetlands	191.8	A
71	Bowers Pineland	SW 296 St & SW 197 Ave	Rockridge Pinelands	9.8	A
72	Calderon Pineland	SW 192 St & SW 140 Ave	Rockridge Pinelands	15.2	A
73	Castellow #31	SW 218 St & SW 157 Ave	Tropical Hammocks	14.1	A
75	Cutler Wetlands	SW 196 St & SW 232 St	Coastal Wetlands	794.4	A
76	Dixie Heights Pineland	SW 268 St & SW 132 Ave	Rockridge Pinelands	29	B
78	Goulds Addition	SW 232 St & SW 117 Ave	Rockridge Pinelands	35.8	A
79	Hammock Island	SW 360 St & SW 217 Ave	Tropical Hammocks	64.7	B
80	Hattie Bauer Pineland	SW 266 St & SW 157 Ave	Rockridge Pinelands	5	A
81	Homestead General Airport Hammock	SW 296 St & SW 217 Ave	Tropical Hammocks	4	A
82	Kings Highway	SW 304 St & SW 202 Ave	Rockridge Pinelands	31.1	B
83	Maddens Hammock	NW 164 St & SW 87 Ave	Tropical Hammocks	15.6	B
84	Navy Wells #2	SW 328 St & SW 197 Ave	Rockridge Pinelands	20	A
86	Notre Dame Pineland	SW 280 St & SW 132 Ave	Rockridge Pinelands	46.8	B
87	Owaissa Bauer Addition #2	SW 264 St & SW 175 Ave	Rockridge Pinelands	10	A
88	Pino Pineland	SW 39 St & SW 69 Ave	Rockridge Pinelands	3.8	A
89	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Coastal Wetlands	21.5	A
90	Railroad Pineland	SW 184 St & SW 147 Ave	Rockridge Pinelands	18.2	B
91	Richmond Complex	SW 152 St & SW 130 Ave	Rockridge Pinelands	210.8	A
92	Round Hammock	SW 408 St & SW 220 Ave	Tropical Hammocks	31.1	A
93	School Board	SW 268 St & SW 129 Ave	Rockridge Pinelands	18.7	A
95	Silver Palm Addition	SW 232 St & SW 152 Ave	Rockridge Pinelands	20	A
97	SW Island Hammock	SW 392 St & SW 207 Ave	Tropical Hammocks	12.4	A
98	Tamiami #15	SW 124 St & SW 137 Ave	Rockridge Pinelands	35	B
99	Oleta Tract A	NE 171 St & US-1	Coastal Wetlands	2.1	A
100	Oleta Tract B	NE 165 St & US-1	Coastal Wetlands	3.5	A
101	Oleta Tract D	NE 191 St & NE 24 Ave	Coastal Wetlands	7.4	A
102	Vizcaya Hammock Addition	3300 South Miami Ave	Tropical Hammocks	2	A
104	Cutler Wetlands North Addition Hammock	SW 184 St & Old Cutler Rd	Tropical Hammocks	37	B
108	Pine Ridge Sanctuary	SW 300 St & SW 211 Ave	Rockridge Pinelands	14	A

STRATEGIC AREA
General Government

Mission:
To provide good government and support excellent public service delivery

GOALS	OBJECTIVES
FRIENDLY GOVERNMENT	Provide Easy Access to Information and Services
	Develop a Customer-Oriented Organization
	Foster a Positive Image of County Government
	Improve Relations Between Communities and Governments
EXCELLENT, ENGAGED WORKFORCE	Attract and Hire New Talent
	Develop and Retain Excellent Employees and Leaders
	Ensure an Inclusive Workforce that Reflects Diversity
	Provide Customer-Friendly Human Resources Services
EFFICIENT AND EFFECTIVE SERVICE DELIVERY THROUGH TECHNOLOGY	Ensure Available and Reliable Systems
	Effectively Deploy Technology Solutions
	Improve Information Security
EFFECTIVE MANAGEMENT PRACTICES	Provide Sound Financial and Risk Management
	Effectively Allocate Resources to Meet Current and Future Operating and Capital Needs
GOODS, SERVICES, AND ASSETS THAT SUPPORT COUNTY OPERATIONS	Acquire "Best Value" Goods and Services in a Timely Manner
	Provide Well Maintained, Accessible Facilities, and Assets
	Utilize Assets Efficiently
GREEN GOVERNMENT	Reduce County Government's Greenhouse Gas Emissions and Resource Consumption
	Lead Community Sustainability Efforts
FREE, FAIR, AND ACCESSIBLE ELECTIONS	Provide Eligible Voters with Convenient Opportunities to Vote
	Maintain the Integrity and Availability of Election Results and Other Public Records
	Qualify Candidates and Petitions in Accordance with the Law

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Audit and Management Services

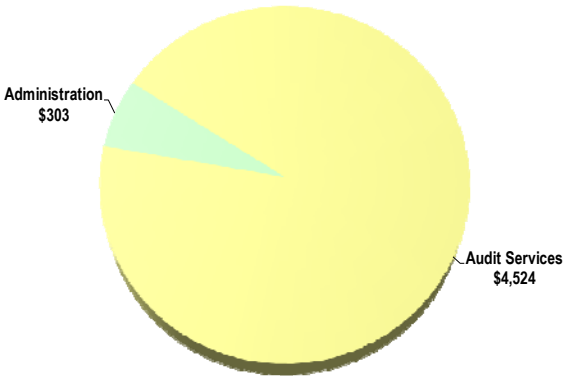
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability.

As part of the General Government strategic area, AMS examines the operations of County government, other governmental jurisdictions, and external companies, contractors, and grantees to ensure that public funds are being spent appropriately and efficiently. AMS regularly performs audits of high-risk functions and activities and responds to special audit requests from the Office of the Mayor, Board of County Commissioners, Deputy Mayors and Department Directors. Audits are conducted in accordance with professional internal auditing standards, which require assessing risks; planning and performing work to achieve desired objectives; and communicating results that are accurate, constructive, timely, and adequately supported.

Department stakeholders include County departments and their business partners, as well as the general public.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

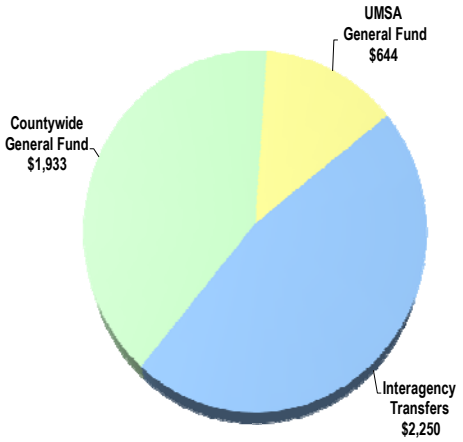


TABLE OF ORGANIZATION

AUDIT SERVICES

- Performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government

FY 16-17	FY 17-18
34	34

ADMINISTRATIVE SUPPORT SERVICES

- Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management, and information technology assistance

FY 16-17	FY 17-18
4	4

The FY 2017-18 total number of full-time equivalent positions is 38

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	1,623	1,602	1,789	1,933
General Fund UMSA	600	563	628	644
Fees for Services	1,801	1,940	2,250	2,250
Total Revenues	4,024	4,105	4,667	4,827
Operating Expenditures Summary				
Salary	2,986	3,029	3,353	3,408
Fringe Benefits	883	911	1,103	1,187
Court Costs	0	0	0	0
Contractual Services	0	0	0	0
Other Operating	130	114	165	160
Charges for County Services	23	38	36	62
Grants to Outside Organizations	0	0	0	0
Capital	2	13	10	10
Total Operating Expenditures	4,024	4,105	4,667	4,827
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Administration	294	303	4	4
Audit Services	4,373	4,524	34	34
Total Operating Expenditures	4,667	4,827	38	38

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	0	0	0	0	0
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	10	5	9	4	10
Utilities	31	35	33	31	32

DIVISION: AUDIT SERVICES

The Audit Services Division performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government.

- Issues audit reports aimed at improving efficiency and effectiveness of County operations
- Assists in developing more effective approaches and tools for County departments responsible for monitoring grantees, to ensure consistency, efficiency, and effectiveness
- Develops in-house training curriculum commensurate with planned audits to ensure continued staff proficiency
- Consults with departments to ensure maximum collection of outstanding audit assessment fees
- Uses automated analytical tools to conduct operational analyses that yield cost savings and/or cost-avoidance, and identifies significant and/or unusual variances that, if timely detected, can avert or identify fraud, waste, or abuse
- Conducts follow-up audits to ensure appropriate actions have been taken to address significant audit findings

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Conduct audits aimed at operational efficiency and effectiveness	Percentage of audit reports issued within 90 days of fieldwork completion	EF	↑	53%	53%	50%	46%	50%
	Amount collected from assessments (in thousands)	OC	↑	$6,679	$2,255	$1,500	$1,863	$1,500
	Amount assessed from audits (in thousands)*	OC	↑	$7,820	$2,855	$3,000	$860	$3,000
	Audit reports issued**	OP	↔	30	30	30	52	30
	Percentage of planned follow-up audits completed***	OP	↔	40%	4%	40%	74%	40%

* A large percentage of audits performed in FY 2016-17 were not revenue based

** Compliance audit reports, which are less time consuming to generate, represented a sizable percentage of increase in FY 2016-17

*** A follow-up audit is not listed as completed until the final report is issued, and only one of these was completed in FY 2015-16; in FY 2016-17 a large percentage of the completed audits were the result of following up compliance audits for the Citizen's Independent Transportation Trust

ADDITIONAL INFORMATION

- The FY 2017-18 Adopted Budget includes $2.250 million for direct audit services provided for County departments such as Aviation, Water and Sewer, Seaport, Solid Waste Management, Transportation and Public Works, Office of the Citizens' Independent Transportation Trust, and others
- *A Clerk 4 position will remain vacant through FY 2017-18*

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Fund two Senior Auditors and three Associate Auditors to perform audits	$0	$447	5
Total	**$0**	**$447**	**5**

Commission on Ethics and Public Trust

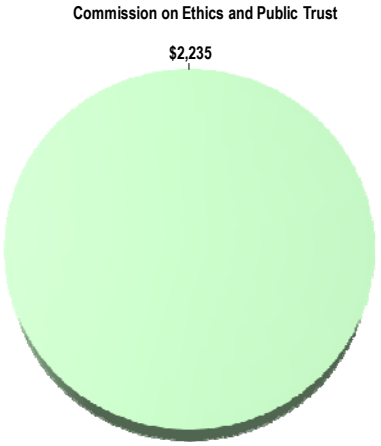
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

As part of the General Government strategic area, the Ethics Commission is dedicated to reinforcing public trust in the administration of government by informing the public and private sector about the Conflict of Interest and Code of Ethics laws and by seeking strict compliance with these laws. The Ethics Commission is authorized to investigate complaints and render advisory opinions related to the following County or municipal ordinances: Code of Ethics and Conflict of Interest, Lobbyist Registration and Reporting, Citizens' Bill of Rights, Ethical Campaign Practices, Whistleblowing, and the Public Service Honor Code. Community outreach and educational programs are also crucial components of the Ethics Commission's mission. The Ethics Commission hosts a wide array of programs to educate the public on issues concerning ethics, good governance, and accountability through town hall meetings, panel discussions, and training workshops, as well as local and national conferences and forums.

The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors, and vendors.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

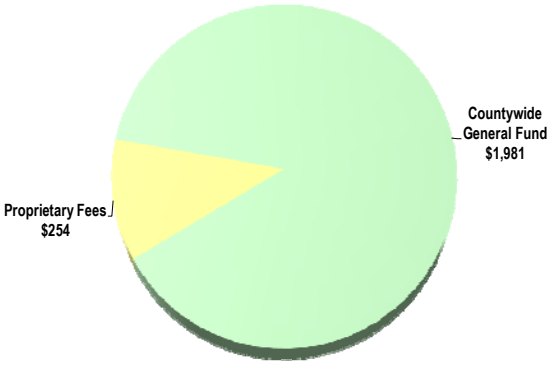


TABLE OF ORGANIZATION

OFFICE OF THE EXECUTIVE DIRECTOR

- Provides administrative support to the Ethics Commission; recommends legislative and policy initiatives that promote ethical government and accountability; reviews ethics opinions recommended by the legal unit; supervises and participates in ethics training programs for public officials, employees, and candidates for elected office
- Initiates and supervises community outreach and education programs
- Provides training for government officials and personnel, candidates for office, students, and the business community regarding ordinances under the purview of the Ethics Commission and ethical practices in government
- Responds to requests for advisory opinions and handles legal matters that may impact the operations of the Ethics Commission
- Conducts investigations of official/employee misconduct in County and municipal governments

FY 16-17	FY 17-18
13	13

The FY 2017-18 total number of full-time equivalent positions is 14.6 FTE

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	1,793	1,814	1,883	1,981
Carryover	153	303	244	119
Fees and Charges	103	61	65	65
Lobbyist Trust Fund	71	86	70	70
Total Revenues	2,120	2,264	2,262	2,235
Operating Expenditures Summary				
Salary	1,274	1,403	1,447	1,593
Fringe Benefits	348	389	445	482
Court Costs	0	0	0	0
Contractual Services	1	1	1	1
Other Operating	166	120	131	130
Charges for County Services	25	29	233	24
Capital	3	2	5	5
Total Operating Expenditures	1,817	1,944	2,262	2,235
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Commission on Ethics and Public Trust	2,262	2,235	13	13
Total Operating Expenditures	2,262	2,235	13	13

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	2	0	3	0	0
Fuel	1	1	1	1	1
Overtime	0	0	0	0	0
Rent	92	97	95	94	101
Security Services	1	1	1	0	1
Temporary Services	0	0	0	0	0
Travel and Registration	2	3	5	2	5
Utilities	7	3	7	14	4

DIVISION: COMMISSION ON ETHICS AND PUBLIC TRUST

The Commission on Ethics and Public Trust promotes and enforces high standards of ethical conduct in government and builds and maintains confidence in public servants

- Recommends legislative and policy initiatives that promote ethical government and accountability; liaises with the community through outreach activities, including speeches, media events, reports, and publications
- Tries cases before the Ethics Commission and refers cases for criminal prosecution or other disposition(s) with appropriate agencies
- Responds to requests for advisory opinions by officials, employees, and contractors under the authority of the Ethics Commission
- Conducts investigations of official and/or employee misconduct in County and municipal governments and processes complaints that are filed by the general public to be heard by the Ethics Commission
- Provides training for government officials and personnel, candidates for office, students, and the business community regarding ordinances under the purview of the Ethics Commission and ethical practices in government

Strategic Objectives - Measures

- GG1-3: Foster a positive image of County government

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Improve the image of County Government	Number of complaints filed*	IN	↔	43	40	50	29	40
	Number of requests for opinions and inquiries filed	IN	↔	356	292	350	386	375
	Number of investigations handled**	OP	↔	244	108	195	83	100
	Number of Lobbyist Appeals	IN	↔	90	45	45	55	45
	Number of Ethics trainings and workshops	OP	↔	402	379	425	389	425
	Percentage of employees trained within the past three years***	OC	↑	N/A	95%	100%	97%	100%

*The FY 2016-17 Actual reflects efforts in educating the public of what falls under the purview of the Commission on Ethics and Public Trust.

** The number of investigations handled is directly related to the number of investigators on staff and opinions/inquires received in a fiscal year; in addition, during FY 2016-17 a more stringent criterion has been applied when determining if a formal investigation should be opened; as a result, the target for FY 2017-18 has been adjusted accordingly.

***This is a new measure established during FY 2015-16.

ADDITIONAL INFORMATION

- The Ethics Commission staff will continue providing ethics training, opinions and enforcement of the provisions of the Miami-Dade Ethics Code, Citizens' Bill of Rights, Ethical Campaign Practices Ordinance, and Public Service Honor Code; Commission staff will continue to hold regularly-scheduled training for elected officials, public employees, advisory board members, lobbyists, and candidates for public office
- The Ethics Commission will continue to promote the Public Service Honor Code adopted by the Board of County Commissioners and promote its adoption in all municipalities within Miami-Dade County; the same will occur once the proposed Civility Oath for elected officials is adopted
- By virtue of a citizens' referendum voted on in November 2016, the Ethics Commission now has the authority and jurisdiction to enforce the State of Florida Public Records Act through the Miami-Dade County Citizens' Bill of Rights
- The Ethics Commission staff conducted its 6th Annual Ethical Governance Day during October 2017, the event places hundreds of volunteer speakers throughout high school classrooms in the County to address students on citizenship ethics; in addition, Ethics Commission staff will continue its involvement with a special student academy program for high school students throughout the County, as well as continue ongoing student internships for students at local high schools and law schools; the staff plans to revive the Model Student Ethics program at selected local schools
- The Ethics Commission will continue to pursue legislative changes to strengthen County ordinances and rules to promote greater accountability and transparency
- The Ethics Commission investigative unit will continue to work cooperatively with the Office of Inspector General, State Attorney's Office, and other criminal law enforcement agencies in ferreting out corruption in government
- The Ethics Commission staff will continue to plan conferences, luncheons and outreach events to educate and inform public officials, as well as the general public, on ethics-related issues
- The Ethics Commission will continue to issue public reports based on its investigations of ethical issues in local government, including recommendations for improving ethical conduct by public officials and employees
- The FY 2017-18 Adopted Budget includes a transfer of $70,000, as required under Ordinance 10-56, from the Office of the Clerk Lobbyist Trust Fund to support ethics training and conference expenditures including but not limited to educational materials, food and non-alcoholic beverages, and personnel expenditures

Communications

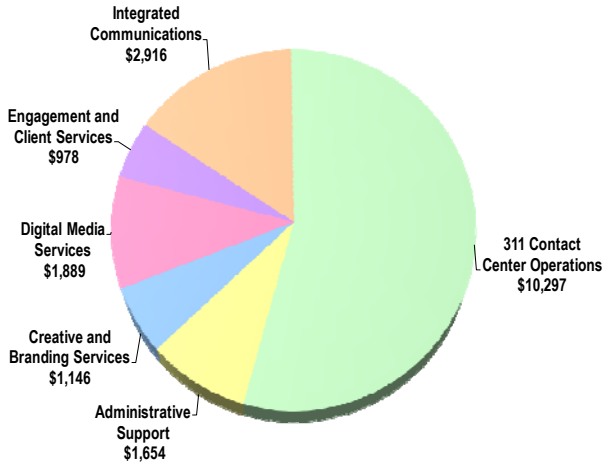
The Communications Department links County government to more than 2.7 million residents and over 15 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal (www.miamidade.gov), Miami-Dade Television (MDTV), digital media, printed collateral, and multi-lingual radio programming. These service channels facilitate access to government services, assist departments in spreading the word about County services and programs through educational messaging and advertising, and support enterprise branding efforts.

As part of the General Government strategic area, the Communications Department is aligned with four strategic objectives: provide easy access to information and services; develop a customer-oriented organization; foster a positive image of County government; and improve relations between communities and their government.

The Communications Department serves a variety of stakeholders including the public, elected officials, County departments, and municipalities.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

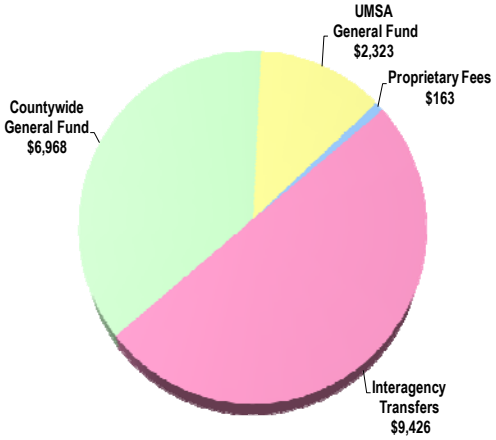


TABLE OF ORGANIZATION

DIRECTOR'S OFFICE

- Provides overall leadership, direction, and coordination of departmental operations; establishes departmental policies and procedures

FY 16-17	FY 17-18
2	2

311 CONTACT CENTER OPERATIONS

- Manages the day-to-day operations of the 311 Contact Center, which provides centralized access to government information and service requests
- Manages three Service Centers located at the South Dade Government Center, North Dade Justice Center, and the Permitting and Inspection Center to provide in-person services to the community
- Maintains a comprehensive knowledgebase of government information and services through real-time updates
- Provides data analytics to promote Countywide customer service standards
- Provides training to call center staff and applies quality assurance measures to improve service delivery

FY 16-17	FY 17-18
118	105

ADMINISTRATIVE SUPPORT

- Directs all personnel, procurement, contract management, financial and budgeting functions
- Responsible for fiscal activities, internal controls, and performance reporting

FY 16-17	FY 17-18
5	5

CREATIVE AND BRANDING SERVICES

- Provides Countywide graphic design services
- Develops and enforces policies for content, style, and branding
- Provides Spanish and Creole translation and interpretation services

FY 16-17	FY 17-18
9	10

INTEGRATED COMMUNICATIONS

- Manages content for miamidade.gov, 311 Contact Center, departmental and external partner websites, and other digital communication channels
- Develops public education concepts and creative content for distribution across digital and traditional media channels
- Manages the customer service function of the main Miami-Dade social media account across multiple channels as well as quality assurance and feedback tools
- Incorporates integrated messaging across various digital channels
- Monitors and compiles daily media news for subscriber distribution
- Promotes open source civic engagement to identify customer service solutions and promotes agency sharing

FY 16-17	FY 17-18
15	17

ENGAGEMENT AND CLIENT SERVICES

- Develops integrated marketing and media plans based on market research and data analysis; negotiates Countywide media placement
- Coordinates, plans, and executes public education campaigns
- Manages the enterprise editorial calendar which drives integrated messaging across both traditional and digital communications channels

FY 16-17	FY 17-18
8	7

DIGITAL MEDIA SERVICES

- Provides gavel-to-gavel television coverage of all BCC meetings, including chambers support for non-broadcast meetings
- Provides technical support for press conferences and other media availabilities
- Produces video, photographic, and audio content for public education efforts and Countywide media events
- Produces original County programs for television broadcasting, webcasting, and digital viewing
- Manages the Emergency Operations Center (EOC) video system during emergency activations
- Manages departmental utilization of the Countywide social media management system and maintains the main Miami-Dade social media account

FY 16-17	FY 17-18
13	14

The FY 2017-18 total number of full-time equivalent positions is 175.95

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	6,112	3,854	6,465	6,968
General Fund UMSA	2,148	1,353	2,271	2,323
Fees for Services	143	224	130	163
Interagency Transfers	9,593	10,495	10,245	9,426
Total Revenues	17,996	15,926	19,111	18,880
Operating Expenditures Summary				
Salary	11,117	10,198	11,741	11,107
Fringe Benefits	3,448	3,457	4,156	4,223
Court Costs	0	0	0	0
Contractual Services	561	249	576	694
Other Operating	1,755	718	965	1,045
Charges for County Services	1,108	1,219	1,538	1,677
Grants to Outside Organizations	0	0	0	0
Capital	7	32	135	134
Total Operating Expenditures	17,996	15,873	19,111	18,880
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
311 Contact Center Operations	11,652	10,297	118	105
Administrative Support	1,567	1,654	7	7
Engagement and Client Services	962	978	8	7
Integrated Communications	2,212	2,916	15	17
Digital Media Services	1,756	1,889	13	14
Creative and Branding Services	962	1,146	9	10
Total Operating Expenditures	19,111	18,880	170	160

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	252	240	135	115	135
Fuel	2	1	4	1	4
Overtime	52	31	75	217	75
Rent	0	0	0	34	0
Security Services	0	0	2	0	2
Temporary Services	256	149	155	50	155
Travel and Registration	13	12	44	11	36
Utilities	83	76	157	65	97

DIVISION: 311 CONTACT CENTER OPERATIONS

The 311 Contact Center provides the public with centralized telephone access to government information and services.

- Manages the day-to-day operations of the 311 Contact Center and Service Centers
- Develops and maintains a comprehensive knowledgebase of government information and services, provides training to call center staff, and applies quality assurance measures to improve service delivery

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase access to government information and services	Call volume (in millions)	IN	↔	1.8	1.7	1.7	1.6	1.3
Provide quality service delivery	Average call wait time (in seconds)*	EF	↓	144	189	150	249	180

* The increase in FY 2016-17 Actual and FY 2017-18 Target from the FY 2016-17 Budget reflects the impact of a higher level of attrition in the call center, an increase in the complexity of calls answered, and additional call volume due to Hurricane Irma

DIVISION COMMENTS

- The 311 Contact Center hours will remain the same as FY 2016-17, from 7am to 7pm on Monday through Friday, and 8am to 5pm on Saturday
- During FY 2016-17, one 311 Call Center Specialist position was transferred to Engagement and Client Services and reclassified to a Marketing Services Coordinator position
- In FY 2017-18, the Department will continue its Service Level Agreement with the Internal Services Department to answer First Report of Injury calls pertaining to County employee injuries ($48,000)
- *In FY 2017-18, the Department will conclude its Service Level Agreement with the Water and Sewer Department (WASD) to manage approximately 30 percent of customer service/non-payment calls for WASD; as a result, the Adopted Budget includes the transfer of eleven (11) 311 Call Center Specialist positions and one 311 Senior Call Center Specialist position to WASD*
- *Seven part-time 311 Call Center Specialist positions will be held vacant through FY 2017-18*

DIVISION: ADMINISTRATIVE SUPPORT

The Administrative Support Division manages the Department's fiscal accounting functions, processes payroll, prepares and maintains personnel documentation, and provides policy support to the Department Director.

- Functions as liaison with elected officials and County administrative offices
- Responsible for the Department's table of organization, procedures, and policies
- Manages performance of divisions and develops annual business plan
- Provides internal administrative support such as personnel administration, budget development and control, accounts payable and receivable, and procurement

Strategic Objectives - Measures

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Reduce processing time	Invoices processed within 45 calendar days	EF	↑	98%	97%	95%	95%	98%

DIVISION: ENGAGEMENT AND CLIENT SERVICES

The Engagement and Client Services Division coordinates, plans, and executes public education campaigns through market research, placement of advertisements, and account management functions.

- Develops integrated marketing and media plans based on market research and data analysis
- Coordinates, plans, and executes public education campaigns
- Proactively engages local communications channels to promote Countywide programs and services to the community
- Provides communications support for departmental outreach events

DIVISION COMMENTS

- During FY 2016-17, one 311 Call Center Specialist position was transferred from 311 Contact Center Operations and reclassified to a Marketing Services Coordinator position
- During FY 2016-17, the Department transferred one Strategic Initiatives Manager position and one Special Projects Administrator 2 position to Integrated Communications
- *A part-time Marketing Services Coordinator position will be held vacant through FY 2017-18*

DIVISION: INTEGRATED COMMUNICATIONS

The Integrated Communications Division manages the miamidade.gov portal; designs, writes online copy for, and assures quality of online content; and models interactive web and multimedia solutions.

- Handles the day-to-day management of the web portal and department website content
- Models creative concepts for websites and interactive campaigns
- Develops and enforces policies for content, style, and online quality Countywide
- Develops messaging for portal subscribers, website postings, main Miami-Dade social media account postings, RSS feeds, and e-newsletters
- Produces publications targeting County employees
- Manages executive/departmental projects and programs
- Supports Countywide media relations and public records coordination
- Promotes open source civic engagement to identify customer service solutions and promote agency sharing

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase access to government information and services	Visits to the internet portal (in millions)	IN	↔	36	36	36	36	37

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of one Web Publisher position from the Information Technology Department
- During FY 2016-17, the Department transferred one Special Projects Administrator 2 position and one Strategic Initiatives Manager position to Integrated Communications from Engagement and Client Services
- During FY 2016-17, one Senior Web Publisher position was transferred to Digital Media Services and reclassified to a Special Projects Administrator 1 position for social media coordination
- *Four part-time Web Publisher positions and a Special Projects Administrator 2 position will be held vacant through FY 2017-18*

DIVISION: DIGITAL MEDIA SERVICES

The Digital Media Services Division manages the County's government-access cable TV station, which provides live television and webcast coverage of public meetings as well as original programming that informs residents about County programs and services via traditional and digital channels.

- Provides gavel-to-gavel television and webcasting coverage of all Board of County Commissioners and Board Committee meetings, and provides chambers support for non-broadcast meetings such as trusts, boards, and planning organizations
- Produces original informational and public service programming for broadcast on Miami-Dade TV and Miami-Dade TV On Demand
- Provides photography services to departments, the Mayor's Office, and the Board of County Commissioners
- Provides campaign support services including video production of Hi-Definition TV and radio commercials
- Creates multi-media content and manages the main social media accounts for Miami-Dade County; manages Countywide social media management system
- Staffs Emergency Operations Center during activations to provide live television and webcast coverage of emergency press conferences

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase access to government information and services	Number of "Likes" to the Miami-Dade County Facebook page (in thousands)	OC	↔	N/A	49	50	65	55

DIVISION COMMENTS

- During FY 2016-17, one Senior Web Publisher position was transferred from Integrated Communications and reclassified to a Special Projects Administrator 1 position for social media coordination

DIVISION: CREATIVE AND BRANDING SERVICES

The Creative and Branding Services Division develops and executes marketing and public education campaigns, including planning, creative concept development, graphic design, and print and audio-visual production services.

- Provides full service creative and branding services
- Develops and enforces policies for content style and branding
- Provides translation and interpretation services in Spanish and Creole

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of one Graphic Designer position from the Department of Regulatory and Economic Resources
- In FY 2017-18, the Department will continue its Service Level Agreement with the Elections Department for translation services ($50,000)
- *A part-time Graphics Designer position will be held vacant through FY 2017-18*

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one position in the 311 Contact Center to provide onsite IT Field Services support through an SLA with ITD	$0	$161	1
Fund one part-time TV Producer position for Creole programming on Miami-Dade Television	$0	$67	1
Total	**$0**	**$228**	**2**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	907	195	0	0	0	0	0	0	1,102
Department Operating Revenue	630	0	0	0	0	0	0	0	630
Future Financing	132	0	0	0	0	0	0	0	132
Total:	1,669	195	0	0	0	0	0	0	1,864
Expenditures									
Strategic Area: GG									
Equipment Acquisition	1,013	221	0	0	0	0	0	0	1,234
Other	430	200	0	0	0	0	0	0	630
Total:	1,443	421	0	0	0	0	0	0	1,864

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2016-17, the Department began the implementation of a cloud-based marketing and social media management tool to enhance customer service and outreach by integrating multi-channel marketing campaigns and social relationship management; the tool provides marketing automation and analytics that allow for personalized messaging to targeted users (total project cost $630,000); as result of this implementation the Department will have an annual operating impact of $270,000 in FY 2018-19
- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes the purchase of one vehicle ($29,000)

FUNDED CAPITAL PROJECTS
(dollars in thousands)

CAMERA EQUIPMENT **PROJECT #: 2000000674**

DESCRIPTION: Purchase Vinten tilt camera heads and robotic controllers
LOCATION: 111 NW 1 St, City of Miami
District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	99	0	0	0	0	0	0	99
TOTAL REVENUES:	**0**	**99**	**0**	**0**	**0**	**0**	**0**	**0**	**99**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	0	99	0	0	0	0	0	0	99
TOTAL EXPENDITURES:	**0**	**99**	**0**	**0**	**0**	**0**	**0**	**0**	**99**

CAMERA LENS **PROJECT #: 2000000672**

DESCRIPTION: Purchase six camera lenses compatible with high-definition (HD) video
LOCATION: 111 NW 1 St, City of Miami
District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	96	0	0	0	0	0	0	96
TOTAL REVENUES:	**0**	**96**	**0**	**0**	**0**	**0**	**0**	**0**	**96**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	0	96	0	0	0	0	0	0	96
TOTAL EXPENDITURES:	**0**	**96**	**0**	**0**	**0**	**0**	**0**	**0**	**96**

CLOUD BASED MARKETING AND SOCIAL MEDIA MANAGEMENT SOFTWARE **PROJECT #: 2000000745**

DESCRIPTION: Purchase a cloud based marketing and social media management tool to enhance customer service and outreach
LOCATION: 111 NW 1 St, City of Miami
District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Department Operating Revenue	630	0	0	0	0	0	0	0	630
TOTAL REVENUES:	**630**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**630**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Technology Hardware/Software	430	200	0	0	0	0	0	0	630
TOTAL EXPENDITURES:	**430**	**200**	**0**	**0**	**0**	**0**	**0**	**0**	**630**

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $270,000

PRODUCTION EQUIPMENT FOR MIAMI-DADE TV **PROJECT #: 108170**

DESCRIPTION: Upgrade and/or replace various production support equipment
LOCATION: 111 NW 1 St — District Located: 5
City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	907	0	0	0	0	0	0	0	907
Future Financing	132	0	0	0	0	0	0	0	132
TOTAL REVENUES:	**1,039**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,039**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	1,013	26	0	0	0	0	0	0	1,039
TOTAL EXPENDITURES:	**1,013**	**26**	**0**	**0**	**0**	**0**	**0**	**0**	**1,039**

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
AUDIO AND VIDEO - SIGNAL ENGINEERING SUPPORT EQUIPMENT	111 NW 1 St	69
COMPUTERS - CONTROL ROOM	111 NW 1 St	170
COMPUTERS - MAC PRO SYSTEM	111 NW 1 St	65
LOBBY MONITOR SYSTEM	111 NW 1 St	65
PHOTOGRAPHY - EQUIPMENT	111 NW 1 St	10
PHOTOGRAPHY - SOFTWARE MANAGEMENT UPGRADE	111 NW 1 St	75
PRODUCTION - ASSET MANAGER MULTIMEDIA PRODUCTION SOFTWARE	111 NW 1 St	15
PRODUCTION - INTERCOM SYSTEM	111 NW 1 St	18
PRODUCTION - LTO TAPE DRIVES	111 NW 1 St	10
PRODUCTION - VIDEO SHARED STORAGE SOLUTION	111 NW 1 St	36
RIMAGE SYSTEM	111 NW 1 St	23
STUDIO - PEDESTAL TRIPODS	111 NW 1 St	33
TELEVISION PRODUCTION - EDIT SUITE UPGRADES	111 NW 1 St	39
TELEVISION PRODUCTION - ROSS SWITCHER VISION TRITIUM	111 NW 1 St	120
	UNFUNDED TOTAL	**748**

Elections

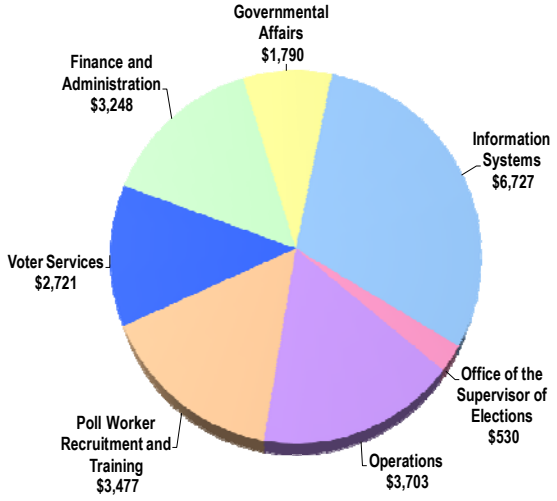
The Elections Department conducts elections that are accurate, convenient, and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal, and special taxing district elections are conducted and tabulated in a correct, uniform, and impartial manner with adherence to federal, state, and local election laws.

As part of the General Government strategic area, the Department also maintains accurate voter registration records; provides voter education and outreach; and provides voter information to candidates, political committees, and residents. Additionally, the Department serves in the capacity of records custodian for candidate campaign finance reporting, financial disclosure and outside employment reporting.

The Department serves an estimated 1.4 million registered voters in Miami-Dade County, and serves all citizens and municipalities in election-related matters. The Department follows policy established by the Board of County Commissioners while operating under state and federal laws. Elections staff interacts with federal, state, and municipal officials on a regular basis.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

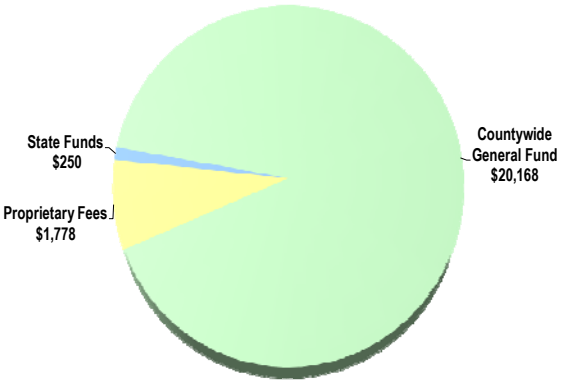


TABLE OF ORGANIZATION

OFFICE OF THE SUPERVISOR OF ELECTIONS

- Formulates and directs overall policy for Department operations; ensures adherence with federal, state, and local election laws

FY 16-17	FY 17-18
3	3

OFFICE OF GOVERNMENTAL AFFAIRS

- Monitors federal, state, and local legislation; coordinates elections Canvassing Board activities, candidate qualifying, and liaison activities with candidates and municipalities; processes financial disclosures, outside employment forms, and public records requests; oversees media relations; conducts outreach and voter education programs

FY 16-17	FY 17-18
12	12

VOTER SERVICES

- Oversees voter registration services; manages the statewide Voter Registration System; manages absentee voting and departmental mailroom activities; processes petitions

FY 16-17	FY 17-18
22	22

INFORMATION SYSTEMS

- Programs voting equipment, codes ballots, tabulates votes, and reports election results; manages early voting operations and absentee ballot mailing; manages departmental information technology infrastructure

FY 16-17	FY 17-18
22	22

OPERATIONS

- Oversees warehouse activities, including elections equipment logistics, ballot tracking and asset management; secures polling places countywide and ensures ADA compliance

FY 16-17	FY 17-18
18	18

FINANCE AND ADMINISTRATION

- Oversees budget, finance, procurement, payroll and personnel administration; responsible for monitoring and billing election costs for countywide, state and municipal elections; monitors and reports federal and state grants

FY 16-17	FY 17-18
10	10

POLL WORKER RECRUITMENT AND TRAINING

- Manages poll worker recruitment, training and compensation and coordinates collection center activities on election night

FY 16-17	FY 17-18
12	12

The FY 2017-18 total number of full-time equivalent positions is 99

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	19,983	32,036	24,927	20,168
Municipal Reimbursement	709	1,918	741	1,778
State Grants	330	251	200	250
Total Revenues	21,022	34,205	25,868	22,196
Operating Expenditures Summary				
Salary	9,498	16,770	12,544	10,937
Fringe Benefits	2,605	2,333	2,727	2,791
Court Costs	0	0	0	0
Contractual Services	1,796	2,496	3,324	1,831
Other Operating	3,502	5,106	3,067	3,514
Charges for County Services	3,398	5,410	4,066	3,086
Grants to Outside Organizations	50	33	0	37
Capital	173	139	140	0
Total Operating Expenditures	21,022	32,287	25,868	22,196
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Finance and Administration	4,870	3,248	10	10
Governmental Affairs	1,788	1,790	12	12
Information Systems	7,943	6,727	22	22
Office of the Supervisor of Elections	467	530	3	3
Operations	4,157	3,703	18	18
Poll Worker Recruitment and Training	3,216	3,477	12	12
Voter Services	3,427	2,721	22	22
Total Operating Expenditures	25,868	22,196	99	99

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 14-15**	**Actual FY 15-16**	**Budget FY 16-17**	**Actual FY 16-17**	**Budget FY 17-18**
Advertising	397	511	644	545	522
Fuel	28	42	27	31	86
Overtime	1,244	714	330	522	331
Rent	0	208	81	145	230
Security Services	88	118	192	77	60
Temporary Services	674	9,446	5,574	8,454	3,915
Travel and Registration	39	18	57	28	45
Utilities	692	786	363	662	497

DIVISION: OFFICE OF THE SUPERVISOR OF ELECTIONS

The Office of the Supervisor of Elections formulates and directs overall policy for all departmental operations.

- Manages day-to-day operations of the Department
- Maintains compliance with all federal, state, and local policies related to elections

Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Effectively administer countywide and municipal elections	Municipal Clerk satisfaction with Elections Department overall	OC	↑	99%	99%	95%	99%	99%

DIVISION: INFORMATION SYSTEMS

The Information Systems Division manages ballot programming and coding, tabulation of election results, Early Voting activities, and departmental information management.

- Prepares all ballot configurations
- Prepares ballot design and layout; creates election definition and programming
- Manages tabulation and reporting of election results
- Manages early voting operations, including staffing, training, and facilities
- Manages the ReliaVote ballot mailing and sorting system
- Oversees departmental information technology infrastructure
- Allocates and orders ballots prior to elections

Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Effectively administer countywide and municipal elections	Number of days to code ballots for all countywide elections	EF	↓	5	5	5	5	3
	Percentage of voters who voted early (all elections)*	OC	↑	21%	18.3%	25%	44%	25%
	Percentage of absentee ballots tabulated on time - Countywide and Special Elections	OC	↑	100%	95%	95%	100%	95%

* The increase in FY 2016-17 Actual from FY 2016-17 Budget reflects the number of voters who participated in the 2016 General Election as well as the special elections held in June and September 2017

DIVISION: FINANCE AND ADMINISTRATION

The Finance and Administration Division is responsible for budget coordination, accounts payable, procurement, election billing, grant monitoring, and human resources.

- Responsible for budget and finance, including budget coordination, accounts payable, and elections billing and collection
- Responsible for grants administration and procurement activities, including purchasing, contracts negotiation, and management
- Manages personnel and human resource functions, including hiring of temporary staff for countywide elections and special projects

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the utilization of temporary employees hired through temporary employment agencies to provide extensive support for early voting, absentee ballot processing, and Election Day assistance, which will allow for a more efficient allocation of resources

DIVISION: VOTER SERVICES

The Voter Services Division oversees public services; manages the statewide Voter Registration System; manages provisional voting and voter eligibility; coordinates all absentee ballot distribution; and is responsible for departmental mailroom operations.

- Updates all changes in voter registration records and maintains an accurate Voter Registration System
- Manages absentee voting
- Reviews and certifies local, statewide, and federal petitions
- Responds to routine requests for information
- Manages departmental mailroom operations
- Manages the Voter Information Center at the Stephen P. Clark Center

Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide voter registration services and opportunities for absentee voting	New voter registrations*	OP	↔	44,126	98,845	40,000	68,505	45,000
	Percentage of voters voting absentee**	EF	↑	36%	40.8%	50%	26%	50%

* The increase for FY 2015-16 Actual and FY 2016-17 Actual is associated with the Department's community outreach events coinciding with the scheduled 2016 General Election

** FY 2016-17 Actual reflects low percentage of voters voting absentee in scheduled municipal elections

DIVISION: OPERATIONS

The Operations Division manages the preparation and deployment of voting equipment; secures polling locations; oversees warehouse activities and asset management; and develops logistical plans for elections.

- Coordinates the maintenance, repair, preparation, and testing of voting equipment
- Manages warehouse activities, including ballot tracking and asset management
- Delivers and picks up voting equipment at polling places countywide
- Secures polling places countywide, including ensuring compliance with the Americans with Disabilities Act (ADA)
- Manages Election Day Call Center activities

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide quality service delivery	Election Central - Average call wait time (in seconds)*	EF	↑	49	49	60	12	60

* FY 2016-17 Actual reflects reduced call wait time due to better trained and more knowledgeable staff responding to calls from polling locations

DIVISION COMMENTS

- *An Elections Logistics Supervisor position and an Elections Support Specialist position will be held vacant through FY 2017-18*

DIVISION: GOVERNMENTAL AFFAIRS

The Governmental Affairs Division coordinates elections activities; serves as liaison to county candidates, political committees and municipal clerks regarding candidate qualifying, campaign financing, and election laws; advances the Department's legislative efforts and monitors federal, state and local legislation; coordinates media activities and manages the Department's public profile; conducts outreach and voter education programs; responds to public records requests; and maintains records in accordance with election laws and local requirements.

- Monitors federal, state, and local elections legislation and advances the Department's legislative efforts
- Manages candidate activities, including qualifying and financial reporting
- Serves as liaison to external entities, including municipal and other governments
- Coordinates media activities
- Acts as custodian of outside employment forms
- Manages public records requests and documentation
- Manages post-election audit activities and Electronic Document Management System (EDMS) imaging of financial disclosures and voter records
- Coordinates voter outreach and education events
- Supervises voting at assisted living facilities and nursing homes

Strategic Objectives - Measures

- GG7-2: Maintain the integrity and availability of election results and other public records

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure compliance with regulations regarding candidates for elective office	Percentage of Treasurers' reports audited within 15 calendar days	EF	↑	100%	99%	95%	100%	95%

DIVISION COMMENTS

- *An Elections Support Specialist position and an Assistant Deputy Supervisor of Elections position will be held vacant through FY 2017-18*

DIVISION: POLL WORKER RECRUITMENT AND TRAINING

The Poll Worker Recruitment and Training Division recruits and trains poll workers and manages the operation of polling places and collection centers on Election Day.

- Develops procedures and training materials to train all poll workers, administrative troubleshooters, and collection center personnel in accordance with Florida Statutes for municipal and countywide elections
- Ensures adequate staffing levels of poll workers (County and Non-County employees) for municipal and countywide elections, including recruitment, training, and assignment of poll workers
- Responsible for reconciliation and processing of poll worker payroll
- Operates polling places and collection centers on Election Day for municipal and countywide elections

Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure well-trained poll workers	New poll workers recruited*	OP	↔	899	2,347	600	1,096	1,500

* The increase for FY 2015-16 Actual and FY 2016-17 Actual reflects the recruitment and staffing of poll workers coinciding with the scheduled 2016 General Election

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes funding for a poll worker recruitment campaign; the campaign will assist the Department in maintaining its target database number of 10,000 poll workers and provide consistent succession planning with training and utilization of new poll workers ($100,000)

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Fill vacant Assistant Deputy Supervisor of Elections position to assist the Deputy Supervisor of Elections with the operational duties of the Governmental Affairs Division	$0	$110	1
Fill vacant Elections Logistics Supervisor position to supervise elections equipment and supplies for all municipal and countywide elections	$0	$96	1
Fill vacant Elections Support Specialist position to assist in qualifying candidates running for office and ensuring adherence to filing deadlines and campaign finance activities	$0	$70	1
Fill vacant Elections Support Specialist position to assist in ensuring the availability of 600 polling locations needed for Election Day	$0	$70	1
Upgrade existing users to Project Pro 2013 and Visio Pro 2013	$36	$0	0
Total	**$36**	**$346**	**4**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	0	90	0	0	0	0	0	0	90
Total:	0	90	0	0	0	0	0	0	90
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	0	90	0	0	0	0	0	0	90
Total:	0	90	0	0	0	0	0	0	90

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes the purchase of three hybrid sedan vehicles ($67,000)
- The Department's FY 2017-18 Adopted Budget includes the purchase of 50 handheld equipment scanners ($70,000) which will replace the Department's current outdated and aging equipment; these scanners allow the Department to manage their inventory in an efficient manner providing for a more accurate disbursement and collection of voting equipment during an election
- The Department's FY 2017-18 Adopted Budget also includes the purchase of a heavy duty high imaging document scanner ($20,000) which will replace the small scanners the Department currently uses; the heavy duty high imaging scanner will allow the Department to scan documents of all sizes whereas the smaller scanners were limited to scanning only letter-size documents thus requiring staff time and supplies to photo copy documents; the heavy duty high imaging scanner will provide savings over time to the Department in supplies and the management of staff time

FUNDED CAPITAL PROJECTS
(dollars in thousands)

HANDHELD EQUIPMENT SCANNERS **PROJECT #: 2000000723**

DESCRIPTION: Purchase 50 handheld equipment scanners to replace the Department's current outdated and aging equipment
LOCATION: 2700 NW 87 Ave — District Located: 12
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	70	0	0	0	0	0	0	70
TOTAL REVENUES:	**0**	**70**	**0**	**0**	**0**	**0**	**0**	**0**	**70**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	0	70	0	0	0	0	0	0	70
TOTAL EXPENDITURES:	**0**	**70**	**0**	**0**	**0**	**0**	**0**	**0**	**70**

HIGH IMAGING DOCUMENT SCANNER **PROJECT #: 2000000722**

DESCRIPTION: Purchase a heavy duty high imaging document scanner to replace the small scanners the Department currently uses; the heavy duty high image scanner will allow the Department to scan documents of all sizes whereas the smaller scanners are limited to scanning only letter-size documents

LOCATION: 2700 NW 87 Ave
Unincorporated Miami-Dade County

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	20	0	0	0	0	0	0	20
TOTAL REVENUES:	**0**	**20**	**0**	**0**	**0**	**0**	**0**	**0**	**20**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	0	20	0	0	0	0	0	0	20
TOTAL EXPENDITURES:	**0**	**20**	**0**	**0**	**0**	**0**	**0**	**0**	**20**

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
ELECTION HEADQUARTERS RECONFIGURATION AND WAREHOUSE SPACING	2700 NW 87 Ave	1,000
EQUIPMENT - EXPRESS VOTE MACHINES	2700 NW 87 Ave	3,500
EQUIPMENT - STRETCH WRAP MACHINE	2700 NW 87 Ave	10
	UNFUNDED TOTAL	**4,510**

Finance

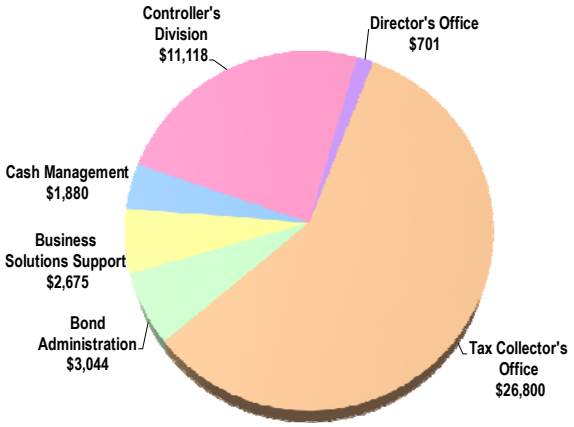
The Finance Department delivers financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management, tax collection and distribution, and collection on delinquent accounts for various County departments.

As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments and payroll checks, maintaining the County's general ledger system, and providing financial reports. The Department collects and distributes current and delinquent real and personal property taxes, non-ad valorem special assessments for all local taxing authorities within Miami-Dade County, local business tax receipts, and convention and tourist taxes. The Department also acts as an agent on behalf of the State of Florida to issue automobile, vessel, mobile home, and hunting and fishing licenses; invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances; and manages the County's debt financing and debt issuances.

The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management and Budget, the Office of the Property Appraiser, the Internal Services Department, the Human Resources Department, and outside financial consultants.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

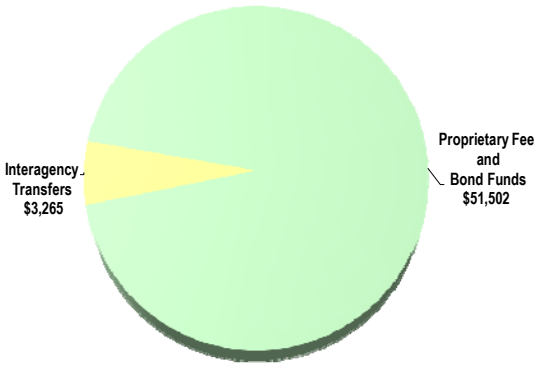


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Formulates and directs overall financial policy of the County

FY 16-17	FY 17-18
6	7

CONTROLLER

- Satisfies legal and mandated requirements; processes vendor payments and payroll; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting

FY 16-17	FY 17-18
139	115

CASH MANAGEMENT

- Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy

FY 16-17	FY 17-18
7	7

BOND ADMINISTRATION

- Manages the County's debt financing

FY 16-17	FY 17-18
9	9

TAX COLLECTOR

- Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, improvement liens, local business tax receipts, waste fees, excise utility taxes, convention and tourist development taxes, and license fees (auto, boat, hunting, and fishing); and collection of delinquent accounts for various County departments

FY 16-17	FY 17-18
209	223

BUSINESS SOLUTIONS SUPPORT

- Administers, plans, coordinates and provides support for the Countywide implementations of various financial business solutions, including the future ERP financial modules; provides Countywide functional support of the General Ledger, Accounts Payable Module, E-Commerce Solution, Tax Collector, and Delinquent Accounts Collection systems; plans and directs modifications to system controls in order to meet legislative and external audit requirements

FY 16-17	FY 17-18
0	29

The FY 2017-18 total number of full-time equivalent positions is 397 FTEs

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
Ad Valorem Fees	11,826	11,570	11,762	12,507
Auto Tag Fees	12,933	13,795	13,207	13,881
Bond Transaction Fees	2,911	3,358	1,257	645
Carryover	4,259	6,975	5,120	6,937
Credit and Collections	3,737	3,788	4,027	6,095
Local Business Tax Receipt	3,811	3,964	3,810	3,975
Other Revenues	3,926	3,962	3,578	3,702
Tourist Tax Fees	3,646	3,788	3,931	3,760
Federal Funds	0	0	171	0
Interdepartmental Transfer	484	576	1,360	749
Other	0	2,787	2,182	2,516
Total Revenues	47,533	54,563	50,405	54,767
Operating Expenditures Summary				
Salary	19,086	21,556	23,205	23,384
Fringe Benefits	5,714	6,459	8,186	8,962
Court Costs	10	16	17	17
Contractual Services	1,148	720	1,171	1,418
Other Operating	5,548	5,585	6,690	6,686
Charges for County Services	2,949	3,455	3,785	4,982
Grants to Outside Organizations	0	0	0	0
Capital	422	128	138	769
Total Operating Expenditures	34,877	37,919	43,192	46,218
Non-Operating Expenditures Summary				
Transfers	5,681	5,009	6,413	8,549
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	800	0
Total Non-Operating Expenditures	5,681	5,009	7,213	8,549

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Director's Office	730	701	6	7
Controller's Division	13,373	11,118	139	115
Tax Collector's Office	24,334	26,800	209	223
Bond Administration	2,867	3,044	9	9
Cash Management	1,888	1,880	7	7
Business Solutions Support	0	2,675	0	29
Total Operating Expenditures	43,192	46,218	370	390

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 14-15**	**Actual FY 15-16**	**Budget FY 16-17**	**Actual FY 16-17**	**Budget FY 17-18**
Advertising	57	52	75	59	95
Fuel	0	0	0	0	0
Overtime	141	83	116	123	99
Rent	2,066	2,014	2,124	2,255	2,453
Security Services	228	241	260	235	261
Temporary Services	641	739	310	245	477
Travel and Registration	32	40	95	34	111
Utilities	226	202	263	165	200

DIVISION: DIRECTOR'S OFFICE

The Director's Office is responsible for formulating and directing the overall financial policy of the County.

- Controls accounting and automated financial systems to provide the fiscal integrity depended upon by the public, private sector, and financial markets
- Provides overall administration of departmental operations
- Monitors Countywide financial regulatory compliance

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of one Special Projects Administrator I from the Controller's Division to enhance the quality assurance and regulatory compliance efforts of the department

DIVISION: CONTROLLER'S DIVISION

The Controller's Division provides fiscal and accounting controls over resources and related appropriations.

- Satisfies legal and mandated reporting requirements including the Comprehensive Annual Financial Report (CAFR), State Controller's Report, state and federal audit reports, and the indirect cost allocation plan
- Records, reports on, and monitors the County's financial activities
- Maintains County financial accounting systems
- Processes vendor disbursements and County payroll
- Monitors County bank accounts to ensure timely reconciliations

Strategic Objectives - Measures

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Monitor and report timely payment of invoices	Percentage of invoices paid within 45 calendar days	EF	↑	90%	87%	90%	87%	90%
	Percentage of invoices paid within 30 calendar days	EF	↑	67%	70%	70%	67%	70%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Certificate of Achievement for Excellence in Financial Reporting *	Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA)*	OC	↑	Awarded	Awarded	TBD	TBD	TBD

* This objective is being introduced in FY 2017-18; however the County has been awarded this certificate in past years; the judging and award process takes place after completion of the County's Consolidated Annual Financial Report (CAFR); the certificate is generally awarded in September of the following fiscal year

DIVISION COMMENTS

- *A Finance Section Manager position will be held vacant through FY 2017-18*
- *In FY 2017-18, ITD will continue to work with various County departments including Finance to streamline County IT functions; as of the end of FY 2016-17, two resources from Finance Controller's Division have transferred to ITD as part of the continuous effort to consolidate IT functions and services under a centralized model; this on-going effort will produce operational efficiencies, provide for expanded capabilities, improve continuity of operations, and allow for better collaboration and information sharing*

- During FY 2016-17, as part of the departmental reorganization, 21 positions were transferred to the new Business Solutions Support Division for the support and centralization of Countywide financial applications, including future ERP systems, and one additional position was transferred to the Director's Office

DIVISION: TAX COLLECTOR'S OFFICE

The Tax Collector's primary responsibility is to collect, account for, and distribute current and delinquent real and personal property taxes, and non-ad valorem special assessments for all local taxing authorities.

- Administers state laws, local ordinances, and policies pertaining to the collection and distribution of taxes; distributes all tax revenues and assessment fees to the taxing authorities
- Collects and distributes Tourist and Convention Development taxes and all tourist taxes (including bed, food and beverage taxes), and issues Local Business Tax Receipts for businesses located in the County
- Serves as an agent of the Florida Department of Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission by issuing state motor vehicle, vessel, and mobile home licenses, tag renewals and title applications for automobiles, trucks, and mobile homes; collecting and remitting sales tax to the State for the above transactions; and selling various hunting and fishing licenses and permits
- Collects delinquent accounts receivable
- Oversees 25 private auto tag agencies in the County

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Expand access to County government by placing information and transactions online *	Total dollar-value of web-enabled transactions completed using the online services portal (dollars in thousands)	OC	↑	$1,030,290	$1,243,750	$1,368,120	$1,452,932	$1,547,160

* This objective is being introduced in FY 2017-18; however the measure has been tracked in past years

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Process distributions of taxes collected to each taxing authority **	Total number of distributions processed	OP	↔	16	17	14	17	14
Enhance collection efforts	Debt portfolio fees collected (in thousands)	OC	↑	$3,737	$3,788	$4,027	$4,067	$6,095
Maximize revenues through intensive collection activity***	Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)	OC	↑	$11,462	$12,114	$12,863	$13,060	$16,406
	Average number of accounts worked per day per collector	OP	↔	54	45	50	43	50

** The distribution of taxes has a statutorily-required minimum of 14 distributions per year; the Tax Collector may process additional distributions for convenience of operations or as additional customer services

*** This objective is being introduced in FY 2017-18; during FY 2016-17, the Division added 21 overages to increase collections staffing and set higher collection targets for FY 2017-18

DIVISION COMMENTS

- *As of the end of FY 2016-17, six resources from Finance Tax Collector's Office have transferred to ITD as part of the continuous effort to consolidate IT functions and services under a centralized model*
- During FY 2016-17, the Division added 21 overages (20 Finance Collection Specialists and one Credit and Collections Supervisor) in an effort to process more accounts on behalf of various Miami-Dade County departments thereby increasing revenue distribution to the referring departments and to the General Fund
- The Credit and Collections unit has moved to a new location at the Martin Luther King Plaza as of the last quarter of FY 2016-17, in order to provide adequate space for the unit's expansion; the new overage positions are currently being filled
- During FY 2016-17, as part of the departmental reorganization, four positions were transferred to the Business Solutions Support Division for the support and centralization of Countywide financial applications, including future ERP systems
- The FY 2017-18 Adopted Budget includes the addition of three Senior Tax Records Specialists to monitor and enforce compliance with internal and external requirements including Florida State Statutes ($182,000)

DIVISION: BOND ADMINISTRATION

The Bond Administration Division is responsible for managing the County's debt financing and coordinating all debt issuances, including swap transactions.

- Accesses the capital markets to provide capital funding as needed by County departments, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing vehicles
- Prepares and submits the Annual Report to Bondholders encompassing all of the County's outstanding bond issues from inception through the fiscal year end
- Provides administrative support to peripheral debt issuing authorities of the County, including the Educational Facilities Authority and Health Facilities Authority
- Makes payments on bonds/loan debt service

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Monitor County-wide Bond Ratings	Percentage of debt service payments made timely	OC	↔	100%	100%	100%	100%	100%
	Bond ratings evaluation by Moody's*	OP	↑	Aa2	Aa2	Aa2	Aa2	Aa2
	Bond ratings evaluation by Standard and Poor's*	OP	↑	AA	AA	AA	AA	AA

* Bond ratings shown are for General Obligation Bonds; FY 2015-16 Actual was corrected from AA- to AA due to a scrivener's error in the FY 2016-17 Adopted budget

DIVISION: CASH MANAGEMENT

The Cash Management Division is responsible for investing surplus funds in compliance with Florida Statutes, ordinances, and the County's investment policy while maintaining sufficient cash balances to honor the obligations of the County.

- Handles all banking transactions for the County; invests County funds, from $3 billion to $4 billion annually
- Monitors the daily diversification of the County's portfolio and distributes earnings on investments

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure sound asset management and financial investment strategies	Compliance with investment policy and guidelines	OC	↑	100%	100%	100%	100%	100%
	Average rate of return earned from County investments	OC	↑	0.36%	0.52%	0.55%	0.90%	1.00%

DIVISION: BUSINESS SOLUTIONS SUPPORT

The Business Solutions Support Division is responsible for administering, planning, coordinating and providing support for the Countywide implementations of various financial business solutions, including the future ERP financial modules.

- Provides Countywide functional support of the General Ledger, Accounts Payable, E-Commerce, Tax Collection and Delinquent Account Collection Systems and other related financial systems
- Supports creation and maintenance of chart of accounts fields and budget controls, application access to ensure proper segregation of duties, financial report generation and validation, training, customer support, implementation support for upgrades, fixes and enhancements
- Plans and directs required modifications to above financial systems to meet legislative (BCC, state and federal) requirements
- Assesses departmental business processes, developing and implementing strategic plans and projects that align information technology needs with the department's financial business functions
- Ensures proper system controls are maintained for the General Ledger, Accounts Payable and Purchasing systems to respond to the annual external financial audit; monitors and provides support to over 5,700 users of these systems
- Coordinates with ITD and departments in the implementation of new financial technologies to support Countywide and departmental initiatives as they relate to financial systems, such as ERP implementation, which includes over 14 financial modules

DIVISION COMMENTS

- During FY 2016-17, as part of the departmental reorganization, 25 positions were transferred from various divisions and one overage was added for the support and centralization of Countywide financial applications, including future ERP systems
- The FY 2017-18 Adopted Budget includes the addition of three positions to staff the ERP project; the positions will be funded by the ERP Capital Project resources

ADDITIONAL INFORMATION

- The FY 2017-18 Adopted Budget includes $3.285 million in reimbursements from other County departments and funding sources including: Water and Sewer Department ($6,000) and Aviation ($42,000) for cash management activities; Transportation and Public Works ($385,000), Metropolitan Planning Organization ($43,000), Office of Management and Budget ($50,000), Parks, Recreation and Open Spaces ($137,000), Regulatory and Economic Resources ($12,000), Seaport ($10,000), Internal Services ($8,000), other General Fund departments ($16,000), Tourist Development Tax ($20,000), Aviation ($23,000) and Water and Sewer Department ($17,000) for accounting and compliance support; and an Information Technology Department transfer from the IT Funding Model ($2.516 million) to support the operations of Image and Workflow Automation (IWA) and the FAMIS Service Level Agreement
- In FY 2016-17, the Department budgeted a transfer of $5.053 million to Capital Outlay Reserve (COR) to fund pay-as-you-go capital projects; the Department transferred an additional $2.131 million transfer in FY 2016-17 for a total of $7.184 million; in FY 2017-18 the Department has budgeted an $7.8 million transfer to COR

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Hire an Accountant 3 (Payroll Unit) for succession planning	$0	$100	1
Hire an Accountant 3 (Accounting and Reporting Unit) to fulfill needs identified by a business process review	$0	$100	1
Hire an Assistant Tax Collector for succession planning	$0	$106	1
Hire a Finance Collection & Enforcement Officer to maximize collection of short term rental revenues	$0	$54	1
Hire two Tax Record Specialist 2s to assist with "RenewExpress" online auto tag payment system	$0	$89	2
Hire a Senior Tax Record Specialist for succession planning	$0	$48	1
Hire a Paralegal for succession planning and to assist with bankruptcy and litigation matters	$0	$57	1
Hire a Senior Tax Record Specialist to work on complex tax issues	$0	$48	1
Hire a Tax Collector Manager for succession planning	$0	$74	1
Hire two Tax Record Specialist 2s to restore the Auto Tag Customer Call Center	$0	$89	2
Hire two Credit & Collection Supervisors and 20 Finance Collection Specialists to complete the second phase expansion of the Credit & Collections Unit; these are revenue-generating positions	$0	$710	22
Total	**$0**	**$1,475**	**34**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
Department Operating Revenue	0	545	0	0	0	0	0	0	545
Total:	0	545	0	0	0	0	0	0	545
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	0	545	0	0	0	0	0	0	545
Total:	0	545	0	0	0	0	0	0	545

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes the acquisition and installation of an automated mail opener, extractor and scanner plus payment processing software to replace an aging system nearing the end of its service life, which has limited maintenance support (total project cost $545,000)

FUNDED CAPITAL PROJECTS
(dollars in thousands)

AUTOMATED PAYMENT PROCESSING SYSTEM **PROJECT #: 2000000701**

DESCRIPTION: Replace aging payment processing system to include hardware and software
LOCATION: 200 NW 2 Avenue
City of Miami
District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Department Operating Revenue	0	545	0	0	0	0	0	0	545
TOTAL REVENUES:	**0**	**545**	**0**	**0**	**0**	**0**	**0**	**0**	**545**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	50	0	0	0	0	0	0	50
Technology Hardware/Software	0	495	0	0	0	0	0	0	495
TOTAL EXPENDITURES:	**0**	**545**	**0**	**0**	**0**	**0**	**0**	**0**	**545**

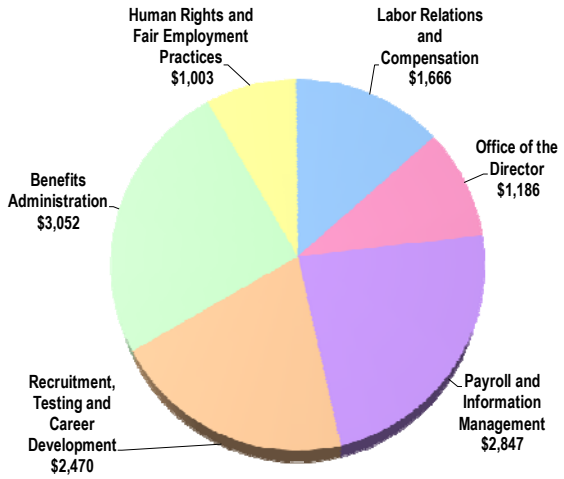
Human Resources

The Department of Human Resources (HR) manages and provides both strategic and transactional services in labor relations, compensation, benefits, payroll, recruitment, testing and career development; and promotes diversity, fairness and equal opportunity in employment, housing, public accommodations, credit and financing practices, family leave, and domestic violence leave in accordance with Chapter 11A of the Miami-Dade County Code.

As part of the General Government strategic area, HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC), and the Florida Commission on Human Relations. The Department monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. As staff to the Miami-Dade County Commission on Human Rights, HR provides administrative support to the board which receives, initiates, investigates, and conciliates complaints of discrimination under federal, state and local laws.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

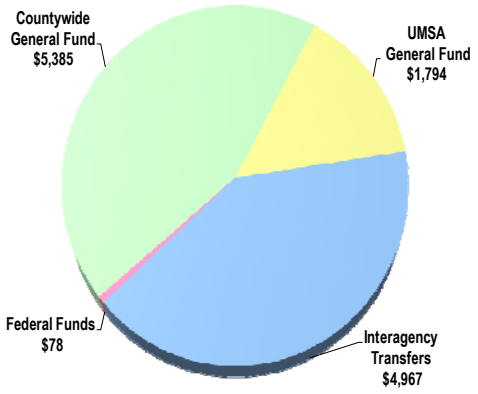


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Formulates human resources, fair employment, and human rights policy; oversees all departmental activities; and provides department-wide administrative support in the areas of procurement, budget, fiscal management, and business planning

FY 16-17	FY 17-18
6	5

PAYROLL AND INFORMATION MANAGEMENT

- Processes payroll, time and attendance transactions for all County employees; provides reporting and business intelligence functionality for personnel related issues; manages employee personnel and medical records

FY 16 -17	FY 17 -18
33	33

LABOR RELATIONS AND COMPENSATION

- Plans, negotiates and administers all County collective bargaining agreements; manages and oversees all policies and practices related to discipline, grievances and appeals; administers County Pay Plan; conducts classification reviews and establishment/elimination of positions

FY 16-17	FY 17-18
15	15

BENEFITS ADMINISTRATION

- Administers all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts; and administers the pre-tax spending accounts, FRS and deferred compensation (457) plans, and Wellness Program; provides counseling, assessments and referrals for substance abuse or other employee assistance needs

FY 16-17	FY 17-18
23	25

RECRUITMENT, TESTING, AND CAREER DEVELOPMENT

- Assists departments in recruitment and selection of qualified job applicants through the development, administration, and validation of competitive recruitment methods, to include examinations; provides centralized employment services and administers the County's internships and training programs

FY 16-17	FY 17-18
26	26

HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES

- Manages and oversees all policies and practices related to equality and anti-discrimination for County employees and residents of Miami-Dade County

FY 16-17	FY 17-18
9	9

The FY 2017-18 total number of full-time equivalent positions is 113

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	4,510	4,491	4,912	5,385
General Fund UMSA	1,585	1,419	1,726	1,794
Carryover	19	0	0	0
Fees for Services	79	78	78	78
Interagency Transfers	1,539	1,976	2,115	1,915
Internal Service Charges	2,029	2,321	2,659	3,052
Total Revenues	9,761	10,285	11,490	12,224
Operating Expenditures Summary				
Salary	6,376	7,383	8,002	8,440
Fringe Benefits	2,087	2,267	2,720	3,041
Contractual Services	23	121	45	32
Other Operating	964	315	283	192
Charges for County Services	311	194	440	519
Capital	0	5	0	0
Total Operating Expenditures	9,761	10,285	11,490	12,224
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Office of the Director	1,310	1,186	6	5
Labor Relations and Compensation	1,639	1,666	15	15
Payroll and Information Management	2,689	2,847	33	33
Benefits Administration	2,659	3,052	23	25
Recruitment, Testing and Career Development	2,234	2,470	26	26
Human Rights and Fair Employment Practices	959	1,003	9	9
Total Operating Expenditures	11,490	12,224	112	113

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	0	2	1	0	1
Fuel	0	0	0	0	0
Overtime	9	10	14	18	10
Rent	0	0	0	0	0
Security Services	0	0	1	0	0
Temporary Services	26	132	27	119	15
Travel and Registration	6	8	14	7	9
Utilities	127	125	130	115	53

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director oversees all departmental activities and provides department-wide administrative support in the areas of procurement, budget, fiscal management, and business planning.

- Develops and administers the County's HR systems
- Advises departments on personnel issues and appropriate methods of problem resolution
- Coordinates all recruitment and personnel issues and actions for Miami-Dade County; provides general administrative and strategic support, including fiscal management, budget preparation, procurement, records management, and management information systems
- Leads the development and rollout of new strategic initiatives, including HR program development, strategic/business planning, departmental business and performance management, and enhanced staff communications
- Formulates human resources, fair employment, and human rights policies
- Coordinates departmental personnel representative functions

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of one Employee Recognition Coordinator from the Director's Division to the Benefits Division to provide better alignment of County services

DIVISION: LABOR RELATIONS AND COMPENSATION

The Labor Relations and Compensation Division manages the contracts negotiated with the County's ten labor unions, administers employee appeals and collective bargaining grievances, provides guidance related to the provisions of the collective bargaining agreements and maintains and administers the County's Pay Plan, including classification and re-classification reviews, minimum qualifications for job postings, salary surveys, and the establishment and elimination of positions.

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Coordinate negotiation of collective bargaining agreements, manage employee appeals, process physical examinations and provide interpretation and guidance on labor related issues	Percentage of employee physicals' results processed within five business days	EF	↑	85%	86%	90%	91%	90%
	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration*	EF	↑	58%	59%	75%	47%	50%

* FY 2014-15 and FY 2015-16 Actuals have been revised due to an improved calculation method that more accurately reflects the number of grievances that are settled before arbitration.

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes $65,000 from the Internal Services Department for unemployment management support
- The FY 2017-18 Adopted Budget includes $156,200 for conducting compensation review studies from the Solid Waste Management Department ($39,050), Aviation Department ($39,050), the Regulatory and Economic Resources Department ($39,050), and Seaport Department ($39,050)

DIVISION: PAYROLL AND INFORMATION MANAGEMENT

The Payroll and Information Management Division processes the bi-weekly payroll for Miami Dade County employees.

- Processes payroll including leave management for the more than 26,000 full-time and more than 2,000 part-time Miami-Dade County employees
- Manages employee personnel and medical records; maintains the Employee Master File and County Table of Organization; provides employment verification
- Processes employee tuition reimbursements, deductions, and various benefits programs including the Departure Incentive Program, Deferred Retirement Option Program, and Florida Retirement System
- Provides reporting and business intelligence functionality for personnel related issues to County departments, employees, and members of the public
- Serves as the records custodian for both personnel and medical records for all active and terminated personnel

Strategic Objectives - Measures

- GG2-4: Provide customer-friendly human resources services

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Payroll processing and personnel records management	Accuracy of HR payroll and paycheck processing	OC	↑	99%	99%	99%	99%	99%

DIVISION COMMENTS

- In FY 2017-18, Human Resources along with the Information Technology Department, Office of Management and Budget, Finance Department and Internal Services Department will begin implementation of the Enterprise Resource Planning (ERP) System; it is anticipated that Payroll and Information Management will be heavily involved in this project for the next five years including $355,000 in reimbursement from the ITD Funding Model for personnel required for implementation
- The FY 2017-18 Adopted Budget includes $348,000 from the Internal Services Department for services related to workers' compensation wages
- *A Personnel Payroll Technician position will remain vacant through FY 2017-18*

DIVISION: BENEFITS ADMINISTRATION

The Benefits Administration Division manages employee benefits, eligibility determinations, programming, plan design, and benefits education and communications, as well as employee engagement and the County's Wellness Program, retiree workshops, health fairs, retirement counseling and insurance payment collection for employees on leave of absence. Also, through the Employee Support Services Section, the Division provides direct services and consultation to County employees and their qualified family members relating to psycho-social assessments and treatment referrals.

- Manages employee benefits for over 26,000 employees and over 3,000 retirees and their dependents, such as group medical, dental, vision, disability income protection, group legal, pre-tax spending accounts, life insurance plans and retirement plans
- Maintains employee and retiree benefits information; researches and recommends new benefit options/programs
- Ensures that all employee benefit programs meet the needs of participants, are cost effective and comply with legal requirements
- Encourages participation in employee programs through a variety of engagement and education opportunities in alignment with organizational goals

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Educate County employees on financial resources available to assist them in long-term and retirement planning	Financial planning seminars held	OP	↔	65	60	48	48	65

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Reduce healthcare costs	Number of employee wellness events	OP	↔	N/A	60	60	126	138
	Number of completed Employee Personal Health Assessments	OP	↔	N/A	320	284	861	1,075

* FY 2016-17 Actuals reflect the first full year of Wellness programs

DIVISION COMMENTS

- In FY 2015-16, the Division successfully completed the preparation of employees 1095C notices; this federally required proof of insurance form will continue to be prepared by the Department on an annual basis
- In FY 2016-17, the Division acquired responsibility for employee engagement programs including the employee recognition, employee suggestion, employee discount and employee service awards programs; these programs are aligned within the Employee Support Services section that provides employee assistance and wellness programs to County employees
- The FY 2017-18 Adopted Budget reflects the transfer of a position from the Board of County Commissioners to the Benefits Division to manage and facilitate employee recognition awards
- The FY 2017-18 Adopted Budget includes the transfer of one Employee Recognition Coordinator to the Benefits Division from the Director's Division to provide better alignment of County services

DIVISION: RECRUITMENT, TESTING AND CAREER DEVELOPMENT

The Recruitment, Testing, and Career Development Division provides uniform hiring procedures Countywide that ensure a fair and merit-oriented personnel system that enables the County to fulfill its operational objectives.

- Assists departments in recruitment and selection of qualified job applicants through the development, administration, and validation of competitive recruitment methods, to include examinations
- Processes newly hired employees, conducts criminal background checks, and issues photo identification cards
- Promotes and coordinates internships and apprenticeship programs
- Provides career counseling and advises on human resources issues
- Administers layoff procedures and coordinates transfers, reinstatements, and interagency internal placement activities

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Attract and retain employees	Average recruitment time (in calendar days)	EF	↓	58	57	60	50	60

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide and coordinate employee development initiatives	County employees trained*	OP	↔	8,720	12,492	7,200	26,000	9,000

* FY 2016-17 Actuals include completion of mandatory Ethics training and Secure IT training for County employees

DIVISION COMMENTS

- In FY 2017-18, the Department is budgeted to receive $400,000 (including $60,000 from Aviation) from various departments for training classes including Supervisory Certification, Front Line, and New Employee Orientation
- The FY 2017-18 Adopted Budget includes $590,000 for Testing and Validation services from Transportation and Public Works ($126,000), Police ($121,000), Fire Rescue ($231,000), Corrections and Rehabilitation ($22,000), Aviation ($22,000), Water and Sewer ($40,000), and from various other County departments ($28,000)

DIVISION: HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES

The Human Rights and Fair Employment Practices Division (HRFEP) enforces and oversees the County's Anti-Discrimination Ordinance and fair employment guidelines to ensure equal opportunity to all without regard to race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy, familial status, sexual orientation, gender identity or expression, or source of income, and to prevent unlawful discrimination on such basis. HRFEP is comprised of two sections: Fair Employment Practices (internal employees) and The Commission on Human Rights (external customers).

Strategic Objectives - Measures

- GG1-4: Improve relations between communities and governments

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through mediation where appropriate	Case Resolutions	OP	↔	235	316	250	324	300
	Cases resolved through successful mediation*	OP	↔	16	32	40	54	54
	Cases mediated	OP	↔	18	40	50	71	72

* Due to the redistribution of job duties, there is now a full time staff member dedicated solely to mediation

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Educate County employees on diversity issues, County policies and procedures and participate in External Outreach Events	Number of employees trained*	OP	↔	N/A	333	10,000	26,000	5,000
	Number of External Outreach Events Attended	OP	↔	N/A	19	20	15	30

* The increase in employees trained in FY 16-17 Actuals is the result of mandatory diversity training

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire one Labor Relations Officer to further develop and implement Countywide discipline guidelines, correspondence, and forms; streamline medical scheduling; and perform all other ancillary duties of the Division	$0	$91	1
Hire one Administrative Secretary position to support the Payroll Division Director and Assistant Director with Division administrative duties, front desk reception, public records requests, and Countywide scanning, as needed	$0	$60	1
Hire Secretary to provide administrative support to the Employee Support Services section, handle telephone and reception duties, and perform all clerical functions	$0	$58	1
Hire one Senior Compensation Specialist to perform a variety of complex assignments in various phases of position classification and compensation administration	$0	$91	1
Hire one HR Personnel Service Specialist 2 (Compensation Specialist) to evaluate and classify organizational changes, review and reclassify positions as required per Collective Bargaining Agreements, update job descriptions, maintain position management, and identify changes to salary structures	$0	$85	1
Hire one HR Business System Analyst 1 to support the Department Director in the preparation of reports and information requested by the Board of County Commissioners and others	$0	$101	1
Hire one Secretary to provide clerical support to Recruitment, Testing and Career Development, including assisting with tracking and responding to public records requests, managing records retention and providing back-up for the New Hire Center	$0	$58	1
Hire two Commission on Human Rights Specialists to resolve current caseload, provide training and outreach programs to County departments and monitor County diversity and employment practices	$0	$194	2
Hire one Fair Employment Practices Specialist to resolve current caseload, provide training and outreach programs to County departments and monitor departmental diversity and employment practices	$0	$96	1
Procure Job Evaluation Software for Compensation to assist compensation on setting standards for Countywide jobs	$45	$0	0
Hire two temporary employees to scan department records and improve both the efficiency and effectiveness of Division functions in Compensation, Labor Relations and Human Rights and Fair Employment Practices	$20	$0	0
Participate in recruitment career fairs and internship events and purchase marketing and promotion items; purchase training videos and scanner	$14	$9	0
Hire one ERP Business Analyst 2 to gather and document requirements and data for ERP Reports in accordance with policies, implement test systems, work with customers to ensure information enables decision-making and evaluate data to solve user information needs	$0	$113	1
Hire Assistant Division Director to direct business process evaluations and systems analysis and design; consult with external contacts to ensure quality deliverables and deadlines; guide team members from concept to implementation phases and troubleshoot complex issues and conduct technical design on integrations, data conversions and workflow	$0	$122	1
Renovate Human Resources office space on 20th and 21st floors of SPCC	$300	$0	0
Total	**$379**	**$1,078**	**12**

Information Technology

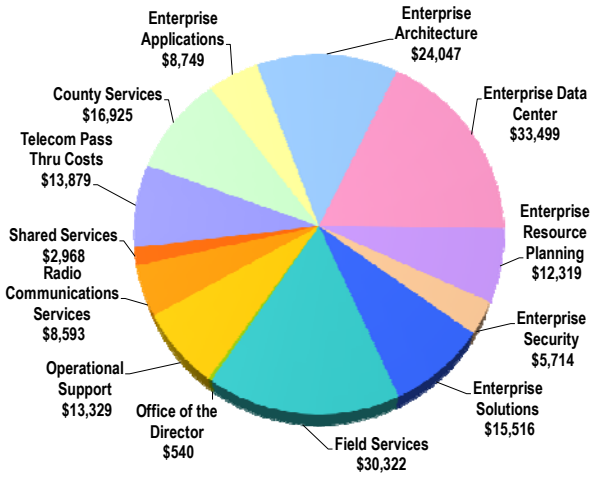
The Information Technology Department (ITD) provides information technology (IT) enterprise and infrastructure services that support the operations of all County departments.

As part of the General Government strategic area, the Department deploys emerging technologies in support of County government operations and services to the public. ITD provides a reliable and secure IT infrastructure, including network and hardware/software platforms, to support departmental applications and enterprise services. ITD partners with other County departments and management to implement and maintain technology solutions that enable efficient operations and delivery of County services, to include telecommunications and radio operations. ITD ensures that its services improve government access, efficiency, and effectiveness through the implementation of appropriate IT standards, methodologies, security, and project management practices.

The Department's stakeholders include all County departments, elected officials, Miami-Dade County residents, local businesses, visitors, municipalities, and anyone who visits the County's website.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

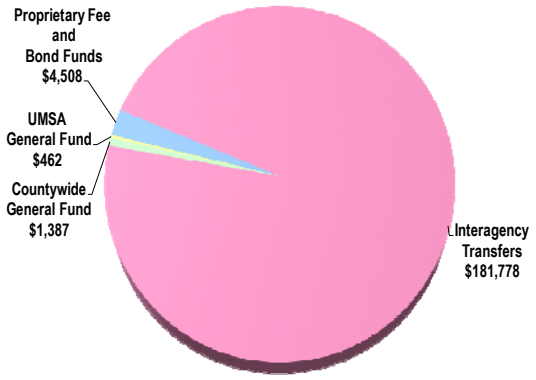


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions

FY 16-17	FY 17-18
4	4

OPERATIONAL SUPPORT

- Provides asset management, financial, budgetary, human resources, project management and administrative support to IT operations

FY 16-17	FY 17-18
41	43

ENTERPRISE SOLUTIONS

- Delivers enterprise services for Geographic Information System (GIS), Enterprise Asset Management System (EAMS), and Electronic Content Management (ECM)

FY 16-17	FY 17-18
71	77

ENTERPRISE DATA CENTER

- Provides 24 X 7 operation and support for the hardware and system software that run the County's mainframe and distributed systems environments; provides enterprise storage and backup services, desktop and server virtualization and mainframe printing services

FY 16-17	FY 17-18
88	101

ENTERPRISE APPLICATIONS

- Provides multi-platform automated application systems for the support of public safety applications for the Clerk of Courts, Police, Corrections and Rehabilitation and other criminal justice partners

FY 16-17	FY 17-18
60	57

ENTERPRISE ARCHITECTURE

- Delivers enterprise middleware, architecture, and database services, and provides support for 311/911

FY 16-17	FY 17-18
103	104

ENTERPRISE RESOURCE PLANNING

- Delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems

FY 16-17	FY 17-18
60	50

FIELD SERVICES

- Delivers engineering, enterprise maintenance, installations, and support for telephone systems, computer peripherals, wireless devices, and wide and local area network support

FY 16-17	FY 17-18
121	124

ENTERPRISE SECURITY

- Develops and implements data security policies, manages enterprise security risk, and manages the County's data security infrastructure, remote access, directory services, and mobile messaging

FY 16-17	FY 17-18
19	24

RADIO COMMUNICATION SERVICES

- Provides local and regional public safety first responders and County departments with efficient, reliable, and secure radio communications services and solutions

FY 16-17	FY 17-18
50	51

SHARED SERVICES

- Provides customer support for Countywide telephone services and maintains internal work order and billing systems

FY 16-17	FY 17-18
22	22

COUNTY SERVICES

- Provides multi-platform Countywide and departmental automated systems for administrative, legislative, environmental, public works, waste management, port and transit applications

FY 16-17	FY 17-18
123	134

The FY 2017-18 total number of full-time equivalent is 791 FTEs.

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	18,944	23,334	23,298	1,387
General Fund UMSA	6,655	8,199	8,184	462
Carryover	20	9	0	0
Proprietary Fees	658	659	658	658
Recording Fee for Court Technology	3,226	3,281	3,300	3,300
Traffic Violation Surcharge	535	509	550	550
Interagency Transfers	136,502	149,106	144,665	123,290
IT Funding Model	0	0	0	58,488
Total Revenues	166,540	185,097	180,655	188,135
Operating Expenditures Summary				
Salary	71,108	78,114	76,793	80,169
Fringe Benefits	17,755	19,810	22,455	24,362
Court Costs	0	0	0	0
Contractual Services	3,004	3,746	1,124	1,473
Other Operating	50,273	54,685	46,199	53,359
Charges for County Services	10,913	14,005	12,504	14,264
Grants to Outside Organizations	0	0	0	0
Capital	8,283	8,446	16,905	12,773
Total Operating Expenditures	161,336	178,806	175,980	186,400
Non-Operating Expenditures Summary				
Transfers	2,615	3,787	2,182	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	2,568	2,504	2,493	1,735
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	5,183	6,291	4,675	1,735

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Office of the Director	552	540	4	4
Operational Support	12,120	13,329	41	43
Enterprise Applications	8,387	8,749	60	57
Enterprise Architecture	28,103	24,047	103	104
Enterprise Data Center	21,476	33,499	88	101
Enterprise Resource Planning	13,527	12,319	60	50
Enterprise Security	4,481	5,715	19	24
Enterprise Solutions	13,761	15,517	71	77
Field Services	32,468	30,321	121	124
Radio Communications Services	9,246	8,593	50	51
Shared Services	2,896	2,967	22	22
County Services	15,037	16,925	123	134
Telecom Pass Thru Costs	13,413	13,879	0	0
Enterprise IT Capital	513	0	0	0
Investment Fund Pass-through				
Total Operating Expenditures	175,980	186,400	762	791

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	16	44	12	33	45
Fuel	104	92	110	92	112
Overtime	1,648	1,649	764	1,727	1,266
Rent	2,603	2,681	3,082	2,804	3,756
Security Services	1	0	0	0	0
Temporary Services	1,534	2,134	1,861	2,498	908
Travel and Registration	204	183	239	163	199
Utilities	2,142	2,531	2,037	2,359	2,091

DIVISION: OFFICE OF THE DIRECTOR AND OPERATIONAL SUPPORT

The Office of the Director and the Operational Support Division include the CIO and activities that support the IT operational areas of the Department, including procurement, accounting, budget and management, human resources, and project management functions.

- Oversees the development and use of technologies in order for County departments and their service partners to deliver quality customer service to the public
- Directs strategic enterprise-wide integration of new technologies into the County's IT infrastructure and oversees IT resources and services
- Provides asset management, financial and administrative support; manages human resource activities
- Provides IT project management oversight to better manage funding, improve project outcomes, and increase customer satisfaction

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of one Information Technology Specialist position and one Senior Systems Analyst Programmer position from the County Services Division to better align services to meet Countywide IT procurement demand as part of the County's IT contract consolidation and to better align services to meet customer needs as part of the Department's ongoing reorganization efforts

DIVISION: ENTERPRISE APPLICATIONS

The Enterprise Applications Division provides multi-platform Countywide and departmental automated application systems.

- Supports and maintains citizen service applications including Park and Recreation systems, Real Estate and Property Tax Assessment, and Value Adjustment Board related systems
- Supports and maintains Miami Dade Police Department and criminal justice systems and applications relied upon by County, state, municipal, and other public safety agencies
- Provides support to court-related applications such as Civil, Traffic and Parking, Jury, and Electronic Subpoena systems

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of three Senior Systems Analyst Programmer positions to various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts
- The modernization of the Criminal Justice Information System will create an integrated criminal justice solution for the 11th Judicial Circuit of Florida that will serve the information needs of all justice partner agencies; the initial requirements gathering phase has been completed; the second phase consists of identifying cost, securing funds, and preparing a solicitation instrument
- ITD has initiated the analysis and requirements gathering for MDPD's Law Records Management System (LRMS), which will provide a single and comprehensive operational policing system to manage Incident Crime information; the requirement document is scheduled to be completed by the end of the fiscal year
- ITD has initiated the analysis and requirements gathering for the modernization of MDPD's Laboratory Information Management System (LIMS); the first milestone has been reached and the project is scheduled to be completed by the first quarter of 2018

DIVISION: ENTERPRISE ARCHITECTURE

The Enterprise Architecture Division delivers enterprise middleware, architecture, and database services; and provides support for the 311 Answer Center.

- Administers the County's web and employee portal systems and their supporting middleware software systems (Websphere, IIS, etc.)
- Supports and maintains Regulatory and Economic Resources systems including Construction Permitting, Environmental Resources, For-Hire Transportation Licensing, Consumer Protection Services, and Film and Entertainment Permitting
- Supports test and production systems using various server database management systems across multiple platforms
- Delivers support services Countywide for the 311 Answer Center and supports and maintains applications for the Communications Department
- Delivers program services for ITD internal productivity applications (ePSR, etc.)
- Delivers Countywide enterprise architecture services (software tools standardization, standard technology model, etc.)

Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure availability of critical systems	Portal availability	OC	↑	99%	99%	99%	99%	99%

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Optimize use of operational resources	IDMS databases supported per database FTE	OP	↔	22	20	28	20	34
	Oracle databases supported per database FTE	OP	↔	38	38	55	40	40
	SQL Server databases supported per database FTE	OP	↔	273	277	275	280	305
	UDB databases supported per database FTE	OP	↔	4	4	4	4	4
	DB2 database tables supported	OP	↔	1,004	1,004	1,004	1,004	1,004

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide continuing IT education	Percentage of time the Innovations Lab is in use	EF	↑	65%	59%	65%	62%	60%

DIVISION COMMENTS

- *The FY 2017-18 Adopted Budget includes the transfer of one Web Publisher position to the Communications Department as part of the County's ongoing reorganization efforts*
- The FY 2017-18 Adopted Budget includes the conversion of two contractor to one permanent Information Technology Specialist position and one System Analyst Programmer 2 position for continued support to the Communications Department, saving $66,000
- ITD has initiated the solicitation and review of proposals for an enterprise land use management, licensing, permitting, plan review, inspections, and code enforcement solution; this solution will expedite the enterprise permitting business processes and facilitate data sharing and reporting

DIVISION: ENTERPRISE DATA CENTER

The Enterprise Data Center is responsible for the 24 X 7 operations, maintenance, and support of the hardware and operating system software that run the County's mainframe and distributed systems computer environments. This Division provides enterprise storage and backup services, mainframe printing services, server and application virtualization services "private cloud" and desktop virtualization services.

- Manages all enterprise-class operating system software, including performance tuning and capacity planning
- Operates the Command Center, which monitors production system operations and high-speed printing and provides after-hours call-center support
- Provides systems administration for all enterprise operating systems (z/OS, USS, z/VM, z/Linux, AIX, Solaris, UNIX, WINTEL/Linux, VMWare and Citrix) and hardware in support of distributed systems and applications
- Provides mainframe application report printing, delivery and archive services
- Supports desktop virtualization infrastructure, deployment and support services, and provides server and application virtualization services
- Supports network authentication (Active Directory) and Domain Name System (DNS) services
- Provides electronic mail (e-mail) and e-mail archiving services for communications within the County and with external entities, agencies, and constituents while protecting against virus attacks and unsolicited commercial e-mail otherwise known as "spam"
- Supports the County's "private cloud" infrastructure

Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Optimize use of operational resources	Percentage of effective mainframe capacity utilized	IN	↔	87%	80%	80%	79%	83%
	UNIX/LINUX images supported per full-time equivalent (FTE)	EF	↑	30	41	40	40	28
Ensure availability of critical systems	Production systems availability	OC	↑	99%	99%	99%	99%	99%

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of 13 positions from various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts

DIVISION: ENTERPRISE RESOURCE PLANNING

The Enterprise Resource Planning Division delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resources, financial systems, budgeting, and procurement.

- Leads the County's Enterprise Resource Planning implementation to support the full HR/recruitment, payroll, financial, budgeting and procurement business processes
- Provides program services for PeopleSoft ERP and Hyperion
- Supports legacy financial and procurement systems (FAMIS & ADPICS)
- Supports legacy human resource and payroll systems
- Supports various County social service and e-Commerce applications

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of ten positions to various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts
- Enterprise Resource Planning readiness efforts are underway to support Countywide implementation
- E-Commerce services, an efficient and secure means to pay for County services via the Internet, continues to grow, with over $1.5 billion in collections annually; the addition of Interactive Voice Recognition (IVR) functionality will augment County services, by introducing payment processing over the telephone
- The Vendor Portal, developed for ISD-Procurement, will enhance County services with the automation of the registration process for Miscellaneous Construction Contracts

DIVISION: ENTERPRISE SECURITY

The Enterprise Security Division develops and implements data security policies, manages enterprise security risk, and manages the County's data security infrastructure, remote access, directory services, and mobile messaging.

- Reduces risk exposure present in the County's computer infrastructure by establishing mitigation programs, to include cyber security and business continuity planning
- Provides information security services management including firewalls, intrusion detection and prevention, anti-virus, Domain Name Services (DNS), and Internet proxy infrastructure

Strategic Objectives - Measures

- GG3-3: Improve information security

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure security of credit card information	Purchasing Card Industry (PCI) Quarterly Compliance	OC	↑	100%	100%	100%	75%	100%
Improve e-mail information security	Average number of e-mail messages blocked monthly (span/virus/filtered content) (in millions)	OP	↔	6.9	5.4	5.0	2.7	3.5

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of three positions: one Systems Support Manager, one Senior Operating Systems Programmer and one Operating Systems Programmer from various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts
- In FY 2017-18, ITD will continue the ongoing enhancements to address the modernization of MDPD and Enterprise (MetroNet) security architecture; prevent, identify and notify of inadvertent and intentional disclosure of sensitive information; improve security for employees accessing County systems while away from the office or from mobile devices; and implement encryption for County owned mobile devices
- The FY 2017-18 Adopted Budget includes the conversion of two contractors to two permanent Senior Security Systems Engineer positions for the continued IT support provided to the Department of Transportation and Public Works, savings $96,000

DIVISION: ENTERPRISE SOLUTIONS

The Enterprise Solutions Division is responsible for delivering consolidated enterprise services.

- Implements and maintains program services Countywide for Geographic Information System (GIS), Enterprise Asset Management System (EAMS), Enterprise Sustainability Technology, Business Intelligence Solutions, Electronic Document Management System (EDMS), and the new Electronic Content Management (ECM) system

Strategic Objectives - Measures

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Effectively track Enterprise Asset Management System (EAMS) activity	System users - EAMS	IN	↔	6,504	6,427	7,000	6,790	6,650
	Assets tracked - EAMS (in thousands)	IN	↔	326	1,049	350	1113	1,120
Effectively track Electronic Document Management System (EDMS) activity	Documents managed - EDMS (in millions)	IN	↔	63	67	55	35.8	25
	System users - EDMS	IN	↔	7,686	7,794	7,000	7273	1,000
Effectively track Geographic Information System (GIS) activity	Street segments and address ranges maintained quarterly - GIS	OP	↔	104,722	105,348	105,600	108415	106,500
	Number of layers maintained in the County's Central Repository (Vector / Imagery)	OP	↔	N/A	1,167	1,100	1,166	1,200
Effectively track Enterprise Content Management (ECM) activity	Documents managed - ECM (in millions)	IN	↔	N/A	8	12	49	50

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the transfer of four positions: one Network Manager 1, one Computer Technician 2 and two Senior Systems Analyst Programmers from various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts
- The FY 2017-18 Adopted Budget includes the conversion of two contractors to two Senior System Analyst Programmer positions for continued support and enhancements of the ECM system in the Regulatory and Economic Resources Department, saving $137,000

DIVISION: FIELD SERVICES

The Field Services Division is responsible for engineering, services for the integration of voice and data solutions, enterprise management and maintenance services to support the County's data, voice, and wireless point-to-point and broadband, private wired line, and telecommunications equipment infrastructure, encompassing personal computing devices and auxiliary peripheral devices.

- Provides telecommunications design and engineering services for new facilities, and updates to existing facilities, including network solutions services for the integration of voice and data solutions
- Provides infrastructure cabling services for data, voice, video and cable TV
- Provides installation and setup of new telecommunication equipment including network, video, telephone systems and devices, personal computing, wireless and print devices, mainframe terminals, and auxiliary peripheral devices; delivers equipment maintenance and support services
- Provides support 24 X 7 for the 911 and 311 call centers
- Manages a carrier class core fiber optic network, as well as the routed and switched network configuration, connecting over 600 sites to MetroNet
- Provides carrier-class wireless point-to-point, point-to-multipoint, fixed outdoor or mobile Broadband, and Wi-Fi/WiMax services

Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Efficiently respond to equipment repair requests	Percentage of computer equipment repairs completed within 48 hours	EF	↑	94%	93%	93%	92%	93%
	Percentage of telephone equipment repairs completed within 48 hours	EF	↑	92%	93%	93%	91%	93%

- GG6-1: Reduce County government's greenhouse gas emissions and resource consumption

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure Completion of Energy Efficiency Initiatives	Percentage of participation in County-wide "Power IT Down" initiative	OC	↑	59%	48%	50%	49%	50%
	Percentage of new computer equipment purchased that meets Energy Star Standards	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes the net transfer of two positions to better align County services and meet customer needs as part of the Department's ongoing reorganization efforts; the transfers occurred as follows: one Network Manager 1, one Network Manager 2 and a Network System Integrator were transferred from County Services Division and a Telecommunications Supervisor was transferred to the County Services Division
- The FY 2017-18 Adopted Budget includes the continued expansion of the Enterprise Voice Over IP (VOIP) system to Water and Sewer Department remote facilities, Overtown Transit Village north and south tower, MDPD remote sites, and Lawson E. Thomas Courthouse Center
- The FY 2017-18 Adopted Budget includes the conversion of one temporary position to a Clerk 4 permanent position for the enterprise field services support administration

DIVISION: RADIO COMMUNICATIONS SERVICES

The Radio Communications Services Division is responsible for providing local and regional public safety first responders and County departments with efficient, reliable, and secured radio communications services and solutions.

- Develops strategic direction of the County's 700/800 MHz radio communication systems
- Provides 24 X 7 support of the radio infrastructure
- Provides repair and installation of vehicle emergency lighting and mobile communications equipment
- Coordinates interoperability plans in the Southeast Florida region
- Coordinates communications talk groups
- Provides radio engineering and design services

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure availability of critical systems	Cost of portable radio unit repair*	EF	↓	$115	$126	$145	128	$145

*Targets represent industry provider cost

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Ensure availability of critical systems	Percentage of vehicle installations completed on time	EF	↑	95%	98%	95%	98%	98%

DIVISION COMMENTS

- ITD will continue the enhancement of the 800 MHz Radio Communications network which is focused on expanding and improving radio coverage; the upcoming project milestones for the Industrial Communications site and Palms Spring North site are scheduled for FY 2017-18
- The P25 radio infrastructure for the 800 MHz Radio Communications network, a strategic regional capability for first responders, is operational and over 30,000 radios are using the new system
- The FY 2017-18 Adopted Budget includes the conversion of one temporary position to one permanent Inventory Clerk position for the continued support of the countywide radio system infrastructure

DIVISION: SHARED SERVICES

The Shared Services Division provides customer support for Countywide telephone services, maintains internal work order and billing systems, identifies shared services opportunities, and performs the business relationship management function for information technology in Miami-Dade County.

- Serves as the point of contact for County agencies for ITD services, leveraging opportunities for enterprise solutions, and coordinates service delivery and measures performance according to established benchmarks and metrics
- Processes and coordinates requests for changes in telephone services such as connections/disconnections and moves including landlines and wireless devices
- Maintains the inventory of all circuits, lines, telephone sets, wireless devices, and peripherals and reviews usage for all wireless devices and performs periodic checks to ensure contract rate compliance
- Develops and maintains IT Memoranda of Understanding (MOUs) with different agencies, establishing service levels and their associated cost; promotes the continuous improvement of service quality and customer satisfaction

Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Efficiently respond to service requests	Percentage of telephone service requests assigned within one business day from the time received	EF	↑	95%	92%	95%	93%	95%

DIVISION COMMENTS

- During FY 2017-18, the planned migration of the land lines telecommunication system of record to the new Pinnacle system will retire several legacy systems and will introduce process improvements and efficiencies
- In FY 2017-18, ITD will continue the deployment of the business relationship management function in order to continue monitoring business-IT engagements, taking advantages of economies of scale for the County and leveraging existing and future investments

DIVISION: COUNTY SERVICES

The County Services Division provides multi-platform Countywide automated systems for administrative, legislative, environmental, public works, waste management, Seaport and transportation operations. It also provides centralized services and support to County Departments through the IT Service Center.

- Provides application system support for legislative, capital improvements, occupational licenses, and tax collection systems, as well as the Parks and Recreation, Internal Services, Seaport, Social Services, and Animal Services departments
- Supports and maintains a portfolio of applications for social services, Parks and Recreation and Internal Services
- Supports and maintains all systems for Public Housing and Community Development
- Supports traffic signal operations and congestion management systems
- Maintains waste collection, transfer, recycling and disposal service and management systems
- Provides 24 x 7 multi-platform technology capabilities and support for critical and real-time systems in transportation, traffic and congestion management, public works, and other applications
- Provides IT customer service through first call resolution and incident/service request management

Strategic Objectives - Measures

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Improve Customer Service	IT Service Center First Contact Resolution	OP	↑	N/A	68%	75%	66%	62%
	ITD Customer Satisfaction Level based on survey per service request completed	OP	↑	N/A	98%	95%	98%	95%

DIVISION COMMENTS

- In FY 2017-18, ITD will continue to work with various County departments including Community Action and Human Services, Finance, Public Housing and Community Development, and Transportation Planning Organization to streamline County IT functions; as of the end of FY 2016-17, six resources from Community Action and Human Services, eight from Finance, one from Library, three from Public Housing and Community Development and one from and Transportation Planning Organization have transferred to ITD as part of the continuous effort to consolidate IT functions and services under a centralized model; this on-going effort will produce operational efficiencies, provide for expanded capabilities, improve continuity of operations, and allow for better collaboration and information sharing
- The FY 2017-18 Adopted Budget includes the transfer of 11 positions to various divisions and the conversion of two part-time positions to two full-time positions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts
- The FY 2017-18 Adopted Budget includes the conversion of two contractors to two permanent Computer Technician 1 positions for the continued support to the Library Department
- *The FY 2017-18 Adopted Budget includes the elimination of one vacant Senior System Analyst Programmer position ($114,000)*

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Fund a Software Audit Compliance Security Officer position to support enhancements to the County's Enterprise Software Licensing management and audit function	$0	$117	1
Total	**$0**	**$117**	**1**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
ITD Operating Revenue	1,459	1,531	1,316	219	0	0	0	0	4,525
Vendor Financing	0	34,473	0	0	0	0	0	0	34,473
Total:	47,459	36,004	1,316	219	0	0	0	0	84,998
Expenditures									
Strategic Area: PS									
Departmental Information Technology Projects	0	7,082	7,897	19,494	0	0	0	0	34,473
Infrastructure Improvements	1,459	864	1,064	219	0	0	0	0	3,606
Telecommunications Equipment	0	667	252	0	0	0	0	0	919
Strategic Area: GG									
Chief Technology Office Projects	11,716	11,428	11,428	11,428	0	0	0	0	46,000
Total:	13,175	20,041	20,641	31,141	0	0	0	0	84,998

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- ITD's FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes a $1.402 million transfer to the Capital Outlay Reserve (COR) to fund debt service for the Cyber Security project

FUNDED CAPITAL PROJECTS
(dollars in thousands)

DEPLOYMENT OF 800 MHZ PUBLIC SAFETY RADIO SITES **PROJECT #: 1687880**

DESCRIPTION: Acquire and deploy radio infrastructure equipment, shelter, and tower for radio sites that will be connected to the Miami-Dade County 800 MHz Harris P25 radio system for improved public safety radio coverage

LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
ITD Operating Revenue	1,459	864	1,064	219	0	0	0	0	3,606
TOTAL REVENUES:	**1,459**	**864**	**1,064**	**219**	**0**	**0**	**0**	**0**	**3,606**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Technology Hardware/Software	1,459	864	1,064	219	0	0	0	0	3,606
TOTAL EXPENDITURES:	**1,459**	**864**	**1,064**	**219**	**0**	**0**	**0**	**0**	**3,606**

FULL ENTERPRISE RESOURCE PLANNING IMPLEMENTATION **PROJECT #: 1682480**

DESCRIPTION: Implement a state-of-the art, comprehensive, integrated Enterprise Resource Planning (ERP) application to support the full HR/Recruitment, Payroll, Financial (AR, AP, GL, Project Accounting, Fixed Assets, Contracts, Billing, Budgeting, Financial Reporting), and Procurement business processes

LOCATION: Countywide — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
TOTAL REVENUES:	**46,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**46,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Technology Hardware/Software	11,716	11,428	11,428	11,428	0	0	0	0	46,000
TOTAL EXPENDITURES:	**11,716**	**11,428**	**11,428**	**11,428**	**0**	**0**	**0**	**0**	**46,000**

RADIO IMPROVEMENTS AT JACKSON MEMORIAL HOSPITAL (JMH) **PROJECT #: 2000000416**

DESCRIPTION: Deploy a 700 MHz / 5-channel multi-site solution at the JMH campus

LOCATION: 1611 NW 12 Ave — District Located: 3
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
ITD Operating Revenue	0	667	252	0	0	0	0	0	919
TOTAL REVENUES:	**0**	**667**	**252**	**0**	**0**	**0**	**0**	**0**	**919**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Technology Hardware/Software	0	667	252	0	0	0	0	0	919
TOTAL EXPENDITURES:	**0**	**667**	**252**	**0**	**0**	**0**	**0**	**0**	**919**

REPLACE COMPUTER-AIDED DISPATCH (CAD) **PROJECT #: 2000000424**

DESCRIPTION: Replace and/or upgrade existing computer aided dispatch system for both Police and Fire Rescue

LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Vendor Financing	0	34,473	0	0	0	0	0	0	34,473
TOTAL REVENUES:	**0**	**34,473**	**0**	**0**	**0**	**0**	**0**	**0**	**34,473**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	0	0	36	5,949	0	0	0	0	5,985
Project Administration	0	3,105	5,233	10,313	0	0	0	0	18,651
Project Contingency	0	0	1,203	2,807	0	0	0	0	4,010
Technology Hardware/Software	0	3,977	1,425	425	0	0	0	0	5,827
TOTAL EXPENDITURES:	**0**	**7,082**	**7,897**	**19,494**	**0**	**0**	**0**	**0**	**34,473**

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $933,000

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
EXADATA SERVER	5680 SW 87 Ave	1,868
	UNFUNDED TOTAL	**1,868**

Inspector General

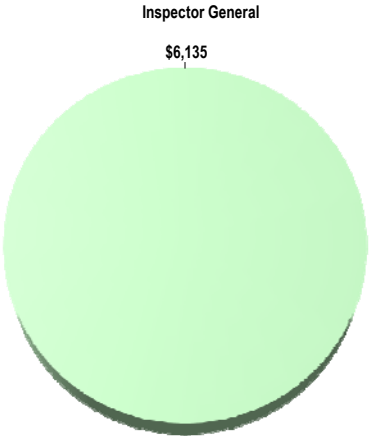
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste, and abuse of power in County projects, programs, and contracts. The Office was created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government. The BCC determined that oversight of such a large and diverse government required the OIG to be independent and autonomous, so that it could carry out its goals without political interference.

As part of the General Government strategic area, the OIG routinely reviews and evaluates proposals, contracts, and programs for a range of management criteria. The OIG also investigates a variety of cases, including contractors doing business with and/or receiving funds from the County and cases of employee and official misconduct.

The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities, and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials, and vendors and contractors doing business with the County. The OIG has been designated a criminal justice agency by the Federal Bureau of Investigation and is accredited by the Commission for Florida Law Enforcement Accreditation based upon statewide standards for Offices of Inspectors General.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

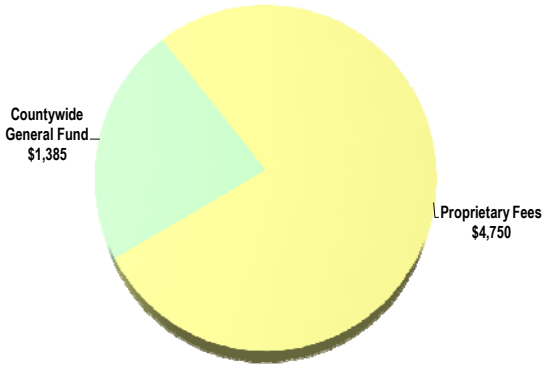


TABLE OF ORGANIZATION

INSPECTOR GENERAL

- Provides oversight to Miami-Dade County operations by investigating, auditing, and reviewing County programs, projects, and contracts to detect and prevent fraud, mismanagement, waste, and abuse; provides all professional support to these functions including publicly reporting findings; initiates civil, administrative, and criminal legal processes or makes referrals where necessary; communicates the Office's accomplishments through report distribution, website communications, and public awareness initiatives

FY 16-17	FY 17-18
38	38

The FY 2017-18 total number of full-time equivalent positions is 38

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	1,807	1,174	952	1,385
Carryover	2,278	2,185	2,053	500
Departmental Oversight (MOUs)	790	890	1,100	900
Fees and Charges	2,880	3,314	2,975	3,350
Interest Earnings	4	6	0	0
Miscellaneous Revenues	55	20	0	0
Total Revenues	7,814	7,589	7,080	6,135
Operating Expenditures Summary				
Salary	3,606	4,101	4,566	4,526
Fringe Benefits	927	1,077	1,227	1,314
Court Costs	0	0	2	2
Contractual Services	1	1	6	5
Other Operating	370	334	326	221
Charges for County Services	33	65	700	49
Capital	0	0	18	18
Total Operating Expenditures	4,937	5,578	6,845	6,135
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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	235	0
Total Non-Operating Expenditures	0	0	235	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Inspector General	6,845	6,135	38	38
Total Operating Expenditures	6,845	6,135	38	38

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	0	2	0	0	0
Fuel	2	1	0	0	0
Overtime	0	0	0	0	0
Rent	212	218	90	18	0
Security Services	2	3	3	2	3
Temporary Services	0	0	0	0	0
Travel and Registration	14	34	30	38	48
Utilities	9	11	13	26	30

DIVISION: INSPECTOR GENERAL

The OIG's principal objective is to promote honesty and efficiency in government and to prevent and detect misconduct, fraud and abuse in County programs and contracts. The OIG strives to ensure that taxpayers get a fair and honest accounting of their money and, where possible, seeks appropriate remedies to recover public funds.

- Investigates, audits and inspects programs, projects, and contracts to detect and prevent fraud, mismanagement, waste and abuse
- Publicly reports findings and initiates or makes civil, administrative, and criminal referrals where necessary
- Communicates the Office's accomplishments through report distribution, website communication, and public awareness initiatives

Strategic Objectives - Measures

- GG1-3: Foster a positive image of County government

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Promote honesty and efficiency in government	Written complaints received	OC	↓	132	96	120	85	110
	Complaints received via the OIG's website	OC	↓	145	155	170	144	170
	Complaints received via the OIG's hotline	OC	↓	96	101	105	79	110
Increase the public's awareness of the OIG's findings by providing easy access to reports and information distributed by the OIG via the Internet	Contracts/programs audited and reviewed	OP	↑	32	25	22	37	25
	Reports issued	OP	↔	8	12	15	9	15
	Advisory memoranda issued	OP	↔	18	15	16	12	16

ADDITIONAL INFORMATION

- FY 2016-17 marked the OIG's first year in its new offices at the Overtown Transit Village South Tower; now housed in a County facility; the OIG receives direct support from other County departments; the new workspace incorporates a modern and inclusive workflow arrangement that encourages innovation and collaboration; as a result of the Department's move to the Overtown South Tower, the OIG's FY 2017-18 Adopted Budget not only shows a decrease in charges for County services as a result of the move being completed but also a decrease in other operating expenditures due to lease payments to lessor being eliminated since the OIG now resides in a County-owned facility
- In FY 2016-17, the OIG completed its review of the Animal Services Department's operational procedures for the sheltering of animals; this review was initiated based on several complaints received by the OIG; the review and resulting report contains numerous recommendations that are designed to improve shelter operations and enhance accountability in the reporting of shelter statistics; the OIG will monitor the Department's implementation of the recommendations through FY 2017-18
- In FY 2016-17, the OIG initiated oversight monitoring of the County's SMART (Strategic Miami Area Rapid Transit) Plan; the OIG is monitoring the County's engagement of professional consultants selected to perform the federally-required environmental impact statements, which will be the first step in a long-term, multi-project transit plan; these and other oversight activities involving the SMART Plan will continue through FY 2017-18 and beyond
- The OIG in FY 2016-17 successfully concluded several criminal investigations involving contractors violating the County's Responsible Wages Ordinance by underpaying its workers and then submitting fraudulent information to authorities; the investigation of these types of complaints will be a priority for the OIG, and we look forward to working closely with the County's Small Business Development Division and the State Attorney's Office to apprehend violators
- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes charges of one quarter of one percent to certain procurement and construction contracts ($3.35 million), as well as additional reimbursements of $900,000 for audits and investigative work performed for Aviation ($500,000), Water and Sewer ($150,000), Solid Waste Management ($50,000), Transportation and Public Works ($100,000) and the Miami-Dade County School Board ($100,000)
- In FY 2016-17, the OIG's training on the County's recently amended Employee Protection Ordinance (EPO) reached over 20,000 employees; training on the EPO involves both live training sessions and video tutorials that educates employees on the various legal protections afforded to them, including confidentiality and protection from retaliation, when they report incidents of fraud, waste, and abuse to the OIG; the OIG will continue its countywide outreach effort in FY 2017-18
- In FY 2017-18, the OIG will have fully implemented its automated case management system, providing a secure, web-based, comprehensive and customizable method for tracking investigations, audits and contract oversight reviews; the system also includes the ability to create annual and ad-hoc reports
- In FY 2017-18, the OIG will continue multiple criminal and administrative investigations throughout Miami-Dade County with an emphasis on the Department of Transportation and Public Works, the Aviation Department, and the Water and Sewer Department
- In FY 2017-18, the OIG will continue its oversight of two major capital improvements programs: the Public Health Trust's Miracle-Building Bond Program and the Water and Sewer Department's infrastructure program, which includes Federal Consent Decree priority projects, compliance with State of Florida Ocean Outfall legislation, and various pump station improvement projects
- In FY 2017-18, the OIG will continue cultivating and expanding its relationships with other OIGs, including the federal Health and Human Services and Housing and Urban Development OIGs, and other local, state, and federal law enforcement agencies

Internal Services

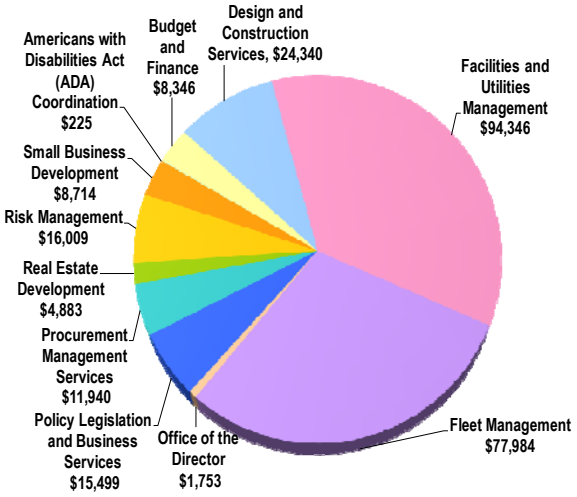
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

As part of the General Government strategic area, ISD supports governmental operations by providing procurement services, Countywide vendor services, facility management, design and construction management, fleet management, risk management, surplus property disposition services, capital inventory management, and small business program management and services. Additionally, ISD is engaged in real estate development and management, Americans with Disabilities Act compliance, elevator regulation, and parking services.

The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations, and Miami-Dade County residents and visitors.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

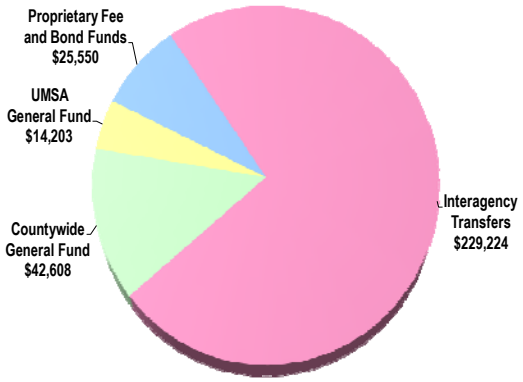


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Establishes departmental policies and goals, and provides legislative coordination

FY 16-17	FY 17-18
7	9

POLICY, LEGISLATION AND BUSINESS SERVICES

- Directs departmental legislative, agenda coordination, and policy initiatives; manages the County Store, including retail operations, surplus bid sales, and online auctions; manages Countywide printing, graphics, mail services, and Countywide capital inventory process; and manages Countywide office supplies purchasing and delivery

FY 16-17	FY 17-18
47	46

AMERICANS WITH DISABILITIES ACT (ADA) COORDINATION

- Promotes and coordinates compliance with the ADA

FY 16-17	FY 17-18
2	2

BUDGET AND FINANCE

- Provides departmental support and coordination of fiscal operations, budget preparation and human resources; manages parking operations; and provides quality assurance, vendor support and administrative support to the risk claims payment process

FY 16-17	FY 17-18
56	54

SMALL BUSINESS DEVELOPMENT

- Certifies small businesses; promotes opportunities for small businesses and local workers on County contracts through enforcement of small business and workforce program goals, prompt payment policies and responsible and living wage requirements; and administers the Miscellaneous Construction Contract Program (MCC) and the Equitable Distribution Program (EDP)

FY 16-17	FY 17-18
73	74

FACILITIES AND UTILITIES MANAGEMENT

- Manages, renovates, and maintains County-operated facilities; administers Countywide security and energy performance contracts and manages utility use; regulates elevator equipment throughout Miami-Dade County

FY 16-17	FY 17-18
224	220

DESIGN AND CONSTRUCTION SERVICES

- Plans, designs, and manages new facility construction and major renovations of County facilities; develops Countywide construction management standards and policies

FY 16-17	FY 17-18
59	60

FLEET MANAGEMENT

- Maintains the County's light and heavy mobile equipment fleet; provides fuel and/or maintenance to County departments, municipalities and other governmental entities; and administers the Vehicle Replacement and Fuel Conservation Program

FY 16-17	FY 17-18
257	260

PROCUREMENT MANAGEMENT SERVICES

- Manages the procurement of goods and services purchased through bids, requests for proposals, and other solicitation instruments; administers the Architectural and Engineering (A&E) selection process and manages A&E technical certification prequalification for A&E services, vendor registration and vendor information and outreach

FY 16-17	FY 17-18
95	95

REAL ESTATE DEVELOPMENT

- Administers Countywide joint real estate development, real property lease negotiation and management, property acquisition, and sales

FY 16-17	FY 17-18
16	16

RISK MANAGEMENT

- Administers self-insured workers' compensation and liability programs, and Countywide safety and property/casualty programs

FY 16-17	FY 17-18
85	93

The FY 2017-18 total number of full-time equivalent positions is 953 FTEs

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	42,791	42,456	42,857	42,608
General Fund UMSA	14,947	14,913	15,058	14,203
Carryover	48,141	45,079	14,727	12,387
External Fees	1,320	1,149	908	908
Fees for Services	0	9	0	0
Interest Income	38	49	5	5
Miscellaneous Revenues	0	630	0	0
Municipal Fines	201	335	216	250
User Access Program Fees	12,819	12,827	10,500	12,000
Fees and Charges	3,126	3,629	4,467	4,251
Interagency Transfers	1,602	2,372	3,291	5,755
Internal Service Charges	190,129	190,900	207,104	213,480
Miscellaneous Revenues	73	212	55	120
Other Revenues	4,823	4,906	5,393	5,618
Total Revenues	320,010	319,466	304,581	311,585
Operating Expenditures Summary				
Salary	57,343	58,642	66,948	66,068
Fringe Benefits	16,584	17,919	22,866	24,642
Court Costs	2	3	6	4
Contractual Services	40,491	41,855	49,543	49,692
Other Operating	72,559	63,689	73,932	72,894
Charges for County Services	33,189	44,525	46,525	48,531
Grants to Outside Organizations	0	0	0	0
Capital	8,311	3,890	1,246	2,208
Total Operating Expenditures	228,479	230,523	261,066	264,039
Non-Operating Expenditures Summary				
Transfers	2,350	25,584	4,418	7,481
Distribution of Funds In Trust	605	2,886	471	505
Debt Service	43,572	38,284	33,247	36,289
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	5,379	3,271
Total Non-Operating Expenditures	46,527	66,754	43,515	47,546

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Office of the Director	1,326	1,753	7	9
Policy Legislation and Business Services	15,538	15,499	47	46
Americans with Disabilities Act (ADA) Coordination	231	225	2	2
Budget and Finance	8,138	8,346	56	54
Small Business Development	8,508	8,714	73	74
Design and Construction Services	25,688	24,340	59	60
Facilities and Utilities Management	92,780	94,346	224	220
Fleet Management	77,491	77,984	257	260
Procurement Management Services	11,823	11,940	95	95
Real Estate Development	4,854	4,883	16	16
Risk Management	14,689	16,009	85	93
Total Operating Expenditures	261,066	264,039	921	929

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	72	90	69	50	107
Fuel	24,601	20,354	21,796	21,686	22,807
Overtime	2,283	2,257	1,811	3,156	2,288
Rent	8,524	8,769	9,055	8,832	8,809
Security Services	16,825	18,432	21,836	19,122	22,402
Temporary Services	1,289	773	1,043	274	469
Travel and Registration	36	67	176	47	187
Utilities	14,479	11,740	14,738	13,860	14,348

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director provides overall strategy, policy, and direction to the Department.

- Establishes overall vision and policy for the Department
- Sets performance targets and budget priorities

Strategic Objectives - Measures

- GG1-2: Develop a customer-oriented organization

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Achieve excellence in customer satisfaction	Customer Satisfaction with ISD service levels and quality of work	OC	↑	N/A	N/A	4.3	4.4	4.3

DIVISION COMMENTS

- In FY 2016-17, the Department transferred two positions: one from the Design and Construction Services Division and one from the Facilities and Utilities Management Division to establish a Chief Procurement Officer position and a Special Projects Administrator 1 position as part of the Department's succession planning and sustainability efforts

DIVISION: POLICY LEGISLATION AND BUSINESS SERVICES

The Policy Legislation and Business Services Division manages departmental agenda coordination, legislation, and policy matters; manages the County Store and disposition of surplus property; oversees the capital inventory process and fixed assets; and provides Countywide printing, graphics, and mail services.

Strategic Objectives - Measures

- GG3-3: Improve information security

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide quality business services	Percentage of print and mail assignments completed timely	OC	↑	N/A	N/A	95%	100%	95%

DIVISION COMMENTS

- In FY 2016-17, the Department transferred one Personnel Specialist 1 position from the Print Shop Unit to the Personnel Unit in the Budget and Finance Division

DIVISION: AMERICANS WITH DISABILITIES ACT (ADA) COORDINATION

The ADA Coordinator promotes and coordinates compliance with the ADA, a federal civil rights law.

- Ensures that all County services and programs are accessible to people with disabilities
- Shapes policy to assure compliance with federal civil rights requirements, and improves service to people with disabilities
- Develops and conducts ADA compliance and disability training
- Administers disabled permit parking fines and distributes to municipalities
- Provides oversight of the County's barrier removal capital projects, and technical training to capital department staff

DIVISION: BUDGET AND FINANCE

The Budget and Finance Division provides departmental support services; and manages fiscal operations, budget preparation, parking operations, and the risk claims payment process

- Performs accounts payable and receivable, budget coordination, and financial reporting functions
- Formulates and manages departmental business plan and performance measures
- Provides human resources support and coordination
- Manages and operates six parking garages and seven surface lots containing over 5,200 parking spaces in the Downtown Government Center and Civic Center vicinity
- Provides quality assurance, vendor, and administrative support to the risk claims payment process
- Processes the County's self-insurance fund payments

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Efficiently manage administrative, budget, and personnel functions	Percentage of invoices processed within 30 calendar days of receipt*	EF	↑	84%	69%	100%	73%	100%

DIVISION COMMENTS

- In FY 2016-17, the Department transferred one position from the Policy and Legislation Division and one position from the Fleet Management Division to establish a Personnel Specialist 1 and a Human Resources Section Chief to support the human resources functions
- In FY 2016-17, the Department transferred Data Unit functions and four positions: one Claims Administrator, one Clerk 4, one Insurance Data Supervisor, and one Risk Management Analyst to the Risk Management Division

DIVISION: SMALL BUSINESS DEVELOPMENT

The Small Business Development Division is responsible for the administration of the County's Small Business Programs, Federal Disadvantaged Business Enterprise Program, Responsible and Living Wage Programs, Miscellaneous Construction Contracts Program, and other contract services on behalf of the County.

- Certifies small businesses as Community Business Enterprises (CBE), Community Small Business Enterprises (CSBE), Local Disadvantaged Businesses (LDB), Micro/Small Business Enterprises (Micro/SBE), and Disadvantaged Business Enterprises (DBE)
- Analyzes construction, architecture and engineering, and goods and services solicitations for inclusion of Small Business and Community Workforce program goals
- Coordinates and mediates dispute resolutions for small business program participants
- Provides assistance related to prompt payment issues between departments and small business primes and subcontractors
- Coordinates the update and dissemination of trade union wage schedules for all County-funded construction projects
- Establishes Selection Committees for the evaluation of County procurements
- Prequalifies firms for the Miscellaneous Construction Contracts (MCC) program, and administers the Equitable Distribution Program (EDP)
- Administers the Bonding, Financial Assistance, Debarment and Anti-Discrimination Programs, and the County's debarment process

Strategic Objectives - Measures

- ED4-3: Expand opportunities for small businesses to compete for County contracts

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase participation of small businesses in County contracts	Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise programs	OC	↑	1,580	1,669	1,805	1,724	1,792
	Percentage of completed projects where small business opportunities were achieved	OC	↑	100%	99.6%	100%	98%	100%
	Percent of monitored projects in compliance with Small Business Programs*	OC	↑	N/A	N/A	N/A	92%	80%

*This measure will be tracked beginning in FY 2016-17

DIVISION COMMENTS

- In FY 2016-17, the Department added three overage positions: one SBD Contract Compliance Officer 1, one SBD Contract Compliance Officer 2, and one SBD Professional Services Specialist dedicated to the Liberty Square Rising Project; however, one Contract Certification Specialist position and one Contract Compliance Officer 2 position related to the Dolphin Stadium project were eliminated ($76,000)

DIVISION: DESIGN AND CONSTRUCTION SERVICES

The Design and Construction Services Division provides design, construction, space-planning, and renovation services.

- Plans, designs, and manages new facility construction and major renovations of County facilities
- Designs and reconfigures interior office space, coordinates departmental relocations; and manages the County's Stacking Plan, a comprehensive plan of departmental locations
- Provides construction management and administration for major construction projects countywide
- Manages daily work orders from County departments requesting architectural, engineering or construction management
- Designs, fabricates, and installs facility signage
- Administers the County's energy Performance Contracting Program; works in close collaboration with other agencies' sustainability initiatives countywide

Strategic Objectives - Measures

- GG1-2: Develop a customer-oriented organization

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide architectural design and construction services to County departments	Customer satisfaction with Work Orders and Service Tickets	OP	↑	N/A	N/A	100%	87%	100%

DIVISION COMMENTS

- In FY 2016-17, the Department transferred energy performance contracting functions and one Engineer 3 position from the Facilities and Utilities Management Division
- In FY 2016-17, the Department transferred one position from the Facilities and Utilities Management Division to establish a Manager of ISD Construction Services to oversee the Construction Management Section and one position to the Office of the Director as part of the Department's succession planning and sustainability efforts

DIVISION: FACILITIES AND UTILITIES MANAGEMENT

The Facilities and Utilities Management Division manages and maintains County operated facilities.

- Manages and maintains facilities totaling more than six million square feet of office, data center, court, warehouse, and other space
- Administers Countywide security and alarm installation contracts, as well as daily monitoring of alarm accounts and CCTV systems
- Regulates public and private elevator equipment throughout Miami-Dade County (except the cities of Miami and Miami Beach) and oversees elevator maintenance contracts Countywide
- Manages and operates two chilled water plants and a power distribution sub-station; provides an emergency generator support team and 24-hour building controls monitoring
- Performs minor repairs, renovations, and maintenance of County-operated facilities

Strategic Objectives - Measures

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide efficient facility maintenance services	Total operating expenses per square foot*	EF	↓	$8.81	$6.86	$9.00	$7.30	$10

*Budget and Target numbers are based on industry standards using the Building Owners and Managers Association (BOMA) expense amounts

- NI4-1: Ensure buildings are safer

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide timely and reliable elevator inspection services	Percentage of regulated elevators with current Certificates of Operation*	OC	↑	86%	90%	92%	87%	90%

* The FY 2016-17 Budget and Actual are based upon the renewal process of the Certificates of Operation which vary per quarter

DIVISION COMMENTS

- In FY 2016-17, the Department transferred one Engineer 3 position and one Console Specialist position to the Design and Construction Services Division to manage the energy performance contracting functions, one Special Projects Administrator 1 position to the Office of the Director and one Console Security Specialist position to the Fleet Management Division to support departmental succession planning
- In FY 2017-18, the Department will continue the County's commitment to provide the Greater Miami Service Corps assorted lawn maintenance and other facilities upkeep projects ($50,000)

DIVISION: FLEET MANAGEMENT

The Fleet Management Division provides fleet maintenance and replacement services.

- Maintains the County's light and heavy mobile equipment fleet
- Provides fuel and/or maintenance to the County, certain municipalities, and other governmental bodies
- Works with departments to prepare vehicle replacement schedules, and reviews all vehicle specifications leading to vehicle purchases
- Administers the Vehicle Replacement and Fuel Conservation Programs
- Coordinates the rental of mobile equipment
- Manages the County's automotive contracts used for the acquisition of parts, commodities, fuel, and related vehicle services

Strategic Objectives - Measures

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide well maintained County vehicles	Percentage of selected heavy equipment repairs that surpass industry standards*	OC	↑	91%	79%	90%	89%	85%
	Percentage of selected light equipment repairs that surpass industry standards*	OC	↑	66%	76%	72%	88%	85%

* Information is based on comparing in-house repair times vs. industry standards

DIVISION COMMENTS

- In December 2016, the Division implemented its new Heavy Equipment Technician Trainee Program to recruit and hire truck technicians from trade schools to fill vacancies experienced due to the retirement of tenured personnel and an overall industry shortage
- In FY 2016-17, the Department transferred one Business Management Systems Analyst to the Budget and Finance Division to support the human resources function and one Account Clerk position from the Facilities and Utilities Management Division to assist with proper recording of billing and vehicle repair information
- The FY 2017-18 Adopted Budget includes the addition of three new positions: one Contract Specialist, one Accountant 2, and one Account Clerk to coordinate a new Countywide fleet acquisition model
- The FY 2017-18 Adopted Budget includes the upgrade of the automated fueling system to include software, hardware and IT network infrastructure at the 29 Fleet managed fueling stations

DIVISION: PROCUREMENT MANAGEMENT SERVICES

The Procurement Management Services Division manages the procurement of goods and services purchased through bids, requests for proposals, and other solicitation instruments; and administers the Architectural & Engineering selection process.

- Conducts market research to achieve best value contracts
- Develops and processes competitive and non-competitive solicitations using a variety of methods and best practices
- Coordinates vendor enrollment and vendor registration
- Advertises solicitations for Invitations to Bid (ITB), Requests for Proposals (RFP), and Architectural and Engineering (A&E)
- Recommends appropriate corrective action to promote competition where artificial barriers exist or where policy, process, or procedures impede competition
- Provides outreach and customer service to vendors and other County departments

Strategic Objectives - Measures

- GG5-1: Acquire "best value" goods and services in a timely manner

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Best practices in procurement to support County operations	Average number of days to award contracts over $1 million	OC	↓	N/A	N/A	270	266	270
Streamline the A&E selection process	Average calendar days to complete A&E selection process*	EF	↓	203	225	180	233	225

* FY 2015-16 Actual was revised to include Design and Build Projects which used to be tracked separately

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes a transfer of $2.2 million in User Access Program (UAP) revenue to the General Fund to support procurement-related functions in General Fund supported departments
- The FY 2017-18 Adopted Budget includes a transfer of $2.362 million in User Access Program (UAP) revenue to support procurement-related functions in the Small Business Development Division
- In FY 2017-18, Internal Services Department along with the Information Technology Department, Office of Management and Budget, Finance Department, and Human Resources Department will begin implementation of the Enterprise Resource Planning (ERP) System; it is anticipated that Procurement Management will be heavily involved in this project for the next five years including $336,000 in reimbursement from the ERP capital bond

DIVISION: REAL ESTATE DEVELOPMENT

The Real Estate Development Division administers Countywide real estate activities.

- Administers Countywide joint real estate development, real property lease negotiation and management, and real property acquisition and disposal
- Manages the County's Building Better Communities General Obligation Bond program Affordable Housing projects

Strategic Objectives - Measures

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Manage real estate transactions	Dollar value of surplus property sold (in thousands)*	OC	↑	$1,758	$4,906	$1,600	$714	$1,000

* The FY 2015-16 Actual includes an anticipated one time land sale of $4.4 million which was delayed from FY 2014-15

DIVISION: RISK MANAGEMENT

The Risk Management Division administers Countywide and self-insurance programs, and related loss prevention activities.

- Administers the County's self-insured workers' compensation and self-insured liability programs
- Procures and administers property casualty programs; determines and monitors insurance requirements
- Administers Safety and Loss Prevention program

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Improve general liability claims management process	Subrogation collections (in thousands)	OP	↔	$2,922	$2,185	$1,900	$1.806	$2,100

DIVISION COMMENTS

- In FY 2016-17, the Department transferred Data Unit functions and four positions: one Claims Administrator, one Clerk 4, one Insurance Data Supervisor, and one Risk Management Analyst from the Budget and Finance Division
- In FY 2016-17, the County's Property Insurance Program premiums decreased by five percent, allowing for the purchase of $15 million in additional windstorm coverage for our Master Property Insurance program, which raises the total insurance program to $350 million
- The FY 2017-18 Adopted Budget includes the addition of four Liability Claims Adjuster positions needed to improve overall claims handling by decreasing excessive claims volume per adjuster ($157,000)
- In FY 2017-18, the Risk Management Division will continue to reimburse the County Attorney's Office for legal support in workers' compensation and tort cases ($3.8 million)
- In FY 2017-18, the Risk Management Division will continue to fund four positions in the Department of Transportation and Public Works (DTPW); these positions will help maintain safety in regard to the traffic lights and signage system to minimize the County's risk exposure from system malfunctions ($382,000)
- In FY 2017-18, the Risk Management Division anticipates beginning the implementation of a turn-key Comprehensive Claims Management System (CMS); CMS is expected to provide organizational data centralization and accuracy, improve reporting capabilities to the State of Florida Department of Financial Services, and provide overall improvements in claims handling

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Fund one Personnel Specialist 3 position to oversee benefits, payroll and leave, monitor worker's comp cases, and supervise personnel technicians; this position will also manage documentation related to the Family Medical Leave Act, outside employment and leave of absence processes, safe driving awards, and other programs	$0	$91,775	1
Fund three Maintenance Mechanic positions to perform tasks including repairs, maintenance, basic monitoring of systems, and refurbishment work on main chilled water lines, various pumps and motors, water storage tanks, and other equipment; as well as periodic cleaning of the plant, and the sealing and painting of plant walls, and floors; all of this work is routinely needed to improve and maintain the Central Support Utility Plant operations	$0	$162,094	3
Fund one ISD Services Clerk position to provide advance clerical support to the ISD Personnel Section; it will be responsible for maintaining over 1300 files (active, terminated, medical, recruitment, etc.)	$0	$65,261	1
Total	**$0**	**$319,130**	**5**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
BBC GOB Financing	34,860	13,021	20,522	5,264	3,528	2,500	0	14,503	94,198
BBC GOB Series 2005A	1,057	0	0	0	0	0	0	0	1,057
BBC GOB Series 2008B	1,103	0	0	0	0	0	0	0	1,103
BBC GOB Series 2008B-1	3,483	0	0	0	0	0	0	0	3,483
BBC GOB Series 2011A	22,492	0	0	0	0	0	0	0	22,492
BBC GOB Series 2013A	8,759	0	0	0	0	0	0	0	8,759
BBC GOB Series 2014A	17,470	0	0	0	0	0	0	0	17,470
Capital Asset Series 2007 Bond Proceeds	43,840	14	0	0	0	0	0	0	43,854
Capital Asset Series 2010 Bonds	69,877	0	0	0	0	0	0	0	69,877
Capital Outlay Reserve	250	0	0	0	0	0	0	0	250
Comm. Dev. Block Grant	645	16	0	0	0	0	0	0	661
FEMA Hazard Mitigation Grant	438	0	0	0	0	0	0	0	438
FUMD Work Order Fund	1,466	325	0	0	0	0	0	0	1,791
ISD Operating Revenue	5,584	1,290	383	0	0	0	0	0	7,257
Total:	211,324	14,666	20,905	5,264	3,528	2,500	0	14,503	272,690
Expenditures									
Strategic Area: PS									
Computer and Systems Automation	0	600	0	0	0	0	0	0	600
Facility Improvements	4,026	117	0	0	0	0	0	0	4,143
Strategic Area: RC									
Facility Improvements	50	650	0	0	0	0	0	0	700
Strategic Area: HH									
Infrastructure Improvements	645	16	0	0	0	0	0	0	661
New Affordable Housing Units	65,439	8,770	14,908	0	0	0	0	3,211	92,328
Strategic Area: ED									
Community Development Projects	1,203	577	2,914	2,364	0	0	0	1,292	8,350
Strategic Area: GG									
ADA Accessibility Improvements	4,257	1,014	1,000	1,000	1,028	0	0	0	8,299
Computer and Systems Automation	1,000	500	0	0	0	0	0	0	1,500
Facility Improvements	14,703	1,303	400	400	0	0	0	0	16,806
Fleet Improvements	4,113	590	0	0	0	0	0	0	4,703
Infrastructure Improvements	151	200	383	0	0	0	0	0	734
New Facilities	108,894	3,972	1,000	1,500	2,500	2,500	0	10,000	130,366
Physical Plant Improvements	2,871	329	300	0	0	0	0	0	3,500
Total:	207,352	18,638	20,905	5,264	3,528	2,500	0	14,503	272,690

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2017-18, the Department will complete the upgrades to the current fueling system to include hardware, software and, IT infrastructure at 29 countywide fueling sites; the upgrades will include a backup hard drive to record fueling transactions
- locally in the event of a communication disruption; the system will also have the ability to collect vehicle information on all
- cars equipped with Vehicle Identification Boxes (VIB) to allow the Department to be proactive in the maintenance of its vehicles; the project funded with departmental operating revenues (total project cost $1.5 million; $500,000 in FY 2017-18)
- In FY 2017-18, the Department will continue working with the Community Action and Human Services Department on the construction of the Culmer/Overtown Neighborhood Service Center renovations (total project cost $7.5 million; $1 million in FY 2017-18)
- In FY 2017-18, the Department will continue to remove architectural barriers in County-owned buildings to allow for increased access for people with disabilities to programs and services offered by the County; project funded with Building Better Communities General Obligation Bond proceeds (total project cost $7.434 million; $3.083 million in FY 2017-18)
- In FY 2017-18, the Department continues to work with the Miami-Dade Police Department in providing oversight over the design and construction of the new Miami-Dade Public Safety Training Institute and the HAZMAT/Ammunition and Storage Buildings, among other projects
- In FY 2016-17, the construction of the new parking garage facility at the Joseph Caleb Center was completed; in addition, in FY 2017-18, the Department will continue providing management oversight over the construction of additional courtrooms, judicial parking, and facility improvements to the Joseph Caleb Tower (total project cost $28.104 million; $4.892 million in FY 2017-18); the estimated annual operating impact is projected to begin in FY 2020-21 in the amount of $529,000

- In FY 2017-18, the Department will continue working with outside consultants and Judicial Administration on revising and updating the 2008 Courts Master Plan for the expansion of courtrooms and administrative facilities (Eleventh Judicial Circuit Court)
- In FY 2017-18, the Department continues to work with the Miami-Dade Corrections and Rehabilitation Department to complete renovations of the Pre-Trial Detention Center (total project cost $47 million; $7.235 million in FY 2017-18); in addition, the Department will continue working with outside consultants and Corrections on updating the 2008 Master Plan for Correctional Facilities for the expansion of correctional facilities and administrative offices
- In FY 2017-18, the Department will continue managing several critical projects to support the operations of the Library Department, including renovation work at the Coral Gables, North Dade, Edison, Allapattah, West Dade, and Kendall branches, as well as the design and construction of the new Hialeah Gardens Branch Library (total project cost $10.334 million; $1.953 million in FY 2017-18)
- In FY 2017-18, the Department will continue collaborating with Commission District 9 in managing the redevelopment of the Richmond Heights Shopping Center into a multi-use facility to serve the community (total project cost $8.35 million; $577,000 in FY 2017-18)
- In FY 2017-18, the Department will continue partnering with the Homeless Trust in providing critical support to the agency's operations by managing the design and construction of the Second Domestic Violence Shelter; the shelter will provide a minimum of 60 emergency shelter beds for domestic violence survivors and their dependents; construction is expected to start in FY 2017-18 and is scheduled to be completed in FY 2019-20; (total project cost $16.238 million; $6.786 million in FY 2017-18)

FUNDED CAPITAL PROJECTS
(dollars in thousands)

ABATEMENT OF HAZARDOUS MATERIALS IN COUNTY BUILDINGS **PROJECT #: 112040**

DESCRIPTION: Provide for abatement of lead, asbestos, and other hazardous materials in mechanical and common areas in County buildings older than 15 years

LOCATION: Various Sites — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	647	253	0	0	0	0	0	0	900
BBC GOB Series 2014A	300	0	0	0	0	0	0	0	300
TOTAL REVENUES:	**947**	**253**	**0**	**0**	**0**	**0**	**0**	**0**	**1,200**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	706	253	0	0	0	0	0	0	959
Planning and Design	123	0	0	0	0	0	0	0	123
Project Administration	52	0	0	0	0	0	0	0	52
Project Contingency	66	0	0	0	0	0	0	0	66
TOTAL EXPENDITURES:	**947**	**253**	**0**	**0**	**0**	**0**	**0**	**0**	**1,200**

AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL PROJECTS - BUILDING BETTER COMMUNITIES BOND PROGRAM **PROJECT #: 114964**

DESCRIPTION: Remove architectural barriers in County parks and County-owned buildings to increase access for people with disabilities

LOCATION: Various Sites — District Located: Countywide

Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	660	1,000	1,000	1,000	1,028	0	0	0	4,688
BBC GOB Series 2005A	720	0	0	0	0	0	0	0	720
BBC GOB Series 2008B	900	0	0	0	0	0	0	0	900
BBC GOB Series 2008B-1	586	0	0	0	0	0	0	0	586
BBC GOB Series 2011A	368	0	0	0	0	0	0	0	368
BBC GOB Series 2013A	127	0	0	0	0	0	0	0	127
BBC GOB Series 2014A	45	0	0	0	0	0	0	0	45
TOTAL REVENUES:	**3,406**	**1,000**	**1,000**	**1,000**	**1,028**	**0**	**0**	**0**	**7,434**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	2,178	728	833	829	949	0	0	0	5,516
Permitting	41	0	0	0	0	0	0	0	41
Planning and Design	843	84	0	0	0	0	0	0	927
Project Administration	294	90	78	69	32	0	0	0	562
Project Contingency	50	98	90	103	47	0	0	0	388
TOTAL EXPENDITURES:	**3,406**	**1,000**	**1,000**	**999**	**1,028**	**0**	**0**	**0**	**7,434**

AUTOMATED FUELING SYSTEM UPGRADE **PROJECT #: 2000000002**

DESCRIPTION: Upgrade the automated fueling system to include software, hardware, and IT network infrastructure at 29 countywide fueling stations

LOCATION: 111 NW 1 St — District Located: 5

City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
ISD Operating Revenue	1,000	500	0	0	0	0	0	0	1,500
TOTAL REVENUES:	**1,000**	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**1,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Technology Hardware/Software	1,000	500	0	0	0	0	0	0	1,500
TOTAL EXPENDITURES:	**1,000**	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**1,500**

BUILDING ENERGY MANAGEMENT FOR GOVERNMENT FACILITIES AND COURTHOUSES **PROJECT #: 113020**

DESCRIPTION: Replace obsolete Building Energy Management System and expand it to monitor all buildings managed by Internal Services Department

LOCATION: Various Sites — District Located: Countywide

Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	1,599	325	0	0	0	0	0	0	1,924
BBC GOB Series 2005A	110	0	0	0	0	0	0	0	110
BBC GOB Series 2008B	73	0	0	0	0	0	0	0	73
BBC GOB Series 2008B-1	2,086	0	0	0	0	0	0	0	2,086
BBC GOB Series 2011A	3,084	0	0	0	0	0	0	0	3,084
BBC GOB Series 2013A	410	0	0	0	0	0	0	0	410
BBC GOB Series 2014A	513	0	0	0	0	0	0	0	513
TOTAL REVENUES:	**7,875**	**325**	**0**	**0**	**0**	**0**	**0**	**0**	**8,200**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	6,419	295	0	0	0	0	0	0	6,714
Permitting	90	0	0	0	0	0	0	0	90
Planning and Design	464	0	0	0	0	0	0	0	464
Project Administration	453	30	0	0	0	0	0	0	483
Project Contingency	449	0	0	0	0	0	0	0	449
TOTAL EXPENDITURES:	**7,875**	**325**	**0**	**0**	**0**	**0**	**0**	**0**	**8,200**

CENTRAL SUPPORT FACILITY CHILLER **PROJECT #: 119260**

DESCRIPTION: Replace two existing 1,500-ton chillers at the central support facility

LOCATION: 200 NW 1 St — District Located: 5

City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	2,618	329	300	0	0	0	0	0	3,247
BBC GOB Series 2013A	97	0	0	0	0	0	0	0	97
BBC GOB Series 2014A	156	0	0	0	0	0	0	0	156
TOTAL REVENUES:	**2,871**	**329**	**300**	**0**	**0**	**0**	**0**	**0**	**3,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	2,358	256	250	0	0	0	0	0	2,864
Planning and Design	160	26	0	0	0	0	0	0	186
Project Administration	353	21	25	0	0	0	0	0	399
Project Contingency	0	26	25	0	0	0	0	0	51
TOTAL EXPENDITURES:	**2,871**	**329**	**300**	**0**	**0**	**0**	**0**	**0**	**3,500**

COAST GUARD PROPERTY **PROJECT #: 2000000492**

DESCRIPTION: Renovate Coast Guard property to include ADA requirements, painting, electrical, mechanical, plumbing, sodding, and various other miscellaneous items required to deliver three (3) single-family residences and community buildings to a habitable and useable condition

LOCATION: 15703 SW 123 Ave — District Located: 9
Richmond Heights — District(s) Served: 9

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Asset Series 2007 Bond Proceeds	851	14	0	0	0	0	0	0	865
TOTAL REVENUES:	**851**	**14**	**0**	**0**	**0**	**0**	**0**	**0**	**865**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	773	0	0	0	0	0	0	0	773
Project Administration	78	14	0	0	0	0	0	0	92
TOTAL EXPENDITURES:	**851**	**14**	**0**	**0**	**0**	**0**	**0**	**0**	**865**

CULTURAL PLAZA RENOVATION AND REHABILITATION **PROJECT #: 117480**

DESCRIPTION: Perform structural renovations to include the replacement of plaza tile and re-grout expansion joints

LOCATION: 101 W Flagler St — District Located: 5
City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	50	650	0	0	0	0	0	0	700
TOTAL REVENUES:	**50**	**650**	**0**	**0**	**0**	**0**	**0**	**0**	**700**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	591	0	0	0	0	0	0	591
Planning and Design	45	0	0	0	0	0	0	0	45
Project Administration	5	59	0	0	0	0	0	0	64
TOTAL EXPENDITURES:	**50**	**650**	**0**	**0**	**0**	**0**	**0**	**0**	**700**

DATA PROCESSING AND COMMUNICATIONS CENTER/ANNEX BUILDINGS **PROJECT #: 116460**

DESCRIPTION: Replace four (4) outdated Uninterruptible Power Supply (UPS) units to guarantee continuity of critical operations at the Data Processing and Communications Center

LOCATION: 5680 SW 87 Ave — District Located: 10
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	1,000	0	0	0	0	0	0	0	1,000
FUMD Work Order Fund	891	310	0	0	0	0	0	0	1,201
TOTAL REVENUES:	**1,891**	**310**	**0**	**0**	**0**	**0**	**0**	**0**	**2,201**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	1,630	281	0	0	0	0	0	0	1,911
Planning and Design	50	0	0	0	0	0	0	0	50
Project Administration	211	29	0	0	0	0	0	0	240
TOTAL EXPENDITURES:	**1,891**	**310**	**0**	**0**	**0**	**0**	**0**	**0**	**2,201**

DATA PROCESSING CENTER FACILITY REFURBISHMENT **PROJECT #: 115820**

DESCRIPTION: Improvements to the Data Processing Center
LOCATION: 5680 SW 87 Ave — District Located: 10
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	1,995	0	0	0	0	0	0	0	1,995
BBC GOB Series 2005A	112	0	0	0	0	0	0	0	112
BBC GOB Series 2008B	21	0	0	0	0	0	0	0	21
BBC GOB Series 2008B-1	696	0	0	0	0	0	0	0	696
BBC GOB Series 2013A	38	0	0	0	0	0	0	0	38
BBC GOB Series 2014A	38	0	0	0	0	0	0	0	38
FEMA Hazard Mitigation Grant	438	0	0	0	0	0	0	0	438
FUMD Work Order Fund	132	15	0	0	0	0	0	0	147
ISD Operating Revenue	320	0	0	0	0	0	0	0	320
TOTAL REVENUES:	**3,790**	**15**	**0**	**0**	**0**	**0**	**0**	**0**	**3,805**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	3,369	0	0	0	0	0	0	0	3,369
Furniture Fixtures and Equipment	38	0	0	0	0	0	0	0	38
Permitting	13	0	0	0	0	0	0	0	13
Planning and Design	96	0	0	0	0	0	0	0	96
Project Administration	274	15	0	0	0	0	0	0	289
TOTAL EXPENDITURES:	**3,790**	**15**	**0**	**0**	**0**	**0**	**0**	**0**	**3,805**

DISTRICT 01 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 117934**

DESCRIPTION: Design and construct affordable housing in Commission District 1 - Georgia Ayers and Lake Vue Oasis
LOCATION: Various Sites — District Located: 1
Various Sites — District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	350	424	0	0	0	0	0	0	774
BBC GOB Series 2011A	7,270	0	0	0	0	0	0	0	7,270
BBC GOB Series 2013A	2,030	0	0	0	0	0	0	0	2,030
BBC GOB Series 2014A	518	0	0	0	0	0	0	0	518
TOTAL REVENUES:	**10,168**	**424**	**0**	**0**	**0**	**0**	**0**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	7,255	385	0	0	0	0	0	0	7,640
Land Acquisition/Improvements	1,443	0	0	0	0	0	0	0	1,443
Planning and Design	1,378	0	0	0	0	0	0	0	1,378
Project Administration	92	39	0	0	0	0	0	0	131
TOTAL EXPENDITURES:	**10,168**	**424**	**0**	**0**	**0**	**0**	**0**	**0**	**10,592**

DISTRICT 02 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 115952**

DESCRIPTION: Design and construct affordable housing in Commission District 2 - Northside Metrorail Station, Trade Winds Apartments, and unallocated district funds

LOCATION: Various Sites — District Located: 2
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	95	0	0	0	0	0	0	92	187
BBC GOB Series 2005A	16	0	0	0	0	0	0	0	16
BBC GOB Series 2008B	7	0	0	0	0	0	0	0	7
BBC GOB Series 2008B-1	1	0	0	0	0	0	0	0	1
BBC GOB Series 2013A	2,270	0	0	0	0	0	0	0	2,270
BBC GOB Series 2014A	8,111	0	0	0	0	0	0	0	8,111
TOTAL REVENUES:	**10,500**	**0**	**0**	**0**	**0**	**0**	**0**	**92**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	4,062	0	0	0	0	0	0	92	4,154
Land Acquisition/Improvements	4,139	0	0	0	0	0	0	0	4,139
Planning and Design	2,270	0	0	0	0	0	0	0	2,270
Project Administration	29	0	0	0	0	0	0	0	29
TOTAL EXPENDITURES:	**10,500**	**0**	**0**	**0**	**0**	**0**	**0**	**92**	**10,592**

DISTRICT 05 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 115958**

DESCRIPTION: Design and construct affordable housing in Commission District 5 - Porto Allegra, Toscana, Meridian, and Villa Aurora

LOCATION: Various Sites — District Located: 5
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	3,118	0	0	0	0	0	0	975	4,093
BBC GOB Series 2011A	3,156	0	0	0	0	0	0	0	3,156
BBC GOB Series 2013A	291	0	0	0	0	0	0	0	291
BBC GOB Series 2014A	3,052	0	0	0	0	0	0	0	3,052
TOTAL REVENUES:	**9,617**	**0**	**0**	**0**	**0**	**0**	**0**	**975**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	6,417	0	0	0	0	0	0	975	7,392
Land Acquisition/Improvements	1,478	0	0	0	0	0	0	0	1,478
Planning and Design	1,321	0	0	0	0	0	0	0	1,321
Project Administration	401	0	0	0	0	0	0	0	401
TOTAL EXPENDITURES:	**9,617**	**0**	**0**	**0**	**0**	**0**	**0**	**975**	**10,592**

DISTRICT 06 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 118921**

DESCRIPTION: Design and construct affordable housing in Commission District 6
LOCATION: Various Sites — District Located: 6
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	5,092	3,000	2,500	0	0	0	0	0	10,592
TOTAL REVENUES:	**5,092**	**3,000**	**2,500**	**0**	**0**	**0**	**0**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	5,092	3,000	2,500	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	**5,092**	**3,000**	**2,500**	**0**	**0**	**0**	**0**	**0**	**10,592**

DISTRICT 07 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 112985**

DESCRIPTION: Construct affordable housing units in Commission District 7 - Gibson Center, Metro South, and McFarlane Homestead
LOCATION: Various Sites — District Located: 7
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	6,796	296	0	0	0	0	0	0	7,092
BBC GOB Series 2014A	3,500	0	0	0	0	0	0	0	3,500
TOTAL REVENUES:	**10,296**	**296**	**0**	**0**	**0**	**0**	**0**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	9,771	296	0	0	0	0	0	0	10,067
Planning and Design	325	0	0	0	0	0	0	0	325
Project Administration	200	0	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	**10,296**	**296**	**0**	**0**	**0**	**0**	**0**	**0**	**10,592**

DISTRICT 09 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 115951**

DESCRIPTION: Construct affordable housing units in Commission District 9 - Caribbean Boulevard, Villa Capri, Richmond Place Townhomes, SBC Senior Housing, and Florida City
LOCATION: Various Sites — District Located: 9
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	2,000	2,500	2,500	0	0	0	0	1,592	8,592
BBC GOB Series 2011A	2,000	0	0	0	0	0	0	0	2,000
TOTAL REVENUES:	**4,000**	**2,500**	**2,500**	**0**	**0**	**0**	**0**	**1,592**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	912	2,471	2,500	0	0	0	0	500	6,383
Land Acquisition/Improvements	3,000	0	0	0	0	0	0	1,092	4,092
Project Administration	88	29	0	0	0	0	0	0	117
TOTAL EXPENDITURES:	**4,000**	**2,500**	**2,500**	**0**	**0**	**0**	**0**	**1,592**	**10,592**

DISTRICT 10 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 116949**

DESCRIPTION: Design and construct affordable housing in Commission District 10 - Senator Villas, West Dade Library, Vanguardian Village,and unallocated district funds

LOCATION: Various Sites — District Located: 10
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	50	7,504	0	0	0	0	0	7,554
BBC GOB Series 2014A	38	0	0	0	0	0	0	0	38
TOTAL REVENUES:	**38**	**50**	**7,504**	**0**	**0**	**0**	**0**	**0**	**7,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	25	7,092	0	0	0	0	0	7,117
Planning and Design	38	25	412	0	0	0	0	0	475
TOTAL EXPENDITURES:	**38**	**50**	**7,504**	**0**	**0**	**0**	**0**	**0**	**7,592**

DISTRICT 12 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 111993**

DESCRIPTION: Design and construct affordable housing in Commission District 12 - Lil' Abner Trailer Park

LOCATION: 11239 NW 4 Terr — District Located: 12
Sweetwater — District(s) Served: 12

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	64	0	0	0	0	0	0	552	616
BBC GOB Series 2011A	6,598	0	0	0	0	0	0	0	6,598
BBC GOB Series 2013A	3,378	0	0	0	0	0	0	0	3,378
TOTAL REVENUES:	**10,040**	**0**	**0**	**0**	**0**	**0**	**0**	**552**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	8,460	0	0	0	0	0	0	552	9,012
Planning and Design	587	0	0	0	0	0	0	0	587
Project Administration	993	0	0	0	0	0	0	0	993
TOTAL EXPENDITURES:	**10,040**	**0**	**0**	**0**	**0**	**0**	**0**	**552**	**10,592**

DISTRICT 13 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 111991**

DESCRIPTION: Construct affordable housing units in Commission District 13

LOCATION: 2659 W Okeechobee Rd — District Located: 13
Hialeah — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	5,582	2,500	2,404	0	0	0	0	0	10,486
BBC GOB Series 2008B	4	0	0	0	0	0	0	0	4
BBC GOB Series 2008B-1	99	0	0	0	0	0	0	0	99
BBC GOB Series 2011A	3	0	0	0	0	0	0	0	3
TOTAL REVENUES:	**5,688**	**2,500**	**2,404**	**0**	**0**	**0**	**0**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	4,773	2,500	2,404	0	0	0	0	0	9,677
Planning and Design	518	0	0	0	0	0	0	0	518
Project Administration	397	0	0	0	0	0	0	0	397
TOTAL EXPENDITURES:	**5,688**	**2,500**	**2,404**	**0**	**0**	**0**	**0**	**0**	**10,592**

FIRE CODE COMPLIANCE **PROJECT #: 1110060**

DESCRIPTION: Remove all non-plenum rated cables where required in buildings maintained by the Internal Services Department, on an as-needed basis and as required by the National Fire Protection Association (NFPA) codes and standards

LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	200	400	400	400	0	0	0	0	1,400
TOTAL REVENUES:	**200**	**400**	**400**	**400**	**0**	**0**	**0**	**0**	**1,400**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	90	341	341	341	0	0	0	0	1,113
Planning and Design	80	0	0	0	0	0	0	0	80
Project Administration	14	25	25	25	0	0	0	0	89
Project Contingency	16	34	34	34	0	0	0	0	118
TOTAL EXPENDITURES:	**200**	**400**	**400**	**400**	**0**	**0**	**0**	**0**	**1,400**

FLEET FACILITIES ON-GOING MAINTENANCE AND IMPROVEMENTS **PROJECT #: 1110840**

DESCRIPTION: Provide repairs and improvements to fleet facilities as needed

LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
ISD Operating Revenue	4,113	590	0	0	0	0	0	0	4,703
TOTAL REVENUES:	**4,113**	**590**	**0**	**0**	**0**	**0**	**0**	**0**	**4,703**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	3,650	547	0	0	0	0	0	0	4,197
Planning and Design	235	0	0	0	0	0	0	0	235
Project Administration	228	43	0	0	0	0	0	0	271
TOTAL EXPENDITURES:	**4,113**	**590**	**0**	**0**	**0**	**0**	**0**	**0**	**4,703**

GRAN VIA - ADDITIONAL PARKING **PROJECT #: 2000000481**

DESCRIPTION: Provide an additional 59 parking spaces for residents to include lighting, sidewalks, and reconfiguration of the existing drainage system

LOCATION: 12700 SW 8 St — District Located: Unincorporated Municipal Service Area
Unincorporated Miami-Dade County — District(s) Served: 11

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Comm. Dev. Block Grant	645	16	0	0	0	0	0	0	661
TOTAL REVENUES:	**645**	**16**	**0**	**0**	**0**	**0**	**0**	**0**	**661**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	520	16	0	0	0	0	0	0	536
Planning and Design	44	0	0	0	0	0	0	0	44
Project Administration	81	0	0	0	0	0	0	0	81
TOTAL EXPENDITURES:	**645**	**16**	**0**	**0**	**0**	**0**	**0**	**0**	**661**

INTEGRATED COMMAND FACILITY BUILD OUT SECURITY OPERATIONS **PROJECT #: 119670**

DESCRIPTION: Replace security infrastructure in the Security Operations Center to include recorders, alarm monitoring and reporting equipment, cameras, fiber connections, and software necessary to monitor alarms and dispatch security forces

LOCATION: 11500 NW 25 St — District Located: 12
Doral — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	600	0	0	0	0	0	0	600
TOTAL REVENUES:	**0**	**600**	**0**	**0**	**0**	**0**	**0**	**0**	**600**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	480	0	0	0	0	0	0	480
Planning and Design	0	65	0	0	0	0	0	0	65
Project Administration	0	55	0	0	0	0	0	0	55
TOTAL EXPENDITURES:	**0**	**600**	**0**	**0**	**0**	**0**	**0**	**0**	**600**

MEDICAL EXAMINER BUILDING EQUIPMENT REFURBISHMENT **PROJECT #: 119420**

DESCRIPTION: Refurbish or replace deteriorating building equipment throughout the medical examiner facility

LOCATION: 1851 Bob Hope Rd — District Located: 3
City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	2,124	97	0	0	0	0	0	0	2,221
BBC GOB Series 2005A	6	0	0	0	0	0	0	0	6
BBC GOB Series 2008B	98	0	0	0	0	0	0	0	98
BBC GOB Series 2013A	25	0	0	0	0	0	0	0	25
BBC GOB Series 2014A	850	0	0	0	0	0	0	0	850
FUMD Work Order Fund	443	0	0	0	0	0	0	0	443
TOTAL REVENUES:	**3,546**	**97**	**0**	**0**	**0**	**0**	**0**	**0**	**3,643**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	3,050	97	0	0	0	0	0	0	3,147
Permitting	46	0	0	0	0	0	0	0	46
Planning and Design	224	0	0	0	0	0	0	0	224
Project Administration	226	0	0	0	0	0	0	0	226
TOTAL EXPENDITURES:	**3,546**	**97**	**0**	**0**	**0**	**0**	**0**	**0**	**3,643**

NEW NORTH DADE GOVERNMENT CENTER **PROJECT #: 118480**

DESCRIPTION: Construct or acquire a new North Miami-Dade Government Center

LOCATION: To Be Determined — District Located: 1
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	0	1,000	1,500	2,500	2,500	0	0	7,500
TOTAL REVENUES:	**0**	**0**	**1,000**	**1,500**	**2,500**	**2,500**	**0**	**0**	**7,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	0	0	1,000	1,500	2,500	2,500	0	0	7,500
TOTAL EXPENDITURES:	**0**	**0**	**1,000**	**1,500**	**2,500**	**2,500**	**0**	**0**	**7,500**

NORTH DADE JUSTICE CENTER FACILITY REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM **PROJECT #: 114640**

DESCRIPTION: Repair or replace building equipment, refurbish facility including sealing and painting exterior, limited window replacement, carpet replacement, and roof replacement

LOCATION: 15555 Biscayne Blvd — District Located: 4
North Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	79	20	0	0	0	0	0	0	99
BBC GOB Series 2005A	93	0	0	0	0	0	0	0	93
BBC GOB Series 2008B-1	1	0	0	0	0	0	0	0	1
BBC GOB Series 2014A	307	0	0	0	0	0	0	0	307
TOTAL REVENUES:	**480**	**20**	**0**	**0**	**0**	**0**	**0**	**0**	**500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	476	20	0	0	0	0	0	0	496
Planning and Design	4	0	0	0	0	0	0	0	4
TOTAL EXPENDITURES:	**480**	**20**	**0**	**0**	**0**	**0**	**0**	**0**	**500**

OVERTOWN TOWER 2 BUILD OUT AND PURCHASE **PROJECT #: 116910**

DESCRIPTION: Purchase Overtown Transit Village Tower 2; build out interior, provide equipment, and furnish facility to accommodate County Departments and the State Attorney's office

LOCATION: 100 NW 6 St — District Located: 5
City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Asset Series 2007 Bond Proceeds	42,989	0	0	0	0	0	0	0	42,989
Capital Asset Series 2010 Bonds	69,877	0	0	0	0	0	0	0	69,877
TOTAL REVENUES:	**112,866**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**112,866**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	11,200	2,004	0	0	0	0	0	0	13,204
Furniture Fixtures and Equipment	23,284	1,405	0	0	0	0	0	0	24,689
Land Acquisition/Improvements	69,877	0	0	0	0	0	0	0	69,877
Permitting	128	0	0	0	0	0	0	0	128
Planning and Design	2,394	0	0	0	0	0	0	0	2,394
Project Administration	1,384	361	0	0	0	0	0	0	1,745
Project Contingency	627	202	0	0	0	0	0	0	829
TOTAL EXPENDITURES:	**108,894**	**3,972**	**0**	**0**	**0**	**0**	**0**	**0**	**112,866**

PARKING IMPROVEMENTS **PROJECT #: 2000000278**

DESCRIPTION: Improvements to parking various facilities

LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
ISD Operating Revenue	151	200	383	0	0	0	0	0	734
TOTAL REVENUES:	**151**	**200**	**383**	**0**	**0**	**0**	**0**	**0**	**734**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Construction	151	200	383	0	0	0	0	0	734
TOTAL EXPENDITURES:	**151**	**200**	**383**	**0**	**0**	**0**	**0**	**0**	**734**

RICHMOND HEIGHTS SHOPPING CENTER - REDEVELOPMENT **PROJECT #: 112980**

DESCRIPTION: Redevelop the Richmond Heights Shopping Center into a multi-use facility to serve the community

LOCATION: 14518 Lincoln Blvd — District Located: 9

Richmond Heights — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	791	577	2,914	2,364	0	0	0	1,292	7,938
BBC GOB Series 2008B-1	14	0	0	0	0	0	0	0	14
BBC GOB Series 2011A	13	0	0	0	0	0	0	0	13
BBC GOB Series 2013A	93	0	0	0	0	0	0	0	93
BBC GOB Series 2014A	42	0	0	0	0	0	0	0	42
Capital Outlay Reserve	250	0	0	0	0	0	0	0	250
TOTAL REVENUES:	**1,203**	**577**	**2,914**	**2,364**	**0**	**0**	**0**	**1,292**	**8,350**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Art Allowance	9	12	76	0	0	0	0	0	97
Construction	0	0	2,542	2,170	0	0	0	0	4,712
Furniture Fixtures and Equipment	0	0	0	40	0	0	0	0	40
Land Acquisition/Improvements	574	0	0	0	0	0	0	0	574
Permitting	0	159	0	0	0	0	0	0	159
Planning and Design	530	360	0	0	0	0	0	0	890
Project Administration	90	46	296	154	0	0	0	0	586
Project Contingency	0	0	0	0	0	0	0	1,292	1,292
TOTAL EXPENDITURES:	**1,203**	**577**	**2,914**	**2,364**	**0**	**0**	**0**	**1,292**	**8,350**

WEST DADE GOVERNMENT CENTER **PROJECT #: 2000000378**

DESCRIPTION: Construct a government facility in the unincorporated municipal service area to include satellite offices for the Water and Sewer Department, County Commissioners, the Regulatory and Economic Resources Department, the County Clerk, a library, and a pet adoption center

LOCATION: To Be Determined — District Located: Unincorporated Municipal Service Area

To Be Determined — District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	0	10,000	10,000
TOTAL REVENUES:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**10,000**	**10,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**FUTURE**	**TOTAL**
Art Allowance	0	0	0	0	0	0	0	150	150
Construction	0	0	0	0	0	0	0	6,118	6,118
Furniture Fixtures and Equipment	0	0	0	0	0	0	0	1,000	1,000
Land Acquisition/Improvements	0	0	0	0	0	0	0	450	450
Permitting	0	0	0	0	0	0	0	200	200
Planning and Design	0	0	0	0	0	0	0	900	900
Project Administration	0	0	0	0	0	0	0	682	682
Technology Hardware/Software	0	0	0	0	0	0	0	500	500
TOTAL EXPENDITURES:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**10,000**	**10,000**

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
140 WEST FLAGLER BUILDING - VARIOUS BUILDING IMPROVEMENTS	140 W Flagler St	3,500
911/311 ANSWERPOINT, TECHNOLOGY AND TRAFFIC CENTER (LIGHTSPEED) FUTURE PHASES	11500 NW 25 St	43,700
FACILITIES - REPAIR AND MAINTENANCE	Various Sites	113,000
FLEET FACILITIES - CAPITAL IMPROVEMENTS	Various Sites	189,247
	UNFUNDED TOTAL	**349,447**

Management and Budget

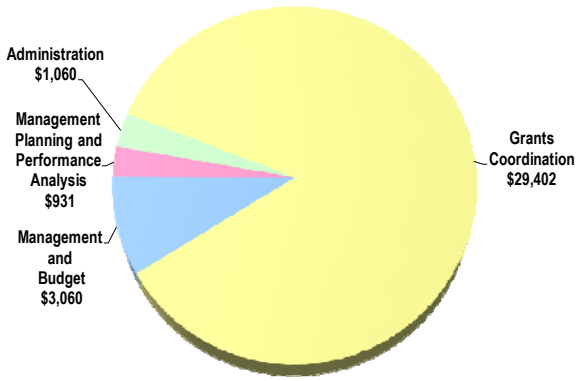
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages grant programs, identifies funding and partnership opportunities and assists County departments to maximize financial resources; and oversees the Building Better Communities (BBC) General Obligation Bond Program.

As part of the General Government strategic area, OMB supports the County's strategic planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; conducts organizational, management, and business process reviews; promotes efforts to revitalize distressed areas or areas with impediments to private and public development; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; supports the County's bond-funded capital programs; provides policy analysis regarding incorporation and annexation; provides direct administrative support to 14 advisory and community boards; and administers grants including but not limited to the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009.

Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards, and consumers.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

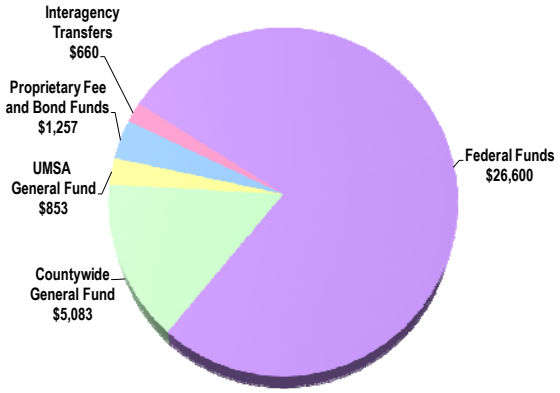


TABLE OF ORGANIZATION

ADMINISTRATION

- Establishes and implements departmental policy; reviews and coordinates agenda submissions; manages departmental personnel; and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor

FY 16-17	FY 17-18
5	5

MANAGEMENT AND BUDGET

- Ensures the financial viability of the County through sound financial management policies
- Administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; and administers and coordinates annexation/ incorporation efforts
- Manages bond programs

FY 16-17	FY 17-18
18	18

MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS

- Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management

FY 16-17	FY 17-18
7	6

GRANTS COORDINATION

- Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program
- Administers grants including the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009 and the Byrne Criminal Justice Innovation Grant
- Identifies funding and partnership opportunities, and assists County departments to maximize revenue support

FY 16-17	FY 17-18
39	39

The FY 2017-18 total number of full-time equivalent positions is 68 FTEs

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	3,550	3,558	4,432	5,083
General Fund UMSA	1,247	827	929	853
Building Better Communities Bond Interest	737	777	900	200
CRA Administrative Reimbursement	496	668	707	682
Miscellaneous Revenues	0	300	200	350
QNIP Bond Proceeds	94	30	0	25
Other Miscellaneous Revenues	100	100	100	100
Ryan White Grant	24,373	24,540	26,500	26,500
Interagency Transfers	581	560	417	225
Interfund Transfers	0	0	0	265
Miscellaneous Revenues	0	473	513	170
Total Revenues	31,178	31,833	34,698	34,453
Operating Expenditures Summary				
Salary	5,266	6,228	6,565	6,434
Fringe Benefits	1,529	1,316	1,939	2,001
Court Costs	142	89	1	1
Contractual Services	13,370	15,089	0	0
Other Operating	420	2,725	343	324
Charges for County Services	905	669	814	721
Grants to Outside Organizations	9,433	5,709	24,980	24,916
Capital	18	8	56	56
Total Operating Expenditures	31,083	31,833	34,698	34,453
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Administration	1,129	1,060	5	5
Grants Coordination	29,248	29,402	39	39
Management and Budget	3,291	3,060	18	18
Management Planning and Performance Analysis	1,030	931	7	6
Total Operating Expenditures	34,698	34,453	69	68

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	1	51	55	18	45
Fuel	0	0	0	0	0
Overtime	2	0	0	0	0
Rent	58	60	60	60	60
Security Services	0	0	0	0	0
Temporary Services	0	7	0	0	0
Travel and Registration	14	21	20	25	22
Utilities	47	41	91	37	40

DIVISION: ADMINISTRATION

The Administration Division is responsible for establishing and implementing Department policy.

- Reviews and coordinates agenda submissions and departmental personnel activities
- Maintains the County's Administrative and Implementing Orders, manages the County's Procedures Manual and its annual update, and coordinates the annual sunset review of County boards process
- Reviews, coordinates, and implements County policy
- Coordinates and monitors payment to community-based organizations (CBOs) funded from discretionary allocations
- Coordinates the review of Implementing Orders and Administrative Orders and facilitates placement in the budget documents or preparation of agenda items for Board consideration

DIVISION COMMENTS

- *An Administrative Secretary position will be held vacant through FY 2017-18*

DIVISION: MANAGEMENT AND BUDGET

The Management and Budget Division ensures the financial viability of the County through sound financial management policies, is responsible for administering and coordinating the Miami-Dade County Tax Increment Financing (TIF) Program, oversees the activities of all Community Redevelopment Areas (CRAs), coordinates all annexation and incorporation requests, and manages bond programs.

- Prepares and monitors the County's operating and capital budgets; performs capital planning; reviews work orders; and monitors the Building Better Communities General Obligation Bond (BBC) Program and the Quality Neighborhood Improvement Program (QNIP) projects
- Provides financial and management analyses and reviews
- Prepares the Five-Year Financial Outlook
- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares redevelopment plans for all UMSA CRAs
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundary adjustments, financing, land acquisition, and annual budgets and negotiates interlocal agreements between the County and the various CRAs
- Negotiates conceptual agreements with Municipal Advisory Committees in areas considering incorporation; negotiates annexation agreements with municipalities; negotiates interlocal agreements with new municipalities; and coordinates the transition of services to newly incorporated municipalities
- Provides legislative and staff support for the BBC Citizens Advisory Committee
- Coordinates with the BCC offices, municipalities, not-for-profit organizations and County departments for allocation of General Obligation Bond dollars

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	$31	$36.8	$41	$43	$45.5
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	14	14	14	14	14
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.7%	3.7%	3.7%	3.7%	3.7%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	$43.1	$48.1	$48.1	$48.3	$48.3
	Carryover as a percentage of the General Fund Budget	OC	↑	2.9%	3.6%	2.9%	2.7%	2.5%

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Provide coordination for the Building Better Communities (BBC) General Obligation Bond	Value of BBC-GOB funds Expended (in millions)*	OP	↔	$219.4	$160.8	$232.4	$61.1	$200.8
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	9	8	10	8	10

* Actual spending of bond funds in FY 2016-17 was less than budgeted due to delays in major capital projects; future budget development will take into consideration projects for which design and construction contracts are already in place

DIVISION COMMENTS

- The FY 2017-18 Adopted Budget includes funding in the non-departmental management consulting budget for management consulting services related to CRA start-up activities ($100,000); these costs will be reimbursed upon the creation of the CRA and the collection of the TIF revenues generated from the respective CRA
- During FY 2017-18, the Department will continue to coordinate BBC project planning and scheduling along with the monitoring of capital projects to ensure adherence to budgets and schedules; the FY 2017-18 Adopted Budget includes $200.8 million of BBC projects
- The FY 2017-18 Adopted Budget includes funding from Building Better Communities Bond Program interest bond program administration ($200,000) and contributions from the Transportation Planning Organization ($50,000) and Finance Department Bond Administration ($175,000) for capital budgeting support
- An Assistant Grants Analyst in the Grants Coordination Division will be shared with the Community Redevelopment and Municipal Services function to coordinate Municipal Advisory Committee meetings and other public meetings, facilitate the CBO contracting and monitoring processes, and provide agenda coordination support
- In FY 2017-18, the Office of Management and Budget, along with the Information Technology Department, Human Resources, and the Internal Services Department will begin the implementation of the Enterprise Resource Planning (ERP) System; the FY 2017-18 Adopted Budget includes funding from the IT Funding Model to support the implementation of the ERP system ($64,000) and the Budgeting Analysis Tool (BAT) ($92,000)
- *A Business Analyst position will be held vacant through FY 2017-18*

DIVISION: MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS

The Management Planning and Performance Analysis Division is responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management.

- Coordinates and supports the County's strategic planning and business planning process
- Coordinates implementation of a Countywide performance management process, which focuses on monitoring and reporting activities; coordinates departmental performance reporting
- Conducts management, organizational, and process reviews with operating department personnel, utilizing best practice research
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services Pool

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Objectives supported by department business plans	EF	↑	87%	93%	90%	95%	95%
	Average number of active users of the County performance management system	IN	↔	799	869	800	794	800
Identify opportunities to improve County operations	Performance analysis projects completed	OC	↑	13	10	12	13	11
	Percentage of active management and supervisory employees with Lean Six Sigma training	OC	↑	7.7%	9.1%	8.75%	10.2%	10.5%

DIVISION COMMENTS

- In FY 2017-18, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques; along with the introductory Yellow Belt class, a new round of advanced Green Belt training will begin during the year; the Department will also offer County employees currently certified in LSS additional classes to augment their performance improvement skills; the additional classes focus on specific tools and techniques such as survey development, flowcharting, and decision analysis, among others with employees earning additional, higher LSS certification levels
- In FY 2016-17, the Department completed performance analysis projects including a review of the Animal Services Department operations and staffing levels; Water and Sewer (WASD) implementation assistance for improvements to the WASD Enterprise Asset Management System and a review of recruitment and vendor payment processes; and specialized performance improvement assistance to the Miami-Dade Corrections and Rehabilitation Department; additionally, the Department is performing a comprehensive review of the County's domestic violence programs that will conclude in FY 2017-18
- The FY 2017-18 Adopted Budget includes $14,000 from the IT Funding Model to support the implementation of the Enterprise Resource Planning (ERP) system
- *For FY 2017-18, a Senior Business Analyst was transferred to the Miami-Dade Corrections and Rehabilitation Department to assist with staffing and process analyses ($140,000)*
- In FY 2016-17, the Department hired an external consultant to analyze the County's span of control calculations as well as relief factors and other methods for the distribution of personnel resources in large departments to promote budgetary savings and ensure best management practices; funding is allocated in the Management Consulting Reserve in the General Government budget ($68,000 in FY 2016-17; $202,000 in FY 2017-18); the span of control portion was completed in FY 2016-17 and it is anticipated that the relief factor analysis will be completed during the first quarter of FY 2017-18; findings will be used in the development of the FY 2018-19 budget

DIVISION: GRANTS COORDINATION

The Grants Coordination Division administers and processes reimbursement requests for CBO contracts; additionally, the Division monitors funding for the Mom and Pop Small Business Grant Program; manages and administers grants under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009; administers the Byrne Criminal Justice Innovation Grant; identifies and promotes grant and revenue generating opportunities for County initiatives; and provides direct support to the Miami-Dade HIV/AIDS Partnership (planning council).

- Develops and maintains a grant website to identify and promote grant opportunities; prepares grant applications; and provides grant-related training and technical assistance to County departments and CBOs
- Manages local, state, and/or federal grants assigned to the Department to ensure implementation, performance, and compliance

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Develop and implement revenue maximization opportunities	Grant, sponsorship and advertising funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities*	OC	↑	$25	$33	$30	$38	$30

*FY 2017-18 Target has been updated to reflect agreements and contracts executed subsequent to the Proposed Budget

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

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	91%	89%	85%	89%	85%
	Site visits - CBOs*	OP	↔	130	8	7	42	144

*FY 2017-18 Targets have been updated to reflect contracts awarded subsequent to the Proposed Budget

- HH3-4: Increase the self-sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Promote independent living through early intervention and support services	HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])*	OP	↔	9,655	9,671	9,600	10,165	10,500
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	81%	97%	85%	94%	85%
	Comprehensive Ryan White Program site visits (per contract year)**	OP	↔	4	15	15	15	5

* FY 2017-18 Target has been updated to reflect grant awards received subsequent to the Proposed Budget

** FY 2017-18 Target updated to reflect a change in federal policy requiring site visits once every two years rather than annually

DIVISION COMMENTS

- The Department continues to make weekly updates to the grant resources web page on the County's web portal to identify grant opportunities for County departments and CBOs
- The FY 2017-18 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to $265,000)
- The FY 2017-18 Adopted Budget allocates $13.82 million for community-based organizations (CBOs), providing funding for organizations which participated in the RFP #CBO1516 competitive solicitation process; separately, a new competitive solicitation process to allocate $730,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department ($430,000), Water and Sewer Department ($200,000), and Department of Solid Waste Management ($100,000) will be facilitated; the FY 2017-18 Adopted Budget also includes $1.044 million to fund the Mom and Pop Small Business Grant Program and $1.625 million ($125,000 per Commission District) for allocation to CBOs for district specific needs
- The FY 2017-18 Adopted Budget includes revenues generated through marketing and sponsorship agreements to support existing marketing and sponsorship efforts as well as develop new revenue generating opportunities ($350,000)
- An Assistant Grants Analyst in the Grants Coordination Division will be shared with the Community Redevelopment and Municipal Services function to coordinate Municipal Advisory Committee meetings and other public meetings, facilitate the CBO contracting and monitoring processes, and provide agenda coordination support
- *Two Special Projects Administrator 2 positions and a Contract Officer position will be held vacant through FY 2017-18; if non-County funding is identified, a vacant Senior Grants Analyst position will be filled to facilitate the CBO capacity-building activities*

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Senior Business Analysts and one Assistant Business Analyst to address the increased workload due to the incorporation efforts being considered	$10	$380	3
Hire one Senior Business Analyst and one Business Analyst to allow for more comprehensive budget and performance monitoring	$15	$415	2
Hire three Contracts Officers to perform enhanced monitoring of community-based organizations	$10	$225	3
Total	**$35**	**$1,020**	**8**

Property Appraiser

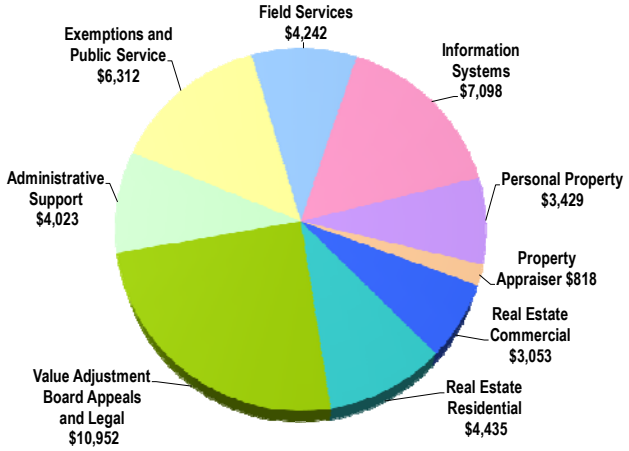
The elected Property Appraiser of Miami-Dade County has the primary responsibility to identify and appraise all real and tangible personal property within the county and certify the annual tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and state law. Additional responsibilities include the maintenance of all associated property records, the administration of all exemptions, and the annual notification to all property owners in Miami-Dade County of the assessed value of their property.

The office performs statutory functions related to the assessment of property for the purpose of determining fair market and taxable values. The taxable values are then used by public schools, Miami-Dade County, municipalities and other taxing jurisdictions to set millage rates and arrive at desired revenue levels.

To fulfill its responsibilities, the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The Office's responsibilities are established by the Florida Constitution, Florida Statutes, and DOR rules and regulations. The budget for the Property Appraiser is subject to provisions outlined in Section 195.087 of the Florida Statutes, which include review and approval by DOR.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

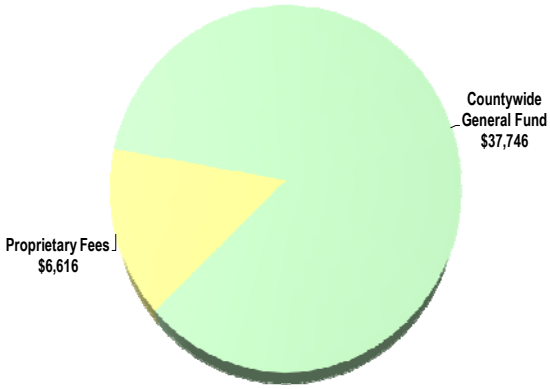


TABLE OF ORGANIZATION

PROPERTY APPRAISER OF MIAMI-DADE COUNTY*

- Oversees office budget, personnel, and the production of an annual assessment roll within Florida Department of Revenue (DOR) parameters; and acts as liaison with taxing authorities, municipalities, and DOR

FY 16-17	FY 17-18
13	13

EXEMPTIONS AND PUBLIC SERVICE

- Disseminates property assessment information relating to real and tangible property using the Office's website, office customer service assistance, e-mail, public presentations through various media, and the 311 Answer Center; receives, verifies, and qualifies or disqualifies all applications for statutory exemptions; and investigates potential illegal exemptions

FY 16-17	FY 17-18
77	78

INFORMATION SERVICES

- Maintains all electronic property record files, monitors changes made to those files, and maintains various computer hardware devices and software utilized by the Office; addresses other information technology needs as required by the Property Appraiser

FY 16-17	FY 17-18
28	29

REAL ESTATE RESIDENTIAL

- Gathers and evaluates data regarding all residential property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process

FY 16-17	FY 17-18
48	50

PERSONAL PROPERTY

- Gathers and evaluates data regarding all tangible personal property located within Miami-Dade County; conducts field inspections and taxpayer return verifications in the annual valuation process

FY 16-17	FY 17-18
38	38

VALUE ADJUSTMENT BOARD APPEALS AND LEGAL

- Responsible for the analysis, preparation, and defense of assessment values before the Value Adjustment Board and District Court

FY 16-17	FY 17-18
115	112

REAL ESTATE COMMERCIAL

- Gathers and evaluates data regarding all commercial property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process

FY 16-17	FY 17-18
31	31

FIELD SERVICES

- Performs inspections on all real property in the County

FY 16-17	FY 17-18
53	53

The FY 2017-18 total number of full-time equivalent position is 404 FTEs

* Table of Organization is subject to mid-year reorganization

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	33,044	34,971	39,949	37,746
Internal Service Charges	0	0	0	3,813
Reimbursements from Taxing Jurisdictions	2,194	2,354	2,749	2,803
Total Revenues	35,238	37,325	42,698	44,362
Operating Expenditures Summary				
Salary	23,406	25,364	27,173	27,635
Fringe Benefits	6,828	7,737	9,402	10,147
Court Costs	0	3	5	82
Contractual Services	1,994	1,322	2,058	2,439
Other Operating	916	921	1,306	1,421
Charges for County Services	1,978	1,849	2,672	2,586
Grants to Outside Organizations	0	0	0	0
Capital	116	126	82	52
Total Operating Expenditures	35,238	37,322	42,698	44,362
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
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
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 16-17	Total Funding Adopted FY 17-18	Total Positions Budget FY 16-17	Total Positions Adopted FY 17-18
Strategic Area: General Government				
Property Appraiser	965	818	6	5
Administrative Support	3,555	4,023	7	8
Exemptions and Public Service	6,151	6,312	77	78
Field Services	4,121	4,242	53	53
Information Systems	6,624	7,098	28	29
Personal Property	3,371	3,429	38	38
Real Estate Commercial	3,048	3,053	31	31
Real Estate Residential	4,120	4,435	48	50
Value Adjustment Board	10,743	10,952	115	112
Appeals and Legal				
Total Operating Expenditures	42,698	44,362	403	404

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 14-15**	**Actual FY 15-16**	**Budget FY 16-17**	**Actual FY 16-17**	**Budget FY 17-18**
Advertising	3	3	3	11	5
Fuel	16	12	20	13	18
Overtime	185	257	143	228	150
Rent	11	0	0	0	0
Security Services	2	2	3	0	2
Temporary Services	0	0	0	0	0
Travel and Registration	13	10	8	14	12
Utilities	125	138	100	129	124

ADDITIONAL INFORMATION

- Pursuant to state statutes, the Tax Collector's Office will continue to charge a fee for all special and non-ad valorem assessment revenues collected on the tax bill and noticed on the Notice of Proposed Property Taxes (commonly referred to as the TRIM Notice); the collection fee is one percent of actual collection and covers notification and collection expenses incurred by the Tax Collector and the Property Appraiser; the following jurisdictions and/or special assessments are charged an administrative collection fee: City of Miami, City of Opa-Locka, Village of Miami Shores, City of Miami Springs, City of North Miami, and Miami-Dade County for solid waste fees; City of Miami and City of Coral Gables for non-ad valorem fire fees; City of Miami Coconut Grove Business Improvement District; and community development districts; administrative collection fee charges may be applied at the request of additional jurisdictions and/or special districts and agreed upon by the Tax Collector and the Property Appraiser
- Pursuant to state statutes, the Property Appraiser's Office will bill the Children's' Trust, the Florida Inland Navigation District, and the South Florida Water Management District for services rendered
- In FY 2017-18, the Office will continue its Citizen Education and Public Outreach Program to educate the residents of Miami-Dade County regarding important property tax issues and exemption opportunities
- The FY 2017-18 Adopted Budget reflects the addition of one PA IT Analyst position in the Information Services Division required to implement a new personal property module and provide continued support to the Computer Assisted Mass Appraisal (CAMA) system

SUPPLEMENTAL INFORMATION

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Non-Departmental

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
Revenue									
Aviation Revenues	0	155	0	0	0	0	0	0	155
BBC GOB Financing	101,968	28,335	23,059	14,456	3,659	0	22,331	3,403	197,211
BBC GOB Interest	300	0	0	0	0	0	0	0	300
BBC GOB Series 2005A	85,032	0	0	0	0	0	0	0	85,032
BBC GOB Series 2008B	36,652	0	0	0	0	0	0	0	36,652
BBC GOB Series 2008B-1	49,093	0	0	0	0	0	0	0	49,093
BBC GOB Series 2011A	34,237	0	0	0	0	0	0	0	34,237
BBC GOB Series 2013A	15,999	0	0	0	0	0	0	0	15,999
BBC GOB Series 2014A	6,478	0	0	0	0	0	0	0	6,478
Capital Outlay Reserve	18,593	33,128	0	0	0	0	0	0	51,721
Department Operating Revenue	6,582	53	0	0	0	0	0	0	6,635
FEMA Hazard Mitigation Grant	1,400	0	0	0	0	0	0	0	1,400
Fire Impact Fees	0	2,170	0	0	0	0	0	0	2,170
Future Financing	11,429	0	0	0	0	0	0	0	11,429
IT Funding Model	150	0	0	0	0	0	0	0	150
ITD Operating Revenue	119	115	0	0	0	0	0	0	234
Lease Financing - County Bonds/Debt	59,189	79,189	35,147	32,823	30,246	11,305	0	0	247,899
Operating Revenue	0	2,683	0	0	0	0	0	0	2,683
Total:	427,221	145,828	58,206	47,279	33,905	11,305	22,331	3,403	749,478
Expenditures									
Strategic Area: PS									
Court Facilities	0	1,372	0	0	0	0	0	0	1,372
Equipment Acquisition	24,700	300	0	0	0	0	0	0	25,000
Facility Improvements	0	121	0	0	0	0	0	0	121
Infrastructure Improvements	0	1,296	0	0	0	0	0	0	1,296
Other	0	839	0	0	0	0	0	0	839
Public Safety Facilities	4,386	1,262	152	0	0	0	0	0	5,800
Telecommunications Equipment	0	1,148	0	0	0	0	0	0	1,148
Strategic Area: RC									
Cultural, Library, and Educational Facilities	26,224	7,149	7,000	1,489	9	0	3,000	0	44,871
Facility Improvements	0	750	0	0	0	0	0	0	750
Other	0	2,690	0	0	0	0	0	0	2,690
Park, Recreation, and Culture Projects	104,648	5,302	3,511	2,000	0	0	0	0	115,461
Vizcaya Facility Improvements	13,794	6,385	5,476	0	0	0	0	0	25,655
Strategic Area: NI									
Animal Services Facilities	0	811	0	0	0	0	0	0	811
Bridges, Infrastructure, Neighborhood Improvements	0	1,150	0	0	0	0	0	0	1,150
Infrastructure Improvements	947	9,053	0	0	0	0	0	0	10,000
Water, Sewer, and Flood Control Systems	37,917	3,852	2,280	3,467	3,650	0	0	0	51,166
Strategic Area: HH									
Fleet Improvements	0	337	0	0	0	0	0	0	337
Health Care Facility Improvements	11,087	300	1,000	7,500	0	0	0	613	20,500
New Head Start Facilities	0	257	0	0	0	0	0	0	257
Other	36,635	11,401	3,640	0	0	0	985	2,790	55,451
Public Housing Improvements	0	975	0	0	0	0	0	0	975
Strategic Area: ED									
New Facilities	976	0	0	0	0	0	4,024	0	5,000
Strategic Area: GG									
311 Answer Center Technology Improvements	0	209	0	0	0	0	0	0	209
ADA Accessibility Improvements	0	280	0	0	0	0	0	0	280
Computer and Systems Automation	30	120	0	0	0	0	0	0	150
Equipment Acquisition	0	592	0	0	0	0	0	0	592
Facility Improvements	0	2,094	0	0	0	0	0	0	2,094
Fleet Improvements	59,308	84,365	35,147	32,823	30,246	11,305	0	0	253,194
New Facilities	95,568	1,863	0	0	0	0	14,322	0	111,753
Other	0	10,017	0	0	0	0	0	0	10,017
Security Improvements	0	539	0	0	0	0	0	0	539
Total:	416,220	156,829	58,206	47,279	33,905	11,305	22,331	3,403	749,478

FUNDED CAPITAL PROJECTS
(dollars in thousands)

ACQUIRE OR CONSTRUCT FUTURE MULTI-PURPOSE FACILITIES IN UMSA PROJECT #: 117400

DESCRIPTION: Acquire or construct future multi-purpose facilities in the Unincorporated Municipal Service Area

LOCATION: To Be Determined District Located: Unincorporated Municipal Service Area
To Be Determined District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	1,390	0	1,390
TOTAL REVENUES:	0	0	0	0	0	0	1,390	0	1,390
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	0	0	0	0	0	1,390	0	1,390
TOTAL EXPENDITURES:	0	0	0	0	0	0	1,390	0	1,390

ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES PROJECT #: 113960

DESCRIPTION: Prior years' allocations included the purchase of the Lightspeed, the Coordinated Victim Assistance Center, and a facility in District 3 to house a provider of services to Haitian immigrants; future funding includes an allocation of $1.39 million for the development of a West Dade Government Center as stipulated in Resolution R-648-15 of the Board of County Commissioners

LOCATION: Various Sites District Located: Countywide
Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	2,600	0	0	0	0	0	8,648	0	11,248
BBC GOB Series 2005A	23,775	0	0	0	0	0	0	0	23,775
BBC GOB Series 2008B	14	0	0	0	0	0	0	0	14
BBC GOB Series 2008B-1	223	0	0	0	0	0	0	0	223
BBC GOB Series 2011A	75	0	0	0	0	0	0	0	75
BBC GOB Series 2013A	9	0	0	0	0	0	0	0	9
BBC GOB Series 2014A	256	0	0	0	0	0	0	0	256
TOTAL REVENUES:	26,952	0	0	0	0	0	8,648	0	35,600
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Building Acquisition/Improvements	2,600	0	0	0	0	0	0	0	2,600
Construction	558	0	0	0	0	0	8,610	0	9,168
Land Acquisition/Improvements	23,775	0	0	0	0	0	38	0	23,813
Planning and Design	3	0	0	0	0	0	0	0	3
Project Administration	16	0	0	0	0	0	0	0	16
TOTAL EXPENDITURES:	26,952	0	0	0	0	0	8,648	0	35,600

ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN DISTRICT 6

PROJECT #: 113900

DESCRIPTION: Acquire or construct multi-purpose facilities for public service outreach in Commission District 6

LOCATION: To Be Determined — District Located: 6

To Be Determined — District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	1,500	0	0	0	0	1,784	0	3,284
BBC GOB Series 2005A	16	0	0	0	0	0	0	0	16
TOTAL REVENUES:	16	1,500	0	0	0	0	1,784	0	3,300
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	1,500	0	0	0	0	1,784	0	3,284
Planning and Design	16	0	0	0	0	0	0	0	16
TOTAL EXPENDITURES:	16	1,500	0	0	0	0	1,784	0	3,300

AMERICAN WITH DISABILITIES ACT (ADA) REASONABLE ACCOMODATIONS

PROJECT #: 981320

DESCRIPTION: Reserve to provide reasonable accommodations for individuals with disabilities

LOCATION: Various Sites — District Located: Countywide

Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	5	0	0	0	0	0	0	5
TOTAL REVENUES:	0	5	0	0	0	0	0	0	5
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	5	0	0	0	0	0	0	5
TOTAL EXPENDITURES:	0	5	0	0	0	0	0	0	5

AUTOMATED AGENDA MANAGEMENT SOFTWARE

PROJECT #: 1735660

DESCRIPTION: Upgrade Legistar or purchase new software to accomplish an automated legislative process

LOCATION: 111 NW 1 St — District Located: 5

City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
IT Funding Model	150	0	0	0	0	0	0	0	150
TOTAL REVENUES:	150	0	0	0	0	0	0	0	150
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Technology Hardware/Software	30	120	0	0	0	0	0	0	150
TOTAL EXPENDITURES:	30	120	0	0	0	0	0	0	150

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $75,000

BASEBALL - CAPITAL RESERVE FUND (PER AGREEMENT) PROJECT #: 2000000562

DESCRIPTION: Provide capital reserve for future stadium capital expenditures

LOCATION: 111 NW 1st St
City of Miami

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	750	0	0	0	0	0	0	750
TOTAL REVENUES:	0	750	0	0	0	0	0	0	750
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Building Acquisition/Improvements	0	750	0	0	0	0	0	0	750
TOTAL EXPENDITURES:	0	750	0	0	0	0	0	0	750

COUNTYWIDE RADIO REBANDING PROJECT #: 987370

DESCRIPTION: 800 MHz radio rebanding project - radio replacement program

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	18,418	0	0	0	0	0	0	0	18,418
Department Operating Revenue	6,582	0	0	0	0	0	0	0	6,582
TOTAL REVENUES:	25,000	0	0	0	0	0	0	0	25,000
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Furniture Fixtures and Equipment	24,700	300	0	0	0	0	0	0	25,000
TOTAL EXPENDITURES:	24,700	300	0	0	0	0	0	0	25,000

DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2013B) PROJECT #: 987570

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used for computer hardware and software acquisition and development

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	209	0	0	0	0	0	0	209
TOTAL REVENUES:	0	209	0	0	0	0	0	0	209
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	209	0	0	0	0	0	0	209
TOTAL EXPENDITURES:	0	209	0	0	0	0	0	0	209

DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2016B) PROJECT #: 2000000714

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used for computer hardware and software acquisition and development

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	58	0	0	0	0	0	0	58
TOTAL REVENUES:	0	58	0	0	0	0	0	0	58
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	58	0	0	0	0	0	0	58
TOTAL EXPENDITURES:	0	58	0	0	0	0	0	0	58

DEBT SERVICE - AMERICAN WITH DISABILITES ACT (CAPITAL ASSET SERIES 2013B) PROJECT #: 986030

DESCRIPTION: Provide funding for annual debt service payment; proceeds were used to modify County-owned facilities and rights-of-way to provide access to people with disabilities in accordance with the Americans with Disabilities Act

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	275	0	0	0	0	0	0	275
TOTAL REVENUES:	0	275	0	0	0	0	0	0	275
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	275	0	0	0	0	0	0	275
TOTAL EXPENDITURES:	0	275	0	0	0	0	0	0	275

DEBT SERVICE - AMERICANS WITH DISABILITIES ACT (CAPITAL ASSET SERIES 2016B) PROJECT #: 2000000711

DESCRIPTION: Provide funding for annual debt service payment; proceeds were used to modify County-owned facilities and rights-of-way to provide access to people with disabilities in accordance with the Americans with Disabilities Act

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	11	0	0	0	0	0	0	11
TOTAL REVENUES:	0	11	0	0	0	0	0	0	11
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	11	0	0	0	0	0	0	11
TOTAL EXPENDITURES:	0	11	0	0	0	0	0	0	11

DEBT SERVICE - ANIMAL SHELTER (CAPITAL ASSET ACQUISTION BOND 2016A) PROJECT #: 2000000548

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to construct the new Animal Services facility

LOCATION: 3599 NW 79 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	811	0	0	0	0	0	0	811
TOTAL REVENUES:	0	811	0	0	0	0	0	0	811
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	811	0	0	0	0	0	0	811
TOTAL EXPENDITURES:	0	811	0	0	0	0	0	0	811

DEBT SERVICE - BALLPARK STADIUM PROJECT (CAPITAL ASSET SERIES 2011A) PROJECT #: 984180

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used to provide County share of ballpark stadium public private partnership project; Capital Outlay Reserve (COR) funding provided by annual rent payment from Marlins

LOCATION: 501 NW 16 Ave
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	2,416	0	0	0	0	0	0	2,416
TOTAL REVENUES:	0	2,416	0	0	0	0	0	0	2,416
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,416	0	0	0	0	0	0	2,416
TOTAL EXPENDITURES:	0	2,416	0	0	0	0	0	0	2,416

DEBT SERVICE - BUSES FOR COMMUNITY ACTION AND HUMAN SERVICES (CAPITAL ASSET SERIES 2013A) PROJECT #: 982040

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to replace aging fleet and acquire 16 new buses to transport the variety of clients served by the Community Action and Human Services Department

LOCATION: Various Sites
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	337	0	0	0	0	0	0	337
TOTAL REVENUES:	0	337	0	0	0	0	0	0	337
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	337	0	0	0	0	0	0	337
TOTAL EXPENDITURES:	0	337	0	0	0	0	0	0	337

DEBT SERVICE - CHEVRON ENERGY PROJECT PROJECT #: 2000000244

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for energy conservation project at MDPD Headquarters

LOCATION: 9105 NW 25 St
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	121	0	0	0	0	0	0	121
TOTAL REVENUES:	0	121	0	0	0	0	0	0	121
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	121	0	0	0	0	0	0	121
TOTAL EXPENDITURES:	0	121	0	0	0	0	0	0	121

DEBT SERVICE - COAST GUARD PROPERTY (CAPITAL ASSET SERIES 2008B) PROJECT #: 985070

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to purchase the Coast Guard property for temporary affordable housing

LOCATION: 12300 SW 152 St
Unincorporated Miami-Dade County

District Located: 9
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	2,164	0	0	0	0	0	0	2,164
TOTAL REVENUES:	0	2,164	0	0	0	0	0	0	2,164
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,164	0	0	0	0	0	0	2,164
TOTAL EXPENDITURES:	0	2,164	0	0	0	0	0	0	2,164

DEBT SERVICE - CORRECTIONS FIRE SYSTEMS PHASE 4 (CAPITAL ASSET SERIES 2016B) PROJECT #: 2000000710

DESCRIPTION: Provide funding for annual debt service; financing proceeds are being used to close out Fire Systems Phase 4 and complete capital maintenance projects at various correctional facilities

LOCATION: Various Sites
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	719	0	0	0	0	0	0	719
TOTAL REVENUES:	0	719	0	0	0	0	0	0	719
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	719	0	0	0	0	0	0	719
TOTAL EXPENDITURES:	0	719	0	0	0	0	0	0	719

DEBT SERVICE - CYBER SECURITY PHASE 1 (SUNSHINE STATE SERIES 2011A) PROJECT #: 985730

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement technology infrastructure system security

LOCATION: 5680 SW 87 Ave
Unincorporated Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	539	0	0	0	0	0	0	539
TOTAL REVENUES:	0	539	0	0	0	0	0	0	539
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	539	0	0	0	0	0	0	539
TOTAL EXPENDITURES:	0	539	0	0	0	0	0	0	539

DEBT SERVICE - CYBER SECURITY PHASE 2 (CAPITAL ASSET SERIES 2009A) PROJECT #: 988740

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used to implement technology infrastructure system security

LOCATION: 5680 SW 87 Ave
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	863	0	0	0	0	0	0	863
TOTAL REVENUES:	0	863	0	0	0	0	0	0	863
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	863	0	0	0	0	0	0	863
TOTAL EXPENDITURES:	0	863	0	0	0	0	0	0	863

DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2013B) PROJECT #: 988020

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for repairs to the Miami-Dade County Courthouse façade

LOCATION: 73 W Flagler St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	872	0	0	0	0	0	0	872
TOTAL REVENUES:	0	872	0	0	0	0	0	0	872
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	872	0	0	0	0	0	0	872
TOTAL EXPENDITURES:	0	872	0	0	0	0	0	0	872

DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2016B) PROJECT #: 2000000712

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for repairs to the Miami-Dade County Courthouse façade

LOCATION: 73 W Flagler St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	28	0	0	0	0	0	0	28
TOTAL REVENUES:	0	28	0	0	0	0	0	0	28
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	28	0	0	0	0	0	0	28
TOTAL EXPENDITURES:	0	28	0	0	0	0	0	0	28

DEBT SERVICE - ELECTION FACILITIES (CAPITAL ASSET SERIES 2013B) PROJECT #: 981590

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility; acquire furniture, fixtures, and equipment; and provide the necessary technology for the Elections Department

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	665	0	0	0	0	0	0	665
TOTAL REVENUES:	0	665	0	0	0	0	0	0	665
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	665	0	0	0	0	0	0	665
TOTAL EXPENDITURES:	0	665	0	0	0	0	0	0	665

DEBT SERVICE - ELECTIONS EQUIPMENT (CAPITAL ASSET SERIES 2013A) PROJECT #: 982250

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Reliavote Absentee Ballots Sorter and one Server to process outgoing and incoming absentee ballots and 1,400 Electronic Visual Identification Display Systems (EVIDS)

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	592	0	0	0	0	0	0	592
TOTAL REVENUES:	0	592	0	0	0	0	0	0	592
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	592	0	0	0	0	0	0	592
TOTAL EXPENDITURES:	0	592	0	0	0	0	0	0	592

DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2016B) PROJECT #: 2000000713

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility; acquire furniture, fixtures, and equipment; and provide the necessary technology for the Elections Department

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	179	0	0	0	0	0	0	179
TOTAL REVENUES:	0	179	0	0	0	0	0	0	179
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	179	0	0	0	0	0	0	179
TOTAL EXPENDITURES:	0	179	0	0	0	0	0	0	179

DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET 2013A) PROJECT #: 986330

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware, software, and to implement system

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	3,535	0	0	0	0	0	0	3,535
TOTAL REVENUES:	0	3,535	0	0	0	0	0	0	3,535
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,535	0	0	0	0	0	0	3,535
TOTAL EXPENDITURES:	0	3,535	0	0	0	0	0	0	3,535

DEBT SERVICE - FIRE BOAT (SUNSHINE STATE 2011A) PROJECT #: 982120

DESCRIPTION: Provide funding for annual debt service payment

LOCATION: Various Sites
Various Sites

District Located: 4, 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	92	0	0	0	0	0	0	92
TOTAL REVENUES:	0	92	0	0	0	0	0	0	92
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	92	0	0	0	0	0	0	92
TOTAL EXPENDITURES:	0	92	0	0	0	0	0	0	92

DEBT SERVICE - FIRE UHF RADIO SYSTEM (CAPITAL ASSET SERIES 2013B) PROJECT #: 9810010

DESCRIPTION: Provide funding for annual debt service payment

LOCATION: Countywide District Located: Countywide

Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	1,148	0	0	0	0	0	0	1,148
TOTAL REVENUES:	0	1,148	0	0	0	0	0	0	1,148
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,148	0	0	0	0	0	0	1,148
TOTAL EXPENDITURES:	0	1,148	0	0	0	0	0	0	1,148

DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2013B) PROJECT #: 984120

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

LOCATION: 6801 NW 186 St District Located: 1

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	268	0	0	0	0	0	0	268
TOTAL REVENUES:	0	268	0	0	0	0	0	0	268
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	268	0	0	0	0	0	0	268
TOTAL EXPENDITURES:	0	268	0	0	0	0	0	0	268

DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2016B) PROJECT #: 2000000709

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

LOCATION: 6801 NW 186 St District Located: 1

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	11	0	0	0	0	0	0	11
TOTAL REVENUES:	0	11	0	0	0	0	0	0	11
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	11	0	0	0	0	0	0	11
TOTAL EXPENDITURES:	0	11	0	0	0	0	0	0	11

DEBT SERVICE – POLICE VEHICLES PROJECT #: 2000000245

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire police vehicles

LOCATION: Various Sites District Located: Countywide
Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	5,069	0	0	0	0	0	0	5,069
TOTAL REVENUES:	0	5,069	0	0	0	0	0	0	5,069
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	5,069	0	0	0	0	0	0	5,069
TOTAL EXPENDITURES:	0	5,069	0	0	0	0	0	0	5,069

DEBT SERVICE - NARROWBANDING PROJECT #: 2000000145

DESCRIPTION: Provide funding for annual debt service payment; Federal Communications Commission (FCC) mandate to narrowband UHF frequencies that required Miami-Dade Fire Rescue Department to install more communication towers to receive and transmit UHF signals

LOCATION: Countywide District Located: Countywide
Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	1,296	0	0	0	0	0	0	1,296
TOTAL REVENUES:	0	1,296	0	0	0	0	0	0	1,296
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,296	0	0	0	0	0	0	1,296
TOTAL EXPENDITURES:	0	1,296	0	0	0	0	0	0	1,296

DEBT SERVICE - PARK IMPROVEMENTS (CAPITAL ASSET ACQUISTION BOND 2016) PROJECT #: 2000000551

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to provide infrastructure improvements to various park facilities

LOCATION: Various Sites District Located: Countywide
Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	311	0	0	0	0	0	0	311
TOTAL REVENUES:	0	311	0	0	0	0	0	0	311
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	311	0	0	0	0	0	0	311
TOTAL EXPENDITURES:	0	311	0	0	0	0	0	0	311

DEBT SERVICE - PORTABLE CLASSROOMS FOR HEAD START/EARLY HEAD START PROGRAMS (CAPITAL ASSET SERIES 2013A) PROJECT #: 983090

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to purchase 17 new portable classrooms to replace older existing units

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	257	0	0	0	0	0	0	257
TOTAL REVENUES:	0	257	0	0	0	0	0	0	257
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	257	0	0	0	0	0	0	257
TOTAL EXPENDITURES:	0	257	0	0	0	0	0	0	257

DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2009A) PROJECT #: 986230

DESCRIPTION: Provide funding for annual debt service payment; financing will be used to close out completion of a variety of projects including Animal Services facility, technology equipment, and PROS marinas or parking projects

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	263	0	0	0	0	0	0	263
TOTAL REVENUES:	0	263	0	0	0	0	0	0	263
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	263	0	0	0	0	0	0	263
TOTAL EXPENDITURES:	0	263	0	0	0	0	0	0	263

DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2009B) PROJECT #: 988720

DESCRIPTION: Provide funding for annual debt service payment; financing will be used to close out completion of a variety of projects including Animal Services facility, technology equipment, and PROS marinas or parking projects

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	302	0	0	0	0	0	0	302
TOTAL REVENUES:	0	302	0	0	0	0	0	0	302
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	302	0	0	0	0	0	0	302
TOTAL EXPENDITURES:	0	302	0	0	0	0	0	0	302

DEBT SERVICE - PUBLIC HEALTH TRUST (CAPITAL ASSET SERIES 2009A) PROJECT #: 985800

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Public Health Trust equipment and facility improvements

LOCATION: 1611 NW 12 Ave
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	3,834	0	0	0	0	0	0	3,834
TOTAL REVENUES:	0	3,834	0	0	0	0	0	0	3,834
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,834	0	0	0	0	0	0	3,834
TOTAL EXPENDITURES:	0	3,834	0	0	0	0	0	0	3,834

DEBT SERVICE - PUBLIC HEALTH TRUST INFRASTRUCTURE (SUNSHINE STATES SERIES 2011A) PROJECT #: 984100

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for the Public Health Trust equipment and infrastructure

LOCATION: 1611 NW 12 Ave
City of Miami

District Located: 3
District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	1,221	0	0	0	0	0	0	1,221
TOTAL REVENUES:	0	1,221	0	0	0	0	0	0	1,221
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,221	0	0	0	0	0	0	1,221
TOTAL EXPENDITURES:	0	1,221	0	0	0	0	0	0	1,221

DEBT SERVICE - PUBLIC HOUSING IMPROVEMENTS (CAPITAL ASSET 2016B) PROJECT #: 2000000708

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds will be used to complete Hope IV, Phase One and Phase Two Projects and Scott Carver

LOCATION: 701 NW 1 Ct
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	868	0	0	0	0	0	0	868
TOTAL REVENUES:	0	868	0	0	0	0	0	0	868
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	868	0	0	0	0	0	0	868
TOTAL EXPENDITURES:	0	868	0	0	0	0	0	0	868

DEBT SERVICE - PUBLIC HOUSING PROJECTS (SUNSHINE STATE SERIES 2011A) PROJECT #: 985810

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to fund equipment and fixed improvements for security-related projects at public housing sites and for Ward Towers close-out costs

LOCATION: Countywide — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	364	0	0	0	0	0	0	364
TOTAL REVENUES:	0	364	0	0	0	0	0	0	364
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	364	0	0	0	0	0	0	364
TOTAL EXPENDITURES:	0	364	0	0	0	0	0	0	364

DEBT SERVICE - PUBLIC SERVICE TAX BONDS (SERIES 2011) PROJECT #: 988490

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP)

LOCATION: Countywide — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	1,150	0	0	0	0	0	0	1,150
TOTAL REVENUES:	0	1,150	0	0	0	0	0	0	1,150
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,150	0	0	0	0	0	0	1,150
TOTAL EXPENDITURES:	0	1,150	0	0	0	0	0	0	1,150

DEBT SERVICE - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2013A) PROJECT #: 988880

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to fund development of mixed finance housing units

LOCATION: 7226 NW 22 Ave — District Located: 2
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	975	0	0	0	0	0	0	975
TOTAL REVENUES:	0	975	0	0	0	0	0	0	975
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	975	0	0	0	0	0	0	975
TOTAL EXPENDITURES:	0	975	0	0	0	0	0	0	975

FLEET - REPLACEMENT VEHICLES

PROJECT #: 2000000511

DESCRIPTION: Purchase fleet replacement vehicles for both heavy and light fleet for various county departments to support County operations

LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Aviation Revenues	0	155	0	0	0	0	0	0	155
Department Operating Revenue	0	53	0	0	0	0	0	0	53
Fire Impact Fees	0	2,170	0	0	0	0	0	0	2,170
ITD Operating Revenue	119	115	0	0	0	0	0	0	234
Lease Financing - County Bonds/Debt	59,189	79,189	35,147	32,823	30,246	11,305	0	0	247,899
Operating Revenue	0	2,683	0	0	0	0	0	0	2,683
TOTAL REVENUES:	59,308	84,365	35,147	32,823	30,246	11,305	0	0	253,194
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Automobiles/Vehicles	59,308	84,365	35,147	32,823	30,246	11,305	0	0	253,194
TOTAL EXPENDITURES:	59,308	84,365	35,147	32,823	30,246	11,305	0	0	253,194

HEALTH CARE FUND - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 988710

DESCRIPTION: Provide resources for a health care capital fund to construct and improve emergency and health care facilities countywide

LOCATION: Countywide — District Located: Countywide
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	4,320	2,950	3,640	0	0	0	0	0	10,910
BBC GOB Series 2008B	1,999	0	0	0	0	0	0	0	1,999
BBC GOB Series 2008B-1	1,619	0	0	0	0	0	0	0	1,619
BBC GOB Series 2011A	1,707	0	0	0	0	0	0	0	1,707
BBC GOB Series 2013A	214	0	0	0	0	0	0	0	214
BBC GOB Series 2014A	551	0	0	0	0	0	0	0	551
TOTAL REVENUES:	10,410	2,950	3,640	0	0	0	0	0	17,000
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	7,951	2,950	3,640	0	0	0	0	0	14,541
Land Acquisition/Improvements	2,000	0	0	0	0	0	0	0	2,000
Planning and Design	459	0	0	0	0	0	0	0	459
TOTAL EXPENDITURES:	10,410	2,950	3,640	0	0	0	0	0	17,000

HIALEAH COURTHOUSE ANNUAL EQUIPMENT AND MAINTENANCE

PROJECT #: 984330

DESCRIPTION: Provide funding for the Hialeah Courthouse annual capital maintenance

LOCATION: 11 E 6 St — District Located: 6
Hialeah — District(s) Served: 6, 12, 13

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Building Acquisition/Improvements	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

HISTORYMIAMI - REPAIRS AND RENOVATIONS

PROJECT #: 2000000146

DESCRIPTION: Repair and renovate various exhibition halls
LOCATION: 101 W Flagler St — District Located: 5
City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Capital Outlay Reserve	175	50	0	0	0	0	0	0	225
TOTAL REVENUES:	175	50	0	0	0	0	0	0	225
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Building Acquisition/Improvements	76	149	0	0	0	0	0	0	225
TOTAL EXPENDITURES:	76	149	0	0	0	0	0	0	225

JACKSON HEALTH CENTER – BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 981940

DESCRIPTION: Partner with Jackson Health System to provide healthcare opportunities
LOCATION: To Be Determined — District Located: 6
To Be Determined — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	0	0	7,500	0	0	0	0	7,500
TOTAL REVENUES:	0	0	0	7,500	0	0	0	0	7,500
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	0	0	7,500	0	0	0	0	7,500
TOTAL EXPENDITURES:	0	0	0	7,500	0	0	0	0	7,500

MARTIN LUTHER KING BUSINESS CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 111210

DESCRIPTION: Construct the Martin Luther King Business Center
LOCATION: 6100 NW 7 Ave — District Located: 3
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	4,024	0	4,024
BBC GOB Series 2008B	976	0	0	0	0	0	0	0	976
TOTAL REVENUES:	976	0	0	0	0	0	4,024	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	0	0	0	0	0	4,024	0	4,024
Land Acquisition/Improvements	768	0	0	0	0	0	0	0	768
Planning and Design	208	0	0	0	0	0	0	0	208
TOTAL EXPENDITURES:	976	0	0	0	0	0	4,024	0	5,000

MIAMI BEACH COMMUNITY HEALTH CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 985710

DESCRIPTION: Acquire and renovate existing facility to provide increased delivery of primary health care in the community

LOCATION: 720 Alton Rd, Miami Beach — District Located: 5 — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	0	613	613
BBC GOB Series 2005A	7,109	0	0	0	0	0	0	0	7,109
BBC GOB Series 2008B	94	0	0	0	0	0	0	0	94
BBC GOB Series 2008B-1	184	0	0	0	0	0	0	0	184
TOTAL REVENUES:	7,387	0	0	0	0	0	0	613	8,000
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	185	0	0	0	0	0	0	613	798
Land Acquisition/Improvements	7,109	0	0	0	0	0	0	0	7,109
Permitting	5	0	0	0	0	0	0	0	5
Planning and Design	25	0	0	0	0	0	0	0	25
Project Administration	63	0	0	0	0	0	0	0	63
TOTAL EXPENDITURES:	7,387	0	0	0	0	0	0	613	8,000

MUNICIPAL PROJECTS - CULTURAL, LIBRARY, AND MULTICULTURAL EDUCATIONAL FACILITIES – BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 982610

DESCRIPTION: Provide GOB funding to municipalities supporting projects that improve cultural, library, and multicultural educational facilities

LOCATION: Various Sites, Throughout Miami-Dade County — District Located: Countywide — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	5,076	7,000	7,000	1,489	9	0	3,000	0	23,574
BBC GOB Interest	300	0	0	0	0	0	0	0	300
BBC GOB Series 2005A	2,278	0	0	0	0	0	0	0	2,278
BBC GOB Series 2008B	741	0	0	0	0	0	0	0	741
BBC GOB Series 2008B-1	7,424	0	0	0	0	0	0	0	7,424
BBC GOB Series 2011A	4,341	0	0	0	0	0	0	0	4,341
BBC GOB Series 2013A	4,361	0	0	0	0	0	0	0	4,361
BBC GOB Series 2014A	1,627	0	0	0	0	0	0	0	1,627
TOTAL REVENUES:	26,148	7,000	7,000	1,489	9	0	3,000	0	44,646
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	25,163	7,000	7,000	1,489	9	0	3,000	0	43,661
Planning and Design	952	0	0	0	0	0	0	0	952
Project Administration	33	0	0	0	0	0	0	0	33
TOTAL EXPENDITURES:	26,148	7,000	7,000	1,489	9	0	3,000	0	44,646

MUNICIPAL PROJECTS - PARK AND RECREATION FACILITIES - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 981890

DESCRIPTION: Provide GOB funding to municipalities supporting projects that construct and improve park and recreation facilities

LOCATION: Various Sites District Located: Countywide
Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	6,024	4,723	3,511	2,000	0	0	0	0	16,258
BBC GOB Series 2005A	37,522	0	0	0	0	0	0	0	37,522
BBC GOB Series 2008B	16,719	0	0	0	0	0	0	0	16,719
BBC GOB Series 2008B-1	22,097	0	0	0	0	0	0	0	22,097
BBC GOB Series 2011A	15,093	0	0	0	0	0	0	0	15,093
BBC GOB Series 2013A	5,702	0	0	0	0	0	0	0	5,702
BBC GOB Series 2014A	1,491	0	0	0	0	0	0	0	1,491
TOTAL REVENUES:	104,648	4,723	3,511	2,000	0	0	0	0	114,882
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	85,383	4,723	3,511	2,000	0	0	0	0	95,617
Land Acquisition/Improvements	4,247	0	0	0	0	0	0	0	4,247
Permitting	75	0	0	0	0	0	0	0	75
Planning and Design	13,918	0	0	0	0	0	0	0	13,918
Project Administration	1,025	0	0	0	0	0	0	0	1,025
TOTAL EXPENDITURES:	104,648	4,723	3,511	2,000	0	0	0	0	114,882

MUNICIPAL PROJECTS - PUBLIC SAFETY FACILITIES - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 988150

DESCRIPTION: Provide GOB funds to municipalities supporting projects that construct and improve public safety facilities

LOCATION: Various Sites District Located: Countywide
Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	200	1,262	152	0	0	0	0	0	1,614
BBC GOB Series 2005A	2,999	0	0	0	0	0	0	0	2,999
BBC GOB Series 2008B	651	0	0	0	0	0	0	0	651
BBC GOB Series 2008B-1	36	0	0	0	0	0	0	0	36
BBC GOB Series 2013A	500	0	0	0	0	0	0	0	500
TOTAL REVENUES:	4,386	1,262	152	0	0	0	0	0	5,800
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	4,386	1,262	152	0	0	0	0	0	5,800
TOTAL EXPENDITURES:	4,386	1,262	152	0	0	0	0	0	5,800

MUNICIPAL PROJECTS - PUBLIC SERVICE OUTREACH FACILITIES - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 985560

DESCRIPTION: Provide GOB funding to municipalities supporting projects that construct and improve public service outreach facilities

LOCATION: Various Sites District Located: Countywide
Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	58,926	363	0	0	0	0	0	0	59,289
BBC GOB Series 2005A	1,131	0	0	0	0	0	0	0	1,131
BBC GOB Series 2008B	16	0	0	0	0	0	0	0	16
BBC GOB Series 2008B-1	4,862	0	0	0	0	0	0	0	4,862
BBC GOB Series 2011A	1,510	0	0	0	0	0	0	0	1,510
BBC GOB Series 2013A	2,150	0	0	0	0	0	0	0	2,150
BBC GOB Series 2014A	5	0	0	0	0	0	0	0	5
TOTAL REVENUES:	68,600	363	0	0	0	0	0	0	68,963
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	58,358	363	0	0	0	0	0	0	58,721
Planning and Design	10,240	0	0	0	0	0	0	0	10,240
Project Administration	2	0	0	0	0	0	0	0	2
TOTAL EXPENDITURES:	68,600	363	0	0	0	0	0	0	68,963

MUNICIPAL PROJECTS - WATER, SEWER, AND FLOOD CONTROL SYSTEMS - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 9810960

DESCRIPTION: Provide GOB funding to municipalities supporting projects that construct and improve water, sewer, and flood control systems

LOCATION: Various Sites District Located: Countywide
Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	13,322	3,852	2,280	3,467	3,650	0	0	0	26,571
BBC GOB Series 2005A	4,915	0	0	0	0	0	0	0	4,915
BBC GOB Series 2008B	9,278	0	0	0	0	0	0	0	9,278
BBC GOB Series 2008B-1	6,378	0	0	0	0	0	0	0	6,378
BBC GOB Series 2011A	779	0	0	0	0	0	0	0	779
BBC GOB Series 2013A	1,813	0	0	0	0	0	0	0	1,813
BBC GOB Series 2014A	1,432	0	0	0	0	0	0	0	1,432
TOTAL REVENUES:	37,917	3,852	2,280	3,467	3,650	0	0	0	51,166
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	33,281	3,852	2,280	3,467	3,650	0	0	0	46,530
Permitting	64	0	0	0	0	0	0	0	64
Planning and Design	4,537	0	0	0	0	0	0	0	4,537
Project Administration	35	0	0	0	0	0	0	0	35
TOTAL EXPENDITURES:	37,917	3,852	2,280	3,467	3,650	0	0	0	51,166

NOT-FOR-PROFIT CAPITAL FUND - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 981030

DESCRIPTION: Provide funding for not-for-profit community-based organizations capital fund to construct and improve public service outreach facilities

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	1,940	0	0	0	0	0	985	2,790	5,715
BBC GOB Series 2005A	5,287	0	0	0	0	0	0	0	5,287
BBC GOB Series 2008B	6,164	0	0	0	0	0	0	0	6,164
BBC GOB Series 2008B-1	6,270	0	0	0	0	0	0	0	6,270
BBC GOB Series 2011A	5,196	0	0	0	0	0	0	0	5,196
BBC GOB Series 2013A	819	0	0	0	0	0	0	0	819
BBC GOB Series 2014A	549	0	0	0	0	0	0	0	549
TOTAL REVENUES:	26,225	0	0	0	0	0	985	2,790	30,000
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	20,059	0	0	0	0	0	985	2,790	23,834
Land Acquisition/Improvements	4,539	0	0	0	0	0	0	0	4,539
Permitting	135	0	0	0	0	0	0	0	135
Planning and Design	1,402	0	0	0	0	0	0	0	1,402
Project Administration	90	0	0	0	0	0	0	0	90
TOTAL EXPENDITURES:	26,225	0	0	0	0	0	985	2,790	30,000

PUERTO RICAN COMMUNITY CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 111760

DESCRIPTION: Construct or acquire a Puerto Rican Community Center

LOCATION: To Be Determined
To Be Determined

District Located: TBD
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	2,500	0	2,500
TOTAL REVENUES:	0	0	0	0	0	0	2,500	0	2,500
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	0	0	0	0	0	0	2,500	0	2,500
TOTAL EXPENDITURES:	0	0	0	0	0	0	2,500	0	2,500

QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP) 2017 PROJECT #: 2000000581

DESCRIPTION: Resurface sidewalks, install calming devises, landscape, provide park improvements, and various drainage projects

LOCATION: Various Sites
Unincorporated Miami-Dade County

District Located: Unincorporated Municipal Service Area
District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future Financing	10,000	0	0	0	0	0	0	0	10,000
TOTAL REVENUES:	10,000	0	0	0	0	0	0	0	10,000
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	947	9,053	0	0	0	0	0	0	10,000
TOTAL EXPENDITURES:	947	9,053	0	0	0	0	0	0	10,000

REPAIRS AND RENOVATIONS - CAPITAL OUTLAY RESERVE PROJECT #: 9810050

DESCRIPTION: Provide for unexpected repairs, renovations, and minor capital projects as needed

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Future Financing	1,429	0	0	0	0	0	0	0	1,429
TOTAL REVENUES:	1,429	0	0	0	0	0	0	0	1,429
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Building Acquisition/Improvements	0	1,429	0	0	0	0	0	0	1,429
TOTAL EXPENDITURES:	0	1,429	0	0	0	0	0	0	1,429

UNIVERSITY OF MIAMI (UM)/JACKSON MEMORIAL HOSPITAL (JMH) CENTER OF EXCELLENCE FOR HEARING AND COMMUNICATION DISORDERS - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 984070

DESCRIPTION: Provide funding to acquire, construct, equip, rehabilitate, and enhance the University of Miami (UM)/Jackson Memorial Hospital (JMH) Center of Excellence for the Diagnosis of Communication Disorders

LOCATION: 120 NW 14 St
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	0	300	1,000	0	0	0	0	0	1,300
BBC GOB Series 2011A	3,500	0	0	0	0	0	0	0	3,500
BBC GOB Series 2014A	200	0	0	0	0	0	0	0	200
TOTAL REVENUES:	3,700	300	1,000	0	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	3,465	300	1,000	0	0	0	0	0	4,765
Planning and Design	235	0	0	0	0	0	0	0	235
TOTAL EXPENDITURES:	3,700	300	1,000	0	0	0	0	0	5,000

VIZCAYA MUSEUM AND GARDENS - PHASE II, III AND IV (SCHEMATIC) - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 1709910

DESCRIPTION: Restore the main house skylight and envelope, seawall, barge, and natural areas; and provide schematic design for Phase IV

LOCATION: 3251 S Miami Ave
City of Miami

District Located: 7
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
BBC GOB Financing	9,560	6,385	5,476	0	0	0	0	0	21,421
BBC GOB Series 2011A	2,036	0	0	0	0	0	0	0	2,036
BBC GOB Series 2013A	431	0	0	0	0	0	0	0	431
BBC GOB Series 2014A	367	0	0	0	0	0	0	0	367
FEMA Hazard Mitigation Grant	1,400	0	0	0	0	0	0	0	1,400
TOTAL REVENUES:	13,794	6,385	5,476	0	0	0	0	0	25,655
EXPENDITURE SCHEDULE:	PRIOR	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	FUTURE	TOTAL
Construction	10,471	6,255	5,476	0	0	0	0	0	22,202
Permitting	40	0	0	0	0	0	0	0	40
Planning and Design	1,980	62	0	0	0	0	0	0	2,042
Project Administration	1,303	68	0	0	0	0	0	0	1,371
TOTAL EXPENDITURES:	13,794	6,385	5,476	0	0	0	0	0	25,655

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